

9M 2025

Investor Presentation



Agenda

- 1 Key Milestones in 9M 2025
- 2 Overview of solutions by stc
- 3 KSA's Macroeconomic Environment
- 4 Investment Thesis
- 5 Strategy Highlights
- 6 PPP Projects
- 7 Financial Performance
- 8 Appendix



1 Key Milestones In 9M 2025

Key Milestones YTD

solutions has secured multiple long-term partnerships in 9M25, establishing a strong foundation for future growth



2 Overview of solutions by stc



solutions by stc at a Glance

The leading ICT services provider and enabler of the digital transformation across the Kingdom

Key highlights	#1	IT services provider in Saudi Arabia	22.7%	IT Services market share in KSA	25+	Years of experience in IT sector
FY 2024 financials	9%	Revenue growth YoY to SAR 12.06bn	16.1%	EBITDA margin	34%	Net income growth YoY to SAR 1.60bn
People	1,464	Talented employees	64%	Saudization	19%	Female staff
Partnerships	171+	Partners in solutions ecosystem	467	Local Suppliers Engaged	77%	Procurement spending on local suppliers

Geographical presence



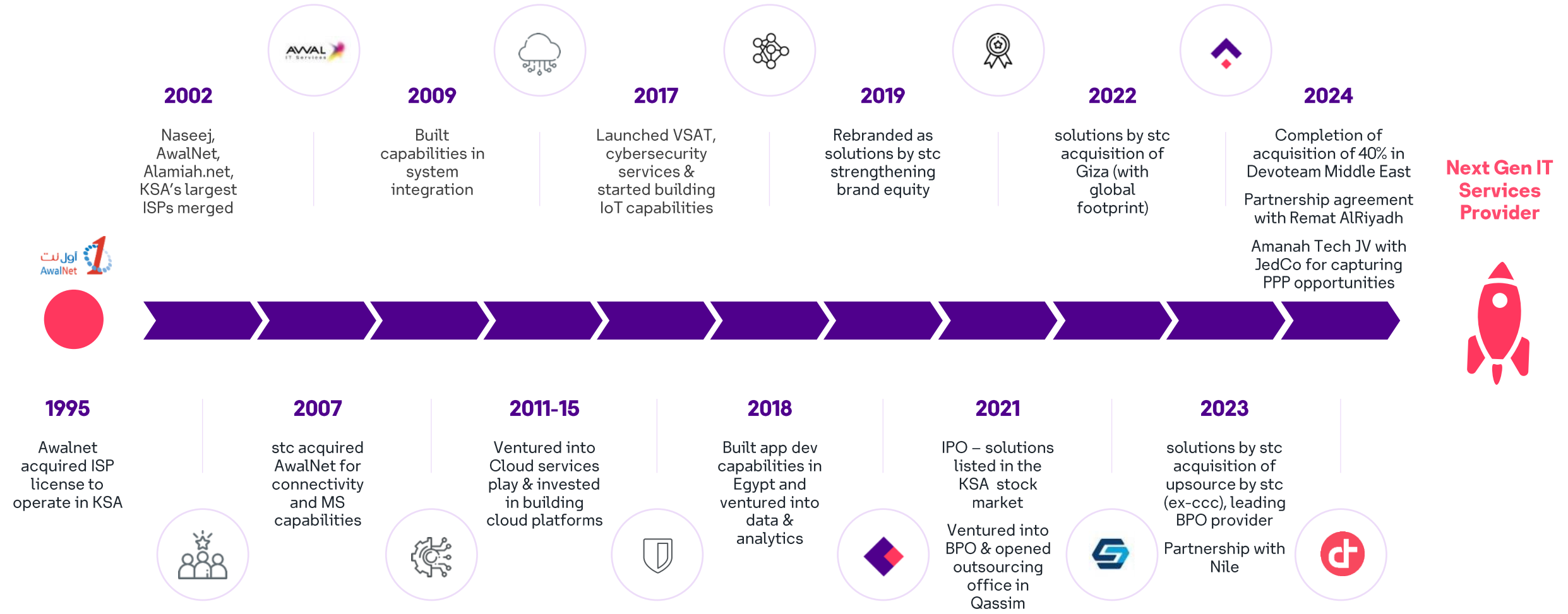
Strong local presence and global reach

- Strong footprint in the local market with offices in Qassim, Jubail, Khobar, Jeddah and the head office in **Riyadh**
- The acquisition of **Giza, upsource by solutions (ex-ccc)** and their subsidiaries helped solutions expand its reach and deliver value to different sectors
- The acquisition of 40% in **Devoteam Middle East** brought synergies with systems integration business and added digital consulting and business transformation capabilities



solutions by stc evolution

Expanding from serving stc alone to serving governments and enterprises across KSA and MENA region



Management Team

solutions leadership team are set to achieve corporate progression and business goals.

~31 yrs. of experience, of which nearly +17 years in stc in various leadership roles in information **security, infrastructure & architecture, and IT**

CEO
Omer Abdullah Alnomany



~21 yrs. of total experience in finance roles in solutions

CFO of the year (Public Sector), Nov 2021

Chief Financial Officer
Abdulrahman Hamad AlRubaia



~31 yrs. of experience, of which last 9 years have been in a **GM position at stc Group.**

Prior to stc, he worked as **country manager in SBM** and executive in **Cisco**

Chief Technology Officer
Saleh Abdullah AlZahrani



~19 yrs. of experience in multiple companies. serving in senior commercial roles across industries

Before solutions, he worked with **Oracle, Pearson** and **The Centennial Fund**

Chief Commercial Officer
Yousef Abdulrahman AlMarshad



~21 yrs. of experience, of which +16 years in stc in various roles in **Technology and Operations.**

Prior to current role, he held the role of **Vice President of Operations & Managed Services** in solutions

Chief Governance Officer
Ahmed Naji Bajnaid



~14 yrs. of experience in multiple companies including Maaden, SPIMACO

Prior to current role, he held the role of **GM Corporate Finance** in solutions

Chief Strategy Officer
Maher Salem Althiyabi



~17 yrs. he has held several leadership positions at solutions and Cisco

the last of which was as The **General Manager of Presales** at solutions.

