

# Interim report Q1/2022

**Sami Asikainen**



# Growth outpaced the market by a clear margin

- Our revenue grew by an impressive 39% in Q1. This growth was almost entirely organic.
- In staffing services, performance was very strong in the industrial channels, while the HoReCa sector started to grow after the restrictions were lifted (March +450%).
- Q1 was profitable in spite of record-high sickness absences and two months of losses in the restaurant channel.
- Our investments in our personnel are reflected in excellent personnel satisfaction.
- We continued to make acquisitions in line with our strategy.



# Strong volume growth

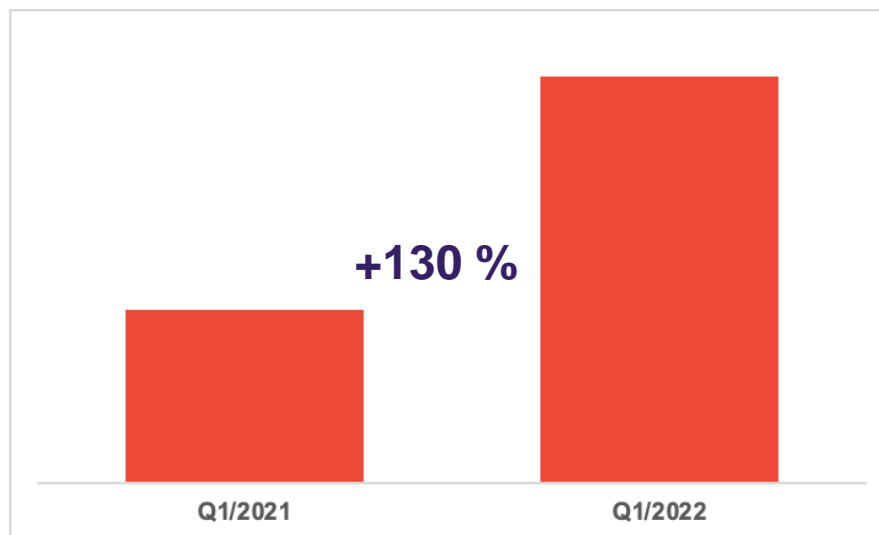
	Q1/2022	Q1/2021	
Revenue	<b>50,9 M€</b>	<b>36,6 M€</b>	<b>+39 %</b>
EBITDA	<b>2,5 M€</b>	<b>2,8 M€</b>	
EBITDA-margin	<b>4,9 %</b>	<b>7,5 %</b>	
EBIT	<b>0,5 M€</b>	<b>0,9 M€</b>	
EBIT-margin	<b>1,0 %</b>	<b>2,5 %</b>	



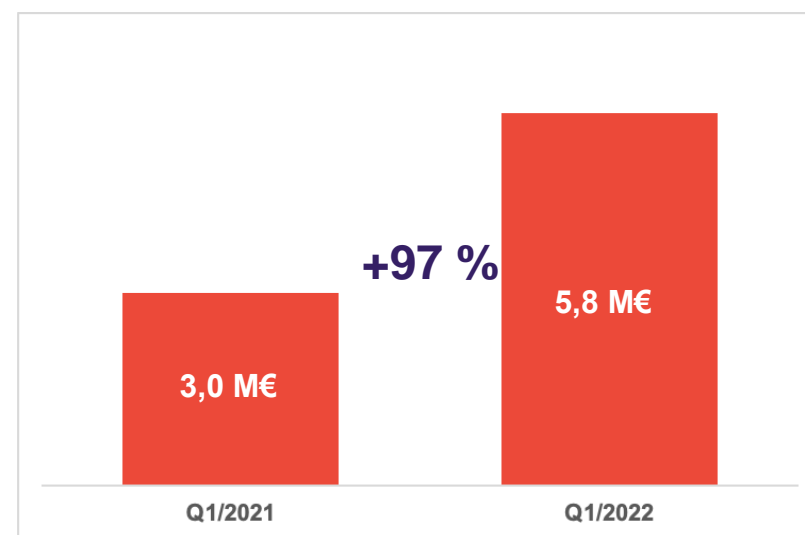
# The drivers of our volume development

- According to the Private Employment Agencies' Association, HPL, the staff leasing industry grew by 21% in January–March.
- Successful new customer acquisition in the industrial sector and growth in customer relationships at the national level, approximately +5 M€ Q1

