

inderes.

Organization
Playbook
v.3

This is version 3 of our evolutionary company Playbook.
This Playbook can be modified at anytime by any employee, provided that the advice process is respected.
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CEO foreword.

Dear reader,

Welcome to the third edition of our Playbook. Since the last edition, our company has changed a lot while the core of the Playbook has remained unchanged. We have doubled our size, become publicly listed and started our journey outside Finland. This book has been the key in maintaining our unique organization model amidst growth and change. I don't think we would be where we are today without the Playbook.

This edition includes several evolutionary updates and a new section about leadership. As we continue to evolve without building traditional hierarchical structures, we wanted to define together what leadership means in our context. Leadership here is distributed and up for grabs to anyone since it is not tied to status or title.

Being a public document, the previous versions have also ignited a lot of discussion – mainly positive. Many have gotten new ideas to build better workplaces. Some people have challenged

that our way of working would lead to anarchy and chaos. But we are not an anarchy, we have a great amount of discipline in what we do. Our Chairman has actually coined the term “disciplined anarchy” to describe our Playbook’s idea. It means we have very clear processes, execution and structure where our own people decide that we need to have. At the same time, we are creative, occasionally a bit goofy, quick in our decision making and intolerant of bureaucracy.

Now as a publicly listed company we are facing new pressure to become a traditional company trying to grow for the sake of growth. But we don't want to be known for our size, growth or the money we make. We want to be known for being great in what we do. I'm happy that we have attracted new employees and owners who share the same mindset. This book will continue to guide us in our decision making so that we don't lose our identity as the evolution of this company continues.

-Mikael

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- 02 Business architecture
- 03 Organization and culture
- 04 How we work
- 05 The future





CHAPTER 01

Our role in society.

How we contribute to society.

We work to lift our industry from serving the 1% to serving the 100% **by democratizing financial information:**

The old way



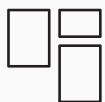
Exclusive research



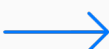
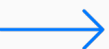
Exclusive company access



Closed ecosystem



Unequal access to information



The **Inderes** way



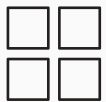
Open, accessible research



Open digital access



Inclusive community



Equal investment information

The problems we solve.

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.

1

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

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

2

We provide targeted distribution for listed companies to reach an active community of investors.

Quality investor information unavailable to all investors and companies.

3

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

CHAPTER 02

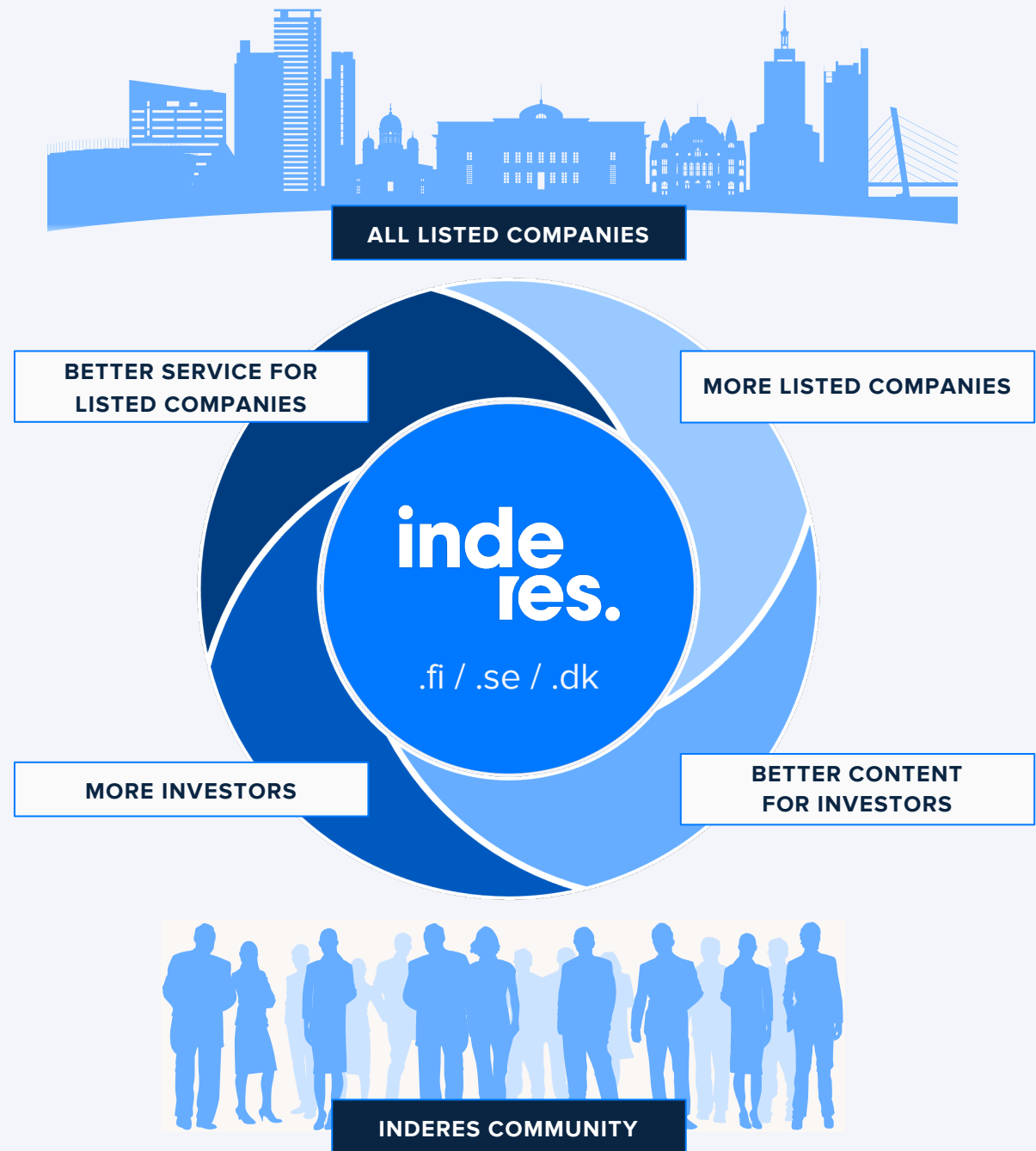
Business architecture.



