

## Sarastia execution and turnaround key

Administer's Q2 was slightly weaker than expected, with the y/y EBITDA improvement streak coming to a pause. Adjustment measures have been initiated to support margins going forward. The Sarastia acquisition, which will increase revenues by close to 50%, continues to represent a potential catalyst for 2026 and beyond.

### Stable as expected, although some profitability pressure

Administer's net sales in Q2 were stable y/y at EUR 19.3m, slightly below our estimate of EUR 19.5m. Organic net sales declined modestly, but the integration of Kuntalaskenta offset this, keeping total sales flat. Most of the organic decline came from Econia, where sales fell 9.3%, in line with the broader staffing market downturn. Comparable EBITDA decreased to EUR 1.8m (Q2'24: EUR 1.9m), with profitability development slowing down due to higher costs and increased credit losses. Kuntalaskenta, acquired in Q3'24 in a distressed situation, also continued to weigh on margins, though management expects the most difficult period to be behind it. Reported EBITDA was EUR 1.6m, further impacted by one-off expenses.

### FY estimates around the midpoint of guidance

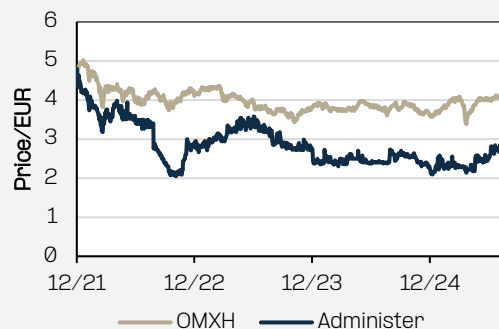
Economic activity in Finland remains subdued, with management maintaining a cautious stance. Both Administer's accounting business and Econia have launched adjustment measures to support margins from Q4 onwards. We expect Q3 to remain somewhat soft, with a modest recovery in EBITDA anticipated in Q4 as the impact of these measures begins to materialize. Guidance remains unchanged at EUR 72–78m in net sales and a 7–10% EBITDA margin, with an update expected once the Sarastia acquisition is finalized. Our estimate is EUR 75.0m for net sales and EUR 6.5m for EBITDA (prev. EUR 7.0m), implying an 8.7% margin. The transformational Sarastia acquisition remains a key catalyst, with closing anticipated in the coming months.

### BUY with a target price of EUR 2.9

With only minor updates to our estimates, we maintain our TP of EUR 2.9 and BUY rating. On our 2025E–2026E estimates, Administer is priced at 11–8x P/E (adj. for goodwill amortization), which we consider undemanding. The Sarastia acquisition represents further potential upside for 2026 and beyond, should the acquired business recover from recent losses and achieve similar margin levels as Administer's current payroll and accounting business as management expects.

Rating

Buy



Share price, EUR (Last trading day's closing price) **2.64**  
 Target price, EUR 2.9

Latest change in recommendation 02–Mar–22  
 Latest report on company 14–Aug–25  
 Research paid by issuer: YES  
 No. of shares outstanding, '000's 14 954  
 No. of shares fully diluted, '000's 14 954  
 Market cap, EURm 39  
 Free float, % 0.0 %  
 Exchange rate 0.0  
 Reuters code ADMIN.HE  
 Bloomberg code ADMIN FH  
 Average daily volume, EUR 0.0  
 Next interim report 05–Nov–25  
 Web site administergroup.com

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## KEY FIGURES

|                          | Sales<br>EURm | EBIT<br>EURm | EBIT<br>%               | FCF<br>EURm | EPS<br>EUR | P/E<br>(x) | EV/Sales<br>(x)       | EV/EBIT<br>(x) | FCF yield<br>% | DPS<br>EUR |
|--------------------------|---------------|--------------|-------------------------|-------------|------------|------------|-----------------------|----------------|----------------|------------|
| 2023                     | 75.9          | -3.0         | -3.9%                   | 0.9         | -0.27      | -8.9       | 0.6                   | -15.6          | 2.5%           | 0.00       |
| 2024                     | 74.7          | -1.3         | -1.8%                   | 1.3         | -0.16      | -11.1      | 0.5                   | -31.0          | 4.2%           | 0.05       |
| 2025E                    | 75.0          | 0.6          | 0.8%                    | 3.6         | -0.03      | -95.3      | 0.6                   | 76.0           | 9.1%           | 0.07       |
| 2026E                    | 79.3          | 2.4          | 3.1%                    | 4.9         | 0.05       | 48.6       | 0.5                   | 17.3           | 12.5%          | 0.10       |
| 2027E                    | 83.2          | 3.7          | 4.4%                    | 6.1         | 0.13       | 19.8       | 0.5                   | 10.2           | 15.4%          | 0.12       |
| Market cap, EURm         | 39            |              | Gearing 2025E, %        |             | 27.9 %     |            | CAGR EPS 2024–27, %   |                | 0.0 %          |            |
| Net debt 2025E, EURm     | 7             |              | Price/book 2025         |             | 1.6        |            | CAGR Sales 2024–27, % |                | 3.7 %          |            |
| Enterprise value, EURm   | 46            |              | Dividend yield 2025E, % |             | 2.5 %      |            | ROE 2025E, %          |                | -1.7 %         |            |
| Total assets 2025E, EURm | 53            |              | Tax rate 2025E, %       |             | 10.5 %     |            | ROCE 2025E, %         |                | 1.7 %          |            |
| Goodwill 2025E, EURm     | 31            |              | Equity ratio 2025E, %   |             | 45.7 %     |            | PEG, P/E 25/CAGR      |                | 0.0            |            |

All the important disclosures can be found on the last pages of this report.

