

Attendo

AGM 2026

6 May 2026, Stockholm

Martin Tiveus, President & CEO





Agenda

- **Attendo in brief**
- **Development in 2025**
- **Financial targets**
- **Focus 2026**
- **Q&A**

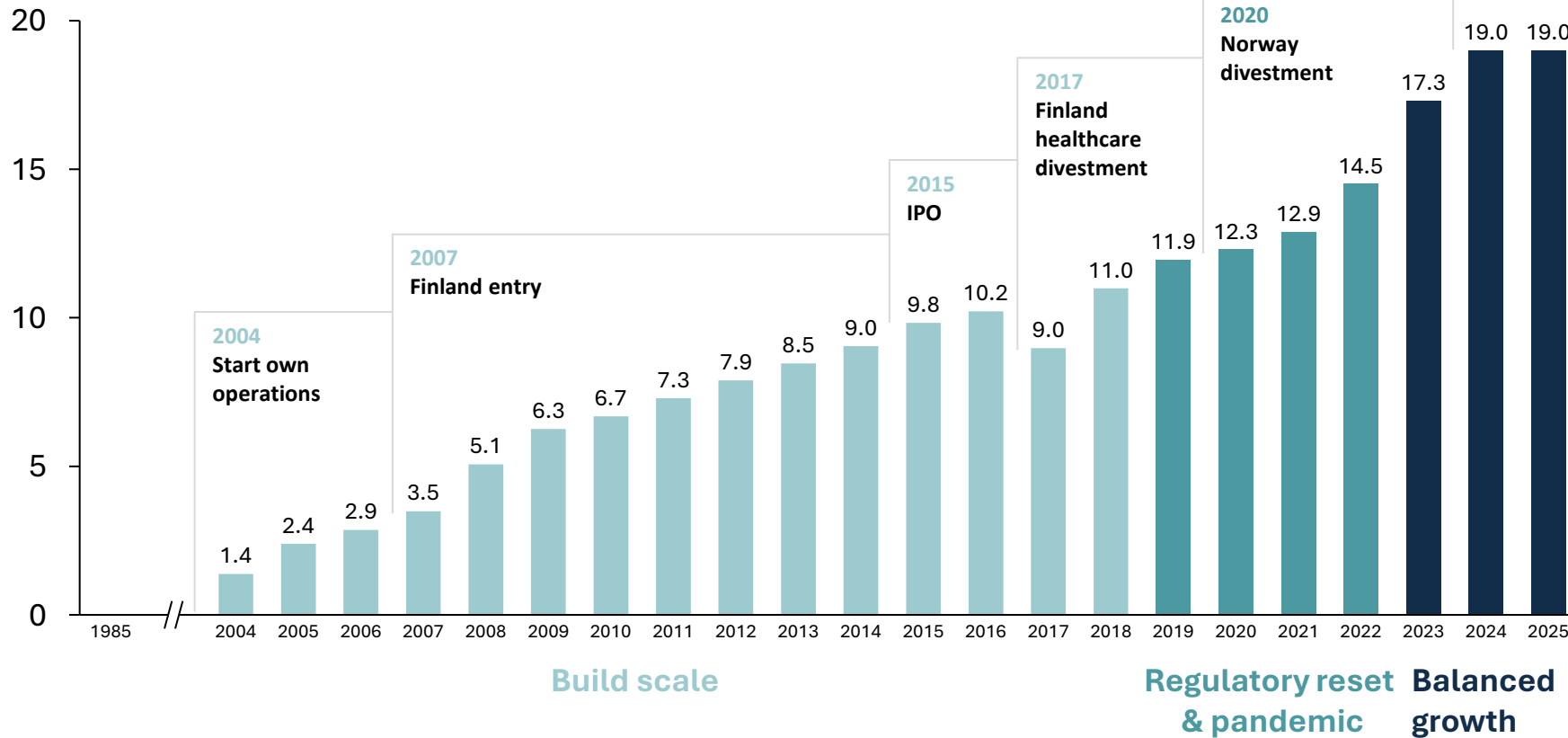
Providing better care for more people



From 1985 start-up to Nordic market leader

From rapid expansion to disciplined balanced growth

Net sales
(BSEK)



“ Overall, we are in a very good position to keep investing in both quality and capacity, in order to meet the growing care needs in society.

