



Annual and Sustainability Report 2022

# Long-term credit management for a sound economy

**intrum**

## Europe 2022 – continued economic pressure on individuals and businesses

Many will look back on 2022 as another year of worry and uncertainty. Two years after the outbreak of the global coronavirus pandemic, Europe again awoke to a new reality with Russia's invasion of Ukraine in February. Geo-political uncertainty, combined with inflation and rising interest rates, is putting pressure on European businesses, many of which were already weakened from the pandemic.

Consumers in Europe have a more negative view of the future as increases in costs outpace increases in incomes. The hardest hit are businesses and consumers who were already vulnerable and financially exposed. Helping individuals and businesses regain control of their finances is at the heart of what Intrum does.

During the year, we contributed to approximately 4 million customers clearing their debts to our clients, and we generated SEK 89 billion for our clients and portfolios, which consist of Europe's leading financial actors, large listed companies and thousands of small and medium-sized companies operating in a variety of industries and sectors.

**41%**  
of businesses in Europe say that late payments are holding back their growth

**58%**  
of businesses find it increasingly difficult to pay their suppliers on time

**68%**  
of Europe's consumers say their costs are rising faster than their incomes

## European consumers are less optimistic about the future

Many households were affected by the uncertain financial outlook during the year and are starting to struggle to pay their bills. To deal with the situation, some have started to change their purchasing behaviours and cut back on social activities such as restaurant visits and entertainment, as well as the purchase of more sustainable products and services.

Confidence in the future among European consumers has also worsened in the wake of rising interest rates and increasing prices for food and other basic items. Households that were already financially vulnerable face increased risks due to their incomes simply not being sufficient to pay a higher price for necessities such as housing, energy and food. At the same time, many people also lack the financial knowledge to manage and plan their personal finances in a period of increased inflation and rising interest rates.

**59%**  
of consumers report that their financial situation has worsened since last year

**32%**  
of consumers believe that high energy prices mean that they will not be able to pay their electricity bills on time in the next 12 months

**45%**  
of consumers do not have sufficient financial knowledge to deal with today's challenges

Source: Intrum's European Consumer Payment Report 2022.



## European businesses face macro-economic challenges

European businesses continue to face macroeconomic challenges, with many still not having been able to recover from the pandemic. The ongoing conflict in Ukraine, combined with inflation and rising interest rates, means that their business outlook remains uncertain.

Caution regarding borrowing and new expenses has increased as a result of expectations that interest rates will continue to rise. At the same time, many businesses are maintaining their growth plans and have proactively secured financing to achieve their strategies. Consumers' changed purchasing behaviours mostly affects industries such as restaurants and tourism, sectors that were also hit hard during the pandemic.

**49%**

of respondents experience that their company was weaker in 2022 than before the pandemic

**60%**

of businesses cite inflation as the factor likely to have the greatest impact on customers' ability to pay in the next 12 months

**60%**

of Europe's businesses expect interest rates to continue to rise

Source: Intrum's European Payment Report 2022

## Our role in a sustainable credit market

In uncertain economic times, a sustainable credit chain is more important than ever. As Europe's leading provider of credit management services, we know that early intervention makes a difference. Empathy and focus on the consumer is vital for our clients to receive payment for their products and services while maintaining their customer relationships and for their customers to regain control of their finances. A healthy economy for businesses and consumers strengthens financial stability and benefits society as a whole.

Our journey towards ONE Intrum continued in 2022 with greater focus on how we will improve the experience of our services for clients and customers. Our European research gives us the tools to take the next step. In parallel, we have continued the dialogue with decision-makers and politicians on conditions for credit management and the importance of international consensus regarding debt collection services. In addition, we initiated an important project during the year to gain a better understanding of our direct and indirect impact on the economy, people and the environment. Read more about how we work with our clients, customers, employees and how we integrate sustainability into our business:

"Intrum and Santander are on a journey together" →

Oscar Burgos, Deputy Head of Recoveries and Real Estate Owned, Banco Santander

"Our goal is to be best-in-class for customers" →

Interview with Pia Bach Jensen, Global Front Office Director, Intrum

"Having satisfied customers drives up our resolution rate" →

Interview with Adam Johnsson, Director Customer Receivables, energy company E.ON

"Change leadership is a change of lifestyle" →

Interview with Chantal Verbeek, Chief Human Resources Officer, Intrum

"We have an important role in society" →

Interview with Vanessa Söderberg, Global Sustainability Director, Intrum





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## Reporting framework

This Annual and Sustainability Report includes financial data and disclosures regarding sustainability. The Sustainability Report has been prepared in accordance with the Annual Accounts Act (ÅRL) and is designed in accordance with GRI Standards 2021.

The Sustainability Report also constitutes information on how Intrum contributes to the UN's Sustainable Development Goals and Agenda 2030. The Sustainability Report consists of pages 23–39 and 111–126. The Sustainability Report has been reviewed by Deloitte, whose limited assurance statement can be found on page 127.

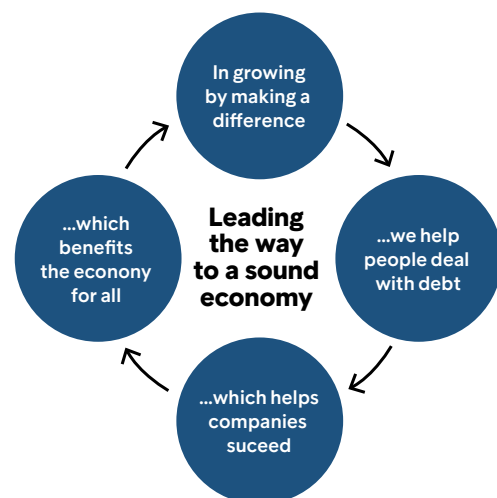


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We help companies and individuals to find solutions for a sound economy.

# Intrum in brief

Intrum's purpose is to lead the way to a sound economy. A credit market in which people and companies can efficiently provide and receive credit is a prerequisite for the business community to be able to function. The possibilities for a society and its economy to develop positively increases when companies are paid on time, as this enables them to invest, employ and grow – and when people are able to handle their payment commitments and improve their living conditions.

- **Leading player in Europe**
- **Operations in 25 countries**
- **10,000 employees**
- **80,000 clients**
- **250,000 daily customer contacts**



Our mission:  
**We help companies prosper by caring for their customers**

Our values:  
**Ethics  
Empathy  
Dedication  
Solutions**

Our vision:  
**To be trusted and respected by everyone who provides and receives credit**



# 2022 in figures

Total revenues,  
SEK M

**19,485**

Cash EBITDA,  
SEK M

**13,238**

Dividend per share<sup>1</sup>,  
SEK

**13.50**

Culture Index,  
0–100

**85**

Client Satisfaction  
Index, 0–100

**76**

Employee Engagement  
Index, 0–100

**80**

SEK M, unless otherwise indicated	2022	2021	2020
Total revenues	19,485	17,789	16,848
Operating earnings (EBIT)	154	6,475	4,695
Adjusted operating earnings <sup>2</sup>	6,664	7,014	5,738
Net earnings for the period	-4,379	3,391	2,078
Earnings per share, SEK	37.07	25.88	15.18
Cash revenues	24,627	22,215	21,377
Cash EBITDA	13,238	12,310	11,607
Cash EBIT	6,344	6,343	5,580
Net debt/Cash EBITDA	4.0	3.9	4.0
<b>Credit Management Services</b>			
Total revenues	6,428	6,299	6,607
Segment earnings	1,038	1,429	1,613
Cash EBIT	1,317	1,640	1,596
<b>Strategic Markets</b>			
Total revenues	6,660	6,011	5,755
Segment earnings	1,679	1,974	1,547
Cash EBIT	3,399	3,009	2,539
<b>Portfolio Investments</b>			
Total revenues	9,061	8,063	7,064
Segment earnings	392	5,043	3,251
Cash EBIT	4,240	3,561	3,190
Portfolio investments	7,385	7,004	5,012
<b>Sustainable enterprise</b>			
Culture Index (0–100)	85	85	82
Client Satisfaction Index (0–100)	76	77	75
Employee Engagement Index (0–100)	80	81	79
Proportion women/men on the Board of Directors, %	38/62	38/62	33/67
Proportion women/men in Group Management Team <sup>3</sup> , %	31/69	20/80	27/73
Proportion women/men in the organisation as a whole, %	61/39	61/39	63/37
Greenhouse gas emissions compared to baseline 2019	-10%	-18%	-6%
Total reported greenhouse gas emissions <sup>4</sup> , tCO <sub>2</sub> e	18,058	5,947	6,866
<b>The share</b>			
Cash earnings per share	24.76	28.98	25.28
Dividend per share, SEK	13.5	13.5	12.0
Share price at year-end, SEK	126.2	233.4	216.8

<sup>1</sup>) Proposed for 2023.

<sup>2</sup>) See page 108 for definition of adjusted EBIT.

<sup>3</sup>) As of 31 December 2022.

<sup>4</sup>) The large increase is mainly due to extended tracking of emissions in Scope 3. For more information, see page 121–122.



# Events during the year

## Soaring economic pressure hits Europe

Europe's businesses and citizens were just starting to recover from the pandemic when Russia's invasion of Ukraine shocked the world in February. The humanitarian crisis had an immediate effect on energy and food prices, driving Europe's inflation to exceed 11 per cent by November. The interest rate hikes put additional pressure on businesses and households, eroding consumer purchasing power. During the autumn consumer confidence dropped to an all-time low. Intrum's annual European Consumer Payment Report highlights the financially stressful situation that people are experiencing: consumers are suffering from growing 'bill-anxiety' and one in three Europeans believe they will not have enough money to pay their utility bills in the next 12 months.

## Intrum's diversified business platform stands strong

In the context of a challenging 2022, Intrum's well-diversified and resilient business model demonstrated its strengths, with all segments positively contributing – particularly in Strategic Markets and Portfolio Investments. Intrum delivered in-line with normalised seasonal patterns, including a slower first and third quarter and a stronger second and fourth quarter. On the commercial side, Intrum won servicing contracts with a 36 per cent higher annual value compared to 2021. Some of the largest deals included Credit Agricole Italy, Swedish Vattenfall and Sainsbury's Bank and Arrow Global Group in the UK, where the latter are strengthening Intrum's position in an important growth market.

As part of the third quarter revaluation process, Intrum identified negative adjustments of SEK 3.1 BN due to lowered collection expectations on specific investment



portfolios that negatively impacted profit and loss. In November, additional negative adjustments of SEK 4.3 bn were made following a co-investor's agreement to sell its exposure in a jointly managed Italian SPV to Kistefos Investment AS (→ see Note 14). To effectively manage debt maturities, Intrum successfully issued five years and three months EUR 450 million senior notes in December.

## Securing a sustainable financial value chain

Most importantly and during 2022 alone, Intrum helped 4 million individuals to regain control of their finances. To ensure that Intrum is meeting customers needs and managing cases in accordance with company values and principles for ethical and sound debt collection, a customer satisfaction survey was launched and applied across 18 markets. On a scale 1–5, the average score was 4.2. The result was consistent across all markets, which validates that Intrum is perceived as a value-driven and solutions oriented company, regardless of geographical, cultural and regulatory differences.

In sum, Intrum has continued to play an important role contributing to a well-functioning financial ecosystem: for clients, customers and society at large.

## Transforming for full potential scale and efficiency

The transformation program continued to progress with Intrum establishing simpler, more data driven processes whilst also migrating additional portfolios to the global collections system. Transforming the operating model will strengthen client and customer value, and at the same time ensure a more efficient credit management platform over time, which balances global scale and local market knowledge.

So far, annual savings realised from the transformation program amount to SEK 290 M.

## New CEO appointed – focus on accelerating the commercial agenda

In August, Andrés Rubio was appointed as acting CEO and President of Intrum with the assignment to accelerate Intrum's commercial development and strengthen long-term competitiveness, with increased emphasis on transformational leadership. Andrés Rubio's appointment was confirmed in January 2023. To create a focused, more simple organisation and business is top of Intrum's agenda going forward, in order to enable profitable growth based on a client and customer centric approach.

Statement by the CEO

# In times of macroeconomic turmoil, Intrum showcases its fundamental strengths

Intrum plays a central role in a well-functioning financial system, especially when the economy is undergoing dislocation and seeking a new equilibrium. Despite the challenging economic environment in 2022, we showcased the fundamental strengths of our market leading business platform and organisation. With this solid foundation, we look forward to building a stronger Intrum and accelerating commercial development in 2023 and beyond.

**“Strengthening and speeding up the commercial development of Intrum is a central aspect of our continued journey.”**

The macroeconomic environment posed great challenges for Intrum, our industry as well as the economy at large during 2022. Last year was marked by geopolitical uncertainty caused by Russia's invasion of Ukraine, subsequent volatility in financial markets, and increasing financial stress on European households and companies. The interest rate hikes by European central banks, to combat the historically high 10 percent inflation rate in the euro area, has increased borrowing costs for consumers and companies after years of low interest rates. In short, the economic reality is vastly different compared to 12 months ago.

It is in challenging macroeconomic conditions that our clients' needs for long-term credit management solutions increase significantly. As an initial indication of the consequences of these tough economic conditions, Stage-2 loans – loans where credit risk has increased materially – have increased to €2 trillion and nearly 10% of all

loans in the European banking system. As the market leader across more than 20 European markets, Intrum is well-positioned to handle this increased inflow of challenging exposures. In fact, we are already experiencing an increased flow of financial claims into our servicing business, adding to a strong pipeline of industrial invoices resulting from the energy crisis and income challenges for the average consumer.

## Continued strong financial performance in turbulent times

Our performance during a challenging 2022 was strong. Cash revenues increased by 11 per cent over the year, and cash EBITDA grew by 8 per cent. On a full year basis, Portfolio Investments and Strategic Markets contributed strongly, while the CMS segment was marked by challenges. Overall, we are in a strong financial position, reflected in our continued strong cash generation – regardless of the ups and downs of economic cycles – and in our solid liquidity position.

Halfway through 2022, we decided to undertake a more moderate pace of investments, given the more uncertain risk environment and our ambition to lower leverage. Therefore, during 2023, we will focus on driving collection performance on our existing portfolio. However, we believe that increases in volumes of potential investments, driven by Stage-2 loan and household borrowing cost increases, will pick up in late 2023 and continue for several years. This development will pose considerable business opportunities in our servicing and investing business and provide the basis for the establishment of a capital partnership as a first step towards a more capital light business model.



## Commercial development and focus

Strengthening and speeding up the commercial development of Intrum is a central aspect of our continued journey. It was the premise on which I was entrusted to undertake the role as President and CEO, and I am convinced that this is key to realise the full potential of Intrum. Last year, we took several important steps in this regard, which we will seek to build on.

We won new servicing contracts with a 36 per cent higher annual contract value compared to 2021. Noticeable client wins included Credit Agricole Italy, Swedish Vattenfall and Santander across multiple markets. In the UK, one of our key growth markets, we strengthened our position through the acquisition of consumer loan platforms from Arrow Global Group and a collections and recoveries partnership with Sainsbury's Bank.

Our commercial success and basis of our entire business is enabled by our ability to service our clients. In our Annual Client Satisfaction Survey, we achieved a high score of 7.6 out of 10 overall and 8.4 out of 10 for larger and key clients, both numbers on par with record highs. Improving client service remains a top priority throughout the Intrum organisation, as we seek to meet the current and future needs of our clients.

“As the European market leader, we believe that our responsibility is to help shape the market.”

## Shaping a more sustainable economy

As the European market leader, we believe that our responsibility is to help shape the market. In our ambition to generate value for our clients and customers alike, as well as for society in general, sustainability is integrated in all of our activities.

In 2022, we began reporting to the Carbon Disclosure Project (CDP), which evaluates companies' climate efforts and actions to mitigate the effects of climate change. We achieved a “B” rating which is above the global average (C) and the sector average (C).

Most importantly and related to our central role in ensuring the sustainability of our financial system, we helped more than 4 million customers become debt free with Intrum in 2022. These individuals are effectively excluded from the financial system and Intrum provides them with payment solutions and allows them to reintegrate into the economy – proving the vital role that Intrum serves as an agent of positive change on the way towards a sound economy. With our “Treating Customers Fairly Instruction”, which is based on 10 principles for ethical and sound collection, we aspire to set an industry best practice for others to follow.

In our ongoing contacts with customers, we introduced a survey aimed at measuring customer satisfaction regarding our services. With a total of 63,000 respondents, the results showed an average score during the year of 4.2 (scale 1-5), proving that Intrum is viewed as a company providing value to customers in need.

In addition, we continue to deliver on the vast majority of our overall sustainability goals and objectives. During 2022 we have for example expanded and added relevant categories with regard to the scope-3 emissions that we record.

Intrum's commitment to the UN Global Compact remains since 2016 and we are constantly working to integrate the Global Compact's 10 sustainability principles in our business. We also continue to work with legislators and other bodies at European and national level to develop our industry in a direction based on these high standards. EU's upcoming Non-Performing Loans (NPL) Directive, which shall be implemented 2023, is one important initiative that we welcome.

## A broadened transformation focus

Going forward, we will increasingly focus on delivering value in our front-end touchpoints with clients and cus-

tomers, with a more agile, needs-based approach to convert additional countries to a global collection system. We will continue to harmonise our technology platform, front-end and back-end, on a bespoke basis in balance with other strategic priorities.

Our fundamental and long-term strategic priorities remain unchanged – profitable growth and improved effectiveness and efficiency. It was against this background that we launched our key themes for our long-term development – Simplify & Focus and Grow & Transform – which include a number of key initiatives.

These are the key themes for our long-term development through which we aim to drive the commercial development of the company.

## Simplify & Focus

Simplify & Focus means making our organisation and communication more targeted, coherent and transparent. We will increase our focus on the geographies where we can achieve leadership in both Servicing and Investing, our two business segments going forward, to set the foundation for the highest growth and profitability. We will simplify and focus our footprint by addressing Franchise markets (Northern, Middle and Southern Europe) and investment-dominated Tactical markets (primarily Eastern Europe). This focus and simplification includes exiting certain markets – we are evaluating exiting the Baltics, Romania, and Brazil – reducing our jurisdictions from 25 to 20.

## Grow & Transform

Grow & Transform encompasses all initiatives enabling profitable growth and fostering a culture of continuous improvement. In our Franchise markets, we will extend our value chain to meet our clients' evolving needs, including early-stage solutions as well as secured and real estate services. This will be a key initiative to broaden and deepen client relationships, fuelling the Servicing business.

In parallel, we will continue to harmonise our technology platform to further improve the efficiency and effectiveness of our touchpoints with clients and customers. This includes to update our client and customer portals, roll out a state-of-the-art dialler system, and introduce an end-to-end digital collection solution during 2023.

Additionally, we are currently exploring opportunities over the near term to establish a balance-sheet-light cap-

ital partnership, where a financial partner complements our Investing activities. This will be a key initiative to seize business opportunities, allowing us to increase the asset base for our servicing platform, while keeping our proprietary book value stable and creating a new third-party capital management business.

By 2027, our ambition is to be the market leader in all countries we operate in, with best-in-class talent, technology and process efficiency – relentlessly striving for business excellence. I am convinced that we will reach this ambition.

## The team is the core of the Intrum platform

After a challenging and turbulent 2022, which the organisation has handled very well, I believe that we are well-positioned to seize the opportunities that lie ahead. The future of Intrum is bright and we are yet to see the best of this company.

Being entrusted to lead our company as President and CEO is a great privilege and challenge. The team of ~ 10 000 dedicated employees is highly competent and capable. The culture is strong, underpinning all aspects of our business, and the capabilities and know-how are second to none. I believe that we possess both the prerequisites and attitude to live our purpose: leading the way to a sound economy, for our clients, customers and society as a whole.

Ensuring that Intrum remains a relevant and attractive employer will be as important as the above-mentioned initiatives. Intrum's employee engagement index indicates that all aspects – including engagement, leadership, and well-being – are on par with the record-high levels from last year.

I am excited to continuing on the journey we have set out. 2023 will be an important transition year, as volumes for Servicing and potential investments are building up, and as the risk environment adjusts to increasing interest rates and risk premia. Our task will be to strengthen our commercial development and position, to be ready to exploit the business opportunities that we expect to increase in late 2023 and continue for several years.

Stockholm, March 2023

**Andrés Rubio**  
President & CEO

# Adaptation of strategies for continued value creation

## Trends, drivers, and stakeholders

Increases in energy, fuel and food prices are intensifying economic pressure on European households. These challenging macroeconomic circumstances have consequences for European households and businesses. Overall, the supply of overdue receivables is expected to increase. →

## Intrum's strengths

Our fundamental strengths and our transformation program are crucial to ensuring that our clients continue to see us as the first choice to manage overdue receivables with empathy and respect for each customer. These are the foundations needed to continue to deliver long-term sustainable and profitable organic growth. →

## Strategic priorities

By strengthening and accelerating the company's commercial development and continued focus on transformation throughout our organisation, we continue to further improve our offerings to meet increased demand. →

## Goals and outcomes in 2022

Continuous follow-up of financial goals and sustainability targets helps us to remain on track to achieving our overall strategy. →





Trends, drivers and stakeholders

# Challenging macroeconomic conditions drive demand for long-term credit management

Professional and long-term credit management fulfils a key function in a sustainable economy. Helping individuals and businesses regain control of their finances contributes to a viable economic system.

European energy prices reached record highs in 2022. The Russian invasion of Ukraine that began in February has increased geopolitical uncertainty and contributed to volatility in financial markets and the European energy market, where dependence on Russian natural gas impacts price dynamics.

At the end of 2022, the annual inflation rate in the euro area amounted to 10 per cent, highest in the history of the single currency union. Interest rate hikes introduced by European central banks in 2022 to combat inflation has affected the cost of credit for companies and consumers after many years of low interest rates.

The challenging macroeconomic environment has consequences for Europe's households and businesses. Energy, fuel and food price increases are adding to the

Intrum is established in the Czech Republic, where 68 per cent of companies expect inflation to affect their customers' ability to pay their invoices on time over the next 12 months.

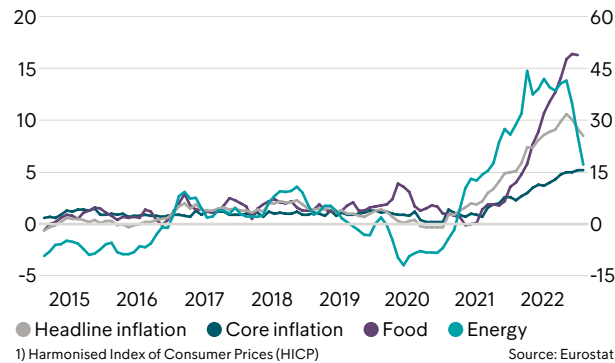
Source: European Payment Report 2022

financial stress on European households, especially where financial margins are already tight. The number of bankruptcies in the euro area increased by 23 per cent year-over-year in the third quarter of 2022. Industries that were hit hard during the pandemic, such as hospitality and tourism, are thus being squeezed once again.

Overall, the supply of bad debt is expected to increase, which in turn increases the need for long-term actors that manage debt collection cases ethically and professionally, so that more people get out of debt and Europe's economic wheels keep turning.

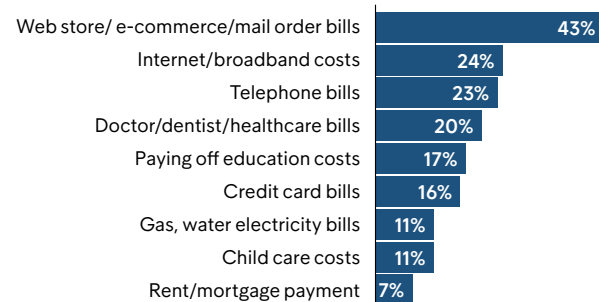
#### Rising European inflation

HICP<sup>1)</sup>, % change yr-ago



#### Differences between industries

Intrum's European Consumer Payment Report 2022 shows that consumers who expect not to be able to pay all their invoices over the next 12 months, are most likely to downprioritise web store/e-commerce bills and internet/broadband costs.



Long-term credit management services companies contribute to keeping Europe's economic wheels turning.

## Regulation increases availability of debt portfolios and drives outsourcing

Increased regulation continues to impact banks, which need to sell off debt portfolios to a greater extent to reduce risk exposure on their balance sheets. This in turn increases the supply of debt portfolios. At the same time, banks increasingly need to find strong, long-term partners that treat customers with care and respect to maintain good customer relationships.

*Impact on Intrum and our response:* as a market-leading credit management company, we have a unique capacity to meet increasing demand and new requirements from

banks. We are also among actors invited to discussions when the European Commission develops new legislative proposals and regulations to create a well-functioning marketplace for overdue loans and NPLs. One example is the EU directive that includes rules on bank loans that are subject to late repayment or are unlikely to be repaid by the borrower (the Non-Performing Loans Directive).

*Risks/opportunities:* from our position as a market leader, we see opportunities to be part of ongoing market growth and influence it in a positive direction.

## Focus on a smooth customer journey

Our clients see credit management as a strategic part of the customer journey, where a long-term and professional partner contributes to their customers' perception. Clients increasingly want to involve professional credit management actors at earlier stages to support with late payments.

*Impact on Intrum and our response:* we adapt our IT systems and processes to create smooth transitions for customers when we assume credit management for our clients. Our systematic measurement of customer satisfaction helps us continuously develop our respectful treatment of customers (→ see page 27).

*Risks/opportunities:* we are streamlining our processes towards a more unified platform, to globalise parts of our case management, and avoid the risk that multinational companies are burdened with additional administration or increasing co-ordination efforts. At the same time, we work to adapt specific solutions for different industries, e-commerce companies and small and medium-sized businesses. The combination of efficient, global processes and in-depth local expertise strengthens our ability to meet the specific needs of different customers.



Sectors that were hit hard during the pandemic are now being challenged once again.

## Sustainable credit management

For someone in a vulnerable financial situation, the way a credit management company interacts with them can make a huge difference. It is becoming increasingly important for our clients to find a long-term partner who cares for customers in order to build customer loyalty and their brand, especially at times when macroeconomic challenges mainly affect already vulnerable households.

*Impact on Intrum and our response:* we have long worked to be a forerunner in sustainable credit management and have good knowledge of the various situations that can result in late or non-payments. We are guided by our values and strive to understand each individual situation as we help customers find solutions to get out of debt. Our internal instruction: "Treating Customers Fairly" is applied throughout our operations to assure that all customers are treated according to our principles for ethical and sound debt collection, (→ see page 25).

*Risks/opportunities:* when a debt portfolio changes hands, or when a client hires a credit management company as an agent, there is a risk that the client's reputation will be negatively affected if each customer's unique situation is not handled ethically and respectfully all the way until that person has regained control of their financial situation. We reduce the risk of conflicts of interest by always striving to act as a role model by being responsive to clients and customers and being the actor that sets the industry standard in ethical debt collection.

## The digital, cashless society

61%

of consumers are concerned about how much they manage to save each month.

Source: Intrum's European Consumer Payment Report 2022.

The digitalisation of credit management continues, and this requires continuous product development to meet consumer and business demand for innovative digital solutions that are smart and user-friendly. Digitalisation also affects customer consumption and payment behaviours. More and more payments are cashless and on credit, not least in e-commerce, although payment behaviour varies from country to country. The digitalised society may result in more customers failing to fulfil their payment obligations.

*Impact on Intrum and our response:* digitalisation and changes in customer behaviour leads to the generation of new types of receivables. Digitalisation offers advantages

to innovative industry players who are at the forefront of development, for example through digital portals that can be integrated into clients' proprietary systems. We are careful about the type of unpaid debt we acquire and service. We refrain, for example, from short-duration consumer loans with unreasonable interest rates.

*Risks/opportunities:* our size and economies of scale create opportunities for us to invest in the latest technologies and in innovative solutions. Our large scale also increases the availability of data that can be used for data-driven analysis. The risk of not being a part of rapid digital progress is losing importance in relation to competitors or new players in the industry.

## Consolidation in the sector

Increased regulation and digitalisation are driving consolidation in the industry with size being necessary for companies to make the required investment and achieve economies of scale. This means that the credit management industry, in which companies have traditionally been locally anchored, is becoming less fragmented.

*Impact on Intrum and our response:* we are the industry leader in Europe with a presence in 24 countries and having completed several acquisitions in recent years. The transformation program we are conducting fully realise our potential and be optimally positioned to take advantage of growth opportunities. We strengthen our long-term competitiveness by improving efficiency, achieving economies of scale and increasing our ability to meet the needs of international clients in a uniform manner across several markets.

*Risks/opportunities:* as a market leader, we have the ability to meet clients' needs locally and across national borders, with tailored solutions and standardised concepts. We continue to develop our digital platforms and intensified our investment in data-driven analysis in 2022 to ensure that we continue to offer attractive digital and cost-effective solutions.



Payments are becoming increasingly cashless and on credit, not least in e-commerce.

# “Intrum and Santander are on a journey together”

The partnership between Santander and Intrum started back in 2011 and is focused on tailored debt collection services, innovation, and the professional treatment of customers.

## What kind of debt collection solution does Intrum provide for Santander?

“Intrum and Santander are on a journey together, in which Intrum has provided us with a broad set of services for debt collection in many countries. Today, a large part of what they do concerns debt collection for consumer loans, auto and other non-secured assets; Intrum also purchases debt portfolios from Santander. Here in Spain, Intrum provides a comprehensive debt collection solution, which is tailored for our SME clients for foreclosed assets as well as for secured assets for individuals, mainly mortgages.”

**Your collaboration started more than ten years ago. What value does the partnership create for Santander?**  
“Over the years, Intrum has demonstrated their innovation capabilities and commitment to develop together with us. For example, Intrum were among the first to buy debt portfolios from Santander. In addition, their industrialised and automated processes are probably among the most efficient in the industry. Time is money, and by getting help from Intrum we can focus on our own core business. Lastly, Intrum has a good reputation, which is crucial for us.”

## What is the most important factor in establishing a good payment solution for customers?

“I would say the most important thing is to be close to the



Oscar Burgos,  
Deputy Head of  
Recoveries and  
Real Estate Owned,  
Banco Santander

customer, to listen and understand what they have to say to get the full picture of their situation. After that, you can work out a tailored solution together with the customer. Soft skills are also very important in the debt collection process, for example being solutions-based and actively listening. On top of that, you need the resources of a well-grounded company such as systems, procedures, and data.”

## The economic situation in Europe is increasingly challenging. Are you noticing any differences in debt collection work?

“For indebted individuals, or SMEs in general, the underlying causes for unpaid debts are the same today as in the past. In general, they are situations relating to additional economic difficulty. The current economic situation is indeed complex, but how it will affect society is not clear yet. We will see the real impact on the economy in the coming months. In terms of debt collection work, once again we have the opportunity to assist and continue

accompanying debtors to seek solutions that can help to solve or reduce their financial difficulties.”

## How do you see these debt collection services developing going forward?

“There are exciting opportunities ahead. Digitalisation is one of the key drivers to innovation. For instance, the use of data and analytics to help us segment and develop new strategies and methods. Industrialisation of processes, something that Intrum already specialises in, is essential to achieve efficiency and improve management. Another opportunity is adding more digital channels where we meet our customers. We need Intrum to be in the forefront of this industry and we are continuously looking for efficiency measures and innovation. But the most important thing to remember is that the basics in these processes are still the same. You need to spend time with the customer to find a sustainable solution for all parties. This will not change.”

Intrum's strengths

# Firm foundations for continued growth

As a market-leading, long-term and professional partner, we have a key role to play in a well-functioning financial ecosystem, in which companies are paid for their goods and services and individuals regain control of their finances.

Our fundamental strengths and transformation program are crucial to continue to be the first choice for clients to manage overdue receivables with empathy and respect for every customer. Based on these foundations we will continue to deliver long-term sustainable and profitable growth.



## Market leader with an integrated business model

Intrum is Europe's largest credit management and debt collection company. We are the largest in terms of turnover and profit, geographical presence and number of employees. Our geographic diversification, breadth of operations and distribution of exposure between different asset classes enable us to provide a competitive and comprehensive range of credit management services that address our clients' entire credit management chain.

## Broad geographic presence and strong market positions

We are the industry leader in Europe, present in 24 countries. Our broad geographic footprint enables us to offer pan-European clients services in multiple markets while it opens up for more portfolio investment opportunities. Going forward we will increase focus on franchise markets – where we have or can reach a market leading position within both Servicing and Investing. [➔ Read more on page 22.](#)

## A growing market

Today, Intrum is a preferred partner, with a large, growing and loyal client base that includes some of Europe's leading financial actors, large, listed companies, and thousands of small and medium-sized businesses. We are active in a variety of industries and sectors. The market for our services is growing due to increased demand from clients to manage their balance sheets and increased regulation.

## Extensive and relevant experience

We build long-term partnerships with our clients. Our extensive experience and expertise in late payments and analysis of late payment portfolios is an advantage because we offer specialisations and opportunities to manage assignments across the entire credit management chain. In this way, we meet our clients' different needs at different times.

## Proven delivery capability

Our size and diversification strengthen the sustainability of our business model. Our large scale increases our ability to continue to optimise collection strategies and models for portfolio investments with advanced data analysis. Our strong underlying cash flow has contributed to a steadily increasing or remained annual dividend over the past 17 years.

## Strong sustainability position

Our purpose to lead the way to a sound economy forms a firm basis for meeting the demands of tomorrow's global credit management industry. Being a role model in sustainability is a competitive advantage. Our strategic sustainability goals are an integral part of our business, which together with our financial targets are intended to contribute to us continuing to deliver according to all our stakeholders' expectations.



Strategy and goals

# Priorities for profitable growth and improved effectiveness

We continue to further develop our offering to meet increased demand by focusing on strengthening and accelerating the company's commercial development as well as continued focus on transformation throughout our organisation.

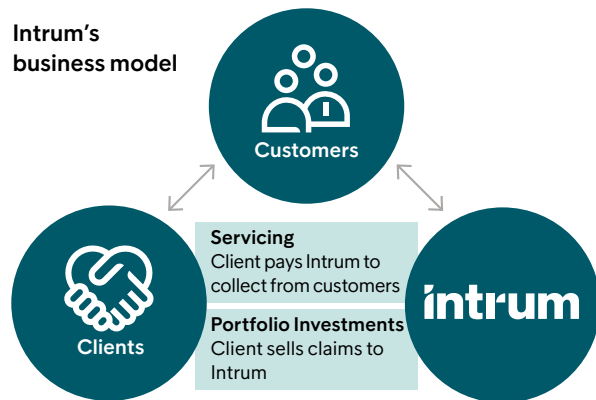
## 4M

customers became debt free with Intrum in 2022.

A well-functioning credit management market is an important part of a sound economy. The global Covid-19 pandemic and 2022's macroeconomic challenges have resulted in an increased need for sustainable credit management. As Europe's leading credit management services company, we want to continue to play a major role in securing a more efficient and effective financial value chain for our clients, customers and society as a whole. Our strategy is to ensure that more clients are paid for their goods and services, while their customers are treated fairly and respectfully as we work with them to find solutions to regain control of their finances.

### An integrated business model

Intrum's full range of services covers clients' entire credit management chain. Our business model consists of two segments. In one, we work with the collection of late payments on behalf of our clients, which generates commission. In the other, we act as principals and invest in portfolios of overdue receivables that we collect on our own behalf. In both segments, ethics and respect for the customer are necessary for more people to become debt free and for companies to be paid. In 2022, circa four million customers became debt-free with Intrum. This shows the importance of our role in the financial ecosystem.



**290**

SEK million in annual realised savings from the transformation-program 2022.

### Transformation strengthens long-term competitiveness

Launched in 2020, the ONE Intrum transformation program aims to take full advantage of Intrum's economies of scale and efficiency. The program has involved a number of milestones to ensure that we are optimally positioned to benefit from growth opportunities created by societal and market trends with offerings that are relevant and adapted to a constantly changing market. A solid foundation enables us to meet demand as a truly global company and take advantage of the upcoming opportunities in credit management and portfolio investment.

Intrum will continue to adapt its offering to local markets, as national laws and regulations differ, but with a

common technical platform and common processes we can meet our clients' evolving needs with relevant, competitive offering while realising synergies. An important part of continuing to optimise going forward is our solutions for different industries given our diversified client base. Our transformation program generates value for our clients and customers and creates a firm foundation for our business to achieve continued long-term sustainable and profitable growth.

*A number of milestones achieved by the end of 2022:*

- Annual savings realised from the transformation program amounted to SEK 290 million.



- Rolling twelve month FTE cost-to-collect ratio improved to 5.8 per cent by the end of 2022, compared to 6.2 per cent in the end of 2021.
- Our global front offices serve 18 of our markets and handle almost 20 per cent of all incoming calls.
- The global collection system is now our largest collection system, handling 9.4 million cases across seven markets, which corresponds to 25 per cent of all cases.
- From 2023 onwards, more countries will migrate cases based on their respective needs and at such a rate that an improved client offer can be ensured.
- Work to establish a common platform for data, analytics and automation technology continues with the aim of unlocking additional client value when implemented in global processes and systems.

### Progress with clients

Case volumes from existing and new clients will drive revenue and profitability growth over time. During the year, new service contracts were signed at an annual value that was 36 per cent higher than in 2021. Some of the largest deals included:

- Strengthened market presence in the UK with an agreement to acquire two servicing platforms for consumer receivables from Arrow Global Group and partnership with Sainsbury's Bank and Argos Financial Services to manage debt collection and late payments.
- Five-year agreement with Credit Agricole for handling overdue receivables in Italy.
- Co-operation with Vattenfall, where Intrum will handle the energy company's Swedish collection cases.

### Targets and results

	Target	Result 2022
<b>Financial targets</b>		
Return, Cash RoIC	>10%	8.4%
Growth, Average Cash EPS growth	>10% p.a.	-15%
Leverage, Net debt/Cash EBITDA	2,5–3,5	4,0
Shareholder remuneration Absolute annual increase	↗	13,50

### Strategic sustainability targets

Culture Index	>80	85
Client Satisfaction Index	>75	76
Climate footprint	-20%	-10%
Employee Engagement Index	>80	80
Balanced gender distribution Board of Directors (W/M)	40/60	38/62
Group Management Team <sup>1</sup> (W/M)	40/60	31/69

<sup>1)</sup> As of 31 december 2022

→ Read more about our strategic sustainability goals, page 23–39.



## Strategic priorities

Our fundamental and long-term strategic priorities remain unchanged: profitable growth and improved effectiveness through a number of key initiatives. Our key themes will be to simplify and focus as well as to grow and transform. We will increase our focus on the geographies where we have or can achieve leadership in servicing and investing to lay the foundations for robust growth and profitability.

### Initiatives 2023

**Strategic priorities for profitable growth and improved effectiveness**

#### Key themes; Simplify and focus

Make Intrum's organisation and communication more targeted, coherent and transparent.

### Organisation and footprint

- We will simplify and focus on two businesses: *Servicing and Investing*.
- Clusters of geographies with distinct commonalities. Our overall footprint is generally characterised by Franchise markets in Northern, Middle and Southern Europe, including Greece, Italy and Spain/Portugal, and investment-dominated Tactical markets predominantly in Eastern Europe. *Franchise markets* are defined by strong, deep and long-standing client relationships with leadership in both Servicing and Investing, while *Tactical markets* are dependent on continuous investment volumes and need to be monitored carefully over time. In line with this increased focus and simplification, we are evaluating a potential exit from the Baltics, Romania and Brazil – reducing our jurisdictions from 25 countries to 20.

#### Key themes; Grow and transform

Encompasses all initiatives that enable profitable growth and foster a culture of continuous improvement.

### Value chain extension

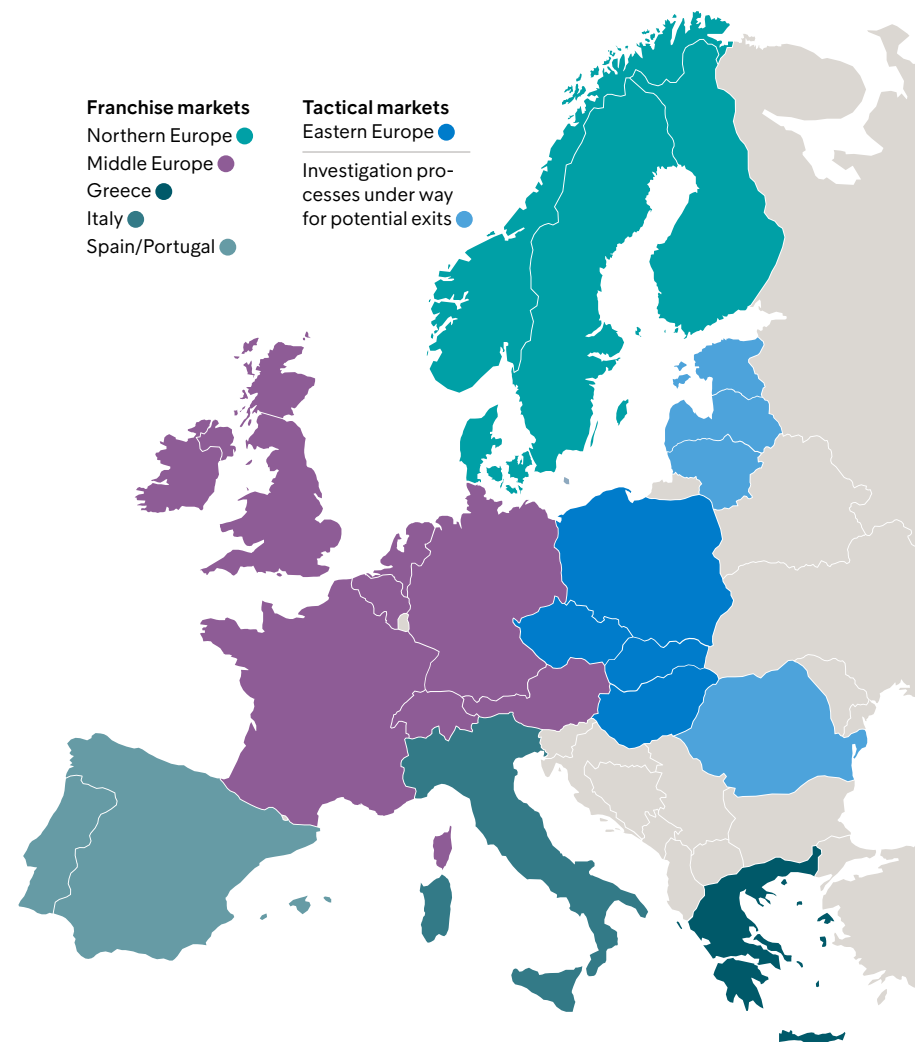
In our Franchise markets, we want to continue to expand our offering in line with clients' evolving needs, including early-stage solutions as well as management of secured claims and an expanded offering related to real estate claims. This will allow us to broaden and deepen client relationships, supporting growth of the Servicing business.

### Client and customer-centric approach

Value generation for our clients and customers is at the very heart of everything we do. We will continue to harmonise our technology platform, focusing on increasing the efficiency of our touchpoints with clients and customers. In 2023, we will update and harmonise our client and customer portals, roll out a state-of-the-art dialler system and introduce an end-to-end digital collection solution in our key markets.

### Capital partnership

We will explore opportunities over the near term to establish investment partnerships to enable a balance-sheet-light investments together with a financial partner. This gives us additional opportunities to generate earnings through co-ordinating, pricing and efficiently collecting on more portfolios. This also allows us to significantly increase overall portfolio investments and thereby the asset base for our service platform, while keeping the book value of our investments stable.



# "Our goal is to be best-in-class for our customers"

Every day, we have more than 250,000 interactions with indebted individuals. We know from experience that empathy and actively listening are key to finding sustainable solutions and helping people regain control of their finances. In 2022, we took our customer dialogue to the next level and launched a global, harmonised customer survey.

**After several pilot surveys were conducted in 2021, the new survey was rolled out in 18 countries in 2022. How does the customer survey work in practice?**

"The format of the survey is actually very simple and it is easy to use. When a customer is in contact with an Intrum agent, they are asked if they would like to participate in our survey. Four questions are then sent out by text message. The questions cover several areas and there are also open questions where customers can make suggestions on how we can improve our services. Customer feedback is extremely valuable for us to improve our operations."

**What are the results and conclusions of the survey to date?**

"The questions are scored on a scale of one to five. The total average score for the year was 4.2. It's interesting to note that satisfaction levels and the perception of Intrum as a value-driven company are consistent across Europe, despite geographical, cultural and regulatory differences. Although the average score is higher than we expected, we remain keen to continue to improve further."



**How has the survey been received among indebted customers?**

"During the year, more than 720,000 people were invited to participate in the survey anonymously. More than 63,000 people responded and shared their experiences. In general, people do not expect to be asked what they think about the services of a debt collection agency. But for us, it is really important to understand how we are perceived. Only then can we improve our services and create long-term value for our customers and clients."

**How are the results used; will customers notice a difference?**

"We have done a lot of work in recent years to improve the quality of our services and strengthen our customer relations. Our new customer survey enables us to take the next step and further develop and adapt our services. The results are available in real time to our call centres, allowing us to respond to issues immediately if necessary."

Some customers may find that conversations with us have become increasingly flexible and more solutions oriented. The feedback from the survey on a daily, weekly and monthly basis. For example, it helps us to offer our agents and call centre teams coaching and soft skills training."

**What are the next steps; are there any further improvements to the customer survey planned?**

"We plan to roll out the survey in all countries. In some of the countries where we operate, this is taking a little longer than expected due to regulatory reasons. We are also working to expand the number of channels where we conduct the survey. We're aiming for a broad channel strategy. But most importantly, we want to take on board all the learnings and results achieved so far and demonstrate improvements for customers and clients. Optimising customer experience is an ongoing process that demands continuous focus."



Empathy and a solution-oriented approach with respect for the circumstances of each individual is key in our work

Our clients and customers

# Improving the experience of Intrum

Working in the space between clients and customers requires innovative and flexible solutions. We have used an index to measure our clients' satisfaction for several years. In 2022, we also launched a harmonised global survey to better understand how our customers experience our services.

**37%**

of consumers talk with their friends and family about money issues. An increase by 9 percentage points compared to 2021.

We have approximately 250,000 interactions with individuals and businesses every day who need help dealing with late payments. A large proportion of these interactions take place via our global, multilingual front offices. From experience, we know that individuals have widely differing reasons for being in debt, and different financial circumstances to return to a healthy economy. People we speak to often tell us about life-changing events that have changed their personal financial circumstances.

Recent events in Europe, from the pandemic to geopolitical uncertainty and an increasingly challenging economic outlook, have increased pressure on individuals and businesses. In our latest European Consumer Payment Report 2022, (ECPR), 58 per cent of respondents

# 85

## Culture Index

Our employee survey, My Voice 2022, shows that our culture is perceived as strong and on the same level as last year.

said rising bills have a negative impact on their wellbeing, up from 45 per cent last year. About 30 per cent of respondents said that they did not expect to have enough money to pay their utility bills in the next 12 months. 82 per cent of consumers are also concerned that increased food prices will affect their financial circumstances. The report is based on a survey conducted in 24 countries with approximately 24,000 respondents.

## Development of sustainable payment solutions for our customers

It is important for Intrum to be able to help find long-term

sustainable payment solutions and to help our customers return to a sound economy, regardless of the reason for the indebtedness or late payment. This is how we create value for our customers and clients and for society at large. Empathy and a solutions-oriented approach with respect for individuals' circumstances are key to these efforts. This makes ethical debt collection services, with the respectful treatment of our customers, one of our most essential sustainability issues. Our shared values: Empathy, Ethics, Dedication, Solutions are a key starting point as we deliver on this ambition on a daily basis. Our latest employee survey, My Voice 2022, shows that

our culture is still perceived as strong within the company. The culture index amounted to 85/100, which is the same level as the previous year. Read more about our values on [page 32](#).

## Guidelines for careful treatment of customers

To ensure our customers are treated ethically and fairly, we have produced a set of guidelines, Treating Customers Fairly (TCF), that applies to all markets where Intrum operates. The guidelines are an extension of our Code of Conduct and also clearly state our values.

We also have specific TCF guidelines to extend payment plans or temporarily stop payments for individuals directly or indirectly affected by Covid-19. We developed these adapted guidelines during the pandemic, and while they remain in place today, they have been needed to a lesser extent as the pressure from the pandemic on individuals and communities has eased. At the same time, we see that the economic outlook in Europe continues to drive the need for especially careful handling of customers. To understand how countries in Europe act in this regard, we held discussions during the year with FENCA, our European trade association, and others.

The development of a special version of our TCF guidelines continued in 2022. These are used in countries where Intrum does not have its own operations but works with partners. Equal treatment of customers is vital, and we want to ensure that our partners and suppliers also operate according to these guidelines.

Circumstances for indebted individuals can be particularly challenging in countries that lack local laws and regulations on debt collection processes. For example, in Switzerland in recent years, we have engaged with the national industry organisation to drive the development and implementation of a special code of conduct for handling customers. Intrum in Switzerland was subsequently certified according to the process that was decided and which applies today.



Our 80,000 clients operate in different industries with different needs, ranging from integrated credit management solutions for the entire value chain to tailored, global solutions.

## Enabling sustainable payments

Sustainability targets 2020–2023	Outcome in 2022	Agenda 2030	The next step
<ul style="list-style-type: none"> <li>Maintain a high level in the culture index at above 80 out of 100 (80 out of 100 in 2019).</li> <li>Increase the average client satisfaction index to above 75 out of 100 (73 out of 100 in 2019)</li> </ul>	<ul style="list-style-type: none"> <li>Culture index maintained at 85 out of 100 (85).</li> <li>A global, harmonised customer satisfaction survey launched</li> <li>Client satisfaction index amounted to 76 out of 100 (77).</li> </ul>	<ul style="list-style-type: none"> <li>Goal 8 – Decent work and economic growth</li> <li>Target 8.10 Universal access to banking, insurance and financial services</li> <li>Target 8.3 Promote policies to support job creation and growing enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Formulate a target for customer satisfaction</li> <li>Develop our customer and client portals</li> </ul>

## Effective credit management solutions for different needs

Our transformation to ONE Intrum has strengthened our offering to our clients and covers the entire value chain to create an end-to-end offer, from credit issuance and receivables services to collection services and acquisition of entire debt portfolios. By helping our clients receive

payment for goods and services sold, we create the necessary conditions for stable cash flow and strong liquidity. These efforts help lay the foundations for profitability and long-term growth.

Our approximately 80,000 clients operate in a variety of sectors with different needs. For example, banks and telecom companies need integrated credit management solutions for the entire value chain, whereas our pan-European clients are looking for tailored, global solutions. E-commerce companies tend to want plug- and-play solutions for rapid growth in new markets.

We choose our clients with care and co-operate with companies that share our values of good business ethics. In practice, this means, that we do not enter into agreements with companies that use unethical lending terms, use offensive sales methods, or that charge fees or interest that do not comply with local laws or good business ethics.

When acquiring debt portfolios, we systematically review risks and ensure that interest rates and the credit processes meet our standards and requirements for ethical credit management. This may include detailed reviews of entire debt portfolios of clients' customers.

### Global portfolio of industry-specific solutions

Many of our clients are multinational companies that need industry-specific, large-scale credit management solutions for a broad customer base. This is where our global portfolio of industry-specific offering and solutions plays an important role. We also have dedicated teams with industry experts in sectors such as banking and finance, telecom and energy. Our front offices play a key role in our offering to international clients. With modern tools, increased automation and digitalisation, we can benefit from our economies of scale and offer more efficient processes for our clients. Our goal is to provide clients and customers the same experience of our services in all countries.

Our extensive experience of operating in the international credit management sector also means that we have knowledge of national and industry-specific laws and regulations. Furthermore, we have built up valuable practical experience and understanding of local conditions and cultural practice in different countries, which forms a key aspect of our tailor-made solutions.

# 67%

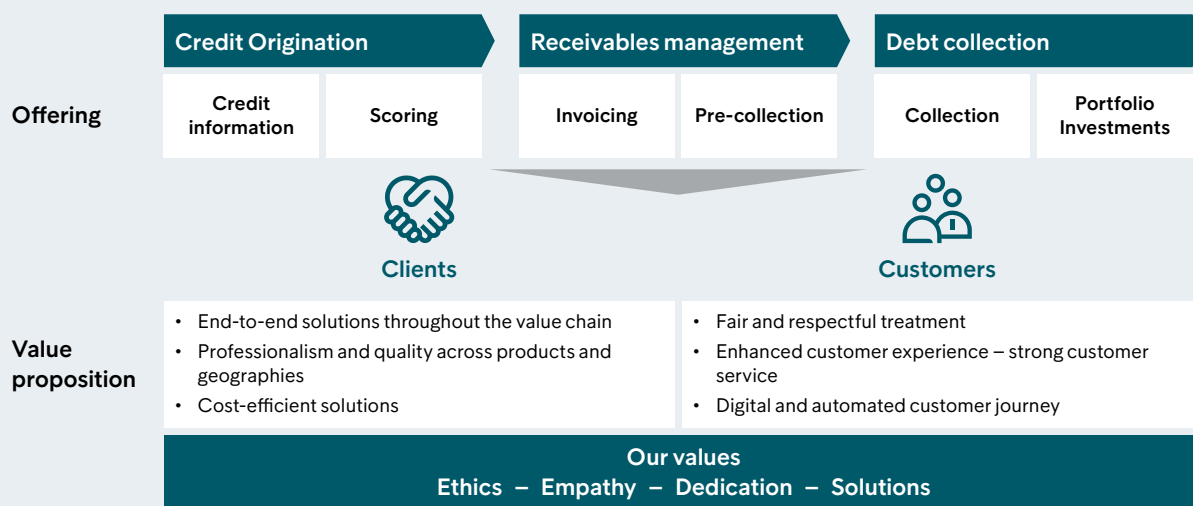
of consumers say they would like to buy more sustainable goods and services, but the rising cost of living makes it challenging for them to do so.

Source: Intrum's European Consumer Payment Report 2021.



### A sustainable credit market is an important cog in a well-functioning financial ecosystem

Our service offering covers the entire value chain, from the first invoice reminder to debt collection services and our acquired debt portfolios.



76

#### Client satisfaction index

Every year, we conduct an independent client survey to understand how we are perceived as a partner and supplier. The results from the latest survey show that the satisfaction index among our clients reached 76 (77).

#### The way forward to a data-driven company

Digitalisation is driving the development of our solutions. There is considerable interest among our clients in our scalable and module-based IT platform and more were integrated during the year. The solution supports the entire credit management cycle and involves fully digital customer management with greater automation, where we can use uniform data from standardised processes regardless of country. For our clients, this opens up opportunities for cross-country, smooth integration into internal systems with portal solutions, which in turn creates conditions for new payment methods and more contact channels for customers. With increased digitalisation, we also gain access to data that provides fresh insights for our clients on which to improve decision mak-

ing regarding credit risk management. One example is the opportunity to adapt and optimise the customer journey according to different needs and thereby improve liquidity. As we become a more data-driven company, artificial intelligence, data analysis and business intelligence will increasingly become part of everyday life for us and our clients.

We develop portal solutions for our customers to create a simple and clear overview of their entire debt situation and make it easier to find flexible solutions that suit individual needs. The range of different digital platforms on which we interact with customers is increasing and creating conditions for fast and simple case management, while at the same time facilitating contact with our agents.

#### Improving the experience of our services

Keeping track of customer satisfaction and how our customers experience our services is vital for us to be able to improve value creation for customers and clients. In 2022, we launched a harmonised global survey to systematically and uniformly measure customer satisfaction among those we have contact with. In total, more than 72,000 individuals were invited to answer a small number of short questions about how they experienced the contact with Intrum. More than 63,000 responded and shared their experiences. The results showed an average score during the year of 4.2 (scale 1–5) and that Intrum is perceived as a value-driven company. Please read more about our customer survey on [page 23](#).

