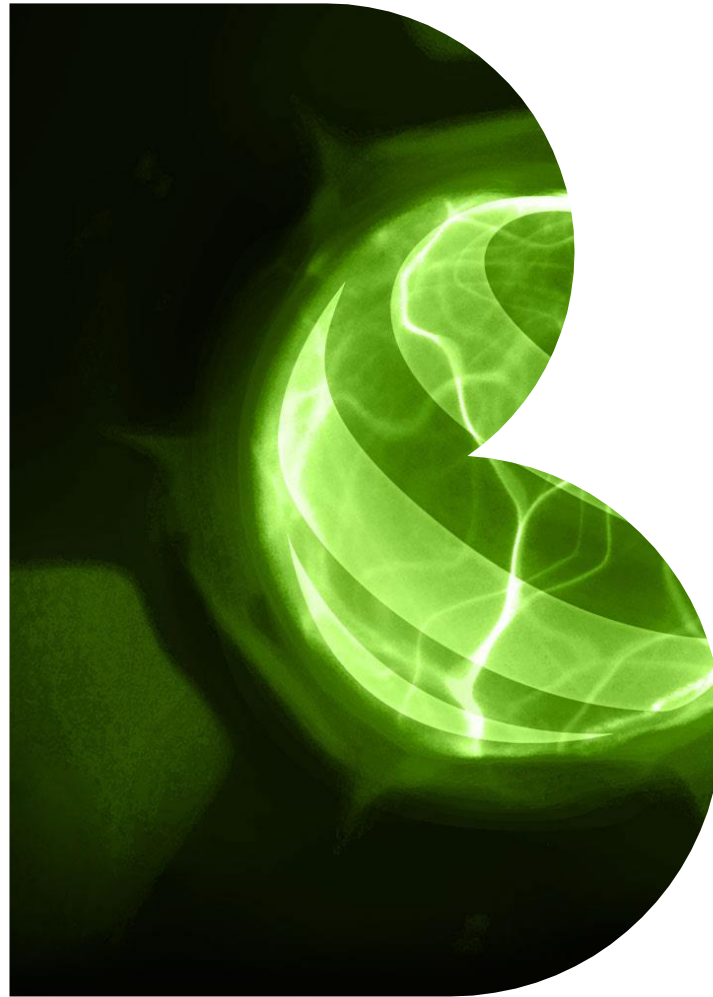


# Strategic assessment

CONFIDENTIAL - Extract



## Contents

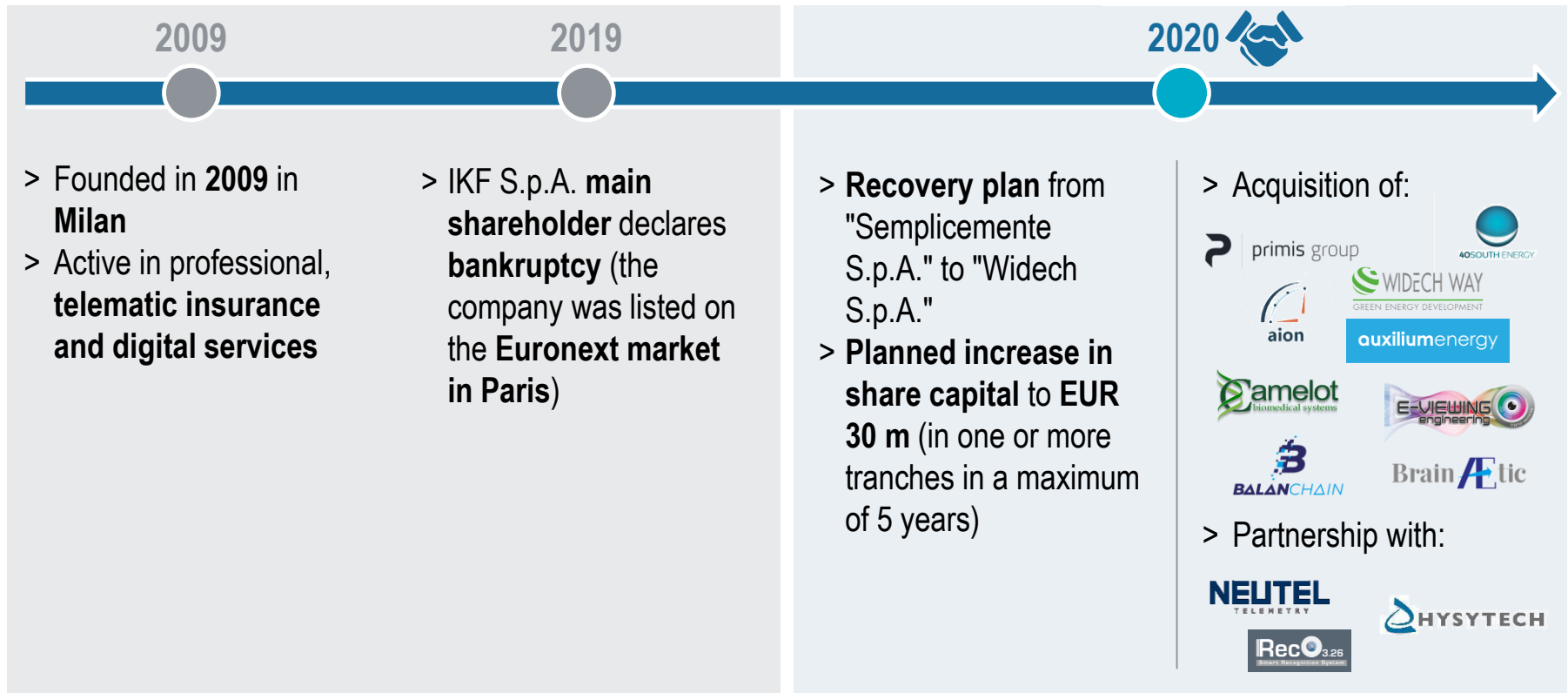
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## A. Widech overview



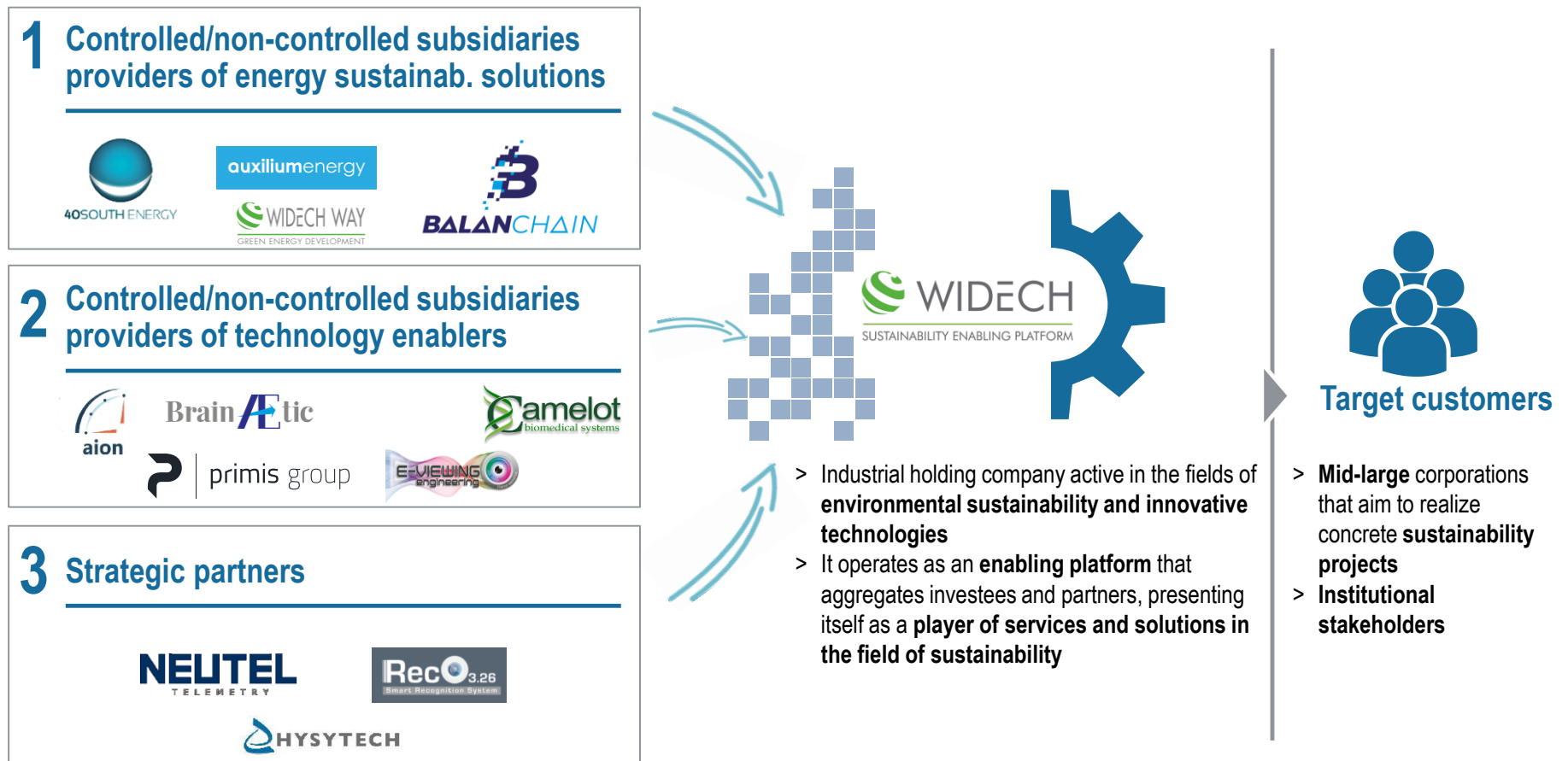
# Widech, listed on Euronext mkt, was founded in '20 from a reverse takeover of Semplicemente S.p.A. (turnaround of assets/ resources)

## Widech timeline (summary)



# Widech operates as an enabling platform for environmental sustainability projects through subsidiaries and partners

## Widech - enabling platform for sustainability projects



# Widech is the backbone that promotes and empowers corporate projects in the field of environmental sustainability

## Corporate Vision e Mission

### ” Vision

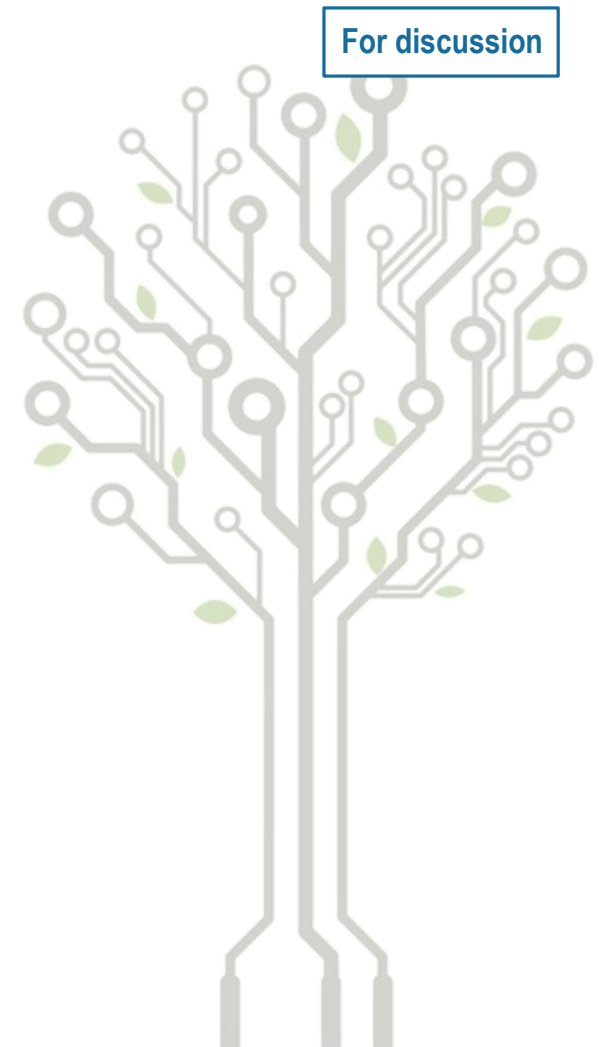
Widech aims to be the **reference Player**, on the Italian and European scene, in the **execution of digital sustainability**

