Q2 REPORT PRESENTATION

Martin Tivéus CEO / Mikael Malmgren CFO

18 July 2025

Attendo

Attendo 40

WE PUT OUR HEARTS INTO IT SINCE 1985

CARE · COMMITMENT · COMPETENCE

Better care to more people

- We provide **customer centric care solutions**
- solving **complex individual care needs**
- with **higher customer satisfaction** than **public sector and industry average**
- **at a lower cost to society** than public care operations

~780 Care units

~33,000 Employees

~28,000 Customers

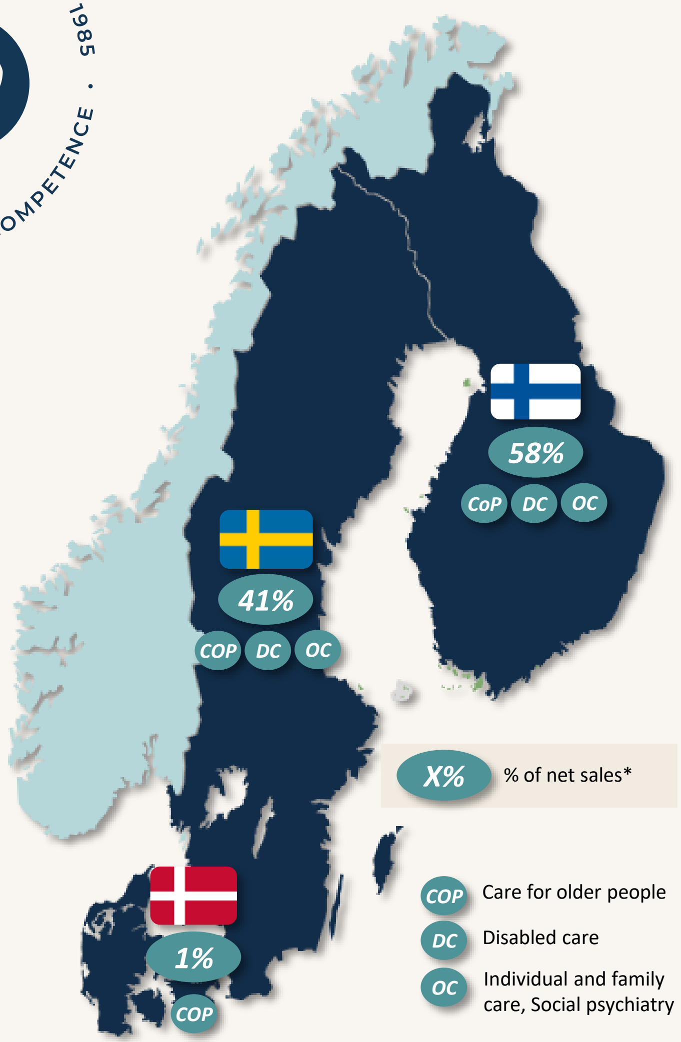
~21,000 Apt./beds

~19.2bn Net sales*

~1.1bn EBITA*/** (lease adj)

10% p.a. Net sales 5 year CAGR

7% p.a. Organic sales 5 year CAGR

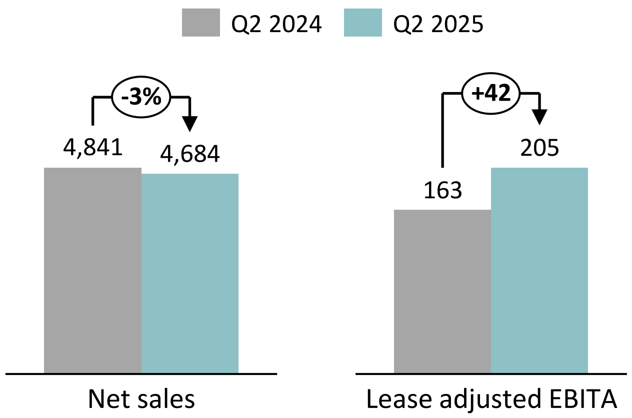


* R12
** Excluding integration and exit costs of total SEK 47m
*** Source: Socialstyrelsen and THL, 2024. The figures refer to nursing homes. Public figures refers to average in municipalities where Attendo has operations.

