



Organization Playbook.

This is version 2 of our evolutionary company Playbook. The Playbook can be modified at anytime by any employee, provided that the advice process is respected.



CEO Foreword.

Dear reader,

We are happy to have you here! This book is about explaining our version of self-management to serve as information to those curious about Inderes, and to those looking for inspiration on developing a self-managing organization.

The idea for this book arose as we realized that self-management doesn't work by just saying 'let's self-organize'. We wanted to specifically document what it means to us. This is our testament describing why we exist, what we do and where we are going. We aim to build an enduring organization model that scales and adapts to change, while bringing stability and predictability by means of strong values and principles. This playbook is about cracking the code.

Both our business model and organization model largely differ from what is thought as to how companies "should organize". We are unique in the way we work and proud of it. In fact, we often suck at doing things the way they "should be done" or have always been done. Rebelliously striving for what we think is right and good for our people, our community and the society is an integral part of our identity.

Self-management is not easy and there are a lot of misperceptions involved. It requires hard work from everyone in discarding the old and learning new. But the reward of having fun, meaningful and fulfilling work is totally worth the effort!

We created this Playbook to make sure we don't forget our identity and values as we grow. Also, by making this public we make a commitment to live by it.

-Mikael

Contents.

1. Our Role in Society
2. Business Architecture
3. Organization and Culture
4. How We Work
5. The Future



Our Role in Society.



How We Contribute to Society.

This is how **we work to lift our industry** from serving the 1% to serving the 100% by democratizing information:

Exclusive institutions



Inclusive community

Greed-driven investing



Impact-driven investing

Speculative markets



Transparent markets

Unequal distribution



Equal investment opportunities

The Problems

1

Key information for investors is scattered and hard to get. Decisions are based too much on intuition or left unmade due to lack of information.



2

Public companies find it hard to get their message heard within their IR target group.



3

Quality investor information unavailable for all investors and companies.



We Solve.

We organize and refine key information into an easily digestible form to help people make better investment decisions.

We provide targeted distribution to reach an active community of investors and offer feedback tools for companies.

We provide high quality financial insights for all investors and companies through our platform.

Business Architecture.

The Inderes Flywheel.

Inderes is a platform connecting investors and listed companies.

- **The more listed companies** join the platform, the more content, rendering the platform more attractive for investors.
- **The more investors**, the more attractive the platform becomes to listed companies who want to reach their relevant target groups.
- **A larger ecosystem** leads to democratization and demonetization of high-quality financial information.
- **Positive feedback loops** between our platform participants help the Flywheel gain more momentum. This results in significant positive net impact for our community, clients and the economy at large.



Our Core Transaction.

A **core transaction** is at the heart of the platform's value creation. Core transaction combines three elements:

	Easy example: Tinder
1 Participants	Singles
+	
2 Value unit	Profile
+	
3 Filter	Algorithm
= Core transaction	A Date

The **Inderes** core transaction

Companies & Investors

Research, IR content, discussions etc.

News feeds, notifications, screening tools etc.

Connection and exchange of information between participants



Key Functions of Our Platform.

To enable core transactions, our platform must perform three key functions:

1. **Pull** new participants at both ends of the platform
2. **Facilitate** the creation of value units onto the platform
3. **Match** the right platform participants to each other

Each of our business functions has a defined role within the platform as described in the following slides.

Function: Equity Research.

- **Pull** new companies and interested parties to the platform
- **Create** value units to the platform
- **Filter** relevant information for investors and make the right conclusions
- **Engage** the community
- **Manage** a feedback loop to improve the quality of our content



Function: Flik & inderesTV.

- **Pull** new companies to the platform
- **Create** value units to the platform
- **Demystify** the financial markets with easy-to-approach video and creative storytelling
- **Engage** the community through interactive and social video content
- **Manage** a feedback loop to improve quality of our content



Function: Technology.

- **Develop** tools for analysts, investors and IRs that facilitate creation of new value units for platform participants
- **Build** the go-to digital application for all investors which makes information easy to find and consume
- **Facilitate** matchmaking of platform participants



Function: Community Building.