The Inderes Flywheel.

Inderes connects investors and listed companies and facilitates information flow between the two. We are a pure play information business.

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



Our core transaction.

A core transaction is at the heart of our platform’s value creation. Core transactions combine three elements:



Easy example: Tinder

The **Inderes** core transaction

1	Participants	People	Companies and investors
+		+	+
2	Value unit	Tinder profile	Research, discussions, events, IR content, videos
+		+	+
3	Filter	Algorithm	News feeds, notifications, screening tools, etc.
=	Core transaction	= Match	= Connection and exchange of information between participants



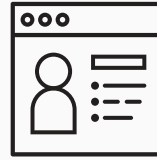
Key functions of our platform.

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



Pull

Pull new participants at both ends of the platform



Facilitate

Facilitate the creation of value units onto the platform



Match

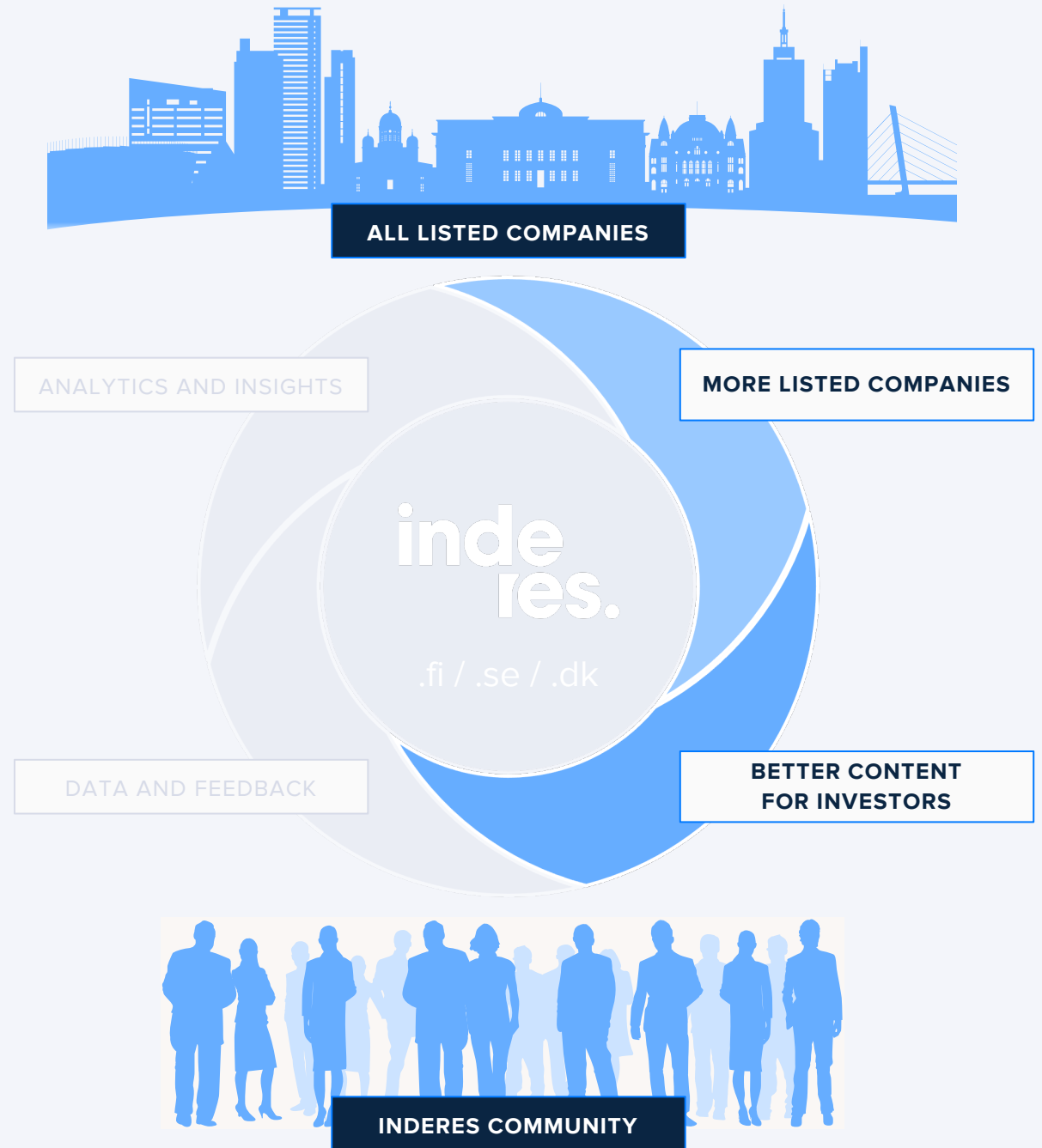
Match the right platform participants to each other

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

Key function

Equity Research.

