A ADMINISTER GROUP

ANNUAL REPORT

2024

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ADMINISTER GROUP IN BRIEF

Administer Group is a multi-talent in payroll and financial management services, software services, consulting, as well as personnel and international services. We are the largest payroll outsourcing partner in Finland and a leading expert in preventing grey economy. Our services are used by more than 5,000 customers, from SMEs to large companies, as well as municipalities and other public sector actors. Founded in 1985, the company is listed on the First North marketplace of Nasdaq Helsinki.

Administer Group consists of payroll management service company Silta Oy, accounting firm Administer, business service and employment expert Econia Oy, and software company EmCe Solution Partner Oy. In addition, the Group includes other subsidiaries and associated companies, such as Kuntalaskenta Oy.

CUSTOMERS
5,000+

PERSONNEL
1,000+

WE PROCESS
EUR 1 BILLION
WORTH OF PURCHASE INVOICES PER YEAR

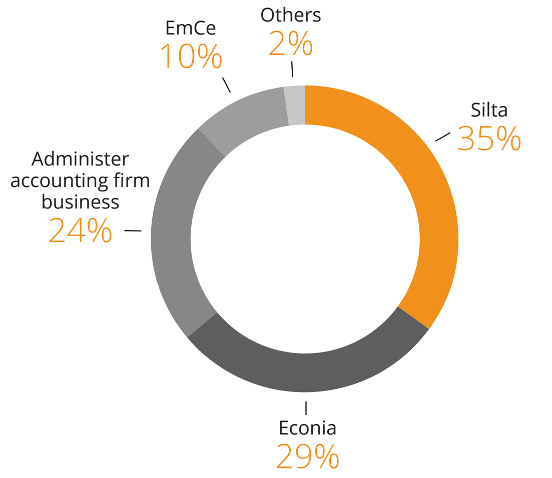
WE PAY MORE THAN
135,000
SALARIES EACH MONTH

OUR SERVICES

We are partner for companies, communities, and the public sector in Finland and in international markets.

We operate throughout the customer's life cycle – balancing together.

DISTRIBUTION OF NET SALES IN 2024, %



HUMAN RESOURCE MANAGEMENT

- Payroll
- Outsourcing services
- Staffing and recruitment
- Interim services (financial, payroll & HR)
- HR consultancy
- Professional employer organisation services for international companies

FINANCIAL MANAGEMENT

- Accounting services
- Outsourcing services
- CFO services
- Grey economy control services
- Legal services
- Compliance services
- Services for international companies

SOFTWARE

- Software and service platforms for financial and payroll management as well as subcontracting chain management
- Partner systems

HIGHLIGHTS IN 2024

During 2024, we focused on the implementation of our revised strategy and our profitability programme. At the same time, the market environment continued to be challenging due to the tepid development of the Finnish economy. We also continued to prepare for CSRD (Corporate Sustainability Reporting Directive) reporting by defining our sustainability targets, as well as creating a sustainability programme and related metrics.

Revised strategy to ensure profitable growth

In March 2024, we published our revised strategy and business targets for 2024–2026. The revised strategy is based on profitable growth and efficient use of business synergies, both in the customer interface and in internal processes. The strategy implementation proceeded as planned. More detailed information is available on **page 8**.

Significant turn in profitability after the profitability programme was implemented

During 2024, we managed to significantly increase our profitability despite the challenging market environment. The profitability programme and the related measures started in 2023 were completed as planned and a significant profit improvement was achieved.

Econia at SuomiAreena festival

Econia, which is part of Administer Group, arranged a topical discussion about how to root out grey economy in subcontracting chains at the SuomiAreena event. The discussion was led by Finland's Minister of Employment **Arto Satonen** and other experts.

Sustainability programme created

As part of our preparation for CSRD reporting, we updated the double materiality assessment, which formed a basis for creating our sustainability programme. We determined targets and metrics for good customer and employee experience, quality assurance, and data security during the year. A more detailed description of our CSRD reporting is available in the Financial Statements section on **pages 26–28**.

Acquisitions

We completed small acquisitions in the accounting and housing management business during 2024. In addition, the majority shareholding of Kuntalaskenta was transferred to Administer Group, which stabilised Kuntalaskenta's operations. The financial management services that Kuntalaskenta provides to the public sector complement the Group's service offering well.

CEO'S REVIEW

A MOMENTOUS YEAR

The year 2024 was momentous for Administer Group. We achieved the best EBITDA in euros in the Group's history, supported by our profitability programme and the revised strategy announced at the beginning of 2024. I consider this a significant achievement, given the weak economic development in Finland. The improved profitability was reflected in almost all of our businesses.

We rapidly set out to advance our revised strategy announced at the beginning of 2024, which will help us find stronger synergies both in the customer interface and in internal organisation and operations. Unlike previous years, our focus was on profitability rather than growth.

We focused more strongly on creating added value for customers, for example, by harmonising the model for customer relationship management throughout the Group. Only by focusing on solving problems and ensuring the success of our customers can we be more successful in the long run. The Group invests in customer experience as well as develops and standardises ways to measure it across all our business operations. We are building a group-level model for customer relationship management to pursue synergies and growth opportunities, laying the foundation for a good customer experience.

At the core of our strategy is the development of experts and their expertise, which has a significant impact on both service quality and customer experience. In 2024, for example, the number of new KLT and PHT degrees* completed was at a good level. We also invest in leadership development, which I consider important in terms of employee satisfaction. In 2024, we carried out a leadership survey for the first time, which we then used to select joint development targets: the manageability of work, the development of our feedback culture, and work ability management.

* KLT = Accounting degree of the Finnish Financial Management Association
PHT = Payroll management degree of the Finnish Financial Management Association

Responsible partner

Responsible business is an important part of our strategic goals. During the year, we created a sustainability programme, including related targets and metrics, to prepare for the future requirements of CSRD reporting. Our responsibility can be summed up in three themes: we are a responsible partner, we train our experts and develop our leadership, and we ensure the quality of service.

At the end of the year, we clarified our brand portfolio by merging Adner, which provides financial management outsourcing services, into the parent company Administer. In addition, I would like to highlight the acquisition of the majority of Kuntalaskenta's shares and the stabilisation of its operations as a strategic choice and a major success. The transition to quarterly reporting at the beginning of 2024 provides our owners and other stakeholders with more up-to-date information. It has also better illustrated the seasonal fluctuations of our business.

Our net sales decreased by 1.6%, which I cannot be completely satisfied with. The development of Finland's economy has been weaker than anticipated. This has been reflected in our business operations, especially in staffing services, where the volume of demand in the industry has suffered a steep decline. Although financial

> Last year's improvement in profitability was significant, but we are still aiming for better.

and payroll services are quite stable in nature, economic activity, or the number of pay cheques and vouchers, is directly reflected in our operations since we ultimately depend on the economic activity of our customers. In a recession, the market competition will always tighten, and the strongest will perform best.

We continued to develop our products and services successfully. We focused on AI features in developing our financial management software eFina, and its updated reporting features have received positive feedback from both customers and our personnel. Regarding EmCe software, we focused on increasing automation. Our customer base has reacted positively to us selling our services as larger entities. We also expanded staffing to include payroll experts, which our customers have regarded as an interesting addition to our payroll services.

Administer – 40 years of financial management services

Last year's improvement in profitability was significant, but we are still aiming for better. In 2025, we will concentrate on profitability, continuous clarification of our focus, responsibility, and determined implementation of the strategy. Digitalisation is already under way in the industry, and this trend is certainly not going to slow down. AI has also become a part of everyday life, replacing an increasingly large portion of the previously manual work of our accountants, among other things. In addition, I believe the accounting business will continue to consolidate. The year 2025 is also an anniversary for our Group, as 40 years have passed since the establishment of the parent company Administer.

Finally, I wish to sincerely thank all our stakeholders for their good cooperation. I would like to express my special thanks to our customers and our personnel – we would not be able to achieve our goals without you.

Kimmo Herranen
CEO

STRATEGY 2024–2026

WE ARE A MULTI-TALENT IN HUMAN RESOURCE AND FINANCIAL MANAGEMENT SERVICES

We aim to ensure growth, improve our long-term profitability, and develop our business in a sustainable way. In March 2024, we announced our strategy and financial targets for 2024–2026.

WE INTEGRATE, CLARIFY AND STREAMLINE OUR PROCESSES

We are actively seeking synergies between our business operations. Our target is to decrease the environmental impact of our services and use resources sustainably.

WE TRAIN OUR EXPERTS AND DEVELOP OUR LEADERSHIP

We help and support each other, regardless of our business or position. We train our personnel and improve our ways of working so that we learn to identify and meet challenges and produce better services. We develop our leadership in line with the jointly created leadership vision.

WE INVEST IN CUSTOMER EXPERIENCE

We understand our customers' service and technology needs, enabling us to offer the most suitable solutions from our unique portfolio. We invest in the well-being of our personnel and customer experience.

WE GROW PROFITABLY IN FINLAND AND SELECTED MARKETS IN THE BALTIC SEA REGION

We believe in partnerships. Everything we do is profitable and based on responsible business.

TRUST | COURAGE TO RESOLVE | PARTNERSHIP | RESPONSIBILITY

STRATEGY IMPLEMENTATION

Focus area	Actions in 2024
We integrate, clarify and streamline our processes	• Establishment of a Group-level model for customer relationship management to pursue synergies between businesses • Providing Adner's services under the Administer and Econia brands from now on
We train our experts and develop our leadership	• Carrying out a Group-wide leadership survey for the first time • Continuing the development of professional expertise by offering various payroll and financial management trainings • Monthly pulse surveys for our personnel
We invest in customer experience	• Developing and standardising ways to measure customer experience across all our businesses
We grow profitably in Finland and selected markets in the Baltic Sea region	• Implementing the profitability programme as planned • New customers in expert rental and responsibility services • Increased cross-selling • Small acquisitions in accounting and housing management businesses

SUSTAINABILITY

In addition to our strategy, the Group's sustainability work is based on an updated double materiality assessment (DMA) conducted in 2024, which confirmed our sustainability themes to include our own workforce, consumers and end-users, as well as good governance and corporate culture.

Administer Group conducted an updated DMA in the autumn of 2024 and is preparing to report in accordance with the European Union's Corporate Sustainability Reporting Directive (CSRD) based on data from 2025. The main objective of the DMA was to identify and assess the company's impact on society and the environment, as well as to identify and assess the related dependencies, impacts, risks, and opportunities that may be relevant to the implementation of the Administer Group strategy and the achievement of our targets in the short, medium, and long term. In addition to the Group's own operations, the assessment took into account the operators and parties affected by Administer Group's operations throughout the entire value chain.

Based on the DMA results, we selected the sustainability topics that are material to the operations, services, and stakeholders of Administer Group. The results highlighted social responsibility as a material topic for own workforce and end-users in particular. Working conditions, equal treatment and equal opportunities, as well as other work-related rights emerged as material topics for own workforce. The privacy of end-users and the availability of products and services emerged as material topics for end-users. In addition, corporate culture emerged as a material topic for business conduct.

The material topics form the basis for the information that will become part of Administer Group's CSRD reporting to be included in the sustainability statement in the 2025 Board of Directors' Report. Administer Group has prepared to meet the new reporting requirements by setting targets for the material topics, including related metrics, as well as by initiating the required data collection.

RESPONSIBLE BUSINESS

We are a multi-talent in human resource and financial management services, providing high-quality expert services for our customers. Everything we do is profitable and based on responsible business. Our target is to decrease the environmental impact of our services and use resources sustainably.

DEVELOPING OUR EXPERTS AND LEADERSHIP

We train our personnel and improve our ways of working so that we learn to identify and meet challenges and produce better services. We develop our leadership in line with the jointly created leadership vision. We invest in the well-being of our personnel and customer experience.

ENSURING THE QUALITY OF SERVICE

We want to ensure high-quality service in all situations. The company maintains and processes highly confidential information in the Group's HR and financial management services and in software production. That is why we invest in data protection and data security training for our personnel. We also encourage continuous development of professional expertise.

Responsible business

We measure and monitor the CO_2 emissions of our operations. We avoid unnecessary travel and, if necessary, prefer public transport (e.g. train) or carpooling for business trips. The Group has a very extensive and liberal remote working policy, and we prefer Teams meetings. We have improved the efficiency of our office space use by downsizing premises and combining offices.

We want to support and build a sense of community with shared breakfasts and lunches at the office as well as regular team meetings. We operate nationwide and are close to our customers in Finland, which enables face-to-face meetings with customers at our offices.

To minimise money laundering opportunities and other possible misuse attempts, the Know Your Customer (KYC) process is an integral part of customer relationship management and becoming a customer of the Group. In addition, we strictly comply with regulations and guidelines regarding sanctions monitoring, ensuring that all parties in our business comply with the obligations under the Anti-Money Laundering Act and other applicable regulations. This ensures that our processes are appropriate and reliable and that we act responsibly and transparently in all our customer relationships.

