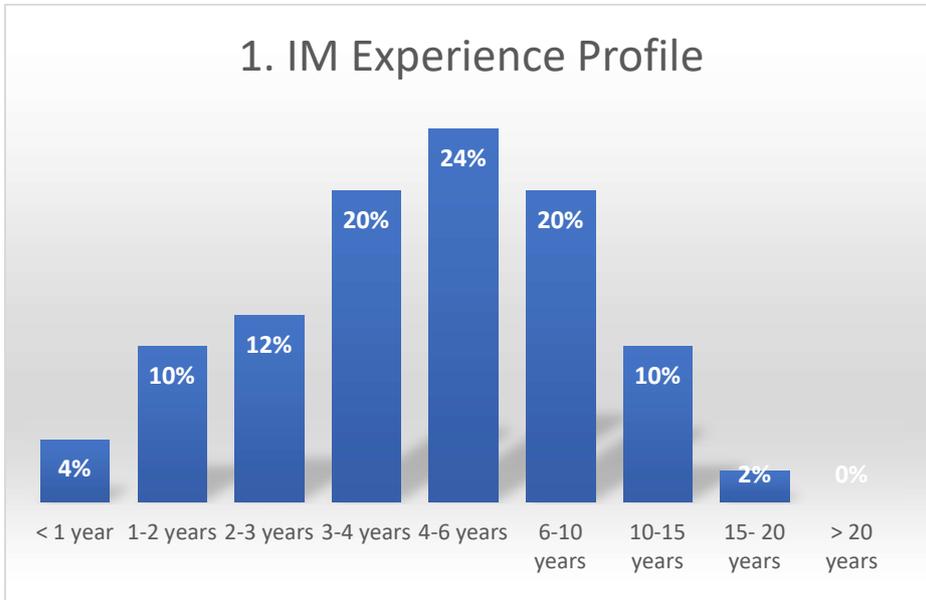


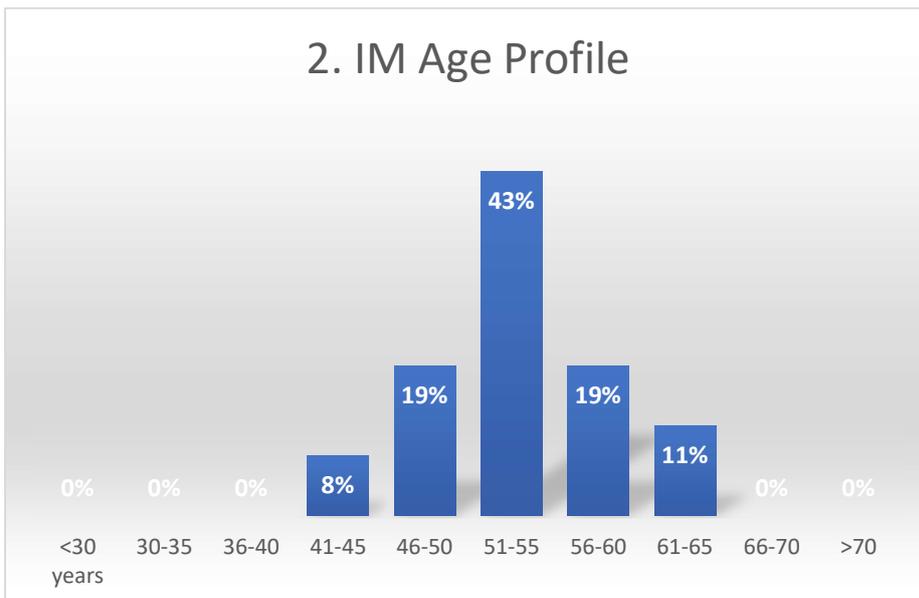
Report for INIMA

1 – Demographics



Graph of the time spent with experience as an IM

Regarding the years of experience as Interim Manager, it is observed that 74% of those surveyed have more than four years of experience in the profession. On the other hand, 26% have been in the profession for less than three years.