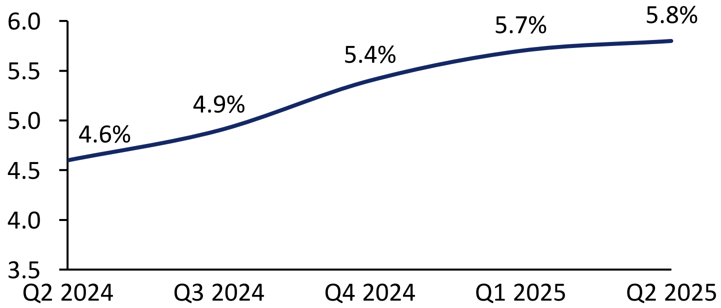
Q2 2025 highlights
Continued improved profits and margin

- **Continued openings of new units:** Opened ~200 beds across all markets, increasing R12m openings to ~400 beds.
- **Announced acquisition of Främja**, an attractive Disabled Care operator in Sweden, to be closed in Q3.
- **Net Sales SEK 4.7 bn (-3%) –** Underlying growth of 4% more than offset by a weaker Euro and ended/divested care contracts in Sweden.
- **Lease adjusted EBITA increased by SEK 42m to SEK 205m** (163), mainly driven by Finland, while underlying result in Scandinavia in line with last year. Ongoing actions expected to improve performance in Scandinavia.
- **Adjusted EPS increased 25%** in the quarter to SEK 0.85 (0.68).
- Well **on track** towards our 2026 **adjusted EPS target** of minimum SEK 5.50

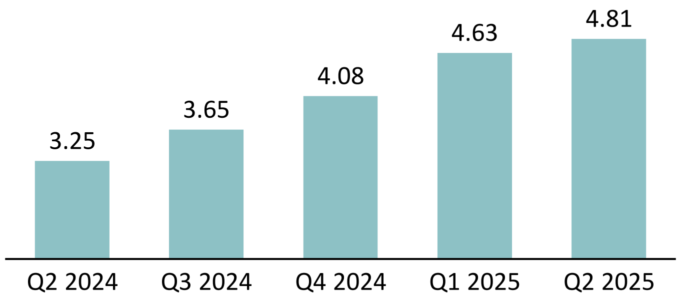
Net sales and EBITA (SEKm)



R12 lease adjusted EBITA* margin, %



Adjusted EPS R12, SEK

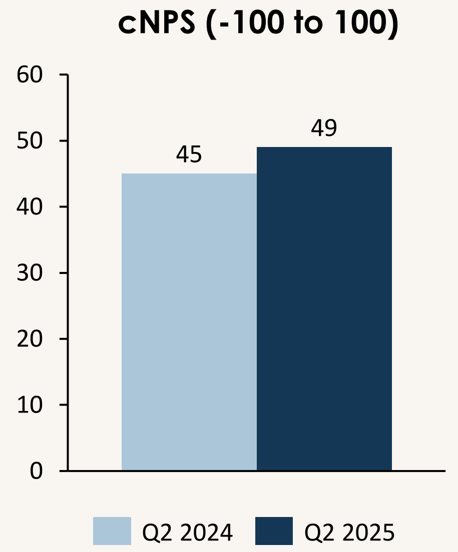


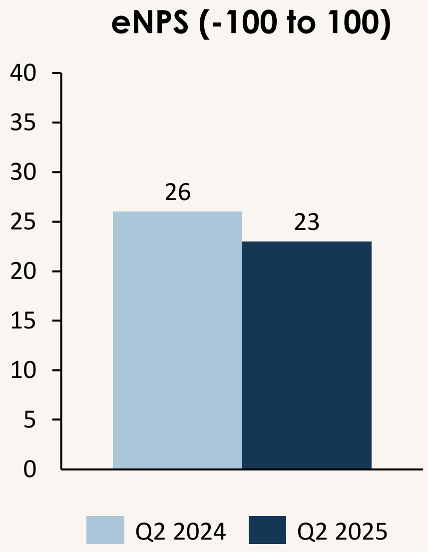
* Excluding integration and exit costs (full year 2024 SEK 73m).

Sustainability

All time high customer satisfaction and stable employee engagement

- **Customer satisfaction** continues to improve from already high levels – Q2 result at all-time high
- Slight drop in **employee engagement**, also from high levels, following staffing changes in Finland



