



Dear Shareholders,

Good morning and good afternoon to all of you joining us from different parts of the world and to everyone present in Amsterdam. It is with pleasure that I address you today, sharing detail on our second year of operations as an independent company.

Throughout the year, and indeed since our founding in January 2022, Iveco Group's cohesive management team and workforce have put **people** at the core of its operations. These people include our customers, dealers, suppliers, partners and,

of course, our valued shareholders. Your satisfaction and continued support are critical for us.

2023 was a period of transformation, as the Group focused on actions to drive innovation, partnership and sustainability. These strategic pillars guided the decisions we made, the way we did business and the ambitious targets we set ourselves.

Allow me to highlight our performance, beginning with the first strategic pillar: **innovation**.



We made significant progress last year on innovation. We advanced the development and commercialisation of our multi-

energy propulsion systems, giving our customers flexibility in their energy choices.

We maintained a multi-energy and technologically neutral approach for all our trucks, vans and buses, bearing in mind both the continued regulatory uncertainty around energy systems and our Company's focus on sustainability. Last year, we introduced our new Cursor 13-litre internal combustion engine, which underlines this multi-energy approach since it can run on multiple fuels including diesel, methane and bio-methane, renewable fuels and, in the future, hydrogen. Alongside this, we also introduced battery electric and hydrogen fuel cell electric propulsion systems. These solutions will play an important part in our net-zero emission journey.

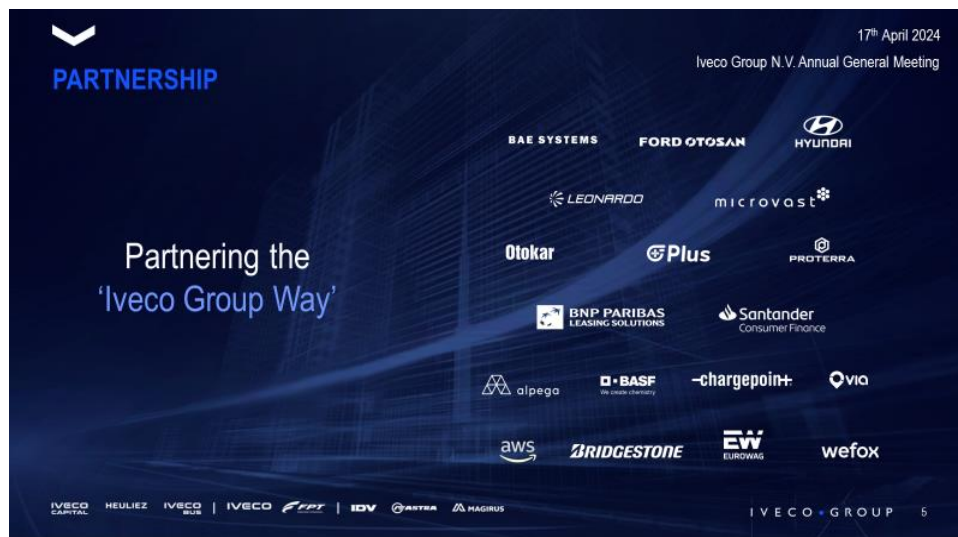
We also challenged ourselves to apply the latest technology to the way in which we support our customers throughout the product life cycle. At the end of 2023, over 140,000 vehicles on the roads were connected to our Control Room and our IVECO ON portal. This connectivity improves fuel

consumption, productivity and uptime, while making driving safer and enabling remote assistance. Given the benefits that this connectivity brings to our customers by reducing their total cost of ownership, we are committed to connecting half a million vehicles by 2030. The immense amount of data generated by our connected vehicles will not only help our customers – it will also help us to develop software defined vehicles. These vehicles will be able to manage operations, add functionalities and enable new features primarily or entirely through software.

Advancements like these are opening the door to new business models. Consider GATE, our fully digital, pay-per-use rental model for green vehicles. GATE offers customers who want to use zero-emission mobility options – like our electric or hydrogen vehicles – a full set of digital services bundled together, including insurance, maintenance and repair and tyre management. We launched the pilot for GATE last July in Italy

and plan to roll it out in major European markets starting this year.