We also conduct an independent survey of our clients annually to understand how we are perceived as a partner and provider of qualified credit management services. In essence, this is about understanding how we can further improve our offering and ways of working to create added value. The most recent survey was conducted in the autumn of 2022 with nearly 2,500 respondents globally. Our goal is for the satisfaction index for clients to be consistently at 75 or more to 2023. Results from the latest survey show that the satisfaction index among our clients amounted to 76 (77).

Intrum is seen as a credible company and our clients appreciate our knowledge and competence as a credit management company. At the same time, the survey shows that there is development potential – and we're working continuously to be responsive to the needs and expectations of our clients. For us to reach our goal and be able to meet expectations, we will continue to analyse the results of this survey and maintain a close dialogue with our clients in our day-to-day operations.

Tracking customer satisfaction and the experience of our services is vital for us to be able to strengthen value creation for both clients and customers.



# “Having satisfied customers drives up our resolution rate”

Adam Johnsson, Director Customer Receivables at energy company E.ON, sees credit management as an extension of E.ON's own brand.

**E.ON has worked with Intrum for more than 20 years.**

**What is the basis for such a long-running partnership?**

“Our shared perspectives on how customers should be treated are a key factor. This is an area where E.ON and Intrum have worked together to increase customer satisfaction for many years. We're convinced that high levels of customer satisfaction are linked to high resolution rates. Ever since we started working together, our common goal has been to avoid credit losses while at the same time help customers gain control of their finances. It probably all comes down to the fact that Intrum has continually adapted to our unique requirements and needs. Over the years, we've improved many aspects of our processes including how we treat customers.”

**At what point in the customer journey does Intrum get involved?**

“Intrum typically gets involved once we've sent a customer an initial reminder. At that point, Intrum's call centre in Sweden takes over the customer contact. Intrum manages our corporate and private customers.”



Adam Johnsson,  
Director Customer  
Receivables, E.ON

**How important is the way Intrum treats your customers?**

“How our customers are treated is of course extremely important to us, and there should be no difference in expected levels of service if it's Intrum or ourselves who have contact with customers. Intrum has developed a tailor-made model that's based on our shared values. It's all based on the idea that every customer should feel that they are treated with respect and that their credit management solution is reasonable, given their unique situation. Intrum's focus on responsive and respectful treatment becomes an extension of our own brand.”

**The high electricity prices have affected many people. How well-suited is the credit management model for tougher times?**

“Intrum's credit management model is designed to adapt to changing conditions. It takes into account a variety of factors and can be easily adjusted. Customer satisfaction surveys that Intrum conducts every month also give us

input on which we can quickly adjust solutions. Currently, with more people concerned about the economy, it's also important for us as an energy company to inform customers about how they can reduce their energy use. Reducing your energy use obviously reduces your bill.”

**How important is industry knowledge in terms of credit management?**

“I see knowledge of the energy industry's rules and laws as necessary for being able to conduct a good and constructive dialogue with customers. The fact that Intrum staff are able to provide information on electricity legislation, for example, builds confidence. Intrum's model also adjusts to changing circumstances, such as amendments to legislation. Personally, I also see added value in Intrum's own monitoring. They continuously provide us with insights and they're skilled at bringing in relevant specialists from their organisation.”



To support the transformation and help our managers lead the transformation, we are developing a new program for change management.

Creating value for employees

# Empowering global change

The HR function continues to enable our change journey. Our leaders play a key role in driving the transformation. During the year, we launched a new change leadership program.

Our new Enterprise Operating Model (EOM) was launched in January 2022 and marks another milestone in our change journey. This new model incorporates a global structure with teams and creative partnerships across geographical and organisational boundaries. HR teams throughout the company were deeply involved in the beginning of the year to support the transition and implementation of the new organisation. One of the focus areas was to promote internal mobility and finding the right person with the right skills at the right time for new roles. A global transition team was established to support local managers throughout the company.

## Empowering our managers to lead the change

Our transformation journey means new ways of doing business, which creates new needs for internal collaboration, and new needs for best practice sharing. Combined with the EOM transition, this establishes a partly new environment for our managers. For example, leading employees remotely and in times of change often requires

personal skills such as confidence, maintaining dialogue, encouraging co-operation and listening.

To support the transformation and help our managers lead the change, a Change Leadership Program was jointly developed and rolled out by HR and the Brand and Communications team. This program played a key role in 2022 by setting the basic structure for the new leadership as well as presenting different ways to manage and engage employees. HR also appointed change leads in our markets and provided relevant training to these employees. The Change Leadership Program also incorporates our basic leadership principles: Trust, Clarity, Change, and Growth. These principles mirror Intrum's values and are partly designed to aid leadership in times of change. During the year, a review of our Leadership Principles was initiated to evaluate possible adjustment needs to reflect the new ONE Intrum and to ensure that our leadership principles remain relevant and impactful.

## 78

### Wellbeing index employees

Being able to influence the work situation and having a reasonable workload are important driving forces for well-being, engagement as well as reduce stress levels. Our index to measure the well-being of our employees showed a positive development during the year and reached 78 (77).

### Strengthening employee engagement

Every year we conduct an employee engagement survey, My Voice, as well as several smaller pulse measurements to keep track of engagement, motivation, and wellbeing among our employees. In 2022, our My Voice survey showed an overall strong result. The response rate was 87 per cent (91). The Employee Engagement Index, that measures employees' energy and motivation levels and the perception of clarity and targets, reached 80 (81). This is in line with our target to increase the Employee Engagement Index above 80 out of 100.

Among the strongest areas in 2022 were employees' experience of our culture, the work situation, leadership, team and work environment. At the same time, the survey results showed some improvement was needed in areas such as communication from management as well as a lack of autonomy and influence. To draw attention to the results, a My Voice campaign was launched during the autumn that applied the 1+2+3 approach: celebrate one thing, talk about two improvement areas and talk about it at least three times.

The Wellbeing index of our My Voice survey showed a positive trend in 2022, reaching 78 (77). Influence on work situation and reasonable workload are important factors that drive wellbeing and engagement as well as reduce stress levels.

Despite what was perhaps a challenging year for our



Working at Intrum means becoming part of our purpose, to lead the way to a sound economy, and to help drive the development of an ethical debt collection industry.

### Growing by making a difference

#### Sustainability targets 2020–2023 Outcome in 2022

- Increase the Employee Engagement Index to above 80 out of 100 (79 out of 100 in 2019)
- Achieve a more balanced gender distribution throughout the company (40/60), which means an increased share of women in management positions, and an increased share of men in the organisation as a whole.
- Employee Engagement Index reached 80 out of 100 (81).
- The share of women on the Board of Directors remains in line with previous year 38% (38% in 2021). The share of women in the Group Management Team increased from 20% to 31% in 2022.
- The share of women and men in the organisation as a whole remains at 61% in 2022 (61%) and 39% (39%).

#### Agenda 2030

- Goal 5 – Gender equality
- Target 5.5 Ensure full participation in leadership and decision-making
- Goal 8 – Decent work and economic growth
- Target 8.8 – Protect labour rights and promote safe working environments

#### The next step

- Launch of mandatory Diversity, Equity and Inclusion training, focusing on general awareness, unconscious bias and discrimination.

managers, the My Voice Leadership Index showed strong results in 2022, reaching 82 (81). However, some managers reported experiencing pressure, and this needs to be addressed going forward.

### Developing our employee value proposition

The labour market remains strong, which made attracting and retaining talent one of our focus areas during the year. The ONE Intrum transformation, our new operating model and the migration to our new IT platform entail a need for new categories of employees. In addition to this, we are gradually developing into being a more data-driven company, where our new data and analytics centre of excel-

lence plays a more strategic role in our customer offering and in the development of our own services. Overall, our competence need span a broad range, from IT and data analytics to front- and back-office and managers.

The transformed Intrum is creating a leading, technology-driven, diverse and inclusive credit management company with great job opportunities for our employees. Working at Intrum involves becoming part of our purpose, to lead the way to a sound economy, and help drive the development of an ethical credit management industry. This deeper meaning of the job opens opportunities to grow both personally and professionally.

During the year, we initiated a project to define how

we would like to be perceived by existing and potential employees. Through interviews with our own people and by studying external talent reports, we identified our most important benefits for employees; growth opportunities, a sustainable and clear purpose, a global mindset and a supportive and value driven culture. These benefits crystallise and underpin the narrative of our EVP (Employee Value Proposition); Growing by making a difference.

To support our change journey, we are increasingly moving towards a constant, business-driven performance management process with continuous check-ins initiated by people leaders and employees. This new, global process creates an improvement journey and real-time impact for individuals and the organisation as a whole. This also supports the long-term employability of our employees in an ever-changing labour market. Given this latter trend, we support a self-learning culture. Our digital development platform includes training both online and in real life, for which employees can register voluntarily.

### Building a multicultural company

With more than 90 nationalities, Intrum is a truly multicultural organisation. We speak more than 35 languages in our global front offices, a strategic asset of the company that we carefully nurture to attract especially multi-national clients. We are also convinced that being a multicultural company, built on diversity, equality and inclusion, makes us more responsive to the overall needs of our clients and customers and enable innovation and development of the right solutions for each new situation. In 2022, we launched an English proficiency program to offer an easy to access English training for all employees and to further strengthen our language skills and encourage further interaction across borders.

Diversity spans many different areas, from gender, age and ethnicity to cultural backgrounds, education and simply different ways of thinking. Keeping the balance between diversity and inclusion is important, which is why we have started to develop a proactive training program to mitigate unconscious bias. This program is for all employees, and especially managers. In recruitment, for example, a selection criterion on a diverse set of candidates can be combined with other methods such as interview panels and interview guidelines.

At the end of the year, the proportion of women



To support the change journey, there is a gradual transition to a continuous, business-driven process for performance management, where ongoing meetings are initiated by both managers and employees.

employed by the company was 61 (61) per cent. In the Group Management Team, the proportion of women was 31 (20) per cent at year-end. Our objective is to achieve a more balanced gender distribution at all levels within the company, with women making up at least 40 per cent of staff at management level in 2023. One aspect of this involves working with attitudes and appropriate applicant profiles in conjunction with recruitment. However, it is just as important to offer mentoring or flexible working hours, for example.



### Our values help us lead the way

Thousands of our employees have together helped formulate the values we share as a company – Empathy, Ethics, Dedication and Solutions. These values guide us in all that we do, from how we work with our clients to how we respond to our end customers.

Empathy	Ethics	Dedication	Solutions
<p>Our day-to-day operations entail generating value for people, companies and society. Each situation is unique and has its own financial and social impact. We strive to meet people on their own terms and to treat others with dignity and respect. This applies to all – our clients, end customers and colleagues. This approach allows us to find meaning and value in what we do and to achieve our shared vision.</p> <p><b>We listen actively and seek to understand.</b></p> <p><b>We keep an open mind and are flexible.</b></p> <p><b>We show patience and offer support.</b></p>	<p>Our ethical standards and expectations extend beyond the requirements of the law. We behave as role models and consider it our responsibility, and an opportunity, to set new standards to change people's view of the credit management sector. This entails treating our clients' customers with consideration and respect under all circumstances and cooperating with companies and customers who share our values. To achieve this, we behave fairly and honestly in everything we do.</p> <p><b>We focus on society and sustainable enterprise.</b></p> <p><b>We take responsibility for our actions.</b></p> <p><b>We do the right thing – living and acting according to our values and our Code of Conduct.</b></p>	<p>Our committed employees are one of our greatest strengths. By always wanting to be a little better than we were yesterday, we bring out the best in each other. We grow as individuals and as a team to shape our company's future, thereby providing added value for our clients and their customers. Our industry is changing constantly, we are always moving forward and never cease developing.</p> <p><b>We share knowledge across borders.</b></p> <p><b>We are committed to, and responsible for, our own development.</b></p> <p><b>We go that little bit further and never give up.</b></p>	<p>What makes us stand out in the market is our capacity to identify and develop the best solutions and to create win-win situations for our clients and their customers. By being innovative and efficient, we exceed expectations and assume a role as a knowledge leader in our sector.</p> <p><b>We focus on results, not problems.</b></p> <p><b>We collaborate to provide our clients and customers with innovative solutions.</b></p> <p><b>We value quality and professionalism.</b></p>

# "Change leadership is a change of lifestyle"

Leadership at times of change can be challenging. Through a combination of structured activities and individual support, we are empowering our leaders to lead our transformation.

## What is change leadership?

"I see change leadership as about winning the hearts and minds of our people to support the organisational direction. It is about empowering our people to achieve our organisational goals. Sharing the "why" in a compelling story is key to success, galvanising people behind the change narrative and empowering them with the right skills and tools to execute the "what". Managing and leading are two different things. To make something really happen, you need to lead and empower people, and build trust."

## Intrum, like many other companies, is going through a transformation journey. What are the biggest challenges to leadership in this kind of environment?

"For our leaders, the biggest challenge is probably exercising the right judgement in the new context of continuous change. To manage ambiguity and be able to make decisions despite uncertainty. The transformation journey will continue and evolve, but we will never reach the end-state. In this environment, it is important to keep winning the hearts and minds of our people, to celebrate milestones, to be realistic about timelines, and to manage the work-life balance. We need to be fast enough to make progress, but slow enough to keep people on board."



Chantal Verbeek,  
Chief Human Resources  
Officer, Intrum

## What kind of leadership skills are needed?

"The most important is human skills. For one thing, you need to be able to adjust your leadership style to different individuals and the different needs of teams. There is no one size fits all. This is a people business, and we need to keep investing in our people and understand what is relevant to them. In addition, you need to be a good communicator, act as a role model and be the change you want to see. Resilience is a third skill, and one that should not be overlooked. Lastly, you have to be a true collaborator. Ultimately, this is a team effort."

## The Change Leadership Program was launched to support the ONE Intrum transition. What are the key elements of the program?

"The program has been run in a relatively technical and structured manner for the past two years and will now move to a more empowered approach where people lead change. One of the key activities planned for 2023 is the

creation of a change ambassadors' network to ensure continued commitment to our transformation. We will also arrange targeted change leadership trainings to equip the ambassadors with the skills to act as positive promoters. These are just two examples."

## What role do the change leadership activities play for Intrum as a company?

"The Change Leadership Program has played a key role in enabling our transformation. It is a strategic activity. To achieve sustainable change it is vital to embed the change in daily routines and shift the culture in the company. Change leadership is about our culture, our behaviours and making the intangible tangible. You can have a great process or innovative technology, but if you don't equip your people with the right tools and win hearts and minds, you won't maximise the benefits that flow from that process or technology."



Working in the space between companies and indebted individuals sheds light on many important issues such as ethical debt collection, data security and sound transactions.

Creating value for society

# Focusing on a sustainable credit market

Credit management is increasingly regulated. We welcome this trend and for many years, we have engaged and interacted with decision-makers at EU and local level to strengthen consumer protection and achieve a more harmonised approach to debt collection across Europe.

## 8/10

are worried about the impact of rising grocery and energy prices on their financial well-being in the next 12 months.

Source: Intrum's European Consumer Payment Report 2021.

To increase the understanding of our role in the credit chain and to influence the development of future legal requirements affecting our industry, we have an active dialogue at EU and local level. The driving force behind this is our desire to create functional credit management solutions that contribute to a sound economy for clients and customers alike and that improve sustainability of the entire debt collection sector.

### Development of a sustainable credit market

The EU's upcoming Non-Performing Loans (NPL) Directive shall be implemented in member countries by 29 December 2023 and will have a major impact when introduced. The directive will, among other things, require specific debt collection legislation and license will be required in all countries. For several years, we have worked to adapt the directive to our type of business. One issue we are pursuing proactively is strengthened

consumer protection and harmonisation between countries despite different laws and regulations, for example through application of minimum requirements for debt collectors in all markets. In this respect we welcome the section of the directive that requires credit managers to apply a policy to ensure fair treatment of borrowers, where individuals' financial situation is taken into account and individuals are referred to debt counselling or social services if needed.

The NPL Advisory Panel is a working group that provides advice and expertise on NPLs to the European Commission and its departments. Intrum has participated on the panel since 2021 and we contribute with comments and arguments on various aspects related to the NPL market on an ongoing basis. In 2022, we were involved in completing a steering document that will clarify for banks and NPL investors the processes for selling debt portfolios, the Best Execution NPL Sales Guideline. The document has been under development since 2021 and is now officially available in a number of languages via the EU Commission's website.

Another steering document we are currently engaged to develop, deals with securitisation linked to NPLs. The aim of the document is to highlight the necessary conditions to establish a more standardised model in the EU. For example, the document integrates experiences and lessons learned from Greece and Italy, where the state provided guarantees in relation to NPLs to free up capital for new credits, which can be an important tool for the economy as a whole.

## Be a trusted and respected actor

### Sustainability targets 2020–2023

Outcome in 2022	Agenda 2030	The next step
<ul style="list-style-type: none"> <li>Achieve climate neutrality before 2030, cutting our total emissions by at least 20% compared with 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Goal 13 – Climate action</li> <li>Target 13.2 – Integrate climate change measures into policies and planning</li> </ul>	<ul style="list-style-type: none"> <li>Review how we can further strengthen our contribution to the goals of the Paris Agreement</li> <li>Further increase knowledge and engagement in the business around our climate footprint.</li> </ul>



As a financial actor in the credit chain, we closely follow the development of new legislation and regulation related to business ethic risks.

A third focus area is the development of a steering document on the key differences that exist across EU markets in terms of legal requirements and practical management of NPLs. By virtue of our geographic presence, we have been a leader in producing the first draft of this document following a template developed by the Commission. The latter two documents are currently under review and work will continue in 2023.

## Cooperation with external stakeholders

In parallel with the work of the NPL Advisory Panel, we have continued to work together with the Federation of European National Collection Associations (FENCA), our European trade association, to interpret new NPL rules and pursue a common agenda.

Furthermore, we engaged in a consultation for the European Banking Authority (EBA), concerning a technical standard to provide potential investors with relevant information for pricing NPL transactions.

To make it easier for our local businesses to communicate about the NPL Directive and its importance, we produced presentation material during the year that summarises the core message. This material is used in dialogue with local trade associations and decision makers. One message highlighted was the importance of seeing collection management as a coherent activity in the credit chain.

Another area we were involved in during the year was the ongoing revision of the EU's Consumer Credit Directive. We participated in several meetings with rapporteurs from the EU Parliament together with Finance Watch, a European non-governmental organisation that monitors the public's interests in the regulation of the financial market. The purpose of our involvement is above all to promote harmonisation between the Consumer Credit Directive and the NPL Directive from the point of view of debt collection processes and the protection of customers.

As part of driving our sector in a more sustainable direction, an industry forum with a focus on sustainability was established during the year. The goal is to collaborate on the development of new legislation, sustainability reporting and to increase knowledge about sustainability and what it means in our sector. The forum met on two occasions during the year where the focus was to set the framework for engagement and identify areas to exchange ideas and experiences going forward.

### Management of business ethical risks

Money laundering, bribery and corruption are international societal problems that affect both businesses and states. The risk profile differs in different countries, but generally there is always a risk that businesses are exposed to unethical behaviour in business relationships or even used to cater criminal activity.

To mitigate the risk of money laundering, we have implemented "Know Your Client" processes throughout the Group and suspicious payment transactions are regularly reported to the relevant financial oversight authority. During the year, we implemented a new system for

monitoring financial transactions from customers to identify suspicious cases. The purpose of all these activities is to proactively protect Intrum from being used for money laundering by trying to be one step ahead.

To ensure that we do not do business with countries, businesses and individuals that are subject to sanctions, information contained in our customer register is also controlled in a separate system. It is vital that we do not do business with countries, companies or individuals that are subject to trade sanctions and information in our CRM system (Client Relationship Management) is checked on a regular basis. During the year, we focused to ensure that we complied with the international sanctions that have been imposed on Russia and Belarus.

Although corruption is relatively muted in Europe compared to other parts of the world, we work preventively with a risk-based approach to counter corruption. In 2022, new risk assessments linked to corruption risks were conducted as part of our annual review. Risk assessments are carried out by geography, industry and product, as well as on our internal organisation where the risk profile can look different for different functions. Follow-up to

our Anti-corruption Policy is carried out by a special Letter of Commitment which must be signed annually by the respective MD in our countries of operation. In 2022, we conducted special training in anti-corruption. These were carried out locally for managers and employees in risk-exposed parts of the business and centrally for, among others, our Group Management Team.

As a financial actor in the credit chain, we closely follow the development of new laws and regulations linked to business ethical risks. One of the regulations we are currently monitoring is the European Commission's upcoming legislative package against money laundering, which, among other things, involves the establishment of a new regulation and a new supervisory authority. In 2022, we had meetings with the EU Parliament and representatives of countries to emphasise that the AML framework need not be directly applicable to companies acting in an indirect relationship with banks, as the risk profile of debt collection companies is different from banks. However, debt collection companies should be alert to high-risk transactions and we have also stressed the importance of a more harmonised approach within the EU to the AML framework related to debt collection activities.

### Protecting personal data

As a credit management company, we handle large amounts of data on behalf of our clients and customers. We also have many employees who work in different countries. We have a legal and ethical responsibility to handle sensitive data with respect for personal integrity. Protecting personal data is part of protecting basic human rights and freedoms.

Our data protection officers in all our subsidiaries fulfil a key role in day-to-day operations and work on a continuous basis to ensure compliance with the General Data Protection Regulation (GDPR). This work also involves ensuring effective application of the regulation, and during the year we harmonised the process for registering extracts of personal data, among other things.

To establish common practice for how data protection requirements should be implemented in credit management companies, we have been pushing for the development of a European code of conduct for data protection in the debt collection industry, which is awaiting certification by the European Data Protection Board (EDPB).

The EDPB's new guidelines on supplementary meas-

### Our yearly reports provide answers on sensitive issues

As a market-leading credit management company, we see it as part of our responsibility to spread knowledge about the economic development in society and the impact on Europe's consumers and companies. Every year, we conduct two major surveys; European Consumer Payment Report and European Payment Report. The reports are not only used internally and in dialogue with our clients; they are also presented regularly to EU institutions to increase their knowledge about credit management. In turn, the EU has referred to the reports in, for example, the Late Payment Directive.



ures for the transfer of personal data to third countries, (outside the EU), will have a major impact on all companies and authorities. Within Intrum, analytical work is underway to follow up our suppliers to map the transfer of personal data and ensure compliance with the new guidelines in all agreements. The analysis work and the implementation of the guidelines continued in 2022. During the year, we also produced a special instruction for our procurement department.

# -20%

Our objective is to achieve climate neutrality before 2030 and to reduce our total greenhouse gas emissions by at least 20 per cent compared with 2019.

## Taking responsibility over our climate footprint

The climate issue is one of the greatest challenges of our time and it is high on our agenda. In order to get a more comprehensive view of our climate footprint, during the year we have expanded our reporting to include additional categories of emissions. This to be able to take further responsibility and address the climate footprint we bring through our operations, directly and indirectly.

From previously having tracked our emissions from cars we own in Scope 1, we have added leakages of refrigerants from our offices and server halls to this category. We have also expanded the mapping of our indirect emissions in Scope 3 from business trips by car, air and train to also include hotel nights, purchased IT equipment, employee commuting and fuel- and energy-related activities in addition to what is included in Scope 1 and 2.

We have previously invested in UN-certified projects that create positive climate value corresponding to our greenhouse gas emissions. During the year, we focused on getting a more comprehensive picture of the climate footprint we generate. As part of this, we have chosen to direct our efforts internally to address our emissions. There is an ongoing work where we review how we can further strengthen our contribution to the goals of the Paris Agreement and add more relevant emission categories to our reduction target.

Due to the expanded tracking, our total reported emissions have increased from 5,947 tons to 18,058 tonnes. In comparison to the same categories of emissions reported last year, our total emissions have increased slightly from 5,947 tonnes to 6,551 tonnes, which corresponds to about 10%. This is as a result of increased travel after the pandemic's waning development. In relation to our reduction target, we have decreased our emissions by -10 % compared to baseline 2019. For more information on our emissions, [see page 121-122](#).

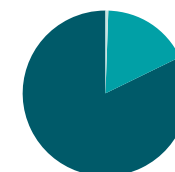
Intrum is established in Finland, one of four franchise markets in Northern Europe, together with Denmark, Norway and Sweden.



Our reported climate footprint comes mainly from employee commuting, purchased IT equipment and business trips including transport by company cars, as well as energy consumption in our offices. A smaller share of our emissions come from paper consumption and energy-related activities in Scope 3. The daily climate work is managed via local action plans and includes, among other things, continued energy efficiency of offices, for example through an increased share of renewable electricity, the use of LED lighting and reduced paper consumption, as well as by continue to minimise travel through more digital meetings.

During the year, our reporting of climate-related risks and opportunities continued guided by TCFD's (Task Force on Climate-Related Financial Disclosures) rec-

## Our climate footprint, reported CO<sub>2</sub>e<sup>1</sup> emissions



- Scope 1: 136 tonnes
- Scope 2: 3,057 tonnes
- Scope 3: 14,865 tonnes

**Total tCO<sub>2</sub>e emissions: 18,058<sup>2</sup>**

Scope 1 pertains to emissions from vehicles that we own and leakages of refrigerants from our offices and server halls.

Scope 2 pertains to emissions from energy consumption at our offices and includes consumption of electricity, heating and cooling.

Scope 3 Includes business travel, purchased IT/Office equipment, employee commuting and fuel- and energy-related activities, in addition to what is included in Scope 1 and 2.

<sup>1</sup> Global Warming Potential 100 (The Intergovernmental Panel on Climate Change 2014).

<sup>2</sup> Location-based. More information is available on page 121-122.

ommendations. For information on our climate risks and other TCFD information, [see page 65–66](#).

### Responsible management of our value chain

Working in the space between businesses and indebted individuals shed light on many important issues: ethical debt collection, data security, and sound transactions to name a few. During the year, an important work was initiated to understand where in the value chain we have the greatest impact on economical, social and environmental sustainable development. The results of the analysis will form the basis for the development of our sustainability strategy for the coming years. Read more about our material sustainability topics on [page 115–122](#). You can read an interview with our Sustainability Director on [page 39](#).

62%

worry that they won't afford a comfortable retirement.

Source: Intrum's European Consumer Payment Report 2021.

Our ethical values provide a firm basis for our day-to-day sustainability work. Since 2016, we have also joined the UN's Global Compact and have committed to supporting the implementation of its 10 principles on human rights, labor rights, environment and anti-corruption in our operations and value chain. We have also identified four goals in Agenda 2030 to which we are most likely to be able to contribute. On top of this, we have sustainability targets enabling us to keep focus on our material sustainability topics in our daily work.

In all local office operations, we have Compliance Officers who co-ordinate day-to-day work on regulatory compliance in line with local and global needs. Our Code of Conduct summarises our ethical rules and covers all employees and others who represent the company, including suppliers and partners. All employees are

expected to take our digital Code of Conduct training at least every second year. This is specially adapted to our business activities and contains scenarios with ethical dilemmas taken directly from reality.

By the end of 2022, 90 per cent of our employees had completed the training. The focus during the year was, among other things, to ensure that all new employees in our front offices understand and can apply the Code of Conduct and the TCF instructions. We also have internal instructions linked to the most important sustainability issues, for example the environment, data protection, anti-corruption and customer protection.

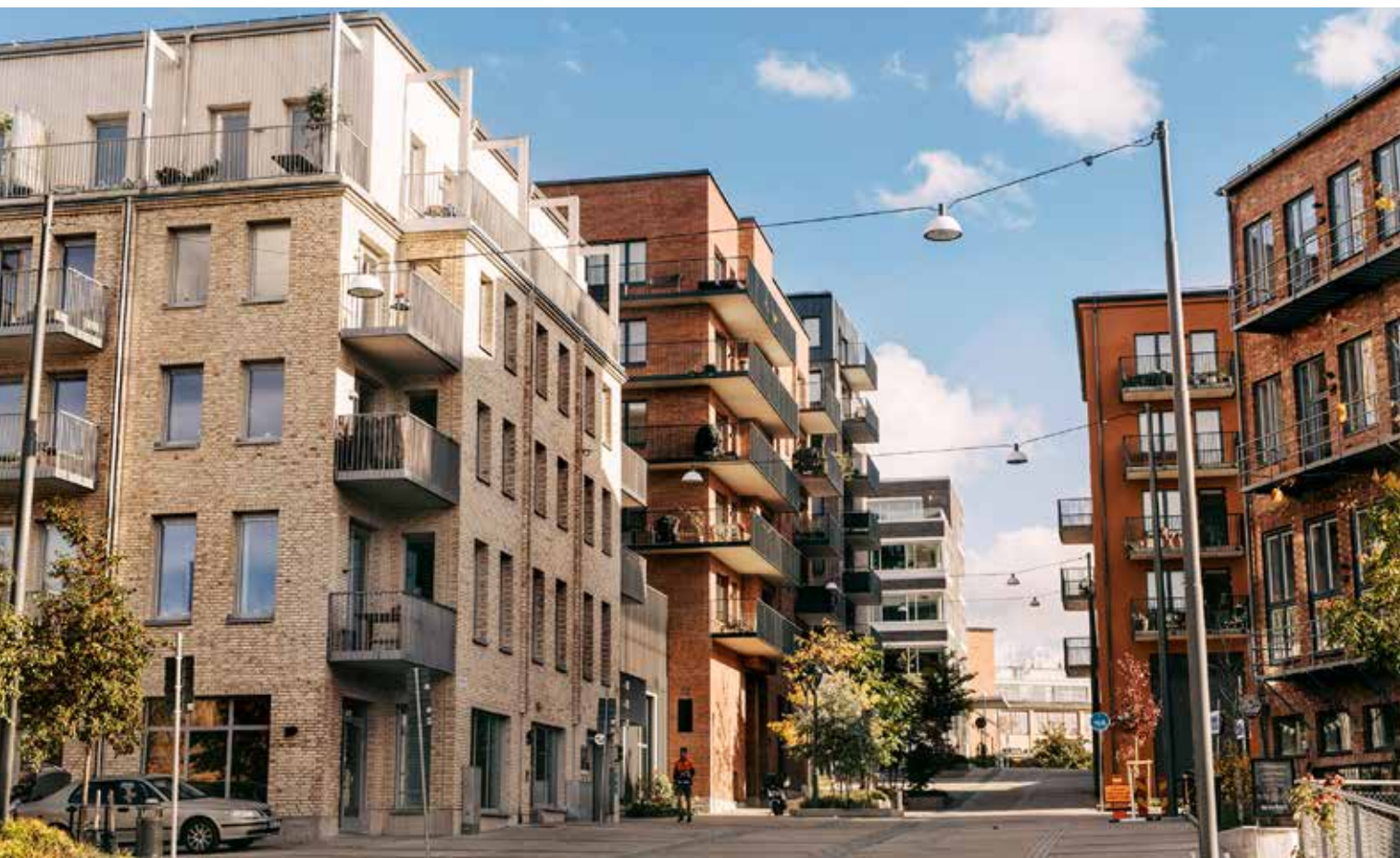
### Reported violations and incidents

Our whistleblower function, the Code of Conduct Hotline, is provided by an independent supplier and is available around the clock online and by phone in every national language in which we operate. Naturally, there is a whistleblower function on the platform for people who want to report incidents anonymously. All employees and others must feel safe to report incidents that violate the Code of Conduct or other internal rules. Suspected rule violations may also be reported to employees' immediate managers or to another operational manager. Reported violations or incidents are handled confidentially by our Ethics Council.

In 2022, six incidents were reported to our whistleblower function that resulted in further action. Four report incidents concerned HR-related events, which, among other things, led to redeployment and local improvement measures. One case concerned fraud, which led to the suspension of an employee. Another case concerned a violation of our Anti-corruption Policy by an employee, which led to a reprimand.

Read more about our sustainability governance on [page 111](#).

For households that were already financially vulnerable and lacking margins, the risk of a situation where the income is simply not enough increases.



# "We have an important role in society"

With a background as an agent at one of Intrum's call centres, Vanessa Söderberg has personal experience of meeting indebted individuals while meeting the needs of clients at the same time – experiences that prepared her well for her role as Global Sustainability Director.

**We have an intense 2022 behind us, one of the highlights of which was the development of Intrum's materiality analysis. What opportunities does a debt collection company have to contribute to sustainable development?**

"As a major provider of credit management services, we play an important role in the financial ecosystem. Essentially, this is about creating long-term sustainable economic conditions for people and businesses, and thereby indirectly for society as a whole. Given our position and size, it is our responsibility to drive the development of a sustainable debt collection industry. Our latest materiality analysis shows that social sustainability issues remain a key concern, especially ethical debt collection which relates to dealing with customers respectfully. Climate is also an important issue. At the same time, we also need to support healthy transactions with our clients."

**You began your career at Intrum as an agent in one of our call centres. How have your experiences in that role influenced you as Sustainability Director?**

"I have been part of many success stories and have seen first-hand the value we create for people and businesses. My time at the call centre has also given me a deeper understanding of the complex work that we do there. As an agent, you sometimes meet people who are going through very difficult periods in life. Coming up with good solutions that also work for our clients is demanding, but



Vanessa Söderberg,  
Global Sustainability  
Director, Intrum

that has to be our aim at all times – to see opportunities for all parties and create long-term sustainable solutions."

**We live in a time of rapid change in sustainability. What are the biggest challenges you face?**

"To keep pace with everything that is going on, for example in terms of the implementation of new reporting standards and stricter legal requirements. Our aim is to always be well prepared. In 2022, we initiated an important work with materiality assessments based on the GRI Standards and the EU's planned ESRS. This forms the basis of the sustainability strategy we are currently working on and which we will begin to implement in 2023."

**How do you build internal engagement, get all employees on board and see their role in what we're doing?**

"It is all about training and increased dialogue. We need to bring issues to life so they feel relevant. Different issues need to be handled in different ways, of course. While ethical debt collection is our focus in dialogue with our

customers, diversity and inclusion relates to all stakeholders. To increase understanding of this complex issue, in 2022 we developed an internal training course on unconscious bias. Implementing training programs like these clearly involves a lot of work and it is important."

**What are you most proud of about Intrum?**

"It has to be the value we create for people and businesses. I am also proud of the work we do to drive the industry in a more sustainable direction. We focus on issues in industry forums and at EU level. I am pleased to see the progress we have made on sustainability at Intrum and that this is being noticed externally. In 2022, we received our first CDP rating, (B), which demonstrates that we have robust processes in place to address the climate issue. Having said that, we should not relax. 2023 will be another intense and exciting year with focus on bringing the findings of our new materiality analysis into strategy and action."

# The share

Intrum's shares have been listed on the Nasdaq Stockholm exchange since June 2002. Since January 2014, the shares have been listed on the Nasdaq Stockholm Large Cap list of companies with a market capitalisation of more than EUR 1 billion.

## Share capital

On 31 December 2022, Intrum AB's (publ) share capital amounted to SEK 2,899,805.50 distributed between 121,720,918 outstanding shares, of which 1,183,983 were treasury shares. Each share entitles the holder to one vote and an equal share in the company's assets and earnings.

## Market capitalisation, price trend and turnover

In 2022 the price of Intrum's share decreased from SEK 235.1 to SEK 126.2, an decrease of 46 per cent, adjusted for a dividend of SEK 13.50 per share. During the same period the Stockholm Stock Exchange's index (OMXS30) fell by 23 per cent. The lowest price paid for the share during the year was SEK 111.5 on 20 December, and the highest was SEK 283.9 on 1 February. The price at the end of the year gave a market capitalisation for Intrum of SEK 15,212 M (28,410 ). Share trades were concluded on every business day of the year. An average 417,791 shares were traded per day (354,189) on the Nasdaq Stockholm Exchange. A total of 105,701,041 shares were traded during the year.

## Shareholders

At the end of 2022 Intrum had 52,191 Shareholders, compared to 38,938 the year before. The 16 members of Group Management had a combined holding in Intrum of 150,692 shares and Intrum Board members held a combined total of 34,700 shares.

## Shareholder communications

Intrum places considerable focus on investors and meets them and other market participants regularly to increase interest in the company and the understanding of it.

## Data per share

	2022	2021	2020	2019	2018
Earnings before and after dilution, SEK	-37.07	25.88	15.18	-2.76	14.18
Operating cash flow, SEK	53.93	83.11	70.35	48.77	46.84
Shareholders' equity before and after dilution, SEK	153.68	183.33	154.28	168.12	180.26
Dividend/proposed dividend, SEK	13.5	13.5	12.0	11.0	9.5
Dividend payout, %	n/a	48	70	n/a	67
Share price, SEK	126.2	233.4	216.8	279.4	205.7
Yield, %	10.7	5.8	5.5	3.9	4.6
Price/sales multiple	0.8	1.6	1.6	2.3	2.0
Price/earnings multiple	n/a	8.31	12.61	n/a	13.90
Number of shares at end of year	120,536,935	120,797,264	120,870,918	130,941,320	131,291,320
Average number of shares before dilution	120,636,616	120,828,453	123,913,717	131,065,781	131,390,632
Average number of shares after dilution	120,636,616	120,830,000	-	-	-

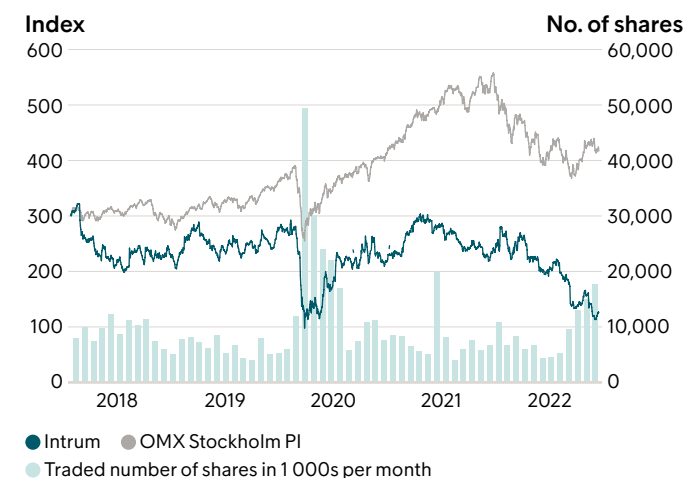
## Share repurchase

Between 2013 and 2015, the company repurchased shares, but in 2016 and 2017 there were no repurchases. In 2018, 250,000 shares were repurchased and in 2019, 350,000 shares were repurchased. During an 2020 additional 10,070,402 shares were repurchased, whereof 9,820,402 shares were terminated in accordance with a decision taken by the Annual General Meeting 2020, resulting in a total of 850,000 shares constituting treasury shares at the end of the year 2020. During 2021 Intrum repurchased 140,000 shares and during 2022 Intrum repurchased 320,000 shares.

## Dividend policy

Intrum's Board of Directors aims to annually propose a dividend to shareholders with an absolute annual increase each year in line with medium term targets. Decisions relating to dividend proposals take into account the company's expected future revenues, financial position, capital requirements and the situation in general. For the 2022 financial year the Board is proposing a dividend of SEK 13.5 per share through two instalments of SEK 6.75 each. The proposed record date for the dividend is 27 April 2023.

## Shares traded



## Ownership structure as of 31 December 2022

Total no. of shares	No. of shares	Equity, %
Nordic Capital genom företag	43,879,929	36.1
AMF Pension & Fonder	11,875,900	9.8
Första AP-fonden	3,143,082	2.6
Vanguard	2,721,842	2.2
TIAA - Teachers Advisors	2,363,983	1.9
Swedbank Robur Fonder	2,145,402	1.8
Avanza Pension	2,004,274	1.7
C WorldWide Asset Management	1,698,225	1.4
Intrum AB	1,183,983	1.0
BlackRock	1,152,562	1.0
<b>Total, ten largest shareholders</b>	<b>72,169,182</b>	<b>59.3</b>

## Shareholdings by country

Country	No. of shares <sup>1</sup>	Equity, %
Sweden	91,490,839	75.2
USA	13,342,346	11.0
Denmark	1,969,882	1.6
Finland	1,836,265	1.5
Norway	1,671,476	1.4
UK	1,092,534	0.9
Luxembourg	771,768	0.6
Germany	554,607	0.5
Switzerland	319,414	0.3
France	313,380	0.3
Others	843,602	0.7

1) Ownership distribution by country could not be identified for a total of 7,514,805 shares and has thus not been included in the table.

## Changes in share capital

	Transaction	Change in share capital	Total share capital	Total number of shares	Par value per share
2001	Founding of the company	100,000	100,000	1,000	100
2001	Split 5000:1	0	100,000	5,000,000	0.02
2001	New share issue <sup>1</sup>	778,729.4	878,729.4	43,936,470	0.02
2002	New share issue <sup>2</sup>	208,216.72	1,086,946.12	54,347,306	0.02
2002	New share issue <sup>3</sup>	612,765.96	1,699,712.08	84,985,604	0.02
2005	Redemption <sup>4</sup>	-140,587.06	1,559,125.02	77,956,251	0.02
2007	Exercise of employee stock options <sup>5</sup>	22,672	1,581,797.02	79,089,851	0.02
2008	Exercise of employee stock options <sup>6</sup>	10,046.40	1,591,843.42	79,592,171	0.02
2009	Exercise of employee stock options <sup>7</sup>	8,049.60	1,599,893.02	79,994,651	0.02
2011	Reduction of share capital <sup>8</sup>	-5,000	1,594,893.02	79,774,651	0.02
2014	Cancellation of treasury shares <sup>9</sup>	0	1,594,893.02	77,360,944	0.02
2015	Cancellation of treasury shares <sup>10</sup>	0	1,594,893.02	73,421,328	0.022
2016	Cancellation of treasury shares <sup>11</sup>	0	1,594,893.02	72,347,726	0.022
2017	New share issue <sup>12</sup>	1,304,912.48	2,899,405.49	131,541,320	0.022
2020	Cancellation of treasury shares <sup>13</sup>	0	2,899,405.49	121,720,918	0.024

- 1) Directed to Industri Kapital 1997 Fund and Synergy at a subscription price of SEK 0.02 per share as part of the legal restructuring of the Intrum Justitia Group.
- 2) 1,402,228 shares each to Industri Kapital 1997 Fund and Synergy at a subscription price of SEK 4.432 per share, and 3,803,190 shares each to Industri Kapital 1997 Fund and Synergy at a subscription price of SEK 0.02 per share.
- 3) 30,638,298 shares to the public and institutional investors at a subscription price of SEK 47 per share.
- 4) Redemption of 7,029,353 shares for a cash payment of SEK 84 per share. The procedure involved the distribution of a total of SEK 590,325,064.94 to the company's shareholders, whereby the company's share capital was reduced by SEK 140,587.06, while the share premium reserve was reduced by SEK 590,325,064.94.
- 5) During the period July 1 – December 31, 2007 Intrum Justitia's share capital increased from SEK 1,559,152.02 to SEK 1,581,797.02, corresponding to 1,133,600 new shares and the same number of votes, as new shares were subscribed for through the exercise of employee options.
- 6) During the period January 1 – December 31, 2008 Intrum Justitia's share capital increased from SEK 1,581,797.02 to SEK 1,591,843.42, corresponding to 502,320 new shares and the same number of votes, as new shares were subscribed for through the exercise of employee options.
- 7) During the period January 1 – December 31, 2009 Intrum Justitia's share capital increased from SEK 1,591,843.42 to SEK 1,599,893.02, corresponding to 402,480 new shares and the same number of votes, as new shares were subscribed for through the exercise of employee options.

- 8) The company's own holding of 250,000 shares was cancelled in 2011.
- 9) The company's share capital was reduced by SEK 47,674.14 through the cancellation of 2,383,707 treasury shares, while the share capital was increased through a bonus issue for the corresponding amount without any new shares being issued. Following cancellations, the company has a total of 77,360,944 shares outstanding, representing the same number of votes.
- 10) The company's share capital was reduced by SEK 81,220.13 through the cancellation of 3,939,616 treasury shares, while the share capital was increased through a bonus issue for the corresponding amount without any new shares being issued. Following cancellations, the company has a total of 73,421,328 shares outstanding, representing the same number of votes.
- 11) The company's share capital was reduced by SEK 23,322 through the cancellation of 1,073,602 treasury shares. In addition, share capital was increased through a bonus issue of the same amount without any new shares being issued. Following cancellations, the company has a total of 72,347,726 shares outstanding, representing the same number of votes.
- 12) The company's share capital increased by SEK 1,304,912.43 through a new share issue (non-cash issue) of 59,193,594 new shares to Lindorff's shareholders.
- 13) The company's share capital was reduced by SEK 233,955 through the cancellation of 9,820,402 treasury shares. In addition, share capital was increased through a bonus issue of the same amount without any new shares being issued. Following cancellations, the company has a total of 121,720,918 shares outstanding, representing the same number of votes.

# Five-year summary

## Income statement

SEK M	2022	2021	2020	2019	2018
<b>Net revenues</b>	<b>19,485</b>	<b>17,789</b>	<b>16,848</b>	<b>15,985</b>	<b>13,442</b>
Cost of goods and services sold	-11,433	-9,555	-9,501	-9,807	-7,369
<b>Gross earnings</b>	<b>8,053</b>	<b>8,233</b>	<b>7,347</b>	<b>6,178</b>	<b>6,073</b>
Sales, marketing and administration expenses	-2,676	-2,051	-1,918	-2,597	-2,201
Disposal of operations/Goodwill impairment	-	-	-	-2,700	-
Reversal of liability for additional purchase consideration	-	-	-	-	-
Participations in associated companies and joint ventures <sup>1</sup>	-5,223	293	-734	1,179	106
<b>Operating earnings (EBIT)</b>	<b>154</b>	<b>6,475</b>	<b>4,695</b>	<b>2,060</b>	<b>3,978</b>
Net financial items	-3,404	-2,174	-2,062	-1,921	-1,363
<b>Profit before tax</b>	<b>-3,250</b>	<b>4,301</b>	<b>2,633</b>	<b>139</b>	<b>2,615</b>
Taxes	-1,129	-910	-555	-424	-599
<b>Net earnings for the year from continuing operations</b>	<b>-4,379</b>	<b>3,391</b>	<b>2,078</b>	<b>-285</b>	<b>2,016</b>
Net earnings for the year from discontinued operations	-	-	0	0	-73
<b>Net earnings for the year</b>	<b>-4,379</b>	<b>3,391</b>	<b>2,078</b>	<b>-285</b>	<b>1,943</b>
Of which, attributable to the Parent Company's shareholders	-4,473	3,127	1,881	-362	1,936
Non-controlling interests	93	265	197	77	7
<b>Net earnings for the year</b>	<b>-4,379</b>	<b>3,391</b>	<b>2,078</b>	<b>-285</b>	<b>1,943</b>

## Balance sheet

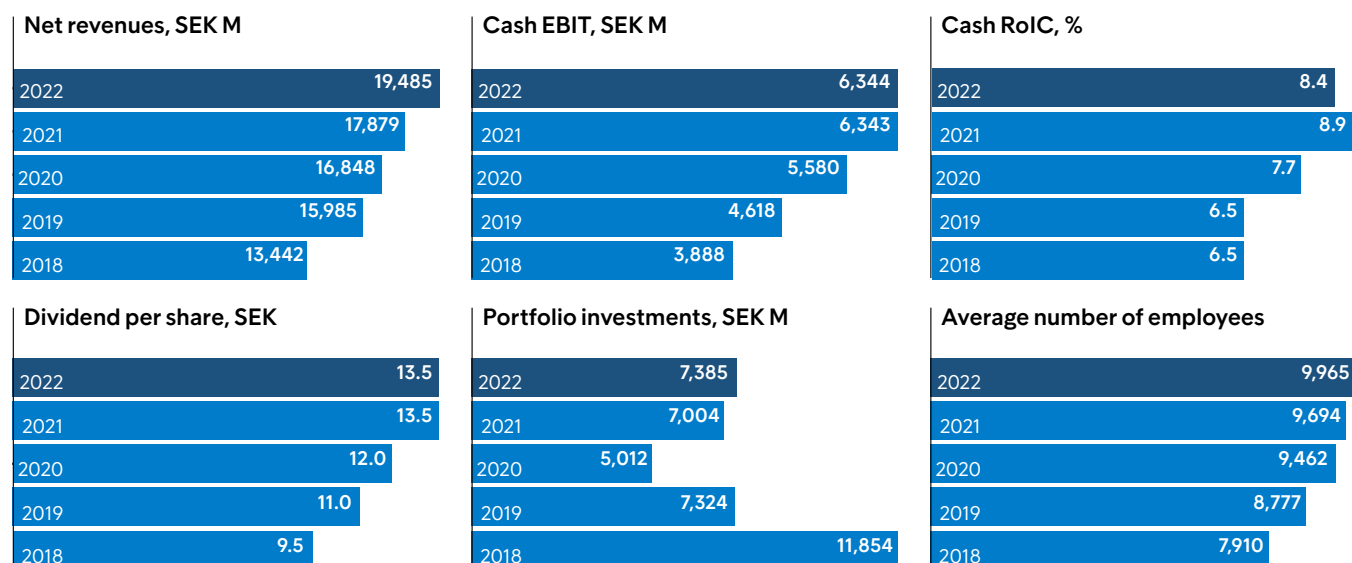
SEK M	2022	2021	2020	2019	2018
<b>Assets</b>					
Total fixed assets	78,716	78,539	73,041	77,935	67,970
of which, portfolio investments	35,645	31,478	27,658	28,508	24,830
Total current assets	9,994	10,366	7,793	8,267	8,129
<b>Total assets</b>	<b>88,711</b>	<b>88,905</b>	<b>80,835</b>	<b>86,202</b>	<b>76,099</b>
<b>Shareholders' equity and liabilities</b>					
Total shareholders' equity	21,200	24,687	21,591	24,520	25,738
Total liabilities	67,511	64,218	59,244	61,682	50,361
<b>Total shareholders' equity and liabilities</b>	<b>88,711</b>	<b>88,905</b>	<b>80,835</b>	<b>86,202</b>	<b>76,099</b>

<sup>1)</sup> Line item contains impairments for 2022, see note 14 for details.

In accordance with the rules in IFRS 5 Non-current Assets Held for Sale and Discontinued Operations, discontinued operations are reported in the income statement as discontinued throughout the five-year period by recalculating comparative figures for previous years, while in the balance sheet, they are reported as assets and liabilities in operations held for sale from the date on which the decision was taken to make the divestment, without recalculating the comparative figures.

	2022	2021	2020	2019	2018
<b>Key figures</b>					
Net revenues, SEK M	19,485	17,879	16,848	15,985	13,442
Revenue growth, %	9	6	5	19	42
EBITDA, SEK M	2,192	7,975	6,224	6,344	4,878
EBIT, SEK M	154	6,475	4,695	2,060	3,978
Revaluations of portfolio investments, SEK M	117	133	-33	28	88
Net earnings, SEK M	-4,379	3,391	2,078	-285	1,943
Net debt, SEK M	53,185	48,277	46,951	49,105	42,122
Earnings per share, SEK	-37.07	25.88	15.18	-2.76	14.18
Dividend/proposed dividend per share, SEK	13.5	13.5	12.0	11.0	9.5
Average no. of shares, thousands	120,637	120,828	123,914	131,066	131,391
No. of shares at year-end, thousands	120,537	120,797	120,871	130,941	131,291
Return on portfolio investments, %	1	14	9	15	14
Portfolio investments, SEK M	7,385	7,004	5,012	7,324	11,854
Average number of employees	9,965	9,694	9,462	8,777	7,910
<b>Key financial metrics</b>					
Cash EBITDA, SEK M	13,238	12,310	11,607	10,655	9,776
Cash EBIT, SEK M	6,344	6,343	5,580	4,618	3,888
Cash RoIC, %	8.4	8.9	7.7	6.5	6.5
Items affecting comparability in EBIT, SEK M	-6,510	-538	-1,043	-4,176	-610
Adjusted operating earnings (EBIT), SEK M	6,664	7,014	5,738	6,208	4,500

→ For definitions see page 108



# Corporate Governance Report

Intrum's corporate governance serves to strengthen the confidence of customers, society and the capital markets through a clear allocation of responsibilities and well-balanced rules between owners, the Board, Group Management Team and the different control functions. Intrum AB (publ) ("Intrum") is a Swedish public company domiciled in Stockholm. The company's shares are listed on the Nasdaq Stockholm exchange.

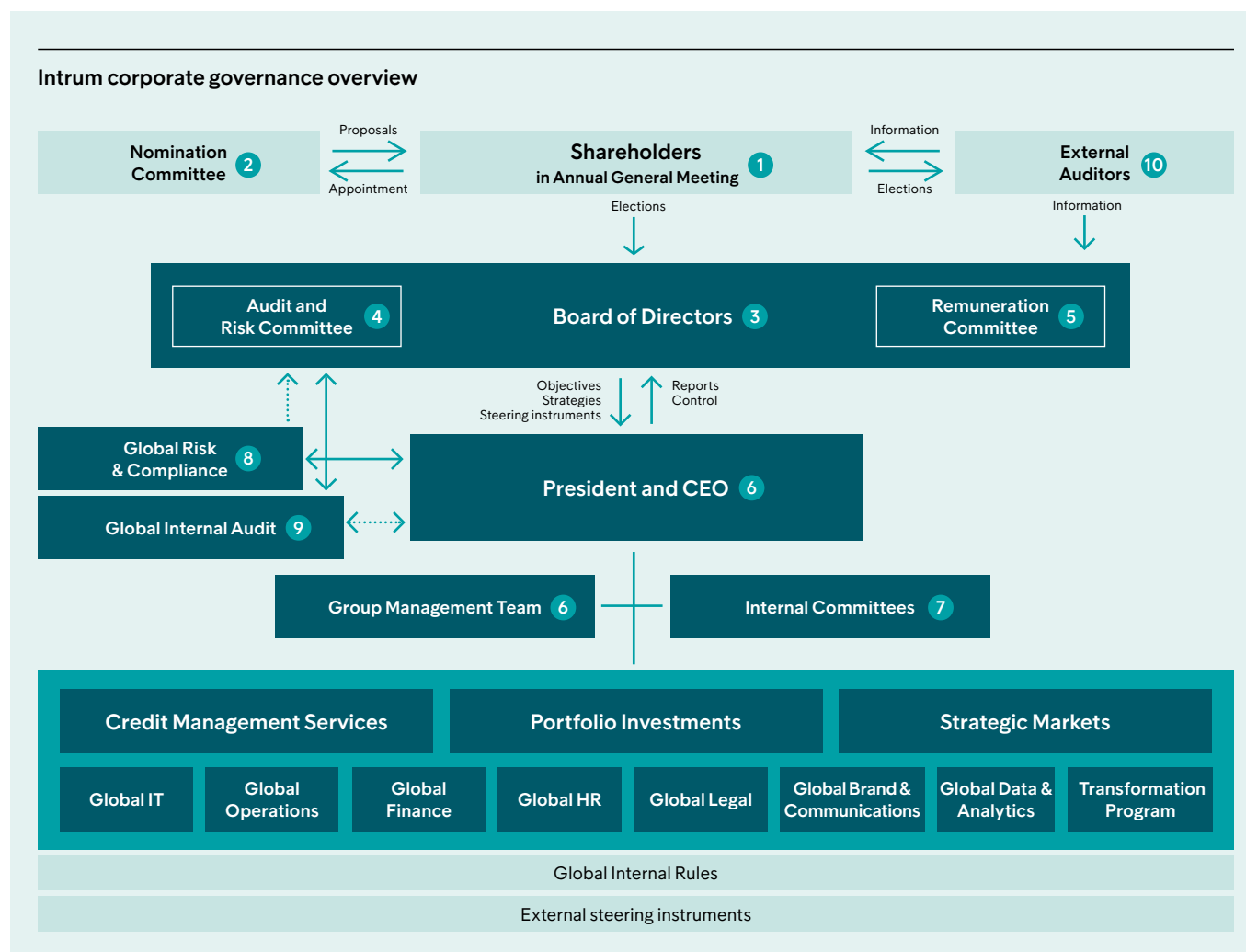
## Corporate governance at Intrum

Examples of external regulations affecting governance at Intrum:

- Swedish Companies Act
- Accounting legislation and recommendations
- Nasdaq Stockholm's regulations for issuers
- Euronext Dublin regulations for issuers
- Luxembourg Stock Exchange's regulations for issuers (SOL)
- Market Abuse Regulation (MAR)
- Swedish Code of Corporate Governance
- UN Global Compact

Examples of internal regulations affecting governance at Intrum:

- Articles of Association
- Rules of procedure for the Board of Directors and its committees and Instructions to the CEO
- Internal rules and guidelines, such as the Code of Conduct, resolution and delegation procedures, anti-corruption policy, environmental policy, internal control policy, etc



This corporate governance report has been prepared in accordance with the rules of the Annual Accounts Act and the Swedish Code of Corporate Governance ("the Code") in order to describe Intrum's corporate governance during 2022. Corporate governance at Intrum comprises structures and processes for management and control of the company's operations for the purpose of creating value for the company's owners and other stakeholders.

