INTERIM REPORT

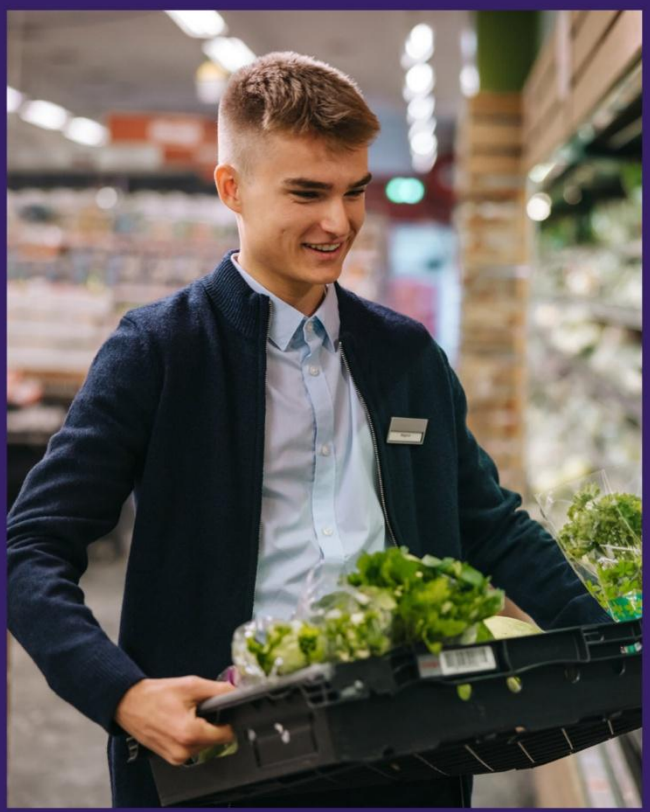
Eezy Plc

January–September 2026











Q3/2026

Revenue increased, strategy execution continues

In Brief

July-September 2026

- Chain-wide revenue*, which also includes the revenue of franchisees, was EUR 65.5 million (EUR 62.2 million in July-September 2025). Chain-wide revenue increased by 5%. (**Detailed calculation formula on page 22*).
- Group revenue was EUR 37.1 million (EUR 35.5 million in July–September 2025). Revenue increased by 5%.
- EBITDA was EUR 3.1 million (3.7).
- EBIT was EUR 1.2 million (1.2) and was 3.1% of revenue (3.4%).
- Personnel expenses related to severance payments amounted to EUR 0.0 million (0.4), and other one-time costs totalled EUR 0.1 million (0.6).
- Earnings per share was EUR 0.00 (0.00).
- Revenue of staffing services developed positively, increasing by 5% compared to the corresponding period.
- We continued to systematically execute our profitable growth strategy while maintaining disciplined cost management.

January–September 2026

- Chain-wide revenue*, which also includes the revenue of franchisees, was EUR 178.8 million (EUR 175.6 million in January-September 2025). Chain-wide revenue increased by 2%. (**Detailed calculation formula on page 22).*
- Group revenue was EUR 104.9 million (EUR 105.4 million in January–September 2025) corresponding closely to the level of the comparison period.
- EBITDA was EUR 7.0 million (6.5).
- EBIT was EUR 1.1 million (0.4) and was 1.1% of revenue (0.4%).
- Personnel expenses related to severance payments amounted to EUR 0.1 million (1.1), and other one-time costs totalled EUR 0.3 million (1.0).
- Earnings per share was EUR -0.01 (-0.02).
- The implementation of the strategy progresses.
- We have achieved a competitive cost structure through the performance improvement programmes.
- The rights issue was successfully completed in April. The offering was oversubscribed, providing Eezy with approximately EUR 10 million in gross proceeds.

Outlook for 2026

Eezy does not give guidance for 2026.

Key figures (IFRS)

EUR million, unless otherwise specified	7–9/2026	7–9/2025	1–9/2026	1–9/2025	1–12/2025
Revenue	37.1	35.5	104.9	105.4	139.3
EBITDA	3.1	3.7	7.0	6.5	9.0
EBITDA, %	8.4 %	10.3%	6.7 %	6.2%	6.5 %
EBIT	1.2	1.2	1.1	0.4	0.2
EBIT, %	3.1 %	3.4%	1.1 %	0.4%	0.1 %
EPS, basic, EUR	0.00	0.00	-0.01	-0.02	-0.03
EPS, diluted, EUR	0.00	0.00	-0.01	-0.02	-0.03
Net debt / EBITDA	-	-	4.2 x	5.7 x	5.1 x
Chain-wide revenue	65.5	62.2	178.8	175.6	233.8

Johan Westermarck, CEO:



“The recovery of the Finnish economy has progressed, but the turnaround in the labour market has been slower, and according to latest forecasts, employment is expected to strengthen only in 2027. According to industry association HELA data, recent developments in the staffing services industry have been more positive, with temporary staffing revenue returning to growth and business sentiment among industry companies improving. We view market developments with cautious optimism and remain focused on strengthening our competitiveness.

The Group’s revenue continued to grow during July-September, due particularly to our success in an industrial construction project. Group revenue amounted to EUR 37.1 million (35.5) in the third quarter, and chain-wide revenue was EUR 65.5 million (62.2). The entire chain-wide revenue increased by 5%.

Revenue in Staffing Services was EUR 32.5 million (30.8) in July-September, increasing by 5%. Similarly to the second quarter, the growth was particularly due to our success in an industrial construction project.

Revenue in Professional Services was EUR 4.7 million (4.7) in the third quarter, decreasing by 2%. The quarter was challenging particularly in coaching, consulting and survey services. Growth was seen in recruiting services, employment services and light entrepreneurship services.

We have achieved a competitive cost structure through our performance improvement programmes. As revenue growth was due to a significant entrepreneur-led industrial construction project, the increase in revenue did not translate into a corresponding increase in EBITDA. EBITDA for July-September was EUR 3.1 million (3.7). EBIT was EUR 1.2 million (1.2) and represented 3.1% of revenue (3.4%).

Implementation of the strategy progresses

Although market environment has been challenging, we have advanced strategic growth opportunities across several areas. We seek growth in our core competence areas, amongst others in staffing, particularly in the industrial, construction, retail and horeca sectors, through new service and pricing models and through the further development of our entrepreneur network and concept.

The AI-assisted operations management system for staffing services has established itself as an effective tool for improving efficiency in the day-to-day operations of both Eezy and its customers. The system is now fully deployed in our customers’ daily workforce planning and resource allocation, and appr. 80% of all shift orders are entered directly into the system by our customers or staffed employees themselves.

Delivering sustainable growth requires not only a clear strategy, but also strong leadership and aligned ways of working. We continue to invest in developing our sales and leadership capabilities and have refined the responsibilities of our Group Management Team and further strengthened leadership through key appointments.

Our aim is to provide our business areas with the best possible conditions to focus on customers, sales, and growth, while advancing shared operating models and maximizing the value of our proprietary technology platform. In doing so, we ensure that Eezy's strengths translate into a seamless and high-quality customer experience.

Our new employer services Flex Employer and Flex Pool, enabled by our platform, have been well received by customers, and we see substantial potential in the services.

A key element of our strategy is to facilitate flexible ways of connecting work with talent. More and more companies require experienced executives, senior-level professionals, or specialised experts on an interim basis, and Eezy has responded to this growing demand by further strengthening its interim management offering.

Our revenue development indicates that we are moving in the right direction, but we are not at the level where we want to be yet. Eezy’s future is founded on a clear strategy, well-defined growth opportunities, and our proprietary technology platform, which we continue to develop actively to meet our clients’ evolving needs.

