

A photograph of two female healthcare professionals in a clinical setting. They are both wearing dark blue scrubs and are smiling at each other. The woman on the left is seen in profile, while the woman on the right is facing her. They appear to be in a dental or medical office, with a dental chair and equipment visible in the background. The image has a semi-transparent blue overlay on the right side, featuring a pattern of overlapping circles.

# **Terveystalo Group Q1 2025 Results**

Ville Iho, President & CEO

Juuso Pajunen, CFO

**Terveystalo**

# Agenda



**Ville Iho, President & CEO**

Q1 2025 Financial & operational highlights



**Juuso Pajunen, CFO**

Q1 2025 Financial performance analysis

Outlook & guidance

**Q&A**

# Q1 2025 highlights

Revenue (MEUR)

**347**

-0.9% y-o-y

EPS (EUR)

**0.26**

+41.4% y-o-y

Adj. EBIT (MEUR)

**47.8**

+19.2% y-o-y

Adj. EBIT margin

**13.8%**

+2.3%-p. y-o-y

NPS, appointments

**88**

+1.9% y-o-y

Operating cash flow (MEUR)

**27.3**

-44.5% y-o-y



# Each of our three business areas have a clear improvement agenda

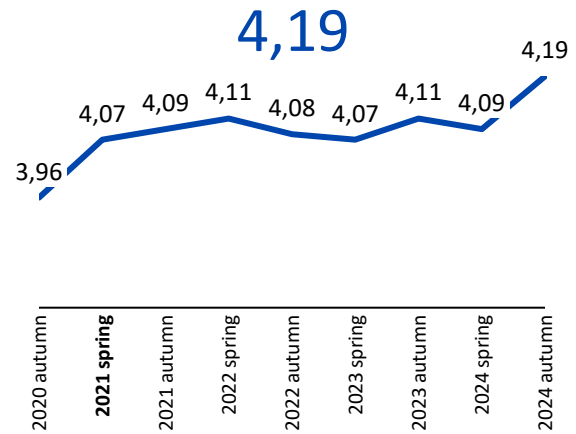
Business Area	Healthcare Services	Portfolio Businesses	Sweden
LTM Revenue	EUR 1,055 mill.	EUR 224 mill.	EUR 79 mill.
LTM Adj. EBIT margin	14.4%	3.9%	-3.3%
Share of LTM revenue*	79%	17%	6%
Mandate in the portfolio	Profitable growth, cash flow	Turnaround and selective, profitable growth Capturing the public market upside	Turnaround
M&A appetite	Selective, EPS enhancing M&A	Selective, EPS enhancing M&A	On hold
Investment appetite	+++	+	+

# Accelerating our strategic agenda: Key areas for growth



## Engaged team

Engagement index development

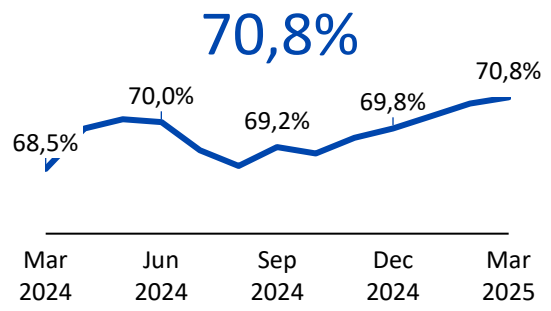


THE ENGAGEMENT INDEX FOR TERVEYSTALO PROFESSIONALS IS BASED ON FOUR QUESTIONS FROM TERVEYSTALO'S ANNUAL PROFESSIONAL SURVEY. THE RESULTS ARE USED TO CALCULATE THE INDEX VALUE, I.E. THE AVERAGE OF THE RESULTS. THE QUESTIONS CONCERN SUPERVISORY WORK, THE PRECONDITIONS FOR SUCCESS AT WORK, WORK COMMUNITIES AND COMMITMENT. THE INDEX IS EXPRESSED ON A SCALE OF 1-5.

