eurotech neXt

strategic guidelines 2026-30

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ENGLISH VERSION ONLY

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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 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 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.

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

30+ years of expertise

~ **310** people

7 offices worldwide

45+ countries served

our evolution

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Eurotech provides hardware, software, cybersecurity and services solutions for the monitoring and remote control of systems across various vertical markets.

vertical markets

focus on eurotech's vertical markets

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INDUSTRIAL

The global industrial AI market, Eurotech's main market, is expected to grow at a CAGR of 23% between 2024 and 2030, driven by the need for greater operational efficiency and the spread of smart factories supported by public incentives. The adoption of AI is driven by the demand for higher quality and productivity, thanks to its ability to reduce defects, prevent machine downtime, and enable decisions based on real-time data. Today, Eurotech already offers compact embedded AI solutions and has made AI one of the pillars of its strategic plan, with plans to expand its portfolio with compact AI servers and the integration of AI platforms for the Smart Industrial, Energy & Grids, and Transportation sectors.

Expected market value, 2030

$ 153,9 bn

CAGR 2024-2030

+23%

TRANSPORTATION & MOBILITY

The global market for intelligent transportation systems, which includes digital systems that monitor, control, and optimize traffic and safety on roads, highways, and multimodal networks, is expected to grow at a CAGR of 9.5% during the period 2024-2029. Growing congestion in urban centers, increased vehicle traffic, and the urgent need to reduce accidents and emissions are accelerating the adoption of digital and connected technologies for transportation management. At the same time, public investment in smart city programs and the development of infrastructure for connected vehicles are key drivers of growth in the sector.

Expected market value, 2029

$ 76,1 bn

CAGR 2024-2029

+9,5%

ENERGY & GRIDS

Energy & Grids includes solutions for the intelligent management and monitoring of energy and electrical grids, such as Energy Management, Distribution, and Outage Management systems and Data Analytics tools. Globally, the sector is expected to grow at a CAGR of 18.4% between 2024 and 2028, driven by the digitization of grids, the integration of renewable energies, and a growing focus on cybersecurity, in line with European regulations.

In this scenario, Eurotech offers solutions for remote asset management and advanced data analysis, supporting the digitization and efficiency of energy infrastructures.

Expected market value, 2028

$ 53,7 bn

CAGR 2024-2028

+18,4%

AEROSPACE & DEFENSE

The Aerospace & Defense market, represented by future defense spending per country, is expected to grow at a CAGR of 3.5% over the period 2024-2029. This trend is supported by public and private investment, albeit at a more moderate pace in Europe than in the rest of the world, against a backdrop of growing geopolitical tensions and new trade policies based on tariffs and restrictions. In this scenario, Eurotech can leverage its expertise in integrated systems for operational continuity, security, and critical data management in the military and aerospace sectors.

Expected market value, 2029

$ 2.851 bn

CAGR 2024-2029

+3,5%

applications by vertical market

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INDUSTRIAL

APPLICATIONS

Plug & play hardware and software solutions for securely connecting assets to the cloud:

i) secure machine access,

ii) asset monitoring,

iii) process efficiency,

iv) predictive maintenance,

v) defect recognition with AI,

vi) visual inspection

Customized HW solutions for critical industrial applications

Device & application management

Visual inspection

Gen AI (LLM)

Shopfloor cybersecurity

TRANSPORTATION & MOBILITY

APPLICATIONS

Hardware and software solutions for smart mobility, industrial vehicles, the railway sector, and precision agriculture, supporting:

i) fleet management,

ii) predictive maintenance,

iii) passenger counting,

iv) onboard servers for CCTV and passenger information systems,

v) data collection systems supporting AI algorithms for autonomous driving (ADAS)

Automated people counting

Remote access

Safety assistance

Driving assistance

ENERGY & GRIDS

APPLICATIONS

Solutions that enable remote and secure management of critical assets distributed across the territory:
i) data collection and analysis,
ii) optimization of electricity, water, and gas networks,
iii) consumption management and automation of distribution systems.
The solutions also include tools for cybersecurity and remote access to connected assets.

