



# Financial statements bulletin Q4/2022

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eezy

# Our social significance is growing

**32 000**  
staffed employees

**3 000**  
staffed immigrants

**600 recruitments**  
from abroad

**95 %**  
of staffing employees  
recommend us\*

**190 000**  
answers in personnel  
surveys

**20 000 persons**  
attended in  
leadership or change  
management  
coachings

**900**  
organization  
development  
projects

**320 direct searches**

**3 300 personal**  
assessments

**48 000**  
invoiced  
assignments  
by light  
entrepreneurs

**8 000**  
participants in  
employment and  
rehabilitation training

**15 200**  
participated in  
student coaching  
courses

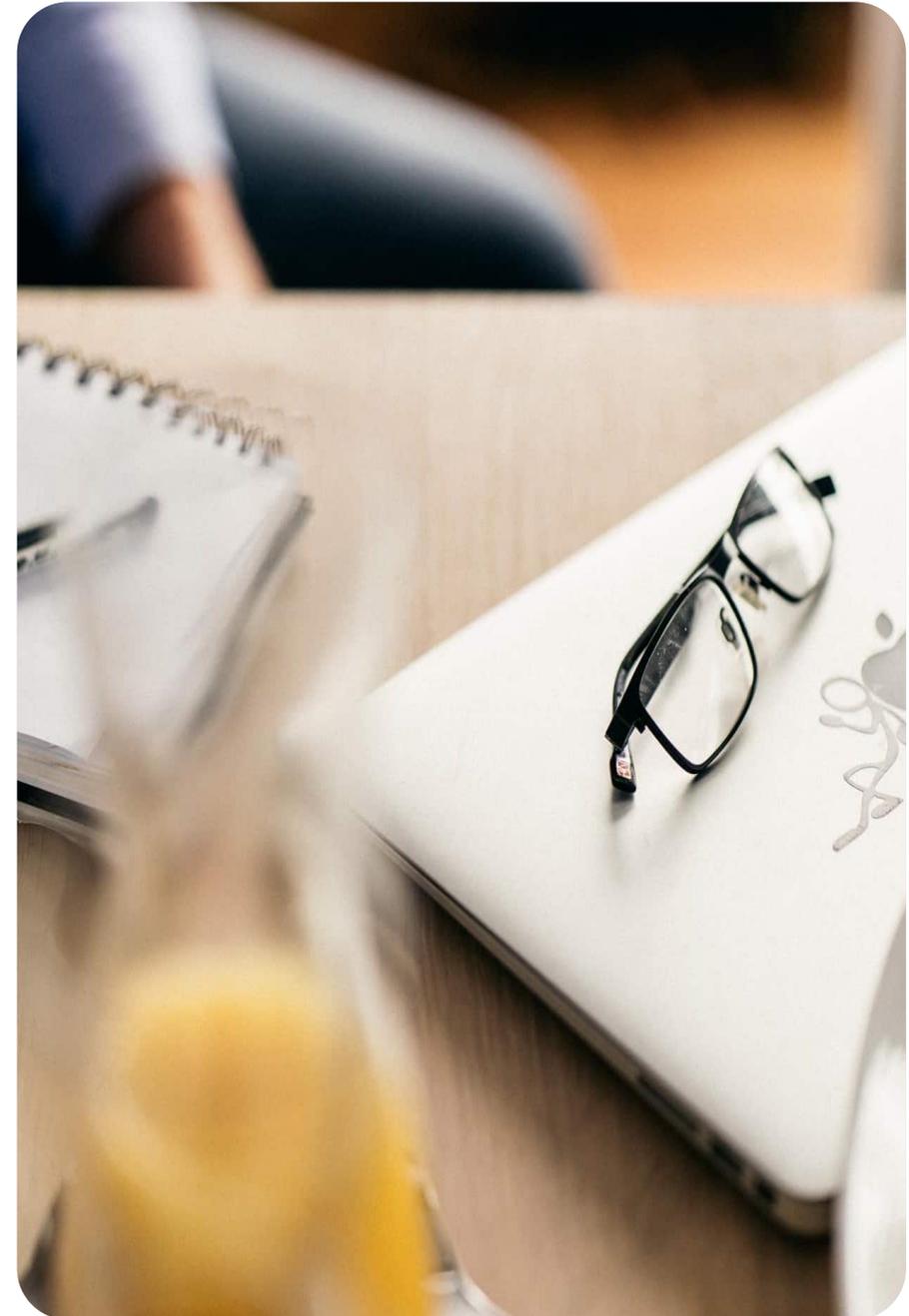
# Strong focus on building the future and improving profitability

