

# FY 2024 Results Presentation & Business Update

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*March 17<sup>th</sup>, 2025*



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# Presenting today

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**Massimo Mauri**  
Chief Executive Officer



**Lorenzo Mazzini**  
Chief Financial Officer



**Clarence Nahan**  
Head of Corp. Dev. & IR

# FY 2024 results overview



Guidance exceeded in what remained a complex market backdrop

## 2024 guidance



**€180M+**

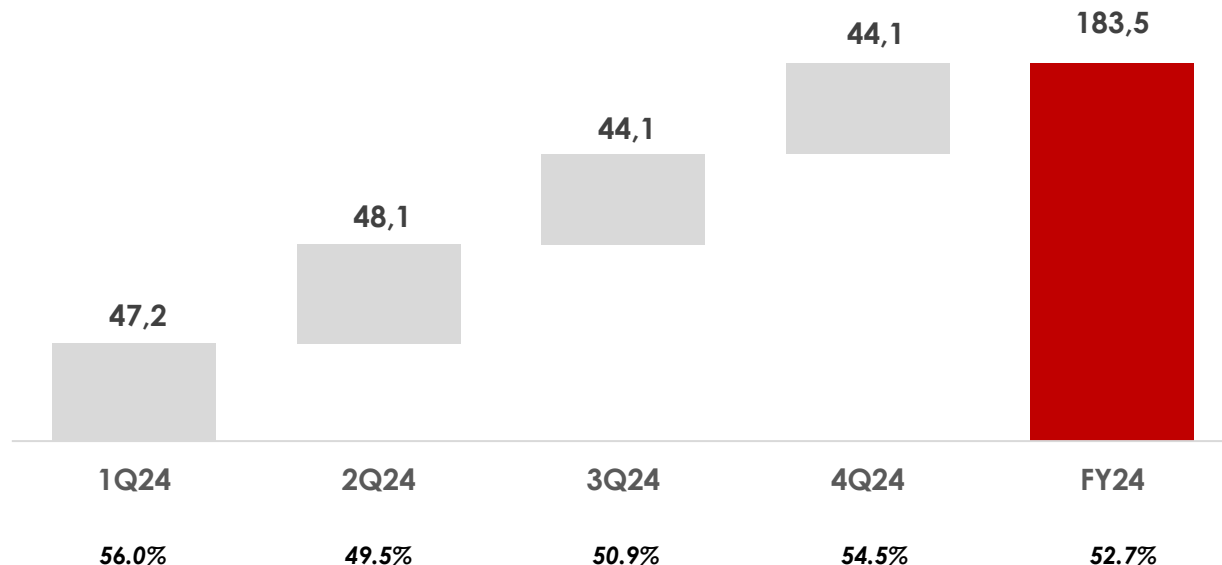
FY24 Revenues



**50%+**

FY24 Adj. Gross Profit Margin

## Quarterly revenue & Adj. gross margin evolution



# Key takeaways from the past 12 months



## Continued resilience in a complex market

- **FY24:** Net sales at **€183.5m**, **down 12.5%** vs. FY23
- **Solid and diversified client base** in the Edge computing business
- Clea revenues at **€21.3m** in FY24 (**11.6%** of sales), **up 0.9%** vs. FY23

## Best in class Gross Profit Margins

- **Adj. GPM** incidence at **52.7%** in FY24
- Stable YoY and improving QoQ thanks to **unique business model, offering & Clea contribution**
- 4Q24 GPM favored by a slightly better **client / product mix**

## Focus on Opex optimization

- Adj. EBITDA at **€28.2m** in FY24 (**15.4%** of sales), **down 44.2%** vs. FY23
- **Profitability improving in 4Q24, Adj. EBITDA at 17.6%** vs. 10.5% in 3Q24
- Adj. Net Income at **€1.4m** in FY24

## Significant Net Working Capital improvement

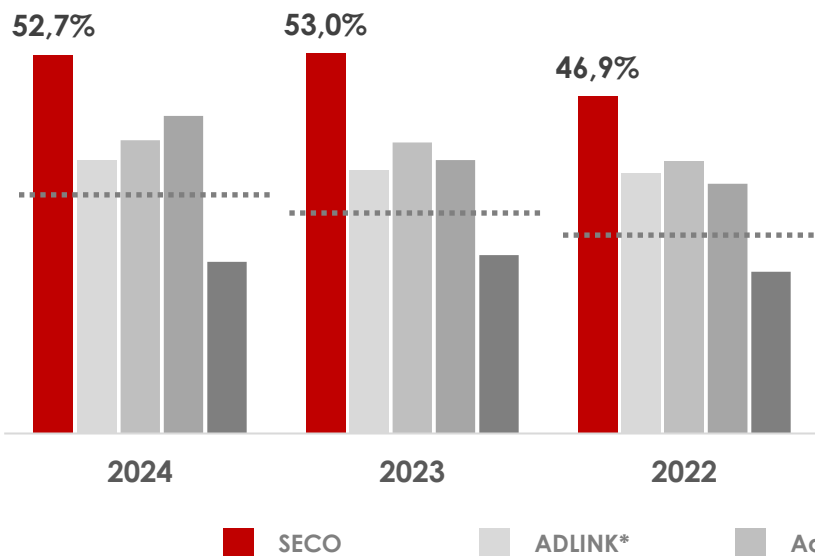
- **Positive Cash generation in 4Q24 (€15.6m)**, thanks to effective **NWC management**
- **Net Debt reduction at €41.3m**, with a financial leverage fully under control (1.5x)