Chief Business Diversification Officer
Abdullah Turki Alotaibi



~23 yrs. of experience in multiple companies and government sector.

Previously he has served in organizations like **Tahakom, KSU** and **MCIT**

Chief Audit Officer
Rajeh Saad Albogamy



~17 yrs. of experience in IT, HR, and Shared Services

He held multiple leadership roles, most recently serving as **General Manager of Human Capital** at Solutions.

Chief People & Corporate Services Officer
Emad Faisal Almutairi



Overview of Business Segments

solutions operates across three main business segments

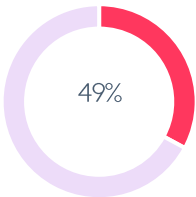
Business line

**Core ICT Services**

Services

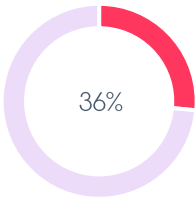
- System integration services
- Communication and Internet services

Share of Revenue, 9M 2025



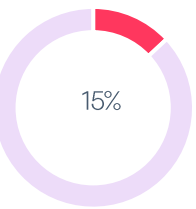
**IT Managed and Operational Services**

- Managed services
- Outsourcing services
- Call center services



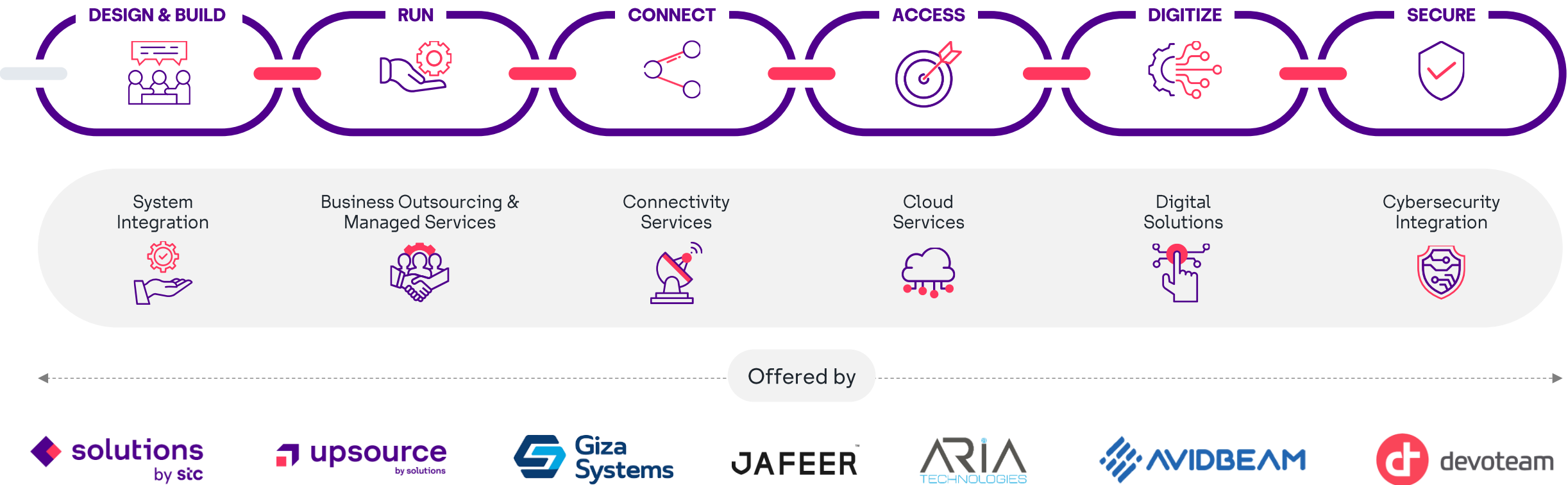
**Digital Services**

- Cloud and data services
- Digital services
- Cybersecurity services

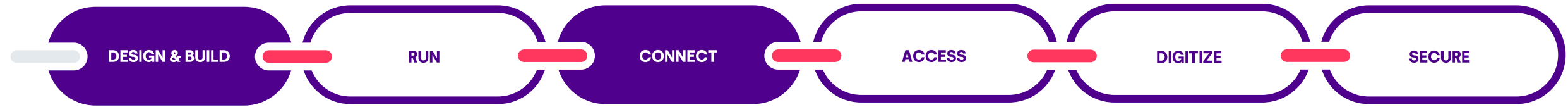


Product Portfolio Spans the Whole Value Chain

solutions delivers value to its clients by addressing their IT and business challenges across the entire IT value chain