## Our revenue grew by 22% to 248M euros in 2022

- We reached 3% growth in Q4 despite the weakening economic conditions and decreasing consumer confidence
- Our main business, staffing services, is supported by the lack of suitable labour
- In the tightened economic situation our customers are in need of data driven leadership, successful recruitments and well-functioning strategies and concepts

## Challenges being tackled

- Actions to decrease sick leave rates and personnel turnover
- Turnaround in the weakly profitable business units
- Adjusted organisation for lower economic growth
- Changed our sales organisation from sector-specific to regional



# 2022 highlights

## Acquisitions in line with our strategy

- Market leader in the personnel services in pharmacy sector, Farenta
- Finland's first company culture design office Leidenschaft
- Signi researches and know what is meaningful in working life

## Projects to improve our customer orientation and efficiency

- Developing organisational and operating models as well as information technologies to accelerate the scalability of our business
- Renewing customer care and pricing models
- From sector specific to regional sales organisation
- Strengthening marketing & communication
- Determined focus on employment of immigrants

## Strong entrepreneur network – nationally local operator

- Always close to the customer – over 40 offices around the country
- Eezy's franchise chain was selected as the no 1 franchise chain in Finland and no 2 in Europe
- Sirpa Kilpeläinen, our franchise entrepreneur from Lahti, was awarded by a special honorary award the the "Annual Recruitment Gala"



# Growth continued – room for improvement in the profitability

	Q4 / 22	Q4 / 21	2022	2021
Revenue	<b>62,2 M€</b>	<b>60,5 M€</b>	<b>247,6 M€</b>	<b>203,3 M€</b>
EBITDA	<b>4,6 M€</b>	<b>5,3 M€</b>	<b>18,2 M€</b>	<b>19,5 M€</b>
EBITDA-margin	<b>7,5 %</b>	<b>8,7 %</b>	<b>7,4 %</b>	<b>9,6 %</b>
EBIT	<b>2,7 M€</b>	<b>3,2 M€</b>	<b>10,0 M€</b>	<b>11,8 M€</b>
EBIT Margin	<b>4,3 %</b>	<b>5,2 %</b>	<b>4,0 %</b>	<b>5,8 %</b>



# Weakening economic situation is reflected in Staffing services

Staffing services Q4/22

**52,2 M€**

Change

**+2 %**

Franchise fees Q4/22

**1,3 M€**

Change

**-33 %**

Staffing services 2022

**212,7 M€**

Change

**+19 %**

Franchise fees 2022

**6,3 M€**

Change

**-11 %**

- Staffing service market according to The Private Employment Agencies Association (1-12/2022) +14 %
- HoReCa sector developing positively, but we did not reach our growth targets because of lack of suitable labour
- Construction sector suffers from the economic situation, can be seen especially in the franchise – chain



# Professional services is growing in line with our strategy

Professional services Q4/22

**8,0 M€**

Change

**+27%**

Light entrepreneurs Q4/22

**0,7 M€**

Change

**-3%**

Professional services 2022

**26,1 M€**

Change

**+66%**

Light entrepreneurs 2022

**2,5 M€**

Change

**+2%**

- Significant growth in the Professional services (Eezy Flow, Työllisyyspalvelut / Employment services, Siqni)
- The Light entrepreneur business developed steadily during the year, growth is scalable
- Tutoring Services (Valmennuskeskus) turned back to profitable business



