



# Eezy Plc

January-September 2023



Q3/2023

# Revenue and EBIT continued to decrease – we build stronger Eezy

## In Brief

### July–September 2023

- Revenue was EUR 56.0 million (EUR 67.3 million in July–September 2022). Revenue decreased by 17%.
- EBITDA was EUR 4.4 million (6.8).
- EBIT was EUR 2.3 million (4.7) and was 4.1% of revenue (7.0%).
- Earnings per share was EUR 0.05 (0.14).
- A profitability improvement program and the strategy renewal project were started during the period.

### January–September 2023

- Revenue was EUR 166.8 million (EUR 185.4 million in January–September 2022). Revenue decreased by 10%.
- EBITDA was EUR 11.0 million (13.6).
- EBIT was EUR 4.7 million (7.3) and was 2.8% of revenue (3.9%).
- Earnings per share was EUR 0.08 (0.21).

### Outlook for 2023 (since 7 August 2023)

Eezy does not give guidance for 2023.

## Key figures (IFRS)

EUR million, unless otherwise specified	7–9/2023	7–9/2022	1–9/2023	1–9/2022	1–12/2022
Revenue	56.0	67.3	166.8	185.4	247.6
EBITDA	4.4	6.8	11.0	13.6	18.2
EBITDA, %	7.9%	10.1%	6.6%	7.3%	7.4%
EBIT	2.3	4.7	4.7	7.3	10.0
EBIT, %	4.1%	7.0%	2.8%	3.9%	4.0%
EPS, undiluted, EUR	0.05	0.14	0.08	0.21	0.29
EPS, diluted, EUR	0.05	0.13	0.08	0.21	0.28
Net debt / EBITDA	-	-	3.5 x	3.0 x <sup>1</sup>	2.9 x <sup>1</sup>
Chain-wide revenue	78.9	94.1	233.9	265.2	351.6

<sup>1</sup> EBITDA is based on estimated pro forma EBITDA of last 12 months.

# We are building a stronger Eezy during the hard economic situation

**“Weak economic situation affected especially the Staffing services’ development in the third quarter. Our revenue fell to 56.0 million euro in the third quarter (67.3). EBIT was 2.3 million euro (4.7). We have adjusted our operations to the decreased revenue, and renewal of our strategy is proceeding as planned.**

Revenue decreased to 56.0 million euro (67.3) due to the strongly weakening demand in Staffing services. Staffing services’ revenue decreased to 50.1 million euro (-19%) in the third quarter. Staffing services’ main role is to offer flexibility to our customers personnel needs, and in a weak economic situation the number of staffed employees decreases. Construction and industry sectors are emphasized in Eezy’s customer portfolio, and the need for employees has decreased especially within these sectors. There is a decrease in demand also within horeca and retail sectors.

Revenue in the Professional services increased to 6.0 million euro (5.9) in the third quarter. Eezy’s Employment Services unit, offering training, coaching and rehabilitation services for job seekers, immigrants and employers, has continued to develop positively. There is strong demand e.g. for career planning, employment and entrepreneurship training services in a weak economic situation. Also, the number of students in immigrant integration trainings has increased.

The demand for consulting projects related to business and company culture development as well as non-recurring personnel research is suffering in a weak economic situation. There is also insecurity in purchase decision making. On the other hand, resettlement and transition security services offered by Eezy Personnel are facing a growing demand when there are a lot of lay-offs and change negotiations in companies.

The EBIT decreased to 2.3 million euro (4.7) in the third quarter. In addition to decrease in revenue, weakened EBIT is due to change in sector mix in Staffing services; lower margin sector customers have increased their share of revenue.

## **Profitability program in full swing**

We kicked-off a profitability program aimed to reach three-million-euro annual cost savings in August. We have carried out extensive change negotiations, and as a result we decreased our personnel by over 60, which accounts for ~10% of our total staff. We renewed our leadership model in Staffing services to become more agile and lowered the organizational hierarchy. We are also improving the agility within the customer and staffed personnel interface – our mission is to help our customers in their staffing and personnel related issues as well as offer possibilities to employment throughout Finland.

In addition to personnel costs, we have also cut other fixed costs. With these measures we will reach the profitability program target during 2024.

## **Strategy renewal proceeding as planned**

Eezy has strongly been built by mergers and acquisitions, and during the whole 4-year history of the company, the operating environment has been quite exceptional. Our focus on our traditionally strong sectors; construction, industry and horeca, is creating challenges for us now, and can be seen in the development of our revenue and EBIT.

In our strategy project, we evaluate the operating environment of our different business areas and identify the potential to grow. We analyze our opportunities in different markets and select the future focus areas.

We have already identified business areas, where Eezy’s strengths - our national and local presence, large customer base and versatile service offering – can be utilized. Our objective is to decrease the risks related to economic cycles by e.g. focusing on counter-cyclical businesses.

Already now, we can lean on our strengths and help our customers in e.g. extensive investment programs, where there are needs for staffing, complex recruitments and leadership trainings.

One of the most important development project next year is our new ERP system with AI features in Staffing services. The new system and operating model will automatize manual processes and tasks, and will improve remarkably the customer and employee experience by e.g. fast and easy order management.

Eezy will be operationally strong during the low economic situation thanks to the changes and strategy work done, and ready for the economic upturn.”

**“Eezy will be ready for the economic upturn.”**

Siina Saksi,  
CEO



# Market review

The HR services market relevant to Eezy's business includes staffing services, light entrepreneurship services and selected professional services. Due to the working life megatrends and the increased need for flexible workforce we believe in the growth potential of the market.

According to an estimate by management, the size of the entire HR services market in Finland was EUR 3.4 billion in 2022, of which the staffing services were EUR 2.7 billion. The market size of the relevant recruitment services was somewhat over EUR 100 million. The market size of light entrepreneurship services has been estimated to be over EUR 300 million.

According to the Employment Industry Finland (HELA) association, the revenue of the largest companies in the staffing service market decreased approx. 6% in August 2023 and in January–August approx. 3% compared to last year. According to HELA, the economic outlook in HR services is weak.

In Finland, the share of flexible forms of working relative to all work remains significantly lower than in comparable European countries. Management believes that the market will continue its structural growth as flexible forms of working become more common.

## Business developments

Weak economic conditions have clearly decreased the workforce needs of our customers. The impact has been most prominent in the construction and industry sectors, where volumes have been clearly below last year. The volume development varies by geographic area and by customer, but the general trend is similar in whole Finland.

