



# FY 2024 FINANCIAL RESULTS

CONFERENCE CALL | 25 MARCH 2025

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# AGENDA



- Company overview
- ⤴ At a glance
- Financial results
- ▨ Final remarks

# Today's presenting team



**Lorenzo Mondo**  
Founder & Group CEO



**Pierluigi Valletta**  
Chief Financial Officer

STAR7 FY 2024

# COMPANY OVERVIEW



# STAR7: People of Content

We create and manage **product content and information**, in **all languages of the world**.

## VISION

We want to be **the first point of reference for product content and information**, blending talent, technology, data, virtual and physical, with the goal of helping companies to build their future, simply, wherever they are.

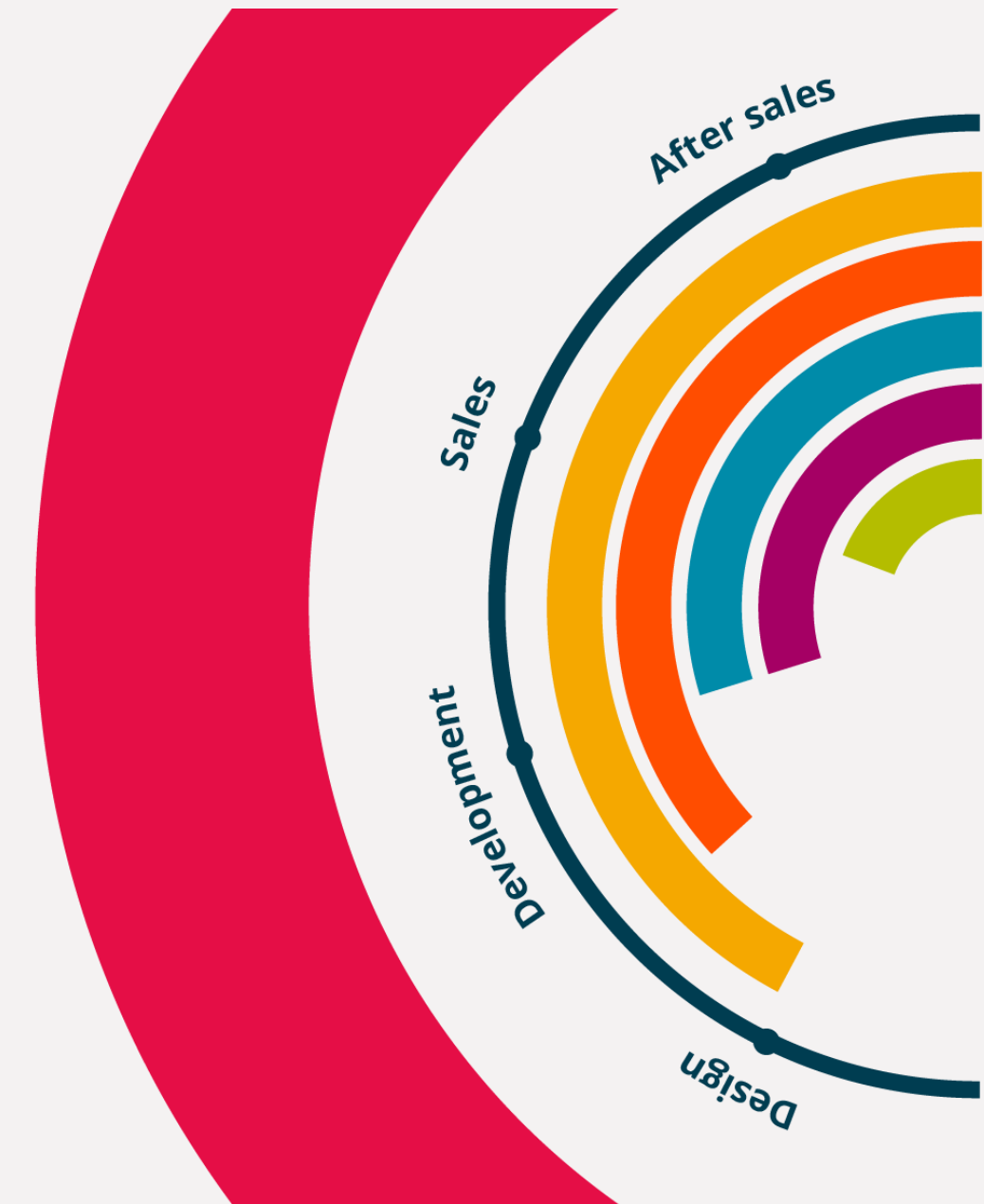
## MISSION

Our mission is to **use all our potential to help our customers maximise their potential**.  
To make their products into worldwide success stories.

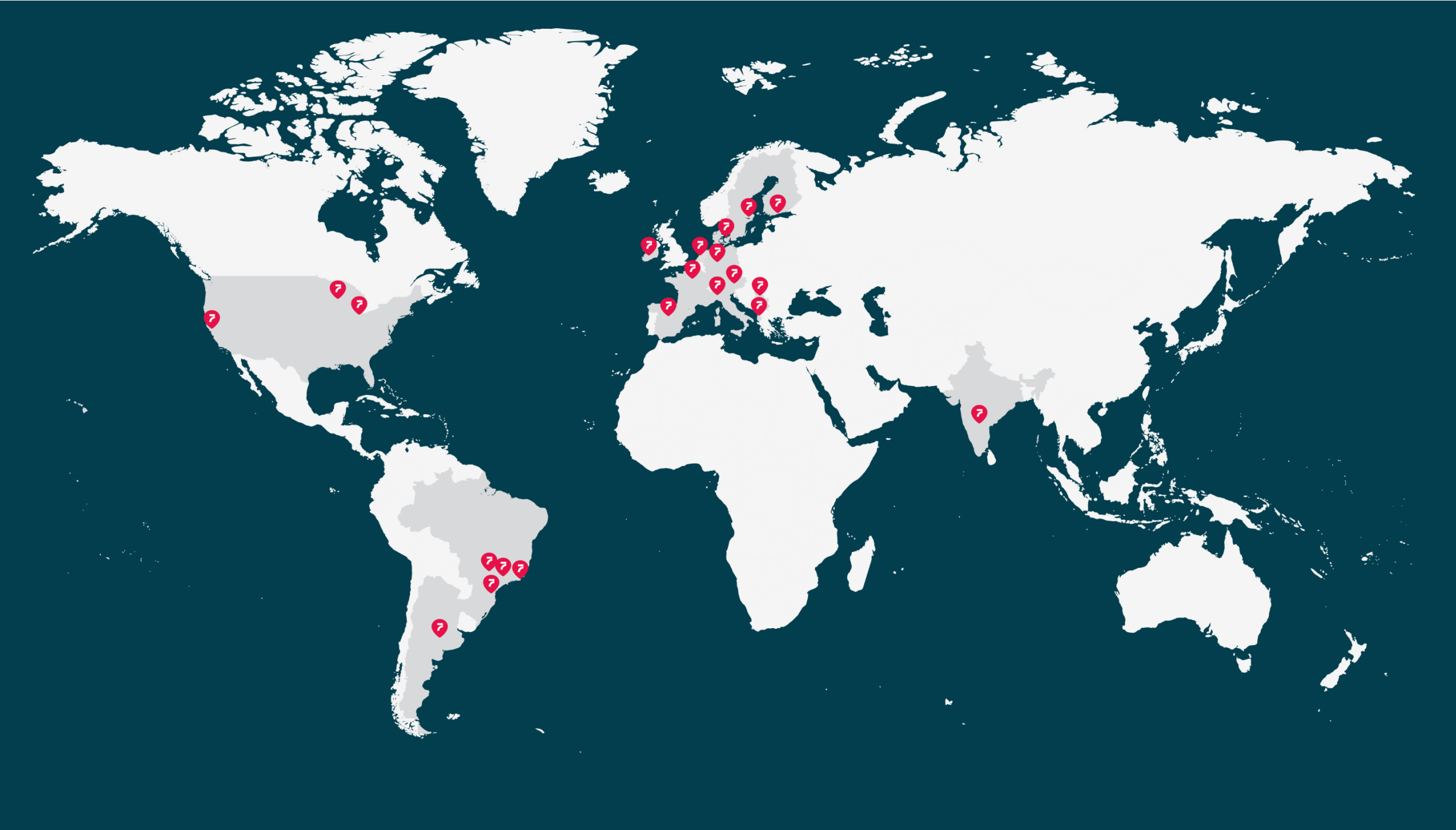
# Integrale<sup>7</sup>

**STAR7**ENGINEERING  
**STAR7**PRODUCT KNOWLEDGE  
**STAR7**GLOBAL CONTENT  
**STAR7**PRINTING  
**STAR7**EXPERIENCE

PRODUCT LIFE CYCLE



# A global footprint



2024 PERFORMANCE

**STAR7 TODAY**

**4**

CONTINENTS

**30**

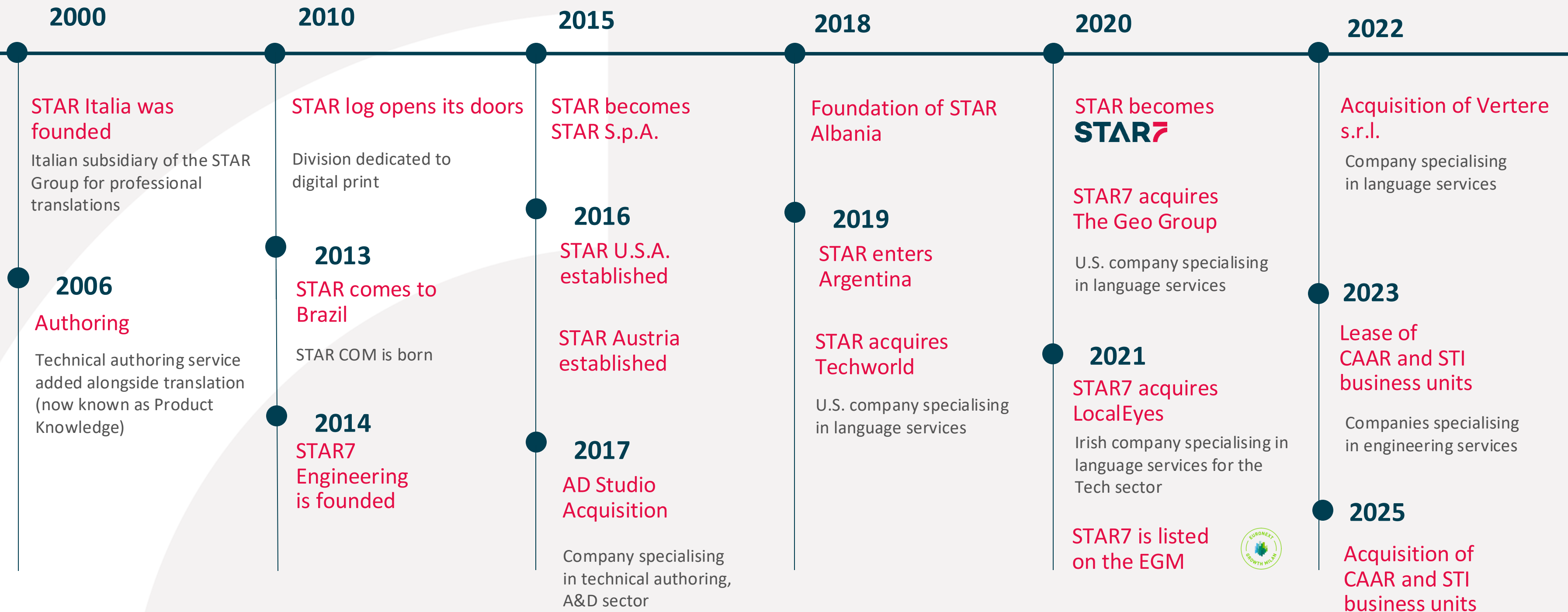
OFFICES

Albania, Argentina, Austria, Brazil, Denmark, Finland, France, Germany, India, Ireland, Italy, Netherlands, Serbia, Spain, Sweden and USA

