



CEO Meets Investors

Milan – July 20th & 21st, 2021



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Paul Chawla

CEO

- ☑ My Experience:

Transforming complex strategies into sustainable growth roadmaps in international environments

- ☑ My Challenge:

Scaling Eurotech combining organic growth and focused acquisitions



The journey we want to talk you through today

... on the long run

- 🎯 back to **growth**
- 🎯 from mostly Customized HW to **more Standard HW plus SW**
- 🎯 from any market vertical needing high reliability & ruggedization to **5 focused market verticals**
- 🎯 from volatile revenues to **more re-occurring revenues**
- 🎯 from SW to sell more HW to **scaling integrated HW/SW**
- 🎯 using **M&A to accelerate**

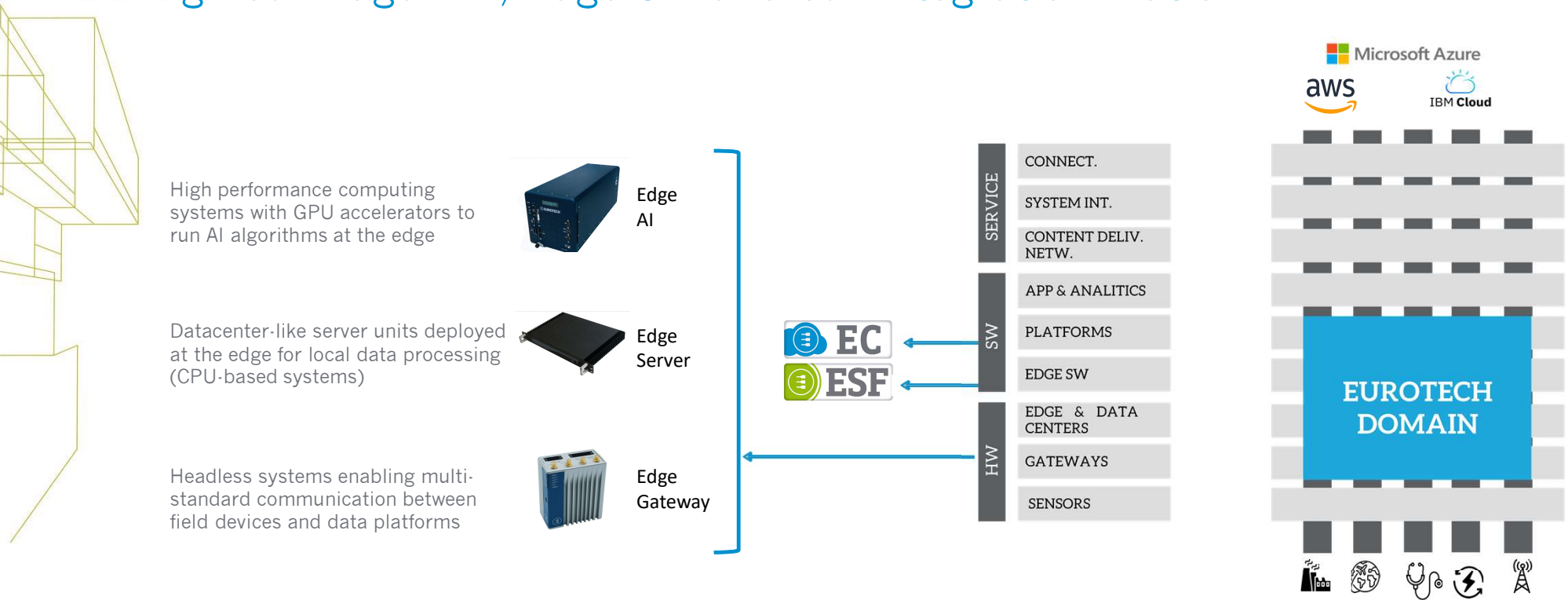
Eurotech Today

What you have been seeing so far

- ✓ **High Value & Low Volume** Embedded Computers player with strong **customization** skills
- ✓ Visionary **first mover** into **Edge Computers & Industrial IoT**
- ✓ **Solid customer base** (long term relations) ... but lumpy/bumpy revenues
- ✓ **Top class technology**... translating slowly into growth

