

YOUR GLOBAL DIGITAL ENABLER

Capital Markets Day
27 May 2025



Agenda

- 01 Your Global Digital Enabler
- 02 Continuous Growth with Focus on Value
- 03 TXT Positioning
 - a) Offering
 - b) Markets
- 04 2025 – 2027 Group Financial Targets
- 05 Closing Remarks

Speakers:



Enrico Magni
Chairman



Daniele Misani
CEO



Frank Ehlermann
A&D Cluster Leader



Nicola Cordone
Digital Finance
Cluster Leader

Leadership team corporate

Eugenio Forcinito – CFO
Andrea Favini – IR
Marcello Bussolin – Head of A&F

Leadership team business

Alberto Zilli - Martech
Paolo Pascolo - Martech
Raffaele Primo - Public Sector
Antonello Posterino - Public Sector
Sebastiano Manno - Digital Advisory
Giovanni Pedranzini - Healthcare
Sabino Patruno - Telco
Gianfranco Ballerini - Digital Finance

WHO

Your Global
Digital Enabler

USA
Seattle

CANADA
Montreal

UK
Bristol

NL
Delft

DE
Köln
Berlin
Munich

CH
Chiasso
Stans
Lucerna

FRANCE
Toulouse

SPAIN

ITALY
Milano
Torino
Novara
Bologna
Brescia
Roma
Prma
Bari
Palermo
Cagliari

SINGAPORE

CHILE

BRASIL

€350MIn

Revenue 2024 Pro-Forma

Guaranteed by operating
excellence & innovation

July 2000

Listed on the Italian
Stock Exchange

STAR segment (TXT.MI)

20+

Locations
worldwide

30+

Certified Cross-
Industry Quality

Years experience

3500+

Specialised
Know-how

Specialised engineers
& professionals

WHAT

Digital Innovation



WHAT

Digital Innovation



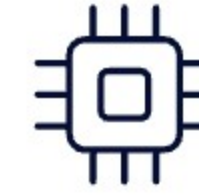
Aerospace
& Defence



Industrial
& Automotive



Telco, Media
& Gaming



Fintech



Public
Sector

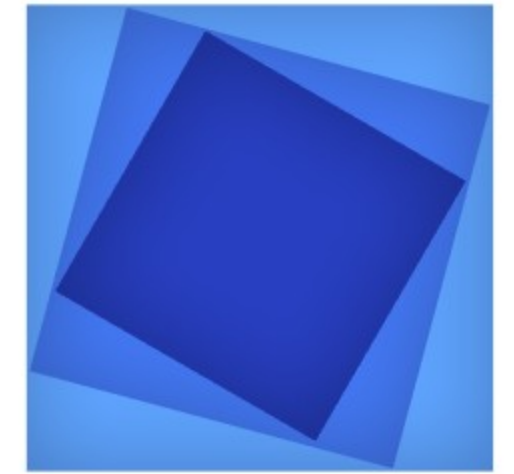


Martech

Advise

DIGITAL ADVISORY

Reshaping and automation
of processes



Speed up

SMART SOLUTIONS

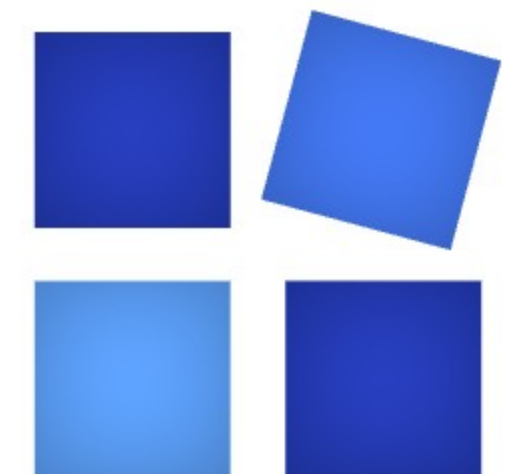
Innovative platforms to accelerate
customer's go-to-market



Make it!

SOFTWARE ENGINEERING

Digitalization and servitization
of business



WHAT

Digital Innovation



FCAS

GCAP

Major Defence European Programs

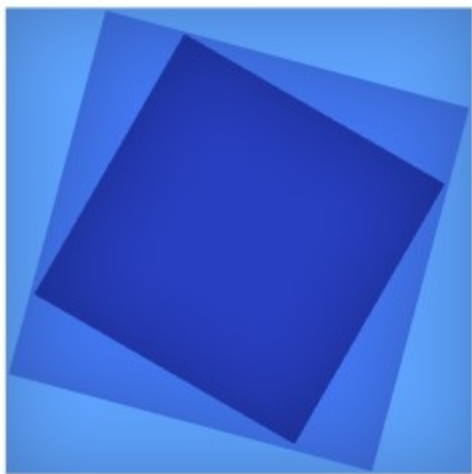
France
Germany
Spain

Italy
UK
Japan

Advise

DIGITAL ADVISORY

Requirements
Standards



Speed up

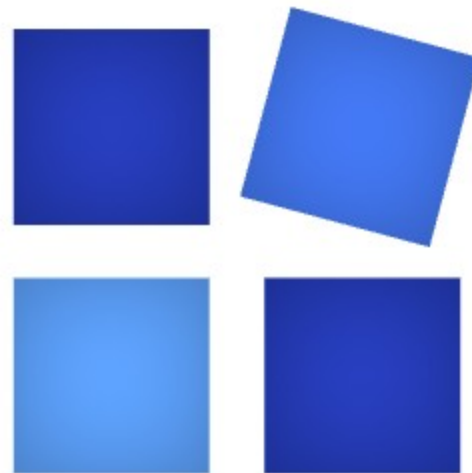
SMART SOLUTIONS



Make it!

SOFTWARE ENGINEERING

Airborne systems
Training & Simulations



HOW

A strategy based on
Acquisitions & Synergies

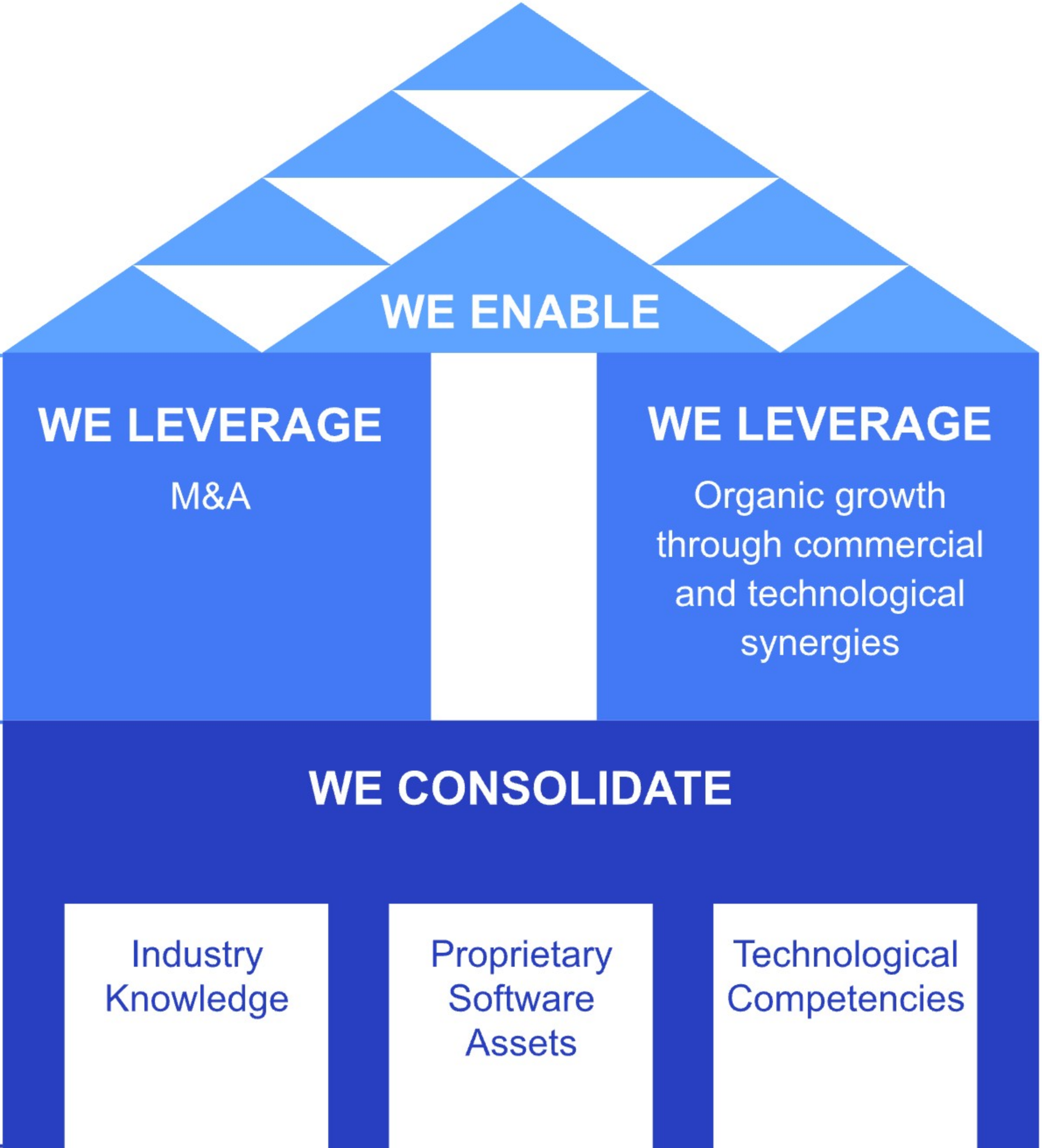
POSITIONING

Specialized front end boutiques of competencies empowered by a solid listed Group with a strong commitment to ESG principles and objectives, as outlined in the 2024 Sustainability Report.

