European Midcap Event

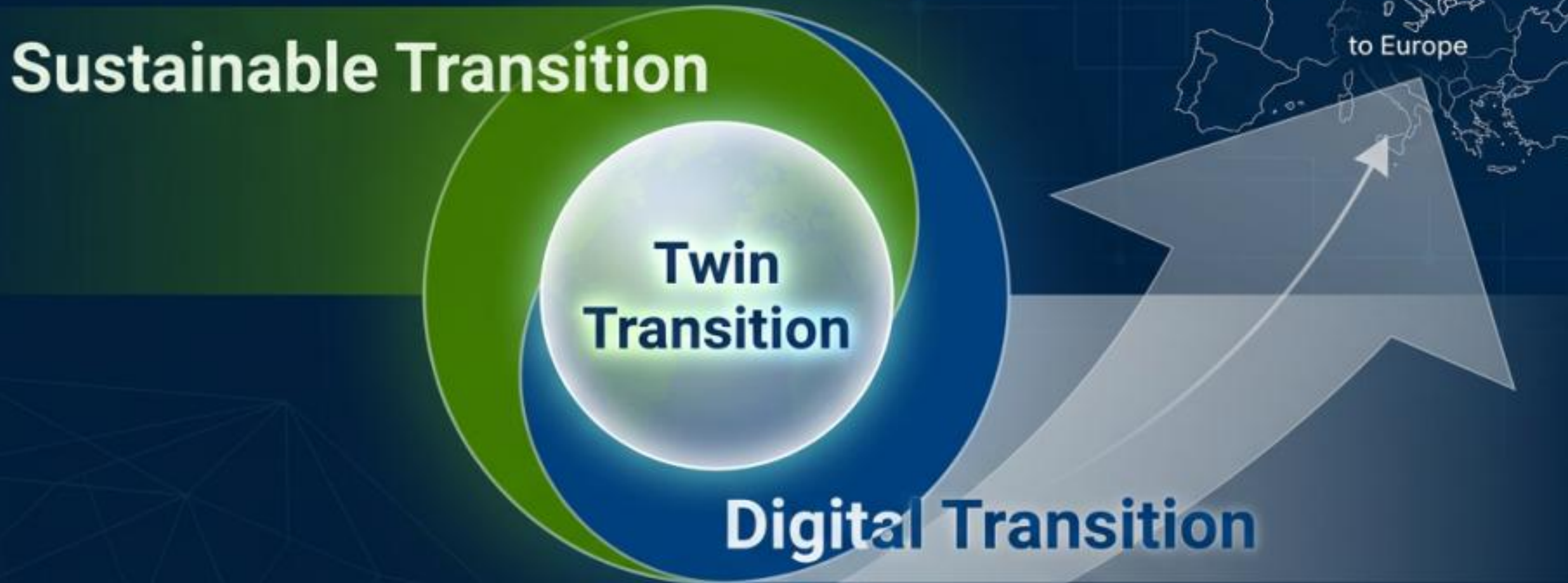
Paris

June 09, 2026

The SustainTech Corporation

Vision

Pioneering the Twin Transition for SMEs since 1999... up to
the #1 Digital SustainTech Company in Italy



Looking forward to becoming
the #1 Digital SustainTech-as-a-Service Company in Europe