- **Pull** new members to the investor community
- **Build and manage** the community and drive community engagement
- **Help** the community to create value units to the platform
- **Protect** the community by content curation
- **Distribute** community feedback for other functions



Function: IR Solutions.

- **Collect** feedback from the investor community
- **Filter** the data and feedback from the investor community to companies
- **Help** the IR community to improve their communication to the investors
- **Build and manage** the IR community

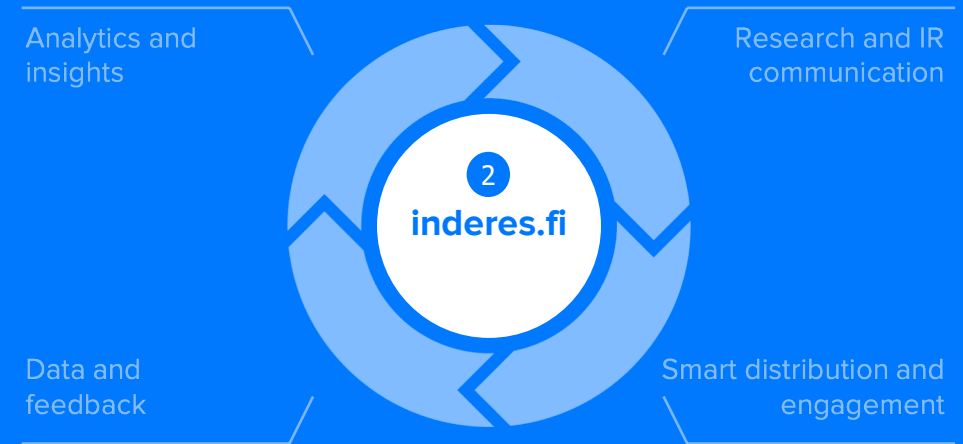


Economics.

We apply the “give-give-give-ask –rule”: we first show we create value, and only after that ask for a fee. We are careful that monetization does not slow the network effects of our platform.

- 1 We offer continuous research and media services for listed companies.
- 2 We sell access to our platform content and tools for businesses.
- 3 For community members, our service is primarily free, and we never dilute our free subscription. Our Premium subscription is based on additional value creating tools and premium content.

1
Listed companies



3
Investor community

How We Are Different.

Our business model is a combination of consulting, technology and communications. Our differentiation and value creation for listed companies derives from mastering three key elements of the service together:

1

Passionate professionals

- Analysts
- Creative professionals
- IR & communication professionals

+

2

Technology platform

- Inderes.fi
- Flik Play
- IR Solutions

+

3

Community

- Investor community
- Distribution capabilities



"I frequently get asked if our business model is advisory services, technology or a type of media. The question is irrelevant to us. We are building our own category instead of trying to fit into a given existing one. We simply look at the problem we want to solve and deploy the business model which is the most efficient to solve the given problem. Often, we create the most value by combining all the elements: professionals, technology and media."



Mikael Rautanen
Inderes CEO



Organization and Culture.



Basic Assumptions of Our People.

With these three simple assumptions about our colleagues in place, we need minimal control mechanisms.

Our people...

1. are trustworthy professionals capable of making important decisions.
2. honor their commitments and take responsibility for their actions.
3. want to use their talents to make a positive contribution for our organization and the society at large.

Our Values.

Independence: Independence is paramount in our business and therefore it is in our name. We must redeem our independence every day.

Passion: We do not slip to businesses for which our people do not have passion.

Quality: High quality work, arising from our expertise and passion, is why our community follows us and why our clients choose us.

Longevity: We build our business for the long run, continuously pushing our inevitable bankruptcy farther into the future. This includes doing things in ways that are responsible for our people, community, the society and the planet.

Independent

inde
res.

Equity

Research



The Principles Guiding Our Work.

Transparency and openness by default. With transparency in place, we can trust one another and that each of us operates with the best of intentions. We keep all company-internal information open by default.

