



Terveystalo Group Interim Report January–March 2025

Solid operational and financial performance in the first quarter

Terveystalo

January–March 2025 in brief

- **Revenue decreased by 0.9 percent year-on-year to EUR 346.9 (350.2) million.**

There was one working day less than during the comparison period.

The Healthcare Services segment revenue increased by 4.7 percent and was EUR 280.6 (268.0) million. Portfolio Businesses revenue decreased by 21.7 percent and was EUR 50.6 (64.7) million. The revenue from Sweden decreased by 10.8 percent and amounted to EUR 20.6 (23.0) million.

- **Adjusted¹⁾ operating profit (EBIT) increased by 19.2 percent year-on-year to EUR 47.8 (40.1) million, representing 13.8 (11.5) percent of revenue.** Terveystalo has transitioned from using adjusted EBITA to adjusted EBIT as its primary key performance indicator for profitability.

Stronger demand, improved operational efficiency, and a more favourable service mix strengthened the profitability of Healthcare Services. In Portfolio Businesses, adjusted EBIT decreased from the comparison period. However, the relative profitability (EBIT margin) slightly improved year-on-year. In Sweden, profitability slightly improved due to the measures of the profit improvement programme.

- Items affecting comparability¹⁾ with a negative effect on EBIT were EUR 1.5 (4.4) million.
- Operating profit (EBIT) increased by 29.9 percent and amounted to EUR 46.4 (35.7) million.
- The result for the period was EUR 33.4 (23.6) million.
- **Earnings per share (EPS) increased by 41.4 percent and amounted to EUR 0.26 (0.19).**
- Cash flow from operating activities was EUR 27.3 (49.2) million.
- NPS (Net Promoter Score) for appointments was 88.0 (86.4), NPS for hospitals was 95.4 (95.0).

The figures in parentheses refer to the corresponding period one year ago.

1) Adjustments are material items outside the ordinary course of business, associated with acquisition-related expenses, restructuring-related expenses, gains and losses on the sale of assets, impairment losses and other items affecting comparability. Adjustments related to the profit improvement programs were approximately EUR 2.2 (4.5) million during the first quarter of 2025.

President and CEO Ville Iho: Good start to the year

Terveystalo delivered a solid first quarter of the year with strong operational performance, continued profitability improvement, and stable year-on-year consolidated revenue. Healthcare Services revenue increased by approximately five per cent, despite having one fewer working day compared to the previous year. In contrast, the revenue from Portfolio businesses declined by over twenty per cent due to planned outsourcing terminations, reduction of poorly profitable staffing service agreements, and a weak market demand environment. Nonetheless, consumer-driven dental health and massage services showed signs of recovery, with dental health services growing by around five per cent. Revenue in Sweden also decreased owing to contracts that expired in 2024 and the persistently weak macroeconomic conditions.

Profitability across all three business segments improved significantly, with adjusted operating profit (EBIT) increasing by 19 percent to EUR 48 million, representing 13.8 percent of revenue. The sustained high demand, bolstered by high morbidity rates, enhanced operational efficiency, and effective commercial strategies positively impacted the profitability of Healthcare Services. The relative profitability of the Portfolio businesses also experienced growth, attributed to diligent efforts. In Sweden, the turnaround met expectations despite the continued weak market environment, and the business's profitability slightly improved owing to the progress of the profit improvement programme as planned.

Our strategy execution yields positive outcomes across various indicators: high customer satisfaction and perceived treatment effectiveness reflect the superior quality of our healthcare services. The Net Promoter Score (NPS), a metric for customer satisfaction, has shown continued improvement in both appointments and hospitals, maintaining an excellent level. Medical quality has reached record levels, and the PEI index, which assesses perceived treatment effectiveness, has demonstrated significant progress. Additionally, the engagement index and availability of professionals have been robust.

Despite the heightened uncertainty of the macroeconomic environment, we remain confident in our model and our ability to further enhance efficiency and deliver value to our customers. In 2025, we are committing resources to organic growth through enhancements to our physical network and digital services. This year, we invest in state-of-the-art digital tools and equipment for industry professionals, as well as undertaking hospital and facility projects within the Healthcare Services segment. Our objective is to further enhance customer value, service quality, and operational efficiency.

Achieving growth is contingent upon the dedication of our professionals, whose efforts underpin our outstanding medical quality and customer satisfaction. These professionals engage with over 20,000 Finns daily across Finland. The foundation of healthcare is built on trust and the autonomy of professionals to deliver optimal care. At Terveystalo, our professionals conduct their work with ethical integrity, responsibility, and a patient-centric focus. Their commitment contributes significantly to health, value, and security within our society. We extend our gratitude to all our professionals who fight for healthier lives, ensuring fluent, caring, and effective healthcare services.

Timely access to treatment and high-quality, effective care are crucial for health. Ensuring that customers receive the necessary assistance and care is fundamental to our operations. At Terveystalo, we prioritise health, enabling our customers to concentrate on other meaningful matters of their lives.

Meaningful matters,
Ville Iho

Guidance for 2025

Terveystalo has updated the structure of the guidance and communicates expectations on revenue and adjusted **EBIT** margin (previously revenue and adjusted EBITA margin).

Terveystalo expects its full-year 2025 revenue to grow (2024: EUR 1,340 million) and adjusted EBIT to be 10.7–11.8 percent of revenue (2024: 10.5 percent).

The estimates are based on a stable demand environment, employment levels, and typical morbidity rates. The estimates account for a decrease of approximately EUR 25 million in revenue within the Portfolio Businesses segment's outsourcing operations due to ending of contracts. Profitability is expected to strengthen in all business segments. The estimates do not account for significant acquisitions or divestments.

Medium term financial targets

Profitable growth:

- EPS to grow on average by 10 percent p.a.
- We expect faster earnings per share growth in 2025, as fewer items affecting comparability are expected.

Moderate leverage ratio:

- Net debt to EBITDA not to exceed 2.5x
- Indebtedness may temporarily surpass the target level, particularly in conjunction with acquisitions.

Attractive dividends:

- At least 80 percent of net result to be distributed as dividends
- The dividend proposal must consider the company's long-term potential and financial status.

Key figures

MEUR unless stated otherwise	1-3/2025	1-3/2024	Change, %	2024
Revenue	346.9	350.2	-0.9	1,340.0
Adjusted EBITA * ¹⁾	53.7	47.2	13.9	171.0
Adjusted EBITA, % * ¹⁾	15.5	13.5	-	12.8
EBITA ¹⁾	52.3	43.0	21.7	147.6
EBITA, % ¹⁾	15.1	12.3	-	11.0
Adjusted operating profit (EBIT) * ¹⁾	47.8	40.1	19.2	140.5
Adjusted operating profit (EBIT), % * ¹⁾	13.8	11.5	- 10.5	
Operating profit (EBIT)	46.4	35.7	29.9	116.1
Operating profit (EBIT), %	13.4	10.2	-	8.7
Return on equity (ROE) (LTM), % ¹⁾	14.4	-5.9	-	13.5
Equity ratio, % ¹⁾	41.5	34.7	-	39.4
Earnings per share, EUR	0.26	0.19	41.4	0.57
Weighted average number of shares outstanding, in thousands	126,622	126,605	-	126,597
Net debt ¹⁾	497.3	564.9	-12.0	504.8
Gearing, % ¹⁾	85.1	113.3	-	92.1
Net debt/EBITDA (LTM) ¹⁾	2.2	2.9	-	2.3
Net debt/Adjusted EBITDA (LTM) * ¹⁾	2.0	2.7	-	2.1
Average personnel, FTE ²⁾	5,602	6,020	-6.9	5,841
Non-employees (end of period) ³⁾	6,055	6,039	0.3	6,015
Sustainability				
PEI-index,% ⁴⁾	70.8	68.5	3.4	69.2
Net Promoter Score (NPS), appointments	88.0	86.4	1.9	87.7
Net Promoter Score (NPS), hospitals	95.4	95.0	0.4	96.2
Engagement index ⁵⁾	-	-	-	4.2

* Adjustments are material items outside the ordinary course of business and these relate to acquisition-related expenses, restructuring-related expenses, gains and losses on sale of assets (net), impairment losses, strategic projects and other items affecting comparability.

1) Alternative performance measure. Terveystalo presents alternative performance measures as additional information to financial measures defined in IFRS. Those are performance measures that the company monitors internally and they provide management, investors, securities analysts and other parties significant additional information related to the company's results of operations, financial position and cash flows. These should not be considered in isolation or as a substitute to the measures under IFRS.

2) 2025 does not include Medimar Scandinavia Ab and Citylākarna Mariehamn Ab. Financial year 2024 does not include Medimar Scandinavia Ab and the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Citylākarna Mariehamn Ab).

3) Financial year 2024 does not include the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Citylākarna Mariehamn Ab).

4) PEI index (Patient Enablement Instrument) is used to measure whether the patient feels that he is coping with his symptoms or illness much better, better, as before, or worse after the reception. The scale is 1-4. The PEI index is calculated by taking the percentage of patients who felt they are able to cope with their health condition better or much better and comparing it to the total number of respondents.

5) The engagement index for Terveystalo professionals is based on four questions from Terveystalo's annual professional survey. The results are used to calculate the index value, i.e. the average of the results. The questions concern supervisory work, the preconditions for success at work, work communities and commitment. The index is expressed on a scale of 1-5.

Operating environment

Healthcare Services

Demand for healthcare services in Finland continued to be strong during the first quarter 2025. The supply and booking rates were at a good level. The flu season continued strong, and morbidity was above average. On the other hand, the mild winter resulted in a smaller number of acute cases. Demand from occupational health and insurance customers remained strong. Demand from out-of-pocket consumer customers picked up during the quarter.

The overall employment in remains decent. However, significant changes could affect the demand for occupational health services in Finland.

From 1 September 2024, the general VAT rate in Finland went up from 24 percent to 25.5 percent. The increase in the VAT rate is estimated to increase Terveystalo's costs by approximately EUR 2 million annually.

Portfolio Businesses

The market situation in Finland's publicly funded healthcare sector remained cautious, with wellbeing services counties focusing on cost-saving measures. The market continued to see only smaller tenders for digital services. The uncertainty in the market was reflected in a decline in demand for staffing services during the first quarter. Weak consumer confidence and purchasing power continued to impact the demand for out-of-pocket dental and massage services, although consumer demand increased during the quarter.

Sweden

In Sweden, the weak macroeconomic situation continued, and the unemployment rate trended upwards. Demand for occupational health services was however at a satisfactory level but rebound in demand is not expected before the second half of the year. Demand for organisation and leadership consultation and harmful use rehabilitation services continued to be weaker than normal.

Healthcare professional labour market

According to the current collective agreement for nurses in the private healthcare sector, personal and table salaries will be increased by 2.5 percent starting from 1 September 2025. In the private social services sector, personal and table salaries will be increased from 1 August 2025 by 1.0 percent, and in addition a local increment of 0.7 percent.

The majority (approximately 96 percent) of the doctors working in Terveystalo are private practitioners who are not employed by the company.

