

Lemonsoft Oyj's Interim Report for 1 January - 31 March 2025



Lemonsoft Oyj's Interim Report for 1 January - 31 March 2025 (unaudited) Significant changes progressing, effects expected to be visible during the second half of the year

January - March 2024, IFRS

- Net sales increased 10.0% and were EUR 7,585 thousand (6,897)
- EBITDA was EUR 2,944 thousand (1,398), 38.8% (20.3) of net sales
- Adjusted EBITDA was EUR 2,026 thousand (1,400), 26.7% (20.3) of net sales
- EBIT was EUR 2,421 thousand (942), 31.9% (13.7) of net sales
- Adjusted EBIT was EUR 1,750 thousand (1,120), 23.1% (16.2) of net sales
- Profit of the review period was EUR 957 thousand (597), 12.6% (8.7) of net sales

Key Figures, IFRS

EUR 1,000	1-3/2025	1-3/2024	Change	1-12/2024
Net sales	7,585	6,897	10.0 %	28,911
SaaS	5,607	4,955	13.2 %	20,774
Transaction	793	768	3.3 %	3,299
Consulting and other	1,185	1,174	0.9 %	4,838
Gross margin*	6,595	5,897	11.8 %	24,973
Gross margin, % of net sales	86.9 %	85.5 %		86.4 %
EBITDA	2,944	1,398	110.6 %	7,329
EBITDA, % of net sales	38.8 %	20.3 %		25.3 %
Adjusted EBITDA	2,026	1,400	44.7 %	7,522
Adjusted EBITDA, % of net sales	26.7 %	20.3 %		26.0 %
EBIT	2,421	942	156.8 %	5,404
EBIT, % of net sales	31.9 %	13.7 %		18.7 %
Adjusted EBIT	1,750	1,120	56.3 %	6,444
Adjusted EBIT, % of net sales	23.1 %	16.2 %		22.3 %
Profit (Loss) of the period	957	597	60.3 %	4,031
Profit (Loss) of the period, % of net sales	12.6 %	8.7 %		13.9 %
Equity ratio, %	63.0 %	64.6 %		60.4 %
Net debt	2,466	495	398.4 %	2,755
Gearing, %	7.6 %	1.6 %		8.5 %
Earnings per share (EPS)	0.05	0.04	50.7 %	0.22
Return on invested capital, % (ROIC)	5.8 %	2.5 %		13.0 %
Return on equity, % (ROE)	2.9 %	1.9 %		12.8 %
Number of employees at the end of the period	230	220	4.5 %	228
Outstanding shares at the end of the period	18,514,153	18,562,005		18,656,702
Average outstanding shares during the period	18,580,528	18,562,005		18,604,133

* The calculation of key figures has been changed for other operating income and the comparison periods have been changed accordingly.

CEO Alpo Luostarinen

The first quarter proceeded with cautious development, yet during the first months of the year we took several important steps to advance our strategic objectives. Our revenue amounted to 7.6 million euros, with revenue growth of 10.0%. Adjusted EBIT stood at 1.8 million euros, and the adjusted operating profit margin was 23.1%.

The underlying market recovery in our key customer verticals, which began in the latter part of last year, has manifested as a cautious uptick in demand, though it is difficult to identify a clear trend going forward. The market situation remains significantly uncertain, and assessing the impact of international trade policy on our business is still challenging at this stage. We have noted an increase in our customers' payment delays and credit loss risks in the early part of the year, which has prompted us to take measures to manage these risks.

Sales to new customers developed moderately in the first quarter, and the total value of new deals for ERP solutions continued its slight growth. A clear majority of these new sales involved wholesale and manufacturing ERP solutions, which we focus on more clearly in the future. Churn was slightly elevated at the beginning of the year due to significant ongoing changes. On the other hand, our existing customers have expanded their use of our software since the start of the year, leading to clearly positive NRR development.

Implementation of the Azure cloud platform transition was nearly completed by the turn of March and April. The majority of Lemonsoft ERP customer environments were migrated to the Azure platform during the early part of the year, enabling better performance and scalability in the long term. The transition has posed temporary challenges for some of our customers, and we have endeavored to address these issues as quickly as possible, in close cooperation with them. We have also carried out several product development measures aimed at significantly improving performance in the new environment.

