



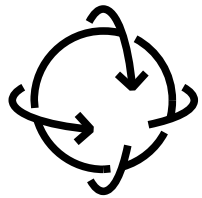
Siili Solutions Plc

Results release 2024:

Successful launch of the new data and AI focused strategy, profitability affected by declined revenue

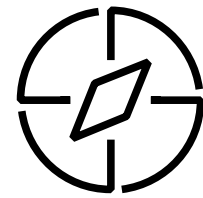


Our key messages today



20 years of **Growth**

Strong track record of international expansion and resilient client relationships



Focused **Strategy** Execution

Leveraging core strengths to drive transformation and capture growth opportunities



Profitability and Value Creation

Clear initiatives to enhance operational efficiency and deliver shareholder value

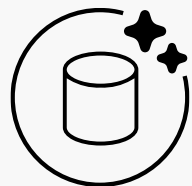
Siili is impact-driven and AI-powered partner for creating competitive advantage



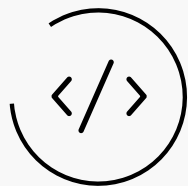
Exploration
Digital opportunities



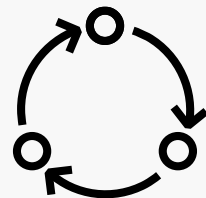
Design, strategy & innovation
How to make it real



