

MEHILÄINEN'S YEAR

2023



MEHILÄINEN
EST. 1909





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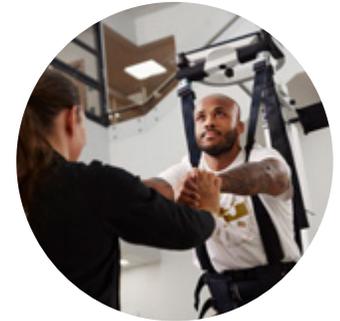
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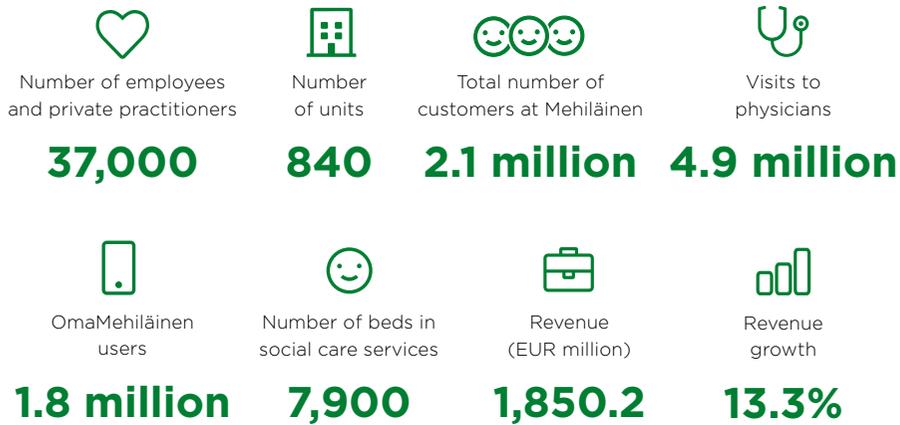
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MEHILÄINEN IN BRIEF

Better health and well-being

Mehiläinen is a well-known and highly respected private provider of social care and healthcare services, operating in Finland, Estonia, Sweden, and Germany.



Comprehensive social care and healthcare services for private and corporate customers, insurance companies, and public service providers in Finland and under the Meliva brand name in Estonia, Sweden, and Germany. Subsidiary BeeHealthy provides software services for healthcare in Europe, the Middle East and Africa. Healthcare Staffing Solutions (HSS), a subsidiary specialised in international recruitment, operates in Asia.

- Mehiläinen in Finland
- Meliva
- BeeHealthy
- HSS

On a lifelong mission

The story of Mehiläinen is about people and attitude.

When a group of physicians founded Mehiläinen in 1909, their goal was to create better health and well-being.

Along the way, we have treated soldiers, been involved in building the occupational healthcare system, brought fathers inside the delivery room, exported digital healthcare services, experienced three pandemics, and established Mehiläinen throughout Finland.

Over the years, we have been guided by one simple thing – life. Fragile, strong, erratic. Unfair and fortunate. Beginning or coming to an end. Always valuable and unique.

Over the past one hundred years, the world has changed, but our attitude remains the same. The best treatment is still provided by people who are on a lifelong mission.



MEHILÄINEN
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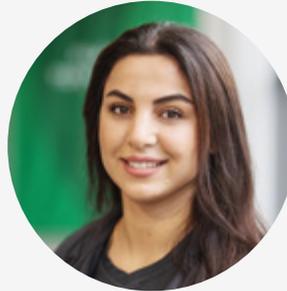
Year 2023

2023 presented various events and highlights in all our business areas in Finland and internationally.

Read more about the year's events in Mehiläinen's news room

January

COVID-19 booster vaccinations started in 25 locations.



Emergency service units launched in six locations.

March

Reader's Digest selects Mehiläinen as the most trusted private clinic in Finland for the sixth time in succession.



The supply of physician appointments increases by more than 10%. Demand is also high for dental care services throughout the year.



May

Investments in imaging services measured in the millions: new magnetic resonance imaging units in Lahti and Porvoo.

Mehiläinen becomes the largest provider of occupational healthcare services in the Kainuu region - Kainuunmeren työterveys Oy is merged into Mehiläinen.

June

Meliva grows in Estonia - the opening of a large medical clinic in the centre of Tallinn is announced.



July

Business operations of Esperi Care's healthcare services are being acquired by Mehiläinen.

September

Growth continues in psychiatry services - Psykiatrikonsultaatiot Hilla Oy merged into Mehiläinen.

Medical centre and occupational healthcare operations of Kalevalan Työterveys Oy merged into Mehiläinen.

October

A decision is made to continue outsourcing to Mehiläinen Länsi-Pohja in the Sea Lapland area.

Mehidoc medical platform with user interface to electronic health record system is launched.



Mainiokodit succeeds in the national customer survey of the Finnish Institute for Health and Welfare (THL).

November

A decision is made to use the optional periods of the service agreement of Harjun terveys.

At the end of the year, the wellbeing services counties of South Savo, North Karelia, and Pirkanmaa select BeeHealthy's SuomiSote platform.





CEO'S SUMMARY

A year of positive development

Mehiläinen's revenue continued its strong growth in all business areas in Finland, Estonia, Sweden, and Germany with profitability improving from the previous year.

The year 2023 was in many ways a return to normal for Mehiläinen's business operations following the pandemic, changes in healthcare and social welfare legislation, and the unexpectedly risen inflation. Yet Russia's invasion of Ukraine continued, while new crises shook the world, in the Middle East among others. At Mehiläinen, we focused on our core mission throughout the year: providing the best possible treatment and care to our customers.

The results of our 2023 employee survey showed good progress in several measures. The results indicate that our long-term investment in employer branding and development is paying off. We are an attractive workplace, the work is meaningful, and it offers development opportunities.

We also continued to invest in our quality work. In 2023, we implemented a new quality system which streamlines the processing of both quality deviations and customer feedback. Regarding our sustainability, we progressed across all areas and continued our development efforts to meet the upcoming requirements with high quality.

Outstanding customer satisfaction with Mehiläinen's private healthcare services

The Net Promoter Score (NPS) of Mehiläinen's private clinic measuring customer satisfaction and loyalty reached an all-time high level of 90. We would not have achieved this without Mehiläinen's dedicated and motivated professionals.

Mehiläinen was very successful in recruiting and retaining physicians and other professionals and expanding the availability of physician's appointments in a situation where the demand for healthcare services was strong, and the labour market challenging. Mehiläinen's private dental services, physiotherapy services, mental well-being services, and diagnostic services also developed very well.

We continued significant investments in facilities and the latest technology during the year. An innovation was our launch of a Mehidoc medical platform for our professionals. The user interface of the Mehidoc electronic health record system and other digital tools increases the productivity of physicians and speed up daily work, freeing up time for patient interaction. We also implemented solutions that utilise artificial intelligence in our operations, including customer service and web bookings.

The number of employee customers using Mehiläinen's occupational healthcare services surpassed the 600,000 mark for the first time. The number of customers registered with Mehiläinen's digital healthcare platforms in Finland, Estonia, Sweden, and Germany was 1.8 million individuals. Physician visits at Mehiläinen medical clinics returned to pre-pandemic levels, while remote consultations and the use of Mehiläinen's Digital Clinic remained high.

Successful collaboration with the new wellbeing services counties in Finland

The new wellbeing services counties commenced their operations on 1 January 2023 in accordance with the new healthcare and social welfare legislation. Our collaboration with the wellbeing services counties started smoothly, and our public healthcare and social care services continued seamlessly during the transition phase. We launched a holistic solution ("SuomiSote"), which can be individually branded, for the wellbeing services counties during the year, covering a comprehensive portfolio of healthcare, social care, and technology solutions.

The availability of services remained excellent in our primary health centres. Mehiläinen can ensure fast access to care with high quality and patient satisfaction, while being cost-effective for public primary healthcare providers. As a result, the wellbeing services county of Päijät-Häme decided to exercise their option to extend the 10-year population health service contract with Harjun terveysterveys Oy, a joint venture with Mehiläinen.

At the Länsi-Pohja Central Hospital operated by Mehiläinen, the waiting lists for operations and specialist medical care were the shortest in Finland. At the end of 2023, the council of the wellbeing services county of Lapland voted to extend Mehiläinen's multi-year service contract in accordance with the changes required by the new healthcare and social welfare legislation.

Throughout the year, we continued to invest in specialist healthcare services by acquiring leading companies in their field offering psychiatric services and anesthesia and operating room

We were successful in recruiting professionals and expanding supply in a situation where the demand for healthcare services was strong, and the labour market challenging. ”

services to the public sector. We also started providing ophthalmology services to the wellbeing services counties. Mehiläinen's public specialised healthcare services are expected to grow significantly as wellbeing services counties seek solutions for long waiting times to care within tight financial constraints.

The implementation of digital services in public healthcare services also remained strong throughout the year. In our joint venture Harjun terveysterveys, we introduced a new digital platform and application designed to enhance service delivery. Additionally, we launched a digital predictive care model for value-based healthcare within contracts at the population health level. At the end of the year, our operational model received Mehiläinen's first medical device certification.

The year 2023 was filled with growth and development in Mehiläinen's social care services. The profitability of social care services improved after several financially challenging years. In enhanced residential care for the elderly, the staffing ratio increased due to changes in

legislation. We were successful in recruiting care staff, and all our units met the new staffing requirements. Mehiläinen's residential elderly care business line also expanded operations through business acquisitions in Oulu and Rovaniemi.

Mehiläinen's social care services invested in the development of supervisory and quality work through several training and coaching programmes. We implemented a common self-monitoring system and the self-monitoring plans were published on the website. The Quality Index developed by Mehiläinen improved again in residential care services for the elderly, in residential care services for the disabled and in mental health rehabilitation.

Our subsidiary Healthcare Staffing Solutions (HSS) recruited hundreds of care assistants from Asia for Mehiläinen's own units and the units of our private and public customers throughout the year. Several dozen Mehiläinen care assistants have already graduated as practical nurses in Finland through Mehiläinen's apprenticeship training programme.

Strong growth and development in Mehiläinen's international markets and technology services

Mehiläinen offers digital-first outpatient-focused healthcare services in Estonia, Sweden, and Germany under the Meliva brand name. Our international operations expanded significantly during 2023.

In Estonia, we started the construction of a new full-service medical clinic and hospital in the heart of Tallinn. We also started operations on Finnish patients in accordance with the EU Patient Directive.