During the summer the demand in Horeca sector has been below last year. Also the workforce needs in the retail sector has decreased somewhat.

Demand in the professional services area has continued to be moderately good. Especially the employment services have grown, but some other professional services businesses, like direct search, have decreased.

## Revenue

### July–September

Eezy's revenue amounted to EUR 56.0 million (67.3), decreasing by 17% compared to the corresponding period in the previous year.

Revenue decreased by 19% in the staffing services area. In the professional services area revenue increased by 1%.

Eezy's chain-wide revenue amounted to EUR 78.9 million (94.1) decreasing by 16%. Franchise fees totaled EUR 1.4 million (1.6). The invoicing volume of light entrepreneurship services was EUR 9.5 million (11.2).

### January–September

Eezy's revenue amounted to EUR 166.8 million (185.4), decreasing by 10% compared to the corresponding period in the previous year.

Revenue decreased by 12% in the staffing services area. In the professional services area revenue increased by 8% both due to organic growth and the Leidenschaft/Siqni acquisition in April 2022.

Eezy's chain-wide revenue amounted to EUR 233.9 million (265.2) decreasing by 12%. Franchise fees totaled EUR 4.1 million (4.9). The invoicing volume of light entrepreneurship services was EUR 29.1 million (31.0).

## Revenue by service area

EUR million	7–9/2023	7–9/2022	Change %	1–9/2023	1–9/2022	Change %	1–12/2022
Staffing services	50.1	61.5	-19%	145.6	165.9	-12%	219.6
Professional services	6.0	5.9	1%	21.5	19.8	8%	28.4
Common functions and eliminations	-0.1	-0.1	-	-0.2	-0.3	-	-0.4
<b>Total</b>	<b>56.0</b>	<b>67.3</b>	<b>-17%</b>	<b>166.8</b>	<b>185.4</b>	<b>-10%</b>	<b>247.6</b>

1 Jan 2023 onwards Eezy reports Staffing services including both group's own staffing unit as well as the franchise fees, and Professional services including also the light entrepreneurship services.

# Result

## July–September

EBITDA was EUR 4.4 million (6.8). Operating profit was EUR 2.3 million (4.7). Decreasing revenue has had the largest impact on profit. Additionally, the declined share of the industrial and construction sectors has decreased profitability. Sick-leaves have decreased somewhat from last year.

Total depreciation, amortization and impairment was EUR 2.1 million (2.1), of which EUR 0.9 million (1.0) was acquisition related amortization. The result before taxes was EUR 1.7 million (4.3) and the result for the period was EUR 1.3 million (3.5). Earnings per share was EUR 0.05 (0.14).

## January–September

EBITDA was EUR 11.0 million (13.6). Operating profit was EUR 4.7 million (7.3). Sick-leaves have decreased from last year, but are still somewhat higher than historically typical. One-off salary items in H1 due to collective agreements caused EUR 0.2 million costs. Personnel expenses related to changes in management of approx. EUR 0.3 million were recorded in the H1 result.

Total depreciation, amortization and impairment was EUR 6.2 million (6.3), of which EUR 2.7 million (3.2) was acquisition related amortization. The result before taxes was EUR 2.8 million (6.9) and the result for the period was EUR 2.2 million (5.4). Earnings per share was EUR 0.08 (0.21).

# Financial position and cash flow

Eezy's consolidated balance sheet on 30 September 2023 amounted to EUR 209,2 million (218.6), of which equity made up EUR 111.1 million (111.0).

As of 30 September 2023, the Group has liabilities to credit institutions amounting to EUR 50.8 million (55.2), of which EUR 46.3 (50.8) was non-current. The company has renewed its long-term financing in October, so that majority of the loans are due in 2028.

Cash balance on 30 September 2023 was EUR 0.3 million (2.5). The Group has overdraft facilities in total of EUR 10.0 million, all of which were unused on 30 September 2023.

Equity ratio stood at 53.1% (50.8%). The Group's net debt including IFRS16 leasing items on 30 September 2023 amounted to EUR 54.9 million (58.8). Net debt excluding IFRS16 leasing items was EUR 51.5 million (53.8). The net debt/EBITDA ratio was 3.5 x (3.0 x).

Operative free cash flow amounted to EUR 1.3 million (1.6) in July–September and EUR 1.8 million (4.7) in January–September.

# Investments and businesses sold

Investments in tangible and intangible assets totaled EUR 0.6 million (0.7) in July–September and EUR 2.1 million (2.0) in January–September. Investments were mainly related to IT investments.

In May, Eezy sold its share of VeggArt's Oy. A capital loss from divestment of EUR 0.1 million and, in March, an impairment on equity accounted investment of EUR 0.1 million was recorded.

# Employees

Eezy employs people in Group functions and as staffed employees assigned to customer companies. In July–September, Eezy employed on average of 515 (548) and in January–September 521 (528) people in Group functions and on average 3 289 (4 174) in July–September and 3 271 (3 877) in January–September staffed employees on FTE basis.

Due to the change negotiations that ended in October, and other actions, over 60 group employees will leave Eezy.

Due to the nature of the staffing service business, Eezy's total number of personnel employed is higher than the number of personnel employed on average. In the calculation of the average number of staffed employees, the work input of the employees has been converted into person-years. The users of light entrepreneurship services are not included in the Group's personnel numbers.

# Changes in management

Siina Saksi was appointed as Eezy's CEO on 12 April 2023 and started work in the CEO role on 16 June 2023.

The deputy CEO, director of Professional Services, Pasi Papunen and the HR Director Hanna Lehto left the company on 16 June 2023.

Saara Tikkanen was appointed on 7 September 2023 as HR and Development Director starting latest in March 2024.

Markus Jussila was appointed as Director of Professional Services on 22 September 2023.

# Shares and shareholders

On 30 September 2023, Eezy Plc had 25 046 815 (25 046 815) registered shares. The company holds no treasury shares. The company had 3 371 (2 756) shareholders, including nominee registered shareholders.

In January–September 2023, a total of 1 921 404 (1 738 196) shares were traded and the total trading volume was EUR 5.5 million (9.4). During the period, the highest quotation was EUR 3.55 (6.38) and the lowest EUR 2.06 (3.59). The volume-weighted average price of the share was EUR 2.84 (5.40). The closing price of the share at the end of September was EUR 2.20 (3.68) and the market value stood at EUR 55.1 million (92.2).

On 30 September 2023, the members of the Board of Directors and the members of the management team owned a total of 413 470 (808 820) Eezy shares, corresponding to approximately 1.7% (3.2%) of shares and of the votes to which they entitle. The share numbers include the direct holdings of the persons in question and their controlled companies. In addition, Board members are employed in managerial duties by significant shareholders.