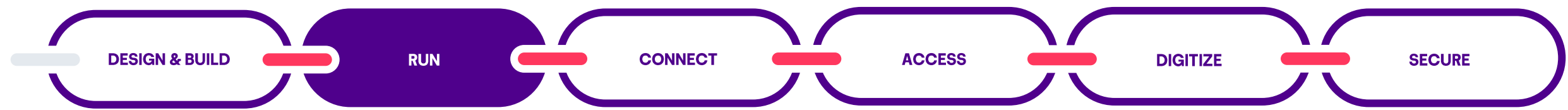


Product Portfolio: Core ICT Services Segment

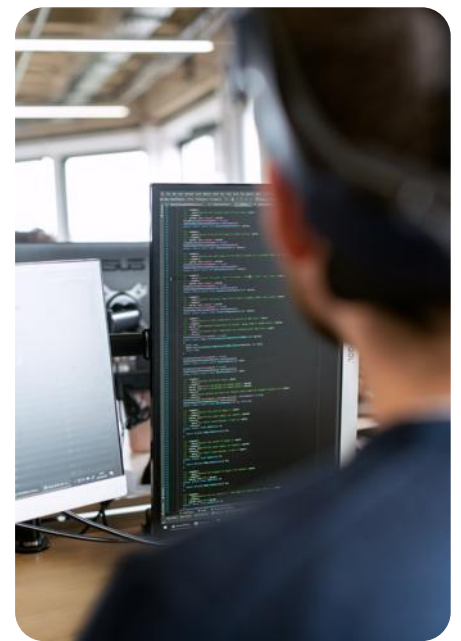


Business line	Description	Services	
 System integration services	System integration services cover a variety of organizational needs across the value chain, enabled by a strong local and global partnership ecosystem	Network Integration Infrastructure Integration Application Integration IT Advisory Services	
 Communication and internet services	Serving high-end connectivity needs of enterprises within cities and remote locations	Dedicated, secured, and high-quality business internet VSAT (Very small aperture terminal) services	

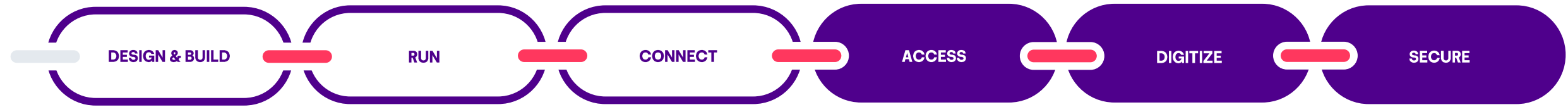
Product Portfolio: IT Managed and Operational Services Segment



Business line	Description	Services
 Managed services	Providing end-to-end management of IT infrastructure and networks	Managed Networks Services Managed IT Infrastructure Managed Connectivity IT Service Management
 Business Process Outsourcing (BPO)	Fully integrated, behind-the-scenes business process outsourcing enabled by technology and automation	Finance and Accounting, HR Services, Maken Services, Maken HR, Training, Manpower, BPaaS and CLM offerings



Product Portfolio: Digital Services Segment



Business line

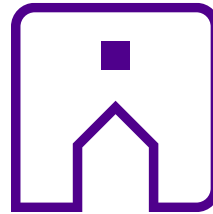
Description

Services

 Cloud services	Full spectrum of data center, cloud and multi cloud services	Cloud Advisory & Assessment Cloud App. Modernization Cloud Enablement & Migration Cloud DR & Backup Cloud Networking & Security Cloud Managed Services	
 Digital Services	Connect, monitor and analyze machine / device data for informed and effective decisions	Digital solutions Data Analytics & AI Operational technology Application Services	
 Cybersecurity Integration	Security services that cover all stages of the IT value chain	Security Advisory Services Security Professional Services	

Market Positioning

solutions currently has 22.7% market share in the Saudi Arabian IT market



KSA Pure Play

Majority of solutions revenue is generated in Saudi Arabia

Public & Private Sector

43% of revenue generated from Government (Direct and Indirect), but increasing contribution from private sector

E2E solutions

solutions comprehensive portfolio offers a One-Stop-Shop approach covering the entire IT value chain

Competitive Landscape

solutions is in an unrivalled position to maintain its leadership position in Saudi Arabia



solutions competitive positioning



solutions' key strengths:

- Access to customers
- Cross-selling
- Sharing brand equity
- Sharing best practices
- Opportunities as customers
- Partnerships with global innovators



International Competition

- International players are solutions' partners rather than competitors



Local Competition

- Fragmented local industry primarily focused on reselling hardware and software with minimal professional services
- Other telco operators represent limited threat as they underinvested in their infrastructure for years



High barriers to entry



+25 years track record



Regulatory compliance



Customer relationships



Local experience



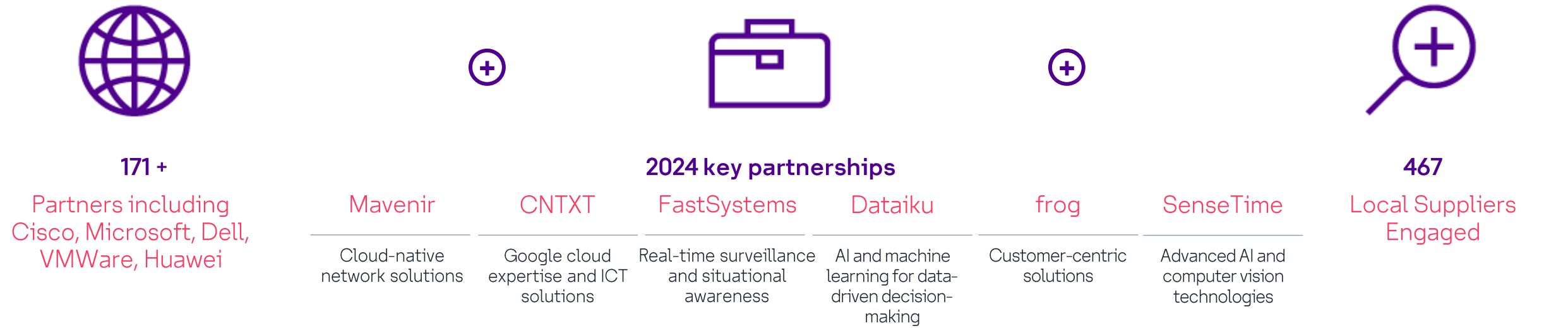
Delivery capability (large & complex projects)



Market reputation

Partnerships

Well-balanced partner ecosystem to diversify our offerings...



