

***ANNUAL REPORT***

**2025**



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## UNIKIE IN BRIEF

Unikie is a global software engineering and innovation company that specializes in physical AI.

Physical AI represents a massive transformation where artificial intelligence comes down from the cloud to real-time systems where decisions and actions are needed locally and immediately.

Physical AI has been part of Unikie's DNA since the beginning. For more than 10 years, the company has developed the enabling technologies for Physical AI, including autonomous systems, smart spaces, IoT, AI RAN, and sensing.

Unikie infuses real-time intelligence and autonomous capabilities into next-generation vehicles, devices, networks, defence systems, and industrial solutions.

The company leverages world-class expertise in secure embedded systems that give its clients a competitive edge and enable them to become digital leaders within their industries.

As a trusted partner, Unikie masters complex R&D environments and delivers concrete results. With close to 500 talented software experts, Unikie operates globally in Finland, Sweden, Estonia, Poland, Germany, United States, Canada, and United Arab Emirates.

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### Unikie in figures

**50ME**

Revenue (2025)

**60%**

International Sales

**~500**

Software Experts

**8**

Countries

**63**

Net Promoter Score  
(Customer Survey 2025)

**4.5 / 5**

Overall Score  
(Customer Survey 2025)



## CEO'S REVIEW

In 2025, Unikie celebrated its 10th anniversary. Since 2015, Unikie has been committed to creating significant customer value and enabling customer success by providing world-class embedded software skills and product digitalization across its focus industries: automotive, intelligent devices & networks, defense and industrial automation. In 2025, we continued executing our strategy in a highly dynamic and challenging market environment, while simultaneously investing in future growth areas such as physical AI and building a new marshalling solution business entity.

International business is a key pillar of our strategy. Over the past year, we further strengthened our presence in key markets, particularly in the United States. International business accounted for over 60% of our revenue in 2025. Key highlights of international business included the expansion of the automotive business by signing a new major customer with a strong delivery organization of approximately 100 new experts. We also acquired a few new leading global ICT brands as our customers for intelligent devices segment. These achievements reinforced our position as a trusted partner capable of delivering complex, business-critical products and solutions.

Unikie continued its strategic investments in next-generation technologies and AI capabilities. We established a new AI laboratory with a focus on physical AI and continued expanding

our autonomous drone software stack with AI capabilities and AI deployment in large customer projects. Unikie also made substantial progress in building AI-related assets, including GPU optimization capabilities, AI Hub Data platform and several autonomous assets for drones and vehicles. We also invested in the development of embedded AI in software engineering processes. This work lays the foundation for our long-term differentiation as a leading global Physical AI company with the focus on embedded software.

In the defence business area, we launched the UniScanner concept – the software-defined radio passively detecting RF signals to protect critical infrastructure, and expanded Unikie's drone offering.

Building an independent solution business is a core part of Unikie's strategy. In 2025, we continued major technology investments in Unikie's marshalling business. Unikie Marshalling Solution proved its power with successful validations in true customer industrial environments, such as the logistics area in Volkswagen Group's Automotive seaport in Emden and the fully automated log transport solution for Mantsinen Group in Rauma sawmill. We also built a new international test center in Finland to enable real-time marshalling system testing for vehicles from various manufacturers. In addition, several new IPRs were filed protecting the R&D innovations. Over the past year, Unikie also signed a few important partnerships, such as Deutsche

Telekom, to jointly deliver commercial marshalling systems. These milestones represent important steps towards scalable product business and commercial partnerships with leading ecosystem players.

"Customer First" and world-class customer experience are core values at Unikie. In 2025, customer feedback remained at an excellent level, with Net Promoter Score (NPS) at 63 and overall satisfaction at 4.5 out of 5, clearly above industry benchmarks. Customers valued our responsiveness, ease of doing business and high level of expertise.

In early 2025, Unikie's business faced headwinds, particularly due to reduced volumes from certain major international customers, which had a clear negative impact on full-year revenue and profitability. As a result, our revenue decreased to 50 M€ level. Financially, 2025 was a year of decline in revenue and profitability, but it also marked an important turning point. We improved operational efficiency, restored profitability in our core services business in Q4 and demonstrated strong adaptability by rapidly scaling up a major strategic international customer's business, partially compensating for the decline in revenue and proving our operational agility.

The Group's EBITDA was negative, reflecting both the reduced 1H/25 revenue and ongoing strategic investments in building the independent marshalling solution business.



