

Interim report 1-9/22

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Our social significance is growing

28 000
salaried employees

95 %
of staffing employees
recommend us *

5600
participants in
employment and
rehabilitation training

11 500
participated in
student coaching
courses

2400 personal
assessments and
300 direct searches

36 000
invoiced works
by light entrepreneurs

530
organization
development projects

Eezy 1-9/2022



Revenue grew by 16%

- **Growth continued, yet it slowed down because of weakening in general economic situation, mainly on the industrial and construction sectors.**
- **Sickness absences were still on a higher level than before. Effects on profitability have been reduced via pricing.**
- **Professional services continued growing strongly. Especially Eezy Flow has taken a huge growth leap.**
- **Eezy was chosen as the second best franchising chain in Europe.**



Growth continued – room for profit improvement

	Q3/2022	Q3/2021	1-9/2022
Revenue	67,3 M€	58,3 M€	185,4 M€
EBITDA	6,8 M€	6,5 M€	13,6 M€
EBITDA-margin	10,1 %	11,1 %	7,3 %
EBIT	4,7 M€	4,7 M€	7,3 M€
EBIT-margin	7,0 %	8,0 %	3,9 %



Our strengths: a wide client base and business sector coverage

Staffing

Q3/2022

59,8 M€

Change

+13 %

Franchise-
fees

Q3/2022

1,6 M€

Change

-18 %

Staffing

1-9/2022

160,5 M€

Change

+27 %

Franchise-
fees

1-9/2022

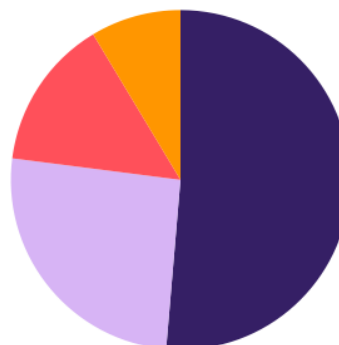
4,9 M€

Change

-2 %

- **Staffing service market according to The Private Employment Agencies Association (09/22) +11 %**
- **HoReCa continued to recover from Covid19 (+27% at Q3)**
- **The share of economic fluctuation sensitive construction industry is 14 % of our staffing business**

Customer segments of staffing services
Q3/2022



■ Industry, Construction, Logistics ■ HoReCa ■ Retail ■ Others



Working life services grows in line with strategy

Q3/2022		1-9/2022	
Professional services	Light entrepreneurs	Professional services	Light entrepreneurs
5,2 M€	0,7 M€	18,1 M€	1,8 M€
+84 %	+3 %	+92 %	+4 %

- Eezy Flow has made a huge growth leap. The growth and profit potential is high.
- Eezy light entrepreneurs platform business has been growing steadily over the year. The growth scales well.
- Eezy Valmennuskeskus, which made losses in the first year-half, has been turned back to profitable.



