



Endless ways to the future

Global Provider Of Innovative Edge-IoT & AI Solutions



HERE TODAY



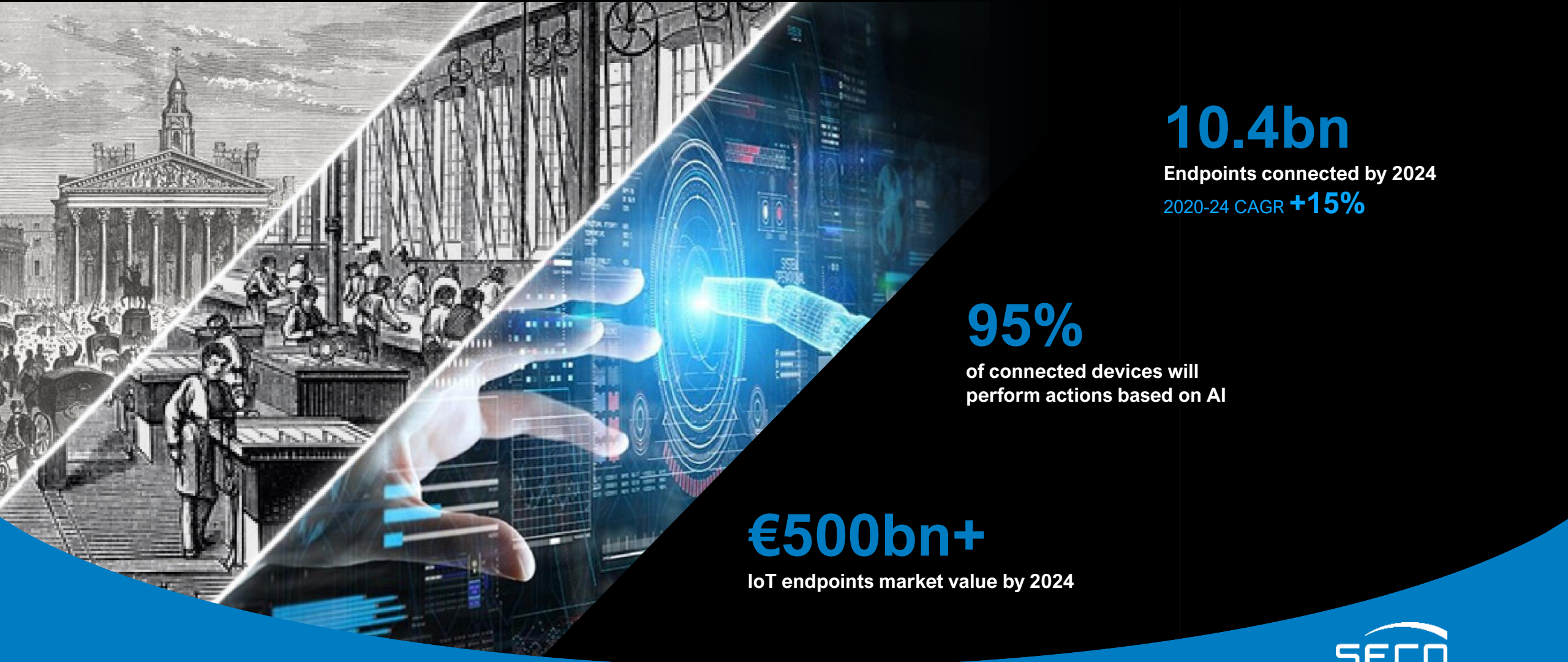
Dario Freddi
CEO SECO Mind



Marco Parisi
Head of Investor Relations



WE ARE LIVING THE AGE OF A DIGITAL REVOLUTION...



10.4bn

Endpoints connected by 2024

2020-24 CAGR **+15%**

95%

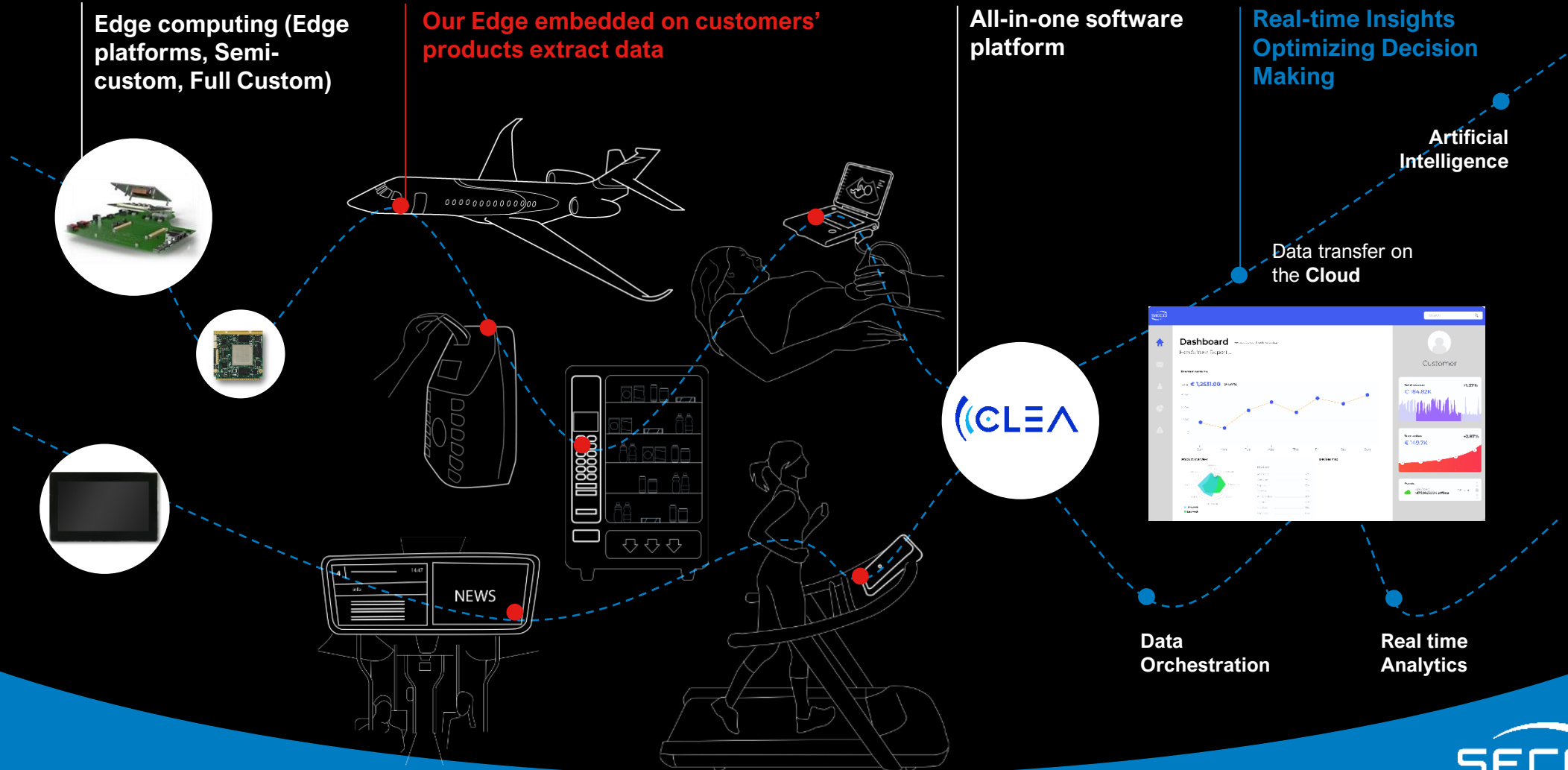
of connected devices will
perform actions based on AI

€500bn+

IoT endpoints market value by 2024



...WHERE IoT AND AI WILL PERVADE EVERY ASPECT OF OUR LIVES



WE WANT TO LEAD THE NEXT FRONTIER OF INNOVATION

What we see today at our fingertips...



...is just what will happen in the B2B world...

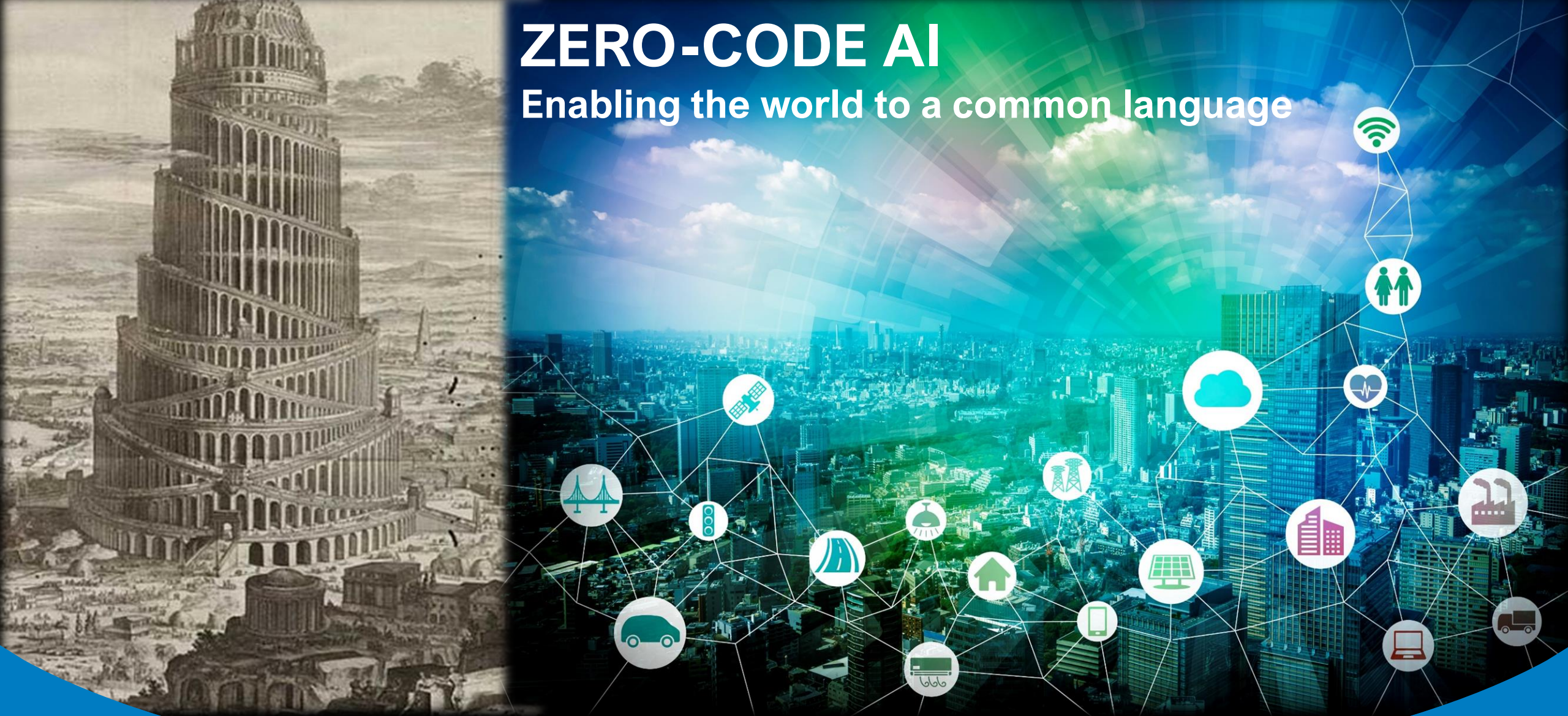


...which SECO will address with an App store with AI applications



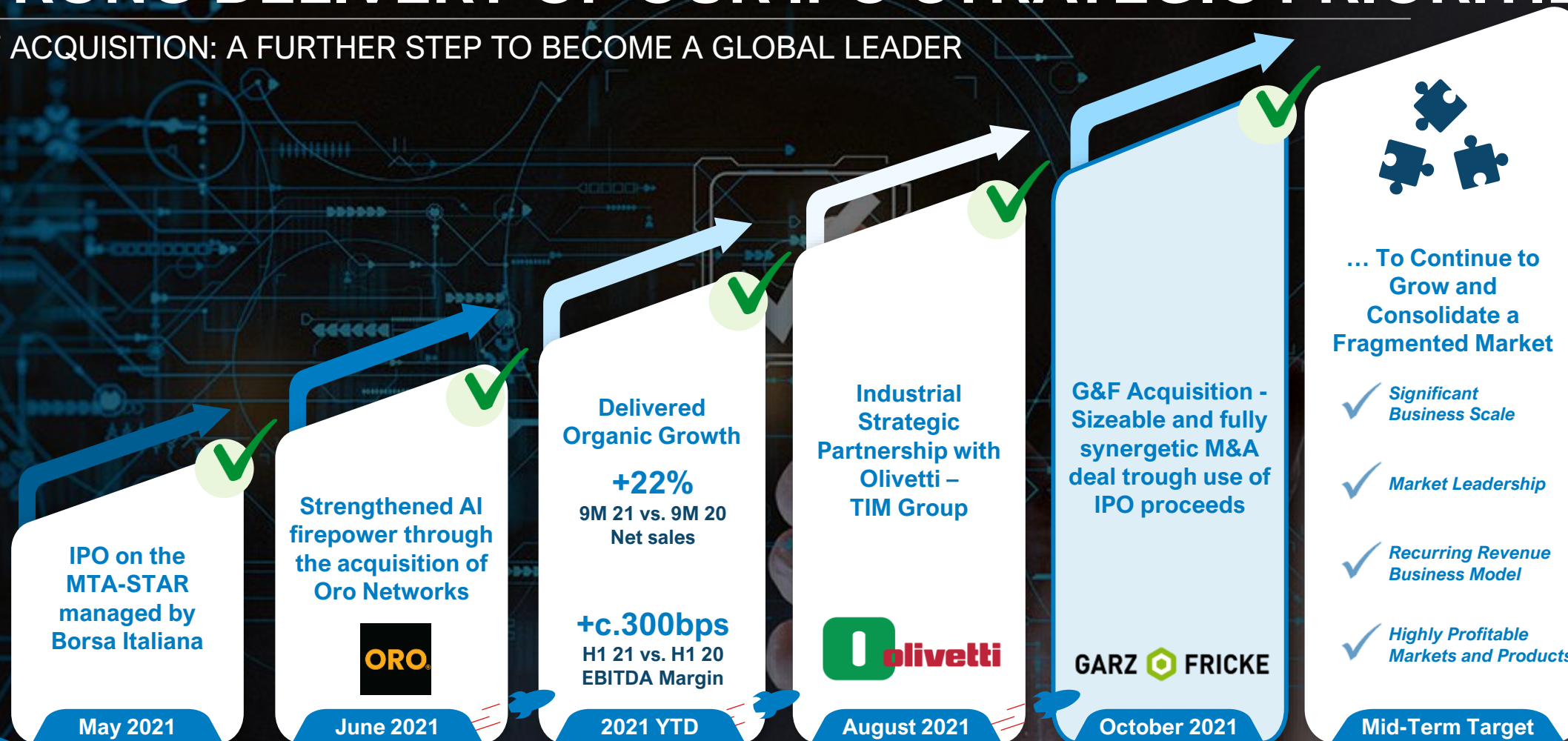
ZERO-CODE AI

Enabling the world to a common language



STRONG DELIVERY OF OUR IPO STRATEGIC PRIORITIES

G&F ACQUISITION: A FURTHER STEP TO BECOME A GLOBAL LEADER



HIGH-GROWTH, PROFITABLE STORY AT THE HEART OF A DISRUPTIVE SECTOR

An innovative player in a fast-growing market



SECO is a well-established Italian based **high tech group** with a **strong international presence**