From left to right: Aleksi Kankainen (CFO), Jani Väisänen (CTO), Juha Ala-Laurila (CEO), Tom Leskinen (COO), Julia Karjalainen (CPO) and Juha Kemppainen (CDO).

Looking ahead to 2026, our focus is clear: to return to a profitable growth path. We expect growth driven by stronger key accounts, new customer wins and the commercialization of our AI-driven offerings. Our key priorities include:

- Expanding customer relationships, especially in international markets
- Being the leading Physical AI company and scaling AI and data-driven offerings across all business segments
- Scaling Unikie Marshalling Solution business towards true commercial phase
- Offering best embedded software talent with high AI skills for our customers

I would like to thank all our customers and partners for their trust and collaboration during the year. Most importantly, I want to thank all Unikiens for their resilience, commitment and ability to adapt in a year that required both flexibility and determination.

Together, we have built a strong company – well positioned to capture future growth opportunities and continue shaping the next wave of Physical AI and intelligent industry solutions.

**Juha Ala-Laurila**

CEO, Unikie

## 2025 FOR UNIKIE

During 2025, Unikie celebrated its 10th anniversary with valued clients, partners, and stakeholders who have made the 10-year growth journey possible. The year included many highlights, such as new partnerships, successful customer projects, AI-related announcements, and insightful events.



**10** YEARS OF  
**DRIVING**  
**THE CHANGE**

### 10 Years of Innovation – Unikie celebrates its 10th anniversary

In 2025, Unikie celebrated its 10th anniversary – a full decade of innovation and product development in close cooperation with our customers and partners. To mark the special occasion, Unikie opened a new technology test center in Kaarina, Finland, and hosted its first Innovation Summit at the facility in June 2025.

[> Read more](#)



### Unikie and Deutsche Telekom announce global partnership to transform automated vehicle marshalling

Unikie and Deutsche Telekom announced a global partnership aimed at revolutionizing automated vehicle marshalling. This collaboration will leverage the strengths of both companies to develop and deploy cutting-edge solutions for automated driving in gated areas, such as depots, logistics facilities, and industrial sites.

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### Unikie aims to become the leading AI Lab in the Nordics: The company increases investments in AI development

Unikie has made a significant investment in artificial intelligence by establishing a new AI Lab that aims to accelerate the adoption of artificial intelligence by customer companies and expand the use of artificial intelligence in its own product development and business.

[> Read more](#)



## Unikie showcased fully automated driving at Volkswagen Automotive Seaport

In 2025, Unikie successfully piloted automated vehicle movements in real port operations within Volkswagen Group Logistics – in one of the world's largest vehicle logistics terminals in Emden, Germany. This marks a major milestone in a key logistics innovation.

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## Using AI to optimize software engineering

Unikie's webinar *Unikie AI Lab: AI-assisted Software Engineering* took an expert look at how AI-assisted software engineering and optimization helps companies achieve faster performance, increased productivity, and cost efficiency across a wide range of devices and platforms.

[> Read more](#)



## Unikie & Silicon Labs: Creating on-device AI solutions

Unikie is leading the development of embedded software and on-device AI optimization. Et Embedded World 2025, Unikie showcased on-device embedded AI/ML solutions, together with our partner, Silicon Labs.

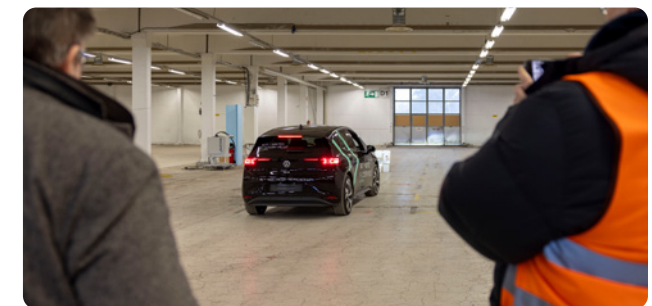
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## Automated transport solutions for industrial use cases with Mantsinen

Unikie and Mantsinen have developed a log transport solution which operates automatically within the sawmill facility. It is one of the world's first solutions in which a heavy ground vehicle moves safely and autonomously in an industrial environment.

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## AIVOT project shapes the future of automated transport logistics

The AIVOT project, established within the eALLIANCE ecosystem and led by Unikie, focuses on increasing automation and optimizing logistics processes.

[> Read more](#)

## BUSINESS

### Service Business

In 2025, Unikie's services business continued to provide high-end software engineering services to customers in Finland, Europe, the United States, and the Middle East. The company's core strength remained in demanding embedded software development, complemented by growing expertise in physical AI, real-time sensing, data-driven systems, and secure software architectures.