**1,400+**

PEOPLE

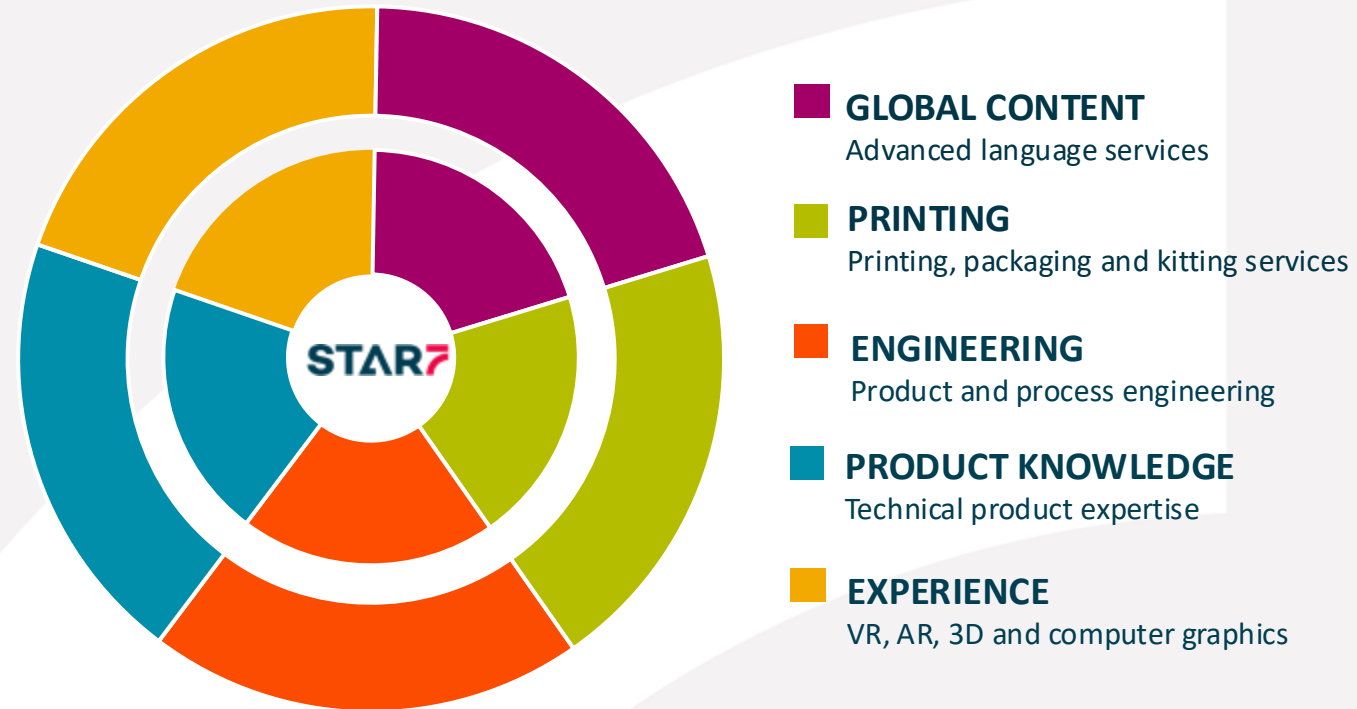
# Our growth and integration story





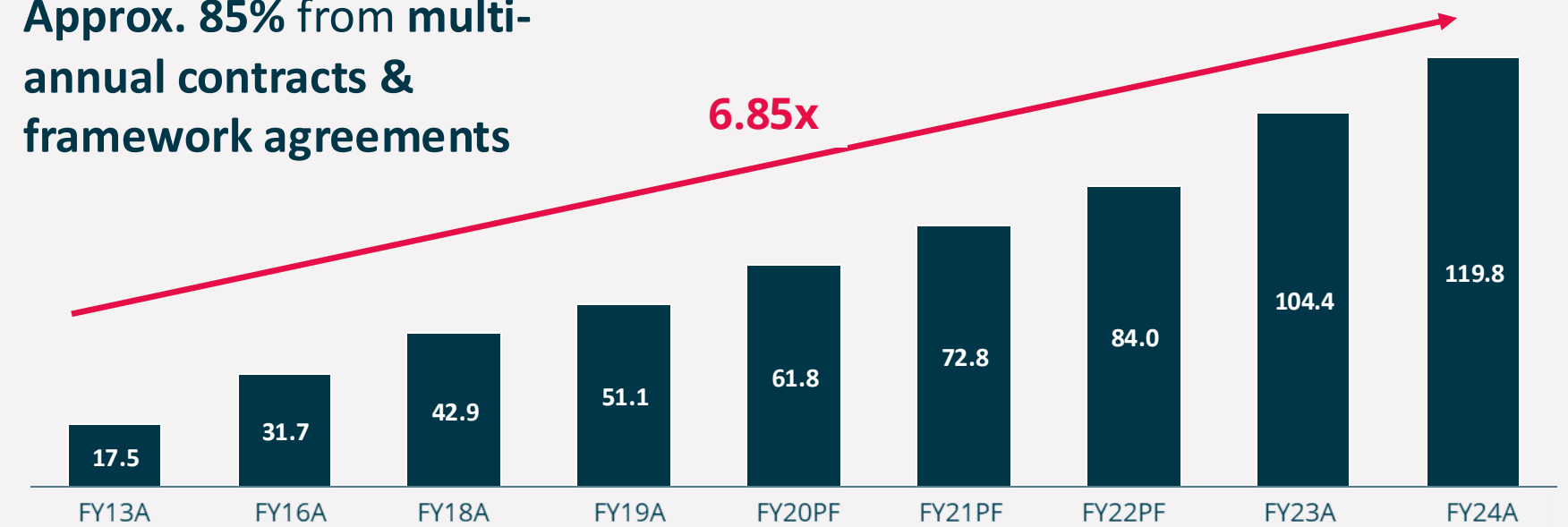
# A global, diversified, fast growing one-stop shop for product information lifecycle

## PRODUCT INFORMATION LIFECYCLE MANAGEMENT

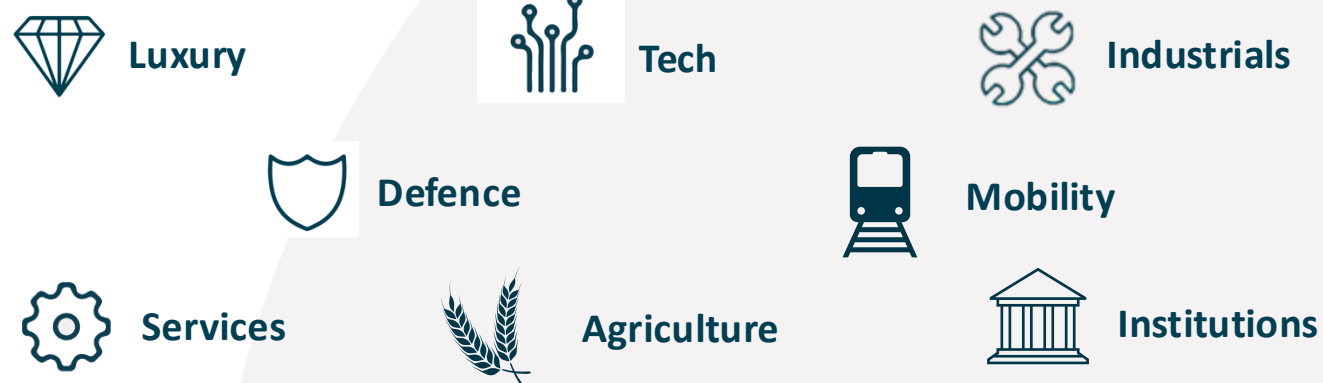


## GROUP NET REVENUES (EUR MN)

Approx. 85% from multi-annual contracts & framework agreements



## Sector coverage



International player serving 1,000+ clients globally in more than 20 different industries



# Integrale<sup>7</sup>: covering the entire value chain

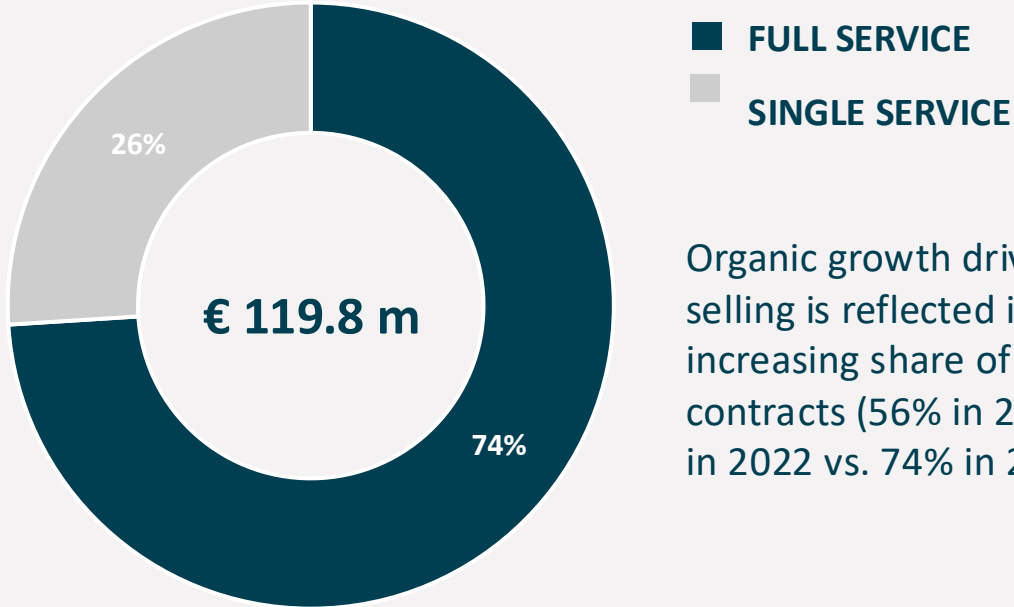
A successful business model facilitating **natural cross-selling** of services