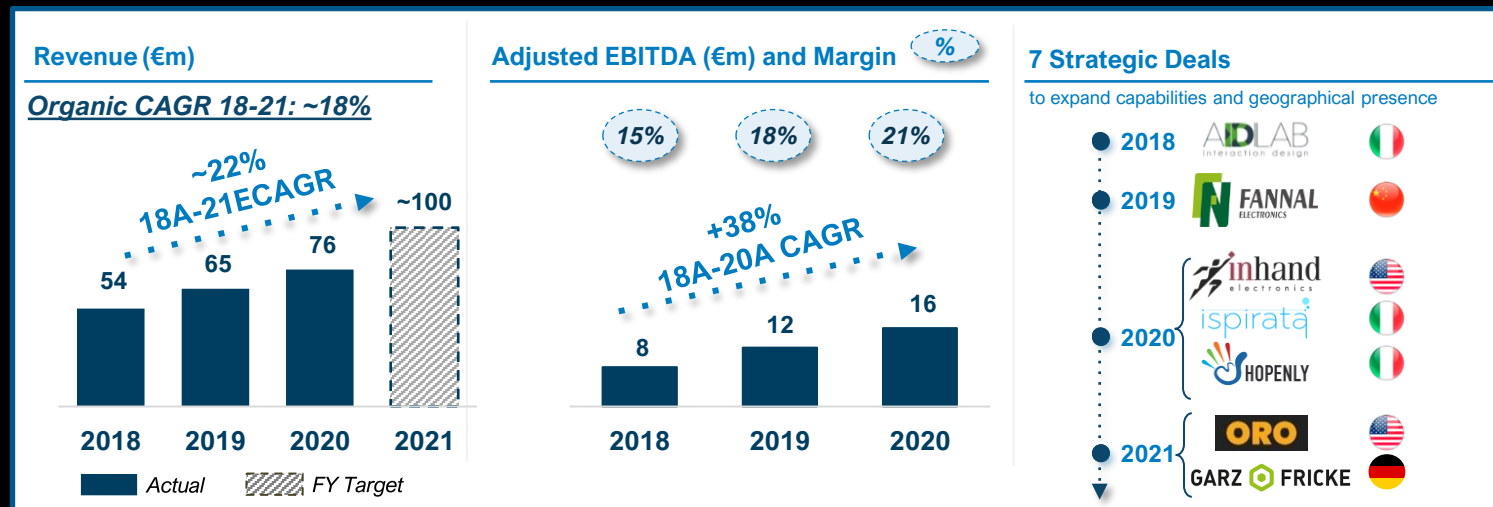


SECO designs and manufactures **embedded systems and IoT-AI solutions**: from single microcomputers to integrated, ready-to-use custom edge systems; from simple IoT components to all-in-one Industrial IoT-AI end-to-end solutions

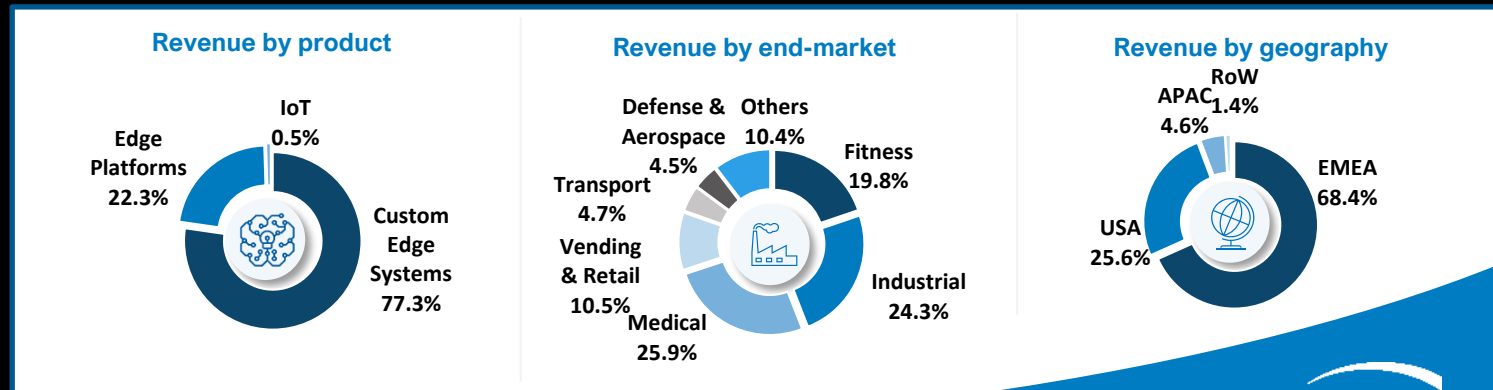


Strong expertise and presence in **a multitude of verticals**, thus boasting **strong growth potential** with **low sensitivity to macroeconomic cycles**

Impressive Track Record of Profitable Organic Growth...



Diversified Across Every Dimension (Revenue 2020A)



¹ Source: Yahoo Finance – October 11, 2021 – Closing price

OUR OFFERING: FROM EDGE TO AI



Edge Computing



PC Modules and Systems
Off the shelf, semi-custom,
full custom



Full Intelligence of Things Architecture



Cloud
Data transfer
on the Cloud



Data
Data orchestration



**Artificial
Intelligence**
Real time



Output in Real Time
Continuous support for
customers' business

...with an additional growth engine being represented by PaaS

Back in 2015, SECO
generated revenue
from Edge Platform only...

...while Custom Edge
Systems now account for
~80% of revenue...

Fast Time-To-
Market

Clear-cut
Costs

Reduced
Operational Risk

Flexible & Open
Source System

Data
Monetisation



Embedded Hardware



Software Platform



Applications

*Value for Clients and
their Customer Base*



POSSIBLE AI APPLICATIONS



RECOGNITION

Facial recognition, body pose estimation, gesture recognition, emotion AI, and more using camera, infrared, radar etc.

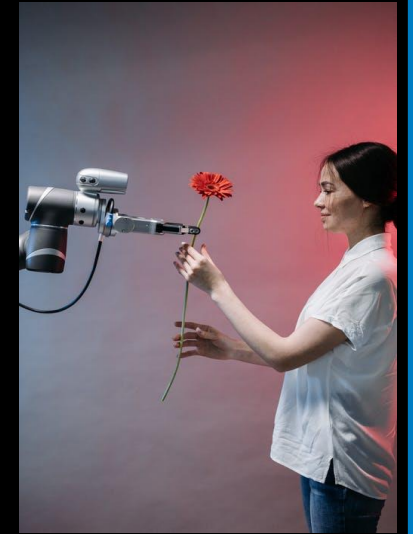
- Safe Drive
- Facility Check-in
- Senior safety
- Retail theft
- Drone detection
- Inappropriate content



EXPLAINABLE AI

Improving trust of AI-based systems. It brings fairness, accountability and transparency to the front and center of AI and enables us to control and continuously improve our AI systems

- Mortgage Denial
 - Retail Theft



ANALYTICS

Patterns/Seasonality, Anomalies, Predictive, Prescriptive, Descriptive, & Diagnostic analytics

- HVAC Filter change for Air Quality
- Window Glass Shading
 - Data Center
 - Capacity Planning
 - Smart Home



CONVERSATIONAL

Beyond Chatbots - Conversational AI for customer and employee experiences

- Natural Language Processing
- Intent Recognition
- Entity Extraction
- Fulfilment
- Voice optimized responses



PERSONALIZATION






1:1 personalization to deliver experience that fits unique individual preferences, behavior or state

- Marketing Campaign
- Website Content Personalization
- Smart Lighting
- Recommendation Engine



SECO's POSITIONING

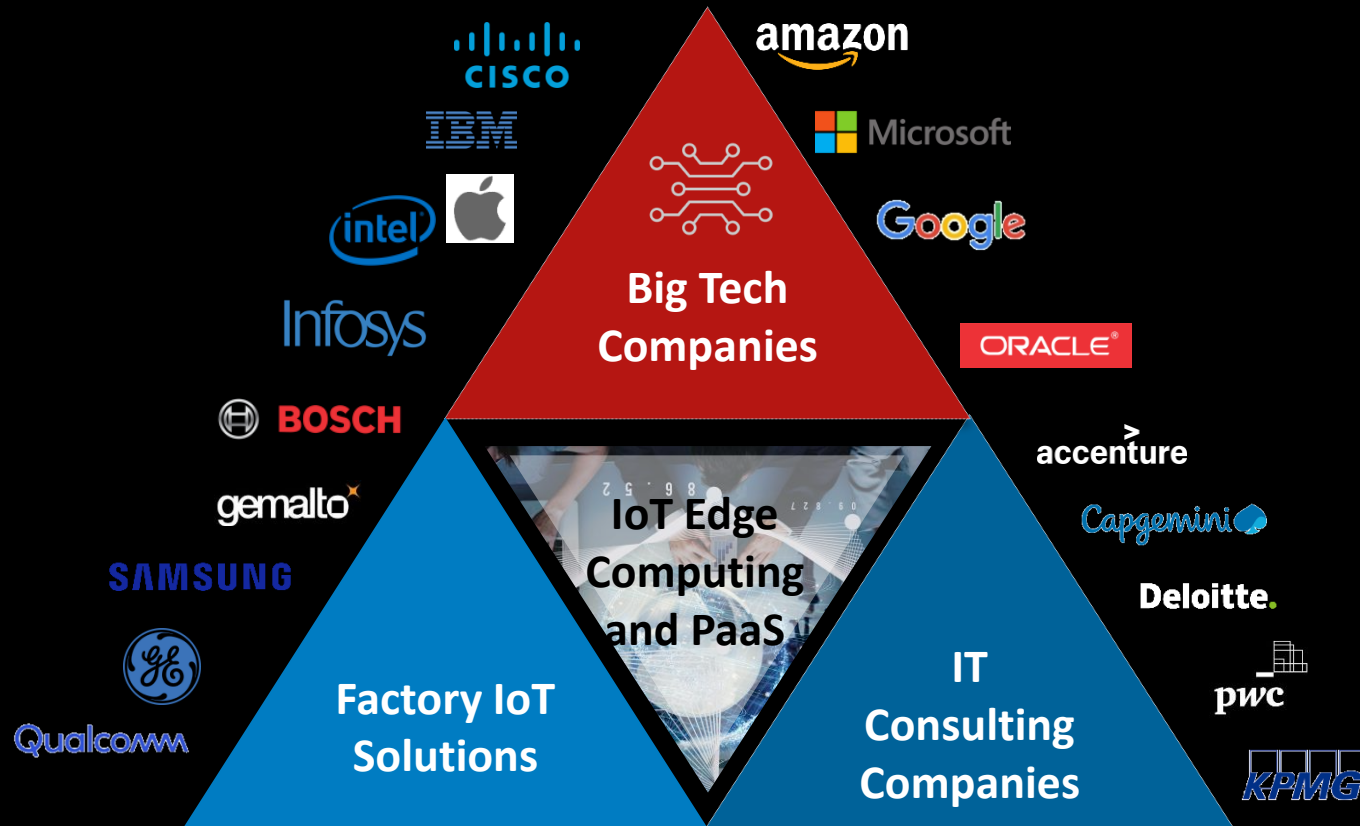
UNIQUE TECHNOLOGIES AND END-TO-END OFFERING vs. COMPETITORS

Players	IoT Endpoints				IoT Platform						SECO Differentiating Factors
	In-house HW Production	Hardware Integration	Board & Modules	System	In-House IoT Suite	Team Machine Learning	Customisation	Pay-per-use Revenue Model	Open Source Strategy	AI Offering	
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	 <i>In-house system technology and end-to-end software suite</i>
Competitor 1	✓	✓	✓	✓	✓			✓			 <i>Full integration and customisation capabilities</i>
Competitor 2	✓		✓	✓							
Competitor 3					✓	✓		✓		✓	
Competitor 4		✓	✓	✓							 <i>Pay-per-use Revenue Model</i>
Competitor 5			✓	✓	✓				✓		
Competitor 6					✓		✓	✓			 <i>Full product accountability</i>
Competitor 7					✓		✓		✓		



WE OPERATE AT THE CENTRE OF THE IOT ECOSYSTEM

Integrating Several Competences from Large Key Players



EDGE computing and related platforms are positioned at the core of the IoT ecosystem...