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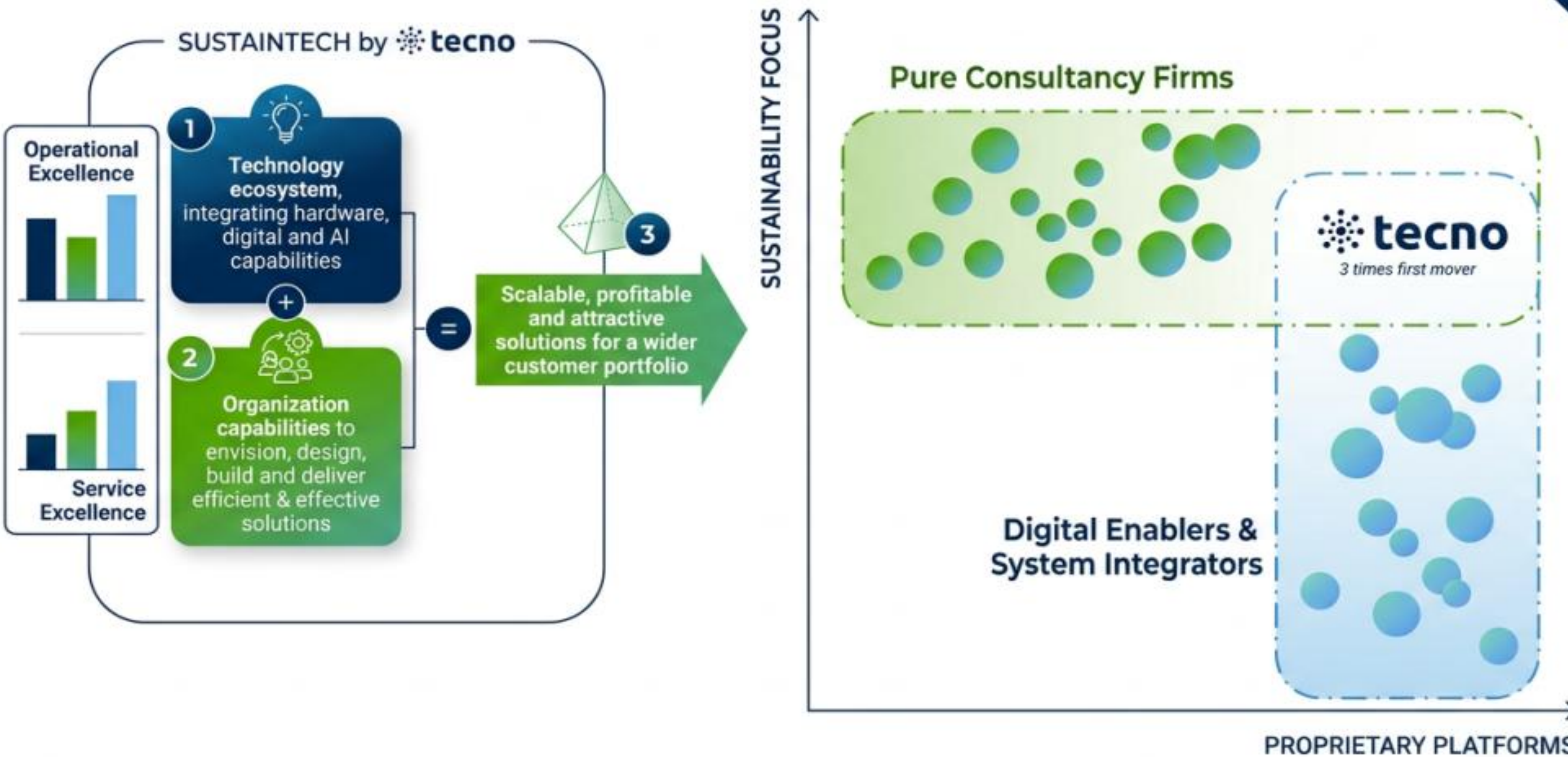
UNIFYING VISION AND EXECUTION: THE POWER OF DUAL EXPERTISE



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THE NEW KID IN TOWN IN THE ESG CONSULTING MARKET - PLATFORM BUSINESS MODEL