# Benchmarking our performance with the rest of the sector

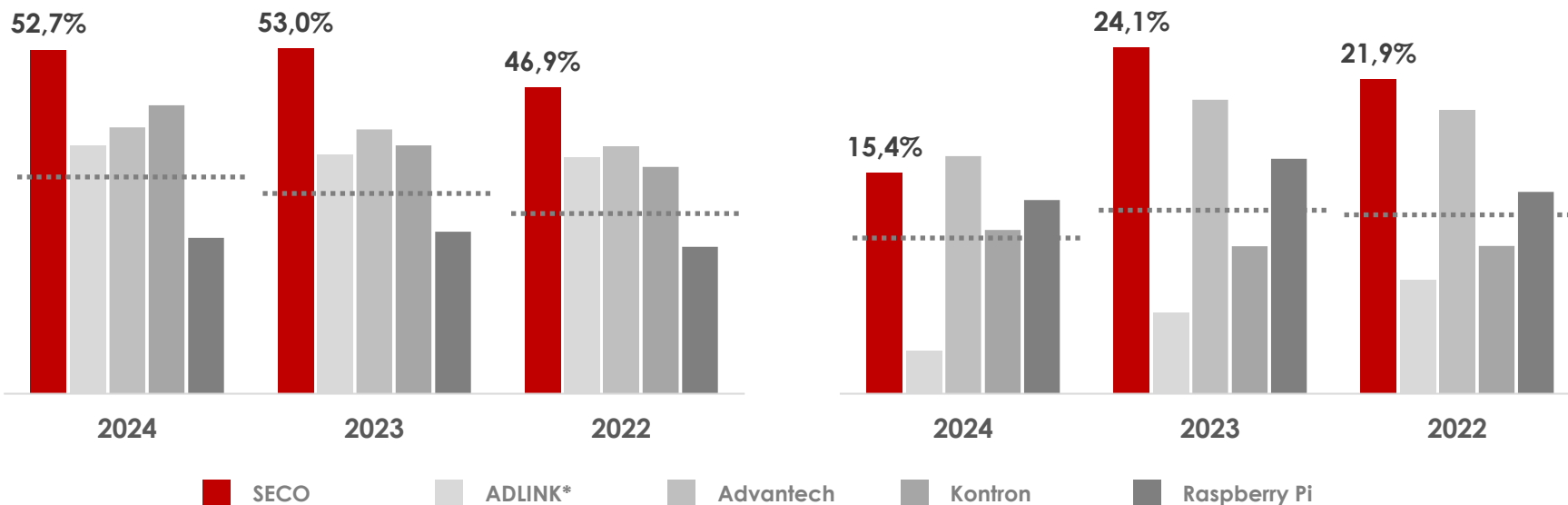


## A proven business model with a high operating leverage

### Adj. Gross Profit Margin



### Adj. EBITDA Margin



Source: FactSet, financial data refers to historical or consensus figures depending on availability

\*Adlink data as of 9M 2024

# FY 2024 financial performance in details

FY 23



FY 24

Net sales

€209.8m



€183.5m

- Continuing destocking trend through the year by key customers led to decreased sales volumes
- Clea revenue at **€21.3m** in FY24 vs. €22.5m in FY23 (-5%)

Adj. Gross margin

€111.1m

53.0%



€96.8m

52.7%

- FY24 vs. FY23 margin broadly in line, thanks to Edge product mix, coupled with more favorable conditions in the components market
- Extraordinary write-down on Biorespira components (€4.1m), a product developed during the COVID-19 crisis, still not fully absorbed by the market

Adj. EBITDA

€50.6m

24.1%



€28.2m

15.4%

- Negative operating leverage amplified the impact of the Sales contraction due to our primarily fixed-costs structure
- **-44%** in FY24 vs. FY23

Adj. Net Income

€22.9m

10.9%



€1.4m

0.7%

- D&A: +€9.6m vs. FY23
- Net financial expenses in reduction of €3.2m vs. FY23
- Aside from the adjustments made to EBITDA, Net income has been primarily adjusted for a €5.8m goodwill impairment of SECO Mind USA CGU, that results from the completion of SW development (now integrated into the Clea platform) by the US team, which has been terminated

# Net sales - €183.5m



## Edge computing

- **€162.2m** in FY24, (-13%) vs. FY23
- Sales volume contraction distributed across geographical areas and verticals due to customers' final stages of destocking
- Positive trajectory from Vending, PKE, Defense & Aerospace and Fitness

Edge  
88%



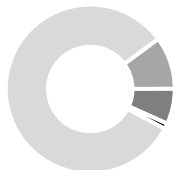
CLEA  
12%

## Clea business

- **€21.3m** in FY24, (-5%) vs. FY23
- **+0.9%** vs. FY23 in terms of incidence on Net sales