During the beginning of the year, we have continued to develop our organization to ensure competitiveness and long-term profitability. In April, we initiated reorganization negotiations with the aim of significantly streamlining our operations and securing profitable growth in the coming years. Through these actions, we seek to achieve cost savings of approximately 2 million euros by the end of 2026 compared to 2024. These negotiations are part of our long-term efforts to build an efficient, flexible, and customer-centric organization.

Our clear objective is to improve the competitiveness of both our products and our organization, and to continuously introduce more advanced solutions to manage our customers' business operations. Although uncertainty remains in the market environment, we see clear indications that we are on the right track. We believe that the ongoing technology and organizational changes, along with a sharper focus across all functions on our key customer segments, will help us better and more efficiently meet our customers' needs.



Group Financial Development

Group financial result and profitability

January - March 2025

Net sales for the review period were EUR 7,585 thousand (6,897). Net sales increased by EUR 687 thousand, 10.0%. Organic growth of the review period was 3.1% and organic growth of the recurring revenue was 4.6%. Net sales increased mainly due to the acquisition of Atmotics Oy (2024) and Applirent Oy (2024), whose net sales were not included in the comparison period.

The share of SaaS income was 73.9% (71.8), the share of transaction income 10.5% (11.1), and consulting and other income 15.6% (17.0).

EBITDA was EUR 2,944 thousand (1,398), 38.8% (20.3) of net sales. Adjusted EBITDA (adjustments specified in the Alternative performance measures section) was EUR 2,026 thousand (1,400), 26.7% (20.3) of net sales. The most significant adjustment item is the recognition of additional purchase price as revenue.

EBIT was EUR 2,421 thousand (942), 31.9% (13.7) of net sales. Adjusted EBIT (adjustments specified in the Alternative performance measures section) was EUR 1,750 thousand (1,120), 23.1% (16.2) of net sales. The most significant adjustment item is the recognition of additional purchase price as revenue.

Profit for the review period was EUR 957 thousand (597), 12.6 % (8.7) of net sales.

Cash flow from operating activities was EUR 1,857 thousand (1,465).

Balance sheet, financing and investments

The balance sheet total at the end of the review period was EUR 52,088 thousand (53,862 at the end of the year 2024). The provision for credit losses on trade receivables and financial receivables has been reassessed and the provision at the end of the reporting period is EUR 1,109 thousand (126 at the end of the year 2024).

The Group has capitalized development expenses of EUR 223 thousand during the year 2025 (206 during the comparison period 2024). At the end of the review period, the Group's balance sheet included capitalized development expenses totaling EUR 2,821 thousand (2,734 at the end of the year 2024).

Total equity was EUR 32,654 thousand (32,526 at the end of the year 2024), equity increased EUR 128 thousand.

Equity ratio was 63.0% (60.4 at the end of the year 2024) and interest-bearing debt was EUR 9,605 thousand (10,405 at the end of the year 2024).

Cash and cash equivalents at the end of the review period were EUR 7,139 thousand (7,650 at the end of the year 2024).

Personnel

The Group's number of employees was 230 (220) on 31 March 2025. We reported our Group personnel as follows:

- R&D 110 employees
- Customer functions 104 employees
- Other functions, a total of 16 employees

Share-based incentive plan

The Board of Directors of Lemonsoft Oyj has established a new share-based incentive plan for the key employees of the company in March 2024. The aim of the new plan is to align the objectives of the shareholders and the key employees in order to increase the value of the company in the long-term, to encourage the management to personally invest in the company's shares, to retain the target group at the company, and to offer them a competitive incentive plan in which the participants may earn shares as a reward for performance and their personal investment.

The new Performance Matching Share Plan 2024 - 2028 includes three performance periods, covering financial years 2024 - 2026, 2025 - 2027 and 2026 - 2028. The Board will decide annually on the commencement and details of a performance period. The prerequisite for participation in the plan and receiving the reward is that the person allocates freely transferable Lemonsoft Oyj shares held by him or her to the plan or acquires the company's shares in a number determined by the Board.

The rewards from the plan will be paid partly in the company's shares and partly in cash. The rewards will be paid by the end of May in the year following the end of the performance period. The cash proportion is intended for covering taxes and tax-related costs arising from the reward to the participant. In general, no reward will be paid if a participant's employment or service in the group ends before the reward payment.

