Italian Day in Frankfurt

The Mid-small companies opportunity

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POLYTEMS | HIR

in cooperation with: ALANTRA

10th ANNUAL POLYTEMS HIR ITALIAN DAY IN FRANKFURT

January 22nd, 2026

Massimo Milan
Group CEO
From June 2025

Luca di Giacomo
Chairman | Board of Directors
From April 2023

about us

overview

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our mission is to accelerate digital transformation by delivering secure, certified edge solutions, combining rugged hardware with software

eurotech — UNLEASHING THE POWER OF THE EDGE

Eurotech is a leading **global company** in developing advanced platforms, software, and AI-driven solutions. It integrates hardware, data, and intelligence to create value for customers across industries.

INONET — A EUROTECH COMPANY

InoNet specializes in high-performance industrial computing for mission-critical applications, operating in the **DACH area**. It delivers rugged, scalable systems for ADAS, transportation, and industrial automation.

Advanet — Enabling the Future — A member of Eurotech Group

Based in Japan, Advanet designs and produces advanced embedded systems and boards that combine reliability, precision, and innovation.

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30 +
years
of expertise

~ **310**
people

7
offices
worldwide

45+
countries
served

our evolution

Eurotech provides hardware and software solutions for the monitoring and remote control of systems across various sectors.

strategy
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the strategy

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MARKET IS CHANGING:
FROM DIGITAL AI TO PHYSICAL AI

1. AI moves from analytics to action
2. Decisions move to the edge
3. Systems, not models
4. Trust becomes mandatory

Physical AI turns technology into operational risk or operational advantage. Value shifts to trusted, mission-critical systems designed to operate securely, reliably, and continuosly over long lifecycles.

WHY CUSTOMERS CHOOSE US

We transform advanced technologies into **end-to-end trusted solutions** by integrating hardware, software, and lifecycle services.

WE TURN INNOVATIVE TECHNOLOGIES INTO **CUSTOMERS VALUE**

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turning technology into *customer value*

which emerges when technology is **integrated, governed and deployed**

neXt makes this transition **repeatable and scalable**

INTEGRATED TECHNOLOGY SOLUTIONS
Combining hardware, software, AI, and services into cohesive systems.

FOCUS ON GOVERNANCE AND DEPLOYMENT
Transform technology capabilities into operational continuity and security.

CUSTOMER-CENTRIC LIFECYCLE VALUE
Solutions designed for real industrial use cases.

PHYSICAL AI: EUROTECH'S SOLUTIONS
AI deployed in safety-critical, real-world environments.

KEY REQUIREMENTS
- Reliability and deterministic behavior
- Cybersecurity by design
- Lifecycle governance

EUROTECH ADVANTAGE
- Rugged systems
- Certified platforms
- Long lifecycle support
- Integrated AI stack

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WHAT WE SELL

VALUE-DRIVEN SOLUTIONS

- Mission-critical edge systems
- Designed around real industrial use cases
- Integrated hardware, software, AI and services
- Value delivered across the full lifecycle

HOW WE BUILD

TECHNOLOGY GOVERNANCE

- We govern core technologies
- Software, AI and services are core capabilities
- Edge, AI and cybersecurity designed as **one system**
- Platform approach enables reuse and scalability

WHY WE ARE CHOSEN

THREE PILLARS

- Operational continuity
- Security over time
- Embedded compliance

SYSTEMIC RELIABILITY

- Trust is an economic variable
- Customers choose Eurotech to reduce:
  - operational risk
  - downtime
  - regulatory exposure

WITH WHOM WE SCALE

ECOSYSTEM-DRIVEN GROWTH

- Customers, system integrators and technology partners
- Eurotech as **system orchestrator**
- Scalability without linear cost growth

leverage cybersecurity capabilities

strengthen our position as premier provider of cybersecurity solutions specifically designed for edge computing environments

esf

First IoT Gateway IEC 62443-4-2 SC-L2

First Edge AI IEC 62443-4-2 SC-L2

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IEC
IEC 62443

cybersecurity BY DESIGN.

CERTIFIED.