### ” Mission

Widech's mission is to support the **management** of any corporate and institutional organization, in **sustainability decisions**, leveraging on:

- > advanced technology infrastructure/ machinery
- > sensors
- > data

Widech plays a **fundamental role**, at the **heart** of the context of the **energy** transition coupled with and supported by **advanced data intelligence**



# Widech leverages on all resources of the Group's companies and is able to offer a distinctive and unique value proposition on the market

## Business model canvas

### Key Partners and resources

- > **Tech enablers:** advanced technology platforms developed by the group's companies
- > **Energy enablers:** proprietary technologies of energy production, storage and management
- > **Specialized industry Know-how**
- > **Relational network and partnerships** able to accelerate business growth

### Key activities

- > **Installation of equipment and sensor networks** directly at the customer's location
- > **Data collection and integration**
- > **Data analysis**, leveraging advanced technologies and **producing relevant insights**
- > **Delivery of the customized solution** for the individual customer

### Value proposition

- > Supply of energy and sustainability services and solutions **enabled by innovative technologies**
- > **Platform approach** that allows to systemize a plurality of both technological and energy players realizing **integrated solutions**

### Channels

- > Delivery of services in **on-premise or cloud mode**
- > Selection of the mode according to the **specific needs of the customer** (e.g. access to data, data security control, etc.)

### Target Customers

- > **Mid-large companies with sustainability objectives** that want to implement concrete projects with **measurable impacts**
- > Sectors with a **high environmental impact** with a **focus on sustainability**

### Cost structure

- > Costs mainly related to:
  - **staff and collaborators**
  - **maintenance** in efficiency of the solutions developed
  - **production** of hardware components (e.g. batteries, power plants)
- > **Investments for development** solutions and patents, creation of R&D poles and production centers

### Revenue streams

- > Delivery of **digital transformation projects** (fee, one-off and recurring)
- > Provision of **energy transformation projects**
- > **Provision of services and solutions in As-A-Service** mode based on e.g.: data volume/ operation, energy saving, performance, etc.
- > **Design, installation of equipment and machinery** (e.g. energy production plants, storage)

# Widech platform offers solutions for environmental sustainability integrating industry expertise and technology *enablers*

## Value proposition and potential offer areas

### Value proposition

- > Widech is a **service provider in the energy and sustainability field** characterized by a strong **integration with providers of innovative technologies**
- > Widech differs due to its ability to develop **sustainability projects**, leveraging a multitude of technologies that can increase their effectiveness and impact
- > **Widech's platform approach** allows a plurality of both technological and energy **players to be put in place**, creating **integrated solutions**

### Offer areas



#### Power generation, storage and eco-friendly distribution

- > **Green power generation** (e.g. Solar, bio-methane, wave/ tidal, more)
- > Implementation of **renewable projects**
- > Advanced **energy storage technologies**
- > Design and development of **efficient-smart networks**
- > **Plant design and construction**



#### Energy efficiency

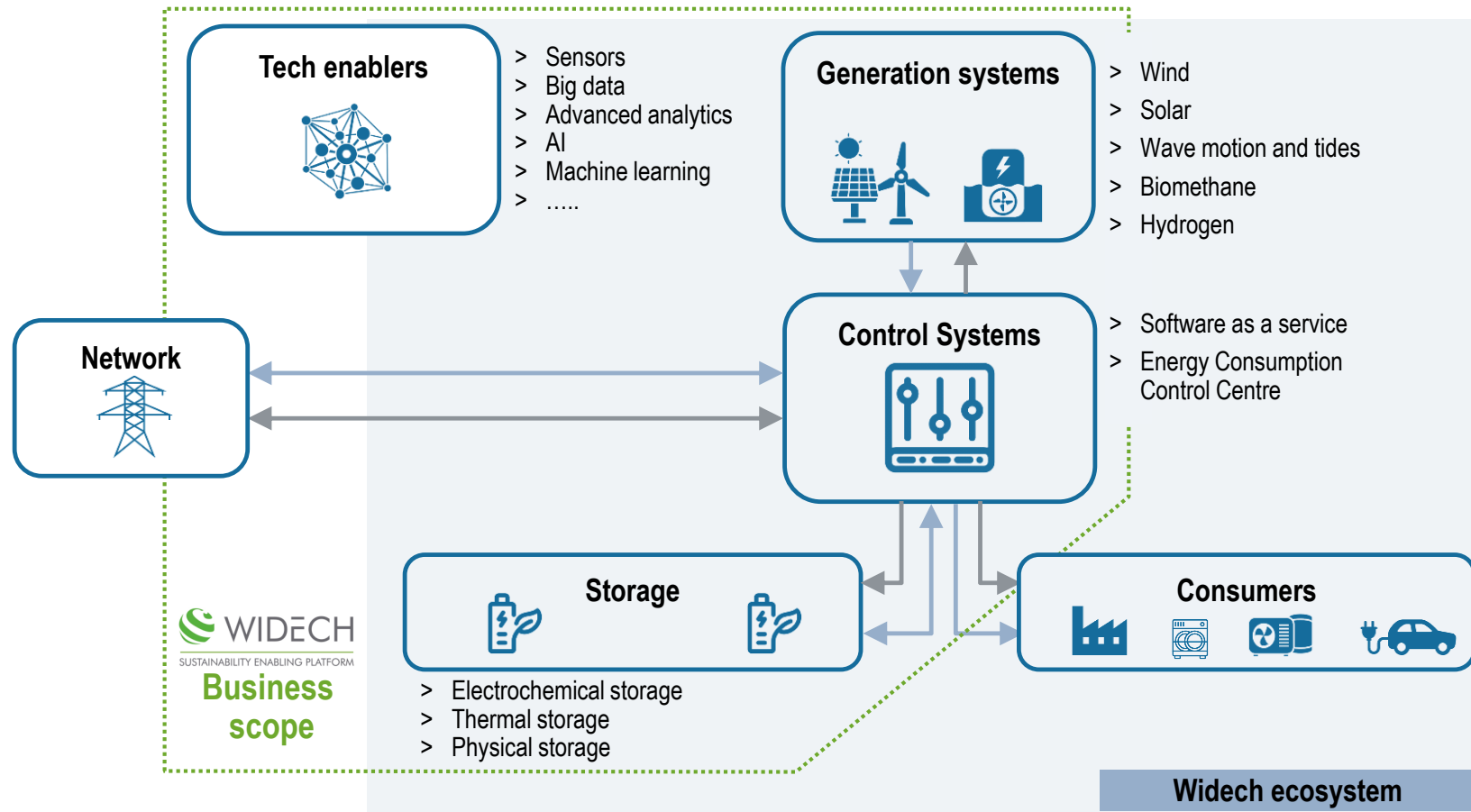
- > **Efficient energy management for buildings**
- > **Building automation**
- > Control-operation of **efficient processes and digitization**
- > **Advanced control systems** (e.g. predictive) cross-sector, **monitoring and energy balancing**
- > **Energy transition projects**





# The Group stands in the market as a preferred player for the development of E2E solutions, combining infras., GreenTech & data

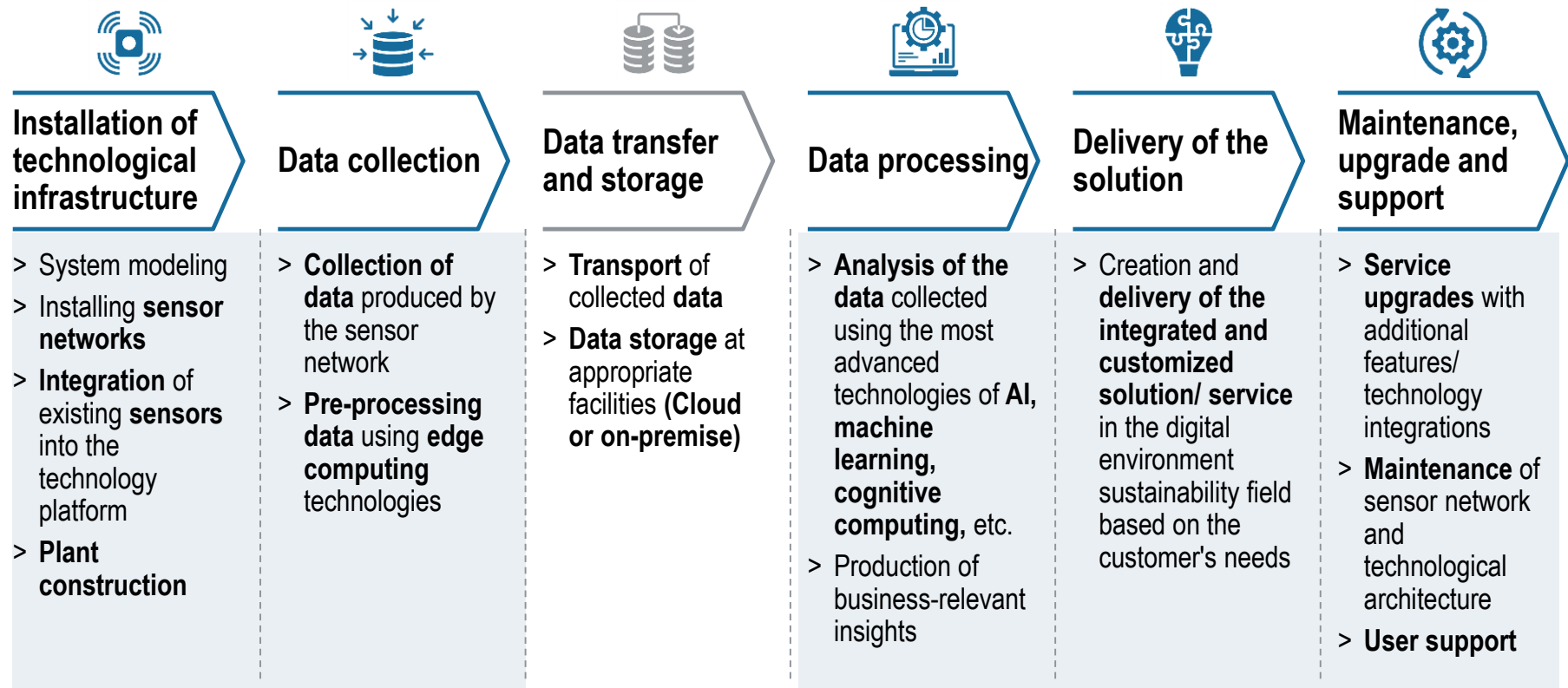
## Value proposition "integrated"