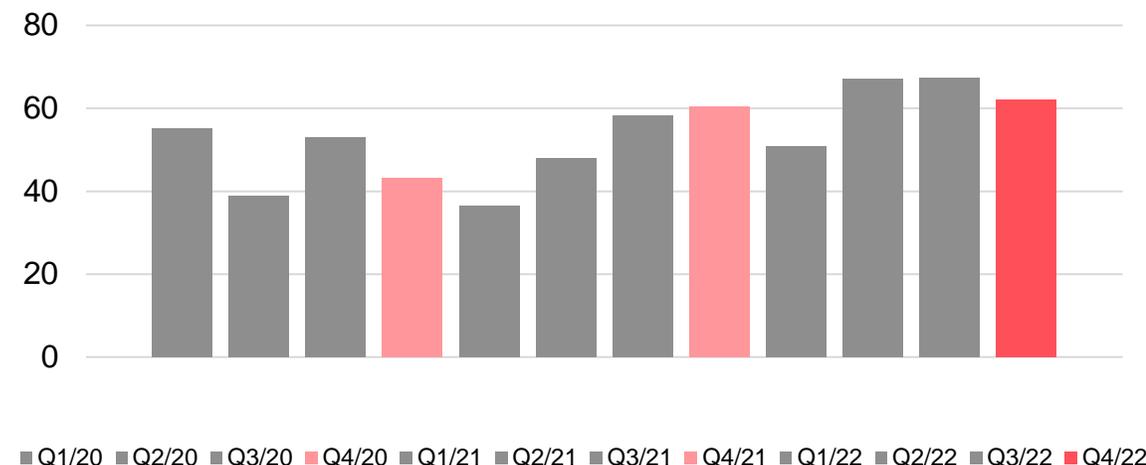
# Financial information Q4/2022



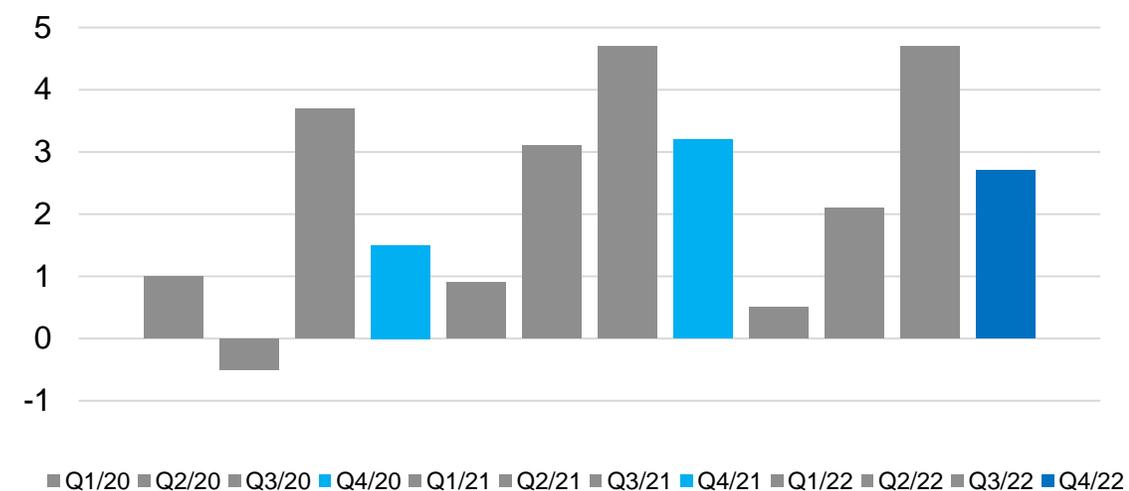
# Key figures

Million euro	10-12/ 2022	10-12/ 2021	Change	2022	2021	Change
Revenue	62.2	60.5	3%	247.6	203.3	22%
EBITDA	4.6	5.3	-12%	18.2	19.5	-6%
EBITDA %	7.5 %	8.7 %		7.4 %	9.6 %	
EBIT	2.7	3.2	-15%	10.0	11.8	-15%
EBIT-%	4.3 %	5.2 %		4.0 %	5.8 %	
Earnings per share, eur/share	0.08	0.08		0.29	0.31	
Chain-wide revenue	86.4	89.7	-4%	351.6	305.5	15%