Ultimately, however, I believe that our greatest strength is our ability to bring these opportunities together with the expertise of our people and our customers’ needs. My sincere thanks to all Eezy employees and our customers. We have a strong foundation on which to continue our journey forward together.”

Market review

Eezy's business consists of a range of workplace services: staffing services, employment, research and recruitment services, management and employee experience development, corporate culture design and light entrepreneurship services. Due to the working life megatrends and the increased need for a flexible workforce we believe in the growth potential of the market during the strategy period.

In Finland, the share of flexible forms of working in relation to all work remains significantly lower than in comparable European countries (Euromonitor). We believe that the market will continue its structural growth as flexible forms of working become more common.

According to an estimate by the company, the size of the entire HR services market in Finland was approx. EUR 3.1 billion in 2025, of which the staffing services were approx. EUR 2.7 billion (Tilastokeskus). The market size of the relevant recruitment services was approx. EUR 110 million according to an estimate by the company. The invoicing volume of light entrepreneurship services market has been estimated to be approx. EUR 600 million and revenue to be approx. EUR 30 million. The market for employment services is estimated to be EUR 150 million. Employee experience surveys and consulting services markets are approx. EUR 120-140 million.

The staffing industry is showing signs of recovery. According to the Employment Industry Finland (HELA) association, market conditions for staffing companies have continued to improve, and industry outlook indicators are at a very high level. According to HELA, the revenue of the 20 largest companies in the staffing service market increased by 5.5% in July-September and by 3.1% in January–September compared to last year. According to HELA, the recruitment services revenue increased by 24.1% in July-September, while revenue for January-September increased by 3.2% compared to the previous year.

Revenue & business development

July–September

Eezy's group revenue amounted to EUR 37.1 million (35.5), increasing by 5% compared to the comparison period in the previous year.

Revenue from Staffing services increased by 5% compared to the corresponding period. Revenue growth was driven particularly by a significant entrepreneur-led industrial construction project. The chain-wide revenue from Staffing services increased by 5%, slightly below the market development reported in the HELA market statistics (July-September 5.5%).

Revenue from Professional services decreased by 2% compared to the corresponding period. The decline was primarily due to lower demand for coaching, consulting and survey services. Revenue increased particularly in recruitment and executive search services, employment services and light entrepreneurship services.

Eezy's chain-wide revenue amounted to EUR 65.5 million (62.2), increasing by 5%. Franchise fees totalled EUR 1.9 million (1.8). The invoicing volume of light entrepreneurship services was EUR 9.6 million (8.7).

January-September

Eezy's group revenue amounted to EUR 104.9 million (105.4), corresponding closely to the level of the comparison period.

Revenue from Staffing services remained at the level of the comparison period, despite the impact on group revenue from the transfers of offices to the franchisee entrepreneur network and partial customer transfers in the retail sector during the year 2025. On the other hand, these transfers increased the franchise fees. The chain-wide revenue from Staffing services increased by 2% compared to the corresponding period, which is slightly below the development reported in HELA market statistics (January-September 3.1%).

Revenue from Professional services declined by 4% compared to the corresponding period. The decrease was mainly due to lower revenue from coaching, consulting and survey services, whereas employment services and light entrepreneurship services continued to grow.

Eezy's chain-wide revenue amounted to EUR 178.8 million (175.6), increasing by 2 % compared to the corresponding period. Franchise fees totalled EUR 4.7 million (4.5). The invoicing volume of light entrepreneurship services was EUR 26.7 million (25.0).

Revenue by service area

EUR million	7–9/2026	7–9/2025	Change %	1–9/2026	1–9/2025	Change %	1–12/2025
Staffing services	32.5	30.8	5 %	88.4	88.3	0 %	115.7
Professional services	4.7	4.7	-2 %	16.8	17.4	-4 %	24.0
Common functions and eliminations	-0.0	-0.1	-	-0.3	-0.3	-	-0.3
Total	**37.1**	**35.5**	**5 %**	**104.9**	**105.4**	**0 %**	**139.3**

Result

July–September

EBITDA was EUR 3.1 million (3.7). Revenue growth was due to a significant entrepreneur-led industrial construction project. As a result, the increase in revenue did not translate into a corresponding increase in EBITDA. On the other hand, non-recurring costs were lower compared to the comparison period. EBITDA included EUR 0.0 million (0.4) in personnel expenses related to severance payments and EUR 0.0 million (0.2) of other one-time expenses.

Operating profit was EUR 1.2 million (1.2). Total depreciation, amortization and impairment were EUR 2.0 million (2.5), of which EUR 0.7 million (1.0) was acquisition related to amortization and impairments. Operating profit included EUR 0.1 million (0.5) impairment related to the non-current assets.

The result before taxes was EUR 0.3 million (0.3) and the result for the period was EUR 0.3 million (0.2). Earnings per share was EUR 0.00 (0.00).

January–September

EBITDA was EUR 7.0 million (6.5). The change in the sales mix, partly driven by the industrial construction project, weakened relative profitability. On the other hand, EBITDA benefited from lower non-recurring costs and lower other operating expenses compared to the comparison period. The decrease in other operating expenses was supported by the third performance improvement program launched in April last year, which measures started to have an impact during the second half of 2025. EBITDA included EUR 0.1 million (1.1) in personnel expenses related to severance payments and EUR 0.0 million (0.4) of other one-time expenses.

Operating profit was EUR 1.1 million (0.4). Total depreciation, amortization and impairment were EUR 5.9 million (6.1), of which EUR 2.4 million (2.6) was acquisition related to amortization and impairments. Operating profit included EUR 0.3 million (0.6) impairment related to the non-current assets.

The result before taxes was EUR -1.6 million (-2.3) and the result for the period was EUR -1.2 million (-1.7). Earnings per share was EUR -0.01 (-0.02).

Financial position and cash flow

Eezy's consolidated balance sheet on 30 September 2026 amounted to EUR 189.1 million (191.5), of which equity made up EUR 113.8 million (106.6).

As of 30 September 2026, the Group has liabilities to credit institutions amounting to EUR 43.9 million (46.3), of which EUR 41.4 million (43.5) was non-current. Liabilities to credit institutions (EUR 43.9 million) are subject to covenant terms, which are quarterly ratio of interest-bearing net debt compared to adjusted EBITDA and monthly the minimum cash balance. In May 2026, the Group designated interest rate swap to convert part of its loans (EUR 17.5 million) into fixed-rate borrowings to mitigate exposure to potential increases in interest rates.

Cash balance on 30 September 2026 was EUR 6.3 million (0.1). The Group has overdraft facilities in total of EUR 10.0 million, all of which were unused on 30 September 2026 (EUR 0.3 were used on 30 September 2025) .

The equity ratio stood at 60.2% (55.7%). The Group’s net debt including IFRS16 leasing items on 30 September 2026 amounted to EUR 40.4 million (50.0). Net debt excluding IFRS 16 leasing items was EUR 37.6 million (46.3). The net debt/EBITDA ratio was 4.2 x (5.7 x).

Operative free cash flow amounted to EUR 1.7 million (2.0) in July-September and EUR -1.7 million (3.2) in January-September. The cash flow development in January-September was impacted by the payment of approximately EUR 5 million in value-added tax liabilities in May.

Investments

Investments in tangible and intangible assets totalled EUR 0.5 million (1.0) in July–September and EUR 2.2 million (3.5) in January-September. Investments were mainly related to IT investments.

Employees

Eezy’s personnel consist of employees in Group functions and staffed employees assigned to customer companies. In July–September, Eezy employed average of 344 (324) people and in January–September 346 (359) in Group functions and on average 2 052 (2 063) in July–September and 1 964 (2 077) in January–September staffed employees on FTE basis. The development in average employees during the third quarter was related to employment services.

