



eezy

ANNUAL REPORT

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# Creating successful work experiences

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## Key figures 2020

190.6 REVENUE,  
EUR MILLION

13.5 EBITDA,  
EUR MILLION

5.6 EBIT,  
EUR MILLION

0.11 EPS,  
EUR/SHARE

0.10 (+0.05) DIVIDEND +  
AUTHORIZATION,  
EUR/SHARE\*

\* Board of Directors'  
proposal

50+





# Highlights in 2020

400+

We make our employees' and clients' dreams come true with our more than 400 professionals in over 50 locations around Finland.

50+

We determinedly implemented our **strategy** by integrating our brands, information systems and our ways of working.

We **renewed our brand**, and the new Eezy is now visible across Finland.

**We reacted quickly to the coronavirus pandemic** by adjusting our operations to the changed market situation.

We successfully carried out the **integration of functions** that followed the creation of Eezy in the planned schedule.

We took the next step in our growth story and moved from the First North marketplace to the **Nasdaq Helsinki stock exchange list** in September.

**We significantly strengthened our professional services** by acquiring management consulting and training company Flow Consulting, as well as the businesses of headhunting company Jaakko Lehto Executive Search and ProMotive, which specialises in the reassignment of employees, white-collar workers and executives.

# Top performance in historically difficult circumstances

During the year 2020, both Eezy and our clients were put to the test. At the beginning of the year, the corona pandemic changed the world and our operating environment in an instant, and the situation remained challenging throughout the year. However, the year included more than just troubles – it will be remembered for the creation of the new Eezy's foundations, as well as for quick adaptation and a successful battle.

We reached all the mental and numeric targets set for Eezy's year of integration. Our efficiency rose to a new level due to integrated systems and a renewed organisation. Building the Eezy brand, organisation and culture successfully has required an enormous amount of work from our personnel. At no point did this important work slow down even though our employees had to cope with temporary layoffs, new ways of working and remote work.

Horeca and imported labour were strained by the loss of tens of millions in sales, and corona weakened the markets of all industries. Despite everything, the need for our services did not disappear. As we recuperate and rise from the corona storm, the significance of flexible employment solutions, executive searches and high employee satisfaction will increase. During the year, we have made great efforts in gaining new customers and developing new services in order to ensure continued organic growth.

Transferring to the main list of the stock exchange made the year historical in our more than thirty-year story. As an investment, we are now even more visible. We are building this new and growing line of business in the Helsinki stock exchange, as well. Increased visibility and transferring to the main list have nearly doubled the number of our shareholders in a short time. It is great that interest towards us has grown.

I am glad that despite the threats looming over us, we have been able to maintain our relative profitability on a good level. Our EBIT of EUR 5.6 million can be considered a defensive victory, especially as it was weighed down by non-recurring items. Cash and cash equivalents and operative cash flow have also remained strong throughout the year, which gives us the prerequisites to continue implementing our growth strategy.

I am extremely proud of how quickly we, together with our personnel, have made the Eezy culture and values part of our everyday work. Our personnel have shown its ability to act in fast-paced changes and demonstrated a first-class fighting spirit. During the year, our company has strengthened by all indicators. The vaccines bring hope of an end to the pandemic, and return to normal creates trust in the future.

## **We aim to grow in all our business areas**

During 2020, we renewed our leadership model and organisational structure. In the current model, Eezy has two independent business units, professional services and staffing services, and an efficient administration that serves them. This structure simplifies decision-making and the leadership model and boosts commercial development. We seek growth both organically and through acquisitions. In staffing services, good examples of organic growth include our newly started outsourcing service production and Eezy United, which focuses on employing athletes. Our development was excellent in the leasing of doctors through Eezy Doctors and retail workers, as well.

The professional services business was grown through acquisitions. Eezy Personnel acquired headhunting company Jaakko Lehto Executive Search and Promotive, which specialises in the reassignment of employees. Eezy Spirit expanded by acquiring Flow Consulting. With the acquisitions, we gained top expertise and new energy. The acquisitions in the professional service business help us build another strong foundation and make our client offering more versatile. This is a strategically significant step that gives us excellent growth opportunities in the large and fragmented markets of research, data application, coaching and development.



## **A bright future in the transformation of working life**

The transformation of working life has been discussed for a long time, and during 2020, the change was faster than expected. Ways and times of working have become more flexible and remote working has increased. The transformation is also driven by the aging of the population and the clear labour shortage in physically demanding work. In addition to this, the automation brought on by robotics and the need for flexibility caused by fluctuating demand offer delicious business opportunities to Eezy.

