

# WHERE BUSINESS MEETS TECHNOLOGY

When business needs are met by frontier technologies,  
evolution, innovation and transformation arise



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WHERE BUSINESS  
MEETS TECHNOLOGY

# 1 OUR VISION OF TODAY: TOWARDS NEW DIGITAL ECOSYSTEMS





We have overcome, all of us, a steep learning curve in 2020. We had to face unthinkable scenarios, make decisions in turbulent times. Uncertainty is still around us today but we are learning to manage it and we are far from being blind moving forward. **We are recognizing trends and better understanding changes.** We have started to see new strengths and new opportunities; we have started to understand what will be needed to overcome current struggles and strive in the future.

We are living in a world on the brink of change, at the dawn of a new era. It's an exciting time to be living and working, especially in IT. Various Digital Enabling Technologies, such as Cloud, AI, IoT, Cybersecurity, RPA, have come of age together, allowing us to work and operate in ways that were unthinkable just a few years ago. This was happening pre-pandemic, and is even more true post pandemic. **Not only is this an era of rebuilding and repairing what was damaged, but this is also an era in which we are able to rethink the very foundations of our world.** How we live, how we work, how we interact and how we evolve.

We have been invited to view things differently, but we are also now planning and acting differently.

All industrial revolutions are linked to technological advancements (from steam engines to Nuclear power, from Electronics to Internet) that revolutionize the existing economic ecosystems. **These technology-led revolutions lead rapidly to a skills crisis where new skills are hard to come by or form, and traditional skills need to be updated and adapted.** Some have argued that Industrial revolutions capitalize the injection of fresh "currency" (Cheap Labour, Coal, Oil), that is a new source of value added to the system where none was available beforehand.

Today, technological advancements are linked to Digital Enabling technologies and the latter are coupled with a new "currency": Data. Could this be the 5th industrial revolution? Could Data and Digital boost our economies into the new era?



Covid-19, as stated in our White Paper *Engineering: The New Normal*, acting as a massive “stress tester”, accelerated all transformative trends. Declining trends exposed weaknesses of old and unsustainable business models and positive trends highlighted new opportunities. **Digital rapidly became the only viable way forward and we witnessed this first hand across all industries.** Digitalization is going to speed up and continuous waves of innovation will increase complexity.

A transformative Domino effect could take place. We have digitalized our workplaces and are starting to rethink business interactions, our work-life balance, how we interact with institutions, where we live even. **Could this be the end of the rise of mega cities? Of the office buildings as we know them? What will determine and shape the choices that we will make?**

Globally, with more or less conviction, according to countries and leaders, protecting human health drove policies. Moving forward this is a fundamental shift that will be reflected in other rising trends: issues like **Sustainability, Green Energy, Social Responsibility, Gender Equality, Race Equality, Global warming** are all shaping the way decisions are taken, by businesses but also by individuals. The way we act and also the way we do business will increasingly hold all of this into account. We believe that these events, these rising trends, are not only going to represent a temporary disruption. They are here to stay.



## Continuous Innovation & Digital Transformation

Continuous waves of technological evolution will increase both in terms of size and speed. The increase of Data will exponentially increase complexity, challenging our decision-making processes. New skills will be in short supply. Digital Technologies will enable us to make better decisions, quicker.

**Technology and Business are coming together, now more than ever, to transform at every level the way we work and live.** Where they meet, innovation happens. Where they meet, New Digital Ecosystems are created, shaped by new core values and blending business and technology capabilities. Digital, through continuously evolving tech trends, and new needs, shaped by rising value trends, will revolutionize the way we live, work, and look after each other.

Today's current frontier is called Digital Transformation. **This transformation, especially post covid, is focused on core processes.** Those processes we have managed and evolved. We continue to be a Partner that can bring a balanced approach, guaranteeing equilibrium, as we mix traditional to new technology and business trends. To be able to hold this position we must be able to guarantee solidity and reliability, which is what the market always recognizes in us.



We combines knowledge of core processes with skills in traditional and new technologies.



We are walking a thin line balancing out a deep understanding of business trends and processes with continuously refreshed technological knowledge. All of this though happens within a scenario of limited resources. Thus, to be able to manage the pace of change, guaranteeing **the correct balance of existing technologies with frontier ones, to be able to select the best of breed market solutions** will prove invaluable.

We need to recognize that these are fundamental issues linked to professional and personal values. Fundamental issues that need deep rooted solutions. The issues we are faced with are complex and that complexity, due to the digital nature of our current evolution, will only increase. **Digitalization will force and enable organizations and business to prosper beyond silos.** These issues are cross industry, cross country, cross gender and naturally demand holistic solutions. Siloed solutions will become less and less viable. The 5th industrial revolution will be powered by digital technologies, by data and sustainability, will drive innovation and evolution and will power new Digital Ecosystems.



## Managing Complexity through Digital Ecosystems

Digital Ecosystems are built around multiple stakeholders. They are founded on horizontal technological capabilities. They are powered by a series of digital business services which leverage the technology platforms to deliver vertical business services. **The combination of tech capabilities and business needs are where innovation is happening today. This is where business and technology meet.** This is where certain market needs will be met by technology innovations and generate something new.

**Technology will never be enough on its own, but without it, we cannot solve any of the issues we are faced with.** We need to combine technology skills, capabilities which are horizontal to all verticals, to business skills which are vertical composing digital services which leverage the opportunities offered by continuous technological evolution and also a deep knowledge of the needs and wants of all users.

Currently, everyone is trying to leverage short mid term tactical actions as initial stepping stones for a more strategic approach to evolution. But due to the overall speeding up of all trends, there are huge unmet needs. To act you need to have a vision. But above all, today, the world needs tangible concrete actions and solutions. **Technology can accelerate the adoption of new processes which in time will lead to a change of business.**

We have some fundamental and tough decisions to make as all business models are being reshaped, as relationships are re-thought and as the whole world is trying to grasp these transformative trends to evolve.



