ENGLISH VERSION ONLY

Eurotech Roadshow

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in cooperation with: ALANTRA

Today's Speakers

Massimo Milan
Group CEO

Luca di Giacomo
Chairman | Board of Directors

ABOUT US

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Turning Technology Into Your Value

Eurotech Group

Turning Technology into Your Value

Eurotech accelerates digitalisation and AI adoption through open, secure and certified edge solutions combining rugged hardware and intelligent software for demanding environments.

With more than 30 years of experience, we help OEMs and system integrators innovate faster, deploy at scale and meet evolving cybersecurity and compliance requirements.

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Rugged Compute

Secure By Design

Open Integration

Lifecycle Support

Group Competence Centres

Eurotech operates competence centres and manufacturing hubs across Europe, North America and Asia.

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Eurotech from its HQ in **Italy** designs and manufactures Edge computing and HPC platforms, including hardware, software and services for demanding markets including Industrial, Transportation & Mobility, Energy & Grids, Aerospace and Defense.

INONET
A EUROTECH COMPANY

InoNet Computer situated in the **DACH** area with R&D and production facilities. It delivers rugged, scalable compute and storage systems, IPCs, HIL and Edge servers / AI platforms for simulation, industrial, and transportation.

Advanet
Enabling the Future
A member of Eurotech Group

Based in **Japan**, Advanet designs and produces advanced embedded systems and boards for mission critical and real-time industrial applications.

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Design & Development

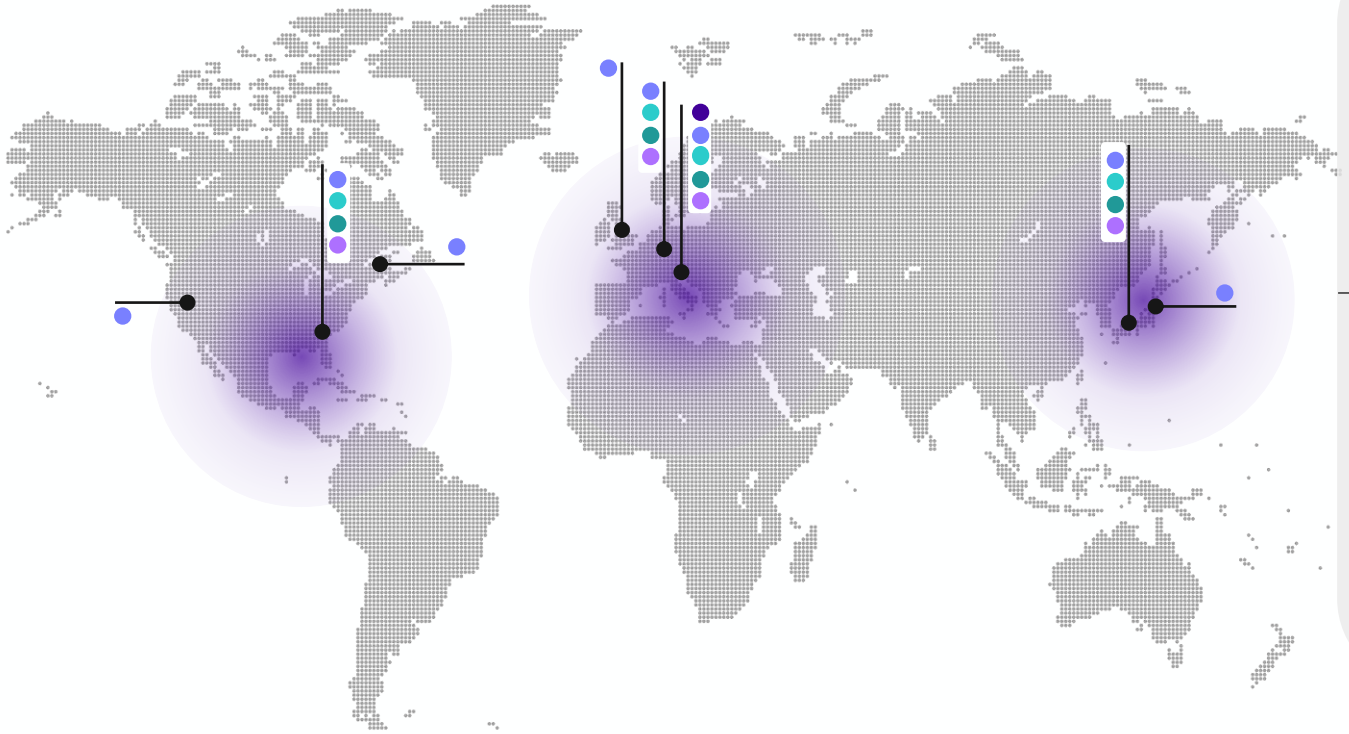
Manufacturing

Professional Services

Support

Eurotech Group Globally

Global presence. Local support.