Our staffing unit provides companies with the perfect products for leading change. Together with our clients, we build optimal workforce resourcing and ensure the availability of skilled labour. We make things easy for the clients as well as the employees. Flexibility serves them both very well, as employees can decide on their working choices themselves, and for the employer, the workforce can be adjusted to answer the demand. In my view, the most important change in the job market is the increased focus on work being meaningful. What makes work meaningful is, to a large extent, the social environment, employees' willingness to develop and fulfil themselves and the need to influence matters relating to one's own work. This is a wonderful opportunity for

the services of Eezy Personnel and Eezy Flow. We are improving Finland, one workplace and encounter at a time.

I see the current operating environment giving us excellent opportunities for growth and the preconditions to reach our EUR 400 million revenue target in the long term. Reaching this target calls for organic growth and continued acquisitions. These, for their part, require knowledge, skills, theory and will in our team. As for the organisation, I am very confident; it is our greatest asset now and in the future. Our primary mission is to retain the great spirit we have in our company, so that Eezy's active and inspiring culture is visible in our everyday work and client encounters.

## **Back to the growth track in 2021**

We are starting out the year 2021 from a good position. We are a clearly stronger company and our growth is gaining momentum. The significant reduction of costs and increased volumes have a positive impact on our result. Therefore, we have chosen "Back to the growth track" as our main theme for 2021. Our organisation is taking all possible measures to support growth, and in the company's management, we are actively seizing good acquisition opportunities. Even though the corona concerns are not yet quite over, I feel confident based on the experiences from 2020. With our personnel, we can



react to any challenge and maintain our competitiveness. Work is an important part of all our lives, and our position in the Finnish job market is significant. Together with our franchise partners, we offer our services in more than 50 locations around Finland. Our services touch upon the lives of approximately 40,000 employees and light entrepreneurs every year. We create successes with thousands of clients every day and participate in creating people's future.

I want to express my warm thanks to everyone at Eezy for their activity, joy and cooperation during 2020. We have together fought for the success of our business and helped our clients through difficult situations. We have been able to reward our shareholders for their commitment to the company by paying out a dividend in November. Now, it is time to look forward and make 2021 the year of new successes and accomplishments. Let's get back on the growth track together.

Wishing you success, Sami

# Operating environment and trends

The corona pandemic that marked the year 2020 has impacted numerous industries and through them, the staffing service market. As clients' staffing needs have changed at a quick pace, the staffing service industry has had to adjust its offering. Eezy has managed the crisis well considering the circumstances, because we were able to react quickly and in the right scale immediately after the corona situation began.

20 Our clients in the horeca sector faced a particularly difficult situation in the spring, as business came to a complete halt. Travel and opening restrictions have challenged companies in the industry to adjust their business operations, but also to develop new ways of operating.

In the retail industry, personnel needs increased due to the corona pandemic. The industry, construction and logistics sectors, on the other hand, declined clearly, and the need to adjust the workforce often means personnel reductions concerning leased employees. However, positive client development was also seen in these industries, and regional variation has been significant. In the industry, construction and logistics sector, business volume declined due to the pandemic, but companies fared quite well despite the challenging market situation. The impacts of the exceptional situation on the sector were more regionally focused than in several other sectors.

**The labour shortage**, which is a megatrend that typically affects our line of business strongly, changed its structure in the year of the corona pandemic. In some sectors, work was halted completely, whereas in others, the need for extra pairs of hands was even bigger than before. Eezy was able to balance the continuously changing situation by providing personnel where it was needed.

**Automatisation and digitalisation** shape the personnel structure of industry sectors, in particular. When manual labour is taken over by a machine, the role of the human worker changes but does not disappear. There is a need for skilled people, who analyse the data produced by digital processes and optimise the production process based on the analysis. This is an opportunity for Eezy as a versatile employer, as well as for the entire staffing industry.

**The attitude of young people towards work** differs from that of their parents or grandparents. Work is not a value in itself, but a factor producing quality of life and, on the other hand, an enabler of good life. Work needs to be meaningful and employers responsible. Young people appreciate free time and want to work flexibly, when it suits their schedule. We believe that the market will grow as flexible ways of working become more common.

In the transformation of working life, a deep understanding of client needs and different capabilities becomes more and more important. Due to its size and strong position, Eezy can bring work and people together in the future as well – flexibly and expertly. We are building a better Finnish working life one encounter and work experience at a time and supporting society's well-being by offering our knowhow to advance the development of leadership and organisations.



**CLIMATE  
CHANGE AND  
PANDEMIC  
IMPACT  
WORK**



**THE  
WORKING-AGE  
POPULATION  
DECLINES**



**AUTOMATION AND  
DIGITALISATION  
BOTH END AND  
CREATE WORK**



**ATTITUDE  
TOWARDS  
WORK IS  
CHANGING**



**COMPANIES  
SUFFER FROM  
LABOUR  
SHORTAGE**



# Targeting market leadership

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Our strategy implementation is supported by megatrends that are favourable to the staffing service industry, such as changing ways of working and the need for more flexible work.