Responsibility is an important part of our partner relationships, and we choose our partners carefully. We work closely with our partners and require them to comply with all applicable regulations and standards, thus ensuring that our entire value chain operates responsibly and contributes to a sustainable future.

Developing our experts and leadership

We wish to be a good working community where it is pleasant to work. We want to ensure the development of our service offering and the quality of our expert services. Therefore, we invest in the professional skills and expertise of our personnel. Maintaining and developing professional expertise is important in terms of both customer satisfaction and the employees' own well-being at work. The structures and subjects of training vary as necessary. We encourage our personnel to complete well-established and respected KLT and PHT degrees, among other things. On-the-job learning and diverse customer cases are a significant part of developing the skills of each employee. Job rotation also supports learning and contributes to knowledge sharing.

During orientation, each employee's training includes the Group's Code of Conduct, insider guidelines, data protection and data security policies, as well as business-specific training and more.

Ensuring the quality of service

Group-level data protection and data security policies provide a good basis for proper and safe ways of working. The Group's various businesses have also set up their own, business-specific quality systems. Our customers can rely on good and high-quality service.

Ensuring quality is a part of our employees' job description in financial and payroll management and software development. People responsible for each customer ensure that work quality and any deviations are monitored and that corrective measures are implemented where necessary. By increasing process automation, we aim to eliminate manual data transfer, thus reducing the number of errors and increasing cost efficiency. In addition, we have assigned individuals by each business unit for quality development. Their job includes monitoring and reporting on quality, as well as developing it in cooperation with the rest of the organisation.

In addition to quality, we want to ensure a good customer experience in all situations. We regularly monitor and measure customer satisfaction in all of our businesses. As part of the survey, we also ask customers to assess the professional skills of our HR, financial management, and software support employees. Our goal is to keep the professional skills score given by our customers high because it impacts both the good customer experience and the quality of service significantly.

TARGETS AND METRICS

Target	Metric	Target level	2024
Good employee experience	Mood of the month	At least 3 (on a scale of 1–4)	3.03
Good employee experience	Leadership index	At least 3 (on a scale of 1–4)	3.38
Good employee experience	Employee turnover rate	At most 13%	6.7%
Good customer experience, ensuring quality, good employee experience	KLT and PHT degrees*	At least 10% of permanent employees working in Finland have completed one or the other	10%
Good customer experience	From the NPS survey: Professional skills of experts, assessed by customers	At least 4 (on a scale of 1–5)	4
Good customer experience, ensuring quality, good data security	Data protection and data security trainings	At least three mandatory trainings per year	Three mandatory trainings

* KLT = Accounting degree of the Finnish Financial Management Association
PHT = Payroll management degree of the Finnish Financial Management Association

CORPORATE GOVERNANCE AND REMUNERATION

Administer Group's governance is divided between governing bodies such as the General Meeting, Board of Directors, and CEO in accordance with the Finnish Companies Act and the company's Articles of Association. The Management Team assists the CEO in the day-to-day operations of the company.

The company's decision-making process and corporate governance comply with the Finnish Companies Act, Administer's Articles of Association, the rules of First North, securities market legislation, and other regulations applied to the company. As Administer's shares are not listed on the stock exchange list of Nasdaq Helsinki or any other regulated market, the company is not required to comply with the Finnish Corporate Governance Code for listed companies issued by the Securities Market Association in effect as of 1 January 2020.

Shareholders use the rights to which they are entitled mainly in the General Meeting, which is usually convened by the company's Board of Directors. In addition, Extraordinary General Meetings must be held when requested in writing by the auditor of the company or by shareholders of the company holding at least 10 per cent of all the shares of the company.

A shareholder may exercise their right to participate in the General Meeting and vote at the General Meeting in person or through an authorised representative.

Each share in the company entitles the owner to one vote at the General Meeting. Most decisions are made by a simple majority of votes. However, some decisions, such as amendments to the Articles of Association, deviations from shareholders' pre-emptive subscription rights during the issue of shares, and decisions on the merger, division, or dissolution of the company, require at least a two-thirds majority of the votes cast as well as the shares represented at the meeting.

Remuneration of the Board of Directors

According to the Finnish Companies Act, the General Meeting of Shareholders decides on the fees payable to the members of Administer's Board of Directors. The Annual General Meeting on 10 April 2024 decided that the Chair of the Board shall be paid an annual remuneration of EUR 50,000 and other members of the Board of Directors who are not employed by the company shall each be paid an annual remuneration of EUR 25,000. Additionally, should the Board of Directors elect a Deputy Chair, the Deputy Chair's annual remuneration shall be EUR 35,000.

The committee members shall be paid EUR 500 per meeting. The travel expenses of the members of the Board of Directors and the committees are reimbursed in accordance with the company's travel policy.

Remuneration of the Management Team

Administer offers short-term incentive plans to the Group's personnel and the members of the Management Team based on their performance. In addition, the company has a share-based long-term incentive plan for the Group's key personnel established in November 2023. The aim of the plan is to align the objectives of the company, its shareholders, and key employees and thereby to increase the company's value in the long term, to commit the key employees to the company, and to offer them competitive incentive plans that are based on earning and accumulating the company's shares as well as the increase in share value.

The share-based incentive plan for 2024–2028 consists of three (3) three-year (3) earning periods: the calendar years 2024–2026, 2025–2027, and 2026–2028. As part of the plan, each participant can earn Administer Plc's shares based on the fulfilment of the earning criteria. The Board of Directors will decide on the earning criteria and the targets set for each earning criterion at the beginning of each earning period. The possible rewards under the incentive plan will be paid after the end of each earning period.

In the 2024–2026 earning period, the earning of rewards will be based on the following earning criteria:

- The company's EBITDA (60%) in 2024–2026
- The company's net sales (40%) in 2024–2026

In the 2025–2027 earning period, the earning of rewards will be based on the following earning criteria:

- The company's EBITDA (70%) in 2025–2027
- The company's net sales (30%) in 2025–2027

The gross rewards payable under the 2024–2026 earning period correspond to the value of an approximate maximum total of 306,061 Administer Plc shares, including the portion to be paid in cash.

In the 2024–2026 earning period, the target group of the share-based incentive plan comprises key employees determined by the Board of Directors, including the Group's CEO and Management Team.

The gross rewards payable under the 2025–2027 earning period correspond to the value of an approximate maximum total of 906,600 Administer Plc shares, including the portion to be paid in cash. In the 2025–2027 earning period, the target group of the share-based incentive plan comprises key employees determined by the Board of Directors, including the Group's CEO and Management Team.

The rewards from the share-based incentive plan will be paid partly in Administer Plc's shares and partly in cash. The cash portion is intended to cover taxes and tax-related costs arising from the reward to the participant. In general, no reward will be paid if a participant's employment or service in the Group ends during the earning period.

A member of the Management Team is obligated to hold at least 25% of the net shares received under the new plans until the total value of their shareholding in the company corresponds to 35% of the value of their annual salary. This shareholding must be retained as long as the participant is a member of the Management Team.

Auditor

Ernst & Young Oy, authorised public accountants, was re-elected as the company's auditor in the 2024 Annual General Meeting. Ernst & Young Oy has announced that it will appoint Johanna Winqvist-Ilkka, APA, as the auditor with principal responsibility.

Ernst & Young has been the auditor of Administer Group since 2018.

SALARIES AND FEES 2020–2024

EUR thousand	2024	2023	2022	2021	2020
CEO	232.9	258.8	218.0	208.0	207.7
Other Management Team members	1,088.0	1,364.1	901.2	727.6	622.7
Board of Directors	157.5	145.9	160.9	61.0	56.0
Total	**1,478.4**	**1,768.8**	**1,280.1**	**996.6**	**886.4**

BOARD OF DIRECTORS 31 December 2024

JUKKA-PEKKA JOENSUU

- Chair of the Board of Directors (2018–), member of the Board of Directors (2016–)
- Born 1966
- Master of Law, Lawyer
- Not independent of the company but independent of the major shareholders of the company
- Shares: 3,750*

MILJA SAKSI

- Member of the Board of Directors (2023–)
- Born 1976
- Master of Science (Economics)
- Independent of the company and of the major shareholders of the company
- Shares: -

PETER AHO

- Member of the Board of Directors (1994–)
- Born 1970
- Vocational Qualification in Business and Administration, studied economic sciences
- Not independent of the company nor of one of its major shareholders
- Shares: 6,780,980

LEENA SIIRALA

- Member of the Board of Directors (2023–)
- Born 1960
- Master of Laws, eMBA
- Independent of the company and of the major shareholders of the company
- Shares: -

RISTO KOIVULA

- Member of the Board of Directors (2021–)
- Born 1968
- Master of Science (Technology), Executive Master in Business Administration
- Independent of the company and of the major shareholders of the company
- Shares: -

MINNA VANHALA-HARMANEN

- Member of the Board of Directors (2022–)
- Born 1968
- Bachelor of Laws, Master of Laws with court training
- Independent of the company and of the major shareholders of the company
- Shares: -

* Joensuu does not directly hold Administer Plc's shares. Joensuu holds 65% of the shares of a shareholder of the company, Delfyne Oy, which holds 3,750 shares in the company, accounting for 0.03% of Administer's shares and votes.

MANAGEMENT TEAM 31 December 2024

KIMMO HERRANEN

- CEO (2023–)
- Born 1973
- Master of Science (Economics and Business Administration)
- Shares: 234,292

ARTTU ERÄPALO

- Director, Econia Ltd (2015–)
- Born 1975
- Master of Science (Technology)
- Shares: 580

KALLE LEHTONEN

- CFO (2023–)
- Born 1974
- Master of Science (Economics)
- Shares: -

PETER AHO

- Business Area Director, Financial Management Services (2023–)
- Born 1970
- Vocational Qualification in Business and Administration, studied economic sciences
- Shares: 6,780,980

TONI LEPPÄNEN

- CEO, Silta Oy (2023–)
- Born 1974
- Bachelor of Business Administration
- Shares: -

PAULA NIEMI

- Chief Human Resources Officer (2022–)
- Born 1977
- Bachelor of Business Administration and HR Manager examination
- Shares: -

MARKUS BACKLUND

- CEO, EmCe (2008–)
- Born 1968
- Vocational Qualification in Business and Administration
- Shares: 5,000*

MIKKO VAHTERA

- Business Area Director, Consultancy Services (2022–)
- Born 1986
- Master of Science (Economics)
- Shares: 1,600

* In addition, Backlund holds 27% of Sijoitus Oy MC Invest Ab's shares and 26.7% of its votes. Sijoitus Oy MC Invest Ab holds 1,205,508 shares in Administer Plc, accounting for 8.39% of its shares and votes.

INFORMATION FOR INVESTORS

Administer Group engages in continuous dialogue with the investor community. Its objective is to ensure that the markets always have accurate, sufficient, and up-to-date information for defining the value of the company's share. We follow the principles of transparency and fairness and strive to serve all stakeholders in the best possible manner.

Annual General Meeting and Financial Reporting in 2025

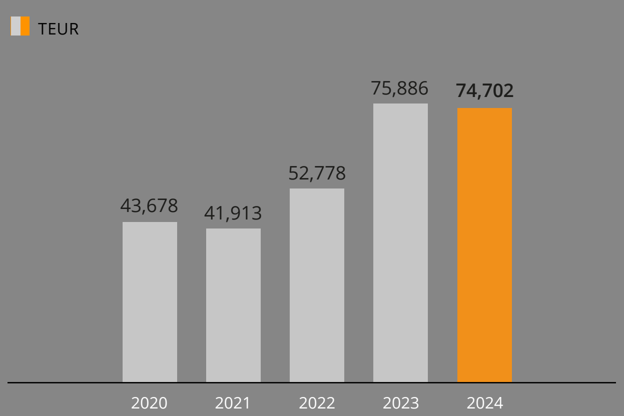
The Annual General Meeting of Administer Plc will be held on Wednesday, 23 April 2025.

Financial reporting in 2025:

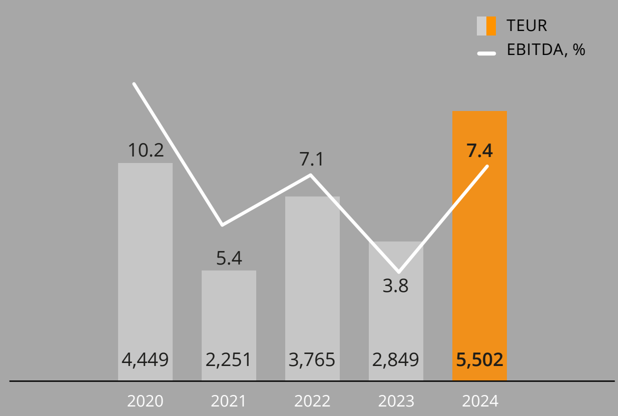
- Financial statements release 2024 on Wednesday, 5 March 2025
- Business review January–March 2025 on Wednesday, 7 May 2025
- Half-year review January–June 2025 on Thursday, 14 August 2025
- Business review January–September 2025 on Wednesday, 5 November 2025.