We need to rethink the world through digital ecosystems.

In Engineering we compose solutions shaped on the aspirations of our stakeholders.

**The Time has come today, to make these decisions, the right ones.** Technology decisions, in times of scarce resources and fast changes, can be dangerous.

What existing technologies should I maintain? What new technologies should I add to the mix? How can I blend them to best manage the pace of change? How do I start rethinking my ecosystems? How can I learn about the needs and opportunities other verticals may have? How can I strive as business and technology walls fall down? How can I access new skills and capabilities? **A perfect storm that will require experience of where we are as well as vision as to where we need to head.**

At Engineering we have been answering these very questions for 40 years and can help accelerate your strategic decision making, reduce risk and take some danger out of the equation.

Engineering has been, for the past 40 years, focused on harnessing the opportunities of the latest technologies to improve and evolve the way our clients work. To do this, we have always guaranteed the reliability of operations, the continuous exploration of frontier technologies and trends and the deep knowledge of the processes.



The first post-Covid steps: a tactical response to the emergency becomes strategic.



# 2 OUR APPROACH

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Technology is accelerating a review of business models, which in turn makes radical changes in processes not deferrable. Faced with such profound changes, the first impulse is to implement tactical actions that allow to secure the positions acquired and questioned by such a tumultuous evolution. However, we are experiencing an acceleration of all trends, thus this approach can only be short-term. Digitalization will force organizations to operate in an increasingly integrated way, breaking down divisions between organizational units as they no longer have reason to exist and constitute a brake on innovation.

Our first goal is to guide Clients through this transformation process. Our wealth of market skills, of 40+ years of experience, combined with our competences on traditional and innovative technologies, represents an unicum on the market.

**Orazio Viele**

CTO Engineering Group & Chairman of Engineering D.HUB

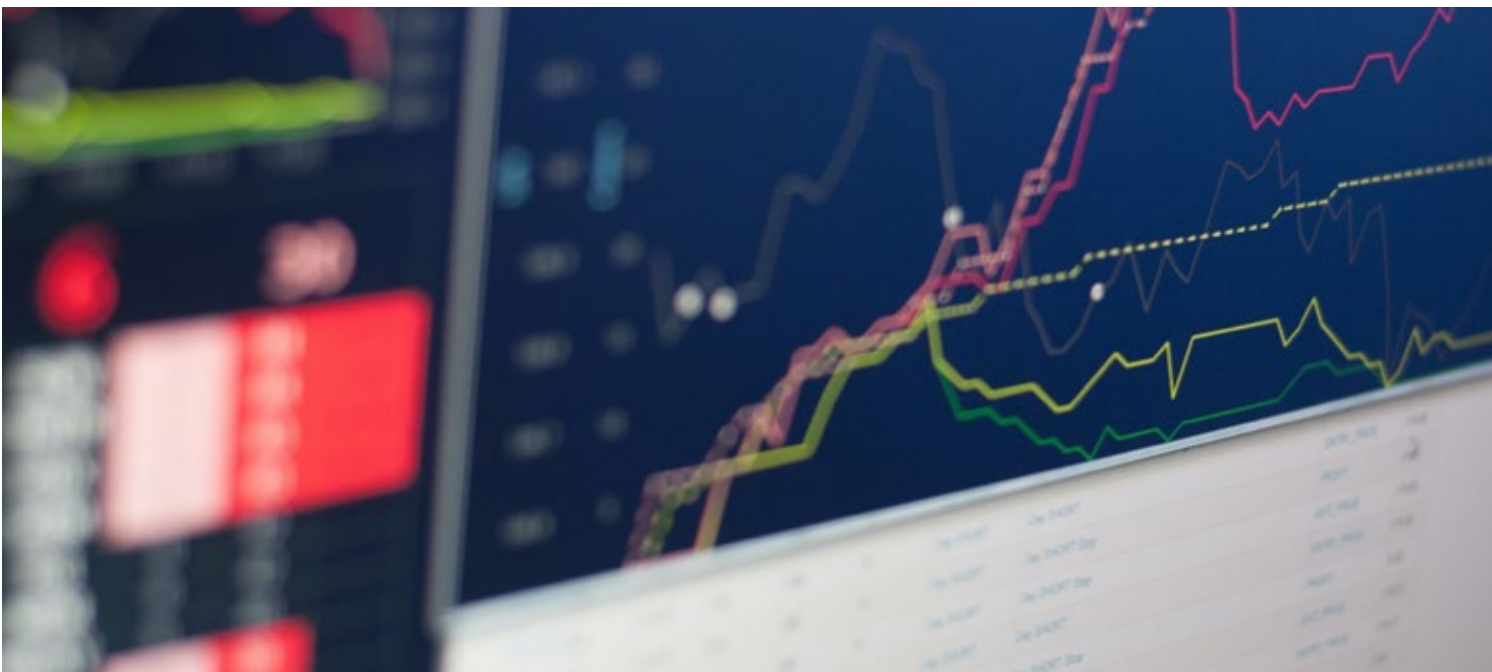
There is only one way forward and that is Digital. Business leaders are defining their strategic priorities and the digital transformation of business processes and models is topping that list. This means that architectures need to be modern. This is why some market analysts say this is an “infrastructure-led” transformation. The shift to Cloud is making Data more and more accessible and usable. AI & Advanced Analytics will increasingly become central.

**Enabling technologies, such as AI & Advanced Analytics, Cloud, Cybersecurity, Digital Twin, IoT, Intelligent Automation are all acting as accelerators.** To implement and best leverage these technologies though specific skills are needed. Specific methodologies are needed. These need to distinguish themselves for speed and scalability but also guarantee reliability. Organizations are looking for partners that can make these resources available.