In Sweden, growth and service development continued strongly, and the number of customers listed at Meliva public primary healthcare centres rose to more than 140,000. In Germany, we focused on the integration of companies acquired in 2022 and the development of services, while preparing for a stronger growth effort in the coming years. We also intensified cooperation with Mehiläinen's international units to promote quality and patient safety and to share best practices.

Mehiläinen's software-as-a-service subsidiary BeeHealthy secured several significant new customer contracts and developed and deployed the digital healthcare platform in Europe, the Middle East, and Southern Africa. Mehiläinen's BeeHealthy technology-powered Digital Clinic is operational not only in Finland but also in Estonia, Sweden, Germany, the Netherlands, and South Africa.

Double-digit and mostly organic revenue growth

Mehiläinen's revenue for 2023 grew by 13.3 per cent compared with the previous year, reaching 1,850.2 (1,632,8) million euros. Growth was strong in all business areas, both in Finland and internationally. Most of the growth was organic. Mehiläinen did not make any significant acquisitions relative to its revenue size during the year.

Revenue from Mehiläinen's private healthcare services increased across all customer segments, primarily organically. Revenue from social care services and public healthcare services also increased due to organic growth and business acquisitions.

The adjusted operating profit before the depreciation of intangible assets arising from business acquisitions, impairments, and items affecting comparability (adjusted EBITA) amounted to 215.7 (137.6) million euros. The financial result for the fiscal year 2023 was slightly positive, at 40.1 (-9.4) million euros, or approximately 2.2% of revenue.

Several factors affected profitability. Mehiläinen succeeded in partly compensating for the effects of high inflation and regulatory changes by adjusting prices. Profitability also improved positively due to strong demand, the successful expansion of supply, and the cost-effectiveness enabled by economies of scale. However, there is still much to be done regarding profitability. Rapidly rising salaries and other costs in the industry are adding extra pressure.

Despite the prevailing interest rate environment and increased financing costs, Mehiläinen continued investments in new facilities, medical equipment, digital development, and acquisitions supporting the expansion of service network and offering. The total amount of investments in 2023 was 88.1 (218.1) million euros.

Heartfelt gratitude to our customers and partners

At the end of a year filled with accomplishments, it is time to express our heartfelt gratitude to our customers and partners for a great year 2023. We are humbled by the trust you have placed in us. We are on a lifelong mission every single day.

Janne-Olli Järvenpää
CEO, Mehiläinen Group

SUSTAINABILITY

Sustainability and quality guide our operations

Mehiläinen's sustainability activities are based on the same mission and vision that guide all our group's operations. Our mission is to create better health and well-being in society. Mehiläinen's sustainability activities were again developed further throughout the group.



We are committed to sustainable business, and we have set goals for this in our sustainability programme. The cornerstones of Mehiläinen's sustainability programme are the quality of treatment and care, people, and our ability to create the innovation and operating models that lead the whole sector forward. When talking about social responsibility – people – Mehiläinen can be regarded as a pioneer in many respects: we have invested for years in management, a value-driven culture, the personnel's well-being, and the high quality of services provided for our customers. At Mehiläinen, everything starts with people.

We developed sustainability further in 2023

During the year, Mehiläinen took steps forward not only in quality but also in terms of the environment and climate, as well as social responsibility. We made a commitment to achieving ambitious emission reductions, approved new environmental and human rights policies for the group, and took steps forward in monitoring and assessing the sustainability of our procurement. The group's equality survey was conducted for the third time already.

Mehiläinen committed to the Science Based Targets initiative

Mehiläinen is the first healthcare and social care service provider in Finland to commit to the Science Based Targets initiative. According to the commitment, Mehiläinen will set emissions reduction goals in 2024 to reduce its emission by 2030 in accordance with the Paris Agreement's goal of limiting the global temperature rise to 1.5 degrees. Mehiläinen can thus play its part in climate change mitigation.

[Read more](#)

Gold level rating in the EcoVadis sustainability assessment

EcoVadis, a company providing sustainability assessments, awarded Mehiläinen a Gold level rating for our sustainability activities for the third successive year. Only 5% of the companies assessed receive a Gold rating for promoting sustainable development. The rating for Mehiläinen improved overall as well as in the environmental category. EcoVadis is one of the world's largest providers of sustainability assessments.

[Read more](#)

Key areas of our sustainability programme



Pioneer in quality treatment and care

Our customers and their families can rely on us to provide individual, safe, and effective treatment and care. Our management is knowledge-based, we seek to perform better every day, and we are a pioneer in digital healthcare.

Driving social responsibility through innovation and agility

Our growth is stable, we create jobs and export Finnish expertise to the international market. We are a strong partner for both companies and the public sector.

Attractive and meaningful workplace

We invest in the comprehensive well-being of our employees and provide them with opportunities to develop and thrive in their work. We offer a wide range of career paths, and our corporate culture encourages success.

Sustainable development

We operate sustainably, openly, and efficiently throughout the value chain.

Our quality management is based on data

Mehiläinen’s quality improvement activities are guided by our values, “Skills and Knowledge” and “Caring and Responsibility”. Our quality improvement activities are standardised, comprehensive, open, and transparent. They are guided by our quality policy and our shared operating principles.

We are continuously developing ways to monitor the quality and effectiveness of treatment and care driven by data. The data-driven analysis of trends helps us develop our services to better respond to our customers’ needs.

Open quality data and new methods for quality management

Customer and patient safety is key in all our treatment and care. We maintain comprehensive quality metrics and develop new methods for the management and improvement of quality. The more than 30 indicators of our open quality metrics published on our website represent the customer experience, availability, the impact of care, safety, and the employee experience.

Self-monitoring is another key part of our quality improvement activities, which covers not only services in Finland but also Mehiläinen’s healthcare services in Sweden and Estonia. Self-monitoring work has started in Germany as well. During the spring, we deployed Laatuportti, a new non-conformity and feedback system, which is helping us develop the quality and safety of our operations even further.

We improved the opportunity of customers and patients to give feedback on their care and launched pilot projects to engage patients in the planning of new treatment paths and facilities.

Our quality improvement is closely linked to Mehiläinen’s research, development, and innovation activities, and cooperation with universities and other educational institutions.



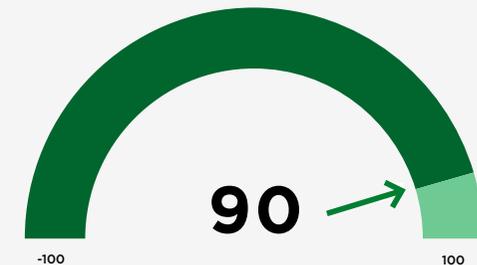
Strengthening quality cooperation now and in the future

In 2023, we strengthened our quality cooperation with our international units. In addition, we prepared a quality roadmap for 2024–2026, which covers the three leading themes of our quality improvement activities: a safety culture as the foundation of quality and well-being; the environment in everyday choices; and the responsible use of data.

Kaisla Lahdensuo
Chief Medical Officer

Customer experience reaches new record

Mehiläinen uses the well-known and widely used Net Promoter Score (NPS) method to measure customer experience in healthcare services. In 2023, the NPS for Mehiläinen’s private healthcare services reached a record high level of 90. We received nearly 220,000 responses to the questionnaire.



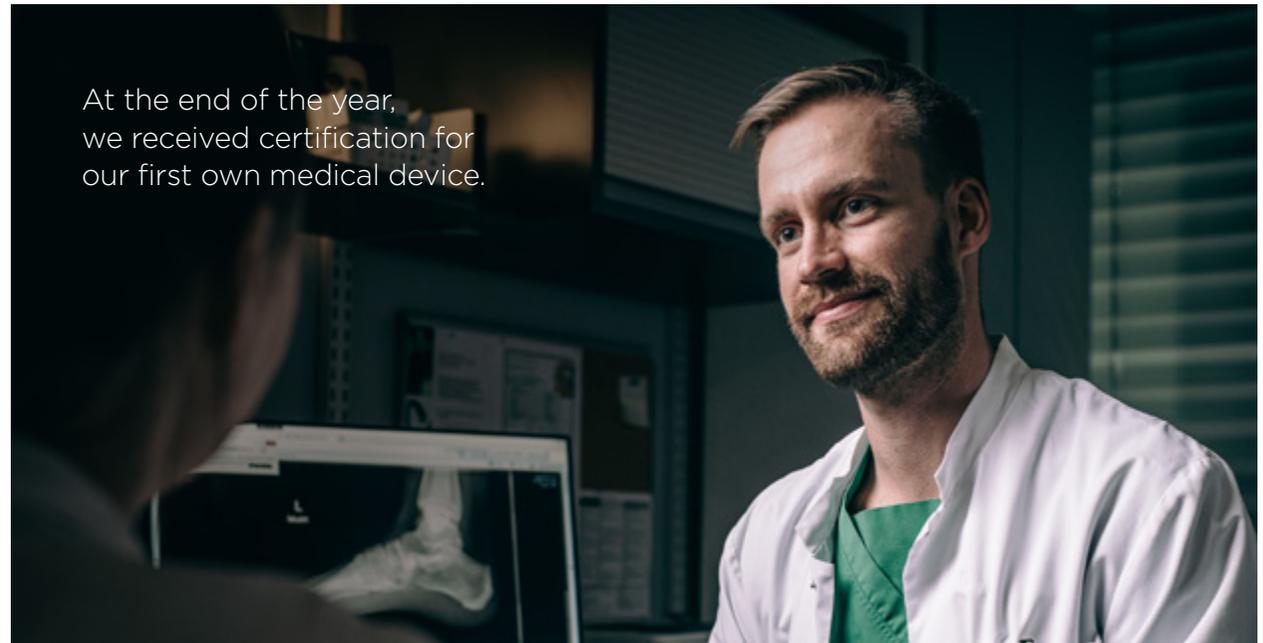
Total score of private healthcare services’ NPS indices. The NPS provides information on customer loyalty and can range from -100 to +100. An NPS over 50 is considered excellent. The NPS index is part of Mehiläinen’s quality assurance system.

Data, analytics and AI boost healthcare

Artificial intelligence (AI) has quickly risen to public discourse, and tools based on large language models are almost within everyone's reach. At Mehiläinen, data, analytics and knowledge management are an integral part of operating models. AI is especially seen to improve the efficiency of everyday routines.

Decades of research and method development sparked a revolution in 2023 when generative AI tools hit the markets. In healthcare, AI has already been used previously in the interpretation of X-ray images, for example, while the application of generative AI is only taking its first steps.