Data & AI
Make it real



Engineering
Make it real



Test automation
Make it real



Maintenance
Keep it real

Our key markets

Finland
US
UK
Germany

Key client sectors

Services	Finance
Industry	Automotive
Public	

Specialized SIIL company



Innovation partner

SIILI AUTO

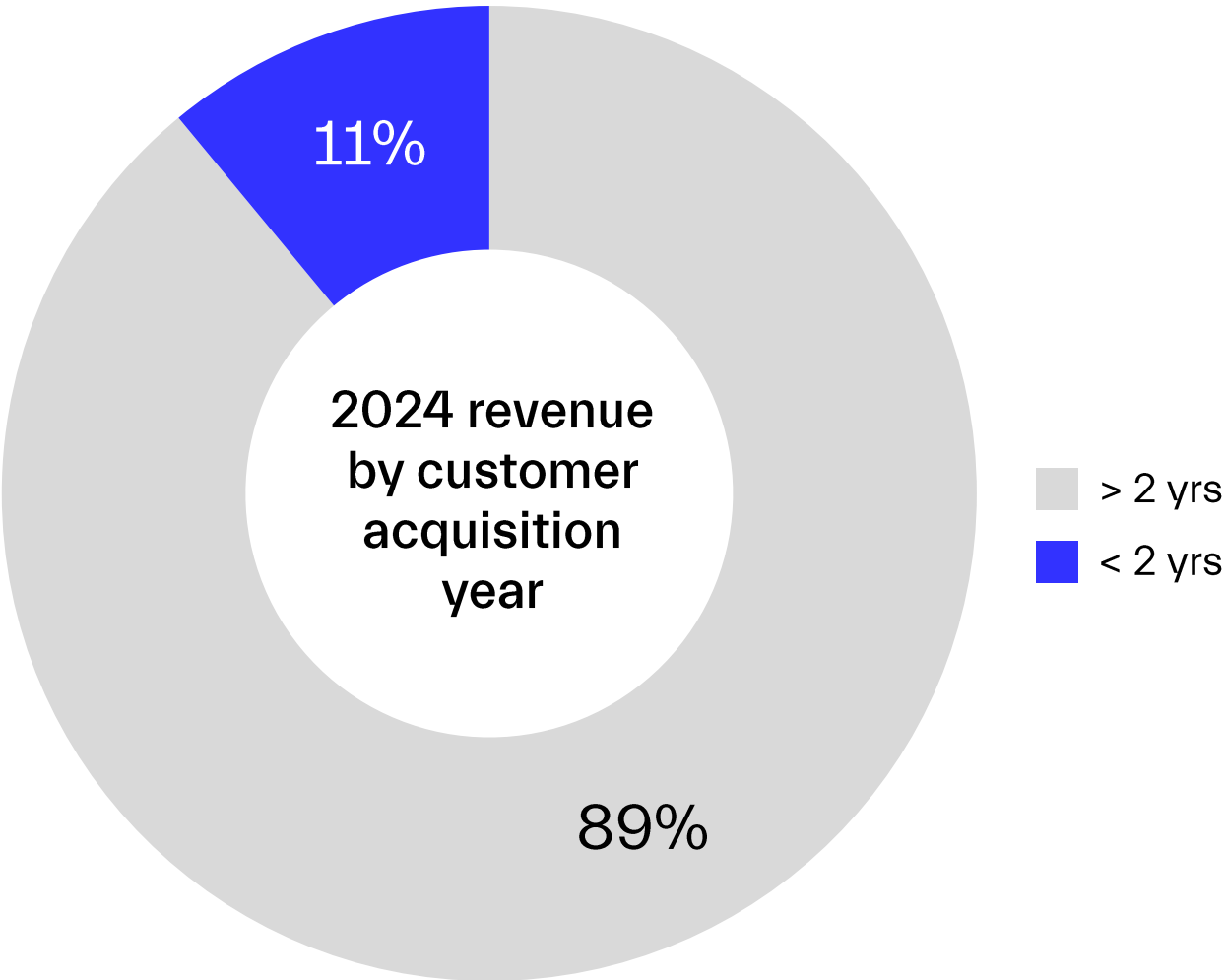
Car HMI

VALA

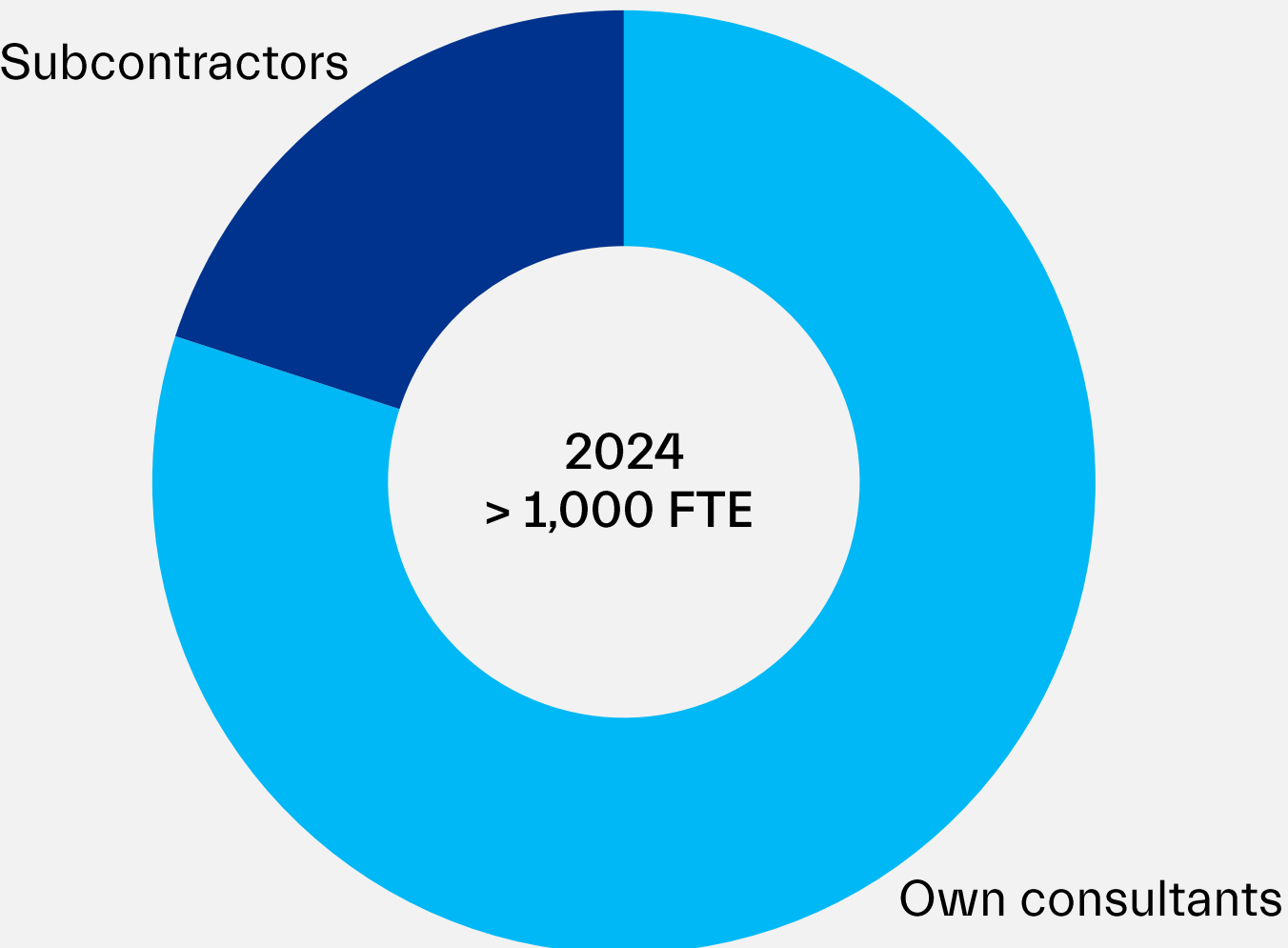
Quality Assurance



**Strong client base & proactive competence development
are key to success in growth**



3 / 4 of revenue from customers over 5 years with Siili



Wide range of competence in Tech, Data & AI, Design, Q&A – matching client needs



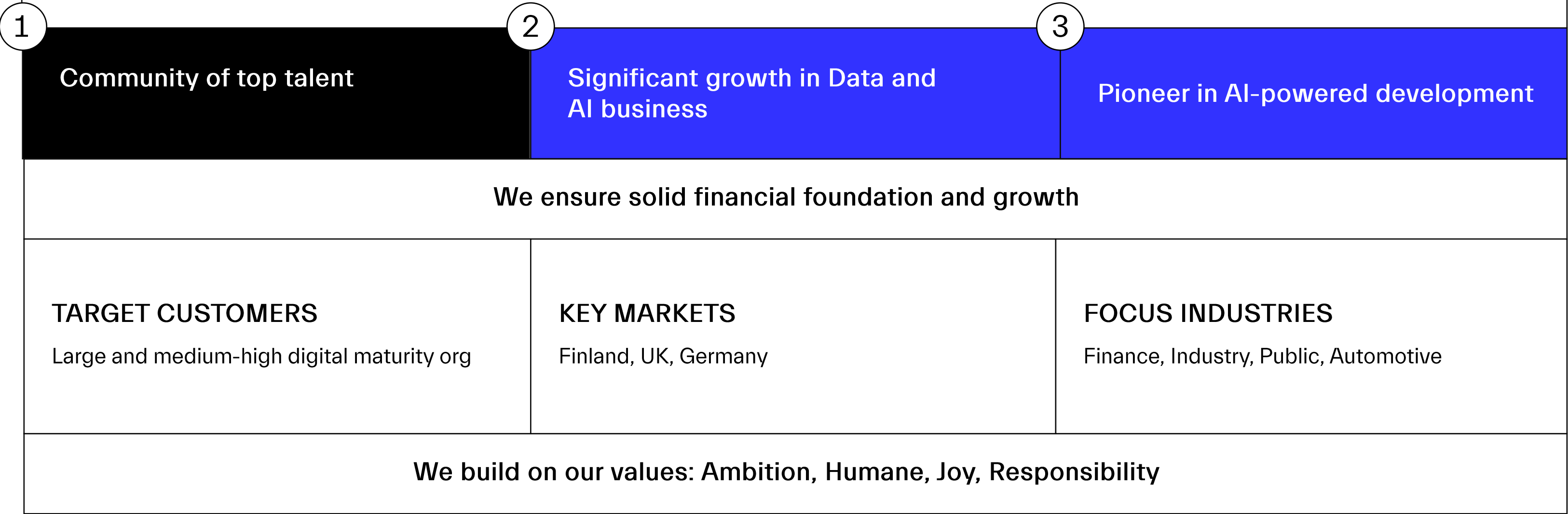
MAKE
AI
REAL



**Siili is aiming to become AI
transformation leader by making AI
practical and impactful reality**



MAKE AI REAL



We make Business opportunities Real with AI

Real customer
case examples

How to make the procurement process user friendly?

A Gen AI Powered way to suggest procurement objects from a catalog, based on users' functional needs

How to make coaching more engaging and personalized?

AI Powered personalized coaching service bring motivation and guidance to daily practices

What is the future of our organization in the Age of AI?

Re-imagining the value proposition of the company for the age of AI

How to make R&D work more efficient?

A Gen AI solution for quickly accessing R&D background materials and insights

How to improve employee experience with AI?

A Gen AI Powered service to quickly find answers to any employment related question.

How to automate processing of unstructured documents?

An innovative solution for making sense of human-created unstructured documents and improving automation

How to improve the efficiency of Digital Development?

Transforming the Digital Development function with AI Powered tools and processes.

How to improve employee wellbeing?

A service for bringing timely insights about the well-being of employees.

How to create engaging corporate communications?

An AI tool for validating and improving corporate communications based on real insights into employee preferences



2024 highlights



2024 in brief

/

A significant new customer in the German automotive industry

//

Siili chosen to develop the HUS's eHealth services

///

New strategy placing data and AI at its core

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Strengthening Siili's data and AI competence

/////

Agreement to purchase a majority stake of Integrations Group

//////

10th place in the Young Professional Attraction Index survey by Academic Work



2024 key figures

/

Revenue

112 M€ (2024)

-9 % vs 2023

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Adj. EBITA

5.4 M€ (2024)

Adj. EBITA % 4.8
(7.1% in 2023)

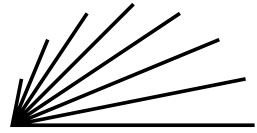
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**Share of international
revenue**

29% (2024)

(27% in 2023)