Due to the nature of the staffing service business, Eezy’s total number of personnel employed is higher than the number of personnel employed on average. In the calculation of the average number of staffed employees, the work input of the employees has been converted into person-years. The users of light entrepreneurship services are not included in the Group’s personnel numbers.

Changes in management

On 2 September 2026 Jukka Kallioniemi was appointed as Business Director, Staffing services for Tampere and Turku and a member of the Group management team. He started in this position on 2 November, 2026.

On 18 August 2026 Director, Professional services Markus Jussila transitioned to Director, Eezy Flow -business while simultaneously stepped down from the management team.

On 5 June 2026 Business Director, Staffing services Turku & Seinäjoki Markus Muurinen resigned. Muurinen stepped down from the management team on 31 July 2026, and his responsibilities have been divided within the group.

On 7 January 2026 Director, Business Solutions Päivi Salo resigned. Salo stepped down from the management team on 28 February 2026, and her responsibilities have been divided within the group.

On 3 October 2025 Esko Puolusmäki was appointed as Chief Financial Officer and member of the group's management Team. He started in his position on 4 January 2026.

On 30 September 2026 the management team included:
- Johan Westermarck, CEO
- Jaakko Koivisto, Business Director, Staffing services, Helsinki & Tampere
- Heikki Tyrväinen, Business and Sales Director, Franchise Entrepreneur Network and National Customers
- Laura Kauppinen, Chief Corporate Officer
- Esko Puolusmäki, CFO

Shares and shareholders

The number of Eezy Plc shares registered in the trade register 30 September 2026 was 125 234 075 (25 046 815). The company had 4 151 (3 678) shareholders, including nominee registered shareholders.

On 30 September 2026, the company owns 2 500 000 own shares. During the period from 15 June to 23 July 2026, Eezy repurchased 2 500 000 of its own shares at the average price of EUR 0.1879 per share. The total sum used for the repurchase was EUR 0.5 million. The shares were acquired in public trading on Nasdaq Helsinki Ltd. at the prevailing market price at the time of purchase. The repurchased shares were acquired on the basis of the authorisation given by the Annual General Meeting 25 March 2026, and the shares repurchased to be used primarily as part of the reward payments under the share-based incentive plans for key personnel or be transferred for other purposes or be cancelled.

On 30 September 2026, the members of the Board of Directors and the members of the management team owned a total of 25 963 770 (2 468 819) Eezy's trade registered shares, corresponding to approximately 20.7% (9.9%) of registered shares and of the votes to which they entitle. The share numbers include the direct holdings of the persons in question and their controlled companies. In addition, Board members are employed in managerial duties by significant shareholders.

In January–September 2026, a total of 35 898 760 (5 644 345) shares were traded, and the total trading volume was EUR 6.5 million (4.6). During this period, the highest quotation was EUR 0.87 (1.30) and the lowest EUR 0.11 (0.60). The highest and lowest quotations are actual market prices during the period and have not been adjusted by the rights issue. The volume-weighted average price of the share was EUR 0.16 (0.82). The closing price of the share on 30 September 2026 was EUR 0.20 (0.81) and the market value stood at EUR 25.3 million (20.3).

Ten largest shareholders as of 30 September 2026:

Shareholder	Shares	%
1. Sentica Buyout V Ky	35 328 290	28.21
2. SVP-Invest Oy	14 147 792	11.30
3. Paul Savolainen	6 244 496	4.99
4. Evli Suomi Small Cap fund	5 400 000	4.31
5. Meissa-Capital Oy	4 223 067	3.37
6. Jobinvest Oy	1 829 385	1.46
7. Tapio Pajuharju	1 818 710	1.45
8. Mauno Savolainen	1 725 710	1.38
9. Notacon Oy	1 656 765	1.32
10. Vimeli Oy	1 536 835	1.23
10 largest in total*	**73 911 050**	**59.02**
Nominee-registered	4 620 035	3.69
Others	46 702 990	37.29
Total	**125 234 075**	**100.00**

*The Company holds 2 500 000 treasury shares, which are excluded from the list of 10 largest.

On 13 April 2026, the company received flagging notices: the ownership of Evli Oyj decreased below 5 % and the ownership of Mauno Savolainen exceeded over 5 %. On 23 April 2026 the company received flagging notes: the ownership of Meissa-Capital Oy decreased below 5 %, the ownership of Mauno Savolainen decreased below 5 % and the ownership of Evli Oyj exceeded over 5 %. On 24 April 2026 the company received flagging notes: the ownership of Paul Savolainen exceeded over 15 %. On 15 June 2026, the company received a flagging notification: the ownership of Evli Oyj decreased below 5 %.

Governance

Annual General Meeting

The Annual General Meeting (AGM) was held on 25 March 2026.

The financial statements and consolidated financial statements for the financial year 2025 were adopted. The members of the board of directors and the CEOs were discharged from liability for financial year 2025. The remuneration report for governing bodies was approved.

The AGM decided that no dividend is paid based on the balance sheet adopted for the financial year 2025.

Seven members were elected to the board of directors. Tapio Pajuharju, Kati Hagros, Tomi Laaksola, Maria Pajamo, Paul-Petteri Savolainen, Mika Uotila and Mikko Wirén were re-elected as members of the board of directors.

Members of the board of directors will be paid monthly remuneration EUR 5 000 per month for the chairperson of the board and EUR 2 500 per month for all other members of the board each. In addition, for members of the board of directors' committees will be paid a meeting fee of EUR 300 for each committee meeting.

The AGM re-elected the company's current auditor, KPMG Oy Ab, which has stated that Niklas Oikia, APA, will act as the responsible auditor. KPMG Oy Ab as the auditor of the company will also carry out the assurance of the company's sustainability reporting for the financial year 2026.

The AGM resolved that the company's articles of association currently in force concerning the agenda of the Annual General Meeting will be updated by adding references to the remuneration and election of the sustainability reporting assurer, if necessary. The articles of association remain unchanged in other respects.

In a formation meeting of the board, held after the AGM, Tapio Pajuharju was elected to continue as the chairman. Mika Uotila (chair), Kati Hagros and Paul-Petteri Savolainen will be the Audit committee. Maria Pajamo (chair), Tapio Pajuharju and Mikko Wirén will be the Sustainability and HR Committee.

The AGM also resolved to establish a shareholders' nomination board, which is responsible for preparing and presenting proposals to the general meeting concerning the election and remuneration of the members of the board of directors, as well as the remuneration of the board committees. The shareholders' nomination board shall be established for an indefinite term until the general meeting of shareholders resolves otherwise.

Rights issue offering

In accordance with the authorization of the Annual General Meeting held on 25 March 2026, the Board of Directors resolved conducting a rights issue offering of up to approximately EUR 10 million (the "offering"). The objective of the offering was to expedite the implementation of the company's strategy, to strengthen its capital structure, and the company paid off the penalty interest-bearing portion of its value added tax debt with the proceeds of the offering.

The AGM granted the board of directors the authorisation to carry out the offering. The board of directors resolved the specific terms, conditions and schedule of the offering as authorized by the AGM. The shares to be issued under the authorisation were new shares. Under the authorisation, a maximum of 100 187 260 new shares issued. The shareholders had a pre-emptive right to the new shares in the same proportion as they already hold shares in the company. However, shares that remained unsubscribed based on pre-emptive subscription offered on a secondary basis for subscription to other shareholders or third parties. On 21 April Eezy announced the final result of rights issue, according to which the total number of shares in Eezy increased to 125 234 075.