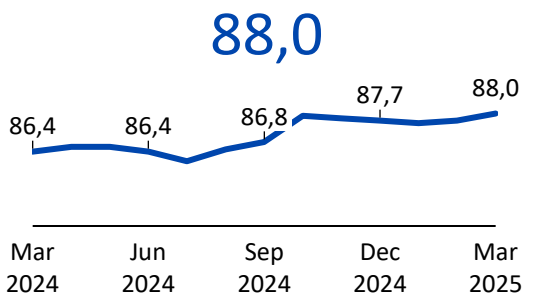


## Superior value through integrated care

PEI %



NPS (appointments)

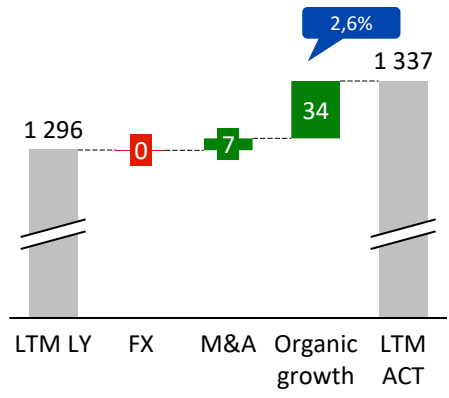


PEI INDEX (PATIENT ENABLEMENT INSTRUMENT) IS USED TO MEASURE WHETHER THE PATIENT FEELS THAT HE IS COPING WITH HIS SYMPTOMS OR ILLNESS MUCH BETTER, BETTER, AS BEFORE, OR WORSE AFTER THE RECEPTION. THE SCALE IS 1-4. THE PEI INDEX IS CALCULATED BY TAKING THE PERCENTAGE OF PATIENTS WHO FELT THEY ARE ABLE TO COPE WITH THEIR HEALTH CONDITION BETTER OR MUCH BETTER AND COMPARING IT TO THE TOTAL NUMBER OF RESPONDENTS.



## Organic growth

Group

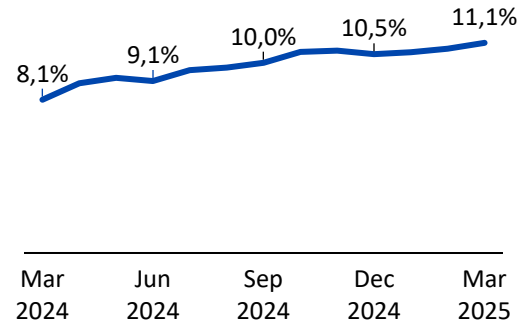


ORGANIC GROWTH FIGURES ARE INDICATIVE DUE TO INTEGRATIONS.