eezy Kevytyrittäjät

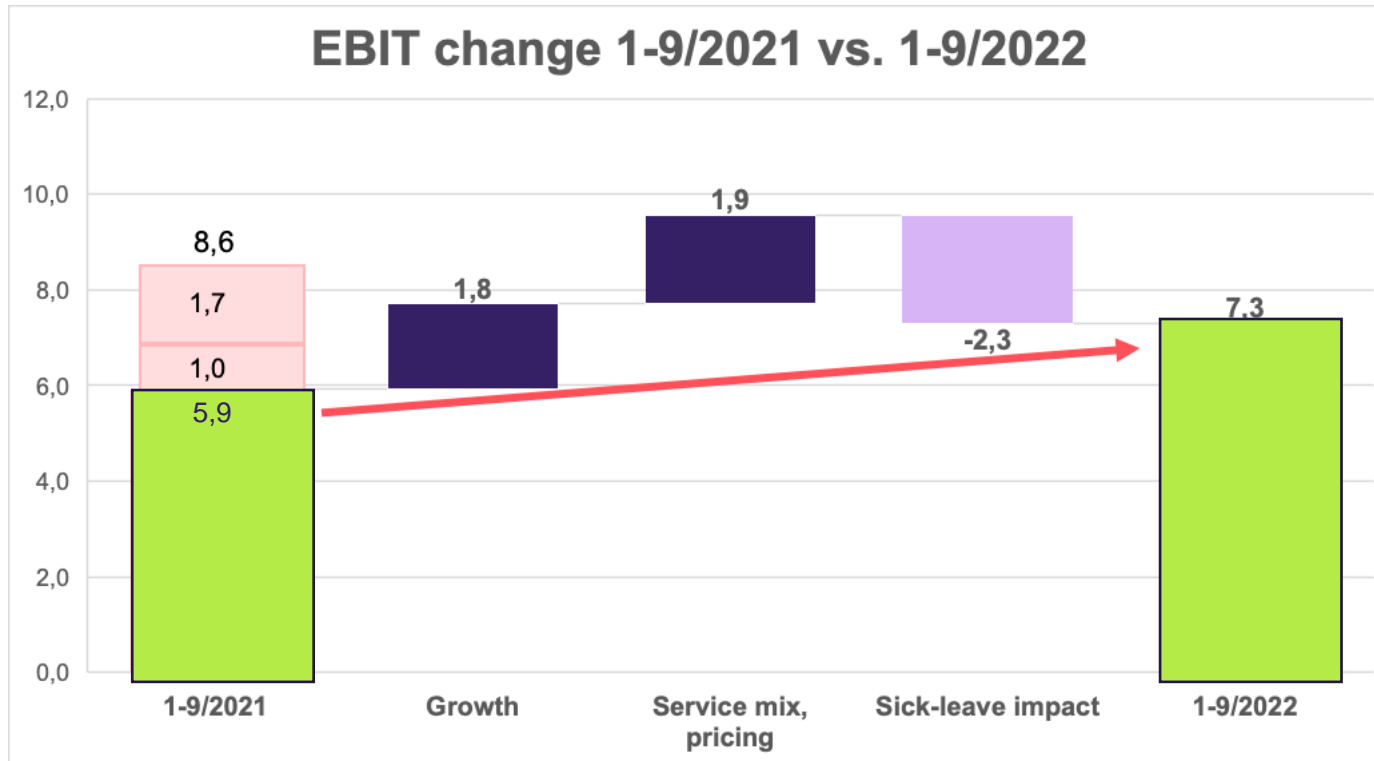
eezy Flow

eezy Valmennuskeskus

eezy Personnel

eezy Työllisyyspalvelut

Operational profitability develops to right direction



Own actions have increase profit by approx. 3.7 M€:

- Revenue growth impact approx. +1.8 M€
- Impact from service mix and pricing approx. +1.9 M€

Impact from high sick leave costs in 1-9/2022:

- Difference in sick-leave impact approx. -2.3 M€
- Additionally, the horeca lockdown (in Jan-Feb) weakened result by approx 0.7 M€

Comparable 1-9/2021 profit approx. 5.9 M€:

- Comparison period included non-recurring income
 - +1.0 M€ Corona subsidy
 - +1.7 M€ VAT handling change

Economic outlook has shifted our focus to profitability

Fixed costs

- Aim to achieve one million euros savings on annual basis through cost saving actions