Ten largest shareholders as of 30 September 2023:

Shareholder	Shares	%
1. Sentica Buyout V Ky	6 105 458	24.38
2. NoHo Partners Oyj	5 052 856	20.17
3. Meissa-Capital Oy	3 223 071	12.87
4. Evli Finnish Small Cap Fund	1 341 126	5.35
5. OP Finland Micro Cap Fund	919 668	3.67
6. Asikainen Sami	342 261	1.37
7. Säästöpankki Small Cap Fund	322 200	1.29
8. WestStar Oy	293 398	1.17
9. Church Pension Fund	293 000	1.17
10. Ilmarinen Mutual Pension	274 261	1.09
<b>10 largest in total</b>	<b>18 167 299</b>	<b>72.53</b>
Nominee-registered	1 510 841	6.03
Others	5 368 675	21.43
<b>Total</b>	<b>25 046 815</b>	<b>100.00</b>

## Governance

### Annual General Meeting

The Annual General Meeting (AGM) was held on 13 April 2023.

The financial statements and the consolidated financial statements for the financial year 2022 were adopted. The members of the board of directors and the CEOs were discharged from liability for financial year 2022. The remuneration report for governing bodies was approved.

The AGM decided that for the year 2022, a dividend of EUR 0.15 per share be paid in two tranches. The first tranche of the dividend, EUR 0.10 per share and EUR 2.5 million in total, was paid in April 2023. The second tranche

of the dividend, EUR 0.05 per share and EUR 1.3 million in total, was paid after the review period in October 2023.

Seven members were elected to the board of directors. Tapio Pajuharju, Kati Hagros, Paul-Petteri Savolainen, Jarno Suominen, Mika Uotila and Mikko Wirén were re-elected as members of the board of directors. Maria Pajamo was elected as a new member.

The members of the board of directors will be paid monthly remuneration EUR 4 000 per month for the chairperson of the board and EUR 2 000 per month for all other members of the board each. In addition, for members of the board of directors' committees will be paid a meeting fee of EUR 300 for each committee meeting.

The AGM re-elected the company's auditor KPMG Oy Ab, which has stated that Esa Kailiala, APA, will act as the responsible auditor.

In a formation meeting of the board, held after the AGM, Tapio Pajuharju was elected to continue as the chairman. Mika Uotila (chair), Kati Hagros and Jarno Suominen will be the Audit committee. The Human Resources Committee members will be Maria Pajamo (chair), Tapio Pajuharju and Mikko Wirén.

### Valid authorizations

The authorisations given by the AGM on 13 April 2023 are described in detail in the stock exchange release about the AGM's decisions.

The AGM authorised the board of directors to decide on the repurchase of the company's own shares using the company's unrestricted equity. The total maximum number of shares to be repurchased under the authorisation shall be 2 500 000 shares. The authorisation is valid until the end of the annual general meeting of 2024, however, for a maximum of 18 months. The authorization is unused.

The AGM authorised the board of directors to decide, in one or more tranches, on the issuance of shares as well as on the issuance of option rights and other special rights entitling to shares as referred to in chapter 10(1) of the Finnish Limited Liability Companies Act. The total maximum number of shares to be issued under the authorisation shall be 2 500 000 shares. The authorisation is valid until the end of the annual general meeting of 2024, however, for a maximum of 18 months. The authorization is unused.

## Long-term incentive plan

In March, Eezy Plc's board of directors resolved on the fourth earning period of the long-term incentive plan for the company's key employees. The fourth earning period is 24 months, starting on 1 January 2023 and ending on 31 December 2024. The reward criteria for the fourth earning period are based on Eezy Plc's total shareholder return, operating profit percent and an ESG component. A maximum of 256 000 reward shares could be awarded for the fourth earning period.

## Risks and uncertainties

Eezy's risk management principles are based on the Finnish Corporate Governance Code for Listed Companies. The objective of risk management is to ensure that the group's targets are reached and to safeguard the continuity of operations.

Poor economic development and high inflation in Finland may have an adverse impact on Eezy's business and result. In economic downturn it is possible that companies use less staffing services and other HR services offered by Eezy.

Sick leaves may negatively affect Eezy through the sick leaves of either staffed employees or employees in group functions, as well as by disturbing or stopping customers' businesses.

Material short-term risks also include tighter competition in the HR and recruitment market, changes in legislation or collective agreements, and the cyclical nature of the business.

There are also significant risks related to acquisitions. If the performance of the acquired company does not match expectations, the integration fails, or other targets set for the acquisition are not reached, there may be material effects for Eezy's profitability and financial position.

More information about risk management is available on the company website.

### More information:

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### Result dates

Financial Statements Bulletin January–December 2023	15 February 2024
Financial Statements 2023	week 11/2024
Interim Report January–March 2024	7 May 2024
Half-Year Report January–June 2024	6 August 2024
Interim Report January–September 2024	5 November 2024

## Guidance for 2023

Eezy does not give guidance for 2023.

## Events after the review period

The company's long-term financing was renewed in October to mature mainly in 2028.

Change negotiations were concluded on 10 October 2023.

The second tranche of the dividend, EUR 0.05 per share was paid in October 2023.

Eezy Plc  
Board of Directors

### Result publication event:

A Finnish-language briefing for analysts and media will be held on 7 November 2023 at 13.00 Finnish time as a webcast at <https://eezy.videosync.fi/2023-q3-tulos>

The briefing will be hosted by CEO Siina Saksi and CFO Hannu Nyman. During the presentation, there will be an opportunity to ask questions. The presentation material will be available at the company website at <https://eezy.fi/en/investors/financials/reports-and-presentations/> before the conference. A recording of the audiocast will be available at the same website later.