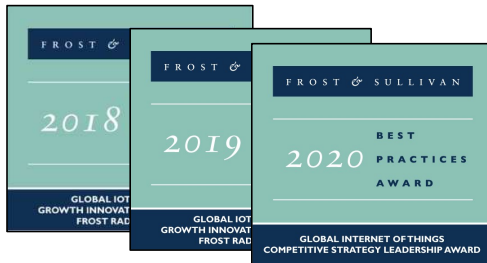
Our Essence:

we connect Operational Technology (OT) with Information Technology (IT) through our Edge HW, Edge SW and our Integration Platform



Why we are different

- ✓ **Solve the IT-OT conflict at the Edge** with **integrated HW/SW** solutions
- ✓ **Easy Southbound Plug&Play Connectivity** towards field assets
- ✓ **Easy Northbound Certified Connectivity** towards cloud applications
- ✓ **Cybersecurity** certified
- ✓ **Open Source**
- ✓ **Better Placed** in **Industry Analyst Reports**



Why our differentiation matters:

we solve the #1 roadblock of IoT deployments

- ✓ **“IT-OT integration is the most challenging aspect of IoT deployments** and Eurotech has created processes and solutions that simplify this process and ensure that their customers achieve expected low total cost of ownership from their IoT deployments”.

VDC Research

- ✓ “with a wealth of integration possibilities [...] Eurotech provides a bridge between the operations side of IoT and the IT side. **This “bridging the gap” solution is the most important piece in IoT solutions** and will allow Eurotech to continue its growth trajectory and leadership in IoT”.

Frost & Sullivan



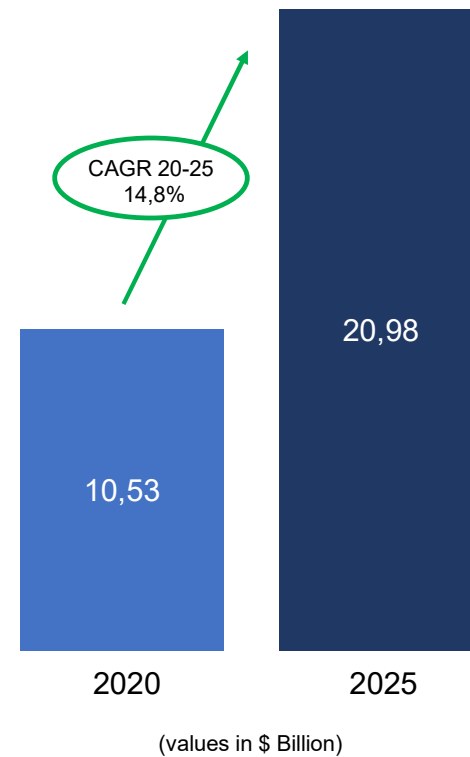
Eurotech named as “Cool Vendor” for IT/OT Alignment and Integration