Intrum has applied the Code effective from 1 July 2005. Intrum's corporate governance also adheres to the applicable rules in the Companies Act, the Annual Accounts Act, Nasdaq Stockholm's Rules for Issuers, the Swedish Securities Council's resolutions, Intrum's Articles of Association, as well as laws, regulations and official guidelines and rules in countries where the Intrum Group operates (in some cases subject to licensing).

The Code is based on the principle of "adhere or explain", meaning that deviations from the Code are permitted if it is possible to explain why the deviation occurred. During the period to which the Annual Report pertains, Intrum has adhered to the Code in its entirety. The Code is available at [www.corporategovernanceboard.se](http://www.corporategovernanceboard.se), where the Swedish model of corporate governance is also described.

Intrum's Articles of Association are available at [www.intrum.com](http://www.intrum.com).

## Shareholders 1

At the end of the year, Intrum's largest shareholder, Nordic Capital, held approximately 36 per cent of all shares outstanding in the company. → See also page 41.

## Annual General Meeting 1

The Annual General Meeting is Intrum's highest decision-making body at which the shareholders exercise their right to make decisions regarding the company's affairs. Each share corresponds to one vote. Shareholders are entitled to have matters addressed at General Meetings; they are also entitled to ask questions regarding the Group's operations at the Annual General Meeting.

The Annual General Meeting was held on 29 April 2022.

Among other things, the Meeting resolved:

- to adopt the income statements and balance sheets for the company and the Group,
- to pay a dividend of SEK 13.5 per share in accordance with the proposal by the Board of Directors,
- to discharge the Board of Directors and the CEO from liability for the 2021 fiscal year,

- to elect the Board of Directors and a Chairman of the Board,
- to elect an auditor,
- to agree on remuneration to the Board of Directors and auditor,
- to approve the remuneration report of the Board of Directors,
- to adopt guidelines on compensation for senior executives,
- to introduce a long-term incentive program for 2022, and to acquire and transfer treasury shares in accordance with that program, and
- to authorise the Board of Directors to repurchase (and, under certain conditions transfer) up to 10 per cent of the company's treasury shares on Nasdaq Stockholm.

At the Annual General Meeting, approximately 67 per cent of the shares conveying voting rights were represented.

The 2023 Annual General Meeting is scheduled for 27 April 2023.

Resolutions of the Annual General Meeting are published in a press release following the Meeting, and the minutes of the Meeting are published on the company's website.

## Nomination Committee 2

The Nomination Committee is appointed in accordance with guidelines adopted by the Annual General Meeting. Besides nominating the Board members and the Chairman of the Board, the duties of the Nomination Committee include evaluating the Board and its work, proposing a Chairman for the Annual General Meeting, proposing compensation for the Board and its committees, and proposing candidates for auditors' elections and compensation for auditors.

In drafting its proposals to the 2022 Annual General Meeting, and as presented in greater detail in the Nomination Committee's reasoned opinion to the 2022 Annual General Meeting, the Nomination Committee has applied item 4.1 of the Code as its diversity policy. An assessment was also made regarding each member's capacity to dedicate sufficient time and commitment to their Board assignments. The Chairman of the Board at the time, Per E Larsson, and Kristoffer Melinder declined re-election. The Nomination Committee proposed the re-election of the other members and the election of Magnus Lindquist and Michel van der Bel. Magnus Lindquist was proposed as Chairman of the Board. The Nomination Committee made the assessment that, combined, the proposed Board of Directors possessed the breadth, overall expertise and experience required with regard

to the company's operations, stage of development and long-term needs. Of the Board members elected in 2022, 37.5 per cent were women (unchanged from 2021).

The composition of the Nomination Committee ahead of the 2023 Annual General Meeting was announced on 13 September 2022: Robert Furuholm (appointed by Nordic Capital) (chairman), Tomas Flodén (appointed by AMF and AMF Fonder), Pia Gisgård (appointed by Swedbank Robur Fonder), Helen Fasth Gillstedt (appointed by Handelsbanken Fonder) and Ossian Ekdahl (appointed by the First Swedish National Pension Fund). The Chairman of the Board serves as a co-opted member of the Nomination Committee. The Group's Chief Legal Officer has served as the secretary of the Nomination Committee.

The Chairman of the Board has reported the results of the 2022 Board evaluation to the Committee, which also held individual meetings with all Board members, as well as with the CEO. Shareholders have been offered the opportunity to submit proposals to the Nomination Committee. The Nomination Committee has held several meetings and has interviewed a number of candidates. No compensation has been paid to the members of the Nomination Committee.

## Board of Directors 3

The Board of Directors has the overarching responsibility for administering Intrum's affairs in the interests of its shareholders. In accordance with the Articles of Association, the Board of Directors shall comprise at least five and at most nine members with at most four deputies. From the 2021 Annual General Meeting until the 2022 Annual General Meeting, the Board of Directors comprised eight members elected by the Annual General Meeting: Per E. Larsson, Hans Larsson, Andreas Näsvik, Kristoffer Melinder, Magdalena Persson, Andrés Rubio, Liv Fiksdahl and Ragnhild Wiborg. All except Per E Larsson and Kristoffer Melinder were re-elected at the 2022 Annual General Meeting. Magnus Lindquist and Michel van der Bel were elected as new Board members and Magnus Lindquist was elected Chairman of the Board. The Board has neither deputies nor employee representatives. → Further information about Board members, including their shareholdings, can be found on pages 49–50.

Magnus Lundquist, Michel van der Bel, Liv Fiksdahl, Hans Larsson, Magdalena Persson and Ragnhild Wiborg are considered independent in relation to the company and company management as well as in relation to major shareholders. Andrés Rubio is considered to be independent in relation to major shareholders but not in relation to the company and company management.

Andreas Näsvisk is considered to be independent in relation to the company and company management but not in relation to major shareholders. The composition of the Board thereby complies with the requirements of the Code in this respect. The Secretary of the Board is the Group's Chief Legal Officer.

On 21 August 2022, Board member Andrés Rubio was appointed Acting CEO. He has remained a Board member but does not receive any Board fees.

The Board of Directors has established an Audit and Risk Committee, a Remuneration Committee and a Transformation Committee.

### The Board's rules of procedure

Each year, the Board of Directors reviews and adopts rules of procedure, instructions for the committees and instructions for the CEO. The latter also includes instructions regarding financial reporting. These control documents contain instructions on the delegation of responsibilities and work between the Board, the CEO and the Board committees, as well as the forms of the company's financial reporting. The Board's rules of procedure are based on the overarching rules included in the Swedish Companies Act on the overall responsibilities of the Board and CEO and otherwise on the decision-making procedure approved by the Board. The rules of procedure also regulate other issues, including:

- number of Board meetings and decision points normally on the agenda at each meeting,
- the duties of the Chairman, the committees and the CEO and their decision-making authorities, as well as a clear regulation of the issues that require a decision by the Board of Directors,
- the assessment of the Board of Directors and its work, the assessment of the CEO, and
- the forms of the Board's meetings and minutes.

### Meetings of the Board

The Board meets regularly in accordance with the schedule laid down in the rules of procedure. Every Board meeting follows a predetermined agenda. The agenda and background information for each information or decision point are sent to all Board members well in advance of each meeting. Decisions by the Board are preceded by an open discussion led by the Chairman. The Board held 14 minuted meetings in 2022 (19 in the preceding year). Over the year, the Board devoted particular focus to the following issues:

- Intrum's strategy and transformation program,

- the Group's earnings and financial position, as well as interim reporting,
- the Group's capital structure and financing,
- updates from the Group's markets and meetings with clients,
- corporate governance, risk management and internal control,
- investments and acquisitions,
- follow-up and revaluation of past investments and acquisitions,
- sustainability,
- incentive programs and share repurchases, and
- the assessment of the work of the Board and the assessment of the CEO. A new CEO was appointed on 21 August 2022.

The company's auditor attended one Board meeting during the year (as well as the majority of the meetings of the Audit and Risk Committee).

### Conflicts of interest

Before each board meeting, the Board secretary reviews the agenda to identify any known conflicts of interest and addresses such, if any, with the relevant board member and the Chairman prior to the meeting. In addition, each Board meeting is initiated with the chairman asking all Board members to confirm that there are no conflicts of interest with respect to the items on the agenda. If a conflict of interest is identified, the conflicted Board member does not participate in the discussion or decision in the relevant matter.

### Assessment of the Board and CEO

Each year, the Board assesses the composition of the Board and its work with the purpose of illuminating matters concerning the Board's composition, areas of focus, materials and meeting climate, as well identifying areas for improvement. The chairman has presented the results of the evaluation to the Nomination Committee. The Board of Directors assesses the CEO on an ongoing basis and addresses the issue regularly.

#### Attendance at Board meetings in 2022

Magnus Lindquist	10/10	Michel van der Bel	7/10
Liv Fiksdahl	12/14	Hans Larsson	12/14
Andreas Näsvisk	14/14	Magdalena Persson	14/14
Andrés Rubio	14/14	Ragnhild Wiborg	12/14

### Compensation for directors

In accordance with the decision by the 2022 Annual General Meeting, fees and other compensation to the Board of Direc-

tors are payable totalling SEK 7,195,000, of which SEK 1,525,000 to the Chairman of the Board, SEK 680,000 to each of the other Board members, SEK 290,000 to the Chairman of the Audit and Risk Committee, SEK 175,000 each to the other two members of the Audit and Risk Committee and SEK 90,000 each to the three members of the Remuneration Committee. Additional compensation of SEK 20,000 for travel time is paid to Board Members Michel van der Bel and Andrés Rubio for each physical Board meeting held in Sweden.

### Audit and Risk Committee <sup>4</sup>

The Audit and Risk Committee has a preparatory role and reports its work to the Board of Directors. Among other things, the duties of the Audit and Risk Committee include monitoring the Group's financial reporting and the efficacy of the Group's internal control, internal auditing and risk management with regard to the financial reporting and in other regards. The Committee shall also keep itself informed regarding the audit process, consider the auditor's impartiality and independence and assist the Nomination Committee in connection with the election of an auditor. The Committee has established guidelines for which services, other than auditing services, the company may procure from the auditor.

The Audit and Risk Committee consists of Ragnhild Wiborg (chairman), Hans Larsson and Andreas Näsvisk. The first two of the aforementioned individuals are considered independent in relation to the company and the company management, as well as in relation to major shareholders. Andreas Näsvisk is considered to be independent in relation to the company and company management but not to major shareholders. Normally, the auditor, the company's CEO, the CFO, the Head of Internal Audit, the Chief Risk Officer and the Group's Accounting and Reporting Director participate in the Committee's meetings. The latter has also acted as the Committee's secretary.

The Audit and Risk Committee met eight times in 2022 (six times in 2021). Ragnhild Wiborg attended all the meetings. Hans Larsson and Andreas Näsvisk were absent from one meeting each. The auditor attended the majority of the meetings. The issues addressed by the Committee over the year included interim reporting, risk management (incl. financial risks, operational risks and IT security), financing, regulatory compliance, aspects of internal control and reporting of portfolio investments. In addition, the Committee has considered the annual accounts and the audit procedure for the Group, recommendations regarding the election of external auditors at the Annual

General Meeting, tax issues and the preparation of the Board's work to ensure the quality of the Group's financial reporting.

### Remuneration Committee <sup>5</sup>

The tasks of the Remuneration Committee include preparing the Board's decisions on matters involving remuneration principles, remuneration and other terms of employment for senior management, following up and evaluating programs for variable remuneration for senior management, and monitoring and assessing general remuneration structures and compensation levels in the Group.

The Committee also assists the Board in drafting proposed guidelines on the remuneration of senior management that the Board presents to the Annual General Meeting, and also in monitoring and assessing the application of these guidelines.

Up to the 2022 Annual General Meeting, the Remuneration Committee consisted of Per E. Larsson (chairman) and Andreas Näsvisk and thereafter of Magnus Lindquist (chairman), Michel van der Bel and Andreas Näsvisk. Magnus Lindquist and Michel van der Bel are considered to be independent in relation to both the company and the company management and to the company's major shareholders. Andreas Näsvisk is considered to be independent in relation to the company and company management but not to the company's major shareholders.

The CEO and Human Resources Director normally participate in the Committee's meetings. The latter is also the secretary of the Committee. During 2022, the Committee met four times (five meetings in the preceding year), with all Committee members present. Among other matters, work has focused on proposing targets and outcomes for incentive programs, recruitment of new members of Group management and preparation of a proposal for a long-term incentive program for 2023.

### Transformation Committee

The Board of Directors established a Transformation Committee in autumn 2022. Its tasks include assisting the CEO and other members of the company management with matters relating to the company's transformation program and preparing such matters for the Board.

The Transformation Committee consists of Magnus Lindquist (chairman), Michel van der Bel and Liv Fiksdahl.

The CEO, COO and CTPO normally participate in the Committee's meetings.

The Committee held two meetings, with all Committee members present.

### Guidelines on remuneration of senior executives

The 2021 Annual General Meeting adopted the Board's proposed guidelines on the remuneration and other terms of employment of senior executives. The guidelines regulate the relationship between fixed and variable remuneration and the relationship between performance and remuneration, non-monetary benefits, issues related to pensions, dismissal and severance payments and how the Board deals with these issues. The guidelines on remuneration of senior executives applied in 2022 are described in Note 30 on [pages 97–98](#). The Board of Directors' proposed guidelines for 2023 are reported in full in the Directors' Report on [pages 58–59](#). For a more detailed account of salaries and remuneration for senior executives, see Note 30 on [pages 97–98](#). The remuneration report in accordance with the Shareholder Rights Directive is available at [www.intrum.com](http://www.intrum.com).

### Group Management <sup>6</sup>

Intrum's Group Management comprises the President and CEO, Chief Financial Officer (CFO), Chief Investment Officer (CIO), Chief Brand and Communications Officer (CBCO), Chief Human Resources Officer (CHRO), Chief Legal Officer (CLO), Chief Operating Officer (COO), Chief Risk Officer (CRO), Chief Technology Officer (CTO), Chief Transformation Program Officer (CTPO), Chief Data and Analytics Officer (CDAO), Managing Director (MD) CMS, Secured Assets & M&A, BPOs and Markets, Managing Director (MD) CMS Sales and Service Development and Markets, Managing Director (MD) Italy, Managing Director (MD) Scandinavia, Managing Director (MD) Spain and the Managing Director (MD) Greece.

The Group Management Team meets regularly to discuss financial targets and results, strategy issues and Group-wide guidelines. These discussions, decisions and guidelines are also part of the control of financial reporting. [More information](#) about the Group Management Team can be found on pages 51–53.

### Risk and Investment Committee <sup>7</sup>

The CEO has established a Risk and Investment Committee consisting of members of the Group Management Team, tasked with making decisions, within defined financial limits, on investment matters, primarily regarding the acquisition of portfolios of receivables. Investment decisions above a certain amount require Board approval.

### Risk and Compliance <sup>8</sup>

The company has a Risk and Compliance function that is headed by the CRO. The function is tasked with pro-actively promoting risk awareness and continuously and independently monitoring and verifying compliance among the Group's financial and operational units. The function reports on its work to the Audit and Risk Committee and the Board of Directors on a quarterly basis.

### Internal Audit <sup>9</sup>

The Group's Internal Audit constitutes an independent review function that reports directly to the Board via the Audit and Risk Committee. The role of Internal Audit is to provide independent assurance to the Board of Directors and CEO of the effectiveness of internal control, risk management and the Group's governing processes. Internal Audit also provides advice to Management and the Board of Directors regarding how the control environment can be improved and how risks in internal control can be limited. The unit reports completed reviews to the Risk and Audit Committee on a quarterly basis.

### Auditor <sup>10</sup>

At the 2022 Annual General Meeting, the accounting firm Deloitte AB was elected as the auditor of the Parent Company. Authorised Public Accountant Patrick Honeth is the Chief Auditor. The auditor was elected for the period extending until the close of the 2023 Annual General Meeting. The auditor is considered to be independent. Beyond the audit assignment, the company has also consulted Deloitte AB on matters of taxation and reporting, following approval by the Audit Committee. The scope of the remuneration paid to Deloitte AB is presented in [Note 31 on page 98](#). As Intrum's auditor, Deloitte AB is obliged to test its independence prior to every decision when providing independent advice to Intrum alongside its auditing assignment.

### Internal control

The Board is responsible for the company having sound internal control and ensuring that the company has formalised procedures to ensure adherence to established principles for financial reporting and internal control. The Board's Audit and Risk Committee monitors adherence to set guidelines for financial reporting and internal control and maintains ongoing contact with the company's auditors. The objective is to ensure that applicable laws and regulations are adhered to, that financial reporting complies with Intrum's accounting principles in accordance

with IFRS and that operations are conducted in an efficient and appropriate way.

### Control environment

The basis for good internal control is the control environment, which includes the values and Code of Conduct on which the Board, Management and the company's employees base their actions, but also the Group's organisation, leadership, decision-making paths, authorities and responsibilities, as well as the skills and knowledge of the employees. Intrum's governance model is based on a clear delegation and follow-up of powers and authorities, which pervades all business areas, staff units and control functions. The annual process of revising the Group's targets and strategies is a large-scale task, which includes all units and is systematically followed up. The strategy process also includes risk analyses of the operations.

Corporate governance comprises the Group's system of rules, procedures and processes by which the company management controls the operations. The implementation of the Group-wide rules at the subsidiaries is reviewed annually to ensure compliance. The Group's Code of Conduct is contained within these rules and is communicated to all employees by means of relevant training programs. The Group's internal regulations are revised annually.

Intrum operates according to the principle of three lines of defence, where the operations, along with the support functions, form the first line of defence. These are responsible for risk management in their respective areas and report risks regularly to the second line of defence.

The second line of defence consists of the Risk and Compliance functions. These serve to support the operations in the first line of defence and provide them with training and advice. The functions are also tasked with following-up and monitoring the operations in the first line of defence. The Risk and Compliance function comprises four main areas: investment risk, operational risk, compliance risk and data security. In addition, a central anti-money laundering unit has been set up within Compliance and a Data Protection Officer appointed for the Group.

The third line of defence comprises Internal Audit, which is tasked with following up, in terms of risk, the operations in the first and second lines of defence to ensure that the company's internal control works satisfactorily and that operations are conducted efficiently. Internal Audit reports to Intrum's Board of Directors through the Audit and Risk Committee.

### Risk assessment

The Group's risks are assessed and managed in coordination between the Board, the Audit and Risk Committee, Group Management and local operations. The Board of Directors and Group Management work to regularly identify and manage risks at Group level. In addition, the management of each local unit is responsible for identifying, evaluating and managing the risks associated predominantly with the local operations. Risk & Compliance assists operations in risk assessment.

The risk assessment of financial reporting serves to identify what risks may impact reporting by the Group's companies, business areas and processes. The assessment is based partly on evaluations performed by the Group's finance function, as well as the dialogue with local finance managers and the finance function's shared service centre. These assessments form the basis for the continued control and improvement of financial reporting.

### Control activities

Controls are designed to ensure that the risks identified in the work described above are managed by the operations. To a large extent, the risk level determines the control activities aimed at ensuring that the Group applies a risk-based approach. In financial reporting, the controls are based on the Group's minimum requirements for internal controls in financial reporting and consist of company-wide controls, controls at transaction level and general IT controls.

The Group applies a specific decision-making process, "New Product Approval Process" (NPAP), in connection with material changes, such as acquisitions, launches of new products or services, major reorganisations or the establishment of new Group-wide systems or processes. This decision-making process is mandatory at both local and central level. Emergency and continuity plans have also been set up in all operating units within the Group. The intention is for such plans to be subject to annual assessment.

Control activities encompass operations at all subsidiaries and shared service centres and include, among other things, methods and activities to hedge assets, checks on the accuracy and reliability of internal and external financial reports, and ensuring compliance with laws and established internal rules and guidelines. As part of this process, the CEOs and finance managers of the subsidiaries report quarterly that the financial reporting has been conducted in accordance with the internal regulations or if there have been any deviations from these. These reports are reviewed and followed up by the Group's finance function. The

Group finance function also conducts a number of control activities at the Group's subsidiaries to ensure that financial reporting is of good quality.

In each country where Intrum operates, local compliance and data protection officers report on compliance risks and regulatory matters to the central compliance function on a quarterly basis. Operational subsidiaries also draw up annual compliance programs that include both risk-based controls and supportive measures in the form of information and training on new regulations.

### Information and communication

The company works continuously to improve awareness among employees of the control instruments and follow-ups that apply to financial reporting, both external and internal. Responsibilities and authorities are communicated within the Group to enable reporting and feedback from operations to Group Management and the Board's Audit and Risk Committee. The Group's internal guidelines can be accessed via the company's intranet and employees receive training on an ongoing basis. There is also cooperation within and between the different staff and finance functions, aimed at increasing coordination and opportunities to compare analyses, monitoring of accounting and business systems, and the development of various key figures.

### Follow-up

Group Management exercises control through regular reviews of financial and operational performance, local meetings, and through participation in local company boards. Each month, the subsidiaries submit their monthly closing reports, which consist of income statements broken down by service line, balance sheets and key performance indicators in the Group's reporting system. The closing figures are consolidated as a monthly report to Group Management. Consolidated accounts are prepared each month for internal follow-up and analysis. The subsidiaries receive feedback from the Group on their reporting and in-depth follow-up meetings are held with each country organisation on a monthly basis.

The follow-up of the internal control with regard to financial reporting is conducted primarily by the Group Finance function and is reported to the Board's Risk and Audit Committee on a quarterly basis.

At the request of the Board, the Internal Audit function also reviews and assesses how the internal control is organised and its efficacy, as well as following up on outstanding material observations from previous audits.

# Board of Directors

According to Intrum's Articles of Association, the Board of Directors shall consist of no less than five and no more than nine ordinary members with no more than four deputies. Seven out of eight members are independent in relation to the company and its management. All members are independent in relation to the major shareholders, although three of the members are, in the assessment of the Nomination Committee, not independent in relation to the principal shareholder, Nordic Capital Fund VIII.



## Magnus Lindquist

*Chairman*

*Born: 1963*

*Elected: 2022*

Education: Studies at Stockholm School of Economics.

Magnus Lindquist has more than 20 years of experience from senior positions in global industrial companies, mainly as Group Vice President at Autoliv and Perstorp Group. He has also had a senior partner role at Triton and has experience from several boards as for example Chair of the Boards of Munters and Cary Group. Magnus Lindquist is currently co-Managing Partner of CORDET Capital Partners and a member of the Board of Directors of Trust Payment Holdings Ltd.

*Shareholding in Intrum AB (publ):* 1,525,000 call options issued by Cidron 1748 S.à.r.l (Nordic Capital). Independent in relation to the company, its management and the major shareholders.



## Liv Fiksdahl

*Born: 1965*

*Elected: 2019*

Education: Finance and management, Trondheim Business School, and executive programs at Stanford University and Massachusetts Institute of Technology.

Liv Fiksdahl is Vice President of Capgemini Invent. She has held several senior roles within DNB and has been a member of the Group Executive Management for ten years, where her most recent role was Group EVP, CIO/COO. Liv Fiksdahl is a Board Member of Posten Norge A/S and Arion Banki, where she also is chair of both the Remuneration- and the Tech Committee.

*Shareholding in Intrum AB (publ):* 0

Independent of the company, its management and major shareholders.



## Hans Larsson

*Born: 1961*

*Elected: 2017*

Education: M.Sc. in Business Administration and Economics, University of Uppsala.

Hans Larsson currently serves as Chairman of the Board of Skandia Life Insurance Company. He has previously served as Chairman of the Board at Bank Norwegian ASA and Nordnet AB, and as Board member of Nordax Bank AB, Swedish Export Credit Corporation and Lindorff Group. Hans Larsson has also been Deputy CEO for the Lindorff Group and has previously held various leading executive positions within the Skandinaviska Enskilda Banken group.

*Shareholding in Intrum AB (publ):* 16,000

Independent of the company, its management and major shareholders.



## Andreas Näsvik

*Born: 1975*

*Elected: 2017*

Education: M.Sc. in Economics and Business Administration, Stockholm School of Economics.

Andreas Näsvik has previously worked with corporate finance and private equity investments at Deutsche Bank and Goldman Sachs. Andreas Näsvik is currently a Board Member of Sortera AB and Pro-Glove AG, and he has previously been a Board Member of Lindorff AB, Consilium AB and Cary Group. He is a partner in Nordic Capital Advisors.

*Shareholding in Intrum AB (publ):* 0

Independent in relation to the company and its management but not to major shareholders in the company.



### Magdalena Persson

*Born:* 1971

*Elected:* 2018

Education: M.Sc. in International Economics and Licentiate in Industrial Economics, Linköping University.

Magdalena Persson has been the CEO of Interflora and SamSari AB and has held several roles within Microsoft, SamSari AB and WM Data. She is a Board Member of NCAB Group, Bactiguard Holding AB and Qarlbo AB, and an advisor to EQT Partners. She has previously been Chairman of the Board of Affecto Plc, Iver Holding AB, Nexon Asia Pacific and a Board Member of Aditro and Fortnox.

*Shareholding in Intrum AB (publ):* 1,500

Independent of the company, its management and major shareholders.



### Andrés Rubio

*Born:* 1968

*Elected:* 2019

Education: Bachelor of Science in Foreign Service, Georgetown University, Washington D.C.

Andrés Rubio is President & CEO of Intrum AB since August 2022. Andrés Rubio was previously a Senior Partner and member of the management committee of Apollo Management International LLP as well as Global Co-Head of Morgan Stanley Principal Investments. He has served as Chairman of Altamira Asset Management S.L., Vice Chairman of EVO Banco S.A. and Director of Avant Tarjeta EFC, S.A.L. He is currently Founding Partner of IMAN Capital Partners Ltd., Board member of Blip Billboards, advisory Board member of Essex Lake Group and independent member of investment committee of Quarza Inversiones.

*Shareholding in Intrum AB (publ):* 10,000

Independent in relation to the major shareholders, but not in relation to the company and its management.



### Michel van der Bel

*Born:* 1960

*Elected:* 2022

Education: Master of Business Administration, Henley Business School, UK.

Michel van der Bel has more than 20 years' of leadership experience from Microsoft. As President of the Europe, Middle East and Africa business, Michel led more than 20,000 employees, across 29 subsidiaries and 70 languages, during a time of profound corporate change. Prior to joining Microsoft, Michel held various senior positions at Getronics. He is a member of the Board of Red Sift and was previously a member of the Board of G4S.

*Shareholding in Intrum AB (publ):* 700

Independent in relation to the company, its management and the major shareholders.



### Ragnhild Wiborg

*Born:* 1961

*Elected:* 2015

Education: Bachelor's degree in Business Administration from the Stockholm School of Economics and Master's studies at Fundação Getulio Vargas, São Paulo.

Ragnhild Wiborg is the Chairman of the Board of Energia AS and a Board Member of Rana Gru-ber and Kistefos. She was previously a board member of Gränges AB, Sbanken ASA, Cary Group and RecSilicon. She has also been active in asset management as CIO and Portfolio Manager at Odin Fonder and Wiborg Kapitalförvaltning. Prior to that, she worked for investment banks in the Nordics and London.

*Shareholding in Intrum AB (publ):* 10,000

Independent of the company, its management and major shareholders.

### Auditors

Deloitte AB

### Patrick Honeth

*Born:* 1973

Chief Auditor since 2021

Patrick Honeth is an Authorised Public Accountant at Deloitte AB. Other auditing assignments: Avida Finance, Nordnet och SBAB

## Group Management



### Andrés Rubio

*President and CEO*

*Born: 1968*

Andrés Rubio is President and Chief Executive Officer since 21 August 2022. In parallel, he is a member of the Board since 2019. Previously, Andrés Rubio was a Senior Partner and member of the management committee of Apollo Management International LLP as well as Global Co-Head of Morgan Stanley Principal Investments. He has served as Chairman of Altamira Asset Management S.L., Vice Chairman of EVO Banco S.A. and Director of Avant Tarjeta EFC, S.A.L. He is currently Founding Partner of IMAN Capital Partners Ltd., Board member of Blip Billboards, advisory Board member of Essex Lake Group and independent member of investment committee of Quarza Inversiones. He has a Bachelor of Science in Foreign Service, Georgetown University, Washington D.C., USA.

*Shares held, personally and through closely related parties: 10,000*



### Michael Ladurner

*Chief Financial Officer*

*Born: 1980*

Michael Ladurner was appointed as Chief Financial Officer on 28 January 2021. Michael began working at Lindorff in 2016 as Investment Director for the German operations, after which he became Business Development Manager for the Portfolio Investment operations throughout Intrum from September 2017 to May 2019. After that, he was appointed as Group Strategy & Analytics Director. Michael previously worked for Bank of America Merrill Lynch in London, focusing on advising European financial institutions. He holds a B.Sc. in economics and politics from the University of Warwick (UK) and an M.Sc. in finance from EDHEC (France).

*Shares held, personally and through closely related parties: 3,000*



### Javier Aranguren

*Chief Investment Officer*

*Born: 1976*

Javier Aranguren took over as Chief Investment Officer in February 2020. He began working at Intrum in 2011 and has held several roles within Investments, including as Group Investment Director since 2018. Javier has previously held several leading positions in the financial sector at companies such as Capital One, GE Money and TDX. He holds two bachelor's degrees in business administration and law from Pontificia Comillas University (ICADE E-3).

*Shares held, personally and through closely related parties: 10,000*



### José Luis Bellosta

*Managing Director Spain*

*Born: 1969*

José Luis Bellosta joined Intrum in April 2021. Bellosta has an extensive international experience in the financial sector from Mastercard, Citigroup, Liberbank and Santander. His previous employment was as Managing Director of Aliseda, a company owned by Blackstone and Santander Group focused on management of non-performing loans and real estate assets. Mr. Bellosta has a BSc in Business administration and a MBA from Saint Louis University, Missouri (USA), and a PDD at IESE Business School (Spain).

*Shares held, personally and through closely related parties: 0*



### Johan Brodin

*Chief Risk Officer<sup>1</sup>*

*Born: 1968*

Johan Brodin was appointed Chief Risk Officer in January 2023, a role which he had from 2011 to 2019. Between 2019 and 2022, he was Chief Technology Officer. When Johan Brodin joined Intrum in 2011, he came from the role as CRO at SBAB Bank. He previously held several positions in risk management and control at Handelsbanken, and worked as a management consultant in financial services at KPMG and Oliver Wyman. Johan Brodin holds a B.Sc. (Econ.) from the University of Örebro.

*Shares held, personally and through closely related parties: 11,973*

<sup>1)</sup> Julia Reuszner had the role as Chief Risk Officer until 31 January 2023, when she was appointed Managing Director for Intrum Sweden.



#### **Per Christofferson**

*Managing Director Secured Assets, M&A, BPOs and Markets*

*Born: 1968*

Per Christofferson was appointed Managing Director Secured Assets, M&A, BPOs and Markets on 1 January 2020, before which he held the role as Regional Manager, when Intrum discontinued its former regional structure. Per Christofferson has also previously been responsible for Intrum's Credit Management Services and been Group Operations Director. Prior to joining Intrum in 2009, he worked in the consulting industry, including at KPMG and Acando, where he served as vice president and business area manager. Per Christofferson holds a master's degree from CWRU (Case Western Reserve University) in Cleveland, Ohio, as well as a Master of Science in Engineering from Linköping University.

*Shares held, personally and through closely related parties: 35,451*



#### **Anna Fall**

*Chief Brand & Communications Officer*

*Born: 1969*

Anna Fall was appointed Chief Brand & Communications Officer for Intrum in October 2018. She has an extensive background in the financial sector, joining the company most recently from Första AP-fonden where she held the role of Communications Director. In 2004–2016, Anna Fall was Nordic Marketing and Communications Director for The Royal Bank of Scotland (RBS) and before that she held various roles at the property leasing company Nordisk Renting and within the construction and property group NCC. Anna Fall holds a B.Sc. in Political Science, Business Administration and Communication from Uppsala University.

*Shares held, personally and through closely related parties: 2,180*



#### **Georgios Georgakopoulos**

*Managing Director Greece*

*Born: 1969*

George Georgakopoulos joined Intrum in October 2019 and became a member of Group Management in February 2020. George has had a long career in the financial sector, beginning at Barclays in London in 1995. He has also worked in Paris, and more recently in Eastern Europe and Greece. Among other positions, he has been the CEO at Bancpost in Romania and been the CEO of 4Finance. Prior to joining Intrum, he was Executive General Manager and BOD member at Piraeus Bank in Greece. George holds a degree from Athens Law School and a BA from the University of Glasgow.

*Shares held, personally and through closely related parties: 1,305*



#### **Siv B. Hjellegjerde Martinsen**

*Managing Director Scandinavia*

*Born: 1971*

Siv Hjellegjerde Martinsen joined Intrum in March 2018 as Managing Director for Intrum in Norway. From 2020 her role was extended with the same responsibility for Intrum in Sweden, and from August 2021 she took on the role as Managing Director for Scandinavia. Siv Hjellegjerde Martinsen has an extensive experience in the financial sector. From 2006–2018 she held several leadership positions in Danske Bank, within HR, sales and operations. She has a Master in Business and Economics from the Norwegian School of Management and has also completed Global Leadership Program at IMD in Lausanne.

*Shares held, personally and through closely related parties: 3,465*



#### **Niklas Lundquist**

*Chief Legal Officer*

*Born: 1970*

Niklas Lundquist was appointed Chief Legal Officer at Intrum in 2011, after previously having held the same role at Trade doubler AB (publ). He has experience from two prominent law firms and has served in Swedish courts. Niklas Lundquist holds a law degree from Stockholm University.

*Shares held, personally and through closely related parties: 10,000*



### Alberto Marone

*Managing Director Italy*

*Born: 1984*

Alberto Marone assumed the position of Managing Director Intrum Italy in April 2021. He joined the Senior Management Team of Intrum Italy as Director Investment, M&A and Strategy with responsibility for investments in credit portfolios and M&A in Italy. Alberto has an extensive background in finance, and among other appointments, he has been Director at UBS Investment Bank in London, EMEA Debt Capital Markets & Investors Solutions Group. He has extensive managerial experience in business development, strategy and post-merger integrations, distressed asset management and real estate, with significant knowledge in private equity as well as public company dynamics. He holds a Master's degree in "Banking and International Finance" from Cass Business School, City University of London.

*Shares held, personally and through closely related parties: 0*



### Mohammed Salloum

*Interim Chief Operating Officer*

*Born: 1985*

Mohammed Salloum assumed the role as Interim Chief Operating Officer in June 2022, in parallel with being the Chief Transformation Officer. He joined the company in 2020 as Group Finance Director. Mohammed previously worked at McKinsey & Company, where he was Engagement Manager with a focus on strategy, transformation and finance. Mohammed has a broad financial and advisory background from companies including Hemfrid AB, Capgemini Consulting and AB Volvo. He holds a PhD in financial management from Chalmers University and MIT, among others, and a BA in finance from Griffith University.

*Shares held, personally and through closely related parties: 1,149*



### Chantal Verbeek-Vingerhoed

*Chief Human Resources Officer*

*Born: 1972*

Chantal Verbeek-Vingerhoed joined as Chief Human Resources Officer for Intrum in August 2022. She joined from Scotiabank in Toronto, Canada, and prior to that she held various positions at ING both in the Netherlands and the US including such as global HR Business Partner for the COO/CIO domain. Chantal has a master's degree in organizational and industrial psychology from the Vrije Universiteit Amsterdam.

*Shares held, personally and through closely related parties: 0*



### Anette Willumsen

*Managing Director Credit Management Services, Sales & Service Development and Markets*

*Born: 1963*

Anette Willumsen was appointed Managing Director CMS Sales & Service Development and Markets on 1 January 2020. In this role she is responsible for the global Sales and service development process in addition to being responsible for multiple Mature & Emerging markets. Prior to her current role, she had the role of Regional Manager Northern Europe, and she was previously Managing Director of Lindorff Norway between 2012 and 2017 and was Acting Managing Director of Lindorff Denmark for two years. She has also been SVP of EDB Business Partner (EVRY). She holds an EMP from INSEAD and an MA in Finance and Business Administration from the Norwegian School of Economics (NHH).

*Shares held, personally and through closely related parties: 63,919*



### Luca Zuccoli

*Chief Data and Analytics Officer*

*Born: 1970*

Luca Zuccoli took up the position of Chief Data and Analytics Officer at Intrum in June 2021. He joined Intrum from the role of CDO of EasyJet, which is a pan-European airline. Luca Zuccoli has a broad financial, tech and advisory background, from companies including Oliver Wyman, Roland Berger and Experian. He holds an MBA from INSEAD and a Master in Science in Statistics from CMU.

*Shares held, personally and through closely related parties: 0.*

## Signing of the Corporate Governance Report by the Board of Directors

Stockholm according to digital signing

Board of Directors,  
Intrum AB (publ)

# Auditor's report on the Corporate Governance Report

To the general meeting of the shareholders in Intrum AB (publ)  
corporate identity number 556607-7581

## Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the financial year 2022-01-01 – 2022-12-31 on pages 44–53 and that it has been prepared in accordance with the Annual Accounts Act.

## The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

## Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm, date according to electronic signature  
Deloitte AB

Patrick Honeth  
Authorised Public Accountant

# Board of Directors' report

The Board of Directors and the President and CEO of Intrum AB (publ) hereby submit the Annual Report and consolidated financial statements for the 2022 fiscal year.

## Intrum Group

Intrum AB (publ) (corporate identity number 556607-7581) is domiciled in Stockholm and is a public limited liability company and conducts operations in accordance with the Swedish Companies Act. Intrum's operations were founded in Sweden in 1923 and have, through acquisitions and organic growth expanded to become one of Europe's leading credit management companies. The Parent Company of the Intrum Group was registered in 2001 and has been listed on the Nasdaq Stockholm exchange since June 2002. As of 31 December 2022, the share capital amounted to SEK 2,899,805 and the number of shares to 121,720,918, of which 1,183,983 are treasury shares. Intrum Group is present in 24 markets.

## Revenues and earnings

Definitions of the performance measures applied, key financial indicators and alternative indicators can be found on [page 108](#). For reconciliation of key financial indicators, see [page 107](#).

Revenues for 2022 increased to SEK 19,485 M (17,789). EBIT amounted to SEK 154 M (6,475) and net earnings for the year amounted to SEK -4,379 M (3,391), earnings per share was -37.07 (25.88). Operating earnings excluding items affecting compa-

rability ("adjusted operating earnings (EBIT)") was SEK 6,664 M (7,014).

## Segments

Intrum's service offering is divided into three segments: Credit Management Services, Strategic Markets and Portfolio Investments.

The Credit Management Services segment offers servicing arrangements to clients in 21 of the 24 European markets where Intrum operates with a focus on late payment and collection.

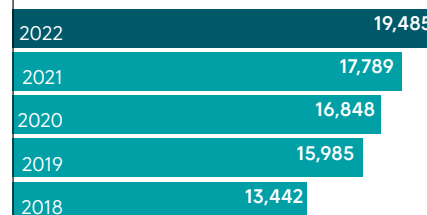
The Strategic Markets segment offers the same services in Italy, Spain and Greece.

The Portfolio Investments segment acquires portfolios of overdue receivables which we collect on our own behalf. Real estate acquisitions, primarily through the seizure of collateral for purchased covered receivables, other financing services and payment guarantees are included in the Portfolio Investments segment.

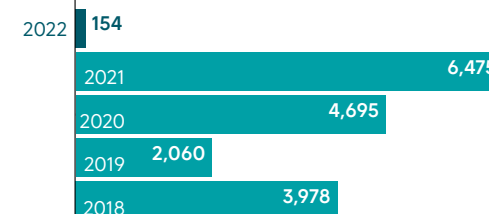
## Credit Management Services

Net revenues for the year increased to SEK 4,264 M (4,102), or by 4 per cent, compared with the preceding year, whilst operating earnings decreased to SEK 1,039 M (1,430). New case inflows increased throughout 2022, predominantly from lower balance, lower margin invoices such as utility bills. Higher value, higher margin financial services claims continued to lag. As existing claims are ageing, inflows are at lower margin, and new financial services claims are lagging the segment has experienced a marked increase in costs for a less pronounced increase in rev-

## Revenues, SEK M



## Operating earnings (EBIT), SEK M



## Significant events during the year

In February 2022 Intrum announced a collections and recoveries partnership with Sainsbury's Bank. Under the agreement, Intrum will assume responsibility for collections and recoveries on a white label basis for loan, credit card and store card products. Between 3rd and 7th May 2022, Intrum bought back 320,000 of its shares to secure exposures to the company's long term incentive program. In August 2022 the Board of Directors came to an agreement with Anders Engdahl to step down as CEO with current Board member Andrés Rubio appointed as acting CEO and President of the company. In January 2023, Andrés Rubio was subsequently confirmed as permanent CEO and Present.

As part of the third quarter revaluation process, the company identified negative adjustments of SEK 3.1 bn due to lowered collection expectations on specific investment portfolios that negatively impacted the profit and loss, see note 14 for details. In September 2022, the company entered an agreement with Cembra Money Bank AG under which Cembra acquired Intrum's wholly owned subsidiary Byjuno and its sister company Intrum Finance Services AG. As part of the agreement, Cembra and Intrum also agreed on entering a BNPL debt collection activities and credit information partnership. In November 2022, Intrum agreed to acquire two consumer loan servicing platforms from European fund manager

Arrow Global Group, along with 50 per cent of Arrow UK's back book consumer portfolios. Later in November Intrum made additional negative adjustments in the Italian SPV of SEK 4.3 bn following sale of our co-investor's exposure to Kistefos Investments AS, see note 14 for details. In December 2022, the company successfully issued five year three months EUR 450 million senior fixed rate notes with a coupon of 9.25 per cent at a price of 97.020, the proceeds were used to refinance, in part, Intrum's 3.125% Senior Notes due 2024.

venues. Given the challenging macroeconomic environment and deteriorating credit quality across Europe, as evidenced by the near doubling of Stage-2 bank loans over the last three years, CMS benefits from a favourable outlook into 2023 with growing revenues and increasing margin expected over time.

### Strategic Markets

The net revenues for the segment for the year increased to SEK 6,160 M (5,624), or by 10 per cent, compared with the preceding year and, operating earnings decreased to SEK 1,681 M (1,974) or by 15 per cent.

Strategic Markets delivered a strong full year performance with underlying adjusted operating earnings increasing to SEK 2,513 M (2,225). Both Italy and Greece had a strong year, significantly up compared to 2021, driven by improving collection performance and supported by some transactional items throughout the year. Spain delivered stable performance, despite losing the SAREB contract. In 2023, we expect a stabilisation of the performance trajectory across Strategic Markets.

### Portfolio Investments

The net revenues for the segment for the year increased to SEK 9,061 M (8,063), operating earnings decreased to SEK 392 M (5,043) driven by negative adjustments of SEK 5,768 M to investments in joint ventures. After adjusting for items affecting comparability, mainly related to collection expectations on Italian secured portfolios invested via joint venture arrangements, for more information see note 14, underlying adjusted operating earnings increased to SEK 5,648 M (5,229) compared to the prior year.

During 2022, the total book value of our investments decreased to SEK 37,109 M (SEK 38,231). New portfolio investments in the year amounted to SEK 7.5 bn (8.1). A few small portfolios were sold, above book value, for a total value of SEK 381 M realising a gain on sale of SEK 106 M. These portfolio sales were in respect of claims outside of our normal course of business. Adjusting collection performance for sales, collection performance was 8 per cent above active forecast for the full year. In 2023, we expect Portfolio Investments outperformance to reduce over time and also anticipate a more moderate investment pace for most of the year.

### Expenses

The gross profit margin for the year of 41 per cent (46) was lower than the preceding year with increasing personnel costs as a driving factor. Earnings for the year were charged with items affecting comparability of SEK 6,510 M (538).

### Amortisation/depreciation and impairment

Operating earnings for the year were included depreciation/amortisation and impairment of tangible and intangible fixed assets of SEK 2,038 M (1,500), and portfolio amortisation of 5,320 (4,310). Operating earnings before depreciation/amortisation (EBITDA) amounted to SEK 2,192 M (7,975).

During the year, joint ventures were written down by SEK 1,182 M (1,133 M) which is included in the SEK 5,768 M mentioned in Portfolio Investment section, see note 14 for more details.

### Net financial items

Net financial items amounted to SEK -3,404 M (-2,174) and consisted of net interest items of SEK -2,509 M (-2,103), exchange rate differences of SEK -28 M (-11) and other financial items of SEK -867 M (-60). The net interest costs were negatively affected by higher interest on floating rate of our debt and other financial items impacted by derivative settlement to CarVal option of SEK 995 M, see note 14 for more details.

Other financial items for the full year include a commitment fee of SEK -127 M (-153) and amortisation of borrowing costs of SEK -109 M (-103).

### Taxes

The tax expense for the full year 2022 was SEK 1,129 M (910), representing 34.7 per cent of earnings before tax. The company's assessment is that the tax expense will, over the next few years, be around 20–25 per cent of earnings before tax for each year, excluding the outcome of any tax disputes.

### Cash flow and investments

Cash EBITDA for the full year amounted to SEK 13,238 M (12,310), and cash flow from operating activities amounted to SEK 6,506 M (10,042). Cash flow from investing activities amounted to SEK -6,579 M (-8,009) and cash flow from financing activities to SEK -2,226 M (401).

### Research and development

Intrum is not engaged in any research and development other than the development of its IT systems. The year's investments in tangible and intangible fixed assets amounted to SEK 362 M (334) and largely involved hardware and software for IT systems, primarily for production. Technical development is rapid and when correctly used, new technical solutions can enhance efficiency in the management of collection cases and the utilisation of the Group's databases. In pace with increasing demands for customer-adapted IT solutions, it is of strategic importance for

### Share of consolidated revenues



Intrum to continuously be able to adapt and meet these changes in demand.

### Financing

Net debt decreased by SEK 4.9 bn since the end of the preceding year. Payments have been made for the year's share dividend, as well as for investments in portfolios, subsidiaries and joint ventures.

Net debt in relation to rolling 12-month cash EBITDA amounted to 4.0 at the end of the year. In 2022, 320,000 shares were repurchased for SEK 72 M. Accordingly, the average number of shares outstanding over the year was 120,636,616 compared with 120,828,453 in the preceding year.

### Goodwill

Goodwill amounted to SEK 35,143 M as at 31 December 2022, compared with SEK 32,758 M as per 31 December 2021. Change between years are mainly driven by exchange rate differences and increase in the SEK/EUR.

### Sustainability

In accordance with ÅRL Chapter 6, Section 11, Intrum has chosen to prepare the statutory sustainability report as a separate report from the Board of Directors' report. The sustainability report can be found on [pages 111–126](#). The Sustainability Report has been reviewed by the external auditors, whose limited assurance statement can be found on [page 127](#).

Intrum's sustainability work is rooted in our mission of leading the way towards a sound economy. In a sound economy, companies are paid on time for the goods and services they have sold, while all people have sufficient knowledge of personal finance and credit to be able to make informed decisions. This contributes to a sound economy for society as a whole.

As the leading player in credit management, and as experts in late payment and collection, Intrum bears a great responsibility to conduct its operations sustainably and ethically, while also working pro-actively on issues of finance and excessive debt.

## Group Management

On 31 December 2022, Intrum's Group Management Team comprised Andrés Rubio (Interim President and CEO), Michael Ladurner (Chief Financial Officer), Anette Willumsen (Managing Director Credit Management Services Sales & Service Development and Markets), Mohammed Salloum (Chief Transformation Officer and Interim Chief Operating Officer), Chantal Verbeek-Vingerhoed (Chief Human Resources Officer), Johan Brodin (Chief Information Officer), Alberto Marone (Managing Director Italy), Niklas Lundquist (Chief Legal Officer), Per Christofferson (Managing Director Secured Assets, M&A and Markets), Anna Fall (Chief Brand & Communications Officer), Jose Luis Bellostá (Managing Director Spain), Javier Aranguren (Chief Investment Officer), Siv B. Hjellegjerde Martinsen (Managing Director Scandinavia), Georgios Georgakopoulos (Managing Director Greece), Luca Zuccoli (Chief Data & Analytics Officer) and Julia Reuszner (Chief Risk Officer).

Anders Engdahl (former President and CEO) and Harry Vranjes (former Chief Operating Officer) left Intrum and the Group Management Team during the year.

## Market outlook and future prospects

We believe that significant increases in the volumes of potential investments (generated by the key drivers of Stage-2 loan and household borrowing cost increases) will begin near the end of 2023 and continue for several years. In the meantime, we will focus on driving collections performance on our existing portfolio in an increasingly challenging environment. The servicing business will be driven by a general increased need for our services and, more specifically, the continued strong performance in those markets where we have a strong leadership position – Scandinavia, Greece, Italy, Spain and UK. In addition, it is incumbent on us to continue to improve our efficiency and service functionality across all our key markets through a continued overview of our operations. In sum, we expect 2023 to bring increased flows of financial services claims, moderate and selective investments, and a focus on deleveraging.

Our fundamental and long-term strategic priorities remain unchanged - profitable growth and improved effectiveness and efficiency through a number of key initiatives. In this context, our key themes for our long-term development are *simplify and focus* as well as *grow and transform*. Simplify and focus means making our organisation and communication more targeted, coherent and transparent. We will increase our focus on the geographies where we can achieve leadership in both ser-

ving and investing, to set the foundation for the highest growth and profitability. Grow and transform encompasses all initiatives enabling profitable growth and fostering a culture of continuous improvement. In 2023 we will therefore pursue a number of specific initiatives.

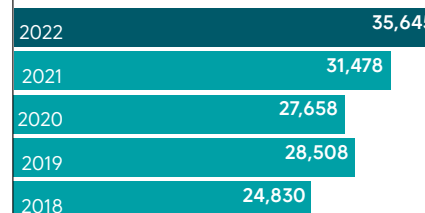
**Organisation and footprint:** We will simplify and focus on two businesses - Servicing and Investing – plus clusters of geographies with distinct commonalities. Our overall footprint is generally characterised by Franchise markets across Northern, Middle and Southern Europe and investment-dominated Tactical markets predominantly in Eastern Europe. Franchise markets are defined by strong, deep and long-standing client relationships with leadership in both Servicing and Investing, while Tactical markets are dependent on continuous investment volumes and need to be monitored carefully over time. In line with this increased focus and simplification, we are investigating a potential exit from the Baltics, Romania and Brazil – reducing our jurisdictions from 25 to 20.

**Value chain extension:** In our Franchise markets we want to continue to expand our product capabilities in line with our clients' evolving needs, including early-stage solutions as well as secured and real estate services. This will allow us to broaden and deepen client relationships, supporting growth of the Servicing business.

**Client and customer-centric approach:** The value generation for our clients and customers is at the very centre of everything we do. We will continue to harmonise our technology platform, focusing on increasing the efficiency and effectiveness of our touchpoints with clients and customers. During 2023 we will update and harmonise our client and customer portals, roll out a state-of-the-art dialler system and introduce an end-to-end digital collection solution in our key markets.

**Capital partnership:** We will explore opportunities over the near term to establish a balance-sheet-light capital partnership, where a financial partner complements our Investing activities. This enables the further monetisation of our origination, underwriting and workout capabilities, adding additional revenues. This would allow us to significantly increase overall portfolio investments as well as the asset base for our servicing platform, while keeping our book value stable.

## Carrying value, portfolio investments (SEK M)



## Share of consolidated revenues



## Parent Company

The Group's publicly listed Parent Company, Intrum AB (publ), owns the subsidiaries, provides the Group's head office functions and handles certain Group-wide development work, services and marketing.

The Parent Company reported net revenues of SEK 891 M (690) for the year and earnings before tax of SEK -2,286 M (216). The Parent Company invested SEK 48 M (238) in fixed assets during the year and had, at the end of the year, SEK 545 M (602) in cash and equivalents. The average number of employees was 97 (60).

## The share and shareholders

At the end of the year there were 121,720,918 shares in the company, of which 1,183,983 were treasury holdings. All shares outstanding carry equal voting rights and an equal share in the Company's assets and earnings. At the end of the year, the company's largest shareholders were Nordic Capital (36.0 per cent of the shares outstanding), AMF Pension & Fonder (9.8), Första AP-fonden (2.6), Vanguard (2.2), TIAA – Teachers Advisors (1.9) and Swedbank Robur Fonder (1.8). ➔ See also the table on page 41. The Articles of Association do not contain any pre-emption clauses or other limitations on the transferability of the shares, and there are no other circumstances that the Company is

obliged to disclose according to the provisions in chapter 6, section 2a, pages 3–11 of the Annual Accounts Act.

### Board work

According to Intrum's Articles of Association, the Board of Directors shall consist of no less than five and no more than nine ordinary members with no more than four deputies. All members are elected by the Annual General Meeting. During 2022, the Board held 14 meetings (19 in the preceding year). For a description of the work of the Board of Directors, please refer to the Corporate Governance Report on [pages 44–48](#). The Corporate Governance Report also includes details of the most important elements of the Group's systems for internal control and the preparation of financial reports on [pages 44](#). The Corporate Governance Report is also available at the corporate website [www.intrum.com](http://www.intrum.com).

### Events after the end of the year

No significant events after the reporting period.

### Guidelines for remuneration and other terms of employment for key executives

The Board proposes that the following guidelines for executive remuneration shall be approved by the Annual General Meeting. The proposal has been prepared by the Remuneration Committee of the Board.

The guidelines apply to the CEO and other members of Intrum's Group Management Team ("GMT"). The guidelines are forward-looking, i.e. they are applicable to agreements on remuneration, and on amendments to remuneration already agreed, entered into after adoption of the guidelines by the Annual General Meeting 2023. These guidelines do not apply to any remuneration to be separately resolved or approved by the General Meeting.

#### *The guidelines' promotion of the company's business strategy, long-term interests and sustainability*

In short, Intrum's business strategy is to continue to grow, both in existing and new markets, and to continue to build its position as the undisputed market leader within the credit management industry. For more information regarding the company's business strategy, visions and goals, please see [www.intrum.com](http://www.intrum.com).