With operations across **3 global regions**, Eurotech brings R&D, production and logistics capabilities closer to customers, supporting projects from initial development to global deployment.

- Headquarters
- Office
- R&D Hub
- Production
- Logistic Hub

Innovation Runs on Technical Talent

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R&D INVESTMENT 5 YEARS

~€47M

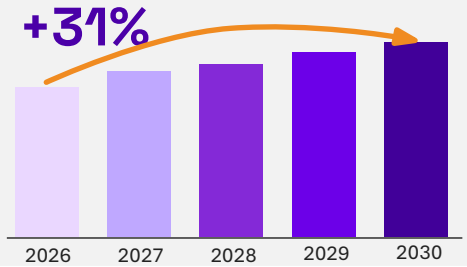
Total R&D planned for 2026- 2030, incl. ~€35.7M in R&D talent.

TECH HUMAN CAPITAL

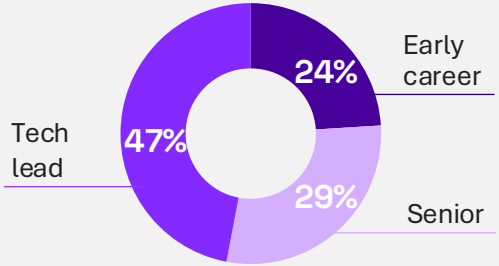
52%

of total workforce.

PLANNED RED INVESTMENT



TEAM EXPERIENCE MIX



TECH-ENGINEERING HIRES

67%

of new hires and filled positions with a technical-engineering profile (since 2025).

ENTERPRISE AI PILOTS

5+

agentic-AI pilots active within the Company.

Our Numbers *

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+ 310

PEOPLE

7

OFFICES WORLDWIDE

4 R&D Hubs

3 Production Sites

45+

COUNTRIES SERVED

30+

TOTAL YEARS OF EXPERTISE

Eurotech founded in 1992

Advanet founded in 1981
(part of the Group since 2007)

InoNet founded in 1998
(part of the Group since 2022)

Bringing together talent, expertise and innovation to serve customers worldwide.

** Up To December 2025*

Eurotech Core Capabilities

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A foundation of our products and customization services

ELECTRONIC AND SYSTEMS DESIGN



PRODUCTION


SOFTWARE DESIGN


SERVICES & SUPPORT


Portfolio Overview: Hardware

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Products & platforms for mission critical and demanding applications

BOARDS

Boards & sub-systems
CPU & carrier boards
I/O & networking
Custom engineering

EMBEDDED COMPUTING

Edge AIoT Gateways
Edge computers
Pre-certified
Cybersecurity by design

EDGE SERVERS

Compact Server 19”
IPC and industrial platforms
Reliable & ruggedized
Highly modular & customizable

EDGE RACKS

Optimized
Air cooled and / or liquid cooled
Multi-GPU options
Storage & networking

Cybersecurity as a Core Differentiator

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Extend Eurotech's leadership in certified cybersecurity for edge computing environments.

CYBERSECURITY BY DESIGN.

CERTIFIED.

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

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

Certified Component
ISASecure®

STRATEGY: Eurotech neXt

Long-term Outlook

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2026

- Execution Eurotech neXt.
- Cost discipline.
- Focus on value, not volume.
- Positive EBITDA expected

2027

- Broader integrated offering
- Expansion of strategic partnerships
- Higher contribution from scalable platforms, software and services
- Positive EBIT expected

2028

Target: ~€80M revenues, scaling to ~€100M by 2030.

Eurotech neXt

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WHAT WE SELL

VALUE-DRIVEN SOLUTIONS
Mission-critical edge systems combining hardware, software, AI and services across the customer lifecycle.

HOW WE BUILD

TECHNOLOGY GOVERNANCE
Core expertise in edge, software, AI and cybersecurity. Common architectures support reuse and scalability.

WHY CUSTOMERS CHOOSE US

SYSTEMIC RELIABILITY
Operational continuity, security over time and embedded compliance reduce operational and regulatory risk.

HOW WE SCALE

ECOSYSTEM-DRIVEN GROWTH
Strategic customers and selected partners, supported by platform reuse and disciplined execution.

Eurotech neXt

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An integrated technology stack governed across the customer lifecycle

COMPUTE CORE	Rugged boards, embedded computing and edge servers designed for demanding applications.
EDGE SOFTWARE	Software capabilities for data integration, application enablement and secure edge operations.
EDGE MANAGEMENT	Deployment, monitoring and lifecycle management across distributed devices and applications.
SERVICES	Integration engineering, cybersecurity, certification and lifecycle support.