Condition-based Predictive Maintenance

Automated provisioning

Visual AI safety

Grids cybersecurity

AEROSPACE & DEFENSE

APPLICATIONS

Electronic boards and systems equipped with integrated operating systems, designed to operate in critical environments and intended for aerospace, avionics, and other applications that require high reliability and a high degree of customization.

Rugged B&S with OS

strategy
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overview

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Focus on strategic vertical markets	**Focus on strategic sectors** — Transportation & Mobility, Aerospace & Defense, Energy & Grids, and Industrial — to strengthen specialization and **leadership in sectors with the greatest potential and maximize the possibility of replicating solutions**
Focus on integrated end-to-end solutions	Development of **integrated solutions based on the synergy between the three Competence Centers** — Boards & Systems (H), Edge Solutions (H), and Software-AI, Cybersecurity & Services — to offer a **customized, customer-oriented end-to-end approach**.
Evolution of the ecosystem and go-to-market strategy	Strengthen the direct network by focusing on strategic **key accounts** and completing the sale of solutions with up-selling of complementary services. **Consolidate relationships with system integrators and develop an ecosystem based on qualified software partners to provide an end-to-end solution.**
Transformation	The Group has embarked on **a transformation process**, with the appointment of a new Chief Executive Officer in June 2025, accompanied by a major **investment plan in R&D** to enhance competitiveness in the Group's strategic sectors.
Group synergies & cost rationalization	Improvement in operational efficiency through measures to contain structural costs and enhancement of **synergies between the various companies** in the Group through centralized procurement and internalization of board and server production.
Financial support from shareholders	Strong alignment and support from the majority shareholder about the long-term strategy: further majority shareholder commitment up to €11.4M of €17.5M capital increase (Q1 2026).

from market to customer

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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 continuously 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**

turning technology into *customer value*

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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

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

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

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

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

IEC
IEC 62443

cybersecurity BY DESIGN.

CERTIFIED.

Certified Component
ISASecure®

integration between hardware, software & services, focusing on high-growth vertical markets

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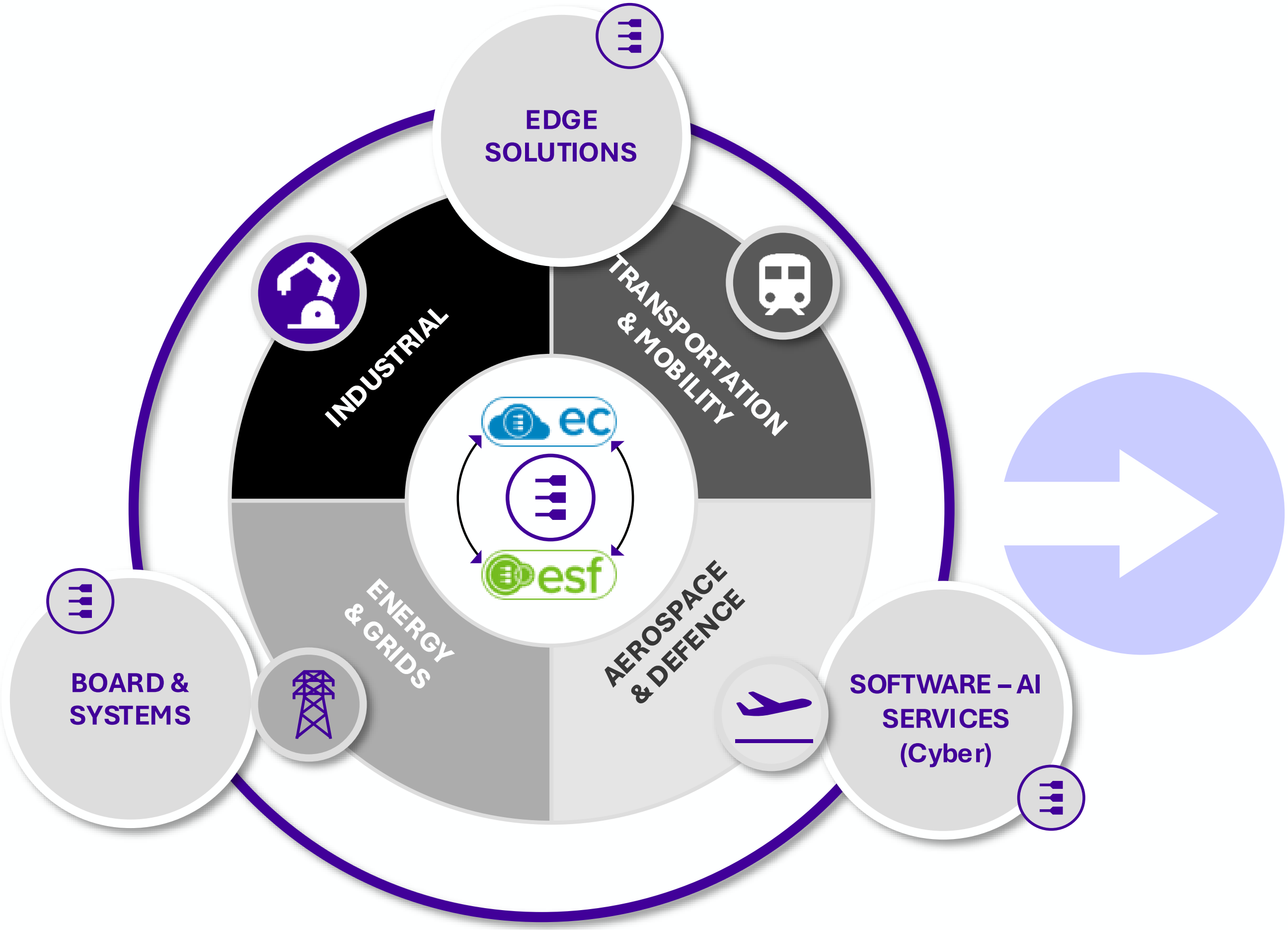