STRATEGIES

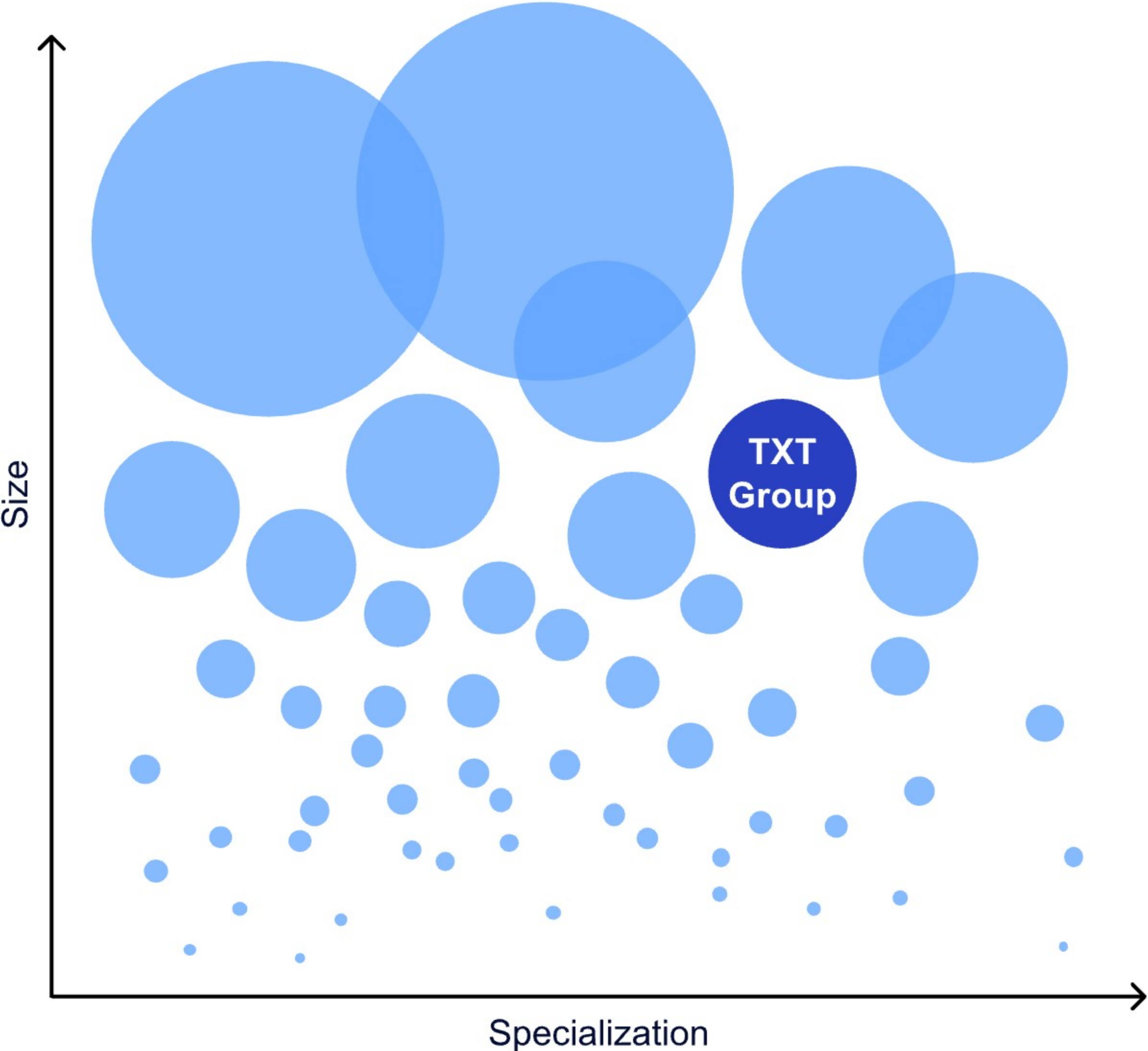
TXT Group strategy is designed to leverage Technical and Commercial Synergies, and Operational Excellence.

FOUNDATIONS



TXT today is an **emerging player in the digital innovation market, competing against tech giants**, in Italy and Internationally, by **aggregating highly specialized digital boutiques** and established businesses.

TXT Group positioning



TXT's Companies positioning





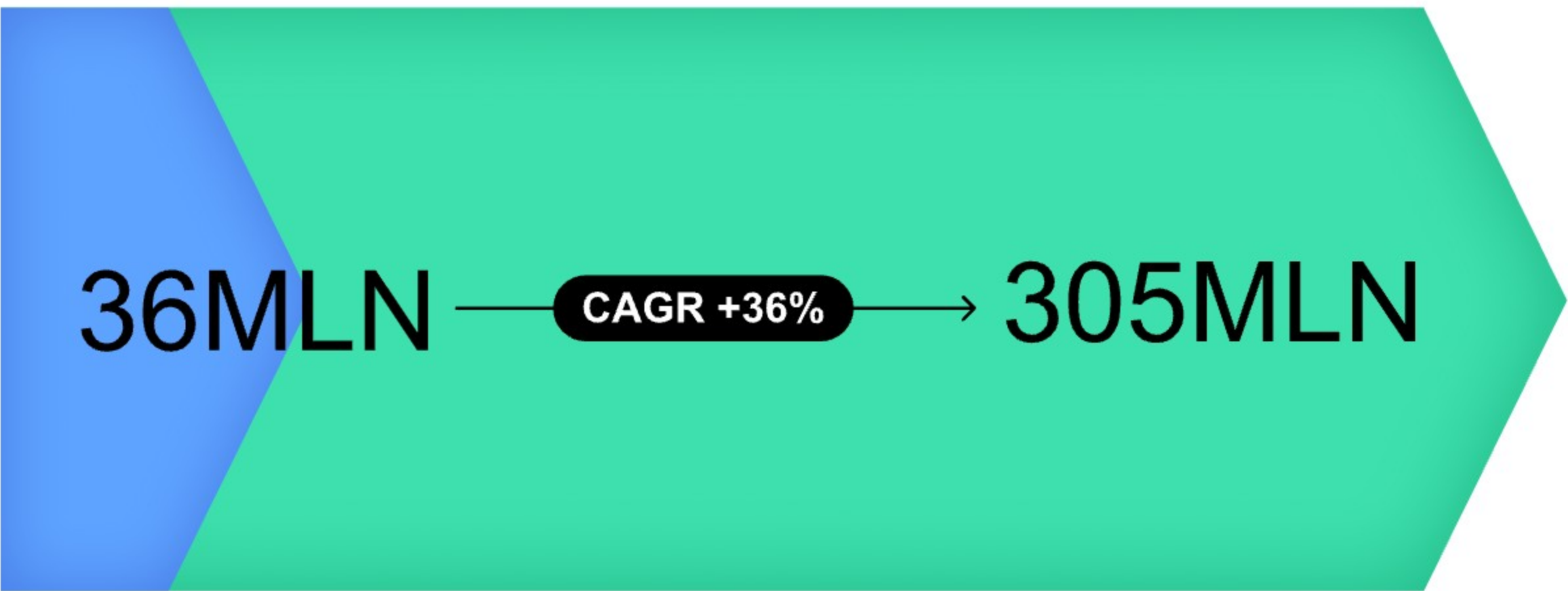
CONTINUOUS
GROWTH
WITH FOCUS
ON VALUE

PHASE 1

Accelerated Growth

Consolidation of **20+** companies
Organic growth (CAGR) **>10%**

REVENUES



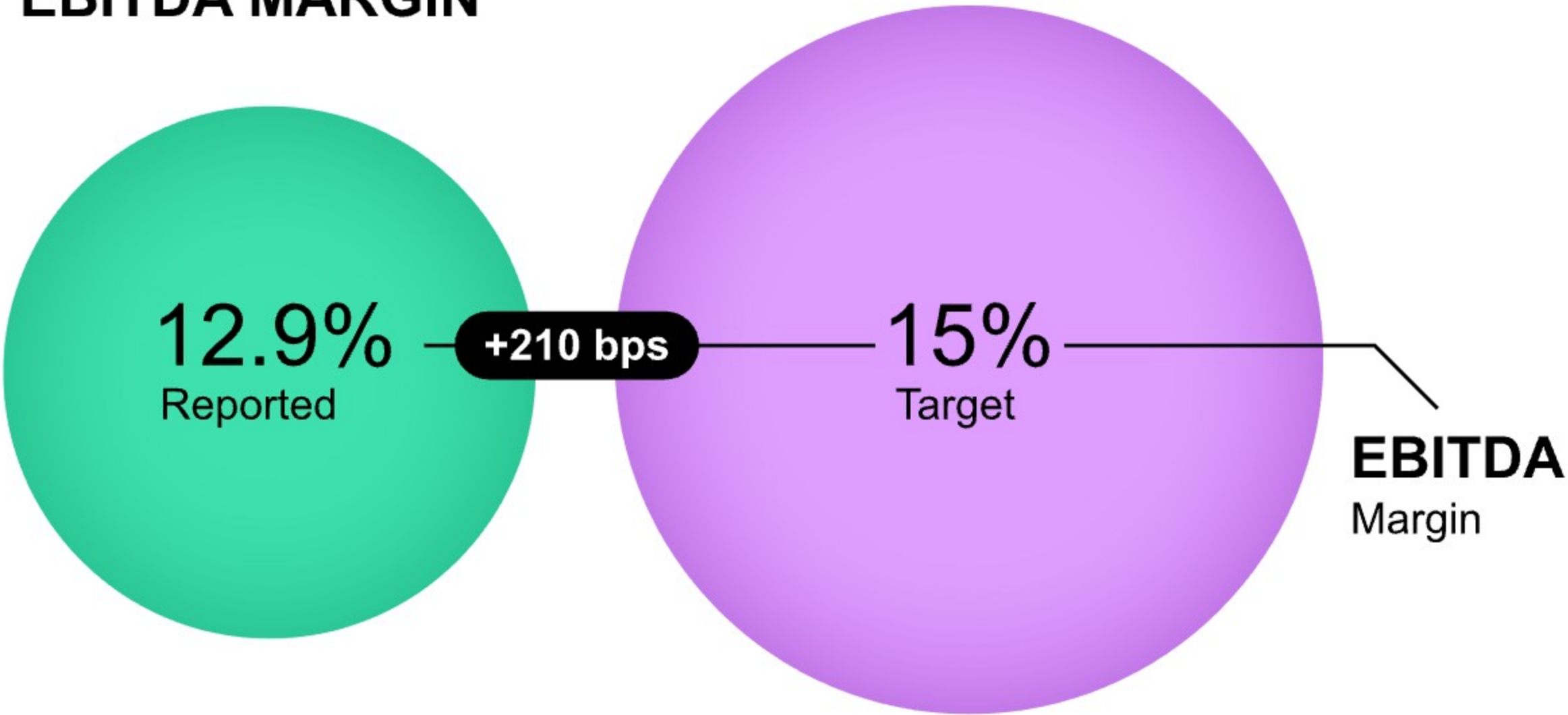
2017

2024

PHASE 2

Continuous growth with focus on value

EBITDA MARGIN



2027

Sustain organic growth through synergies



PHASE 1: 2017 - 2024

Accelerated Growth

20+ acquisitions completed, **continuous focus on sustainable investments** with the engagement of entrepreneurs (partial TXT share-based payments) to consolidate a mix of established business and high-potential SMEs. Two success stories:

- **PACE:** Revenue from €8Mln (2017) to €21Mln (2024)
- **HSPI:** Revenue from €12Mln (2020) to €36Mln (2024)

HISTORICAL PERFORMANCE

6x

EBITDA average multiple

23

Acquisitions in the last 7 years

PHASE 2: 2025 - 2027

Continuous growth with focus on value

CONTINUITY with Phase 1 but more focus on sustainable profitability and complementarity of offering:

- **Improve group profitability:** aggregate entities with sustainable margins above the average of the Group
- **Complementarity:** consolidate the three offering pillars across the industries covered and the geographies

NEW TARGETS

6-8x

EBITDA multiple

>14%

EBITDA margin

The background is a grid of squares in various shades of blue and dark blue. The squares are arranged in a pattern that is not perfectly uniform, with some squares being a lighter blue and others a darker blue. The word "OFFERING" is centered in the middle of the image, written in a white, sans-serif font. The word is split across two lines, with "OFFER" on the first line and "ING" on the second line. The word is centered horizontally and vertically.

OFFERING

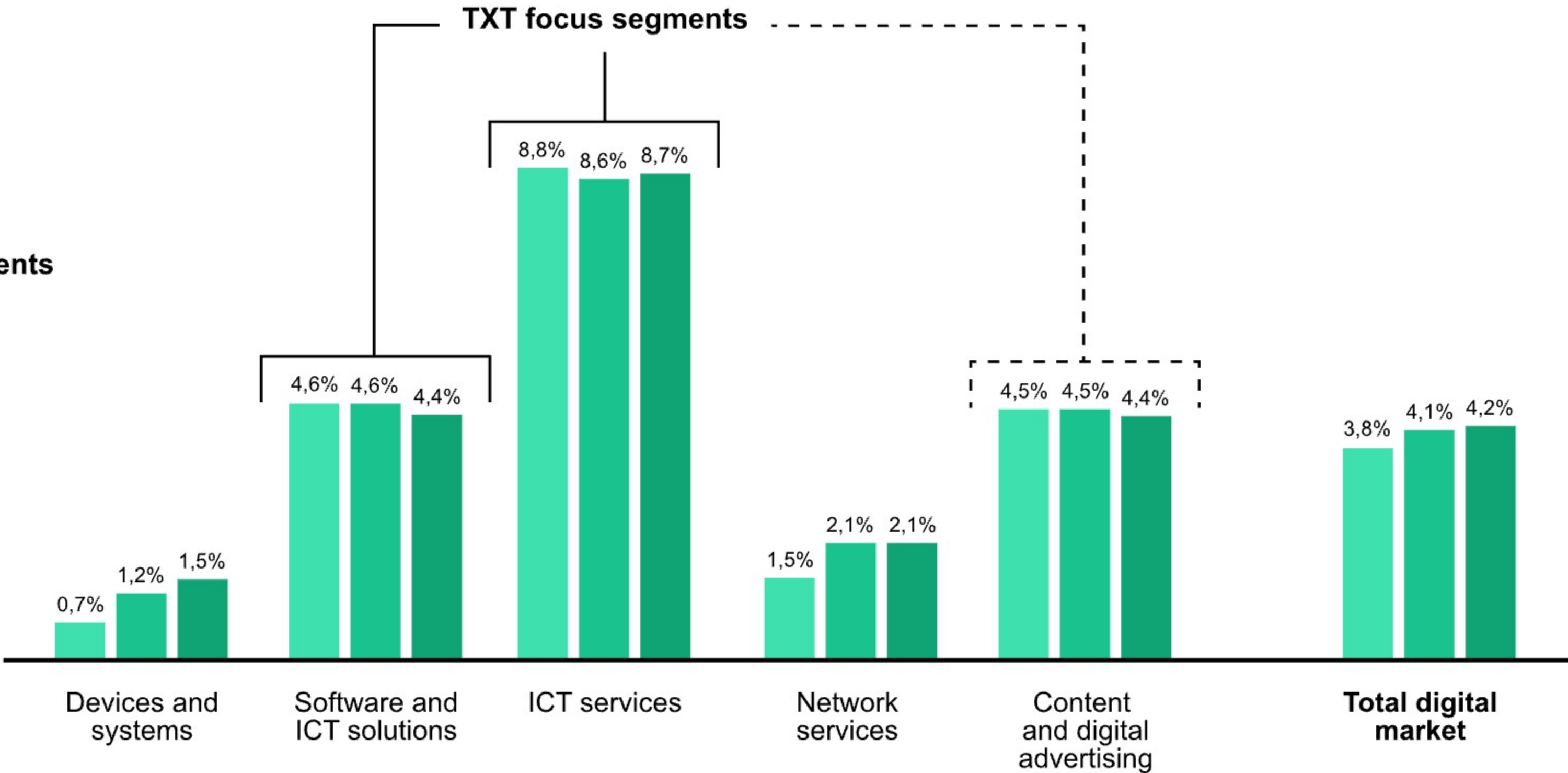
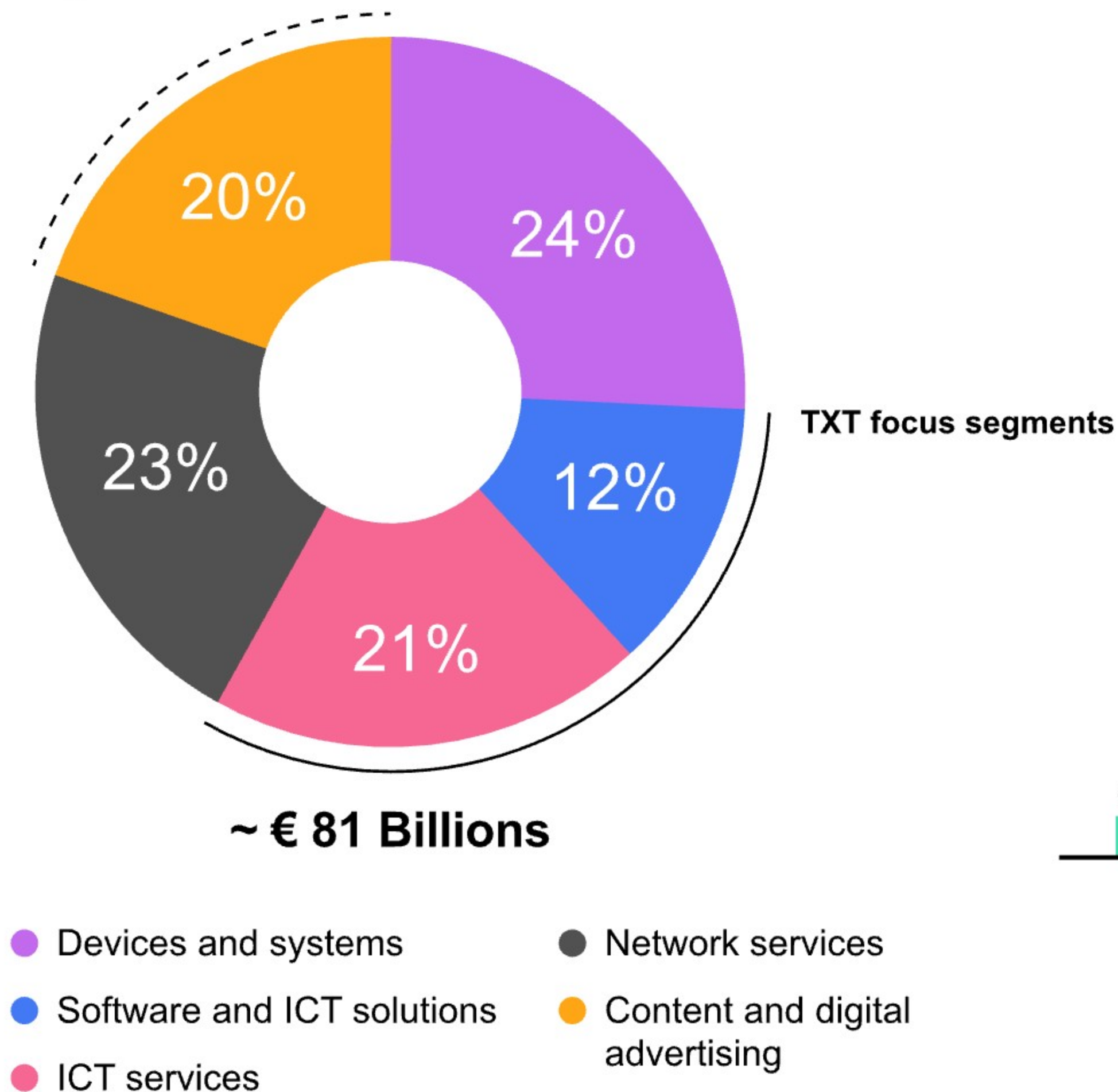
Domestic Digital Market by Segment

Source: NetConsulting Cube, October 2024
Il Digitale in Italia 2024 – Previsioni 2024-2027

Digital Market 2024E

Annual % Growth

- 25E/24E
- 26E/25E
- 27E/26E





Digital advisory^{ADVISE}

We operate with 3 go-to-market pillars (divisions):

1. **Digital advisory** deals with reshaping and automation of processes.

