

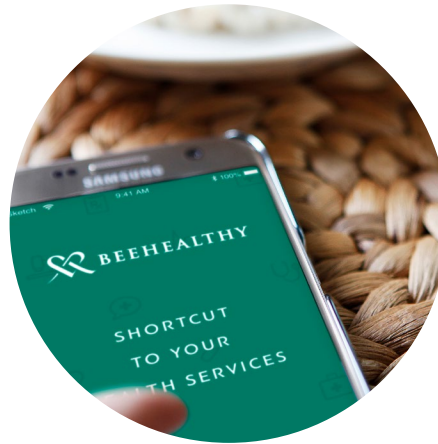
MEHILÄINEN'S YEAR

2021



MEHILÄINEN
EST. 1909

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MEHILÄINEN IN BRIEF

BETTER HEALTH AND WELL-BEING

Mehiläinen is a well-known and highly valued private provider of social and healthcare services, operating in Finland and abroad.



FINLAND: comprehensive social and healthcare services for private and corporate customers, insurance companies, and public service providers.

INTERNATIONALLY: primary healthcare and outpatient healthcare services in physical clinics, utilising digitalisation in Estonia, Sweden and Germany. Subsidiary BeeHealthy provides software services for healthcare in Europe, the Middle East and Africa.



Number of employees and private practitioners

29,000



Number of units

670



Total number of customers at Mehiläinen

2 million



OmaMehiläinen users

1.5 million



Revenue (EUR million)

1,398.9



Revenue growth

20.3%

ON A LIFELONG MISSION

The story of Mehiläinen is not about a company
but rather 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

SINCE 1909

[View the video](#)



EVENTS AND HIGHLIGHTS



02

JANUARY Joint venture Harjun terveysterveys starts its operations - 133,000 Päijät-Häme residents receive the best social and health centre services in the country.



04

MARCH We expand to Estonia and become the market leader in dental care and occupational healthcare services.



06

MAY We expand our offering of outpatient rehabilitation services for speech and occupational therapy by purchasing the national Hippon Therapy Clinic.

JUNE Mehiläinen is selected as a health centre service provider in Ruoholahti, Helsinki for the first time.

07

JULY The first Filipino nurses arrive in Finland via the training programme of Mehiläinen's subsidiary HSS.



AUGUST New medical clinics and hospitals open their doors in Rovaniemi and Vaasa.

09

SEPTEMBER We intensify our cooperation with all universities offering medical education in Finland.



OCTOBER Mediclinic International becomes a client of BeeHealthy - digital services to Switzerland, UAE and South Africa.

11

NOVEMBER Mehiläinen's first acquisition in Germany.



DECEMBER The acquisitions of Vetrea Group, a provider of rehabilitation and residential care services, and Debora, a provider of home care services, is completed.

Visit Mehiläinen Newsroom to learn more about the year's events

CEO'S SUMMARY

A GROWING AND DEVELOPING MEHILÄINEN

2021 was a year of profitable growth,
development and successful expansion
beyond Finland's borders.



It has been almost two years since the COVID-19 was declared a global pandemic. Mehiläinen's experts have handled the difficult situation with professionalism and commitment, ensuring the health and safety of our customers. I would like to begin my review by thanking our staff for their important work and commitment. We have been on a lifelong mission since 1909.

Mehiläinen is among the five largest private employers in Finland, and one of the companies that has increased its workforce the most. During 2021, we had more than 29,000 employees or private practitioners. The number of full-time employees increased by 19.3 percent, averaging 11,300 (9,500). For the first time, Mehiläinen also became an employer abroad, with over 1,000 professionals in Estonia, Sweden and Germany.

Our employees also state that Mehiläinen is a great place to work. We received nearly 7,400 responses to our personnel survey, as well as more than 17,000 feedback and development proposals. The overall index of our personnel satisfaction reached once again an excellent level.

The labour shortage poses significant challenges for the entire social care and health-care sector, especially with regard to care tasks. One of our responses to the challenge was our subsidiary Healthcare Staffing Solutions. HSS recruits and trains nursing professionals from Asia. Our goal is to mitigate the labour shortage through responsible work-based immigration.

Successful expansion beyond Finland's borders

The year 2021 was filled with international growth. We expanded into Estonia by acquiring two leading healthcare service providers: Qualitas' occupational healthcare and medical services and Unimed's dental care services. We have continued development in Estonia by introducing the Digital Clinic and carrying out additional smaller acquisitions.

In Sweden, we provide public primary healthcare based on freedom of choice, occupational healthcare services and specialist medical services in the Stockholm and Gothenburg regions. Our population base in primary healthcare increased tenfold during the year, exceeding the threshold of 50,000 customers. We expect the number of customers to at least double in 2022 through acquisitions and organic growth.

In the German market, we are aiming to build a revenue of hundreds of millions euros during the next few years from outpatient care supported with digital capabilities.

We believe that we can improve the availability, effectiveness and customer experience of medical services through our expertise developed in Finland. The acquisition of a small orthopaedic hospital will enable our expansion in medical clinic services in the German market.

The growth of Mehiläinen's subsidiary BeeHealthy also continued. We reached agreements for the use of BeeHealthy's digital healthcare service platform in several countries.

At Mehiläinen, the year 2021 was filled with international growth.

The technology is now used by the largest private hospital chain in Switzerland and South Africa, among others.

Our goal is that Mehiläinen's international business will exceed EUR 100 million in revenue as early as 2022.

Investments in operational excellence

Investments in our operations continued in Finland as we invested heavily in facilities and technology. We opened new medical clinics in Vaasa, Rovaniemi, Kajaani and Espoo, and renovated our clinics in Helsinki and Lahti. During the beginning of 2022 we will open a new medical clinic in Vantaa. Furthermore, Hammas Mehiläinen's clinics have been integrated into our medical clinics and several units have invested in new MRI equipments.

We also continued to make significant investments in software and digital services; during recent years, tens of millions of euros have been assigned into the development of our OmaMehiläinen digital platform. One of the most important development projects in 2021 was our smartphone application aimed for the treatment of chronic diseases.

A further noticeable investment during the past year was our expansion into outpatient rehabilitation services through acquisitions and organic service development. Our rehabilitation services now cover psychotherapy, occupational therapy, speech therapy and physiotherapy for all customer groups on a nationwide level.

Better public healthcare through digital capabilities

In 2021, public healthcare in Finland was heavily affected by the delayed care created by the COVID-19 pandemic. We did our best to support municipalities, joint municipal authorities and hospital districts in responding to service demand: we administered COVID-19 vaccinations and performed testing as well as provided staff for various needs. Mehiläinen's personnel carried out a significant part of the COVID-19 vaccinations and testing in both Finland and Estonia.

Looking at public healthcare, our largest project was a joint venture with the Päijät-Häme Joint Authority for Health and Wellbeing as Harjun terveysterveys was established at the beginning of 2021. The adoption of new operating methods and the introduction of digital tools was challenging, but we succeeded well in our goals. Harjun terveysterveys currently provides the fastest access to primary healthcare services in Finland. In public healthcare services strong growth and development also took place in home care services.

Development in social care services in difficult market conditions

The challenge for the social care services industry is the unsustainable price level of residential care services and continuously worsening labour shortage. The staffing per resident for intensive care for the elderly will increase by about 30% from 2021 to 2023. The need for services is also growing rapidly as the number of people aged 85 and over increases. Thus, hundreds of millions of euros of additional funding and thousands of new nurses are needed for the care of the elderly.

Mehiläinen's social care services performed well in the difficult market situation. We continued to invest heavily in supervision of work and quality. The occupancy rates of care homes improved and we were able to meet the increased staffing requirements. As a whole, the revenue of social care services grew and profitability improved slightly. A significant project within social care services was building a distinctive brand identity for each customer segment.

Strong finances and profitable growth

Although the COVID-19 pandemic has not yet been overcome, the economy is back on track. Positive economic development and the delayed care caused by the pandemic were reflected in strong domestic demand for our services. In addition to strong growth in the business operations in Finland and new therapy services, international business operations increased revenue and profit. Most of all revenue growth was organic – acquisitions accounted for about one-third of growth between 2019 and 2021.

Strong finances and profitable growth allow for investments and quality improvement.

Mehiläinen's revenue in 2021 was EUR 1,398.9 million (EUR 1,162.5 million) and underlying operating profit before depreciation of intangible assets generated by acquisitions, impairment and items affecting comparability (underlying EBITA) was EUR 163.6 million (EUR 134.1 million). Revenue grew by 20.3% and underlying EBITA by 22.0% from the previous year. Profit for the financial year was EUR 24.9 million (EUR 0.2 million). The total investments amounted to EUR 159.7 million (EUR 52.8 million).

Customer satisfaction on an outstanding level

Alltogether, two million customers used Mehiläinen's services in 2021. Customer satisfaction and customer retention were on a high level in all of our services. Mehiläinen medical clinics' net promoter score (NPS) measuring customer loyalty remained at an excellent 89-point level. I would like to extend my warmest thanks to our customers for the trust you placed in us in 2021.

Janne-Olli Järvenpää

CORPORATE RESPONSIBILITY

RESPONSIBILITY IS AT THE CORE OF OUR BUSINESS

For 112 years, Mehiläinen's mission has been to create better health and well-being as part of the surrounding society. Our corporate responsibility is also based on this mission and our values as we care for people and society.

KEY AREAS OF OUR CORPORATE RESPONSIBILITY 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.



ATTRACTIVE AND MEANINGFUL WORKPLACE

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.



INNOVATOR AND AGILE DEVELOPER IN THE INDUSTRY

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.



SUSTAINABLE DEVELOPMENT

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

WE MANAGE QUALITY THROUGH SYSTEMATIC WORK

At Mehiläinen, we focus on the quality and the effectiveness of care based on the principle of continuous improvement. Digitalisation, data and management by knowledge bring effectiveness to our operations. Everyone working at Mehiläinen participates in this work. Our customers are also actively involved through the feedback systems and the Customer Panel.

We manage quality with the Laatumittarit monitoring system, which provides reports on matters related to patient safety, access to treatment, the effectiveness of processes and customer experience, in particular. There are over 25 quality indicators in different areas of our operations.

Among other things, we monitor the responsible use of certain medicines, such as antibiotics, and the treatment balance of diabetes and cardiovascular diseases. In addition, patients provide information on their recovery and symptoms. In 2021, we launched a survey on the patients' feeling of coping with their illness after their visit with us. The results clearly reflect improved coping.

High quality of care

According to our indicators, the quality of care has remained at an excellent level in Mehiläinen despite the challenges created by the COVID-19 pandemic.