Responsibility for change. Regardless of one's role within the company, no issue is "someone else's problem". Rather than complaining about problems, one is expected to take ownership in fixing them. We respect and reward those who take ownership of things.

Equality amongst all employees. There are no owner or boss roles. Decisions are made by consulting those who carry the best expertise in the given matter, applying our advice process.

Empathy. We take care of each other. We do not rely solely on centralized or outsourced HR processes.

Continuous learning. We never cease to learn and never reach the end of our learning journey. We learn through our mistakes, address them openly, and practice giving and receiving feedback on the spot.

Agility and speed. We minimize spending excess time in meetings. We constantly aim to make our current tasks redundant and more efficient by means of automation, smarter working methods and co-creation with our community.

Sense and respond. Our evolutionary structures are constantly self-organizing and self-correcting. We sense our internal and external environment and respond and develop accordingly without having to wait for approval from above. Every employee is a sensor to the inside and outside world.



How We Work.

How The Organization Works.

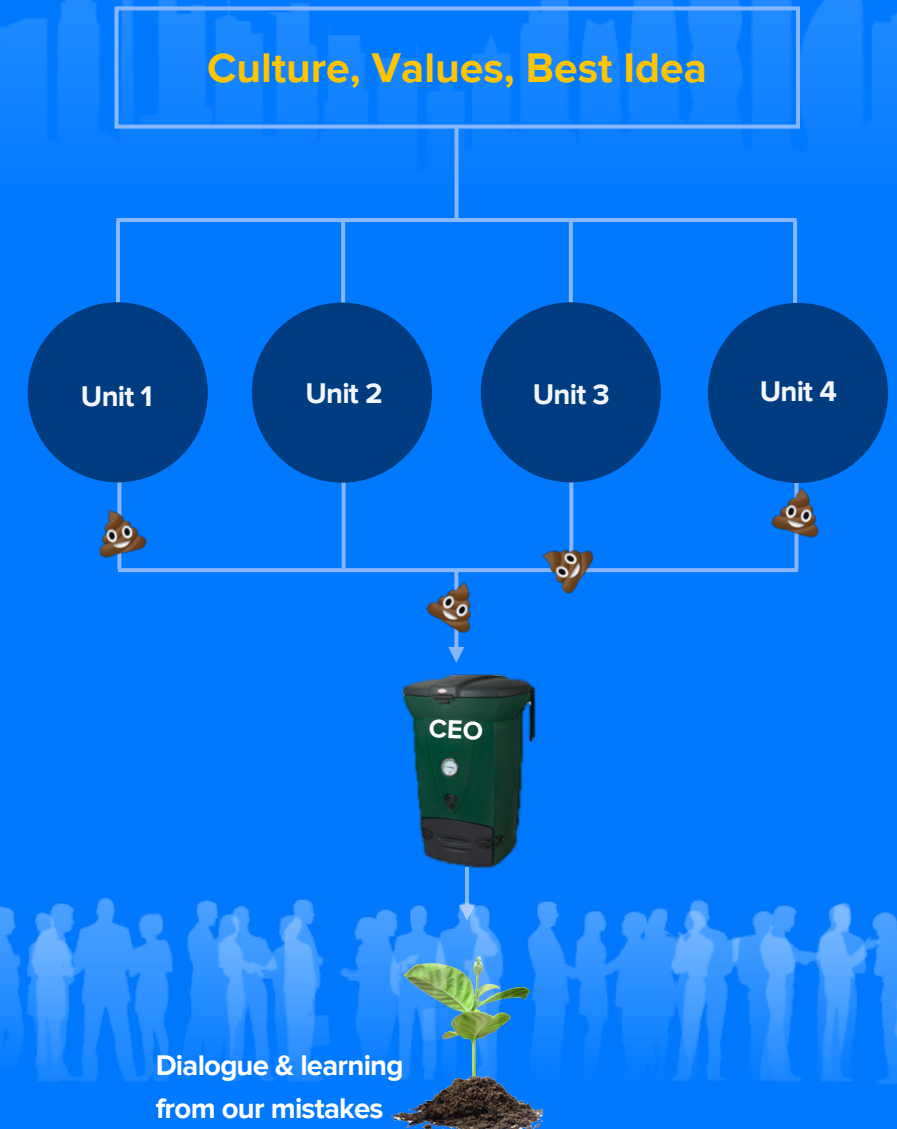
Self-managing business units with autonomy in decision-making and organizing their work. Each autonomous business unit operates like a small company inside Inderes. Shared functions' primary role is to provide services to business units.