## Business area performance Q2'25

Among Administer's business areas, software provider EmCe was the clear bright spot, with sales up around 5%, driven in particular by strong own-product sales. The accounting business remained flat year-on-year, but profitability adjustment measures related to personnel are expected to support margins from Q4 onwards. Silta's revenue declined by 3.6%, mainly due to seasonal quarter-to-quarter fluctuations, with no underlying demand issues as the sales pipeline remains solid. Econia's revenue continued to contract, down 9.3% in Q2, broadly in line with the broader staffing market, where industry sales fell by 10% in the quarter. Management noted slight improvement in domestic staffing activity and continued momentum in expert services aimed at preventing grey economy activity, but overall commentary on the segment remained cautious. Without a meaningful macro recovery, Econia's performance is likely to remain subdued through H2.

Table 1: Estimate summary

| Administer            | 2023        | Q1/'24      | Q2/'24      | Q3/'24      | Q4/'24      | 2024        | Q1/'25      | Q2/'25      | Q3/'25E     | Q4/'25E     | 2025E       | 2026E       | 2027E       |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Net sales</b>      | <b>75.9</b> | <b>19.0</b> | <b>19.3</b> | <b>17.6</b> | <b>18.7</b> | <b>74.7</b> | <b>19.0</b> | <b>19.3</b> | <b>17.7</b> | <b>19.0</b> | <b>75.0</b> | <b>79.3</b> | <b>83.2</b> |
| <i>sales growth %</i> | 43.9%       | -3.1%       | -1.3%       | -3.9%       | 1.4%        | -1.6%       | -0.3%       | 0.0%        | 0.6%        | 1.5%        | 0.4%        | 5.7%        | 4.9%        |
| <b>EBITDA</b>         | <b>2.85</b> | <b>1.7</b>  | <b>1.9</b>  | <b>1.0</b>  | <b>0.9</b>  | <b>5.5</b>  | <b>2.0</b>  | <b>1.6</b>  | <b>1.2</b>  | <b>1.7</b>  | <b>6.5</b>  | <b>8.3</b>  | <b>9.5</b>  |
| <i>EBITDA-%</i>       | 3.8%        | 9.1%        | 9.6%        | 5.7%        | 4.7%        | 7.4%        | 10.7%       | 8.1%        | 6.8%        | 8.9%        | 8.7%        | 10.5%       | 11.5%       |
| <b>EBITA</b>          | <b>1.0</b>  | <b>1.3</b>  | <b>1.4</b>  | <b>0.5</b>  | <b>-0.2</b> | <b>2.9</b>  | <b>1.6</b>  | <b>1.1</b>  | <b>0.8</b>  | <b>1.3</b>  | <b>4.8</b>  | <b>6.6</b>  | <b>7.8</b>  |
| <i>EBITA-%</i>        | 1.3%        | 6.6%        | 7.1%        | 2.9%        | -1.3%       | 3.9%        | 8.3%        | 5.9%        | 4.3%        | 6.7%        | 6.4%        | 8.3%        | 9.4%        |
| Goodwill amortization | -4.0        | -1.0        | -1.0        | -1.0        | -1.2        | -4.2        | -1.0        | -1.0        | -1.0        | -1.0        | -4.1        | -4.1        | -4.1        |
| <b>EBIT</b>           | <b>-3.0</b> | <b>0.2</b>  | <b>0.4</b>  | <b>-0.5</b> | <b>-1.4</b> | <b>-1.3</b> | <b>0.5</b>  | <b>0.1</b>  | <b>-0.3</b> | <b>0.2</b>  | <b>0.6</b>  | <b>2.4</b>  | <b>3.7</b>  |
| <i>EBIT-%</i>         | -3.9%       | 1.3%        | 1.9%        | -2.8%       | -7.7%       | -1.8%       | 2.8%        | 0.5%        | -1.5%       | 1.2%        | 0.9%        | 3.1%        | 4.4%        |

Source: Administer, Evli Research estimates

Table 2: Peer group

| Administer peer group  | MCAP | EV/EBITDA |       |       | EV/EBIT |       |       | P/E   |       |       | EV/Sales |      |      |
|------------------------|------|-----------|-------|-------|---------|-------|-------|-------|-------|-------|----------|------|------|
|                        |      | 25E       | 26E   | 27E   | 25E     | 26E   | 27E   | 25E   | 26E   | 27E   | 25E      | 26E  | 27E  |
| Talenom                | 156  | 6.7x      | 5.9x  | 5.2x  | 19.5x   | 14.7x | 12.0x | 23.9x | 15.8x | 11.0x | 1.9x     | 1.8x | 1.6x |
| Aallon Group           | 44   | 7.3x      | 6.9x  | 6.6x  | 10.8x   | 9.7x  | 9.0x  | 12.3x | 11.1x | 9.9x  | 1.2x     | 1.2x | 1.1x |
| Zalaris                | 143  | 7.0x      | 6.1x  | 5.7x  | 11.8x   | 10.0x | 9.4x  | 15.4x | 12.6x | 10.1x | 1.3x     | 1.2x | 1.1x |
| Lemonsoft              | 133  | 15.3x     | 14.4x | 13.1x | 19.5x   | 16.1x | 14.7x | 29.7x | 19.9x | 17.8x | 4.6x     | 4.3x | 4.1x |
| Admicom                | 237  | 19.0x     | 14.8x | 12.4x | 26.4x   | 19.0x | 15.0x | 30.2x | 22.7x | 18.3x | 6.1x     | 5.4x | 4.8x |
| Eezy                   | 22   | 8.1x      | 6.7x  | 5.8x  | 29.4x   | 18.4x | 11.9x |       | 12.3x | 5.2x  | 0.5x     | 0.5x | 0.4x |
| Peer group average     | 123  | 10.6x     | 9.1x  | 8.1x  | 19.6x   | 14.7x | 12.0x | 22.3x | 15.7x | 12.1x | 2.6x     | 2.4x | 2.2x |
| Peer group median      | 138  | 7.7x      | 6.8x  | 6.2x  | 19.5x   | 15.4x | 12.0x | 23.9x | 14.2x | 10.6x | 1.6x     | 1.5x | 1.4x |
| Administer (Evli est.) | 39   | 7.2x      | 5.1x  | 4.0x  | 9.9x    | 6.4x  | 4.8x  | 10.8x | 8.0x  | 6.4x  | 0.6x     | 0.5x | 0.5x |

