ADMINISTER GROUP

HALF-YEAR FINANCIAL REVIEW

January–June 2025

Administer Plc: Half-Year Financial Review 1 January–30 June 2025

Administer Plc: The largest acquisition in Group history to accelerate future growth

Figures in parentheses refer to the comparison period in the previous year, unless otherwise stated.

January–June 2025

Key figures

- Net sales were EUR 38.3 million (38.4), showing a decrease of 0.1%. Net sales level remained unchanged in the challenging market environment.
- EBITDA was EUR 3.6 million (3.6), or 9.4% (9.4%) of the net sales.
- Comparable EBITDA was EUR 3.8 million (3.6), or 9.9% (9.4%) of the net sales.
- Operating profit was EUR 0.6 million (0.6), or 1.7% (1.6%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR –2.1 million (–2.0) in total.

April–June 2025

Key figures

- Net sales were EUR 19.3 million (19.3), showing an increase of 0.0%.
- EBITDA was EUR 1.6 million (1.9), or 8.1% (9.6%) of the net sales.
- Comparable EBITDA was EUR 1.8 million (1.9), or 9.1% (9.6%) of the net sales.
- Operating profit was EUR 0.1 million (0.4), or 0.5% (1.9%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR –1.0 million (–1.0) in total.

Key events

- The company announced the largest acquisition in its history, measured in net sales, by agreeing on the acquisition of the financial, payroll, and software business of Sarastia's municipal customers. The completion of the acquisition still requires the approval of the competition authority, and the acquisition is estimated to be confirmed in early autumn.
- During the review period, the company began preparing for the transition to IFRS accounting principles.

KEY FIGURES

EUR million unless otherwise stated	1–6/ 2025	1–6/ 2024	Change, %	4–6/ 2025	4–6/ 2024	Change, %	1–12/ 2024
Net sales	38.3	38.4	-0.1%	19.3	19.3	0.0%	74.7
EBITDA	3.6	3.6	0.1%	1.6	1.9	-15.7%	5.5
% of net sales	9.4%	9.4%		8.1%	9.6%		7.4%
Operating profit (EBITA) adjusted with amortisation of goodwill	2.7	2.6	3.0%	1.1	1.4	-17.2%	2.9
% of net sales	7.1%	6.9%		5.9%	7.1%		3.9%
Operating profit/loss	0.6	0.6	5.5%	0.1	0.4	-71.1%	-1.3
Profit/loss before appropriations and tax	0.3	0.6	-53.2%	-0.1	0.6		-1.9
Result adjusted with amortisation of goodwill	2.3	2.5	-10.1%	0.9	1.5	-39.8%	1.9
% of net sales	5.9%	6.6%		4.7%	7.9%		2.6%
Result for the financial period	0.2	0.5	-59.5%	-0.1	0.5		-2.3
Earnings per share (EPS)	0.01	0.04		-0.01	0.04		-0.16
Return on equity (ROE), %	-10.4%	–5.6%		-10.4%	–5.6%		-8.8%
Equity ratio, %	44.4%	46.4%		44.4%	46.4%		44.6%
Debt-to-equity ratio, %	49.0%	47.0%		49.0%	47.0%		47.2%
Personnel on average	1,037	1,070	-3.1%	1,058	1,088	-2.8%	1,046

CEO’s review

Finland's economic growth has continued to be weak this year, which is still affected by the uncertain global market. In a challenging market situation, the Group's reported net sales level remained unchanged. Profitability improvement development slowed down in the second quarter compared to the corresponding period of the previous year due to higher costs, the loss-making of Kuntalaskenta, and increased credit losses. We estimate that the most difficult months for Kuntalaskenta are now behind us. We continue to pay attention to the continuous profitability improvement throughout the Group and have already initiated additional measures to ensure the continuity of the profitability improvement. This includes essentially, for example, balancing human resources with the prevailing market and workload situation.

In the second quarter, our net sales were EUR 19.3 million. Among our main business areas, EmCe, which provides software services, was able to increase its net sales, while in Econia and Silta, net sales decreased slightly. The decrease in the net sales of the accounting firm business levelled off in the second quarter compared to the early part of the year, and the net sales were at a similar level as in the previous year. The integration of Kuntalaskenta into the Group increased net sales slightly. In January–June, our net sales were EUR 38.3 million.