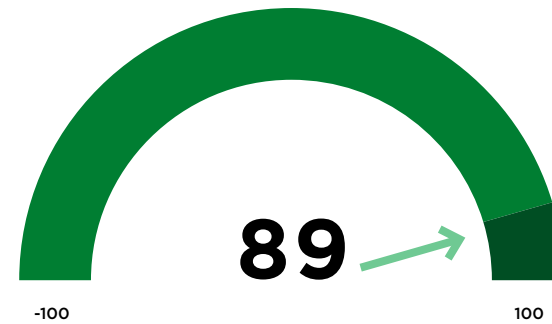
The physicians responsible in our units apply extensive quality indicators, which provide information on the use of diagnostic services and on cooperation between primary healthcare and specialised healthcare. During the year, service line-specific quality management systems were also built into our social care services to support customer work and quality assurance.

We also carry out extensive research and development, which focused on developing the digitalisation of healthcare services in 2021. We also concluded framework agreements with all Finnish universities offering medical education in order to deepen research and educational cooperation.

We report on our responsibility work in a separate corporate responsibility report. The 2021 report will be published in February 2022.

EXCELLENT CUSTOMER SATISFACTION CONTINUES

Mehiläinen uses the well-known and widely used NPS (Net Promoter Score) to measure customer experience in healthcare services. In 2021, the NPS for Mehiläinen's private healthcare services reached an excellent level of 89. We received approximately 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.

GOLD LEVEL RATING IN THE INTERNATIONAL ECOVADIS SUSTAINABILITY ASSESSMENT

EcoVadis, a company providing sustainability assessments, awarded Mehiläinen a Gold level rating for its sustainability work in 2021. The assessment was based on four pillars: environment and climate, labour and human rights, ethics, and sustainable procurement. Only 5% of the more than 75,000 companies assessed receive a Gold rating. The rating awarded by EcoVadis demonstrates our ambitious work to promote sustainability and our commitment to responsible business.

[Read more](#)

INTEREST ON LOANS TIED TO THE ACHIEVEMENT OF SUSTAINABILITY GOALS

Mehiläinen has agreed a EUR 1.06 billion loan package with its financiers. The loan package's interest margin takes into account Mehiläinen's success in achieving the sustainability goals tied to the financing. The indicators are the quality index of residential care services for the elderly, access to non-urgent care at our public health centres, and the Group's carbon dioxide emissions. We are committed to using our savings from the lower interest margin for environmental and sustainability investments.

[Read more](#)

INTERNATIONAL MEHILÄINEN

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INTERNATIONALITY

INTERNATIONAL EXPANSION INTO TWO BUSINESS AREAS

Mehiläinen is expanding into two different business areas in the international market: healthcare services and, through its subsidiary BeeHealthy, healthcare software services.

SIX SUCCESS FACTORS FOR INTERNATIONAL GROWTH

International growth is made possible by Mehiläinen’s unique expertise in providing outpatient healthcare services and developing healthcare operating models through digitalisation. The expertise has accumulated over more than 112 years. We believe that digital healthcare can become a new pillar of Finland’s service export.

01

ABILITY TO DIGITALISE A CUSTOMER’S SERVICE EXPERIENCE

Mehiläinen has built and developed a digital service platform that enables an excellent patient experience and seamless treatment paths. Our platform can be localised for the needs of different countries, and it provides modular scalability as a cloud-based service.

02

ABILITY TO UTILISE ECONOMIES OF SCALE IN OUTPATIENT HEALTHCARE SERVICES

Mehiläinen is one of the largest private outpatient healthcare providers in Europe with over three million physician visits. The significant service production volume provides sufficient resources to invest in product and service development, as well as in the latest technology and clinics in the best locations.

03

ABILITY TO BUILD A CUSTOMER-ORIENTED CULTURE AND A STRONG BRAND

Over the years, Mehiläinen has built a strong customer-oriented operating culture and a well-known and respected brand in Finland. The operating models of healthcare service providers are still often very profession-oriented, brands are unknown and marketing competence is low. We believe that our ability can also be replicated in other markets.

04

ABILITY TO MAKE AND INTEGRATE ACQUISITIONS

Mehiläinen has made around 200 successful acquisitions in its history. The ability to identify, negotiate, implement and integrate small acquisitions is a prerequisite for successful international growth. The European outpatient healthcare services market is fragmented and rapid and decisive consolidation is needed to build an effective network.

05

ABILITY TO UTILISE REAL-TIME DATA AND ANALYTICS

The integrated care model developed by Mehiläinen, combined with extensive use of real-time data and analytics, enables uncompromising patient safety and high medical quality with high productivity and cost-effectiveness.

06

ABILITY TO SERVE DIFFERENT CUSTOMER GROUPS AND OPERATE WITH DIFFERENT FINANCING MODELS

Mehiläinen’s operating model works in all payer groups (public, insurance, company, individuals) and in all payment structures (service fee, DRG, capitalisation or value-based). This is significant, as all healthcare markets are different in terms of the organisation and pricing of services.

HEALTHCARE SERVICES

MEHILÄINEN EXPANDS INTO HEALTHCARE SERVICES IN ESTONIA, SWEDEN AND GERMANY

In addition to software services, Mehiläinen's international growth strategy focuses on expanding and growing by offering healthcare services based on its own physical clinics in Finland's neighbouring regions and Northern Europe.



Mehiläinen in Estonia

As a neighbouring market, Estonia is closely connected with Finland in terms of both customers and workforce. The around EUR 300 million market for private healthcare services in the country is growing and developing rapidly. In addition to privately funded services, private providers provide public healthcare around EUR 200 million. The total market is therefore approximately EUR 500 million, and it is growing significantly faster than in Finland. The market is affected by strong economic growth, growing consumer purchasing power and the expansion of health insurances.

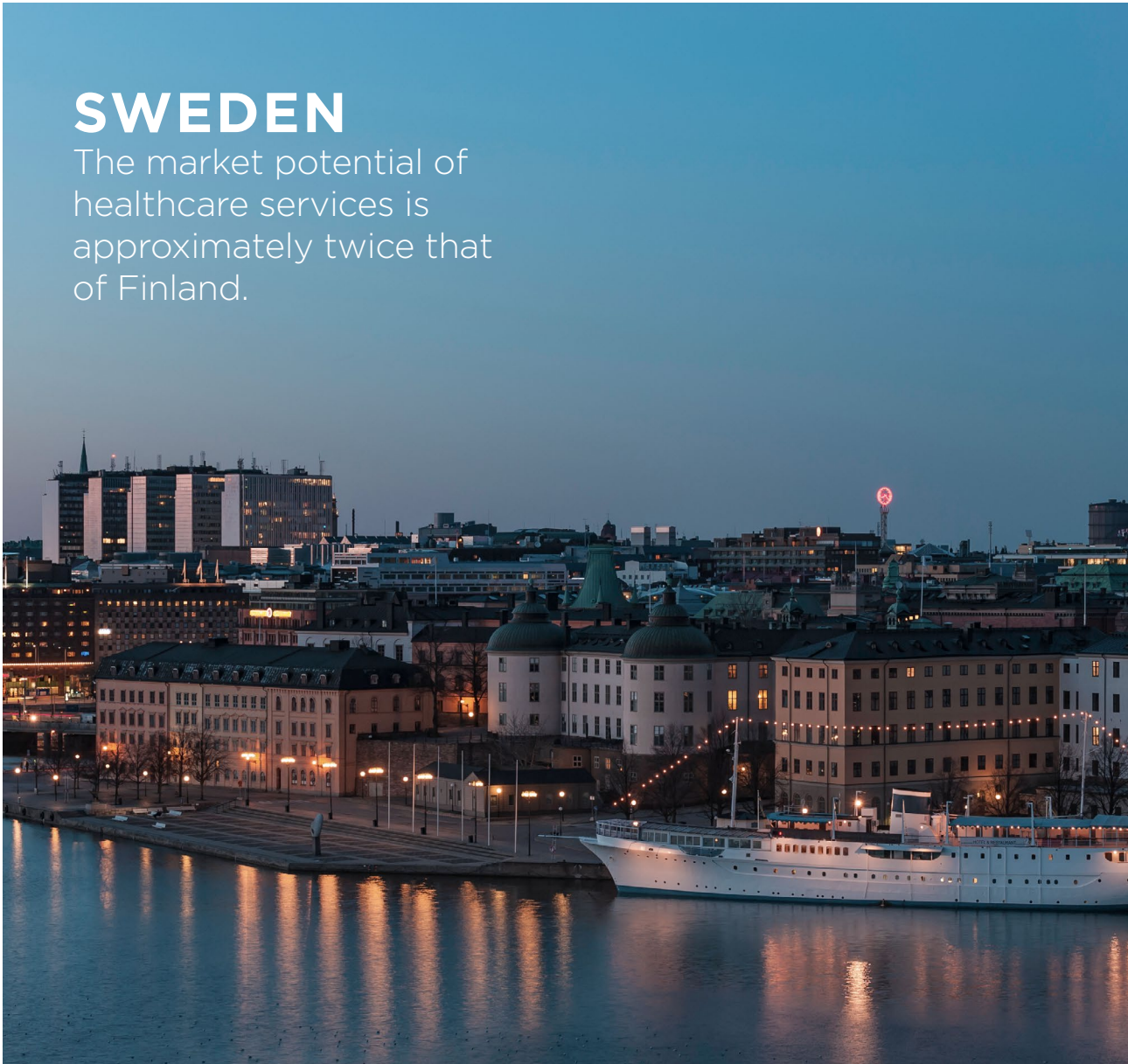
Our operations in Estonia started in spring 2021 with the acquisition of the dental care provider Unimed and the occupational healthcare provider Qualitas. We became the market leader in dental care and occupational healthcare services. Growth and development have continued to be strong. The Digital Clinic launched for Qualitas customers has proved to be popular, and through our extensive service network, occupational healthcare services are also offered to Finnish companies in Estonia. Our dental care service network has expanded in the Tallinn area with smaller acquisitions.

Our goal for 2022 is to continue expanding digital healthcare services, dental care services, and general and specialist services in Estonia through organic growth and acquisitions.



SWEDEN

The market potential of healthcare services is approximately twice that of Finland.



Mehiläinen in Sweden

The public and private healthcare services market in Sweden is very interesting from Mehiläinen's perspective. The share of privately produced healthcare services in Sweden's EUR 26 billion health market is approximately EUR 6 billion. This corresponds to approximately twice the market potential of Finland. Growth in the Swedish market is also faster than in Finland and the market is more fragmented. There are companies offering advanced remote appointments in Sweden but, most health centres and medical clinics are lagging behind Mehiläinen in digitalisation. Sweden offers an extensive freedom of choice in public healthcare, but voluntary health insurances are also growing rapidly.

Mehiläinen launched the expansion to Sweden at the end of 2020. During 2021, we carried out several small-scale acquisitions, launched Mehiläinen's digital services and built a capable and wide-ranging local management team. At the beginning of 2022, Mehiläinen's public service health centres based on freedom of choice already had a population base of more than 50,000 listed customers.

Our goal for 2022 is to continue strong growth organically as well as through acquisitions. We are expanding our network and services in primary healthcare, occupational healthcare and specialised healthcare. We will continue to operate in Sweden under the name Meliva.