Prem./disc. to peer median -6 % -25 % -36 % -49 % -58 % -60 % -55 % -44 % -39 % -61 % -64 % -67 %

Source: Bloomberg, Evli Research

Note: Administer P/E and EV/EBIT excluding goodwill amortization

| VALUATION RESULTS        | BASE CASE DETAILS             | VALUATION ASSUMPTIONS  | ASSUMPTIONS FOR WACC             |        |
|--------------------------|-------------------------------|------------------------|----------------------------------|--------|
| Current share price      | 2.64 PV of Free Cash Flow     | 48 Long-term growth, % | 1.5 % Risk-free interest rate, % | 2.50 % |
| DCF share value          | 5.59 PV of Horizon value      | 46 WACC, %             | 9.5 % Market risk premium, %     | 5.8 %  |
| Share price potential, % | 111.8 % Unconsolidated equity | 0 Spread, %            | 0.5 % Debt risk premium %        | 2.5 %  |
| Maximum value            | 6.0 Marketable securities     | 2 Minimum WACC, %      | 9.0 % Equity beta coefficient    | 1.20   |
| Minimum value            | 5.2 Debt – dividend           | –13 Maximum WACC, %    | 10.0 % Target debt ratio, %      | 20 %   |
| Horizon value, %         | 48.9 % Value of stock         | 84 No. of shares, Mn   | 15.0 Effective tax rate, %       | 20 %   |

| DCF valuation, EURm       | 2024  | 2025E | 2026E | 2027E | 2028E | 2029E | 2030E | 2031E | 2032E | 2033E | 2034E | TERMINAL |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------|
| Net sales                 | 75    | 75    | 79    | 83    | 87    | 92    | 96    | 101   | 104   | 107   | 109   | 111      |
| Sales growth (%)          | –1.6% | 0.4%  | 5.7%  | 4.9%  | 5.0%  | 5.0%  | 5.0%  | 5.0%  | 3.0%  | 3.0%  | 1.5%  | 1.5%     |
| Operating income (EBIT)   | –1    | 1     | 2     | 4     | 5     | 6     | 8     | 8     | 8     | 9     | 9     | 9        |
| Operating income margin % | –1.8% | 0.8%  | 3.1%  | 4.4%  | 5.5%  | 7.0%  | 8.0%  | 8.0%  | 8.0%  | 8.0%  | 8.0%  | 8.0%     |
| + Depreciation+amort.     | 7     | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 4        |
| EBITDA                    | 5     | 7     | 8     | 10    | 11    | 12    | 13    | 14    | 14    | 14    | 13    |          |
| – Paid taxes              | 0     | 0     | –1    | –2    | –2    | –2    | –2    | –2    | –2    | –2    | –2    |          |
| – Change in NWC           | –1    | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |          |
| NWC / Sales, %            | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% | –9.9% |          |
| + Change in other liabs   | 0     |       |       |       |       |       |       |       |       |       |       |          |
| – Operative CAPEX         | –2    | –2    | –2    | –2    | –2    | –2    | –2    | –3    | –3    | –3    | –3    |          |
| opCAPEX / Sales, %        | 3.1%  | 2.6%  | 2.7%  | 2.6%  | 2.6%  | 2.6%  | 2.6%  | 2.6%  | 2.4%  | 2.4%  | 2.3%  |          |
| – Acquisitions            |       |       |       |       |       |       |       |       |       |       |       |          |
| + Divestments             |       |       |       |       |       |       |       |       |       |       |       |          |
| – Other items             | 0     |       |       |       |       |       |       |       |       |       |       |          |
| = FCFF                    | 2     | 4     | 5     | 6     | 7     | 8     | 9     | 9     | 10    | 10    | 9     | 108      |
| = Discounted FCFF         |       | 4     | 5     | 5     | 5     | 5     | 6     | 5     | 5     | 5     | 4     | 46       |
| = DFCF min WACC           |       | 4     | 5     | 5     | 5     | 5     | 6     | 5     | 5     | 5     | 4     | 51       |
| = DFCF max WACC           |       | 4     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 4     | 3     | 41       |

## Sensitivity analysis, EUR

## Terminal WACC

|         | 7.52 % | 8.52 % | 9.52 % | 10.52 % | 11.52 % |
|---------|--------|--------|--------|---------|---------|
| 6.00 %  | 6.45   | 5.51   | 4.81   | 4.25    | 3.80    |
| 7.00 %  | 7.07   | 6.00   | 5.20   | 4.57    | 4.06    |
| 8.00 %  | 7.69   | 6.49   | 5.59   | 4.89    | 4.33    |
| 9.00 %  | 8.31   | 6.98   | 5.98   | 5.21    | 4.59    |
| 10.00 % | 8.93   | 7.47   | 6.38   | 5.53    | 4.86    |