At Mehiläinen, AI has been adopted as an integral part of operational development. It improves the efficiency of routines and data searches in customer service and administration, among other areas. We also use AI in automated booking systems to optimise demand and supply. We believe that AI can automate physicians' routines: we are testing, for example, its use in recording patient visits. In future, AI will also be part of searching for medical information and helping make diagnoses and treatment decisions.



AI offers significant benefits. It helps improve the efficiency of operations and gives personnel more time to work with patients. This accelerates access to care and produces savings. Mehidoc, Mehiläinen's medical platform for professionals, and BeeHealthy's digital service platform enable AI-assisted operations.

New operating models for public healthcare services through development

We have already long time developed our operations extensively using data and analytics to provide better care for our customers. During 2023, new digital operating models were introduced in our public healthcare, among other services.

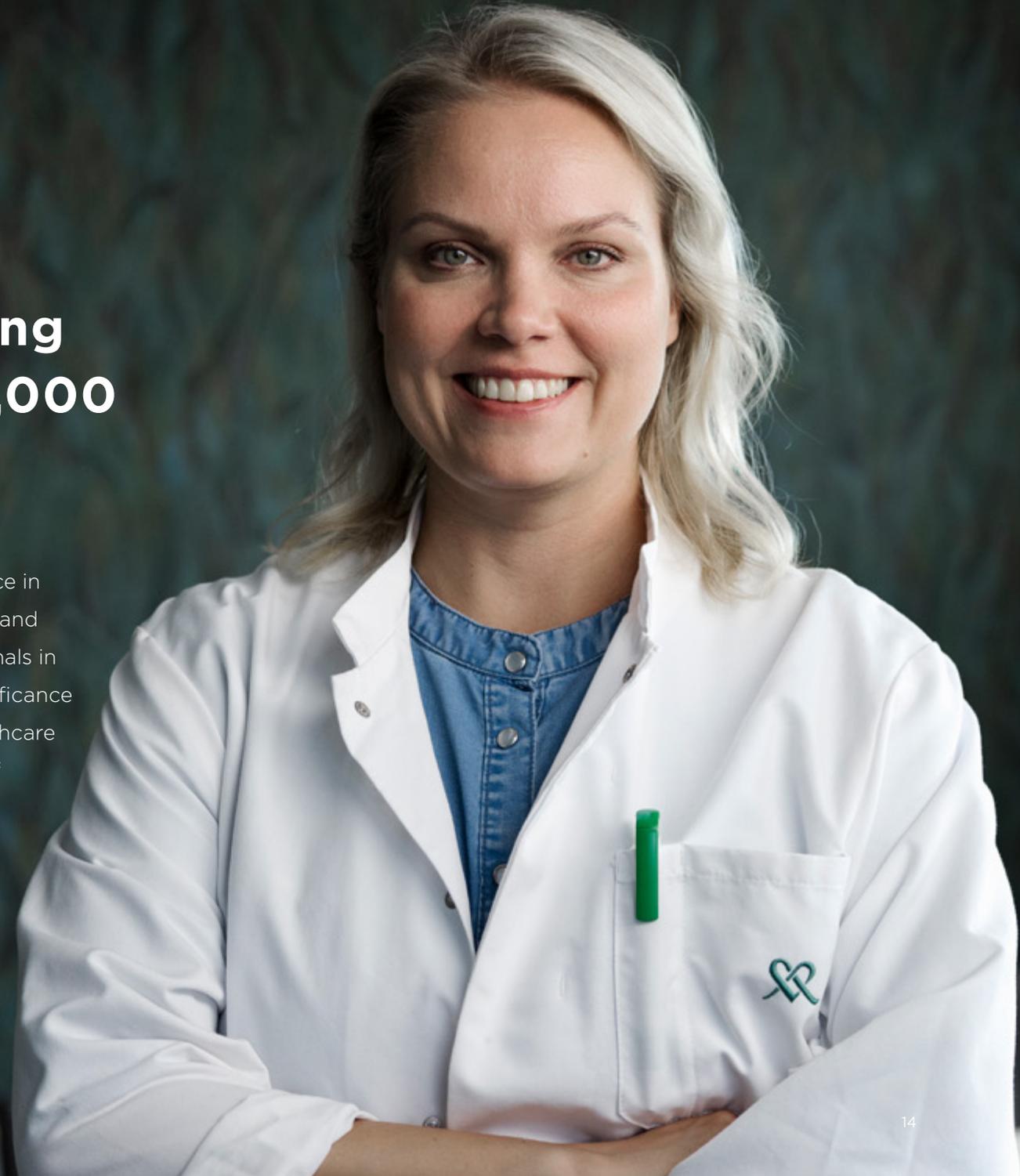
Our operating model will enable the automatic identification of patients who have an improper treatment balance in the light of laboratory values, for example. The development is based on Mehiläinen's first medical device, for which we received CE certification in 2023. We want to have more accurate information about how the patients feel so that we can provide care at the correct time and better than before for those who need it most.

We believe that the future development of healthcare will no longer focus on the measurement of performance, but that we can truly seek a higher quality of life, better impact, and cost-effectiveness.

MEHILÄINEN AS AN EMPLOYER

We are on a lifelong mission with our 37,000 professionals

We want to be the most attractive workplace in our industry, which offers meaningful work and development opportunities for top professionals in the healthcare and social care sector. The significance of the employer brand is emphasised in healthcare and social care, which has a shortage of employees now and in the future.



Mehiläinen's success, growth, and development are based on our employees. An attractive and meaningful workplace is made by the people who work here, with close cooperation between different business lines and teams being the key to success. We underline the significance of each employee in our caring and inspiring working community.

The personnel's well-being and being a good employer comprise one of the four areas of Mehiläinen's sustainability programme. We invest in the comprehensive well-being of our employees and provide them with opportunities to develop and shine in their work. We offer a wide range of career paths, and our corporate culture encourages success.

Focus on our employer brand throughout the year

We have worked consistently and in the long term for management, induction, and the employee experience. Despite the challenging market situation, we succeeded in improving our image and attractiveness as an employer in 2023. We also increased our internal cooperation in recruitment and building our employer brand. Supervisory work, well-being at work, and an equal working life without discrimination were also our focus areas during the year.

Updated employer value proposition

Mehiläinen's employer value proposition explains our goal in building our employer brand. The value proposition summarises the things that are widely implemented at Mehiläinen and are relevant and important to Mehiläinen's personnel. The value proposition also explains our promises to new employees as an employer and work community.

Our updated employer value proposition is as follows: Together we are building the best place for professionals at Mehiläinen. We achieve it through fair leadership and an ambitious approach to quality. We get things done with the help of capable and caring colleagues in a functioning working environment. We grow and progress together. We are the best place for a professional on a lifelong mission.

A positive trajectory in the personnel survey measured by several indicators

The cornerstone of our development work is our own personnel, whose insights we gather annually through an employee survey. According to the 2023 survey, a personnel are even more engaged than before. More respondents than before said they wanted to continue to work here and were proud of being part of Mehiläinen. Mehiläinen was regarded as a reliable, flexible, forward-moving, and versatile employer. The highest scores were given to supervisory work, the sense of community, employee engagement, and the clarity of goals. The personnel survey was conducted in Finland, Estonia, and Germany. The response rate was 58%.



Successful work for the employer brand materialised in daily activities

As a workplace, we want to be known for an excellent level of quality, interesting tasks, and the best professionals. We have succeeded together in making our valuable and meaningful work visible outside our workplace. We will continue our work with a humble mindset.

Tatu Tulokas
CHRO

Recognitions we received in 2023



The most trusted private medical clinic in Finland



The most ideal workplace in the healthcare sector



The recruitment campaign of the year



1st place in the Creating an Employer Brand category



HSS recruits and trains international personnel for the needs of the healthcare and social care sector.

participated in various training courses in five different management modules developed for the needs of supervisors and business managers, among others. Mehiläinen Executive Education (MEE) was already the fifth one-year training course for a group of Finnish students and the second for international participants. Some 100 people participated in MEE.

HSS continued to recruit internationally

Healthcare Staffing Solutions (HSS), Mehiläinen’s subsidiary established in 2020, recruits and trains international personnel for the needs of the healthcare and social care sector.

The care assistants, primarily of Filipino background, recruited and trained by HSS, usually come to Finland from Singapore and Hongkong. In addition to elderly care, they work in Finland in mental health and substance abuse services, disability services, and early childhood education roles.

HSS uses the digital platform it has developed in its operating model. The care assistants recruited in Finland are provided with language training, thorough induction, and comprehensive training for entry into Finland. HSS works in cooperation with Finnish educational institutions, with care assistants having the opportunity to continue their studies in Finland. Many of them graduate as practical nurses.

Building an equal and diverse working life

Mehiläinen employees’ experiences of non-discrimination and inclusion remained high. The equality survey was already conducted for the third time, with more than 2,800 Mehiläinen employees responding to it. The survey helps us monitor and assess how equal, non-discriminating, and diverse our workplace is, and how we can become even better. Our total score in the survey was 4.4/5.

During the year, we also strengthened our development activities by appointing a leading

specialist in equality and non-discrimination at Mehiläinen. Mehiläinen was one of the official partners of Helsinki Pride 2023, and our heart logo shone in the colours of the rainbow to celebrate non-discrimination and diversity.

Development of management at the core – 400 supervisors attended training

The development of management is a continuous focus area at Mehiläinen. During the year, a total of 400 supervisors

Mehiläinen's professionals

#memehiläiset



Our values

- Skills and knowledge
- Caring and responsibility
- Partnership and entrepreneurship
- Growth and development

Our professionals are on a lifelong mission

37,000 total number of employees and private practitioners

7,400 physicians, of whom 4,900 are private practitioners



4.4/5

Score in the equality survey

The survey tells how equal, equitable, and diverse workplace we are.

4.0/5

Personnel survey

The survey tells what it is like to work at Mehiläinen.

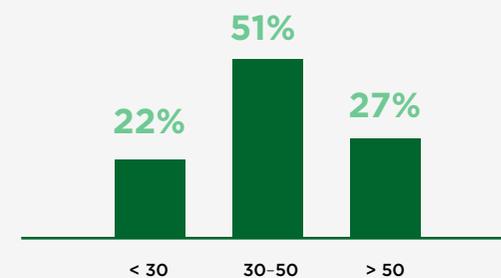
Personnel groups

20% physicians and dentists

73% care and nursing staff

7% supervisors and administration

Age distribution





Practical nurses make up the largest group of professionals at Mehiläinen. We employ some 7,000 practical nurses in various tasks in residential care units for social care services for children and young people, people with disabilities, the elderly, and substance abuse and mental health rehabilitees, as well as in private and public healthcare services, ranging from customer service to hospital wards.