The treatment queues and regulatory environment in Finland

The contraction of non-urgent care during COVID-19 restrictions resulted in a significant treatment gap for other illnesses. According to the Finnish Institute for Health and Welfare (THL), at the end of August 2024, more than 166,000 patients were waiting for non-urgent specialist care in the well-being services counties, which was 4000 more than in April 2024. In August, almost 18 percent, or more than 31,000 patients, had been waiting more than six months for access to treatment. The number grew by almost 4,000 patients during the summer of 2024. Valvira (The National Supervisory Authority for Welfare and Health) has ordered 14 wellbeing services counties and the HUS Group to make access to non-urgent specialised care legally compliant by 31 March 2025 at the latest. At the beginning of 2025, the maximum time limits for access to primary care were extended, i.e. the guarantee of care was relaxed. The guarantee is now 3 months for outpatient primary care and 6 months for dental care. The

maximum time limits for follow-up visits to doctors, dentists, and specialist dentists were also extended. At the beginning of the year, the Health Care Act was amended to allow public service providers, such as well-being areas, to procure surgery from the private sector to a greater extent. The amendment will be complemented by a decree at the beginning of 2025. The decree will specify the services that can be procured from the private sector.

The government programme, published in the summer of 2023, aims to increase cooperation between private and public healthcare to improve the effectiveness and cost-efficiency of the service system. The government has followed up on its programme by increasing Kela reimbursements from 1 January 2024 (<https://www.kela.fi/sairaanhoito>).

In October 2024, the Government outlined that the Kela reimbursement system will be completely reformed in 2025 (Government to reform Kela reimbursements - The Ministry of Social Affairs and Health (stm.fi/en)). Fertility treatments will be reimbursed again, and the compensation will be increased from the previous level. The reimbursements for ophthalmologists, gynaecologists, dental care, and mental health services will be reformed and increased. Additionally, reimbursements for physiotherapy and dental hygienist visits will be developed. These changes will come into effect on 1 May 2025.

A freedom-of-choice pilot for people aged 65 and over will be launched in autumn 2025. A personal doctor model will be explored, and trials will be launched. In total, EUR 500 million is planned to be allocated to all the above reforms during the government term, of which EUR 335 million will be provided by the state. By reallocating reimbursements, the government aims to promote access to services and freedom of choice. The government also intends to remove other legal barriers to the use of private providers in the wellbeing services counties. The measures are expected to support the growth in demand for private services and create new opportunities for the delivery of publicly funded and privately provided services.

Financial development

Revenue

In the first quarter of 2025, the Group's revenue decreased by 0.9 percent year-on-year to EUR 346.9 (350.2) million.

MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	280.6	268.0	4.7	1,042.8
Portfolio business	50.6	64.7	-21.7	238.5
Sweden	20.6	23.0	-10.8	81.8
Segments total	351.7	355.7	-1.1	1,363.1
Other	-4.8	-5.5	12.3	-23.1
Total	346.9	350.2	-0.9	1,340.0

Other section's reported figures mainly consist of parent company expenses, unallocated Group level adjustments, and provisions. Other section's revenue includes eliminations between reporting segments.

The Healthcare Services segment revenue increased by 4.7 percent and was EUR 280.6 (268.0) million. The growth in revenue was driven by strong supply, stronger than normal flu season, and an improved sales mix. Revenue increased in all customer groups, except in service sales mainly to public sector.

The Portfolio Businesses segment revenue decreased by 21.7 percent and was EUR 50.6 (64.7) million. Revenue decreased year-on-year due to the planned reduction in the outsourcing portfolio, as well as weaker demand and proactive customer selection in staffing services. Revenue from dental care increased due to growth in consumer demand.

The revenue from Sweden decreased by 10.8 percent due to lower demand and ended contracts and came to EUR 20.6 (23.0) million. Without the currency effect, the revenue decreased by 11.2 percent.

There were 62 (63) working days in January-March.

Financial performance and cash flow

The Group's adjusted operating profit (EBIT) for the first quarter of 2025 increased by 19.2 percent to EUR 47.8 (40.1) million, representing 13.8 (11.5) percent of revenue.

Adjusted EBIT				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	47.3	39.3	20.3	143.7
Portfolio business	2.8	3.1	-11.2	9.1
Sweden	-0.2	-0.3	10.0	-3.4
Segments total	49.9	42.2	18.2	149.3
Other	-2.1	-2.1	1.2	-8.9
Total	47.8	40.1	19.2	140.5

In Healthcare services adjusted operating profit (EBIT) clearly increased from the comparison period due to higher demand, improved operational efficiency and improved sales mix.

In Portfolio Businesses adjusted operating profit (EBIT) decreased from the comparison period, however the relative profitability (EBIT-margin) slightly improved year-on-year. Lower revenue decreased profitability from the comparison period. Termination of low-margin outsourcing contracts and improved operational efficiency improved profitability year-on-year.

In Sweden adjusted operating profit (EBIT) slightly improved year-on-year. The decline in revenue weakened profitability, while the cost savings achieved through the measures of the profitability improvement programme had a positive impact on profitability.

Material expenses and service purchasing decreased by 4.0 percent year-on-year and amounted to EUR -137.9 (-143.7) million. Employee benefit expenses decreased by 4.0 percent year-on-year and amounted to EUR -107.6 (-112.0) million. Personnel costs decreased due to the actions of the profit improvement programmes, lower sick leaves and terminated outsourcing contracts. Personnel costs, on the other hand, increased due to new recruitments, as well as salary increases. Other operating expenses decreased by 4.7 percent to EUR -32.7 (-34.3) million.

The Group's adjusted EBITDA increased by 9.0 percent year-on-year to EUR 71.7 (65.7) million.

Adjusted earnings before interest, taxes, amortisation, and impairment losses (EBITA) increased by 13.9 percent to 53.7 (47.2) million. Earnings before interest, taxes, amortisation, and impairment losses (EBITA) amounted to EUR 52.3 (43.0) million.

Adjusted EBIT amounted to EUR 47.8 (40.1) million. Operating profit (EBIT) came to EUR 46.4 (35.7) million.

Net financing costs decreased to EUR -5.0 (-6.1) million. The result before tax was EUR 41.4 (29.6) million. Income taxes were EUR -8.0 (-6.0) million. The result for the first quarter amounted to EUR 33.4 (23.6) million, and earnings per share were EUR 0.26 (0.19).

Cash flow from operating activities in the first quarter decreased to EUR 27.3 (49.2) million, which, in addition to positive earnings development, was driven by the seasonal variation in the level of committed net working capital as well as the supplementary prepayments of income tax for the 2024 tax year.

Cash flow from investing activities was amounted to EUR -10.5 (-8.1) million. The change from the comparison period was mainly due to an increase in investments in tangible fixed assets.

Cash flow from financing activities amounted to EUR -14.4 (-16.6) million.

Profit improvement programmes

During the fourth quarter of 2023, Terveystalo launched a profit improvement programme in Sweden targeting a structural change in the profitability in 2025. The cost structure has been adjusted to match the weakened demand, which started to be reflected, among other things, in lower personnel costs since the second half of 2024. The programme focuses on improving operational efficiency and commercial measures.

The profit improvement programme in Portfolio Businesses is aimed at increasing operational efficiency and achieving the best possible capability to respond to the changing market. The goal is also to accelerate growth in the consumer businesses, namely in dental health and massage services, as well as to clarify the market offering for the public sector.

Costs related to the programmes in the first quarter of 2025 were EUR 2.2 million. The costs are related to restructuring and advisory fees. Advisory fees are tied to the results achieved by the programmes. The costs of the programmes are treated as items affecting comparability. The costs of the programmes were approximately EUR 18.1 million in 2024. In 2025 the costs are estimated to be in total EUR 7 million.

Financial position

Terveystalo's liquidity position is strong. Cash and cash equivalents at the end of the reporting period amounted to EUR 67.7 (62.1) million. The total assets of the Group amounted to EUR 1,415.2 (1,441.4) million.

Equity attributable to owners of the parent company totalled EUR 584.3 (498.6) million.

Gearing (including lease liabilities) was 85.1 (113.3) percent and net debt amounted to EUR 497.3 (564.9) million. Net debt, excluding IFRS 16 (lease liabilities) amounted to EUR 310.6 (353.9) million. The average maturity of Terveystalo's financial loans was 2.8 (2.8) years at the end of the reporting period, and in the first quarter of 2025, the average interest rate for loans from financial institutions was 3.9 (5.0) percent. During the reporting period, the company fulfilled the covenant requirement included in its financing agreements reflecting relative indebtedness.

At the end of the reporting period, the unused part of credit based on financing agreements and bank accounts with a credit facility amounted to EUR 93.0 (98.0) million.

Return on equity (LTM) for the reporting period was 14.4 (-5.9) percent. The equity ratio was 41.5 (34.7) percent.

Seasonal variation and the impact of the number of business days

Terveystalo's revenue from corporate and private customers has typically been lower during the vacation seasons, particularly in the summer months. The number of business days influences the revenue and earnings development, particularly when comparing quarterly performance. There was 62 (63) working days in January–March 2025. In 2025, there are 251 working days. Because of the seasonal nature of business, the required net working capital varies during the year. Variation is caused by the timing of pension and VAT payments, vacation pay obligations, and service fees related to occupational healthcare, etc.

Number of working days by quarter	2023	2024	2025
Q1	64	63	62
Q2	60	61	60
Q3	65	66	66
Q4	62	62	63
Full year	251	252	251

Investments and acquisitions

Total investments* in January–March 2025 amounted to EUR 18.1(16.9) million including investments in right-of-use assets and M&A.

The Group's investments, excluding M&A, amounted to EUR 17.6 (16.7) million. The investments consisted mainly of investments in the digital application and service development, IT system projects, medical equipment, and network. The investments in right-of-use assets were mainly related to premises. The relative share of investments in tangible assets increased, while the relative shares of investments in intangible assets and right-of-use assets decreased. year-on-year.

No acquisitions were completed during the reporting period, but the total investments for the period include a cash flow impact of EUR 0.6 million related to M&A completed earlier.

Personnel

The number of Terveystalo's employed staff on 31 March 2025 in Finland was 8,111 (8,679), in Sweden 683 (808), and in total 8,794 (9,484). In FTEs, the average number of personnel in Finland was 4,976 (5,259), in Sweden 626 (764) and in total 5,602 (6,023). The number of non-employees in Finland was 6,002 (5,979), in Sweden 53 (60) and in total 6,055 (6,039). The decrease in the number of employees in Finland was affected by the measures of the profit improvement programme and the termination of outsourcing contracts. In Sweden the number of employed staff and private practitioners was reduced due to ended customer contracts as part of the profit improvement programme.

Personnel	1-3/2025	1-3/2024	Change, %	2024
Average personnel, (FTEs)¹⁾				
Finland	4,976	5,257	-5.4	5,144
Sweden	626	764	-18.1	697
Total	5,602	6,020	-7.0	5,841
Employed staff (at the end of period)²⁾				
Finland	8,111	8,679	-6.5	8,383
Sweden	683	808	-15.5	770
Total	8,794	9,484	-7.3	9,153
Non-employees (at the end of period)²⁾				
Finland	6,002	5,979	0.4	5,967
Sweden	53	60	-11.7	48
Total	6,055	6,039	0.3	6,015

1) 2025 does not include Medimar Scandinavia Ab and Cityläkarna Mariehamn Ab. Financial year 2024 does not include Medimar Scandinavia Ab and the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Cityläkarna Mariehamn Ab).

2) Financial year 2024 does not include the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Cityläkarna Mariehamn Ab).

Reporting segments

Terveystalo Group comprises of three reporting segments: Healthcare Services, Portfolio Businesses, and Sweden.