We are determined to focus on growth pockets & continue efficiency actions

Negative growth mainly due slow market cycle



Efficiency improvements enable profitable growth



Focus to growth pockets like Data & AI and UK

Further actions announced today

- Change negotiation process initiated in parts of Siili Finland and Siili Auto's Finnish organization
- Aligning Siili's operations with the new strategy and market demand
- Targeted annual cost savings of EUR 2.7 million

**Digital transformation fuels long-term growth;
market cycles are temporary hurdles**

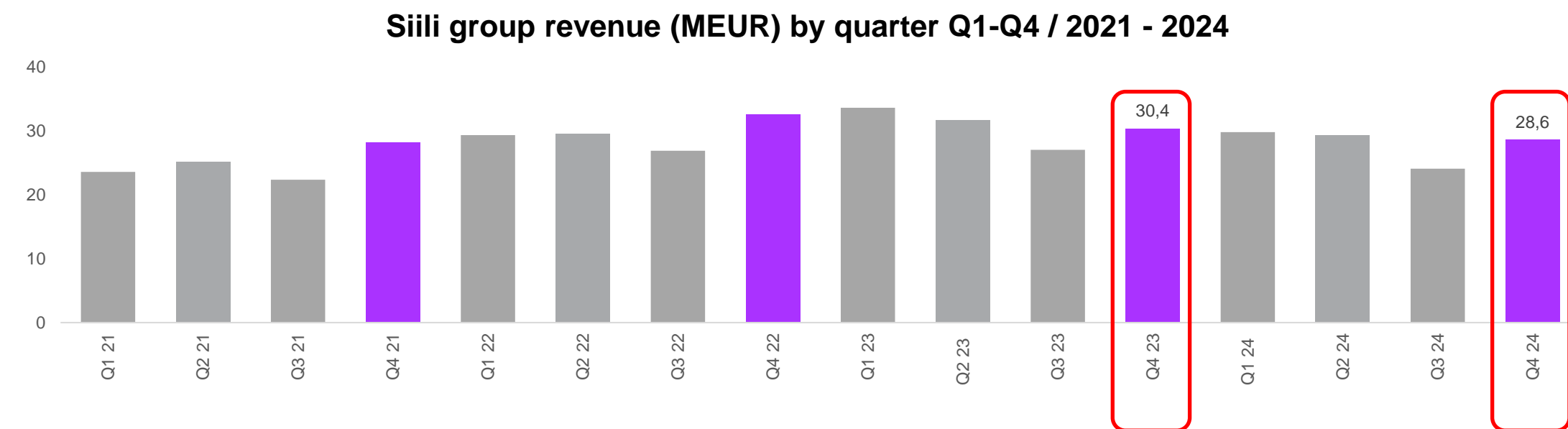
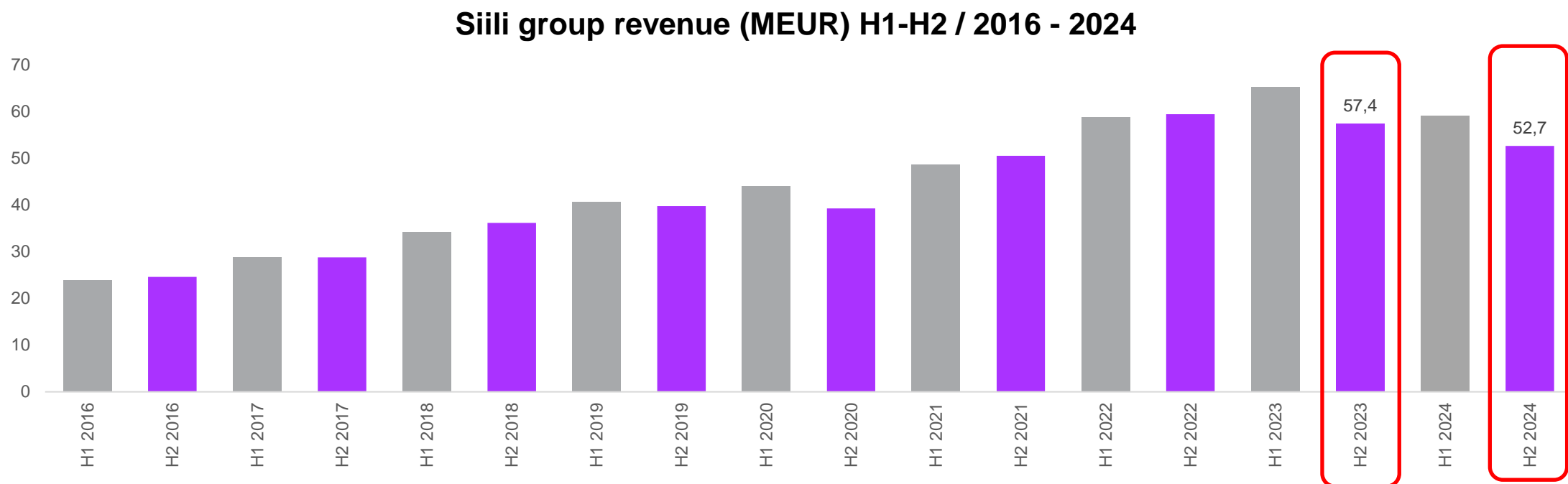
Make profitability real