By  
Areas

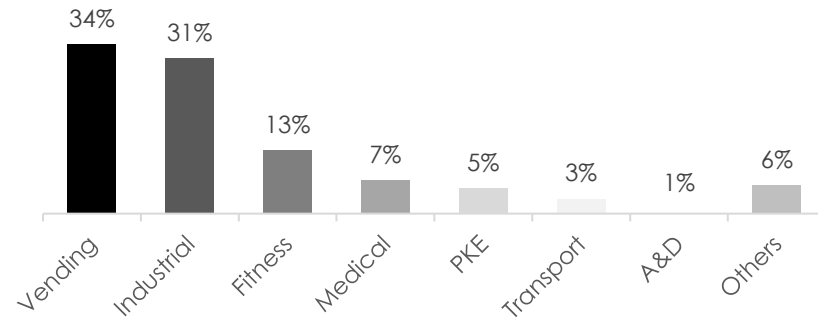
EMEA  
82%



USA  
10%

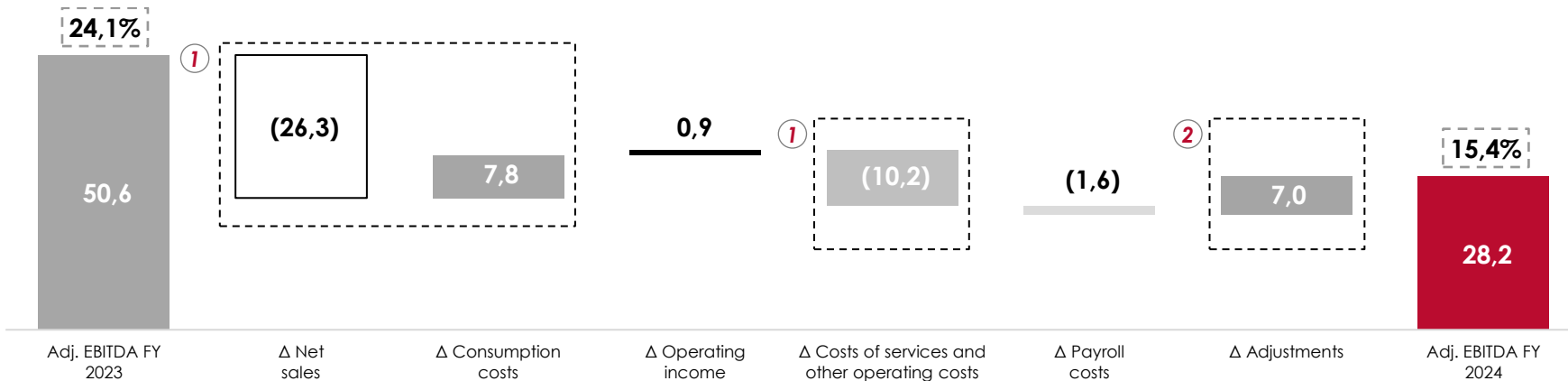
APAC  
7%

By  
Vertical



# Adjusted EBITDA

## Adj. EBITDA bridge (€m)



### 1 Gross margin effect and operating costs

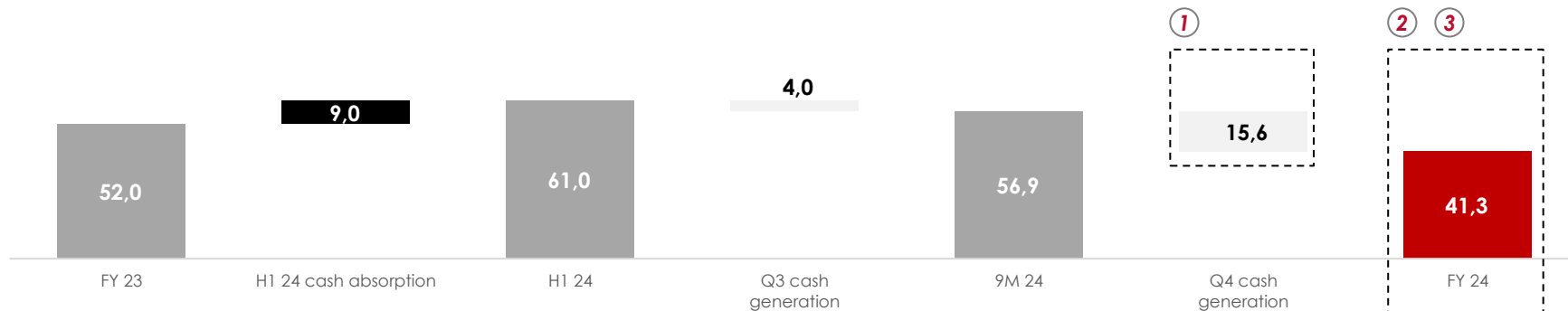
- Adj. Gross margin at **52.7% of sales** (substantially stable vs. FY23), mainly thanks to **Edge product mix**, as well as to a **decrease in components' price** following market stabilization
- Adverse operating leverage effect**, with the impact of reduced sales volume amplified by our P&L structure, primarily characterized by fixed-costs

### 2 Adjustments



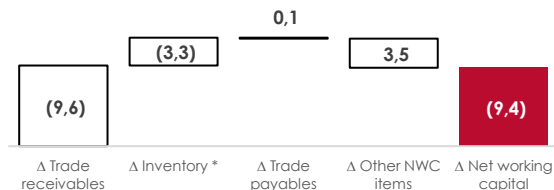
# Adjusted Net financial position

## Adj. Net debt evolution (€m)

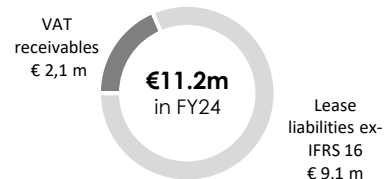


### 1 4Q24 vs. 3Q24

- **Cash generation for €15.6m in 4Q24**, mainly thanks to net working capital management actions



### 2 Net debt Adjustments



### 3 Leverage

- **Solid financial position**

**Leverage**  
(Net Debt Adj. / Adj. EBITDA)

**1.5x**  
FY 2024

\* Δ Inventory adjusted for the extraordinary write-down on Biorespira components (€4.1m)

Note: percentages may not sum to 100% due to rounding; all numbers in €m are rounded to the closest first decimal place, so there may be deltas for up to ±€0.1m when variation figures are displayed