# Consolidated statement of comprehensive income (IFRS)

(unaudited)

EUR thousand	1 Jul – 30 Sep 2023	1 Jul – 30 Sep 2022	1 Jan – 30 Sep 2023	1 Jan – 30 Sep 2022	1 Jan – 31 Dec 2022
<b>Revenue</b>	<b>55 959</b>	<b>67 309</b>	<b>166 842</b>	<b>185 362</b>	<b>247 596</b>
Other operating income	71	75	222	265	347
Share of result of equity accounted investments	-	-8	-2	-8	7
Materials and services	-2 026	-1 862	-7 046	-6 807	-9 379
Personnel expenses	-45 594	-54 270	-136 790	-151 989	-202 825
Other operating expenses	-4 011	-4 444	-12 274	-13 241	-17 515
Depreciation, amortization and impairment losses	-2 117	-2 110	-6 229	-6 282	-8 226
<b>Operating profit</b>	<b>2 282</b>	<b>4 690</b>	<b>4 722</b>	<b>7 299</b>	<b>10 004</b>
Financial income	53	47	49	723	763
Financial expense	-661	-390	-1 931	-1 129	-1 642
<b>Financial income and expenses</b>	<b>-608</b>	<b>-343</b>	<b>-1 882</b>	<b>-406</b>	<b>-879</b>
<b>Profit before taxes</b>	<b>1 673</b>	<b>4 346</b>	<b>2 840</b>	<b>6 893</b>	<b>9 125</b>
Income taxes	-330	-884	-619	-1 492	-1 654
<b>Profit for the period</b>	<b>1 343</b>	<b>3 462</b>	<b>2 221</b>	<b>5 401</b>	<b>7 472</b>
<b>Comprehensive income for the period</b>	<b>1 343</b>	<b>3 462</b>	<b>2 221</b>	<b>5 401</b>	<b>7 472</b>
<b>Profit attributable to</b>					
Owners of the parent company	1 310	3 388	2 075	5 189	7 156
Non-controlling interests	34	74	146	213	316
<b>Profit for the period</b>	<b>1 343</b>	<b>3 462</b>	<b>2 221</b>	<b>5 401</b>	<b>7 472</b>
Earnings per share, basic (EUR)	0.05	0.14	0.08	0.21	0.29
Earnings per share, diluted (EUR)	0.05	0.13	0.08	0.21	0.28

# Consolidated balance sheet (IFRS)

EUR thousand	30 Sep 2023	30 Sep 2022	31 Dec 2022
<b>ASSETS</b>			
<b>Non-current assets</b>			
Goodwill	141 654	141 654	141 654
Intangible assets	26 245	28 662	28 284
Property, plant and equipment	3 844	5 484	5 680
Equity accounted investments	-	237	252
Investments in shares	240	240	240
Receivables	2 175	888	772
Deferred tax asset	1 634	1 515	363
<b>Total non-current assets</b>	<b>175 793</b>	<b>178 680</b>	<b>177 245</b>
<b>Current assets</b>			
Trade receivables and other receivables	32 352	37 210	33 463
Current income tax receivables	765	257	213
Cash and cash equivalents	291	2 466	5 768
<b>Total current assets</b>	<b>33 408</b>	<b>39 934</b>	<b>39 444</b>
<b>TOTAL ASSETS</b>	<b>209 201</b>	<b>218 614</b>	<b>216 690</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity attributable to the owners of the parent company</b>			
Share capital	80	80	80
Reserve for invested unrestricted equity	107 876	107 876	107 876
Retained earnings	-383	-442	1 488
<b>Total equity attributable to the owners of the parent company</b>	<b>107 573</b>	<b>107 514</b>	<b>109 444</b>
Non-controlling interests	3 536	3 528	3 630
<b>Total equity</b>	<b>111 109</b>	<b>111 042</b>	<b>113 074</b>
<b>Non-current liabilities</b>			
Loans from financial institutions	46 339	50 762	47 614
Lease liabilities	1 971	2 737	2 948
Other liabilities	29	974	974
Deferred tax liability	4 397	5 008	4 875
<b>Total non-current liabilities</b>	<b>52 736</b>	<b>59 481</b>	<b>56 411</b>
<b>Current liabilities</b>			
Loans from financial institutions	4 448	4 448	4 448
Lease liabilities	1 464	2 260	2 211
Trade payables and other liabilities	37 462	38 329	38 954
Current income tax liabilities	1 982	3 054	1 591
<b>Total current liabilities</b>	<b>45 356</b>	<b>48 092</b>	<b>47 204</b>
<b>Total liabilities</b>	<b>98 091</b>	<b>107 572</b>	<b>103 615</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>209 201</b>	<b>218 614</b>	<b>216 690</b>

# Consolidated cash flow statement (IFRS)

EUR thousand	1 Jul – 30 Sep 2023	1 Jul – 30 Sep 2022	1 Jan – 30 Sep 2023	1 Jan – 30 Sep 2022	1 Jan – 31 Dec 2022
<b>Cash flows from operating activities</b>					
Customer payments received	57 969	68 486	167 596	183 684	248 736
Cash paid to suppliers and employees	-55 426	-65 550	-161 752	-175 046	-229 242
<b>Cash flows from operating activities before financial items and taxes</b>	<b>2 543</b>	<b>2 937</b>	<b>5 844</b>	<b>8 638</b>	<b>19 494</b>
Interest paid	-96	-61	-795	-518	-1 518
Interest received	163	18	184	63	80
Other financial items	19	27	53	58	79
Income taxes paid	-346	-615	-2 530	-2 946	-3 507
Proceeds from repayments of loans	-	23	-	28	31
<b>Net cash flows from operating activities</b>	<b>2 283</b>	<b>2 328</b>	<b>2 756</b>	<b>5 323</b>	<b>14 657</b>
<b>Cash flows from investing activities</b>					
Purchase of tangible and intangible assets	-607	-675	-2 077	-2 043	-2 998
Proceeds from sale of tangible assets	-	11	-	104	104
Acquisition of subsidiaries, net of cash acquired	-	-	-	-6 125	-6 125
Purchase of equity accounted investments	-	-	-	-245	-245
Disposal of equity accounted investments	-	-	50	-	-
Loans granted	-	-	-33	-	-
Proceeds from repayments of loans	-	2	33	6	6
<b>Net cash flows from investing activities</b>	<b>-607</b>	<b>-662</b>	<b>-2 027</b>	<b>-8 303</b>	<b>-9 257</b>
<b>Cash flows from financing activities</b>					
Change in non-controlling interests	-	-	-215	-80	-80
Proceeds from non-current borrowings	-	-	-	8 000	8 000
Repayment of non-current borrowings	-	-	-	-92	-92
Proceeds from current borrowings	-820	-	0	-	-
Repayment of current borrowings	-43	-43	-1 294	-3 787	-6 941
Payment of lease liabilities	-661	-668	-1 969	-1 917	-2 588
Dividends paid	-	-	-2 727	-2 784	-4 036
<b>Net cash flows from financing activities</b>	<b>-1 524</b>	<b>-711</b>	<b>-6 206</b>	<b>-660</b>	<b>-5 737</b>
<b>Net change in cash and cash equivalents</b>	<b>152</b>	<b>955</b>	<b>-5 477</b>	<b>-3 640</b>	<b>-338</b>
Cash and cash equivalents at the beginning of the reporting period	139	1 511	5 768	6 106	6 106
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>291</b>	<b>2 466</b>	<b>291</b>	<b>2 466</b>	<b>5 768</b>

