

## THE BOARD OF DIRECTORS OF EUROTECH S.P.A APPROVES THE 2026-2030 BUSINESS PLAN, RESOLVES TO INCREASE THE SHARE CAPITAL AND SETS THE OFFER CALENDAR

- The 2026-2030 Business Plan was approved.
- A capital increase was approved, against payment and in divisible form, for a maximum total value of €17,490,031.19, through the issue of a maximum of 20,996,436 Eurotech ordinary shares, with the same characteristics as the outstanding shares, at an option ratio of 6 new ordinary shares for every 11 Eurotech shares held, at a subscription price of €0.833 (including share premium) per new share.
- The offer schedule has been defined: option offer period from February 2, 2026, to February 19, 2026 (inclusive); trading of option rights from February 2, 2026, to February 13, 2026 (inclusive).
- Commitment by Emera S.r.l. to subscribe for its share of the option (approximately €4.3 million), as well as for all shares that remain unopted following the Stock Exchange Offer, for a maximum amount (including the option) of €11.4 million and, in any case, up to an amount of newly issued shares such as not to trigger Emera's obligation to make a public tender offer.

**Amaro (Udine), January 27, 2026** – Eurotech S.p.A. (“Eurotech” or the ‘Company’), a leading company in the design and development of Edge Computers and advanced IoT solutions, with an integrated ecosystem of hardware, software, and services for system integrators and OEMs, announces that today the Company's Board of Directors approved Eurotech's new 2026–2030 Business Plan, called “Eurotech neXt.” The new Plan, supported by the financial resources raised during the Capital Increase, is geared towards sustainable and profitable growth and is primarily based on:

- Strengthening organic business growth;
- Operational integration within the Group, aimed at developing a management model capable of ensuring greater control of the value chain and higher operational efficiency;
- The growth and development of the technological skills already present within the Group, with particular reference to the areas of software, AI, and cybersecurity.

The Plan is also based on maintaining the current scope of the Group and does not currently envisage any external growth initiatives. However, the Group remains attentive to any opportunities that may arise, provided they are of such a size and nature as to accelerate the implementation of the defined strategy.

Organic growth is based on three strategic pillars:

- Hardware;
- Software & AI;
- Services & Cybersecurity.

Proprietary, customizable, and certifiable hardware enables intellectual property control and supports extended lifecycles.



The software enables artificial intelligence, data management, and application orchestration capabilities, transforming edge infrastructure into high value-added systems.

Services and cybersecurity complete the offering throughout the entire solution lifecycle, enabling recurring revenues, strengthening customer relationships, and ensuring end-to-end protection.

Together, these elements form a scalable platform in which hardware and software work together to deliver advanced systems based on AI, data management, and operational reliability, with services and cybersecurity supporting continuity and value creation over time.

The time frame of the Plan is structured in two phases:

- In the short term, the objective is to complete the rationalization and efficiency measures already underway and increase the share of revenues generated by the existing customer base by strengthening the Group's structures, increasing commercial penetration, cross-selling activities, and enhancing the integrated offering.
- In the medium to long term, the focus will be on expanding into new customer segments and new markets by leveraging the significant technological expertise developed.

Throughout the entire duration of the Plan, ongoing investment is planned to strengthen the Group's technological capabilities. The implementation of the Plan, which began in the final months of 2025, focuses on:

- Refocusing the customer portfolio and the sectors in which to compete.
- Optimizing and focusing the product portfolio.
- Evolving the go-to-market model.

The Plan is part of a framework aimed at strengthening executive discipline and cost control, with a view to creating long-term value through solid and consistent economic results over time, supported by growing cash generation.

Based on the “Eurotech neXt” Plan:

- Consolidated revenues are expected to stabilize initially and then grow moderately (2026 and 2027).
- A return to positive EBITDA is expected in 2026 with consistent cash generation, mainly thanks to a significant increase in orders at the end of 2025 (approximately +25% compared to the end of the previous year) and the completion of the rationalization measures already underway.
- In 2027, a return to positive EBIT is expected, confirming the gradual strengthening of operating profitability and the effectiveness of the efficiency initiatives implemented by management.
- Starting in 2028, more significant growth is expected with the start of a new phase of development, which will lead to revenues of approximately €80 million in the same year and around €100 million in 2030.