Mehiläinen in Germany

Germany's healthcare services market of over EUR 400 billion is the largest in Europe, and the country spends more than 25% more on healthcare per capita and per GDP than Finland. The German healthcare services market is also growing faster than in Finland.

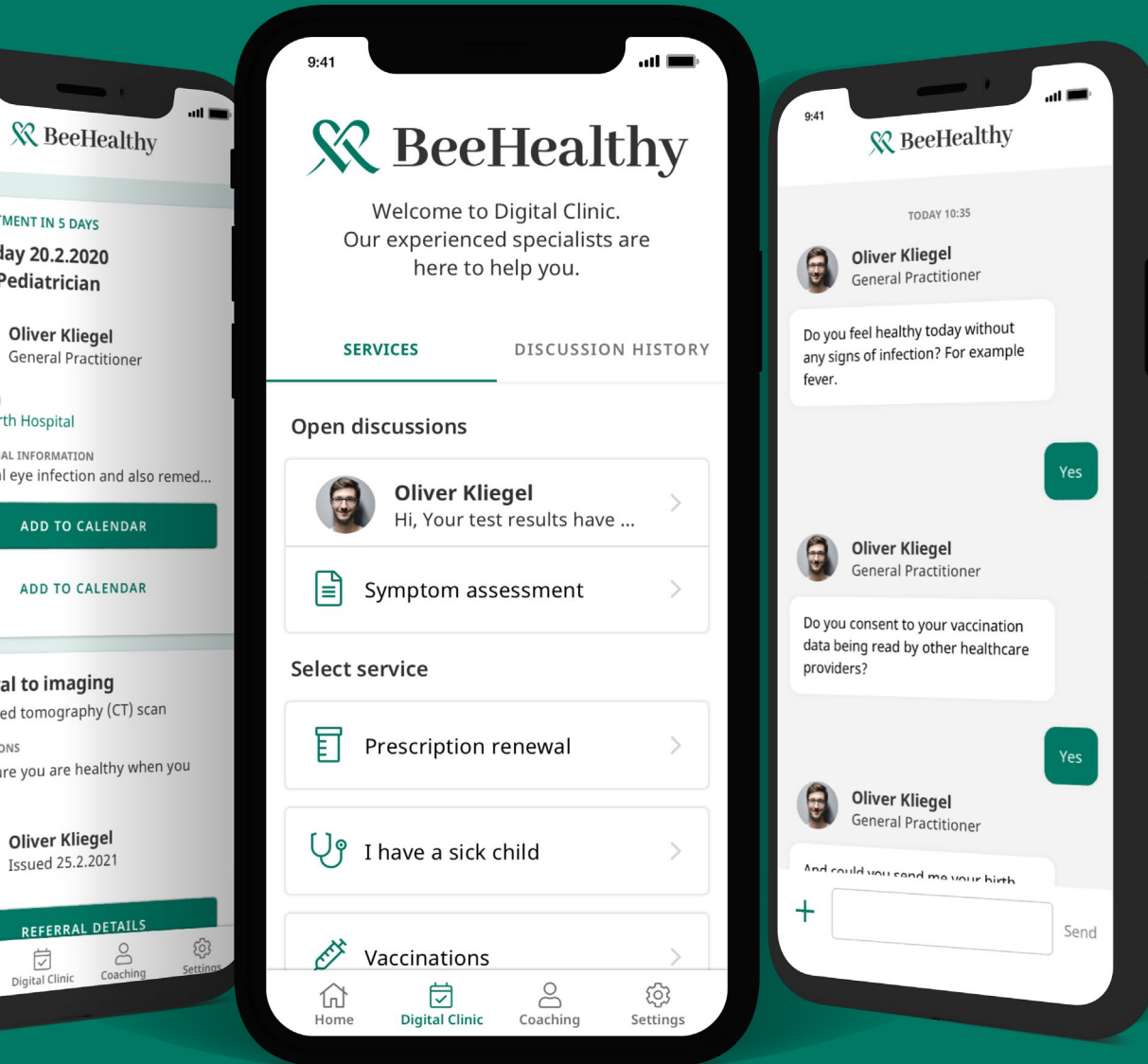
Healthcare funding in Germany is based on both public and private insurances. As far as public funding is concerned, Germany has an extensive freedom of choice in both primary healthcare and specialised healthcare. Outpatient healthcare is mostly privately produced and a significant proportion of the central hospitals serving publicly insured customers are private profit-oriented or non-profit hospitals. Indeed, the largest private healthcare service providers are central hospital chains, and healthcare in Germany is very hospital-oriented. The number of hospital beds is more than twice as high as in Finland, there are no national medical clinic networks and digitalisation is in its infancy. Thus, Germany offers an interesting opportunity to consolidate the fragmented outpatient healthcare services market through acquisitions and digitalisation.

Mehiläinen aims to expand to Germany by developing a modern, digitalised nationwide service network of smaller medical clinics through business acquisitions. In Germany, medical clinics can only be owned by hospitals certified in the public service system or by physicians as private individuals. At the end of 2021, we acquired Dalberg Klinik AG, a hospital services provider near Frankfurt. The hospital is part of the public healthcare capacity in Germany, which allows us to consolidate the outpatient healthcare



services market through acquisitions. In turn, utilising digital services requires Mehiläinen's electronic service platform to be localised and certified in Germany. We believe that we will overcome even this barrier to market entry in 2022. The platform of our subsidiary BeeHealthy has already been localised and the certification process is underway.

Over the next years, Mehiläinen aims to consolidate and digitalise the fragmented outpatient healthcare services market in Germany. Achieving a market share of just a few percent of our medical services would mean a revenue potential of over EUR 1 billion.



SOFTWARE SERVICES

BEEHEALTHY'S GROWTH CONTINUES: NEW SIGNIFICANT CUSTOMERS

BeeHealthy offers digital healthcare software services in Europe, the Middle East and Africa. Mehiläinen's subsidiary has quickly grown to become the leading operator in the EMEA-region.

The healthcare services market is undergoing a global transformation in digitalisation. The change is expected as the sector has been one of the slowest in terms of digital development. The continuing COVID-19 pandemic has provided a strong impetus, bringing about changes in legislation and financing models in several countries.

Mehiläinen has long been a pioneer in digital healthcare. Many of the functions that are now in high demand around the world have been used by us for years. Our digital development has been achieved internally with our own resources and capabilities, which we can now commercialise elsewhere. We have a unique position to promote digital development outside of Finland by offering ready-made and tested solutions to other healthcare actors.

Market in its infancy

The market for digital healthcare services is at a very early stage and no reliable estimates of the size of the market are yet available. Electronic patient information systems are well established, but system vendors have not developed functional solutions for digital communication with patients.

In Europe alone, there are more than 500 private healthcare service providers with a revenue of more than EUR 50 million. In addition to these, there are hundreds of public actors. A large number of actors are considering ways to digitalise their activities. The alternatives are for the actors themselves to develop the solutions,

to hire a software operator or to buy a ready-made platform as a service. For many, the most cost-effective, fastest and effective option is to purchase a platform as a service – but for a long time there has not been a credible player on the market to deliver it.

BeeHealthy was founded to meet the demand for digital solutions

Mehiläinen founded BeeHealthy in 2020 to meet the demand for digital solutions. BeeHealthy offers a digital platform as Software as a Service (SaaS) with a licensing model. The platform has been developed and proven in Mehiläinen.

Over the past two years, we have increased the flexibility of the platform together with the first customers. In a short period of time, we have gained a significant foothold in the international digital software solutions market, and BeeHealthy has the widest geographical coverage of European platform operators. Our goal is to build a customer network of leading international healthcare operators that enables strong joint service development by utilising digitalisation.

Mehiläinen's 112 years of healthcare experience combined with more than 20 years of experience in digital development offers a unique competitive advantage to BeeHealthy. Healthcare services market is a traditional industry and many international players are still preparing for the digital leap. The introduction of digital solutions requires the creation of new business models and practices, for which we have unique experience and capabilities. The convertibility of our service has been tested

against the requirements of different countries, and this further strengthens our position in global competition.

BEEHEALTHY'S PLATFORM OFFERS EXTENSIVE DIGITAL SERVICES

- Entry to personal medical records
- Online bookings
- Digital Clinic with symptom assessment
- Guided patient journeys
- Reports and surveys
- Lifestyle coaching and treatment paths for chronic illnesses
- Prescriptions and prescription renewals
- Extensive management tools for administrators
- Measuring the effectiveness of treatment
- Integration with wearable devices

BEEHEALTHY IN FIGURES



over 50 technology experts



10 customers in different countries



over 1 million platform users

BEEHEALTHY ENABLES A SEAMLESS TREATMENT PATH FOR THE PATIENT

First contact

The patient opens the application and goes through the symptom questionnaire.

Digital Clinic

The physician assesses the illness and gives the treatment instructions. Most patients get help right away. If necessary, the patient is referred to further examinations.

Appointment booking

The patient makes an appointment with a specialist in the application.

Virtual appointment

A video appointment with a specialist to review the results. The patient receives a prescription.

Visit to specialist

The patient visits a specialist. Referral for laboratory tests and imaging, if necessary.

Purchasing medicines

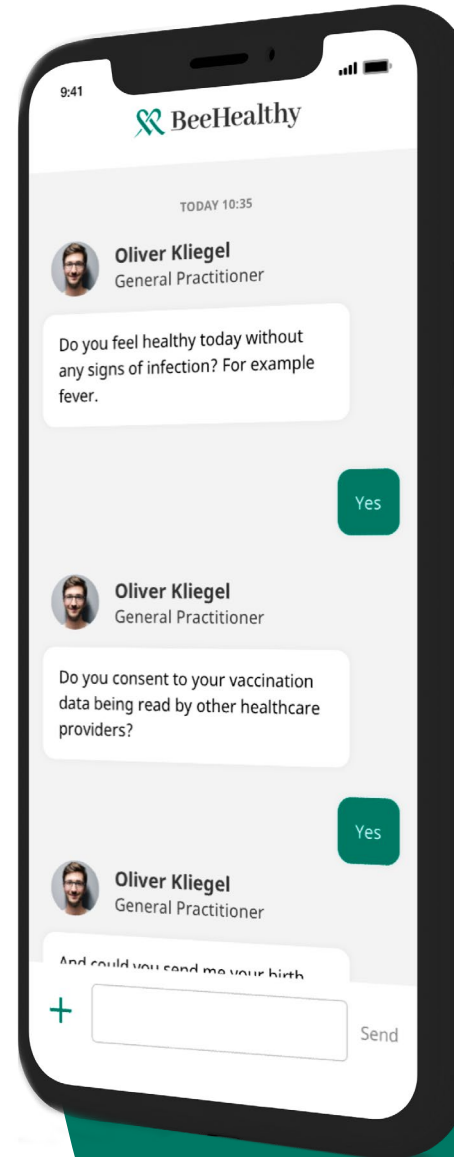
The patient purchases the medicines with delivery directly from the application.