In the second quarter, our comparable EBITDA was EUR 1.8 million and reported EBITDA was EUR 1.6 million. In the first half-year, our comparable EBITDA was EUR 3.8 million and reported EBITDA was EUR 3.6 million. Reported EBITDA was weighed down by non-recurring expenses related to preparation for the transition to IFRS accounting principles and the Group's 40th anniversary year.

In our strategy for 2024–2026, we determined the public sector as an important growth area for us, and the investments are beginning to show results. The most significant event of the review period was related to the strengthening of public sector services. We announced the most significant business transaction in the Group’s history, measured in net sales, by agreeing to acquire the financial, payroll, and software business of Sarastia’s municipal customers. The completion of the acquisition still requires the approval of the competition authority, and we estimate the acquisition will be confirmed in early autumn. Net sales to be transferred is approximately EUR 35 million, and the number of personnel is approximately 350. The most significant portion of the net sales comes from municipalities’ financial and payroll services, and the business is also supported by the sales of software services. The clientele includes more than 100 cities and municipalities, ranging from large to small ones. The acquisition significantly strengthens the Group’s long-term competitiveness. With the acquisition, the Administer Group will become the leading service provider in the municipal sector in financial, payroll, and software services.

Business area review

The net sales of Silta, which offers payroll and HR services, declined by 1.4% and were EUR 13.1 million in January–June. In April–June, the net sales declined by 3.6% and were EUR 6.5 million. System expertise was deepened in accordance with the strategy, and the sales pipeline remained good. In terms of artificial intelligence, we have both a medium-term strategy for utilizing artificial intelligence in business and a concrete development project in which artificial intelligence is used to reduce manual work, ensure quality, and improve efficiency.

The net sales of Econia, which offers HR services and staffing, international services, as well as domestic financial management services, declined by 8.9% and were EUR 10.4 million in January–June. In April–June, the net sales declined by 9.3% and were EUR 5.4 million. The net sales of domestic staffing have started to grow slightly, but due to the prolonged economic downturn in Finland, the demand for international staffing services still remains at a moderate level. Sales of expert services aimed at preventing grey economy continued more actively than in the previous year. The business initiated intensified adjustment measures due to the long-standing challenging market situation.

The net sales of Administer's accounting firm business declined by 2.5% and were EUR 9.2 million in January–June. In April-June, net sales were at a similar level as in the corresponding period of the previous year and were EUR 4.6 million. The decline in net sales was slightly reversed at the early part of the year. The business made investments in the development of customer experience and the integration of acquisition targets. The NPS figure, describing the customer experience, developed positively. A significant number of new integrations were made to the eFina system, enabling the transfer of information from customers' own systems directly to eFina. The business carried out profitability adjustment measures concerning personnel, the results of which will have an impact starting from the last quarter of 2025.

The net sales of EmCe, which provides software services, increased by 2.2% and were EUR 4.1 million in January–June. In April–June, the net sales increased by 5.0% and were EUR 2.0 million. The market for the sales of Microsoft Business Central software remains moderate in terms of investments. Collective work in utilizing group synergies continued strongly.

During the current year, we have been preparing for the adoption of IFRS accounting principles, and the related decisions will be made by the end of 2025. A possible Group transition to IFRS would occur during 2026.

The proposal to amend the Act on Public Procurement and Concession Contracts, which has attracted significant public debate, will be submitted before Parliament in the autumn. We see the stated goals as important for improving the competitive field and making tendering processes more efficient. We warmly support the creation of an operating environment that genuinely enables all companies to participate in public tendering processes. The Group already had a large number of public sector customers before the announced Sarastia deal, and we see significant growth opportunities in this sector.

We expect the market situation to remain unchanged for the rest of the year, but we will continue to focus on improving the profitability of our businesses regardless of the economic cycle.

Kimmo Herranen
CEO

Outlook (unchanged)

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.

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. The prolonged economic slump has reduced investments and household consumption, which has negatively impacted the company’s business. The general expectation is that the Finnish economy will turn to growth in the next few years. The company's Board of Directors and management monitor the development of the market situation and update their estimate of its impact on the company’s business on a regular basis.