In addition, the board of directors was authorised to amend the resolution adopted on 28 April 2025 pursuant to the authorisation granted by the Annual General Meeting on 8 April 2025 to issue a maximum of 1 000 000 special rights entitling to shares to Varma Mutual Pension Insurance Company ("Varma") as so that the board of directors' resolution dated 28 April 2025 on the issuance of special rights nullified. Upon the registration of the new shares to be issued to Varma the board of directors authorised to replace the resolution with a resolution of identical content, as from the registration of the new shares to be issued in the offering, be in total a maximum of 5 million shares, or a lesser number as determined by the board of directors. On 21 April 2026 Eezy announced the final result of rights issue, under which Varma was granted special rights entitling it 2 777 778 shares in the company.

More specific details of the listing prices, terms and scheduling can be found in the separate stock exchange releases and on Eezy's web page.

Other valid authorizations

The authorisations given by the AGM on 25 March 2026 are described in detail in the stock exchange release about the AGM's decisions.

The AGM authorised the board of directors to decide on the repurchase of the company's own shares using the company's unrestricted equity. The total maximum number of shares to be repurchased under the authorisation shall be 2 500 000 shares. The authorisation is valid until the end of the annual general meeting of 2027, however, for a maximum of 18 months. On 12 June 2026, the company announced that it would commence the repurchase of its own shares based on the authorization granted by the Annual General Meeting. The maximum number of shares to be repurchased in one or more instalments is 2 500 000 shares, corresponding to approximately 2 % of the total number of the company's shares. The maximum amount to be used for the purchase of shares is EUR 1 000 000. Further details regarding the repurchase of own shares are available in the stock exchange release published on 12 June 2026. On 30 September 2026, the company owns 2 500 000 own shares.

The AGM authorised the board of directors to decide, in one or more tranches, on the issuance of shares as well as on the issuance of option rights and other special rights entitling to shares as referred to in chapter 10(1) of the Finnish Limited Liability Companies Act. The total maximum number of shares to be issued under the authorisation shall be 2 500 000 shares. The authorisation is valid until the end of the annual general meeting of 2027, however, for a maximum of 18 months. The authorization is unused.

Long-term incentive plan

LTIP 2019-2026

In December 2024, Eezy Plc's board of directors decided on the fifth earning period of the share-based incentive plan for the company's key employees. The fifth earning period is 24 months, started on 1 January 2025 and ending on 31 December 2026. The reward criteria for the fifth earning period are based on Eezy Plc's total shareholder return, operating profit percent, and an ESG component. On 8 September 2026, Eezy announced that it would adjust the maximum number of reward shares payable for the earning period following the rights issue carried out by the company in spring 2026. Consequently, a maximum of 722 266 Eezy Plc shares may be paid as a reward for the fifth earning period (previously 256 000 shares).

PMSP 2026-2028

On 13 August 2026, Eezy Plc's board of directors decided to launch a performance-based matching share plan (Performance Matching Share Plan, "PMSP" for the company's key employees. The PMSP includes one performance period covering the financial years 2026-2028. The performance-based matching reward is conditional upon the fulfilment of the share ownership obligation and the participant's valid employment or service relationship. In addition, the amount of the performance-based matching reward is determined based on the achievement of the targets set for the performance criteria. The performance criteria consist of the company's absolute Total Shareholder Return (TSR), Earnings per Share (EPS) and a sustainability criterion (ESG). On 13 October 2026, Eezy announced that the rewards payable under the PMSP are estimated, at the commencement of the programme, to correspond to a total value of approximately 3,500,000 Eezy Plc shares, including the cash-settled portion, assuming that all targets established for the PMSP are achieved. The final number of shares will depend on the number of participants, their personal investments in Eezy shares, and the extent to which the performance criteria are met.

Strategy and long-term financial targets

In December 2025, the Board of Directors of Eezy Plc approved the company's updated strategy and long-term financial targets for 2026–2028. In its updated strategy, the company aims to achieve a chain-wide revenue of more than 330 million euros, a group revenue of more than 200 million euros, and an EBIT of more than 5% of group revenue in 2028. Eezy seeks profitable growth by focusing on its core business of staffing and recruitment services and related business operations. Eezy will focus particularly on services that enable it to meet the changing staffing requirements of its client companies nationwide. Eezy provides services through its group companies as well as a strong network of entrepreneurs. In addition, Eezy's service portfolio includes professional services that support its core business and generate added value for the customers. A more detailed description of the current strategy and long-term goals can be found on the company's website.

Risks and uncertainties

Eezy's risk management principles are based on the Finnish Corporate Governance Code for Listed Companies. The objective of risk management is to ensure that the group's targets are reached and to safeguard the continuity of operations.

The risks affecting Eezy's operations are assessed annually. The latest risk assessment was carried out in June 2026. The overall risk level was assessed to have decreased slightly compared to the previous year. The key risk remained largely unchanged, although the assessed levels of certain individual risks changed. The most significant risks continued to be related to economic conditions, technological development and the transformation of business models, the advancement of digitalisation and service development, and risks related to the availability of financing. Furthermore, the company has recognised that potential compliance breaches occurring within the supply chains of large-scale projects involving multiple parties may also pose reputational and financial risks to Eezy.

There are cautious signs of improvement in the staffing services market; however, uncertainty surrounding the general economic environment continues to affect Eezy's operations and financial performance. If economic conditions weaken, customers typically reduce their use of temporary staffing and other personnel services provided by Eezy. The Company may find it challenging to comply the terms of its financing agreements if its revenue and EBITDA decline, or if its business grows rapidly and ties up more working capital.

Other material risks identified for Eezy's operations are insufficient investment in technological development, digitalisation and the harmonization of operational models as well as the commitment of key personnel. Inadequate investment in the development of technology and digital operational models could adversely affect operational efficiency, competitiveness and customer satisfaction.

More information about risk management is available on the company's website.

Guidance for 2026

Eezy does not give guidance for 2026.

Events after the review period

On 13 October 2026, Eezy announced additional information on the size of the performance-based matching share plan for 2026–2028.

On 23 October, Eezy announced appointment of Heikki Turkki as Sales Director and member of the Group Management team as of 26 October 2026.

Eezy Plc
Board of Directors

More information:

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Result publication event:

A Finnish-language briefing for analysts and media will be held on 5 November 2026 at 13.00 Finnish time as a webcast at **https://eezy.fi/q3-2026**. The briefing will be hosted by CEO Johan Westermarck and CFO Esko Puolusmäki. During the presentation, there will be an opportunity to ask questions.

The presentation material will be available at the company website at **https://eezy.fi/en/investors/financials/reports-and-presentations/** before the conference. A recording of the audiocast will be available at the same website later.

Result dates

Financial statements Bulletin January-December 2026	17 February 2027
Financial Statements 2026	at the latest, week 11/2027
Interim Report January-March 2027	5 May 2027
Half-Year Report January-June 2027	12 August 2027
Interim Report January-September 2027	4 November 2027

Consolidated statement of comprehensive income (IFRS)

(unaudited)