↔ Data flows and control   ↔ Energy flows

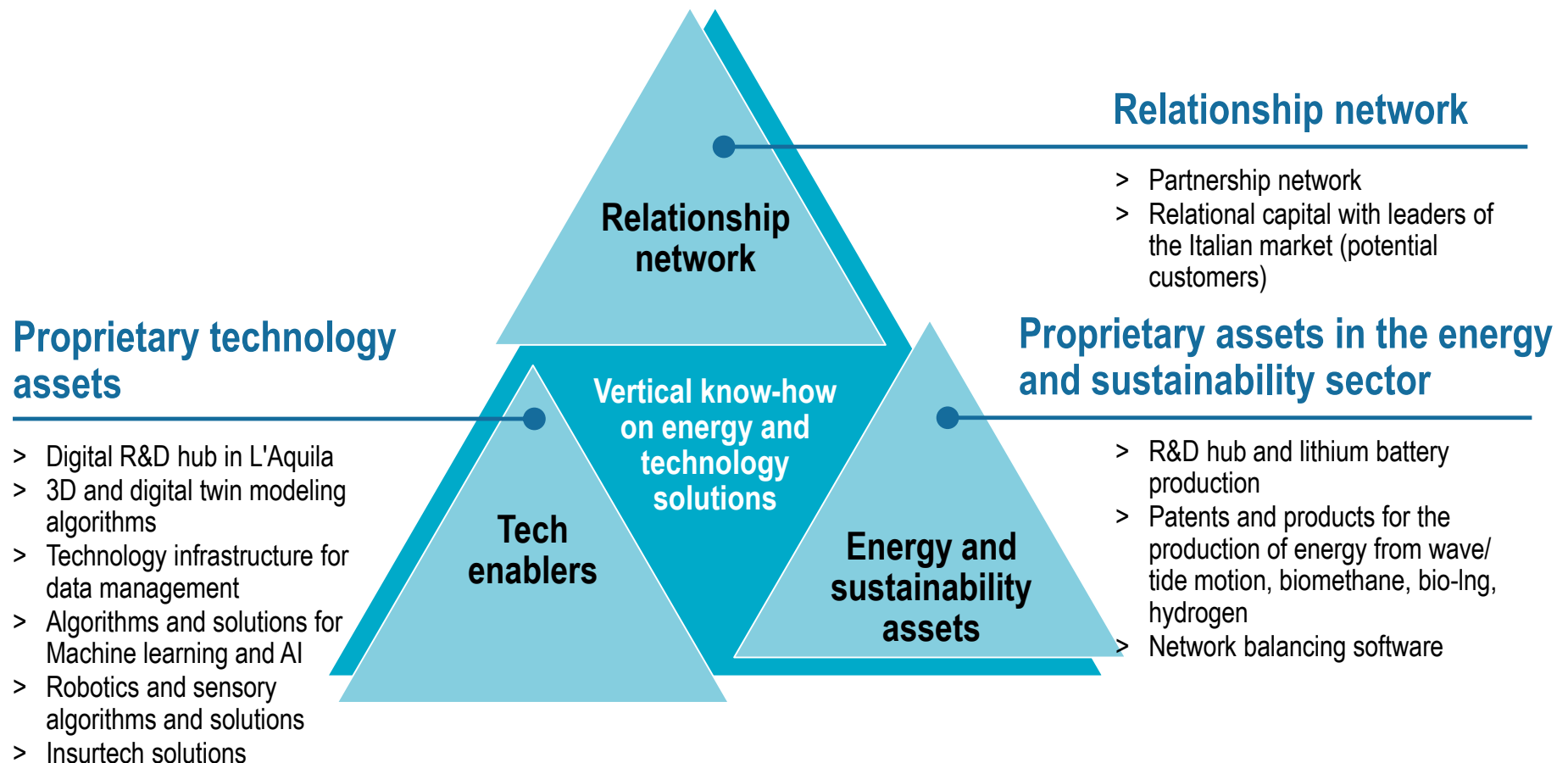
# Widech builds on technology infrastructure and data analytics to create integrated solutions for customer sustainability projects

## Value chain



# Widech can leverage on technology and energy assets, vertical know-how and a strong relationship network

## Key Widech's resources

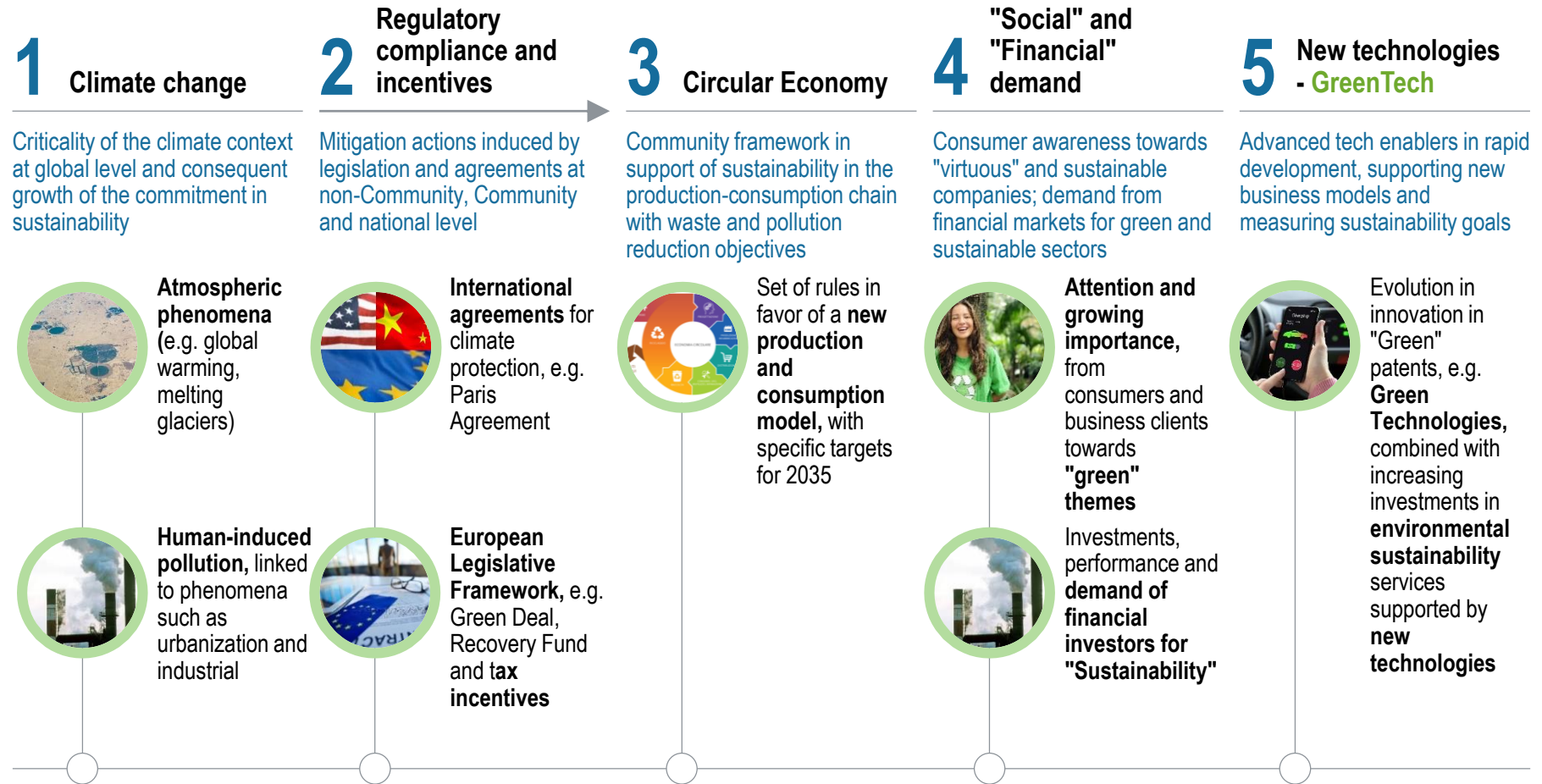


## B. Analysis of the external context



# The context in which Widech operates seems to be growing strongly: sustainability is central in any corporate agenda

## Environmental Sustainability Drivers



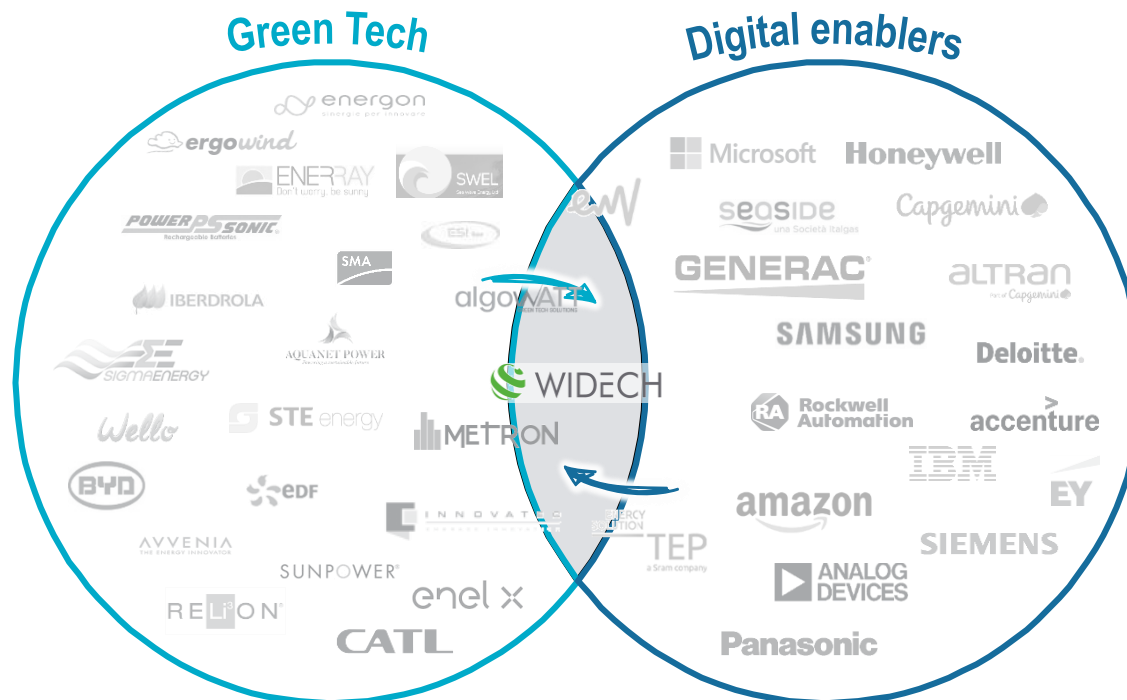
## C. Analysis of the competitive environment