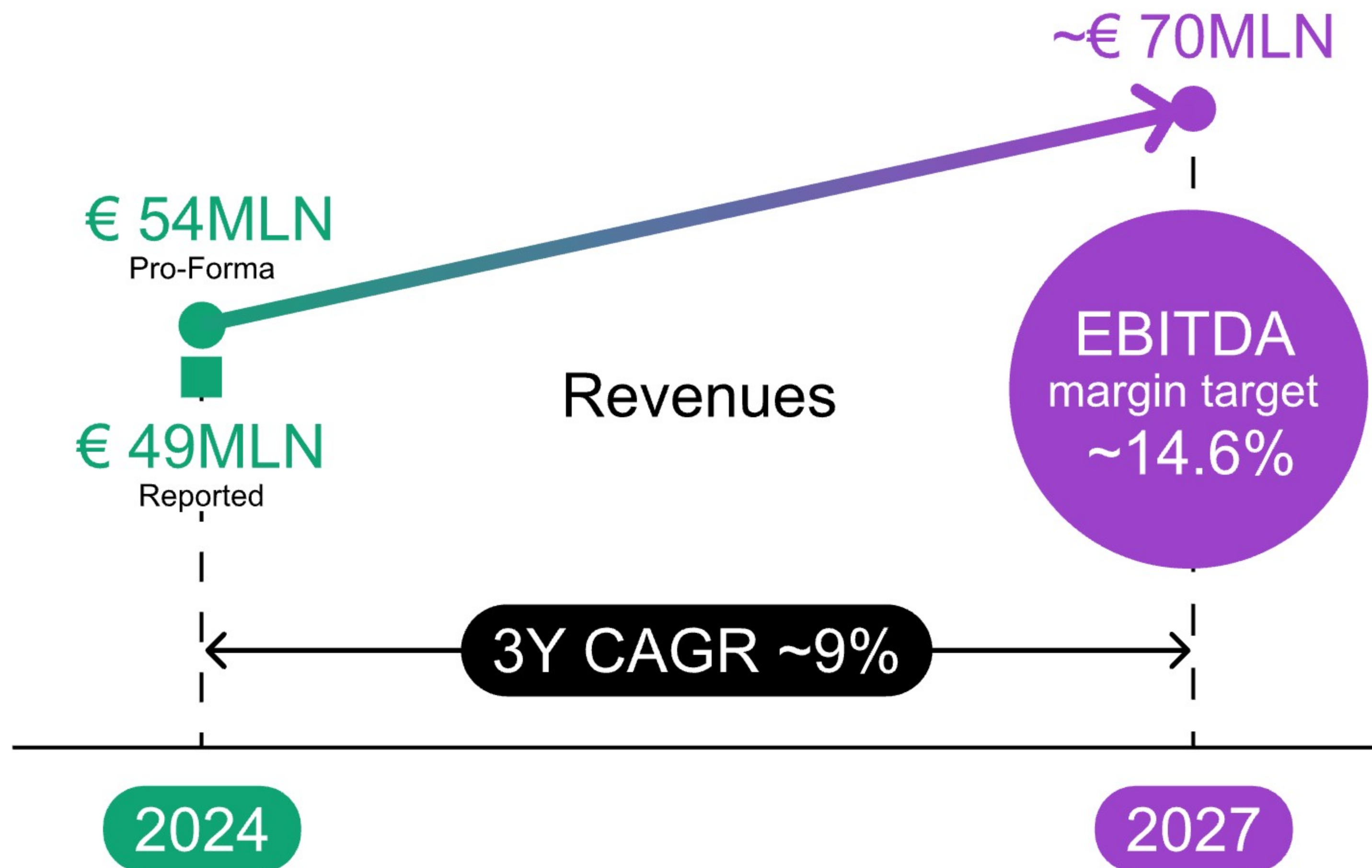
BLUE-CHIP CUSTOMERS

80%

80%+ of Digital Innovation business carried out with blue-chip customers

MULTI-YEAR PROJECTS

> 50%



Smart solutions ^{SPEED UP}

We operate with 3 go-to-market pillars (divisions):

1. Digital advisory deals with reshaping and automation of processes.
2. **Smart solutions** works with innovative platforms to accelerate customer's business.

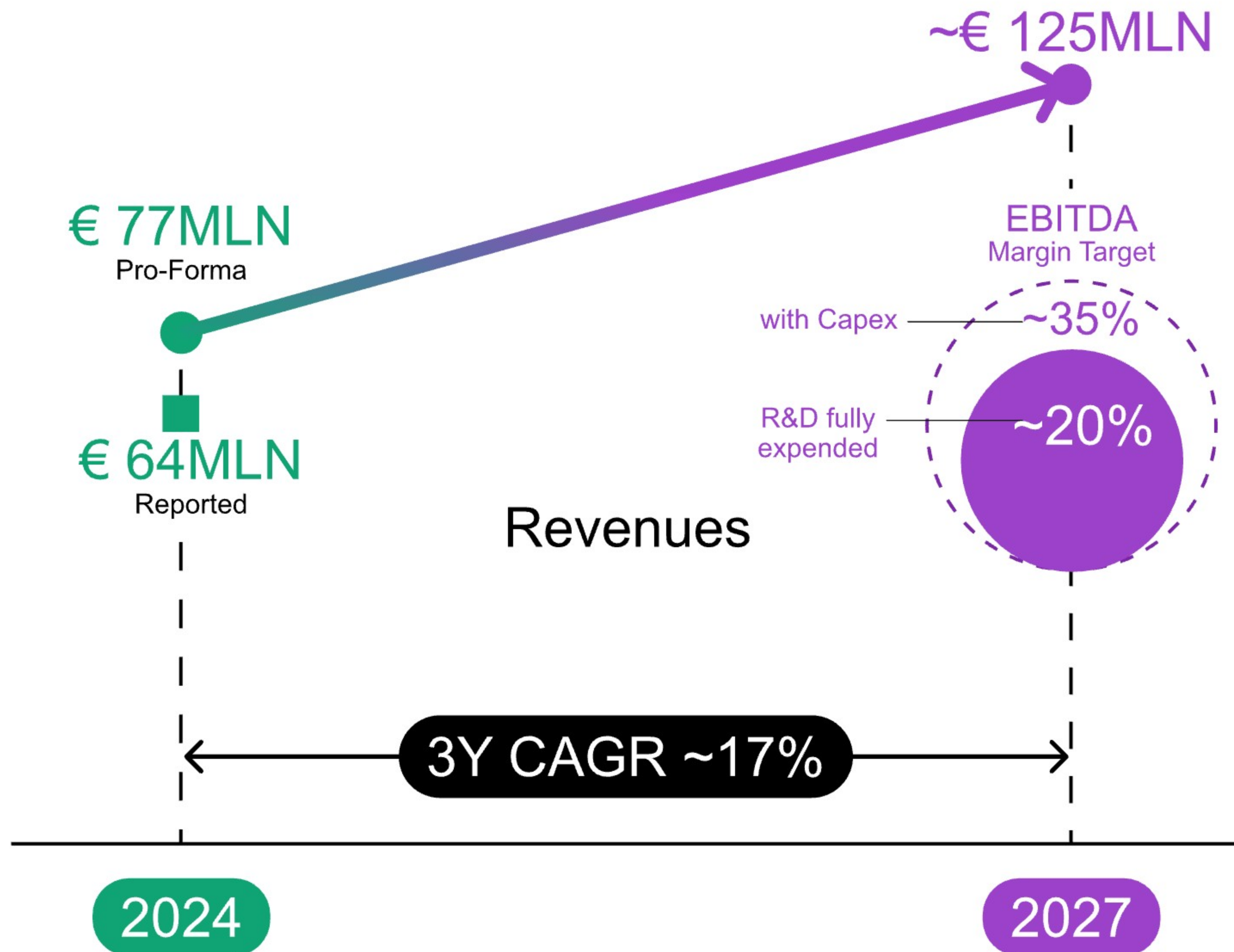
YEARLY R&D INVESTMENTS (AVG.)

~15%

Sales reinvested to lead innovation

RECURRENT BUSINESS

>80%



Software engineering MAKE IT!