Further examinations

The patient receives the results of the further examinations in the application.

Health data stored

Information about visits is stored in the application, enabling measurement and monitoring of the treatment effectiveness.



The convertibility of our service has been tested against the requirements of different countries. This strengthens our position in global competition.

COOPERATION TAKES DIGITAL SERVICES TO THREE CONTINENTS

THE INTERNATIONAL HEALTHCARE COMPANY

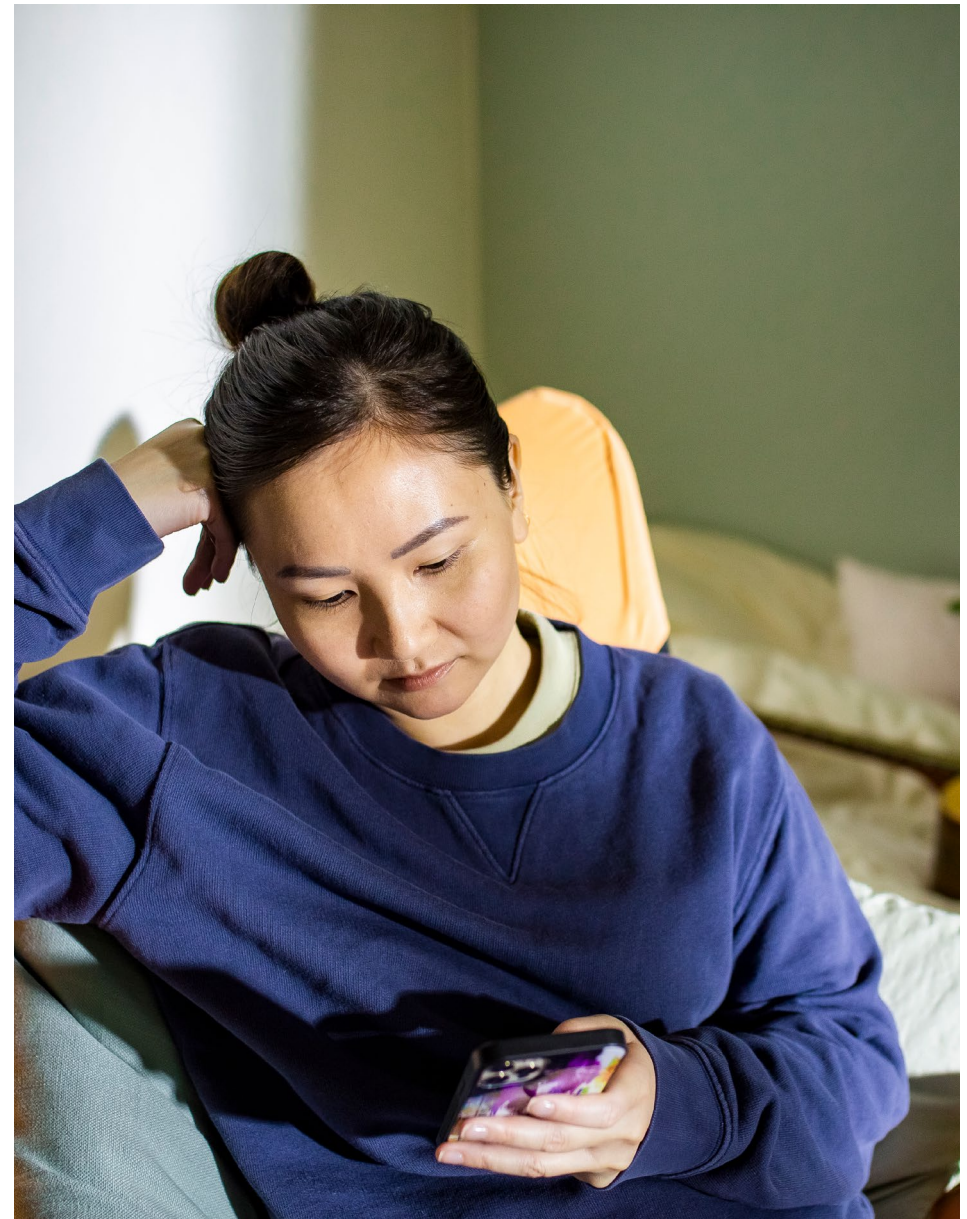
Mediclinic International and BeeHealthy signed a major cooperation agreement in 2021. The cooperation enables Mediclinic to offer its customers digitally supported services on the BeeHealthy platform in Switzerland, the United Arab Emirates and South Africa.

Mediclinic International offers its customers high-quality hospital and healthcare services, which the company reforms intrepidly through digitalisation. The company operates on three continents, serving 2.4 million customers annually. Mediclinic is a significant pioneer in healthcare globally.

"With our digital services, we want to enable seamless continuity of care for our patients and an excellent customer experience. We

chose BeeHealthy as our partner for both the comprehensive platform functionality and the underlying long-term medical and operational expertise. We believe that this combination will enable us to develop healthcare services that meet our current and future needs, supporting our company's growth efforts," says **Tyson Welzel**, Group Chief Innovation Officer at Mediclinic International.

The cooperation between Mediclinic and BeeHealthy covers various digital services in different markets. The cooperation has been piloted in Hirslanden, Switzerland. Customers wishing to start a family and families with children have been offered immediate access to paediatric services through the Digital Clinic as well as a digital pregnancy path, supported by professionals.



MORE EFFECTIVE TREATMENT FOR PATIENTS WITH CHRONIC ILLNESSES THROUGH DIGITAL SERVICES

MEHILÄINEN AND BEEHEALTHY INVEST

considerably in the development of digital health programs for chronic diseases. Our goal is to provide even more effective treatment for patients with chronic illnesses, as too few chronically ill people are able to reach a balance of care.

Dealing with acute and one-off health needs through digital channels has been in place for a long time. However, the current digital solutions are not able to meet the ongoing needs of chronically ill patients and do not utilise the coaching approach.

BeeHealthy and Mehiläinen are now the first to offer support to the chronically ill through their digital platform.

We have built an extensive digital-physical care and coaching methodology in the health programs of chronically ill patients. The methodology aims to support patients in making sustainable lifestyle changes. The cornerstones of our solutions are remote monitoring, which enables remote support and coaching, as well as early intervention. The treatment visits no longer take place months apart, but support daily lifestyle changes.



DIABETES PILOT IN HARJUN TERVEYS

In the autumn of 2021, we started our pilot programme with patients with Type 2 diabetics in Harjun terveys joint venture in Päijät-Häme.

Currently, Type 2 diabetes accounts for 10-15% of the costs of healthcare in Finland. Only 5% of diabetics become asymptomatic and drug-free after diagnosis. We believe that our digitally supported solution will multiply the number of successes and thus significantly reduce both human suffering and the burden on healthcare.

We will be expanding our pilot programme in 2022 and launching an extensive scientific study. We will also increase the number of other treatment paths for the chronically ill.



MEHILÄINEN IN FINLAND

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BUSINESS AREAS

COMPREHENSIVE SOCIAL CARE AND HEALTHCARE SERVICES FOR VARIOUS CUSTOMER GROUPS

Mehiläinen provides comprehensive social care and healthcare services in Finland. 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
- Mental health services and psychotherapy
- Physiotherapy and well-being services
- Digital healthcare services

PUBLIC HEALTHCARE SERVICES

- Health centres with freedom of choice
- Outsourced services
- Public dental care
- Emergency care services and staffing
- Home care services
- Publicly funded therapy 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

EXTENSIVE HEALTH AND WELL-BEING SERVICES

Mehiläinen's medical clinics, hospitals, Hammas Mehiläinen dental clinics and the OmaMehiläinen Digital Clinic provide comprehensive healthcare services for people of all ages every day of the year.



At Mehiläinen, we have been building an extensive service network, a range of high-quality health services as well as advanced digital services for many years. They enable smooth access to care and support well-being of our customers. We worked persistently to achieve growth and development also in 2021.

Our service network was reformed and expanded in several locations during the year. We opened new full-service medical clinics in Espoo, Kajaani, Rovaniemi and Vaasa, and expanded our existing clinics in Mikkeli, Lahti, Kuopio and Rauma. In addition, we signed the acquisition of Finland's largest private physiotherapy company, Fysios. We also invested in fixed MRI units. Significant growth investments will continue in 2022 with the opening of new medical clinics in Vantaa and Tampere.

The use of digital services continues to grow

A significant digital leap in healthcare as a result of COVID-19 continued strongly at Mehiläinen as well. Remote appointments and our Digital Clinic appointments increased by 36% from the previous year. By the end of the year, the OmaMehiläinen application had over 1.5 million registered customers and approximately 1 million Digital Clinic visits. Our digital lifestyle coaching programmes also established itself as a part of our services supporting well-being during the year.

Our efforts in managing the COVID-19 pandemic continued throughout the year. We conducted extensive COVID-19 testing while participating in COVID-19 vaccinations for our occupational healthcare customers. Also in 2021, we offered our help in the dissolution of the delayed care caused by the pandemic in various parts of Finland. In the autumn, in particular, the delay in infections caused by COVID-19 restrictions increased demand for our services.

A fixed health contract allows for a care-free way to maintain your health

Service contracts based on a fixed monthly fee become more common in healthcare. People want more comprehensive information about their health and the opportunity to monitor the impact of their own lifestyles on their well-being. With the Mehiläinen Terveysopimus health agreement, it is easy to take regular care of your own health and well-being. Health agreement is an increasingly significant part of our services that emphasise prevention.

The health agreement includes a designated general practitioner and a health coach as well as a wide range of services, from laboratory tests and basic examinations to influenza vaccinations and dental check-ups. The general practitioner service at the Digital Clinic is open 24/7 and the renewal of prescriptions is easy with the mobile app.

The service has proved popular with our customers and the customer base has grown by more than 80% in a short time. The service will later be extended to new product variants.



The health agreement includes a designated general practitioner, a health coach and a wide range of services. The Digital Clinic is also included.



Dental health affects your entire body and is an essential part of our service offering

In Finland, there is a huge accumulated burden on dental care, which has increased further due to the impact of the COVID-19 pandemic.

Although dental health is an important part of a person’s overall well-being, it is often thought of only when there is toothache or the mouth is inflamed. Dental health has an effect on several aspects of our health. A healthy mouth prevents heart disease, premature labour, and even erectile dysfunction, among other things. It improves memory, facilitates conception and increases life expectancy. Poor dental health also further reduces the general condition of people with chronic diseases. When we take care of our mouths, we feel better in every way.

As part of our comprehensive care, dental health services are offered at almost all our large units. Using our services is easy and smooth, and NPS rating for customer satisfaction in dental care is at an excellent level of 91.