# Widech's competitive environment is at the intersection of 2 macro-sectors, GreenTech and digital enablers

Competitive framework

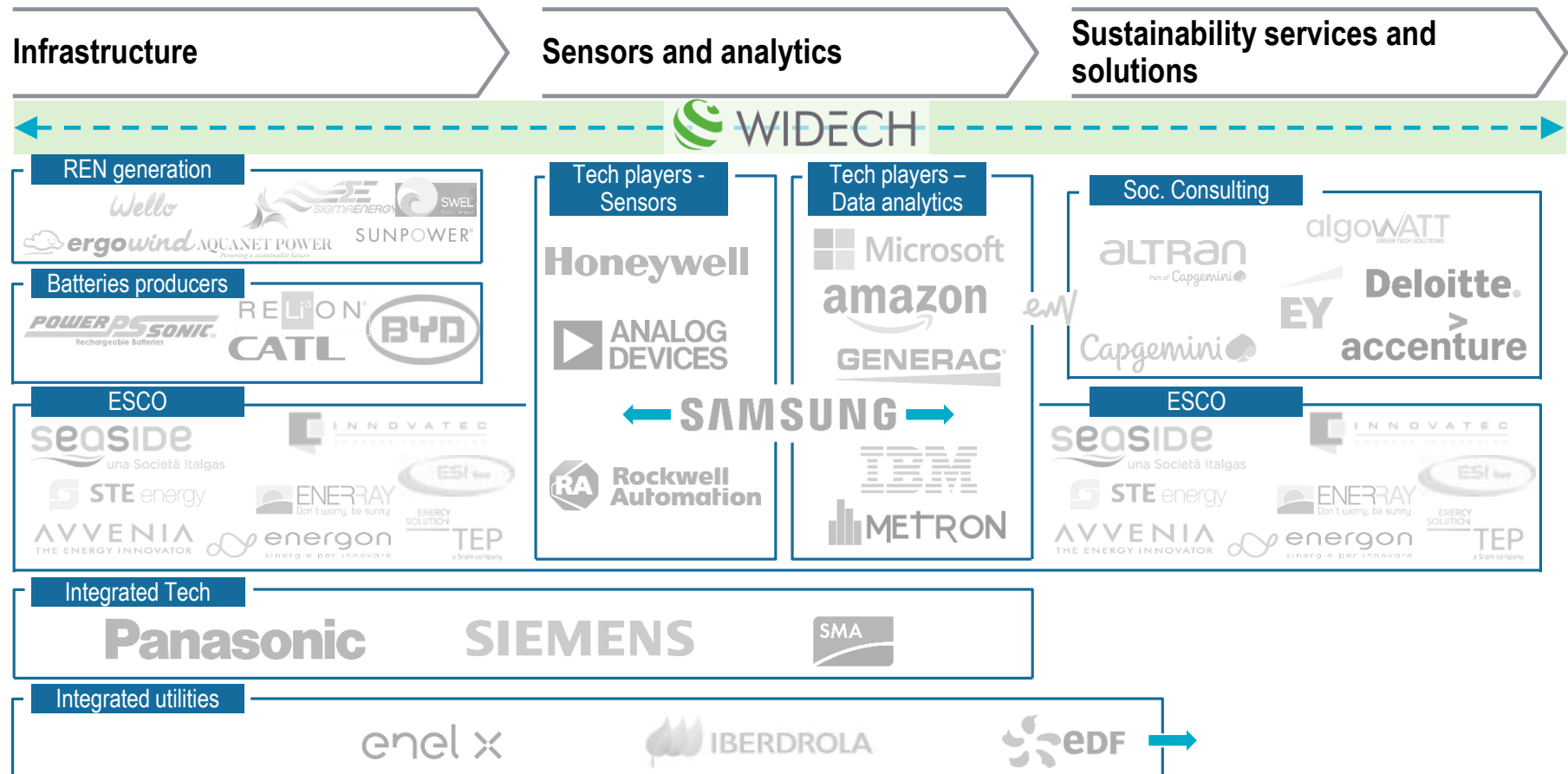
Illustrative



 Widech's positioning, converging with respect to the 2 macro-sectors, represents a *unicum* on the Italian competitive landscape and a strong element of differentiation

The competitive landscape is characterized by a plurality of specialized players – only some utilities feature an integrated offer

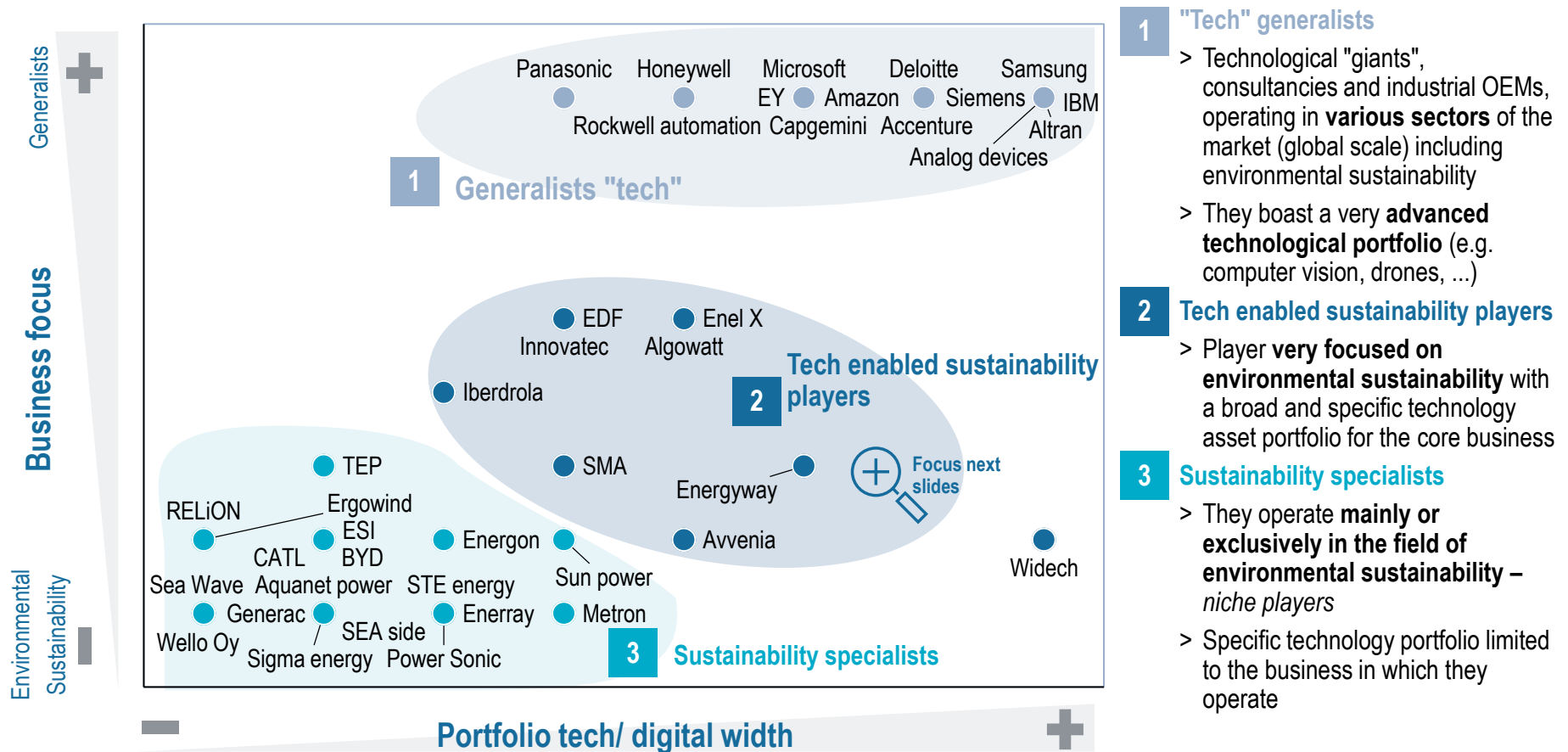
Competitive landscape





# Widech, *unicum* on the market, competes with players belonging to 3 clusters; "Tech enabled sustainability players" are the most similar

## Digital enablers vs environmental sustainability coverage

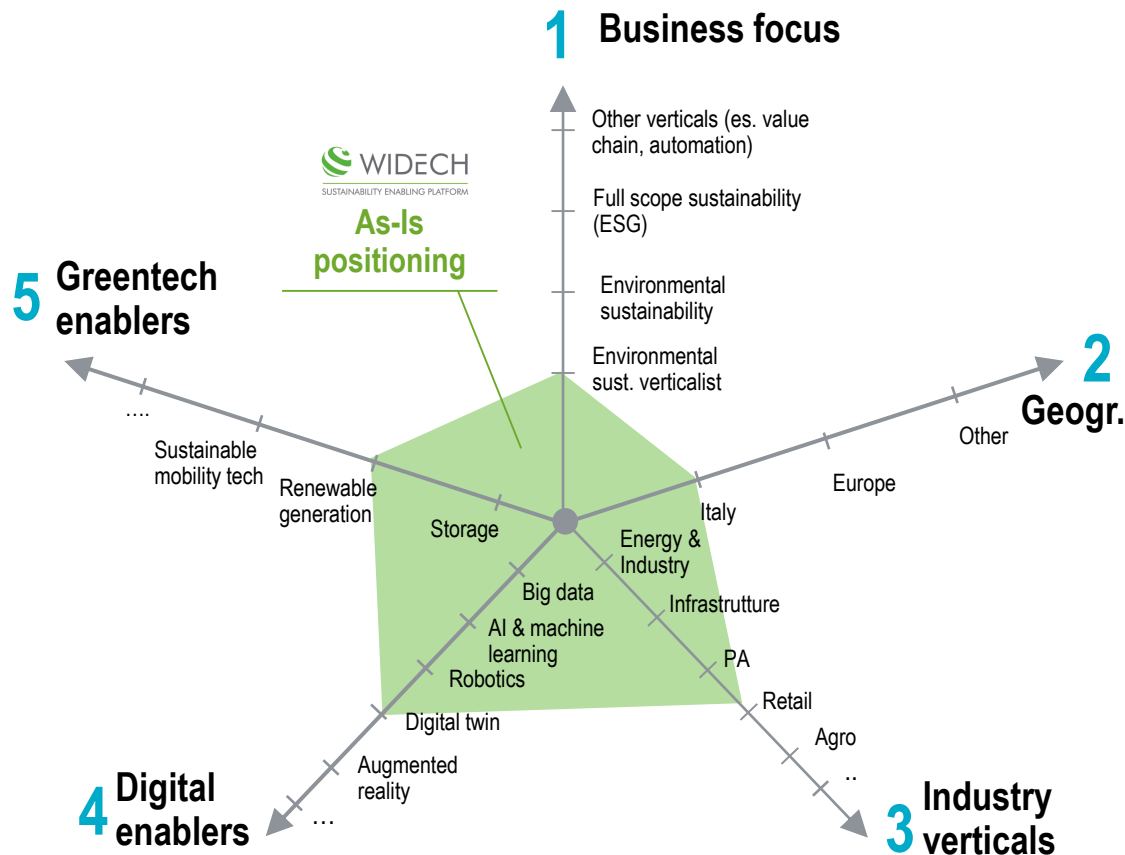


## D. Strategic scenarios



# Widech is an E2E specialist in environmental sustainability enabled by technology and focused on some Italian industry verticals

## As-Is Strategic positioning



## Strategic positioning in a nutshell

### 1 Business focus

- > Focus on **selected verticals** (energy efficiency and power generation, storage and eco-friendly distribution) in the field of **environmental sustainability**

### 2 Geographies

- > Prevalent presence in the Italian market

### 3 Industry verticals

- > Offering focused on selected segments (Energy, Industrial products, PA, etc.) based on the business potential

