

tieto *EVRY*

# Annual Report 2020



# Upgrading tomorrow

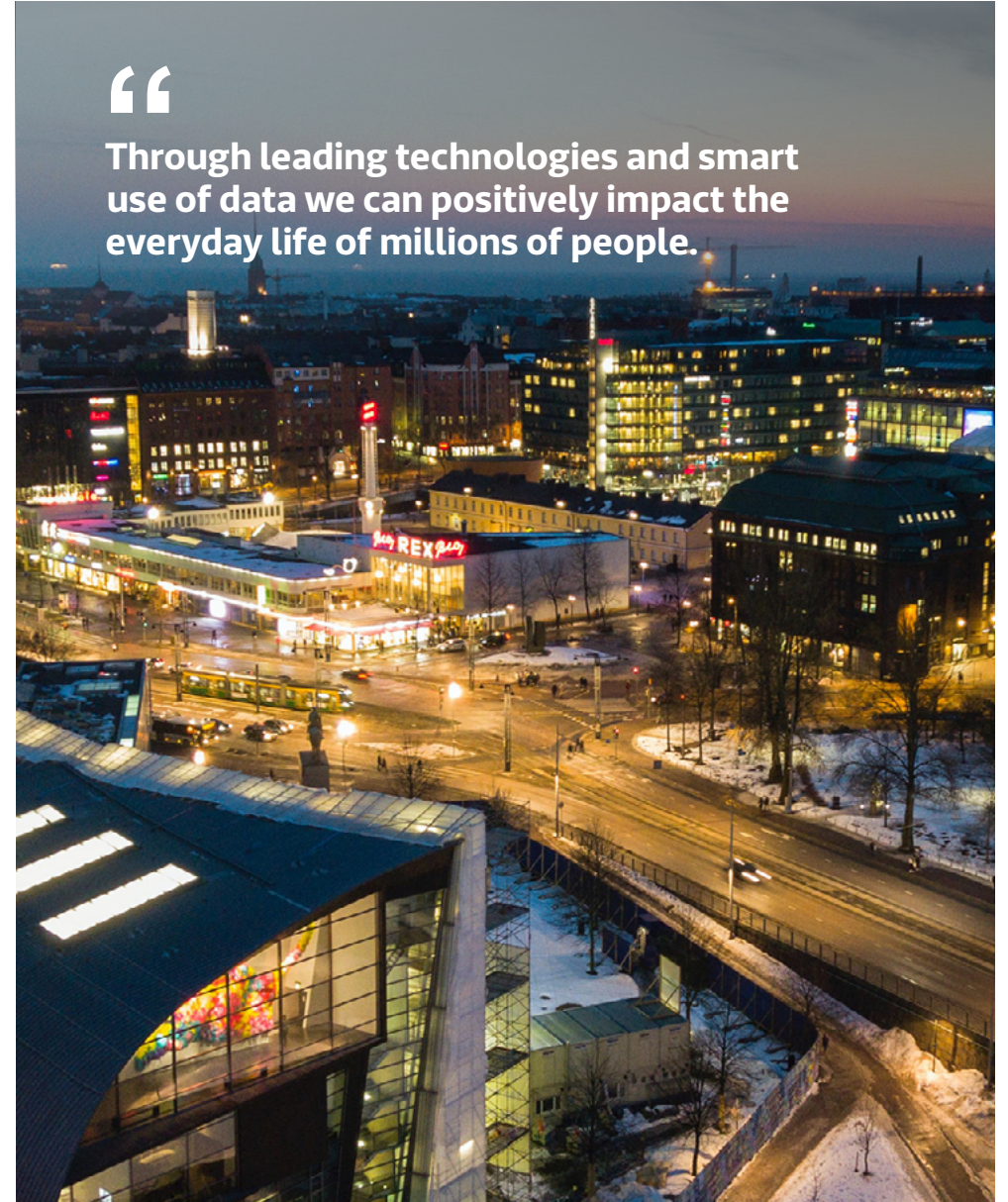
## Technology is the key enabler of the data-driven world.

Through leading technologies and smart use of data, we believe that we can positively impact the environment – and the everyday life of millions of people. We create digital advantage for businesses and society. We are a leading digital services and software company with local presence and global capabilities. Working with our customers, TietoEVRY takes an active role in the creation of digital

products and services that harness data to provide superior, personalized experiences. The company provides capabilities and technologies that help customers ensure their competitiveness through agile operations as well as meet broader societal needs, such as through the provision of advanced digital citizen services.

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Through leading technologies and smart use of data we can positively impact the everyday life of millions of people.



# Facts & figures

REVENUE, MEUR

2 786

FULL TIME EMPLOYEES

23 632

Full name: TIETOEVRV CORPORATION

Company founded: 2019

Headquarters: ESPOO, FINLAND

Listed: NASDAQ OMX IN HELSINKI AND STOCKHOLM, OSLO BØRS

Total equity: EUR 1 626 MILLION

Total liabilities: EUR 1 979 MILLION

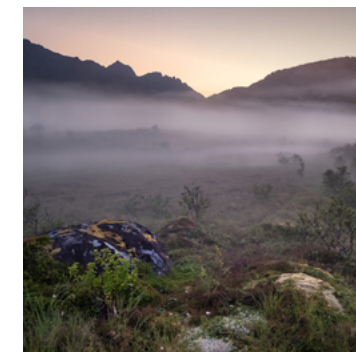
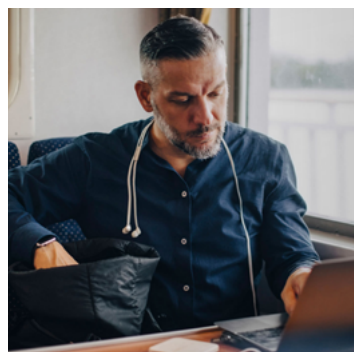
NUMBER OF OPERATING COUNTRIES

90+

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We aim to create a strong united TietoEVRY built on our Nordic heritage and values: openness, trust and diversity.

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# Highlights 2020

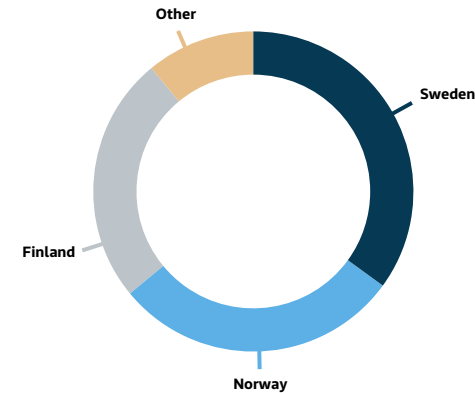
Year 2020 will stand out as one of the most unusual years of our lives. Extraordinary circumstances brought by the global pandemic led us to reassess our values and priorities on both an individual and organizational level. Employee safety and

the continuity of customers' operations have been the leading themes for us at TietoEVRY during a time when some 96% of our 24 000 employees globally have worked remotely, writes our CEO Kimmo Alkio.

[Read more here](#) →



REVENUE BY COUNTRY



ADJUSTED EBIT

12.7 %

DIVIDEND YIELD

4.9 %

**Efficient and secure services for the public sector.** TietoEVRY contributes to the digital transformation journey of the City of Västerås in Sweden by delivering comprehensive IT operation services.

**Exploiting modern cloud technologies.** Ilmarinen, the Finnish pension insurance company, expands the use of cloud-based Infrastructure services in cooperation with TietoEVRY and Google Cloud for cost efficiency, flexibility and high level of data security and protection.

**Building and modernising market-leading card services.** TietoEVRY provides Nordea with a state-of-the-art card service that includes card issuing and processing, and offers Nordea customers a simpler and quicker access to new, future-oriented card functionality.

**Measuring digital trust.** The TietoEVRY Security Barometer reveals that Nordic consumers in general trust that enterprises and public authorities handle their data in a proper and secure way, but there is plenty of room for improvement, especially as the use of digital services soars in the wake of the pandemic.

**Pioneering collaboration in test automation.** TietoEVRY and Qentinel, a leading provider of Robotic Software Testing solutions, begin a collaboration on Adaptive AUTOSAR test automation for increased efficiency in embedded automotive software development and testing.

**Building digital leadership.** Kesko, a Finnish trading sector company, selects TietoEVRY to support the implementation of its strategy to boost productivity and cost-efficiency with automation and new technologies.

**Fighting cyberbullying with words.** TietoEVRY wants to create a more inclusive internet and disarm bullies one word at a time with a new font called The Polite Type. The initiative against cyberbullying is co-developed with teenagers.

**World leading expertise.** TietoEVRY and Microsoft enter a strategic partnership to enable organizations to leverage public cloud in their digital transformation. Together the companies bring world leading expertise to help their customers to capture the benefits of both public and private cloud services.

**Promoting equality.** The Bloomberg Gender-Equality Index recognizes TietoEVRY in advancing women's equality in the workplace.

**Developing the best user experiences.** TietoEVRY supports Telenor in accelerating its digital transformation, while also focusing on security, agility and stability.

**Data supports going carbon neutral.** A collaboration project between the City of Vaasa, Vaasan Sähkö, Wärtsilä and TietoEVRY is aiming to build one of the world's first solutions to help a city go carbon neutral.

**Better citizen services.** Supported by TietoEVRY, the Norwegian Digitalisation Agency (DigDir), together with TietoEVRY, utilizes public cloud to enable a more cost-effective citizen services and improve security as well as provide flexibility and an easier path to innovation.

**Accelerating digital transformation.** TietoEVRY and Aimo Park, the leading parking company in the Nordic region, enter a strategic partnership to fuel development of innovative parking and mobility solutions by increasing automation and utilizing a variety of cloud services.





## CEO REVIEW

# 2020: The year of integration - building a foundation for the future

**2020 will stand out as one of the most unusual years ever. Extraordinary circumstances brought by the global pandemic led us to reassess our values and priorities on both an individual and organizational level. Employee safety and the continuity of customers' operations have been the leading themes for us at TietoEVERY during a time when some 96% of our 24 000 employees globally have worked remotely. Simultaneously, we have been taking the first steps on our journey as a strong integrated company, aiming to create digital advantage for businesses and societies.**

## **Progress impacted by integration and Covid-19**

We started the operational and cultural integration of TietoEVERY in December 2019 after the formal approvals of the merger were received. The multi-faceted integration work was high on our agenda throughout the year. We have implemented a new operating model, nominated new leadership, harmonized

our digital platforms and core processes, as well as started to build a unified company culture and renewed identity. We have come a long way in creating the foundation for becoming the company we want to be. Given the Covid-19 pandemic and with the majority of our employees working remotely most of the year, we can be proud that the integration progressed according to our plan.





On the financial side, TietoEVRY reached a merger synergy run rate of EUR 80 million by the end of 2020. Organically, revenue was down by 2.2% from the previous year, with the decline driven by the pandemic. We were, however, able to mitigate the impact of the revenue decline on our profitability. Adjusted operating profit (EBIT) increased to EUR 355.0 (341.7) million and adjusted operating margin was strong at 12.7 (11.6). While measures to drive merger-related efficiencies required large integration costs during 2020, cash flow from operating activities was strong at EUR 354.7 million. Operating profit (EBIT) was down to EUR 146.7 (230.5) million due to large one-

time items associated with measures that will contribute to future profit improvement. Overall, we are pleased to have completed a demanding year with sound performance.

### **Building on the Nordic heritage**

We have focused on creating a strong united TietoEVRY built on our Nordic heritage and values: openness, trust and diversity. Our corporate culture sets the tone for the company and affects every aspect of our business, forming a critical foundation for our future success. During 2020, we launched our Culture Code, which is built on the following key elements: Customer Driven, Achieving

Together, Always Genuine and Keep Learning. The culture work continues in 2021 as we take in these common principles, live by them, and let them guide our everyday work.

### **For a more inclusive digital world**

As the leading Nordic digital services and software company, we feel our responsibility to ensure digitalization takes place in a sustainable way. During the year, we began several initiatives as part of our ongoing contribution in this area. In August, just as the new school year was getting underway, we launched the Polite Type, an initiative against online bullying in collaboration with

the Children and Youth Foundation in Finland. The Polite Type is an open-source font that rewrites hurtful words, replacing them with more inclusive ones, and is intended to be used for educational purposes to promote the responsible use of technology especially amongst the young. The initiative was well-received and it was also later introduced in Sweden together with the Friends organization. In 2021, we will continue working on this important topic with, for example, school workshops in Finland, Sweden and Norway.



## Digitalization plays an increasing role in solving the biggest challenges of our time, increasing well-being and supporting our everyday life.

The IT sector has long been affected by the gender gap. Diversity and inclusion are important elements for innovation and hence crucial in our type of business, where we are every day solving our customers' challenges. This involves not only balance in gender, but also in age, ethnical background, and nationality. During the year, we launched our Diversity and Inclusion Charter, driving the development for equal opportunities at TietoEVRY. The charter includes a target to have a gender balanced workforce with 50 percent women and 50 percent men by 2030. This is an ambitious goal, and we are building a roadmap with concrete actions that will get us there.

As one encouragement for this work, TietoEVRY was in 2020 ranked as one of the leading companies in Sweden in the

SHE Index which promotes diversity and inclusion in leadership and workforce, equal compensation as well as work-life balance.

### Building more sustainable societies

Digitalization plays an increasing role in solving the biggest challenges of our time, increasing well-being and supporting our everyday life. In late 2020, and as a continuum to our previous three-year plan, we launched our Sustainability 2023 game plan which outlines our key priorities for ethical conduct, climate actions and creating an exciting place to work for our employees.

We have the ambition to reduce our CO<sub>2</sub> footprint in our own operations by 80 percent by 2023. This will be achieved by using green energy in all our data centers and offices as well as by maintaining the more flexible ways

of working adopted during the pandemic with reduced business traveling. To further minimize the environmental burden, we will focus on reusing and circulating our hardware.

In 2020, we were recognized for leadership in corporate sustainability by global environmental non-profit organization CDP, securing a place on its prestigious 'A List' for tackling climate change.

Technology allows us to provide our customers in different industries with digital solutions that significantly reduce emissions and environmental burden. We are committed to working for the sustainable future of our societies – together with our customers.

### Market outlook and ambitions forward

This exceptional year has accelerated the digitalization of society in many ways as interactions of all kinds became virtual. At our Capital Markets Day in early December, we estimated that the pandemic has advanced digital development by three years.

In the middle of all the uncertainty, organizations doubled down on digital interactions to not only push through the crisis but to emerge stronger after the pandemic. This development is significant for the competitiveness of the Nordic businesses, for the national economies and from a sustainability perspective.

We see a very attractive market with possibilities for our customers to accelerate their business performance through data-driven opportunities and software-driven digitalization. Agile enterprises are becoming a new norm in the post-pandemic era and we are ready to enable our customers to step into the advanced digital future. Our high-growth areas – data and analytics, cloud anywhere as well as next-generation enterprise services – give us confidence in accelerating the growth outlook for the company.

The opportunities we can create for our employees' growth constitute an important aspect of our growth agenda. As TietoEVRY we are fortunate to have a significant and meaningful role in realizing the digital society. With our 24 000 professionals, we empower sustainable digital development and shape the future of our societies. We look towards the post-pandemic era with confidence and are inspired by the opportunities enabling the transformation for digital enterprises and societies, as well as the learning and collaboration opportunities in front of all of us. I would like to sincerely thank our customers, employees, partners, and shareholders for 2020, and look forward to continued close collaboration in the year ahead.

**Kimmo Alkio**  
President and CEO

# IT market development

- **Creating superior experiences enabled by data continues to be a strong driver for investments across industries**
- **Covid-19's implications are anticipated to accelerate customers' digital ambitions**
- **Cloud services, data and analytics as well as the utilization of DevOps are anticipated to see double-digit growth over the next few years**
- **The IT market is anticipated to decline in the first half of 2021 and rebound to grow in the second half, subject to Covid-19**

While the implications of Covid-19 have accelerated digital ambitions by several years, industry analysts currently anticipate the IT market to decline in the first half of 2021. Large and long-term contracts with substantial core technology content are less affected than shorter and smaller assignments.

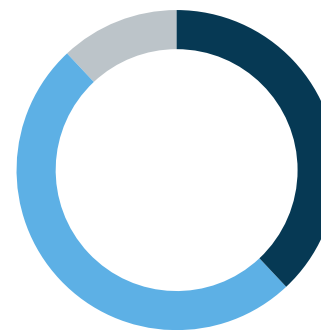
Enterprises across industries as well as the public sector are undergoing a

fundamental change in creating value. The shift towards more digital interaction and experiences enabled by data continues to be a strong trend. Change in orientation from products to services is creating new growth opportunities and revenue streams across industries and businesses.

The digital world is enabled by a number of technology-led advancements and new applications, including ones that utilize artificial intelligence and machine learning. Technological drivers include cloud, data and analytics as well as overall software development, accelerated by open APIs. This creates the opportunity for businesses and societies to move to the data-oriented intelligent world at a fast pace.

Agile enterprises and cost-efficient IT are becoming a new norm and customers are shifting from traditional large-scale projects to adaptive and rapid development cycles, utilizing concepts such as DevOps. There is a growing demand for smaller or mid-sized cloud projects as an alternative to large outsourcing agreements.

## NORDIC IT SERVICE MARKET\*

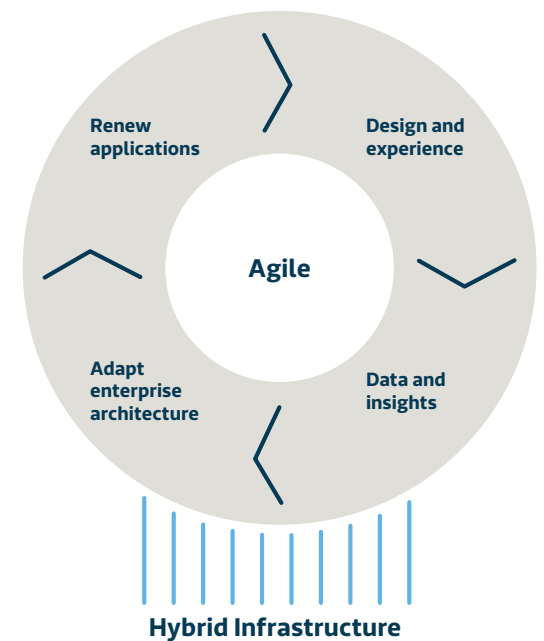


- Project services
- IT outsourcing services
- Support and deploy services

\*Incl. core markets Finland, Sweden and Norway

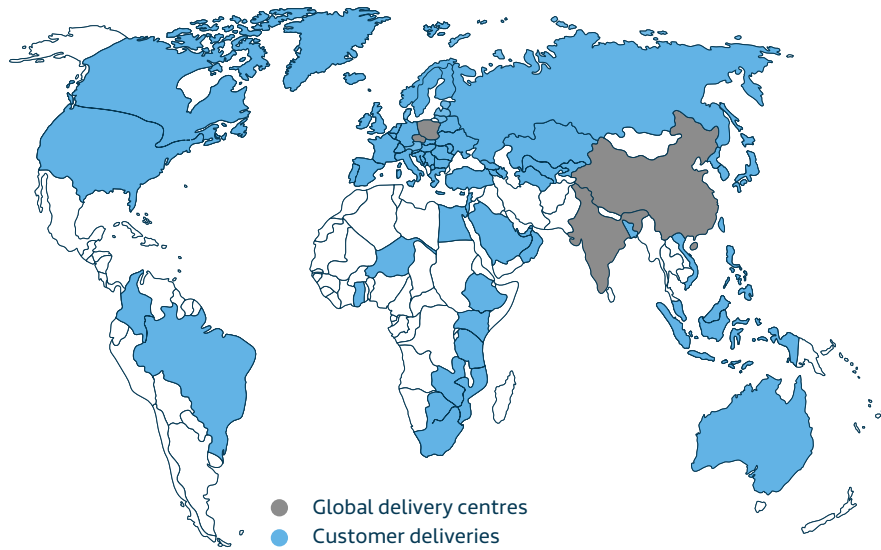
Cloud adoption, multi-cloud management as well as scalable IT environments and automation continue to enable cost optimization. Cloud services, data and analytics as well as Devops and software-

## DATA AT THE CORE OF INNOVATION AND VALUE CREATION



driven digitalization are anticipated to see double-digit growth over the next few years. Spending on traditional infrastructure services continues to decline.

TIETOEVRY WORLD



SERVICES FOCUS

Services focus	Nordic	International
Digital Consulting	●	
Cloud & Infra	●	
Industry Software	●	●
Financial Services Solutions	●	●
Product Development Services (PDS)		●
Global capabilities and ecosystems		

# Strategy cornerstones - positioning for growth

**Working with its customers, TietoEVRY takes an active role in the creation of digital products and services that harness data to provide superior, personalized experiences. The company provides capabilities and technologies that help customers ensure their competitiveness through agile operations as well as meet broader societal needs, such as through the provision of advanced digital citizen services.**

## Services to accelerate customers' digital agenda

TietoEVRY has chosen to focus on services that accelerate customers' digital agenda and offer them the strongest growth potential. Numerous capabilities support our aim of being a leading partner in realizing the digital ambitions of our customers. These include digital consulting, advanced analytics, data platforms and cloud-native application development. Our strong partnerships in the public cloud domain as well as our own industry software assets also play an important role. Our strategy is to:

- Focus on Nordic companies and public sector, building on our deep customer knowledge
- Offer services and global capabilities to accelerate our customers' digital

agendas – Digital Consulting, Cloud & Infrastructure, Industry Software, Financial Services Solutions and Product Development Services

- Pursue accelerated growth through cloud, data and software, which represent over 70% of the company's investments
  - Growth ambition of over 20%: public cloud services, Data & Analytics solutions as well as DevOps and automation
  - Growth ambition of over 10%: software businesses, including payments software and card services, Nordic healthcare and citizen services as well as product development services business

The company anticipates that investments in offering development, including software development, will amount to 4–5% of revenue annually. Investments in fixed

assets, mainly related to data centres, are estimated to amount to 1.5–2% of revenue.

## Long-term financial targets

The company announced its financial targets in December

- Growth accelerating to 5% by 2023
- Adjusted EBITA 15% by 2023
- Net debt/EBITDA below 2 by the end of 2022
- One-time items around 1% of revenue post-2021
- Dividends increased annually<sup>1)</sup>

<sup>1)</sup> Baseline EUR 1.27 per share, which was the initial dividend proposal to the Annual General Meeting 2020

## Consistently realizing the merger potential

Based on advanced digital consulting practices at scale and strong multi-cloud capabilities coupled with a competitive software portfolio, TietoEVRY is well positioned to drive the digitalization of Nordic enterprises and the public sector. In 2020, the company built an integrated company, made good progress in synergy realization and laid the foundation for future performance. Achievements include

- New structure with common operations and processes in place
- Strengthened FinTech value proposition based on the capabilities from both companies laying the foundation for market share expansion
- Identification of growth potential from a complementary customer base, digital consulting scale in the Nordics and accelerated cloud adoption identified
- Significant merger-related cost synergies achieved achieved during 2020

The company achieved merger synergies of EUR 30 million during 2020 and a run-rate of EUR 80 million by the year-end. The employee consultation processes initiated in 2020 resulted in around 1 000, mainly in the Nordic countries. Integration costs amounted to EUR 85 million in 2020. The total cost synergy target was increased to EUR 100 million during the year. Non-recurring implementation costs are anticipated to materialize during 2020-2022 and total EUR 110-120 million.

# Operating model

**Our operating model is designed to drive customer value and speed across markets.**

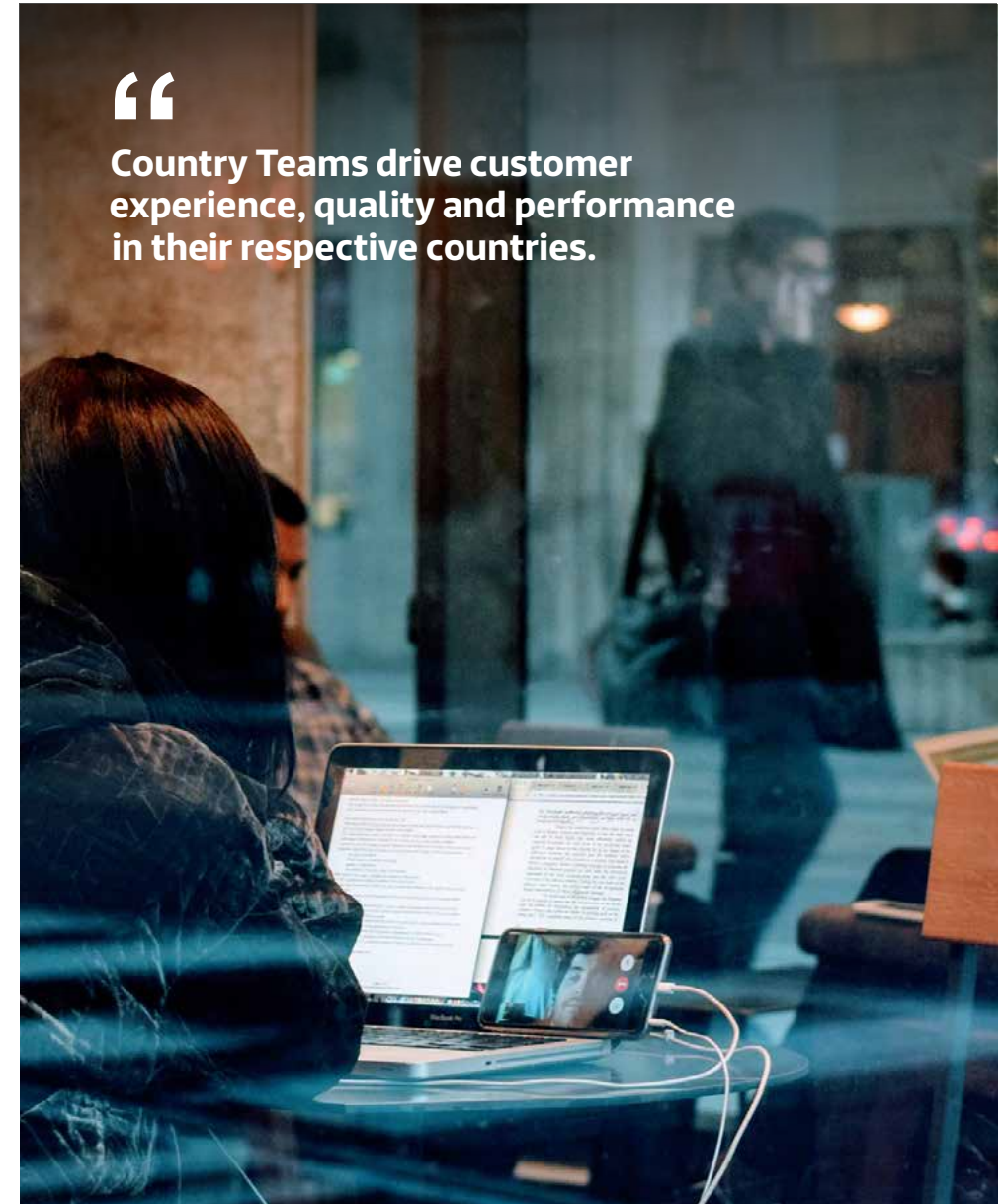
TietoEVRY comprises six operating segments:

- Digital Consulting
- Cloud & Infra
- Industry Software
- Financial Services Solutions
- Product Development Services and
- International Operations

Country Teams drive customer experience, quality and performance in their respective countries. Country Teams, integrating capabilities of the company for Nordic

customers are established in Norway, Sweden and Finland. Competitive and scalable services are made available through local teams and global delivery centres in countries such as the Czech Republic, China, India and Poland.

International businesses include selected industry software and financial services solutions as well as our International Operations segment which include businesses in Austria, the Baltic countries and Russia. Furthermore, International Operations serve non-Nordic customers from India and Ukraine.



## Country Teams (Norway, Sweden, Finland)



# Sustainability

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# Managing sustainability

**TietoEVRY regards sustainability as both a responsibility and an opportunity. We need to be environmentally, socially and financially responsible in our daily business to meet the requirements and expectations set by our stakeholders. But we must also drive more sustainable outcomes for our customers and society through our innovative solutions. Through sound governance, compliance, processes, tools and organization, we make this happen.**

As a company, we are aligning our sustainability practices with international norms, frameworks and legislation covering anti-corruption, the environment, human rights and labour rights. Our sustainability approach is founded on the principles of the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises and aligned with the UN's Global Sustainable Development Goals. But our sustainability efforts are not merely a question of complying with laws and regulations. We aspire to lead the way and be an ethical leader, which sometimes means going beyond regulations and applying higher standards.

## **Sustainability game plan 2023**

TietoEVRY's Sustainability Game plan 2023 is our new roadmap guiding our efforts for integrated sustainable practices across our value chain. The plan is based on a materiality

analysis conducted in 2020, and a process to identify our value driven sustainable business opportunities. It consists of three broad responsibility areas – Climate action, Ethical conduct and Exciting place to work – with focus areas under each. An additional areas is our Impact opportunities, which entails a range of services and solutions that can accelerate and improve a customer's sustainability performance. Our game plan is aligned with global frameworks for sustainable business, such as the UN Global Compact and the OECD Guidelines for Multinational Enterprises. It also outlines how we contribute to the UN Sustainable Development Goals.

We aim to play an active role in the sustainable development of our society. We affiliate ourselves with several voluntary industry organizations and initiatives in order to promote long-term, sustainable industry

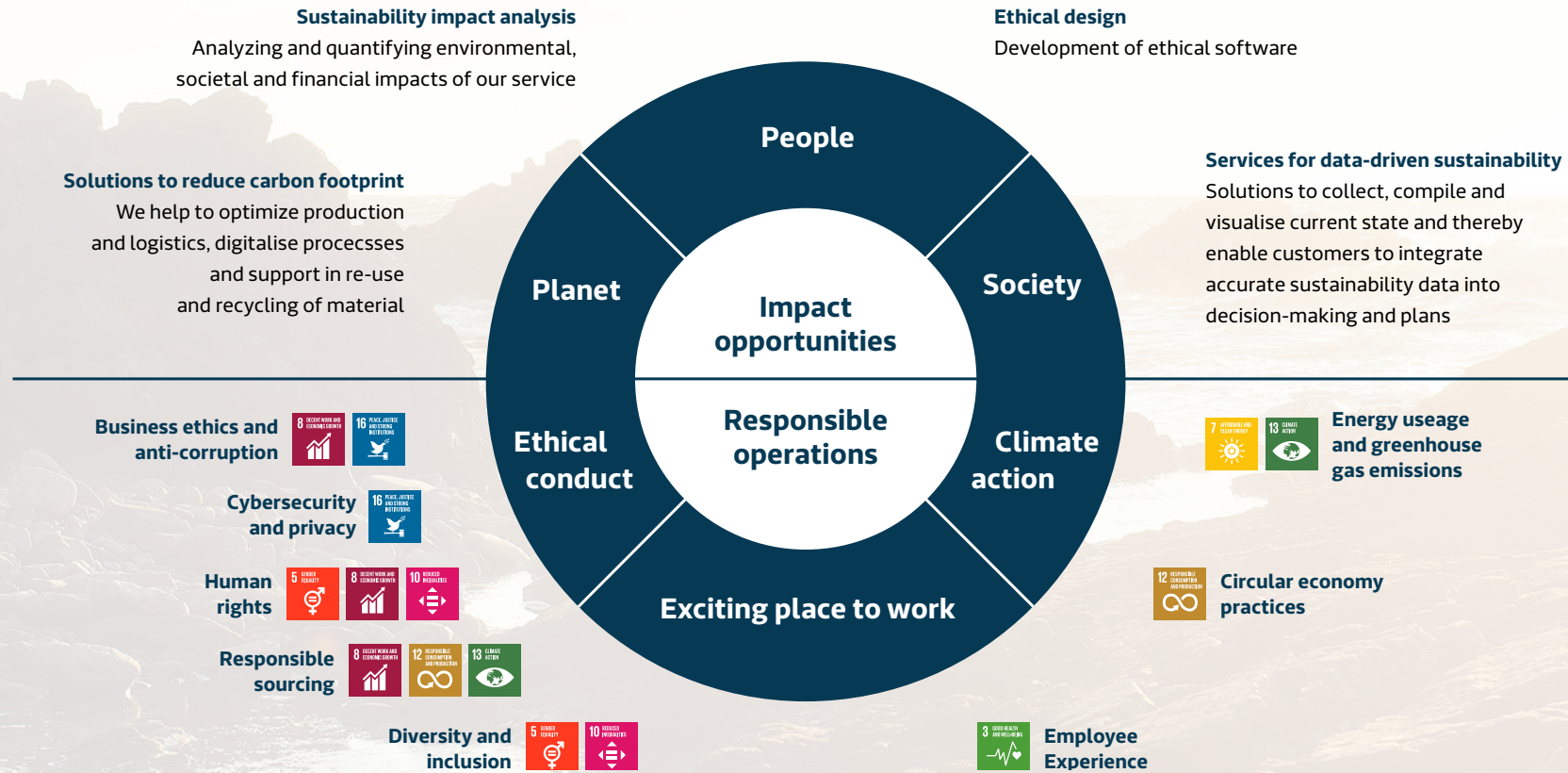


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**We play an active role in the sustainable development of our society.**



## Sustainability game plan 2023





**TietoEVRY's sustainability work is facilitated by the company's Sustainability team.**

development and regulation at local, national and international level. Our affiliations include:

- CDP (Carbon Disclosure Project)
- Cleantech Finland
- CSR Sweden in Sweden
- FIBS in Finland
- Fossilfritt Sverige
- The European AI Alliance

### **Sustainability integrated in the organization**

TietoEVRY's sustainability work is facilitated by the company's Sustainability team and is supported by the Sustainability Steering Group, chaired by the Vice President,

Communication and Sustainability. The steering group advises the Group Leadership Team and Board of Directors and approves the sustainability section of the integrated annual report. Members of the Sustainability Steering Group represent different functions and units of TietoEVRY, including Group Leadership Team members. TietoEVRY's aim is to maintain a gender balance in the steering group, as well as representation of younger and more experienced management.

Daily sustainability activities are facilitated by the Sustainability team, led by the Head of Sustainability, who is also responsible for the

company's sustainability policies and processes. The Head of Sustainability reports directly to the Vice President of Communications and Sustainability, who reports to the Head of Operations. The management of specific responsibility areas as well as business opportunity areas is handled by appointed area owners, each responsible for reporting on area-specific goal performance. The long-term sustainability goals are presented in the Sustainability game plan 2023, which has been approved by the Sustainability Steering Group and the CEO. The management of specific responsibility areas is presented in more detail in the respective sections of this report.

### **Policies and rules giving strategic direction and practical guidance**

Our ethical principles are summarized in our Code of Conduct policy, which applies to all our employees as well as any third party contributing to our services, products and other business activities. The Code of Conduct is aligned with international frameworks and norms, as well as local legislation.



As sustainability concerns the whole company, we encourage employees to discuss and promote the positive sustainability impacts that digitalization enables our customers.



We have a separate Supplier Code of Conduct Rule clarifying the ethical guidelines applying to TietoEVRY's suppliers. This rule is implemented in all new supplier contracts with regular suppliers.

Our Anti-Corruption Rule provides practical guidelines on how to evaluate and avoid unethical behaviour. We also have an Environmental Rule which outlines our precautionary approach to environmental management within the company and throughout the value chain. This rule is compliant with ISO 14001 requirements. In addition, we also have several other policies and rules supporting the management of specific sustainability areas. All policies and rules as well as processes covering sustainability apply to our entire organization. Policies and rules are reviewed on an annual basis, as part of our compliance program.

### **Implementing sustainability in daily business operations**

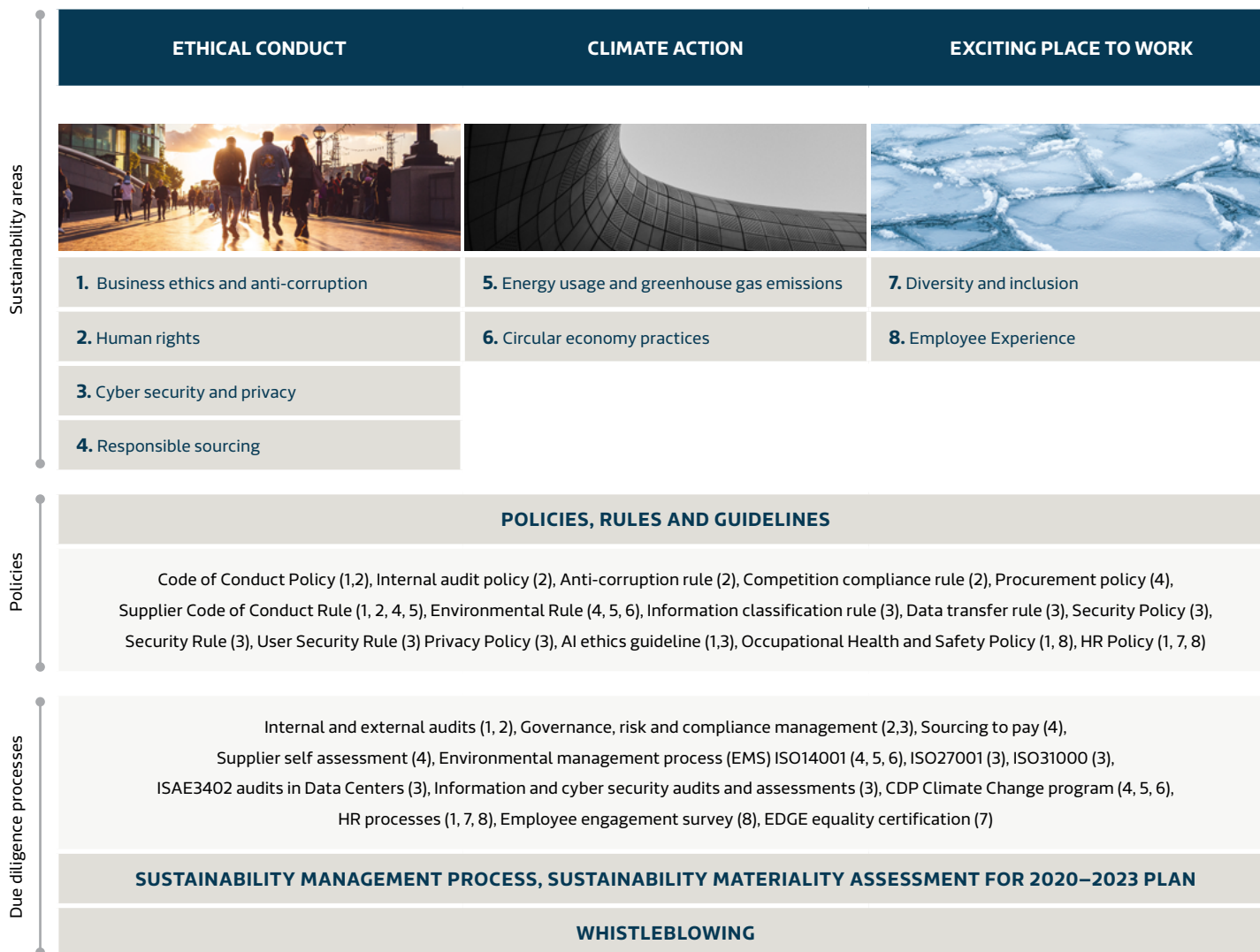
To support our organization in further implementing sustainability in daily business operations, we have a Sustainability Management Process, which is included in our business system. This process utilizes best practices from the United Nations Global Compact Management Model and GRI Standards. The tool demonstrates clear links of process and documents to other business processes. Among other things, the

Sustainability Management Process formally outlines the role of a Responsible Area Owner. Our Code of Conduct e-learning further supports the implementation of sustainable and ethical business practices across the entire organization. In addition, we have an environmental e-learning that supports the implementation of our Environmental Management System and related ISO 14001 certifications. Mandatory trainings for all employees also cover e-learning in GDPR, as well as a general security training.

During 2020, we established a way of working and governance to drive and develop business opportunities connected to sustainability. Supported by the Sustainability Steering Group we agreed to nominate a few business consultants, combining technology and sustainability expertise, to work on supporting our customers' sustainability performance. Priorities and targets for these consultants and impact opportunities are to be developed during 2021.

As sustainability concerns the whole company, we encourage employees to discuss and promote the positive sustainability impacts that digitalization enables for our customers. Our sustainability approach and ambitions are included in the company's sales materials. These materials help sales teams learn about sustainability at TietoEVRY and respond to customers' sustainability requests. The

**POLICIES AND PROCESSES COVERING SUSTAINABILITY AREAS**



Sustainability team, together with the responsible area owners, support internal functions, such as Procurement, HR, and customer teams in sustainability matters.

TietoEVRY's Whistleblowing Rule defines our common way of managing all escalations made to Internal Audit, Sustainability, Human Resources and Legal. Our Escalation Function is responsible for logging, following up and initiating preventive actions based on the case experience. At TietoEVRY, we are committed to a culture where employees feel safe to speak up and report concerns, and we adhere to the principle of non-retaliation. The handling of escalations is described in more detail [here](#).

As a result of our sustainability performance, we have received several acknowledgments for our efforts during the year.

**CDP**

In 2020, Tieto achieved level A in CDP Climate Change scoring. Our CDP score exceeds the IT sector and CDP programme averages.

**OMX GES Sustainability Finland Index**

Based on our sustainability performance, TietoEVRY Oyj is included in the OMX GES Sustainability Finland Index.

### **Bloomberg Gender-Equality Index (GEI)**

TietoEVRY was honoured by being included in the 2020 Bloomberg Gender-Equality Index (GEI), which tracks the performance of 6 000 public companies in 84 countries committed to advancing women in the workplace.

### **Swiss EDGE Certified Foundation**

We were the first IT company in the world to receive a gender equality certification from the Swiss EDGE Certified Foundation at the end of 2015 (valid for two years), and again in 2017 and 2019. The certification represents the leading global assessment methodology and business certification standard for gender equality. It assesses policies, practices and numbers across five different areas of analysis: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working and company culture.

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**We have received several acknowledgements for our efforts during the year.**



# Dashboard

Responsible area	Goal	Result 2020	UN sustainable development goal
<b>ETHICAL CONDUCT</b>			
Human rights	2021: Conduct a formal Human Rights Impact Assessment for a business entity	Assessment to be conducted FY21	
Cybersecurity and privacy	2023: Zero substantiated complaints concerning breaches of customer privacy and losses of customer data*	Zero	
Business ethics and anti-corruption	2023: 90% completion of ethics training (CoC e-learning)	91 %	
	2023: 100% confirmation of receipt of a whistleblowing notification within four business days of receipt	100 %	
Responsible sourcing	2023: 100% of new or renewed suppliers agreeing to TietoEVRY's Supplier Code of Conduct*	100 %	

Responsible area	Goal	Result 2020	UN sustainable development goal
<b>CLIMATE ACTION</b>			
Energy usage and GHG emissions	2023: 80% reduction of scope 1 and 2 greenhouse gas emissions (GHG) by FY23**	Baseline is FY20 and reductions against baseline will be available from 2021	
	2023: 100% carbon free electricity in own data centers and offices	80%	
Circular economy practices	2023: 100% reuse and recycling of hardware***	Baseline set during FY21	
<b>EXCITING PLACE TO WORK</b>			
Diversity and inclusion	2026: 40% female employees by 2026: 50% female employees by 2030	29% female employees	
Employee Experience	2023: Employee engagement score - >75	76/100	

\*Scope: Agreements made through Procurement function. Note that scope also includes Supplier's version approved by Head of Sustainability.

\*\*Baseline FY20.

\*\*\*Scope consists of hardware for own use as well as hardware as a service to customers. Devices in the scope include lap-tops, mobile devices, monitors, and IT peripherals.

# Our value creation model

**In a digital world every bit of information can provide sustainable insights and value. TietoEVRY's value creation model is based on our strategic aim to create digital advantage for our customers as well as society more broadly. This annual report provides an overall picture of our ability to create this advantage. In preparing the value creation model shown on the next page, we have taken inspiration from the international <IR> Framework.**

## How our operations create value for our stakeholders

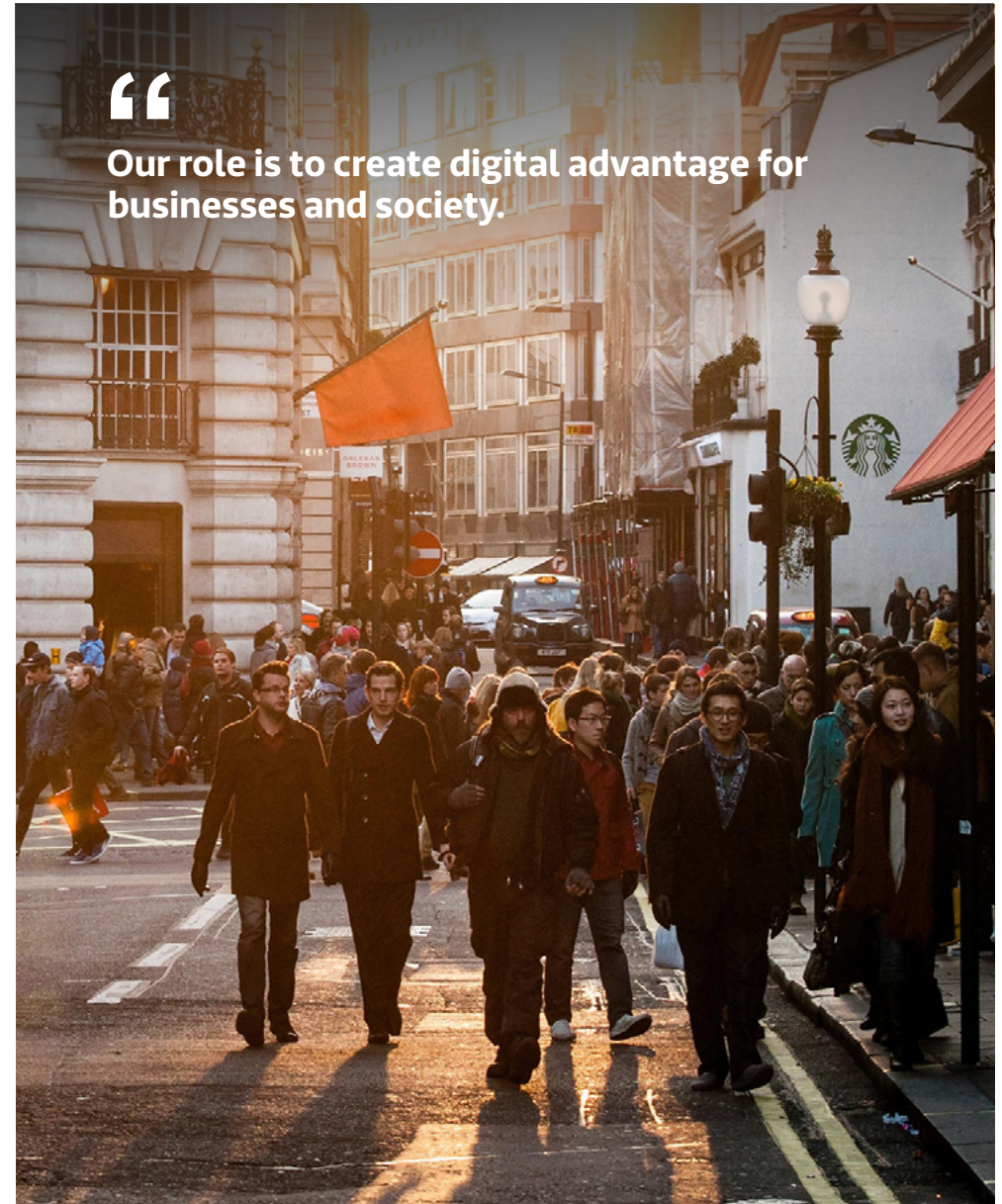
Our main role is to create digital advantage for businesses and society. Our role varies from advisory and design of services to building and running services and solutions. We look at the world from our customers' perspectives and aim to offer the best services and solutions from our wide-ranged portfolio. This enables our customers to focus on their core business and create value in their respective domains.

Through our fundamentals, we are able to increase customer value and accelerate innovation. We aim to use the opportunities which come in a world increasingly driven by data to create societal, economic and environmental value.

- We play an important role in Nordic society, transforming businesses with

expertise, technology and data, to harness the biggest opportunities of our time

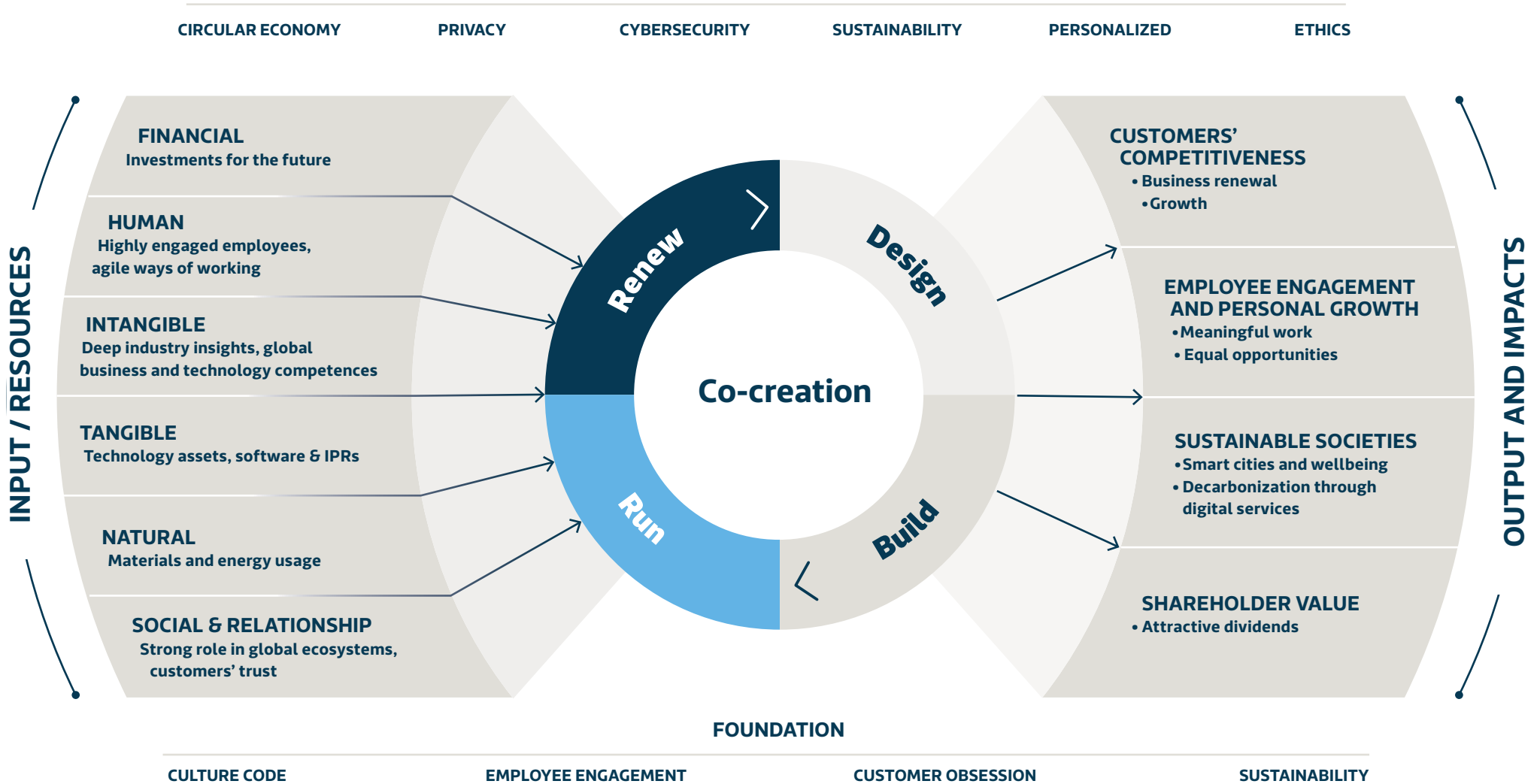
- We increase business agility, so that our customers can continuously develop and adapt to new challenges and embrace new opportunities
- We improve citizen experience, health and wellbeing
- We are creating digital advantage for millions of citizens every day. Digitalization removes time-consuming barriers and costly solutions, and enables efficient ways of working
- Through our robust financial governance and consistent profit improvement, we are committed to creating value for our shareholders as well as having a positive economic impact as an employer and taxpayer





CREATING DIGITAL ADVANTAGE FOR BUSINESSES AND SOCIETY

TOWARDS A DATA-DRIVEN WORLD



# Stakeholder engagement and materiality analysis

**Through continuous collaboration and open dialogue with our key stakeholders, we understand what is expected from us and are also able to innovate and develop sustainable solutions for the future.**

Our approach to stakeholder engagement is based on both structured and occasional dialogue and interactions. We engage with a wide range of stakeholders, including employees, customers, business partners, authorities, governments and wider society. Our aim is to meet our stakeholders' sustainability requirements and needs, both in our daily business and our strategy for the longer term.

We conduct regular surveys with customers and employees, and we also gather important information through the various escalation channels. Our internal social platform is an important channel for employee dialogue for us. It enables us to understand the needs and concerns of our employees. We also engage with external stakeholders in social media by actively monitoring discussions and responding to their questions. We have

both formal and informal conversations with suppliers, business partners, customers, investors and authorities as part of our daily operations. More information about our stakeholder engagements throughout 2020 can be found [here](#).

Our stakeholder relations are managed throughout the organization, except for Investor Relations, which is centralized within the Finance function.

## STAKEHOLDERS



**Materiality analysis**

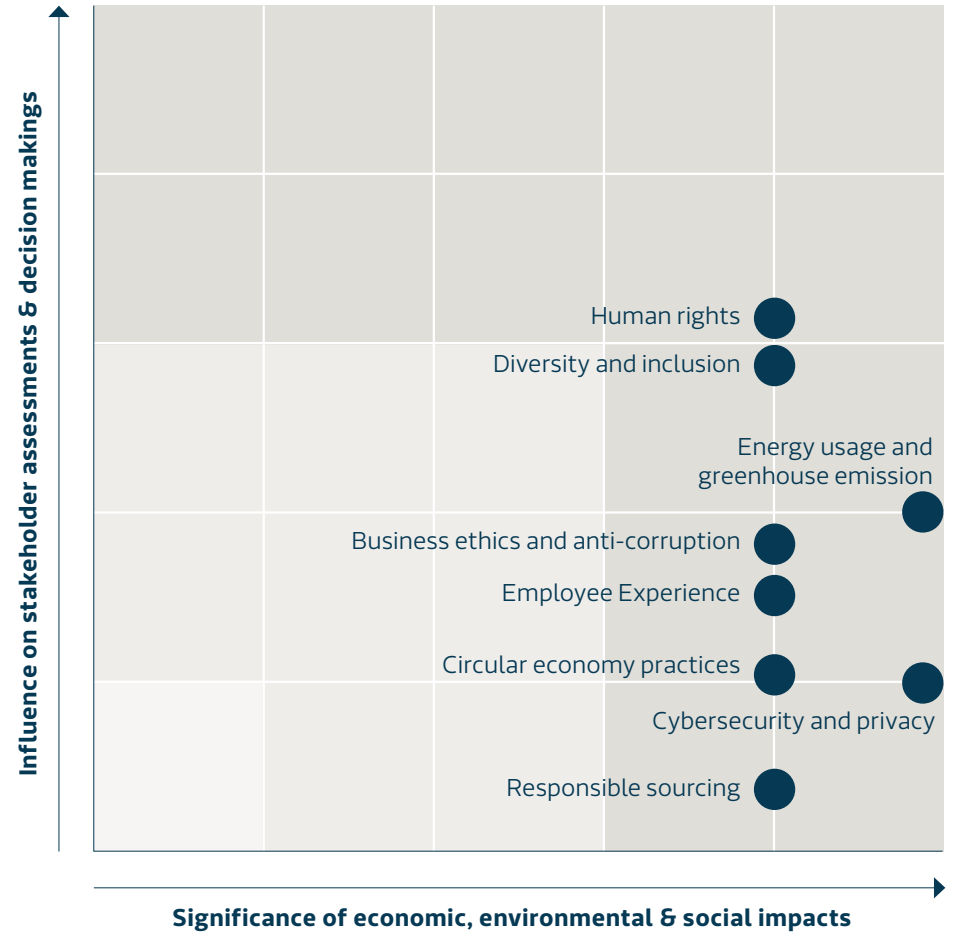
Materiality analysis has been used to prioritize the most important material topics based on our business, our strategic ambitions and the industry we operate in, the market trends as well as the UN's Sustainable Development Goals, the UN Global Compact. In 2020, we examined stakeholders' perceptions through a survey conducted among customers, investors, employees, potential employees, suppliers and partners. During the year, we also carried out in-depth interviews with key internal and external stakeholders,

including sustainability and technology experts, customers and investors, to gather insights for our future sustainability focus areas. Based on the materiality assessment and the insights gathered, combined with our vision for the future - we have developed our Sustainability game plan 2023, with three main focus areas: Ethical conduct, Exciting place to work and Climate action. The analysis also forms the basis of our sustainability reporting in accordance with GRI Standards, option Core.

**RESPONSIBLE AREA BOUNDARIES ACCORDING TO GRI STANDARDS**

	SUPPLIERS	PARTNERS	TIETOEVRV	CUSTOMERS	END-USERS
Human rights					
Business ethics & anticorruption					
Cybersecurity and privacy					
Responsible sourcing					
Energy usage & GHG emissions					
Circular economy practices					
Inclusion & diversity					
Employee Experience					

**MATERIALITY MATRIX ACCORDING TO GRI STANDARDS**



# Responsible operations

## Climate action

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## Ethical conduct

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Technology is the key enabler in the data-driven world. How we use and benefit from technology defines not only the success of our customers, but also the future of our societies. As a company in the IT-industry, we have the possibility to positively impact business and society through technological advancements and the use of data.

Our responsibility is built on the implementation and continuous monitoring of ethical guidelines, values and work practices. As we aim to be the trusted partner to our customers, we play our part in building sustainable societies – through our own operations and value chain but also by helping our customers become more sustainable.

Care for people and planet is at the heart of our responsible operations. All aspects of sustainability from responsible supply chain and ethical conduct to employee engagement to energy usage are important for us. We actively develop our own ways of working and have committed to ambitious targets in the years ahead.

Our sustainability ambitions during 2020 have been focused on integration and creating a common baseline together with processes and practices for the combined TietoEVRY. This is also reflected in this 2020 Sustainability report. From 2021 onwards the focus will be on validating the development towards our ambitions.



## Climate action

Through leading technologies and smart use of data, we believe that we can positively impact the environment – and the everyday life of millions of people. Circular economy practices provides us with opportunities to recycle our hardware and increase circularity in all our operations. We strive to carry out our operations in a responsible manner and minimize our negative impact on the environment and climate. The reduction of energy consumption and greenhouse gas emissions are the most effective ways for us to work against climate change.

We continue exploring how to further increase our environmental handprint with the innovations and solutions we provide our customers. By working together with our ecosystem of partners and enabling our customers sustainability, we expand the positive impact our operations. Together with our customers and partners, we can make a difference.

# Energy usage and greenhouse gas emissions

**Climate change is one of the biggest challenges of our time. Global warming is a result of human activities, especially the burning of fossil fuels and the release of greenhouse gas emissions into the atmosphere. TietoEVRY has an important role in helping society to become more efficient in energy and resource usage as well as pave the way towards carbon neutrality with sustainable IT solutions and new technology.**

## Our approach

Through leading technologies and the smart use of data, we can positively impact the everyday life of millions of people. The most effective way for us to act on climate change is by reducing energy consumption and greenhouse gas (GHG) emissions as well as striving for carbon neutrality in all our operations, including our supply chain.

Climate neutrality and circular economy practices form the basis of an environmentally sustainable society. Sustainability-oriented innovation also offers the potential to decouple economic growth from the use of natural resources. Increasing energy efficiency and the use of renewable and

carbon free sources in energy production for our offices and data centres as well as managing business travel are key actions for us to reduce greenhouse gas emissions.

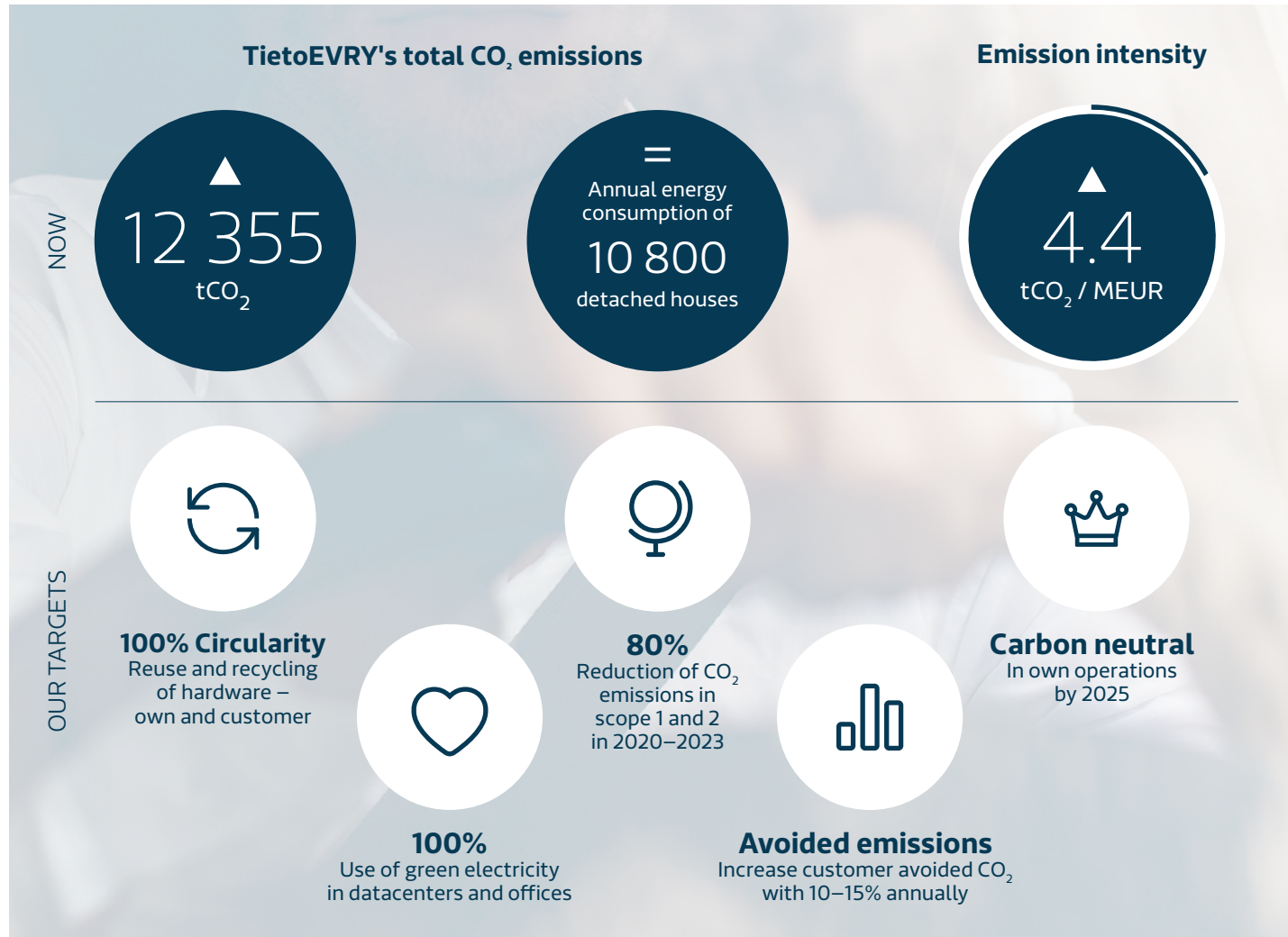
Our data centres and offices consume energy in many forms. We need electricity, heating, and cooling to keep our operations running and to serve our customers. Therefore, it is important how the energy we consume is produced and what energy sources are used. We aim to use energy from renewable and carbon-free solutions, such as wind or solar power, to avoid greenhouse gas emissions. We focus on energy efficiency and the use of new technology to save energy in our data centres. We recognize that the location of

## Energy usage and Greenhouse gas emissions

Percentage of carbon free electricity in data centers and offices	2020 <b>80%</b>	Percentage of carbon free electricity in data centers and offices	Goal 2023 <b>100%</b>
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**OUR SUSTAINABILITY AMBITIONS - TOWARDS A CARBON NEUTRAL WORLD**



our data centres is important to enable the possibility of feeding energy back into district heating networks to warm nearby households.