PRIVATE HEALTHCARE SERVICES IN FIGURES



76

Medical clinics



74

Separate occupational health clinics



38

Dental clinics



15

Hospitals



1 million

Digital Clinic visits



1.5 million

Registered users in OmaMehiläinen

WORKING LIFE SERVICES

SUPPORTING WORKING LIFE

Mehiläinen Working Life Services provides modern occupational healthcare and well-being services to support management, work communities and personnel. At the heart of what we do are advanced digital services and close customer relations. We are a partner for businesses of all sizes, regardless of the industry.



Our Working Life Services focus on building effective partnerships with corporate clients and public sector employers as well as supporting the promotion of health and work ability. The basis of our work is high quality as well as demonstrating the effectiveness of our services.

We know the needs of our customers. They are a base of the continuous development of our services and the renewal of the industry. We want to be a pioneer that both creates new service innovations and renews traditional operating models. BeeHealthy's digital services to international markets are based on services developed and tested with Finnish occupational healthcare customers.

Investments in supporting work ability and mental well-being services

Our development work continued during 2021. We launched new analytics projects and experimented with operating models with the aim of preventing the decline in work ability by means of earlier support and timely services. Together with our large corporate clients, we started the Digital Clinic Occupational Health Centre pilot in order to improve the treatment path by providing assistance to the customer through our chat service by the entire occupational health team.

Our investments in supporting work ability in cooperation with our customers generate results. They are reflected in the good development of our occupational healthcare customers' sickness-related absences over several years. However,

the COVID-19 pandemic increased the need for mental well-being services, especially for young and working-aged people, as well as persons with disability due to mental health reasons. During the year, we focused heavily on the development of mental health support services.

Profitable growth guarantees investments in development

The aim of Mehiläinen Working Life Services is to grow profitably, particularly through organic growth and selected acquisitions. With profitable growth, we can continue to invest in the development of our services and the skills of our professionals. We want to be the most attractive workplace for occupational healthcare professionals in the industry.

Our profitable organic growth continued in the past year. Our expansion into the Estonian and Swedish markets enables us to offer occupational healthcare services to the Estonian employees of our Finnish customers, for example.

We regularly measure our customers' satisfaction and use the feedback in developing our operations. Our customers think we did a good job: the NPS of the customer satisfaction survey of our clients' personnel was 86.

WORKING LIFE SERVICES IN FIGURES

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



540,000

Individuals as occupational healthcare customers



86

NPS of our clients' personnel



21,000

Customer organisations



IN COOPERATION WITH MEHILÄINEN

Occupational healthcare supports the mind and the body

Software company Diktamen takes care of its employees' well-being in cooperation with Mehiläinen Working Life Services. Occupational healthcare provides support for employees across Finland for both ergonomics and mental health challenges. Safe, healthy and productive work is maintained through good well-being management practices, supported by Mehiläinen's occupational healthcare experts.

"This is our way of ensuring that our employees are doing well, succeed in their work and find it meaningful and rewarding. It is important for us to have a nationwide occupational healthcare partner, whose services are easily accessible to everyone and who also offers well-functioning remote and digital services," says **Henri Ketola**, HR Manager at Diktamen.

[Learn more](#)





REHABILITATION SERVICES

MEHILÄINEN EXPANDS IN REHABILITATION SERVICES

During 2021, we expanded our services in several outpatient rehabilitation segments through separate acquisitions. Acquisitions were made in the areas of short-term therapy and psychotherapy, physiotherapy, speech and occupational therapy and neuropsychiatric coaching. Seeking support early on prevents the problems and symptoms from becoming too serious. Even a short treatment period can produce good results.



SHORT-TERM THERAPY AND PSYCHOTHERAPY SAFEGUARD MENTAL WELL-BEING

According to our occupational health statistics, mental health-related absences are on a growth path: the number of sickness-related absences increased by 28% during 2021. The need for low-threshold mental health services and preventive support is evident. One of our important priorities is to support our working-age occupational healthcare customers in their mental well-being challenges.

Various forms of short-term therapy and short-term psychotherapy, which focus on dealing with the most severe, defined and limited problems, are cost-effective treatments that can be used to maintain work ability and functional capacity. Psychotherapy can be implemented as individual, couples' or group therapy and its duration can vary from a couple of months to several years. In addition, we can offer all forms of psychotherapy proven to be effective in scientific studies to rehabilitation psychotherapy customers as well.



PAIN RELIEF AND SUPPORT FOR SELF-EXERCISES IN PHYSIOTHERAPY

Musculoskeletal problems are still one of the major causes of disability for work. Visits to occupational physiotherapists, for example, were up by about 9% last year. Therefore we invested in our physiotherapy services during 2021.

In physiotherapy, we help people with various musculoskeletal problems by both relieving acute pain as well as supporting active self-exercises. After a surgical treatment, active rehabilitation is important in ensuring the treatment outcome. The goal of physiotherapy is to restore functional capacity and work ability, or even to return to sports.

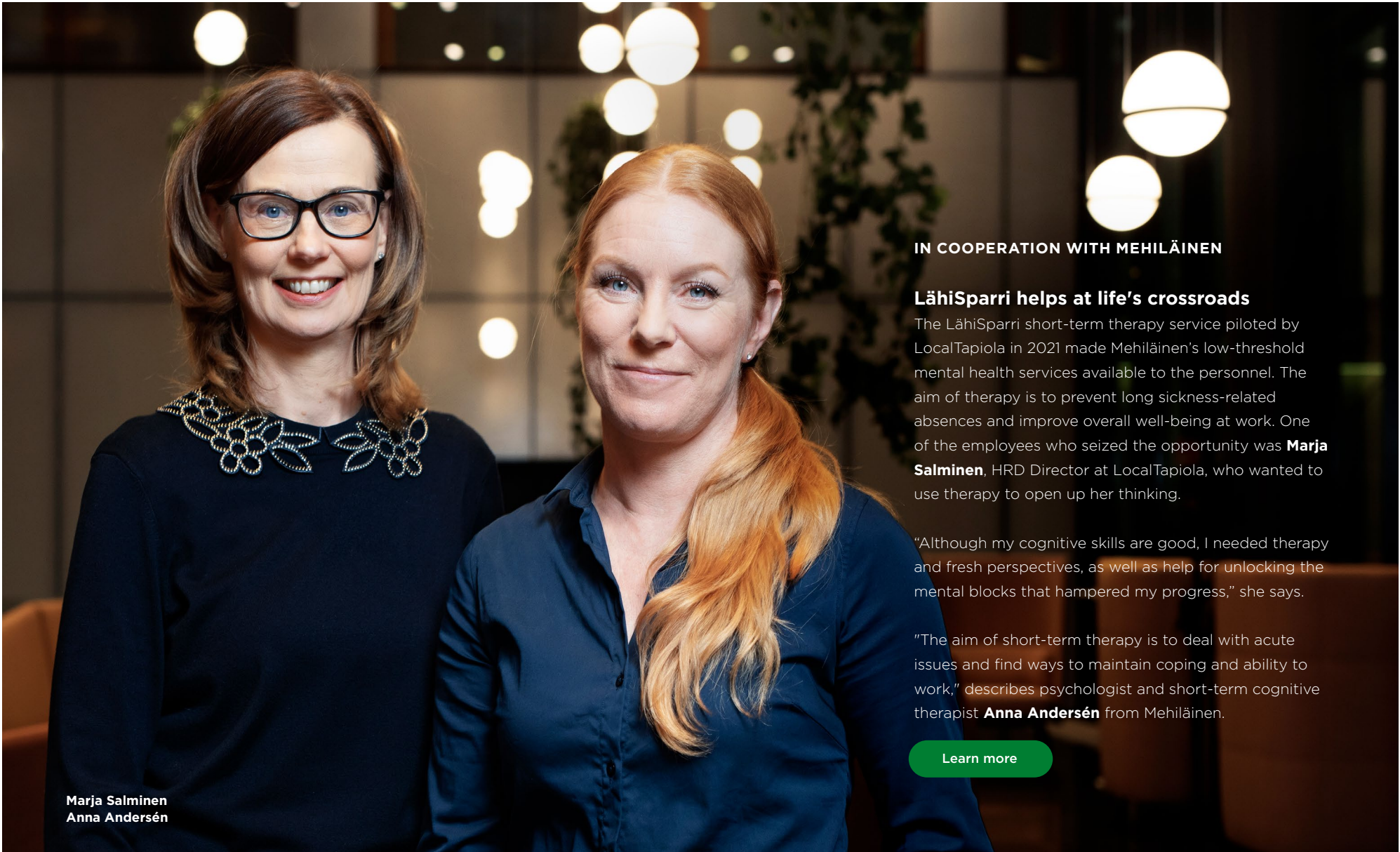
Physiotherapy is sought either on a physician's referral or directly without a referral. The aim of the medical rehabilitation funded by Kela, the Social Insurance Institution of Finland, is to strengthen the ability of the rehabilitee to cope with everyday activities.



SPEECH AND OCCUPATIONAL THERAPY AND NEUROPSYCHIATRIC COACHING ARE OFTEN PUBLIC SECTOR SERVICES

Speech and occupational therapy and neuropsychiatric coaching form an important part of the public sector services for the growth and development of many children and young people. Most of the services are public sector services funded by Kela, the Social Insurance Institution of Finland, as well as municipalities and hospital districts. Their need has grown by more than 10% annually.

Our goal is to meet the needs of our customers – individuals, employers, municipalities and hospital districts – in a comprehensive and multidisciplinary manner. We also want to further develop our operations to respond to growing demand with new service models and by expanding our geographical network. Our services are provided in nine therapy clinics by around 200 professionals.



Marja Salminen
Anna Andersén

IN COOPERATION WITH MEHILÄINEN

LähiSparri helps at life's crossroads

The LähiSparri short-term therapy service piloted by LocalTapiola in 2021 made Mehiläinen's low-threshold mental health services available to the personnel. The aim of therapy is to prevent long sickness-related absences and improve overall well-being at work. One of the employees who seized the opportunity was **Marja Salminen**, HRD Director at LocalTapiola, who wanted to use therapy to open up her thinking.

"Although my cognitive skills are good, I needed therapy and fresh perspectives, as well as help for unlocking the mental blocks that hampered my progress," she says.

"The aim of short-term therapy is to deal with acute issues and find ways to maintain coping and ability to work," describes psychologist and short-term cognitive therapist **Anna Andersén** from Mehiläinen.

[Learn more](#)

PUBLIC HEALTHCARE SERVICES

A STRONG PARTNER FOR THE PUBLIC SECTOR

Mehiläinen offers a wide range of public healthcare services to municipalities, cities, joint municipal authorities and hospital districts. Our customers have access to Mehiläinen's comprehensive digital services, a nationwide service network, a multi-professional operating model without queueing and services that meet the needs of the public sector. We maintain high quality standards in our services and track the effectiveness of the entire service chain.

The aim of Mehiläinen's public healthcare services is to be the primary partner of the public sector by providing effective healthcare without queueing and by promoting the well-being and functional capacity of our home care customers.

We also want to be the most attractive workplace in the industry.