Q4 2024 Financials



Topline affected by challenging market conditions



Revenue growth H2

-8.2% **-8.2%**
Total Organic

- Revenue 52.7 MEUR
- Revenue decrease continued on H2

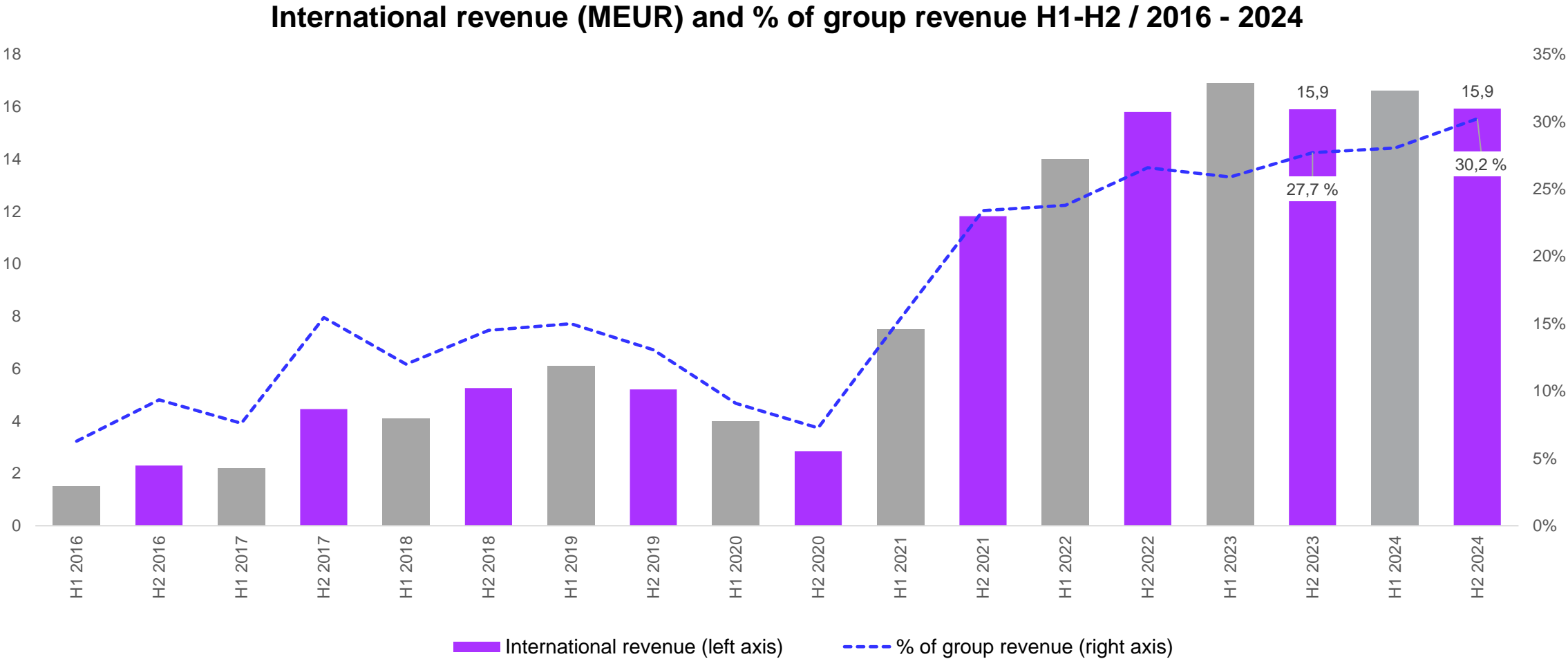
Revenue growth Q4

-5.9% **-5.9%**
Total Organic

- Revenue 28.6 MEUR
- Improvement after Q3
- Some positive signals towards end of Q4 in the international business