How we want to grow

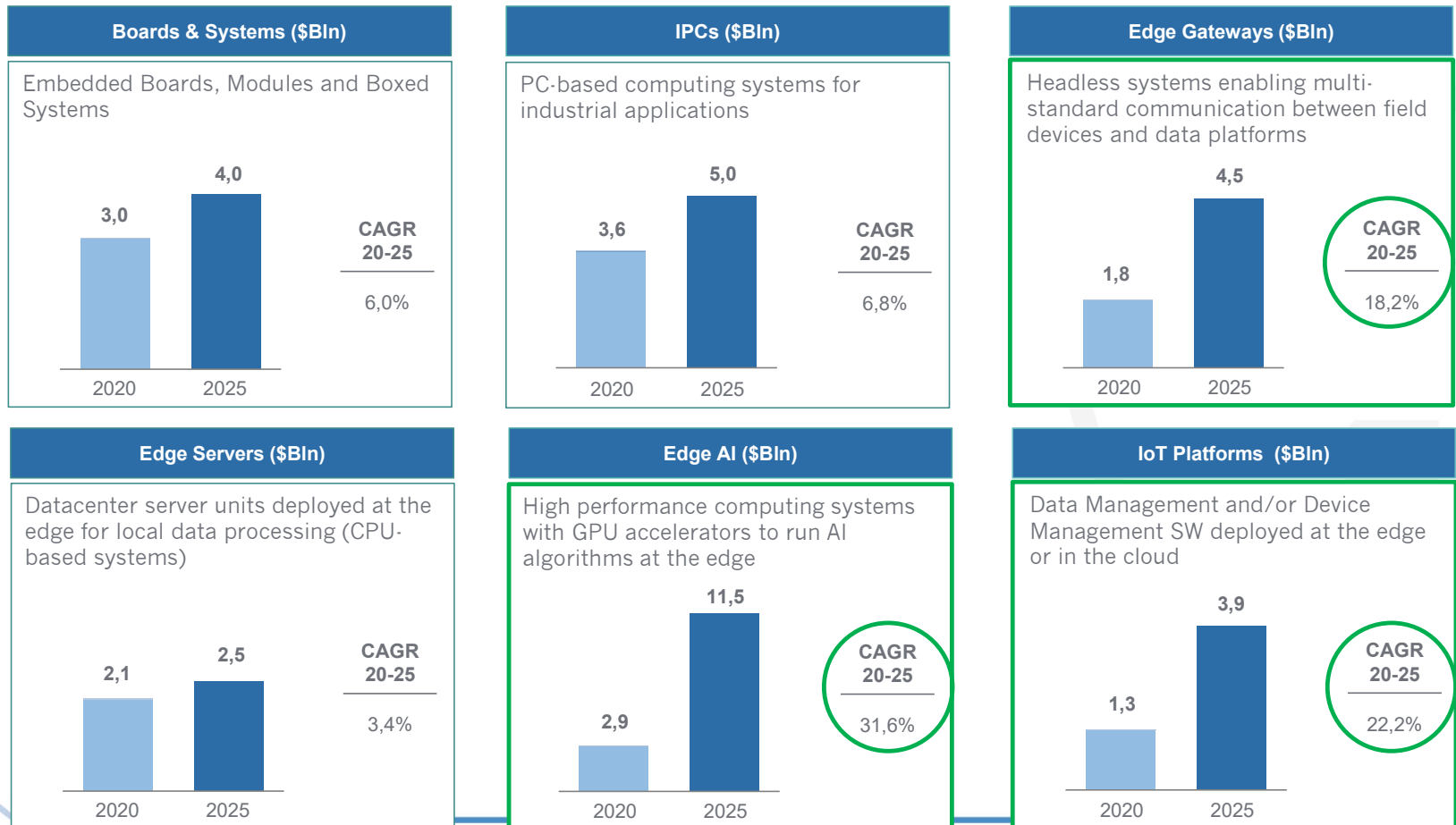
- 🎯 Playing in markets with combination of **higher size** and **higher CAGR** in next 5 years
- 🎯 Serving applications with **higher and mild ruggedization needs**
- 🎯 Focusing on target **verticals / applications** where the **IT-OT integration is valued** more
- 🎯 Creating growth **organically** and **inorganically**
- 🎯 Leveraging **relevant driving forces & accelerators**:
 1. Repatriation
 2. 5G
 3. New & smart energy
 4. Automation
 5. Recovery Plans

The playground assessment entitles our vision to compete as leaders at the Edge

- ✓ Strong Market Forces
- ✓ Double digit growth trend
- ✓ 31B\$ total TAM in 2025
- ✓ 21B\$ TAM in 2025 in target market verticals