### 4 Digital enablers

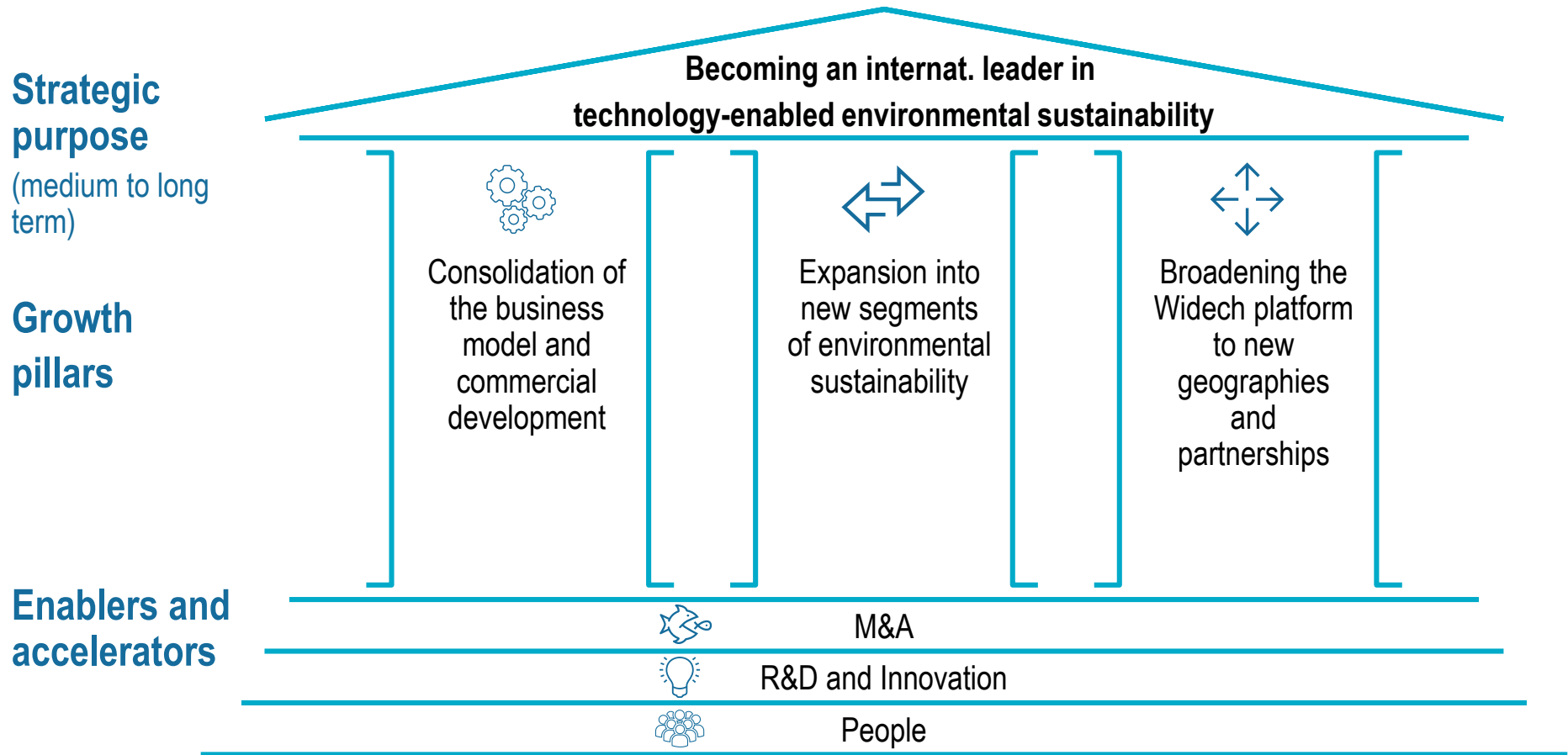
- > Strong supervision of the most relevant technologies to support the sustainability offering (AI, Machine learning, robotics, digital twins, etc.)

### 5 Greentech enablers

- > Possession of selected green-tech technologies such as storage (batteries) and energy production from renewable sources (Bio-gas, bioling, wave/tidal)

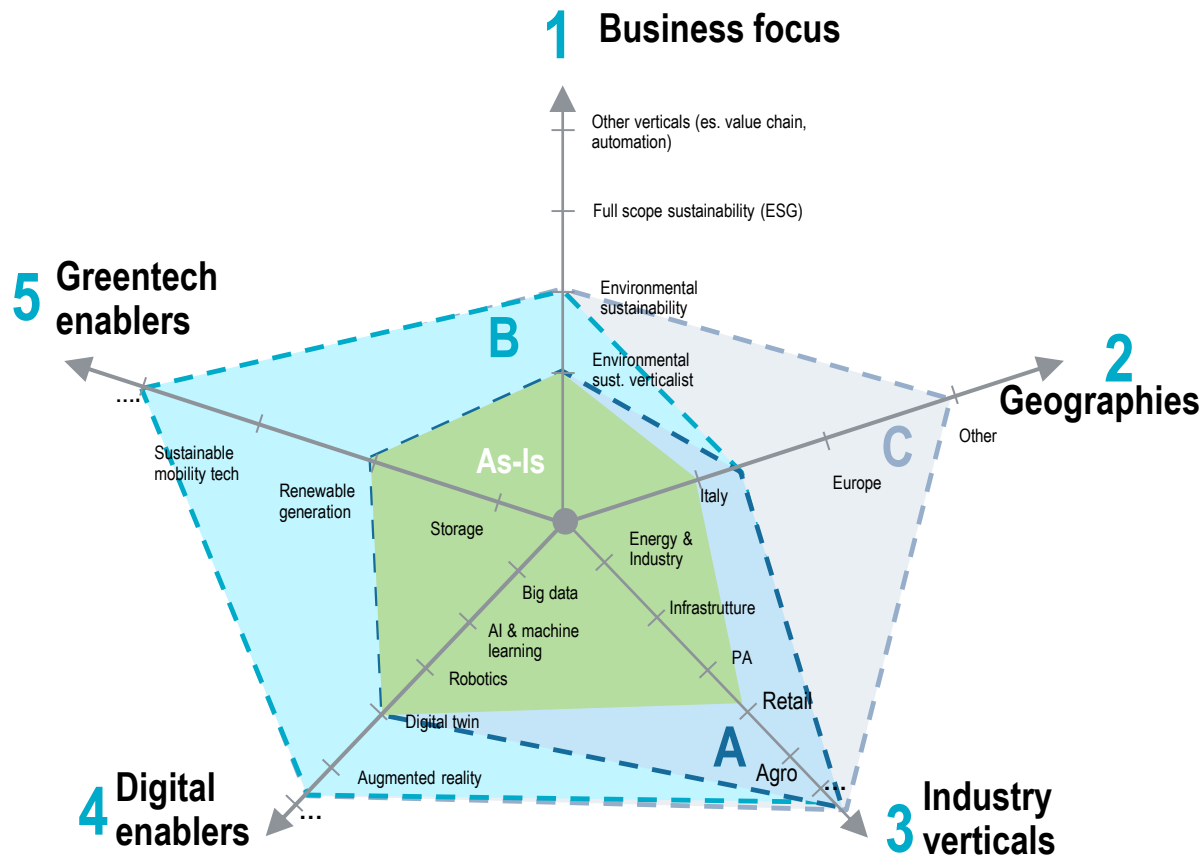
# Widech aims to become an international leader in technology-enabled environmental sustainability

## Strategic "Pillars"



# Growth will be pursued by developing new verticals, integrating sustainability solutions and extending the geographical scope

## Strategic routes



### Description

#### Environmental sustainability specialist

A

- > Consolidation of strategic positioning and current offering
- > Development of the offer towards **new verticals and customer segments** (e.g. pharma, retail, financial services ...)

#### Environmental sustainability champion

B

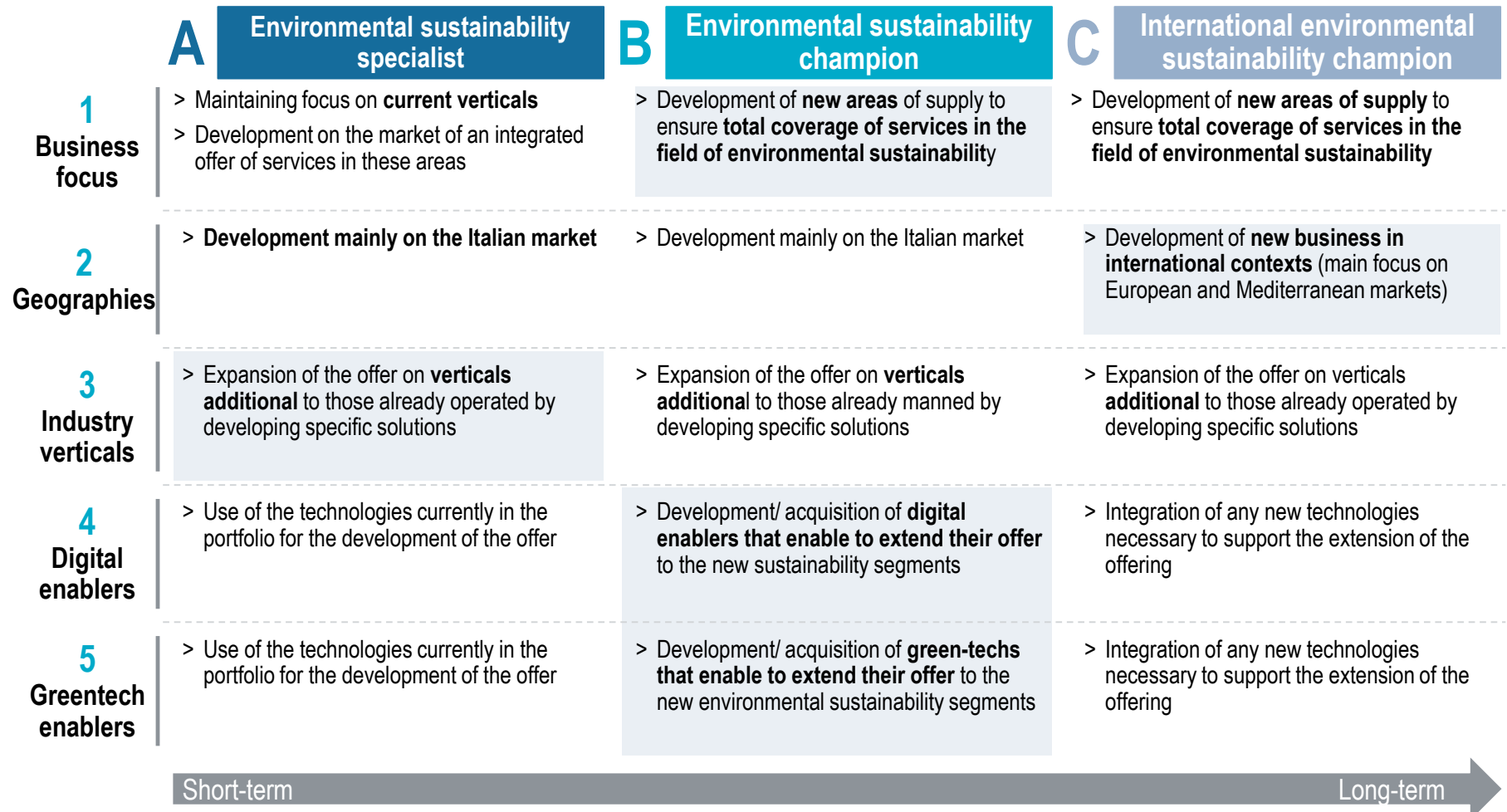
- > Development of an **integrated offer of environmental sustainability** (mobility, waste management, etc.)
- > Integration of **digital and greentech enablers** to support the new offer

#### International environmental sust. champion

C

- > **Development of foreign markets** (focus mainly on European and Mediterranean markets) leveraging on the presence abroad of subsidiaries and strategic partnerships