Fluid and granular roles and team structures. Team structures do not restrict know-how and capacity from moving between the teams. Employees may have roles in several teams.

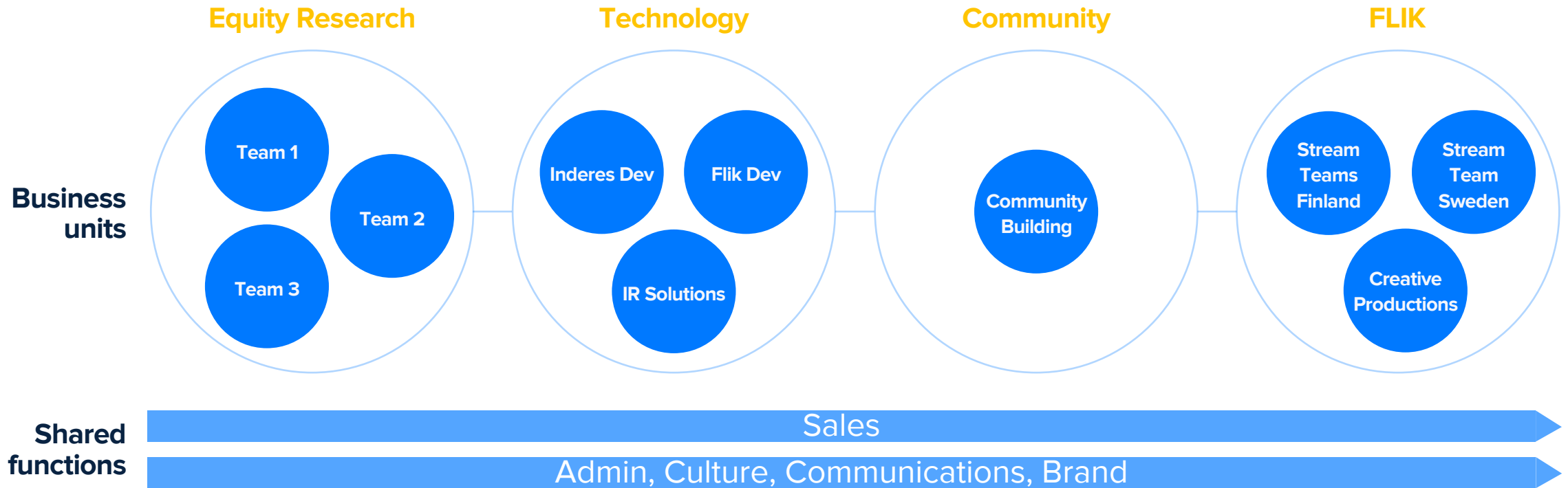
All structures are evolutionary. Without permission from above, team structures may evolve on the go to any form we believe is best way for us to organize our work.

No titles internally. No titles or roles to restrict or define the tasks an employee may perform. Employees may take on new roles/tasks without any formal appointment, promotion or salary negotiation processes.

Business units have business leaders. Every business unit has a leader responsible for the economics of the unit.



How We Are Currently Organized.



Team Responsibility Checklist.

- ✓ Ensuring the wellbeing of all team members
- ✓ Customer service & fulfilling the obligations of customer contracts
- ✓ Managing the team's financial performance and capacity
- ✓ Continuous development of know-how and quality of work
- ✓ Defining roles within the team
- ✓ Agreeing on vacations and working hours
- ✓ Tools, purchases and working methods
- ✓ Reporting to other teams two times per year





Decision Making (Advice Process).