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified employees. To this end, it is necessary

that the company offers competitive remuneration. These guidelines enable the company to offer members of the GMT a competitive total remuneration.

Long-term share-related incentive programs ("LTIPs") have been implemented in the company. Such LTIPs have been adopted by the Annual General Meeting and are therefore excluded from these guidelines. The LTIP proposed by the Board to be adopted by the Annual General Meeting 2023 is excluded for the same reason, as well as similar programs to be adopted in the future. The LTIPs includes the GMT and other key employees in the company. The evaluation metrics used to assess the outcome of the LTIPs are distinctly linked to the business strategy and thereby to the company's long-term value creation, including its sustainability.

Variable cash remuneration covered by these guidelines shall aim at promoting the company's long-term business strategy and short-term interests, including its sustainability.

#### *Forms of remuneration*

Remuneration in the company should reflect job complexity, responsibility and performance, and it should be competitive in comparison with comparable companies within similar industries in the relevant geographies. The remuneration shall consist of the following components: annual fixed cash salary ("Base Salary"), annual variable cash remuneration, pension benefits and other benefits. Additionally, the General Meeting may – irrespective of these guidelines – resolve on, among other things, share-related or share price-related remuneration such as LTIPs.

#### *Base Salary*

The Base Salary is based on three cornerstones: job complexity & responsibility, performance and market conditions. The Base Salary is subject to annual revision.

#### *Short-Term Incentive Program*

Intrum's Short-Term Incentive Program ("STIP") aims to drive, and is designed to vary with, short-term business performance, and is set for one year at a time. The evaluation metrics are individually decided for each member of the GMT, and consist primarily of financial results (on group level or country level/s, as applicable). Members of the GMT may also have a smaller portion of targets linked to operational or non-financial metrics, such as Employee Engagement Index. The Board may also decide to adjust the metric targets or apply other similar evaluation metrics if deemed appropriate.

The maximum STIP pay-out is 100 percent of the Base Salary for the CEO and the CFO. For the other members of the GMT (except for the Chief Risk Officer, who is not eligible for STIP) the normal maximum STIP pay-out is 35 to 70 percent of the Base Salary.

To which extent the evaluation metrics for awarding STIP have been satisfied is evaluated and determined when the measurement period has ended. The company's Remuneration Committee is responsible for preparing the STIP evaluation for all GMT members. The determination of the STIP outcome is then resolved by the Board in its entirety.

No deferral periods are applied in relation to STIP and the STIP agreement does not contain any clause entitling the company to reclaim STIP.

#### *Extraordinary arrangements*

Other one-off arrangements can be made on individual level in extraordinary circumstances when deemed necessary and approved by the Board. The purpose might be in relation to recruitments, retention of top talent needed to secure successful implementation of the business strategy.

Any such arrangement need to be capped at an amount equal to two (2) times the individual's annual fixed salary.

#### *Pension benefits and other benefits*

Intrum applies a retirement age of 65 for all members of the GMT, unless otherwise follows from applicable national rules.

For the CEO, pension benefits, including health insurance (Sw: sjukförsäkring), shall be premium defined. STIP does not constitute pensionable income. The pension premiums for premium defined pension shall amount to not more than 35 percent of the Base Salary.

For other GMT members, pension benefits, including health insurance, shall be premium defined unless the individual concerned is subject to defined benefit pension under mandatory collective agreement provisions. Variable cash remuneration shall qualify for pension benefits to the extent required by mandatory collective agreement provisions. The pension premiums for premium defined pension shall amount to not more than 30 percent of the Base Salary.

Other benefits than pension benefits may include, for example, life insurance, medical insurance (Sw: sjukvårdsförsäkring), housing and company cars. For GMT members with housing benefits, such benefits may not amount to more than 20 percent of the Base Salary. For GMT members without housing benefits,

such benefits may not amount to more than ten percent of the Base Salary.

#### *Termination of employment*

The notice period may not exceed twelve months if notice of termination of employment is made by the company. Base Salary during the notice period, severance pay and compensation during a non-compete period may together not exceed an amount equivalent to twenty-four months Base Salary. The notice period may not exceed six months without any right to severance pay when termination is made by the GMT member.

Remuneration for non-compete undertakings shall compensate for loss of income. The remuneration amounts to not more than 100 percent of the Base Salary at the time of termination of employment, unless otherwise provided by mandatory collective agreement provisions, and shall be paid during the time the non-compete undertaking applies, however not for more than twelve months following termination of employment.

#### *Remuneration and employment conditions for employees*

In preparation of the Board's proposal for these guidelines and when evaluating whether the guidelines and the limitations set out herein are reasonable, account has been taken regarding the remuneration and employment conditions for employees of the company. This has been done by reviewing e.g. the employees' total remuneration, the components of their remuneration and remuneration growth rate over time.

#### *The decision-making process to determine, review and implement the guidelines*

The Board has established a Remuneration Committee. The Remuneration Committee's tasks include preparing the Board's

decision to propose these guidelines. The Board shall prepare a proposal for new guidelines at least every fourth year and submit it to the Annual General Meeting. The guidelines shall be in force until new guidelines are adopted by the Annual General Meeting. The Remuneration Committee shall also monitor and evaluate programs for variable remuneration for the GMT, the application of the guidelines for GMT as well as the current remuneration structures and compensation levels in the company.

The members of the Remuneration Committee are independent of the company and the GMT. The CEO and other members of the GMT do not participate in the Board's processing of and resolutions regarding remuneration-related matters in so far as they are affected by such matters.

#### *Derogation from the guidelines*

The Board may temporarily resolve to derogate from the guidelines, in whole or in part, if in a specific case there is special cause for the derogation and a derogation is necessary to serve the company's long-term interests, including its sustainability, or to ensure the company's financial viability. As set out above, the Remuneration Committee's tasks include preparing the Board's resolutions in remuneration-related matters. This includes any resolutions to derogate from the guidelines.

#### *Description of material changes to the guidelines and how the views of shareholders' have been taken into consideration*

These guidelines do not entail any significant changes in relation to the company's existing guidelines apart from an increase of the maximum pay-out of STIP for other GMT members from 50 percent to 70 percent of Base Salary

The company has not received any views from shareholders to take into consideration.

#### *Information on remuneration resolved but not yet due and on derogations from the remuneration guidelines resolved by the Annual General Meeting 2022*

Previous Annual General Meetings have resolved on guidelines for executive remuneration and other terms of employment for the period up until the next Annual General Meeting. In short, these guidelines entail that Base Salary and STIP shall be payable on conditions similar to what has been described in these guidelines. Base Salary and STIP is expensed during the financial year, and STIP is paid out after the year-end report has been adopted by the Board.

The guidelines adopted by the Annual General Meeting 2022 have been adhered to without derogation, and all previously approved remuneration that has not yet been paid out is in line with the framework set out above.

#### **Proposed appropriation of earnings**

The Board of Directors and the President propose that SEK 13.5 per share (13.5) be distributed to shareholders, in two equal instalments in May and November 2023, corresponding to a total of SEK 1,627 M (1,631). The full dividend proposal is presented on [page 103](#).

For further information on the earnings and financial position of the Parent Company and the Group, please refer to the income statements, balance sheets, summary of changes in shareholders' equity, cash flow statements and notes.

#### **Publication of the Annual Report**

This information is such that Intrum AB (publ) is required to disclose pursuant to the EU's markets abuse directive and the Securities Markets Act. The information was submitted for publication at 12.00 noon CET on 6 April 2023.

## Risks and risk management

# Proactive and effective risk management

Within Intrum, Risk Management shall comprise proper analysis, effective handling and continuous monitoring of significant risks in all aspects of its operations.

Our ability to prevent and manage risks is crucial for effective governance and control, and thus also for the company's opportunities to generate profitability and value. A key prerequisite for being able to manage risks in a balanced way, the risks must first be identified, reported, analysed and reviewed. In recent years, we have worked purposefully to strengthen both the organisation and the risk management process.

### Intrum's risk framework

Our risk management shall support the business operations, maintain a high level of quality to ensure risks are kept under control, safeguard the company's survival and limit the volatility of Intrum's financial development. Risk control serves as protection safeguarding the company's value, where the ability to assess and manage price risks regarding new transactions, for example, combined with monitoring the development of the investment portfolio is of great importance. This builds on an ongoing internal dialogue about the risks generated by the operations and the resources necessary to counteract them.

Intrum continuously works to identify, assess, mitigate and monitor the risks to which the Group is or may be exposed. Good internal controls are important, as is a functioning and effective risk framework.

We strive to not expose ourselves to any risks not directly attributable to, or deemed necessary for, our business operations. As part of their regular work, all employees are responsible for managing the company's risks. Continuous information and

training on the risks inherent in the operations form an important part of Intrum's internal processes.

We also have a documented process for risk analysis and for approving new or significantly altered products, services, markets, acquisitions, processes and IT systems and in connection with major changes in the company's organisation and operations.

### Risk strategy

Intrum's risk strategy details the management and assessment of the risks to which its operations are, or may be, exposed. The strategy comprises:

- clear and documented internal procedures and controls,
- an appropriate organisational structure with clearly defined and documented roles and authorisations,
- documented decision-making procedures,
- risk assessment methods and systems support tailored to the needs, complexity and scope of the operations,
- control of the company's compliance with laws and other regulations applicable to the company's operations,
- adequate resources and skills to achieve the desired quality in both business and control activities,
- regular incident reporting in operations,
- documented and disseminated contingency and business continuity plans.

Our risk strategy follows a clear division of roles and responsibilities according to the three lines of defence model where risk management and control activities are separated and divided between business operations, risk control and compliance, and the internal audit.

## Control of risk management and compliance

Our risk management follows the division of roles and responsibilities according to the three lines of defence model illustrated below. Identified risks have been classified and balanced in relation to the business objectives, after which acceptable risk levels have been established in Intrum's Risk Appetite and Strategy Policy.

Risk Appetite	Board of Directors		
	<b>Responsibility</b> <ul style="list-style-type: none"> <li>Sets "the tone from the top"</li> <li>Establishes risk appetite and strategy</li> </ul>		
	CEO	Audit and Risk Committee	
	<ul style="list-style-type: none"> <li>Executes the strategy set by the Board</li> </ul>	<ul style="list-style-type: none"> <li>Internal Audit has direct report to the ARC. CRO and Compliance have dotted line reporting to the ARC.</li> </ul>	
Risk Management	1st Line: Risk Management	2nd Line: Risk Control and Compliance	3rd Line: Group Internal Audit
	<b>Governance</b> <ul style="list-style-type: none"> <li>Business lines, global functions</li> <li>Reports to CEO</li> </ul> <b>Responsibility</b> <ul style="list-style-type: none"> <li>Full ownership of Day-to-Day business, e.g. Intrum's Operational Management, also including management of risks, processes and controls.</li> <li>Risk owners with the mandate and budget to handle risks, incl. responsibility for compliance with applicable laws and internal rules.</li> <li>Ultimate decision makers on how to handle risks (e.g. by mitigating or accept the risk).</li> <li>Reports on risk management and internal control, e.g. by financial reporting.</li> <li>Conduct the business to meet the objectives of Intrum, in line with Global Internal Rules.</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>Independent from first line</li> <li>Reports to the CRO, with dotted line to the Board of Directors</li> <li>Control and monitor business operations and global functions by e.g. providing independent reports to Group Management and the Board.</li> <li>Provide recommendations only, not risk owners.</li> </ul> <b>Responsibility</b> <ul style="list-style-type: none"> <li>Areas: compliance control, risk control of investment, information security and operational risks</li> <li>Define mandates, guidelines and limits to keep the business within the risk appetite.</li> <li>Support business and global functions e.g. by identifying and quantifying risks.</li> <li>Control and evaluate if routines and measures to minimise risks are sufficient and appropriate</li> <li>Modelling, aggregation and analysis of overall risk profile.</li> <li>Coordinators of Global Internal Rules, but not owners of all rules</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>Internal Audit is a group-wide function</li> <li>Reports directly to the Audit &amp; Risk Committee</li> <li>Independent from first and second line</li> </ul> <b>Responsibility</b> <ul style="list-style-type: none"> <li>Risk based, independent assurance on governance, risk management and control processes.</li> <li>Identifies through independent assessment strategic, operational and financial weaknesses in first and second line of defense.</li> </ul>

## Risk appetite

Intrum's risk appetite is expressed in, among other things, policies, instructions and guidelines established for the operations. Intrum defines risk as all factors which could have a negative impact on the ability of Intrum to achieve its business objectives. Intrum's risk appetite is based on the following principles:

- To be able to pursue our strategy, the culture at Intrum shall be such that there is a built-in balance between risk-taking and value generation.
- The risk culture defines how the business operations are to act with acceptable risks, within the limit set by the Board.
- Intrum investment operations entail the greatest inherent risks with a potential impact on the cash flow statement, income statement and balance sheet. It is therefore a central concern in the area of risk, where particular emphasis is placed on both transaction management and reporting throughout the lifetime of any investments.
- We have no appetite for intentional or deliberate violations of regulatory requirements and we should always strive for full compliance with applicable laws and regulations.
- The risk appetite statements form the basis for a continuous dialogue within the management regarding Intrum's decision-making processes and are integrated into these. They determine what risk levels are appropriate and how Intrum's business strategy shall be adapted to these.

### Significant risks

As a leading player in credit management and purchasing of overdue receivables, there are several risks that are of particular importance in safeguarding Intrum's future development and profitability. These constitute Intrum's most significant risks. The likelihood of these risks occurring and the impact they would have on Intrum are illustrated in the matrix which incorporates both financial and non-financial risks.

The risks can be divided into three general risk categories: strategic, financial and operational.

Sustainability risks are integrated into the same three risk categories as above and are primarily related to risks associated with portfolio investments, reputational risks, information security, employees, climate and corruption.

Risk factors<sup>1</sup>



#### Strategic risks

- A Macroeconomic risk
- B Competitive risk and price pressure
- C Acquisition risk
- D Transformation risk

#### Financial risks

- E Liquidity risk
- F Currency and interest rate risk
- G Tax risk
- H Financing risk
- I Portfolio investment risk

#### Operational risks

- J Information security risk
- K Political and regulatory risk
- L IT security risk
- M Employee risk
- N Corruption risk
- O Reputational risk
- P Epidemic and pandemic risk
- Q Climate risk

<sup>1</sup>) The placement of the risks is interpreted per quadrant, in no particular order.

### Strategic risks

Risks	Description	Management
<b>A Macroeconomic risk</b>	To a certain extent the credit management sector could be negatively affected by a weaker economy. However, Intrum's assessment is that, historically, it has been less affected by economic fluctuations compared with other sectors. Though this includes periods of extreme stress such as the 2007-08 Great financial crisis we are careful to stay vigilant and not grow complacent. Something which is important in the current pandemic situation where we have yet to see the long term effects on our business. On a high level, key macroeconomic indicators such as inflation, interest rates and changes in employment/unemployment may have an impact on but not limited to Intrum's current performance and outlook both with respect to its servicing offer, investment, valuation of its assets, liabilities and opportunities to defend its market position or even expand its footprint. It can also act indirectly as modifiers of the risk appetite both on the supply and demand side. Long term effects of changes to core inflation and commercial interest rates also affect both our asset and liability side have effects that directionally can be very hard to predict.	This risk is alleviated by the fact that we are diversified to 25 countries and the risk associated with individual countries therefore has a limited impact. A senior economist role is dedicated to monitoring developments. With the support of local expertise regular checks of local developments and outlook are continuously and periodically monitored, benchmarked and managed to ensure proper planning and timely response. We also monitor macro trends in each country by following up and analysing a number of macroeconomic variables to ensure we maintain a relevant to our industry point of view. Current trends in interest rate hikes and inflationary tendencies are met with closer control and tightening off investment rules and instructions to ensure stricter market discipline in times of transition of economic fundamentals. At the same time, given Intrum's strong liquidity and funding position the markets are also tracked for new or different business opportunities presented by changing macroeconomic conditions.
<b>B Competitive risk and price pressure</b>	Increased competition can adversely affect operations and earnings. The European credit management industry is fragmented, with thousands of companies with different orientations. The price level is an aspect of competition, but can also reflect players accepting lower return requirements, for example. This applies albeit slightly differently to both legs of our business – Servicing and Investments.	Intrum's platform for handling debt collection cases is a competitive advantage, as this gives us control over the entire process, enabling us to ensure efficient case management. By means of a large European database, we also have good opportunities to ensure pricing based on risk and to make well-founded investment decisions.

Risks	Description	Management
<b>C Acquisition risk</b>	Opportunities to successfully complete acquisitions are dependent on Intrum's capacity to identify and assess acquisition targets, to identify and manage risks in the acquired operations and to integrate these effectively into Intrum's existing operations. A potential acquisition may require approval from an authority or other third party.	Ahead of an acquisition, a detailed review of the acquired company, due diligence, is always performed, generally in cooperation with external consultants, with the aim of identifying risks and providing a basis for the valuation of the acquisition object. The Group also has a well-documented and standardised process for how acquisitions are to be approved, implemented and followed up. While the appetite for these types of transactions may vary over time – depending on circumstances and opportunities – Intrum can point to an extensive track record of successful acquisitions and integration of companies in numerous European countries.
<b>D Transformation risk</b>	Intrum is currently undergoing a transformation, in which we are globalising and standardising systems, processes and working methods alike. The purpose is to leverage on economies of scale and to work even more efficiently to meet the expectations of our customers and other stakeholders. It is important that we succeed in our implementation of the transformation, with uniform processes and within the stated time while simultaneously complying with national legislation.	We have created a structured process and appointed a Chief Transformation Program Officer to ensure that the transformation program reaches the finish line. We have also created a solid governance structure for the program, key performance metrics which is monitored on regular basis
<b>Financial risks</b>		
Risks	Description	Management
<b>E Liquidity risk</b>	Intrum is dependent on access to loan credits, both from banks and the capital market, to have liquidity available for meeting contractual obligations, both financial and strategic.	Intrum's policy is to always have liquidity available to cover our contractual financial flows and outstanding binding offers, both for corporate acquisitions and portfolio investments. To ensure liquidity to cover commitments as they come due, Intrum maintains cash reserves, a revolving credit facility and a backstop facility that can be accessed as required. As at 31 December 2022, Intrum had available liquidity of SEK 17bn. Intrum has a termed-out maturity profile with an average lifetime of c. 3 years. In addition, 68% of Intrum's liabilities are at a fixed rate.
<b>P Currency and interest rate risk</b>	Intrum is partly exposed to fluctuations in exchange and interest rates. These risks can affect our earnings and financing costs.	In each country, investments, revenues and most operating expenses are denominated in local currencies, and thus currency fluctuations have a relatively minor effect on operating earnings within the relevant country. Revenues and expenses in national currency are thereby hedged in a natural way, which limits transaction exposure. The translation exposure for the Group is limited through loans and currency forward transactions in foreign currencies. Intrum strives to match the fixed interest term on the debt with the Group's cash flow from purchased portfolios.
<b>G Tax risk</b>	Changes in tax law or practice in the area of taxation could result in financial losses or increased expenses for the company. There is also the risk of mistakes or misinterpretation with regard to tax regulations, or that the tax authorities in a particular country may not agree with the conclusion reached by Intrum on some particular matter of assessment. The risk is particularly great with regard to value added tax (VAT), since a systematic error could cause a rapid build-up of large amounts.	To meet our obligation to pay the tax amount that we are required to pay in each territory in accordance with the laws and regulations laid down in each jurisdiction, a clear internal framework is followed and regular internal checks are performed. Intrum shall not make transactions, where the main or sole purpose of which is to generate a tax advantage.
<b>H Financing risk</b>	Intrum's counterparties may be unable to meet their obligations towards the company. Financial assets that potentially subject the Group to credit risk include cash and cash equivalents, accounts receivable, portfolio investments, outlays on behalf of clients, derivatives and guarantees.	Cash and cash equivalents: Deposited at established banks where the risk of loss is considered remote. Accounts receivable: Most involve previously known customers whose creditworthiness is good. The receivables are both geographically and industrially diverse. Portfolio investments: See below, <a href="#">↗</a> and Note 34 page 98.

Risks	Description	Management
<b>I Portfolio investment risk</b>	Intrum acquires portfolios, primarily past-due consumer receivables and takes efforts to collect on these. Unlike in conventional collection operations in which we work on behalf of clients in return for commissions and fees, in this case, all the rights and risks associated with the receivables are assumed. The risk in this business is that Intrum, at the time of acquisition, overestimates its ability to collect the amounts or underestimates the costs of collection. The maximum theoretical risk is of course that the entire claim would become worthless and have to be written off. In addition, there are risks associated with the nature of portfolios, such as the type of receivables in the portfolios and their previous owners. Today, Intrum has portfolios of receivables that are unsecured and in some countries secured, primarily in property in some countries. Concentration risk is an aspect of any portfolio investment strategy. Where Intrum invests, in which asset types, with what counter parties, how we fund, and with which co-investors all represents ways in which the total book may be skewed in an unwanted direction.	<p>Purchased debt portfolios are usually purchased at prices significantly below the nominal value of the receivables, and Intrum retains the entire amount it collects, including interest and fees. Portfolios investments are continuously monitored and periodically revaluated to ensure that what is presented on the balance sheet is an accurate reflection of reality.</p> <p>→ See also Note 34 page 98. Our instructions require that we regularly collect information about our clients and their shareholder relationships. This means that Intrum may at times decide to refrain from doing business with counterparties deemed unsuitable. Furthermore, the investment decision process in general including the budgeting setting and investment target processes work in concert to keep the book diversified and with a mitigation plan to counter in case deviations would create or increase concentration risks.</p> <p>Subject to the nature of things and the state of the world, concentration risks are managed holistically and on multiple levels in the sense that e.g. limits in the ability and opportunity to diversify in a smaller market may be mitigated by a stricter approach and higher requirements in larger more active markets.</p>

### Operational risks

Intrum's definition of operational risks is based on the Basel Committee's principles for sound management of operational risks. Operational risks are related to the risk of losses incurred by inadequate or failed internal processes, people and systems, or from external events, including legal and compliance risks.

Risks	Description	Management
<b>J Information security risk</b>	In our operations, we are dependent on a large amount of information containing personal data.	Intrum prioritises privacy and appropriate approval of access to information. The fundamental principle is that, in accordance with applicable regulations, we only process personal data for which we have legal grounds to do so and that are necessary for our operations. All operating Group companies have appointed data protection officers who assure and regularly monitor our GDPR compliance. Further guidance can also be found in Intrum's privacy and data protection instructions. → Read more on page 33.
<b>K Political and regulatory risk</b>	Political developments at the national and international level can have an impact on Intrum's operations. Through new regulations, political decisions or official action, authorities can, influence the operations in both a positive and a negative direction.	We continuously monitor regulatory developments in the countries in which we operate and cooperate pro-actively with policy makers, both at the EU and national levels. A number of units within Intrum are subject to financial supervision and are operated in accordance with specific regulations.
<b>L IT security risk</b>	We depend on accessible and well-functioning IT systems. Interruptions and errors in business-critical systems can pose risks to the operations and our reputation. Despite measures being taken, there is also a risk of illegal infringement into our systems providing unauthorised access to information or loss of data due to malicious software. Intrum's collection of payments also creates the risk of illegal exploitation of the company's trademark (phishing).	IT security risks are managed through a combination of technical and administrative controls, such as regular checks and monitoring of systems, security training, risk assessments, centralised logging, auditing and prevention of intrusion.
<b>M Employee risk</b>	Intrum's employees are crucial to our success. We need to attract and retain competent and motivated employees and managers and we work actively with skills development and health promotion measures so as not to risk set goals from being achieved. This requires that we look after the well-being of our employees. Dependency on key individuals also poses a risk to the business continuity.	We attach great importance to clear values, good leadership and continuous skills development. With our market-leading position, we can offer good development opportunities in different countries. We measure and monitor the employees' well-being and motivation regularly. We carry out regular development interviews among our employees, which aids good skills supply. Efforts to reduced dependence on key personnel are in progress through succession planning activities, our work with continuity and the automation of working methods. We strive to offer a competitive compensation and benefit package.

Risks	Description	Management
<b>N Corruption risk</b>	Attempts at corruption, bribery and money laundering may face our employees in various contexts, both internally and in relation to external stakeholders. Accordingly, there is a risk that employees will use their position of power in order to benefit themselves, or to influence decision makers. Like other companies, Intrum also risks being exploited for laundering money from criminal activities, through insufficient knowledge of our clients or through the payment transactions undertaken.	We apply zero tolerance of corruption and bribery, and this is established in our internal instructions and training. Among other things, these require that we regularly collect information about our clients and their shareholder relationships. Our regulatory compliance function works to identify, evaluate and manage risks in this area, as well as to train our organisation. All employees are asked to report suspected cases of corruption or illegal activity through Intrum's whistleblower channel, which is provided in the local language and can be reached 24 hours a day. It is also possible to submit a report anonymously.
<b>O Reputational risk</b>	A good reputation is crucial to being able to conduct debt collection operations in the long term and successfully. It is therefore extremely important that our customers (consumers) are always treated appropriately and helpfully. Generally, reputational risks are of great importance for the company's relationship with all stakeholders; clients, customers, employees, board members, investors, authorities and suppliers.	Our Code of Conduct plays a central role in the operations and describes the view of Intrum's role in society, our values, our relationship with our stakeholders and sustainability issues. Our Code of Conduct applies to all employees and others representing the company, including suppliers and partners. Our digital training program on our Code of Conduct is mandatory for all Intrum employees. Suspected irregularities are reported through internal reporting channels or through the whistleblower function. The compliance function, and the authorities, regularly follow up our collection operations on our local markets to ensure good collection practices.
<b>P Epidemic and pandemic risk</b>	An epidemic or pandemic that has a far-reaching impact on society and business also affects Intrum, as we interact with a large number of companies and private individuals in all of our markets. In 2021, the Covid-19 pandemic has continued to impact companies and individuals all over the world.	Intrum has continuity plans for all countries in which the company operates and for all units within the company. These describe the measures that can be taken to handle possible situations where, for example, ordinary workplaces are closed or where employees' absence due to illness may affect the business. The health and safety of our employees is always the highest priority for Intrum. Intrum cooperates with the local authorities and always follows their recommendations and guidelines in its operations.
<b>Q Climate risk</b>	We work to minimise our negative impact on the environment in areas where we have the opportunity to make a difference. Climate change may pose a risk to Intrum's operations in the longer term. This may involve purchasing portfolios of secure assets, for example, where property values could change in climate-exposed areas, also through higher insurance premiums as well as market risks, reputational risks and risks related to new regulations such as carbon pricing.	Through Intrum's environmental instructions and Code of Conduct, we work to reduce our environmental and climate footprint. For the past five years, we have measured Intrum's climate footprint and drawn up local environmental plans to reduce this. When acquiring portfolios of secure assets, the climate is one of the aspects assessed in relation to our collateral. The risk is relatively low as our underwriting horizon is around 10–15 years and the average collateral time to sell 3–5 years or in some cases even less.

## Task Force on Climate-related Financial Disclosures

Climate change is one of the biggest challenges of our time. It affects everybody, and will increasingly impact the global economy over the coming years. For us as a business it is essential to keep this aspect high on our agenda. We are looking to continuously develop our work, and declared our support for the Task Force on Climate Related Financial Disclosures (TCFD) in November 2021 – an important step to address the financial impact of climate change on Intrum's operations.

### Governance

The Board Chair has the primary responsibility of the Board of Directors which is the highest decision-making body for sustainability governance within Intrum. The Board of Directors as a whole has responsibility of climate-related issues since the strategic focus of Intrum's sustainability work is approved by the Board of Directors. Thus, the Board Chair has the major respon-

sibility of Intrum's climate-related issues in the role as the leader of the Board of Directors.

The Board of Directors meet regularly and addresses climate-related issues as matter arise such as when Intrum set climate targets and strategy as well as for the support for the TCFD that was announced during 2021. In connection with our support for the TCFD framework, further steps were taken towards understanding the impact of climate change on our operations. The Board of Directors, including the Board Chair, addressed and decided upon the TCFD-support and prior to announcing support for the initiative.

### Strategy

We are looking to continuously develop our work, and the support for the TCFD was an important step to address the financial implications of climate change on Intrum's operations.

In 2021, Intrum started to identify and assess risks of climate

change within our risk management process in the Sustainability Integration Committee, applying our operational risk framework and a 10-year time horizon. We will continue the work to further incorporate climate related risks and opportunities into our procedures and reporting to management, the Board of Directors, and external stakeholders. We are also currently evaluating how to contribute further to the transition to a climate-neutral society.

Intrum has been measuring and disclosing greenhouse gas emissions and working actively to reduce our footprint since 2018. Meanwhile, we have focused on business ethics, human rights and anti-corruption while continuously evaluating additional climate aspects that could be relevant to include in our follow up and reporting. We are evaluating how to contribute further to the transition to a climate-neutral society and have a target to reduce emissions with at least 20 per cent by 2030 compared to the baseline in 2019. This to be achieved by reduced business travel and energy efficiency measures at our

offices, and to evaluate relevant investments into positive value creation for the climate.

Climate-related risk has currently no impact on Intrum's services or business strategy. However, since we started the work by conducting a climate risk and opportunity assessment in line with the TCFD recommendations, we strive to continue and conduct a scenario analysis in the future. Going forward, the next step is to develop a strategy taking climate risk and opportunities into consideration. Climate-related risk on Intrum's supply chain is currently being evaluated within our work with the TCFD framework especially for secured assets, energy suppliers as well as business partners. Looking ahead, an important next step is to integrate our findings from the TCFD in our business strategy.

#### *Risk Management*

At Intrum, we apply our operational risk framework to evaluate climate related risks and opportunities in line with the TCFD recommendations and criteria. Thus, climate-related risk management is integrated into Intrum's multi-disciplinary company-wide risk management process. The objective of this procedure is to identify, mitigate, and control risks to ensure positive business development. The process used to determine which climate-related risks and opportunities could have a substantive financial or strategic impact applies to all value chain stages and consists of identifying, assessing and handle risks and opportunities. Up to now, the climate-related risk evaluation has been carried out in the Sustainability Integration Committee and the risk evaluation will be updated on a continuous basis. Intrum's approach to risks, including risk appetite, is expressed in, among other things, policies, instructions and guidelines established for the operations.

We define risk as all factors which could have a negative impact on the ability of Intrum to achieve its business objectives. The risk appetite defines how the business operations are to act with acceptable risks, within the limit set by the Board. The risk appetite statement forms the basis for a continuous dialogue within the management regarding Intrum's decision-making processes and is integrated into these. They determine what risk levels are appropriate and how Intrum's business strategy shall be adapted to these. Intrum's approach to risks, including risk appetite, is expressed in, among other things, policies, instructions and guidelines established for the operations.

As a Credit Management Servicer, the potential impacts of climate change on our business are primarily acute and chronic physical risks, as well as market risks, reputation risks, and risks relating to emerging regulations. Increased likelihood and severity of wildfires and/or flooding, changes in precipitation patterns and extreme variability in weather patterns can negatively affect the value of Intrum's assets, and cause higher insurance premiums on assets in certain locations. If Intrum isn't responsive to the increasing expectations and information needs from shareholders, clients, employees and other key stakeholders on climate mitigation and mitigation of climate risks, this could potentially impact Intrum's attractiveness as an investment object, business partner and employer. Additionally, Intrum's direct costs to operate could be impacted by emerging regulations on carbon pricing, or other regulations requiring additional internal resources due to compliance requirements of data and information. As a result, climate change could have an impact on Intrum's business in the longer perspective. These risks are currently not impacting business growth or strategic objectives but

will be monitored and evaluated continuously, and mitigating actions are formulated as needed.

Knowledge has been raised internally around climate-related risks with key stakeholders such as the Risk Function and the Sustainability Integration Committee involving Global Function Head's. The Sustainability Integration Committee has identified and assessed the climate-related risks by applying the internal Operational Risk framework. We are working to increasingly incorporate climate-related risk into how we manage and oversee risks internally. The Group Management Team and The Board of Directors regularly monitor risks and risk exposure in various reports and thereby receive continuous updates on risks. We will continue the work to incorporate climate-related risks further into these procedures going forward.

#### *Metrics and targets*

We are evaluating how to contribute further to the transition to a climate-neutral society and have a target to reduce emissions with at least 20 per cent by 2030 compared to the baseline in 2019. The target covers cars in scope 1, scope 2 as well as business travel in scope 3 from all our facilities and countries. Increasing the share of renewable energy, decreasing business travels and improve energy efficiency at our offices will support meeting the objective. ➔ For more information about our emissions, see page 121.

# Financial statements

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## Consolidated income statement

SEK M	Note	2022	2021
Revenues from client	4,5	11,263	10,149
Revenue on portfolio investments	4,5	8,105	7,507
Positive revaluation on portfolio investments	5	1,795	1,789
Negative revaluation on portfolio investments	5	-1,678	-1,656
<b>Total revenue</b>	4,5	<b>19,485</b>	<b>17,789</b>
Cost of sales	5	-11,433	-9,555
<b>Gross Earnings</b>		<b>8,053</b>	<b>8,233</b>
Sales, marketing and administrative expenses	5	-2,676	-2,051
Participation in associated companies and joint ventures	14	-5,223	293
<b>Operating earnings (EBIT)</b>		<b>154</b>	<b>6,475</b>
Financial Income	7	85	22
Financial expenses	8	-3,460	-2,185
Net exchange gains/(losses)		-28	-11
<b>Net financial items</b>		<b>-3,404</b>	<b>-2,174</b>
<b>Earnings before tax</b>		<b>-3,250</b>	<b>4,301</b>
Taxes	9	-1,129	-910
<b>Net earnings for the year</b>		<b>-4,379</b>	<b>3,391</b>
Of which attributable to:			
Parent company's shareholders		-4,473	3,127
Non-controlling interest		93	265
<b>Net earnings for the period</b>		<b>-4,379</b>	<b>3,391</b>
Average no of shares before dilution, '000		120,637	120,828
Average no of shares after dilution, '000		120,637	120,830
Loss/(Earnings) per share before and after dilution		-37.07	25.88

## Consolidated statement of comprehensive income

SEK M	Note	2022	2021
Net income for the period		-4,379	3,391
Other comprehensive income, items that will be reclassified to profit and loss:			
Currency translation difference		3,868	1,753
Comprehensive income for the year attributable to hedging of currency and other		-1,017	-411
<b>Item that will recycle to profit and loss</b>		<b>2,851</b>	<b>1,342</b>
Other comprehensive income, items that will not be reclassified to profit and loss:			
Remeasurement of pension liability		126	51
<b>Comprehensive income for the period</b>		<b>-1,402</b>	<b>4,785</b>
Of which attributable to:			
Parent company shareholders		-1,737	4,446
Non-controlling interest		335	338
<b>Comprehensive earnings for the period</b>		<b>-1,402</b>	<b>4,785</b>

## Consolidated balance sheet

SEK M	Note	31 Dec 2022	31 Dec 2021
<b>ASSETS</b>			
<b>Intangible assets</b>	11		
Goodwill		35,143	32,758
Capitalised expenditure for IT development and other intangibles		891	917
Client relationships		3,019	4,136
<b>Total intangible fixed assets</b>		<b>39,053</b>	<b>37,811</b>
<b>Tangible fixed assets</b>	12		
Right of use assets		659	756
Computer hardware		77	57
Investment property other tangible fixed assets		164	161
<b>Total tangible fixed assets</b>		<b>899</b>	<b>974</b>
<b>Other assets</b>			
Shares and participations in joint ventures	14	1,174	6,438
Portfolio investments	15	35,645	31,478
Deferred tax assets	9	1,891	1,748
Other long-term receivables	16	53	90
<b>Total other fixed assets</b>		<b>38,764</b>	<b>39,754</b>
<b>Total fixed assets</b>		<b>78,716</b>	<b>78,539</b>
<b>Current Assets</b>			
Accounts receivable	17	1,080	1,299
Property holdings		302	315
Client funds		1,130	1,063
Tax assets		300	170
Other receivables	18	1,472	1,600
Prepaid expenses and accrued income	19	2,236	1,366
Cash and cash equivalents	20	3,474	4,553
<b>Total Current Assets</b>		<b>9,994</b>	<b>10,366</b>
<b>TOTAL ASSETS</b>		<b>88,711</b>	<b>88,905</b>

SEK M	Note	31 Dec 2022	31 Dec 2021
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>			
<b>Shareholders' equity attributable to Parent Company's shareholders</b>	21		
Share capital		3	3
Other paid-in capital		17,442	17,442
Reserves		5,963	3,328
Retained earnings including net earnings for the year		-4,868	925
<b>Total shareholders' equity attributable to Parent Company's shareholders</b>		<b>18,540</b>	<b>21,698</b>
Shareholders' equity attributable to non-controlling interests	13	2,659	2,989
<b>Total shareholders' equity</b>		<b>21,199</b>	<b>24,687</b>
<b>Long-term liabilities</b>			
Liabilities to credit institutions	25	8,430	4,060
Bond loans	25	42,279	43,693
Non-current lease liabilities		482	582
Other long-term liabilities	22	406	478
Provisions for pensions	23	141	329
Other long-term provisions	24	31	42
Deferred tax liabilities	9	1,279	1,103
<b>Total long-term liabilities</b>		<b>53,047</b>	<b>50,288</b>
<b>Current liabilities</b>			
Bond loans	25	4,679	750
Commercial paper	25	1,130	3,998
Client funds payable		1,130	1,063
Accounts payable		440	504
Earnings tax liabilities		665	1,198
Advances from clients	32	26	29
Current lease liabilities		230	223
Other current liabilities		1,967	1,930
Accrued expenses and prepaid income	26	4,189	4,225
Other short-term provisions	24	8	10
<b>Total current liabilities</b>		<b>14,464</b>	<b>13,930</b>
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>		<b>88,711</b>	<b>88,905</b>

For information on the Group's pledged assets and contingent liabilities, see Note 27.

## Consolidated cash flow statement

SEK M	Note	2022	2021
<b>Cash flow from operating activities</b>			
Operating earnings (EBIT)	4	154	6,475
<b>Not included in the cash flow</b>			
Amortisation/depreciation and impairment	5, 11, 12	2,038	1,500
Amortisation/revaluation of portfolio investments	15	5,204	4,178
Other adjustment for items not included in cash flow	4	3,988	1,471
Joint venture impairment	14	1,182	1,133
Interest received		85	22
Gain on sale of subsidiaries		-408	0
Interest paid		-2,274	-1,822
Payments for other financial expenses		-1,237	-213
Income tax paid		-1,444	-893
<b>Cash flow from operating activities before changes in working capital</b>		<b>7,286</b>	<b>8,984</b>
Changes in factoring receivables		-65	-115
Other changes in working capital		-716	1,172
<b>Cash flow from operating activities</b>		<b>6,506</b>	<b>10,042</b>
<b>Investing activities</b>			
Purchases of intangible fixed assets	11	-275	-72
Purchases of tangible fixed assets	12	-87	-262
Sale of tangible and intangible fixed assets	11,12	11	3
Portfolio investments in receivables	15	-7,109	-7,038
Property holdings		27	70
Purchases of shares in subsidiaries and associated companies		-279	0
Proceeds from divestment of subsidiaries		781	0
Other cash flow from investing activities		352	-710
<b>Cash flow from investing activities</b>		<b>-6,579</b>	<b>-8,009</b>

SEK M	Note	2022	2021
<b>Financing activities</b>			
Borrowings and repayments of loans		-130	2,139
Share repurchases		-72	-41
Share dividend to Parent Company's shareholders		-1,764	-1,451
Share dividend to non-controlling interests		-260	-244
<b>Cash flow from financing activities</b>		<b>-2,226</b>	<b>401</b>
<b>Total change in liquid assets</b>		<b>-2,300</b>	<b>2,434</b>
<b>Opening balance of liquid assets</b>			
Exchange rate difference in liquid assets		4,553	2,134
<b>Closing balance of liquid assets</b>	20	<b>3,474</b>	<b>4,553</b>
<b>Group total</b>			
Cash flow from operating activities		6,506	10,042
Cash flow from investing activities		-6,579	-8,009
Cash flow from financing activities		-2,226	401

## Consolidated statement of changes in shareholders' equity See also Note 20.

SEK M	Number of shares outstanding	Share capital	Other paid-in capital	Reserves	Retained earnings incl. net earnings for the year	Total Shareholders' equity attributable to non-controlling interest	Non-controlling interests	Total shareholders' equity
<b>Opening balance, January 1 2021</b>	<b>120,870,918</b>	<b>3</b>	<b>18,237</b>	<b>-609</b>	<b>1,045</b>	<b>18,676</b>	<b>2,915</b>	<b>21,591</b>
<b>Comprehensive income, 2021</b>								
Net earnings for the year					3,127	3,127	265	3,391
The year's change in translation reserve attributable to the translation of foreign operations				1,689		1,689	64	1,753
Comprehensive income for the year attributable to hedging of currency risks in foreign operations				-492		-492		-492
Revaluations of pension liability for the year					41	41	9	50
Income tax on other comprehensive income				81		81		81
<b>Comprehensive income for the year</b>				<b>1,278</b>	<b>3,168</b>	<b>4,446</b>	<b>338</b>	<b>4,785</b>
<b>Transactions with Group owners in 2021</b>								
Share dividend					-1,451	-1,451	-244	-1,696
Share repurchases	-140,000				-41	-41		-41
Share-base payment	66,346			86		86		86
Taxes related to share-base payments					-17	-17		-17
Reclassification and other movements			-795	2,572	-1,777		-20	-20
<b>Closing balance, 31 December 2021</b>	<b>120,797,264</b>	<b>3</b>	<b>17,442</b>	<b>3,328</b>	<b>925</b>	<b>21,698</b>	<b>2,989</b>	<b>24,687</b>
<b>Opening balance, January 1 2022</b>	<b>120,797,264</b>	<b>3</b>	<b>17,442</b>	<b>3,328</b>	<b>925</b>	<b>21,698</b>	<b>2,989</b>	<b>24,687</b>
<b>Comprehensive income, 2022</b>								
Net earnings for the year					-4,473	-4,473	93	-4,379
The year's change in translation reserve attributable to the translation of foreign operations				3,628		3,628	241	3,868
Comprehensive income for the year attributable to hedging of currency risks in foreign operations				-1,311		-1,311		-1,311
Revaluations of pension liability for the year					125	125	1	126
Income tax on other comprehensive income				294		294		294
<b>Comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,611</b>	<b>-4,347</b>	<b>-1,737</b>	<b>335</b>	<b>-1,402</b>
<b>Transactions with Group owners in 2022</b>								
Share dividend					-1,632	-1,632	-392	-2,024
Share repurchases	-320,000				-72	-72		-72
Share-base payment	59,671			24		24		24
Taxes related to share-base payments					-14	-14		-14
Acquisition of Minority					272	272	-272	-0
<b>Closing balance, 31 December 2022</b>	<b>120,536,935</b>	<b>3</b>	<b>17,442</b>	<b>5,963</b>	<b>-4,868</b>	<b>18,540</b>	<b>2,659</b>	<b>21,199</b>

## Parent Company

Income statement			
SEK M	Note	2022	2021
Net revenues	5	891	690
<b>Gross Earnings</b>		<b>891</b>	<b>690</b>
Sales marketing and administration expenses		-1,821	-1,070
<b>EBIT</b>		<b>-930</b>	<b>-380</b>
Financial Income	7	1,996	3,137
Financial expenses	8	-2,777	-2,225
Exchange rate differences on monetary items classified as expanded investment and hedging activities		-575	-316
<b>Earnings before tax</b>		<b>-1,356</b>	<b>596</b>
<b>Profit before taxes</b>		<b>-2,287</b>	<b>217</b>
Taxes	9	276	-0
<b>Net earnings for the period</b>		<b>-2,010</b>	<b>216</b>

### Statement of comprehensive income

SEK M	Note	2022	2021
Net earnings for the period		-2,010	216
Other comprehensive earnings		-	-
Item that will recicle to profit and loss		-	-
Item that will not recicle to profit and loss		-	-
<b>Comprehensive earnings for the period</b>		<b>-2,010</b>	<b>216</b>

### Balance sheet

SEK M	Note	31 Dec 2022	31 Dec 2021
<b>ASSETS</b>			
Capitalised expenditure for IT development and other intangibles	11	547	507
<b>Total intangible fixed assets</b>		<b>547</b>	<b>507</b>
<b>Tangible fixed assets</b>	12		
Right of use assets		1	1
Computer hardware		5	9
<b>Total tangible fixed assets</b>		<b>6</b>	<b>10</b>
<b>Financial fixed assets</b>			
Participations in Group companies	13	35,001	34,931
Deferred tax asset		288	
Receivables from Group companies		45,648	39,060
<b>Total Financial fixed assets</b>		<b>80,936</b>	<b>73,991</b>
<b>Total fixed assets</b>		<b>81,490</b>	<b>74,508</b>
Receivables from Group companies		941	1,705
Other receivables		59	78
Prepaid expenses and accrued income	19	437	170
Cash and cash equivalents	20	545	602
<b>Total Current Assets</b>		<b>1,982</b>	<b>2,554</b>
<b>TOTAL ASSETS</b>		<b>83,472</b>	<b>77,062</b>

SEK M	Note	31 Dec 2022	31 Dec 2021
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>			
<b>Shareholders' equity</b>	21		
Share capital		3	3
Statutory reserve		827	783
<b>Total restricted reserves</b>		<b>830</b>	<b>786</b>
Share premium		17,442	17,442
Retained earnings		-8,968	-7,446
Net earnings for the year	13	-2,010	216
<b>Total non-restricted equity</b>		<b>6,457</b>	<b>10,712</b>
<b>Total shareholders' equity</b>		<b>7,293</b>	<b>10,998</b>
<b>Long-term liabilities</b>			
Liabilities to credit institutions	25	8,431	4,061
Bond loans	25	42,279	43,693
Liabilities to Group companies		17,529	7,744
<b>Total long-term liabilities</b>		<b>68,238</b>	<b>55,498</b>
<b>Current liabilities</b>			
Bond loans (current)	25	4,679	750
Commercial paper (current)	25	1,130	3,998
Accounts payable		11	23
Liabilities to Group companies ST		1,219	4,951
Other current liabilities		4	25
Accrued expenses	26	897	819
<b>Total current liabilities</b>		<b>7,940</b>	<b>10,566</b>
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>		<b>83,472</b>	<b>77,062</b>

For information on pledged assets and contingent liabilities, see Note 27.

## Cash flow statement

SEK M	Note	2022	2021
<b>Operating activities</b>			
Operating earnings (EBIT)		-930	-380
<b>Not included in the cash flow</b>			
Amortisation/depreciation and impairment		143	59
Other adjustment for items not included in cash flow		27	75
Interest received		1,755	1,287
Interest paid		-2,515	-1,901
Payments for other financial expenses		4	-185
Income tax paid		-11	
<b>Cash flow from operating activities before changes in working capital</b>		<b>-1,528</b>	<b>-1,045</b>
Changes in working capital		-3,417	1,502
<b>Cash flow from operating activities</b>		<b>-4,945</b>	<b>457</b>
<b>Investing activities</b>			
Purchases of intangible fixed assets		-182	-266
Purchases of tangible fixed assets		0	-0
Net Purchases of shares in subsidiaries and associated companies		-162	-68
Share dividend from subsidiaries		241	935
<b>Cash flow from investing activities</b>		<b>-104</b>	<b>602</b>
<b>Financing activities</b>			
Borrowings and repayments of loans		2,376	2,790
Net loans to subsidiaries		4,320	-2,287
Share repurchases		-73	-41
Share dividend to Parent Company's shareholders		-1,632	-1,451
<b>Cash flow from financing activities</b>		<b>4,991</b>	<b>-990</b>
<b>Total change in liquid assets</b>		<b>-58</b>	<b>69</b>
Opening balance of liquid assets		602	533
Exchange rate difference in liquid assets			
<b>Closing balance of liquid assets</b>		<b>544</b>	<b>602</b>
<b>Group total</b>			
Cash flow from operating activities		-4,945	457
Cash flow from investing activities		-104	602
Cash flow from financing activities		4,991	-990

## Statement of changes in shareholders' equity

See also Note 21.

SEK M	Number of shares outstanding	Share capital	Share premium reserve	Statutory reserve	Retained earnings	Net earnings for the year	Total shareholders' equity
<b>Closing balance, 31 December 2020</b>	<b>120,870,918</b>	<b>3</b>	<b>17,442</b>	<b>282</b>	<b>-5,939</b>	<b>420</b>	<b>12,209</b>
<b>Comprehensive income, 2021</b>							
Net earnings for the year						216	216
<b>Comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>216</b>
Disposition of prior year's result					420	-420	0
Development fund				501	-501		0
<b>Transactions with Group owners in 2021</b>							
Share dividend					-1,451		-1,451
Share repurchases	-140,000				-41		-41
Share-base payment	66,346				83		83
Taxes related to share-base payments					-17		-17
<b>Closing balance, 31 December 2021</b>	<b>120,797,264</b>	<b>3</b>	<b>17,442</b>	<b>783</b>	<b>-7,446</b>	<b>216</b>	<b>10,998</b>
<b>Comprehensive income, 2022</b>							
Net earnings for the year						-2,010	-2,010
<b>Comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,010</b>	<b>-2,010</b>
Disposition of prior year's result					216	-216	0
Development fund				44	-44		
<b>Transactions with Group owners in 2022</b>							
Share dividend					-1,632		-1,632
Share repurchases	-320,000				-72		-72
Share-base payment	59,671				24		24
Taxes related to share-base payments					-14		-14
<b>Closing balance, 31 December 2022</b>	<b>120,536,935</b>	<b>3</b>	<b>17,442</b>	<b>827</b>	<b>-8,968</b>	<b>-2,010</b>	<b>7,293</b>

Share capital and statutory reserve are restricted equity. Other items are non-restricted equity.

# Notes

## Note 1 Basis of Preparation:

### General:

Intrum AB as a standalone entity ("the Company") is registered and domiciled in Stockholm, Sweden. The Company is listed as a large company on Nasdaq Stockholm, a stock exchange located in Sweden.

The Company and its subsidiaries (collectively, "the Group") main operation is to provide payment solutions, credit and collection services to clients. The Group mainly operates predominantly in the European market.

The financial statements are presented in Swedish Kroner ("SEK") and rounded to the nearest million ("SEK M").

### Accounting Framework

The Groups' consolidated financial statements are prepared in compliance with:

- the Swedish Annual Accounts Act – Årsredovisningslag (1995:1554);
- the EU-adopted IFRSs, including interpretations issued by the IFRS Interpretation Committee ("IFRIC"); and
- RFR 1 Supplementary Accounting Rules for Groups issued by the Swedish Financial Reporting Board ("SFRB").

The Company's standalone financial statements are prepared using the same accounting framework as the Group's consolidated financial statements. In addition, the Company's financial statements comply with RFR 2 Accounting for Legal Entities issued by the SFRB. RFR 2 requires that the standalone financial statements should be prepared in accordance with the EU-adopted IFRSs within the framework of the Swedish Annual Accounts Act, taking into account the connection between reporting and taxation. The recommendation specifies exemptions and additions relative to IFRSs' requirements.

The financial statements are composed of the primary statements: Statement of Comprehensive Income ("SCI"), Statement of Financial Position ("SFP"), Statement of Changes in Equity ("SCE"), Statement of Cash Flows ("SCF") and accompanying notes ("the Notes") to the primary statements.

The SCI is composed of Profit and Loss ("P&L") and Other Comprehensive Income ("OCI"). The P&L is prepared based on the 'function of expense' method. The SCF is prepared based on the indirect method.

### Going-concern Assumption

The financial statements are prepared based on a going-concern assumption. Management has assessed the potential future cash generation of the Group, its liquidity, existing funding available and other actions which may be taken to further improve cash management and has concluded that there are no financial or other indicators that may cast significant doubt upon the Group's ability to meet its obligations in the foreseeable future and in particular in the next 12 months.

## Note 2 Accounting Policies

### Standards, Interpretations, Rules and Other Changes Adopted During 2022

*Annual Improvements to IFRS 2018 – 2020 (January & July 2020)*

As part of annual improvements, the IASB issued following updates:

- Amendment to IFRS 1 – a subsidiary may elect in its financial statements to measure cumulative translation differences for all foreign operations at the carrying amount that would be included in the parent's consolidated financial statements, based on the parent's date of transition to IFRSs, if no adjustments were made for consolidation procedures and for the effects of the business combinations in which the parent acquired the subsidiary. A similar election is available to an associate or joint venture that uses the above-mentioned exemption
- Amendment to IFRS 9 – an entity should only include fees that is paid or received between the borrower and the lender in application of the '10 per cent' quantitative test to fulfil derecognition of financial liabilities
- Amendment to IFRS 16 – the amendment rectifies an illustrative example in IFRS 16 by clearly distinguishing between lease incentive and subsequent reimbursement for leasehold improvements
- Amendment to IAS 41 – an entity can use a pre-tax discount rate to discount cash flows when measuring fair value of a biological asset

The amendments became effective from 1 January 2022 and had no significant impact on the Group's financial statements.

### Other Changes

There were no significant other changes made in the financial statements in comparison to prior years.

### Standards, Interpretations, Rules and Other Changes Effective in 2023 Onwards

*Amendment to IAS 1 and IFRS Practice Statement: (January 2020, July 2020 & October 2022)*

In October 2022, the IASB provided clarification between 'current' and 'non-current' classification of liabilities. The guidance clarifies that a liability should be classified as 'non-current' if an entity can defer the settlement of liability for 12 months from the reporting date. It states that covenants compliance and any renegotiations before the reporting date that allows deferring settlement for 12 months should result in 'non-current' classification.

The update also requires additional disclosures in subsequent events note if liability is classified as 'current' and 'non-current' as at the reporting date, but a material settlement or expectation of settlement timing significantly changes after the reporting date but before the financial statements are authorised for issue.

The update is effective from 1 January 2024 with retrospective application in accordance with IAS 8. The update allows a choice to early adopt the update. The update is not expected to materially impact the existing classification of liabilities. However, additional disclosures may be needed to comply with subsequent events disclosure requirements included in this update.

### *Amendments to IAS 1 and IFRS Practice Statement (February 2021)*

The IASB issued an amendment which requires only material accounting policies should be disclosed in financial statements. Previously, IAS 1 required all significant accounting policies to be disclosed in the financial statements.

The amendment also provides guidance to assist in applying materiality judgement. On application of this amendment, accounting policies will only be disclosed if the underlying transactions are assessed as material and vice versa. The Group will assess its accounting policies in 2022 and revise 'accounting policies' disclosure to comply with this amendment.

The amendment is effective from 1 January 2023 with an option for early adoption.

### *Amendments to IAS 8 (February 2021)*

The IASB issued an amendment to explain the term 'accounting estimate' and also guidance to differentiate it with an 'accounting error'. Change to accounting estimates are applied prospectively.

The amendment is effective from 1 January 2023 with an option for early adoption.

The amendment is not expected to have any significant impact on the Group's financial statements.

### *Amendments to IAS 12 (May 2021)*

The IASB issued an amendment in reference to IFRS 16 Leases, which clarifies that a taxable temporary difference should not be recognised, at the time of the transaction, if it does not give rise to equal taxable and deductible temporary differences. The amendment is expected to reduce diversity in practice and provide better information for users. In case, the lease transaction gives rise to equal taxable and temporary differences then a deferred tax asset and liability is recognised on initial recognition.

The amendment is effective from 1 January 2023 with an option for early adoption.

The amendment is not expected to have significant impact on the Group's financial statements.

### *Amendments to IFRS 17 and IFRS 9 (December 2021)*

The IASB issued an amendment to provide guidance to entities applying IFRS 17 and IFRS 9 for the first time. The amendment provides guidance relating to comparative information which needs to be restated as part of first-time application of IFRS 17.