In recent years, business flights have been a large part of our indirect greenhouse gas (CO<sub>2</sub>e) emissions. This changed in 2020 as a result of the pandemic-induced travel restrictions. The curbs on travel have encouraged our teams to embrace new ways of working. The use of our internal conference solutions and various digital collaboration platforms is an ever-growing part of our everyday life.

Our Environmental Management process is the main procedure implemented across our organization. The Environmental Rule, our environmental policy, defines our approach to managing the company's environmental impact. This Rule applies to all TietoEVRY operations and employees across our operating countries. Each Country Team, Service Line, Business Area and Business Unit is responsible for implementing processes and actions based on this Rule. The Supplier Code of Conduct Rule, which also includes environmental requirements, applies to all of our new supplier contracts.



**We regularly collect, monitor and report energy data to ensure we maintain the highest possible energy efficiency.**

The global Environmental team is responsible for developing, coordinating and supporting the implementation of the Environmental Management System (EMS). Our Environmental team works in close co-operation with the Sustainability team to ensure our environmental targets will be met throughout the organization. The responsibility for the implementation of the EMS lies with an Environmental Manager appointed for one or several countries of operations. Environmental Managers form a global network with regular meetings facilitated by a global EMS Manager and team. Our data centre teams are responsible for

energy consumption monitoring on a regular basis. Environmental coordinators implement the daily environmental operations at sites.

All offices and Nordic data centres are covered by our Environmental Management System (EMS), which is ISO 14001-certified. Our Chief Procurement Officer is responsible for the environmental management of our offices and procurement including business travel, and the Head of Data Centres has the same responsibility for our data centres. In line with our Environmental Rule, we strive to reduce direct and indirect energy consumption in offices and data centres

through energy-efficient measures as well as relocating to BREEAM or LEED certified buildings when upgrading facilities. In addition to environmental certificates, the energy efficiency (kWh/m<sup>2</sup>) of a building and availability of green energy have become important new site selection criteria. Our target for all our data centres is to run operations as energy efficiently as possible.

We regularly collect, monitor and report energy consumption data to ensure we maintain the highest possible energy efficiency. Possible incidents related to environmental issues can be reported through the EMS in each

country. In addition, our global risk reporting portal also address environmental risks.

We recognize our part of greenhouse gas emissions caused in our supply chain operations upstream as well as downstream. TietoEVERY's suppliers and subcontractors are expected to follow the principles set out in our Supplier Code of Conduct. We also monitor the percentage of our top suppliers that have a greenhouse gas reduction target.

Another aspect regarding energy consumption and greenhouse gas emissions in our operations is our environmental handprint.



We help our customers to reduce their carbon footprint, increase their energy efficiency, and reduce their use of natural resources through our services and solutions.

### Progress

We continuously strive to improve and support the precautionary approach to tackling environmental challenges. Our new Sustainability game plan 2023 sets long-term targets for the EMS work. Read more about the plan in the section Managing sustainability. During 2020, as part of the sustainability plan, we have **set new goals** and KPIs for the company. We have identified eight GRI disclosures and four own KPIs related to energy consumption and greenhouse gas emissions. The KPIs, targets and actions are managed through our EMS process. Actions to implement improvements will be followed up annually.

### New group wide goals and targets

During 2020 we have set ambitious targets towards carbon neutrality. We aim to cut 80% of our energy-related greenhouse gas emissions by 2023. Additionally, we aim to use 100% carbon free electricity in scope 1 and 2 in our offices and data centres as well as in all purchased data centre services by 2023. We have a target to reduce the average carbon footprint from business travel per employee by 50% by 2023, with 2019 as the base year. We will annually follow KPIs related to our targets and make improvement actions to

ensure the best possible performance. These targets and actions are managed through our Environmental Management System.

In our supply chain, our aim is for 100% of our top suppliers (equal to around 50% of total spend) to have a public, absolute greenhouse gas emission reduction target.

### Consolidating environmental management

Following the integration of Tieto and EVRY, we continued to unify our Environmental Management System processes and guidelines in order to create an efficient global EMS for the new company. This work continues in 2021. We have consolidated our energy consumption and greenhouse gas reporting to cover the entire company. We collect the data quarterly in the global CEMA system. We also regularly monitor energy consumption at a country and site level to monitor if any deviations or increase in consumption. 2020 will serve as the base year for energy consumption and greenhouse gas emission reporting for the company and for 2023 targets.

### Baseline and result 2020

In 2020, our total energy consumption was 129 565 MWh and energy intensity 46,5 MWh/MEUR. Our scope 1 greenhouse gas emissions were 143 tons. Our scope 1 greenhouse gas emissions were mainly caused by the test usage of diesel generators used as reserve power in our data centres. Indirect greenhouse gas

emissions from energy consumption, scope 2, were 9 899 tons (market-based) in 2020. In scope 3, other indirect emissions, we analyzed the most relevant categories for our company, which are business travel (in a normal situation), waste generated in operations, and upstream leased assets. The emissions in this scope were 2 313 tons of greenhouse gas emissions for the year. This contributed to a total of 12 355 tons of greenhouse gas emissions (market based) and 4.4 tCO<sub>2</sub>/MEUR emission intensity. In scope 2, the reduction was achieved by buying green electricity for our operations in Sweden and Norway. This resulted in the reduction of our greenhouse gas emissions in scope 2 by 9 011 tons (market-based). By the end of 2020 carbon-free electricity in scope 2 were 80%.

We track business travel with a KPI that measures the reduction of the average carbon footprint from business travel per employee. In 2020, this number was 83 kilograms per employee. Because 2020 was an unusual year, we have set 2019 as the baseline year for business flights' emission reduction targets.

Our carbon handprint is an important tool to describe the impact of our solutions and services for our customers. It measures the CO<sub>2</sub> emissions avoided by customers through use of IT services provided by TietoEVRY. We estimated the avoided CO<sub>2</sub> emissions for our customers during 2020 were 68 ktons of CO<sub>2</sub> (scope include: smart transaction solutions in Financial services and document handling systems

within the public sector). We are looking into expanding our handprint calculation scope further during the coming years.

Environmental transparency and accountability are an important part of tracking progress towards a sustainable future. We are reporting our environmental impact in CDP (Carbon Disclosure Project) reporting yearly. Based on our 2020 performance, TietoEVRY achieved an A score for the Climate Change category.

### Looking forward

We are actively working towards carbon neutrality in scope 1, 2 and 3 by effectively implementing greenhouse gas emissions reduction actions as well as removing and offsetting any remaining greenhouse gas emissions. Our approach is first to reduce our carbon footprint with concrete actions such as selecting renewable and carbon free energy for our data centres and offices, travelling less and tackling emissions through technological improvements, processes and material usage. Offsetting emissions is a second step after all applicable reduction actions are taken.

We are committed to continue our activities to reduce our carbon footprint. Over the long term, our efforts to reduce energy consumption and greenhouse gas emissions will be focused on implementing circular economy practices and managing our supply chain. We will continue to manage the environmental footprint of the relevant procurement

“

**We realise our services and solutions have the potential to help our customers reduce their carbon footprint in a significant way.**

categories and explore opportunities for expanding supply chain emissions reporting and improvement actions.

We will continue the consolidation of TietoEVRY offices and data centres within the joint company. This consolidation has an impact on energy consumption and hence greenhouse gas emissions as well. When relocating offices, we are aiming to use LEED/ BREEAM or similar certified buildings and premises with the possibility to buy green energy. We believe that the Covid-19 pandemic will drive a permanent change in our ways of working. Our exploration of future ways of working will continue in 2021.

Within our data centres, we aim to increase energy efficiency and use new technology to save energy. We also understand that the location of our data centres is important given the possibility to feed energy back to district heating networks and warm nearby houses. We are recycling energy back in several locations across the Nordic countries. For example, during 2020, we warmed 616 houses in Espoo area with excess heat from our data centre.

We understand that we cannot reduce all greenhouse gas emissions within a short timeframe. As a responsible company, however, we aim to remove negative externalities that

we indirectly cause. To achieve this, we look for sustainable solutions, such as buying carbon removal from trusted and externally verified sources that support carbon sequestration from the atmosphere.

We will also continue to increase our carbon handprint with sustainable IT solutions in our customer projects. We realize that our services and solutions have the potential to help our customers reduce their carbon footprint in a significantly. We are aiming to quantify this impact by service in the future. For example, we are helping the Finnish city of Vaasa to reach its carbon neutrality goal with the help of our data

platform solution. This tool supports decision-making geared towards reducing greenhouse gas emissions and tackling climate change in co-operation with our customer and other local stakeholders. Read more on our customer cases related to climate in the section **Data leads cities towards carbon neutrality**. We are committed to the United Nations Global Compact and Sustainable Development Goals. Further committing to the Science Based Target initiative with the set greenhouse gas emissions reduction targets for the joint company is also on our agenda.

## ENERGY CONSUMPTION AND GHG EMISSIONS

Emission class	Unit	2019 <sup>1)</sup>	2020 <sup>2)</sup>	Change 2020-2019	% Change 2020-2019
<b>302-1 ENERGY CONSUMPTION WITHIN THE ORGANISATION</b>					
<b>Stationary combustion</b>					
Diesel total	kWh		525 800		
Transportation					
Diesel total	kWh		19 700		
Petrol total	kWh		22 000		
<b>Total scope 1 energy consumption</b>	<b>kWh</b>		<b>567 500</b>		
Electricity	kWh		100 346 394		
Cooling	kWh		19 269 706		
Heating	kWh		9 381 487		
<b>Total scope 2 energy consumption</b>	<b>kWh</b>		<b>128 997 588</b>		
<b>Total energy consumption in scope 1 &amp; 2</b>	<b>kWh</b>		<b>129 565 088</b>		
<b>302-4 REDUCTION OF ENERGY CONSUMPTION</b>					
Due to the fact that 2020 is set as the base-year for energy consumption, there is no data available for the KPI related to reduction of energy consumption.	kWh				
<b>305-1, 305-2 TOTAL DIRECT AND INDIRECT GHG EMISSIONS</b>					
Diesel total	tCO <sub>2</sub> e		138		
Petrol total	tCO <sub>2</sub> e		5		
Electricity (location-based)	tCO <sub>2</sub> e		11 317		
Electricity (market-based)	tCO <sub>2</sub> e		8 845		
Cooling	tCO <sub>2</sub> e		0		
Heating	tCO <sub>2</sub> e		1 055		
<b>Total GHG scope 1</b>	<b>tCO<sub>2</sub>e</b>		<b>143</b>		
<b>Total GHG scope 2 (location-based)</b>	<b>tCO<sub>2</sub>e</b>		<b>12 372</b>		
<b>Total GHG scope 2 (market-based)</b>	<b>tCO<sub>2</sub>e</b>		<b>9 899</b>		
<b>Total GHG scope 1&amp;2 (location-based)</b>	<b>tCO<sub>2</sub>e</b>		<b>12 515</b>		

Emission class	Unit	2019 <sup>1)</sup>	2020 <sup>2)</sup>	Change 2020-2019	% Change 2020-2019
<b>Total GHG scope 1&amp;2 (market-based)</b>	tCO <sub>2</sub> e		<b>10 042</b>		
<b>305-3 OTHER RELEVANT INDIRECT (SCOPE 3) GHG EMISSIONS</b>					
Business travel	tCO <sub>2</sub> e	14102	1 898	12 204	-87
Business travel- flights	tCO <sub>2</sub> e	13 030	1 755	11 275	-87
Business travel- own cars	tCO <sub>2</sub> e	1 072	142	929	-87
Upstream leased assets	tCO <sub>2</sub> e		364		
Waste generated in operations	tCO <sub>2</sub> e		51		
<b>Total GHG scope 3 emissions</b>	<b>tCO<sub>2</sub>e</b>		<b>2 313</b>		
<b>Total TietoEVRY GHG emissions (location-based)</b>	<b>tCO<sub>2</sub>e</b>		<b>14 828</b>		
<b>Total TietoEVRY GHG emissions (market-based)</b>	<b>tCO<sub>2</sub>e</b>		<b>12 355</b>		
<b>305-5 REDUCTION OF GHG EMISSIONS</b>					
Energy related GHG reductions within the organisation (scope 2)	tCO <sub>2</sub> e		<b>9 011</b>		
Energy related GHG reductions outside the organisation (scope 3)	tCO <sub>2</sub> e		<b>6 961</b>		
<b>Reduction in business travel GHG (base-year 2019)</b>			<b>12 204</b>		
<b>302-3 ENERGY INTENSITY</b>	<b>kWh/Meur</b>		<b>46 499</b>		
<b>305-4 GHG EMISSION INTENSITY</b>	<b>tCO<sub>2</sub>e/Meur</b>		<b>4</b>		
<b>Other</b>					
Energy returned back to district network <sup>1)</sup>	kWh	14 907 500	12 317 000		

<sup>1)</sup> Figures consists only of data from former Tieto's GHG reporting 2019, due to the lack of verified and complete data from former EVRY. However, estimates built on former EVRY's emissions are possible to make based on the amount of emissions generated by an average former Tieto employee. Total estimation for former EVRY, based on this assumption, for year 2019 is 9 409 tCO<sub>2</sub>

<sup>2)</sup> Actual base-year (except for business travel 2019)

**CASE**

## Reducing carbon footprint is an ongoing mission

### Laying grounds for higher ambitions

All energy data from TietoEVRY's offices and data centers around the world were consolidated into one joint energy reporting system during 2020. This will enable an efficient way of collecting and calculating the total carbon footprint of the new company on a quarterly basis.

- It is great that we now have just one reporting system for our global organization. Our customers are already asking, if we could deliver online real time measurement of their energy consumption and carbon footprint too, says **Satu Collin** Environmental Manager in TietoEVRY.

Getting the data in place, and having access to up-to-date information made it possible for TietoEVRY to also set realistic long-

term targets for the area. During 2020, the company decided on the ambitions towards carbon neutrality, and already in 2020 TietoEVRY got a score A on it's CDP report, showing that they are on the right path.

### How much CO<sub>2</sub> emissions have our digital services helped our customer to avoid?

Last year TietoEVRY - as a newly established company - calculated it's customers avoided

emissions from the use of smart transaction solutions in Financial services and document handling systems within the public sector. The calculations were based on a methodology where a baseline scenario was compared to a new way of carrying out a service. In practice, this means that TietoEVRY has evaluated whether a customer that gets a document digitally would save carbon emissions as compared to for example printing and emailing that document.

- We have had a good development in the last few years in increasing the avoided kilotons of CO<sub>2</sub>. What we are trying to achieve going forward is to push ourselves so we can increase the target by 10–15 % percent each year, says **Ida Bohman Steenberg**, Head of Sustainability in TietoEVRY.

In 2020 the old emission factors were updated, and from 2021 on, other services outside the financial transaction services and document handling will be included in the measurement.

### How did COVID-19 impact our own carbon emissions?

It is no wonder that emissions regarding commuting were also lowered during 2020. When Covid-19 hit, all over the world a growing number of office workers started working remotely from their home offices.

- Year 2020 gave us a valuable lesson, that we don't have to travel much to keep on going, says Bohman Steenberg.

In total TietoEVRY reduced the CO<sub>2</sub> emission from business travel with 91% per employee from 2019. Even though the travel pattern is likely to change when the pandemic is over, new habits developed will likely have an impact on travelling also in the future.



“

Year 2020 gave us a valuable lesson, that we don't have to travel much to keep on going.

# Circular economy practices

**Our business model and the industry we are in demand that we constantly develop and test new tools and technical solutions. However, we are convinced that, whenever possible, we need to move away from the ‘old way’ of doing business and be part of the transition to a circular economy. Re-using and recycling hardware in a structured manner is our first step towards enabling circular economy practices for us and our customers.**

## How we work

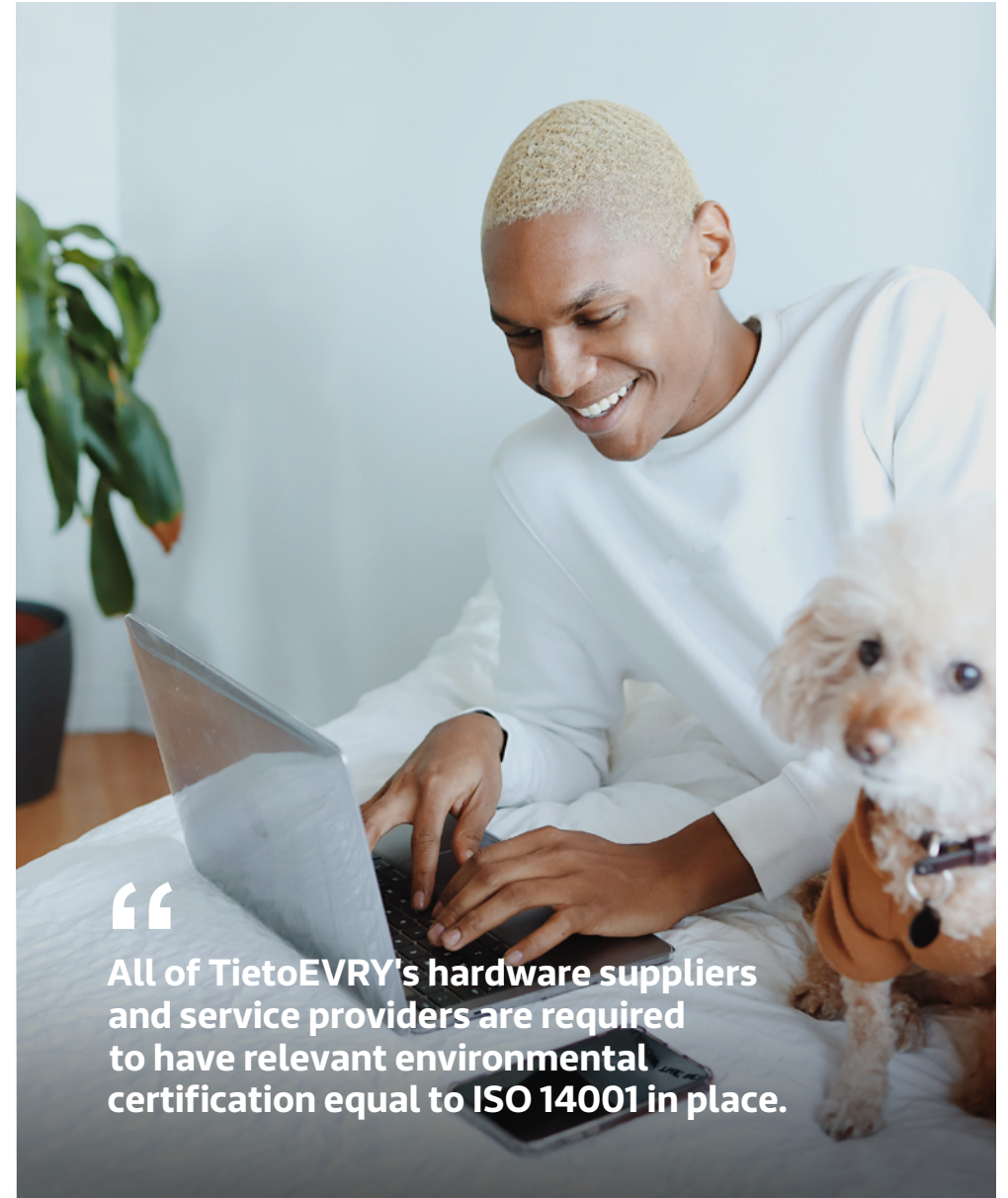
Production of hardware involves raw materials extraction, water and energy consumption which in turn generates CO<sub>2</sub> emissions. Today, around 80% of total global e-waste<sup>1)</sup> is not collected for re-cycling, which in turn increases consumption of resources, greenhouse gas emissions, as well as the release of toxic substances that may come from irresponsible recycling procedures.

At TietoEVRY, we provide hardware – computers, mobile devices, monitors and IT peripherals – for all of our 24 000 employees. Moreover, through our customer engagements, we are supporting around 380 000 end-users with devices such as laptops and mobile devices.

Our End-User Services unit is responsible for purchasing the hardware delivered to TietoEVRY’s customers, while our Procurement unit purchases hardware for our employees’ use. It is also End-User Services that ensures that customers’ and TietoEVRY’s own environmental requirements on hardware devices (for example TCO Certified or certified as Energy Star) are met. Moreover, all of TietoEVRY’s hardware suppliers and service providers are required to have relevant environmental certifications equal to ISO 14001 in place.

The standardized life cycle management services provided by End-User Services includes end of life handling such as taking

<sup>1)</sup> Global e-waste monitor report 2017



**All of TietoEVRY’s hardware suppliers and service providers are required to have relevant environmental certification equal to ISO 14001 in place.**



**We aim to re-use and recycle 100% of all hardware for own use as well as hardware as a service to customers.**

back (Rescue) used hardware, safe and secure data erasure, grading of hardware to determine the shape of it, and then re-sale or recycling.

Our ambition going forward is to establish and implement a standardized approach for purchasing and leasing of hardware devices for customer and our own use. We also aim to monitor the flows of re-use and recycling as well as how these processes are being managed. By being in control of what, when and how we buy, and by taking responsibility for sustainable usage and end of life handling, we can avoid negative impacts from production and logistics.

### Progress

Much focus during the year was dedicated to mapping existing practices, processes and data to be able to start integrated ways of working. The merger process took time and effort, and the Covid-19 pandemic impacted the activities that took place as it resulted in a periodic stop on purchasing of hardware for employees. At the end of the year, we started to develop a coherent strategy and road map for TietoEVRY's handling of internal and customer hardware<sup>2)</sup>. Ambitions and targets for the area were also established – we aim to re-use and recycle 100% of hardware for own use as well as hardware as a service to customers.

### Looking ahead

In the coming years, we will continue on our path to reach the 2023 ambition and goals. The focus in 2021 will be further consolidation of systems, processes and partners, as well as drawing up a more detailed roadmap towards 100% re-use and re-cycling of hardware. Scope consists of hardware for own use as well as hardware as a service to customers. Devices in the scope include lap-tops, mobile devices, monitors, and IT peripherals. Green hardware reporting, such as energy usage per hardware unit, carbon emissions generated throughout a device's life cycle and waste per unit as well as information related to

rare and conflict minerals will be further defined, and the exact scope decided upon<sup>3)</sup>.

Other planned activities on this area target at improving the quality of returned devices through increased end-user support and extension of the device's life.

<sup>2)</sup> The scope consists of hardware devices including computers, mobile devices, monitors, IT peripherals as well as wrapping and packaging materials for devices.

<sup>3)</sup> Read more about our work to shape sustainable supply chains in the section **Responsible sourcing**.



**CASE**

## Data leads cities towards carbon neutrality

**Learn about our forerunner customer cases in Vaasa and Trondheim.**

Many cities lack knowledge of their CO<sub>2</sub> balance and have no overall view on their emissions in general. So how can it be ensured that when reducing emissions, the focus is put on the right things? Read what was done in Vaasa and Trondheim to reduce emissions with data.

Cities and municipalities play a big role in decarbonisation. According to a UN report, cities worldwide are responsible for up to 70% of harmful greenhouse gas emissions even though they only take up 2% of the land area.

The world is addressing a situation where nearly every city is working with a roadmap to reducing emissions and doing it in the most efficient way. It is not an easy task to get an overall view and build a roadmap based on it.

Climate goals are easier to achieve when action taken is based on the cities' measurable data. In an experiment conducted in the Vaasa region in the spring of 2020, TietoEVRY, Wärtsilä, Vaasan sähkö and the City of Vaasa started a pilot where data was used to gather information of carbon emission sources of the city. It brought together needed data from its three biggest carbon emission sources – transportation, heating and electricity consumption – enabling the

parties involved to scrutinize the impact of different actions on emission levels.

– It's only natural that an experiment like this takes place in Vaasa, considering the cluster of energy technology and strong expertise in the region. This experiment strengthens our aim to make the city carbon neutral by 2030 and slow down climate change, says the mayor of the City of Vaasa, **Tomas Häyry**.

### The proof of concept demo version for Vaasa came second in IDC Awards 2020

Proof of concept and proof of value made with Wärtsilä, Vaasan sähkö and the City of Vaasa in 2020, proved that a data-driven approach to the de-carbonization steering model of a city is possible.

– One of the biggest achievements of the year was that the proof of concept demo version, verified with different partners and the City of Vaasa, came in 2nd on IDC Industry Insights Innovation Awards 2020, states **Fredrik Jansson**, Lead Business Developer, Data-driven decarbonisation, TietoEVRY.

With the help of the new tool, it's possible to demonstrate where and how the city's emissions are generated, which allows the efficiency of different measures to be simulated and verified. What would happen to emissions if the temperature in schools was dropped by one degree, or a car-free day was organised? In the first phase, the experiment includes approximately 30% of the city's carbon emission sources.

The project was a building block for both TietoEVRY's internal work in building products, and also going forward with a bigger continuation project with a larger group in 2021.

### The demo app made 30 % of the test group change their behaviour in Trondheim

Also in Norway, data was used to reduce carbon emissions. In the city of Trondheim, there is an app in development which helps citizens to track their actual climate related emissions. The data used in the app comes from different systems. Banks, local stores and public transportation services are brimming with useful data. With the user's consent, their data is shared with the app to help enlighten them about their personal climate impact. Citizens also get suggestions on how to reduce their carbon footprint.

Beginning of 2020 proof of concept was concluded and the app had its first test run.

– We have been working with data for 30 years. Reapplying it to a new context and creating new value by it has been pretty inspiring. In the test group 30% of the people actually changed their behaviour, says **Kim Remvik-Larsen**, Head of Business Concept, Data Services at TietoEVRY.

The app was done in collaboration with 2 other companies. The initiative was by SAS Institute which is a global leading software suite for analytics and AI. The project got a silver medal in Nordics and late winter it got grand for Norwegian research consoul to build the functionality for any municipality: first in Norway due to funding, but to be applied everywhere.

– In the end of 2020, 3 cities and 3 municipalities signed for the service, says Remvik-Larsen.

He states that the app will be available for all Nordics soon. Cities will be fronting the app forward, since it drastically improves the use of the app, instead the frontman being an individual company.

### Cooperation is the way forward

Jansson admits that addressing a sensible matter and doing business at the same time is not always easy, but the drive and enthusiasm has been amazing.

– It takes an effort of many people to build this; co-working and consortiums. Top management needs to be onboard, all players need to be aligned and decision making on different levels needs to be there.

That way you ensure that the city's money is spent on the right issues, says Jansson.

Both Jansson and Remvik-Larsen believe that in data-driven value generation the way forward will be finding new ways of collaboration. When different companies join forces and share their learnings, experience and success stories, in matters like sustainability, business and technology, the completely new ways to tackle the climate crisis will rise.

– In both cases, the companies and the city committed to sharing information and offering access to data that has traditionally been held internally. Neither case Vaasa or case Trondheim could have been done without cooperation, Remvik-Larsen.



## Exciting place to work

We can help create smarter and more sustainable cities, provide wellbeing for citizens and support our customers digital transformation. Our employees are our key source of our competitive advantage. Competition over talent is intense in our industry, and therefore employee experience is a priority area for us.

Our Nordic heritage and values of diversity, equality and openness steer our work. Diversity and inclusion enables us to serve the various needs of our customers and allow us to create a workplace where everyone can thrive. Together with our partners, we strive to make an impact and build a brighter future.

# Diversity & inclusion

**Diversity and inclusion are key elements shaping our company culture and enabling better decision making. Innovation often builds on a variety of perspectives from people with a variety of backgrounds. Derived from our Nordic heritage, our values are built on transparency and openness towards all kinds of differences.**

## Our approach

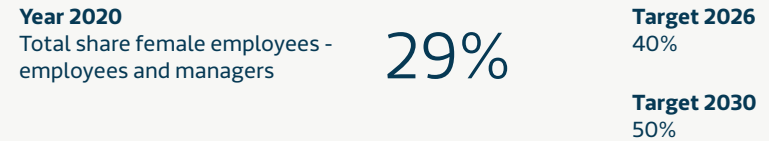
Diversity and inclusion are critical components in creating equal opportunities, providing great everyday experiences and fueling innovation that advances our customers' competitiveness. We need to continuously develop our culture, mindset and processes to foster an environment of open thinking. Inclusion in a workplace can be described as the realization of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusion and diversity are interdependent: there can be no equality of opportunity if difference is not valued and harnessed.

Our Code of Conduct and our Diversity & Inclusion charter outline the principles for diversity and inclusion at TietoEVRY. Each TietoEVRY team is responsible for planning and conducting activities that support our overall diversity and inclusion goals.

We measure our diversity and inclusion efforts in many ways. Cultural assessments are done through our global employee survey, OurVoice. One of the measures we use is understanding how safe employees feel about speaking up. Incidents of non-compliance that relate to equal opportunities can be reported anonymously through our whistleblowing channels. Our escalation process is described in detail under the Business ethics section.

Our commitment to diversity and inclusion is shown in the composition of our employees. We are proud of our 31 nationalities represented at our headquarters in Espoo, Finland, 30 nationalities at our Stockholm office in Sweden, and 24 nationalities at our Fornebu office in Norway. Targeted efforts to recruit young professionals (aged 30 or younger) resulted in the onboarding of 949 young recruits (30% of the total recruitments during 2020).

## Diversity & inclusion: Ratio female and male employees





We promote an inclusive workplace where differences are welcomed and respected.



TietoEVERY supports international human rights as outlined by the Universal Declaration of Human rights and its core conventions. As a company, we look to collaborate closely with personnel representation bodies. In 2020, 38,9% of our employees were covered by collective bargaining agreements. However, the differences between countries varies extensively, with the highest participation being in Sweden (98,2%) and in Finland (98,2%). During 2020, we also mapped our operations in relation to geographical areas in which employees' rights to exercise freedom of association or collective bargaining may be violated or are at significant risk. The majority of our operations

take place in areas where the risks are low, but a large proportion of our operations are also taking place in areas where there is large risks for violations or no guarantee of rights (32% of total operations). In these countries of operation, such as in China, Ukraine, Poland, Russia and Serbia, we strive to facilitate local forums where these topics can be addressed.

### Progress in 2020

Diversity and inclusion is one of the eight responsible areas in our new sustainability long-term plan. Diversity can be described as valuing differences and having an utmost respect for everyone as an individual regardless

of gender, nationality, age, religion, ethical background or disability. We promote an inclusive workplace where differences are welcome and respected, where different ideas and perspectives are expressed and listened to, and where each employee finds a sense of belonging and has an equal opportunity to grow and be the best version of themselves. All managers at TietoEVERY work actively to ensure diverse teams, which includes a balanced gender composition that reflects the markets TietoEVERY operates in.

During the year, the diversity and inclusion ambitions from the former companies

were evaluated and a Diversity & Inclusion charter was created to set the ambition for the topic in TietoEVERY's sustainability game plan 2023. The charter complements our Code of Conduct policy. In the Diversity & Inclusion charter, we have the following publicly announced ambitions:

- 40% of employees to be female by 2026
- 50% female/male employee split by 2030

Our ambition is to have the proportion of female leaders at TietoEVERY equal to or greater than the overall share of female employees. To reach these ambitions

we commit to expanding overall female recruitment, building on our graduate recruitment, and ensuring final candidates of both genders when recruiting internally and externally. All open positions will be communicated as open to all employees. Additionally, we will ensure at least one female successor for all positions in all manager level succession plans. These ambitions are to be followed up in the Group Leadership Team on a regular basis.

We also need to reflect our global markets and industries. This means TietoEVERY will ensure as many nationalities and cultures are represented among the employees as possible. We support internal mobility across national and business structures. Talent acquisition will be based on a global talent pool. Additionally, a good blend of age groups is good for business. We aim to excel in the recruitment of graduate and young professionals. Ensuring a combination of experience, subject matter expertise and industry knowledge with updated competences in emerging technologies within our businesses is a competitive advantage for us. Additionally, we strive to increase diversity in the organization, aiming to increasingly have women, young professionals and different nationalities represented in management positions. We are also committed to creating opportunities for people with disabilities and other related challenges. Diversity is highlighted in our mandatory Code of Conduct e-learning.

By the end of 2020, the share of women in senior management had reached 22%. Overall the share of female employees of the workforce was 28,9% and the share of females hired was 27,4%.

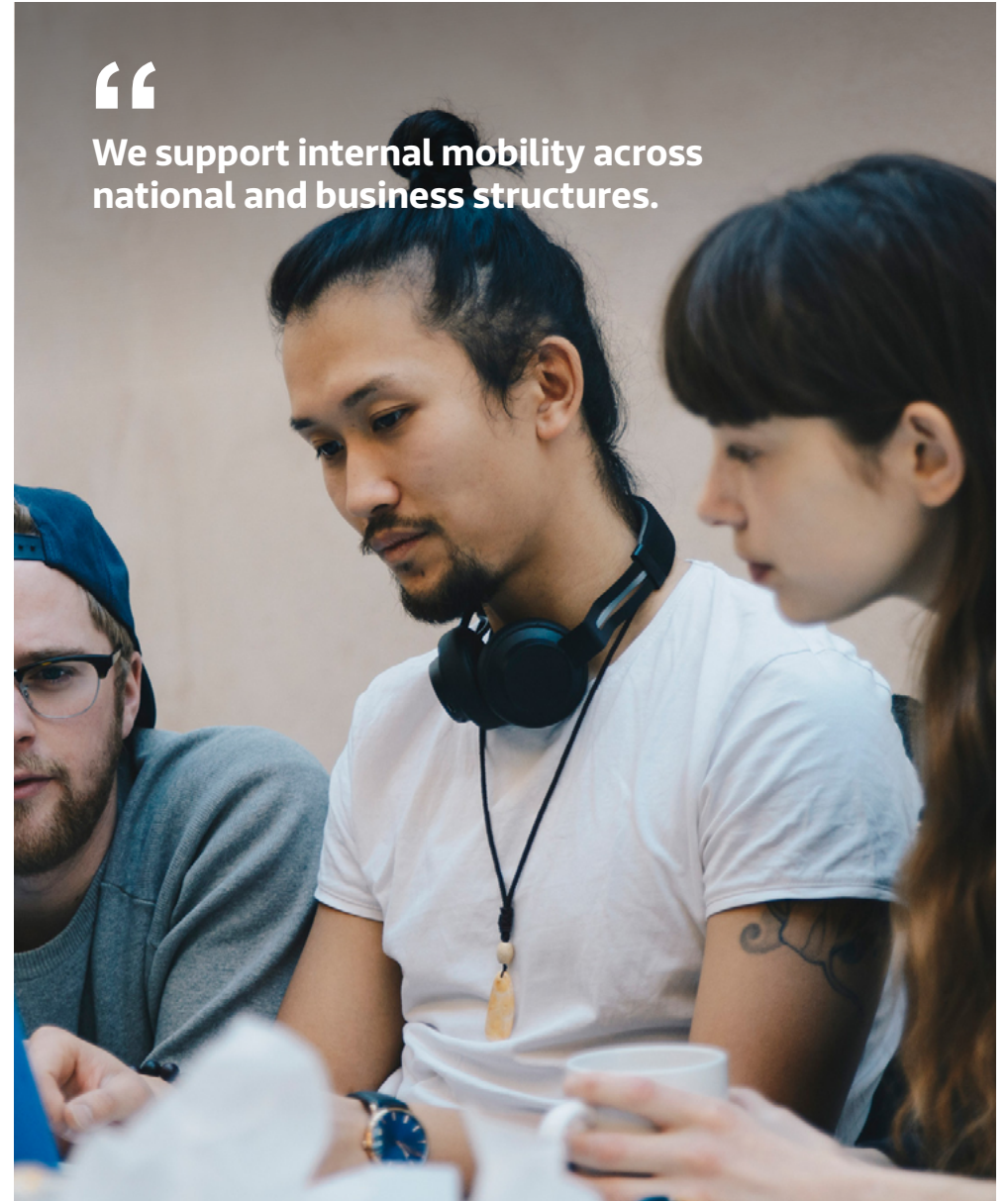
The TietoEVERY Group Leadership Team consisted of 10 men and three women and TietoEVERY's Board of Directors of 12 men and two women. To help us improve, Group-level diversity targets were created with a regular follow-up on results.

At the end of the year, the average age of TietoEVERY employees was 40,2 years. Many roles in the IT services industry require technological and managerial skills acquired through years of experience. At the same time, a younger generation is important in bringing in fresh ideas as well as new ways of working. We are therefore working to ensure age diversity to ensure we retain and attract the right skills across a wide age span.

TietoEVERY Sweden holds the EDGE Certificate, the leading global assessment and business certification for gender equality. In 2015, Tieto in Sweden was the first IT company in the world to receive the certificate. Since then we have succeeded in renewing the certificate, which is now valid until November 2021. In Norway, TietoEVERY is included in the SHE index powered by EY. The SHE Index is a voluntary measurement of how companies

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**We support internal mobility across national and business structures.**



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**We take part in a wide range of local initiatives and activities to highlight diversity and inclusion and women in technology.**

perform on gender balance, gender equality policies, and diversity and inclusion.

We take part in a wide range of local initiatives and activities to highlight diversity and inclusion and women in technology. For example, in 2020, we continued to partner in women networks such as Women in Tech in Finland and Sweden. We also participated in similar external networks in Norway. Additionally, during the year, we partnered with Pride in Finland and launched Polite Type, a Nordic-wide initiative against online hate-speech and for more inclusive online behaviour. In India, we continued our collaboration with

the Lila Poonawalla Foundation (LPF), an educational trust whose vision is to empower Indian women by supporting academically outstanding and financially deserving girls through scholarship to pursue higher education.

In 2020, we also continued our long-term collaboration with StartUp Refugees, an organization supporting newcomers with starting businesses and entering the Finnish labour market. We are collaborating to help refugees and asylum seekers strengthen their digital competences and support their integration into the Finnish labour market and society.

At TietoEVRY's offices in Stavanger, Norway, neurodiverse people such as those with Asperger syndrome, ADHD or dyslexia have been part of the company's workforce since 2013. TietoEVRY is working jointly with the Norwegian Labour and Welfare Administration NAV to create informational material about Asperger's syndrome in working life and how employers can better include them as employees in their teams. TietoEVRY is currently exploring how the program for hiring people with disabilities could be activated in other offices and countries as a part of the implementation of the company's ambitions for diversity and inclusion.

In Sweden, we work together with Länsstyrelsen in Stockholm to evaluate our internal work against discrimination based on skin colour or ethnicity, as part of its "Vidga Normen i praktiken" project. We also increase our knowledge and awareness of restrictive norms regarding skin colour and ethnicity through training conducted by Länsstyrelsen. As a first action in the project, TietoEVRY has created a vocabulary with guidelines and examples of words that can be used by employees and managers when talking about racism in the workplace. Virtual training on an inclusive workplace is a part of the onboarding and TakeOff days

for all newjoiners in Sweden. The ambition is to ensure everyone understands their responsibility and becomes aware of any unconscious bias and actions to mitigate it.

During 2020 six allegations of discrimination cases were filed through our escalation channels. All of them were thoroughly investigated and one of them was concluded to be a case of sexual harassment ie. discrimination. The case was handled and solved, in full agreement/alignment with the victim.

### Looking ahead

We continue our efforts to advance diversity and inclusion by creating a clear action plan to support our ambitions set out in the Diversity & Inclusion charter. To be able to reach our ambition of 50/50 male-female gender balance by 2030, a thorough analysis of the current situation will be conducted. Based on that, an action-plan and road map will follow during the year.

The results from our current work will guide us as we develop our efforts in the area further. We review our Diversity & Inclusion charter yearly to reflect the changing needs of our employees and the market. By actively listening to our stakeholders, we will be able to build on the aspects our stakeholders perceive to be most important.



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**The results from our current work will guide us as we develop our efforts in the area further.**



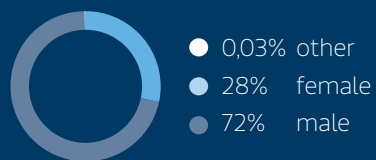
# Diversity and inclusion at TietoEVRY

## Employees 2020

Full-time employees

23 508

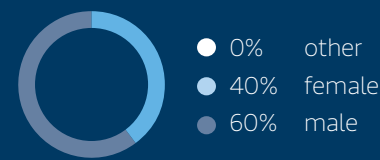
by gender



Part-time employees

1 041

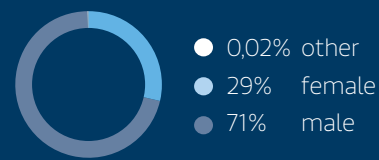
by gender



Permanent employment contract

24 053

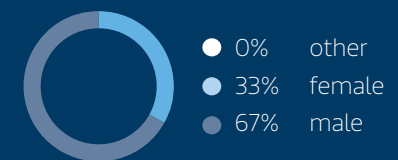
by gender



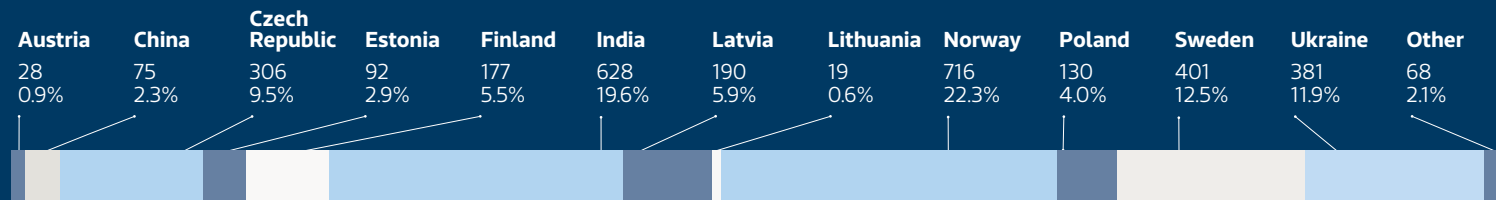
Temporary employment contract

496

by gender

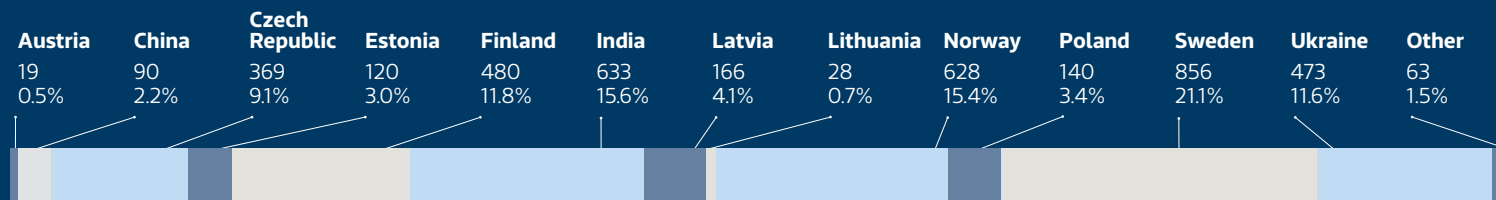


## New employees by region, 2020



3 211  
total

## Employee turnover by region, 2020

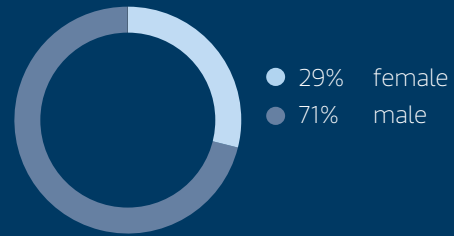


4 065  
total

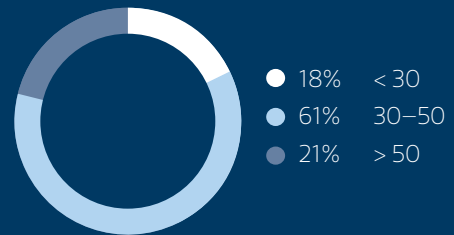
Total number of employees 2020

24 061\*

by gender



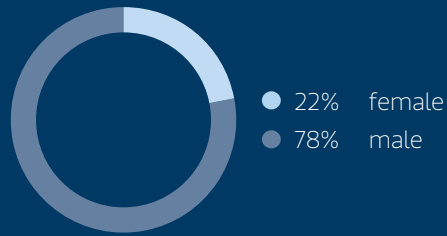
by age groups



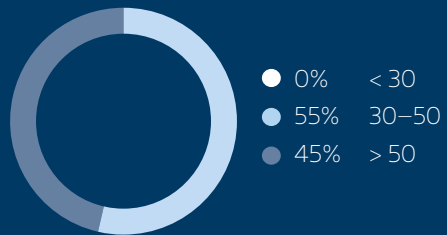
Senior management, 2020

418 total

by gender



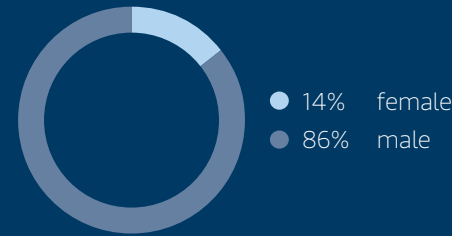
by age groups



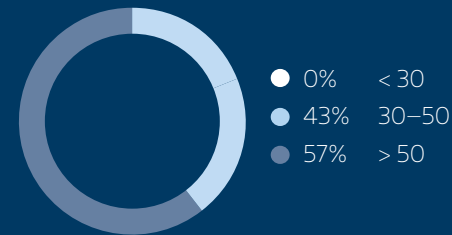
Board of Directors, 2020

14 total

by gender



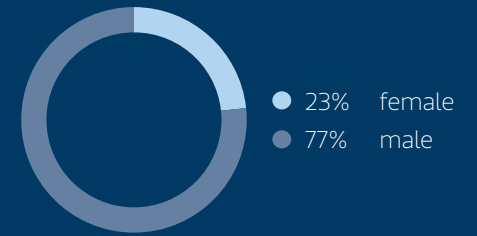
by age groups



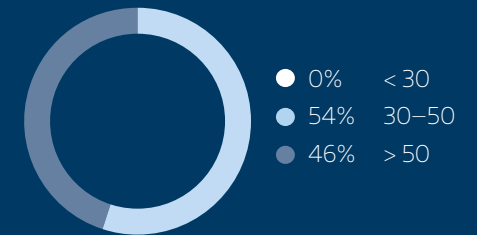
Leadership team, 2020

13 total

by gender



by age groups



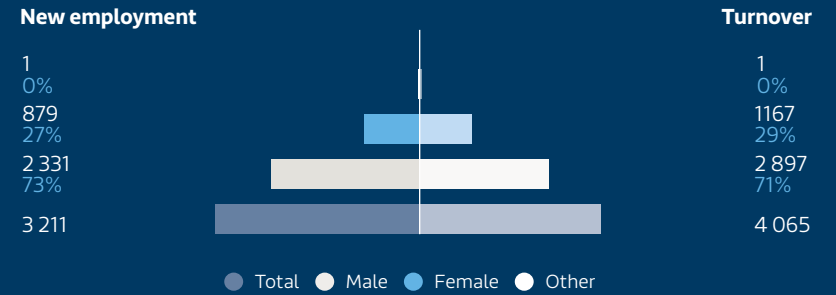
\* Data does not include TietoEVRY's Norwegian subsidiary Bekk.

Total number of employees by employment contract by region, Dec 31 2020\*

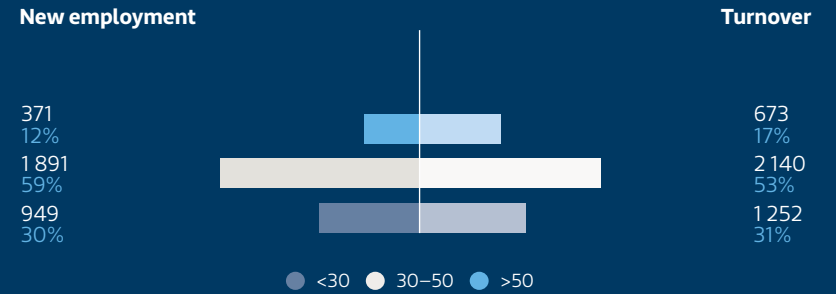
2020	Permanent	Temporary	Total
Austria	200	0	200
	0.8%	0.0%	0.8%
China	438	9	447
	1.8%	1.7%	1.8%
Czech Republic	2556	117	2 673
	11%	22%	10.9%
Estonia	288	0	288
	1%	0%	1.2%
Finland	3 240	20	3 260
	13%	4%	13.3%
India	4 229	45	4 274
	18%	8%	17.4%
Latvia	1 020	11	1 031
	4%	2%	4.2%
Lithuania	104	0	104
	0%	0%	0.4%
Norway	4 552	126	4 678
	19%	23%	19.0%
Poland	770	0	770
	3%	0%	3.1%
Sweden	4 279	66	4 345
	18%	12%	17.7%
Ukraine	1 859	146	2 005
	8%	27%	8.2%
Other	518	0	518
	2%	0%	2.1%
<b>Total</b>	<b>24 053</b>	<b>540</b>	<b>24 593</b>

New employees and employee turnover 2020

by gender



by age groups



# Employee Experience

**Our employees are our key strength and asset. As the competition over talent is high in our industry, recruiting, retaining and engaging the best professionals is crucial for our business success, and hence Employee Experience a priority area for us.**

## Our people

TietoEVRY is one of the largest communities of technology and business professionals in the Nordics. We employ approximately 24 000 professionals globally.

The year of 2020 was recognized as a year of integration for us at TietoEVRY. During the year we built our new organization and established an operating model for the combined company. We also harmonized our digital tools, platforms and common processes – and built the foundation for the company culture – created our Culture Code.

As part of these activities we were also taking actions to ensure company competitiveness in the market. Employee consultations to ensure optimized operations and reduce overlaps resulting from the merger were initiated, and in total around 1 000 positions reduced. Severance arrangements and support was offered to help the impacted employees in finding alternative work, for

example through consulting, outplacement or competence improvement services.

Operating in an extreme dynamic industry, we have a constant need for new competencies and recruit new employees to roles such as software developers, architects and consultants. Also major upskilling and re-skilling programs were initiated especially to support our growth ambitions on public cloud area.

During 2020, we recruited 3211 new employees. We are committed to advance diversity and inclusion across all our

## EMPLOYEE ENGAGEMENT SCORE, %

# 76%

## Employee Experience

Employee engagement score (eNPS)

Result 2020

# 76%

Target 2023

# >75%



**EMPLOYEE ENGAGEMENT**



operations, and therefore can be proud of our the 31 nationalities represented at our headquarters in Espoo, Finland, 30 nationalities at our Stockholm office in Sweden and 24 nationalities at our office in Fornebu, Norway. Targeted efforts to recruit young professionals (aged 30 or younger) were also successful and during the year 949 were onboarded. We also set ambitious targets for Diversity and inclusion for the upcoming years. Read more about Diversity and inclusion [here](#).

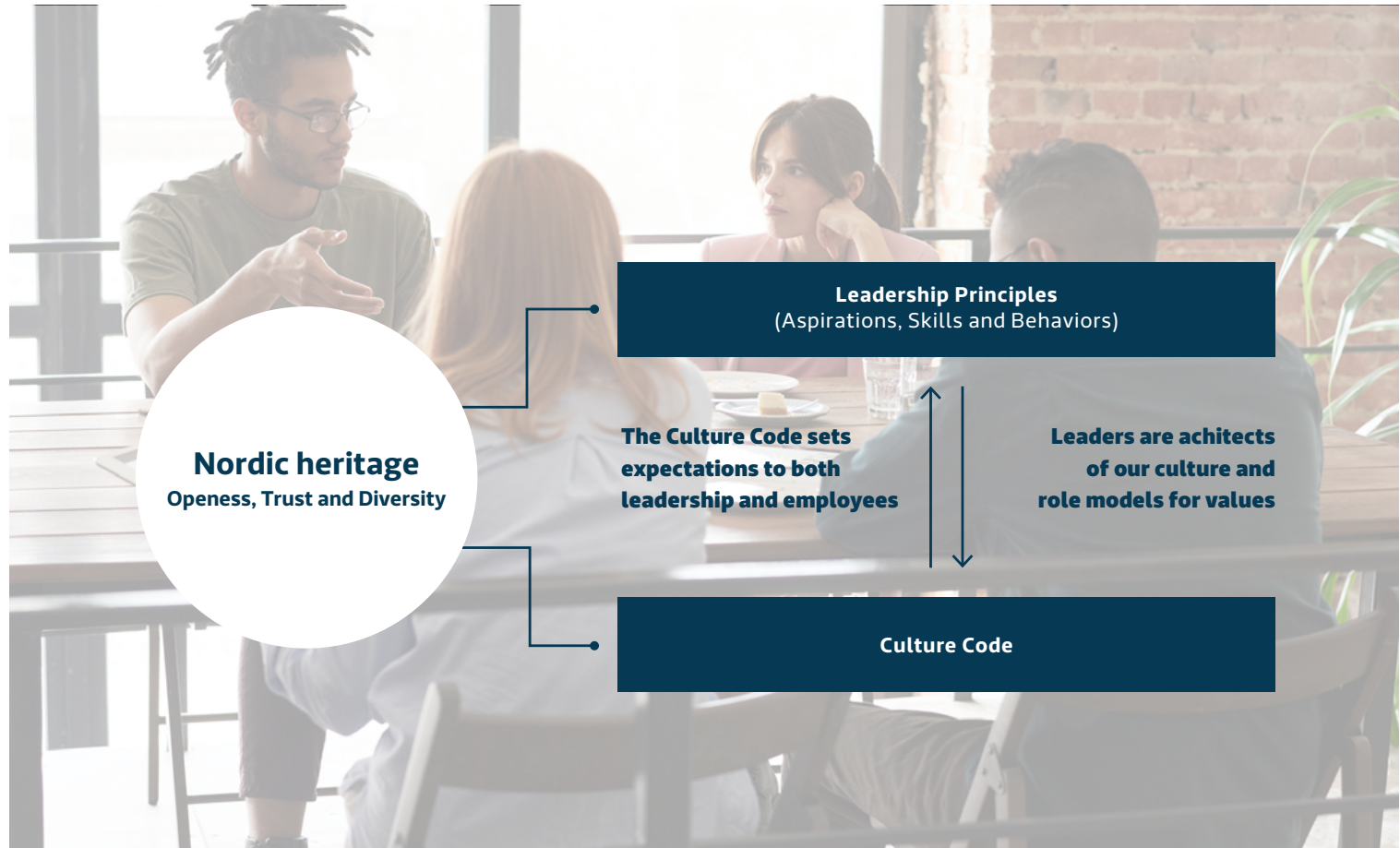
**Our approach**

Our employees form the heart and the soul of TietoEVRY. We are committed to building an engaging workplace and creating great employee experiences, where employees can learn and grow as professionals and feel a sense of pride and belonging with the company. We believe that high engagement impacts also the customer experience and is critical for our competitiveness. Continuous focus on improving engagement across the organization, is an investment for the benefit of our employees as well as for the success of our customers, and elementary for us as a company.

To make our customers more competitive, we need expertise with deep understanding of digitalization and the latest technologies, together with an understanding of specific industry and customer needs. Our dynamic business environment impacts the skills we need to thrive. As society digitizes faster than ever, industries merge and all companies become technology companies, the need for new skills is constant and competition over talent fierce. Understanding of digitalization, local market environments, legislation and regulations are also important parameters for our customers. We need to both re-skill and up-skill our current employees as well as recruit new talent.

TietoEVRY's HR function is responsible for developing people practices and employee experience in our company. The function is led by our Chief HR Officer while HR leads are responsible for country-specific and service line specific HR operations and agendas. Leaders and employees in all countries are also responsible for living our culture and acting as role models for the desired culture.

**RE-ENFORCING TIETOEVRy IDENTITY AND CULTURE WITH LEADERS AS ROLE MODELS**



Employee engagement activities are followed up through OurVoice, an employee engagement survey where employees give feedback on how we are doing in key areas. The survey results are reviewed and discussed in the Group Leadership Team as well as within the business networks and teams on all levels across the organization.

We support freedom of association and collective bargaining as defined in the International Labour Organization Declaration on Fundamental Principles and Rights at Work and stated in our Code of Conduct. Local employment laws and practices, collective agreements, and individual contract terms are followed. In the countries of operation where collective bargaining is not applied – such as China, India and Ukraine – we facilitate local forums where these topics can be addressed. In addition, we support and respect the principles set out in the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

European Works Council (EWC) is a body representing the European employees. TietoEVRY's management works constructively with the employee organizations through both the EWC and the local works councils and unions to both inform and consult by management on business and any significant decision at European level that could affect their employment or working conditions.

Our personnel elect members and deputy members to the company's Board of Directors. This is done by the personnel representatives in accordance with the Personnel Representation Cooperation Agreement and Nordic practices.

### During 2020

For TietoEVRY, 2020 has been the year of integration, where our goal has been to create the best possible fundament for our future success. This has been done in an Integration Program Node called Leadership and Engagement. The Node has been responsible for developing and driving HR integration related projects and workstreams. Key decisions to develop Employee Experience have been approved by the Node, the Steering Group of the Integration Management Office or Group Leadership team.

Overall, the governance for Employee Experience lies within the Learning & Development unit within HR. Other key HR Center of Excellence units are Staffing, HR Technology & Analytics, HR Operations, Employer Relations, Talent Acquisition, and Compensation & Benefits, which all report directly to the Chief HR Officer.

For of Employee Experience, three key focus areas were identified during the year: Culture, Engagement and Leadership. Concrete development actions on these areas include the launch of the TietoEVRY Culture Code, OurVoice Engagement Survey and Leadership Aspirations.



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**A critical factor for a successful integration is understanding, building and aligning cultural factors.**

**The Culture Code**

A critical factor for a successful integration is understanding, building and aligning cultural factors. Even though culture itself is a difficult term to define, to us, culture means the way in which we interact with each other at work and with our customers. As we proceed, our common culture and ways of working form an essential foundation for our future success.

Culture cannot be copied and is something everyone in TietoEVRY contributes to creating over time. However, it is possible to say what kind of behaviour we value, which is why we created The Culture Code. Our culture is impacted by our Nordic values of openness, trust and diversity, but to further define our Culture Code, we gathered insights from both former companies, and focused on our long-term strategic priorities. All employees were invited to participate in Culture Code Hackathons: surveys and workshops designed to drive the definition of our cultural DNA. Hundreds of employees participated in this work.

The Culture Code defines our cultural guidelines and represents what TietoEVRY stands for and who we are. Our Culture Code consists of four principles and guidelines which describe them in practice:

- Customer Driven:** We put the customers at the center of everything we do
- Achieving Together:** We purposefully collaborate to achieve the right outcomes
- Keep Learning:** We continuously grow, aiming to be world class

**Always Genuine:** We build trust by being good role models

Our company culture sets the tone and affects every aspect of our business and interaction with our customers. Going forward, the purpose

is to enable our employees to continuously develop and sustain these values together.

**OurVoice engagement survey**

To drive a strong focus on improving employee engagement, we need to include and listen

**THE CULTURE CODE**

Customer Driven	Achieving Together	Keep Learning	Always Genuine
We put the customer at the centre of everything we do	We purposefully collaborate to achieve the right outcomes	We continuously grow, aiming to be world class	We build trust by being good role models
I am passionate about understanding our customers' business and making an impact	I am proactive and take accountability for my team's goals	I strive to develop my skills and stay curious and relevant	I am always open-minded, strive for inclusion and embrace different perspectives
I continuously explore how we can bring value to our customers to make them successful	I understand that success will only happen through the collaboration of diverse teams	I actively challenge the way we work and strive for continuous development	I have integrity and show respect and care for others
I take pride in creating high-quality solutions for our customers and keeping our promises	I always involve and inspire colleagues and customers with a passion for making a difference	I dare to share my opinions and ideas, and learn from mistakes	I am honest and transparent in everything I do





## All of us are responsible for working in the spirit of the Culture Code.

to the feedback from everyone at TietoEVRY. To enable this, OurVoice engagement survey was established to help us to measure and gain insight into what matters to our employees and what to improve. With OurVoice we aim to ensure a continuous dialogue and bring the employee perspective and voice to the development of TietoEVRY. The survey will be run three times a year.

Our measurement for employee engagement is the TietoEVRY Engagement Index, where the results was 76/100 in 2020. In addition to the overall scores, we received close to 5000 written comments, on which AI driven semantic analysis was used to drive further insights on areas to improve.

An engagement survey only has value if it is backed up by a process which facilitates

acting on the insights. Managers are equipped with tools for how to interpret the results, run workshops, create engagement initiatives, and engage with their teams remotely.

### Leadership aspirations

Great leadership drives the engagement in all organisations. Aligned with our ambitions to build a great company that enables people grow and deliver value to our customers, leadership aspirations are built to define what good leadership in TietoEVRY looks like. The three leadership aspirations are:

#### 1. Build the future:

- Ensure clarity of vision and inspire to shape customer agendas
- An awesome place to work

#### 2. Lead performance:

- Focus on things that matter today and pursue the right outcomes
- Empower
- Be adaptive

#### 3. Role model for values:

- Be authentic, always
- Embrace diversity
- Care for those around you

The leadership aspirations are further supported by defined leadership skills and expected leadership behaviors. This act as a foundation for both leadership selection and development activities in the company. Clear aspirations will increase employee engagement through clarity on what to expect from leaders, bring value for customers through purposeful collaboration and accelerate growth both for our people and our company.

### Keep Learning – boost learning for the future

Curiosity and lifelong learning are crucial parts of our culture and success. Our Keep Learning - culture and the learning platform Cornerstone offer various learning modules. It has turned employees into active creators and curators of learning playlists. By the end of 2020, 93% of our employees and 94% of our managers had used the learning platform and there was on average 15 completed trainings per employee done on our learning platform.

### Looking forward

The Culture Code, OurVoice survey and Leadership aspirations form the cornerstones for the employee engagement and it is a responsibility for all leaders and employees to make the most out of them. Managers use results from OurVoice to have constructive dialogues with their teams in order to develop their own initiatives and employee engagement. All of us are responsible for working in the spirit of the Culture Code and leaders are expected to be role models for our leadership aspirations.

For 2021, we continue implementing the Culture Code and Leadership aspirations in our everyday life.

# Taking a stand against cyberbullying

**Technology can be responsibly used to accomplish so much, including improving equality and inclusion. Building on its extensive societal co-operation, in 2020, TietoEVRY launched an innovative initiative to curb cyberbullying.**

As **Kia Haring**, Global Head of Communications and Sustainability at TietoEVRY, notes, the organization aims to be an active corporate citizen wherever TietoEVRY operates: -One of the red threads in this is creating lasting value by engaging with partners that develop societies and, at the same time, support our business strategy. Our Sustainability Steering Group, authorized by the Board of Directors, reviews our societal engagements annually. Our societal engagements give our employees the opportunity to take part and do good for society.