Revenue Q1/2020-Q4/2022, M€



EBIT Q1/2020-Q4/2022, M€

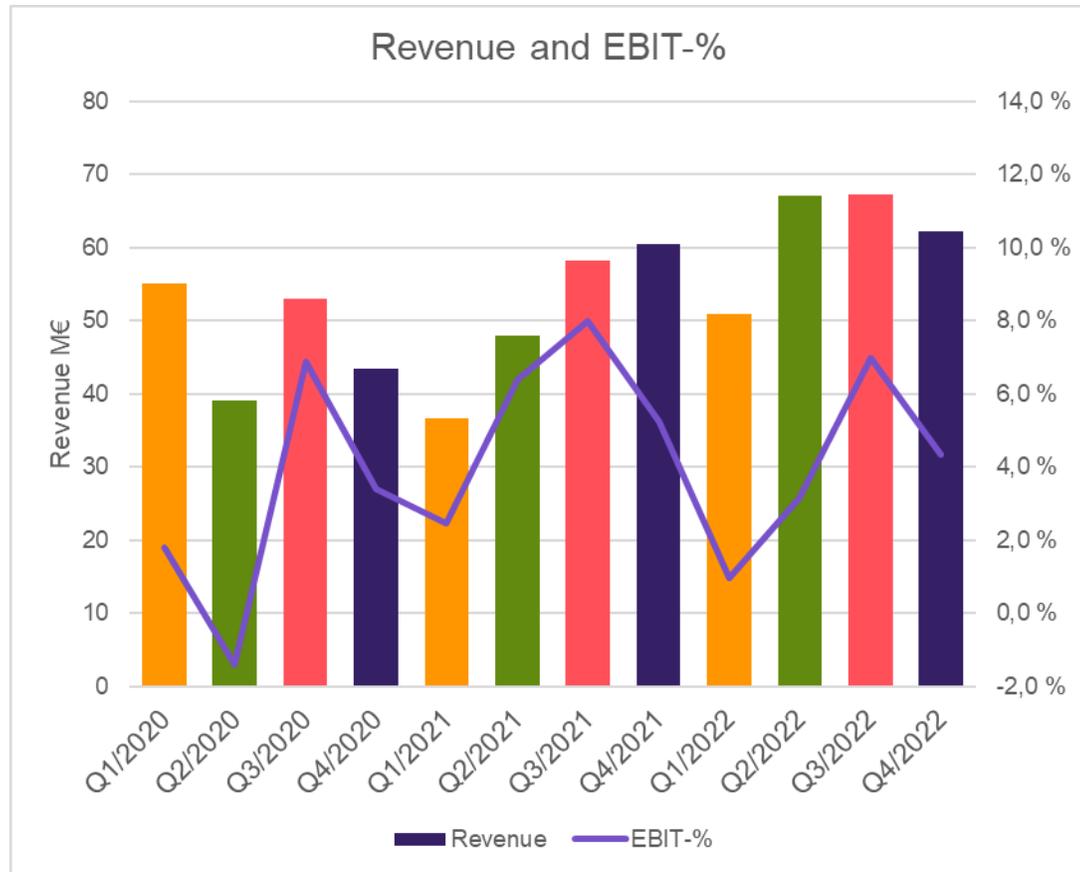


# Income statement

EUR thousand	10-12/2022	10-12/2021	2022	2021
<b>Revenue</b>	<b>62 234</b>	<b>60 455</b>	<b>247 596</b>	<b>203 328</b>
Other operating income	82	93	347	3 070
Share of result of equity accounted investments	15	-	7	-
Materials and services	-2 572	-2 283	-9 379	-6 059
Personnel expenses	-50 836	-48 746	-202 825	-165 576
Other operating expenses	-4 275	-4 244	-17 515	-15 270
Depreciation, amortisation and impairment	-1 944	-2 101	-8 226	-7 680
<b>EBIT</b>	<b>2 705</b>	<b>3 173</b>	<b>10 004</b>	<b>11 812</b>
Financial income	40	45	763	149
Financial expenses	-512	-421	-1 642	-1 614
Financial income and expenses	-473	-376	-879	-1 465
<b>Profit (loss) before taxes</b>	<b>2 232</b>	<b>2 797</b>	<b>9 125</b>	<b>10 348</b>
Income taxes	-162	-557	-1 654	-2 266
Profit attributable to non-controlling interests	103	206	316	480
<b>Profit attributable to the owners of the parent company</b>	<b>1 968</b>	<b>2 034</b>	<b>7 156</b>	<b>7 601</b>

- Exceptionally high sick-leaves impact on profit -1.6 M€ in Q4 (-1.2) and in 1-12/22 approx. -6.0 M€ (-3.3 M€)
- Q4/22 profit includes approx. 0.7 M€ and 1-12/22 approx. 1.0 M€ of non-recurring costs (acquisitions, change negotiations, CEO change)
  - Comparison year 2021 included +2.7 M€ non-recurring items as other operating income
- Acquisition related amortization 0.9 M€ in Q4 and 4.1 M€ in Q1-Q4

