

digia

Annual review

2023

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# We create intelligent business

Digia is a software and service company that combines technological possibilities and human capabilities to build intelligent business and society – and a sustainable future.

Intelligent business is the next step in digital evolution, and we provide the keys to its development. We help organisations to identify new opportunities, harness data and create customer-focused services that generate sustainable value.

We keep our customers at the forefront of digital evolution with well-rounded expertise, a comprehensive offering and operating models that suit their needs.

There are more than 1,500 of us working at Digia. Although we operate globally with our international customers, we always provide local service.

8.7 %

EBITA operating profit

16.9 M€

Cash flow from operations

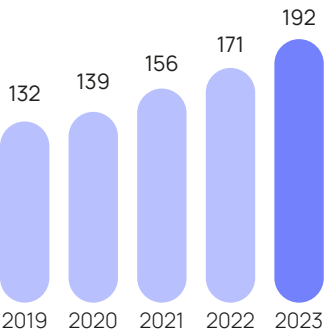
0.37 €

Earnings per share

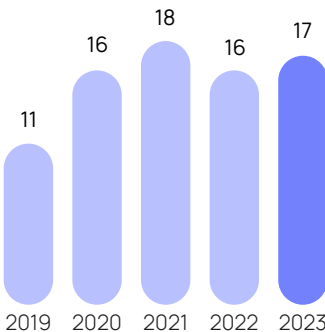
1,527

Personnel

Net sales  
EUR million



EBITA operating profit  
EUR million



Digia proceeded to EBITA guidance in the beginning of 2020.

# Digia in figures

## Key figures

EUR 1,000	2023	2022	Change, %
Net sales	192,087	170,754	12.5%
Operating profit (EBITA)	16,727	15,733	6.3%
– as a % of net sales	8.7%	9.2%	
Operating profit (EBIT)	13,835	12,727	8.7%
– as a % of net sales	7.2%	7.5%	
Result for the period	9,872	9,571	3.1%
– as a % of net sales	5.1%	5.6%	
Return on equity, %	13.5%	13.8%	
Return on investment, %	12.9%	12.9%	
Cash flow from operations	16,973	14,252	19.1%
Interest-bearing net liabilities	24,771	17,608	40.7%
Net gearing, %	32.8%	24.8%	
Equity ratio, %	46.7%	45.9%	
Number of personnel at period-end	1,527	1,426	7.1%
Average number of personnel	1,465	1,399	4.7%
Shareholders' equity	75,420	71,087	6.1%
Balance sheet total	168,157	160,116	5.0%
Earnings per share	0.37	0.36	2.9%







#### CEO's Review

## 2023 was Digia's eighth consecutive year of profitable growth

We continued to grow profitably, started a new three-year strategy period and strengthened our international foothold.

The core of our new strategy, Unlock your intelligence, is to combine customer understanding, smart technologies and our personnel's profound expertise to create innovative and reliable solutions. Our objectives for the 2023–2025 strategy period are to continue generating sustainable customer value and profitable growth. We are also seeking to internationalise our business.

Although the economic situation deteriorated towards the end of the year, Digia's business model, comprehensive offering and expertise proved their strength. In 2023, our net sales grew by 12.5 per cent to about EUR 192.1 million. Operating profit (EBITA) increased by 6.3 per cent. Our continuous service and maintenance business plays a significant role in Digia's business model, and it partly balances out the effects of any market fluctuations in our operations. Continuous services accounted for 56.2 per cent of our net sales.

Our discussions with customers in 2023 focused on cost-effectiveness, data utilisation and security. Utilising data both efficiently and securely with the aid of smart technologies is an increasingly essential success factor for all organisations. Digia's comprehensive offering met this customer need extremely well.

There was particularly strong demand for Digia's automation and artificial intelligence service – in 2023, the service's net sales grew by 116 per cent on the previous year. For example, the Unemployment Fund of Service Union United was the first unemployment fund in Finland to introduce automated decision-making into the processing of earnings-related unemployment allowance applications, which at best enables members to receive a decision by the next working day. The system has been automated using Digia's automation and AI platform.

Our responsible way of working is integral to our strategy. Our goal is to reduce our carbon footprint, and to be a good and attractive employer and a trusted partner to our customers. Digia's carbon footprint decreased by 37 per cent from the 2019 baseline. Both our customer and personnel satisfaction have also been at a good level over the past year. Compared to the previous year, Digia's Customer Net Promoter Score (NPS) improved by 23 per cent and its Employee Net Promoter Score (eNPS) by 25 per cent.

One of our goals for the strategy period is to grow our international business. In October, we strengthened our position in Sweden by acquiring the Swedish consulting and service company Top of Minds, which specialises in profound expertise in analytics, data and related integrations. This acquisition means that Digia already has more than 100 professionals in Sweden. Digia now has a total of almost 300 data, integration and analytics experts, making us one of the leading operators in the field.

We have eight consecutive years of profitable growth behind us, and will continue to pursue long-term profitable growth in line with our strategy. This journey will be based on customer confidence and our employees' expertise and energy. We will make sure that our customers are at the forefront of digital evolution, even during the era of artificial intelligence.

I would like to thank all of Digia's personnel, customers, shareholders and other partners for 2023!

**Timo Levoranta**  
CEO

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We will make sure that our customers are at the forefront of digital evolution, even during the era of artificial intelligence.

# Major events in 2023

## Digia's strategy 2023-2025 – Unlock your intelligence

We published our updated strategy, Unlock your intelligence, which is based on the delivery capabilities that are valued by customers and our organisation's ability to engage in continuous renewal. Our objectives for the strategy period are to continue generating sustainable customer value and profitable growth, and to internationalise our business.

[Read more →](#)



## Microsoft expertise recognised for the third consecutive year

Digia was selected as a member of Microsoft's global network of Business Applications Inner Circle partners for the third time in a row. Membership of this group is based on sales achievements that have placed Digia at the top of Microsoft's global partner network. Digia also received Microsoft's Power Platform Partner of the Year award in Finland.