Cybersecurity and compliance are embedded across every layer

Physical AI for Mission-Critical Environments

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Customer value emerges from integrated, governed and securely deployed technology

Eurotech neXt makes the model repeatable and scalable

INTEGRATED TECHNOLOGY
Hardware, software, AI and services combined in cohesive systems.

GOVERNED DEPLOYMENT
Technology engineered for operational continuity, security and compliance.

LIFECYCLE VALUE
Solutions designed for demanding real-world applications.

EUROTECH SOLUTIONS
AI deployed in demanding physical environments

KEY REQUIREMENTS
- Reliable and deterministic operation
- Cybersecurity by design
- Lifecycle governance

EUROTECH CAPABILITIES
- Rugged systems
- Certified platforms
- Long-life support
- Integrated edge AI stack

Drivers of Scalable Growth

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Eurotech neXt links focused market choices with a more scalable business model

STRATEGIC ACCOUNT DEPTH

Expand the range of applications supported within established, long-cycle customer relationships.

PLATFORM REUSE

Reuse architectures, software and certified components across customers, projects and Group companies.

BUSINESS MIX

Increase the contribution from software, services, paid engineering and lifecycle support.

PARTNER-ENABLED SCALE

Use selected technology and integration partners to broaden market reach with disciplined fixed costs.

Together, these levers support revenue growth, mix improvement and more efficient use of engineering resources.

Eurotech's Focus on Vertical Markets

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Narrow, Deep, Differentiated: focus on mission-critical applications where integrated technologies create measurable customer value.

INDUSTRIAL

RAIL & MOBILITY

ENERGY & INFRASTRUCTURE

AEROSPACE & DEFENSE

Investment Highlights

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RECOVERY GAINING TRACTION

H1 revenue increased 17.1%. Adjusted EBITDA improved by €2.7m, and Q2 reached break-even.

MISSION-CRITICAL POSITIONING

Long product lifecycles, demanding qualifications and customer-specific engineering support resilient relationships.

GLOBAL MARKET ACCESS

Established operations across Europe, Japan and North America support international customers and partners.

LOWER OPERATING COST BASE

Operating expenses decreased by €2.9m in H1 2026, increasing operating leverage as revenue recovers.

DIFFERENTIATED EDGE PLATFORM

Rugged compute, secure software and certified cybersecurity address deployment and lifecycle requirements.

COMMUNICATED LONG-TERM TARGETS

Approximately €80m revenue in 2028, scaling to approximately €100m by 2030; positive EBIT expected in 2027.

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THANK YOU

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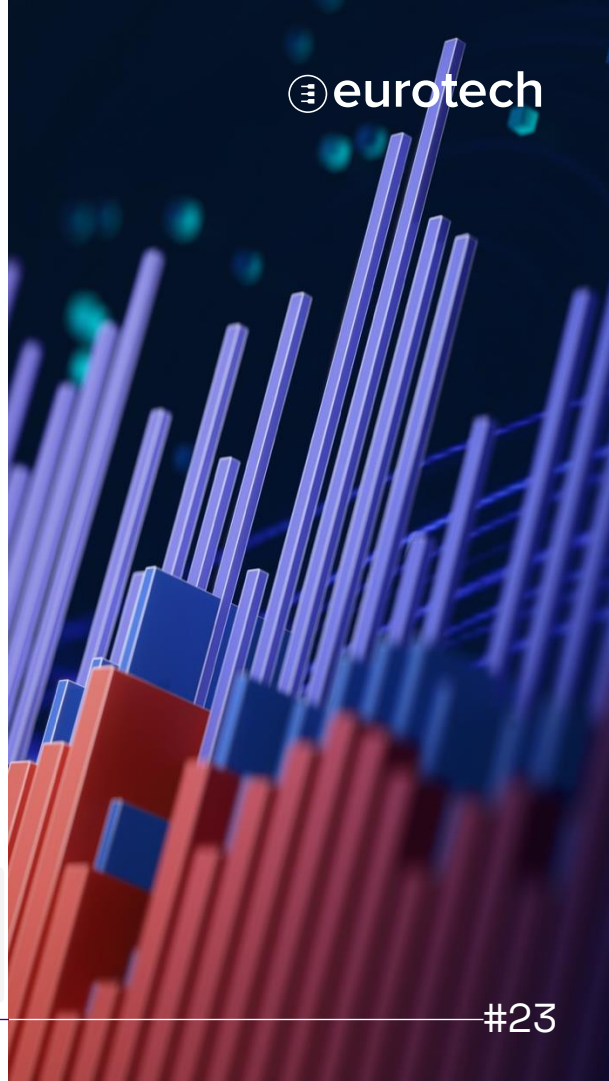
ANNEX .01