...providing a high value-added product link...



...between technological competences of large key players...



...allowing clients to pursue new business models



R&D IS AT THE CORE OF SECO BUSINESS MODEL

SECO has a unique combination of in-house developed R&D capabilities and long-lasting strategic partnerships with the most important global high tech players

>€16m of cumulated R&D spending in 2018-2020 (i.e. 8% of cumulated revenue in the same period)

>20 new products launched in 2020

Partnerships with Tech Giants, Early Access Programs

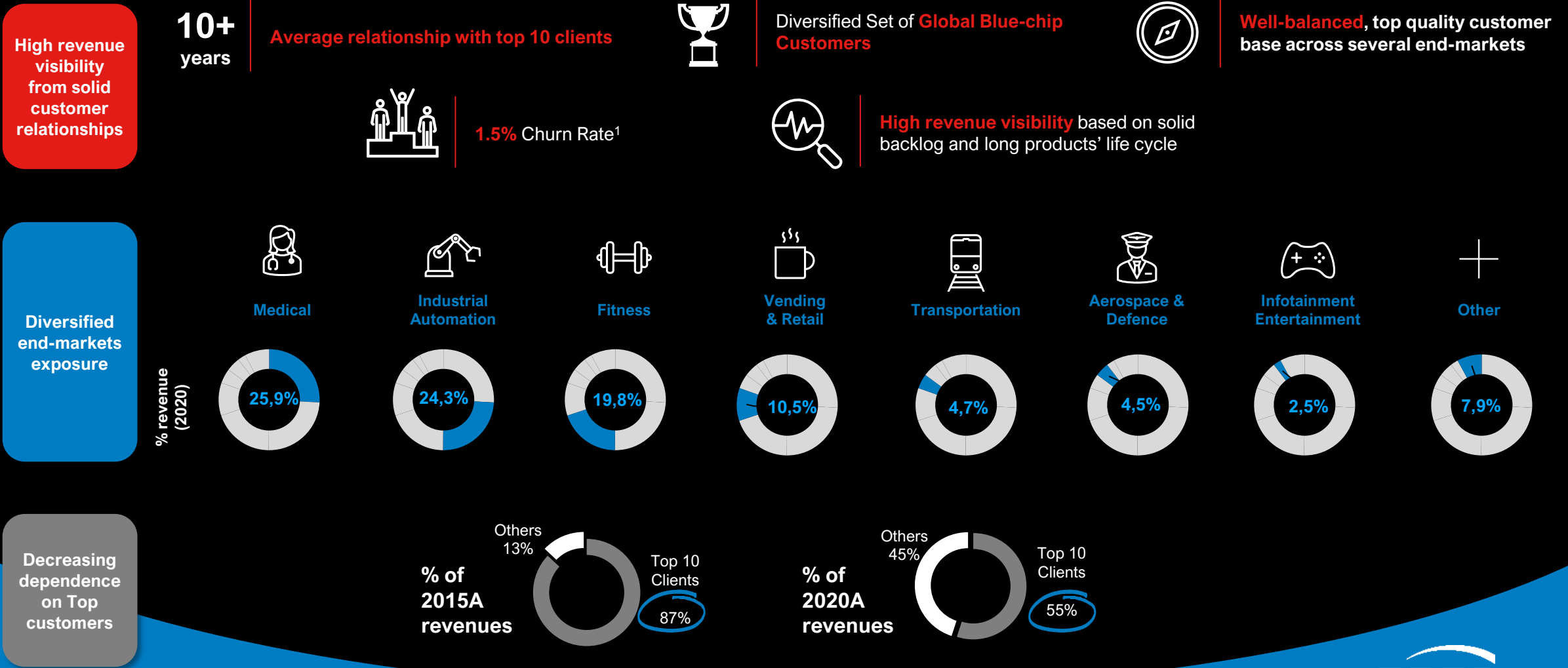
29% employees dedicated to R&D and 6 R&D centers

<18 months' time to market

Collaboration with Research Centres and Universities



TRUSTED HIGH TECH PARTNER FOR INNOVATION: LONG-LASTING CUSTOMER RELATIONSHIPS



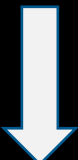
Notes: (1) Computed as the percentage, on 2018A revenue, of any of the Top 50 clients not generating revenue in either 2019 or 2020
SECO® - Strictly private and confidential


ENABLING OUR CUSTOMERS TO CUT DEVELOPMENT COSTS AND TIME TO MARKET

RECENT DESIGN WINS WILL TRANSLATE INTO REVENUE AFTER 5/18 MONTHS DEPENDING ON PRODUCTS' TYPOLOGY

20+

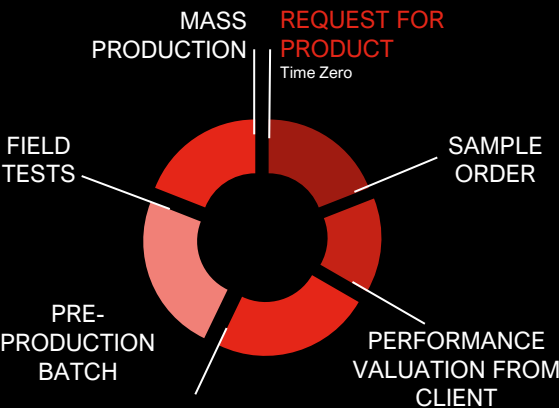
Design wins in the last 3 years





Strong mid-term revenue visibility

Products based on off-the-shelf solutions ~ 5-7 months



High success **developing custom products** along with customers thanks to a rigorous planning of activities

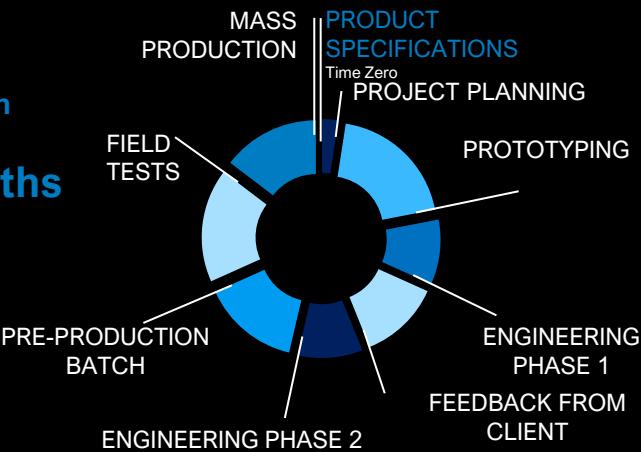


Continuous interaction with customers from design to manufacturing



Dedicated software services tailored on customers' needs fully entrenched within product development and production process

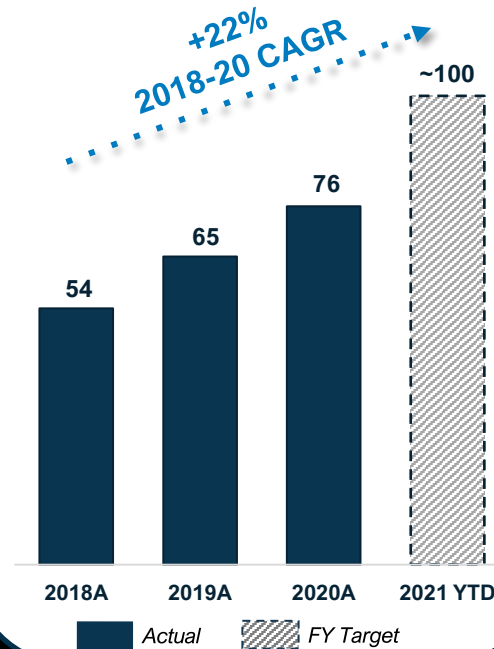
Products based on custom solutions ~ 12-18 months



SOLID TRACK RECORD OF STRONG ORGANIC GROWTH, INCREASING PROFITABILITY, AND HIGH CASH FLOW GENERATION

Revenue (€m)

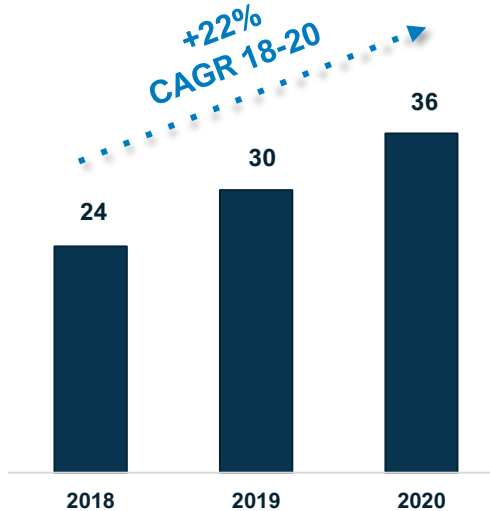
Organic CAGR 2018-20: +18%



Adjusted Gross Margin (€m)

44.4 % 47.4 % 47.2 %

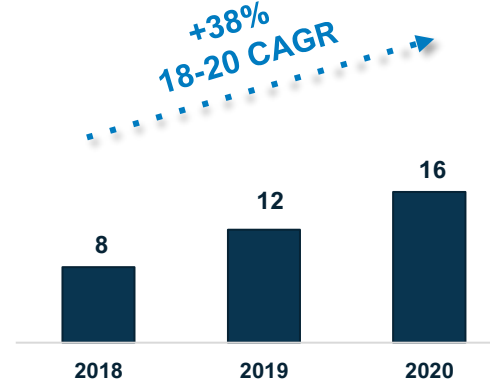
% Gross Margin



Adjusted EBITDA (€m)¹

15.3 % 18.0 % 20.9 %

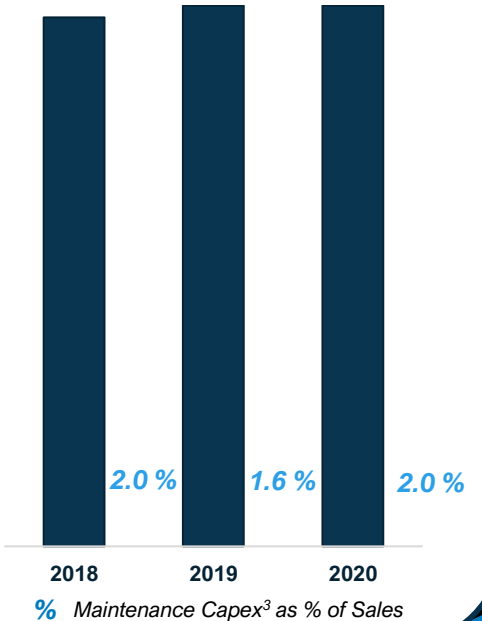
% Adj. EBITDA Margin



Cash Conversion²

87.2 % 90.9 % 90.4 %

Cash Conversion



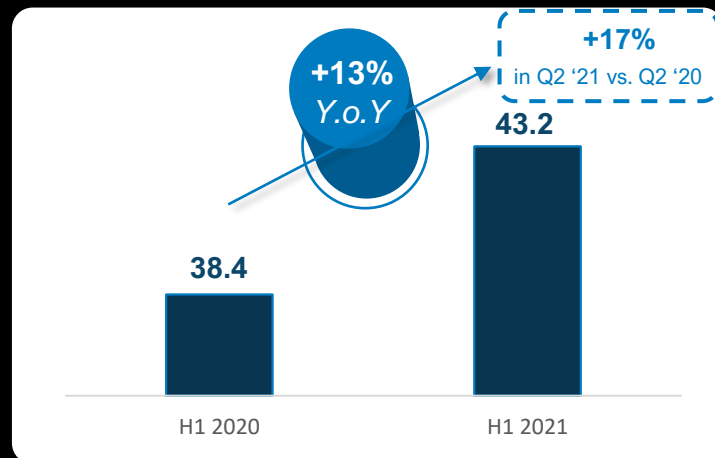
Consistent double digit revenue growth characterized by high visibility, increasing EBITDA margin driven by scale efficiencies and high cash flow generation capability

Notes: 2018, 2019 and 2020 financials are prepared in accordance with IFRS. (1) Adjusted EBITDA. (2) Cash Conversion computed as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA. (3) Maintenance Capex is defined as the investments - identified by the management - needed to preserve SECO's current level of revenue and technology capacity.