2021 was a successful year for public healthcare services. Our operations grew strongly and we expanded to publicly funded therapy services. Despite the COVID-19 pandemic, access to treatment remained at an excellent level in our services: the T3 figure, which measures the availability of appointments with a physician for non-urgent treatment was, on average, 6.0 days. The use of digital services grew strongly. In addition, we launched a Data Science unit during the year to support management by knowledge and to develop proactive risk models for different customer groups.

Strong year of growth for home care services

During 2021, we invested in a strong expansion in the area of home care services. With the acquisition of Debora, which provides home care services, Mehiläinen became the market leader in the industry.

Kotipalvelu Mehiläinen has years of experience in services for the elderly and other special groups,

which enable the customers to live in their own homes for as long as possible. Our services consist of home care and its various support services, such as meal and shopping services, which are tailored to the customer.

Strong demand for staffing services

Our staffing services cover physician, dentist, psychologist, and nurse staffing as well as on-call services. Our recruitment process is fully digitalised through the OmaTyö application. Our organic growth was particularly strong in nurse staffing, driven by COVID-19 vaccinations and testing, as well as in psychologist staffing. We expanded to several new locations and increased our market share in all sectors.

In terms of ensuring and developing the quality of staffing services, the year was also a success. Investments in quality were reflected in customer satisfaction ratings – for example, customer satisfaction in personal assistance services rose to a whopping 9.7/10.

300,000 listed customers in Health Centre Mehiläinen

Health Centre Mehiläinen operates as part of the municipal public health centre network. Our service network expanded when Mehiläinen was selected as a service provider for the new health centre of 19,000 city residents in Ruoholahti, Helsinki. The health centre operates based on a new teamwork model without queues. The centre's

T3 has been 0-1 days since the start of the operations and the NPS index measuring customer satisfaction is 87. Mehiläinen was also selected as a provider of the health centre services in Siikalatva which started in January 2022.

COVID-19 challenges in Siikalatva and Länsi-Pohja

The public healthcare services also include the holistic outsourcing of Siikalatva's social and healthcare services, as well as joint ventures Mehiläinen Länsi-Pohja Oy and Harjun terveys oy.

The beginning of the year for Mehiläinen Länsi-Pohja was marred by the dissolution of the accumulated burden on other healthcare services due to COVID-19. The availability of care was at a good level, customer satisfaction with services continued to rise and digital services increased. The partnership with the municipalities acting as customers and shareholders of the company strengthened further in 2021.

In Siikalatva, the quality and availability of services were at an excellent level throughout 2021. The partnership with the municipality is strong. The greatest challenges during the year were related to the availability of personnel, for which solutions were sought in cooperation with Mehiläinen's international nurse recruitment agency HSS, in addition to the previous measures taken.

PUBLIC HEALTHCARE SERVICES IN FIGURES



74

NPS



5,000

Home care customers



90

Units



+60%

Number of visits at the Digital Clinic



6.0

T3 Physician's appointments



9.7/10

Customer satisfaction in the personal assistance services

IN COOPERATION WITH MEHILÄINEN

Ruoholahti health centre serves customers with multidisciplinary teamwork

The City of Helsinki is piloting the implementation of health centre services as an outsourced service at the Ruoholahti Health Centre. The aim is not only to provide top quality public healthcare, but also to learn from cooperation. The Ruoholahti Health Centre serves customers with multidisciplinary teamwork, complementing the Helsinki service network. The City of Helsinki will closely monitor Mehiläinen's performance.

"The idea is to pass on good practices to the activities of the municipal sector as well. We will make comparisons and identify what Mehiläinen does differently," says **Leena Turpeinen**, Director of Health and Substance Abuse Services in Helsinki.

[Learn more](#)





QUICK ACCESS TO CARE AT HARJUN TERVEYS

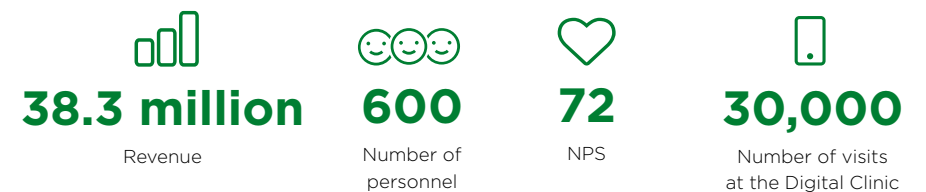
HARJUN TERVEYS, the joint venture of the Päijät-Häme Joint Authority for Health and Wellbeing and Mehiläinen, has been the provider of the health and social services centres in Lahti, Kärkölä and Iitti from the beginning of 2021. The outsourcing agreement spans ten years and includes two five-year options. The aim of Harjun Terveys is to provide Päijät-Häme residents with the best social and health centre services in the country.

The operations of Harjun Terveys have been organised in a way that has not previously been widely used in public primary healthcare. The activities are based

on multidisciplinary teams, which include physicians and nurses, psychiatric nurses, physiotherapists, social counsellors and dental hygienists. Digital services, such as the 24/7 Digital Clinic, are widely used by residents of the area.

Harjun Terveys has enabled quick access to care and, in practice, queueless primary healthcare. Solving the customer's needs start at the first contact, and in non-urgent matters, the first appointment can in most cases be offered for the same or the following day. A healthcare professional can be reached at the Digital Clinic quickly, anywhere and at any time.

HARJUN TERVEYS IN FIGURES



The T3 figure measures the availability of non-urgent appointments with a physician.

16.3

T3 Dentist

3.0

T3 Physician's appointments

SOCIAL CARE SERVICES

GOOD LIVING IN ONE'S OWN HOME

The need for residential care services will grow in Finland in the future as the population ages.

At Mehiläinen, we want to offer solutions to ensure that people in need of support and care have the opportunity to have a safe home and an independent, good life. Residents and their loved ones play an important role in the planning of the activities of our homes.



Mehiläinen's social care services provide residential care services in more than 300 units around Finland with more than 5,000 professionals. The past year was successful for social care services

in several aspects: the number of residents in care services for the elderly, mental health rehabilitees and people with disabilities increased throughout the year and our home network grew by 10 new units, either through new openings, substitutions or acquisitions. In contrast, fewer new placements than in the previous year were made in institutional foster care for children.

Investments in quality development continued

Investments in quality development continued. We continued to focus on the development of the quality of our services in 2021. Our goal is to be the quality leader in the social care services, and we are working hard to achieve this. During the year, this work was demonstrated in concrete terms, for example, through implementation of new ERP systems and customer group-specific quality manuals, which were built to facilitate the practical implementation of the services.

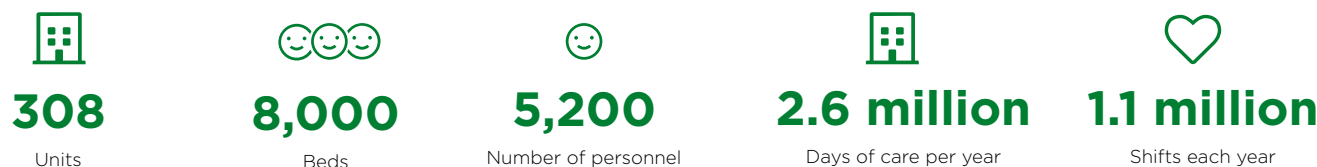
Other significant milestones were also reached regarding quality during the year. The quality index developed very positively in the Mainiokodit homes for the elderly, showing that quality has become an increasingly integral part of the daily work in our care homes. Ykköskodit and Onnikodit introduced a new quality index survey that takes better account of the characteristics of each customer group.



The year 2021 was characterised by challenges in the availability of employees, and we expect that the challenges will continue in the future. The underlying causes are clear. The COVID-19 pandemic effectively tied nurses to other tasks, while the Act on Supporting the Functional Capacity of the Older

Population and on Social and Health Services for Older Persons, which entered into force in October 2020, increased the staffing requirement. We respond to these challenges in particular by focusing on the development of supervisory work, personnel competence and well-being at work.

SOCIAL CARE SERVICES IN FIGURES



FOUR LINES OF BUSINESS OF SOCIAL CARE SERVICES



MAINIOKODIT HOMES FOR THE ELDERLY

The 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. Our goal is to be the quality leader in the industry and the sector's most attractive workplace.

At the Mainiokodit homes, the focus of services is on the residents, their habits, customs and favourite pastimes. Their loved ones are also involved. The communality manifests as resident meetings, joint activities and events.

The Mainiokodit brand symbol, the rag rug, depicts the whole spectrum of life with joy and sadness. We offer each resident a home of their own that crystallises into the idea "You can feel it when you're home".

84 Units | **3,900** Beds



ONNIKODIT HOMES FOR PEOPLE WITH DISABILITIES

The Onnikodit homes enable people with disabilities to live personalised and active lives. Those in need are provided with a home, where they can enjoy the most fulfilling and safe daily life possible.

Our services are always based on the residents' own unique strengths, interests and needs for support. At the Onnikodit homes, everyone is allowed to create a cosy space of their own and participate in the daily activities of the home according to their abilities. Daytime, work and recreational activities keep residents active. Residents' opinions play an important role in the planning of our operations.

The goal of the Onnikodit homes is to be the first choice for residents, their loved ones and employees. In addition to successes, we have also faced challenges, and we are committed to continuing to work towards our goals.

42 Units | **760** Beds



YKKÖSKODIT HOMES FOR MENTAL HEALTH AND SUBSTANCE ABUSE REHABILITEES

In the Ykköskodit homes, mental health and substance abuse rehabilitees are encountered with understanding and empathy. Our operations highlight the overall appreciation of good encounters with the customer, as well as supporting a personalised life for each individual.

The Ykköskodit homes support customers when their own resources need a boost from other people. Together with our customers, we set goals to which we help them to embrace their own independent lives. In the case of long-term rehabilitees, we support the maintenance of their functional capacity, the fulfilment of everyday dreams and a personalised life.

92 Units | **2,600** Beds



FAMILAR'S CHILD WELFARE SERVICES

Familiar is the leading private provider of child welfare services in Finland. Our mission is to build a better future by advancing the well-being of children and families together with them. We provide with a wide range of highly effective services from light preventive services for families to specialised institutional care.