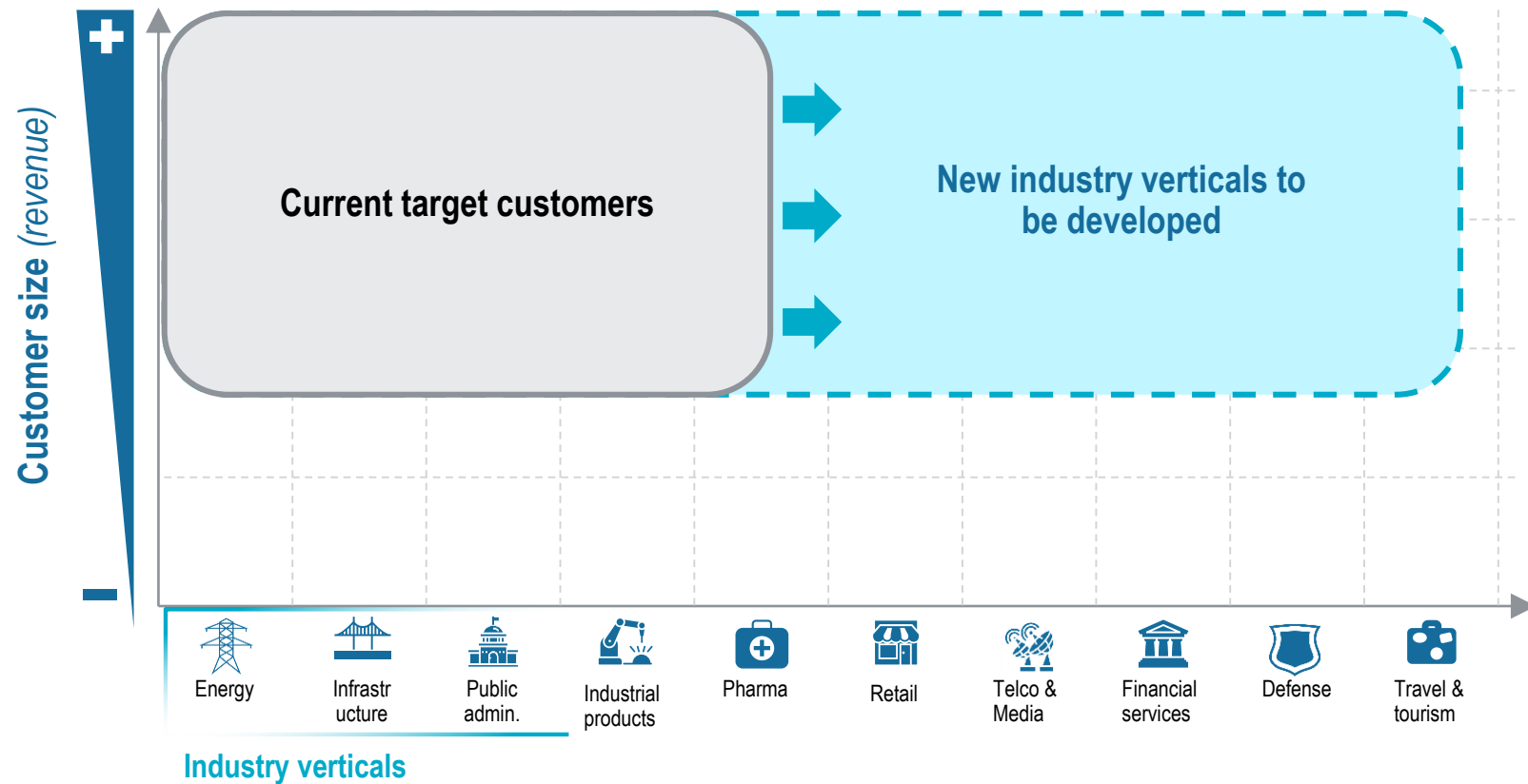
# Strategic paths differ according to the main growth axes and are to be considered sequential chronologically



■ Main growth drivers

# In the first phase Widech will consolidate its strategic positioning and develop new target verticals


Strategic path A - Environmental sustainability specialist



# The consolidation of the business model and strategic positioning also actionable through inorganic operations already identified

## Potential targets for inorganic operations

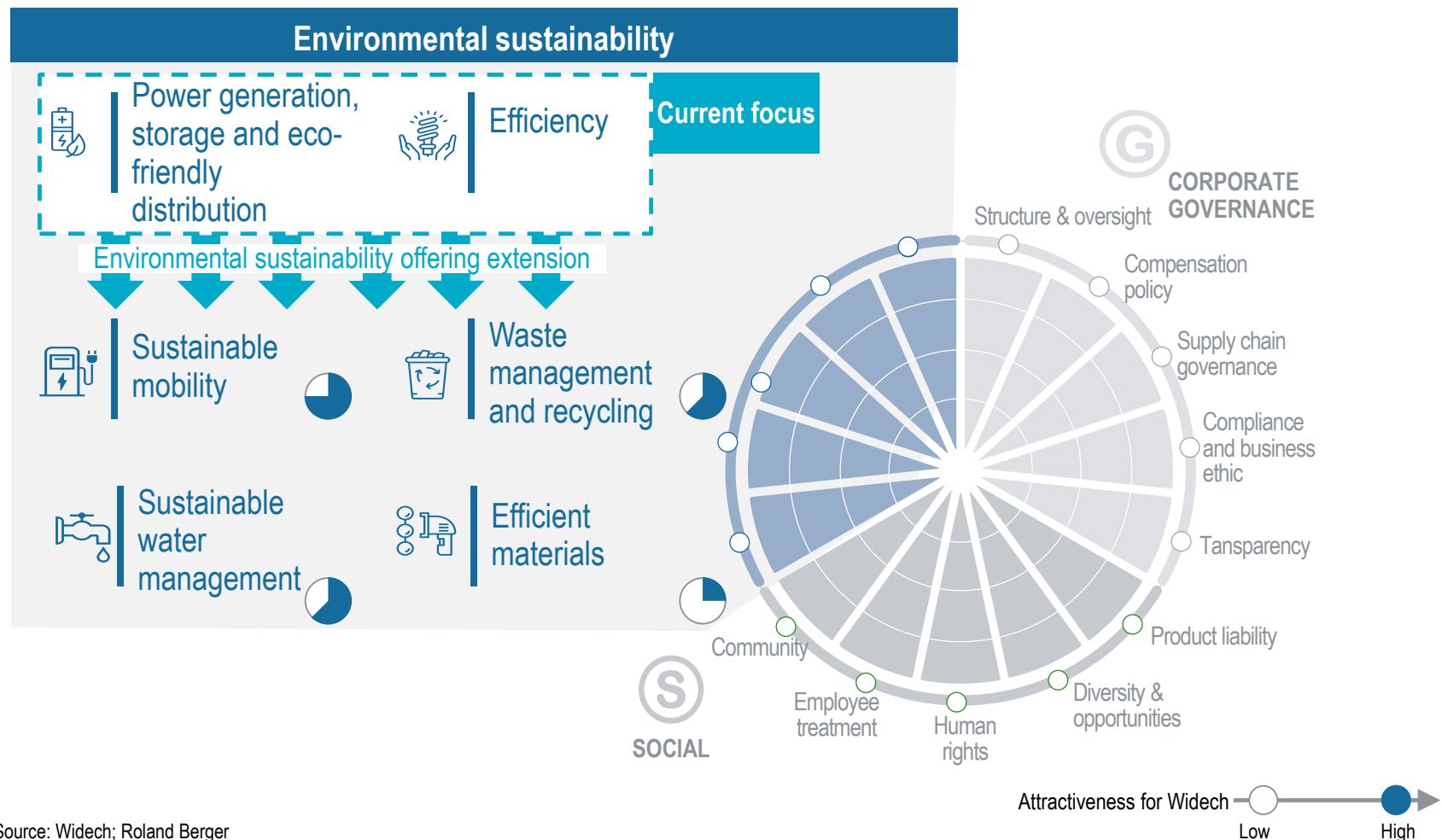
Target	Description	Role in the Widech platform
1	<ul style="list-style-type: none"> <li>&gt; <b>Technical engineering</b> company specialized in the design and development of production technologies</li> <li>&gt; Developed and patented 3 <b>energy production solutions for Biomethane, Bio-Lng and Hydrogen</b></li> </ul>	<p><b>Factory product:</b> Tech</p> <ul style="list-style-type: none"> <li>&gt; <b>Energy Production</b> technology provider</li> <li>&gt; Supply of specialized <b>engineering services</b> and implementation of the plants developed by the other group companies</li> </ul>
2	<ul style="list-style-type: none"> <li>&gt; Company specialized in the design, construction and commissioning of <b>electromechanical systems and equipment</b></li> <li>&gt; Manufactures and sells <b>energy storage systems and plants</b></li> </ul>	<p><b>Platform:</b> Energy system integrator</p> <ul style="list-style-type: none"> <li>&gt; Role of <b>System integrator of the group</b> by creating and installing the integrated solutions developed</li> <li>&gt; <b>Energy storage</b> installation and management <b>skills</b> provider</li> </ul>
3	<ul style="list-style-type: none"> <li>&gt; <b>Oil &amp; gas engineering</b> company specialized in the <b>design and management of large infrastructure projects</b> (oil &amp; gas processing, refining, offshore terminals, etc.)</li> <li>&gt; <b>Expansion</b> of the business <b>perimeter</b> towards <b>Renewables, for players in the Oil&amp;Gas sector</b></li> </ul>	<p><b>Platform:</b> Commercial</p> <ul style="list-style-type: none"> <li>&gt; <b>Platform for the development of innovative solutions</b> dedicated to sustainability</li> <li>&gt; Provides access to <b>large interlocutors</b> in the oil and gas sector that can also be used as a lever for <b>internationalization</b>)</li> </ul>

 The target companies identified are already part of the Widech network and/ or acquisition negotiations are already ongoing



Once the positioning of environmental sustainability specialist will be consolidated, Widech could then expand their range of services