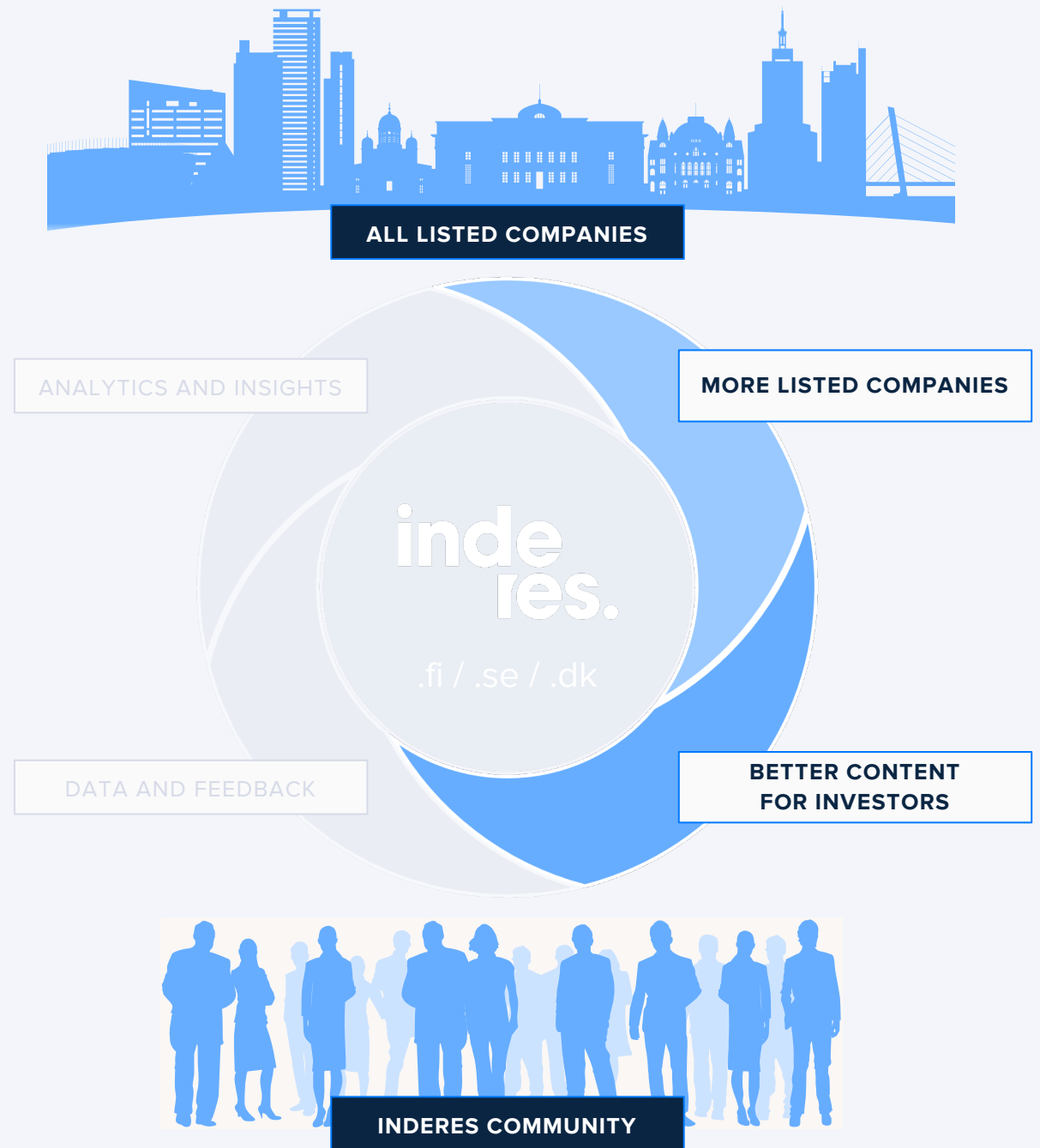
- **Pull** new listed companies to the platform
- **Filter** relevant information for investors and make the right conclusions
- **Create** value units to the platform
- **Engage** the community
- **Manage** a feedback loop to improve the quality of our content



Key function

Online Events and inderesTV.

- **Pull** new listed companies to the platform
- **Help** listed companies improve their communications
- **Create** value units to the platform
- **Engage** the community through easy-to-approach interactive and social video content
- **Manage** a feedback loop to improve the quality of our content



Key function

Technology.

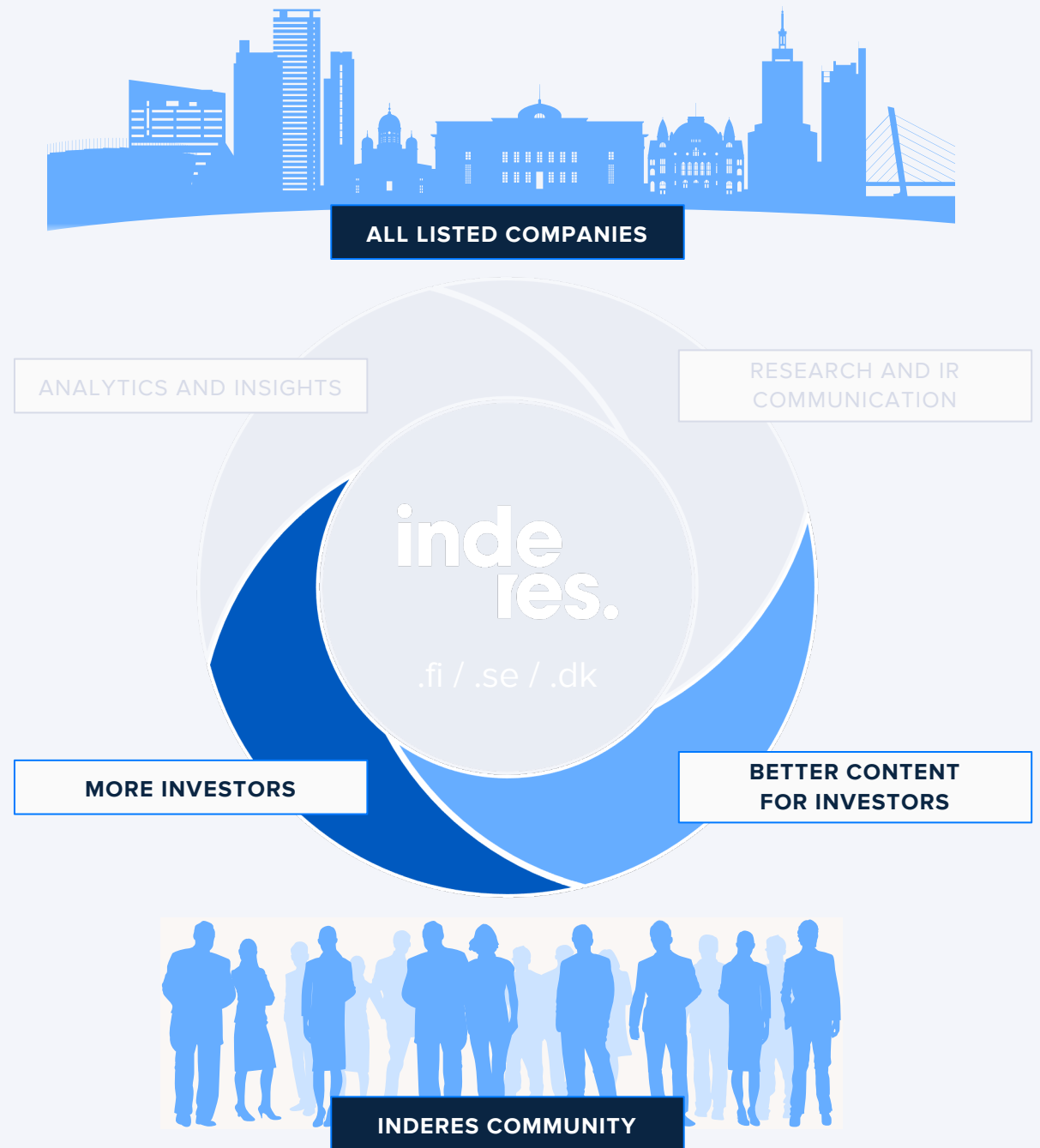
- **Build** the go-to digital application of financial information for the investor community
- **Develop** tools that help investor relations communicate more effectively
- **Develop** tools that facilitate creation and consumption of value units on the platform
- **Facilitate** matchmaking of platform participants



Key function

Community Building.