# Changes in equity (IFRS)

EUR thousand	Attributable to owners of the parent					Non-controlling interests	Total equity
	Share capital	Reserve for invested unrestricted equity	Retained earnings	Total			
<b>Equity 1 Jan 2023</b>	<b>80</b>	<b>107 876</b>	<b>1 488</b>	<b>109 444</b>	<b>3 630</b>	<b>113 074</b>	
Result for the period	-	-	2 075	2 075	146	2 221	
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>2 075</b>	<b>2 075</b>	<b>146</b>	<b>2 221</b>	
<b>Transactions with owners</b>							
Dividend distribution	-	-	-3 757	-3 757	-223	-3 980	
Changes in non-controlling interests	-	-	-198	-198	-18	-215	
Share based payments	-	-	9	9	-	9	
<b>Total equity 30 Sep 2023</b>	<b>80</b>	<b>107 876</b>	<b>-383</b>	<b>107 573</b>	<b>3 536</b>	<b>111 109</b>	

EUR thousand	Attributable to owners of the parent					Non-controlling interests	Total equity
	Share capital	Reserve for invested unrestricted equity	Retained earnings	Total			
<b>Equity 1 Jan 2022</b>	<b>80</b>	<b>107 876</b>	<b>-1 857</b>	<b>106 099</b>	<b>3 037</b>	<b>109 136</b>	
Result for the period	-	-	5 189	5 189	213	5 401	
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>5 189</b>	<b>5 189</b>	<b>213</b>	<b>5 401</b>	
<b>Transactions with owners</b>							
Dividend distribution	-	-	-3 757	-3 757	-279	-4 036	
Changes in non-controlling interests	-	-	-38	-38	557	518	
Share based payments	-	-	22	22	-	22	
<b>Total equity 30 Sep 2022</b>	<b>80</b>	<b>107 876</b>	<b>-442</b>	<b>107 514</b>	<b>3 528</b>	<b>111 042</b>	

EUR thousand	Attributable to owners of the parent					Non-controlling interests	Total equity
	Share capital	Reserve for invested unrestricted equity	Retained earnings	Total			
<b>Equity 1 Jan 2022</b>	<b>80</b>	<b>107 876</b>	<b>-1 857</b>	<b>106 099</b>	<b>3 037</b>	<b>109 136</b>	
Result for the period	-	-	7 156	7 156	316	7 472	
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>7 156</b>	<b>7 156</b>	<b>316</b>	<b>7 472</b>	
<b>Transactions with owners</b>							
Dividend distribution	-	-	-3 757	-3 757	-279	-4 036	
Changes in non-controlling interests	-	-	-38	-38	557	518	
Share based payments	-	-	-16	-16	-	-16	
<b>Total equity 31 Dec 2022</b>	<b>80</b>	<b>107 876</b>	<b>1 488</b>	<b>109 444</b>	<b>3 630</b>	<b>113 074</b>	

# Notes to the Interim Report

Eezy's services include staffing services, professional services as well as light entrepreneurship services. Staffing services are provided through franchisees in addition to Group companies. Services are provided to a broad range of sectors including the hotel and restaurant, retail, manufacturing, construction, and health care services sectors.

Eezy Plc ("parent company", "Eezy Plc"), the parent company of Eezy Group ("Eezy", "Group"), is a Finnish public limited company with a business ID of 2854570-7. The domicile of Eezy Plc is in Helsinki, Finland and the registered postal address is PL 901, 20101 Turku.

## Basis of preparation

Eezy Plc has prepared this Interim Report in accordance with IAS 34 Interim Financial Reporting. The financial information in the Interim Report has been prepared in accordance with International Financial Reporting Standards (IFRS) and the accounting policies comply with the IFRS standards and IFRIC interpretations effective as at 30 September 2023. The accounting policies in the Interim Report are the same as in Financial Statements 2022.

The information presented in the Interim Report is unaudited. All figures presented have been rounded and consequently the sum of individual figures may deviate from the presented sum figure.

## Accounting estimates

In preparing this Interim Report, management has been required to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The business growth and EBITDA used in goodwill impairment testing are based on management's assessment of the future development considering the economic outlook in HR services, the effect of possible sick leaves and the availability of labor in competition in the personnel service and recruitment market. Goodwill is tested regularly for impairment.

## Revenue

Eezy's revenue comprises income from staffing services delivered both by group's own staffing units and through the franchise chain, and from professional services including light entrepreneurship services.

In staffing services Eezy provides the customer the resources agreed. Eezy seeks employees through open applications as well as through its own employee pool in order to find an employee fulfilling the customer requirements within a short notice. The employee signs the employment contract with Eezy and Eezy is responsible for all the employer obligations, but work is performed under the customer company's management. Staffing services' revenue consists of income from services performed and invoiced by Eezy Group companies.

In franchising services Eezy signs a contract with local franchisees, which gives the local company a right to sell services using Eezy's business concept and brand. Eezy also offers business support services to their customers. Franchising revenue comprises charges based on cooperation agreements.

In the professional services area, Eezy provides consulting services for organizational development, cultural design, and personnel surveys. Eezy also provides recruitment, aptitude testing, training, and executive search services. Additionally, Eezy provides workforce training, coaching, guidance, and rehabilitation services to public sector as well as entrance examination courses and courses for upper secondary school students for private customers.

Light entrepreneurship services comprise the invoicing and business support services provided to the employee customers and the revenue from light entrepreneurship services comprise the fees collected from the employee customers. With the light entrepreneurship services provided to private persons they can operate as independent entrepreneurs without establishing a company of their own.

Revenue is reported from 1 January 2023 divided into two service areas: Staffing services and Professional services. The revenue from staffing services includes both the group's own staffing services and the franchise fees. The revenue of professional services includes professional services and light entrepreneurship services.

Revenue by service area:

EUR thousand	1 Jul – 30 Sep 2023	1 Jul – 30 Sep 2022	1 Jan – 30 Sep 2023	1 Jan – 30 Sep 2022	1 Jan – 31 Dec 2022
Staffing services	50 092	61 514	145 607	165 896	219 642
Professional services	5 953	5 873	21 456	19 810	28 396
Common functions and eliminations	-86	-77	-221	-344	-443
<b>Total revenue</b>	<b>55 959</b>	<b>67 309</b>	<b>166 842</b>	<b>185 362</b>	<b>247 596</b>

## Business combinations

### January–September 2023

During review period there were no acquisitions.