...with a strong recognition from our international partners



As of YE 2024

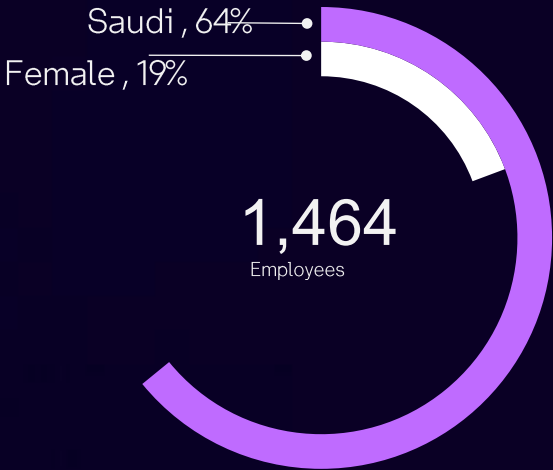
Human Capital Analysis

solutions work towards elevating skill level and achieving diversified employee base

Employees Age



Employees Profile



3

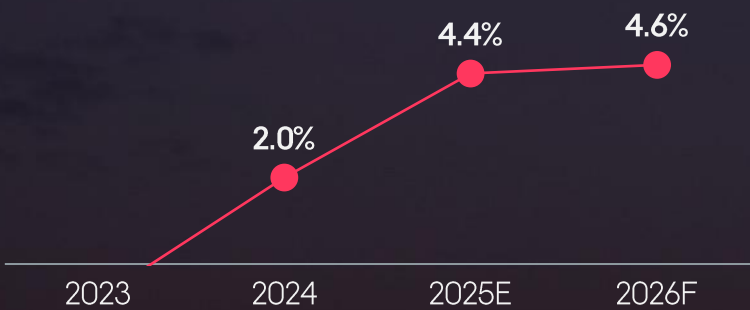
KSA's Macro-Economic Environment



Macro-Economic Environment

Robust economic outlook supportive for the ICT sector in the kingdom

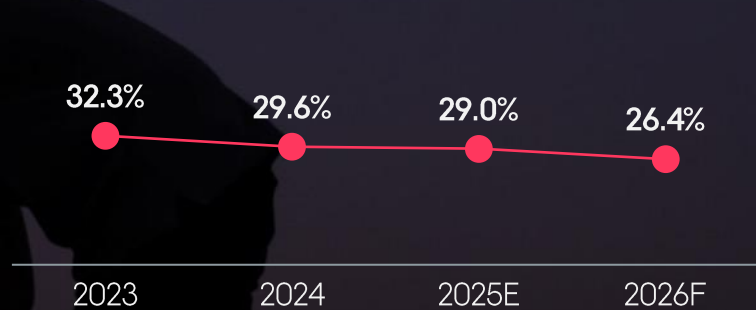
Real GDP Growth (%)



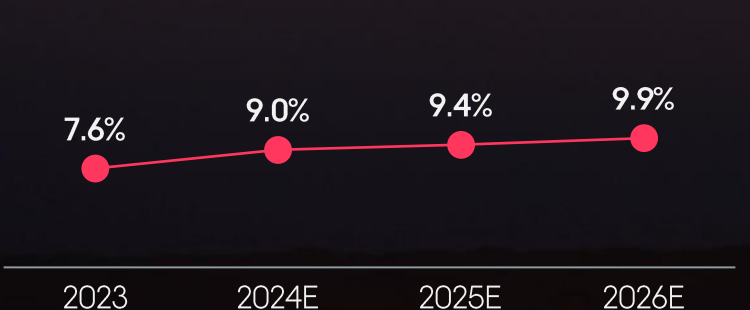
Brent Oil Price / Barrel (USD)



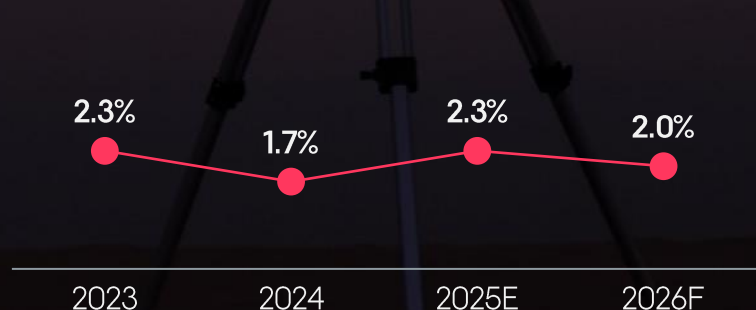
Government Expenditures (% of GDP)



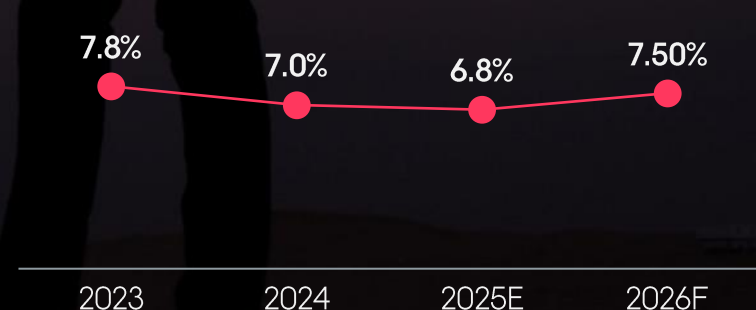
KSA IT Growth (%)



Inflation Rate (%)



Saudi Unemployment Rate (%)



* Company's internal forecast based on Jadwa's 2024-2025 forecasts
Source: MOF, IDC, Jadwa, Fitch

4 Investment Thesis



Investment Thesis Update

solutions offers an attractive mix of market leadership, growth potential and superior returns

Market Leadership

- Undisputable market leader with a market share of 22.7%
- Lucrative consolidation opportunities in the fragmented IT market of KSA
- Local-Content score 42.6%¹