HoReCa recovery began in March, +4 M€ Q1

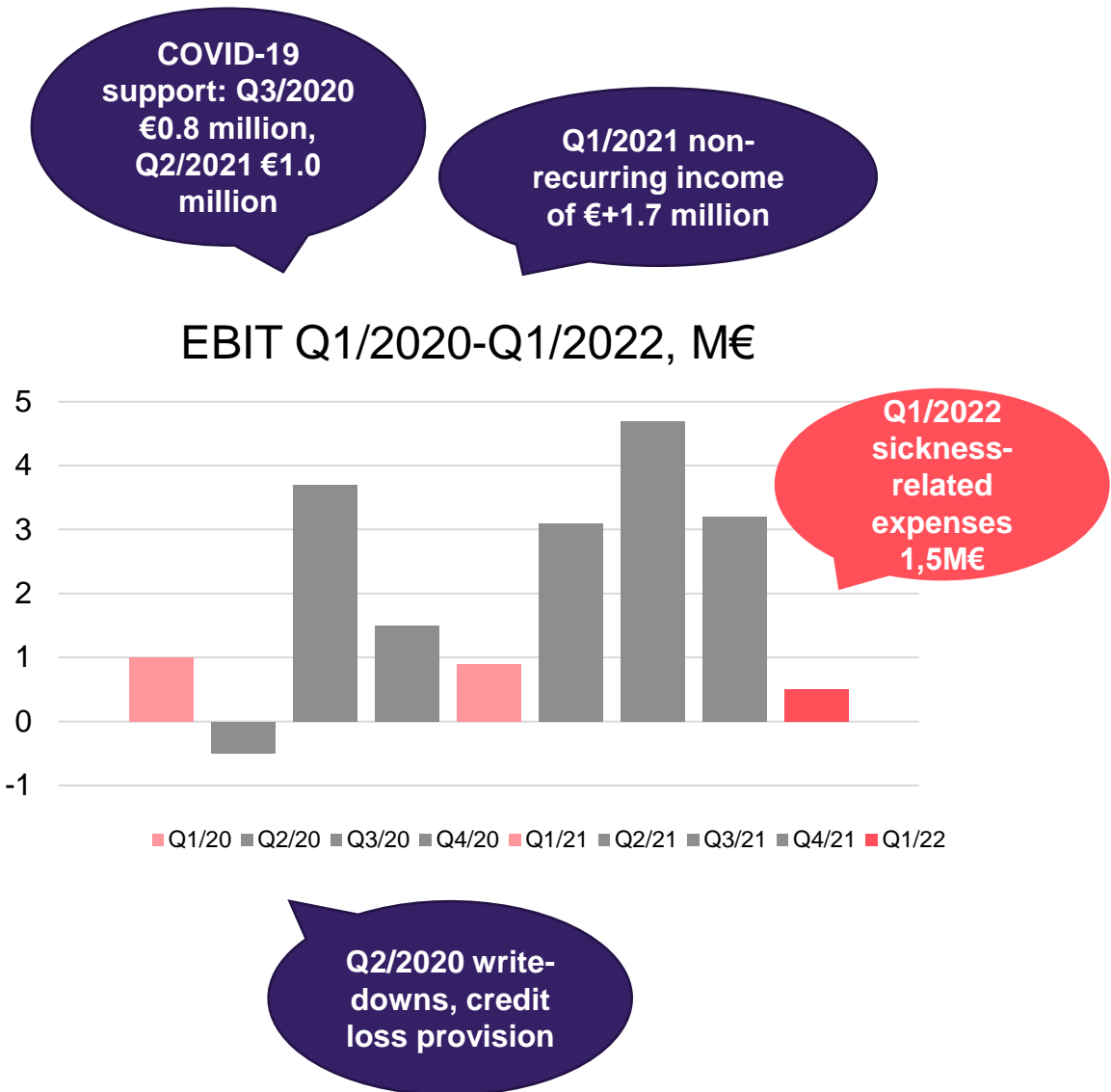


Expansion and growth in professional services



# Factors related to profitability

- HoReCa volume is still lacking, and the first two months of the quarter were loss-making in the HoReCa segment
- Record-high sickness-related expenses (€1.5 million) weighed down the gross margin (3 percentage points)
- Q1 is usually the weakest quarter
- Fixed costs continue to scale in spite of investments in business development