### January–September 2022

In line with its strategy, Eezy strengthened its professional staffing services by purchasing the share capital of Farenta Ltd from Oriola Plc on 1 April 2022. Farenta supports around 350 pharmacies yearly with over 300 employees and it is the largest pharmacy staffing service operator in Finland.

In line with its strategy, Eezy strengthened its research and coaching services by acquiring research and business culture companies The Significant Company Ltd and Leidenschaft Ltd on 1 April 2022. The companies will become part of Eezy Flow Ltd, which belongs to the Eezy Group and offers management, strategy, research and change management services. Leidenschaft is Finland's first business culture agency, whose mission is to develop business culture into real competitive advantage. The Significant Company's product, Signi, is the world's first tool for gaining employee understanding and measuring employee experience.

Eezy increased its ownership in Eezy Valmennuskeskus Ltd by 10%, which decreased the contingent consideration related to Eezy Valmennuskeskus by approx. EUR 0.9 million and resulted in financial income of approx. EUR 0.6 million. Eezy Valmennuskeskus Ltd has been consolidated by 100-percent to Eezy Group (IFRS) since initial acquisition date.

Eezy made an investment of EUR 0.2 million in minority shareholding of VeggArt's Oy that offers services for immigrants.

The acquisitions have been reported in detail in the financial statements for year 2022.

## Businesses sold

### January–September 2023

In May, Eezy sold its share of VeggArt's Oy. Outside of a capital loss from divestment of EUR 0.1 million and an impairment on equity accounted investment of EUR 0.1 million recorded in March, the sale had no significant impact on Eezy's result.

### January–September 2022

During comparative period there were no divestments.

## Intangible assets

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2023	141 654	3 692	12 072	28 618	1 622	885	46 889
Additions	-	-	1 692	-	-	212	1 904
Disposals	-	-	-27	-	-8	-28	-63
<b>Cost at 30 Sep 2023</b>	<b>141 654</b>	<b>3 692</b>	<b>13 737</b>	<b>28 618</b>	<b>1 613</b>	<b>1 068</b>	<b>48 730</b>

Accumulated amortization and impairment at 1 Jan 2023	-	-1 047	-7 594	-9 433	-406	-123	-18 603
Disposals	-	-	12	-	8	-	21
Amortization	-	-275	-981	-2 216	-249	-169	-3 890
Impairment	-	-	-10	-	-	-	-10
<b>Accumulated amortization and impairment at 30 Sep 2023</b>	<b>-</b>	<b>-1 321</b>	<b>-8 574</b>	<b>-11 649</b>	<b>-647</b>	<b>-292</b>	<b>-22 483</b>

Net carrying value at 1 Jan 2023	141 654	2 646	4 477	19 185	1 216	761	28 284
<b>Net carrying value at 30 Sep 2023</b>	<b>141 654</b>	<b>2 371</b>	<b>5 163</b>	<b>16 969</b>	<b>967</b>	<b>776</b>	<b>26 245</b>

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2022	134 054	3 184	9 458	27 804	3 674	515	44 636
Acquisitions	7 600	505	573	814	754	-	2 646
Additions	-	4	1 588	-	-	362	1 954
Disposals	-	-	-403	-	-2 806	-	-3 210
<b>Cost at 30 Sep 2022</b>	<b>141 654</b>	<b>3 692</b>	<b>11 215</b>	<b>28 618</b>	<b>1 622</b>	<b>878</b>	<b>46 026</b>

Accumulated amortization and impairment at 1 Jan 2022	-	-693	-6 691	-6 507	-2 415	-14	-16 320
Disposals	-	-	403	-	2 806	-	3 210
Amortization	-	-262	-1 009	-2 187	-714	-80	-4 252
<b>Accumulated amortization and impairment at 30 Sep 2022</b>	<b>-</b>	<b>-955</b>	<b>-7 296</b>	<b>-8 694</b>	<b>-323</b>	<b>-94</b>	<b>-17 362</b>

Net carrying value at 1 Jan 2022	134 054	2 491	2 767	21 297	1 259	501	28 314
<b>Net carrying value at 30 Sep 2022</b>	<b>141 654</b>	<b>2 737</b>	<b>3 919</b>	<b>19 924</b>	<b>1 299</b>	<b>784</b>	<b>28 662</b>

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2022	134 054	3 184	9 458	27 804	3 674	515	44 636
Acquisitions	7 600	505	573	814	754	-	2 646
Additions	-	4	2 433	-	-	406	2 843
Disposals	-	-	-430	-	-2 806	-	-3 236
Transfers between classes	-	-	37	-	-	-37	0
<b>Cost at 31 Dec 2022</b>	<b>141 654</b>	<b>3 692</b>	<b>12 072</b>	<b>28 618</b>	<b>1 622</b>	<b>885</b>	<b>46 889</b>
Accumulated amortization and impairment at 1 Jan 2022	-	-693	-6 691	-6 507	-2 415	-14	-16 320
Disposals	-	-	403	-	2 806	-	3 210
Amortization	-	-354	-1 307	-2 926	-797	-109	-5 493
<b>Accumulated amortization and impairment at 31 Dec 2022</b>	<b>-</b>	<b>-1 047</b>	<b>-7 594</b>	<b>-9 433</b>	<b>-406</b>	<b>-123</b>	<b>-18 603</b>
Net carrying value at 1 Jan 2022	134 054	2 491	2 767	21 297	1 259	501	28 314
<b>Net carrying value at 31 Dec 2022</b>	<b>141 654</b>	<b>2 646</b>	<b>4 477</b>	<b>19 185</b>	<b>1 216</b>	<b>761</b>	<b>28 284</b>

## Property, plant and equipment

EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2023	884	8 749	1 498	928	102	12 161
Additions	145	-	6	229	66	446
Disposals	-102	-16	-222	-92	-73	-505
Revaluation	-	76	-	-129	-	-53
<b>Cost at 30 Sep 2023</b>	<b>927</b>	<b>8 809</b>	<b>1 281</b>	<b>936</b>	<b>95</b>	<b>12 048</b>
Accumulated depreciation and impairment at 1 Jan 2023	-576	-4 246	-1 201	-385	-73	-6 481
Disposals	102	16	222	92	73	505
Depreciation	-74	-1 734	-47	-202	-9	-2 065
Impairment	-85	-	-79	-	-	-164
<b>Accumulated depreciation and impairment at 30 Sep 2023</b>	<b>-633</b>	<b>-5 964</b>	<b>-1 104</b>	<b>-496</b>	<b>-9</b>	<b>-8 205</b>
Net book value at 1 Jan 2023	307	4 503	297	542	29	5 680
<b>Net book value at 30 Sep 2023</b>	<b>294</b>	<b>2 845</b>	<b>177</b>	<b>440</b>	<b>86</b>	<b>3 844</b>

EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2022	827	7 296	1 481	849	102	10 556
Acquisitions	-	46	58	62	-	166
Additions	32	2 283	-	251	-	2 566
Disposals	-	-	-84	-52	-	-136
Revaluation	-	-108	-	-68	-	-176
<b>Cost at 30 Sep 2022</b>	<b>859</b>	<b>9 517</b>	<b>1 455</b>	<b>1 042</b>	<b>102</b>	<b>12 976</b>

Accumulated depreciation and impairment at 1 Jan 2022	-415	-3 647	-1 098	-229	-73	-5 462
Disposals	-123	-1 613	-69	-225	-	-2 030

<b>Accumulated depreciation and impairment at 30 Sep 2022</b>	<b>-537</b>	<b>-5 259</b>	<b>-1 167</b>	<b>-454</b>	<b>-73</b>	<b>-7 492</b>
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Net book value at 1 Jan 2022	413	3 650	383	620	29	5 095
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<b>Net book value at 30 Sep 2022</b>	<b>322</b>	<b>4 258</b>	<b>288</b>	<b>588</b>	<b>29</b>	<b>5 484</b>
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EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2022	827	7 296	1 481	849	102	10 556
Acquisitions	-	46	58	62	-	166
Additions	57	2 694	41	259	-	3 051
Disposals	-	-1 569	-83	-145	-	-1 798
Revaluation	-	282	-	-97	-	185
<b>Cost at 31 Dec 2022</b>	<b>884</b>	<b>8 749</b>	<b>1 498</b>	<b>928</b>	<b>102</b>	<b>12 161</b>

Accumulated depreciation and impairment at 1 Jan 2022	-415	-3 647	-1 098	-229	-73	-5 462
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Disposals	-	1 569	-1	145	-	1 714
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Depreciation	-161	-2 169	-102	-301	-	-2 733
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<b>Accumulated depreciation and impairment at 31 Dec 2022</b>	<b>-576</b>	<b>-4 246</b>	<b>-1 201</b>	<b>-385</b>	<b>-73</b>	<b>-6 481</b>
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Net book value at 1 Jan 2022	413	3 650	383	620	29	5 095
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<b>Net book value at 31 Dec 2022</b>	<b>307</b>	<b>4 503</b>	<b>297</b>	<b>542</b>	<b>29</b>	<b>5 680</b>
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## Financial assets and liabilities measured at fair value

Below is presented the fair value hierarchy of the financial instruments recognized at fair value.

EUR thousand	30 Sep 2023		30 Sep 2022		31 Dec 2022	
	Fair value	Level	Fair value	Level	Fair value	Level
Investments in shares, unlisted	240	3	240	3	240	3
Contingent consideration	978	3	1 052	3	1 013	3

During the reporting period there were no transfers between hierarchy levels 1, 2 or 3.

The fair values of the financial assets and liabilities measured at amortized cost are not materially different from the carrying values.

## Share based payments

The board of directors of Eezy Plc decided on 17 December 2019 on a long-term share-based compensation plan (LTIP 2019-2026) targeted to key employees. The aim of the incentive plan is to align the objectives of the shareholders and the key personnel in order to increase the value of the company as well as to ensure the execution of business strategy on a long-term basis. In addition, the aim is to engage the key personnel of the company and to offer them a competitive incentive plan based on share ownership and the development of the company's value. The payment of the compensation is subject to the condition that the key employee's employment or service relationship has not been terminated prior to the payment. The amount of compensation paid is subject to the achievement levels of the performance targets.

The share-based incentive plan contains five earning periods. The first 13 months earning period started on 1 December 2019 and ended on 31 December 2020. The second 13 months earning period started on 1 December 2020 and ended on 31 December 2021. The third 16 months earning period started on 1 December 2021 and ended on 31 March 2023. The fourth 24 months earning period started on 1 January 2023 and ends on 31 December 2024. The fifth 24 months earning period starts on 1 January 2025 and ends on 31 December 2026. The Company's board of directors determines the reward criteria and their target levels as well as the employees covered by the incentive plan before the beginning of each earning period.

No shares were issued for the first, second and third earning periods.

On 15 March 2023, Eezy Plc's board of directors resolved on the fourth earning period of the long-term incentive plan for the company's key employees. The fourth earning period is 24 months, starting on 1 January 2023 and ending on 31 December 2024. The reward criteria for the fourth earning period are based on Eezy Plc's total shareholder return, operating profit percent and an ESG component. A maximum of 256 000 reward shares could be awarded for the fourth earning period.

## Commitments and contingencies

Eezy has a group cash pooling arrangement managed by Eezy Plc and the arrangement includes all subsidiaries. All current and future cash pool receivables are used as a comprehensive guarantee for liabilities on the bank accounts included in the cash pool agreement.

EUR thousand	30 Sep 2023	30 Sep 2022	31 Dec 2022
<b>Liabilities in balance sheet for which collaterals given</b>			
Borrowings, non-current	46 339	50 762	47 614
Borrowings, current	4 448	4 448	4 448
<b>Total</b>	<b>50 787</b>	<b>55 210</b>	<b>52 062</b>

EUR thousand	30 Sep 2023	30 Sep 2022	31 Dec 2022
<b>Mortgages on own behalf</b>			
Company mortgages	100 000	100 000	100 000
<b>Total</b>	<b>100 000</b>	<b>100 000</b>	<b>100 000</b>

## Related party transactions

Transactions and balances with related parties:

<b>EUR thousand</b>	<b>1 Jan – 30 Sep 2023</b>	<b>1 Jan – 30 Sep 2022</b>	<b>1 Jan – 31 Dec 2022</b>
<b>Companies that have significant influence</b>			
Sales	12 340	12 381	16 627
Purchases	-292	-156	-103
Trade receivables and other receivables	4 498	1 768	2 053
Trade payables and other liabilities	108	6	-

Related party transactions are made on the same terms and conditions as transactions with independent parties.

## Events after the review period

The company's long-term financing was renewed in October to mature mainly in 2028.