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## Top of Minds joins Digia – a boost for data, analytics and integrations

The Swedish IT consulting and service company Top of Minds became part of Digia in October. Top of Minds provides its customers with high-quality services for data and analytics consulting, integrations, e-commerce and project management. One of Digia's objectives for the 2023-2025 strategy period is to raise the proportion of net sales accounted for by international business to 15 per cent.

[Read more →](#)

## Digia introduced its own company- specific collective agreement

This agreement was negotiated in collaboration with personnel representatives and employee unions, and entered into force in May. Digia's collective agreement strengthens workplace equality and added a new, partly profitability-based model to the pay settlement.

[Read more →](#)



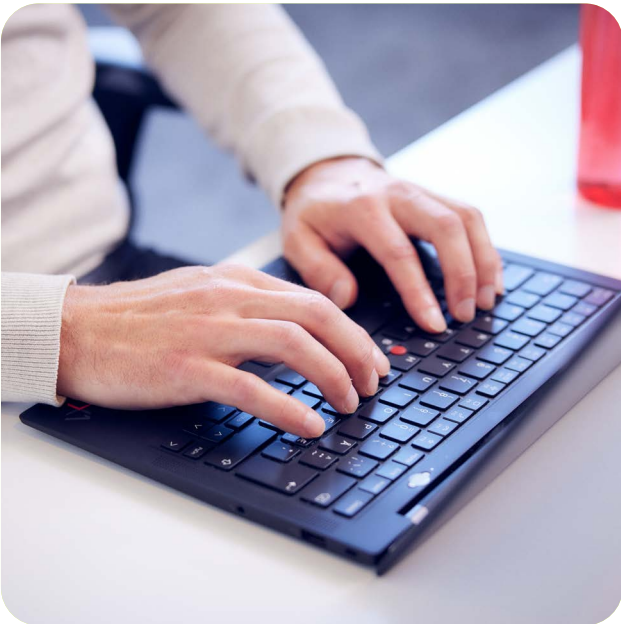




A strategic partnership with MuleSoft has strengthened Digia’s position as a leading provider of integration and API services

To support the growth of our business, we entered into a strategic partnership with MuleSoft By Salesforce in September. Our goal is to recruit and train about 30 new MuleSoft experts to increase the company’s current expertise.

Read more →



We accelerated the utilisation of artificial intelligence

During the year, we boosted the use of artificial intelligence in both our own operations and our customers' solutions in many ways. CTO Juhana Juppo took primary responsibility for developing AI utilisation at Digia. Digia announced a competition in which customers could win an artificial intelligence roadmap worth EUR 10,000. This competition aimed to raise awareness of the possibilities afforded by artificial intelligence and to encourage companies and public-sector organisation to jump onboard the AI train.

Read more →

Strategy includes new sustainability programme

Our work for the new 2023–2025 strategy period will include an update to our sustainability programme and its objectives. We have also been preparing for the EU's upcoming Sustainability Reporting Directive by, for example, carrying out a double materiality assessment to define our material sustainability themes.

Read more →



# Digia's strategy for 2023–2025: Unlock your intelligence

Digitalisation has entered a new phase of development and intelligent business is the next step in digital evolution. We are moving towards automated, AI-driven processes and services that are based on reliable data and the ability to process and utilise it.

Digia combines technological possibilities and human capabilities to build intelligent business and society – and a sustainable future. Our mission is to ensure that our customers are at the forefront of digital evolution, with an operational model and rhythm that are right for them – 24/7 if necessary.

We harness Digia's well-rounded expertise and comprehensive offering to achieve this. We are constantly renewing our own operations and expertise, and work with reliable partners. As a versatile company, Digia can offer its employees meaningful job tasks and things to learn. **We are building a responsible society and Digia.**

## Objectives for the 2023–2025 strategy period

Financial objectives:

Net sales growth:  
  
over 10%  
  
annually, including organic and inorganic growth

Operating profit (EBITA):  
  
over 12%  
  
of net sales at the end of the strategy period

Expanding our international business:

Our aim:  
  
over 15%  
  
share of net sales from international business at the end of the strategy period

Sustainability objectives:

Environment  
Carbon neutrality  
  
CO<sub>2</sub> emissions  
  
-60%  
  
CO<sub>2</sub> – the comparison year for emissions calculations is 2019 and the target value is for the end of 2025

People  
Healthy, diverse and skilled personnel  
  
eNPS +35%  
  
eNPS (employee net promoter score), comparison year 2022

Trusted partner  
Visionary, reliable and secure partner  
  
NPS +25%  
  
NPS (net promoter score), comparison year 2022

# Digia's strategy for 2023–2025: Unlock your intelligence

## Our mission

We combine technological possibilities and human capabilities to build intelligent business, society and a sustainable future.

Our mission is to ensure that our customers are at the forefront of digital evolution.

## Operating environment and the direction of digital evolution

- Level of automation and intelligence is growing.
- User-centered and secure solutions are gaining further ground.
- Instead of isolated solutions, the renewal of the entire business is being considered.
- Business operations are becoming networked both internally and externally.
- Sustainable development and the green transition are megatrends.



## Strategy growth paths

- Specialised service areas
- Large scale solutions
- Acquisitions
- International operations

## Cultural principles

- Learning
- Sharing
- Courage
- Professional pride

# Strategy growth paths



## 1. Specialised service areas

Precision solutions delivered using a model suitable for customers.



## 2. Large scale solutions

Extensive and demanding solution packages in which we utilise all of Digia's extensive offering, from project deliveries to outsourcing.



## 3. Acquisitions

Enriching our offering and venturing into new markets and customer relationships by being an active player in M&A transactions.



## 4. International operations

Expanding our target market and customer relationships.

# Strategy enablers



## A modern and attractive work community

Skilled employees are the most important success factor for Digia. Sustainable growth is part of the personal and professional development of each and every Digia employee. We invest in our learning-focused, professional and relaxed culture. We want our employees to enjoy working at Digia. Hybrid work, smart ways of working and tools help us to succeed together.