# Business update

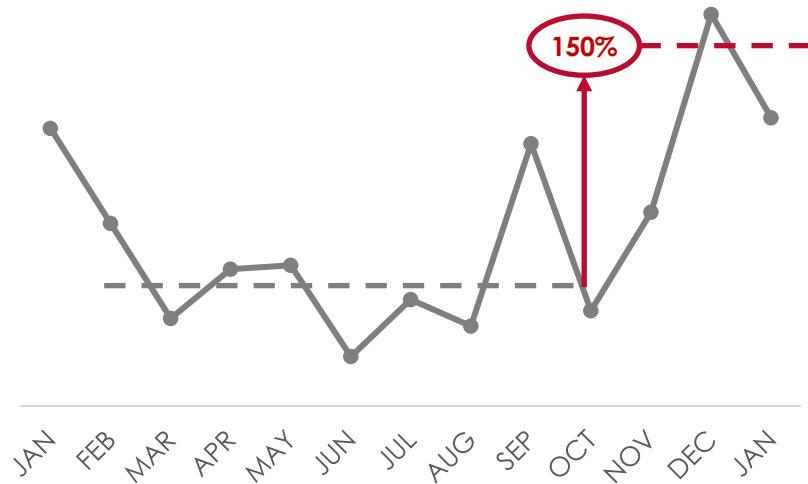
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SECO

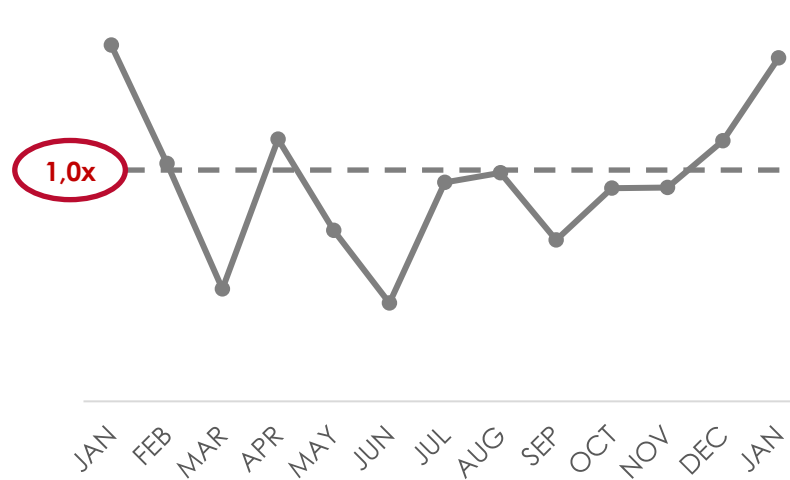
# KPIs show that the inflection point has been reached

Supportive signs that OEMs are mostly done with their inventory adjustment

### Encouraging Incoming Backlog Trend



### Positive Book-to-Bill ratio Evolution



# Key pillars driving the growth of our business in 2025



## Capitalizing on years of technological leadership and continuous innovation

### Optimal products & services offering

- **Record-high new product pipeline** both from range & innovation perspective
- Pick-up in project leads and **new design wins with new global clients**
- **Clea platform getting increasing traction with historical OEM clients** driven by data-analysis & value-added services
- **Ecosystem of industry-leading Partners** enriching Clea offering with specialized & vertically-focused services
- **Favorable product & country mix**, exposed to the fastest growing segments (e.g. Defense, Medical, Industrial...)

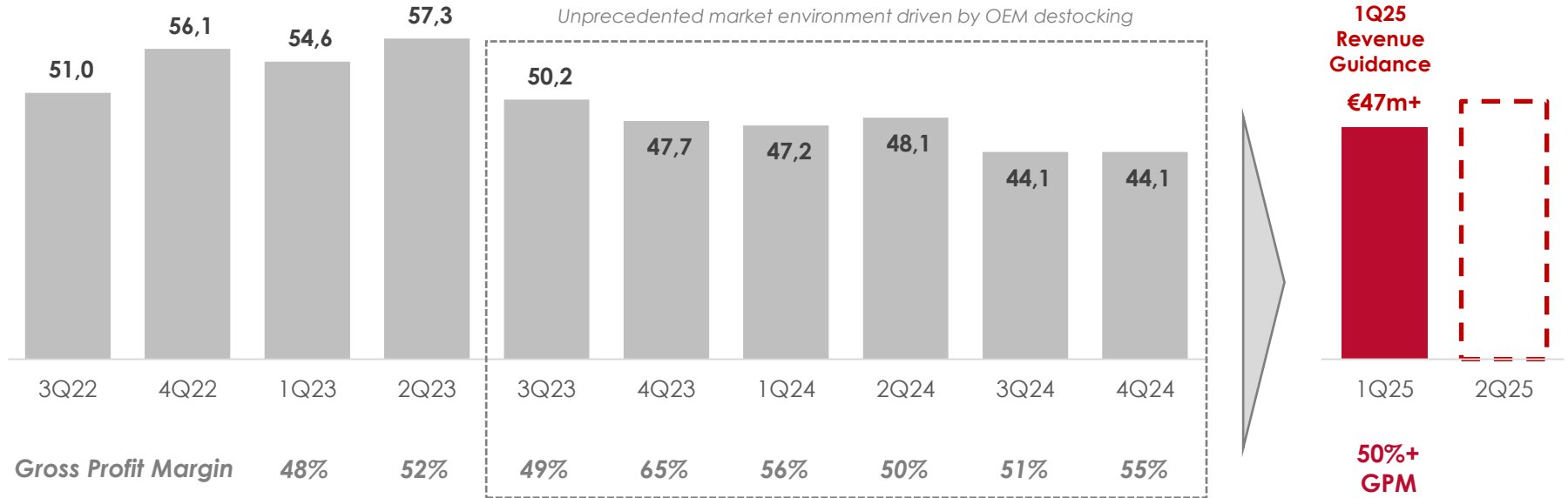
### Compelling market outlook

- **Improving macro backdrop** with interest rates normalization
- Strong signals for the start of a **new cycle of corporate capex**
- **Acceleration in the adoption of edge computing systems** fueled by increasing demand for HMI
- **Increasing geopolitical visibility** in key geographies for SECO (e.g. Germany)