## INTERIM FIGURES

| <b>EVLI ESTIMATES, EURm</b> | 2024Q1       | 2024Q2       | 2024Q3       | 2024Q4        | 2024         | 2025Q1       | 2025Q2      | 2025Q3E      | 2025Q4E      | 2025E        | 2026E        | 2027E        |
|-----------------------------|--------------|--------------|--------------|---------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Net sales                   | 19.0         | 19.3         | 17.6         | 18.7          | 74.7         | 19.0         | 19.3        | 17.7         | 19.0         | 75.0         | 79.3         | 83.2         |
| EBITDA                      | 2.0          | 1.6          | 1.0          | 0.9           | 5.5          | 2.0          | 1.6         | 1.2          | 1.7          | 6.5          | 8.3          | 9.5          |
| <i>EBITDA margin (%)</i>    | <i>10.7%</i> | <i>8.1%</i>  | <i>5.8%</i>  | <i>4.7%</i>   | <i>7.4%</i>  | <i>10.7%</i> | <i>8.1%</i> | <i>6.8%</i>  | <i>9.0%</i>  | <i>8.7%</i>  | <i>10.5%</i> | <i>11.5%</i> |
| EBIT                        | 0.5          | 0.1          | -0.5         | -1.4          | -1.3         | 0.5          | 0.1         | -0.3         | 0.2          | 0.6          | 2.4          | 3.7          |
| <i>EBIT margin (%)</i>      | <i>2.8%</i>  | <i>0.4%</i>  | <i>-2.8%</i> | <i>-7.7%</i>  | <i>-1.8%</i> | <i>2.8%</i>  | <i>0.5%</i> | <i>-1.5%</i> | <i>1.2%</i>  | <i>0.8%</i>  | <i>3.1%</i>  | <i>4.4%</i>  |
| Net financial items         | -0.1         | -0.1         | -0.3         | -0.1          | -0.5         | -0.2         | -0.2        | -0.1         | -0.1         | -0.6         | -0.4         | -0.2         |
| Pre-tax profit              | 0.4          | 0.0          | -0.7         | -1.6          | -1.9         | 0.4          | -0.1        | -0.4         | 0.1          | 0.0          | 2.0          | 3.5          |
| Tax                         | -0.1         | 0.0          | -0.1         | -0.3          | -0.4         | 0.0          | 0.0         | -0.1         | -0.2         | -0.4         | -1.2         | -1.5         |
| <i>Tax rate (%)</i>         | <i>8.4%</i>  | <i>-3.2%</i> | <i>20.0%</i> | <i>247.7%</i> | <i>14.3%</i> | <i>3.5%</i>  | <i>2.7%</i> | <i>20.0%</i> | <i>20.0%</i> | <i>10.5%</i> | <i>20.0%</i> | <i>20.0%</i> |
| Net profit                  | 0.3          | 0.0          | -0.8         | -1.8          | -2.3         | 0.3          | -0.1        | -0.5         | -0.1         | -0.4         | 0.8          | 2.0          |
| EPS                         | 0.02         | 0.00         | -0.05        | -0.13         | -0.16        | 0.02         | -0.01       | -0.03        | -0.01        | -0.03        | 0.05         | 0.13         |
| EPS adj. (diluted)          | 0.02         | -0.03        | -0.05        | -0.13         | -0.20        | 0.02         | -0.01       | -0.03        | -0.01        | -0.03        | 0.05         | 0.13         |
| Dividend per share          |              |              |              |               | 0.05         |              |             |              |              | 0.07         | 0.10         | 0.12         |
|                             |              |              |              |               |              |              |             |              |              |              |              |              |
| <b>SALES, EURm</b>          | 2024Q1       | 2024Q2       | 2024Q3       | 2024Q4        | 2024         | 2025Q1       | 2025Q2      | 2025Q3E      | 2025Q4E      | 2025E        | 2026E        | 2027E        |
| Administer                  | 19.0         | 19.3         | 17.6         | 18.7          | 74.7         | 19.0         | 19.3        | 17.7         | 19.0         | 75.0         | 79.3         | 83.2         |
| Total                       | 19.0         | 19.3         | 17.6         | 18.7          | 74.7         | 19.0         | 19.3        | 17.7         | 19.0         | 75.0         | 79.3         | 83.2         |
|                             |              |              |              |               |              |              |             |              |              |              |              |              |
| <b>SALES GROWTH, Y/Y%</b>   | 2024Q1       | 2024Q2       | 2024Q3       | 2024Q4        | 2024         | 2025Q1       | 2025Q2      | 2025Q3E      | 2025Q4E      | 2025E        | 2026E        | 2027E        |
| Administer                  | -2.9%        | -1.6%        | -3.6%        | 1.9%          | -1.6%        | -0.3%        | 0.0%        | 0.5%         | 1.5%         | 0.4%         | 5.7%         | 4.9%         |
| Total                       | -2.9%        | -1.6%        | -3.6%        | 1.9%          | -1.6%        | -0.3%        | 0.0%        | 0.5%         | 1.5%         | 0.4%         | 5.7%         | 4.9%         |
|                             |              |              |              |               |              |              |             |              |              |              |              |              |
| <b>EBIT, EURm</b>           | 2024Q1       | 2024Q2       | 2024Q3       | 2024Q4        | 2024         | 2025Q1       | 2025Q2      | 2025Q3E      | 2025Q4E      | 2025E        | 2026E        | 2027E        |
| Administer                  | 0.5          | 0.1          | -0.5         | -1.4          | -1.3         | 0.5          | 0.1         | -0.3         | 0.2          | 0.6          | 2.4          | 3.7          |
| Total                       | 0.5          | 0.1          | -0.5         | -1.4          | -1.3         | 0.5          | 0.1         | -0.3         | 0.2          | 0.6          | 2.4          | 3.7          |
|                             |              |              |              |               |              |              |             |              |              |              |              |              |
| <b>EBIT margin %</b>        | 2024Q1       | 2024Q2       | 2024Q3       | 2024Q4        | 2024         | 2025Q1       | 2025Q2      | 2025Q3E      | 2025Q4E      | 2025E        | 2026E        | 2027E        |
| Administer                  | 2.8%         | 0.4%         | -2.8%        | -7.7%         | -1.8%        | 2.8%         | 0.5%        | -1.5%        | 1.2%         | 0.8%         | 3.1%         | 4.4%         |
| Total                       | 2.8%         | 0.4%         | -2.8%        | -7.7%         | -1.8%        | 2.8%         | 0.5%        | -1.5%        | 1.2%         | 0.8%         | 3.1%         | 4.4%         |