Change negotiations were concluded in October.

The second tranche of the dividend, EUR 0.05 per share was paid in October 2023.

# Key figures, their calculation and reconciliations

Eezy presents selected key figures which relate to the performance and financial position of the company. All these key figures are not measures defined in the IFRS and they are thus considered as alternative performance measures.

Alternative performance measures should not be viewed in isolation and they are not substitutes to the key figures presented in the audited financial statements. The companies do not calculate alternative performance measures in a uniform way, and thus the alternative performance measures presented by Eezy may not be comparable with the similarly named key figures presented by other companies.

## Key figures

EUR thousand unless otherwise specified	1 Jul – 30 Sep 2023	1 Jul – 30 Sep 2022	Change %	1 Jan – 30 Sep 2023	1 Jan – 30 Sep 2022	Change %	1 Jan – 31 Dec 2022
<b>Key figures for income statement</b>							
Revenue	55 959	67 309	-17%	166 842	185 362	-10%	247 596
EBITDA	4 399	6 800	-35%	10 952	13 582	-19%	18 231
EBITDA margin, %	7.9%	10.1%	-	6.6%	7.3%	-	7.4%
EBIT	2 282	4 690	-51%	4 722	7 299	-35%	10 004
EBIT margin, %	4.1%	7.0%	-	2.8%	3.9%	-	4.0%
Earnings per share, basic, EUR	0.05	0.14	-	0.08	0.21	-	0.29
Earnings per share, diluted, EUR	0.05	0.13	-	0.08	0.21	-	0.28
Weighted average number of outstanding shares, pcs	25 046 815	25 046 815	-	25 046 815	25 046 815	-	25 046 815
Weighted average number of outstanding shares, diluted, pcs	25 280 815	25 292 815	-	25 286 375	25 292 815	-	25 287 264
Number of outstanding shares at the end of reporting period, pcs	-	-	-	25 046 815	25 046 815	-	25 046 815
<b>Key figures for balance sheet</b>							
Net debt	-	-	-	54 908	58 793	-	52 466
Net debt excluding IFRS16	-	-	-	51 473	53 796	-	47 307
Net debt / EBITDA	-	-	-	3.5 x	3.0 x <sup>1</sup>	-	2.9 x <sup>1</sup>
Gearing, %	-	-	-	49.4%	52.9%	-	46.4%
Equity ratio, %	-	-	-	53.1%	50.8%	-	52.2%
Equity per share, EUR	-	-	-	4.44	4.43	-	4.51
<b>Key figures for cash flow</b>							
Operative free cash flow	1 275	1 593	-	1 798	4 679	-	13 908
Purchase of tangible and intangible assets	-607	-675	-	-2 077	-2 043	-	-2 998
Acquisition of subsidiaries, net of cash acquired	-	-	-	-	-6 125	-	-6 125
<b>Operative key figures</b>							
Chain-wide revenue, EUR million	78.9	94.1	-16%	233.9	265.2	-12%	351.6
Franchise fees, EUR million	1.4	1.6	-13%	4.1	4.9	-18%	6.3
Light entrepreneurship invoicing volume, EUR million	9.5	11.2	-15%	29.1	31.0	-6%	42.3

<sup>1</sup> EBITDA is based on estimated pro forma EBITDA of last 12 months.

## Reconciliation of Certain Alternative Performance Measures

EUR thousand	1 Jul – 30 Sep 2023	1 Jul – 30 Sep 2022	1 Jan – 30 Sep 2023	1 Jan – 30 Sep 2022	1 Jan – 31 Dec 2022
<b>EBITDA</b>					
EBIT	2 282	4 690	4 722	7 299	10 004
Acquisition related amortization <sup>1</sup>	910	1 031	2 729	3 152	4 061
Other depreciation, amortization and impairment losses	1 208	1 080	3 501	3 131	4 165
Total depreciation, amortization and impairment losses	2 117	2 110	6 229	6 282	8 226
<b>EBITDA</b>	<b>4 399</b>	<b>6 800</b>	<b>10 952</b>	<b>13 582</b>	<b>18 231</b>
<b>Operative free cash flow</b>					
Cash flows from operating activities before financial items and taxes	2 543	2 937	5 844	8 638	19 494
Purchase of tangible and intangible assets	-607	-675	-2 077	-2 043	-2 998
Payment of lease liabilities	-661	-668	-1 969	-1 917	-2 588
<b>Operative free cash flow</b>	<b>1 275</b>	<b>1 593</b>	<b>1 798</b>	<b>4 679</b>	<b>13 908</b>

<sup>1</sup> The acquisition related amortization comprises the amortization made on the recognized fair value adjustments arisen from business combinations.

## Calculation of key figures

### Key figures for income statement

EBITDA	=	Operating profit + Depreciation, amortization and impairment losses
EBITDA margin, %	=	EBITDA / Revenue x100
Operating profit (EBIT)	=	Operating profit
Operating profit margin, %	=	Operating profit / Revenue x100
Earnings per share, basic	=	Profit for the period attributable to the owners of the parent company / Weighted average number of outstanding shares
Earnings per share, diluted	=	Profit for the period attributable to the owners of the parent company / Weighted average number of outstanding shares taking into account obligations arising from potential dilutive share issues of the Parent Company in the future

### Key figures fo balance sheet

Net debt	=	Interest bearing liabilities - Interest-bearing receivables - Cash at bank and in hand
Net debt excluding IFRS16	=	Net debt - IFRS 16 items
Net debt / EBITDA	=	Net debt / EBITDA
Gearing	=	Net debt / Equity x100
Equity ratio	=	Equity / (Total equity and liabilities - Advances received) x100
Equity per share	=	Equity / Number of outstanding shares at the end of reporting period

### Key figures for cash flow

Operative free cash flow	=	Cash flow from operating activities presented in the cash flow statement before financing items and taxes - Purchase of tangible and intangible assets - Payment of lease liabilities
Purchase of tangible and intangible assets	=	Investments in tangible and intangible assets presented in the cash flow statement
Acquisition of subsidiaries, net of cash acquired	=	Acquired shares of subsidiaries presented in the cash flow statement

### Operative key figures

Chain-wide revenue	=	Consolidated revenue + Revenue of chain franchisees - Franchise fees (and other significant internal chain revenue) + Light entrepreneurship invoicing volume to the extent it is excluded from consolidated revenue
Franchise fees	=	Fees paid by franchisees based on revenue and/or gross profit + Initial fees
Light entrepreneurship invoicing volume	=	Invoicing volume of the light entrepreneurship services