The market environment remained dynamic and unpredictable. Demand in Finland continued to be challenging, while international markets offered growth opportunities, particularly in automotive, intelligent devices, defence and security, intelligent industry, and physical AI. Unikie increasingly shifted towards international customer programmes, delivering integrated engineering teams and deeper product development partnerships for business-critical systems.

During the year, Unikie expanded key international customer relationships, won new customers across several industry segments, and increased activity in AI, defence, cybersecurity, and physical AI-related opportunities. At the same time, the company strengthened operational efficiency, scalability, and sales discipline by simplifying its operating model, improving utilisation, and focusing on key accounts.

Technology leadership remained at the core of Unikie's value proposition. The company's ability to combine embedded software, AI & data-driven solutions and secure real-time systems helps

customers bring intelligence into machines, vehicles, devices, and industrial environments. AI became an increasingly integrated part of customer solutions and delivery practices, ranging from autonomous systems and industrial optimization to AI-assisted engineering.

Unikie's deep embedded software expertise remained fundamental as industries increasingly require software that operates reliably at the edge, close to real-world machines, sensors, and mission-critical environments. Our strong expertise in physical devices, cyber-secure architectures, and AI-based development tools position Unikie strongly in the evolving technology landscape.

The services business focused on four key customer segments: intelligent devices, automotive and heavy vehicles, defence and security, and intelligent industry. Across these areas, Unikie applied its AI-powered embedded software expertise to support software-defined vehicles, autonomous systems, secure dual-use technologies, and intelligent industrial solutions.

People and global delivery capability remained central to Unikie's success. The company continued to develop expertise

in embedded systems, AI, and cybersecurity, while strengthening its ability to scale delivery for international customers through teams in Finland, Estonia, Poland, and the Middle East.

Looking ahead, Unikie sees continued growth opportunities driven by increasing software intensity across industries, rapid adoption of AI and data-driven solutions, and growing demand for high-quality product engineering skills in secure and mission-critical systems. The company's focus remains on scaling key customer relationships, strengthening its international presence, developing physical AI and embedded software competencies, and improving operational efficiency.



Unikie hosted the first Unikie Innovation Summit on June 2025 at its new test center in Kaarina. The event featured AI, intelligent machines, security & automated vehicle logistics.

## Marshalling Solution Business

Ever since the company was founded, Unikie has determinedly invested a significant part of revenue in developing our own technological competence, software components and solutions, and our staff. We have had our own product development activities in diverse industrial segments and platforms. Our focus has been on purposeful development of our own know-how and on learning about different markets and solutions.

In 2025, the Marshalling Solution business continued to focus on business development and productization. Commercially, we succeeded in building the foundation across all selected target segments: New vehicle logistics in plants and logistics chains, Automated bus depots and Automated logistics centers.

### *New vehicle logistics in plants and logistics chains*

The AutoLog project progressed well during 2025. Together with Volkswagen Group Logistics, Deutsche Telekom, BIBA - Bremer Institut für Produktion und Logistik and other project partners, Unikie successfully piloted the Unikie Marshalling Solution in Emden, Germany. The project will continue in 2026.

In June 2025, Unikie announced its collaboration with Deutsche Telekom. This marks a significant milestone for the Marshalling Solution business, as the cooperation enables faster scaling of the Unikie product to the market. Together, Unikie and Deutsche Telekom are able to offer customers a larger and more complete solution, creating a significant competitive advantage.

### *Automated bus depots*

During 2025, Unikie continued to develop the commercial foundation for Automated bus depots together with partners and customers. The market need for automated depot operations remained strong, and the work carried out during the year strengthened Unikie's position in this segment.

### *Automated logistics centers*

In Automated logistics centers, Unikie continued commercial development activities during 2025 and built the foundation for future opportunities in the selected target market. The segment remains one of the key target areas for the Marshalling Solution business.

### *Productization and future prospects*

Technical product development continued according to the planned roadmap during 2025, with the main focus on product safety. The successful piloting of the Unikie Marshalling Solution in Emden and the announced collaboration with Deutsche Telekom provide a strong basis for continued productization and market scaling in 2026.

Unikie has successfully piloted its Marshalling Solution with Volkswagen Group Logistics in Emden, Germany.