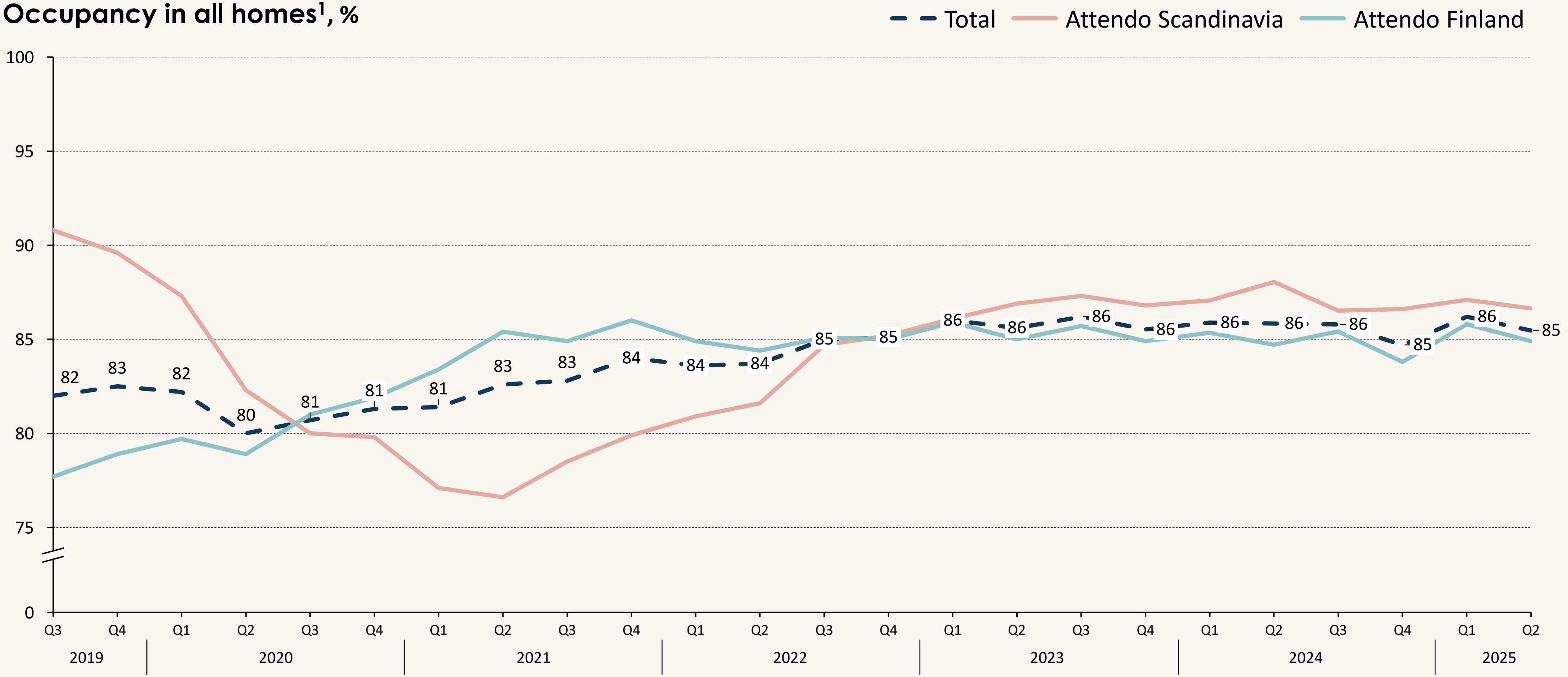


Occupancy development

Stable occupancy

New openings impacting the quarter, ~200 more beds available vs Q1 2025

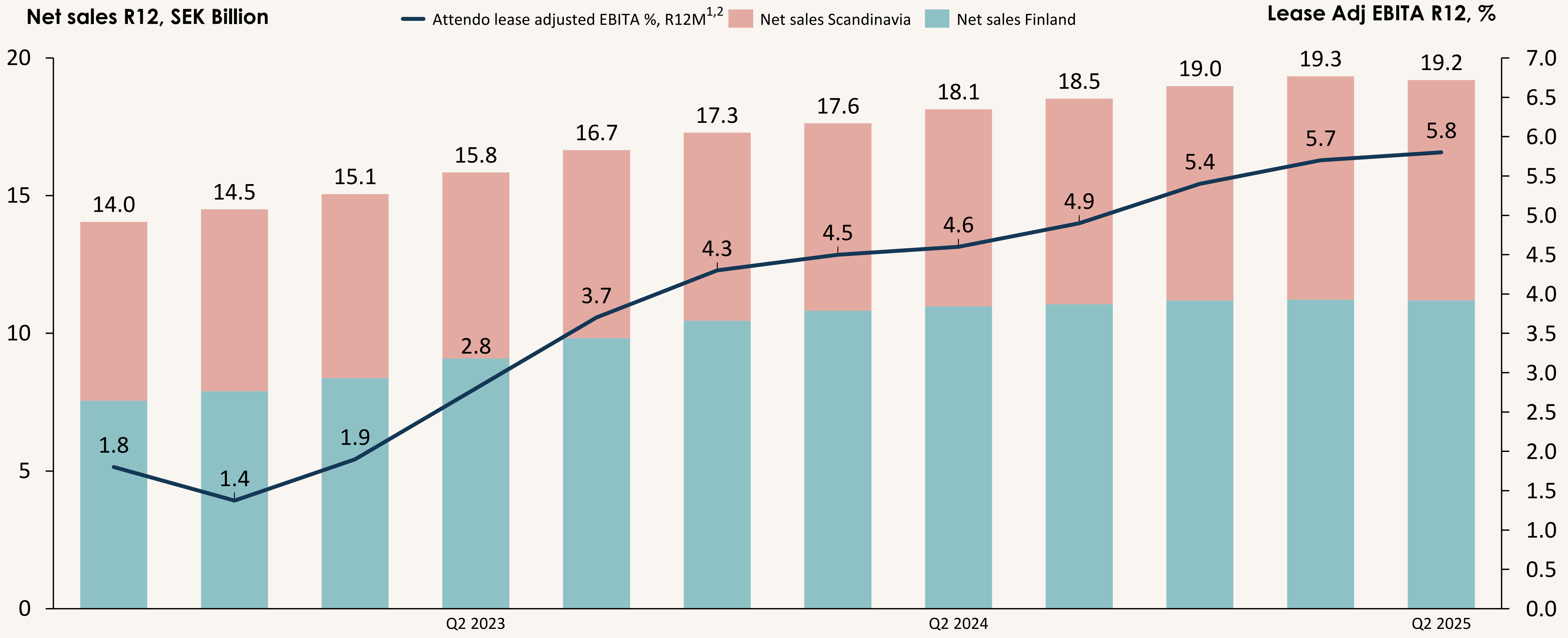
Occupancy in all homes[1], %



