

CAPITAL MARKETS DAY

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Gofore's Growth Strategy 2025



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GOFORE

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Speakers today



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Final thoughts

Growth strategy

OUR FOCUS

1.

Digital Society

Building on gained expertise and current customer base, we seek growth especially in the DACH public sector. Health and Social Services, large companies, and Security.

2.

Intelligent Industry

We seek growth in industrial companies as a whole, as well as Automotive companies in the DACH region with focus on digital R&D and services.

3.

Geographical focus in Finland & DACH

With success, we can expand into new markets.



M&A

OUR UNIQUE VALUE

1.

Goforeans

Building on the mentality praised by our customers and the way of achieving things together supported by the company culture.

2.

Strategic customers

Delivering consistent value through developing long-term strategic partnerships that are based on solid customer perception, trust and good relationships.

3.

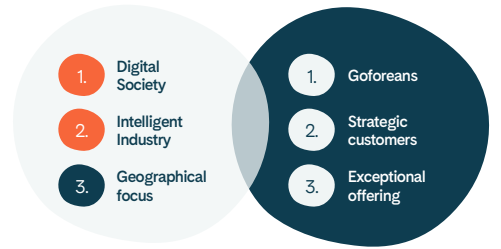
Exceptional offering

Further developing and sharpening the portfolio of services for the chosen customer industries, and rethinking consulting.



Growth from Digital Society and Intelligent Industry

Our continued focus is on Digital Society and Intelligent Industry, and we also seek new growth by broadening the focus to customer group where we can use our proven strengths.



Digital Society

consists of both public and private sector service providers and people and businesses using well-functioning, high-quality services built around, the life-events and respective needs of people and companies alike.

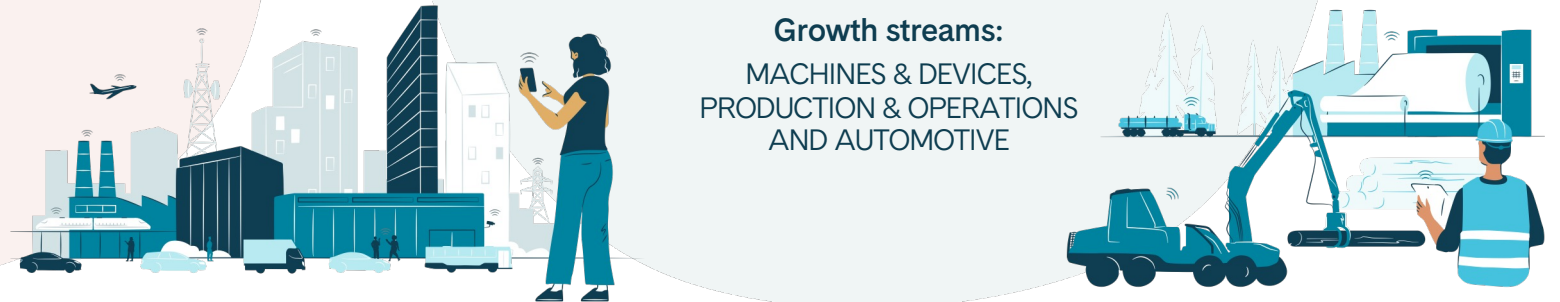
Growth streams:
DIGITAL GOVERNMENT,
WELLBEING,
RETAIL & SERVICES,
AND SECURITY

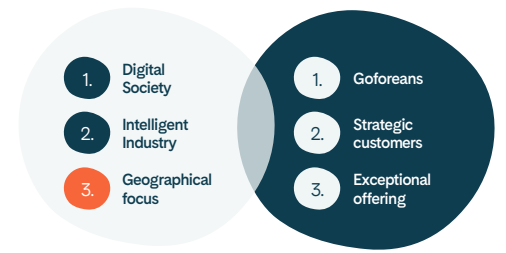


Intelligent Industry

is about merging the physical and digital in a world where industrial production and products are getting increasingly complex, with related services expanding and becoming vital for competitiveness.

Growth streams:
MACHINES & DEVICES,
PRODUCTION & OPERATIONS
AND AUTOMOTIVE





Continued expansion in the DACH region

Focused geographical strategy in Finland and DACH.

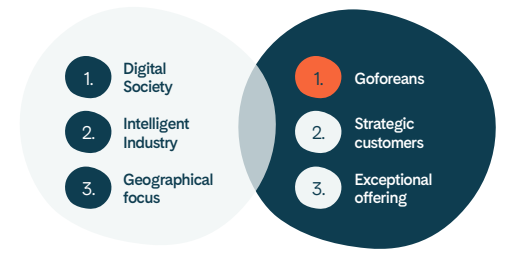
	Business & customers	Offering & delivery	M&A
Home market Finland	To secure growth, continue in current strong strategic industries and open new growth areas, e.g.. Security.	Full offering, development of offering and new consulting elements.	Active funnel supporting growth: offering development and new growth industries.
DACH	<p>Strengthening Intelligent Industry customer base. New growth from Automotive.</p> <p>Steady building of Digital Society to become a tier 1 supplier.</p>	<p>Further development of the offering and delivery capability required by Intelligent Industry.</p> <p>Building foundation of Digital Society offering & capability.</p>	Active funnel supporting growth, customer portfolio, and broader offering.
Other	Further expansion of best cost location delivery capabilities inside the EU. Continue to serve customers on a remote delivery basis.		



Aiming to be the best workplace for Goforeans

Benefits can be seen in the customer value Goforeans create and leadership in the talent market.