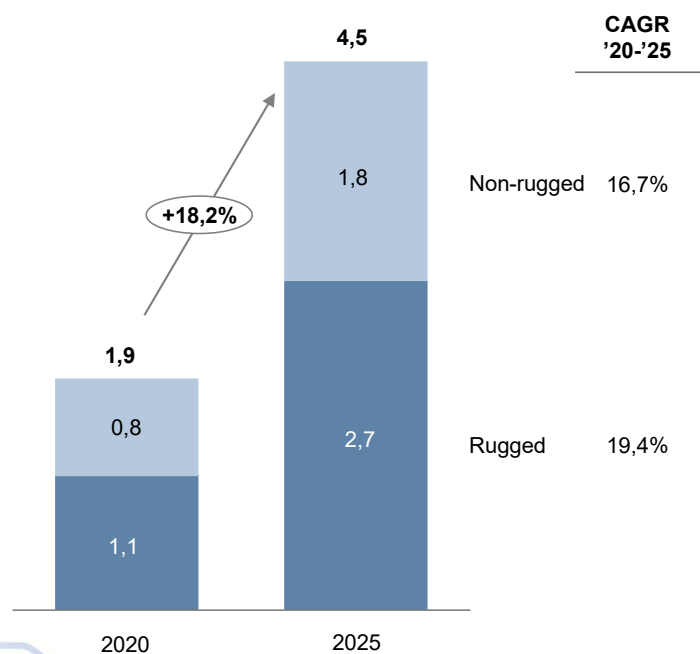
Eurotech's product portfolio allow us to play in the fast growth product segments



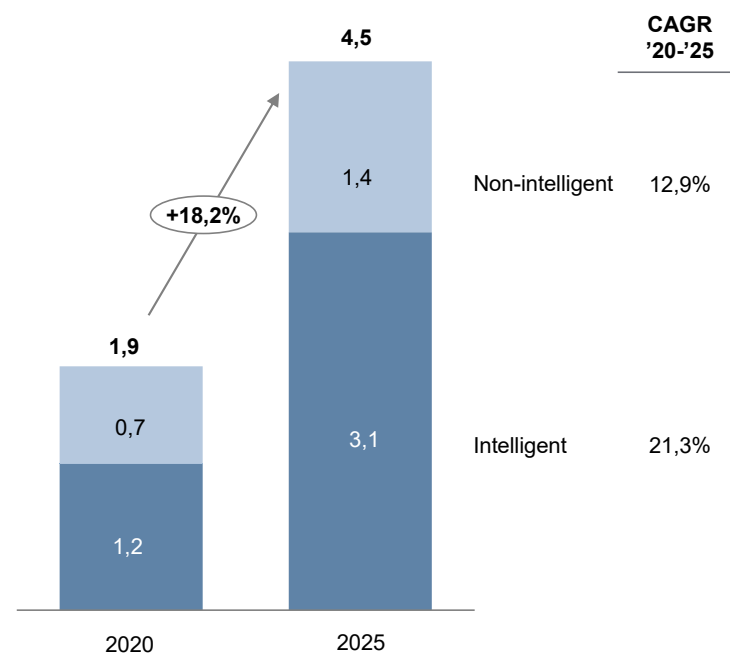
Edge Gateway market evolution:

Rugged will outpace non-rugged | intelligent will outpace non-intelligent
... and Eurotech Gateways are rugged and intelligent

Edge Gateway market value by ruggedness
(\$Bln, 2020-2025)