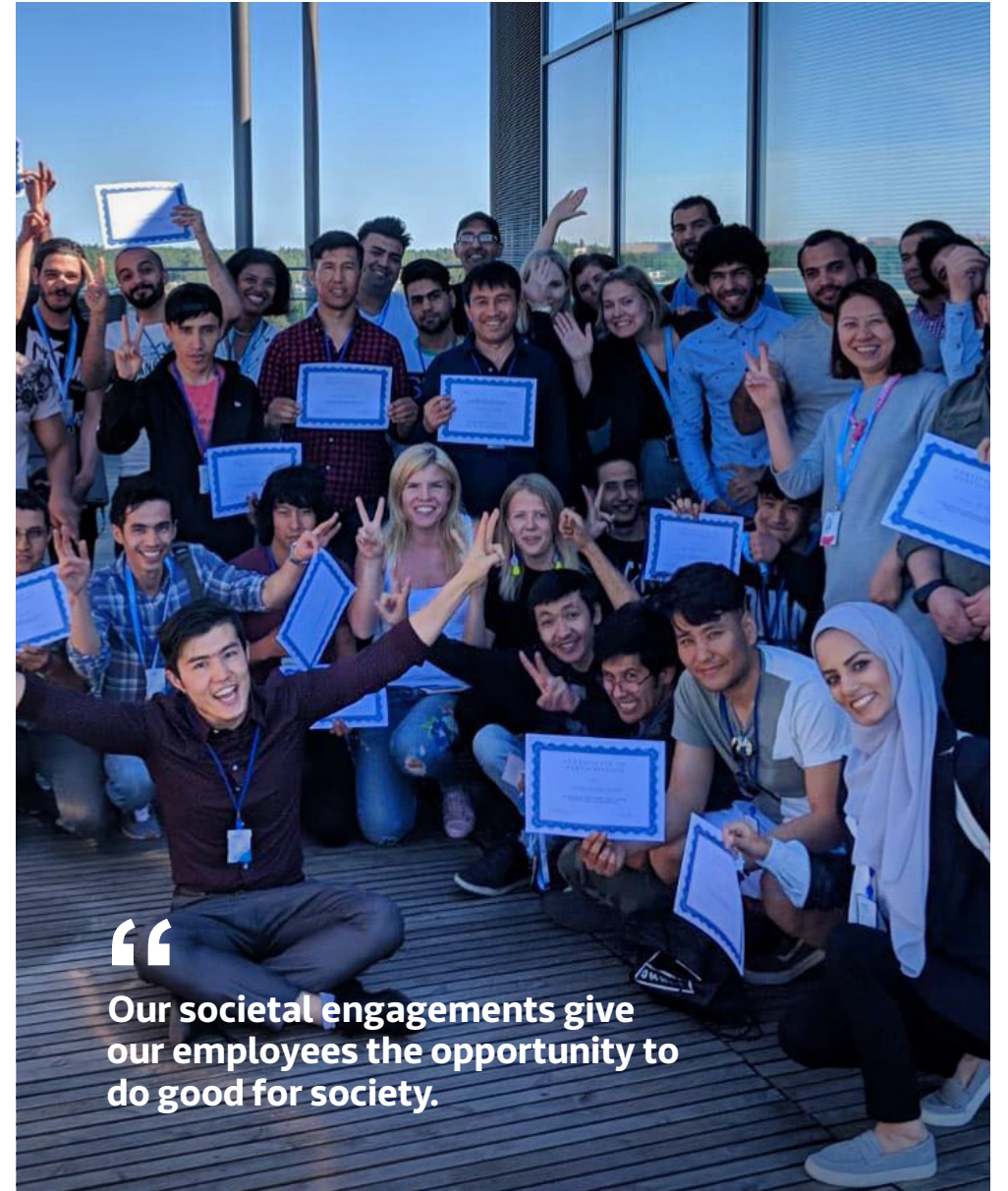
TietoEVRY's societal engagement partners:

- Uplift Mutuals: Indian non-profit providing health and medical aid to low-income Families. Partners since 2012
- Identity Foundation: Indian charitable trust working with socio-economically challenged children. Partners since 2007

- The Children and Youth Foundation: Finnish organization supporting children and youth in developing skills needed in their future work life. Partners since 2017
- Lila Poolawalla Foundation: Educational Trust in India empowering Indian women through scholarships for higher education. Partners since 1996
- StartUp Refugees. Finnish organization with more than 500 members helping refugees and asylum seekers in starting businesses and entering the Finnish labour market

TietoEVRY's selection of partners is based on community-need assessments made in cooperation with local business operations.

-The future lies in today's youth, and therefore, we want to focus on investing in young people and their education. In addition, we are continuing to focus on improving digital equality in society by strengthening



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**Our societal engagements give our employees the opportunity to do good for society.**

digital competencies and skills among disadvantaged groups, Haring continues.

### An initiative against cyberbullying, with great results

Over a third of bullying today takes place online, with that proportion rapidly increasing, according to a report by UNESCO. Young people's social encounters are increasingly taking place online, propelling this alarming trend.

This inspired the creation of The Polite Type, a creative tool to ignite anti-bullying discussion. The project was conducted together with TietoEVRY's long-term partner the Children & Youth Foundation in Finland.

The Polite Type open-source font recognizes and addresses cyberbullying and hate speech by rewriting hurtful words, replacing them with more inclusive ones. The initial vocabulary for the font was co-created with high-school-aged teenagers and youth from diverse backgrounds in Finland. The freely available Polite Type is meant to be used for educational purposes, at schools or by parents, to approach this issue carefully and create safe spaces for discussion. When installed, The Polite Type appears in users' font libraries for use in common text editing software.

-Through The Polite Type, we promote equality and inclusion. Bullying is especially damaging to children and young people.

We want bullies to rethink the words they use and their actual meaning. Inclusion, diversity and the utmost respect for people are at the core of our values at TietoEVRY. The Polite Type supports our vision, but more importantly, I hope that The Polite Type and its results inspire all audiences to consider how bullying could be tackled, notes Haring.

### Widespread interest and an expanding impact

Since its Autumn 2020 launch, The Polite Type has found widespread interest, with more than 10,000 downloads and related bullying workshops involving more than 1,000 students in Finland. In Sweden, the initiative is supported by the Friends-organization, which has similar workshops planned for 2021.

-Cyberbullying is a widespread and easily hidden phenomenon that particularly affects children and young people. The Polite Type has aroused a great deal of interest in schools, as it provides a concrete tool for discussing online behavior, helping us reflect on the meaning of the words we use. Achieving change requires long-term work and that we understand the seriousness of online bullying, says **Olli Alanen**, Executive Director of the Children and Youth Foundation.

Since its launch, The Polite Type has also created very broad interest, reaching a large worldwide audience, through media and social media discussions.



-The Polite Type has highlighted a very topical global challenge, and it's great to see how extensively it has attracted interest. We have also received lots of international feedback, and we are pleased to be cooperating on this important issue with a new partner in Sweden and in Norway as well. It is important for us to promote the responsible use of technology and the well-being of young people, concludes Haring.

The Polite Type is open to all NGOs committed to fighting bullying.  
[www.thepolitetype.com](http://www.thepolitetype.com)



## CASE

## Actions at the core of building a culture together

**TietoEVRY invests considerable effort in building and maintaining an inclusive working culture. But 2020 challenged this goal in unexpected ways, as we merged Tieto and EVRY during a global pandemic.**

At the beginning of 2020, combining the processes of the newly merged Tieto and EVRY was a major focus. When COVID-19 restrictions hit, many key integration processes were still ongoing. Fortunately, both companies share the same DNA, facilitating this transition. -During 2020, we renewed and integrated many of our practices by combining the best of both worlds, so to say. The close fit between our cultures particularly helped

under these difficult circumstances, says **Karin Schreil**, Managing Partner, Sweden.

### **Diversity charter gives clear guidance to everyday practices**

The gender gap and under-representation of woman in tech is a real challenge requiring true commitment and concrete responses. Advancing gender equality and diversity has long been a key culture goal at both

Tieto and EVRY. Thus, one of the major milestones for 2020 was the creation of TietoEVRY's diversity charter, a document that outlines clear company ambitions and key diversity measurements. The diversity charter demonstrates TietoEVRY's commitment, both internally and externally.

-The diversity charter gives us clear goals and therefore guidance in taking concrete actions

to further increase diversity. For example, we have already redeveloped our recruitment process based on the diversity charter. Moreover, the diversity charter also has a scope that goes beyond gender, says **Amanda Lindén**, Head of Innovation and Excellence for Cloud and Infra at TietoEVRY from Sweden.

The visibility of the diversity charter in everyday practice and measuring actions based on it provide critical guidance. But this document also attracts new talent, as purpose- and value-driven talents can now more clearly see our concrete goals and commitment.

### Continuous dialogue with employees

TietoEVRY's Cloud and Infra service line spans different countries and business units. With COVID-19 requiring remote work during the merger, it was quickly realized that a deeper understanding of the new organization itself was needed.

-We continuously held digital calls and engaged with personnel throughout 2020. We discussed open questions and shared thoughts and ideas with everyone. In the process, we found out that almost 90% of the organization considers diversity and inclusion as the most important aspects to champion in our culture, Lindén continues.

To further advance diversity and inclusion, a task force of around 20 employees passionate about these topics was formed. "Concrete business benefits of culture are easy to spot: gender balance is important for attracting talent, while inclusion is critical for retaining talent. When you put people together who have passion, great things can happen! Many ideas and actions were developed and reported to TietoEVRY leadership. Based on an organization-wide survey, four main focus areas were identified, with specific actions developed for each: champion gender balance, boost inclusion, foster differences and urge equality".

-Advancing diversity and inclusion is continuous work, as is building awareness and focusing on people. Small, continuous actions can mean more in culture building than big, top-down actions. Both are needed. Especially under extensive remote working, we all have a responsibility to engage our organization, Lindén concludes.

### Getting to know TietoEVRY

The TietoEVRY integration increased the number of office locations from one to three in India. With more than 4,200 employees, Year 2020 was a year of learning and new initiatives, among other things.

TietoEVRY has four cultural pillars: customer driven, achieving together, keep learning and always genuine. In India, culture-building initiatives were co-developed and implements for each of them.

-For example, we had a monthly "In-Focus Leadership" series that promotes openness and trust throughout TietoEVRY global and specifically within the India business. We also held virtual events recognizing internal trainers who spend a lot of time training colleagues and thus enabling our continuous learning. Another example is our "Lead by Excellence" series for line managers – a session about topics of interest, where everyone can learn new things. Overall, we put significant effort into the employee experience through continuous engagement with the whole organization, says **Kunjal Kamdar**, Senior HR Specialist from India.

The diversity charter made a big impact in India too. -Among other things, we had virtual events on inclusion and quarantine practices. We had campaigns on our Workplace platform for sharing family stories in order to break gender stereotypes. We took a steady flow of small steps, Kunjal sums up.

### Culture building never stops

As Karin Schreil points out, even though the 2020 TietoEVRY integration had to be run almost completely with digital tools, the process moved quickly: - But despite integration proceeding during the pandemic, we found common ground really fast thanks to our similar cultures.

During 2020, the new Culture Code at TietoEVRY was developed through organization-wide engagement. - In our Culture Code, we established common goals for culture building and activities supporting this. This guided all our activities – from development to teams and entire business segments – to ensure that we act according to our values of openness, trust and diversity, towards a common culture. We held culture hackathons involving the whole organization to get broad input.

Karin Schreil continues by noting that a successful culture requires the right mindset, people and activities to put the plans into action, and while everyone's input is important, management plays a crucial role: -We also formed a company-level leadership framework, which addresses what is expected from leadership, going hand-in-hand with our culture code. Culture

is about learning and growing together, and it is continuous work. Strategy without a supportive culture can be very difficult if not impossible to achieve, emphasizes Schreil.

Schreil notes, -We have always valued having employees with various backgrounds – with different ways to think and act. This not only improves diversity and inclusion but also helps us in developing customer solutions. In 2020, we also started a reversed mentoring program, where younger colleagues act as mentors. We also set up the Young Advisory Council to support our leadership team in topics related to our culture. This brings new perspectives while connecting young professionals with senior management. This is all on top of our longstanding coaching programs to help younger professionals grow.

Over the past year, many initiatives to advance our culture of diversity were conducted with external partners. In Sweden, a gender diversity program included TietoEVRY mentors and participants, with an aim to increase diversity in IT and the telecom industry as a whole. We also continued numerous partnerships to advance women in technology, for example to actively support and coach female leaders and thus promote diversity in society more broadly.

-We want to be doing good for society. It is particularly inspiring to have a meaning in operations that can inspire customer and partners too. Together, we can have a large impact and create a more inclusive and diverse culture, Schreil explains.



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**Together, we can have a large impact and create a more inclusive and diverse culture.**



## Ethical conduct

Fostering ethical values and work practices is a vital part of our responsibility to our employees, our customers and to all our stakeholders. An ethical business culture with a strong foundation in our Nordic heritage is imperative for us. Expectations for companies to act with integrity are continuously reinforced. Implementing and maintaining responsible business practices across our business operations is how we build and maintain the trust of our stakeholders.

Within data lies information that can make businesses more efficient and enable better health and wellbeing. When using data from individuals and organizations, a strong ethical foundation is required. Therefore, we actively develop our own ways of working in a transparent manner, and also take part in societal forums for an impact that is more far-reaching.

**CASE**

## Accelerating our sustainability work during an exceptional year

**Improving sustainability is a critical challenge of our time, and companies play a major role in this. In 2020, TietoEVRY developed its sustainability on many fronts and set some very ambitious goals.**

During 2020, TietoEVRY focused on integration as well as developing business and adapting to the changing business environment and ways of working associated with COVID-19.

-The key factor in our success is that we already had two strong organizations with DNA that had been driving them to advance a more sustainable and open society. Naturally, as an IT company, our solutions in data and related areas play a major role in decarbonization and

increasing sustainability, says **Asta Stenhagen**, Head of Legal, Risk and Corporate security.

Significant work went into adapting to remote working while merging Tieto and EVRY office spaces in 2020. -During the early days of the spreading pandemic, we were early in requiring remote operations to ensure safety, Stenhagen continues.

-You could say that we went from taking care of around 180 on-site offices, to taking care of more than 24,000 home offices! For example, we moved to 100% e-learning and remote trainings. We adapted our office facilities to mirror our decreased needs. This meant reductions in maintenance services, cleaning, heating and cooling, which has reduced our environmental impact, says **Tomas Elken**, Chief Procurement Officer.



### Merging best practices

During 2020, many rules and practices were adapted to fit both the needs of the new company as well as its sustainability ambitions. The approach was simple but effective: combine the best of both companies' approaches to suit the ambitions of TietoEVRY.

-When we merged, we created a new Code of Conduct, which was introduced with a new e-learning that combines real-life examples to make the policies crystal clear. We also launched a global whistle blowing channel to enable people to safely and anonymously report non-compliant actions and behaviour, Stenhagen says.

-Similarly, we updated our Supplier Code of Conduct and upgraded our policies related to our environmental impact. For example, our Travel Rule was updated to steer towards more conscious decisions when choosing how and when to travel - when it resumes, says **Ida Bohman Steenberg**, Head of Sustainability.

### New ambitious sustainability goals

A new sustainability game plan was developed in 2020. -We raised our ambitions by quite a margin by setting bold but achievable sustainability goals for reducing greenhouse gas emissions, developing circularity and

advancing diversity and inclusion, to name a few key approaches, Bohman Steenberg says.

The work was an organization-wide co-operative effort, which ensured strong commitment from all business leaders and key functions. The plan was launched during Q1/2021.

-We are also very happy about the feedback we have received on our new sustainability game plan. Investors and other companies have even highlighted it – we appreciate their encouraging feedback, Bohman Steenberg continues.

### Advancing sustainability, even beyond TietoEVRY

TietoEVRY's solutions also play a major role in advancing customer actions to both mitigate and quantify environmental impacts. -We enable many sustainability goals, by connecting customer needs with tangible data and AI solutions, for example, Asta Stenhagen points out.

-During the year, we also continued integrating sustainability into our business with a stronger focus on supporting our customer teams in delivering sustainable solutions to our customers. And together with the

Sustainability Steering Group, which includes our Country Managers and key players from operations, we also decided to form a cross-service line "hit-team" consisting of sustainability and technology consultants. This new set up and way of governing sustainability in customer projects in a more structured way will be put into practice in 2021, Ida Bohman Steenberg emphasizes.

This work regarding further integration of sustainability and business was evident in customer projects for the cities of Vaasa and Trondheim, where strong commitment to sustainability and working co-operation between different parties have yielded great results and possibilities for cities to lower their emissions and drive sustainability efforts.

### Always-on engagement with employees

Listening and engaging with employees is not a project at TietoEVRY, it is a way of working. The possibility to give direct feedback and receive answers openly is one of the fundamentals of the transparent culture the company embraces.

-During the year, we also utilized the Future of Work survey to map out current and expected work scenarios. For example, regarding remote work, we see a huge change in work flexibility.

More and more people want to split their time evenly between the office and remote work. We listen to our employees and try to adapt to their evolving needs, Tomas Elken points out.

Remote work has eliminated commutes, and this can impact the activity levels and wellbeing of people. -In the Nordics, we set up a challenge for everyone to walk more than 10,000 steps each day. Thousands of colleagues signed up. Since taking on the challenge myself, I have pursued that goal even after the challenge officially ended, Elken says.

# Business ethics and anti-corruption

**TietoEVERY has zero tolerance for any unethical behaviour and sees implementation and continuous monitoring of ethical guidelines and work practices as a vital part of the company's responsibility. Our ethical guidelines are outlined in our company-wide Code of Conduct Policy and related rules, which apply to all employees and subcontractors. In addition to our own policies, we always adhere to local legislation in operating countries.**

## How we work

Our key policies in the area of business ethics and anti-corruption are the recently updated TietoEVERY Code of Conduct Policy, the Supplier Code of Conduct Rule and the Whistleblowing Rule. In addition, we are currently consolidating our Anti-Corruption Rule and finalizing our Know Your Counterparty Rule and Anti-Money Laundering Rule.

Our business ethics efforts are led by the Audit and Risk Committee together with the Whistleblowing team within Legal's Corporate Governance team and Sustainability Steering Group driven in close cooperation with Risk Management and Internal Audit. The Corporate Governance team and Sustainability Steering Group follow up the policies by providing updates and continuous improvements and

by ensuring awareness around the policies through training and communication. They are also following up on concerns and questions raised through our whistleblowing channels. The Audit and Risk Committee of the Board of Directors is provided with bi-annual reports on the compliance work as well as the number and topics of whistleblowing cases processed by the Whistleblowing team during the previous six months. The Committee is informed of material compliance incidents immediately. In addition to the GRI Standards' disclosures, we have set an additional KPI to respond to a whistleblowing notification within four business days from receiving the notification. We believe this metric contributes to the effective processing of all whistleblowing notifications received, as well as ensures swift communication towards the whistleblower about the status of the case.

## Business ethics and anti-corruption

Completion of Code of Conduct e-learning, (%)

Result 2020

91%

Annual target

90%





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**To identify and validate risks of unethical behaviour, we conduct internal as well as external audits.**

To identify and validate risks of unethical behaviour, we conduct internal audits. The aim is to ensure the company complies with the laws and regulations, as well as with internal policies and rules, in all operations. In alignment with the Whistleblowing Rule, Internal Audit supports in audit activities, governance and escalation handling.

Internal audits and investigations are initiated by the Whistleblowing team in connection with concerns raised through our whistleblowing channels. Our whistleblowing scheme allows anonymous and confidential reporting to the Whistleblowing team on violations of the Code

of Conduct, related rules, or any unethical behaviour. The process is designed to ensure that persons reporting violations will not be subject to any retaliation. Failure to act in compliance with the Code of Conduct will result in appropriate disciplinary actions.

Our ambition is that all employees are aware of and know our Code of Conduct and are proactively fostering an ethical culture in all operations. In addition to accepting the Code of Conduct when joining the company, employees are expected to refresh their knowledge on the content of the Code every year by taking the Code of Conduct e-learning

course. Our HR function and the Compliance Officer further support employees in knowing, and acting in accordance with, our Code of Conduct throughout the employee lifecycle, spanning from an awareness session during onboarding and role-based trainings when becoming a manager to a general compliance email to which questions can be directed.

**Progress**

Our focus during the year has been on establishing TietoEVRY’s CORE process framework to drive new ways of working, reflecting our business ethics and anti-corruption governance. For example, we have

- renewed our Code of Conduct Policy and related e-learning
- launched e-learning sessions covering our new Code of Conduct, security and GDPR, and organized mandatory training for all our employees
- implemented an external whistleblowing channel across the organization, merged and consolidated our new Whistleblowing Rule, and reorganized the internal Whistleblowing team and escalation procedure
- carried out global communication and awareness campaigns for the new Code of Conduct, the new e-learning

- and the whistleblowing process
- carried out sustainability awareness training, with components on business ethics, in TietoEVERY's 'Take off' days for new employees in the Nordic region
- conducted training for customer teams about the new tools and policies

In addition to the consolidation of the policies and processes, the main projects in the area have been third party screening activities and the expansion of the Compliance Network.

Completion of our Code of Conduct e-learning is a mandatory goal in all employees' scorecards and is formally evaluated as part of each employee's annual review process. We aim for 90% e-learning coverage on a yearly basis. By the end of 2020, 91% of employees had carried out the Code of Conduct training.

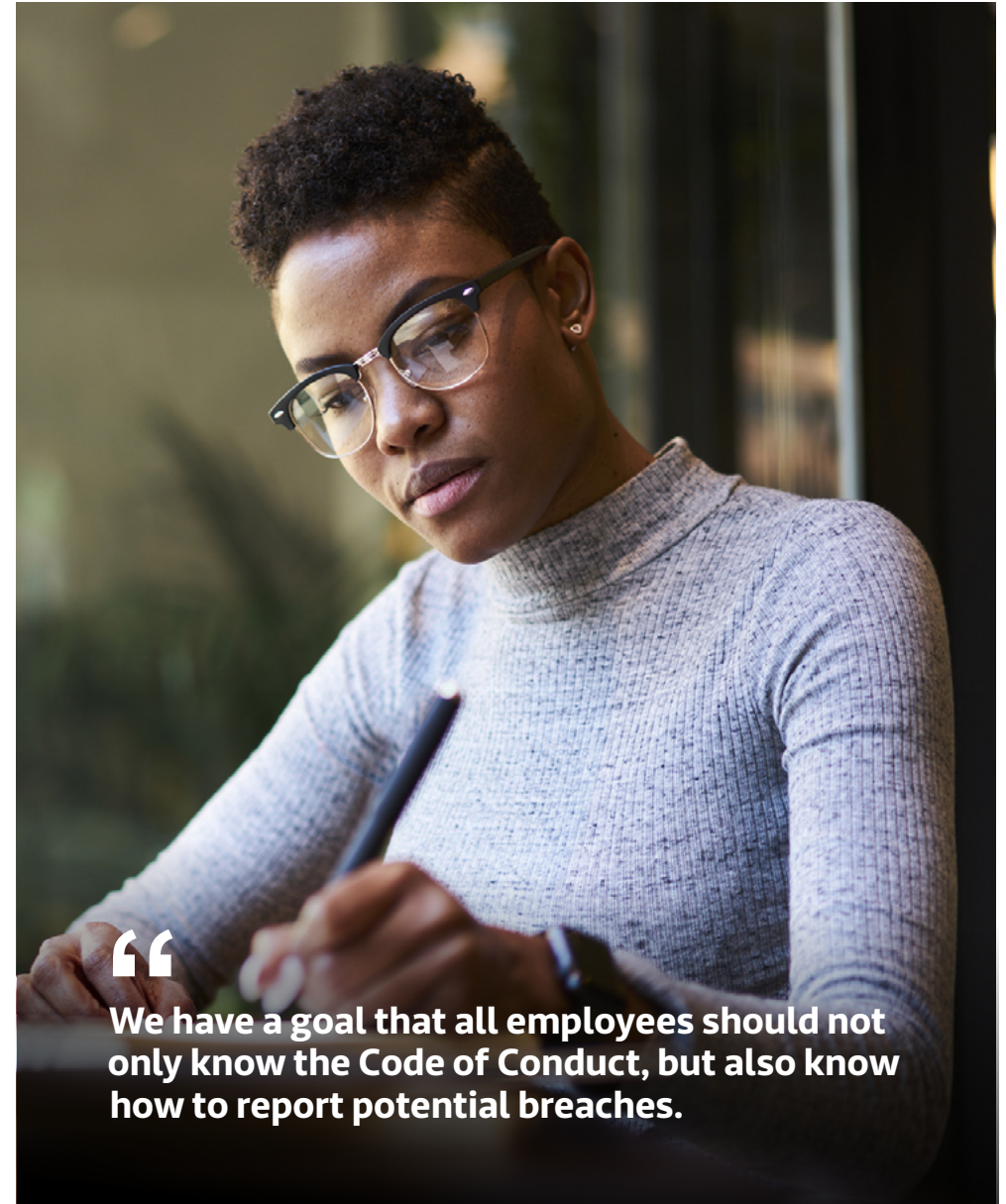
As part of TietoEVERY's zero tolerance approach to any unethical behaviour, the company has a goal that all employees should not only know the Code of Conduct, but also know how to report potential breaches. We also conduct assessments of our operations with the aim of identifying risk for corruption and fraud. In 2020, our operations in three countries, covering 26% of our business, were assessed for risks related to fraud or corruption. One significant risk was identified and assessed during 2020. However, after investigation it was concluded that existing mitigation processes were sufficient for handling the risk

and no further actions were taken. Internally, whistleblowing escalations in 2020 generated 31 investigations in 9 different countries. These investigations included analysis of fraud, corruption and misuse of company assets, inappropriate behaviour of individuals and conflict of interest. In 2020, seven breaches of the Code of Conduct Policy were confirmed. No incident of corruption was identified in 2020.

### Looking ahead

Business ethics and anti-corruption will continue to be prioritized for TietoEVERY going forward. Accordingly, we will start to implement our new Sustainability 2023 game plan by carrying out internal and external awareness campaigns on the plan, business ethics being an important part of this. We will also continue to conduct targeted trainings for selected business entities and revise our e-learning on the Code of Conduct.

From a corporate governance and intellectual property rights point of view, we will focus on awareness and training to strengthen our compliance culture, review our third-party management practices, and coordinate with other functions, including Internal Audit and Procurement, to drive continuous improvement. Further, we will follow up on the recently launched Know Your Counterparty Rule and Anti-Money Laundering Policy to ensure their effectiveness.



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**We have a goal that all employees should not only know the Code of Conduct, but also know how to report potential breaches.**

# Cybersecurity and privacy

**Digital transformation, an increasingly complex information technology landscape and new regulations are increasing security demands on organizations and IT systems that protect business-critical and personal information. The continuous availability of secure IT services is key for successful business. Good resilience towards all kinds of incidents and threats, including cyber attacks, is a cornerstone of our business and vital for maintaining our customers' trust. As a trusted provider of business-critical services to our customers and society, security and safety measures are an integral part of all our offering and processes. We are continuously developing our processes and the security services we provide to our customers to keep information safe under all circumstances.**

## How we work

The importance of cybersecurity is increasing as the world becomes more data-driven. We are committed to ensuring that cybersecurity is part of any process, delivery, or work we do. Risk, security and privacy management, business continuity, awareness and well-functioning security services are important building blocks for establishing good cybersecurity resilience and meeting stakeholders' expectations.

Our comprehensive approach to security and privacy covers confidentiality, integrity, and availability of IT services and data. Updated on an annual basis and endorsed by the CEO, our policies guide risk, information security and privacy actions and consist of:

- TietoEVRY Code of Conduct
- TietoEVRY Security Policy
- TietoEVRY Privacy Policy
- TietoEVRY Privacy notice
- TietoEVRY Risk Management Policy
- TietoEVRY Business Continuity Management Policy

## Cybersecurity and privacy

Total number of substantiated complaints regarding breaches of customers' privacy and losses of customer data

RESULT 2020

0

TARGET 2023

0





## We continue our active dialogue on cybersecurity issues with stakeholders on a societal level.

Roles and responsibilities are defined on group as well as service line levels. Our group-level responsibility for security is managed by our Chief Security Officer. The Chief Risk Officer heads the central risk management function. Our Data Protection Officers ensure, in an independent manner, together with the Group Privacy line Managers, that the organization applies the laws protecting an individual's personal data.

Regular internal and external audits are conducted on our processes and management of information security and privacy, including ISO 27001 Information Security Management

System (ISMS) certification and ISAE 3000 GDPR assurance audits. Audit results are followed up by the TietoEVRY Leadership team and by the Audit and Risk Committee of our Board of Directors. We also conduct annual ISO 27001 and ISAE 3402 audits for our data centres and customer specific infrastructure services, which describe and document the adequate internal controls for information security and financial reporting.

As our data dependent offerings and services increase, we are committed to building security into them and ensuring that the rights of data subjects are protected and

privacy regulation is adhered to. To continue to live up to our stakeholders' expectations and comply with legislation, we will continue our active dialogue on cybersecurity issues with stakeholders on a societal level.

### Progress

During the year there has been a focus on merging TietoEVRY's security, risk and privacy units along with their corresponding networks, and ensuring that requirements are well defined, roles and responsibilities documented, reporting mechanisms available and risks addressed through continuous monitoring and mitigation efforts. Common

TietoEVRY risk, security and privacy policies and rules have been approved.

Service Line Security Managers, Risk Managers and Privacy Managers are nominated, and internal co-operation forums have been started. Throughout 2020 we continued our efforts to increase information security and privacy awareness among employees by various means, such as e-learning courses, simulations, conferences and training programmes. This included all employees being required to do our mandatory security and GDPR e-learnings, focusing on our security framework, employee responsibilities



**We will continue to follow cybersecurity threat developments.**

and legal requirements. Our annual target is a 90% completion level on the Security respective GDPR-training. Trainings and campaigns for all employees on our updated Code of Conduct e-learning (including information security and privacy topics) were also conducted throughout the year. By year end 2020, 90% of our employees had conducted our Security training and 89% the GDPR-e-learning. Given the fact that our new common e-learning platform was launched as late as September, the results are good.

TietoEVRY is in regular contact with relevant external stakeholders including authorities, regulators and various security and privacy forums. These forums include national cybersecurity authorities, national contingency and emergency agencies, industry specific forums, and various security and privacy expert forums.

In 2020 we received zero substantiated complaints regarding breaches of customers' privacy and losses of customer data.

**Future**

Activities to develop internal competencies will continue in the coming year through mandatory awareness trainings and other activities. We will continue to measure our cybersecurity maturity and follow cybersecurity threat developments. Cybersecurity uplift plans are based on business needs and ambition, audit findings and threat development.

Cybersecurity and privacy

Completion of GDPR and Security training

Security result 2020	GDPR result 2020	Annual target
90%	89%	90%



# Human rights

**We strive to support and respect human rights throughout our operations, from the way we manage our supply chain to the use of our products and solutions. As a company in the IT industry we have the possibility to impact human rights positively through technological advancements and the use of data. However, we also understand that we need to identify, track and mitigate any human rights risks wherever in our value chain they might occur.**

## How we work

As with any company, human rights risks can occur in our own operations as well as in indirect business activities within our supply chain. At TietoEVERY, we are convinced that respect for human rights is integral for sustainability. That is why we integrate human rights considerations across our value chain and into all elements of our work. The UN Guiding Principles on Business Human Rights constitute the foundation for our work with the area of human rights.

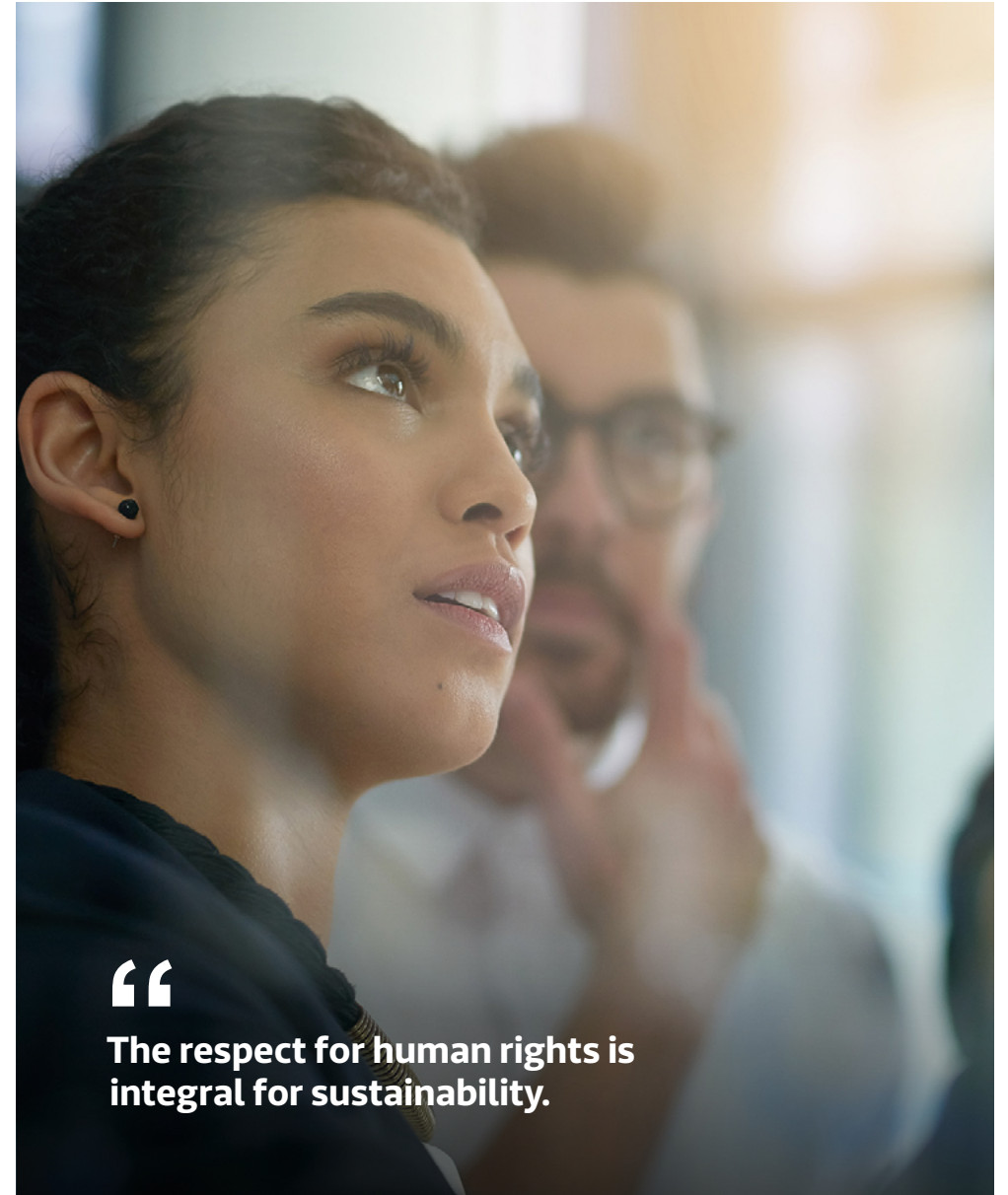
## Supply chain

Procurement is responsible for ensuring that our suppliers and partners respect human rights in their operations and that they in turn require the same from their suppliers and partners. Our Supplier Code of Conduct covers topics including non-discrimination and equal opportunities, physical abuse and forced labour, freedom of association and collective

bargaining, pay and benefits, and health and safety. Compliance is followed up through screening, self-assessments, management review as well as on-site-audits. Read more on our efforts to respect human rights in our supply chain under **Responsible Sourcing**.

## Our employees

TietoEVERY's ethical anchor – our Code of Conduct – clearly stipulates that we support and respect all internationally recognized human rights including the International Bill of Human Rights and the principles concerning the fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. Fundamental human rights shall be known, understood, respected and applied equally to all employees whether temporarily or permanently hired or contracted. Employees sign the Code when joining the company and each year



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**The respect for human rights is integral for sustainability.**





**Technology can benefit and support human rights if applied in a proper manner.**

everyone at TietoEVRY needs to complete the mandatory e-learning on our Code, containing sections about how we respect human rights. TietoEVRY also safeguards the privacy rights of individuals through our internal process. The process manages the privacy requests from individuals and also maintains an overview of the company's processing of personal data.

The Sustainability function oversees TietoEVRY's Code of Conduct and is responsible for ensuring that it is both known throughout the organization and that employees are trained in the Code and

related human rights content. Grievance mechanisms for human rights violations – actual or tentative – are provided by the Whistleblowing Unit within the Corporate Governance and IPR and consist of internal channels as well as an external anonymous whistleblowing channel. Legal and Privacy teams are also responsible for the processes regarding employees' privacy rights. Individuals' rights requests are tracked with a target of responding to such requests within 30 days and whistleblowers should receive a receipt of the notification within four business days.

### Services and solutions

We are convinced that technology can benefit and support human rights if applied and used in a proper manner. However, we also acknowledge the risks connected to the development and application of technologies. As a large digital services company with a Nordic heritage and values, we recognize that we have responsibility for protecting human rights when delivering IT solutions. Therefore, we have developed a system for due diligence in terms of ethical impact and unforeseen consequences in software development. In sum, the model enables our development

and delivery teams to uncover and mitigate any ethical risks of software developed.

Transparency and respect for individuals' rights in our own operations as well as in our deliveries is also part of TietoEVRY's Privacy Policy, which is overseen by the Data Protection Officer. We support individuals' rights by following Privacy by Design principles in our software development process, thereby enabling customers to readily fulfill such requests through built-in product features. In cases where this is not feasible, TietoEVRY is committed to providing the necessary

assistance to manually process such requests from individuals in close cooperation with its customers. Finally, privacy obligations that indirectly secure the freedoms and rights of individuals are embedded into TietoEVERY's core processes, such as solution development, sales and service deliveries and personal data breach management.

### Progress

During 2020, we focused on consolidating processes, policies and governance around human rights and developing plans going forward. Our core policies that covers human rights – the TietoEVERY Code of Conduct, Supplier Code of Conduct, Privacy Policy, and Whistleblowing Rule – were all consolidated during the year and implementation commenced throughout our operations. Notable activities reflecting our commitment to human rights included running e-learnings in our Code of Conduct, the launch of our external whistleblowing channel, a blog series on ethics in software development, and the launch of our new Sustainability game plan 2023.

### Looking ahead

With human rights high on the agenda going forward, we will continue to further consolidate and develop our processes for managing human rights in the supply chain, in our organization as well as in our services and solutions. We also recognize that we need to continuously update our understanding of the human rights risks that come with the development of new technologies. For 2021, we have therefore set the target of conducting a formal human rights impact assessment in one business entity to create understanding and awareness and to be able to potentially advance our processes for mitigation. We will also work to ensure that our services can fulfill individual rights requests as well as look to further embed privacy within the processes that guide the development of new services. Finally, we aim to evaluate how to better engage with our suppliers and build their capacity in management of topics such as human rights.



# Responsible sourcing

**TietoEVERY strives to maintain sustainable development in all its operations and supply chain. We raise the bar for us and our partners, and help our suppliers to uphold human rights, labour rights and fair working conditions, health and safety legislation, business ethics, and environmental practices. Before any contractual commitment is made, each supplier is assessed for compliance with our policies. Through requirements and co-operation with our suppliers, we can support them in applying sustainable practices that enable us to deliver on our promises and create value to our stakeholders.**

## How we work

TietoEVERY suppliers provide a wide range of solutions, products and services like software, hardware and connectivity, IT consultant resources, HR services and training, facility management, travel services and consultancy. Our investments are primarily within hardware, software and IT consultant resources, enabling us to deliver on our customer commitments and support the continued development of our business. Group Procurement continues to drive the consolidation of our supplier base and the selection of preferred suppliers to ensure increased compliance with our standards and mitigation of supply chain risks.

At the beginning of 2020, we launched the TietoEVERY Supplier Code of Conduct to communicate a common set of ethical and business principles to guide the daily work with suppliers. The TietoEVERY Supplier Code of Conduct is an enhancement of the earlier version of the Code, and includes clarifications in two areas:

- Fair labour conditions
- Wages and benefits

The TietoEVERY Supplier Code of Conduct forms a part of the operative framework for our supply chain sustainability, the TietoEVERY Supplier Sustainability Programme. In this programme, we have a structured approach

## Responsible sourcing

New or renewed suppliers agreeing to TietoEVERY's Supplier Code of Conduct

Result 2020

100%

Target 2021

100%

<sup>1)</sup> Scope: Agreements made through Procurement function. Note that scope also includes Supplier's version approved by Head of Sustainability



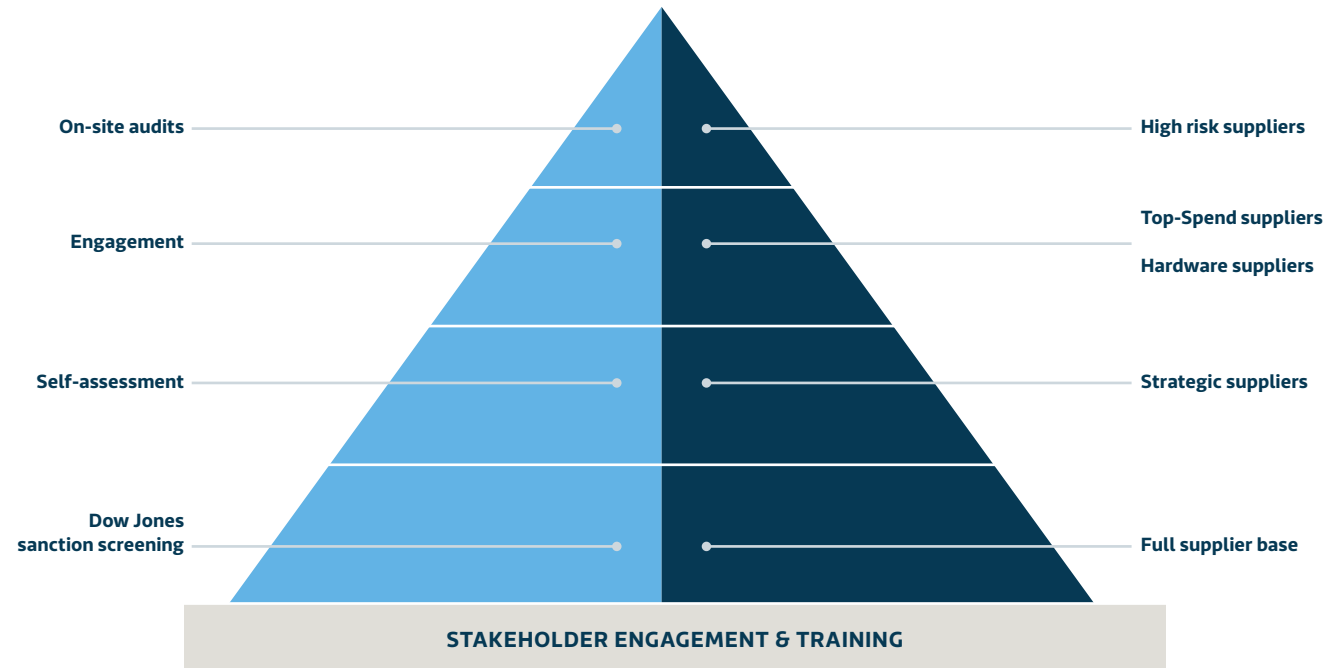
for supplier on-boarding prior to entering co-operation with a new supplier. Signing the TietoEVRY Supplier Code of Conduct is a basic threshold for all new and re-newed contracts.

For the selected suppliers, we use our risk review model to guide different actions in relation to suppliers, such as on-site audits and management reviews. We drive annual self-assessments and follow-ups with selected suppliers, with the focus on assessing the Code of Conduct implementation and mitigating risks. When necessary, we provide training to suppliers on our standards to increase awareness and deepen their competence.

In 2020, the total monetary value of procurement amounted to EUR 1.1 billion, representing 39% per cent of company revenues. Most purchases take place in the Nordic countries. Purchases from suppliers invoicing from Finland, Sweden or Norway amount to close to 70% of the total annual purchase volume.

Joining forces as one TietoEVRY did not have major implications for our supply chain. The majority of our suppliers are based in Finland, Sweden and Norway. In 2020, our Procurement team initiated activities to drive synergies and the consolidation of our supplier base after the merger. We also insourced service capacity as part of redefining the scope of our partnership with IBM. The pandemic led us to rely on virtual meetings, which resulted in a significant reduction in our spend with suppliers in the travel industry.

**TIETOEVRY MODEL FOR RESPONSIBLE SOURCING**



**Progress**

In 2020, we progressed in several areas, despite the pandemic preventing us from performing on-site audits to the extent we had planned.

We managed to perform two on-site audits in the first quarter of the year. On top of that, we:

- Held supplier management reviews with selected top suppliers with the focus on sustainability and conflict minerals
- Actively informed our suppliers of the update to our Supplier Code of Conduct
- Launched self-assessment of selected suppliers with training sessions
- Increased awareness through internal training for our Procurement organization
- Engaged with selected hardware suppliers on conflict minerals and activities to mitigate risks in this area
- Expanded the number of KPIs we track as part of our effort to ensure a sustainable supply chain
- Screening suppliers at risk for right to freedom of association and collective bargaining

The screening aimed at identifying the geographical areas where our top spend suppliers operate and assess risks related to the rights for workers to exercise collective bargaining and freedom of association in these areas. The screening shows that suppliers constituting more than 50% of TietoEVRY's total spend are based in countries where the risk is low with very few exceptions. The majority of the suppliers are service providers with low risk from an industry perspective as well.

Our aim is that all external businesses that regularly provide goods, services, technology or sub-contractors to us are compliant with the minimum requirements stated in our Supplier Code of Conduct Rule. The Procurement team is tracking all new and renewed supplier contracts to ensure a compliance of 100%, in line with our ambition. This was reached in 2020.

The Procurement team is responsible for all procurement activities. Each year, activities and annual targets are agreed with the Sustainability steering group. Procurement managers who work closely with the business have the responsibility of making sure that our Procurement Policy is followed and that

the Supplier Code of Conduct is accepted and confirmed by all our suppliers.

Discussions on ethical and environmental topics are a regular part of our procurement practices. We monitor progress among our supplier base through yearly performance follow-ups with suppliers. Goals of the programme include having all new and renewed suppliers signing the Supplier Code of Conduct and conducting self-assessments in prioritized product categories and regions. The overall aim is to strengthen risk management and our co-operation with long-term key suppliers.

**Future plans**

We continue our work to further improve sustainability across our supply chain. We will focus on carrying out activities to ensure a sustainable supply chain, including:

- Performing and following up on findings from on-site audits to mitigate risks and drive development and improved compliance
- Automating and simplifying the supplier self-assessment
- Continuing to drive supplier management reviews with key suppliers

- Further implementation of the revised Supplier Code of Conduct Rule, including training
- Investigation of the possibilities for conducting off-site audits in situations when on-site audits cannot be performed in a safe way

Throughout the year, we have continuously evaluated the risks in our supplier programme and developed our approach towards suppliers in different sectors and in different markets. We continuously work to enhance our performance with our suppliers and implement possible improvements in a responsible manner.

# Governance

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# Corporate Governance Statement

TietoEVRY is committed to good corporate governance. In addition to the relevant legislation and rules of the Helsinki, Oslo and Stockholm stock exchanges, TietoEVRY complies with the Finnish Corporate Governance Code issued by the Securities Market Association of Finland in 2020 with the exception of the appointment procedure for electing personnel representatives to the Board of Directors (Recommendation 5) as described in detail in **The Board of Directors** section.

This Corporate Governance Statement has been prepared in accordance with the Finnish Corporate Governance Code 2020. The code is available at [www.cgfinland.fi](http://www.cgfinland.fi). This statement has been issued separately from the report by the Board of Directors and is included in the Financial Review 2020.

## GOVERNANCE AT TIETOEVRVY



# Annual General Meeting

TietoEVRY's supreme decision-making body is the Annual General Meeting (AGM). Every shareholder has a right to participate in the AGM and each share in TietoEVRY entitles its holder to one vote. However, no shareholder is allowed to vote at a General Meeting with more than one fifth (1/5) of the votes represented at the meeting.

The AGM elects the members of the Board of Directors (including the Chairperson) and appoints auditors, decides on their compensation and discharges the members of the Board and President and CEO from liability. The AGM's approval is required for option programmes as well as Board authorizations for share repurchases and share issues. The meeting also makes the decision on the Board's dividend proposal.

The following persons are usually present at TietoEVRY's AGM:

- Board of Directors: Chairperson, Board members and new Board member candidates
- Group Leadership: President and CEO, CFO
- Auditors

For more information regarding the AGM 2021 and previous meetings, shareholders and participation possibilities, please visit [www.tietoevry.com/agm](http://www.tietoevry.com/agm).

## AGM 2020

- In 2020, TietoEVRY's AGM convened on 29 April at TietoEVRY's headquarters in Espoo, Finland. Precautionary measures were taken due to the Covid-19 pandemic. Altogether 461 shareholders and 80,549,313 shares (68.0% of the total outstanding shares) were represented at the meeting.



# Shareholders' Nomination Board

The company's AGM decided in 2010 to establish a Shareholders' Nomination Board (SNB), which is a body of shareholders responsible for preparing the proposals to the AGM for the election and remuneration of the members of the Board of Directors (including employee representatives).

The SNB consists of five members. Four of the members represent the four major shareholders who on 31 August held the largest number of votes conferred by all shares in the company and who wished to participate in the nomination process. The fifth member is the Chairperson of the Board of Directors of TietoEVRY Corporation. The term of office of the SNB members expires when a new SNB has been appointed. The SNB itself is an organ that has been established for the time being. The charter of the SNB is available on the company's website.

The SNB based on shareholdings as at 31 August 2020 consisted of the following representatives announced by TietoEVRY's shareholders:

**Nominated by Solidium Oy:**

Petter Söderström

Main occupation: Investment Director, Solidium Oy

Born: 1976

Nationality: Finnish

Education: MSc. (Econ.)

**Nominated by Lyngen Holdco S.à.r.l. (Apax):**

Gabriele Cipparrone

Main occupation: Partner, Apax Partners LLP

Born: 1975

Nationality: Italian

Education: MBA, MSc. (Mechanical Eng.), MSc. (Industrial Eng.)

**Nominated by Cevian Capital Partners Ltd:**

Gustav Moss

Main occupation: Vice President, Cevian Capital AB

Born: 1988

Nationality: Swedish

Education: MSc. (Econ.)

**Nominated by Ilmarinen Mutual Pension Insurance Company:**

Mikko Mursula

Main occupation: Chief Investment Officer, Ilmarinen Mutual Pension Insurance Company

Born: 1966

Nationality: Finnish

Education: MSc. (Econ.)

**Representing the Board of Directors of TietoEVRY Corporation:**

Tomas Franzén

The SNB convened eight times and provided TietoEVRY's Board of Directors on 18 December 2020 with its proposals for the AGM 2021. The SNB proposes to the AGM that the Board of Directors shall have eleven members and that the current Board members Tomas Franzén, Salim Nathoo, Harri-Pekka Kaukonen, Timo Ahopelto, Rohan Haldea, Liselotte Hägertz Engstam, Katharina Mosheim, Niko Pakalén, Endre Rangnes and Leif Teksum be re-elected; in addition, the SNB proposes that Angela Mazza Teufer be elected as a new Board member. The Shareholders' Nomination Board proposes that Tomas Franzén shall be re-elected as the Chairperson of the Board of Directors.

The biographical details of the candidates and information on their holdings in TietoEVRY are available on the company's [website](#).

The Shareholders' Nomination Board proposes that the remuneration of the Board of Directors elected by the Annual General Meeting and employee representatives elected as ordinary members of the Board of Directors be kept at the same level as in 2020:

EUR 125 000 to the Chairperson, EUR 70 000 to the Deputy Chairperson and EUR 53 000 to the ordinary members of the Board of Directors. In addition to these fees, it is proposed that the Chairperson of a permanent Board Committee will receive an annual fee of EUR 20 000 and a member of a permanent Board Committee an annual fee of EUR 10 000. It is also proposed that the Board members elected by the Annual General Meeting will be paid EUR 800 for each Board meeting and for each permanent or temporary committee meeting. Further, it is proposed that the remuneration of the employee representatives elected as ordinary members of the Board of Directors will be an annual fee of EUR 15 000.

The Shareholders' Nomination Board is of the opinion that increasing the long-term shareholdings of the Board members will benefit all the shareholders. Every Board member elected by the Annual General Meeting is expected to accumulate, over a five-year period, a shareholding in TietoEVRY that exceeds his/her one-time annual remuneration.

The Shareholders' Nomination Board therefore proposes that part of the annual remuneration may be paid in the form of TietoEVRY Corporation shares purchased from the market. An elected member of the Board of Directors may, at his/her discretion, choose from the following five alternatives:

1. no cash, 100% in shares
2. 25% in cash, 75% in shares
3. 50% in cash, 50% in shares
4. 75% in cash, 25% in shares
5. 100% in cash, no shares.

The shares will be acquired directly on behalf of the members of the Board within two weeks from the release of the company's interim report 1 January–31 March 2021. If the remuneration cannot be delivered at that time due to insider regulations or another justified reason, the company shall deliver the shares later or pay the remuneration fully in cash.

Remuneration of the employee representatives elected as ordinary members of the Board of Directors will be paid in cash only.

# The Board of Directors

It is the general obligation of TietoEVRY's Board of Directors to safeguard the interests of the company and its shareholders.

## Composition and election

According to TietoEVRY's Articles of Association, the Board of Directors elected by the shareholders shall consist of at least six and no more than twelve members. Board members have a term of office of one year, expiring at the closing of the first AGM following the election.

The company has defined as an objective that in addition to professional competence, TietoEVRY's Board members shall be diversified in terms of gender, occupational and professional background and that the Board as a group shall have sufficient knowledge of and competence in, inter alia, the company's field of business and markets.

The SNB, which consists of representatives nominated by the company's largest shareholders, prepares a proposal on the composition of the Board to be presented to the AGM for its decision. The SNB has reviewed the diversity principles of the Board of Directors in 2020. The company has ensured that the principles have been included in the charter of the SNB and charter of the Board and taken into account in the candidate search. Two out of ten members elected by the AGM during 2020 were female. This topic has been noted and addressed by the SNB.

In addition to the members proposed by the SNB and elected by the AGM, TietoEVRY's personnel elects four members and four deputy members to the Board of Directors. The term of office for the personnel representatives is two years. This special appointment procedure is a departure from Recommendation 5 "Election of the Board of Directors" of the Corporate Governance Code. Personnel representation is based on the Finnish Act on Personnel Representation in the Administration of Undertakings and was originally agreed between the company and personnel of the Group by way of a Personnel Representation Cooperation Agreement in 2001.

The objectives of personnel representation are, inter alia, to provide opportunities for the personnel to influence and affect the organization, to improve communication and decision making within the Group, to increase mutual trust and confidence between corporate management and the personnel as well as to increase and develop the feeling of security among the personnel. The personnel representatives, however, are not entitled to participate in the handling of matters that concern the appointment or dismissal of corporate management, the contractual terms of the management, the terms of employment of staff or matters related to industrial actions.

**Board of Directors as at 31 December 2020**

<b>Name</b>	<b>Born</b>	<b>Nationality</b>	<b>Education</b>	<b>Main occupation</b>
Tomas Franzén (Board and RC Chairperson)	1962	Swedish	MSc. (Eng.)	Professional Board member
Salim Nathoo (Deputy Chairperson)	1971	British	MBA, MA (Math.)	Part Apax Partners LLP
Harri-Pekka Kaukonen (ARC Chairperson)	1963	Finnish	DSc. (Tech.)	Professional Board member
Timo Ahopelto	1975	Finnish	MSc. (Tech.)	Entrepreneur, investor and professional Board member
Rohan Haldea	1978	British	MBA, BSc. (Civ. Eng.)	Partner, Apax Partners LLP
Liselotte Hågertz Engstam	1960	Swedish	MSc. (Civ. Eng.)	Expert advisor, professional Board member
Katharina Mosheim	1976	Austrian	Ph.D. (Econ.)	CEO, Alpha Pianos AS
Niko Pakalén	1986	Finnish and Swedish	MSc. (Econ.)	Partner, Cevian Capital AB
Endre Rangnes	1959	Norwegian	BBA (Econ.)	CEO, Axactor SE, professional Board member
Leif Teksum	1952	Norwegian	MSc. (Econ.)	Partner, Vest Corporate Advisor AS, professional Board member
Tommy Sander Aldrin (personnel representative)	1965	Norwegian	BSc. (Comp.)	Chief Consultant
Ola Hugo Jordhøy (personnel representative)	1956	Norwegian	MSc. (Eng.), PGCE	Chief Consultant
Anders Palklint (personnel representative)	1967	Swedish	MSc. (Eng.)	Senior Project Manager
Ilpo Waljus (personnel representative)	1974	Finnish	BBA	Test Manager

### Independence and attendance in meetings of the Board and its committees in 2020

Name	Member since	Independent of company	Independent of shareholder	Board	Audit and risk committee	Remuneration committee	Temporary committees
Tomas Franzén	2019	yes	yes	18/18		6/6	
Salim Nathoo	2019	yes	no	14/18		5/6	
Harri-Pekka Kaukonen	2016	yes	yes	18/18	6/6	6/6	3/3
Timo Ahopelto	2017	yes	no	17/18	6/6		5/5
Rohan Haldea	2019	yes	no	16/18			5/5
Liselotte Hägertz Engstam	2018	yes	yes	18/18	6/6		3/3
Katharina Mosheim <sup>1)</sup>	2020	yes	yes	11/11			3/3
Niko Pakalén	2019	yes	yes	18/18	6/6		5/5
Endre Rangnes	2014	yes	yes	18/18		6/6	
Leif Teksum	2019	yes	yes	18/18	6/6		
Ilpo Waljus	2014	no	yes	18/18			
Anders Palklint	2014	no	yes	18/18			
Tommy Sander Aldrin	2019	no	yes	18/18			
Ola Hugo Jordhøy	2019	no	yes	18/18			

<sup>1)</sup> Board member as from 29 April 2020.

All Board members elected by the AGM of TietoEVRY are independent of the company and seven out of ten members elected by the AGM are independent of the company's significant shareholders. The independence of the members is evaluated at the Board's constitutive meeting. The Board members shall inform the Board if any changes in these circumstances occur, in which case their independence will be re-evaluated.

More detailed background information regarding the Board members, such as working experience, past and present positions of trust and remuneration, is presented on the company's website at [www.tietoevry.com/investors](http://www.tietoevry.com/investors).

## Tasks

The main duties and working principles of the Board have been defined in a written charter. Additionally, the work of the Board is based on an annual action plan.

More specifically, the Board:

- approves the company's values, strategy and organizational structure
- defines the company's dividend policy
- approves the company's annual plan and budget and supervises their implementation
- monitors management succession issues, appoints and discharges the President and CEO
- decides on the President and CEO's compensation, sets annual targets and evaluates their accomplishment
- decides on the compensation of the President and CEO's immediate subordinates
- addresses the major risks and their management at least once a year
- reviews and approves interim reports, annual reports and consolidated financial statements
- reviews and approves the company's key policies
- is accountable for guiding the organization's strategy on environmental and social topics
- meets the company's auditors at least once a year without the company's management
- appoints the members and Chairpersons of the Board's committees and defines their charters
- reviews assessments of its committees as well as the President and CEO
- evaluates its own activities.

## Work

The Board has scheduled meetings every one to two months. Besides the Board members, the meetings are attended by the President and CEO, Chief Financial Officer (CFO) and Head of Legal, Risk and Corporate Security, who acts as secretary of the meetings. In addition to the scheduled meetings, the Chairperson shall convene the Board whenever needed as well as at the request of any of its members or the President and CEO.

Matters to be handled are prepared by the Board committees and the President and CEO. The Board receives information on the company's financial performance monthly and more detailed financial reports quarterly. Any material related to issues to be handled by the Board is provided four days prior to the meeting. Other case-specific materials are delivered at the management's initiative or the Board's request. Board members shall be informed about all significant company events immediately.

## 2020

- The Board convened 18 times in 2020 and the average attendance was 97.2%.
- The Board met two times during the year without the management present.
- The Board held one joint meeting with the auditors.
- The Board met the auditors once without the presence of the management.

## Assessment

The performance of TietoEVRY's Board is assessed annually; the latest assessment was carried out by an external consultant during autumn 2020. Assessments review the Board's knowledge of the company's operations and management as well as its understanding of the field of business. Additionally, the effectiveness of the Board work is evaluated. The SNB is informed of the results, which are also taken into consideration when the Board draws up its next annual plan.

## Committees

TietoEVRY's Board is assisted by two permanent committees that prepare matters for which the Board is responsible. The Board defines the charters of the committees and decides on their composition. The Board establishes temporary committees whenever a subgroup is needed to prepare a specific topic. The entire Board remains responsible for the duties assigned to the committees.

### Remuneration Committee

#### Composition

The Remuneration Committee (RC) comprises at least three non-executive directors elected by the Board. The majority of the members shall be independent of the company. The Head of HR acts as secretary of the meetings.

Based on the Board's decision, the RC was composed of the following non-executive directors who were independent of the company and of significant shareholders, except for Salim Nathoo who is independent of the company and non-independent of a significant shareholder:

- Tomas Franzén (Chairperson)
- Harri-Pekka Kaukonen
- Salim Nathoo
- Endre Rangnes.

#### Work

The committee meets regularly and at least twice a year. The Chairperson of the committee reports to the Board when applicable. The main tasks of the committee are to:

- monitor the targets of the compensation schemes, implementation of the compensation schemes, performance assessment and compensation determination
- ensure that the targets set for earning the bonuses defined in the compensation scheme are met
- prepare a proposal for the Deputy Chairperson of the Board
- prepare a proposal on the committees (members and Chairpersons, and the duties and responsibilities of the committees)

- monitor corporate governance
- prepare a compensation proposal concerning the President and CEO and his immediate subordinates, and the principles of personnel compensation
- prepare for the Board option schemes and other share-based incentive schemes
- evaluate the performance of the President and CEO
- prepare the assessment of the Group Leadership
- prepare a proposal on the Board's charter.

### 2020

- The committee convened six times in 2020 and the average attendance was 95.8%
- In addition to its normal responsibilities within the scope of its charter, the committee concentrated on reviewing and developing the remuneration of the newly appointed Leadership Team.
- The committee also followed the functioning of short- and long-term incentive plans to ensure that they supported the achievement of the objectives.

### Audit and Risk Committee

#### Composition

The Audit and Risk Committee (ARC) comprises at least three non-executive directors who are independent of the company and out of whom at least one member shall be independent of the significant shareholders. The Chairperson and the members are elected by the Board. At least one committee member must have expertise in accounting, bookkeeping or auditing. TietoEVRY's Head of Corporate Governance and IPR acts as secretary of the meetings.

In 2020, all committee members were non-executive directors who were independent of the company and of significant shareholders, except for Timo Ahopelto who is independent of the company and non-independent of a significant shareholder. All members have extensive experience in corporate management and financial issues and therefore have the required expertise.

Based on the Board's decision, the ARC was composed of

- Harri-Pekka Kaukonen (Chairperson)
- Timo Ahopelto
- Liselotte Hägertz Engstam
- Niko Pakalén
- Leif Teksum

### Work

The committee convenes regularly at least four times a year and meets the company's auditors, also without the company's management present. The Chairperson of the committee reports to the Board when applicable. The main tasks of the committee are to:

- review and supervise internal control – particularly the financial reporting process – and risk management
- discuss and review the interim and annual reports and the consolidated financial statements
- assess compliance with legislation, official regulations and the company's Code of Conduct
- evaluate the sufficiency of internal control and the internal audit
- examine, assess and approve the internal audit plan
- assess the appropriate coverage of risk management and monitor the efficiency of risk management
- review significant risks and unusual business events
- prepare for the Board's decision a proposal for the AGM on the nomination of external auditors and their compensation
- evaluate the external auditors' independence, assess the audit plan and examine the audit reports
- monitor the statutory audit and consult with the auditors regarding matters that should be brought to the Board's attention.

### 2020

- The committee convened six times in 2020 and attendance was 100%.
- In addition to its regular agenda, the committee followed up progress in project and delivery management and quality issues as well as development in areas of privacy and cybersecurity.



# The President and CEO and operative management

The President and CEO is responsible for the Group's operative management, internal efficiency and quality. The President and CEO is assisted by the Group Leadership, which includes the country Managing Partners, heads of businesses, Head of Centers of Excellence as well as Head of HR and CFO.

TietoEVRY's operating model is designed to drive customer value across markets and technologies. The operating model consists of Country Teams, Service Lines and Support Functions. In addition, Product Development Services, providing advanced software R&D services, will operate as a separate unit, serving its customers globally.

The Country Teams comprise the full capability of TietoEVRY and drive customer experience, quality and performance in that country. Service Lines are designed to bring competitive and scalable services to our customers and make all the capabilities available for each of the countries. TietoEVRY has four distinct Service Lines: Digital Consulting, Cloud & Infra, Industry Software and Financial Services Solutions. Product Development Services is led independently of the Country Teams and Service Lines.

## Members of the Leadership Team as at 31 December 2020

### Kimmo Alkio

President and CEO

Born: 1963

Nationality: Finnish

Education: BBA and Executive MBA

Joined TietoEVRY in 2011

### Malin Fors-Skjæveland

Integration Officer

Born: 1970

Nationality: Swedish

Education: MSc. (Tech.)

Joined TietoEVRY in 2018

### Kishore Ghadiyaram

Head of Strategy

Born: 1972

Nationality: Indian

Education: BSc. (Tech.)

Joined TietoEVRY in 2008

### Tomi Hyryläinen

Chief Financial Officer

Born: 1970

Nationality: Finnish

Education: MSc. (Econ.)

Joined TietoEVRY in 2018

### Ari Järvelä

Head of Operations

Born: 1969

Nationality: Finnish

Education: MSc. (Eng.)

