



**ANNUAL REVIEW &
SUSTAINABILITY REPORT
2022**

Building Better Companies

Investindustrial

LONDON

LUGANO

LUXEMBOURG

MADRID

NEW YORK

PARIS

SHANGHAI

ABOUT THIS REPORT

Reporting Scope and Boundary

This report presents Investindustrial's business and how the Firm defines and works towards Building Better Companies. It details Investindustrial's portfolio, main achievements and performance during the calendar year 2022, both financially and operationally, and in relation to the material sustainability issues and impact of the Firm's activities.

Key Audiences

Investindustrial's Annual Review and Sustainability Report is one of the Firm's key ways of communicating its activities during the year to stakeholders, including investors, portfolio companies and employees, as well as the broader financial community, governments, regulatory authorities, and broader society.

Reporting Frameworks

Investindustrial adopted the Global Reporting Initiative (GRI) Standards in its Sustainability Report content to ensure quality and consistency.

In addition to GRI, Investindustrial has chosen to link its disclosures to the Ten Principles of the UN Global Compact and the Principles for Responsible Investment (PRI). Links can be found in the UNGC Index on pages 126 – 127 and the PRI Index on page 128.

Investindustrial is a signatory of the Task Force on Climate-Related Financial Disclosure (TCFD). All TCFD Disclosures can be found on pages 129 – 131.

Investindustrial is a certified B Corporation. An annual B Impact Assessment Report can be found on pages 108 – 109.

SBTi Communication on Progress

Investindustrial committed to the Science Based Targets initiative (SBTi) in November 2021. The Firm's targets and communication on progress can be found on pages 100 – 101.



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CONTENTS

4. INTRODUCTION

12. THE FIRM

30. OPERATIONAL EXCELLENCE

58. PORTFOLIO COMPANIES

92. RESPONSIBLE INVESTING

110. FOUNDATIONS

116. SUMMARY COMPANY INFORMATION

INVESTINDUSTRIAL AT A GLANCE

A LEADING EUROPEAN INVESTMENT FIRM WITH

€13bn

of raised fund capital from a long-term investor base (including capital closed post year-end)

ORIGINATED FROM A SUCCESSFUL INDUSTRIAL CONGLOMERATE

33+ YEARS

of investments in leading brands and companies

AN INDUSTRIALLY-DRIVEN APPROACH TO BUILDING WORLD LEADING COMPANIES IN

4

main sectors of specialisation

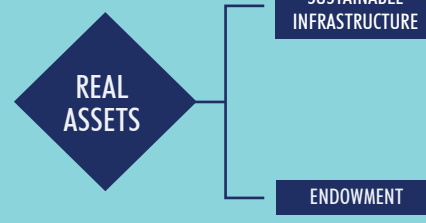
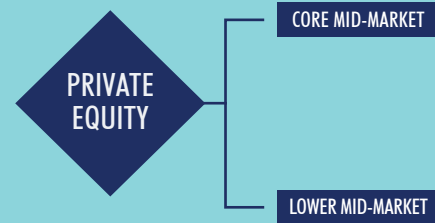
INDUSTRIAL MANUFACTURING

HEALTHCARE & SERVICES

CONSUMER

TECHNOLOGY

An investment approach focused on two main business strategies



IN 2022 Investindustrial's portfolio

employed 46,000 PEOPLE

across 23 COMPANIES (including Eataly)^(*)

with €13.1bn OF REVENUES (excluding Eataly)^(*)

and €1.7bn OF EBITDA (excluding Eataly)^(*)

^(*) The acquisition of Eataly is completed post year-end.

SUSTAINABILITY FOCUS 21+ YEARS

15 YEARS as a carbon neutral firm

CARBON NEUTRAL PORTFOLIO since 2020

100% renewable energy across Investindustrial offices

Certified B Corporation B Corp™ certified company since 2020

FIRM VALUES TO ENSURE LONG-TERM SUSTAINABILITY

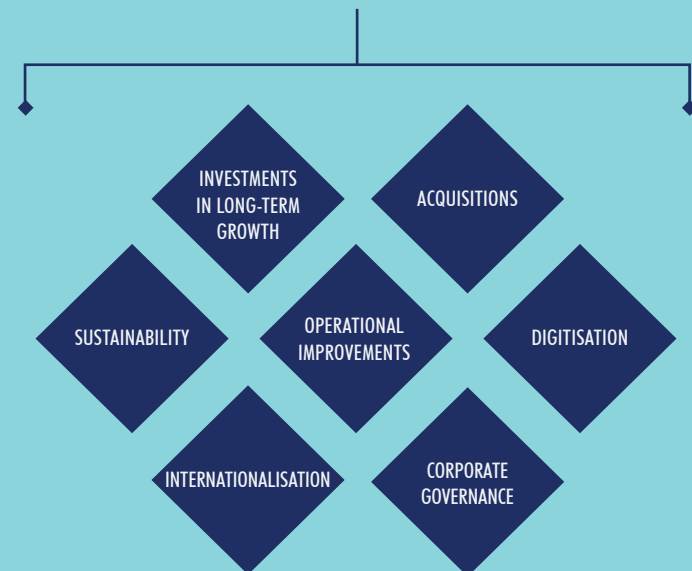


7 OFFICES ACROSS 3 CONTINENTS
165+ PROFESSIONALS⁽¹⁾

26 nationalities | 22 languages

⁽¹⁾As at 31 December 2022

ADDING VALUE TO COMPANIES THROUGH:



ACTIVE OWNERSHIP WITH SUSTAINABILITY AT THE CORE

For over 30 years, Investindustrial has invested predominantly in European, quality mid-market private companies, with an active and transformational ownership approach. In 2022, the Firm continued to evolve as its culture, investment strategies and team performed strongly even in the face of significant geopolitical and macroeconomic uncertainties.

For over 30 years, Investindustrial has invested with an active and transformational ownership approach.

In 2022, Investindustrial’s highly experienced team has remained focused on both new investment activity and portfolio performance to generate attractive returns. Investindustrial made three new platform investments, two new large transformative add-on acquisitions and 20 further value-enhancing add-on acquisitions. At the same time, Investindustrial was active in returning capital to its investors through the successful realisation of four portfolio companies, and one dividend recapitalisation.

Building Better Companies is what drives and defines Investindustrial and its investment strategy. As long-term owners, Investindustrial partners with companies and managers that are leaders in their local markets and have the potential to lead their industries internationally while making a positive impact. Today, Investindustrial has more than 165+ professionals supporting 12 core mid-market companies and 11 companies in the lower mid-market segment, with aggregate sales of approximately €13 billion, EBITDA of €1.7 billion and 46,000 employees.

Building Better Companies is what drives and defines Investindustrial and its investment strategy.

Investindustrial’s current portfolio is collectively one of the highest quality; a result of careful refinements to the Firm’s investment processes and further strengthening of the team to ensure it retains and builds on a strong platform for further value creation in the years ahead.

Operational Excellence

For decades, Investindustrial’s investment strategy has been driven by two important fundamentals: (i) the Firm’s focus on operational excellence across its portfolio, and (ii) its industrial heritage, which forms the depth and breadth of industrial expertise that the team provides to its portfolio companies. This approach, combined with the decision in recent years to emphasise investments in resilient sectors and in companies with strong and stable cashflows, has contributed significantly to the overall portfolio performance during the year. Most of the Firm’s portfolio companies have delivered financial results in 2022 above pre-pandemic levels and many are setting new records. In 2022, the overall portfolio grew EBITDA by 26%.

This Annual Review sets out the Firm’s five key operational excellence pillars – Supply Chain and Procurement; Digital Value Creation; Talent Management and Communications; Sustainability; and Financial Optimisation and Risk Management. These pillars – and highly skilled professionals in these areas – have enabled the Investindustrial team to repeatedly improve portfolio companies’ performance, working closely with management teams, as well as encouraging active knowledge-sharing across the portfolio to deploy best practice and industry expertise.

Investment Momentum

During 2022, Investindustrial remained active by making three new investments in quality mid-market platform companies: one in the core mid-market: Eataly (high-end Italian food retail and restaurant operator); and two in the lower mid-market: Arterex (global medical device contract manufacturer) and Comax (operator of cogeneration plants, dispatchable electricity plants and battery storage systems).

Investindustrial also made two new large transformative add-on acquisitions: Parker Food Group (a leading developer and manufacturer of specialty, value-added

2022 KEY FACTS

3
NEW INVESTMENTS

22
ADD-ONS

In 2022, Investindustrial remained highly active by making three new investments in quality mid-market platform companies: one in the core and upper mid-market (Eataly) and two in the lower mid-market (Arterex and Comax). 22 add-on transactions have been executed across the platform companies in the core and lower mid-markets in Europe, North America and Asia.

6
EXITS
including one partial sale and one dividend recapitalisation

€1.3bn
PROCEEDS

Investindustrial exited four companies during 2022, three in the core mid-market (Natra, Neolith and Italcanditi) and one in the lower mid-market (Benvic). In addition, Investindustrial completed one dividend recapitalisation (Jacuzzi) and one partial sale through the public markets (Zegna). These exits generated total proceeds of €1.3 billion for its investors.

Continued Sustainability and Operational Leadership

€1.7bn
PORTFOLIO EBITDA
As at 31 December 2022

€13.1bn
PORTFOLIO REVENUES
As at 31 December 2022

ingredients) for the CSM Ingredients platform; and Winland Foods, formerly the TreeHouse Foods Meal Preparation business (a leading private label manufacturer for pasta, condiments and sauces), for the Amalfi platform, which comprises both Winland Foods and La Doria. These transformative add-on acquisitions were US-based and, like Arterex, leaders in their respective North American markets, providing their respective platforms with important diversification and attractive synergies. In particular, these transactions draw on Investindustrial's significant track record in successful transatlantic build-ups including Benvic (thermoplastics), Design Holding (global high-end design) and Polynt (specialty chemicals).

The current Investindustrial portfolio composition is weighted towards robust, B2B niche leaders, reflecting Investindustrial's investment preferences at this stage of the economic cycle, and represents sectors in which Investindustrial has significant prior experience.

The current portfolio composition is weighted towards robust, B2B niche leaders.

Corporate build-ups through M&A remain a key investment strategy for Investindustrial and significant further progress was made in 2022. 22 value-accretive add-on acquisitions across 13 platforms have been completed, including two transformational add-ons described above and opportunities that completed post-year end.

Corporate build-ups through M&A remain a key investment strategy for Investindustrial.

In the core and upper mid-market, the following add-on acquisitions were completed in 2022:

- **Ceme**, a global leader in fluid control solutions, acquired US-based Micropump and Procon to boost its North American presence and further diversify its end-market coverage;
- **CSM Ingredients**, a leading global food ingredients company, acquired – in addition to Parker Food Group – Hi-Food, an innovative leader specialising in the research, development and production of natural origin ingredients; and Italcanditi, a leading producer of fruit-based ingredients;
- **Design Holding**, a leading global high-end interior design group, acquired Audo (formerly Designers Company), a Danish furniture and interior design accessories group, to further extend its iconic brand portfolio;
- **Guala Closures**, a leading producer of specialty closures for beverages, acquired Labrenta to significantly increase its luxury offering; and
- **Zegna** (NYSE: ZGN), a leading global luxury menswear brand, acquired Tom Ford International and entered into a long-term license agreement with the Estée Lauder Companies for Tom Ford Fashion, including the men's and women's fashion business, accessories and underwear, fine jewellery, childrenswear, textile, and home design products.

In the lower mid-market: Arterex, Bakelite, Omnia Technologies (formerly known as Della Toffola), Northius, Procemsa and Targa Telematics platforms were all active in completing add-ons, with similarly attractive diversification, synergistic and overall strategic benefits. This activity takes the total number of add-on investments completed since Investindustrial's inception to 178.

The total number of add-on investments completed since Investindustrial's inception totals 178.

Investindustrial's strong focus on build-ups is founded on its long-term experience of creating value through sourcing add-ons at advantageous entry valuations and embedding attractive revenue and cost synergies, with the latter typically being highly visible at entry. Investindustrial's portfolio companies are continually able to leverage the Investindustrial teams' significant track record in add-ons. Its team has demonstrable experience in the integration of platform and add-on companies, reinforced by the way in which the Firm has purposefully built operational and execution capabilities across the three key economic regions – North America, Europe and Asia – to accommodate the global build-up ambitions of many of its portfolio companies.

Successful Realisations

In 2022, Investindustrial was active in returning capital to its investors. Four portfolio companies were sold and there was a further partial sale and dividend recapitalisation in the core and upper mid-market portfolio, as below:

- **Neolith**, the global leader in sintered stone surfaces, was sold following the successful execution of the value creation plan including international expansion, brand reinforcement, enhanced production capabilities and the strengthening of management and governance processes;



Andrea C. Bonomi, Chairman of the Investindustrial Advisory Board, pictured in Investindustrial's London office. This office has been designed using an innovative system of air purification through plants allowing employees to breathe pure air while working indoors and thereby improving their working environment.

- **Natra**, a leading global manufacturer of cocoa and chocolate products, was sold after Investindustrial had worked closely with management to deliver international expansion, achieve significant improvements in sustainability, supply chain, digitisation and efficiency, and hire and retain significant talent;
- **Italcanditi** was acquired by CSM Ingredients to bring strategic benefits and synergies as part of a newly enlarged €1 billion group; and
- **Jacuzzi**, a leading global premium spa manufacturer, achieved a successful dividend recapitalisation underpinned by the strength of its financial performance.

Strategic objective for lower mid-market investments is the transformation into leading global mid-market businesses.

In the lower mid-market: **Benvic**, the leading independent European PVC compounder, was acquired by International Chemical Investors Group, a privately owned industrial group, having successfully completed an international build-up including 10 add-on acquisitions in four years and achieving Investindustrial's overall strategic objective for its lower mid-market investments: transformation into leading global mid-market businesses.

We thank our outgoing portfolio company management teams and employees for their hard work and wish them and their new shareholders every future success.

Portfolio Resilience

In recent years, Investindustrial has proactively prepared its portfolio for the latter stages of the business cycle, working closely with its management teams, and has continued this throughout 2022. This has been done by:

- Purposefully repositioning its investments towards less cyclical, more resilient companies in sectors underpinned by steady long-term growth trends;
- Diversifying its portfolio companies' revenue streams and streamlining cost bases through significant add-on acquisition activity; and

- Completing debt refinancing of the few companies that had not already been refinanced in the last couple of years, with attractive covenant-lite or covenant-loose terms, maintaining its conservative approach towards leverage across the portfolio and optimising cashflows.

These deliberate actions resulted in a portfolio that was optimally positioned for disruptions to the global economy caused by the COVID-19 pandemic in 2020/21 and the Ukraine-Russia conflict, which started in 2022. These events, unprecedented in the past 20 years, have given rise to market challenges including ongoing high levels of inflation and rising interest rates, supply chain disruptions, higher raw material and energy costs, tighter financing conditions, volatile equity markets and potentially structurally lower demand. However, the combination of refining Investindustrial’s investment processes, as set out above, and the significant experience and track record of the Investindustrial team has enabled the Firm to work alongside portfolio management teams in the successful development of their businesses throughout 2022. By year end 2022, the majority of portfolio companies reported performance above pre-pandemic levels, with especially strong performance within healthcare, food ingredients, specialty chemicals and other industrial manufacturing businesses. The consumer goods businesses in Investindustrial’s portfolio reported similarly strong results, largely driven by the acceleration of digitisation plans. Leisure businesses were the last to recover post-COVID, as predicted, but started to perform strongly towards the end of 2022.

Investment in People

Investindustrial’s strong results and partnerships with portfolio companies, investors, lenders and other parties have been achieved through the talent, culture and hard work of its people. In 2022, Investindustrial continued to invest in talent, taking its team to more than 165 professionals, including appointments completed post year-end. During the year, the Firm’s working environment largely returned to pre-pandemic conditions, as COVID-19 restrictions eased, allowing in-person collaboration, on which the Firm places great emphasis, as well as travel to meet existing or potential portfolio companies and investors. In parallel, Investindustrial professionals continued to embrace different ways of working, particularly supported by technology. This evolution during the year, along with the team’s shared sense of ambition, discipline and alignment, has allowed Investindustrial to thrive, especially reflected in its ability to attract new talent. The key areas that were further strengthened during the year included deal origination, investment advisory, talent management, investor relations, sustainability and operational improvement and, in the latter, notably digital value creation and supply chain management. These additional appointments complement the team’s existing, longstanding experience and skillsets.

Investindustrial’s teams have local presence in three key economic regions – Europe, Asia and North America – to provide its portfolio companies with a global perspective, expertise and support.

Investindustrial’s teams have local presence in three key economic regions – Europe, Asia and North America - in order to provide its portfolio companies with a global perspective, expertise and support. Its teams in New York and Shanghai cover large and enormously diverse markets for Investindustrial’s predominantly European portfolio companies and are vitally important in enabling portfolio companies to expand into these regions, either organically or through acquisitions.

Investindustrial’s most valuable asset is its people. Creating a collaborative, supportive, positive and vibrant environment in which to pursue ambitious career plans is a top priority for the Firm. Workplace diversity is also deeply embedded in Investindustrial’s operating model and is most notably evident in the investment decision process where inclusion and diversity are intrinsic to improving outcomes through representation on the Investment Advisory Committee and active encouragement of diversity of thought. Almost 40% of Investindustrial professionals are women and overall, 26 different nationalities are represented within the Firm, speaking 22 languages - critical to addressing its diverse eco-systems across those key economic regions.

Investindustrial’s most valuable asset is its people. Creating a collaborative, supportive, positive and vibrant environment in which to pursue ambitious career plans is a top priority for the Firm.

Sustainability Focus

Investindustrial believes that incorporating sustainability considerations into its business decisions is essential to creating value for its stakeholders and that commerce can and should be used as a force for good as well as profit. Sustainability is one of the five key pillars of Investindustrial’s Building Better Companies framework, which defines the Firm’s key operational performance value drivers.

The Firm’s approach to sustainability is designed to enhance financial returns through improved efficiencies and create significant commercial benefits for its portfolio companies, as well as improving the valuation of these businesses on exit.

For Investindustrial, Building Better Companies has always focused on positioning its portfolio companies to achieve long-term value creation. To do so sustainably, Investindustrial works to ensure its portfolio companies can measure and manage their carbon emissions and other significant

environmental and social impacts, as well as work actively to reduce their footprint while making a positive contribution to society and their communities. With this in mind, Investindustrial has developed a new 2030 Sustainability Strategy, focused on how, as a Firm, and through its work with its portfolio companies, it can focus on its most material sustainability issues to achieve a positive impact. Investindustrial has been carbon neutral as an organisation since 2009 and for its shareholding in its portfolio companies since 2015. The Firm has also been collecting GHG emissions data dating back to 2015, which has allowed it to take the pioneering step of becoming carbon neutral across its portfolio since 2020.

In 2022, key activities and portfolio engagement enabled Investindustrial to continue shaping the industry on sustainability matters by:

- Working with a select group of private equity firms (Investindustrial is one of only 10) on science-based targets private equity guidance to develop the **SBTi Guide for Private Equity** in partnership with the SBTi, iCI and supported by the UN PRI;
- Continuing to develop the **Net Zero Asset Managers initiative** (being only one of seven private markets manager members);
- Winning three ESG awards – the Real Deals ESG Award for Best Mid-Market ESG Firm, and recognised by Real Deals in the Future 40 innovators 2023 and by Private Equity News as most influential in ESG while being shortlisted for numerous others.

We believe these awards particularly reflect the Firm’s significant prior industry engagement and leadership on sustainability including becoming:

- a certified B Corporation;
- a signatory to the Task Force on Climate-Related Financial Disclosures (TCFD); and
- a member of the Initiative Climat International (ICI), a GP-led climate initiative with approximately 250 members.

Investindustrial also continued to build its dedicated Sustainability team that works actively with its portfolio companies on ESG matters. This Annual Review also sets out how Investindustrial actively works with portfolio companies to improve sustainability performance through a methodical approach including reporting, disclosure, benchmarking best practices, developing sustainability strategies and objectives, including carbon emissions reduction targets aligned with science-based targets, and executing against impactful initiatives.

The Investindustrial Foundation amplifies the Firm’s efforts in sustainability by focusing on environmental protection and conservation, as well as the promotion of education and diversity. Invest for children (www.investforchildren.org) is an Investindustrial corporate foundation set up in 2000 focused on supporting underprivileged and differently-abled children.

Conclusions

Investindustrial’s leadership position as a European mid-market investment group continues to strengthen. This has been achieved through a long-term dedication to Building Better Companies through the design and implementation of industrially-driven business plans working alongside talented management teams. A key contributor to Investindustrial’s long-term success since inception in 1990 has been the significant upfront and ongoing investment in best-in-class investment and operational teams, which it strives to strengthen further every year.

Investindustrial’s leadership position as a European mid-market investment group continues to strengthen. This has been achieved through a long-term dedication to Building Better Companies through the design and implementation of industrially-driven business plans working alongside talented management teams.

As the world continues to deal with the geopolitical and economic challenges resulting from the Ukraine-Russia conflict, and broader macroeconomic and cyclical conditions, the collective and diverse experience of Investindustrial’s investment and operational professionals remains of critical importance to navigating such challenges and remaining active in making quality, predominantly proprietary, investments. More than ever, the Firm’s investment activities need to combine the generation of attractive returns for its leading global institutional investors with a strong sense of social responsibility. The entirety of Investindustrial and its portfolio companies continue to work tirelessly towards delivering strong results and driving positive change. We wish everyone well and look forward to reporting back on the continued development of our Firm and portfolio companies in 2024.

More than ever, the Firm’s investment activities need to combine attractive returns for its leading global institutional investors with a strong sense of social responsibility.



THE FIRM

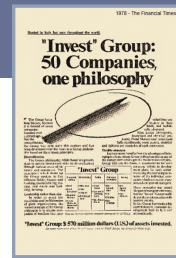
- 14. WHO WE ARE
- 16. INVESTINDUSTRIAL STRATEGY FOR BUILDING BETTER COMPANIES
- 18. PARTNER OF LEADING BRANDS
- 20. INTERNATIONAL PRESENCE
- 23. INVESTMENT PROFESSIONALS
- 26. INVESTMENT ORIGINATION
- 28. INVESTORS

A LEADING INDEPENDENT EUROPEAN INVESTMENT GROUP WITH AN INDUSTRIAL HERITAGE

Providing industrial expertise, operational focus and global platforms to accelerate value creation and international expansion for middle-market companies.

Investindustrial has been an active investor for more than 30 years. The Bonomi family, with over a century of industrial heritage, backed Investindustrial originally in the early 1990s to provide differentiated, independent, value-added financial and operational support to companies with a long-term approach. Today, Investindustrial has built on and retains these key investment principles and sets itself apart from many other investors in mid-sized companies in the market. ◆

INDUSTRIALISTS



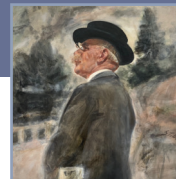
- Investindustrial was born out of an industrial conglomerate, founded at the end of the 19th century in Milan by Carlo Bonomi. Under his leadership, the company became one of the leading Italian real estate developers; from 1940, Anna Bonomi Bolchini transformed the company into a diversified, industrial and financial conglomerate with ownership of approximately 50 companies in sectors including manufacturing, insurance, banking, hospitality and chemicals, along with the creation of the largest mail order company in Italy. In the 1970s, Carlo C. Bonomi internationalised the group, and these assets were eventually realised in the late 1990s.
- In 1990, Investindustrial was founded as an independent investment company with financial backing from the Bonomi family. The family believed that the market lacked an investor with a long-term horizon aligned to industrial plan timetables, to help build corporate leaders with an active, industrially-driven approach.
- Investindustrial sees significant advantages in its industrial conglomerate heritage which is closely aligned to how the Firm invests today. Investindustrial has created both successful consolidation platforms across a number of sectors - enabling these companies to operate independently but with significant synergies and operational support - and global advisory teams to achieve growth via acquisition, organic expansion and extension into new product and/or geographic areas.

- In the 1960s – when conglomerates were most prevalent – the main criticism of the conglomerate was size. Conglomerates had become so diversified and complex that they had become too challenging to manage efficiently as one entity.
- Today, Investindustrial invests across the entire mid-market - from its core and lower mid-market funds with an initial equity investment in the range of €30 million to €1.5 billion (including co-investment) - where it can work closely with ambitious independent companies as a supportive large value-added investor.
- Mid-market European companies are where there is the most opportunity for Investindustrial to accelerate growth and profitability through globalisation, operational improvements and/or transformative build-ups. Investindustrial advocates the use of only moderate leverage, commensurate with each company's growth and capital expenditure ambitions, to build sustainable businesses.

MID-SIZED COMPANIES



FAMILY BUSINESSES



- Investindustrial understands intrinsically how to manage family businesses. Today, the Firm has a strong track record and leading market reputation for investing in and successfully growing family businesses.
- Investindustrial has backed successive family owners, who are pleased to have Investindustrial as an investor given its industrial and operational focus which sets it apart from primarily motivated financial investors. Investindustrial does not always invest in family-owned businesses but, where it does not, its investment approach brings significant value to the company.

SOCIETY AND CULTURE



- Sustainability is one of the five key pillars of Investindustrial's Building Better Companies framework, helping to improve long-term financial performance.
- Positive societal impact is one of the most relevant sustainability issues on which Investindustrial is focused (along with climate change and responsible sourcing). For Investindustrial's portfolio companies – and businesses worldwide – companies have long recognised that their communities – whether local or further afield – are key stakeholders in their businesses and provide a multitude of services and talents on which they rely. As such, the health of these communities is essential to the long-term resilience and ability of the portfolio companies themselves.
- It is with this in mind that Investindustrial promotes the B Corp™ certification process and validation and encourages its portfolio companies to achieve this status. Investindustrial itself achieved B Corp™ status in 2020 and places significant importance on its contribution to a more inclusive, equitable and regenerative economy and building trust with consumers, communities and suppliers, employees and investors.
- For its own employees, Investindustrial is also focused on corporate culture and health and wellbeing in order to retain and attract the best talent and ensure an empowering and supportive working environment.

INVESTINDUSTRIAL GOVERNANCE

Investindustrial adopts a multi-layered approach to governance to ensure structured segregation and allocation of roles and responsibilities among advisory teams, General Partners and investment managers of the funds, investment and holding companies and, ultimately, the management of each portfolio company. The General Partners and investment managers manage each fund in the interest of the respective limited partners and therefore in an autonomous and independent manner from other funds and portfolio companies. The investment managers of the funds are entities regulated and supervised by the Financial Conduct Authority in the United Kingdom and by the CSSF in Luxembourg pursuant to the EU Alternative Investment Fund Manager Directive and have arrangements in place to manage conflicts of interest,

risk, compliance, and responsible investing. Investments and divestments are made (and shares in portfolio companies are held) by the applicable investment or holding company of each fund. Decisions over investments and divestments, including the exercise of the voting rights over the shares of the portfolio companies, are made by the applicable investment or holding company Board of Directors in an autonomous and independent manner, consistent with the applicable corporate governance rules and by-laws. It is the responsibility of the management of each portfolio company to operate the company on a day-to-day basis and implement rigorous compliance systems and procedures. Investindustrial expects that portfolio companies apply a rigorous and conservative approach to Corporate Governance based on clear roles and with full accountability.

CORPORATE GOVERNANCE MODEL



INVESTINDUSTRIAL STRATEGY FOR BUILDING BETTER COMPANIES

Building Better Companies

Financial Performance

Strategy

Operational Excellence



Strategy

- ◇ Invest in leading mid-market quality companies
- ◇ Implement an active industrially-driven investment approach
- ◇ Build out portfolio management teams' talent for growth
- ◇ Develop world-class investment professionals
- ◇ Unlock transformational M&A opportunities
- ◇ Capture global growth opportunities through markets and geographies
- ◇ Develop strategic industrial, commercial and financial partnerships
- ◇ Innovate through best practice R&D, technology and digitisation



Financial Performance

- ◇ Deliver long-term attractive and consistent returns across geographies, sectors, and strategies
- ◇ Achieve operational improvements and excellence
- ◇ Use appropriate leverage to develop and grow the portfolio companies
- ◇ Identify and capture value creation opportunities as well as mitigate risks
- ◇ Deliver significant shareholder value through long-term and sustainable strategies



Operational Excellence

- ◇ Build long-term value through operational excellence and prioritising operational improvements
- ◇ Use operational levers and expertise to unlock portfolio transformational growth
- ◇ Optimise the Investindustrial Building Better Companies framework to drive portfolio company performance
- ◇ Embed sustainability leadership within the portfolio businesses' culture
- ◇ Capitalise on portfolio company collaboration and cross-portfolio knowledge-sharing

AN INVESTMENT STRATEGY REFINED THROUGH MORE THAN 30 YEARS OF INVESTING IN 80 COMPANIES

Select prior investments include:



COLLECTIVE EXPERIENCE APPLIED TO THE 2022 PORTFOLIO OF LEADING COMPANIES AND BRANDS BOTH IN THE LOWER AND CORE MID-MARKET

Core mid-market:



(1) Signed post year-end.

Lower mid-market:



Zegna's spring-summer 2023 clothes collection titled "Born in Oasis Zegna". Zegna is an iconic Italian luxury group with a strong global presence and a long-standing brand heritage.

LEADING EUROPEAN FOOTPRINT WITH A STRONG INTERNATIONAL PRESENCE

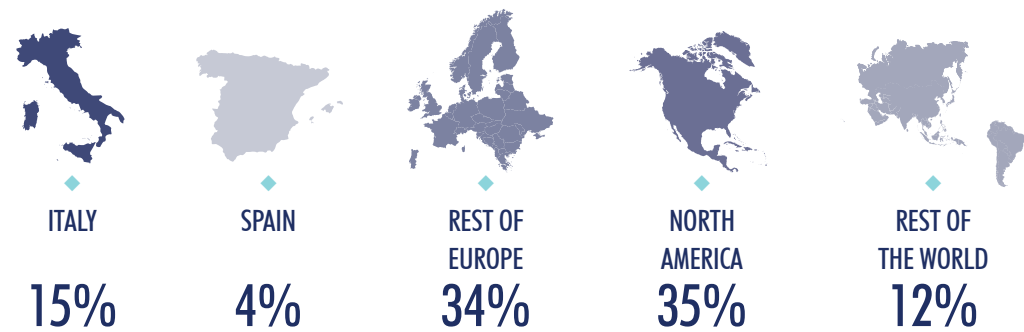
Investindustrial has considerable international reach and combines capital with local insight to drive growth initiatives in its portfolio companies and to support its global vision. Since inception, non-European markets have contributed more than 60% of the sales growth of its portfolio companies, with the majority of this growth coming from North America. ♦



The combination of La Doria and Winland Foods has created a leading group in the European and North American private label packaged food space.

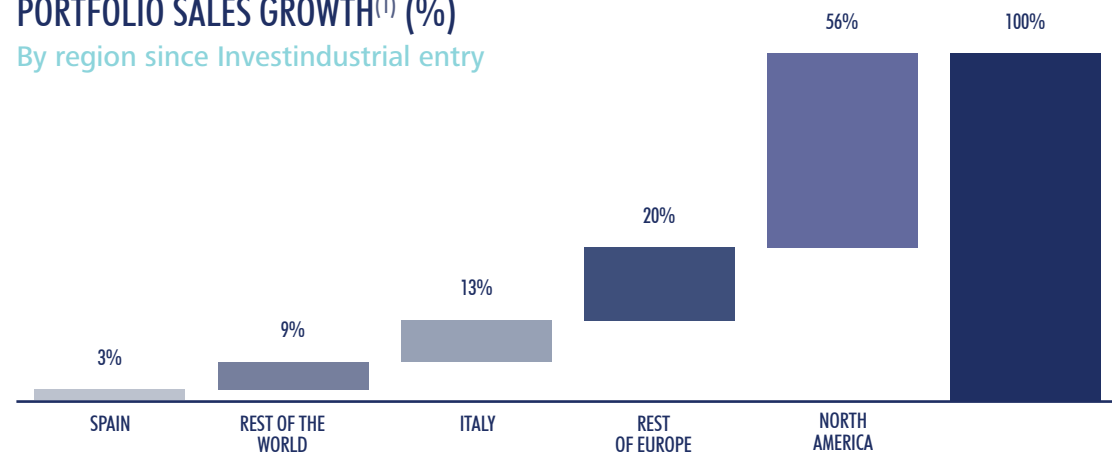
PORTFOLIO SALES⁽¹⁾ (%)

By region



PORTFOLIO SALES GROWTH⁽¹⁾ (%)

By region since Investindustrial entry



(1) Sales weighted by shareholding of the companies present in the portfolio at the end of 2022.