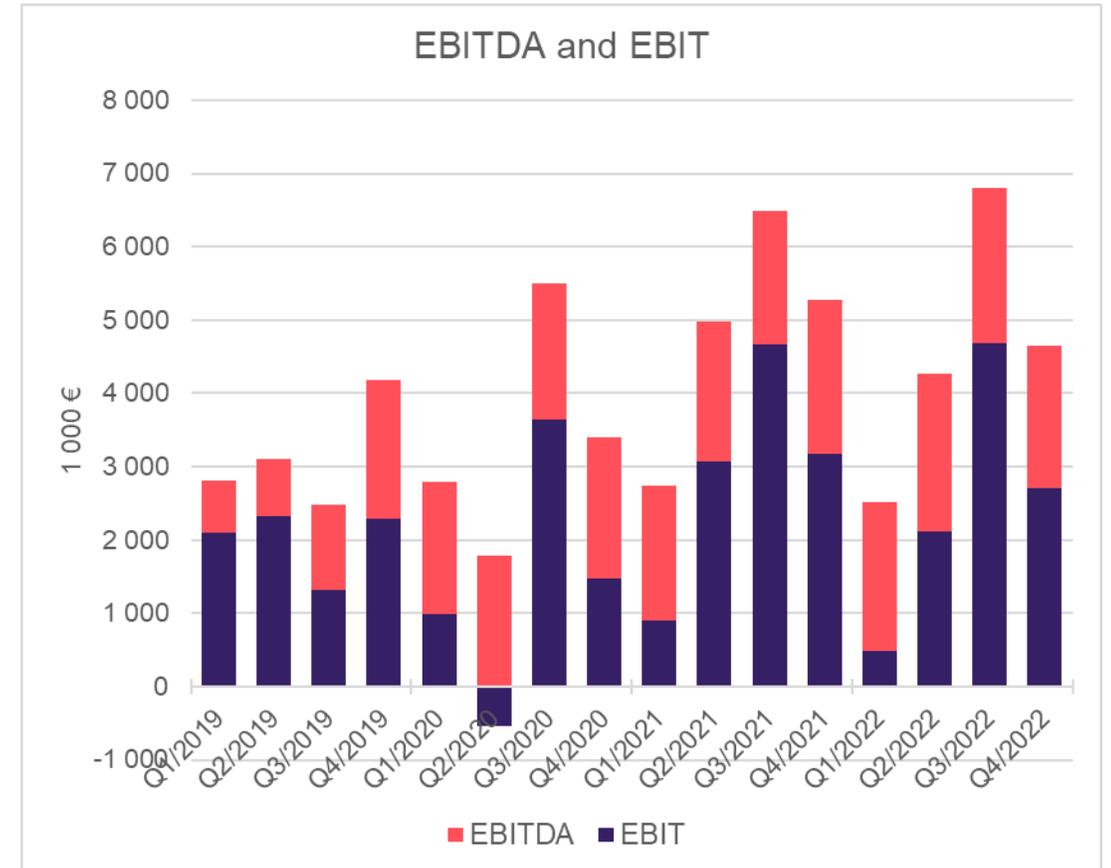
# Quarterly development 2020-2022



- Q4/2022 revenue grew 3% compared to Q4/2021
- Growth in whole 2022 was 22%
- Negative profit impact from sick-leaves in Q4/2022 is approx -1.6 million euro. (approx. -1.2 M€ in Q4/21)
- Q4/2022 included approx. 0.7 M€ non-recurring costs, and approx. 1.0 M€ in whole 2022
- Significant factors contributing to earnings development:
  - Covid has strongly affected revenue and profit since 2020, but direct effects have significantly decreased in 2022
  - Sick-leave costs have in 2022 continued to be higher than in earlier years, which has affected profitability negatively
  - Slowed economy has decreased growth and profitability in H2/2022

# Cash flow supports growth goals

- EBITDA has been clearly positive in each quarter
- Operational free cash flow was +9.2 M€ in Q4/2022 and +13.9 M€ in Q1-Q4/2022
- Investments into growth (acquisitions, IT investments) have been 9.3 M€
- Depreciation is somewhat over 8 M€ annually, approx 2 M€ quarterly
  - Approximate split of the 8 M€ depreciation:
    - 2 M€ lease costs (offices etc.)