Strategic path B - Environmental sustainability champion

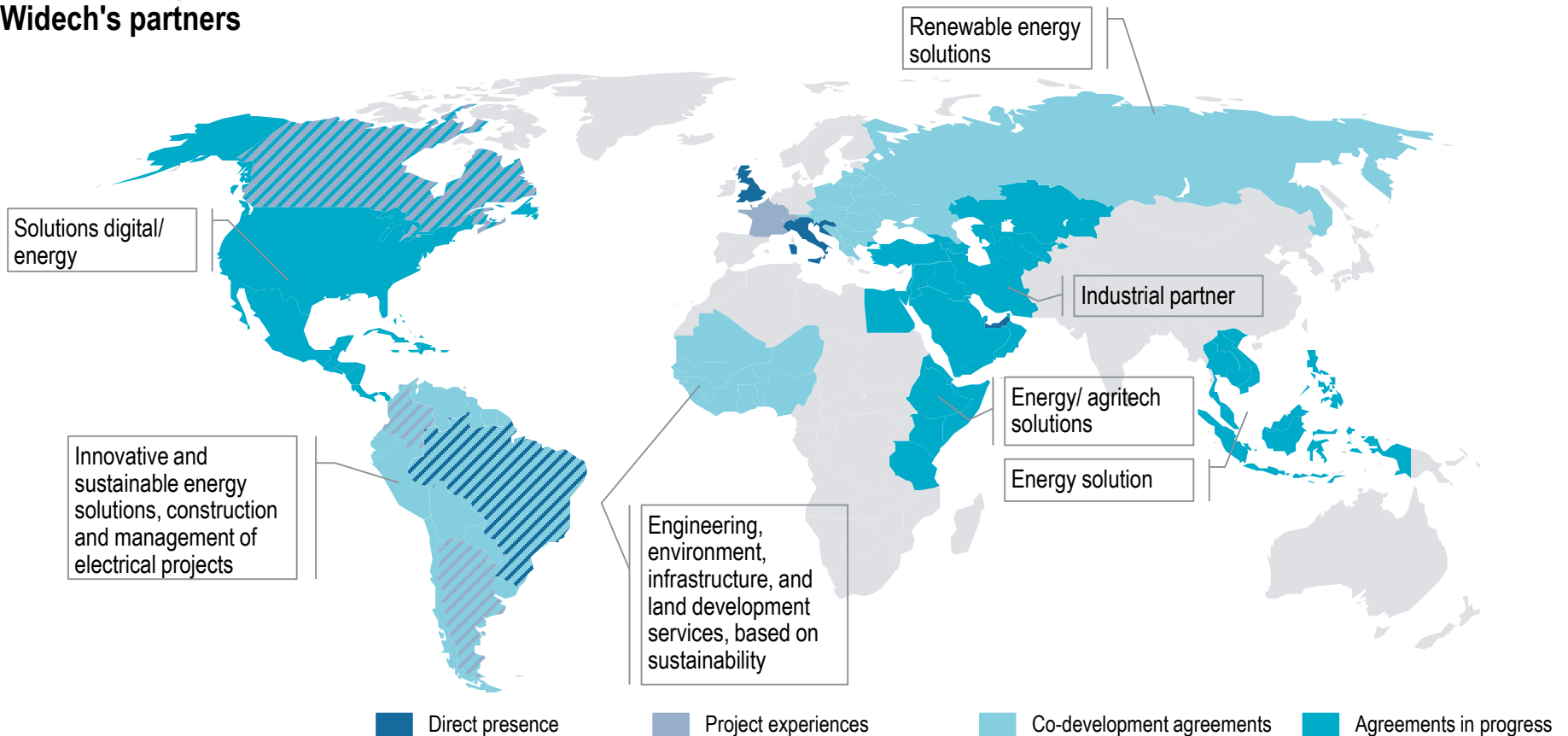


# Internationalization can leverage on partnerships and JV currently in definition or established

Strategic path C - International environmental sustainability champion

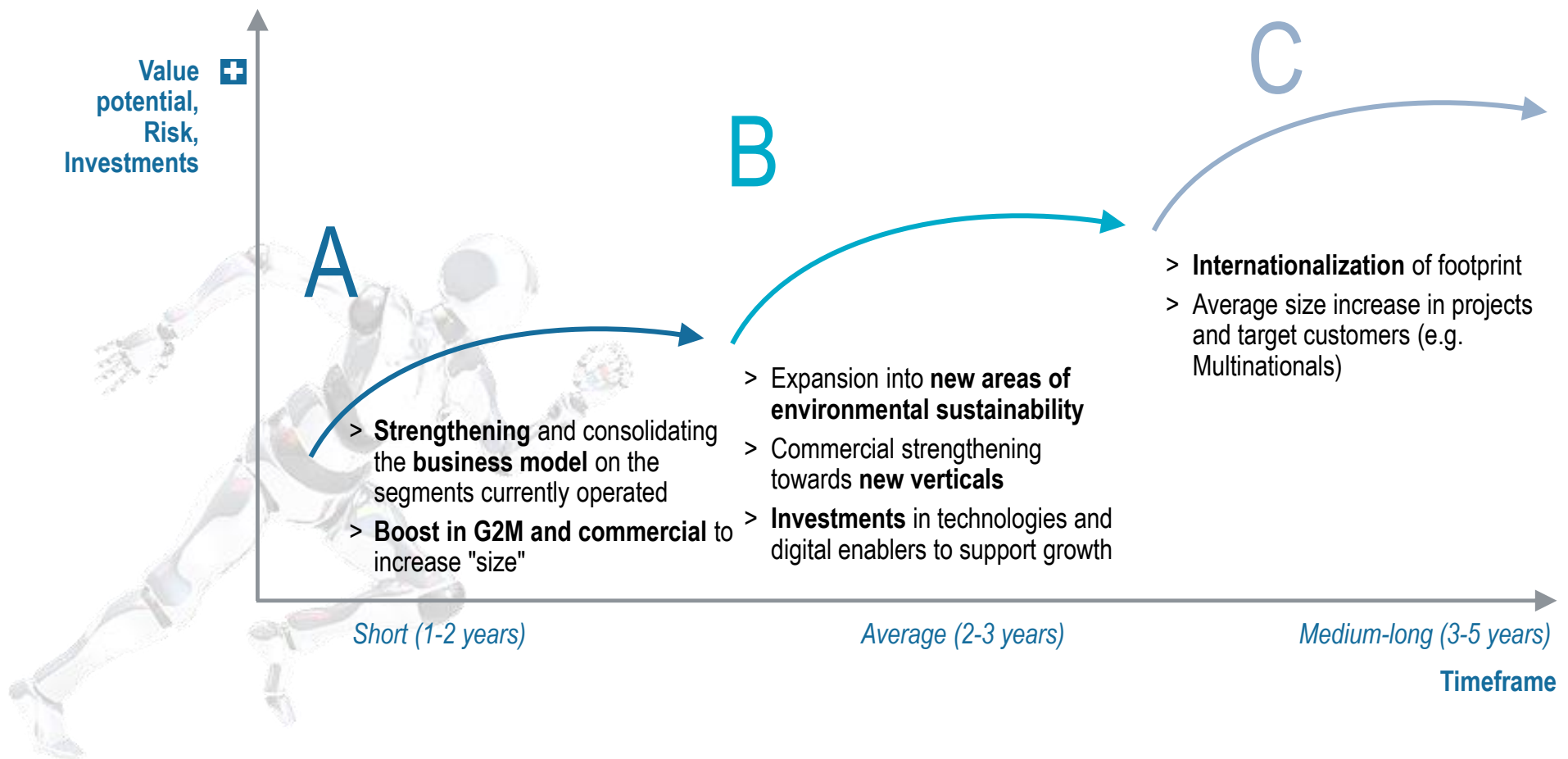
Illustrative

## International presence of Widech's partners



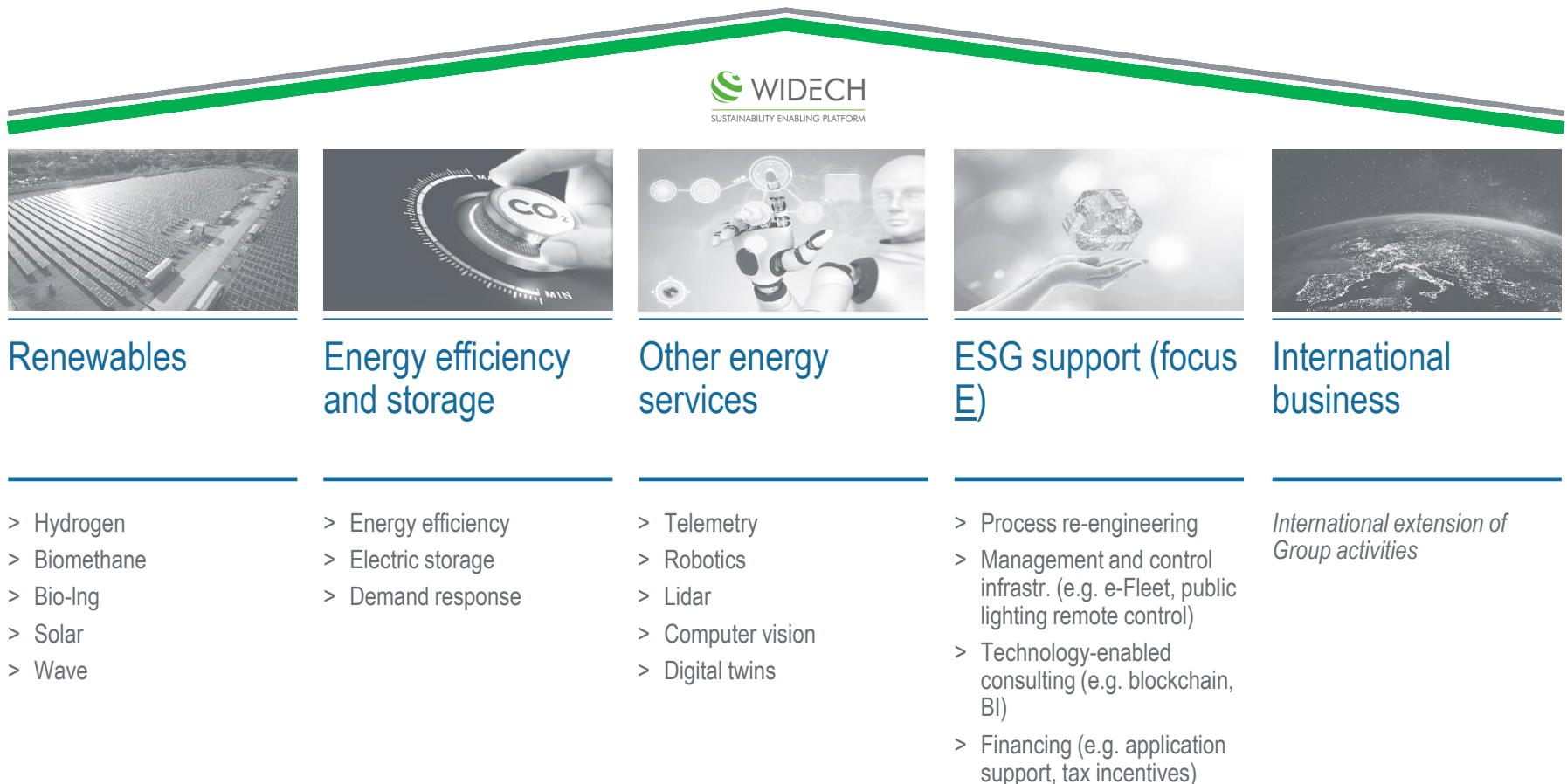
# The pursuit of the first 2 strategic routes is planned for the medium term; internationalization may be a longer-term step

## Strategic roadmap



# In the future, the Group is hypothesized to be made up of 5 distinct business lines, 4 product-service lines and 1 of scope