Eataly in Boston. Founded in 2002 by Oscar Farinetti and headquartered in Monticello d'Alba (Piedmont, Italy), Eataly is a unique concept combining high-end Italian food retail and dining.

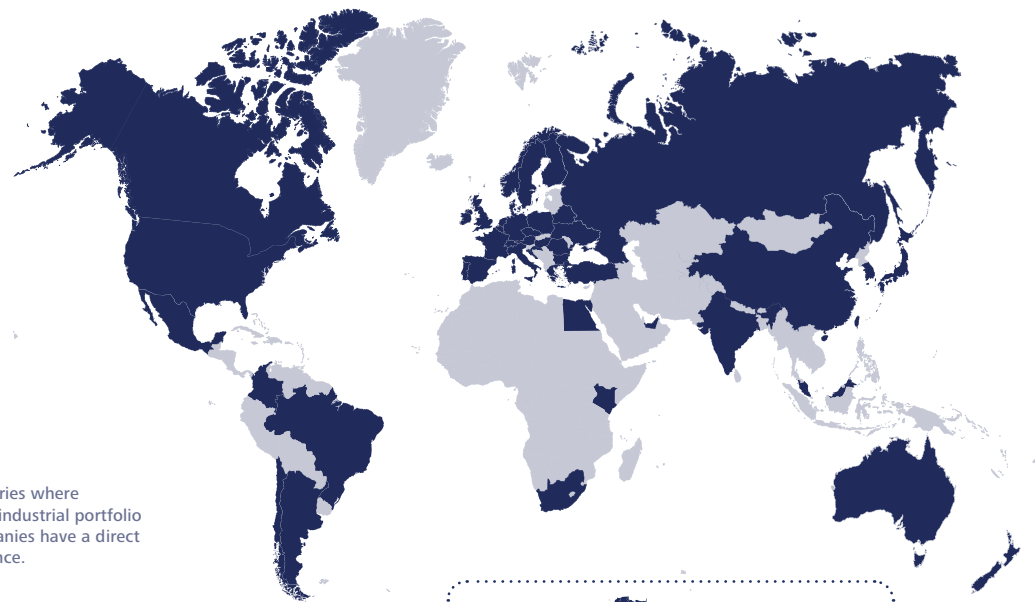
INVESTINDUSTRIAL IS A GLOBAL AND EQUAL PROVIDER OF EMPLOYMENT

Investindustrial's portfolio companies have approximately 46,000 employees, based mostly in Europe, and across a wide range of sectors and countries.

Investindustrial considers the skills of its portfolio companies' employees a highly valuable asset to be developed and improved while respecting and safeguarding individuals. Furthermore, the Firm is committed to supporting equal opportunities in employment and in career development, avoiding every form of discrimination, including based on race, sex, sexual orientation, age, nationality, religion and personal beliefs. In 2022 across the portfolio, women accounted for 18% of the Board seats (with 95% of the Boards including at least one woman), 45% of the workforce and 28% of the senior management.

The companies in which Investindustrial invests endeavour to maintain and improve training and further develop the knowledge and skills of their employees. These proprietary relationships, which have been developed over many cycles, are inherently interlinked and underline Investindustrial's reputation as the preferred partner for high-quality mid-market businesses predominately in Europe. Investindustrial's portfolio companies' manufacturing and commercial activities are present across 47 countries and five continents. ♦

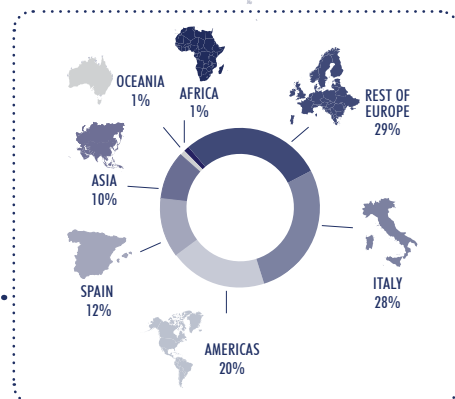
Investindustrial portfolio companies have a direct presence through manufacturing facilities or subsidiaries in 47 countries.



Note:
♦ Countries where Investindustrial portfolio companies have a direct presence.

Total Investindustrial Portfolio Companies Employees (%)

By region

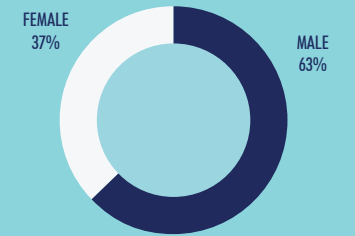


2022 INVESTINDUSTRIAL PROFESSIONALS **165+** Across **7** OFFICES

LANGUAGES AND NATIONALITIES



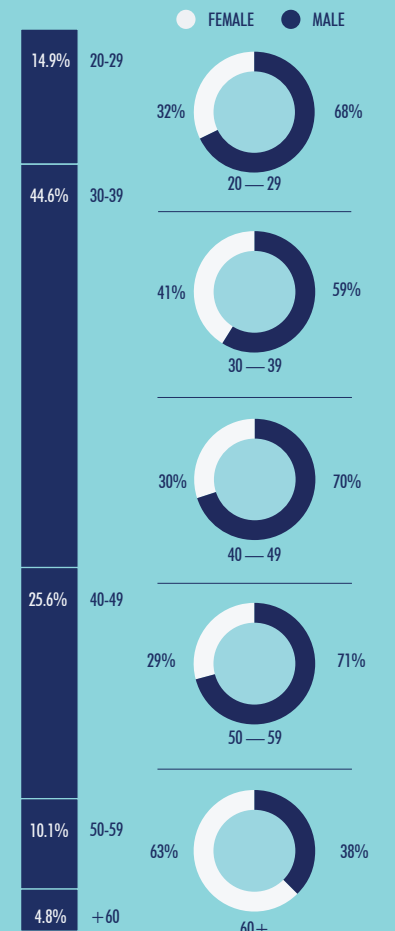
GENDER



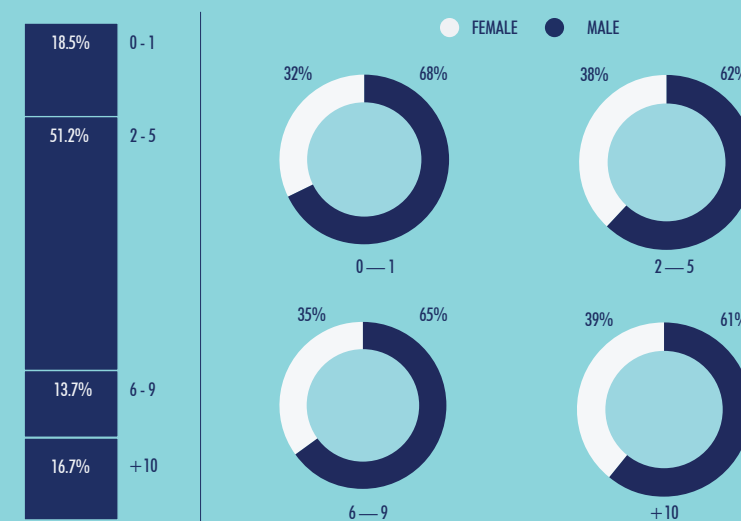
EDUCATION



AGE (YEARS)



TENURE (YEARS)



A ROUNDED TEAM TAILOR-MADE FOR LONG-TERM VALUE CREATION

Investindustrial is one of the largest and most experienced groups of investment professionals focused on Europe.

Investindustrial operates through a series of investment funds, holding companies and financial advisory firms, each managed independently and established in the United Kingdom, Spain, Switzerland, Luxembourg, the Netherlands, the United States and China. People are Investindustrial's most valuable asset and the Firm has therefore developed a diverse team of more than 165 professionals with a variety of backgrounds and skillsets combining local insight with global perspective. Having the right people, in the right place, at the right time is critical to building high-performing

companies and Investindustrial has invested in recruiting and retaining talented people with the highest ethical standards, and provided the right development and opportunities to create an attractive workplace. The Investindustrial team is made up of a group of knowledgeable, well-rounded, collaborative individuals with broad experience and backgrounds, ensuring a diverse workplace that is well placed to bring onboard, integrate and nurture new talent. All professionals speak a combined 22 languages and represent 26 nationalities with 32% of employees speaking three languages or more, reflecting the

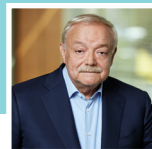
importance Investindustrial places on being a diverse and dynamic organisation with global views and capabilities. Investindustrial has invested in a broad team of functional specialists who support the Firm's activity: globalisation, digitisation, operational and change management, sustainability, legal and compliance, communications, investor relations and syndication, and debt, as well as a finance, risk and operations team. 13 Managing Principals and Senior Principals lead the team of investment professionals. Approximately, 37% of all professionals are women with an increasing trend

considering that 39% of investment professionals hired in the last five years were women. In 2022 Martino Gobbi joined Investindustrial as a Senior Principal in the Growth Fund, to support high growth businesses in the portfolio and to capture business development opportunities across Italy. Investment and divestment activity is decided and undertaken by the applicable holding and investment companies pursuant to their respective Board of Directors' decisions. See "Governance section" on page 15 for more details. ◆

INVESTINDUSTRIAL'S ADVISORY COMPANIES LEADERSHIP TEAM



Andrea C. Bonomi
Chairman of the Industrial Advisory Board



Dante Razzano
Vice Chairman



Roberto Ardagna
Managing Principal



Carlo Umberto C. Bonomi
Managing Principal



Antonio Gatti
Managing Principal



Salvatore Catapano
Senior Principal



Andrea Cicero
Senior Principal



Charles Dupont
Senior Principal



Martino Gobbi
Senior Principal



Michael Guan
Senior Principal



Roberto Maestroni
Senior Principal



José Antonio Marco
Senior Principal



Carl Nauckhoff
Senior Principal



Eduardo Segura
Senior Principal



Thomas Strömstedt
Senior Principal



Alex Browning
Principal



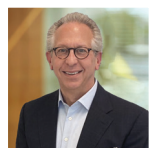
Emanuela Cisini
Principal



Cordelia Dolan
Principal



Federico Fasciolo
Principal



Jeff Feinberg
Principal



Julien Grandpré
Principal



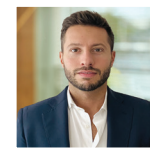
William Liu
Principal



Alessandro Matteo
Principal



Marco Pierettori
Principal



Bruno Romeo
Principal



Daniel Rosen
Principal



Shruti Shastry
Principal



Liqun Wang
Principal



Serge Younes
Principal



Johana Zhera
Principal

AN ORGANISATION BUILT FOR ACTIVE OWNERSHIP THROUGHOUT THE INVESTMENT HORIZON

Investindustrial leverages proprietary networks to source attractive investment opportunities typically unavailable to the broader market. Since inception, the vast majority of portfolio investments have been sourced through proprietary channels, including family and corporate vendors, and both public-to-private and public situations.

Investindustrial allocates significant resources to a concentrated group of portfolio companies and actively seeks to mitigate risk and control returns by building portfolios of assets that exhibit natural diversification. Target companies are typically in growth or mature phases of their life cycle with the level of support required categorised in the following ways:

- Consolidation of the company's position as a local leader;
- Strategic repositioning of the company;
- Driving international growth expansion; and/or
- Accelerating growth through acquisition and/or new products and markets.

Internal Specialist Expertise

Investindustrial provides hands-on advisory support to its portfolio companies. The advice from Investindustrial's investment and operational teams enables portfolio management teams and Boards to make better informed decisions about the direction in which to take their companies. Investindustrial's ability to deliver complex operational and financial advice is underpinned by its broad and deep internal specialist expertise developed across many business cycles and is actively supported by

the Firm's internal business development team, which includes offices in New York and Shanghai. The team's advisory experience combines strong local investment insight with a global perspective which is leveraged to ensure the successful execution of its industrially-driven approach.

Proprietary Relationships

As active investors, Investindustrial works closely with management teams throughout the ownership phase to drive product growth and/or market expansion. This includes actively advising on how best to identify industrial, branding and financial partners from within its network or selectively outside. These proprietary relationships, which have been developed over many years, are inherently interlinked and underline Investindustrial's reputation as the preferred partner for high quality mid-market businesses.

Dedicated Operating Principals

Investindustrial also supports its portfolio companies through dedicated Operating Principals, professionals with significant expertise that help its companies in the definition and execution of their value creation plans.

This industrially-driven, responsible and active ownership approach creates a natural allegiance with corporates who are looking to acquire high quality strategic assets. As part of the value creation process, Investindustrial identifies potential trade buyers with whom there could be valuable synergies, and actively engages in dialogue to build the relationship during the investment period. Strategic buyers have accounted for approximately two thirds of Investindustrial's exits to date.

Investindustrial Network

The broad network of the Firm's Industrial Advisors is co-ordinated by the Industrial Advisory Board; and advisors have specific industrial expertise across sectors and a history of strong relationships with Investindustrial.

The Industrial Advisory Board provides industry expertise, views, opinions and strategic advice on business plans to Investindustrial and its portfolio companies. Its members act as consultants and do not take, nor participate in, investment or divestment decisions. They are an integral part of Investindustrial's business model and industrial approach, providing insights on operational and strategic issues within their fields of expertise. ◆



In 2022, Investindustrial's Food Ingredients platform (including CSM Ingredients, Hi-Food, Italcanditi and Parker Food Group) demonstrated strong performance and resilient growth despite a challenging macroeconomic environment and continued Covid-19 lockdown restrictions in China.

INVESTORS

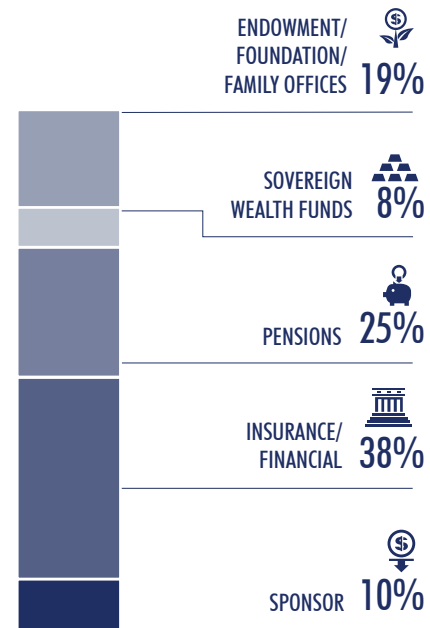
Investindustrial is committed to being strongly aligned with its investors; as such it continues to be the single largest investor across its funds. The Firm is proud to have the support of more than 150 high quality institutional investors across all active funds. Investindustrial is the investment partner of choice for blue-chip investors – including pension funds,

government and financial institutions, endowments, insurance companies and family offices – from around the world. Today, just over 50% of its capital comes from Europe and approximately 40% from North America; the Middle East and Asia is a growing segment, and represents the remainder. ◆

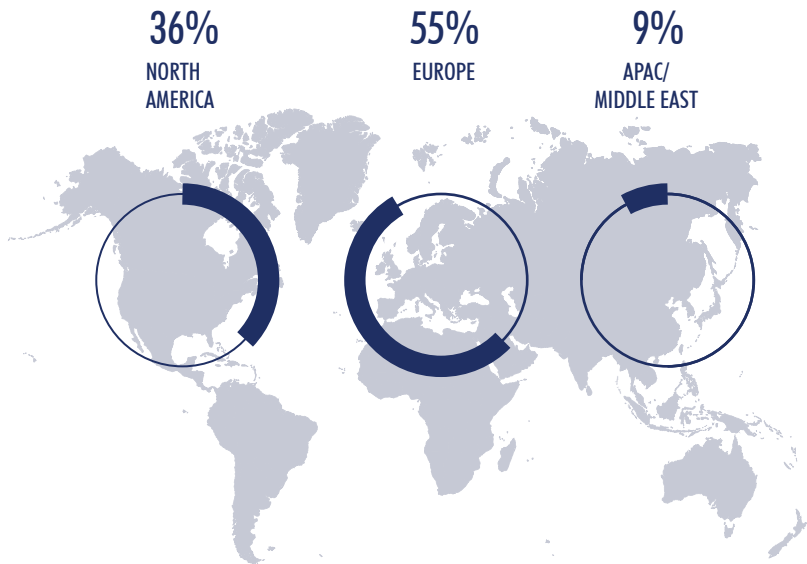
Investindustrial’s objective is to build leading companies by applying industrial expertise, with a strong focus on long-term value creation, an approach that has delivered consistent returns throughout the cycle to its investors.

BREAKDOWN OF INVESTORS (%)

By type⁽¹⁾



By region⁽¹⁻²⁾



(1) As of 31st December 2022. Reflects capital raised from all active funds.
 (2) Excluding Sponsor.



Guala Closures is active in the manufacturing of specialty closures mainly for the wine and spirits industry, producing approximately 18 billion closures per year which are sold across more than 100 countries.

OPERATIONAL EXCELLENCE



- 32. OPERATIONAL IMPROVEMENT STRATEGY
- 33. OPERATIONAL EXCELLENCE FRAMEWORK
- 37. FIVE KEY PILLARS FOR OPERATIONAL IMPROVEMENT
- 42. OPERATIONAL CASE STUDIES

A PROVEN VALUE CREATION APPROACH TO BUILDING GLOBAL, WORLD-CLASS BETTER COMPANIES

Investindustrial is an active owner focused on building long-term value. Operational excellence is embedded in the Firm's investment approach to unlock transformational growth and drive portfolio companies to the next stage of development and internationalisation.

Investindustrial operates with an entrepreneurial and industrially-driven approach and contributes to Building Better Companies by:

- Accelerating internationalisation;
- Significantly improving operational performance; and
- Embedding sustainability leadership within the businesses' culture.

Investindustrial has spent more than 30 years building its global network. The breadth and depth of its global platform, its long-standing partnership with investors and its portfolio companies' ambitions have greatly contributed to the Investindustrial "one team one vision" culture and to generating highly attractive investment returns. Operational improvement at the portfolio company level has accounted for approximately 90% of the value created by Investindustrial to date and remains a clear pillar of the Firm's investment strategy. Each portfolio company is able to capitalise on Investindustrial's specialist experts within its Operational Improvement team. The team focuses on key areas including supply chain and procurement, digitalisation, talent management and communications, sustainability and financial optimisation and risk management.

Operational Excellence Approach

Investindustrial's investment strategy is fundamentally focused on its commitment to a scalable, repeatable and successful approach to building long-term value through operational excellence throughout the investment cycle. This has been achieved over 30 years of providing operational support to its portfolio companies - maximising value during the investment period while actively protecting against any potential downside risks.

For each portfolio company, Investindustrial proactively:

- Identifies material risks and opportunities;
- Leverages cross-portfolio synergies and improvements;
- Shares best practices amongst its portfolio and encourages management team collaboration; and
- Prioritises where operational improvements can most effectively support the value enhancement and growth of the business.

Operational Improvement Team

Investindustrial has a dedicated team of over 25 professionals with diverse operational backgrounds and skillsets who focus on implementing best practices in portfolio

companies and supporting them in key value creation areas. Investindustrial's approach to value creation through operational excellence can be divided into five key pillars:

Supply Chain and Procurement

Improving cashflows through enhanced operational processes and transformation initiatives.

Digital Value Creation

Leveraging digitalisation to streamline processes, enhance margins or redirect resources toward more value-added activities while promoting data analytics best practices.

Talent Management and Communications

Building and developing high-performance management teams and senior advisory Board members to deliver value creation plans. Managing and enhancing reputation and value through effective communications.

Sustainability

Incorporating sustainable principles to derisk operations and drive value through product and service innovation.

Financial Optimisation and Risk Management

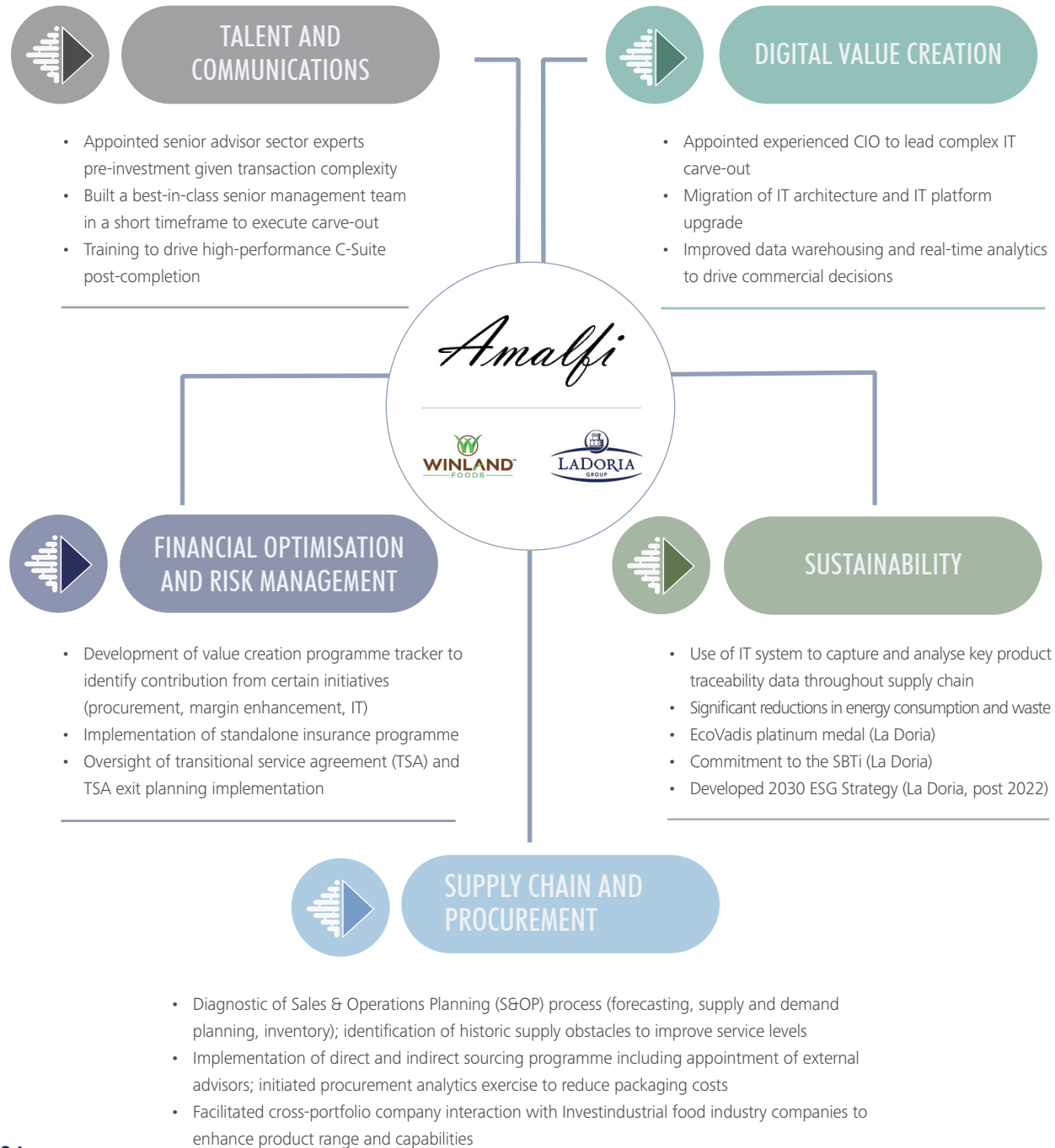
Optimising financial management and performance and mitigating risk. ♦

INVESTINDUSTRIAL'S BUILDING BETTER COMPANIES FRAMEWORK



A 12 MONTH OPERATIONAL EXCELLENCE JOURNEY - AMALFI CASE STUDY

For its portfolio companies, Investindustrial provides deep expertise across its five pillars of operational excellence. Frequently, these skills are deployed simultaneously to improve the company's overall performance. This report from page 42 to 57 provides details on how Investindustrial's Operational Improvement team worked with four of its portfolio companies across different operational areas throughout 2022 to drive performance. This is also presented in the chart below on Amalfi.



A panel of portfolio company management and Investindustrial and external advisors share their insights at Investindustrial's seventh annual Portfolio Operational Summit.



Participants at the 2022 Investindustrial Portfolio Operational Summit in PortAventura World, Spain.

KNOWLEDGE EXCHANGE

Investindustrial recognises the significant benefits for its portfolio companies of being part of a larger community and promotes a culture of collaboration and continuous learning.

Knowledge-sharing is core to how Investindustrial operates and integral to this approach are educational events for its portfolio companies held throughout the year.

One of Investindustrial's events is its Portfolio Operational Summit. This annual two-day event includes expert panels, presentations and practical workshops on topics covering sustainability, legal and compliance, risk, finance, digital transformation and cyber security. The Summit is attended by relevant professionals from each of the portfolio companies (including CEOs, CFOs, Legal Counsels, Sustainability executives, CIO and CTOs) as well as Investindustrial's investment professionals and senior leadership. Expert advisors also present and lead and participate in several of these sessions.

In 2022, Investindustrial held its seventh Portfolio Summit, which took place at PortAventura World in Spain. It was attended by 115 representatives from its portfolio companies, Investindustrial employees and senior management. Topics covered a variety of themes including current business trends, the European energy crisis, cyber security, macroeconomics, best practices for navigating a recession, and the importance of sustainability to drive long-term value. The Summit provided portfolio company management teams with an opportunity to connect, share insights and best practice, and stimulate creative thinking for future planning and growth. Other dedicated portfolio company events during the year focused on digital transformation, supply chain management and procurement.

DATA INSIGHTS – ALMOST 100 YEARS OF DATA WEALTH THAT CAN BE LEVERAGED FOR BETTER DECISION-MAKING

Investindustrial uses data, advanced analytics and statistical methods as strategic operational levers to devise and generate dynamic value-creation opportunities for its portfolio companies and investors.

Through its long investment history, Investindustrial has developed a comprehensive suite of data analytics tools and specific data mining areas of focus to improve investment and portfolio company performance. This data-centric approach has enabled the team to accelerate execution and drive accountability through tracking and identifying new growth opportunities and pre-empting risks at both a Firm and portfolio company level. It has already seen significant advantages in this approach in accessing real-time insights and being able to scale and adapt these across its portfolio, working with portfolio company management teams, as well as using predictive technologies as a powerful value creation and risk management tool. The Firm's goal is to continue capturing and building its data to support early decision-making with well-informed views on business-critical matters. In addition, Investindustrial leverages its data to maximise synergies across the portfolio. It does this highly effectively through value chain mapping to, for example:

- Identify cross-selling opportunities across the portfolio;
- Achieve improved procurement terms and conditions for portfolio companies; and
- Optimise logistics routes and tariffs.

In addition, Investindustrial uses sustainability data to track GHG emissions to help companies navigate the transition to a decarbonising economy, as well as better manage health and safety, and diversity and inclusion. It also tracks data on management incentive plans to attract talented management teams and ensure alignment. ◆



SUPPLY CHAIN AND PROCUREMENT

Investindustrial commits its scale and resources to support portfolio companies in improving cashflows through enhanced operational processes and transformation initiatives.

During the pre-investment due diligence phase, the Investindustrial team actively scrutinises the sustainability of supply chains and each company's ability to pass through costs. It does this to assess the extent to which the company is addressing long-term changes resulting from disruptions and its capacity to withstand future external shocks. Post-investment, the Investindustrial team, along with the portfolio company management team, develops a transformation and innovation strategy with a clear implementation programme to build long-term supply chain resilience, agility and sustainability. Investindustrial works with its portfolio companies on different levers to contribute to resilient and cost-efficient supply chains including:

Logistic Network Optimisation

- Enhancing the carrier sourcing, mode of transportation, service levels, transportation routes and utilisation to optimise transportation lead times, costs and reliability.

Sales Inventory and Operations Planning

- Analysing the optimal level of inventory as demand and supply continue to vary significantly;
- Advising on the implementation of best-in-class sales inventory and operations planning processes;

- Leveraging digital tools to build automated warehouse systems to strengthen workflows and improve fulfilment.

Dual Sourcing and Supplier Optimisation

- Advising on the implementation of dual sourcing arrangements, particularly of critical materials or services;
- Exploring near-shoring opportunities in segments of the supply chain to reduce

overreliance on a single geography or single supplier.

Price Intelligence

- Leveraging AI tools and market intelligence to evaluate how to optimally pass on increased costs as inflation becomes entrenched. ◆



Jacuzzi launched a full operational review to drive savings, promote innovation, improve quality, increase manufacturing efficiencies, and implement a global ERP system.



FINANCIAL OPTIMISATION AND RISK MANAGEMENT

The Operational Improvement team works in partnership with portfolio companies to identify best practices, internal processes and tools for forecasting, planning, purchasing, distribution, manufacturing, order management and organisation.

With in-depth skills in accounting, planning, modelling, forecasting, analysis, and operations, Investindustrial assists its portfolio companies in multiple ways to target improvements in both their income statements and balance sheets, providing a balance between optimising margins, capital productivity and top line growth. In addition, the Investindustrial team works with management teams to identify and achieve process improvements in relation to, for example, financials, ESG

and operating reporting standards. On a monthly basis, portfolio companies deliver monthly financial and operational data in a standardised format for the Investindustrial team to assess performance against budget, previous years, and original plan at entry. iLEVEL Portfolio Monitoring Software (IHS Markit company) has been adopted as a dedicated tool and a secure centralised repository of financial data to ensure consistency and the ongoing improvement of analysis and reporting.

Investindustrial also undertakes a detailed assessment of potential financial and operational risks (including legal, personnel, industrial, market, currency and ESG) - which are fully analysed internally - and with the support of specialist consultants - and incorporated into the portfolio company's value creation plan, along with ways in which these risks can be offset. ♦



Guala Closures launched a programme to improve inventory management and accounts receivable.



TALENT MANAGEMENT AND COMMUNICATIONS

The ability to attract, retain, and incentivise the right talent can be the difference between investment success and failure. Effective communications can be transformational to the success of a business. Internal communications can motivate and drive employee engagement; external communications can enhance reputation and commercial success.

Talent Management

Investindustrial recognises that talent is a key value creation lever. Having the right well-incentivised and fully aligned senior management team and Board Directors of portfolio companies can directly contribute to positive changes and significantly enhance investment performance. The Firm has developed a systematic, analytical approach to identifying executive talent needs and gaps at all stages across the investment cycle. To cultivate a high-performance management team and culture in a portfolio company, Investindustrial's Talent Management team:

- Undertakes pre-investment diligence and planning;
- Sets clear objectives for management, directly aligned with the portfolio company's value creation plan; and
- Carefully and consistently monitors portfolio talent with proactive change management and insightful and intelligent onboarding.

In particular, Investindustrial works with its portfolio companies to:

- Improve leadership and organisational effectiveness;
- Build and enhance high performance Executive teams, Boards and Executive networks; and
- Align organisational structure, compensation and culture with business strategy to increase enterprise value.

Investindustrial has more than 30 years' experience of investing across key sectors and geographies. It has therefore built a deep and broad network of industry experts, senior management executives and advisors with whom the Firm can work to evaluate an investment, pairing their insights with Investindustrial's analysis to inform decision-making on executive recruitment and talent management. Investindustrial's team can also support portfolio companies with ad hoc advice, commercial insights, and guidance and execution on interim leadership.