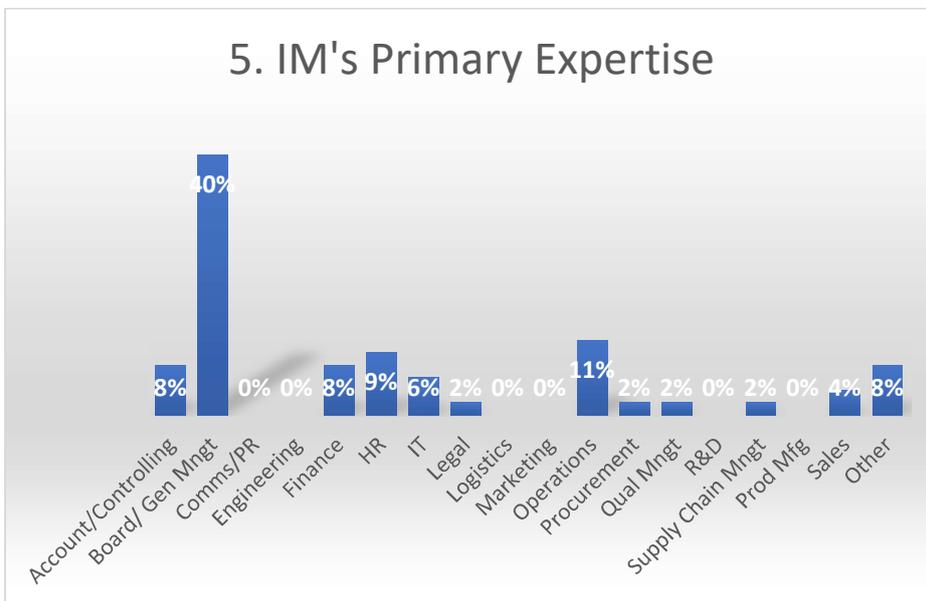
IM age chart

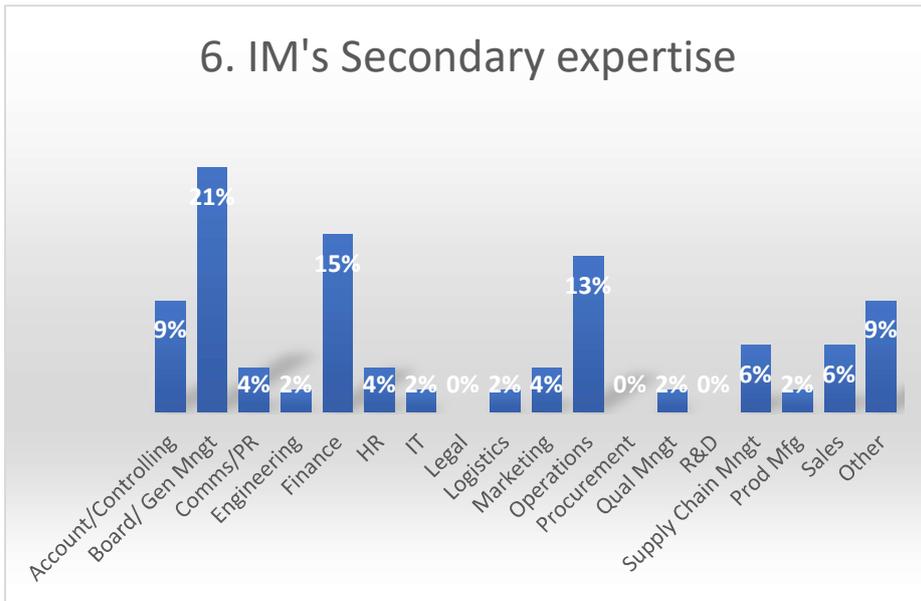
As can be seen in the graph, 92% of the respondents are over 46 years old, with the age group between 51 and 60 being the majority, representing 62% and highlighting that the age group between 51-55 has experienced a very high growth compared to the results of the previous survey.

Taking both graphs as a reference, we can affirm that the most common profile among Interim Managers in Spain is professionals between 51 and 60 years old who have been in the profession for between three and ten years.

2 – Functional Specialties

Graphs of the primary and second experience of the MI and comments on it





Analyzing both graphs, we obtain that the most representative functional specialties of Interim Managers in Spain are:

- Board / General Management
- Account / Controlling
- Finance
- Operations
- HR
- You go out

However, it is noted that Finance , as a secondary functional area, has experienced remarkable growth.

3 – Use of the IM (time you have worked as an IM in the last year)

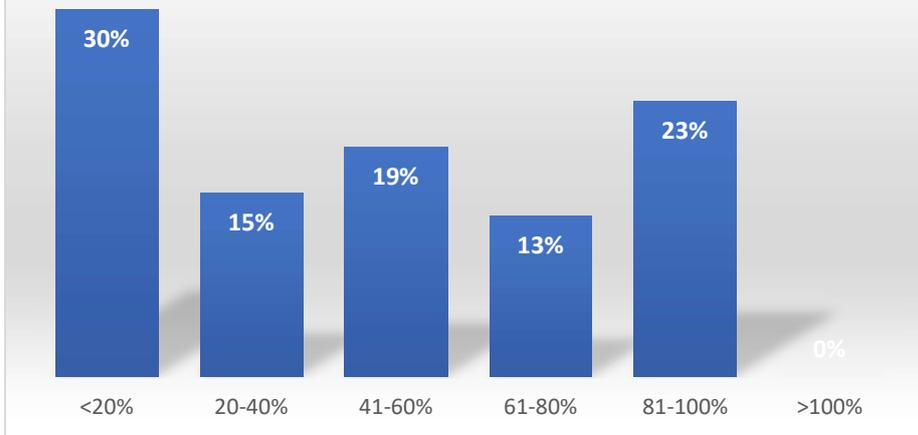
Graph and comment

Below we analyze the time spent as Interim Manager by professionals in Spain. It is striking how almost 45% have worked less than 40% of their time as Interim Manager and 23% have done so for almost the entire year.

In addition, if we take into account all the figures shown in the graph, we see that 77% of Interim Managers have not managed to occupy 100% of their time.

In this sense, and although an improvement is observed compared to the previous year, we can infer that there is still some difficulty in the Spanish market when it comes to chaining projects, it being usual for several months to pass between the end of one mission and the start of another. .