Healthcare Services

Healthcare Services – business segment offers customers in Finland integrated care paths from preventive occupational health services to primary care services and to different fields of specialized care, diagnostic, and day surgery. In Healthcare Services, the goal is to be the best provider of integrated care and to grow profitably.

- Revenue increased from the comparison period due to strong supply, stronger than normal flu season and an improved sales mix.
- Profitability clearly increased from the comparison period due to stronger demand, improved operational efficiency and improved sales mix.

Key figures

	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	280.6	268.0	4.7	1,042.8
EBITA, MEUR	50.5	42.4	18.9	154.0
EBITA, % of revenue	18.0 %	15.8 %	2.2%-p.	14.8 %
Adjusted EBITA, MEUR	50.5	43.2	16.9	162.0
Adjusted EBITA, % of revenue	18.0 %	16.1 %	1.9%-p.	15.5 %
EBIT, MEUR	47.3	38.6	22.6	135.7
EBIT, % of revenue	16.9 %	14.4 %	2.5%-p.	13.0 %
Adjusted EBIT, MEUR	47.3	39.3	20.3	143.7
Adjusted EBIT, % of revenue	16.9 %	14.7 %	2.2%-p.	13.8 %

The revenue from Healthcare Services in the first quarter increased by 4.7 percent and was 280.6 (268.0) million euros. Revenue increased in all customer groups, except in service sales mainly to public sector. There was one working day less than during the comparison period.

The revenue from occupational health customers increased by 6.0 percent to EUR 163.7 (154.4) million. Revenue from consumers (out-of-pocket) increased by 3.8 percent to EUR 59.1 (56.9) million. Revenue from insurance customers increased by 6.5 percent to EUR 49.6 (46.6) million. The revenue from service sales decreased by 18.8 percent to EUR 8.2 (10.1) million.

The revenue from appointment services increased by 5.3 percent to EUR 183.7 (174.4) million mainly due to improved customer mix and successful commercial actions in all customer groups. The number of physical appointments decreased by 2.0 percent and the number of remote appointments decreased by 1.3 percent from the comparison period. The flu season continued strong, and morbidity was above average. The mild winter resulted in a smaller number of acute cases. Revenue from diagnostics services (laboratory and imaging) increased by 7.2 percent and was 70.6 (65.9) million euros. The number of diagnostics visits increased by 2.3 percent. The revenue from other services decreased by 5.1 percent and was 26.3 (27.7).

Healthcare Services, revenue by customer groups, and services

Healthcare services, revenue				
MEUR	1-3/2025	1-3/2024	Change, %	2024
By customer				
Occupational health customers	163.7	154.4	6.0	607.9
Consumer customers	59.1	56.9	3.8	223.8
Insurance customers	49.6	46.6	6.5	173.8
Service sales	8.2	10.1	-18.8	37.4
Total	280.6	268.0	4.7	1,042.8
By service				
Appointments	183.7	174.4	5.3	686.1
Diagnostics	70.6	65.9	7.2	254.2
Other	26.3	27.7	-5.1	102.5
Total	280.6	268.0	4.7	1,042.8

Occupational health customers include corporate customers and public sector customers purchasing occupational health services. The company provides statutory occupational health services and other occupational health and wellbeing services to corporate customers of all sizes as well as public sector customers.

Consumer customers include individuals and families who pay for their services themselves and may later seek compensation from their insurance company.

Insurance customers include services provided to occupational health customers and consumer customers, which are paid by the insurance company through statutory or voluntary insurance.

Service sales mainly include services provided to public sector customers, such as specialised medical care services and other healthcare services produced in the service network. Outsourcing and staffing services are a part of Portfolio Businesses.

Healthcare Services, number of visits

Visits				
	1-3/2025	1-3/2024	Change, %	2024
Appointments	1,510,550	1,539,176	-1.9	6,058,492
Physical appointments	1,183,905	1,208,120	-2.0	4,758,350
Remote appointments	326,645	331,056	-1.3	1,300,142
Diagnostics	346,827	339,017	2.3	1,304,306
Other	15,926	17,438	-8.7	62,418
Total	1,873,303	1,895,631	-1.2	7,425,216

The number of visits for the comparison period have been slightly changed retroactively.

In the Healthcare Services in the first quarter, adjusted operating profit (EBIT) increased by 20.3 percent and amounted to EUR 47.3 (39.3) million, representing 16.9 (14.7) percent of revenue. Profitability was supported by stronger demand, improved operational efficiency and improved sales mix.

Portfolio Businesses

The Portfolio Businesses segment consists of business areas that aim for independent value creation utilising Terveystalo's capabilities according to their needs. The Portfolio Businesses segment include publicly funded services, such as outsourcing and staffing services, as well as services aimed at consumers, including dental care and massage.

- Revenue decreased year-on-year due to the planned reduction in the outsourcing portfolio, as well as weaker demand and proactive customer selection in staffing services. Revenue from dental care increased due to growth in consumer demand.
- Adjusted operating profit (EBIT) decreased from the comparison period, however the relative profitability (EBIT-margin) slightly improved year-on-year. Lower revenue decreased profitability from the comparison period. Termination of low-margin outsourcing contracts and improved operational efficiency improved profitability year-on-year.

Key figures

	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	50.6	64.7	-21.7	238.5
EBITA, MEUR	3.0	3.0	0.8	9.7
EBITA, % of revenue	5.9 %	4.6 %	1.3%-p.	4.1 %
Adjusted EBITA, MEUR	3.1	3.4	-10.0	10.3
Adjusted EBITA, % of revenue	6.1 %	5.3 %	0.8%-p.	4.3 %
EBIT, MEUR	2.7	2.7	0.6	8.4
EBIT, % of revenue	5.3 %	4.1 %	1.2%-p.	3.5 %
Adjusted EBIT, MEUR	2.8	3.1	-11.2	9.1
Adjusted EBIT, % of revenue	5.5 %	4.8 %	0.7%-p.	3.8 %

In the Portfolio Businesses in the first quarter, revenue decreased by 21.7 percent and amounted to EUR 50.6 (64.7) million.

Revenue from outsourcing services decreased by 41.7 percent due to the planned reduction of the outsourcing portfolio and amounted to EUR 14.1 (24.2) million. Revenue from staffing services decreased by 21.7 percent mainly due to weaker demand and proactive customer selection and amounted to EUR 14.5 (18.5) million. Revenue from dental care increased by 4.8 percent due to increased demand and amounted to EUR 13.8 (13.1) million. Revenue from other services decreased by 6.6 percent and amounted to EUR 8.3 (8.9) million.

Portfolio businesses, revenue				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Outsourcing services	14.1	24.2	-41.7	82.8
Staffing services	14.5	18.5	-21.7	73.1
Dental care	13.8	13.1	4.8	50.3
Other	8.3	8.9	-6.6	32.4
Total	50.6	64.7	-21.7	238.5

In the Portfolio Businesses in the first quarter, adjusted operating profit (EBIT) increased by -11.2 percent and amounted to EUR 2.8 (3.1) million. The relative profitability slightly improved, and adjusted EBIT was 5.5 (4.8) percent of revenue. Lower revenue decreased profitability from the comparison period. Termination of low-margin outsourcing contracts and improved operational efficiency improved profitability year-on-year.

The profit improvement programme in Portfolio Businesses is aimed at increasing operational efficiency and achieving the best possible capability to respond to the changing market. The goal is also to accelerate growth in the consumer businesses, namely in dental health and massage services, as well as to clarify the market offering for the public sector.

Sweden

The Sweden segment consists of Feelgood subsidiaries' operations in Sweden, which are focused on occupational health and consultation for organizational management and harmful use. Terveystalo aims to significantly improve profitability in Sweden in the short term.

- Revenue decreased year-on-year due to expired contracts and weaker demand.
- Adjusted operating profit (EBIT) slightly improved year-on-year. The decline in revenue weakened profitability, while the cost savings achieved through the measures of the profitability improvement programme had a positive impact on profitability.

Key figures

	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	20.6	23.0	-10.8	81.8
EBITA, MEUR	-1.2	-0.9	-42.6	-8.6
EBITA, % of revenue	-6.0 %	-3.7 %	-2.3%-p.	-10.5 %
Adjusted EBITA, MEUR	0.1	0.1	81.9	-2.0
Adjusted EBITA, % of revenue	0.6 %	0.3 %	0.3%-p.	-2.5 %
EBIT, MEUR	-1.6	-1.4	-15.9	-10.8
EBIT, % of revenue	-7.7 %	-5.9 %	-1.8%-p.	-13.2 %
Adjusted EBIT, MEUR	-0.2	-0.3	10.0	-3.4
Adjusted EBIT, % of revenue	-1.1 %	-1.1 %	-0.0%-p.	-4.1 %

In the Sweden segment in the first quarter, revenue decreased by 10.8 percent and amounted to EUR 20.6 (23.0) million. Without the currency effect, the revenue decreased by 11.2 percent. Lower demand for organisational leadership consultation and the harmful use rehabilitation services and ended contracts had a negative year-on-year impact on revenue.

In the Sweden segment in the first quarter, adjusted operating profit (EBIT) amounted to EUR -0.2 (-0.3) million, representing -1.1 (-1.1) percent of revenue. The decline in revenue weakened profitability, while the cost savings achieved through the measures of the profitability improvement programme had a positive impact on profitability. The profit improvement programme launched in the fourth quarter of 2023 aims to achieve a structural change in profitability in 2025. The programme has progressed as planned. The cost structure has been adjusted to match the weakened demand, which is reflected, among other things, in lower personnel costs. The programme focuses on improving operational efficiency and commercial measures.

Shares and shareholders

Terveystalo Plc has one share series (TTALO), which is listed on Nasdaq Helsinki Ltd. At the end of the first quarter of 2025, Terveystalo's market value was EUR 1,458 (958) million and the closing price was EUR 11.48 (7.54). During the first quarter of 2025, the highest price of Terveystalo's share was EUR 12.16 (7.99), the lowest price was EUR 10.46 (7.09), and the average price was EUR 11.40 (7.59). A total of 22.2 (2.8) million shares were traded. The turnover of shares traded was EUR 249.7 million. At the end of the reporting period, the number of Terveystalo shares registered in the Trade Register was 127,036,531 (127,036,531). Each share entitles its holder to one vote at the Annual General Meeting. During the first quarter of 2025, the weighted average number of shares outstanding was 126,622,000 (126,605,000). Terveystalo and its subsidiaries hold 381,388 (431,705) own shares for reward purposes, corresponding to 0.3 (0.3) percent of all outstanding shares. The total number of shareholders was 34,009 (33,607) at the end of the reporting period.

Notifications of major shareholdings

On 18 February 2025, OP Financial Group's insurance companies transferred their Terveystalo Plc shares to OP Cooperative. This transaction left OP Financial Group's total holding in Terveystalo Plc unchanged at 13.91 percent, equating to 17,675,975 shares. As part of the arrangement, Terveystalo Plc received the following flagging notifications on 19 February 2025.

Terveystalo Plc received a notification in accordance with Chapter 9, Section 5 of the Securities Markets Act, according to which OP Cooperative's holding of Terveystalo Plc's shares and votes has exceeded 10 percent on 18 February 2025.

Terveystalo Plc received a notification in accordance with Chapter 9, Section 5 of the Securities Markets Act, according to which Pohjola Insurance Ltd's holding in Terveystalo Plc's shares and votes has fallen below 5 percent on 18 February 2025.