The Annual Report 2024, including the financial statements and the Board of Directors' Report, will be published on week 14 (w/c 31 March) in 2025.

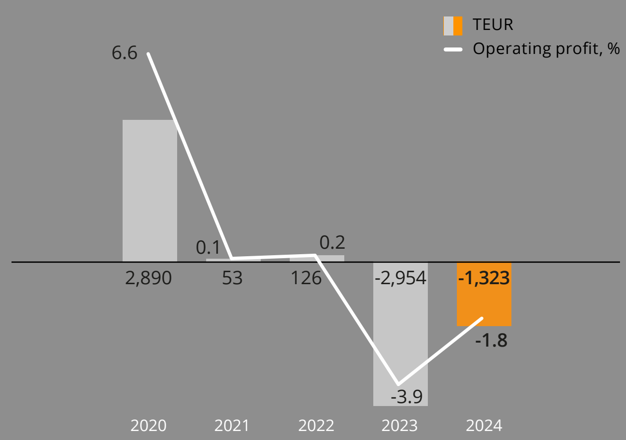
NET SALES



EBITDA AND MARGIN



OPERATING PROFIT AND MARGIN



Shareholders

Administer Plc shares are listed in the First North marketplace of Nasdaq Helsinki. According to Euroclear Finland Oy, the company had 1,669 shareholders (1,960 on 31 December 2023) at the end of 2024. The table below presents the list of the largest shareholders.

ADMINISTER'S 20 LARGEST SHAREHOLDERS ON 31 DECEMBER 2024

		Number of shares	% of shares
1	Aho Peter Olof Alexander	6,780,980	47.17
2	Ilmarinen Mutual Pension Insurance Company	1,250,000	8.70
3	Sijoitus Oy Mc Invest AB	1,205,508	8.39
4	Oy Fincorp Ab	482,646	3.36
5	Rantalainen-Yhtiöt Oy	404,000	2.81
6	Varma Mutual Pension Insurance Company	337,093	2.35
7	Salmivala Maria-Elina	283,221	1.97
8	Oy Talcom Ab	272,000	1.89
9	Herranen Kimmo	234,292	1.63
10	Elo Mutual Pension Insurance Company	175,317	1.22
11	Oy Cata-Holding Ab	118,413	0.82
12	Husu Päivi Marianna	109,652	0.76
13	Bähar Investment Ltd Ab	91,945	0.64
14	Taavi Capital Oy	91,540	0.64
15	JP Accounting Oy AB	70,799	0.49
16	Rantanplan Oy	64,000	0.45
17	Jouni Monto Oy	52,789	0.37
18	Kempe Anna	51,250	0.36
19	Ruohonen Markus	50,000	0.35
20	K22 Finance Oy	47,153	0.33
	Total	**12,172,598**	**84.68**
	100 largest shareholders in total	**13,378,734**	**93.07**
	Nominee registered in total	**356,017**	**2.48**
	Number of shares in total	**14,374,805**	**100.00**

The list of the largest shareholders is updated monthly and available at **https://administergroup.com/en/investors/**.

Analysts monitoring the company:

- Evli
- Inderes

Forecasts and views presented by the analysts are their own, and the company is not responsible for them.

Contact information for investor relations

Kimmo Herranen
CEO
kimmo.herranen@administer.fi

Kalle Lehtonen
CFO
kalle.lehtonen@administer.fi

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REPORT BY THE BOARD OF DIRECTORS

ADMINISTER IN BRIEF

Administer Group is a multi-talent in payroll and financial management services, software services, consulting, as well as personnel and international services. We are the largest payroll outsourcing partner in Finland and the leading expert in preventing grey economy. Our services are used by more than 5,000 customers, from SMEs to large companies, as well as municipalities and other public sector actors. Founded in 1985, the company is listed on the First North marketplace of Nasdaq Helsinki.

Administer Group consists of payroll management service company Silta Oy, accounting firm Administer, business service and employment expert Econia Oy, and software company EmCe Solution Partner Oy. In addition, the Group includes other subsidiaries and associate companies.

THE YEAR 2024 IN BRIEF

- Net sales were EUR 74.7 million (75.9), showing a decrease of 1.6%. Due to staffing, the Group's net sales are more affected by fluctuations in economic cycles than before.
- EBITDA was EUR 5.5 million (2.8), or 7.4% (3.8%) of the net sales. The company's profitability programme is clearly reflected in the improved EBITDA.
- Operating profit was EUR -1.3 million (-3.0), or -1.8% (-3.9%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR -4.2 million (-4.0) in total, as well as non-recurring impairments of EUR -0.6 million.
- In March 2024, the company published its revised strategy. The strategy is based on profitable growth and efficient use of business synergies, both in the customer interface and in internal processes.
- The improvement in profitability shows that the company managed to realise a significant and permanent turnaround in profitability development.
- The company acquired the majority of shares in Kuntalaskenta Oy. Kuntalaskenta's figures have been included in the Group's figures as a subsidiary as of 1 September 2024. The ownership arrangement strengthens the Group's opportunities to operate as a service provider for the public sector. The company completed small acquisitions in its accounting firm business and housing management services.

CONSOLIDATED KEY FIGURES

(TEUR, unless otherwise indicated)	**2024**	2023	2022	2021
Net sales	74,702	75,886	52,778	41,913
EBITDA	5,502	2,849	3,765	2,251
EBITDA, %	7.4%	3.8%	7.1%	5.4%
Operating profit (EBITA) adjusted with amortisation of goodwill	2,923	1,002	2,668	1,504
Operating profit (EBITA) adjusted with amortisation of goodwill, %	3,9%	1.3%	5.1.%	3.6%
Operating profit/loss	-1,323	-2,954	126	53
Operating profit/loss, %	-1.8%	-3.9%	0.2%	0.1%
Profit/loss before appropriations and tax	-1,857	-3,939	-279	-1,744
Profit/loss for the period	-2,312	-3,886	-703	-1,792
Result adjusted with amortisation of goodwill	1,933	70	1,839	-342
Result adjusted with amortisation of goodwill, %	2.6%	0.1%	3.5%	-0.8%
Eearnings per share (EPS)	-0.16	-0.27	-0.05	-0.13
Return on equity, % (ROE)	-8.8%	-14.1%	-2.0%	-8.6%
Equity ratio, %	44.6%	44.0%	48.7%	68.4%
Debt-to-equity, %	47.2%	53.6%	51.1%	13.4 %
Net sales growth, %	-1.6%	43.8%	25.9%	-4.0%
Number of personnel, average	1,046	1,087	657	569
Net sales per employee	71	70	80	74
Personnel expenses per employee	-50	-51	-53	-50
Ratio of personnel expenses to net sale, %	69.8%	73.0%	66.1%	67.4%

MARKET ENVIRONMENT

Administer operates in the market for services and software for financial and payroll management, as well as HR, staffing, and other professional services supporting the business of companies. Although our market, excluding staffing, is very defensive by nature, economic changes impact the Finnish corporate landscape in general and thereby also the customers of our industries. The market situation remains challenging. Rising prices and interest rates have reduced investments and household consumption, which has contributed to the negative impact on the company's business. The general expectation is that the Finnish economy will turn to growth in the next few years. However, fiscal savings and tax increases will slow the growth in demand and raise prices in early 2025. The company's Board of Directors and management monitor the development of market situation and update their estimate of its impact on the company's business on a regular basis.

NET SALES AND PROFITABILITY

Net sales decreased by 1.6% compared to the previous year and were EUR 74.7 million (75.9). Due to staffing, the Group's net sales are more affected by fluctuations in economic cycles than before.

Personnel expenses were EUR 52.1 million (55.4), making up 69.8% (73.0%) of the net sales.

EBITDA was EUR 5.5 million (2.8), or 7.4% (3.8%) of the net sales. The company's profitability programme is clearly reflected in the improved EBITDA.

Operating profit adjusted with amortisation of goodwill (EBITA) was EUR 2.9 million (1.0), making up 3.9% (1.3%) of the net sales.

Operating profit was EUR -1.3 million (-3.0), or -1.8% (-3.9%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR 4.2 million (4.0) in total. In addition, non-recurring impairments on goodwill amounted to EUR 0.5 million and on apartments to EUR 0.1 million.

Loss before appropriations and tax was EUR -1.9 million (-3,9) and loss for the financial period was EUR -2.3 million (-3.9). Earnings per share (EPS) were EUR -0.16 (-0.27).

CASH FLOW AND FINANCING

Cash flow

In January–December 2024, cash flow from operations was EUR 3.6 million (5.4). Cash flow from investments was EUR -2.1 million (-4.1) and cash flow from financing EUR -2.4 million (-2.4). The change in cash and cash equivalents during the financial period was EUR -0.9 million (-1.2).

Financing

Interest-bearing debt decreased during the review period and was EUR 11.9 million on 31 December 2024 (31 December 2023: EUR 14.8 million). Debt-to-equity ratio was 47.0% (31 December 2023: 53.6%).

The Group's liquidity has remained fairly good. Administer's cash and cash equivalents on 31 December 2024 totalled EUR 2.4 million (3.3). On 31 December 2024, the total amount of external financing agreed upon by Administer was EUR 16.5 million, of which drawn loans totalled EUR 11.9 million and undrawn loans totalled EUR 4.6 million. The drawn amount consists mainly of bank loans totalling EUR 11.9 million.

Bank loans include covenants, which are reviewed twice a year. On 31 December 2024, the covenants were fulfilled. As part of the financing arrangements, the company has pledged a total of 2,236,680 (100%) shares in Econia Oy and 63 (100%) shares in Silta Oy.

Internal loans have been described in more detail in the notes of the financial statements.

Equity was EUR 25.3 million on 31 December 2024 (31 December 2023: 27.5) and equity ratio was 44.6% (31 December 2023: 44.0%). No dividend was paid for the financial period 1 January–31 December 2023.

PERSONNEL

The Group employed on average 1,046 (1,087) people in 2024.

MANAGEMENT TEAM AND BOARD OF DIRECTORS

The members of the Management Team and the Board of Directors are introduced in section 'Board of Directors and Management Team' of the Annual Report. Their remuneration and shareholding is presented in section 'Governance and Remuneration' of the Annual Report and on the Group website at **www.administergroup.com/en/investors/**.

There were no changes in the Group Management Team during the review period.

The Group Management Team as of 31 December 2024:

Name	Area of responsibility
Kimmo Herranen	CEO
Peter Aho	Administer, Financial Management Services
Markus Backlund	EmCe Solution Partner Oy
Toni Leppänen	Silta Oy
Arttu Eräpalo	Econia Oy
Mikko Vahtera	Consultancy Services
Kalle Lehtonen	Finances
Paula Niemi	Personnel

ANNUAL GENERAL MEETING 2024

The 2024 Annual General Meeting of Administer Plc was held in Helsinki on 10 April 2024. The Annual General Meeting adopted the financial statements for the financial year 2023 and discharged the members of the Board of Directors and the CEO from liability. The Annual General Meeting resolved in accordance with the proposal of the Board of Directors that no dividend is paid for the financial period ended on 31 December 2023.

The number of the members of the Board of Directors was confirmed to be six (6). Jukka-Pekka Joensuu, Peter Aho, Risto Koivula, Milja Saksi, Leena Siirala and Minna Vanhala-Harmanen were re-elected as Board members.

The Board of Directors as of 10 April 2024:

Name	Function in the Board	Nationality	Year of birth	Year of appointment to the Board
Jukka-Pekka Joensuu	Chair	Finnish	1966	2016
Peter Aho	member	Finnish	1970	1994
Risto Koivula	member	Finnish	1968	2021
Milja Saksi	member	Finnish	1976	2023
Leena Siirala	member	Finnish	1960	2023
Minna Vanhala-Harmanen	member	Finnish	1968	2022

The annual remuneration of the Chair and members of the Board of Directors remain unchanged and therefore the Chair of the Board shall be paid an annual remuneration of EUR 50,000 and other members of the Board shall each be paid an annual remuneration of EUR 25,000. Additionally, should the Board of Directors elect a Deputy Chair, the Deputy Chair's annual remuneration shall be EUR 35,000. If a Board member resigns during their term of office, the remuneration will be paid in proportion to the term of office actually taken place.

The committee members shall be paid EUR 500 per meeting. Board members' and committee members' travel expenses shall be reimbursed in accordance with the Company's travel policy.