Our decision-making is highly distributed. Anyone can make decisions providing that the following rules of consideration are applied:

- **Apply the advice process.** The decision maker must seek advice from 1) everyone meaningfully affected, 2) people with expertise in the matter. The need and magnitude of the advice process is adjusted to the significance of the decision.
 - **Consider our stakeholders.** Tick the box: is your decision good for our employees, customers, shareholders or the community?
 - **Consider our culture.** Tick the box: is the decision in line with our purpose, principles and values?

Advice is simply advice. No colleague, whatever their importance, can tell a decision-maker what to decide. Usually, the decision-maker is the person who first noticed the issue, or the person most affected by it. Decisions are not driven by hierarchy or consensus.

Investments, purchasing and expenses are made following the advice process:

- Anyone can make any purchase or investment decision providing that the advice process is respected.
- The person deciding on the investment, new project or purchase takes ownership for its implementation and monitoring.
- Colleagues can openly question the rationality of each other's use of money. Any information concerning investments and financial decisions are transparent.

Return on Failure (ROF).

There's a **100 % probability** that **some of our decisions will fail**, even when the advice process is fully applied. Thus, we always seek for maximal return on our failures.

Positive ROF occurs when we gain maximal forward-looking learning and personal growth on our failures, and share the learning with rest of the organization, usually on-spot.

Negative ROF occurs when playing blame-games, spewing sarcastic humour, spreading negative energy and frustration to the rest of the organization.



Taking on New Tasks and Roles.

All roles are fluid and granular. We understand that people are unique and thus we do not try to fit people into predetermined boxes.

We encourage our people to follow their passion to find meaningful and fulfilling roles within the organization. Employees are also free to educate themselves, spend time and money on training and learning new skills, provided that the advice process is respected.

Any employee can take on or seek new roles and tasks without any formal appointment, promotion or salary negotiation processes if the following three conditions are met.

Preconditions for taking on new roles:

- 1. The new role promotes organizational development and our shared goals**
- 2. You can justify to your colleagues how the new role benefits our organization (also in a financial sense)**
- 3. Taking on or moving to a new role does not leave your colleagues in trouble (you must organize everything to prevent such a case)**





Working and Flexibility.

- **Work on the hours most suitable for you and your team.** We believe one should work when they're most effective, creative and enjoy the work. This can mean different times for different people.
- **We have minimal monitoring.** We trust that our people will be most productive when they choose their own working hours. We will not leverage compensation based on recorded working hours, but on merit and contribution.
- **Prefer to work at the office.** We favor the communality and efficient communication of working in the office. However, remote work is encouraged when tasks call for concentration.
- **Remember to rest.** The cyclical nature of our work can be a challenge for our wellbeing. After tough periods take time to recharge. Take a day off, work a shorter day or work on some less stressful and fun task. Just remember to apply the advice process in your team. Your team should be aware of your plans and that your responsibilities are taken care of while you're indisposed.
- **Teams agree on vacations and times-off.** The team agrees independently on annual vacations. Other longer vacations and unpaid leaves can be arranged separately by agreeing with one's team.
- **We expect our people to be 100% offline during their vacations!** Every individual is responsible for delegating and scheduling their tasks, so that their responsibilities are fulfilled during all periods.

Transparency and Communication.

- **Fails and wins are opportunities to learn.** We discuss and analyze failures openly. Negative feedback should always be given on the spot with the mindset of maximizing **ROF**.
- **We avoid information overflow that hampers efficiency.** We are mindful about interrupting others by pinging large audiences. We aim to maintain as few communication channels as possible and share information considerately; in a processed form and targeted at the right people.
- **Financial development reported monthly.** All members of the organization have access to the company's financial data.
- **Board-level transparency.** Employees may participate in the company's Board meetings as "hangaround" members. Our Chairman reports the discussed matters to the personnel after each meeting.
- **We use information and transparency to solve problems and build trust.** Information is not a means of power and is not be used against anyone.
- **We have zero tolerance for breaching moral standards.** This includes not complying with the ethical guidelines of stock trading, breaching data security and leaking confidential information.





Compensation and Rewarding.