Terveystalo Plc received a notification in accordance with Chapter 9, Section 5 of the Securities Markets Act, according to which OP Life Assurance Company Ltd's holding of Terveystalo Plc's shares and votes has fallen below 5 percent on 18 February 2025.

The Board's authorisations

The Board has been authorised to resolve the repurchase and/or on the acceptance as pledge of the company's own shares using the unrestricted equity of the company. The authorisation covers a maximum of 12,703,653 own shares in total, which corresponds to approximately 10 percent of all shares in the company.

The Board has also been authorised to resolve the issuance of shares and special rights entitling to shares as referred to in Chapter 10, Section 1 of the Finnish Companies Act. The authorisation covers a maximum of 12,703,653 own shares in total, which corresponds to approximately 10 percent of all shares in the company. Authorisations were not used during the reporting period.

Decisions of the Annual General Meeting 2025 and the organising meeting of Terveystalo's Board of Directors

The Annual General Meeting of Terveystalo Plc was held on 8 April 2025 in Helsinki, Finland. 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 approved the remuneration report for governing bodies and decided to support the amended remuneration policy for governing bodies, which was presented to the Annual General Meeting.

The Annual General Meeting decided, in accordance with the proposal of the Board of Directors, that a dividend of EUR 0.48 per share will be paid based on the balance sheet adopted for the financial year ended 31 December 2024 (which corresponds to a total of approximately EUR 60.8 million with the current number of shares in the Company).

The dividend will be paid in two instalments as follows:

- The first dividend instalment of EUR 0.24 per share will be paid to shareholders who are entered in the shareholders' register of the Company maintained by Euroclear Finland Oy on the record date of the first dividend instalment 10 April 2025. The first dividend instalment will be paid on 17 April 2025.
- The second dividend instalment of EUR 0.24 per share will be paid to shareholders who are entered in the shareholders' register of the Company maintained by Euroclear Finland Oy on the record date of the second dividend instalment 8 October 2025. The second dividend instalment will be paid on 15 October 2025.

The Annual General Meeting authorised the Board of Directors to resolve, if necessary, on a new record date and date of payment for the second dividend instalment should the rules of Euroclear Finland Oy or statutes applicable to the Finnish book-entry system change or otherwise so require.

The number of members of the Board of Directors was confirmed to be seven (7). Kari Kauniskangas, Sofia Hasselberg, Ari Lehtoranta, Carola Lemne, Kristian Pullola, Matts Rosenberg and Teija Sarajärvi were re-elected as members of the Board, for a term that ends at the end of the Annual General Meeting 2026.

KPMG Oy Ab was elected as the Company's auditor and the sustainability reporting assurance provider. KPMG Oy Ab has notified that Henrik Holmbom, APA and Authorized Sustainability Auditor (ASA), would be acting as the principal auditor and the principally responsible sustainability reporting assurance provider.

As proposed by the Board of Directors, the Annual General Meeting resolved to authorise the Board of Directors to resolve on the repurchase and/or on the acceptance as pledge of the Company's own shares using the unrestricted equity of the Company. The authorisation covers a maximum of 12,703,653 shares, which corresponds to approximately 10 percent of all shares in the Company. In addition, as proposed by the Board of Directors, the Annual General Meeting resolved to authorise the Board of Directors to decide on the issuance of shares and the issuance of special rights entitling to shares referred to in Chapter 10, Section 1 of the Companies Act. The authorisation covers a maximum of 12,703,653 shares, which corresponds to approximately 10 percent of all shares in the Company. These authorisations are effective until the end of the next Annual General Meeting, however no longer than until 30 June 2026.

As proposed by the Board of Directors, the Annual General Meeting resolved to authorise the Board of Directors to decide on donations in a total maximum of EUR 150,000 for charitable or corresponding purposes. In addition, the Annual General Meeting resolved to authorise the Board of Directors to decide on the donation recipients, purposes of use, and other terms of the donations. The authorisation will remain effective until the end of the next Annual General Meeting 2026, however no longer than for a period of 18 months from the date of the resolution of the Annual General Meeting.

The new Board elected Kari Kauniskangas as Chairman of the Board and Matts Rosenberg as Vice Chairman of the Board. Kristian Pullola was elected Chairman of the Audit Committee and Sofia Hasselberg and Matts Rosenberg were elected members. Kari Kauniskangas was elected Chairman of the Remuneration Committee and Carola Lemne, Ari Lehtoranta and Teija Sarajärvi were elected members.

Changes in the management team

Sari Heinonen, a member of Terveystalo's Executive Team and Executive Vice President of Healthcare Services, will leave the company on 15 April 2025 to assume the position of President of LocalTapiola Group.

Events after the end of the reporting period

The Annual General Meeting, held on 8 April 2025, decided, in accordance with the proposal of the Board of Directors, that a dividend of EUR 0.48 per share will be paid based on the balance sheet adopted for the financial year ended 31 December 2024.

On 11 April 2025, Terveystalo announced that as of 14 April 2025, the Healthcare Services business area will be led by President and CEO Ville Iho. The change will not affect the composition of Terveystalo's Executive Team or the company's management structure.

The most significant short-term risks and uncertainty factors

Terveystalo's risk management is governed by the risk management policy approved by the Board. The policy defines goals, principles, organizations, responsibilities, and practices for risk management. The management of financial risks complies with the Group's financing policy approved by Terveystalo's Board.

The risks and uncertainty factors described below are considered to potentially have a significant impact on the company's business operations, financial results, and outlook within the next 12 months. The list is not intended to be exhaustive. The order in which the risks are presented does not describe the magnitude of the impact of the risks' realization or the probability of their occurrence.

- The company's business operations rely on its capacity to identify, recruit, and retain competent and professional healthcare professionals, employees, and executives. The increased supply of services and increased competition may affect the availability of healthcare professionals, particularly in major cities. Turnover in key employees involves the risk of losing knowledge and expertise.
- Weak general economic performance and high inflation in Finland and their effects on the financial circumstances of private individuals, employers, and public entities may adversely affect Terveystalo's business and results of operations by decreasing the demand for Terveystalo's services, as well as may adversely affect the availability of financing.
- The company's business is very dependent on functioning information systems, data communication, and external service providers. Interruptions can result from hardware failure, software failure, or cyber threats. Long-lasting malfunction of information systems or payment transfers can lead to significant loss of sales and a decline in customer satisfaction.
- The company may not be able to find suitable acquisition targets or expansion opportunities under favourable terms, and the integration of acquisition targets is not necessarily realized as planned.
- Terveystalo's expansion to new geographical locations involves several risks, and failure to identify expansion opportunities, recruit new employees, and achieve estimated benefits may adversely affect Terveystalo's business and the results of operations.
- The development and implementation of information system projects and services, service products, and operating models involve risks. The company develops new digital customer solutions, which increases the overall risk related to information systems. A failure in the development of digital systems may expose Terveystalo to potential technical faults and disturbances.
- Endangered information security or privacy can lead to losses, claims for damages, and endanger reputation.
- Pandemics or epidemics and related restrictive measures may adversely affect the business operations of Terveystalo through, among other things, demand for certain healthcare services and challenges in the supply chain.
- Changes in the competitive landscape, new competitors entering the markets, and increasing price competition may have a negative impact on the company's profitability and growth potential.
- Terveystalo is exposed to changes in demand for occupational healthcare services due to demographic trends, aging and shrinking working-age population.
- The Social Welfare and Healthcare Reform in Finland and its legal interpretations may have impacts on Terveystalo's business and results of operations.
- Changes in compensation systems for healthcare services may adversely affect Terveystalo's business, financial position, and results of operations.
- Failures or deficiencies in the operational risk management, medical quality, and internal control processes may result in failure of quality control, including medical quality, or otherwise adversely affect Terveystalo's profitability and reputation.
- Terveystalo's operations could be subject to labour disruptions or disputes.
- Ongoing profit improvement programs may fall short of their targets and / or the improvements may not be sustainable.
- The company is a party to and may become a party to, legal action or administrative procedures initiated by the authorities, patients, or third parties. According to the company's opinion, its currently pending legal obligations and court cases are not significant in nature.

Risk management at Terveystalo and risks related to the company's business are described in more detail on the company's website and in the company's Annual Report 2024.

Financial reporting in 2025

In 2025, Terveystalo will publish financial information as follows:

Half-yearly Report, 1 January – 30 June, 2025	17 July 2025
Interim Report, 1 January – 30 September, 2025	23 October 2025

The financial reports will be published at approximately 9:00 a.m. EET. Financial reports are published in Finnish and English. Terveystalo observes a silent period of 30 days prior to the publication of financial information.

Result briefing

Terveystalo will arrange a webcast and a conference call in English on its result on Friday 25 April 2025 starting at 10:30 EEST. You can watch the webcast online at: <https://terveystalo.events.inderes.com/q1-2025>

You can access the teleconference by registering at the link below.

<https://palvelu.flik.fi/teleconference/?id=50051648>

After the registration, you will be provided phone numbers and a conference ID to access the conference.

Helsinki, 24 April 2025

Terveystalo Plc
Board of Directors

Consolidated statement of comprehensive income

MEUR	Note	1-3/2025	1-3/2024	Change, %	2024
Revenue	4	346.9	350.2	-0.9	1,340.0
Other operating income		1.4	1.2	12.4	3.7
Materials and services	5	-137.9	-143.7	-4.0	-549.8
Employee benefit expenses	6	-107.6	-112.0	-4.0	-427.8
Depreciation, amortisation and impairment losses	11, 12	-23.8	-25.8	-7.5	-106.4
Other operating expenses	7	-32.7	-34.3	-4.7	-143.7
Operating result		46.4	35.7	29.9	116.1
Financial income		0.5	0.5	-3.7	2.1
Financial expenses		-5.5	-6.6	-17.4	-28.6
Net finance income and expenses	8	-5.0	-6.1	-18.6	-26.5
Result before taxes		41.4	29.6	39.9	89.6
Income tax expense	9	-8.0	-6.0	33.8	-18.0
Net income		33.4	23.6	41.4	71.7
Net income attributable to:					
Owners of the parent company		33.4	23.6	41.4	71.7
Other comprehensive income					
Items that may be reclassified to profit or loss		2.9	-2.3	>-200.0	-2.0
Items that will not be reclassified to profit or loss		-	-	-	-0.1
Other comprehensive income for the period, net of tax		2.9	-2.3	>-200.0	-2.1
Total comprehensive income		36.3	21.3	70.4	69.6
Total comprehensive income attributable to:					
Owners of the parent company		36.3	21.3	70.4	69.6
Earnings per share for profit attributable to the shareholders of the parent company, in euro					
Basic earnings per share		0.26	0.19	41.4	0.57
Diluted earnings per share		0.26	0.19	41.7	0.57

The notes are an integral part of the consolidated interim financial statements.