**Our mission** is to create successful work experiences.

**Our vision** is to be the most significant reformer of working life in Finland together with our employees and clients. **As a strategic goal**, this means market leadership in the industry in Finland.

In the last years, we have grown both organically and through acquisitions. In 2020, we significantly strengthened, among other things, our professional services by acquiring management consulting and training company Flow Consulting, as well as the businesses of headhunting company Jaakko Lehto

Executive Search and ProMotive, which specialises in the reassignment of employees, white-collar workers and executives. These acquisitions bolster our business portfolio and offer us attractive growth opportunities in the research, data use and organisational development markets, among others.

In our view, an actor who is the easiest partner in the different stages of people's work careers and companies' life cycle will succeed in the staffing service market. We at Eezy support employees' career paths and companies' business by providing the most versatile services with a nation-wide service network. We are in a key position creating successful work experiences and through them, developing the entire Finnish working life.





**OUR MISSION  
IS TO CREATE  
SUCCESSFUL WORK  
EXPERIENCES**

**WORK**



**BRINGING WORK AND  
WORKERS TOGETHER  
IS A FAST-GROWING  
BILLION-CLASS BUSINESS**

**WORKERS**



**STAFFING  
SERVICES**



**PROFESSIONAL  
SERVICES**

**OUR VALUES ARE**  
COURAGE  
PROFESSIONALISM  
POSITIVE APPROACH

In 2020, our strategy was crystallised into three major themes:

## INTEGRATION, GROWTH and THE DOERS' DECADE

	What does this mean in practice?	How did we promote these themes in 2020?
<b>INTEGRATION</b> 2020, the year of integration, created a basis for future growth and the development of good profitability	<ul style="list-style-type: none"><li>• Integrating all our services under the Eezy brand</li><li>• Reaching all remaining cost synergies during 2021, as the integration of information systems and processes and the adoption of best practices proceed</li><li>• Reducing the relative share of fixed costs through growth</li></ul>	<ul style="list-style-type: none"><li>• Implementing marketing communications under one, unified Eezy brand</li><li>• Integrating ERP systems and IT infrastructure</li></ul>
<b>GROWTH</b> Growth and strengthening our position in all business areas	<ul style="list-style-type: none"><li>• Uniting the fragmented industry, also through acquisitions</li><li>• Expanding our service portfolio</li><li>• More efficient cross-selling of services from different business areas</li><li>• Eezy's development into the most attractive brand and partner in the industry</li></ul>	<ul style="list-style-type: none"><li>• Transferring to the Nasdaq Helsinki main list</li><li>• Acquisition of Flow Consulting</li><li>• Acquisition of Jaakko Lehto Executive Search and ProMotive</li></ul>
<b>DOERS' DECADE</b> The well-being of the work community and individual are keys to success	<ul style="list-style-type: none"><li>• Increasing freedom and ease in work and job searching through e.g. digital services and automation</li><li>• Developing personal and tailored services and capabilities</li></ul>	<ul style="list-style-type: none"><li>• Mobile application for employees</li><li>• New user interface for clients</li><li>• New service portal for light entrepreneurs</li><li>• New website</li><li>• According to personnel survey, one of the most inspiring workplaces in Finland</li></ul>

## Long-term financial targets



Revenue EUR

400

million in 2023



Operating profit (EBIT)

10%

of revenue



Dividends of

30–50%

of the profit for the period

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# Reformer of working life as part of society

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In 2020, the corona pandemic made personnel health and safety the most important responsibility theme. Ways of working were adjusted in numerous companies to prevent the spread of the virus and to protect employees. In office work, remote working was adopted to a large degree, and in tasks requiring personal presence, distancing was observed and protective equipment acquired. Eezy and its client companies strengthened their internal communications to give employees timely information about instructions and changed ways of working.

Eezy is one of the largest actors in Finnish working life, and despite corona pandemic, a total of almost 20,000 people were employed through us in 2020. Our vision is to be the most significant reformer of Finnish working

life. We have an important role in society in normal situations as well as in exceptional times. In 2020, we were able to help companies and employees in quickly changing situations e.g. by providing the retail sector with employees whose work in the restaurant sector had been interrupted due to restrictions.

In the transformation of working life, the times and places of work are becoming more flexible. Traditional eight-to-four work is replaced by more diverse ways of working, which meet the needs and wishes of both companies and employees. We want to bring employers and employees together so that both can succeed. We develop new work opportunities and improve the professional capabilities of employees.

