



# STAR CONFERENCE 2025

MARCH 26<sup>TH</sup>, 2025

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# GROUP OVERVIEW

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# Datalogic at a glance

Global technology leader in the **data capture** and **industrial automation**, in the **Retail, Manufacturing, Transportation & Logistics**, and **Healthcare** industries.

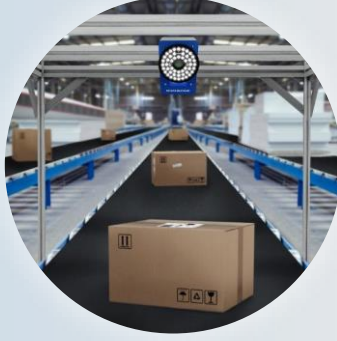
Founded in **1972**, listed on the Italian Stock Exchange since **2001**.



Retail



Manufacturing



Transportation & Logistics



Healthcare



A portfolio of more than 1,200 patents and patent applications



~2750 Employees in 27 countries:  
13.2% Americas, 60.6% EMEAI, 26.3% APAC

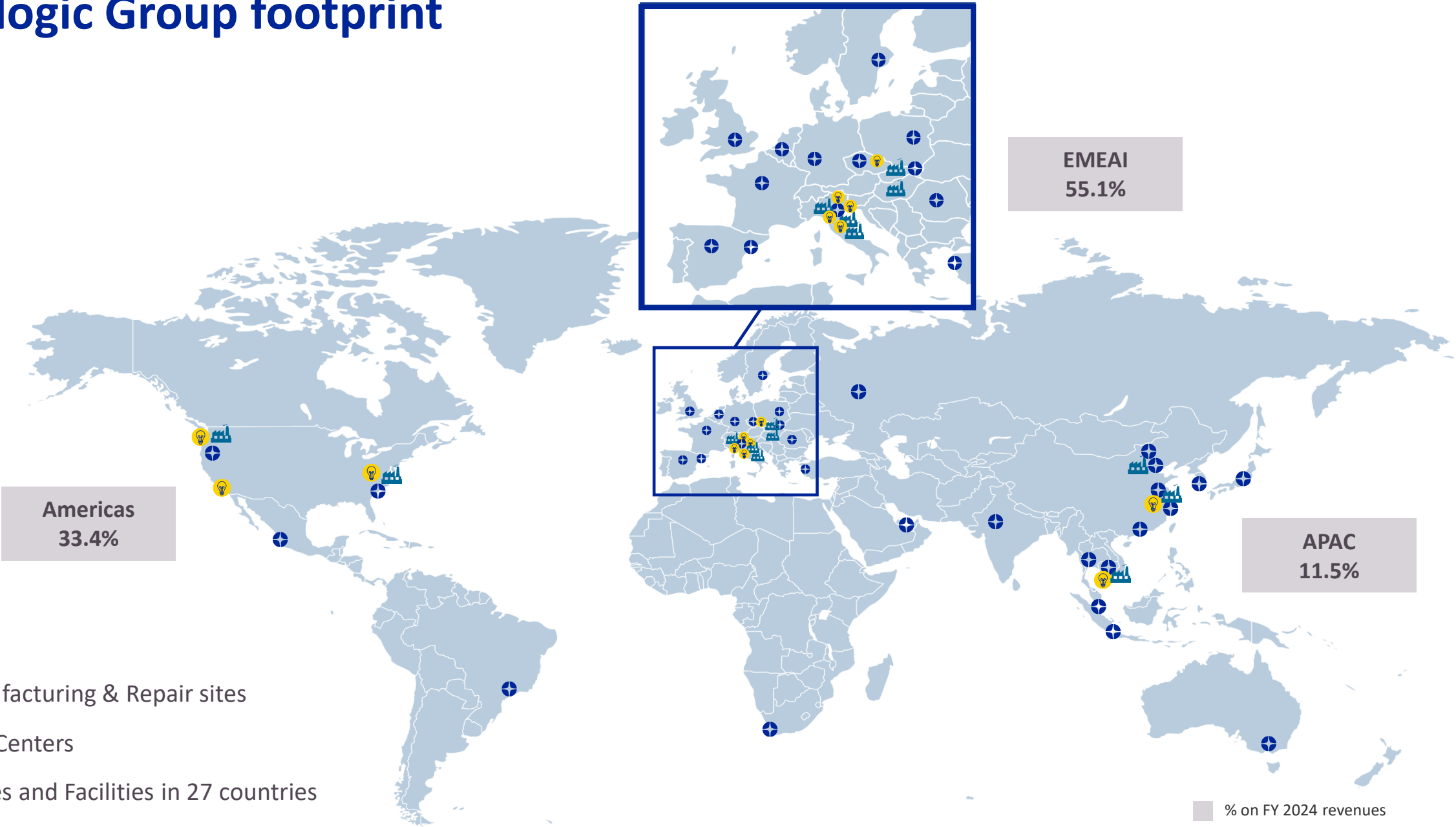


460+ Engineers in 10 R&D centers and 3 DL Labs in Italy, USA, Vietnam, and China  
Total R&D monetary costs amounted to €65.9 million, accounting for 13.3% of revenue