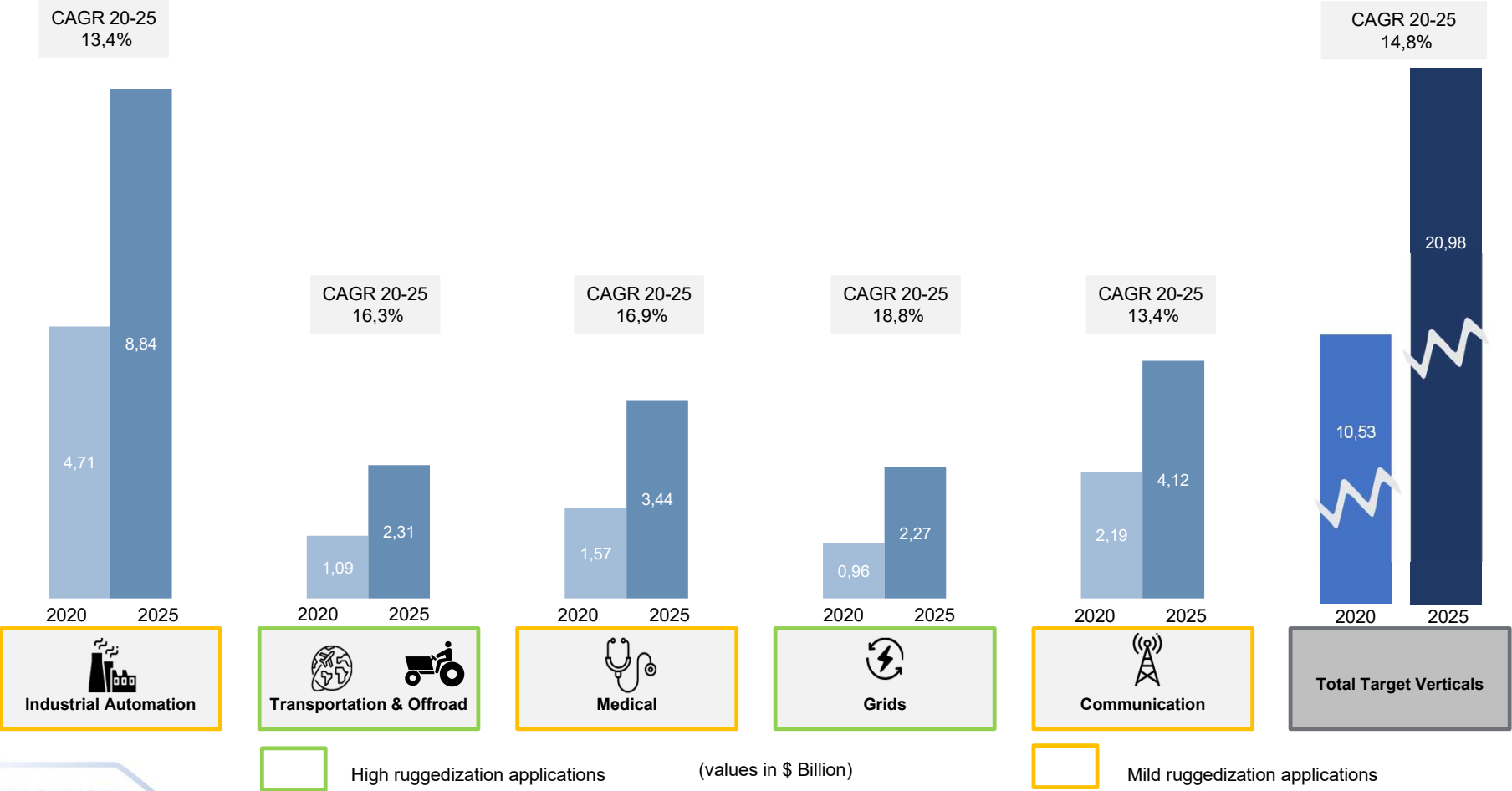
Edge Gateway market value by smartness
(\$Bln, 2020-2025)