**STAR7 full coverage of the product information lifecycle**

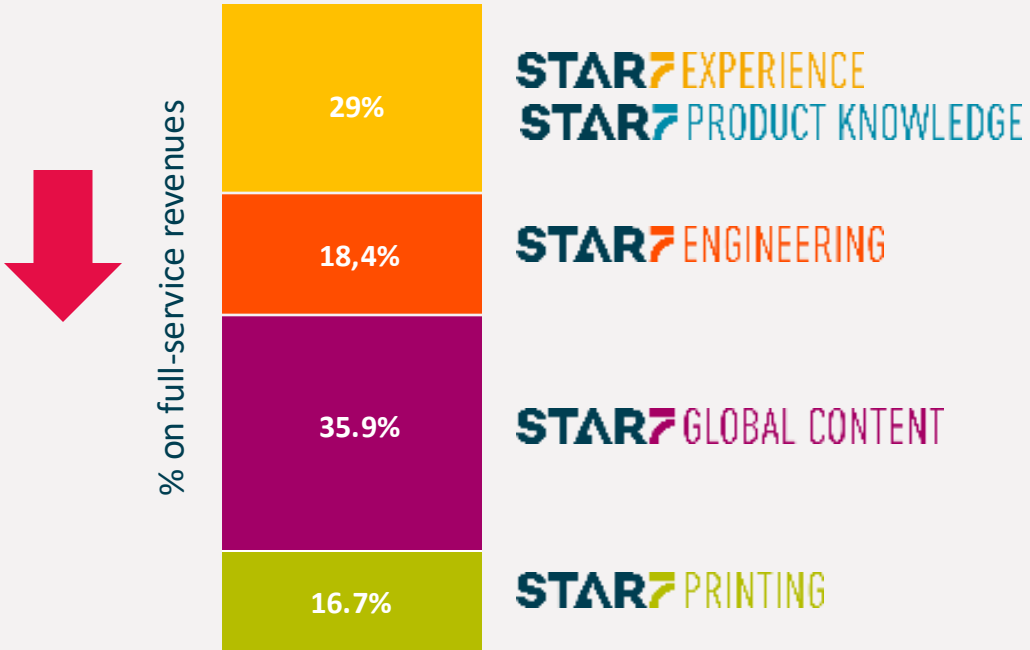


**FY 2024 REVENUES BREAKDOWN BY TYPE OF SERVICE (EUR MN)**

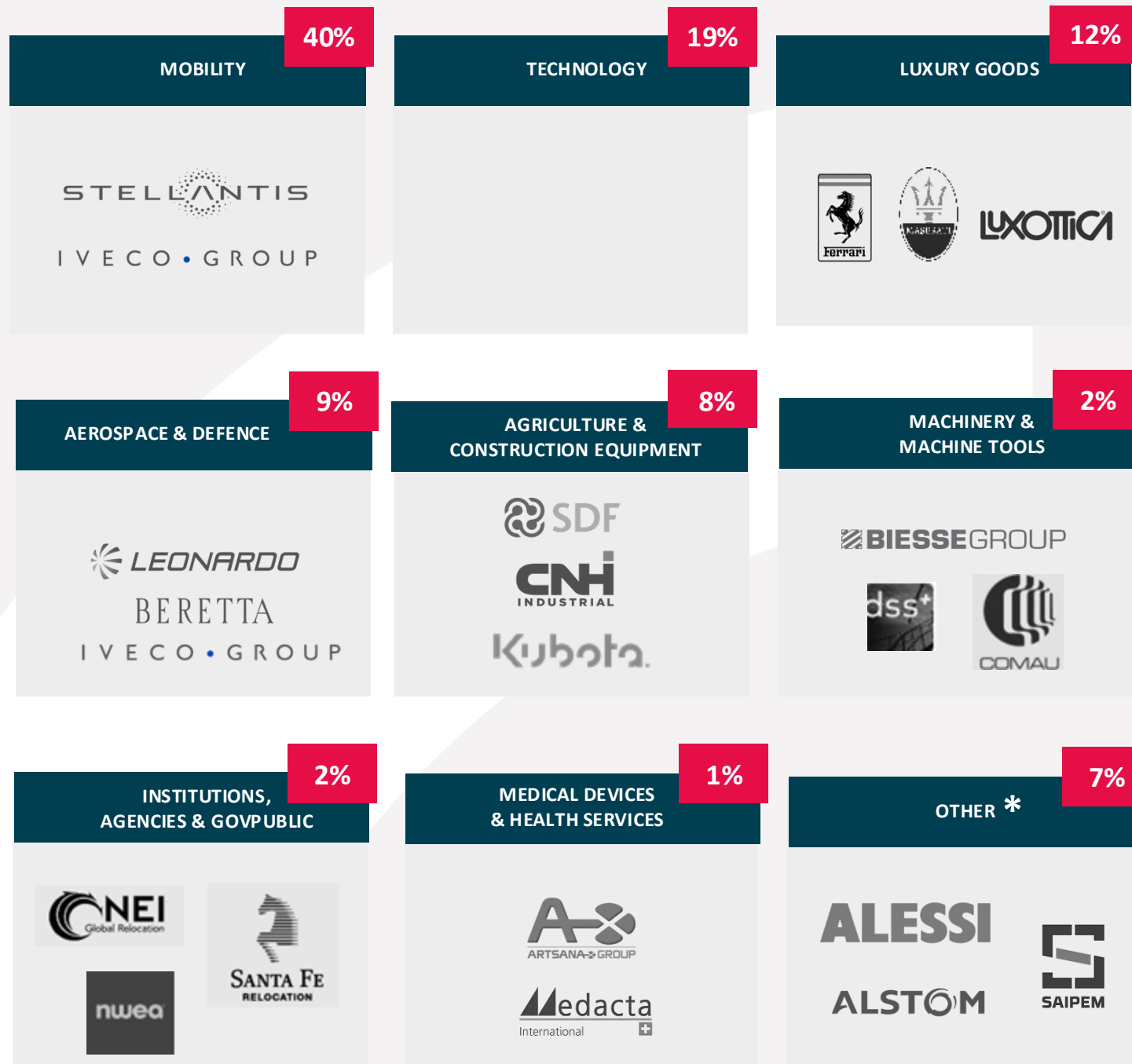


Organic growth driven by cross-selling is reflected in the increasing share of full-service contracts (56% in 2020 vs. 64% in 2022 vs. 74% in 2024)

**Integrale<sup>7</sup>** 7 of STAR7 top-10 clients opted for a full-service contract



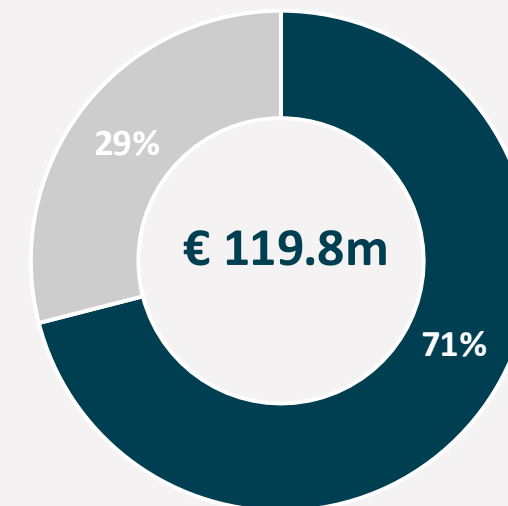
# Our customers



\* Other sectors: sport & sports equipment, air conditioning & household appliances, services, oil and gas, public utilities

## Customer satisfaction drives repeat business

### FY 2024 REVENUES BREAKDOWN BY TYPE OF CONTRACT



- MULTIANNUAL CONTRACTS AND FRAMEWORK AGREEMENTS
- PROJECT-BASED CONTRACTS

STAR7 enjoys high visibility of revenues and a demand that is not dependent on customer business volumes

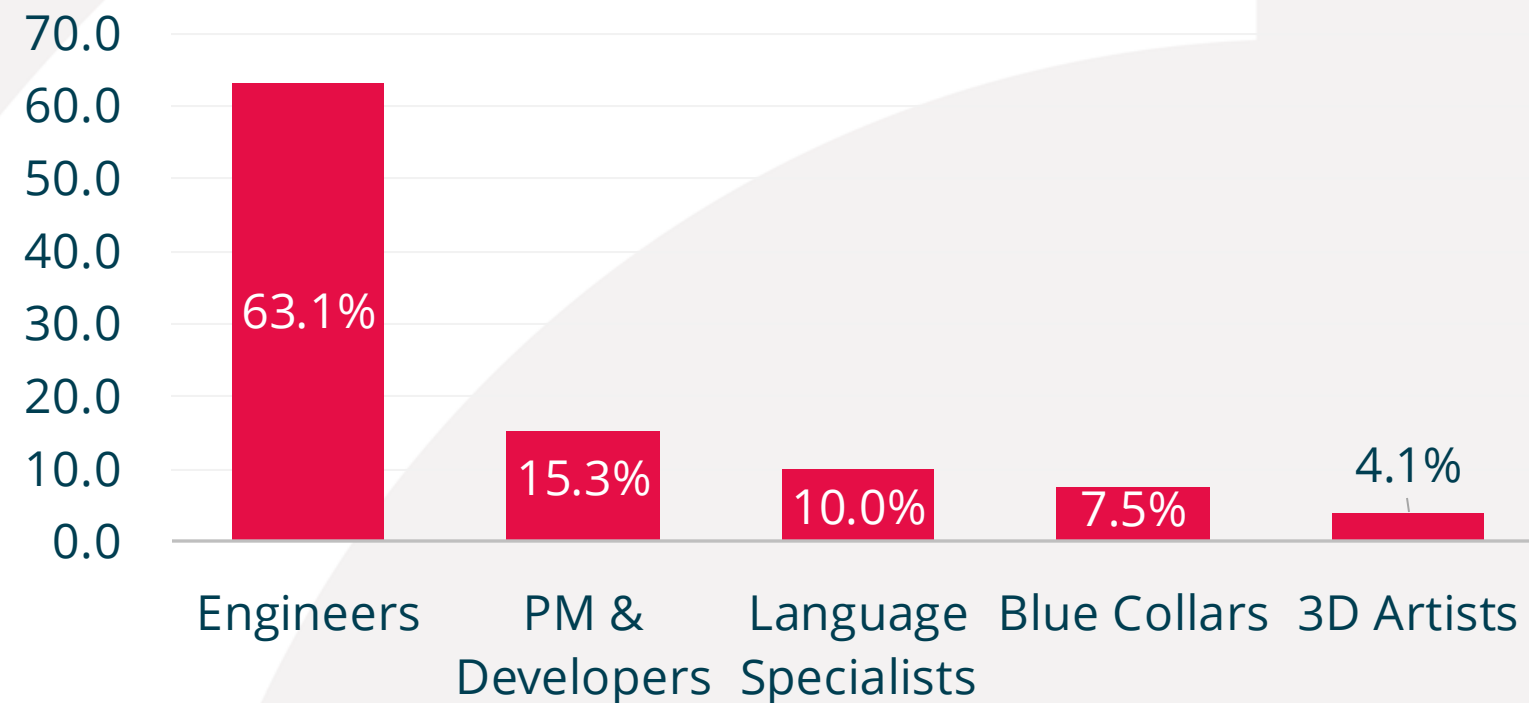


c.80% of our top-20 customers have been with us for more than 10 years.