## Scalability and productivity

We invest in scalability and productivity in both our own operations and the solutions we provide for customers. In our own operations, productivity development is based on the continuous renewal of working methods, a intelligent technology platform that supports them, and harnessing Digia-level synergies. In customer solutions, we focus on increasing scalability in our service and product solutions. We scale our expertise through our Digia Hub network.



## Responsibility

Responsibility is part of our day-to-day operations. Our corporate responsibility is based on the UN Global Compact principles and objectives. Our focal areas in corporate social responsibility will remain unchanged: the environment, people, and trusted partner. We see the green transition and the solving of sustainability challenges as business opportunities. We are ambitiously seeking to do even better in all subareas of responsibility, improving on our already good baseline situation.

# Intelligent business is the next step in digitalisation

Corporate and organisational operating environments are changing and becoming more complex at an accelerating pace. Ever-smarter software and the increasing use of data are changing the world permanently – and competition is tightening in every industry. There is a growing need for intelligent business development.

In our view, intelligent business is the next level of digitalisation. Automation and data utilisation are becoming more important in business, and we are increasingly moving towards operations that are assisted or controlled by AI. This will be evident in both end-user applications and business processes.

Application and IT systems will expand from isolated solutions to larger packages. Systems and applications are becoming networked, as this is a prerequisite for data availability. All this is also highlighting the importance of security and integration.

Sustainable development and the green transition are megatrends that will create new business opportunities. Data is a key factor in assessing sustainability choices and making decisions. Digital solutions have the potential to significantly contribute to solving sustainability challenges in a variety of business areas.

## We see the following trends in the operating environment:

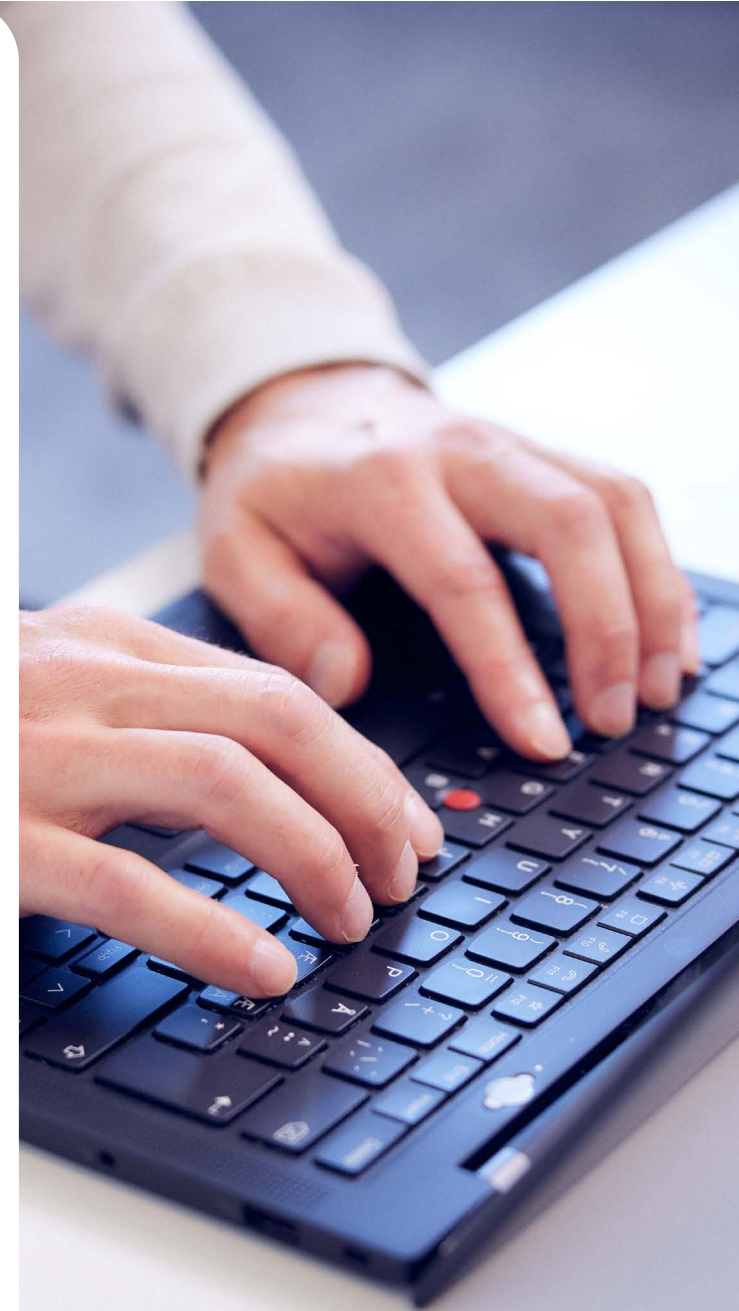
- Level of automation and intelligence is growing.
- User-centered and secure solutions are gaining further ground.
- Instead of isolated solutions, the renewal of the entire business is being considered.
- Business operations are becoming networked both internally and externally.
- Sustainable development and the green transition are megatrends.

## Market outlook

Digia believes that the IT service market will grow during the strategy period, even though risks related to short-term demand have increased in the operating environment, particularly due to the weaker macroeconomic outlook and high inflation, which is to some extent being reflected in customer behaviour.

However, the long-term trend in demand for digital solutions is strong, and data utilisation that harnesses smart technology both efficiently and securely is an increasingly essential success factor for all organisations. Expanding existing systems and utilising the data they generate will play a central role alongside new digital solutions. This means that both integration and data expertise will become increasingly important. Interest in automation and harnessing artificial intelligence is also growing strongly. Although streamlining is often the focus during an economic downturn, our customers' goal is to boost the efficiency of their current operations and thereby enable investments in continuous digitalisation and, above all, artificial intelligence.

Digia's extensive offering – through both individual service areas and broader customer solutions – brings stability and balances out the effects of any market fluctuations in our business.