Martin Tivéus, President and CEO

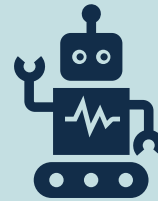
- 33,000** Employees
- 770** Care units
- 90%** Own ops.
- 190** M&A since 1995



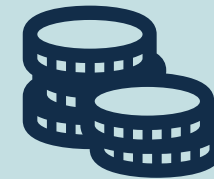
Attendo is part of the solution to solving future challenges



**Ageing populations
reinforce the need for
more capacity**



**Labor market dynamics
underscore the need for
innovation**



**Public finance constraints
increase the need for
cost-efficiency**

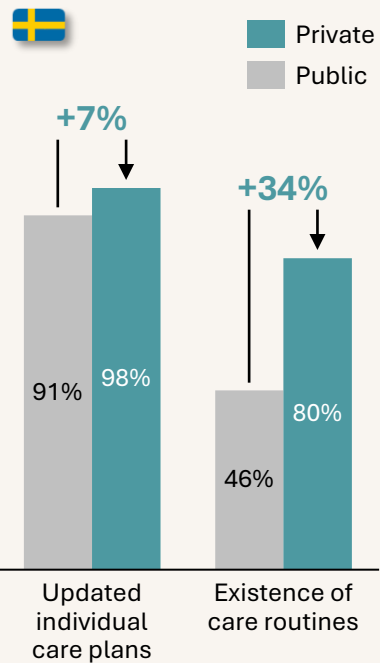


Need for public-private partnership

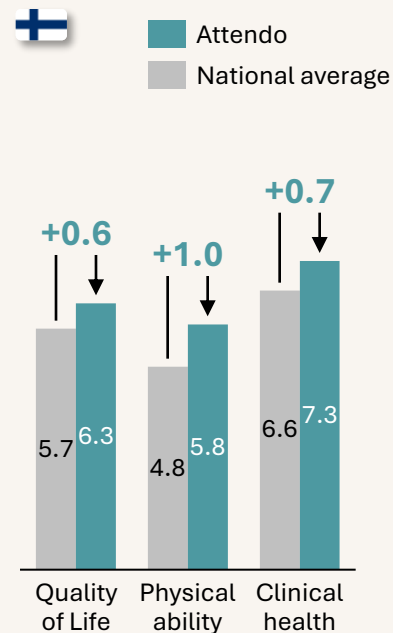
Public-private partnerships are essential to solve future demand

Care quality

Care routines 2025¹ (% of providers)

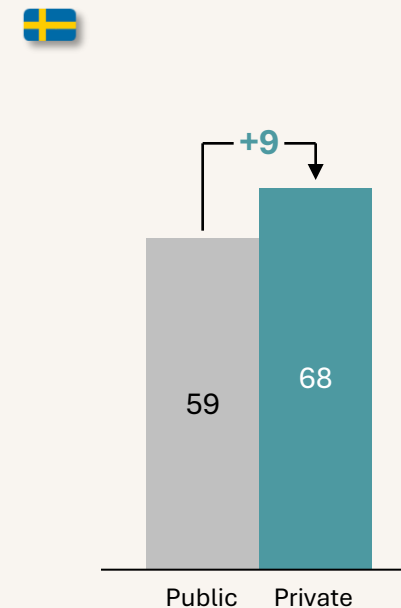


RAI quality index Q4 2025 (scale 0-10)



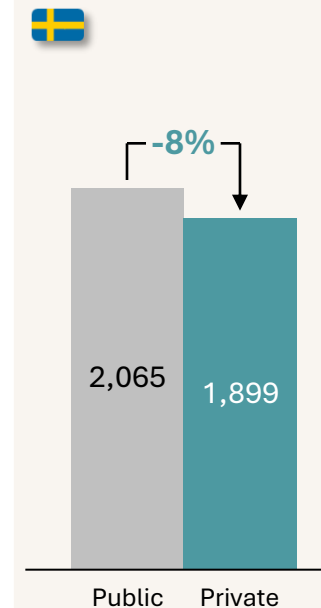
Work environment

Social care work environment index, 2024 (scale 0-100)