## RESPONSIBILITY AND QUALITY

Responsibility and sustainable development formed an integral part of Unikie's business as a builder of a smarter society. Our key sustainability impact came from the industrial solutions we offered, which enabled our customers to contribute to the sustainability, efficiency, and safety of their own operations. We also built a safer society by enabling devices and data to be securely connected across networks.

Our operations were guided by our shared values and our Code of Conduct. We were committed to conducting our business honestly and providing a work environment that was free from discrimination and harassment. Unikie did not tolerate bribery or corruption in any form. The company had a Whistleblowing reporting channel operated by an external service provider where potential misconduct could be reported.

Risk management was integrated into Unikie's governance and day-to-day operations. During 2025, we identified, assessed, and monitored business and sustainability-related risks as part of our management processes. Key risk areas included information security and privacy, compliance and business ethics, supplier and partner risks, talent availability and retention, as well as environmental impacts from our own operations. Risks were regularly reviewed by management, and mitigation actions were defined, implemented, and followed up.

Privacy and personal data protection were important parts of our responsible operations.

During 2025, we processed personal data in accordance with the EU General Data Protection Regulation (GDPR) and applicable local legislation. We aimed to collect and use personal data only for defined purposes, limit access on a need-to-know basis, and apply appropriate technical and organizational measures to protect data. We also sought to ensure that retention periods were defined and that data subject rights requests were handled through established processes, including when using external service providers as processors.

### Builder of smart, environmentally friendly, and safe societies

The most significant positive environmental impact came from our solutions that helped emission-intensive industries streamline their operations, reduce energy consumption, and reduce greenhouse gas emissions.

Unikie made a significant contribution to improving the environmental performance of factories and logistics centers, for example, by developing intelligent operations and improving the flow of information. The automated driving solutions we developed helped improve the use of critical resources in production and delivered solutions that improved efficiency for our customers. Unikie's Marshalling solutions helped optimize repetitive tasks such as washing, maintenance, and electric charging routines at bus depots.

We built a safer society by providing public and defense players with information security solutions that helped safeguard critical societal functions and enabled secure communications for public authorities. In addition, we provided protection and information security solutions for networks and applications in sectors such as telecommunications and the automotive industry.

### We utilize AI and digitalization responsibly

Information and data security were the foundation of all our technology platforms. Our own operations met the highest security standards in the European automotive industry (TISAX AL3). We required our suppliers to meet the same requirements, and we continuously improved our security practices.

We were aware of the ethical implications of utilizing AI. We used data and AI responsibly and ethically to drive our customers' business. Our code of ethics allowed machines to process data, but decisions were always made by humans.

### Quality and the environment

The requirements of the international operating environment changed, and customers and partners increasingly expected third-party-verified quality and environmental certifications that ensured standards compliance and the quality of operations. By building continuous process improvement practices into our operating

systems, we were able to make our operations more efficient, improve the quality experienced by our customers, and significantly reduce waste.

Unikie's quality management system was certified in accordance with the ISO 9001:2015 standard. During 2025, the coverage of the management system was expanded to include all business areas of the company globally.

At the same time as our quality management system, we continued developing the company's environmental management in Finland in accordance with the ISO 14001:2015 standard.

However, the company estimated that the positive environmental impact of its industrial solutions far exceeded its own environmental footprint, and we also wanted to improve the environmental responsibility of our own operations. We continuously assessed our environmental impact, identified environmental risks and opportunities related to our operations, and monitored the impacts of business travelling. Environmental responsibility also strongly guided Unikie's choice of premises. During 2025, Unikie continued improving the occupancy rate and energy efficiency of its offices in Finland, Estonia and Poland. Unikie was committed to supporting the goals of the Paris Climate Agreement to mitigate climate change.

Unikie received the TISAX AL3 certificate in 2019, and it was renewed in 2025. The certificate was widely known in the automotive industry and aimed to protect customer data in accordance with ISO 27001. The operating system under this TISAX certificate was the first quality system that Unikie had externally certified.

## Competent, healthy, and fair work community

We treated all our employees equally, regardless of gender, ethnicity, religion, age, sexual orientation, or similar factors. We aimed to ensure that our employees met the demands of their roles and our customers to the best of their abilities, and we supported and promoted diversity.

In addition to recruitment, it was important for us to succeed in retaining our existing talent. Our employee turnover rate was average in the IT sector. In 2025, Unikie had employees representing more than 20 nationalities. Our personnel consisted mainly of experienced experts, of whom approximately

16% were women. About one-fifth of our management team consisted of women.