Gross margin

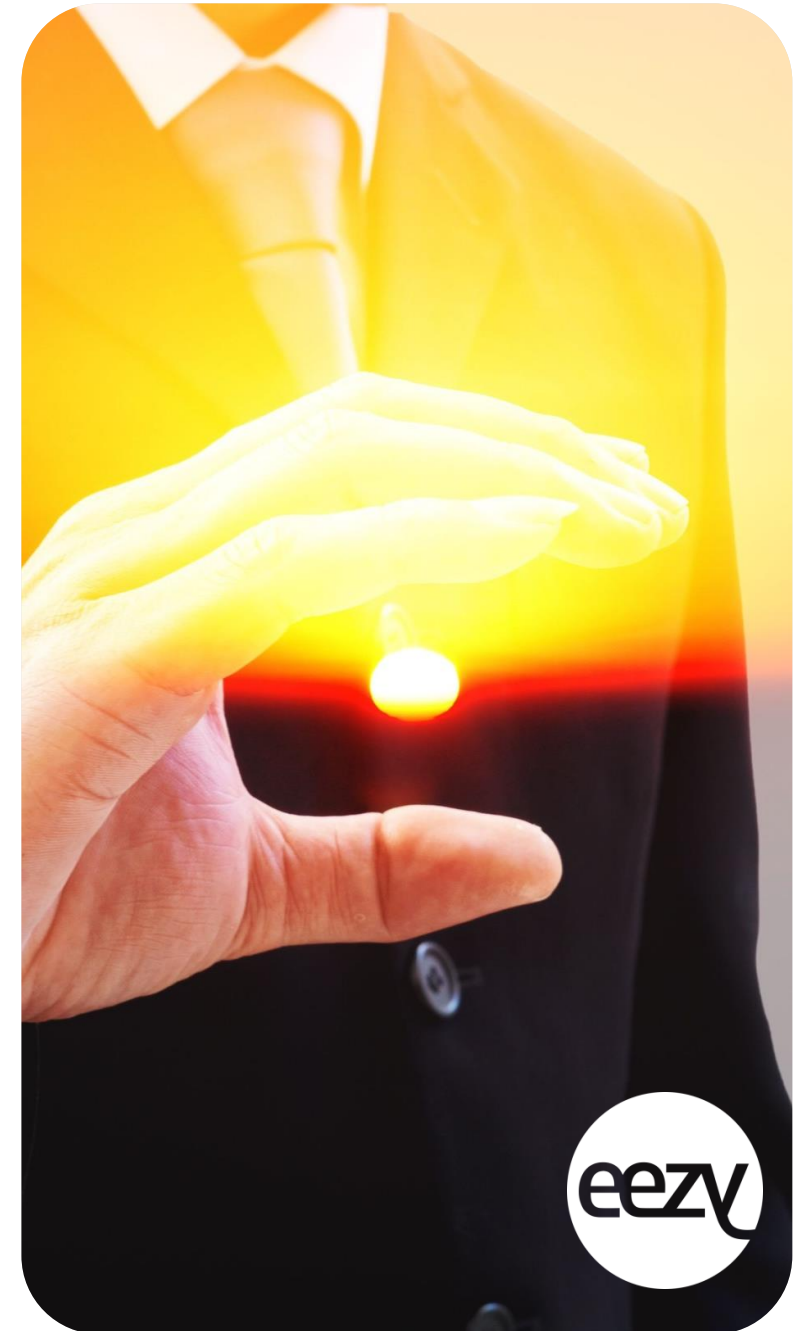
- The impact from sick leaves and inflation is offset by price increases and new pricing models

Efficiency

- Organization renewed for 2023
- Strong investments to digital processes and systems development