Practical nurse Essi's story



Residents' feedback makes practical nurse Essi proud of her work

Essi works as a practical nurse at Ykköskoti Hirviniitty, a residential care home for mental health rehabilitees. She finds her work meaningful, enabling her to help other people and give them hope of a better tomorrow and life.

"We are on a lifelong mission, and we want to offer a better life for our residents. We support them every day to give them exactly that."

In her work, Essi can see the development and recovery of residents. Working as a practical nurse involves various

tasks. The best moments are those when residents tell her how close and important she is to them.

"This makes me proud - knowing I've done my work well."

Working as a practical nurse involves various tasks and requires an extensive skillset: good interaction skills while ensuring that good and high-quality care is provided. Above all, the job means caring for residents and supporting them in every possible everyday situation.

For many residents, spending time with a practical nurse is the most meaningful part of the day.

02

Mehiläinen in Finland

- 21** Private healthcare services
- 28** Public healthcare services
- 33** Social care services

BUSINESS AREAS

Comprehensive social care and healthcare services for various customer groups

Mehiläinen provides comprehensive social care and healthcare services in Finland with 114 years of experience. We focus on the possibilities of digitalisation as well as the effectiveness and quality of care in all our business areas.



Private healthcare services

- Physician services
- Diagnostics
- Hospitals
- Dental care
- Working Life Services
- Psychotherapy and mental health services
- Physiotherapy and well-being services
- Digital healthcare services



Public healthcare services

- Primary healthcare with freedom of choice
- Outsourced services and purchased services for primary and specialised healthcare
- Remote and digital healthcare services
- Public dental care
- Staffing services
- Home services and home care support services
- Therapy and rehabilitation services



Social care services

- Residential care services for the elderly
- Mental health and substance abuse rehabilitation
- Residential care services for the disabled
- Child welfare services

PRIVATE HEALTHCARE SERVICES

Better health and well-being for people of all ages

For Mehiläinen's private healthcare services, 2023 was marked by high demand. This could be seen as a significant increase in booked appointments and customer service contacts. OmaMehiläinen, the largest service channel for private customers, has already 1.8 million registered users. During the year, Mehiläinen became the largest private healthcare service provider in Finland measured by market share.



Mehiläinen’s medical clinics and hospitals, the OmaMehiläinen app and online service, and the clinics of Fysios Mehiläinen and Hammas Mehiläinen provide comprehensive healthcare services for people of all ages across Finland. The growth of our services remained high throughout the year. The number of occupational healthcare customers and insurance companies’ customers also increased significantly, further boosting demand for services.

Increase in supply of physician’s appointments

We responded successfully to demand, ensuring rapid access to care for our customers. We increased the number of appointments available at our medical clinics, among other measures. Furthermore, we invested in customer assistance, enabling the best possible access to care for our customers – either through the OmaMehiläinen Digital Clinic, remote appointments or, regular physician’s appointments.

During the year, physician’s appointments increased by 8% at our medial clinics. Also our occupational healthcare customer base increased considerably, and we exceeded the limit of 620,000 private customers during the year.

Our medical clinics cooperate with the public sector if needed, helping to dissolve healthcare waiting lists, for example. Cooperation with the wellbeing services counties got off to a good start during the year.

We expect demand for healthcare services to remain high in the future as well. We will continue our work to ensure quick access to care.

Significant investments in digital services continued

We have led the way in the development of digital healthcare services for years now. Our goal is to provide the best digital solutions for our customers and our professionals alike.

During 2023, we also used the opportunities offered by AI and digitalisation successfully in our development activities. We introduced our own AI component in our new booking service to ensure the best possible availability of services, both locally and nationally. In addition, we conducted the first trials to make AI-assisted medical record entries. The first results have been very inspiring and set the pace for rapid development in the future.

At the end of the year, we launched the Mehidoc medical platform for professionals. The smooth user interface of the Mehidoc electronic health record system and other digital tools



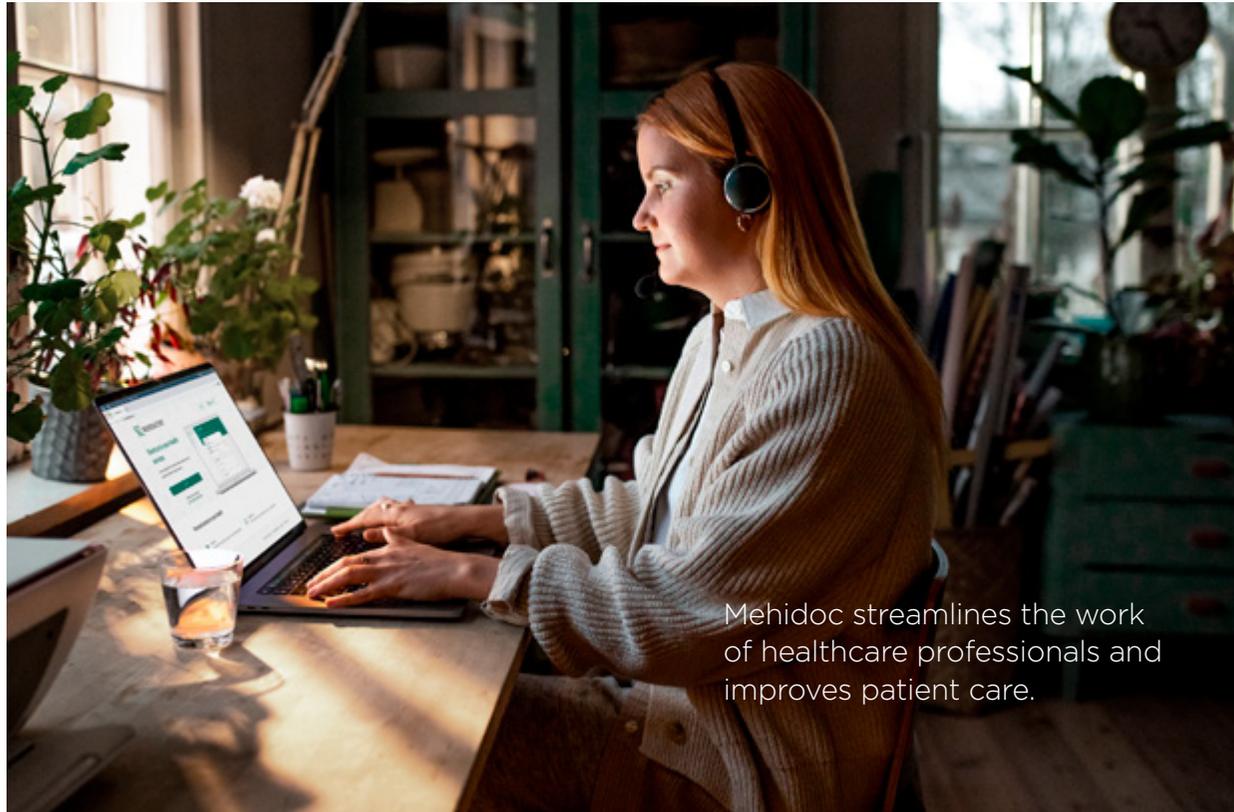
Quick access to high-quality care

During the year, we were able to provide our customers with quick access to high-quality care. We focused especially on our emergency services, for which we opened new units across Finland. The number of operations increased significantly at our hospitals.

Johanna Asklöf
Business Unit Director, Medical Clinics

Private healthcare services in figures





Mehidoc streamlines the work of healthcare professionals and improves patient care.

a business acquisition in May, and the medical clinic and occupational healthcare services of Kalevalan Työterveys Oy were merged in September.

Therapy services as an integral part of the service range

Fysios, a provider of physiotherapy services, has been part of Mehiläinen since 2021. Now, 1,100 therapists of Fysios Mehiläinen are even more closely engaged in providing care for customers through our shared patient information system. We introduced physiotherapy services as a comprehensive part of the OmaMehiläinen service paths.

Demand for mental well-being services continued to increase significantly especially in occupational health psychologist services and short-term psychotherapy. Organisational psychology services also experienced accelerated growth.

High demand for dental care

2023 was also a year of significant growth in dental health services that grew by almost 5% from the previous year in the difficult market situation. Demand for dental hygienist services was particularly high. We continued to successfully integrate dental health services into our other medical clinic operations. The dental health needs of even more of our customers are now addressed as part of other services.

designed for professionals increase the productivity of physicians and speed up daily work, freeing up time for patient interaction. The easy-to-use system, which is available as an application and online service, enables registrations of patient visits, prescriptions, and shift management in real time.

Significant investments

During the year, we invested significantly in expanding our services. We installed new MRI

equipment in Lahti, Porvoo, and Helsinki at the beginning of 2024. We opened a new medical clinic in Ylivieska and new units in Kirkkonummi and Oulainen. Furthermore, we improved our infertility treatment services in Vaasa and Turku, and expanded our range in several locations across Finland. We opened new emergency response units in Espoo, Rovaniemi, Vaasa, Lahti Jyväskylä, and Kuopio. Kainuunmeren Työterveys was integrated into Mehiläinen through



**Customer experience
long-term focus area**

Providing excellent customer experiences is one of our long-term focus areas. A record-high Net Promoter Score (NPS) of 90 indicates that we have satisfied customers. In conjunction with the NPS, customers can also give us open-ended feedback. At Children’s Mehiläinen, for example, an excellent customer experience is important for children and their guardians alike. Children learn important lifelong lessons about how to safely talk about their state of health. In addition to obtaining information, guardians learn something important about their child.

”A dream dentist for small patients! As a parent, I can only admire how well the dentist can deal with children. My child always leaves the medical clinic with a smile on their face, and dentist’s appointments are not scary at all.”

”A really nice laboratory nurse who deals well with children.”

”A friendly appointment without any rush!”

”A comprehensive, thorough and friendly physician.”

”What a wonderful and skilled staff. An excellent surgeon, anaesthesiologist, and nurses. Really friendly and warm-hearted service for small patients and their close ones. I’d recommend it to everyone!”

”Warm-hearted and expert services.”

Open feedback from the Children’s Mehiläinen NPS survey

WORKING LIFE SERVICES

Support for employees and working communities

The persistently unstable global situation and changes in working life underline the need for the support of Working Life Services at the level of individuals and working communities. For individuals, the impact of movement on the mind and body is key to maintaining a high functional capacity and work ability.