Ernst & Young Oy, authorised public accountants, was re-elected as the company's auditor for a term ending at the close of the next Annual General Meeting. Ernst & Young Oy has announced that it will appoint Johanna Winqvist-Ilkka, APA, as the auditor with principal responsibility.

The auditor's fees will be paid against the auditor's reasonable invoice approved by the company.

In accordance with the Board of Directors' proposal, the Board of Directors was authorised to decide on the repurchase and/or on the acceptance as pledge of a maximum of 1,435,414 of the company's own shares. The proposed number of shares corresponds to approximately ten (10) per cent of all shares in the company. Only the unrestricted equity of the company can be used to repurchase own shares on the basis of the authorisation.

Own shares can be repurchased at a price formed in public trading on the date of the repurchase or otherwise at a price formed on the market. The Board of Directors decides how own shares will be repurchased and/or accepted as pledge. Shares can be repurchased using, among other things, derivatives. Own shares can be repurchased otherwise than in proportion to the shareholdings of the existing shareholders (directed repurchase).

The authorisation allows the repurchase and/or the acceptance as pledge of shares in order to, among other things, develop the company's capital structure, to finance or implement eventual acquisitions, investments or other arrangements that are part of the business, or to be used in the company's incentive or reward systems.

The authorisation is effective until the end of the next Annual General Meeting; however, no longer than until 30 June 2025.

The Board of Directors was authorised to decide on the issuance of shares and other special rights entitling to shares as referred to in Chapter 10, Section 1 of the Finnish Limited Liability Companies Act. The authorisation covers a maximum of 1,435,414 shares, which corresponds to approximately ten (10) per cent of all shares in the company.

The Board of Directors decides on all terms of the issuance of shares and of special rights entitling to shares. The issuance of shares and of special rights entitling to shares may be carried out in deviation from the shareholders' pre-emptive rights (directed issue).

The authorisation is effective until the end of the next Annual General Meeting; however, no longer than until 30 June 2025.

PRODUCT DEVELOPMENT

The proprietary technology Administer uses for producing services and developing software requires considerable investments in research and development. In the company's view, automation and artificial intelligence will steer the Group's services in the future, which is why Administer is investing in technology development. In 2024, product development expenses amounting to EUR 1.5 million (2.1) were capitalised in the balance sheet.

Expanding the automation of AI-based functions in the eFina system has continued during the operating year, making the business considerably more effective. Automation has resulted in saving several person years.

Within EmCe products, the company has further developed an open API interface and invested in financial and payroll automation as well as in integration solutions. The first functionalities for payroll e-services have been published.

During the year, the Sedatus system, aimed at preventing grey economy and managing subcontracting chains, has been updated with several new customer-facing functionalities, its back end has been revised, and its usability has been improved with regard to contractors and service production.

SIGNIFICANT EVENTS IN THE REVIEW PERIOD

In January 2024, Administer acquired the accounting business of Pohjanmaan Laskenta Oy, operating in the Vaasa region. The acquisition strengthens the company's operations in the Vaasa region, where Administer already has its own office.

In July 2024, Administer and Tampereen Erikoiskirjanpito Oy agreed on an acquisition under which Administer acquired the business of Tampereen Erikoiskirjanpito Oy, which operates in the Tampere region. Administer has an existing office in Tampere, and the acquisition strengthens the company's regional operations.

Administer acquired the majority of Kuntalaskenta Oy's shares. With the acquisition, 40.1 per cent of the shares of Kuntalaskenta transferred to Administer Plc. The purchase price was EUR 120,000, of which EUR 50,000 was paid in Administer Plc shares. After the acquisition, Administer Plc's share of ownership of Kuntalaskenta Oy's shares is 90 per cent. The remaining 10 per cent of the shares of Kuntalaskenta still under the ownership of the City of Pieksämäki will be acquired at market price in three years' time on the basis of a predetermined valuation principle. Previously, Administer Plc was a minority shareholder in Kuntalaskenta. The acquisition strengthens the Group's business opportunities as a service partner for municipalities and the rest of the public sector. Kuntalaskenta's figures have been consolidated in the Group's figures as a subsidiary as of 1 September 2024.

SHARES AND SHARE CAPITAL

At the end of December 2024, Administer's share capital was EUR 80,000 and the total number of outstanding shares in the company was 14,374,805.

The business acquisition made with Pohjanmaan Laskenta Oy in January 2024 was paid for in new Administer shares. For this reason, Administer carried out a directed share issue to Pohjanmaan Laskenta Oy based on the authorisation given by the Annual General Meeting on 16 May 2023. The 24,730 new shares subscribed in the directed share issue were registered in the trade register on 15 January 2024. The number of shares in Administer increased due to the directed share issue to the seller to a total of 14,354,144 shares.

The acquisition of the majority of Kuntalaskenta Oy's shares from the City of Pieksämäki was paid for in new Administer shares. For this reason, Administer carried out a directed share issue to itself based on the authorisation given by the Annual General Meeting on 10 April 2024. The 20,661 new shares subscribed in the directed share issue were registered in the trade register on 2 September 2024. Due to the share issue, the number of shares in Administer increased from 14,354,144 to 14,374,805 shares.

The company had 1,669 (1,960) shareholders at the end of the review period. As of 31 December 2024, the company held 3,953 (31 Dec 2023: 3,953) treasury shares, corresponding to 0.03% (0.03) of the total shares and votes.

Share trading volume between 1 January and 31 December 2024 totalled 738,700 shares, corresponding to EUR 1.8 million. The highest trading price was EUR 2.78 and the lowest was EUR 2.10. The closing price at the end of the review period was EUR 2.16, and the market value based on the closing price was approximately EUR 31.1 million.

Long-term incentive plan

On 27 November 2023, the Board of Directors decided to establish a new share-based long-term incentive plan for the Group's key personnel. The aim of the plan is to align the objectives of the company, its shareholders, and key employees and thereby to increase the company's value in the long term, to commit the key employees to the company and to offer them competitive incentive plans that are based on earning and accumulating the company's shares as well as the increase in share value.

The share-based incentive plan for 2024–2028 consists of three (3) three-year earning periods: the calendar years 2024–2026, 2025–2027, and 2026–2028.

As part of the plan, each participant can earn Administer Plc's shares based on the fulfilment of the earning criteria.

The Board of Directors will decide on the earning criteria and the targets set for each earning criterion at the beginning of each earning period. The possible rewards under the incentive plan will be paid after the end of each earning period.

The gross rewards payable under the 2024–2026 earning period correspond to the value of an approximate maximum total of 306,061 Administer Plc shares, including the portion to be paid in cash. In the 2024–2026 earning period, the target group of the share-based incentive plan comprises key employees determined by the Board of Directors, including the Group's CEO and Management Team.

In the 2024–2026 earning period, the earning of rewards will be based on the following earning criteria:
The company's EBITDA (60%) in 2024–2026
The company's net sales (40%) in 2024–2026

The gross rewards payable under the 2025–2027 earning period correspond to the value of an approximate maximum total of 906,600 Administer Plc shares, including the portion to be paid in cash. In the 2025–2027 earning period, the target group of the share-based incentive plan comprises key employees determined by the Board of Directors, including the Group's CEO and Management Team.

In the 2025–2027 earning period, the earning of rewards will be based on the following earning criteria:

The company's EBITDA (70%) in 2025–2027
The company's net sales (30%) in 2025–2027

PROPOSAL FOR DISTRIBUTION OF PROFITS

The distributable retained funds of Administer's parent company were EUR 35.8 million on 31 December 2024. The Board of Directors proposes to the Annual General Meeting to be held on 23 April 2025 that a dividend of EUR 0.05 per share be paid for the financial period 1 January–31 December 2024. The payment date of the dividend would be 23 May 2025.

REPORT ON NON-FINANCIAL INFORMATION

Operating model

Administer is a Finnish Group established in 1985, which offers financial and payroll management services, consultancy services, and software services. Administer's goal is to transform the financial management services market, which has historically been perceived as rigid and lacking innovation, by developing new technologies and solutions. The company's management estimates that measured in net sales, Administer is one of the largest financial management service providers in Finland and measured in the number of payslips, it is the largest HR and payroll service provider in Finland.

The Group includes a total of 17 companies, the most significant of which are the parent company Administer Plc as well as its directly or indirectly owned Silta Oy, which provides HR and payroll administration services, EmCe Solution Partner Oy, Econia Oy, which is an expert company specialised in financial management, and Kuntalaskenta Oy, which provides financial management and payroll management services for the public sector.

Administer's main business areas are financial management services and HR and payroll management services. The financial management services provided by Administer include accounting and reporting services as well as digital financial management.

Administer applies the software and software solutions it has developed as part of the larger service packages it offers. In addition, Administer sells its EmCe software to its customers for independent use outside service packages. The consulting services provided by Administer create added value for customers and provide Administer with sales with a higher margin.

Administer's own sales of services and solutions are the most important enabler of Administer's growth. Professional and active sales activities create the foundation for increasing net sales, which is supported with business acquisitions.

Operating principles and policies
Administer Group's Code of Conduct applies to all employees in the Group. The Code of Conduct defines the general guidelines that Administer Group's personnel, including the management, and other stakeholders, such as suppliers, are expected to follow. The Code of Conduct is available to the entire personnel, and new employees will familiarise themselves with it during their orientation.

The Code of Conduct addresses compliance with laws and regulations, the environmental point of view, human rights, prevention of bribery, confidentiality obligations, and responsibility for the personnel. To complement this general guideline, the Group companies have more detailed rules and instructions, including an occupational health and safety action plan, instructions on preventing money laundering, instructions relating to information security and data protection, work safety rules, and guidelines for early intervention.

The Group has a whistleblowing channel through which employees and third parties can report observed or suspected cases of misconduct or non-compliance with the Code of Conduct. During 2024, eleven reports were made through the whistleblowing channel, and they were handled in the appropriate manner.

The Group also has a sustainability strategy, whose key focus areas are ethical and responsible business, climate friendliness and environmental consciousness, as well as people and the work environment. We will develop the Group's sustainability efforts based on this strategy.

Environmental responsibility
Although the direct environmental impacts of Administer Group are relatively small, we pay attention to environmental matters in our business operations. We are a pioneer in digital services and favour them in our service production. This way, we reduce the use of paper in our own operations as well as that of our customers.

Among other things, we strive to reduce travel and increase videoconferencing, reduce printing, and develop and use different electronic tools in customer interaction. Remote working has become more prevalent due to the COVID-19 pandemic, and it has contributed to the reduction in travel and thereby reduced emissions related to transportation.

In our own offices, we recycle, strive to reduce energy use, and favour sustainable solutions and recycled materials. We are committed to using environmentally friendly products and solutions in our procurement.

Administer has not identified any environmental risks in its operations.

Social responsibility
Responsibility for our own personnel is a key factor in the Group's social sustainability. The starting point for all operations is a good work community and respect for each individual. We abide by labour legislation and our industry's collective agreement. We cherish equality and do not allow bullying, harassment, or discrimination.

We take care of the well-being of our employees and provide our entire personnel with comprehensive occupational health care as well as versatile exercise and well-being services. We work continuously to develop the job content, work community, and work environment in a way that allows our employees to thrive and enjoy their work. We are mindful of the different life situations of our employees.

We carry out regular pulse surveys for the personnel throughout the Group. The results are discussed, e.g., in unit meetings, and the themes that arise from the responses are discussed in the management teams of Group companies. We continuously develop our operations based on the responses. Employee satisfaction is one factor of managers' targets and KPIs.

Administer's employees have versatile possibilities to develop their capabilities and professional skills. Our extensive training portfolio includes different ways of studying for different needs. We encourage our employees to take, among others, a KLT degree for accountants or the corresponding PHT degree for payroll experts, and we take care of both training and expenses for taking the exam.

At the end of the financial period, the Group employed a total of 1,012 people, of which 70% were women and 30% were men, in 29 locations around Finland and in Stockholm and Tallinn.

As a risk relating to social sustainability, Administer has identified the possibility that it fails to recruit and retain competent personnel and key personnel, which may have an adverse effect on Administer's business. Administer's industries generally suffer from high personnel turnover and a shortage of personnel, which, if prolonged, could result in customer dissatisfaction.

Respect for human rights

We respect national and internationally recognised human rights as they are described in the UN's Universal Declaration of Human Rights. We see the following human rights, among others, as basic and universal: freedom of thought, freedom of opinion and expression, freedom of religion and freedom of peaceful assembly, as well as freedom from discrimination based on race, age, nationality, gender, or sexual orientation.

Administer has not identified any human rights risks in its own business operations. Indirect human rights risks may exist relating to the supply chain, such as the working conditions of service providers. Administer expects that its subcontractors also comply with the company's Code of Conduct regarding human rights and other aspects.