Remote work was allowed, and we aimed to maintain a good balance between remote and on-site work. During 2025, we used flexible hybrid working practices to support focus work, collaboration, and employee well-being while ensuring that customer and project needs were met. We encouraged teams to agree on practical ways of working that promoted effective communication, knowledge sharing, and a strong sense of community.

During 2025 we encouraged our employees to develop their AI skills and provided training possibilities in several ways. We offered also the opportunity to complete, for example, IT certifications as part of work tasks.



In November 2025, Unikie hosted a webinar on AI-assisted software engineering and optimization. From left to right: Matti Pellikka (Grundium), Heikki Lehtosalo (Unikie), Niko Haatainen (Unikie), and Elina Mansner (Unikie).

## Research, Intellectual Property and Ecosystem Collaboration

Research and development are central to Unikie's long-term strategy, supporting the creation of differentiated, scalable technology solutions and sustainable competitive advantage. In 2025, Unikie accelerated the systematic conversion of R&D outcomes into a globally protected intellectual property portfolio, filing over 20 new patent applications during the fiscal year and further growing the patent family portfolio. These patents protect key innovations related to Unikie's core technologies and products, including automated logistics, remote and automated operations, autonomous systems, autonomous charging, and Infrastructure-to-Vehicle (I2V) control.

In parallel, Unikie has participated in nationally and EU-funded research programs focused on autonomous and automated driving, intelligent infrastructure, industrial IoT, cybersecurity, and AI-based perception and control, supporting technology validation, ecosystem collaboration, and alignment with emerging standards. Selected publicly funded research projects include HAL4SDV, AutoLog, DigiPave, AIVOT, A-IQ Ready, AGRARSENSE, Demining, GenerIoT, and EDE3, addressing areas ranging from automated mobility and logistics to intelligent infrastructure and advanced drone-based systems.

Unikie is also an active member of national and international ecosystems and industry associations that support technology development, standardization, and collaboration



The AutoLog and AIVOT project consortiums visited Unikie's test center for automated marshalling solutions in January 2025 in Turku.

in its key markets. These include AI Finland, VAMOS, the Digital Defence Ecosystem (DDE), as well as automotive, logistics, and defense-related organizations such as FISC, NATO's NCI Agency, BVL, and VDA, strengthening interoperability, standard compliance, and alignment with regulatory and technology developments.

# GOVERNANCE AND FINANCIALS

## Group structure

The Unikie Group consists of the parent company Unikie Oy in Finland, Unikie Inc in the USA, Unikie GmbH in Germany, Unikie Ab in Sweden, Unikie Sp. z o.o. in Poland, Unikie Oü in Estonia, Unikie MEA Ltd in the UAE, and Top Notch Solutions Oy. All subsidiaries are fully owned by the parent company.

## Financial update

In 2025, the Unikie Group's turnover was EUR 50.4 million. Revenue was impacted by lower volumes from certain international key customers. The Group's EBITDA was EUR -3.0 million, including the result of the service business as well as major investments in the development of the Unikie Marshalling Solution product. EBITDA was also affected by a one-off credit loss in the service business and other expenses.

The Company adjusted its operations during the financial year, and in the second half of the year the service business returned to profitability.

The result for the financial period was EUR -4.8 million for the Group and EUR -5.5 million for the parent company.

## Financial position

The Company's financial position and cash position remained good throughout the financial year, and the Company does not estimate financing to limit business development during the next financial period either. During the financial year, the Company negotiated a EUR 3.0 million credit facility. The facility was not used during the financial year.

## Investments

The tangible investments recorded in the Company's balance sheet relate mainly to machinery and equipment. The majority of development costs and all research-related costs were presented in profit or loss as annual expenses.

## Research and development activities

Unikie invested significantly in research and development activities throughout the financial year. The Company has increased the number of employees dedicated to its own product development and has also acquired facilities and equipment specifically for product development and testing. The Company aims to spend more than 5% of its turnover on research and development.

## Personnel

On 31 December 2025, the Group employed a total of 474 people.

## Administration

On 21 May 2025, the Annual General Meeting elected Esko Mertsalmi, Seppo Kolari, Tomi Alén, Laura Raitio and Anssi Vanjoki to the Board of Directors. Laura Raitio acted as the Chairman of the Board.

The Company's auditor during the financial period was KPMG Oy Ab, with Niklas Oikia, Authorised Public Accountant, as the principal auditor. Juha Ala-Laurila served as the Company's CEO during the financial year.

## Shares

At the end of the financial year, the company had a total of 1,116,429 shares.



[unikie.com](http://unikie.com)