    - 2 M€ normal depreciation (IT etc..)
    - 4 M€ acquisition related amortization (IFRS3, like goodwill)



# Balance sheet

1000 euro	31.12.2022	31.12.2021
<b>ASSETS</b>		
Goodwill	141 654	134 054
Intangible assets	28 284	28 314
Tangible assets	5 680	5 095
Long-term receivables and investments	1 627	1 593
<b>Non-current assets</b>	<b>177 245</b>	<b>169 056</b>
Current receivables	33 677	31 663
Cash and cash equivalents	5 768	6 106
<b>Current assets total</b>	<b>39 444</b>	<b>37 769</b>
<b>ASSETS TOTAL</b>	<b>216 690</b>	<b>206 825</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Total equity attributable to shareholders of the parent company</b>	<b>109 444</b>	<b>106 099</b>
Non-controlling interests	3 630	3 037
<b>Total equity</b>	<b>113 074</b>	<b>109 136</b>
<b>Non-current liabilities total</b>	<b>56 411</b>	<b>53 586</b>
<b>Current liabilities total</b>	<b>47 204</b>	<b>44 102</b>
<b>EQUITY AND LIABILITIES TOTAL</b>	<b>216 690</b>	<b>206 825</b>

Goodwill and intangible assets totalled approximately EUR 170 million

Equity EUR 113 million

Net debt EUR 52.5 million  
(excluding IFRS16: EUR 47.3 million)