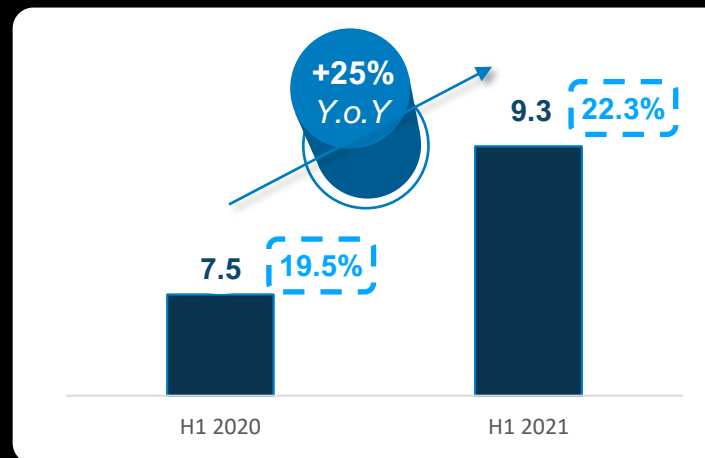
2021 YTD FINANCIALS

STRONG GROWTH AND PROFITABILITY IMPROVEMENT

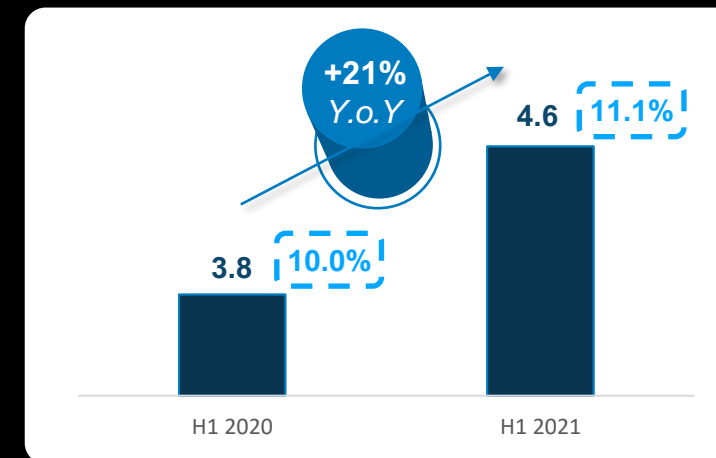
Total Revenue¹ (€m)



Adj. EBITDA (€m)



Adj. Net Income (€m)



= % of sales

Backed by a strong backlog & pipeline growth...

€18.5m

June 2020



€30.6m

June 2021



+65%
Order backlog
increase

€20m
Order intake July
2021 (all-time SECO
record)

...growth strongly accelerates in Q3 2021

€25.2m

Q3 2021 Net Sales



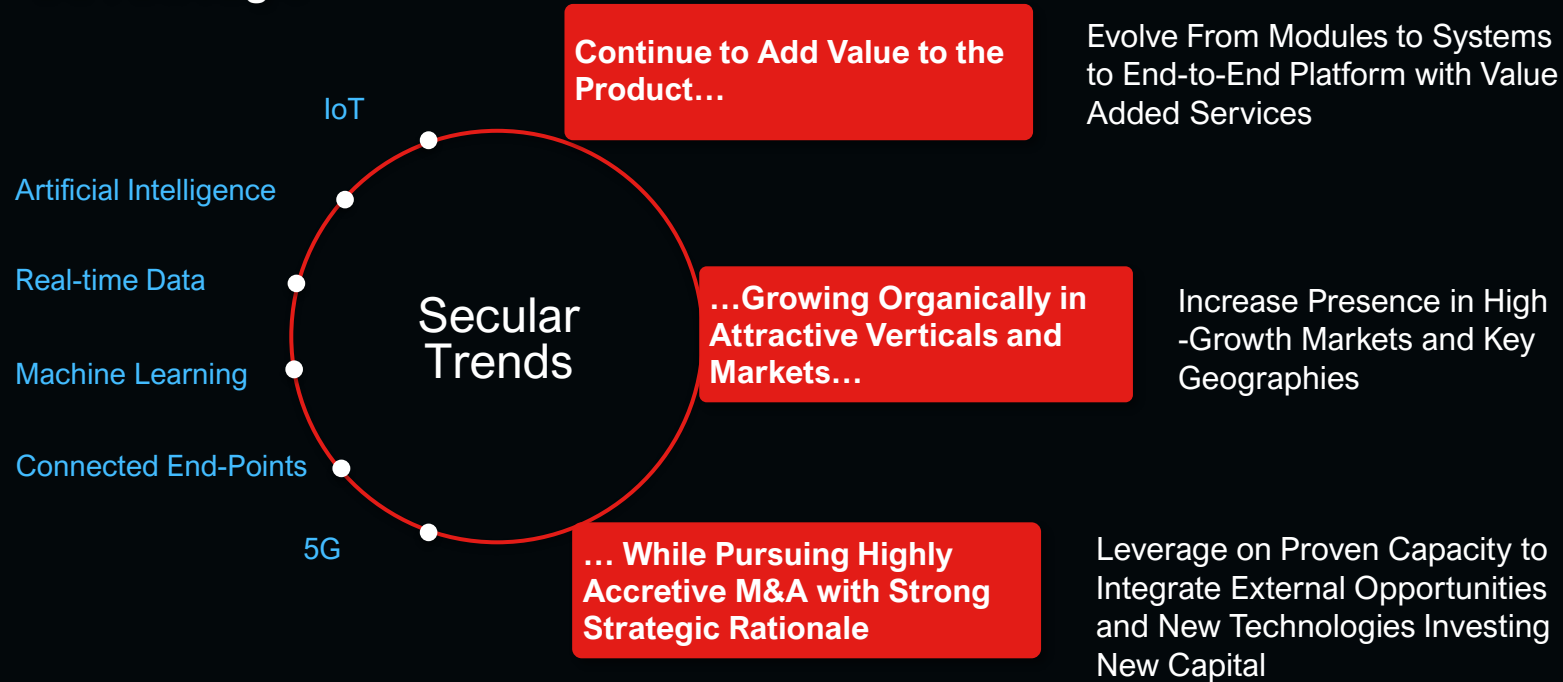
+52%

vs. Q3 2020

Notes: (1) Revenue from sales and other operating income.

FUTURE GROWTH OPPORTUNITIES UNDERPINNED BY A SOLID STRATEGY AND VISION

Accelerated M&A strategy unlocked by new capital resources will allow SECO to consolidate its competitive advantage



SECO Key Objectives



Significant Business Scale



Industry Leading Player



Recurring Revenue Business Model



Highly Profitable Markets and Products



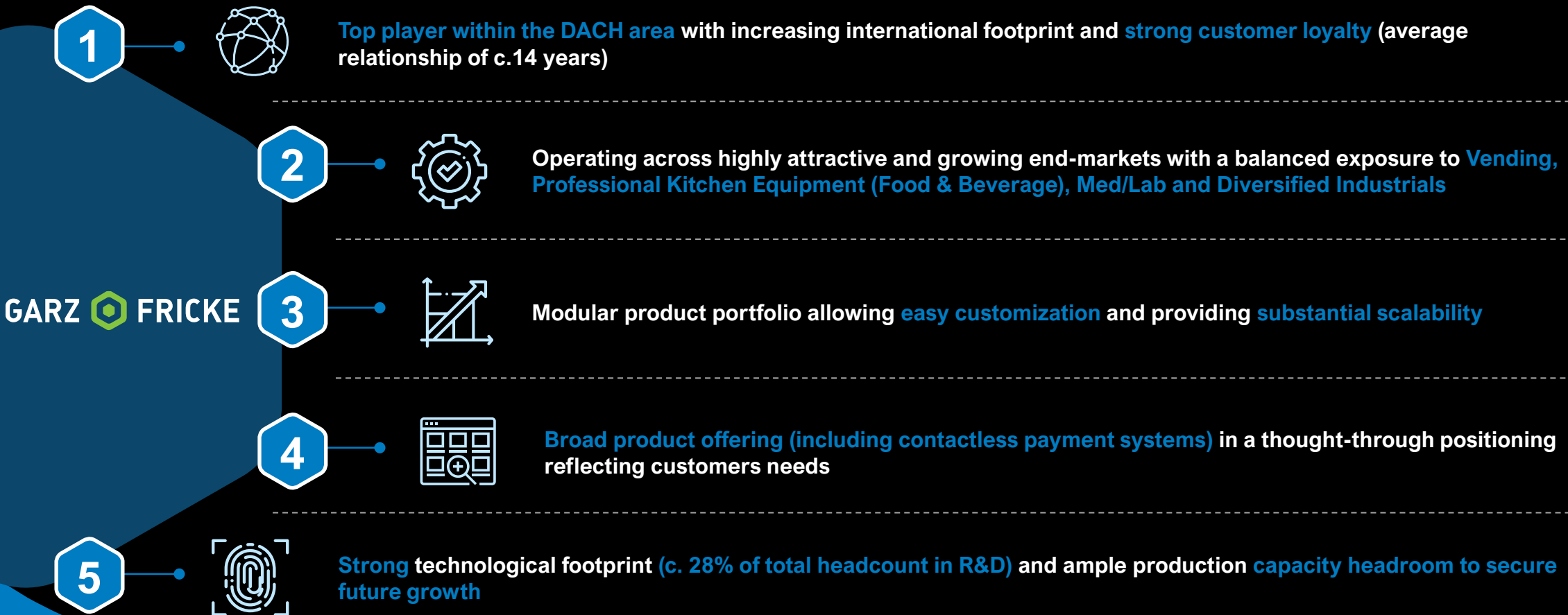


Endless ways to the future

GARZ & FRICKE: A KEY MILESTONE IN SECO GROUP'S TRANSFORMATION



GARZ & FRICKE: A KEY MILESTONE IN SECO GROUP'S TRANSFORMATION



GARZ & FRICKE: A UNIQUE INDUSTRIAL TECHNOLOGY PLAYER IN THE DACH MARKET

Company Description

- Established in **1992** and based in **Hamburg**
- Leading supplier of standard and custom **HMI edge computing solutions**, their building blocks and a tailored ecosystem of **IoT, software and payment solutions**
- Focus on four core verticals:** Vending, Professional Kitchen Equipment (Food & Beverage), Med/Lab, Diversified Industrials
- Strong market positioning in Germany**, Europe's largest HMI edge computing market
- 3 brands for complementary customers:** "Garz & Fricke" (HMI solutions), "Keith & Koep" (SOM) and "e-GITS" (Software & Platform)
- Strong technological footprint. **2 production facilities in Germany** and **c.28% headcount in R&D**
- More than **c.65.000 active IoT** and **c.39.000 payment installations** at end of 2021

Key Brands


GARZ  **FRICKE**

Keith & Koep

e-GITS


 **194**
employees²

 **320**
customers

 **6**
locations
worldwide

 **3**
Key Brands

 **c.28%**
R&D employees

 **c.39,000**
payment installations
by the end of 2021

Key Financials

c.€50m
2022E
Total Net Sales

c.14%
2011A-2022E
Sales CAGR

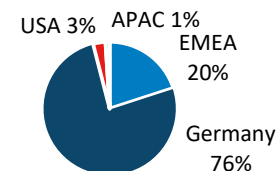
c.€12m
2022E
Adj. EBITDA

c.24%
2022E
EBITDA Margin

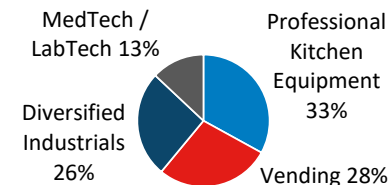
c.78%
2022E
Cash Conversion¹

Sales Breakdown (2020A)

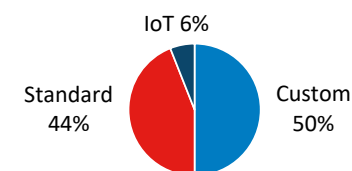
By Geography



By End-Market












By Product



Sources: SECO management elaborations

Notes: (1) Computed as (EBITDA-Capex)/EBITDA. (2) As of September 1st, 2021.

A ONE-STOP PROVIDER OF EDGE COMPUTING SYSTEMS AND IOT SOLUTIONS, WITH A FOCUS ON VENDING, MEDLAB, PROFESSIONAL KITCHEN EQUIPMENT AND INDUSTRIAL

Solution Offering	Edge Computing Systems & HMI66%			Vending & IOT17%		Software & Other17%	
Products	HMI	SBC	SOM	Payment Systems	IOT/Telemetry		
Illustration							
Description	Wide range of rugged high-resolution and high-brightness HMIs with touch technology	Scalable platform with uniform software distribution and many different standard interfaces enabling edge computing SBCs to be used for a wide range of applications	Space- and cost-saving product range that offers high computing power with relatively small dimensions	Highly integrated and rugged cashless module from G&F for quick, safe and convenient payment	Smart Vending machine controller family features an expansion slot, which makes adding telemetry functions to the controller very easy	Edge computing application & software development; payment services and hosting fees; services sold individually to the client	
Brand	GARZ  FRICKE		Keith & Koep	Keith & Koep	GARZ  FRICKE	GARZ  FRICKE	e-GITS
Vertical	<div>Vending</div> <div>Diversified Industrial</div> <div>PKE¹</div> <div>MedLab</div>			<div>Vending</div>		<div>Vending</div> <div>Diversified Industrial</div> <div>PKE</div> <div>MedLab</div>	

% Indicative % of sales

Source: SECO management elaborations

Notes: (1) PKE stands for "Professional Kitchen Equipment".



WHY GARZ & FRICKE IS THE RIGHT TARGET FOR SECO?