H1 FINANCIAL

H1 2026 Financial Highlights

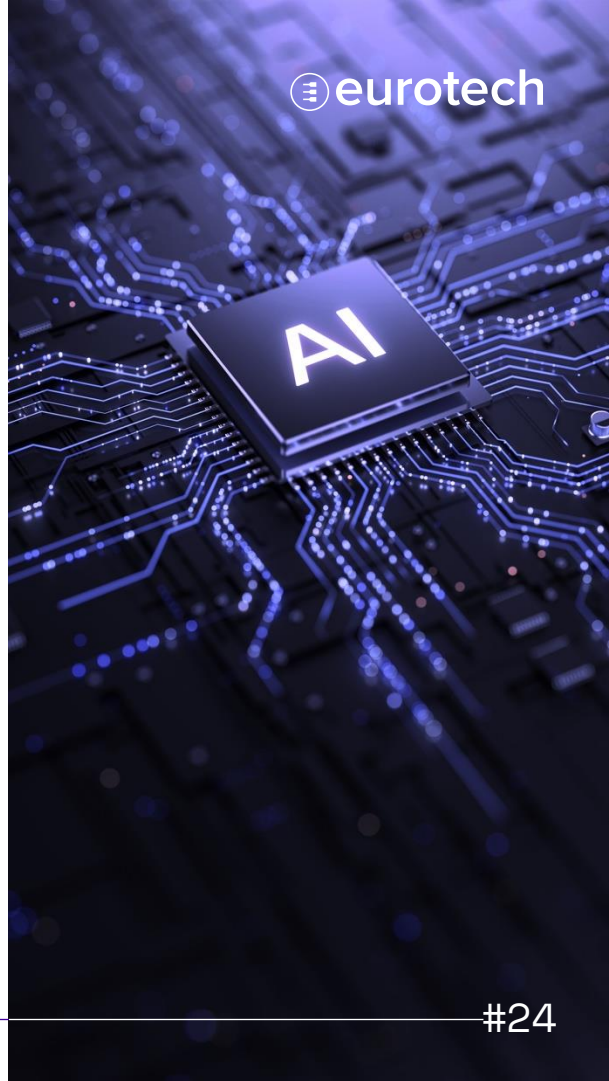
- **Revenue:** €25.2m, +17.1% YoY and +23.3% at constant exchange rates.
- **Gross profit:** €12.0m, +13.7% YoY. The 47.8% margin reflected revenue mix and continuing component cost pressures, particularly in Q2.
- **Operating expenses:** €14.8m, down €2.9m YoY, confirming the structurally lower cost base.
- **Adjusted EBITDA:** €(1.4)m, improving by €2.7m YoY.
- **Reported EBITDA:** €(1.7)m; Q2 reached breakeven, delivering the sequential improvement indicated with Q1 results.
- **Net working capital:** €8.3m, down €1.4m versus FY 2025
- **Net financial position:** €(7.2)m, improving by €9.6m versus FY 2025, supported by capital increase and highlighting financial discipline.

H1 2026 marks a step forward in the ETH's performance, combining double-digit revenue growth with disciplined execution, an improvement in profitability and strengthening of its financial position.



Business Update

- Eurotech joined the E4S Alliance*, bringing edge computing expertise to open standards for smart secondary substations.
- Japan delivered revenue growth in H1 2026 supported by demand from long-standing customers and continued confidence in the Group's portfolio.
- Engagement with international defence & aerospace customers expanded across North America and Europe, opening new opportunities for Eurotech's platforms.



*Edge for Smart Secondary Substations Alliance

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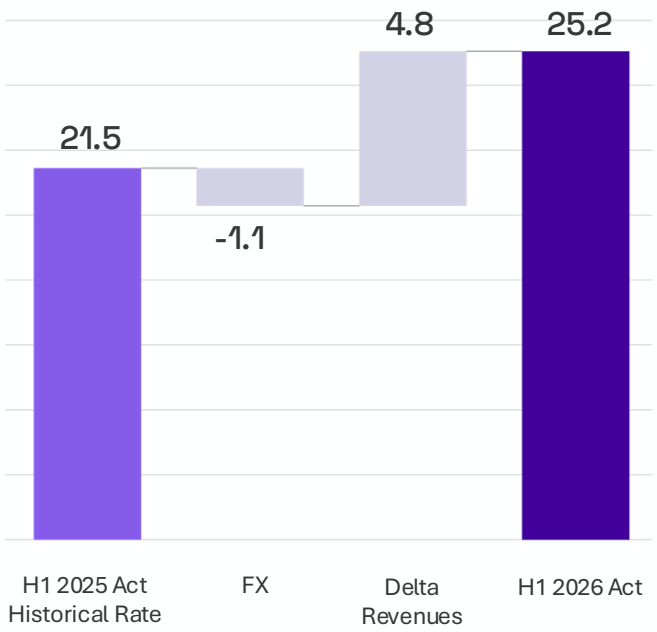
FINANCIAL RESULTS