Net sales and profitability

January–June 2025

Net sales decreased by 0.1% compared to the corresponding period in the previous year and were EUR 38.3 million (38.4). Net sales level remained unchanged in the challenging market environment.

Personnel expenses were EUR 25.7 million (26.4), making up 67.0% (68.7%) of the net sales.

EBITDA was EUR 3.6 million (3.6), or 9.4% (9.4%) of the net sales. Profitability improvement development slowed down in the first half of the year compared to the corresponding period of the previous year due to higher costs, the loss-making of Kuntalaskenta, and increased credit losses. In the first half-year, our comparable EBITDA was EUR 3.8 million, and reported EBITDA was EUR 3.6 million. Reported EBITDA was weighed down by non-recurring expenses related to preparation for the transition to IFRS accounting principles and the Group’s 40th anniversary year.

Operating profit adjusted with amortisation of goodwill (EBITA) was EUR 2.7 million (2.6), making up 7.1% (6.9%) of the net sales.

Operating profit was EUR 0.6 million (0.6), or 1.7% (1.6%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR -2.1 million (-2.0) in total.

Profit before appropriations and tax was EUR 0.3 million (0.6), and profit for the review period was EUR 0.2 million (0.5). Earnings per share (EPS) were EUR 0.01 (0.04).

April–June 2025

Net sales changed by 0.0% compared to the corresponding period in the previous year and were EUR 19.3 million (19.3).

Personnel expenses were EUR 13.2 million (13.4), making up 68.1% (69.5%) of the net sales.

EBITDA was EUR 1.6 million (1.9), or 8.1% (9.6%) of the net sales. Profitability improvement development slowed down in the second quarter compared to the corresponding period of the previous year due to higher costs, the loss-making of Kuntalaskenta, and increased credit losses. In the second quarter, our comparable EBITDA was EUR 1.8 million, and reported EBITDA was EUR 1.6 million. Reported EBITDA was weighed down by non-recurring expenses related to preparation for the transition to IFRS accounting principles and the Group's 40th anniversary year.

Operating profit adjusted with amortisation of goodwill (EBITA) was EUR 1.1 million (1.4), making up 5.9% (7.1%) of the net sales.

Operating profit was EUR 0.1 million (0.4), or 0.5% (1.9%) of the net sales. The operating profit was weighed down by amortisation of goodwill from the acquisitions, amounting to EUR -1.0 million (-1.0) in total.

Loss before appropriations and tax was EUR -0,1 million (0,6), and loss for the review period was EUR -0.1 million (0.5). Earnings per share (EPS) were EUR -0.01 (0.04).

Cash flow and financing

Cash flow

In January–June 2025, cash flow from operations was EUR 1.4 million (1.4). Cash flow from investments was EUR -0.7 million (-0.8) and cash flow from financing was EUR -0.5 million (-1.0).

The change in cash and cash equivalents during the review period was EUR 0.2 million (-0.5).

Financing

Interest-bearing debt increased during the review period and was EUR 12.2 million on 30 June 2025 (31 December 2024: EUR 11.9 million, and 30 June 2024: EUR 13.2 million). Debt-to-equity ratio was 49.0% (31 December 2024: 47.2%, and 30 June 2024: 47.0%).

The Group's liquidity has remained good. Administer's cash and cash equivalents on 30 June 2025 totalled EUR 2.6 million (2.8). On 30 June 2025, the total amount of external financing agreed upon by Administer was EUR 15.7 million, of which drawn loans totalled EUR 12.2 million and loans not drawn totalled EUR 3.5 million. The drawn amount consists of bank loans totalling EUR 12.2 million. Administer's drawn loans will mature according to a repayment schedule agreed upon with the financiers so that the last instalment of the financing is repaid in November 2028.

Equity was EUR 24.9 million on 30 June 2025 (31 December 2024: EUR 25.3 million, and 30 June 2024: EUR 28.1 million), and the equity ratio was 44.4% (31 December 2024: 44.6%, and 30 June 2024: 46.4%). Dividends totalling EUR 0.7 million were paid for the financial period 1 January–31 December 2024.

Personnel

The Group employed on average 1,037 people (1,070) in January–June 2025 and 1,066 (1,103) at the end of the review period.