Working life continues to change amidst the uncertain global situation. Work often extends to leisure, and digitalisation and AI are changing the way of working. Employees need to adapt, which may in turn reduce well-being.

Mild mental health disorders have increased significantly and are treated with a low threshold in occupational healthcare services. More severe mental health disorders, including depression and anxiety, have also increased significantly.

Musculoskeletal disorders are more common reasons than mental health disorders for accessing occupational healthcare services. In sedentary work, employees are not exposed to enough physical stress, whereas employees' physical condition in more physical sectors does not always match the requirements of work. As high functional capacity and work ability help with continuing in working life, the impact of movement on the mind and body as well as good work ergonomics are emphasised.

Support for entire organisations

In Mehiläinen's Working Life Services, we also bring difficult themes to the fore honestly and openly. We support individuals and working communities alike at all stages of working life.

In 2023, we invested especially in preventive activities in working communities. For example, we developed our organisational psychology services to respond to working community development. We provide preventive support, including coaching, supervisor training and group work guidance, for

individuals, supervisors, and working communities. Similarly, our occupational physiotherapists focused increasingly on the working community level. In addition, we developed treatment paths so that those with musculoskeletal disorders are primarily referred to occupational physiotherapists' appointments and to further treatment if required.

Extensive development work

In 2023, we developed our partnerships with our customers in various ways. Among other things, our customers were particularly satisfied with our cooperation meetings. The NPS of steering groups was up to 79 in 2023. In addition, the satisfaction of our private customers was at a record level (NPS 88).

We also developed the basic occupational healthcare processes successfully. The structural occupational healthcare memorandum helped analyse the impact of work ability support, and treatment paths for basic illnesses were developed. Also the digital services were developed. The update of our online service for corporate customers is in a good stage of development and a service to identify increases in sick leave is being piloted.



Finland's largest occupational healthcare center is digital

The Digital Clinic Occupational Healthcare Centre has grown significantly. It responds to changing customer preferences and needs. Digital services enable quick access to care and bring uniformity to the quality of customer interaction through structural patient assistance and patient information questionnaires, for example. The service is already used by 80% of our private occupational healthcare customers. Almost 700,000 visits were reached during the year.

Antti Miettinen

Business Unit Director, Working Life Services

Working Life Services in figures

- Services for management and leadership
- Working community services
- Services for individuals
- Digital services



620,000

private customers in occupational healthcare services



+5%

increase in the customer base



24,000

corporate customers in occupational healthcare services



Partnership with Telia Finland



Telia Finland adopted a business line-specific workplace survey to support the development of its operations. Cooperation with Mehiläinen has proceeded smoothly.

Telia is a widely known telecom operator in Finland. It is also one of the largest ICT service providers in Finland and one of the largest TV companies in the Nordic countries. Telia employs 4,000 people in Finland and 20,000 people internationally.

Telia Finland conducted a business line-specific workplace survey with its personnel and Mehiläinen’s multi-professional occupational healthcare team in 2022. The survey was planned, and its results were analysed, in close

cooperation with business managers, supervisors, and employee representatives. The management level’s participation in the process was important, as bottlenecks were directly identified when analysing the results, and further measures were planned with Mehiläinen’s occupational healthcare services.

“At Telia, we find it important that we constantly develop our ability to succeed. The workplace survey was a key element that will help us develop even further. It is an integral part of our operations and daily work, not a separate part guided from the outside. This has been an excellent project,” says **Minna Hurmalainen**, People Partner, B2B, from Telia Finland.

Minna Hurmalainen, People Partner, B2B and **Jyrki Kettunen**, Occupational Well-being Manager from Telia Finland

PUBLIC HEALTHCARE SERVICES

An expert partner in public services

We offer our extensive expertise in the high-quality and cost-effective provision of public services for the wellbeing services counties. Mehiläinen's SuomiSote services enable large-scale partnerships between the public and private sectors to meet the needs of the wellbeing services counties in all healthcare and social care services.



The wellbeing services counties started operating at the beginning of 2023 in a challenging situation. The COVID-19 pandemic has left significant delays in access to care, and there are challenges in the sufficiency of funding and the availability of employees. Organising the new counties into close-knit organisations is a demanding process which will take time and shift focus from the provision of services.

SuomiSote services to meet the needs of the wellbeing services counties

Mehiläinen's cooperation with the wellbeing services counties got off to a good start amidst all the changes at the beginning of the year. We respond to the challenges of the wellbeing services counties with our SuomiSote services launched in 2023 and our new customer management team. The services cover all healthcare and social care services that meet the needs of the wellbeing services counties, ranging from the comprehensive outsourcing of healthcare services to individual services and customised service chains.

We create better health and well-being in Finland by providing effective high-quality services with a customer-driven, cost-effective, and flexible approach through our nationwide service network. We help service providers eradicate delays in care using various cooperation models. Effective healthcare built on a solid foundation is made by thinking and doing things differently.

Availability and effectiveness through digital services

Our digital solutions help the wellbeing services counties improve the availability and continuity of care and ensure high-quality services in areas with long distances. Monitoring the impact of care using data enables better care for patients and the sustainable use of resources.

Mehiläinen's goal is to be the primary partner for the wellbeing services counties and develop public healthcare and social care services together in the future. Healthcare will undergo significant leaps forward in the next few years with the development of AI- and machine learning-assisted services. AI applications developed agilely with our customers and personnel, and comprehensive digital solutions provided for the wellbeing services counties, will help improve quality and cost-effectiveness. This will lay a solid foundation for our future growth and help produce added value for the wellbeing services counties.



Continuity of Care in focus

Improving the continuity of care is one of our leading projects at our health centres and in our home services for the elderly. When the same general practitioner or multi-professional team treats a patient, quality of care and patient satisfaction improve, mortality decreases, and the total need for and total costs of healthcare services become lower. We measure the continuity of care at our health centres using the CoC-index as defined by the Finnish Institute for Health and Welfare. Each of our health centres has implemented a continuity of care improvement project that has brought various perspectives to the development work.

Markku Näreneva,
Managing Director, Public Healthcare Services

Public healthcare services in figures



77

NPS



320,000

listed customers



6

T3 physician's appointments



Success in the Finnish Junior Doctors' Association's training place survey for Mehiläinen Länsi-Pohja and Tesoma health centre.

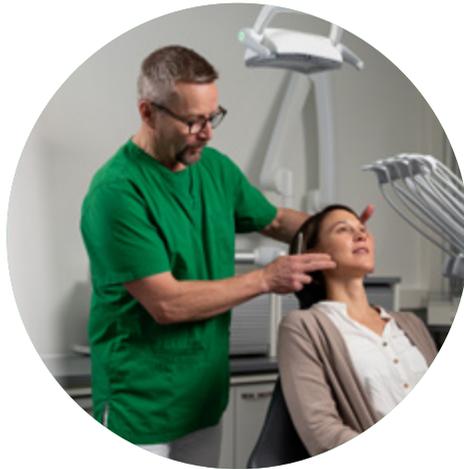
Extensive public healthcare services

Primary healthcare and physician services

The business area of primary healthcare consists of Terveyskeskus Mehiläinen's outsourced health centres and dental clinics. Access to care at our health centres remained excellent during the year.

Physician and emergency services experienced strong growth. Esperio Care's healthcare service operations were merged into Mehiläinen, and as a result of the business acquisition, we expanded to public anaesthesia and operating theatre services. We continued our growth as the market leader in public psychiatry services when Psykiatrikonsultaatiot Hilla was merged into Mehiläinen. We also expanded our services to public ophthalmologist services through the partial outsourcing of the South Karelia Central Hospital's outpatient clinic for eye diseases

Harjun terveys is a joint venture of Mehiläinen and the wellbeing services county of Päijät-Häme. It provides healthcare and social welfare services



in Lahti, Kärkölä, and Iitti, and started the provision of these services in Hartola at the beginning of 2023.

During 2023, BeeHealthy's new SuomiSote platform was deployed in the wellbeing services county of Päijät-Häme. Harjun terveys produces the services of Päijät-Sote customer app. The council of the wellbeing services county of Päijät-Häme also decided to use the optional periods of 5+5 years of the service agreement with Harjun terveys. This means that the agreement will continue until the end of 2040 unless otherwise decided.

Extensive outsourcings

Extensive outsourcing consists of complicated outsourced healthcare and social care services, like the services of Länsi-Pohja Central Hospital.

A significant change characterised 2023, when agreements were transferred to the wellbeing services counties that are only planning their strategies for the services of the future. They did not yet engage in any new large-scale outsourcing agreements. Public dialogue focused on legislation related to large outsourcing partnerships between private service providers and public buyers. The new Government of Finland has announced that it will eliminate any legislative barriers that are obstacles to partnerships.

During the year, we provided Mehiläinen's extensive outsourced services with first-rate availability and excellent qualitative results, while improving operational efficiency. As an indication of the good work done in the region of Länsi-Pohja, the council of the wellbeing services county of Lapland decided to extend its partnership with Mehiläinen instead of terminating the agreement.

Home and nursing services

Our home and nursing services consist of home care services for the elderly and people with disabilities, personal assistance, support services for home care, and nurse staffing.

The growing need for services provided at home, as a result of factors such as population ageing, can be seen in high demand for our services. We expect the private market to grow, laying a solid foundation for our expansion.

We responded to the shortage of personnel in the entire healthcare and social care sector by investing in recruitment and personnel management. Our investments in supervisory work, the personnel's well-being, and knowledge management produced especially positive results. We will also continue to invest in the continuous development and improvement of service production and quality.

Outsourcing to Mehiläinen Länsi-Pohja continues

In October 2023, the council of the wellbeing services county of Lapland decided to amend the outsourcing agreement signed with Mehiläinen Länsi-Pohja so that it met the requirements of the new healthcare and social welfare legislation. Both the personnel of Mehiläinen Länsi-Pohja and the people living in the area gave their strong support for the extended agreement.

Mehiläinen Länsi-Pohja has provided specialised healthcare services at Länsi-Pohja Central Hospital, as well as primary healthcare, dental care, and rehabilitation services, for people living in Kemi and Tornio since 2018. As a result of the new healthcare and social welfare legislation, the outsourcing agreement of Mehiläinen Länsi-Pohja had either to be amended, or cancelled.

With the decision made by the council of the welfare services county of Lapland, the activities outsourced to Mehiläinen Länsi-Pohja will continue. However, the distribution of responsibilities will be changed in accordance with the new legislation.