The amendment is effective from 1 January 2023 with an option for early adoption.

The Group doesn't write any insurance business and will not be impacted by IFRS 17. The financial guarantees issued by the Group are recognised under IFRS 9.

### Significant Accounting Policies Applicable to Current and Prior Year: Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and

has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of changes in equity and balance sheet respectively.

#### Associates

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting (see (iv) below), after initially being recognised at cost.

#### Joint arrangement

Under IFRS 11 Joint Arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Group only has joint ventures which are accounted for using the equity method, after initially being recognised at cost in the consolidated balance sheet.

#### Equity method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. Where the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity. Unrealised gains on transactions between the group and its associates and joint ventures are eliminated to the extent of the group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group. The carrying amount of equity-accounted investments is tested for impairment if indicators exist that carrying value of the investments may not be recovered.

#### Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as 'transactions with equity owners in their capacity as owners' of the group. A change in ownership interest results in an

adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Company. When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss. If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

#### Foreign currency transactions

The Group applies IAS 21 Effects of Changes in Foreign Exchange Rates.

#### Functional and presentation currency

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 functional and presentation currency is SEK.

#### Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

#### Translation of the financial statements of foreign operations

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities in foreign operations, including goodwill and fair value adjustments arising on the acquisition of a foreign operation are translated at the closing rate at the balance sheet date.
- Income and expenses are translated at the average rates, which is deemed a reasonable approximation of the rates prevailing at the transaction dates.
- All resulting exchange differences are recognised directly in total comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

#### Business Combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred
- liabilities incurred to the former owners of the acquired business
- equity interests issued by the Group
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred. The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the Group's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

#### Intangible fixed assets

##### Goodwill

Goodwill is measured as described above. Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill is not amortised, but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less

accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments.

#### Capitalized software

Expenditures associated with maintaining software programs are expensed as incurred. Development costs attributable to the design and testing of software products under the Group's control and with anticipated future economic benefits are capitalized if the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use
- management intends to complete the software and use or sell it
- there is an ability to use or sell the software
- it can be demonstrated how the software will generate probable future economic benefits
- adequate technical, financial and other resources to complete the development and to use or sell
- the software is available, and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs include staff costs and appropriate portion of overheads. Borrowing costs are included in the cost of qualified fixed assets.

Additional expenditures for previously developed software, etc. are recognised as an asset if they increase the future economic benefits of the specific asset to which they are attributable, e.g., by improving or extending a computer program's functionality beyond its original use and estimated useful life.

IT development costs that are recognised as intangible assets are amortised using the straight-line method over their useful lives (3–5 years). Useful life is reassessed annually. The asset is recognised at cost less accumulated amortisation and impairment losses.

#### Client servicing assets

Client servicing assets represent the legal rights to servicing of non-performing portfolio. These assets are recognised at fair value at the acquisition date. These assets are recognised at cost less accumulated amortisation and impairment losses. These assets are amortised at diminishing balance method ranging from 10% to 20%

#### Client relationships

Separately acquired client relationships and licenses are shown at historical cost. Client relationship, licenses and customer contracts acquired in a business combination are recognised at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

#### Other intangible fixed assets

Other intangible fixed assets relate to other acquired rights are amortised on a straight-line basis over their estimated useful life (3–5 years). Useful life is reassessed annually. The asset is recognised at cost less accumulated amortisation and impairment losses.

#### Tangible fixed assets

Tangible fixed assets are recognised at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditures that are directly attributable to the acquisition of the item.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Depreciation is booked on a straight-line basis over the asset's anticipated useful life (3–5 years). Useful life is reassessed annually.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss.

#### Impairment

Goodwill that has an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

#### Portfolio investments

Portfolio investments consist of portfolios of delinquent receivables purchased at prices significantly below the nominal receivable. In accordance with IFRS 9 they are classified as "purchased or originated credit-impaired" (POCI). Portfolio investments usually refer to receivables from private individuals and companies and are either secured or unsecured receivables. They are initially recognised at fair value and subsequently measured at amortised cost. The effective interest rate of a purchased credit-impaired loan would be the discount rate that equates the present value of the expected cash flows with the purchase price of the loan. Expected cash flows are gross and include the loan amount, reminder fees, collection fees and late interest that, based on a probability assessment, are expected to be received from end customers. The initial lifetime expected credit losses (ECL) are included in the estimated cash flows when calculating the credit-adjusted effective interest rate. Cash flow projections are monitored over

the course of the year and updated based on, among other things, achieved collection results, agreements reached with end-customers on instalment plans and macroeconomic information, including forecasts of economic development and unemployment in each country. Cash flow projections are made at the portfolio level assuming each portfolio to be relatively homogeneous and comprising a large number of receivables for smaller amounts. In case of portfolios comprising individual larger receivables, the projections are made at the receivables level. Any subsequent changes in lifetime ECL, both positive and negative, will be recognised immediately in the income statement, even if the lifetime ECL are less than the amount of ECL that were included in the estimated cash flows on initial recognition.

In the consolidated income statement, income from portfolio investments is recognised, in accordance with the effective interest rate method, as the collected amount less amortisation.

In case of sale of portfolios of purchased debt, sale proceeds are reported as revenue. And the net book value of the portfolios is carried at amortised cost.

#### Financial assets

##### Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will be recorded in profit or loss.

##### Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

##### Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group could classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.

- **FVPL:** Assets that do not meet the criteria for amortised cost are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

#### *Impairment*

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost. For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. For Portfolio receivable the initial lifetime expected credit losses (ECL) are included in the estimated cash flows when calculating the credit-adjusted effective interest rate.

#### *Derivatives*

Derivatives are initially recognised at fair value on the date a derivative contract is entered into, and they are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged. The Group designates certain derivatives as either:

- hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedges)
- hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges), or
- hedges of a net investment in a foreign operation (net investment hedges).

At inception of the hedge relationship, the Group documents the economic relationship between hedging instruments and hedged items, including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions.

The fair values of derivative financial instruments designated in hedge relationships are disclosed in note 34. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within 'other gains/(losses)' line.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the cash flow hedge reserve within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within OCI in the costs of hedging reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss.

Investments in foreign subsidiaries (net assets including goodwill) are to some extent hedged through loans in foreign currency or forward exchange contracts. Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss within other gains/(losses).

Gains and losses accumulated in equity are reclassified to profit or loss when the foreign operation is partially disposed of or sold.

#### **Accounts receivable**

Accounts receivables are recognised at their fair value which is the amount of the consideration that is unconditional, unless they contain significant financing components. The Group holds them with the objective of collecting the contractual cash flows and therefore measures them at amortised cost using the effective interest method.

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. The expected loss rates are based on the payment profiles of sales over a period of 36 months before 31 December 2021 or 1 January 2022 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group has identified the GDP and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

#### **Property holdings**

In connection with acquisitions of portfolio investments and in connection with the recovery of collateral for acquired receivables, the Group may become owners of property holdings or other physical goods. They have been acquired for the purpose of being divested within the Group's ongoing operations and are therefore classified as inventories. These are stated at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

#### **Legal outlays**

The Group incurs outlays for court fees, legal representation, enforcement authorities, etc., which can be charged to and collected from end-debtors. In certain cases, Intrum has agreements with its clients where any expenses that cannot be collected from debtors are instead refunded by the clients. The amount that is expected to be recovered from a solvent counterparty is recognised as an asset in 'other receivables' line. The legal outlays are recognised at their fair value, which is the amount of that can be claimed, unless they contain significant financing components. Legal outlays are subsequently measured at amortised cost using the effective interest method.

#### **Client funds**

Client funds, which are reported as assets and liabilities in the balance sheet, represent cash received on collection of a specific debt on behalf of a client and payable to the client within a specified period.

#### **Cash and cash equivalents**

For the purpose of presentation in the statement of cash flows, cash and cash equivalents consist of cash on hand, deposits held at call with financial institutions other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

#### **Accounts payable**

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

#### **Bond loan and liabilities to credit institutions**

Bond loans and liability to financial institutions (the "Borrowings") are initially recognised at fair value, net of transaction costs incurred. They are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the Borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalized as a prepayment for liquidity services and amortised over the period of the facility to which it relates. Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

#### **Leasing**

Assets and liabilities arising from a leasing contract are initially measured on a present value basis. The Group applies the two recognition and measurement exceptions in IFRS16 on short-term leases, of 12 months or less, and low leases of low value assets, those with a value of USD 5K or less when new and recognises the lease payments on a straight-line basis over the lease period. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the group under residual value guarantees
- the exercise price of a purchase option if the group is reasonably certain to exercise that option,
- payments of penalties for terminating the lease, if the lease term reflects the group exercising that option.
- Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives
- received
- any initial direct costs, and
- restoration costs.

## Taxes

Income taxes expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the carrying amount of assets and liabilities and their tax base. However, deferred taxes are not accounted for if they arise from the initial reporting of goodwill, the initial recognition of assets and liabilities in a transaction other than a business combination which, at the time of the transaction, does not affect either the accounting or taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax is determined by applying the tax rates and laws that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred tax assets from deductible temporary differences and tax-loss carry forwards are only recognised if it is probable that future taxable income will be available to utilize those temporary differences and losses.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority.

Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred taxes are recognised in the stand alone and consolidated income statements unless they relate to items recognised directly in

other comprehensive income or directly in equity. In this case the taxes are also recognised in other comprehensive income or directly in equity.

## Provisions

Provisions are recognised when the Group has a legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation and an amount can be reliably estimated. Provisions are not recognised for future losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

## Employee benefits

### Short-term benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current other liabilities in the balance sheet.

### Long term obligation

The Group granted certain employees long term benefits that vests over a three-year period. Eligible employees may be granted up to certain percentage of their annual base salary if certain performance conditions are met at the end of the vesting period. The liabilities are presented as non-current liabilities in the balance sheet. These obligations are therefore measured as the value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period.

### Post-employment benefits

The Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

The liability or asset recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Changes in the present value of the defined benefit obligation resulting

from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

### Multi-employer pension plan

The Group participates in a multi-employer pension plans for specified Swedish employees. According to the SFRB, UFR 10, the Group accounts for its participation in the plan as if it were a defined contribution plan as sufficient information on its proportional share of plan assets, liabilities and costs are not available to the Group. There is no contractual agreement that states how surpluses and deficits in the plan are to be distributed among plan participants. The premium is individually calculated, depending on salary, previously vested pension and anticipated remaining term of employment. The Group pays a regular premium amount to Alecta (Swedish insurance company) which manages these multi-employer Swedish pension plans.

### Share-based payments

Share-based compensation benefits are provided to employees via the Group Long Term Incentive Plan (LTIP), under which eligible employees may be granted up to certain percentage of their annual base salary, worth of fully paid ordinary shares in the Company for no cash consideration.

The fair value of shares is recognised as an employee benefits expense, with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the shares granted which:

- Includes any market performance conditions (e.g., to total shareholders return)
- excludes the impact of any service and non-market performance vesting conditions (e.g., EPS targets and remaining an employee of the entity over a specified time period), and
- includes the impact of any non-vesting conditions (e.g., the requirement for employees to save or hold shares for a specific period of time).

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the Group revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

The LTIP includes a net settlement feature under which the shares necessary to settle the employee's tax obligations are withheld by the Group which transfer amount of taxes associated with a share-based payment to the tax authority on the employee's behalf.

## Treasury shares

Where the Company purchases its own shares and holds them in treasury ('treasury shares'):

- The amount paid for the treasury shares is deducted from equity.
- No gain or loss are recognised in profit or loss on the purchase, sale, issue or cancellation of a Company's own equity instruments. The acquisition

and subsequent resale of treasury shares are transactions with the Company's owners, rather than a gain or loss to the Company.

- Consideration paid or received for the purchase or sale of an entity's own equity instruments are recognised directly in equity; and
- Once treasury shares are cancelled or reissued, any difference is reclassified to retained earnings.

### Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

### Revenue recognition

The Group applies IFRS 15 "Revenue from Contracts with Customers" for its revenue in the CMS segment.

Revenue, consisting of commissions and collection fees, is recognised on collection of the claim. Subscription revenue is recognised proportionately over the term of the underlying service contracts, which is usually one year.

Revenue from other services is reported when the relative performance obligation is fulfilled. Income from property sales is reported when the buyer gains access to the property.

The Group applies IFRS 9 "Financial Instruments" for its revenue in the PI segment. See the section on "portfolio investment" within note 2C "Significant accounting policies" for further details.

### Financial income and expenses

Financial income and expenses consist of interest income on bank balances and receivables and interest-bearing securities, bank fees, interest expenses on loans, dividend income, exchange rate differences, realised and unrealised gains on financial investments, and derivatives used in financial operations.

### Payment guarantees

The Group offers guarantees to some of its clients which require the Group to acquire the Client's receivables at their nominal value, or a certain part thereof, if overdue more than a certain number of days stated in the agreement. The guarantee fee is recognised as revenue when the guarantees are issued. The Group also recognises a liability recognised for any expected losses on the receivables covered by the guarantees. If the receivable is eventually purchased, the purchased price, net of the liability for expected losses is recognised as portfolio investments.

### Earnings per share

The Group applies IAS 33 "Earnings per Share". Basic earnings per share is calculated by dividing net earnings attributable to the Parent Company's shareholders by the weighted average number of outstanding shares during the year, excluding treasury shares.

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

### Segment reporting

The Group applies IFRS 8 Operating Segments. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (CODM). The Group CEO has been identified as CODM.

An operating segment is a component of the Group (i) that engages in business activities from which it can earn revenue and incur expenses, (ii) whose operating results are regularly reviewed by the Group's CODM to make decisions about resources to be allocated to the segment and assess its performance, and (iii) for which discrete financial information is available.

The Group operates in three segments: CMS, Portfolio Investments (PI) and Strategic Markets (Greece, Italy, Spain and Brazil).

### Parent Company's accounting principles

The Parent Company has prepared the Annual Report according to the Annual Accounts Act (1995:1554) and RFR 2 Accounting for Legal Entities form the Swedish Financial Reporting Board. RFR 2 means that the Parent Company, in the annual report of the legal entity, must apply all EU-approved IFRS and statements as far as possible with the framework of the Accounts Act and taking into the account the connection between reporting and taxation. The recommendation specifies exemptions additions relative to IFRS.

The differences between the Group's and Parent Company's accounting principles are indicated below. The accounting principles for the Parent Company as stated below have been applied consistently to all periods presented in the Parent Company's financial statements.

#### *Subsidiaries, associated companies and joint ventures*

Shares in subsidiaries, associated companies and joint ventures are recognised by the Parent Company at cost, including transaction costs less any impairment. Impairments are recognised when it is highly likely that the impairment loss will not be recovered.

Dividends when received are recognised as income.

#### *Group contributions and shareholders' contributions for legal entities*

The company reports group contributions and shareholder contributions in accordance with the statements of RFR 2 of the Swedish Financial Reporting Board. Group contributions paid are recognised as shareholders' contributions. Shareholders' contributions are recognised directly in the shareholders' equity of the receiving entity and capitalised in the shares and participating interest of the contributor, to the extent impairment is not required.

### Note 3 Critical Accounting Estimates and Assumptions:

The preparation of financial statements in accordance to IFRS requires the use of certain critical accounting estimates and assumptions which influence the value of assets and liabilities as well as revenues and costs reported in the consolidated balance sheet and in the consolidated income statement, respectively or the disclosures included in the notes to the consolidated financial statements in relation to potential assets and liabilities existing as of the date the consolidated financial statements were authorised for issue.

Estimates are based on historical experience and other factors. The resulting accounting estimates could differ from the related actual results. Estimates are periodically reviewed, and the effects of each change are reflected in the consolidated income statement in the period in which the change occurs.

The most significant accounting principles which require a higher degree of judgment from management are illustrated below.

- *Valuation of Goodwill:* Goodwill is subject to an annual impairment test. This calculation requires management's judgment based on information available within the Group and the market, as well as own past experience.
- *Portfolio Investments:* The measurement of portfolio investments is based on the Group's own projection of future cash flows from the acquired portfolios incorporating factors relating to macroeconomic environments, types of debtors and loan (e.g., secures/unsecured). Future projections are periodically reviewed and any changes in estimated cash flows are ultimately authorised by a central revaluation committee.
- *Useful Lives of Intangible and Tangible Fixed Assets:* The useful lives and the amortisation / depreciation method of fixed assets are assessed for appropriateness on an annual basis.
- *Valuation of Deferred Tax Assets:* The valuation of deferred tax assets is based on forecasted results which depend upon factors that could vary over time and could have significant effects on the valuation of deferred tax assets.
- *Income Taxes:* The Group is subject to different tax jurisdictions. The determination of tax liabilities for the Group requires the use of assumptions with respect to transactions whose fiscal consequences are not yet certain at the end of the reporting period. The Group recognises liabilities which could result from future inspections by the fiscal authorities on the basis of an estimate of the amounts expected to be paid to the taxation authorities. If the result of the abovementioned inspections differs from that estimated by Group management, there could be significant effects on both current and deferred taxes.
- *Provisions for Risk:* The determination of the amount of the accruals requires judgment by management based on available documentation and information on potential liabilities.
- *Benefit Plans:* The Group participates in benefit plans in various countries. The present value of pension liabilities is determined using actuarial techniques and certain assumptions. These assumptions include the discount rate, the expected return on plan assets, the rate of future compensation increases and rates relative to mortality and resignations. Any change in the abovementioned assumptions could result in significant effects on the employee benefit liabilities.
- *Control Assessment:* The Group regularly assesses control over its investees to determine whether such investees should be consolidated in the Group's financial statements. The assessment includes assessment of

economic, operational and governance factors which may or may not be aligned with the legal structure of such investments. Significant judgments are required in control assessment, mainly for investments where the relevant factors are not fully aligned with the underlying legal structure.

- Since 2006, the Group has operations in Poland structured through investment funds to comply with the local regulation. The investments funds purchase and hold portfolio investments. The Group has control over these funds and thus the funds are consolidated in the Group's financial statements.
- Post 2021 and 2022 restructuring, the Group continues to have joint control over the Ithaca JV and accordingly, the co-investment is not consolidated in the Group's financial statements.
- In 2022 Intrum acquired 33% equity shares and joint-controls I-LAW STA srl. Intrum is entitled to 67% of ILaw's net income. The Group has joint control and accordingly, the co-investment is not consolidated in the Group's financial statements
- *Macro-economic Environment:* The current macro-economic environment creates significant measurement uncertainty relating to key assumptions, including WACC, inflation, economic output growth, developments of non-performing loan volumes, future performance of NPL portfolios and long-run growth rates. Significant changes in expectations, such as a protracted recession or inflation remaining stubbornly high, could result in material changes to these assumptions. Consequently, revisions to these metrics could materially impact future valuation amounts reported on our balance sheet.
- *Climate Related Risks:* The Group is not directly exposed to any material climate related risks. The climate related risks are evaluated in relation to portfolio investments and regularly assessed as part of our revaluation process. For example, collateral values are timely adjusted where objective evidence is available that such assets would be impacted by climate related risks like real estate assets situated in areas exposed to high environmental risks.

#### Note 4 Information by segment

SEK M	Group	
	2022	2021
<b>External revenues by segment</b>		
Credit Management Services	4,264	4,102
Strategic Markets	6,160	5,624
Portfolio Investments	9,061	8,063
<b>Total</b>	<b>19,485</b>	<b>17,789</b>
<b>External revenues by country</b>		
Spain	2,969	2,806
Greece	2,947	2,617
Norway	2,125	1,647
Hungary	1,595	1,484
Italy	1,167	1,328
Finland	1,119	1,007
Germany	911	924
Sweden	889	846
France	849	756
Other countries	4,913	4,374
<b>Total</b>	<b>19,485</b>	<b>17,789</b>
<b>Intra-Group revenues by segment</b>		
Credit Management Services	2,164	1,228
Strategic Markets	500	247
Portfolio Investments	0	0
Elimination	-2,663	-1,475
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Segment earnings</b>		
Credit Management Services	1,038	1,429
Strategic Markets	1,679	1,974
Portfolio Investments	392	5,043
Group items	-2,955	1,972
<b>Total operating earnings</b>	<b>154</b>	<b>6,475</b>
Net financial items	-3,404	-2,174
<b>Profit before tax</b>	<b>-3,250</b>	<b>4,301</b>
<b>Tangible and intangible fixed assets by country</b>		
Norway	5,714	5,562
Spain	6,802	6,600
Italy	4,452	4,917
Germany	1,223	1,138
Greece	3,077	3,132
France	1,139	1,063
Finland	4,458	4,142
Other countries	13,088	12,166
<b>Total</b>	<b>39,953</b>	<b>38,719</b>

SEK M	Group	
	2022	2021
<b>Investments in tangible and intangible fixed assets</b>		
Credit Management Services	68	75
Strategic Markets	100	78
Portfolio Investments	0	0
Group items	202	182
<b>Total</b>	<b>370</b>	<b>334</b>
<b>Amortisation/depreciation</b>		
Credit Management Services	-247	-326
Strategic Markets	-1,603	-1,055
Portfolio Investments	-11	-11
Group items	-177	-108
<b>Total</b>	<b>-2,038</b>	<b>-1,500</b>
<b>Not included in cash flow</b>		
Credit Management Services	-54	10
Strategic Markets	-23	-313
Portfolio Investments	4,041	1,133
Group items	24	40
<b>Total</b>	<b>3,988</b>	<b>1,471</b>
<b>Participations in joint ventures</b>		
Credit Management Services	-	-
Strategic Markets	25	-
Portfolio Investments	-5,248	293
Group items	-	-
<b>Total</b>	<b>-5,223</b>	<b>293</b>
<b>Total revenues by segment</b>		
Credit Management Services	6,427	6,299
Strategic Markets	6,660	6,011
Portfolio Investments	9,061	8,063
Group eliminations	-2,663	-2,584
<b>Total</b>	<b>19,485</b>	<b>17,789</b>

Applied segments are Credit Management Services, Strategic Markets and Portfolio Investments. Central and joint expenses are spread across the segments in proportion to their purchasing power parity-adjusted revenues. The break-down by segments is also used for internal monitoring in the Group.

Intra-Group sales between the regions are made on commercial terms. Internal transactions between the Portfolio Investments and Credit Management service lines relate to payment on commercial terms for work carried out within Credit Management regarding handling and collection of the Group's purchased debt. Payment is made in the form of a commission that is recognised as a cost within purchased debt, but which is eliminated in the Consolidated Income Statement. For 2022, revenues from an individual customer in the Strategic Markets segment corresponded to approximately 10% of the Group's net revenues. Interest income and expenses reported in net financial items are not reported by segment. This is not considered relevant because the distribution of financial items is dependent on Group structure

and financing and is not affected by the actual performance of the segments. Nor are actual reported interest income and expenses by segment included in any internal reporting to management. Items not included in cash flow mainly contain write-downs in joint ventures, see note 14.

## Note 5 Revenues and expenses

### Revenues

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Revenues from clients</b>				
Collection fees, commissions and debtor fees	8,389	7,656	-	-
Subscription income	55	53	-	-
Sale of properties	602	769	-	-
Income from Group companies			891	690
Other income	2,217	1,670	-	-
<b>Total</b>	<b>11,263</b>	<b>10,148</b>	<b>891</b>	<b>690</b>

### Revenues on portfolio investments

Collections	12,633	10,967	-	-
Amortization	-5,320	-4,311	-	-
Positive revaluations in connection with changes in expectations in projections of future cash flows	1,795	1,789	-	-
negative revaluations in connection with changes in expectations in projections of future cash flows	-1,678	-1,656		
Other income	793	852	-	-
<b>Total income from Portfolio investments</b>	<b>8,222</b>	<b>7,640</b>	<b>-</b>	<b>-</b>

**Total** 19,485 17,789 891 690

Income from Portfolio investments represent collections over and above Portfolio investment amortisations.

Revenue from clients mainly represents revenue recognised once services are provided under point-in-time revenue model, except for subscription income which is recognised overtime revenue model, within a 12-month period.

## Expenses

Expenses of SEK 14,108 M (11,606) include cost of sales of SEK 11,433 M (9,555) and sales, Marketing and administrative expenses of SEK 2,676 M (2,051).

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Personnel expenses</b>	<b>-5,799</b>	<b>-5,301</b>	<b>-329</b>	<b>-250</b>
Amortisation/depreciation	-1,447	-1,500	-143	-59
Client Relationship Impairment	-591	-	-	-
Expenses for properties sold	-130	-155	-	-
Impairment property inventories	-11	-30	-	-
Other	-6,131	-4,621	-1,349	-760
<b>Total expenses</b>	<b>-14,108</b>	<b>-11,606</b>	<b>-1,821</b>	<b>-1,069</b>

### Sales, marketing and administrative expenses

			2022	2021
Administrative expenses			-2,295	-1,744
Sales expense new clients			-240	-188
Local marketing expenses			-141	-119
<b>Total</b>			<b>-2,676</b>	<b>-2,051</b>

## Note 6 Amortisation, depreciation and impairment

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Capitalised expenditure for IT development	-260	-258	-117	-50
Client relationships	-1,396	-904	0	0
Other intangible fixed assets	-57	-25	-5	-6
Computer hardware	-32	-28	-4	-3
Other tangible fixed assets	-43	-40	0	0
Lease	-249	-245	0	0
<b>Total</b>	<b>-2,038</b>	<b>-1,500</b>	<b>-126</b>	<b>-59</b>

During 2022 the Group has recognized an impairment loss of SEK 591 M in client relationship which was recorded in "Cost of sales" as a result of lower expectation of collections on the Italian SPV the intangible is linked to (refer to Note 14 for additional information). Depreciation has been charged to each function as an operating expense as follows:

### Costs

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Cost of sales	-1,891	-1,382	0	0
Sales marketing and administrative expenses	-147	-118	-126	-59
<b>Total</b>	<b>-2,038</b>	<b>-1,500</b>	<b>-126</b>	<b>-59</b>

## Note 7 Financial income

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Interest income from Group companies	-	-	1,681	1,267
Other interest income	85	22	73	20
Exchange rate differences	-	-	-	0
Dividends from Group companies	-	-	241	1,046
Group contributions received from Group companies	-	-	-	804
<b>Total</b>	<b>85</b>	<b>22</b>	<b>1,996</b>	<b>3,137</b>

All interest income is attributable to items that are not carried at fair value in the income statement.

## Note 8 Financial expenses

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Interest expenses	-2,561	-2,088	-2,547	-2,158
Interest on lease liability	-33	-37	0	0
Exchange rate differences	-28	-11	-575	-316
Impairment shares in subsidiaries	-	-	-92	-10
Group contributions	-	-	-	-
Other financial expenses	-867	-60	-139	-57
<b>Total</b>	<b>-3,489</b>	<b>-2,196</b>	<b>-3,353</b>	<b>-2,540</b>

All interest expenses pertain to items not carried at fair value via the income statement.

Exchange rate differences from accounts receivable and accounts payable are reported in operating earnings. The amounts were negligible.

Other financial expenses include SEK -995 M related to derivative settlement (see note 14), SEK -11 M (-15) in expenses for premature redemption of bonds and credit facility. The Parent Company's interest expenses include interest expenses to Group companies of SEK -180 M (-135).

## Note 9 Taxes

The tax expense for the year is broken down as follows:

	Group	
SEK M	2022	2021
<b>Current tax</b>		
Tax expense attributable to net earnings for the year	-832	-1,352
Tax adjustments attributable to previous years	-21	91
<b>Total current tax</b>	<b>-852</b>	<b>-1,261</b>
<b>Deferred tax</b>		
Deferred tax related to temporary differences and current year tax loss carryforwards	-489	258
Recognised and derecognised deferred tax on tax loss carryforwards attributable to previous years	211	93
<b>Total deferred tax</b>	<b>-277</b>	<b>351</b>
<b>Total tax expense</b>	<b>-1,129</b>	<b>-910</b>

The Group has operations in more than 20 European countries, each with various tax rates. The current tax expense for the year relates mainly to income taxes in Switzerland, Greece, Hungary, Norway and Italy. The Group's Swedish companies paid no income tax for the year, as they were able to utilise tax loss carryforwards from historic losses.

The parent company Intrum AB is seated in Sweden where the nominal corporate tax rate in 2022 was 20.6% (2021: 20.6%). The following reconciliation explains the difference between the Group's actual tax cost and the expected tax cost taking the Swedish corporate tax rate into account:

Group	2022		2021	
	SEK M	%	SEK M	%
Reconciliation of effective tax rate				
Profit before tax	-3,250		4,301	
<b>Income tax calculated at standard rate in Sweden, 20.6 percent</b>	<b>669</b>	<b>20.6</b>	<b>-886</b>	<b>20.6</b>
Effect of different tax rates in other countries	-258	-8.0	-51	1.2
Tax effect of non-deductible expenses	-1,418	-43.6	-388	-0.4
Tax effect of tax-exempt income	242	7.4	559	-0.4
Unrecognized tax assets pertaining to tax loss carryforwards	-897	-27.6	-176	4.1
Utilized previously unrecognized tax assets regarding tax loss carryforwards	211	6.5	93	-2.2
Effect of change in tax rates	-1	-0.0	-3	0.1
Current tax adjustments attributable to previous years	-21	-0.6	91	-2.1
Deferred tax adjustments attributable to previous years	49	1.5	-102	2.4
<b>Other</b>	<b>294</b>	<b>9.1</b>	<b>-47</b>	<b>1.1</b>
<b>Total tax on profit for the year</b>	<b>-1,129</b>	<b>-34.8</b>	<b>-910</b>	<b>21.2</b>

Unrecognised tax assets regarding tax loss carryforwards relate to the negative tax effect attributable to losses in countries where no deferred tax asset is recognised because it is not probable that enough taxable surplus to utilize the tax losses will arise within the foreseeable future. Utilised previously unrecognised tax assets related to tax loss carryforwards correspond to the positive tax effect over the year arising from the utilisation of tax loss carryforwards, not previously recognised as deferred tax assets.

The difference between the Swedish nominal corporate tax rate, 20.6%, and the effective tax rate 2022, -34.8%, is primarily an effect of the impairment of the Italian JV being treated as a non-deductible expense for Swedish corporate income tax purposes. For further information about the impairment, see note 14.

### Deferred tax assets and liabilities

When temporary differences arise between the tax value and carrying value of assets and liabilities, a deferred tax asset or tax liability is recognised in accordance with the criteria of IAS 12. Such temporary differences mainly arise for portfolio investments, provisions for pensions and intangible assets. Deferred tax assets include the value of tax loss carryforwards in the instances where they are likely to be utilised to offset taxable surpluses within the foreseeable future.

Group	2022		2021	
SEK M	Asset/ liability	Income/ expense	Asset/ liability	Income/ expense
Portfolio investments	-765	-449	-316	16
Intangible assets	-68	173	-241	-73
Tax loss and interest carryforwards	969	231	738	92
Provisions for pensions	27	-11	37	-25
Other	451	24	427	308
<b>Total</b>	<b>613</b>	<b>-32</b>	<b>645</b>	<b>317</b>
Recorded over OCI, FX effects and acquisitions		-245		34
<b>Total</b>		<b>-277</b>		<b>351</b>
Deferred tax assets	1,891		1,748	
Deferred tax liabilities	-1,279		-1,103	
<b>Total</b>	<b>613</b>		<b>645</b>	

The deferred tax assets and income tax liabilities are expected to be due for payment more than one year in the future. Deferred tax assets are reported in the balance sheet when it is expected to be possible to offset the tax loss carryforwards against taxable profits within the foreseeable future or if there are other taxable temporary differences towards the same taxing authority. Deferred tax assets and liabilities are reported as a net amount if they relate to the same tax authority or are planned to be utilised simultaneously.

Tax expenses reported in other comprehensive income during the year amounted to SEK -245 M (SEK 74 M), of which SEK -270 M pertained to currency hedging, SEK 18 M to reversal of a tax provision and SEK -98 M pertained to revaluations of pension provisions and other foreign currency exchange translation differences.

### Tax loss carryforwards per jurisdiction

SEK M	Gross	Unrecognised
Sweden	7,410	3,417
Austria	17	-
Brazil	18	-
Germany	624	624
Denmark	58	58
Spain	171	23
France	75	2
Greece	15	-
Ireland	703	703
The Netherlands	52	52
Norway	5	5
Poland	33	33
Romania	20	3
United Kingdom	420	306
<b>Total</b>	<b>9,620</b>	<b>5,226</b>

The Group has tax loss carryforwards that can be utilised against future taxable earnings totalling SEK 9,620 M (SEK 6,271 M). Of these, SEK 5,226 M are not recognised as deferred tax assets.

Recognised deferred tax assets related to tax loss carryforwards amounted to SEK 916 M as of 31 December 2022 and include SEK 823 M in Sweden, SEK 37 M in Spain, SEK 22 M in the UK, SEK 19 M in France, SEK 6 M in Brazil, SEK 4 M in Austria, SEK 3 M in Romania and SEK 3 M in Greece.

### Interest carryforwards per jurisdiction

SEK M	Gross	Unrecognised
Sweden	1,554	1,554
Spain	16	-
<b>Total</b>	<b>1,570</b>	<b>1,554</b>

Interest carryforwards amount to SEK 1,570 M (SEK 1,055 M). Of these, SEK 1,554 M were not recognised as deferred tax assets. Maturities

SEK M	Tax loss carryforwards	Interest carryforwards
12 months	23	-
24 months	183	456
36 months	64	633
48 months	12	156
5–10 years	142	308
No maturity	9,195	16
<b>Total</b>	<b>9,620</b>	<b>1,570</b>

Parent Company	2022		2021	
Reconciliation of Parent Company tax rate	SEK M	%	SEK M	%
Earnings after financial items	-2,287		217	
<b>Income tax calculated at standard tax rate 20.6 percent</b>	<b>471</b>	<b>20.6</b>	<b>-45</b>	<b>20.6</b>
Tax effect of non-deductible expenses	-238	-10.4	-172	79.3
Tax effect of tax-exempt income	52	2.3	217	-99.9
Withholding tax	-11	-0.5	-0	0.0
Derecognised loss carry forward from previous years	2	0.1	0	-0.0
<b>Total tax on net earnings for the year</b>	<b>276</b>	<b>12.1</b>	<b>0</b>	<b>-0.0</b>

Tax-exempted revenue and non-deductible expenses in the Parent Company consist primarily of dividends and impairment of shares. The Parent company had at 31 December 2022 accumulated interest carryforward of SEK 1,532 M, which has not been recognised as a deferred tax asset.

## Note 10 Earnings per share

	Group	
SEK M	2022	2021
Net earnings for the year attributable to Parent Company's shareholders, continuing operations (SEK M)	-4,474	3,127
<b>Net loss for the year attributable to Parent Company's shareholders, total (SEK M)</b>	<b>-4,474</b>	<b>3,127</b>
Number of shares at beginning of year	120,797,264	120,870,918
Share repurchases	-320,000	-140,000
Share-based payment	59,671	66,346
<b>Number of shares at end of year</b>	<b>120,536,935</b>	<b>120,797,264</b>
Weighted average no. of shares during the year before dilution	120,636,616	120,828,453
Weighted average no. of shares during the year after dilution	120,636,616	120,830,453
Loss per share before dilution:	-37.07	25.88
Loss per share after dilution:	-37.07	25.88

## Note 11 Intangible fixed assets

Below the roll-forward of the intangible fixed assets for 2022

	Group				Parent Company			
	Software and capitalised dev expenses	Client servicing assets	Goodwill	Tradenames	Software and capitalised dev expenses	Tradenames	Total	
SEK M								
<b>Opening balance</b>	<b>771</b>	<b>4,136</b>	<b>32,758</b>	<b>146</b>	<b>37,811</b>	<b>501</b>	<b>7</b>	<b>508</b>
of which								
Cost	2,196	8,169	35,704	423	46,493	631	21	652
Acc. amortization	-1,425	-4,033	-2,946	-278	-8,682	-130	-14	-144
Investment	278	-0	-	6	284	182	1	183
Disposals	-19	0	-	-4	-23	-3	-	-3
Translation difference	21	280	2,385	9	2,695			
Amortization and Impairment of the period	-260	-1,396	-	-57	-1,713	-134	-5	-139
other movement	-0	-	0	-	0			
<b>Closing balance</b>	<b>791</b>	<b>3,019</b>	<b>35,143</b>	<b>100</b>	<b>39,053</b>	<b>546</b>	<b>3</b>	<b>549</b>
of which								
Cost	2,519	8,846	38,334	468	50,166	809	22	831
Acc. amortization	-1,728	-5,827	-3,190	-368	-11,113	-263	-19	-282
<b>Closing balance</b>	<b>791</b>	<b>3,019</b>	<b>35,143</b>	<b>100</b>	<b>39,053</b>	<b>546</b>	<b>3</b>	<b>549</b>

And 2021

	Group				Parent Company			
	Software and capitalised dev expenses	Client servicing assets	Goodwill	Tradenames	Software and capitalised dev expenses	Tradenames	Total	
SEK M								
<b>Opening balance</b>	<b>768</b>	<b>4,936</b>	<b>31,650</b>	<b>159</b>	<b>37,513</b>	<b>287</b>	<b>12</b>	<b>298</b>
of which								
Cost	2,584	8,037	31,650	398	45,652	391	20	411
Acc. amortisation	-1,816	-3,102	-	-239	-8,139	-104	-8	-112
Investment	254	-	-	8	262	264	2	266
Disposals	-	-1	-	-	-0	-	-	-
Translation difference	7	105	1,031	3	1,146			
Amortisation of the period	-258	-904	-	-25	-1,187	-50	-6	-56
other movement	-	-	77	-	77			
<b>Closing balance</b>	<b>771</b>	<b>4,136</b>	<b>32,758</b>	<b>146</b>	<b>37,811</b>	<b>501</b>	<b>7</b>	<b>508</b>
of which								
Cost	2,196	8,169	32,758	423	46,493	631	21	652
Acc. amortisation	-1,425	-4,033	-	-278	-8,682	-130	-14	-144
<b>Closing balance</b>	<b>771</b>	<b>4,136</b>	<b>32,758</b>	<b>146</b>	<b>37,811</b>	<b>501</b>	<b>7</b>	<b>508</b>

## Goodwill

	2022	2021
Credit Management Services (CMS)	23,601	19,938
Strategic Markets (SM)	15,176	12,820
<b>Total</b>	<b>38,777</b>	<b>32,758</b>

Goodwill is monitored by management at the level of the Credit Management Services and Strategic Markets segments, which also constitute separate cash-generating units (CGUs).

The goodwill balances for each CGUs are annually assessed for impairment by comparing carrying amounts to value-in-use estimates. These estimates are measured based on post-tax cash flow forecasts. These forecasts are based on historical results adjusted with current assumptions and future trends for each respective CGU.

The value-in-use estimates are based on an 8-year forecasting period (2023 to 2030). The forecasting period includes steady growth rates applied to the initial period, whilst diminishing growth rates are applied to later periods. At the end of the 8th year, a terminal value is estimated to reflect the value relating to future period in perpetuity. The value-in-use estimate is a total of forecasting period and terminal value discounted at post-tax WACC.

The value-in use estimates are based on following key assumptions:

Key Assumptions	2022	2021
WACC (Post-tax)	7.5%	4.8%
Tax Rate	22%	22%
Growth Rate	3.6% to 12.9%	3.4% to 15.0%
Terminal Growth Rate	2.5%	1.5%
Headroom CMS	12%	133%
Headroom SM	37%	177%

The value-in-use estimates are most sensitive to terminal growth rates and WACC. The WACC will need to increase to 8.1% (2021: 8.2%) for CMS and 9.6% (2021: 10.5%) for SM; or the terminal growth rate will need to decrease to 1.6% (2021: -4.5%) for CMS and -1.5% (2021: -14.5%) for SM, to erase the headroom and result in an impairment loss.

Due to macro-economic uncertainty, the CMS headroom has significantly reduced in 2022 in comparison to prior years. Therefore, the CMS segment has become more sensitive to impairment loss if negative adjustments are made to key underlying assumptions.

As at 31 December 2022, there was no objective evidence available to support the worst-case outcome assumptions and accordingly no impairment loss was reported in the 2022 consolidated profit and loss account.

The CMS recoverable headroom could change if following changes to assumptions are made:

WACC %	6.5%	7.0%	7.5%	8.0%	8.5%
Terminal Growth %	Headroom %				
3.5%	77%	52%	33%	18%	7%
3.0%	56%	37%	22%	10%	0%
2.5%	41%	25%	12%	2%	-6%
2.0%	28%	16%	5%	-4%	-11%
1.5%	19%	8%	-1%	-9%	-16%

The SM recoverable headroom could change if following changes to assumptions are made:

WACC %	6.5%	7.0%	7.5%	8.0%	8.5%
Terminal Growth %	Headroom %				
3.5%	104%	78%	57%	42%	29%
3.0%	83%	62%	46%	33%	22%
2.5%	67%	50%	37%	26%	16%
2.0%	55%	41%	29%	20%	11%
1.5%	45%	33%	23%	15%	7%

## Client servicing assets

The customer contracts were acquired as part of a business combination in Italy, Spain and Greece. They are recognized at their fair value at the date of acquisition and are subsequently amortized on a diminishing balance method. During 2022 the Group has recognized an impairment loss of Sek 591 M as a result of lower expectation of collections on the Italian SPV the intangible is linked to (See Note 14 for more information). The impairment is reported in the line "Amortization and Impairment of the period" in the table above.

## Capitalized expenditures for IT developments

It mainly relates to internally developed production system used by the Group in its CMS business.

## Note 12 Tangible fixed assets

Below the roll-forward of the tangible fixed assets for 2022

												Group		Parent company	
SEK M	Computer hardware	Equipment	Investment property	Improvements	Other tangible assets	Total other fixed assets	ROU - Lease property	ROU - Lease IT	ROU - Lease vehicles	ROU - Lease others	Total ROU	Total fixed assets	Computer hardware	ROU - Lease vehicles	Total fixed assets
Opening balance	57	123	0	22	16	218	718	6	30	3	756	974	9	2	11
of which															
Cost	222	356	0	62	101	742	1,256	9	81	7	1,354	2,095	18	3	21
Acc. depreciation	-166	-233	-	-40	-85	-524	-538	-3	-52	-4	-597	-1,122	-9	-2	-11
Investment	47	22	-	13	4	87	91	0	24	-	118	205	-	-	0
Disposals	-2	-2	0	--	-0	-4	-13	0	1	-1	-13	-16			0
Translation difference	5	8	-	2	1	15	43	-	2	-	46	62			0
Depreciation of the period	-32	-33	-	-8	-3	-75	-225	-2	-21	-1	-249	-324	-4	-	-4
Other movement	2	-2	-	0	0	0	0	-	0	-	0	0			
Closing balance	77	117	-	28	19	241	614	4	36	4	658	899	5	2	7
of which															
Cost	291	397	-	79	110	877	1,314	10	80	8	1,412	2,289	18	3	21
Acc. depreciation	-214	-280	-	-51	-91	-637	-700	-5	-44	-4	-754	-1,390	-13	-2	-15
Closing balance	77	117	-	28	19	241	614	4	36	4	658	899	5	2	7

Below the roll-forward of the tangible fixed assets for 2021

												Group		Parent company	
SEK M	Computer hardware	Equipment	Investment property	Improvements	Other tangible assets	Total other fixed assets	ROU - Lease property	ROU - Lease IT	ROU - Lease vehicles	ROU - Lease others	Total ROU	Total fixed assets	Computer hardware	ROU - Lease vehicles	Total fixed assets
Opening balance	53	117	2	21	18	211	777	7	44	4	831	1 042	12	1	13
of which															
Cost	203	387	2	72	103	768	1,135	9	80	7	1,231	1,999	18	2	20
Acc. depreciation	-150	-270	-	-51	-85	-557	-359	-2	-36	-3	-400	-957	-6	-1	-7
Investment	30	33	-	7	1	72	136	1	11	-	148	220	0	1	1
Disposals	-1	-0	-2	-	-0	-3	-1	-0	-2	-0	-3	-7			0
Translation difference	1	2	-	1	1	5	21	-	1	-	22	27			0
Depreciation of the period	-28	-29	-	-7	-3	-68	-218	-2	-24	-1	-245	-313	-3	0	-3
Other movement	1	-	-	-	-0	1	3	-	-0	-	3	4			
Closing balance	57	123	-	22	16	218	718	6	30	3	756	974	9	2	10
of which															
Cost	222	356	-	62	101	742	1,256	9	81	7	1,354	2,095	18	3	21
Acc. depreciation	-166	-233	-	-40	-85	-524	-538	-3	-52	-4	-597	-1,122	-9	-1	-10
Closing balance	57	123	-	22	16	218	718	6	30	3	756	974	9	2	10

### Note 13 Group companies

SEK M	No. of shares	2022	2021
Intrum Austria GmbH	72,673	37	37
Intrum Brasil Consultoria e Participações, S.A.	1,429	0	66
Intrum A/S (Denmark)	1,302	461	461
Intrum Estonia AS	460	13	0
Intrum Oy (Finland)	14,000	1,649	1,649
Intrum Corporate SAS (France)	26,155,000	346	346
Intrum Customer Services Athens S.M.S.A. (Greece)	1,500,000	15	7
Intrum Investments Greece S.M.S.A.	2,024,000	21	21
Intrum Investment Services Limited (Ireland)	1	0	0
Intrum Global Technologies SIA (Latvia)	2,845	0	0
Intrum BV (Netherlands)	40	377	377
Lock TopCo AS (Norway)	861,952,839	666	666
Intrum Spzoo (Poland)	40,000	0	0
Intrum Portugal Unipessoal Lda.	68,585	71	71
Intrum Romania SA	39	0	26
Intrum Financial IFN SA (Romania)	198,000	2	2
Intrum Customer Services Bucharest S.R.L. (Romania)	50,000	1	1
Intrum Holding Spain S.A.U.	3,314,468	3,282	3,143
Intrum Customer Services Malaga S.L.U. (Spain)	3,600	0	0
Intrum Global Technologies Spain, S.L.U.	3,600	0	0
Intrum Sverige AB	22,000	1,749	1,749
Intrum Finans AB	66,050,000	75	75
Intrum Intl AB	1,000	1,326	1,326
Indif AB	11,003	80	80
Intrum Holding AB	1,000	23,887	23,885
Intrum AG (Switzerland)	7,000	943	943
Intrum UK Group Ltd (United Kingdom)	88,100,002	0	0
<b>Total carrying value</b>		<b>35,001</b>	<b>34,931</b>

SEK M	2022	2021
Opening balance	34 931	34 891
Acquisition	0	0
Capital contributions paid	156	81
IFRS2 adjustments	6	9
Impairment of shares in subsidiaries	-92	-10
Divestment	0	-40
<b>Closing balance</b>	<b>35 001</b>	<b>34 931</b>

#### 2021

Acquisitions of shares in subsidiaries in 2021 refer to the formation of Intrum Customer Services Malaga S.L.U., Spain and Intrum Global Technologies Spain, S.L.U., and the acquisition of Intrum Investment Services Limited, Ireland.

Capital contributions in 2021 refer to shares in Intrum Holding Spain S.A.U. and Intrum Customer Services Athens S.M.S.A., Greece, (formed at the end of 2020).

IFRS2 adjustments in 2021 refer to issuance of shares grants. IFRS2 requires an entity to recognise share-based payment transactions in its financial statements, including transactions with employees or other parties to be settled in cash, other assets or equity instruments of the entity. IFRS2 adjustments relate to Intrum Corporate SAS, France, Intrum Holding Spain S.A.U., Intrum Holding AB, Sweden. A number of immaterial adjustments were made to a number of other subsidiaries.

Impairment in 2021 refer to the shares in Intrum Estonia AS. Disposals of shares in subsidiaries in 2021 refer to shares in Intrum Justitia Ibérica S.A.U., Spain (sold to Intrum Holding Spain S.A.U., before merging with Intrum Servicing Spain, S.A.U.).

#### 2022

Capital contributions paid in 2022 refer to shares in Intrum Holding Spain S.A.U., Intrum Estonia AS and Intrum Customer Services Athens S.M.S.A., Greece.

IFRS2 adjustments in 2022 refer to issuance of shares grants. IFRS2 adjustments relate to Intrum Holding Spain S.A.U. and Intrum Holding AB, Sweden. A number of immaterial adjustments were made to a number of other subsidiaries.

Impairment in 2022 refer to the shares in Intrum Brasil Consultoria e Participações, SA and Intrum Romania S.A.

The Group's Parent Company is Intrum Justitia AB (publ), domiciled in Stockholm with corporate identity number 556607-7581. The Group's subsidiaries are listed below.

			Share of capital	Share of control (if differs)
Subsidiaries of Intrum AB and their subsidiaries in the same country				
<i>Austria</i>				
Intrum Austria GmbH	FN 48800s	Vienna	100%	
<i>Brasil</i>				
Intrum Brasil Consultoria e Participações S.A.	29.063.190	Barueri	100%	
<i>Denmark</i>				
Intrum A/S	DK 10613779	Copenhagen	100%	
<i>Estonia</i>				
Intrum Estonia AS	10036074	Tallinn	100%	
<i>Finland</i>				
Intrum Oy	FI14702468	Helsinki	100%	
Intrum Rahoitus Oy	FI25086904	Helsinki	100%	
<i>France</i>				
Intrum Corporate SAS	B797 546 769	Rueil-Malmaison	100%	
Socogestion SAS	B414 613 539	Lyon	100%	
Intractiv SAS	B431 312 677	Lille Métropole	100%	

	Registration number	Domicile	Share of capital	Share of control (if differs)
<i>Greece</i>				
Intrum Investments Greece S.M.S.A.	144794101000	Athens	100%	
Intrum Customer Services Athens S.M.S.A.	157487101000	Athens	100%	
Intrum Debtors Notification Company Athens S.M.S.A.	163560401000	Athens	100%	
<i>Ireland</i>				
Intrum Investment Services Limited	700398	Dublin	100%	
<i>Latvia</i>				
SIA Intrum Global Technologies	40103314641	Riga	100%	
<i>Netherlands</i>				
Intrum B.V.	33273472	Amsterdam	100%	
Intrum Justitia Data Centre B.V.	27306188	Amsterdam	100%	
<i>Norway</i>				
Lock TopCo AS	913 852 508	Oslo	100%	
<i>Poland</i>				
Intrum Sp. z o.o.	0000108357	Warsaw	100%	
Intrum Król & Wspólnicy Kancelaria Prawna Sp. k.	0000270515	Wroclaw	99%	
<i>Portugal</i>				
Intrum Portugal, Unipessoal Lda	503 933 180	Lisbon	100%	
Intrum Real Estate Management Portugal, S.A.	514 167 041	Lisbon	100%	
<i>Romania</i>				
Intrum Romania SA	18496757	Bucharest	100%	
Intrum Financial IFN SA	39041618	Bucharest	100%	
Intrum Customer Services Bucharest SRL	43497621	Bucharest	100%	
<i>Spain</i>				
Intrum Holding Spain, S.A.U.	A86128147	Madrid	100%	
Intrum Servicing Spain, S.A.U.	A85582377	Madrid	100%	

	Registration number	Domicile	Share of capital	Share of control (if differs)		Registration number	Domicile	Share of capital	Share of control (if differs)		Registration number	Domicile	Share of capital	Share of control (if differs)
Intrum Spain Real Estate S.L.U.	B88174131	Madrid	100%		Intrum UK Limited	03752940	Reigate	100%		<b>Subsidiaries of Intrum Investment Partners KB and their subsidiaries in the same country</b>				
Aktua Soluciones Financieras Holdings, S.L.	B86538279	Madrid	85%		Intrum UK Finance Limited	04140507	Reigate	100%		<i>Ireland</i>				
Aktua Soluciones Financieras, S.L.U.	B84983956	Madrid	100%		I.N.D. Limited	03283064	Reigate	100%		Portfolio Investment ICAV	C466036	Dublin	100%	
Solvía Servicios Inmobiliarios, S.L.	B62718549	Madrid	100%		<b>Subsidiaries of Intrum BV and their subsidiaries in the same country</b>					Intrum Hellas Designated Activity Company	613412	Dublin	100%	
Intrum Customer Services Malaga S.L.U.	B01971845	Madrid	100%		<i>The Czech Republic</i>					<b>Subsidiaries of Intrum Debt Finance AG and their subsidiaries in the same country</b>				
Intrum Global Technologies Spain, S.L.U.	B16910960	Madrid	100%		Intrum Czech, s.r.o.	27221971	Prague	100%		<i>Luxembourg</i>				
<i>Sweden</i>					<i>Hungary</i>					LDF65 S.à r.l.	B 134749	Luxembourg	100%	
Intrum Intl AB	556570-1181	Stockholm	100%		Lakóingatlan-Forgalmazó Kft	01 09 268230	Budapest	100%		IDF Luxembourg S.à r.l.	B 188281	Luxembourg	100%	
Intrum Investment Management AB	556239-1655	Stockholm	100%		Intrum ASC Kft	01 09 298952	Budapest	100%		<i>Poland</i>				
Intrum Invest AB	556786-4854	Stockholm	100%		Intrum Zrt	01 10 044857	Budapest	100%		Intrum TFI S.A.	0000228722	Warsaw	100%	
Fair Pay Please AB	556259-8606	Stockholm	100%		<i>Ireland</i>					Intrum Justitia Debt Fund 1 FIZ NFS	RFI 209	Warsaw	100%	
Intrum Investment Partners KB	969796-8957	Stockholm	100%		Intrum Ireland Limited	175808	Dublin	100%		Lindorff I NS FIZ	RFI 752	Wroclaw	100%	
Intrum Finans AB	556885-5265	Stockholm	100%		<i>Slovakia</i>					<b>Subsidiaries of Fair Pay Please AB and their subsidiaries in the same country</b>				
Intrum Sverige AB	556134-1248	Stockholm	100%		Intrum Slovakia s.r.o.	35 831 154	Bratislava	100%		<i>Belgium</i>				
Intrum Delgivningsservice AB	556397-1414	Stockholm	100%		<b>Subsidiaries of Intrum Holding Spain SAU and their subsidiaries in the same country</b>					Intrum NV	BE 0426237301	Ghent	100%	
Intrum Shared Services AB	556992-4318	Stockholm	100%		<i>Colombia</i>					Outsourcing Partners NV	BE 0466643442	Ghent	100%	
Indif AB	556733-9915	Stockholm	100%		Intrum Colombia SAS	900965120	Bogota	100%		<b>Subsidiaries of Intrum Sverige AB and their subsidiaries in the same country</b>				
Intrum Holding AB	556723-5956	Stockholm	100%		<i>Greece</i>					<i>Luxembourg</i>				
<i>Switzerland</i>					Intrum Hellas A.E.D.A.D.P.	151946501000	Athens	80%		Intrum Luxembourg S.à r.l.	B 183336	Luxembourg	100%	
Intrum AG	CHE-104.502.525	Schwerzenbach	100%		Intrum Hellas REO Solutions SA	151869301000	Athens	80%		<b>Subsidiaries of Intrum Holding AB and their subsidiaries in the same country</b>				
Inkasso Med AG	CHE-101.550.947	Schwerzenbach	70%		Intrum BTB Single Member SA	164427701000	Athens	100%		<i>Germany</i>				
<i>United Kingdom</i>					<b>Subsidiaries of Intrum Intl AB and their subsidiaries in the same country</b>					Intrum Finanzholding Deutschland GmbH	HRB 87998	Heppenheim	100%	
Intrum UK Group Limited	03515447	Reigate	100%		<i>Ireland</i>					Intrum Holding Deutschland GmbH	HRB 88008	Heppenheim	100%	
Intrum UK Holdings 2 Limited	01356148	Reigate	100%		Intrum Investments Designated Activity Company	722313	Dublin	100%		Intrum Debitoren Management GmbH	HRB 81939	Hamburg	100%	
Intrum UK 2 Limited	01918920	Reigate	100%		<i>Mauritius</i>					Intrum Hanseatische Inkasso-Treuhand GmbH	HRB 52053	Hamburg	100%	
Intrum UK Funding Limited	05265651	Reigate	100%		Intrum (Mauritius) Ltd	127206	Port Louis	100%		AssetGate GmbH	HRB 29415	Essen	100%	
Intrum UK Acquisitions Limited	05265652	Reigate	100%		<i>Switzerland</i>					Intrum Deutschland GmbH	HRB 4709	Darmstadt	100%	
Intrum UK Holdings Limited	04325074	Reigate	100%		Intrum Debt Finance AG	CHE-100.023.266	Zug	100%						

	Registration number	Domicile	Share of capital	Share of control (if differs)
Intrum Information Services Deutschland GmbH	HRB 85778	Darmstadt	100%	
<i>Ireland</i>				
Intrum Investment No 1 Designated Activity Company	584295	Dublin	100%	
Intrum Hellas 2 Designated Activity Company	626396	Dublin	100%	
Intrum Investment No 2 Designated Activity Company	590912	Dublin	100%	
Intrum Investment No 3 Designated Activity Company	590795	Dublin	100%	
Intrum Investment No 4 Designated Activity Company	695484	Dublin	100%	
Intrum Investment No 5 Designated Activity Company	722314	Dublin	100%	
Iris Hellas Investments Designated Activity Company	678559	Dublin	70%	
Cilliphili Designated Activity Company	681566	Dublin	100%	80%
Alpheus Hellas Designated Activity Company	626812	Dublin	100%	
Intrum Poplar Designated Activity Company	729605	Dublin	100%	
<i>Italy</i>				
LSF West S.R.L.	09409950962	Milan	100%	
Intrum Italy Holding S.R.L.	08724660967	Milan	100%	
Revalue S.p.A.	09490900157	Milan	100%	
Isabel SPV S.R.L.	04614020263	Milan	100%	
Intrum Italy S.P.A.	10311000961	Milan	51%	
Intrum Italy RE Sales S.R.L.	09421851008	Rome	100%	
Alicudi SPV S.R.L.	04703580268	Conegliano Veneto (TV)	100%	
Alicudi Leaseco S.R.L.	05332410264	Conegliano Veneto (TV)	100%	
Portland Leaseco Srl	05211620264	Conegliano Veneto (TV)	100%	
Evolve SPV S.R.L. <sup>1</sup>	05156080268	Conegliano	100%	51%

	Registration number	Domicile	Share of capital	Share of control (if differs)
<i>Latvia</i>				
Intrum Latvia SIA	40203088409	Riga	100%	
<i>Lithuania</i>				
Intrum Lietuva UAB	304615887	Vilnius	100%	
Intrum Global Business Services, UAB	303326659	Vilnius	100%	
<i>The Netherlands</i>				
Intrum Nederland Holding B.V.	08178741	Amersfoort	100%	
Intrum Nederland B.V. Marjoc I B.V.	05025428 08203108	Amersfoort Ede	100% 100%	
<i>Norway</i>				
Intrum Holding Norway AS	992 984 899	Oslo	100%	
Intrum AS	835 302 202	Oslo	100%	
Intrum Obligations AS	945 153 547	Oslo	100%	
Intrum Capital AS	958 422 830	Oslo	100%	
<i>Poland</i>				
Intrum Global Technologies Sp. z o.o. w likwidacji	0000654943	Wroclaw	100%	
<i>Sweden</i>				
Lndrff International AB	559077-1274	Stockholm	100%	
<b>Subsidiaries of Intrum Investment DAC No 1 and their subsidiaries in the same country</b>				
Locairol ITG, S.L.U.	B87882528	Madrid	100%	
Venira ITG, S.L.U.	B88001128	Madrid	100%	
Confiteor ITG S.L.U.	B87882544	Madrid	100%	
<b>Subsidiaries of Iris Hellas Investments DAC and their subsidiaries in the same country</b>				
<i>Greece</i>				
Iris Hellas REO Investments S.M.S.A.	167445601000	Athens	70%	
<b>Branch of Intrum Oy</b>				
Intrum Oy, Sucursal en España	W0176496H	Madrid	-	
<b>Branch of Intrum Customer Services Malaga S.L.U.</b>				
Intrum Customer Services Malaga NUF	927419610	Oslo	-	

	Registration number	Domicile	Share of capital	Share of control (if differs)
<b>Entities without a shareholding that are consolidated on the basis of contractual controlling interest</b>				
<i>France</i>				
FIP I	-	-	-	100%
FIP II	-	-	-	100%
<i>Italy</i>				
IJDF Italy S.R.L.	08438930961	Milan	-	100%
Arizona SPV S.R.L.	05182440262	Conegliano Veneto (TV)	-	100%
<b>Entities without a shareholding that are consolidated on the basis of control by the Board</b>				
<i>Netherlands</i>				
Stichting Derdengelden Incasso AAB	56508409	Amsterdam	-	67%
Stichting Derdengelden Intrum Nederland	05084481	Amsterdam	-	100%
<b>Companies not consolidated in the Group Accounts but included in Note 14 Shares and Participations in Joint Ventures</b>				
Ithaca Investment Designated Activity Company	636421	Dublin	0%	50%
Penelope SPV S.R.L.	4934510266	Conegliano Veneto (TV)	100%	48%
Savoy Reoco S.R.L.	4949060265	Conegliano	0%	
Portland SPV S.r.l.	05208480268	Conegliano	100%	29%
Evolve SPV S.R.L. <sup>1</sup>	05156080268	Conegliano	100%	20%
I Law Società tra Avvocati a r.l.	10147800964	Milan	33%	
Phoenix NPL Finance Designated Activity Company	670746	Dublin	0%	30%
Vega I NPL Finance Designated Activity Company	672238	Dublin	0%	30%
Vega II NPL Finance Designated Activity Company	672239	Dublin	0%	30%
Vega III NPL Finance Designated Activity Company	672240	Dublin	0%	30%
Sunrise I NPL Finance Designated Activity Company	675770	Dublin	0%	49%
Sunrise II NPL Finance Designated Activity Company	697971	Dublin	0%	44%
Northwind Investments Holding, S.L.	B88213012	Madrid	50%	

	Registration number	Domicile	Share of capital	Share of control (if differs)
Northwind Finco, S.L.	B88250774	Madrid	40%	
Global Zappa, S.L.U.	B88208822	Madrid	40%	

1) Evolve SPV S.r.l. (in which Far Red Investment No3 DAC subscribed for 20% and 50.1% of Notes in two portfolios respectively) is 100% owned by Intrum Italy Holding S.r.l. as quoteholder but control is via notes. The segregated assets held by this company and related to the 20% investment are not fully consolidated, but are recognised in the consolidated accounts according to the equity method. The segregated assets held by this company and related to the 50.1% investment are fully consolidated.