1. All own and outsourced nursing and care homes.

Margin and net sales development

Continued margin improvement led by strong development in Finland

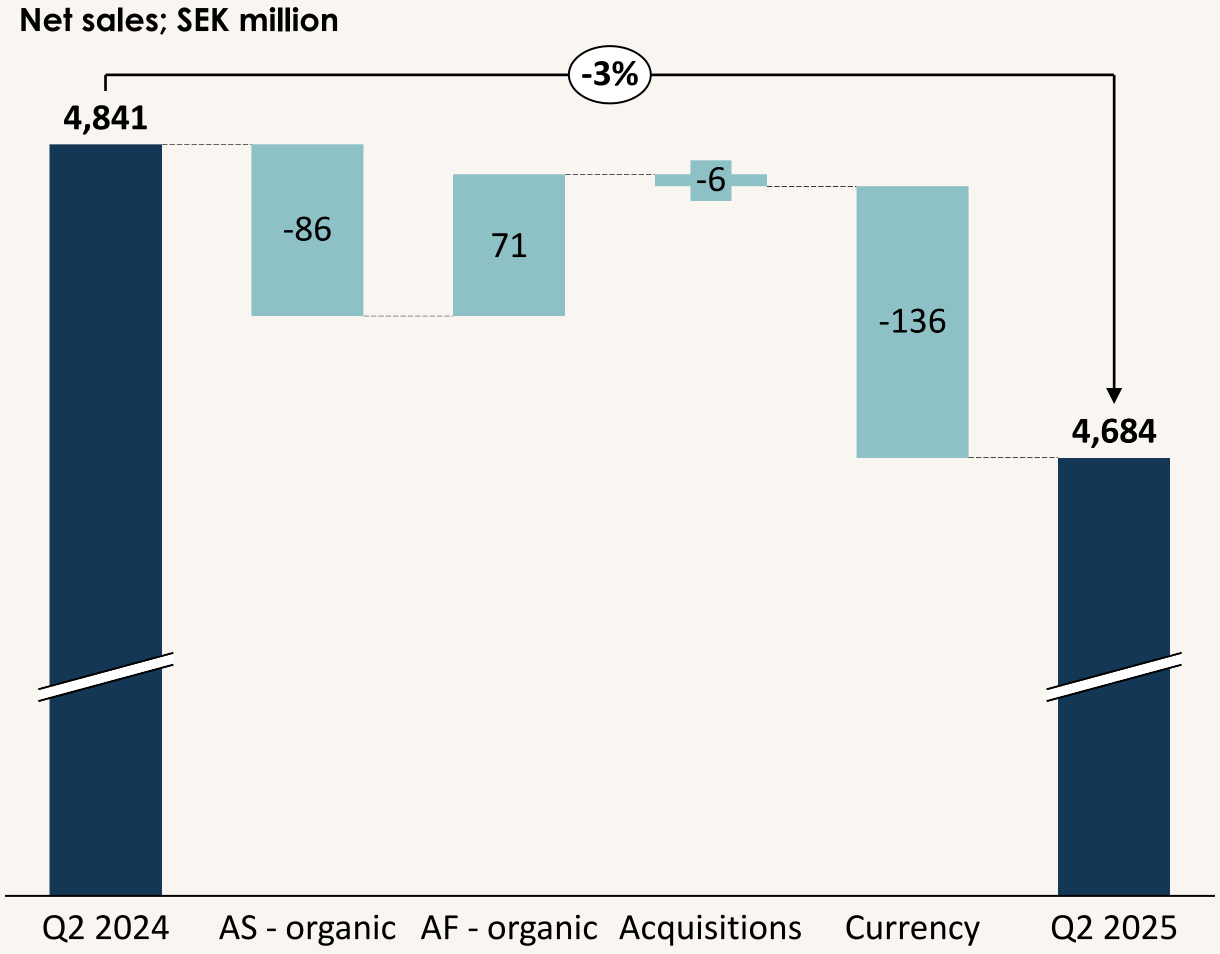


Note: Figures according to IAS 17.