Sizeable and Diversified Portfolio

- Strong pipeline of projects
- Partnership with stc
- 75%+ winning ratio in 9M 2025
- 150+ customer contracts signed in 9M 2025

Superior Value Creation

- 35.3% ROIC² in 9M 2025 is well above the company's cost of capital

Asset-Light Business Model

- 1.4% organic capex / revenue ratio in 9M 2025

Strong FCF generation

- Solid track record of sustainable free cash flow generation...
- ..supported by a resilient business model and strong execution

Generous Dividends

- The company paid out ordinary DPS of ₪ 8 and special dividend of ₪ 2 for FY 2024
- This implies total 75% payout and 67% growth YoY

Efficient Capital Allocation

- High-return organic capex
- Value-accretive M&As
- High-potential partnerships and PPP projects
- Progressively rising dividends

Robust Balance Sheet

- Net cash position of ₪ 1.1 bn as of 9M 2025...
- ...amounting to 0.6x LTM EBITDA

¹ - Local-Content score specifies the official local content percentage for the company certified by Local Content and Government Procurement Authority

² - ROIC is calculated as EBIT / Invested Capital (Net Working Capital + PPE + Goodwill + Other Operating Assets)

A man and a young boy are shown from the chest up, looking directly at the camera. The man, on the right, has a beard and is wearing a white shirt. He is pointing his right index finger towards the camera. The boy, on the left, is wearing a dark shirt. The background is dark blue. The scene is lit with dramatic, low-key lighting, featuring strong red and blue hues that create a high-contrast, cinematic effect. The man's face and the boy's face are partially illuminated by the blue light, while the man's shirt and the boy's shirt are lit with the red light.

5 Strategy Highlights



a solution's Strategy

LEAP 2.0: a bold vision for a transformative era

The new strategy aims at augmenting the core business by emerging tech, innovation and efficiency gains



L

Lead through service excellence:

Strengthen leadership by setting new benchmark for quality and innovation. Enabled by client centricity rooted in the service offerings across:

- **IT Professional Services**
- **IT Managed Services**
- **Network Services**

E

Empower business growth and diversification:

- **Emerging tech**
Shape up the next-gen digital solutions
- **Innovation program**
Establish, institutionalize and scale
- **Partnerships & strategic alliances**
Expand offering and tap into new markets
- **Business diversification**
Throught new business models

A

Achieve excellence in customer engagements

- **CEX – Customer Success**
Place client at the core of the group's operations
- **New verticals**
Enter high-potential verticals through industry-specific offerings
- **Commercial excellence**
Achieve excellence in commercial capabilities

P

Promote efficiencies and sustainability

- **E2E Value Chain Efficiency**
Creating effectiveness and efficiency across the value chain
- **Sustainability**
Minimize environmental impact, foster strong corporate culture, adhere to social responsibility, invest in people, contribute to community
- **Developing Talent**
Develop skillset and talent for future needs of the Group

Expansion into AI

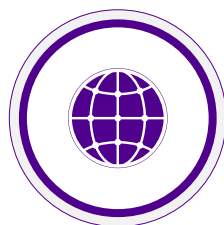
Driving solutions ambition as a Next Gen Services provider and an AI First company.

Booming AI market



AI market is rapidly growing, both globally and in KSA with a market size exceeding 30 Bn¹ SAR, also fueled by raising AI outsourcing demand²

Enablement of National AI Play



KSA AI landscape is fragmented and largely driven by international players; **unique opportunity for a national AI player to enable and support Vision 2030**

Existing capabilities and deep client access



Competitive advantage for existing specific capabilities (i.e., infrastructure) and access to broad set of B2B clients

Customer demand evolving



Customers **planning to allocate ~8% of total IT spending to AI⁴, with an increased demand for AI transformations across sectors**

1. Until 2030
2. One of key AI global trends
3. KSA AI landscape is mainly driven by international players, with a handful of fragmented local players gaining competitiveness. Start-up scene is nascent, mostly focused on apps;
4. Until 2027

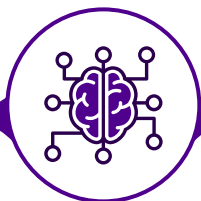
Aiming to become an AI First organization

solutions enables and orchestrates an AI-powered ecosystem for customers to deliver unparalleled outcomes



Provide integrated AI offering

Support businesses and entities regionally to embark in **advanced AI transformations**, helping them to fully empower their data with **an integrated AI offering**, also leveraging existing capabilities



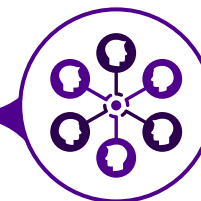
Build best-in-class capabilities

Develop, partner and acquire to offer **one-of-a-kind capabilities across the entire offering** – providing clients with exceptional services that go beyond pure reselling & traditional services



Develop the AI ecosystem

Act **as the ecosystem enabler for AI** in the Kingdom to help in achieving Vision 2030, collaborating with stakeholders on talent development, investment, applied R&D, infrastructure enhancement, and policy making



Install AI in the DNA of the Org

Embed AI internally to boost productivity, accelerate AI-driven innovation, and drive market differentiation; **internal AI is imperative for go-to-market success**

Driving Forward: LEAP 2.0 Strategic Progress

Strategy to Value Creation

Showcasing tangible progress in developing and launching core strategic offerings business resilience and strengthening market leadership.