**Technologies, Methodologies crossed by Agility and Reliability.** This is what is needed to maintain a safe acceleration to change from where we are now to where we all need to be shortly. Consumers, increasingly digital, are also expecting to see an evolution in terms of user experience. Usability and functionality are more and more counting the same in terms of selection.

Our approach closely links our **Research and Innovation activities to the continuous training and upskilling of our staff.** Strategic M&A enable us to constantly upgrade and increase our capabilities. Our longstanding relationships lead to profound knowledge of market trends and dynamics as well as the deep knowledge of the very core of our clients’ businesses. We manage their processes and build services with them. **Digital Transformation has led Business to integrate technology into its strategies and usability is fundamental in allowing new solutions and services to be adopted.** We work with the top market technology providers but also build our own solutions, making these all available, with a “best fit” approach to our stakeholders. But our approach has never been to sell or serve technology but to be a strategic and fundamental partner so we place great effort and pride in **maintaining and continuously evolving the technologies** leveraged by our clients to achieve their goals.

Our approach is based on four areas that describe the activities we carry out to meet our stakeholders' needs; these 4 pillars can be composed to build a complete Digital Transformation strategy, towards new business models.



Combining our **research and innovation activities, continuous staff training, and our strategic acquisitions (M&A)**, allows us to constantly update and increase our capabilities.

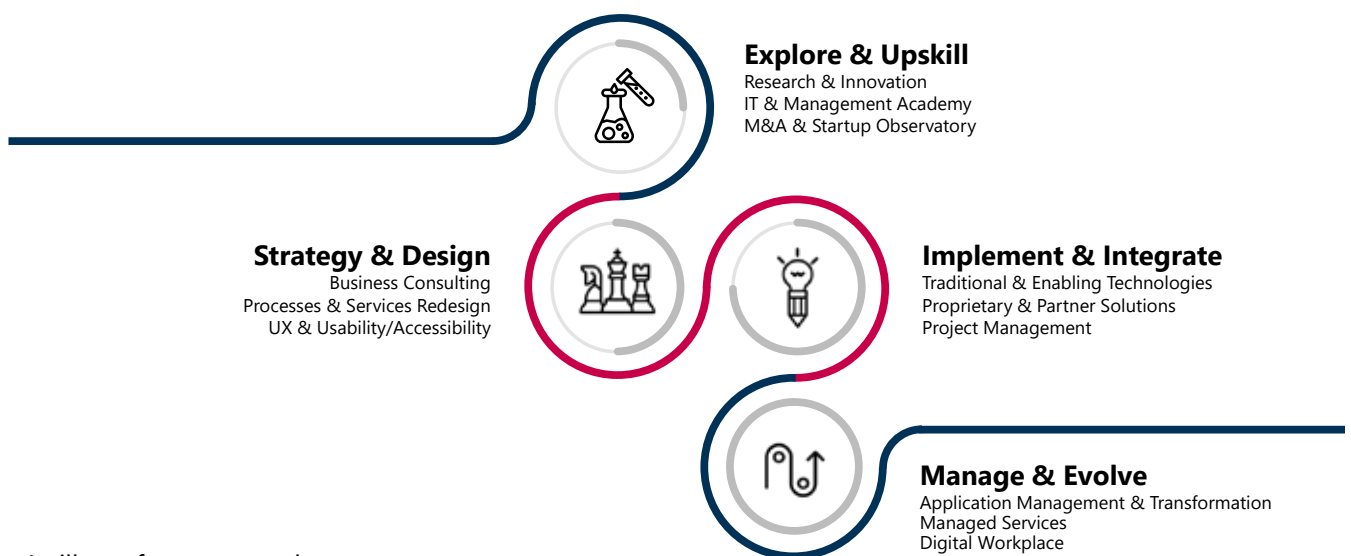
Digital transformation has led business and technology to be increasingly integrated: our consulting activities, processes and services redesign, and usability design, we guarantee adoption of new solutions and services at all levels, from strategy to end-users.

We develop proprietary solutions, but also work with market top technology providers in order to **choose always the best solution to the needs of our stakeholders**, providing a unique mix of skills and technologies across projects. Moreover, our Project Management Excellence Center ensures that projects are managed according to the latest skills and technologies in the sector.

We position ourselves as a strategic and fundamental partner also to maintain and continuously evolve our stakeholders' technologies, helping them to achieve their goals and preserve the value of assets and investments. With this in mind, we support end-to-end infrastructure outsourcing activities, thanks to a hybrid cloud offering that also includes managed services.

We express our strength in our ability to operate across all markets, from Digital Finance to Smart Energy & Utilities, from Augmented City to Smart Agriculture, supporting and managing innovation in the world in which we live, we work and that takes care of us.

We do this not only by leveraging on business knowledge and experience in the various sectors, but also through our technological skills, developed centrally and across the board by our Competence Centers and Centers of Excellence. Their value is twofold: on one hand they allow us to manage specific projects by making the most out of available technologies, on the other hand we reuse them to apply the knowledge gained in specific verticals to speed up and improve our offering in other market sectors. This manages to achieve cross fertilization of any experience through technology adoption.



The 4 pillars of our approach





## Explore & Upskill

We strive to be constantly and continuously prepared to face current and future challenges, to leverage the opportunities brought on by continuous technological evolution and shifting business trends. In order to do so, **we develop our skills and knowledge by continuously exploring frontier technologies**, monitoring market trends and needs, and ensuring the continuous growth and update of our people's skills.

With our **Research and Innovation Department** we invest in research projects that we carry out all over the world exploring emerging technologies and how they could best fit business needs. We partner with consortiums made of important universities, research centers, hubs, PMI's, other large technology players, in Italy and abroad.

All the know-how developed is constantly integrated and shared through our **"Enrico Della Valle" IT & Management Academy**, which trains our people through a continuous path of upskilling and reskilling.