1. Group financials including HQ costs.
2. Excluding integration and exit costs (SEK 73m full year 2024).

Sales development

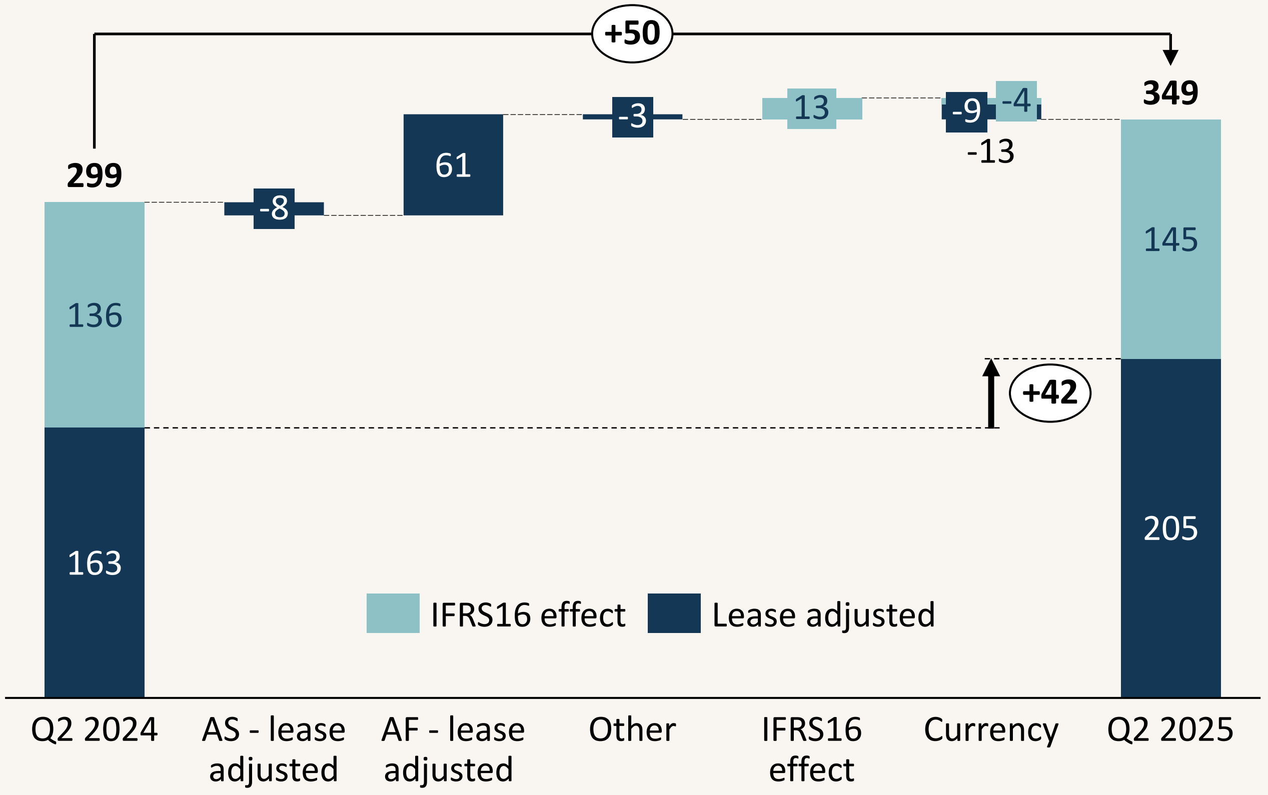
Underlying growth in both BA's offset by ended contracts, exits and fx headwind



AS = Attendo Scandinavia; AF = Attendo Finland

EBITA development
AF main driver for improved profit

EBITA; SEK million



Attendo Finland Q2 2025

Continued improved profits and margins

Underlying growth of 4.4 percent (excluding exited rehab operations and fx headwind) driven by:

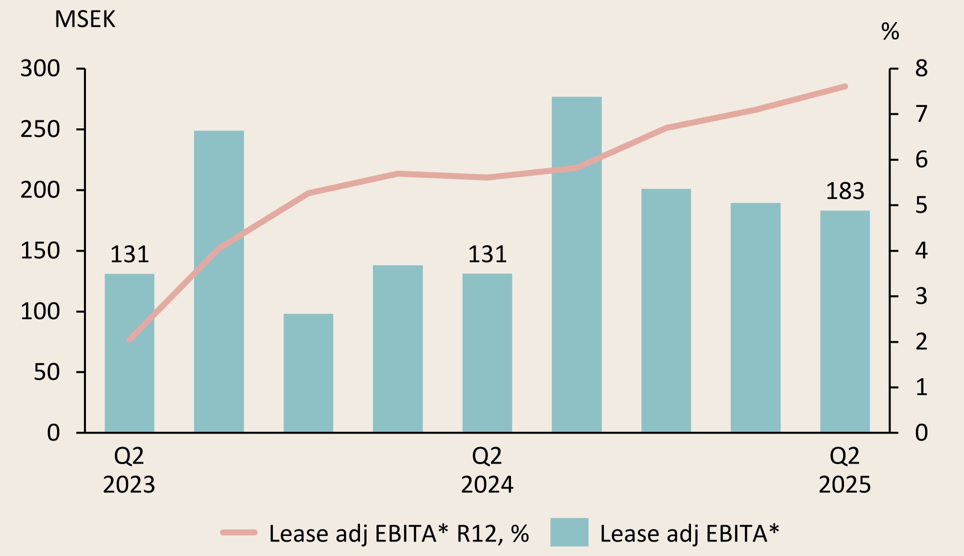
- Acquisitions
- More sold beds

Improved result and margin

- Lower personnel costs mainly due to better staffing
- More sold beds

Other

- Opened one new social psychiatry unit
- Reopened 100 newly renovated beds



SEKm	Q2 2025	2024	Chg (%)
Net sales	2,737	2,790	-2
Lease adjusted EBITA	183	131	*40*
Lease adjusted EBITA margin, %	*6.7*	*4.7*	-
Operating profit (EBITA)	270	216	*25*
Operating margin (EBITA), %	*9.8*	*7.7*	-

* Excluding strategic close down costs (SEK 16m in Q4 2024).

Attendo Scandinavia Q2 2025

Underlying result in line with last year

Underlying net sales growth of 3%

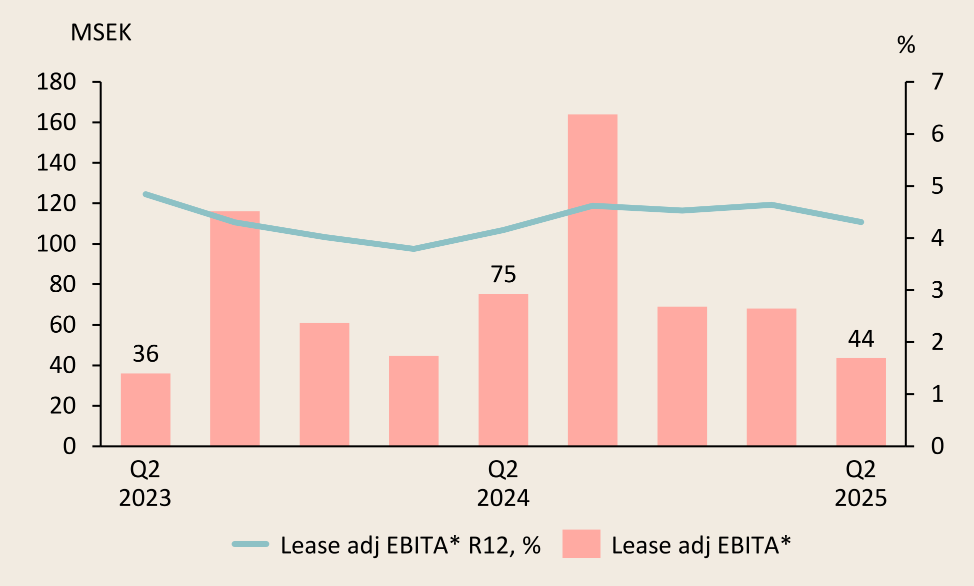
- More sold beds in own nursing homes
- Negative effect from ended outsourcing and exiting home care contracts more than offset underlying growth

Underlying result in line with last year

- Improved profits in nursing homes segment despite new openings
- Exit cost in home care slightly higher than communicated
- Excluding current and last year's pro forma items, underlying result in line with last year
- Ongoing actions expected to improve performance

Other

- Opened two new homes
- Signed agreement to acquire Främja AB (Unika offering) with expected closing end of Q3



SEKm	Q2 2025	Q2 2024	Chg (%)
Net sales	1,947	2,051	-5
Lease adjusted EBITA	44	51	-14
Lease adjusted EBITA margin, %	*2.2*	*2.5*	-
Operating profit (EBITA)	102	102	-
Operating margin (EBITA), %	*5.2*	*5.0*	-

* Excluding integration costs and exit costs (SEK 57m full year 2024).