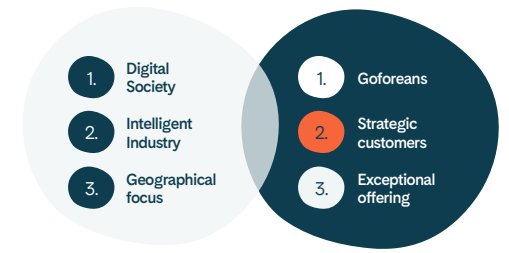
- Building on the mentality praised by our customers and the way of achieving things together supported by the company culture.
- The leading position in the talent market is a huge advantage for future growth.
- Continue to invest into our culture, pioneering the modern working life and supporting the community.
- Strong employee ownership to be preserved.



Continue to build strategic relationships with customers

Delivering consistent value through developing long-term strategic partnerships that are based on solid customer perception, trust and good relationships.

- Transformation into a customer-oriented organisation model strengthens customer insight and customer relationship building.
- More integrated delivery of services ensures customer value.
- Leverage width of expertise by cross-border delivery and knowledge sharing.
- Explore further options for price competitive service delivery inside Europe.
- Towards value-driven partnerships and leading large-scale customer initiatives.



Invest into further developing of exceptional offering

Create exceptional value for chosen customer industries with a comprehensive portfolio of services.

- Further integration of services in portfolio for a comprehensive digital transformation offering.
- Towards reusable concepts and products supporting the consulting offering.
- Harnessing platforms and third-party products with partner models.
- Increase share of new engagement models to reflect the evolving role of
 - Complementing, not replace, current time & material model
 - Offering flexibility for different customer relationships

1. Digital Society
2. Intelligent Industry
3. Geographical focus



FUTURE CASE: Efficient change management

Need: Large organisation wants to streamline its change management processes

Partners: Collaboration with a partner of leading change management software

Tech: Integration of GenAI-driven data analysis for real-time insight

Products: Utilisation of Celkee (Gofore IP) for measuring the change

Outcome: A tailored change management concept accelerates and improves the change

Engagement model: Fixed monthly fee plus t&m development projects

FUTURE CASE: Intelligent machine with new sensors

Need: a machinery manufacturer needs a digital twin for testing a machine with new sensors

Partners: partnering with IoT device vendor for sensor technology

Tech: Deploy of Creanex simulators (Gofore IP) to simulate machine & sensors

Products: Combination creates end-to-end solutions

Outcome: A ready-to-use concept tailored to the customer's needs ensures faster R&D cycles and improves sustainability

Engagement model: As a service monthly fee + fix-priced statement of work packages

AI plays a strategic role in digital transformations and drives demand

AI is a major digital transformation that requires organizational courage and a visionary leadership to enable organizations to be re-born into the era of AI.



1.

Fact: A new demand from the operational environment

In the age of artificial intelligence, organizations have an urgent need to re-evaluate their processes and operations to discover, where artificial intelligence could have the biggest potential in delivering competitive advantages.

2.

Organizations have roughly two optional roles

- 1) Pioneering role:**
Big investments on the technology side and a chance for a bigger industry impact.
- 2) Cultural molding role:**
Organization focuses on learning new skills and workflows to implement AI.

3.

Focus on identifying the scope and potential of AI

As a digital transformation business partner, we help our customers to explore and identify where to biggest business benefits of AI are and help steer the impact of change in a people-driven way.

Gofore's approach to information security

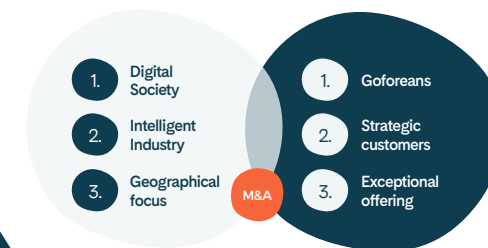
Compliance with regulations, quality system, active participation in collaboration networks, and continuous improvement of the quality of customer deliveries are at the core.

- Gofore's ISMS is ISO 27001 certified, which indicates that we are committed to information security and adhere to best practices.
- We are proactively working towards NIS2 compliance.
- We actively operate within the Finnish Information Security Cluster (FISC) to protect Finnish society.
- Planning, implementation, and continuous development of information security matters are always carried out in close cooperation with the customer, based on industry best practices and the customer's specific requirements.



Mergers & acquisitions strategy

Add-on M&A furthers industry approach and supports growth streams.



SCOPE

Geography

Finland and DACH - With success there, we can start exploring new markets later.

Scaling delivery

We need big targets to cater to strategic customer demands; larger teams and faster access to onshore and nearshore talent.

Sharp spearheads

Targets should provide valuable components for tailored needs, introduce new knowledge or technology, and add to services, products, even IPRs.

Specials

Targets may also support our special capability development in new technology fields like data and AI and other needed specialties.

PHILOSOPHY

Integration

Customer value a key priority alongside economic efficiency.

Building the team

Culture fit and shared values are our top priority.

Retention success

We are confident in our ability to continue holding onto acquired employees.

Flexible payments

Payment options include shares, offering flexibility and alignment with long-term goals.

Incentives

Share savings program allows acquired employees to become owners, adding commitment.

Our key messages today

Strong foundation, focus and track record to build on

- History of steady and profitable growth
- Clearly outperforming peers
- Proven ability to endure a tougher market situation
- Existing strengths are relevant for future growth, further developed during last two years

Updated financial targets reflecting on the ambition to grow

- Net sales growth to 500 MEUR by 2030
- Organically outperforming market growth, at least half of total growth organic
- EBITA margin 15%
- Min. 40% dividend policy

Growth strategy and exceptional ability to execute

- Sharper growth focus within Digital Society and Intelligent Industry
- Organic growth supported by bolt-on acquisitions
- New organisation and investments into exceptional offering