## STRONG LEGACY

# STAR7 People of Content Skills Map

**1,438 EMPLOYEES at YE 2024**  
vs 1,326 at YE 2023



## SOCIAL PERFORMANCE 2024

FEMALE EMPLOYEES

**37%**

(32% in managerial position)

vs. 39% in 2023

EMPLOYEES UNDER 30

**34%**

vs. 32% in 2023

TRAINING

**19h**

per employee

vs. 18h in 2023

STAR7 FY 2024

# AT A GLANCE



# FY 2024 highlights

## REVENUES

**€119.8m**

+14.8%  
vs FY 2023

## EBITDA / EBITDA ADJ\*

**€18.1m / €18.8m**

+23.7%, +17.2%\*  
vs FY 2023

## EBITDA MARGIN/ EBITDA MARGIN ADJ\* %

**15.1% / 15.7%**

+40 bps\*  
vs FY 2023

## PROFIT FOR THE YEAR

**€3.7m**

+67.0%  
vs FY 2023

**€7.7m**

*By amortising goodwill from  
acquisitions according to IFRS.*

## NET DEBT

**€27.8m**

- €10m  
vs YE 2023

**€32.7m**

*Net debt following the cash out (on  
13 Jan. 2025) related to CAAR/STI  
acquisition*

\*Adjusted EBITDA excludes the integration costs of the business division of CAAR Group

# Consistent strategy execution

STAR7 strategic guidelines clearly mirrored in the drivers of the FY 2024 revenue hike

- GETTING MORE AND MORE INTERNATIONAL**  
Top-line increase fuelled by strong performance achieved in high-growth markets.
- MAKING THE BEST OUT OF THE INTEGRALE<sup>7</sup> MODEL**  
Customer needs met by leveraging on a comprehensive and professional offer of services.
- KEEPING A WELL-DIVERSIFIED CUSTOMER BASE ACROSS INDUSTRIES TO RIDE FAVOURABLE MARKET TRENDS**  
Increased focus on the defence sector, given the strong expansion underway, to make the most of opportunities in an end-market that has shown a consistently upward trend in STAR7 revenues over time.  
Meanwhile, turnover resilience against the challenges currently affecting the luxury, automotive and agriculture businesses provided by well-cemented customer bonding.

# FY 2024 Highlights

*Sound performance of all KPIs*

***Strong cash generation paving the way for significant deleveraging***

**■ +14.8% in revenues**

100% organic expansion

**⤿ 15.7%: adjusted EBITDA margin**

Increase of 40 bps over FY23 margin due to:

- higher profitability of services sold
- continuous search for cost rationalisation, even after the full integration of CAAR, completed in 1H 2024
- increased use of offshoring

**○ Excellent cash generation of € 10.0 m**

Strong performance attributable to:

- effectiveness of working capital optimisation strategies
- healthy performance of STAR7 operations.

As a result, Debt-to-EBITDA decreases from 2.6x as at 2023 YE to 1.5x at 2024 YE. The leverage would be 1.8x, considering the cash out (dated 13 Jan. 2025) for the CAAR/STI acquisition.

**▬ Profit of the year +67.0%**

The surge of the bottom line reflects a significant improvement of all P&L KPIs.



# Key achievements of 2024

## In an uncertain scenario, the deep roots of customer relations and the ability to evolve the offer make all the difference

Leveraging on a strategic mix of services and on a resilient business model, we achieved solid growth despite the decline in the automotive sector.

Our partnership with Stellantis has significantly contributed to fuel revenues, proving our adaptability and value creation skills even in challenging market conditions.

## Increase in **Global Content services** provided to the **leading client** of **LocalEyes**, the company acquired in 2020.

A significant opportunity, leading STAR7 to open up a new and promising market, **India**, which has generated additional revenues of € 3.1 m in FY24.

## Building on the excellent results of 2024 in terms of **cross-selling and up-selling** of **Engineering** services, new opportunities can be seized to:

- increase STAR7 market share in **Aerospace & Defence**,
- continue the expansion in **Brazil and Argentina**
- start offering that service on **the North American market**.



The Future of Product Information

OCTOBER 2024

# START-UP OF A NEW SERVICE LINE

We showcased STAR7's solutions to enable our clients to enter the world of generative artificial intelligence.

## 7AI: STAR7 AI solutions

### EXPERT-IN-THE-LOOP MODEL:

Combines AI with STAR7 human expertise, allowing an expert to train and refine the AI's engine. Balances automation with critical human input, enhancing outcomes and improving the AI's learning over time.



SMART7



GLOBAL7

Our AI-based solutions enable our clients to enhance their products on a global scale, making them ready for every language and market.

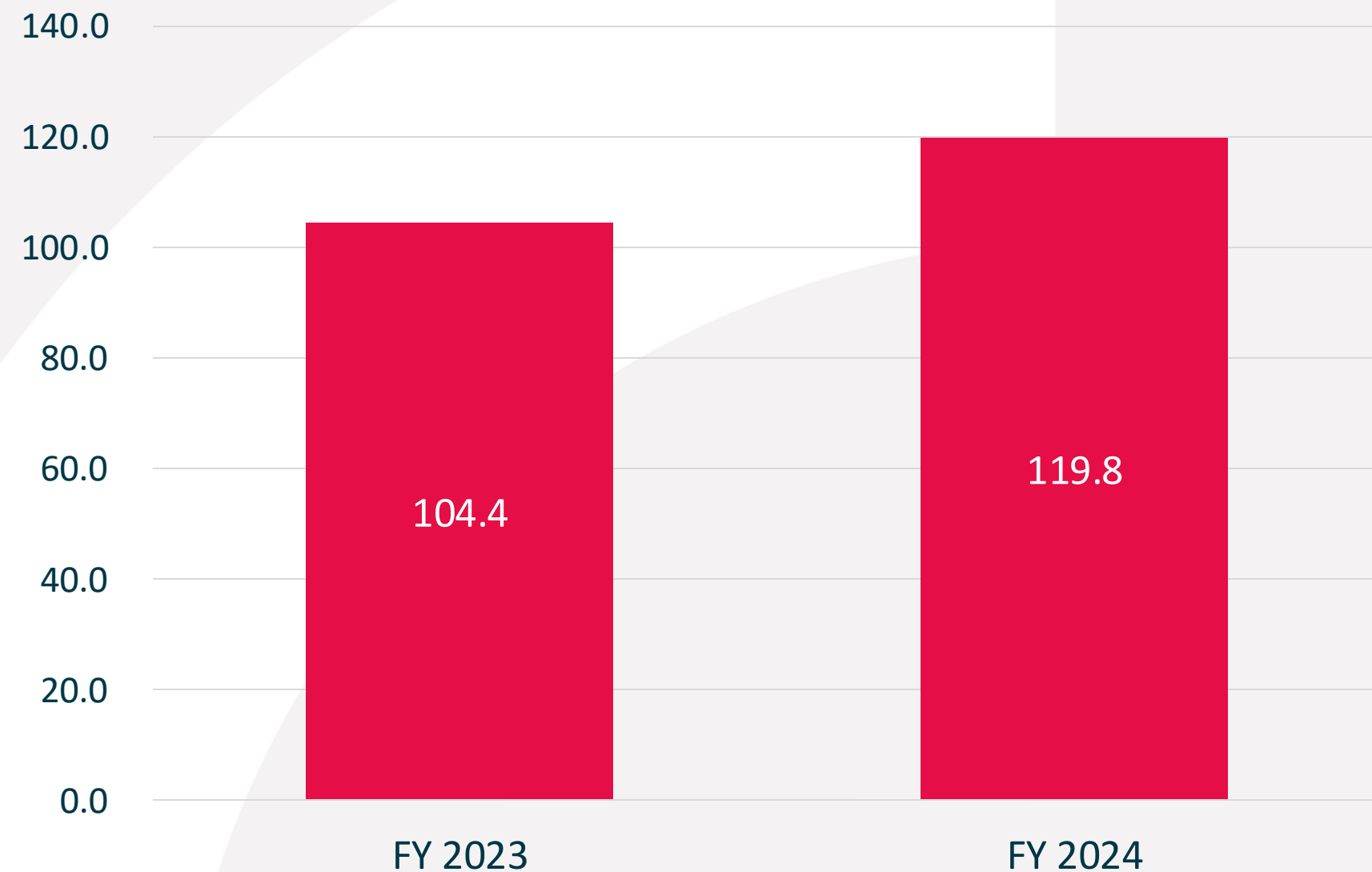
STAR7 FY 2024

# FINANCIAL RESULTS



# FY 2024 revenues

## REVENUES (data in €m)



**+14.8%**

**Change %**

**FY 2024 vs FY 2023**

The hike in 2024 revenues vs 2023 was **purely organic**.

Strong performance achieved on foreign markets:

- **USA** benefitting from the **intensive marketing campaign** of the last two years
- **Brazil** also leveraging on strengthened resources deriving from **recent M&A**.