## Focus on social responsibility

As a staffing company, social questions are at the core of our responsibility work. Our social responsibility policy is governed by the following themes:

### Responsible employer

- We operate in a fair way in working life.
- We help people get into working life.
- We invest in the professional skills and well-being of our personnel.
- We improve the professional capabilities of employees through continuous training.

### Responsible actor in society

- We are a significant Finnish employer.
- We strive to make it easier to find employment.
- With our operations, we create considerable financial impacts.
- We make environmentally friendly choices.

### Responsible services

- We tailor our services to answer the needs of clients and employees.
- We guide our clients and employees in questions concerning working life.
- We handle all data in accordance with the GDPR regulations and privacy legislation.



## Responsible business

As a publicly listed company, we comply with the Limited Liability Companies Act, the company's Articles of Association, the rules of Nasdaq Helsinki, the Finnish securities market legislation and other applicable regulation. Furthermore, we comply with the Finnish Corporate Governance Code of 2020 issued by the Securities Market Association, which applies to companies listed in Nasdaq Helsinki. We cooperate with trade unions, public administration and educational institutions. We pay our taxes and other relevant payments in Finland.

We also want to do our part in preventing social exclusion. We cooperate actively with TE services and different employment projects. We advise and coach immigrants in questions concerning working life, and we are a significant employer of young people through the national Pikaduuni summer work campaign, among others. We ensure that human rights are observed and that human trafficking does not occur in connection with our business.



## Equal working life

It is important to Eezy that all people are treated equally in working life, regardless of gender, age, origin, religious beliefs, health, opinions or sexual orientation. Discrimination based on personal characteristics is also prohibited in the equality act. We have an Equality plan set for 2020–2022, defining the responsibilities and targets as well as actions for reaching them.

The plan also takes into account the reconciliation of work and family life. As an employer, we want to support employees' well-being in a comprehensive way, and we therefore apply, for example, different flexible working time models and remote working possibilities in accordance with the needs of employees' families in different stages of life.



## Work for the environment

Eezy has an environmental programme that includes the targets, actions and KPIs for daily environmental work. In our operations, we take into account environmental risks, develop waste sorting and strive to reduce the amount of waste in all our operations. We continuously develop our business activities into a more ecological direction and strive to reduce our carbon footprint in all business operations.



# Personnel services for the skilled in working life

Eezy develops workplaces, helping people and organisations succeed. Personal and tailored encounters are part of our operations, which we are constantly developing in order to help people in the best possible way throughout their career.

## STAFFING SERVICES

- Provides HR services both directly through the Group's own businesses and through the franchise chain
- Revenue EUR 179.5 million in 2020
- Despite coronavirus pandemic, over 20,000 employees

## SELF-EMPLOYMENT SERVICES

- Offers a new way to employ yourself easily
- Approximately 5,000 active light entrepreneurs
- Revenue EUR 2.7 million in 2020
- 89% of our users give us an excellent rating (NPS score 64)
- Invoicing volume EUR 42 million

In addition to staffing and light entrepreneurship services, our services include a wide selection of services related to recruitment and organisational development that are carried out by our experts.

## PROFESSIONAL SERVICES

### RECRUITMENT SERVICES

- Provides companies with recruitment and headhunting services as well as reassignment services
- Key services include personal assessments
- Approximately 2,800 personal assessments conducted, about 63,000 LinkedIn profiles read and more than 10,000 applications processed through Eezy Personnel in 2020

We significantly strengthened our professional services by acquiring management consulting and training company Flow Consulting, as well as the businesses of headhunting company Jaakko Lehto Executive Search and ProMotive, which specialises in the reassignment of employees, white-collar workers and executives.

### ORGANISATIONAL DEVELOPMENT

- Offers employee and customer experience development through knowledge and research
- Development of leadership, managerial work, organisation culture and customer experience, trainings

In 2020, Eezy Spirit carried out 168 different personnel surveys with a total of 155,012 respondents

- Revenue of Professional services EUR 8.4 million in 2020





Our staffing service  
employed over  
**20,000** people  
in 2020

Already more  
than **5,000**  
active light  
entrepreneurs

We conduct  
approximately  
**4,000** personal  
assessments  
every year

## Case: Teho Filter Oy

### Eezy's leased employees make masks to protect Finnish people

**Teho Filter Oy, which manufactures filtering solutions for industry, has been Eezy's client for about a year.**

There are around 70 leased employees working at the Sievi-based company, along with a few who can be called to work when necessary. The fast-growing Teho Filter started mask production during 2020, which led to a need for additional workforce, and Eezy's skilled people were a great fit for the company.

"The corona virus has had many kinds of impacts on companies, but for us, it has created more business. We started producing protective masks to meet the immensely growing need and to do our part in protecting the Finnish people from the virus. We already had the knowhow and expertise in air filtration and respiratory protection, so expanding to a new product

came naturally," says Plant Manager Miko Torvinen.