Joined TietoEVRY in 2001

**Satu Kiiskinen**

Managing Partner, Finland  
Born: 1965  
Nationality: Finnish  
Education: MSc. (Econ.)  
Joined TietoEVRY in 2013

**Thomas Nordås**

Head of Digital Consulting  
Born: 1971  
Nationality: Norwegian  
Education: MSc. (Math.)  
Joined TietoEVRY in 2019

**Christian Pedersen**

Managing Partner, Norway  
Born: 1974  
Nationality: Norwegian  
Education: MSc. (Tech.)  
Joined TietoEVRY in 2014

**Harri Salomaa**

Head of Product Development Services  
Born: 1961  
Nationality: Finnish  
Education: BSc. (Eng.)  
Joined TietoEVRY in 2020

**Karin Schreil**

Managing Partner, Sweden  
Born: 1971  
Nationality: Swedish  
Education: MSc. (Eng.)  
Joined TietoEVRY in 2019

**Christian Segersven**

Head of Industry Software  
Born: 1975  
Nationality: Finnish  
Education: MSc. (Tech.)  
Joined TietoEVRY in 2013

**Johan Torstensson**

Head of Cloud & Infra  
Born: 1969  
Nationality: Swedish  
Education: MBA in Finance and Management  
Joined TietoEVRY in 2019

**Trond Vinje**

Head of HR  
Born: 1968  
Nationality: Norwegian  
Education: MSc. (PoL. Sci.)  
Joined TietoEVRY in 2015

The remuneration and more detailed background information, such as full CVs of the Group Leadership, are presented on the company's website.

**Shareholdings of the Group Leadership**

<b>Name</b>	<b>Member since</b>
Kimmo Alkio	60 683
Malin Fors-Skjæveland	1 776
Kishore Ghadiyaram	11 049
Tomi Hyryläinen	2 356
Ari Järvelä	18 488
Satu Kiiskinen	22 567
Thomas Nordås	1 063
Christian Pedersen	3 622
Harri Salomaa	0
Karin Schreil	0
Christian Segersven	4 000
Johan Torstensson	0
Trond Vinje	36 562
<b>Former Leadership members</b>	
Tom Leskinen <sup>1)</sup>	6 356
Wiljar Nesse <sup>2)</sup>	0

<sup>1)</sup> Member until 15 August 2020

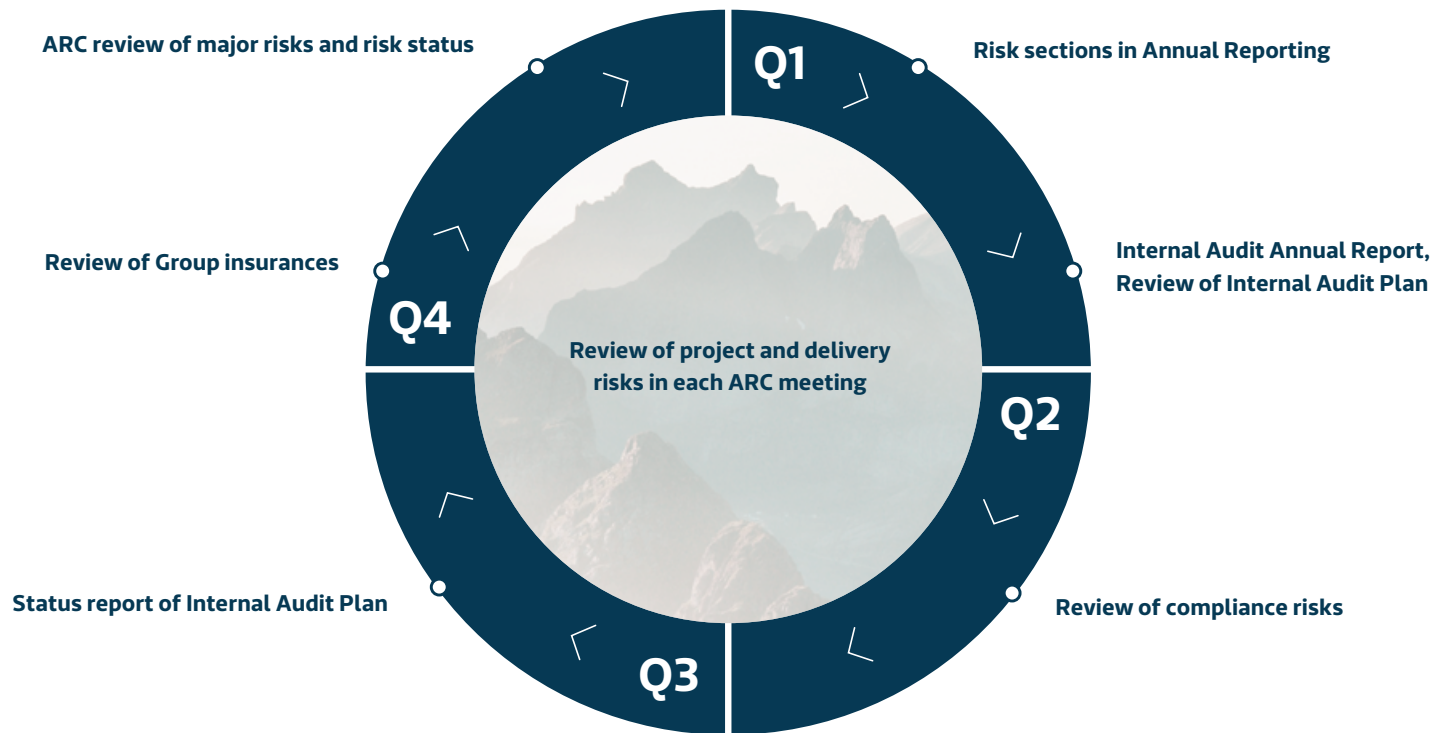
<sup>2)</sup> Member until 1 February 2020

# Internal control and risk management

TietoEVRY's internal control framework supports the execution of the strategy and ensures regulatory compliance. The foundation for internal control is set by the risk management framework, financial control, internal audit and supporting policies.

The framework endorses ethical values, good corporate governance and risk management practices. The activities related to internal control and risk management are part of TietoEVRY's management practices and integrated into the business and planning processes.

The aim of TietoEVRY's internal control framework is to assure that operations are effective and well aligned with the strategic goals. The internal control framework is intended to ensure correct, reliable, complete and timely financial reporting and management information.



## Risk management framework

TietoEVRY uses systematic risk management to develop the efficiency and control of business operations as well as their profitability and continuity.

The risk management framework consists of the risk management organization, related policies, processes, tools and common ways of working. The risk management organization develops and maintains the company's risk management framework, including risk reporting, risk management governance and follow-up of risk exposures consisting of strategic, financial, operational and compliance risks.

The risk management organization consists of the Corporate Risk Management unit, nominated Risk Managers in the units and other stakeholders. A group-wide Risk Manager Forum has been established for information sharing, setting direction of risk management, collaboration between units and reviewing steering documents. In addition, the forum aligns group-wide Risk Management activities and ensures company-wide deployment of the Risk Management framework.

Each process owner is responsible for the continuous development and improvement of the established procedures, including implementation of controls and risk management. The Chief Risk Officer (CRO) has the responsibility to arrange and lead TietoEVRY's risk management. The Internal Audit (IA) assures the efficiency of the framework and risk management in business operations. The ARC monitors the adequacy of the company's risk management, financial control, and internal audit functions.

TietoEVRY has also specified its compliance management system, including the compliance organization, steering model and annual plan for compliance-related activities. The Compliance Officer is responsible for maintaining the whistleblowing channel and coordinating the investigations as well as ensuring the effectiveness and functionality of the governance model for compliance work.

## Governance of risk and compliance

At TietoEVRY, governance, risk, and compliance (GRC) are closely linked and consistently defined corporate policies and rules with proper controls. In the finance function, for example, financial reporting, compliance and risk monitoring are efficiently integrated into daily operations. Thanks to automated processes, TietoEVRY can readily adapt to changes in business conditions, regulations or corporate policy with the necessary risk management controls.

TietoEVRY has invested in process automation, which is seen as a way to improve quality and reduce costs. Well-drafted policies and rules are made available to assure that the implications of automation on risk and compliance are fully understood by all parties in the organization.

## Continuous development of the risk framework

During 2020, the development of the risk management framework mainly consisted of integration work to define, implement and deploy the common TietoEVRY Governance Risk and Compliance (GRC) platform, with related frameworks.

The TietoEVRY GRC platform now comprises the following functionalities:

- Risk management and Improvement opportunity
- Project risk management
- Privacy risk assessments
- Security incident management
- Audit management
- Business continuity management

The GRC platform enables online visibility to the information, with automated notifications to stakeholders and systematic follow-up of actions.

The development of the GRC platform, risk management framework and other frameworks is carried out in close cooperation with the nominated Risk, Security and Privacy Managers and the Quality Partners in the units, and they are approved by the TietoEVRY Group Leadership and validated by the ARC.

### Financial control

The purpose of internal control over financial reporting is to ensure the correctness of financial reporting, including interim and annual reports and the compliance of financial reporting with regulatory requirements.

The ARC has the oversight role in TietoEVRY's external financial reporting.

### Financial reporting process and responsibilities

TietoEVRY has a common accounting and reporting platform. Group consolidation and reporting are based on the reporting system, which facilitates common control requirements for all legal entities reporting to the Group. TietoEVRY does continuous improvements to the common accounting and reporting platform to accommodate the internal needs and new regulatory requirements.

Financial reporting consists of monthly performance reports, including all the key performance indicators, rolling forecasts and interim financial reports.

Financial reports are regularly reviewed by the Head of Business Finance in the units, the Group Leadership and the Board of Directors. The follow-up is based on a thorough comparison of the actual figures with the set objectives, forecasts and previous periods. If the figures deviate, the Group Leadership members are responsible for initiating corrective actions.

### Internal audit

The purpose of TietoEVRY's Internal Audit function is to assure Quality and Trust all the way to the Customer. Internal Audit functionally reports to the Audit and Risk Committee (ARC) and administratively to the Chief Financial Officer (CFO).

Core services aim at assessing and assuring the adequacy and effectiveness of risk management and internal control within TietoEVRY's ecosystem. Assurance and Advice is delivered via data-driven business partnering, enabling digital end-to-end assurance and assurance by design.

Internal Audit applies quarterly planning and delivery cycles, approved by the ARC. This ensures that changes affecting the risk landscape can be addressed when needed. Main input sources for planning are Enterprise Risk Management, Legal and Compliance functions, Operational Excellence, external auditors as well as business management and the ARC. Services are delivered via co-sourcing with adjacent functions and area subject matter experts. This enables relevance and effectiveness, positively impacting behaviour across TietoEVRY's ecosystem.

# Related-party transactions

TietoEVRY maintains a list of its related parties in accordance with IAS24 and discloses the required information concerning related-party transactions in the report by the Board of Directors and notes of the consolidated financial statements.

Further, the company evaluates and monitors transactions concluded between the company and its related parties and seeks to ensure that any conflicts of interest shall be taken into account in decision making. The Board of Directors has the overall responsibility to monitor the company's measures and evaluate that related-party transactions are entered into the ordinary course of business and concluded on normal market terms.

Reporting to the Board of Directors takes place at the meeting where the financial statements are approved. The related-party transactions are summarized in **note 29** of the consolidated financial statements.

Furthermore, the company has added controls into its processes and decision-making policies to identify and duly handle any transactions with related parties. Testing of customer and supplier transactions is carried out by both the company and its external auditors.

# Insider administration

TietoEVRY follows the EU Market Abuse Regulation (MAR) and rules of Nasdaq Helsinki and Oslo Børs. In addition, TietoEVRY's Board of Directors has adopted an internal TietoEVRY Insider Rule.

TietoEVRY has specified that the Board of Directors and the President and CEO of the parent company TietoEVRY Corporation are subject to the requirement to notify their transactions. In addition, TietoEVRY has set restrictions on trading for the members of the Group Leadership, persons participating in the preparation of interim reports and consolidated financial statements as well as other persons who are considered to receive information of a confidential and sensitive nature in their position or service.

The managers and other persons subject to trading restrictions are prohibited from dealing in TietoEVRY's shares or other financial instruments during the closed period. The closed period covers 30 calendar days before the disclosure of an interim financial report or a financial statement release including the date of disclosure (= 30 + 1 days).

TietoEVRY's Head of Legal, Risk and Corporate Security is in charge of insider administration and the Corporate Governance and IPR team monitors compliance with the insider regulation and takes care of necessary guidance and training.



# Auditors

The ARC prepares a proposal on the appointment of TietoEVRY's auditors, which is then presented to the Board of Directors and finally to the AGM for its decision. The compensation paid to the auditors is decided by the AGM and assessed annually by the ARC.

The Board of Directors proposes to the AGM, in accordance with the recommendation of the ARC, that the auditor to be elected at the AGM 2021 be reimbursed according to the auditor's invoice and in compliance with the purchase principles approved by the Committee.

The Board of Directors proposes to the AGM, in accordance with the recommendation of the ARC, that the firm of authorized public accountants Deloitte Oy be elected as the company's auditor for the financial year 2021. The firm of authorized public accountants Deloitte Oy has notified that APA Jukka Vattulainen will act as the auditor with principal responsibility.

## Auditing

The AGM 2020 elected the firm of authorized public accountants Deloitte Oy as the company's auditor for the financial year 2020. Deloitte Oy notified the company that Authorized Public Accountant Jukka Vattulainen acts as principal auditor.

In 2020, TietoEVRY Group paid the auditors a total of EUR 1.3 (0.9) million in audit fees, and a total of EUR 0.7 (0.9) million for other services.

# Remuneration report

The aim of TietoEVRY's remuneration principles is to attract and retain talent, motivate key people and align the goals of the company's shareholders and executives in order to enhance the value of the company. We reward our employees for high performance in achieving both individual and company objectives thus linking remuneration to successful execution of our strategy and to long-term shareholder value creation.

Principles on how the company shall compensate its employees are defined in TietoEVRY's Remuneration Policy and HR Policy. The policy is globally applied to all TietoEVRY entities and units to support the company's strategy, objectives and values.

Remuneration of the Board of Directors is decided by the AGM based on a proposal by the Shareholders' Nomination Board. The Remuneration Committee is responsible for planning the remuneration of the Group Leadership members and preparing the principles underlying the remuneration of TietoEVRY personnel. The Board of Directors decides on the remuneration of the President and CEO and other members of the Group Leadership based on a proposal by the Remuneration Committee.

### Summary of Remuneration of the TietoEVRY President and CEO

Element	Purpose	Description	Execution 2020
Salary	Recognition for continuous daily contribution and provides core remuneration for the role.	Fixed compensation for performing defined job responsibilities. In addition to monthly salary, car and mobile phone benefits can be paid as per company policy. Salary is reviewed annually based on the individual's performance and salary market conditions. Weighting of the reward factors for the President and CEO is described in a separate table. The reward targets are set annually by the Board of Directors.	The base salary was reviewed in 2020. Management proposed a temporary reduction to their salaries due to the pandemic. The Board approved a voluntary 15% reduction the base pay of the CEO for 3 months, from May to July 2020.
Short-term incentives	Incentivizes delivery of our annual financial and operational goals.	Cash-based plan that rewards the short-term (12-month) success of the company and the individual. The bonus for the President and CEO is 75% of the annual base salary when the performance is at expected level; the maximum bonus for the President and CEO is 150% <sup>1)</sup> . The amount of bonuses is decided by the Board of Directors after the consolidated financial statements have been prepared.	Short-term incentive was paid in 2020 based on the 2019 performance. CEO short-term incentive is connected to the company total performance by plan KPI's and the achievement of these was 117,4%. Payment was done in March after Board approval.
Long-term incentives	Rewards for sustained increase in shareholder value and encourages ownership culture.	Share-based plans reward leadership and key employees for company growth and achievement of defined strategic goals. LTI plans are annually commencing plans with a three-year performance period. Key principles of TietoEVRY's share plans such as the basis and size of rewards, are described on the company's website	In 2020 spring the 2017-2019 LTI plan share delivery was conducted based on the plan KPI's achievement. The achievement % was 105%. Shares were delivered after Board approval.
Additional pension	Provides appropriate retirement benefits	President and CEO: defined contribution (DC) plan where the expenditure is 23% of the annual base salary. Retirement age is 63.	Company paid the agreed contribution to the pension plan.
Claw back	Protects company interests in case of misconduct, restatement or misstatement of results.	Claw back provisions apply to STI and LTI plan rewards in exceptional circumstances such as misconduct or misstatement of financial results.	
Share ownership	Encourages building a meaningful shareholding in TietoEVRY, ensuring alignment with shareholders.	The recommended minimum investment in the company's shares corresponds to the executive's one-time annual gross base salary.	The amount of shares owned by the CEO at the end of year 2020 is 60 683.
Service contracts and severance pay	Provides for clear contractual terms	President and CEO: if the agreement is terminated by TietoEVRY, the notice period is twelve months. In the event of termination, the company shall pay a severance payment equivalent to the base salary and the short-term target incentive for six months in addition to the salary for the notice period. If the agreement is terminated by the President and CEO, the notice period is six months. Change of control terms are the same as in termination except for the monetary value of the maximum amount of shares granted to him in the most recent long-term incentive plan in addition to the salary for the notice period.	

<sup>1)</sup> Short-term incentive target and maximum value valid as of 5 Dec 2019

## President and CEO

President and CEO	
<b>Kimmo Alkio</b>	
Salary 2020	EUR 777 026
Benefits 2020	EUR 29 190
Special payments 2020	EUR 702 000 merger success bonus
Bonus 2020	EUR 412 078, paid in 2020 based on performance in 2019
Basis of bonus 2020	Target 50% of base salary based on the Group's external revenue and profit, PDS external revenue and profit and strategy implementation when achievements meet the targets. Maximum 100% of base salary based on the Group's external revenue and profit and strategy implementation when achievements exceed the targets. Weighting of the reward factors <ul style="list-style-type: none"> <li>• Group revenue 20%</li> <li>• Group adjusted profit 20%</li> <li>• Synergy targets 20%</li> <li>• Adjusted free cash flow 20%</li> <li>• Strategic and operational goals 20%</li> </ul>
Long-Term Incentive Plan 2017–2019	In March 2020, a total of 13 947 shares were transferred to the CEO based on criteria attainment. In addition, a cash portion corresponding to a value of 12 053 shares was paid. The total value of paid gross reward was EUR 595 057.
Pension expenditure, voluntary defined contribution (DC) plan	EUR 121 095 <sup>2)</sup>
Share ownership in TietoEVRY on 31 December	60 683

<sup>1)</sup> The fair market value for the Long-term Incentive Plans is calculated using the latest performance estimates and the value of the TietoEVRY share on 31 December 2020, EUR 26.86

<sup>2)</sup> Payments to defined contribution plans are recognized as expenses for the period to which they relate. After payment of the contribution the Group has no further obligations in respect of such plans.

Plan period	Unvested Long-Term Incentives
Long-Term Incentive Plan 2018–2020	Entitled to 22 881 Performance Shares if the target levels of the performance metrics are met, and to 45 762 shares at maximum. The performance period of the plan is 2018-2020. The share allocation at target level equalled to 100% of annual base salary at the time of grant. The fair value of the allocation amounts to EUR 387 188 <sup>1)</sup> .
Long-Term Incentive Plan 2019–2021	Entitled to 29 433 Performance Shares if the target levels of the performance metrics are met, and to 58 866 shares at maximum. The performance period of the plan is 2019-2021. The share allocation at target level equalled to 100% of annual base salary at the time of grant. The fair value of the allocation amounts to EUR 505 965 <sup>1)</sup> .
Long-Term Incentive Plan 2020–2022	Entitled to 40 600 Performance Shares if the target levels of the performance metrics are met, and to 101 500 shares at maximum. The performance period of the plan is 2020-2022. The share allocation at target level equalled to 125% of annual base salary at the time of grant. The fair value of the allocation amounts to EUR 959 654 <sup>1)</sup> .

Updated information on the shares and options held by the President and CEO is available on the company's website at [www.tietoevry.com/investors](http://www.tietoevry.com/investors) under the insider register.

## Remuneration of the Board

According to the decision of TietoEVRY's AGM 2020, the annual remuneration of the Board of Directors is the following:

- EUR 125 000 to the Chairperson,
- EUR 70 000 to the Deputy Chairperson and
- EUR 53 000 to the ordinary members of the Board of Directors.

In addition to these fees, the Chairperson of a permanent Board Committee receives an annual fee of EUR 20 000 and a member of a permanent Board Committee receives an annual fee of EUR 10 000. In addition, remuneration of EUR 800 is paid to the Board members elected by the Annual General Meeting for each permanent or temporary committee meeting. Further, remuneration for employee representatives elected as ordinary members of the Board of Directors will be an annual fee of EUR 15 000, which is paid in cash only.

Further, the AGM 2020 decided that part of the fixed annual remuneration may be paid in TietoEVRY Corporation's shares purchased from the market. An elected member of the Board of Directors may, at his/her discretion, choose to receive the fee from the following alternatives:

1. No cash, 100% in shares
2. 25% in cash, 75% in shares
3. 50% in cash, 50% in shares
4. 75% in cash, 25% in shares
5. 100% in cash, no shares.

No restrictions have been set on Board members concerning how they may assign these shares, but the company recommends that Board members should retain ownership of all the shares they have received as remuneration for as long as they serve on TietoEVRY's Board.

In addition to the share remuneration, the Board members do not belong to or are not compensated with other share-based arrangements, nor do the members have any pension plans at TietoEVRY. TietoEVRY executives or employees are not entitled to compensation for their Board positions or meeting attendance in the Group companies, excluding however the employee representatives elected as ordinary members to the parent company's Board of Directors. None of the Board members, except the personnel representatives, have an employment relationship or service contract with TietoEVRY.

## Compensation of individual Board members and Board in 2020<sup>1)</sup>

Name	Plan period		Meeting based, EUR
	EUR <sup>2)</sup>	Shares <sup>3)</sup>	
Tomas Franzén, Chairperson Board and RC <sup>4)</sup>	72 520	3 275	15 200
Salim Nathoo, Deputy Chairperson <sup>5)</sup>	99 333	—	12 000
Harri-Pekka Kaukonen, Chairperson ARC <sup>4)</sup>	—	1 875	22 400
Timo Ahopelto <sup>4)</sup>	31 507	1 423	18 400
Rohan Haldea <sup>5)</sup>	65 677	—	12 800
Liselotte Hägertz Engstam <sup>6)</sup>	47 265	711	14 400
Katharina Mosheim <sup>6) 7)</sup>	39 766	598	9 600
Niko Pakalén <sup>4)</sup>	31 507	1 423	19 200
Endre Rangnes <sup>6)</sup>	47 265	711	15 200
Leif Teksum <sup>4)</sup>	59 942	711	15 200
Tommy Sander Aldrin, personnel rep. <sup>8)</sup>	26 245		
Ola Hugo Jordhoy, personnel rep. <sup>8)</sup>	26 245		
Anders Palklint, personnel rep. <sup>8)</sup>	26 245		
Ilpo Waljus, personnel rep. <sup>8)</sup>	26 245		
<b>In total</b>	<b>641 265</b>	<b>10 727</b>	<b>154 000</b>

<sup>1)</sup> The Board members have not received any other benefits.

<sup>2)</sup> Gross compensation before taxes.

<sup>3)</sup> Shares were purchased and delivered in May 2020.

<sup>4)</sup> 50% in cash, 50% in shares.

<sup>5)</sup> 100% in cash.

<sup>6)</sup> 25% in cash, 75% in shares.

<sup>7)</sup> Board member as of 29 April 2020.

<sup>8)</sup> One-time fee of EUR 11 245.12 was paid to employee representatives for the period of 5 December 2019 and 29 April 2020.

**Board of Directors' shareholdings in TietoEVRY<sup>9)</sup>**

Name	At 31 Dec 2020	At 31 Dec 2019
Tomas Franzén, Chairperson Board and RC	3 275	1 649
Salim Nathoo, Deputy Chairperson	0	N/A
Harri-Pekka Kaukonen, Chairperson ARC	6 471	4 596
Timo Ahopelto	4 054	2 631
Rohan Haldea	0	N/A
Liselotte Hægertz Engstam	2 842	2 131
Katharina Mosheim	598	N/A
Niko Pakalén	2 247	824
Endre Rangnes	5 195	4 484
Leif Teksum (partly via Teklei Consulting AS)	7 909	7 198

<sup>9)</sup> Corporations over which the Board members exercise control did not have shares or share-based rights on 31 December 2020, except Teklei Consulting AS of Leif Teksum.

**Comparative remuneration data**

Information in the table below is based on Tieto's data for 2016–2018. Years 2019 and 2020 include combined data for Tieto and EVRY<sup>(10)</sup>. The demographics of the workforce changed and number of employees increased significantly following the merger of Tieto and EVRY on the 5 December 2019. CEO remuneration are gross rewards paid during the reported year. 2019 and 2020 include a merger success bonus related to the merger of Tieto and EVRY. Furthermore, in some geographies the annual salary review was delayed due to the local collective agreement negotiations and related increases are not included in the table below. Where applicable 2020 salaries will be backdated retroactively. Employee average compensation is personnel expenses divided by the average number of employees.

	2016	2017	2018	2019 <sup>(10)</sup>	2020 <sup>(10)</sup>
Revenue, EUR million	1 492.6	1 543.4	1 599.5	1 734.0	2 786.4
Operating profit (EBIT), EUR million	140.8	139.1	154.7	124.2	146.7
Board remuneration, EUR	448 900	518 000	450 800	613 500	641 300
CEO remuneration, EUR	1 030 094	1 160 985	1 788 302	2 589 032	2 636 446
Employee remuneration, EUR, average per employee	64 808	59 551	60 710	62 155	62 452

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<sup>1)</sup> Unaudited

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# About TietoEVRY

TietoEVRY is a leading Nordic digital services and software company. Headquartered in Finland, TietoEVRY employs around 24 000 experts globally. The company serves thousands of enterprise and public sector customers in more than 90 countries. TietoEVRY shares are listed on the NASDAQ in Helsinki and Stockholm and the Oslo Børs.

The merger of Tieto and EVRY was concluded on 5 December 2019 and the companies have been consolidated from that date onwards. Operations are described in the [Strategy](#) section.

# Highlights of 2020

- The operating model consisting of Country Teams, Service Lines and Support Functions became operational on 1 January 2020. TietoEVRY Group comprises six operating segments: Digital Consulting, Cloud & Infra, Industry Software, Financial Services Solutions, International Operations and Product Development Services.
- While growth is getting higher on the agenda, the focus in 2020 was on merger integration, related efficiencies and competitiveness. The company achieved merger synergies of EUR 30 million during 2020 and a run-rate of EUR 80 million by the year-end. The total cost synergy target of EUR 100 million is anticipated to materialize by 2022.
- TietoEVRY took measures to allow the integrated company to move forward with less uncertainty and greater potential to improve profitability. In June, the company redefined the scope and operating model of its partnership with IBM and took full responsibility for the service processes and quality. Furthermore, the company's decision to end the SmartUtilities platform concluded a multi-year investment and eliminates further potential negative profit impact.
- Adjusted items were high in 2020 and are anticipated to be significantly lower in 2021. In addition to integration costs, these items include costs related to a redefined agreement with IBM and ending of the common SmartUtilities platform.
- Revenue was up by 60.7%, mainly due to the merger of Tieto and EVRY on 5 December 2019.
- Adjusted operating profit (EBIT) was up to EUR 355.0 (199.4) million, supported by the merger of Tieto and EVRY. Adjusted operating margin was strong at 12.7% (11.5) due to cost synergies related to the merger as well as active measures to offset negative impacts of Covid-19.
- Operating profit (EBIT) was up to EUR 146.7 (126.8) million.

# Five-year key figures

	2020	2019 <sup>2)</sup>	2018	2017	2016
Net sales, EUR million	2 786.4	1 734.0	1 599.5	1 543.4	1 492.6
Operating profit (EBIT), EUR million	146.7	126.8	154.7	139.1	140.8
Operating margin, %	5.3	7.3	9.7	9.0	9.4
Adjusted <sup>1)</sup> operating profit (EBIT), EUR million	355.0	199.4	168.0	161.4	152.2
Adjusted <sup>1)</sup> operating margin (EBIT), %	12.7	11.5	10.5	10.5	10.2
Profit before taxes, EUR million	122.4	100.8	152.8	135.7	136.8
Earnings per share, EUR					
Basic	0.80	1.02	1.67	1.46	1.46
Diluted	0.80	1.02	1.66	1.46	1.46
Equity per share, EUR	13.73	14.27	6.54	6.46	6.62
Dividend per share, EUR	1.32	0.64	1.45	1.40	1.37
Capital expenditure, EUR million	83.5	51.4	45.0	50.8	61.6
Acquisitions, EUR million	0.6	175.7	14.5	49.3	37.6
Return on equity, 12-month rolling, %	5.7	7.3	25.7	22.3	22.1
Return on capital employed, 12-month rolling, %	5.2	6.9	20.9	20.5	21.6
Gearing, %	54.3	63.4	28.5	32.7	22.5
Interest-bearing net debt, EUR million	883.3	1 070.0	137.4	155.7	109.7
Equity ratio, %	45.9	44.5	41.3	42.5	47.3
Personnel on average	23 788	15 950	14 907	13 889	13 472
Personnel on 31 Dec	23 632	24 322	15 190	14 329	13 876

<sup>1)</sup> Adjusted for amortization of acquisition-related intangible assets, restructuring costs, capital gains/losses, goodwill impairment charges and other items affecting comparability

<sup>2)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

See calculation of key figures on page [Alternative performance measures](#).

# IT market development

- Creating superior experiences enabled by data continues to be a strong driver for investments across industries
- Covid-19's implications are anticipated to accelerate customers' digital ambitions
- Cloud services, data and analytics as well as utilization of DevOps are anticipated to see double-digit growth over the next few years
- The IT market is anticipated to decline during the early part of 2021 and rebound to growth in the second half, subject to Covid-19

While the implications of Covid-19 have accelerated digital ambitions by several years, industry analysts currently anticipate the IT market to decline in the first half of 2021. Large and long-term contracts with substantial core technology content are less affected than shorter and smaller assignments.

Enterprises across industries as well as the public sector are undergoing a fundamental change in creating value. The shift towards more digital interaction and experiences enabled by data continues to be a strong trend. Change in orientation from products to services is creating new growth opportunities and revenue streams across industries and businesses.

The digital world is enabled by a number of technology-led advancements and new applications, including ones that utilize artificial intelligence and machine learning. Technological drivers include cloud, data and analytics as well as overall software development, accelerated by open APIs. This creates the opportunity for businesses and societies to move to the data-oriented intelligent world at a fast pace.

Agile enterprises and cost-efficient IT are becoming a new norm and customers are shifting from traditional large-scale projects to adaptive and rapid development cycles, utilizing concepts such as DevOps. There is growing demand for smaller or mid-sized cloud projects as an alternative to large outsourcing agreements.

Cloud adoption, multi-cloud management as well as scalable IT environments and automation continue to enable cost optimization. Cloud services, data and analytics as well as utilization of DevOps and software-driven digitalization are anticipated to see double-digit growth over the next few years. Spending on traditional infrastructure services continues to decline.

# Strategy cornerstones to position for growth

TietoEVERY has an active role in the creation of customers' digital products and services, providing superior, personalized experiences based on data. The company's capabilities and technologies it provides help customers ensure their competitiveness through agile operations and societies to provide advanced digital citizen services.

## Services to accelerate customers' digital agenda

TietoEVERY has chosen to focus on services accelerating customers' digital agenda and providing them with the strongest growth potential. Capabilities such as digital consulting, advanced analytics, data platforms and cloud-native application development coupled with world-leading partnerships in the public cloud domain as well as own industry software assets support the aim of being a leading partner in realizing customers' digital ambition. Strategic choices include:

- Focus on Nordic companies and public sector, building on deep customer knowledge
- Services and global capabilities to accelerate customers' digital agendas – Digital Consulting, Cloud & Infra, Industry Software, Financial Services Solutions and Product Development Services
- Accelerated growth through cloud, data & analytics and software – representing over 70% of the company's investments
  - **Growth ambition of over 20%:** public cloud services, Data & Analytics solutions as well as DevOps and automation
  - **Growth ambition of over 10%:** software businesses, including payments software and card services, Nordic healthcare and citizen services as well as product development services business.

The company anticipates that investments in offering development, including software development, will amount to 4–5% of revenue annually. Investments in fixed assets, mainly related to data centres, are estimated to amount to 1.5–2% of revenue.

## Long-term financial targets

The company announced its financial targets in December

- Growth accelerating to 5% by 2023
- Adjusted EBITA 15% by 2023
- Net debt/EBITDA below 2 by the end of 2022
- One-time items around 1% of revenue post 2021
- Dividends increased annually<sup>1)</sup>

<sup>1)</sup> Baseline EUR 1.27 per share, which was the initial dividend proposal to the Annual General Meeting 2020

## Operating model to drive customer value

The company's operating model is designed to drive customer value and speed across markets.

TietoEVERY comprises six operating segments:

- Digital Consulting
- Cloud & Infra
- Industry Software
- Financial Services Solutions
- Product Development Services and
- International Operations.

In addition, the company has established Country Teams in Norway, Sweden and Finland to integrate the capabilities of the company for Nordic customers. Product Development Services operates as a separate unit, serving their customers globally. Competitive and scalable services are made available through local teams and global delivery centres in countries such as the Czech Republic, China, India and Poland.

International businesses include selected industry software and financial services solutions as well as the International Operations segment, which includes businesses in Austria, the Baltic countries and Russia. Furthermore, International Operations serve non-Nordic customers from India and Ukraine.

### Measures to ensure future profit contribution

During the year, TietoEVRY took measures intended to allow the integrated company to move forward with less uncertainty and greater potential to improve profitability. The company redefined the scope and operating model of its partnership with IBM and took full responsibility for the service processes and quality. Furthermore, the company's decision to end the SmartUtilities platform concluded a multi-year investment and eliminates further potential negative profit impact. Consequently, adjusted items were unusually high in 2020 and are anticipated to be significantly lower in 2021.

### Realizing the merger synergies

Based on advanced digital consulting practices at scale and strong multi-cloud capabilities coupled with a competitive software portfolio, TietoEVRY is well positioned to drive digitalization of Nordic enterprises and public sector. In 2020, the company built an integrated company, made good progress in synergy realization and laid the foundation for future performance.

Achievements include:

- New structure with common operations and processes in place
- Strengthened FinTech value proposition based on the capabilities from both companies laying a foundation for market share expansion
- Identification of growth potential from complementary customer base, digital consulting scale in the Nordics and accelerated cloud adoption
- Significant merger-related cost synergies achieved during 2020.

The company achieved merger synergies of EUR 30 million during 2020 and a run-rate of EUR 80 million by the year-end. The employee consultation processes initiated in 2020 resulted in around 950 redundancies, mainly in the Nordic countries. Integration costs amounted to EUR 84 million in 2020.

The total cost synergy target was increased to EUR 100 million during the year. Non-recurring implementation costs are anticipated to materialize during 2020-2022 and total EUR 110-120 million.

# Impact of Covid-19 in 2021

The company anticipates performance to be affected by the Covid-19 pandemic in the early part of 2021 and revenue to turn to growth in the second half of the year.

## Financial impact of the Covid-19 pandemic

Measures to secure the health and safety of employees and ensure continuity of critical services to customers, as well as measures to minimize the financial impact of the pandemic have been successful. Covid-19's impact on TietoEVERY's first-quarter revenue in 2021 is anticipated to remain similar to the fourth quarter of 2020, at around 4%. The company has, however, demonstrated a good ability to offset the negative margin impact.

Resilience is anticipated to vary by business due to different contractual structures:

- **Digital consulting:** primarily short-term contracts while relationships with customers are long – application services with long-term agreements represent approximately 20% of consulting revenue
- **Product development services:** short contracts within long-term commitments contributing to customers' core development roadmaps – stability due to TietoEVERY's role in customers' key development areas
- **Infrastructure services:** primarily long-term commitments of 3-5 years – fluctuations in demand in some services in the short-term, e.g. increase in network capacity while some onsite installations are postponed
- **Industry software and Financial Services Solutions:** primarily long-term contractual periods of up to 5-7 years, with customer relationships lasting much longer.

Covid-19-related cost savings comprise both non-personnel-related activities such as reduced travelling and training as well as temporary layoffs in the areas where TietoEVERY has experienced a temporary decline in demand. The need for temporary leaves is assessed on a regular basis, subject to the magnitude and duration of weak market conditions.

More information on Covid-19's impact on the company is available at [www.tietoevry.com/Investors](http://www.tietoevry.com/Investors).

# Financial performance

Full-year revenue increased by 60.7% to EUR 2 786.4 (1 734.0) million. The merger was the major contributor to revenue development. Covid-19 had a negative impact of around 3% on revenue. Full-year operating profit (EBIT) amounted to EUR 146.7 (126.8) million, representing a margin of 5.3% (7.3). The merger had a positive contribution to operating profit while the profit level was impacted by integration costs and amortization of acquisition-related intangible assets. Furthermore, the ending of the common SmartUtilities platform resulted in additional costs of EUR 40.5 million, affecting operating profit of Industry Software, and redefined IBM partnership resulted in costs of EUR 35.6 million, affecting profitability of Cloud & Infra. Currency changes had a negative impact of around EUR 13 million on operating profit.

Depreciation and amortization amounted to EUR 175.8 (106.6) million, including EUR 72.7 (49.9) million in depreciation of right of use assets (IFRS 16 impact) and EUR 45.5 (8.0) million in amortization of acquisition-related intangible assets. Net financial expenses stood at EUR 24.4 (26.1) million. Net interest expenses were EUR 22.3 (8.8) million and net gains from foreign exchange transactions EUR 0.8 (losses 13.0) million. Other financial income and expenses amounted to EUR -2.9 (-4.3) million. Earnings per share (EPS) totalled EUR 0.80 (1.02).

## Adjusted operating profit

Operating profit includes EUR 208.3 (72.6) million in adjusted items, mainly related to integration, the ending of the SmartUtilities platform, redefined IBM partnership and amortization of acquisition-related intangible assets. Adjusted<sup>1)</sup> operating profit stood at EUR 355.0 (199.4) million, or 12.7% (11.5) of net sales. Further details on adjusted items are available in the **Alternative Performance Measures** paragraph. Adjusted<sup>1)</sup> earnings per share amounted to EUR 2.16 (1.76).

<sup>1)</sup> Adjusted for amortization of acquisition-related intangible assets, restructuring costs, capital gains/losses, goodwill impairment charges and other items affecting comparability

## Financial performance by segment

EUR million	Revenue 1–12/2020	Revenue 1–12/2019	Change %	Operating profit 1–12/2020	Operating profit 1–12/2019
Digital Consulting	662.0	436.3	52	70.8	30.1
Cloud & Infra	931.6	584.7	59	36.6	56.4
Industry Software	501.1	371.2	35	38.8	37.1
Financial Services Solutions	418.8	151.8	> 100	10.0	24.2
Product Development Services	142.4	143.5	-1	17.7	14.5
Other	130.5	46.5	> 100	-27.2	-35.4
<b>Group total</b>	<b>2 786.4</b>	<b>1 734.0</b>	<b>61</b>	<b>146.7</b>	<b>126.8</b>

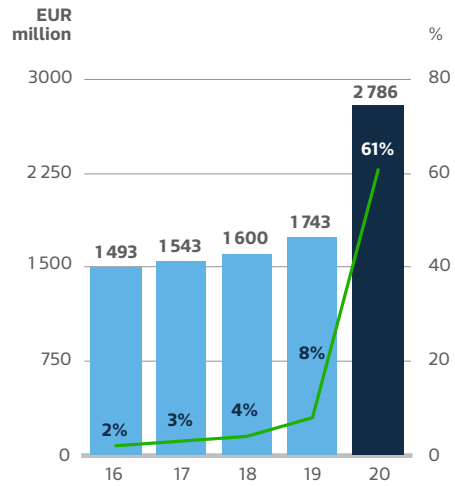
## Operating margin by segment

%	Operating margin 1–12/2020	Operating margin 1–12/2019	Adjusted <sup>1)</sup> operating margin 1–12/2020	Adjusted <sup>1)</sup> operating margin 1–12/2019
Digital Consulting	10.7	6.9	14.0	11.3
Cloud & Infra	3.9	9.6	10.0	12.7
Industry Software	7.7	10.0	18.3	11.1
Financial Services Solutions	2.4	15.9	13.0	17.9
Product Development Services	12.4	10.1	12.7	10.5
<b>Total</b>	<b>5.3</b>	<b>7.3</b>	<b>12.7</b>	<b>11.5</b>

<sup>1)</sup> Adjusted for amortization of acquisition-related intangible assets, restructuring costs, capital gains/losses, goodwill impairment charges and other items affecting comparability.

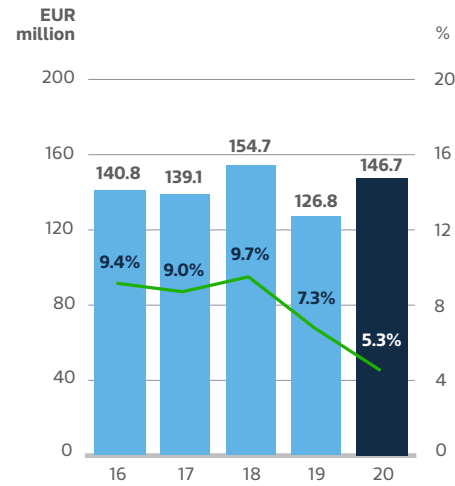


REVENUE AND GROWTH



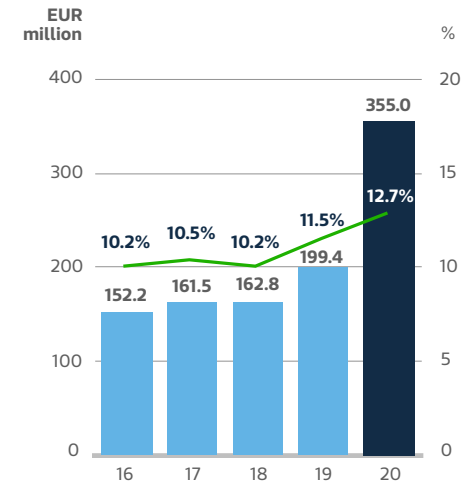
EVRY consolidated as from 5 Dec 2019

OPERATING PROFIT (EBIT) AND MARGIN



EVRY consolidated as from 5 Dec 2019

ADJUSTED OPERATING PROFIT (EBIT) AND MARGIN



EVRY consolidated as from 5 Dec 2019

# Cash flow and financing

Full-year cash flow from operations amounted to EUR 354.7 (278.4) million, including a decrease of EUR 67.2 (66.7) million in net working capital. Payments for restructuring amounted to EUR 29.6 (17.0) million.

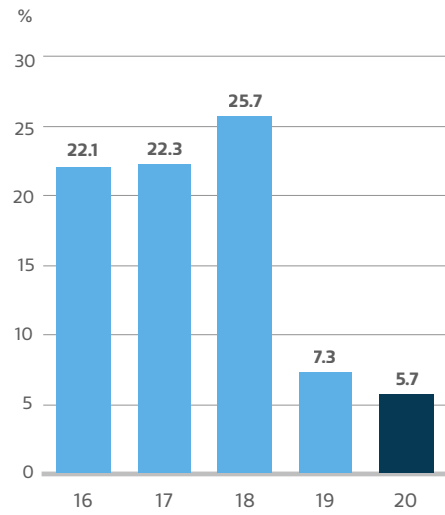
Full-year tax payments were EUR 28.9 (31.4) million.

The equity ratio was 45.9% (44.5). Gearing decreased to 54.3% (63.4). Interest-bearing net debt totalled EUR 883.3 (1 070.0) million, including EUR 925.5 (964.1) million in interest-bearing debt, EUR 243.1 (298.3) million in lease liabilities, EUR 5.2 (5.6) million in finance lease receivables, EUR 27.9 (10.3) million in other interest-bearing receivables and EUR 252.3 (164.6) million in cash and cash equivalents.

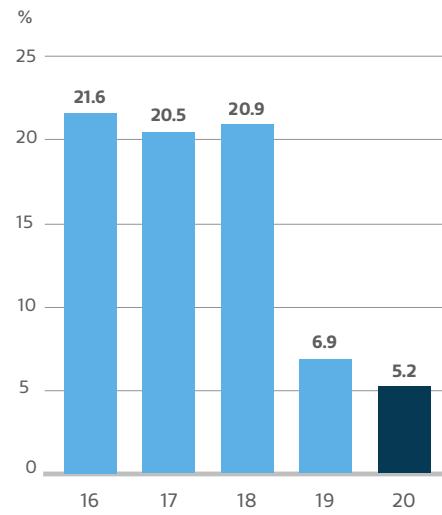
Interest-bearing long-term loans amounted to EUR 1 056.9 (814.5) million at the end of December. The company issued a new EUR 300 million bond in June 2020 to refinance a bridge loan related to the merger. The bond has a coupon of 2% and it will mature in June 2025. In addition to the EUR 300 million bond, interest-bearing long-term loans consist primarily of a EUR 100 million bond expiring in September 2024, a EUR 85 million loan from the European Investment Bank, a EUR 400 million long-term loan from financial institutions and EUR 171.0 million in lease liabilities.

Interest-bearing short-term loans amounted to EUR 111.7 (448.0) million, mainly related to leasing liabilities. The committed revolving credit facility of EUR 250 million expiring in September 2024 was not in use at the end of December.

**RETURN ON EQUITY, %**



**RETURN ON CAPITAL EMPLOYED, %**



# Investments and development

TietoEVRY is seeking to achieve a growth rate of 5% by 2023. A significant part of the company's investments will be made in areas such as its own industry-specific software, data & analytics and cloud services.

TietoEVRY's offering development costs amounted to around EUR 135 (2019: 80 and 2018: 80) million, representing 4.8% (2019: 4.6% and 2018: 5.0%) of the Group's revenue. Of these costs, EUR 51.0 (17.0) million were capitalized. In 2020, the focus was on Industry Software, especially solutions for Health & Care and Financial Services.

Capital expenditure totalled EUR 83.5 (51.4) million, including the capitalized costs for the development of industry software. Capital expenditure represented 3.0% (3.0) of net sales.

# Order backlog

The significance of traditional measures for the order backlog is impacted by the shift from traditional large outsourcing agreements towards agile methods and consumption-based business models. Additionally, traditional development programmes are cut into smaller projects. While this change in customer behaviour affects the order backlog levels, it is not expected to have any significant impact on TietoEVRY's market opportunity and business outlook.

TietoEVRY's order backlog amounted to EUR 3 350 (3 640) million at the end of December. Of the backlog, 49% is expected to be invoiced during 2021. The order backlog includes all signed customer orders that have not been recognized as revenue, including estimates of the value of consumption-based contracts.

# Major agreements

TietoEVERY has signed a number of new agreements during the period with customers across all the businesses. However, according to the terms and conditions of these agreements, TietoEVERY is not able to disclose most of the contracts.

In January, EasyUse signed an agreement with TietoEVERY within the Cards business area. This is a five-year agreement for the delivery of a Prepaid closed loop service within the ferry and cruise shipping segment. The cards will be used onboard ships and at partner merchants like hotels and shops.

In February, Telenor extended its agreement with TietoEVERY on IT infrastructure and cloud services for four more years. The renewed partnership will ensure that Telenor will be able to accelerate its digital transformation, and simultaneously provides a high level of focus on security, agility and stability. The areas covered by the agreement include dynamic infrastructure (IaaS), application and database operations, storage services, end-user and data centre services. TietoEVERY will also participate in Telenor's cloud journey as well as the modernization and automation of business support tools.

In February, Ahlstrom-Munksjö, a global leader in fibre-based materials, extended its collaboration with TietoEVERY. The company's renewal, based on the Tieto Integrated Paper Solution (TIPS), continues to drive business modernization at over 40 plants and will convert units globally. The new system automates Ahlstrom-Munksjö's key business processes and improves internal agility. Digitalization also enhances customer experience and enables new business models and digital business.

In February, Fjellinjen, a company responsible for the collection of road tolls on the Oslo toll ring and the most important financial contributor to road construction in the region, entered into an agreement with TietoEVERY on the delivery of multichannel invoice distribution and master data services. The solution will ensure more efficient invoicing and mailing processes, better control and optimized distribution processes as well as reduced print, material and postage costs by increasing the volume of digital distribution in a simple, secure and cost-effective way.

In February, Geldmaat extended its collaboration with TietoEVERY on the delivery of the Sealbag service, which allows customers to make self-serviced deposits and drops of notes. The notes are packed in self-locking bags and dropped in safes operated via a sealbag processing mechanism. TietoEVERY delivers the central platform with additional managed services according to the master service agreement with the customer. The related machines and services will be provided all across the Netherlands. This service was an option to the master service agreement, signed with the customer back in 2018.

In February, Asfinag, an Austrian publicly owned corporation that plans, finances, builds and maintains Austrian autobahns and handles their toll collection, extended its agreement with TietoEVERY on IT service delivery, containing, for example, services for SAP and software development. As the main full-service IT partner for Asfinag, Tieto will contribute to sustainable improvement and increase efficiency in the customer's processes. The extension has an estimated value of over EUR 5 million.

In March, Mayr-Melnhof extended its development partnership for the new Manufacturing Execution System for 37 plants in the Packaging division. The agreement is an extension for the delivery of the Rough and Fine Planning system agreed in 2019.

In March, Malaysian Newsprint Industries Sdn Bhd (MNI), one of the leading manufacturers and suppliers of paper across South East Asia, selected TietoEVERY as their business transformation partner. The modernization of MNI's key business processes will improve quality of paper and On Time In Full Delivery Service (OTIF). It will also enable visibility of real-time data and Key Performance Indicators (KPI). The renewal covers various key processes, for example, order to cash, advanced planning and trimming, reporting and analytics, warehouse management and logistics, invoicing and integration into the existing ERP system. The renewal is based on the Tieto Integrated Paper Solution (TIPS) for the pulp, paper, board, packaging, tissue and non-woven industries.

In March, Skatteetaten and TietoEVERY extended their collaboration related to Workspace services. Skatteetaten is planning to carry out a personnel transfer and take on 1 250 new employees, formerly employed as local tax collectors in Norwegian municipalities. TietoEVERY will supply the new employees with equipment, including laptops, PC screens and mobile phones.

In March, TietoEVERY and Statens Service Center agreed on a new service to deliver Primula, a comprehensive HR and payroll service, to 35 governmental authorities. At the moment, its set up in a common cloud environment in TietoEVERY's data centre in Kista is ongoing. The related cloud service will support all processes within the area of HR and payroll. In addition, the contract includes a major investment by the customer in the development of the product that will meet the future needs of users. Total value of the seven-year agreement is SEK 27 million.

In March, TietoEVERY signed an agreement with Deutsche Bank for Virtual Account Management (VAM) software. Deutsche Bank will leverage TietoEVERY's VAM platform as a complementary technology solution that can seamlessly integrate with its award-winning Cash, Trade and FX platform, thus further enhancing its cash management offering to the benefit of its corporate clients.

In March, Posten Norge AS chose TietoEVERY to deliver a payroll solution based on the Unit4 ERP system. Posten Norge decided to insource their payroll service and purchase a payroll system to run the payroll process internally. TietoEVERY was chosen by the customer in heavy competition with leading suppliers in the market. A solid and efficient solution as well as trustworthy project setup and a reliable implementation process became important winning criteria. The solution is scheduled to go into production in January 2021 and is estimated to provide salary payments to 13 000 employees.

In April, TietoEVERY signed an agreement with SEB for Virtual Account Management software. The solution will allow SEB to offer its corporate customers virtual cash management services. The new service will support SEB's multinational corporate customers that need a fast and reliable way to centralize collection of payments and rationalize bank account structure. The launch of the new service forms part of SEB's wider plans to invest in cash management services. Virtual cash management is an important part of this journey to improve customer experience and offer new and innovative value propositions.

In April, AB Storstockholms Lokaltrafik, the public transport administration of Stockholm County, decided to continue its digital journey with TietoEVERY by extending the current outsourcing agreement – the next step in a long and successful relationship. The objective of the extended collaboration is to boost the customer's efficiency, provide workplace flexibility via digital online solutions and contribute to stable and secure operation of Stockholm's public transportation.

In April, TietoEVERY and Aimo Park, the leading parking company in the Nordics, entered into a strategic partnership to accelerate Aimo Park's digital transformation. The new collaboration will fuel development of innovative parking and mobility solutions by increasing automation and utilizing a variety of cloud services. TietoEVERY is leading the integration process. The new landscape consists of several cloud solutions from a variety of providers that cover systems such as Enterprise Resource Planning (ERP), Customer Relation Management (CRM) and Content Management (CMS). These solutions will enable faster time to market, more agile development of services and an improved end-user experience. Aimo Park will also be able to achieve better cost predictability and management with one single service provider to orchestrate its IT landscape.

In May, TietoEVERY and Finland's Legal Register Centre signed a new contract for the further development of digital citizens' services. Expanding their long-term relationship, this project covers application management and service production of legal aid, and financial and debt counselling systems. The project is a part of the Legal Register Centre's overall operations standardization and development drive, which will usher in improved digital services for Finnish citizens.

In May, Helsinki and Uusimaa Hospital District (HUS) chose TietoEVERY to deliver architecture and application development as well as maintenance services to the Health Village project, an internationally unique concept. Health Village is a digital service platform offering information and support to citizens, care for patients and tools for healthcare professionals. It enables creation of symptom navigators and digital care paths as well as monitoring of health data and remote appointments. Furthermore, it provides secured communication channels across patients and care personnel. TietoEVERY has been the development partner of Health Village since 2018.

In May, the Norwegian Digitalisation Agency prolonged its agreement with TietoEVERY for operating ID-Porten/MinID and the digital contact register in Norway. The ID-Porten is a login solution that provides citizens access to online services across government agencies and

municipalities. The solution is used by more than 800 public entities for more than 4 000 internet-based public services. The total value of the agreement is NOK 46 million.

In May, Volvofinans Bank AB, one of the largest card issuers in Sweden with around one million customers, entered into a new agreement with TietoEVERY. The customer will be provided with expert support as well as solutions in the domains of service desk, financial services, infrastructure and security. The agreement entails access to TietoEVERY's PCI DSS certified platform for payments and Security Operations Center (SOC), which enables real-time surveillance. Collaboration with Volvofinans started in 2014, and the new agreement is yet another milestone in a successful partnership with the customer. The contract is valid for five years and the total contract value is SEK 85 million.

In June, Metsä Group renewed its agreement with TietoEVERY on cloud and infrastructure services. The new solution continues the modernization of Metsä Group's global ICT capacity services with maximized business continuity and helps Metsä Group focus on their core business activities.

In June, TietoEVERY entered into a long-term agreement with Nordea, expanding the company's strong international customer base in its Cards business. TietoEVERY will provide the client with a modern platform for card services (SaaS). The scope of the engagement covers card issuing and processing as well as dispute process management for Norway and Sweden. Based on the agreement, the customer will be able to consolidate their card-issuing capabilities onto a single platform, achieving a lower total cost of ownership as well as streamlining their services across countries, while customers will benefit from simpler and quicker access to new, future-oriented payment solutions.

In June 2020, TietoEVERY signed an agreement with International Card Services (ICS), part of ABN AMRO, the largest credit card issuing business in the Netherlands, to modernize the customer's Cards solution and to deliver end-to-end services based on a Software as a Service agreement, valid for over seven years.

In July, TietoEVERY extended its collaboration with Hyland Healthcare, a leading global provider of connected healthcare solutions, to deliver a best-in-class solution for digital pathology. A consortium of five companies, including TietoEVERY and Hyland Healthcare, is partnering to deliver PATOS to Region Västra Götaland (VGR). PATOS is a digital pathology solution that enables improved cancer diagnostics and patient treatment. The agreement is currently in year

five of an initially 10-year contract and includes an option for VGR to extend the relationship for another ten years.

In July, Cambio Healthcare Systems chose TietoEVERY as its IT operations partner for future healthcare information support for nine Swedish regions. The Swedish SUSSE regions of Blekinge, Sörmland, Västerbotten, Västernorrland and Örebro counties decided to jointly procure a new healthcare information support platform and signed an agreement with Cambio in June 2019. Cambio has chosen TietoEVERY as its IT operations partner to ensure safe and secure IT operation of the healthcare information support platform.

In September, the City of Västerås chose TietoEVERY as its IT partner in four defined areas: infrastructure services, service desk and on-site support, security services and workplace services. The four-year agreement with an option to extend the delivery by another two years has a contract value of SEK 300 million. The procurement placed high demands on user experience, efficiency, quality as well as enhanced safety and accessibility, to support 11 000 employees in areas such as healthcare, welfare, education and administration.

In September, Systembolaget Aktiebolag chose TietoEVERY to deliver managed collaborative smart screens as a service to all of its stores. The agreement covers hardware, configuration, on-site installation, support and operations.

In September, Servicegrossistene AS, a growing national full-service wholesaler supplying food and drink to the food service market, chose TietoEVERY to deliver a service-based solution based on cloud technology from Microsoft Dynamics 365. The transition to Dynamics 365, in combination with tools for areas such as reporting, analysis and logistics process optimization, will lay the foundation for the company's growth also in the future. The company also aims to make the day-to-day activities of its wholesalers and customers more flexible and efficient. The six-year agreement represents a total contract value of around NOK 45 million.

In October, Kesko and TietoEVERY announced an agreement on expanded collaboration. TietoEVERY will support the implementation of Kesko's strategy to boost productivity and cost-efficiency through automation and new technologies. The co-operation also enables more efficient utilization of data. Under the new co-operation agreement, TietoEVERY and Kesko will continue to collaborate on continuous operational IT services with a development focus. The partnership aims to ensure that the services are business-oriented and maintain a high standard. The co-operation agreement covers a wide range of services, including management

of Kesko's business-critical applications, integration services and cloud services, end-user services as well as information security and capacity services.

In November, Region Stockholm signed an agreement with TietoEVRY for IT support to facilitate more accessible healthcare. The agreement supports, for example, the care and nursing plan created prior to discharge from hospital – which facilitates measures by municipal health and/or social care services. The value of the initial order is approximately SEK 56 million but can be extended to SEK 104 million with additional options and extensions. The agreement is initially valid for four years with the possibility of extending for up to another four years.

In November, Maldives Monetary Authority (MMA) signed an agreement with TietoEVRY to implement an Instant Payments System in the Maldives. The Instant Payments System will form the most essential component of the Maldives Payment System Development Project. The implementation will enable users to make and receive payments in real-time. The Instant Payments System in the Maldives will be based on TietoEVRY's solution and will include ISO20022 message processing, liquidity management, fee management, fraud management and proxy (smart) addressing services.

In November, TietoEVRY signed a strategically important agreement with Innovasjon Norge to deliver the company's suite of case management services. The agreement will contribute to professional and more agile response from Innovasjon Norge towards its key stakeholders. The value of this four-year agreement is approximately NOK 15 million.

In November, SOS Alarm AB in Sweden chose TietoEVRY to implement the new IP-based 112 solution planned to replace the existing PSTN (Public Switched Telephone Network) solution. TietoEVRY's assignment is to implement the communication solution and, in cooperation with SOS Alarm AB, connect the Communication Service Providers with SOS Alarms Call Center. The contract also includes six years of operating the 112 communications solution. As 112 is a highly critical service for Swedish society, extremely high requirements have been set for reliability and security.

In December, TietoEVRY signed a three-year agreement with OKQ8. OKQ8 with its 753 service stations is one of the largest fuel distribution companies in Sweden, investing in renewable energy solutions areas such as solar panels and infrastructure for chargeable electrical vehicles. As an IT partner, TietoEVRY will provide services and support in areas such as internet

banking, payments and credit solutions. Furthermore, the agreement covers services within information logistics, e.g. e-ID, printing, mailing and archiving services.

In December, the City of Vellinge prolonged the current outsourcing contract for infrastructure services until 2023. TietoEVRY will continue to have the complete responsibility for server and application operations, workplace management, network services, Service Desk and on-site support. TietoEVRY will also work in the areas of digitalization of new services and automation of processes. TietoEVRY will secure user-focused, efficient and high-quality services for key areas such as social care, welfare and education.

In December, Eika Alliance, one of Norway's largest banks and insurance companies, and TietoEVRY entered into a strategic agreement. The agreement covers a delivery of the next generation of core banking and payment solutions, including card services and digital channels. Eika is anticipated to gain high-quality digital solutions for compliance and security – as well as innovative and future-oriented banking solutions. The agreement runs for five years after all the Eika banks have been migrated to TietoEVRY. The agreement also includes the option to extend for a further four years.



# Changes in Group structure

The divestment of Karbon Invest AS, providing case management and archiving systems for the public sector in Norway, was completed in February 2020.

The merger of Tieto Latvia SIA and Evry Latvia SIA was registered on 11 November 2020.

## Branches

TietoEVRY Group has branches in Australia, France, Latvia, Malesia, Norway, Ukraine and United Arab Emirates.

# Personnel

The number of full-time employees amounted to 23 632 (24 322) at the end of December. The number of full-time employees in the global delivery centres totalled 11 225 (11 383), or 47.5% (46.8) of all personnel.

The number of full-time employees was down from the year-end 2019 level of 24 322. The decline includes redundancies of around 950 and net recruitments of over 400. The company also took over close to 200 employees from IBM as part of the redefined partnership. The 12-month rolling employee turnover stood at 9.7% (12.6) at the end of December. Group-level salary inflation is expected to remain below 2% on average in 2021. Furthermore, salary inflation is partly offset by price increases in some service areas, offshoring and management of the competence pyramid.

## Group personnel and remuneration

	2020	2019	2018
Number of full-time employees, 31 December	23 632	24 322	15 190
Average number of full-time employees	23 788	15 950	14 907
12-month rolling employee turnover, %	9.7	12.6	12.2
Employee benefit expenses, EUR million	1 486	990	905

In 2020, the focus was on creating the foundation for future success of the integrated company. The integration programme node called Leadership and Engagement was responsible for developing and driving HR integration-related projects and workstreams. Measures to secure the health and safety of employees as well as to facilitate remote work were also high on the agenda during the year.

TietoEVERY's Human Resources (HR) function is responsible for developing people practices and employee experience in the company. The function is led by the Chief HR Officer while country HR teams are responsible for country-specific HR operations. The company supports freedom of association and collective bargaining as defined in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and stated in TietoEVERY's Code of Conduct. In addition, the company supports and respects the principles

set out in the United Nations' Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

TietoEVERY invests in the competence development of its employees. Curiosity and lifelong learning are crucial aspects of the company's culture and success. The Keep Learning culture and the learning platform Cornerstone offer various learning modules. By the end of 2020, 93% of employees and 94% of managers had used the learning platform.

The Culture Code, OurVoice survey and Leadership Aspirations form the cornerstones of employee engagement.

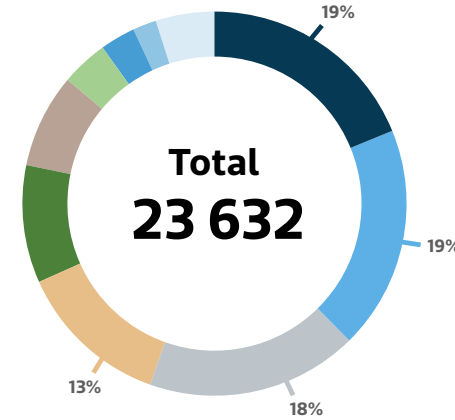
A critical element for successful integration is understanding, building and aligning cultural factors. In addition to the Nordic values of openness, trust and diversity, all employees were engaged in creating TietoEVERY's Culture Code. This code defines the behaviour valued in the company based on insights from both of the former companies and the long-term strategic priorities.

Employee engagement activities are followed up through OurVoice, an employee engagement survey where employees give feedback in key areas. The survey results are reviewed and discussed in the Group Leadership Team as well as within the business networks and teams on all levels across the organization. The result of the TietoEVERY Engagement Index, the key parameter, was 76/100. In addition, almost 5 000 individual written comments were received and TietoEVERY created a toolbox for managers on how to interpret the results, run workshops, create engagement initiatives, and engage with their teams remotely.

TietoEVERY has defined principles that set expectations for what good leadership means. The three Leadership Aspirations set the focus on building the future, leading performance and being the role model for values. The leadership aspirations are further translated into leadership skills and behaviours and used for purposes such as leadership selection.

Diversity and inclusion is a key area in TietoEVRY’s new long-term sustainability plan. During the year, activities from the former companies were consolidated under one umbrella and a diversity and inclusion charter complements the company’s Code of Conduct. As one encouragement for this work, TietoEVRY was in 2020 ranked third among companies in Sweden in the SHE Index, which promotes diversity and inclusion in leadership and workforce as well as equal compensation and work-life balance. Furthermore, TietoEVRY Sweden continues to hold the EDGE Assessment Certificate, the leading global assessment and business certification for gender equality.