Strategic advancements on a pivotal offering of solutions by stc:



Digital Product Factory

Accelerating pace of innovation and market delivery for client's digitization and digital products

Value Creation Levers



Higher value to customers



Enhancing competitive advantage



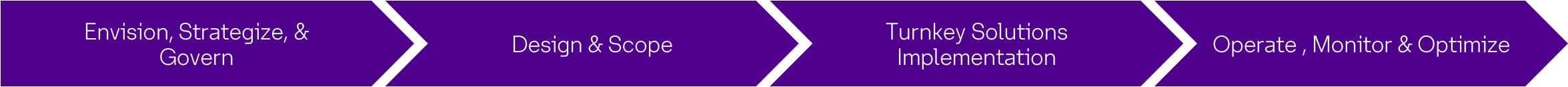
Strengthening market positioning



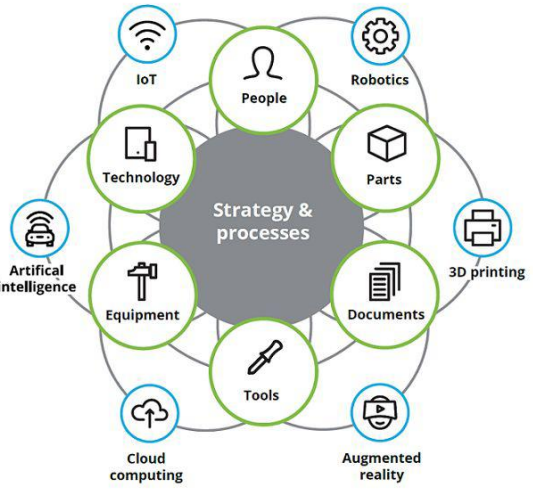
Maximizing shareholders value

Digital Product Factory – Deliver Digital Products with Agility

The Digital Factory is a disciplined way to deliver software products, established on agility, and automated development & secure deployment processes (DevSecOps); a joint value proposition by the solutions group



Define the strategy, policy / standards and governance model to steer the transformation



Ensure alignment between business objectives and technical solutions to maximize impact and feasibility

- Technology Selection**
Evaluate and select tools, platforms, and vendors
- Agile Planning**
Develop a backlog of features or use cases for implementation
- Solution Architecture**
Design the technical and process architecture for digital initiatives
- Pilot Design**
Plan proof-of-concept initiatives to validate solutions

Deliver the digital factory solutions, integrating them into the organization

- Agile Delivery
- Integration
- Testing and Validation
- Change Management
- Innovation Enablement



Ensure sustainable operations, monitor performance, and drive continuous improvement

- Performance Monitoring
- Operational Support
- Feedback Loops
- Optimization / Scalability
- Knowledge Transfer

KPIs	Department A	Department B
Number of applications	5	10
% using automated CI (e.g. within the last week/month)	60%	80%
% using automated CD (e.g. within the last week/month)	20%	80%
Number of incidents (per application)	0	0
Number of changes (per application)	5	8

b M&A Summary



Value-added M&A drive growth, expand offering and bring synergies

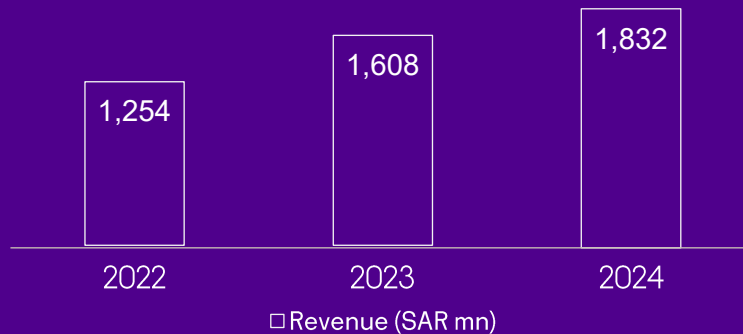
The recent acquisitions reinforced the group’s market leadership and made a notable financial contribution*



Ownership share: **88.2%**

Strategic rationale:

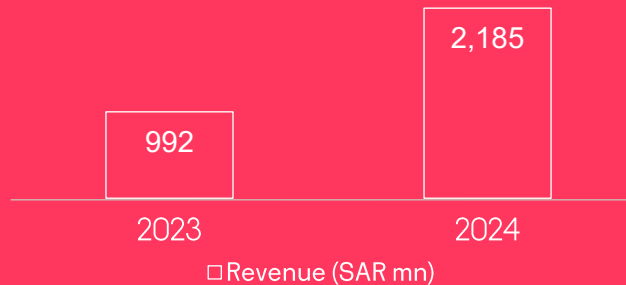
- Diversify into international IT market
- Enhance portfolio with integration, development, management services



Ownership share: **100%**

Strategic rationale:

- Strengthen solutions’ BPO business
- Complete coverage of ICT customer journey by enabling end-to-end offerings from design to operations



Ownership share: **40%**

2024 revenue: **SAR 461mn****

Strategic rationale:

- Gain synergies with systems integration business
- Strengthen ICT market leadership
- Add digital consulting and business transformation capabilities

* The charts show revenue of Giza and upsource by solutions (ex-ccc) before intercompany eliminations

** 2024 revenue was reported from the date of acquisition (1 February 2024)

Giza snapshot

Giza brings strong presence in Egypt and enhances solutions’ one-stop-shop offering

Background



Established in 1974 as first national IT Company in Egypt.
Became #1 provider for OSS & BSS in Egypt in 2004.
Giza Arabia founded in 2006 to focus on the KSA market.



A leading systems integrator in the MEA region, designs and deploys industry-specific technology solutions for asset-intensive industries in over 25 countries.



Strong expertise in application integration, development and management.
88% of Giza was acquired on 3 October 2022.