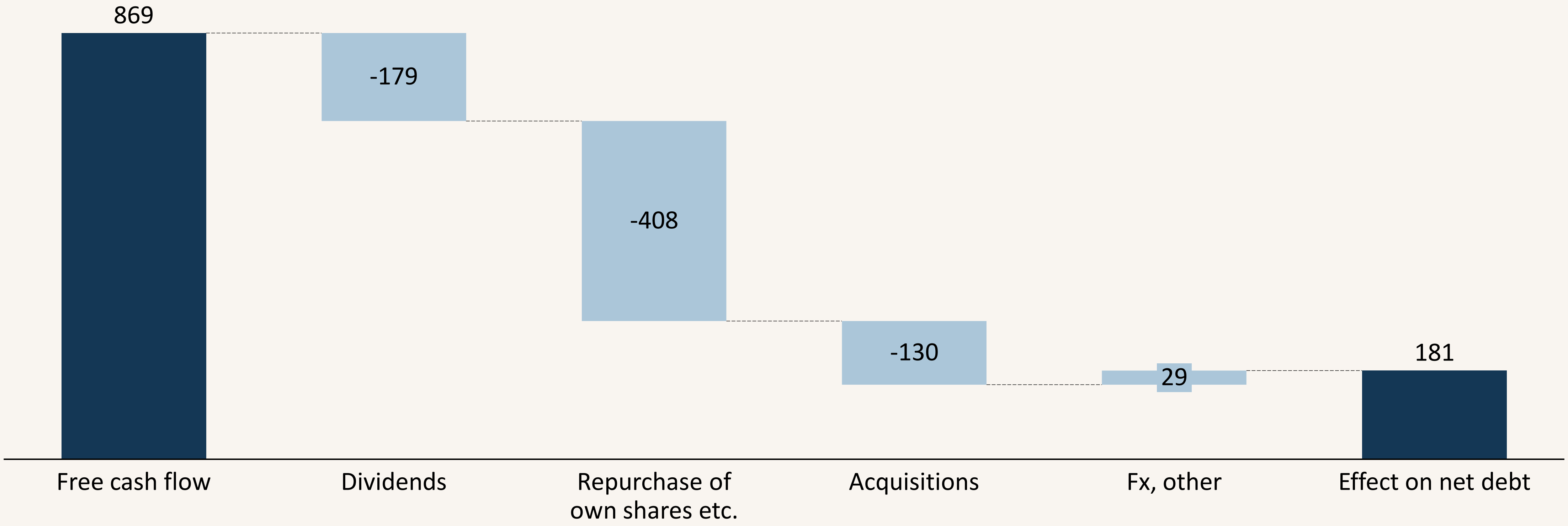
Strong free cash flow in the quarter and R12

SEKm	Q2 2025	Q2 2024	R12
Operating profit (EBITA)	**349**	**299**	**1,659**
Paid tax, non cash items and depreciation	466	451	1,827
Cash flow before changes in working capital	**816**	**750**	**3,486**
Change in working capital	178	95	2
Cash flow after changes in working capital	**993**	**845**	**3,488**
Net investments in tangible and intangible assets	-49	-52	-190
Operating cash flow	**945**	**793**	**3,298**
Interest received/paid	-61	-33	-152
Interest costs and amortization IFRS 16	-568	-561	-2,276
Free cash flow	**316**	**199**	**869**
Net of acquisitions/divestments	-	-1,053	-130
Dividends	-179	-159	-179
Repurchase of own shares and warrant transactions	-36	-107	-408
Change in financing	275	900	60
Total cash flow	**376**	**-220**	**212**

Lease adjusted net debt	2,190	2,371	
Lease adjusted net debt / Lease adjusted EBITDA	**1.7x**	**2.2x**	

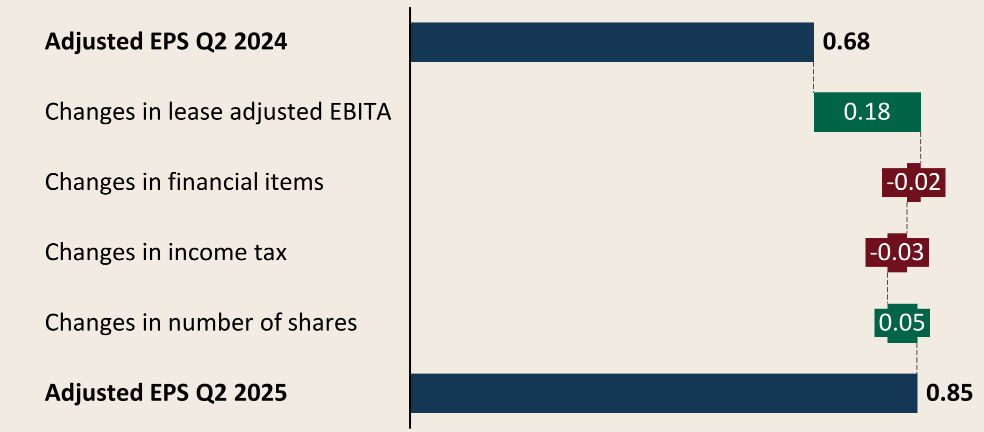
Utilization of free cash flow in line with active capital allocation strategy