## Efficiency

LTM adjusted EBIT development



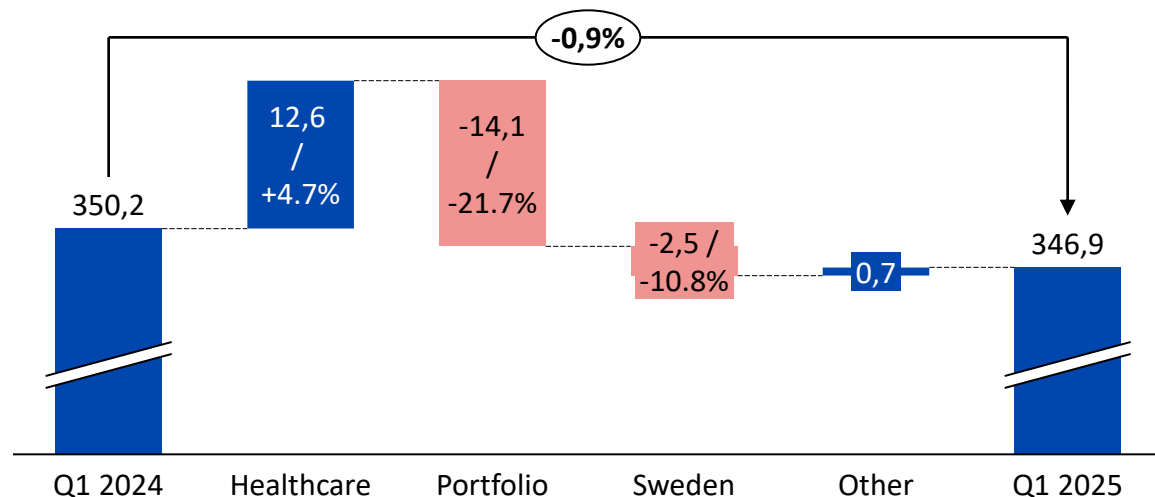
# Financial performance

Juuso Pajunen, CFO

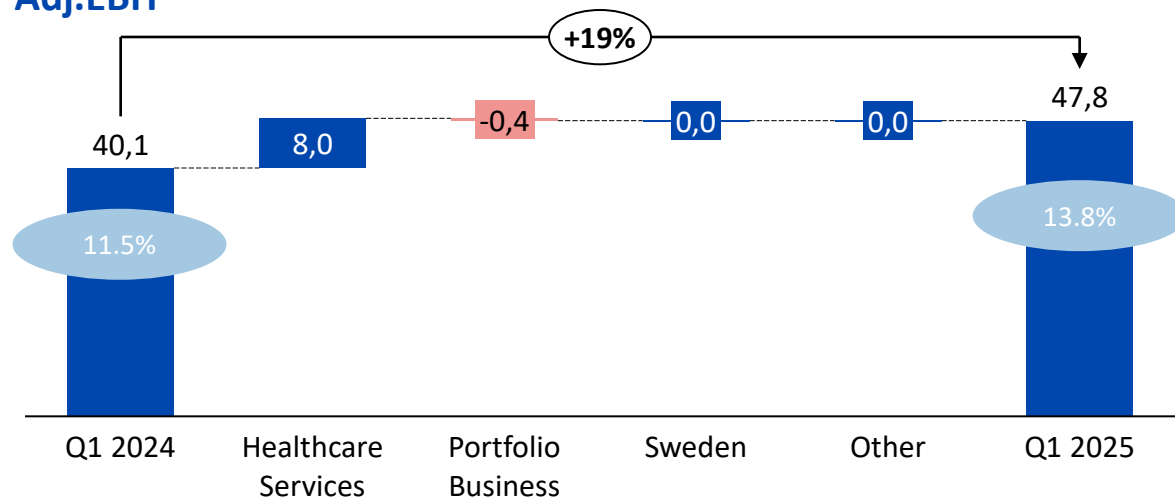


# Q1: Solid performance at Group level

## Revenue



## Adj. EBIT



## Key figures

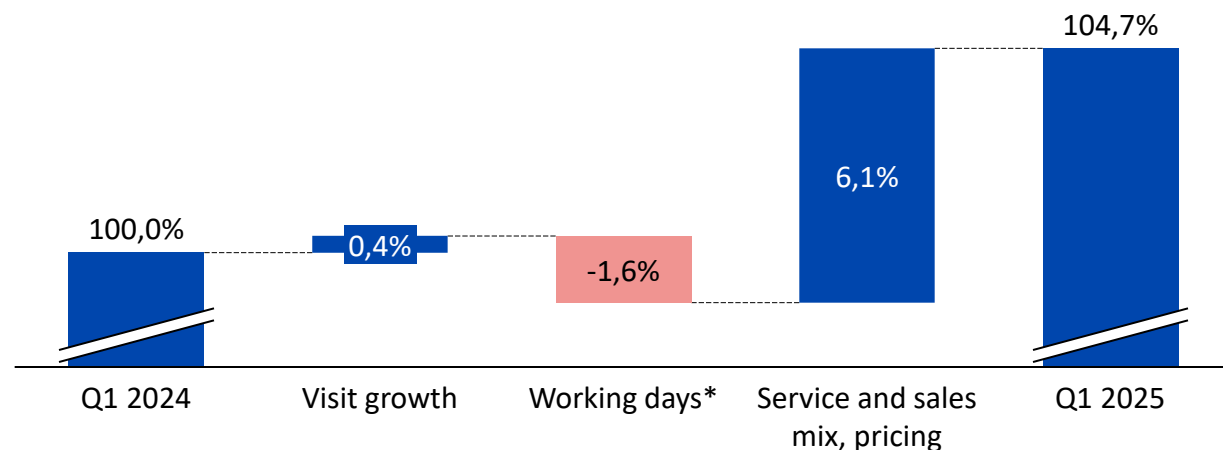
	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	346.9	350.2	-0.9	1,340.0
Adj. EBITA, MEUR	53.7	47.2	13.9	171.0
Adj. EBITA-%	15.5	13.5	2.0%-p.	12.8
Adj. EBIT, MEUR	47.8	40.1	19.2	140.5
Adj. EBIT-%	13.8	11.5	2.3%-p.	10.5