# Balance sheet – key figures

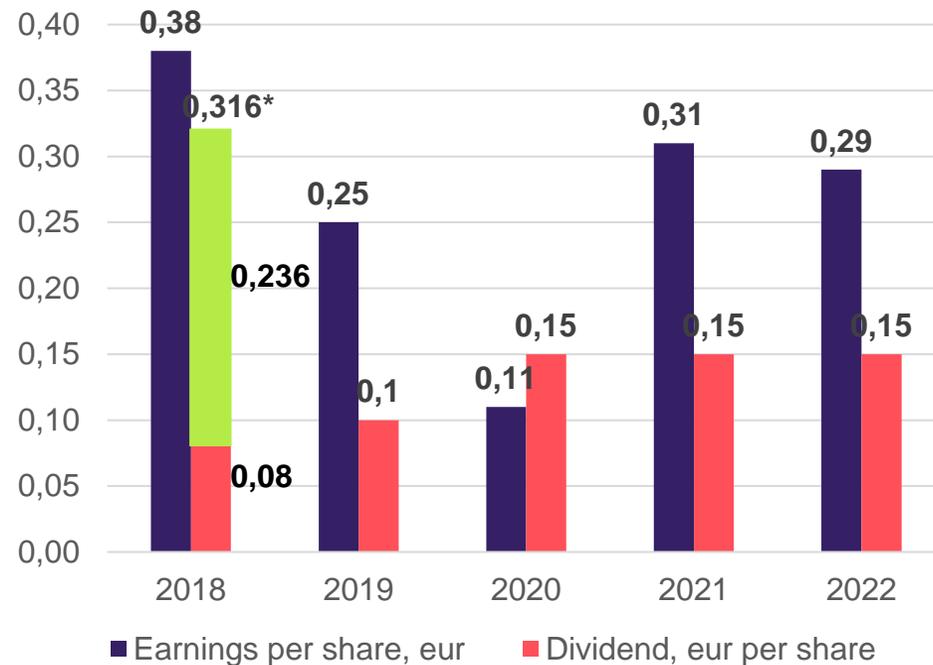
	12/2022	12/2021
<b>Net debt</b>	<b>52 466</b>	<b>48 702</b>
<b>Net debt excluding IFRS 16</b>	<b>47 307</b>	<b>44 200</b>
<b>Net debt/Adjusted EBITDA</b>	<b>2,9 x</b>	<b>2,4 x</b>
<b>Gearing. per cent</b>	<b>46,4 %</b>	<b>44,6 %</b>
<b>Equity ratio. per cent</b>	<b>52,2 %</b>	<b>52,8 %</b>
<b>Equity per share</b>	<b>4,51</b>	<b>4,36</b>

EUR 10 million overdraft limit  
unused on 31 December 2022.



# Annual General Meeting

- The Annual General Meeting is planned to be held on 13.4.2023 in Helsinki
- Invitation to the meeting will be published later
- The Board's dividend proposal is 0,15 eur/share:
  - 0,10 eur in April
  - 0,05 eur in October





# Towards 2023

# We continue to execute our strategy

## Winning organisation

Development of our organisation and operating models

Development of our information systems to accelerate our digital way of working

Strengthening the Eezy culture and great leadership

## Most wanted talent pool

Diverse ways of employment

Career services

Training & tutoring

Social integration

Wellbeing at work

Entrepreneurship

## Successful customers

Flexibility and knowledge from staff

Competitive edge from recruitments

Insight and right decisions from data

Wellbeing and productivity from coaching and culture design

## Significance in the society

Partly and hardly employable to become part of the labour market

Integration & employment of immigrants

Lengthening of careers

Employment security – life-long security to livelihood



# Strategy 2025 progressing, profitability prioritised

## Drivers of revenue growth

### Organic growth

- H1 significant growth, decelerating towards end of year



### COVID-19 recovery

- HoReCa and other sectors affected by the pandemic recovered



### New services

- Integration, employment services, company culture research and design
- Investments in employment services for immigrants



### Acquisitions

- Five acquisitions Q4/21-Q2/22: Triton, Valmennuskeskus, Farenta, The Significant Company and Leidenschaft



## Improving profitability

### Revenue scaling

- Increased sick leaves stressed profitability



### Higher-margin services

- The share has increased during 2022



### Improving efficiency

- Digital strategy progresses as planned to increase automation in our processes
- New organisation on Staffing services
- Strong focus on sales and customer relationships



# 2023 priorities

- Focus from growth to profitability
- Developing scalable businesses
- Strong focus on sales and customer relationships
- From brand awareness building to sales generation focused marketing
- Increase efficiency by centralized business services and digitalization
- Developing Eezy's personnel
- Acquisitions in a secondary role compared to profit improvement