### Digia's market position and strategy implementation

Digia will hold a strong position during the 2023–2025 strategy period. Our updated strategy is based on the delivery capabilities that are valued by our customers, our organisation's ability to engage in continuous renewal, and our financial position and ownership base.

Digia's main market is Finland, and we also provide solutions internationally. In addition to Finland, Digia operates in Sweden and the Netherlands. Our objective for the 2023–2025 strategy period is to raise the proportion of net sales accounted for by international business to more than 15 per cent. In line with our strategy, we continued to invest in the sustainable growth and internationalisation of our business during 2023 through the acquisition of the Swedish IT consulting and service company, Top of Minds AB. This acquisition will strengthen Digia's position in the Swedish market and open up new opportunities for further growth, for example, in integration.

We combine technological possibilities and human capabilities to build intelligent business and society – and a sustainable future. We ensure that our customers are at the forefront of digital evolution, with an operational model and rhythm that are right for them – 24/7 if necessary. We harness Digia's well-rounded expertise and comprehensive offering, as well as operational models that suit the customer's needs. We are constantly renewing our own operations and expertise, and work with reliable partners. We are building a responsible society and Digia.

We implement our strategy by tapping into all of Digia's strengths and the special expertise of our service areas. We provide our customers with large scale solutions and the expertise of our specialised service areas to meet their individual needs. We build long-term customer relationships and partnerships.

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We ensure that our customers are at the forefront of digital evolution, with an operational model and rhythm that are right for them – 24/7 if necessary.

#### Our strengths:

- Reliability and long-term customer relationships.
- Diverse and constantly evolving top expertise.
- A well-rounded offering that can be combined to expand customer relationships.
- A strong financial position.
- A business model in which continuous services yield operational stability.
- The ability to carry out successful acquisitions and grow the acquirees as part of Digia.

# The keys to intelligent business development

Digia helps its customers to digitalise and renew their business by harnessing data, to enhance intelligence in day-to-day operations and their development and management, and to increase the user-centricity of their services.

We also ensure that our customers' information systems are reliable, handle the risk management of their operations and keep them running without a hitch, and provide profound technological and business expertise for carrying out their development projects.

Strong customer relations, professionalism, versatile product and service packages, a partnership network and responsibility form the basis for our operations. We grow and evolve together with our customers. We take a long-term approach to building our partnerships and provide sustainable value for our customers with our well-rounded offering. We combine the strengths of different business areas to form packages that serve our customers' needs.

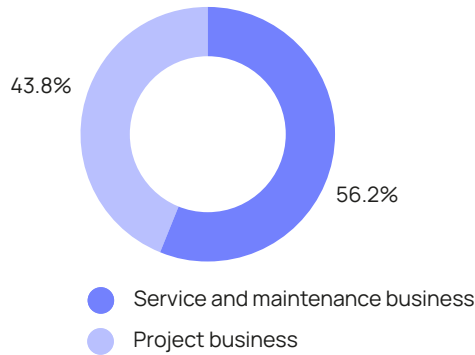
## Our business model

Our business model is based on consulting, project deliveries, continuous services and outsourced application management. We harness both our own products and solutions provided by our leading technology partners.

In addition to our project business, Digia provides comprehensive services for maintenance, monitoring and continuous development. In Finland, we have a 24/7 Service Center that is extensively used and appreciated by our customers. Service and maintenance agreements provide stability to Digia's business operations and serve as the foundation for building long-term, evolving customer relationships. The service business accounted for 56.2 per cent of our net sales in 2023.

## Our business model

per cent



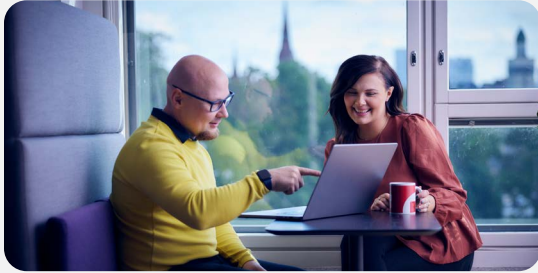
## Our services

Strategy 2023–2025:  
**Unlock your intelligence**



CONSULTING AND DESIGN	Business consulting   Architecture and technology planning   Service design
DATA UTILISATION AND AI	Analytics   Data and cloud platforms   Integrations   AI and automation
DIGITAL SERVICES	Online services   Mobile services   E-commerce   Digital marketing
BUSINESS SYSTEMS	CRM   ERP   Solutions for the financial sector
SECURITY AND OPERATIONAL RELIABILITY	Operational overview and monitoring   Cyber security   Service management 24/7   Continuous services

# Digia's service areas



## Digital Solutions: Intelligent solutions for data utilisation and the customer experience

Digital Solutions provides our customers with comprehensive digital services for developing intelligent business and enhancing their customer experience. Key areas include a variety of data utilisation solutions, customer relationship management, artificial intelligence, e-commerce, versatile online and mobile services, and the digital marketing, service design and business services provided by the Avalon unit.

Our subsidiaries Climber and Top of Minds, which operate in Sweden and the Netherlands, strengthen our international expertise. The Digia Hub brings together top freelance IT professionals in Northern Europe, and enables our customers to acquire versatile business, design and technology expertise to meet the varying needs of their projects.



## Business Platforms: Versatile and comprehensive ERP solutions

Business Platforms provides our customers with versatile and comprehensive solutions for intelligent enterprise resource planning in which systems, processes and data flows are connected in a single, reliable, data-driven package. Our offering comprises Microsoft Dynamics 365 solutions, Oracle NetSuite and our own Digia Envision ERP product (which has been awarded the Key Flag symbol).



## Managed Solutions: Service packages and outsourcing for maintenance, continuous development and security

Managed Solutions provides our customers with the cornerstones of intelligent digital business. Our service packages help customers to utilise data for business and process development, and guarantee the reliability of critical services. Packages includes cloud services, Finland's leading integration and API solutions, robotics and artificial intelligence services, knowledge-based management services, information security, high-security software development and continuous services (that is, 24/7 Managed Services).