# SECO is ideally positioned to capture this rebound in demand

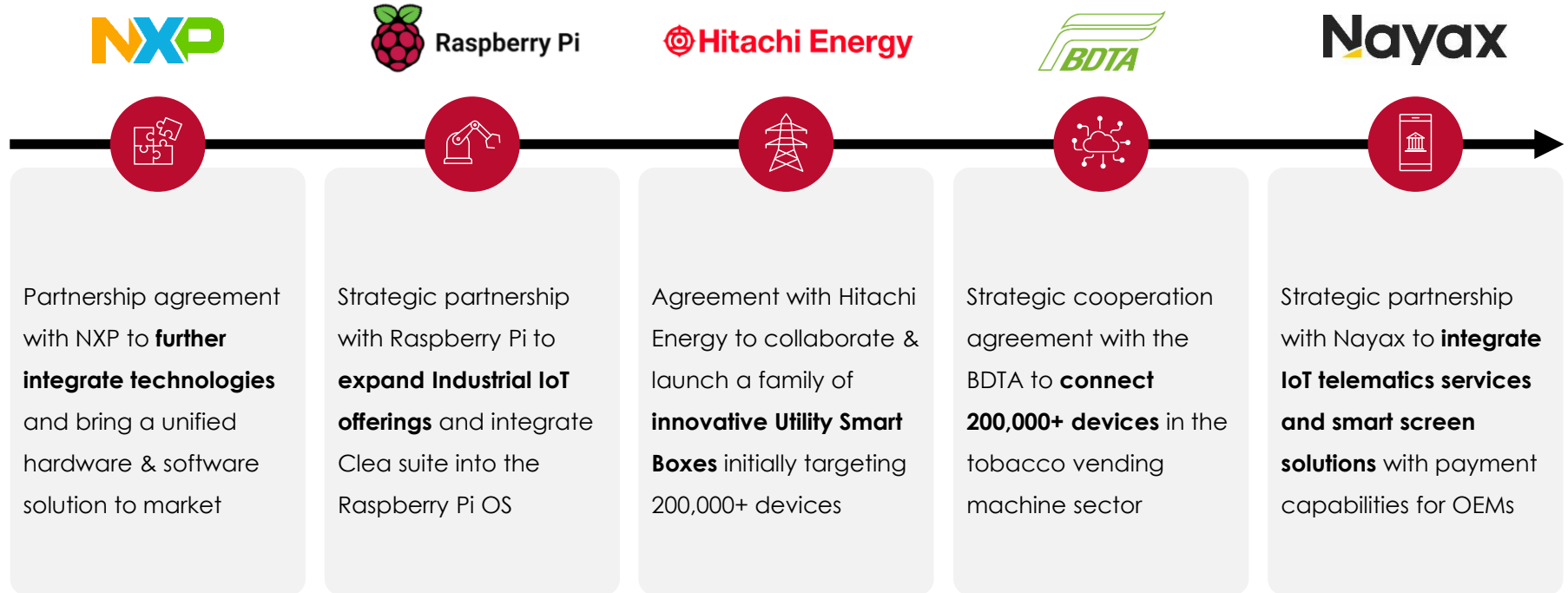


We expect revenue growth trajectory to be back on track starting from 1Q25 and quarterly revenues to regain their historical levels by summer



# An eventful past few months

## Building up further momentum in our business



# How Clea is gaining traction with clients and partners



## Hitachi Energy

- 10 years agreement
- Energy Industry
- **+ 200.000** devices
- Platform adoption with retrofitting capabilities for Hitachi
- Platform as foundation for Joint **go-to-market Strategy**

**€1M**

Yearly recurring revenue



- 11 years agreement
- Tobacco Industry
- **+ 200.000** devices
- Recurrent revenue from cashless payments & telemetry usage
- AI & IoT applications enabled by Clea Vend

**€8M**

Yearly recurring revenue

## Nayax

- Long-term partnership
- Initially focused on the vending Industry
- E2E portfolio coverage
- Shared transaction fees
- New revenues streams and cost reduction for OEMs

**Multi-million**

annual revenue stream opportunity correlated to client adoption

# Embedded world 2025, Nuremberg



**23° edition**

SECO present since 2012

**1.200+ exhibitors**

from 38 countries

**32.000+ visitors**

from 40+ countries

**112 MQL\* collected**

\*Marketing Qualified Leads



## Key partners featured during the event



Gesture recognition  
and AI forecasting  
people counting



EV Charging  
Management



Voice-Controlled AI  
with LLMs



Hands-free gesture-  
controlled UI



Smart Vending &  
Payment



Industrial HMI  
powered by RPI CM5

# Industrial AI at its best: SECO's COM Express with Snapdragon X



Collaboration with



Qualcomm selected SECO as  
European IIoT design center partner



## Multi-OS Support

Runs Windows & Linux for industrial applications



## Extreme Performance

Snapdragon X Elite delivers top-tier CPU, GPU & 45 TOPs NPU for AI at the edge



## Versatile & Scalable

Available across Snapdragon X, X Plus & X Elite SKUs



## Efficiency & AI Acceleration

Low-power design, high-efficiency AI processing



# Edge AI for Robotics: SECO COM Express with Metis AI Acceleration



Collaboration with



## AI-Powered Vision

High-performance Axelera Metis AI chip for real-time object detection & tracking



## Optimized for Robotics

COM Express module ensures seamless integration with autonomous warehouse systems