Changes in the Management Team

The composition of the Administer Group Management Team changed after the role of Business Area Director for Consultancy Services was terminated in April 2025, and the consultancy services business was transferred as part of other Group functions. The change aimed to streamline operations and clarify the former matrix organisation in terms of consultancy services.

The Group Management Team as of 30 June 2025:

Name	**Position**
Kimmo Herranen	CEO
Toni Leppänen	Silta Oy
Arttu Eräpalo	Econia Oy
Peter Aho	Administer, Financial Management Services
Markus Backlund	EmCe Solution Partner Oy
Kalle Lehtonen	Finances
Paula Niemi	Personnel

Governance

Annual General Meeting

The 2025 Annual General Meeting of Administer Plc was held in Helsinki on 23 April 2025. The Annual General Meeting adopted the financial statements for the financial year 2024 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 a dividend of EUR 0.05 per share be paid for the financial year ended 31 December 2024.

Composition of the Board of Directors

The number of 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.

In its organising meeting, the Board of Directors elected Jukka-Pekka Joensuu as the Chair of the Board of Directors. In addition, the Board of Directors elected Leena Siirala as the Chair, and Jukka-Pekka Joensuu and Risto Koivula as members of the Company's Audit Committee.

The Board of Directors as of 23 April 2025:

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 shall 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. Annual remunerations are paid in Administer Plc's shares and cash, so that 30% of the remuneration is paid in shares and the rest is paid in cash.

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.

Election of the Auditor

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.

Election of the Sustainability Reporting Auditor

Ernst & Young Oy, authorised public accountants, was elected as the company's sustainability reporting 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, Authorized Sustainability Auditor, as the sustainability reporting auditor with principal responsibility.

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

Authorising the Board of Directors to decide on the repurchase and/or on the acceptance as pledge of the company's own shares

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 1,437,480 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 2026.

Authorising the Board of Directors to decide on the issuance of shares and the issuance of special rights entitling to shares

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 1,437,480 shares, which corresponds to approximately 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 2026.

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 payroll and financial management services in the future, which is why Administer is investing significantly in technology development. In January–June 2025, product development expenses amounting to EUR 0.8 million (0.6) were capitalised in the balance sheet.

EmCe products have focused on the development of payroll API interfaces and e-services, as well as continued development of financial and payroll automation solutions.

During the early part of the year, the Sedatus system, aimed at preventing grey economy and managing subcontracting chains, has been implemented with, among other things, a visitor permit management system for use in construction projects and industrial areas, new API development for customer reporting, and additional functionalities for the service production. The revision of the back-end platform, which started last year, has been continued.

Significant events in the review period

The arbitration decision on the purchase price of the Econia acquisition

Administer Oyj acquired Econia Oy in 2022. The dispute over the purchase price of the acquisition was processed in arbitration. On 24 March 2025, the arbitrator issued an arbitral award obliging the former principal owners to pay Administer Plc a price reduction of a total of EUR 0.7 million with interest during the process and late payment interest for this amount, as well as to bear the arbitration costs to a large extent.

The arbitration decision reduced the purchase price of the acquisition, which reduced Econia's purchase price debt and goodwill recorded in Administer's balance sheet by an equal amount. The decision has no effect on the company's guidance for 2025.

Administer and Numera Palvelut agreed on the acquisition of the financial, payroll, and software business of Sarastia's municipal customers

On 30 June 2025, Administer and Numera Palvelut signed an agreement on the acquisition of the financial, payroll, and software business of Sarastia's municipal customers. The completion of the acquisition still requires the approval of the competition authority, and the acquisition is estimated to be confirmed in early autumn. If the acquisition is completed, Administer will adjust its guidance for 2025.

The value of the net sales to be transferred is approximately EUR 35 million, and the number of personnel is approximately 350. The most significant portion of the net sales comes from municipalities' financial and payroll services, and the business is also supported by the sales of software services. The clientele includes more than 100 cities and municipalities, ranging from large to small ones.

Significant events after the review period

There were no significant events after the review period.

Shares and share capital

At the end of June 2025, Administer's share capital was EUR 80,000, and the total number of outstanding shares in the company was 14,954,175.