## Financial Platforms: Service and system packages for fund management companies, asset managers and stockbrokers

Financial Platforms provides versatile system packages for customers in the financial sector. Our business revolves around the Digia Financial Systems product family (DiFS), which is one of the most extensive financial systems for fund management companies, asset managers and brokers in the Nordic countries. DiFS also includes comprehensive account and loan functionalities for banks and lenders. We also provide the necessary back-office functions and processes as a flexible end-to-end service. Digia Financial Products and Services, responsible for the DiFS family of products and services, is certified in accordance with Digia's ISO 27001 certification.



# We help our customers to renew and create sustainable customer value

Digital evolution is taking us all in the same direction: We are moving towards automated, AI-driven processes and services that are based on reliable data and the ability to process and utilise it. However, every customer is on their own unique development path.

Digia helps its customers to identify new opportunities, harness data and create customer-focused services that generate sustainable value.

Even the biggest challenges can be solved by working together. We create intelligent solutions by combining data and technology with our extensive expertise and an understanding of our customer's business. Our solutions open doors to limitless possibilities that benefit both our customers and the world at large.

## We work with our customers to develop intelligent business in numerous sectors:

- Grocery
- Energy
- Public sector
- Services
- Banking, insurance and asset management
- Social welfare and healthcare services
- Industry
- Wholesale and retail trade
- Security
- Unemployment funds and trade unions





# Customer stories – highlights

## A long-term, trusted partner to the Emergency Response Centre Agency

Digia has been a partner to the Emergency Response Centre Agency for about twenty years, and we collaborate in various solution areas. The Emergency Response Centre Agency's day-to-day operations are supported by services such as expert services, architecture, integration, information management and archiving. Outwardly, the most visible and well-known product of this partnership is the 112 Suomi mobile app, which is still being actively developed and improved.

[Read more →](#)



## Atria Tuottajat provides its primary producers with single-point service

Atria Tuottajat previously provided its producers with services through as many as four different digital systems. Digia developed a desktop solution through which all transactions with Atria Tuottajat can be carried out through a single point. The Wing-ERP system was also implemented for the poultry business, through which Atria Tuottajat carries out background production planning on behalf of producers.

[Read more →](#)



## Monitoring service helps to improve CSC's service level and frees up time for development

CSC – IT Center for Science's mission is to provide high-quality ICT expert services for organisations such as Finnish higher-education institutions and public administration. Digia supports CSC in this mission by providing 24-hour monitoring services for its ICT environments. One of the key objectives of these services is to use monitoring triggers to help guarantee the functionality of ICT infrastructure and services.

[Read more →](#)

## Unemployment Fund of Service Union United among the first to make use of automated decision-making

The Unemployment Fund of Service Union United was the first unemployment fund in Finland to adopt automated decision-making in its earnings-related allowance application process. Automating the handling process of partially employed members' adjusted allowance applications represents a significant boost in efficiency for the fund. For members, this means getting a decision in as little as one working day. The system has been automated using Digia's automation and AI platform.

[Read more →](#)



## ERP system takeover and dozens of integrations – providing Alko with a solid foundation for business and the development of digitalisation

Alko has been using Microsoft Dynamics 365 ERP system for years. However, further development of the system and, in particular, integration with other IT systems became a challenge. Digia took over Alko's ERP system and rebuilt dozens of business-critical integrations with other systems. The project also created a solid foundation for the future development of the company's financial administration and digitalisation.

[Read more →](#)



## Digia and Liiga engage in broad-ranging strategic cooperation to develop the ice hockey fan experience

The Finnish Elite League, the premier league for ice hockey in Finland, has made determined efforts to enhance its digitalisation. The Finnish Elite League and Digia are working in close strategic cooperation to develop new kinds of services that will improve the fan experience. The clubs' own mobile applications, which run on a common platform created by Digia, are a good example of this.

[Read more →](#)



## Knowledge-based management is critical for Junnikkala's rapidly growing business.

This internationally successful wood processing company is almost doubling its business with a state-of-the-art sawmill. Digia helped Junnikkala to renew its production reporting and technical platform. Knowledge-based management and high-quality reporting are particularly critical during business transition phases.

[Read more →](#)



# A company designed for people

At Digia, we strive to build a working day and employee experience that makes our company a great place to work. We want to be a strong, professional yet also suitably relaxed community. We aim to be an attractive employer in the technology sector – a goal-oriented employer that supports personnel wellbeing and competence development. We want to provide a safe and healthy working environment in which every employee is valued for themselves.

## A community that learns together

These cultural principles help us act in a way that supports our ability for renewal and moving forward, in the direction we define together.

In 2023, we took our feedback culture in a more open direction. We introduced a new tool through which Digia employees can give and request feedback. We also held feedback training for supervisors, service managers and project managers. An active feedback culture is necessary for continuous learning,

and supports personal development alongside performance and development discussions.

Digia's lively tribal activities also enable continuous learning. Tribes are communities that are built around common areas of interest. They discuss selected topics, and share knowledge and expertise among themselves. Example themes could be a specific technology being used at work, different job descriptions or diversity at Digia.

We use a hybrid work model at Digia. In 2023, we analysed the functionality of our hybrid working model and sharpened our main principles for hybrid work. This work was based on research data on trends in hybrid work, future outlooks, and Digia employees' own thoughts and opinions on the subject. An employee survey indicates that, although Digia employees are satisfied with the current model, more attention could be paid to creating a sense of community.

As a counterbalance to remote and hybrid work, we celebrated the start of Digia's new strategy period with a staff party at the Helsinki Exhibition and Convention Centre in early 2023. This celebration brought together all of Digia personnel and, after the pandemic, enabled much-needed interaction between both new and existing colleagues.