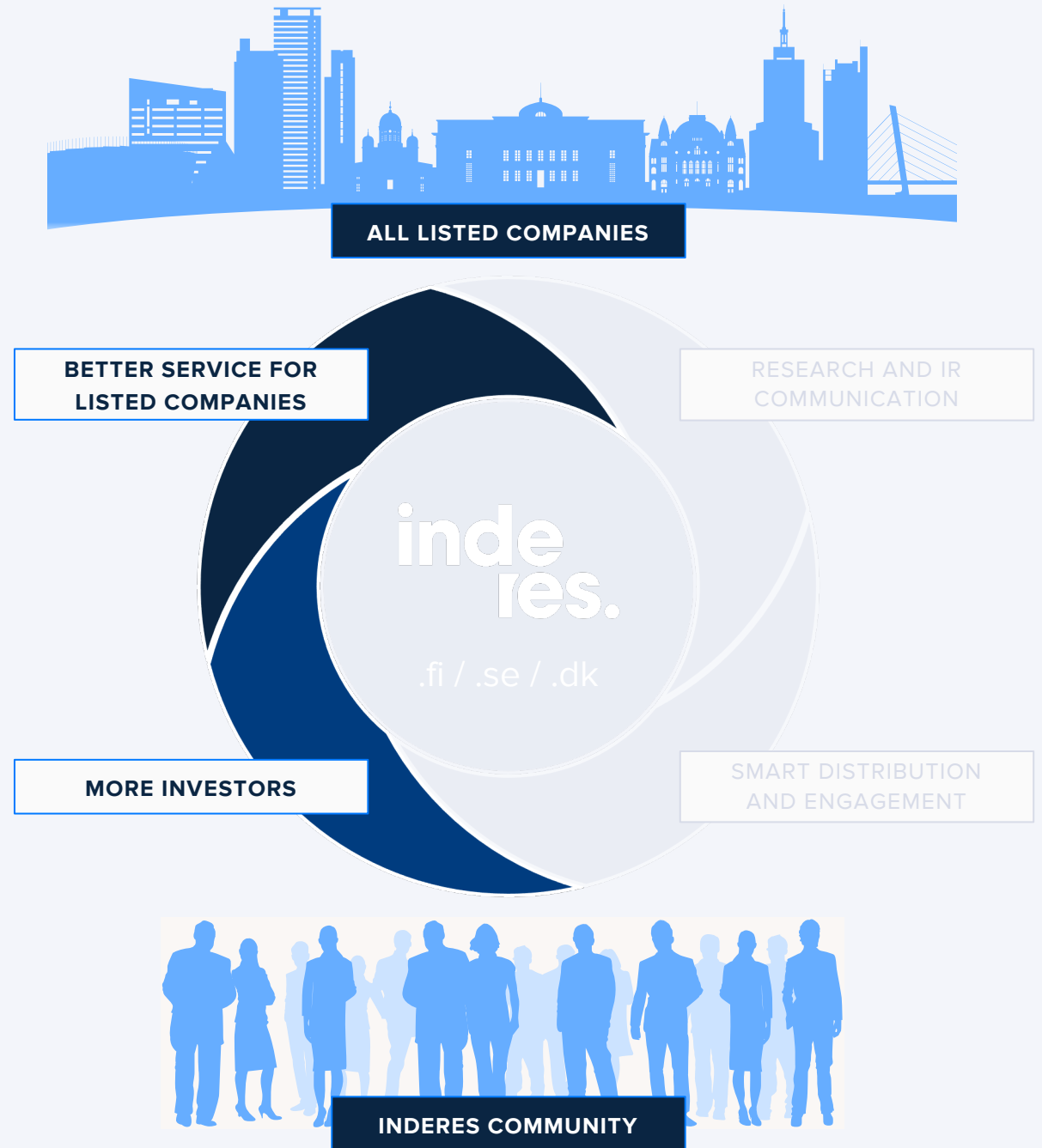
- **Pull** new members to the investor community
- **Build and manage** the community and drive community engagement
- **Help** the community to create value units to the platform
- **Create** value units to the platform
- **Protect** the community by content curation
- **Distribute** community feedback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



Key function

IR Solutions.

- **Help** listed companies improve their communication to the investors
- **Provide solutions** that automate IR processes, duties and tasks
- **Collect** feedback from the investor community for the listed companies
- **Build and manage** scalable products and advisory services to support every-day work of IRO