H1 2026

Positive Revenues Performance H1 2026

Increase of 17.1%

All values in € million



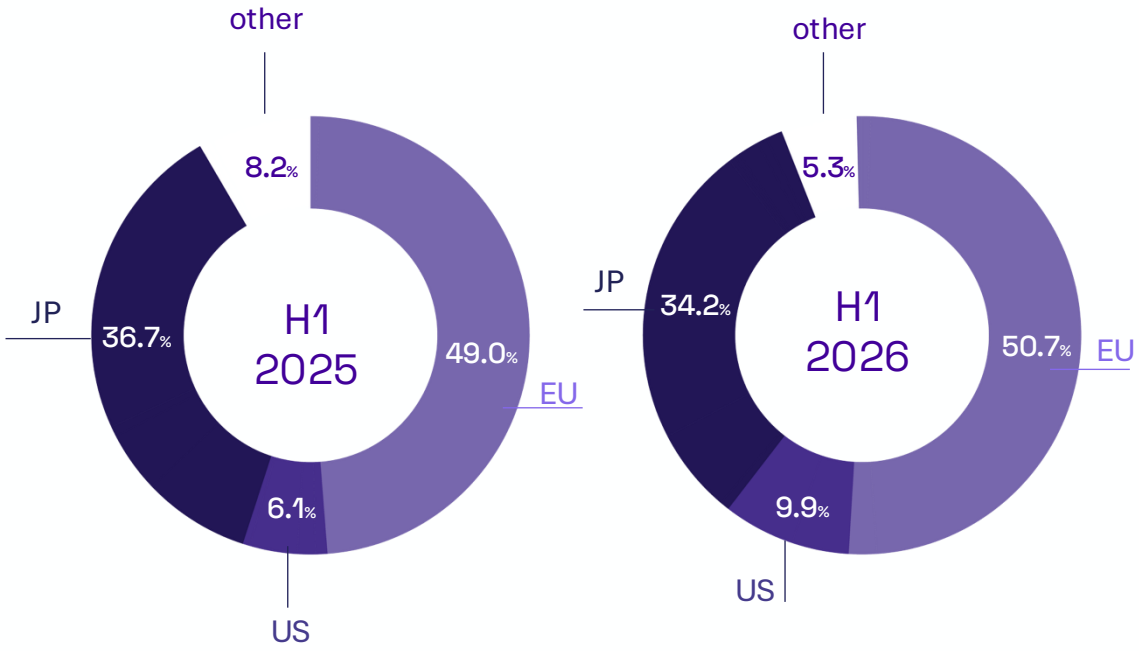
Total revenues: €25.2m vs €21.5m +17.1%, currency-neutral +23.3%) as a result of order collection from H2 2025.

The main market segment in terms of contribution to **hardware revenues** (86% of total) remains Industrial (44%) followed by Transportation & Mobility (34%).

Services (including software) revenues account for 14.0% of total sales.

Europe Remains the Group's Leading Market

Revenues breakdown by end-customer location



Geographic mix further diversified, with the US increasing its contribution, Europe remaining the Group's largest market, and Japan continuing to represent a key market with growing revenues in absolute terms.

- **Europe** remains the Group's largest market (50.7%).
- **US** contribution increased to 9.9%.
- **Japan** remains a key market with significant growth in local currency, partially offset by exchange rate movements.
- **Other markets** decreased to 5.3% from 8.2%, resulting in a more concentrated contribution from the Group's core strategic geographies.