Consolidated statement of financial position

MEUR	Note	31 Mar 2025	31 Mar 2024	31 Dec 2024
ASSETS				
Non-current assets				
Property, plant and equipment	11	89.3	83.2	87.7
Right-of-use assets	13	177.5	203.6	182.7
Goodwill	12	832.3	825.7	829.4
Intangible assets	12	80.0	95.7	82.0
Deferred tax assets		7.6	5.6	7.1
Other non-current assets		1.3	1.0	1.3
Total non-current assets		1,188.0	1,214.9	1,190.2
Current assets				
Inventories		7.3	7.3	7.2
Trade and other receivables		151.3	156.4	135.0
Current tax receivables		0.9	0.7	0.9
Cash and cash equivalents		67.7	62.1	65.2
Total current assets		227.2	226.5	208.2
TOTAL ASSETS		1,415.2	1,441.4	1,398.4
EQUITY AND LIABILITIES				
Equity attributable to equity holders of the Company				
Share capital		0.1	0.1	0.1
Invested non-restricted equity reserve		492.8	492.8	492.8
Treasury shares		-14.8	-15.2	-15.2
Translation differences		-4.3	-7.1	-7.3
Retained earnings		110.5	28.1	77.9
Equity attributable to equity holders of the Company total		584.3	498.6	548.2
TOTAL EQUITY		584.3	498.6	548.2
Non-current liabilities				
Non-current financial liabilities	14	348.6	394.2	348.5
Non-current lease liabilities	13	138.5	163.3	144.5
Deferred tax liabilities		18.3	19.7	18.7
Other liabilities		14.8	12.6	15.5
Provisions		3.1	2.9	3.3
Total non-current liabilities		523.2	592.7	530.5
Current liabilities				
Current financial liabilities	14	29.7	21.8	29.7
Current lease liabilities	13	48.3	47.7	47.3
Current tax liabilities		6.3	4.8	9.5
Dividend liabilities		-	38.0	-
Trade and other payables		220.8	234.5	230.3
Provisions		2.6	3.3	2.9
Total current liabilities		307.7	350.1	319.7
TOTAL LIABILITIES		830.9	942.8	850.2
TOTAL EQUITY AND LIABILITIES		1,415.2	1,441.4	1,398.4

The notes are an integral part of the consolidated interim financial statements.

Consolidated statement of changes in equity

Equity attributable to owners of the parent company						
MEUR	Share capital	Invested non-restricted equity reserve	Treasury shares	Retained earnings	Translation differences	Total equity
Equity 1 Jan 2025	0.1	492.8	-15.2	77.9	-7.3	548.2
Comprehensive income						
Profit for the period	-	-	-	33.4	-	33.4
Other comprehensive income	-	-	-	-0.0	2.9	2.9
Transactions with owners						
Share-based payments	-	-	0.5	-0.7	-	-0.3
Equity 31 Mar 2025	0.1	492.8	-14.8	110.5	-4.3	584.3

Equity attributable to owners of the parent company						
MEUR	Share capital	Invested non-restricted equity reserve	Treasury shares	Retained earnings	Translation differences	Total equity
Equity 1 Jan 2024	0.1	492.8	-15.7	43.5	-5.2	515.4
Comprehensive income						
Profit for the period	-	-	-	23.6	-	23.6
Other comprehensive income	-	-	-	-0.4	-1.9	-2.3
Transactions with owners						
Equity repayment	-	-	-	-38.0	-	-38.0
Share-based payments	-	-	0.4	-0.5	-	-0.1
Equity 31 Mar 2024	0.1	492.8	-15.2	28.1	-7.1	498.6

Equity attributable to owners of the parent company						
MEUR	Share capital	Invested non-restricted equity reserve	Treasury shares	Retained earnings	Translation differences	Total equity
Equity 1 Jan 2024	0.1	492.8	-15.7	43.5	-5.2	515.4
Comprehensive income						
Profit for the period	-	-	-	71.7	-	71.7
Other comprehensive income	-	-	-	-0.1	-2.0	-2.1
Transactions with owners						
Dividend	-	-	-	-38.0	-	-38.0
Share-based payments	-	-	0.4	0.8	-	1.2
Equity 31 Dec 2024	0.1	492.8	-15.2	77.9	-7.3	548.2

Consolidated statement of cash flows

MEUR	1-3/2025	1-3/2024	2024
Cash flows from operating activities			
Profit before taxes	41.4	29.6	89.6
Adjustments for			
Depreciation, amortisation and impairment losses	23.8	25.8	106.4
Change in provisions	-0.5	0.1	0.1
Other transactions	-0.4	-1.9	-1.5
Gains and losses on sale of property, plant and equipment	-0,0	-0,0	-0.3
Net finance expenses	5.0	6.1	26.5
Changes in working capital			
Trade and other receivables	-15.7	-13.0	4.9
Inventories	-0.2	-0.2	-0.1
Trade and other payables	-14.2	4.6	9.6
Interest received	0.1	0.3	1.0
Income taxes paid	-12.0	-2.3	-12.4
Net cash from operating activities	27.3	49.2	223.7
Cash flows from investing activities			
Acquisition of property, plant and equipment	-6.9	-4.8	-27.3
Acquisition of intangible assets	-3.3	-3.5	-12.3
Proceeds from sale of property, plant and equipment	0.1	0.1	0.6
Acquisition of subsidiaries, net of cash acquired	-0.6	-0.2	-8.4
Proceeds from the disposal of subsidiaries, net of cash disposed of	0.1	0.3	0.3
Acquisition of business operation, net of cash acquired	-0,0	-0,0	-0.3
Dividends received	0.0	0.0	0.0
Net cash from investing activities	-10.5	-8.1	-47.4
Cash flows from financing activities			
Proceeds from non-current borrowings	-	-	200.0
Repayment of non-current borrowings	-	-	-145.1
Proceeds from current borrowings	0.0	0.0	9.9
Repayment of current borrowings	-	-0,0	-100.1
Payment of lease liabilities	-12.1	-12.4	-48.4
Payment of hire purchase liabilities	-0,0	-0.8	-3.8
Interests and other financial expenses paid	-2.7	-3.4	-23.7
Interests and other financial income received	0.4	0.0	0.3
Dividends paid	-	-	-38.0
Net cash from financing activities	-14.4	-16.6	-148.8
Net change in cash and cash equivalents	2.4	24.4	27.5
Cash and cash equivalents at the beginning of the period	65.2	37.7	37.7
Translation differences	0.1	-0.1	-0.1
Cash and cash equivalents at the end of the period	67.7	62.1	65.2

The notes are an integral part of the consolidated interim financial statements.

Notes to the interim financial statements

1. Basis of accounting principles

The figures in these interim financial statements are unaudited, and have been prepared in accordance with IAS 34 Interim Financial Reporting -standard, and should be read in conjunction with the Group's latest annual consolidated financial statements as at and for the year ended 31 December 2024. The accounting principles adopted are consistent with those of the annual financial statements for 2024. All presented figures have been rounded. Financial ratios have been calculated using exact figures.

2. Use of judgments and estimates

In preparing these interim financial statements, management has made judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates. The significant judgments made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements for 2024.

3. Events after the reporting period

The Annual General Meeting, held on 8 April 2025, decided, in accordance with the proposal of the Board of Directors, that a dividend of EUR 0.48 per share will be paid based on the balance sheet adopted for the financial year ended 31 December 2024.

On 11 April 2025, Terveystalo announced that as of 14 April 2025, the Healthcare Services business area will be led by President and CEO Ville Iho. The change will not affect the composition of Terveystalo's Executive Team or the company's management structure.

4. Revenue and segment information

Terveystalo Group comprises of three operating segments that are reportable segments: Healthcare Services, Portfolio Businesses, and Sweden. Monitoring of profitability is primarily based on operating segments. In addition, Terveystalo provides disclosure on revenue for Healthcare Services on customer and service level and for Portfolio Businesses on service level.

Terveystalo offers services to four customer groups: occupational health customers, private customers, insurance customers and service sales. The Group does not have customers whose revenue exceeds 10 percent of the Group's total revenue.

Healthcare Services offers customers in Finland integrated care paths from preventive occupational health services to primary care services and to different fields of specialized care, diagnostic, and day surgery. In Healthcare Services, Terveystalo aims for industry-leading profitability and the best care outcomes.

The Portfolio Businesses segment consists of business areas that aim for independent value creation utilising Terveystalo's capabilities according to their needs. Portfolio Businesses include public sector outsourcing, staffing services, and dental care, as well as other businesses such as public sector digital services, rehabilitation, child welfare, and massage services, as well as interpretation services.

The Sweden segment consists of Feelgood subsidiaries' operations in Sweden, which are focused on occupational health and consultation for organizational management and harmful use. In Sweden, Terveystalo aims for profitable growth in the medium and long term.

In addition to operating segments, Terveystalo provides information for Other section. Other reported figures mainly consist of parent company expenses, unallocated Group level adjustments and provisions. Other section's revenue includes eliminations between reporting segments.

Disaggregation of revenue

MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	280.6	268.0	4.7	1,042.8
Portfolio business	50.6	64.7	-21.7	238.5
Sweden	20.6	23.0	-10.8	81.8
Segments total	351.7	355.7	-1.1	1,363.1
Other	-4.8	-5.5	12.3	-23.1
Total	346.9	350.2	-0.9	1,340.0

Healthcare services, revenue				
MEUR	1-3/2025	1-3/2024	Change, %	2024
By customer				
Occupational health customers	163.7	154.4	6.0	607.9
Consumer customers	59.1	56.9	3.8	223.8
Insurance customers	49.6	46.6	6.5	173.8
Service sales	8.2	10.1	-18.8	37.4
Total	280.6	268.0	4.7	1,042.8
By service				
Appointments	183.7	174.4	5.3	686.1
Diagnostics	70.6	65.9	7.2	254.2
Other	26.3	27.7	-5.1	102.5
Total	280.6	268.0	4.7	1,042.8

Portfolio businesses, revenue				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Outsourcing services	14.1	24.2	-41.7	82.8
Staffing services	14.5	18.5	-21.7	73.1
Dental care	13.8	13.1	4.8	50.3
Other	8.3	8.9	-6.6	32.4
Total	50.6	64.7	-21.7	238.5

Timing of satisfying performance obligations

MEUR	1-3/2025	1-3/2024	Change, %	2024
At a point in time	332.4	325.4	2.1	1,255.3
Over time	14.5	24.8	-41.3	84.7
Total	346.9	350.2	-0.9	1,340.0

Other segment information

Adjusted EBITA				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	50.5	43.2	16.9	162.0
Portfolio business	3.1	3.4	-10.0	10.3
Sweden	0.1	0.1	81.9	-2.0
Segments total	53.7	46.7	15.0	170.3
Other	0.0	0.5	-91.5	0.7
Total	53.7	47.2	13.9	171.0

EBITA				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	50.5	42.4	18.9	154.0
Portfolio business	3.0	3.0	0.8	9.7
Sweden	-1.2	-0.9	-42.6	-8.6
Segments total	52.2	44.6	17.3	155.1
Other	0.0	-1.6	102.9	-7.5
Total	52.3	43.0	21.7	147.6

Adjusted EBIT				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	47.3	39.3	20.3	143.7
Portfolio business	2.8	3.1	-11.2	9.1
Sweden	-0.2	-0.3	10.0	-3.4
Segments total	49.9	42.2	18.2	149.3
Other	-2.1	-2.1	1.2	-8.9
Total	47.8	40.1	19.2	140.5

EBIT				
MEUR	1-3/2025	1-3/2024	Change, %	2024
Healthcare services	47.3	38.6	22.6	135.7
Portfolio business	2.7	2.7	0.6	8.4
Sweden	-1.6	-1.4	-15.9	-10.8
Segments total	48.4	39.9	21.4	133.3
Other	-2.1	-4.2	51.1	-17.1
Total	46.4	35.7	29.9	116.1

Reconciliation of the total of the reportable segments adjusted EBIT and adjusted EBITA to the Group's profit before taxes

MEUR	1-3/2025	1-3/2024	2024
Profit before taxes	41.4	29.6	89.6
Net finance expenses	5.0	6.1	26.5
Adjustments*	1.5	4.4	24.4
Other	2.1	2.1	8.9
Segments adjusted EBIT	49.9	42.2	149.3
Amortisation and impairment losses	5.9	7.3	31.5
Adjustments*	-	-0.2	-0.9
Other	-2.1	-2.6	-9.6
Segments adjusted EBITA	53.7	46.7	170.3

* Breakdown of adjustments in note 18.