International revenue share continues to grow in H2



International revenue H2

0%

Growth

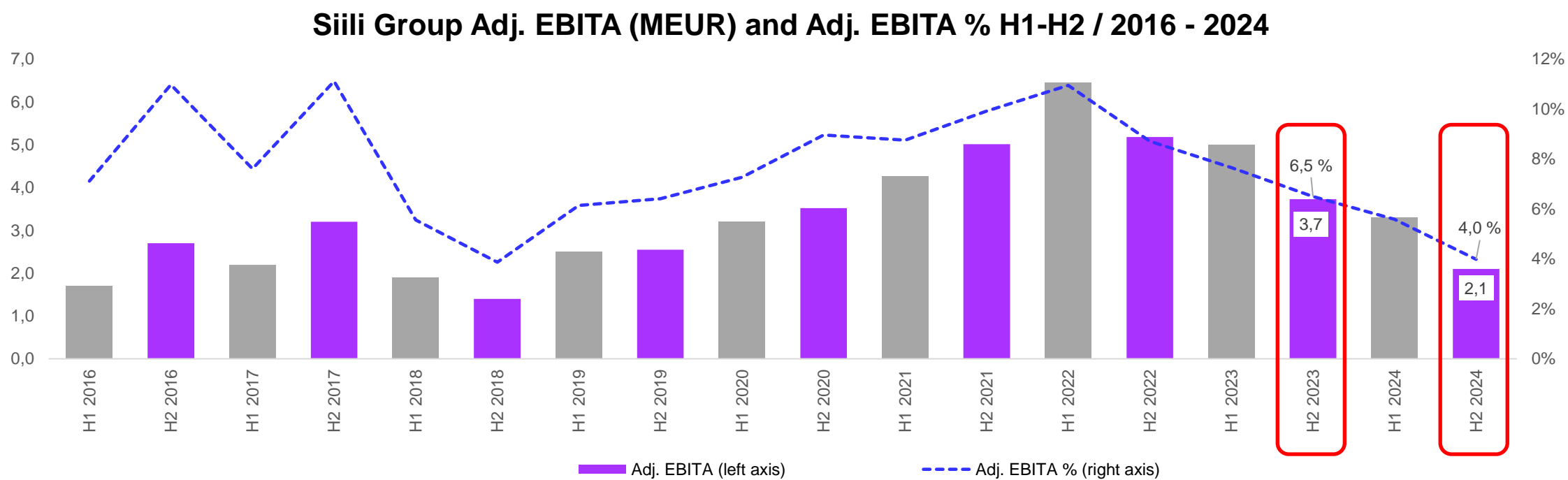
30.2%

Share of group

- Revenue H2 15.9 MEUR
- Revenue 2024 total 32.5 MEUR
- International revenue share ca. 29%
- Revenue share on all time high level



Improving profitability towards end of Q4



Adj. EBITA H2

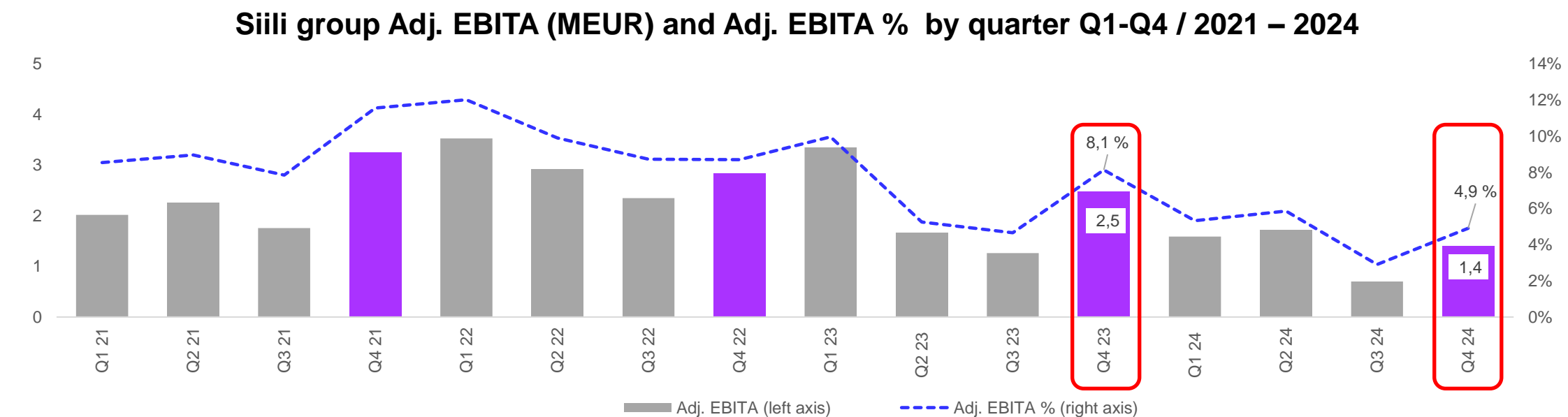
4.0%

Ebita margin

-2.5 pp

Margin change

- Adjusted EBITA 2.1 MEUR
- Adjusted EBITA margin 4.0%
- Lower profitability across the group