Communications

Following the appointment of a Chief Communications Officer in June 2023, the Investindustrial team will enhance its pre-investment reputational due diligence to effectively identify and manage any potential risks, as well as determining where improved communications can effect positive change for its portfolio companies. Post-investment, the Investindustrial team will assist its portfolio companies in optimising their communications, as required, to support the businesses' commercial growth and valuation including:

- Employee communications and engagement;
- Reputational risk management;
- Enhancing overall communications to stakeholders; and
- Developing the equity story. ♦



DIGITAL VALUE CREATION

Investindustrial works closely with portfolio companies leveraging technology to drive growth and operational efficiencies and promoting data analytics best practices.

Businesses worldwide use digital technology to drive innovation, create new or modify existing products and rapidly develop and move into new markets. To do this, they need a well-invested, agile and secure IT platform and infrastructure to deliver growth. IT infrastructure management is critical to a business's operations and its overall success – to ensure flexibility and scalability for growth, and to support employee productivity and proactive security and prevention. The Investindustrial team focuses on these areas throughout the ownership period to ensure its portfolio companies are best positioned to thrive. Pre-investment, Investindustrial:

- Assesses each company's technology, digital and cyber maturity;
- Identifies the key value creation drivers to improve its technology and digitisation; and
- Develops a digital and cyber 100 days plan to be implemented by the portfolio company management team.

Post-investment, the Investindustrial team works closely with the management team to enhance and drive digital transformation strategies.

In particular, Investindustrial's team provides support including:

- Advising on the implementation of complex IT transformations;
- Driving and improving digital efficiencies; and
- Creating value by leveraging data / analytics.

In addition, through Investindustrial's network, portfolio companies have access to a broad panel of technology and

digitalisation experts to support the growth of the business.

As in particular, as cyber security becomes more complex, Investindustrial is committed to supporting its portfolio companies both in protecting customer and employee data as well as mitigating the risk of cyber attacks. For this reason, the Operational Improvement team supports each portfolio company in building the necessary capabilities and infrastructure to protect against and proactively respond to cyber threats. ♦

CSM Ingredients completed its business and IT transformation programme in less than 15 months with the ERP (SAP S4) cloud-based transformation going live in January 2023.



SUSTAINABILITY

Investindustrial leverages Sustainability as a catalyst to drive financial returns and risk mitigation.

Investindustrial follows a systematic approach to incorporate sustainability throughout the investment period, from pre-investment due diligence to realisation. The driving factor behind this approach is to maximise stakeholder value by identifying material risks and opportunities associated with sustainability matters and to prioritise and allocate the appropriate focus and resources to address any risks and capitalise on potential opportunities. This approach is underpinned by Investindustrial's Responsible Investment Policy and Environmental, Social, Governance Policy, first issued in 2009. Both policies were reviewed and updated in late 2021/ early 2022, to reflect the inclusion of an EU Taxonomy assessment in the Firm's due diligence review as well as an updated list of 'Excluded' or 'Sensitive' sectors. In addition, the revised policies incorporated, for the first time, a positive screening of industries to better align with Investindustrial's commitment to become Net Zero by 2030 and to reflect ESG risks in alignment with Investindustrial's investment ethos. Investindustrial's dedicated Sustainability team works closely with the Investment advisory team to support pre-investment due diligence and exit preparation and outcomes. The combined impact of sustainability, climate, governance, supply chain and corporate culture initiatives on the value of each portfolio company is assessed against revenue, cost, risk and reputation.

Post-investment, Investindustrial's Sustainability team continues to work closely with the Investment advisory team on sustainability matters and provides support to portfolio companies as they adopt Investindustrial's sustainability framework and integrate it into their own sustainability strategies, planning and implementation. This approach is an integral way of Building Better Companies. It will typically take place over a three to five year period, depending on the sophistication of each business and the maturity of their existing sustainability programmes and initiatives and whether sustainable transformation is core to the value creation plan.

Assessing Impact

All portfolio companies are required to report on key ESG KPIs on a quarterly and annual basis. The Investindustrial's annual ESG questionnaire has developed over a number of years and reflects those metrics that allow the Firm to better monitor risks and Firm-level objectives as well as to meet investor requests and regulatory requirements. The quarterly questionnaire is focused on questions that are valuable to track with greater frequency in order to monitor ongoing ESG performance. It forms the basis for discussion during quarterly calls between Investindustrial's Sustainability team and portfolio companies, and for quarterly dashboard reports which

evaluate performance against Investindustrial's sustainability framework and are shared with Investindustrial Investment advisory teams and senior management.

Many initiatives can be tracked by assessing intangible outcomes, such as influencing the company culture and business practices through indirect business metrics such as improved staff retention or net promoter scores, and a reduction in accidents and injuries as examples.

The impact of other initiatives can be measured based on de-risking the organisation from liabilities and potential fines or making the business more resilient. Most sustainability initiatives undertaken by portfolio companies can be tied to quantitative metrics, such as direct and indirect cost reduction as well as preferred access to capital markets through ESG-linked loans and green bonds. These initiatives will have a defined business plan with ROI (Return on Investment) projections and the savings from these projects can be tracked quarterly. Whereas ESG-linked loans will typically provide interest rate reductions based on meeting pre-defined ESG criteria relating to, for example climate, diversity, supply chain and governance. The impact of new products and services that are derived from a sustainability initiative, can be tracked traditionally by monitoring revenue growth and margin contribution. ♦

CASE STUDY

AMALFI

Leading European and North American private label food manufacturer.

Created through a transformational build-up positioned to capitalise on strong market dynamics. Significant value creation through operational and commercial initiatives.



Amalfi

www.ladoria.it
www.winlandfoods.com

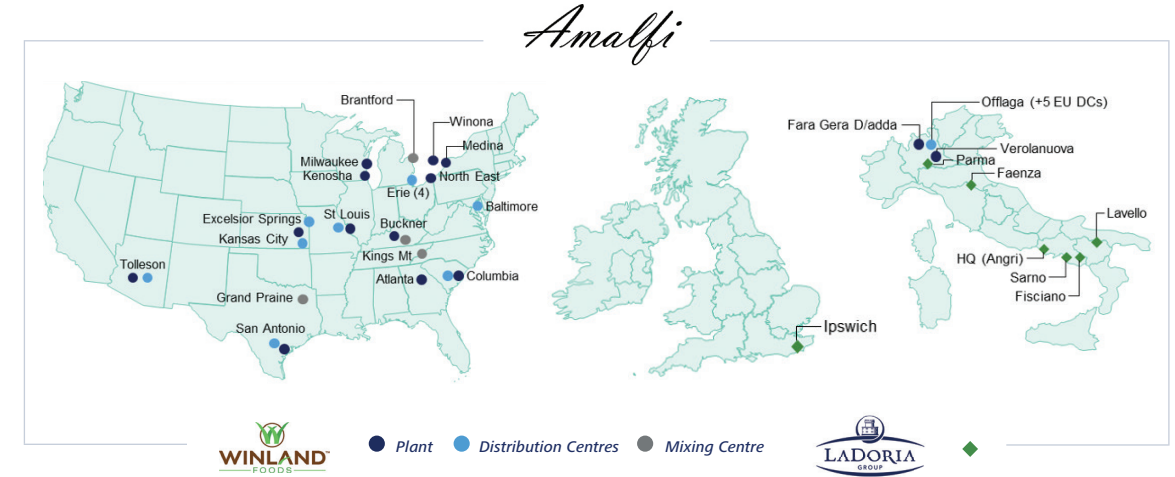
Amalfi is a global leader in private label food products, supplying customers in Europe and North America with a range of products including pasta, sauces and tomato derivatives and condiments, consistently holding leading market positions in its core countries. Amalfi was formed by the combination of **La Doria** in Europe and **Winland Foods**. In January 2022, Amalfi Invest (Amalfi), an independently managed investment subsidiary of Investindustrial VII L.P., indirectly acquired a majority stake in La Doria from the founding Ferraioli family and partnered with them to delist the company from the Milan Stock Exchange in May 2022. In Q2 2022, NYSE-listed Treehouse Foods divested a significant part of its non-core Meal Preparation business to Amalfi that acquired several business lines in October 2022 and formed Winland Foods.

With the acquisition of Winland, Investindustrial has created a platform to build an international global private label manufacturer

La Doria is a leading European manufacturer of private label food products such as canned legumes and vegetables, tomato derivatives, sauces, fruits, as well as trading pasta and canned fish in the UK. It is a major supplier to leading European retailers such as Tesco, Morrisons and Lidl, with leading market positions in the UK, Italy and Germany. **Winland Foods** operates in the US and Canada and produces a range of private label food products primarily for the North American market, mainly in pasta, condiments and sauces. It serves all major retailers including Walmart, Costco and Loblaws, with market-leading positions in its core categories.

Winland Foods was a transformational acquisition – tripling the size of the combined business – to create a global private label food manufacturing group in the \$400 billion private label food market. The market has strong counter-cyclical characteristics, attractive growth drivers – as value-conscious consumers are increasingly choosing private label products – and significant opportunities for further US penetration. The attraction of combining these businesses is to:

- Diversify end-market exposures, creating a company with a strong market presence across the US, Canada and Europe;
- Broaden the product offering of each business through access to adjacent product categories, geographies and channels;
- Dilute customer concentration for both La Doria and Winland Foods.



In particular, Amalfi is able to leverage Investindustrial's track record in the food and beverage industry (including investments in Ruffino, Italcanditi, Natra and CSM Ingredients) and builds on previous investments with highly successful transformational strategies through North American acquisitions (including Polynt, Bakelite and Benvic).

Investindustrial identified a clear operational improvement plan for the US business, coupled with a synergistic and accretive build-up strategy in Europe

The company has been working on several value creation initiatives for the US business to drive returns including:

- Implementing a better aligned, profit-oriented sales model and reducing SKU product complexity;
- Further diversifying and capitalising on 'premiumisation' trends in the private label category, such as dairy-free and vegan alternative sauces; and

• Pursuing and successfully integrating further strategic add-on acquisitions. Along with these key value drivers, the Investindustrial team has also focused on the successful IT transformation of the company, building talent to drive growth, and significantly enhancing sustainability to improve commercial success.

Successful IT transformation – building on CSM Ingredients' carve-out

When Amalfi acquired Winland Foods, it was fundamental to the success of the transaction that Winland Foods could execute a complete separation of the company's IT assets and systems from TreeHouse Foods, which were fully integrated end-to-end. The IT transformation was undertaken in several phases to avoid any business interruption and to improve Winland Foods' overall IT architecture and operating platform post-acquisition. With the support of Investindustrial, Winland Foods' newly appointed management team:

- Appointed an experienced CIO, along

- with an IT team who had successfully led several IT separation and improvement projects from carve-outs;
- Agreed to migrate the existing IT architecture from the vendor onto its own platform to ensure continuity of service especially given the business's manufacturing, distribution and logistics operations relying heavily on IT and data (expected to complete by end-2023);
- Upgraded the IT platform to cloud-based (from on-premise) to significantly improve IT efficiencies and enable more data-driven decision-making across the business through improved data warehousing and real-time analytics;
- Redefined the company's IT skills and capabilities to upgrade the IT system onto a modern scalable platform and to support the business's operations and growth.

Investindustrial's team had previously worked with the management team of the portfolio company CSM Ingredients, a European manufacturer and distributor of bakery ingredients, to execute a successful IT carve-out. This provided invaluable insights to the Investindustrial and Winland Foods team to execute this carve-out reflecting previous lessons learnt. ♦

Building Talent to Drive Growth

It was mission critical for the success of the Winland Foods acquisition for Investindustrial to identify and appoint a highly experienced senior management team to drive and execute the value creation plan. Talent Management is one of Investindustrial's five key pillars of operational excellence and, prior to the transaction, the team identified a number of senior advisors, through its strong track record in food manufacturing, to assist the company in evaluating the investment opportunity, the complexity of the carve-out, as well as build the Firm's conviction to appoint an experienced management buy-in team. Investindustrial achieved the following within a very short time frame:

- Identified a Chief Executive, Chief Commercial Officer and Head of R&D – who had worked together previously – to provide intelligence during the pre-investment diligence phase and input significantly into the post-transaction value creation plan;
- Appointed additional senior management including Chief Financial Officer, Chief Human Resources Officer,

Chief Information Officer, and Chief Procurement Officer, following extensive searches for individuals who were fully aligned and focused on significant growth acceleration (with Investindustrial interviewing over 30 candidates and screening over 100 profiles);

- Within eight weeks post-completion, Investindustrial had built a best-in-class management team and, along with the Chief Executive, had developed and executed a team effectiveness programme to encourage a cohesive high-performance senior management team; and
- Post-year end, the company appointed two Non-Executive Directors – with a background in prepared food merchandising and marketing, and strong financial market experience respectively, including significant private equity-backed business, IPO, and trade-sale experience in white label food manufacturing.

La Doria Product Traceability and Sustainability

The importance and efficiency of the Amalfi platform's IT infrastructure is evident in the company's extensive product traceability which not only ensures

La Doria and Winland Foods can operate to the highest safety standards but also highlights the importance the company places on manufacturing and distributing its products responsibly. In the case of La Doria in particular, all product lines processed by the company are fully traceable from the place of origin to retailers' shelves, despite the significantly varied use of raw ingredients and multiple origins. La Doria can capture key data throughout the whole supply chain, using its IT systems that, at any given time, can detect where a product is and where external parties are involved. This data ensures that correct and reliable information about the characteristics of the raw materials is available at any time. The system enables La Doria to ensure the highest safety standards and to track down any product lots (SKUs) and where these have been distributed if, at any point, any withdrawals or post-marketing controls are required. La Doria's customers – which include major supermarkets and retailers – have increasingly demanding ESG standards, and private label manufacturers like La Doria become a supplier of choice because of their adherence and drive towards high

“With the help of Investindustrial’s Talent Management team, we appointed highly experienced individuals into the C-Suite, hiring a Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, and a Chief Procurement Officer - all within 60 days of closing the deal. Investindustrial presented several highly skilled candidates for each position, which enabled us to select and appoint extremely qualified individuals.”

ERIC BERINGAUSE, WINLAND FOODS, CEO

“Partnering with Investindustrial’s Digital Value Creation team, we were able to successfully negotiate an extraordinarily complicated IT-TSA with the seller. In addition, as a result of Investindustrial’s global relationships, we were able to navigate a very complex IT transformation programme, selecting the best third party advisors and achieving the most favoured nation terms.”

GENE PAGEL, WINLAND FOOD, CIO

ESG standards. Consumers are also increasingly making purchasing decisions based on the origin of food ingredients which reflects La Doria's commitment to constantly evolving its traceability system and adopting new technologies to improve its reliability. In addition, the company is focused on addressing climate change and has undertaken several initiatives including:

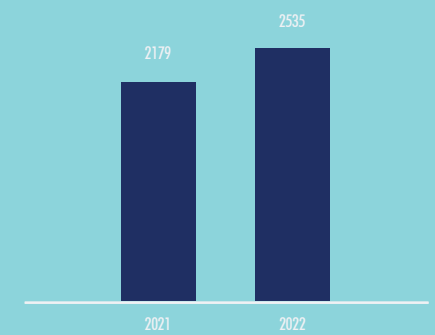
- Formalised its commitment by setting quantitative GHG emissions reduction targets in line with SBTi (Science Based Targets initiative);
- Set up a Net Zero emissions reduction strategy;
- Established goals to cut energy consumption and reduce waste in operating facilities; and
- Introduced technological and digital processes to support farmers in reducing waste and optimising resources.

La Doria has obtained a Social Footprint certification in response to its sustainable and responsible supply chain management which evaluates the social aspects of its supply chain for the tomato line.

La Doria's commitment to sustainability is formalised in its 2023-2030 Sustainability Plan which was approved by the Board of Directors in March 2023. The Sustainability Plan represents La Doria's vision of sustainability and sets out strategic, operational and target objectives by linking them to Sustainable Development Goals (SDGs) and the following material topics:

Governance and Sustainability Culture	Human Capital and Corporate Expertise
Environmental protection and Climate Change	Responsible procurement
Product consumer centrality	The Community and the Local Area

SALES (€ MILLION)



IN 2022, LA DORIA WAS RANKED IN THE TOP 1% OF COMPANIES IN ECOVADIS' ANNUAL CORPORATE SOCIAL RESPONSIBILITY (CSR) ASSESSMENT, SCORING ABOVE 78/100 AND EARNING A PLATINUM MEDAL FROM ONE OF THE LEADING AND TRUSTED CORPORATE SUSTAINABILITY RATING PROVIDERS



ANTONIO FERRAIOLI
La Doria, Chief Executive

“We are proud to have been awarded the EcoVadis Platinum Medal. This is an important recognition for La Doria which is committed to operating across its entire business according to the highest ethical and environmental standards.”

CASE STUDY

BENVIC

Leading international thermoplastic solutions provider



www.benvic.com



Transformational acquisition and integration strategy to create a leading multinational and diversified thermoplastics group.

Under Investindustrial's ownership, Benvic was repositioned from a regional PVC compounder to a multinational, diversified thermoplastics and services group. This was achieved through a strategy of successful, value-accretive acquisitions and continued investment in innovation.

Industry leader in sustainability and focus on innovation and recycling driving commercial opportunities.

Founded in 1963 as a subsidiary of Solvay company, Benvic develops, produces and markets highly customised, innovative thermoplastic solutions based on PVC, engineering compounds, and biopolymers. These are available in powder and compound

form and are used in a wide range of rigid and flexible end-applications across a number of industries including automotive, construction, consumer, electric cables and wires, electronics, fluid transportation, healthcare and medical and packaging. Its applications range from window frames to life-saving medical components, state-of-the-art electrical cables to safe packaging.

A successful international build-up through 10 acquisitions in four years

Following the acquisition of Trinity Specialty Compounding (USA) in December 2021, the management team of Benvic completed its tenth add-on transaction over the last three years following the acquisitions of Vinyloop (Italy), Alfa PVC (Poland), Plantura (Italy) and more recently, Chemres (USA), the Ferrara Marconi plant from Celanese, Luc & Bel (Italy), Dugdale (UK) and Ereplast (France). The acquisitions of Chemres and Trinity Specialty Compounding provided an attractive entry for Benvic into the North American market and perfectly aligned with the company's ambition to become a global diversified thermoplastics group.

Since Investindustrial's entry in 2018, Benvic has been transformed from being the leading independent European PVC compounder, mainly operating in France, Italy and Spain,

into a global leader in thermoplastics through a successful programme of value-accretive add-on acquisitions across Europe and the US. Under Investindustrial's ownership, Benvic achieved a transformational journey through its successful acquisition programme which enabled the company to:

- Significantly diversify its end-market exposure especially with its entry into the medical sector and the reduction of its exposure to the construction sector (from more than 70% of revenues when Investindustrial first invested in the business in 2018, to approximately 40% in 2022).
- Increase its geographical diversification, with no country accounting for more than 20% of sales in 2022;
- Enter three new markets (USA, UK and Poland) and diversify its activities beyond PVC compounds by acquiring expertise in other types of polymer compounds such as thermoplastic elastomers, engineering polymers and biopolymers; and
- Significantly grow both sales and EBITDA (by approximately 3.1x and 4.8x, respectively) as well as expand its EBITDA margin from 7% to 10%.

When Investindustrial exited the business in August 2022, Benvic had 10 production facilities in France, Italy, Spain, Poland, the UK and the USA, strategically located in or near its main end-markets and suppliers, with a successful diversification of operations across Europe and the USA, as well as customers and end-markets.

Operational Integration and Commercial Improvements

In addition to its transformational acquisition programme, Investindustrial's operational team worked closely with Benvic senior management to effectively integrate the acquired businesses and achieve significant operational improvements. These initiatives improved Benvic's commercial focus and outcomes and included:

- Implementing a Manufacturing Technology and Excellence programme comprising both financial and non-financial performance objectives to drive tangible results in business performance: debottlenecking projects, cost reduction, improvement of health & safety performance and an increase in product quality, customer satisfaction and retention rates;
- Significantly upgrading the company's IT systems to improve operational, financial and commercial decision-making through an efficient and integrated data platform;
- Reorganising the company's finance function to unlock efficiencies and better manage the significant increase in scale and complexity of the business; and
- Introducing a clearly defined roadmap to accelerate the integration of new acquisitions within the company and maximise commercial and operational synergies.

SUCCESSFUL ADD-ON ACQUISITIONS AND DIVERSIFICATION

	DECEMBER 2017	Acquisition of Benvic Group, a French group with factories in France, Italy and Spain
	OCTOBER 2018	Acquisition of the assets of VinyLoop, an Italian PVC recycling business
	DECEMBER 2018	Acquisition of Alfa PVC, a Polish PVC compounder
	FEBRUARY 2019	Acquisition of Plantura, an Italian R&D company focused on biopolymers and engineering compounds
	JULY 2019	Acquisition of Modenplast, an Italian manufacturer of PVC compounds and tubes for the medical sector
	SEPTEMBER 2019	Acquisition of Ereplast, a French PVC recycler
	SEPTEMBER 2019	Acquisition of Dugdale, a UK-based speciality PVC compounder
	SEPTEMBER 2020	Acquisition of Luc & Bel, a manufacturer of high-end plastic components for medical devices
	JANUARY 2021	Acquisition of Celanese's compounding operations at the Ferrara Marconi plant and other selected compounding assets
	AUGUST 2021	Acquisition of Chemres, a speciality polymer compounder in the US focused on medical applications
	DECEMBER 2021	Acquisition of Trinity Specialty Compounding, a speciality polymer compounder in the US focused on wire & cable applications

Strong ESG approach drives new commercial opportunities

Benvic became a first mover and a sustainability leader in its industry, driven by its comprehensive ESG strategy and the clear commercial benefits of its ESG programme to stakeholders including employees, customers, suppliers and lenders. Benvic worked closely with Investindustrial's Sustainability team to advance its activities in the circular economy by further developing:

- Sustainable and renewable materials such as biopolymers - supported by the acquisition of Plantura, an Italian R&D company focused on polymers and engineering compounds;

- Its PVC compound recycling activities - accelerated through the acquisition of Ereplast, a French PVC compound recycler; and
- Additional recycled product ranges – given its existing activities and materials – and positioning the company favourably for future environmental regulations.

Benvic achieved carbon neutrality in 2019 and significantly increased the share of renewable electricity in its energy mix, sourcing 100% of its electricity needs from renewable sources at its Montornès, Dugdale, and Ferrara sites in 2022. Benvic also reduced its energy consumption per tonne by 5% p.a. on average.

In 2019, the company published its first Annual Sustainability Report and in October 2022 successfully completed a Sustainability-Linked Loan. Benvic already had a clear sustainability development strategy but the Sustainability-Linked Loan – one of the first of its kind in the French mid-market sector – enabled the company to reduce its interest rate by meeting specific sustainability targets. In 2022, Benvic was recycling more than 3,000 tonnes of PVC representing 99% of its own waste. The company also achieved a Gold EcoVadis sustainability award – the global reference for business sustainability ratings – with its score placing them in the top 5% of companies appraised in its industry. ♦



Under Investindustrial's ownership, Benvic evolved from a niche compounder in Southern Europe into a well-diversified platform poised for continued growth and with environment responsibility at its core.



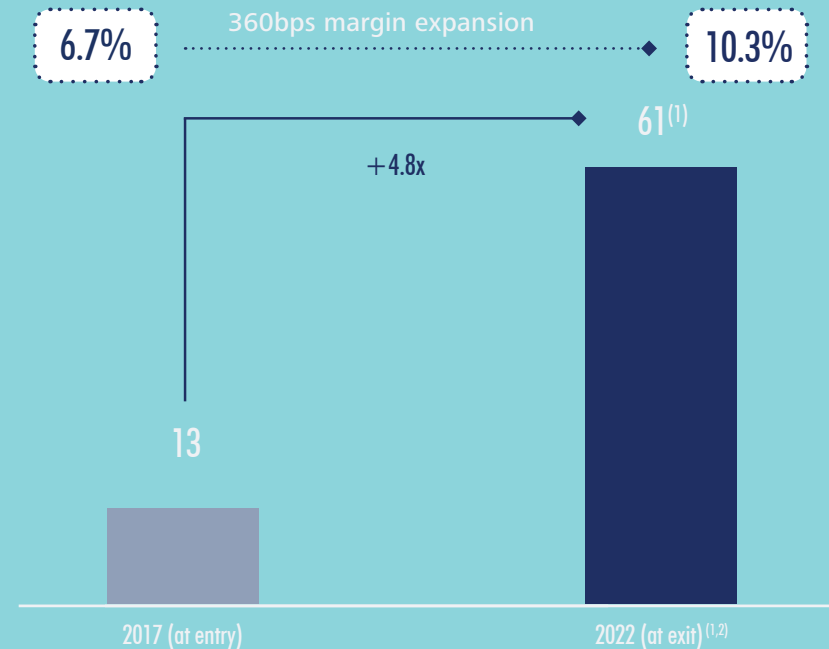
LUC MERTENS
Benvic, Chief Executive



“Benvic has been transformed under Investindustrial’s ownership over the last four years. Together, we have taken the company to the next stage of its development, strengthening our global position in the compounding industry and improving our product offering to our customers through ongoing R&D and expansion into solutions for new applications. We look forward to further accelerating this growth with International Chemical Group (ICG), who we consider to be an excellent partner to support Benvic in the next phase of development.”

EBITDA (€ MILLION)

(1) Including IFRS 16.
(2) 2022 figures represent budget at the time of exit.



CASE STUDY

DESIGN HOLDING

Leading European high-end design group.

Strategic acquisition programme and internationalisation. Strong platform for further growth

Design Holding

- www.designholding.com
- www.flos.com
- www.louispoulsen.com
- www.bebitalia.com
- www.maxalto.it
- www.azucena.it
- www.arclinea.com
- www.lumens.com
- www.audocph.com

Design Holding is the largest high-end design company in Europe and one of the largest in the world. Since 2014, Investindustrial has led the consolidation of the high-end design market bringing together a collection of powerful and complementary brands to create Design Holding.

International expansion and product diversification through acquisition

Design Holding was formed in 2018, following Investindustrial's initial investments in high-end design brands Flos, contemporary lighting (in 2014), B&B Italia, high quality contemporary furniture (in

2015) and Louis Poulsen, Danish contemporary lighting design (in 2018). Since then, Investindustrial has executed a successful acquisition and internationalisation strategy with strategic acquisitions including:

- Ares, premium Italian outdoor lighting company (in 2015);
- Lukas Lighting, a New York-based customised lighting company (in 2015);
- Arclinea, high-end Italian kitchen brand (in 2016);
- KKDC, sole distributor in France of high quality linear LED products (in 2017); and

- Lumens, US-based online retailer of high-end, modern lighting and home furnishings (in 2021).

In May 2022, Design Holding completed the acquisition of Designers Company, a Danish group including complementary brands such as Menu and by Lassen (now unified under the new brand Audo). This investment enabled Design Holding to strengthen its position in the Nordic design space, broaden its product offering – pioneering the new Nordic style given Design Company's product range - and reach a wider and younger customer base.



DANIEL LALONDE

Design Holding, Chief Executive



“Sustainability is a key driver to reach our ambition. Our brands aim to create long-lasting products that help people towards a better quality of life, while reducing their environmental footprint. B&B Italia, Flos and Louis Poulsen continue their path towards the circular economy. We have a collective responsibility to preserve our planet and to provide a stimulating and caring environment for all employees. I would like our companies and brands to be recognised as leaders in sustainability.”

Having completed and successfully integrated the acquisition of nine brands to date during Investindustrial's ownership, Design Holding is well-positioned to continue pursuing strategic acquisition opportunities and generating meaningful synergies for its high-end design brands. The key benefits of the company's strategic acquisition programme have been to:

- Selectively bolster and/or complement existing design offerings;
- Enter new geographic markets, or further expand into existing geographic markets; and
- Support and further strengthen the company's contract division, successfully providing design packages and interior design services to various business segments including hospitality, residential, corporate and retail (with recent examples the Bvlgari Hotels & Resort in Paris, M+ Museum in Hong Kong, and Le Bella Vita in Taichung, Taiwan).

In addition to Design Holding's significant acquisition programme, the Investindustrial team worked with the company's management team during 2022 to achieve several operational improvements across the business.

These were concentrated on three areas:

- Reinforcing the company's luxury positioning including its recent partnership with LVMH for the Fendi Casa brand, Fendi's high-end furniture brand in collaboration with Design Holding;
- Accelerating the company's direct-to-consumer proposition both at the retail level and growing its online business; and
- Strengthening its product portfolio through R&D investments and diversifying Design Holding's product selection with a focus on sustainability and eco-design.

Significant development of e-commerce platform for its brands

During 2022, Design Holding invested heavily in the development of e-commerce platforms for its brands, launching direct e-commerce stores with dedicated products to enable customers (including end-consumers and a wider community of designers and architects) to purchase products directly, not only in-store. Design Holding also successfully completed the integration of Ylighting and Lumens, the online contemporary lighting retailer acquired by Design Holding in June 2021,

into a unified front-end e-commerce platform (Lumens) with luxury positioning. In 2022, Design Holding's e-commerce sales demonstrated double digit growth (+39.5% vs 2021) including a strong contribution from Lumens.

Internationalisation

Throughout 2022, Design Holding expanded its international presence, especially in China and the US where it reported double digit growth in both markets. It opened more than 20 directly operated stores and monobrand (single luxury brand) stores and more than 100 shop-in-shops (within upmarket department stores or luxury furniture retail stores). Design Holding also opened the Fendi Casa flagship stores in Milan and Miami and a further 30 Fendi Casa stores in international locations.

Lead in sustainability practices

Eco-design in the high-end design industry is becoming ever more popular and commercially important. Design Holding's overall sustainability strategy includes a strong focus on eco-design to minimise the environmental impact of its products, as well as creating benefits for the environment and cost efficiencies.



Investindustrial's Sustainability team has been actively involved in helping the company's senior management team establish a market-leading sustainability programme which not only leverages the sustainability knowledge and work of the company's individual brands, but also provides vision and guidance for the company's future sustainability strategy. Design Holding is committed to being recognised as a pioneer and leader in adopting sustainable practices and policies and in developing a new concept of luxury high-end design with sustainability at its core. To evidence its commitment, the company published its first Annual

Sustainability report in 2021. This report included best-in-class ESG governance and policies, a robust sustainability strategy, as well as actionable objectives and targets, including science-based carbon emissions reduction targets. Design Holding has been carbon neutral on scope 1 and 2 since 2020.

Bolstering its management team

To support Design Holding's business execution plan and significant growth potential, Investindustrial's Talent Management team worked with the company to identify and appoint a new Chief Financial Officer, Alberto Toni, appointed post year-end and, in April 2022,

Matteo Luoni was appointed Strategy, M&A and Business Development Director. These senior appointments were made to further support and co-ordinate the company's activities, geographical expansion, and channel penetration. During Investindustrial's ownership to date, Design Holding has been able to reinforce its luxury positioning, accelerate its direct-to-consumer proposition (both retail and e-commerce), continue its expansion into North America for all brands, and further strengthen its product portfolio and high-end contract business. ♦

Brands

FLOS

Arclinea

louis poulsen

Audo

B&B ITALIA

MAXALTO

LUMENS
Enlightened by Design

FENDI
CASA

AZUCENA



DANIEL LALONDE
Design Holding, Chief Executive

"With Investindustrial, we share a common vision of creating the global leader in the high-end design market. We have benefitted from Investindustrial's teams in many ways; for example, by accelerating the post-integration of Designers Company, acquired in 2022 and supporting our international growth plan in the USA and Asia through their local network and knowledge of the market. Our teams work closely and effectively together towards our common ambition."