* Normalized 3-Y CAGR excluding one-off revenues from FY-2024: ~9%

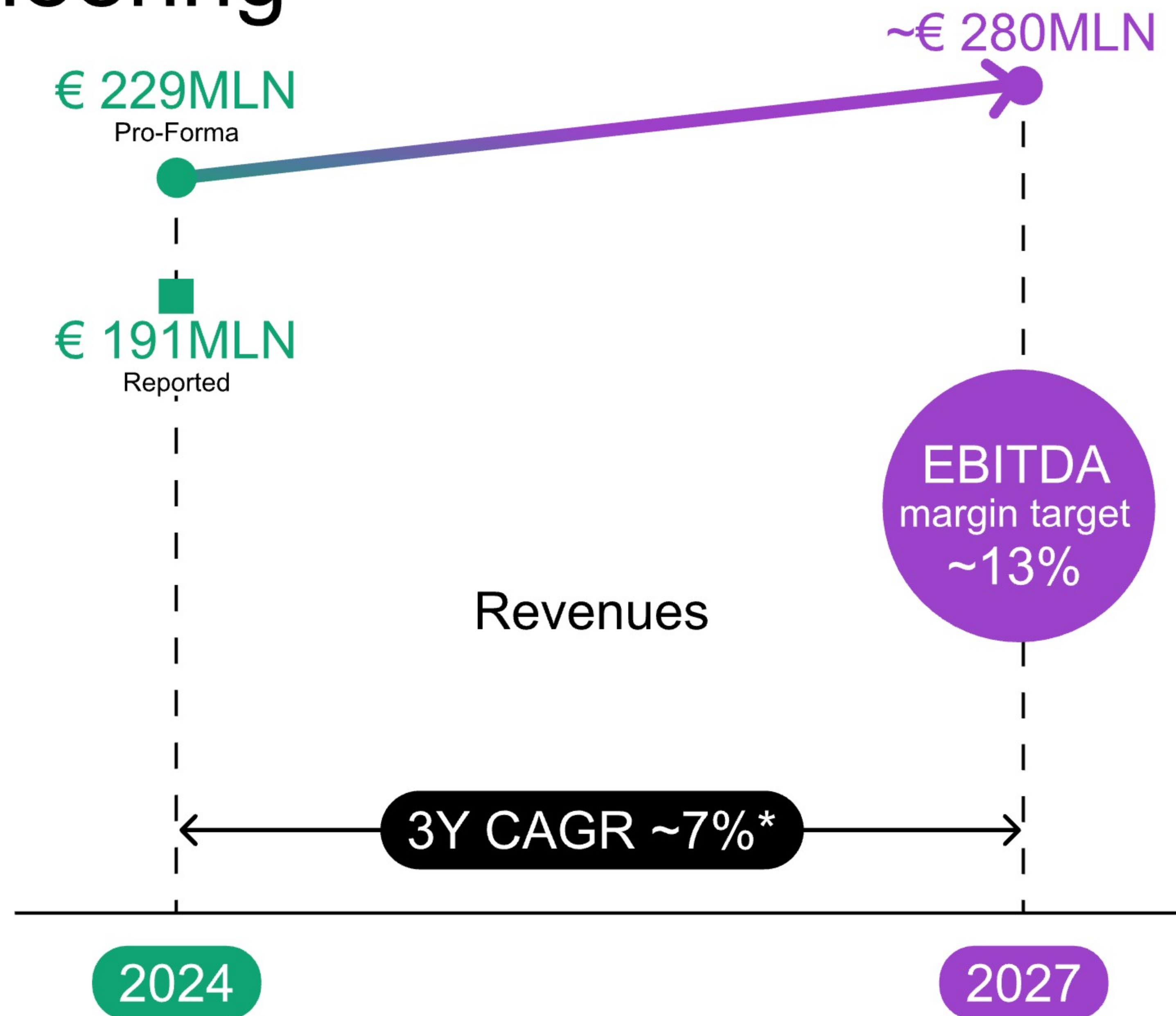
We operate with 3 go-to-market pillars (divisions):

1. Digital advisory deals with reshaping and automation of processes.
2. Smart solutions works with innovative platforms to accelerate customer's business.
3. **Software engineering** consists of digitalization and servitization of business.

MULTI-YEAR PROJECTS

> 50%

70%+ of business forecasted for the next year is from contracts and tenders acquired in the previous year.



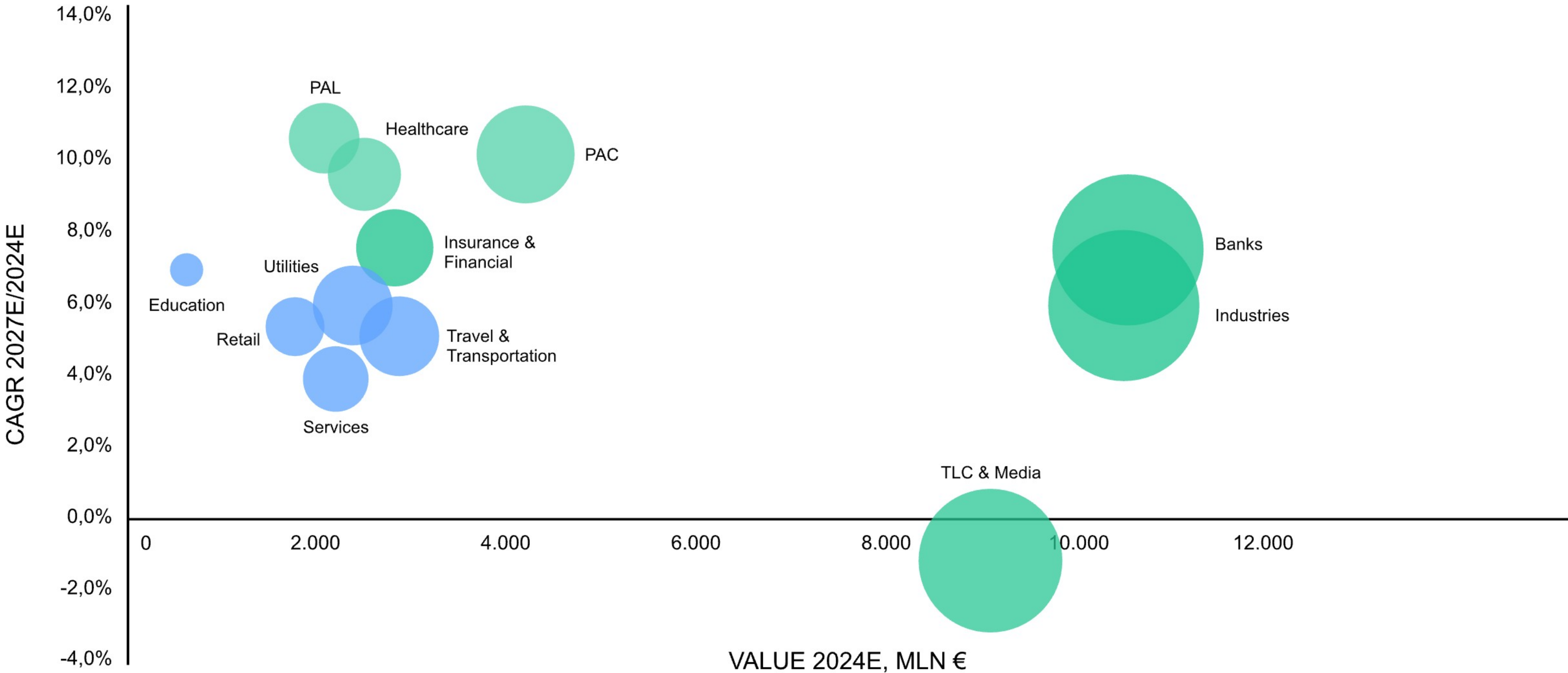
The background is a solid dark blue. Overlaid on this are several abstract geometric shapes in various shades of blue and teal. In the upper right, there is a large, light blue circular arc. Below it, on the right side, is a solid medium blue circle. A teal-colored rectangle is oriented diagonally from the bottom left towards the top right, passing through the center of the image. To the left of this rectangle, there is a smaller, light blue parallelogram. In the bottom left corner, there is a dark blue semi-circle. The word "MARKETS" is written in white, uppercase, sans-serif font, centered horizontally and partially overlaid by the teal rectangle and the light blue parallelogram.

MARKETS

Domestic Digital Market by Industry

Source: NetConsulting Cube, October 2024
Il Digitale in Italia 2024 – Previsioni 2024-2027

● TXT focus segments

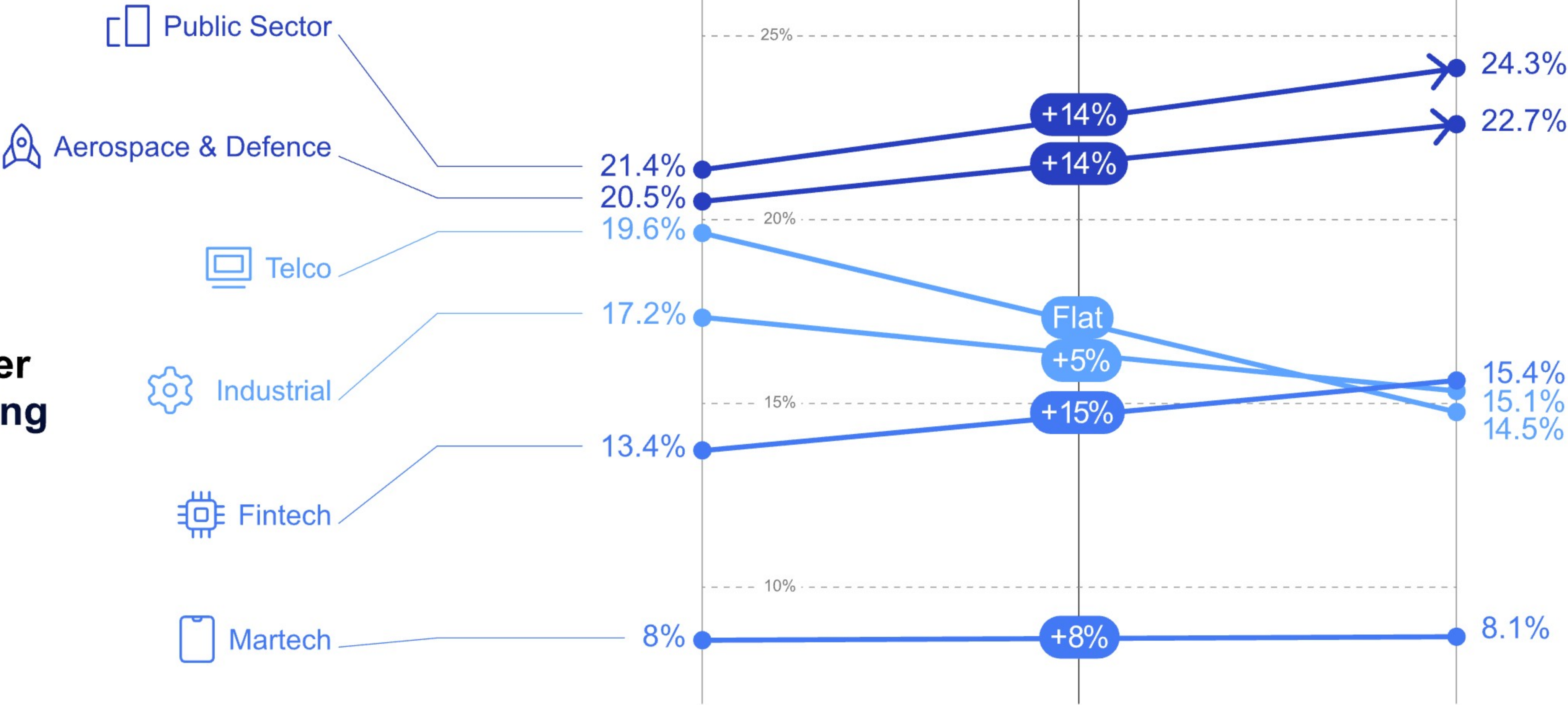


TXT Group's revenue incidence by Industry

Emerging leader in top performing markets.