EUR thousand	1 Jul – 30 Sep 2026	1 Jul – 30 Sep 2025	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	1 Jan – 31 Dec 2025
Revenue	**37 075**	**35 474**	**104 887**	**105 379**	**139 335**
Other operating income	64	79	225	472	587
Materials and services	-2 803	-1 322	-6 406	-4 961	-6 721
Personnel expenses	-29 596	-27 895	-83 797	-85 417	-111 945
Other operating expenses	-1 623	-2 670	-7 870	-8 968	-12 226
Depreciation, amortization and impairment losses	-1 953	-2 461	-5 921	-6 119	-8 866
Operating profit (-loss)	**1 165**	**1 204**	**1 117**	**387**	**164**
Financial income	34	65	99	156	205
Financial expense	-877	-990	-2 808	-2 837	-3 799
Financial income and expenses	**-843**	**-924**	**-2 709**	**-2 680**	**-3 595**
Result before taxes	**322**	**280**	**-1 591**	**-2 293**	**-3 430**
Income taxes	-4	-60	381	564	1 186
Result for the period	**317**	**220**	**-1 211**	**-1 729**	**-2 244**
Result for the period attributable to					
Owners of the parent company	356	237	-1 121	-1 739	-2 322
Non-controlling interests	-39	-18	-89	10	78
Result for the period	**317**	**220**	**-1 211**	**-1 729**	**-2 244**
Earnings per share, basic (EUR)	0.00	0.00	-0.01	-0.02	-0.03
Earnings per share, diluted (EUR)	0.00	0.00	-0.01	-0.02	-0.03
Consolidated statement of comprehensive income					
Result for the period	317	220	-1 211	-1 729	-2 244
Other comprehensive income for the period, net of tax					
Items that may be reclassified subsequently to profit or loss:					
Fair value changes in hedging instrument	224	-	136	-	-
Other comprehensive income for the period, net of tax	**224**	**-**	**136**	**-**	**-**
Total comprehensive income for the period	**542**	**220**	**-1 075**	**-1 729**	**-2 244**
Total comprehensive income attributable to					
Owners of the parent company	581	237	-986	-1 739	-2 322
Non-controlling interests	-39	-18	-89	10	78
Total comprehensive income for the period	**542**	**220**	**-1 075**	**-1 729**	**-2 244**

Consolidated balance sheet (IFRS)

EUR thousand	30 Sep 2026	30 Sep 2025	31 Dec 2025
ASSETS			
Non-current assets			
Goodwill	141 654	141 654	141 654
Intangible assets	17 517	21 368	20 033
Property, plant and equipment	2 592	3 251	3 355
Investments in shares	240	240	240
Receivables	455	972	822
Deferred tax asset	1 476	2 084	668
Total non-current assets	**163 934**	**169 569**	**166 774**
Current assets			
Trade receivables and other receivables	18 767	21 705	17 624
Current income tax receivables	90	51	49
Cash and cash equivalents	6 329	133	4 102
Total current assets	**25 187**	**21 889**	**21 775**
TOTAL ASSETS	**189 120**	**191 458**	**188 549**
EQUITY AND LIABILITIES			
Equity attributable to the owners of the parent company			
Share capital	80	80	80
Treasury shares	-480	-	-
Reserve for invested unrestricted equity	117 083	107 876	107 876
Other reserves	136	-	-
Retained earnings	-5 726	-4 022	-4 603
Total equity attributable to the owners of the parent company	**111 093**	**103 934**	**103 353**
Non-controlling interests	2 688	2 709	2 777
Total equity	**113 781**	**106 643**	**106 130**
Non-current liabilities			
Loans from financial institutions	41 382	43 493	43 893
Lease liabilities	1 331	1 976	2 060
Other liabilities	19	22	24
Deferred tax liability	1 537	2 792	2 103
Total non-current liabilities	**44 268**	**48 283**	**48 079**
Current liabilities			
Loans from financial institutions	2 541	2 851	2 485
Lease liabilities	1 512	1 748	1 746
Trade payables and other liabilities	25 980	30 315	29 901
Current income tax liabilities	1 038	1 618	208
Total current liabilities	**31 071**	**36 532**	**34 340**
Total liabilities	**75 339**	**84 815**	**82 419**
TOTAL EQUITY AND LIABILITIES	**189 120**	**191 458**	**188 549**

Consolidated cash flow statement (IFRS)

EUR thousand	1 Jul – 30 Sep 2026	1 Jul – 30 Sep 2025	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	1 Jan – 31 Dec 2025
Cash flows from operating activities					
Customer payments received	39 797	36 340	105 309	107 141	144 149
Cash paid to suppliers and employees	-37 154	-32 764	-103 485	-98 586	-128 521
Cash flows from operating activities before financial items and taxes	**2 644**	**3 577**	**1 824**	**8 555**	**15 628**
Interest paid	-355	-472	-1 885	-2 032	-3 124
Interest received	13	52	53	109	146
Other financial items	-36	-47	-119	-277	-329
Income taxes paid	-13	108	-238	-145	-204
Net cash flows from operating activities	**2 252**	**3 218**	**-366**	**6 211**	**12 117**
Cash flows from investing activities					
Purchase of tangible and intangible assets	-512	-985	-2 231	-3 548	-4 460
Proceeds from sale of tangible assets	-	-	-	0	0
Acquisition of subsidiaries, net of cash acquired	-	-	-78	-	-
Net cash flows from investing activities	**-512**	**-985**	**-2 309**	**-3 548**	**-4 460**
Cash flows from financing activities					
Proceeds from issuing shares	-	-	10 019	-	-
Payments to acquire entity’s shares	-304	-	-470	-	-
Transaction costs related to equity transactions	-10	-	-822	-	-
Proceeds from current borrowings	-	-298	-	323	-
Repayment of current borrowings	-1 270	-1 243	-2 485	-2 557	-2 600
Payment of lease liabilities	-412	-559	-1 341	-1 781	-2 304
Dividends paid	-	-135	-	-135	-269
Net cash flows from financing activities	**-1 997**	**-2 234**	**4 901**	**-4 149**	**-5 173**
Net change in cash and cash equivalents	**-257**	**-1**	**2 227**	**-1 486**	**2 484**
Cash and cash equivalents at the beginning of the reporting period	6 586	133	4 102	1 619	1 619
Cash and cash equivalents at the end of the reporting period	**6 329**	**133**	**6 329**	**133**	**4 102**

Changes in equity (IFRS)

	Attributable to owners of the parent							
EUR thousand	**Share capital**	**Treasury shares**	**Reserve for invested unrestricted equity**	**Other reserves**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Equity 1 Jan 2026	**80**	**-**	**107 876**	**-**	**-4 603**	**103 353**	**2 777**	**106 130**
Result for the period	-	-	-	-	-1 121	-1 121	-89	-1 211
Fair value changes in hedging instrument	**-**	**-**	**-**	136	-	136	-	136
Total comprehensive income	**-**	**-**	**-**	**136**	**-1 121**	**-986**	**-89**	**-1 075**
Transactions with owners								
Purchase of treasury shares	-	-480	-	-	-	-480	-	-480
Proceedings from the rights issue (net)	-	-	9 207	-	-	9 207	-	9 207
Share based payments	-		-	-	-1	-1	-	-1
Total equity 30 Sep 2026	**80**	**-480**	**117 083**	**136**	**-5 726**	**111 093**	**2 688**	**113 781**

	Attributable to owners of the parent					
EUR thousand	**Share capital**	**Reserve for invested unrestricted equity**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Equity 1 Jan 2025	**80**	**107 876**	**-2 286**	**105 670**	**2 968**	**108 638**
Result for the period	-	-	-1 739	-1 739	10	-1 729
Total comprehensive income	**-**	**-**	**-1 739**	**-1 739**	**10**	**-1 729**
Transactions with owners						
Dividend distribution	-	-	-	-	-269	-269
Share based payments	-	-	3	3	-	3
Total equity 30 Sep 2025	**80**	**107 876**	**-4 022**	**103 934**	**2 709**	**106 643**

	Attributable to owners of the parent company					
EUR thousand	**Share capital**	**Reserve for invested unrestricted equity**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Equity 1 Jan 2025	**80**	**107 876**	**-2 286**	**105 670**	**2 968**	**108 638**
Result for the period	-	-	-2 322	-2 322	78	-2 244
Total comprehensive income	**-**	**-**	**-2 322**	**-2 322**	**78**	**-2 244**
Transactions with owners						
Dividend distribution	-	-	-	-	-269	-269
Share based payments	-	-	5	5	-	5
Total equity 31 Dec 2025	**80**	**107 876**	**-4 603**	**103 353**	**2 777**	**106 130**

Notes to the Interim Report

Eezy's services include staffing services, professional services as well as light entrepreneurship services. Staffing services are provided through franchisees in addition to Group companies. Services are provided to a broad range of sectors including the hotel and restaurant, retail, manufacturing and construction.