## High Efficiency & Speed

Accelerates logistics with advanced AI computer vision



## Edge AI Processing

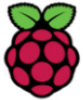
Low latency inference at the edge for real-time decisions



# SECO Pi Vision 10.1 CM5: the Smart HMI for Industrial Innovation



Collaboration with



Raspberry Pi



## Powered by Raspberry Pi CM5

A cost-effective yet industrial-grade HMI designed for automation, retail, logistics, and transportation



## Integrated IoT & AI with Clea

Enables real-time data insights, predictive analytics, and seamless remote management



## Smart, Scalable & Ready for Deployment

Ideal for OEMs and startups, reducing time-to-market from prototyping to mass production



## Enabling Digital Transformation

Drives efficiency, automation, and cost savings across industries with intelligent edge computing



# Backed by a record-high Edge product pipeline



2025

2026



## SOM-SMARC-MX95

6x Arm® Cortex-A55  
@2GHz  
NPU: 2 TOPS



## Pi Vision 10.1 CM5

4x A76 clocked @ 2GHz  
10.1" display



## Modular Vision Family

NXP i.MX93, Mediatek Genio  
700/500, Intel AML  
Display range 7", 10.1", 15.6"



## SOM-COMe-X-Elite

12 Cores ORYION CPU @  
3.4 GHz - AI-accelerator  
45 TOPS



## M.2 & PCIe Metis-AI

AI-accelerator up to 100  
TOPS



## SOM-COMe-CT6- RK3588-AI

RK3588 + Axelera Metis  
AI-accelerator up to  
200 TOPS



## Modular Pay Mini

Ultra-compact, secure,  
and built for seamless  
unattended NFC  
payments



## SOM-COMe-BT6-ARL

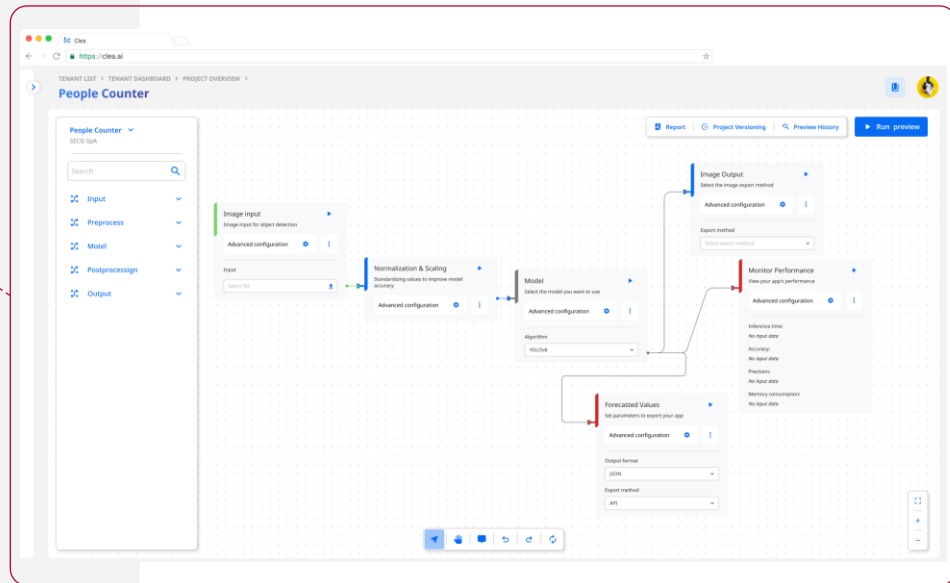
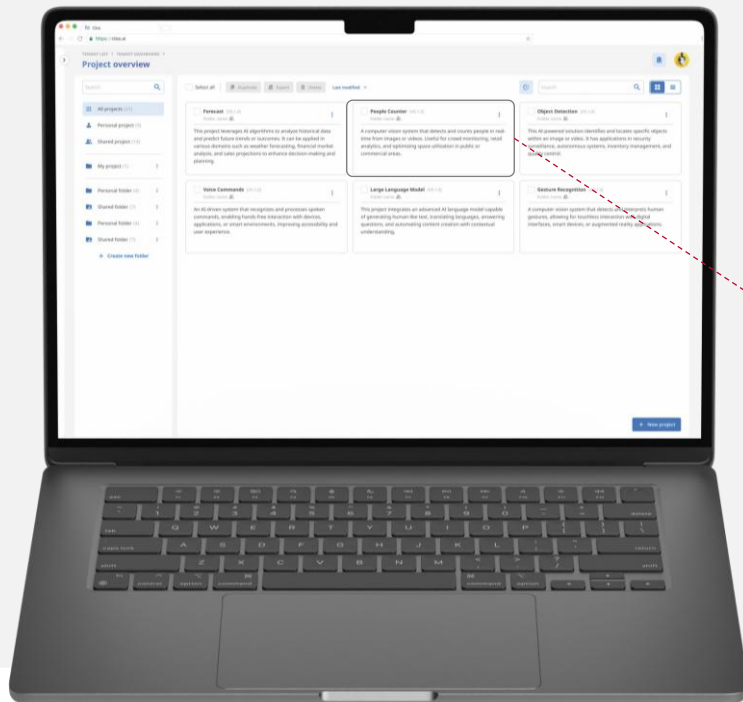
Intel Arrow Lake – up to Core  
Ultra 9 processor 285H  
AI-accelerator up to 99 TOPS