#### Subsidiaries with non-controlling interests (minority interests)

	Minority shareholding		Minority interest in equity		Minority interests in earnings		Dividend to minority shareholders	
	2022	2021	2022	2021	2022	2021	2022	2021
SEK M								
Inkasso Med AG, Schweiz <sup>1</sup>	30%	30%	6	4	0	0	0	0
Intrum Italy SPA <sup>2</sup>	49%	49%	1,816	1,904	-107	49	133	111
Solvía Servicios Inmobiliarios SL <sup>3</sup>	0%	20%	0	415	11	58	181	0
Aktua Soluciones Financieras Holdings, S.L. <sup>4</sup>	15%	15%	66	135	22	3	31	17
Intrum Hellas A.E.D.A.D.P. <sup>5</sup>	20%	20%	764	541	199	105	26	133
Intrum Hellas REO Solutions SA <sup>6</sup>	20%	20%	32	50	0	45	21	0
Iris Hellas REO Investments S.M.S.A. <sup>7</sup>	30%	-	0	0	0	0	0	0
Iris Hellas Investments Designated Activity Company <sup>8</sup>	30%	30%	-36	0	-34	0	0	0
Cilliphili Designated Activity Company <sup>9</sup>	20%	20%	-6	0	-6	0	0	0
Evolve SPV S.R.L. <sup>10</sup>	49%	49%	17	8	8	8	0	0
<b>Total</b>			<b>2,659</b>	<b>3,057</b>	<b>93</b>	<b>268</b>	<b>392</b>	<b>261</b>

1) Ärztekasse Genossenschaft Urdorf

2) Intesa Sanpaulo SpA

3) Banco Sabadell

4) Banco Santander

5) Pireaus Bank

6) Pireaus Bank

7) European Bank for Reconstruction and Development

8) European Bank for Reconstruction and Development

9) Arrow Global Limited

10) Deva Investment Capital

## Note 14 Associated companies and joint ventures

Set out below are the joint ventures of the Group as at 31 December 2022.

The country of incorporation or registration, except for the Irish Joint venture, is also their principal place of business.

All the joint ventures mentioned below include non-performing loans except I-LAW which provides legal services.

Name of entity	Country of incorporation	Place of business	% of ownership		Nature of relationship	Measurement method	Carrying amount	
			2022	2021			2022	2021
Ithaca Investment Designated Activity Company	Ireland	Italy	62,5%	62,5%	Joint Venture	Equity method	212	5 160
Northwind Investments Holdings, S.L.U.	Spain	Spain	50%	50%	Joint Venture	Equity method	112	218
Evolve Spv Srl	Italy	Italy	20%	20%	Joint Venture	Equity method	216	218
Phoenix NPL Finance Designated Activity Company	Greece	Greece	30%	30%	Joint Venture	Equity method	78	106
Vega I NPL Finance Designated Activity Company	Greece	Greece	30%	30%	Joint Venture	Equity method	44	55
Vega II NPL Finance Designated Activity Company	Greece	Greece	30%	30%	Joint Venture	Equity method	59	85
Vega III NPL Finance Designated Activity Company	Greece	Greece	30%	30%	Joint Venture	Equity method	4	43
Sunrise I NPL Finance Designated Activity Company	Greece	Greece	49%	49%	Joint Venture	Equity method	137	174
Portland Srl	Italy	Italy	28.5%	28.5%	Joint Venture	Equity method	229	255
Sunrise II NPL Finance Designated Activity Company	Greece	Greece	44%	44%	Joint Venture	Equity method	71	123
I-LAW STA Srl	Italy	Italy	33%	-	Joint Venture	Equity method	12	-
Total							1,174	6,438

The below table reports the movements in the Investments in joint ventures in 2022 and 2021.

SEK M	2022	2021
Opening balance	6,438	5,266
Investment in Joint venture	0	1,002
Joint venture income	-4,040	1,426
Joint venture impairment	-1,182	-1,133
Cash flow/dividend from joint venture	-355	-252
Translation difference	313	129
<b>Closing balance</b>	<b>1,174</b>	<b>6,438</b>

### Ithaca Investment DAC

In 2018, Intrum acquired 80 per cent of the Profit Participating Notes (PPNs) issued by Ithaca Investment DAC, which Intrum joint-controlled with CarVal Investors. Ithaca invested in 51 percent of junior and mezzanine notes issued by the Italian SPV to finance the acquisition of a portfolio of non-performing loans (NPLs) sold by Banca Intesa Sanpaolo (hereinafter "ISP"), which invested in the remaining 49 percent of the notes.

On 29 December 2021, Penelope was restructured and refinanced with rated longer duration senior notes. The senior notes were intended to be eligible for a state guarantee, Garanzia Cartolarizzazione Sofferenze, typically referred to as GACS, issued 2022-06-10. As part of the restructuring, Ithaca's holding in the notes increased from 51 percent to 95 percent. In addition, Intrum reduced its holdings to the PPNs from 80 percent to 62.5 percent. The total impairment effect amounted to approximately SEK 1.1 billion.

During the second half of 2022, the deterioration in internal performance metrics along with adverse development in external market factors including comparable transaction between Kistefos Investments and CarVal Investors carried out at market terms provided objective evidence that the Group has

incurred a revaluation and impairment loss on its original investment and other intangible assets related to the Italian SPV.

On 30 September 2022 the Group recognized a loss amounting to SEK 2,947 M: (i) a loss of SEK 2,460 M in the Italian SPV – Ithaca Investment DAC recognized in Participation in associated companies and joint ventures, (ii) an impairment of SEK 394 M in Client Relationships recognized in cost of sales (pertaining to Intrum Italy Holding's acquisition of a 51 percent stake in Tersia S.p.A. in connection with the 2018 strategic partnership agreement with ISP, and (iii) a negative fair value adjustment of SEK 93 M associated with the CarVal option recognized in Net financial items.

On 24 November 2022 the Group recognized an additional loss of SEK 4,281 M in the Italian SPV triggered by the sale of CarVal Investor (original co-Investor) stake to Kistefos Investment AS (new co-investor): (i) SEK 3,089 M loss in the Italian SPV – Ithaca Investment DAC recognized in Participation in associated companies and joint ventures, (ii) SEK 197 M in impairment of customer relationships recognized in cost of sales, and (iii) SEK 995 M from settlement of the derivative contract between Intrum and CarVal recognized in Net financial items.

On 31 December 2022, the total annual loss on the Italian SPV, which amounted to SEK 5,549 M, was recognized in Participation in associated companies and joint ventures and included in Joint venture income and Joint venture impairment in the roll-forward above. The 2022 loss has lowered the estimated remaining collections in the Italian SPV to SEK 74,400 M.

### Evolve Spv Srl

In April 2021 an Italian bank, BPER Banca, transferred a portfolio of Non-performing loans (NPL) portfolios to a newly established SPV that financed the purchase of the portfolios by issuing notes. The Group, through an Irish DAC, Far Red 3, co-invested in the notes issued by the SPV with Deva Capitals. The Group subscribed 20% of the notes issued, the remaining 80% being subscribed by Deva Capitals investment to 80% of the notes issued. Based on

the co-investor agreement, all significant financial and operating decisions have to be taken jointly by the co-investors. The Group has therefore determined that it joint-controls the SPV which is, thus, measured in the Group's consolidated financial statements using the equity method.

### Greek Securitization vehicles

In the second quarter of 2019, the Group acquired the Piraeus Bank (the "Bank")'s platform for the management of the NPLs. The Group and the Bank also entered into a Service Level Agreement ("the SLA") for the exclusive management of the NPL portfolio owned by the Bank. In 2021 the Bank has removed some NPLs, originally included in the above-mentioned SLA, from its balance sheet and transferred them to some securitization vehicles, Phoenix, Vega I, Vega II, Vega III, Sunrise I and Sunrise II (the SPVs"). The Group has entered into new service level agreement with the SPVs for the management of transferred NPLs. The Group has also invested in the mezzanine and junior notes issued by the SPVs. Based on the co-investor agreement all significant financial and operating decisions have to be taken jointly by the co-investors. The Group has therefore determined that it joint-controls the SPVs which are, thus, measured in the Group's consolidated financial statements using the equity method.

The Greek SPVs have negative assets as the junior notes are fully impaired reflecting the lower valuation of the underlying portfolio in comparison to the structured notes funding such assets. The JV carrying amounts in the Group consolidated financial statements represent the value assigned to the mezzanine notes which are ranked higher to the junior notes.

The Greek SPVs' summarized financial information is based on estimated amounts adjusted in compliance with the Group accounting policies.

The tables below provide summarizes financial information for Joint ventures which the Group deems significant or were set up in 2022. The information disclosed reflects the amounts presented in the financial statements of the relevant joint ventures and not the Group's share of those amounts. They have been amended to reflect adjustments made by the entity when using the equity method, including fair value adjustments and modifications for differences in accounting policy:

	Ithaca		Evolve		Portland		Greek Securitization Vehicles		Northwind Invest- ments Holdings, S.L.U.		I-LAW STA Srl	
SEK M	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
<b>SUMMARISED BALANCE SHEET</b>												
Cash and cash equivalents	981	1,524	44	31	155	1,324	3,983	1,383	123	129	-	-
Real estate assets	647	687	-	-	-	-	-	-	1,183	1,365	-	-
Other assets	9,570	9,669	-	-	45	-	-	-	4	6	37	-
<b>Total current assets</b>	<b>11,197</b>	<b>11,879</b>	<b>44</b>	<b>31</b>	<b>201</b>	<b>1,324</b>	<b>3,983</b>	<b>1,383</b>	<b>1,310</b>	<b>1,499</b>	<b>37</b>	<b>-</b>
Portfolio receivable	8,101	17,926	1,042	1,152	2,406	5,745	33,731	37,989	-	-	-	-
Other long term assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non current assets</b>	<b>8,101</b>	<b>17,926</b>	<b>1,042</b>	<b>1,152</b>	<b>2,406</b>	<b>5,745</b>	<b>33,731</b>	<b>37,989</b>	<b>5,051</b>	<b>8,141</b>	<b>-</b>	<b>-</b>
Financial liabilities												
Other liabilities	1,701	2,018	38	26	43	0	99	379	49	47	15	-
<b>Total current liabilities</b>	<b>1,701</b>	<b>2,018</b>	<b>38</b>	<b>26</b>	<b>43</b>	<b>0</b>	<b>99</b>	<b>379</b>	<b>49</b>	<b>47</b>	<b>16</b>	<b>-</b>
Financial liabilities	17,167	26,615	0	1,064	1,592	13,065	61,876	63,282	731	907	-	-
Other long term liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>17,167</b>	<b>26,615</b>	<b>0</b>	<b>1,064</b>	<b>1,592</b>	<b>13,065</b>	<b>61,876</b>	<b>63,282</b>	<b>731</b>	<b>907</b>	<b>-</b>	<b>-</b>
<b>Net assets/(liabilities)</b>	<b>430</b>	<b>1,172</b>	<b>1,049</b>	<b>94</b>	<b>971</b>	<b>-5,997</b>	<b>-24,261</b>	<b>-24,288</b>	<b>530</b>	<b>546</b>	<b>22</b>	<b>-</b>
<b>SUMMARISED PROFIT AND LOSS</b>												
Revenues	-5,872	607	14	177	99	418	3,078	-25,094	355	385	126	-
Production expenses	-670	-694	-24	-20	-5	-188	-1,826	-350	(369)	(456)	-	-
Other expenses	55	-67	-2	-2	-1	-103	-486	-163	(5)	(4)	-107	-
Interest expense	-439	-670	-89	-62	-11	-160	-990	-379	(41)	(36)	-	-
<b>Net Income/(loss)</b>	<b>-6,926</b>	<b>-824</b>	<b>-101</b>	<b>94</b>	<b>83</b>	<b>-33</b>	<b>-224</b>	<b>-25,987</b>	<b>(59)</b>	<b>(111)</b>	<b>19</b>	<b>-</b>

## Note 15 Portfolio investments

	Group	
SEK M	2022	2021
Acquisition cost, opening balance	66,727	57,617
Purchased Debt	7,385	7,028
Sales and disposals <sup>1</sup>	-953	-24
Translation differences	5,093	2,106
<b>Accumulated acquisition cost, closing balance</b>	<b>78,253</b>	<b>66,727</b>
Amortisation, opening balance	-35,249	-29,959
Amortisations <sup>1</sup>	-5,320	-4,287
Positive revaluations of portfolio investments	1,795	1,789
Negative revaluations of portfolio investments	-1,678	-1,656
Sales and disposals <sup>1</sup>	953	24
Translation differences	-3,108	-1,112
<b>Accumulated amortisation, closing balance</b>	<b>-42,607</b>	<b>-35,201</b>
<b>Closing book value</b>	<b>35,645</b>	<b>31,478</b>

### Amortisation and revaluations for the year

	Group	
SEK M	2022	2021
Time and interest component	-5,320	-4,311
Positive revaluations in connection with changes in expectations in projections of future cash flows	1,795	1,789
Negative revaluations in connection with changes in expectations in projections of future cash flows	-1,678	-1,656
<b>Total amortisation and revaluations for the year</b>	<b>-5,204</b>	<b>-4,178</b>

1) During 2022, partial portfolio sales amounting to SEK 496 M, having a carrying amount of SEK 386 M, were recognized as revenue in the Group's consolidated income statement. Total accumulated amortizations for these portfolios amounted to SEK 567 M.

## Note 16 Other long-term receivables

	Group	
SEK M	2022	2021
Deposits	14	10
Loan receivables	1	4
Other	38	76
<b>Total</b>	<b>52</b>	<b>90</b>
Opening balances	90	124
Paid	-67	-56
Acquired	28	20
Exchange rate difference	2	2
<b>Carrying values</b>	<b>52</b>	<b>90</b>

## Note 17 Accounts receivable

	Group	
SEK M	2022	2021
Account receivable not overdue	923	940
Accounts receivable <30 days overdue	59	199
Accounts receivable 30–60 days overdue	62	32
Accounts receivable 61–90 days overdue	29	124
Accounts receivable >90 days overdue	115	115
<b>Total accounts receivable</b>	<b>1,188</b>	<b>1,410</b>
Accumulated reserve for expected credit losses, opening balance	-110	-185
Reserve for expected credit losses for the year	-19	-71
Realised client losses for the year	29	101
Withdrawals from reserve for expected credit losses for the year	1	47
Translation difference	-9	-3
<b>Accumulated impaired receivables, closing balance</b>	<b>-108</b>	<b>-111</b>

**Carrying values** 1,080 1,299

No collateral has been obtained regarding accounts receivable.

## Note 18 Other receivables

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Outlays on behalf of clients	148	187		
Less: reserve for uncertainty in outlays on behalf of clients	-5	-26		
<b>Total</b>	<b>143</b>	<b>161</b>		
Factoring	285	589		
To be recovered from Netherlands bailiffs	-	13		
Prepaid pension premiums	17	27		
Receivables from associated companies and joint ventures	288	182		
Advance payments in connection with property auctions	-	32		
Deposit	-	10		
VAT	222	242	47	72
Other	516	345	12	6
<b>Other</b>	<b>1,328</b>	<b>1,439</b>	<b>59</b>	<b>78</b>
<b>Carrying values</b>	<b>1,472</b>	<b>1,600</b>	<b>59</b>	<b>78</b>

In the Netherlands, a VAT receivable arises in connection with portfolio investments. The VAT portion of the acquired receivable can be recovered from the tax authorities if it is not collected from the end-customer and is therefore recognised as a separate receivable. The portion that is expected to be recovered within 12 months is recognised as current. In the Netherlands, bailiffs are private companies and expenses for collection cases paid to them can sometimes be recovered from the bailiffs if their collection measures fail. When it emerges that Intrum is entitled to request that the amount be returned from the enforcement authorities, the amount is moved from Outlays on behalf of clients, to recover from enforcement authorities.

## Note 19 Prepaid expenses and accrued income

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Prepaid expenses and accrued expenses</b>				
Prepaid rent	10	11	0	0
Prepaid insurance premiums	7	5	0	0
Prepaid expenses for Portfolio investments	46	2	0	0
Accrued income	1,567	1,013	0	0
Derivative assets (forward exchange contracts)	253	107	253	107
Other	353	227	184	62
<b>Total</b>	<b>2,236</b>	<b>1,366</b>	<b>437</b>	<b>170</b>

## Note 20 Liquid assets

		Group	Parent Company	
SEK M	2022	2021	2022	2021
Cash and bank balances	3,430	4,463	545	602
Fixed deposition	0	0	0	0
Restricted bank accounts	44	90	0	0
<b>Total</b>	<b>3,474</b>	<b>4,553</b>	<b>545</b>	<b>602</b>

## Note 21 Shareholders' equity

### Share capital

According to the Articles of Association of Intrum AB (publ), the company's share capital will amount to not less than SEK 1,300,000 and not more than SEK 5,200,000. All shares are fully paid in, carry equal voting rights and share equally in the company's assets and earnings. No shares are reserved for transfer.

There are 121,720,918 shares in the company, and the share capital amounts to SEK 2,899,805. See below regarding repurchased shares.

### Share repurchase

In 2021 140,000 shares were repurchased for SEK 0.44 M and 66,346 were assigned to certain employees of the Group beneficiaries of the 2018 long term incentive plan which vested in 2021. In 2022 further 320,000 shares were repurchased for SEK 72 M and 59,671 were assigned to certain employees of the Group beneficiaries of the 2019 long term incentive plan which vested in 2021. Accordingly, the number of shares outstanding at the end of 2021 was 120,797,264 and, at the end of 2022, there were 120,536,935 shares. The average number of shares outstanding over the year was 120,636,616 (120,828,453).

### Other shareholders' equity in the Group

#### Other paid-in capital

Refers to equity, other than share capital contributed by the owners or arising owing to the Group's shared-based payment programs and also include the share premiums paid in connection with the issuance of new issues.

### Reserves

Reserves includes the translation reserve, which contains all exchange rate differences that have, since the transition to IFRS in 2004, arisen on the translation of financial statements from foreign operations as well as on long-term intra-Group receivables which are considered as permanent investment in the Group's foreign operations. Reserves also include the exchange rate gains and losses arising in the Parent Company's external loans in foreign currency, which are intended to hedge the Group's translation exposure attributable to net assets in foreign subsidiaries.

### Retained earnings including net earnings for the year

Refer to earnings in the Parent Company and subsidiaries, joint ventures and associated companies. Provisions to the statutory reserve, excluding transferred share premium reserves, were previously included in this item. Accumulated revaluations of the Group's defined benefit pension provisions are also included. Dividends paid and share repurchases are deducted from the amount.

Following the balance sheet date, the Board of Directors proposed a dividend of SEK 13.5 per share (13.5), or a total estimated payout of SEK 1,627 M (1,632).

### Other shareholders' equity in the Parent Company

#### Statutory reserve

Refers to provisions to the statutory reserve and share premium reserve prior to 2006. The statutory reserve is restricted equity and may not be reduced through distributions of earnings.

#### Share premium reserve

When shares are issued at a premium, the amount exceeding their quota value is transferred to the share premium reserve. Provisions to the share premium reserve as of 2006 are non-restricted equity.

#### Fair value reserve

Refers to unrealised exchange rate gains or losses on external loans in foreign currency, which are intended to hedge the Group's translation exposure attributable to net assets in foreign subsidiaries. The fair value reserve is non-restricted equity.

#### Earnings brought forward

Refer to retained earnings from the previous year less the dividend paid and share repurchases. Retained earnings are non-restricted equity.

### Capital structure

The company's definition of capital corresponds to shareholders' equity including holdings without a controlling interest, which at year-end totaled SEK 18,540 M (21,698).

The measure of the company's capital structure used for control purposes is consolidated net debt in relation to pro forma rolling 12-month-adjusted cash EBITDA, which at year-end amounted to 4.0x (3.9x). This ratio is calculated by placing current consolidated net debt at the end of the year in relation to pro forma cash EBITDA, including operations being phased out and including a calculated cash EBITDA throughout the period for larger units acquired during the year, and excluding non-recurring items (NRIs). Net debt is defined as the sum of interest-bearing liabilities and pension provisions less liquid funds and interest-bearing receivables.

The Board of Directors established in late 2020 a financial targets for the Group, in which net debt divided by pro forma rolling 12-month-adjusted cash EBITDA, as stated above, shall be between 2.5x and 3.5x in the long term.

## Note 22 Other long-term liabilities

		Group
SEK M	2022	2021
Deferred purchase consideration	0	25
Long-term liability for portfolio investments	0	0
Long-term liability to minority shareholders	397	430
Other long-term liabilities	10	23
<b>Total</b>	<b>407</b>	<b>478</b>

## Note 23 Pensions

The Group operates various pension plans, some of which are defined benefit plans and others as defined contribution plans.

Group employees in Switzerland, and certain employees in Germany, are covered by pension plans funded through assets under the management of insurance companies and are reported as defined benefit pension plans. In particular in Switzerland, the Group has an commitment to fund service pension plans funded through insurance policies based on the Swiss Life Collective BVG Foundation and in Transparenta BVG Foundation. The funded commitments currently amount to SEK 276 M (350), and the fair value of the assets under management is SEK 275 M (257), resulting in a net pension liability is SEK 1 M (93). The pension commitment is funded through insurance contracts. During the year Intrum paid SEK 25 M (35) to the plan, while disbursements to retirees amounted to SEK 54 M (21). For these pension plans, a discount rate of 2.3 per cent is applied. An increase/decrease in the discount rate by 0.5 percentage points would entail the pension liability decreasing by 6 per cent/increasing by 6 per cent

Other employees in Germany, in Norway, in France, Greece and Italy are covered by unfunded defined benefit pension plans that can be paid out as a one-time sum or as monthly payments following retirement.

In Belgium and Sweden, there are pension plans, funded through insurance.

In particular in Sweden, the Group is covered by collective agreement (Almega / Unionen / Akademikerförbunden) and is obliged to ensure collective agreed pensions and insurance for its employees. The pension plan is called ITP and made of ITP 1 which includes employees born in 1979 or later and ITP2 which covers employees born in 1978 or earlier. ITP 1 is a defined contribution plan.

According to a statement from the Swedish Financial Reporting Board, UFR 10, the ITP 2 plan is a multi-employer defined benefit plan. The Group accounts for its participation in the plan as if it were a defined contribution plan as sufficient information on its proportional share of plan assets, liabilities and costs, could not be obtained by Alecia which manages the plans. There is no contractual agreement that states how surpluses and deficits in the plan are to be distributed among plan participants. The premium is individually calculated, depending on salary, previously vested pension and anticipated remaining term of employment. At year-end Alecia's surplus in the form of the collective funding ratio was 172 per cent (172). The collective funding ratio consists of the market value of Alecia's assets as a percentage of the insurance obligations. Under the provisions of the ITP 2 plan, measures must be taken if the funding ratio falls below 125 per cent (for example, in connection with an increase in the price of the subscription) or exceed 150 per cent (155) (for example, in connection with a premium reduction).

The amounts recognized in the balance sheet and the movements in the net defined benefit obligation over the year are as follows:

	Group	
SEK M	2022	2021
Present value of fully or partly funded obligations	337	364
Fair value of plan assets	-364	-272
<b>Deficit in the plan</b>	<b>-27</b>	<b>93</b>
Present value of unfunded obligation	167	236
<b>Total provisions for pensions</b>	<b>141</b>	<b>329</b>

Changes in net obligation:

	Group	
SEK M	2022	2021
Opening balance	329	381
Change in accounting principles	0	-57
Expenses for employment in current year	41	29
net Interest expense	2	1
Plan amendment	-1	-6
Pensions paid	-96	-32
Actuarial (gains)/losses	-155	1
Exchange rate differences and other	21	12
<b>Closing balance</b>	<b>141</b>	<b>329</b>

Reconciliation of fair value of assets under management:

	Group	
SEK M	2022	2021
Opening balance	271	248
Contribution paid	93	36
Benefit paid	-54	-21
Interest income	1	1
Return on plan assets	19	-8
Exchange rate differences and other	32	16
<b>Closing balance</b>	<b>362</b>	<b>272</b>

Costs for employment in the current period are reported in operating earnings. Net interest income/expense is reported under net financial items. Actuarial gains and losses as well the expected return on plan assets are included in other comprehensive income in the amount of SEK 155 M (0) before tax. The significant actuarial assumptions were as follows

	Group	
%	2022	2021
Discount rate	0.75–3.72	0.38–1.00
Pension increases	0.00–3.3	0.00–2.40
Salary increases	0.00–5.9	0.00–2.50

The Group also finances a number of defined contribution plans, Consolidated expenses for these amounted to SEK 196 M (214).

## Note 24 Other provisions

	Group	
SEK M	2022	2021
Opening balances	52	72
Amounts utilised during the year	-9	-21
Unutilised amounts reversed during the year	-27	-21
New provisions for the year	19	21
Provisions in acquired operations	-	-
Translation differences	3	1
<b>Closing balances</b>	<b>38</b>	<b>52</b>

### Of which, long-term provisions

Expenses for returning leased office premises to their original condition	1	3
Personnel expenses	2	1
Rent and ancillary cost	4	-
Legal claims	19	34
Other	5	4
<b>Total long-term provisions</b>	<b>31</b>	<b>42</b>

### Of which, short-term provisions

Expenses for returning leased office premises to their original condition	2	1
Expenses for termination of personnel and other restructuring expenses	0	3
Consultancy (legal, tax and compliance)	5	6
Other	-	0
<b>Total short-term provisions</b>	<b>7</b>	<b>10</b>

<b>Total</b>	<b>38</b>	<b>52</b>
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Short-term provisions are expected to be settled within 12 months from of the balance sheet date. Long-term provisions are, by their nature, difficult to determine in terms of their maturity and amount. Settlement is likely in one year's time at the earliest, but not later than in 10 years' time.

## Note 25 Borrowing

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Long-term liabilities</b>				
Bank loans	8,430	4,060	8,430	4,060
Bond loan	42,279	43,693	42,279	43,693
<b>Current liabilities</b>				
Commercial papers	1,130	3,998	1,130	3,998
Bond loan	4,679	750	4,679	750
Bank loans	-	-	-	-
<b>Total</b>	<b>56,518</b>	<b>52,501</b>	<b>56,518</b>	<b>52,501</b>

Intrum AB is financed through a revolving syndicated loan facility, bonds, bilateral loans and commercial papers. The loan facility of EUR 1.8 billion is arranged with a banking consortium comprising 14 banks and applies until January 2026. The loan facility contains operations-related and financial covenants, including limits on specific financial indicators. In addition, the credit agreement includes covenants that may restrict, condition or prohibit the Group from incurring additional debt, making acquisitions, disposing of assets, making capital and finance lease expenditures, allowing assets to be encumbered, changing the scope of the Group's business and entering into a merger agreement. The loan carries a variable interest rate based on the interbank rate in each currency, with a margin. All operational and financial covenants were fully met in 2022. As of 31 December 2022, the loan facility had been utilised in the total amount of SEK 8,503 M (4,167), which can be broken down into SEK 5,250 M, NOK 1,120 M and EUR 186 M. In addition, NOK 60 M of the total facility is reserved for Guarantees.

The unutilised portion of the revolving credit facility amounted to SEK 11,452 M (12,966). In addition to the revolving credit facility, Intrum has an undrawn Backstop credit facility of SEK 2,000 M.

As of year-end 2022 Intrum had outstanding bonds totaling SEK 47,289 M (44,660), whereof SEK 6,650 M are issued under the Swedish MTN program, SEK 2,614 are private placements and the remaining SEK 38,025 are bonds issued in the Euro market. In December 2022 Intrum issued a new EUR 450 M bond with a fixed rate of 9.25% at price 97.02%. The proceeds were used to partially refinance the EUR 900m bond maturing in 2024, extending the maturity profile of Intrums debt to March 2028.

During 2022 outstanding commercial paper decreased by SEK 2,868 M. At the end of the year, commercial paper amounted to SEK 1,130 M (3,998). The decrease is due to generally weaker commercial paper market.

## Change in borrowings for the year

	Group	
SEK M	2022	2021
Opening balance	52,502	48,703
Borrowings	34,238	27,295
Amortisation of loans	-32,042	-23,864
Effects of acquisitions and divestments	175	-663
Exchange rate differences	1,646	1,030
<b>Closing balance</b>	<b>56,519</b>	<b>52,501</b>

## Bonds outstanding as per 31 December 2022

Designation	Currency	Nominal amount (M)	SEK M	Maturity date	Interest rate for fixed-rate bonds and margin for variable-rate bonds	Market value of bond SEK M
EUR 2023 Float PP	EUR	160	1,779	2023-06-22	1.31%	1,770
SEK 2023 Float	SEK	2,900	2,900	2023-07-03	3.25%	2,885
EUR 2024 Fix	EUR	469	5,216	2024-07-15	3.13%	4,992
SEK 2024 Float	SEK	1,500	1,500	2024-10-01	3.25%	1,435
EUR 2025 Fix PP	EUR	75	834	2025-03-15	3.00%	764
EUR 2025 Fix	EUR	850	9,454	2025-08-15	4.88%	8,559
SEK 2025 Float	SEK	1,250	1,250	2025-09-12	4.60%	1,200
EUR 2026 Fix	EUR	800	8,897	2026-07-15	3.50%	7,422
SEK 2026 Float	SEK	1,000	1,000	2026-09-09	3.30%	902
EUR 2027 Fix	EUR	850	9,454	2027-09-15	3.00%	7,504
EUR 2028 Fix	EUR	450	5,005	2028-03-15	9.25%	4,948
<b>Total</b>			<b>47,289</b>			<b>42,381</b>

Bonds with "Fix" in the denomination mature at fixed interest rates. Bonds with "Float" in the denomination mature at variable interest rates. Bonds with "PP" in the denomination refer to Private Placements.

## Maturities of long-term bank borrowings

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Maturities of long-term borrowings</b>				
Between 1 and 2 years	6,716	4,540	6,716	4,540
Between 2 and 3 years	11,538	10,725	11,538	10,725
Between 3 and 4 years	18,401	10,732	18,401	10,732
Between 4 and 5 years	9,454	13,367	9,454	13,367
More than 5 years	5,005	8,713	5,005	8,713
<b>Total</b>	<b>51,113</b>	<b>48,077</b>	<b>51,113</b>	<b>48,077</b>
<b>Unused lines of credit excluding guarantee facility</b>				
Expiring within one year	0	0	0	0
Expiring after more than one year	13,452	14,966	13,452	14,966
<b>Total</b>	<b>13,452</b>	<b>14,966</b>	<b>13,452</b>	<b>14,966</b>

## Specification of maturity dates as per 31 December 2022

<i>Short-term loans</i>					
SEK M	2022				
Commercial Papers	1,134				
Bond loan	4,679				
<b>Total</b>	<b>5,813</b>				
<i>Long-term liabilities</i>					
SEK M	2024	2025	2026	2027	2028
Bond loan	6,716	11,538	9,897	9,454	5,005
Syndicated loan facility	8,503				
Unutilised portion of facility	13,452				
<b>Total</b>	<b>6,716</b>	<b>11,538</b>	<b>31,853</b>	<b>9,454</b>	<b>5,005</b>

## Note 26 Accrued expenses and prepaid income

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Accrued social security expenses	171	164	8	25
Accrued vacation pay	219	208	16	15
Accrued bonus expense	515	414	98	65
Prepaid subscription income	1,344	1,634	0	0
Accrued interest	558	483	501	452
Other personnel-related expenses	330	292	33	23
Derivatives	138	173	138	173
Office - related expenses	103	93	7	3
Production costs	365	413	0	0
Other accrued expenses	445	349	95	62
<b>Total</b>	<b>4,189</b>	<b>4,225</b>	<b>896</b>	<b>819</b>

Contract liability amounting to SEK 1,304 M represents revenue collected in advance to service long-term NPLs portfolio. The Company has a right to exclusively service these NPLs up to 2065. Revenue is recognised as services are rendered. Significant revenue is expected to be recognised by 2030.

## Note 27 Pledged assets, contingent assets and contingent liabilities

	Group		Parent Company	
SEK M	2022	2021	2022	2021
<b>Pledged assets</b>				
Deposits	14	10	-	-
Restricted bank accounts	44	90	-	-
Intercompany loan receivable	37,578	37,018	37,578	37,018
Shares in subsidiaries	25,211	25,210	25,211	25,210
<b>Total</b>	<b>62,847</b>	<b>62,328</b>	<b>62,789</b>	<b>62,227</b>
<b>Contingent assets</b>	None	None	None	None
<b>Contingent liabilities</b>	7	-	7	-
Payment guarantees	0	74	-	-
<b>Total</b>	<b>7</b>	<b>74</b>	<b>7</b>	<b>-</b>

## Pledged assets

Pledged collateral includes deposits and restricted bank balances that can be claimed by clients, suppliers or authorities in the event that Intrum were not to meet its contractual obligations. Pledged collateral also includes shares in subsidiaries within the Group pledged as collateral for the Parent Company's revolving credit facility. The reported value of pledged collateral in the table above refers to the consolidated value of the subsidiaries' net assets

### Payment guarantees

The Group offers services whereby clients, against payment, obtain a guarantee from Intrum regarding the clients' receivables from their customers. This entails a risk being incurred that Intrum must compensate the customer for the guaranteed amount in the event that the invoices are not paid on time. In those cases where the guarantee comes into play, Intrum assumes the client's claim against its customer and takes over the continued handling of the case within the Portfolio Investments area of operations. At the end of the year, the total amount guaranteed was SEK 0 M (74) and contingent liabilities of SEK 7 M (0). Intrum's risk in this business is managed through strict credit lim-

its and analyses of the borrower's credit status. At the end of the year Intrum had allocated SEK 1 M (1) in the balance sheet to cover payments that may arise due to the guarantee.

### Other

The Group is involved in several legal disputes, both disputes that are customary for an organisation as Intrum and disputes in the ordinary course of business. None of these disputes are expected to give rise to any significant liabilities or cost.

## Note 28 Average number of employees

	Group				Of which, the Parent Company			
	2022		2021		2022		2021	
	Men	Women	Men	Women	Men	Women	Men	Women
Austria	14	25	13	24	-	-	-	-
Belgium	33	52	39	55	-	-	-	-
Brazil	14	21	18	19	-	-	-	-
Czech Republic	26	50	27	52	-	-	-	-
Denmark	63	93	71	97	-	-	-	-
Estonia	4	7	4	19	-	-	-	-
Finland	136	342	133	342	-	-	-	-
France	162	377	179	405	-	-	-	-
Germany	143	278	134	275	-	-	-	-
Greece	600	820	478	650	-	-	-	-
Hungary	194	312	187	298	-	-	-	-
Ireland	25	25	28	29	-	-	-	-
Italy	334	437	321	447	-	-	-	-
Latvia	217	112	193	100	-	-	-	-
Lithuania	176	356	174	386	-	-	-	-
Luxembourg			1	-	-	-	-	-
Mauritius	41	98	32	81	-	-	-	-
Netherlands	77	64	87	69	-	-	-	-
Norway	235	313	263	342	-	-	-	-
Poland	160	246	153	232	-	-	-	-
Portugal	71	155	69	137	-	-	-	-
Romania	55	105	42	105	-	-	-	-
Slovakia	27	50	29	54	-	-	-	-
Spain	686	1,234	691	1,260	-	-	-	-
Sweden	155	232	154	227	38	38	31	28
Switzerland	93	108	94	113	-	-	-	-
United Kingdom	147	165	123	140	-	-	-	-
<b>Total</b>	<b>3,888</b>	<b>6,077</b>	<b>3,737</b>	<b>5,957</b>	<b>38</b>	<b>38</b>	<b>31</b>	<b>28</b>

Of the Group's employees, 19 per cent are younger than 29 years old, 31 per cent are 30–39 years old, 30 per cent are 40–49 years old and 20 per cent are 50 years old or older.

	2022		2021	
	Men	Women	Men	Women
<b>Gender distribution of senior executives</b>				
Board of Directors	5	3	5	3
Group Management Team	11	5	12	3
Country Managers	17	2	19	3
Board members in subsidiaries	75%	25%	77%	23%

Seven members of the Group Management Team are employees of the Parent Company. There is no special management team for the Parent Company.

## Note 29 Salaries and remunerations

SEK M	Group		Parent Company	
	2022	2021	2022	2021
Salaries	-4,848	-4,378	-254	-181
Social security expenses	-715	-687	-46	-40
Pension costs	-236	-236	-29	-30
<b>Total expenses</b>	<b>-5,799</b>	<b>-5,301</b>	<b>-329</b>	<b>-250</b>

Salaries also include remuneration in forms other than cash payments, such as a free or subsidised car, housing and meals.

For information on compensation to the Group's senior executives, see Note 30.

### Note 30 Terms and conditions of employment for key executives

#### The 2022 Annual General Meeting adopted the following guidelines for executive remuneration

The guidelines apply to the CEO and other members of Intrum's Group Management Team ("GMT"). The guidelines are forward-looking, i.e. they are applicable to agreements on remuneration, and on amendments to remuneration already agreed, enter into after adoption of the guidelines by the Annual General Meeting 2022. These guidelines do not apply to any remuneration to be separately resolved or approved by the General Meeting.

#### *The guidelines' promotion of the company's business strategy, long-term interests and sustainability*

In short, Intrum's business strategy is to continue to grow, both in existing and new markets, and to continue to build its position as the undisputed market leader within the credit management industry. For more information regarding the company's business strategy, visions and goals, please see [www.intrum.com](http://www.intrum.com).

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified employees. To this end, it is necessary that the company offers competitive remuneration. These guidelines enable the company to offer the GMT a competitive total remuneration.

Long-term share-related incentive programs ("LTIPs") have been implemented in the company. Such LTIPs have been adopted by the Annual General Meeting and are therefore excluded from these guidelines. The LTIP proposed by the Board to be adopted by the Annual General Meeting 2022 is excluded for the same reason, as well as similar programs to be adopted in the future. The proposed LTIP essentially corresponds to existing LTIPs. The LTIPs includes the GMT and other key employees in the company. The evaluation metrics used to assess the outcome of the LTIPs are distinctly linked to the business strategy and thereby to the company's long-term value creation.

Variable cash remuneration covered by these guidelines shall aim at promoting the company's long-term business strategy and short-term interests, including its sustainability.

#### *Forms of remuneration*

Remuneration in the company should reflect job complexity, responsibility and performance, and it should be competitive in comparison with comparable companies within similar industries in the relevant geographies. The remuneration shall consist of the following components: annual fixed cash salary ("Base Salary"), annual variable cash remuneration, pension benefits and other benefits. Additionally, the General Meeting may – irrespective of these guidelines – resolve on, among other things, share-related or share price-related remuneration such as LTIPs.

#### *Base Salary*

The Base Salary is based on three cornerstones: job complexity & responsibility, performance and local market conditions. The Base Salary is typically subject to annual revision.

#### *Short-Term Incentive Program*

Intrums Short-Term Incentive Program ("STIP") aims to drive, and is designed

to vary with, short-term business performance, and is set for one year at a time. The evaluation metrics are individually decided for each member of the GMT, and consist of financial results (on group level or country level/s, as applicable) such as cash EBIT, cash Return on Invested Capital. Members of the GMT may also have a smaller portion of targets linked to operational or non-financial metrics, such as for instance Employee Engagement Index. The Board may also decide to adjust the metrics targets or apply other similar evaluation metrics if deemed appropriate.

The maximum STIP pay-out is 100 percent of the Base Salary for the CEO and the CFO. For the other members of the GMT (except for the Chief Risk Officer, who is not eligible for VSP) the normal maximum STIP pay-out is 35 to 50 percent of the Base Salary.

To which extent the evaluation metrics for awarding STIP have been satisfied is evaluated and determined when the measurement period has ended. The company's Remuneration Committee is responsible for preparing the STIP evaluation for all GMT members. The determination of the STIP outcome is then resolved by the Board in its entirety.

No deferral periods are applied in relation to STIP and the STIP agreement does not contain any clause entitling the company to reclaim STIP.

#### *Incentive program relating Intrum's transformation program*

Intrum is currently implementing a major transformation program, encompassing all parts of the organization. The Board has implemented a specific incentive program relating to the transformation, offered to a limited number of key individuals whose contributions are crucial for the transformation's success. The program runs from 2022 until June 2024 and outcome is conditional upon specific deliveries in the transformation program.

The Board intends to offer up to eight (8) members of the GMT to participate. The maximum pay-out is 50 percent of the Base Salary.

#### *Extraordinary arrangements*

Other one-off arrangements can be made on individual level in extraordinary circumstances when deemed necessary and approved by the Board. The purpose might be in relation to recruitments, retention of top talent needed to secure successful implementation of the business strategy.

Any such arrangement need to be capped at an amount equal to two (2) times the individual's annual fixed salary.

#### **Pension benefits and other benefits**

Intrum applies a retirement age of 65 for all members of the GMT, unless otherwise follows from applicable national rules.

For the CEO, pension benefits, including health insurance (Sw: sjukförsäkring), shall be premium defined. STIP does not constitute pensionable income. The pension premiums for premium defined pension shall amount to not more than 35 percent of the Base Salary.

For other GMT members, pension benefits, including health insurance, shall be premium defined unless the individual concerned is subject to defined benefit pension under mandatory collective agreement provisions. Variable cash remuneration shall qualify for pension benefits to the extent required by mandatory collective agreement provisions. The pension premiums for premium defined pension shall amount to not more than 30 percent of the Base Salary.

Other benefits than pension benefits may include, for example, life insurance, medical insurance (Sw: sjukvårdsförsäkring), housing and company cars. For GMT members with housing benefits, such benefits may not amount to more than 20 percent of the Base Salary. For GMT members with-

out housing benefits, such benefits may not amount to more than ten percent of the Base Salary.

#### *Termination of employment*

The notice period may not exceed twelve months if notice of termination of employment is made by the company. Base Salary during the notice period, severance pay and compensation during a non-compete period may together not exceed an amount equivalent to twenty-four months Base Salary. The notice period may not exceed six months without any right to severance pay when termination is made by the GMT member.

Remuneration for non-compete undertakings shall compensate for loss of income. The remuneration amounts to not more than 100 percent of the Base Salary at the time of termination of employment, unless otherwise provided by mandatory collective agreement provisions, and shall be paid during the time the non-compete undertaking applies, however not for more than twelve months following termination of employment.

#### *Remuneration and employment conditions for employees*

In preparation of the Board's proposal for these guidelines and when evaluating whether the guidelines and the limitations set out herein are reasonable, account has been taken regarding the remuneration and employment conditions for employees of the company. This has been done by reviewing e.g. the employees' total remuneration, the components of their remuneration and remuneration growth rate over time.

#### *The decision-making process to determine, review and implement the guidelines*

The Board has established a Remuneration Committee. The Remuneration Committee's tasks include preparing the Board's decision to propose these guidelines. The Board shall prepare a proposal for new guidelines at least every fourth year and submit it to the Annual General Meeting. The guidelines shall be in force until new guidelines are adopted by the Annual General Meeting. The Remuneration Committee shall also monitor and evaluate programs for variable remuneration for the GMT, the application of the guidelines for GMT as well as the current remuneration structures and compensation levels in the company.

The members of the Remuneration Committee are independent of the company and the GMT. The CEO and other members of the GMT do not participate in the Board's processing of and resolutions regarding remuneration-related matters in so far as they are affected by such matters.

#### *Derogation from the guidelines*

The Board may temporarily resolve to derogate from the guidelines, in whole or in part, if in a specific case there is special cause for the derogation and a derogation is necessary to serve the company's long-term interests, including its sustainability, or to ensure the company's financial viability. As set out above, the Remuneration Committee's tasks include preparing the Board's resolutions in remuneration-related matters. This includes any resolutions to derogate from the guidelines.

#### *Description of material changes to the guidelines and how the views of shareholders' have been taken into consideration*

These guidelines do not entail any significant changes in relation to the company's existing guidelines, apart from the section about a specific incentive program for the company's transformation program.

The company has not received any views from shareholders to take into consideration.

*Information on remuneration resolved but not yet due and on derogations from the remuneration guidelines resolved by the Annual General Meeting 2021*

Previous Annual General Meetings have resolved on guidelines for executive remuneration and other terms of employment for the period up until the next Annual General Meeting. In short, these guidelines entail that Base Salary and STIP shall be payable on conditions similar to what has been described in these guidelines. Base Salary and STIP is expensed during the financial year, and STIP is paid out after the year-end report has been adopted by the Board.

The guidelines adopted by the Annual General Meeting 2022 have been adhered to without derogation, and all previously approved remuneration that has not yet been paid out is in line with the framework set out above.

#### Terms of employment and remuneration of the CEO

Andrés Rubio, Interim President and CEO since August 2022, had a level of remuneration during 2022 in accordance with the Group's principles as detailed above. His fixed monthly salary as CEO has been EUR 59,500. In addition to his fixed monthly salary, the company paid 30% as cash compensation in lieu of pension contributions. The variable pay component follows the Short-Term Incentive Program and provided an opportunity to receive up to 100 percent of his annual base salary. The interim CEO was not included in the Long-Term Incentive Program 2022. A specific performance bonus of maximum 2 years fixed annual salary was included in the interim agreement, to be evaluated at the Board of the Company discretion when permanent CEO was assigned (in January 2023). The outcome was decided to be 1 year fixed salary and will be included in 2023 annual report. The net bonus is expected to be used to acquire Intrum shares and to retain these shares during the tenure as CEO unless otherwise agreed with the Chairman of the Board. He also had a car allowance in accordance with the Group's car policy and a housing benefit. There was a mutual agreement of three month notice in the CEO interim agreement.

Anders Engdahl was President and CEO until 21 August 2022. In accordance with his employment contract, the former CEO and President is entitled to 12 months notice during which his terms of employment remain unchanged. In lieu of notice it has been agreed to pay the total compensation in 12 equal monthly instalments starting from September 2022. In addition, he is entitled to severance pay corresponding to 12 month's fixed salary paid as a one time lump-sum, continued participation in the outstanding Short-Term Incentive program (STIP 2022) and prorated participation in the outstanding Long-Term Incentive programs (LTIP) for 2021 and 2022.

#### Terms of employment and remuneration for other members of Group Management

The remuneration and other terms of employment for other members of Group Management which were approved following the 2022 Annual General Meeting have followed the principles outlined above. This includes fixed annual salary and the opportunity to receive 0–100 percent of annual salary within the framework of the variable salary component. The long-term incentive program for 2022 was launched in May 2022 with allocation levels in accordance with the resolution of the Annual General Meeting, that is, 35–100 percent of fixed annual salary. Pension benefits vary from country to country. In some cases, they are included in monthly salaries. All pen-

sion insurances plans are defined contribution plans, except in cases where mandatory collective agreements apply, and the retirement age is generally 65 years. Members of Group Management have company cars in accordance with the Group's car policy. Other benefits also occur in accordance with local practices, including subsidised meals and travel.

The notice of termination for members of Group Management Team varies from three to 12 months, regardless of whether termination is initiated by the employee or the company.

LTIP 2020 was fully vested at the end of 2022 and did not result in a payout.

#### Remuneration for the year

Other senior executives in the table are defined as members of the GMT other than the CEO, see the Corporate Governance Report. In 2022, one individual was appointed and one stepped down. At the end of 2022, there were 15 (15) other senior executives.

	Aug 21 - Dec 31 Jan 01 – Aug 21		
SEK thousands	2022	2022	2021
President and CEO	Andres Rubio	Anders Engdahl	Anders Engdahl
Base salary	3,388	5,295	7,103
Variable compensation	6,093	14,886	13,859
Other benefits	54	257	167
Severance pay <sup>1</sup>	0	18,137	-
Pension expenses	0	1,588	2,130
<b>Total, President and CEO</b>	<b>9,535</b>	<b>40,163</b>	<b>23,259</b>

<sup>1</sup>) Severance pay calculation to Anders Engdahl includes 12 months total compensation in lieu of notice as well as 12 months fixed salary paid as a lump-sum.

SEK thousands	2022	2021
<b>Other senior executives</b>		
Base salary	56,461	45,536
Variable compensation	38,159	27,344
Other benefits	3,057	2,026
Severance pay	0	4,380
Pension expenses	12,589	10,315
<b>Total other senior executives</b>	<b>110,265</b>	<b>89,601</b>

The amounts stated correspond to the full remuneration received during the period in which the individuals concerned were defined as senior executives, including vested but as yet unpaid variable remuneration for each year. This entails, for example, that the variable remuneration accrued and expensed by the company in 2022 will be disbursed in early 2023.

#### Board of Directors

In accordance with the Annual General Meeting's resolution, total fees paid to Board members for the year, including for committee work and additional compensation for travel time of SEK 20,000 per physical board meeting held in Sweden to Board members Andrés Rubio and Michel van der Bel, amounted to SEK thousand 6 787 (6 890).