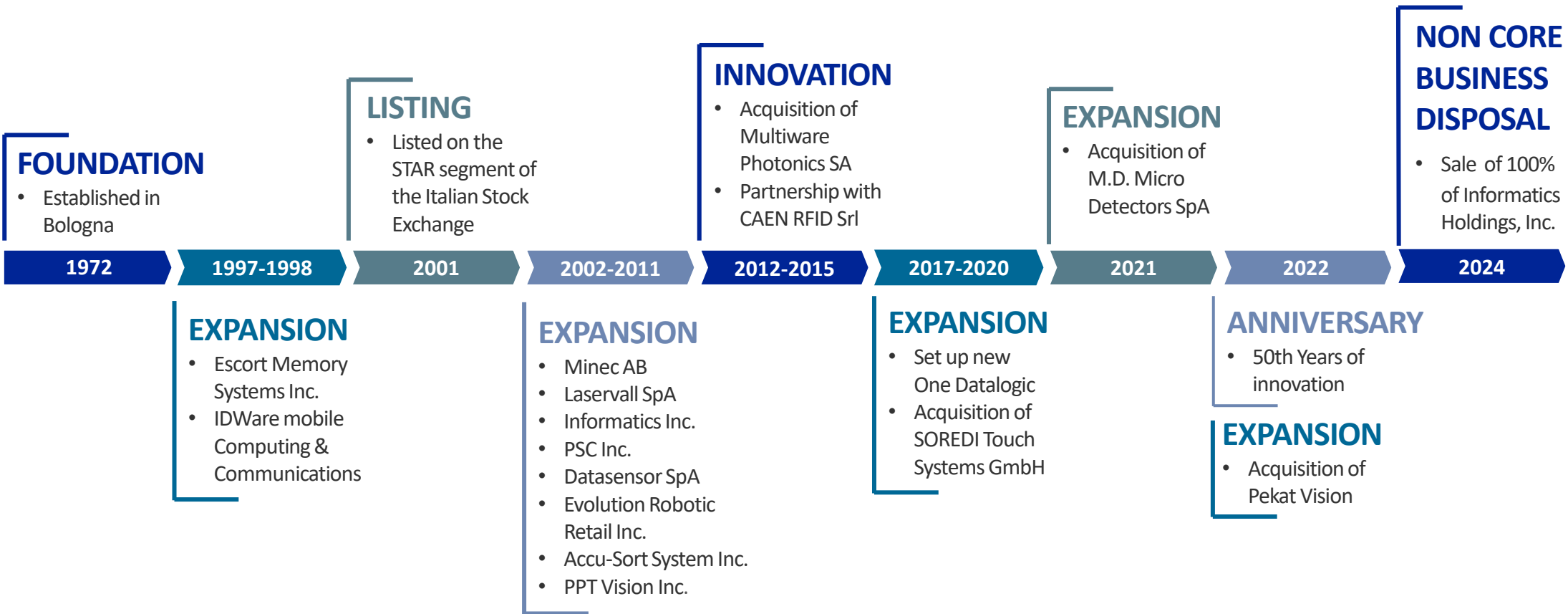
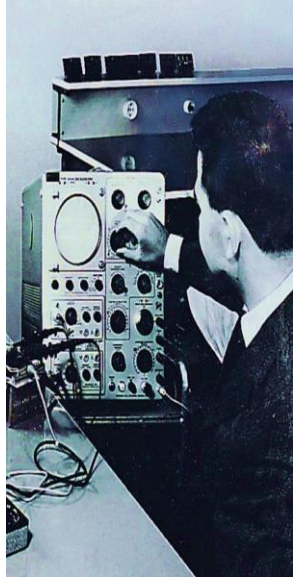


10 Manufacturing & Repair sites in:  
USA, Hungary, Slovakia, Italy, China and Vietnam

# Datalogic Group footprint



# 50+ Years of Expansion





# Datalogic provides a broad portfolio of automation and data capture solutions for diverse industries

## INDUSTRIAL

### AUTOMATION

*Unattended processes*



## DATA CAPTURE

*Attended processes*







# STRATEGY & OPERATING MODEL

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# Compelling long-term growth trends across all main Industries

x

% of DL revenues  
2024

	Main Sub-industries	Growth market trends	
~53%	 <p><b>Retail</b></p> <ul style="list-style-type: none"> <li>➤ Grocery</li> <li>➤ Non-grocery</li> <li>➤ DIY</li> </ul>	<ul style="list-style-type: none"> <li>➤ New <b>self check-out including AI and MV</b> to speed up operations, protecting retailers from loss and theft</li> <li>➤ Improve <b>customer experience</b> to increase in-store traffic and shopping</li> <li>➤ <b>Inventory reliability</b> and stock optimization solutions to support <b>Omnichannel and e-commerce</b></li> </ul>	<p>Product sustainability, traceability and circularity (e.g., recycling, reusability, etc.)</p>
~30%	 <p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>➤ Automotive</li> <li>➤ Consumer electronics</li> <li>➤ Packaging</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Reshoring and nearshoring</b> of production plants support new investments</li> <li>➤ <b>Government regulations</b> spur traceability demands (e.g., pharma regulation, European Digital Product Passport)</li> <li>➤ <b>Flexible Industrial Automation:</b> lean production lines to support customization and seasonality</li> </ul>	
~13%	 <p><b>Transportation &amp; Logistics</b></p> <ul style="list-style-type: none"> <li>➤ Couriers</li> <li>➤ Parcel</li> <li>➤ E-commerce</li> </ul>	<ul style="list-style-type: none"> <li>➤ Growing request for <b>“same day delivery”</b> in e-commerce</li> <li>➤ Advanced <b>Workflow Automation</b> to overcome labor shortage and increase efficiency</li> <li>➤ Airports and Air Companies invest to <b>automate passenger management</b> and <b>improve luggage traceability</b></li> </ul>	
~4%	 <p><b>Healthcare</b></p> <ul style="list-style-type: none"> <li>➤ Hospitals (bed side care and warehousing)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Process digitalization to increase <b>patient tracking and safety</b></li> <li>➤ <b>Real time data availability</b> and sharing among all the relevant hospital staff</li> <li>➤ <b>Asset tracking and management</b> to increase efficiency and reduce cost</li> </ul>	



