

2019

Interim Report

1 January – 30 September 2019

Inspiring
spaces

Martela



MARTELA CORPORATION'S INTERIM REPORT 1 JANUARY – 30 SEPTEMBER

The January–September 2019 revenue improved slightly and operating operating result decreased compared to previous year. Operating result decreased due to the tight competition which has led to decreased sales margins and due to non-recurring items caused by savings actions.

July–September 2019

- Revenue was EUR 25.9 million (24.4), representing a change of 6.1 %
- Comparable operating result was EUR 1.5 million (0.0)
- Operating result according to IFRS was EUR 1.0 million (0.0)
- Operating profit per revenue was 4.0 % (-0.1 %)
- The result for the period improved and was EUR 0.9 million (-0.1)
- Earnings per share amounted to EUR 0.22 (-0.03)

January–September 2019

- Revenue was EUR 76.3 million (75.3), representing a change of 1.4 %
- Comparable operating result was EUR -2.1 million (-1.9)
- Operating result according to IFRS was EUR -2.6 million (-1.9)
- Operating profit per revenue was -3.4 % (-2.5 %)
- The result for the period declined and was EUR -3.0 million (-2.3)
- Earnings per share amounted to EUR -0.73 (-0.55)

Outlook

Outlook for 2019

The Martela Group anticipates that its revenue and operating result in 2019 will improve slightly compared to the previous year. Traditionally Group's operating result accumulates during the second half of the year.

Key figures, EUR million

	2019	2018	Change	2019	2018	Change	2018
	7-9	7-9	%	1-9	1-9	%	1-12
Revenue	25,9	24,4	6,1 %	76,3	75,3	1,4 %	103,1
Operating result	1,0	0,0		-2,6	-1,9		-2,1
Operating result %	4,0 %	-0,1 %		-3,4 %	-2,5 %		-2,0 %
Result before taxes	0,9	-0,1		-3,1	-2,3		-2,5
Result for the period	0,9	-0,1		-3,0	-2,3		-2,4
Earnings/share,eur	0,22	-0,03		-0,73	-0,55		-0,57
Return on investment %	13,7	-1,1		-11,2	-7,2		-4,9
Return on equity %	21,6	-2,5		-23,5	-14,7		-11,4
Equity ratio %				30,3	41,7	-27,4 %	39,2
Gearing %				54,6	20,5	166,7 %	0,7

Matti Rantaniemi, CEO:

“Our revenue increased in the third quarter by 6.1% compared to same time in previous year. Due to this revenue for January–September 2019 was EUR 76.3 million representing a increase of 1.4% compared to same time in previous year. It was also positive that our revenue in the third quarter grew also in Finland when compared to same time in previous year.

New orders continued to grow in the third quarter 2019 compared to same time previous year. New orders grew in all other segments than public sector. I am especially pleased about the growth in Norway and Sweden.

Operating result improved in the third quarter when comparing to same time previous year. Comparable operating result was EUR 1.5 million (0.0). This was a result of increased revenue and slightly improved sales margin. Operating result according to IFRS includes EUR 0.5 million of non-recurring expenses arising from co-operation negotiations earlier this year. Result for the period was EUR -2.6 (-1.9) million. Increased operating result in the third quarter 2019 shows that our actions for improving the result are starting to materialize. I believe that changes in the market conditions are for the longterm and therefore we will continue executing the EUR 4 million savings program as planned and improving our productivity.

Market conditions will continue to be challenging in the near future, but we strongly believe that the basis for our strategy remains. Transformation in working and learning environments will continue, get stronger and expand. Working and learning environments will have to be sustainable and to be able to adapt faster as needs and circumstances constantly keep changing. This will require capabilities to follow and understand the use of space and needs of the users, and to be able to renew and optimize the space according to those needs. Martela has expanded the strategically important Pod family by introducing several new products into it. These are specifically planned to meet the requirements of constantly growing need of flexible spaces.”

Market situation

There has not been any major changes in the private sector market conditions. However market conditions in the Finnish public sector has been toughened and prices have decreased. The demand for Martela’s products and services is fundamentally affected also by the general economic situation and by the extent to which companies and the public sector need to strengthen the utilisation of their spaces and make their workplaces more effective as management tools.