8. Utilization in the Last Year



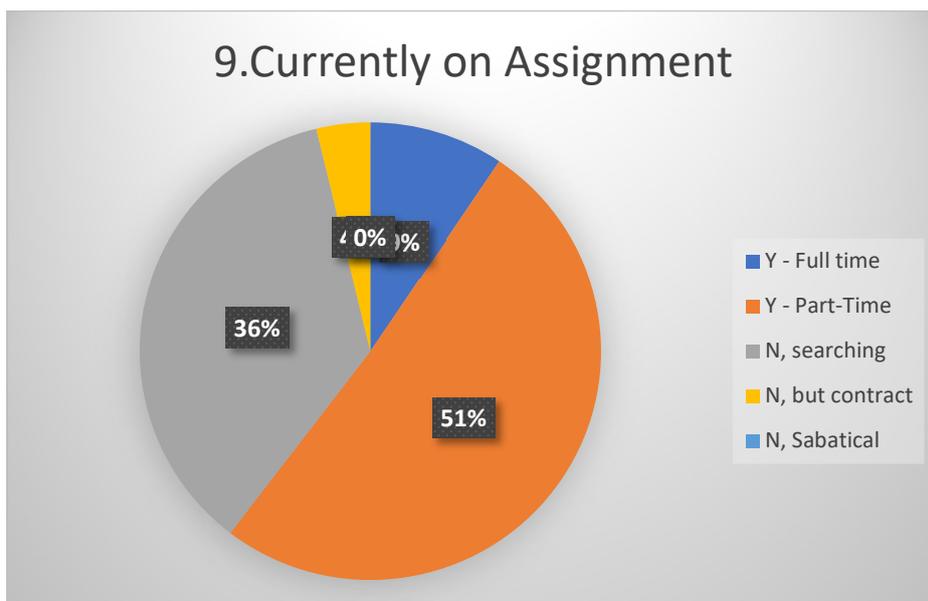
4 – Current status of the IMs

Graph and comment of the IMs currently assigned

As a continuation of what was mentioned above, this graph shows how 36% of Interim Managers in Spain are in the process of looking for a new project, which represents a certain improvement compared to the results of the last survey.

Of those currently on missions, 10% do so full time and 51% part time. In this sense, it seems that one of the keys to hiring Interims continues to be the flexibility they bring to organizations.

9. Currently on Assignment

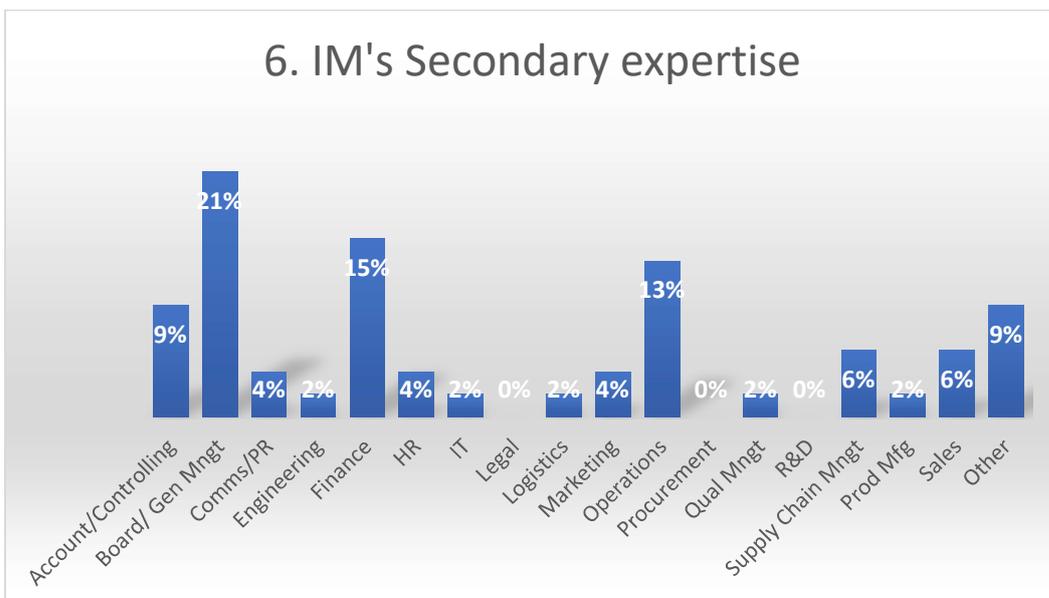
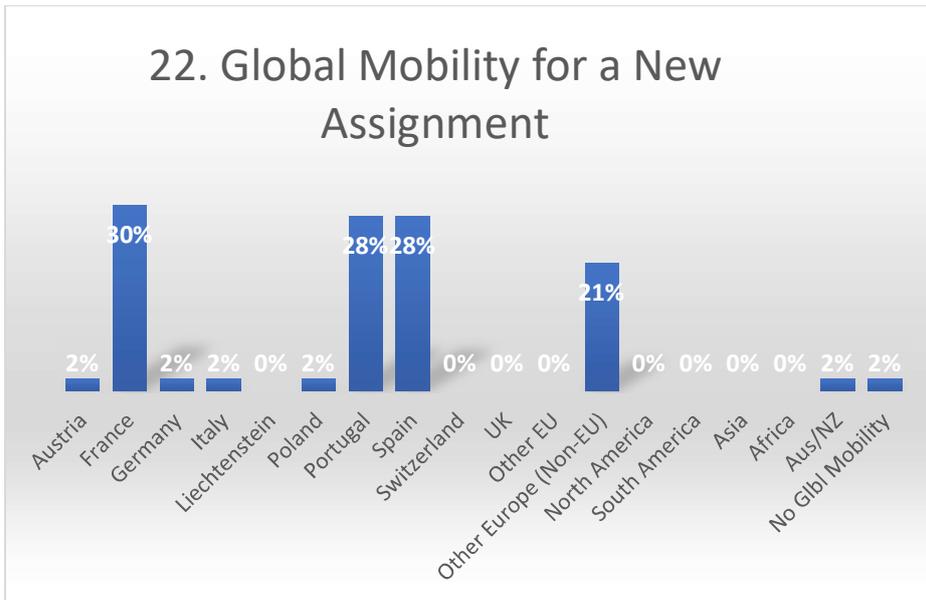


5 – International mobility

Graph and comment

If we analyze the possibility of international mobility for a new mission, we observe that the availability of those surveyed to carry out projects outside of Spain has increased substantially since only 28% of those surveyed state that their availability is in Spain.