# Strategy centered on our core identification offering, enhancing portfolio with complementary tech and operating a solution ecosystem

## MARKET POSITIONING



- Be the **unique player** with a comprehensive presence and **leadership positions in both DC and IA markets**
- Keep **focus on all of our verticals**, catching the profitable **opportunities coming from needs of digitalization and artificial intelligence**
- Consolidate **position in EMEAI**, become a **strong player in the United States** and grow our **presence in China** on selective applications/offering

## PORTFOLIO



- Protect and enhance **leadership in core identification markets (FRS, HHS and SIS)**
- **Penetrate** the biggest **MOB and Sensor markets**
- Enhance offer through a **software ecosystem** to provide innovative solutions
- Intensify cost optimization to **fight hardware commoditization**
- **Pursue easy-to-integrate solutions**

## INNOVATION & TECHNOLOGY



- Nurture **MV-based SW and Deep Learning** technology to tackle key emerging trends
- **Enhance core decoding** identification technology with complementary ones (e.g. RFID)
- Dominate key **technology future trends** (e.g. 5G, Wifi-6, Cybersecurity)
- Be a champion of **Green Technology**

# Four Pillars of Datalogic long term plan

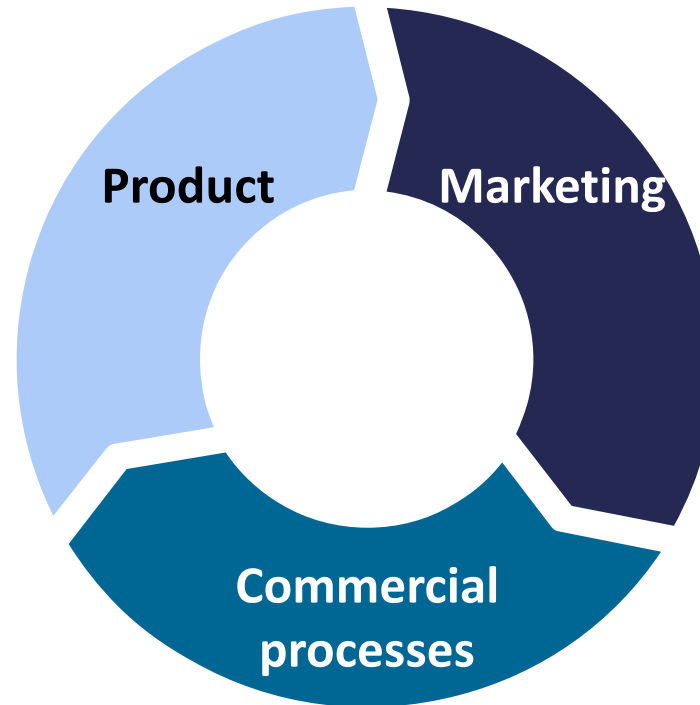
1		TOP LINE
2		PROFITABILITY
3		SUSTAINABILITY
4		M&A



# 3 main pillars to drive top line growth

To grow our top line and gain market shares we are acting on **3 key pillars**:

- *Continuously **improve Datalogic scanning performance***



- *Significantly **improve leads generation and brand awareness capabilities***

- *Reinforce **channel policies & new demand generation from end users***
  - *Redefine **commercial processes and Sales Operations function***



# Data Capture | Offering and Objectives

	Market Size 2023, B€	Target Industry	Offering	Main Objective
Mobile <sup>1</sup>	2.3	 	<ul style="list-style-type: none"> <li>PDA/PDT</li> <li>PSS</li> <li>Wearable</li> </ul>	<ul style="list-style-type: none"> <li>Become a relevant 3<sup>rd</sup> market player in Mobile market, notably in <b>PDT/PDA and PSS</b></li> </ul>
Handheld	0.9	 	<ul style="list-style-type: none"> <li>Industrial</li> <li>General Duty</li> </ul>	<ul style="list-style-type: none"> <li>Maintain leadership in <b>EMEA</b>, become <b>2<sup>nd</sup></b> player in <b>Americas</b> and <b>3<sup>rd</sup></b> in <b>APAC</b></li> </ul>
Fixed Retail Scanner	0.3		<ul style="list-style-type: none"> <li>Bi-optic</li> <li>Single Plane</li> <li>Presentation</li> </ul>	<ul style="list-style-type: none"> <li><b>Maintain leadership</b> in bi-optics</li> <li>Achieve relevant market presence in the growing <b>pres. scanners segment</b></li> </ul>
Scan Engine	0.3	 	<ul style="list-style-type: none"> <li>Scan Module</li> <li>Scan Engine</li> </ul>	<ul style="list-style-type: none"> <li><b>Leverage on our offer to seize opportunities from key application trends</b> (Kiosk, access control, etc.)</li> </ul>
Solutions			<ul style="list-style-type: none"> <li>Shop Evolution</li> <li>Loss Prevention</li> <li>Remote Mgmt.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen <b>competitive advantage</b> and secure <b>recurring revenue models</b></li> </ul>
Service			<ul style="list-style-type: none"> <li>EoC</li> </ul>	<ul style="list-style-type: none"> <li><b>Double</b> Service revenues increasing attach rate in MOB and FRS</li> </ul>