## Market update

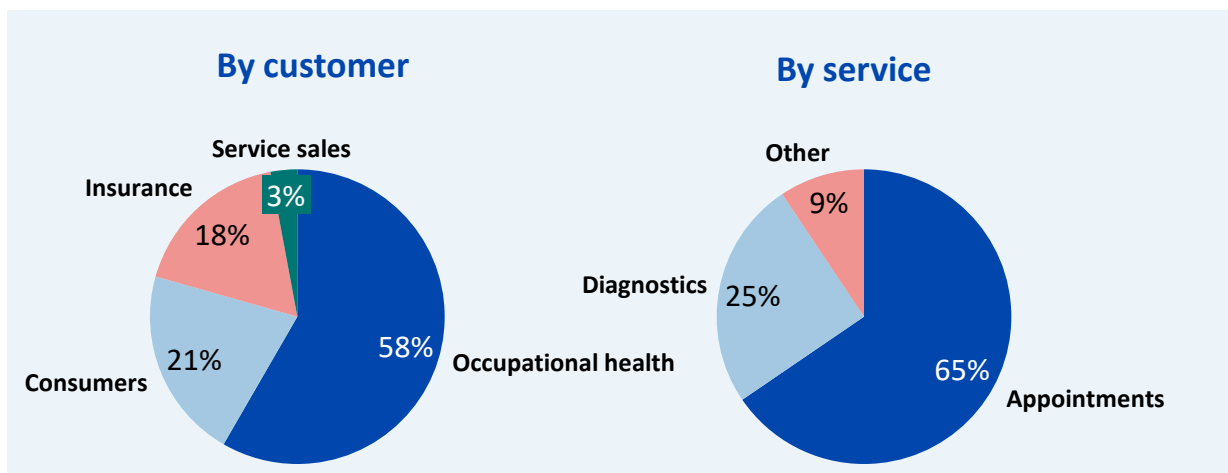
- Stronger demand, improved operational efficiency and a more favorable service mix strengthened the profitability of Healthcare Services.
- In Portfolio Businesses, the relative profitability (EBIT-margin) improved slightly year-on-year.
- In Sweden, profitability improved slightly due to the measures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

# Q1: Robust results in Healthcare Services

## Growth



## Mix



## Key figures

	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	280.6	268.0	4.7	1,042.8
Adj. EBITA, MEUR	50.5	43.2	16.9	162.0
Adj. EBITA-%	18.0 %	16.1 %	1.9%-p.	15.5 %
Adj. EBIT, MEUR	47.3	39.3	20.3	143.7
Adj. EBIT-%	16.9 %	14.7 %	2.2%-p.	13.8 %