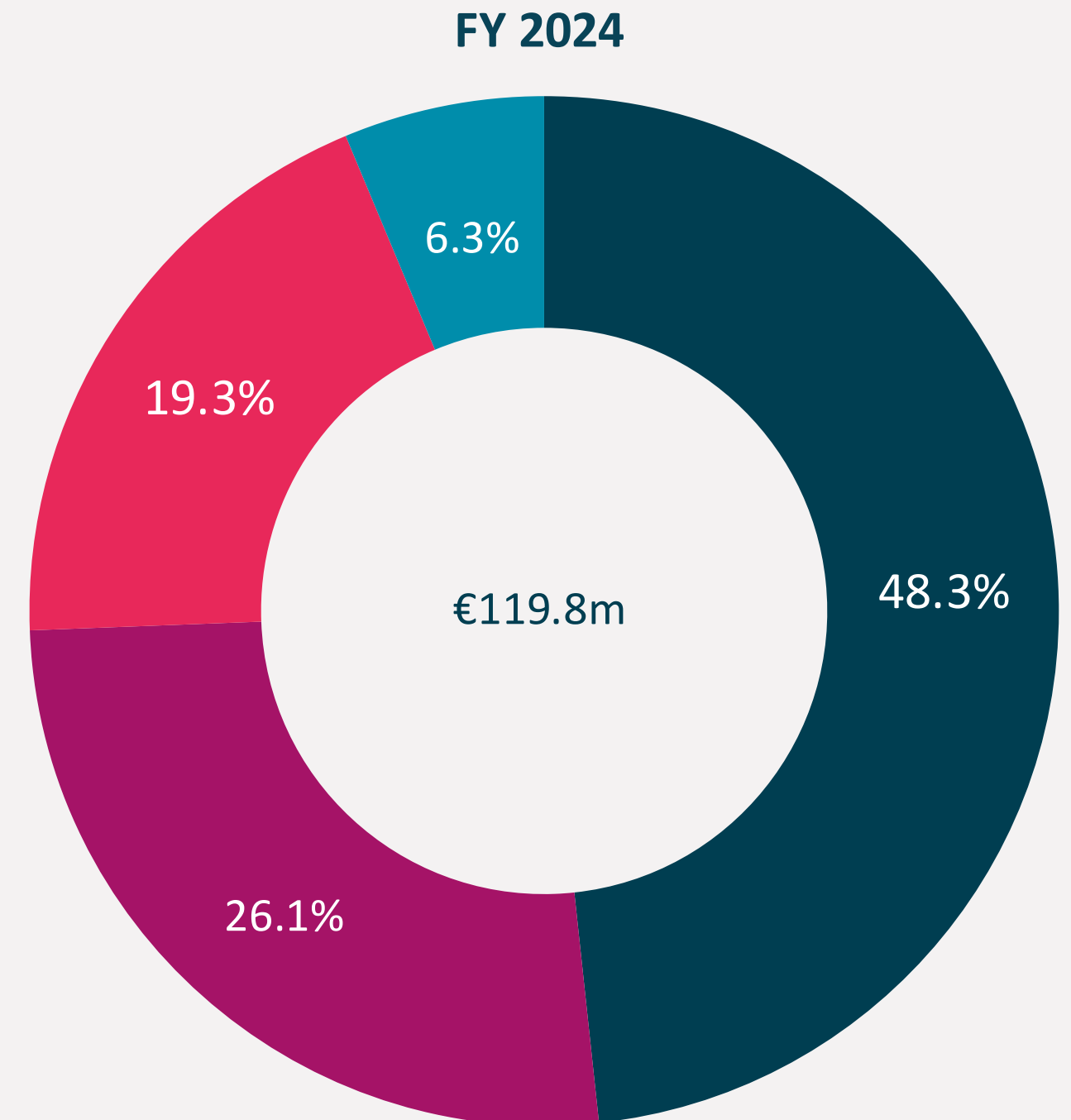
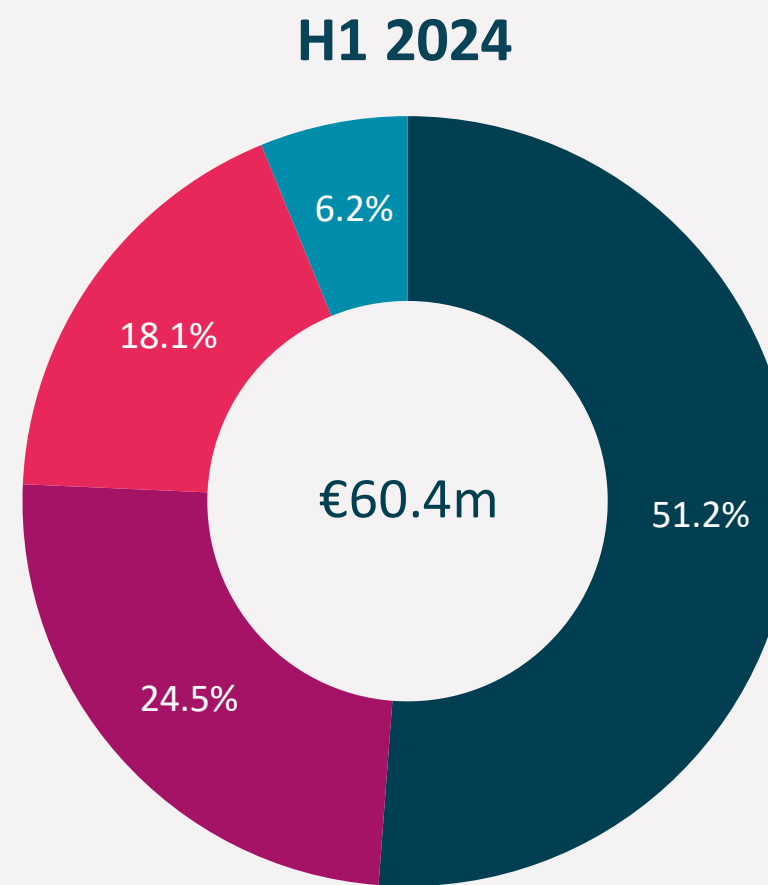
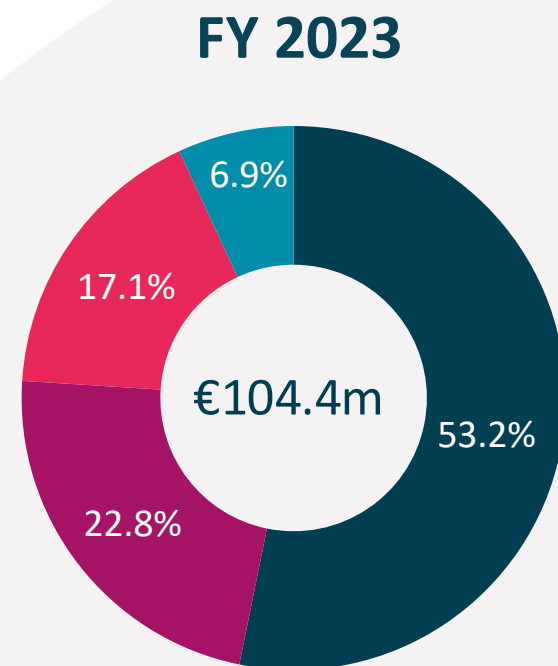
**Product Knowledge** and **Engineering** were the service lines that led the growth, while **Global Content** confirmed its crucial role, with a revenue increase in absolute terms.

# Revenues breakdown by region

## STAR7 – a true global player

For the first time in STAR7 history, **Italy counts for less than 50% of total revenues.**

**USA and Brazil** increased their weight in FY 2024 vs FY 2023, through successful up-selling and cross-selling of services.

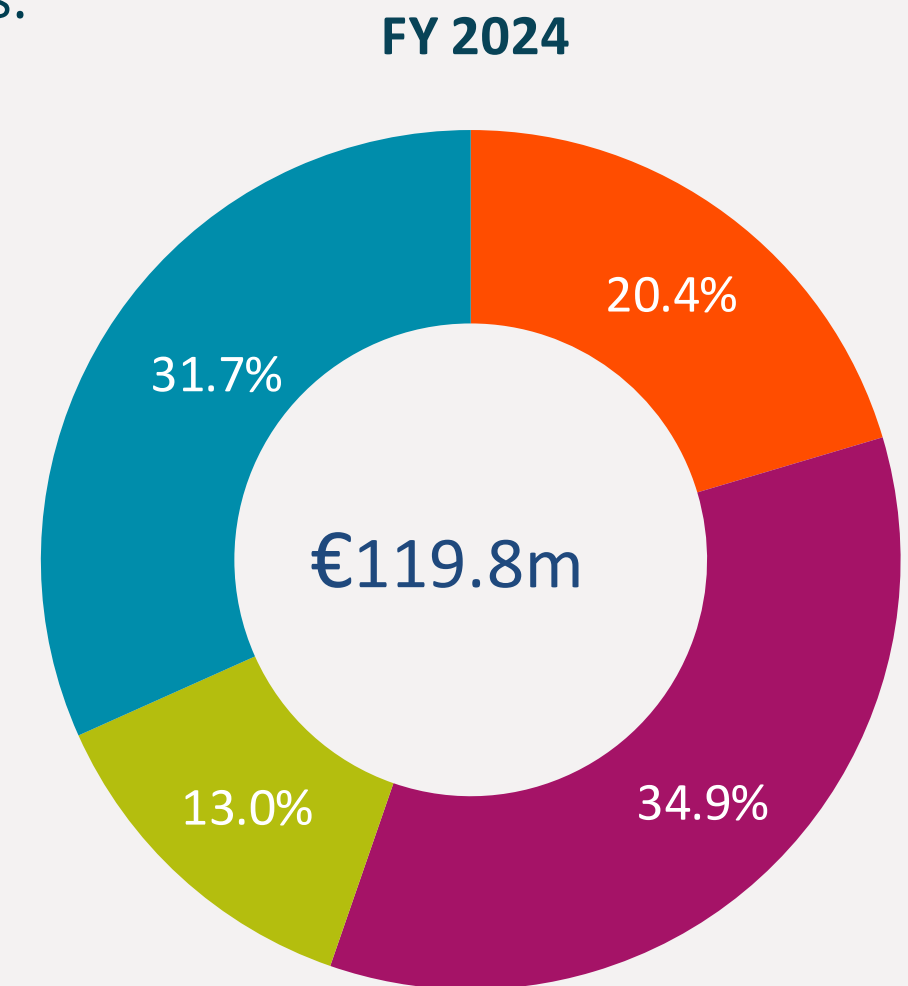
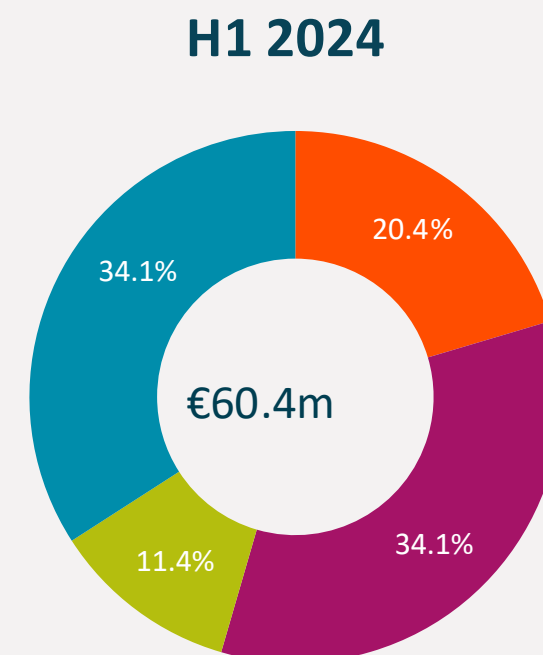
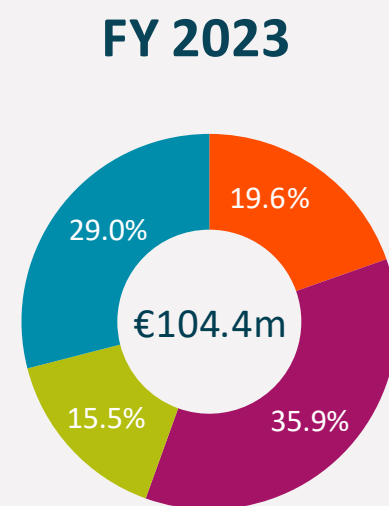


# Revenues breakdown by services

The revenue mix confirms that STAR7 positions itself as a Service Integrator, capable of delivering comprehensive and integrated solutions that combine expertise, technologies, and advanced services.