Percentages total might not sum up to 100 because of rounding

A Structurally Lower Operating Cost Base

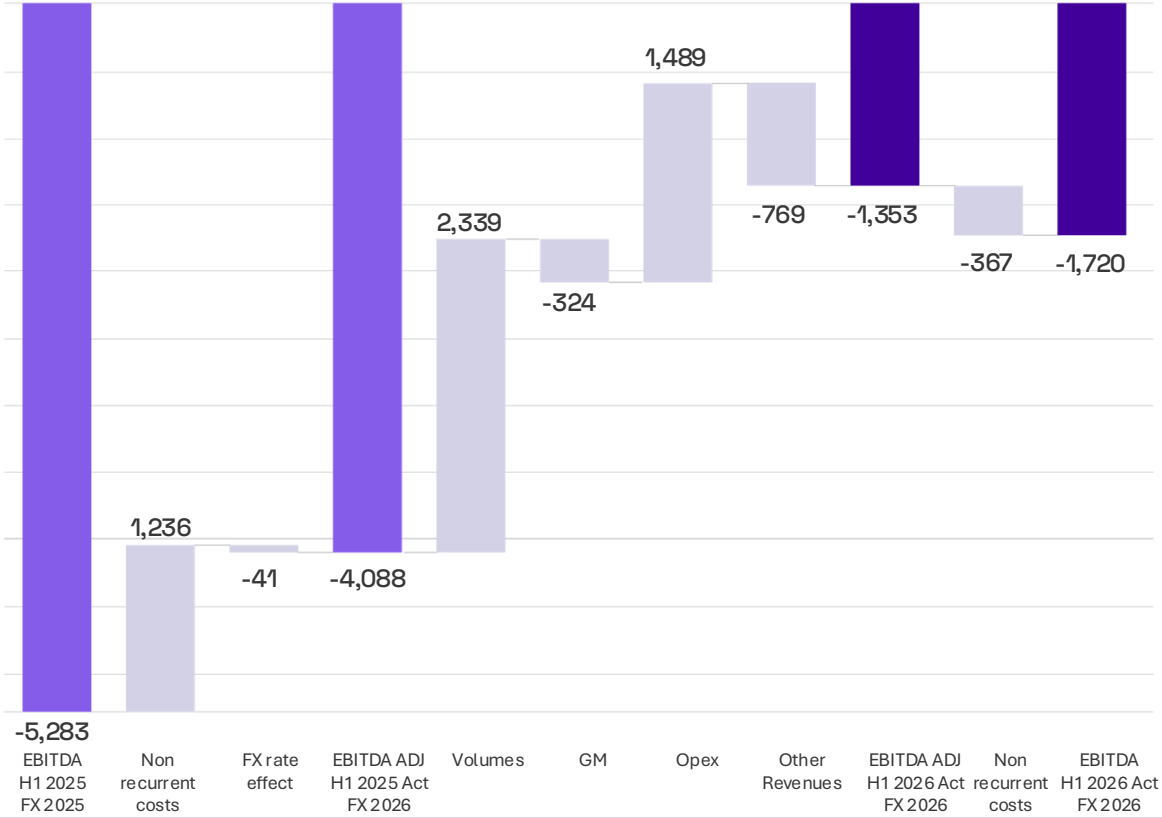
Operational cost base significantly reduced by €2.9m from €17.7m to €14.8m, reflecting the effectiveness of the Group's rightsizing and efficiency measures.

- **Service costs decreased by 18.0% YoY to €4.9m**, with a lower incidence on revenues at **19.6% vs. 28.0%** in H1 2025.
- **Payroll costs declined by 16.0% YoY to €9.2m**, reducing their weight on revenues to **36.4% from 50.7%** in H1 2025.
- **Lease & hire costs decreased by 10.0% YoY to €0.3m**, confirming disciplined cost management across the organization.
- **Other provisions and costs were down 10.4% YoY**, further supporting the overall improvement in the operating cost structure.

The combination of revenue growth and a lower operating cost base generated meaningful operating leverage and drove the improvement in EBITDA.