The performance criterion in the first performance period 2024 - 2026 is the Total Shareholder Return of the company's share (TSR). The achievement of the required TSR levels will determine the proportion out of the maximum reward that will be paid to a participant. The target group of the plan consisted of 4 persons (the CEO and three members of the Management Team). The gross rewards from the first performance period 2024 - 2026 correspond to the value of an approximate maximum total of 77,000 Lemonsoft Oyj shares, including the proportion to be paid in cash. The final number of shares depends on the number of shares acquired by participants and the achievement of the TSR levels. The reward to be paid on the basis of the plan will be capped if the limits set by the Board for the payable reward from the performance period 2024 - 2026 are exceeded. The number of key employees changed during the performance period and consisted of 2 persons at the end of the reporting period.

The performance criterion in the second performance period 2025–2027 is the Total Shareholder Return of the company's share (TSR). The achievement of the required TSR levels will determine the proportion out of the maximum reward that will be paid to a participant. The target group of the plan for this period consists of 4 persons (including the CEO and three members of the Management Team). The gross rewards for this second period correspond to a maximum total of 102,675 Lemonsoft Oyj shares (including the cash portion). The final number of shares depends on the participant's share acquisition and achievement of the TSR levels. The reward to be paid on the basis of the plan will be capped if the limits set by the Board for the payable reward from the performance period 2025 - 2027 are exceeded.

Shares and shareholders

Share capital and number of shares

The company has one series of shares, and all shares have equal rights. At the end of the review period, Lemonsoft Oyj's share capital consisted of 18,514,153 (18,562,005) shares. The average number of outstanding shares during the review period January-March was 18,580,528 (18,562,005).

On 4 October 2024, the Board of Directors of Lemonsoft Oyj decided to launch a buyback programme of the company's own shares based on the authorisation granted by the Annual General Meeting held on 9 April 2024. The programme commenced on 7 October 2024 and ended on 9 April 2025. During the buyback programme, Lemonsoft Oyj acquired a total of 168,401 of its own shares at an aggregate value of EUR 993,712.83. The company paid an average of EUR 5.9009 per share. The shares were acquired on Nasdaq First North Growth Market Finland in public trading at the market price prevailing at the time of purchase. Lemonsoft Oyj held 157,479 of its own shares at the end of the reporting period.

The company's share is traded on the First North Growth Market Finland marketplace maintained by Nasdaq Helsinki Oy. During the review period January-March, the highest share price was EUR 6.75 and the lowest EUR 5.50. The closing price on 31 March 2025 was EUR 5.50. The market value of the company at the closing price of the review period was approximately EUR 102,7 million. Average daily trading volume during the review period was 10,371 shares (EUR 61,264).

On 31 March 2025, the company had a total of 2,242 shareholders. The company's largest shareholders can be found on the company's investor website at <https://investors.lemonsoft.fi/osakkeenomistajat/>.

Authorizations of the Board of Directors

Lemonsoft Oyj has decided in its Annual General Meeting on 9 April 2025 to authorize the Board of Directors to decide on the repurchase of the company's own shares on the following terms and conditions:

- By virtue of the authorization, the Board of Directors is authorized to decide on the repurchase of a maximum of 1,800,000 of the company's own shares. The proposed maximum number of shares to be repurchased corresponds to approximately 9.6% of the company's shares. The authorization includes the right to accept the company's own shares as a pledge.
- The company's own shares can be repurchased otherwise than in proportion to the existing shareholdings of the company's shareholders (directed repurchase).
- The company's own shares can be repurchased at the Nasdaq First North Growth Market Finland marketplace or outside of the marketplace.
- Own shares can be repurchased at a price formed on First North Growth Market Finland on the date of the repurchase or at a price otherwise determined by the markets.
- The shares shall be repurchased using the company's unrestricted equity.
- The shares shall be repurchased for the purpose of financing or carrying out acquisitions or other arrangements, to implement the company's incentive schemes, to develop the company's capital structure, or for other purposes as decided by the Board of Directors.
- The Board of Directors shall decide on the other conditions related to the repurchase of the company's own shares.

The authorization is valid until the 2026 Annual General Meeting, but not beyond 30 June 2026. The authorization shall replace the authorization granted to the Board of Directors by the Annual General Meeting of 9 April 2024 regarding the repurchase of a maximum of 1,800,000 of the company's own shares.