Source: VDC

1) MOB includes HH PDA, Forklift, Wearable (excluding Fix Vehicle and Tablet)





# Industrial Automation | Offering and Objectives

	Market Size 2023, B€	Target Industry	Offering	Main Objective
Stationary Industrial Scanner	0.8	 	<ul style="list-style-type: none"> <li>1D readers</li> <li>2D imager</li> <li>Dimensioner</li> </ul>	<ul style="list-style-type: none"> <li><b>Logistic Automation: global leadership</b> with best-in-class systems &amp; solutions</li> <li><b>Factory Automation: lead in traceability solutions</b></li> </ul>
Sensors <sup>1</sup>	3.3	 	<ul style="list-style-type: none"> <li>Photoelectric</li> <li>Proximity</li> <li>Ultrasonic</li> </ul>	<ul style="list-style-type: none"> <li>Increase <b>selectively market share</b> with a targeted positioning and strategy</li> </ul>
Safety <sup>2</sup>	0.9		<ul style="list-style-type: none"> <li>Safety Light Curtains</li> <li>Safety Laser Scanner</li> </ul>	<ul style="list-style-type: none"> <li><b>Become the third player in the market</b>, expanding <b>direct customer base</b></li> </ul>
Laser Marking	0.5		<ul style="list-style-type: none"> <li>Fiber LM</li> <li>Solid State LM</li> <li>CO2 LM</li> </ul>	<ul style="list-style-type: none"> <li>Regain market share with <b>opportunistic approach</b></li> </ul>
Vision System	1.7		<ul style="list-style-type: none"> <li>Smart Cameras</li> <li>Vision Processors</li> <li>Deep Learning</li> </ul>	<ul style="list-style-type: none"> <li>Leverage <b>AI-enabled smart cameras applications</b> to gain strong competitive positioning</li> </ul>
Solutions			<ul style="list-style-type: none"> <li>LA Solutions</li> </ul>	<ul style="list-style-type: none"> <li><b>Differentiate HW offer with customized sol.</b> (e.g., OCR for airports, Haz Mat. for parcel)</li> </ul>
Service			<ul style="list-style-type: none"> <li>Installation</li> <li>Maintenance</li> </ul>	<ul style="list-style-type: none"> <li><b>Double revenues</b> increasing <b>preventive maintenance</b></li> </ul>

Sources: VDC for VS and SIS; for SEN, SAF, LM: ARC, trade associations, Competition public documents, internal analysis













1) SEN includes Photoelectric, Capacitive, Inductive, Distance, Ultrasonic, Light array; 2) SAF includes light curtain, laser scanner, lidar





# A rich pipeline of New Products Launches and Innovation regardless of short-term cycle downturns

14 product launches in 2024...

<b>Hand-Held Scanners</b>	 <p>PS9600 USB Cradle</p>  <p>«Special» PS9600 RFID</p>
<b>Fixed Retail Scanners</b>	 <p>Magellan 900i</p>
<b>Mobile</b>	 <p>Codiscan</p>  <p>Memor 30/35 FAMILY</p>  <p>Memor 11 Healthcare</p>  <p>A13 in Memor 11 &amp; Skorpio X5</p>
<b>Stationary Industrial Scanners</b>	 <p>DL.Code Spring Rel 1.0</p>
<b>Sensors, Safety &amp; Machine Vision</b>	 <p>UFT</p>  <p>S3N Contract Reader/Pigtail</p>  <p>SmartVS+ Rel 1.5</p>  <p>SH4 Active/Passive</p>  <p>SLS Profisafe</p>  <p>LGS-N25 &amp; LGS-A10</p>  <p>MX-G2000</p>



R&D investments to secure a solid product Portfolio and be ready to seize growth opportunities



Relevant launches in 2025 already in pipeline across all main PGs to anticipate technology trends

# Strong focus on efficiencies to drive structural profitability enhancement

	Main Goal	Priorities	Ongoing actions
<b>INDUSTRIAL MARGIN</b>	Increase Industrial Profitability YoY through <b>Productivity, Mix and Fixed Cost</b> Optimization	<b>Manufacturing &amp; Supply Chain</b> Optimization	<ul style="list-style-type: none"> <li>Industrial &amp; distribution <b>footprint optimization</b></li> <li><b>Procurement</b> optimization - costs &amp; flexibility</li> <li><b>Supply Chain process optimization</b> through the review of <b>Demand Planning</b> practices and <b>sourcing flexibility</b></li> </ul>
		<b>New Products</b> and <b>Innovation</b> Roadmap	<ul style="list-style-type: none"> <li>Review <b>NPD process</b> to secure high Customer value innovation while reducing time to market, product and project costs</li> </ul>
		<b>Service Footprint</b>	<ul style="list-style-type: none"> <li>Review <b>Service Business Model</b></li> </ul>
<b>OPERATING PROFITABILITY</b>	Focus on <b>selective Opex Growth</b> to support Business needs, whilst Pursuing Optimization Projects	<b>Conscious cost approach &amp; Optimization Projects</b> in non- priority operations	