Torvinen has only positive things to say about the work effort and performance of the leased employees. According to him, the Eezy people carry out the agreed tasks and do their work well. The administrative side has also gone smoothly.

"Using leased employees has freed our own work capacity so that we have not needed to focus on HR management ourselves but have outsourced it completely to Eezy. This has been very beneficial as production has grown rapidly," Torvinen says.

There is a lot of work ahead, too, as Teho Filter's outlook for the future is positive and according to Torvinen, the company will likely see growth in 2021, as well.



# Defensive victory in a highly challenging market situation

**2020 will be remembered for the fight against the coronavirus. Although the year brought on great challenges, we can be satisfied with the excellent defence mounted by Eezy's staffing services against this invisible enemy. It is clear that the highest priority in staffing services in 2020 was ensuring the safety of employees and clients.**

Unfortunately, we also had to make some unpleasant decisions. As the first wave of the coronavirus struck, we reacted quickly to the changed market situation and announced temporary layoffs concerning the entire personnel. Thanks to quick action, we were able to adjust our

operations, keep our business on a healthy footing and secure jobs.

### Hard times for the horeca sector

Although the coronavirus impacted all our client segments, it is clear that the horeca sector (hotels, restaurants and catering) and the import of foreign labour took the heaviest blows. As many restaurants closed their doors or started to offer only take-away food, the need for restaurant personnel through our staffing service was significantly reduced. Entry restrictions and quarantines for international workforce resulted in practically shutting down foreign workforce staffing into Finland.





Retail, on the other hand, fared quite well during the coronavirus pandemic, considering the expectations. The industry, construction and logistics sector did relatively well considering the market situation, although business volume did decrease due to the pandemic. A third sector to cope well in 2020 was healthcare and our doctor staffing experts Doctors by Eezy. The operations of Eezy United, launched in spring 2020 and specialising in athlete staffing, got off to a good start and we believe strongly in its future growth potential.

### **Significant progress with the online service for light entrepreneurs**

The coronavirus heavily affected our light entrepreneurs, as well, and many saw their work situation weaken significantly. During the year, we made strong efforts to support our light entrepreneurs in matters relating to this exceptional

situation. Among other things, a comprehensive corona guide was launched in the extranet portal for light entrepreneurs. The development of the portal continues, and it is our goal to make it the easiest online service to use in the industry.

### **A year of integration**

2020 was a year of integration for us. We have integrated information systems, adjusted processes and operating models and worked hard to create a common Eezy culture. We have succeeded in cooperating well between our client sectors. Our franchise entrepreneurs and the entire personnel have participated in a wonderful way in this development, and through joint efforts, the team has become a close-knit community. During the year, we have built a strong basis for future growth and success.

### **Tomi Laaksola**

Director, Staffing services

## Case: Leased employee

# 15 years as a leased employee

**Ritva Lammi** is a true veteran of leased work. She has worked since 2005 with numerous clients through Eezy and its predecessors. She has gained experience from many kinds of tasks and work communities, and when a job with a new client awaits, Ritva always has an open mind and a positive attitude.

"I mainly do cleaning and kitchen work in, for example, day-care centres and schools. I've also worked in bakeries from time to time, and done whatever work I'm asked to do. I've learned the tasks little by little, and enjoyed my work a lot. It's nice to have variation in your work," Ritva says.

Workplaces change, and on some days, Ritva may even have two different places, one in the morning and another in the afternoon. She does not have many regular clients, and Ritva says adaptability is indeed an important trait in a job like this.

**"It is  
important to  
enjoy your  
work!"**

"The most important thing, however, is that the atmosphere at the workplace is good. That people

get along. I've practically always been received well, when I've told people where I come from and what I've come to do."

Leased work through Eezy suits Ritva perfectly well and she has no intention of changing jobs. In modern working life, long, permanent employment has become rarer, but through Eezy, Ritva has always found work when she has needed it, around the year – without having to look for work herself.

For those at the beginning of their working life, the woman with versatile experience has the following advice: "You must do your work properly, and be a bit happier and not sulk. It is important to enjoy your work!"







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# A year of renewal and acquisitions

**For Eezy's professional services, the year 2020 was extremely interesting and edifying despite the challenges caused by the coronavirus. I am proud of the commitment of our personnel and of the way they stretched to help our clients during the year.**

The coronavirus forced us to consider our operations from a new point of view. We had to think of ways to renew our business operations and take them into the online world. At the same time, we created completely new service concepts and ways to serve our clients.