The goals of the healthcare and social welfare reform have already been achieved

Mehiläinen Länsi-Pohja has operated successfully. The contractual price

of outsourcing has increased by an average of 1.2% per year since the inception of the operations, whereas the expenses of specialised healthcare have increased by 3.7% per year in Finland.

The availability of both specialised and primary healthcare has been first-rate, and customers have quick access to care. Services have been provided with excellent qualitative results. In 2023, customers gave a high Net Promoter Score NPS of 76.

Investments in employees

The employee experience and the personnel situation are also at a good level. Mehiläinen Länsi-Pohja invests in its employees and is a flexible employer. The sector-wide shortage of personnel has been effectively under control.

In future, Mehiläinen Länsi-Pohja will develop its activities further and engage in an even closer partnership with the wellbeing services county of Lapland.



Outi Keinänen

Member of the county council, county board and personnel subcommittee



Miia Palo

Director of Healthcare Services, wellbeing services county of Lapland

[Read more](#)

”Mehiläinen Länsi-Pohja

is a very important partner for the wellbeing services county of Lapland. You’ve already been able to convince the majority of the county council’s members that the amended agreement negotiated between the county and Mehiläinen Länsi-Pohja is the best way to continue our partnership. The excellent feedback given by people living in Sea Lapland, or the south-western service area of the wellbeing services county of Lapland, on the services provided by Mehiläinen Länsi-Pohja is something I consider to be especially significant. It’s the best thanks possible for your work! It is good to intensify our partnership by taking tangible steps to achieve our common goals.”



”From the client’s perspective, the

development of the employee experience can be seen as a strength and is also a key factor in ensuring the quality and availability of services when there is a risk of an employee shortage. The negotiations held and the decision made by the council in 2023 offer new opportunities, while financial targets present new challenges for our joint activities. Success requires even closer cooperation and certainly bold solutions that are still unknown. I’d like to thank the personnel for 2023! Let’s continue our good work and the development of services for the benefit of everyone living in Lapland.”

Multi-professional therapy and psychology services for public customers

Speech and occupational therapy, physiotherapy, and psychological rehabilitation comprise an integral part of public services. We are the Finnish market leader in therapy services. We utilise multi-professional skillset in our high-quality services. The services are funded by the Social Insurance Institution of Finland or the wellbeing services counties, and we provide them in our own unit network.

Strong growth characterised the year, as the new agreement period for the Social Insurance Institution of Finland's (Kela) demanding medical rehabilitation started. We invested in the start of the agreement period, cooperation with the wellbeing services counties and quality. We built a training platform and increased neuropsychiatric expertise.



We lead the way in **remote rehabilitation** and support rehabilitation using digital solutions.

The need for services for children and young people is growing in neuropsychiatric and vocational rehabilitation.



Oma Väylä rehabilitation increased significantly. It offers low-threshold help to young people who require support in their studies or working life due to neuropsychiatric disorders. We have achieved impressive results.

Low-threshold rehabilitation

Kela's NUOTTI coaching services underwent competitive bidding in 2023, and we will continue to provide the services in several units. They consist of low-threshold vocational rehabilitation for people of 16–29 years of age who do not have a study place or a job, or whose studies are at risk of being interrupted.



We have built new multi-professional service packages for young people whose service paths are currently broken. We piloted the low-threshold **"Kuule mua" (Hear me out) service** for young people aged 13–17 in Tampere.

Psychologists in schools

We provide **psychology services** in nearly all wellbeing services counties. Our psychologists mainly work in schools and conduct in-person and remote psychology evaluations, ADHD assessments, and aptitude tests.

SOCIAL CARE SERVICES

A year of successes in social care services

Mehiläinen's social care services provide residential care services for the elderly, people with disabilities, and mental health and substance abuse rehabilitees as well as child welfare services. In our homes, people requiring support and care can live a safe, independent and good life. Our operations grew and developed during the year, and the quality index which measures the experienced quality of care reached an all time high level in all our service lines.

At the beginning of 2023, the responsibility for organising services was transferred from municipalities to the wellbeing services counties. For Mehiläinen’s social care services this marked the end of long-term cooperation with more than 200 municipalities and joint municipal authorities, and the establishment of new partnerships with the wellbeing services counties. Our primary goal was to ensure that this change would not have any negative impact on our residents and customers – and we succeeded excellently in this.

Costs continued to increase in social care services

Cost inflation continued to be high in 2023. In social care services, costs have especially been increased by the collective agreement of the private social care service sector signed last June, which will increase wage expenses cumulatively by approximately 15% during the agreement period. In addition to personnel costs, other significant cost items in residential care services include food and costs related to properties and their maintenance, in which inflation remained high.

Personnel satisfaction improved; employee turnover decreased

Permanent, engaged, and professional personnel are key for the quality of our

services. We have made long-term investments in developing the skills of our supervisors and personnel. This can be seen as good results in the trends of our regularly monitored indicators. In our annual personnel survey, our employees described Mehiläinen as a reliable and flexible employer. Numerical scores remained high and improved in part. More than 70% of our supervisors received a score of more than 4.0/5. Personnel turnover decreased according to our goals in all our service lines, and Mainiokodit homes were able to increase regulatory staffing to 0.65 care professionals per resident from 1 April 2023.

Long-term development of quality can be seen in results

We have monitored the quality of our care services using the quality index since 2018. The quality index measures purely the experienced quality of care. In 2023, the quality index reached a record level in all our service lines. The NPS given by the relatives of our residents improved to 26 in the satisfaction survey.

Our operations continued to grow and develop in 2023. In August, we opened Onnikoti Apila in Turku, which provides round-the-clock residential care services for young adults with disabilities. In addition, Rovaseudun hoivapalvelut in Rovaniemi and Onnenrinne in Oulu and Muhos were acquired by Mainiokodit at the end of the year.



Investments in quality throughout the organisation

We manage the quality of our units using diverse indicators, updated as often as weekly. In addition, we support and develop the self-guidance and community-based guidance of our personnel, as well as the practical implementation of self-monitoring, at all levels of the organisation.

Harri Pomell
Managing Director, Social Care Services

Social care services in figures



Four lines of business for social care services



Mainiokodit homes provide residential care services for the elderly. Our mission is to create better care for the elderly in Finland. We enable each and every one of our residents to live a personalised and good life in homes and residential solutions suitable for the elderly. In our homes the level of assistance, support, and care is adapted according to each resident's needs.

Expansion in different areas

Our goal is to be the quality leader in the industry and the sector's most attractive workplace. In 2023, we invested especially in multi-professionalism, the development of documentation, and strengthening our residents' right of self-determination. We also launched Mainiot Sanomat, the newspaper of Mainiokodit, which features interesting articles about our residents, employees, and current themes in elderly care. During the year, Rova-seudun hoivapalvelut in Rovaniemi and Onnenrinne in Oulu and Muhos were acquired by Mainiokodit at the end of the year.

85 units | **3,800** beds



In **Ykköskodit** homes, mental health and substance abuse rehabilitees are encountered with understanding and empathy. We value our customers comprehensively and ensure that everyone can live their own life.

High-quality care and support at the core

Our recovery orientation model emphasises identifying each customer's personal resources and clarifying their goals. Employees appreciate and support customers without solving issues for them. Instead they build a good relationship of interaction in which the rehabilitation process is a common cause. This goal is also reflected in training, the content of which is studied with customers. In 2023, personal instructor training was planned for 2024 in cooperation with customers and instructors.

85 units | **2,500** beds



Onnikodit homes enable people with disabilities to live personalised and active lives. We provide those in need of support with a home where they can enjoy the most fulfilling and safe daily life possible.

Assessing service needs using the RAI indicator

In 2023, we focused especially on personal instructors, providing training for Onnikodit supervisors, and developing documentation. In addition, Onnikodit invested in assessing its residents' functional capacity and service needs. The Resident Assessment Instrument (RAI) indicator was successfully deployed in all Onnikodit homes during the year. Its deployment was supported by the RAI trainers of Onnikodit and those responsible for the RAI indicator in each unit.

49 units | **900** beds



Familiar is the leading provider of child welfare services in Finland, as measured by all indicators. We provide children and their families with a broad range of highly effective services from light preventive services for support persons and families to specialised institutional care.

Investments in supervisors' training

Our vision is to lead the way in child welfare in Finland. High-quality management is especially important for us, and at Familiar, we have been investing in supervisors' training for several years now. We provide training for supervisors in cooperation with educational institutions. All our recently appointed unit directors have completed our training programme. During the year, more than 400 personal instructors completed the "At the core of personal instructor work" further education package.

92 units | **630** beds

03

Meliva and BeeHealthy

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- 40** Sweden
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MELIVA AND BEEHEALTHY

Healthcare and software services in international markets

Mehiläinen is expanding in international markets in two business areas: healthcare services in Estonia, Sweden, and Germany under the Meliva brand name, and healthcare software services through its subsidiary BeeHealthy.

Six success factors for international growth

Mehiläinen's international growth is based on more than 100 years of experience and expertise in healthcare services and operations, as well as their development. The development work strongly leverages the opportunities of digitalisation.

01

Digital development

Mehiläinen has built and developed a digital service platform which enables excellent patient experiences and seamless treatment paths. Mehiläinen owns the technology and intellectual property rights. The services have proven to be popular: 1.8 million users have registered on the OmaMehiläinen app and in 2023 Mehiläinen's Digital Clinic recorded 1.4 million discussions.

02

Economies of scale

With its 4.9 million physician's visits, Mehiläinen is one of the largest healthcare service providers in Europe. The significant service production volume provides sufficient resources to invest in product and service development.

03

Customer understanding

Mehiläinen has built a strong customer-driven culture and a well-known and respected brand. In Finland the brand awareness is more than 90% and Net Promoter Score 90.

04

Business acquisitions

Mehiläinen has completed more than 200 successful business acquisitions during its history. As a result, Mehiläinen has a good ability to consolidate the fragmented healthcare and social care markets.

05

Operational efficiency

The integrated care model developed by Mehiläinen, combined with knowledge and data management, ensures patient safety and maintains high medical quality. Analytics and AI improve efficiency.

06

Flexibility and agility

All healthcare markets are different in terms of the organisation and pricing of services. Mehiläinen has experience in all service provider and payer groups, as well as business models.

Estonia

In 2023, the business environment in Estonia was challenging. GDP growth was negative, and inflation remained high. A shortage of professionals limited growth. Despite the economic headwinds, Mehiläinen’s operations in Estonia grew steadily.