COURAGE

It will not sting that bad



LEARNING

Every Digia employee is a Senior Trainee



PROFESSIONAL PRIDE

I stand by my work



SHARING

Together we know more

A community in which everyone can feel equal

In 2023, we prepared a new equality and non-discrimination plan for 2023–2025. The plan's key themes are an inclusive culture and psychological safety, making the use of English commonplace, increasing the proportion of women working at Digia, and increasing inclusivity and career opportunities for women.

As part of Digia's equality and non-discrimination work, we are also involved in the UN Global Compact's Target Gender Equality Accelerator training programme. This programme teaches companies how to set ambitious targets and develop an action plan that promotes gender equality, diversity and equal pay.

All Digia employees play their part in creating a functional and psychologically safe workplace. This year, we revised our guidelines on intervening in inappropriate behaviour and harassment, and organised training on how to intervene in such situations for supervisors and others in positions of trust.

Digia wants to support employees of all ages in their career development. In 2023, we organised the Konkari (Veterans) programme to support employees aged 60+ who are on the verge of retirement. About twenty people from Digia took part in the programme, which sought to provide those approaching retirement with the opportunity to reflect on their careers, achievements and current work. Digia personnel can make a number of decisions during the retirement phase. Employees can retire, continue working for longer or talk to their supervisor about part-time work with fixed or variable working hours.

Towards the end of the year, we also conducted a personnel survey to assess the job satisfaction

of Digia employees and meaningful issues and their realisation in our day-to-day lives. The aim is to identify factors that will improve our employee experience. The employee net promoter score (eNPS), which measures employee satisfaction, improved by 25% year-on-year.

Success hinges on effective recruitment and networks

Successful recruitment that supports Digia's culture is essential for competence development and business success. We recruit a wide range of employees, both seasoned experts and industry novices.

As an employer, Digia attracts a broad range of experts. In 2023, we were among the 40 most interesting employers in Universum and Academic Work's surveys on the most attractive employers. In the early year, we continued our popular Career Compass campaign for students in the sector, through which we recruited dozens of new Digia employees on both permanent and fixed-term contracts. 208 new employees joined Digia in 2023. We offered dozens of internships and thesis-writing positions in addition to permanent jobs. Digia's employee turnover was 9.5 per cent in 2023.

We will also continue our active collaboration with selected higher-education institutions in 2023. Cooperation with educational institutions includes expert lectures by Digia employees on topics such as robotic process automation. We were also active participants at a variety of student events and organised student visits to Digia as part of developing our employer image.

Digia continued to engage in close cooperation with the Mimmit koodaa (Women code) programme. In 2023, we participated in three virtual events during which

we discussed topics such as sustainable business and social responsibility. We are also a member of the Women in Tech network, through which we highlight the career stories of Digia women to encourage more women to enter the industry.

Freelancing opportunities

Small entrepreneurship is gaining in popularity in the IT sector alongside traditional employment. The Digia Hub network offers freelancers access to a broad variety of Digia projects. The network consists of over 5,000 freelancers and hundreds of subcontracting companies in Finland. Digia Hub also has nearshore subcontractors in the EU. 414 people were working as subcontractors in Digia's projects at the end of 2023.

In addition to our domestic subcontractors and nearshore operators, Fulcrum Digital is Digia's main partner for subcontracting international experts. 417 experts were working in Digia's customer projects via subcontracting in 2023..

6%

Share of Digians on family leave

20-62

Age range for new Digians

+25%

Job satisfaction



Company-specific collective agreement strengthens workplace equality and updates pay settlement

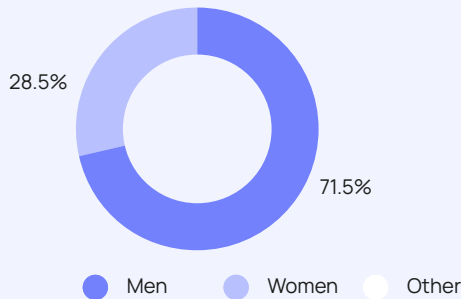
In early 2023, we launched negotiations to create our own company-specific collective agreement, which entered into force in May of the same year. Digia negotiated its own collective agreement during the spring, initially with personnel representatives and later with employee unions. When creating its own agreement, Digia drew on the general collective agreement for the IT service sector, which it had previously followed.

Digia's collective agreement takes equality into account by providing longer periods of parental leave than usual. Women are also able to take paid leave when participating in voluntary military service call-ups. Paid leave is also available for certain family-related celebrations and crises.