**PERSONNEL BY COUNTRY**



- Sweden 19%
- Norway 19%
- India 18%
- Finland 13%
- Czech Republic 10%
- Ukraine 8%
- Latvia 4%
- Poland 3%
- China 2%
- Other 4%

# Non-financial information

This section describes TietoEVERY's sustainability activities as required in Chapter 3a of the Finnish Accounting Act on non-financial information (NFI). The linkages between NFI areas and TietoEVERY's sustainability focus areas are identified in the chart describing policies and processes. More information is available in the Sustainability Report, assured by an external partner.

## Description of TietoEVERY's business model

TietoEVERY is one of the largest digital services and software companies in the Nordics. The company's value-adding services comprise new data-driven services, business critical software solutions, managed services, product development services and related capabilities to support customers' business renewal, innovation and efficient operations.

TietoEVERY's role varies from consulting and advisory, designing and building solutions to running IT operations. Our ambition is to co-create new solutions and innovate new data-driven business models with our customers and partners. Value creation and competitiveness are based on solutions combining best-of-breed technologies with integration capabilities, industrialized service delivery and strong global delivery capability.

## Description of management of NFI topics

In 2020, TietoEVERY focused on developing a systematic approach to managing sustainability, including appropriate policies, processes, governance and organization. TietoEVERY's sustainability work is facilitated by the company's Sustainability Team and supported by the Sustainability Steering Group, chaired by the Vice President, Communication and Sustainability. The steering group advises the Group Leadership Team and Board of Directors and approves the sustainability section of the integrated annual report. The Sustainability Steering Group represents different functions and units of TietoEVERY and many of its members are part of the Group Leadership Team. TietoEVERY's ambition is to maintain gender balance in the steering group, as well as ensure that both younger and more experienced executives are represented.

TietoEVERY's Group Leadership Team and the Board of Directors reviewed sustainability matters on two occasions during 2020. The topics included reviews of the annual integrated report and

NFI information, including relevant sustainability-related risks and TietoEVERY's societal engagements in 2020, among other things.

TietoEVERY's new Sustainability Game Plan 2023 consists of three broad themes – climate action, ethical conduct and exciting place to work – with Responsible Areas under each. An additional area in the game plan is sustainable business opportunities, comprising a range of solutions and services that can accelerate and improve a customer's sustainability performance. Materiality analysis has been used to prioritize the most important topics based on the strategy, market trends, results from stakeholder dialogues, and the UN's Sustainable Development Goals. The analysis forms the basis of our sustainability game plan and our sustainability reporting in accordance with GRI Standards, option Core.

Each Responsible Area has publicly stated goals, and the action plans, implementation and reporting are run by nominated Responsible Area owners and data partners. Responsible Area goals and results for 2020 are presented in the table in this section. The Sustainability Game Plan 2023 is managed according to TietoEVERY's Sustainability Management Process, which follows the United Nations Global Compact Management Model and GRI Standards. Linkages to the United Nations Sustainable Development Goals, which are considered a strategic tool enabling corporations to contribute to a more sustainable society, are established by applying principled prioritization. The management of the Responsible Areas – including policies, processes, due diligence and escalation channels – is illustrated in the chart in this section.

TietoEVERY's ethical guidelines are summarized in the Code of Conduct Policy, which applies to all TietoEVERY employees, and a separate Supplier Code of Conduct Rule applies to any third party contributing to the company's services, products and other business activities. Both documents are based on the United Nations Global Compact, OECD Guidelines for Multinational Enterprises, ILO Declaration on Fundamental Principles and Rights at Work, the International Bill of Human Rights, UN Rio Declaration on Environment and Development, the UN Convention against Corruption, UK Bribery Act, and US Foreign Corrupt Practices. The policies cover all Responsible Areas, which are also linked to other, topic-specific policies and more detailed rules. The policies cover the relevant legal, certification and other best practice requirements and are reviewed annually.

TietoEVERY has a group-wide Whistleblowing Channel that can also be accessed on the company's external webpages. Whistleblowing notifications concerning Code of Conduct violations, for instance, are investigated confidentially by the Compliance Officer through a predefined process. Cases of a severe or sensitive nature can also be referred to an Escalation Committee for a decision. If a whistleblower notification relates to managers on L1, including the CEO, the Chair of the Audit and Risk Committee shall be informed. If a whistleblower notification involves managers on L2, the CEO shall be informed.

In the case of serious or highly sensitive whistleblowing cases, the Compliance Officer shall prepare a report for submission to the Audit and Risk Committee. In each such case, the Escalation Committee shall consider whether the CEO or Board of Directors should also be informed. Six-monthly reports shall be prepared for the Audit and Risk Committee covering aggregated information about notifications received through the Whistleblowing Channel, cases under investigation and measures taken. In addition, the Responsible Areas have separate channels for incident reporting and continuous improvement.

### Main risks in non-financial area

During this extraordinary year of the Covid-19 pandemic, our priorities have been crystallized to ensuring employee safety, the continuity of our customers' operations and the company's stability.

The aim of TietoEVERY's internal control framework is to assure that operations are effective and well aligned with the strategic goals. The internal control framework is intended to ensure correct, reliable, complete and timely financial reporting and management information. The framework endorses ethical values, good corporate governance and risk management practices. Risk management and major risks are described in detail in section **Major risks**.

TietoEVERY uses systematic risk management to develop the efficiency and control of business operations as well as their profitability and continuity.

The risk management framework consists of the risk management organization, related policies, processes, tools and common ways of working. The risk management organization develops and maintains the company's risk management framework, including risk reporting, risk management governance and follow-up of risk exposures consisting of strategic, financial, operational and compliance risks.

The risk management organization consists of the Corporate Risk Management unit, nominated Risk Managers in the units and other stakeholders. A group-wide Risk Manager Forum has been established for sharing information, setting the direction of risk management, collaboration between units and reviewing steering documents. In addition, the forum aligns group-wide Risk Management activities and ensures the company-wide deployment of the Risk Management framework.

TietoEVERY's risks include a reputational factor, which in addition to negative publicity could lead to loss of customers' trust, and a negative impact on stakeholder relations including financial consequences.

Fraudulent, unethical, or even illegal actions by individuals in areas such as corruption or conflict of interest can occur if the company controls are not of an adequate standard or anticorruption awareness and team culture are not at a sufficiently high level. Such situations can have negative consequences ranging from disqualification from public tenders to sanctions. Compliance training, improvements of controls, audits and follow-up are used to mitigate the risk.

Stress-related health issues as well as discrimination and harassment are human and labour rights related risks. From an operational perspective, deliveries could be compromised if key resources go on long sick leaves. Both health issues and discrimination and harassment can lead to environments where employees may not reach their full potential. Discrimination could also hinder the company's ability to develop solutions to societal problems.

TietoEVERY believes that diversity in personnel, whether in terms of gender, age or cultural background, is needed to stay competitive in the fast-paced technology industry. Diversity and inclusion are an integral part of the company's culture and Human Resources activities. Being able to unwind and maintain wellbeing is equally crucial.

TietoEVERY's supplier base consists of direct and indirect suppliers. Supply chains may include compliance risks related to the environment, human and labour rights or even corruption. Severe breaches against international conventions in the supply chain could lead to customers deciding to terminate contracts or sanctions from authorities. TietoEVERY mitigates these risks through its supplier sustainability programme and on-boarding practices, consisting of both compliance and audit activities.

Environmental risks have mainly been identified and handled within TietoEVRY's environmental management system and include, for example, risks related to aspects such as offices, equipment, waste and business travel. Proper handling of these topics is a prerequisite for TietoEVRY's ISO certificate (ISO14001) and our attractiveness as an existing or potential partner and employer.

Group Sustainability manages the climate risks related to emerging regulations including higher pricing of greenhouse gas emissions that can lead to increased costs. Climate risks and their management will be further reviewed and assessed, as well as incorporated within the company's risk management framework during 2021.

**POLICIES AND PROCESSES ON NFI MATTERS**

	ETHICAL CONDUCT	CLIMATE ACTION	EXCITING PLACE TO WORK
Sustainability areas	Respecting human rights Anti-corruption and -bribery matters Social and employee matters	Environmental matters	Respecting human rights Social and employee matters
	<b>1 Human rights</b>		<b>1 Human rights</b>
	<b>2 Business ethics and anti-corruption</b>		
	<b>3 Cybersecurity and privacy</b>		<b>3 Cybersecurity and privacy</b>
	<b>4 Responsible sourcing</b>		
		<b>5 Energy usage and greenhouse gas emissions</b>	
		<b>6 Circular economy practices</b>	
	<b>7 Diversity and inclusion</b>		<b>7 Diversity and inclusion</b>
<b>8 Employee experience</b>		<b>8 Employee experience</b>	
Policies	<b>POLICIES, RULES AND GUIDELINES</b>		
	Code of Conduct Policy (1,2), Whistleblowing Rule (1,2,3,7,8), Internal audit policy (2), Procurement Policy (4), Supplier Code of Conduct Rule (1,2,4,5), Environmental Rule (4,5,6), Security Policy (3), Internal Audit Policy (3), User Security Rule (3), Privacy Policy (3), Insider Rule (2)		
Due diligence processes	Internal and external audits (1,2), Governance, risk and compliance management (1,2,3), Sourcing to pay (4), Supplier self assesment (4), Environmental management process (EMS) ISO14001 (4,5,6), ISO27001 (3), ISO310000 (3), ISAE3402 audits in Data Centres (3), Information and cybersecurity audits and assessments (3), CDP Climate Change program (4,5,6), Employee engagement survey (8)		
	<b>SUSTAINABILITY MANAGEMENT PROCESS, SUSTAINABILITY MATERIALITY ASSESSMENT FOR SUSTAINABILITY GAMEPLAN 2023</b>		
	<b>WHISTLEBLOWING ON CODE OF CONDUCT ISSUES</b>		

Goals and results for each sustainability area








Responsible area	Goal	Result 2020	UN Sustainable Development Goal <sup>1)</sup>
 <b>ETHICAL CONDUCT</b>			
<b>Human rights</b>	2021: Conduct a formal Human Rights Impact Assessment for a business entity	Assessment to be conducted in 2021	  
<b>Cybersecurity and privacy</b>	2023: Zero substantiated complaints concerning breaches of customer privacy and losses of customer data <sup>2)</sup>	Zero	
<b>Business ethics and anti-corruption</b>	2023: 90% completion of ethics training (CoC e-learning) <sup>2)</sup>	91%	  
	2023: 100% confirmation of receipt of a whistleblowing notification within four business days of receipt	100%	
<b>Responsible sourcing</b>	2023: 100% of new or renewed suppliers agreeing to TietoEVRY's Supplier Code of Conduct <sup>2)3)</sup>	100%	  

<sup>1)</sup> United Nations Sustainable Development Goals: <https://sustainabledevelopment.un.org/>

<sup>2)</sup> Measured on an annual basis

<sup>3)</sup> Scope: Agreements made through the company's procurement function. Note that scope also includes supplier's version approved by Head of Sustainability



Responsible area	Goal	Result 2020	UN Sustainable Development Goal <sup>1)</sup>
 <b>CLIMATE ACTION</b>			
Energy usage and GHG emissions	2023: 80% reduction of scope 1 and 2 GHG emissions by 2023 <sup>2)</sup>	2020 as the baseline - reductions from the baseline available for 2021	
	2023: 100% carbon free electricity in all data centers and offices	80%	
Circular economy practices	2023: 100% reuse and recycling of hardware <sup>3)</sup>	Baseline set during 2021	
 <b>EXCITING PLACE TO WORK</b>			
Diversity and inclusion	2026: 40% female employees by 2026, 2030: 50% female employees by 2030	29% female employees	
Employee Experience	2023: Employee engagement score >75	76/100	

<sup>1)</sup> United Nations Sustainable Development Goals: <https://sustainabledevelopment.un.org/>

<sup>2)</sup> Baseline FY20

<sup>3)</sup> Scope consists of hardware for own use as well as hardware as a service to customers. Devices in the scope include lap-tops, mobile devices, monitors, and IT peripherals.

# Shareholders' meetings

TietoEVRY Corporation's Annual General Meeting held on 29 April approved the financial statements 2019 and discharged the company's officers from liability for the financial year 2019. The meeting also approved the Remuneration Policy for the company's governing bodies and decided to amend the Articles of Association.

The Annual General Meeting decided to not distribute dividends. Thus the Annual General Meeting authorized the Board of Directors to decide at a later stage at its discretion on the distribution of dividend in one or several instalments up to the aggregate maximum amount of EUR 1.27 per share from the distributable funds of the company for the financial year that

ended on 31 December 2019. On 23 July, the Board of Directors decided that a dividend of EUR 0.635 per share in total be paid for the financial year ended on 31 December 2019 from the distributable funds of the company in two instalments.

The Annual General Meeting decided that the Board of Directors shall consist of ten members and re-elected the Board's current members Tomas Franzén, Salim Nathoo, Harri-Pekka Kaukonen, Timo Ahopelto, Rohan Haldea, Liselotte Hågertz Engstam, Niko Pakalén, Endre Rangnes and Leif Teksum. Katharina Mosheim was elected as a new member. Tomas Franzén was elected as the Chairperson of the Board of Directors.

# Shareholders' Nomination Board

The composition of the Shareholders' Nomination Board for TietoEVRY Corporation was determined based on holdings on 31 August 2020 in the Finnish, Norwegian and Swedish shareholders' registers and received evidence thereof.

TietoEVRY's Shareholders' Nomination Board comprises four members nominated by the largest shareholders and the Chairperson of the Board of Directors of the company. The shareholders who wished to participate in the work of the Shareholders' Nomination Board nominated the following members:

- Petter Söderström, Investment Director, Solidium Oy
- Gabriele Cipparrone, Partner, Apax Partners LLP
- Gustav Moss, Vice President, Cevian Capital AB
- Mikko Mursula, Chief Investment Officer, Ilmarinen Mutual Pension Insurance Company; and
- Tomas Franzén, Chairperson of the Board of Directors, TietoEVRY Corporation.

# The Board of Directors

Board of Directors as at 31 December 2020

Name	Born	Nationality	Education	Main occupation
Tomas Franzén (Board and RC Chairperson)	1962	Swedish	MSc. (Eng.)	Professional Board member
Salim Nathoo (Deputy Chairperson)	1971	British	MBA, MA (Math.)	Partner, Apax Partners LLP
Harri-Pekka Kaukonen (ARC Chairperson)	1963	Finnish	DSc. (Tech.)	Professional Board member
Timo Ahopelto	1975	Finnish	MSc. (Tech.)	Entrepreneur, investor and professional Board member
Rohan Haldea	1978	British	MBA, BSc. (Civ. Eng.)	Partner, Apax Partners LLP
Liselotte Hägertz Engstam	1960	Swedish	MSc. (Civ. Eng.)	Expert advisor, professional Board member
Katharina Mosheim	1976	Austrian	Ph.D. (Econ.)	CEO, Alpha Pianos AS
Niko Pakalén	1986	Finnish and Swedish	MSc. (Econ.)	Partner, Cevian Capital AB
Endre Rangnes	1959	Norwegian	BBA (Econ.)	CEO, Axactor SE, professional Board member
Leif Teksum	1952	Norwegian	MSc. (Econ.)	Partner, Vest Corporate Advisor AS, professional Board member
Tommy Sander Aldrin (personnel representative)	1965	Norwegian	BSc. (Comp.)	Chief Consultant
Ola Hugo Jordhøy (personnel representative)	1956	Norwegian	MSc. (Eng.), PGCE	Chief Consultant
Anders Palklint (personnel representative)	1967	Swedish	MSc. (Eng.)	Senior Project Manager
Ilpo Waljus (personnel representative)	1974	Finnish	BBA	Test Manager

# The President and CEO and operative management

Members of the Leadership Team as at 31 December 2020

**Kimmo Alkio**

President and CEO

Born: 1963

Nationality: Finnish

Education: BBA and Executive MBA

Joined TietoEVRY in 2011

**Malin Fors-Skjæveland**

Integration Officer

Born: 1970

Nationality: Swedish

Education: MSc. (Tech.)

Joined TietoEVRY in 2018

**Kishore Ghadiyaram**

Head of Strategy

Born: 1972

Nationality: Indian

Education: BSc. (Tech.)

Joined TietoEVRY in 2008

**Tomi Hyryläinen**

Chief Financial Officer

Born: 1970

Nationality: Finnish

Education: MSc. (Econ.)

Joined TietoEVRY in 2018

**Ari Järvelä**

Head of Operations

Born: 1969

Nationality: Finnish

Education: MSc. (Eng.)

Joined TietoEVRY in 2001

**Satu Kiiskinen**

Managing Partner, Finland

Born: 1965

Nationality: Finnish

Education: MSc. (Econ.)

Joined TietoEVRY in 2013

**Thomas Nordås**

Head of Digital Consulting

Born: 1971

Nationality: Norwegian

Education: MSc. (Math.)

Joined TietoEVRY in 2019

**Christian Pedersen**

Managing Partner, Norway

Born: 1974

Nationality: Norwegian

Education: MSc. (Tech.)

Joined TietoEVRY in 2014

**Harri Salomaa**

Head of Product Development Services

Born: 1961

Nationality: Finnish

Education: BSc. (Eng.)

Joined TietoEVRY in 2020

**Karin Schreil**

Managing Partner, Sweden

Born: 1971

Nationality: Swedish

Education: MSc. (Eng.)

Joined TietoEVRY in 2019

**Christian Segersven**

Head of Industry Software

Born: 1975

Nationality: Finnish

Education: MSc. (Tech.)

Joined TietoEVRY in 2013

**Johan Torstensson**

Head of Cloud & Infra

Born: 1969

Nationality: Swedish

Education: MBA in Finance and Management

Joined TietoEVRY in 2019

**Trond Vinje**

Head of HR

Born: 1968

Nationality: Norwegian

Education: MSc. (Pol. Sci.)

Joined TietoEVRY in 2015

# Major risks

TietoEVERY has four risk categories: strategic, operational, financial and compliance risks.

Strategic risks are related to market volatility, IT market transformation to new technologies (including the rapid digitalization and automatization of society), change management, reskilling ability and speed, ability to respond to competition and new entrants in the market, dependencies on few big customers in some business areas and ensuring delivery quality in the dynamic business environment.

Operational risks refer e.g to changing the business model in business units, risk and continuity management, customer bidding and requirement analysis, and maintaining a high professional standard in delivery management and quality assurance.

Financial risks mainly consist of credit risks, currency risks, interest rate risks, and funding and liquidity risks.

Compliance risks are connected to the organization failing to recognize or meet the requirements in the areas of legislation or other mandatory regulation (e.g. General Data Protection Regulation (GDPR), Schrems II, anti-corruption, anti-bribery, insider matters, sanctions and trade compliance), internal policies and rules or ethics and integrity.

Risks are aggregated by utilizing the corporate GRC platform, resulting in risk maps that are reviewed by leadership teams in the units and the ARC. TietoEVERY's major risks and the measures for their mitigation are described below.

## Market volatility

Changes in the Nordic core markets have a direct effect on market conditions and result in volatility that might have a negative impact on Nordic market growth. Changes in the economic environment and customer demand can affect both business volumes and price levels, which might result in lower revenue or slower revenue growth than expected.

These potential risks are mitigated through multi-year contracts for continuous services. TietoEVERY also aims to maintain long-term business relations and to be a preferred supplier to

its customers. The company executes tight cost and investment control with continuous investment performance monitoring, accompanied with a clear structure for decision rights, which are defined in the Decision Making Authority (DMA) Policy.

Global service capabilities, cross-selling and tough price competition are the main drivers in the IT sector for the development of the global delivery model. TietoEVERY's position as a leading IT service provider in the Nordics is supported by existing and enhanced competencies, and by the choice of right partners.

## Change and transformation

In large-scale adaptation to the market by organizational transformation and right-sizing, resistance to change can prolong the transition, which may affect operational efficiency. The change management capacity is concentrated in a common Integration Management Office (IMO), which provides standard tools and systems for the change, including communication, target setting and training for the integration period.

The Group Project Excellence unit sets common standards for project management to ensure proper project risk management and compliance in project financials management and follow-up.

Sudden changes in the market environment, customer demand and customer strategies or the competitive landscape in these areas might harm TietoEVERY's operations and profitability. To diversify the business, TietoEVERY provides services to several different industries and markets. The company develops its business mix to provide new industry software solutions, digital consulting, new hybrid cloud solutions and broader R&D capabilities to strengthen its position amongst both current and new customers. An industrialized and standardized way of providing services and solutions, employing automated processes, improves competitiveness and reduces risk.

## Service continuity and cyber security

Close to 100% availability of the services is the basis of trust among customers, stakeholders and society.

A service continuity disruption can be caused, for instance, by hardware or software failures, power outages, natural disasters and different types of intentional or unintentional actions by people, such as human error, cybersecurity breaches, and other criminal activities.

Risks related to malfunctions or cybersecurity breaches of systems could seriously affect TietoEVERY's ability to provide its services and have an adverse impact on the company's financials and reputation. Thus, business continuity planning is a high priority in TietoEVERY's operational management in order to ensure that redundancy and fault tolerance are at the appropriate level.

To reduce the service continuity risk and to better understand the interdependencies in solutions and data centres, TietoEVERY constantly reviews, maintains and improves its IT asset management, configuration management and monitoring systems. In addition to a balanced global portfolio, TietoEVERY has recovery procedures and backup systems in place to handle potential service interruptions. Root cause analysis, best practices and experiences from previous incidents help in preparing for and in mitigating the service continuity risk.

Also, a comprehensive and robust Major Incident & Escalation process, crisis management process and efficient cybersecurity defence with high-class detection and response capabilities reduce service interruptions.

## Quality costs related to customer bidding and delivery management

Inability to appropriately understand and analyze customers' changing needs, their business processes and the exact requirements can lead to misjudgements in setting the scope of projects or services and, consequently, difficulties in meeting the specifications of customer agreements.

TietoEVERY's is committed to actively verify that business processes from sales to delivery are designed, implemented and embedded to deliver customer value and actively mitigate end-to-end risk exposure along full contract life cycles. Internal and external quality assessments and audits are used to verify the effectiveness and efficiency of ways of working as well as to control

the quality of outcomes through measurable and actionable KPIs and key controls. At the same time, customer feedback management is an integral part of how we drive performance and safeguard quality assurance at both the operational and strategic level. As part of this, we actively ask customers for feedback to understand how well we perform individual deliveries. In addition, we engage with customers to understand how well we support them in meeting their changing business objectives through our portfolio of deliveries. Insights and actions resulting from customer feedback are prioritized and followed up regularly all at levels of the organization and integrated into change management efforts.

## Retention of employees

The competition in the market and demand for new services require ability and speed to reskill, attract new and retain existing competences and business knowledge for new services, new service models and offerings. TietoEVERY's success builds on attracting talent, skills renewal, business knowledge and the maturity of the organization.

Inability to retain key employees and to recruit new talent with the required competence might have a negative impact on the company's performance. High employee turnover might also cause delays in customer projects, leading to penalties or loss of customers.

To reduce these risks, TietoEVERY implements unified delivery models across sites and offers its employees challenging jobs, diverse development possibilities, social recognition and training opportunities as well as interesting career paths through job rotation. Furthermore, the company has competitive compensation packages, including a company-wide incentive system. Attractive recruitment tools, strategies, talent management and competence development have a high strategic priority at TietoEVERY. The company also focuses on Employer Branding to build and strengthen TietoEVERY's image as an attractive employer both internally and externally.

## Credit risks

Changes in the general market environment and global economy can result in additional financial risks. Credit risks might arise if customers or financial counterparties become unable to fulfil their commitments towards TietoEVERY.

TietoEVERY's Credit Policy defines the principles for customer credit risk management to be applied in all lines of business and controlled by a centralized credit management team. The risk assessment utilizes external risk databases and past experience as a reference. Credit risk

regarding financial counterparties is managed through counterparty limits, as set out in the TietoEVRY Treasury Policy.

### Currency risks

TietoEVRY's currency transaction exposure arises from foreign trade, cash management and internal funding in foreign currencies. Translating the balance sheets and income statements of Group companies into euros creates a translation exposure.

TietoEVRY's Treasury Policy defines the principles for managing currency risks within the Group.

### Interest rate risks

TietoEVRY's interest rate risk consists mainly of short- and long-term loans, cash positions and derivative contracts. Fluctuations in interest rates can impact TietoEVRY's financial result or economic situation.

TietoEVRY Treasury Policy defines the principles for managing interest rate risks within the Group.

### Funding and liquidity risks

Exceptional market conditions in the financial market might impose temporary limitations on raising new funding and/or lead to an increase in funding costs.

Group Treasury monitors and manages TietoEVRY's funding structure and liquidity by maintaining a sufficient loan portfolio and liquidity position. Analyses of alternative financing sources and pricing for the company are continuously updated. TietoEVRY's financial risks are described in full in the notes to the consolidated financial statements.

### Legal, regulatory and compliance risks

TietoEVRY operates in multiple jurisdictions and is required to comply with a wide range of laws and regulations enacted both at the European and national level, e.g. data protection and privacy laws public procurement, anti-corruption, anti-bribery, regulations restricting competitive trading conditions, health and safety regulations, environmental regulations, labour regulations, competition regulations as well as securities markets, corporate and tax laws. Failing to comply

with the regulations may subject the company to regulatory interventions or penalties, or a slowing or even halting of the development of its activities.

TietoEVRY functions as a data processor for customers and as a data controller for its internal personal data. Failing to comply with the EU General Data Protection Regulation (GDPR) or to so called "Schrems II" decision, might result in negative reputation, significant fines or other expenses if a solution or service needs to be redesigned or redeveloped.

The risk is mitigated by company-wide privacy work. TietoEVRY has a privacy governance model, which ensures that a privacy organization and resources, continuous follow up and reporting, proactive privacy development and active employee communication and training are in place. Privacy governance also ensures that the GDPR requirements are appropriately embedded as practical rules and instructions into corporate core business processes such as offering and software development, sales and marketing, program and project delivery, continuous service delivery and TietoEVRY's internal service.

### Supply chain risk

TietoEVRY's ability to perform its obligations to customers can be affected by a failure by any significant supplier or partner to fulfil its obligations. Such failure may expose TietoEVRY to liabilities and impact the profitability of the company. The company has, for example, outsourced certain infrastructure operations, and a potential failure in deliveries by a supplier could cause disturbances to customers. These risks are managed by partner contract management, contract renewal negotiations and continuous evaluation of the partner delivery quality.

### Global pandemic: Covid-19

Due to the ongoing Covid-19 pandemic, the current market outlook in TietoEVRY's main markets involves significant uncertainties. The company's portfolio comprises services based on multi-year agreements in infrastructure and application services as well as in industry-specific software businesses. The digital consulting business has shorter contractual periods and is likely to be more affected during times of economic uncertainty. TietoEVRY operates in multiple countries, balancing workforce availability. The company has already taken strict measures, including savings actions and temporary layoffs, to mitigate the potential financial impact of the pandemic and to secure the health and safety of employees and ensure critical services to customers.



# Auditors

The ARC prepares a proposal on the appointment of TietoEVRY's auditors, which is then presented to the Board of Directors and finally to the AGM for its decision. The compensation paid to the auditors is decided by the AGM and assessed annually by the ARC.

The Board of Directors proposes to the AGM, in accordance with the recommendation of the ARC, that the auditor to be elected at the AGM 2021 be reimbursed according to the auditor's invoice and in compliance with the purchase principles approved by the Committee.

The Board of Directors proposes to the AGM, in accordance with the recommendation of the ARC, that the firm of authorized public accountants Deloitte Oy be elected as the company's auditor for the financial year 2021. The firm of authorized public accountants Deloitte Oy has notified that APA Jukka Vattulainen will act as the auditor with principal responsibility.

## Auditing

The AGM 2020 elected the firm of authorized public accountants Deloitte Oy as the company's auditor for the financial year 2020. Deloitte Oy notified the company that Authorized Public Accountant Jukka Vattulainen acts as principal auditor.

In 2020, TietoEVRY Group paid the auditors a total of EUR 1.3 (0.9) million in audit fees, and a total of EUR 0.7 (0.9) million for other services.

# Shares and shareholders

TietoEVERY Corporation's issued and registered share capital on 31 December 2020 amounted to EUR 76 555 412.00 and the number of shares totalled 118 425 771. TietoEVERY's shares have no par value and their book counter value is one euro. The company's shares are listed on NASDAQ in Helsinki and Stockholm and the Oslo Stock Exchange. The company has one class

The company had 44 011 registered shareholders at the end of 2020 based on the ownership records of the Finnish, Swedish and Norwegian central securities depositories. On 31 December, TietoEVERY had two long-term shareholders holding 10% or more of the shares: Apax Guernsey (Holdco) PCC Limited, formerly the largest shareholder of EVERY, and Solidium Oy. TietoEVERY received one announcement regarding a change in its shareholding during 2020: the holding of Silchester International Investors LLP fell below the 5% threshold.

The members of the Board of Directors, the President and CEO and their close associates together held 0.1% of the shares and votes registered in the book-entry system on 31 December 2020. The President and CEO is also participating in the company's long-term share-based incentive plans. Potential rewards will be paid partly in TietoEVERY shares. As the number of additional shares related to these incentives is dependent on the company's performance, these are not included in this aggregate number.

In connection with the merger, Apax Partners LLP, acting through the company Lyngen Holdco S.A.R.L., Cevian Capital Partners Limited and Solidium Oy, entered into a binding governance agreement concerning the nomination of members of the company's Board of Directors. More details are available at [www.tietoevery.com/investors](http://www.tietoevery.com/investors).

At the end of 2020, the number of shares in the company's or its subsidiaries' possession totalled 10 978, representing 0.01% of the total number of shares and voting rights. Related to the company's share-based reward plans, a total of 201 998 shares held by TietoEVERY were transferred to the participants of the plan during the year. In March, TietoEVERY purchased 35 000 own shares. In December, TietoEVERY Corporation received a return of 5 731 shares free of consideration according to the terms and conditions of EVERY Interim Long-Term Incentive Plan 2017. The number of outstanding shares, excluding the treasury shares, was 118 414 793 at the end of the year.

of shares, with each share conferring equal dividend rights and one vote. The company's Articles of Association include a restriction on voting at the Annual General Meeting, where no one is allowed to vote with more than one-fifth of the votes represented at the meeting. The Articles of Association are available at [www.tietoevery.com/investors](http://www.tietoevery.com/investors).

## Share-based incentive plans

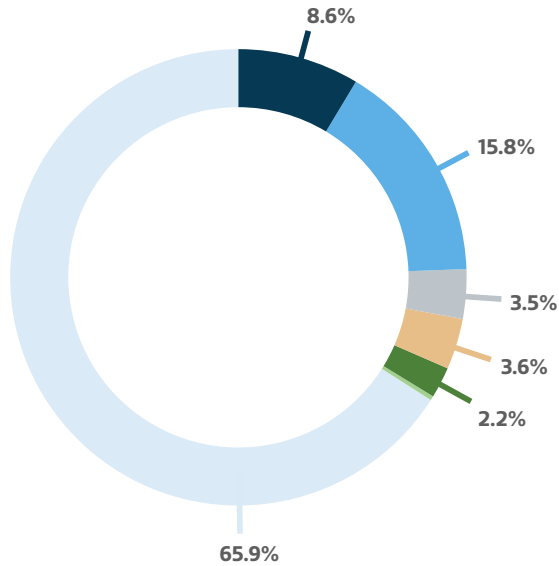
TietoEVERY has the following active share-based incentive plans: a Performance Share Plan 2018, 2019 and 2020 and a Restricted Share Plan 2018, 2019 and 2020. Additionally, EVERY's share-based incentive plans have been transitioned into Restricted Share Plans (RSP) at TietoEVERY. The plans continue and have been transformed in a value neutral way into restricted stock units in the combined company.

The potential rewards will be paid partly in the company's shares and partly in cash in 2021, 2022 and 2023, respectively. The share rewards to be delivered to the participants will consist of shares to be acquired from the market and treasury shares. Thus, no new shares will be issued in connection with the plans. The rewards to be paid on the basis of the plans correspond to the value of an approximate maximum total of 2 223 000 TietoEVERY shares (including the proportion to be paid in cash). On 31 Dec, the value of granted and unvested share plans corresponded to 1 774 899. The company has not issued any bonds with warrants and does not have any stock option programmes.

## Board authorizations

The 2020 Annual General Meeting authorized the Board of Directors to decide on the repurchase of the company's own shares. The amount of own shares to be repurchased shall not exceed 11 800 000 shares, which currently corresponds to approximately 10% of all the shares in the company. The authorization is intended to be used to develop the company's capital structure. The Board of Directors was also authorized to decide on the issuance of shares as well as on the issuance of option rights and other special rights. The amount of shares to be issued based on the authorization (including shares to be issued based on the special rights) shall not exceed 11 800 000 shares, which currently corresponds to approximately 10% of all the shares in the company.

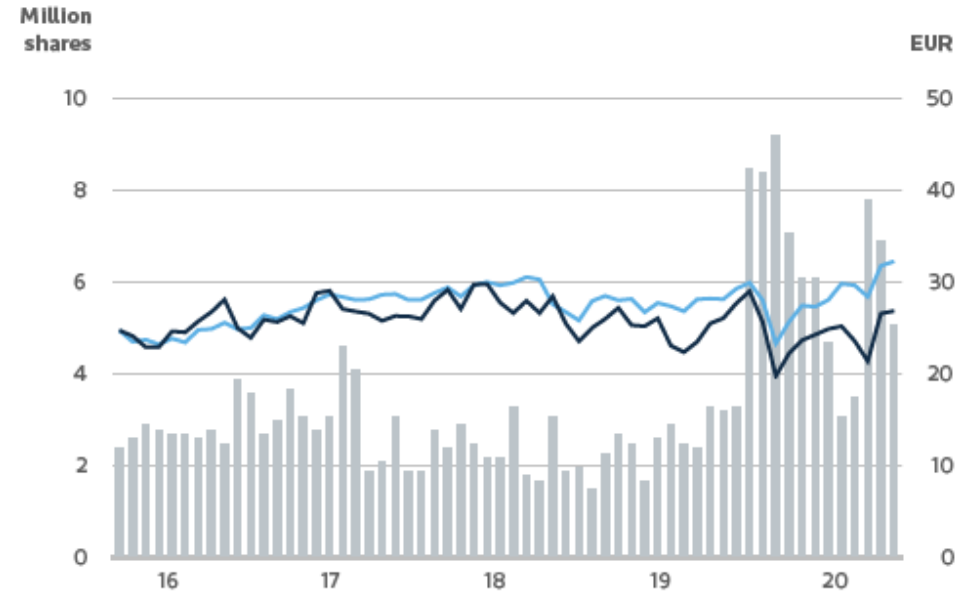
**OWNERSHIP STRUCTURE ON 31 DEC 2020**



- Households
- General Government
- Financial and insurance corporations
- Non-profit institutions
- Non-financial corporations and housing corporations
- Common accounts
- Non-Finnish holders
- Nominee registered

Based on the ownership records of Euroclear Finland Oy

**SHARE PRICE DEVELOPMENT AND TURNOVER, HELSINKI**



- TietoEVRY Corporation
- NASDAQ OMX Helsinki
- Turnover per month

Source: Refinitiv

Share information

	2020	2019	2018	2017	2016
<b>Number of shares</b>					
Number of shares	118 425 771	118 425 771	74 109 252	74 109 252	74 109 252
Outstanding shares					
At year end	118 414 793	118 253 526	73 826 349	73 723 125	73 697 570
Average	118 378 269	77 193 387	73 809 855	73 722 565	73 660 433
Share capital at year end, EUR	76 555 412	76 555 412	76 555 412	76 555 412	76 555 412
<b>Per share data</b>					
Earnings per share, EUR					
Basic	0.80	1.02	1.67	1.46	1.46
Diluted	0.80	1.02	1.66	1.46	1.46
Equity per share, EUR	13.73	14.27	6.54	6.46	6.62
<b>Share price performance and trading volumes</b>					
NASDAQ Helsinki					
Highest price of share, EUR	31.32	30.74	29.98	28.47	25.00
Lowest price of share, EUR	17.26	22.86	24.39	22.20	19.98
Average price of share, EUR	24.42	27.56	26.85	24.83	22.28
Turnover, number of shares	77 150 210	29 333 439	35 895 771	34 827 778	37 041 013
Turnover, %	65.1	39.6	48.4	47.0	50.0

	2020	2019	2018	2017	2016
<b>Market capitalization</b>					
EUR million	3 180.9	1 747.5	1 925.4	1 920.9	1 829.5
<b>Dividends</b>					
Dividend, EUR 1 000	156 308	75 190	103 465	103 212	101 001
Dividend per share, EUR	1.32	0.64	1.45	1.40	1.37
Payout ratio, %	165.3	62.3	86.8	95.9	93.8
<b>Price-weighted ratios</b>					
NASDAQ Helsinki					
Price per earnings ratio (P/E)	34	14	18	18	20
Dividend yield, %	4.9	6.1	5.4	5.3	5.5

## Major shareholders on 31 December 2020

	Shares	%
1 Apax Guernsey (Holdco) PCC Ltd <sup>1)</sup>	19 872 767	16.8
2 Solidium Oy	11 857 918	10.0
3 Cevian Capital Partners Ltd <sup>2)</sup>	9 381 731	7.9
4 Ilmarinen Mutual Pension Insurance Company	3 267 852	2.8
5 Elo Mutual Pension Insurance Company	1 672 953	1.4
6 Swedbank Robur fonder	1 018 571	0.9
7 Nordea funds	949 781	0.8
8 The State Pension fund	858 000	0.7
9 Svenska litteratursällskapet i Finland r.f.	636 345	0.5
10 Danske Invest Finnish Equity Fund	600 000	0.5
<b>Top 10 shareholders total</b>	<b>50 115 918</b>	<b>42.3</b>
- of which nominee registered	29 254 498	24.7
Nominee registered other	48 832 819	41.2
Others	19 477 034	16.4
<b>Total</b>	<b>118 425 771</b>	<b>100.0</b>

Based on the ownership records of Euroclear Finland Oy, Euroclear Sweden AB and Norwegian Central Securities Depository (VPS).

<sup>1)</sup> On 20 December 2019, Apax Guernsey (Holco) PCC Ltd announced that its holding in TietoEVRY Corporation was 19 872 767 shares, which represents 16.8% of the shares and voting rights.

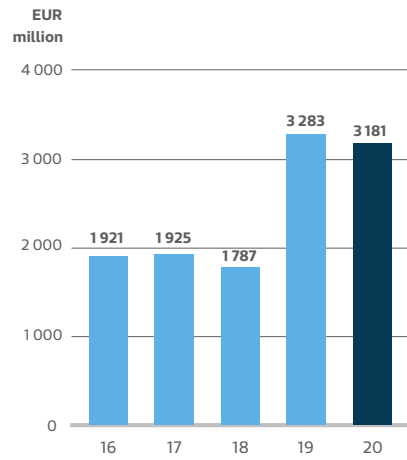
<sup>2)</sup> Based on the ownership records of Euroclear Finland Oy, Cevian Capital Partners Ltd's holding on 30 September 2020 was 9 381 731 shares, representing 7.9% of the shares and voting rights.

## Number of shares

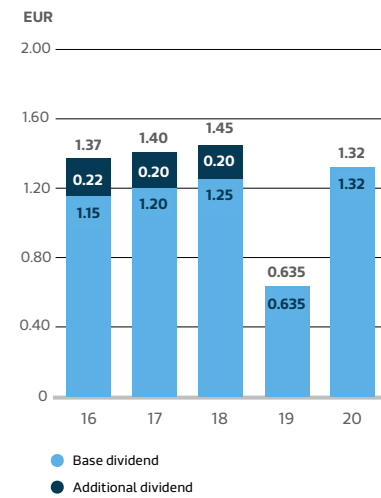
	Shareholders		Shares	
	No	%	No	%
1–100	15 532	50.2	738 690	0.6
101–500	10 560	34.2	2 676 520	2.6
501–1 000	2 471	8.0	1 886 009	1.6
1 001–5 000	1 961	6.3	4 112 270	3.5
5 001–10 000	189	0.6	1 333 220	1.1
10 001–50 000	154	0.5	3 400 235	2.9
50 001–100 000	22	0.1	1 617 580	1.4
100 001–500 000	21	0.1	5 580 302	4.7
500 001–	10	0.0	97 070 385	82.0

Based on the ownership records of Euroclear Finland Oy.

**MARKET CAPITALIZATION**



**DIVIDEND / SHARE, EUR**



# Dividend

The distributable funds of the parent company amount to EUR 1 786.2 million, of which net profit for 2020 amounts to EUR 55.4 million. The Board of Directors proposes to the Annual General Meeting that for the financial year ended on 31 December 2020, a dividend of EUR 1.32 per share be paid from the distributable profits of the company. The Board of Directors proposes that the dividend shall be paid in two instalments:

- The first dividend instalment of EUR 0.66 per share shall be paid to shareholders who on the record date for the dividend payment on 29 March 2021 are recorded in the shareholders' register held by Euroclear Finland Oy or the registers of Euroclear Sweden AB or Verdipapirsentralen ASA (VPS).
- The second dividend instalment of EUR 0.66 per share shall be paid to shareholders who on the record date for the dividend payment on 27 September 2021 are recorded in the shareholders' registers.

The proposed dividend payout does not endanger the solvency of the company.

# Events after the period

On 15 February, TietoEVERY announced that it has reached an agreement with Aucerna, a Quorum Software affiliate, to sell its Oil & Gas software business. The divestment is part of the company's strategy to seek focus and scale. Through this transaction, the Oil & Gas software business will have greater global market reach and growth opportunities. TietoEVERY's Oil & Gas software business comprises hydrocarbon management, personnel and material logistics software and related services with installations in more than 50 countries. Revenue of the businesses to be divested amounted to around EUR 50 million in 2020 and the number of employees is around 430.

The agreement was reached at an enterprise value of EUR 155 million, implying an EV/Revenue multiple of approximately 3.2. The Oil & Gas software business is reported as part of the Industry Software segment in the financial statement. The company anticipates that the transaction, subject to the approval of the competition authorities, will be concluded before summer 2021.



# Full-year outlook for 2021

TietoEVERY expects its organic<sup>1)</sup> growth to be -1% to +2%<sup>2)</sup> (revenue in 2020: EUR 2 786.4 million). The company estimates its full-year adjusted operating margin (adjusted EBITA)<sup>3)</sup> to increase to 13–14% (12.7% in 2020).

<sup>1)</sup> Adjusted for currency effects, acquisitions and divestments

<sup>2)</sup> High dependency on the Covid-19 pandemic development. Assuming normal business environment from the third quarter of 2021.

<sup>3)</sup> Adjusted EBITA is fully comparable with the previous definition of adjusted EBIT. According to both definitions, amortization of acquisition-related intangible assets, restructuring costs, capital gains/losses, impairment charges and other items affecting comparability are excluded – whereas amortization of other intangible assets is included.

# Financial reporting in 2021

25 March                      Annual General Meeting

TietoEVERY will publish three interim reports in 2021:

29 April                      Interim report 1/2021 (8.00 am EET)

20 July                        Interim report 2/2021 (8.00 am EET)

26 October                    Interim report 3/2021 (8.00 am EET)

# Alternative performance measures

## Calculation of alternative performance measures

TietoEVRY presents certain financial measures, which, in accordance with the “Alternative Performance Measures” guidance issued by the European Securities and Markets Authority, are not accounting measures defined or specified in IFRS and are, therefore, considered alternative performance measures. TietoEVRY believes that alternative performance measures provide meaningful supplemental information to the financial measures presented in the consolidated financial statements prepared in accordance with IFRS and increase the understanding of the profitability of TietoEVRY’s operations. In addition, they are seen as useful indicators of the Group’s financial position and ability to obtain funding. Alternative performance measures are not accounting measures defined or specified in IFRS and, therefore, they are considered non-IFRS measures, which should not be viewed in isolation or as a substitute to the IFRS financial measures.

Adjusted earnings per share = Net profit for the period excluding adjustments, net of tax  
Weighted average number of shares

Adjustments = Amortization of acquisition-related intangible assets +  
restructuring costs + capital gains/losses + goodwill  
impairment charges + other items affecting comparability

Operating profit (EBIT) = Net profit + interests + taxes

Operating margin (EBIT), % =  $\frac{\text{Operating profit (EBIT)}}{\text{Revenue}}$

Adjusted operating profit (EBIT) = Operating profit (EBIT) + adjustments

Adjusted operating margin (EBIT), % =  $\frac{\text{Adjusted operating profit (EBIT)}}{\text{Revenue}}$

Equity per share =  $\frac{\text{Total equity}}{\text{Number of shares at the year-end}}$

Capital expenditure = Acquisitions of intangible assets and property, plant and equipment

Acquisitions = Acquisitions of subsidiaries and business operations, net of cash  
acquired

Return on equity, 12-month rolling, % =  $\frac{\text{Profit before taxes and non-controlling interests} - \text{income taxes}}{\text{Total equity (12-month average)}} * 100$

Return on capital employed, 12-month rolling, % =  $\frac{\text{Profit before taxes} + \text{interest and other financial expenses}}{\text{Total assets} - \text{non-interest-bearing liabilities (12-month average)}} * 100$

Equity ratio, % =  $\frac{\text{Total equity}}{\text{Total assets} - \text{advance payments}} * 100$

Interest-bearing net debt = Interest-bearing liabilities – interest-bearing receivables –  
cash and cash equivalents

Gearing, % =  $\frac{\text{Interest-bearing net debt}}{\text{Total equity}} * 100$

## Adjusted operating profit (EBIT) by segment

EUR million	2020	2019 <sup>1)</sup>	Change %
Digital Consulting	92.8	49.1	89
Cloud & Infra	93.5	74.1	26
Industry Software	91.5	41.2	> 100
Financial Services Solutions	54.4	27.1	> 100
Product Development Services	18.0	15.1	20
Other	4.8	-7.1	> 100
<b>Group total</b>	<b>355.0</b>	<b>199.4</b>	<b>78</b>

## Adjusted operating margin (EBIT) by segment

%	2020	2019 <sup>1)</sup>	Change pp
Digital Consulting	14.0	11.3	3
Cloud & Infra	10.0	12.7	-3
Industry Software	18.3	11.1	7
Financial Services Solutions	13.0	17.9	-5
Product Development Services	12.7	10.5	2
<b>Adjusted operating margin (EBIT)</b>	<b>12.7</b>	<b>11.5</b>	<b>1</b>

## Reconciliation of adjusted operating profit (EBIT)

EUR million	2020	2019 <sup>1)</sup>
Operating profit (EBIT)	146.7	126.8
+ restructuring costs	1.2	27.9
- capital gains	-1.0	—
+/- M&A related items	—	24.8
+ IBM partner agreement	35.6	2.7
+ TietoEVRY integration	84.5	4.9
+ SmartUtilities	40.5	—
+ amortization of acquisition-related intangible assets	45.5	8.0
+/- other items	2.0	4.2
<b>Adjusted operating profit (EBIT)</b>	<b>355.0</b>	<b>199.4</b>

<sup>1)</sup> 2019 comparative figures have been restated to reflect changes in amortizations due to updated valuations of the identified intangible assets in the EVRY merger, impact in operating profit of EUR -0.5 million. More information in [Note 26](#). In addition, the Group has reclassified EUR 3.1 million foreign currency exchange gains and losses related to EVRY from financial items to materials and services.

## CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

## Income Statement

EUR million	Note	2020	2019 <sup>1)</sup>
Revenue	5, 6	2 786.4	1 734.0
Other operating income	7	11.6	16.9
Materials and services		-688.7	-295.0
Employee benefit expenses	8	-1 485.6	-989.7
Depreciation and amortization	11, 12, 20	-175.8	-106.6
Impairment losses	11, 12, 20	-29.7	-3.1
Other operating expenses	7	-272.9	-235.4
Share of results in joint ventures	28	1.5	5.7
<b>Operating profit (EBIT)</b>		<b>146.7</b>	<b>126.8</b>
Interest and other financial income	21	2.2	2.3
Interest and other financial expenses	21	-27.4	-15.3
Net foreign exchange gains/losses	21	0.8	-13.0
<b>Profit before taxes</b>		<b>122.4</b>	<b>100.8</b>
Income taxes	9	-27.9	-22.0
<b>Net profit for the financial year</b>		<b>94.5</b>	<b>78.7</b>
<b>Net profit for the financial year attributable to</b>			
Owners of the Parent company		94.5	78.7
Non-controlling interest		0.0	0.0
		<b>94.5</b>	<b>78.7</b>
<b>Earnings per share attributable to owners of the Parent company, EUR per share</b>	10		
Basic		0.80	1.02
Diluted		0.80	1.02

## Statement of other comprehensive income

EUR million	Note	2020	2019 <sup>1)</sup>
Net profit for the financial year		94.5	78.7
Items that may be reclassified subsequently to profit or loss			
Translation differences		-82.8	44.7
Items that will not be reclassified subsequently to profit or loss			
Remeasurements of the defined benefit plans	15	0.3	-11.3
Income tax related to remeasurements	9	-0.1	2.3
<b>Total comprehensive income</b>		<b>11.9</b>	<b>114.4</b>
<b>Total comprehensive income attributable to</b>			
Owners of the Parent company		11.9	114.4
Non-controlling interest		0.0	0.0
		<b>11.9</b>	<b>114.4</b>

<sup>1)</sup> 2019 comparative figures have been restated to reflect changes in amortizations due to updated valuations of the identified intangible assets in the EVRY merger, impact in operating profit of EUR -0.5 million. More information in [note 26](#). In addition, the Group has reclassified EUR 3.1 million foreign currency exchange gains and losses related to EVRY from financial items to materials and services.

Notes are an integral part of these consolidated financial statements.

# Statement of financial position

## Assets

EUR million	Note	31 Dec 2020	31 Dec 2019 <sup>1)</sup>
<b>Non-current assets</b>			
Goodwill	11, 28	1 974.4	2 023.1
Other intangible assets	11	384.9	440.1
Property, plant and equipment	12	96.9	111.2
Right-of-use assets	20	231.7	289.1
Interests in joint ventures	28	19.7	23.1
Deferred tax assets	9	35.6	53.2
Finance lease receivables	20, 22	2.9	3.8
Other financial assets at amortized cost	22	12.8	10.3
Other financial assets at fair value	22	0.6	0.6
Other non-current receivables	14	21.8	37.6
<b>Total non-current assets</b>		<b>2 781.3</b>	<b>2 992.0</b>
<b>Current assets</b>			
Inventories	13	4.9	5.2
Trade and other receivables	14	516.9	625.0
Financial assets at fair value	22	35.9	13.6
Finance lease receivables	20	2.3	1.8
Current tax assets		11.3	15.7
Cash and cash equivalents	24	252.3	164.6
<b>Total current assets</b>		<b>823.5</b>	<b>826.0</b>
Assets held for sale	26	—	15.6
<b>Total assets</b>		<b>3 604.8</b>	<b>3 833.7</b>

## Equity and liabilities

EUR million	Note	31 Dec 2020	31 Dec 2019 <sup>1)</sup>
<b>Equity</b>			
Share capital	25	76.6	76.6
Share premium and other reserves	25	42.1	40.9
Invested unrestricted equity reserve	25	1 203.5	1 203.5
Retained earnings	25	304.1	366.1
<b>Equity attributable to owners of the Parent company</b>		<b>1 626.2</b>	<b>1 687.1</b>
Non-controlling interest		0.0	0.0
<b>Total equity</b>		<b>1 626.2</b>	<b>1 687.2</b>
<b>Non-current liabilities</b>			
Loans	19, 22	885.9	591.5
Lease liabilities	19, 20, 22	171.0	222.9
Deferred tax liabilities	9	19.8	32.7
Provisions	16	3.2	9.1
Defined benefit obligations	15	38.3	41.6
Other non-current liabilities	17	34.2	36.7
<b>Total non-current liabilities</b>		<b>1 152.5</b>	<b>934.5</b>
<b>Current liabilities</b>			
Trade and other payables	17	660.4	719.4
Financial liabilities at fair value	22	2.9	19.0
Current tax liabilities		5.5	8.0
Loans	19, 22	39.6	372.6
Lease liabilities	19, 20, 22	72.1	75.4
Provisions	16	45.6	15.3
<b>Total current liabilities</b>		<b>826.1</b>	<b>1 209.8</b>
Liabilities attributable to assets held for sale	26	—	2.2
<b>Total equity and liabilities</b>		<b>3 604.8</b>	<b>3 833.7</b>

<sup>1)</sup> 2019 comparative figures have been restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

Notes are an integral part of these consolidated financial statements.

# Statement of cash flows

EUR million	Note	2020	2019
<b>Cash flow from operating activities</b>			
Net profit for the financial year		94.5	78.7
Adjustments			
Depreciation, amortization and impairment losses	11, 12, 20	205.5	109.7
Profit/loss on sale of property, plant and equipment, subsidiaries and business operations		-1.2	—
Share of results in joint ventures	28	-1.5	-5.7
Other adjustments		8.6	28.9
Net financial expenses	21	24.4	23.0
Income taxes	9	27.9	22.0
Change in net working capital			
Change in current receivables		89.6	12.9
Change in current non-interest-bearing liabilities		-22.4	53.7
<b>Cash generated from operating activities before interests and taxes</b>		<b>425.3</b>	<b>323.3</b>
Interest received		2.2	2.2
Interest paid		-21.4	-12.2
Other financial income received		55.5	7.8
Other financial expenses paid		-82.3	-15.1
Dividends received	28	4.3	3.6
Income taxes paid		-28.9	-31.4
<b>Cash flow from operating activities</b>		<b>354.7</b>	<b>278.4</b>

Notes are an integral part of these consolidated financial statements.

EUR million	Note	2020	2019
<b>Cash flow from investing activities</b>			
Acquisition of subsidiaries and business operations, net of cash acquired	26	-0.6	-175.7
Repayment of EVRY loans		—	-534.2
Capital expenditure	11, 12	-83.5	-51.4
Disposal of subsidiaries and business operations, net of cash disposed	26	16.3	0.3
Proceeds from sale of property, plant and equipment		2.7	0.1
Change in loan receivables		-0.2	-1.4
<b>Cash flow from investing activities</b>		<b>-65.3</b>	<b>-762.4</b>
<b>Cash flow from financing activities</b>			
Dividends paid		-75.3	-107.4
Repurchase of own shares		-0.9	—
Repayments of lease liabilities	19, 20	-70.6	-50.3
Bridge loan related to merger	19	-300.0	300.0
Repayment of bond	19	—	-100.0
Other short-term financing, net	19	-42.6	40.7
Proceeds from long-term borrowings	19	297.4	400.0
<b>Cash flow from financing activities</b>		<b>-191.9</b>	<b>483.0</b>
<b>Change in cash and cash equivalents</b>		<b>97.5</b>	<b>-1.0</b>
Cash and cash equivalents at the beginning of period	24	164.6	164.6
Foreign exchange differences		-9.9	1.0
Change in cash and cash equivalents		97.5	-1.0
<b>Cash and cash equivalents at the end of period</b>		<b>252.3</b>	<b>164.6</b>

# Statement of changes in shareholders' equity

EUR million	Note	Owners of the Parent company						Total	Non-controlling interest	Total equity
		Share capital	Share premium and other reserves	Own shares	Translation differences	Invested unrestricted equity reserve	Retained earnings			
31 Dec 2019 <sup>1)</sup>		76.6	40.9	-2.9	-50.2	1 203.5	419.3	1 687.1	0.0	1 687.2
<b>Comprehensive income</b>										
Net profit for the period		—	—	—	—	—	94.5	94.5	0.0	94.5
<b>Other comprehensive income, net of tax</b>										
Remeasurements of the defined benefit plans, net of tax		—	—	—	—	—	0.2	0.2	—	0.2
Translation differences		—	1.2	—	-83.6	—	-0.3	-82.8	—	-82.8
<b>Total comprehensive income</b>		—	1.2	—	-83.6	—	94.4	11.9	0.0	11.9
<b>Transactions with owners</b>										
<b>Contributions and distributions</b>										
Share-based incentive plans	8	—	—	3.5	—	—	-0.2	3.3	—	3.3
Dividends		—	—	—	—	—	-75.3	-75.3	—	-75.3
Repurchase of own shares		—	—	-0.9	—	—	—	-0.9	—	-0.9
<b>Total transactions with owners</b>		—	—	2.6	—	—	-75.5	-72.9	—	-72.9
<b>31 Dec 2020</b>		<b>76.6</b>	<b>42.1</b>	<b>-0.3</b>	<b>-133.8</b>	<b>1 203.5</b>	<b>438.2</b>	<b>1 626.2</b>	<b>0.0</b>	<b>1 626.2</b>

<sup>1)</sup> 2019 comparative figures have been restated due to finalized accounting of the EVRY merger. This has had an effect on translation differences in equity due to currency allocation and on retained earnings. More information in [note 26](#).

Owners of the Parent company											
EUR million	Note	Share capital	Share premium and other reserves	Own shares	Translation differences	Cash flow hedges	Invested unrestricted equity reserve	Retained earnings	Total	Non-controlling interest	Total equity
<b>31 Dec 2018</b>		<b>76.6</b>	<b>41.5</b>	<b>-5.1</b>	<b>-93.3</b>	<b>—</b>	<b>12.8</b>	<b>450.1</b>	<b>482.5</b>	<b>0.0</b>	<b>482.5</b>
<b>Comprehensive income</b>											
Net profit for the financial year <sup>1)</sup>		—	—	—	—	—	—	78.7	78.7	0.0	78.7
<b>Other comprehensive income, net of tax</b>											
Remeasurements of the defined benefit plans, net of tax		—	—	—	—	—	—	-9.0	-9.0	—	-9.0
Translation differences <sup>1)</sup>		—	-0.6	—	43.1	—	—	2.2	44.7	—	44.7
Cash flow hedges, net of tax		—	—	—	—	-4.3	—	—	-4.3	—	-4.3
Transfer of cash flow hedging losses to the initial carrying amount of the hedged item		—	—	—	—	4.3	—	—	4.3	—	4.3
<b>Total comprehensive income</b>		<b>—</b>	<b>-0.6</b>	<b>—</b>	<b>43.1</b>	<b>—</b>	<b>—</b>	<b>71.9</b>	<b>114.4</b>	<b>0.0</b>	<b>114.4</b>
<b>Merger</b>											
	26										
Merger consideration		—	—	—	—	—	1 194.8	—	1 194.8	—	1 194.8
Transaction costs on share issue		—	—	—	—	—	-4.1	—	-4.1	—	-4.1
Vested portion of share-based payment awards related to the merger		—	—	—	—	—	—	6.7	6.7	—	6.7
<b>Total merger</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 190.7</b>	<b>6.7</b>	<b>1 197.4</b>	<b>—</b>	<b>1 197.4</b>
<b>Transactions with owners</b>											
<b>Contributions and distributions</b>											
Share-based incentive plans	8	—	—	2.2	—	—	—	-2.3	-0.1	—	-0.1
Dividends		—	—	—	—	—	—	-107.2	-107.2	—	-107.2
<b>Total transactions with owners</b>		<b>—</b>	<b>—</b>	<b>2.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>-109.5</b>	<b>-107.3</b>	<b>—</b>	<b>-107.3</b>
<b>31 Dec 2019</b>		<b>76.6</b>	<b>40.9</b>	<b>-2.9</b>	<b>-50.2</b>	<b>—</b>	<b>1 203.5</b>	<b>419.3</b>	<b>1 687.1</b>	<b>0.0</b>	<b>1 687.2</b>

<sup>1)</sup> 2019 comparative figures have been restated due to finalized accounting of the EVRY merger. This has had an effect on translation differences in equity due to currency allocation and on retained earnings. More information in [note 26](#).

Notes are an integral part of these consolidated financial statements.



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

### 1. Corporate information

TietoEVERY Corporation (business identity code 0101138-5) is a Finnish public limited liability company organized under the laws of Finland. It is domiciled in Espoo and the address of the Group head office is Keilalahdentie 2-4, 02101 Espoo, Finland. The company is listed on NASDAQ in Helsinki and Stockholm and the Oslo Stock Exchange.

TietoEVERY is a leading Nordic digital services company serving clients across Sweden, Norway and Finland and offering software, IT solutions and consulting services, as well as operations of IT systems. In addition, the Group offers outsourcing services and services related to data communication and data security.

Tieto and EVERY merged on 5 December 2019 and the consolidated financial statements of the Group include EVERY from that date onwards. Therefore, the historical financial information of Tieto does not give a comparable base for financial information of the present combined company.

More information of the merger is disclosed in **note 26**.

The Board of Directors approved these consolidated financial statements on 16 February 2021. According to the Limited Liability Companies Act, the shareholders have the right at the Annual General Meeting to either approve, amend or reject the consolidated financial statements after the publication.

### BASIS OF PREPARATION

**The accounting policies applied to the consolidated financial statements as a whole are described below. A more detailed description of accounting policies and significant estimates related to specific disclosures are presented in conjunction with each note in the aim of providing understanding of each accounting area.**

### 2. Principal accounting policies

These consolidated financial statements of TietoEVERY Corporation have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRIC interpretations as adopted by the European Union. The financial statements also comply with Finnish accounting principles and corporate legislation complementing the IFRSs. The consolidated financial statements are presented in millions of euros and have been prepared under the

historical cost convention, unless otherwise stated in these accounting policies. All figures presented have been rounded, and consequently the sum of individual figures can deviate from the presented sum figure. Key figures have been calculated using exact figures.

### Consolidation principles

The consolidated financial statements include the Parent company TietoEVERY Corporation and all subsidiaries over which the Parent company has directly or indirectly more than one half of the voting rights, or the Parent company is otherwise in control of the company. Control exists when TietoEVERY is exposed to, or has rights to, variable returns from its involvement with the entity and can affect those returns through its power over the entity.

Subsidiaries are consolidated from the date on which control is achieved until the date on which control ceases by using the acquisition method. Intra-group receivables, payables and transactions including dividends and internal profit are eliminated on consolidation. When necessary, subsidiaries' accounting policies have been aligned to correspond to the Group's accounting policies. The result for the period and items of other comprehensive income are allocated to the equity holders of the company and non-controlling interests and presented in the income statement and statement of other comprehensive income. Non-controlling interests are shown separately under shareholders' equity.

### Foreign currency transactions

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in euros, which is the Parent company's functional and presentation currency.

Foreign currency transactions are translated into local functional currencies using the exchange rates prevailing on the transaction date. The foreign currency monetary items are translated using period-end exchange rates. The foreign currency non-monetary items held at fair value are translated into the functional currency using the exchange rate prevailing at the date when the fair value was determined or remeasured. Other non-monetary items are recognized at the exchange rate prevailing on the transaction date.

For internal, long-term loans to subsidiaries, when classified as net investment in foreign operation, all related unrealized foreign exchange gains and losses are recognized in profit or loss in the separate financial statements. In the consolidated financial statements, such exchange differences are recognized initially in other comprehensive income and reclassified from equity to profit or loss on disposal of the net investment.

Other foreign exchange gains and losses related to business operations are included in operating profit. Foreign exchange gains and losses associated with financing are recognized in finance income and expenses.

For those Group entities whose functional and presentation currency is not the euro, the income statements and statements of financial position are translated into the Group presentation currency as follows:

- assets and liabilities for each statement of financial position presented are translated using the exchange rates prevailing at the reporting date;
- income and expenses for each income statement are translated using the average exchange rates of the reporting period;
- all resulting translation differences are recognized in other comprehensive income.

When a subsidiary is sold, any translation differences are recognized in the consolidated income statement as part of the gain or loss on the sale.

Goodwill and fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated into euro using the exchange rates prevailing at the reporting date. Translation differences arising are recognized in other comprehensive income.

### 3. Adoption of new and amended IFRS standards and interpretations

The following amendments to IFRS standards have become effective on 1 January 2020. They have not had any material impact on the disclosures or on the amounts reported in these financial statements.

- Covid-19 -related rent concessions amendment to IFRS 16
- Amendments to IFRS 3 Definition of a business
- Amendments to IAS 1 and IAS 8 Definition of material
- Interest rate benchmark reform amendments to IFRS 9 and IFRS 7
- Amendments to references to the conceptual framework in IFRS standards

### New and revised IFRS standards in issue but not yet effective

At the date of authorization of these financial statements, the Group has not applied the following new and revised IFRS standards that have been issued but are not yet effective. The management do not expect the adoption of these to have a material impact on the Group's financial statements in the future reporting periods. Those will be adopted as of their effective date.