TRANSITION ACCOUNTING

Excise Duty Refund

DIGITAL TRANSFORMATION

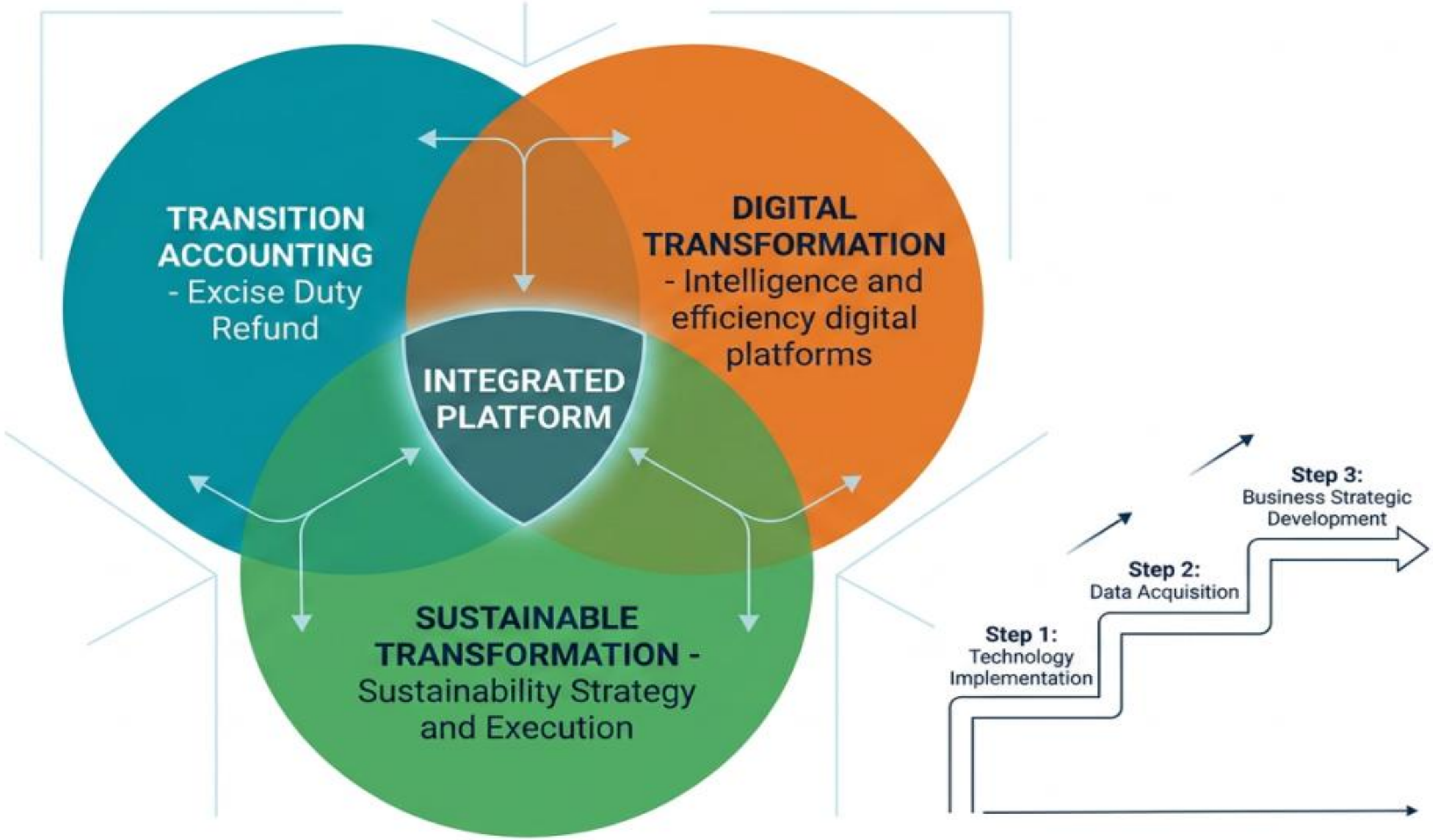
Intelligence and efficiency digital platforms

SUSTAINABLE TRANSFORMATION

Sustainability Strategy and Execution Solutions

PLATFORM-BASED SOLUTIONS FOR THE TWIN TRANSITION

Good-data Driven Approach Meets Client Needs



Market Scenario

A Structural Transformation of the Market

The evolution of the Transition 5.0 / Hyper-Depreciation framework is driving a new industrial paradigm

Incentives are evolving from transactions to **measurable impact**, driven by digitalization, data, and platform integration.

Digitalization of Incentive Processes

Access to incentives will increasingly depend on:
- certified data
- platform integration
- traceability and automation

Growing Complexity for SMEs

Companies require external partners able to manage:
- energy transition
- ESG compliance
- fiscal incentives
- operational digitalization

Shift Toward Platform-Based Services

The market is evolving from traditional consulting toward scalable digital-enabled services.

The structuration of Hyper-Depreciation will reward the ability to deliver services through digital platform support.