Revenue and operating result

Revenue and result for July–September 2019

Revenue for July–September was EUR 25.9 million (24.4) and increased by 6.1 % from the previous year. Compared to the previous year, revenue increased in Sweden by 33.4 %, in Other countries by 14.2 % and in Finland by 4.7 %. Revenue declined by 17.2 % in Norway.

The Group's comparable operating result in July-September was EUR 1.5 million (0.0) and operating result according to IFRS was EUR 1.0 million (0.0). The operating result was affected by non-recurring costs of EUR 0.5 million caused by personnel related savings actions.

The July–September comparable result before taxes was EUR 1.4 million (-0.1) and net result EUR 1.4 million (-0.1). The July–September result before taxes according to IFRS was EUR 0.9 million (-0.1) and net result EUR 0.9 million (-0.1).

Revenue and result for January–September 2019

Revenue for January–September was EUR 76.3 million (75.3) and increased by 1.4 % from previous year. Compared to previous year, revenue increased in Sweden by 26.8 % and Norway by 21.6 %. In Finland revenue declined by 0.8 % and in Other countries by 20.2 %.

The Group's comparable operating result in January-September was EUR -2.1 million (-1.9) and operating result according to IFRS was EUR -2.6 million (-1.9). The operating result was affected by non-recurring costs of EUR 0.5 million caused by personnel related savings actions.

The January–September comparable result before taxes was EUR -2.6 million (-2.3) and net result EUR -2.5 million (-2.3). The January–September result before taxes according to IFRS was EUR -3.1 million (-2.3) and net result EUR -3.0 million (-2.3).

Revenue by country, EUR million

	2019	2018	Change	2019	2018	Change	2018
	7-9	7-9	%	1-9	1-9	%	1-12
Finland	21,0	20,1	4,7 %	61,4	62,0	-0,8 %	86,2
Sweden	2,3	1,8	33,4 %	6,8	5,4	26,8 %	7,0
Norway	1,0	1,3	-17,2 %	5,1	4,2	21,6 %	5,2
Other	1,5	1,3	14,2 %	3,0	3,7	-20,2 %	4,6
Revenue total	25,9	24,4	6,1 %	76,3	75,3	1,4 %	103,1

Income from the sale of goods	22,4	21,7	3,3 %	66,2	65,7	0,8 %	90,2
Income from the sale of services	3,5	2,7	28,6 %	10,2	9,6	6,0 %	12,9

Cumulative revenue includes EUR 127 thousand (67) income from sold furniture that based on the customer agreement is classified as rental income.

Martela started a cost efficiency improvement program in the second quarter in order to improve its profitability. Target for the cost efficiency program is to reach EUR 4 million annual savings. Purpose of the planned actions is to align company's cost base to meet current market conditions and to secure set profitability targets. In addition to decrease fixed costs, company is also investigating other alternatives to change cost base to be more flexible. Planned savings will start to materialize gradually from the beginning of 2020 and will have full impact by the first quarter of 2021. Already implemented actions of this program will lead to savings of approx. EUR 2.7 million. Main part of the savings will materialize in the beginning of year 2020.

Financial position

The cash flow from operating activities in January–September was EUR 1.3 million (3.4). The reclassification of rental expenses to repayments of lease liabilities in cash flow from financing activities under IFRS 16 had a positive effect on operative cash flow of EUR 1.9 million.

At the end of the period, interest-bearing liabilities stood at EUR 15.9 million including EUR 5.4 million lease liabilities according to IFRS 16. At the end of comparison period the interest bearing liabilities stood at EUR 12.3 million. Net liabilities were EUR 8.3 million (3.8). At the end of the period, short-term limits of EUR 5.0 million were in use (6.0) and available limits stood at EUR 2.0 million.

The gearing ratio at the end of the period was 54.6 % (20.5) and the equity ratio was 30.3 % (41.7). The key ratios were negatively impacted by the lease liabilities according to IFRS 16 (EUR 5.4 million). Financial income and expenses were EUR -0.5 million (-0.4).

Financing arrangements include covenant clauses in which the ratio between the Group's net liabilities and EBITDA and the Group's equity ratio are examined. The key figures calculated at the end of the review period did not fulfill the EBITDA covenant, but Martela has received a waiver for the breach from the financiers covering most of the debts. The loans from financial institutions that a waiver has not been agreed on have been reported as short term debts. The balance sheet total stood at EUR 52.0 million (45.2) at the end of the period.