The Annual General Meeting authorized the Board to decide on an ordinary or bonus issue of shares and the granting of special rights (as defined in Section 1, Chapter 10 of the Limited Liability Companies Act) in one or more instalments:

- This issue may total a maximum of 1,800,000 shares corresponding to a maximum of approximately 9.6% of all shares of the company. The authorization applies to both new shares and treasury shares held by the company. The authorization may be used to fund or complete acquisitions or other business transactions, for offering share-based incentive schemes, to develop the company's capital structure, or for other purposes decided by the Board of Directors.
- The authorization entitles the Board of Directors to resolve on all conditions of the issuance of shares and special rights entitling to shares, including the right to deviate from the shareholders' pre-emptive right.

The authorization is in force until the next Annual General Meeting; however, no longer than until 30 June 2026, and it replaces the previous authorizations.

Significant short-term risks and uncertainties

The deterioration of the economic situation and geopolitical changes may have direct and indirect effects on Lemonsoft's business. These may be reflected in the business operations of Lemonsoft's customer companies, for example, in reduced investments by industrial manufacturing companies and decreased needs of subcontracting chains, as well as business and bankruptcy risks. In turn, customers' business challenges may affect Lemonsoft's new customer acquisition, upsells from existing customers, and customer retention.

In the longer term, the biggest challenge for our industry is the availability of skilled personnel. Success of the Group and opportunities for growth depend largely on how well we can recruit, motivate, and engage more skilled personnel and develop our expertise.

In Lemonsoft's cost structure, the single most significant factor is personnel costs, and an increase in the general price level may increase the pressure to increase personnel costs. Lemonsoft constantly monitors the development of the situation from a risk management perspective and strives to ensure the continuation of profitable growth by optimizing its cost structure and pricing.

The ERP market is generally a highly competitive market, and the industry is fragmented. Smaller players are primarily focused in a specific sector of SMEs and larger players do not compete directly for customers in the same market. However, competition in Lemonsoft's operating markets may intensify due to existing competitors or agile new entrants.

Risks related to information security and the IT systems of service providers are a significant factor affecting the security and continuity of the Group's business. Lemonsoft constantly invests in high reliability and high security systems and strives to ensure the high quality of the services it purchases by selecting leading players in the industry as its key partners. European data protection regulations may also bring unexpected risks to Lemonsoft's operating environment.

Success in acquisitions and related integration work is a key factor for Lemonsoft's growth. The company has made several acquisitions in recent years and aims to continue to grow through acquisitions. There may be unexpected risks associated with target companies and their integration into Lemonsoft.

Dividends paid

The Annual General Meeting decided on 9 April 2025 that a dividend of EUR 0.14 per share will be paid according to the confirmed balance sheet for the accounting period ending on 31 December 2024. About total of EUR 2.6 million was paid in dividends after the review period, 23 April 2025.

Events after the review period

Lemonsoft Oyj has decided on April 7, 2025, to initiate change negotiations in the Lemonsoft Group in accordance with the Cooperation Act.

Lemonsoft Oyj announced April 23, 2025, that Tuomas Koivisto will leave his position in Lemonsoft's management team as well as his roles as Lemonsoft Oyj's Chief Commercial Officer (CCO) and as CEO of Finvoicer Group Oy.

Profit forecast for 2025 (unchanged)

Lemonsoft estimates that the net sales for the financial year 2025 will increase by 0-10 percent compared to the financial year 2024, and that adjusted EBIT will be 18-24 percent of net sales in 2025.

Financial information

Lemonsoft Oyj will publish the following financial information in 2025:

- Half-year Report January - June 2025 on Thursday, 14 August 2025
- Interim Report January - September 2024 on Friday, 31 October 2025

Webcast for investors and media

Lemonsoft will host a live webcast for investors and the media in English on April 25, 2025 at 1:00pm EET. The webcast can be followed online live via this link: <https://player.videosync.fi/lemonsoft/2025-q1-results>

A recording of the event and the presentation material will be available after the event at <https://investors.lemonsoft.fi/>.