# Staffing

Revenue  
Q1/2022

**42,9 M€**

Change

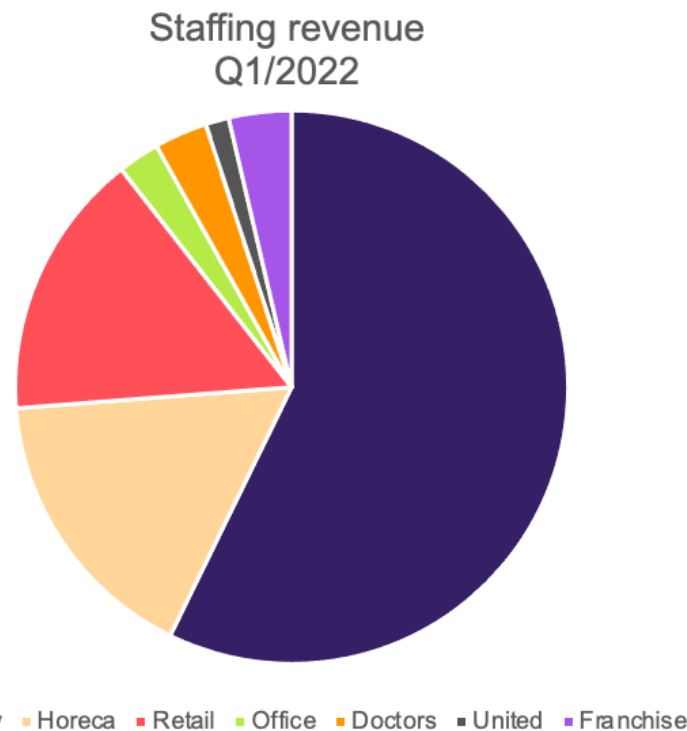
**+35 %**

Franchise fees  
Q1/2022

**1,6 M€**

Change

**+ 22 %**



- Labour shortages have been addressed by focusing on international recruitment and the employment of immigrants, as well as by allocating more resources to labour acquisition.



# Other Eezy services related to working life

	Revenue Q1/2022	Change
Professional services	<b>5,8 M€</b>	<b>+97 %</b>
Light entrepreneurs	<b>0,5 M€</b>	<b>0 %</b>

- The share of other services has increased significantly, in line with Eezy's strategy.
- Employment services have significant revenue synergies with staffing services.
- Valmennuskeskus has strengthened our position in the young target group.





# Top-class expertise through acquisitions

## Working life professional services:

Business culture design company and employee experience measurement expert  
The Significant Company

- Data and research ✓
- Coaching and consulting ✓

## Staffing:

Farenta, specialises in staff leasing in the pharmacy industry

- White collar staffing ✓





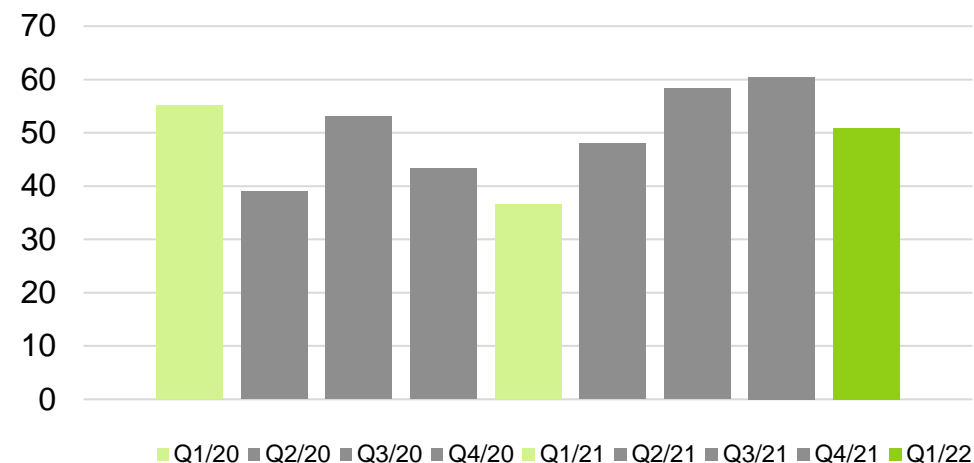
# Financial information Q1/2022



# Key figures

Million euro	1-3/ 2022	1-3/ 2021	Change	2021
Revenue	50.9	36.6	39%	203.3
EBITDA	2.5	2.8	-9%	19.5
EBITDA %	4.9 %	7.5 %		9.6 %
EBIT	0.5	0.9	-45%	11.8
EBIT-%	1.0 %	2.5 %		5.8 %
Earnings per share, eur/share	0.00	0.01		0.31
Chain-wide revenue	77.0	56.4	36%	305.5