During 2023, Mehiläinen brought all its Estonian units under the brand name, Meliva. Qvalitas and Unimed, leaders in occupational healthcare and dental care, will now operate together. With its about 650 specialists and 22 units, Meliva is the biggest private healthcare provider in Estonia. Meliva is a strong employer which has been able to attract more and more talent. For example, the company is the preferred employer among dental students. Much emphasis has been placed on automating internal processes and improving digital tools.

Fast growth with increased service portfolio and high quality

Meliva grew steadily in Estonia, achieving double-digit numbers. The total number of physician visits surpassed 300,000 for the year, and customer satisfaction in NPS measurement reached 87.

The service portfolio grew especially in specialised services, where the annual visit



growth was very strong. Physician services were expanded significantly, and new services such as endoscopies, aesthetic dermatology and day surgeries were initiated. Under the year, Meliva also started operations on Finnish patients in accordance with the EU’s Patient Directive.

In digital services, Meliva passed 60,000 registered users, translating to almost 5% of the entire Estonian population. The next version of the app will be introduced during 2024.

The expansion of the services will continue in 2024, by the opening of Meliva’s first full-service private medical clinic in Tallinn’s city center.



We have established a good platform for future growth and are investing heavily in the continued expansion of services. The new full-service medical clinic in Tallinn and the more positive economic outlook for Estonia provide a good basis for growth.

Marja-Liisa Alop
Managing Director, Meliva Estonia

Sweden

Mehiläinen’s growth and service development continued strong in Sweden. There are already more than 140,000 listed customers in Meliva’s health centres. Digital services are conveniently available from the Meliva app.

Mehiläinen started operating in Sweden in 2020, and its operations now continue under the Meliva brand. Meliva primarily provides publicly funded services based on freedom of choice at 27 health centres with already more than 140,000 listed customers. The company also has three specialised healthcare units. Public healthcare in Sweden is based on extensive freedom of choice, while voluntary health insurances are also growing rapidly.

In addition to publicly funded primary healthcare, Meliva specialises in maternity clinic services and specialised outpatient services. Meliva also focuses on services for children, young people, and the working age population, as well as mental health services. Digital services play a key role in providing smooth services for customers.

Operations to expand in the future

Growth has been rapid in Sweden. Meliva has completed several business acquisitions and established new units in the major regions of Stockholm, Uppsala, and Gothenburg. The goal is to expand to have a nationwide presence

and gain a significant foothold in the Swedish markets of primary healthcare, specialised care, and occupational healthcare.

Growth will continue through business acquisitions and organically. The plan is to also expand to other specialised healthcare segments, dental health services, and the markets of insurance and private customers.

High-quality services, a customer-driven approach, and investments in personnel training and well-being at work are at the core of Meliva’s operations. Meliva employs more than 700 professionals. Personnel satisfaction is very high.



Strong local expertise, combined with Mehiläinen’s extensive experience in healthcare, places us in an excellent position to lead the way in Swedish healthcare.

Anders Westerholm
Managing Director, Meliva Sweden



Germany

Germany is the largest, yet highly fragmented, healthcare market in Europe. It presents significant growth opportunities for healthcare providers such as Mehiläinen.

The prevailing medical practice model in Germany is the single or 2–3 physician practice, but a shift to larger, more efficient units with flexible working models is emerging. The funding of the healthcare system is secured through Germany’s publicly funded health insurance. In addition, privately insured patients play an important part as a customer segment.

Germany’s market presents significant opportunities for healthcare providers such as Mehiläinen to grow and transform the German healthcare landscape, leveraging Nordic experiences of consolidation and productivity enhancement.

Meliva is building a digitalised service network

Meliva continues to expand in Germany by developing a modern digitalised service network of smaller medical clinics through business acquisitions.

Meliva’s outpatient operations focus on the greater Frankfurt area and comprise specialised services for both public and privately insured patients. The focus is on orthopaedics, radiology,



and ear, nose, and throat operations. Meliva has 10 clinics, and it employs nearly 300 employees. Meliva’s inpatient facility is a high-quality small orthopaedic hospital.

Meliva is a first mover in the German market, with a full integration of all clinics into a well-rounded IT Infrastructure that allows patients to benefit from fast and secure processes. Meliva’s development work focuses heavily on digital services. The Meliva app and the Digital Clinic have been launched to market. Healthcare professionals are a scarce resource, and Digital Clinic will bring higher productivity and easy access to care.

Moving forward, Meliva aims to deliver top-tier healthcare services in specific regions through a unified provider, leveraging digitalization as a key component.



We are pioneering a network in Germany that seamlessly integrates physical and digital services. Our goal for 2024 is to expand our network and enhance our service range profitably.

Gerald Loos
Managing Director, Meliva Germany

BeeHealthy takes digitalisation forward

Digitalisation is an essential part of the future of global healthcare. Aging population, diversification of treatment methods, and the rise of chronic diseases significantly increase costs, and new solutions are needed.

Healthcare and social welfare service providers are facing difficult questions: inflation is rampant, while high interest rates and the shortage of personnel set challenges. At the same time, demand for services is high. Digitalisation offers assistance in solving this equation, enabling cost-effectively better availability of services and high quality.

During the COVID-19 pandemic, healthcare and social welfare service providers were forced to make a rapid and large-scale shift to remote services, but the shift remained disconnected and was not comprehensive. Service providers are now trying to create seamless digital customer and patient paths.

Extensive digital services

In addition to multi-modal Digital Clinic (including chat, image, voice, and video), BeeHealthy's service platform enables electronic bookings, various treatment paths, coaching programmes for chronic illnesses, and a real-time view of patient information. In Finland, the platform is offered to customers as part of SuomiSote services and has been selected for their residents and professionals in five wellbeing services counties.

Successes in Finland and internationally

For BeeHealthy, 2023 featured several successful deployments of the service platform. The well-

being services county of Päijät-Häme deployed BeeHealthy's services successfully for its 200,000 residents in April. In only four months, 15% of its residents had downloaded the mobile app. The wellbeing services counties of Western Uusimaa, South Savo, North Karelia, and Pirkanmaa also selected the SuomiSote platform for their residents and professionals.

During the year, BeeHealthy's services also expanded to a new country when Arts en Zorg, the largest primary healthcare service provider in the Netherlands, launched the service platform for its 300,000 patients.

Good results in access to care

As a result of strong development activities, BeeHealthy's service platform responds to the majority of customers' critical digital service needs. By using the service platform, several wellbeing services counties and leading healthcare and social welfare service providers in ten countries have succeeded in accelerating access to care by dozens of days, reducing demand for conventional physician's appointments by dozens of per cent, and increasing the productivity of professionals and the impact of patient care many times over. The platform is developed continuously based on customer needs.



BeeHealthy's figures

10 countries

80+ employees

04

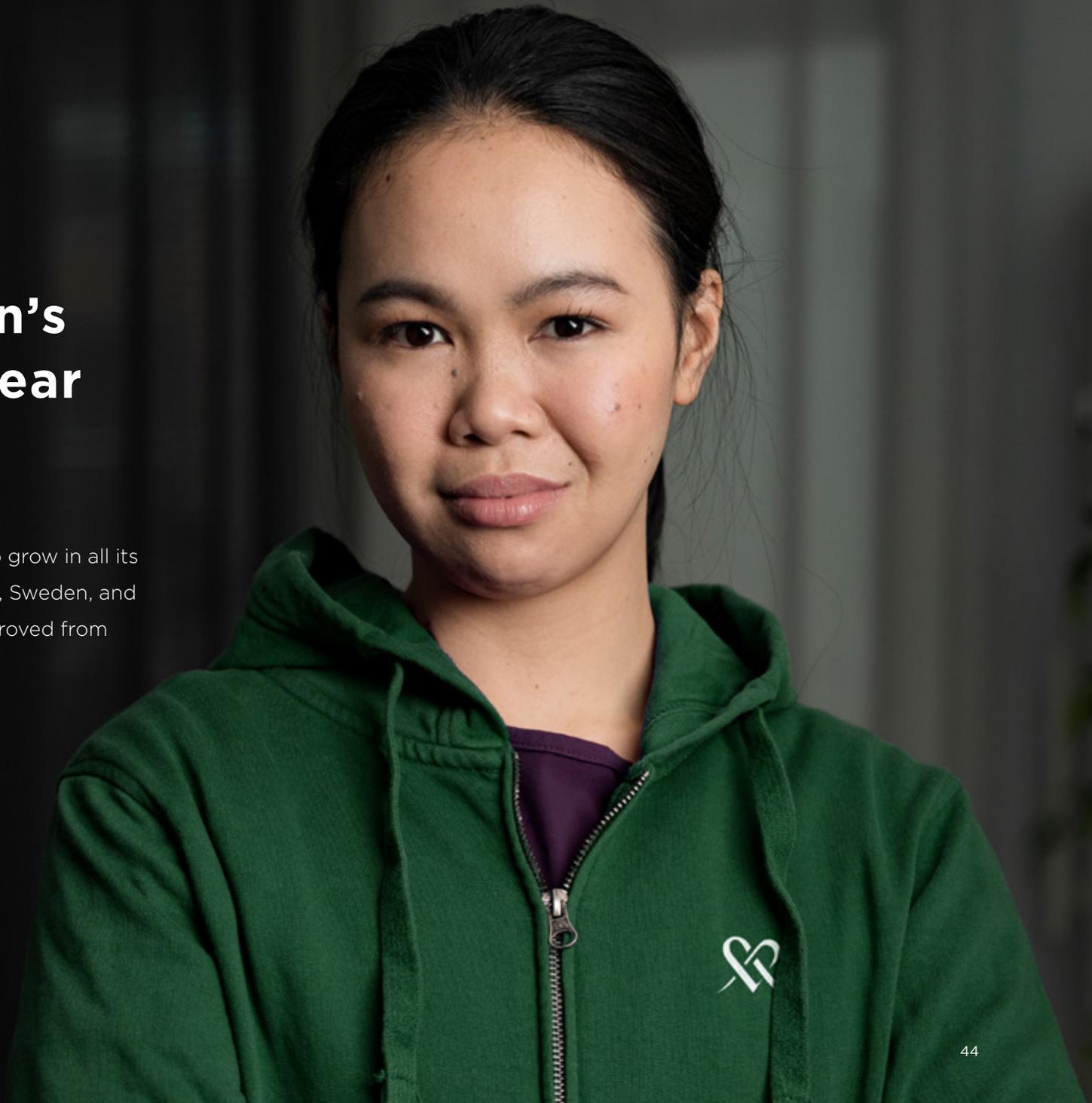
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FINANCIAL REVIEW

Mehiläinen's financial year 2023

Mehiläinen's revenue continued to grow in all its business areas in Finland, Estonia, Sweden, and Germany, and profitability improved from the previous year.