Focusing resources on vertical markets with the greatest growth and value potential.

Strengthen presence in core vertical markets 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.

end-to-end solutions and go-to-market

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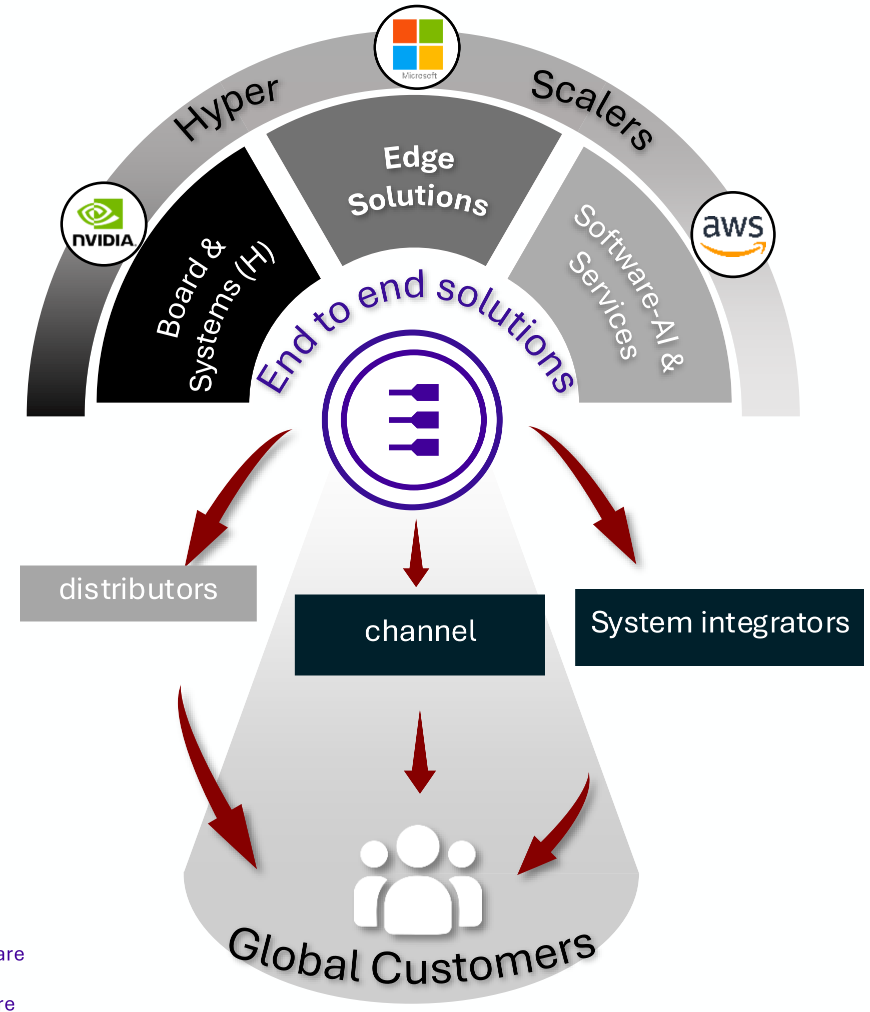
leveraging these skills to offer end-to-end solutions that combine hardware, software, and services, also developed in synergy with a network of partner suppliers