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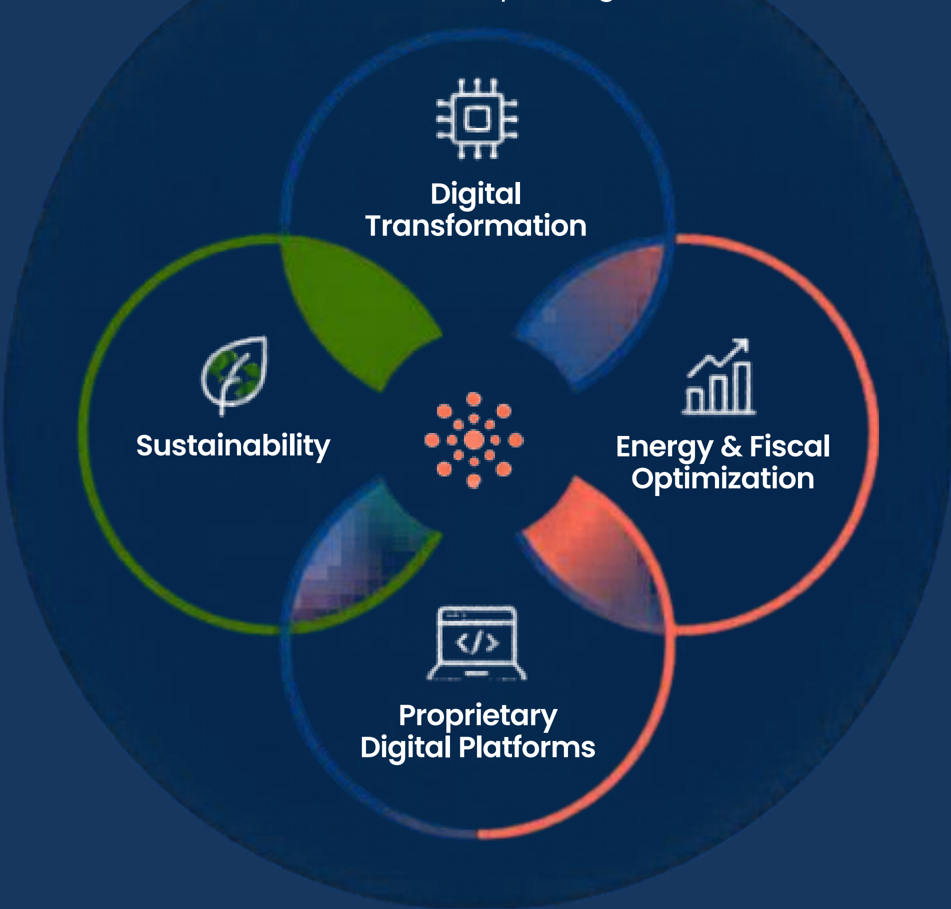
Why Tecno is Well Positioned

TECNO'S SUSTAINTECH POSITIONING

We operate at the intersection of key enablers for the new industrial paradigm.



Strategic Outlook 2026-2028

The market will increasingly reward operators able to:

- digitize technical processes,
- certificate measurable results,
- integrate compliance and operations,
- scale services through technology.

Tecno is strategically positioned to benefit from the structural digitalization of industrial incentive systems.

Competitive Advantages

- ✓ Integrated SustainTech-as-a-Service model
- ✓ Proprietary digital platforms enabling scalability
- ✓ Ability to industrialize complex technical services
- ✓ Recurring and data-driven service model
- ✓ End-to-end management of incentive processes

FINANCIALS

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Executive Summary

(N)

VALUE OF PRODUCTION

€ 32,2M

% GROWTH OF VALUE OF PRODUCTION VS 2024PF

+22%

GROWTH OF VALUE OF PRODUCTION

VS 2024PF

€ 5,8M

EBITDA 2025

6,1M €

+19,1%

EBITDA MARGIN 2025*

313

HC 2025

0,6M€

NET DEBT 2025 (cash positive)