Eezy Plc ("parent company", "Eezy Plc"), the parent company of Eezy Group ("Eezy", "Group"), is a Finnish public limited company with a business ID of 2854570-7. The domicile of Eezy Plc is in Helsinki, Finland and the registered postal address is PL 901, 20101 Turku.

Basis of preparation

Eezy Plc has prepared this Interim Report in accordance with IAS 34 Interim Financial Reporting. The financial information in the Interim Report has been prepared in accordance with International Financial Reporting Standards (IFRS) and the accounting policies comply with the IFRS standards and IFRIC interpretations effective as at 30 September 2026. The accounting policies in the Interim Report are the same as in Financial Statements 2025.

The information presented in the Interim Report is unaudited. All figures presented have been rounded and consequently the sum of individual figures may deviate from the presented sum figure.

Accounting estimates

In preparing this Interim Report, management has been required to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, and expenses. Actual results may differ from these estimates.

The business growth and EBITDA used in goodwill impairment testing are based on management's assessment of future development considering the general weak economic development in Finland and their effect on the economic outlook in HR services. In addition, the increased competition in the personnel service and recruitment market has been taken into account. Goodwill is tested regularly for impairment.

Revenue

Eezy's revenue comprises income from staffing services delivered both by group's own staffing units and through the franchise chain, and from professional services including light entrepreneurship services.

In staffing services, Eezy provides the customer with the resources agreed. Eezy seeks employees through open applications as well as through its own employee pool in order to find an employee fulfilling the customer requirements within a short notice. The employee signs the employment contract with Eezy and Eezy is responsible for all the employer obligations, but work is performed under the customer company's management. Staffing services revenue consists of income from services performed and invoiced by Eezy Group companies.

In franchising services, Eezy signs a contract with local franchisees, which gives the local company a right to sell services using Eezy's business concept and brand. Eezy also offers business support services to their customers. Franchising revenue comprises charges based on cooperation agreements.

In the professional services area, Eezy provides consulting services for organizational development, cultural design, and personnel surveys. Eezy also provides recruitment, aptitude testing, training, and executive search services. Additionally, Eezy provides workforce training, coaching, guidance, and rehabilitation services to the public sector as well as entrance examination courses and courses for upper secondary school students for private customers.

Light entrepreneurship services comprise the invoicing and business support services provided to the employee customers, and the revenue from light entrepreneurship services comprise the fees collected from the employee customers. With the light entrepreneurship services provided to private persons, they can operate as independent entrepreneurs without establishing a company of their own.

Revenue is reported divided into two service areas: Staffing services and Professional services. The revenue from staffing services includes both the group's own staffing services and the franchise fees. The revenue of professional services includes professional services and light entrepreneurship services.

Revenue by service area:

EUR thousand	1 Jul – 30 Sep 2026	1 Jul – 30 Sep 2025	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	1 Jan – 31 Dec 2025
Staffing services	32 473	30 801	88 436	88 252	115 666
Professional services	4 652	4 743	16 782	17 422	24 013
Common functions and eliminations	-50	-69	-332	-294	-344
Total revenue	**37 075**	**35 474**	**104 887**	**105 379**	**139 335**

Business combinations

Acquisitions January-September 2026

During January-September 2026 there were no acquisitions.

Acquisitions January-September 2025

During January-September 2025 there were no acquisitions.

Businesses sold and discontinued

January–September 2026

On 3 March 2026 the company announced to investigate the possibility of divesting the pharmacist and dispenser staffing operations with low profitability, which play a minor role in Eezy's business operations. On 1 May 2026 Eezy sold its pharmacist and pharmacy technician staffing operations to Apteam Oy. The business transaction did not have a significant impact on the Group's result, apart from the impairment of EUR 0.2 million related to the Farenta trademarks recorded in March.

On 26 June 2026 the company announced its decision to discontinue Doctors by Eezy, its business unit specialising in doctor staffing. The business will be wound down in phases during the summer and autumn of 2026. The discontinued business has been insignificant relative to the Group as a whole and has not represented a separate reportable segment. The company estimates that the decision will not have a material impact on the Group's financial position or future cash flows.

January–September 2025

During January-September 2025 there were no divestments.

Goodwill and intangible assets

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2026	141 654	3 640	20 751	28 618	1 284	2 110	56 402
Additions	-	3	1 935	-	-	257	2 195
Disposals	-	-	-	-	-	-	-
Cost at 30 Sep 2026	**141 654**	**3 642**	**22 685**	**28 618**	**1 284**	**2 367**	**58 597**
Accumulated amortization and impairment at 1 Jan 2026	-	-3 229	-11 517	-19 560	-965	-1 098	-36 369
Disposals	-	-	-	-	-	-	-
Amortization	-	-37	-1 963	-2 032	-130	-315	-4 477
Impairment	-	-202	-28	-4	-	-	-234
Accumulated amortization and impairment at 30 Sep 2026	**-**	**-3 468**	**-13 509**	**-21 595**	**-1 095**	**-1 413**	**-41 080**
Net carrying value at 1 Jan 2026	141 654	411	9 233	9 058	319	1 012	20 033
Net carrying value at 30 Sep 2026	**141 654**	**174**	**9 176**	**7 023**	**189**	**955**	**17 517**

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2025	141 654	3 640	16 955	28 618	1 284	1 610	52 106
Additions	-	-	3 001	-	-	391	3 392
Disposals	-	-	-1	-	-	-	-1
Cost at 30 Sep 2025	**141 654**	**3 640**	**19 954**	**28 618**	**1 284**	**2 001**	**55 496**
Accumulated amortization and impairment at 1 Jan 2025	-	-3 143	-9 587	-15 775	-711	-693	-29 909
Disposals	-	-	1	-	-	-	1
Impairment	-	-12	-57	-176	-36	-	-281
Amortization	-	-56	-1 312	-2 129	-164	-278	-3 940
Accumulated amortization and impairment at 30 Sep 2025	**-**	**-3 211**	**-10 955**	**-18 080**	**-911**	**-971**	**-34 128**
Net carrying value at 1 Jan 2025	141 654	497	7 368	12 842	572	917	22 197
Net carrying value at 30 Sep 2025	**141 654**	**429**	**8 999**	**10 538**	**372**	**1 029**	**21 368**

EUR thousand	Goodwill	Trademarks	IT software	Customer relationships	Non-competition agreements	Development costs	Total intangible assets
Cost at 1 Jan 2025	141 654	3 640	16 955	28 618	1 284	1 610	52 106
Additions	-	-	3 797	-	-	501	4 298
Disposals	-	-	-1	-	-	-	-1
Cost at 31 Dec 2025	**141 654**	**3 640**	**20 751**	**28 618**	**1 284**	**2 110**	**56 402**
Accumulated amortization and impairment at 1 Jan 2025	-	-3 143	-9 587	-15 775	-711	-693	-29 909
Disposals	-	-	1	-	-	-	1
Amortization	-	-74	-1 875	-2 823	-218	-405	-5 395
Impairment	-	-12	-57	-961	-36	-	-1 066
Accumulated amortization and impairment at 31 Dec 2025	**-**	**-3 229**	**-11 517**	**-19 560**	**-965**	**-1 098**	**-36 369**
Net carrying value at 1 Jan 2025	141 654	497	7 368	12 842	572	917	22 197
Net carrying value at 31 Dec 2025	**141 654**	**411**	**9 233**	**9 058**	**319**	**1 012**	**20 033**