On 14 April 2025, Administer's Board of Directors decided on a directed share issue of 33,737 shares in total connected with the acquisitions of Tilikymppi Kredit Oy (15,656 shares) and Deebetti Oy (18,081 shares). The number of shares in Administer increased due to the directed share issue to the sellers, to a total of 14,408,542 shares.

On 17 April 2025, Administer's Board of Directors decided on a directed share issue without payment of 545,633 shares in total to the company itself. After the registration of the new shares, the total number of shares in the company is 14,954,175 shares. The share issue was made to prepare for the payment of the purchase price debt concerning the acquisition of Econia Oy, and a total of 527,415 shares were paid to the former owners of Econia as the remainder of the purchase price.

The company had 1,599 (1,816) shareholders at the end of the review period. The company held a total of 22,171 of its own shares.

Share trading volume between 1 January and 30 June 2025 totalled 193,434 shares, corresponding to EUR 0.5 million. The highest trading price was EUR 2.82, and the lowest was EUR 2.14. The closing price at the end of the review period was EUR 2.80, and the market value based on the closing price was approximately EUR 40.4 million.

Risks and 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 prolonged economic slump 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 competitive 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’s loans.

Administer Plc
Board of Directors

More information

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Webinar

CEO Kimmo Herranen and CFO Kalle Lehtonen will present the results in a webinar on 14 August 2025 at 11:00 a.m. EEST. Questions can be sent during the event via the chat function.

You can join the webinar at https://administer.events.inderes.com/q2-2025.

A recording will be available after the event at https://administergroup.com/en/investors/.

The financial review release has been prepared based on the Accounting Act of Finland and FAS (Finnish Accounting Standards). The information presented financial review is unaudited.

Consolidated Income Statement (TEUR)	**1 Jan – 30 Jun**		**1 Apr – 30 Jun**		**1 Jan – 31 Dec**	
	2025	**2024**	**2025**	**2024**	**2024**	**2023**
NET SALES	**38 331**	**38 372**	**19 338**	**19 330**	**74 702**	**75 886**
Other operating income	65	78	29	43	192	453
Materials and services						
Purchases	-3 329	-3 111	-1 656	-1 603	-6 419	-6 649
External services	-1 155	-972	-622	-349	-2 129	-1 743
Total	-4 484	-4 083	-2 278	-1 952	-8 548	-8 392
Personnel expenses						
Salaries and wages	-21 445	-22 130	-10 911	-11 222	-43 624	-45 749
Social security costs						
Pension costs	-3 540	-3 661	-1 892	-1 944	-7 284	-7 893
Other expenses related to personnel	-711	-573	-366	-264	-1 201	-1 764
Total	-25 696	-26 364	-13 169	-13 430	-52 109	-55 405
Depreciation, amortization and impairment						
Amortization of goodwill	-2 069	-2 024	-1 032	-1 012	-4 246	-3 956
Other depreciations according to plan	-855	-966	-417	-488	-1 931	-1 845
Impairment	-36	0	-16	0	-648	-1
Total	-2 960	-2 990	-1 465	-1 500	-6 825	-5 803
Other operating expenses	-4 615	-4 222	-2 351	-2 057	-8 611	-9 509
Share of results of affiliates	0	-184	0	-72	-125	-184
OPERATING PROFIT (LOSS)	**641**	**608**	**105**	**362**	**-1 323**	**-2 954**
Financial income and expenses						
Other interest and financial income	9	465	4	458	485	39
Other interest and financial income	0	0	0	0	0	-115
Interest and other financial expenses	-363	-458	-198	-246	-1 019	-909
Total	-354	7	-193	212	-534	-985
PROFIT BEFORE APPROPRIATIONS AND TAX	**288**	**615**	**-89**	**574**	**-1 857**	**-3 939**
Income tax	-74	-95	-25	-61	-430	83
Minority interest	-10	-15	-5	-6	-25	-30
PROFIT (LOSS) FOR THE PERIOD	**204**	**504**	**-119**	**507**	**-2 312**	**-3 886**