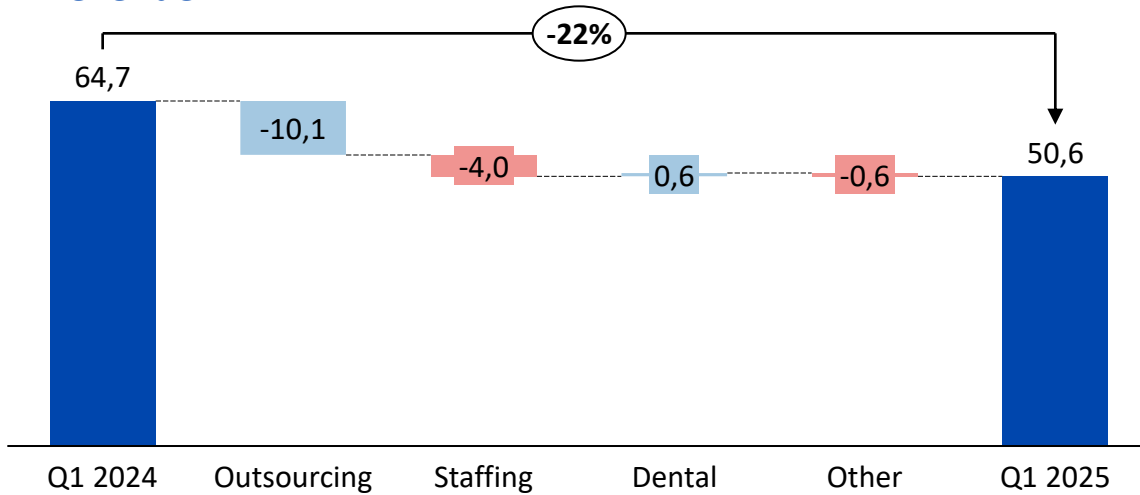
## Market update

- The supply and booking rates were at a good level.
- The flu season continued strong. 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 increased.
- Revenue increased due to strong supply, strong flu season and an improved sales mix.
- Profitability clearly increased due to stronger demand, improved operational efficiency and sales mix.



# Q1: The profitability fundamentals have strengthened in the Portfolio businesses

## Revenue



## Key figures

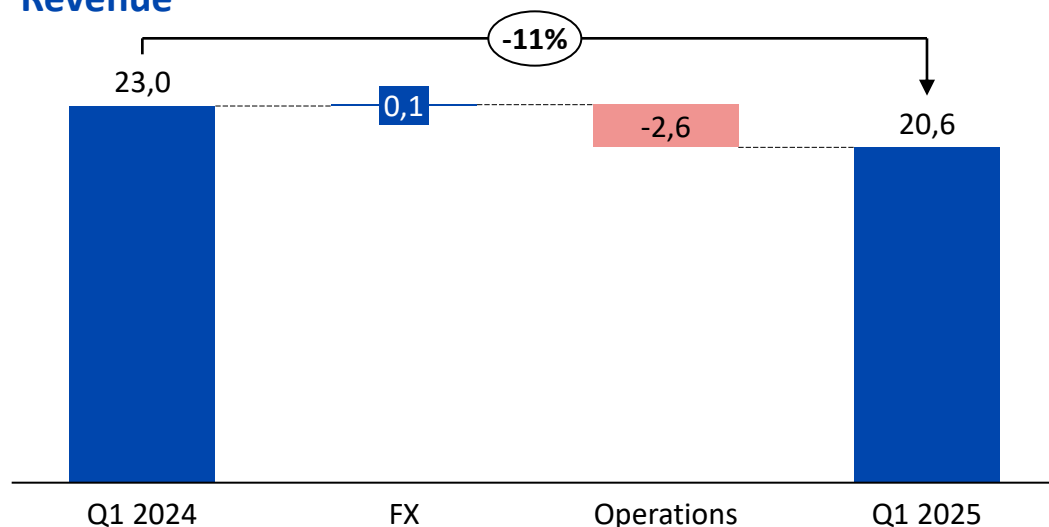
	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	50.6	64.7	-21.7	238.5
Adj. EBITA, MEUR	3.1	3.4	-10.0	10.3
Adj. EBITA-%	6.1 %	5.3 %	0.8%-p.	4.3 %
Adj. EBIT, MEUR	2.8	3.1	-11.2	9.1
Adj. EBIT-%	5.5 %	4.8 %	0.7%-p.	3.8 %

## Market update

- The publicly funded market remained cautious.
- Consumer demand increased during the quarter.
- Revenue decreased 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 EBIT decreased, however the relative profitability (EBIT-margin) improved year-on-year.
- Lower revenue decreased profitability.
- Termination of low-margin outsourcing contracts and improved operational efficiency improved profitability year-on-year.