| INCOME STATEMENT, EURm                   | 2020  | 2021  | 2022  | 2023  | 2024  | 2025E | 2026E | 2027E |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| Sales                                    | 43.7  | 41.9  | 52.8  | 75.9  | 74.7  | 75.0  | 79.3  | 83.2  |
| <i>Sales growth (%)</i>                  | -3.6% | -4.0% | 25.9% | 43.8% | -1.6% | 0.4%  | 5.7%  | 4.9%  |
| EBITDA                                   | 4.4   | 2.3   | 3.7   | 2.8   | 5.5   | 6.5   | 8.3   | 9.5   |
| <i>EBITDA margin (%)</i>                 | 10.2% | 5.4%  | 7.1%  | 3.7%  | 7.4%  | 8.7%  | 10.5% | 11.5% |
| Depreciation                             | -0.6  | -0.7  | -1.1  | -1.8  | -1.9  | -1.8  | -1.7  | -1.7  |
| EBITA                                    | 3.8   | 1.5   | 2.7   | 1.0   | 3.5   | 4.7   | 6.6   | 7.8   |
| Goodwill amortization / writedown        | -1.0  | -1.5  | -2.5  | -4.0  | -4.9  | -4.1  | -4.1  | -4.1  |
| EBIT                                     | 2.9   | 0.1   | 0.1   | -3.0  | -1.3  | 0.6   | 2.4   | 3.7   |
| <i>EBIT margin (%)</i>                   | 6.6%  | 0.1%  | 0.2%  | -3.9% | -1.8% | 0.8%  | 3.1%  | 4.4%  |
| Reported EBIT                            | 2.9   | 0.1   | 0.1   | -3.0  | -1.3  | 0.6   | 2.4   | 3.7   |
| <i>EBIT margin (reported) (%)</i>        | 6.6%  | 0.1%  | 0.2%  | -3.9% | -1.8% | 0.8%  | 3.1%  | 4.4%  |
| Net financials                           | -0.3  | -1.8  | -0.4  | -1.0  | -0.5  | -0.6  | -0.4  | -0.2  |
| Pre-tax profit                           | 2.6   | -1.7  | -0.3  | -3.9  | -1.9  | 0.0   | 2.0   | 3.5   |
| Taxes                                    | -0.6  | 0.0   | -0.4  | 0.1   | -0.4  | -0.4  | -1.2  | -1.5  |
| Minority shares                          | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   |       |       |
| Net profit                               | 2.0   | -1.8  | -0.7  | -3.9  | -2.3  | -0.4  | 0.8   | 2.0   |
| Cash NRIs                                |       |       |       |       |       |       |       |       |
| Non-cash NRIs                            |       |       |       |       |       |       |       |       |
| BALANCE SHEET, EURm                      |       |       |       |       |       |       |       |       |
| Assets                                   |       |       |       |       |       |       |       |       |
| Fixed assets                             | 3     | 4     | 6     | 7     | 7     | 7     | 8     | 8     |
| Goodwill                                 | 14    | 23    | 42    | 39    | 35    | 31    | 27    | 23    |
| Right of use assets                      |       |       |       |       |       |       |       |       |
| Inventory                                |       |       |       |       |       |       |       |       |
| Receivables                              | 7     | 7     | 13    | 13    | 12    | 12    | 13    | 14    |
| Liquid funds                             | 1     | 13    | 5     | 3     | 2     | 2     | 3     | 3     |
| Total assets                             | 25    | 47    | 66    | 63    | 57    | 53    | 50    | 47    |
| Liabilities                              |       |       |       |       |       |       |       |       |
| Shareholders' equity                     | 9     | 32    | 32    | 28    | 25    | 24    | 24    | 24    |
| Minority interest                        | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| Convertibles                             |       |       |       |       |       |       |       |       |
| Lease liabilities                        |       |       |       |       |       |       |       |       |
| Deferred taxes                           |       |       |       |       |       |       |       |       |
| Interest bearing debt                    | 6     | 4     | 18    | 15    | 12    | 9     | 5     | 1     |
| Non-interest bearing current liabilities | 9     | 11    | 15    | 20    | 20    | 20    | 21    | 22    |
| Other interest-free debt                 |       |       |       |       |       |       |       |       |
| Total liabilities                        | 25    | 47    | 66    | 63    | 57    | 53    | 50    | 47    |
| CASH FLOW, EURm                          |       |       |       |       |       |       |       |       |
| + EBITDA                                 | 4     | 2     | 4     | 3     | 5     | 7     | 8     | 10    |
| - Net financial items                    | 0     | -2    | 0     | -1    | -1    | -1    | 0     | 0     |
| - Taxes                                  | -1    | 0     | 0     | 0     | 0     | 0     | -1    | -2    |
| - Increase in Net Working Capital        | 0     | 2     | -1    | 3     | -1    | 0     | 0     | 0     |
| +/- Other                                | 0     | 0     | 0     | 0     | 0     | 0     |       |       |
| = Cash flow from operations              | 4     | 2     | 2     | 5     | 4     | 6     | 7     | 8     |
| - Capex                                  | -1    | -2    | -3    | -4    | -2    | -2    | -2    | -2    |
| - Acquisitions                           |       |       | -20   | -1    |       |       |       |       |
| + Divestments                            |       |       |       |       |       |       |       |       |
| = Free cash flow                         | 2     | 0     | -20   | 1     | 1     | 4     | 5     | 6     |
| +/- New issues/buybacks                  | 0     | 25    | 1     | 0     | 0     |       |       |       |
| - Paid dividend                          |       |       | 1     | 0     | 1     | 1     | 1     | 2     |
| +/- Other                                | -2    | -13   | 11    | -1    | -2    | -3    | -4    | -4    |
| Change in cash                           | 0     | 12    | -9    | -1    | -1    | 0     | 0     | 0     |