# 2024 marked strong progress with green innovation, sustainability reporting and emissions measurement



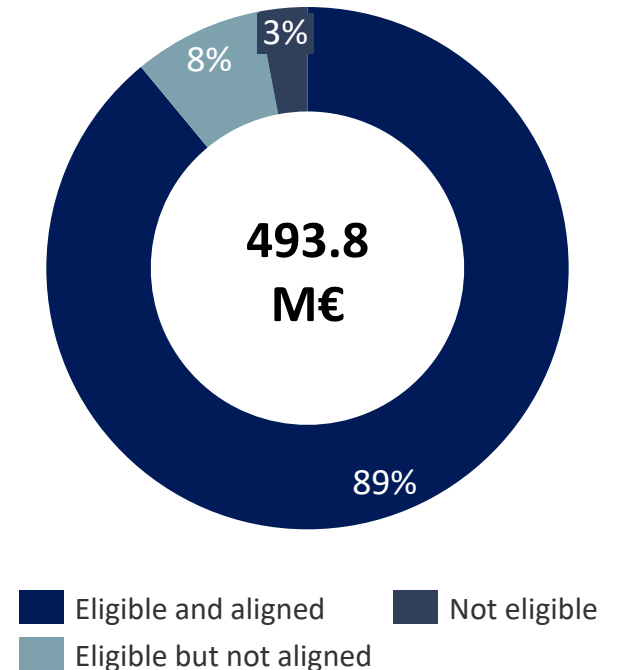
**Sustainability Strategy focused on green innovation, customer satisfaction and people engagement**

driven by 2024 materiality analysis

## Selected highlights

- **Green innovation guidelines**  
R&D focus on new products with lower power consumption, eco-label product certification, use of recycled materials, increased durability and easier to recycle, reduction of packaging /and use of recycled materials for packaging
- **First Sustainability Reporting**  
prepared in compliance with CSRD and embedded in 2024 Annual Report
- **GHG emissions measurement**  
completed in 2024 first full measurement of GHG Emissions, including Scope 3
- **Confirmed 9 key sustainability topics** for Datalogic, driven by double materiality analysis

## 89% of 2024 revenues aligned to EU Taxonomy



# Confirmed 9 Sustainability Material Topics for Datalogic

Datalogic Sustainability  
Strategic Streams

**Environment and  
Innovation**

**Business and  
Market**

**People**

**R&D green spending**  
R&D spending on projects with sustainable features

**Recycled plastic**  
Recycled plastics in new products and as % on total plastic purchased

**Carbon footprint**  
GHG emissions measurement including Scope 3 in 2024 and reduction plan development in 2025

**Sustainable Packaging**  
Packaging sustainability features focused on recycled materials and weight reduction

**Customer Satisfaction**  
Net Promoter Score (NPS), as the relevant metric to measure customer satisfaction

**Sustainable Supply chain**  
Vendor assessment on sustainability topics

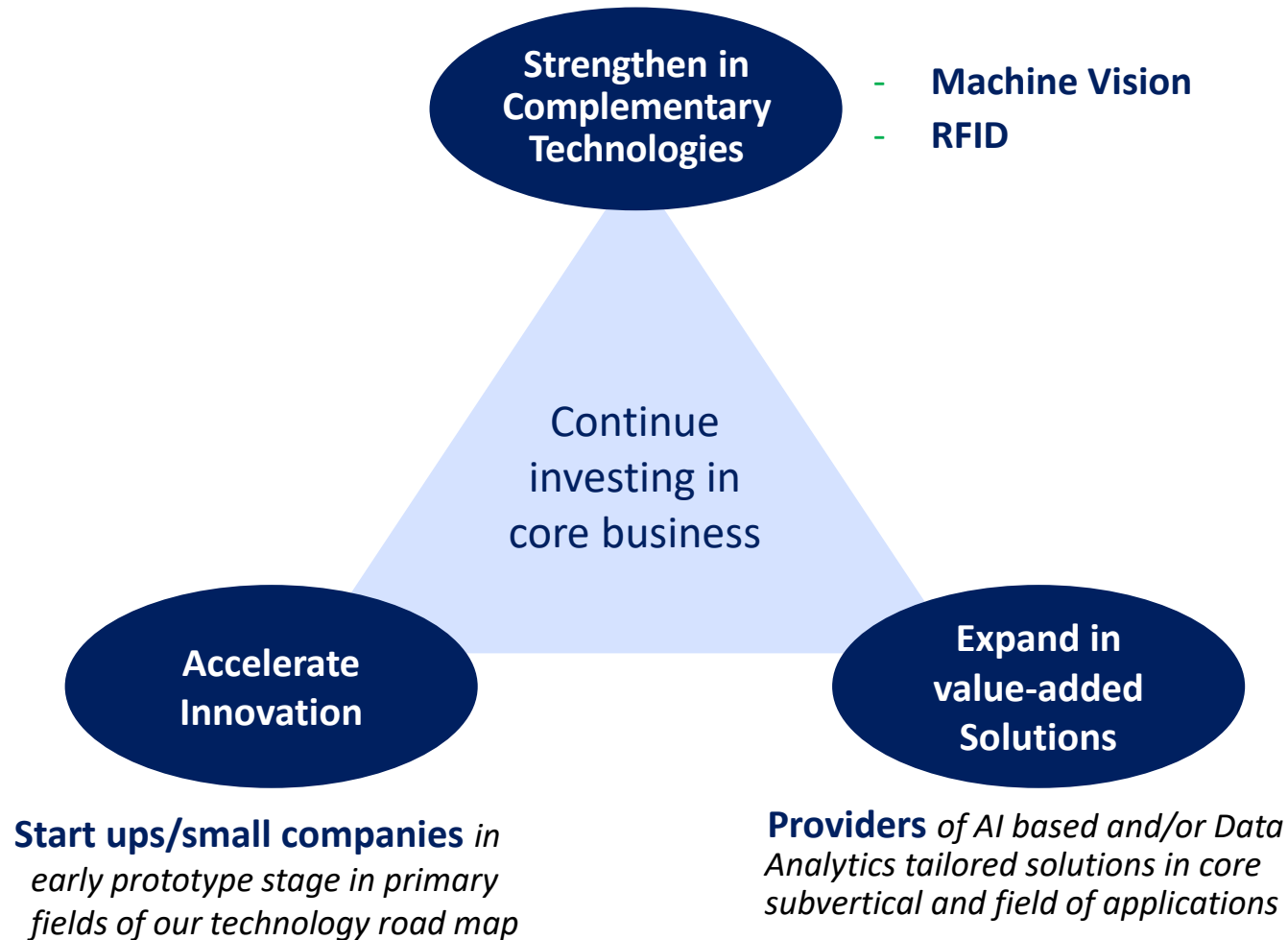
**People Health and Safety**  
Accidents' frequency rate and zero severe accident target