Prevention of corruption and money laundering

Administer Plc works with the financial management and accounting of its customers, which makes the recognition and prevention of money laundering and corruption particularly important in the Group's operations. The Group has comprehensive instructions on recognising money laundering and complying with the legislation on money laundering, as well as a reporting process that is used in cases of suspected money laundering if the company's requests for information are not answered in a satisfactory manner. The Group has an expert responsible for the prevention of money laundering, who handles contacts with the authorities and reports to the Financial Intelligence Unit. The Group companies offering accounting and tax consulting services are registered in the anti-money laundering register maintained by the Regional State Administrative Agencies. There were no suspected cases of money laundering in 2024.

Double Materiality Assessment

Administer Group conducted a Double Materiality Assessment (DMA) in the autumn of 2024 and is preparing to report in accordance with the European Union's Corporate Sustainability Reporting Directive (CSRD) based on data from 2025. DMA was conducted in accordance with the European Sustainability Reporting Standards (ESRS). Based on the DMA results, we selected the sustainability topics that are material to the operations, services, and stakeholders of Administer Group.
The material topics form the basis for the information that will become part of Administer Group's CSRD reporting to be included in the sustainability statement in the 2025 Board of Directors' Report.

RISK MANAGEMENT

The objective of risk management is to continuously obtain information about, assess, and manage the possibilities, threats, and risks related to Administer's operations so that the company can realise its objectives and ensure the continuity of its operations without disruption.

The objectives, principles, organisation, responsibilities, and practices of Administer's risk management are described in the principles of risk management. Risk management is part of internal control and a significant component in monitoring and ensuring the continuity of operations. The Board of Directors and the senior management of the company monitor the performance of the risk management process.

Sharing of risk management responsibilities

In accordance with the Finnish Companies Act, the Board of Directors is to see to the governance of the company and ensure the appropriate organisation of its operations.

In addition, the Board shall monitor and assess the efficiency of the internal control and the risk management system. The Board approves the principles concerning internal control and risk management as well as any changes to these principles. The Board also manages any significant risks and uncertainties that relate to the company's operations.

The CEO, in cooperation with the management team, is responsible for establishing the principles concerning risk management and ensuring that risk management is implemented methodically and appropriately. The CEO ensures that the company's risk management process is comprehensive and assesses the implementation of the risk management process. The CEO reports risk management-related findings to the Board of Directors. The members of the management team are responsible for planning, implementing, and monitoring the risk management practices in their own areas of responsibility.

The principles of risk management

The company regularly tracks changes in risks and their effects on business operations. The company continuously and methodically applies risk management practices according to the risk management process to ensure the continuity of operations. The manager in charge of the development of business continuity supervises the annual processing of known risks and potential new risks as per the areas of responsibility of the management team members. These risks are assessed based on their probability and effects on the business operations and the data protection of the staff, and the company records the measures that can be taken to reduce these risks.

Administer's subsidiaries have their own practices to reduce risks so that they can ensure the continuity of their operations and the quality and validity of their services. According to the requirements of the company's various business activities, the continuity and recovery capabilities of the subsidiaries' operations will be tested and audited in different risk scenarios each year.

The business risks are also examined when drafting customer and partner agreements. The objective is to acknowledge the potential risks and uncertainties concerning the agreement and to agree on how the risks are shared if they materialise.

Risks and uncertainties

The company has identified the most significant risks and divided them into ten categories. The risks are described and itemised in more detail in the subsidiary-specific risk mappings and matrices, in which each risk has been assessed based on its probability, severity of consequence, and impact on personal data. The description of each risk includes the measures that will be taken to reduce its impact. The company has also created various risk scenarios and action plans based on the identified risks.

Administer has identified the most significant risks as follows:

- Risks concerning macroeconomics
- Risks related to the market environment
- Risks related to the organising of business operations
- IT system-related risks
- Personnel-related risks
- Data protection-related risks
- Risks concerning the quality of service
- Legal risks
- Financial risks
- Risks concerning misconduct

NEAR-TERM UNCERTAINTIES

Interruptions or disturbances in Administer's IT, network or communication systems may lead to unforeseen costs and malfunctions and be detrimental to the business operations of the company or its customers. Data security breaches targeted at IT systems and data links, or other data security breaches, may be detrimental to Administer or its customers and negatively impact Administer's business.

Administer's field of business is competitive, and the competition is fragmented, which may have a negative impact on the company's operations if Administer is unable to respond to competitor pricing or service quality or fails to develop new products or services.

Corporate acquisitions are an important part of the company's growth strategy. Administer may fail in integrating corporate acquisitions or finding new acquisition targets or an acquisition may fail.

Administer's brand and reputation are important competitive advantages, and reputation damage might have negative impacts on Administer's business and market position.

There are uncertainties relating to Finland's economic development this year as economic growth is expected to remain slow. The reduced financial activity may also have negative impacts on Administer's net sales and result through customer companies.

The acceleration of inflation in Finland may also be reflected in wages and, together with personnel turnover, increase Administer's expenses and weaken profitability if the company is not able to transfer the increased expenses into the prices of the services it produces. The acceleration of inflation may also increase interest rates and thereby impact the price of external funding of Administer.

The company may not succeed in acquiring funding with affordable terms or at all, and its financing expenses may increase. Also, breaching the covenants included in the credit agreements of the company and its Group companies may complicate the availability of funding for the company, increase the company's financial expenses, or lead to premature maturity of the Group loans.

OUTLOOK

Administer seeks to continue growth investments as well as organic and inorganic growth in 2025.

Administer estimates that its net sales will be EUR 72–78 million and its EBITDA margin will be 7–10% in 2025.

SIGNIFICANT EVENTS AFTER THE REVIEW PERIOD

In January, Administer's Shareholders' Nomination Board proposed to the Annual General Meeting 2025 that the company's Board of Directors is to comprise six (6) ordinary members. The Nomination Board further proposes that of the current Board members, Peter Aho, Jukka-Pekka Joensuu, Risto Koivula, Milja Saksi, Leena Siirala, and Minna Vanhala-Harmanen be re-elected. All candidates have given their consent for the election. The Board members' term of office shall last until the close of the Annual General Meeting following the election.

Administer made four acquisitions, which will strengthen the regional operations of the Group's accounting firm business in different parts of Finland.

Administer acquired the entire share capital of Tilikymppi Kredit Oy. Established in 1981, the accounting firm has offices in Huittinen, Vampula, and Säkylä. With the acquisition of the business of Deebetti Oy in Lahti, the Group gained a foothold in the Päijät-Häme region. The acquisitions of the businesses of Yrityspalvelu Pioneeri Oy and Tradefinanssi Ky in Kouvola will strengthen the Group's operations in the Kymenlaakso region.

Administer plc
Board of Directors

CALCULATION OF KEY FIGURES

DEFINITIONS AND CALCULATION OF CERTAIN ALTERNATIVE KEY FIGURES AND OTHER KEY FIGURES

Key figure	Definition	Purpose
EBITDA	Operating profit (loss) + depreciation, amortization and impairment	Describes profitability of the operations without the effect of depreciation, amortization and impairment.
EBITDA, %	$\frac{\text{EBITDA}}{\text{Net sales}} \times 100$	Describes the ratio of EBITDA to net sales.
Operating profit adjusted with amortization of goodwill	Operating profit (loss) + amortization of goodwill	Describes the performance of the business excluding the impact of amortization of goodwill.
Operating profit adjusted with amortization of goodwill, %	$\frac{\text{Operating profit adjusted by amortization of goodwill}}{\text{Net sales}} \times 100$	Describes the share of operating profit in net sales excluding the impact of amortization of goodwill.
Operating profit (loss)	Net sales + other operating income – materials and services – personnel expenses – other operating expenses – depreciation, amortization and impairment	Operating profit (loss) describes the profitability of the operations.
Operating profit (loss), %	$\frac{\text{Operating profit (loss)}}{\text{Net Sales}} \times 100$	Describes the ratio of operating profit to net sales.
Profit adjusted with amortization of goodwill	Profit (loss) for the financial period + amortization of goodwill	Describes the profit of the operations without the effect of amortization of goodwill.
Profit adjusted with amortization of goodwill %	$\frac{\text{Profit adjusted by amortization of goodwill}}{\text{Net sales}} \times 100$	Describes the share of operating profit in net sales excluding the impact of amortization of goodwill.
Earnings per share (EPS)	$\frac{\text{Profit (loss) for the financial period without minority interest}}{\text{Average number of outstanding shares during the financial period adjusted with share issue}}$	Describes the share of profit (loss) for the financial period in proportion to weighted average number of shares outstanding.
Return on equity, % (ROE)	$\frac{\text{Profit (loss) for the financial period (rolling 12 months)}}{\text{Average equity (rolling 12 months)}} \times 100$	Measures the result for the period in relation to equity. Average equity is an average of equity at the beginning of and at the end of a financial period.
Equity ratio, %	$\frac{\text{Equity at the end of period}}{\text{Total assets at the end of period – advances received}} \times 100$	Describes the ratio of Administer's assets to equity.
Debt-to-equity ratio, %	$\frac{\text{Interest-bearing liabilities}}{\text{(Equity + goodwill + minority interest+ accrued appropriations)}} \times 100$	Reflects the total amount of Administer's external debt financing.
Net sales growth %	$\frac{\text{Net sales for the period – net sales for the reference period}}{\text{Net sales for the reference period}} \times 100$	Describes operating growth between periods.

Financial statements

CONSOLIDATED INCOME STATEMENT

CONSOLIDATED INCOME STATEMENT	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
NET SALES	74,702,247.84	75,886,208.69
Other operating income	191,856.22	453,041.96
Materials and services		
Purchases	-6,418,947.64	-6,649,172.70
External services	-2,128,716.81	-1,743,080.08
Total	-8,547,664.45	-8,392,252.78
Personnel expenses		
Salaries and wages	-43,623,568.02	-45,748,732.22
Social security costs		
Pension costs	-7,284,454.98	-7,892,890.56
Other expenses related to personnel	-1,201,106.23	-1,763,696.64
Total	-52,109,129.22	-55,405,319.41
Depreciation, amortization and impairment		
Amortization of goodwill	-185,365.82	-184,617.89
Other depreciations according to plan	-1,930,571.94	-1,845,464.09
Amortization of consolidated goodwill	-4,060,582.21	-3,771,739.64
Impairment of non-current assets	-648,131.93	-1,009.50
Total	-6 824 651,89	-5,802,831.12
Other operating expenses	-8,610,880.62	-9,509,266.31
Share of results of affiliates	-124,887.55	-183,762.48
OPERATING PROFIT (LOSS)	-1,323,109.67	-2,954,181.46

CONSOLIDATED INCOME STATEMENT	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Financial income and expenses		
Income from other investments of non-current assets	515.00	0.00
Other interest and financial income	484,443.34	39,417.73
Impairment of non-current financial assets	0.00	-114,675.50
Interest and other financial expenses	-1,018,923.57	-909,403.34
Total	-533,965.23	-984,661.11
PROFIT BEFORE APPROPRIATIONS AND TAX	-1,857,074.90	-3,938,842.57
Income tax	-430,284.80	82,593.74
PROFIT (LOSS) FOR THE PERIOD	-25,117.16	-30,108.90
PROFIT (LOSS) FOR THE PERIOD	-2,312,476.87	-3,886,357.72

CONSOLIDATED BALANCE SHEET

CONSOLIDATED BALANCE SHEET	31 Dec 2024	31 Dec 2023
ASSETS		
NON-CURRENT ASSETS		
Intangible assets		
Development expenditures	5,125,506.78	4,421,324.51
Intangible rights	17,306.97	95,739.82
Consolidated goodwill	32,607,363.82	35,627,800.43
Goodwill	2,625,664.47	3,675,111.36
Other capitalised long-term expenditures	882,957.34	1,125,364.48
Total	41,258,799.38	44,945,340.61
Tangible assets		
Land and water areas	36,357.84	36,357.84
Buildings and structures	218,220.00	227,312.40
Machinery and equipment	731,229.41	700,767.53
Other tangible assets	11,128.70	11,128.70
Total	996,935.95	975,566.47
Investments		
Shares in affiliated companies	1,250.00	126,137.55
Other shares	60,746.75	192,744.29
Total	61,996.75	318,881.84
NON-CURRENT ASSETS, TOTAL	42,317,732.08	46,239,788.92

CONSOLIDATED BALANCE SHEET	31 Dec 2024	31 Dec 2023
CURRENT ASSETS		
Receivables		
Non-current		
Other receivables	61,861.18	76,057.20
Total	61,861.18	76,057.20
Current		
Trade receivables	9,639,622.75	10,986,337.53
Loan receivables	11,306.31	21,742.26
Other receivables	69,568.22	286,193.02
Prepayments and accrued income	2,364,532.15	1,661,662.78
Total	12,085,029.42	12,955,935.59
Cash and cash equivalents	2,401,051.23	3,261,783.06
CURRENT ASSETS, TOTAL	14,547,941.83	16,293,775.84
TOTAL ASSETS	56,865,673.91	62,533,564.76