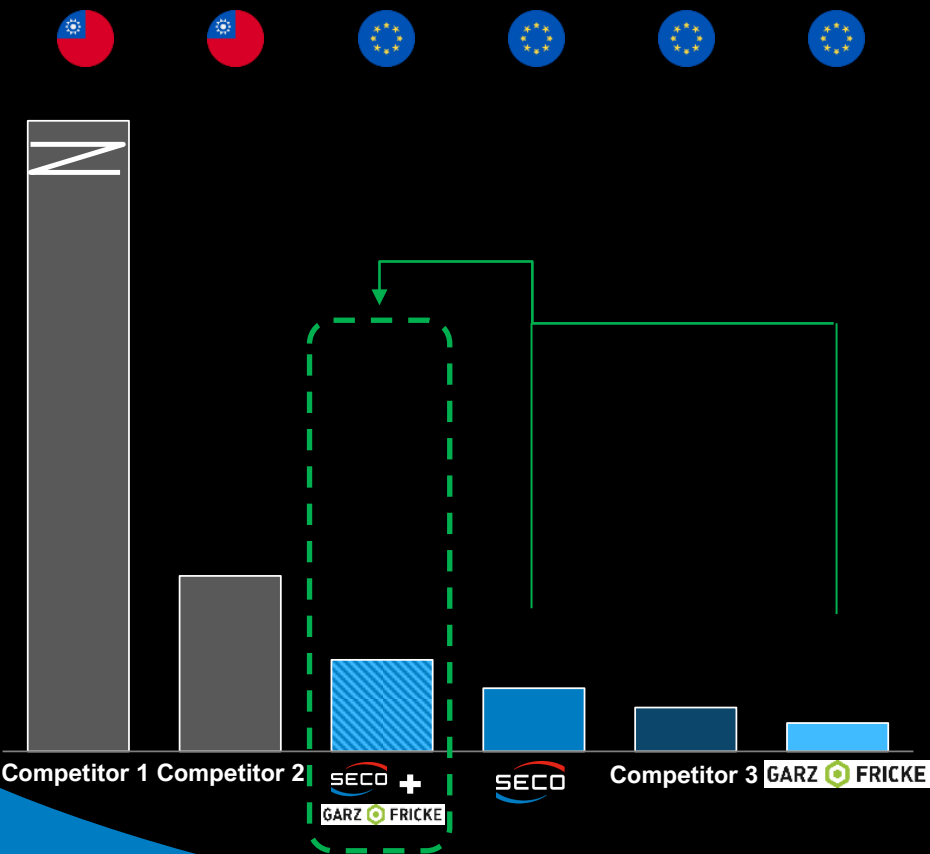
- 1** Creation of the leading IoT/AI player in Europe, uniquely positioned to benefit from further future organic and inorganic opportunities
- 2** Complementary geographical presence and business profile across all key dimensions
- 3** Reinforced presence in the DACH area, one of the most attractive markets in IoT/Edge Computing
- 4** Leverage on G&F's c.200,000 installed devices (of which c.65,000 already running IoT connectivity solutions) to further accelerate the deployment of CLEA platform in German-speaking countries
- 5** Significant cost and revenue synergies potential
- 6** Full integration of G&F management skills and professional know-how into SECO's talent pool

Sources: Company Information.

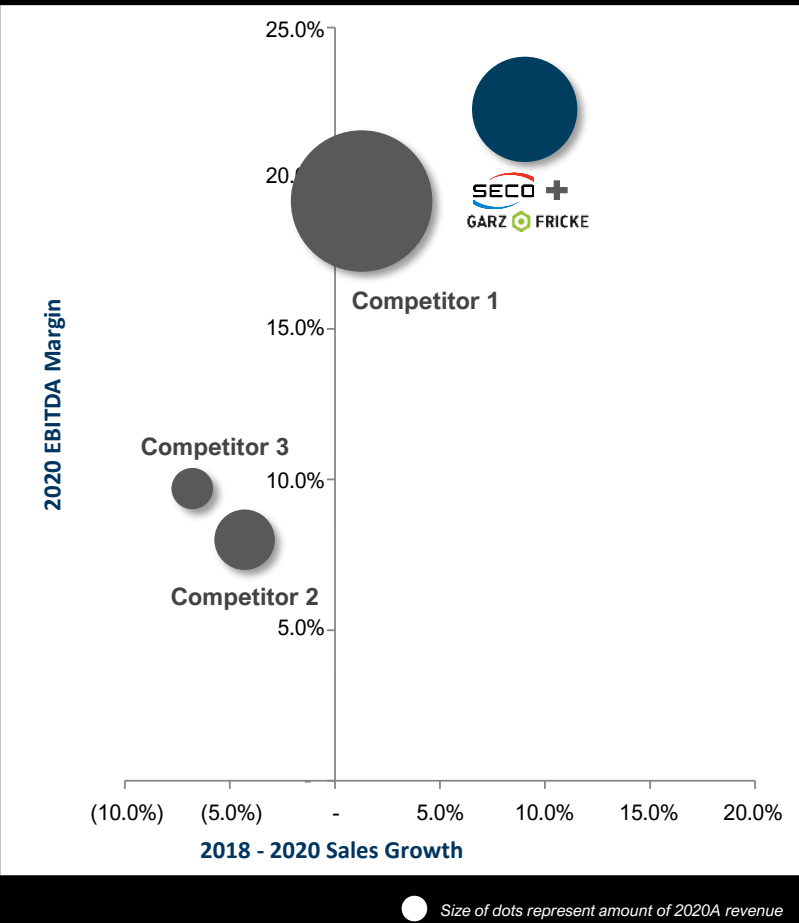


CREATION OF THE LEADING IOT/AI PLAYER IN EUROPE, WITH BEST-IN-CLASS PROFITABILITY AND GROWTH PROFILE

Competitive Landscape by HMI Players' Size (Revenue¹, €m)



2020 EBITDA Margin vs. 18-20 Sales CAGR



Key Highlights

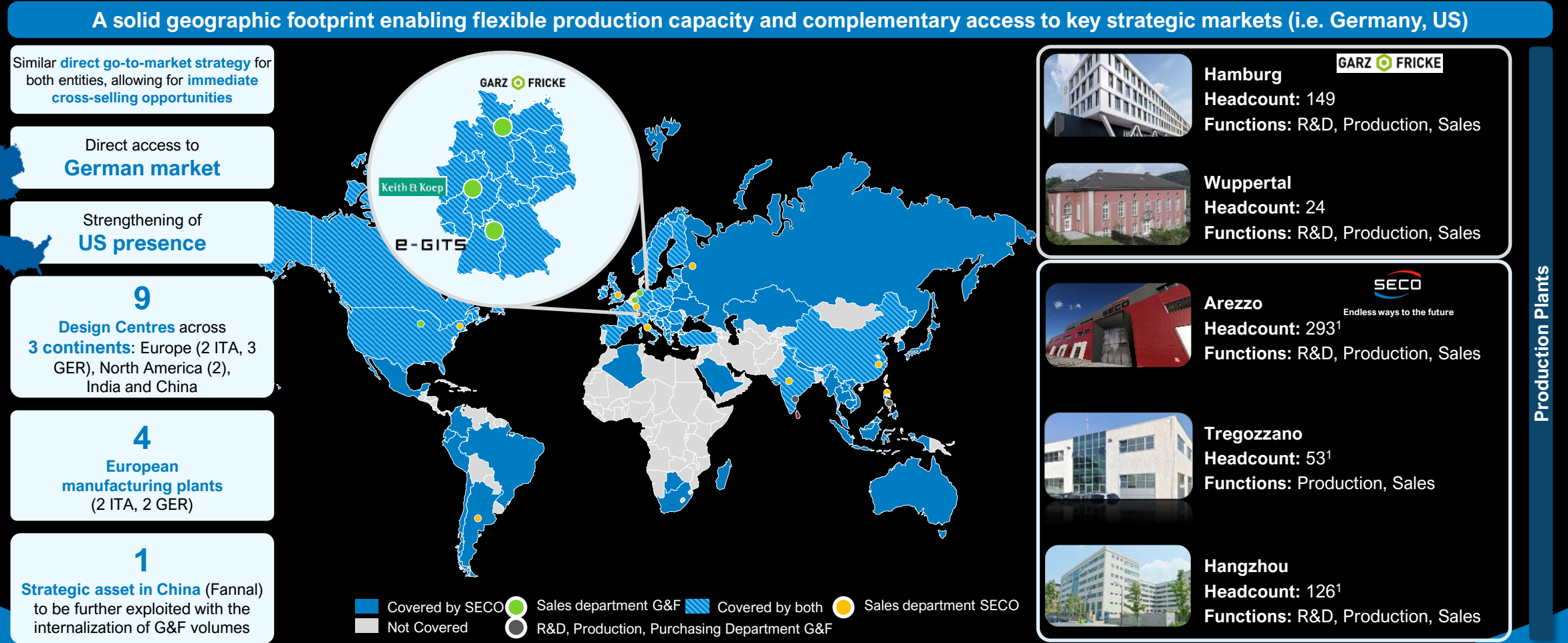
- ✓ Creation of the **leading European player** in the IoT-AI Industry and the **top 3 ranked worldwide**
- ✓ Establishment of a **major international / pan-European champion for IoT-AI solutions**, with enhanced awareness and perceived reliability
- ✓ Overall **increase in business scale**, allowing to target further large OEMs / market leaders in focus verticals previously inaccessible due to size
- ✓ Sizeable player in the European market representing an **ideal platform for future M&A**



Endless ways to the future

Sources: SECO management elaborations.
Notes: (1) SECO based on mid-point guidance for 2021E, G&F based on 2021 budget figures. Latest Available financials for Competitors.

HIGHLY COMPLEMENTARY GEOGRAPHICAL PRESENCE...



Source: Company Information.
Notes: (1) As of June 2021



...ENABLING AN HIGHLY SYNERGISTIC TECHNOLOGICAL PORTFOLIO, LEVERAGING ON RESPECTIVE STRENGTHS AND INSTALLED BASIS



Endless ways to the future



Endless ways to the future



c.400,000 SECO's devices by 2022 to be potentially integrated with proprietary G&F payment solution



c.39,000 Payment installations active by the end of 2021



+11% 2020A-2024E Contactless Payment Solutions global market growth

SECO's IoT Technology Enabler...



...ready to be integrated on additional **c.65,000** active IoT devices



Introducing G&F proprietary payment solution within existing SECO installed base...

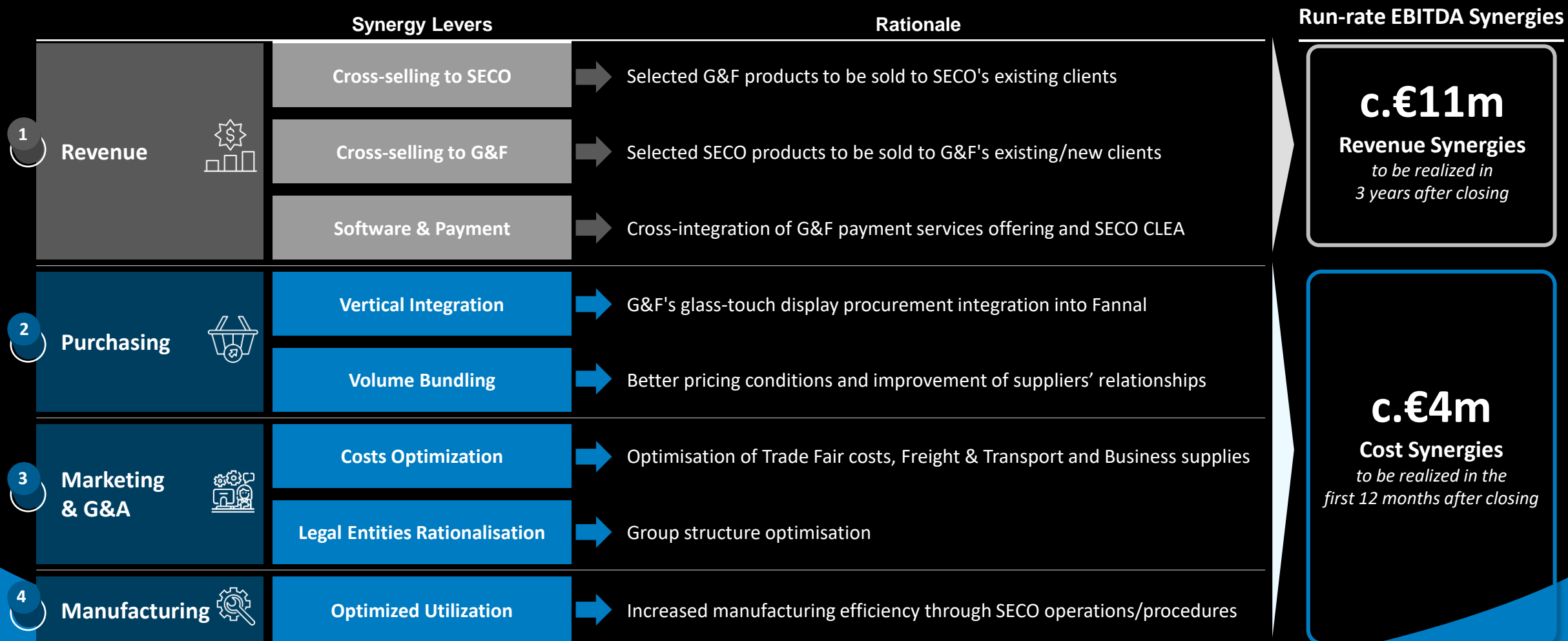
...while integrating SECO's CLEA platform on G&F product offering