EBITDA Improvement Driven by Revenues Increase and Costs Reduction

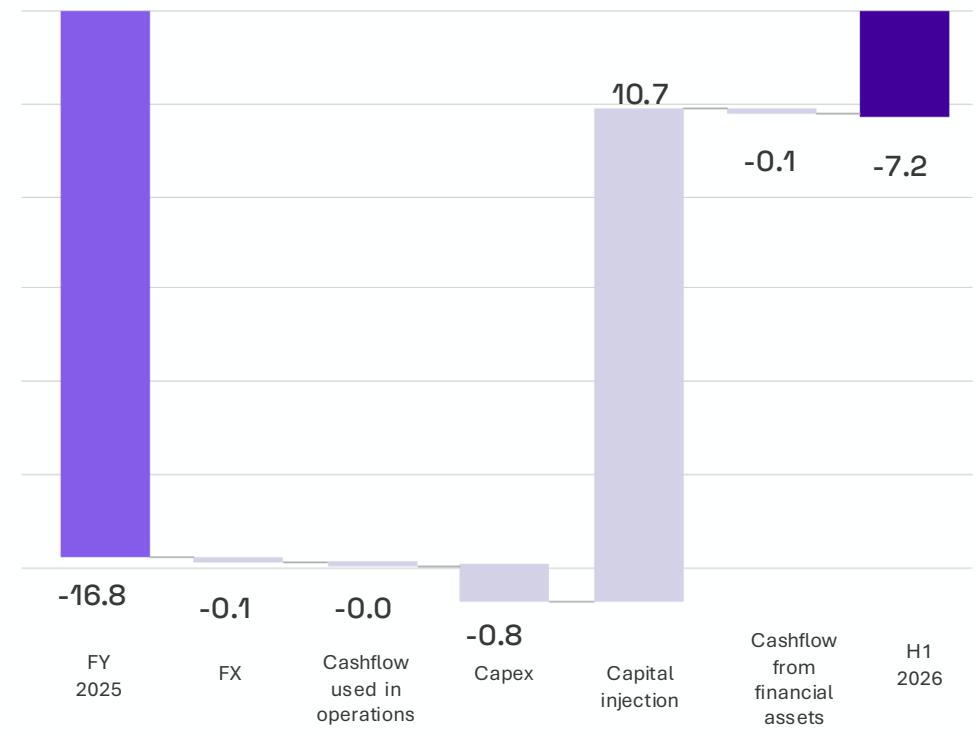
All values in € thousand



The first half reflects a clear step forward in operating performance, driven by sales volumes and focused cost management, bringing EBITDA to a break-even level (positive on an adjusted basis).

NFP has Benefited from Capital's Increase

All values in € million

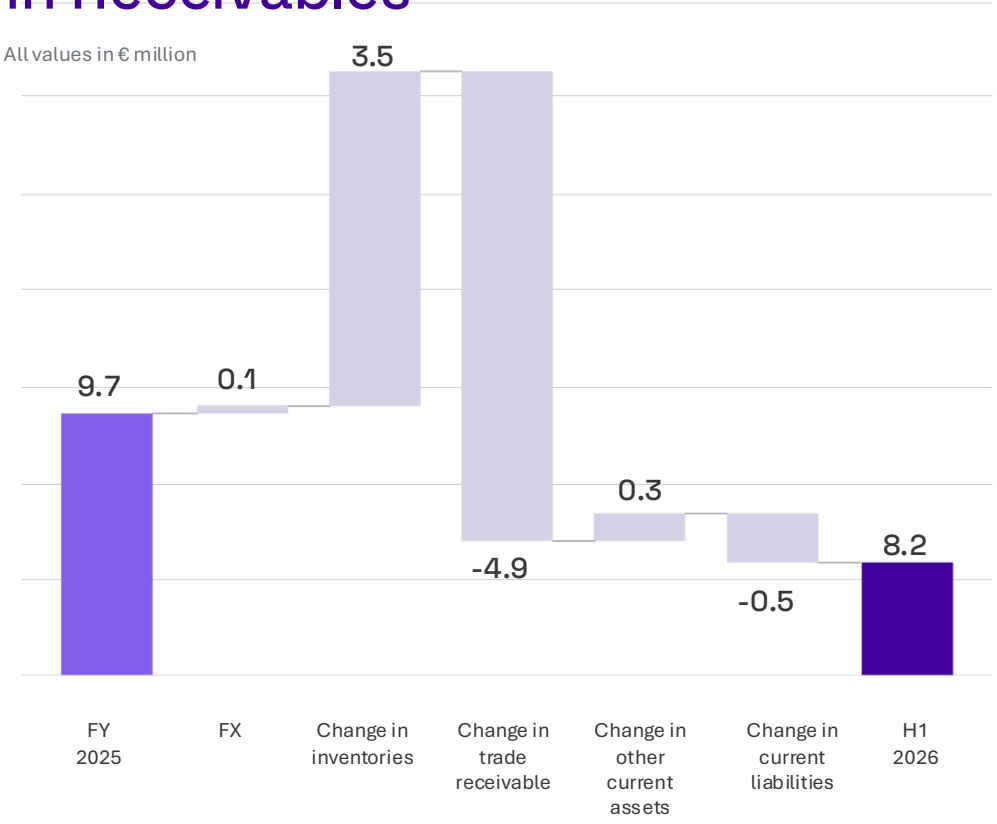


Net Financial Position (Jun 30, 2026): €(7.2) m vs. €(16.8) m at Dec 31, 2025 with an Improvement of €9.6m whose drivers are:

- Equity inflows (February 2026)
- Operating cash outflow: €(0.1)m
- Capex: €(0.8)m
- Net debt repayment (incl. interest): €(5.6)m
- FX impact: €(0.1)m

The reduction in **net financial position** reflects a strengthened capital structure and disciplined financial management.

Lower NWC Supported by a Better Collection in Receivables



Net Working Capital: €1.5m reduction, mainly driven by normal quarterly billing and collection dynamics reflected in the change of **trade receivables.**

Higher **inventory** levels to secure critical components for the year, particularly memory, ahead of expected cost increases.