| KEY FIGURES                          | 2021 | 2022 | 2023 | 2024 | 2025E | 2026E | 2027E |
|--------------------------------------|------|------|------|------|-------|-------|-------|
| M-cap                                | 60   | 38   | 35   | 31   | 39    | 39    | 39    |
| Net debt (excl. convertibles)        | -9   | 14   | 11   | 10   | 7     | 3     | -2    |
| Enterprise value                     | 51   | 52   | 46   | 41   | 46    | 42    | 38    |
| Sales                                | 42   | 53   | 76   | 75   | 75    | 79    | 83    |
| EBITDA                               | 2    | 4    | 3    | 5    | 7     | 8     | 10    |
| EBIT                                 | 0    | 0    | -3   | -1   | 1     | 2     | 4     |
| Pre-tax                              | -2   | 0    | -4   | -2   | 0     | 2     | 4     |
| Earnings                             | -2   | -1   | -4   | -2   | 0     | 1     | 2     |
| Equity book value (excl. minorities) | 32   | 32   | 28   | 25   | 24    | 24    | 24    |

| Valuation multiple  | 2021  | 2022   | 2023  | 2024  | 2025E  | 2026E | 2027E |
|---------------------|-------|--------|-------|-------|--------|-------|-------|
| EV/Sales            | 1.2   | 1.0    | 0.6   | 0.5   | 0.6    | 0.5   | 0.5   |
| EV/EBITDA           | 22.6  | 13.9   | 16.4  | 7.5   | 7.1    | 5.1   | 4.0   |
| EV/EBITA            | 33.8  | 19.6   | 44.1  | 11.6  | 9.8    | 6.4   | 4.8   |
| EV/EBIT             | 959.9 | 473.3  | -15.6 | -31.0 | 76.0   | 17.3  | 10.2  |
| EV/OCF              | 25.9  | 22.1   | 8.5   | 11.4  | 8.4    | 6.0   | 4.6   |
| EV/FCF              | 24.2  | -2.6   | 26.5  | 24.2  | 11.3   | 8.0   | 6.1   |
| P/FCFR              | 150.7 | -1.9   | 39.6  | 24.0  | 11.0   | 8.0   | 6.5   |
| P/E                 | -33.2 | -52.9  | -8.9  | -11.1 | -95.3  | 48.6  | 19.8  |
| P/BV                | 1.8   | 1.2    | 1.3   | 1.2   | 1.6    | 1.6   | 1.6   |
| Target EV/EBITDA    |       |        |       |       | 7.7    | 5.6   | 4.4   |
| Target EV/EBIT      |       |        |       |       | 82.4   | 18.9  | 11.3  |
| Target EV/FCFF      |       |        |       |       | 14.0   | 9.3   | 6.8   |
| Target P/BV         |       |        |       |       | 1.8    | 1.8   | 1.8   |
| Target P/E, diluted | -74.5 | -631.3 | -10.5 | -46.0 | -104.7 | 53.4  | 21.8  |

| Per share measures                  | 2021  | 2022   | 2023  | 2024   | 2025E   | 2026E  | 2027E |
|-------------------------------------|-------|--------|-------|--------|---------|--------|-------|
| Number of shares (million)          | 14.19 | 14.33  | 14.33 | 14.37  | 14.95   | 14.95  | 14.95 |
| Number of shares (diluted, million) | 14.19 | 14.33  | 14.33 | 14.37  | 14.95   | 14.95  | 14.95 |
| EPS                                 | -0.13 | -0.05  | -0.27 | -0.16  | -0.03   | 0.05   | 0.13  |
| Operating cash flow per share       | 0.14  | 0.16   | 0.38  | 0.25   | 0.37    | 0.47   | 0.55  |
| Free cash flow per share            | 0.03  | -1.40  | 0.06  | 0.09   | 0.24    | 0.33   | 0.41  |
| Book value per share                | 2.28  | 2.24   | 1.92  | 1.76   | 1.62    | 1.60   | 1.64  |
| Dividend per share                  |       | 0.05   | 0.00  | 0.05   | 0.07    | 0.10   | 0.12  |
| Dividend payout ratio, %            |       | -99.4% | -0.1% | -31.3% | -241.7% | 182.7% | 92.3% |
| Dividend yield, %                   |       | 1.9%   | 0.0%  | 2.3%   | 2.5%    | 3.8%   | 4.7%  |
| FCF yield, %                        | 0.7%  | -52.7% | 2.5%  | 4.2%   | 9.1%    | 12.5%  | 15.4% |