* Calculated on Value of Production

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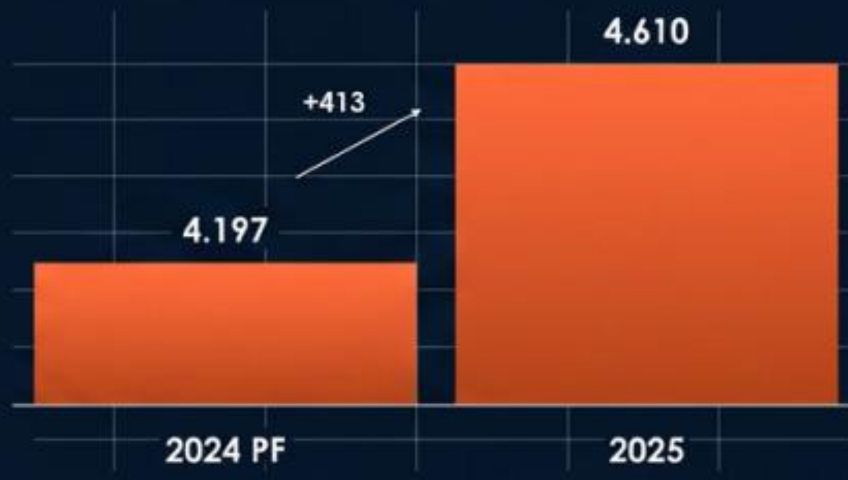
Sales and Clients evolution

Sales €m

Clients

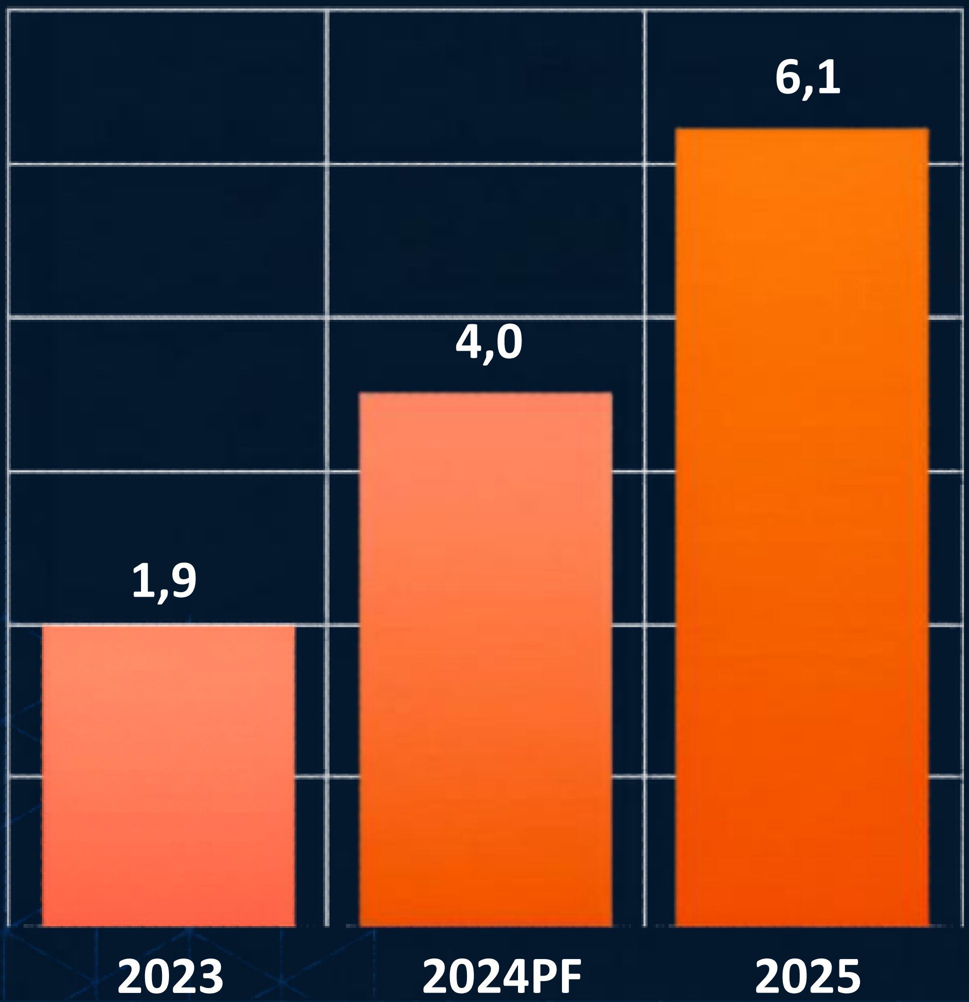


The Group closed 2025 with **Sales of €29.8m, +20,1%** compared to €24,8 as of 2024 PF.