**Employee Engagement**  
Employee engagement surveys, and actions based on survey results

**People well-being**  
People well-being and work-life balance initiatives across all main Group locations

# Structured M&A Activity to Foster Group Strategy

3 pillars guiding Datalogic M&A expansion while continue investing in core business



## 2024 highlights

- **Non-core asset dismissal**  
*Sale of total stake in Informatics (Texas, US) for 34M€*
- **Strategic targets scouting**  
*Ongoing scouting on key complementary applications in data capture (e.g. RFID, self shopping software) and industrial automation (e.g. smart sensors/cameras)*



# FINANCIALS

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# FY 2024 & Q4 2024 Results



## Q4 2024 Results, €m

<b>REVENUES</b> <b>€127.4</b> +10.5%	<b>GOM</b> <b>€56.6</b> 44.5% (+6.2 pp)	<b>Adj. EBITDA</b> <b>€16.7</b> 13.1% (+8.8 pp)	<b>NET RESULT</b> <b>€1.2</b> 0.9% (+2.0 pp)
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## FY 2024 Results, €m

<b>REVENUES</b> <b>€493.8</b> -4.8%	<b>GOM</b> <b>€207.8</b> 42.1% (+1.4 pp)	<b>Adj. EBITDA</b> <b>€44.5</b> 9.0% (+0.2 pp)	<b>NET RESULT</b> <b>€13.7</b> 2.8% (+1.0 pp)
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**Net Debt at €9.5M**

# Group Revenues by Geography and Market Segment

## Q4 Revenues by Geo and Market Segment, €m

	EMEI			AMERICAS			APAC			Total Datalogic		
	2024	2023*	Var %	2024	2023*	Var %	2024	2023*	Var %	2024	2023*	Var %
Data Capture	41.2	35.0	17.6%	39.7	28.1	41.2%	7.8	6.5	20.5%	88.6	69.6	27.4%
Industrial Automation	24.9	28.6	(13.1%)	8.8	10.8	(18.3%)	5.1	6.4	(20.0%)	38.8	45.7	(15.3%)
<b>Total Datalogic</b>	<b>66.0</b>	<b>63.6</b>	<b>3.8%</b>	<b>48.5</b>	<b>38.9</b>	<b>24.7%</b>	<b>12.9</b>	<b>12.8</b>	<b>0.4%</b>	<b>127.4</b>	<b>115.3</b>	<b>10.5%</b>

## FY Revenues by Geo and Market Segment, €m

	EMEI			AMERICAS			APAC			Total Datalogic		
	2024	2023*	Var %	2024	2023*	Var %	2024	2023*	Var %	2024	2023*	Var %
Data Capture	167.0	172.3	(3.1%)	130.7	114.2	14.4%	33.9	32.1	5.4%	331.6	318.6	4.1%
Industrial Automation	104.9	118.1	(11.1%)	34.3	46.6	(26.4%)	23.0	35.4	(35.1%)	162.2	200.1	(18.9%)
<b>Total Datalogic</b>	<b>271.9</b>	<b>290.4</b>	<b>(6.3%)</b>	<b>165.0</b>	<b>160.8</b>	<b>2.6%</b>	<b>56.8</b>	<b>67.5</b>	<b>(15.8%)</b>	<b>493.8</b>	<b>518.7</b>	<b>(4.8%)</b>

\* Restatement with some commercial costs reclassified from S&D expenses to Revenues reduction