CONSOLIDATED BALANCE SHEET

CONSOLIDATED BALANCE SHEET	31 Dec 2024	31 Dec 2023
EQUITY AND LIABILITIES		
EQUITY		
Share capital	80,000.00	80,000.00
Other reserves	30,759,614.04	30,608,753.61
Retained earnings (loss)	-3,223,238.97	698,712.00
Profit (loss) for the period	-2,312,476.87	-3,886,357.72
TOTAL EQUITY	25,303,898.21	27,501,107.89
MINORITY INTEREST	27,968.49	32,851.33
LIABILITIES		
Non-current		
Capital loan	0.00	500,000.00
Loans from financial institutions	6,645,991.69	8,964,167.04
Advances received	87,648.40	0.00
Other liabilities	0.00	500.00
Total	6,733,640.09	9,464,667.04
Current		
Loans from financial institutions	5,301,912.54	5,287,895.29
Advances received	352.08	0.00
Trade payables	4,442,852.01	5,545,874.97
Other liabilities	5,428,813.66	6,058,756.75
Accrued expenses and deferred income	9,626,236.83	8,642,411.49
Total	24,800,167.12	25,534,938.50
TOTAL LIABILITIES	31,533,807.21	34,999,605.54
TOTAL EQUITY AND LIABILITIES	56,865,673.91	62,533,564.76

CONSOLIDATED STATEMENT OF CASH FLOW

CONSOLIDATED STATEMENT OF CASH FLOW	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Cash flow from operating activities		
Profit (loss) for the period	-1,857,074.90	-3,938,843.00
Adjustments:		
Depreciation, amortization and impairment	6,824,651.89	6,017,562.12
Financial income and expences, net	533,965.23	769,863.94
Share of results of affiliates	124,887.55	183,762.48
Cash flow before changes in working capital	5,626,429.77	3,032,345.54
Change in net working capital		
Decrease (+) / increase (-) in trade and other receivables	1,376,738.53	310,639.34
Increase (+) / decrease (-) of long-term trade and other receivables	14,196.02	30,982.10
Decrease (-) / increase (+) in trade and other payables	-2,067,000.66	2,940,310.91
Cash flow from operating activities before financing items and taxes	**4,950,363.66**	**6,314,277.89**
Interest paid	-1,018,923.57	-809,281.67
Dividends received	515.00	0.00
Interest received	34,443.34	39,417.73
Income taxes paid	-367,145.41	-122,592.33
Cash flow from operating activities (A)	**3,599,253.02**	**5,421,821.62**
Cash flow from investment activities		
Purchases of other tangible or intangible assets	-2,037,871.29	-3,388,873.68
Purchases of subsidiaries	-67,455.45	-863,638.24
Change in financing securities	0.00	108,000.00
Cash flow from investment activities (B)	**-2,105,326.74**	**-4,144,511.92**

CONSOLIDATED STATEMENT OF CASH FLOW	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Cash flow from financing activities		
Dividend paid	0.00	-734,273.05
Increase (+) / decrease (-) in long-term liabilities	-2,368,675.35	-3,250,727.95
Increase (+) / decrease (-) in current loans from financial institutions	14,017.25	1,557,478.83
Cash flow from financing activities (C)	**-2,354,658.10**	**-2,427,522.17**
Change in cash and cash equivalents (A + B + C)	**-860,731.82**	**-1,150,212.47**
Cash and cash equivalents at the beginning of period	3,261,783.06	4,411,995.53
Cash and cash equivalents at the end of period	2,401,051.23	3,261,783.06

PARENT COMPANY INCOME STATEMENT

PARENT COMPANY INCOME STATEMENT	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
NET SALES	16,057,158.66	14,424,187.56
Other operating income	13,030.95	11,034.39
Materials and services		
Materials		
Purchases	-540,206.80	-551,535.80
External services	-1,996,188.02	-3,300,690.38
Total	-2,536,394.82	-3,852,226.18
Personnel expenses		
Salaries and wages	-8,488,428.53	-7,009,429.11
Social security costs		
Pension costs	-1,361,129.57	-1,253,031.28
Other expenses related to personnel	-160,457.35	-216,698.57
Total	-10,010,015.45	-8,479,158.96
Depreciation, amortization and impairment		
Other depreciations according to plan	-1,448,633.94	-842,793.52
Total	-1,448,633.94	-842,793.52
Other operating expenses	-4,094,891.42	-2,613,444.20
OPERATING PROFIT (LOSS)	-2,019,746.02	-1 352 400,91

PARENT COMPANY INCOME STATEMENT	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Financial income and expenses		
Dividend income	170,000.00	1,504,612.80
Other interest and financing income	9,388.76	2,360.66
Interest expenses and other financing expenses to Group companies	-195,205.46	-111,463.68
Interest expenses and other financing expenses	-828,884.65	-770,743.27
Total	-844,701.35	624,766.51
PROFIT BEFORE APPROPRIATIONS AND TAX	-2,864,447.37	-727,634.40
Group contributions	3,500,000.00	1,564,000.00
Income tax	-96,051.61	241,943.74
PROFIT (LOSS) FOR THE PERIOD	539,501.02	1,078,309.33

PARENT COMPANY BALANCE SHEET

PARENT COMPANY BALANCE SHEET	31 Dec 2024	31 Dec 2023
ASSETS		
NON-CURRENT ASSETS		
Intangible assets		
Development expenditures	1,933,826.18	1,572,998.78
Intangible rights	2,214.67	9,029.05
Goodwill	4,163,963.40	5,170,971.73
Other capitalised long-term expenditures	22,732.02	63,659.24
Total	6,122,736.27	6,816,658.80
Tangible assets		
Land and water areas	36,357.84	36,357.84
Buildings and structures	149,191.15	155,407.39
Machinery and equipment	126,769.64	152,196.41
Other tangible assets	8,113.13	8,113.13
Total	320,431.76	352,074.77
Investments		
Shares in affiliated companies	49,393,847.72	49,042,410.18
Participating interests	1,250.00	102,850.00
Receivables from the Group companies	200,000.00	200,000.00
Other shares	2,500.00	2,500.00
Total	49,597,597.72	49,347,760.18
NON-CURRENT ASSETS, TOTAL	56,040,765.75	56,516,493.75

PARENT COMPANY BALANCE SHEET	31 Dec 2024	31 Dec 2023
CURRENT ASSETS		
Receivables		
Non-current		
Receivables from the Group companies	0.00	782,000.00
Other receivables	51,754.56	57,602.98
Total	51,754.56	839,602.98
Current		
Trade receivables	972,546.51	1,305,047.57
Receivables from the Group companies	4,567,802.06	2,787,132.79
Loan receivables	3,299.97	0.00
Other receivables	3,310.23	4,718.54
Prepayments and accrued income	455,493.94	292,213.19
Total	6,002,452.71	4,389,112.09
Cash and cash equivalents	14,636.02	89,289.61
CURRENT ASSETS, TOTAL	6,068,843.29	5,318,004.68
TOTAL ASSETS	62,109,609.04	61,834,498.43

PARENT COMPANY BALANCE SHEET

PARENT COMPANY BALANCE SHEET	31 Dec 2024	31 Dec 2023
EQUITY AND LIABILITIES		
EQUITY		
Share capital	80,000.00	80,000.00
Other reserves	30,759,614.04	30,608,753.61
Retained earnings (loss)	5,730,784.82	4,744,171.96
Profit (loss) for the period	539,501.02	1,078,309.34
TOTAL EQUITY	37,109,899.88	36,511,234.91
LIABILITIES		
Non-current		
Loans from financial institutions	6,423,749.89	8,699,215.60
Liabilities to the Group companies	0.00	4,704,406.08
Total	6,423,749.89	13,403,621.68
Current		
Loans from financial institutions	4,543,067.89	4,538,587.57
Trade payables	1,662,185.58	1,563,327.76
Liabilities to the Group companies	8,187,609.60	1,800,657.18
Other liabilities	2,499,925.16	2,622,502.31
Accrued expenses and deferred income	1,683,171.04	1,394,567.02
Total	18,575,959.27	11,919,641.84
TOTAL LIABILITIES	24,999,709.16	25,323,263.52
TOTAL EQUITY AND LIABILITIES	62,109,609.04	61,834,498.43

PARENT COMPANY STATEMENT OF CASH FLOW

PARENT COMPANY STATEMENT OF CASH FLOW	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Cash flow from operating activities		
Profit (loss) for the period	-2,864,447.37	-727,634.40
Adjustments:		
Depreciation, amortization and impairment	1,448,633.94	842,793.52
Financial income and expences, net	844,701.35	-624,766.51
Cash flow before change in net working capital	-571,112.08	-509,607.39
Change in net working capital		
Decrease (+) / increase (-) in trade and other receivables	2,133,811.32	170,147.84
Decrease (-) / increase (+) in trade and other payables	-1,051,292.83	2,134,318.11
Cash flow from operating activities before financing items and taxes	**511,406.41**	**1,794,858.56**
Interest paid	-1,073,831.52	-882,206.95
Dividends received	170,000.00	0.00
Interest received	9,388.76	1,506,973.46
Income taxes paid	2,157.83	-113,556.19
Cash flow from operating activities (A)	**-380,878.52**	**2,306,068.88**

PARENT COMPANY STATEMENT OF CASH FLOW	1 Jan–31 Dec 2024	1 Jan–31 Dec 2023
Cash flow from investment activities		
Purchases of other tangible or intangible assets	-784,633.42	-641,293.85
Purchases of subsidiaries	-71,800.00	0.00
Cash flow from investment activities (B)	**-856,433.42**	**-641,293.85**
Cash flow from financing activities		
Dividend paid	0.00	-716,273.05
Increase in long-term liabilities	3,264,334.08	274,000.00
Decrease in long-term liabilities	-2,275,465.71	-3,293,153.14
Increase in current liabilities	634,841.41	1,198,016.10
Decrease in current liabilities	-910,051.43	-245,946.00
Group contributions	449,000.00	750,000.00
Cash flow from financing activities (C)	**1,162,658.35**	**-2,033,356.09**
Change in cash and cash equivalents (A + B + C)	**-74,653.59**	**-368,581.06**
Cash and cash equivalents at the beginning of period	89,289.61	457,870.67
Cash and cash equivalents at the end of period	14,636.02	89,289.61

NOTES TO THE FINANCIAL STATEMENTS

Basis of preparation and accounting policies

Financial statements for the Group and the Company and other financial information has been prepared in accordance with Finnish Accounting Standards (“FAS”). Comparative figures presented are based on and should be read in conjunction with the audited consolidated financial statements for the Group for the financial period of 1 January 2023 to 31 December 2023.

Valuation principles and methods

The company’s non-current assets have been valued at the acquisition costs deducted with depreciations according to plan. Receivables have been valued at the nominal value, however not higher than the fair value. Debts are valued at their nominal value.

Project deferrals

The costs of phase-in projects and system migration projects for large customers are sequenced over three years from the start of the project, provided that the customer has a fixed-term contract period of at least that length.

Accruals and deferrals

Non-current assets are depreciated as deductible costs in taxation.

Foreign currency items

Receivables and liabilities in foreign currencies have been valued in reporting currency by using the exchange rate from the last date of the reported financial period.

Deferred taxes

If necessary, a deferred tax liability or asset has been calculated for temporary differences between taxation and financial statements. The tax rate for the following years, as established at the balance sheet date, has been used in the tax calculation. Any deferred tax liability included in the balance sheet is in its entirety in balance sheet items, and the deferred tax asset is equal to the estimated probable asset. Deferred taxes are presented in the balance sheet item Other receivables.

GROUP COMPANIES

Parent company	Administer Plc

			Group holding	
Subsidiary		**Number of shares**	**Number of shares**	**%**
Administer Sverige AB, Sweden	559066-3752	500	500	100%
Administer Oy Jämsä	0842285-7	100	85	85%
Administer Oy Uusimaa[4)]	2660592-1	500,000	500,000	100%
Administer Group Services Oy	3106561-6	100,000	100,000	100%
Adner Oy[4)]	2239866-2	12,500	12,500	100%
Silta Oy	0107636-5	63	63	100%
Silta Oü, Estonia	12622209	1	1	100%
Silta Employer Services Oy	3320767-3	1,100	1,100	100%
EmCe Solution Partner Oy	0351135-9	63,767	63,767	100%
EmCe Yritysjärjestelmät Oy[4)]	0519607-3	660	660	100%
EmCe Enterprise Solutions Oy[4)]	2044366-9	258,941	258,941	100%
WaBuCo Financial Services Oy	0721798-2	100	100	100%
Sydän-Suomen Taloushallinta Oy[4)]	0758388-6	30	30	100%
Econia Oy	1054184-7	2,236,680	2,236,680	100%
Econia Solutions Oy	0720264-1	100	100	100%
Kuntalaskenta Oy[1)]	1911246-7	1,000	900	90%
Yrittäjän Polku Oy[3)]	2960548-4	250,000	250,000	100%

Osakkuusyhtiöt:				
Serveria Oy[2)]	2453145-5	250,000	125,000	50%

1) Consolidated to Group figures since 1 September 2024
2) Share of control 50%, not consolidated to the Group figures
3) Not consolidated to Group figures due insignificant value
4) Will be merged to parent company on 1 January 2025

Internal shareholdings

Consolidated financial statements have been prepared based on the acquisition cost method. The difference of the acquisition cost of the shares of each subsidiary, and the Company's share of shareholders' equity at the date of acquisition is reported as consolidated goodwill.