Innovation is of course also an enabler for improvements in quality production. Last September we inaugurated our E-BENCH Testing Centre in France. This is the only facility of its kind in Europe that can test not only the individual components for buses, but also entire large-scale vehicles. It uses the latest technologies to ensure even greater precision and accuracy in our production processes.



Let's move now to the second strategic pillar: **Partnership**. Reinforcing our relationships with trusted partners and forging

new collaborations are a core part of how we operate. They have become the cornerstone of the 'Iveco Group Way' and applied across the company.

In 2023 we made a series of announcements about strategic partnerships. I would like to remind you about a few of these.

I'll begin with Hyundai Motor Company, a partnership that started two years ago and has already seen many developments. In particular, in 2023 we announced an important co-development project for the new hydrogen-powered City Bus, unveiled at Busworld in October. The IVECO BUS E-Way H2 is equipped with Hyundai's advanced fuel cell system and FPT Industrial's battery pack.

Another valuable partnership is with Plus, a global provider of highly automated driving solutions. In July 2023 we began operating our IVECO heavy-duty truck equipped with PlusDrive on public roads in Germany. By doing this we are able to test our AI autonomous driving software and advanced sensors in real-world conditions.

Last year we also further developed our partnership network for the comprehensive portfolio of financing and service solutions offered by IVECO CAPITAL. Eurowag, a smart solution provider for commercial road transport, joined us in October 2023 when we began integrating its payment cards for fuel purchases, tolls and VAT refunds, all of which will benefit our customers.

In the Defence sector, we have a long-standing collaboration with BAE Systems for the development of our amphibious range of vehicles. In 2023 we marked the successful delivery of over 270 units to the US Marine Corps, demonstrating this partnership's ability to engineer remarkable products and to deliver what it promises.



I'd now like to talk about our third strategic pillar: **sustainability**. We have set ourselves four sustainability priorities:

- reaching net-zero carbon by 2040;
- reducing workplace injuries and enhancing road safety;
- applying circular economy thinking for all our products, from the design phase to end-of-life recycling;
- and fostering an inclusive and engaging work environment.

I would like to list, with some pride and with full credit to my Iveco Group colleagues, some of our sustainability achievements in 2023:

- We surpassed our goal of recycling 60% of the water used in our global facilities – in fact we recycled 64%.
- We also surpassed our 2026 target of having 23% of Iveco Group's management positions being held by women. By the end of 2023, three years ahead of target, 24% of these roles were held by women, a significant increase from the 18% held in 2021.
- Our Net Promoter Score in customer experience increased by 20 percentage points in 2023 compared to 2021. This was again three years ahead of plan.
- And we are also on track to meet our workplace injury reduction targets set for 2026, something that we take very seriously indeed.

Since publishing our first Sustainability Report in April 2023, we have welcomed external scrutiny of our efforts in all these areas. This resulted in us being included in the Dow Jones Sustainability Indices for both the World and Europe. We were ranked in the top 5 percent of Standard & Poor's Global Sustainability Yearbook for 2024. In addition, in our first year

of participation in the EcoVadis Sustainability Assessment, we achieved Gold Medal certification and ranked among the top 5 percent of the more than a hundred thousand participating companies.

Last year we also joined the UN Global Compact, the world's largest corporate sustainability initiative. This Compact includes companies that are aligning their operations and strategies with universally accepted principles of human and labour rights, environmental protection and anti-corruption practices. We are proud to participate in this initiative.



Notwithstanding these achievements, we are very aware that we must keep focused to maintain the progress we are making. There is no doubt that the industry will face challenges this year, which will impact us as well as our customers and their businesses. But we are confident that by maintaining steady governance and staying aligned with our values, we will deliver as promised throughout the year. For this reason, the Board of Directors fully endorses Gerrit Marx and his leadership team. We wish them the very best as Iveco Group accelerates on its journey in its third year of operations.

I also wish to thank you, our valued shareholders, for your continued support.