| Efficiency measures | 2021  | 2022  | 2023   | 2024  | 2025E | 2026E | 2027E |
|---------------------|-------|-------|--------|-------|-------|-------|-------|
| ROE                 | -8.6% | -2.2% | -13.1% | -8.8% | -1.7% | 3.4%  | 8.2%  |
| ROCE                | 0.2%  | 0.3%  | -6.4%  | -3.3% | 1.7%  | 7.8%  | 13.5% |

| Financial ratios                           | 2021   | 2022   | 2023  | 2024  | 2025E | 2026E | 2027E |
|--|--------|--------|-------|-------|-------|-------|-------|
| Inventories as % of sales                  |        |        |       |       |       |       |       |
| Receivables as % of sales                  | 15.9%  | 24.9%  | 17.2% | 16.3% | 16.3% | 16.3% | 16.3% |
| Non-int. bearing liabilities as % of sales | 25.1%  | 29.2%  | 26.7% | 26.1% | 26.1% | 26.1% | 26.1% |
| NWC/sales, %                               | -9.2%  | -4.3%  | -9.5% | -9.9% | -9.9% | -9.9% | -9.9% |
| Operative CAPEX/Sales, %                   | 3.7%   | 4.8%   | 4.9%  | 3.1%  | 2.6%  | 2.7%  | 2.6%  |
| CAPEX/sales (incl. acquisitions), %        | 3.7%   | -33.0% | 3.7%  | 3.1%  | 2.6%  | 2.7%  | 2.6%  |
| FCFF/EBITDA                                | 0.9    | -5.3   | 0.6   | 0.3   | 0.6   | 0.6   | 0.7   |
| Net Debt/EBITDA, book-weighted             | -3.9   | 3.7    | 4.1   | 1.8   | 1.0   | 0.3   | -0.2  |
| Debt/equity, market-weighted               | 0.1    | 0.5    | 0.4   | 0.4   | 0.2   | 0.1   | 0.0   |
| Equity ratio, book-weighted                | 0.7    | 0.5    | 0.4   | 0.4   | 0.5   | 0.5   | 0.5   |
| Gearing, %                                 | -27.2% | 43.3%  | 41.7% | 38.0% | 27.9% | 11.7% | -7.3% |

**COMPANY DESCRIPTION:** Administer Group is a multi-talent in payroll and financial management services, software services, consulting, personnel and international services. The company is the largest salary outsourcing partner in Finland and the leading expert in the fight against the grey economy. Administer's services are used by more than 5,000 customers, from SMEs to large companies, as well as municipalities and other public sector actors. Founded in 1985, the company is listed on the First North list of Nasdaq Helsinki. Administer Group consists of payroll management service company Silta Oy, accounting firm Administer, business service and employment expert Econia Oy and software company EmCe Solution Partner Oy, as well as other subsidiaries and associated companies.

**INVESTMENT CASE:** Administer's performance remains closely tied to the Finnish economy, with a weak macro environment weighing on results during the first two full financial years following its December 2021 IPO. In response, the company launched a cost savings program in late 2023, driving a significant turnaround in profitability as 2024 EBITDA improved to EUR 5.5m (EUR 2.8m). While this underscores operational progress, revenue remained muted, declining to EUR 74.7m (EUR 75.9m), and visibility on organic growth remains limited in current market conditions. To close the gap toward its 2026 revenue target of EUR 100m, the company is expected to increase the pace of selective, strategy-aligned acquisitions, with a continued focus on profitability.

| OWNERSHIP STRUCTURE                        | SHARES     | EURm   | %      |
|--|------------|--------|--------|
| Aho Peter                                  | 6 780 980  | 17.902 | 45.3 % |
| Ilmarinen Mutual Pension Insurance Company | 1 250 000  | 3.300  | 8.4 %  |
| Sijoitus Oy MC Invest Ab                   | 1 205 508  | 3.183  | 8.1 %  |
| Oy Fincorp Ab                              | 482 646    | 1.274  | 3.2 %  |
| Rantalainen-Yhtiöt Oy                      | 404 000    | 1.067  | 2.7 %  |
| Varma Mutual Pension Insurance Company     | 337 093    | 0.890  | 2.3 %  |
| Salmivala Maria-Elina                      | 283 221    | 0.748  | 1.9 %  |
| Oy Talcom Ab                               | 272 000    | 0.718  | 1.8 %  |
| Herranen Kimmo                             | 234 292    | 0.619  | 1.6 %  |
| Elo Mutual Pension Insurance Company       | 175 317    | 0.463  | 1.2 %  |
| Ten largest                                | 11 425 057 | 30.162 | 76.4 % |
| Residual                                   | 3 529 118  | 9.317  | 23.6 % |
| Total                                      | 14 954 175 | 39.479 | 100%   |

#### EARNINGS CALENDAR

November 05, 2025 Q3 report

#### OTHER EVENTS

#### COMPANY MISCELLANEOUS

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CFO: Kalle Lehtonen  
IR:

Konepajankuja 3, FIN-00510 Helsinki  
Tel:

## DEFINITIONS

|  |   |
|--|---|
| <b>P/E</b><br><br>$\frac{\text{Price per share}}{\text{Earnings per share}}$   | <b>EPS</b><br><br>$\frac{\text{Profit before extraord. items and taxes} - \text{income taxes} + \text{minority interest}}{\text{Number of shares}}$                       |
| <b>P/BV</b><br><br>$\frac{\text{Price per share}}{\text{Shareholder's equity} + \text{taxed provisions per share}}$  | <b>DPS</b><br><br>Dividend for the financial period per share   |
| <b>Market cap</b><br><br>Price per share * Number of shares  | <b>OCF (Operating cash flow)</b><br><br>EBITDA – Net financial items – Taxes – Increase in working capital – Cash NRIs ± Other adjustments                                |
| <b>EV (Enterprise value)</b><br><br>Market cap + net debt + minority interest at market value<br>– share of associated companies at market value   | <b>FCF (Free cash flow)</b><br><br>Operating cash flow – Operative CAPEX – acquisitions + divestments   |
| <b>EV/Sales</b><br><br>$\frac{\text{Enterprise value}}{\text{Sales}}$  | <b>FCF yield, %</b><br><br>$\frac{\text{Free cash flow}}{\text{Market cap}}$  |
| <b>EV/EBITDA</b><br><br>$\frac{\text{Enterprise value}}{\text{Earnings before interest, tax, depreciation and amortization}}$  | <b>Operative CAPEX / Sales</b><br><br>$\frac{\text{Capital expenditure} - \text{divestments} - \text{acquisitions}}{\text{Sales}}$  |
| <b>EV/EBIT</b><br><br>$\frac{\text{Enterprise value}}{\text{Operating profit}}$  | <b>Net working capital</b><br><br>Current assets – current liabilities  |
| <b>Net debt</b><br><br>Interest bearing debt – financial assets  | <b>Capital employed / Share</b><br><br>$\frac{\text{Total assets} - \text{non-interest bearing debt}}{\text{Number of shares}}$   |
| <b>Total assets</b><br><br>Balance sheet total   | <b>Gearing</b><br><br>$\frac{\text{Net debt}}{\text{Equity}}$   |
| <b>Div yield, %</b><br><br>$\frac{\text{Dividend per share}}{\text{Price per share}}$  | <b>Debt/Equity, %</b><br><br>$\frac{\text{Interest bearing debt}}{\text{Shareholders' equity} + \text{minority interest} + \text{taxed provisions}}$                      |
| <b>Payout ratio, %</b><br><br>$\frac{\text{Total dividends}}{\text{Earnings before extraordinary items and taxes} - \text{income taxes} + \text{minority interest}}$                                       | <b>Equity ratio, %</b><br><br>$\frac{\text{Shareholders' equity} + \text{minority interest} + \text{taxed provisions}}{\text{Total assets} - \text{interest-free loans}}$ |
| <b>ROCE, %</b><br><br>$\frac{\text{Profit before extraordinary items} + \text{interest expenses} + \text{other financial costs}}{\text{Balance sheet total} - \text{non-interest bearing debt (average)}}$ | <b>CAGR, %</b><br><br>Cumulative annual growth rate = Average growth rate per year  |
| <b>ROE, %</b><br><br>$\frac{\text{Profit before extraordinary items and taxes} - \text{income taxes}}{\text{Shareholders' equity} + \text{minority interest} + \text{taxed provisions (average)}}$         |   |



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Investment recommendations are defined as follows:

Target price compared to share price

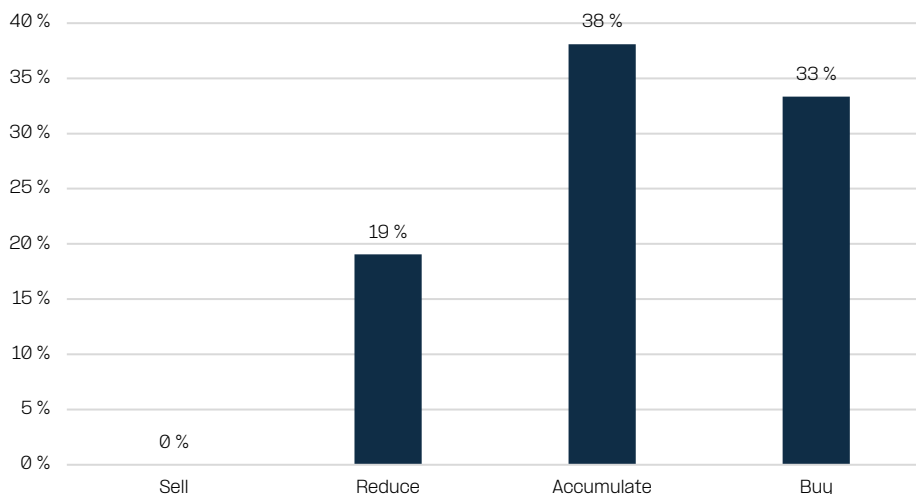
< -10 %  
-10 - 0 %  
0 - (+10) %  
> 10 %

Recommendation

SELL  
REDUCE  
ACCUMULATE  
BUY

ERP may temporarily suspend the rating and, if applicable, the target price to comply with regulations and/or firm policies, in which case a NOT RATED classification is used.

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Name(s) of the analyst(s): Pitkääjärvi

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