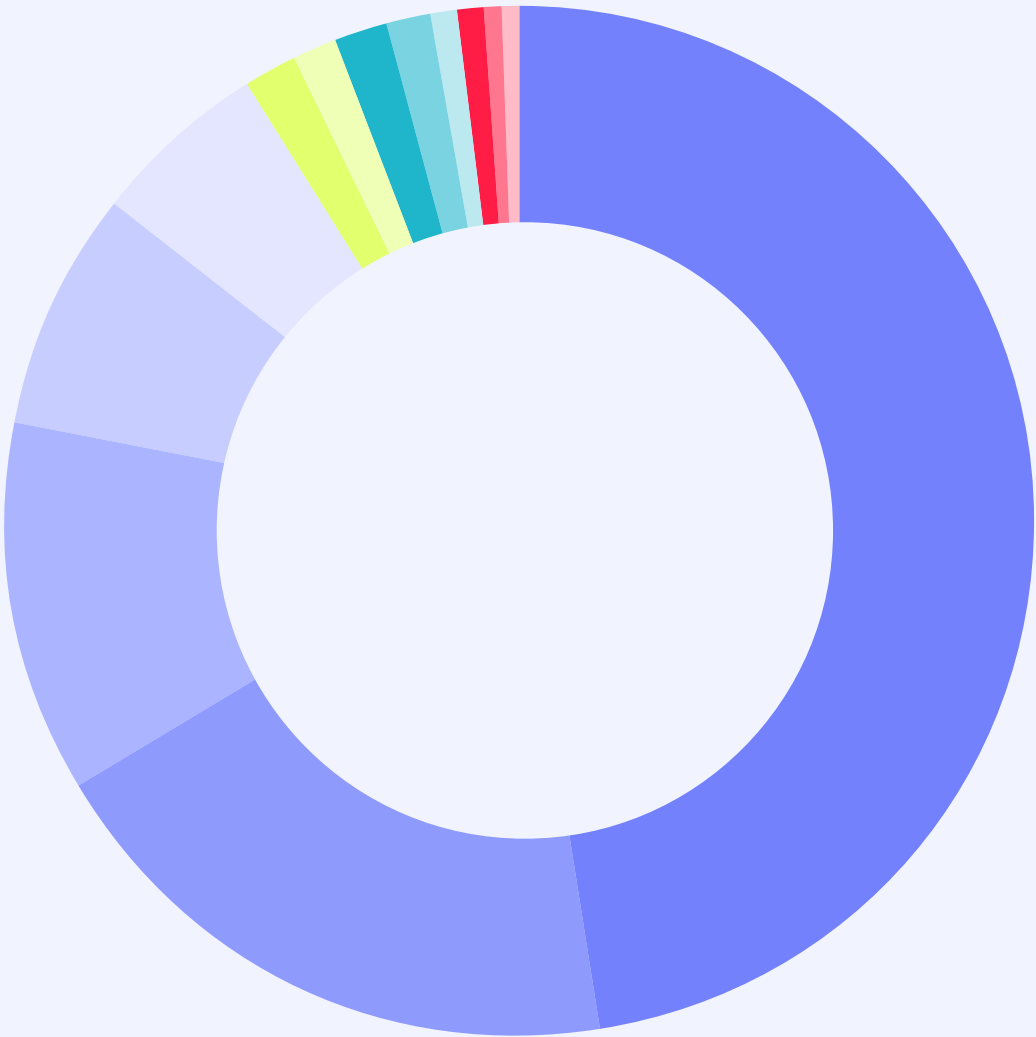
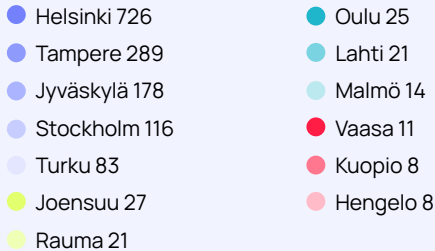
A pay settlement for 2023–2024 was also agreed on as part of this collective agreement package. A new kind of model that is partially tied to profitability has been introduced into the pay settlement. Its primary aim is to ensure that the company's success benefits all Digia employees.

Every employee of Digia Plc and Digia Finland Oy, with the exception of Digia's Group Management Team, is covered by a collective agreement. As a result of acquisitions, those Digia Group companies that still operate independently may adhere to different collective agreements. If no collective agreement is in force, current legislation is observed.

Employees by gender 31 December 2023  
per cent



Employees by location 31 December 2023  
number of employees





# We create a more sustainable future

Our sustainable business model and responsible way of working are integral to our strategy and instrumental to our business success. We updated our sustainability programme and its objectives in connection with our strategy work for the new 2023–2025 strategy period.



Our focus areas in corporate responsibility are based on our strategic policies, the expectations of key stakeholders, the characteristics of the ICT sector and business environment, the impacts of the company's operations, and the objectives of the UN's Sustainable Development Goals and Global Compact.

## Environment

Digitalisation is a tool for ecological renewal and data is the raw material for sustainable renewal – enabling us to forecast and optimise operations and boost their efficiency based on data. Digitalisation plays a key role in reducing emissions in other sectors. On the other hand, the increasing use of data increases energy consumption and therefore causes climate emissions. That's why it is important for us to increase our handprint by helping our customers reduce their emissions and promote resource-wise business.

## Our focus areas:

- We reduce our carbon emissions.
- We favour circular economy functions.
- We operate resource-wisely and develop resource wisdom, Green IT and Green Coding activities.
- We produce customer solutions to solve sustainability challenges.

### ▶ Objective 2025:

CO<sub>2</sub> emissions -60% from the 2019 baseline.

### ▶ Objective 2030:

Digia is carbon neutral throughout the entire value chain.

### ▶ Objective 2030:

CO<sub>2</sub> emissions -75% from the 2019 baseline.

**-37%**

CO<sub>2</sub> emission reduction  
2019–2023



People

Everything we do is based on people in our work community and network. Expertise and its continuous development plays a key role in enabling us to serve our customers based on the latest information. We want the value of Digia personnel's expertise to increase during their term of employment.

Diversity and inclusion are part of our evolving day-to-day work, something that we encourage throughout our network. Furthermore, a good management and work culture bolsters the achievement of an excellent employee experience.

Our focus areas:

- We strengthen a safe, healthy and thriving operating environment.
- We encourage diversity and inclusion.
- We provide opportunities for lifelong learning in the Senior Trainee spirit.
- We produce customer solutions that promote social responsibility.

► Objective 2025:

eNPS +35% from the 2022 baseline

+25%

eNPS

Reliable Partner

We want to be a long-term development partner to our customers. Our most important themes – also from the standpoint of customer expectations – are to be a visionary, reliable and secure partner.

Business is becoming networked, complexity is increasing and security is ever-more important. Data responsibility, secure operations and their promotion also facilitate the sustainable development of societies. In addition, responsible data utilisation has a social responsibility dimension through the privacy protection of individuals.

Our focus areas:

- We promote digital security by promoting secure operations and responsible data utilisation.
- We develop the digital functionality of society.
- We promote ethics and responsibility.
- We are a visionary, reliable and secure partner..

► Objective 2025:

NPS +25% from the 2022 baseline

+23%

NPS





# We develop both ourselves and others with the help of international frameworks

## UN Global Compact

We are part of the UN Global Compact, the world's largest corporate responsibility initiative. In order to enhance our equality and non-discrimination work, we are also involved in the UN Global Compact's Target Gender Equality Accelerator training programme.