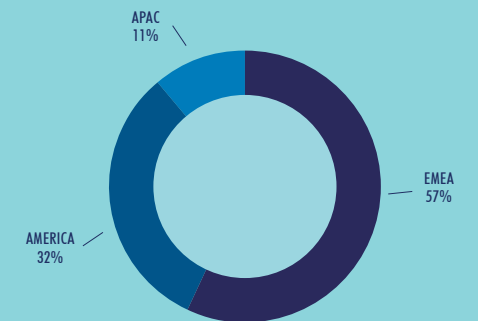
EBITDA MARGIN

22%

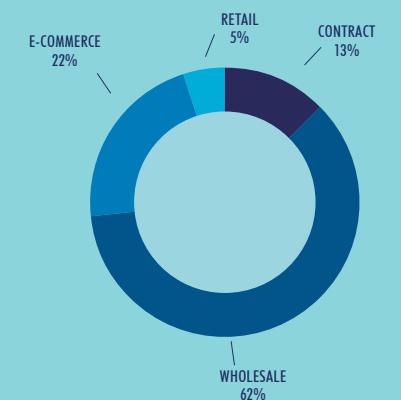
2022 SALES BREAKDOWN (1)

(1) Revenues at GMV value

BY GEOGRAPHY (%)



BY CHANNEL (%)



SALES (€ MILLION)



(1) By revenues at Gross Merchandise Volume (GMV) value.

CASE STUDY

GUALA CLOSURES

Leading manufacturer of specialty closures for beverages and condiments



Creation of M&A platform with organic growth opportunities, product development through well-invested R&D. Accelerating operational efficiencies.



Guala Closures is present on a global scale, in Europe, Latin America, North America, Asia and Oceania, with 30 production plants and a sales network presence in more than 100 countries.

Guala Closures is a global manufacturer of specialty closures for spirits, wine, water, other non-alcoholic beverages and olive and condiments producing approximately 18 billion of closures of more than 300 closure models a year. Its market-leading position results from its significant innovation, technology and intellectual property rights embedded into its closures. This ensures tamper-evident and non-refillable valve systems, which protect the quality and reputation of its customers' international brands.

Guala Closures operates globally with 30 production sites across five continents, six R&D centres and a commercial presence across 100 countries. About 90% of the company's turnover is generated outside Italy, where Guala Closures is headquartered near Alessandria (between Genoa and Milan), and it employs over 6,000 employees worldwide. Investindustrial invested in Guala Closures in

July 2021 through a delisting from the Italian Stock Exchange.

The key drivers of its growth strategy include:

- Further R&D investment and product development, with a particular focus on the premiumisation in the luxury spirits market;
- Strengthening its presence in the luxury segment given the growth in this category;
- Geographic expansion into emerging and new markets; and
- Capitalising on the consolidation opportunities in its core wine and spirits market and adjacent markets.

In 2022, Guala Closures achieved two significant developments. In July 2022, the company announced the acquisition of Labrenta, an established Italian manufacturer of high-end and tailor-made closures for spirits, wine, oil, vinegar and beer to

strengthen the company's presence in the luxury segment with the establishment of a division dedicated to luxury closures. This transaction enables Guala Closures to offer the broadest range of tailor-made products for the luxury sector, fully utilising Labrenta's craftsmanship and customer base and expertise across the international brands market.

In August 2022, Guala Closure announced the opening of a new plant and an R&D centre in China (in Chengdu) in the Baijiu region, well-known for the manufacture of Chinese traditional liquor. This will further strengthen the company's presence in Asia, the largest market for spirits closures.

Driving performance through operational improvements

Driving operational excellence across the business is fundamental for the performance of the company and one of the key value

creation levers. In 2022, Guala Closures launched a significant investment plan focused on several key areas of operational improvement including:

- Upgrading all its industrial KPIs through the introduction of data analytics / IT software to better track and improve KPI output, as well as simplifying the company's organisational structure and ability to capture and measure data;
- Increasing production capacity aligned to and anticipating growing demand in certain segments;
- Implementing IT initiatives to support the improvement of manufacturing productivity output on its assembly processes;
- Reinvigorating and ensuring a gold standard for its health & safety procedures across all its factories; and
- Continuing to invest in and prioritise the sustainable production of closures given the increasing importance of sustainability to Guala Closures' customers and end-consumers.

Guala Closures has also successfully reached agreement to undertake the following additional investment and simplification of the company structure during 2023 to better position the company for further growth:

- Investment in and expansion of its Mexican factory (for wine and spirits closures for the US market and luxury closures given the rising consumption of tequila);
- Centralising the production of water closures and;
- Centralising the production of wine closures in Poland and Italy.

Sustainability is a key differential to Guala Closures' customers

During Investindustrial's investment to date, Guala Closures has remained committed to building a more sustainable business given the commercial importance of sustainability to customers, employee engagement and driving operational and cost efficiencies. The company has carried out two major phases of sustainability programmes (2011

– 2015 and 2016 – 2022), with the latter achieving particular success and significant advances in its environmental and social goals.

A new Guala Closures Sustainable Together 2030 programme was published post year-end, setting out the company's further sustainability plans and improvements to its operational processes. Guala Closures has set rigorous, validated science-based targets ('SBTs') to reduce absolute scope 1 and 2 GHG emissions by 44% by 2030 from a 2020 base year.

The company has also committed to reducing its scope 3 GHG emissions from purchased goods and services and fuel and energy-related activities by 25% per million manufactured closures within the same timeframe.

Committing to such ambitious emission reduction targets is challenging, but the company has developed an action plan, focused on operational efficiencies such as improving energy performance and reducing water and waste consumption.

This commitment also helps strengthen

customer relationships, some of whom have set SBTs themselves. In 2022, Guala Closures continued to see improvements in its carbon footprint across the entire organisation, which it has been measuring since 2017. To ensure data accuracy and facilitate effective monitoring, the company developed a bespoke software programme in collaboration with an experienced carbon consultant. This tool allows data to be collected, tracked and analysed on a monthly, quarterly, and annual basis directly from each production site. It is essential for establishing a solid baseline from which to set future targets; understanding sources of significant GHG emissions within the value chain; and for undertaking periodic internal and external

audits as well as enabling annual certification by external parties. During 2022, the company has been successfully executing its sustainability action plan including:

- Transitioning to renewable energy through investment in photovoltaic technology at selected plants;
- Increasing the quantity of recycled materials in its products (including post-consumer recycled plastics or closures made from OCEANWORKS® ocean bound recycled plastics); and
- Sourcing more sustainable raw materials (for example, wood and aluminium).

The development of sustainable products through innovation is core to Guala Closures' ability to meet its customers' wide-ranging needs and expectations. The company has developed an extensive range of sustainable solutions that fall into three broad categories:

- Product recyclability (i.e. aluminium or dismantlable closures);
- Reduction of fossil fuel-based plastics (i.e. biobased, compostable); and
- Plastic-free closures (i.e. wood).

This robust range and approach to sustainable products allows Guala Closures to differentiate itself as a partner of choice for its customers. ♦



Guala Closures is active in the manufacturing of specialty closures mainly for the wine and spirits industry, producing approximately 18 billion closures per year which are sold across more than 100 countries.



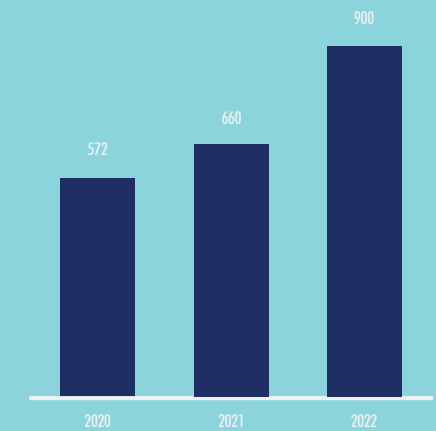
GABRIELE DEL TORCHIO
Guala Closures, Chairman

"Since day one, Investindustrial has supported us in defining, developing and accomplishing the value creation plan, making Guala Closures a better business today. Investindustrial is a supportive and encouraging shareholder, always open to share and compare opinions on how to strengthen Guala Closure's global leadership position and create value."

EBITDA MARGIN

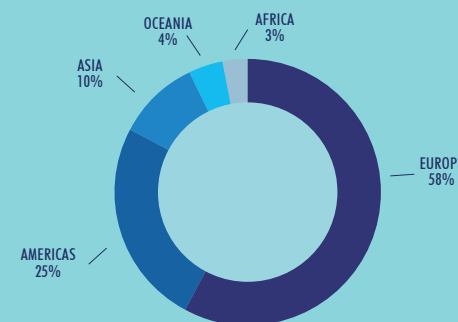
18.7%

SALES (€ MILLION)

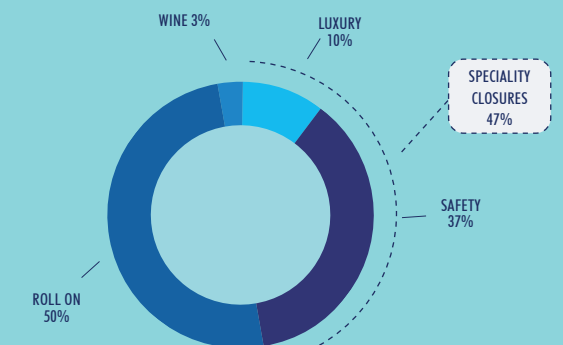


2022 SALES BREAKDOWN

BY GEOGRAPHY (%)



BY PRODUCT CATEGORY (%)





PORTFOLIO COMPANIES

- 60. PORTFOLIO DEVELOPMENTS
- 64. INDUSTRIAL MANUFACTURING
- 72. CONSUMER
- 80. HEALTHCARE & SERVICES
- 86. TECHNOLOGY
- 90. REAL ASSETS



PORTFOLIO DEVELOPMENTS

Investindustrial invests in companies within four sectors with attractive global growth drivers and industrial opportunities.

FLOS, part of Design Holding, is best known for producing contemporary pendant lights and table lamps that have become design classics. For over 50 years, the Italian lighting specialists have continually pioneered new styles, working with a rich catalogue of legendary designers.

At the end of 2022, Investindustrial's private equity portfolio comprised a diversified group of 23 quality companies.



Industrial Manufacturing

Global leaders in the design and manufacture of specialty products. The underlying markets are mature and often consolidated, with high barriers to entry for new competition. New markets are key to the future growth of these companies and there is potential for operational improvement.



Consumer

These leading companies and brands operate in markets with long-term growth, underpinned by positive consumption trends. The underlying industries are mature but are often still fragmented, giving the companies attractive opportunities to consolidate their markets. Growth is frequently scalable internationally.



Healthcare & Services

Leading providers of critical or high value-added services or medical services, these companies are typically beneficiaries of a growing global trend towards outsourcing. Their asset-light capital structures give them a high cash conversion rate and an ability to expand internationally without undertaking major capital investments.



Technology

Investindustrial selectively invests in scaled technology leaders that are transforming traditional business models and driving the ongoing digital transformation across the entire economy. These are businesses which are typically asset light and focused on serving changing consumer behaviours across multiple industries.

GLOBAL GROWTH DRIVERS AND INDUSTRIAL OPPORTUNITIES

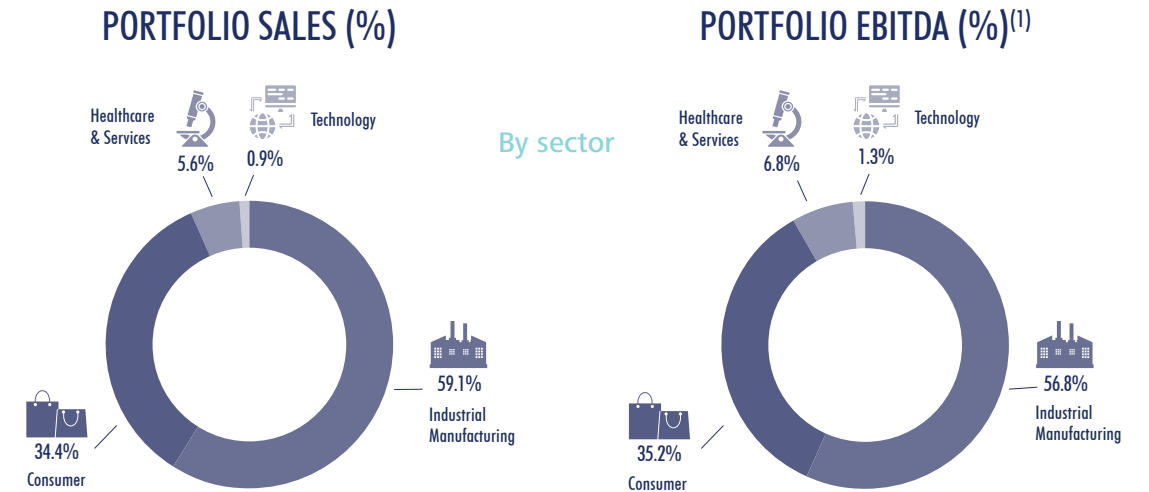
Each of the industry platforms have different growth drivers and opportunity sets, summarised below:



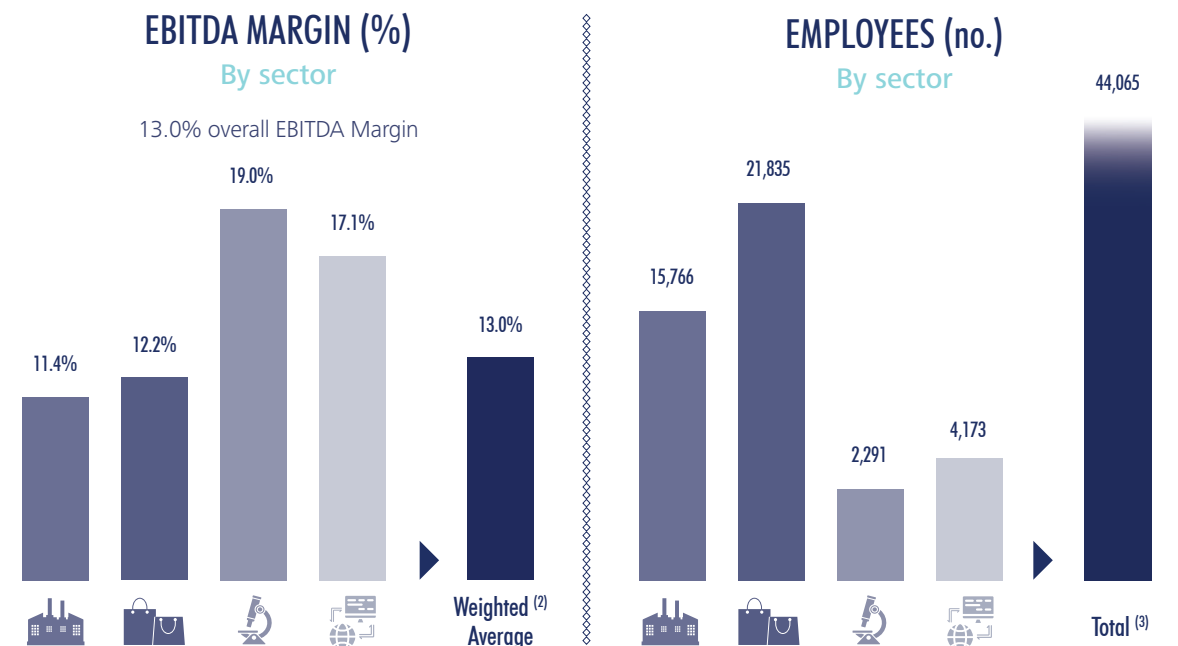
GLOBAL GROWTH DRIVERS			
<ul style="list-style-type: none"> • Globalisation • Growth in new markets • Cost efficiency • Resource constraints • Commodity value • Climate-related physical and transition risks and opportunities 	<ul style="list-style-type: none"> • Globalisation of consumer trends • Ageing population • Changing consumer purchasing behaviour • Responsible sourcing and supply chain 	<ul style="list-style-type: none"> • Economies of scale • Outsourcing • Increased need for information and communication technology • Global need for infrastructure investments • Positive societal impact 	<ul style="list-style-type: none"> • Digitally native consumers • Industrial process automation and digitisation • Compliance, transparency, and regulations • Data protection and cybersecurity

INDUSTRIAL OPPORTUNITIES			
<ul style="list-style-type: none"> • Operational efficiency improvements of mid-market companies • Synergistic add-on acquisitions • Resource efficiency and supply chains 	<ul style="list-style-type: none"> • Synergistic add-on acquisitions • Growth opportunities in new markets • Marketing mix improvements • Product development • Digital transformation • Traceability and supply chain • Circular economy 	<ul style="list-style-type: none"> • Expansion of service offering into adjacent fields • Synergistic add-on acquisitions • Growth in developing markets • High visibility on concessions 	<ul style="list-style-type: none"> • Subscription revenue model transition • Platform and product expansions • Product and feature development • Consolidation and roll-ups

In 2022, Investindustrial's Private Equity portfolio was mainly focused on industrial manufacturing and consumer businesses.



In this section, sales and EBITDA are weighted by Investindustrial's shareholding and reflect the portfolio companies owned as of 31 December 2022 in the private capital strategy. For comparability, 2020 and 2021 include financial performance for portfolio companies owned at year end 2022. (1) Excluding RIMAC and Atida.



(2) Weighted by invested capital.

(3) Approximately 46,000 when considering the employees of the real assets investment in PortAventura.



INDUSTRIAL MANUFACTURING

The Industrial Manufacturing sector comprises the following six companies:

- **Amalfi**, leading global private label food manufacturing platform;
- **Bakelite Synthetics**, integrated producer of phenolic specialty resins and engineered thermoset molding compounds;
- **Ceme**, global manufacturer of highly engineered, precision fluid control solutions;
- **CSM Ingredients**, manufacturer and distributor of bakery ingredients;
- **Guala Closures**, global producer of specialty closures for the beverage industry;
- **Omnia Technologies (formerly Della Toffola)**, designer and manufacturer of machines for the beverage sector.

SALES (%) By segment

In 2022, Investindustrial's Industrial Manufacturing sector comprised four segments.



FOOD & BEVERAGE PRODUCTION

63.9%



BEVERAGE MACHINERIES AND CLOSURES

18.5%



SPECIALTY CHEMICALS

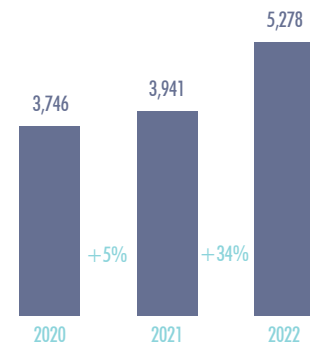
11.6%



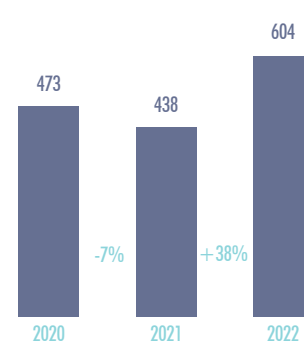
FLUID CONTROL SOLUTIONS

6.1%

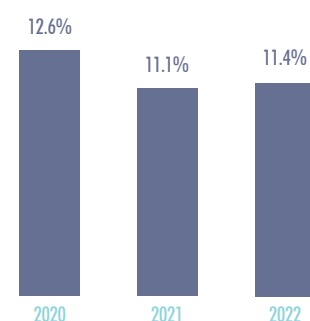
SALES (€m)



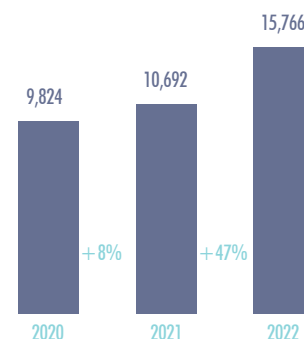
EBITDA (€m)



EBITDA MARGIN (%)



EMPLOYEES (no.)



In 2022, sales increased by 34% and EBITDA by 38%, with a resulting EBITDA margin of 11%. The total number of employees increased by 47%.

2022 KEY EVENTS IN INDUSTRIAL MANUFACTURING

During 2022, Investindustrial exited Natra (manufacturer of cocoa derivatives and chocolate products), Neolith (manufacturer of stone performance surfaces), Italcanditi (supplier of fruit-based ingredients) and Benvic (developer and producer of innovative PVC-based thermoplastic solutions).

Investindustrial also completed its platform investment in Amalfi, a leading global private label food manufacturing platform.

Amalfi

A leading global private label food manufacturing platform, Amalfi was formed by the combination of La Doria in Europe (acquired in May 2022) and the majority of Winland Foods meal preparation division in the US (acquired in October 2022). Amalfi is the partner of choice for top retailers across its product categories, mainly pasta, sauces and tomato derivatives, condiments and canned legumes and

vegetables, consistently holding #1 or #2 market positions in private label in those categories across its core geographies (North America, UK and Italy).

For further information, please refer to the detailed case study on page 42. ♦



Amalfi

www.gruppoladoria.it
www.winlandfoods.com



Amalfi is a leading transatlantic company focused on private label food manufacturing.

Bakelite Synthetics

Bakelite Synthetics is a global integrated producer of thermostat speciality resins, systems and engineered thermostat molding compounds with a leading market position in Europe and the US. Its products, which are primarily based on phenolic chemistry, are used to bind, bond and shape materials for the most challenging applications. For example, engineered wood products that have to withstand fire and moisture; automotive and electrical components that must be lightweight yet stable in punishing environments; and airplane cabin parts that are sturdy and virtually smoke-proof all depend on the properties and performance of Bakelite Synthetics.

Investindustrial's Operational Improvement team (left: Dr. Serge Younes, right: Jeff Feinberg) carrying out routine visits and inspections at portfolio companies; in this case Bakelite Synthetics facilities.



Bakelite Synthetics addresses four key end-markets:

- Building Materials (e.g., wood panels, insulation products) accounting for approximately 60% of sales;
- Industrial Applications (e.g., foundries and abrasives), 15% of sales;
- Chemical Intermediates (e.g., adhesives and coatings), 15% of sales; and
- Transportation (e.g., automotive, aerospace) 10% of sales.

Bakelite Synthetics has more than 1,300 clients, operates 21 manufacturing facilities across Europe (9), North America (10) and South America (2), with four R&D technology centres and four product support laboratories to develop and commercialise new applications.

In May 2022, Bakelite Synthetics completed the transformative acquisition of Georgia Pacific's Wood Resins business (GP Wood Resins), a leading provider of formaldehyde resins, with production facilities in the US and South America. The transaction expands Bakelite Synthetics's presence, commercial relationships, and production capabilities in the North American resin market, positioning the company as a diversified, truly global leader in phenolic and formaldehyde-based resins. The company is headquartered in Atlanta, Georgia in the United States. It employs 1,500 people across 21 manufacturing sites in 10 countries. ◆



www.bakelite.com

Ceme

Ceme, founded in Italy in 1974, is a global manufacturer of highly engineered, precision fluid control solutions (high/low pressure pumps, brass and plastic valves, pressure switches and flow meters) in a diverse range of niche consumer and industrial applications. Ceme is recognised as the worldwide leader for solenoid pumps and a leading global manufacturer of solenoid valves. Its products and applications are used to accurately control the passage of any type of fluid: liquid, gas, steam, air.

Ceme is renowned for its technical engineering quality, flexibility and for its distinctive ability to develop innovative solutions for customers in the Italian and international markets. The company supplies the majority of its components to either Original Equipment Manufacturers (OEMs)

who assemble final products for brand owners, or directly to brand owners themselves. Its clients around the world include Philips, Coca-Cola, Lavazza, DeLonghi and Nestle. Following the acquisition of ODE in 2021, Ceme currently serves 70 countries worldwide through six manufacturing facilities (four located in Italy and two in China) and three trading companies in Hong Kong and the US. The company currently has approximately 1,650 employees. ◆



www.cemegroup.com

Ceme is ideally positioned at the forefront of the global coffee market growth.



CASE STUDY

CSM INGREDIENTS

Leading global food ingredient-tech company



www.csmingredients.com

Investindustrial identified CSM Ingredients as an opportunity to create a global ingredients-tech platform.

CSM Ingredients is one of the leading global manufacturers and distributors of bakery ingredients mainly to the artisanal traditional trade (pastry and bakery shops) and industrial channels, with a wide product portfolio focused primarily on bread ingredients, pastry mixes, bakery fats, fillings, glazes, toppings and icings.

The company has approximately 2,400 employees, 15 production facilities in Europe (10), the US (3), Asia (1) and a joint venture in Africa. CSM Ingredients' manufacturing facilities across Europe are key to serving clients locally especially given the limited ability to transport certain fresh ingredients (creams, fruit fillings and certain pastry mixes) long distances. Its main markets are Germany,



Italy, the United States, France, the Rest of Europe, with a growing presence in Asia. In February 2022, CSM Ingredients acquired Hi-Food, an Italian leader in plant-based functional ingredients, which represented the first transformational add-on for CSM Ingredients, enabling it to further consolidate the European food ingredients sector and enhance its geographic and end-market diversification.

Building a global leader through organic growth and value-accretive transformational add-ons with 3 acquisitions in less than a year

Following the acquisition of Hi-Food, in May 2022, CSM Ingredients announced the acquisition of Italcanditi, a leading Italian supplier of fruit-based ingredients and creams for the food and dairy industries, representing the second

transformational add-on. Italcanditi is the undisputed leader in the food B2B industrial channel in Italy and France, which are among the most sophisticated and advanced food markets worldwide. In July 2022, CSM Ingredients announced the acquisition of Parker Food Group (PFG), a leading developer and manufacturer of specialty, value-added ingredients in North America with a focus on inclusions and toppings. PFG represents a transformational add-on opportunity for CSM Ingredients, allowing it to:

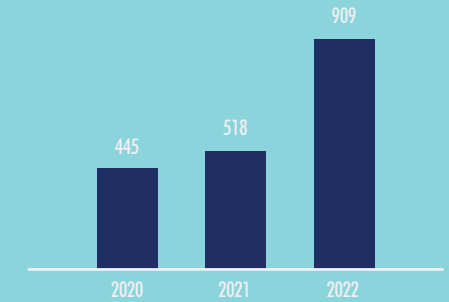
- Immediately enter the North American market;
- Expand its product portfolio to include specialty inclusions; and
- Unlock cross-selling opportunities for CSM's and Hi-Food's innovative products in the US through PFG's existing customer base. ♦



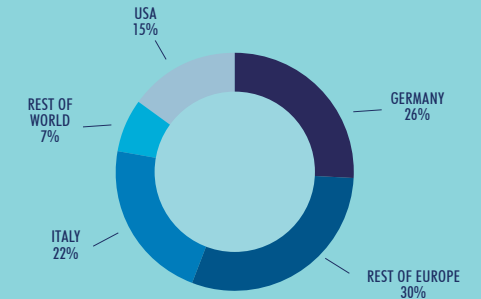
ALDO UVA
CSM Ingredients, Chief Executive

"At CSM, we continue our journey to becoming a net-positive ingredient-tech-platform. Together with Investindustrial, we are actively working to identify new opportunities to contribute to a new sustainable and nutritionally balanced food industry evolution, creating a global leader in the food ingredients space through innovation and transformational add-on acquisitions."

SALES (€ MILLION)



2022 SALES BREAKDOWN BY GEOGRAPHY (%)



Examples of bakery ingredients.

Omnia Technologies

Founded in 1958, Omnia Technologies, formerly Della Toffola, is the world leader in the design and manufacture of machines and automated lines for the beverage, pharmaceutical and medical sectors. The company is active in bottling, vial filling and capping, water treatment and packaging systems, as well as in the alcoholic and non-alcoholic beverage markets including water and dairy products.

Since Investindustrial’s investment in 2020, the build-up of Omnia Technologies has progressed strongly and is significantly ahead of plan, with eight add-on acquisitions completed in less than three years. Investindustrial’s Sustainability team has also worked closely with senior management to support the

development of an ambitious sustainability strategy. This has been applied to subsequent acquisitions, driving innovation and product sustainability across the company.

Omnia Technologies is headquartered in Trevignano, Italy, and operates production plants and commercial branches across Europe, North America, South America and Oceania.

The company has more than 1,000 employees, and its products are distributed throughout the world, with approximately 80% of sales outside Italy. ♦



www.omniatechnologiesgroup.com

Omnia Technologies is a best-in-class one-stop-shop offering for wineries and distillation plants, with unique capabilities acquired through 8 add-ons completed in less than 3 years.



Guala Closures

Founded in 1954, Guala Closures is a global manufacturer of specialty closures for spirits, wine, water and other beverages. Its market-leading position results from its significant innovation, technology and intellectual property rights embedded into its closures. Guala Closures operates globally with 30 plants across five continents with sales outside Italy accounting for more than 90% of total revenues in over 100 countries. Guala Closures is

headquartered near Alessandria (between Genoa and Milan) and has over 6,000 employees.

For further information, please refer to the detailed case study on page 54. ♦



www.gualaclosures.com

Investindustrial team members (Roberto Maestroni, Luca Daminelli and Dr. Serge Younes) on site with management of the Mexican facility of Guala Closures.





CONSUMER

The Consumer sector comprises the following eight companies:

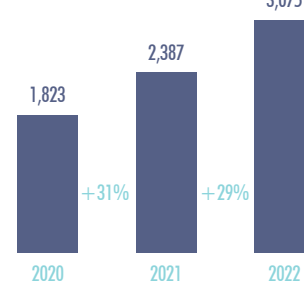
- **Artsana**, international infant and baby care company;
- **Design Holding**, high-end design furniture and lighting brand;
- **Dispensa Emilia**, Italian casual restaurant;
- **Eataly⁽¹⁾**, a leading global player in Italian food;
- **Jacuzzi Brands**, global manufacturer of premium wellness products;
- **Morgan Motor**, premium sports cars manufacturer;
- **OKA**, high-end interiors lifestyle brand;
- **Zegna**, luxury fashion brand.

SALES (%) By segment

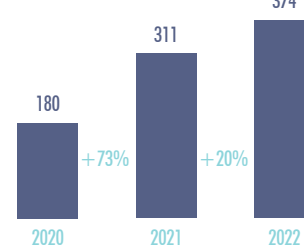
In 2022, Investindustrial's Consumer sector represented six segments.



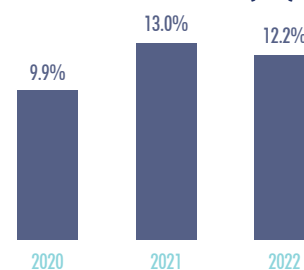
SALES (€m)



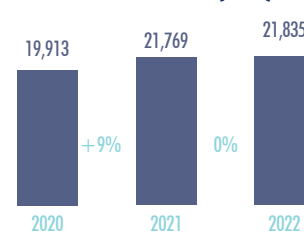
EBITDA (€m)



EBITDA MARGIN (%)



EMPLOYEES (no.)



In 2022, sales increased by 29% and EBITDA by 20%, with a resulting EBITDA margin of 12%. The total number of employees remained flat.

2022 KEY EVENTS IN CONSUMER

During 2022, Investindustrial completed a new investment in Eataly, a leading global player in Italian food.

Artsana

Founded in 1946 in Como (Italy), Artsana is a leading international manufacturer of well-established consumer brands in infant care and cosmetic products. Its consumer brands include Chicco (infant care) and Prenatal Retail Group (Toys).

Investindustrial invested in Artsana in 2016 with its investment strategy focused on:

- Developing further the company's strong product portfolio;
- Consolidating its international position through further organic growth; and
- Pursuing selective add-on acquisitions.

As part of an overall strategic assessment of Artsana, a series of actions have been undertaken during Investindustrial's ownership. These have included:

- The sale of Lycia (cosmetics, hygiene, beauty);
- The spin-off of PIC Solution to form the completely independent business Medical & Technology Devices (MTD);
- The acquisition of the remaining 50% stake in Prenatal Retail Group (PRG); and
- The subsequent acquisition of the car seat and stroller division of RECARO.

While continuing to focus on innovation, Artsana is also looking to further strengthen its international presence, especially in the US and Asia, and to expand its product and brand offering. The company is progressing on the execution of its sustainability programme, which includes sustainable sourcing, traceability and resource efficiency. The company is headquartered in Como, operates two production facilities in Italy and one in Romania, and has approximately 8,100 employees worldwide. ◆



Building safe products is a priority for Artsana, with products tested in-house and at certified centres.