Revenue Q1/2020-Q1/2022, M€



EBIT Q1/2020-Q1/2022, M€



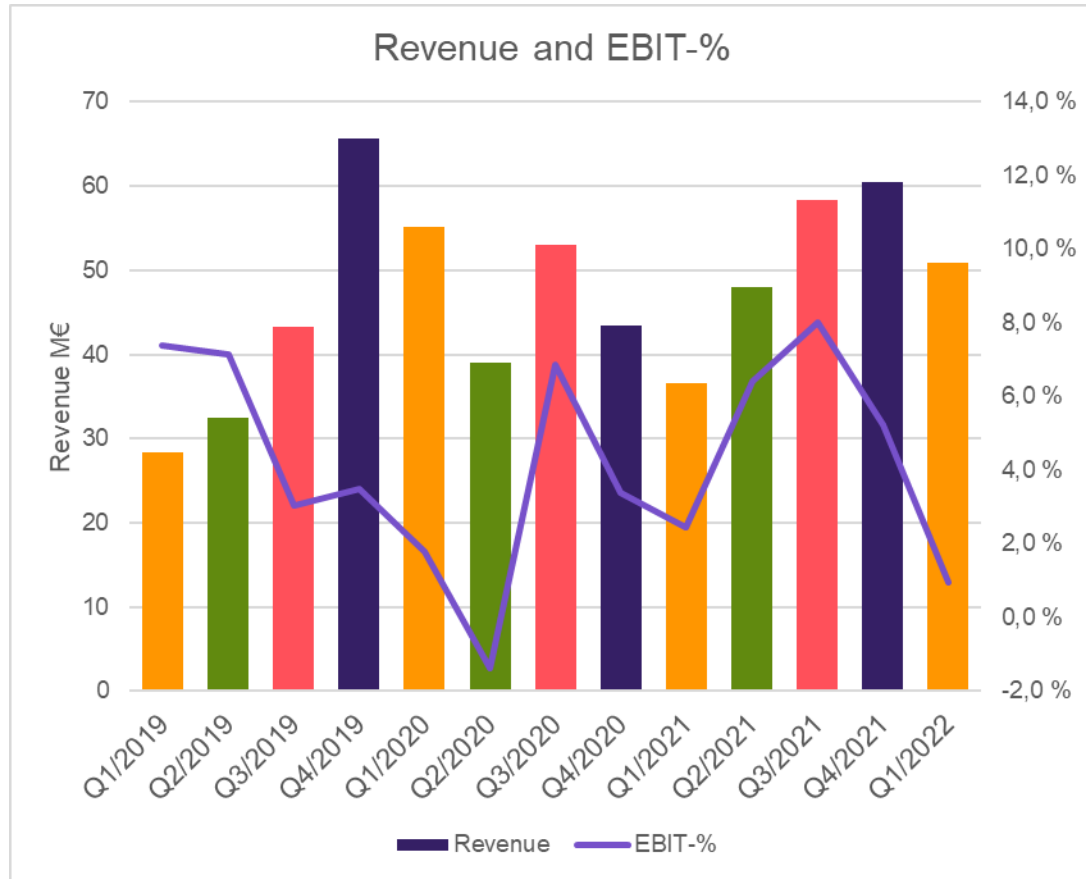
# Income statement

EUR thousand	1-3/2022	1-3/2021	2021
<b>Revenue</b>	<b>50 905</b>	<b>36 599</b>	<b>203 328</b>
Other operating income	99	1 836	3 070
Materials and services	-1 919	-1 238	-6 059
Personnel expenses	-42 638	-30 710	-165 576
Other operating expenses	-3 935	-3 737	-15 270
Other depreciation, amortisation and impairment	-2 021	-1 851	-7 680
<b>EBIT</b>	<b>491</b>	<b>899</b>	<b>11 812</b>
Financial income	42	54	149
Financial expenses	-343	-435	-1 614
Financial income and expenses	-301	-381	-1 465
<b>Profit (loss) before taxes</b>	<b>191</b>	<b>518</b>	<b>10 348</b>
Income taxes	-85	-228	-2 266
Profit attributable to non-controlling interests	29	32	480
<b>Profit attributable to the owners of the parent company</b>	<b>76</b>	<b>258</b>	<b>7 601</b>

- Exceptionally high sick-leave costs, approx. 1.5 M€ in Q1/2022
- Note: in the comparison period Q1/2021 the other operating income included a non-recurring 1.7 M€ income