# Q4 & FY 2024 P&L

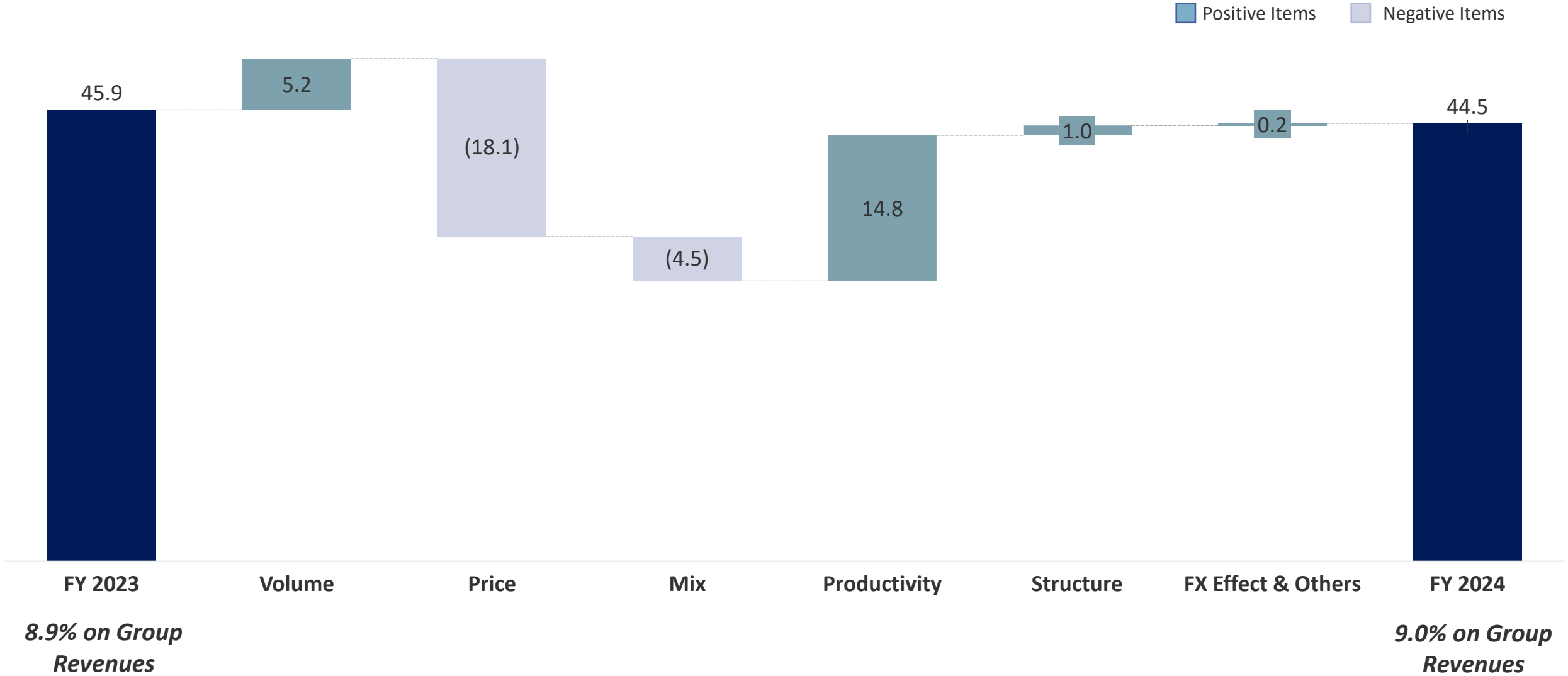
€ m	Q4			FY		
	2024	2023*	Var %	2024	2023*	Var %
<b>Revenues</b>	<b>127.4</b>	<b>115.3</b>	<b>10.5%</b>	<b>493.8</b>	<b>518.7</b>	<b>(4.8%)</b>
<b>Gross Margin</b> <i>% on Revenues</i>	<b>56.6</b> 44.5%	<b>44.1</b> 38.2%	<b>+6.2 pp</b>	<b>207.8</b> 42.1%	<b>210.8</b> 40.6%	<b>+1.4 pp</b>
<b>Operating expenses</b> <i>% on Revenues</i>	<b>(50.0)</b> (39.3%)	<b>(47.8)</b> (41.5%)	<b>+2.2 pp</b>	<b>(196.9)</b> (39.9%)	<b>(197.2)</b> (38.0%)	<b>-1.9 pp</b>
<b>Adjusted EBITDA</b> <i>% Adj. Ebitda margin</i>	<b>16.7</b> 13.1%	<b>4.9</b> 4.3%	<b>+8.8 pp</b>	<b>44.5</b> 9.0%	<b>45.9</b> 8.9%	<b>+0.2 pp</b>
<b>Adjusted EBIT</b> <i>% Adj. Ebit margin</i>	<b>6.6</b> 5.2%	<b>(3.7)</b> (3.2%)	<b>+8.4 pp</b>	<b>10.9</b> 2.2%	<b>13.6</b> 2.6%	<b>-0.4 pp</b>
<b>EBIT</b> <i>% Ebit margin</i>	<b>4.3</b> 3.4%	<b>(5.2)</b> (4.5%)	<b>+7.9 pp</b>	<b>2.9</b> 0.6%	<b>6.3</b> 1.2%	<b>-0.6 pp</b>
<b>Net Result from operations</b> <i>% on Revenues</i>	<b>1.2</b> 0.9%	<b>(2.1)</b> (1.8%)	<b>+2.7 pp</b>	<b>14.9</b> 3.0%	<b>7.0</b> 1.3%	<b>+1.7 pp</b>
<b>Results from discontinued operations</b>	<b>-</b>	<b>0.9</b>		<b>(1.2)</b>	<b>2.5</b>	

- A very positive Q4 both in top line and profitability boosting FY results
- **Gross Margin** consolidating improvement trends, with FY at **42.1%** (+1.4 pp vs LY), and Q4 at a peak (**44.5%**)
- **FY Operating expenses** at **196.9m**, flat vs LY despite increasing spending in R&D
- **Q4 Adj. EBITDA margin** at **double digits (13.1%)**, and **FY Adj. EBITDA margin** at **9.0%** (+0.2 pp vs LY) despite decreasing turnover
- Positive contribution from **sale of Informatics** in financial items
- **FY Net Result from continuous operations** at **€14.9m**

\* Restatement with (i) some commercial costs reclassified from S&D expenses to Revenues reduction and (ii) without INFX results – INFX Net Income reported as «Results from discontinued operations»