After the first shock of the coronavirus, there was ample demand for, for example, executive training and consulting. Supervisors needed support for remote leadership, and many companies hurried to build new strategies and digitalise their business operations. During the year, we carried out several large virtual seminars and held strategy workshops online.

After the summer, we also changed our leadership culture to be more engaging and gave our experts more power and possibilities to influence matters. It has been great to observe the enthusiasm with which people have embraced the change and how boldly they have jumped on board to create something new.



Thanks to the acquisitions,  
we can serve our clients in  
even more versatile ways



### **More muscles through acquisitions**

I am proud that regardless of the coronavirus situation, we were able to implement our growth strategy and acquire as many as three great companies in 2020.

We strengthened Eezy Spirit's research business considerably by acquiring management consulting and training company Flow Consulting. This allows us to provide our clients with an unbroken chain of growth and partnership. In addition, we strengthened our recruitment services by acquiring the businesses of headhunting company Jaakko Lehto Executive Search and ProMotive, a company specialising in the reassignment of employees, white-collar workers and management. Thanks to the acquisitions, our service portfolio is even more comprehensive than before, and we are in a great position to influence the way Finnish companies and the entire Finnish working life develop in the coming years.

### **Combining technology and human know-how**

Efficient use of technology, such as artificial intelligence, offers many attractive opportunities for our business. In recruitment, for example, artificial intelligence can be used to create even better and more personalised feedback reports to applicants. At the same time, we are freeing consultants' time for more in-depth discussions with the candidates.

Our companies Eezy Spirit and Eezy Personnel have accumulated an enormous amount of data through research and evaluations during a time span of several years. Through meta-analyses of this anonymised data, we can create completely new kinds of cross-sections of the development of Finnish working life and strengthen Eezy's role as the most significant developer of working life.

#### **Pasi Papunen**

Director, Professional services





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# E-sports pro as a light entrepreneur – with Counter-Strike as a profession

**Jesse Linjala** has a job many young people dream of, but a couple of decades ago, it did not even exist yet. Linjala, who is also known as zehN, is an e-athlete, who plays Counter-Strike professionally. Linjala participates in tournaments around the world in the team of the Chinese organisation FunPlus Phoenix. Previously, he represented the Swedish Godsent.

“We represent the organisation and our sponsors in different events. We sign autographs, attend sponsor events and, if for example a new gaming laptop is launched in connection with a tournament, we may participate in presenting it. PR tasks involve acting according to certain values – messing about on the job is not okay,” Linjala says. As an e-athlete, Linjala is a

light entrepreneur. Invoices for promotional engagements, tournament winnings and prize money are handled by the Eezy light entrepreneur service, so Linjala can concentrate on competing without having to trouble himself with the details of accounting.

“The best part is that I don’t have to stress about payments and taxes being correct – I can trust Eezy to take care of them properly and accurately. Information about all payments is recorded in the accounts, where I can examine them when necessary,” Linjala says. In a normal year, there are competition or PR trips at least once a month, but in 2020, the corona pandemic moved 95% of all tournaments online. However,

this did not slow down Linjala and his team – they reached their best ranking so far, the third position in the Dreamhack Winter Masters tournament at the beginning of December. As an individual player, Linjala himself has ranked among the 23 best players in the world, and his goal is to reach the top 20 during the 2021 season.

**“The best part is that I don’t have to stress about payments and taxes being correct.”**



With our more than 400 professionals, **we create successful work experiences** around Finland. We encounter hundreds of thousands of Finns in different working life situations each year.

20 The majority of Eezy employees, nearly 300 people, work in staffing services in tasks related to staffing and light entrepreneurship. We have more than 100 experts working in our professional services. Nearly 50 Eezy employees work in different administrative tasks. Together, we create success for our employees and customers. You can find us everywhere in Finland, from Helsinki to the country's northernmost areas.

People enjoy working at Eezy. The average length of the work relationship is over four years, and more than a quarter of the personnel have worked at Eezy for over six years. The franchising agreements of our franchise chain are long, as well. In 14 of our franchise companies, the person in charge has worked for more than ten years and is on average on his/her third agreement period. We want to be an excellent workplace where people enjoy their work and succeed together for a long time.