Lemonsoft Oyj
Board of Directors

For further information, please contact:

Alpo Luostarinen
CEO
alpo.luostarinen@lemonsoft.fi
+358 50 911 3507

Mari Erkkilä
CFO
mari.erkkila@lemonsoft.fi
+358 40 768 1415

Certified Adviser:
Aktia Alexander Corporate Finance Oy
+358 50 520 4098

About Lemonsoft Oyj

Lemonsoft is a Finnish software company that designs, develops and sells ERP software solutions to streamline its customers' processes across different business lines and administration. The extensive offering of software solutions and related services enables the company to provide its customers with holistic service. The company's standardized and scalable software solutions are delivered mainly from the cloud and are based on the SaaS model in which customers pay a monthly service fee for the use of the software. The company operates in the ERP software market primarily as a service provider for SMEs. The company's customer base includes customers from especially industrial manufacturing, wholesale and retail, professional services automation, construction and accounting.

Get to know us better at www.lemonsoft.fi.

Distribution

Nasdaq Helsinki Oy
Principal media

Tables section

Consolidated income statement, IFRS

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
NET SALES	7,585	6,897	28,911
Other operating income	921	45	45
Materials and services	-990	-1,000	-3,938
Employee benefit expenses	-3,713	-3,761	-14,171
Depreciation and amortisation	-523	-456	-1,925
Other operating expenses	-859	-783	-3,519
EBIT	2,421	942	5,404
Financial income	26	35	169
Financial expenses	-1,194	-102	-654
PROFIT (LOSS) BEFORE TAXES	1,252	875	4,919
Income taxes	-295	-278	-887
PROFIT (LOSS) FOR THE PERIOD	957	597	4,031
PROFIT (LOSS) FOR THE PERIOD ATTRIBUTABLE TO			
Owners of the parent company	985	653	4,144
Non-controlling interests	-28	-56	-113

Consolidated balance sheet, IFRS

EUR 1,000	31.3.2025	31.3.2024	31.12.2024
ASSETS			
NON-CURRENT ASSETS			
Goodwill	28,054	23,100	28,055
Intangible assets	7,959	7,076	8,123
Tangible assets	1,081	1,194	1,034
Investments	2,157	3,197	2,157
Deferred tax assets	23	3	22
TOTAL NON-CURRENT ASSETS	39,275	34,570	39,392
CURRENT ASSETS			
Inventory	86	69	88
Trade and other receivables	5,589	5,860	6,732
Cash and cash equivalents	7,139	7,315	7,650
TOTAL CURRENT ASSETS	12,813	13,244	14,470
TOTAL ASSETS	52,088	47,813	53,862
EQUITY AND LIABILITIES			
EQUITY			
Share capital	80	80	80
Reserve for invested unrestricted equity	18,448	17,767	18,448
Retained earnings	13,935	12,958	13,779
Equity of the owners of the parent company	32,463	30,805	32,307
Share of non-controlling owners	191	227	219
TOTAL EQUITY	32,654	31,032	32,526
LIABILITIES			
NON-CURRENT LIABILITIES			
Loans from financial institutions	6,884	5,456	7,770
Lease liabilities	231	134	158
Deferred tax liabilities	1,351	1,176	1,399
TOTAL NON-CURRENT LIABILITIES	8,465	6,766	9,326
CURRENT LIABILITIES			
Loans from financial institutions	2,172	1,872	2,172
Lease liabilities	319	348	306
Advances received	570	131	354
Trade and other payables	7,909	7,665	9,178
TOTAL CURRENT LIABILITIES	10,969	10,015	12,009
TOTAL LIABILITIES	19,434	16,781	21,336
TOTAL EQUITY AND LIABILITIES	52,088	47,813	53,862

Consolidated cash flow statement, IFRS

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
Cash flow from operating activities:			
Profit (Loss) for the period	957	597	4,031
Adjustments:	1,213	805	3,763
Depreciation and amortisation	523	456	1,925
Other income and expenses without payment	-773	4	466
Financial income and expenses	1,168	67	485
Taxes	295	278	887
Other adjustments *	0	0	0
Cash flow before change in working capital	2,171	1,402	7,795
Change in working capital *	138	486	-586
Cash flow before financial items and taxes	2,308	1,888	7,209
Net financial items and taxes *	-451	-423	-1,856
Net cash flow from operating activities (A)	1,857	1,465	5,353
Cash flow from investing activities:			
Acquisition of tangible and intangible assets	-223	-208	-812
Other investments	0	774	-283
Proceeds from sale of investments	0	0	2,134
Acquisition of subsidiary, net of cash acquired	-267	-1,496	-5,100
Net cash flow from investing activities (B)	-490	-929	-4,060
Cash flow from financing activities:			
Dividends paid	0	0	-2,599
Repayments of non-current loans *	-934	-498	-1,949
Proceeds from non-current loans	0	0	4,000
Acquisition of treasury shares	-846	0	-89
Repayments of lease liabilities	-98	-112	-444
Proceeds from capitalization by non-controlling interests	0	0	49
Net cash flow from financing activities (C)	-1,879	-610	-1,032
Change in cash and cash equivalents (A + B + C) increase (+) / decrease (-)	-511	-74	261
Cash and cash equivalents at the beginning of the period	7,650	7,389	7,389
Cash and cash equivalents at the end of the period	7,139	7,315	7,650
Change in cash	-511	-74	261