On the other hand, regarding the countries of preferred destination, the growth of the countries of the non-EU group stands out, reaching 21% compared to 0% in the last survey.



Analyzing both graphs, we obtain that the most representative functional specialties of Interim Managers in Spain are:

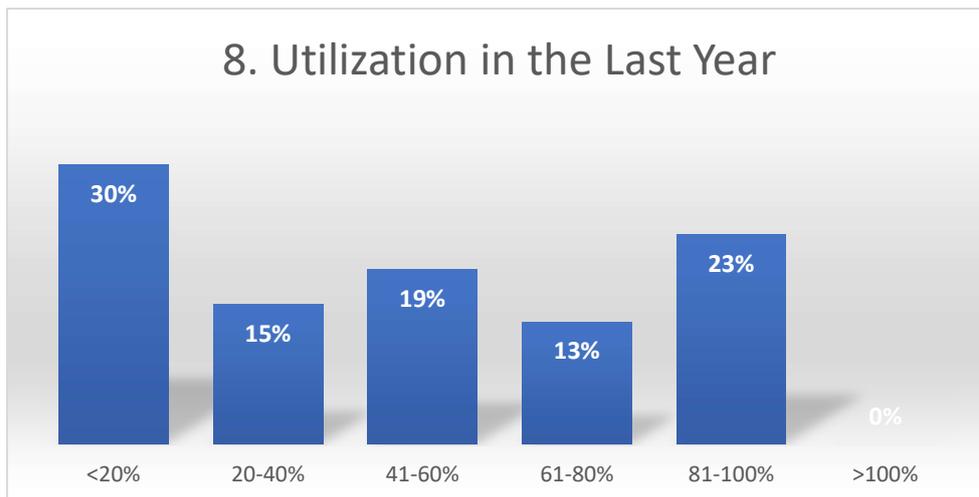
- Board of Directors/ General Management
- Finance
- Accounting/Management Control
- Operations
- Sales
- Logistics chain management

3 – Use of the IM (time you have worked as an IM in the last year)

Graph and comment

Next, we analyze the time spent as interim manager of professionals in Spain. It is striking that 100% have not worked as an IM throughout this year, compared to 7% in last year's survey.

In this sense, we can infer the difficulty of the Spanish market in finding IM projects, and how usual it is that several months pass from the end of one mission to the start of another.



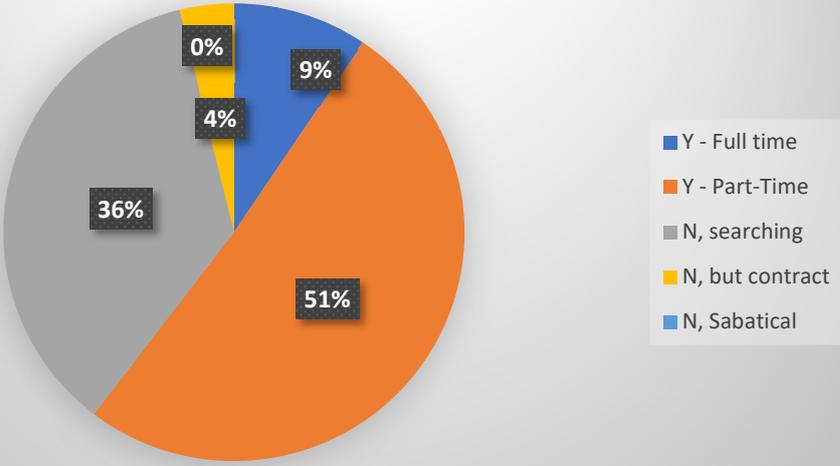
4 – Current status of the IMs

Graph and comment of the IMs currently assigned

As a continuation of what was mentioned above, this graph shows how 64% of Interim Managers in Spain are in the process of searching for a new project compared to 49% last year.

Of those currently on missions, 9% do so full time and 51% part time, compared to 15% and 35% last year. The difficulty in finding a full-time IM project and the flexibility of the interim manager to adapt to the projects can be inferred.

9. Currently on Assignment



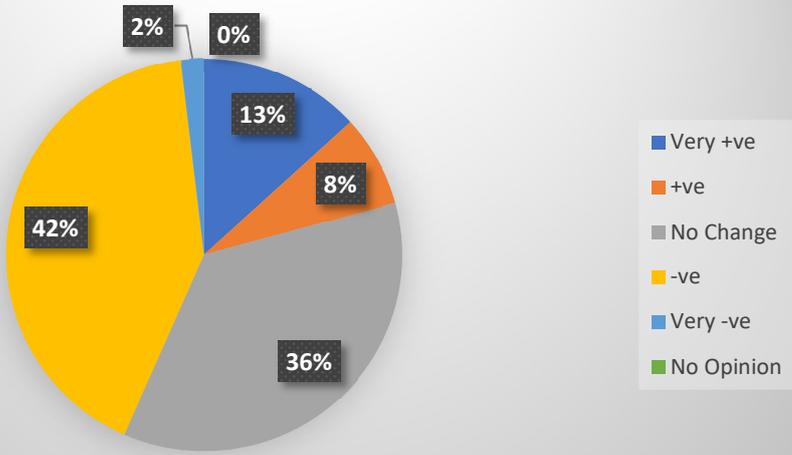
13 – Trends

Market development: graph and commentary

In relation to the development of the market during this year, only 21% of those surveyed perceive it as positive or very positive, compared to 50% last year; 36% believe that there are no changes and 43% consider the development of the market negative or very negative, compared to 21% last year.