Property, plant and equipment

EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2026	931	10 167	1 033	393	97	12 619
Additions	36	446	-	117	-	599
Disposals	-	-2 086	-	-164	-	-2 251
Revaluation	-	-143	-	-11	2	-153
Cost at 30 Sep 2026	**967**	**8 383**	**1 033**	**334**	**98**	**10 815**
Accumulated depreciation and impairment at 1 Jan 2026	-735	-7 227	-1 001	-246	-55	-9 264
Disposals	-	2 086	-	164	-	2 251
Depreciation	-73	-973	-6	-78	-14	-1 144
Impairment	-9	-56	-	-	-	-66
Accumulated depreciation and impairment at 30 Sep 2026	**-817**	**-6 169**	**-1 007**	**-160**	**-69**	**-8 223**
Net book value at 1 Jan 2026	196	2 940	31	146	41	3 355
Net book value at 30 Sep 2026	**150**	**2 214**	**25**	**174**	**29**	**2 592**

EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2025	789	10 513	1 144	702	96	13 243
Additions	135	290	3	8	-	436
Disposals	-	-942	-114	-317	-	-1 372
Revaluation	-	-256	-	-43	0	-299
Cost at 30 Sep 2025	**924**	**9 605**	**1 033**	**350**	**97**	**12 008**
Accumulated depreciation and impairment at 1 Jan 2025	-656	-6 054	-1 076	-407	-34	-8 228
Disposals	-	942	113	317	-	1 371
Impairment	-3	-266	-26	-	-	-295
Depreciation	-52	-1 415	-9	-113	-16	-1 605
Accumulated depreciation and impairment at 30 Sep 2025	**-712**	**-6 794**	**-998**	**-203**	**-50**	**-8 757**
Net book value at 1 Jan 2025	133	4 458	68	294	62	5 016
Net book value at 30 Sep 2025	**213**	**2 811**	**34**	**147**	**47**	**3 251**

EUR thousand	Buildings	Buildings right-of-use	Machinery and equipment	Machinery and equipment right-of-use	Other	Total
Cost at 1 Jan 2025	789	10 513	1 144	702	96	13 243
Additions	141	852	3	48	-	1 044
Disposals	-	-942	-114	-317	-	-1 372
Revaluation	-	-256	-	-40	0	-296
Cost at 31 Dec 2025	**931**	**10 167**	**1 033**	**393**	**97**	**12 619**
Accumulated depreciation and impairment at 1 Jan 2025	-656	-6 054	-1 076	-407	-34	-8 228
Disposals	-	942	112	317	0	1 370
Depreciation	-75	-1 787	-12	-156	-21	-2 051
Impairment	-3	-327	-26	-	-	-356
Accumulated depreciation and impairment at 31 Dec 2025	**-735**	**-7 227**	**-1 001**	**-246**	**-55**	**-9 264**
Net book value at 1 Jan 2025	133	4 458	68	294	62	5 016
Net book value at 31 Dec 2025	**196**	**2 940**	**31**	**146**	**41**	**3 355**

Financial assets and liabilities measured at fair value

Below is presented the fair value hierarchy of the financial instruments recognized at fair value.

EUR thousand	30 Sep 2026 Fair value	Level	30 Sep 2025 Fair value	Level	31 Dec 2025 Fair value	Level
Investments in shares, unlisted	240	3	240	3	240	3
Contingent consideration	-	3	97	3	101	3
Derivates under hedge accounting, receivable	170	2	-	-	-	-

During the reporting period there were no transfers between hierarchy levels 1, 2 or 3.
Fair values of the financial assets and liabilities measured at amortized cost are not materially different from the carrying values. In May 2026, the Group designated interest rate swap to convert part of its loans (EUR 17.5 million) into fixed-rate borrowings to mitigate exposure to potential increases in interest rates. The fair value of Level 2 derivatives is determined as the present value of future cash flows.

Share based payments

LTIP 2019-2026

The board of directors of Eezy Plc decided on 17 December 2019 on a long-term share-based compensation plan (LTIP 2019-2026) targeted to key employees. The aim of the incentive plan is to align the objectives of the shareholders and the key personnel to increase the value of the company as well as to ensure the execution of business strategy on a long-term basis. In addition, the aim is to engage the key personnel of the company and to offer them a competitive incentive plan based on share ownership and the development of the company's value. The payment of the compensation is subject to the condition that the key employee's employment or service relationship has not been terminated prior to the payment. The amount of compensation paid is subject to the achievement levels of the performance targets.

The share-based incentive plan contains five earning periods. The first 13 months earning period started on 1 December 2019 and ended on 31 December 2020. The second 13 months earning period started on 1 December 2020 and ended on 31 December 2021. The third 16 months earning period started on 1 December 2021 and ended on 31 March 2023. The fourth 24 months earning period started on 1 January 2023 and ended on 31 December 2024. The fifth 24 months earning period started on 1 January 2025 and ends on 31 December 2026. The Company's board of directors determines the reward criteria and their target levels as well as the employees covered by the incentive plan before the beginning of each earning period.

No shares were issued for the first, second, third and fourth earning periods.

In December 2024, Eezy Plc's board of directors decided on the fifth earning period of the share-based incentive plan for the company's key employees. The fifth earning period is 24 months, started on 1 January 2025 and ending on 31 December 2026. The reward criteria for the fifth earning period are based on Eezy Plc's total shareholder return, operating profit percent and an ESG component. On 8 September 2026, Eezy announced that it would adjust the maximum number of reward shares payable for the earning period following the rights issue carried out by the company in spring 2026. Consequently, a maximum of 722 266 Eezy Plc shares may be paid as a reward for the fifth earning period (previously 256 000 shares).

PMSP 2026-2028

On 13 August 2026, Eezy Plc's board of directors decided to launch a performance-based matching share plan (Performance Matching Share Plan, "PMSP" for the company's key employees. The purpose of the share-based long-term incentive plan is to align the interests of the shareholders and the company's management, increase the value of the company, improve profitability and support the implementation of the company's business strategy in the long term. The plan is also intended to commit key employees to the company and to offer them a competitive reward plan based on earning Eezy shares and on the value development of the company's shares.

The PMSP includes one performance period covering the financial years 2026-2028. The rewards will be paid in accordance with the terms and conditions of the plan after the publication of the financial statements for 2028. The performance period will be followed by a retention period of six (6) months, during which the reward shares received may not be transferred. The performance-based matching reward is conditional upon the fulfilment of the share ownership obligation and the participant's valid employment or service relationship. In addition, the amount of the performance-based matching reward is determined based on the achievement of the targets set for the performance criteria. The performance criteria consist of the company's absolute Total Shareholder Return (TSR), Earnings per Share (EPS) and a sustainability criterion (ESG).

On 13 October 2026, Eezy announced that the rewards payable under the PMSP are estimated, at the commencement of the programme, to correspond to a total value of approximately 3,500,000 Eezy Plc shares, including the cash-settled portion, assuming that all targets established for the PMSP are achieved. The final number of shares will depend on the number of participants, their personal investments in Eezy shares, and the extent to which the performance criteria are met. The rewards under the plan will be paid partly in Eezy shares and partly in cash. The cash proportion is intended to cover taxes and statutory social security contributions arising from the reward to the key employee. As a rule, no reward will be paid if the participant's employment or service relationship terminates before the reward payment. A prerequisite for participation in the PMSP and for receiving a reward is that the participant personally invests in Eezy shares and does not dispose of the shares contrary to the terms and conditions of the plan before the reward payment.