MARGIN INDICATOR

- Top
- Good
- Average





Market Overview & Trends

The global Aerospace & Defence market is experiencing steady growth, driven by geopolitical tensions, technological innovation, and post-pandemic recovery in commercial aviation.

Priority areas

1. Sustainability & Green Aviation
2. Increased Defence Spending
3. Digital Transformation

GLOBAL CIVIL AVIATION MARKET *



* Source: Zionmarketresearch.com; Civil Aviation Market Size, Share, Trends, Growth and Forecast 2030

NATO DEFENCE MARKET **



** Source: Strategic Market Research NATO Defense Market Report 2030



Positioning & Proposition

Key Differentiators

1. Trusted and long-term customers base (all major players in the Aerospace & Defence, globally).
2. Global market leading collection of “Smart Solutions”, addressing critical process of our customers.
3. Certified Development Organization (e.g. AS9100/DO/ARINC).
4. Committee members ins multiple Industry standardization groups.
5. + 20 years of R&D Partner in national/European funded research projects.
6. Center of Competences in key-tech fields, such as AI, Cyber Security.

Technologies



Cloud



Extended Reality

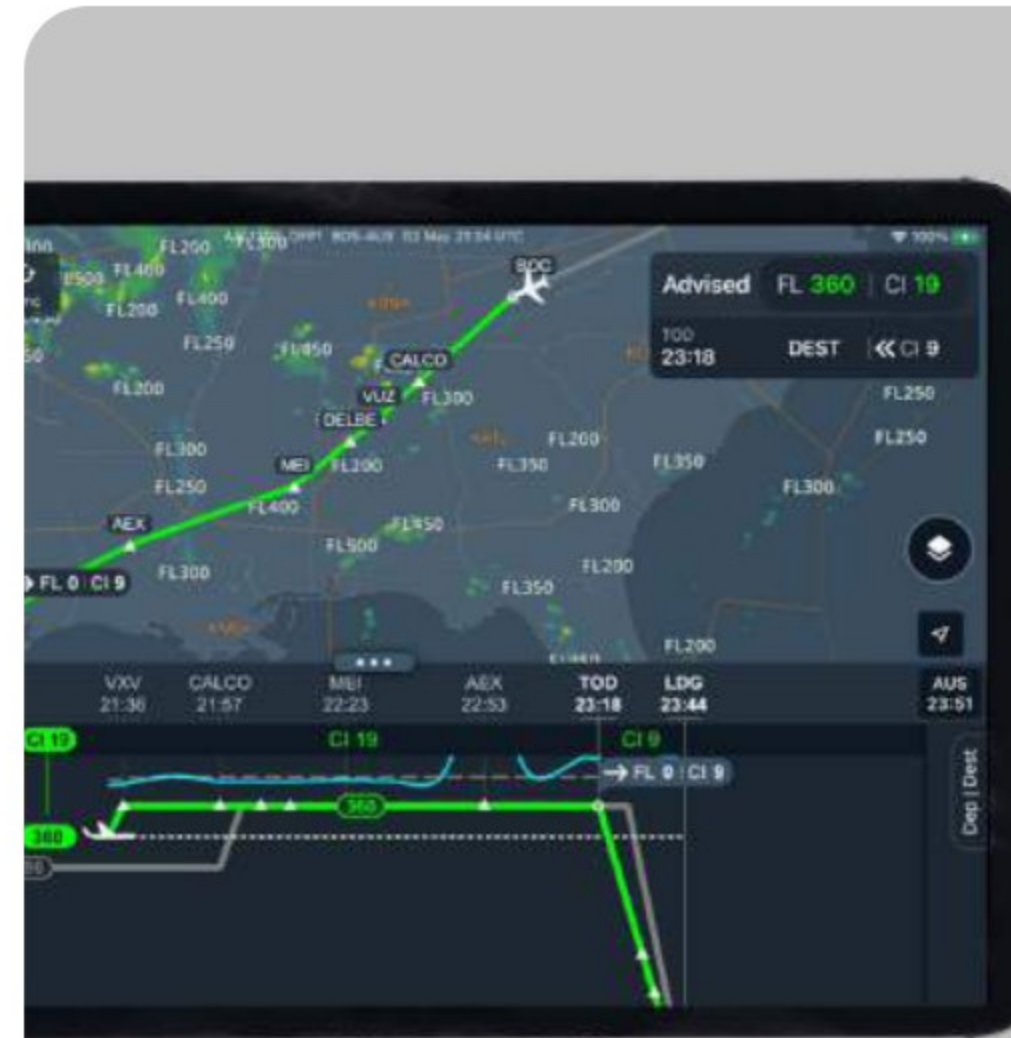


Artificial Intelligence

Training & Simulation



Design



Operations



Embedded Software

2024

Revenues (Pro-Forma)

€74MLN

Incidence

20.5%

2027

Revenues (Target)

€108MLN

Incidence

22.7%

~0%

Churn-rate last 5-Y

14%

Top Line 3-Y CAGR

Strategic Initiatives

- Ramp-up of major **European Defense Projects** on the way, e.g. FCAS, GCAP
- Major European **Sustainable Aviation Projects** (Net-Zero Target), e.g. IRIS², D-KULT
- Further major industry-wide initiatives:
 - Boost in **Virtual Training**
 - **Fuel Efficiency** improvement
 - Unconventional **Aircraft concepts**
 - Non-CO2 (**Contrails Avoidance**)
 - **Process Digitalization**



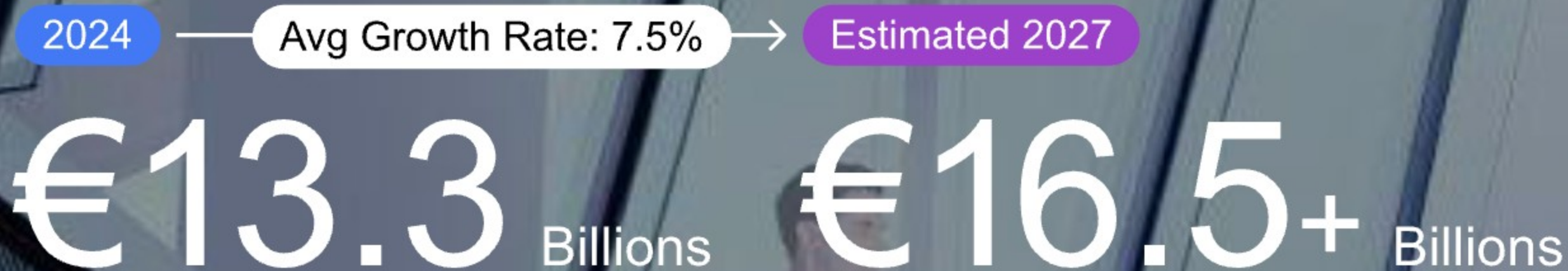
Market Overview & Trends (Domestic)

The banking sector is undergoing a structural transformation—from traditional institutions to integrated digital platforms offering personalized, secure, and accessible services. In Italy, the journey is ongoing, with positive signals but also challenges related to culture, regulation, and capital access.

Priority areas

1. Tech-Driven Investments
2. Fully-Digital Solutions Rollout
3. Partnership Ecosystem Boot
4. Tech Skills Hunting

ITALIAN DIGITAL FINANCE AND INSURANCE MARKET *



* Source: NetConsulting Cube, October 2024
Il Digitale in Italia 2024 – Previsioni 2024-2027