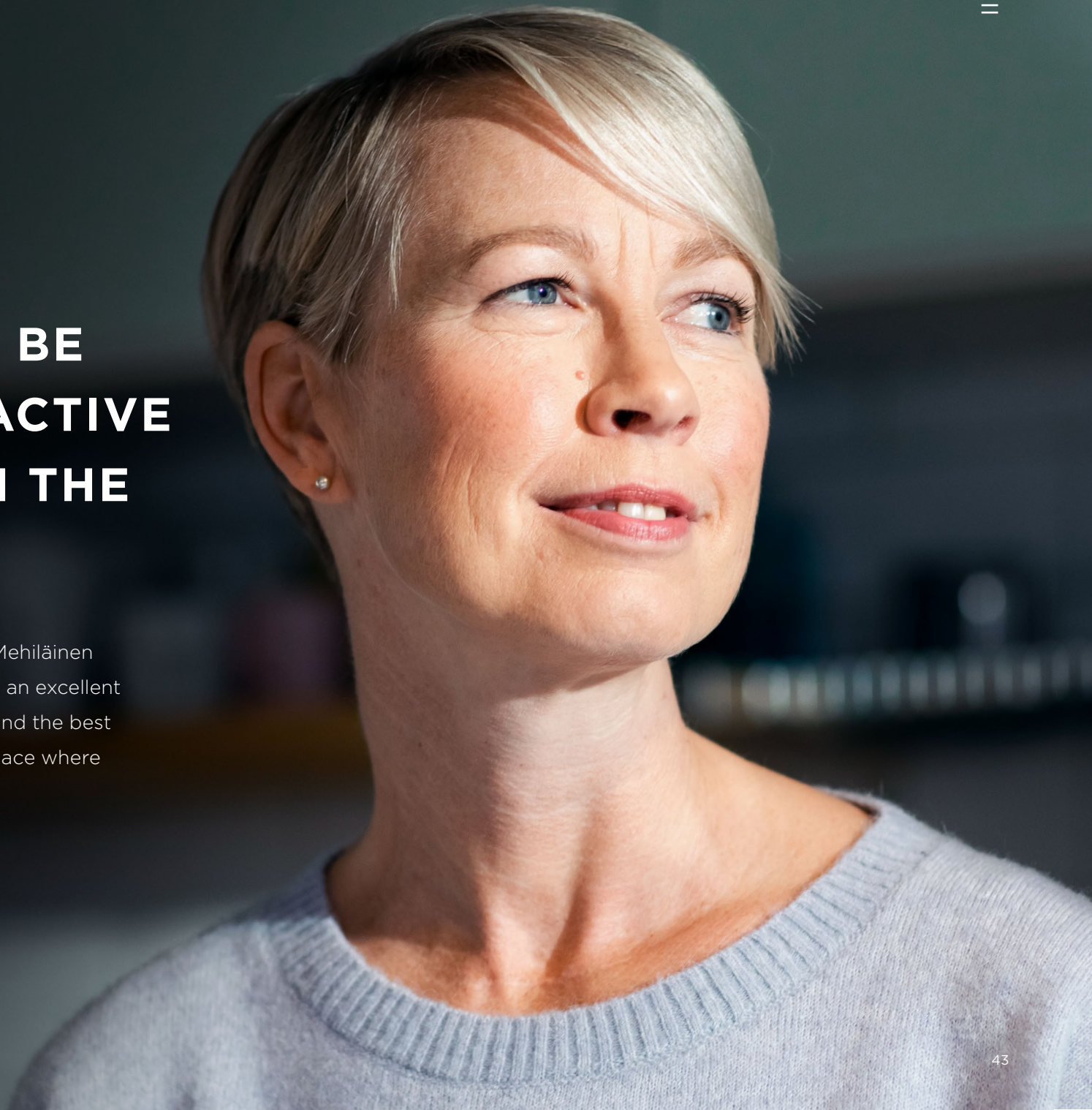
Familiar's multidisciplinary staff works in close cooperation with municipalities and provides services that focus on children and families. We believe that every child, young person and family has resources, skills and the strength to cope with their lives. Bringing these out and strengthening them is our core task.

90 Units | **650** 24/7 Beds

MEHILÄINEN AS AN EMPLOYER

WE WANT TO BE THE MOST ATTRACTIVE WORKPLACE IN THE INDUSTRY

There are already more than 29,000 Mehiläinen professionals. Our goal is to be known as an excellent workplace, with interesting work tasks and the best people. Mehiläinen aims to be a workplace where everyone feels comfortable.



The social care and healthcare sector is struggling with a growing labour shortage. There is a need for 20,000 new nurses in the sector by 2030, and the need will increase as the population ages. A number of measures are needed to address this issue: more training places and more work-based immigration, but also a strong focus on the well-being of staff and the overall attractiveness of the sector.

Positive developments in the personnel survey

We aim to be a good workplace where everyone feels comfortable. Our 2021 personnel survey again shows a positive development towards that goal. The overall satisfaction in the personnel survey reached an excellent level of 3.9/5. The total number of respondents to the survey was record-high at approximately 7,500. Our new companies in Estonia and Sweden also participated in the survey.

According to the survey, the most development took place in learning and development opportunities and in high-quality tools. On the other hand, the survey also indicated that investments in improving training and development opportunities and induction must continue.

Overall satisfaction in the personnel survey reached an excellent level. We are a good place to work.



AS A SUPERVISOR IN MEHILÄINEN

“Challenging, diverse, interesting, responsible, demanding, inspiring, fulfilling, rewarding, busy, independent”

Those are words that our supervisors have used to describe their work in our well-being at work survey for several years. In addition to general satisfaction, the words describe Mehiläinen's corporate culture and operating principles. We have wanted to bring decision-making and opportunities for influence as close as possible to our customers and professionals.

We have invested millions of euros in supervisory work since 2019 through joint coaching. The results are reflected in the well-being at work of the entire staff as well as our supervisors.. Our supervisor index was 4.1/5.

Investments in the competence of supervisors will continue in 2022. In addition to Mehiläinen Executive Education (MEE) training, which is implemented in cooperation with Aalto University, we have created several new learning modules for supervisors. We will also start an international MEE group with participants from Finland, Estonia and Sweden.

MEHILÄINEN'S PROFESSIONALS



OUR VALUES

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



5,600

Physicians, of whom approximately 3,700 are private practitioners

29,000

Total number of employees and private practitioners

4.3/5

Result of the equality questionnaire (1,351 answers)



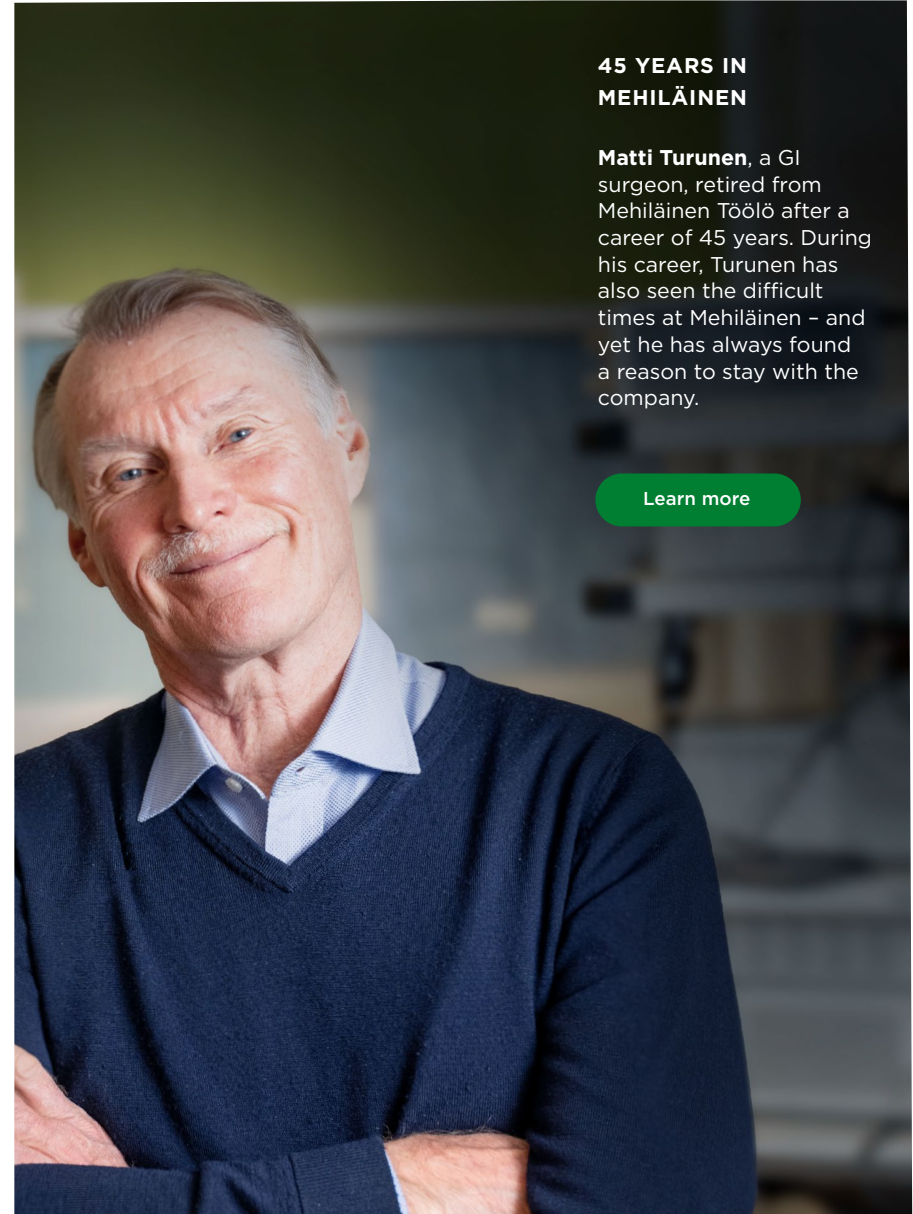
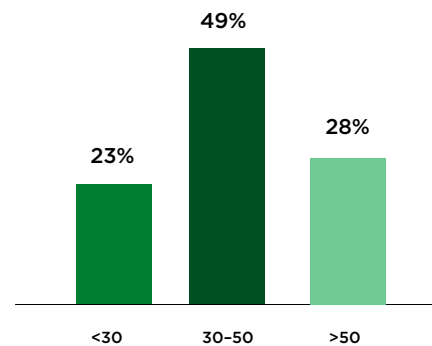
PERSONNEL GROUPS

20% Physicians and dentists

71% Care and nursing staff

9% Supervisors and administration

AGE DISTRIBUTION



45 YEARS IN MEHILÄINEN

Matti Turunen, a GI surgeon, retired from Mehiläinen Töölö after a career of 45 years. During his career, Turunen has also seen the difficult times at Mehiläinen – and yet he has always found a reason to stay with the company.

[Learn more](#)

HSS RECRUITS AND TRAINS INTERNATIONAL NURSES TO FINLAND

HEALTHCARE STAFFING SOLUTIONS (HSS)

is Mehiläinen's wholly owned subsidiary that recruits and trains staff for the needs of the social care and healthcare sector in cooperation with its partners.

The objective of HSS is to solve the growing need for personnel in the social care and healthcare sector. More skilled professionals are needed in Finland in order for the elderly to receive high-quality care now and in the future, as the baby boomer generation ages. It is already difficult to recruit employees in Finland. It is also not easy for nurses from outside the EU and the EEA to find work that matches their education.

The training model developed by HSS makes it possible to recruit and train social care and healthcare professionals and bring them to Finland from anywhere in the world.