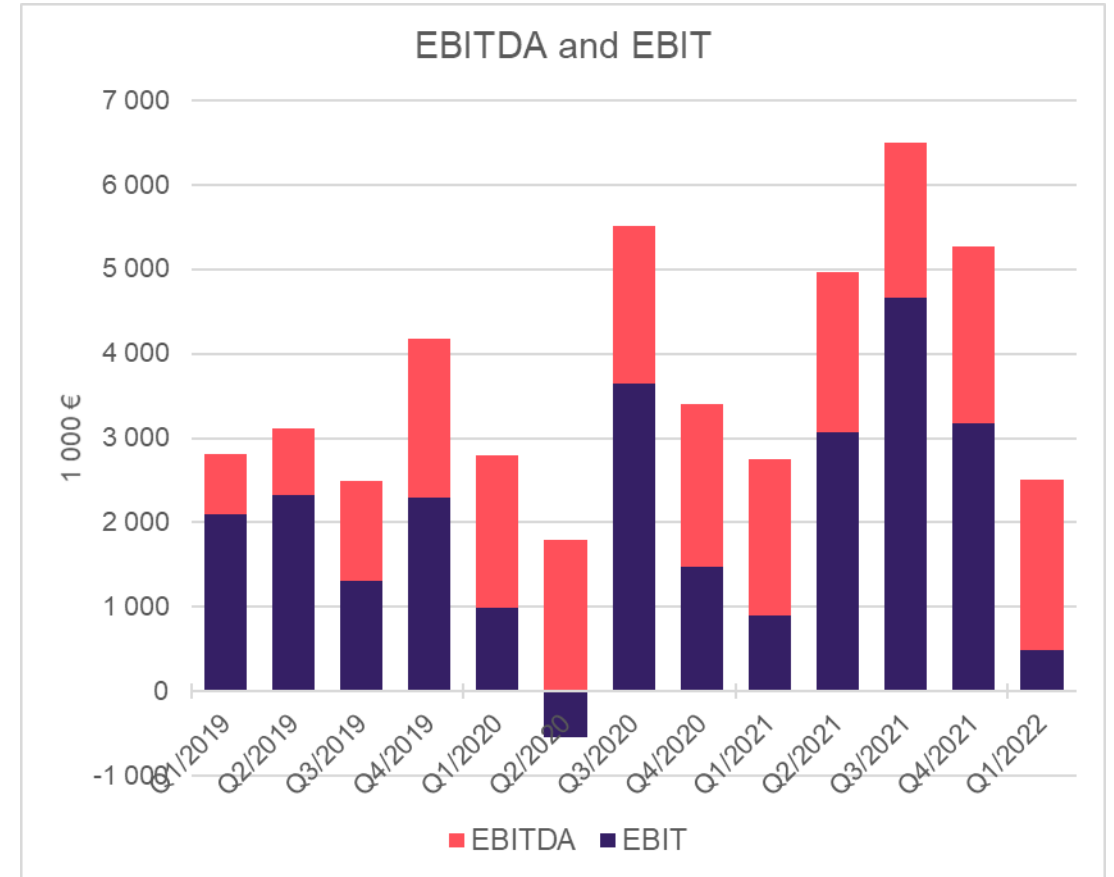
# Quarterly development 2019-2022



- Q1/2022 revenue grew 39% compared to Q1/2021
- Q1/2022 profit includes approx. 1.5 M€ (3% of revenue) sick-leave costs. Highest level of the Covid period, more than double compared to last year
  - Comparison period Q1/2021 included a non-recurring 1.7 M€ profit
- Significant factors contributing to earnings development:
  - VMP-Smile merger in Q3/2019
  - Integration work in Q3/2019-Q1/2020 temporarily decreased profitability
  - Covid has strongly affected both revenue (and profit) since Q2/2020, but effects decreased in late 2021
  - Covid had a clear negative effect to profitability in Q1/2022

# Quarterly development 2019-2022

- EBITDA has been clearly positive in each quarter
- Depreciation is approx. 8 M€ annually
- Approximate split of the 8 M€ depreciation:
  - 2 M€ lease costs (offices etc.)
  - 2 M€ normal depreciation (IT etc..)
  - 4 M€ acquisition related amortization (like goodwill)



# Balance sheet

EUR thousand	31.3.2022	31.3.2021	31.12.2021
<b>ASSETS</b>			
Goodwill	134 054	127 938	134 054
Intangible assets	27 320	28 901	28 314
Tangible assets	6 334	6 324	5 095
Long-term receivables and investments	2 358	2 734	0
<b>Non-current assets</b>	<b>170 066</b>	<b>165 898</b>	<b>169 056</b>
Current receivables	32 576	22 033	31 663
Cash and cash equivalents	9 374	7 952	6 106
<b>Current assets total</b>	<b>41 950</b>	<b>29 985</b>	<b>37 769</b>
<b>ASSETS TOTAL</b>	<b>212 016</b>	<b>195 883</b>	<b>206 825</b>
<b>EQUITY AND LIABILITIES</b>			
Total equity attributable to shareholders of the parent company	106 175	101 200	106 099
Non-controlling interests	2 743	2 589	3 037
<b>Total equity</b>	<b>108 918</b>	<b>103 789</b>	<b>109 136</b>
<b>Non-current liabilities total</b>	<b>62 280</b>	<b>56 552</b>	<b>53 586</b>
<b>Current liabilities total</b>	<b>40 817</b>	<b>35 542</b>	<b>44 102</b>
<b>EQUITY AND LIABILITIES TOTAL</b>	<b>212 016</b>	<b>195 883</b>	<b>206 825</b>