Dispensa Emilia

Founded in 2004, Dispensa Emilia is a high quality, Italian, fast, casual restaurant group, with a food offering mainly focused on the "tigella", a thin round bread of the Emilian tradition.

Dispensa Emilia directly manages 34 restaurants in Northern Italy, of which 14 are in Emilia-Romagna, 16 in Lombardy, two in Tuscany, one in Veneto and one in Piedmont. 18 restaurants are located inside shopping malls, 13 are high street locations, and three are travel retail locations. The company provides a healthy, extensive menu including tigelle (33% of sales), salads (26%), pasta (19%), beverages (16%) and other purchases, such as fruit and coffee (6%). In addition, customers can purchase its products through "La Bottega", a corner grocery store located inside the restaurants.

Restaurants offer breakfast, lunch, dinner and all-day snacking (lunch accounts for approximately 60% of sales). Dispensa Emilia is headquartered in Modena and has more than 600 employees. ◆



www.dispensaemilia.it



The tigella, the thin round bread of the Emilian tradition, is the main product of Dispensa Emilia.

(1) Not included in data as transaction closed in 2023.

CASE STUDY

EATALY⁽¹⁾



Eataly is a unique brand and operator in the food space globally, with a concept combining high-end Italian food service and quality Italian food retail.

Eataly operates through two formats: 24 directly-operated flagship stores (13 in Italy, 7 in the USA and 4 in the Rest of the World) and 22 franchise stores mainly in Asia and the Middle East. Eataly's current business model is the "eat-learn-buy" concept. The consumer eats in an Eataly restaurant, buys products at the market, and experiences the full Eataly experience by learning about Italian food. Eataly's growth business strategy includes the opening of stand-alone direct flagship stores - mainly in Europe and North America - as well as stores in partnership with local operators mainly in the Middle East and the Asia Pacific region.



Eataly London, located near Liverpool Street station, opened in 2021.

The Investindustrial team is working closely with Eataly's senior management to implement several value creation initiatives, including:

- Expanding Eataly's international operations in markets such as North America, and through global franchise partnerships;
- Developing new store formats including ones for airports and railway stations, and smaller stores;
- Reviewing and optimising in-store zoning and space allocation;
- Improving the monitoring of higher volume sales categories and products and procurement; and
- Assessing the development of private label manufacturing and an e-commerce channel.

The current senior management team is led by the new, highly experienced CEO Andrea Cipolloni, former CEO of Autogrill, Italy and Europe. Following the appointment of Andrea Cipolloni as the new CEO in Q4 2022, a new CFO, CCO and Head of HR have been appointed six months ahead of plan. In addition, new openings are under discussion including directly-operated stores and several potential opportunities are in the pipeline with global franchising partners over the next 12-18 months - in line with / ahead of plans. ♦



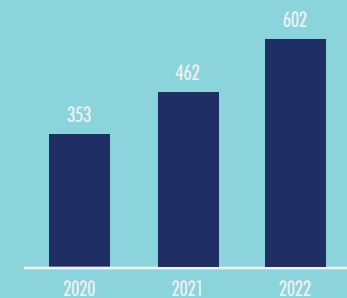
ANDREA CIPOLLONI
Eataly, Chief Executive

"Our strategic partnership with Investindustrial propels Eataly into a new phase of its development. In particular, it will allow us to accelerate the company's international growth. We are delighted to take this new path together with such a reputable partner as Investindustrial, who shares Eataly's values and vision, and has chosen to support us in achieving our goal to be the Italian ambassador for "Made in Italy" around the world."

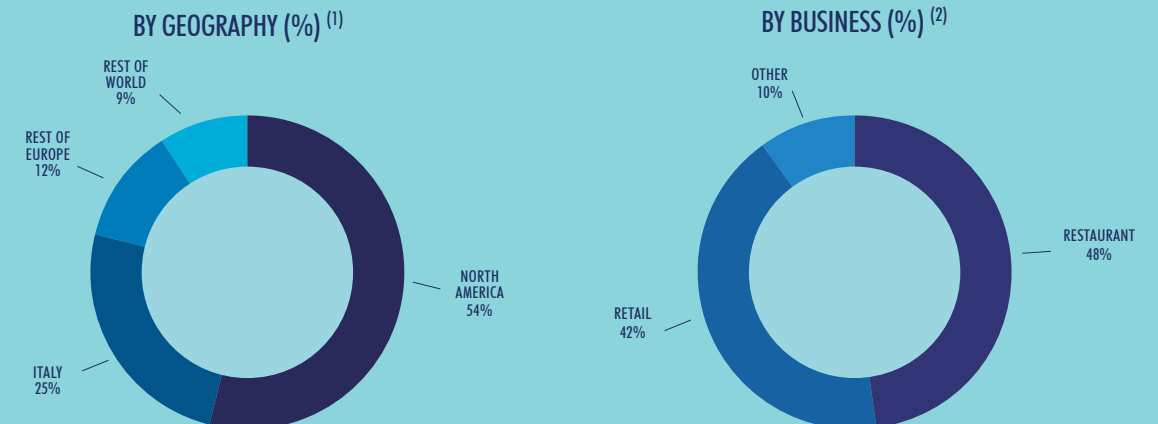
2022 EBITDA MARGIN

4.2%

SALES (€ MILLION)



2022 SALES BREAKDOWN



(1) Revenue split by geography based on approx. €680m of global sales to customers (i.e., including franchising revenues and net of wholesale revenues to franchising)

(2) Other includes didactics, food production, online and events.

Design Holding

Design Holding is the largest high-end design company in Europe and one of the largest worldwide. It was established as a platform investment and now has seven main investments: Flos, B&B Italia, Louis Poulsen, YDesign, Lumens, Designers Company (rebranded to Audo) and Fendi Casa. For further information, please refer to the detailed case study on page 50. ◆

Design Holding | B&B Italia | Maxalto | Azucena | Arcolinea
Flos | Louis Poulsen | YDesign Group

www.designholding.com



Design Holding is the largest high-end design group in Europe and one of the largest in the world.

Jacuzzi Brands

Jacuzzi Group, headquartered in Irvine, California, is a global manufacturer of premium spas, swim spas, bathtubs, showers and related bathroom products and accessories. The company’s flagship brand, Jacuzzi®, is the most recognised in the world for spa and hydrotherapy bathing. Founded in 1956 by an Italian family, with its main European manufacturing plant in Italy near Pordenone, the company is the leader in the European spa sector and has a market leading position in the US. The company has 10 manufacturing facilities across North America, Europe and South America and has a total workforce of approximately 3,900 people. ◆

JACUZZI GROUP

www.jacuzzi.com



Jacuzzi® products are manufactured in five countries and sold in more than 100 countries worldwide.

Morgan Motor

Founded in 1909 by Peter Morgan, Morgan Motor is an independent premium British sports car manufacturer that hand builds to order sports cars with an iconic, “classic” look and a chassis partially comprising the company’s traditional ash wood structure. Morgan Motor has a loyal and active owners’ community of “Moggies” with more than 5,000 members and 50 clubs globally. Its products, also comprising a 3-wheeler, are positioned in a niche segment of the automotive sector with limited competition. Morgan Motor is the only manufacturer of modern cars with a classic look to have a strong brand heritage and a global distribution network. In 2022, Morgan Motor sold 592 vehicles through a global network of approximately 62 dealers across the UK (41% of vehicle sales), Europe (36%), USA (1%) and the Rest of the World (21%). The company also operates two showrooms in London (Morgan Works London) and Malvern (Morgan Works Malvern). Morgan Motor is headquartered in Malvern, UK, where it continues to manufacture cars in its historical facility opened in 1914. Morgan Motor employs approximately 255 people. ◆



www.morgan-motor.com



Founded in 1909, Morgan continues to this day to hand-build premium sports cars with a classic design. The Morgan brand is synonymous with quintessential British craftsmanship, elegance, performance and design.

OKA

Founded in 1999 by Lady Annabel Astor, Sue Jones and Lucinda Waterhouse, OKA is a leading UK high-end interiors lifestyle brand. The company is renowned for creating interior designed homes featuring curated collections of British-designed furniture and home accessories. OKA’s philosophy centres on the entire finished article – “the curated room-set” – which combines larger furniture pieces and a growing home accessories collection that bring a room to life. OKA has a strong omnichannel, 100% direct-to-consumer offering, with strongly interconnected and complementary web (38% of sales revenue) and showroom (35% of sales revenue) channels. The remaining sales are generated by its trade channel (17%) and interior design and others (10%). Its 100% direct to consumer omnichannel offering represents OKA’s key differentiation compared to most of its competitors. Following OKA’s entry into the US market in September 2019 with the launch of its website, OKA has now opened three showrooms (Houston, Dallas and Westport) and is generating 17% of its revenues in North America. The company has the ambition to further accelerate its growth in the attractive US market. ◆

OKA

www.oka.com



OKA is a leading UK high-end interiors lifestyle brand.

CASE STUDY

ZEGNA



www.zegna.com
www.thombrowne.com
www.tomford.com



The leading Italian luxury group with a strong global presence and a long-standing brand heritage.

Ermenegildo Zegna (Zegna) is a leading Italian luxury group with a strong global presence and longstanding brand heritage. Founded in 1910 and headquartered in Milan, Zegna today is present in 80 countries through 302 directly-operated stores (239 Zegna and 63 Thom Browne) as at the end of 2022. Today, Zegna is listed on the New York Stock Exchange (NYSE) and Investindustrial has a minority shareholding in the listed company. The company operates through three distinct brands offering a valuable customer proposition:

- Ermenegildo Zegna, the company's flagship label and an emblem of Italian excellence and quality;
- Thom Browne, the American luxury fashion brand, acquired in 2018; and
- Tom Ford, the global luxury house founded in 2005 by Tom Ford.

Since the acquisition of Thom Browne in 2018, Zegna's management has capitalised on its unique strengths - its consistency and name recognition, its younger customer base, its high digital penetration, and its iconic collections – to generate double digit revenues and EBITDA growth. Thom Browne's success under Zegna's ownership is a good example of the group's ability to grow the business through acquisitions.

In April 2023, Zegna entered into a long-term license agreement with Tom Ford. The transaction, originally announced in November 2022, results in Zegna becoming a long-term licensee of all Tom Ford Fashion businesses, i.e. men's and women's fashion lines as well as accessories and underwear, fine jewellery, childrenswear, textiles and home design products. Zegna management aims at positioning Tom Ford among the most respected and successful luxury fashion brands worldwide, leveraging the Zegna's platform and capitalising on the uniqueness of its brand. In July 2023 Lelio Gavazza was appointed CEO of Tom Ford Fashion (joining the company from LVMH Group where he was Executive Vice President, Sales & Retail at Bulgari).

In December 2021, Zegna completed its initial public offering (IPO) on the NYSE through a merger with Investindustrial's innovative special purpose acquisition company, Investindustrial Acquisition Corp. (IIAC). The listing represented the largest luxury IPO in the US in 2021, the largest IPO of an Italian luxury company since Ferrari in 2015 and the first in New York for a major Italian luxury fashion house. Investindustrial retained a minority stake in Zegna post-IPO. Zegna performed strongly in 2022 with revenues of €1.5 billion (+16% year-on-year) and adjusted EBIT of €158 million (11% margin). The company reported 2022 revenues up 15.5% on the prior year, and up 42.05% excluding the Greater China region, affected by COVID-related restrictions in the first half of the year and again

in the last quarter of 2022 (now showing signs of recovery). In 2022, the company reported double digit revenue growth in all segments, product lines, channels and geographies (with the exception of the Greater China region). The Thom Browne segment continued to grow with revenues up 25.3% in 2022 compared to the prior year with growth driven by:

- Womenswear and accessories;
- Brand awareness and a strong customer base;
- Direct-to-Consumer growth both in retail and e-commerce;
- Its Customer Value Management; and
- Its wholesale business at limited volumes to use as a platform for global visibility.

In 2022, the company continued to transition from formalwear to casualwear and to strengthen its brand. In particular, Zegna's "One brand", its creation of iconic products, such as triple stitch sneakers; selected collaborations, as well as its commercial, distribution and ESG-driven partnerships, were created and fostered to attract new customers in the omnichannel. In addition, the Zegna to Consumer (Z2C) approach and the company's digital developments have further accelerated as demonstrated by the successful launch of the new online platform Zegna X, in March 2023. ♦

Brands

Ermenegildo Zegna Group



ERMENEGILDO ZEGNA

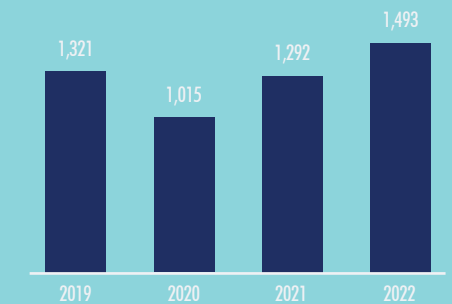
Zegna, Chief Executive

"Since listing in December 2021, our performance has been robust reflecting the strong momentum and desirability of our brands as well as the soundness and success of our strategy and execution. We are thrilled by the enthusiastic support we received for our listing by our capital market shareholders. Investindustrial is the cornerstone investor, and a true believer in the story, providing valuable institutional support to the company."

2022 ADJUSTED EBIT MARGIN

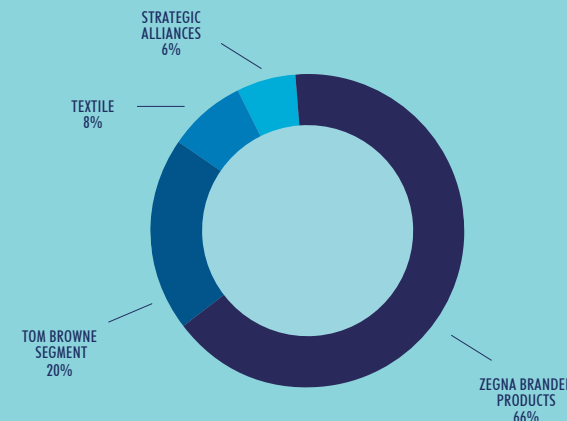
10.6%

SALES (€ MILLION)



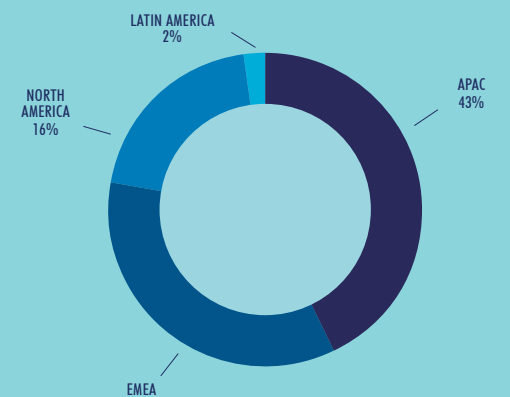
2022 SALES

BY DIVISION (%)



BY GEOGRAPHY (%)

APPAREL & ACCESSORIES REVENUE SPLIT BY REGION





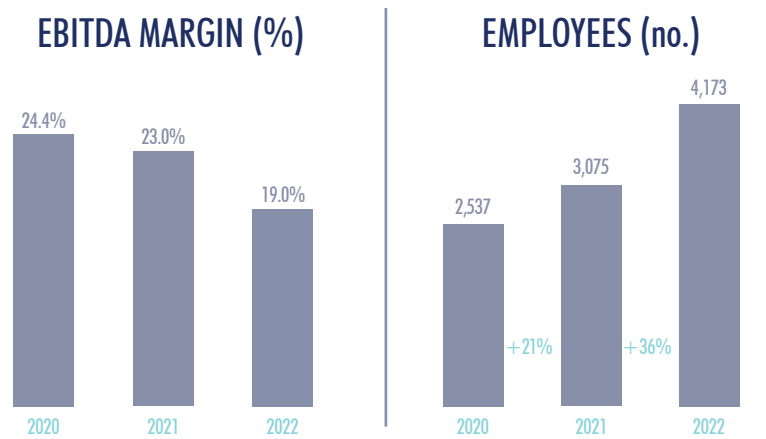
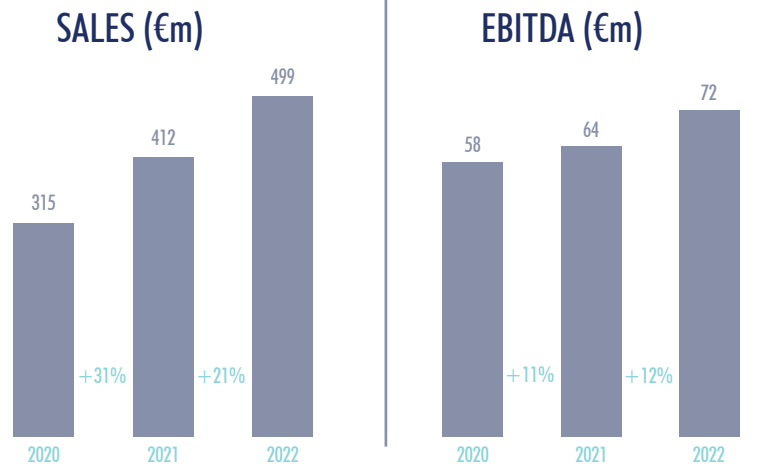
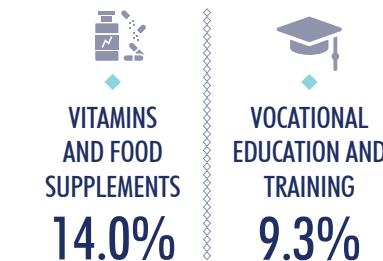
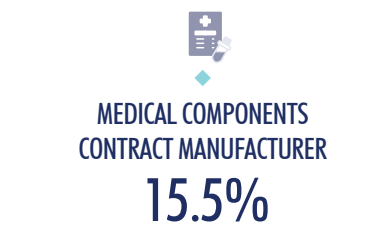
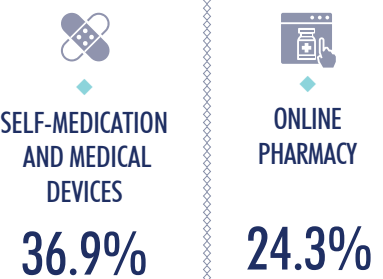
HEALTHCARE & SERVICES

The Healthcare & Services sector comprises the following five companies:

- **Atida**, European on-line pharmacy;
- **Arterex**, a global medical device contract manufacturer;
- **MTD**, manufacturer of self-medication products and medical devices;
- **Northius**, a leading Spanish vocational education and training provider;
- **Procemsa**, Italian producer of nutritional supplements.

SALES (%) By segment

At year-end 2022, Investindustrial's Healthcare & Services sector comprised five segments.



In 2022, sales increased by 21% and EBITDA by 12%, with a resulting EBITDA margin of 12%. The total number of employees increase by 36%.

2022 KEY EVENTS IN HEALTHCARE & SERVICES

During 2022, Investindustrial completed a new investment in the platform company Arterex, a global medical device contract manufacturer.

Arterex

Medical Devices Inc. (Arterex) is a global medical device contract manufacturer, which includes design and development, engineering and tooling, compounding, extrusion, injection molding, and assembly capabilities. It produces a broad range of medical and healthcare products, components, and subassemblies for its global and regional medical device, healthcare, and life sciences OEM customers. Founded in 2022 and headquartered in Scottsdale, Arizona, Arterex is a newly formed platform resulting from the combination of Formula Plastics, Kabo, Luc & Bel, and ModenPlast. Post year-end Arterex completed the transformational acquisition of

NextPhase, which doubles the size of the company and creates a top-tier global medical device contract with 70% of its revenues generated in the US. The company serves a wide range of customers, from leading global medical and healthcare OEMs to smaller regional specialty customers, primarily in Europe and the US. The company operates through its four facilities across North America, Europe, and North Africa, with 379,000 square feet of manufacturing and warehousing space and a total workforce of approximately 694 employees. ◆

ARTEREX

www.arterex.com

Founded in 2022, Arterex is a multi-capability medical device contract manufacturing platform combining the operations of Formula Plastics, Kabo, Luc & Bel, and ModenPlast.



Atida

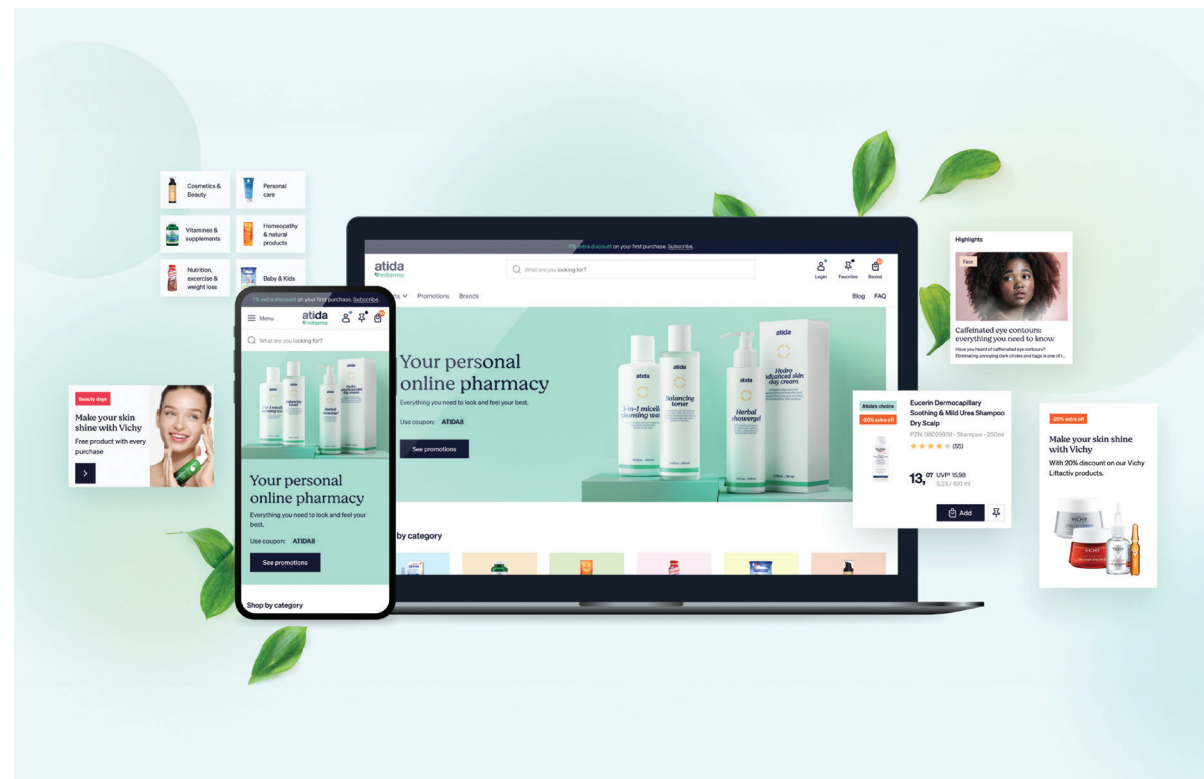
Atida is a leading European online pharmacy active in the sale of over-the-counter (OTC) and prescription drugs, as well as beauty and personal care products. Founded in 2015 to initially serve the German and Austrian markets, Atida began its expansion plan with four add-on acquisitions in Germany that created the fourth largest player in the region (currently mainly operating through the www.aponeo.de website). In 2019, the acquisition of the Spanish company Mifarma, the leading online pharmacy in Spain and Portugal, marked the beginning of the company's European expansion. In 2021, Atida acquired:

- Santé Discount, the largest online pharmacy in France;
- Efarma, the second largest player in Italy; and
- Dosfarma, the third largest online pharmacy player in Spain.

The company, with 6 million customers annually, represents a unique pan-European platform opportunity in an attractive, fragmented and fast-growing market. The company operates from five logistic hubs across Europe in Germany, France, Italy, Spain and The Netherlands. ♦

atida

www.atida.com



Atida is Europe's third largest online pharmacy for the sale of OTC, prescription drugs, beauty and personal care products.

MTD

Medical Technology and Devices (MTD) is a leading med-tech group, designing, developing and providing a full range of medical devices for home and professional care worldwide. The company was formed following the combination of PIC and HTL.

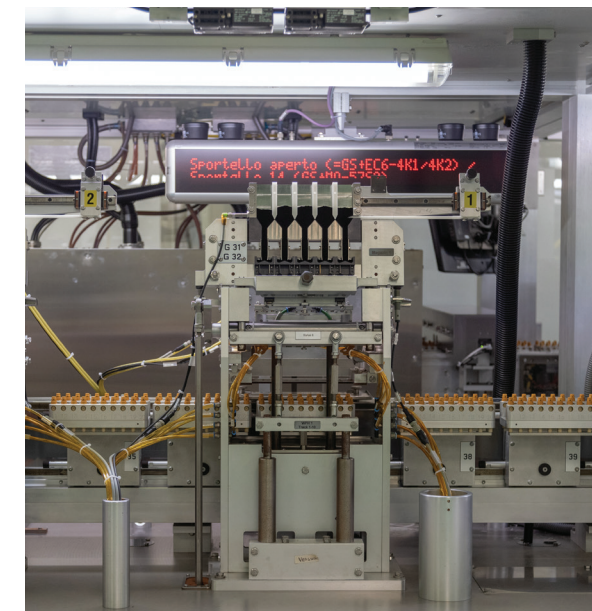
PIC is a leading manufacturer of self-medication products including diabetes pen needles, venipuncture and dressing products, blood pressure monitors and thermometers based in Italy. HTL (the Polish division) is a leading global provider of proprietary capillary blood sampling and hypodermic injection devices, with a core expertise in safety devices. The combination of HTL's long standing med-tech heritage with PIC's well-known consumer health DNA creates a recognised international leader in the diabetes management and self-care devices markets.

The company, headquartered in Switzerland, offers a wide range of highly specialised diabetes management devices across consumer and professional healthcare channels distributed globally. ♦

MTD

Medical Technology and Devices

www.mtdglobal.com



MTD was born out of the merger between PIC and HTL and is a global leader in the self-medication sector.

Northius

Founded in 2010, Northius is a leading Spanish vocational education and training (VET) provider. The company offers courses such as professional training, preparation of public services admission tests and vocational education certifications (including internships and other secondary education) and has partnerships with more than 12,000 corporates.

The company provides professional training services in sectors such as healthcare and public administration, through more than 10 dedicated brands including official and open course VET (CEAC: www.ceac.es), new technologies (Tokio: www.tokioschool.com), audiovisuals (35mm: www.35mm.es), animal care (Nubika brand: www.nubika.es), and health and sports (CEMP: www.cemp.es, and Unisport: www.unisport.es).

Northius has become the largest online VET in Spain and one of the largest private educational groups in the country by number of students, offering more than 500 VET and professional courses to more than 45,000 active students with over 800 employees across approximately 40 sites. ♦

Northius

www.northius.com



Since Investindustrial's entry, Northius has already tripled its size through a combination of strong organic growth and attractive synergistic acquisitions.

CASE STUDY

PROCEMSA

Leading European food supplements contract development and manufacturing organisation



Procemsa is a leading European food supplements CDMO.

PROCEMSA

www.procemsa.it

Procemsa is a leading European food supplements CDMO with a successful track record of growth and internationalisation, ideally positioned for continued market consolidation and capturing favourable market tailwinds.

Procemsa is a multinational contract development and manufacturing organisation (CDMO) with more than 80 years' experience in the development and manufacture of a broad portfolio of food supplements and related products. These include:

- Food Supplements: nutraceutical supplements spanning a wide range of categories / applications, including weight management, cough & cold treatment, brain health & ageing, hair health, sleep & stress, multivitamin & energy;
- Probiotics: live bacteria and yeast-based supplements for gastrointestinal / metabolic care;
- Medical Devices: high value substance-

based devices mainly for baby care (teething relief devices), mouth care (thrush relief) and cough & cold and gastrointestinal reflux applications;

- Cosmetics: a variety of formats with applications across sun protection, hair care, face / body care, and anti-ageing.

Procemsa is the result of the successful integration of three leading European food supplements manufacturers (Farmaceutici Procemsa, OFI and Aakamp), with the broadest format portfolio in the market which has demonstrated significant and consistent year-on-year growth. The company covers the entire range of product formats (tablets, hard capsules, soft-gels, liquids, semisolids, cosmetics, powder, granulates, gummies) and packaging. Procemsa supports its clients along the full value chain, from the development of customised formulations to procurement, regulatory support, manufacturing and shipping, with a true 360-degree partnership approach. In 2022, the Aakamp acquisition significantly enhanced the company's exposure to the fast-growing online direct-to-customer channel (today approximately 40% of sales).

The company has best-in-class R&D capabilities, with a unique portfolio of over 15 patents, 11 proprietary manufacturing technologies, as well as several proprietary raw materials and trademarks. Procemsa meets the highest standards of social and environmental performance and public transparency. In 2022, the company committed to the Science Based Targets initiative and, as a result, had its carbon reduction targets validated. In the same year, with Investindustrial's support, Procemsa submitted its application to become a certified B Corporation and obtained a Gold Medal from EcoVadis, ranking among only 5% of companies evaluated by EcoVadis to achieve the best scores in the industry. Procemsa operates six well-invested, strategically located manufacturing facilities across Northern Italy and Germany, including a specialised and uniquely focused probiotics plant. The company currently has approximately 550 employees. ♦



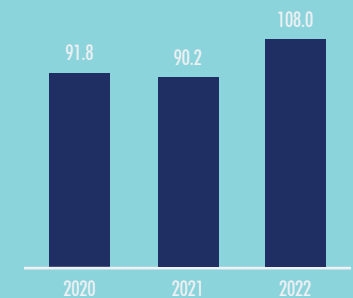
SAGI COHEN
Procemsa, Chief Executive

"We are excited to continue our growth journey with Investindustrial given the significant organic and inorganic expansion opportunities we see in the fast growing food supplements market globally."

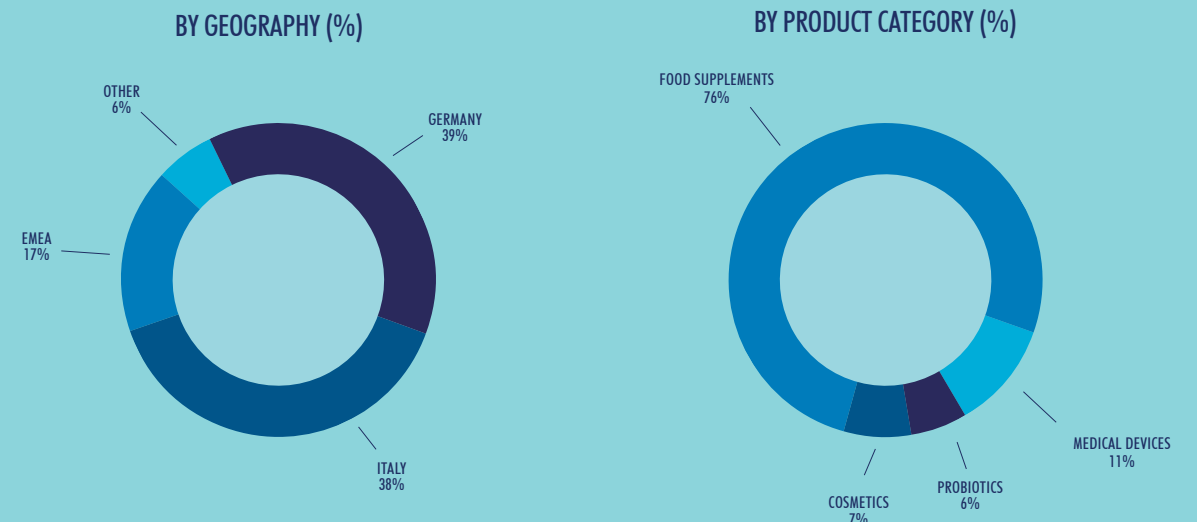
2022 EBITDA MARGIN

21.0%

SALES (€ MILLION)



2022 SALES





TECHNOLOGY

The Technology sector comprises the following three companies:

- **Comax**, a leading French energy production and storage operator;
- **Rimac**, developer and producer of high-tech components for electromobility;
- **Targa Telematics**, leading Italian operator in telematics and mobility.