M & A

- Cautiousness regarding M&A



Financial information

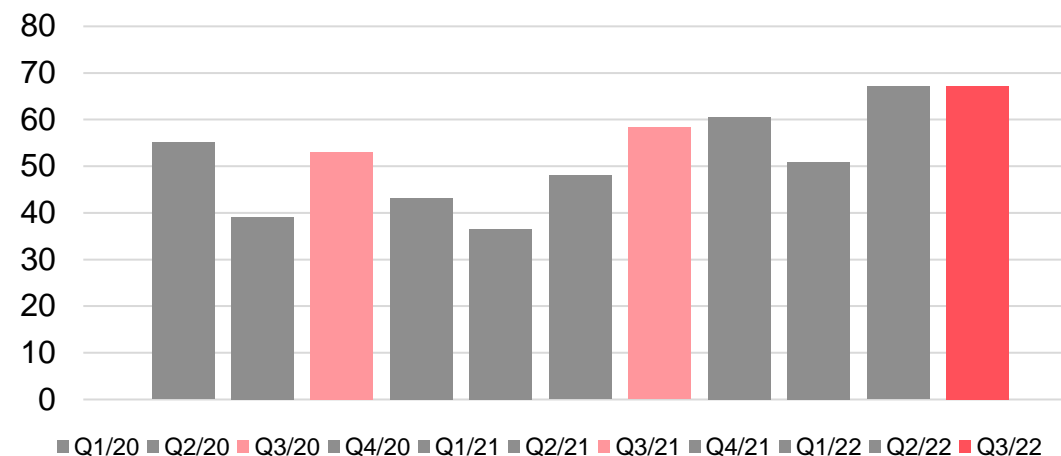
Q3/2022



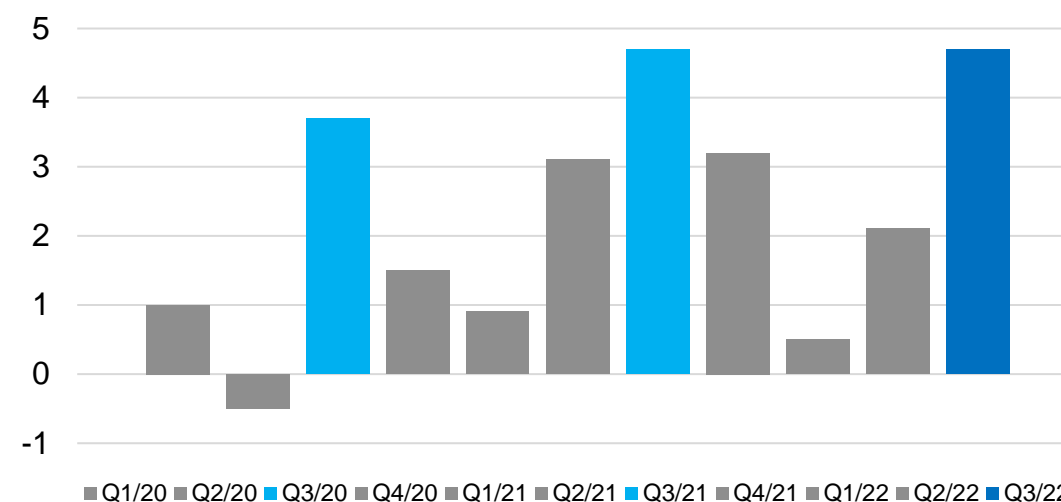
Key figures

Million euro	7-9/ 2022	7-9/ 2021	Change	1-9/ 2022	1-9/ 2021	Change	2021
Revenue	67.3	58.3	16%	185.4	142.9	30%	203.3
EBITDA	6.8	6.5	5%	13.6	14.2	-4%	19.5
EBITDA %	10.1 %	11.1 %		7.3 %	10.0 %		9.6 %
EBIT	4.7	4.7	1%	7.3	8.6	-16%	11.8
EBIT-%	7.0 %	8.0 %		3.9 %	6.0 %		5.8 %
Earnings per share, eur/share	0.14	0.13		0.21	0.22		0.31
Chain-wide revenue	94.1	86.1	9%	265.2	215.8	23%	305.5