Goodwill and intangible assets totalled approximately EUR 161 million

Cash position boosted by 8 M€ loan for acquisitions in April

Equity EUR 109 million

Net debt EUR 54.7 million  
(excluding IFRS 16: EUR 48.9 million)



# Balance sheet – key figures

	3/2022	3/2021	12/2021
<b>Net debt</b>	<b>54 721</b>	<b>49 337</b>	<b>48 702</b>
<b>Net debt excluding IFRS 16</b>	48 880	43 905	44 200
<b>Net debt/Adjusted EBITDA</b>	2,8 x	4.1 x	2.4 x
<b>Gearing, per cent</b>	50.2%	47.5%	44.6%
<b>Equity ratio, per cent</b>	51.4%	53.0%	52.8%
<b>Equity per share</b>	<b>4.35</b>	<b>4.18</b>	<b>4.36</b>

EUR 10 million overdraft limit  
unused on 31 March 2022.



# Largest shareholders

## 31.3.2022

Shareholder	Shares	%
1. Sentica Buyout V Ky	6 105 458	24.38
2. NoHo Partners Oyj	5 139 745	20.52
3. Meissa-Capital Oy	3 223 071	12.87
4. Evli Finnish Small Cap Fund	1 365 619	5.45
5. OP Finland Micro Cap Fund	572 757	2.29
6. S-Bank Fenno Equity Fund	446 062	1.78
7. Asikainen Sami	414 350	1.65
8. Säästöpankki Small Cap Fund	322 200	1.29
9. WestStar Oy	293 848	1.17
10. Ilmarinen Mutual Pension	274 261	1.09
<b>10 largest in total</b>	<b>18 157 371</b>	<b>72.49</b>
Nominee-registered	2 241 566	8.95
Others	4 647 878	18.56
<b>Total</b>	<b>25 046 815</b>	<b>100.00</b>



# Annual General Meeting 12.4.2022

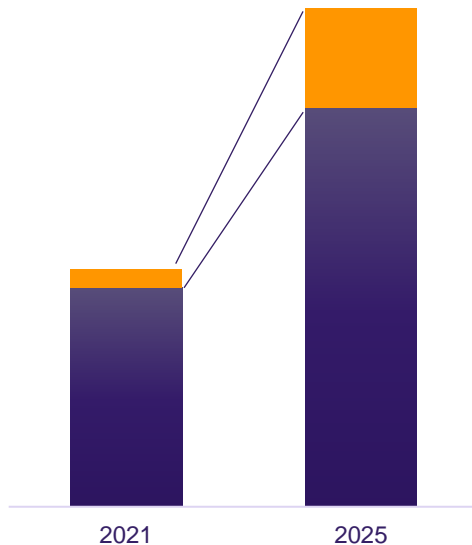
- Mikko Wiren as a new board member
- Dividend is 0,15 eur/share:
  - 0,10 eur paid in April
  - 0,05 eur to be paid in October
- Normal authorizations for repurchase of own shares and for share issues.





# The drivers of our profitability development

Growth and benefits from the economies of scale



Increasing the share of higher-margin services



Development of staffing pricing models

**1.X** × hourly price

**XX%** of the hourly price

**Fixed price...**

Increased automation of processes



**Automation of the**  
employees' routine tasks



**Continuous streamlining of**  
customer and employee services



# Towards a strong 2022



# Outlook for 2022

*Eezy expects revenue to grow and EBIT-% to increase during 2022. The guidance will be made more precise during the year.*

## *Uncertainties:*

- *The pandemic is still among us*
  - *Ukraine*
  - *Lack of components in industries*
- *Labour shortages*
  - *Inflation*