Consolidated Balance Sheet

(TEUR)	30 Jun		31 Dec	
	2025	**2024**	**2024**	**2023**
ASSETS				
NON-CURRENT ASSETS				
Intangible assets				
Development expenditures	5 480	4 724	5 126	4 421
Intangible rights	23	54	17	96
Consolidated goodwill	30 186	33 695	32 607	35 628
Goodwill	2 171	3 352	2 626	3 675
Other capitalised long-term expenditures	1 248	891	883	1 125
Total	39 107	42 715	41 259	44 945
Tangible assets				
Land and water areas	36	36	36	36
Buildings and structures	214	223	218	227
Machinery and equipment	707	749	731	701
Other tangible assets	11	11	11	11
Total	968	1 019	997	976
Investments				
Shares in affiliated companies	1	125	1	126
Other shares	61	187	61	193
Total	62	312	62	319
NON-CURRENT ASSETS, TOTAL	**40 137**	**44 047**	**42 318**	**46 240**
CURRENT ASSETS				
Receivables				
Non-current				
Other receivables	50	74	62	76
Total	50	74	62	76
Current				
Trade receivables	11 343	10 703	9 640	10 986
Loan receivables	7	20	11	22
Other receivables	92	536	70	286
Prepayments and accrued income	1 806	2 379	2 365	1 662
Total	13 248	13 639	12 085	12 956
Financing securities	2	0	0	0
Cash and cash equivalents	2 572	2 786	2 401	3 262
CURRENT ASSETS, TOTAL	**15 873**	**16 498**	**14 548**	**16 294**
TOTAL ASSETS	**56 010**	**60 545**	**56 866**	**62 534**

EQUITY AND LIABILITIES				
EQUITY				
Share capital	80	80	80	80
Other reserves	30 838	30 609	30 760	30 609
Retained earnings (loss)	-6 258	-3 110	-3 223	699
Profit (loss) for the period	204	504	-2 312	-3 886
TOTAL EQUITY	**24 864**	**28 083**	**25 304**	**27 501**
MINORITY INTEREST	**38**	**48**	**28**	**33**
LIABILITIES				
Non-current				
Capital loan	0	0	0	500
Loans from financial institutions	6 661	8 976	6 646	8 964
Other liabilities	0	28	88	1
Total	6 661	9 004	6 734	9 465
Current				
Loans from financial institutions	5 547	4 256	5 302	5 288
Trade payables	4 020	3 968	4 443	5 546
Other liabilities	5 447	5 949	5 429	6 059
Accrued expenses and deferred income	9 433	9 236	9 626	8 642
Total	24 447	23 410	24 800	25 535
TOTAL LIABILITIES	**31 108**	**32 414**	**31 534**	**35 000**
TOTAL EQUITY AND LIABILITIES	**56 010**	**60 545**	**56 866**	**62 534**

The primary sources of Administer's liquidity are cash flow from operating activities and external financing agreements, including credit limits.

	1 Jan – 30 Jun		1 Jan – 31 Dec	
(TEUR)	**2025**	**2024**	**2024**	**2023**
Cash flow from operating activities	1 420	1 362	3 599	5 422
Cash flow from investment activities	-701	-796	-2 105	-4 145
Cash flow from financing activities	-547	-1 042	-2 355	-2 428
Change in cash and cash equivalents	**171**	**-476**	**-861**	**-1 150**
Cash and cash equivalents at the beginning of period	2 401	3 262	3 262	4 412
Cash and cash equivalents at the end of period	2 572	2 786	2 401	3 262

COVENANTS

Administer's financial agreements include bi-annually reviewed covenants related to interest-bearing debts. Interest-bearing liabilities to EBITDA ratio shall not be higher than 2,75 when reviewed bi-annually thereafter.

Additionally, the equity ratio shall be at least 35% when reviewed bi-annually.

Administer fulfilled covenants during the reporting and comparison period.

Consolidated statement of changes in equity

(TEUR, unless otherwise indicated)	Share capital	Other reserves	Treasury shares	Retained earnings (loss)	Total equity
Equity 1 January, 2024	80	30 609	0	-3 188	27 501
Profit (loss) for the period				504	504
Translation differences				77	77
Equity 30 June, 2024	80	30 609	0	-2 606	28 083

(TEUR, unless otherwise indicated)	Share capital	Other reserves	Treasury shares	Retained earnings (loss)	Total equity
Equity 1 January, 2025	80	30 760	0	-5 536	25 304
Profit (loss) for the period				204	204
Translation differences				-2	-2
Dividend decision				-720	-720
Business acquisitions		79			79
Equity 30 June, 2025	80	30 838	0	-6 054	24 864

KEY FIGURES

Administer presents alternative performance measures for the time period covered by the historical financial information supplementing the key figures presented in Administer's income statements, balance sheets and cash flow statements prepared in accordance with the FAS. The alternative performance measures should not be considered separately from the key figures prepared in accordance with the FAS or as substitutes for them. These alternative performance measures and their purpose are described in the section "Definitions and calculation of certain alternative key figures and other key figures".