Italian Digital Market for the Banks, Insurance, and Financial institutions

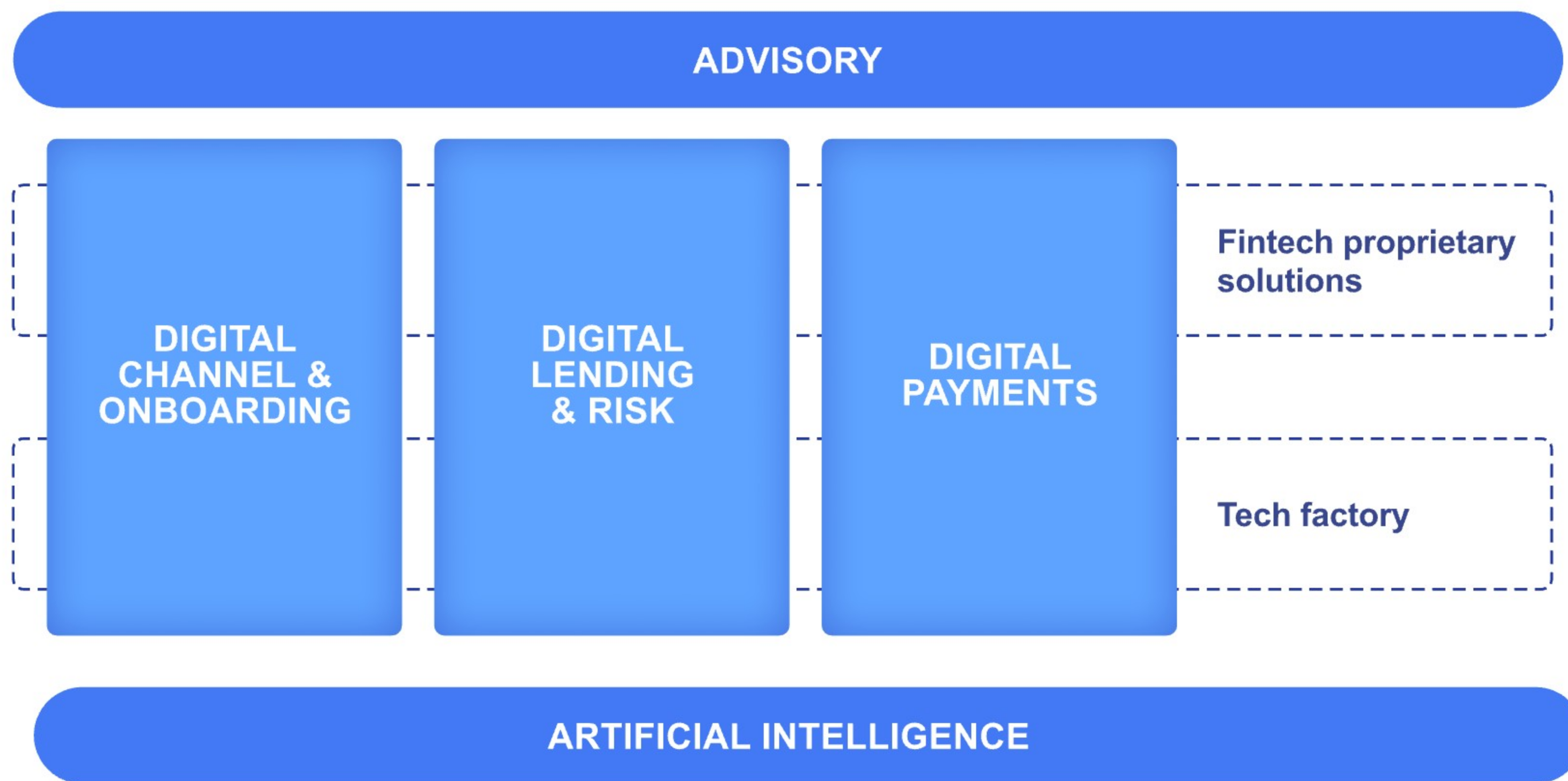


TXT Positioning & Proposition

Key Differentiators

1. Strong competencies in key banking & financial processes, and advisory capabilities on new regulations (e.g., DORA, NIS2)
2. Proprietary Solutions based on innovative technologies able to expand at EU level
3. Advanced digital factory with cutting-edge technologies
4. Solid reputation and agility to scale-up on large accounts and address new emerging players.

From niche to integrated end-to-end solutions



Integrated Group Offering and Go-to-Market Strategy with specialized companies focused on specific areas

2024

Revenues (Pro-Forma)

€48MLN

Incidence

13.4%

2027

Revenues (Target)

€73MLN

Incidence

15.4%

15%

Top Line 3-Y CAGR
(Target)

>25%

EBITDA 3-Y CAGR
(Target)

Strategic Initiatives

- Push on Group synergies (e.g., cross-selling, initiatives to improve delivery efficiency, competences sharing, ...)
- Development of the offering for international markets.
- Strengthen Digital Transformation Competence Center with Key People and competences.
- Increase investments through M&A in target strategic areas (e.g., AI).



PUBLIC SECTOR

Market Overview & Trends (Domestic)

After historically low spending in the segment, since 2021, Italy's Public Sector is undergoing significant transformation, driven by digital innovation and strategic investments aligned with EU objectives.

Priority areas

1. Cloud Adoption
2. E-Governance and Digital Healthcare growth
3. Digital Identity & Services

ITALIAN DIGITAL MARKET FOR PUBLIC AND HEALTHCARE *

2024

Avg Growth Rate: 10%

Estimated 2027

€8.8 Billions

€11.7+ Billions

* Source: NetConsulting Cube, October 2024
Il Digitale in Italia 2024 – Previsioni 2024-2027

Italian Digital Market for the “PAC”, “PAL”, and Healthcare



PUBLIC SECTOR

TXT Positioning & Proposition

Key Differentiators

1. Strong technological competence centers leveraging 500+ specialized resources
2. Capillary geography presence to serve municipalities, regions and central government.
3. Active in 350+ public entities, locally and at central level (PAL, PAC).
4. Leadership in public tenders with €300+ million in backlog
5. Proven solutions in cybersecurity, Cloud, and Artificial Intelligence