The attitude  
towards work is changing

Labour shortage  
Demographic change

A growing market for  
working life and success

Digitalisation  
Climate change

# Eezy in 2025

## FOR INDIVIDUALS

Employment  
Career services  
Training  
Integration  
Well-being

## OUR MISSION

We create success

## OUR VISION

The most prominent innovator of working  
life

**The focus is always on  
the success of the  
individual**

**Finland's most sought-after  
pool of talent**

YHDISTÄVÄ VOIMA

## FOR COMPANIES AND COMMUNITIES

The most active employer

An expert in  
growth and renewal

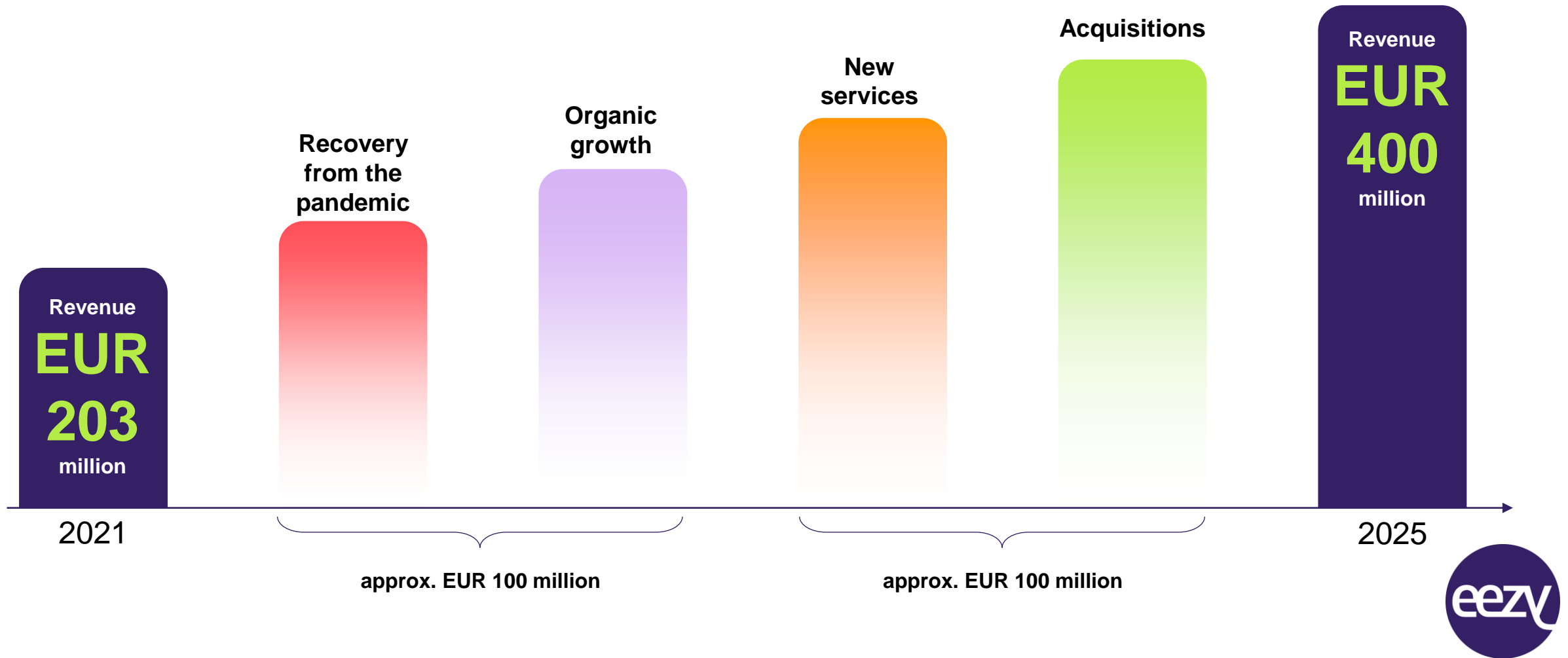
Turn data  
into success

250,000 people using our services

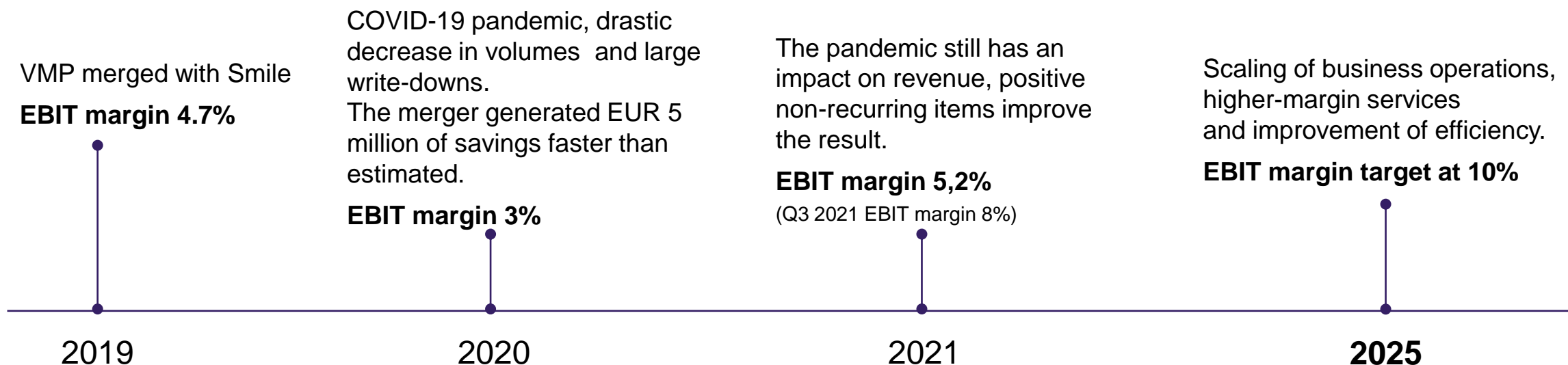
Revenue 400M€, 40M€ EBIT

THE MOST SUCCESSFUL experiences

# The drivers of Eezy's growth



# The path towards 10% EBIT margin



## Scaling of business operations

Organic growth and the recovery from the pandemic significantly improve profitability.