To ensure the seamless update and refresh of the Group's business and technological competencies, we continuously scan the market with our **Startup Observatory** for new companies or startups to collaborate with or to integrate within the Group's portfolio.

**This unique mix of business knowledge, solid skills in traditional technologies** and a constant focus on emerging technologies places us in a unique position to implement new technologies, and to integrate them seamlessly with existing technologies, meeting - and anticipating - business needs. This cyclical approach results in our activities being focused on constant evolution.

### ▶ Research & Innovation

Our approach to innovation is based on three pillars: research, management and offering. Thanks to our Research & Innovation Department, we explore new methods and technologies to build the solutions of tomorrow: we are among the most active organizations in terms of research projects at European level. The new skills acquired are managed within our organization through specific networks and internal processes to bring innovation to the market. We consolidate our offering portfolio by building new solutions or by innovating our platforms, and we work on national and international levels to influence the evolution of technology.

### ▶ IT & Management Academy

Thanks to our "Enrico della Valle" Academy of IT & Management, we constantly update our people's knowledge and skills, both hard and soft. Our Academy is recognized at a national level and partner of several foundations (e.g. PMI, Pearson). The School offers master's programs, courses on specific technologies and soft skills, as well as the main professional certifications (e.g. PMP, ITIL, PRINCE, COBIT, etc.) for both internal employees and our customers, to support their training and change processes.

### ▶ M&A & Startup Observatory

We evolve our skills also through a targeted M&A strategy, which has characterized our path up to now - in the last three years alone we have concluded 20 M&A deals, to strengthen our presence in specific markets. Furthermore, with our Startup Observatory and by collaborating with external partners (Polihub, Dhitech, Cefriel), we continuously explore the market in search of new players, to constantly update and integrate our offering portfolio, at both skill and geography levels.





## Strategy & Design

Engineering has always strategically focused its activities on the **management and continuous transformation of core strategic processes**. Our deep knowledge of the market and understanding of our clients is one of our defining traits.

To understand a business it is paramount to be able to build a strategy. We have **vertical specific consultants** that can assist in defining strategies, redesigning processes and services and manage the impacts on organizational and technology domains.

Increasingly, when building solutions and services, usability and accessibility are becoming as important as functionality. For this reason, **we have dedicated excellence centers, focused on all aspects of design, usability and accessibility** of our digital assets and solutions. We leverage them both internally as well as from a market point of view, where they can help assess, improve and design digital solutions.

### Engineering Interactive

Enabling a user centric and design-focused approach to create new scenarios & solutions for digital transformation processes.

### Digital Solutions

Supporting organizations in developing and implementing their omnichannel strategies.

### Change Management Competence Center

Building a successful environment for Digital Transformation and the evolution of Customer and Partner Experience.

### ▶ **Business Consulting**

Strategy must drive businesses' digital transformation. Thanks to our vertical consulting units operating in all market sectors, we support the development of IT projects right from their strategic design, project management, and change management. Our centers of excellence and our vertical consulting areas are integrated within our delivery model to always be close to our customers' activities.

### ▶ **Processes & Services Redesign**

We have been operating for over 40 years on the market and have gained solid experience on the digital transformation of core processes of our stakeholders. We evolve businesses towards new digital paradigms by producing new value, new revenues and seizing the opportunities of today and planning to seize those of tomorrow. We combine the competences of our core process specialists with those of our experts on traditional and new technologies, in order to enable digital transformation

### ▶ **UX & Usability/Accessibility**

UX is central in our digital transformation strategies because it represents the meeting point between people and technology. Our centers of excellence are dedicated to the design and implementation of omnichannel and seamless User Experience, in order to ensure a successful deployment of IT projects and digital platforms.



## Implement & Integrate

Our approach to Technology Selection and implementation is agnostic: **we follow a “Best Fit” approach** leading us to put forward the ideal solutions for our clients. This leads to long standing relationships throughout the years, independently from the type of underlying technology selected and implemented. We have Software labs distributed across various geographies with deep technological knowledge which crossed with business knowledge and insight leads us to actually build our own solutions. **Our proprietary solutions are moulded as closely as possible to our client’s core processes**, and augmented with new technologies, so to be strategic for those who adopt them. These are not off the shelf solutions but solutions that build on our knowledge of the market, of the technologies involved and the very client, as these are heavily customized for a perfect fit. **We also work with all major tech providers and have dedicated excellence centres for the main players.** We implement cutting edge market solutions integrating them both with existing systems and at times with our own solutions. We have invested, through our own internal IT & Management Academy, on building our own Project Management Excellence Center, offering the latest project management technologies to our client projects.

### ▶ Traditional & Enabling Technologies

We rely on a unique value proposition that combines traditional and enabling technologies. Our software laboratories and excellence centers incorporate the knowledge of over 40 years of working on our customers' core business processes, both with traditional technologies - Customer Relationship Management (CRM), Geographical Information System (GIS), Enterprise Content Management (ECM) - as well as new technologies, such as AI and Advanced Analytics, Internet of Things and Industrial IoT, Intelligent Automation (RPA).

### ▶ Proprietary & Partner Solutions

Our portfolio of 20+ proprietary solutions represents one of our main assets. We constantly evolve them based on new business needs and new technologies, codesigning them with our customers. Some platforms are market benchmarks (e.g. Geocall, Net@Suite, Digital Finance risk & compliance platforms), others are an integral part of our customers' core processes (e.g. AREAS, JENTE, DiVE), and others were developed recently (e.g. ellipse, Cloudesire). Horizontal and cross-industry platforms, such as the Digital Enabler, enable new business models linked to ecosystems.

### ▶ Project Management

With our Project Management Excellence Center we offer our clients the latest Project Management skills and technologies: market. We support governance activities in large and complex projects, by providing hard / soft Project Management skills, solid knowledge of Project Management tools, Project Management Office (PMO) services for all projects.