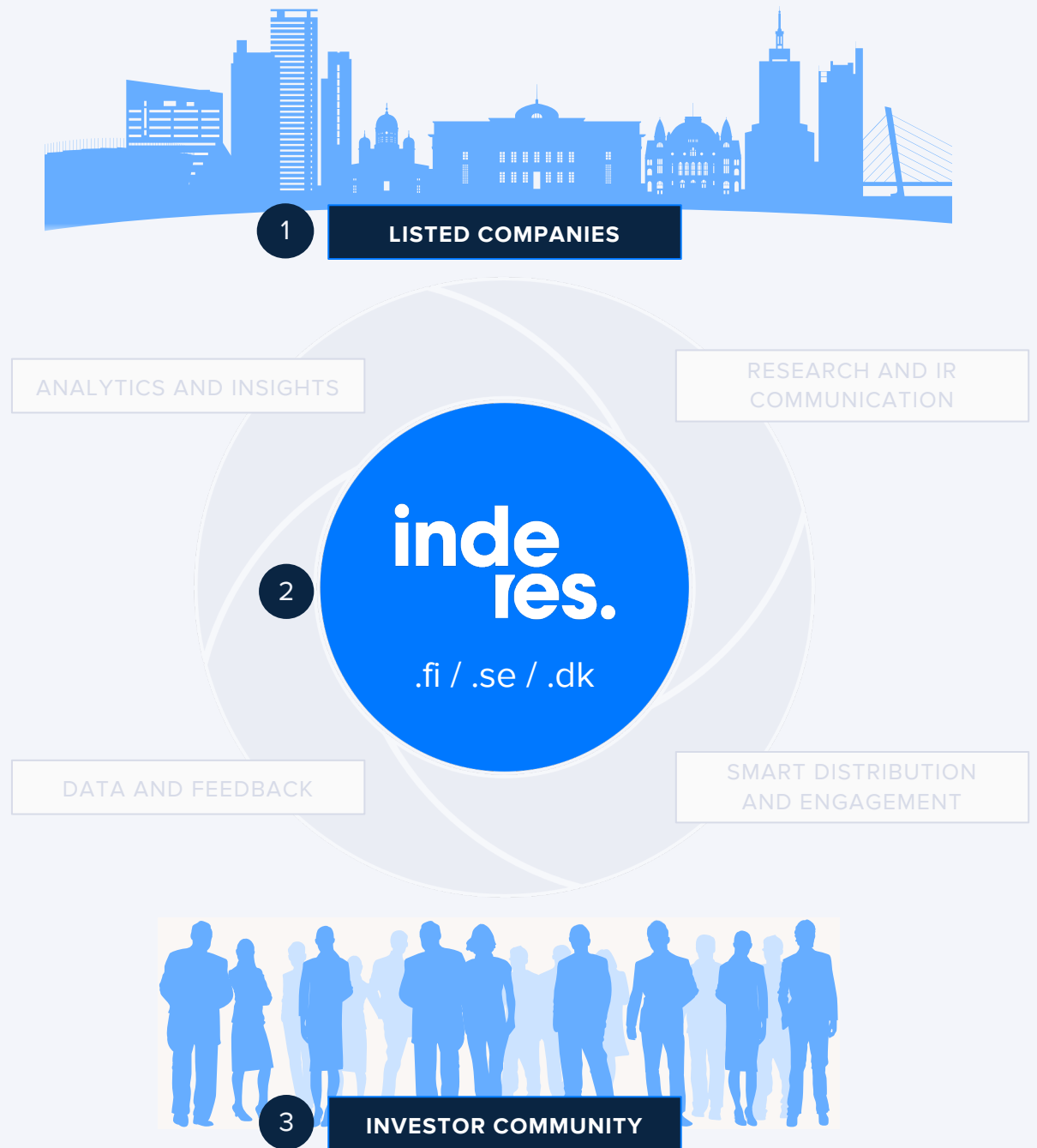


Key function

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 B2IR: We offer recurring research, communication and investor relations services to listed companies as our primary income source.
- 2 B2B: We sell access to our platform and tools for businesses.
- 3 B2C: For community members, our service is primarily free. Our Premium subscription is based on additional value creating tools and premium content.



How we are different.

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

1

Passionate professionals

- Analysts
- IR & communication professionals
- Production & event professionals
- Tech and business professionals

+

2

Technology platform

- Inderes digital service
- Videosync
- IR Tools
- Virtual AGM

+

3

Community

- Investor community
- Distribution capabilities





I frequently get asked if our business model is advisory services, technology or a type of media. It's a tricky question. 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 it involves combining all three elements: professionals, technology and media.”

– Mikael Rautanen, Inderes CEO





CHAPTER 03

Organization and culture.

Basic assumptions of our people.

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

Our people...

- are **trustworthy professionals** capable of **making important decisions**
- take **responsibility** for the decisions
- want to make decisions that are **positive to our organization**

In our work we are **compassionate people**, and are **committed to our values:**

- **Independence** (high moral standards)
- **Passion** (motivation for the given work)
- **Quality** (skills and knowledge)
- **Longevity** (think long-term)



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 into businesses towards 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 built this business for the long run, continuously pushing our inevitable bankruptcy as far into the future as possible. We are legally bound (Inderes Companies Act 10 §) to making decisions with the following stakeholder priority: **employees, community, clients and owners.**



Independent

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Equity

Research





Our principles.

Transparency 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 bosses. 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 processes but look for ways to **connect with authenticity and kindness**.

Continuous learning. We feed **curiosity** in our work. We **learn** through our mistakes, address them openly, and practice giving and receiving **feedback on the spot**.