Capital expenditure

The Group's gross capital expenditure for January– September was EUR 1.9 million (0.3).

Personnel

The Group employed an average of 496 people (513), which represents a decrease of 17 persons or 3.3 %. The number of employees in the Group was 468 (500) at the end of the review period. Personnel costs in January–September totalled EUR 20.3 million (19.8).

Personnel on average	2019	2018	Change	2018
by country	1-9	1-9	%	1-12
Finland	425	435	-2,3 %	432
Sweden	21	30	-30,0 %	28
Norway	10	11	-9,1 %	11
Other	40	37	8,1 %	39
Total	496	513	-3,3 %	510

Martela's offering

In line with its Lifecycle strategy Martela creates high-quality services for workplaces and learning environments along the full lifecycle. Our offering includes workplace and learning environment specification and planning, implementation and furnishing as well as continuous measurement and optimization.

To add to the traditional way of purchasing Martela has introduced two new service models, Workplace as a Service and Learning environment as a Service. The monthly service fees can include everything from one to all of the lifecycle phases.

During 2019 Martela expanded the Pod product family by introducing the PodBooth and new PodMeeting products. Also a new version of the popular Grip-series was launched and the Bit-series has been expanded with new products.

OTHER MATTERS

Changes in Management Team

VP, People and Sustainability Maija Kaski left the company to move to the next stage in her career. She left her duties on January 8, 2019. The change has been announced in the stock exchange release on November 30, 2018.

Group structure

There were no changes in Group structure during the review period.

Shares

In January–September, a total 494 680 (930 850) of the company's series A shares were traded on the NASDAQ OMX Helsinki exchange, corresponding to 13.9 % (26.2) of the total number of series A shares.

The value of trading turnover was EUR 1.5 million (5.6), and the share price was EUR 2.81 at the end of the period (4,25). During January–September the share price was EUR 3.35 at its highest and EUR 2.55 at its lowest. At the end of September, equity per share was EUR 3.69 (4.52).

Treasury shares

Martela did not purchase any of its own shares in January–September. Martela owns a total of 13 082 Martela A shares and its holding of treasury shares amounted to 0.3% of all shares and 0.1% of all votes. Out of the shares 12 036 were purchased at an average price of EUR 10.65 and 1 046 were transferred from Martela Corporation's joint account to the treasury shares reserve based on the decision by AGM on March 13, 2018.

Share-based incentive programme

In the effective share-based incentive programme, there are two earning periods, which are 2017–2018 and 2019–2020. The Board of Directors will decide the earning criteria and the goals for each criterion of the programme at the beginning of each earning period.

The target group for the 2017–2018 and 2019-2020 earning periods is the Group's Management Team. The potential reward of the programme from the earning period 2017–2018 was based on the Group's Earnings before Interest and Taxes (EBIT) and from the earning period 2019-2020 based on the Group's revenue and Earnings before Interest and Taxes (EBIT). No incentives will be paid for the earning period 2017–2018. The potential reward for the earning period 2019-2020 will be paid in one transaction as shares and a cash portion in year 2021. The cash portion is aimed to cover taxes and other costs related to the reward. The shares paid as reward may not be transferred during an approximate one-year restriction period established for the shares. For shares earned from the performance period 2019—2020, the restriction period will end on 30 April 2022. Management of the share-based incentive scheme has been outsourced to an external service provider.

2019 Annual General Meeting

Martela Corporation's Annual General Meeting was held on Thursday, March 14, 2019. The Meeting approved the Financial Statements and discharged the members of the Board of Directors and CEO from liability for the year of 2018. The Board of Directors proposal for a dividend of EUR 0.10 per share was approved. The record date for dividend payments was March 18, 2019 and the dividend was paid on April 17, 2019.

The Annual General Meeting confirmed that the Board of Directors will consist of seven members and Ms. Minna Andersson, Mr. Eero Leskinen, Mr. Eero Martela, Mr. Heikki Martela, Ms. Katarina Mellström and Ms. Anni Vepsäläinen be re-elected as members of the Board of Directors and Mr. Jan Mattsson elected as a new member of the Board of Directors.

KPMG Oy Ab, Authorised Public Accountants, was reappointed as the company's auditor.

The Annual General Meeting authorized the Board in accordance with the proposal of the Board of Directors to decide on the repurchase of own shares, issuance of own shares and/or to dispose of the own shares held by the Company.