## Modular Link MX93

DIN Mount Industrial  
Gateway  
NPU: 0.5 TOPS

## AI workflow automation for Industrial IoT

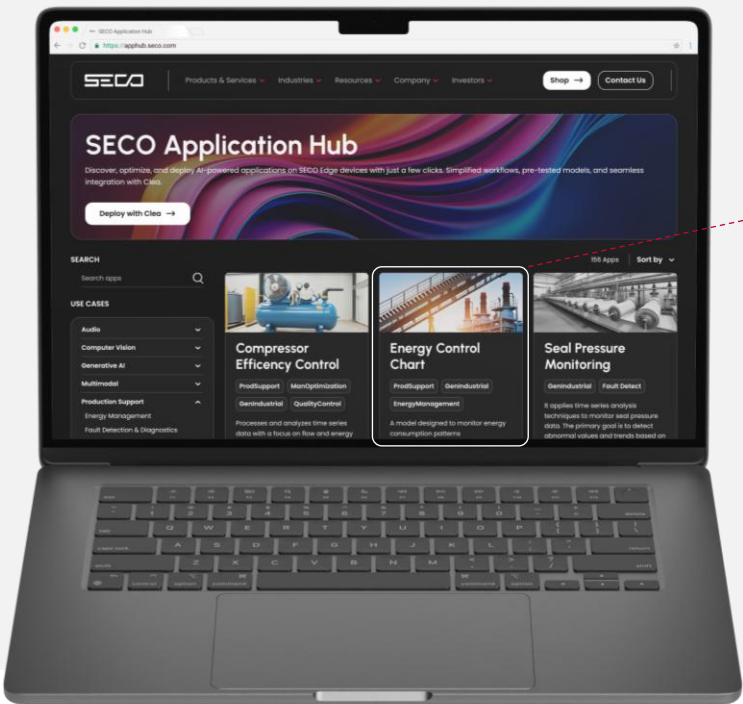


**The value of AI deployment  
at the Edge**

# SECO Application Hub

Coming in  
**2H25**

## The AI Marketplace for Industrial IoT



### Energy Control Chart

Energy Consumption Monitoring and Control Chart Analysis

This model monitors energy consumption patterns using time series analysis. It processes and interprets missing data, aggregates energy usage over custom time intervals, and identifies active/inactive periods based on weekly patterns.



Deploy on your device →

ProfilSupport GenIndustrial EnergyManagement

#### App details

##### APP DETAILS

**MODEL TYPE:** Time Series Analysis & Anomaly Detection  
**FRAMEWORK:** Python-based statistical modeling (NumPy, Pandas, SciPy, Matplotlib)  
**ALGORITHM:** Statistical Control Chart Analysis for Energy Consumption  
**DATA INPUT TYPE:** Time series energy consumption data (kWh, volts, etc.)  
**PREPROCESSING:**

- Handling missing data through interpolation
- Aggregation of energy data on daily, weekly, or custom intervals
- Identification of active and inactive operational periods

**INFERRED PROBLEMS:**

- Defines control chart thresholds based on historical energy data
- Detects out-of-bound (OOB) energy consumption patterns
- Adapts to different time zones and sampling rates

**OUTPUT TYPE:**

- Anomaly detection flags
- Statistical summaries of energy usage patterns
- Control chart visualizations for operational insights

Model Repository →

##### SUPPORTED OT DEVICES

- SECO-SMARC-EHL
- SECO-SMARC-Genio700
- SECO-SMARC-M395
- SECO-COM-C16-V005
- SECO-SMARC-QC35430
- Titan 300 TGL-UP3
- SECO-COM-HPC-A-8PL
- SECO-COM-HPC-A-TGL-H
- Profil800 800 8PL
- Modular Line M3X3
- SBC-35-RV500
- SBC-35-RV3568
- Modular Vision 7 M3X3
- Modular Vision 7 M3B-Plus
- Modular Vision 01 M3B-Plus
- Modular Vision 01 AA
- Flexi Vision 7 AK

##### SUPPORTED OS/RTS

- Intel® ProSupport
- Intel® Atom Series
- Intel® Core™ i and J, L
- Intel® Core™ i7
- Intel® Core™ i9
- Intel® Core™ J3
- MediaTek Genio 730
- MediaTek Genio 910
- NXP iMX 8Q
- NXP iMX 8M
- NXP iMX 8M Plus
- AMD Ryzen™ Embedded
- AMD Ryzen™ Embedded
- Qualcomm® QCC3430
- Rockchip RK3568
- Rockchip RK3569

#### Performance Benchmark

HARDWARE	LATENCY	MEMORY USAGE
SECO SOM-SMARC-EHL	45 ms	50 MB RAM
SECO Titan 300 TGL-UP3	20 ms	45 MB RAM
SOM-SMARC-Genio700	35 ms	50 MB RAM

Load more

#### Requirements

**Hardware Requirement**  
CPU: Intel/ARM-based processors  
GPU: (optional for large-scale processing)  
EDGE AI COMPATIBILITY: Low-power industrial edge devices

#### Certified SECO Devices for Mistral-3B



SECO SOM-SMARC-EHL  
Available with AMD and Intel processor technology on SMARC modules



Titan 300 TGL-UP3

# Modular Vision: Game-changer AI-ready HMIs



**Unique E2E offering**

HMI + Clea IoT platform + AI: complete solutions to maximize our tech investments



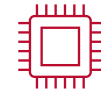
**Interest from Silicon vendors**

Seen as the ideal go-to AI evaluation kit by our chipmaker partners



**Driving AI at the Edge**

AI-based with an intuitive UX, to accelerate AI adoption in industrial application



**Fast Time-to-Market**

Modular & scalable platform, to deliver custom HMI in just 3 months

# Clear monetization strategy

Fully integrated IoT offering, from edge computing to software & services suite, allowing multiple recurring revenue opportunities



## Edge System

- Fully integrated offering developed for Industrial OEMs, with in-house HMI design & manufacturing
- Visible & High Margin model focused on customization