# Q1: Difficult market conditions in Sweden, ongoing advancements in the profit improvement programme

## Revenue



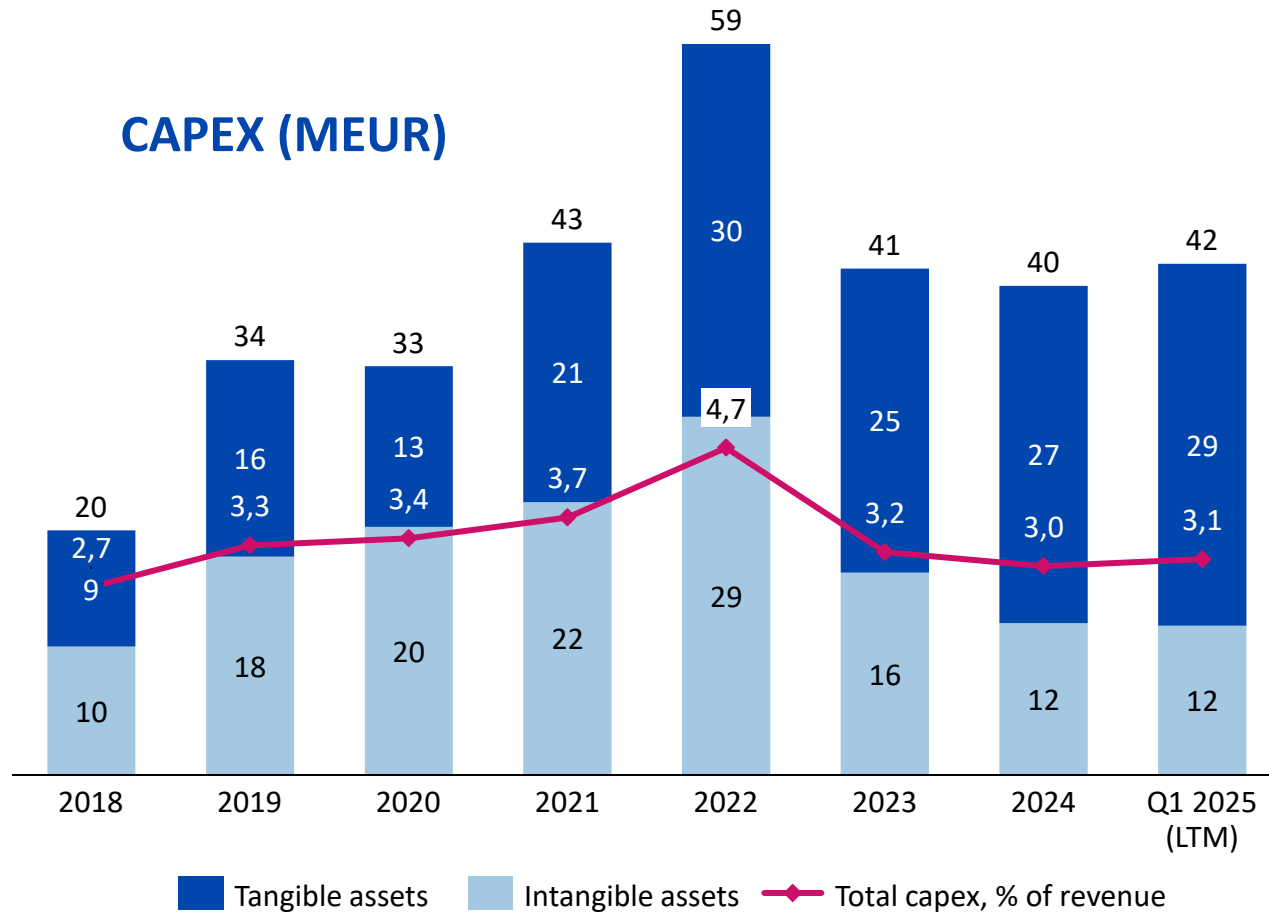
## Key figures

	1-3/2025	1-3/2024	Change, %	2024
Revenue, MEUR	20.6	23.0	-10.8	81.8
Adj. EBITA, MEUR	0.1	0.1	81.9	-2.0
Adj. EBITA-%	0.6 %	0.3 %	0.3%-p.	-2.5 %
Adj. EBIT, MEUR	-0.2	-0.3	10.0	-3.4
Adj. EBIT-%	-1.1 %	-1.1 %	-0.0%-p.	-4.1 %

## Market update

- The weak macroeconomic situation continued, and the unemployment rate trended upwards.
- Revenue decreased due to expired contracts and weaker demand.
- Adjusted EBIT improved slightly year-on-year.
- The decline in revenue weakened profitability, while the cost savings achieved through the measures of the profit improvement programme had a positive impact on profitability.