This performance is **attributable to organic growth (€ 5.0 m).**

As of Dec 31, 2025, the Group boasts a **portfolio of 4,610 clients**, up from 4,197 clients as of December 31, 2024 (**on a like-for-like consolidation basis).**

EBITDA



- 2025 EBITDA is **€6.1 million**, with a margin on the Value of Production in **19.1%**
- IPO Guidance that projected **50%** growth compared to pro-forma 2024 EBITDA **(€4.0 million)**, **15.3%** of the Value of Production) it is achieved.
- Significant growth was driven by **higher revenues**, particularly from the **Sustainable Transformation** business unit (over **50%** of total revenues), and supported by improved **cost efficiency**, economies of scale, internalization of technical services, and sales force optimization

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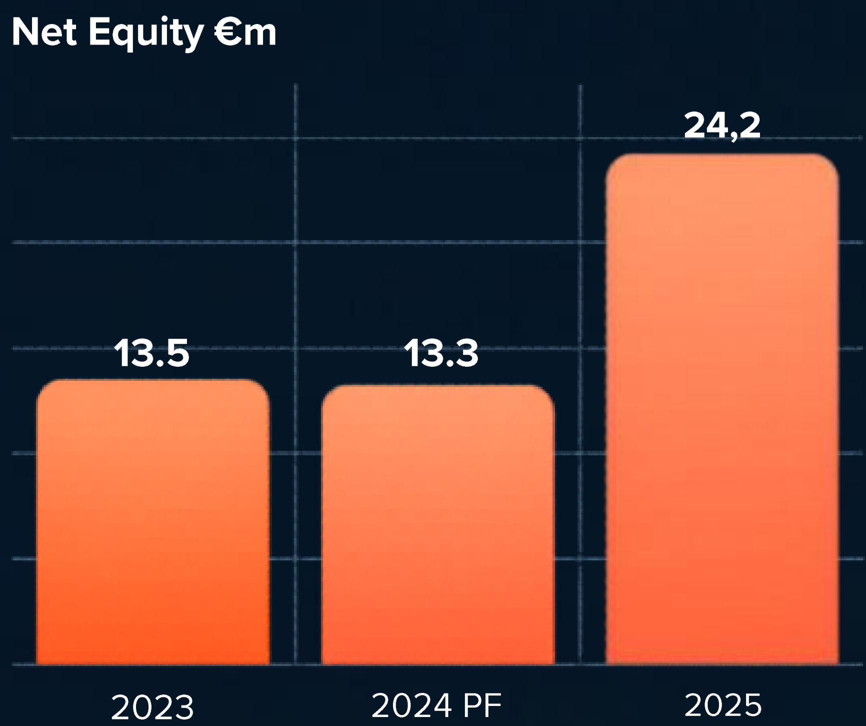
2025 Sales evolution by business unit

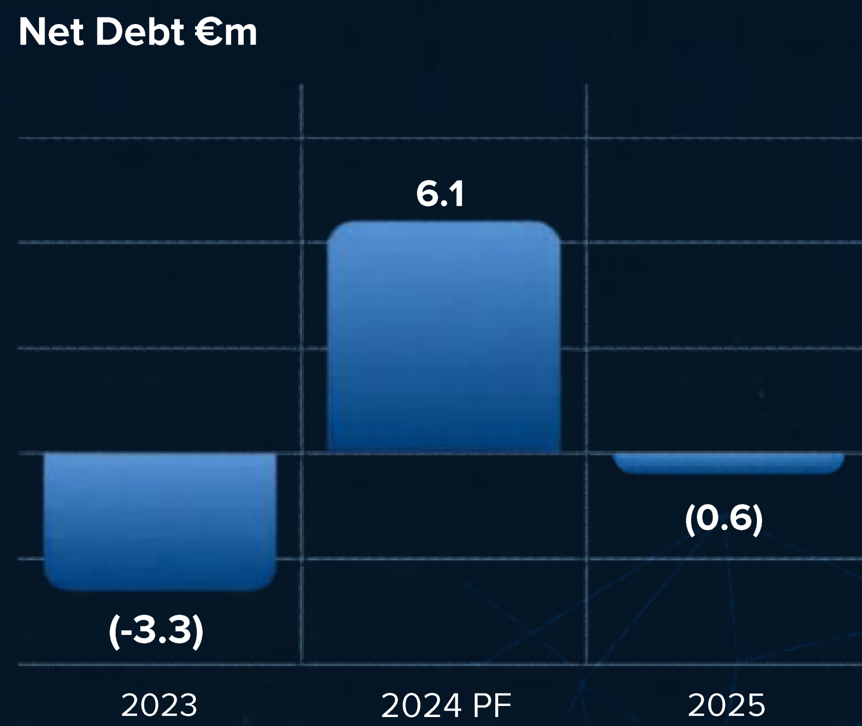
(N)