### Project Management Excellence Center

Ensuring solid and innovative management of the projects, providing skilled PM and PMO across all markets..

### Data & Analytics

Covering the whole Data Analytics pipeline, we enable digital transformation by applying best practices and proprietary methodologies.

### Industries eXcellence Global

We deliver digital transformation solutions that advance the way the industrial and manufacturing worlds work.

### Engineering Enterprise Solutions

We enable digital transformation by integrating the Solutions of the main Software Vendors, our strategic approach and the deep knowledge of core processes.

### Robotic Process Automation

We guide the development of a valuable Robotic Industrialization Office.

### GIS: Geographic Information System

Cutting-edge GIS solutions to optimize activities on the field.

### Enterprise Integration eXcellence Center

Ensuring the value and centrality of organizations' data integration.

### Engineering Software Labs

Ensuring rapid & solid system integration to align Customer needs & IT solutions.

### WebResults

It is the reference point for the development of cloud applications based on the Salesforce.com platform.



## Manage & Evolve

**Engineering is focused on the frontiers and wants to build and implement the best solutions** but above all it strives to be a relevant and fundamental partner for our Clients' ongoing activities. We have decade long relationships with our partners because we can help them manage the day to day as well as evolving their activities. **We know the pace with which they can change, culture wise, budget wise and can manage, in a balanced manner, the shift from traditional technologies to frontier technologies.** We can offer full infrastructure outsourcing as well as ongoing maintenance and evolution of all major technology platforms, as well as a hybrid cloud offering which includes managed services and digital workplace. The management and evolution of implemented technologies, both proprietary and 3rd party, leads us **to being recognized as one of the best partners when it comes to reliability on foundational core processes.**

### **Engineering Enterprise Solutions**

We enable digital transformation by integrating the Solutions of the main Software Vendors, our strategic approach and the deep knowledge of core processes.

### **Engineering D.HUB**

New vision and evolution towards new service platforms supporting the Digital

### **Change Management Competence Center**

Building a successful environment for Digital Transformation and the evolution of Customer and Partner Experience

### **Cybertech**

Ensures the growth of companies, carrying out Cybersecurity projects to protect data, networks and infrastructures, and guaranteeing a secure digital space for employees, customers and partners

## ▶ **Application Management & Transformation**

Our Engineering Software Labs (ESL), operating on a global scale, ensure the seamless operation of our digital solutions. We offer support and system integration services for our solutions, our partners', and for customized solutions developed for our stakeholders, including the most innovative technologies such as Cybersecurity, Artificial Intelligence, Augmented Reality, Big Data, IoT.

## ▶ **Managed Services**

We manage end-to-end the operation of processes and infrastructures through innovative IT solutions such as hybrid services, multi-cloud, robotic process automation, new generation service desks with chatbots digital agents, and cognitive engines, and with digital solutions to digitalize our stakeholders' workplace. Thanks to Engineering D.HUB, we also manage 3 state-of-the-art data centers located in Vicenza, Turin and Pont-Saint-Martin, designed to the highest levels of security and resilience to serve mission-critical products

## ▶ **Digital Workplace**

Technological innovation, data and mobility are changing the workplace, transforming it into a Digital Workplace combining physical and virtual spaces. For over 40 years, we at Engineering have supported hundreds of thousands of workers around the world in leveraging technology to be more efficient. A true path of innovation that has led us to manage workstations up until a complete digitalization of the concept of the workplace, which goes beyond the traditional concept of "place" and includes the way we travel and, above all, how we learn.

## Corporate Social Responsibility: a global model for sustainability

The distinctive component of our social responsibility stems directly from our core business and the value we produce for our stakeholders. **A value with a high sustainability content** that, along with the technological and innovative solutions implemented, contributes towards the efficiency and simplification of many aspects of people's private lives, work, production and the public sphere.

Digital Transformation, in which we are a leader, is the main enabler of social, environmental and economic sustainability. Research projects and customer solutions are an integral part of the Social Responsibility Report that Engineering has been producing for its stakeholders since 2013, in accordance with the international standard of the Global Reporting Initiative.

This report measures and reports on our progress in governance, ethics, processes and internal and external initiatives, highlighting the progressive integration of sustainability into the business.

In January 2021, a company structure was established to dedicate to the development of sustainability strategies. This has further strengthened and expanded our commitment and investment in social responsibility, starting from the alignment with the objectives of the UN Agenda 2030, in the three ESG pillars of sustainability (Environmental, Social, Governance).

**For the Environment:** the green credentials of our Data Centres, monitoring of our carbon footprint, a certified environmental management system, plans to promote sustainable mobility and, more generally, initiatives to reduce greenhouse gases, are some of the elements that characterise our objective of mitigating the impact of our activities on the environment.