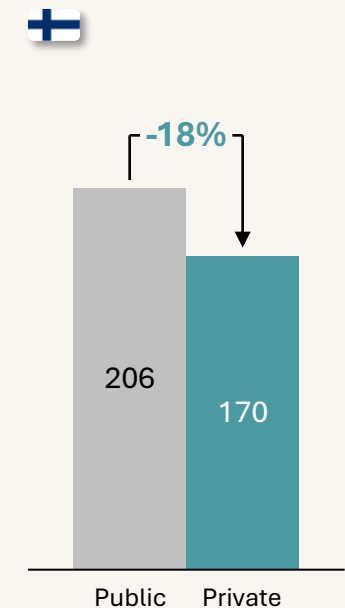


Cost efficiency

Avg. cost per care day 2021¹ (SEK)



Avg. cost per care day 2023¹ (EUR)



1. Nursing homes.

Source: Socialstyrelsen "Enhetsundersökningen om äldreomsorg och kommunal hälso- och sjukvård 2025". THL. Vårdföretagarna "Arbetsmiljöindex 2024". PwC "Slutrapport Analys av kostnader för att driva särskilda boenden för äldre – Fas 2". Hyvinvointiala "Ikääntyneiden ympärivuorokautisen hoivan selvitykset" Dec 2024.