Sales by business unit €m

Revenue Models		
TA	Success fee + Installation Services	Re-occurring Multiyear contracts
DT	SaaS Licensing Model + Installation expenses	Recurring Multiyear contracts
ST	Payment Upon Completion + SaaS Licensing Platform	Recurring and re-occurring Multiyear contracts

Net Equity and Net Debt as of Dec 31, 2025

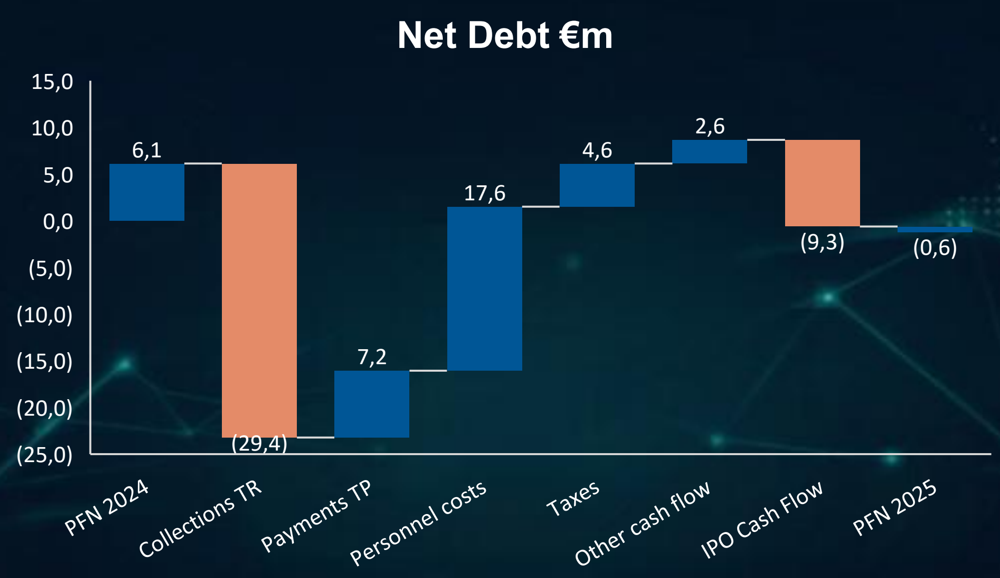




Change in **Net Equity** is attributable to the Aucap that was in last July in IPO.

Change in **Net Debt** is mainly due to operating activities and the distribution of dividends. **On July 14, 2025**, the ordinary shares of TECNO S.p.A. SB were admitted to trading on Euronext Growth Milan. The total amount of funds raised was €11.0m