It is remarkable how the perspectives of the IM market have been inverted during this year, reflecting a negative trend regarding the development of the market.

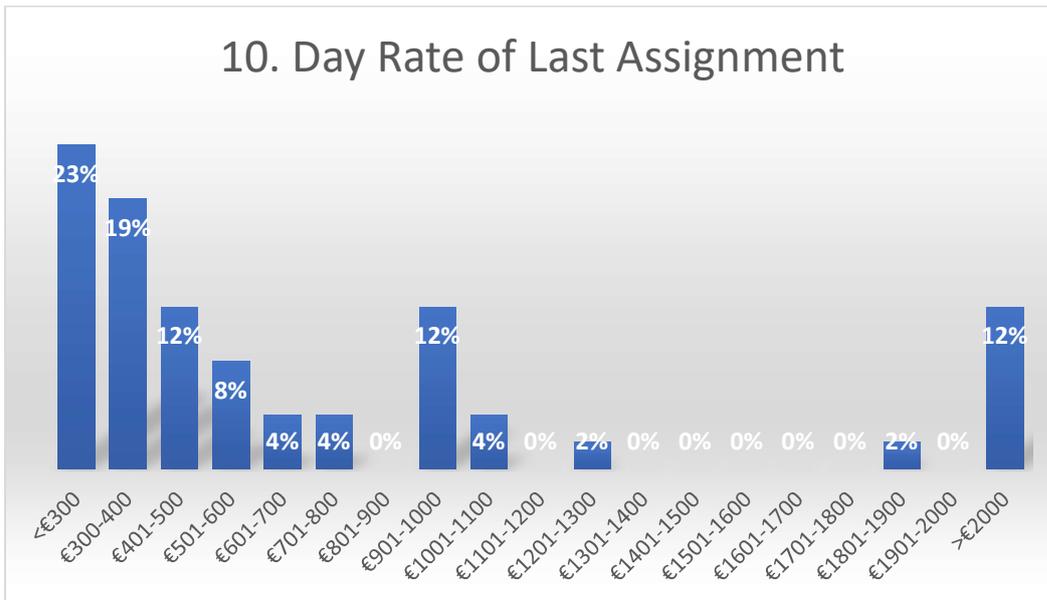
7. IM Market Development Last Year



XX – Compensation – (I have not seen this point included in last year's Report)

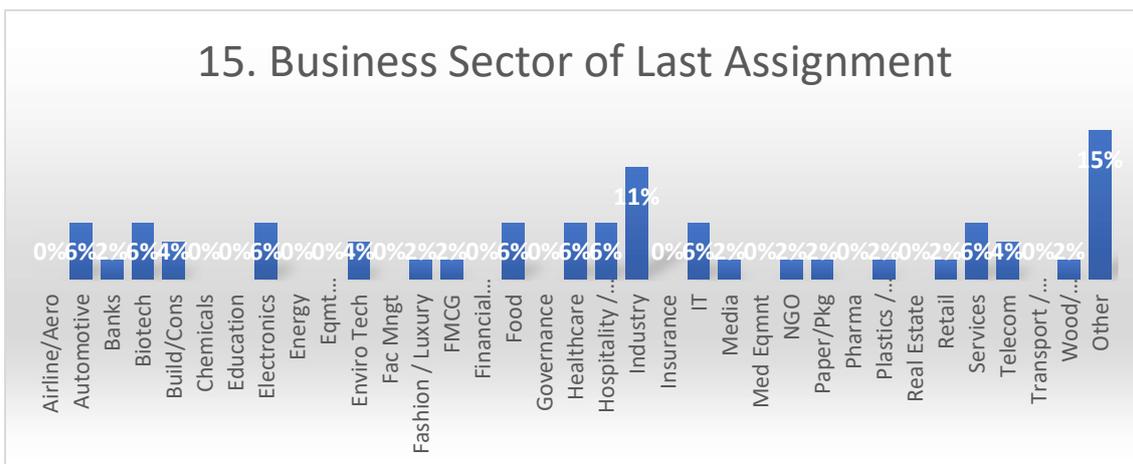
Market development: graph and commentary

54% of IMs receive a daily income of less than €500, with 23% less than €300 being notable. 12% is over €2,000. It can be inferred, the difficulty that the interim manager finds to work on projects that are profitable for them.