Portfolio



System, application & infra integration and advisory services



Industrial and physical security bespoke digital solutions



Custom application development, app mgmt. & SW deploy and support

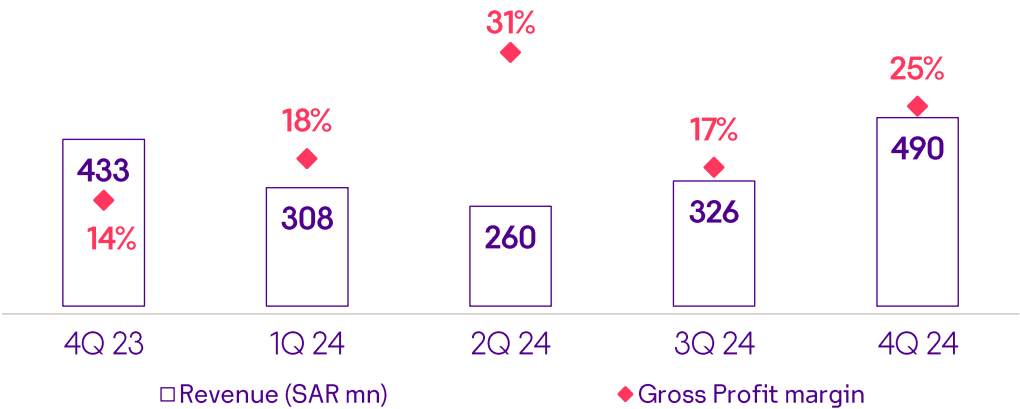


Infrastructure/DC services, cloud advisory, migration & deployment

2024 highlights

- Giza Systems signed a strategic partnership with Ehealth to boost efficiency and digital transformation in healthcare.
- Giza Arabia acquired majority stake Logical Applications for Business Solutions (LABS), a company engaged in providing a wide range of system integration solution services.
- solutions by stc indirectly through Giza Systems acquired an additional 25% interest in the voting shares of ARIA Technologies Company.

Giza revenue and gross profit margin



upsource by solutions (ex-ccc)* snapshot

Upsource by solutions (ex-ccc) reinforces solutions’ ICT market leadership and expands its BPO offering

Background

-  Founded in 2011 as a JV between stc Group and the US-based global company STARTEK, a conglomerate CX mgmt. company.
-  Biggest customer experience management provider in KSA handling over 35 mn annual interactions.
-  Offerings mainly Customer Care BPO, staffing (MPO) for mostly large clients in KSA; nascent shared services, consulting, other specialized services.
- 100% of upsource by stc was acquired on 3 April 2023.

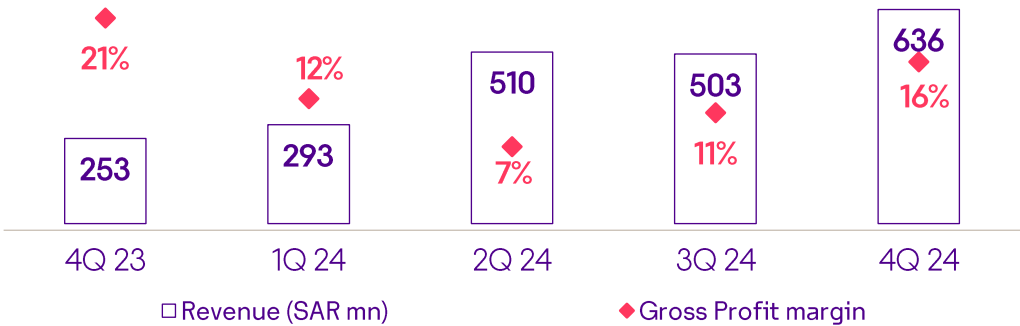
2024 highlights

- HRH Prince of Qassim inaugurated the expansion of upsource by solutions (ex-ccc) Qassim branch.
- Certain projects have been rechanneled to upsource by solutions (ex-ccc) from solutions by stc, driving the company’s significant revenue growth.

Services Portfolio

Customer Lifecycle Management	Digital Platforms	HR Services	Shared Services
• Customer care • Telesales • Social media management • Retention & loyalty management	• Business intelligence • Speech analytics • Big data • Cyber security • Work from home • Omni channel	• Staff augmentation • Hiring • Retirement • Training • On-boarding • Payroll processing	• Finance • Accounting • Business process engineering • Procurement and SCM

upsource by solutions (ex-ccc) revenue and gross profit margin



* In February 2025, solutions by stc presented upsource by solutions, its newly rebranded business process outsourcing (BPO) subsidiary that is built on the success of its leading customer experience solutions provider, Contact Center Company (ccc).

Devoteam snapshot

Devoteam brings synergies with solutions’ core business and adds digital consulting and business transformation expertise

Background



A leading consulting firm focused on digital strategy and tech platforms, with 25 years of experience in its field.



A strong local and regional presence and extensive international experience in providing digital consulting and business transformation.



Offerings span digital products, intelligent data analytics, and business automation, in addition to enabling sustainability through digital transformation.

Services Portfolio

AI Services

- Insights and predictions
- Operational efficiency boost
- New business models
- Optimal customer experience

Strategy and Transformation

- Business automation
- Distributed cloud
- Data-driven Intelligence
- Digital Business and Products

Trust and Cybersecurity Management

- Cyber Resilience
- Applied Security
- Managed Security Services

Data Insights

- Data Governance
- Data Products
- Advanced Analytics
- Data Processing
- Business Impact

Deal highlights and rationale

- solutions by stc completed the acquisition of 40% in Devoteam on 4 February 2024.
- The total enterprise value (EV) of Devoteam Middle East amounted to SAR 741.7 million.
- The deal represents a strategic investment in line with the Group’s growth strategy, serving a number of purposes:
 - Gain synergies with systems integration business.
 - Strengthen ICT market leadership.
 - Add digital consulting and business transformation capabilities.
- Investment in Devoteam is reflected in the financial statements as equity accounted investee and its share of the consolidated net profit amounted to SAR 18mn in FY 2024.