SALES (%)

By segment

In 2022, Investindustrial's Technology sector comprised three segments..



ELECTRICITY PRODUCTION & STORAGE
62.9%

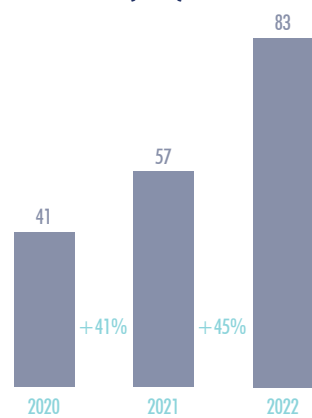


TELEMATICS SOLUTIONS
32.0%

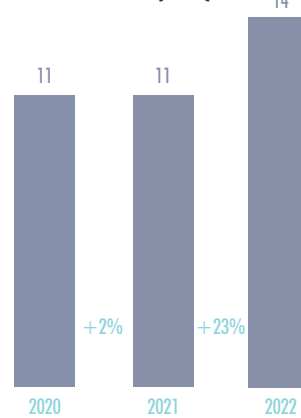


COMPONENTS FOR ELECTROMOBILITY
5.1%

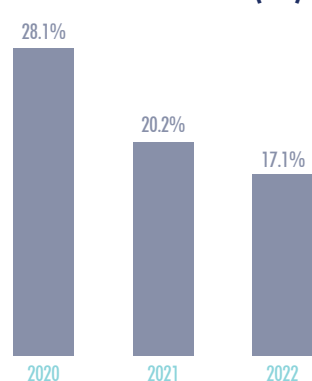
SALES (€m)



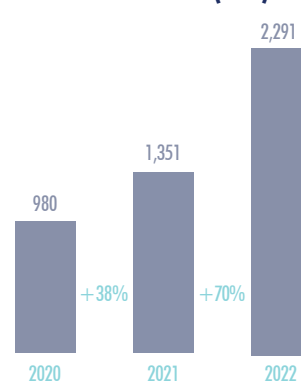
EBITDA (€m)



EBITDA MARGIN (%)



EMPLOYEES (no.)



In 2022, sales increased by 45% and EBITDA by 23%, with a resulting EBITDA margin of 17%. The total number of employees increased by 70%.

2022 KEY EVENTS IN TECHNOLOGY

During 2022, Investindustrial completed its investment in Comax, a leading French energy production and storage operator.

Comax

Founded in 2003 as a subsidiary of Canadian group Maxim Power and headquartered in Langon near Bordeaux (France), Comax provides low carbon grid power and storage services supporting the energy transition. Comax operates a portfolio of 30 decentralised gas-fired power plants and four battery storage systems to provide frequency reserve services to the grid and to meet peak demand. 14 of its power plants are highly efficient cogeneration plants that supply electricity and heat under long-term agreements. The technological evolution, the decrease of the production cost of batteries, combined with the acceleration of public policies in fostering renewable energies allow Comax to become one of the first movers and leaders in battery-based energy storage services (BESS) in France. The company develops new battery-based flexibility services, which are reactive and can work both in injection, for example when there is a surge in demand for additional power on the grid, and in withdrawal, for example in case of oversupply when wind or solar production is too high. ♦



www.comaxfrance.com



Investindustrial aims to transform Comax from a French decentralised energy production platform to a leading European grid balancing services company, essential for the energy transition.

Rimac

Founded in 2009 by the Croatian entrepreneur and founder-CEO Mate Rimac, the company develops and produces high-tech components for electromobility, including high-performance drives, and battery systems supplied to several high-end OEMs (e.g., Porsche, BMW, Koenigsegg, Aston Martin). It also designs, develops, and manufactures an all-electric €2 million plus hypercar (the Nevera) with 1,914 horsepower and a top speed of more than 400 km/h. Rimac has completed a combination of its hypercar business with Bugatti, the high-performance brand belonging to the Volkswagen group. The company is headquartered in Sveta Nedelja, near Zagreb in Croatia and today employs nearly 1,000 employees dedicated to EV (Electric Vehicle) engineering. The company is planning to concentrate all R&D, components, and hypercars production and administrative activities in a new, state-of-the-art, 100,000 sqm, campus in Zagreb, which will be operational from the end of 2023. ♦



www.rimac-automobili.com



After announcing the combination between its Hypercar division and Bugatti, Rimac completed a €500 million Series D fundraising in 2022, equipping the company for future growth.

CASE STUDY

TARGA TELEMATICS

Leading Italian telematics operator



www.targatelematics.com



Targa Telematics is a leading Italian operator in the telematics and mobility space, with a growing presence in key European markets.

For over 20 years Targa Telematics (Targa) has brought to market a range of telematics software solutions, smart mobility and Internet of Things (IoT) platforms for short and long-term rental companies, insurance companies and large vehicle fleets. Its technology solutions range from insurance telematics to asset and fleet management from remote diagnostics to vehicle tracking. Its business-to-business (B2B) software enables firms to, for example, preserve and maintain the value of their vehicles; manage vehicle-related costs, safety and maintenance, and collect and analyse data providing insights on, for example, vehicle theft and recovery, car sharing, car fleet operating costs and driver safety. Targa has a subscription-based Software-as-a Service (SaaS) revenue model resulting in strong earnings visibility. The company's software applications are flexible, fully cloud-based, hardware agnostic and easily scalable and are used by more than 850 blue chip customers including leasing companies,

vehicle rentals, insurance companies, corporates, and OEMs.

Since Investindustrial invested in Targa in September 2021, the company has demonstrated strong growth and has successfully delivered on its valuation creation strategy to date through:

- Strengthening its market share in its core Italian market through providing additional services to existing customers and new customer acquisitions;
- Further internationalisation with the appointment of a number of senior country managers resulting in several new international clients; and
- Building up a strong pipeline of new international customer opportunities, with the strengthening of the company's presence outside Italy remaining a key strategic priority.

Post year-end, Targa completed the transformative acquisition of Viasat Group a leading Italian-headquartered telematics and mobility solutions operator. The transaction enables Targa to:

- Further strengthen its leadership role in Italy, achieving significant economies of scale;
- Significantly expand its operations and accelerate its growth potential in key

European markets, where Viasat has an established presence, including Spain, Portugal, UK, France, Belgium, Romania and Poland, and South America in Chile; and

- Capture significant cost savings and commercial synergy opportunities as a result of the combination.

In 2022, Targa attracted numerous awards for the financial performance and growth of the business – including both the Financial Times Europe's Fastest Growing Companies and L'Economia of Corriere della Sera Best Performer Companies Awards. In addition, it has received awards for its innovation and technology in relation to, as an example, its ability to develop best-of-breed high-tech solutions within the European vehicle leasing and rental telematics industry.

The Investindustrial team has worked closely with Targa's management team to develop the company's 2025 sustainability strategy focused principally on supporting customers with their transition to electric fleets and increasing its customers' use of sustainable mobility services such as car sharing as well as contributing to other sustainability initiatives including reducing the company's carbon footprint and investing in their workforce through engagement and development programmes. The company is headquartered in Treviso, Italy and employs 550 people. ♦



NICOLA DE MATTIA
Targa Telematics, Chief Executive

"Investindustrial is the perfect partner for Targa Telematics to expand our team and further strengthen and accelerate our growth and internationalisation. Targa Telematics is continually innovating and we are continually positioning the company as the benchmark for smart mobility both in Europe and worldwide."

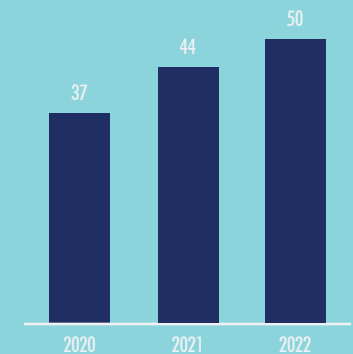
2022 AWARDS

EUROPE ENABLING TECHNOLOGY LEADERSHIP AWARD 2022	FROST & SULLIVAN
EUROPE'S 1000 FASTEST GROWING COMPANIES 2022	FINANCIAL TIMES
EUROPEAN TECHNOLOGY INNOVATION LEADERSHIP AWARD 2022	FROST & SULLIVAN

2022 EBITDA MARGIN

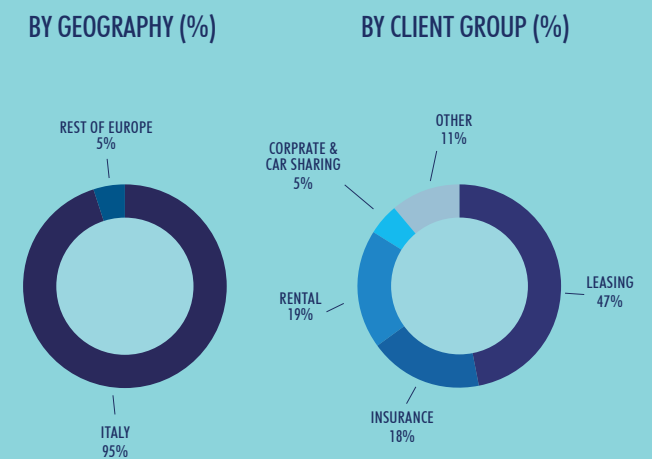
26.0%

SALES (€ MILLION) ⁽¹⁾



(1) Excluding other revenue.

2022 SALES BREAKDOWN



REAL ASSETS

Investindustrial is an active investor in real assets through its multi-strategy Endowment Fund, BI-Invest Endowment Fund, established in 2003.



Endowment

The BI-Invest Endowment Fund pursues a multi-strategy investment approach, including opportunistic longer-term real assets investments. The fund also acts as the sponsor and cornerstone investor to all Investindustrial programmes.

Sustainable Infrastructure

Sustainable infrastructure remains an attractive asset class for investors looking to achieve sustainability targets alongside stable, long-term returns. Investindustrial continues to see attractive investment opportunities in the mid-market in areas including renewable energy, logistics, communications and data storage, resource-efficient agriculture, and healthcare infrastructure. In addition, as the technology within sustainable infrastructure companies and assets evolves in response to rapidly developing market dynamics and increasing demand, Investindustrial fully expects to be able to leverage its technical and industrial expertise to target new related investment opportunities to generate attractive returns. Investindustrial's investment in PortAventura World, the theme park in Spain, is a sustainable real asset, principally given its significant asset-backing, revenue visibility and sustainability leadership.

PortAventura World is a sustainable infrastructure investment given its significant asset-backing, revenue visibility and sustainability leadership.

PortAventura World is Europe's second largest resort and theme park by number of hotel rooms. It provides both entertainment and hospitality comprising six themed hotels in the resort, two hotels under management in the area, two theme parks, a water park, a large convention centre of 20,000 m² and 24 multi-purpose halls. It attracts approximately 5 million visits per year and is located in the heart of the largest single tourism destination in Southern Europe. PortAventura World has successfully implemented a development strategy based on:

- Product innovation (the sole Ferrari theme park in Europe, a Caribe Aquatic Park, its Sesamo Adventure area for little ones, its Shambhala rollercoaster, the longest boat ride circuit in Europe, Angkor, and the Uncharted: The Enigma of Penitence, a unique dark 700-metre roller coaster ride that includes five launches of up to 1G of acceleration);

- A new marketing strategy focused on traditional values, entertainment and family; and
- Operational efficiency improvements driven by a strong understanding of and a clear drive towards sustainability.

Environmental management is a priority for PortAventura World which is a certified B Corporation and UN Global Compact member. As part of its business ethos, PortAventura World seeks to preserve the environment through good practices that promote responsible consumption and continuous improvement. The company also supports the Sustainable Development Goals (SDGs) which form the basis of its ESG commitments.

With significant vision and dedication, PortAventura World has been successful in achieving tangible sustainability results such as sourcing 100% renewable electricity since 2016, becoming carbon neutral since 2019 (scope 1 and 2), and being certified as a 'zero waste' company since 2019 (with more than 90% of its waste recovered). The resort has also set ambitious targets such as committing to carbon emissions reduction targets with the Science Based Target initiative (SBTi). As part of the resort's carbon reduction strategy, PortAventura World has developed a large scale solar

PortAventura World's photovoltaic plant will cover 64,000 square metres, or roughly the size of 9 football fields. It is the largest self-consumption photovoltaic plant at a holiday resort in Spain, and one of the largest of its kind in Europe.



photovoltaic (PV) plant on its property, utilising more than six hectares of currently unused space. On completion in 2023, the solar PV plant will consist of 11,102 solar panels of 6.05 MWp, which will generate annually 9.7 GWh. The design of the plant has been thoughtfully integrated into the local landscape, preserving historical ruins and including a visitors' centre for educational purposes and community engagement. The resort has also launched a smaller scale photovoltaic project to install photovoltaic panelled roofs on selected parking lots to provide 3.1 MWp of renewable energy for the resort and extra shade for staff.

The two renewable energy projects are estimated to result in approximately 4,000 avoided tonnes of carbon emissions annually, as well as providing approximately 40% of the resort's total annual power consumption.

"As a leader in sustainability, PortAventura is proud to reach yet another milestone for both our company and community. Solar power not only makes sense given our location and the hot climate, but it is value-accretive both in the short-term, and longer-term in terms of energy security and environmental stewardship. The solar power plant will also contribute to the company's decarbonisation targets as PortAventura is one of the first resorts worldwide committed to the Science Based Target initiative (SBTi)."

Choni Fernandez, PortAventura World, Director of Sustainability



RESPONSIBLE INVESTING



- 94. 2030 SUSTAINABILITY STRATEGY
- 98. CLIMATE CHANGE APPROACH
- 103. INDUSTRY ENGAGEMENT
- 104. SUSTAINABLE DEVELOPMENT
- 108. EVALUATING OUR IMPACT

SUSTAINABILITY AT A GLANCE

ESG-LINKED DEBT FINANCINGS OF OVER

€2bn

across the portfolio

Integrated ESG data collection and analysis software

Member of ILPA'S DIVERSITY IN ACTION

Recognised by Real Deals

"FUTURE 40 ESG INNOVATORS"

and

"20 MOST INFLUENTIAL IN ESG"

by Private Equity News 2023



B Corp™ certified company since 2020

Recertifying IN 2023

8 PORTFOLIO COMPANIES

representing a total of

22%

of invested capital, either certified B Corporations or in progress

55%

of invested capital committed or with validated SBTs

◆ Recipient of B Corp's BEST FOR THE WORLD™ Governance in 2021 and 2022

◆ Committed to the SBTi with validated carbon emissions reduction targets aligned to 1.5°C

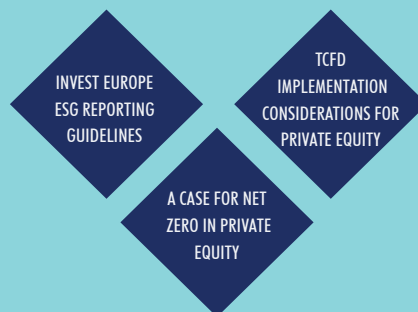
IN 2022 Winner of Real Deals Mid-Market ESG Firm of the Year Award

100% renewable energy across Investindustrial offices

15 YEARS as a carbon neutral firm

CARBON NEUTRAL PORTFOLIO since 2020

Contributor to industry publications



ICI'S NET ZERO GLOBAL STEERING COMMITTEE LEAD and CHAIR OF NET ZERO WORKING GROUP

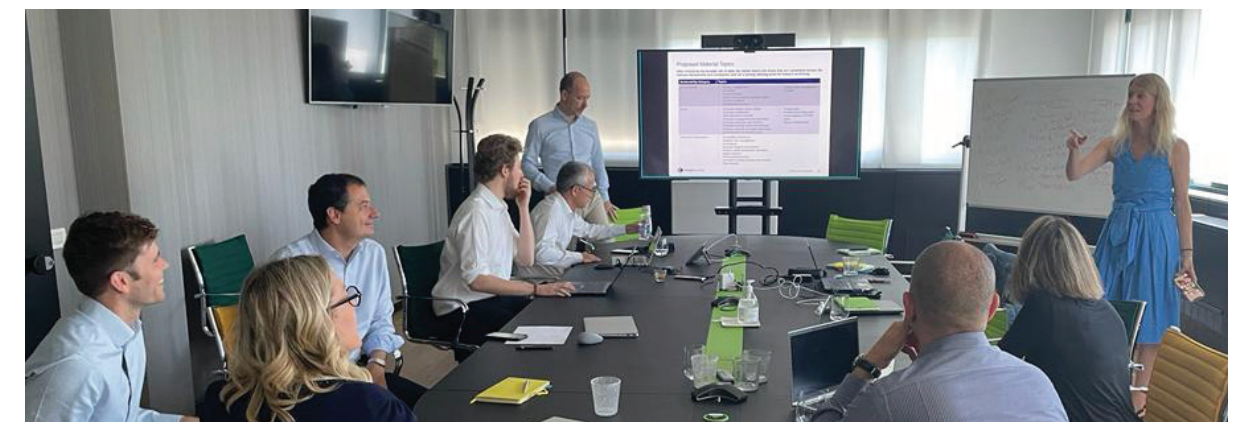
2030 SUSTAINABILITY STRATEGY

Deliver results by working collectively, pushing for change, societal progress and positive impact through the effective deployment of capital.

Investindustrial's ambitious new 2030 Sustainability Strategy is key to long-term financial value creation. It builds on the Firm's mission statement and values, and seeks to strengthen aspects of sustainability at a Firm level, through investment in portfolio companies and through Investindustrial's Foundations.

In 2022, Investindustrial undertook a process to review and refresh its sustainability strategy, which was first developed in 2016. Whilst many of the original objectives were still relevant and on-going given the natural turnover of companies in the portfolio, the timeframe for meeting certain objectives had expired and it was time to look ahead at what the next eight years should hold, working towards 2030. A materiality assessment was undertaken to ensure that sustainability issues were given appropriate prioritisation based on their relative importance to Investindustrial and to its key

stakeholders. The materiality assessment was based on the Global Reporting Initiative (GRI) Materiality Principle as well as continual dialogue with investors. Competitor benchmarking was undertaken alongside a review of each of the portfolio companies own sustainability reports and their identified material topics, and consideration of issues facing the industry. A series of internal strategy workshops were held with senior management to develop a strategic purpose and strategy pillars with associated objectives, targets and initiatives, as set out on pages 96–97. Here is highlighted an example of ways in which Investindustrial's 2030 strategy is being realised and implemented. Other key ESG metrics are included in Investindustrial's ESG data reporting, presented on pages 120–123. Investindustrial will continue to review and update its material sustainability issues alongside its sustainability strategy at least annually as the portfolio and nature of issues are subject to change. In addition to its strategy, each portfolio company sets medium to long-term sustainability objectives and targets that are unique to their business and to maximise value creation. These company-specific objectives and targets are typically included within each portfolio company's own sustainability report. ♦



Investindustrial's Sustainability team worked with Targa Telematics to undertake a materiality assessment as part of their strategy development process.

Firm / Portfolio	Climate & Biodiversity	Target Year
	<ul style="list-style-type: none"> ◇ Become the Climate Action Champion for the financial industry ◇ Enable natural systems to thrive in the geographies in which we operate 	
Firm	Fulfil SBT Commitments:	
	◇ Reduce scope 1 and 2 GHG emissions by 68% per headcount by 2030 from a 2019 base year	2030
	◇ Increase annual sourcing of renewable electricity from 45% in 2019 to 100%	2030
	Align portfolio with net zero	2030
	Lead, participate and influence relevant key industry groups and associations	Ongoing
	Support industry or academic research relating to creation of methodologies to assess biodiversity impact	Ongoing
	Develop proprietary nature-based projects to achieve net positive impact on biodiversity and climate	2030
Portfolio	Promote the practice of biodiversity impact management across the portfolio	Ongoing
	Fulfil SBT Commitments	
	◇ 50% of PE investments by invested capital to set science-based targets	2026
	◇ 100% of PE investments by invested capital to set science-based targets	2030
	Source 100% renewable electricity	2030
	Residual emissions to be neutralised by verified emissions removals from nature-based solutions	Annually

Firm / Portfolio	Quality Jobs	Target Year
	<ul style="list-style-type: none"> ◇ Be an employer of choice in mid-market private equity ◇ Create and support quality jobs at portfolio company level 	
Firm	Demonstrate excellence in the European Private Equity industry for diversity and equal opportunity by significantly outperforming the industry average on key gender metrics:	2030
	◇ Women in senior management from 2020 baseline: 13% to 33% by 2030	
	◇ Female Investment Committee representation from 2020 baseline: 0% to 33% by 2030	
	◇ Female Investment Professionals: from 2020 baseline 22% to 40% by 2030	
	Incorporate variable compensation related to defined annual D&I and ESG objectives and targets:	2030
	◇ 25% for senior executives and business heads	
	◇ 10% for all other employees	
Portfolio	Promote zero accidents culture	Ongoing
	Promote employee health and wellbeing	Ongoing
	Support industry or academic research relating to assessing the value of quality jobs	Ongoing
	Consider providing profit sharing to non-executive employees at exit	Ongoing
	Increase the number of women in senior management to 50% (2021 baseline: 28%)	2030
	Increase Board level diversity ^(*) to 50% (2021 baseline: 18% women on the Board)	2030
	Incorporate 25% variable compensation for senior executives related to defined annual D&I and ESG objectives and targets	Annually
	Promote zero accidents culture	Ongoing
	Promote employee health and wellbeing	Ongoing

(*) Diversity includes age, gender, education, ethnic background

2030 SUSTAINABILITY STRATEGY



Climate & Biodiversity

Quality Jobs

Culture & Ethics

Product and Service Development

Firm / Portfolio	Culture and Ethics	Target Year
	<ul style="list-style-type: none"> ◇ Harness culture and ethics to promote value creation ◇ Work collectively to deliver results, push for change, societal progress and positive impact through the effective deployment of capital 	
Firm	Blend geographic and industry deal teams on 100% of transactions, as applicable, to bring together expertise and ensure the best outcomes	Ongoing
	Undertake culture enhancing office-based activities / initiatives in all Investindustrial offices	Annually
	Develop best-in-class culture and ethics due diligence methodology	2023

Firm / Portfolio	Product and Service Development	Target Year
	<ul style="list-style-type: none"> ◇ Use sustainability as a lever to drive the offering at the firm and portfolio company level 	
Firm	Define and measure transformational impact in investments	2025
	Integrate sustainability factors into investment thesis and evaluations	2025
	Increasingly align capital deployed to sustainable and net zero aligned investments	2030
Portfolio	100% of portfolio companies to develop an actionable sustainability strategy, integrated with corporate value creation plans	Within 18 months post-acquisition

OUR PROPRIETARY APPROACH TO CLIMATE CHANGE

Climate change is one of the highest priority ESG issues facing investors, as it poses risks and opportunities in addressing climate-related impacts on business, and in shifting to a low-carbon global economy.

Climate change will result in changes to weather, consumer demands, societal expectations, and the economic viability of certain assets and business models, as well as the development of new regulation and technology. To build resilience to climate change, create value, and prepare for a low-carbon future, Investindustrial's Sustainability team works with its portfolio companies to understand the potential impacts of climate change on their entire value chain. The Sustainability team provides support to reduce or prevent the emission of greenhouse gases, in line with Investindustrial's climate mitigation strategy detailed below. Responsibility for implementing climate initiatives lies solely with the portfolio company Board and management teams.

Real Economy Climate Action

Since 2019, at the pre-investment due diligence stage, a formalised and systemic analysis of climate-related risks and opportunities is undertaken. In the context of the Taskforce on Climate-related Financial Disclosures (TCFD) framework, to which Investindustrial became a signatory in 2020, these risks and opportunities pertain to transition risks of a decarbonising economy, and physical risks and opportunities. These risks and opportunities are then assessed for their materiality over the medium-term (10-15 years). Any material findings and mitigating actions are included in the advisory teams' value creation plans as well as the portfolio company's 100-day plan where the issues are prioritised, and budget allocated in the context of the other business needs and overall strategy.

Short-Term Climate Change Commitments

In November 2021, along with five other private equity firms, Investindustrial set validated science-

based targets (SBTs) aligned with 1.5°C. At the same time, Investindustrial became one of only a few private equity signatories of the Net Zero Asset Manager Initiative (NZAM). As a signatory of NZAM, Investindustrial commits to work in partnership on decarbonisation goals, consistent with an ambition to reach net zero emissions by 2050 or sooner across all assets under management (AUM). Investindustrial's short-term SBTs and NZAM climate commitments cover both Investindustrial and its portfolio. The Firm's validated targets are as follows:

Investindustrial

- Investindustrial commits to reduce scope 1 and 2 GHG emissions by 68% per headcount by 2030 from a 2019 base year.
- Investindustrial commits to increase annual sourcing of renewable electricity from 45% in 2019 to 100% by 2030.

Portfolio

- Investindustrial commits that 50% of its Private Equity investments by invested capital will have set science-based targets by 2026 and 100% by 2030.

Climate Change Approach

In alignment with commitments to SBTi and NZAM, Investindustrial's comprehensive carbon and climate change mitigation strategy considers both technological and nature-based solutions and follows a three-pronged approach covering both Investindustrial and its portfolio:

1. Reducing carbon emissions at source.

Since 2016, all portfolio companies have embarked on energy efficiency, renewable energy and value chain decarbonisation projects to both reduce operating costs as well as their carbon footprints. Portfolio companies have started work to set SBTs in line with a global commitment to curb greenhouse gas emissions sufficiently to limit global warming to 2°C or below by 2050. At the end of 2022, eight

portfolio companies had committed to SBTs, of which three have had their SBTs validated by the SBTi, and one has submitted their SBTs for validation. A further eight portfolio companies were evaluating the feasibility of an SBT commitment.

2. Sourcing renewable and low carbon energy solutions.

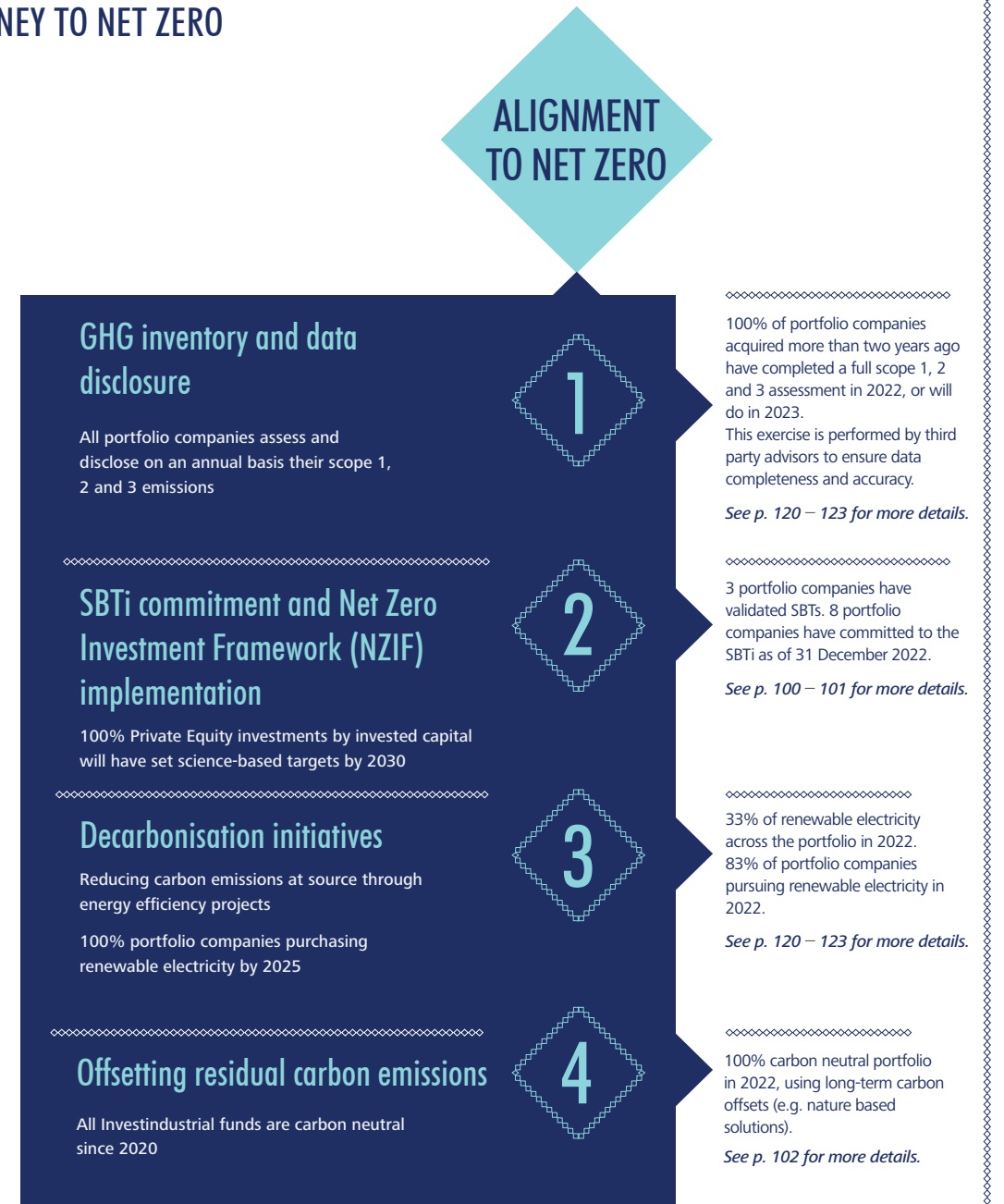
Portfolio companies are encouraged to source low carbon and renewable energy sources via either on-site (e.g. photovoltaic panels) or off-site solutions (e.g. power purchase agreements or green energy supply contracts). A revised target to align to Investindustrial's SBT commitment has been set as part of the 2030 Sustainability Strategy for 100% of electricity consumption to be sourced from renewable energy across the portfolio by 2030. At year-end, the total renewable electricity consumption was 33.4% with 82% of the portfolio companies sourcing renewable electricity.

3. Offsetting remaining carbon emissions via nature-based climate solutions.

Understanding climate change impact, both pre and post-investment, has been the cornerstone to how Investindustrial manages its approach to climate change. Inherent in this understanding is also the fact that not all carbon emissions can be avoided or reduced at this stage in the decarbonising cycle for a portfolio as diverse as that at Investindustrial. As such, offsetting emissions that remain has always been a known factor and one for which Investindustrial has taken an equally strategic approach. Since 2009, Investindustrial has been working towards sourcing quality proprietary nature-based solutions working directly with project developers in their local markets (see page 102).

Investindustrial has been carbon neutral as an organisation for the last 14 years, and its share as an investor in the portfolio companies for the past six years. In 2020, Investindustrial became carbon neutral across all investments in active funds. ◆

OUR JOURNEY TO NET ZERO



ENGAGEMENT WITH INDUSTRY PARTNERS



Private Equity Sector Science-Based Target Guidance



Invest Europe Climate Change Guide



iCI's "A Case for Net Zero in Private Equity" Guidance



Net Zero Investment Framework Component for the Private Equity Industry

REPORT ON PROGRESS

TCFD disclosure: third TCFD disclosure published in 2022

See p. 129 – 131 for more details.