# EBITDA Adj.: actual vs last year

€ m





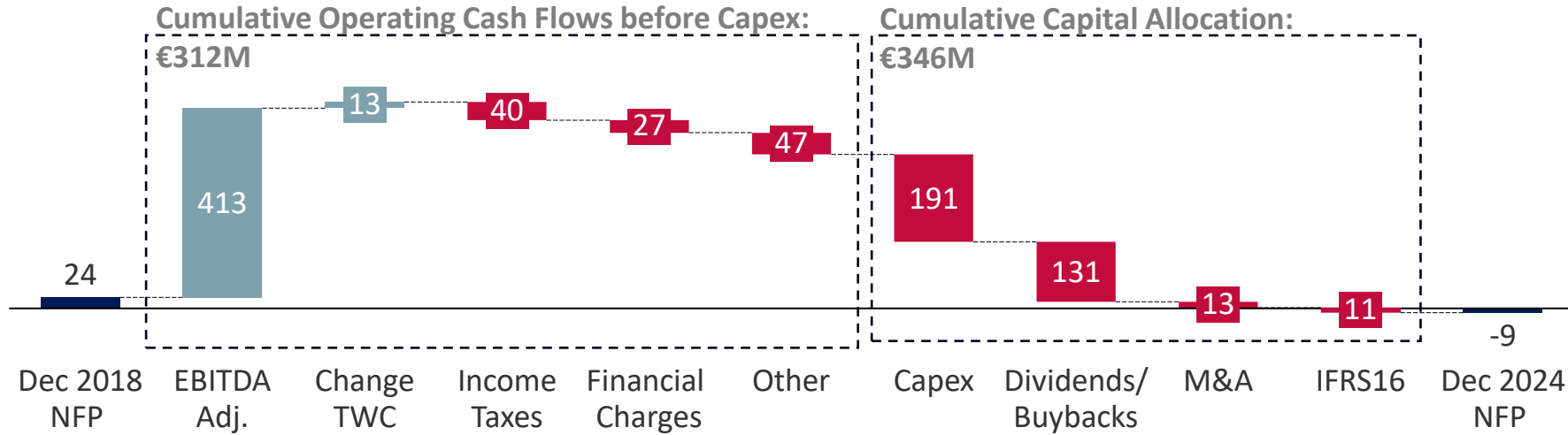
# Net Debt & Cash Flow Analysis : Dec'23 – Dec'24

€ m



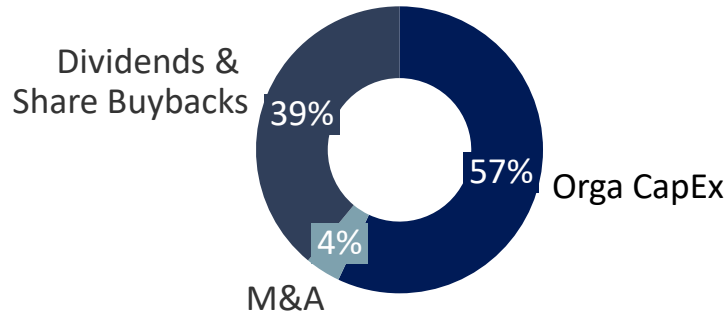
# Sound balance sheet and structural cash generation profile to leverage growth

## Cash Flows – Last 6 years cumulated

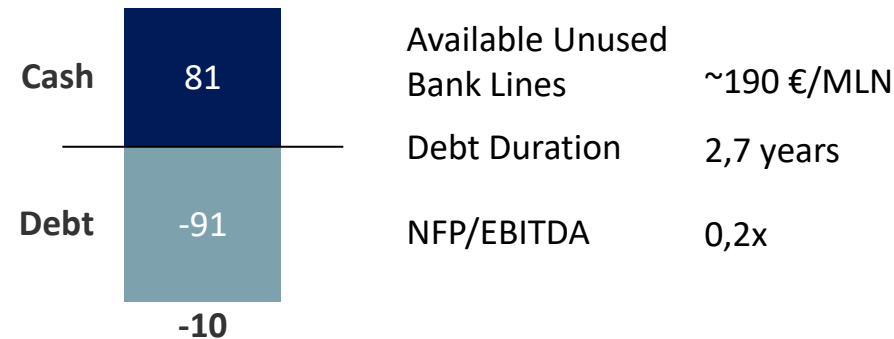


- Structural operating **cash flow generation** year after year
- **+ €312m** Cumulative Cash Flow before Capex generated **in last 6 years**
- A **well-balanced** capital allocation to maximize value creation
- **Solid Balance Sheet** with a conservative **leverage at 0.2x** and **debt duration >2.5 years**
- Approx **200M** of unused available bank **credit lines**

## Capital allocation breakdown – Last 6 years



## Balance Sheet at 31/12/2024



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## NEXT EVENTS

**May 06, 2025**

Shareholders' Meeting

**May 15, 2025**

Q1 2025 Results

## DATALOGIC ON LINE

[www.datalogic.com](http://www.datalogic.com)

# THANK YOU

This presentation contains statements that are neither reported financial results nor other historical information. These statements are forward-looking statements. These forward-looking statements rely on a number of assumptions and are subject to a number of risks and uncertainties, many of which are outside the control of Datalogic S.p.A., that could cause actual results to differ materially from those expressed in or implied by such statements, such as future market conditions, currency fluctuations, the behavior of other market participants and the actions of governmental and state regulators

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