- IFRS 10 and IAS 28 (amendments): Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- Amendments to IAS 1 Classification of Liabilities as Current or Non-current
- Amendments to IFRS 3 Reference to the Conceptual Framework
- Amendments to IAS 16 Property, Plant and Equipment—Proceeds before Intended Use
- Amendments to IAS 37 Onerous Contracts – Cost of Fulfilling a Contract
- Annual Improvements to IFRS Standards 2018–2020 Cycle Amendments to IFRS 1, IFRS 9, IFRS 16 and IAS 41
- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 Interest Rate Benchmark Reform – Phase 2
- IFRS 17 Insurance Contracts
- Amendments to IFRS 4 – deferral of IFRS 9

#### 4. Use of judgements and estimates

The preparation of the financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the amounts reported and disclosed at the reporting date. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from the estimates. In addition, management judgement is required in the application of accounting policies, especially when IFRS standard has alternative accounting, valuation and presentation methods.

Management believes that the following accounting principles represent those matters, where management judgement has the most significant effect on the amounts recognised or where different estimate could result in significant adjustment to reported carrying amounts within the next financial year. These are described in more detail in the related notes.

Accounting principle	Estimates made	Judgement applied	Note
Valuation of assets acquired and liabilities assumed in business combination	X		26
Valuation and allocation of goodwill	X	X	11
Provisions	X		16
Deferred taxes	X		9
Leases		X	20

##### 4.1 Impacts of Covid-19

In 2020, Covid-19 pandemic has had a negative impact on the Group revenue. The impact has been most visible in Digital Consulting and Product Development Services. Covid-19-related cost savings has comprised both non-personnel-related activities such as reduced travelling and training as well as temporary layoffs in the areas where TietoEVRY has experienced a temporary decline in demand. The Group has received Covid-19 related government subsidies in the Nordic countries.

Covid-19 is expected to continue to impact during the first half of 2021 which has been taken into account in the value-in-use calculations (see **note 11** for valuation of goodwill) and in the rates used for expected credit loss provision calculation in different ageing categories (See **note 14** for valuation of accounts receivables).

## PERFORMANCE FOR THE YEAR

This section comprises disclosures related to the performance of the Group, including segment information, sources of revenue, other operating income and expenses, as well as information on employee benefits, taxes and earnings per share.

### 5. Segment information

TietoEVERY Group comprises six operating segments: Digital Consulting, Cloud & Infra, Industry Software, Financial Services Solutions, International Operations and Product Development Services. The operating segments are reported separately, except for International Operations which is included in Other due to its smaller size. The new operating model took effect on 1 January 2020 and the comparative information has been restated accordingly.

#### ACCOUNTING POLICIES

The operating segments are reported in a manner consistent with the internal reporting provided to the Leadership team which has been identified as TietoEVERY's chief operating decision maker being responsible for allocating resources and assessing performance of the operating segments as well as deciding on strategy.

Segment reporting is prepared according to IFRS accounting principles. No internal sales occur between the segments as in the internal reporting, revenue and costs are recognized directly to the respective customer projects in the service lines. The performance of segments is assessed based on operating profit (EBIT).

Group level costs related to Global management, Support functions and other non-allocated costs are not included in the segments but are reported under Other in the segment reporting.

The reportable segments comprise the following services:

#### Digital Consulting

The Digital Consulting business comprises consulting services, including business and technology advisory as well as system integration services and managed application services. The segment currently focuses on Finland, Sweden and Norway. Services are delivered primarily by employees based in the Nordic countries while also through global delivery centres. TietoEVERY is a leading vendor in the Norwegian and Finnish consulting market.

#### Cloud & Infra

The Cloud & Infra business modernizes and secures customers' businesses with automated solutions enhanced by a variety of technologies. The infrastructure foundation is to ensure Nordic customers' renewal, business continuity and security. Services comprise managed cloud, security and end-user services including cloud migration advisory and transformation. The business has a geographical focus in Finland, Sweden and Norway, and the Group is positioned as the leading provider in Finland and Norway and is among top 3 providers in Sweden. Services are delivered primarily from both onshore locations in the Nordic countries and the delivery centre in the Czech Republic.

#### Industry Software

Industry Software provides with industry-specific software products for business-critical processes of clients in the public sector and the healthcare and welfare sector as well as in the forest industry and the energy and oil and gas segments. Customers are mainly in the Nordic countries while the Group also has industry software for its global customers in the oil and gas and forest sectors. Majority of the business continues to be license-based while the share of software as a service is on the rise. In the license-based business revenue comprises solution installations and license fees as well as maintenance, which is typically based on multi-year agreements.

#### Financial Services Solutions

Financial Services Solutions helps a wide range of Nordic and global companies in the financial services industry to digitalize business processes, secure operational efficiency and growth in an environment of constant regulatory change. The portfolio comprises a comprehensive range of services and processes, based on flexible modules and innovative scalable software platforms, from real-time solutions within the areas of payments, cards, wealth management and credit to running full stack banking and cards operations as well as BPO services.

## Product Development Services

Product Development Services provides software R&D services with focus on the telecom sector and expanding to new domains such as automotive. Services are provided globally for communications infrastructure companies, consumer electronics and semiconductor companies as well as automotive industry. Services are currently provided mainly from global centres in Poland, China, Sweden, the Czech Republic and Finland.

**Other** consists of International Operations, including services outside the Nordics and to non-Nordic markets from India and Ukraine, and unallocated Group costs.

### Disaggregation of customer revenue by segment

EUR million	2020	2019	Change %
Digital Consulting	662.0	436.3	52
Cloud & Infra	931.6	584.7	59
Industry Software	501.1	371.2	35
Financial Services Solutions	418.8	151.8	> 100
Product Development Services	142.4	143.5	-1
Other	130.5	46.5	> 100
<b>Group total</b>	<b>2 786.4</b>	<b>1 734.0</b>	<b>61</b>

### Customer revenue by country<sup>1)</sup>

EUR million	2020	2019	Change %
Finland	684.7	688.1	—
Sweden	1 000.3	670.6	49
Norway	800.6	162.4	> 100
Other	300.8	212.9	41
<b>Group total</b>	<b>2 786.4</b>	<b>1 734.0</b>	<b>61</b>

<sup>1)</sup> TietoEVRY has changed the basis for presenting the customer revenue by country due to the new operating model. The distribution of revenue by country is based on the location of the customer. Strategic multi-country customer is reported in one country based on the primary location of customer engagement. Comparative information is restated accordingly.

### Customer revenue from fixed-price contracts by segment<sup>1)</sup>

EUR million	2020	2019
Digital Consulting	19.0	14.1
Cloud & Infra	8.5	1.6
Industry Software	6.3	7.2
Financial Services Solutions	15.1	9.4
Product Development Services	4.6	4.8
Other	0.8	0.4
<b>Group total</b>	<b>54.2</b>	<b>37.5</b>

<sup>1)</sup> Identification of fixed-priced projects has been reviewed and comparative information has been adjusted.

TietoEVRY does not have individual significant customers as defined in IFRS 8.

### Operating profit (EBIT) by segment

EUR million	2020	2019 <sup>1)</sup>	Change %
Digital Consulting	70.8	30.1	> 100
Cloud & Infra	36.6	56.4	-35
Industry Software	38.8	37.1	5
Financial Services Solutions	10.0	24.2	-59
Product Development Services	17.7	14.5	22
Other	-27.2	-35.4	23
<b>Group total</b>	<b>146.7</b>	<b>126.8</b>	<b>16</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

### Operating margin (EBIT) by segment

%	2020	2019 <sup>1)</sup>	Change pp
Digital Consulting	10.7	6.9	4
Cloud & Infra	3.9	9.6	-6
Industry Software	7.7	10.0	-2
Financial Services Solutions	2.4	15.9	-14
Product Development Services	12.4	10.1	-2
<b>Operating margin (EBIT)</b>	<b>5.3</b>	<b>7.3</b>	<b>-2</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

Personnel by segment<sup>1)</sup>

	End of period		Average
	2020	Share %	2020 <sup>2)</sup>
Digital Consulting	6 220	26	6 398
Cloud & Infra	4 795	20	4 726
Industry Software	3 452	15	3 509
Financial Services Solutions	2 885	12	2 890
Product Development Services	1 643	7	1 639
Other	4 637	20	4 626
<b>Group total</b>	<b>23 632</b>	<b>100</b>	<b>23 788</b>

<sup>1)</sup> 2019 comparative information not available.

<sup>2)</sup> Average represents period June–December 2020 in alignment with the new reporting structure.

## Personnel by country

	End of period				Average	
	2020	Change %	Share %	2019 <sup>1)</sup>	2020 <sup>2)</sup>	2019 <sup>1)</sup>
Sweden	4 377	-8	19	4 780	4 397	3 224
Norway	4 513	2	19	4 427	4 450	930
India	4 173	-1	18	4 221	4 203	2 872
Finland	3 042	-7	13	3 261	3 183	3 291
Czech Republic	2 457	-1	10	2 482	2 458	2 533
Ukraine	1 837	-6	8	1 961	1 876	199
Latvia	957	7	4	896	942	703
Poland	750	-1	3	758	732	696
China	445	-2	2	452	431	482
Estonia	290	-4	1	303	303	295
Austria	184	5	1	175	180	170
Lithuania	104	—	—	104	103	110
Other	502	—	2	502	530	447
<b>Group total</b>	<b>23 632</b>	<b>-3</b>	<b>100</b>	<b>24 322</b>	<b>23 788</b>	<b>15 950</b>
Onshore countries	12 407	-4	53	12 940	12 532	7 862
Offshore countries	11 225	-1	47	11 383	11 256	8 088
<b>Group total</b>	<b>23 632</b>	<b>-3</b>	<b>100</b>	<b>24 322</b>	<b>23 788</b>	<b>15 950</b>

<sup>1)</sup> 1–12/2019 personnel figures for EVRY increased by 326 due to alignment of the definitions. Contingency workers in Ukraine are included in the personnel figures.

<sup>2)</sup> Average represents period June–December 2020 in alignment with the new reporting structure.

## Non-current assets by country

EUR million	31 Dec 2020	31 Dec 2019	Change %
Finland	100.7	131.0	-23
Sweden <sup>1)</sup>	142.9	155.8	-8
Norway <sup>1)</sup>	427.2	497.6	-14
Other	42.7	55.9	-24
<b>Group total</b>	<b>713.5</b>	<b>840.4</b>	<b>-15</b>

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

Non-current assets include property, plant and equipment, right of use assets and intangible assets excluding goodwill.

## Depreciation by segment

EUR million	2020	2019	Change %
Digital Consulting	4.8	2.9	65
Cloud & Infra	44.0	41.2	7
Industry Software	1.9	1.6	18
Financial Services Solutions	3.8	0.7	> 100
Product Development Services	0.3	0.3	-10
Other	60.2	41.5	45
<b>Group total</b>	<b>115.0</b>	<b>88.1</b>	<b>30</b>

## Amortization on other intangible assets by segment

EUR million	2020	2019	Change %
Digital Consulting	0.1	0.1	97
Cloud & Infra	6.5	9.0	-28
Industry Software	2.4	0.4	> 100
Financial Services Solutions	3.8	0.4	> 100
Product Development Services	—	—	—
Other	2.5	0.5	> 100
<b>Group total</b>	<b>15.3</b>	<b>10.4</b>	<b>46</b>

## Amortization of acquisition-related intangible assets by segment

EUR million	2020	2019 <sup>1)</sup>	Change %
Digital Consulting	10.0	2.1	> 100
Cloud & Infra	8.3	0.8	> 100
Industry Software	6.5	2.1	> 100
Financial Services Solutions	20.7	3.0	> 100
Product Development Services	—	—	—
Other	—	—	—
<b>Group total</b>	<b>45.5</b>	<b>8.0</b>	<b>&gt; 100</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## 6. Revenue

The business models of the Group consist of continuous services, software solutions, projects and consulting. Goods mainly include sales of software licenses. Revenue comprises the fair value for the sale of IT services and goods, net of value-added tax, discounts and exchange rate differences.

### ACCOUNTING POLICIES

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes consideration collected on behalf of third parties. The Group recognises revenue when it transfers control of a good or service to a customer.

The Group typically provides the customers with wide variety of comprehensive services. The individual service delivery contracts are often structured under a common frame contract where general terms for the service delivery to the customer are defined. The content of the delivery, performance obligations and usually also pricing, are defined in the service delivery contracts. Management judgement is used to identify what is the entirety of which revenue is recognized; either an individual service delivery contract or a group of combined contracts.

Revenue from service contracts is based on service volumes or time and materials and the performance obligations are recognized over the accounting period in which the services are rendered or project is delivered. The services are generally satisfied and the control transferred to the customer over time given that either the customer simultaneously receives and consumes the benefits provided by the Group, or the Group's performance does not create an asset with an alternative use for the Group, in which case there is an enforceable right to payment for work completed to date.

In majority of the businesses, covering continuous services, time and material projects and consulting, the performance obligations satisfied are invoiced on monthly basis. At the time of invoicing, a receivable is recognised by the Group as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. The standard payment term is 30 days, net, according to the Group's Credit Policy.

Goods, typically distinct licenses, that provide a right to use the software, are invoiced on delivery. The license revenue is recognized at a point in time when the license is delivered, the legal title has passed, the customer has accepted the license and has access to the licensed software. Distinct licenses, that provide a right to access the software, are recognized over the contract period. The contract assets or liabilities do not typically arise in the businesses described above.

For contracts comprising fixed-price projects, revenue is recognized based on the actual service provided by the reporting date as a proportion of the total services to be provided. This is determined based on the cost of actual labour hours spent relative to the total expected cost of labour hours, as it best depicts the transfer of control to the customer. Estimates of revenues, costs or progress towards completion are revised if circumstances change and any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by the management. Invoicing and customer payments in the fixed-price projects follow the payment schedule defined in the customer contract. If the services rendered by the Group exceed the payment, a contract asset is recognized, and if the payments exceed the services rendered, a contract liability is recognized. Share of revenue from fixed-priced projects is not material from the total Group revenue.

The customer contracts of the Group typically comprise several of the business models described above. The most appropriate presentation on how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors is considered to be the disaggregation of revenue by segment, presented in the segment information **note 5**. The disaggregation of Customer sales from long-term fixed-price contracts by segment represents the revenue from contracts for which the risks are different compared to other contracts with customers.

Some contracts include delivery of hardware together with variety of services from the Group. Hardware is usually provided by another service provider. The installation of hardware is simple, does not include an integration service from the Group and could be performed by another party. It is, therefore, accounted for as a separate performance obligation. In these contracts, TietoEVRY usually acts as an agent, as the Group does not obtain control of the hardware provided by another party before it is transferred to the customer.



Where the contracts include multiple performance obligations, the transaction price is allocated to each performance obligation based on the stand-alone selling prices, which are observable from the contracts and represent prices for services rendered in similar circumstances to similar customers. Revenue from contracts granting a discount retrospectively to the customer is recognized based on the price specified in the contract, net of the estimated discounts. Discounts are estimated based on management's experience of the earlier purchases of the customers under similar contracts.

This estimation is regularly updated during the contract period. Revenue is only recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The Group grants assurance type of warranties which guarantee that the delivery complies with agreed specifications. These are accounted for in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

In agreements where customer disputes are settled, management judgement is applied in determining whether the settlement consideration is a variable transaction price and, thus, reduced from revenues, or whether it is a compensation for damage and accounted for as a cost.

The Group does not have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. Consequently, the Group does not adjust any of the transaction prices for the time value of money.

The Group capitalizes material costs of set-up activities related to transition or implementation projects in the initial phase of continuous operating service contracts, when the criteria for capitalization according to IFRS 15 are met. Management judgement has been used when developing an internal guidance on what kind of tasks are defined as set-up activities in the Group. The set-up activities do not result in the transfer of a promised good or service and are not identified as a performance obligation to the customer. The capitalized costs of a contract are amortized during the period when the revenue for related continuous operating service contract is recognized.

#### Assets and liabilities related to contracts with customers

EUR million	Note	31 Dec 2020	31 Dec 2019	1 Jan 2019
Trade receivables <sup>1)</sup>	14	358.9	443.5	293.9
Contract assets	14	50.1	68.3	39.6
Contract liabilities	17	56.3	41.9	30.5

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

#### Revenue recognized in relation to contract liabilities

EUR million	2020	2019
Revenue recognized from the opening value of contract liabilities	28.8	33.0

#### Unsatisfied fixed-price contracts<sup>1)</sup>

EUR million	2020	2019
Transaction price allocated to fixed price contracts that are partially or fully unsatisfied on 31 Dec	76.8	54.3

<sup>1)</sup> Projects included in the table above have been reviewed and comparative information has been adjusted.

It is expected that 64% of the transaction price allocated to the fixed-price contracts as of 31 Dec 2020 will be recognized as revenue during 2021 (EUR 48.8 million). The remaining 36% (EUR 28.0 million) will be recognized in 2022 or later reporting periods. All other contracts with the customers are for periods of one year or less or are billed based on time incurred or products or services delivered. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

#### Assets recognized from costs to fulfil a contract

EUR million	2020	2019
Capitalized set-up costs on 31 Dec	25.0	21.7
Amortization of capitalized set-up costs	8.3	1.5

In the statement of financial position, capitalized set-up costs of EUR 13.2 million are presented within other non-current receivables and current portion of EUR 11.9 million in trade and other receivables.

## 7. Other operating income and expenses

Other operating income includes income other than that associated with the principal activities of TietoEVRY, such as foreign exchange gains on derivatives and rental income. Other operating expenses mainly relates to software-related rents, licences and maintenance as well as information and communication technology (ICT) costs and premises related costs.

### ACCOUNTING POLICIES

#### Government grants

Government grants are recognized as other operating income on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate.

#### Research and development costs

Research costs are expensed when incurred. Development costs related to major new software products are capitalized as intangible assets when it is probable that the development will generate future economic benefits for the Group, and certain criteria related to commercial and technological feasibility are met. Development costs comprise service and solution development focusing on, for example, industry-specific software, customer experience management and security services, as well as cloud services. Additionally, the costs for related internal development, e.g. automation in infrastructure services, are included in development costs.

### Other operating income

EUR million	2020	2019
Gain on sale of property, plant and equipment	0.3	—
Gain on sale of subsidiaries and business operations	1.0	—
Rental income	1.0	1.3
Government grants released	0.9	0.6
Change in fair value of derivatives	0.8	5.7
Decrease of contingent considerations	—	2.6
Joint venture management fees	3.5	3.6
Other	4.2	3.0
<b>Total</b>	<b>11.6</b>	<b>16.9</b>

### Other operating expenses

EUR million	2020	2019
Rents, licences and maintenance related to software	79.2	67.3
Data and phone communication	12.9	11.0
ICT purchases and services	44.9	38.9
Advertising and marketing	7.9	6.5
Travelling	6.9	16.9
Training	3.1	6.1
Consulting	32.1	32.2
Fees to auditors	2.1	1.9
Premises related costs	47.9	32.0
Foreign exchange losses on derivatives	4.5	1.0
Other operating expenses	31.4	21.6
<b>Total</b>	<b>272.9</b>	<b>235.4</b>

### Development costs

TietoEVRY's offering development costs amounted to around EUR 135 (80) million, representing 4.8% (4.6) of the Group's revenue. Of these costs, EUR 51.0 (17.0) were capitalized. In 2020, the focus was on Industry Software, especially solutions for Health & Care and Financial Services. Additionally, the costs for internal development, e.g. automation in infrastructure services, are included in this amount.

### Fees to auditors

EUR million	2020	2019
	Deloitte	Deloitte
Audit fees	1.3	0.9
Audit related <sup>1)</sup>	0.1	0.7
Tax advisory	0.1	0.2
Other services	0.5	0.1
<b>Total</b>	<b>2.0</b>	<b>1.9</b>

<sup>1)</sup> In 2019, audit related services included auditors reports and statement on TietoEVRY merger.

## 8. Employee expenses

Employee expenses consist of wages and salaries and related social costs. TietoEVRY also has post-employment benefit plans as well as share-based incentive plans for key employees. Termination benefits refer to benefits arising from termination of employment, not performance of work.

### ACCOUNTING POLICIES

Employee benefits are recognised in the period in which services are rendered by the employees. Termination benefits are recognised at the time an agreement between the Group and the employee is made and no future service is rendered by the employee in exchange for the benefits.

### Share-based incentive plans

TietoEVRY has share-based incentive plans for its key employees which are accounted for as equity-settled. The plans are valued at fair value based on the market price of TietoEVRY share at the grant date and recognized as an employee benefit expense during the vesting period with a corresponding entry in equity. At each reporting date, the number of shares that are expected to vest from the Group's share-based incentive plans is revised. As part of this evaluation, the changes in the forecasted performance of the Group, the expected turnover of the personnel participating in the plans and other information impacting the number of shares to vest, is taken into consideration. Any adjustments to the initial estimates is recognized in profit or loss and a corresponding adjustment is made to equity.

## Employee expenses

EUR million	2020	2019
Wages and salaries	1 122.3	738.9
Termination benefits	25.1	2.6
Post-employment benefits		
Defined contribution plans	96.6	73.3
Defined benefit plans	2.9	1.2
Other statutory social costs	198.9	138.7
Share-based payments	8.6	2.4
Other personnel expenses	31.1	32.6
<b>Total</b>	<b>1 485.6</b>	<b>989.7</b>

In 2020, the Group announced integration related restructuring measures including employee consultation processes with labour unions. These mainly concerned Sweden, Norway, Finland and India.

## Management remuneration

EUR thousand	2020		2019	
	President and CEO	Leadership team	President and CEO	Leadership team
Salaries and benefits	807.0	3 652.7	713.2	3 193.5
Bonuses	1 511.1	2 392.3	1 114.1	2 553.4
Share-based payments	771.8	1 547.0	309.6	629.9
Statutory pensions	200.2	595.0	132.8	444.6
Supplementary pensions	121.1	261.2	105.3	389.9
<b>Total</b>	<b>3 411.2</b>	<b>8 448.2</b>	<b>2 375.0</b>	<b>7 211.3</b>

The President and CEO, Kimmo Alkio is entitled to a bonus corresponding maximum of 150% of base salary based on the Group's external revenue, profit and achievement of strategic goals when achievements exceed the targets set. The annual contribution for the President and CEO's supplementary pension arrangement is 23% of the annual base salary. The President and CEO's retirement age is 63. In case his assignment is terminated, the period of notice is 12 months and the severance payment is equivalent to the base salary and the short-term target incentive for six months, in addition to the salary for the notice period. The President and CEO participates in the Long-term incentive programmes according to respective terms and

conditions decided by the Board of Directors. In 2020, after deductions for applicable taxes, a total of 13 947 (12 236) shares were delivered to the President and CEO.

The other Leadership team members are entitled to a bonus corresponding maximum of 100% of base salary based on their individual goals when achievements exceed the targets set. The annual contribution for the Leadership team members' supplementary pension arrangement is 15% of the annual base salary. The retirement age of the Leadership team members is according to national legislation. The termination terms vary and the amounts correspond to the periods of notice. The Leadership team members participate in the Long-term incentive programmes according to respective terms and conditions decided by the Board of Directors. In 2020, after deductions for applicable taxes, a total of 34 344 (26 817) shares were delivered to the Leadership team members.

#### Remuneration for the Board of Directors

EUR thousand	2020	2019
<b>Board members at 31 Dec 2020</b>		
Tomas Franzén, Chairperson Board and RC	160.2	56.4
Salim Nathoo, Deputy Chairperson	113.3	21.7
Timo Ahopelto	81.4	60.4
Liselotte Hågertz Engstam	77.4	60.4
Harri-Pekka Kaukonen, Chairperson ARC	105.4	79.6
Endre Rangnes	78.2	65.2
Niko Pakalén	82.2	55.6
Rohan Haldea	78.5	13.5
Katharina Mosheim <sup>1)</sup>	62.6	—
Leif Teksum	90.9	15.1
Tommy Sander Aldrin, personnel rep.	26.2	—
Ola Hugo Jordhøy, personnel rep.	26.2	—
Anders Palkint, personnel rep.	26.2	—
Ilpo Waljus, personnel rep.	26.2	—
<b>Total</b>	<b>641.3</b>	<b>613.5</b>

<sup>1)</sup> From 29 April 2020

Each member of the Board of Directors receives a fixed annual remuneration and additional meeting based remuneration. According to the decision by the Annual General Meeting, the yearly remuneration is as follows: Chairperson EUR 125 000, Deputy Chairperson EUR 70 000, and ordinary member EUR 53 000. In addition to these fees, the Chairperson of a

permanent Board Committee receives an annual fee of EUR 20 000 and a member of a permanent Board Committee receives an annual fee of EUR 10 000. The meeting based remuneration is EUR 800 for each Board meeting and for each permanent or temporary Committee meeting. Remuneration for employee representatives is an annual fee of EUR 15 000.

The Annual General Meeting also approved that part of the fixed annual remuneration may be paid in TietoEVRY Corporation's shares purchased from the market. An elected member of the Board of Directors may, at his/her discretion, choose to receive the fee from the following five alternatives:

1. No cash, 100% in shares
2. 25% in cash, 75% in shares
3. 50% in cash, 50% in shares
4. 75% in cash, 25% in shares, or
5. 100% in cash, no shares.

The shares will be purchased in accordance with an acquisition programme prepared by the company. If the remuneration cannot be paid in shares due to insider regulation, termination of the Board member's term of office or other reason relating to the member of the Board, the remuneration shall be paid fully in cash. In addition to the share remuneration, the Board members do not belong to or are not compensated with other share-based arrangements, nor do the members have any pension plans at TietoEVRY.

The Shareholders' Nomination Board based on shareholdings as at 31 August 2020 consisted of the following representatives announced by TietoEVRY's shareholders:

- Petter Söderström, Investment Director, Solidium Oy
- Gabriele Cipparrone, Partner, Apax Partners LLP
- Gustav Moss, Vice President, Cevian Capital AB
- Mikko Mursula, Chief Investment Officer, Ilmarinen Mutual Pension Insurance Company
- Tomas Franzén, Chairperson of the Board of Directors, TietoEVRY Corporation.

**Share-based incentive plans**

The aim of TietoEVRY's share-based incentive plans is to align the objectives of shareholders and key employees in order to increase the value of the company in the long-term. At the end of 2020, TietoEVRY's share-based incentive plans included Performance Share Plans 2018–2020, 2019–2021 and 2020–2022 as well as Restricted Share Plans 2018–2020, 2019–2021 and 2020–2022. The rewards from the plans will be paid partly in the company's shares and partly in cash. The cash proportion is intended to cover taxes and tax-related costs arising from the reward.

As a rule, no reward will be paid, if a participant's employment or service ends before the reward payment. The Board of Directors anticipates that share rewards to be delivered to the participants under the plans will consist of shares to be acquired from the market. Thus, no new shares will be issued in connection with the plans.

The Performance Share Plan 2017–2019 and the Restricted Share Plan 2017–2019 ended in 2020. Based on the achievements of the targets a total of 199 102 gross shares were earned and of these 104 839 net shares were delivered to the participants. TietoEVRY used its treasury shares for the reward payments.

Future cash payment to be made to the tax authorities from share-based payments is estimated at the end of the period at EUR 11.1 million.

**Main terms and conditions of the share-based incentive plans**

	<b>Performance Share Plan</b>		
	<b>2018–2020</b>	<b>2019–2021</b>	<b>2020–2022</b>
Plan launched	22 February 2018	16 January 2019	18 December 2019
Performance Period	2018–2020	2019–2021	2020–2022
Vesting conditions	Total Shareholder Return of TietoEVRY share (TSR), strategic target related to TietoEVRY's growth (not in 2022–2022 plan) and TietoEVRY's Earnings per Share (EPS). Valid employment or director agreement of a key employee upon the reward payment.		
Exercised	In shares and cash in 2021	In shares and cash in 2022	In shares and cash in 2023
Number of participants on 31 Dec 2020	102	89	128
Other	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 274 790 TietoEVRY gross shares.	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 330 466 TietoEVRY gross shares.	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 614 892 TietoEVRY gross shares.

	Restricted Share Plan		
	2018–2020	2019–2021	2020–2022
Plan launched	22 February 2018	16 January 2019	18 December 2019
Vesting period	2018–2020	2019–2021	2020–2022
Vesting conditions	Valid employment or director agreement of a key employee upon the reward payment.		
Exercised	In shares and cash in 2021	In shares and cash in 2022	In shares and cash in 2023
Number of participants on 31 Dec 2020	134	176	414
Other	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 57 257 TietoEVRY gross shares.	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 66 246 TietoEVRY gross shares.	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 251 265 TietoEVRY gross shares.

**Assumptions made in determining the fair value of the TietoEVRY's Share-based incentive plans**

For Performance Share Plans and Restricted Share Plans, the fair value has been determined at grant using the fair value of TietoEVRY Corporation share as of the grant date, expected outcome and expected dividends.

The fair value of social costs settled in cash are remeasured at each reporting date until settlement.

For share plan grants made in 2020, the fair value of the part recognised into equity has been determined at grant date using the following share price and expected dividends. The part recognised into liability is based on the share price at the end of the reporting period:

- Share price at grant: EUR 24.31
- Expected dividends: EUR 5.18
- Share price at year-end: EUR 26.86

**Share option programme transferred from EVRY**

As part of the Merger plan, it was agreed that EVRY's incentive plans will continue and will be transformed in a value neutral way into restricted stock units or performance shares in the combined company, with equivalency on all material respects with regards to economic value, vesting conditions and other terms and conditions, taking into account the strike price of the options and by applying an option conversion ratio of 1:0.1423. Any existing right for EVRY to settle options and/or restricted stock units under the plans in cash, will continue as a right for the combined company. 46 employees were included in the programmes at 31 December 2020.

The Board of Directors anticipates that share rewards to be delivered to the participants under the plans will consist of shares to be acquired from the market. Thus, no new shares will be issued in connection with the plans.

The rewards earned in 2019 from Long-Term Incentive Plan 2017 and Long-Term Incentive Plan 2018 were paid in 2020. Based on the achievements of the targets a total of 170 500 gross shares were earned and of these 85 565 net shares were delivered to the participants. During the lock-in period, 5 731 of the delivered shares were returned to TietoEVRY. Based on EVRY RSU STIP criteria attainment, a total of 22 907 gross shares were earned and of these 11 594 net shares were delivered to the participants. TietoEVRY used its treasury shares for the reward payments.

Future cash payment to be made to the tax authorities from share-based payments is estimated at the end of the period at EUR 2.4 million.

Interim Restricted Share Plan (Conversion from EVRY plans)		
	Long-Term Incentive Plan 2017	Long-Term Incentive Plan 2018
Plan launched	December 2017	December 2018
Vesting period	2/3 in 2019 and 1/3 in 2020	1/3 in 2019, 1/3 in 2020 and 1/3 in 2021
Vesting conditions	Valid employment or director agreement upon the reward payment and during lock-in period. Awarded shares will be locked in and may not be sold for 12 months following the vesting dates.	
Exercised	In shares and cash in 2020 and 2021	In shares and cash in 2020, 2021 and 2022
Number of participants on 31 Dec 2020	37	42
Other	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 52 487 TietoEVRY gross shares.	On 31 Dec 2020, rewards to be paid correspond to the value of approximate number of 127 496 TietoEVRY gross shares.

#### Share-based payments included in employee benefit expenses

EUR million	2020	2019
Equity-settled share-based incentive plans	8.6	2.4
Social costs settled in cash <sup>1)</sup>	0.6	0.4
<b>Total</b>	<b>9.2</b>	<b>2.8</b>

<sup>1)</sup> TietoEVRY's share-based incentive plans are accounted for as equity-settled. Social costs from the plans are reported as cash-settled.

## 9. Income taxes

Income tax expenses comprise of current and deferred tax. Deferred tax assets and liabilities charged by the same taxing authority are netted and, therefore, shown net on the statement of financial position.

### ACCOUNTING POLICIES

Tax expense for the period includes current taxes of the Group companies based on taxable profit for the year, together with tax adjustments for previous years and changes in deferred taxes. Tax is recognized in the income statement, except to the extent that it relates to items recognized in other comprehensive income or directly in equity, in which case the related income tax is also recognized in other comprehensive income or directly in equity, respectively. The share of results in joint ventures is reported in the income statement based on the net result and thus, including the income tax effect.

Deferred income tax is recognized, using the liability method, on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements as well as on tax loss carry forwards. Deferred income tax is determined using the tax rates and laws which have been enacted or substantively enacted at the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled. Deferred taxes are not recognized on temporary differences related to investments in subsidiaries to the extent that they will probably not be reversed in the foreseeable future.

A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. The deferred tax assets and liabilities arising from consolidation are recognized in the consolidated statement of financial position if it is probable that the related tax effects will occur.

### ACCOUNTING ESTIMATES AND JUDGEMENTS

At each reporting date, the management estimates the amount of probable future taxable profits against which unused tax losses can be utilized. As the actual profits may differ from the forecasts, the change will affect the taxes in future periods.

The group operates globally and is, therefore subject to changing tax laws in multiple jurisdictions. The interpretation of tax legislation requires management judgement, and the applied interpretations may include uncertainties.

### Income tax expense in income statement

EUR million	2020	2019
Current taxes	28.0	21.8
Change of deferred taxes <sup>1)</sup>	0.5	0.2
Taxes for prior years	-0.6	—
<b>Total</b>	<b>27.9</b>	<b>22.0</b>

### Reconciliation of income tax expense

Profit before taxes <sup>1)</sup>	122.4	100.8
Tax calculated at the domestic corporation tax rate of 20%	24.5	20.2
Effect of different tax rates in foreign subsidiaries	-0.5	0.8
Taxes for prior years	-0.6	—
Income not subject to tax due to tax exemption	-0.8	-0.6
Expenses not deductible for tax purposes	2.8	2.6
Realisability of deferred tax assets	0.4	-0.3
Deferred tax resulting from change in tax rate	-0.3	—
Tax on foreign dividend distribution	4.1	-0.1
Share of joint ventures' results reported net of tax	-0.3	-1.1
Other items <sup>1)</sup>	-1.4	0.5
<b>Total</b>	<b>27.9</b>	<b>22.0</b>
Effective tax rate, %	22.8	21.8

<sup>1)</sup> 2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

### Deferred tax assets and deferred tax liabilities

EUR million	31 Dec 2020	31 Dec 2019 <sup>1)</sup>
Deferred tax assets	35.6	53.2
Deferred tax liabilities	19.8	32.7
<b>Net deferred tax liability</b>	<b>15.8</b>	<b>20.5</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

Majority of the deferred tax assets and liabilities are expected to be recovered after more than 12 months.



## Movements in deferred tax assets and liabilities during the year

EUR million	1 Jan 2020	Charged to income statement	Charged to other comprehensive income	Other changes	31 Dec 2020
<b>Deferred tax asset</b>					
Restructuring costs	0.1	0.4	—	—	0.5
Other provisions	6.2	-1.7	—	-0.2	4.3
Employee benefits	12.7	-0.9	-0.3	0.6	12.1
Depreciation difference	15.9	-3.6	—	-0.9	11.4
Leasing	0.5	1.3	—	1.9	3.7
Other temporary difference	9.3	-1.0	-0.3	-3.3	4.7
Revenue recognition	9.6	0.1	—	-0.2	9.5
Tax losses carried forward	59.0	1.8	—	-3.4	57.4
<b>Total gross</b>	<b>113.3</b>	<b>-3.6</b>	<b>-0.6</b>	<b>-5.5</b>	<b>103.6</b>
Offset against deferred tax liabilities	-60.1				-68.0
<b>Total net</b>	<b>53.2</b>				<b>35.6</b>
<b>Deferred tax liability</b>					
Depreciation difference	0.2	-0.1	—	0.1	0.2
Intangible assets	79.4	-6.1	—	-1.2	72.1
Employee benefits	-1.0	—	—	1.0	—
Leasing	2.5	-0.1	—	-2.0	0.4
Untaxed reserves	6.6	-0.7	—	7.1	13.0
Other temporary difference	5.1	3.9	—	-6.9	2.1
<b>Total gross</b>	<b>92.8</b>	<b>-3.1</b>	<b>—</b>	<b>-1.9</b>	<b>87.8</b>
Offset against deferred tax assets	-60.1				-68.0
<b>Total net</b>	<b>32.7</b>				<b>19.8</b>
<b>Net deferred tax liability</b>	<b>20.5</b>	<b>-0.5</b>	<b>-0.6</b>	<b>-3.6</b>	<b>15.8</b>

On 31 Dec 2020, the group's unused tax loss carry forwards amounted to EUR 263.0 (269.0) million pertaining deferred tax asset of EUR 57.4 (59.0) million. These losses relate mainly to Norway and Sweden and have no expiry date. Based on profit forecasts, it is probable that there will be sufficient future taxable profits available against which these tax losses can be utilized.

On 31 Dec 2020, the group had tax loss carry forwards amounting to EUR 3.9 (8.7) million pertaining deferred tax asset of EUR 0.9 (2.1) million, which were not recognized due to uncertainty of utilization.

The group does not have any material uncertain tax positions in accordance with IFRIC 23 Uncertainty over Income Tax Treatments.

EUR million	1 Jan 2019	Charged to income statement	Charged to other comprehensive income	Acquisitions and disposals <sup>1)</sup>	Other changes	31 Dec 2019 <sup>1)</sup>
<b>Deferred tax asset</b>						
Restructuring costs	0.8	-0.7	—	—	—	0.1
Other provisions	1.8	-0.2	—	4.6	—	6.2
Employee benefits	3.1	1.4	-0.2	8.4	—	12.7
Depreciation difference	9.7	-2.1	—	7.7	0.6	15.9
Leasing	—	0.5	—	—	—	0.5
Other temporary difference	3.2	-1.2	—	7.1	0.2	9.3
Revenue recognition	—	—	—	9.6	—	9.6
Fair value adjustment	0.2	-0.2	0.2	—	-0.2	—
Tax losses carried forward	4.8	-0.7	—	53.5	1.4	59.0
Offset against deferred tax liabilities	—	—	—	-60.1	—	-60.1
<b>Total</b>	<b>23.6</b>	<b>-3.2</b>	<b>—</b>	<b>30.8</b>	<b>2.0</b>	<b>53.2</b>
<b>Deferred tax liability</b>						
Depreciation difference	0.1	—	—	—	0.1	0.2
Intangible assets	24.2	-1.6	—	56.6	0.2	79.4
Employee benefits	1.1	0.4	-2.5	—	—	-1.0
Leasing	0.1	0.4	—	2.0	—	2.5
Untaxed reserves	7.2	-0.7	—	—	0.1	6.6
Other temporary difference	5.3	-1.5	—	1.7	-0.4	5.1
Offset against deferred tax assets	—	—	—	-60.1	—	-60.1
<b>Total</b>	<b>38.0</b>	<b>-3.0</b>	<b>-2.5</b>	<b>0.2</b>	<b>—</b>	<b>32.7</b>
<b>Net deferred tax liability</b>	<b>-14.4</b>	<b>-0.2</b>	<b>2.5</b>	<b>30.6</b>	<b>2.0</b>	<b>20.5</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## 10. Earnings per share

The total number of TietoEVRY's shares is 118 425 771. The number of shares increased in the end of 2019 due to the 44 316 519 new shares issued as part of the merger consideration to EVRY's shareholders.

### ACCOUNTING POLICIES

Basic Earnings per share (EPS) is calculated by dividing the net profit attributable to the shareholders of the Parent company by the weighted average number of shares in issue during the year, excluding shares purchased by TietoEVRY and held as own shares.

Diluted earnings per share is calculated by adjusting the weighted average number of shares outstanding during the year with the shares estimated to be delivered based on the share-based incentive plans.

	2020	2019
Net profit for the financial year attributable to owners of the Parent company (EUR million) <sup>1)</sup>	94.5	78.7
Earnings per share (EUR)		
Basic	0.80	1.02
Diluted	0.80	1.02
Weighted average number of shares during the year		
Basic	118 378 269	77 193 387
Effect of dilutive share-based incentive plans	219 550	283 550
Diluted	118 597 819	77 476 937

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## INVESTED CAPITAL AND WORKING CAPITAL ITEMS

This section includes disclosures describing the assets that form the basis for the activities of TietoEVERY and the related liabilities.

### 11. Intangible assets and impairment testing of goodwill

TietoEVERY's intangible assets comprise mainly of goodwill, internally developed software (capitalized development costs), and intangible assets acquired in business combinations, such as technology, trademarks and customer relationships. Intangible assets also include software licenses. TietoEVERY does not have any intangible assets with indefinite useful lives other than goodwill.

#### ACCOUNTING POLICIES

Other intangible assets than goodwill are recognized initially at cost. An intangible asset is recognized only if it is probable that the future economic benefits attributable to the asset will flow to the Group and the cost of the asset can be measured reliably. All other costs are expensed as incurred. After initial recognition, intangible assets are measured at cost less amortizations and accumulated impairment losses. Intangible assets are amortized over their useful lives with the straight-line method. Assets that are subject to amortization are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. If the carrying amount of the intangible asset exceeds its recoverable amount, an impairment loss equal to the difference is recognized in profit or loss.

#### Internally developed software

Development costs related to major new software products are capitalized as intangible assets when it is probable that the development will generate future economic benefits for the Group, and certain criteria related to commercial and technological feasibility are met. Development projects are analysed individually to determine the moment when the project has reached a milestone after which capitalization of development costs can start. Capitalization is subject to CFO's approval. Only costs which are directly attributable to the development are capitalised. Subsequent to initial recognition, these costs are measured at cost less accumulated amortization and impairment losses. Amortization period for the internally developed software depends on the technology renewal cycle and contract duration.

Internally developed software for which amortizations have not yet started are tested for impairment on annual basis by comparing the assets' carrying amount with its recoverable amount. If the carrying amount exceeds the recoverable amount, an impairment loss equal to the difference is recognized in profit or loss.

#### Intangible assets recognised from acquisitions

Intangible assets acquired in business combinations are measured at fair value at the acquisition date. These are usually customer or technology related and have finite useful lives.

Gains and losses on disposal of intangible assets are included in other operating income and expenses.

#### The Group applies the following useful lives:

	Years
Software acquired separately	3
Other intangible assets	3–10
Technology related intangible assets recognized at fair value from acquisitions	3–15
Customer related intangible assets recognized at fair value from acquisitions	2–10
Trademark recognized at fair value from acquisitions	6
Internally developed software (capitalized development costs)	5–15

**Goodwill**

Goodwill arising on a business combination represents the excess of the aggregate of the consideration transferred, the amount of non-controlling interests in the acquiree and previously held equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired. Goodwill is measured at cost less accumulated impairment losses. It is not amortized, but tested for impairment at least annually or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. For the purpose of impairment testing, goodwill is allocated to the operating segments of the Group, which are the cash generating units (CGU) expected to benefit from the synergies of the business combination. If the carrying amount of goodwill allocated to the operating segments exceeds its recoverable amount, an impairment loss equal to the difference is recognized in profit or loss. The recoverable amount is the higher of the value in use represented by the net present value of future cash flows and the fair value less costs to sell. Impairment losses on goodwill are not reversed.

In respect of joint ventures, goodwill is included in the carrying amount of the investment.

**ACCOUNTING ESTIMATES AND JUDGEMENTS**

Estimates are made when determining the fair values of assets acquired in a business combination. The valuation requires management to determine the appropriate valuation technique and inputs for fair value measurements, such as discount rate.

Determining whether goodwill is impaired requires an estimation of the value-in-use of the cash-generating units (CGU) to which goodwill has been allocated. The value-in-use calculation requires management to estimate the future cash flows expected to arise from the CGUs and an appropriate discount rate to calculate present value.

While management believes that the used estimates and assumptions are sufficiently reasonable, there are uncertainties which could materially affect the valuations.

TietoEVRY has reorganized its reporting structure in 2020 and reallocated the goodwill to the new CGUs which are the operating segments of the Group. The reallocation of the goodwill has required management judgement.

## Intangible assets

EUR million	Goodwill	Software acquired separately	Intangible assets recognized from acquisitions <sup>1)</sup>	Internally developed software	Other	Advance payments	Total
<b>Acquisition cost 1 Jan 2020</b>	<b>2 023.1</b>	<b>44.9</b>	<b>318.1</b>	<b>222.6</b>	<b>42.0</b>	<b>2.5</b>	<b>2 653.2</b>
Additions	—	1.6	—	51.0	0.0	0.5	53.2
Decreases	—	-0.4	-4.9	-27.5	-1.8	-0.1	-34.8
Reclassifications	—	2.3	—	—	0.2	-1.7	0.8
Translation differences	-48.7	-0.2	-11.4	-6.1	-0.2	0.0	-66.6
<b>Acquisition cost 31 Dec 2020</b>	<b>1 974.4</b>	<b>48.2</b>	<b>301.7</b>	<b>240.0</b>	<b>40.3</b>	<b>1.3</b>	<b>2 605.9</b>
<b>Accumulated amortization and impairments 1 Jan 2020</b>	<b>—</b>	<b>-36.4</b>	<b>-26.4</b>	<b>-88.2</b>	<b>-38.1</b>	<b>-0.9</b>	<b>-190.0</b>
Decreases	—	0.4	4.9	27.5	1.8	0.1	34.8
Amortization	—	-5.9	-45.5	-7.4	-2.0	—	-60.8
Impairments	—	—	—	-27.5	—	—	-27.5
Reclassifications	—	-0.7	—	0.1	-0.1	—	-0.7
Translation differences	—	0.1	-0.9	-1.8	0.1	0.0	-2.4
<b>Accumulated amortization and impairments 31 Dec 2020</b>	<b>—</b>	<b>-42.4</b>	<b>-67.8</b>	<b>-97.3</b>	<b>-38.3</b>	<b>-0.7</b>	<b>-246.6</b>
Carrying value 1 Jan 2020	2 023.1	8.5	291.7	134.4	3.8	1.7	2 463.2
<b>Carrying value 31 Dec 2020</b>	<b>1 974.4</b>	<b>5.8</b>	<b>233.9</b>	<b>142.7</b>	<b>1.9</b>	<b>0.5</b>	<b>2 359.3</b>

<sup>1)</sup> Includes technology and customer related intangible assets as well as trademark recognized at fair value from acquisitions.

Internally developed software comprises mainly the development of TietoEVERY's Lifecare and Core banking & Payment solutions. As part of the integration activities, the Group has recognized an impairment loss of EUR 18.4 million due to harmonization of product development projects. In addition, the Group decided to end the common SmartUtilities platform due to the fact that a standard solution does not fulfil the individual needs of Nordic utilities companies. All probable risks were booked in the second quarter, including an impairment of EUR 9.1 million.

EUR million	Goodwill <sup>1)</sup>	Software acquired separately	Intangible assets recognized from acquisitions <sup>2)</sup>	Internally developed software	Other	Advance payments	Total
<b>Acquisition cost 1 Jan 2019</b>	<b>442.6</b>	<b>44.0</b>	<b>42.2</b>	<b>3.6</b>	<b>43.1</b>	<b>3.0</b>	<b>578.5</b>
Acquisitions of subsidiaries	1 542.1	2.7	274.2	198.1	0.2	—	2 017.2
Additions	—	3.3	—	17.0	0.2	1.5	22.0
Decreases	—	-7.0	—	-1.3	-1.6	—	-9.9
Reclassifications	—	2.0	—	0.0	0.0	-2.0	0.0
Translation differences	38.4	0.0	1.7	5.2	0.0	-0.0	45.4
<b>Acquisition cost 31 Dec 2019</b>	<b>2 023.1</b>	<b>44.9</b>	<b>318.1</b>	<b>222.6</b>	<b>42.0</b>	<b>2.5</b>	<b>2 653.2</b>
<b>Accumulated amortization and impairments 1 Jan 2019</b>	<b>—</b>	<b>-34.6</b>	<b>-18.3</b>	<b>—</b>	<b>-36.5</b>	<b>-0.9</b>	<b>-90.2</b>
Acquisitions of subsidiaries	—	-2.2	—	-86.6	-0.2	—	-89.0
Decreases	—	6.8	—	1.3	1.7	—	9.9
Amortization	—	-6.4	-8.0	-1.0	-3.1	—	-18.4
Impairments	—	—	—	—	—	—	—
Reclassifications	—	0.0	—	0.0	0.0	—	—
Translation differences	—	0.0	-0.1	-2.1	0.0	0.0	-2.1
<b>Accumulated amortization and impairments 31 Dec 2019</b>	<b>—</b>	<b>-36.4</b>	<b>-26.4</b>	<b>-88.2</b>	<b>-38.1</b>	<b>-0.9</b>	<b>-190.0</b>
Carrying value 1 Jan 2019	442.6	9.4	23.9	3.6	6.6	2.1	488.2
<b>Carrying value 31 Dec 2019</b>	<b>2 023.1</b>	<b>8.5</b>	<b>291.7</b>	<b>134.4</b>	<b>3.8</b>	<b>1.7</b>	<b>2 463.2</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

<sup>2)</sup> Includes technology and customer related intangible assets as well as trademark recognized at fair value from acquisitions.

### Impairment testing of goodwill

TietoEVRY has analyzed on quarterly basis whether there are indications of goodwill impairment due to the Covid-19 pandemic. TietoEVRY has a resilient business-mix and the Group has had a good ability to offset the negative margin impact of Covid-19 to a large extent. Covid-19-related cost savings has comprised both non-personnel related activities such as reduced travelling and training as well as temporary layoffs in the areas where TietoEVRY has experienced a temporary decline in demand.

The annual impairment testing was carried out in the fourth quarter 2020 in line with Group accounting policy. Following the EVRY merger, the Group implemented a new reporting structure and is now organized into six service lines which are Digital Consulting, Cloud & Infra, Industry Software, Financial Services Solutions, Product Development Services and International Operations. These six service lines form the Group's operating segments and TietoEVRY reports separately five of them and includes International Operations under Other in the segment reporting due to its smaller size. See **note 5** for service line information. These six service lines form the cash-generating units (CGU) providing services to selected customers in their market segments, and represent the lowest level at which goodwill is monitored for internal management purposes.

The Group goodwill has been allocated to the CGUs of the new reporting structure in 2020. The goodwill that existed prior the EVRY merger was reallocated by using the relative fair value approach. The goodwill from EVRY merger has been allocated proportionally to CGUs based on the estimated fair value of acquired EVRY business in each CGU reflecting the synergies that each CGU is expected to benefit from the merger.

At the end of 2020, goodwill of the Group has been allocated as follows:

#### Carrying amount of goodwill by CGU

EUR million	31 Dec 2020
Digital Consulting	474.5
Cloud & Infra	508.6
Industry Software	561.8
Financial Services Solutions	332.9
Product Development Services	54.8
International Operations	41.9
<b>Total</b>	<b>1 974.4</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in **note 26**.

Compared to 31 Dec 2019, the decrease in the total goodwill is EUR 48.7 million due to currency effects.

#### Recoverable amounts

The recoverable amounts of the CGUs of TietoEVRY are determined based on value-in-use calculations which are prepared using discounted cash flow projections. Annually, management of the Group defines the long-term ambitions and strategic objectives for the next years taking into account for example industry growth forecasts obtained from external sources as well as salary increase assumptions. The strategic objectives serve as basis for the service lines' long-term plans which are reviewed and approved by the Group's top management.

The planning horizon covers five-year period including key assumptions for sales growth rate, development of EBITDA, capital expenditure including investments for right-of-use assets, tax payments and changes in net working capital. Forecasted EBITDA margins are adjusted for expected efficiency improvements. The key assumptions used are based on past experience and reflects management's expectations of future development of sales prices, business mix, costs, market shares and volumes. Covid-19 is expected to continue to impact during the first half of 2021.

Subsequent to the five-year projection period the growth rate used is 1%, which does not exceed the expectations of growth in real terms.



### Discount rate

The discount rate applied to the cash flow projections is the weighted average pre-tax cost of capital (WACC). The components of the WACC rates are risk-free rate, market risk premium, country risk premium, industry specific beta, cost of debt and debt equity ratio. The risk-free rate is based on 30-year German government bond adjusted by the weighted average inflation differential between Germany and the countries where each CGU has operations. The discount rates are also adjusted for the additional business risk of the CGUs. The pre-tax discount rates for the CGUs vary between 6% and 14%.

Assumptions used in discounting the cash flow projections by the CGUs:

2020	Five-year period 2021–2025	
	Terminal growth rate	Pre-tax WACC
%		
Digital Consulting	1	6.3
Cloud & Infra	1	6.3
Industry Software	1	6.3
Financial Services Solutions	1	6.6
Product Development Services	1	11.1
International Operations	1	14.1

### Sensitivity analysis

As a result of the impairment testing, no impairment was identified. Value-in-use calculation for each CGU is most sensitive to changes in WACC and EBITDA margin assumptions. The recoverable amounts of the CGUs would equal their carrying amounts if either of the key assumptions were to change as follows:

2020	Change in key assumption in %-p	
	Pre-tax WACC	EBITDA margin
Digital Consulting	16	-10
Cloud & Infra	10	-6
Industry Software	19	-14
Financial Services Solutions	9	-9
Product Development Services	18	-7
International Operations	11	-3

The most sensitive CGU is International Operations where the recoverable amount exceeds the carrying amount by EUR 33 million and where the above changes would lead to an impairment. In other CGUs, the surplus between the recoverable amount and the carrying amount is substantial, and no likely change in the assumptions used in the impairment testing would lead to an impairment.

## 12. Property, plant and equipment

TietoEVRY's property, plant and equipment comprise mainly of information and communication technology (ICT) equipment.

### ACCOUNTING POLICIES

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Land is not depreciated. Property, plant and equipment acquired in business combinations are measured at fair value at the acquisition date. Depreciation is recognized according to plan based on the estimated economic lives of the individual assets and accounted for in accordance with the straight-line method. The assets' residual useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Assets that are subject to depreciation are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. If the carrying amount of the asset exceeds its recoverable amount, an impairment loss equal to the difference is recognized in profit or loss.

**The group applies the following useful lives:**

	<b>Years</b>
Buildings and structures	25–40
Data processing equipment <sup>1)</sup>	1–5
Other machinery and equipment	5
Other tangible assets	5

<sup>1)</sup> Purchases of personal computers are expensed immediately.

## Property, plant and equipment

EUR million	Land	Buildings and structures	Machinery and equipment	Other tangible assets	Advance payments and work in progress	Total
<b>Acquisition cost 1 Jan 2020</b>	<b>1.2</b>	<b>3.8</b>	<b>410.2</b>	<b>70.7</b>	<b>5.0</b>	<b>490.8</b>
Additions	—	—	24.1	1.4	6.5	31.9
Decreases	—	—	-32.8	-0.5	-0.2	-33.5
Reclassifications	—	—	0.8	1.5	-3.1	-0.8
Translation differences	—	—	-3.6	-0.5	-0.1	-4.2
<b>Acquisition cost 31 Dec 2020</b>	<b>1.2</b>	<b>3.8</b>	<b>398.8</b>	<b>72.5</b>	<b>8.0</b>	<b>484.3</b>
<b>Accumulated amortization and impairments 1 Jan 2020</b>	<b>—</b>	<b>-1.8</b>	<b>-338.5</b>	<b>-38.4</b>	<b>-0.9</b>	<b>-379.6</b>
Decreases	—	—	31.5	0.5	—	32.0
Depreciation	—	-0.1	-35.8	-6.3	—	-42.3
Impairments	—	—	-1.2	—	—	-1.2
Reclassifications	—	—	0.6	-0.2	—	0.3
Translation differences	—	—	1.9	0.2	—	2.1
<b>Accumulated amortization and impairments 31 Dec 2020</b>	<b>—</b>	<b>-1.9</b>	<b>-340.3</b>	<b>-44.3</b>	<b>-0.9</b>	<b>-387.4</b>
Carrying value 1 Jan 2020	1.2	2.0	71.7	32.2	4.1	111.2
<b>Carrying value 31 Dec 2020</b>	<b>1.2</b>	<b>1.9</b>	<b>58.4</b>	<b>28.2</b>	<b>7.1</b>	<b>96.9</b>

EUR million	Land	Buildings and structures	Machinery and equipment	Capitalized finance lease	Other tangible assets	Advance payments and work in progress	Total
<b>Acquisition cost 1 Jan 2019</b>	<b>1.2</b>	<b>3.8</b>	<b>314.6</b>	<b>3.9</b>	<b>55.3</b>	<b>6.0</b>	<b>384.8</b>
Acquisitions of subsidiaries	—	—	91.7	—	13.8	—	105.5
Additions	—	—	26.5	—	1.8	3.5	31.8
Decreases	—	—	-28.0	—	-0.6	-0.3	-28.9
Reclassifications	—	—	4.4	-3.9	0.3	-4.2	-3.4
Translation differences	—	—	0.9	—	0.1	-0.0	1.0
<b>Acquisition cost 31 Dec 2019</b>	<b>1.2</b>	<b>3.8</b>	<b>410.2</b>	<b>—</b>	<b>70.7</b>	<b>5.0</b>	<b>490.8</b>
<b>Accumulated amortization and impairments 1 Jan 2019</b>	<b>—</b>	<b>-1.7</b>	<b>-265.2</b>	<b>-2.4</b>	<b>-22.3</b>	<b>-0.9</b>	<b>-292.5</b>
Acquisitions of subsidiaries	—	—	-67.7	—	-9.9	—	-77.5
Decreases	—	—	26.7	—	0.4	—	27.2
Depreciation	—	-0.1	-31.7	—	-6.5	—	-38.3
Reclassifications	—	—	0.0	2.4	-0.1	—	2.3
Translation differences	—	—	-0.7	—	-0.1	—	-0.8
<b>Accumulated amortization and impairments 31 Dec 2019</b>	<b>—</b>	<b>-1.8</b>	<b>-338.5</b>	<b>—</b>	<b>-38.4</b>	<b>-0.9</b>	<b>-379.6</b>
Carrying value 1 Jan 2019	1.2	2.1	49.3	1.6	32.9	5.1	92.3
<b>Carrying value 31 Dec 2019</b>	<b>1.2</b>	<b>2.0</b>	<b>71.7</b>	<b>—</b>	<b>32.2</b>	<b>4.1</b>	<b>111.2</b>

### 13. Inventories

Inventories comprise mainly cards and chips for sale to customers.

#### ACCOUNTING POLICIES

Inventories are measured at the lower of cost and net realisable value. Cost is determined based on average cost and net realisable value represents the estimated selling price under normal commercial conditions less estimated costs of sale.

No impairments have been booked from the inventories in 2020 or in 2019.

#### 14. Trade and other receivables

Trade receivables represent amounts that TietoEVRY expects to collect from other parties in the ordinary course of business. Trade receivables are non-interest bearing and the standard payment term is 30 days, net, according to the Group's Credit Policy. Contract assets relate to fixed-price projects where the customer invoicing is based on agreed milestones and the services rendered by the reporting date exceeds the payment received. License fees relate to prepaid license costs that will be realized on an accrual basis in the future periods. Other interest-bearing receivables relate to assets that are financed as part of customer deliveries and where the contracts are treated as service contracts.

Trade receivables to be sold via non-recourse factoring arrangements, but not yet derecognized as of the reporting date, are classified as Financial assets at fair value. More information in [note 22](#).

##### ACCOUNTING POLICIES

Trade receivables are initially recognised at fair value and subsequently at amortized cost less expected credit loss provision (ECL). TietoEVRY has elected to use the practical expedient and calculate lifetime ECL based on a pre-defined provision matrix with customer segment specific credit characteristics, based on the following criteria:

- Country Group (Finland, Sweden, Norway, Other European Union countries, Other countries)
- Customer Industry Group (Financial Services, Public Healthcare & Welfare, Industrial customer Services)
- Balance due status (Not yet due, overdue 1–7 days, 8–30 days, 31–60 days, 61–90 days, over 90 days)

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. Default is defined as 90 days past due or a write off event, due to inability to collect debt.

For each segment, the ECL rate (expressed as a percentage) indicates the historical average defaults identified during the past three years and also the Group's assessment of the possible impact from changes in the overall economic environment in which its customers operate. These collective provisions can be increased if the customer has filed for bankruptcy but has not yet registered the fact or if there are any facts or circumstances indicating that the customer's credit risk is above industry/country average. As a response

to increased uncertainty globally due to Covid-19, TietoEVRY has increased ECL rate by 1% for all overdue trade receivables. No ECL is calculated for the portion of trade receivables, where the credit risk is covered by collateral, such as credit insurance. When calculating ECL for contract assets, the ECL rate set for "not yet due" invoices in the provision matrix is used. Trade receivables under business model sell are accounted at fair value through profit or loss (FVTPL) and, therefore, those are not subject to ECL provisions.

Trade Receivables are permanently written off when there is no reasonable expectation to recovery. Subsequent recoveries of amounts previously written off are credited to income statement.

Other interest-bearing receivables are initially recognized at fair value and subsequently at amortized cost during the contract period.

The carrying amount of the trade and other receivables approximate to their fair values due to their short-term nature.

##### Trade and other receivables

EUR million	31 Dec 2020	31 Dec 2019
<b>Non-current</b>		
Prepaid expenses and contract assets	4.2	22.5
Other	17.6	15.2
<b>Total</b>	<b>21.8</b>	<b>37.6</b>
<b>Current</b>		
Trade receivables at amortized cost <sup>1)</sup>	358.9	443.5
Prepaid expenses and accrued income		
Contract assets	50.1	68.3
Licence fees	26.1	31.6
Rents	0.1	0.4
Social costs	0.7	0.8
Accrued interest income	0.1	0.2
Other prepaid expenses <sup>1)</sup>	46.4	41.9
Other interest-bearing receivables	15.1	11.9
Other	19.4	26.3
<b>Total</b>	<b>516.9</b>	<b>625.0</b>

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## Group trade receivables maturity and expected credit losses

31 Dec 2020 EUR million	Not yet due	Overdue 1–7 days	Overdue 8–30 days	Overdue 31–60 days	Overdue 61–90 days	Overdue over 90 days	Grand Total
Gross Trade receivables subject to impairment	222.8	9.8	4.3	8.0	2.2	4.9	252.1
Average Expected credit loss rate applied	-0.05 %	-2.17 %	-1.62 %	-0.83 %	-5.94 %	-61.71 %	-1.43 %
Collective loss allowance	-0.1	-0.2	-0.1	-0.1	-0.1	-3.0	-3.6
Individual loss allowance	-0.0	-0.0	—	-0.2	-0.0	-0.3	-0.6
<b>Total loss allowance</b>	<b>-0.1</b>	<b>-0.2</b>	<b>-0.1</b>	<b>-0.2</b>	<b>-0.2</b>	<b>-3.3</b>	<b>-4.2</b>
<b>Trade receivables net of ECL</b>	<b>222.7</b>	<b>9.6</b>	<b>4.2</b>	<b>7.8</b>	<b>2.1</b>	<b>1.5</b>	<b>247.9</b>
Trade Receivables covered by Collateral	96.9	10.8	0.5	2.1	0.8	0.0	111.0
<b>Total Trade Receivables at amortized cost</b>	<b>319.5</b>	<b>20.4</b>	<b>4.7</b>	<b>9.9</b>	<b>2.9</b>	<b>1.5</b>	<b>358.9</b>

There are no major concentrations of credit risk in the Group, whether through exposure to individual customers, specific industry sectors and/or regions. The maximum exposure to customer related credit risk at the reporting date is the carrying value of trade receivables. Covid-19 related increase in ECL-% did not have a material impact on the expected credit loss provision.

## Net contract assets

31 Dec 2020 EUR million	Not yet due
Contract assets	50.1
Average ECL applied	-0.06%
Collective loss allowance	0.0
<b>Net contract assets</b>	<b>50.1</b>

## Movement of expected credit loss provision

EUR million	Trade receivables		Contract assets	
	2020	2019	2020	2019
1 Jan	3.7	0.8	0.1	0.1
Acquisitions of subsidiaries	—	1.1	—	—
Impairment losses recognized	3.9	0.8	—	—
Amounts written off this year as uncollectable	-1.0	1.9	—	—
Impairment losses reversed	-2.4	-0.5	-0.1	—
Amount recovered during the year	0.0	-0.4	—	—
<b>31 Dec</b>	<b>4.2</b>	<b>3.7</b>	<b>0.0</b>	<b>0.1</b>

Impairment losses recognized on trade receivables and contract assets are included in other operating expenses in the income statement.