# Our strengths in times of uncertainty

Market growth is driven by major trends

Customers find flexible workforce increasingly important

Safe and reliable employer to the employees

Multiple-placed pricing protects against wage inflation

Extensive range of sectors and services will even out the cyclical risk

Professional services help our customers to react quickly in the fast evolving business environment

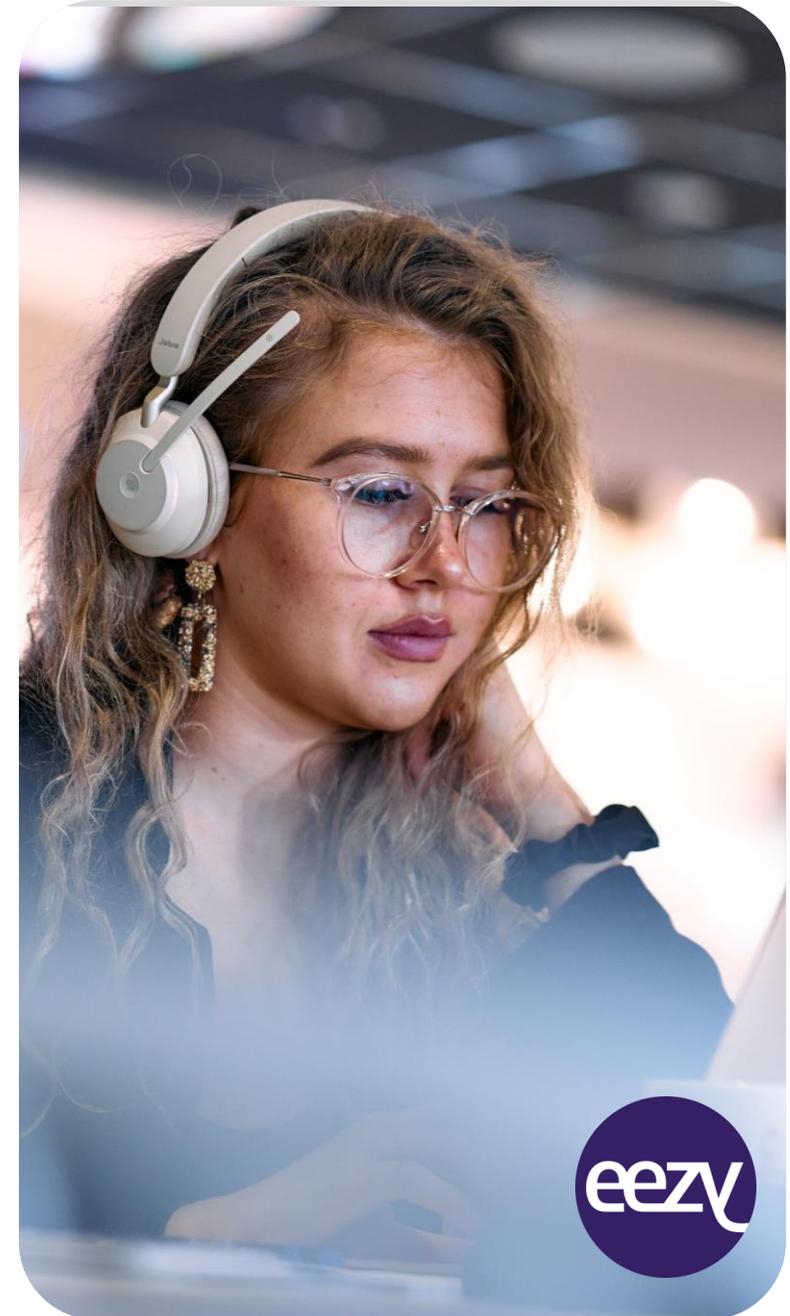
Relevance of data and insights in shaping company cultures and personnel experience grows



# We focus on profitability

- **There are several uncertainties in the market that have an effect on our customers' demand**
- **Despite of the uncertainties, labour shortage is a fact in many sectors**

EEZY expects revenue to be approx. EUR 250 million and EBIT-% to grow in 2023.



# Thank you!