## IoT Suite

- Modular & open source full-stack IoT & AI solutions, designed to support HW-specific add-ons
- Long-term contracts based on fee per device & consumption



Development of a services through strategic partnerships with leading international players

## Cybersecurity



Security solutions specifically dedicated to Industrial applications, strengthening the protection levels of in-field devices

## Payment/ Telemetry













Telematics & smart screen solutions with payment capabilities for OEMs with a focus on automated self-service points of sale

- Revenue share model adding to SaaS model
- Further value-add services to be announced in 2025

# Recent design win improving sales mix across verticals & regions



New projects with new clients demonstrating the competitiveness of our product offering

Sector	Country	Solution	Business Size
 Global tech leader in <b>Energy metering</b>	 <b>Switzerland</b>	<ul style="list-style-type: none"><li>• Smart device for High voltage sub-stations</li><li>• Modular, boxed solution with IoT connectivity</li></ul>	€5M+
 South American leader in <b>smart voting</b>	 <b>Argentina</b>	<ul style="list-style-type: none"><li>• Complete custom project for electronic voting machines</li><li>• Complex system integration (fingerprint scanner, printer...)</li></ul>	€5M+
 Western world's largest <b>machine tool</b> builder	 <b>USA</b>	<ul style="list-style-type: none"><li>• 18.5" touch panel assembly with integrated brackets</li><li>• Enhanced user interface in CNC machines</li></ul>	€3-5M
 Leader in <b>Passenger Information Systems</b>	 <b>Germany</b>	<ul style="list-style-type: none"><li>• Displays (inside/outside) &amp; audio systems for new suburban trains in Munich</li><li>• Compliance with transportation certifications</li></ul>	€1-2M
 Global group in <b>Aerospace &amp; Defense</b>	 <b>Italy</b>	<ul style="list-style-type: none"><li>• Supply of HMI and modules to be integrated by customer</li><li>• Front &amp; rear cabin operator panels into Airbus civil aircraft</li></ul>	€1-2M

# Long-lasting relationships with Top-tier customers

## Sustainable growth trajectory driven by strong client base



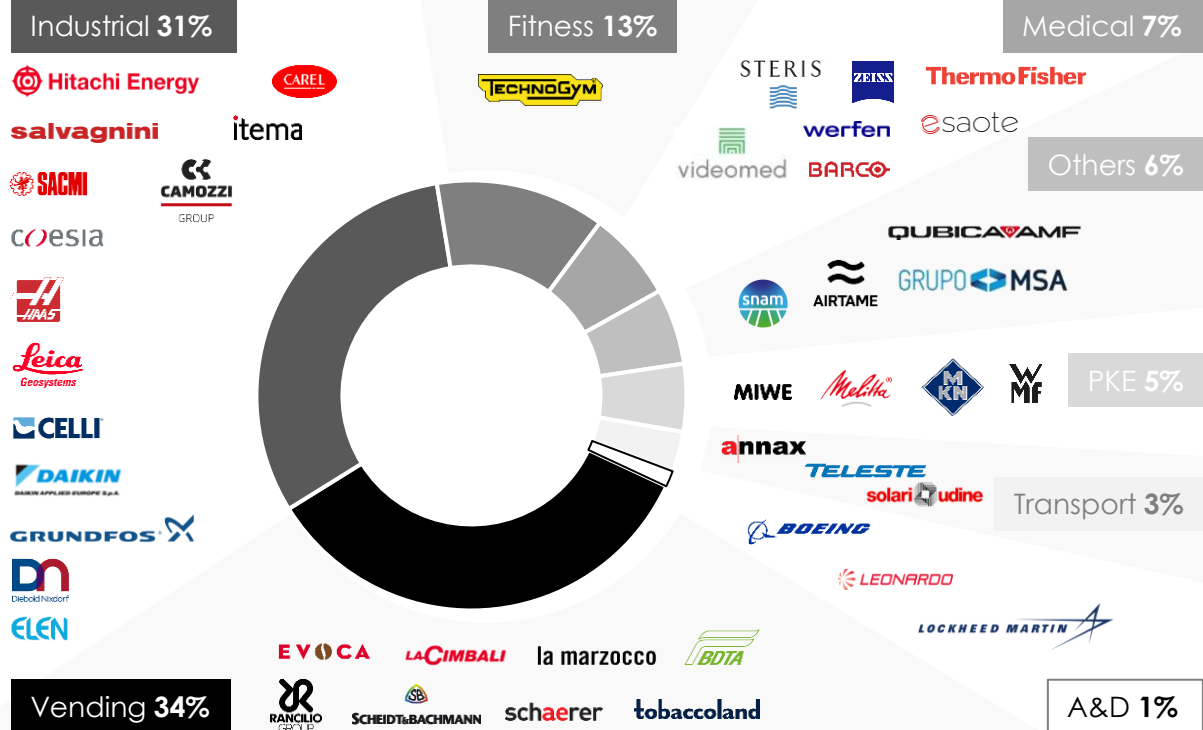
20 years+  
relationship with Top3



~3%  
Churn rate



Top10 concentration  
<70% (2018) to  
~45% (2024)



# Why invest in SECO?

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- 1 **Top 5 player globally** in one of the fastest growing end-market in technology
- 2 **Profitable business model** focused on high margin custom solutions
- 3 **End-to-end technological partner** with unrivalled R&D excellence
- 4 **Fully integrated IoT offering**, from edge computing to software & services stack
- 5 **Uniquely positioned product range** to fully benefit from Edge AI tailwind
- 6 **Highly diversified client base**, consistently growing through new project wins
- 7 **Strong balance sheet** allowing for pro-active M&A strategy
- 8 **Experienced management team** with a clear roadmap to deliver long term growth

# Q&A



SECO

# Thank you

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