Key Figures

(TEUR, unless otherwise indicated)	1 Jan – 30 Jun		1 Apr – 30 Jun		1 Jan – 31 Dec	
	2025	2024	2025	2024	2024	2023
Net sales	38 331	38 372	19 338	19 330	74 702	75 886
EBITDA	3 602	3 598	1 570	1 861	5 502	2 849
EBITDA, %	9,4 %	9,4 %	8,1 %	9,6 %	7,4 %	3,8 %
Operating profit adjusted by amortization of goodwill	2 711	2 632	1 137	1 374	2 923	1 002
Operating profit adjusted by amortization of goodwill, %	7,1 %	6,9 %	5,9 %	7,1 %	3,9 %	1,3 %
Operating profit (loss)	641	608	105	362	-1 323	-2 954
Operating profit (loss), %	1,7 %	1,6 %	0,5 %	1,9 %	-1,8 %	-3,9 %
Profit before appropriations and tax	288	615	-89	574	-1 857	-3 939
Profit (loss) for the period	204	504	-119	507	-2 312	-3 886
Profit (loss) adjusted with amortization of goodwill	2 274	2 528	914	1 519	1 933	70
Profit (loss) adjusted with amortization of goodwill, %	5,9 %	6,6 %	4,7 %	7,9 %	2,6 %	0,1 %
Earnings per share (EPS)	0,01	0,04	-0,01	0,04	-0,16	-0,27
Return on equity, % (ROE)	-10,4 %	-5,6 %	-10,4 %	-5,6 %	-8,8 %	-14,1 %
Equity ratio, %	44,4 %	46,4 %	44,4 %	46,4 %	44,6 %	44,0 %
Debt-to-equity ratio, %	49,0 %	47,0 %	49,0 %	47,0 %	47,2 %	53,6 %
Net sales growth, %	-0,1 %	-2,2 %	0,0 %	-1,3 %	-1,6 %	43,8 %
Number of personnel	1037	1070	1058	1058	1046	1087
Net sales per employee	37	36	18	18	71	70
Personnel expenses per employee	-25	-25	-12	-13	-50	-51
Ratio of personnel expenses to net sale, %	67,0 %	68,7 %	68,1 %	69,5 %	69,8 %	73,0 %

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, %	$\frac{\text{EBITDA}}{\text{Net sales}}$	x100	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, %	$\frac{\text{Operating profit adjusted by amortization of goodwill}}{\text{Net sales}}$	x100	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), %	$\frac{\text{Operating profit (loss)}}{\text{Net Sales}}$	x100	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 %	$\frac{\text{Profit adjusted by amortization of goodwill}}{\text{Net sales}}$	x100	Describes the share of operating profit in net sales excluding the impact of amortization of goodwill.
Earnings per share (EPS)	$\frac{\text{Profit (loss) for the financial period without minority interest}}{\text{Average number of outstanding shares during the financial period adjusted with share issue}}$	x100	Describes the share of profit (loss) for the financial period in proportion to weighted average number of shares outstanding

Return on equity, % (ROE)	$\frac{\text{Profit (loss) for the financial period (rolling 12 months)}}{\text{Average equity (rolling 12 months)}}$	x100	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, %	$\frac{\text{Equity at the end of period}}{\text{Total assets at the end of period – advances received}}$	x100	Describes the ratio of Administer's assets to equity
Debt-to-equity ratio, %	$\frac{\text{Interest-bearing liabilities}}{\text{(Equity + goodwill + minority interest+ accrued appropriations)}}$	x100	Reflects the total amount of Administer's external debt financing.
Net sales growth %	$\frac{\text{Net sales for the period – net sales for the reference period}}{\text{Net sales for the reference period}}$	x100	Describes operating growth between periods.