* Changes have been made to the comparison periods so that the comparisons correspond to the recording method of the financial year 2024.

Consolidated statement of changes in equity, IFRS

EUR 1,000	Equity of the owners of the parent company				Share of non-controlling owners	Total equity
	Share capital	Invested unrestricted equity reserve	Retained earnings	Total		
Equity 1.1.2024	80	17,767	12,292	30,139	283	30,422
Profit (Loss) for the period			653	653	-56	597
Transactions with owners:						
Directed share issue						
Share based payments			13	13		13
Dividends paid						
Acquisition of treasury						
Equity 31.3.2024	80	17,767	12,958	30,805	227	31,032
Equity 1.1.2025	80	18,448	13,779	32,307	219	32,526
Profit (Loss) for the period			985	985	-28	957
Transactions with owners:						
Directed share issue						
Share based payments			17	17		17
Dividends paid				0		0
Acquisition of treasury shares			-846	-846		-846
Equity 31.3.2025	80	18,448	13,935	32,463	191	32,654

Accounting principles

The Group's Interim Report has been prepared in accordance with IAS34 Interim Financial Reporting. The annual financial statements release is unaudited.

The information in the Interim Report is presented in thousands of Euro, except when otherwise stated. All figures presented have been rounded, and consequently the sum of individual figures may deviate from the presented aggregate figure.

Notes

Distribution of net sales

EUR 1,000	1-3/2025	1-3/2024	Change	1-12/2024
Net sales	7,585	6,897	10.0 %	28,911
SaaS	5,607	4,955	13.2 %	20,774
Transaction	793	768	3.3 %	3,299
Consulting and other	1,185	1,174	0.9 %	4,838

Goodwill

EUR 1,000	3/2025	3/2024	12/2024
Acquisition cost 1.1.	29,914	24,956	24,956
Additions	0	0	4,958
Deductions	0	0	0
Reclassifications	0	0	0
Acquisition cost at the end of the period	29,914	24,956	29,914
Accumulated depreciation and amortisation 1.1.	1,859	1,855	1,855
Accumulated depreciation and amortisation on deductions and transfers	0	0	0
Depreciation and amortisation for the period	1	1	4
Accumulated depreciation and amortisation at the end of the period	1,860	1,856	1,859
Book value at the end of the period	28,054	23,100	28,055

Intangible assets

EUR 1,000	3/2025	3/2024	12/2024
Acquisition cost 1.1.	10,707	8,466	8,466
Additions	223	206	2,241
Deductions	0	0	0
Reclassifications	0	0	0
Acquisition cost at the end of the period	10,930	8,672	10,707
Accumulated depreciation and amortisation 1.1.	2,584	1,301	1,301
Accumulated depreciation and amortisation on deductions and transfers	0	0	0
Depreciation and amortisation for the period	386	296	1,283
Accumulated depreciation and amortisation at the end of the period	2,970	1,596	2,584
Book value at the end of the period	7,959	7,076	8,123

Tangible assets

EUR 1,000	3/2025	3/2024	12/2024
Acquisition cost 1.1.	3,542	3,214	3,214
Additions	183	9	438
Deductions	0	0	-110
Reclassifications	0	0	0
Acquisition cost at the end of the period	3,724	3,223	3,542
Accumulated depreciation and amortisation 1.1.	2,508	1,870	1,870
Accumulated depreciation and amortisation on deductions and transfers	0	0	0
Depreciation and amortisation for the period	136	159	638
Accumulated depreciation and amortisation at the end of the period	2,644	2,029	2,508
Book value at the end of the period	1,081	1,194	1,034