Adj. EBITA Q4

4.9%

Adj. Ebita margin

-3.2 pp

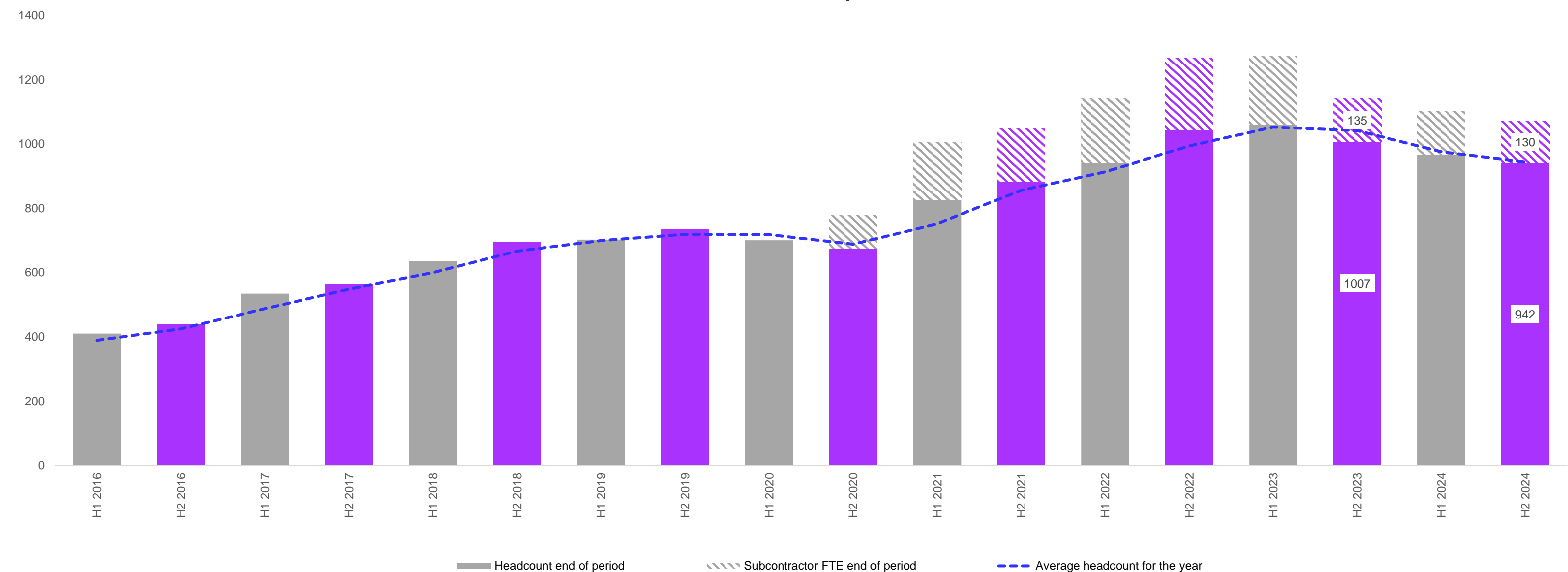
Margin change

- Adjusted EBITA 1.4 EUR
- Adjusted EBITA margin 4.9%
- Profitability improvement after Q3



Capacity below last year

Personnel and subcontractor development H1-H2 / 2016 - 2024



Dividend proposal in line with the policy – strong balance sheet retained

Siili Group key figures

2024

2023

Cash and cash equivalents

20.3

29

Net debt / EBITDA, X*

-0.13x

0.30x

Equity Ratio %

49.7%

42.6%

ROI %

7.2%

10.7%

Gearing %*

-2.5%

8.7%

EPS, EUR

0.43

0.61

Board dividend proposal

0.18 EUR / share (0.26)

**) including contingent consideration related to acquisitions and IFRS16 liabilities*



Going forward



Siili’s two priorities in 2025: **Scale up AI** and **Improve profitability**

	PRIORITY	OBJECTIVES
1/ SCALE UP AI	Grow Data & AI business significantly	Capturing share of data & AI market growth
	Pioneer in AI-Powered development for innovation	Position Siili as an AI thought leader in our field of expertise Boost productivity Establish new pricing models
	Community of top talent	Develop AI-powered workforce Attract & retain top AI talent
2/ IMPROVE PROFITABILITY	Profitability improvement	EBITA improvement

We have concrete KPIs for each stream and we follow our progress regularly

Guidance for 2025



Guidance for 2025

The financial guidance of revenue for 2025 is estimated to be EUR 108-130 million and adjusted EBITA EUR 4.7-7.7 million.