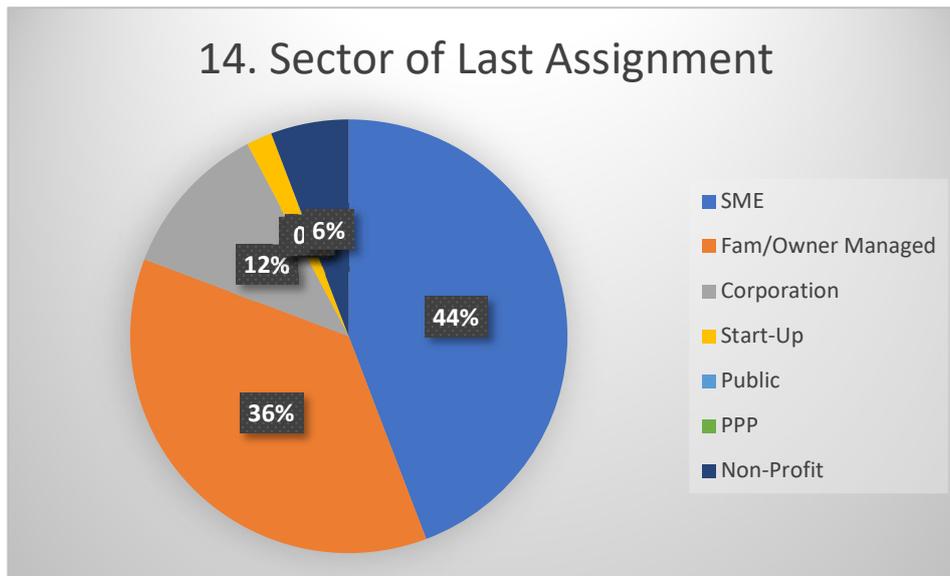


6 – Sectors of activity

As for the sectors of activity in the last mission, there is a great variety, but others stand out (15%), industry (11%), IT (6%), automotive (6%), services (6%), biotechnology (6%); electronics (6%); health (6%) and food (6%).



Regarding the nature of the companies, SMEs account for 44% of missions, family businesses 36% of them and corporations 12%.



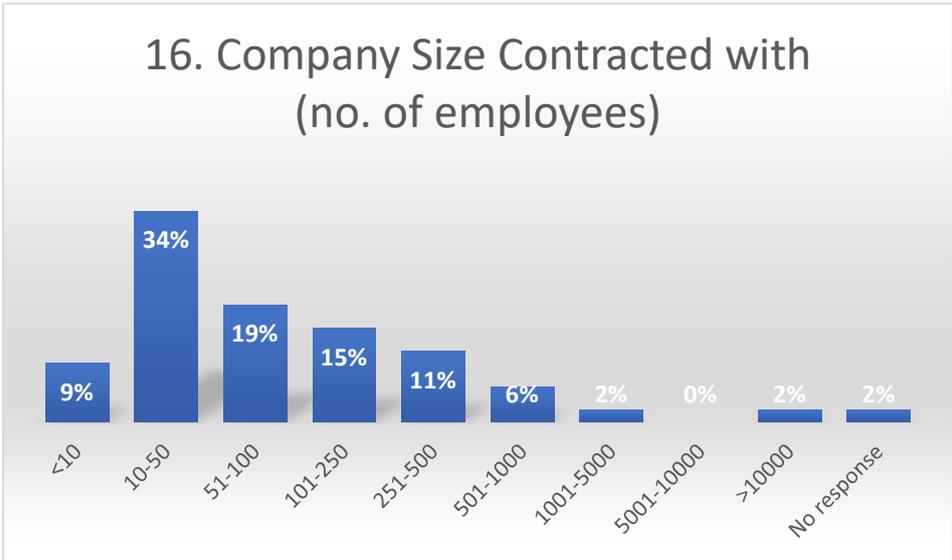
With respect to the 2021 survey, on the one hand there is a notable decrease in the food sector and an increase in the biotech and health sectors. On the other hand, the breakdown of private nature in 2022 provides information of interest.

6 – Sectors of activity

CIA size chart . in relation to the number of employees and comment

Regarding the size of the company, by number of employees, the last missions of our Interim Managers have been in companies with less than 100 workers for 62%. The previous year it was 66%. Among them, 19% were companies with between 51 and 100 workers when the previous year they were 30%, 34% between 10 and 50 workers when the previous year was 26% and 9%, practically the same figure as the previous year, which was 10% in companies with less than 10 workers.

On the other hand, almost 50% of the missions were carried out in companies with more than 101 workers (last year it was 33%) and only 2% achieved their mission in organizations with more than 10,000 employees, when last year it was 3%

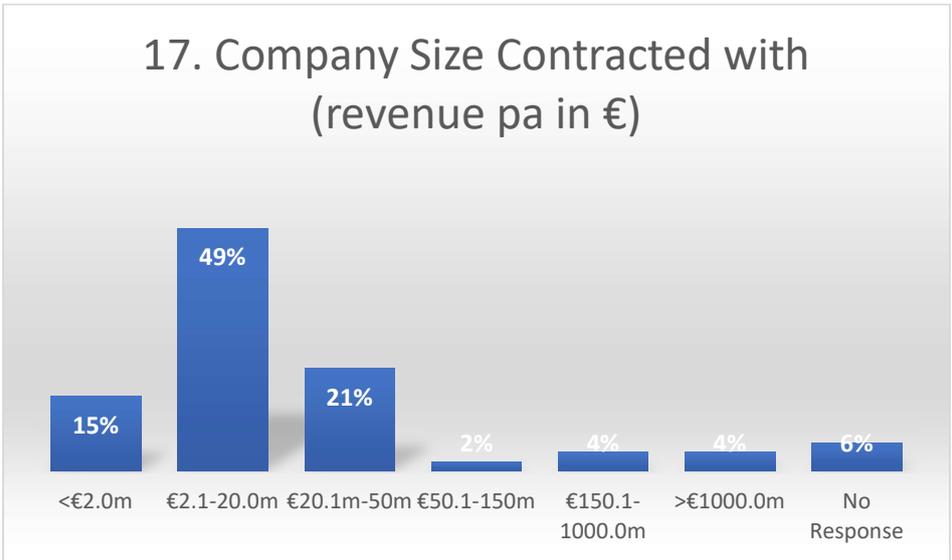


Company size graph according to sales and comments

If we analyze the missions based on the size of the company by their sales, the largest number of these were carried out in organizations with sales between 2 and 20 million euros (49% in the current year, while the previous year was 41%).