The new Board of Directors convened after the AGM and elected from its members Heikki Martela as Chairman and Eero Leskinen as Vice Chairman.

Corporate responsibility and quality

Responsibility forms an integral part of Martela's strategy and operations. We support the responsibility of our customer companies by offering sustainable solutions for the workplace throughout its entire life cycle and by ensuring the responsible recycling of any furniture that is no longer needed. The company's Martela Lifecycle -model covers the entire lifecycle of the workplace. The Group has a quality and environmental system certified by an independent certifier, and they guarantee that operations are continuously improved, client expectations met and environmental matters taken into consideration.

Further information on the responsibility of the Group's operations can be found in the annually published responsibility report. Martela's responsibility reporting includes extensive non-financial information (NFI) required by the new accounting legislation. It has been published since 2010. All reports are available on the Martela website.

Administration

Martela Corporation is a Finnish limited liability company that is governed in its decision-making and management by Finnish legislation, especially the Finnish Limited Liability Companies Act, by other regulations concerning public listed companies, and by its Articles of Association. The company complies with the NASDAQ OMX Guidelines for Insiders and the Corporate Governance Code 2015 for Finnish listed companies published by the Securities Market Association. More information on Martela's governance can be found on the company's website.

EVENTS AFTER THE END OF THE FINANCIAL YEAR

No significant events requiring reporting have taken place since the January–September period, and operations have continued according to plan.

SHORT-TERM RISKS

The principal risk regarding profit performance relates to the general economic uncertainty and the consequent effects on the overall demand in Martela's operating environment. Due to the project-based nature of the sector, forecasting short-term developments is challenging.

Outlook

Outlook for 2019

The Martela Group anticipates that its revenue and operating result in 2019 will improve slightly compared to the previous year. Traditionally Group's operating result accumulates during the second half of the year.

TABLES

Accounting policies

Martela Corporation's consolidated financial statements have been prepared in compliance with the IAS 34 standard and the International Financial Reporting Standards (IFRS) valid on 30 September 2019. The figures in the release have been rounded and the total sum of individual figures may differ from the total presented in the release. The figures presented in this release have not been audited. Same accounting principles have been applied in this report as in the financial statements 2018, except for the following changes in IFRS standards implemented during the year:

IFRS 16

Through the implementation of the IFRS 16 Martela recognized EUR 6 115 thousand of right-of-use-assets and EUR 6 174 thousand of Lease liabilities to the opening balance sheet of 1.1.2019. Martela implemented the standard using the modified retrospective method without recalculation of comparative figures. Martela used retrospective approach in calculating the right of use assets book values for some office space leases using the borrowing rate of 1.1.2019, for other leases the calculations were made from 1.1.2019 onwards. The rental period of the lease contracts is either the period in lease agreement or an estimated rental period. Estimated rental periods are used for open ended agreements. The estimated rental periods are 2 years for rented offices and sales facilities and 1 year for warehouses. Martela does not apply IFRS 16 to leases for which the lease term ends within 12 months and are not offices or warehouses in use by Martela. The expenses from such short term leases are recognized as expenses in other operating expenses.

The lease agreements are included in the balance sheet of 30.9.2019 as follows	
1 000 €	
Tangible assets	
Right of use assets - Buildings	4 640
Right of use assets - Machinery and equipment	699
Total	5 339
Non current liabilities	
Lease liabilities	2 978
Current liabilities	
Lease liabilities	2 457
Liabilities total	5 435

The lease agreements are included in the income statement of 30.9.2019 as follows	
1 000 €	
Other operating expenses	
Vehicles	-303
IT	-10
Real estate	-1 619
Other expenses	9
Depreciation and impairment	
Depreciation and impairment	1 858
Financial expenses	
Interest expenses on lease liabilities	120
Currency translation losses on lease liabilities	0