## Group future Business lines

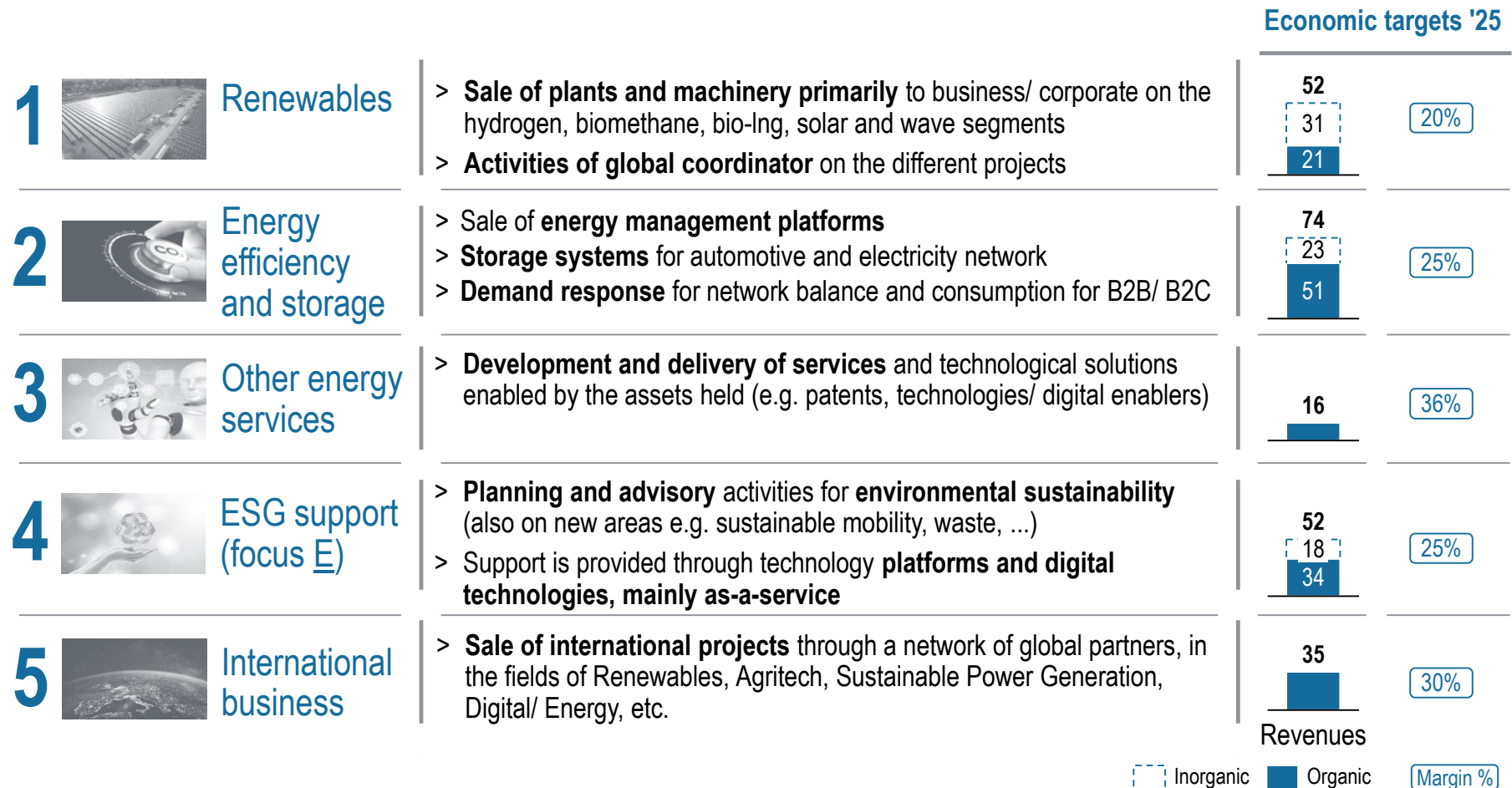


## E. High-level economic projections



# 5 macro-revenue lines will be developed and activated, through organic and inorganic initiatives

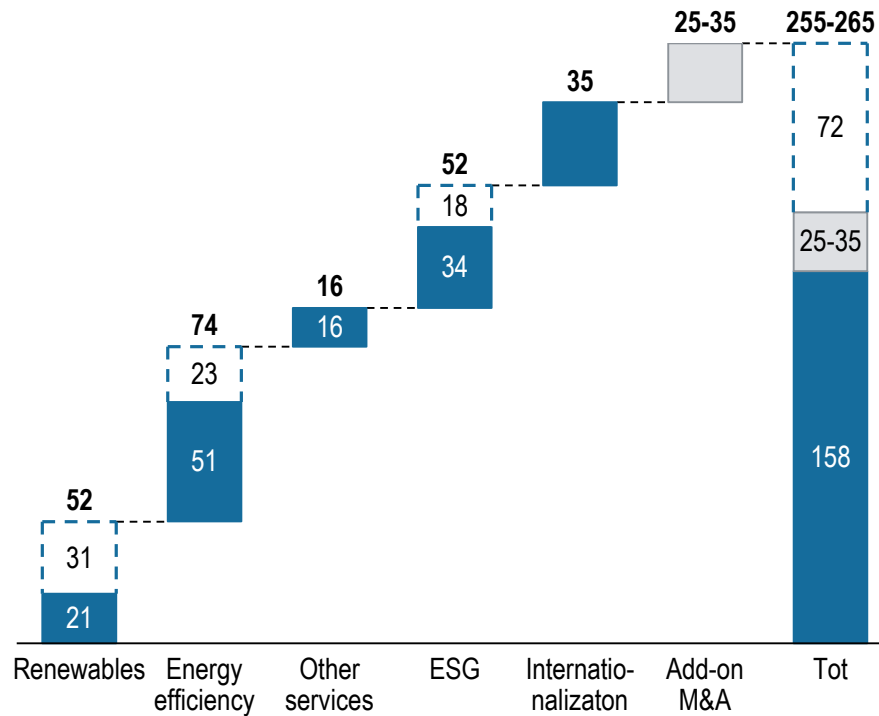
## Overview Widech revenue lines



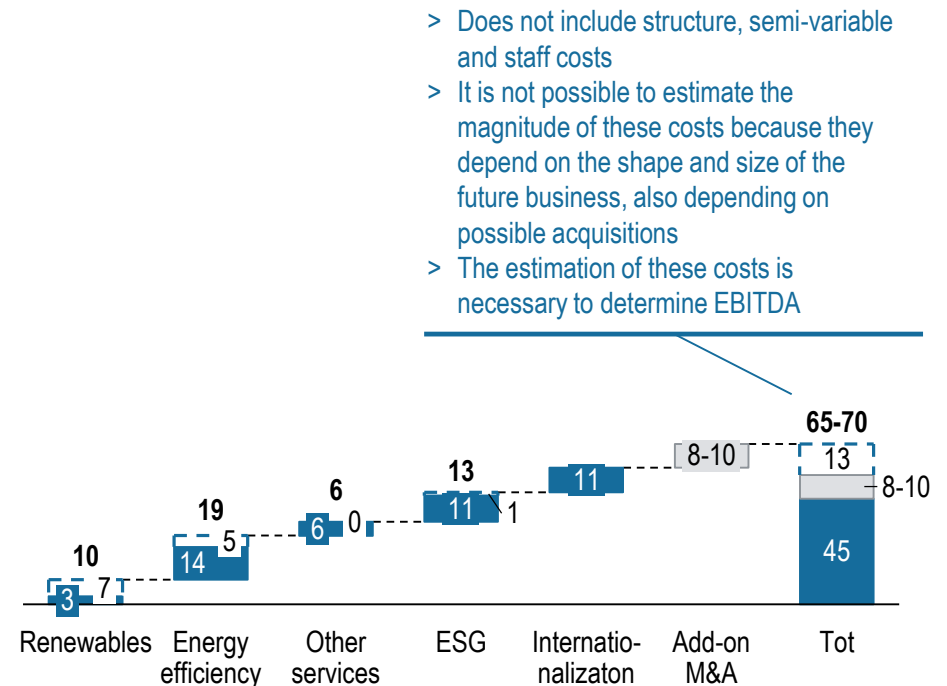
# Overall Widech has 2025 revenue targets of > EUR 255 m and industrial margin > EUR 65 m – M&A almost 1/3 of total revenues

## Revenue and Industrial Margin build-up [2025; EUR m]

### Revenues



### Industrial Margin









- > Does not include structure, semi-variable and staff costs
- > It is not possible to estimate the magnitude of these costs because they depend on the shape and size of the future business, also depending on possible acquisitions
- > The estimation of these costs is necessary to determine EBITDA

  Inorganic growth (qualified)
  Organic Growth (qualified)

Add-on M&A

# Business consolidation and growth will need to be supported by a significant investment plan

## Overview investments organic growth - selection

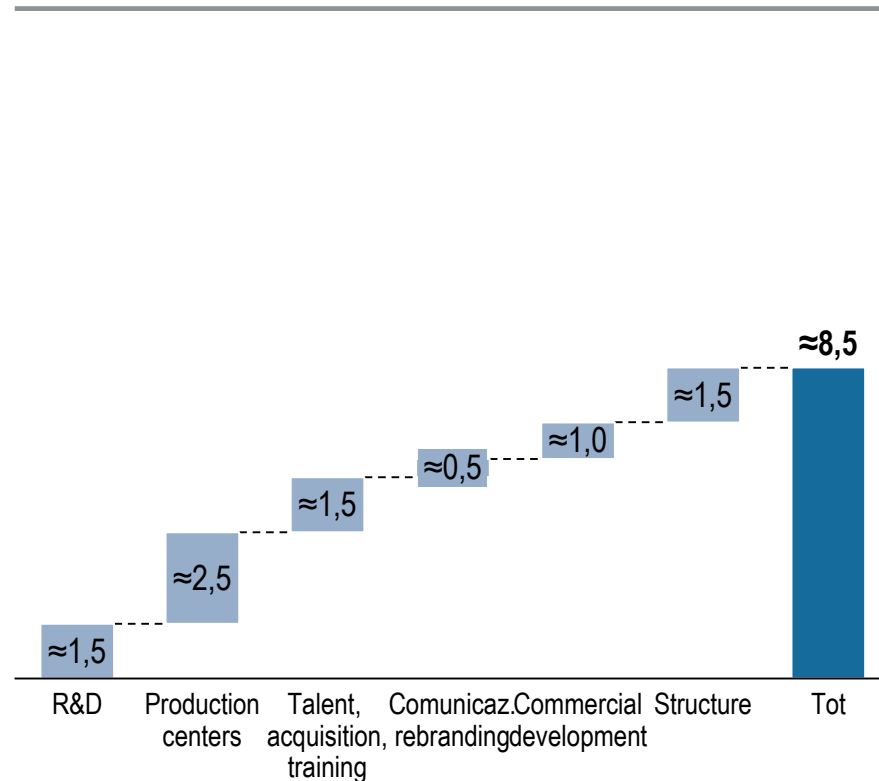
- |   |                                 |   |  |
|---|---------------------------------|---|--|
| 1 | R&D                             |    | Investments for <b>patent portfolio expansion</b> , improvement of detained <b>technology assets and platform upgrades</b>   |
| 2 | "Production" centers            |    | Installation/ start-up of <b>production plant</b> (e.g. for storage module production in Sicily and Piedmont – in progress) to increase production capacity          |
| 3 | Talent acquisition and training |    | Creation and expansion of the Team through <b>acquisition, training and coaching of the best professional-talent figures</b>   |
| 4 | Communication and branding      |   | <b>Communication</b> plan (corporate) and <b>branding</b> especially in the <b>initial development</b> phase and in <b>support of the go-to-market plan</b>          |
| 5 | Commercial development          |  | <b>Commercial investment</b> and <b>expansion of partner networks</b> to support domestic and international growth plans   |
| 6 | Structure                       |  | Consolidation and expansion of the <b>operational and administrative structure</b> to support operational (business-related) and corporate/ group (staff) activities |



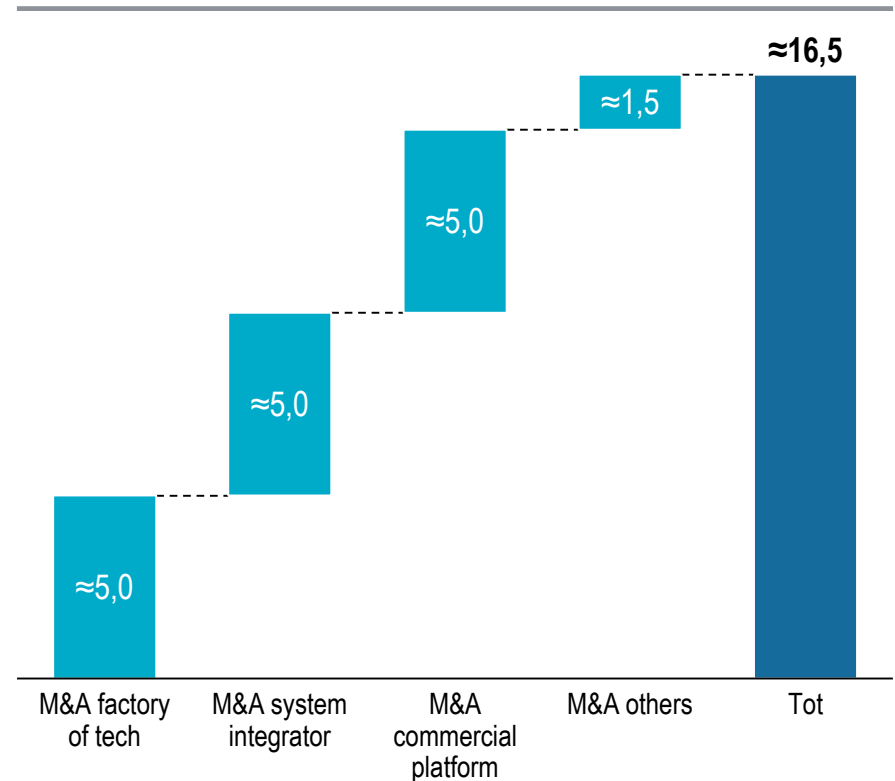
# Widech estimates EUR ≈ 9 m of investments for business consolidation and development and EUR ≈ 17 m for M&A

## Overview investments – selection [EUR m]

### Investments organic growth



### Investments for M&A business



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