## 15. Defined benefit plans

Group companies in different countries have number of different post-employment benefit plans in accordance with local requirements and practices. The majority of the plans are classified as defined contribution plans. Other post-employment benefit plans than defined contribution plans are classified as defined benefit plans.

### ACCOUNTING POLICIES

The fixed contributions to defined contribution plans are recognized as employee benefit expenses in the period to which they relate. The Group has no further legal or constructive payment obligations once the contributions have been paid.

Defined benefit plans typically define an amount of post-employment benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. Defined benefit plans are funded with payments to insurance companies.

For defined benefit plans, the net liability recognized in the statement of financial position equals the present value of the defined benefit obligation at the closing date less the fair value of the plan assets. The present value of the defined benefit obligation is determined separately for each plan by independent actuaries using the projected unit credit method. The actuarial calculations include several financial and demographic assumptions and any change in these will impact the carrying amount and future expense of the defined benefit obligation.

Current service costs, past service costs and gains or losses on settlements are recognized in employee benefit expenses. Net interest expense or income is recognized in financial items under interest expense or interest income. All remeasurements of the defined benefit liability or asset arising from experience adjustments and changes in actuarial assumptions are recognized directly in other comprehensive income.

The Group manages Defined benefit plans through insurance companies. The employer has guaranteed to the members of the plans a certain level of benefit after their retirement, which depends on the length of service and salary base. The salary base is an average of last years' salaries indexed with common salary index. After the retirement, the benefit payable is indexed yearly.

In Sweden, the Group's risk is only on active employees, but in Finland the Group's risk covers also around 1 000 non-active employees. When the pensioner who has a vested pension, retires, the final amount of the pension is revised in the Finnish pension plan and as a result, the employer may incur additional costs. In addition, in the Finnish pension plan, the index increases that are borne by the employer during the period between the grant date of the vested pension and the beginning of the pension are charged only in the year when the pension is granted. In some insurance contracts, under certain conditions, the insured person has the right to retire earlier than at the normal retirement age. These additional expenses are charged on the beginning of the retirement.

In Finland, the plan covers 6 active employees and it is closed for future pension accruals. The active employees have been able to transfer their defined benefit pension to a defined contribution plan from 1 Jan 2017, and some have chosen this option in earlier years but not in 2020.

In Sweden, the plan covers 85 active employees. As the Group does not have actuarial or investment risk for those plan members whose employment has ceased, the plan members are removed from the pension plan and a settlement is recognized annually. In 2020, a settlement loss of EUR 0.1 million was recognized in personnel expenses and the net defined benefit liability increased by the corresponding amount.

In Norway, the collective defined benefit pension scheme is closed and the Group has instead established an unfunded compensation scheme for the employees. The size of the compensation and the profile for its accrual are calculated based on parameters at the time of the change and are accounted for as a defined benefit pension scheme in the financial statements. The accrual formula and profile of the compensation scheme are used as the basis to make provisions in the accounts so that the total compensation earned to date by employees at any time is provided for as a liability in the consolidated statement of financial position. The plan covers 838 employees and pensioners. In addition, there are various other closed and unfunded pension plans in Norway covering 465 employees and pensioners.

## Defined benefit cost recognized in income statement and in other comprehensive income

EUR million	2020	2019
Service cost		
Current service cost	2.8	0.9
Settlements	0.1	0.3
Net interest	-0.4	-0.0
<b>Total</b>	<b>2.5</b>	<b>1.2</b>
<b>Amounts recognized in other comprehensive income</b>		
Remeasurement		
Gains (-)/losses (+) from change in demographic assumptions	-0.3	1.7
Gains (-)/losses (+) from change in financial assumptions	2.0	11.0
Gains (-)/losses (+) from experience adjustments	-0.8	2.2
Gains (-)/losses (+) on plan assets	-1.5	-3.6
<b>Total</b>	<b>-0.6</b>	<b>11.3</b>

## Amounts recognized in the statement of financial position

EUR million	Present value of defined benefit obligation <sup>1)</sup>		Fair value of plan assets <sup>2)</sup>		Net liability	
	2020	2019	2020	2019	2020	2019
1 Jan	110.7	80.7	-69.1	-76.3	41.6	4.4
Current service cost	2.7	0.9	—	—	2.7	0.9
Interest expense/income	1.2	1.6	-0.8	-1.6	0.4	0.0
Contribution	—	—	-5.0	-4.5	-5.0	-4.5
Benefits paid	-4.0	-2.6	4.0	2.6	0.0	0.0
Curtailed and settlement	-8.5	-8.1	8.6	8.4	0.1	0.3
Actuarial gains/losses	1.1	10.0	-1.7	1.3	-0.6	11.3
Operations acquired/divested	0.5	—	—	—	0.5	—
Acquisitions of subsidiaries	—	27.8	—	—	0.0	27.8
Exchange rate difference	-0.1	0.4	-1.4	0.9	-1.5	1.3
<b>31 Dec</b>	<b>103.7</b>	<b>110.7</b>	<b>-65.5</b>	<b>-69.1</b>	<b>38.3</b>	<b>41.6</b>

<sup>1)</sup> Of which EUR 41.7 (42.0) million in Finland, EUR 34.6 (39.7) million in Sweden and EUR 27.3 (29.0) million in Norway.

<sup>2)</sup> Of which EUR 33.9 million (33.9) in Finland and EUR 31.6 million (35.2) in Sweden.

EUR million	2020	2019
Defined benefit obligations	38.3	41.6
Defined benefit plan assets	—	—
<b>Net liability</b>	<b>38.3</b>	<b>41.6</b>



Allocation of plan assets

	2020		2019	
	EUR million	%	EUR million	%
<b>In Sweden, plan assets are comprised as follows</b>				
Equity instruments	7.2	22.9	7.9	22.4
Debt instruments	14.1	44.7	15.7	44.7
Property	3.1	9.7	3.8	10.8
Other	7.2	22.7	7.8	22.1
<b>Total</b>	<b>31.6</b>	<b>100.0</b>	<b>35.2</b>	<b>100.0</b>

In Finland, the plan assets are accrued from the insurance premiums paid to the insurance company and accumulated up to the reporting date. The assets are part of the insurance company's investment assets and they are responsible for reporting the assets. A specification of the plan assets is not available.

Actuarial assumptions

%	2020	2019
<b>Finland</b>		
Discount rate	0.4	0.8
Future salary increases	2.9	2.9
Future pension increases	1.5	1.5
Inflation rate	1.2	1.2
<b>Sweden</b>		
Discount rate	1.1	1.4
Future salary increases	3.0	3.3
Future pension increases	1.5	1.8
Inflation rate	1.5	1.8
<b>Norway</b>		
Discount rate	1.7	2.3
Future salary inflation	2.3	2.3
Growth in the basic state pension (G)	2.0	2.0
Annual increase in pensions	—	0.5

Sensitivity analysis of actuarial assumptions

The following table shows how possible change in one assumption, holding other assumptions constant, affect the defined benefit obligation.

	Change in assumption	Increase in assumption	Decrease in assumption
<b>Finland</b>			
Discount rate	0.5%	-6.6%	7.4%
Future pension increase	0.5%	6.7%	-6.1%
Life expectancy	+1 year	6.0%	
<b>Sweden</b>			
Discount rate	0.5%	-11.4%	12.9%
Future salary increase	0.5%	1.9%	-1.9%
Future pension increase	0.5%	11.2%	-10.1%
Life expectancy	+1 year	5.6%	
<b>Norway</b>			
Discount rate	0.5%	-1.8%	2.0%
Future salary increase	0.5%	0.5%	-0.5%
Future pension increase	0.5%	1.2%	—%
Life expectancy	+1 year	1.4%	

### Maturity profile of the defined benefit obligation

The weighted average duration of the defined benefit obligation is 14 years in Finland, 20 years in Sweden and 9 years in Norway.

The following table shows the maturity profile of the future benefit payments which are the basis for the calculated undiscounted defined benefit obligation.

EUR million	2020
Maturity under 1 year	3.7
Maturity 1–5 years	16.4
Maturity 5–10 years	22.1
Maturity 10–30 years	79.7
Maturity over 30 years	12.8
	<b>134.7</b>

### Expected contributions in 2021

Expected contributions to post-employment benefit plans for the year ending 31 Dec 2021 are EUR 3.1 million.

### Multi-employer plans

The ITP pension plans operated by Alecta and Collectum in Sweden are multi-employer defined benefit pension plans which pool the assets contributed by various entities that are not under common control and the assets provide benefits to employees of more than one entity. It has not been possible to get sufficient information for the calculation of obligations and assets by employer from Alecta and Collectum and, therefore, these plans have been accounted for as defined contribution plans in the consolidated financial statements. In TietoEVRY 4 854 employees are included in these pension plans. The yearly contribution to the plans are around EUR 25 million.

3 943 employees in the Group's Norwegian companies are members of an early retirement scheme (AFP), which is a multi-company defined benefit scheme, and is financed by premium payments determined as a percentage of salary. There is no reliable measurement and allocation of liabilities and assets between the companies that participate in the scheme. The scheme is, therefore, treated for accounting purposes as a defined contribution plan and the premiums paid are recognized as costs through profit or loss. The premium rate for 2020 was 2.5% (2.5) corresponding to EUR 3.8 (4.2) million. The scheme is underfunded, and the administrator (Fellesordningen for AFP) assumes that premiums will have to increase over time in order to ensure sufficient buffer capital to cope with increased payments. Companies that participate in the AFP scheme are jointly and severally liable for two-thirds of the pension payments due to employees who satisfy the terms and conditions at any time. The liability applies both to shortfalls in premium payments and if the premium rate applied proves insufficient to meet the liabilities. In the event that the scheme is terminated, the participating companies have a duty to continue to make premium payments to provide for pension payments to employees who are members of the scheme or who satisfy the requirements of collective agreements for such pension arrangements at the date of termination.

## 16. Provisions

Provisions at TietoEVRY Group mostly comprise of restructuring and contract-related provisions.

### ACCOUNTING POLICIES

A provision is a liability of uncertain timing or amount which is recognized when the entity has a present legal or constructive obligation as a result of a past event and it is more likely than not that an outflow of economic benefits will be required to settle the obligation and the amount of the obligation can be measured reliably. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation and are split between amounts expected to be settled within 12 months at the end of the reporting period and amounts expected to be settled later (non-current).

#### Provisions for restructuring

Restructuring provision is only recognized when a formal plan has been approved and the implementation of it has either commenced or the plan has been announced.

#### Provisions for loss-making contracts

Provision is recognised for any unavoidable net loss arising from the contract.

#### Other provisions

Other provisions mainly consist of assurance type of warranties related to deliveries and other risk provisions.

### ACCOUNTING ESTIMATES AND JUDGEMENTS

Provisions require management to assess the best estimate of the future costs needed to settle the present obligation at the reporting date. The actual costs may differ from the estimated costs.

EUR million	Provisions for			Total
	restructuring	loss-making contracts	Other provisions	
1 Jan 2020	14.4	2.0	8.1	24.5
Translation differences	0.3	0.0	-0.1	0.2
Increases in provisions	40.6	26.3	8.7	75.6
Use of provisions	-29.6	-15.1	-1.1	-45.7
Reversal of provisions	-1.3	-0.3	-4.2	-5.7
<b>31 Dec 2020</b>	<b>24.4</b>	<b>12.9</b>	<b>11.5</b>	<b>48.8</b>
of which				
Non-current	1.4	0.0	1.9	3.2
Current	23.0	12.9	9.7	45.6
<b>Total</b>	<b>24.4</b>	<b>12.9</b>	<b>11.5</b>	<b>48.8</b>

Restructuring provisions in 2020 are due to the integration related restructurings mainly in the Nordics.

In 2020, TietoEVRY decided to end the common SmartUtilities platform due to the fact that a standard solution does not fulfil the individual needs of Nordic utilities companies. All probable risks were booked in the second quarter, including provisions for terminated customer contracts.

EUR million	Provisions for			Total
	restructuring	loss-making contracts	Other provisions	
1 Jan 2019	5.4	1.6	3.8	10.8
Translation differences	-0.2	-0.0	-0.0	-0.2
Acquisitions of subsidiaries <sup>1)</sup>	2.7	—	3.4	6.1
Increases in provisions	23.8	1.8	2.6	28.2
Use of provisions	-17.0	-1.1	-0.3	-18.4
Reversal of provisions	-0.3	-0.2	-1.5	-2.1
<b>31 Dec 2019</b>	<b>14.4</b>	<b>2.0</b>	<b>8.1</b>	<b>24.5</b>
of which				
Non-current	6.9	—	2.2	9.1
Current	7.5	2.0	5.9	15.3
<b>Total</b>	<b>14.4</b>	<b>2.0</b>	<b>8.1</b>	<b>24.5</b>

<sup>1)</sup> Restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## 17. Trade and other payables

Trade and other payables represent unpaid, non-interest bearing liabilities at the end of the reporting period. Contract liabilities relate to fixed-price projects where the customer invoicing is based on agreed milestones and the payments received by the reporting date exceeds the services rendered.

### ACCOUNTING POLICIES

Trade and other payables are presented as current liabilities if they are due to be settled within 12 months from the end of the reporting period. They are recognized at their fair value and subsequently measured at amortized cost using the effective interest method.

The carrying amount of the trade and other payables approximate to their fair values due to their short-term nature.

EUR million	31 Dec 2020	31 Dec 2019
<b>Non-current</b>		
Advance payments	29.4	33.4
Accruals	4.7	3.3
<b>Total</b>	<b>34.2</b>	<b>36.7</b>
<b>Current</b>		
Trade payables	189.7	219.2
Contract liabilities	56.3	41.9
Advance payments	1.9	—
Accrued liabilities		
Employee-related accruals	172.0	170.8
Interest	4.1	0.9
Rent	0.1	0.1
Other accrued expenses <sup>1)</sup>	102.5	139.7
Value added tax liabilities	53.2	52.5
Payroll tax liabilities	80.7	94.4
<b>Total</b>	<b>660.4</b>	<b>719.4</b>

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

## FINANCIAL RISK MANAGEMENT AND CAPITAL STRUCTURE

This section includes notes related to TietoEVRY's financial risk and capital structure management. The financial risks are monitored and managed via TietoEVRY's Group Treasury.

### 18. Management of financial risks and capital structure

The group's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and commodity risk), credit risk and liquidity risk. The operative management of the treasury activities of TietoEVRY is centralized into Group Treasury. The Group Treasury is responsible for managing the Group's financial risk position and maintaining adequate liquidity. The Treasury Policy, which has been approved by the Board of Directors, defines the principles for measuring and managing liquidity risk, interest rate risk, foreign exchange risks and counterparty risk of the Group. The Treasury Policy also defines the division of responsibilities with regard to financial risk management. The Group reviews and monitors financial risks on a regular basis.

#### Market risk

##### Currency risk management

###### Transaction risk

Currency risk means the risk that the result or economic situation of the Group changes due to changes in exchange rates. Foreign trade, Group internal transactions and liquidity management in non-euro countries generate transaction exposure to the Group. The objective of the Groups' currency risk policy is to secure profitability of operative business by managing recognized exposures while maintaining on a Group level a sufficient flexibility to adjust to changing currency markets. The underlying exposure includes financial items denominated in non-functional currencies of operating companies, such as internal funding, foreign currency bank account balances, and estimated cash flows such as firm commitments and future trade transactions.

Swedish krona, Norwegian krone, Czech koruna, Indian rupee, Polish zloty and US dollar are the largest currencies in the exposure. Russian rouble does not have a material impact on group exposure. During 2020, currency forward contracts and swaps were used to mitigate the risks. Gains and losses from foreign exchange contracts are recognized in the consolidated income statement.

Group Companies must hedge their identified currency risks with the Group Treasury unless there are legal restrictions preventing this. The benchmark for the Group's currency position is a situation where all the identified currency risks are eliminated. A deviation from this benchmark is defined as an open position. The following deviations can be made based on the total size of the Group's gross currency position (identified currency risks, excluding the hedging transactions):

- +/- 15 %: Group Treasury
- +/- 25 %: Treasury Committee
- Greater deviation: Board of Directors

The overall operational hedging ratio at the end of Dec 2020 was 99% (103%).

## Identified currency transaction risk exposure and sensitivity analysis

EUR million	Loans and Cash	Estimated cash flows	Leases	Total foreign exchange exposure	External foreign exchange hedges	Transaction exposure sensitivity <sup>1)</sup>	Foreign exchange hedge sensitivity <sup>1)</sup>	Net effect gain/(loss)
<b>SEK</b>								
<b>31 Dec 2020</b>	<b>44.9</b>	<b>26.5</b>	—	<b>71.4</b>	<b>-63.8</b>	<b>-4.5</b>	<b>6.4</b>	<b>1.9</b>
31 Dec 2019	175.9	23.4	—	199.3	-169.4	-17.6	16.9	-0.7
<b>NOK</b>								
<b>31 Dec 2020</b>	<b>-28.7</b>	<b>12.3</b>	—	<b>-16.1</b>	<b>22.4</b>	<b>2.8</b>	<b>-2.2</b>	<b>0.6</b>
31 Dec 2019	11.2	-1.5	—	9.7	-52.5	-1.1	5.3	4.1
<b>PLN</b>								
<b>31 Dec 2020</b>	<b>-0.2</b>	<b>-9.5</b>	<b>1.4</b>	<b>-8.3</b>	<b>9.5</b>	<b>-0.1</b>	<b>-0.9</b>	<b>-1.1</b>
31 Dec 2019	-0.9	-7.6	1.7	-6.8	7.6	-0.1	-0.8	-0.8
<b>CZK</b>								
<b>31 Dec 2020</b>	<b>-3.0</b>	<b>-50.1</b>	<b>10.1</b>	<b>-43.0</b>	<b>53.7</b>	<b>-0.7</b>	<b>-5.4</b>	<b>-6.1</b>
31 Dec 2019	-4.5	-50.9	12.7	-42.7	54.5	-0.8	-5.5	-6.3
<b>INR</b>								
<b>31 Dec 2020</b>	—	<b>-34.0</b>	—	<b>-34.0</b>	<b>33.9</b>	—	<b>-3.4</b>	<b>-3.4</b>
31 Dec 2019	—	-28.9	—	-28.9	28.9	—	-2.9	-2.9
<b>USD</b>								
<b>31 Dec 2020</b>	<b>-1.4</b>	—	<b>-0.1</b>	<b>-1.6</b>	—	<b>0.2</b>	—	<b>0.2</b>
31 Dec 2019	1.7	11.9	-1.4	12.2	-11.9	—	1.2	1.2
<b>Other</b>								
<b>31 Dec 2020</b>	<b>-1.5</b>	—	<b>0.9</b>	<b>-0.7</b>	—	<b>0.1</b>	—	<b>0.1</b>
31 Dec 2019	-1.5	-0.8	—	-2.3	0.8	0.2	-0.1	0.1

<sup>1)</sup> The maximum pre-tax effect (EUR million) of 10% negative change in exchange rates on the Group's foreign exchange position over the following year.

## Translation risk

According to the Treasury Policy, hedging translation exposure is subject to the Board of Directors' decision. Exposure includes the acquisition price, share capital and restricted and non-restricted reserves of subsidiaries in non-euro countries, as well as the result of the period. NOK 16 048 and SEK 4 553 million exposure forms the majority of the translation risk. The translation position was unhedged at the end of 2020.

## Interest rate risk management

The most significant part of Group's interest rate risk arises from Group's borrowings and financial investments. The objective of interest rate risk management is to minimize the effect of interest rate fluctuations on TietoEVRY's annual results and economic positions. Group Treasury is responsible for the monitoring and operative management of the Group's interest rate position. Interest rate position includes loans, financial investments and interest rate derivative contracts. According to the Treasury Policy, 30 months is defined as a benchmark for the Group's interest rate position, in terms of weighted average time to re-pricing. At the end of 2020, the ratio was at 26 months (11 months in 2019).

31 Dec 2020 EUR million	Amount	Average rate, %	Rate sensitivity <sup>1)</sup>
Capital markets <sup>2)</sup>	-397.2	1.8	—
Money markets	261.0	0.4	0.4
Other loans	-521.8	1.3	-4.8
Other receivables	38.2	3.0	—
Leasing	-237.9	4.2	-2.4

31 Dec 2019 EUR million	Amount	Average rate, %	Rate sensitivity <sup>1)</sup>
Capital markets	-99.3	1.4	—
Money markets	103.4	0.6	0.2
Other loans	-803.6	0.8	-7.8
Other receivables	22.2	3.5	—
Leasing	-292.7	4.2	-2.9

<sup>1)</sup> The maximum pre-tax effect (EUR million) of 1% rise in interest rates on the Group's net interest expenses over the following year.

<sup>2)</sup> The duration of underlying instruments was 4.1 (4.6 in 2019).

### Commodity risk management

Majority of power procurement has been centralized to a selected supplier and under the selected model, Group does not enter into any new power derivative agreements in its own name.

### Credit risk management

Credit risk is managed on Group level. Credit risk derives from financial investments, derivative contracts and customer-related risks, such as accounts receivables. Group Treasury maintains a list of approved counterparts for commercial paper investments and other financial transactions. Core banks of the Group should have a minimum long-term rating of Baa3 or BBB-.

Customer-related credit risks are assessed based on payment history and financial strength in accordance with the Credit Policy. The Credit Policy defines the limits for the acceptable level of customer credit risk in terms of invoicing schedules and payment terms. In addition, the Group uses customer credit insurance, given by global credit insurer, as a collateral. Excluded from credit insurance cover are all Public Sector customers and some other selected customers. In case of default by customer under insurance, the credit insurer covers 90% of the open accounts receivables, or up to customer specific limit received from credit insurer. The maximum exposure to customer related credit risk at the reporting date is the carrying value of trade receivables. There are no major concentrations of credit risk in the Group, whether through exposure to individual customers, specific industry sectors and/or regions.

### Liquidity risk management and funding

Liquidity risk management and funding principles are defined in the Treasury Policy. One of the key tasks of Group Treasury is to secure adequate funding for the Group. The Group has a committed EUR 250 million revolving credit facility, which matures in 2024. The Group has also overdraft facilities and a EUR 250 million commercial paper programme available to maintain flexibility in funding. In addition, the Group has two Sale of Receivables facilities, EUR 50 million and NOK 450 million. Company has not made any additional funding arrangements as a result of Covid-19.

## Debt structure

31 Dec 2020		Maturity structure							
EUR million		Amount drawn	Amount available	2021	2022	2023	2024	2025	2026–
Loans	Bonds	400.0	—	—	—	—	100.0	300.0	—
	Commercial paper programme	5.0	—	5.0	—	—	—	—	—
	Revolving credit facility	—	250.0	—	—	—	—	—	—
	Liabilities towards joint ventures	13.7	—	13.7	—	—	—	—	—
	European Investment Bank	85.0	—	6.5	13.1	13.1	13.1	13.1	26.2
	Syndicated term loan	400.0	—	—	—	80.0	320.0	—	—
	Other loans	26.7	—	15.0	8.4	2.7	0.5	0.1	—
		<b>930.4</b>	<b>250.0</b>	<b>40.2</b>	<b>21.5</b>	<b>95.8</b>	<b>433.6</b>	<b>313.1</b>	<b>26.2</b>
	Interest payments	—	—	5.7	5.7	5.4	3.4	0.2	0.1
Trade payables	Outflow	189.7	—	189.7	—	—	—	—	—
Other liabilities	Lease liabilities	267.2	—	71.5	55.7	34.3	21.8	12.8	71.0
<b>Total</b>		<b>1 387.3</b>	<b>250.0</b>	<b>307.2</b>	<b>82.9</b>	<b>135.5</b>	<b>458.9</b>	<b>326.1</b>	<b>97.3</b>



31 Dec 2019

EUR million		Amount drawn	Amount available	Maturity structure					
				2020	2021	2022	2023	2024	2025–
Loans	Bond	100.0	—	—	—	—	—	100.0	—
	Commercial paper programme	40.0	250.0	40.0	—	—	—	—	—
	Revolving credit facility	—	250.0	—	—	—	—	—	—
	Liabilities towards Joint Ventures	21.2	—	21.2	—	—	—	—	—
	European Investment Bank	85.0	—	—	6.5	13.1	13.1	13.1	39.2
	Bridge loan	300.0	—	300.0	—	—	—	—	—
	Syndicated term loan	400.0	—	—	—	—	80.0	320.0	—
	Other loans	21.7	—	12.5	6.7	2.3	0.3	—	—
		967.9	500.0	373.7	13.2	15.4	93.4	433.1	39.2
	Interest payments	—	—	7.7	6.1	5.9	5.7	4.1	0.3
Trade payables	Outflow	—	—	219.2	—	—	—	—	—
Other liabilities	Lease liabilities	358.3	—	79.1	66.3	51.8	33.9	23.7	103.5
<b>Total</b>		<b>1 326.2</b>	<b>500.0</b>	<b>679.7</b>	<b>85.6</b>	<b>73.1</b>	<b>133.0</b>	<b>460.9</b>	<b>143.0</b>

### Capital management

The objective is to keep the capital structure on a level securing adequate financial flexibility for the operations. The capital structure of the Group is being continuously monitored through Net debt/EBITDA ratio. The ratio is calculated by dividing interest-bearing net debt with the last 12 months' EBITDA (excluding capital gains) of the Group.

	31 Dec 2020	31 Dec 2019
Net debt	883.3	1 070.0
12 months EBITDA <sup>1)</sup>	351.3	236.5
Net debt/EBITDA	2.5	4.5

<sup>1)</sup> 12 months EBITDA for 2019 has been restated to reflect the reclassification of EUR 3.1 million foreign currency exchange gains and losses related to EVRY from financial items to materials and services.

Net debt/EBITDA ratio at the end of 2020 is not comparable with prior period. Due to the timing of the merger with EVRY, Net debt in 2019 increased by the additional funding obtained for the transaction. However, EBITDA includes EVRY result only from 5 December 2019 onwards.

Net debt/EBITDA ratio is a covenant used in certain funding arrangements. TietoEVRY Group is within limits for this covenant as at the reporting date and comparative period.

## 19. Interest-bearing loans and borrowings

TietoEVRY Group's interest-bearing liabilities consist of bonds, other loans, lease liabilities and Cash Pool liabilities towards joint ventures.

### ACCOUNTING POLICIES

Interest-bearing loans and borrowings are initially recognized at fair value, net of transaction costs which are recognized in income statement as interest expenses over the loan term. Debt is classified as short term if it is payable within 12 months period, otherwise it is classified as non-current.

More information on debt structure and carrying interest rates is disclosed in [note 18](#).

EUR million	31 Dec 2020	31 Dec 2019
<b>Non-current</b>		
Bonds	397.2	99.3
Other loans	488.8	492.2
Lease liabilities	171.0	222.9
<b>Total</b>	<b>1 057.0</b>	<b>814.5</b>
<b>Current</b>		
Other loans	25.9	351.4
Cash Pool liabilities towards joint ventures	13.7	21.2
Lease liabilities	72.1	75.4
<b>Total</b>	<b>111.7</b>	<b>448.0</b>
<b>Total Interest bearing loans and borrowings</b>	<b>1 168.7</b>	<b>1 262.5</b>

## Change in liabilities arising from financing activities

The company issued a EUR 300 million bond in June 2020 to refinance a bridge loan related to the merger. The bond has a coupon of 2% and it will mature in June 2025.

EUR million	31 Dec 2019	Cash flows	Non-cash changes					31 Dec 2020	
			Foreign exchange gains and losses	Reclassification	Acquisitions and disposals	New contracts	De-recognized contracts		Other
Non-current interest-bearing loans	591.5	297.4	—	-6.5	—	2.6	—	0.9	885.9
Current interest-bearing loans	372.6	-342.6	—	6.5	—	2.5	—	0.7	39.7
Lease liabilities	298.3	-70.6	-9.0	—	—	48.2	-24.0	0.1	243.1
<b>Total</b>	<b>1 262.5</b>	<b>-115.8</b>	<b>-9.0</b>	<b>—</b>	<b>—</b>	<b>53.3</b>	<b>-24.0</b>	<b>1.7</b>	<b>1 168.7</b>

EUR million	31 Dec 2018	Cash flows <sup>1)</sup>	Non-cash changes					31 Dec 2019	
			Foreign exchange gains and losses	IFRS 16 transition	Acquisitions and disposals	New contracts	De-recognized contracts		Other
Non-current interest-bearing loans	184.6	-136.5	—	—	534.1	9.1	—	0.2	591.5
Current interest-bearing loans	117.8	243.0	—	—	—	11.9	—	0.1	372.8
Finance lease liabilities	1.6	-50.3	1.7	165.1	160.3	27.1	-7.7	0.4	298.3
<b>Total</b>	<b>304.0</b>	<b>56.2</b>	<b>1.8</b>	<b>165.1</b>	<b>694.4</b>	<b>48.0</b>	<b>-7.7</b>	<b>0.7</b>	<b>1 262.5</b>

<sup>1)</sup> In cash flow statement EUR -534.1 million repayment of acquired EVRY loans is classified as Cash flow from investing activities, the rest of EUR 106,5 million is reported under Cash flow from financing activities.

## 20. Leases

TietoEVRY Group mainly acts as a lessee and leases premises, IT equipment and cars. In monetary terms, the highest portion of the Groups lease portfolio is for leasing premises. TietoEVRY Group also leases equipment for Datacentres to support continuous service delivery to its customers. Rent of company cars is part of employees benefit package, the portion of employee share in payment being subject to local HR policies and varies between 0% to 100%.

### ACCOUNTING POLICIES

#### Group as a lessee

Initially, lease liabilities are measured at the commencement date at the present value of the lease payments, discounted using the interest rate implicit in the lease, if it can be readily determined. If the rate can't be readily determined, such as in real estate leases, the incremental borrowing rate is used.

Incremental borrowing rate is defined for each legal entity, differentiated based on lease contract length and updated on a yearly basis, which further impacts the value of right-of-use asset, lease liabilities in the statement of financial position, and split between depreciations and interest expenses. Management judgement has been used in determining the incremental borrowing rate that would reflect the rate of interest that TietoEVRY group would pay to borrow over similar term, and with similar security, the funds necessary to obtain an asset over similar value to the right-of-use asset in similar economic environment. Average annual incremental borrowing rate applied to discounting future cash flows for existing lease agreements at year-end is 4.3%

Lease term includes non-cancellable period for which the Group has the right to use the underlying asset, together with both enforceable:

- Periods covered by an option to extend the lease, if the Group is reasonably certain to exercise that option; and
- Periods covered by an option to terminate the lease, if the Group is reasonably certain not to exercise that option.

The decision if extension or termination options of lease contracts would be used, lies within related organisation responsible for underlying asset management and is in line with overall strategy and business development plans.

In determining if either lessor or lessee would incur more than insignificant penalties by using or not using either of options, the Group considers not only penalties directly defined in contracts, but also wider economic costs, such as, reallocation costs or finding new tenants.

Lease payments include fixed payments, in substance fixed payments, lease payments that depend on index or rate and exercise price of purchase option, if it is reasonably certain to be exercised.

Subsequently, lease liabilities are measured at amortized cost, by increasing or reducing the carrying amount to reflect interest on the lease liability and the lease payments made, respectively. Lease liabilities are remeasured for lease reassessments done or modified to reflect revised in-substance fixed lease payments.

Interest expenses are recognized in profit or loss.

Right-of-use assets are initially measured at the amount equal to lease liability:

- less payments made at or before commencement date and lease incentives received
- adding initial direct costs; and
- adjusting by estimated dismantling or site restoration costs

Subsequently, right-of-use assets are measured applying cost model, where asset cost is reduced by accumulated depreciation and impairment losses and adjusted by remeasurement of a respective lease liability.

Right-of use assets are depreciated over the shorter period of lease term and useful life of the underlying asset.

TietoEVRY has applied recognition exemptions allowed by the standard not to capitalize short-term leases (lease term less than 1 year at commencement, where there is no purchase option) and leases of low value assets. Typically, such assets would include lease of individual IT equipment and office furniture. Payments for such assets are recognized in profit or loss on straight-line basis during the lease term.

The Group has also elected to separate service component of a lease for all asset types, except for cars, where only variable lease payments are excluded from the measurement of lease liability. Non-lease components are separated from lease payments on fair market value basis. If such information is not readily available, management judgement has been applied in estimating the value.

The Group presents cash payments for the principal portion of lease liabilities as cash flows from financing activities and interest portion within cash flows from operating activities. Short-term lease payments, payments for leases of low-value assets and variable lease payments not included in the measurement of the lease liability are presented as part of operating activities.

#### Group as a lessor

If an arrangement conveys a right to use a specific asset to a purchaser, often together with related services, the assets, mainly technical equipment, are classified as embedded finance leases. Further the lease is classified either as Operating lease or Finance lease. As of 31 Dec 2020, all such cases have been classified as Finance leases. Sales derived from these embedded finance leases are recognized at the beginning of the agreement period. The annual payments are disclosed as amortization of the finance lease loan receivable and interest income.

### ACCOUNTING ESTIMATES AND JUDGEMENTS

#### Lease term, use of extension and termination options

Management judgement has been applied in determining lease term, where there are either extension or termination options included in lease contracts. Lease terms are negotiated on individual basis and contain a wide range of renewal and termination options. As of 31 Dec 2020, weighted average residual lease term for lease contracts is 6.9 years (residual term vary between 0.1–47 years). Lease term for premises leases referred to as "evergreen leases" or "rolling" leases has been determined based on the internally defined site categories. Those take into consideration the number of full time employees and strategic importance of the site, allowing longer lease term for larger Level 1 sites (5 years and more) and recognizing higher flexibility for smallest Level 1 sites (1 year, short-term lease exemption from on balance sheet treatment not applied). Total annual leasing expenses (depreciation and interest) for such leases amounted to EUR 9.6 million during year 2020, weighted average remaining lease term being 3.1 years.

### Leases impact on income statement

EUR million		31 Dec 2020	31 Dec 2019
TietoEVRY as a Lessee	Buildings	-64.6	-38.8
	Equipment and Machinery	-8.1	-11.0
	<b>Depreciation expenses of Right-of-use assets<sup>1)</sup></b>	<b>-72.7</b>	<b>-49.9</b>
TietoEVRY as a Lessee	Expense relating to variable lease payments	-5.0	-5.6
TietoEVRY as a Lessee	Expenses relating to short-term leases and lease of low value leases	-5.3	-2.1
	<b>Other income and expenses</b>	<b>-10.3</b>	<b>-7.6</b>
TietoEVRY as a Lessor	<b>Revenue</b>	<b>1.6</b>	<b>4.0</b>
TietoEVRY as a Lessor	<b>Materials and services</b>	<b>-1.4</b>	<b>-4.9</b>
TietoEVRY as a Lessor	Finance income on the net investment in lease	0.2	0.1
TietoEVRY as a Lessee	Interest expense on lease liabilities <sup>1)</sup>	-11.1	-6.3
	<b>Expenses reported in Financial items</b>	<b>-11.0</b>	<b>-6.2</b>
	<b>Total impact on Income Statement from leasing contracts</b>	<b>-93.8</b>	<b>-64.5</b>

<sup>1)</sup> 2019 include merged companies' expenses from 5 December 2019 onwards.

### Leases impact on Statement of cash flows

EUR million		31 Dec 2020	31 Dec 2019
TietoEVRY as a Lessee	Interest paid (Cash flow from Operating activities)	-11.0	-6.0
	Principal paid (Cash flow from Financing activities)	-70.6	-50.3

## Leases impact on Statement of financial position

### Right-of-use assets

EUR million		Buildings	Machinery and Equipment	Total
TietoEVRY as a Lessee				
	31 Dec 2019 <sup>1)</sup>	263.5	25.6	289.1
	Additions <sup>2)</sup>	32.3	16.5	47.5
	Terminations	-18.3	-5.4	-22.4
	Depreciation	-59.3	-13.4	-72.7
	Impairment	-1.0	—	-1.0
	Currency translation differences	-8.6	-0.2	-8.8
	<b>31 Dec 2020</b>	<b>208.6</b>	<b>23.1</b>	<b>231.7</b>

EUR million		Buildings	Machinery and Equipment	Total
TietoEVRY as a Lessee				
	31 Dec 2018	—	—	—
	IFRS 16 transition adjustment	144.3	19.3	163.6
	Acquisition and mergers impact <sup>1)</sup>	148.2	5.6	153.8
	Additions <sup>2)</sup>	14.0	13.1	27.1
	Terminations	-7.2	-0.5	-7.7
	Transfer to Fixed assets	—	-0.6	-0.6
	Depreciation	-38.5	-11.3	-49.9
	Currency translation differences	2.6	—	2.6
	<b>31 Dec 2019<sup>1)</sup></b>	<b>263.5</b>	<b>25.6</b>	<b>289.1</b>

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

<sup>2)</sup> Additions represent increase in right-of-use assets both due to new lease contracts, as well as remeasurements and lease modifications.

### Lease liabilities

EUR million	31 Dec 2020	31 Dec 2019
Current	72.1	75.4
Non-current	171.0	222.9
<b>Total</b>	<b>243.1</b>	<b>298.3</b>

The movement in lease liabilities over reporting period is presented in [note 19](#).

The maturity structure of contractual undiscounted lease payments is presented in [note 18](#).

### Lease receivables

#### Net investment in lease

EUR million	31 Dec 2020	31 Dec 2019
Current	2.3	1.8
Non-current	2.9	3.8
<b>Total</b>	<b>5.2</b>	<b>5.6</b>

#### Maturity analysis - contractual undiscounted cash flows for finance leases

EUR million	31 Dec 2020	31 Dec 2019
Within one year	2.4	2.0
One to two years	1.7	1.7
Two to three years	1.0	1.2
Three to four years	0.2	0.7
Four to five years	—	0.2
<b>Total undiscounted lease payments receivable</b>	<b>5.4</b>	<b>5.9</b>
Unearned finance income	-0.2	-0.2
<b>Net investment in lease</b>	<b>5.2</b>	<b>5.6</b>

## 21. Financial income and expenses

Finance income and expenses comprise interest, foreign exchange gains and losses and other financial income and expenses, such as fees to banks.

<b>2020</b>							
<b>EUR million</b>	<b>Interest income</b>	<b>Interest expenses</b>	<b>Foreign exchange gains and losses</b>	<b>Other financial income</b>	<b>Other financial expenses</b>		<b>Total</b>
Financial assets at fair value through profit or loss	—	—	-3.1	—	—		-3.1
Financial assets at amortized cost	2.1	—	3.9	0.1	—		6.1
Financial liabilities measured at amortized cost	—	-24.0	—	—	-3.1		-27.0
Net defined benefit obligation	—	-0.4	—	—	—		-0.4
<b>Total</b>	<b>2.1</b>	<b>-24.4</b>	<b>0.8</b>	<b>0.1</b>	<b>-3.1</b>		<b>-24.4</b>

<b>2019</b>							
<b>EUR million</b>	<b>Interest income</b>	<b>Interest expenses</b>	<b>Foreign exchange gains and losses<sup>1)</sup></b>	<b>Other financial income</b>	<b>Other financial expenses<sup>1)</sup></b>		<b>Total</b>
Financial assets at fair value through profit or loss	—	—	-15.7	—	—		-15.7
Financial assets at amortized cost	2.2	—	2.6	0.1	—		4.9
Financial liabilities measured at amortized cost	—	-11.0	0.1	—	-4.3		-15.3
Net defined benefit obligation	—	0.0	—	—	—		0.0
<b>Total</b>	<b>2.2</b>	<b>-11.0</b>	<b>-13.0</b>	<b>0.1</b>	<b>-4.3</b>		<b>-26.1</b>

<sup>1)</sup> The Group has reclassified EUR 3.1 million foreign currency exchange gains and losses related to EVRY from financial items to materials and services.

Foreign exchange gains and losses included in the operating profit were EUR 0.8 (3.6) million in 2020.

## 22. Financial assets and liabilities - carrying amount and fair value and fair value hierarchy

Financial assets and liabilities of the Group consist of trade receivables, cash and cash equivalents, lease receivables and payables, trade payables, derivatives (see [note 23](#)), bonds and other interest-bearing liabilities (see [note 19](#)).

### ACCOUNTING POLICIES

All financial assets and liabilities are initially recognized at fair value, and subsequently classified either as financial assets at amortized cost or financial assets through profit or loss.

#### Financial assets at amortized cost

Financial assets are accounted at amortized cost only when the asset is held within a business model whose objective is to collect contractual cash flows, which are solely payments of principal and interest.

This category of financial assets includes trade and other receivables, cash and cash equivalents, lease receivables and other interest-bearing receivables.

Financial assets in this category are carried at amortized cost in accordance with the effective interest method with interest income recognized in profit or loss under financial items (see [note 21](#)).

#### Financial liabilities at amortized cost

Financial liabilities under this category are initially recognized at fair value, net of transaction costs directly associated with the borrowing. For interest-bearing liabilities, after initial recognition, liabilities are measured using effective interest rate method, taking into account any issue costs and any discount or premium on settlement. Related interest expenses are recognized in profit or loss under financial items (see [note 21](#)).

#### Financial assets and liabilities at fair value through profit or loss

Financial assets and liabilities in this category are recognized on the statement of financial position at their fair value with gains or losses resulting from change in the fair value, being recognized in income statement.

This category mostly consists of derivatives. Gains or losses from revaluation of derivative contracts that relate to financial items (loans, cash, leases) are presented as financing costs (see [note 21](#)), whereas gains or losses from derivatives, mostly currency forward contracts that relate to operating activities are included in operating profit.

Fair value measurement is also applicable to trade receivables sold under non-recourse factoring agreements, which have not yet been de-recognized from the statement of financial position as of the reporting date.

Other investments include unlisted shares, where their fair value cannot be measured reliably and, therefore, the cost is considered to be a reasonable approximation of their fair value.

#### Determination of fair values

The classification of financial assets and liabilities measured at fair value in the statement of financial position, has been done on three hierarchy levels:

- Level 1: quoted prices in active markets for given or identical assets or liabilities that the entity can access at the measurement date;
- Level 2: inputs that are observable for the asset or liability, either directly or indirectly;
- Level 3: unobservable inputs for the asset or liability

The carrying amount of all financial assets and liabilities, carried at amortized cost is considered to provide a reasonable approximation of their fair value, due to the short maturity and liquid nature of these items, except for bonds which are traded on active market.

Fair values of derivatives is determined based on prevailing marked quotes at the reporting date. Foreign exchange derivatives' fair values are calculated according to foreign exchange and interest rates on the closing date.



Financial assets

EUR million	Note	31 Dec 2020	31 Dec 2019	Fair value hierarchy
Financial assets at fair value through profit or loss				
Non-current				
Other financial assets at fair value through profit or loss		0.6	0.6	Level 3
Current				
Trade receivables at fair value through profit or loss		34.4	9.3	Level 2
Current derivative receivables	23	1.5	4.3	Level 2
Financial assets at amortized cost				
Non-current				
Other loan receivables, interest-bearing		12.8	10.3	Level 2
Lease receivables	20	2.9	3.8	Level 2
Current				
Other loan receivables, interest-bearing	14	15.1	11.9	Level 2
Lease receivables	20	2.3	1.8	Level 2
Trade receivables <sup>1)</sup>	14	358.9	443.5	Level 2
Accrued interest income	14	0.1	0.2	Level 2
Cash and cash equivalents	24	252.3	164.6	Level 2
<b>Total</b>		<b>680.8</b>	<b>650.3</b>	

<sup>1)</sup> 31.12.2019 restated due to finalized accounting of the EVRY merger. More information in [note 26](#).

Financial liabilities

EUR million	Note	31 Dec 2020	31 Dec 2019	Fair value hierarchy
Financial liabilities at fair value through profit or loss				
Current derivative liabilities	23	2.9	19.0	Level 2
Financial liabilities measured at amortized cost				
Non-current				
Lease liability	19, 20	171.0	222.9	Level 2
Bonds <sup>1)</sup>	19	397.2	99.3	Level 1
Other loans	19	488.8	492.2	Level 2
Current				
Trade payables	17	189.7	219.2	Level 2
Accrued interest	17	4.1	0.9	Level 2
Lease liability	19, 20	72.1	75.4	Level 2
Loans	19	39.7	372.6	Level 2
<b>Total</b>		<b>968.2</b>	<b>1 501.5</b>	

<sup>1)</sup> Fixed rate bond where carrying amount of EUR 397.2 million has not been adjusted to match the fair value of EUR 411.4 million. Fair value of the bond has been calculated based on the prevailing market rate at the end of the reporting period.

There has been no movement between the fair value hierarchy levels during 2020.

### 23. Derivatives

TietoEVRY Treasury uses currency forward and swap contracts to manage identified currency risks. More information on financial risk management is in [note 18](#) and for Accounting policies applied in [note 22](#). Derivatives are used for economic purposes only.

#### Nominal amounts of derivatives

Includes the gross amount of all nominal values for contracts that have not yet been settled or closed. The amount of nominal value outstanding is not necessarily a measure or indication of market risk, as the exposure of certain contracts may be offset by other contracts.

EUR million	31 Dec 2020	31 Dec 2019
Foreign exchange forward contracts	484.2	1 694.1

31.12.2019 includes currency forward contracts for the Tieto-EVRY merger hedging purposes, which realized in January 2021.

#### Fair values of derivatives

Foreign exchange forward contracts	31 Dec 2020	31 Dec 2019
Gross positive fair values	1.5	4.3
Gross negative fair values	-2.9	-19.0
<b>The net fair values at the reporting date</b>	<b>-1.4</b>	<b>-14.7</b>

Foreign exchange derivatives' fair values are calculated according to foreign exchange and interest rates on the closing date. All outstanding derivative contracts will expire within 12 months after the reporting date.

#### Offsetting financial assets and liabilities

Agreements with derivatives' counterparties are based on ISDA Master Agreements or on agreements with similar content with regards to offsetting financial assets and liabilities.

Based on the terms of these agreements, offsetting is possible only under certain circumstances, such as, default of either of parties or other force majeure events. If any of those occur, then the net position owing/receivable to a single counterparty will be taken as owing.

31 Dec 2020 EUR million	Gross amounts of recognized financial instruments in the statement of financial position <sup>1)</sup>	Related amounts not set off in the statement of financial position		
		Financial Instruments	Cash collateral received	Net amount
Derivative financial assets	1.5	-1.1	—	0.4
Derivative financial liabilities	-2.9	1.1	—	-1.8

<sup>1)</sup> No amount have been set off in the statement of financial position

31 Dec 2019 EUR million	Gross amounts of recognized financial instruments in the statement of financial position <sup>1)</sup>	Related amounts not set off in the statement of financial position		
		Financial Instruments	Cash collateral received	Net amount
Derivative financial assets	4.3	-3.4	—	0.9
Derivative financial liabilities	-19.0	3.4	—	-15.6

<sup>1)</sup> No amount have been set off in the statement of financial position

## 24. Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with banks and other liquid investments that are readily convertible to known amount of cash within three months and which are subject to an insignificant risk of changes in value. Bank overdrafts are included in current liabilities in the statement of financial position. Cash and cash equivalents are carried at nominal value, which corresponds to their fair value.

EUR million	31 Dec 2020	31 Dec 2019
Cash in hand and at bank	223.3	148.7
Short-term deposits	29.0	15.9
<b>Total</b>	<b>252.3</b>	<b>164.6</b>

## 25. Share capital and reserves

TietoEVRY has one class of shares, and each share has one vote at the Annual General Meeting and equal rights to dividend and other distribution of assets. The company's Articles of Association includes a voting constraint at the Annual General Meeting that no-one is entitled to vote on more than one-fifth of the votes represented at the Annual General Meeting.

TietoEVRY's shares have no nominal value and their book value counter value is one euro. All issued shares have been fully paid.

### ACCOUNTING POLICIES

Dividends proposed by the Board of Directors are not deducted from distributable equity until approved by the Annual General Meeting of Shareholders.

When TietoEVRY Corporation's own shares are repurchased, the amount of the consideration paid, including directly attributable costs, is recognized as a deduction in equity.

EUR million	Number of shares	Share capital	Share issue premiums and other reserves	Invested unrestricted equity reserve	Total
1 Jan 2019	73 826 349	76.6	41.5	12.8	130.9
Shares delivered from the share-based incentive plans <sup>1)</sup>	110 658	—	—	—	—
Shares issued as Merger consideration	44 316 519	—	—	1 190.7	1 190.7
Translation difference	—	—	-0.6	—	-0.6
<b>31 Dec 2019</b>	<b>118 253 526</b>	<b>76.6</b>	<b>40.9</b>	<b>1 203.5</b>	<b>1 321.0</b>
Purchase of own shares	-35 000	—	—	—	—
Return of shares without consideration	-5 731	—	—	—	—
Shares delivered from the share-based incentive plans <sup>1)</sup>	201 998	—	—	—	—
Translation difference	—	—	1.2	—	1.2
<b>31 Dec 2020</b>	<b>118 414 793</b>	<b>76.6</b>	<b>42.1</b>	<b>1 203.5</b>	<b>1 322.2</b>
Own shares <sup>2)</sup>	10 978				
<b>Total number of shares on 31 Dec 2020<sup>2)</sup></b>	<b>118 425 771</b>				

<sup>1)</sup> Shares granted from own shares without effect to share capital.

<sup>2)</sup> On 31 Dec 2019, the number of shares in the company's possession totalled 172 245 and the total number of shares was 118 425 771.

### Share capital

The share subscription price received in connection with the share issues is entered in share capital to the extent that it has not been recorded in the invested unrestricted equity reserve according to the share issue decision.

### Share issue premiums and other reserves

Share issue premiums and other reserves include share issue premium of Parent company and statutory reserve fund of Tieto Sweden AB.

### Invested unrestricted equity reserve

The invested unrestricted equity reserve includes the subscription price of shares to the extent that it has not been recorded in share capital according to specific resolution. The invested unrestricted equity reserve increased to EUR 1 203.5 million in the end of 2019 due to the merger of Tieto and EVRY. See [note 26](#) for more information.

### Retained earnings

Retained earnings consists of the following:

- Cost of share-based payments which are accounted for as equity-settled and recognized as an employee benefit expense during the vesting period with a corresponding entry in equity. More information is disclosed in [note 8](#).
- Remeasurements of the defined benefit plans arising from experience adjustments and changes in actuarial assumptions. More information is disclosed in [note 15](#).
- Treasury shares. In 2020, TietoEVRY repurchased 35 000 own shares which were further delivered from the share-based incentive plans.
- Cumulative translation differences arising from translation of foreign Group companies' assets and liabilities into euro; and
- other retained earnings and losses

### Distributable funds

On 31 Dec 2020, the distributable funds of the parent company totalled EUR 1 786.2 million of which retained earnings were EUR 523.2 million and net profit for the financial year EUR 55.4 million. The Board of Directors proposes to the Annual General Meeting in 2021 that a dividend of EUR 1.32 per share is paid for 2020 (dividend of EUR 0.635 per share paid for 2019).

## OTHER INFORMATION

This section includes information about the Group structure, joint ventures, related parties and commitments.

### 26. Changes in Group structure

In 2020 TietoEVERY sold its Empathic Building business to Haltian. The transaction did not have a material impact on the consolidated financial statements of the Group. In December 2019, Tieto and EVERY joined forces to create a leading Nordic digital services company.

#### ACCOUNTING POLICIES

Business combinations are accounted for using the acquisition method. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group and it includes also the fair value of any asset or liability resulting from a contingent consideration. Contingent consideration classified as liability is remeasured at its fair value at each reporting date and the subsequent changes to fair value are recognized in profit or loss. Acquisition related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognizes any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recognized as goodwill at the acquisition date. If the cost of the acquisition is less than the fair value of the net assets acquired in the case of a bargain purchase, the resulting gain is recognized in profit or loss.

#### Assets held for sale

Non-current assets are classified as held for sale if their carrying amounts are expected to be recovered principally through sale and the sale is highly probable. From the date of classification, the assets are measured at the lower of the carrying amount and the fair value less costs to sell, and the recognition of depreciation is discontinued.

#### ACCOUNTING ESTIMATES AND JUDGEMENTS

Assets acquired and liabilities assumed in business combinations are recognized at fair value. The valuation requires management to determine the appropriate valuation techniques and inputs for fair value measurements, such as discount rate. While the management believes that the used estimates and assumptions are sufficiently reasonable for determining fair values, there are uncertainties which could materially affect the valuations.

#### Finalized accounting for the EVERY merger

It was announced on 18 June 2019 that Tieto and EVERY will be combined through a taxable statutory cross-border absorption merger of EVERY into Tieto. Following the resolutions of the Extraordinary General Meetings of Tieto and EVERY on 3 and 2 September, respectively, the Competition Authorities approved the merger and all conditions for the completion of the merger were fulfilled on 29 November 2019. The merger was registered with the Finnish Trade Register on 5 December 2019, and the name of the combined company was changed to TietoEVERY Corporation.

The purpose of the merger was to create one of the most competitive digital services and software companies in the Nordics. With combined revenue of approximately EUR 3 billion and 24 000 professionals, the Combined Company is well positioned to create digital advantages for Nordic enterprises and society. The merger combines strong digital competences and industry software with advanced cloud and infrastructure services. Based on Tieto's and EVERY's product and competence portfolios, the merger creates potential to further increase competitiveness of the combination for the benefit of customers and employees – and potential to grow across businesses.

The merger is highly complementary from a geographical, offering and customer perspective. It has also created one of the largest digital services communities in the Nordics. The merger further drives scale, longer-term revenue synergies, as well as innovation through combined targeted investments. The combination creates value for shareholders through targeted cost synergies.

The business of EVRY at the time of the merger consisted of a comprehensive portfolio of services and software designed to meet all customer needs, including advisory and consulting services, industry-specific software and the design, implementation and maintenance of customized solutions and IT operations.

The merger has been accounted for in the consolidated financial statements as a business combination using the acquisition method with Tieto determined as the acquirer of EVRY based on the structure of the merger. The companies have been consolidated from the acquisition date, 5 December 2019 onwards.

The accounting of the merger was provisional on 31 December, 2019 pending the finalization of the valuation of the assets acquired and liabilities assumed. The provisional amounts recognized have been retrospectively adjusted within 12 months after the date of acquisition, to reflect new information obtained about facts and circumstances that existed at the date of acquisition.

#### Merger consideration

The shareholders of EVRY received 0.12 new shares in Tieto and NOK 5.28 in cash for each share in EVRY as merger consideration. Thus, a total of 44 316 519 new shares of the Company were issued, increasing the total number of shares in TietoEVRY to 118 425 771 shares.

The following table summarizes the acquisition date fair value of the merger consideration transferred.

EUR million	
Merger consideration in shares <sup>1)</sup>	1 194.8
Merger consideration in cash	191.7
Cash flow hedge used as basis adjustment <sup>2)</sup>	4.3
Replacement share-based payment award <sup>3)</sup>	6.7
<b>Total</b>	<b>1 397.5</b>

<sup>1)</sup> Based on 44 316 519 shares issued and closing price of EUR 26.96 of Tieto share on 4 December 2019 on Nasdaq Helsinki.

<sup>2)</sup> Tieto had a dedicated forward contract as a hedging instrument in a cash flow hedging relationship to hedge the cash component of the merger consideration which has been used as a basis adjustment.

<sup>3)</sup> Fair value at the time of the merger of vested long-term and short-term incentive plans of EVRY that will be continued and transformed in a value neutral way into restricted stock units in TietoEVRY.

#### Recognized amounts of identifiable assets acquired and liabilities assumed

The following table summarizes the recognized fair values of assets acquired and liabilities assumed. The provisional amounts recognized have been adjusted within 12 months after the date of acquisition, to reflect new information obtained about facts and circumstances that existed at the date of acquisition. Adjustments were related to review of deferred tax balances, finalized valuation of identified intangible assets, alignment of accounting policies and revaluations of assets and liabilities. Due to these adjustments, the Group restated the following items in 2019 profit or loss: Depreciation and amortization EUR -0.5 million, Income taxes EUR 0.1 million and Net profit EUR -0.4 million, and accordingly Retained earnings in equity. In addition, a EUR 3.1 million foreign exchange gain was reclassified from Net foreign exchange gains and losses to Materials and Services.

EUR million	Final	Reported as provisional
Intangible assets	386.2	364.1
Property, plant and equipment	27.9	27.9
Right of use assets	153.8	156.8
Investments in joint ventures	7.8	7.8
Deferred tax assets	90.9	61.8
Inventory	4.7	4.7
Trade and other receivables, incl. current tax assets	275.3	311.0
Cash and cash equivalents	17.2	17.2
Assets held for sale	15.2	19.0
Loans	-694.4	-694.4
Deferred tax liabilities	-60.3	-107.2
Provisions	-6.1	-3.8
Pension obligations	-27.8	-27.8
Trade and other payables, incl. current tax liabilities	-333.0	-293.0
Liabilities held for sale	-2.1	-3.0
<b>Total net assets acquired</b>	<b>-144.7</b>	<b>-158.8</b>
<b>Goodwill</b>	<b>1 542.1</b>	<b>1 556.3</b>
<b>Total</b>	<b>1 397.5</b>	<b>1 397.5</b>

The identified intangible assets were related to customer relationships, technology, the EVRY brand and order backlog. Fair values for the intangible assets were determined using appropriate valuation methods including the multi-period excess earnings method for the customer relationships, excess earnings method for the order backlog and relief from royalty

method for technology and the EVRY brand. The amortisation periods for these intangible assets vary between 6 to 15 years. Goodwill is attributable to market share, synergies, workforce and new competencies. The transaction costs of EUR 11.7 million incurred by Tieto and EVRY in connection with the merger primarily consisted of financial, legal and advisory costs and were included in other operating expenses in the 2019 income statement and in cash flow from operating activities. The costs for the issuance of the merger consideration shares amounted to EUR 4.1 million (net of taxes) and were deducted from invested unrestricted equity reserve in 2019.

#### Cash flow on acquisition in 2019

EUR million	
Merger consideration in cash	191.7
Cash and cash equivalent balances acquired	-17.2
<b>Total</b>	<b>174.4</b>

Since the date of acquisition, the acquired entity contributed EUR 120 million to the 2019 revenues and EUR -0.4 million to the operating profit of the Group. If the business combination had taken place at the beginning of the 2019, the Group revenue would have been approximately EUR 2 951 million and operating profit approximately EUR 194 million after additional amortization from the fair value adjustments to intangible assets.

#### Assets held for sale

The competition clearance for the EVRY merger from the Norwegian Competition Authority was subject to divestment of EVRY's case management and archiving systems for the public sector in Norway. EVRY had entered into an agreement with Karbon Invest AS to divest the business and in the 2019 statement of financial position the assets and related liabilities were presented on lines "Assets held for sale" and "Liabilities attributable to assets held for sale", respectively. The transaction was completed in February 2020. The cash received amounted to EUR 15.3 million. The sold assets were mostly intangible assets.

#### Change in contingent consideration from acquisitions completed in prior years

Contingent consideration related to 2018 acquisitions and respective contingent liability decreased with EUR 1.7 million.

EUR million	
Contingent consideration on 1 Jan 2020	1.7
Change recognized in 2020	-1.7
<b>Remaining contingent consideration</b>	<b>—</b>

## 27. Subsidiaries

Most of the TietoEVRY Group companies are 100% owned subsidiaries.

### Subsidiary shares owned by the Parent company

Company name	Domicile	Parent company's holding %	31 Dec 2020 Book value in the Parent company EUR million
EVRY Card Issuing AS	Norway	100.0	77.4
EVRY Card Payments AS	Norway	100.0	0.0
EVRY Card Services AS	Norway	100.0	84.0
EVRY Danmark A/S	Denmark	100.0	—
EVRY Norge AS	Norway	100.0	950.6
EVRY Sweden Holding AB	Sweden	100.0	468.1
Fellesdata AS	Norway	100.0	—
Tieto Austria GmbH	Austria	100.0	0.8
Tieto (Beijing) Technology Co., Ltd.	China	100.0	0.8
Tieto Canada Inc.	Canada	100.0	1.0
Tieto China Co., Ltd.	China	100.0	4.3
Tieto Czech s.r.o.	Czech Republic	100.0	8.0
Tieto Czech Support Services s.r.o.	Czech Republic	100.0	—
Tieto Denmark A/S	Denmark	100.0	6.5
Tieto DK A/S	Denmark	100.0	1.6
Tieto Estonia AS	Estonia	100.0	3.3
Tieto Finland Oy	Finland	100.0	137.2
Tieto Finland Support Services Oy	Finland	100.0	1.6
Tieto Germany GmbH	Germany	100.0	0.5
Tieto Global Oy	Finland	100.0	1.1
Tieto Great Britain Ltd.	Great Britain	100.0	0.5
Tieto Latvia SIA	Latvia	100.0	15.2
Tieto Lietuva UAB	Lithuania	100.0	2.6
Tieto Netherlands Holding B.V.	Netherlands	100.0	24.5
Tieto Norway AS	Norway	100.0	172.5
Tieto Poland Sp. z o.o	Poland	100.0	3.3
Tieto Sdn Bhd	Malaysia	100.0	0.2
Tieto Support Services Sp. z o.o.	Poland	100.0	0.4
Tieto Sweden AB	Sweden	100.0	549.3

TietoEnator Inc.	The United States	100.0	8.0
TietoEVRY Accounting AS	Norway	100.0	16.7
<b>Total</b>			<b>2 540.0</b>

### Shares in Group companies owned by subsidiaries

Company name	Domicile	Group holding %	31 Dec 2020 Book value in the Parent company EUR million
Alliance Drift AS	Norway	100.0	0.0
Avega Affero AB	Sweden	100.0	0.2
Avega Amplio AB	Sweden	100.0	0.5
Avega Aqilo AB	Sweden	100.0	0.1
Avega Catalyst AB	Sweden	100.0	0.4
Avega Complius AB	Sweden	90.2	—
Avega Dinamiko AB	Sweden	90.1	0.0
Avega Edge AB	Sweden	100.0	0.0
Avega Effectus AB	Sweden	100.0	0.9
Avega Group AB	Sweden	100.0	46.9
Avega Kipeo AB	Sweden	100.0	1.6
Avega Kite AB	Sweden	100.0	0.0
Avega Miundo AB	Sweden	100.0	0.0
Avega Mtoni AB	Sweden	90.2	—
Avega Nuvem AB	Sweden	90.2	—
Avega Primero AB	Sweden	100.0	0.1
Avega Proferio AB	Sweden	100.0	0.9
Avega Qurio AB	Sweden	98.2	2.9
Avega Scire AB	Sweden	100.0	0.2
Avega Senso AB	Sweden	100.0	0.0
Bekk Consulting AS	Norway	100.0	44.5
Emric d.o.o. Beograd	Serbia	100.0	—
EVRY AB	Sweden	100.0	25.9
EVRY Advantage AB	Sweden	100.0	0.1
EVRY Card Services AB	Sweden	100.0	26.7
EVRY Card Services Oy	Finland	100.0	6.1
EVRY Financial Service UK Ltd.	Great Britain	100.0	0.1



EVRY Financing AB	Sweden	100.0	0.0
EVRY Financing AS	Norway	100.0	2.0
EVRY Finland Oy	Finland	100.0	4.9
EVRY India Pvt. Ltd.	India	100.0	14.8
EVRY SG Pte. Ltd.	Singapore	100.0	—
EVRY Sweden AB	Sweden	100.0	177.5
EVRY USA Corporation Inc.	The United States	100.0	0.5
Eye-share AS	Norway	100.0	2.3
Findwise AB	Sweden	100.0	14.4
Findwise ApS	Denmark	100.0	1.7
Findwise Sp. z o.o.	Poland	100.0	0.2
Gjeldsregisteret AS	Norway	100.0	—
Infopulse Bulgaria Ltd.	Bulgaria	100.0	0.1
Infopulse Europe GmbH	Germany	100.0	0.0
Infopulse Poland Sp. z o.o.	Poland	100.0	—
Infopulse Ukraine LLC	Ukraine	100.0	0.0
Infopulse USA LLC	The United States	100.0	0.1
Interpost AS	Norway	100.0	0.0
NUK Holding AB	Sweden	100.0	18.7
Spring Consulting AS	Norway	100.0	0.1
Tieto Brasil Serviços Tecnológicos Ltda.	Brazil	100.0	0.1
Tieto India Pvt. Ltd.	India	100.0	45.4
Tieto Netherlands B.V.	Netherlands	100.0	2.9
Tieto Rus OOO	Russia	100.0	2.3
Tieto Sweden Support Services AB	Sweden	100.0	—
Tieto Ukraine Support Services LLC	Ukraine	100.0	0.8
Tieto U.S. Inc.	The United States	100.0	1.0
<b>Total</b>			<b>448.1</b>

All subsidiary undertakings are included in the consolidation. In India, the official reporting period is 1.4.–31.3. according to the Indian legislation.