Endless ways to the future

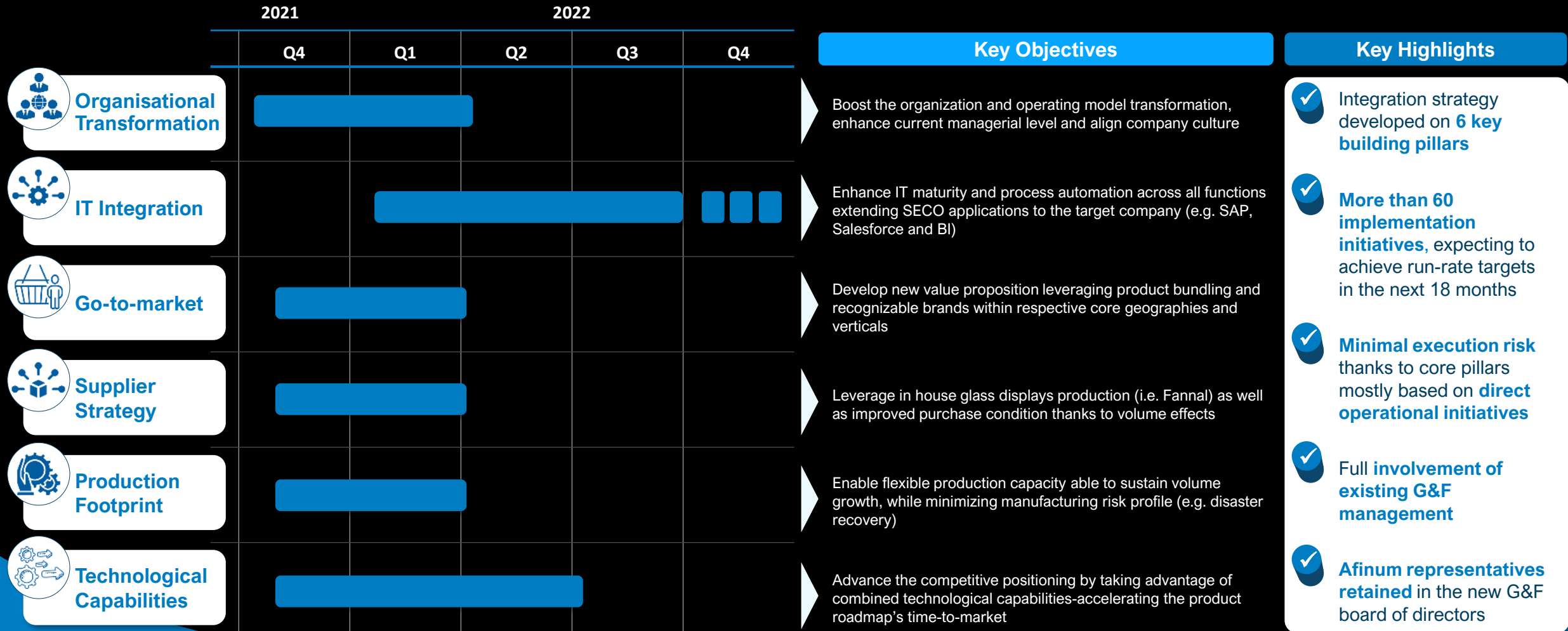
Source: SECO management elaborations

SIGNIFICANT COST AND REVENUE SYNERGIES POTENTIAL



Source: SECO management elaborations

A CLEAR AND DEFINED INTEGRATION PLAN...



...TO DRIVE SIGNIFICANT VALUE SHAREHOLDERS CREATION

- ✓ Unique opportunity in SECO's growth story to **consolidate its European and global market leadership** and accelerate future growth
- ✓ Significant value creation thanks to the **unique strategic fit** and **strong synergy potential**
- ✓ **Best practice sharing, merging of best-in class talents** to pursue unrivalled quality products and constant innovations
- ✓ **Strong financial profile and robust cash flow generation**, retaining a **flexible and sustainable capital structure**
- ✓ **Highly accretive acquisition** with expected EPS accretion achieved already in first year following closing, **even before synergies**

Our Expectations

>€180m
Total Combined
Sales by 2022E

>€40m
Total Combined
EBITDA by
2022E

Source: SECO management elaborations

EXPERIENCED MANAGEMENT TEAM DRIVING EXCELLENCE IN EXECUTION



40+ years

Daniele Conti

President & Co-Founder

Co-founder of SECO. He has been serving as president of the company for over 40 years

Under his leadership, the Group has grown in terms of technological expertise, human resources and financial performances



14+ years

Davide Catani

CTO

Joined SECO in 2006

CTO since 2020, after serving as Hardware developer and ARM-based platforms R&D manager



5+ years

Vincenzo Difronzo

CSO

15+ years sales experience in worldwide leading hardware and software companies

Joined SECO in 2015



14+ years

Carlos Valeiras

CEO SECO USA

20+ years experience as executive in several Tech companies

Former CFO of SECO USA from 2020



17+ years

Angelo Peloni

COO

20+ years experience in Operations & Supply chain management

Joined SECO in 2003



2+ years

Michael Duhamel

Vice President of Sales SECO USA

20+ years of experience in sales and marketing for the largest industrial, embedded and automation solution providers

Previously in Eurotech USA



2+ years

Lesen Ding

CEO Fannal Electronics

Founder and General Manager of Fannal Electronics (2011 – present)



1 year

Angela Lepore

Group HR Director

15+ years of experience in HR management in multinational and international companies



5+ years

Massimo Mauri

CEO

20+ years experience as executive in several Tech companies

Strong experience in IPO and M&A transactions



1 year

Stefan Heczko

CEO SECO Germany

Previously CEO of Garz & Fricke GmbH

10+ years experience as executive in industrial companies



1+ years

Anna Zattoni

HR Board Advisor

20+ years experience in strategic and HR consulting for primary companies including BCG, Pfizer, Vodafone

Advisor to SECO's board since 2019



14+ years

Gianluca Venere

CIO

10+ years experience in business development, sales, innovation and internationalization for SECO Group



1 year

Lorenzo Mazzini

CFO

Served as CFO in several public and private companies

Strong experience in IPO and M&A transactions



1 year

Dario Freddi

CEO SECO Mind

Previously founder and CEO of Ispirata Srl

Strong data orchestration background in primary worldwide leading companies



3 years

Maurizio Caporali

Co-CEO SECO Mind

Previously co-Founder and CEO of AidiLab

Joined SECO in 2018 as IoT BU Product Manager and R&D Project Manager



5+ years

Marco Parisi

Head of IR

Business Manager of SECO from September 2019

Financial advisor of SECO from September 2016 to September 2019



1 year

Ajay Malik

CEO SECO Mind US

30+ year experience in high-tech, IoT and AI

Former executive in Google, Cisco, Qualcomm, Motorola

years in SECO



SUSTAINED COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY



Environment
ISO 14001:2015



Quality mgmt.
ISO 9001:2015



Medical
ISO 13485:2016



Inform. security
ISO 27001:2015



Aerospace &
Defense



SUSTAINABILITY REPORT 2020



100% Share of electricity from renewable sources for Arezzo & Tregozzano plants



5 New products for Biomedical & Wellness applications: 20+ new products overall in 2020



300+ Aluminum bottles distributed to employees to minimize the use of plastic



13 Suppliers certified according to ESG criteria: certification process started in 2020





Endless ways to the future

Appendix A: Additional Supporting Materials





Endless ways to the future

Mission

We bring together technologies and skills to answer new needs and opportunities

Vision

We exist to open up the world to innovation

Values

Passion
Dynamism
Respect



ABOUT SECO



Multi-year experience
at the forefront
of innovation



Global
footprint



We continuously
add value
to our products



Fast organic
growth supported by a
quality **M&A strategy**



CLEA KEY STRENGTH POINTS



Flexible & Open-Source System

Clea is part of a larger Open-Source ecosystem and does not force its users into any kind of technological lock-ins. It is also deployable and exploitable on non-SECO hardware, and entirely based on Open Standards.



Fast Time-To-Market, Lower Costs and Reduced Operational Risk

Clea is a one-stop shop for all the AI and IoT needs of your company. Relying on Clea and SECO as your main supplier means not only reducing project costs and risks but also one single, dedicated, support infrastructure



Highest security and Privacy Standards

Clea is highly focused on privacy and security. It guarantees data integrity and protection and privacy, allowing customers to retain full data ownership

VENDING Applications



FITNESS Applications



COFFEE Applications



MEDICAL Applications



Software Fees Are Recurring as Long as The Device is on The Field

Commitment Fees

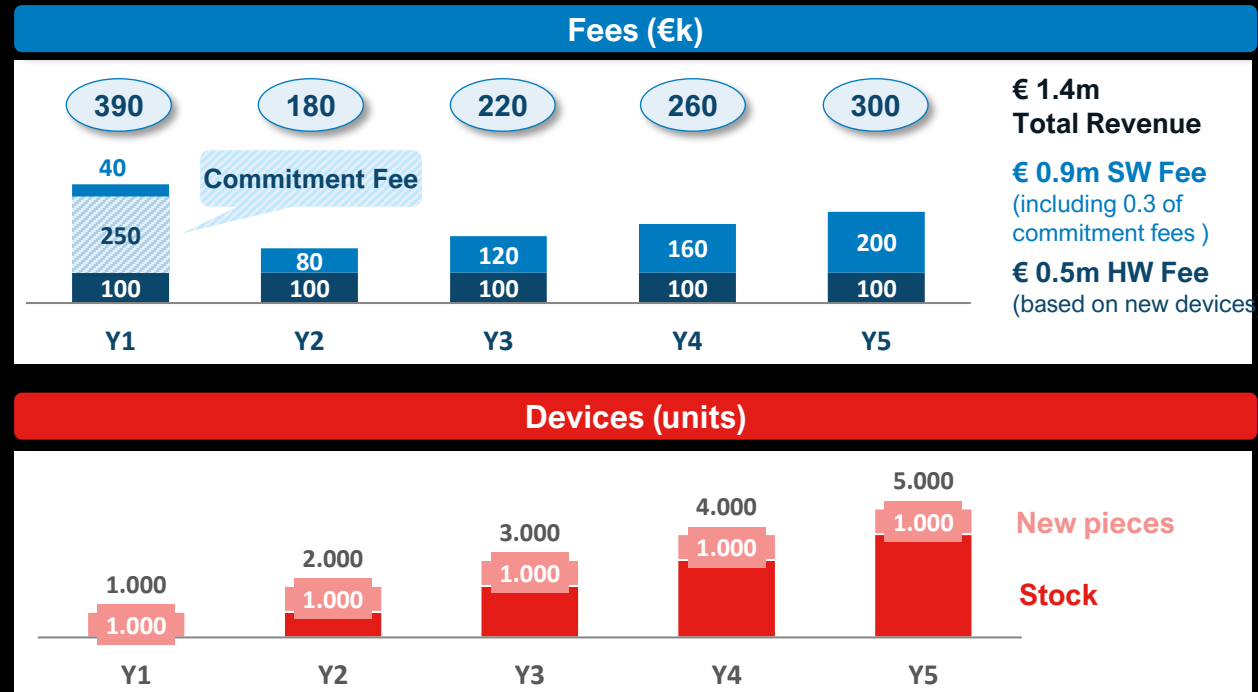
(NRE – Non Recurring Engineering)

One-off flat fee at signing unrelated to the number of devices

Pay per use

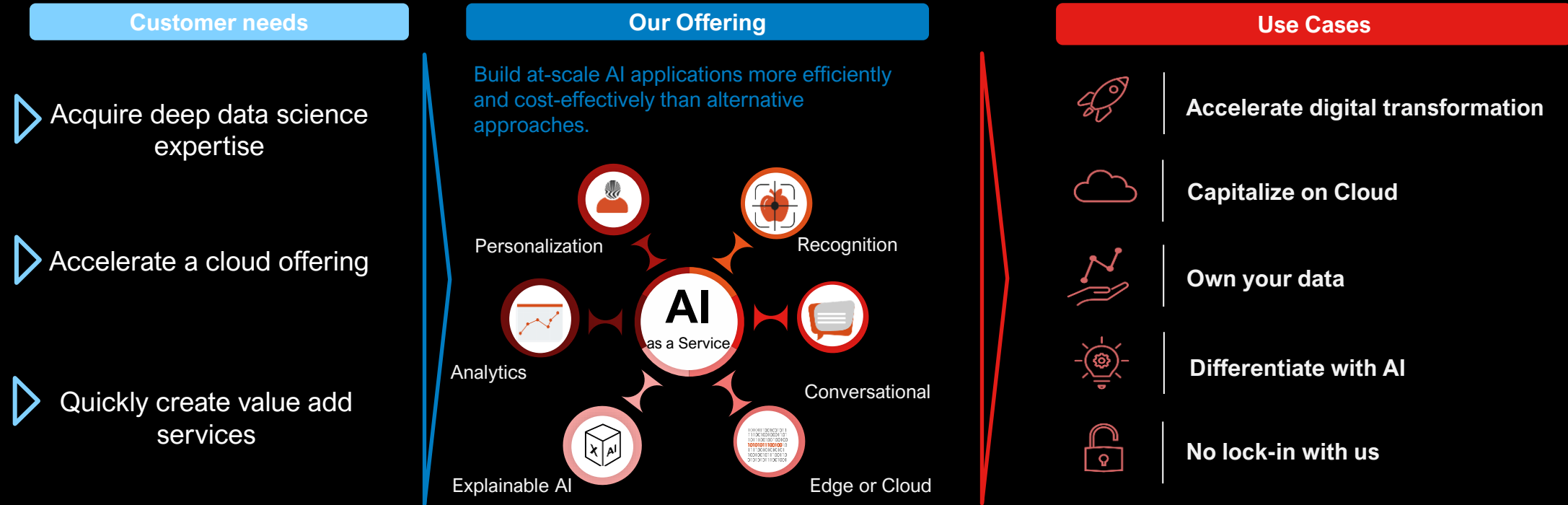
Monthly fee based on consumption (i.e. number of devices or services used) including additional service costs post sale

High scalability of the business driven by the non-correlation between cloud infrastructure costs and number of devices







Illustrative example of a customer deploying 1,000 devices per year in 5 years

WE ENABLE CLIENTS TO GENERATE VALUE FROM THEIR DATA



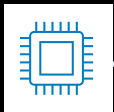
PARTNERSHIPS

CO-DESIGN APPROACH WITH THE MAIN TECHNOLOGY PLAYERS. WE ACCESS NEW TECHNOLOGIES FOR EDGE COMPUTING WAY BEFORE THEY'RE AVAILABLE FOR THE MARKET

Silicon vendor	# ongoing EAPs	Technology	Application	Key features
 GOLD PARTNER 	1	<ul style="list-style-type: none">✓ Standard module based on NXP i.8M Plus	<ul style="list-style-type: none">✓ Machine Learning	<ul style="list-style-type: none">✓ Artificial Intelligence at the edge, integrated NPU for image recognition and classification, speech recognition
	3	<ul style="list-style-type: none">✓ Standard module based on Intel Elkhart Lake✓ Next generation Intel Core and Xeon D	<ul style="list-style-type: none">✓ Functional Safety✓ HPC at the edge and networking	<ul style="list-style-type: none">✓ Meets specific requirements for application like automated ground vehicles, drones and safety/mission critical ones in general✓ Modular solutions in the most adopted form factors in the HPC at the edge space
	1	<ul style="list-style-type: none">✓ AMD Ryzen V2000	<ul style="list-style-type: none">✓ Signage / Imaging	<ul style="list-style-type: none">✓ Multiple 4K displays✓ Advanced graphics and multimedia

Effective Cooperation with Leading Chip Makers to Obtain Early Access to New Technologies

EARLY ACCESS PROGRAM Selection Process & Timetable



Chip vendor uncovers new technology to selected Partners, calling for product proposals



Partners are selected for EAP based on capability to manage state of the art technology



Solutions from partners are the primary go to market strategy being available at mass market launch



PURSuing HIGHLY ACCRETIVE M&A WITH STRONG STRATEGIC RATIONALE

Proven track-record in M&A execution, integration and synergies realization

What's next?