5. Materials and services

MEUR	1-3/2025	1-3/2024	Change, %	2024
Purchase of materials	-10.5	-11.2	-6.1	-41.4
Change in inventories	0.2	0.2	-30.5	0.1
External services	-127.5	-132.7	-3.9	-508.5
Total	-137.9	-143.7	-4.0	-549.8

6. Employee benefit expenses

MEUR	1-3/2025	1-3/2024	Change, %	2024
Wages and salaries	-87.6	-91.9	-4.7	-349.5
Share-based payments	-0.3	-0.3	-0.6	-1.6
Other personnel expenses	-19.7	-19.8	-0.6	-76.6
Total	-107.6	-112.0	-4.0	-427.8

7. Other operating expenses

MEUR	1-3/2025	1-3/2024	Change, %	2024
Leases and premises	-5.4	-6.7	-19.2	-25.6
ICT expenses	-11.3	-10.3	10.1	-43.8
Marketing and communication expenses	-3.6	-2.9	25.8	-11.1
Other operating expenses*	-12.3	-14.5	-14.7	-63.3
Total	-32.7	-34.3	-4.7	-143.7

* During twelve months ended 31 December 2024, including a one-off item of EUR 5.6 million related to renovation and maintenance liabilities in a single location.

8. Financial income and expenses

MEUR	1-3/2025	1-3/2024	Change, %	2024
Interest income and other financial income	0.5	0.5	-3.7	2.1
Total financial income	0.5	0.5	-3.7	2.1
Interest expense on loans from financial institutions and bonds*	-3.7	-5.1	-27.9	-19.2
Interest expenses on lease liabilities	-1.5	-1.7	-8.7	-6.5
Change in fair value of interest rate derivatives, no hedge accounting	-0.1	0.3	121.3	-1.6
Other financial expenses	-0.2	-0.2	4.7	-1.3
Total financial expenses	-5.5	-6.6	-17.4	-28.6
Net financial expenses	-5.0	-6.1	-18.6	-26.5

* The presentation of financial income and expenses related to interest rate derivatives has been retrospectively adjusted in the financial year 2024.

9. Income taxes

Income taxes in the statement of income

MEUR	1-3/2025	1-3/2024	Change, %	2024
Current tax for the reporting year	-8.9	-6.0	48.3	-20.7
Income taxes for prior periods	-0.0	-0.0	>200.0	-0.1
Change in deferred taxes	0.9	0.0	>200.0	2.8
Total income taxes	-8.0	-6.0	33.8	-18.0

10. Share-based payments

During the first quarter of 2025, long-term performance share plan 2021 vesting period 2022-2024 as well as restricted share plan vesting period 2022-2024 ended and in consequence, the shares earned were granted according to realization of the plan's conditional performance measures. In total 50 317 shares were granted. Rewards were conditional on the fulfilment of a three-year service condition and performance conditions tied to financial targets that were set separately. The plan is fully accounted for as an equity settled share-based payment. The plan's impact to the result for the period has been EUR 0.1 million.

In addition to above mentioned incentive plan, Terveystalo has performance share plan 2021 vesting periods 2023-2025 and 2024-2026 as well as restricted share plan vesting periods 2023-2025 and 2024-2026 ongoing during the review period. Descriptions of these plans are included in financial statements 2024.

11. Property, plant and equipment

1-3/2025	Land and water, buildings and constructions	Machinery and equipment	Improvement to premises	Other tangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2025	2.3	196.6	80.8	7.7	287.4
Additions	-	3.0	0.3	3.6	6.9
Disposals	-	-0,0	-	-	-0.0
Translation differences	0.0	0.2	0.0	0.0	0.3
Transfers between items	-	0.4	0.1	-0.5	-
Acquisition cost 31 Mar 2025	2.3	200.3	81.2	10.7	294.5
Accumulated depreciation and impairment losses 1 Jan 2025	-1.5	-148.4	-49.7	-0.1	-199.7
Depreciation	-0.0	-3.7	-1.7	-	-5.3
Impairment losses	-	-0.0	-0.0	-	-0.0
Translation differences	-0.0	-0.1	-0.0	-	-0.2
Accumulated depreciation and impairment losses 31 Mar 2025	-1.5	-152.2	-51.4	-0.1	-205.2
Carrying amount 1 Jan 2025	0.8	48.2	31.1	7.5	87.7
Carrying amount 31 Mar 2025	0.8	48.0	29.8	10.6	89.3

1-3/2024	Land and water, buildings and constructions	Machinery and equipment	Improvement to premises	Other tangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2024	2.3	179.7	76.6	1.1	259.7
Additions	-	2.9	0.3	1.5	4.7
Disposals	-	-0.1	-	-	-0.1
Translation differences	-0,0	-0.1	-0,0	-0,0	-0.2
Transfers between items	-	0.0	0.5	-0.5	-
Acquisition cost 31 Mar 2024	2.3	182.4	77.4	2.1	264.2
Accumulated depreciation and impairment losses 1 Jan 2024	-1.2	-132.1	-42.2	-	-175.5
Depreciation	-0,0	-3.7	-1.8	-	-5.5
Impairment losses	-	-0.0	-0,0	-	-0.0
Translation differences	0.0	0.1	0.0	-	0.1
Accumulated depreciation and impairment losses 31 Mar 2024	-1.2	-135.7	-44.0	-	-180.9
Carrying amount 1 Jan 2024	1.2	47.5	34.5	1.1	84.2
Carrying amount 31 Mar 2024	1.1	46.6	33.5	2.1	83.2

2024	Land and water, buildings and constructions	Machinery and equipment	Improvement to premises	Other tangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2024	2.3	179.7	76.6	1.1	259.7
Business combination	-	0.5	0.0	-	0.5
Additions	-	16.6	1.0	10.1	27.6
Disposals	-	-0.3	-	-	-0.3
Translation differences	-0.0	-0.1	-0.0	-0.0	-0.1
Transfers between items	-	0.4	3.1	-3.5	-
Acquisition cost 31 Dec 2024	2.3	196.6	80.8	7.7	287.4
Accumulated depreciation and impairment losses 1 Jan 2024	-1.2	-132.1	-42.2	-	-175.5
Depreciation	-0.1	-16.4	-7.3	-	-23.7
Impairment losses	-0.2	-0.0	-0.3	-0.1	-0.5
Translation differences	0.0	0.1	0.0	-	0.1
Accumulated depreciation and impairment losses 31 Dec 2024	-1.5	-148.4	-49.7	-0.1	-199.7
Carrying amount 1 Jan 2024	1.2	47.5	34.5	1.1	84.2
Carrying amount 31 Dec 2024	0.8	48.2	31.1	7.5	87.7

12. Goodwill and intangible assets

1-3/2025	Goodwill	Customer relationships	Trademarks	Other intangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2025	954.7	167.5	88.6	168.6	1,379.5
Business combination	0.4	-	-	-	0.4
Additions	-	-	-	3.3	3.3
Translation differences	2.5	0.3	0.2	0.8	3.7
Acquisition cost 31 Mar 2025	957.6	167.8	88.8	172.6	1,386.8
Accumulated amortisations and impairment losses 1 Jan 2025	-125.3	-158.4	-47.8	-136.6	-468.1
Amortisation	-	-0.4	-1.2	-4.3	-5.9
Translation differences	-	-0.1	-0.1	-0.4	-0.6
Accumulated amortisations and impairment losses 31 Mar 2025	-125.3	-159.0	-49.1	-141.3	-474.6
Carrying amount 1 Jan 2025	829.4	9.2	40.8	32.1	911.4
Carrying amount 31 Mar 2025	832.3	8.9	39.8	31.4	912.3

1-3/2024	Goodwill	Customer relationships	Trademarks	Other intangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2024	948.8	167.8	88.7	156.6	1,361.9
Business combination	5.0	-	-	-	5.0
Additions	-	-	-	3.4	3.4
Disposals*	-1.1	-0.1	-	-	-1.2
Translation differences	-1.7	-0.2	-0.1	-0.5	-2.4
Acquisition cost 31 Mar 2024	951.0	167.5	88.6	159.6	1,366.7
Accumulated amortizations and impairment losses 1 Jan 2024	-125.3	156.2	-43.2	-113.9	-438.6
Amortization	-	-0.8	-1.2	-5.1	-7.1
Translation differences	-	0.1	0.0	0.2	0.3
Accumulated amortizations and impairment losses 31 Mar 2024	-125.3	-157.0	-44.3	-118.8	-445.3
Carrying amount 1 Jan 2024	823.5	11.6	45.6	42.8	923.4
Carrying amount 31 Mar 2024	825.7	10.6	44.3	40.9	921.4

* Disposals to goodwill and customer relationships relate to the sale of entire share capital of Sivupersoon Oy, a company providing sign language

2024	Goodwill	Customer relationships	Trademarks	Other intangible assets and advances paid	Total
MEUR					
Acquisition cost 1 Jan 2024	948.8	167.8	88.7	156.6	1,361.9
Business combination	8.5	-	-	0.1	8.6
Additions	-	-	-	12.2	12.2
Disposals*	-1.1	-0.1	-	-	-1.2
Translation differences	-1.4	-0.2	-0.1	-0.4	-2.1
Acquisition cost 31 Dec 2024	954.7	167.5	88.6	168.6	1,379.5
Accumulated amortizations and impairment losses 1 Jan 2024	-125.3	-156.2	-43.2	-113.9	-438.6
Amortization	-	-2.2	-4.7	-20.4	-27.2
Impairment losses	-	-	-	-2.5	-2.5
Translation differences	-	0.1	0.0	0.2	0.2
Accumulated amortizations and impairment losses 31 Dec 2024	-125.3	-158.4	-47.8	-136.6	-468.1
Carrying amount 1 Jan 2024	823.5	11.6	45.6	42.8	923.4
Carrying amount 31 Dec 2024	829.4	9.2	40.8	32.1	911.4

* Disposals to goodwill and customer relationships relate to the sale of entire share capital of Sivupersoon Oy, a company providing sign language interpreting services.