Key figures

Mehiläinen’s revenue for 2023 increased by 13.3% from the previous year to EUR 1,850.2 (1,632.8) million.

Mehiläinen’s growth continued in all business areas in Finland, Estonia, Sweden, and Germany. The revenue of private healthcare services increased in all customer segments, mainly organically. In addition, the revenue of social care services and public healthcare services increased partly as a result of organic growth and partly through business acquisitions.

Mehiläinen Group’s underlying operating profit before the depreciation of intangible assets generated by business acquisitions, impairment, and items affecting comparability (underlying EBITA) was EUR 215.7 (137.6) million. The financial result for the fiscal year 2023 became slightly positive, at 40.1 (-9.4) million euros, or approximately 2.2% of revenue.

Mehiläinen succeeded in partly compensating for the cost increases resulting from high inflation and legal amendments through the pricing of services. Profitability also developed positively through high demand, successful increases in the service supply, and therefore a better cost-effectiveness enabled by economies of scale. However, there is still much to be done regarding profitability. Rapidly rising salaries and other costs in the industry are adding extra pressure.

Revenue distribution

64.1%

healthcare services - Finland

29.2%

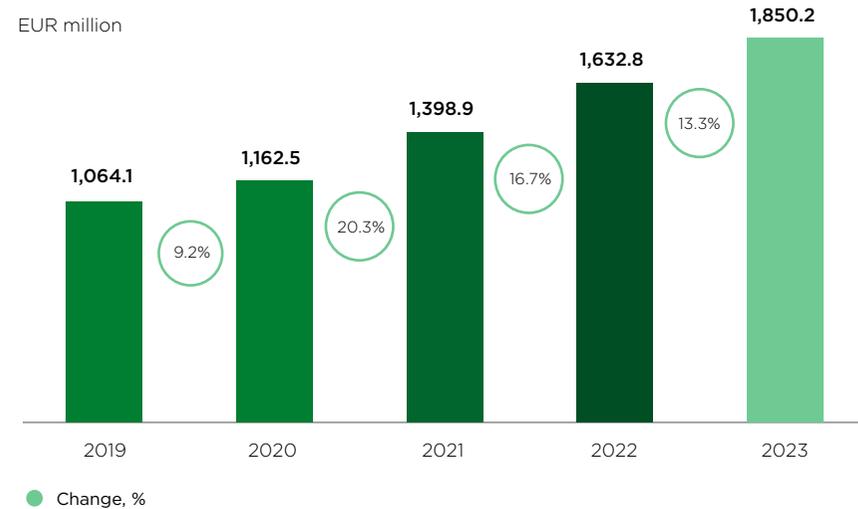
social care services

6.7%

healthcare services - international

Revenue

EUR million



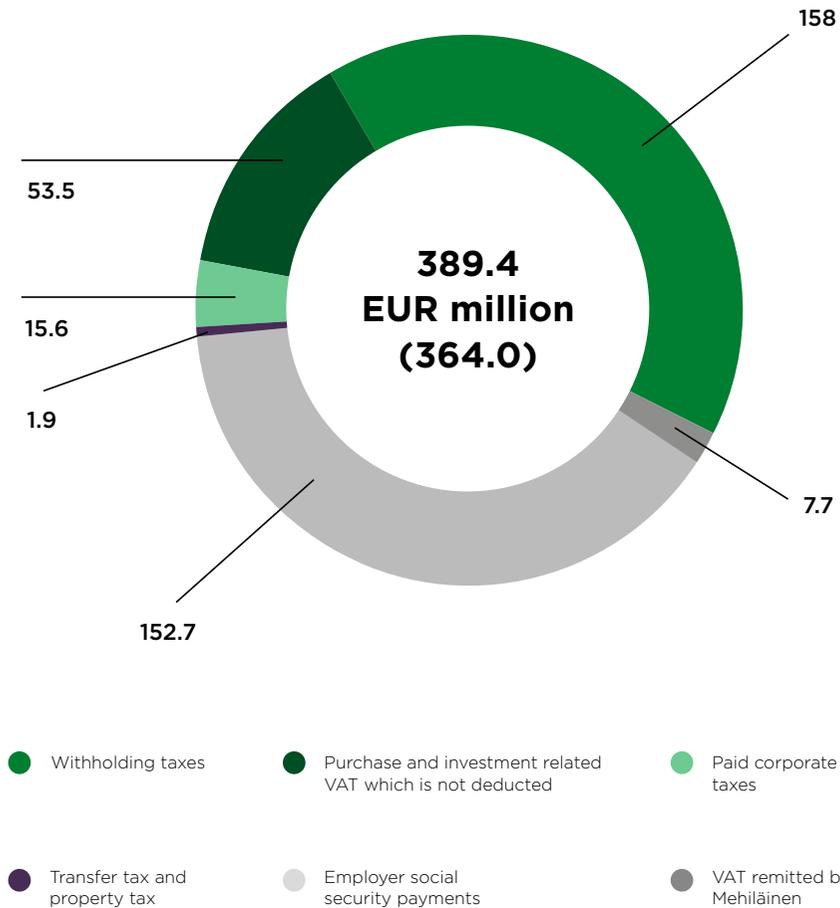
Key figures

	2019	2020	2021	2022	2023
Revenue	1,064.1	1,162.5	1,398.9	1,632.8	1,850.2
Underlying EBITA*	118.8	134.1	163.6	137.6	215.7
Profit for the financial year	0.6	0.2	24.9	-9.4	40.1
Revenue growth, %	11.5	9.2	20.3	16.7	13.3
Underlying EBITA, %	11.2	11.5	11.7	8.4	11.7

*Underlying operating profit before depreciation and amortisation of intangible assets arising from business combinations, impairments and items affecting comparability.

Tax footprint

EUR million



Tax footprint of private practitioners is estimated to be EUR 105.2 million, and it comes on top of the Mehiläinen's tax footprint. From the Mehiläinen's total tax footprint EUR 347 million were collected in Finland and EUR 42.4 million in international businesses.



Shareholders

Funds managed by CVC Capital Partners	56%
LocalTapiola Group	20%
Varma Mutual Pension Insurance Company	8%
The State Pension Fund of Finland (VER)	5%
Ilmarinen Mutual Pension Insurance Company	4%
Apteekkien Eläkekassa	0.6%
Valion Eläkekassa	0.4%
Other investors and private persons, total	6%

Mehiläinen's management

Group management team



Janne-Olli Järvenpää
 CEO | M.Sc. (Econ.), MBA (INSEAD)
 born 1971

Founded Mediverkko in 2001 and grew it into a company with more than 2,000 employees before the merger with Mehiläinen in 2015. Mehiläinen's CEO since the merger of the companies. Before becoming a full-time entrepreneur, gained experience at international companies Bain & Co and Cisco Systems in London, Stockholm, Silicon Valley in the US, Helsinki and the Baltic countries.



Anssi Hartiala
 Managing Director, Private Healthcare, Deputy Group CEO | M.Sc. (Tech.)
 born 1979

At Mehiläinen since 2006. 20 years of extensive experience in business development, successful digital services development and management in the healthcare sector.



Markku Näreneva
 Managing Director, Public Healthcare | MD, Specialist in general medicine, born 1980

At Mehiläinen through Mediverkko since 2005. More than 18 years of experience in the provision, development and management of public healthcare services. Chairman of the Board of Harjun terveystyö.



Harri Pomell
 Managing Director, Social Care Services | M.Sc. (Tech.)
 born 1974

At Mehiläinen through Mediverkko since 2006. More than 20 years of extensive experience in the social care and healthcare services sector. Previously worked at GSK and CRF Health, for example.



Johanna Asklöf
 Medical Clinics | Licentiate of Medicine, MBA, born 1972

At Mehiläinen since 2007. A strong experience in healthcare and management in medical clinics, hospitals, and working life services, as well as services for the elderly. Previously worked at Orion Pharma, for example.



Kaisla Lahdensuo
 Chief Medical Officer, Quality, Unit Director | Psychiatrist and Public health specialist, docent, eMBA, born 1979

At Mehiläinen since 2017. Over 10 years of experience in healthcare management and expert positions. Previously worked at HUS, GSK and the National Institute for Health and Welfare (THL), for example.



Herkko Soininen
 Chief Financial Officer | M.Sc. (Econ.), M.Sc. (Tech.)
 born 1972

At Mehiläinen since 2015. A strong experience in financial management and executive management positions. Previously worked at Rovio, Savcor and Sonera SmartTrust, among others.

Business line management

Oskari Eskola

BeeHealthy
M.Sc. (Tech)
born 1985

Niklas Härus

Residential Care
Services for the
Elderly
M.Sc. (Econ.)
born 1986

Antti Miettinen

Working Life Services
M.Sc. (Econ.)
born 1976

Lasse Männistö

Outsourcings,
Therapy Services
M.Sc. (Econ)
born 1982

Markku Pikkarainen

Home and Nursing Services
M.Sc. (Econ.)
born in 1983

Tuomas Polttila

Dental Care
Licentiate of Dentistry
born 1981

Andreas Taalas

Medical Clinics, Northern
Finland and Estonia
M.D., M.Sc. (Econ.)
born 1975

Joonas Turunen

Primary Healthcare,
Physician Services
M.Sc. (Econ.)
born in 1985

Karolus Viitala

Private customers,
Marketing
M.Sc. (Econ)
born 1987

Marja-Liisa Alop

Managing Director,
Meliva Estonia
BA
born 1982

Gerald Loos

Managing Director,
Meliva Germany
MD
born 1983

Anders Westerholm

Managing Director,
Meliva Sweden
Master of Education
born 1980

Support function management

Kalle Alppi

IT & Digital
B. Eng.
born 1976

Sami Koski

Legal Affairs
LL.M. with court
training
born 1968

Marina Lampinen

Public Affairs
and Corporate
Responsibility
MA (Education)
born 1987

Laura Martinsuo

Communications
M.Sc. (Econ)
born 1978

Tatu Tulokas

HR
M.Sc. (Econ.), M.Sc. (Mil)
born 1977

[Read the introductions
on the website](#)

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