Key Guidelines for M&A

Expand customer base

Widen presence in attractive markets through vertical integration

Enter new geographies

Expand into most promising markets

Acquire new skills

Horizontal integration in adjacent segments close to core business

Future Targets

ADILAB
2018

FANMAL
2019

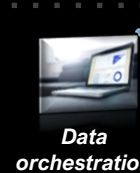
inhand
2020

ispirata
2020

HOPENLY
2020

ORO
2021

GARZ FRICKE
2021



Revenue up to €10m



Revenue up to €50-100m

Fragmented Markets Providing M&A Potential



Continuous Screening of the Market



Clear Pipeline of Identified Targets



Endless ways to the future

HOW WE CREATE VALUE FOR OUR CUSTOMERS



SECO as co-designer and Industrialiser of Systems

Intelligent Analyser



SECO's Technology
for Smart Blood Testing



Modular &
Customised
solution



Thorough testing



Long-time
availability



High quality &
reliability standards



Fast production
ramp

Customer Requirements

Mid 90's

*first approach for
a board re-design*

2000-2019

*From Module to Systems: SECO
as co-designer, industrializer of
systems granting additional
benefits provided by Fannal
products integration*

Today

*Highly customized service
with Long Term visibility
on product life cycle*

Historical Milestones



Supply of products with a 10+
year lifetime guaranteed



Obsolescence prediction and
handling service: in-house
temperature and humidity-
controlled component
stocking and backing process



Custom testing with ad hoc
fixture and tailored software
design



Kanban agreement: ERPs
connected to minimise
components' lead time and
products' time to market

SECO Winning Points



HOW WE CREATE VALUE FOR OUR CUSTOMERS



HOW WE CREATE VALUE FOR OUR CUSTOMERS

Enabling SECO Platform Capabilities for a New Customer on Existing non-SECO Hardware Fleet

Wide Fleet of Non-SECO Hardware Installed Base



Integration to Non-SECO Hardware with Full Retrofit Capabilities...

Enabling Advanced Services through Cloud Connectivity



...Generating Software Fees from Day 1...

✓ Enable connectivity for all devices through an **optional SIM card add-on**

✓ Allowing SECO to extend its SaaS business (with a per-device fee) **even to non-SECO hardware**

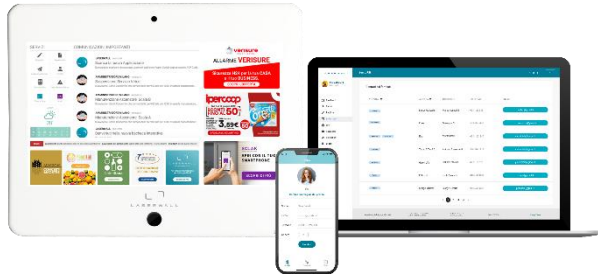
✓ Faster mass deployment strategy, given the **SaaS portion can be delivered through a simply software update**

...While Creating a Technological Bond with New Customers

HOW WE CREATE VALUE FOR OUR CUSTOMERS

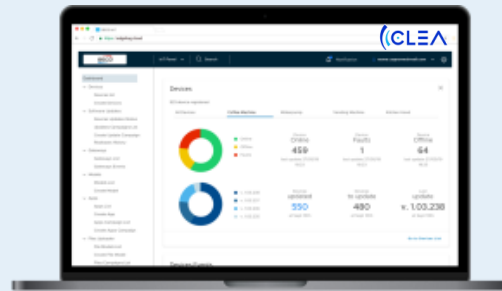
Enabling customer to launch a highly innovative business through an integrated hardware + software offering

> 15.000 connected digital
billboards featuring SECO
hardware



Digital billboards installed in building
halls...

From Edge to AI with no
effort for the client



...generating data that can be transformed
into value by CLEA's AI module...



Residents and condo managers can
efficiently communicate and exchange
information via a dedicated app



Business customers can display
targeted and interactive
promotional contents



Geolocalisation and interaction
analytics functionalities to **maximise**
return on investment and **keep costs**
under control

...offering value-added functionalities to
residents and business customers



SECO-OLIVETTI PARTNERSHIP

KEY PILLARS



Industrial impact:
macro-areas of
collaboration



Italian SMEs digitalization: co-development of IoT Innovative Solutions interconnected with Olivetti's / SECO Mind multi-services software platform



New hardware + software solutions co-developed under the brand Olivetti powered by SECO



Leverage SECO and Olivetti R&D expertise and customer base across large Enterprise and SME and Public Administration



Strong combination to enter a number of highly attractive sectors whose growth is enhanced by NRRP

Strengthened
relationship between
Olivetti and SECO

SECO as **technology partner** and **preferred supplier** of IoT solutions for Olivetti

TIM Group-Olivetti become **reference industrial partner** for SECO

Olivetti stake in SECO increased to **9.6% of share Capital**



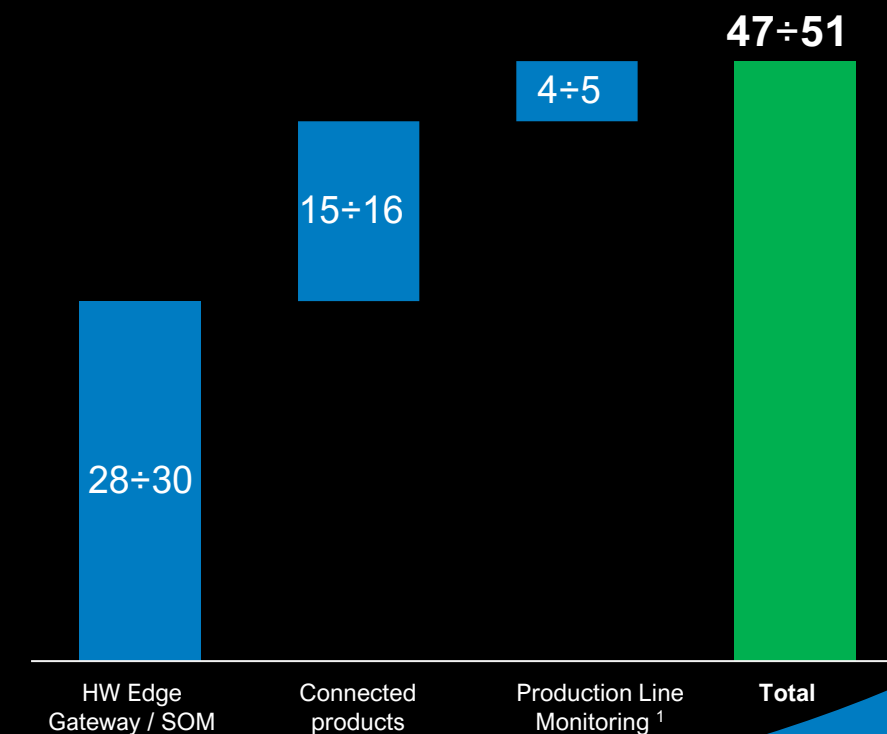
SECO-OLIVETTI PARTNERSHIP

TOTAL ADDRESSABLE MARKET AND POTENTIAL
ECONOMIC IMPACT

	Merchant Services	IoT Smart Services
ADDRESSABLE MARKET	~5 bn€ in 2024 4-5% CAGR	~4.5 bn€ in 2024 10% CAGR
OLIVETTI MARKET SHARE AMBITION 2024	5%	5%

SECO Expected value of the partnership

Mln€, cumulated revenues 2022-2024



FROM STRATEGY TO EXECUTION

HOW WE INTEGRATED

Transaction Timeline

- **Jun-2018**
Target Scouting and initial negotiations
- **Feb-2019**
Signing
- **May-2019**
Closing
- **Today (ongoing project)**
New Headquarters

Rationale and Key Milestones

M&A rationale

- ✓ Important milestone to **SECO's transition** as a provider of **complete, integrated solutions** featuring **HMI interfaces**
- ✓ Group's hub for the expansion in the **APAC markets**

Main Actions & Achievements

- ✓ **Purchasing, production optimized** thanks to an **integration plan** implemented on a yearly basis
- ✓ **New HQ** in Q3 2019 to support business' and Group's growth

Management Team

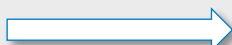
- ✓ **Re-appointment of existing directors** to ensure continuity
- ✓ **Italian and Italian-Chinese management (total 5 people)** to facilitate a **smooth managerial/cultural integration**

Future Development Actions

- ✓ Fully exploit **Hangzhou's area high-tech/IoT potential**
- ✓ Negotiation with **local government** in place for the construction of a property building at highly advantageous conditions in an area dedicated to **high-tech companies**
- ✓ Create additional synergies to develop Fannal's business worldwide, benefitting from the Group's sales structure

KPIs

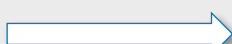
+84% CAGR

€2.5m  €8.5m

2018 2020

Revenue Evolution

+21% (Margin b.p.)

€0.2m  €2.5m

2018 2020

Operating profit Improvement



Hangzhou HQ renovated in Q3 2019

FROM STRATEGY TO EXECUTION: HOW WE INTEGRATED



Transaction Timeline

- Jun-2019**
Target Scouting and initial negotiations
- Oct-2019**
Signing
- Feb-2020**
Closing
- Mar-2020**
Full integration with SECO Group

Rationale and Key Milestones

M&A rationale

- ✓ Access to portfolio of Tier 1 clients in Defense, Industrial Automation, Medical sectors
- ✓ Fully structured organisation available to promptly address a growing pipeline in the US market

Main Actions & Achievements

- ✓ New entity combining SECO USA's and InHand's strengths
- ✓ Significant new orders intake thanks to InHand being part of a large international group

Management Team

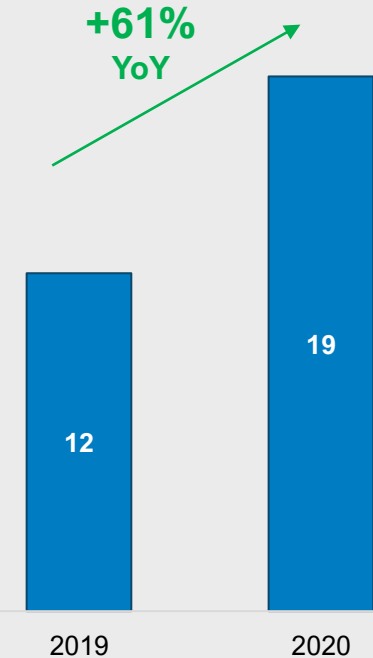
- ✓ Re-appointment of existing directors to ensure continuity
- ✓ CEO with 20+ years track record in the industry

Future Development Actions

- ✓ 1 Fannal professional to be based in the US on a long-term basis, to support the whole Group with clients needing HMI-based solutions
- ✓ Cross-pollination between R&D teams in the US and Italy to better support local customers