Net Debt - Evolution from 2024 to 2025

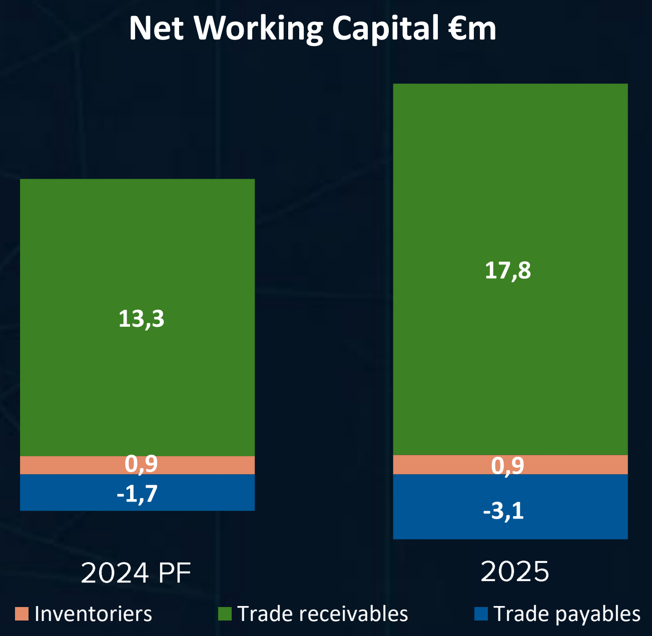


The Company's **Net Financial Position** improved significantly from a net debt of approximately €6.1 million at year-end 2024 to a net cash position of approximately **€0.6 million at year-end 2025**. This €6.7 million swing was primarily driven by the capital raise executed in connection with the IPO, which contributed approximately €10.5 million in gross proceeds (net of approximately €1.2 million in listing-related expenses, for a net IPO cash inflow of ~€9.3 million), more than offsetting the cash absorbed by ordinary operating activities.

At the operating level, the Company absorbed approximately **€2.6 million** in cash during the year, reflecting the combined effect of trade collections of ~€29.4 million, trade payments of ~€7.2 million, personnel costs of ~€17.6 million, tax payments of ~€4.6 million, and other operating and non-current cash flows totalling approximately €2.6 million.

The **controlled management** of working capital and cost structure demonstrates the Company's ability to sustain its growth trajectory while keeping cash consumption at a manageable level.

Net Working Capital - Evolution from 2024 to 2025



NWC	2025	2024
Inventoriers	**929.152**	**871.696**
Trade receivables	**17.873.647**	**13.309.174**
of which Invoiced receivables	9.053.140	7.955.163
of which Allowance for expected credit invoice	8.820.507	5.354.011
Trade payables	**3.327.972**	**1.790.461**
of which Supplier invoices received	2.541.444	905.021
of which Accrued liabilities provision	786.528	885.440
Net working capital	**15.474.827**	**12.390.409**
Net working capital (netto stanziamenti)	**7.440.849**	**7.921.838**

Net Working Capital expanded from approximately €12.4 million at end-2024 to approximately **€15.5 million at end-2025**, an increase of roughly **€3.1 million (+25%).** The build-up was principally driven by the growth in trade receivables, which rose from ~€13.3 million to **~€17.9 million**, consistent with the Company's revenue growth and the associated increase in accrued receivables (FDE provision). Inventory levels remained broadly stable, increasing modestly from ~€0.87 million to ~€0.93 million.

Stripping out accrual provisions on both the receivables and payables side, the "cash" NWC (net of FDE/FDR) actually decreased slightly from ~€7.9 million in 2024 to **~€7.4 million in 2025**, indicating that the headline NWC increase was primarily driven by accrual accounting rather than a deterioration in underlying cash collection dynamics

Business Update 2026

Strengthening ESG Leadership

- Launched **ESG-Value**, TECNO's proprietary ESG rating platform, now **officially accredited by Accredia**.
- Provides **structured and independently verified assessment** of environmental, social, and governance performance.
- Enables clients to **measure, monitor, and improve ESG performance**, reducing risk of greenwashing.
- Integrates with TECNO's **Sustainable Transformation services**, combining technology, data, and strategic consulting for measurable impact.
- Helps companies **enhance market reputation**, access new business opportunities, and **strengthen stakeholder trust**.

Strategic M&A Moves

- TECNO **ESG**, TECNO's wholly owned subsidiary, **exercised call options** to acquire the remaining 35% of **Energika and Aere**, achieving **100% ownership** of both companies.
- Transactions are part of TECNO's **strategic plan** to **streamline corporate structure, consolidate governance**, and support international growth.
- Enhances TECNO's **ability to deliver integrated SustainTech solutions** across its fully owned subsidiaries.

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STRATEGY

Ready to Scale Up

Tomorrow

International Expansion & M&A

- Enable stawae global isotensarity
- International expansion & M&A

AI Technology Innovation

- AI technology technology limmarts
- Recognize codec in technology growing

AI-Powered Business Model

- Atarenaed AI development business model
- Enhance AI business model operations

ARDITE 4.0 ESG

- Indicate ARDITE economy ARDITE 4.0 ESG
- Enhance and energize and ARDITE objectives

Today

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