Revenue Q1/2020-Q3/2022, M€



EBIT Q1/2020-Q3/2022, M€

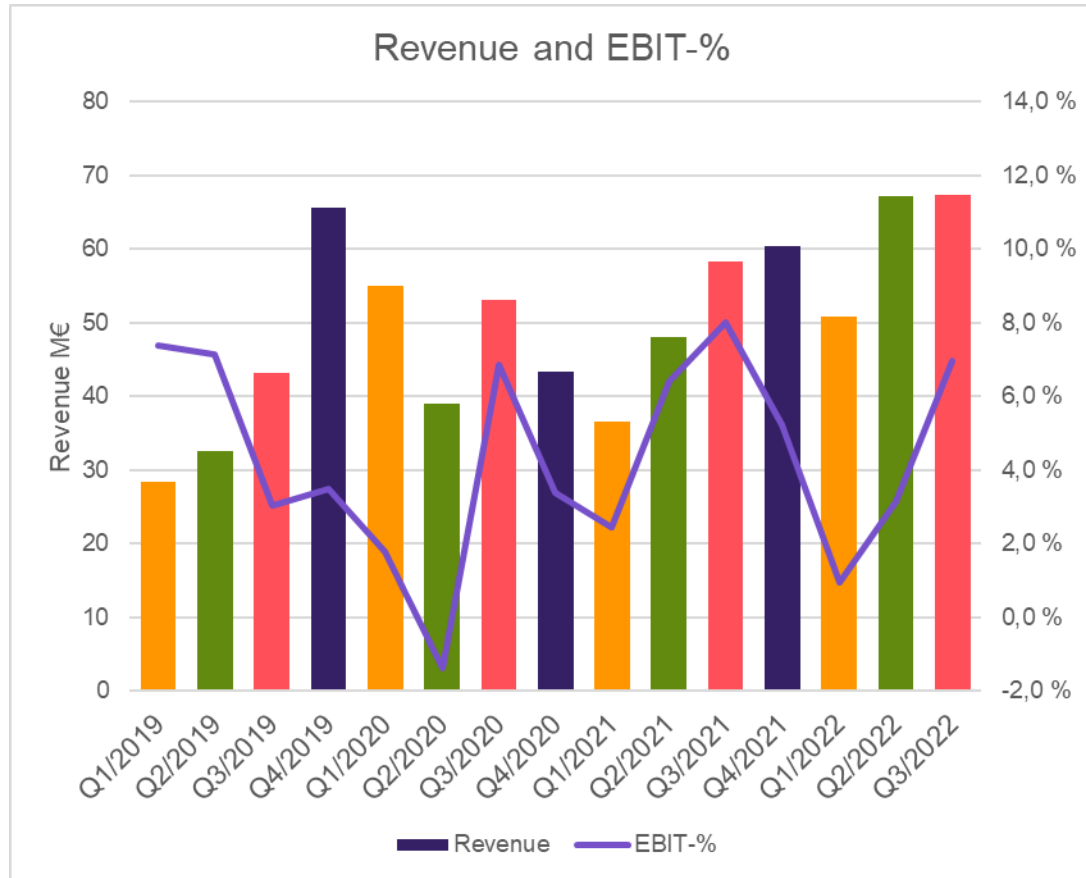


Income statement

EUR thousand	7-9/2022	7-9/2021	1-9/2022	1-9/2021	2021
Revenue	67 309	58 275	185 362	142 873	203 328
Other operating income	75	51	265	2 977	3 070
Share of result of equity accounted investments	-8	-	-8	-	-
Materials and services	-1 862	-1 111	-6 807	-3 776	-6 059
Personnel expenses	-54 270	-47 205	-151 989	-116 830	-165 576
Other operating expenses	-4 444	-3 513	-13 241	-11 026	-15 270
Other depreciation, amortisation and impairment	-2 110	-1 831	-6 282	-5 579	-7 680
EBIT	4 690	4 665	7 299	8 639	11 812
Financial income	47	26	723	104	149
Financial expenses	-390	-374	-1 129	-1 193	-1 614
Financial income and expenses	-343	-348	-406	-1 089	-1 465
Profit (loss) before taxes	4 346	4 317	6 893	7 551	10 348
Income taxes	-884	-889	-1 492	-1 709	-2 266
Profit attributable to non-controlling interests	74	120	213	274	480
Profit attributable to the owners of the parent company	3 388	3 309	5 189	5 567	7 601

- Exceptionally high sick-leaves impact on profit, total in 1-9/22 approx. -4.4 M€ (-2.1 M€)
- Note: comparison period 1-9/21 included a +2.7 M€ non-recurring items as other operating income
- Acquisition related amortization 1.0 M€ in Q3 and 3.2 M€ in Q1-Q3