An essential part of the model is the digital training platform developed by HSS, where students study Finnish in their country of origin and acquire knowledge and skills needed for a practical nurse qualification.

Once the participants arrive in Finland, they will take care assistant training and can work as care assistants. The participants are given the opportunity to study further in order to qualify as a practical nurse in upper secondary education. After graduation, the participants will work in Finland as social care and healthcare professionals and will be covered by the Finnish collective agreement. Most of those who have started the HSS training are from the Philippines.

The training model enables responsible and sustainable recruitment. The model does not include any intermediaries and the training is free of charge.

FROM HONG KONG TO TAMPERE

When **Marichu Ebunalo** from the Philippines saw HSS's recruitment announcement on social media about international educational cooperation, she knew this was her chance. The training programme enable Ebunalo to fulfill her long-term dream of working in the nursing sector in Finland.

"I had been waiting for an opportunity for a long time. When one finally presented itself, I just wondered why it took so long!"

[Learn more](#)



FINANCIAL REVIEW

- 49** Key figures
- 50** Tax footprint
- 51** Mehiläinen's management

FINANCIAL REVIEW

A YEAR OF INTERNATIONAL GROWTH AND INVESTMENTS

Mehiläinen's profitable growth continued during 2021. Strong finances enabled extensive investments in quality and development of operations during the year.



KEY FIGURES

Looking at 2021, Mehiläinen’s revenue, operating profit and number of personnel increased significantly despite the continuation of the COVID-19 pandemic.

The revenue of the Mehiläinen Group increased by 20.3 percent from the comparison period, to EUR 1,398.9 (1,162.5) million. The growth was supported by increased demand for services compared to the previous year and the completed acquisitions in Finland and abroad. The underlying EBITA* increased by 22.0 percent from the previous year and was EUR 163.6 (134.1) million. Profit for the financial year totalled EUR 24.9 (0.2) million in 2021.

REVENUE DISTRIBUTION

67%

Healthcare services
- Finland

30%

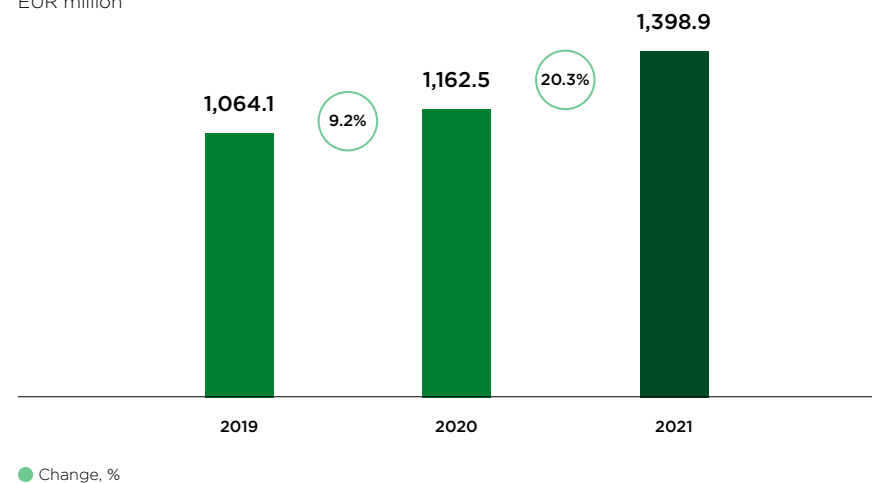
Social care services

3%

Healthcare services
- international

Revenue

EUR million



Key figures

	2019	2020	2021
Revenue	1,064.1	1,162.5	1,398.9
Underlying EBITA*	118.8	134.1	163.6
Profit for the financial year	0.6	0.2	24.9
Revenue growth, %	11.5	9.2	20.3
Underlying EBITA, %	11.2	11.5	11.7

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

Investments at a record-high level

During 2021, we invested heavily in growth, tripling our investments from the previous year. Total investments including acquisitions amounted to EUR 159.7 (52.8) million. In addition, we invested in new rentals by building new premises.

The investments will enable the expansion of our service network and an increasingly high-quality, comprehensive service for our customers. The main investments of the year were made in the following areas:

International growth

- During the year, Mehiläinen expanded to Sweden, Estonia and Germany, making significant investments in the markets through acquisitions.
- Our subsidiary Beehealthy invested in the development of a digital healthcare platform solution.

Medical clinic facilities

- We opened new full-service medical clinics in Espoo, Kajaani, Rovaniemi and Vaasa
- We expanded our existing clinics in Mikkeli, Lahti, Kuopio and Rauma.
- At the beginning of 2022, the new medical clinic premises will be completed in Vantaa. The clinic will offer customers Working Life Services as well as Hammas Mehiläinen's dental services and Sports Mehiläinen's services.

Digital services

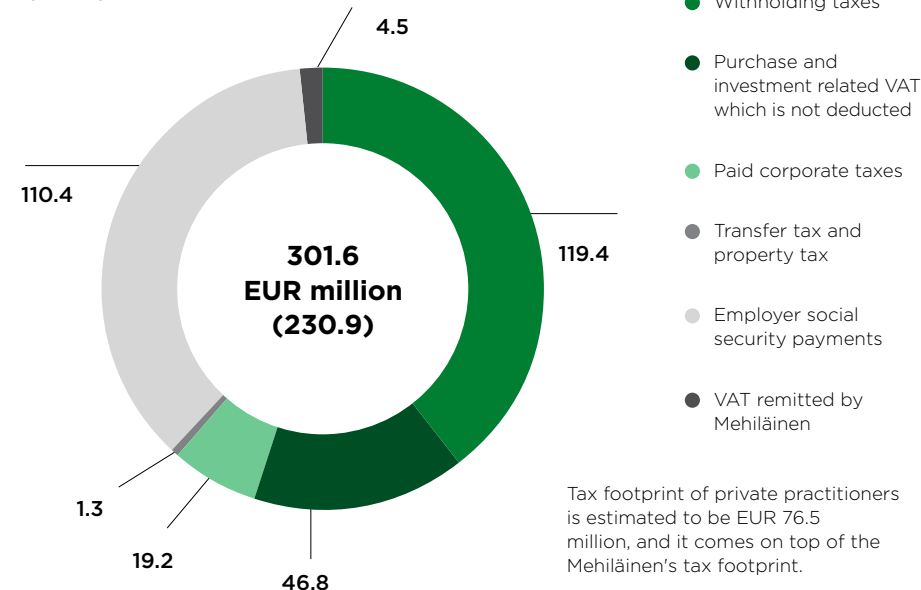
- Demand for and development of digital services continued to be strong. The development work was done in the digital services introduced to the customers of Harjun terveys, the joint venture of Mehiläinen and Päijät-Häme Joint Authority for Health and Wellbeing, among other things.
- The Digital Clinic Occupational Health Clinic was piloted with corporate customers.

Detailed financial statements are published on Report of the Board of Directors and Financial Statements on our website.

[Learn more](#)

Tax footprint

EUR million



Tax footprint of private practitioners is estimated to be EUR 76.5 million, and it comes on top of the Mehiläinen's tax footprint.

From the Mehiläinen's total tax footprint EUR 287.5 million were collected in Finland and EUR 14.1 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 | M.Sc. (Tech.)
born 1979

At Mehiläinen since 2006. Over 15 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 15 years of experience in the provision, development and management of public healthcare services. Chairman of the Board of Mehiläinen Länsi-Pohja Oy and Harjun terveys oy.



Harri Pomell

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

At Mehiläinen through Mediverkko since 2006. More than 15 years of extensive experience in the social care and healthcare services and healthcare services sector. Previously worked at GSK and CRF Health, for example.



Johanna Asklöf

Medical Clinics | Licentiate of Medicine, MBA
born 1972

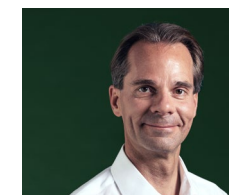
At Mehiläinen since 2007. A strong experience in healthcare and management in medical clinics, hospitals, and working life services, as well as services for the elderly. Previously worked at Orion Pharma, for example.



Kaisla Lahdensuo

Chief Medical Officer, Quality | 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, Savcori and Sonera SmartTrust, among others.



Business line management



Oskari Eskola
New Markets and BeeHealthy
| M.Sc. (Tech), born 1985

At Mehiläinen since 2019. An extensive international experience in business development. Previously worked at Tele2, Triton and Bain & Company, among others. Member of the Mehiläinen Board of Directors in 2015–2017.



Niklas Härus
Residential Care Services for the elderly
| M.Sc. (Econ.), born 1986

At Mehiläinen through Mediverkko since 2010. Over a decade of strong experience in the management of social care and healthcare services. Previously worked at Ernst & Young, for example.



Antti Miettinen
Working Life Services |
M.Sc. (Econ.), born 1976

At Mehiläinen since 2015. An extensive experience in the service business, developing services for corporate clients and in sales management. Previously worked at Ilmarinen, IBM and PwC, among others.



Lasse Männistö
Outsourcings | M.Sc. (Econ)
born 1982

At Mehiläinen through Mediverkko since 2009. Over a decade of extensive experience in social welfare and healthcare management and development. Member of Parliament from 2011 to 2015.



Tuomas Polttila
Dental Care | Licentiate of
Dentistry, born 1981

At Mehiläinen through Mediverkko since 2006. More than fifteen years of experience in the development and management of private and public sector healthcare services.



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

At Mehiläinen through Mediverkko since 2008. Over ten years of diverse experience in the management and provision of healthcare services to corporate, private and public sector customers. Previously worked at Accenture, among others.

Support function management



Kalle Alppi
IT & Digital |
B. Eng., born 1976

At Mehiläinen since 2016. Efficient technology and business integrator. Previously worked at software companies such as Rovio and Visma.



Sami Koski
Legal Affairs | LL.M. with court
training, born 1968

At Mehiläinen since 2005. A strong and diverse experience in mergers and acquisitions and other legal and contractual matters. Previously worked at Kemira and a law firm, among others.



Marina Lampinen
Public Affairs and
Corporate Responsibility |
MA (Education), born 1987

At Mehiläinen since 2019. An extensive experience in various sectors of society. Previously worked at Milton and the European Parliament, for example.



Laura Martinsuo
Communications |
M.Sc. (Econ), born 1978

At Mehiläinen since 2015. Strong and versatile experience in communications. She has previously worked at Danske Bank and Sampo Bank.



Tatu Tulokas
HR | M.Sc. (Econ.), M.Sc. (Mil)
born 1977

At Mehiläinen since 2018. Versatile management experience in business, HR and financial administration. Previously worked at Silta Oy, Diacor and Finnair, for example.



Karolus Viitala
Marketing | M.Sc. (Econ)
born 1987

At Mehiläinen since 2020. Diverse experience in management and specialist positions in marketing. Previously worked in the Bob the Robot Group, McKinsey & Company, and Otto Brandt, among others.

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