Internal transactions and internal margins

Internal business transactions, unrealised internal margins, mutual receivables and liabilities, and Group contributions have been eliminated.

Minority interest

Minority interest has been separated from the consolidated shareholders equity and from the profit (loss) for the period and has been shown as a separate item.

Changes in group structure

Parent company increased its shareholding in Kuntalaskenta Oy on 1 September 2024 from 49,9% to 90%. Control of Yrittäjän Polku Oy was obtained to the Parent company on 11 September 2024. Company has not been consolidated due to insignificant value.

Amortization of consolidated goodwill

Consolidated goodwill is amortised over a period of 5-10 years. Consolidated goodwill from acquisition of Silta companies is amortised over a period of 20 years. Consolidated goodwill is tested for impairment when preparing the annual financial statements, and if the net present value of the expected cash flows was lower that the depreciated book value of consolidated goodwill, the difference would be booked as impairment.

During the year 2024, an impairment of EUR 518,639.59 was made to parent company and group figures.

NOTES TO INCOME STATEMENT

	Consolidated		Parent company	
Net sales	2024	2023	2024	2023
Administer	18,052,293.20	18,020,213.15	16,057,158.66	14,424,187.56
Silta	25,845,437.24	25,182,673.73		
EmCe	7,783,195.82	7,944,329.21		
Econia	21,618,496.68	23,826,343.21		
Others	1,402,824.90	912,649.39		
Total turnover	74,702,247.84	75,886,208.69	16,057,158.66	14,424,187.56

Depreciations according to plan

The acquisition costs of intangible and tangible assets owned by the company except land are depreciated according to the plan.

Assets	Depreciation method
Development expenditures	5–10 years straight-line
Intangible rights	5–10 years straight-line
Consolidated goodwill	10–20 years straight-line
Goodwill	5-10 years straight-line
Other capitalised long-term expenditures	3–7 years straight-line
Machinery and equipment	15–25% residual depreciation or 5 years straight-line

Non-current assets the expected economic lifespan of which is less than three years and purchases under 850 euros are booked fully as costs when acquired.

The company has evaluated its depreciation plans and harmonised the depreciation principles between the acquired companies in the Group and adjusted the depreciation periods to correspond with the expected duration of future economic benefits. Development expenditure and intangible rights are depreciated over five years, or if intellectual property rights have formed to any Group companies from those, and The Board of Directors expects the economic benefit to be substantially longer, they are depreciated over ten years. The company assesses its deprecation plans whenever there is an indication that the asset may be impaired.

Research and product development expenditures are recognized as an expense in profit or loss at its creation. Product development costs are capitalised into intangible assets on the balance sheet when it can be demonstrated that the completion of the intangible asset is technically feasible in such a way that the asset is available for use or sale, the Group has the intention to complete and use the asset or sell the asset. It is likely that the intangible asset will generate future financial benefits in the Administer Group companies that are capitalising. Companies have sufficient technical, financial and other resources at their disposal to complete the development work and are able to reliably determine the costs of the intangible asset during its development phase.

The asset will be removed during its expected useful life. Capitalised development costs are generally recognised as straight-line depreciation expense in profit or loss at a time when projects are expected to generate revenue. Capitalised development costs are related to the Group's own programs and the Group has full ownership and control rights over them.

BREAKDOWN OF FINANCIAL INCOME AND EXPENSES

	Parent company	
	2024	2023
Income from holdings in the Group companies	170,000.00	1,504,612.80
Other interest and financial income from others	9,388.76	2,360.66
Interest and other financial expenses to the Group companies	-195,205.46	-111,463.68
Interest and other financial expenses to others	-828,884.65	-770,743.27
Total financial income and expenses	-844,701.35	624,766.51

NOTES TO ASSETS

NON-CURRENT ASSETS

	Consolidated		Parent company	
INTANGIBLE ASSETS	2024	2023	2024	2023
Development expenditures				
Acqusition cost as of 1 January	6,246,646.46	4,677,317.71	2,917,946.51	2,297,781.63
Increases	1,399,774.49	1,569,328.75	598,701.16	620,164.88
Acqusition cost as of 31 December	7,646,420.95	6,246,646.46	3,516,647.67	2,917,946.51
Accumulated depreciation and write-downs as of 1 January	-1,825,321.95	-1,554,827.93	-1,344,947.73	-1,174,080.13
Depreciations for the period*	-695,592.22	-270,494.02	-237,873.76	-170,867.60
Accumulated depreciation as of 31 December	-2,520,914.17	-1,825,321.95	-1,582,821.49	-1,344,947.73
Balance sheet value as of 31 December	5,125,506.78	4,421,324.51	1,933,826.18	1,572,998.78
Intangible rights				
Acqusition cost as of 1 January	1,619,885.73	1,597,484.94	227,601.58	227,601.58
Increases	17,685.99	22,400.79	0.00	0.00
Acqusition cost as of 31 December	1,637,571.72	1,619,885.73	227,601.58	227,601.58
Accumulated depreciation and write-downs as of 1 January	-1,524,145.91	-1,242,715.02	-218,572.53	-168,112.18
Depreciations for the period*	-96,118.84	-281,430.89	-6,814.38	-50,460.35
Accumulated depreciation as of 31 December	-1,620,264.75	-1,524,145.91	-225,386.91	-218,572.53
Balance sheet value as of 31 December	17,306.97	95,739.82	2,214.67	9,029.05
Consolidated goodwill				
Acqusition cost as of 1 January	45,738,385.20	44,767,815.51		
Increases	1,040,145.60	970,569.69		
Acqusition cost as of 31 December	46,778,530.80	45,738,385.20		
Accumulated depreciation and write-downs as of 1 January	-10,110,584.77	-6,292,669.13		
Depreciations for the period*	-4,060,582.21	-3,817,915.64		
Accumulated depreciation as of 31 December	-14,171,166.98	-10,110,584.77		
Balance sheet value as of 31 December	32,607,363.81	35,627,800.43		

* The presentation of depreciation has been changed for the previous financial year to correspond to the current financial year's practice.

	Consolidated		Parent company	
INTANGIBLE ASSETS	2024	2023	2024	2023
Goodwill				
Acqusition cost as of 1 January	5,105,980.38	4,576,674.67	6,006,922.52	2,239,562.32
Increases	49,172.71	529,305.71	118,342.02	3,767,360.20
Acqusition cost as of 31 December	5,155,153.09	5,105,980.38	6,125,264.54	6,006,922.52
Accumulated depreciation and write-downs as of 1 January	-1,430,869.02	-937,962.28	-835,950.79	-337,343.58
Depreciations for the period*	-579,980.02	-492,906.74	-606,710.77	-498,607.21
Impairment	-518,639.58	0.00	-518,639.58	0.00
Accumulated depreciation as of 31 December	-2,529,488.62	-1,430,869.02	-1,961,301.14	-835,950.79
Balance sheet value as of 31 December	2,625,664.47	3,675,111.36	4,163,963.40	5,170,971.73
Other capitalized long-term expenditures				
Acqusition cost as of 1 January	3,628,764.24	2,981,960.60	479,274.30	470,804.66
Increases	306,198.90	646,803.64	0.00	8,469.64
Acqusition cost as of 31 December	3,934,963.14	3,628,764.24	479,274.30	479,274.30
Accumulated depreciation and write-downs as of 1 January	-2,503,399.76	-1,771,515.34	-415,615.06	-331,902.17
Depreciations for the period*	-548,606.04	-731,884.42	-40,927.22	-83,712.89
Accumulated depreciation as of 31 December	-3,052,005.80	-2,503,399.76	-456,542.28	-415,615.06
Balance sheet value as of 31 December	882,957.34	1,125,364.48	22,732.02	63,659.24
Intangible assets total	**41,258,799.37**	**44,945,340.60**	**6,122,736.27**	**6,816,658.80**

* The presentation of depreciation has been changed for the previous financial year to correspond to the current financial year’s practice.

	Consolidated		Parent company	
TANGIBLE ASSETS	2024	2023	2024	2023
Land and water areas				
Acqusition cost as of 1 January	36,357.84	36,357.84	36,357.84	0.00
Increases	0.00	0.00	0.00	36,357.84
Acqusition cost as of 31 December	36,357.84	36,357.84	36,357.84	36,357.84
Balance sheet value as of 31 December	36,357.84	36,357.84	36,357.84	36,357.84
Buildings and structures				
Acqusition cost as of 1 January	299,825.20	299,825.20	159,724.27	0.00
Increases	0.00	0.00	0.00	159,724.27
Acqusition cost as of 31 December	299,825.20	299,825.20	159,724.27	159,724.27
Accumulated depreciation and write-downs as of 1 January	-72,512.80	-63,041.44	-4,316.88	0.00
Depreciations for the period*	-9,092.40	-9,471.36	-6,216.24	-4,316.88
Accumulated depreciation as of 31 December	-81,605.20	-72,512.80	-10,533.12	-4,316.88
Balance sheet value as of 31 December	218,220.00	227,312.40	149,191.15	155,407.39
Machinery and equipment				
Acqusition cost as of 1 January	1,248,110.84	904,069.65	369,771.75	292,361.30
Increases	305,366.26	344,041.19	6,028.22	77,410.45
Acqusition cost as of 31 December	1,553,477.10	1,248,110.84	375,799.97	369,771.75
Accumulated depreciation and write-downs as of 1 January	-547,343.31	-298,697.63	-217,575.34	-135,332.59
Depreciations for the period*	-274,904.38	-248,645.68	-31,454.99	-82,242.75
Accumulated depreciation as of 31 December	-822,247.69	-547,343.31	-249,030.33	-217,575.34
Balance sheet value as of 31 December	731,229.41	700,767.53	126,769.64	152,196.41

* The presentation of depreciation has been changed for the previous financial year to correspond to the current financial year’s practice.

	Consolidated		Parent company	
TANGIBLE ASSETS	2024	2023	2024	2023
Other tangible assets				
Acqusition cost as of 1 January	27,702.89	27,702.89	8,113.13	0.00
Increases	0.00	0.00	0.00	8,113.13
Acqusition cost as of 31 December	27,702.89	27,702.89	8,113.13	8,113.13
Accumulated depreciation and write-downs as of 1 January	-16,574.19	-16,574.19	0.00	0.00
Accumulated depreciation as of 31 December	-16,574.19	-16,574.19	0.00	0.00
Balance sheet value as of 31 December	11,128.70	11,128.70	8,113.13	8,113.13
Depreciation for the period	996,935.95	975,566.47	320,431.76	352,074.77

	Parent company	
INVESTMENTS	2024	2023
Shares in affiliated companies		
Acqusition cost as of 1 January	49,042,410.18	45,016,690.07
Increases	388,081.08	14,858,118.52
Decreases	-36,643.54	-10,832,398.41
Acqusition cost as of 31 December	49,393,847.72	49,042,410.18
Balance sheet value as of 31 December	49,393,847.72	49,042,410.18

	Parent company	
	2024	2023
Accounts receivable from affiliated companies		
As of 1 January	200,000.00	200,000.00
As of 31 December	200,000.00	200,000.00
Balance sheet value as of 31 December	200,000.00	200,000.00

	Consolidated		Parent company	
INVESTMENTS	2024	2023	2024	2023
Participating interests				
Acqusition cost as of 1 January	309,900.03	309,900.03	102,850.00	101,600.00
Increases	70,000.38	0.00	70,000.38	1,250.00
Acqusition cost as of 31 December	379,900.41	309,900.03	172,850.38	102,850.00
Accumulated depreciation and write-downs as of 1 January	-183,762.48	0.00	0.00	0.00
Depreciations for the period	-194,887.93	0.00	-171,600.38	0.00
Impairment	0.00	-183,762.48	0.00	0.00
Accumulated depreciation as of 31 December	-378,650.41	-183,762.48	-171,600.38	0.00
Balance sheet value as of 31 December	1,250.00	126,137.55	1,250.00	102,850.00
Other shares				
Acqusition cost as of 1 January	192,744.29	308,273.79	2,500.00	2,500.00
Increases	4,278.75	0.00	0.00	0.00
Decreases	-136,276.29	-115,529.50	0.00	0.00
Balance sheet value as of 31 December	60,746.75	192,744.29	2,500.00	2,500.00

CURRENT ASSETS

RECEIVABLES	Parent company 2024	Parent company 2023
Receivables from Group companies		
Trade receivables	183,145.86	1,610,498.98
Prepayment and accrued income	3,521,951.66	1,176,634.00
Loan receivables[1)]	862,704.54	782,000.00
Capital loan[2)]	200,000.00	200,000.00
Total	4,767,802.06	3,769,132.98

[1)] Loan receivables are under normal market conditions and the loan interest rate is 4% or 6%. The loans are valid for an indefinite period and are due for payment upon request.