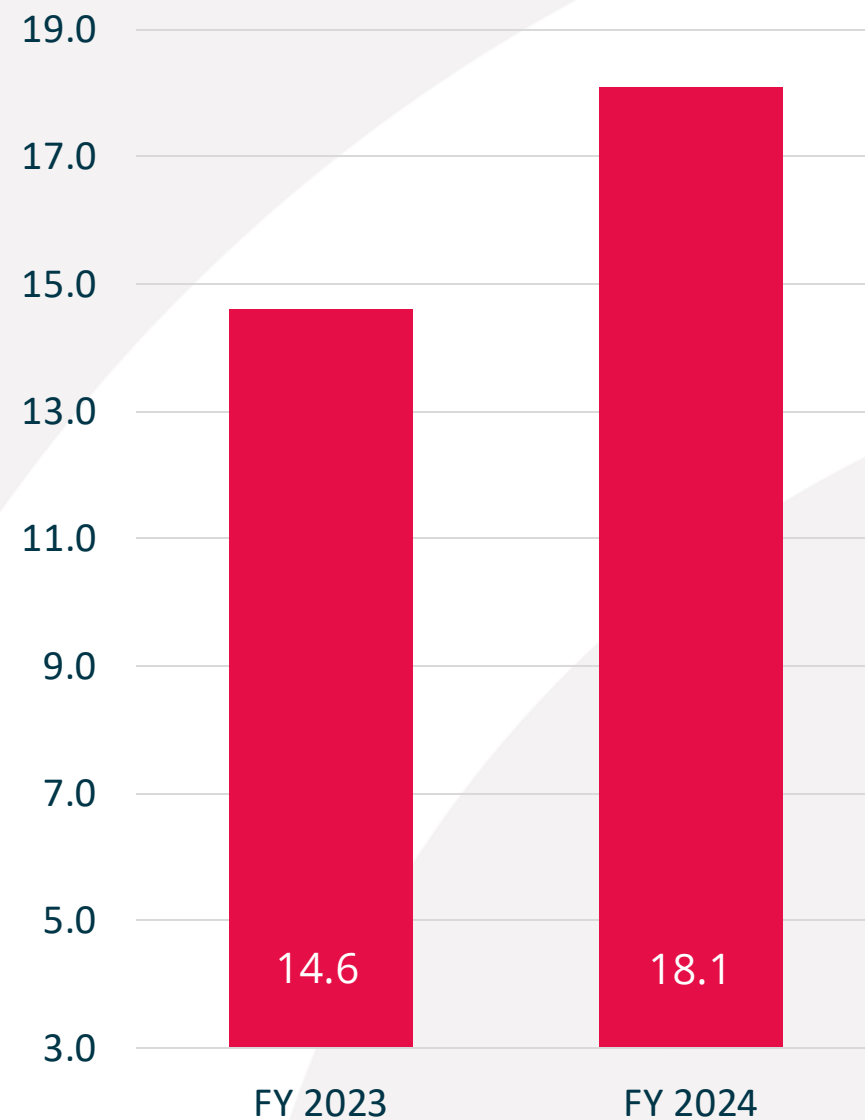
By orchestrating and optimising the entire service ecosystem, STAR7 creates added value for clients, ensuring efficiency, innovation, and operational continuity.

- The increased weight of the **Engineering** services (from 19.6% in FY23 to 20.4%) was driven by the Brazilian contracts while the expansion of **Product Knowledge** revenues, whose weight moves from 29.0% to 31.7%, was essentially driven by the global contract signed with Stellantis, in a partnership with leading international players.
- Global Content** revenues recovered weight in H2 2024, boosted by successful upselling to a strategic client.