## Nasdaq ESG Transparency Partner

We are a Nasdaq ESG Transparency Partner. The partnership is granted to companies that report about their responsibility transparently and openly. Nasdaq provides a platform for investors in particular that provides ESG information on listed companies.



## We are preparing for the EU's sustainability regulations

During 2023, we have been developing our sustainability to meet the requirements of the EU Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). As part of these developments, we carried out a double materiality assessment, which identified the most significant themes for Digia's business, taking the entire value chain into account.

## Ecovadis

Digia has reported to Ecovadis since 2016. EcoVadis assesses how well companies comply with requirements and what action they take in relation to the environment, labour and human rights, ethics and procurement. In 2023, we achieved Silver in the Ecovadis assessment for the third time in a row.



## Certified management and operations

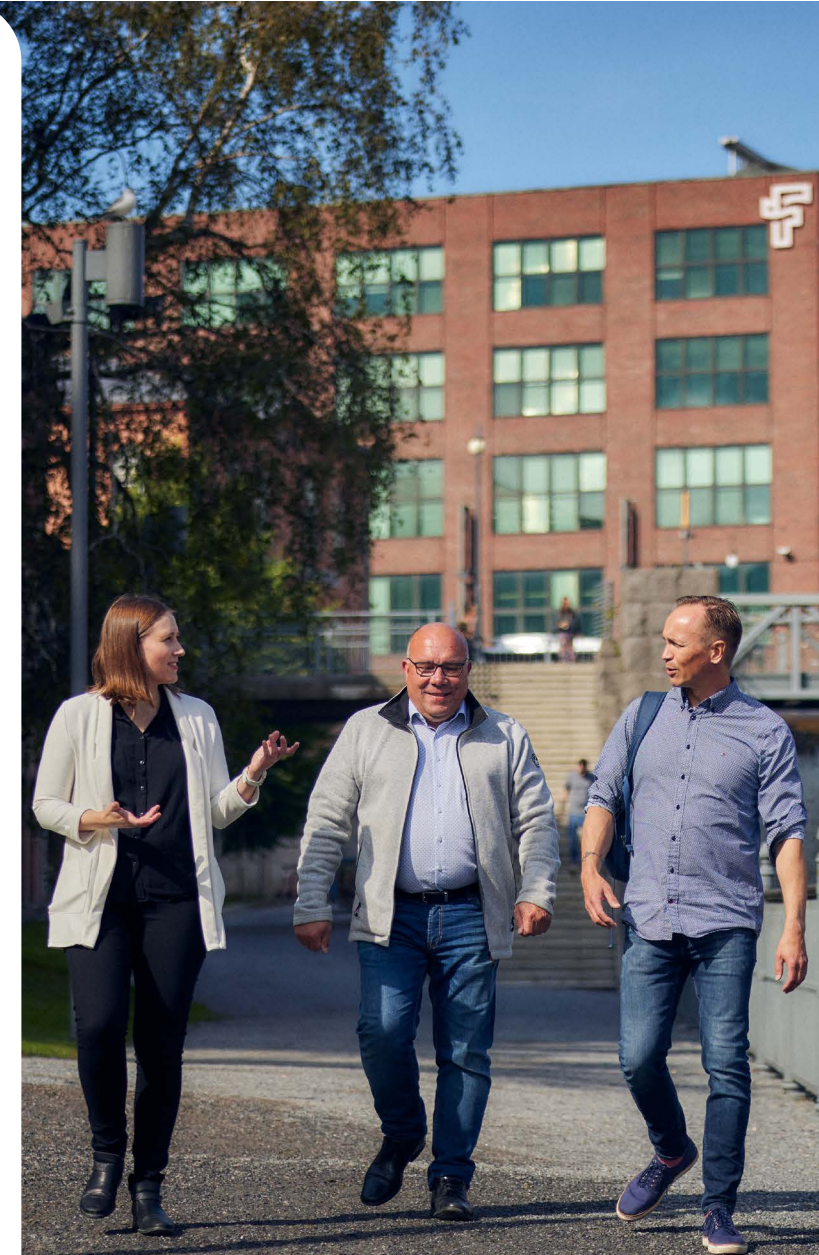
Our operations are managed by an ISO 9001-certified quality assurance system that is audited annually. In 2023, we also expanded the scope of our organisation's ISO 27001 information security certification.



Inspecta Sertifiointi Oy



Inspecta Sertifiointi Oy





# Information for investors

## Announcement

Digia's stock exchange releases and financial reviews are published simultaneously in Finnish and English. Annual reports, financial reviews, information about general meetings, stock exchange releases, our disclosure policy and other information aimed at investors are all available at [digia.com/en/investors](https://digia.com/en/investors).

Digia always observes a so-called silent period before the publishing of financial results, during which period Digia's representatives do not meet with capital market actors or comment on the company's financial situation or the outlook for the company or market.

The silent period starts 30 days prior to the publication of financial results and lasts until their publication.

## Financial calendar 2024

8 May 2024: Business review Q1 2024

9 August 2024: Half-year financial report 2024

25 October 2024: Business review Q3 2024

## Shareholders' Meeting

Digia's Annual General Meeting (AGM) will convene on 20 March 2024. More information is available in the Notice of Annual General Meeting and at [digia.com/en/investors/governance/annual-general-meeting](https://digia.com/en/investors/governance/annual-general-meeting).

## Profit guidance for 2024

Digia's net sales (EUR 192.1 million in 2023) and operating profit (EBITA) (EUR 16.7 million in 2023) will increase compared to 2023.

## Digia's investor relations contact persons

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[invest@digia.com](mailto:invest@digia.com)

The Digia logo is centered on a red background with a large, light-pink curved shape on the right. The word "digia" is in a white, lowercase, sans-serif font. Below it, the tagline "Unlock your intelligence." is written in a smaller, white, lowercase, sans-serif font, with "Unlock your" on the left and "intelligence." on the right, separated by the word "digia".

digia

Unlock your intelligence.

[digia.com](https://digia.com)