SEK thousands	2022	2021
Magnus Lindquist, chairman	1,615	0
Magdalena Persson	680	655
Hans Larsson	855	825
Andreas Näsivik	945	915
Ragnhild Wiborg	970	935
Andrés Rubio, interim President and CEO	252	695
Liv Fiksdahl	680	655
Michel van der Bel	790	0
Per E. Larsson, chairman	0	1,555
Kristoffer Melinder	0	655
<b>Total Board fees</b>	<b>6,787</b>	<b>6,890</b>

Board fees pertain to the period from the 2021 Annual General Meeting until the 2022 Annual General Meeting and from the 2022 Annual General Meeting until the 2023 Annual General Meeting respectively. Andrés Rubio was not receiving board fees after appointment as interim President and CEO

#### Note 31 Auditor's fees

	Group		Parent Company	
SEK M	2022	2021	2022	2021
Audit assignment	46	34	11	7
Audit activities other than audit assignment	7	3	6	1
Tax advice	1	2	-	-
Other consultancy	2	0	-	-
<b>Other auditing agencies</b>				
Audit assignment	1	1	-	-
Audit activities other than audit assignment	2	2	-	-
<b>Total</b>	<b>59</b>	<b>42</b>	<b>17</b>	<b>8</b>

Since 2021 the auditing firm Ernst & Young AB was replaced by the elected new auditor firm Deloitte. Auditing activities other than audit assignments relate mainly to accounting advice, support with financial statements. Tax advise relates to tax returns and value added tax.

## Note 32 Financial instruments

SEK M	Note	2022	Group 2021	Parent Company 2022	2021
<b>Carrying value of financial instruments</b>					
Financial assets valued at amortised cost	1	44,468	41,088	47,173	41,431
Financial assets valued at fair value	2	253	118	253	107
<b>Total carrying value of financial assets</b>		<b>44,720</b>	<b>41,206</b>	<b>47,426</b>	<b>41,538</b>
Financial liabilities valued at amortised cost	3	63,254	58,857	76,178	66,064
Financial liabilities valued at fair value	2	928	1,218	138	173
<b>Total carrying value of financial liabilities</b>		<b>64,182</b>	<b>60,075</b>	<b>76,316</b>	<b>66,238</b>

### On the balance sheet date, the following financial instruments amount to:

Portfolio investments	1	35,645	31,478	-	-
Accounts receivable	1	1,080	1,299	-	-
Other receivables including accrued income	1, 2	4,521	3,876	46,880	40,936
The item includes derivatives and other assets at FV of		253	118	253	107
Cash and cash equivalents	1	3,474	4,553	545	602
<b>Financial assets valued at amortised cost</b>		<b>44,468</b>	<b>41,088</b>	<b>47,173</b>	<b>41,431</b>
Financial assets valued at fair value	2	253	118	253	107
<b>Total carrying value of financial assets</b>		<b>44,720</b>	<b>41,206</b>	<b>47,426</b>	<b>41,538</b>
Long-term bank loans	3	8,430	4,060	8,430	4,060
Bond loan	3	46,958	44,443	46,958	44,443
Commercial papers	3	1,130	3,998	1,130	3,998
Accounts payable	3	440	504	11	23
Other liabilities including accrued expenses	2, 3	7,224	7,070	19,786	13,714
The item includes derivatives of	2	138	173	138	173
Other liabilities at FV of	2	791	1,044		
<b>Financial liabilities valued at amortised cost</b>		<b>63,254</b>	<b>58,857</b>	<b>76,178</b>	<b>66,064</b>
Financial liabilities valued at fair value	2	928	1,218	138	173
<b>Total carrying value of financial liabilities for</b>		<b>64,182</b>	<b>60,075</b>	<b>76,316</b>	<b>66,238</b>

- 1) Financial assets valued at amortized cost include portfolio investments, other long-term receivables, accounts receivable, client funds, other current receivables, accrued income, cash and cash equivalents and, for the Parent Company, also intra-Group receivables.
- 2) Financial assets and liabilities valued at fair value include derivative assets and liabilities, deferred considerations related to acquisitions of shares and other liabilities related to the acquisition of the minority interests in certain Spanish and Greek subsidiaries. Derivatives are measured based on valuation techniques that uses observable market data and thus fall under Level 2 in the valuation hierarchy according to IFRS 13. Deferred considerations and other liabilities are measured at fair value using non observable market data and, therefore, fall under in accordance with level 3 in the valuation hierarchy according to IFRS 13.
- 3) Financial liabilities valued at amortized cost include non-current and current liabilities to credit institutions, bond loans, commercial papers, client funds payable, accounts payable, advances from clients, other current liabilities, accrued expenses and, for the Parent Company, intra-Group liabilities.

## Note 33 Other current liabilities

For 2022 other current liabilities amount to SEK 1,967 M (1,930). Other current liability includes an amount of SEK 136 M relating to the put/call options on Spanish subsidiaries' non-controlling interest. The call option entitles Intrum group to acquire and the put option entitles the counterparty to sell the non-controlling interest at fair value to Intrum group. The options are exercisable by either parties in 2023. The options have no pre-set expiry date and are non-transferrable to third parties.

## Note 34 Financial risks and financial policies

### Principles of financing and financial risk management

The financial risks that arise in Intrum's servicing operations are limited. Thanks to a strong cash flow, combined with limited need for investment and operating capital, external capital needs in the Group's service operations are relatively low. The purchased debt operations have a greater need for capital, particularly during a growth phase.

Intrum's financing and financial risks are managed within the Group in accordance with the treasury policy established by the Board of Directors. The treasury policy contains rules for managing financial activities, delegating responsibility, measuring and identifying financial risks and limiting these risks.

Internal and external financial operations are concentrated in Group Treasury in London, Stockholm and Oslo. This achieves economies of scale in terms of pricing for financial transactions. Because Group Treasury can take advantage of temporary surpluses and deficits in the Group's various countries of operation, the Group's total interest expense can be minimised.

### Market risk

Market risk consists of risks related to changes in exchange rates and interest rate levels.

#### Exchange rate risk

Exchange rate risk is the risk that fluctuations in exchange rates will negatively affect the Group's income statement, balance sheet and/or cash flows. The most important currencies for the Intrum Group, other than the Swedish krona (SEK), are the euro (EUR), the Swiss franc (CHF), the Hungarian forint (HUF) and the Norwegian krone (NOK).

The following exchange rates have been used to translate transactions in foreign currency in the financial accounts:

Currency	31 Dec 2022	31 Dec 2021	Average 2022	Average 2021
CHF	11.29	9.92	10.59	9.39
EUR	11.12	10.25	10.63	10.15
HUF	0.0277	0.0278	0.0272	0.0283
NOK	1.06	1.03	1.05	1.00

Exchange rate risk can be divided into transaction exposure and translation exposure. Transaction exposure consists of net operating and financial receipts and disbursements in different currencies. Translation exposure consists of the effects from the translation of the financial reports of foreign subsidiaries and associated companies to SEK.

#### Transaction exposure

In each country, all income and most operating expenses are denominated in local currencies, and thus currency fluctuations have only a limited impact on the company's operating earnings in local currency. National operations seldom have receivables and liabilities in foreign currency. Income and expenses in national currency are thereby hedged in a natural way, which limits its transaction exposure. The currency exposure that arises within the operating activities is limited to the extent it pertains to international collection operations. The subsidiaries' projected flow exposure is not hedged at present. All major known currency flows are hedged on a continuous basis in the Group and the Parent Company through forward exchange contracts.

#### Translation exposure

Intrum operates in 25 countries. The results and financial position of subsidiaries are reported in the relevant foreign currencies and later translated into SEK for inclusion in the consolidated financial statements. Consequently, fluctuations in the SEK exchange rate affect consolidated income and earnings, as well as equity and other items in the financial statements.

The Group's revenues are distributed by currency as follows:

SEK M	2022	2021
SEK	527	846
EUR	13,504	11,028
CHF	1,151	888
HUF	1,119	1484
NOK	1,595	1647
Other currencies	1,589	1,896
<b>Total</b>	<b>19,485</b>	<b>17,789</b>

An appreciation of the Swedish krona of 10 percentage points on average in 2022 against EUR would thus, all else being equal, have affected revenues negatively by SEK -1,350 M, against CHF by SEK -115 M, against HUF by SEK -112 M and against NOK by SEK -160 M. In terms of net assets by currency, shareholders' equity in the Group, including non-controlling interests, is distributed as follows:

SEK M	2022	2021
SEK	8,300	8,280
EUR	26,013	27,250
- EUR hedged through foreign currency loans	-28,016	-25,626
+ EUR hedged through derivatives	7,514	7,116
CHF	872	662
- CHF hedged through derivatives	0	0
HUF	720	1,211
- HUF hedged through derivatives	0	0
NOK	4,506	4,011
-NOK hedged through foreign currency loans	-1,185	-2,689
+ NOK hedged through derivatives	-2,285	157
Other currencies	4,761	4,314
<b>Total</b>	<b>21,200</b>	<b>24,687</b>

All else being equal, an appreciation in the Swedish krona of 10 percentage points as per 31 December 2022 against EUR would have affected shareholders' equity in the Group negatively by SEK -551 M, negatively against CHF by SEK -87 M, negatively against HUF by SEK -72 M and negatively against NOK by SEK -104 M.

Regarding the currency risk attributable to currency interest rate swaps, see the description below under Interest rate risks.

The Group hedges part of its translation exposure by means of currency hedging measures, consisting of external loans in foreign currency and derivative instruments. There is an economic relationship between the hedged balance sheet items and the hedging instruments, in which the efficiency of the hedge is tested and adjusted monthly. The effects of the translation exposure and hedging measures have opposite values (negative/positive) and are reported under Other comprehensive income. The hedging instruments amounted to SEK -29,764 M (-27,283) at year-end. No inefficiencies were reported during the year regarding hedges of net investments in foreign operations.

#### Interest rate risks

Interest rate risks relate primarily to the Group's interest-bearing net debt, which amounted to SEK 53,185 M (48,264) on 31 December 2022.

Intrum has a strong cash flow which gives the Group the option of repaying loans or investing in portfolios. The Group's loans have a fixed interest term – currently about 29 months (33) for the entire loan portfolio.

A 1-per cent increase in market interest rates during the year would have adversely affected net financial items by approximately SEK 181 M. A five-per cent increase would have adversely affected net financial items by SEK 903 M.

#### Liquidity risk

Liquidity risk is the risk of a loss or higher-than-expected costs to ensure the Group's ability to fulfil its short and long-term payment obligations to outside parties.

The Group's long-term financing risk is limited by committed loan facilities. The Group's policy is that maximum 1/3 of the Group's total debt can mature in any 12 month rolling period.

Intrum AB is financed through a revolving syndicated loan facility, bonds, bilateral loans and commercial papers. The loan facility is arranged with a banking consortium comprising 14 banks and is available until January 2026. The loan facility contains operations-related and financial covenants, including limits on specific financial indicators. In addition, the credit agreement includes covenants that may restrict, condition or prohibit the Group from incurring additional debt, making acquisitions, disposing of assets, making capital and finance lease expenditures, allowing assets to be encumbered, changing the scope of the Group's business and entering into a merger agreement. The loan carries a variable interest rate based on the interbank rate in each currency, with a margin. All operational and financial covenants were fully met in 2022. As of 31 December 2022, the loan framework had been utilised in the total amount of SEK 8,503 M (4,167), which can be broken down into SEK 5,250 M, NOK 1,825 M and EUR 196 M. In addition, NOK 60 M of the total frame is reserved for Guarantees.

The unutilised portion of the revolving credit facility amounted to SEK 11,452 M (14,966). In addition to the revolving credit facility, Intrum has an undrawn Backstop credit facility of SEK 2,000 M.

As of year-end 2022 Intrum had outstanding bonds totaling SEK 47,289 M (44,660), whereof SEK 6,650 M are issued under the Swedish MTN program, SEK 2,614 are private placements and the remaining SEK 38,025 are bonds issued in the Euro market. In December 2022 Intrum issued a new EUR 450 M bond with a fixed rate of 9.25% at price 97.02%. The proceeds were used to refinance part of the EUR 900 M bond maturing in 2024, extending the maturity profile of Intrums debt to March 2028.

During 2022 commercial papers decreased by SEK 2,868 M. At the end of the year, outstanding commercial papers amounted to SEK 1,130 M (3,998). The decrease is due to generally lower liquidity in the commercial paper market.

In order to limit the Group's liquidity, Group Treasury shall, at least, have available liquidity, or credit lines available, to meet contractual and expected portfolio investments for the coming 30 days. The Group has deposited its liquid assets with established financial institutions where the risk of loss is considered remote. The Group's finance function prepares regular liquidity forecasts with the purpose of optimising the balance between loans and liquid funds so that the net interest expense is minimised without, for that matter, incurring difficulties in meeting external commitments.

The table below provides an analysis of the financial liabilities of the Group and the Parent Company broken down according to the amount of time remaining until the contractual maturity date. The amounts given in the table are the contractual, undiscounted cash flows.

#### Financial liabilities in the balance sheet – Group

SEK M	Within 1 year	2–5 years	Later than 5 years	Total
<b>31 Dec 2022</b>				
Accounts payable and other liabilities	6,910			6,910
Lease liabilities	229	430	49	708
Liabilities to credit institutions		8,430		8,430
Bond loan	4,679	37,605	5,005	47,289
Commercial papers	1,130			1,130
<b>Total</b>	<b>12,949</b>	<b>46,465</b>	<b>5,053</b>	<b>64,467</b>

#### 31 Dec 2021

Accounts payable and other liabilities	7,050			7,050
Lease liabilities	223	497	85	805
Liabilities to credit institutions		4,060		4,060
Bond loan	750	35,197	8,713	44,660
Commercial papers	3,998			3,998
<b>Total</b>	<b>12,021</b>	<b>39,754</b>	<b>8,798</b>	<b>60,573</b>

#### Financial liabilities in the balance sheet – Parent Company

SEK M	Within 1 year	2–5 years	Later than 5 years	Total
<b>31 Dec 2022</b>				
Accounts payable and other liabilities	912			912
Liabilities to credit institutions		8,430		8,430
Bond loan	4,679	37,605	5,005	47,289
Commercial papers	1,130			1,130
Liabilities to Group companies	1,219	17,529		18,747
<b>Total</b>	<b>7,940</b>	<b>63,563</b>	<b>5,005</b>	<b>76,508</b>

#### 31 Dec 2021

Accounts payable and other liabilities	867			867
Liabilities to credit institutions		4,060		4,060
Bond loan	750	35,197	8,713	44,660
Commercial papers	3,998			3,998
Liabilities to Group companies	4,951	7,744		12,696
<b>Total</b>	<b>10,566</b>	<b>47,002</b>	<b>8,713</b>	<b>66,281</b>

#### Credit risks

Credit risk consists of the risk that Intrum's counterparties are unable to fulfil their obligations to the Group.

Financial assets that potentially subject the Group to credit risk include cash and cash equivalents, accounts receivable, portfolio investments, outlays on behalf of clients, derivatives and guarantees. For financial assets owned by Intrum, no collateral or other credit reinforcements have been received, with the exception of a certain portion of the Group's portfolio investments. The maximum credit exposure for each class of financial assets corresponds to the carrying amount.

### Cash and cash equivalents

The Group's cash and cash equivalents consist primarily of bank balances and other short-term financial assets with a remaining maturity of less than three months from the investment. The Group has deposited its liquid assets with established banks where the risk of loss is considered remote.

### Accounts receivable

The Group's accounts receivable from clients and debtors in various industries, and are not concentrated in a specific geographical region. The Group's largest client accounts for less than two per cent of revenues. Most accounts receivable outstanding are with customers previously known to the Group and whose creditworthiness is good. For an analysis of accounts receivable by age, see Note 17.

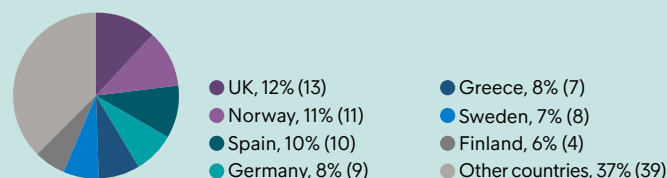
### Portfolio investments

As part of its portfolio investment operations, Intrum acquires portfolios of consumer receivables and tries to collect them. Unlike its conventional collection operations where Intrum works on behalf of clients in return for commissions and fees, in this case it assumes all the rights and risks associated with the receivables. The portfolios are purchased at prices significantly below their nominal value, and Intrum retains the entire amount it collects, including interest and fees. The acquired receivables are overdue and in many cases are from debtors who are having payment problems. It is obvious, therefore, that the entire nominal amount of the receivable will not be recovered. On the other hand, the receivables are acquired at prices significantly below their nominal value. The risk in this business is that Intrum, at the time of acquisition, overestimates its ability to collect the amounts or underestimates the costs of collection. The maximum theoretical risk would be that the entire carrying value of SEK 36,595 M (31,311) would become worthless and have to be written off. To minimise the risks in this business, prudence is exercised in purchase decisions. The focus is on small and medium-sized portfolios with relatively low average amounts, to help spread risks. The average nominal value per case is approximately SEK 31,539. Portfolios are normally acquired from customers with whom the Group has had a long-term relationship. The acquisitions have generally consisted of unsecured debt, requiring relatively less capital and significantly simplifying administration compared with collateralised receivables. Since 2016, however, Intrum also acquires portfolios with underlying collateral, usually in the form of property mortgages. Intrum places high yield requirements on the portfolios it acquires. Before every acquisition, a careful assessment is made based on a projection of future cash flows (collected amount) from the portfolio. In these calculations Intrum benefits from its extensive experience in debt collection and from the Group's scoring methods. Intrum therefore believes that it has the expertise required to evaluate these types of receivables. To enable acquisitions of larger portfolios at attractive risk levels, Intrum has, on occasion, partnered with other companies such as Pireus Bank and Iber-

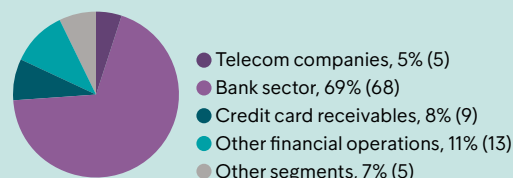
caja Banco to share the capital investment and return. The currency risk is attributable to the translation of the balance sheet item Portfolio investments is limited due to currency hedging using loans in the same currency as the assets, and currency forwards. A considerable proportion of the acquisitions take place through forward flow agreements – that is, Intrum may have previously agreed with a company to acquire all of that company's accounts receivable at a certain percentage of their nominal value once they are overdue by a certain number of days. In most of these agreements, however, Intrum has the opportunity to decline to acquire the receivables if, for example, their quality decreases. Risks are diversified by acquiring receivables from clients in different sectors and different countries. The Group's purchased debt portfolios include debtors in 24 countries.

The Group's total carrying amount for purchased debt is distributed as follows:

#### Receivables by country



#### Receivables by industry



Of the total carrying value on the balance sheet, 21 per cent represents portfolio acquisitions in 2022, 19 per cent acquisitions in 2021, 10 per cent acquisitions in 2020, 12 per cent acquisitions in 2019 and 8 per cent acquisitions in 2018. The remaining 32 per cent relates to receivables acquired in or before 2017.

### Outlays on behalf of clients

As an element in its operations, the Group incurs outlays for court fees, legal representation, enforcement authorities, etc., which can be charged to and collected from debtors. In many cases Intrum has agreements with its clients whereby any expenses that cannot be collected from debtors are instead

refunded by the client. The amount that is expected to be recovered from a solvent counterparty is recognised as an asset in the balance sheet on the line Other receivables.

### Derivative contracts

The Parent Company and the Group hold forward exchange contracts to a limited extent. The credit risk in the Group's forward exchange contracts is because the counterparty generally is a large bank or financial institution that is not expected to become insolvent. On the balance sheet date, assets regarding forward exchange contracts were valued at SEK 253 M (107), and liabilities at SEK 138 M (173).

The contracts have short maturities, typically one or more months. All outstanding forward exchange contracts are restated at fair value in the accounts, with adjustments recognised in the income statement. The purpose of these forward exchange contracts has been to minimise exchange rate differences in the Parent Company attributable to receivables and liabilities in foreign currency.

Outstanding forward exchange contracts at year end in the Parent Company and in the Group comprise the following currencies:

Currency	Local currency, buy	Hedged amount, sell
BRL		-16
CHF	35	
CZK	1,052	
DKK		-1,314
EUR	545	-5
GBP	8	-222
HUF	2,200	-35,500
NOK	500	-43
PLN		-72
RON		-100
SEK	6,289	-7,569

### Payment guarantees

The Group offers services whereby clients, against payment, obtain a guarantee from Intrum regarding the clients' receivables from their customers. This entails a risk being incurred that Intrum must compensate the customer for the guaranteed amount in the event that the invoices are not paid on time. In those cases where the guarantee comes into play, Intrum assumes the client's claim against its customer and takes over the continued handling of the case within the Portfolio Investments area of operations. At the end of the year, the total amount guaranteed was SEK 7 M (81). Intrum's risk in this business is managed through strict credit limits and analyses of the borrower's credit status.

### Note 35 Related Parties

All transactions with related parties are conducted on market terms and at arm's length.

Related party transactions include transactions with the Board of Directors and senior executives, according to Note 31. The Group has long-term servicing contracts with all joint ventures holding NPLs. The group recognized servicing income from the JVs amounting to SEK 1,521 M (601 M), with an outstanding receivable of SEK 214 M (156 M).

Although the Parent Company has close relationship to its subsidiaries, see Note 13, it has no transactions with other related parties.

The Parent Company provides and receives services from and to its subsidiaries. The Parent Company recognized income amounting to SEK 891 M (690) from provision of services and recognized expenses amounting to SEK 692 M (508), with outstanding receivable of SEK 300 M (141 M) and outstanding payable of SEK 48 M (25 M).

### Note 36 Share-based payments

Beginning in 2018, certain key employees were granted performance shares of Intrum AB, under the Group's Long Term Incentive Plans (the "LTIPs"). The beneficiaries of the plans are granted the right to receive ordinary shares, without consideration, if certain financial targets set by the Board are achieved over a specified three-year period.

Under the LTIPs, eligible employees may be granted up to certain percentage of their annual base salary ("offered amount"), worth of fully paid ordinary shares of the Company for no cash consideration. The number of shares assigned to the participants in the plans was the offer amount divided by the weighted average price at which the Company's shares were traded on the Stockholm Stock Exchange during the 10 days up to and including the date of grant.

Plans are subject to performance conditions as well as service conditions.

The performance conditions used to assess the outcome of the LTIPs are distinctly linked to the business strategy and thereby to the Company's long-term value creation. These metrics are linked to the Company's Earnings Per Share ("EPS") target established by the Board.

The 2021 plan was extended to not only include senior managers but also other employees within the Group in order to maximize shareholders' returns. Under the 2021 LTIPs, participants are granted performance shares which only vest if certain Total Shareholder Return (TSR) targets, including share price growth, dividends and capital return, are met over a period of three years. Participant also were granted with restricted shares which are only subject to service conditions.

The 2022 plan identifies three different group of employees who may receive performance shares or cash if certain TSR (Series 1 shares) or EPS targets (Series 2 shares) are met.

The Group treasury acquires shares from the market to transfer shares to employees on completion of vesting and performance conditions. Shares held by the Group and not yet issued to employees at the end of the reporting period are shown as treasury shares in the financial statements.

In March 2022 59,671 (66,346) treasury shares were transferred to the participating employees under the 2019 LTIPs.

Expense under the 2020 plan was reversed at the end of 2022 as the EPS target was not met.

As at 31 December 2022, following share awards remain outstanding:

Types of shares	2021 plan	2022 plan
Performance	154.799	89.370
Restricted	154.799	89.370

The roll-forward of the instrumented granted as well as their weighted average fair value is reported in the below table (amount in thousands of SEK except for number of shares and fair value):

	2022			2021		
	Units	GD FV	Amount	Units	GD FV	Amount
As at 1 January	550,782	248	136,566	369,504	234	86,377
granted during the year	178,740	138	24,698	309,598	259	80,186
forfeited during the year	-164,308	248	-40,740	-	-	-
Vested during the year	-110,262	248	-27,339	-128,320	234	-29,997
<b>As at 31 December</b>	<b>454,952</b>	<b>323</b>	<b>93,185</b>	<b>550,782</b>	<b>248</b>	<b>136,566</b>

The fair value of the Series 1 shares has been calculated to SEK 84,55 using a Monte Carlo simulation with Geometric Brownian Motion given the following assumptions:

- Share price at grant of SEK 221,7
- Volatility 33.42% (Expected volatility was determined by using annualized daily return volatilities of Company shares May 2 2021 – May 2 2022)
- Risk free rate of return 1.34% (interpolated from 2 and 5 year interest rates - Riksbanken)
- Dividend yield 0%
- Time horizon 3 years
- Minimum level corresponding to 15.76% share price CAGR (0% payout), target level corresponding to 48.15% share price CAGR (100% payout), maximum level, corresponding to 90.66% share price CAGR (150% payout).

The fair value of the Series 2 shares has been calculated to SEK 191,81 given the following assumptions:

- Share price at grant of SEK 221,7
- less discounted, at Risk free rate of return (1.34%), value of dividends expected 2022-2024 SEK 29.89
- Time horizon 3 years

The Group is responsible to withhold an amount equal to employees' tax obligations associated with the share awards under local tax laws. The tax

withheld is paid to the respective tax authorities on behalf of the respective employees.

The performance shares granted under the LTIPs include a net settlement feature under which the shares necessary to settle the employee's tax obligations are withheld.

The Group is settling the share grant on a net basis by withholding the number of shares with a fair value equal to the monetary value of the employee's tax obligation and only granting the remaining shares on completion of the vesting period. An amount of SEK 13,9 M was withheld and paid to the respective tax authorities in relation to the performance shares vested in March 2022 (2021 -17,3 M).

The expense recognized for the plans at the end of 2022 is SEK 23,9 M, of which SEK 28,9 M related to the 2021 plan and SEK 7,6 M related to the 2022 plan and 2020 plan was reversed for SEK (12,6) M at the end of 2022 as the EPS target was not met.

### Note 37 Events after the end of the year

No events after the balance sheet date.

### Note 38 Approval Date

The Board of Directors have reviewed and approved the Annual and sustainability report on the date according to electronic signature.

## Proposed appropriation of earnings

The Parent Company's distributable funds are at the disposal of the Board of Directors as follows:

SEK	
Share premium reserve	17,441,824,284
Retained earnings	-8,967,895,582
Net earnings for the year	-2,010,342,670
<b>Total</b>	<b>6,463,586,032</b>

The Board of Director propose that the earnings be distributed as follows<sup>1</sup>:

SEK	
Dividend, 120,536,935 shares x SEK 13.5	1,627,248,623
Balance carried forward	4,836,337,409
<b>Total</b>	<b>6,463,586,032</b>

1) The total amount of the dividend payment and the amount carried forward as distributable retained earnings after the dividend pay-out, will be adjusted based on the amount of treasury shares held by Intrum at the record date for the dividend payment.

The Board proposes the dividend to be paid through two instalments of SEK 6.75 each. The Board proposes 2 May 2023 and 1 November 2023 as record days. If the Annual General Meeting resolves in accordance with the proposal, the dividend is expected to be paid out via Euroclear Sweden AB on 5 May 2023 and 6 November 2023. The Board of Directors' complete statement motivating the proposed disposition of earnings for the 2022 fiscal year will be presented in a separate document prior to the 2022 Annual General Meeting. It concludes, among other things, that the proposed dividend is in line with the Company's dividend policy and that the Board, having considered the nature, scope and risks of the Company's operations, as well as the Company's and the Group's consolidation requirements, liquidity and financial position in general, has found no indications that the proposed dividend is unjustified.

The Board of Directors and the President certify that the Annual Report has been prepared in accordance with generally accepted accounting standards in Sweden and that the consolidated accounts have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards.

The annual accounts and consolidated accounts give a true and fair view of the financial position and results of the Parent Company and the Group. The Board of Directors' Report for the Parent Company and the Group gives a true and fair overview of the operations, financial position and results of the Parent Company and the Group, and describes significant risks and uncertainties that the Parent Company and the companies in the Group face.

The annual and consolidated accounts were approved for publication by the Board of Directors and the President on the date according to electronic signature and are proposed for approval by the Annual General Meeting on 27 April 2023.

Stockholm, date according to electronic signature

Andrés Rubio  
President and CEO

Magnus Lindquist  
Chairman of the Board

Hans Larsson  
Board member

Michel van der Bel  
Board member

Andreas Näsвик  
Board member

Magdalena Persson  
Board member

Liv Fiksdahl  
Board member

Andrés Rubio  
Board member

Ragnhild Wiborg  
Board member

Our audit report regarding this Annual Report was submitted on the date according to electronic signature.

Deloitte AB

Patrick Honeth  
Authorised Public Accountant

# Auditor's report

To the general meeting of the shareholders of Intrum AB (publ)  
Corporate Identification Number: 556607-7581

## Report on the Annual Accounts and Consolidated Accounts Opinions

We have audited the annual accounts and consolidated accounts of Intrum AB (publ) for the financial year 2022. The annual accounts and consolidated accounts of the company are included on pages 55-103 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2022 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act.

The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of 31 December 2022 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards, IFRS, as adopted by the EU, and the Annual Accounts Act.

The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of the shareholders adopts the income statement and balance sheet for the parent company and the Group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

## Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibility section.

We are independent of the parent company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

## Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judg-

ment, were of most significance in our audit of the annual accounts and consolidated accounts for the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

## Revenue Recognition of Credit Management Services

### Description of Risk

Revenue from credit management services, recognised as revenue from clients in the Group's income statement, are generated from a number of different revenue streams, including, but not limited to, debt collection services, credit optimisation services, e-commerce services, payment services, accounts receivable services, financial services and collateral services. For 2022, revenue from credit management services amounted to SEK 11,263 million.

The majority of these revenue streams are characterised by a large amount of transactions, which, in turn, is dependent on robust internal processes and controls as well as a well-functioning IT-environment.

Taking the high volume transaction environment into account, as well as the significance of the item for the Group's financial performance and cash flow for the year, we have assessed that revenue recognition from credit management services constitute a key audit matter in the audit.

The Group's accounting principles for revenue recognition from credit management services is presented in note 2. A specification of the item, including a breakdown of main revenue streams and segments, can be found in note 4 and 5.

### Our Audit Procedures

Out audit procedures included, but were not limited to:

- Evaluation of processes and controls associated with revenue from credit management services, including, but not limited to, compliance with contractual terms, revenue recognition, invoicing, and associated critical IT-systems and applications.
- Substantive testing on a sample basis of revenue associated with credit management services vis-à-vis contractual terms, invoices and amounts paid.
- Analytical review of items associated with revenue from credit management services.
- Assessment of compliance with guiding principles and adequate disclosures for revenue from credit management services in accordance with IFRS.

## Valuation of Goodwill

### Description of Risk

Goodwill arising from business combinations constitutes a significant item

in the Group's balance sheet and amounted to SEK 35,143 million as of 31 December 2022.

The item is tested for impairment on a regular basis, at least annually, based on the Group's two cash-generating units.

The recoverable amount of each cash-generating unit is measured by comparing the carrying amount of net assets to its value in use, which, in turn, is based on an assessment of forecasted cash flows from credit management services from each cash-generating unit discounted by the weighted average cost of capital.

Taking the surrounding elements of estimates, judgements and assumptions associated with the valuation model's key input data into account, as well as the significance of the item for the Group's financial position, we have assessed that goodwill constitute a key audit matter in the audit.

The Group's accounting principles for goodwill is presented in note 2. Critical estimates, judgements and assumptions are disclosed in note 3. A specification of the item, including a breakdown of cash-generating units and reflections from the most recent impairment test performed, can be found in note 11.

### Our Audit Procedures

Out audit procedures included, but were not limited to:

- Evaluation of processes associated with goodwill, including, but not limited to, budgeting, forecasts of cash flows from credit management services and tests of impairments.
- Assessment of the Group's cash-generating units.
- Involvement of valuation specialists in order to assess and challenge the valuation model applied in connection with the Group's impairment test, including evaluation of underpinning estimates, judgements and assumptions associated the the valuation model's key input data in terms of cash flows from credit management services and the weighted average cost of capital used as discount rate vis-à-vis independent financial market data and historical performance.
- Analytical review of the sensitivity of estimates, judgements and assumptions in the Group's impairment test.
- Assessment of compliance with guiding principles and adequate disclosures for goodwill in accordance with IFRS.

## Accounting of Credit Impaired Financial Assets

### Description of Risk

A significant part of the Group's business consist of investments in credit impaired financial assets, recognised as portfolio investments or via shares in joint ventures in the Group's balance sheet. As of 31 December 2022, the Group's portfolio investments amounted to SEK 35,645 million, whereas the Group's shares in joint ventures amounted to SEK 1,174 million.

The Group applies a centralised accounting model for credit impaired

financial assets that builds on the effective interest rate method, where the carrying value of each investment corresponds to the present value of all projected future gross cash flows discounted by the internal rate of return determined in connection with the acquisition of underlying assets.

Movements in the carrying value of credit impaired financial assets recognized as portfolio investments are recognized directly in the Group's income statement, either as amortizations or as a revaluation effect, whereas movements in the carrying value of credit impaired financial assets recognized via joint ventures are recognized indirectly as a share of profit and loss from joint ventures calculated via the equity method.

Taking the surrounding elements of estimates, judgements and assumptions into account, as well as the significance of the investments for the Group's financial position, financial performance and cash flow for the year, we have assessed that accounting of credit impaired financial assets constitute a key audit matter in the audit.

The Group's accounting principles for portfolio investments and shares in joint ventures are presented in note 2. Critical estimates, judgements and assumptions are disclosed in note 3. A specification of the item, including revenue and expenses from portfolio investments, can be found in note 4, 5 and 15. The corresponding specification for shares in joint ventures can be found in note 14.

#### Our Audit Procedures

Out audit procedures included, but were not limited to:

- Evaluation of processes and controls associated with credit impaired financial assets, including, but not limited to, internal governance, underwriting, investments, accounting, valuations and exits, and associated critical IT-systems and applications.
- Reperformance test of systematic monitoring activities carried out of actual gross cash flows in order to assess the reasonableness for forecasted (estimated) gross cash flows of acquired credit impaired financial assets.
- Reconciliation of carrying amounts vis-à-vis underlying investment data in associated IT-systems and applications.
- Substantive testing on a sample basis of factors used in connection with the calculation of the discount rate (purchase price and forecasted future gross cash flows) and of changes reported in the income statement in the form of amortisations and revaluation effects.
- Analytical review of items associated with investments in credit impaired financial assets, including, but not limited to, exposures, movements, margins, performance and macroeconomic surroundings.
- Involvement of valuation specialists in order to assess and challenge underpinning estimates, judgements and assumptions applied in connection with calculation of forecasted future gross cash flows.
- Assessment of compliance with guiding principles and adequate disclosures for credit impaired financial assets in accordance with IFRS.

#### Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-54 and 107-128. Other information also includes the remuneration report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the Group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

#### Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reason-

ably be expected to influence the economic decisions of users taken on the basis of the annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on the Swedish Inspectorate of Auditors (SIA) website: [revisorsinspektionen.se/revisornsansvar](https://revisorsinspektionen.se/revisornsansvar). This description is part of the auditor's report.

#### Report on Other Legal and Regulatory Requirements Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Intrum AB (publ) for the financial year 2022 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit to be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

#### Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibility section.

We are independent of the parent company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

#### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the Group's type of operations, size and risks place on the size of the parent company's and the Group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organisation and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the Group's financial situation and ensuring that the company's organisation is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

#### Auditor's Responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess

with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional scepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

### The Auditor's Examination of the ESEF Report Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to

Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528) for Intrum AB (publ) for the financial year 2022.

Our examination and our opinion relate only to the statutory requirements. In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

### Basis for Opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section.

We are independent of Intrum AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with the Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden 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 Esef report.

The audit firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Deloitte AB, 556271-5309, was appointed auditor of Intrum AB (publ) by the general meeting of the shareholders on 29 April 2022 and has been the company's auditor since 29 April 2021.

Stockholm, date according to electronic signature  
Deloitte AB

Signature on Swedish Original

Patrick Honeth  
Authorized Public Accountant

## Reconciliation of key financial metrics

SEK M	2022	2021	SEK M	2022	2021	SEK M	2022	2021
External servicing revenues	10,423	9,726	<b>Other items affecting comparability by segment</b>			Replenishment capex	-345	-5,654
Gross cash collections	13,435	11,818	Credit Management Services	-141	-17	Other capex	-6,550	-314
Other Portfolio Investments segment revenues	422	423	Strategic Markets	-834	-251	<b>Cash EBIT</b>	<b>6,343</b>	<b>6,343</b>
Cash flow from joint ventures	346	248	Portfolio Investments	-5,257	-185	Therof CMS	1,317	1,640
<b>Cash revenues</b>	<b>24,626</b>	<b>22,215</b>	Common costs	-278	-85	Therof SM	3,399	3,009
Portfolio amortisation	-5,320	-4,311	<b>Total other items affecting comparability</b>	<b>-6,510</b>	<b>-538</b>	Therof PI	4,240	3,561
Portfolio revaluations	117	133	<b>Adjusted revenues</b>			Therof Group items	-2,613	-4,977
Adjustment cash flow from joint ventures	-346	-248	Revenues	19,485	17,789	Cash financial items	-2,431	-2,013
Items affecting comparability	408	0	Items affecting comparability	-525	-133	Cash tax normalised	-926	-828
<b>Total revenues</b>	<b>19,485</b>	<b>17,789</b>	<b>Adjusted revenues</b>	<b>18,960</b>	<b>17,656</b>	<b>Recurring consolidated cash earnings</b>	<b>2,986</b>	<b>3,502</b>
<b>Items affecting comparability in sales</b>			<b>Adjusted EBIT</b>			Average number of shares outstanding	121	121
Positive revaluations portfolio investments	1,795	1,789	EBIT	154	6,475	<b>Cash EPS</b>	<b>24.75</b>	<b>28.98</b>
Negative revaluations portfolio investments	-1,678	-1,656	Items affecting comparability	6,510	538	Average invested capital	75,292	71,044
Items affecting comparability, revenues	408		<b>Total adjusted EBIT</b>	<b>6,664</b>	<b>7,014</b>	<b>Cash RoIC, %</b>	<b>8.4%</b>	<b>8.9</b>
<b>Total items affecting comparability in sales</b>	<b>525</b>	<b>133</b>	<b>Cash EBITDA</b>			<b>Net debt</b>		
<b>Items affecting comparability in operating earnings</b>			EBIT	154	6,475	Liabilities to credit institutions	8,430	4,060
Positive revaluations portfolio investments	1,795	1,789	<b>Non-cash items</b>			Bond loans	46,958	44,443
Negative revaluations portfolio investments	-1,678	-1,656	Depreciation	2,038	1,500	Provisions for pensions	141	329
Items affecting comparability joint ventures	-5,768	-288	Portfolio amortisation	5,320	4,311	Commercial paper	1,130	3,998
Items affecting comparability depreciation and amortisations	-585	-179	Portfolio revaluations	-117	-133	Cash and cash equivalents	-3,474	-4,553
Transformation program	-512	-73	Joint ventures impairment	1,182	1,133	<b>Net debt at end of period</b>	<b>53,185</b>	<b>48,277</b>
Other items affecting comparability	238	-132	<b>Joint ventures adjustment items</b>			<b>Net debt/Full year cash EBITDA</b>	<b>4.0</b>	<b>3.9</b>
<b>Total items affecting comparability in operating earnings</b>	<b>-6,510</b>	<b>-538</b>	Adjustment earnings from joint ventures	4,040	-1,426			
<b>Items affecting comparability by earnings statement line</b>			Adjustment cash flow from joint ventures	346	248			
Revenues from clients	408		<b>Restructuring and IAC</b>					
Positive revaluations of portfolio investments	1,795	1,789	Transformation program	512	73			
Negative revaluations portfolio investments	-1,678	-1,656	Revenues	-408	0			
Cost of sales	-1,044	-299	Other items affecting comparability	170	132			
Sales, marketing and administration costs	-223	-84	<b>Cash EBITDA</b>	<b>13,238</b>	<b>12,310</b>			
Items affecting comparability joint ventures	-5,768	-288						
<b>Total items affecting comparability in operating earnings</b>	<b>-6,510</b>	<b>-538</b>						

# Definitions

Result concepts, key figures and alternative indicators

## Acquired growth

Growth in cash revenues related to mergers and acquisitions of Group companies.

## Adjusted earnings per share

Net earnings for the period attributable to parent company's shareholders adjusted for IACs attributable to the parent company's shareholders and the corresponding tax amount divided by average number of outstanding shares for the period.

## Adjusted revenues

Revenues excluding portfolio revaluations and other items affecting comparability.

## Adjusted operating earnings (EBIT)

Adjusted operating earnings (EBIT) is operating earnings excluding revaluations of portfolio investments and other items affecting comparability.

## Adjusted operating margin

Adjusted operating earnings (EBIT) in relation to adjusted revenues.

## Adjusted segment earnings

Adjusted segment earnings is segment earnings excluding revaluations of portfolio investments and other items affecting comparability.

## Amortisation percentage

Amortisation on portfolio investments during the period, as a percentage of collections.

## Cash EBIT

Cash EBITDA less replenishment capex and other capex.

## Cash EBITDA

Cash EBITDA is adjusted operating earnings (EBIT) adding back depreciation and amortisations and portfolio amortisations. In addition, the EBIT contribution from joint ventures is replaced by the actual cash contribution from the joint venture.

## Cash EPS

Cash EBIT minus cash net financial items and cash net tax normalised divided by the average number of outstanding shares.

## Cash return on invested capital (RoIC)

Annualised cash EBIT divided by average invested capital for the period. Average invested capital calculated using quarterly opening and closing balances for the relevant period. Year to date and RTM is calculated using the opening and closing balances of the quarters in the period.

## Cash revenues

Revenues excluding non-cash revenues such as portfolio amortisation and earnings from joint ventures.

## Cash tax normalised

Earnings tax paid adjusted for non recurring items.

## Cash flow from joint ventures

The cash flow received by Intrum in form of distributions and dividends from investments in non-consolidated joint ventures.

## EBITDA

EBITDA is defined as operating earnings (EBIT) adding back depreciation and amortisations of tangible and intangible assets.

## Exchange rates

Growth in cash revenues related to the effects of changes in exchange rates.

## External revenues

Revenues from Intrum's external clients and revenues generated from Real Estate Owned assets (REO).

## Internal revenues

Predominantly related to revenues paid by the Portfolio Investment segment to Credit Management Services and Strategic Markets segments for collection activities made on the behalf of Intrum's own portfolios.

## Items affecting comparability

Significant non-cash items (other than normal accruals), restructuring costs and other non-recurring items are not included in the Group's normal recurring operations. These items are not expected to return on a regular basis and thus are excluded from the financial metrics. These may include but are not limited to revaluations of portfolio investments, restructuring costs, closure costs, reversal of restructuring or closure reservations, cost savings programs, integration costs, extraordinary projects, divestments, impairment of non-current fixed assets other than portfolio investments, acquisition and divestment expenses, advisory costs for discontinued acquisition projects, costs for relocation to new office space, termination and recruitment costs for members of Group Management and country managers, as well as external expenses for disputes and unusual agreements. Items affecting comparability are specified because they are difficult to predict and have low forecast values for the Group's future earnings trend.

### Net debt

Net debt is interest-bearing liabilities and pension provisions less liquid assets and interest-bearing receivables.

### Net debt/cash EBITDA

This key figure refers to net debt divided by Cash EBITDA on a rolling 12-month basis. The key figure is included among the Group's financial targets, it is an important measure for assessing the level of the Group's borrowings and is a widely accepted measure of financial capacity among lenders. This key figure is calculated in accordance with the definitions stated in the terms of the Group's revolving syndicated loan facility, which means, among other things, that participations in non-consolidated joint ventures is only included to the extent that earnings are distributed to Intrum and that operations acquired during the period are included on a pro forma-basis throughout the 12-month period.

### Operating earnings (EBIT)

Operating earnings consist of revenues less operating expenses as shown in the income statement.

### Operating margin

The operating margin consists of operating earnings expressed as a percentage of revenues.

### Operating margin, segment

The operating margin, segment consists of service line earnings expressed as a percentage of revenues.

### Other capex

Investments made to maintain and grow the business. For example, IT and tangible assets.

### Portfolio investments – collected amounts, amortisations and revaluations

Portfolio investments consist of portfolios of delinquent consumer debts purchased at prices below the nominal receivable. These are recognised at amortised cost applying the effective interest method, based on a collection forecast established at the acquisition date of each portfolio. Revenues attributable to portfolio investments consist of collected amounts less amortisation for the period and revaluations. The amortisation represents the period's reduction in the portfolio's current value, which is attributable to collection taking place as planned. Revaluation is the period's increase or decrease in the current value of the portfolios attributable to the period's changes in forecasts of future collection.

### Total portfolio investments made

The investments for the period in portfolios of overdue receivables, with and without collateral, investments in real estate and in joint ventures whose operations entail investing in portfolios of receivables and properties.

### Replenishment capex

The estimated portfolio investments required to maintain the ERC in a steady state. Calculated by dividing the in quarter gross cash collections by the RTM MoM multiple.

### REO

Real estate owned.

### Return on portfolio investments

Return on portfolio investments is the service line earnings for the period, excluding operations in factoring and payment guarantees, recalculated on a full-year basis, as a percentage of the average carrying amount of the balance-sheet item purchased debt. The ratio sets the service line's earnings in relation to the amount of capital tied up and is included in the Group's financial targets. During the year, the definition of average book value for the full year was adjusted to be based on the average of the quarters instead of the opening and closing book value for the full year.

### Revenues

Consolidated revenues include external servicing earnings (variable collection commissions, fixed collection fees, debtor fees, guarantee commissions, subscription earnings, etc.), earnings from portfolio investments operations (collected amounts less amortisation and revaluations for the period) and other earnings from financial services (fees and net interest from financing services).

### RTM

Rolling Twelve Months, RTM, refers to figures on a last 12-month basis.

### RTM MoM multiple

The average quarterly underwriting money-on-money multiple for the past 12 months. Calculated by dividing the lifetime ERC of acquired portfolios with the purchase price of the portfolios.

### Segment earnings

Segment earnings relate to the operating earnings of each segment, Credit Management Services, Strategic Markets, Portfolio Investments and Group items.

# Sustainability

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## H1 About the Sustainability Report

### Accounting Policies

This Annual and Sustainability Report integrates financial data with sustainability information. The Sustainability Report has been prepared in accordance with the Annual Accounts Act (ÅRL) and is designed in accordance with the Global Reporting Initiative (GRI) Standards, 2021. The report is published annually and contains information on how Intrum contributes to the UN's Sustainable Development Goals and Agenda 2030. The Sustainability Report is aligned with the financial year and covers the period from 1 January 2022 to 31 December 2022. The Annual Sustainability Report was published 5th of April 2023.

The report includes disclosures regarding our view on sustainability, value creation and risks associated with issues related to the environment, social conditions, labour, respect for human rights and anti-corruption. The Board of Directors receives and reviews the Annual and Sustainability Report and its contents before it is signed. The sustainability report has been limited assured by Intrum's auditors, see page 127 for the auditors report. The report encompasses Intrum AB (publ) and our operations in 24 markets in Europe as well as in Brazil and Mauritius. (see Note 13, pages 86–89).

### Significant changes since the preceding reporting period

From the 2022 reporting year onwards, the Sustainability Report is prepared in accordance with GRI Standards 2021; see GRI Index on page 126. Following feedback from our stakeholders, this year we have increased the number of scope 3 emissions categories reported, resulting in a significant difference in our reported emissions for 2022. For more information, see page 121-122. Due to interpretation errors, data from 2021 has been corrected in the KPIs 'Number of debt cases finally settled' and 'Number of debt-free individuals', as well as in emissions data. More information can be found on pages 115 and 122 respectively.

### Contact persons

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## H2 Sustainability governance

The strategic focus of Intrum's sustainability work is approved by the Board of Directors, which is also the highest decision-making body in sustainability governance. The Board meets regularly and addresses sustainability-related matters as needed, for example on the adoption of a new strategy, follow-up of strategy, updating of materiality analysis, new legislation, endorsement of sustainability frameworks, to name just a few of the areas that require Board involvement. The Group Management Team proposes the strategy to the Board. The Group's sustainability work is conducted through the global sustainability team, which reports to the Chief Brand and Communications Officer who is part of the Group Management Team. The company's Sustainability Integration Committee (SIC) is responsible for simplifying the coordination and integration of the work in the Group as a whole and for integrating sustainability into day-to-day business operations. The Committee is chaired by the Chief Brand and Communications Officer and the Global Sustainability Director and, in addition to these, the Committee includes representatives from our Credit Management and Portfolio Investments service lines, HR, Risk and Compliance, and two Managing Directors. In 2022, the focus was on implementing the existing sustainability strategy, updating the sustainability strategy, updating the materiality analysis and on preparations ahead of upcoming legislation, including the Corporate Sustainability Reporting Directive.

Our purpose, values, mission and vision lay the foundation for our sustainability work alongside Intrum's Code of Conduct and related internal instructions and policies. The Code of Conduct covers our employees, partners and suppliers, and is a separate appendix. Other governance documents of significance for our sustainability work include our sustainability policy, HR instruction, privacy and data protection instruction, sales instruction and instructions on anti-money laundering and financing of terrorism.

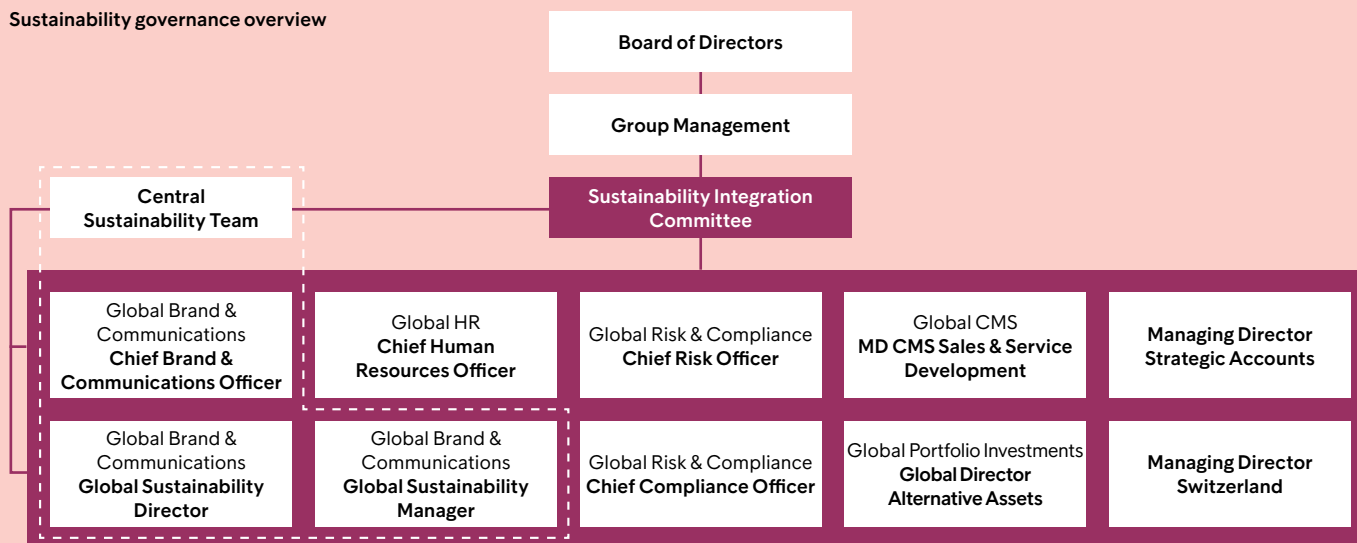
Intrum's governance model is based on a clear delegation and follow-up of powers and authorities, which pervades all business areas, staff units and control functions. More information on our governance model and control of compliance with our internal instructions can be found in the Corporate Governance Report on pages 44–53.

### Framework for sustainability work

To contribute to a global responsibility with regard to sustainability, Intrum has, since 2016, been a signatory of the UN's Global Compact business initiative and its ten principles on human rights, labour rights, the environment and anti-corruption. The principles of the Global Compact are derived from the UN Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention against Corruption. Through this initiative, we have undertaken to integrate Global Compact and its ten principles into our business strategy, culture and day-to-day operations and to communicate our progress.

This is implemented through our internal instructions and our sustainability policy, our Code of Conduct and our Supplier Code of Conduct, the content of which is communicated to relevant stakeholders. These governance documents are reviewed annually and adopted by the Board of Directors and guide our sustainability work. For more information about our internal governance and control, see pages 44–53. We also support Agenda 2030 and the UN's Sustainable Development Goals. We have performed human rights due diligence in line with the UN Guiding Principles on Business and Human Rights and we began reporting in accordance with the Task Force on Climate-related Financial Disclosures (TCFD). For more information about the TCFD, see pages 65–66.

### Sustainability governance overview



### H3 Stakeholder engagement

Our key stakeholders are those who are affected by our business to a substantial extent and who play a significant role to our business – customers, clients, employees, shareholders and society.

We have daily interactions with our stakeholders in various contexts. Through continuous dialogues, we can be responsive to their expectations and develop our operations in line with those expectations. Interaction with them occurs in a variety of ways, including through individual conversations, broader discussions, surveys and questionnaires.

In addition to the interaction in day-to-day operations, we conduct targeted sustainability dialogues to deepen our understanding of our impact on stakeholders. Led by the Global Sustainability Team, we conducted in-depth interviews during the year with a selection of our largest shareholders, as well as employee focus groups. These discussions covered the views of the stake-

holders on risks and opportunities, as well as their expectations of our sustainability work both now and in the future. The results of these dialogues formed part of Intrum's analysis of its impact on the economy, environment and people, which also provides the basis for the strategy that is being developed ready for implementation to begin in 2023.

In 2021, we held stakeholder dialogues with representatives from the European Consumer Debt Network and with internal stakeholders, focusing on human rights. Overall, these have provided important input for the strategy work carried out during the year.

We view stakeholder dialogues as a rewarding element in our operations, as they enable development in the desired direction and strengthen how we generate value as a company.