Attached to this press release are the guidelines for the new Plan and the main expected results.



\* \* \*

Also today, Eurotech's Board of Directors resolved to increase the share capital against payment and in divisible form, to be offered as an option to those entitled pursuant to Article 2441, paragraph 1, of the Italian Civil Code (the “**Capital Increase**”).

In particular, the Board of Directors, in full exercise of the remaining powers delegated to it by the Extraordinary Shareholders' Meeting on October 15, 2024, pursuant to Article 2443 of the Italian Civil Code, resolved to issue a maximum of 20,996,436 new Eurotech ordinary shares, with no par value, having the same characteristics as the shares already in circulation and with regular dividend rights (the “**New Shares**”), to be offered as an option to eligible shareholders in the ratio (determined taking into account (i) 118,000 treasury shares that will be assigned, upon expiry of the relevant three-year vesting period, to the beneficiaries of the “2022 incentive plan” - known as retention in time to allow them to participate in the Capital Increase and (ii) the remaining treasury shares) of 6 New Shares for every 11 Eurotech shares held (subject to the waiver by the shareholder and manager responsible for preparing the company's financial reports, Sandro Barazza, of the number of option rights necessary to balance the transaction), at a subscription price of €0.833 per New Share, of which €0.25 will be allocated to share capital and €0.583 to share premium reserve, for a total value of the Capital Increase of up to €17,490,031.19.

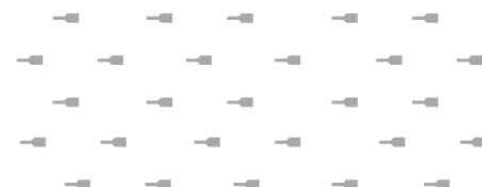
The subscription price of the New Shares incorporates a discount of approximately 11.5% compared to the theoretical ex-rights price (so-called *Theoretical Ex Rights Price* – “TERP”) of Eurotech shares, calculated according to current methodologies, based on the reference price of Eurotech shares on the stock exchange on January 27, 2026, and a discount of approximately 13.3% compared to the TERP calculated on the basis of the average reference prices of the shares over the last 30 days.

The Capital Increase is functional to (i) implementing the 2026-2030 Business Plan; (ii) stabilising the Company's shareholders' equity reserve for future capital increases resulting from payments made by the majority shareholder Emera S.r.l (“**Emera**”); (iii) rebalancing the ratio between own funds and third-party resources within the Eurotech Group's financial structure.

The Board of Directors also approved the timetable for the rights offering of new shares resulting from the Capital Increase (the “**Rights Offering**”). In particular, it is envisaged that the option rights for the subscription of the New Shares (the “**Option Rights**”) may be exercised, under penalty of forfeiture, from February 2, 2026, to February 19, 2026, inclusive (the “**Offer Period**” or “**Option Period**”) and that they will be negotiable on the Euronext STAR Milan market, organized and managed by Borsa Italiana S.p.A., from February 2, 2026, to February 13, 2026, inclusive.

Please note that 38,493,466 Option Rights, identified by coupon no. 3, will therefore be made available to those entitled through Monte Titoli S.p.A. and will be traded on Euronext STAR Milan with ISIN code IT0005692345. The ex-rights date for the related option rights is February 2, 2026.

The Option Offer will also be filed, in accordance with the law, with the Udine Companies Register at the same time as the publication, in the manner and within the terms provided for by current legislation, of the information document prepared by the Company pursuant to Article 1, paragraph 4, letter d-ter), and Article 1, paragraph 5, letter b-bis) and Annex IX of Regulation (EU) 2017/1129 (the “**Information Document**”), as last amended by Regulation (EU) 2024/2809 of the European Parliament and of the Council (the “**Prospectus Regulation**”).



Acceptance of the Option Offer must be made using a specific acceptance form, which must be completed, signed, and delivered to the authorized intermediary participating in the centralized management system operated by Monte Titoli S.p.A., where the rights are deposited. Intermediaries will be required to provide the relevant instructions to Monte Titoli S.p.A. by 2:00 p.m. on February 19, 2026. Each subscriber must submit a specific subscription request in accordance with the terms and conditions communicated by the depositary intermediary and, therefore, each subscriber must submit a specific subscription request in the manner and within the deadline communicated by their depositary intermediary to ensure compliance with the above deadline. Participation in the Rights Offering will be irrevocable and cannot be subject to conditions.