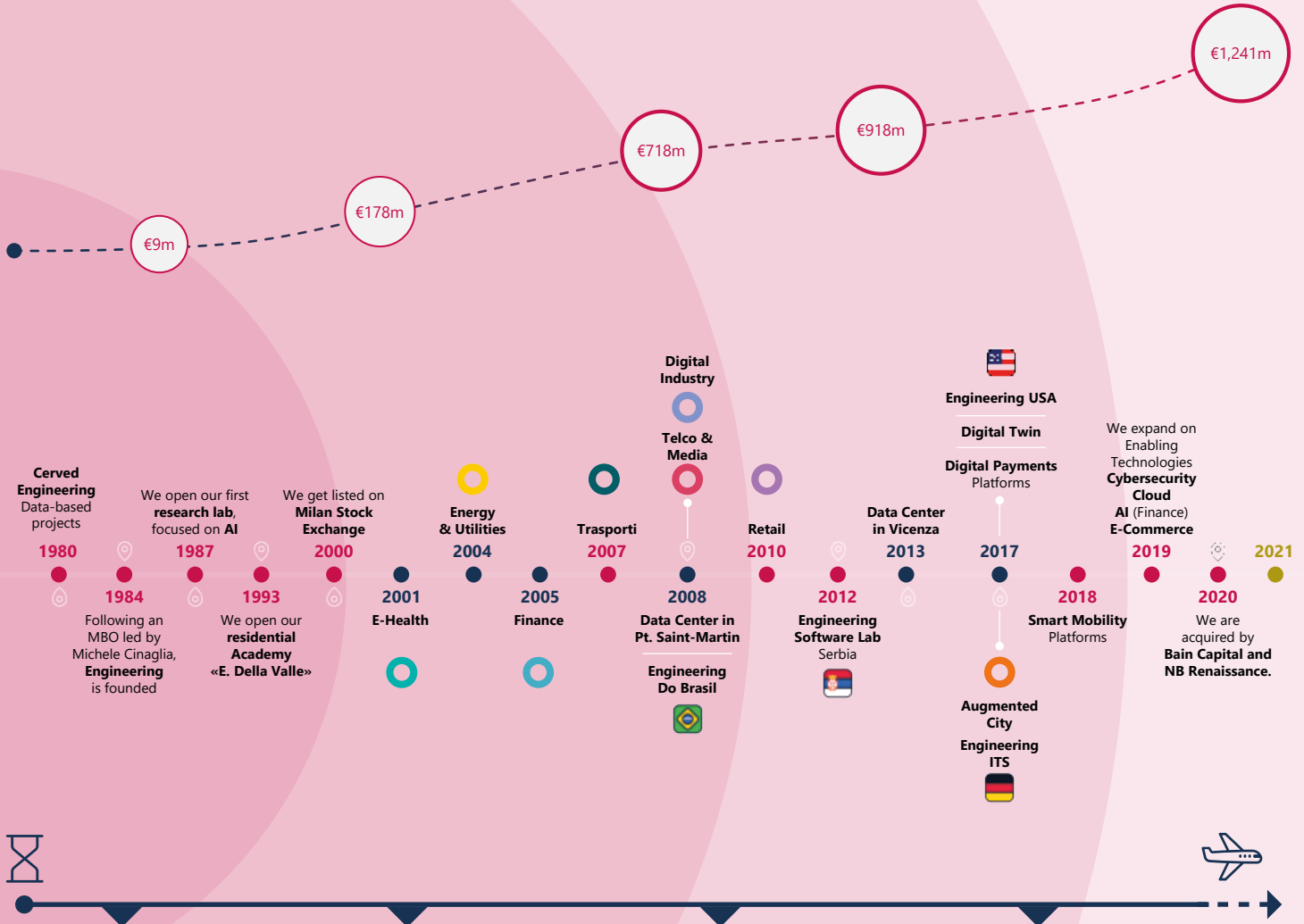
**In the social sphere:** policies targeting our employees (such as continuous training, work-life balance and welfare), projects for digital education, social inclusion, combating cyberbullying, and support for cultural and humanitarian initiatives, are pursued as part of the Group's objective of supporting communities and creating shared value for the community.

**Governance:** zero tolerance of corruption, strict application of the code of ethics, formalisation of commitments in line with the 2030 Agenda and the UN Global Compact, as well as the transmission of principles across the entire supply chain, demonstrate and guide 'sustainable awareness' of the ethical and value-related interconnections in the conduct of business.

Awareness, a widespread culture, and concrete commitments are our sustainability assets, consistent with Engineering's more general objective of contributing to the creation of a global sustainability model, in which economic, social and environmental performance converge.

**40 YEARS AGO,  
WE STARTED TO  
IMAGINE A NEW FUTURE  
BY WORKING  
WITH DATA**

# OUR STORY



## 1980/2000

We work on data, transforming our projects into reusable solutions. We invest in Research and create an Academy to grow our people's skills

## 2000/2008

We combine business knowledge with our technological and process competences. A number of acquisitions bring us into several market verticals

## 2008/2018

We launch and consolidate our internationalization strategy, creating new sites in Brazil, Serbia, USA and Germany.

## 2018/2021

We expand and refine our technology offering, while entering new markets thanks to our digital platforms