OUR JOURNEY TO NET ZERO: DECARBONISATION COMMITMENTS




In 2021, Investindustrial set validated science-based targets aligned with 1.5°C and, simultaneously, became a signatory of the Net Zero Asset Manager Initiative (NZAM), committing to reach net zero emissions by 2050 or sooner across all AUM. Presented here is a progress update of our decarbonisation commitments. ◆

SBTi COMMUNICATION ON PROGRESS

TARGETS	UNIT	BASELINE	2022 ANNUAL TARGETS	PROGRESS AS OF 31/12/2022
Investindustrial commits to reduce scope 1 and 2 GHG emissions 68% per headcount by 2030 from a 2019 base year	Scope 1&2 / Headcount	1.16	0.94	1.21 - Behind target
Investindustrial commits to increase annual sourcing of renewable electricity from 45% in 2019 to 100% by 2030	% Renewable electricity consumed	45%	60%	97% - On target
Investindustrial commits that 50% of its Private Equity investments by invested capital will have set science-based targets by 2026 and 100% by 2030 from a 2020 base year ⁽¹⁾	% Invested capital	Commitment to the SBTi: 0%	-	55% ⁽²⁾ (8 companies ⁽³⁾)
		Submitted science-based targets for validation: 0%	-	7% ⁽²⁾ (1 company)
		Validated science-based targets: 0%	Validated targets: 17%	17% ⁽²⁾ (3 companies) - On target

(1) Investindustrial's portfolio targets cover 98% of total investment and lending activities by Invested Capital as of end of 2022.
 (2) Excl. companies within the Grace Period as defined by the SBTi Private Equity Guidance; but incl. companies within the Grace Period which have already committed to the SBTi.
 (3) 8 companies including companies which have submitted their targets and companies with validated targets.

INVESTINDUSTRIAL'S PORTFOLIO COMPANIES WITH VALIDATED SCIENCE-BASED TARGETS

	2022 ANNUAL TARGET – SCOPE1&2 (tCO ₂ e, ABSOLUTE)		2022 ANNUAL TARGET – SCOPE 3 (PHYSICAL INTENSITY) ⁽¹⁾	
		PROGRESS AS OF 31 DECEMBER 2022		PROGRESS AS OF 31 DECEMBER 2022
	143,308	94,553 (Exceeded target by 34%)	25.86	26.22 (Missed target by 1.4%)
	3,764	3,499 (Exceeded target by 7%)	No Scope 3 targets because the company is categorised as an SME by the SBTi	
	1,017	356 (Exceeded target by 65%)	No Scope 3 targets because the company is categorised as an SME by the SBTi	

(1) Scope 3 physical intensity (Category 1+ Category 3 / Billion Closures manufactured).

NZAM COMMUNICATION ON PROGRESS

	RELEVANT NZAM AND SBT COMMITMENTS	ACTION TAKEN	INVESTINDUSTRIAL'S PROGRESS
1	Set interim targets for 2030 aligned with 1.5°C.	Commit to interim science-based targets in line with 1.5°C.	Validated SBT for 2030 – see above for details.
2	Take into account portfolio scope 1 and 2 emissions and material portfolio scope 3 emissions.	Measure portfolio emissions.	Portfolio emissions measured since 2016.
3	Prioritise achieving real economy emissions reductions.	Achieve emission reductions.	Investindustrial's climate mitigation approach on reducing emissions and sourcing renewable energy since 2016.
4	If using offsets, invest in long-term carbon removals where no technological and/or financially viable alternatives to eliminate emissions exist.	Invest in proprietary carbon removals solutions.	Investindustrial's proprietary nature-based solutions – see page102 for details.
5	Create investment products aligned with Net Zero emissions by 2050 and facilitate increased investment in climate solutions.	Alignment of portfolio to Net Zero.	See page 125 for details on alignment using NZIF framework.
6	Provide asset owners with information on Net Zero emissions by 2050 and climate risk and opportunity.	Disclosure of climate information to asset owners.	Disclosure since 2016 to asset owners through the Annual Review and Sustainability Report.
7	Publish TCFD disclosures.	Disclose TCFD information.	Disclosure since 2020 through the Annual Review and Sustainability Report – see pages 129 – 131 for details.

OUR JOURNEY TO NET ZERO: RESIDUAL EMISSIONS REDUCTION

Investindustrial believes that by investing in solutions that provide direct access to global carbon projects, it has more control over quality projects, which helps to improve value, whilst reducing risk and generating tangible social, climatic and biodiversity outcomes. Current nature-based climate solutions that Investindustrial has invested in are the Blue Carbon Project, the Great Bear Forest Carbon, and the Guatemalan Conservation Coast Project. ◆



Investindustrial team on site at the Great Bear Forest Carbon Project in May 2023. |

GREAT BEAR FOREST CARBON PROJECT

<p>LAND Coastal area on Canadian pacific coast</p> <p>LOCATION Great Bear Rainforest, British Columbia, Canada</p> <p>STANDARDS British Columbia Forest Offset Protocol v1.0</p>	<p>COMMUNITY Members of the Coastal First Nations & Nanwakolas Council Society</p> <p>CLIMATE ZONE Cfb Oceanic</p> <p>SPECIES Plants: Stika Spruce, Western Red Cedar, Western Hemlock, Douglas Fir. Animals: Kermode and Grizzly Bears and Coastel Wolves</p>	<p>SDGs</p>
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GUATEMALAN CONSERVATION COAST PROJECT

<p>LAND over 59,941 hectares protected</p> <p>LOCATION Guatemalan Caribbean coastline, Izabal region, Guatemala</p> <p>EMISSIONS c. 22 million tCO₂e avoided</p>	<p>STANDARDS VCS-CCB, Gold Level for biodiversity</p> <p>COMMUNITY over 100 local and indigenous communities and c. 3,250 families</p> <p>CLIMATE ZONE Tropical rainforest (AF)</p> <p>SPECIES 30 High Conservation Value and over 400 birds</p>	<p>SDGs</p>
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INDUSTRY ENGAGEMENT

Investindustrial adheres to independent, universally recognised frameworks in its approach to responsible investment decisions and takes a collaborative approach to addressing emerging sustainability issues.

Investindustrial has an established track record of responsible investing. The Firm is proud of the milestones achieved over two decades and continues to prioritise ESG and sustainability throughout the investment cycle. Incorporating ESG and sustainability considerations into business decisions is essential to create long-term value and to develop a sustainable strategy for its portfolio companies.

In 2008, Investindustrial was the first private equity firm with a focus on Southern Europe to become a signatory to the UN Global Compact (UNGC), thus making a commitment to doing business responsibly and aligning company strategies and operations with 10 Principles on human rights, labour, environment and anti-corruption. In 2009, Investindustrial became a signatory to the Principles for Responsible Investment (PRI) and continues to fully support the PRI's agenda and implement its six Principles. Investindustrial's last score received in 2021 for the annual PRI assessment was: 4 stars in Investment & Stewardship Policy (former Strategy) and 5 stars in Direct - Private Equity. Investindustrial became a certified B Corp™ for the first time in 2020, achieving the highest certification score of any private equity buy-out firm⁽¹⁾. Further details are provided on pages 108 – 109, including how Investindustrial actively promotes the B Corp certification and validation process and encourages its portfolio companies to consider the merits of achieving this status.

In 2020, Investindustrial became a supporter of the Taskforce for Climate-Related Financial Disclosures (TCFD) initiative⁽²⁾. TCFD aims to develop voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers, and other stakeholders. Refer to pages 129 – 131 for more information.

In 2020, Investindustrial became a signatory of the PRI-endorsed Initiative Climat International (iCI) and is actively working with peers on climate action, chairing the iCI working group on Net Zero and SBT, and participating in the Regulations and Carbon Footprinting working groups. Investindustrial led the publication of iCI's paper, "A Case for Net Zero in Private Equity", and joined iCI's Global Steering Committee as Net Zero lead. Investindustrial has joined the Technical Advisory Committee of SBTi - Finance Initiative to develop Private Equity-specific industry guidance and to define how to set Net Zero ambitions. The Firm has also joined Invest Europe's Responsible Investment Roundtable, and co-authored Invest Europe's second and third edition of the Climate Change Guide for GPs and LPs. Investindustrial is a member of the Net Zero Asset Manager Initiative and a signatory to ILPA's Diversity in Action. Investindustrial is proud to actively engage with these bodies and believes that public participation and collaboration is essential to drive collective change.



Investindustrial contributed to the following industry publications:

- A Case for Net Zero in Private Equity, iCI, November 2022
- TCFD Implementation Considerations for Private Equity, iCI, October 2022
- Invest Europe ESG Reporting Guidelines, Invest Europe, October 2022
- The PC-PE ESG Factor Map, UN PRI, June 2022
- Climate Change Guide for Private Equity Invest Europe, June 2022
- Greenhouse Gas Accounting and Reporting for the Private Equity Sector, iCI, May 2022 ◆

(1) www.bcorporation.net
 (2) www.fsb-tcfcd.org

CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

Sustainable Development Goals (SDGs)

The United Nations adopted the Sustainable Development Goals (SDGs) in 2015, designed to end poverty, fight inequality and injustice, and tackle climate change by 2030. Reaching these 17 goals and 169 targets will take everyone's contribution – including government, civil society and business. It is recognised that the SDGs can

offer companies a significant growth strategy and valuable new market opportunities. Investindustrial contributes to the SDGs in three ways, through:

- Portfolio companies – many of which report on their contribution to selected SDGs in their own sustainability reports and have sustainability

objectives and targets in support of selected SDGs;

- Investindustrial's direct operations – the Firm strives to operate in a sustainable manner and its own sustainability objectives directly contribute to the goals;
- Invest for children and the Investindustrial Foundation – both foundations are committed to making a meaningful contribution to the SDGs.

Sustainable Development Investments (SDIs)

In support of the SDGs, a group of investors turned their attention to define how business can specifically contribute to the Global Goals. In doing so they created the taxonomy of Sustainable Development Investments (SDIs) which relate to investments that meet a set

return requirement and support the generation of positive social and/or environmental impact through their products and services, or at times through acknowledged transformational leadership. Whilst Investindustrial's investment strategy

does not currently target SDIs, contributing to SDGs is core business for several portfolio companies. A further overview of SDIs across the portfolio is presented in the table overleaf.

EU Taxonomy for Sustainable Activities

In its original form, the EU taxonomy for sustainable activities ('Taxonomy') is a classification system, establishing a list of environmentally sustainable and social economic activities. The goal of the environmental taxonomy is to accelerate 'green investments' by providing transparency to investors, companies and financial institutions and to mobilise financing for those economic activities that contribute to the EU's environmental objectives.

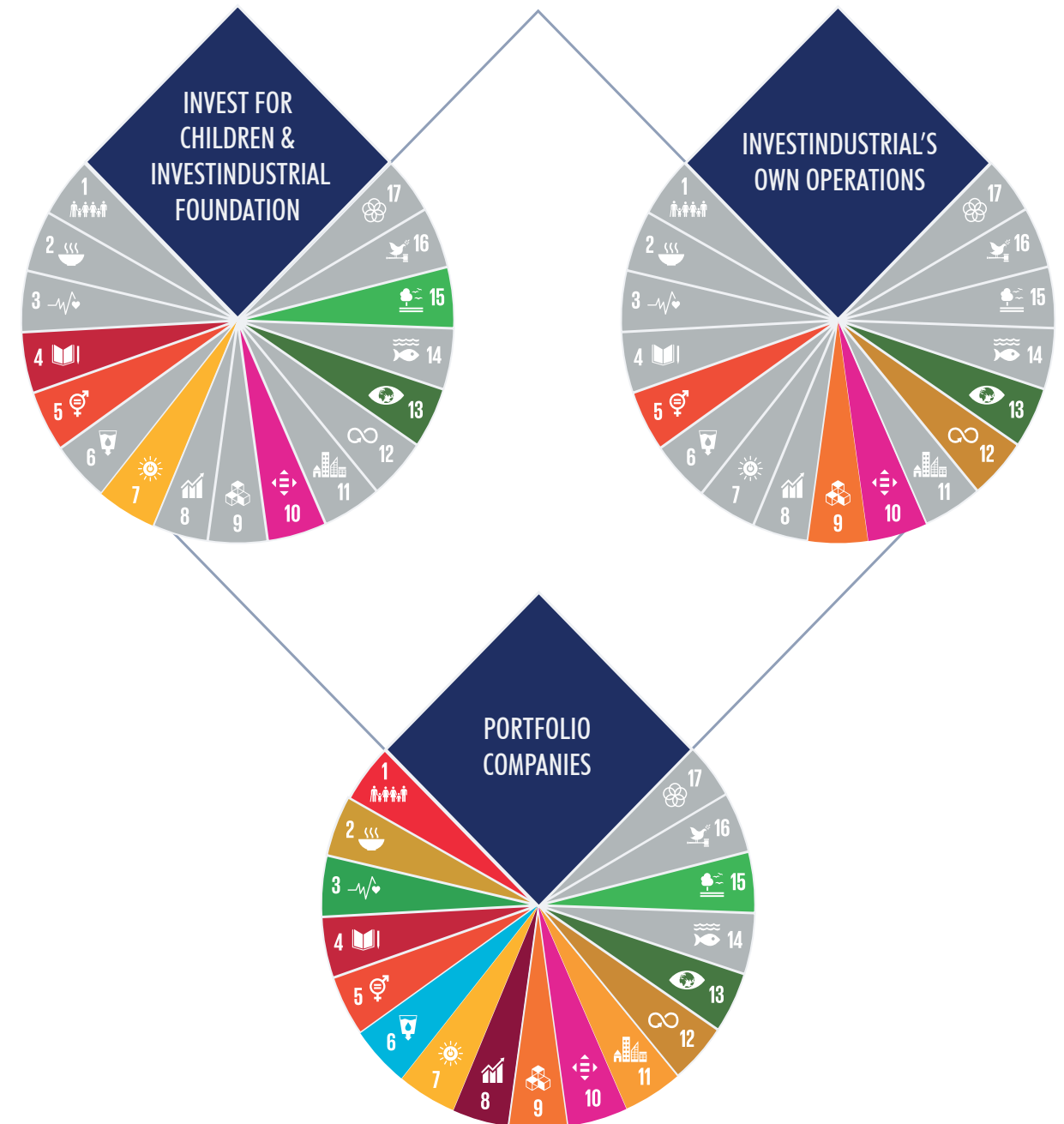
The EU 'Green' taxonomy provides investors and other stakeholders with a universal set of

sustainability metrics as well as clear rules on what can be classified as 'green' or 'environmentally sustainable'. Currently, the Taxonomy establishes six environmental objectives¹, however, the criteria for defining whether a business is taxonomy compliant is only available for climate change adaptation and mitigation. More recently, and as a complement to the environmental taxonomy, a social taxonomy was introduced. The social taxonomy is the classification of economic activities that significantly contribute to social goals in the

EU and represents a common code for investors, businesses and regulators regarding what is / is not sustainable from a social perspective. These goals are defined by three key objectives: i) Decent work; ii) Adequate living standards and wellbeing for end users; and iii) Inclusive and sustainable communities and societies. The aim of the social taxonomy is to promote sustainable investment in Europe, putting the focus on the protection of human rights and on the social impact of the main stakeholder groups of businesses: employees, customers and communities. ♦







(1) https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/eu-taxonomy-sustainable-activities_en

INVESTINDUSTRIAL'S CONTRIBUTION TO THE SDGs



INVESTMENTS CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

(1) Investindustrial defines an SDI as an investment in a portfolio company whose main business is solving one or more SDGs as per the SDI Asset Owner Platform (<https://www.sdi-aop.org>). This table presents the eligibility to be considered as an SDI, and it does not include the % of invested capital that qualifies.

COMPANY NAME	BUSINESS DESCRIPTION (1)	PRIMARY SDGS	SDG TARGETS SUPPORTED
Investindustrial Fund V LP			
ARTSANA	Maternity and childcare products	  	2.2 Address the nutritional needs of adolescent girls, pregnant and lactating women and older persons; 3.2 End preventable death of newborns & children under 5 years; 4.2 Access to early education.
MEDICAL TECHNOLOGY & DEVICES	Provider of blood sampling, injection devices and personal health & diagnostics equipment		3.8 Achieve universal health coverage.
DESIGN HOLDING	LED lighting solutions and other luxury interior design furnishings		7.3 Double the global rate of improvement in energy efficiency.
Investindustrial Fund VI LP			
ARTSANA	Maternity and childcare products	  	2.2 Address the nutritional needs of adolescent girls, pregnant and lactating women and older persons; 3.2 End preventable death of newborns & children under 5 years; 4.2 Access to early education.
MEDICAL TECHNOLOGY & DEVICES	Provider of blood sampling, injection devices and personal health & diagnostics equipment		3.8 Achieve universal health coverage.
Ceme	Water treatment components		6.3 Improve water quality.
DESIGN HOLDING	LED lighting solutions and other luxury interior design furnishings		7.3 Double the global rate of improvement in energy efficiency.
JACUZZI	Manufacturer of hydrotherapy products		3.4 By 2030, reduce premature mortality from non-communicable diseases through prevention and treatment.
NEOLITH	Manufacturer of sintered stone surfaces and facades		11.6 Reverse the adverse environmental impact of cities.
Investindustrial Growth Fund LP			
GENERALIFE	Provider of fertility treatment and reproductive care		3.7 Ensure universal access to sexual and reproductive healthcare services.
PROCEMSA	Manufacturer of probiotics, vitamins and food supplements	 	2.2 End all forms of malnutrition; 3.8 Access to safe, quality and affordable medicines.
BENVIC	Manufacturer of customised, innovative thermoplastic solutions based on PVC, TPE, HFFR and bio-polymers	 	3.9 By 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination; 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
Investindustrial Fund VII LP			
CAMPUS TRAINING	Vocational education provider		4.3 Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education; 4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship; 4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
ATIDA	Online Retailer (pharmaceuticals and wellness products)		3.5 Prevent and treat substance abuse; 3.7 Universal access to sexual and reproductive care, family planning and education; 3.8 Achieve universal health coverage.
RIMAC	Automotive and parts manufacturer		9.4 Upgrade all industries and infrastructures for sustainability.
TARGA TELEMATICS	Software provider in telematics and mobility		11.2 Affordable and sustainable transport systems.
COMAX	Energy		7.1 Universal access to affordable, reliable and modern energy services.
AMALFI (LA DORIA)	Food		2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
CSM	Food		2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

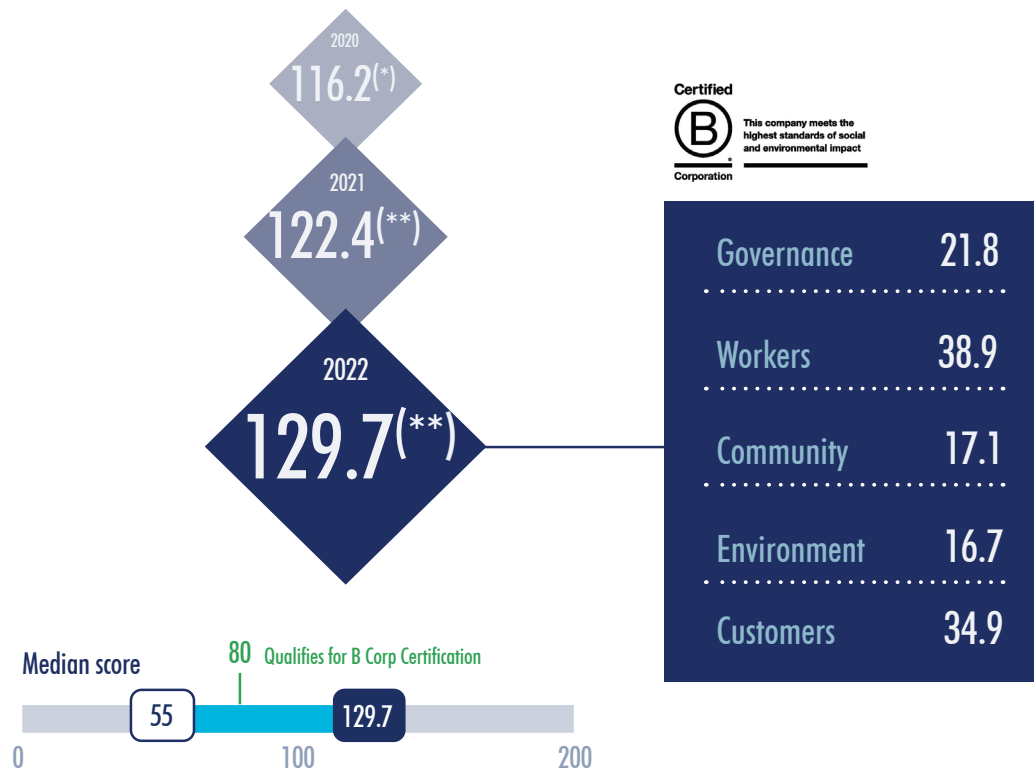
EVALUATING OUR IMPACT

B Corp at Investindustrial

Investindustrial was one of the first private equity firms to be B Corp certified in 2020, achieving the highest certification score of any private equity buyout firm (116.2). Since then, the Firm has actively used the B Impact Assessment as a framework to inspire and catalogue improvements, which are reflected in its annual B Impact Assessment scores. In 2021 and 2022, the Firm was recognised 'Best for the World' by B Corp for its performance in Governance, scoring amongst the global top 5% for this impact category. This is in recognition of the Firm's relentless focus on sustainability and its approach to Building Better Companies.

Post year-end, Investindustrial is undergoing recertification, as required every three years to maintain B Corp Certification. Certified B Corporations meet the highest standards of verified social and environmental performance, public transparency, and legal accountability. It is this combination that helps certified B Corporations build trust and value. Certification is administered by the non-profit B Lab organisation and follows a rigorous assessment that evaluates how a company's operations and business model impact its employees, customers, suppliers, community and environment.

INVESTINDUSTRIAL B IMPACT ASSESSMENT SCORE



The B Impact Scores are being compared against all businesses that have completed the B Impact Assessment.

(*) Verified by the B Lab Standards Team.
 (**) Unverified by the B Lab Standards Team.

B Corp at Portfolio Companies

B CORP STATUS	
Current Portfolio	
Omnia Technologies	In progress
Dispensa Emilia	In progress
Jacuzzi	In progress
OKA	In progress
PortAventura World	Certified since November 2022 with an overall B Impact Score of 83.3
Procemsa	In progress
Prior Investments	
Natra	Certified since November 2022 with an overall B Impact Score of 83.3
Neolith	In progress

As a B Corp, Investindustrial sees the value of B Corp certification and actively encourages its portfolio companies to consider the merits of achieving this status. There are multiple elements of positive value creation and delivery for all stakeholders through B Corp, namely developing organisational identity, driving culture change, building purpose, promoting product and service innovation, developing systemic relations with stakeholders, integrating sustainability

within corporate strategy and strengthening governance structures. In 2022, PortAventura World became the first resort and theme park, and Investindustrial's first portfolio company to become a certified B Corporation. By year-end, seven other portfolio companies were pursuing certification, representing a total of 22% of invested capital⁽¹⁾ either certified or in progress.

(1) Including current portfolio and excluding prior investments.



Members of Investindustrial's Sustainability team and PortAventura management attending an internal B Corp day.

EcoVadis Sustainability Assessment

For certain portfolio companies, particularly B2B, an EcoVadis Rating is an important step towards doing better business and gaining reputational and competitive advantage with their customers. EcoVadis is a trusted international business sustainability ratings provider, whose assessment methodology evaluates how well a company has integrated the principles of sustainability into their business and management system. Over 100,000 companies across 200 industries and covering 175 countries have been evaluated by EcoVadis to date. Performance is assessed across 21 indicators in four themes: Environment; Labour and Human Rights; Ethics; and Sustainable Procurement. ◆

Seven portfolio companies completed the sustainability assessment process in 2022, with the following results, and one portfolio company is in progress:

ECOVADIS RATING	
Portfolio Companies	
Artsana ^(*)	Silver
Benvic	Gold
Ceme	In progress
Guala Closures	Silver (**)
Italcanditi	Bronze
La Doria	Platinum
Procemsa	Gold
Targa Telematics	Silver

(*) Scope does not include the PRG.
 (**) Company rating achieved post year-end.

FOUNDATIONS

Investindustrial has donated and committed EUR 31 million to its two foundations over the past 10 years.



www.investforchildren.org



Investindustrial established its first corporate foundation, Invest for children (i4c) in 2000, with a mission to help differently-abled people and under-privileged children achieve a better quality of life. i4c works directly with individuals and their families, as well as in collaboration with different foundations related to health and research, employment, education and sport. In 2016, the Investindustrial Foundation was established

to compliment i4c and focus on the promotion of education, environmental protection and conservation, the arts, culture, heritage and science. The Investindustrial Foundation's objectives link to the following focus areas: heritage and land stewardship; forestry conservation; clean energy; education and healthcare. Both foundations are committed to making a meaningful contribution to the Sustainable

Development Goals (SDGs) and between the two are aligned most closely to the following SDGs:



FOUNDATIONS



THE INVESTINDUSTRIAL FOUNDATION

Promoting education, professional diversity, environmental protection and conservation, the arts, culture, heritage and science.

NYU STERN CENTER FOR SUSTAINABLE BUSINESS (CSB)



Center for Sustainable Business

In 2022, the Investindustrial Foundation continued its long-term support of the NYU Stern Center for Sustainable Business (CSB) and the development of their Return on Sustainability Investment (ROSI) methodology to bridge the gap between sustainability strategies and financial performance. Led by Professor Tensie Whelan, Director of CSB, NYU Stern is developing open source tools that can be used by private equity and corporates to better assess and create financial value through stepping up investments in sustainability. The aim of ROSI is to assist companies with monetising the return on their investments in sustainability and improve corporate and investor decision-making. Investindustrial first contributed funding to NYU Stern CSB and became a founding donor of the Center in 2018 when Aston Martin joined their research effort to test the ROSI methodology within the automotive industry. CSB continues to make progress on testing its methodology with different industries, including agribusiness, pharmaceuticals, utilities, and apparel. The latest research project began in late 2020, when Investindustrial provided the NYU Stern CSB with funding as well as access to portfolio company data to develop and test new ROSI frameworks. The outcome of this project spanning 2020 and 2021 in the food and beverages sector is leveraged by Investindustrial portfolio companies in the same sector and other industrial manufacturing sectors to measure the monetised impact of their sustainability initiatives during Investindustrial's holding period. CSB's work on ROSI has been featured in the Financial Times and publications such as Harvard Business Review, Barron's and GreenBiz, and at global conferences.

LEVEL 20



Investindustrial supports this not-for-profit organisation formed to inspire women to join and succeed in the private equity industry. Level 20's mission is to encourage greater female representation across the private equity industry with the goal of having 20% of senior positions in the industry held by women, with a particular focus on increasing the number of women in investment roles. Investindustrial has supported Level 20-sponsored GAIN (Girls Are Investors) empower investment internships set up to encourage more female and non-binary students to pursue a career in investment. Investindustrial supported the internship programme for Summer 2022 by placing two interns in the London office working alongside investment professionals.

NATURAL CAPITAL

Investindustrial has supported a number of projects which aim to respect, develop and protect nature and the animal world, as well as promoting wildlife and conservation education. ◆



Andrea C. Bonomi with members of Investindustrial's Foundation and Sustainability team and Professor Tensie Whelan, founding director of the NYU Stern Center for Sustainable Business.

INVEST FOR CHILDREN

Helping differently-abled people and under-privileged children achieve a better quality of life.



AURA



Work Placement Integration

Since 2012, Invest for children has been committed to workplace inclusion for people with learning disabilities, through operational and financial support for the Aura Foundation project.

The Aura Foundation was the first 'Supported Employment' programme in Spain, a pioneer in the implementation and development of this methodology. Its mission is to help improve the quality of life of people with intellectual disabilities,

through social inclusion at the workplace following the bespoke Aura methodology. In 2022, the Aura Foundation exceeded pre-pandemic levels of support, assisting 333 individuals in work placement programmes (+7% vs. 2021) and securing 47 new contracts with organisations (+88% vs. 2021). There are now more than 150 companies in the metropolitan area of Barcelona that are committed to the inclusion of people with intellectual disabilities in the labour market through Aura. In 2022, new organisations offering work placements included Grupo Pastas Gallo, Miura Partners, Simorra, Instituto de Microcirugía Ocular and Supermercados Consum. ♦

Supporting differently-abled people with work opportunities.



SANT JOAN DE DÉU PEDIATRIC CANCER CENTER BARCELONA



Opening day at the SJD Paediatric Cancer Center Barcelona, a specialist centre for the treatment and investigation of childhood cancer. #ToTheBrave!

SJD Paediatric Cancer Center Barcelona, the first monographic paediatric oncology centre in Spain and only the second in Europe

The Hospital Sant Joan de Déu of Barcelona provides comprehensive care for vulnerable people. With Invest for children's commitment to donate €3 million, the Hospital launched a major project to create the largest paediatric oncology centre in Spain and one of the largest in Europe. The centre opened in June 2022 and is almost fully operational, having already implemented its full range of services. The average occupancy rate has been more than 70% on the ward and around five patients have been attended to each day via the SJD home care programme for oncology patients. For outpatients there are 21 consultations and 26 day hospital cubicles. The first quarter ended with an average of 27 treatment sessions and 40 analyses per day in the Day Hospital area, which is open seven days a

week. This is a similar volume to before the centre opened, however the new Day Hospital has freed up space previously allocated in the hospitalisation building, which can now provide a more flexible response to other specialities including nephrology, allergy tests and immunology treatments. The Surgical Block has two high-tech operating theatres. Six procedures are performed on average per day in the outpatient operating theatre. During the first quarter of 2023, it has been possible to open the second operating theatre, which can perform complex oncological surgeries planned in 3D. The SJD Paediatric Cancer Center Barcelona also has a specific rehabilitation area, with materials adapted to patients' care needs, making it possible not only to attend to more children and adolescents at the same time, but also to absorb inpatient and outpatient

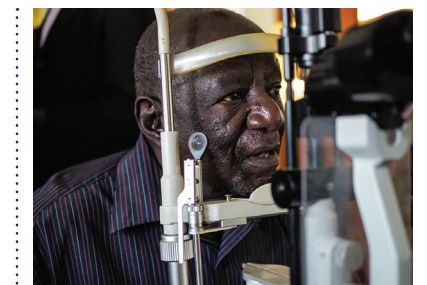
care in the same place, where children can be attended to specifically by pathology and age groups. Since opening, six of the eight chambers of the Haematopoietic Progenitor Transplant Unit have been able to respond to transplant patients. The Nuclear Medicine floor has been operational from early 2023, has several units for diagnostic tests and two rooms for radionuclide treatments. This will prevent some patients from having to travel abroad, both to undergo certain tests and to receive specific treatments. Work is currently underway to complete the opening of the new paediatric oncology laboratories, which will bring together care and research activities. This area, which started in the first quarter of 2023, encapsulates the new centre's comprehensive healthcare approach, based on holistic patient care and the applying research to clinical practice whenever possible. ♦

ELENA BARRAQUER FOUNDATION

Ophthalmological Care

Invest for children has made a financial contribution to the Elena Barraquer Foundation. The Elena Barraquer Foundation facilitates access to ophthalmological care for people at risk of social exclusion, who are treated at the Barraquer Ophthalmology Center and abroad on medical expeditions. It also promotes eye healthcare through awareness campaigns, grants scholarships for the training of

ophthalmologists with limited resources and develops research projects. The Elena Barraquer Foundation organises week-long medical and surgical expeditions to remote locations around the world to perform cataract surgeries to restore sight. These surgical teams carry all the necessary materials, allowing them to perform a manual technique without sutures for cataract removal in areas where such surgery is not otherwise available. ♦



Facilitating access to ophthalmological care for people at risk of social exclusion.

SUMMARY COMPANY INFORMATION



118. SUMMARY COMPANY INFORMATION

120. ESG DATA REPORTING

124. FIRM CARBON REPORTING

126. UNGC INDEX

128. PRI INDEX

129. TCFD DISCLOSURES

SUMMARY COMPANY INFORMATION

During 2022, sales increased by 30% while EBITDA grew by 26% mainly driven by the positive performance of the Industrial Manufacturing sector. The growth has been driven by a combination of organic expansion and follow-ons / mergers.

The overall portfolio presents a solid 13.6% EBITDA margin. The overall financial leverage position is at 3.1 x Net Debt / EBITDA for the companies in the portfolio as of the end of 2022. The increase compared to the prior year is related to some refinancing and financing acquisitions mainly for transformational platforms and add-ons.

The total number of portfolio employees increased by 21%, or by approximately 8,000, primarily driven by increases in the Industrial Manufacturing sector.