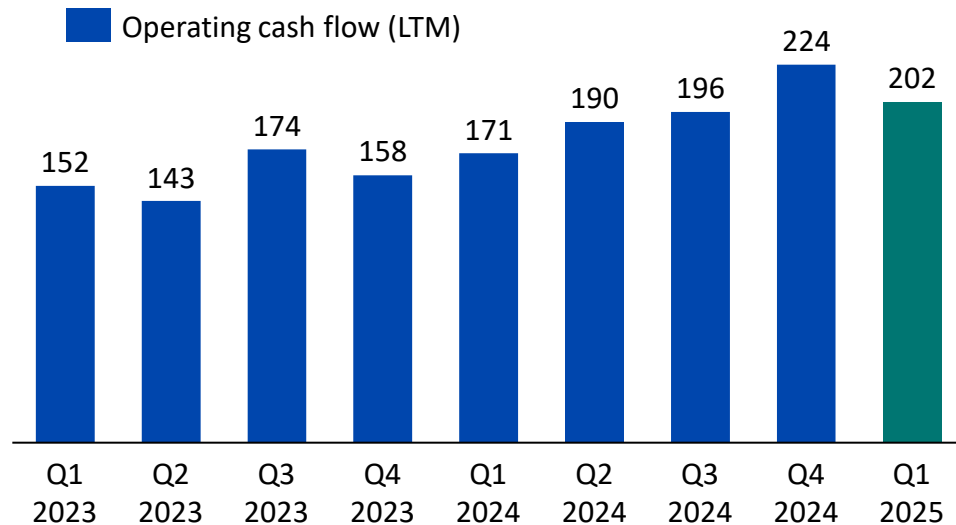
# We invest in organic and disciplined inorganic growth



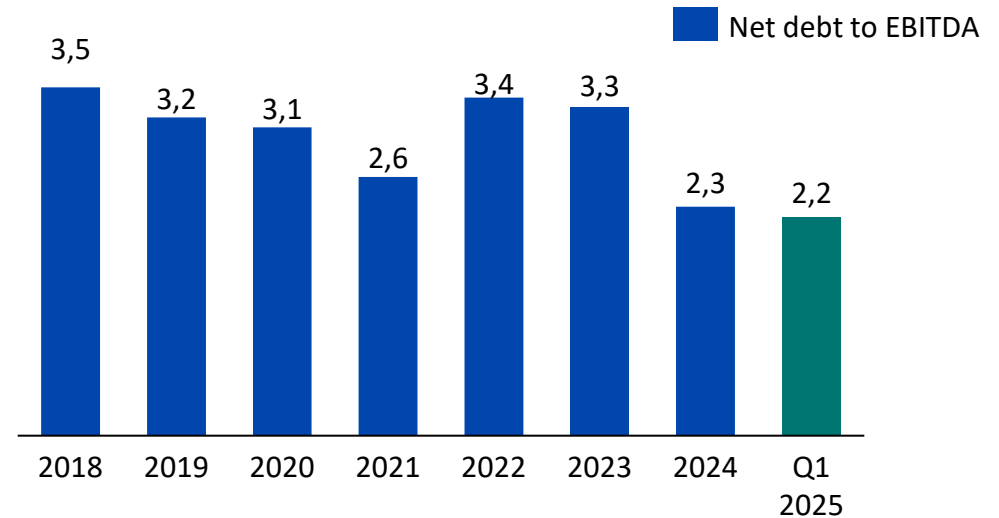
- Our investment strategy prioritises organic growth and disciplined inorganic expansion.
- We focus on digital investments to improve user experience and productivity for healthcare professionals.
- We selectively invest in physical assets like leasehold improvements and medical equipment.
- Disciplined M&A agenda to complement organic investments

# A strong financial position supports our strategy execution

Strong profit growth has led to significant cash flow conversion and deleveraging



- Cash flow from operating activities in Q1/2025 was impacted by the seasonal variation in the level of committed net working capital as well as supplementary prepayments of income tax for the 2024 tax year.