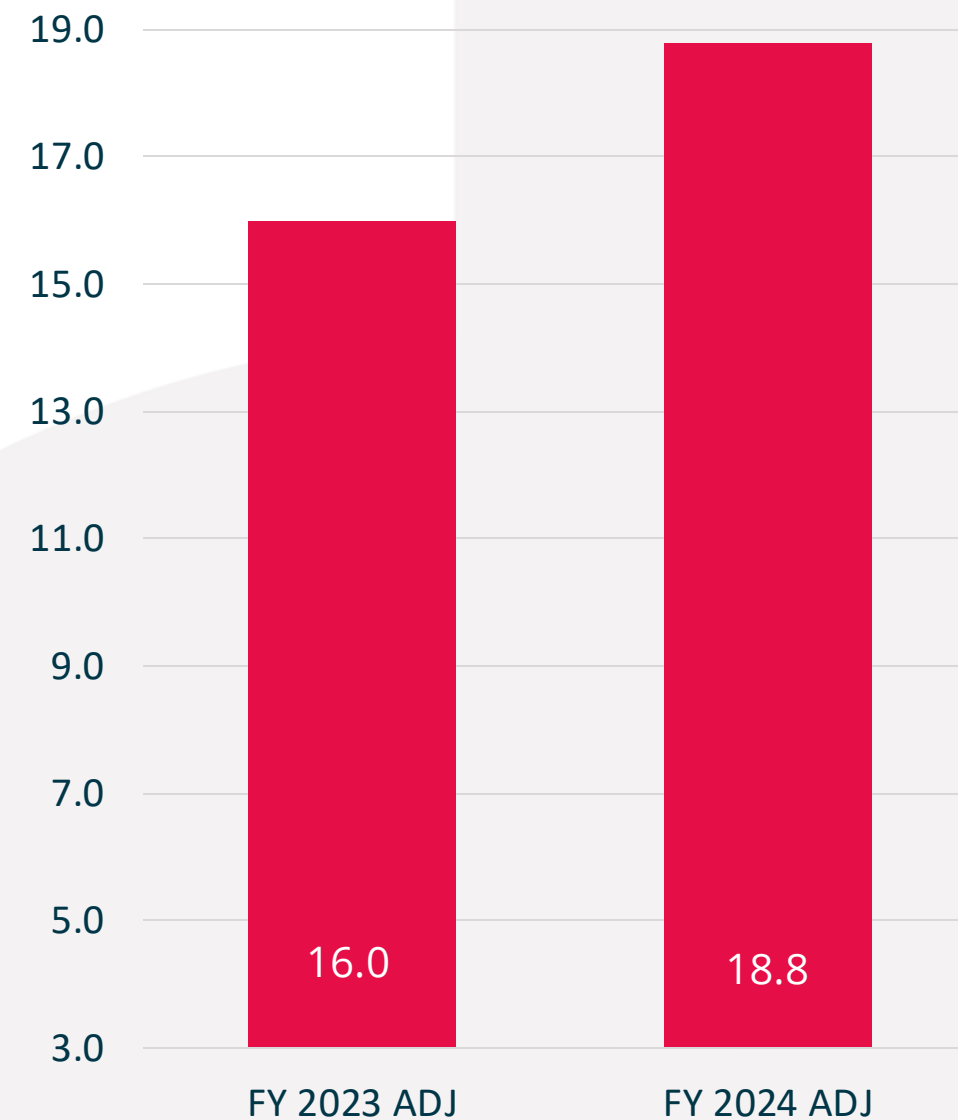


# FY 2024 EBITDA

**EBITDA** (data in €m)



**EBITDA adjusted** (data in €m)



**+23.7%**

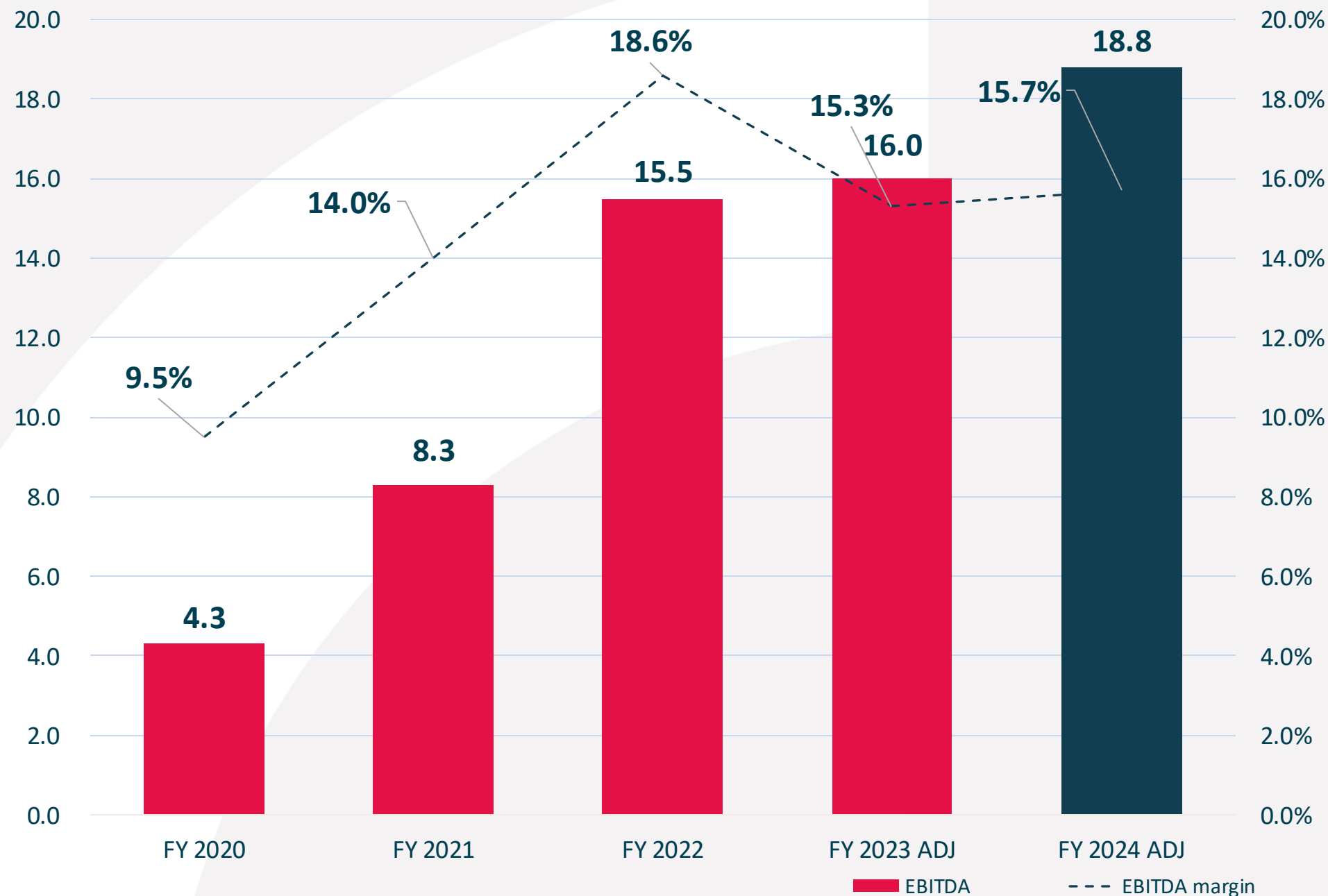
**Change %**  
FY 2024 VS. FY 2023

Significant recovery at EBITDA.

Adjustments mainly refer to the integration cost of the CAAR business unit.

# FY 2024 EBITDA margin

(data in €m)



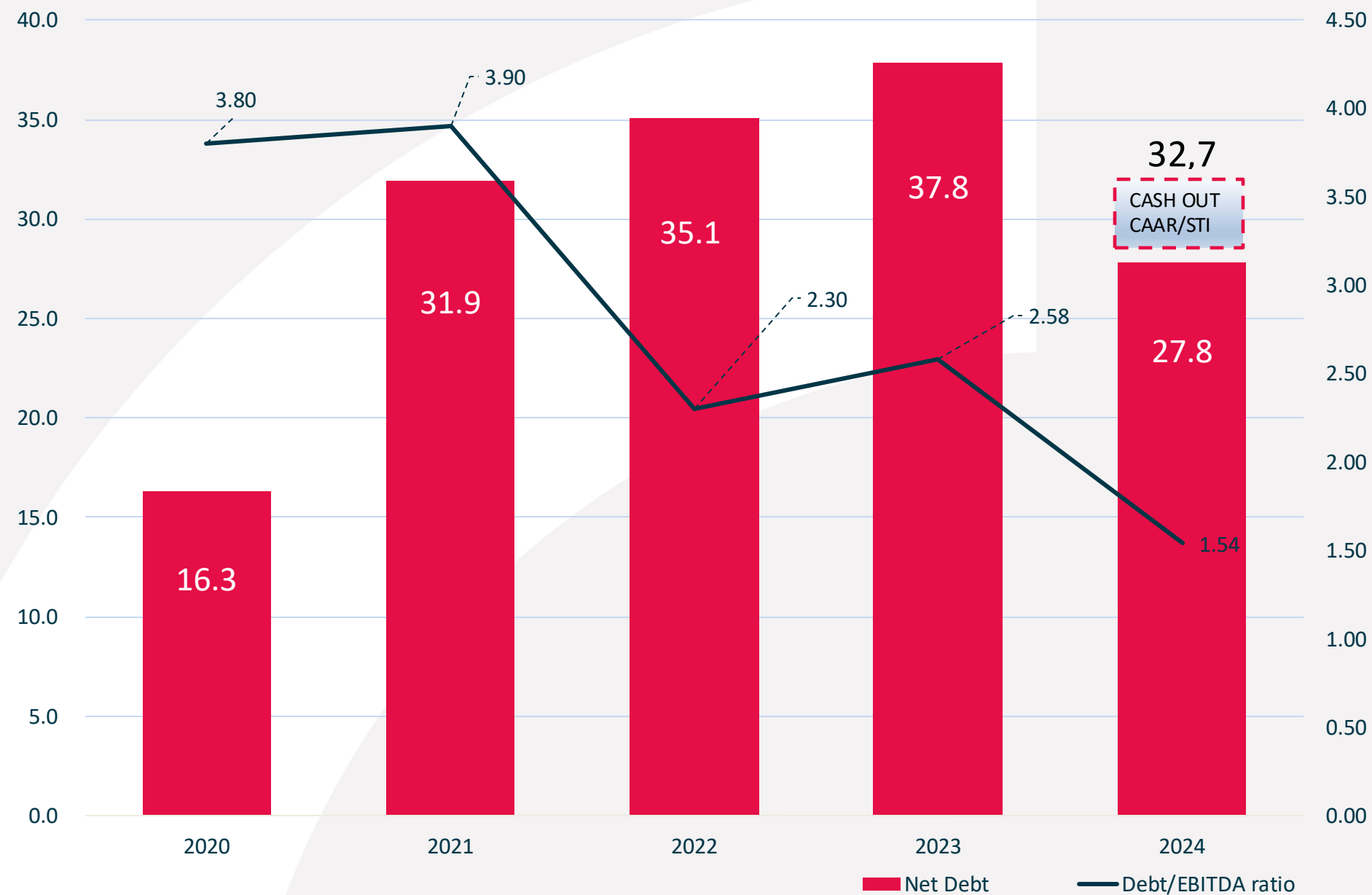
Recovery in EBITDA margin driven by structural factors:

- Rationalisation of CAAR Group costs** achieved during the integration process, completed in 1H 2024, but with additional efficiencies still to be captured.
- More extensive use of offshoring in Albania**, where STAR7 can now leverage on a properly structured team providing the opportunity for effective operating leverage.
- Across different businesses and geographies, **higher operational efficiency** gained through **organisational change**.



# Net Debt–Debt–to–EBITDA ratio

(data in €m)

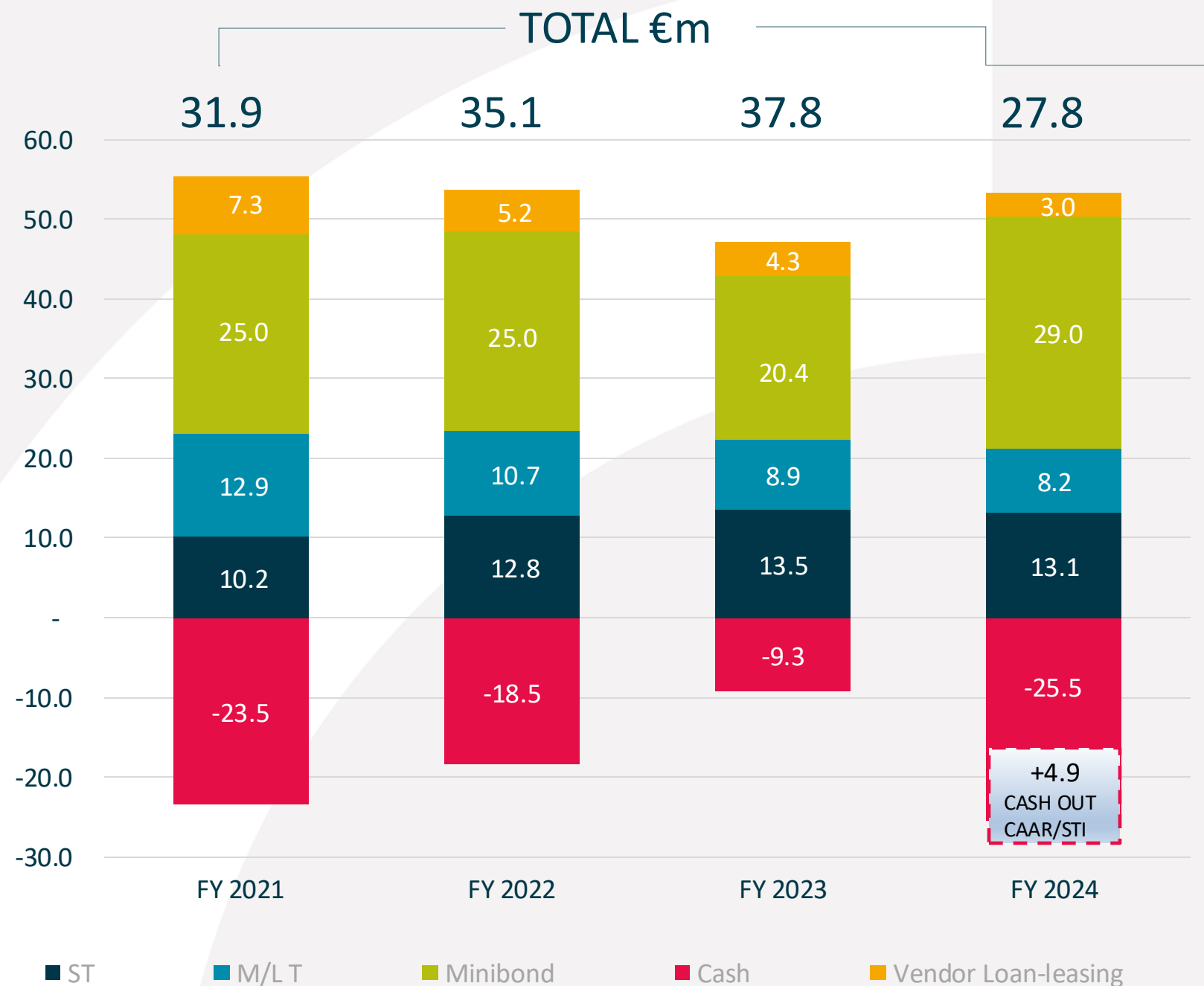


Strong deleveraging fuelled by disciplined management of NWC

○ **Net Financial Debt** decreased to € 27.8 m as at 31 Dec. 2024 (from € 37.8 m as at 2023YE), mainly reflecting the successful management of **Net Working Capital**.

◡ The **Debt-to-EBITDA ratio** decreased from 2.6x (FY2023) to 1.5x. Considering the cash out related to CAAR/STI acquisition, the **leverage** as at 31 Dec. 2024 amounts to 1.8x.

# Financial sustainability



## More focused than ever on financing needs

○ In FY24, strong cash flow generation drove a significant reduction of Net Financial Position.