Commitments and contingencies

Eezy has a group cash pooling arrangement managed by Eezy Plc and the arrangement includes all subsidiaries. All current and future cash pool receivables are used as a comprehensive guarantee for liabilities on the bank accounts included in the cash pool agreement.

EUR thousand	30 Sep 2026	30 Sep 2025	31 Dec 2025
Liabilities in balance sheet for which collaterals given			
Borrowings, non-current	41 382	43 493	43 893
Borrowings, current	2 541	2 851	2 485
Total	**43 922**	**46 344**	**46 378**

The group's loans include covenants defined in the financial agreements, which were updated in March 2026. Liabilities to credit institutions (EUR 43.9 million) are subject to covenant terms, which are quarterly ratio of interest-bearing net debt compared to adjusted EBITDA and monthly the minimum cash balance. In May 2026, the Group designated interest rate swap to convert part of its loans (EUR 17.5 million) into fixed-rate borrowings to mitigate exposure to potential increases in interest rates.

EUR thousand	30 Sep 2026	30 Sep 2025	31 Dec 2025
Mortgages on own behalf			
Company mortgages	100 000	100 000	100 000
Total	**100 000**	**100 000**	**100 000**

Related party transactions

Transactions and balances with related parties:

EUR thousand	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	1 Jan – 31 Dec 2025
Companies that have significant influence			
Sales	843	142	165
Purchases	-21	-1	-1
Trade receivables and other receivables	452	12	5

Related party transactions are made on the same terms and conditions as transactions with independent parties.

Events after the review period

On 13 October 2026, Eezy announced additional information on the size of the performance-based matching share plan for 2026–2028.

On 23 October, Eezy announced appointment of Heikki Turkki as Sales Director and member of the Group Management team as of 26 October 2026.

Key figures, their calculation and reconciliations

Eezy presents selected key figures which relate to the performance and financial position of the company. All these key figures are not measures defined in the IFRS and they are thus considered as alternative performance measures.

Alternative performance measures should not be viewed in isolation and they are not substitutes to the key figures presented in the audited financial statements. The companies do not calculate alternative performance measures in a uniform way, and thus the alternative performance measures presented by Eezy may not be comparable with the similarly named key figures presented by other companies.

Key figures

EUR thousand, unless otherwise specified	1 Jul – 30 Sep 2026	1 Jul – 30 Sep 2025	Change %	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	Change %	1 Jan – 31 Dec 2025
Key figures for income statement							
Revenue	37 075	35 474	5 %	104 887	105 379	0 %	139 335
EBITDA	3 117	3 665	-15 %	7 038	6 506	8 %	9 031
EBITDA margin, %	8.4 %	10.3 %	-	6.7 %	6.2 %	-	6.5 %
EBIT	1 165	1 204	-3 %	1 117	387	189 %	164
EBIT margin, %	3.1 %	3.4 %	-	1.1 %	0.4 %	-	0.1 %
Earnings per share, basic, EUR	0.00	0.00	-	-0.01	-0.02	-	-0.03
Earnings per share, diluted, EUR	0.00	0.00	-	-0.01	-0.02	-	-0.03
Weighted average number of outstanding shares adjusted for the rights issue, pcs	122 943 657	70 665 851	-	102 238 422	70 665 851	-	70 665 851
Weighted average number of outstanding shares adjusted for the rights issue, diluted, pcs	123 513 570	71 202 643	-	102 852 236	71 274 022	-	71 277 040
Number of outstanding shares at the end of reporting period, pcs	-	-	-	125 234 075	25 046 815	-	25 046 815
Key figures for balance sheet							
Net debt	-	-	-	40 436	50 032	-	46 182
Net debt excluding IFRS16	-		-	37 593	46 309	-	42 377
Net debt / EBITDA	-	-	-	4.2 x	5.7 x	-	5.1 x
Gearing, %	-	-	-	35.5 %	46.9 %	-	43.5 %
Equity ratio, %	-	-	-	60.2 %	55.7 %	-	56.3 %
Equity per share, EUR	-	-	-	0.93	4.26	-	4.24
Key figures for cash flow							
Operative free cash flow	1 719	2 033	-	-1 748	3 226	-	8 864
Purchase of tangible and intangible assets	-512	-985	-	-2 231	-3 548	-	-4 460
Acquisition of subsidiaries, net of cash acquired	-	-	-	-78	-	-	-
Operative key figures							
Chain-wide revenue, EUR million	65.5	62.2	5 %	178.8	175.6	2 %	233.8
Franchise fees, EUR million	1.9	1.8	7 %	4.7	4.5	5 %	6.0
Light entrepreneurship invoicing volume, EUR million	9.6	8.7	10 %	26.7	25.0	7 %	34.3

Reconciliation of Certain Alternative Performance Measures

EUR thousand	1 Jul – 30 Sep 2026	1 Jul – 30 Sep 2025	1 Jan – 30 Sep 2026	1 Jan – 30 Sep 2025	1 Jan – 31 Dec 2025
EBITDA					
EBIT	1 165	1 204	1 117	387	164
Acquisition related amortization [1] and impairment losses	731	1 001	2 394	2 562	4 110
Other depreciation, amortization and impairment losses	1 222	1 461	3 527	3 557	4 756
Total depreciation, amortization and impairment losses	1 953	2 461	5 921	6 119	8 866
EBITDA	**3 117**	**3 665**	**7 038**	**6 506**	**9 031**
Operative free cash flow					
Cash flows from operating activities before financial items and taxes	2 644	3 577	1 824	8 555	15 628
Purchase of tangible and intangible assets	-512	-985	-2 231	-3 548	-4 460
Payment of lease liabilities	-412	-559	-1 341	-1 781	-2 304
Operative free cash flow	**1 719**	**2 033**	**-1 748**	**3 226**	**8 864**

[1] The acquisition-related amortization comprises the amortization made on the recognized fair value adjustments arisen from business combinations.

Calculation of key figures

Key figures for income statement

EBITDA	=	Operating profit + Depreciation, amortization and impairment losses
EBITDA margin, %	=	EBITDA / Revenue x100
Operating profit (EBIT)	=	Operating profit
Operating profit margin, %	=	Operating profit / Revenue x100
Earnings per share, basic	=	Profit for the period attributable to the owners of the parent company / Weighted average number of outstanding shares adjusted for the rights issue
Earnings per share, diluted	=	Profit for the period attributable to the owners of the parent company / Weighted average number of outstanding shares adjusted for the rights issue taking into account obligations arising from potential dilutive share issues of the Parent Company in the future

Key figures for balance sheet

Net debt	=	Interest bearing liabilities - Interest-bearing receivables - Cash at bank and in hand
Net debt excluding IFRS16	=	Net debt - IFRS 16 items
Net debt / EBITDA	=	Net debt / EBITDA
Gearing	=	Net debt / Equity x100
Equity ratio	=	Equity / (Total equity and liabilities - Advances received) x100
Equity per share	=	Equity / Number of outstanding shares at the end of reporting period excl. treasury shares

Key figures for cash flow

Operative free cash flow	=	Cash flow from operating activities presented in the cash flow statement before financing items and taxes - Purchase of tangible and intangible assets - Payment of lease liabilities
Purchase of tangible and intangible assets	=	Investments in tangible and intangible assets presented in the cash flow statement
Acquisition of subsidiaries, net of cash acquired	=	Acquired shares of subsidiaries presented in the cash flow statement

Operative key figures

Chain-wide revenue	=	Consolidated revenue + Revenue of chain franchisees - Franchise fees (and other significant internal chain revenue) + Light entrepreneurship invoicing volume to the extent it is excluded from consolidated revenue
Franchise fees	=	Fees paid by franchisees based on revenue and/or gross profit + entry fees
Light entrepreneurship invoicing volume	=	Invoicing volume of the light entrepreneurship services