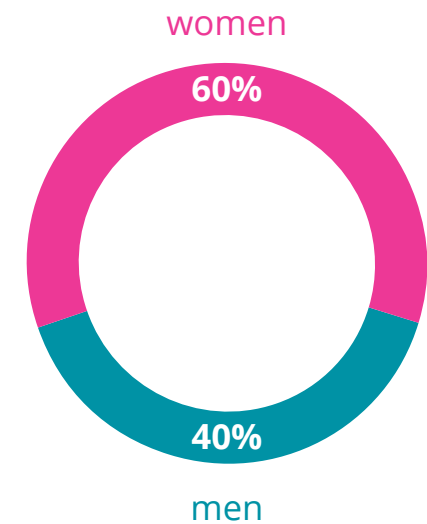
**“In making through the corona year, our employees have shown the greatest effort, proving their ability to adjust to a changed world in an unparalleled way!”**



average employment  
relationship



over one fourth  
at Eezy for over





# Markus Moberg

People and Business Development Manager | **Eezy Spirit**

## “Improving Finnish working life with data and research”

Markus works as a Project Manager and analyst at Eezy Spirit. Markus is responsible for research projects that aim at improving employee and customer experience through data and research. Eezy Spirit has nearly 30 years of experience in studying Finnish employee experience.

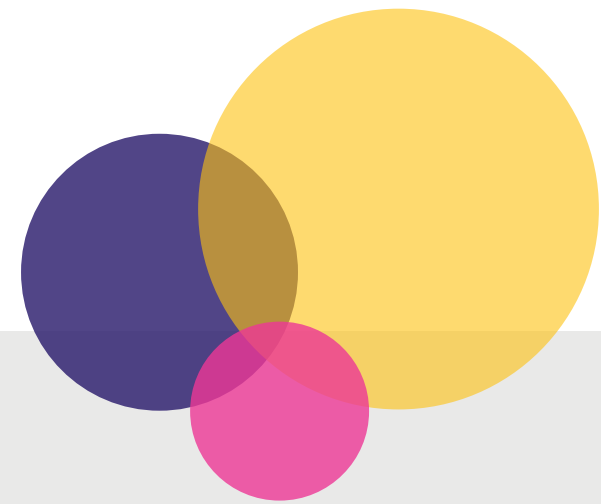
Recognition of the significance of customer and employee experience has increased in recent years, and companies want to use research to understand the well-being of their personnel. According to Markus, what makes his work meaningful is the possibility to influence Finnish working life.

“In my work, it is the big picture that is important: through our clients, we affect the well-being of individuals and are thereby participating in improving Finnish working life. Through data based on strong knowledge and research, Eezy has an opportunity to impact the way working life develops in Finland. Through extensive research data, we know the trends of Finnish working life from a long period of time and can recognise global trends and react to them in advance.”

The motivation for work stems from meaningfulness. In everyday life, Markus’s well-being is supported by a good work community, working together and pride for his own work. His career has been boosted by belief in his own goals and

capabilities. Markus encourages young people about to start their working life to trust themselves and in the fact that there is a place for everyone.

“Actions speak for themselves – through hard work and persistence, you can always move forward,” he says.



**“In my work, it is the big picture that is important: through our clients, we affect the well-being of individuals and are thereby participating in improving Finnish working life.”**

Markus Moberg

**“Freedom at work is being able to decide myself how I will reach the set targets.”**

Elmer Pöytäniemi

**“Employees of all ages want more freedom in working life.”**

Minna Reeder

## Elmer Pöytäniemi

Service Manager | **Eezy**

**Light entrepreneurship services**



### "Light entrepreneurship is enabling"

Elmer works as a Service Manager at Eezy Kevytyrittäjät. He is responsible for developing the customer service team and ensuring the quality of customer service.

"Excellent customer service is a definite competitive advantage for us," Elmer says. "Our customer service team ensures that each and every light entrepreneur is treated as an individual."

Eezy is Elmer's first permanent workplace. His working career began with a tax card storage project four years ago. Elmer feels that as an employer, Eezy provides the possibility and freedom to develop and grow. A positive attitude and respect for all work tasks has advanced Elmer's career quickly. Helping both colleagues and

light entrepreneurs is important to Elmer and makes his work meaningful.

"I always strive for the best possible result, whatever the task. Light entrepreneurship gives many people an opportunity to fulfil themselves and their dreams. Through our customer service, we are there every day to help people along," he says.

In Elmer's view, attitude is the most important thing when it comes to success in working life. "A positive attitude towards work, changes and people will take you far," he says. For young people entering working life, Elmer has a concrete tip: "Do well every task you undertake – it will be rewarded!"

## Minna Reeder

Account Manager | **Eezy**

**Staffing services, retail**



### "Succeeding by helping others"

Minna works with employee leasing for retail at Eezy's staffing services. Minna is responsible for client relationships, sales, recruitment as well as interviews. Before starting at Eezy about seven years ago, Minna worked in retail for a long time.

"I enjoy my versatile work, and my earlier work experience gives me a deep understanding of the needs of both the client and the employee," Minna says.

Retail is often the starting point for working life and the first job of many young people – so too for Minna, who began her work career in retail when she was 16. Due to her experience, Minna has a deeply ingrained understanding of the sector. The shared journey with employees, clients and colleagues

makes her work meaningful, as does the possibility to influence her job description.