◡ In November 2024, STAR7 issued a **non-convertible bond** worth **€ 13 m** with a variable interest rate and a maturity date of **November 2031**. The bond was fully subscribed by UniCredit, with partial coverage from SACE and a pre-amortisation period of approximately 13 months. **The average duration of debt increased considerably.**

■ Following the cash out (on 13 Jan. 2025) related to the CAAR/STI acquisition, Adj. Net Fin. Debt amounts to **€ 32.8 m**. Currently, **debt is c.45% at fixed rate and c.55% at floating rate.**

◡ Considering the debt maturity profile, STAR7 has **no major refinancing need in the short-term**. Mini-bond repayment plans are spread over the next six years.

STAR7 FY 2024

# FINAL REMARKS



# STAR7's next steps

Remaining on a healthy and disciplined track to prepare a new acceleration phase from 2026

- ✓ **Sound fundamentals promptly restored**, once completed the full integration of CAAR in 1H 2024. Focus on margins and cash generation are here to stay.
- **India to be considered a promising market.** Having established a new presence in 2024 while serving a global client, we are currently testing additional expansion opportunities.
- **7AI, the newly launched revenue line, is already delivering tangible results**, demonstrating its effectiveness in driving growth and value creation. By leveraging advanced AI capabilities, STAR7 is unlocking new business opportunities, optimising operations, and enhancing service offerings. This strategic expansion reinforces the company's commitment to innovation and positions it for sustained success in an evolving market landscape.

2024

Back on track, with **organic growth, margin recovery** and **deleveraging**



2025

Continued focus on keeping healthy **margins** and strong **cash conversion**. **7AI already generating revenues (€ 1 m expected in FY 2025)**






2026

**Aiming at double-digit growth** and **M&A** while keeping **high margins** and **sound leverage**



# STAR7 Vision

Enabling our Clients to unlock the benefits of Gen-AI

-  **INTEGRATION OF GEN-AI** to strengthen competitive positioning and expand the service portfolio, creating added value for clients.
-  **BUSINESS MODEL EVOLUTION** from service integrator to system/service integrator, ensuring a more end-to-end and innovation-driven approach.
-  **FOCUS ON PRODUCT EXPERTISE**, a key factor in making Gen-AI effective in complex and high-value strategic scenarios.
-  **TARGETED M&A STRATEGY**, aimed at accelerating the business model evolution through strategic acquisitions in the IT sector, with a focus on key technologies and competencies.

2027

Target selection for a **high-impact transformational deal**

2028

€ 200 m revenue milestone and successful integration completion

2030

International player **ready for the next step**

THANK YOU

STAR7

STAR7 FY 2024

# APPENDIX



# Income statement

(data in €)

	31/12/2024	31/12/2023	Change	Change %
Net Revenues	119,824,608	104,405,634	15,418,973	14.8%
Other revenues	1,445,194	941,653	503,541	53.5%
Change in inventories and increases in fixed assets	-127,396	275,543	-402,939	-146.2%
External costs	53,092,858	47,771,247	5,321,610	11.1%
<b>Added Value</b>	<b>68,049,548</b>	<b>57,851,583</b>	<b>10,197,965</b>	<b>17.6%</b>
Personnel costs	49,963,848	43,236,653	6,727,196	15.6%
<b>EBITDA</b>	<b>18,085,699</b>	<b>14,614,930</b>	<b>3,470,769</b>	<b>23.7%</b>
Depreciation, writedowns and other provisions	8,749,659	8,247,136	502,523	6.1%
<b>EBIT</b>	<b>9,336,040</b>	<b>6,367,794</b>	<b>2,968,247</b>	<b>46.6%</b>
Net financial income	-3,307,431	-2,957,298	-350,132	11.8%
<b>Profit before taxes</b>	<b>6,028,610</b>	<b>3,410,496</b>	<b>2,618,114</b>	<b>76.8%</b>
Income taxes	2,301,846	1,178,782	1,123,064	95.3%
<b>Net profit</b>	<b>3,726,764</b>	<b>2,231,713</b>	<b>1,495,050</b>	<b>67.0%</b>
<i>of which Group</i>	<i>2,689,046</i>	<i>1,812,709</i>	<i>876,337</i>	<i>48.3%</i>
<i>of which minority interest</i>	<i>1,037,717</i>	<i>419,004</i>	<i>618,713</i>	<i>147.7%</i>



# Balance sheet

(data in €)

	31/12/2024	31/12/2023	Change	Change %
Net intangible assets	33,804,372	38,215,878	-4,411,506	-11.5%
Net tangible assets	10,902,322	9,194,650	1,707,672	18.6%
Equity holdings and other financial investments	434,141	277,808	156,333	56.3%
<b>Fixed assets</b>	<b>45,140,834</b>	<b>47,688,336</b>	<b>-2,547,501</b>	<b>-5.3%</b>
Inventories	2,013,303	2,541,276	-527,973	-20.8%
Trade receivables	32,587,921	37,172,859	-4,584,937	-12.3%
Receivables from associates and related parties	749,254	855,010	-105,756	-12.4%
Other receivables	7,652,433	5,811,728	1,840,705	31.7%
Accruals and prepaid expenses	2,480,934	1,714,080	766,853	44.7%
<b>Current assets</b>	<b>45,483,845</b>	<b>48,094,953</b>	<b>-2,611,108</b>	<b>-5.4%</b>
Trade payables	-11,306,470	-8,678,976	-2,627,494	30.3%
Other payables to associates and related parties	-810,365	-442,162	-368,203	83.3%
Advance payments	-30,222	-39,885	9,664	0.0%
Outstanding tax and social security debts	-5,390,124	-3,907,864	-1,482,260	37.9%
Other payables	-3,723,621	-3,486,607	-237,014	6.8%
Accruals and deferred income	-1,450,129	-2,189,703	739,574	-33.8%
<b>Current liabilities</b>	<b>-22,710,931</b>	<b>-18,745,198</b>	<b>-3,965,733</b>	<b>21.2%</b>
<b>Net working capital</b>	<b>22,772,914</b>	<b>29,349,755</b>	<b>-6,576,841</b>	<b>-22.4%</b>
Severance pay indemnity	-6,614,644	-6,368,713	-245,931	3.9%
Other non-current liabilities	-604,117	-1,040,398	436,280	-41.9%
<b>Non-current liabilities</b>	<b>-7,218,761</b>	<b>-7,409,110</b>	<b>190,349</b>	<b>-2.6%</b>
<b>Invested Capital</b>	<b>60,694,987</b>	<b>69,628,981</b>	<b>-8,933,994</b>	<b>-12.8%</b>
Shareholders' Equity	32,907,076	31,873,399	1,033,677	3.2%
Short-term Net Financial Position	-6,740,029	10,693,185	-17,433,215	-163.0%
MLT Net Financial Position	34,527,941	27,062,397	7,465,544	27.6%
<b>Net equity and Net financial debt</b>	<b>60,694,987</b>	<b>69,628,981</b>	<b>-8,933,994</b>	<b>-12.8%</b>

# Cash Flow Statement

	31/12/2024	31/12/2023
<b>A. CASH FLOW FROM OPERATIONS (INDIRECT METHOD)</b>		
Net profit (loss)	3,726,764	2,231,713
Income taxes	2,301,846	1,178,782
Financial charges/(income)	3,376,563	3,027,096
Losses (gains) from assets disposal	-25,311	124,822
<b>1. Profit (loss) before taxes, financial charges, dividends and losses (gains) from asset disposals</b>	<b>9,379,862</b>	<b>6,562,413</b>
<b>Adjustments for non-cash items that had no impact on net working capital</b>		
Provisions	1,615,569	1,398,667
Depreciation/amortization of fixed assets	8,321,064	8,172,910
Financial instruments	35,757	48,584
Others upward/(downward) adjustments for non-cash items	-20,420	1,273,118
<b>Adjustments for non-cash items that had no impact on net working capital</b>	<b>9,951,970</b>	<b>10,893,279</b>
<b>2. Cash flow before changes in net working capital</b>	<b>19,331,833</b>	<b>17,455,692</b>
<b>Changes in net working capital</b>		
Decrease/(increase) of inventories	527,973	-73,125
Decrease/(increase) of trade receivables	4,584,937	-7,687,100
Decrease/(increase) of trade payables	2,627,494	104,121
Decrease/(increase) of accrued income and prepaid expenses	-766,853	289,210
Decrease/(increase) of accrued charges and deferred income	-739,574	-290,274
Other variations of net working capital	-2,143,916	1,611,946
<b>Changes in net working capital</b>	<b>4,090,060</b>	<b>-6,045,222</b>
<b>3. Cash flow after changes in net working capital</b>	<b>23,421,893</b>	<b>11,410,470</b>
<b>Other adjustments</b>		
Interest received/(paid)	-3,375,085	-2,877,237
(Income taxes paid)	-2,424,653	-917,219
(Decrease of severance and other provisions)	-1,411,638	-1,157,359
<b>4. Cash flow after other adjustments</b>	<b>-7,211,376</b>	<b>-4,951,815</b>
<b>CASH FLOW FROM OPERATING ACTIVITIES (A)</b>	<b>16,210,517</b>	<b>6,458,655</b>

	31/12/2024	31/12/2023
<b>B. CASH FLOW FROM INVESTING ACTIVITIES</b>		
<b>Tangible assets</b>		
(Additions)	-3,685,484	-4,047,358
Disposals	216,582	311,615
<b>Intangible assets</b>		
(Additions)	-2,431,000	-5,660,436
<b>Financial assets</b>		
(Investments)	-16,390	-43,503
<b>CASH FLOW FROM INVESTING ACTIVITIES (B)</b>	<b>-5,916,292</b>	<b>-9,439,682</b>
<b>C. CASH FLOW FROM FINANCING ACTIVITIES</b>		
<b>Third parties</b>		
Increase/(decrease) of short term loans	-1,540,734	1,084,035
Increase/(decrease) of long term loans	19,578,386	4,877,568
Loans repayment	-12,088,178	-12,218,923
<b>Operation on Shareholders' Equity</b>		
Dividends	0	0
Subscription of capital	0	0
<b>CASH FLOW FROM FINANCING ACTIVITIES (C)</b>	<b>5,949,474</b>	<b>-6,257,320</b>
Exchange rate variation of cash and cash equivalents	-45,560	39,461
<b>INCREASE/(DECREASE OF CASH AND CASH EQUIVALENTS (A+B+C))</b>	<b>16,243,699</b>	<b>-9,238,347</b>
<b>Cash and cash equivalents as of January 1st</b>	<b>9,287,425</b>	<b>18,486,312</b>
<b>Cash and cash equivalents as of June 30</b>	<b>25,485,564</b>	<b>9,287,425</b>