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ANNEX .02

USE CASES

Where We Play

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Target markets where our expertise creates competitive advantage

REMOTE MONITORING

ROLLING STOCK

SMART INFRASTRUCTURE

DEFENSE

Use Cases: Industrial

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Objective: Implement a hardware and software IoT infrastructure to improve operational efficiency at the machine, production line, and plant level

Solution: IoT hardware and software infrastructure that connects machines, lines, and plants, enabling the secure collection and analysis of production data, also thanks to integration with Microsoft Azure.

INDUSTRIAL

Objective: Development of inspection units with high computing power, ensuring compliance with cybersecurity requirements

Solution: Edge-native AOI solution providing the necessary power for high-speed machine vision and AI inference, ensuring compliance with industrial protocols and the deployment of AI applications directly on the device

Objective: Ensure connectivity between a wide range of equipment and automation systems, adhering to strict cybersecurity standards for clients in highly regulated sectors.

Solution: Integrated hardware and software solution with edge system and cloud platform for managing devices that ensure data security in compliance with the IEC 62443 standard

Objective: Increase productivity, reduce downtime, lower maintenance costs, as well as improve control and ensure more efficient procurement strategies

Solution: Comprehensive IoT offering, from device to cloud, for the remote management of packaging machines, aimed at collecting valuable data on assets and enabling new services and business models for customers.

Use Cases: Transportation & Mobility

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Objective: Securely deploy and manage Edge AI applications on vehicles for highway and road maintenance, improving operational efficiency, response speed, and safety

Solution: Hardware-software system with cybersecure infrastructure and simplified implementation for AI partners

Objective: Create a unified digital platform that provides a real-time digital twin of locomotives, in order to improve monitoring, maintenance, and operational performance

Solution: IoT platform that integrates metrics from onboard subsystems, transforming them into insights for predictive maintenance, performance evaluation, and fleet management

Objective: Allow farmers to view heat maps of their farm to accurately assess field performance, maximizing yield while also improving sustainability

Solution: IoT modules integrated with a platform based on Microsoft Azure that collects, analyzes, and visualizes data from sensors, tractors, and other agricultural vehicles

Objective: High-performance data logger for testing the new ADAS solution. The implementation of the infrastructure is essential to ensure the proper transfer of large amounts of data

Solution: Full use of the InoNet offer: two high-speed data loggers with liquid cooling installed on each vehicle, which transfer data to the servers and the cloud, all integrated into the InoNet ecosystem

Use Cases: Energy & Grids

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Objective: Increase operational efficiency and competitiveness, as well as enable new services, by creating a new level of monitoring and recording, combined with maximum security and system integrity

Solution: Complete edge stack with durable hardware, capable of meeting high security and data logging requirements, designed to prevent failures in critical water infrastructure

ENERGY & GRIDS

Objective: Improve network management for utilities and operators through the use of real-time AI analytics, hardware-independent data, and automated controls within their own software

Solution: Hardware-software solution that ensures rapid and efficient remote integration of assets, increased asset availability, reduced Mean Time to Repair, and access to ready-to-use applications, as well as a reduction in risks

Objective: Improve operational efficiency through continuous monitoring of asset performance and enabling operators to perform remote diagnostics

Solution: Machine-to-Machine (M2M) and Internet of Things (IoT) integration that allows you to interconnect, monitor, and remotely control your products

Objective: Real-time monitoring of high-value assets, distributed globally and both stationary and mobile, to improve operational efficiency, competitiveness, and service levels

Solution: Complete solution with robust hardware and customized software, equipped with specific certifications for use cases and designed to enable flexible and scalable configurations in critical environments

Use Cases: Aerospace & Defense

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Objective: Develop a system to interface with combat aircraft on the ground and to perform diagnostics and manage data transfer during operational missions in harsh environments.

Solution: Development and production of a custom embedded system, with the necessary interfaces to the aircraft and validated for operation within the operational and environmental context required by the application.

Objective: Develop the 'brain' for autonomous-guidance helicopters, capable of controlling the entire onboard electronics, ensuring operational continuity and redundancy management, and enabling autonomous missions in hostile operational scenarios typical of defense applications, while meeting stringent requirements for security, reliability, and resilience.

Solution: Development and production of a custom embedded system, with the necessary interfaces to the aircraft, validated for operation within the operational and environmental conditions required by the application.

Objective: Select an embedded CPU board with the functional and operational characteristics required to equip onboard avionics used in civil aviation aircraft.

Solution: Selection and customization of a low-power, high-reliability embedded CPU, with functional validation under the required environmental conditions.

Objective: Select an embedded CPU board with the operational characteristics required to equip onboard vision systems with head-up displays integrated into pilot helmets, for use on both military and civil helicopters and aircraft.

Solution: Selection and customization of an embedded CPU board with the required functionalities, video performance, and operational characteristics, featuring low thermal dissipation and high reliability.