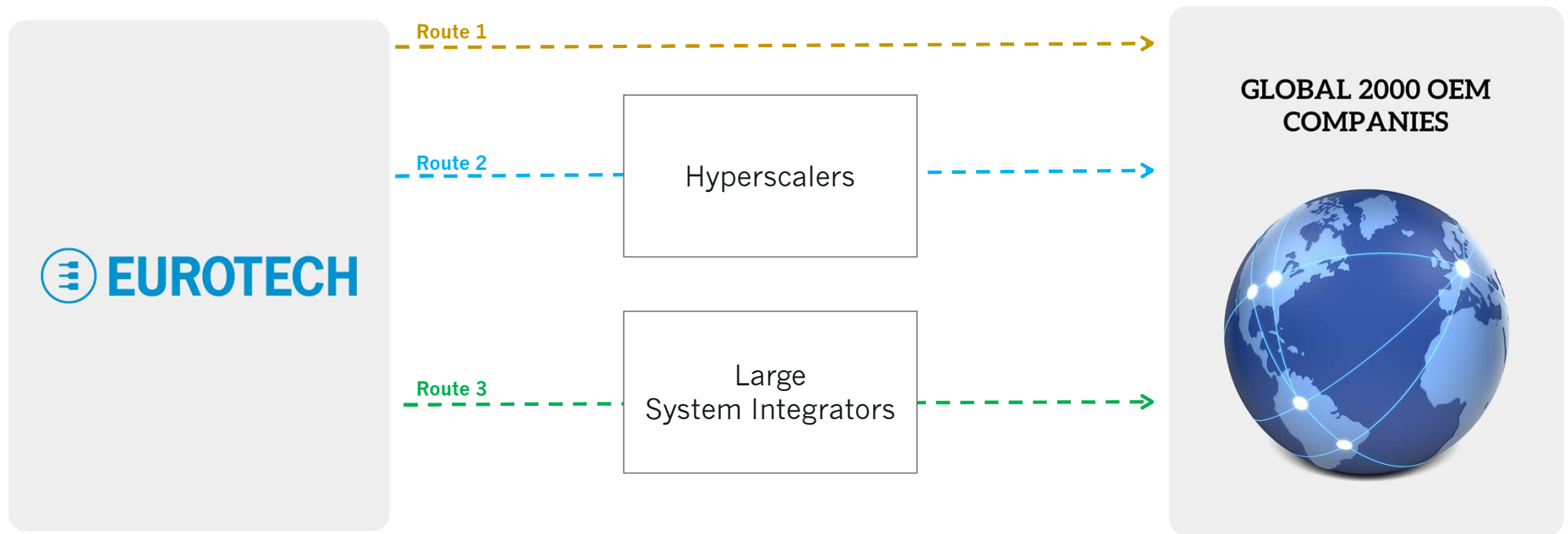
Market Accelerators to be leveraged

Pillar	Total EU Budget ¹	Common themes included in the pillar in the EU National Recovery Plan	UK “Build back better”	USA “American Jobs Plan”
Digitalization	74,6 €Bln	<ul style="list-style-type: none"> Digitalization of the manufacturing process Digitalization of PA Investments in R&D and skill creation 	<i>No specific mention, but:</i> <ul style="list-style-type: none"> 14,6 Bln, including investments in data and cloud computing 	<i>No specific mention, but:</i> <ul style="list-style-type: none"> 40 \$Bln for technological upgrades 300 \$Bln in chips and electronics
Sustainable transportation	54,4 €Bln	<ul style="list-style-type: none"> EV charging stations Railway modernization Roads and roads security improvement 	<ul style="list-style-type: none"> 1,3 £Bln for electrification of vehicles 5,0 £Bln for train and buses renovations 	<ul style="list-style-type: none"> Objective to install 500.000 EV charger by 2030 Objective to replace all the diesel vehicles (50.000) with electric ones by 2025
Infrastructure Investments	55,2 €Bln	<ul style="list-style-type: none"> Electrical grid (smart grid) renewal Water and waste water infrastructure improvement Broadband and 5G 	<i>In general the document reports 100 £Bln investment in infrastructure for 2022 only</i>	> 600 \$Bln plan: <ul style="list-style-type: none"> 500 \$Bln surface 80 \$Bln broadband 70 \$Bln water utilities
Transition to green economy	59,6€Bln	<ul style="list-style-type: none"> Renewable energy production Sustainable agriculture Smart building 	<i>No specific investment is reported, but a more general 12 £Bln spending to support the Green Industrial Revolution</i>	<ul style="list-style-type: none"> 300 \$Bln investments in clean energy (includes infrastructure)
Healthcare	31,5 €Bln	<ul style="list-style-type: none"> Hospitals digitalization and innovation Hospital, proximity networks and telemedicine 	<i>No specific investment is reported, except for the intent to build world class hospitals</i>	<ul style="list-style-type: none"> 18 \$Bln for hospitals and clinics modernization (including digitalization)
Total budget	275,3 €Bln		>120 £Bln	>1 \$tn