As for companies with less than 2 million euros in sales, the missions carried out correspond to 15%, a figure to be taken into account and which is the same as the previous year.

Finally, the missions carried out in companies with sales between 20 and 50 million euros; 50 and 150; and 150 and 1,000 are between 11 and 12%. Only 4% of the missions carried out in the last year were in companies with sales of more than 1,000 million euros, the same as the previous year.



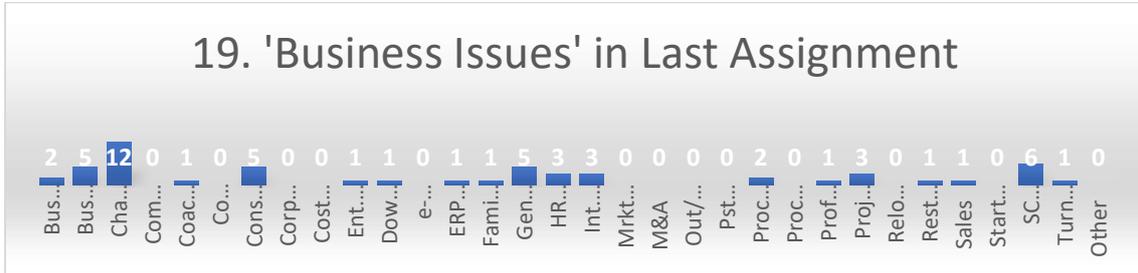
THE MISSIONS:

7 – Key points

Chart on type of missions and commentary

Analyzing the type of missions carried out in the last year, we can affirm that the majority (5%) are related to business development and, on the other hand, change management (12%).

Also noteworthy, but at a considerable distance, are missions related to consulting (5%), optimization processes (2%) or coaching (1%).

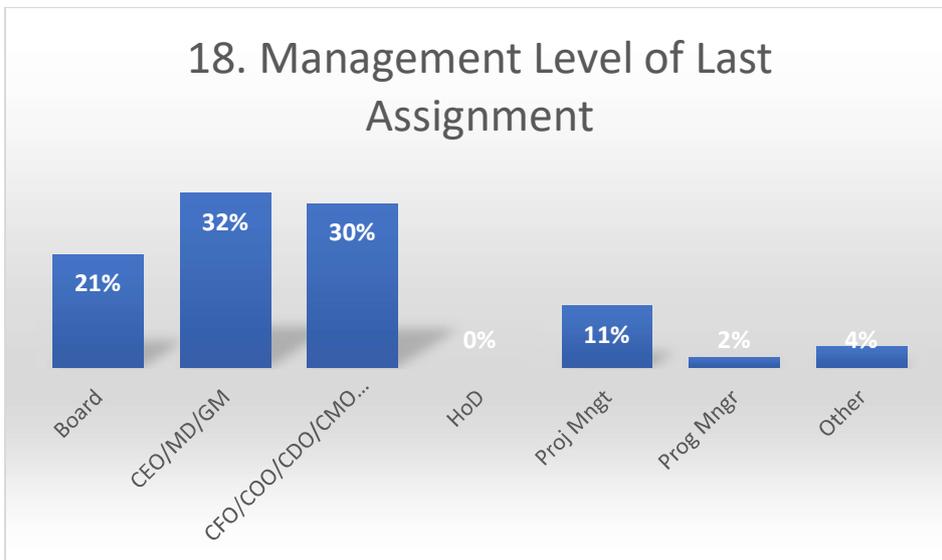


8 – Management level

Graph and comment

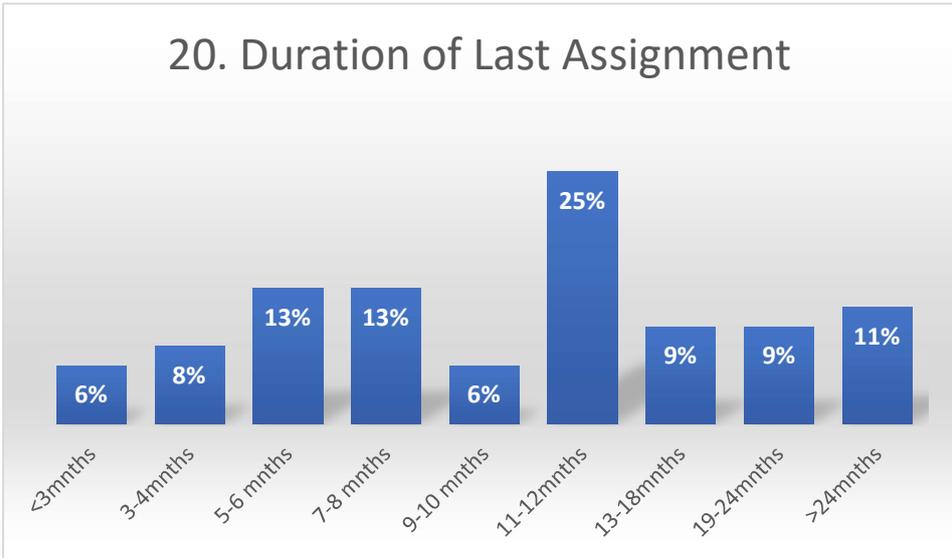
Regarding the management level, 30% of the missions were carried out at CFO, COO, CDO, CMO, Director levels, compared to 34% the previous year.