● Organic growth initiatives ● External growth initiatives 📍 Key Event

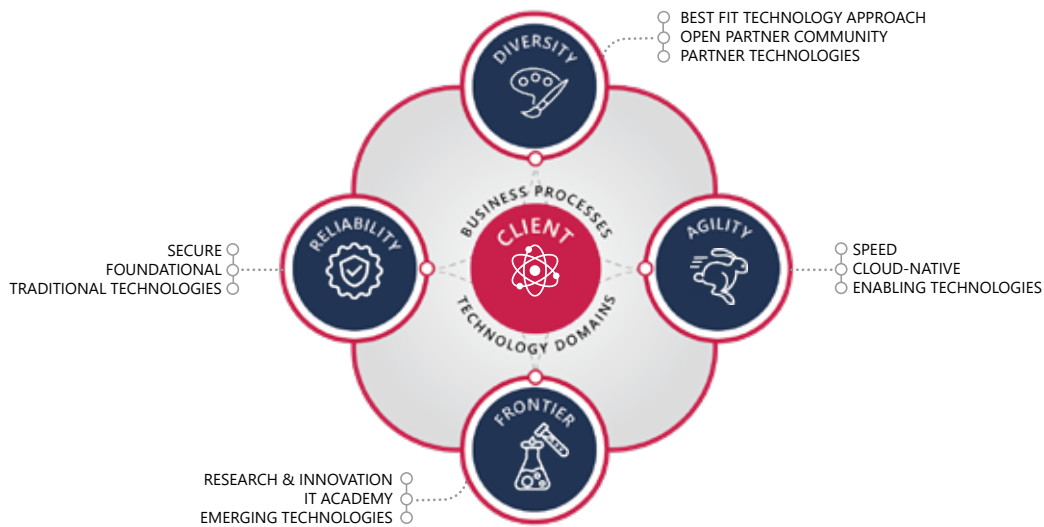


# 3 OUR VALUE PROPOSITION





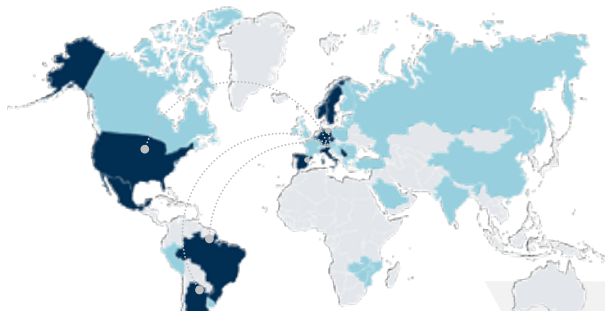
We work with businesses and organizations across all verticals. Our deep knowledge of the market is coupled with a constantly evolving technological know how, supported by state of the art labs and excellence centers. **We leverage our own business and technical knowledge to build the best solutions possible but we also invest to be able to implement and integrate best of breed market solutions.** All major technology players are also our partners and we work with them to bring the best possible solutions to the market. We offer a diversified portfolio built around proprietary solutions (including many vertical specific solutions), the best in breed market solutions as well as Managed Services.



## **Agility & Reliability**

We have a relentless focus on **research and innovation**, also continuously investing in training through our internal academy. Through our systematic approach to M&A, focused on acquiring skills and solutions to expand our portfolio, we are constantly upgrading our offering. To link the research labs to our market business unit, so that market needs can reach the labs and the opportunities offered by emerging technologies can reach the markets we set up **an informal “Innovation Network” which has over 250 members**, spread across all areas and levels of our group. This results in cross pollination across verticals and technologies, as we witnessed last year from Cities to Manufacturing plants and medical centres. Our value proposition is based on the balanced approach in weaving together the solidity and reliability of traditional technologies, the agility of today’s cutting edge digital enabling technologies, both proprietary as well as those built by other organizations, with a constant eye on emerging technologies to be ready to adopt them as they reach maturity. All of this to support and evolve our partners Business Processes and Technology Domains.

**At a Glance**



**A GLOBAL COMPANY**

**11.600+** Associates  
**40+** Offices around the world  
**Global HQ**  
 Rome, Italy  
**Worldwide**  
 Delivery  
**Based in**  
 EUROPE, NORTH AMERICA,  
 LATIN AMERICA

**RESEARCH & INNOVATION**

**6** Development labs  
**100+** Live Research Projects  
**300+** Innovation Network members  
**40 Mil €** Investments  
**450+** Data Scientists & Researchers

**TRAINING**

**IT & Management School «Enrico Della Valle»**  
 Our own Academy  
**15k** Training days

**ASSETS**

**20+**

Companies within the Group

**10+**

Cross-BU Competence Centers

**30+**

Proprietary solutions for all market sectors

**16k+**

Projects in 2020

**4** Data Centers

**20 petabyte**

Data Handled

**22.000**

Servers managed

**250.000**

Workplaces managed

**Tier IV**

**WHAT WE DO**

**€ 1,241 Bn** FY20

**40+ YEARS** OF GROWTH

**The World We Live In**

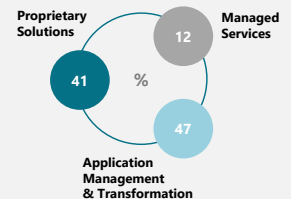
- Smart Energy & Utilities
- Digital Media & Communication
- Augmented City
- Smart Transportation

**The World We Work In**

- Digital Finance
- Digital Industry
- Digital Retail & Fashion
- Smart Agriculture

**The World That Looks After Us**

- Smart Government
- E-Health
- Digital Defense, Aerospace & Homeland Security



Our main focus has always been that of supporting core and fundamental business processes, through the use of the best technologies available at the time.

**For over 40 years we have focused on those activities that are at the heart of our partners activities.** For example: Risk and Compliance in Banking, Billing and CRM in Energy & Utilities, Tax Collection and Mobility, for Local Government, Data Management and ERP in Healthcare. On these core areas we have developed business knowledge hand in hand with technology knowledge. This has led us in some cases to develop proprietary solutions that have become market leaders (or top 3) in other cases to implement best of breed market solutions. Our goal is a “best technology fit” for our clients. This has sustained our organization and its constant growth through 4 decades and various global crises. **But Innovation and evolution are always linked to openness.**



## Innovation & Diversity

We have a global innovation ecosystem network of partners that cover all aspects: from Research companies to Universities, from technology partners, to vertical businesses. We are very active on all fronts. **At a European level we are among the most active companies when it comes to research projects.** We are currently involved in AI, Cybersecurity, Cloud projects that are debating the very nature and core of how these technologies can best be deployed in Europe. **Our delivery centres build, manage and transform solutions, our consulting help rethink and redesign processes and solutions.** Our dedicated excellence centers make sure our solutions are more usable and accessible. Our whole organization has always been focused on the management and continuous transformation of core strategic processes, on enabling our partners to leverage the power of digital to create new business models, a new world, where business and technology meet engineering innovation.

Over the years we have successfully consolidated various acquisitions which resulted in **reaching or consolidating leadership positions in various vertical industries**, doing business with all major players in the market and ensuring recurring revenue well distributed across all sectors.

All of this can be augmented and strengthened by our M&A strategy, a systematic approach that aims to expand both skills and capabilities as well as expanding our solutions portfolio.



WHERE BUSINESS  
MEETS TECHNOLOGY

# 4 OUR VISION OF THE FUTURE

FUTURE





IT's value proposition used to be about efficiency. Improving margins by doing things faster and cheaper. But these days, through Digital Transformation, IT is impacting directly on business models thus also on its revenues. Increasingly IT has become "Mission Critical", a core business issue. Digital is as linked to functionality as it is to usability. This is now a key factor in terms of brand evaluation. While technology alone cannot be the answer, no solution to our current issues can do without technology.