Certified Component ISASecure®

eurotech's strategy aims to strengthen the integration between hardware and software, focusing on high-growth segments

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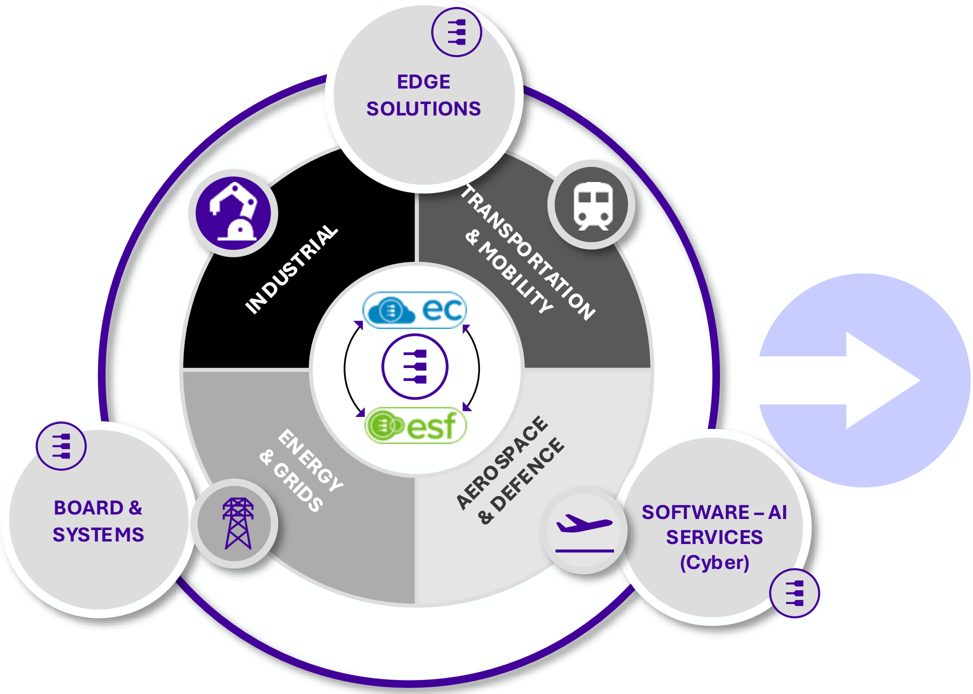

Focusing resources on sectors with the greatest growth and value potential.

Strengthen presence in core sectors through integrated and scalable vertical offerings.

Promote Eurotech as a platform for creating end-to-end, interoperable, high-performance solutions.

Solid heritage of skills and experience in Research and Development, supported by an in-house team of professionals fully dedicated.

financial trajectory and capital allocation

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EXECUTION EVIDENCE (2025)

- H2 >> H1 on revenues
- H2-25 > H2-24 confirming trend inversion
- Order intake +25% YoY
- EBITDA trend inversion in H2 2025
- Portfolio and go-to-market refocused
- Strong execution discipline entering 2026

FROM RECOVERY TO STRUCTURAL PROFITABILITY

- 2025: stabilization
- 2026: execution and mix improvement
- Beyond: operating leverage from systems and services

KEY DRIVERS

- Better mix
- Cost discipline
- Higher value per deployment

Focus on quality of growth, not volume

FINANCIAL RECOVERY AND GROWTH

Eurotech aims to stabilize financially by 2025 and improve execution by 2026, driving structural profitability.

QUALITY OVER VOLUME

The company emphasizes quality growth focusing on profitability and value, not just increasing sales volume.

STRATEGIC CAPITAL ALLOCATION

Capital is allocated to R&D investments, go-to-market execution, and lifecycle management to accelerate value creation.

LONG-TERM SUSTAINABILITY

Disciplined capital deployment supports sustained value creation and long-term business sustainability.

shareholder support and capital allocation

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FACTS
- €9.5M capital support from majority shareholder (2024–2025)
- Additional €5.5M committed in 2026
- Majority shareholder commitment: €15M of €20M capital increase (Q1 2026)

MESSAGE
Strong alignment and support from the majority shareholder about the long-term strategy

USE OF CAPITAL
- R&D on platforms and systems
- Go-to-market execution
- Services and lifecycle capabilities

CAPITAL PHILOSOPHY
Capital is used to **accelerate value creation**, not to cover inefficiencies

thank you

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