[2)] The parent company has granted its subsidiary a capital loan that meets all the conditions of the Limited Liability Companies Act Chapter 12. No other essential conditions. The agreed interest rate on the capital loan is 6%. The loan includes unaccounted interest income of EUR 72,433.33.

	Consolidated		Parent company	
	2024	2023	2024	2023
Material items included in prepayments and accrued income				
Accrued income	169,321.02	688,058.55	155,935.59	104,333.34
Prepaid expenses	414,927.02	445,381.96	5,757.33	1,880.54
Tax accrual	1,692.76	729.66	0.00	0.00
Other prepayments or accrued income	1,778,591.34	527,492.61	293,801.02	79,689.21
Total	2,364,532.14	1,661,662.78	455,493.94	185,903.09

OTHER RECEIVABLES - DEFERRED TAX ASSETS OR LIABILITIES

	Consolidated		Parent company	
	2024	2023	2024	2023
Deferred tax assets				
Appropriations	0.00	91,696.48	0.00	0.00
Total	0.00	91,696.48	0.00	0.00

NOTES TO EQUITY AND LIABILITIES

CHANGES IN SHAREHOLDERS EQUITY

	Consolidated		Parent company	
	2024	2023	2024	2023
Restricted shareholders' equity				
Share capital				
As of 1 January	80,000.00	80,000.00	80,000.00	80,000.00
As of 31 December	80,000.00	80,000.00	80,000.00	80,000.00
Restricted shareholders equity total	80,000.00	80,000.00	80,000.00	80,000.00
Non-restricted shareholders' equity				
Invested non-restricted equity fund				
As of 1 January	30,608,753.61	30,608,753.61	30,608,753.61	30,608,753.61
Increases	150,860.43	0.00	150,860.43	0.00
As of 31 December	30,759,614.04	30,608,753.61	30,759,614.04	30,608,753.61
Retained earnings (loss)	-3,187,645.72	1,432,569.52	5,822,481.30	5,460,445.01
Other corrections	-5,593.25	0.00	0.00	0.00
Changes in presentation	0.00	0.00	-91,696.48	0.00
Dividends paid	-30,000.00	-734,273.05	0.00	-716,273.05
Translation differences	0.00	415.53	0.00	0.00
Profit (loss) for the period	-2,312,476.87	-3,886,357.72	539,501.02	1,078,309.34
Retained earnings (loss)	-5,535,715.84	-3,187,645.72	6,270,285.84	5,822,481.30
Non-restricted shareholders equity total	25,223,898.20	27,421,107.89	37,029,899.88	36,431,234.91
Shareholders' equity total	**25,303,898.20**	**27,501,107.89**	**37,109,899.88**	**36,511,234.91**

	Parent company	
	2024	2023
Distributable equity		
Fund for non-restricted shareholders' equity	30,759,614.04	30,608,753.61
Retained earnings (loss)	5,730,784.82	4,744,171.96
Development expenditures	-1,933,826.18	-1,572,998.78
Profit (loss) for the period	539,501.02	1,078,309.34
Distributable equity	35,096,073.70	34,858,236.13

The parent company has made a change in presentation that adjusts retained earnings from previous financial years.

	Consolidated		Parent company	
	2024	2023	2024	2023
Capital loans				
Received capital loans	0.00	500,000.00	0.00	0.00
Total	0.00	500,000.00	0.00	0.00

Changes: Capital loan has been paid off during the financial period 2024, according to the agreement made with the lender.

LIABILITIES

	Consolidated		Parent company	
	2024	2023	2024	2023
Loans from financial institutions	11,947,904.23	14,252,062.33	10,966,817.78	13,237,803.17
Total	11,947,904.23	14,252,062.33	10,966,817.78	13,237,803.17

Covenants included in financing agreements

The following covenants are included in the financing agreements:

1) Equity ratio shall be at least 35% reviewed bi-annually 30 June and 31 December
2) Interest-bearing liabilities to EBITDA ratio shall not be higher than 2,75x bi-annually reviewed (30 june and 31 December)

Fulfillment of covenants

The covenants were fulfilled on 31 December 2024.

MATERIAL ITEMS INCLUDED IN ACCRUED EXPENSES AND DEFERRED INCOME

	Consolidated		Parent company	
	2024	2023	2024	2023
Accrued holiday pay including social security costs	7,149,187.74	6,358,260.78	1,451,614.64	1,280,841.93
Pension liabilities	381,904.71	81,145.88	0.00	0.00
Other mandatory insurance costs	15,785.10	125,292.69	0.00	0.00
Other accrued personnel expenses	0.00	28.46	0.00	0.00
Subcontracting and services	0.00	137,476.19	0.00	0.00
Other accrued expenses and deferred income	1,864,725.54	1,940,207.49	133,346.96	113,725.09
Total	9,411,603.09	8,642,411.49	1,584,961.60	1,394,567.02
Tax liabilities	214,633.74	36,114.12	98,209.44	0.00

LIABILITIES TO OTHER GROUP COMPANIES

	Parent company	
	2024	2023
Trade payables	200,135.01	1,369,553.45
Other liabilities	7,968,740.16	4,704,406.08
Accrued expenses and deferred income	18,734.43	431,103.73
Total	8,187,609.60	6,505,063.26

NOTES TO CONTINGENT LIABILITIES AND OFF-BALANCE SHEET ARRANGEMENTS

CONTINGENT LIABILITIES

	Consolidated		Parent company	
Credit limit agreements	2024	2023	2024	2023
Granted credit limit in total	7,500,000.00	4,500,000.00	5,500,000.00	2,500,000.00
Credit in use	2,946,217.14	1,971,684.43	2,357,705.53	1,722,891.53

	Consolidated		Parent company	
Guarantees on behalf of other Group companies	2024	2023	2024	2023
On behalf of other Group companies	2,233,417.00	2,112,815.00	2,233,417.00	2,112,815.00

	Consolidated		Parent company	
Leasing liabilities	2024	2023	2024	2023
Liabilities to be paid for leasing agreements				
Due within 12 months	296,697.86	289,460.48	122,378.32	136,278.96
Due later	252,280.43	316,246.90	53,101.00	138,522.92
Total	548,978.29	605,707.38	175,479.32	274,801.88

Leasing agreements are mainly three-year contracts with no redemption obligation.

	Consolidated		Parent company	
Rental liabilities	2024	2023	2024	2023
Liabilities to be paid for rental agreements				
Due within 12 months	1,052,549.82	1,189,706.61	525,618.28	394,175.90
Due later	1,078,911.80	1,735,622.05	896,929.04	1,122,823.50
Total	2,131,461.62	2,925,328.66	1,422,547.32	1,516,999.40

	Consolidated		Parent company	
Other contingent liabilities	2024	2023	2024	2023
Lease guarantees paid	51,754.56	84,562.24	51,754.56	57,602.98
Lease guarantees given	141,017.63	158,851.88	85,100.13	78,887.88

	Consolidated		Parent company	
Collaterals for own loans	2024	2023	2024	2023
Loans from financial institutions				
Real estate mortages	0.00	300,000.00	0.00	300,000.00
Business mortages	26,854,563.79	26,554,563.79	24,000,000.00	24,000,000.00
Pledged shares	35,815,713.23	35,809,205.05	35,815,713.23	35,809,205.05
Total	62,670,277.02	62,663,768.84	59,815,713.23	60,109,205.05

PURCHASE OBLIGATION FOR SYSTEM SERVICES

	Consolidated		Parent company	
	2024	2023	2024	2023
Purchase obligation	2,320,000.00	2,557,000.00	0.00	0.00

Purchase obligations is linked to certain recurring system service revenue in the coming 12 months.
Amount of the purchase obligations is based on best current estimate.

Other off-balance sheet items

Administer has a contractual obligation to pay additional purchase price for corporate and business acquistions, subject to the terms and conditions agreed upon on a case-by case basis. In company's view, these acquistions are not yet certain at the balance sheet date and are reported as off-balance sheet liabilities. The total liability related to the additional purchase prices at the balance sheet date is a maximum of EUR 114,862.76.

NOTES FOR FEES PAID TO EXTERNAL AUDITOR

AUDIT FEES

	Consolidated		Parent company	
	2024	2023	2024	2023
Audit fees	215,480.07	194,495.69	91,710.64	104,278.50
Certificates and statements	2,500.00	0.00	2,500.00	0.00
Separate assignments and statements	109,087.00	2,000.00	109,087.00	0.00
Total	327,067.07	196,495.69	203,297.64	104,278.50

NOTES FOR PERSONNEL, CEO AND BOARD OF DIRECTORS

AVERAGE NUMBER OF PERSONNEL

	Consolidated		Parent company	
During the period, company employed	2024	2023	2024	2023
Total	1,046	1,087	184	177

FEES AND BENEFITS OF THE BOARD OF DIRECTORS AND CEO

	Consolidated		Parent company	
	2024	2023	2024	2023
CEO	232,900.00	258,797.27	232,900.00	258,797.27
Board of Directors	157,499.88	145,924.09	157,499.88	145,924.09
Total	390,399.88	404,721.36	390,399.88	404,721.36

No financial loans or guarantees given for the CEO or members of the board of directors. The CEO is part of TyEl/YEL pension scheme. No other pension commitments have been made on behalf of the CEO or members of the board of directors.

SIGNING OF THE REVIEW BY THE BOARD OF DIRECTORS AND THE FINANCIAL STATEMENTS

Helsinki 11 March 2025

Jukka-Pekka Joensuu
Chair of the Board of Directors

Peter Aho
Member of the Board of Directors

Milja Saksi
Member of the Board of Directors

Risto Koivula
Member of the Board of Directors

Minna Vanhala-Harmanen
Member of the Board of Directors

Leena Siirala
Member of the Board of Directors

Kimmo Herranen
CEO

AUDIT RECORD

Auditor’s report has been given today for the audit conducted.

Helsinki 13 March 2025

Ernst & Young Oy
Authorized Public Accountant Firm

Johanna Winqvist-Ilkka
Authorized Public Accountant

LIST OF ACCOUNTING RECORDS ON 31 DEC 2024

Company bookkeeping has been carried out in accounting system eFina.

ACCOUNTING RECORDS

Annual statements and breakdown of balance sheet	digital
Balance sheet by account	digital
Income statement by account	digital
Chart of accounts	digital
Journal	digital
General ledger	digital
Accounts receivable	digital
Accounts payable	digital
Payroll	digital

VERIFICATE TYPES

Type	No. from	Repository
OR Purchase invoices	1	digital
MY Sales invoices	10,000	digital
T1 Bank verificates	30,000	digital
Bank statements		digital
PA Payroll	50,000	digital
MU Others	60,000	digital
JA Accruals and deferrals	70,000	digital
LI Appendix verificates		digital

AUDITOR'S REPORT (Translation of the Finnish original)

TO THE ANNUAL GENERAL MEETING OF ADMINISTER PLC

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the financial statements of Administer Plc (business identity code 0593027-4) for the year ended 31 December, 2024. The financial statements comprise the balance sheets, the income statements, cash flow statements and notes for the group as well as for the parent company.

In our opinion, the financial statements give a true and fair view of the group's and the company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

BASIS FOR OPINION

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the **Auditor's Responsibilities for the Audit of the Financial Statements** section of our report. We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE MANAGING DIRECTOR FOR THE FINANCIAL STATEMENTS

The Board of Directors and the Managing Director are responsible for the preparation of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland an comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance on whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

OTHER REPORTING REQUIREMENTS

OTHER INFORMATION

The Board of Directors and the Managing Director are responsible for the other information. The other information that we have obtained prior to the date of this auditor's report is the report of the Board of Directors. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to the report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Helsinki, 13 March 2025

Ernst & Young Oy
Authorized Public Accountant Firm

Johanna Winqvist-Ilkka
Authorized Public Accountant

ADMINISTER GROUP

www.administergroup.com
Administer Plc | Konepajankuja 3 | 00510 HELSINKI