For the seventh consecutive year, during 2022, Investindustrial and its portfolio companies assessed their carbon footprint, estimating total GHG emissions scope 1, 2 and 3 of approximately 7.3 million tCO₂e.

Note: aggregate numbers considering 100% of the companies present in the portfolio at the end of 2022. Investindustrial's funds typically own a majority position. For comparability, 2020 and 2021 include financial performance for portfolio companies owned at year end 2022.

SALES (€M)

INDUSTRIAL MANUFACTURING
CONSUMER
HEALTHCARE & SERVICES
TECHNOLOGY
TOTAL

TOTAL

2021	2022
4,447	6,161
4,706	5,858
806	883
118	172
10,077	13,073

VARIANCE

€m	%
1,713	39%
1,152	24%
77	10%
54	46%
2,996	30%

EBITDA (€M)

INDUSTRIAL MANUFACTURING
CONSUMER
HEALTHCARE & SERVICES
TECHNOLOGY
TOTAL

TOTAL

2021	2022
487	685
775	916
89	97
17	20
1,368	1,719

VARIANCE

€m	%
198	41%
141	18%
8	9%
3	18%
350	26%

NET DEBT/EBITDA (x)

NET DEBT / EBITDA

RATIO

2021	2022
2.8x	3.1x

VARIANCE

x	%
0.3x	11%

EMPLOYEES BY SECTOR

INDUSTRIAL MANUFACTURING
CONSUMER
HEALTHCARE & SERVICES
TECHNOLOGY
TOTAL

TOTAL

2021	2022
10,692	15,766
22,877	23,768
3,075	4,173
1,351	2,291
37,995	45,998

VARIANCE

EMPLOYEES	%
5,074	47%
891	4%
1,098	36%
940	70%
8,004	21%

ESG DATA REPORTING^(*)

	METRICS	INVESTINDUSTRIAL	AMALFI	ARTSANA	ATIDA	BAKELITE SYNTHETICS	CEME	COMAX	CSM INGREDIENTS	DESIGN HOLDING	DISPENSA EMILIA
ENVIRONMENT	GHG emissions (tons) – Scope 1	180	51,876	13,174	220	99,790	1,204	53,802	20,680	4,939	116
	GHG emissions (tons) – Scope 2 market	24	14,515	24,651	211	124,011	3,225	n/a	n/a	1,606	2,279
	GHG emissions (tons) – Scope 2 location	55	8,282	24,265	128	105,331	8,261	314	6,241	4,214	1,298
	GHG emissions (tons) – Scope 3	4,297	568,614	213,367	n/a	2,471,665	127,549	n/a	123,741	597,052	n/a
	Total GHG emissions (tons)**	4,501	635,005	251,192	431	2,695,466	131,979	54,117	150,662	603,596	2,395
	Carbon Intensity (tCO ₂ e/ €1M sales)***	n/a	25.9	19.9	1.1	145.1	13.0	959.8	29.2	7.5	66.0
	Electricity Consumption (kWh)	294,636	56,318,989	91,547,605	1,068,832	272,804,193	21,305,657	5,654,003	28,198,603	14,712,891	4,990,853
	Electricity Consumption met via Renewable Energy (%)	97%	8%	22%	0%	0%	75%	0%	55%	67%	35%
	Energy Consumption Intensity (gWh/ €1m sales)	n/a	0.11	0.08	0.01	0.57	0.07	4.82	0.10	0.04	0.14
	Water Consumption (m ³)	1,409	3,080,547	226,563	9,147	3,284,000	93,505	n/a	1,492,954	71,641	75,280
	Emissions to Water (tonnes)	n/a	0	0	0	24	0	0	43,420	0	0
	Total Waste (tonnes)	31	33,168	7,330	259	41,672	3,522	n/a	6,820	2,677	n/a
	Total Waste to Recycling or Reuse (% of total Waste)	54%	98%	71%	93%	12%	81%	n/a	60%	74%	n/a
	Committed &/or Validated Science Based Targets (Yes/No)	Yes	Yes	No	No	No	No	No	No	No	No
Carbon Neutral (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Environmental Management System (Yes/No)	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	
Environmental Manager on staff (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
SOCIAL	Male Employees (Full Time Equivalent) (%)	63%	72%	37%	47%	83%	51%	61%	68%	55%	36%
	Female Employees (Full Time Equivalent) (%)	37%	28%	63%	53%	17%	49%	39%	32%	45%	64%
	Total Employees (Full Time Equivalent) (number)	169	3,552	8,412	540	1,452	1,276	17	2,449	2,263	450
	Female Senior Managers (%)	14%	5%	29%	30%	11%	14%	17%	19%	24%	10%
	Net New Jobs Created**** (FTE)	19	n/a	67	-34	-29	-175	n/a	115	4	99
	Employee Training (hours per employee)	5	5	8	40	63	7	35	5	5	151
	Absenteeism (%)	0.5%	4.7%	2.5%	n/a	4.6%	0.5%	n/a	5.8%	3.3%	5.0%
	Voluntary Turnover (%)	7.1%	7.5%	12.0%	n/a	9.6%	32.9%	6.0%	5.5%	10.9%	70.0%
	Lost Time Injury Frequency Rate (LTIFR)	n/a	3.0	2.2	5.0	0.4	0.8	0.0	2.6	1.2	9.5
	Workers Council (Yes/No)	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
GOVERNANCE	Code of Conduct/Ethics (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
	Diversity Policy (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	Yes
	Female Board Members (%)	33%	67%	11%	13%	17%	17%	25%	13%	13%	17%
	Anti-corruption Policy (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
	Corporate Governance Policy (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
	Health and Safety Policy (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
	Environmental Policy (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
	Whistleblower Policy (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
	Supplier Code of Conduct (Yes/No)	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
	Supplier Audits (Yes/No)	No	Yes	Yes	No	No	Yes	No	Yes	Yes	No
	Executive Committee or Board Member responsible for Sustainability (Yes/No)	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes	Yes
	ESG Steering Committee (Yes/No)	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
	Sustainability Strategy (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
	Sustainability Report (Yes/No)*****	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
UNGC Membership (Yes/No)	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	

01 Investindustrial Scope 3: Includes purchased services, waste generated in operations and water, business travel, employee commuting and working from home, outbound deliveries and investments.

02 Artsana Group Scope 3: Includes fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transport, franchises.

03 Bakelite Scope 3: Includes purchased goods and services, waste generated in operations, employee commuting.

04 Ceme Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, upstream leased assets.

05 CSM Ingredients Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, downstream transport.

06 Design Holding Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, use of sold products, end of life treatment of sold products.

Other Footnotes

- (*) ESG Data metrics aligned in part to the SFDR PAI indicators.
- (**) Total GHG emissions reflects scope 3 market-based except where data is unavailable in which case scope 2 location-based data is used.
- (***) Carbon intensity reflects GHG emissions for scope 1 and 2 on a market basis except where data is unavailable in which case scope 2 location-based is used.
- (****) Net New Jobs Created is defined as the difference between FTE end of year 2021 and FTE end of year 2022, excluding external growth.
- (*****) Reflects all companies that are producing a 2022 Sustainability Report.

ESG DATA REPORTING^(*)

	METRICS	GUALA	JACUZZI	MORGAN	MTD	NORTHIUS	OKA	OMNITECHNOLOGIES	PORTAVENTURA	PROCMSA	TARGA TELEMATICS
ENVIRONMENT	GHG emissions (tons) – Scope 1	37,990	5,262	291	2,564	55	262	693	5,363	1,803	277
	GHG emissions (tons) – Scope 2 market	56,564	8,739	169	32,101	72	94	809	0	1,697	90
	GHG emissions (tons) – Scope 2 location	112,109	10,476	169	32,728	156	261	992	6,765	931	57
	GHG emissions (tons) – Scope 3	506,890	1,667,361	n/a	64,432	130	5,781	316,265	55,726	25,783	3,383
	Total GHG emissions (tons)**	601,444	1,681,363	460	99,097	257	6,137	317,767	61,089	29,283	3,749
	Carbon Intensity (tCO ₂ e/ €1M sales)***	105.0	12.8	9.6	144.8	1.7	6.1	6.1	19.3	32.2	7.3
	Electricity Consumption (kWh)	223,899,999	30,958,311	873,139	51,666,069	670,963	1,103,920	4,348,648	41,496,843	4,936,036	205,220
	Electricity Consumption met via Renewable Energy (%)	42%	22%	36%	15%	0%	79%	27%	100%	13%	0%
	Energy Consumption Intensity (gWh/ €1m sales)	0.43	0.03	0.03	0.27	0.01	0.02	0.04	0.18	0.14	0.01
	Water Consumption (m ³)	232,634	72,161	2,167	52,486	9,528	2,611	18,798	966,134	34,510	926
	Emissions to Water (tonnes)	n/a	0	0	0	0	0	0	n/a	0	0
	Total Waste (tonnes)	20,546	12,515	108	2,184	13	214	943	3,616	836	3
	Total Waste to Recycling or Reuse (% of total Waste)	94%	20%	34%	100%	57%	98%	100%	93%	31%	12%
	Committed &/or Validated Science Based Targets (Yes/No)	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No
	Carbon Neutral (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Environmental Management System (Yes/No)	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	
Environmental Manager on staff (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
SOCIAL	Male Employees (Full Time Equivalent) (%)	76%	68%	88%	47%	31%	39%	87%	34%	55%	80%
	Female Employees (Full Time Equivalent) (%)	24%	32%	12%	53%	69%	61%	13%	66%	45%	20%
	Total Employees (Full Time Equivalent) (number)	6,090	3,967	227	1,659	734	260	948	1,933	398	160
	Female Senior Managers (%)	9%	0%	0%	20%	33%	56%	12%	17%	23%	29%
	Net New Jobs Created**** (FTE)	202	-1,444	15	-101	170	-132	64	826	7	27
	Employee Training (hours per employee)	33	34	17	4	5	23	10	28	13	48
	Absenteeism (%)	5.2%	5.0%	0.7%	10.0%	5.8%	2.1%	4.0%	6.3%	5.4%	3.5%
	Voluntary Turnover (%)	12.6%	27.0%	8.0%	9.4%	12.8%	35.0%	10.7%	13.6%	8.0%	6.9%
	Lost Time Injury Frequency Rate (LTIFR)	1.3	0.8	0.5	0.7	1.0	1.0	4.5	4.8	3.3	0.8
	Workers Council (Yes/No)	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No
	GOVERNANCE	Code of Conduct/Ethics (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Diversity Policy (Yes/No)		Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Female Board Members (%)		33%	11%	14%	0%	0%	40%	14%	9%	13%	20%
Anti-corruption Policy (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Corporate Governance Policy (Yes/No)		Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No
Health and Safety Policy (Yes/No)		Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Environmental Policy (Yes/No)		Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Whistleblower Policy (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Supplier Code of Conduct (Yes/No)		Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Supplier Audits (Yes/No)		Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes
Executive Committee or Board Member responsible for Sustainability (Yes/No)		Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No
ESG Steering Committee (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Sustainability Strategy (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sustainability Report (Yes/No)*****		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
UNGC Membership (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	

07 Guala Scope 3: Includes purchased goods and services, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations.

08 Jacuzzi Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transport, use of sold products, end of life treatments of sold products.

09 MTD Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, downstream transport.

10 Northius Scope 3: Includes purchased goods and services, waste generated in operations, business travel, employee commuting, use of sold products.

11 Oka Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, use of sold products, end of life treatment of sold products.

12 Omnia Technologies Scope 3: Includes purchased goods and services, upstream transport, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transport, use of sold products.

13 PortAventura Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, business travel, employee commuting, end of life treatment of sold products.

14 Procemsa Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting.

15 Targa Scope 3: Includes purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream transport, waste generated in operations, business travel, employee commuting, processing of sold products, use of sold products, end of life treatment of sold products.

Other Footnotes

- (*) ESG Data metrics aligned in part to the SFDR PAI indicators.
- (**) Total GHG emissions reflects scope 3 market-based except where data is unavailable in which case scope 2 location-based data is used.
- (***) Carbon intensity reflects GHG emissions for scope 1 and 2 on a market basis except where data is unavailable in which case scope 3 location-based is used.
- (****) Net New Jobs Created is defined as the difference between FTE end of year 2021 and FTE end of year 2022, excluding external growth.
- (*****) Reflects all companies that are producing a 2022 Sustainability Report.

FIRM CARBON REPORTING

(1) All of our portfolio companies are carbon neutral for scopes 1 and 2 and thus our share of their emissions is zero. Otherwise, scope 3, category 15 would have been: 40,917 tCO₂e.

INVESTINDUSTRIAL 2021 GHG EMISSIONS (tCO ₂ e)		TOTAL EMISSIONS	
SCOPE 1	180	SCOPE 2 (MARKET BASED)	24
Energy use (gas, heating, other fuel)	60	Electricity consumption	7
Owned/ leased vehicles	120	District Heating	17
Refrigerants	0	SCOPE 2 (LOCATION BASED)	55
		Electricity consumption	38
		District Heating	17
		SCOPE 3	4,297
		Business travel	4,028
		Purchased services	212
		Employee commuting	52
		Waste	2.6
		Water	1.1
		Outbound deliveries	1.1
		Investments ⁽¹⁾	0

FUND CARBON REPORTING (*)

Fund carbon reporting follows the TCFD advised metrics for Asset Managers⁽¹⁾. A number of factors contribute to carbon data variances year on year. 2022 saw operations returning to full capacity following COVID-related closures in 2021. Acquisition activity in Investindustrial Fund VII contributed to carbon increases, whereas exits in Investindustrial Fund VI and Investindustrial Growth Fund resulted in decreasing emissions. Overall, the energy crisis and inflated costs in 2022 impacted upon renewable energy purchases in some cases.

FUND	FUND EMISSIONS tCO ₂ e (**)		FUND CARBON FOOTPRINT tCO ₂ e/€M invested (**)	
	2021	2022	2021	2022
INVESTINDUSTRIAL FUND BUF IV	1,799	14,963	5	37
INVESTINDUSTRIAL V	32,169	107,182	66	192
INVESTINDUSTRIAL VI	1,341,910	1,149,858	612	544
INVESTINDUSTRIAL VII	342,474	1,111,057	134	563
INVESTINDUSTRIAL GROWTH	714,276	13,717	2,211	62

FUND	FUND CARBON INTENSITY tCO ₂ e/€M sales (**)		FUND EXPOSURE TO CARBON RELATED ASSETS (***)	
	2021	2022	2021	2022
INVESTINDUSTRIAL FUND BUF IV	47	220	0,0%	0,0%
INVESTINDUSTRIAL V	215	611	0,0%	0,0%
INVESTINDUSTRIAL VI	751	788	0,0%	0,0%
INVESTINDUSTRIAL VII	363	460	0,0%	0,5%
INVESTINDUSTRIAL GROWTH	1,653	150	0,0%	0,0%

(1) <https://assets.bbhub.io/company/sites/60/2020/10/FINAL-TCFD-Annex-Amended-121517.pdf>

(*) The methodology employed in this year's report is in alignment with the EU SFDR guidance and includes all active portfolio companies as per the end of the year 2022 & 2021.

(**) GHG emissions data was collected directly from the portfolio companies and includes scope 1, 2 (market or location) and scope 3 in some, but not all, cases and not for all categories.

(***) The Task Force suggests defining carbon related assets as those assets tied to the energy and utilities sectors under the Global Industry Classification Standard, excluding water utilities and independent power and renewable electricity producer industries.

NET ZERO INVESTMENT FRAMEWORK (NZIF) DISCLOSURE

The Net Zero Investment Framework (NZIF) aims to provide a consistent foundation for asset owners and managers to align portfolios with net zero emissions by 2050 or sooner. The table below has been developed in line with the Net Zero Investment Framework Component for the Private Equity Industry. ◆

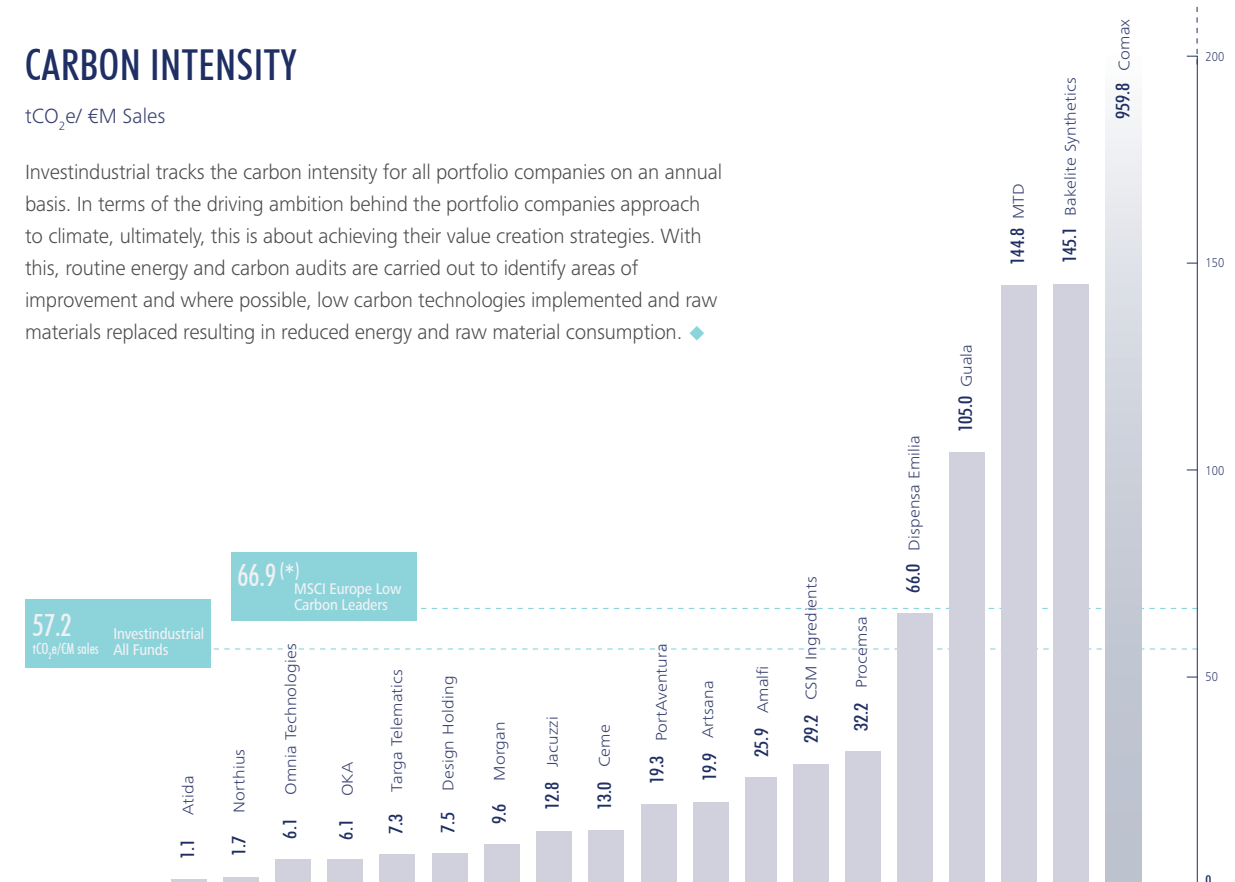
	PERCENTAGE OF INVESTED CAPITAL MANAGED IN ALIGNMENT WITH NET ZERO ⁽¹⁾
INVESTINDUSTRIAL FUND BUF IV	69%
INVESTINDUSTRIAL FUND V	0%
INVESTINDUSTRIAL FUND VI	11%
INVESTINDUSTRIAL FUND VII	94%
INVESTINDUSTRIAL GROWTH FUND	40%

(1) As per the definition of the Net Zero Investment Framework Component for the Private Equity Industry (Table of PE portfolio company alignment criteria and milestone).

CARBON INTENSITY

tCO₂e/ €M Sales

Investindustrial tracks the carbon intensity for all portfolio companies on an annual basis. In terms of the driving ambition behind the portfolio companies approach to climate, ultimately, this is about achieving their value creation strategies. With this, routine energy and carbon audits are carried out to identify areas of improvement and where possible, low carbon technologies implemented and raw materials replaced resulting in reduced energy and raw material consumption. ◆



(*) Data used for comparison is taken from October 29, 2021, the intensity rate was converted to Euros. Source of the data: www.msci.com/index-carbon-footprint-metrics

UN GLOBAL COMPACT INDEX



PRINCIPLES OF THE UNGC		REPORT SECTIONS OR DIRECT RESPONSE
HUMAN RIGHTS		
PRINCIPLE 1	Businesses should support and respect the protection of Internationally proclaimed human rights	<p>A written commitment to supporting and respecting the protection of internationally proclaimed human rights is included within Investindustrial's Environmental, Social, Governance Policy and Modern Slavery Act Statement.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Investindustrial is a Global and Equal Provider of Employment Operational Excellence – Sustainability Contributing to Sustainable Development Evaluating Our Impact Foundations
PRINCIPLE 2	Businesses should make sure that they are not complicit in human rights abuses	<p>A written commitment to supporting and respecting the protection of internationally proclaimed human rights is included within Investindustrial's Environmental, Social, Governance Policy and Modern Slavery Act Statement.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> The Firm – Who we are
LABOUR		
PRINCIPLE 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	<p>Relevant report sections:</p> <ul style="list-style-type: none"> ESG Data Reporting – Social (Workers Council)
PRINCIPLE 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	<p>A written commitment to not using directly or indirectly forced labour is included within Investindustrial's Environmental, Social, Governance Policy and Modern Slavery Act Statement.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Operational Excellence – Sustainability
PRINCIPLE 5	Businesses should uphold the effective abolition of child labour	<p>A written commitment to not using child labour is included within Investindustrial's Environmental, Social, Governance Policy and Modern Slavery Act Statement.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Operational Excellence – Sustainability
PRINCIPLE 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	<p>A written commitment to eliminating discrimination in respect of employment and occupation is included within Investindustrial's Environmental, Social, Governance Policy.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Foundations

PRINCIPLES OF THE UNGC		REPORT SECTIONS OR DIRECT RESPONSE
ENVIRONMENT		
PRINCIPLE 7	Businesses should support a precautionary approach to environmental challenges	<p>A written commitment to limiting Investindustrial's environmental impact as much as possible and to ensuring that its business is environmentally responsible, energy efficient, and carbon neutral is included within Investindustrial's Environmental, Social, Governance Policy.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Operational Excellence – Sustainability 2030 Sustainability Strategy Our Proprietary Approach to Climate Change
PRINCIPLE 8	Businesses should undertake initiatives to promote greater environmental responsibility	<p>A written commitment to limiting Investindustrial's environmental impact as much as possible and to ensuring that its business is environmentally responsible, energy efficient, and carbon neutral is included within Investindustrial's Environmental, Social, Governance Policy.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> Operational Excellence – Sustainability Contributing to Sustainable Development 2030 Sustainability Strategy Our Proprietary Approach to Climate Change
PRINCIPLE 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	<p>Relevant report sections:</p> <ul style="list-style-type: none"> Operational Excellence – Digital Value Creation 2030 Sustainability Strategy Our Proprietary Approach to Climate Change Technology Real Assets
ANTI-CORRUPTION		
PRINCIPLE 10	Businesses should work against corruption in all its forms, including extortion and bribery	<p>A written commitment to complying with all applicable laws and promoting international best practice, including those laws and international best practice standards intended to prevent extortion, bribery and financial crime is included within Investindustrial's Environmental, Social, Governance Policy.</p> <p>Relevant report sections:</p> <ul style="list-style-type: none"> ESG Data Reporting – Governance (Code of Conduct; Anti-Corruption Policy; Corporate Governance Policy)



PRI INDEX

I. POLICY, PEOPLE AND PROCESS		REFERENCES WITHIN THIS REPORT
1.1	What updates have you made to your responsible investment policy/ guidelines and/or strategy?	<ul style="list-style-type: none"> Operational Excellence - Sustainability Our Proprietary Approach to Climate Change 2030 Sustainability Strategy
1.2	What changes have you made to how responsible investment is resourced and structured at the firm?	* Details not included in Sustainability Report but are available via the Responsible Investment Policy on Investindustrial's website
1.3	How has your responsible investment policy/guidelines and/or strategy been implemented?	<ul style="list-style-type: none"> Introduction Operational Excellence - Sustainability Industry Engagement Case studies used to illustrate implementation throughout
1.4	How does your firm manage the ESG aspects of its own operations (corporate responsibility)?	<ul style="list-style-type: none"> Introduction Operational Excellence - Sustainability 2030 Sustainability Strategy Our Proprietary Approach to Climate Change Contributing to Sustainable Development Foundations
II. PORTFOLIO		
2.1	What is the ESG risk and opportunity profile of the portfolio companies in the fund? Have there been any changes to the ESG risk and opportunity profile of the fund in response to emerging ESG issues, and, if so, which ones?	<ul style="list-style-type: none"> Operational Excellence - Sustainability Our Proprietary Approach to Climate Change Contributing to Sustainable Development
2.2	How are ESG factors managed by the portfolio companies in the fund?	<ul style="list-style-type: none"> Operational Excellence - Sustainability Case studies used to illustrate implementation throughout
2.3	Report specific ESG indicators for portfolio companies	<ul style="list-style-type: none"> ESG Data Reporting
2.4	Describe your approach to assessing the risks and opportunities that climate change poses to your portfolio companies.	<ul style="list-style-type: none"> Our Proprietary Approach to Climate Change
2.5	Describe your approach to assessing the environmental and social benefits created by your portfolio companies.	<ul style="list-style-type: none"> Operational Excellence - Sustainability Contributing to Sustainable Development Evaluating Our Impact
III. MATERIAL ESG INCIDENTS		
3.1	Immediate notification of material ESG incidents.	* Details not included in Sustainability Report but reported separately to investors
3.2	Periodic summary of material ESG incidents.	* Details not included in Sustainability Report but reported separately to investors



TCFD DISCLOSURES

TCFD DISCLOSURE GUIDELINES	
GOVERNANCE	
Recommended Disclosure a) Describe the board's oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> At the Firm level, the Board reviews all strategies and execution of sustainability including climate objectives and actions at least annually.
Recommended Disclosure b) Describe management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> Understanding climate-related risks and opportunities is core to how Investindustrial assesses companies at the pre-investment stage; and the management of these risks/ opportunities is integral to the Firm's value creation strategy. Investindustrial's advisory teams assesses climate-risk in due diligence at the pre-investment stage and supports portfolio companies in the execution of Investindustrial's climate mitigation strategy (explained below) during the holding period. Pre-investment, a high level climate risk analysis is presented to the Investment Committee via the Final Investment Recommendation (FIR) memorandum. Post-investment, Investindustrial supports all portfolio companies to pursue a climate mitigation strategy which is monitored on a quarterly and annual basis. Progress and updates on ESG issues, including climate, are shared with Investindustrial's senior leadership team via an ESG Evaluation score card as well as through internal updates and calls. Ultimately, the management of each portfolio company is responsible for any ESG decisions taken or not pursued.
STRATEGY	
Recommended Disclosure a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<ul style="list-style-type: none"> Investindustrial is a mid-market, pan-European private equity firm investing in four broad sectors: Industrial Manufacturing, Consumer, Healthcare and Services and Technology. As such, the Firm is faced with a broad spectrum of climate-related risks and opportunities, both physical and transition. The short-term time horizon coincides with a fund's holding period, typically five years. The medium-term time horizon considered is approximately 10-15 years and reflects the expected holding period of a potential buyer.
Recommended Disclosure b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<ul style="list-style-type: none"> Climate-related risks, and opportunities, are assessed together with other economic and financial criteria as part of the investment process. Investindustrial considers climate-related risks and opportunities, both transition and physical risks, across all stages of the investment lifecycle, from pre-investment activities through the post-investment holding period and exit and takes account of these risks as part of the investment process, with the results forming a key element of the overall analysis on investment opportunities. Carbon emissions reductions form a core part of how Investindustrial manages climate-related risks at the Firm and portfolio company level. As such, Investindustrial has committed to be Net Zero by 2030 and has validated Science-Based Targets (SBTs) covering 100% of its portfolio by 2030. This means that all portfolio companies will also need to have validated SBTs by 2030. To meet these ambitious goals, Investindustrial pursues a three-pronged climate mitigation strategy that includes reducing emissions at source, switching to renewable energy sources for electricity consumption, and offsetting any remaining carbon emissions that cannot be abated via proprietary nature-based solutions.

TCFD DISCLOSURES

TCFD DISCLOSURE GUIDELINES	
STRATEGY	
<p>Recommended Disclosure c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<ul style="list-style-type: none"> Investindustrial works closely with its portfolio companies to help them navigate the transition to a de-carbonising economy. This work helps to both mitigate risk in the portfolio as well as to better position companies for the opportunities arising from this significant shift in industry and infrastructure. As with Investindustrial, all portfolio companies are encouraged to pursue the same three-pronged climate mitigation approach. This includes: <ul style="list-style-type: none"> Reducing carbon emissions at source; Switching to renewable energy sources; and Offsetting remaining emissions via proprietary nature-based solutions (see page 102 for more details).
RISK MANAGEMENT	
<p>Recommended Disclosure a) Describe the organisation's processes for identifying and assessing climate-related risks.</p>	<ul style="list-style-type: none"> During the pre-investment stage, Investindustrial completes a high-level, medium-term (15 years) climate-risk analysis across 7 transition indicators (including regulatory changes) and 4 physical indicators for the target company. In doing so, it considers the likelihood of the risk occurring, the vulnerability of the company and any impact it may have in general and on financial metrics such as revenue, market share, profitability, operating expenditure, capital expenditure and reputation. Post-investment, Investindustrial engages with all portfolio companies to better understand which climate-risk indicators are most relevant for their business, their overall exposure and mitigation measures where relevant. The core analysis is completed by an external advisor across the short, medium and long-term for 'business-as-usual' and 'well below 2 °C' scenarios. Where needed, a deep dive is completed for those companies most likely to be impacted by climate-risk which includes quantifying some of these risks and more generally understanding the impact they may have on a company's financial, legal and reputational performance. Also during the post-investment period, all portfolio companies are required to report their GHG emissions along with reduction initiatives.
<p>Recommended Disclosure b) Describe the organisation's processes for managing climate-related risks.</p>	<ul style="list-style-type: none"> The main method for managing climate-related risks is Investindustrial's three-pronged climate mitigation strategy defined above. In addition, all portfolio companies pursue Investindustrial's sustainability approach which includes identifying the material topics for their business and developing a sustainability strategy. This will typically include climate-related objectives and initiatives. In the instance that an imminent physical risk is identified, Investindustrial will support the portfolio companies on the appropriate adaptation measures.
<p>Recommended Disclosure c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.</p>	<ul style="list-style-type: none"> At the pre-investment stage, climate-related risks are included in the FIR and any immediate action will be included in the 100 Day Plan. The process for managing these risks post-investment is described above.



TCFD DISCLOSURE GUIDELINES	
METRICS AND TARGETS	
<p>Recommended Disclosure a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<ul style="list-style-type: none"> All Investindustrial portfolio companies provide carbon emissions reporting, along with other ESG metrics, on both a quarterly and annual basis. A subset of this data is available in the 'ESG Data Reporting' presented on pages 120 – 123. Investindustrial started collecting ESG data, including climate-related data, in 2016 via an Annual ESG Questionnaire. This survey is updated annually to reflect changes in regulation, investor requests and business drivers. On remuneration, Investindustrial includes ESG KPIs in employees' performance reviews. Additionally, some portfolio companies are linking performance of defined ESG KPIs to up to 25% of management variable compensation. These typically include climate-related KPIs.
<p>Recommended Disclosure b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p>	<ul style="list-style-type: none"> Carbon emissions reporting, including scopes 1, 2 (market and location-based) and 3, as well as carbon intensity reporting, is available at the Firm and portfolio company level via the ESG Data Reporting (pages 120 – 123), Firm Carbon Reporting (page 124) and Carbon Intensity (page 125). Fund Carbon Reporting is available on page 124 and includes metrics such as carbon emissions, carbon footprint and carbon intensity.

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