Sectors and Partners

Key sectors

Government

Financial Services

Telco

Key business partners



servicenow



devoteam



solutions
by stc

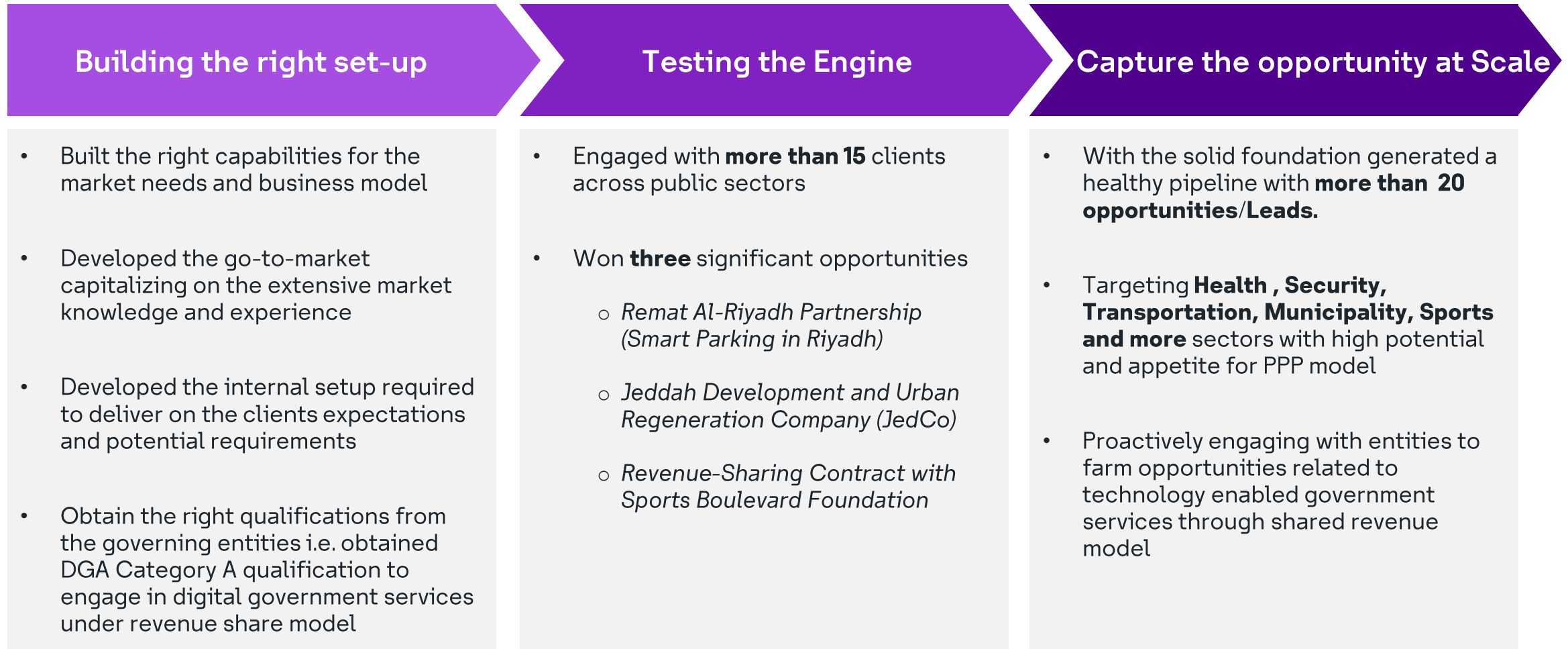
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PPP Projects



Leading innovation and urban transformation through strategic PPPs

The PPP model creates recurring revenue streams, enhances financial performance and contributes to sustainability



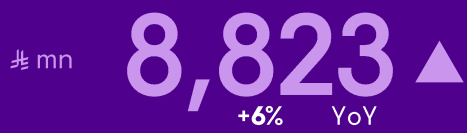
A person is shown in profile, wearing large headphones and holding a smartphone. The image has a strong blue tint. Overlaid on the left side is a large red number '7' followed by the text 'Financial Performance' in white.

7 Financial Performance

solutions 9M 2025 Financial Dashboard

Top-line growth trajectory sustained as profitability and cash flow set to normalize

9M 25 Revenue



9M 25 GP Margin



9M 25 Capex



9M 25 Capex / Revenue



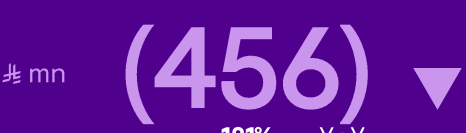
9M 25 EBITDA



9M 25 EBITDA Margin



9M 25 Net Cash From Operating Activities



9M 25 ROIC



9M 25 Net Profit



9M 25 NP Margin



9M 25 Net Cash



9M 25 ROAE





Appendix



Outlook and Guidance for 2025

Outlook and Guidance

solutions maintains its 2025 guidance

	9M 2025 Results	FY 2025 Guidance
Revenue Growth	6%	8% - 10%
EBITDA Margin	17%	14% - 16%
Capex Intensity	1.4%	2% - 3%

b Awards

Awards

Awards, recognition, and certifications

People



Corporate Social Responsibility Award



Top-5 Inspiring Workplaces across Africa and the Middle East



Best Culture & Purpose across Africa and the Middle East



Best Inclusion across Africa and the Middle East



Best Experience across Africa and the Middle East

Technology



'Category A' certification for Digital Government Business



Gold winner of the Project Excellence Awards 2024 category IT/ Telecommunications



Bronze winner of the Project Excellence Awards 2024 category IT/ Telecommunications



Gold winner of the Project Excellence Awards 2024 in the category Change Management / Product Development / Marketing

Finance



The 2nd place in the best IR program 2024 based on all IR-related activities and initiatives.



2023 Best Annual Report - Digital Category
Third place mid-cap companies

Internal Audit



Achieved a high score of 4.5/5 in internal auditing, which reflects our commitment to attaining the highest international standards

C IR Contact

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