Any Option Rights not exercised by the end of the Offer Period will be offered on the Stock Exchange, pursuant to Article 2441, paragraph 3, of the Italian Civil Code, for at least two trading days in sessions that will be communicated to the market in accordance with applicable laws and regulations (the “**Stock Exchange Offer**”).

As part of the Stock Exchange Offering, Option Rights not exercised at the end of the Option Period will be offered on the stock exchange under ISIN code IT0005692352.

Full payment for the New Shares must be made upon subscription at the authorized intermediary where the subscription request was submitted through the exercise of the relevant Option Rights, in accordance with the terms and conditions indicated in the subscription form. No additional charges or expenses will be incurred by the Company or borne by the subscribers.

The New Shares subscribed by the end of the Offer Period will be credited to the accounts of intermediaries participating in the centralized management system operated by Monte Titoli S.p.A. at the end of the accounting day on February 19, 2026, and will therefore be available on the same date.

The subscription form will be available on the Company's website [www.eurotech.com](http://www.eurotech.com) in the section “*Capital Increase – 2026*” and from intermediaries participating in the centralized management system operated by Monte Titoli S.p.A.

We also inform you that the relative majority shareholder Emera has undertaken to subscribe (i) the New Shares to which it is entitled pursuant to Article 2441, paragraph 1, of the Italian Civil Code, as part of the Rights Offering, as well as (ii) at the Offer price, any New Shares remaining unexercised following the Stock Exchange Offering of Option Rights not exercised by the end of the Offer Period, for a maximum amount of €11.4 million and, in any case, up to an amount of New Shares such as not to give rise to Emera's obligation to make a public tender offer pursuant to the provisions of the Articles of Association or the regulations applicable from time to time (the “**Subscription Commitment**”). Within the limits of the Subscription Commitment, Emera reserves the right to also subscribe for New Shares resulting from the exercise of Option Rights that may be purchased by Emera during the Option Period or in the context of the Stock Exchange Offer. The payment of the New Shares covered by the Subscription Commitment will take place primarily by allocating to capital (and share premium) all payments already made by Emera on the respective subscription date, and only secondarily by cash.

As of the date of this press release, Emera, in fulfilment of its commitments to make payments in several tranches during the 2025 and 2026 financial years towards a future capital increase in favour of Eurotech up to a maximum total of €12.5 million (see Eurotech press releases dated February 5, 2025, and September 11, 2025), has already made payments totalling €9 million.



The Company has engaged Alantra as financial advisor to assist in determining the subscription price. Alantra will also act as global coordinator and, in this capacity, will make every reasonable effort to procure subscribers for the Option Rights during the Option Period and/or in the Stock Exchange Offering of unexercised Option Rights, as well as any New Shares remaining unexercised following the Stock Exchange Offering, without assuming any commitment to subscribe or guarantee the outcome of the Offering.

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#### FORWARD-LOOKING STATEMENT

*This press release 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.*

\* \* \*

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## Eurotech

Eurotech is a multinational company that designs, develops and delivers Edge Computers and Internet of Things (IoT) solutions complete with services, software and hardware to system integrators and enterprises. By adopting Eurotech's solutions, customers have access to IoT software components and platforms, Edge Gateways to enable asset monitoring, and high-performance Edge Computers (HPEC) for Artificial Intelligence (AI) applications. To offer increasingly complete solutions, Eurotech has activated partnerships with leading companies in their field of action, thus creating a global ecosystem that allows it to create "best in class" solutions for the Internet of Things.