**CONSOLIDATED STATEMENT OF
COMPREHENSIVE INCOME
(EUR 1000)**

	2019	2018	2019	2018	2018
	7-9	7-9	1-9	1-9	1-12
Revenue	25 946	24 450	76 345	75 264	103 100
Other operating income	71	82	243	873	1 094
Employee benefit expenses	-6 010	-5 838	-20 274	-19 817	-26 703
Operating expenses	-17 753	-18 077	-55 280	-56 256	-76 984
Depreciation and impairment	-1 219	-639	-3 641	-1 925	-2 576
Operating profit/loss	1 036	-21	-2 607	-1 861	-2 070
Financial income and expenses	-130	-68	-472	-428	-381
Profit/loss before taxes	905	-89	-3 079	-2 289	-2 451
Taxes	13	-41	66	0	84
Profit/loss for the period	918	-130	-3 013	-2 289	-2 367
Translation differences	36	-12	-96	-201	-130
Actuarial gains and losses	0	0	0	0	113
Actuarial gains and losses, deferred taxes	0	0	0	0	-25
Total comprehensive income	954	-142	-3 109	-2 490	-2 409
Basic earnings per share, eur	0,22	-0,03	-0,73	-0,55	-0,57
Diluted earnings per share,eur	0,22	-0,03	-0,73	-0,55	-0,57
Allocation of net profit for the period: To equity holders of the parent	918	-130	-3 013	-2 289	-2 367
Allocation of total comprehensive income: To equity holders of the parent	954	-142	-3 109	-2 490	-2 409

GROUP BALANCE SHEET (EUR 1000)	30.9.2019	30.9.2018	31.12.2018
ASSETS			
Non-current assets			
Intangible assets	7 030	6 875	6 776
Tangible assets	9 807	4 708	4 581
Investments	53	53	53
Deferred tax assets	197	136	122
Total	17 087	11 772	11 531
Current assets			
Inventories	9 656	9 257	8 544
Receivables	17 677	15 699	19 326
Cash and cash equivalents	7 542	8 479	10 594
Total	34 876	33 434	38 464
Total assets	51 962	45 207	49 995
EQUITY AND LIABILITIES			
Equity			
Share capital	7 000	7 000	7 000
Share premium account	1 116	1 116	1 116
Other reserves	-9	-9	-9
Translation differences	-1 035	-1 011	-939
Retained earnings	7 264	10 728	10 738
Treasury shares	-128	-128	-128
Share-based incentives	1 061	1 013	1 013
Total	15 269	18 710	18 791
Non-current liabilities			
Interest-bearing liabilities	6 497	5 981	3 956
Deferred tax liabilities	333	438	383
Pension obligations	442	565	442
Total	7 272	6 984	4 781
Current liabilities			
Interest-bearing	8 940	5 763	6 319
Non-interest bearing	20 481	13 750	20 105
Total	29 421	19 513	26 424
Total liabilities	36 693	26 498	31 204
Equity and liabilities, total	51 962	45 207	49 995
CONSOLIDATED CASH FLOW STATEMENT			
(EUR 1000)	2019	2018	2018
	1-9	1-9	1-12

Cash flows from operating activities

Cash flows from sales	78 739	84 391	110 436
Cash flow from other operating income	238	260	397
Payments on operating costs	-77 400	-81 729	-104 114

Net cash from operating activities before financial items and taxes **1 577** **2 922** **6 718**

Interests paid	-268	-153	-242
Interests received	4	1	3
Other financial items	-174	-250	-142
Dividends received	0	0	4
Taxes paid	138	920	1 056

Net cash from operating activities (A) **1 277** **3 439** **7 397**

Cash flows from investing activities

Capital expenditure on tangible and intangible assets	-1 751	-544	-975
Proceeds from sale of tangible and intangible assets	5	1 213	1 213

Net cash used in investing activities (B) **-1 745** **669** **238**

Cash flows from financing activities

Proceeds from short-term loans	442	6 000	6 000
Repayments of short-term loans	-666	-7 592	-8 984
Repayments of lease liabilities	-1 899	0	0
Dividends paid and other profit distribution	-414	-1 326	-1 326

Net cash used in financial activities (C) **-2 537** **-2 918** **-4 309**

Change in cash and cash equivalents (A+B+C) **-3 005** **1 190** **3 326**
(+ increase, - decrease)

Cash and cash equivalents in the beginning of the period	10 594	7 283	7 283
Translation differences	-47	5	-16
Cash and cash equivalents at the end of period	7 542	8 479	10 594