## Higher-margin services

Profitability is improved by the expert services and franchisee entrepreneurs' increased share of Eezy's revenue.

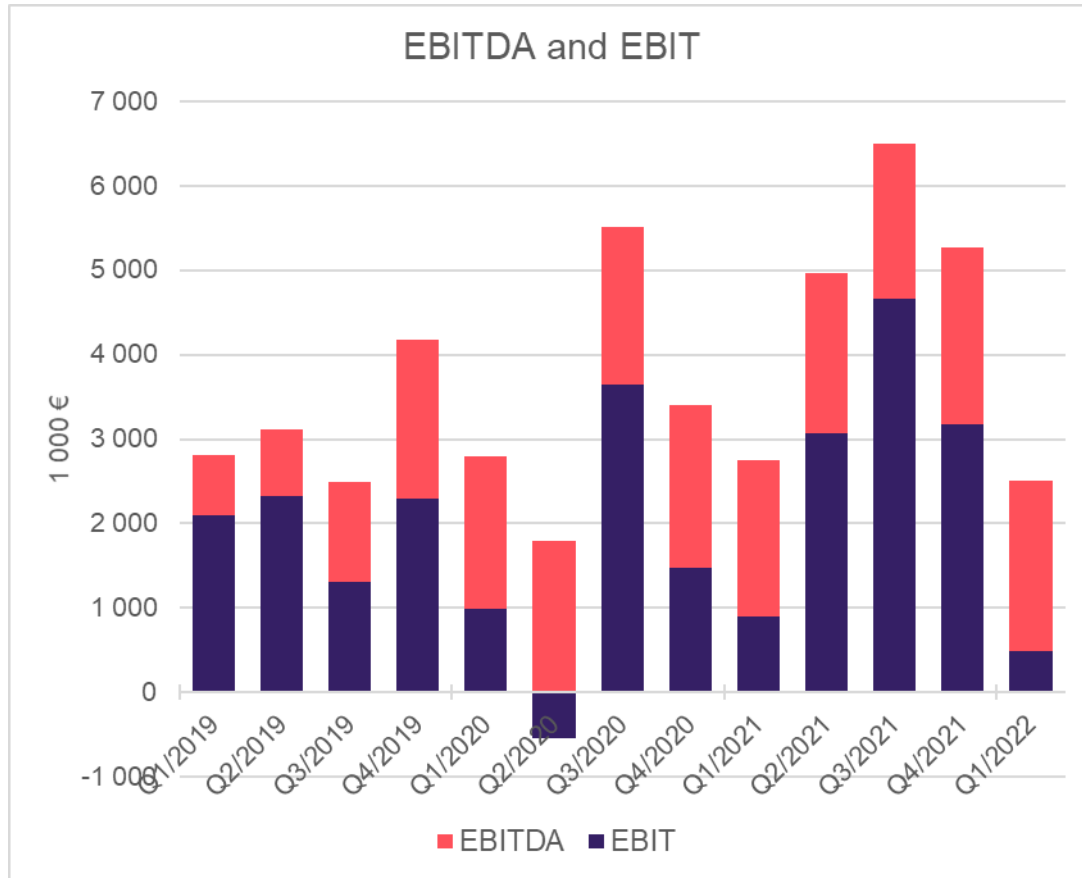
## Improvement of efficiency

We constantly enhance our processes and invest in automation.





# Growth investments are financed with the strong cash flow in the strategy period



Investments in digitalisation and new services (EUR 8–10 million)

Dividends of 30–50% of the result

Loan repayment (EUR 16 million / 4 yrs)

Acquisitions (EUR 30–40 million)





# Growth strategy 2025 is progressing well

## Drivers of revenue growth

### Organic growth

- Growth in total +39 %, mainly organic

### COVID-19 recovery

- HoReCa +450 % in March

### New services

- E.g. immigration integration, employment coaching services, entrance examination courses and culture design

### Acquisitions

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



## The path towards 10 % EBIT margin

### Revenue scaling

- Our revenue has grown clearly faster than our fixed personnel costs and other costs

### Higher-margin services

- The share has increased (16 % of our revenue)

### Improving efficacy

- Several ongoing business development projects



# We are Eezy

## Mission

We create success  
for individuals

## Vision

To  
become Finland's  
most significant operator in working life.

## Values

Courage  
Professionality  
Positivity



eezy