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

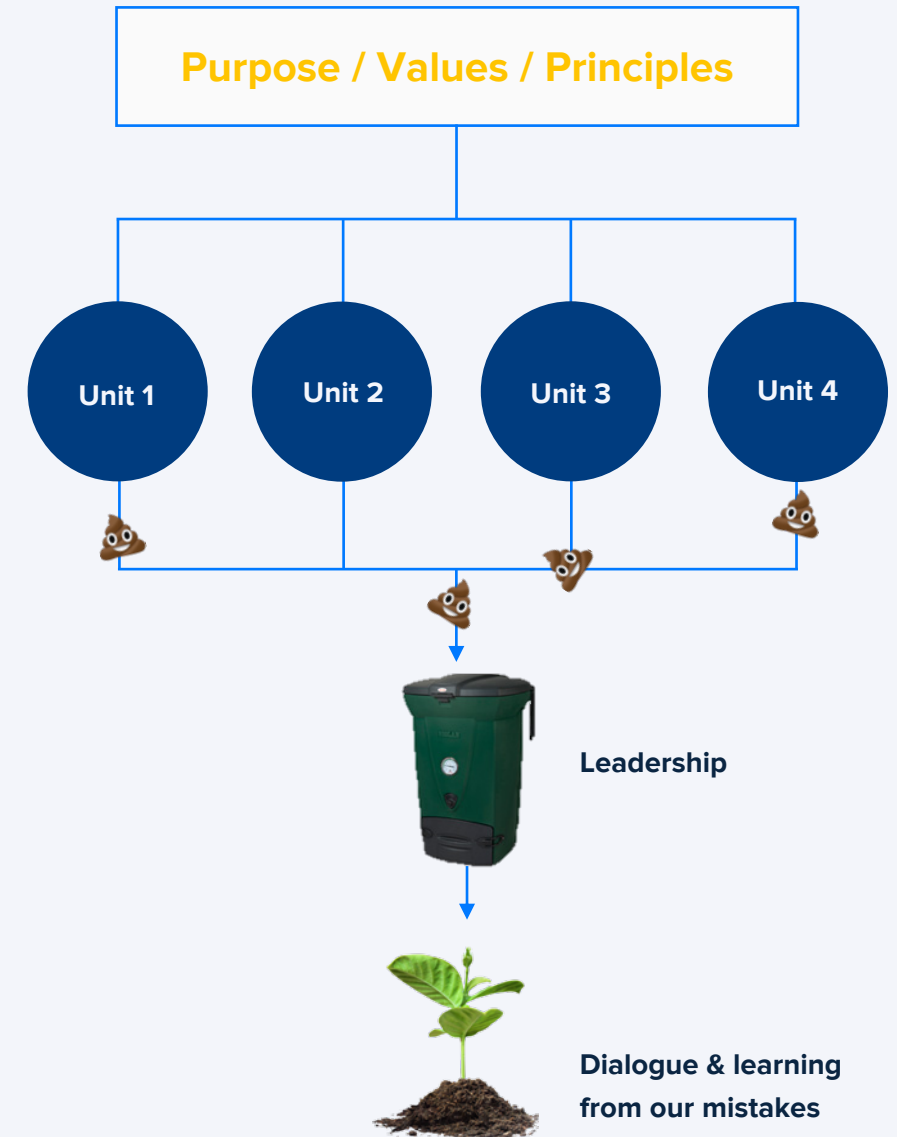
CHAPTER 04

How we work.

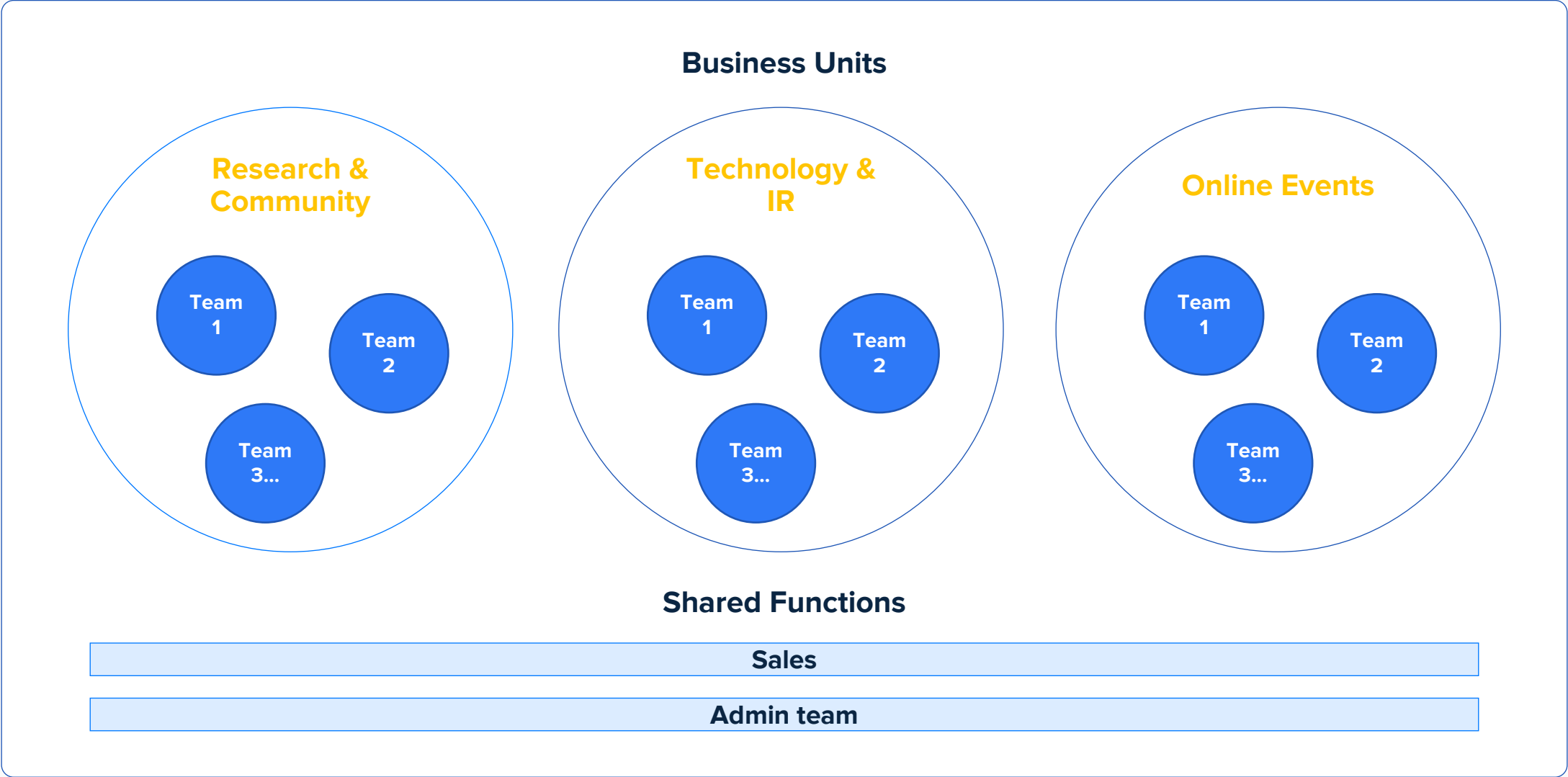


How our organization works.

- **Self-managing business units** with autonomy in decision-making and organizing their work. Each business unit operates in collaboration with other units. Shared functions' primary role is to provide services to business units.
- **Fluid and granular resources.** 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 evolve on the go to any form we believe is the best way for us to organize our work.
- **Titles only describe our work.** Titles do not entail a specific status nor do they limit what one can or cannot do in work.
- **Business units have business leaders.** Every business unit has a leader responsible for the economics of the unit.



How we are currently organized.