#### Intrum's Stakeholder dialogue

	Stakeholder	Examples of interactions	Examples of material issues	Addressing questions
 Customers	The customers are our clients' customers, individuals and sometimes companies in debt who we encounter in our day-to-day operations and whose cases we take on when they pay late or fail to pay.	Regular customer surveys, daily contact through our website, e-mail, telephone and letters.	A personal approach, that we show empathy and are able to identify individually tailored solutions, that we provide user-friendly tools and offer favourable accessibility.	Our daily work is guided by our values. Our Code of Conduct incorporates our values and guides us in our daily work. In 2020, new principles were developed regarding our ethical treatment of customers during the current pandemic.
 Clients	Our clients are companies in various sectors whom we help secure payment. Clients span all scales of companies, from multinational corporations to small and medium-sized enterprises.	Annual client satisfaction survey, annual interviews, the annually produced European Payment Report where the selection includes our clients, as well as daily contact through our website and by e-mail and telephone.	Liquidity, our treatment of their customers, that we are part of the customer journey, that we are a professional partner offering user-friendly and customised solutions.	An annual survey of our clients facilitates our continued development. Our daily work is guided by our values. Our Code of Conduct incorporates our values and guides us in our daily work.
 Society	Society is a broad stakeholder group including citizens and policy makers, consumers and companies, authorities and organisations, to name just a few.	Regular cooperation with the bodies of the European Union, regular cooperation with local decision-makers, regular financial education initiatives.	A well-functioning credit market for creditors and borrowers, that we help individuals become debt-free thereby improving their circumstances, that we contribute to a sound economy for companies with a responsible and ethical approach.	Two annual surveys, the European Payment Report involving more than 10,000 companies and the European Consumer Payment Report involving more than 24,000 consumers. These surveys provide insights that we also share with others. We also collaborate with decision-makers at different levels to foster regulatory development in a desirable direction.
 Shareholders	Our existing and potential shareholders	Discussions and interviews with shareholders, quarterly reporting including road shows, meetings with shareholders including the Annual General Meeting.	Ethical treatment of customers, responsible selection of clients and debt portfolios, anti-corruption and a reduced climate footprint, our work with sustainability-related risks.	Development of relevant governance documents, integration of sustainability-related risks into the risk management process. Expansion of reported emissions categories in line with Greenhouse Gas Protocol Scope 3.
 Employees	In the 25 markets in which we operate, Intrum has approximately 10,000 employees in total.	The annual MyVoice employee survey, focus groups, the Workplace internal communications platform with daily interactions, ongoing interactions and discussions.	Ethical treatment of customers, increase financial literacy in society, Well-being, workplace environment and health, and working at a sustainable company.	An annual employee survey, global and local handling of the results of the employee survey by the teams.

### H4 Materiality analysis

Work began during the year to update our strategy, including the prioritisation of material sustainability issues. Stakeholder dialogues have provided us with important perspectives that have enhanced our understanding of the impact of our business on the economy, environment and people, including human rights, as well as what expectations our stakeholders have of our business in both the short term and the long term. We then made an internal assessment of our direct and indirect impact on the economy, people and the environment, including climate, and also considered the financial impact for each material sustainability issue. Our assessment is that the outcome is in line with previously identified areas and this work is continuing in 2023. Preparations for this work have been made by the Global Sustainability Team and the Sustainability Committee and they provide the basis for the strategy that the Group Management Team will present to the Board of Directors in 2023. Given the updates made to the GRI Standards reporting framework, as well as upcoming reporting standards at EU level, we are planning to develop this process over the coming years.

#### Areas of focus and material sustainability issues

Enable sustainable payments	Be a trusted and respected actor	Growing by making a difference
<ul style="list-style-type: none"> <li>Ethical collection by treating customers fairly</li> <li>Responsible selection of clients and portfolios</li> <li>Sound finances for our clients</li> <li>Favourable payment terms between companies</li> <li>Sound transactions</li> <li>Increase financial literacy in society</li> </ul>	<ul style="list-style-type: none"> <li>Anti-corruption</li> <li>Reduced environmental footprint</li> <li>Responsible value chain and partnerships</li> <li>Data security</li> <li>Relationships with decision-makers and organisations</li> </ul>	<ul style="list-style-type: none"> <li>Attracting and retaining talents, including employee well-being</li> <li>Diversity and inclusion</li> </ul>

## H5 Sustainability targets and outcomes 2022

The five aspects of sustainability in focus for our strategy are ethical collection, sound economy for our clients, well-being among our employees, diversity and inclusion, and reduced environmental footprint.

### Strategic sustainability targets

Focus area	Strategic sustainability targets 2020–2023	Outcome in 2022
<i>Enable sustainable payments</i>	Maintain a high level in the Culture Index at above 80/100 (80/100 in 2019)	85/100
	Increase the average Client Satisfaction Index to above 75/100 (73/100 in 2019)	76/100
<i>Growing by making a difference</i>	Increase the Engagement Index among our employees to above 80/100 (76/100 in 2019)	80/100
	Achieve a more balanced gender distribution throughout the company (40/60%)	Board of Directors: Women 38%, Men 62% Group Management: Women 31%, Men 69% Entire organisation: Women 61%, Men 39%
<i>Be a trusted and respected actor</i>	To achieve climate neutrality by 2030 and to reduce our total greenhouse gas emissions by at least 20% compared with 2019	Our emissions have decreased by -10% in total compared to the base-line year 2019 from 7,277 tonnes to 6,551 tonnes. For more information, see page 121.

## H6 Agenda 2030

We have identified three sustainable development goals and five targets within the UN's 2030 Agenda to which we have the opportunity to make a positive contribution through our sustainability strategy and activities.

### Intrum Agenda 2030

Focus area	Goals and targets where we have the greatest opportunities to contribute		Examples of activities
<i>Enable sustainable payments</i>		Goal 8 – Decent work and economic growth	Target 8.10 Universal access to banking, insurance and financial services
			Target 8.3 Promote policies to support job creation and growing enterprises
<i>Growing by making a difference</i>		Goal 5 – Gender equality	Target 5.5 Ensure full participation in leadership and decision-making
		Goal 8 – Decent work and economic growth	Target 8.8 – Protect labour rights and promote safe working environments
<i>Be a trusted and respected actor</i>		Goal 13 – Climate action	Target 13.2 – Integrate climate change measures into policies and planning

## H7 Value chain

Intrum is a market leader in credit management and the purchase of overdue receivables. We are established in 24 European markets and have smaller operations in Brazil and Mauritius. Our purpose is to lead the way to a sound economy. A market in which people and companies can efficiently provide

and receive credit is a prerequisite for the business community to be able to function. Opportunities increase for a society and its economy to flourish if companies are paid on time for their goods and services, as this enables them to invest, employ and grow – while individuals are able to meet their payment

commitments and regain control of their finances. Working at Intrum means being part of our purpose and helping to drive the development of an ethical collection industry.

Stakeholders in the value chain	Upstream			Downstream		
	Suppliers	Clients	Employees	Customers	Society	Shareholders
Activity	<p>Our primary suppliers provide us with goods and services within the following categories:</p> <ul style="list-style-type: none"> <li>IT, which includes infrastructure, hardware, software and cloud services.</li> <li>Temporary contracted staff and consultancy services</li> <li>Real estate</li> <li>Courier and postal services</li> <li>Banking and investment services</li> <li>Legal services</li> </ul>	<p>We have around 80,000 clients, consisting of companies of various sizes and sectors. They engage us to help them secure payment for their products and services while keeping their customer relationships intact. Our service offering covers the entire value chain, from the first invoice reminder to debt collection services and our acquired debt portfolios. We offer our clients services within credit check, credit assessment, invoicing, pre-collection, debt collection and acquisition of debt portfolios.</p>	<p>We have around 10,000 employees, who work in the space between client and customer. Our values of Empathy, Ethics, Dedication och Solutions guide us in all that we do, from how we work with our clients to how we respond to our customers.</p>	<p>Every day we have around 250,000 interactions with individuals and companies who need help dealing with a late payment. It is important to us that we are able to provide assistance in finding a long-term sustainable payment solution and to help our customers back to sound finances, whatever the reason for their debt or late payment.</p>	<p>We have a key role to play as part of a well-functioning financial ecosystem, where companies are paid for their work and private individuals are able to take back control of their finances. We also see it as our responsibility to work proactively and spread knowledge to clients, customers and society in general about issues relating to sound finances, as well as to help drive the development of an ethical collection industry.</p>	<p>Intrum's shares have been listed on the Nasdaq Stockholm exchange since June 2002. Since January 2014, the shares have been listed on the Nasdaq Stockholm Large Cap list of companies with a market capitalisation of more than EUR 1 billion. By generating positive financial results and acting responsibly, we are able to create the conditions for long-term returns for our shareholders.</p>

### Overview of sustainability aspects and main impact in the value chain

H8.1 Ethical collection by treating customers fairly					
H8.2 Responsible selection of clients and portfolios					
H8.3 Sound economy for our clients					
H8.4 Sound transactions					
H8.5 Increase financial literacy in society					
H8.6 Favourable payment terms between companies					
H8.7 Diversity and inclusion					
H8.8 Attract and retain talents, including employee well-being					
H8.9 Anti-corruption					
H8.10 Data security					
H8.11 Relationships with decision-makers and organisations					
H8.12 Reduced environmental footprint					
H8.13 Responsible value chain and partnerships					

## H8 Material sustainability issues and sustainability data

### H8.1 Ethical collection by treating customers fairly

Our impact is mostly about our ability to help individuals out of debt, which is a prerequisite for being able to participate fully in the economy. A key part of this is treating customers with empathy and respect for the individual person's circumstances, which is something we consider extremely important. This applies both to how we communicate with customers and how we handle cases. For us, this is a prerequisite for our clients to entrust us with their most important asset – their customers.

We are guided by our values of Empathy, Ethics, Dedication and Solutions. Our Code of Conduct incorporates our values that guide us in our daily work and in the treatment of both customers and our other stakeholders. We have also formalised principles on our approach to customers in our internal instruction "treating customers fairly".

We began measuring customer satisfaction in a uniform manner in our markets during the year. We do so using a survey that our customers can complete after they have been in contact with us. Customer satisfaction is measured using an index on a scale of 1 to 5, where the global average for the year was 4.2.

Since developing our values in 2017, our annual employee survey measures the extent to which our employees perceive that we live up to our values, which is captured in our culture index. The result of our most recent survey was a culture index of 85. The employee survey is conducted among all employees and had an 87 per cent response rate, which was slightly lower compared with the previous year (91).

By helping customers find a solution to get out of debt, we help them back to sound personal finances. Every year, we measure the total number of debt cases where we have helped our customers to find a solution to settle the case. Starting in 2020, we also measure the number of customers that we have helped to become debt free.

*Key internal governance documents*  
Code of Conduct  
Treating customers fairly instructions

#### Company-specific key performance indicator – Ethical collection

	2022	2021	2020	2019
Culture Index (0–100)	85	85	82	80
Number of debt cases finally settled (millions) <sup>1</sup>	8.7	8.0 <sup>2</sup>	14.8	9.7
Number of customers that became debt free (millions) <sup>1</sup>	4.2	4.1 <sup>2</sup>	6.2	n/a
Customer satisfaction index	4.2			

1) The definitions of the KPIs 'Number of debt cases finally settled' and 'Number of customers that became debt free' have been adjusted with a new definition of which cases are included and excluded, so the outcome for 2021 cannot be compared with previous years.

2) Due to interpretation errors, data for 2021 has been corrected and recalculated. The error relates to the updated definition of which cases are included and excluded. This resulted in a correction of 2021 figures from 10,1 to 8,0 million debt cases finally settled and from 4,2 to 4,1 million for customers that became debt free.

### H8.2 Responsible selection of clients and portfolios

For us, it is important to collaborate with clients who share our values of good business ethics. Our clients and portfolios form the core of our value chain, and we therefore select our clients and portfolios with care. In practice, this means that we opt out of clients or portfolios whose invoices have no legal basis, that apply unethical lending terms or offensive sales methods, or are not considered ethical for other reasons.

Our Sales instruction stipulates the criteria for how we choose our clients and portfolios. Before we commence a collaboration with a client, due diligence is performed in accordance with these criteria.

*Key internal governance documents*  
Code of Conduct  
Sales instruction

### H8.3 Sound finances for our clients

The core of our operations entails helping companies get paid for the goods and services they have sold. We offer our clients a long-term partner facilitating development and growth. We strive to offer our clients favourable service and to provide user-friendly solutions.

Our daily work is guided by our values of Empathy, Ethics, Dedication and Solutions. Our Code of Conduct incorporates the values that guide our daily work and how we treat clients and other stakeholders alike.

To understand how we can develop our approach, an independent survey is conducted each year to derive a Satisfaction Index. According to the latest survey, which was conducted in the autumn of 2022, the Index amounted to 76.

By helping our clients get paid for their goods and services by acting as agents or by buying portfolios, we generate financial value to them. We monitor this financial value, that is, how much money we have collected on behalf of our clients through our credit management services, as well as the value of the portfolios we have purchased from clients and thus released from their balance sheets.

*Key internal governance documents*  
Code of Conduct

#### Company-specific key performance indicator – Sound finances for our clients

	2022	2021	2020	2019
Client Satisfaction Index (0–100)	76	77	75	73
Financial value generated for our clients (SEK billion)	89	75	77	67

### H8.4 Sound transactions

Money laundering is a growing problem in society and, as a financial sector player that handles payments, we risk being negatively impacted. We regularly review transactions conducted within our operations, and suspicious transactions are reported to the relevant authorities.

*Key internal governance documents*  
Instructions for anti-money laundering, terrorist financing, and sanctions

#### Company-specific key performance indicator – Sound transactions

	2022	2021	2020	2019
Number of cases reviewed	6,835 <sup>3</sup>	2,269	1,614	1,046
Number of cases reported	20	19	7	10

3) The deviation compared with previous years is because of the Russian invasion of Ukraine. All transactions that could have a potential link to Russia were reviewed.

### H8.5 Increase financial literacy in society

Over-indebtedness involves those who find they experience recurring problems with not being able to pay for the goods and services they have purchased. In certain countries and among certain groups of people, knowledge about personal finances and the consequences of paying on credit is low, and many would like to learn more about these issues at a young age. We see it as an opportunity and our responsibility to help raise the level of awareness regarding sound finances by actively sharing our knowledge within the framework of our daily activities and through targeted educational initiatives.

We conduct a number of different educational initiatives in our markets.

*Key internal governance documents*  
Code of Conduct

#### Company-specific key performance indicator – Educational initiatives

Country	Description
Denmark	Provided lessons to educate upper school students.
Latvia	Gave presentations in schools to increase the financial knowledge of students.
Lithuania	Gave presentations in schools to increase the financial knowledge of students.
Norway	Financial support and collaboration with the Norwegian Red Cross in an initiative in which we educated people who have left prison about personal finance.
Spain	Held workshops for students designed to increase their knowledge of personal finance.
Sweden	Spendido is an interactive digital learning tool for upper-secondary school students for issues related to credit and indebtedness.
Hungary	In 2017, we launched the annual competition "Zsebpénzügyes (pocket money)" for upper-secondary school students, in which they can test their knowledge on financial education and personal finance.
Austria	Spendido is an interactive digital learning tool for young people aged 12–18, through which they can learn about issues related to credit and indebtedness.

#### H8.6 Favourable payment terms between companies

We know that late payments have negative consequences for companies. Through our payment times to suppliers, we have a direct impact, and we also work pro-actively to indirectly shorten payment times for companies, thus contributing to their development and growth. This is achieved through various activities with the objective of shortening payment times for companies.

#### Key internal governance documents

Code of Conduct

#### H8.7 Diversity and inclusion

As an employer, we do our utmost to treat all employees with respect and to afford equal development opportunities to all. It is our conviction that being a multicultural company based on diversity, equality and inclusion makes us more sensitive to our customers and their overall needs and enables innovation and development of the right solutions for every new situation. With operations in 25 countries, employees speaking 38 languages and 91 nationalities in our workforce, we are proud to be a multicultural company. As an employer, we do our utmost to treat all employees with respect and to afford equal development opportunities to all.

All information on employees is based on the total number of full-time employees (FTEs) apart from employee turnover, which is based on Number of employees. Data is collected at the end of the reporting period, as of 31 December 2022.

The number of temporary employees includes all apprentices, interns and employees with temporary employment. Permanent employees includes all ordinary employees with a contract that has no end date, including seasonal workers.

#### Key internal governance documents

Code of Conduct  
HR instruction

#### GRI 2-7 Employees

Total number of employees by contract type and gender

Gender	Permanent	Temporary	Total
Women	5,916	373	6,289
Men	3,809	151	3,960

Gender	Full time	Part time	Total
Women	5,380	909	6,289
Men	3,780	180	3,960

#### GRI 405-1 Diversity of governance bodies and employees

	2022	2021	2020	2019
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#### Gender distribution, Group

##### Management Team<sup>1</sup>

Women	31%	20%	27%	18%
Men	69%	80%	73%	82%

#### Gender distribution, Board of

##### Directors

Women	38%	38%	33%	33%
Men	62%	62%	67%	67%

#### Gender distribution, employees

Women	61%	61%	63%	62%
Men	39%	39%	37%	38%

1) As of 31 December 2022

#### Distribution of managerial positions by gender and age

Age Group	Gender	Share
<30	Female	3%
<30	Male	1%
30–39	Female	14%
30–39	Male	15%
40–49	Female	22%
40–49	Male	21%
50+	Female	11%
50+	Male	14%
<b>Total</b>		<b>100%</b>

#### GRI 2-7 Employees

Country	Permanent	Temporary	Full time	Part time
Austria	39	0	34	5
Belgium	86	0	76	10
Brazil	33	0	33	N/A
Czech Republic	57	12	60	9
Denmark	154	5	146	13
Estonia	11	0	9	2
Finland	449	19	426	43
France	469	43	473	38
Germany	375	53	351	77
Greece	1,52	187	1,699	8
Hungary	495	2	472	25
Ireland	42	3	42	3
Italy	760	21	700	81
Latvia	317	4	314	7
Lithuania	526	5	520	11
Mauritius	158	0	157	1
Netherlands	126	9	78	57
Norway	503	5	482	26
Poland	319	95	379	35
Portugal	234	6	229	11
Romania	156	3	143	16
Slovakia	72	1	54	19
Spain	1,87	21	1,376	515
Sweden	391	2	392	1
Switzerland	190	10	158	42
United Kingdom	375	18	358	35
<b>Total</b>	<b>9,725</b>	<b>524</b>	<b>9,161</b>	<b>1,089</b>

## GRI 2-8 Workers who are not employees

Type of worker	FTE	%
Contract workers	2,225	18%
Employees	10,249	82%
<b>Total</b>	<b>12,474</b>	<b>100,0%</b>

### Type of work

	FTE	%
Consulting	1525	68%
Contract	704	32%
Other	5	0%
<b>Total</b>	<b>2,233</b>	<b>100,0%</b>

### Function

	FTE	%
IT	745	33%
Operations	730	33%
Legal	343	15%
Credit Management Services Secured	252	11%
Finance	56	3%
HR	49	2%
Credit Management Services	29	1%
Risk & Compliance	11	1%
Data & Analytics	9	0%
Brand & Communications	5	0%
Internal Audit	3	0%
Portfolio Investments	1	0%
<b>Total</b>	<b>2,233</b>	<b>100,0%</b>

## Company-specific key performance indicator – Languages spoken

We speak 38 different languages in which we can serve our customers and clients in the 25 markets in which we operate.

	2022
Number of languages spoken	38

### List of languages spoken by employees

Albanian	Estonian	Latvian	Serbian
Arabic	Finnish	Lithuanian	Serbo-Croatian
Bosnian	Flemish	Norwegian	Slovakian
Cantonese	French	Persian	Spanish
Catalan	German	Polish	Swedish
Czech	Greek	Portuguese	Tamil
Danish	Hindustani	Punjabi	Turkish
Dari	Hungarian	Romani	Ukrainian
Dutch	Italian	Romanian	
English	Kurdish	Russian	

## Company-specific key performance indicator – Nationalities of employees

	2022
Number of different nationalities	91

### List of nationalities of employees

Albania	Denmark	Kazakhstan	Republic of
Algeria	Dominican	Kenya	Trinidad and
Angola	Republic	Kosovo	Tobago
Argentina	Ecuador	Latvia	Romania
Armenia	Egypt	Lebanon	Russia
Australia	El Salvador	Lithuania	Saudi Arabia
Austria	Equatorial	Madagascar	Serbia
Azerbaijan	Guinea	Malawi	Slovakia
Bangladesh	Estonia	Mauritius	Slovenia
Belarus	Finland	Mexico	Spain
Belgium	France	Moldova	Sri Lanka
Bolivia	Gabon	Mongolia	Sweden
Bosnia and	Germany	Morocco	Switzerland
Herzegovina	Ghana	Mozambique	Togo
Brazil	Greece	Netherlands	Tunisia
Bulgaria	Guinea-Bissau	Nigeria	Turkey
Cameroon	Honduras	Norway	Turkmenistan
Canada	Hungary	Pakistan	Ukraine
Chile	India	Peru	United Kingdom
China	Indonesia	Philippines	Uruguay
Colombia	Iran	Poland	Venezuela
Comoros	Ireland	Portugal	Zambia
Croatia	Italy	Repub-	Zimbabwe
Cuba	Ivory Coast	lic of North	
Czech Republic	Jamaica	Macedonia	

## H8.8 Attract and retain talented individuals, including employee well-being

Our capacity to attract and retain talent goes hand in hand with our employees' well-being. To attract talented individuals and develop them within the company, we foster internal mobility and work actively to illuminate internal career paths. It is crucial that our employees be afforded sufficient resources, knowledge and opportunities to perform their duties, and we work continuously to ensure that we meet the needs of each individual in this regard. All employees working with us must be able to enjoy their fundamental freedoms and rights.

### Key internal governance documents

Code of Conduct  
HR instruction

### GRI 401-1 New employee hires and employee turnover

	2022	2021	2020	2019
Number of new hires	2,439	2,310	2,096	3,634
Employee turnover	22%	22%	21%	26%

### New hires

	Total
<b>Age Group</b>	
<30	966
30-39	742
40-49	469
50+	262
<b>Total</b>	<b>2,439</b>

### Gender

Female	1,476
Male	963
<b>Total</b>	<b>2,439</b>

### Employee turnover

	Total
<b>Age Group</b>	
<30	785
30-39	748
40-49	426
50+	246
<b>Total</b>	<b>2,205</b>

### Gender

Female	1310
Male	895
<b>Total</b>	<b>2,205</b>

#### GRI 401-1 New employee hires and employee turnover<sup>1</sup>

Country	Number of new hires	Share of new hires	Number of leavers	Total employee turnover
Austria	11	0%	16	37%
Belgium	12	0%	16	16%
Brazil	19	1%	26	78%
Czech Republic	5	0%	10	14%
Denmark	32	1%	34	21%
Estonia	0	0%	13	60%
Finland	65	3%	83	17%
France	81	3%	94	18%
Germany	92	4%	78	18%
Greece	581	24%	163	12%
Hungary	98	4%	102	18%
Ireland	10	0%	27	54%
Italy	131	5%	44	6%
Latvia	96	4%	92	27%
Lithuania	203	8%	239	42%
Mauritius	86	4%	92	69%
Netherlands	4	0%	17	12%
Norway	57	2%	150	26%
Poland	101	4%	80	20%
Portugal	69	3%	70	31%
Romania	70	3%	112	65%
Slovakia	4	0%	11	12%
Spain	296	12%	380	20%
Sweden	94	4%	80	19%
Switzerland	28	1%	33	15%
United Kingdom	197	8%	143	43%
<b>Total</b>	<b>2,439</b>		<b>2,205</b>	<b>22%</b>

#### GRI 404-1 Average hours of training per year per employee

	2022
Average hours of training per year per employee	32

#### GRI 2-30 Collective bargaining agreements

	2022	2021	2020	2019
Proportion of employees covered by collective bargaining agreements	48%	52 %	46%	>60%

For employees without collective bargaining agreement, the working contractual agreement is established between the employee and the organization.

#### Company-specific key performance indicator – Well-being among employees

	2022	2021	2020	2019
Employee Engagement Index (0–100)	80	81	79	76
Sick leave	5%	5%	6%	7%

1) The strategic decision to leave certain markets, in particular Brazil, Estonia, Latvia, Lithuania and Romania, has contributed to higher turnover levels and lower employment in these markets. The macroeconomic situation and its impact on living costs, the fierce competitive situation and restructuring have also affected employee turnover in a number of markets.

#### H8.9 Anti-corruption

As a player in 25 markets, we are, like other companies, exposed to corruption risks in our markets. For us, applying zero tolerance of corruption is a matter of course, and our Code of Conduct and instructions against bribery and corruption guide our employees and others representing the Company in how we should act to manage this risk.

We conduct an annual assessment of corruption risks throughout our operations, including with regard to the following categories: risks linked to clients in each sector, geographical risks, internal risks, implementation risks. At an overarching level, the risks are classified as moderate. No significant risks have been identified, but a high level of risk has been identified in relation to our operations in Brazil – and, due to geographical risks, to outsourced activities and external partners outside Europe.

*Key internal governance documents*  
Instructions against corruption and bribes  
Code of Conduct

#### GRI 205-3 Confirmed incidents of corruption and actions taken

	2022	2021	2020	2019
Confirmed incidents of corruption and actions taken	0	0	0	0

#### GRI 205-1 Operations assessed for risks related to corruption

	2022	2021	2020	2019
Percentage of operations assessed for risks related to corruption	100%	100%	100%	100%

#### Company-specific key performance indicator – Whistle-blower channel

	2022	2021	2020	2019
Number of cases in the whistle-blower channel "Code of Conduct Hotline" that have resulted in action being taken	6	8	3	2

In 2022, six reported incidents in our whistle-blower channel led to further action. Four reports concerned HR-related incidents, which among other things led to redeployment and local improvement measures. One case concerned fraud, which led to the suspension of an employee. Another case related to breach of our internal anti-corruption policy by employees, which led to a reprimand.

#### H8.10 Data security

Given the large amounts of data on customers and clients that we handle, data security and data management represent one of our most important sustainability issues. We have both a legal and an ethical responsibility to handle sensitive data in a manner guaranteeing respect for personal privacy, and paying due consideration to the human right of freedom from arbitrary interference with privacy. Incorrect use of sensitive details or loss of data, could cause great harm to the individuals affected, as well as to clients and to us as a company.

*Key internal governance documents*  
Information security instruction  
Privacy Policy  
Privacy Governance

#### GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

	2022	2021	2020	2019
Data protection-related complaints from external parties	3,196			
Enquiries, audits and inspections by data protection authorities	14	24	40	9
Personal data breaches	403			

#### Data protection-related complaints

Intrum received 3,196 data protection-related complaints in 2022. The majority of these complaints concerned 1) the misconception that Intrum needs consent in order to conduct debt collection operations, 2) inaccurate personal data (including the human factor) and 3) handling of the rights of data subjects.

#### Enquiries, audits and inspections by data protection authorities

Intrum had 14 audits, inspections and follow-up enquiries from data protection authorities in 2022. These are based on complaints from data subjects that are followed up by the supervisory authority, our processes for documenting personal data processing and the procedure for implementing retention periods.

#### Personal data breaches

Intrum reported 403 personal data breaches to data protection authorities, while data subjects were informed of 39 personal data breaches.

#### H8.11 Relationships with decision-makers and organisations

Both nationally and internationally, we are engaged in dialogues with legislators, authorities and organisations within our sector. We consider participating actively in the debate on current issues in the sector and helping develop new credit management regulations as one of our most important tasks as a good corporate citizen. In this way, we are driving the future development of our industry in a more sustainable direction.

##### Key internal governance documents

Code of Conduct

##### GRI 2-28 Membership associations

Country	Organisation/Membership association
Global	<ul style="list-style-type: none"> <li>FENCA – Federation of European National Collection Associations</li> </ul>
Austria	<ul style="list-style-type: none"> <li>IVÖ – Austrian Collection Association</li> </ul>
Belgium	<ul style="list-style-type: none"> <li>Socrem: Industry association.</li> <li>UNIZO – Union of Independent Entrepreneurs</li> <li>UCM – Association for SMEs</li> </ul>
Czech Republic	<ul style="list-style-type: none"> <li>AIA – Czech Association of Collection Agencies</li> </ul>
Denmark	<ul style="list-style-type: none"> <li>Danish Collection Companies' Branch Organisation.</li> <li>The Danish Chamber of Commerce</li> </ul>
Finland	<ul style="list-style-type: none"> <li>Finnish debt collection company association</li> <li>Luottoalan asiantuntijat ry: Association of Credit Industry Experts</li> </ul>
France	<ul style="list-style-type: none"> <li>AFDCC – French Association of Credit Managers.</li> <li>FIGEC – The National Federation of Business information, Debt collection</li> <li>L'Entreprise des possibles: Human and financial resources.</li> <li>Cresus Association</li> </ul>

Country	Organisation/Membership association
Germany	<ul style="list-style-type: none"> <li>Bundesverband Deutscher Inkasso-Unternehmen</li> <li>Bundesvereinigung Kreditankauf und Servicing e.V.</li> <li>Deutsche Kreditmarkt-Standards e.V.</li> <li>Bankenfachverband e.V.</li> <li>Bundesverband E-Commerce und Versandhandel Deutschland e.V.</li> <li>BEMD – Bundesverband der Energiemarktdienstleister e.V.</li> <li>Schwedische Handelskammer in der Bundesrepublik Deutschland e.V.)</li> </ul>
Greece	<ul style="list-style-type: none"> <li>Hellenic Loan Servicers Association: Banking debt receivables management</li> <li>Hellenic-Swedish Chamber of Commerce</li> </ul>
Hungary	<ul style="list-style-type: none"> <li>Swedish Chamber of Commerce</li> <li>American Chamber of Commerce</li> <li>National Association of Financial Enterprises</li> <li>Hungarian Credit Management Association</li> <li>Hungarian Service. and Outsor. Association</li> <li>National association of Hungarian Mangagers</li> </ul>
Italy	<ul style="list-style-type: none"> <li>UNIREC – Credit Collection Italian Association</li> <li>Forum UNIREC – Credit Servicers and Consumers' Associations</li> </ul>
Latvia	<ul style="list-style-type: none"> <li>Finance Latvia association</li> <li>Latvian debt collection agencies association</li> <li>Latvian chamber of commerce</li> </ul>
Lithuania	<ul style="list-style-type: none"> <li>Lithuanian bank association</li> <li>Lithuanian debt collection agencies</li> <li>Swedish Chamber of Commerce in Lithuania</li> </ul>

Country	Organisation/Membership association
Netherlands	<ul style="list-style-type: none"> <li>AFM – Dutch Authority for the Financial Markets</li> <li>VFN – Dutch Finance Houses' Association</li> <li>NVI – Dutch Association of Debt Collection Companies</li> </ul>
Norway	<ul style="list-style-type: none"> <li>Finans Norge</li> </ul>
Poland	<ul style="list-style-type: none"> <li>ZPF – The Association of Financial Companies in Poland</li> <li>Leviathan Confederation</li> </ul>
Portugal	<ul style="list-style-type: none"> <li>APEREC – Credit collections association</li> <li>CLS – Swedish-Portuguese Chamber of Commerce</li> <li>CCPH – Dutch Portuguese Chamber of Commerce</li> </ul>
Romania	<ul style="list-style-type: none"> <li>AMCC – Association of Commercial Debt Management</li> </ul>
Slovakia	<ul style="list-style-type: none"> <li>ASINS – Asociácia slovenských inkasných spoločností</li> <li>Swedish Chamber of Commerce in Slovakia</li> </ul>
Switzerland	<ul style="list-style-type: none"> <li>Inkasso Swiss: the Swiss debt collection association</li> </ul>
Spain	<ul style="list-style-type: none"> <li>Angeco – National Debt Collection Companies Association</li> <li>ASCOM – National Compliance Association</li> <li>AEFI – National Fintech Association</li> <li>Alastria – Innovation and Blockchain Association</li> <li>Asva – Rental Property Association</li> </ul>
Sweden	<ul style="list-style-type: none"> <li>Svensk Inkasso</li> </ul>
United Kingdom	<ul style="list-style-type: none"> <li>Lending Standards Board</li> <li>Credit Services Association</li> <li>Money Advice Liaison Group</li> </ul>

*Company-specific key performance indicator – Activities for maintaining relationships with decision-makers*

Country	Description
Austria	Member of the collection trade association (IVÖ) and thereby involved in lobbying.
Belgium	Involved in the founding of the “Socrem” special interest group, which seeks to unite the credit management sector and collaborate with its stakeholders to shape the credit management sector in a more sustainable direction. Also actively participated in lobbying decision-makers and other stakeholders in connection with a new bill from the Belgian government in which we advocated limiting debtor’s fees and advocated opportunities for voluntary repayment plans to avoid collection processes through legal bodies.
Czech Republic	Members of a local industry association. Through this, involved in lobbying for ethical collection and consulted on new government bills.
Denmark	Member of the industry association Dansk Inkasso, which in recent years has increased its political activity. Chair of the industry organisation’s legal forum and provide opinions on future legislation.
Finland	Chair of the association of credit management companies in Finland and consulted by officials and municipalities on new legislative initiatives.
France	Launched several new initiatives in 2022, including a partnership with Handicall, which is an adapted call centre that employs people with disabilities. Also continued cooperation with members of parliament and the council of ministers and participation in various consultations on legislation.
Germany	Active members of several industry associations, chambers of commerce and expert panels.
Greece	Active member of an industry association and a financial organisation and in continuous dialogue with local decision-makers regarding draft legislation, for example.
Hungary	Cooperate closely and actively with decision-makers at various levels, through regular contact with, among others, the central bank and the Ministry of Justice. Also a member of the national industry association. Through this, consulted on various sector-specific government bills.
Italy	Member of the leading Italian debt collection association and head of program and project management, board member of UNIREC and involved in related foundation.
Latvia	Member of a financial association, industry association and the chamber of commerce. Through these, participate in discussions, provide feedback and opinions regarding various legislative initiatives and issues affecting the industry.

Country	Description
Lithuania	Member of the Association of Lithuanian Banks, the Lithuanian debt collection association and the Swedish Chamber of Commerce in Lithuania and participate regularly in a range of discussions and provide industry feedback and opinions regarding various legislative initiatives and issues affecting the industry.
Norway	Member of Finans Norge, which is the local industry association that supports initiatives to enable EHF for electronic credit management.
Netherlands	Member of the Dutch debt collection association. Through this, participated in lobbying that resulted in updated quality standards, which will now be progressed.
Poland	Cooperate with local industry representatives and authorities. Through this, help to influence the drafting of new laws and establish high standards for business conduct in relationships with customers and business partners. Organised the Intrum Payment forum in 2022 to promote cooperation and development in the industry.
Portugal	Member of the chamber of commerce and local credit management organisation. Also participated at events and in the media to increase awareness of problems relating to late payments.
Romania	Have contributed, through membership of the local industry association, to increased engagement and the maintenance of relationships and dialogue with local decision-makers.
Slovakia	Active members of several industry associations, authorities and chambers of commerce.
Switzerland	Have a leading role in the local industry association and have, through this, worked for the development of a Code of Conduct for the industry.
Spain	Members of a national industry association, in which our market Managing Director is the chairman. We are conducting activities within several initiatives to promote the development of legislation in the sector, as Spain’s credit management market is unregulated. The organisation has, for example, launched an ethics code to promote ethical collection.
Sweden	Member of the Swedish collection industry association “Svensk Inkasso”, and thereby consulted on various sector-specific government bills. The main activities in 2022 related to the implementation of the NPL Directive in Swedish law and a broad government examination of measures to prevent/mitigate severe indebtedness.
United Kingdom	Collaborate closely with decision-makers at various levels, for example through membership of several trade associations relevant to the sector. Serve on the board of the member organisation “The Money Advice Liaison Group” which collaborates with organisations to improve the circumstances of individuals in debt.

*GRI 2-27 Compliance with laws and regulations*

	2022	2021
Number of fines	2	
Number of non-monetary sanctions	5	
Financial value of fines (EUR)	41,750	40,000

The severity has been assessed on the basis of the number of customers exposed and/or the economic impact of the local organisation.

*Hungary*

a) Authority case based on two customer complaints. One for processing personal data without a legal basis (because of the statutory limitation period) and the other for breach of accountability for having deleted registered customer data that should have been retained for five years, together totalling EUR 40,000.

b) Authority case based on an operational error that caused a delay in responding to the data protection authority in time, EUR 750.

c) Follow-up of anti-money laundering procedures at a local property management company by the local tax authority, which resulted in an unofficial warning. Action taken.

*Finland*

a) Observation received regarding the company’s obligation to provide extended payment time required for the customer as a result of postal delays.

b) Observation received as a result of the size of fees in B2B payment plans (must be differentiated by loan amount).

## H8.12 Reduced environmental footprint

Climate change is one of the greatest challenges of our time. Businesses play an important role in reducing the environmental and climate impact, and we consider it our responsibility to minimise our impact where possible. In 2018, we began to measure the climate and environmental footprint of our operations within scopes 1, 2 and 3 of the Greenhouse Gas Protocol. Based on stakeholder input and conducted GHG-mapping, this year we have expanded the number of emission categories reported, primarily in scope 3 of the Greenhouse Gas Protocol and to some extent also in Scope 1. From previously having measured business travel in scope 3, we have now added the following categories of emissions that are considered relevant for obtaining a more comprehensive view of our total emissions: hotel nights, purchased products and services (IT equipment, paper, coffee and tea), fuel- and energy-related activity, upstream leased assets (electricity consumption from data centres) and employee commuting to work.

From previously having measured owned company cars in Scope 1, we have now added leakages of refrigerants from our offices and server halls. As a result of this, our scope 1 emissions have increased slightly compared with the previous year. Our scope 2 emissions reduced during the year by -14% thanks to energy efficiency measures, such as reduced office space as a result of a remained large proportion of homeworking and an increase in the share of renewable electricity from 49% to 64%. As we have expanded our scope 3 mapping, our emissions in this category have increased from 2,330 tonnes to 14,865 tonnes. Compared with the same emission categories that were reported in 2021, our emissions have increased by 10% from 5,947 tonnes to 6,551 tonnes. This as a result of increased travel after the pandemic's waning development.

### GHG accounting principles

Data for calculating our greenhouse gas emissions (GHG) in scopes 1, 2 and 3 has been collected from the offices that have been part of the Group for at least six months of the year. Intrum reports GHG emissions according to the Greenhouse Gas protocol. GHG emissions are calculated and reported as carbon dioxide equivalents (CO<sub>2</sub>e) and include the following gases and chemicals: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs) and perfluorochemicals (PFCs).

**Scope 1:** Emissions from owned company cars are calculated with the distance-based method and involves multiplying vehicle-kilometers with emission factors by vehicle type and fuel type, obtained by Department for Environment, Food and Rural Affairs (DEFRA). After extended GHG-mapping, refrigerant leakages was added as a new category in Scope 1. Measured

leakage of refrigerants are multiplied by applicable emission factors, obtained by DEFRA and EPA (United States Environmental Protection Agency). For parts of the vehicle fleet, distances and related fuel consumption are estimated based on contracted distances in leasing contracts.

**Scope 2:** Energy (electricity, heating and cooling) at our offices is collected through invoices in kWh, multiplied by country average emission factors for location-based emissions, obtained by the Association of Issuing Bodies (AIB). For market-based emissions, supplier-specific factors and purchased renewable energy instruments are reflected in the emission factors used in the calculation. A smaller share of the underlying energy consumption is estimated based on average consumption per market that has been reported.

**Scope 3:** The majority of emissions in the category Business travel, including leased company cars and hotel nights are based on data reported by travel agencies, with a smaller share being estimated based on travel invoices or on contracted distances in leasing contracts. Activity data are multiplied with emission factors from DEFRA.

During 2022 we have expanded the mapping of our emissions to follow-up and report. This resulted in additional categories of emissions included in the reporting for 2022. Emissions in the category Purchased goods and services are primarily based on invoices for paper, coffee and tea. The majority of IT equipment is calculated by multiplying number of purchased items, obtained from the central IT purchase platform, and multiplied with emission factors provided by the supplier per product. Smaller IT equipment are estimated and calculated with an emission factor obtained by DEFRA for kg/small electronics. Emissions from our leased data centers (Upstream leased assets) are provided by our main supplier and based on emission factors for electricity from DEFRA.

The emissions in the category Employee commuting are estimated based on an internal survey of employees' commuting and teleworking habits. The calculation is based on average number of days worked from the office per week, average two way distance to work, commuting type multiplied by relevant emission factor from DEFRA, and an assumption of 48 working weeks per year.

Lastly, fuel and energy related activities are calculated through energy consumption reported in Scope 2, multiplied with emission factors from DEFRA that includes indirect emission related to production of fuels and transmission and distribution of energy. Estimating Scope 3 emissions is associated with some uncertainties due to limitations in availability and accuracy of primary data, which is why the reported figures should not be regarded as exact measurements.

We have identified additional categories of emissions as relevant for our

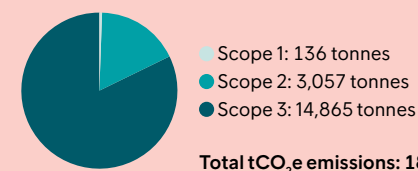
operations; Upstream/downstream transportation and distribution, end of life treatment of sold products (letters sent), waste generated in operation & investments. To ensure accuracy, completeness and comparability, we have started to report these categories internally but decided to excluded these in the reporting for 2022. We aim to complement our current reporting with these in the future when we have more robust processes, clearer definitions and best practice established for data collection and calculating emissions related to these categories.

In our GHG mapping, the following scope 3 categories have been deemed as non-material for our business and are therefore not reported; capital goods, processing of sold products, use of sold products, downstream leased assets and franchises.

### Key internal governance documents

Sustainability Policy  
Travel Policy  
Instruction for company cars  
Code of Conduct

### Our climate footprint, reported CO<sub>2</sub>e<sup>1</sup> emissions



Scope 1 pertains to emissions from cars that we own and, from 2022 onwards, also to refrigerant leakage from our offices and server rooms.

Scope 2 pertains to emissions from energy consumption at our offices and includes consumption of electricity, heating and cooling.

Scope 3 pertains to emissions from business travel, products and services purchased (IT equipment, paper, coffee and tea), fuel- and energy-related activity, upstream leased assets (electricity consumption from data centres) and employee commuting to work.

1) Global Warming Potential 100 (The Intergovernmental Panel on Climate Change 2014).

2) The Scope 2 emissions are reported using a location-based method.

## GRI 305-1, 305-2 and 305-3 Emissions (tCO<sub>2</sub>e)

	2022	2021	2020	2019 (base year)	Target 2030: -20 % from 2019
<b>Total Scope 1 GHG emissions</b>	<b>136</b>	<b>81</b>	<b>59</b>	<b>174</b>	
Owned company cars	65	81	59	174	
Refrigerants	71				
<b>Total location-based Scope 2 GHG Emissions</b>	<b>3,057</b>	<b>3,536</b>	<b>4,203</b>	<b>2,284</b>	
Electricity	2,312	2,721	3,540	1,768	
District heating & cooling	745	815	663	516	
<b>Total market-based Scope 2 GHG Emissions</b>	<b>2,211</b>	<b>2,929</b>			
Electricity	1,466	2,114			
District heating & cooling	745	815			
<b>Total indirect (Scope 3) GHG emissions<sup>1</sup></b>	<b>14,865</b>	<b>2,330</b>	<b>2,604</b>	<b>4,819</b>	
Purchased goods and services	3,040				
Fuel and Energy-related activities	770				
Business travel	3,429	2,330	2,604	4,819	
Hotel nights	73				
Employee commuting	7,553				
<b>Total GHG emissions location based</b>	<b>18,058</b>	<b>5,947<sup>2</sup></b>	<b>6,866</b>	<b>7,277</b>	
<b>Total GHG emissions market based</b>	<b>17,212<sup>3</sup></b>	<b>5,340</b>			

### Follow up target 2030

Outcome on target 2030: -20 % greenhouse gas emissions compared to 2019	-10%	-18%	-6%		-20%
Greenhouse gas emissions compared to baseline	6,551 <sup>4</sup>	5,947	6,866	7,277	5,822

### Other disclosures

Emissions per FTE	1.76				
Total energy consumption (MWh) <sup>5</sup>	15,126				
Renewable energy (MWh)	7,902				
Non-renewable energy (MWh)	7,224				

- 1) Business travel, products and services purchased (IT equipment, paper, coffee and tea), fuel- and energy-related activity, upstream leased assets (electricity consumption from data centres) and employees' commute to work.
- 2) Due to interpretation errors related to business travel and electricity, primarily from two markets, data for 2021 has been corrected and recalculated. The reason is mainly due to inaccuracies in supporting documentation provided by external suppliers. This resulted in a correction from 5510 tonnes to 5947 tonnes.
- 3) Total emissions calculated using market-based method
- 4) Comparison with the same emissions categories that were reported in 2021 and previously.
- 5) Energy consumption includes indirect consumption from electricity, heating and cooling.

## H8.13 Responsible value chain and partnerships

For us, it is important to work with companies that share our values of good business ethics. In addition to our clients and portfolios, which are the core of our supply chain, this also applies to the purchases we make for our offices, when we purchase services and, in particular, to the partner networks we work with to serve our clients globally.

### Key internal governance documents

Code of Conduct  
Purchasing Policy

## H9 Sustainability reporting index in accordance with the Annual Accounts Act

	Disclosure	Page reference
<b>Overarching</b>	Business model	22,26, 55-56
<b>Environment</b>	Policy on environmental issues	37-38, 121
	Risks and their management in environmental issues	37-38, 60-62,65, 111
	Targets and results related to environmental issues	35-37, 113, 121-122
<b>Social conditions and labor</b>	Policy on social conditions and labor issues	29-32, 115-118
	Risks and their management in social conditions and labor issues	29-32, 60-62,64,115-118
	Targets and results related to social conditions and labor issues	29-32, 113, 115-118
<b>Respect for human rights</b>	Policy on human rights issues	24-25, 111, 115-117
	Risks and their management in human rights issues	24-25, 36,38,65, 111
	Targets and results related to human rights issues	38,111, 115, 118
<b>Anti-corruption issues</b>	Policy on anti-corruption issues	36,38 , 118
	Risks and their management in corruption issues	36,38, 60-62, 65,118
	Targets and results related to anti-corruption	38, 113,118
<b>EU Taxonomy</b>		122-125

## H10 EU Taxonomy

As a part of the EU Green Deal and EU Action Plan on Sustainable Finance, the EU Commission launched the EU Taxonomy Regulation (EU 2020/852). This regulation serves as a classification system for environmentally sustainable economic activities and consists of six environmental objectives, whereas the following two objectives have been adopted;

- Climate change mitigation
- Climate change adaptation

Intrum is covered by the EU Taxonomy as a listed entity with more than 500 employees and has to report on our activities considered eligible within the taxonomy framework, as well as the activities which are aligned with the EU Taxonomy.

As a first step, Intrum undertook a screening against the two first objectives of the EU Taxonomy during 2022. This screening showed that Intrum's core business is not in the scope of the activities included in the EU Taxonomy. However, activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles was identified as taxonomy-eligible. The activity includes our company vehicles, classified as category M1 and N1 falling under the Regulation (EC) No 715/2007. The majority of our vehicles are leased, and a minor share are directly owned by Intrum.

To assess activity 6.5 against the technical screening criteria for substantial contribution and do no significant harm (DNSH) would require engagement with third parties to access necessary information, which has not been conducted. As we have not assessed the technical environmental criteria, neither has our compliance with the minimum safeguards been assessed. This implies that Intrum is 0 % aligned with the EU Taxonomy, please see following tables for more information. The numbers in the tables have been disclosed in alignment with our internal accounting policy and the IFRS.

### Accounting principles

The share of the business that is environmentally sustainable is to be reported in accordance with the taxonomy through three financial metrics; turnover, capital expenditures and operating expenditures in relation to each of the EU:s six environmental objectives. Intrum discloses in accordance with the environmental objective climate change mitigation by applying the following methodology.

Total turnover corresponds to Total revenue in the Group's income statement. According to the taxonomy, operating expenditure encompassed by the taxonomy must be disclosed if they may be environmentally sustainable. More specifically, this relates to among other things building refurbishments, short term leases as well as maintenance and repairs. For Intrum this pertains mainly to maintenance costs for cars and premises and are part of Total Cost of sales and Sales, Marketing and Administrative expenses in the consolidated financial statement, retrieved from the consolidation system. Total capital expenditures cover investments in tangible assets, intangible assets and right-of-use assets considered before depreciation, amortization and any re-measurements, including those resulting from revaluations and impairments and excluding fair value changes. Capital expenditures also cover investments in tangible assets, intangible assets and right-of-use assets resulting from business combinations.

For Total revenues, see accounting policies in note 2 and additional information in note 5. Accounting policies for items recognised as capital expenditures are found in note 2 and additional disclosure in notes 11 and 12.

[illegible]

[illegible]

[illegible]

## H11 GRI Index

GRI Standard (2021)	Description	Page reference	Omission
<b>1. The organisation and its reporting practices</b>			
2-1	Organizational details	41,74,86	
2-2	Entities included in the organisation's sustainability reporting	86	
2-3	Reporting period, frequency and contact point	111	
2-4	Restatements of information	111,115,121-122	
2-5	External assurance	127	
<b>2. Activities and workers</b>			
2-6	Activities, value chain and other business relationships	7,20,26,114	
2-7	Employees	96,116	
2-8	Workers who are not employees	117	
<b>3. Governance</b>			
2-9	Governance structure and composition	111	
2-10	Nomination and selection of the highest governance body	45	
2-11	Chair of the highest governance body	45	
2-12	Role of the highest governance body in overseeing the management of impacts	65,111	
2-13	Delegation of responsibility for managing impacts	65,111	
2-14	Role of the highest governance body in sustainability reporting	111	
2-15	Conflicts of interest	46	
2-16	Communication of critical concerns	48	
2-17	Collective knowledge of the highest governance body	49-50,111	
2-18	Evaluation of the performance of the highest governance body	46	
2-19	Remuneration policies	47, 97-98	
2-20	Process to determine remuneration	46	
2-21	Annual total compensation ratio		Incomplete information. Data on different types of remuneration is incomplete in the existing system, which will be reviewed for future reporting.
GRI Standard (2021)	Description	Page reference	Omission
<b>4. Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	10	
2-23	Policy commitments	36,38,115-118,121	
2-24	Embedding policy commitments	36,38,60-61,111	
2-25	Processes to remediate negative impacts	115-118	
2-26	Mechanisms for seeking advice and raising concerns	38,118	
2-27	Compliance with laws and regulations	120	
2-28	Membership associations	119	
<b>5. Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	35,39,112	
2-30	Collective bargaining agreements	118	
<b>6. Disclosures on material topics</b>			
3-1	Process to determine material topics	34-39, 112	
3-2	List of material topics	112	
<i>Finance</i>			
3-3	Sustainability governance	36,38	
205-3	Confirmed incidents of corruption and actions taken	118	
205-1	Operations assessed for risks related to corruption	118	
<i>Environment</i>			
3-3	Sustainability governance	35-37, 65-66, 111-112, 121-122	
305-1	Direct (Scope 1) GHG emissions	122	
305-2	Energy indirect (Scope 2) GHG emissions	122	
305-3	Other indirect (Scope 3) GHG emissions	122	
<i>Social</i>			
3-3	Sustainability governance	29-33, 117	
401-1	New employee hires and employee turnover	117-118	
404-1	Average hours of training per year per employee	118	
3-3	Sustainability governance	30-32	
405-1	Diversity of governance bodies and employees	116	
3-3	Sustainability governance	36-37,118	
GRI Standard (2021)	Description	Page reference	Omission
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	118	
<b>Company-specific issues</b>			
<i>Promoting sustainable payments</i>			
3-3	Sustainability governance	7,23-25, 27,38,115	
	Ethical collection	27, 38, 115	
3-3	Sustainability governance	26, 115	
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3-3	Sustainability governance	8,25-27,115	
	Sound finances for our clients	115	
3-3	Sustainability governance	115	
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3-3	Sustainability governance	36, 115	
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3-3	Sustainability governance	115	
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3-3	Sustainability governance	36.38	
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3-3	Sustainability governance	37-38,121	
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3-3	Sustainability governance	119	
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<b>Growing by making a difference</b>			
3-3	Sustainability governance	21,29-32,117	
	Well-being among employees	117	
3-3	Sustainability governance	31,116	
	Languages spoken	117	
3-3	Sustainability governance	31,116	
	Number of different nationalities	117	

## Auditor's Limited Assurance Report on Sustainability Report and statement regarding the Statutory Sustainability Report

To Intrum AB (publ), corporate identity number 556607-7581

### Introduction

We have been engaged by the Board of Directors and the Executive Management of Intrum AB (publ) to undertake a limited assurance engagement of Intrum AB's Sustainability Report for the year 2022. The Company has defined the scope of the Sustainability Report on page 6 and the Statutory Sustainability Report on page 122.

### Responsibilities of the Board of Directors and the Executive Management

The Board of Directors and the Executive Management are responsible for the preparation of the Sustainability Report including the Statutory Sustainability Report in accordance with the applicable criteria and the Annual Accounts Act respectively. The criteria are defined on page 111 in the Sustainability Report, and are part of the Sustainability Reporting Standard published by GRI (Global Reporting Initiative), which are applicable to the Sustainability Report, as well as the accounting and calculation principles that the Company has developed. This responsibility also includes the internal control relevant to the preparation of a Sustainability Report that is free from material misstatements, whether due to fraud or error.

### Responsibilities of the auditor

Our responsibility is to express a conclusion on the Sustainability Report based on the limited assurance procedures we have performed and to express an opinion regarding the Statutory Sustainability Report. Our engagement is limited to historical information presented and does therefore not cover future-oriented information.

We conducted our limited assurance engagement in accordance with ISAE 3000 (revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Sustainability Report, and applying analytical and other limited assurance procedures. Our examination regarding the Statutory Sustainability Report has been conducted in accordance with FAR's accounting standard RevR 12. The auditor's opinion regarding the Statutory Sustainability Report. A limited assurance engagement and an examination according to RevR 12 is different

and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The limited assurance procedures performed and the examination according to RevR 12 do not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. The conclusion based on a limited assurance engagement and an examination according to RevR 12 does not provide the same level of assurance as a conclusion based on an audit.

Our procedures are based on the criteria defined by the Board of Directors and the Executive Management as described above. We consider these criteria suitable for the preparation of the Sustainability Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion below.

### Conclusion

Based on the limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that the Sustainability Report, is not prepared, in all material respects, in accordance with the criteria defined by the Board of Directors and Executive Management.

A Statutory Sustainability Report has been prepared.

Stockholm, date according to electronic signature

Deloitte AB

Patrick Honeth  
Authorised Public Accountant

Adrian Fintling  
Expert Member of FAR

# Information for shareholders

## Annual General Meeting

The Annual General Meeting (AGM) of Intrum AB (publ) will be held on 27 April 2023 at Filmstaden Sickla, Marcusplatsen 19, Nacka. Notification is made through an advertisement placed in Swedish national daily newspaper Svenska Dagbladet and in Post- och Inrikes Tidningar (official Swedish gazette). The notice and other information in preparation for the Annual General Meeting are also available at [www.intrum.com](http://www.intrum.com).

## Dividend

For the 2022 fiscal year, the Board proposes to the Annual General Meeting that a dividend of SEK 13.50 (13.50) per share be paid.

## Financial information 2023

Annual General Meeting 2022 ..... 27 April  
 Interim report January–March ..... 27 April  
 Interim report January–June ..... 20 July  
 Interim report January–September ..... 25 October

## Additional information from Intrum

Financial reports are published in Swedish and English and can be ordered from Intrum AB, Communications Department, SE-105 24 Stockholm or via [ir@intrum.com](mailto:ir@intrum.com). The reports and other information from the Company are published on the Group's website [www.intrum.com](http://www.intrum.com). Communications with shareholders, analysts and the media are a priority area. Intrum's earnings and operations are presented to analysts and investors in Stockholm after each interim report. In addition to these contacts, representatives of the Company meet existing and potential shareholders on other occasions, for example at one-on-one meetings and at share savings gatherings. Please visit our website, [www.intrum.com](http://www.intrum.com), which, in addition to a broad presentation of the Group, offers an in-depth investor relations section with analysis tools and more.

## Shareholder contact

Emil Folkesson, CFO Office and Investor Relations Director  
 E-mail: [ir@intrum.com](mailto:ir@intrum.com)

This Annual and Sustainability Report can be ordered in printed format via [ir@intrum.com](mailto:ir@intrum.com) or from Intrum AB, Communications Department, SE-105 24 Stockholm, Sweden. The Annual Report and Sustainability Report can also be downloaded as a pdf via [www.intrum.com](http://www.intrum.com).

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