External guidance assumptions

- Macro demand environment remains unchanged compared to 2024
- AI revolution will continue



Long-term financial targets for the period 2025–2028

Growth

Revenue growth 20% annually, organic growth 10%

Profitability

EBITA margin of 12%
sustainable profitability improvement

Leverage

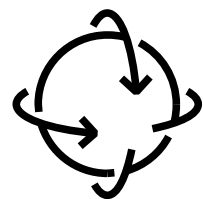
Net debt / EBITDA <2
maintain a healthy balance sheet

Dividend

30–70% of net profit annually

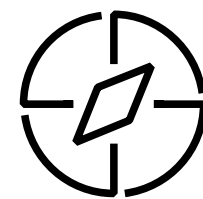


Summary



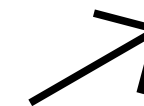
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Strong track record of international expansion and resilient client relationships



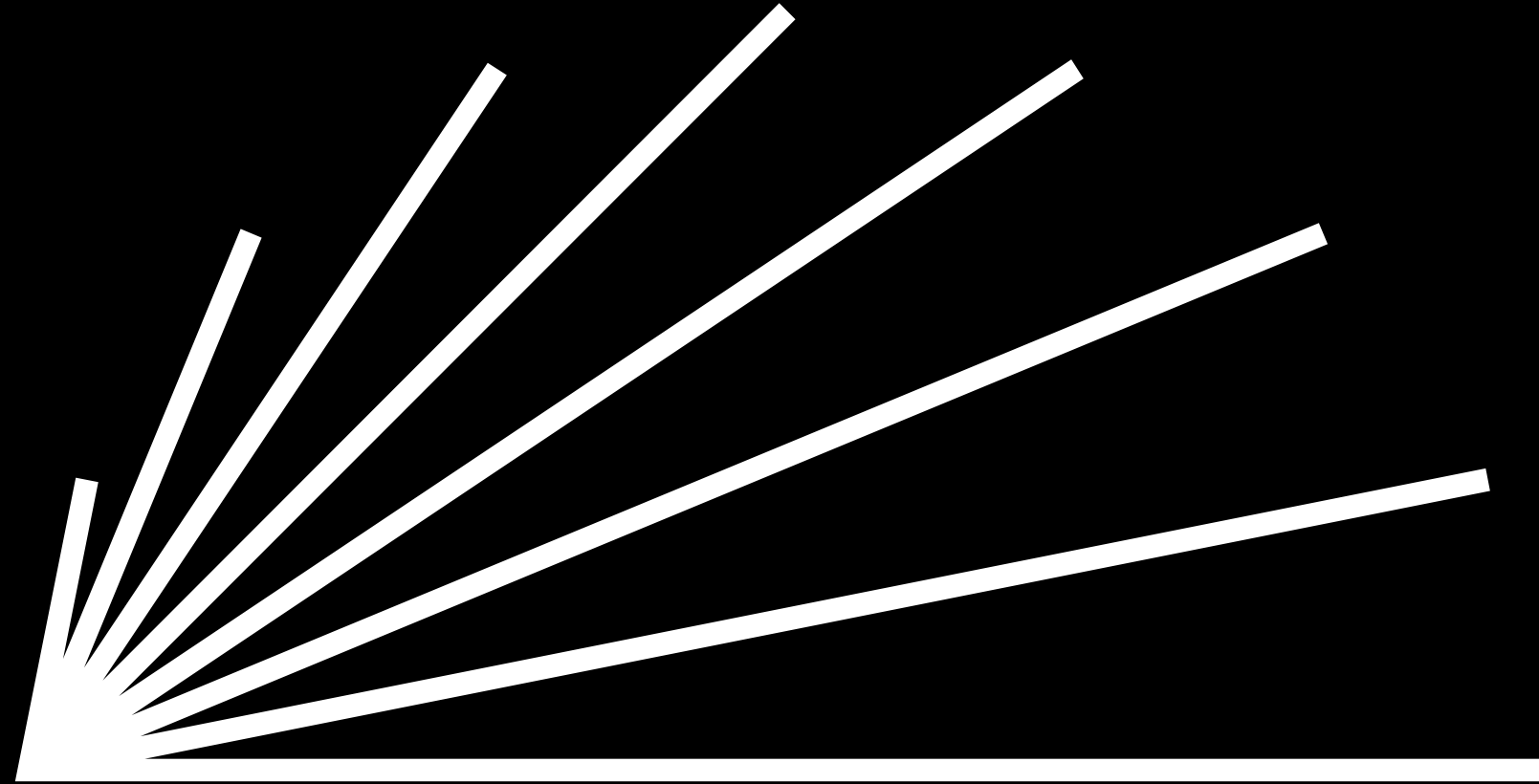
Focused **Strategy** Execution

Leveraging core strengths to drive transformation and capture growth opportunities



Profitability and Value Creation

Clear initiatives to enhance operational efficiency and deliver shareholder value



SIILI®