Learn more about: [www.eurotech.com](http://www.eurotech.com)

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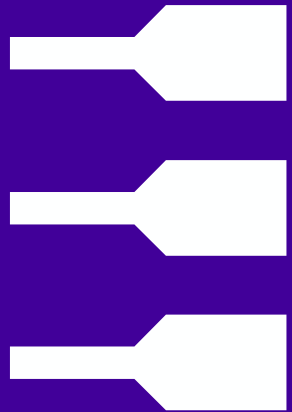


# eurotech neXt

strategic guidelines 2026-30



ENGLISH VERSION ONLY



# about us

## overview





# eurotech

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



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



## 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



## 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.



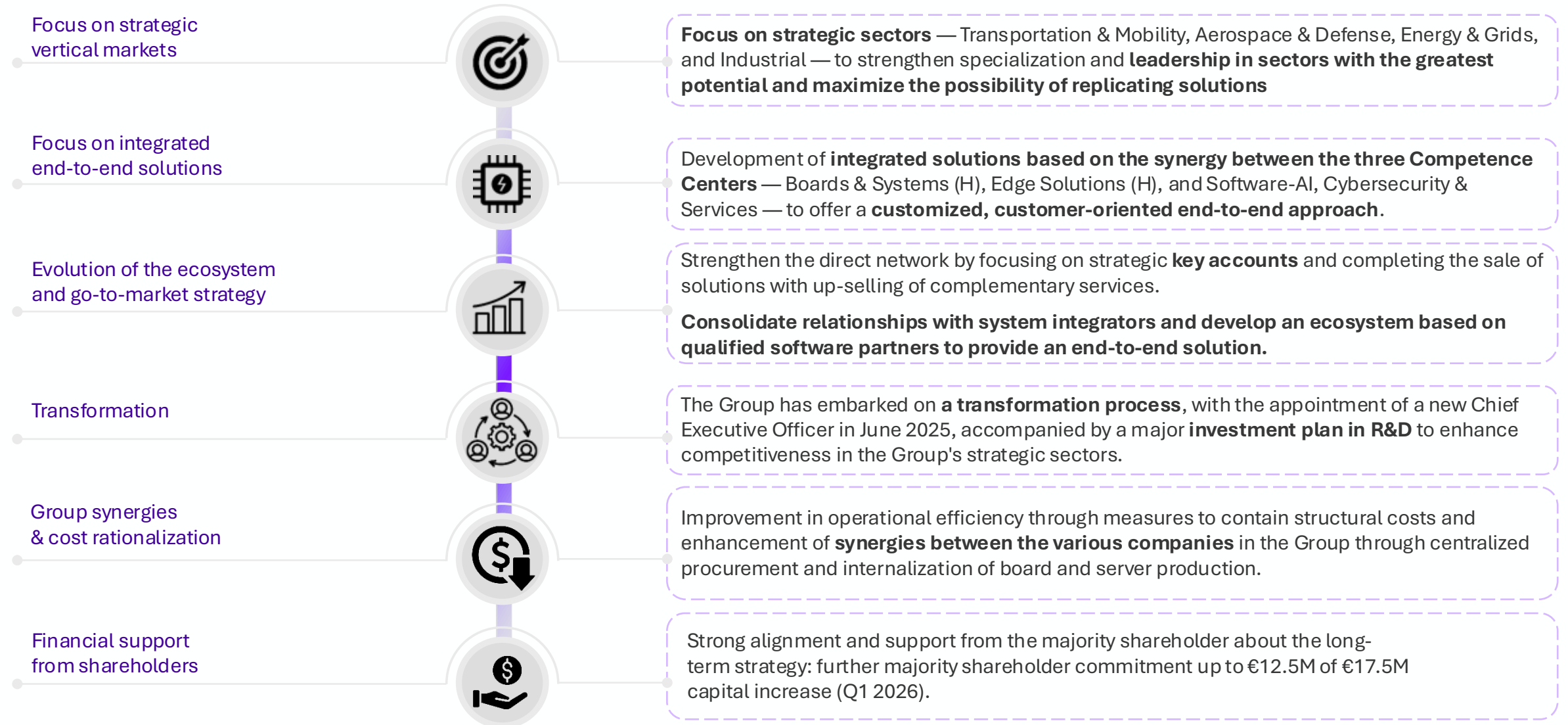
**Rugged B&S with OS**



# strategy eurotech neXt



# overview



## 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*

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

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



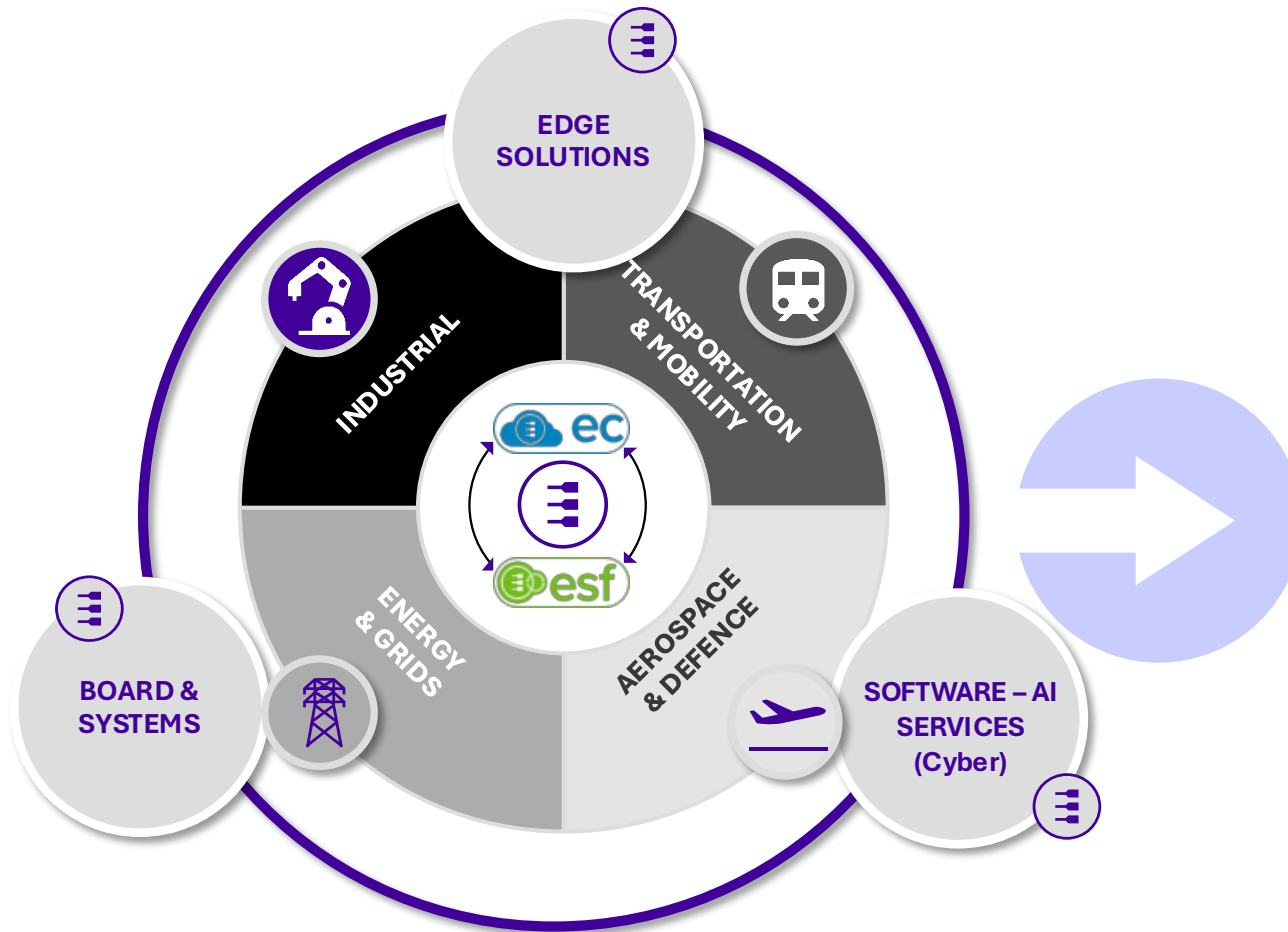
cybersecurity

BY DESIGN.

CERTIFIED.