**Our reactions in 2020 proved to us that we all have a much higher ability to change fast than we suspected.**

They also showed how new core values may change the way businesses are run. In 2021 overall trends will continue to speed up and the very fabric of society will change.

Our goal is so much bigger than simply selling and building solutions. We strive to be a core enabler and partner to innovation and change. To explore and upskill, to accelerate, to include partners, to leverage existing technologies to manage the pace of transformation, to share experiences from across all fields. It is time for our collective efforts to build a better world. **From Mobility to Digital Citizenship it is time to rethink and reshape how we interact.**





To understand how sustainability, social responsibility, green energy, gender and race equality can benefit from this global overhaul. This pandemic forced us to change our relationships with spaces, where we live and work. Cities, offices, infrastructures, utilities all coming together as one. **In 2021 our experience in all these fields enable us to understand and view how and where they can and will interact.** What parts are missing, what parts can still be viable today.

Technologies are continuously evolving, generating data and highlighting skill shortages. We need to harness this perfect storm, leveraging our experience in innovation and research projects where we have learnt how to explore frontier technologies ahead of the curve and make them available to mainstream needs when time is mature. **Where our Horizontal technology capabilities, crossed with all our Vertical business experiences can prove crucial as new business services shape digital ecosystems.**

We cannot and never will go back. In fact the effort will be to be continuously looking ahead, continuously evolve.

At Engineering we have been focused, since 1980, on improving, enhancing, augmenting the core processes of all businesses across all verticals and our mission has not changed, we will continue to engineer innovation, where business meets technology, transforming the world we work in, the world we live in and the world that looks after us.







# ENGINEERING

For more than 40 years Engineering has been one of the main actors in the digital transformation of both public and private companies and organisations, with an innovative range of services for the main market segments.

With approximately 11,600 professionals in 40+ locations (in Italy, Belgium, Germany, Mexico, Norway, Serbia, Spain, Switzerland, Sweden, Argentina, Brazil, and the USA), the Engineering Group designs, develops, and manages innovative solutions for the areas of business where digitalisation generates major change, such as Digital Finance, Smart Government & E-Health, Augmented Cities, Digital Industry, Smart Energy & Utilities, and Digital Media & Communication. In the course of 2020, Engineering has supported its partners in the continuation and protection of their businesses and key processes, assisting in the design of their 'New Normal' and the mapping of new digital ecosystems. With its activities and projects, the Group is helping to modernise the world in which we live and work, combining specialist skills in the final frontier of technologies, technological infrastructures organised in a unique hybrid multi-cloud model, and the ability to interpret new business models. With important investments in R&D, Engineering plays a leading role in research, coordinating national and international projects with a team of 450 researchers and data scientists and a network of scientific and academic partners throughout Europe. One of the Group's strategic assets is the expertise of its employees, whose development is promoted by a dedicated multi-disciplinary training school that provided more than 15,000 training days over the last year.

[www.eng.it/en](http://www.eng.it/en)

## IL MONDO IN CUI VIVIAMO

- AUGMENTED CITY
- SMART ENERGY & UTILITIES
- SMART TRANSPORTATION
- DIGITAL MEDIA & COMMUNICATION

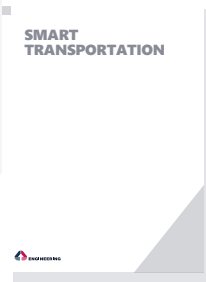
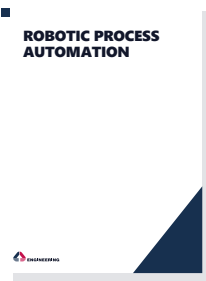
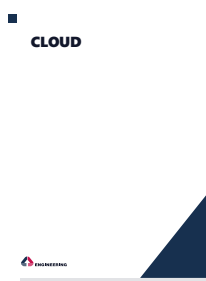
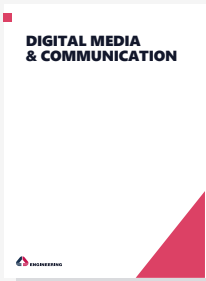
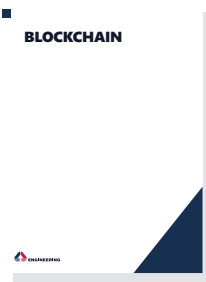
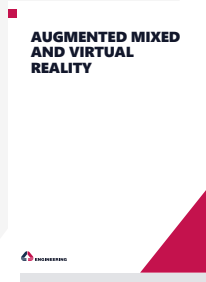
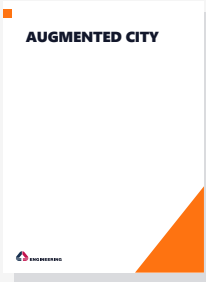
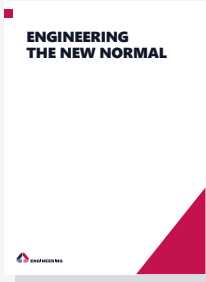
## IL MONDO IN CUI LAVORIAMO

- DIGITAL INDUSTRY
- DIGITAL FINANCE
- DIGITAL RETAIL & FASHION
- SMART AGRICULTURE

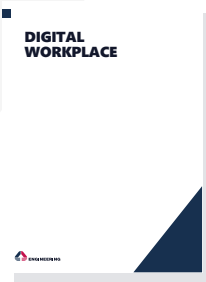
## IL MONDO CHE SI PRENDE CURA DI NOI

- SMART GOVERNMENT
- E-HEALTH
- DIGITAL DEFENSE, AEROSPACE & HOMELAND SECURITY

# Our point of view on



Coming Soon



**WHERE BUSINESS  
MEETS TECHNOLOGY**

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