Tieto Great Britain Ltd. and EVRY Financial Service UK Ltd. are exempt from the requirements of the Companies Act 2006 relating to the audit by virtue of section 479A of that act. The parent company, TietoEVRY Oyj has given a parent undertaking guarantee for all the outstanding liabilities of Tieto Great Britain Ltd. and EVRY Financial Service UK Ltd. at the end of the financial year 2020 and all members agree to the company being exempt from audit.

## 28. Interests in joint ventures

TietoEVRY has established few joint ventures in order to be able to produce high quality IT services required by the customer. All other joint ventures are located in Finland except for BuyPass AS that is a Norwegian company and joint venture of EVRY Norge AS.

### ACCOUNTING POLICIES

Companies, where TietoEVRY has assumed management responsibility, has contractually based joint control with a third party and has right to the net assets of the company based on the contractual arrangement are included in the consolidated financial statements as joint ventures. Joint ventures are accounted by using the equity method under which the investments in joint ventures are initially recognized at cost and adjusted thereafter to recognize the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of joint venture's losses exceeds the carrying amount of the investment, the investment is recognized at zero value in the statement of financial position and the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Sales to and purchases from joint ventures are made on normal market terms and conditions and at market prices. The Group's share of the joint ventures' result for the period is separately disclosed in the income statement.

### Joint ventures

31 Dec	Number of shares		Parent company's share %		Voting right %		Carrying value EUR million	
	2020	2019	2020	2019	2020	2019	2020	2019
Tieto Esy Oy	7 300	7 300	80.0	80.0	34.0	34.0	5.2	5.3
Tietollmarinen Oy	3 570	3 570	70.0	70.0	30.0	30.0	3.4	3.6
Tietokarhu Oy	8 000	8 000	80.0	80.0	20.0	20.0	2.8	6.1
BuyPass AS	21 100	21 100	50.0	50.0	50.0	50.0	8.3	8.2
							<b>19.7</b>	<b>23.1</b>

### Reconciliation to carrying value

EUR million	2020	2019
Acquisition cost, 1 Jan	11.8	3.7
Acquisition	—	7.8
Translation difference	-0.6	0.3
<b>Acquisition cost, 31 Dec</b>	<b>11.2</b>	<b>11.8</b>
<b>Equity adjustments, 1 Jan</b>	<b>11.3</b>	<b>12.3</b>
Share of results	1.5	5.7
Dividends received	-4.3	-3.6
Impairment	—	-3.1
<b>Equity adjustments, 31 Dec</b>	<b>8.5</b>	<b>11.3</b>
<b>Carrying value, 31 Dec</b>	<b>19.7</b>	<b>23.1</b>

Equity adjustments include Group level goodwill of EUR 4.5 (4.5) million.

Tietokarhu Oy's special task as a supplier of IT services for the Tax Administration has ended on 31 December 2020 in accordance with the two-year notice period as the Tax Administration switches to the use of a new ready-made software. The Extraordinary General Meeting has supported the liquidation of Tietokarhu as of 1 January, 2021, as a result of which the company will be dissolved.

There are no commitments or contingencies related to joint ventures.

## Financial and personnel information of Joint ventures

The summarised financial information below represents amounts in joint ventures' financial statements prepared in accordance with IFRS Standards.

31 Dec 2020				
EUR million	Tieto Esy Oy	Tietollmarinen Oy	Tietokarhu Oy	BuyPass AS
Non-current assets	0.0	0.0	0.1	2.6
Current assets	4.5	2.9	7.7	44.4
<b>Total</b>	<b>4.5</b>	<b>2.9</b>	<b>7.8</b>	<b>47.0</b>
Non-current liabilities	0.0	0.1	1.0	0.2
Current liabilities	0.9	0.9	3.0	29.4
<b>Total</b>	<b>1.0</b>	<b>0.9</b>	<b>4.0</b>	<b>29.7</b>
Net sales	5.0	6.4	8.0	23.6
Expenses	-4.0	-4.8	-8.9	-21.0
<b>Profit before taxes</b>	<b>1.0</b>	<b>1.6</b>	<b>-0.8</b>	<b>2.6</b>
Income taxes	-0.2	-0.3	-0.4	-0.6
<b>Net profit for the financial year</b>	<b>0.8</b>	<b>1.3</b>	<b>-1.3</b>	<b>2.0</b>
<b>Dividends paid to TietoEVRY</b>	<b>0.6</b>	<b>1.5</b>	<b>2.2</b>	<b>—</b>
<b>Average full-time personnel during the financial year</b>	<b>36</b>	<b>37</b>	<b>20</b>	<b>78</b>

## 31 Dec 2019

EUR million	Tieto Esy Oy	Tietollmarinen Oy	Tietokarhu Oy	BuyPass AS
Non-current assets	0.0	0.0	0.5	2.6
Current assets	4.6	3.3	17.7	34.1
<b>Total</b>	<b>4.6</b>	<b>3.3</b>	<b>18.2</b>	<b>36.8</b>
Non-current liabilities	0.1	0.1	3.1	—
Current liabilities	1.0	1.0	7.3	20.4
<b>Total</b>	<b>1.1</b>	<b>1.1</b>	<b>10.3</b>	<b>20.4</b>
Net sales	5.2	7.2	28.5	2.0
Expenses	-4.2	-5.1	-22.7	-1.7
<b>Profit before taxes</b>	<b>1.0</b>	<b>2.1</b>	<b>5.8</b>	<b>0.3</b>
Income taxes	-0.2	-0.6	-1.0	-0.1
<b>Net profit for the financial year</b>	<b>0.8</b>	<b>1.5</b>	<b>4.8</b>	<b>0.2</b>
<b>Dividends paid to Tieto</b>	<b>0.9</b>	<b>0.5</b>	<b>2.2</b>	<b>—</b>
<b>Average full-time personnel during the financial year</b>	<b>37</b>	<b>41</b>	<b>107</b>	<b>7</b>

## 29. Related party transactions

Related parties of TietoEVRY include subsidiaries, joint ventures and key management of the company and their close family members. Key management includes the members of the Board of Directors, Leadership team and the President and CEO.

### ACCOUNTING POLICIES

Sales to and purchases from related parties are made on normal market terms and conditions and at market prices. There are no commitments or contingencies on behalf of related parties.

The transactions with related parties are presented below. More information on joint ventures is disclosed in [note 28](#) and subsidiaries are listed in [note 27](#). Information on management remuneration is disclosed in [note 8](#).

### Transactions and balances with joint ventures

EUR million	31 Dec 2020	31 Dec 2019
Sales	8.5	6.2
Other operating income	3.5	3.6
Purchases	3.5	3.8
Receivables	0.3	0.8
Liabilities including cash pool	13.9	21.6

## 30. Commitments and contingencies

The Group's commitments and contingencies mostly relate to lease guarantees and performance commitments.

### ACCOUNTING POLICIES

Commitments are disclosed when the Group has a contract where the existence of obligation will be only confirmed in the future.

Contingent liabilities are possible obligations whose existence will be confirmed by uncertain future events that are not wholly within the control of the entity. They can also include obligations that are not recognized in the statement of financial position because settlement is not probable or their amount cannot be measured reliably.

EUR million	31 Dec 2020	31 Dec 2019
For TietoEVRY obligations		
Mortgages	2.5	—
Guarantees <sup>1)</sup>		
Performance guarantees	82.7	34.1
Payment guarantees	7.8	8.2
Other	0.1	—
Other TietoEVRY obligations		
Lease commitments, not yet commenced	70.7	20.3
Other	0.7	1.1
On behalf of third parties		
Guarantees <sup>1)</sup>		
Performance guarantees	25.9	24.9

<sup>1)</sup>The Group has reviewed the guarantees as a result of which comparative information has been adjusted.

In addition to the above, TietoEVRY Oyj or other group companies have provided security on behalf of delivering Group company relating to some major contracts.

### 31. Events after the reporting period

On 15 February, TietoEVRY announced that it has reached an agreement with Aucerna, a Quorum Software affiliate, to sell its Oil & Gas software business. The divestment is part of the company's strategy to seek focus and scale. Through this transaction, the Oil & Gas software business will have greater global market reach and growth opportunities. TietoEVRY's Oil & Gas software business comprises hydrocarbon management, personnel and material logistics software and related services with installations in more than 50 countries. Revenue of the businesses to be divested amounted to around EUR 50 million in 2020 and the number of employees is around 430.

The agreement was reached at an enterprise value of EUR 155 million, implying an EV/Revenue multiple of approximately 3.2. The Oil & Gas software business is reported as part of the Industry Software segment in the financial statement. The company anticipates that the transaction, subject to the approval of the competition authorities, will be concluded before summer 2021.

## PARENT COMPANY'S FINANCIAL STATEMENTS (According to Finnish Accounting Standards)

## Income statement

EUR	Note	2020	2019
Net sales	1	121 506 688.34	136 998 464.54
Other operating income	2	30 331 222.55	33 411 993.10
Personnel expenses	3	-16 203 417.07	-18 843 890.43
Depreciation and impairment losses	8, 9	-26 254 311.72	-5 488 989.70
Other operating expenses	4	-159 959 364.53	-170 391 975.27
<b>Operating profit</b>		<b>-50 579 182.43</b>	<b>-24 314 397.76</b>
Financial income and expenses	6	9 801 579.46	36 412 570.36
<b>Profit before appropriations and taxes</b>		<b>-40 777 602.97</b>	<b>12 098 172.60</b>
Appropriations			
Group contribution		107 911 000.00	83 700 000.00
<b>Profit before taxes</b>		<b>67 133 397.03</b>	<b>95 798 172.60</b>
Income taxes	7	-11 716 565.82	-8 715 792.37
<b>Net profit for the financial year</b>		<b>55 416 831.21</b>	<b>87 082 380.23</b>

# Balance Sheet

## Assets

EUR	Note	31 Dec 2020	31 Dec 2019
<b>Non-current assets</b>			
Intangible assets	8	204 348 438.14	228 936 201.17
Tangible assets	9	1 734 794.64	2 645 806.09
Investments	10	2 553 877 750.35	2 454 204 709.24
<b>Total non-current assets</b>		<b>2 759 960 983.13</b>	<b>2 685 786 716.50</b>
<b>Current assets</b>			
Long-term receivables			
Receivables from Group companies	11	155 106 208.04	167 663 980.66
Other receivables	11	4 081 355.92	2 737 500.71
		<b>159 187 563.96</b>	<b>170 401 481.37</b>
Current receivables			
Accounts receivables	12	6 006.96	—
Receivables from Group companies	12, 13	209 972 821.63	298 389 688.63
Receivables from joint ventures	12, 13	59 347.24	142 067.54
Other receivables	12	2 474 449.03	7 059 949.59
Prepaid expenses and accrued income	13	7 446 174.17	6 945 991.34
		<b>219 958 799.03</b>	<b>312 537 697.10</b>
Cash and cash equivalents			
		137 952 944.02	86 602 543.61
<b>Total current assets</b>		<b>517 099 307.01</b>	<b>569 541 722.08</b>
<b>Total assets</b>		<b>3 277 060 290.14</b>	<b>3 255 328 438.58</b>

## Shareholders' equity and liabilities

EUR	Note	31 Dec 2020	31 Dec 2019
<b>Shareholders' equity</b>			
	14		
Share capital		76 555 412.00	76 555 412.00
Share issue premiums		13 791 579.51	13 791 579.51
Invested unrestricted equity reserve		1 207 617 299.52	1 207 617 299.52
Retained earnings		523 188 829.91	507 732 602.90
Net profit for the financial year		55 416 831.21	87 082 380.23
<b>Total equity</b>		<b>1 876 569 952.15</b>	<b>1 892 779 274.16</b>
Provisions			
	15	2 620 770.27	656 918.41
<b>Liabilities</b>			
Non-current liabilities			
Bonds	16	400 000 000.00	100 000 000.00
Loans	16	478 461 538.46	482 438 727.90
Other non-current liabilities	16	628.13	2 348.13
<b>Total non-current liabilities</b>		<b>878 462 166.59</b>	<b>582 441 076.03</b>
Current liabilities			
	17		
Accounts payables		8 518 362.36	20 641 311.16
Liabilities to Group companies	17, 18	471 541 257.34	362 988 322.76
Liabilities to joint ventures	17, 18	13 694 400.23	21 208 737.04
Loans		6 538 461.54	302 561 272.10
Other current liabilities		8 825 856.86	59 793 466.35
Accrued liabilities and deferred income	18	10 289 062.80	12 258 060.57
<b>Total current liabilities</b>		<b>519 407 401.13</b>	<b>779 451 169.98</b>
<b>Total liabilities</b>		<b>1 397 869 567.72</b>	<b>1 361 892 246.01</b>
<b>Total equity and liabilities</b>		<b>3 277 060 290.14</b>	<b>3 255 328 438.58</b>

# Statement of cash flow

EUR	2020	2019
<b>Cash flow from operating activities</b>		
Net profit before appropriations and taxes	-40 777 602.97	12 098 172.60
Adjustments		
Depreciation, amortization and impairment losses	26 254 311.72	5 488 989.64
Net financial income	-9 801 579.46	-36 412 570.36
Other adjustments	22 245.44	26 829.17
Other non-cash items	2 048 306.87	872 077.36
<b>Cash generated from operating activities before net working capital</b>	<b>-22 254 318.40</b>	<b>-17 926 501.59</b>
<b>Change in net working capital</b>		
Change in current receivables	13 053 627.88	12 328 119.31
Change in current non-interest bearing liabilities	-28 257 277.94	2 316 435.85
<b>Cash generated from operating activities</b>	<b>-37 457 968.46</b>	<b>-3 281 946.43</b>
Interest expenses and other financial expenses paid	-94 332 231.68	-19 705 936.53
Interest income received	69 185 775.29	7 454 512.76
Dividend received and equity refund	15 463 326.87	54 504 452.45
Income taxes paid	-14 929 254.34	-11 771 194.19
<b>Cash flow from operating activities</b>	<b>-62 070 352.32</b>	<b>27 199 888.06</b>

EUR	2020	2019
<b>Cash flow from investing activities</b>		
Purchase of tangible and intangible assets	-777 782.68	-1 141 296.62
Proceeds from sale of tangible and intangible assets	—	192 885.00
Acquisition of subsidiaries	-6 462 616.31	-202 191 209.58
Proceeds on liquidation of subsidiary	369 857.69	—
Disposal of other shares, net of cash disposed	—	500.00
Loans granted	-112 635 791.88	-316 114 807.17
Repayment of EVRY loans	—	-534 075 644.20
Repayment of other loans	154 774 787.24	308 773 046.35
<b>Cash flow from investing activities</b>	<b>35 268 454.06</b>	<b>-744 556 526.22</b>
<b>Cash flow from financing activities</b>		
Dividends paid	-75 189 670.55	-107 208 660.15
Purchase of own shares	-894 169.50	—
Conveyance of own shares	3 845 668.22	2 385 430.72
Proceeds from long-term borrowings	297 417 000.00	400 000 000.00
Repayments of long-term borrowings	-3 957 182.00	—
Bridge loan related to merger	—	300 000 000.00
Repayments of bridge loan related to merger	-300 000 000.00	—
Proceeds from short-term borrowings	—	12 326 598.61
Repayment of bond	—	-100 000 000.00
Repayments of other short-term borrowings	-24 999 728.42	-12 275 918.25
Change in intercompany cash pool, net	98 230 380.92	116 950 695.80
Group contributions received	83 700 000.00	74 100 000.00
<b>Cash flow from financing activities</b>	<b>78 152 298.67</b>	<b>686 278 146.73</b>
<b>Change in cash and cash equivalents</b>	<b>51 350 400.41</b>	<b>-31 078 491.43</b>
Cash and cash equivalents at the beginning of period	86 602 543.61	117 681 035.04
Cash and cash equivalents at the end of period	137 952 944.02	86 602 543.61
	<b>51 350 400.41</b>	<b>-31 078 491.43</b>



# Notes to the parent company's financial statements (FAS)

## Parent company accounting principles

The financial statements of the Parent company TietoEVERY Corporation are prepared in accordance with Finnish Accounting Standards (FAS).

TietoEVERY Corporation (business identity code 0101138-5) is a Finnish public limited IT service and software company organized under the laws of Finland and domiciled in Espoo: Keilalahdentie 2-4, 02101 Espoo, Finland. The company is listed on NASDAQ in Helsinki and Stockholm and the Oslo Stock Exchange. The Board of Directors approved the financial statements to be published 16<sup>th</sup> February 2021. According to the Limited Liability Companies Act the shareholders have at the Annual General Meeting the right to approve, disapprove or change the financial statements after the publication.

## Foreign currency items

Foreign currency transactions are initially translated at the exchange rate prevailing on the transaction date. Foreign currency items at the end of the financial period are valued at the exchange rates on the balance sheet date. Foreign currency items are hedged using derivative contracts.

Exchange gains and losses on net financial liabilities are reported in the income statement under financial items, while other exchange gains or losses are included in operating profit. Gains and losses arising from revaluation of derivative contracts are, depending on their nature, reported either under financial items or operating profit.

## Net sales

Net sales include internal service fees and exchange rate differences from accounts receivables, less indirect taxes such as value added tax.

## Other operating income

Other operating income includes mainly rental income and gains from asset disposals.

## Pension arrangements

The company's pension obligations are administered through pension insurance institutions. Pension obligations are fully covered.

## Financial instruments

The company applies the Finnish Accounting Act chapter 5 section 2a and records financial instruments initially at fair value.

See financial instruments accounting policies in the consolidated financial statements **note 22**.

## Appropriations

Group contributions are included in appropriations.

## Valuation of fixed assets

Fixed assets are carried at cost less accumulated depreciation. Depreciation is charged according to plan based on the estimated economic lives of the individual assets and accounted for in accordance with the straight-line method.

The company applies the following economic lives:

	<b>Years</b>
Intangible assets (software)	3
Other capitalized expenditure	3–10
Trademark	6
Goodwill from operations	10
Buildings	25–40
Data processing equipment <sup>1)</sup>	3–5
Other machinery and equipment	5
Other tangible assets	5

<sup>1)</sup> Purchases of personal computers are expensed immediately.

### Income taxes

The income statement includes the company's income taxes based on taxable profit for the period according to local tax regulations as well as adjustments to prior-year taxes. The information related to deferred tax items is included in the notes.

### 1. Net sales

EUR	2020	2019
Internal service fees	121 506 688.34	136 998 464.54
<b>Total</b>	<b>121 506 688.34</b>	<b>136 998 464.54</b>
<b>Net sales by country</b>	<b>2020</b>	<b>2019</b>
Finland	46 868 231.33	58 791 885.00
Sweden	38 548 147.00	41 709 191.99
Norway	15 342 202.30	13 738 756.71
Other	20 748 107.71	22 758 630.84
<b>Total</b>	<b>121 506 688.34</b>	<b>136 998 464.54</b>

### 2. Other operating income

EUR	2020	2019
Rental income	23 948 595.32	26 636 116.68
Gain on liquidation of subsidiary	76 205.33	—
Other income	6 306 421.90	6 775 876.42
<b>Total</b>	<b>30 331 222.55</b>	<b>33 411 993.10</b>

### 3. Personnel expenses

EUR	2020	2019
Wages and salaries	14 274 190.33	16 451 389.42
Pension expenses	1 564 089.33	1 911 050.11
Other pay-related statutory social costs	365 137.41	481 450.90
<b>Total</b>	<b>16 203 417.07</b>	<b>18 843 890.43</b>

The parent company had an average of 110 employees during 2020 and 113 employees in 2019.

### 4. Other operating expenses

EUR	2020	2019
Voluntary personnel expenses	808 999.98	896 545.48
Licenses and maintenance	16 486 011.40	12 464 081.82
ICT and data communication expenses	6 841 277.12	7 854 839.36
Internal service fees	84 227 253.38	97 467 170.86
Rents and other premises expenses	22 280 999.19	22 289 272.31
Advertising and marketing	3 982 142.91	3 641 623.00
Leased labour	797 749.66	1 391 428.01
Consulting and lawyers	8 504 618.43	7 309 718.54
Meetings	351 795.79	644 751.23
Recruiting	642 089.51	986 706.88
Derivative Exchange Rate Losses on Other Expenses	6 072 216.83	6 481 596.84
Other operating expenses	8 964 210.33	8 964 240.94
<b>Total</b>	<b>159 959 364.53</b>	<b>170 391 975.27</b>

### Fees to auditors

EUR	2020	2019
	Deloitte	Deloitte
Audit fees	572 000.00	730 000.00
Audit related fees <sup>1)</sup>	—	697 000.00
Tax consultation	112 000.00	174 000.00
Other services	65 000.00	—
<b>Total</b>	<b>749 000.00</b>	<b>1 601 000.00</b>

<sup>1)</sup> In 2019, audit related services included auditors reports and statement on TietoEVRY merger.

### 5. Management remuneration

See **note 8** in Notes to the consolidated financial statements.

## 6. Financial income and expenses

EUR	2020	2019
Dividend income		
Dividend income from Group companies	11 141 694.41	50 894 062.39
Dividend income from joint ventures	4 321 500.00	3 610 390.06
Dividend income from other companies	132.46	—
	<b>15 463 326.87</b>	<b>54 504 452.45</b>
Other interest and financial income		
From Group companies	10 386 786.86	2 856 569.60
From other companies	79 857 779.72	16 995 781.49
	<b>90 244 566.58</b>	<b>19 852 351.09</b>
Investment write-downs	—	-269 100.68
Interest and other financing expenses		
To Group companies	-2 951 344.39	-530 325.27
To other companies	-92 954 969.60	-37 144 807.23
	<b>-95 906 313.99</b>	<b>-37 675 132.50</b>
<b>Total</b>	<b>9 801 579.46</b>	<b>36 412 570.36</b>

## 7. Income taxes

EUR	2020	2019
Taxes for the financial period / appropriations	21 582 200.00	16 740 000.00
Taxes for the financial period / regular operations	-33 301 171.66	-25 463 389.86
Taxes for the previous years	2 405.84	7 597.49
<b>Total</b>	<b>-11 716 565.82</b>	<b>-8 715 792.37</b>

## 8. Intangible assets

EUR	31 Dec 2020	31 Dec 2019
<b>Intangible rights</b>		
Acquisition cost, 1 Jan	24 179 795.87	12 212 823.14
Additions	69 796.17	12 159 857.73
Disposals	—	-192 885.00
<b>Acquisition cost, 31 Dec</b>	<b>24 249 592.04</b>	<b>24 179 795.87</b>
Accumulated amortization, 1 Jan	12 352 894.11	12 196 874.42
Amortization for the period	2 016 635.24	156 019.69
<b>Accumulated amortization, 31 Dec</b>	<b>14 369 529.35</b>	<b>12 352 894.11</b>
Book value, 31 Dec	9 880 062.69	11 826 901.76
<b>Goodwill</b>		
Acquisition cost, 1 Jan	212 149 583.27	—
Additions	—	212 149 583.27
<b>Acquisition cost, 31 Dec</b>	<b>212 149 583.27</b>	<b>212 149 583.27</b>
Accumulated amortization, 1 Jan	1 539 795.36	—
Amortization for the period	21 214 958.29	1 539 795.36
<b>Accumulated amortization, 31 Dec</b>	<b>22 754 753.65</b>	<b>1 539 795.36</b>
Book value, 31 Dec	189 394 829.62	210 609 787.91
<b>Other capitalized expenditures</b>		
Acquisition cost, 1 Jan	19 364 099.27	19 211 927.78
Additions	316 149.06	153 961.48
Disposals	-11 543.92	-1 789.99
<b>Acquisition cost, 31 Dec</b>	<b>19 668 704.41</b>	<b>19 364 099.27</b>
Accumulated amortization, 1 Jan	12 864 587.77	11 063 328.53
Amortization for the period	1 730 570.81	1 801 259.24
<b>Accumulated amortization, 31 Dec</b>	<b>14 595 158.58</b>	<b>12 864 587.77</b>
Book value, 31 Dec	5 073 545.83	6 499 511.50
<b>Total</b>	<b>204 348 438.14</b>	<b>228 936 201.17</b>

## 9. Tangible assets

EUR	31 Dec 2020	31 Dec 2019
<b>Land</b>		
Acquisition cost, 1 Jan	60 270.13	60 270.13
<b>Acquisition cost, 31 Dec</b>	<b>60 270.13</b>	<b>60 270.13</b>
<b>Machinery and equipment</b>		
Acquisition cost, 1 Jan	32 951 532.68	32 172 179.57
Additions	391 837.35	794 450.14
Disposals	-10 701.42	-15 097.03
<b>Acquisition cost, 31 Dec</b>	<b>33 332 668.61</b>	<b>32 951 532.68</b>
Accumulated depreciation, 1 Jan	30 403 367.02	28 411 451.67
Depreciation for the period	1 292 147.38	1 991 915.35
<b>Accumulated depreciation, 31 Dec</b>	<b>31 695 514.40</b>	<b>30 403 367.02</b>
Book value, 31 Dec	1 637 154.21	2 548 165.66
<b>Other tangible assets</b>		
Acquisition cost, 1 Jan	37 370.30	37 370.30
<b>Acquisition cost, 31 Dec</b>	<b>37 370.30</b>	<b>37 370.30</b>
Book value, 31 Dec	37 370.30	37 370.30
<b>Total</b>	<b>1 734 794.64</b>	<b>2 645 806.09</b>

## 10. Investments

EUR	31 Dec 2020	31 Dec 2019
<b>Subsidiary shares</b>		
Acquisition cost, 1 Jan	2 450 629 129.80	937 013 913.29
Additions	99 966 693.47	1 513 615 216.51
Disposals	-293 652.36	—
<b>Acquisition cost, 31 Dec</b>	<b>2 550 302 170.91</b>	<b>2 450 629 129.80</b>
Book value, 31 Dec	2 550 302 170.91	2 450 629 129.80
<b>Shares in joint ventures</b>		
Acquisition cost, 1 Jan	3 422 133.10	3 691 233.78
Impairment	—	-269 100.68
<b>Acquisition cost, 31 Dec</b>	<b>3 422 133.10</b>	<b>3 422 133.10</b>
Book value, 31 Dec	3 422 133.10	3 422 133.10
<b>Other shares and interests</b>		
Acquisition cost, 1 Jan	153 446.34	163 537.62
Disposals	—	-10 091.28
<b>Acquisition cost, 31 Dec</b>	<b>153 446.34</b>	<b>153 446.34</b>
Book value, 31 Dec	153 446.34	153 446.34
<b>Total</b>	<b>2 553 877 750.35</b>	<b>2 454 204 709.24</b>

## Subsidiary shares

Shares in subsidiaries includes merger transaction costs EUR 10 293 826.54.

See **note 27** in Notes to the consolidated financial statements.

## Joint ventures owned and managed by the parent company

See **note 28** in Notes to the consolidated financial statements.

## 11. Long-term receivables

EUR	31 Dec 2020	31 Dec 2019
Loan receivables from Group companies		
Subordinated loan	42 155 406.95	40 490 868.02
Other loan receivables	112 950 801.09	127 173 112.64
Other receivables	4 081 355.92	2 737 500.71
<b>Total</b>	<b>159 187 563.96</b>	<b>170 401 481.37</b>

## 12. Current receivables

EUR	31 Dec 2020	31 Dec 2019
Receivables from Group companies		
Accounts receivable	20 848 166.84	10 942 452.31
Loan receivables	74 914 383.51	194 262 470.31
Other receivables	1 687 700.11	5 790 446.27
Group contribution receivables	107 911 000.00	83 700 000.00
Prepaid expenses and accrued income	4 611 571.17	3 694 319.74
<b>Total</b>	<b>209 972 821.63</b>	<b>298 389 688.63</b>
Receivables from joint ventures		
Accounts receivable	59 347.24	142 067.54
<b>Total</b>	<b>59 347.24</b>	<b>142 067.54</b>
Receivables from other companies		
Accounts receivable	6 006.96	—
Tax receivable	964 086.10	—
Other receivables	1 510 362.93	7 059 949.59
<b>Total</b>	<b>2 480 455.99</b>	<b>7 059 949.59</b>

## 13. Prepaid expenses and accrued income

EUR	31 Dec 2020	31 Dec 2019
Prepaid expenses and accrued income from Group companies		
Other	4 611 571.17	3 694 319.74
Prepaid expenses and accrued income from other companies		
Licence fees	5 104 419.73	4 256 944.78
Rents	—	437 362.41
Social costs	70 749.58	33 019.05
Bond discount and issue costs	1 186 197.15	1 228 829.87
Other	1 084 807.71	989 835.23
	<b>7 446 174.17</b>	<b>6 945 991.34</b>
<b>Total</b>	<b>12 057 745.34</b>	<b>10 640 311.08</b>

## 14. Changes in shareholders' equity

EUR	31 Dec 2020	31 Dec 2019
<b>Restricted equity</b>		
Share capital, 1 Jan	76 555 412.00	76 555 412.00
<b>Share capital, 31 Dec</b>	<b>76 555 412.00</b>	<b>76 555 412.00</b>
Share issue premiums, 1 Jan	13 791 579.51	13 791 579.51
<b>Share issue premiums, 31 Dec</b>	<b>13 791 579.51</b>	<b>13 791 579.51</b>
<b>Restricted equity total</b>	<b>90 346 991.51</b>	<b>90 346 991.51</b>
<b>Unrestricted equity</b>		
Invested unrestricted equity reserve, 1 Jan	1 207 617 299.52	12 843 921.40
Merger consideration	—	1 194 773 378.12
<b>Invested unrestricted equity reserve, 31 Dec</b>	<b>1 207 617 299.52</b>	<b>1 207 617 299.52</b>
Retained earnings, 1 Jan	594 814 983.13	611 826 430.57
Purchase of own shares	-894 169.50	—
Shares distributed to personnel	4 457 686.83	3 114 832.48
Dividend distributions	-75 189 670.55	-107 208 660.15
<b>Retained earnings, 31 Dec</b>	<b>523 188 829.91</b>	<b>507 732 602.90</b>
Net profit for the financial year	55 416 831.21	87 082 380.23
<b>Unrestricted equity total</b>	<b>1 786 222 960.64</b>	<b>1 802 432 282.65</b>
<b>Shareholders' equity, total</b>	<b>1 876 569 952.15</b>	<b>1 892 779 274.16</b>
<b>Distributable funds</b>		
Invested unrestricted equity reserve	1 207 617 299.52	1 207 617 299.52
Retained earnings	523 188 829.91	507 732 602.90
Net profit for the financial year	55 416 831.21	87 082 380.23
<b>Total</b>	<b>1 786 222 960.64</b>	<b>1 802 432 282.65</b>
<b>Breakdown of the parent's share capital</b>		
Number of shares	118 425 771	118 425 771
Euros	76 555 412.00	76 555 412.00



## 15. Provisions

EUR	31 Dec 2020	31 Dec 2019
Restructuring commitments	287 689.82	656 918.41
Other provisions	2 333 080.45	—
<b>Total</b>	<b>2 620 770.27</b>	<b>656 918.41</b>

## 16. Non-Current liabilities

EUR	31 Dec 2020	31 Dec 2019
Bonds	400 000 000.00	100 000 000.00
Loans	478 461 538.46	482 438 727.90
Other non-current liabilities	628.13	2 348.13
<b>Total</b>	<b>878 462 166.59</b>	<b>582 441 076.03</b>

Fair value of bonds has been calculated based on prevailing market rate at the reporting date and as of 31 Dec 2020 it was EUR 411 392 000 (EUR 101 829 000 in 2019).

## 17. Current liabilities

EUR	31 Dec 2020	31 Dec 2019
Liabilities to Group companies		
Accounts payable	4 702 940.10	4 368 722.11
Other liabilities including cash pool	459 809 202.19	353 581 621.24
Accrued liabilities and deferred income	7 029 115.05	5 037 979.41
	<b>471 541 257.34</b>	<b>362 988 322.76</b>
Liabilities to joint ventures		
Accounts payable	—	2 964.22
Other liabilities including cash pool	13 694 400.23	21 205 772.82
	<b>13 694 400.23</b>	<b>21 208 737.04</b>
Liabilities to other companies		
Accounts payable	8 518 362.36	20 641 311.16
Loans	6 538 461.54	302 561 272.10
Commercial papers	4 973 421.21	39 994 667.38
Other current liabilities	3 852 435.65	19 798 798.97
Accrued liabilities and deferred income	10 289 062.80	12 258 060.57
	<b>34 171 743.56</b>	<b>395 254 110.18</b>
<b>Total</b>	<b>519 407 401.13</b>	<b>779 451 169.98</b>

Loans and receivables and financial liabilities are held at amortized cost using the effective interest rate method. Their carrying amounts are considered to approximate their fair value, except for the fixed rate bond where carrying amount has not been adjusted to match the fair value.

## 18. Accrued liabilities and deferred income

EUR	31 Dec 2020	31 Dec 2019
Accrued liabilities and deferred income from Group companies		
Service fee	7 028 613.67	4 717 331.99
Interest	501.38	275 227.05
Other	—	45 420.37
	<b>7 029 115.05</b>	<b>5 037 979.41</b>
Accrued liabilities and deferred income from other companies		
Vacation pay and related social costs	1 875 518.40	1 605 639.24
Other accrued payroll and related social costs	1 981 907.58	3 083 790.09
Other social costs	855 589.43	488 785.83
Interest	4 060 603.84	897 236.41
Rents	936 885.96	1 504 461.35
Taxes	—	3 077 856.19
Other	578 557.59	1 600 291.46
	<b>10 289 062.80</b>	<b>12 258 060.57</b>
<b>Total</b>	<b>17 318 177.85</b>	<b>17 296 039.98</b>

## 19. Deferred tax assets and liabilities

EUR	31 Dec 2020	31 Dec 2019
Deferred tax assets		
From temporary differences	1 395 077.04	1 486 694.41
From appropriations	458 506.91	447 914.34
<b>Total</b>	<b>1 853 583.95</b>	<b>1 934 608.75</b>
Deferred tax liabilities		
From temporary differences	175 066.66	288 581.73
<b>Total</b>	<b>175 066.66</b>	<b>288 581.73</b>

Deferred tax items are not included in the balance sheet.

## 20. Contingent liabilities

EUR	31 Dec 2020	31 Dec 2019
On behalf of Group companies		
Guarantees <sup>1)</sup>	128 428 256.45	130 927 603.62
Other Tieto obligations		
Rent commitments due in 2021 (2020)	12 434 514.00	12 503 957.99
Rent commitments due later	39 856 620.00	51 102 130.67
Lease commitments due in 2021 (2020) <sup>2)</sup>	320 092.00	319 186.39
Lease commitments due later <sup>2)</sup>	302 355.00	401 414.10
On behalf of Third parties		
Guarantees	25 911 124.84	24 888 003.98

<sup>1)</sup> The company has reviewed the guarantees as a result of which comparative information has been adjusted.

<sup>2)</sup> Lease commitments are principally three-year lease agreements that do not include buyout clauses.

In addition to the above mentioned contingent liabilities, parent company has provided security on behalf of delivering Group company relating to some major contracts.

Tieto Great Britain Ltd. and EVRY Financial Service UK Ltd. are exempt from the requirements of the Companies Act 2006 relating to the audit by virtue of section 479A of that act. The parent company, TietoEVRY Oyj has given a parent undertaking guarantee for all the outstanding liabilities of Tieto Great Britain Ltd. and EVRY Financial Service UK Ltd. at the end of the financial year 2020 and all members agree to the company being exempt from audit.

## 21. Derivatives

### Nominal amounts of derivatives

Includes the gross amount of all nominal values for contracts that have not yet been settled or closed. The amount of nominal value outstanding is not necessarily a measure or indication of market risk, as the exposure of certain contracts may be offset by other contracts.

EUR	31 Dec 2020	31 Dec 2019
Foreign exchange forward contracts	578 629 042.52	1 792 642 049.66

### Fair values of derivatives

Foreign exchange derivatives' fair values are calculated according to foreign exchange and interest rates on the closing date.

The net fair values of derivative financial instruments at the balance sheet date	31 Dec 2020	31 Dec 2019
Foreign exchange forward contracts	188 348.63	-15 699 509.61

Derivatives are used for economic purposes only.

Gross positive fair values of derivatives	31 Dec 2020	31 Dec 2019
Foreign exchange forward contracts	3 128 076.98	4 696 018.78

Gross negative fair values of derivatives	31 Dec 2020	31 Dec 2019
Foreign exchange forward contracts	-2 939 728.35	-20 395 528.39

### Fair value measurement of financial assets and liabilities

See [note 22](#) in Notes to the consolidated financial statements.

## 22. Management of financial risks

The operative management of the treasury activities of TietoEVRY is centralized into Group Treasury, which is operated from Parent company. The Group Treasury is responsible for managing the Group's financial risk position and maintaining adequate liquidity. The Treasury Policy, which has been approved by the Board of Directors, defines the principles for measuring and managing liquidity risk, interest rate risk, foreign exchange risks and counterparty risk of the Group. The Treasury Policy also defines the division of responsibilities with regard to financial risk management. The Group reviews and monitors financial risks on a regular basis.

Financial risks are assessed, measured and managed on a Group level. See [note 18](#) in Notes to the consolidated financial statements.

## DIVIDEND PROPOSAL, SIGNATURES FOR THE BOARD OF DIRECTORS' REPORT AND FINANCIAL STATEMENTS AND AUDITOR'S NOTE

### Dividend proposal

Distributable funds in the parent company	1 786 222 960.64
of which net profit for the current year	55 416 831.21

The Board of Directors proposes that the retained earnings of EUR 578 605 661.12 shall be used as follows:  
a total dividend of EUR 1.32 per share to be paid to shareholders

156 307 526.76

the remainder be carried forward

422 298 134.36

In the opinion of the Board of Directors the proposed dividend distribution does not endanger the solvency of the company.

### The Auditor's Note

Our auditors' report has been issued today.  
Espoo, 16 February 2021

Deloitte Oy  
Audit Firm

### Jukka Vattulainen

Authorised Public Accountant (KHT)

### Signatures for the Financial statements and Board of Directors' report Espoo, 16 February 2021

**Tomas Franzén**  
Chairperson

**Salim Nathoo**  
Deputy Chairperson

**Timo Ahopelto**

**Rohan Haldea**

**Liselotte Hægertz Engstam**

**Harri-Pekka Kaukonen**

**Katharina Mosheim**

**Niko Pakalén**

**Endre Rangnes**

**Leif Teksum**

**Tommy Sander Aldrin**

**Ola Hugo Jordhøy**

**Anders Palklint**

**Ilpo Waljus**

**Kimmo Alkio**  
President and CEO

## AUDITOR'S REPORT (Unofficial translation of the Finnish original)

### To the Annual General Meeting of TietoEVRY Oyj

#### Report on the Audit of Financial Statements

##### Opinion

We have audited the financial statements of TietoEVRY Oyj (business identity code 0101138-5) for the year ended 31 December, 2020. The financial statements comprise the consolidated income statement, statement of comprehensive income, financial position, statement of cash flows, statement of changes in equity and notes, including a summary of significant accounting policies, as well as the parent company's income statement, balance sheet, statement of cash flows and notes.

##### In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU,
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

##### Basis for opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of Financial Statements section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 7 to the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Key audit matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

Key audit matter	How our audit addressed the key audit matter
<p><b>Impairment testing of Goodwill</b></p> <p>Refer to Note 11 in the consolidated financial statements.</p> <p>Consolidated financial statements includes goodwill of EUR 1 974,4 million (EUR 2 023,1 million). Goodwill is measured at cost less accumulated impairment losses.</p> <p>Goodwill is subject to annual impairment test. For testing purposes goodwill is allocated to cash-generating units. As a result of management’s goodwill impairment test, no impairment was identified.</p> <p>Goodwill impairment testing requires substantial management judgment over the projected future business performance, cash flows and applied discount rate.</p> <p>Note 11 in the consolidated financial statements describes key assumptions used by management in the impairment test and related sensitivity analysis.</p>	<p>As part of our audit procedures we have assessed key controls over management’s goodwill impairment testing for each cash generating unit.</p> <p>The recoverable amounts of the cash-generating units are determined based on value-in-use calculations. Cash flows used in these calculations are based on five-year financial plans defined by group management.</p> <p>We have assessed the key assumptions used by management in the impairment test for cash generating units:</p> <ul style="list-style-type: none"> <li>– comparing the growth and profitability estimates to historical performance.</li> <li>– comparing the estimates with the latest approved budgets and strategic plans.</li> <li>– involving our valuation specialists to verify that the discount rates and the long-term growth rates are consistent with observable market data</li> <li>– validated the mathematical accuracy of the impairment calculations</li> </ul> <p>We have also assessed the related disclosure information.</p>
<p><b>Revenue recognition</b></p> <p>Refer to accounting policies for the consolidated financial statements and notes 5 and 6.</p> <p>Consolidated Net Sales of TietoEVERY Oyj amounted to EUR 2 786,4 million. The Net Sales consist mostly of continuous services, software solutions and consulting. In addition to this, the Company has fixed-price projects.</p>	<p>We evaluated the IT systems used for recognizing revenue by testing access and change management controls. We also evaluated process level controls by performing walkthroughs of each significant class of revenue transactions, assessed the design of key controls and tested the operating effectiveness of those controls.</p>

Key audit matter	How our audit addressed the key audit matter
<p>Revenue from service contracts, software solutions and consulting is based on service volumes or time and materials; and the performance obligations are recognized over the accounting period in which the services are rendered. For contracts comprising fixed-price projects, revenue is recognized based on the actual service provided by the reporting date as a proportion of the total services to be provided.</p> <p>We identified as a specific risk of error and fraud in respect of improper revenue recognition given the nature of the Group's services, as follows:</p> <ul style="list-style-type: none"> <li>– Improper revenue recognition in manually recorded exceptional revenue transactions.</li> </ul> <p>Revenue recognition due to its significance require specific attention both from the accounting and the auditing perspective. In addition, management applies judgement when considering revenue recognition for fixed-price projects.</p>	<p>Our substantive audit procedures to address the identified risk relating to revenue from services consisted among others, performing transactional testing procedures to validate the recognition of revenue throughout the year as well as year-end.</p> <p>Our substantive audit procedures to address the risk of inappropriate accounting for major fixed-price projects were focused on judgements used by management in project estimates.</p> <p>We selected a sample of contracts and performed the following:</p> <ul style="list-style-type: none"> <li>– Ensured that the revenue recognition method applied was appropriate based on the terms of the arrangement;</li> <li>– Agreed project revenue estimate against the sales agreement, including contract amendments;</li> <li>– Tested the accuracy of the cost estimate by taking a sample of cost components and traced those to supporting documentation; and</li> <li>– Recalculated the revenue based on percentage of completion of the project. Assessed the appropriateness of the percentage of completion by comparing actual costs from the Company's accounting records to the estimated total costs of the project.</li> </ul>
<p>We have no key audit matters to report with respect to our audit of the parent company financial statements. There are no significant risks of material misstatement referred to in Article 10(2c) of Regulation (EU) No 537/2014 with respect to the group financial statements and the parent company financial statements.</p>	

### Responsibilities of the Board of Directors and the President and CEO for the financial statements

The Board of Directors and the President and CEO are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and CEO are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and CEO are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

### Auditor's responsibilities in the audit of financial statements

Our objectives are to obtain reasonable assurance on whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the President and CEO's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



## Other Reporting Requirements

### Information on our audit engagement

We have been acting as TietoEVRY's auditors a total period of uninterrupted engagement of 3 years since 2018.

### Other information

The Board of Directors and CEO are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report, but does not include the financial statements and our report thereon. We have obtained the report of the Board of Directors prior to the date of the auditor's report, and the Annual Report is expected to be made available to us after that date. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in accordance with the applicable laws and regulations.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in accordance with the applicable laws and regulations.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report this fact. We have nothing to report in this regard.

Espoo, 16 February 2021

### **Deloitte Oy**

Audit Firm

Jukka Vattulainen

Authorised Public Accountant (KHT)

# Sustainability notes

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GRI content index table	239

# About sustainability reporting

## Scope

The non-financial data and information included in our Annual Report 2020 describes our sustainability efforts across our value chain, ranging from purchasing of hardware and other materials to the use of our services and products. The disclosures focus on the sustainability topic that are most material regarding our economic, social, and environmental performance.

The sustainability disclosures in this year's report include the Parent company TietoEVERY Corporation and all subsidiaries over which the Parent company has direct or indirect control. Greenhouse gas emission data does not cover TietoEVERY's Norwegian subsidiary Bekk (around 400 employees). E-learning training data does not cover Avega, Bekk, and parts of xEVERY India and Infopulse Ukraine that was not onboarded to Workday during 2020. HR data cover the Parent company including all subsidiaries which the Parent company has direct or indirect control over except for the GRI disclosure 405-1 (split between employee categories) where data does not cover the subsidiary Bekk. The GRI General

Disclosures cover the entire TietoEVERY Group.

Unless otherwise stated, our workforce-related figures in the Sustainability section of the report are based on the GRI Standards. The numbers include joint ventures, hence differing from the headcount in the Financial section. The data sources are company systems which provide data on full-time, part-time, permanent and temporary employees. As Infopulse companies and EVRY India Private Limited use external systems, data will be transferred via e-mail and excel in these cases.

Unless otherwise stated, all information and data pertain to activities from 1 January to 31 December 2020. The regional data is divided between HR and financial data due to system restrictions. Our energy reporting and corresponding scope 1 and 2 emissions cover all operating sites (offices, laboratories and data centres) except TietoEVERY's Swedish subsidiaries Avega, and the Norwegian subsidiary Bekk. The scope of the energy data collection was aligned with our Environmental Management System; data is collected from data centres, laboratories

and offices with 20 employees or more. The energy consumption by offices excluded from the scope of the data collection is based on our global average values with a 10% safety margin. The original data sources are on-line energy management systems, energy invoices and data from utility providers.

The scope 3 business travel related GHG emissions include flights and the use of own cars for business purposes. GHG data (tCO<sub>2</sub>) comes mainly straight from the travel agency's IT systems. Defra emission factors have been used for air travel not included in the report from the travel agency. Defra emissions factors are also used for cars used for business purposes, when calculating the emissions based on driven kilometers. Locations with major operations and a significant amount of travel are within the scope. Energy and emission calculations follow the Greenhouse Gas Protocol, and emissions are reported as CO<sub>2</sub> equivalents (CO<sub>2</sub>e). The electricity emission factors are based on national gross electricity production mixes (annual statistics) from the International Energy Agency's statistics (IEA stat). Emission

factors per fuel type are based on assumptions in the IEA methodological framework. Factors for district heating/cooling are either based on actual (local) production mixes, or average IEA statistics. The scope 2 market-based calculations are determined by the purchased Guarantees of origin (GoO)/ Renewable Energy Certificates (REC). When acquiring GoOs or RECs, the supplier certifies that the electricity is produced exclusively by renewable sources, which has an emission factor of 0 grams CO<sub>2</sub>e per kWh. However, for electricity without certificates, the emission factor is based on remaining electricity production after all GoOs and RECs for renewable energy are sold. The emission factors used for European residual mixes are provided by European Residual Mixes 2019. Country specific IEA emission factors are used for non-EU countries.

The base year for the scope 1,2 and 3 GHG calculations is 2020 with the exception in business travel category in scope 3. The base year for scope 3 business travel GHG calculations is 2019. In the report, the metric ton/UK tonne equivalent to 1 000 kilograms is stated solely as a ton.

## Reporting framework and communication to initiatives

Our non-financial report for 2020 is prepared in accordance with the core option of the GRI Standards.

TietoEVERY has signed the United Nation's Global Compact, which means that we commit to implement the United Nation's ten principles for sustainable business. Global Compact requires a yearly report on progress and performance. TietoEVERY's annual report with sustainability report is designed to meet these requirements. In the GRI-index, page 83, references to the principles can be found.

TietoEVERY supports the United Nations' Sustainable Development Goals and have analysed our impact on them with the help of 'principled prioritization'. The references to how we work with the global targets and sub-targets can be found in the GRI-index.

## Legislation on non-financial reporting

Information about the companies within the TietoEVERY group that are covered by the legislation are included in the non-financial information in the Board of Directors' report. TietoEVERY's Board of Directors submits the non-financial information including the NFI.

## External assurance

An independent third party, Deloitte Oy, has provided limited assurance on sustainability information disclosed in TietoEVERY's Annual Report 2020. The scope of the assured information is indicated in the independent practitioner's assurance report as well as in the GRI content index. In our view, third-party, independent assurance increases transparency and is key to delivering a high-quality report.

## Publication

Our combined annual and sustainability report 2020 was published on 2 March 2021.

## Sustainability contacts:

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# Independent assurance report

## To the Management of TietoEVRY Oyj

We have been engaged by the management of TietoEVRY Oyj (hereinafter also the Company) to provide a limited assurance on the selected sustainability disclosures in the TietoEVRY Annual Report 2020 for the reporting period of January 1, 2020 to December 31, 2020. The assured information is indicated in the Company's GRI Content Index 2020 (hereinafter Sustainability Information).

## Management's responsibility

The Management of TietoEVRY is responsible for the preparation of the Sustainability Information in accordance with the Reporting criteria as set out in the Company's reporting instructions and the GRI Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter also the Reporting criteria). This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the Sustainability Information that are free from material misstatement, whether due to fraud or error, selecting and applying

appropriate criteria and making estimates that are reasonable in the circumstances.

## Assurance provider's responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on our engagement. We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised).

ISAE 3000 standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance whether any matters come to our attention that cause us to believe that the Sustainability Information has not been prepared, in all material respects, in accordance with the Reporting criteria.

We did not perform any assurance procedures on the prospective information, such as targets, expectations and ambitions, disclosed in the Sustainability Information. Consequently, we draw no conclusion on the prospective information. Our assurance report is made in accordance with the terms of our engagement with TietoEVRY. We do not accept or assume

responsibility to anyone other than TietoEVRY for our work, for this assurance report, or for the conclusions we have reached.

A limited assurance engagement with respect to responsibility related data involves performing procedures to obtain evidence about the Sustainability Information. The procedures performed depend on the practitioner's judgment, but their nature is different from, and their extent is less than, a reasonable assurance engagement. They do not include detailed testing of source data or the operating effectiveness of processes and internal controls, and consequently they do not enable us to obtain the assurance necessary to become aware of all significant matters that might be identified in a reasonable assurance engagement.

Our procedures on this engagement included:

- Interviewing senior management of the Company;
- Conducting interviews with employees responsible for the collection and reporting of the Sustainability Information and reviewing of the processes and systems for

data gathering, including the aggregation of the data for the Sustainability Information;

- Reviewing internal and external documentation to verify to what extent these documents and data support the information included in the Sustainability Information and evaluating whether the information presented in the Sustainability Information is in line with our overall knowledge of corporate sustainability at TietoEVRY;
- Performing analytical review procedures and testing data on a sample basis to assess the reasonability of the presented Sustainability Information;
- Conducting an interview with TietoEVRY's sites in Finland, Norway and India through a video conference;
- Assessing that the Sustainability Information has been prepared in accordance with the Sustainability Reporting Standards (Core) of the Global Reporting Initiative.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### **Our independence, quality control, and competences**

We have complied with Deloitte's independence policies which address and, in certain cases, exceed the requirements of the Code of Ethics for professional accountants issued by the International Ethics Standards Board for Accountants. We have maintained our independence and objectivity throughout the year, and there were no events or prohibited services provided which could impair our independence and objectivity. Deloitte Oy applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. This engagement was conducted by a multidisciplinary team including assurance and sustainability expertise with professional qualifications. Our team is experienced in providing sustainability reporting assurance.

### **Conclusion**

Based on the procedures we have performed, nothing has come to our attention that causes us to believe that TietoEVRY's Sustainability Information for the reporting period ended 31 December 2020 is not properly prepared, in all material respects, in accordance with the Reporting criteria. Our assurance statement should be read in conjunction with the inherent limitations of accuracy and completeness for sustainability information.

Espoo, February 25, 2021  
Deloitte Oy

#### **Jukka Vattulainen**

Authorized Public Accountant

#### **Teemu Jaatinen**

Authorized Public Accountant

# GRI Content index table

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
<b>GRI 102: GENERAL DISCLOSURES 2016</b>					
<b>Organizational profile</b>					
102-1	Name of the organization	<a href="#">Fact &amp; figures</a>		COP report profile	
102-2	Activities, brands, products and services	<a href="#">Operating model</a>		COP report profile	
102-3	Location of headquarters	<a href="#">Fact &amp; figures</a>		COP report profile	
102-4	Location of operations	<a href="#">Fact &amp; figures</a>		COP report profile	
102-5	Ownership and legal form	<a href="#">Fact &amp; figures</a>		COP report profile	
102-6	Markets served	<a href="#">IT market development</a>		COP report profile	
102-7	Scale of the organization	<a href="#">Operating model, IT market development</a>		COP report profile	
102-8	Information on employees and other workers	<a href="#">Diversity &amp; inclusion</a>		Principle 6, COP report profile	x
102-9	Supply chain	<a href="#">Responsible sourcing</a>		Principle 1-10, COP report profile	
102-10	Significant changes of the organisation	<a href="#">CEO review, Strategy cornerstones - positioning for growth, Shares and shareholders</a>			
102-11	Precautionary principle	<a href="#">Energy usage and greenhouse gas emissions</a>			
102-12	External initiatives	<a href="#">Managing sustainability</a>			
102-13	Memberships of associations	<a href="#">Managing sustainability</a>			
<b>Strategy</b>					
102-14	Statement from senior decision-maker	<a href="#">CEO review</a>			
102-15	Key impacts, risks and opportunities	<a href="#">NFI, Sustainability 2020 plan</a>			
<b>Ethics and integrity</b>					
102-16	Values, principles, standards and norms of behaviour	<a href="#">Business ethics and anti-corruption, Managing sustainability, Diversity &amp; inclusion</a>		Principle 10	

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
<b>GOVERNANCE</b>					
102-18	Governance structure	<a href="#">Corporate governance statement</a>			
102-20	Executive-level responsible for economic, environmental and social topics	<a href="#">Managing sustainability</a>			
102-21	Consulting stakeholders on economic, environmental and social topics	<a href="#">Corporate governance statement, Stakeholder engagement and materiality, Managing sustainability</a>			
102-23	Chair of the highest governance body	<a href="#">Corporate governance statement</a>			
102-32	Highest governance body's role in sustainability	<a href="#">Managing sustainability, Independent assurance report</a>			
<b>STAKEHOLDER ENGAGEMENT</b>					
102-40	List of stakeholder groups	<a href="#">Stakeholder engagement and materiality</a>			
102-41	Collective bargaining agreements	<a href="#">Diversity &amp; inclusion</a>		Principle 3	x
102-42	Identifying and selecting stakeholders	<a href="#">Stakeholder engagement and materiality</a>			
102-43	Approach to stakeholder engagement	<a href="#">Stakeholder engagement and materiality</a>			
102-44	Key topics and concerns raised	<a href="https://www.tieto.com/en/about-us/sustainability/stakeholder-relations-and-materiality-mapping/">Stakeholder engagement and materiality (https://www.tieto.com/en/about-us/sustainability/stakeholder-relations-and-materiality-mapping/)</a>			
<b>REPORTING PRACTICE</b>					
102-45	Entities included in the consolidated financial statements	<a href="#">About sustainability reporting</a>			
102-46	Defining report content and topic boundaries	<a href="#">Stakeholder engagement and materiality, About sustainability reporting</a>			
102-47	List of material topics	<a href="#">GRI content index table</a>			
102-48	Restatement of information	<a href="#">About sustainability reporting</a>			
102-49	Changes in the report	<a href="#">About sustainability reporting</a>			
102-50	Reporting period	<a href="#">About sustainability reporting</a>			



Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
102-51	Date of most recent previous report	<a href="#">About sustainability reporting</a>			
102-52	Reporting cycle	<a href="#">About sustainability reporting</a>			
102-53	Contact point for the report	<a href="#">About sustainability reporting</a>			
102-54	Claims for reporting in accordance with the GRI Standards	<a href="#">About sustainability reporting</a>			
102-55	GRI Content Index	<a href="#">GRI content index</a>			
102-56	External assurance	<a href="#">Independent assurance report</a>			

**MATERIAL TOPICS, MANAGEMENT APPROACH AND DISCLOSURES**

**GRI 200: ECONOMIC STANDARD SERIES**

GRI 205: ANTI-CORRUPTION 2016

103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Business ethics and anti-corruption</a>	2: Business ethics and anti-corruption	Principle 10	x
103-2	The management approach and its components	<a href="#">Business ethics and anti-corruption</a>	2: Business ethics and anti-corruption	Principle 10	x
103-3	Evaluation of the management approach	<a href="#">Business ethics and anti-corruption</a>	2: Business ethics and anti-corruption	Principle 10	x
205-1	Operations assessed for risks related to corruption	<a href="#">Business ethics and anti-corruption</a>	2: Business ethics and anti-corruption	Principle 10	x
205-3	Confirmed incidents of corruption and actions taken	<a href="#">Business ethics and anti-corruption</a>	2: Business ethics and anti-corruption	Principle 10	x

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
<b>GRI 300: ENVIRONMENTAL STANDARD SERIES</b>					
GRI 302: ENERGY 2016					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality analysis, Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
103-2	The management approach and its components	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
103-3	Evaluation of the management approach	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
302-1	Energy consumption within the organisation	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
302-3	Energy intensity	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
302-4	Reduction of energy consumption	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
GRI 305: EMISSIONS 2016					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality analysis, Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
103-2	The management approach and its components	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
103-3	Evaluation of the management approach	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
305-1	Direct (Scope 1) GHG Emissions	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
305-2	Energy indirect (Scope 2) GHG Emissions	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
305-3	Other indirect (Scope 3) GHG Emissions	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x
305-4	GHG emissions intensity	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions	Principle 7-9	x

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
305-5	Reduction of GHG emissions	<a href="#">Energy usage and greenhouse gas emissions</a>	5: Energy usage and greenhouse gas emissions		x
<b>GRI 306: WASTE 2020</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality analysis, Circular economy practices</a>	6. Circular economy practices	Principle 8-9	
103-2	The management approach and its components	<a href="#">Circular economy practices</a>	6. Circular economy practices	Principle 8-9	
103-3	Evaluation of the management approach	<a href="#">Circular economy practices</a>	6. Circular economy practices	Principle 8-9	
306-1	Waste generation and significant waste-related impacts	<a href="#">Circular economy practices</a>	6. Circular economy practices	Principle 8-9	
306-2	Management of significant waste-related impacts	<a href="#">Circular economy practices</a>	6. Circular economy practices	Principle 8-9	
306-3	Waste generated	<a href="#">Due to the merger of TietoEVRY and not accurate recording of generated waste omission is applied to this disclosure due to non-availability of data. Measures have been taken during FY20 to ensure data will be available to disclose for FY21.</a>	6. Circular economy practices		
<b>GRI 400: SOCIAL STANDARD SERIES</b>					
<b>GRI 401: EMPLOYMENT 2016</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality analysis, Employee engagement</a>	8. Employee Engagement	Principle 6	x
103-2	The management approach and its components	<a href="#">Employee engagement</a>	8. Employee Engagement	Principle 6	x
103-3	Evaluation of the management approach	<a href="#">Employee engagement</a>	8. Employee Engagement	Principle 6	x
401-1	Total number and rates of new employee hires and employee turnover	<a href="#">Employee engagement</a>	8. Employee Engagement	Principle 6	x

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES 2016</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
103-2	The management approach and its components	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
103-3	Evaluation of the management approach	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
405-1	Diversity of governance bodies and employees	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
<b>GRI 406: NON-DISCRIMINATION 2016</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
103-2	The management approach and its components	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
103-3	Evaluation of the management approach	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Diversity &amp; inclusion</a>	7: Diversity & inclusion	Principle 1, 2, 6	x
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Responsible sourcing, Diversity &amp; inclusion</a>	1. Human rights, 5. Responsible sourcing	Principle 3	
103-2	The management approach and its components	<a href="#">Diversity &amp; inclusion</a>	1. Human rights, 5. Responsible sourcing	Principle 3	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Diversity &amp; inclusion</a>	1. Human rights, 5. Responsible sourcing	Principle 3	

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
<b>GRI 412: HUMAN RIGHTS 2016</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Human rights</a>	1. Human rights	Principle 1-6	
103-2	The management approach and its components	<a href="#">Human rights</a>	1. Human rights	Principle 1-6	
103-3	Evaluation of the management approach	<a href="#">Human rights</a>	1. Human rights	Principle 1-6	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Responsible sourcing, Human rights</a>	1. Human rights, 5. Responsible sourcing	Principle 3	
<b>GRI 418: CUSTOMER PRIVACY 2016</b>					
103-1	Explanation of the material topic and its Boundary	<a href="#">Managing sustainability, Stakeholder engagement and materiality, Cybersecurity and privacy</a>	3: Cybersecurity and privacy	Principle 1-2	x
103-2	The management approach and its components	<a href="#">Cybersecurity and privacy</a>	3: Cybersecurity and privacy	Principle 1-2	x
103-3	Evaluation of the management approach	<a href="#">Cybersecurity and privacy</a>	3: Cybersecurity and privacy	Principle 1-2	x
418-1	Sustantiated complaints regarding breaches of customer privacy and losses of customer data	<a href="#">Cybersecurity and privacy</a>	3: Cybersecurity and privacy	Principle 1-2	x
<b>TIETOEVRY SPECIFIC DISCLOSURES</b>					
<b>BUSINESS ETHICS AND ANTI-CORRUPTION</b>					
TietoEVRY 2.1	Completion of Code of Conduct training	<a href="#">Business ethics and anti-corruption</a>	2. Business ethics and anti-corruption	Principle 1-3, 6-10	x
TietoEVRY 2.2	Whistleblowing notification period	<a href="#">Business ethics and anti-corruption</a>	2. Business ethics and anti-corruption	Principle 10	x
<b>CYBERSECURITY AND PRIVACY</b>					

Disclosure	Disclosure title	Link and reference	Responsible area and number	UNGC	Externally assured
TietoEVRY 3.1	Completion level of both GDPR and Security training	<a href="#">Cybersecurity and privacy</a>	3. Cybersecurity and privacy	Principle 1-2	
RESPONSIBLE SOURCING					
TietoEVRY 4.1	New or renewed suppliers agreeing to TietoEVRY's Supplier Code of Conduct	<a href="#">Responsible sourcing</a>	4. Responsible sourcing	All principles	x
TietoEVRY 4.2	Annual review of conflict mineral management with main hardware suppliers	<a href="#">Responsible sourcing</a>	4. Responsible sourcing	All principles	
TietoEVRY 4.3	Self-assessment on selected strategic suppliers	<a href="#">Responsible sourcing</a>	4. Responsible sourcing	All principles	
TietoEVRY 4.4	On-site audits for suppliers identified as high risk suppliers	<a href="#">Responsible sourcing</a>	4. Responsible sourcing	All principles	
TietoEVRY 4.5	Sustainability management system reviews with five top-spend suppliers	<a href="#">Responsible sourcing</a>	4. Responsible sourcing	All principles	
ENERGY USAGE AND GREENHOUSE GAS EMISSIONS					
TietoEVRY 5.1	Percentage of carbon free electricity in scope 1 and 2	<a href="#">Energy usage and greenhouse gas emissions</a>	5. Energy usage and greenhouse gas emissions	Principle 7-9	x
TietoEVRY 5.2	Reduction of total Scope 1 and 2 GHG emissions	<a href="#">Energy usage and greenhouse gas emissions</a>	5. Energy usage and greenhouse gas emissions	Principle 7-9	x
TietoEVRY 5.3	Reduction of average carbon footprint from business travel per employee	<a href="#">Energy usage and greenhouse gas emissions</a>	5. Energy usage and greenhouse gas emissions	Principle 7-9	x
TietoEVRY 5.4	Ton CO <sub>2</sub> avoided by customers through use of IT services provided by TietoEVRY	<a href="#">Energy usage and greenhouse gas emissions</a>	5. Energy usage and greenhouse gas emissions	Principle 7-9	x
DIVERSITY & INCLUSION					
TietoEVRY 7.1	Ratio female and male employees	<a href="#">Diversity &amp; inclusion</a>	7. Diversity & inclusion	Principle 6	x
EMPLOYEE EXPERIENCE					
TietoEVRY 8.1	Employee engagement score	<a href="#">Employee Experience</a>	8. Employee Experience		x

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