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



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

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

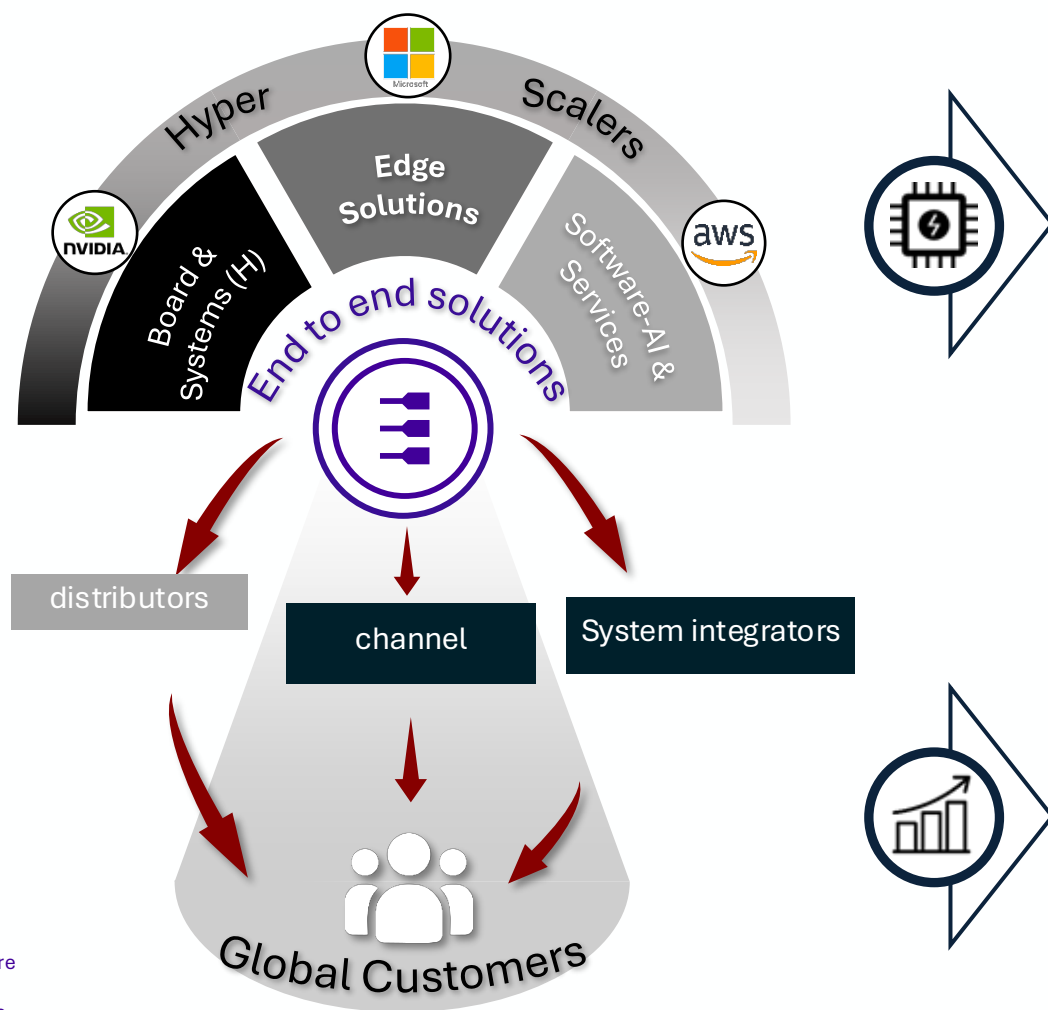
Promote Eurotech as a platform for creating end-to-end, interoperable, high-performance solutions.

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

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

UNLEASHING THE POWER OF THE EDGE

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**

## **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**

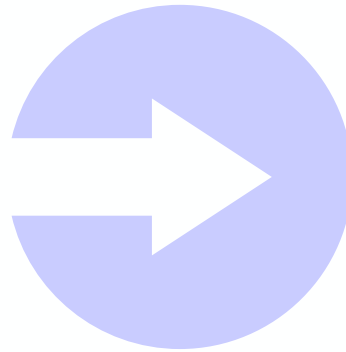
- Execution and mix improvement
- Cost discipline
- Focus on quality, not volume
- Expected positive EBITDA

## **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.

Further majority shareholder commitment up to €12.5M of €17.5M capital increase (Q1 2026)



## USE OF CAPITAL

- Implementation of industrial plan: R&D, go-to-market execution, services and lifecycle capabilities
- Strengthening 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.

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The background of the slide features abstract, flowing, translucent purple and white lines that create a sense of movement and depth. These lines are layered and curved, resembling smoke or liquid in motion.

**thank you**

 **eurotech**