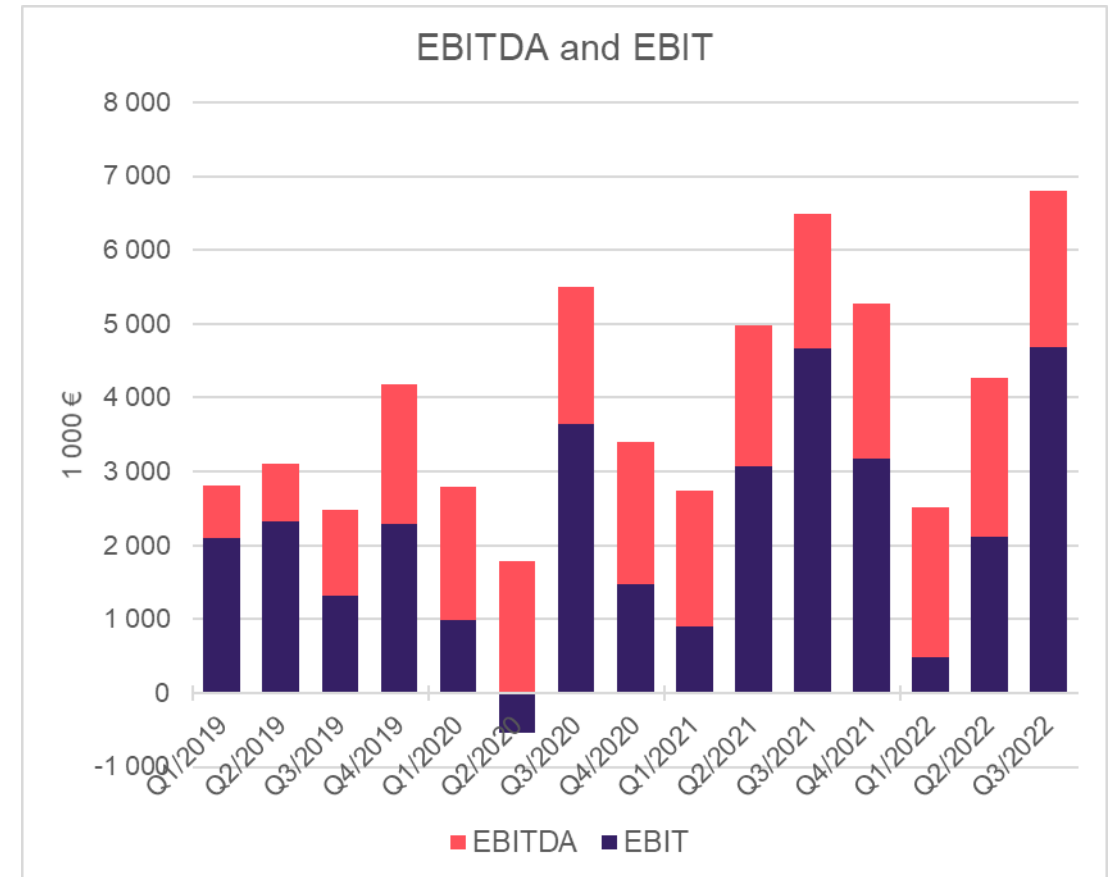
Quarterly development 2019-2022



- Q3/2022 revenue grew 16% compared to Q2/2021
- Q3/2022 negative profit impact from sick-leaves is approx -1.5 million euro. (approx. -0.9 M€ in Q3/21)
- 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 revenue since Q2/2020, but effects have decreased significantly
 - Covid had a clear negative effect to profitability in Q1-Q3/2022 as sick-leave rate has continued to be high

Cash flow supports growth goals

- EBITDA has been clearly positive in each quarter
- Cash flow from operations +2.3 M€ in Q3 and +5.3 M€ in Q1-Q3
- Investments into growth (acquisitions, IT investments) have been 8.3 M€ in Q1-Q3
- Depreciation is approx. 8 M€ annually.
i.e. 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	30.9.2022	30.9.2021	31.12.2021
ASSETS			
Goodwill	141 654	128 011	134 054
Intangible assets	28 662	27 099	28 314
Tangible assets	5 484	5 175	5 095
Long-term receivables and investments	2 880	2 842	1 593
Non-current assets	178 680	163 127	169 056
Current receivables	37 467	29 554	31 663
Cash and cash equivalents	2 466	9 365	6 106
Current assets total	39 934	38 919	37 769
ASSETS TOTAL	218 614	202 046	206 825
EQUITY AND LIABILITIES			
Total equity attributable to shareholders of the parent company	107 514	103 997	106 099
Non-controlling interests	3 528	2 831	3 037
Total equity	111 042	106 828	109 136
Non-current liabilities total	59 481	54 147	53 586
Current liabilities total	48 092	41 071	44 102
EQUITY AND LIABILITIES TOTAL	218 614	202 046	206 825

Goodwill and intangible assets totalled approximately EUR 170 million

Equity EUR 111 million

Net debt EUR 58.8 million
(excluding IFRS16: EUR 53.8 million)

Balance sheet – key figures

	9/2022	9/2021	12/2021
Net debt	58 793	45 985	48 702
Net debt excluding IFRS 16	53 796	41 542	44 200
Net debt/Adjusted EBITDA	3,0 x	2,6 x	2,4 x
Gearing. per cent	52,9 %	43,0 %	44,6 %
Equity ratio. per cent	50,8 %	52,9 %	52,8 %
Equity per share	4,43	4,30	4,36

EUR 10 million overdraft limit
unused on 30 September 2022.





Towards the rest of the year



Weaker economic outlook

- There are several uncertainties on the market which affect the economic conditions and demand by our customers
- Despite uncertain conditions many industries still suffer from labour shortages

Eezy expects revenue to grow and EBIT to be 5-6% of revenue in 2022



Our strengths in times of uncertainty

Customers find
flexible
workforce
increasingly
important

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

Automation,
machine learning
and synergy
projects in
progress

Market growth is
driven by major
trends

Ability to react
quickly to
market change

Multiple-placed
pricing protects
against wage
inflation



Actions during the rest of the year

- **Focus from growth to profitability**
- **Eezy Shine, the first staffing company specialized in immigrants, opened an office at Itäkeskus**
- **HoReCa is heading towards the Christmas party season without restrictions**
- **Successful Eezy Flow has its' busiest quarter**
- **A new unified management model in our staffing business**
- **Strong investments to digital processes and systems development – the gains will materialize during the next years**



Growth strategy 2025 is progressing well

Drivers of revenue growth

Organic growth

- Growth in total +30 %, mainly organic



COVID-19 recovery

- HoReCa +27 % during Q3



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

- The impact of growth is not yet fully reflected in earnings



Higher-margin services

- The share has increased during 2022



Improving efficiency

- Several ongoing business development projects



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