Compensation has two primary roles: to help us **get** the right people to our team and to **keep** the right people in the company.

We use the following principles when discussing and deciding on salaries:

- **Basic level:** what is the normal entry-salary in the given job for a new employee?
- **Experience:** what skills and know-how beneficial for the job does the person have?
- **Productivity and contribution:** how much revenues, clients, profits or responsibilities is the person carrying for the company?
- **Leadership:** has the person shown ability of taking ownership of issues, orchestrating teams and growing new talent in the organization?
- **Followership:** has the person build such a personal brand or followership that's beneficial to our organization, for example in attracting talent and community members?

No salary negotiations. Teams develop and manage their own salary processes and establish a suitable system to evaluating wages within the team.

Teams take financial responsibility for their decisions.

Healthy peer pressure to ensure fair and responsible salary setting. All salary information is open to all team members, as well as all information and data we use when discussing salaries.

We do not have bonuses, commissions or other incentive schemes since they risk shifting our focus to short term goals and away from thinking our longevity.

We aim for fair, simple and responsible rewarding that does not divert our behavior away from our shared goals and longevity.



Ownership.

We build our ownership structure in a way that best supports our organization's longevity and goals.

The current ownership of our company reflects the following historical and developmental stages:

- What sized risks one has taken and what kind of sacrifices the owner has made during our start-up years
- How important a role the person has had in terms of the success of the company
- How big a financial risk the partner has taken when becoming an owner
- Ownership restructuring related to company history and development stages

New employees can be given the opportunity of ownership based on time and merit. In case of a new ownership or increase of a holding, the owners and the Board of Directors consider the following:

- The employee must have proved their talents indisputably.
- The employee should have reached a level of financial productivity, or they carry other responsibilities that significantly contribute to the wellbeing and success of our organization.
- In addition, the employee must have showcased such cultural compatibility and growth as professional that they are considered a critical key player for the organization.





Recruiting and Onboarding.

In recruiting we take the following into account:

- We are a self-managing organization looking for people capable of self-leadership. We do not recruit people who need constant supervision.
- We only seek passionate people who want to commit to our values: independence (high moral standards), passion (for the given role), quality (skills and talent) and longevity (readiness to long term commitment).
- We seek people who commit to our culture but can also enrich it. We do not just seek people like ourselves.
- The recruitments must have potential to contribute to the organization's development and growth.
- Our recruiting process is demanding, and we make no exceptions. We do not compromise even if postponing the recruitment would slow down our growth.

Recruiting process in practice:

- Teams make recruitment initiatives themselves and take responsibility of the recruitment process. Before commencing, the recruiting team must seek advice from other teams about the need for the new role and its financial rationale.
- The entire team have the right to participate in the final recruitment decision.
- The Admin team participates in the induction and cultural onboarding of each employee.
- The team is responsible for training the new employee for the chosen task.
- Our ethical guideline for stock trading must be signed on the first day.

The Future.

We Will Always:

- Choose to be great instead of big.
- Rather lose business than slip from our values.
- Help our people to grow as professionals and individuals.





Financial Ambition Over Time.

As key to our longevity, we limit growth when necessary. We strive to manage an enduring business model that develops steadily over time despite the cyclical nature of the industry.

- Reach an approximate [**company internal information***] growth-% + EBIT-% on a year with favorable market conditions.
- Reach an approximate [**company internal information***] growth-% + EBIT-% on a year with poor market conditions.

*We currently limit the disclosure of public future targets due to potential future plans.



Short to Mid-Term Guidelines.

1. Publish only content of high-quality and relevance to our community
2. All R&D must contribute to the Flywheel
3. Encourage and support investors in becoming more prosperous on their journey
4. Help new companies to IPO
5. Maintain majority of investor information free of charge
6. Reserve our Premium subscription for the most committed investors
7. Keep out of low-margin, off-Flywheel businesses
8. Assume no transaction business (trading, corporate finance, wealth management)
9. Build a recurring business model



Version 2.4
Released 15.1.2021
Copyright: Inderes
Inderes Oy 2021

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