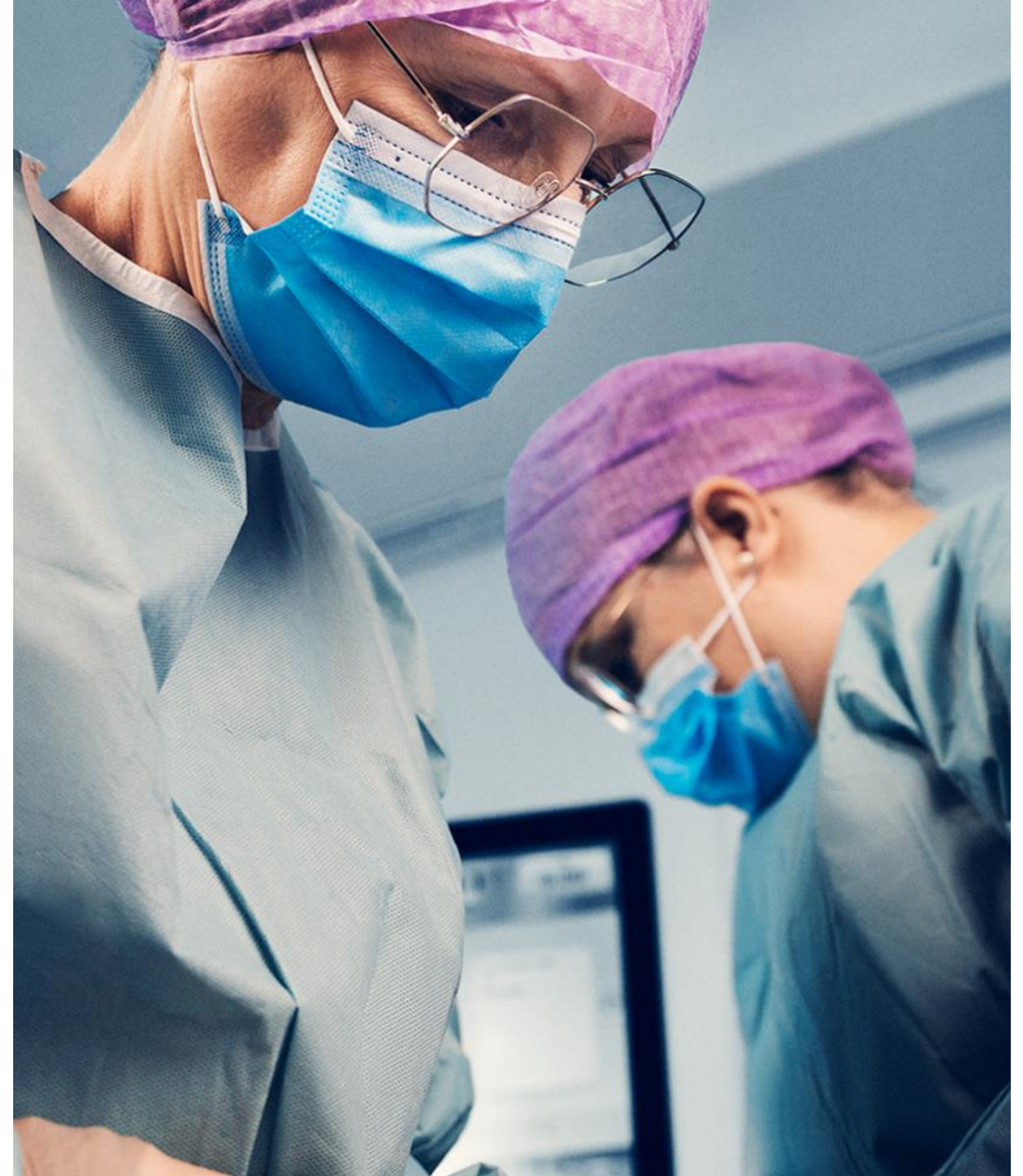


- Net debt amounted to EUR 497.3 (564.9) million
- Net debt to EBITDA was 2.2
- Net debt, excluding IFRS 16 (lease liabilities) amounted to EUR 310.6 (353.9) million.

# Guidance for 2025 (unchanged)

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

- 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 contracts.
- Profitability is expected to strengthen in all business segments.
- The estimates do not account for significant acquisitions or divestments.



# Q&A

# Terveystalo

MEANINGFUL MATTERS

[terveystalo.com](https://terveystalo.com)



# The legacy outsourcing contract portfolio shrinks as old contracts expire or are terminated

CONTRACT VALUE, OUTSOURCING CONTRACTS, M€<sup>1</sup>