Q2 2025 R12, MSEK

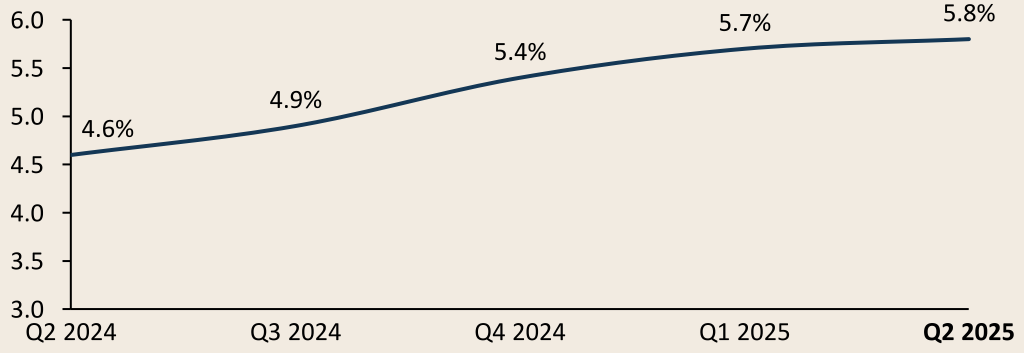


Key financial metrics on right track and improving

EPS bridge; Q2 2025 vs Q2 2024; SEK

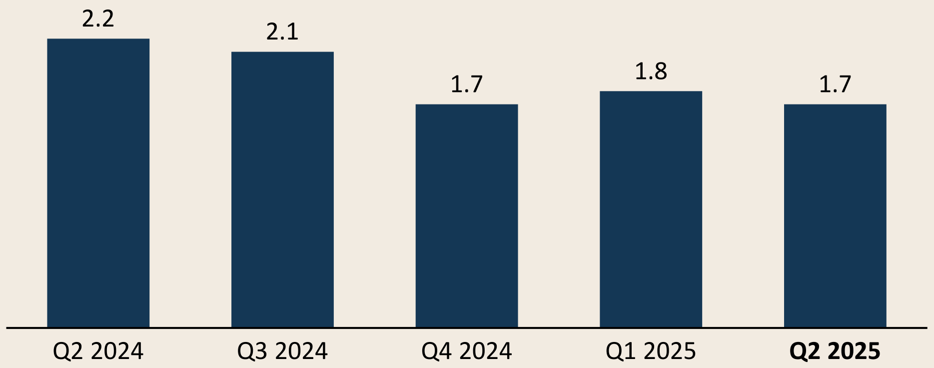


Lease adjusted EBITA margin* R12, %

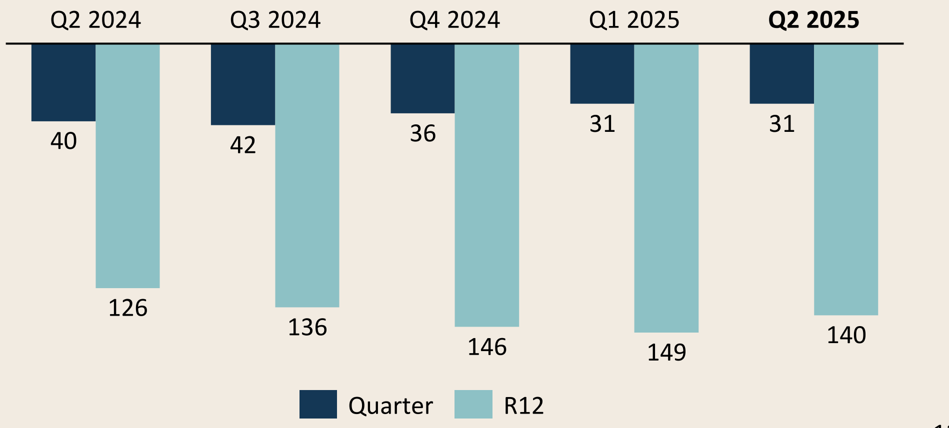


* Excluding integration cost and exit costs (SEK 73m full year 2024).

Lease adjusted net debt / lease adjusted EBITDA (R12)



Development of net interest expense by quarter and R12; MSEK



Summary of Q2 2025

- We continue to deliver in line with our strategy for **sustainable growth**
- **Opened ~200 beds** during the quarter, in all markets
- **Finland**: Continued operational improvements and more sold beds
- **Scandinavia:** Underlying profits in line with last year.
- Announced **acquisition of Främja**
- Strong cash flow and **resumed share buy-backs**
- High earnings per share growth, **adjusted EPS +25%**
- Well **on track** towards our 2026 adjusted EPS target of minimum SEK 5.50

We put our hearts

INTO IT