How we define leadership.

Leadership is distributed and visible in the way you carry your responsibilities and interact with the people around you.

Leadership at Inderes is:

- Being authentic, caring and empathetic
- Building trust and well-being within the organization
- Creating a psychologically safe workplace where people resolve conflicts
- Helping others to grow as professionals and individuals
- Working with a perspective beyond your own tasks
- Communicating actively within and between teams
- Thinking long-term
- Taking initiative and executing with discipline

In Inderes, **leadership is not** defined by titles or status, nor is it control over people. Leaders don't need to know everything or always be right. Leadership is not based on cynicism. Leadership might appear to outsiders as anarchist and unclear, overly optimistic and vulnerable. But we see it as contextual, humane, rooted in our values and basic assumptions of our people.

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 people and resources
✓	Continuous development of know-how with curiosity towards new ideas and change
✓	Resolve disagreements and seek support when needed
✓	Defining roles within the team
✓	Agreeing on vacations, working hours and team events
✓	Tools, purchases and working methods
✓	Communicating to other teams about progress





When different people and ideas collide it's only natural to have friction. We don't base our decision-making on consensus or democracy, which means we need to be able to disagree, argue, appreciate differences, and resolve disagreements. For me, that's a sign of a healthy and safe work community."

– Tuulikki Rautiainen, Inderes Head of People





Decision making (Advice process).

Our decision-making is distributed. Anyone can make decisions provided that the following process is applied:

- **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, community, customers and shareholders?
- **Consider our culture.** Tick the box: is the decision in line with our purpose, principles and values?

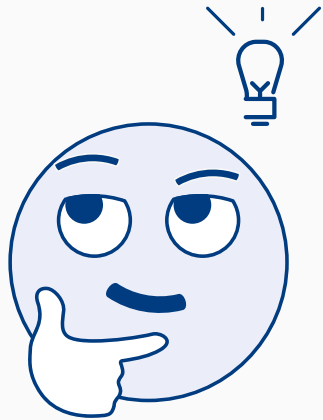
***Advice is simply advice.** No colleague, whatever their importance, can tell a decision-maker what to decide. Usually, the decision-maker is the person who first noticed the issue, or the person most affected by it. Decisions are not driven by hierarchy or consensus. You are free to disagree with a decision, but decisions made need to be supported. If the decision made turns out to be a wrong one, we all participate in fixing the damage.*

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. ROF process includes people who were involved, or who should have been involved in the advice process.



Positive ROF

Occurs when we gain maximal forward-looking learning and personal growth on our failures, and share what we learned with the 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. In the new role, **basic assumptions of our people and our values** need to be 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 this).

Working and flexibility.

Work during 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.

We value face-to-face interactions as it enhances information flow and continuous learning.

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 and organizes **independently** annual vacations or longer leaves.

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 vacations and no colleague is left in trouble.



We seek for **life balance instead of work-life balance. We are not just renting our lives for money. We aim to create the best working conditions for ourselves.**





Transparency and communication.

- **Our financial development is reported with maximum transparency both internally and externally.** We strive to be as transparent as possible in everything we do.
- **We invite everyone interested to join trainings and advice process.** We trust people to evaluate the importance of the topic for themselves. We aim to have descriptive titles and agendas in meetings. If at any point of the meeting one feels their time is better spent somewhere else, they are free to leave.
- **We use information and transparency to solve problems and build trust.** Information is not a means of power and is not to be used against anyone.
- **We have zero tolerance for breaching moral standards.** This includes not complying with our ethical guidelines, 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, **building followership, orchestrating teams** and **growing new talent** in the organization?

No salary negotiations. Teams develop and manage their own salary processes once a year and establish a suitable system to evaluate 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 within the team, 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 about our longevity. Our benefits are developed by the whole organization.



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





Ownership.

With ownership comes the responsibility of taking care of the company.

This is why we build our ownership structure in a way that best supports our organization's longevity. We are currently owned by our employees and the Inderes Community.

As a publicly listed company we look for owners that

- think long term
- share the same values
- share the same vision
- contribute to our strategy and goals

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 for long term commitment).
- We seek people who **commit** to our culture and 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 latest on the first day.





CHAPTER 05

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



What changes and what does not.