Financial assets and liabilities

EUR 1,000	Level	Fair value through profit or loss	Amortised cost	Carrying amount	Fair value 31.3.2025
Non-current financial assets					
Equity investments	3	2,157	0	2,157	2,157
Investments	2	0	0	0	0
Total non-current financial assets		2,157	0	2,157	2,157
Current financial assets					
Trade receivables		0	3,292	3,292	3,292
Financial receivables		0	1,268	1,268	1,268
Other receivables		0	1,029	1,029	1,029
Cash and cash equivalents		0	7,139	7,139	7,139
Total current financial assets		0	12,728	12,728	12,728
Non-current financial liabilities					
Loans from financial institutions	2	0	6,884	6,884	6,884
Lease liabilities		0	231	231	231
Total non-current financial liabilities		0	7,115	7,115	7,115
Current financial liabilities					
Loans from financial institutions	2	0	2,172	2,172	2,172
Lease liabilities		0	319	319	319
Advances received		0	570	570	570
Trade payables		0	1,012	1,012	1,012
Contingent consideration	3	2,705	0	2,705	2,705
Other payables		0	4,192	4,192	4,192
Total current financial liabilities		2,705	8,264	10,969	10,969

Group's commitments

EUR 1,000	3/2025	3/2024	12/2024
Collateral securities			
Cash pledges (movable object, security) *	1,073	1,073	1,073
Business mortgage, parent company	15,000	15,000	15,000
Total collateral securities	16,073	16,073	16,073

* The value of cash pledges corresponds to the purchase price of the pledged real estate shares.

Business acquisitions 2024

Atmotics Oy

On 1 July, 2024, Lemonsoft Oyj has acquired the entire share capital of Atmotics Oy, a software company focused on maintenance and field service management. With the acquisition, Lemonsoft strengthened its offering for industrial manufacturing customers and will offer more possibilities to streamline their business processes.

The purchase price for the share capital of Atmotics Oy was EUR 2.2 million and the net debt-free enterprise value is EUR 2.0 million. The purchase price was paid fully in cash at closing and was financed with a bank loan.

In addition, the parties have agreed on an additional purchase price for 2025 - 2027, which will be based on the company's Rule of 40 (revenue growth-% + EBIT-%) figure for each fiscal year. The additional purchase price amounts to a maximum of EUR 1.25 million, and if realized, will be paid fully in cash.

Identifiable assets acquired and liabilities assumed are valued at their fair values at the date of acquisition. Acquired assets include intangible assets recognized separately from goodwill, consisting of customer relationships and technology. The goodwill is based on the expected synergy benefits from the acquisition of Atmotics Oy, as well as on utilizing the growth of the joint sales and marketing network and expanding customer relationships within the Group. Goodwill is not deductible in taxation. Acquisition-related costs of EUR 91 thousand are included in the Other operating expenses item in the consolidated income statement.

Applirent Oy

On 1 July, 2024, Lemonsoft Oyj has acquired the entire share capital of Applirent Oy, a software company specializing in rental industry and fleet management ERP solutions. Through this acquisition, Lemonsoft expanded its offering to meet the needs of the rental business and will offer more possibilities to streamline their business processes.

The purchase price for the share capital of Applirent Oy was approximately EUR 2.3 million, and the net debt-free enterprise value is EUR 2.0 million. The purchase price was paid 75% in cash and 25% in shares at closing.

In addition, the parties have agreed on an additional purchase price based on Applirent Oy's EBIT for the years 2024 - 2026. The additional purchase price amounts to a maximum of EUR 0.8 million, and if realized, will be paid fully in cash.

Identifiable assets acquired and liabilities assumed are valued at their fair values at the date of acquisition. Acquired assets include intangible assets recognized separately from goodwill, consisting of customer relationships and technology. The goodwill is based on the expected synergy benefits from the acquisition of Applirent Oy, as well as on utilizing the growth of the joint sales and marketing network and expanding customer relationships within the Group. Goodwill is not deductible in taxation. Acquisition-related costs of EUR 86 thousand are included in the Other operating expenses item in the consolidated income statement.

Lemonsoft Group's net sales in 1.1.2024 – 31.12.2024 would have been approximately EUR 29.8 million and profit for the period approximately EUR 4.3 million if the businesses acquired during the period had been consolidated from the beginning of 2024.

The following table shows the total fair values of the assets and liabilities acquired.