Technologies



Cloud



IoT

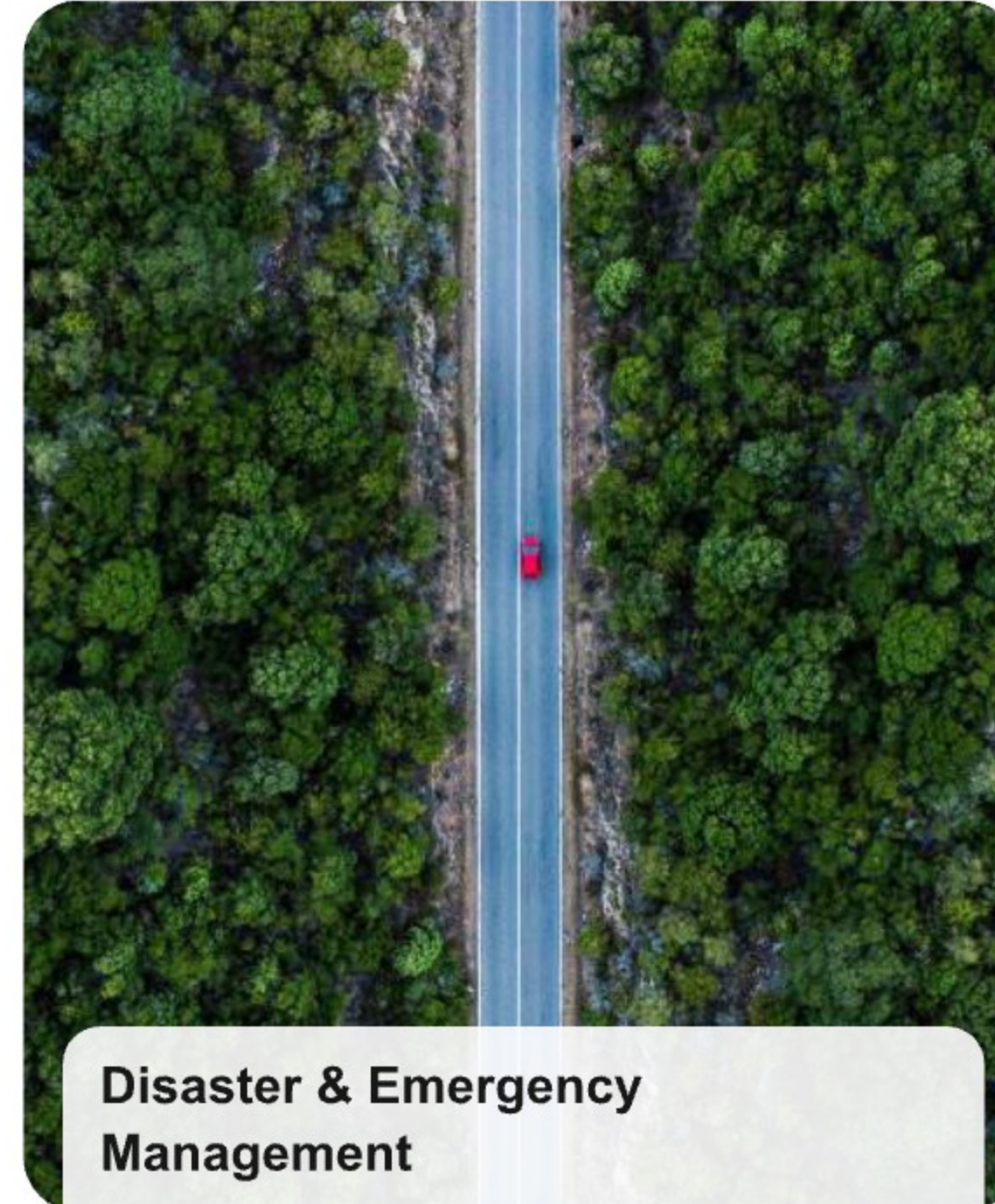


Cybersecurity

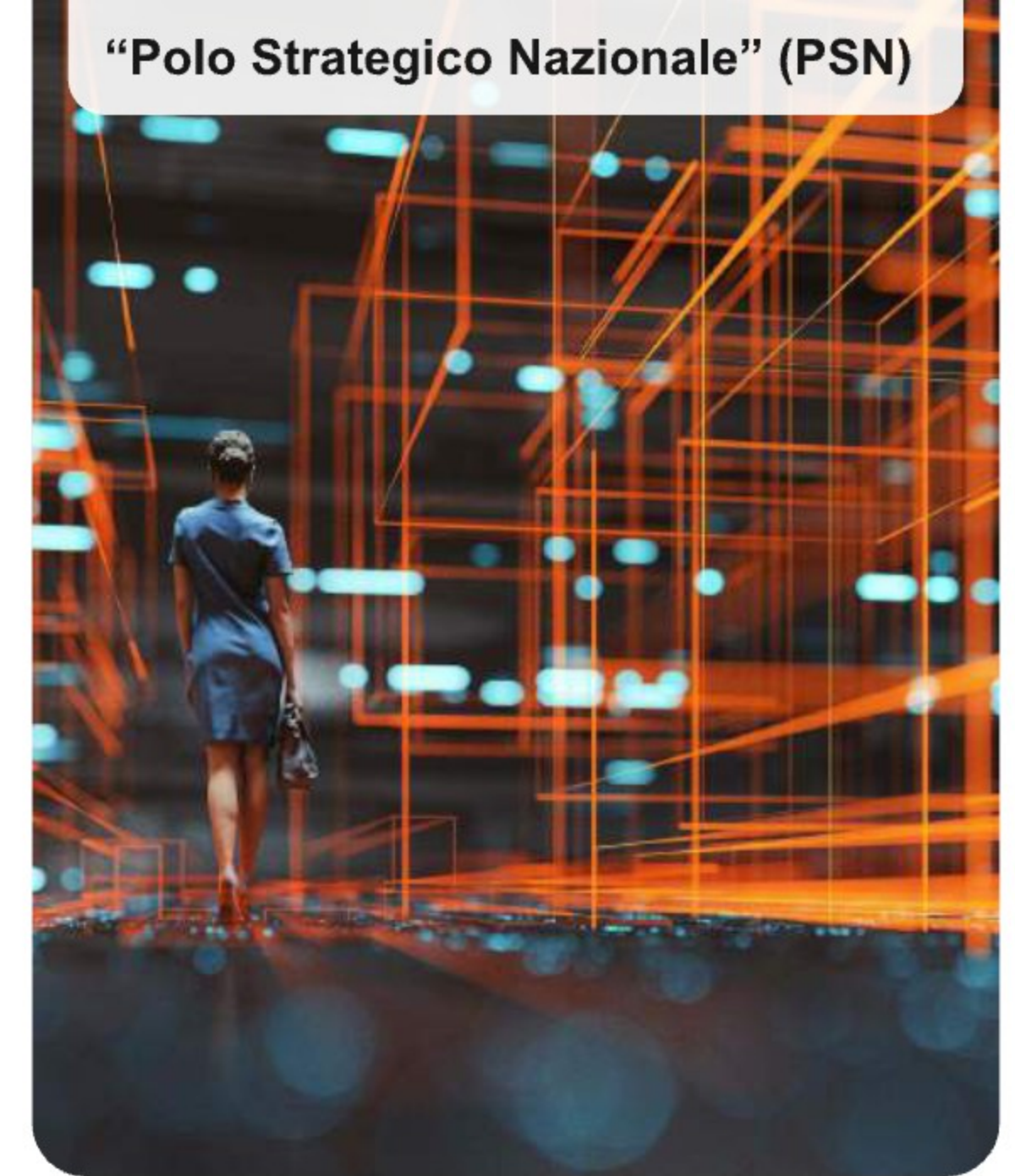


Artificial Intelligence

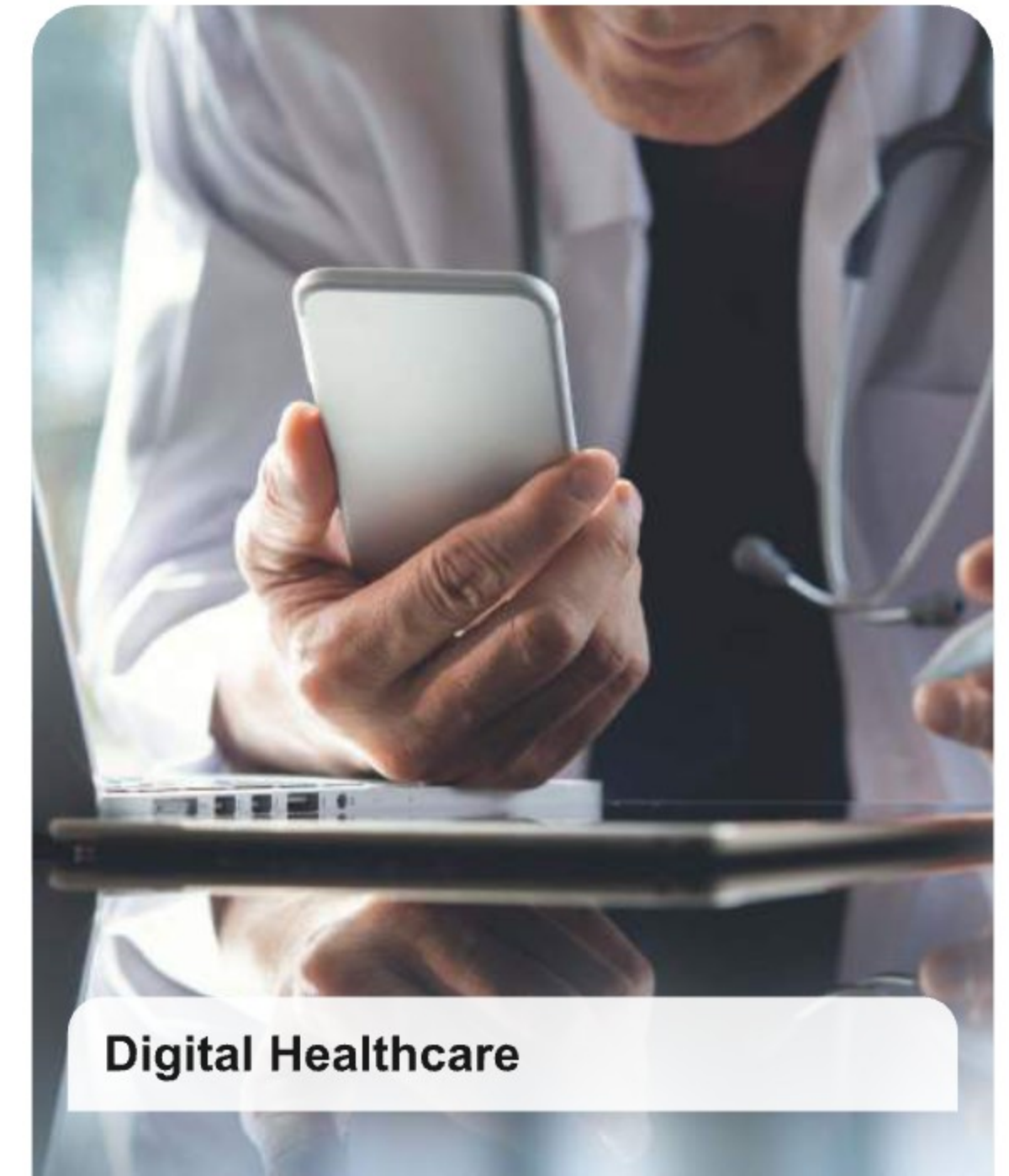
Reference Strategic Projects:



Disaster & Emergency Management



“Polo Strategico Nazionale” (PSN)



Digital Healthcare

PUBLIC SECTOR

2024

Revenues (Pro-Forma)

€77MLN

Incidence

21.4%

2027

Revenues (Target)

€115MLN

Incidence

24.3%

€300+_{MLN}

Multi-year Contract Backlog

14%

Top Line 3-Y CAGR

Strategic Initiatives

- Integrated offering of Digital Advisory, Smart Solutions and Software Engineering with a unique commercial and technological go-to-market
- Scale-up activities acquired from previous years backlog initiatives
- Acquiring new CONSIP tenders leveraging expected +20% expenditure
- Meet the increasing demand for AI, Cloud, and Cybersecurity.
- Support transition to new compliance standards like, e.g., **NIS2** and the **AI Act**



FINANCIAL GUIDANCE

Financial KPIs — Organic growth

* current perimeter including IT Values

** → after dividends payout 20% Net Profit / year
→ including monetization from sale of BDF stake
→ excluding buyback-related outflows

	2024 Reported	2024 PF*	3-Y CAGR	2027
Revenues (€)	305MLN	~360MLN	— (~10%) →	~475MLN
EBITDA (€)	39MLN	~52MLN		~71MLN
% EBITDA	12.9%	14.3%		15%
EBIT (€) (excl. PPA)	30MLN	~42MLN	— (~13%) →	~61MLN
% EBIT	9.7%	11.6%		12.5%
Net profit (€) (excl. PPA)	20MLN			~41MLN
% Net profit	6.6%			8.6%
Leverage**		2.0x		~0.5x

% FCF conversion rate 45%-55%

M&A Figures 2027*

* BP Assumption: all acquisitions from M&A Plan 2027 closed at year-end 2027
** Including appx. € 8Mn of Treasury Shares available as of the date of TXT CMD

POTENTIAL OUTLAY FOR M&A

~160Mn**

EBITDA ACQUIRED FROM M&A

~20Mn

Avg. % EBITDA: 15%

EV SALES/M&A

~1.2x

EV/EBITDA M&A

~8.0x

Financial KPIs — With M&A

BP Assumption: all acquisitions from M&A Plan 2027 closed at year-end 2027

* current perimeter including IT Values
** → after dividends payout 20% Net Profit / year
→ including monetization from sale of BDF stake
→ excluding buyback-related outflows

	M&A	2027 Organic	2027 w/ M&A	3-Y CAGR VS 2024 PF*
Revenues (€)	~132MLN	~475MLN	~607MLN	~19%
EBITDA (€)	~20MLN	~71MLN	~90MLN	
% EBITDA	15%	15%	15%	
EBIT (€) (excl. PPA)	~16MLN	~61MLN	~77MLN	~22%
% EBIT	12.5%	12.5%	12.5%	
Net profit (€) (excl. PPA)	~13MLN	~41MLN	~53MLN	
% Net profit	9.5%	8.6%	8.8%	
Leverage**		~0.5x	~2.0x	

Aspirational Mid-Long Term

REVENUES (€ MLN)

800+

EBITDA (€ MLN)

135+

EBITDA MARGIN

16% +

CLOSING REMARKS

Closing Remarks

TXT is an emerging **leader** with Unique mix of Industry Knowledge and Technology expertise

- **End-to-End go-to-market approach: Advise, Accelerate, Make IT!**
- **Strong Market Positioning & Diversification** in fast growing and high spending Industries
- **Solid track record of sustainable growth**
- **Continue to leverage on Successful Buy & Build strategy**

CONFIDENCE ON 2025 GUIDANCE

Revenues
(Organic)

>8%

EBITDA
MARGIN

>14%

CONTINUOUS ORGANIC GROWTH OF REVENUES

~10% 3-Y CAGR
(Target)

Outperform expected market trends

TARGET EBITDA 2027

€70 → €90MLN

with a mix of organic growth
and M&A contribution

Q&A

For further questions:
IR - infofinance@txtgroup.com

Disclaimer

This presentation includes statements that are forward-looking in nature, reflecting the intentions, beliefs, or current expectations regarding future growth across various business lines, overall company performance, financial outcomes, and other elements related to the TXT Group's operations and situation.

These forward-looking statements do not constitute guarantees of future performance and are subject to risks and uncertainties. As a result, actual outcomes may differ materially from those expressed or implied in such statements due to various factors.

Accordingly, TXT offers no assurance, whether explicit or implicit, that actual results will align with the expectations set out in these forward-looking statements.

Such information is based on assumptions considered reasonable at the time of publication; however, by its nature, forward-looking information involves risks and uncertainties—many of which are beyond TXT's control—that could significantly impact the anticipated results.