Attendo in brief

> **Development in 2025**

Focus 2026

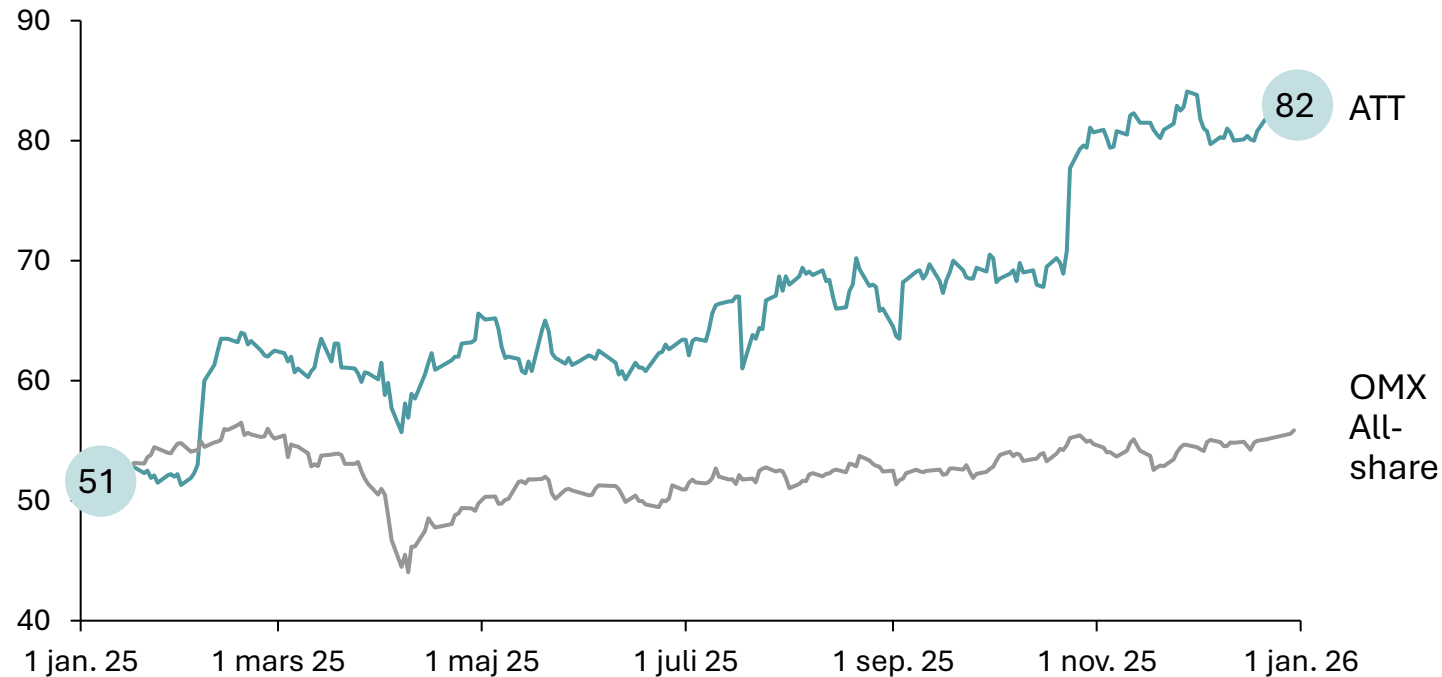
Q&A

Development 2025



Continued strong share development during 2025

SEK/ share



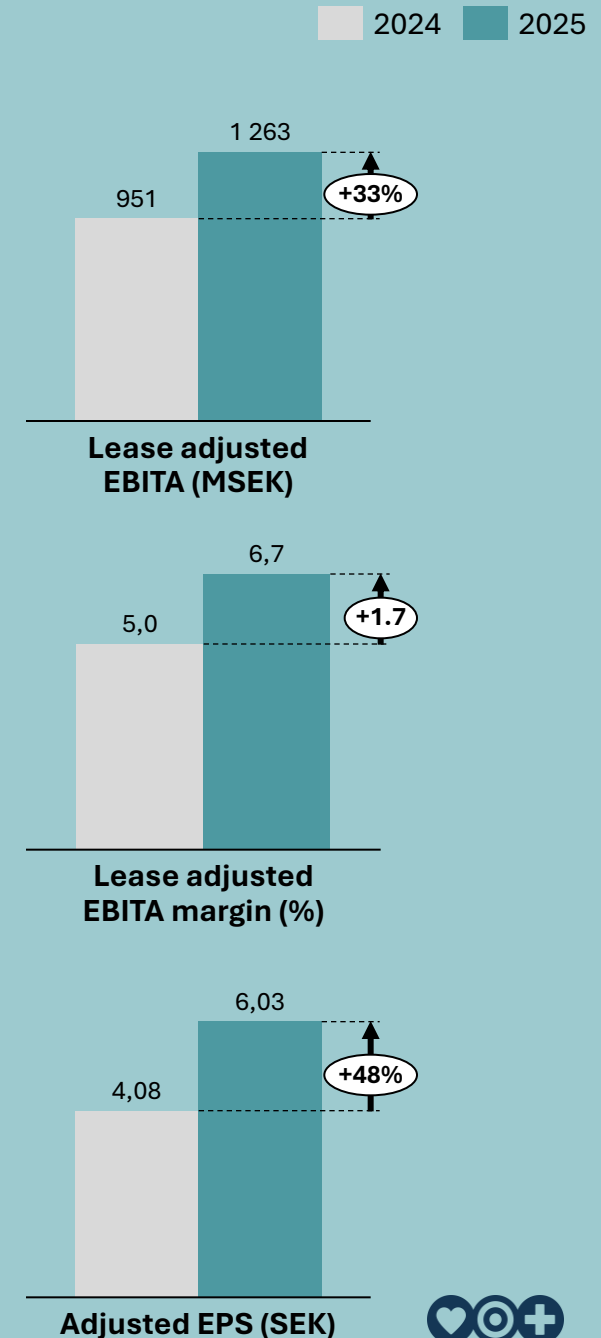
ATT – return excl dividend

	Attendo	OMX Sthlm All-share
2023	+49%	+15%
2024	+41%	+6%
2025	+61%	+12%
2026 (Until May)	+25%	+8%