EUR 1,000	Atmotics Oy (2024)	Applirent Oy (2024)
Consideration transferred		
In cash	2,185	1,729
In shares	0	570
Contingent consideration	1,250	800
Total consideration transferred	3,435	3,099
Assets acquired and liabilities assumed at the date of acquisition		
Customer relationships	245	422
Technology	401	369
Other intangible assets	0	0
Right-of-use assets	17	27
Other tangible assets	1	0
Trade and other receivables	43	40
Cash and cash equivalents	344	536
Total assets	1,051	1,394
Lease liabilities	17	27
Trade and other payables	280	257
Deferred tax liabilities	129	158
Total liabilities	426	442
Total acquired net assets	625	952
Total consideration transferred	3,435	3,099
Goodwill	2,810	2,147
Cash flow impact of acquisitions		
Consideration paid in cash	2,185	1,729
Cash and cash equivalents transferred	-344	-536
Net cash flow on acquisition	1,841	1,193

Events after the review period

Lemonsoft Oyj has decided on April 7, 2025, to initiate change negotiations in the Lemonsoft Group in accordance with the Cooperation Act.

Lemonsoft Oyj announced April 23, 2025, that Tuomas Koivisto will leave his position in Lemonsoft's management team as well as his roles as Lemonsoft Oyj's Chief Commercial Officer (CCO) and as CEO of Finvoicer Group Oy.

Key figures

Alternative performance measures

Adjusted EBITDA

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
EBITDA	2,944	1,398	7,329
EBITDA, % of net sales	38.8 %	20.3 %	25.3 %
<i>M&A expenses</i>	3	2	194
<i>Recognition of contingent consideration</i>	-921	0	0
Adjusted EBITDA	2,026	1,400	7,522
Adjusted EBITDA, % of net sales	26.7 %	20.3 %	26.0 %

Adjusted EBIT

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
EBIT	2,421	942	5,404
EBIT, % of net sales	31.9 %	13.7 %	18.7 %
<i>M&A expenses</i>	3	2	194
<i>Recognition of contingent consideration</i>	-921	0	0
<i>Amortisation of intangible assets related to business combinations</i>	247	176	846
Adjusted EBIT	1,750	1,120	6,444
Adjusted EBIT, % of net sales	23.1 %	16.2 %	22.3 %

Organic growth of net sales

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
Net sales	7,585	6,897	28,911
<i>Impact of acquisitions</i>	-472	-1,048	-2,784
Net sales of comparison period	6,897	5,918	26,344
Organic growth of net sales, %	3.1 %	-1.2 %	-0.8 %

Organic growth of the recurring revenue

EUR 1,000	1-3/2025	1-3/2024	1-12/2024
Recurring revenue (SaaS + Transaction)	6,400	5,723	24,073
<i>Impact of acquisitions (SaaS + Transaction)</i>	-413	-811	-2,115
Recurring revenue of comparison period	5,723	4,791	21,411
Organic growth of recurring revenue, %	4.6 %	2.5 %	2.6 %

Calculation of key figures

Gross Margin

Net sales - Materials and services

EBITDA

EBIT+ Depreciation and amortisation

Adjusted EBITDA

EBIT + Depreciation and amortisation + M&A expenses +/- Other significant non-recurring items affecting comparability

EBIT

Net sales + Other operating income - Materials and services - Employee benefit expenses - Other operating expenses - Depreciation and amortisation

Adjusted EBIT

EBIT + Amortisation of intangible assets related to business combinations + M&A expenses +/- Other significant non-recurring items affecting comparability

Equity ratio, %

Equity +/- Non-controlling interests x100 / (Balance sheet total - Advances received)

Net debt

Loans from credit institutions + Lease liabilities - Cash and cash equivalents

Gearing, %

(Loans from credit institutions + Lease liabilities - Cash and cash equivalents) x100 / Equity

Earnings per share (EPS)

Profit (loss) for the period attributable to owners of the parent company / Weighted average number of ordinary shares outstanding during the financial year

Return on invested capital (ROIC), %

(Profit (loss) for the period + Financial expenses + Tax expense) / (Equity + Loans from credit institutions + Lease liabilities)

Return on equity (ROE), %

Profit (loss) for the period / ((Equity at the beginning of the period + Equity at the end of the period) /2)



Vaasa | Helsinki | Joensuu | Jyväskylä | Kouvola | Oulu | Tampere | Turku | info@lemonsoft.fi | www.lemonsoft.fi