STATEMENT OF CHANGES IN EQUITY

(EUR 1000)	Share capital	Share premium account	Other reserves	Translation diff	Retained earnings	Tresury shares	Equity total
Equity attributable to equity holders of the parent							
1.1.2018	7 000	1 116	-9	-810	15 456	-128	22 625
Profit/loss for the period					-2 289		-2 289
Translation diff.				-201			-201
Other change					-1		-1
Dividends					-1 125		-1 125
Withholding taxes from dividends					-201		-201
Share-based incentives					-101	0	-101
30.9.2018	7 000	1 116	-9	-1 011	11 740	-128	18 710
01.01.2019	7 000	1 116	-9	-939	11 751	-128	18 791
Profit/loss for the period					-3 013		-3 013
Other change					-47		-47
Translation diff.				-96			-96
Dividends					-355		-355
Withholding taxes from dividends					-59		-59
Share-based incentives					48		48
30.9.2019	7 000	1 116	-9	-1 035	8 325	-128	14 269

CONTINGENT LIABILITIES

	30.9.2019	30.9.2018	31.12.2018
Mortgages and shares pledged	21 738	21 848	21 859
Other commitments	345	308	308
Rental commitments	6 946	7 538	7 785

DEVELOPMENT OF SHARE PRICE

	2019	2018	2018
	1-9	1-9	1-12
Share price at the end of period, eur	2,81	4,25	2,96
Highest price, eur	3,35	5,50	8,48
Lowest price, eur	2,55	4,09	2,91
Average price, eur	3,03	6,00	5,18

KEY FIGURES/RATIOS	2019	2018	2018
	1-9	1-9	1-12
Operating profit/loss, EUR thousand	-2 607	-1 861	-2 070
-% in relation to revenue	-3,4	-2,5	-2,0
Profit/loss before taxes, EUR thousand	-3 079	-2 289	-2 451
-% in relation to revenue	-4,0	-3,0	-2,4
Profit/loss for the period, EUR thousand	-3 013	-2 289	-2 367
-% in relation to revenue	-3,9	-3,0	-2,3
Basic earnings per share, eur	-0,73	-0,55	-0,57
Diluted earnings per share, eur	-0,73	-0,55	-0,57
Equity/share, eur	3,69	4,52	4,54
Equity ratio %	30,3	41,7	39,2
Return on equity %	-23,5	-14,7	-11,4
Return on investment %	-11,2	-7,2	-4,9
Interest-bearing net-debt, EUR million	8,3	3,8	0,1
Gearing %	54,6	20,5	0,7
Capital expenditure, EUR million	1,9	0,3	1,7
-% in relation to revenue	2,5	0,4	1,6
Personnel at the end of period	468	500	501
Personnel on average	496	513	510
Revenue/employee, EUR thousand	153,9	146,7	202,2

Formulas for Calculation of Key Figures

Earnings / share	=	$\frac{\text{Profit attributable to the equity holders of the parent}}{\text{Average share issue-adjusted number of shares}}$
Equity / share, EUR	=	$\frac{\text{Equity attributable to the equity holders of the parent}}{\text{Share issue-adjusted number of shares at year end}}$
Return on equity, %	=	$\frac{\text{Profit/loss for the financial year} \times 100}{\text{Equity (average during the year)}}$
Return on investment, %	=	$\frac{(\text{Pre-tax profit/loss} + \text{interest expenses} + \text{other financial expenses}) \times 100}{\text{Balance sheet total} - \text{Non-interest-bearing liabilities (average during year)}}$
Equity ratio, %	=	$\frac{\text{Equity} \times 100}{\text{Balance sheet total} - \text{advances received}}$
Gearing, %	=	$\frac{\text{Interest-bearing liabilities-cash and cash equivalents and liquid asset securities} \times 100}{\text{Equity}}$
Personnel on average	=	Month-end average calculation of the number of personnel in active employment
Interest-bearing net debt	=	Interest-bearing debt - cash and other liquid financial assets

BRIEFING

A briefing for analysts, portfolio managers and the media will take place on Wednesday 6th of November, 2019 from 11.30 a.m. to 12.30 p.m. EET at Martela House at Takkatie 1, Helsinki. The results will be presented by Matti Rantaniemi, CEO.

Martela Corporation
Board of Directors

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Our strategic direction is defined by our mission “Better working” and our vision “People-centric workplaces”. Martela supplies user-centric workplaces where the users and their wellbeing are what matter most. We focus on the Nordic countries because, based on our common open work culture and needs, the Nordic countries are leaders in hybrid workplaces.