13. Right-of-use-assets and lease liabilities

13.1 Right-of-use assets

1-3/2025			
MEUR	Premises	Other right-of-use assets	Total
Acquisition cost 1 Jan 2025	446.3	41.1	487.4
Additions	7.4	-	7.4
Disposals	-0.9	-	-0.9
Translation differences	1.9	0.0	1.9
Acquisition cost 31 Mar 2025	454.7	41.1	495.8
Accumulated depreciation and impairment losses 1 Jan 2025	-266.9	-37.7	-304.7
Depreciation for the reporting period	-12.1	-0.5	-12.6
Translation differences	-1.0	-0.0	-1.1
Accumulated depreciation and impairment losses 31 Mar 2025	-280.0	-38.3	-318.3
Carrying amount 1 Jan 2025	179.4	3.3	182.7
Carrying amount 31 Mar 2025	174.7	2.8	177.5

1-3/2024			
MEUR	Premises	Other right-of-use assets	Total
Acquisition cost 1 Jan 2024	424.0	40.9	464.9
Additions	8.5	-	8.5
Disposals	-3.2	-0,0	-3.2
Translation differences	-1.1	-0,0	-1.1
Acquisition cost 31 Mar 2024	428.3	40.9	469.1
Accumulated depreciation and impairment losses 1 Jan 2024	-217.9	-34.9	-252.8
Depreciation for the reporting period	-12.3	-0.7	-13.0
Impairment losses	-0.2	-	-0.2
Translation differences	0.5	0.0	0.5
Accumulated depreciation and impairment losses 31 Mar 2024	-229.9	-35.6	-265.5
Carrying amount 1 Jan 2024	206.1	6.0	212.1
Carrying amount 31 Mar 2024	198.3	5.3	203.6

2024			
MEUR	Premises	Other right-of-use assets	Total
Acquisition cost 1 Jan 2024	424.0	40.9	464.9
Business combination	1.2	-	1.2
Additions	28.4	0.2	28.7
Disposals	-6.5	-0.1	-6.5
Translation differences	-0.9	-0.0	-0.9
Acquisition cost 31 Dec 2024	446.3	41.1	487.4
Accumulated depreciation and impairment losses 1 Jan 2024	-217.9	-34.9	-252.8
Depreciation for the reporting period	-48.8	-2.4	-51.2
Impairment losses	-0.6	-0.4	-1.1
Translation differences	0.4	0.0	0.4
Accumulated depreciation and impairment losses 31 Dec 2024	-266.9	-37.7	-304.7
Carrying amount 1 Jan 2024	206.1	6.0	212.1
Carrying amount 31 Dec 2024	179.4	3.3	182.7

13.2 Lease liabilities

31 Mar 2025			
MEUR	Premises	Other	Total
Non-current lease liabilities	135.4	3.0	138.5
Current lease liabilities	46.1	2.2	48.3
Total lease liabilities	181.5	5.2	186.8

31 Mar 2024			
MEUR	Premises	Other	Total
Non-current lease liabilities	158.1	5.2	163.3
Current lease liabilities	45.4	2.3	47.7
Total lease liabilities	203.5	7.5	211.0

31 Dec 2024			
MEUR	Premises	Other	Total
Non-current lease liabilities	141.0	3.6	144.5
Current lease liabilities	45.1	2.2	47.3
Total lease liabilities	186.1	5.8	191.8

14. Financial assets and liabilities – carrying amount, fair values and fair value hierarchy

MEUR 31 Mar 2025	Financial assets and liabilities at fair value	Financial assets and liabilities at amortised cost	Carrying amount	Fair value	Fair value hierarchy
Financial assets					
Non-current					
Loan receivables	0.0	-	0.0	0.0	Level 2
Unquoted equity investments	0.7	-	0.7	0.7	Level 3
Current					
Trade receivables	-	126.8	126.8	126.8	
Cash and cash equivalents	-	67.7	67.7	67.7	
Interest rate derivatives	3.3	-	3.3	3.3	Level 2
Total	4.0	194.5	198.5	198.5	
Financial liabilities					
Non-current					
Loans from financial institutions	-	249.2	249.2	249.2	Level 2
Bonds	-	99.3	99.3	104.1	Level 1
Contingent considerations	1.3	-	1.3	1.3	Level 3
Current					
Loans from financial institutions	-	29.7	29.7	29.7	Level 2
Trade payables	-	54.5	54.5	54.5	
Contingent considerations	2.1	-	2.1	2.1	Level 3
Interest rate derivatives	0.3	-	0.3	0.3	Level 2
Total	3.7	432.7	436.4	441.1	

Financial assets and liabilities classified at fair value hierarchy level 3 consist of unquoted equity investments and contingent considerations from business combinations. The measurement of unquoted equity investments is based on the managements estimate of future cash flows arising from the investments and the measurement of contingent considerations is based on the amounts specified in purchase agreements and the management estimate on whether the consideration will be realised. The effect on earnings arising from the changes of fair values of financial assets and liabilities classified at fair value hierarchy level 3 has been EUR 0.8 (0.7) million.

MEUR 31 Dec 2024					
	Financial assets and liabilities at fair value	Financial assets and liabilities at amortised cost	Carrying amount	Fair value	Fair value hierarchy
Financial assets					
Non-current					
Loan receivables	0.0	-	0.0	0.0	Level 2
Unquoted equity investments	0.7	-	0.7	0.7	Level 3
Current					
Trade receivables	-	117.5	117.5	117.5	
Cash and cash equivalents	-	65.2	65.2	65.2	
Interest rate derivatives	3.4	-	3.4	3.4	Level 2
Total	4.2	182.6	186.7	186.7	
Financial liabilities					
Non-current					
Loans from financial institutions	-	249.2	249.2	249.2	Level 2
Bonds	-	99.3	99.3	104.3	Level 1
Hire purchase liabilities	-	0.0	0.0	0.0	Level 2
Contingent considerations	2.1	-	2.1	2.1	Level 3
Current					
Loans from financial institutions	-	29.7	29.7	29.7	Level 2
Hire purchase liabilities	-	0.0	0.0	0.0	Level 2
Trade payables	-	55.6	55.6	55.6	
Contingent considerations	2.1	-	2.1	2.1	Level 3
Interest rate derivatives	0.3	-	0.3	0.3	Level 2
Total	4.6	433.8	438.3	443.4	

15. Business Combinations

Business Combinations 2025

During the review period ended 31 March 2025, the Group has not made corporate acquisitions or business acquisitions.

During the review period ended 31 March 2025, effect to goodwill arising from corporate and business acquisitions made in year 2024 was EUR 0.4 million. The cash flow effect from corporate and business acquisitions made in previous financial years was EUR - 0.6 million due to adjustments to purchase prices and additional purchase prices paid.

Business Combinations 2024

During the year 2024, the Group made three corporate acquisitions and one business acquisition.

On 31 March 2024 Terveystalo Healthcare Oy acquired 100 percent of the imaging services provider SRK Group Oy and an indirect 100 percent ownership in its subsidiaries Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy.

On 1 July 2024 Feelgood Företagshälsövärd AB acquired 100 percent of the Swedish occupational health provider Clarahälsan AB.

On 6 September 2024 Suomen Terveystalo Oy acquired 100 percent of the general and specialist medical services, psychology services and physiotherapy services provider Citylärkarna Mariehamn Ab.

On 30 November 2024 Rela-hierojat Oy acquired massage business operations previously operated as franchising business.

The information has been consolidated, because the acquisitions are not material individually. The consideration transferred for the corporate acquisitions was EUR 8.9 million. As a result of the business combinations, a preliminary goodwill amounting to EUR 8.3 million was recognized. The goodwill is attributable to skills of the workforce and synergies expected to be achieved. EUR 0.0 million of the recognized goodwill was deductible in taxation. Cashflow impact of the acquisitions made during 2024 was EUR 7.1 million.

The fair value of the acquired trade and other receivables amounted to EUR 1.5 million, for which the risk of impairment has been deemed as non-significant.

The Group incurred acquisition related expenses of EUR 0.3 million related to transfer tax, consulting, valuation or equivalent services. The expenses have been included in other operating expenses.

The contributed revenue recognized from the acquisitions during the year 2024 was EUR 6.8 million and profit was EUR 0.1 million.

If the acquisitions had occurred on 1 January 2024, management estimates that the Group's consolidated revenue during the year 2024 would have been EUR 1,345.0 million and the consolidated result for the period would have been EUR 72.0 million.

In 2024, cashflow impact arising from business combinations made in previous financial years was EUR -1.6 million due to additional purchase prices paid.

16. Collateral and other contingent liabilities

MEUR	31 Mar 2025	31 Mar 2024	31 Dec 2024
Business mortgages	0.7	7.2	0.7
Real estate mortgages	-	-	0.2
Total	0.7	7.2	0.9
Securities for own debts			
Deposits	0.2	0.2	0.2
Guarantees	0.3	0.2	0.1
Total	0.5	0.4	0.3

As part of the normal development and maintenance of its branch and hospital network, the Group has entered into a 20-year lease agreement with an estimated annual rent of EUR 3.5 million. The transfer of control of the lease property is planned to take place in 2027.

17. Group's key financial ratios

MEUR unless stated otherwise	1-3/2025	1-3/2024	Change, %	2024
Revenue	346.9	350.2	-0.9	1,340.0
Adjusted EBITDA, * ¹⁾	71.7	65.7	9.0	245.9
Adjusted EBITDA, % * ¹⁾	20.7	18.8	-	18.4
EBITDA ^{1) 2)}	70.2	61.5	14.2	222.5
EBITDA, % ¹⁾	20.2	17.6	-	16.6
Adjusted EBITA * ¹⁾	53.7	47.2	13.9	171.0
Adjusted EBITA, % * ¹⁾	15.5	13.5	-	12.8
EBITA ¹⁾	52.3	43.0	21.7	147.6
EBITA, % ¹⁾	15.1	12.3	-	11.0
Adjusted operating profit (EBIT) * ¹⁾	47.8	40.1	19.2	140.5
Adjusted operating profit (EBIT), % * ¹⁾	13.8	11.5	-	10.5
Operating profit (EBIT)	46.4	35.7	29.9	116.1
Operating profit (EBIT), %	13.4	10.2	-	8.7
Return on equity (ROE) (LTM), % ¹⁾	14.4	-5.9	-	13.5
Equity ratio, % ¹⁾	41.5	34.7	-	39.4
Earnings per share, EUR	0.26	0.19	41.4	0.57
Weighted average number of shares outstanding, in thousands	126,622	126,605	-	126,597
Net debt ¹⁾	497.3	564.9	-12.0	504.8
Gearing, % ¹⁾	85.1	113.3	-	92.1
Net debt/EBITDA (LTM) ¹⁾	2.2	2.9	-	2.3
Net debt/Adjusted EBITDA (LTM) * ¹⁾	2.0	2.7	-	2.1
Total assets	1,415.2	1,441.4	-1.8	1,398.4
Adjusted EBITDA (LTM), excluding IFRS 16 * ¹⁾	197.7	156.3	26.5	189.5
Net debt, excluding IFRS 16 ¹⁾	310.6	353.9	-12.3	313.0
Net debt/Adjusted EBITDA (LTM), excluding IFRS 16 * ¹⁾	1.6	2.3	-	1.7
Average personnel (FTEs) ²⁾	5,602	6,020	-6.9	5,841
Personnel (end of period) ³⁾	8,794	9,484	-7.3	9,153
Non-employees (end of period) ³⁾	6,055	6,039	0.3	6,015

* Adjustments are material items outside the ordinary course of business and these relate to acquisition-related expenses, restructuring-related expenses, gains and losses on sale of assets (net), impairment losses, strategic projects and other items affecting comparability.

¹⁾ Alternative performance measure. Terveystalo presents alternative performance measures as additional information to financial measures defined in IFRS. Those are performance measures that the company monitors internally and they provide management, investors, securities analysts and other parties significant additional information related to the company's results of operations, financial position and cash flows. These should not be considered in isolation or as a substitute to the measures under IFRS.

²⁾ 2025 does not include Medimar Scandinavia Ab and Citylākarna Mariehamn Ab. Financial year 2024 does not include Medimar Scandinavia Ab and the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Citylākarna Mariehamn Ab).