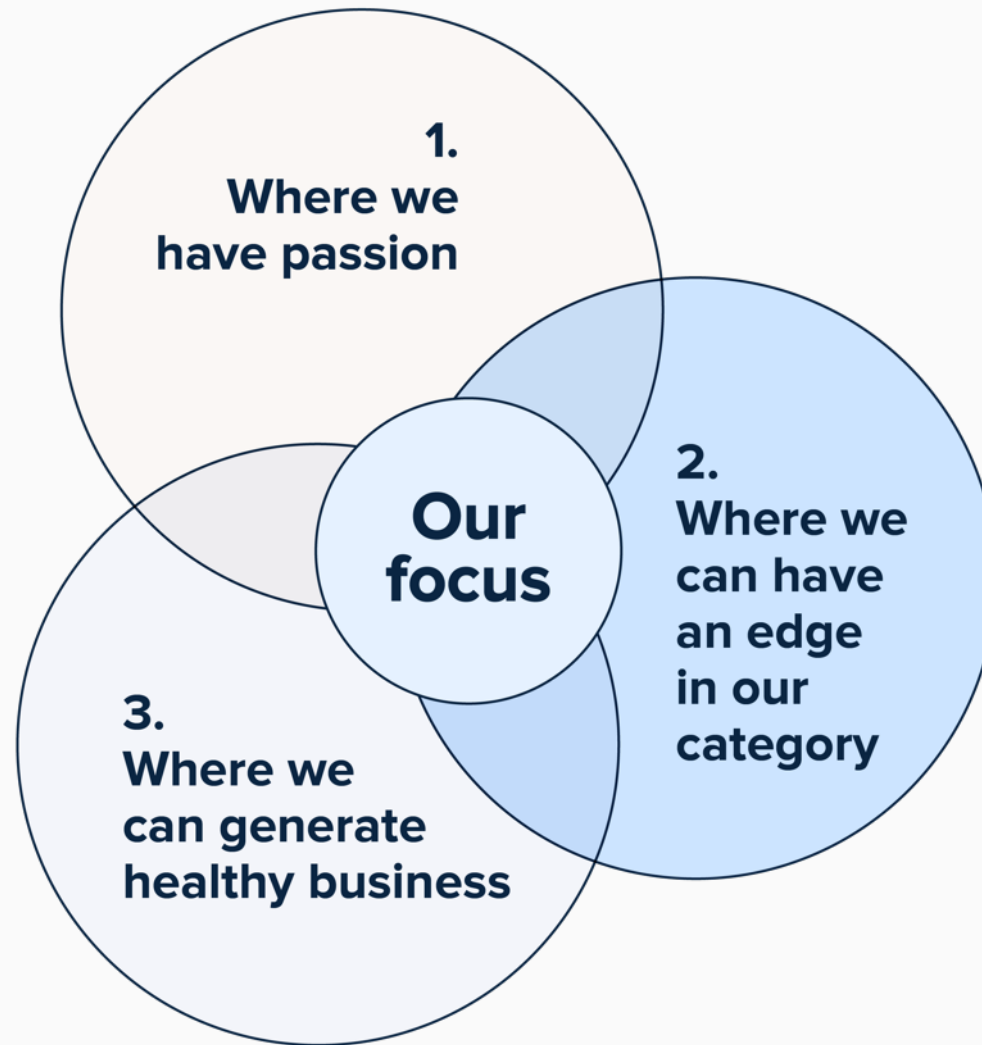
Where we drive evolutionary progress

- B2B offering
- B2C offering
- Geographies
- Technology
- Organization structure and processes
- Business model

The core we protect

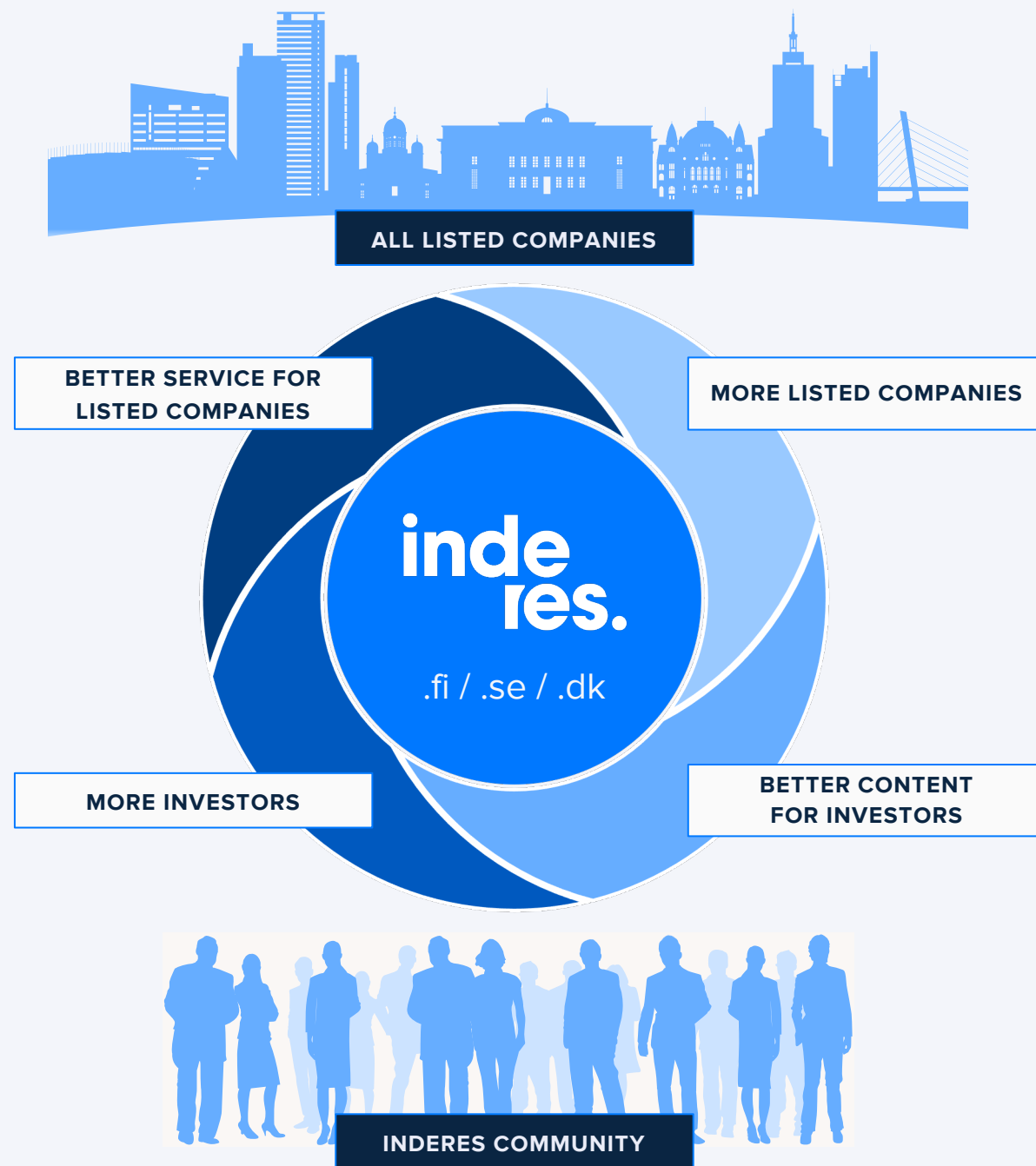
- Stakeholder priority: employees, community, customers, owners
- Values
- Purpose
- Flywheel operating model
- Community-centric approach
- Eternal targets

How we choose what to do in our strategy.



Strategy cornerstones.

- 1 Build the listed company client base (B2IR)
- 2 Build solutions that connect listed companies and investors
- 3 Build the world's most community-centric investor service (B2C)





Financial ambition over time.

Long-term financial target

Maintain an annual combined revenue growth rate and profitability (EBITA%) of 30–50% as a Group, regardless of the economic cycle.

The financial target should guide our business units. This range is an indication that we are running a healthy business and we are great in what we do.

As part of our longevity, we

- do not optimize quarters at the expense of long-term
- build a recurring business model
- do not grow too fast during favorable market
- keep up the pace during weaker times

**inde
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FLIK'

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