KPIs

Revenue Evolution (€m)¹



Notes: (1) Total SECO Group revenues in the US for 2019 and 2020



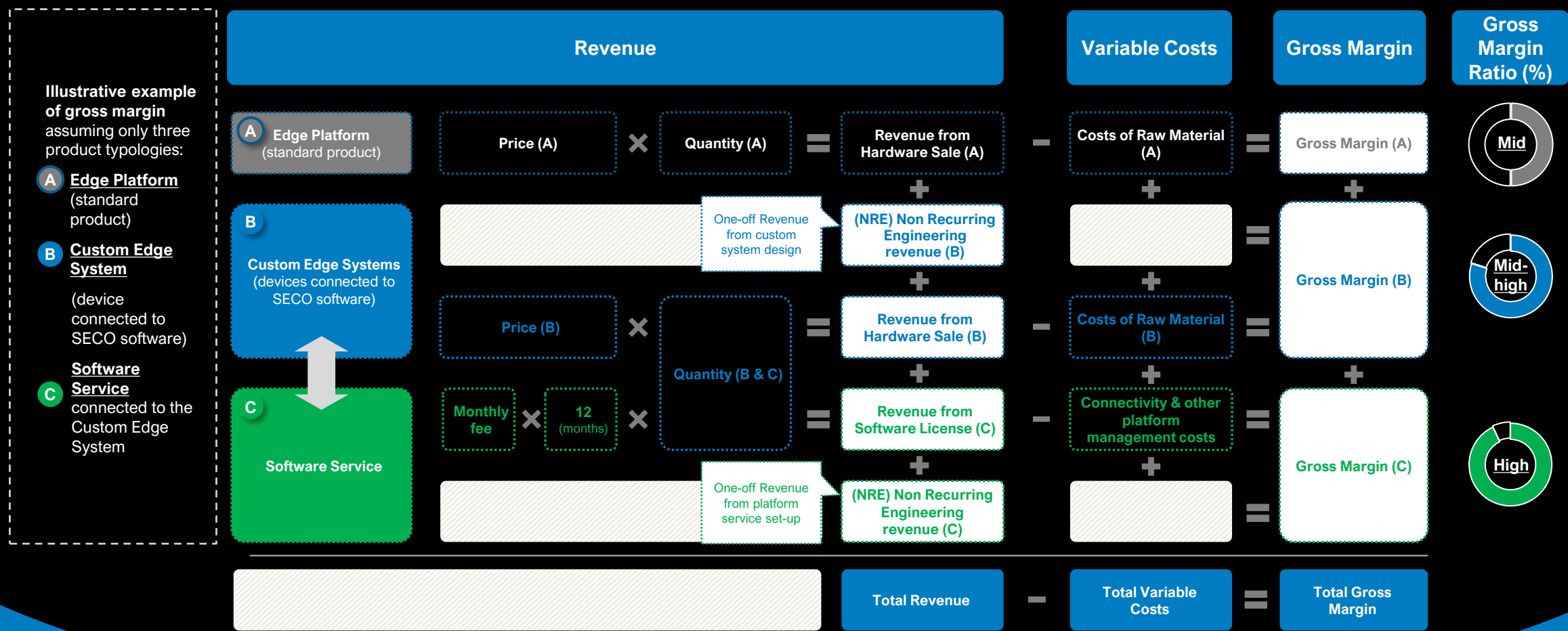


Endless ways to the future

Appendix B: Historical Financials & Group Structure



REVENUE AND COST MODEL



DETAILS ON ADJUSTMENTS

EBITDA and Operating Profit

FYE 31/12 (€m)	2018A	2019A	2020A
Profit / (loss) for the year	4.6	5.8	5.5
Income taxes	1.6	2.1	0.6
Financial income	(0.0)	(0.0)	(0.0)
Financial charges	0.4	0.4	0.5
D&A	1.6	3.1	5.5
EBITDA	8.2	11.5	12.1
Profit / (loss) on foreign exchange	0.3	0.1	0.7
Costs for professional services for M&A transactions	-	-	0.6
Bargain purchase gain	(0.5)	-	-
Credit loss due to settlement agreement	-	-	0.6
Gaming Tech transaction costs	-	-	0.1
Costs for the purchase of sanitizers and office renovation	-	-	0.1
Non-recurring costs for stock option plan	-	-	1.5
Costs for the stock option plan	-	-	0.1
Costs for terminating contracts with distributors	0.2	-	-
Costs for terminating contracts with agents	-	0.2	0.0
Costs for termination of intellectual property contract	-	-	0.1
Total Adjustments	0.1	0.3	3.8
Adjusted EBITDA	8.3	11.8	15.9
Operating Profit	6.9	8.5	7.3
Adjusted Operating Profit	7.0	8.8	11.1

Net Financial Indebtedness

FYE 31/12 (€m)	2018A	2019A	2020A
Net Financial Indebtedness	6.9	12.1	17.8
Tax credit (IVA)	(6.0)	(3.9)	(4.7)
Current financial liabilities deriving from leases	(0.4)	(0.4)	(0.5)
Non-current financial liabilities deriving from leases	(0.6)	(0.5)	(1.2)
Adjusted Net Financial Indebtedness	(0.2)	7.3	11.4

Net Profit Adjusted

FYE 31/12 (€m)	2018A	2019A	2020A
Net Profit	4.6	5.8	5.5
Total Adjustments	0.1	0.3	3.8
Theoretical tax (24%)	(0.0)	(0.1)	(0.9)
Total Adjustments post taxes	0.1	0.2	2.9
Adjusted Net Profit	4.6	6.1	8.4



2018 – 2020 PROFIT & LOSS

Profit & Loss

Reported Figures - FYE 31/12 (€m)	2018A	2019A	2020A	CAGR 18A-20A
Total Revenue	55.2	65.7	79.5	20.0%
Growth %	n/a	19.0%	21.0%	
Net Sales	54.4	65.4	76.1	
Other income	0.8	0.3	3.4	
Raw Materials net of change in inventories	(30.3)	(34.4)	(40.2)	
Costs for raw, ancillary and consumable materials and goods	(33.4)	(41.9)	(44.7)	
Change Inventory	3.1	7.5	4.6	
Adjusted Gross margin	24.2	31.0	36.0	22.0%
Ratio (%)	44.4%	47.4%	47.2%	
Personnel	(9.3)	(11.7)	(16.1)	
Cost of Services	(6.0)	(6.5)	(6.6)	
Other Opex	(1.0)	(1.6)	(3.8)	
Other operating expenses	(1.0)	(1.5)	(3.8)	
Impairment of receivables and provisions for risks	(0.1)	(0.1)	(0.0)	
D&A	(1.6)	(3.1)	(5.5)	
Operating Profit	6.9	8.5	7.3	2.4%
Margin (%)	12.8%	12.9%	9.6%	
Net Financial Expenses	(0.7)	(0.5)	(1.2)	
Financial Income	0.0	0.0	0.0	
(Financial Expenses)	(0.4)	(0.4)	(0.5)	
Profit / (loss) on foreign exchange	(0.3)	(0.1)	(0.7)	
Profit Before Tax	6.2	8.0	6.1	(0.8%)
Margin (%)	11.4%	12.2%	8.0%	
Taxes	(1.6)	(2.1)	(0.6)	
Net Profit	4.6	5.8	5.5	9.5%
Margin (%)	(0.2)	0.2	2.4	

Note: (i) Audited Financials 2018-2020 prepared in accordance with IAS/IFRS accounting standards; (ii) Ratios and Margins are calculated on Net Sales

SECO® - Strictly private and confidential

2018 – 2020 BALANCE SHEET

Balance Sheet

Reported Figures - FYE 31/12 (€m)	2018A	2019A	2020A
Property Plant & Equipment	11.1	14.1	13.3
Intangible Assets	5.0	8.0	13.0
Right of use assets	1.2	1.1	1.9
Goodwill	0.1	3.1	7.1
Non current financial assets	0.5	0.4	0.2
Net Fixed Assets	17.9	26.6	35.5
Inventories	19.0	26.8	31.4
Trade Receivables	18.1	19.1	15.0
Trade Payables	(14.9)	(15.4)	(15.3)
Trade Working Capital	22.2	30.5	31.2
<i>Net Sales (%)</i>	<i>40.8%</i>	<i>46.6%</i>	<i>40.9%</i>
Other Current Assets / (Liabilities)	3.1	2.2	4.8
Net Working Capital	25.3	32.7	35.9
<i>Net Sales (%)</i>	<i>46.6%</i>	<i>49.9%</i>	<i>47.2%</i>
Other Assets / (Liabilities)	(1.8)	(2.6)	(2.5)
Provisions for risks	(0.2)	(0.1)	(0.1)
Net Invested Capital	41.2	56.6	68.8
Total Equity	34.4	44.4	51.0
Short term Financial Debt	10.1	13.9	14.2
Long term Financial Debt	11.5	14.9	27.3
(Cash & cash equivalents)	(14.8)	(16.6)	(23.7)
Net Financial Indebtedness	6.9	12.1	17.8
Adjustments ¹	7.1	4.8	6.4
Adjusted Net Financial Indebtedness	(0.2)	7.3	11.4
<i>Adjusted Net Financial Indebtedness / Adjusted EBITDA</i>	<i>0.0x</i>	<i>0.6x</i>	<i>0.7x</i>
Total Sources	41.2	56.6	68.8

Note: Audited Financials 2018-2020 prepared in accordance with IAS/IFRS accounting standards. (1) The Adjustments refer to VAT Receivables and Current and Non-current Lease Liabilities

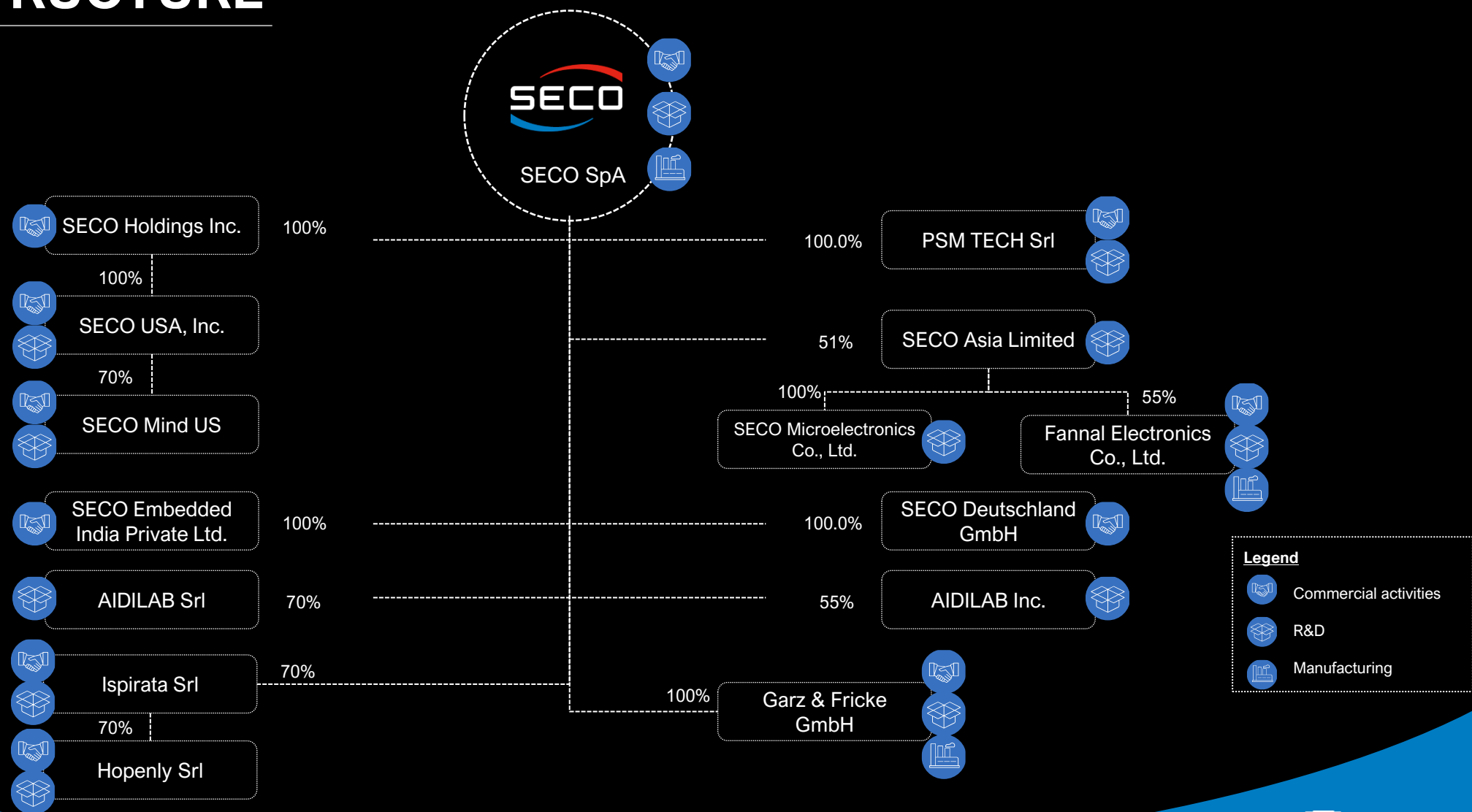
2018-2020 CASH FLOW

Cash Flow

Reported Figures - FYE 31/12 (€m)	2018A	2019A	2020A
Net Profit	4.6	5.8	5.5
Non monetary items	3.6	6.0	9.5
Cash taxes	(3.9)	(0.6)	(3.9)
Change in Net Working Capital	(2.2)	(9.2)	(1.0)
Change in Other Assets & Liabilities	(0.5)	(0.2)	0.2
Cash Flow from Operating Activities	1.6	1.8	10.2
Tangible assets	(5.9)	(4.1)	(1.3)
Intangible assets	(3.4)	(4.1)	(7.4)
M&A Capex (net of cash acquired)	0.8	(1.8)	(4.9)
Financials assets	0.3	0.1	0.1
Cash Flow from Investing Activities	(8.2)	(10.0)	(13.5)
Change in Financial debt	7.2	6.7	10.8
Change in Equity	6.5	3.4	0.0
Cash Flow from Financing Activities	13.6	10.1	10.8
Change in Cash	7.0	1.9	7.5
Conversion differences	(0.0)	(0.1)	(0.4)
Cash BoP	7.8	14.8	16.6
Cash EoP	14.8	16.6	23.7



GROUP STRUCTURE



HISTORICAL MILESTONES

ESTABLISHMENT

- Leader in embedded products
- First mover & cutting-edge technology adopter
- Scale-up of manufacturing capabilities

DEVELOPMENT

- Implementation of customized embedded systems
- Internationalization
- Further expansion in multiple verticals

SECO 3.0

- Leader in custom Edge Computing & IoT products & solutions
- Flexible and scalable business model
- Strengthen Management and M&A campaign



1979
Foundation
of SECO

Z

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B

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2008

SECO is one of the
founders of the new
standard for the
embedded domain:
Qseven®



2013 – 18
UDOO Maker
Boards launched
on Kickstarter



2019
Acquisition
of Fannal
Electronics



2018

New HQ
in Arezzo
& FITEC
Capital Increase
€ 10.000.000



2020

Acquisition
InHand
Electronics,
Ispirata and
Hopely



2021

SECO Mind
division brings
together the
group's
expertise in AI,
IoT & data
orchestration

IPO in Borsa
Italiana's MTA-
STAR

Oro Networks
and Garz&Fricke
acquisition





Endless ways to the future

Thank you
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