³⁾ Financial year 2024 does not include the companies acquired during 2024 in Finland (SRK Group Oy, Suomen Radiologikeskus Oy, iRad Oy and Kajaanin Radiologikeskus Oy and Citylākarna Mariehamn Ab).

17. Calculation of financial ratios and alternative performance measures

Financial ratios

$$\text{Earnings per share, (EUR)} = \frac{\text{Profit for the period attributable to owners of the parent company}}{\text{Average number of shares during the period}}$$

Terveystalo presents alternative performance measures as additional information to the financial measures defined in IFRS. Those are performance measures that the company monitors internally and they provide significant additional information related to the company's results of operations, financial position and cash flows to the management, investors, securities analysts and other parties. These should not be considered in isolation or as a substitute to the measures under IFRS.

Alternative performance measures to the statement of financial position

The company presents the following alternative performance measures to the statement of financial position as they are, in the company's view, useful indicators of the company's ability to obtain financing and service its debt.

$$\text{Return on equity, \%} = \frac{\text{Profit/loss for the period (LTM)}}{\text{Equity (including non-controlling interest) (average)}} \times 100\%$$

$$\text{Equity ratio, \%} = \frac{\text{Equity (including non-controlling interest)}}{\text{Total assets - advances received}} \times 100\%$$

$$\text{Gearing, \%} = \frac{\text{Interest-bearing liabilities - interest-bearing receivables and cash and cash equivalents}}{\text{Equity}} \times 100\%$$

$$\text{Net debt/EBITDA (LTM)} = \frac{\text{Interest-bearing liabilities - interest-bearing receivables and cash and cash equivalents}}{\text{EBITDA (LTM)}}$$

$$\text{Net debt/Adjusted EBITDA (LTM) *} = \frac{\text{Interest-bearing liabilities - interest-bearing receivables and cash and cash equivalents}}{\text{Adjusted EBITDA (LTM)}}$$

$$\text{Net debt/Adjusted EBITDA (LTM), excluding IFRS 16 *} = \frac{\text{Interest-bearing liabilities excluding lease liabilities - interest-bearing receivables and cash and cash equivalents}}{\text{Adjusted EBITDA (LTM), excluding IFRS 16}}$$

Alternative performance measures to the statement of income

The company presents the following alternative performance measures to the statement of income, as in the company's view, they increase understanding of the company's results of operations. In addition, the adjusted alternative performance measures are widely used by analysts, investors and other parties and facilitates comparability between periods.

$$\text{Adjusted EBITDA*} = \text{Earnings Before Interest, Taxes, Depreciation, Amortisation, Impairment losses and adjustments}$$

Adjusted EBITDA, %*	=	$\frac{\text{Earnings Before Interest, Taxes, Depreciation, Amortisation, Impairment losses and adjustments}}{\text{Revenue}} \times 100\%$
Adjusted EBITA*	=	Earnings Before Interest, Taxes, Amortisation, Impairment losses and adjustments
Adjusted EBITA, %*	=	$\frac{\text{Earnings Before Interest, Taxes, Amortisation, Impairment losses and adjustments}}{\text{Revenue}} \times 100\%$
Adjusted operating profit (EBIT)*	=	Earnings Before Interest, Taxes and Share of profits in associated companies, and adjustments
Adjusted operating profit (EBIT), %*	=	$\frac{\text{Earnings Before Interest, Taxes and Share of profits in associated companies, and adjustments}}{\text{Revenue}} \times 100\%$
EBITDA	=	Earnings Before Interest, Taxes, Depreciation and Amortisation and Impairment losses
EBITDA, %	=	$\frac{\text{Earnings Before Interest, Taxes, Depreciation and Amortisation and Impairment losses}}{\text{Revenue}} \times 100\%$
EBITA	=	Earnings Before Interest, Taxes, Amortisation and Impairment losses
EBITA, %	=	$\frac{\text{Earnings Before Interest, Taxes, Amortisation and Impairment losses}}{\text{Revenue}} \times 100\%$
Operating profit (EBIT)	=	Earnings Before Interest, Taxes and Share of profits in associated companies
Operating profit (EBIT), %	=	$\frac{\text{Earnings Before Interest, Taxes and Share of profits in associated companies}}{\text{Revenue}} \times 100\%$
Adjusted EBITDA, excluding IFRS 16 *	=	Earnings Before Interest, Taxes, Depreciation, Amortisation, Impairment losses and adjustments, excluding IFRS 16 lease adjustments

* Adjustments are material items outside the ordinary course of business and these relate to acquisition-related expenses, restructuring-related expenses, gains and losses on sale of assets (net), impairment losses strategic projects and other items affecting comparability.

19. Reconciliation of alternative performance measures

Adjusted EBITDA, MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
Depreciation, amortisation and impairment losses	23.8	25.8	106.4
Adjustments*	1.5	4.2	23.5
Adjusted EBITDA	71.7	65.7	245.9

Adjusted EBITDA, %	1-3/2025	1-3/2024	1-12/2024
Adjusted EBITDA	71.7	65.7	245.9
Revenue	346.9	350.2	1,340.0
Adjusted EBITDA, %	20.7	18.8	18.4

EBITDA, MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
Depreciation, amortisation and impairment losses	23.8	25.8	106.4
EBITDA	70.2	61.5	222.5

EBITDA, %	1-3/2025	1-3/2024	1-12/2024
EBITDA	70.2	61.5	222.5
Revenue	346.9	350.2	1,340.0
EBITDA, %	20.2	17.6	16.6

Adjusted EBITA, MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
Amortisation and impairment losses	5.9	7.3	31.5
Adjustments*	1.5	4.2	23.5
Adjusted EBITA	53.7	47.2	171.0

Adjusted EBITA, %	1-3/2025	1-3/2024	1-12/2024
Adjusted EBITA	53.7	47.2	171.0
Revenue	346.9	350.2	1,340.0
Adjusted EBITA, %	15.5	13.5	12.8

EBITA, MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
Amortisation and impairment losses	5.9	7.3	31.5
EBITA	52.3	43.0	147.6

EBITA, %	1-3/2025	1-3/2024	1-12/2024
EBITA	52.3	43.0	147.6
Revenue	346.9	350.2	1,340.0
EBITA, %	15.1	12.3	11.0

Adjusted operating profit (EBIT), MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
Adjustments*	1.5	4.4	24.4
Adjusted operating profit (EBIT)	47.8	40.1	140.5

Adjusted operating profit, (EBIT), %	1-3/2025	1-3/2024	1-12/2024
Adjusted operating profit (EBIT)	47.8	40.1	140.5
Revenue	346.9	350.2	1,340.0
Adjusted operating profit (EBIT), %	13.8	11.5	10.5

Operating profit (EBIT), MEUR	1-3/2025	1-3/2024	1-12/2024
Profit (loss) for the period	33.4	23.6	71.7
Income tax expense	8.0	6.0	18.0
Net finance expenses	5.0	6.1	26.5
EBIT	46.4	35.7	116.1

Operating profit, (EBIT), %	1-3/2025	1-3/2024	1-12/2024
EBIT	46.4	35.7	116.1
Revenue	346.9	350.2	1,340.0
EBIT, %	13.4	10.2	8.7

Return on equity (LTM), %	31 Mar 25	31 Mar 24	31 Dec 24
Profit/loss for the period (LTM)	81.4	-29.7	71.7
Equity (including non-controlling interest) (average)	566.3	507.0	531.8
Return on equity, %	14.4	-5.9	13.5

Equity ratio, %	31 Mar 25	31 Mar 24	31 Dec 24
Equity (including non-controlling interest)	584.3	498.6	548.2
Total assets	1,415.2	1,441.4	1,398.4
Advances received	5.9	5.0	6.9
Equity ratio, %	41.5	34.7	39.4

Gearing, %	31 Mar 25	31 Mar 24	31 Dec 24
Interest-bearing liabilities	565.0	627.0	570.0
Interest-bearing receivables and cash and cash equivalents	67.7	62.1	65.2
Equity	584.3	498.6	548.2
Gearing, %	85.1	113.3	92.1

Net debt/EBITDA (LTM)	31 Mar 25	31 Mar 24	31 Dec 24
Interest-bearing liabilities	565.0	627.0	570.0
Interest-bearing receivables and cash and cash equivalents	67.7	62.1	65.2
EBITDA (LTM)	231.2	194.8	222.5
Net debt/EBITDA (LTM)	2.2	2.9	2.3

Net debt/Adjusted EBITDA (LTM)	31 Mar 25	31 Mar 24	31 Dec 24
Interest-bearing liabilities	565.0	627.0	570.0
Interest-bearing receivables and cash and cash equivalents	67.7	62.1	65.2
Adjusted EBITDA (LTM)	251.9	210.6	245.9
Net debt/Adjusted EBITDA (LTM)	2.0	2.7	2.1

Adjusted EBITDA (LTM), excluding IFRS 16	31 Mar 25	31 Mar 24	31 Dec 24
Profit (loss) for the period	81.4	-29.7	71.7
Income tax expense	20.0	6.3	18.0
Net finance expenses	25.3	25.3	26.5
Depreciation, amortisation and impairment losses	104.4	192.8	106.4
Adjustments*	20.5	16.1	23.5
IFRS 16 lease expense adjustment	-54.0	-54.5	-56.4
Adjusted EBITDA (LTM), excluding IFRS 16	197.7	156.3	189.5

Net debt/Adjusted EBITDA (LTM), excluding IFRS 16	31 Mar 25	31 Mar 24	31 Dec 24
Interest-bearing liabilities	378.3	416.0	378.2
Interest-bearing receivables and cash and cash equivalents	67.7	62.1	65.2
Adjusted EBITDA (LTM)	197.7	156.3	189.5
Net debt/Adjusted EBITDA (LTM), excluding IFRS 16	1.6	2.3	1.7

Adjustments*, MEUR	1-3/2025	1-3/2024	1-12/2024
Acquisition-related expenses ¹⁾	-0.7	-0.7	-0.7
Restructuring-related expenses ²⁾	0.0	0.2	1.9
Gains and losses on sale of assets, net ³⁾	-0.1	0.6	0.6
Impairment losses	-	0.2	0.9
Strategic projects and other items affecting to comparability	2.2	4.1	21.6
Adjustments	1.5	4.4	24.4

Adjustments by segments (EBITA) *, MEUR	1-3/2025	1-3/2024	1-12/2024
Healthcare services	0.0	0.3	7.6
Portfolio businesses	0.1	0.1	0.3
Sweden	1.3	0.7	6.3
Other	-0.0	3.1	9.2
Total	1.5	4.2	23.5

Adjustments by segments (EBIT) *, MEUR	1-3/2025	1-3/2024	1-12/2024
Healthcare services	0.0	0.3	7.6
Portfolio businesses	0.1	0.1	0.3
Sweden	1.3	0.9	7.2
Other	-0.0	3.1	9.2
Total	1.5	4.4	24.4

* Adjustments are material items outside the ordinary course of business and these relate to acquisition-related expenses, restructuring-related expenses, gains and losses on sale of assets (net), strategic projects, impairment losses and other items affecting comparability. In financial year 2024 adjustments in Other section are mainly related to the profit improvement program. Healthcare services segment adjustments in the financial year 2024 includes a one-off item of EUR 5.6 million related to renovation and maintenance liabilities in a single location over a period of more than ten years.

¹⁾ Including transaction costs and expenses from integration of acquired businesses.

²⁾ Including restructuring of network and business operations.

³⁾ Including sales of business operations.