32% in CEO and General Management missions, compared to 23% the previous year. 21% as members of the Board of Directors, compared to 16% the previous year. 21% as head of department in the previous year compared to 0% in the current year and 11% as Project Manager, compared to 10% in the previous year.



9 – Duration of the missions

Graph and comment

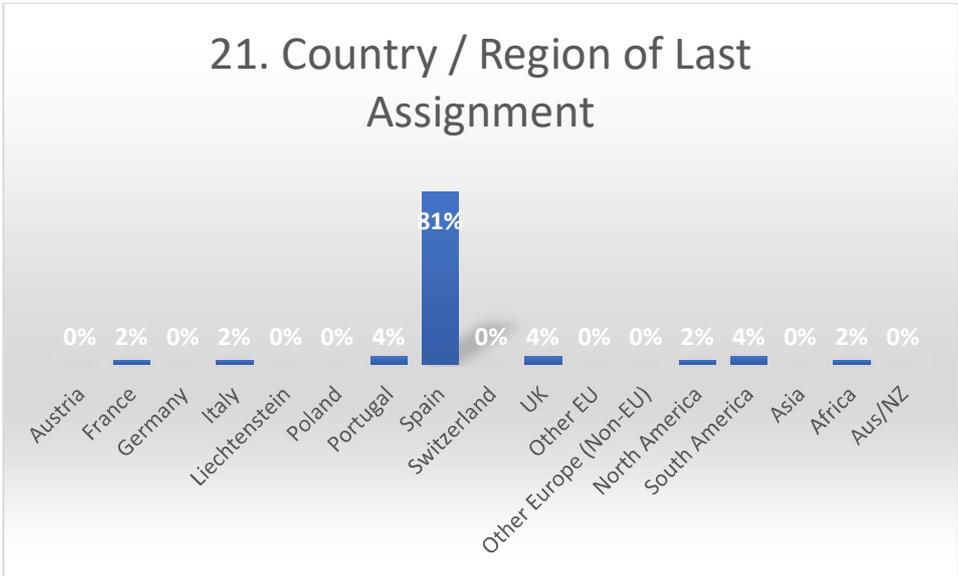


Regarding the duration of the last mission, the respondents reflect that 27% of the missions are for projects of less than 6 months duration, compared to 11% who have had missions of more than two years.

Missions lasting less than one year represent 72% of the total, while 18% are missions lasting between one and two years.

10 – Countries

In the case of the Interim Managers in Spain, 81% have carried out their last mission in our country.



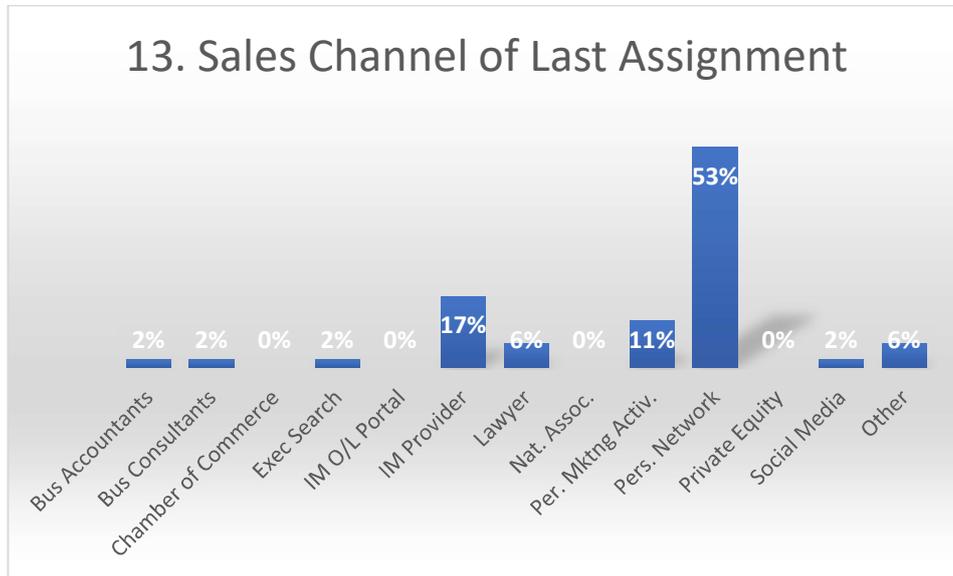
With respect to 2021, the increase in international missions that corroborates the desire for international mobility

11 – Sales channels

The analysis of the data collected in the graph highlights the importance of personal relationships when it comes to achieving new projects and missions. 53% of the missions of the last year were achieved through that channel.

The use of provider companies is in second place with 17%, followed by personal marketing activities (11%).

The fact that through the National Association, no professional has achieved a mission stands out.



With respect to the 2021 survey, it is worth highlighting the concentration in a smaller number of sources and , on the other hand, the same sources already identified remain in majority positions