H = hardware

S = software

Development of a range of end-to-end solutions (from Boards to Software), with a high degree of customisation:

- Electronic & System Design & Production: implementation of a more efficient and resilient production process, based on DFM/DFA principles, supported by more transparent order management, capable of ensuring operational continuity and strengthening customer loyalty
- Software Design & Services: development of a flexible and secure software ecosystem, able to enable edge-to-cloud integration and the adoption of AI solutions, supported by strategic partnerships with Hyperscalers that can amplify the value of cloud and software developer integration
- Compliance & Cybersecurity: global certifications and regulatory compliance, ensuring security and interoperability, also aimed at reducing entry barriers and opening opportunities in regulated markets

Optimization of the Go-To-Market through a defined channel strategy, which includes:

- Greater use of the indirect sales channel through the expansion of partnerships with system integrators.
- Strengthening of the direct sales channel in the verticals where Eurotech already has a strong presence, by leveraging the entire portfolio with current customers and through territorial expansion to similar customers.
- Use of the distribution channel where it is functional to the expansion of both System Integrator and direct channels.

expected results

evolution

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2025 EXECUTION EVIDENCE
A YEAR OF STABILIZATION

- 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

2026 FROM RECOVERY
TO STRUCTURAL PROFITABILITY

- Execution and mix improvement
- Cost discipline
- Focus on quality, not volume
- Expected positive EBITDA

2027 AND BEYOND

- Expansion of Eurotech’s integrated ecosystem offering
- Strengthening of partnerships with system integrators
- Time-to-market of 18–24 months, with full impact expected from 2026 onward
- Progressive increase in volumes, supported by the maturation of strategic partnerships
- Expected positive EBIT

Expected result 2028:
~€80M revenues, scaling to ~€100M by 2030.

shareholder support and capital allocation

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Further majority shareholder commitment up to €11.4M of €17.5M capital increase (Q1 2026)

USE OF CAPITAL

- Implementation of industrial plan: R&D, go-to-market execution, services and lifecycle capabilities
- Strenghtening company equity base
- Rebalancing Group financial structure

Strong alignment and support from the majority shareholder about the long-term strategy.
Capital is used to accelerate value creation, not to cover inefficiencies.

disclaimer

This presentation contains forward-looking statements, i.e., assessments and assumptions about future events, which are based on current expectations, estimates, and projections about the sector in which Eurotech operates and on the current opinions of management. Such forward-looking statements are therefore inherently subject to risk and uncertainty because they depend on the occurrence of future events.

Various factors may influence the Group's results and development, leading to substantial changes compared to those indicated or suggested in the forward-looking statements contained in this press release, including, but not limited to, macroeconomic and market conditions, global energy market conditions, industry trends, competition, legislative or regulatory changes, changes in tax regimes, the availability and cost of capital, the time required to initiate and complete sales cycles, currency fluctuations, changes in commercial strategy, and political and economic uncertainties. The forward-looking statements used in this document refer exclusively to the date of publication of the document.

thank you

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