The 5 verticals where we will focus (TAM 21B\$ in 2025)



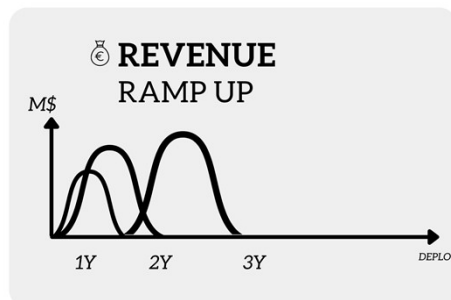
Three routes to connect with end customers: the Partners Ecosystem will be paramount to growth



Moving towards more re-occurring type of revenues

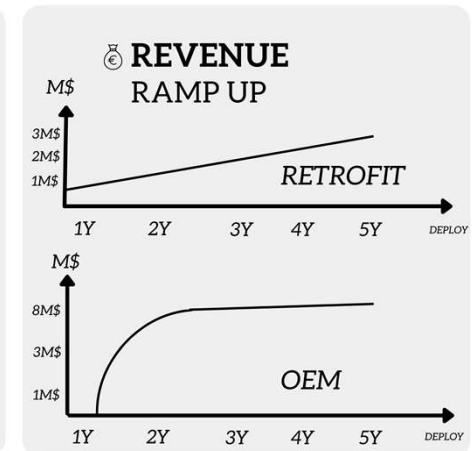
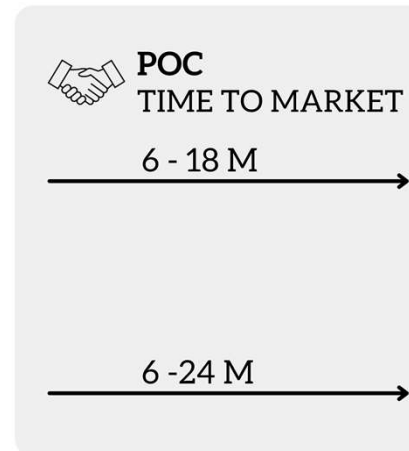
FROM

Custom Embedded HW

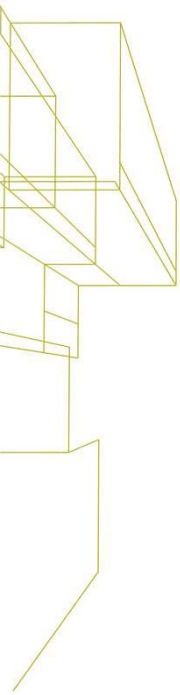


TO

Standard Edge HW and SW



Using M&A to accelerate our strategy implementation

- 
- 🎯 Accelerate vertical penetration
 - 🎯 Complement our portfolio
 - 🎯 Accelerate scaling
 - 🎯 Bring accretive revenues
 - 🎯 Add channels & distribution bandwidth



“Do Different” recap

- 🎯 **Focus** on Where-we-play
- 🎯 **Create bandwidth** to enable our strategic growth imperatives
- 🎯 Operationalize better our **go to market** Channels and front-line resources
- 🎯 Drive a **growth culture** via a new Management Long Term Incentive Plan

Why Eurotech

- ✓ We have **top class EDGE technology**
- ✓ We are **long term** committed
- ✓ We aim at **growing double digit ...**
by leveraging secular trends and using M&A to accelerate
- ✓ With **solid margins ...**
because of our **differentiation** in high reliability & ruggedized applications and our **innovation** in Edge software
- ✓ With **more re-occurring** and **sticky** type of **revenues ...**
selling **integrated HW & SW**
- ✓ Leveraging an **agile cost structure ...**
being **fabless**

An abstract graphic featuring a circular path composed of three concentric arcs. The outermost arc is dark blue, the middle is light blue, and the innermost is green. Various sized circles in blue and green are placed along these arcs, connected by thin blue lines. Some lines extend from the circles towards the center, while others point outwards. The entire graphic is set against a white background with a blue and green gradient bar at the bottom.

**Thank
You!**