"I feel that as an employer, Eezy gives hope and creates important freedom in working life. To me, freedom at work means trust and enjoying being at work," Minna says.

Minna describes how she has always proceeded relentlessly towards her goals, regardless of work description or role. She has always wanted to be involved in growth and development. Minna also finds it important to help other succeed. To those starting out in working life, she says that a thirst for knowledge and openness to new things will take them far.

"Believe in yourself – you'll learn it!" Minna says.

# Information for shareholders

## SHAREHOLDERS ON 31 DECEMBER 2020

	Shareholders 31.12.2020	Shares	%
1	Noho Partners Oyj	7,520,910	30.27
2	Sentica Buyout V Ky	6,105,458	24.57
3	Meissa-Capital Oy	3,223,071	12.97
4	Asikainen Sami	404,350	1.63
5	Evli Finnish Small Cap Fund	392,937	1.58
6	Taaleri Mikro Markka Osake Fund	380,000	1.53
7	Ilmarinen Mutual Pension	274,261	1.10
8	Oy Jobinvest Ltd	259,835	1.05
9	Laine Capital Oy	256,785	1.03
10	Sentica Buyout V Co-Investment Ky	253,068	1.02
11	Nordea Henkivakuutus Suomi Oy	211,524	0.85
12	Pajuharju Tapio	186,577	0.75
13	Fim Fenno Fund	152,100	0.61
14	Juvonen Ari	150,000	0.60
15	OP Finland Micro Cap Fund	149,896	0.60
16	Oy Ingman Finance Ab	145,000	0.58
17	Rausanne Oy	140,000	0.56
18	Säästöpankki Small Cap Fund	122,200	0.49
19	Finlandia 2030 Fund	118,648	0.48
20	Church Pension Fund	100,000	0.40
	20 largest in total	20,546,620	82.68
	Nominee registered	1,763,396	7.10
	Other shareholders	2,539,359	10.22
	<b>Total</b>	<b>24,849,375</b>	<b>100.00</b>

## DIVIDEND POLICY AND DIVIDEND HISTORY

Eezy's intention is to distribute 30 to 50 per cent of its annual net result, adjusted for depreciation of goodwill, as dividend.

The Company's Board of Directors reviews the balance between the amount of dividend and the Company's financial position, cash flow and growth investments and, based on this review, prepares a proposal on the amount of dividend to be distributed, which may deviate significantly from the target level defined in the dividend policy.

Board of Directors proposes a dividend of EUR 0.10 per share and to seek authorization for the Board to later decide on a dividend of max. EUR 0.05 per share.

## CONTACTS FOR INVESTOR RELATIONS

**Investor relations are handled by**

**Sami Asikainen**

CEO

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**Hannu Nyman**

CFO

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## SHARE PRICE DEVELOPMENT 19 JUNE 2018–31 DECEMBER 2020\*



\* 19 June 2018–17 December 2019 VMP Plc, trading ID “VMP”. From 18 December 2019 Eezy Plc, trading ID “EEZY”

### Date of General Meeting/ Board of Directors’ decision

28 March 2019  
22 August 2019  
22 August 2019  
10 November 2020

### Dividend euro/share

0.08  
0.136  
0.10 (capital repayment)  
0.10

### INVESTOR CALENDAR 2021

#### Week 11

**13 April 2021**

**11 May 2021**

**10 August 2021**

**9 November 2021**

Eezy Plc publishes its Annual Report 2020

Annual General Meeting

Interim Report January–March 2021

Interim Report January–June 2021

Interim Report January–September 2021

# Johtoryhmä



**Sami Asikainen**

b.1971, Vocational Qualification in  
Business and Administration  
CEO (2019-)



**Hannu Nyman**

b. 1969, M.Sc.(Tech), M.Sc.(Econ.)  
CFO (2019-)



**Tomi Laaksola**

b. 1982, Baccalaureate of Sc. (Econ.)  
Director of Staffing Services



**Hanna Lehto**

b. 1984, M.A.  
CCO, CMO



**Pasi Papunen**

b. 1963, M.Soc.Sc.  
Director, Professional Services  
(2020-)

# Why invest in Eezy?

- Bringing together employers and employees is a fast-growing billion-euro business.
- Eezy is the **most versatile** working life reformer in Finland and knows working life from Hanko to Utsjoki.
- We have the most diverse offering in the staffing services market and a scalable **franchising business** model enabling flexibility and strong local presence.
- Our strengthened position in professional services bolsters our business portfolio and offers us attractive **growth opportunities** in the research, data use and organisational development markets.
- **Our market position** is strong in each business.
- We know how to grow both organically and through acquisitions, and our goal is **market leadership in Finland**.