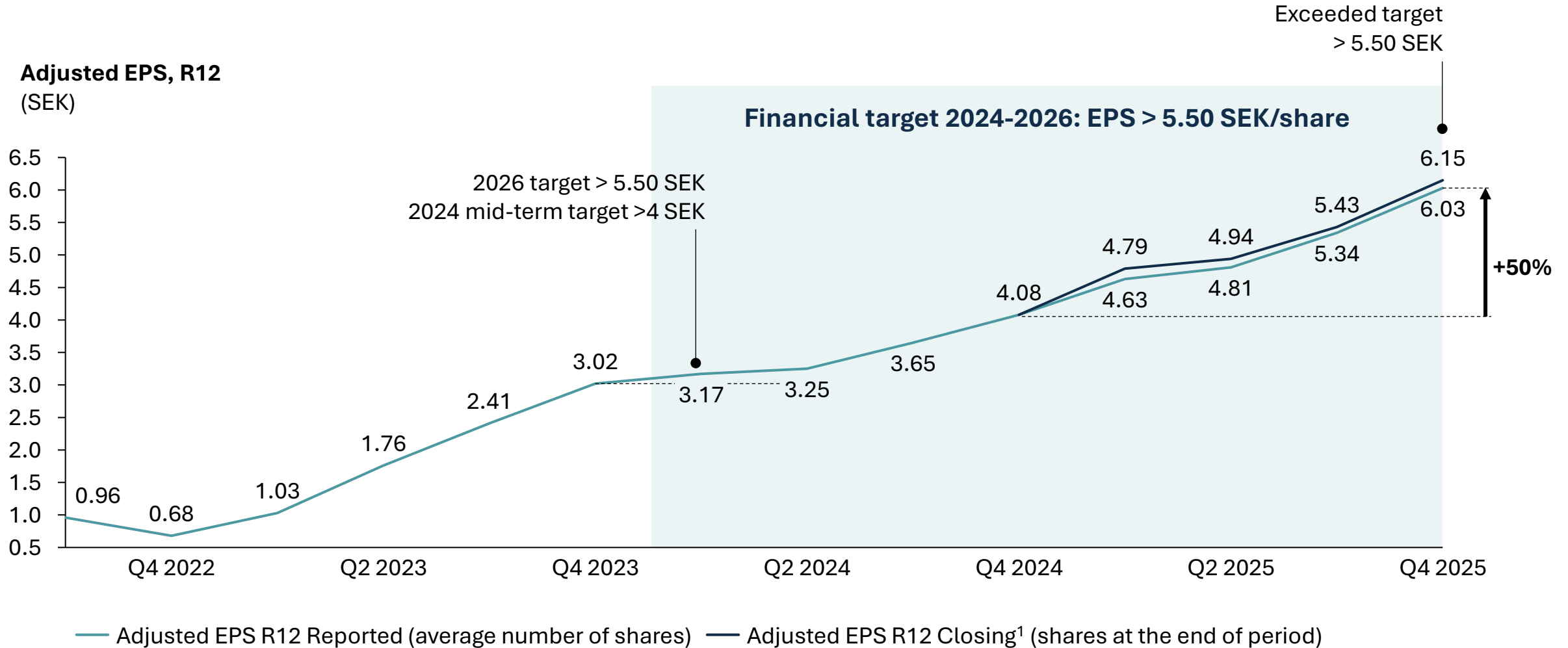


We achieved what we set out to do...

- ✓ **High and stable stakeholder satisfaction**, relative satisfaction at all time high
- ✓ Focus on core operations: Exited/exiting several non-core contracts and improved geographical footprint
- ✓ Continued positive trajectory in Finland
- ✓ Clear margin uplift in Scandinavia
- ✓ Increasing investments in well-needed capacity, currently **800 beds under construction**
- ✓ Adjusted EPS full year 2025 of SEK 6.03, **above our 2026 adjusted EPS target** of minimum SEK 5.50
- ✓ Board to propose a **dividend of SEK 1.80 per share (paid semi-annually)** and continued share buy-backs



2025 delivered an EPS growth of +50%, underlying even higher



1. Adjusted EPS Closing is calculated by using number of outstanding shares (diluted) at the end of the period instead of average number of shares

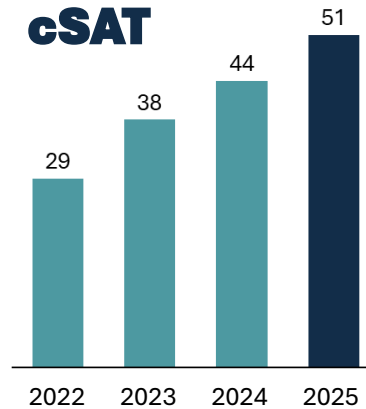


High and stable stakeholder satisfaction

Strong unit leadership, Operational Excellence, Quality monitoring

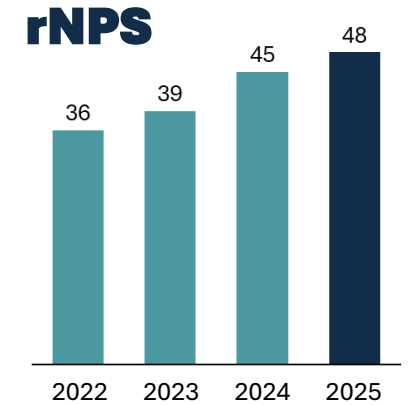
Customer Satisfaction

- Regular Quality of Life assessments to capture individual needs
- "Above all we are a home"; focus on meaningful moments that matters
- Lifestyle homes with activity concepts



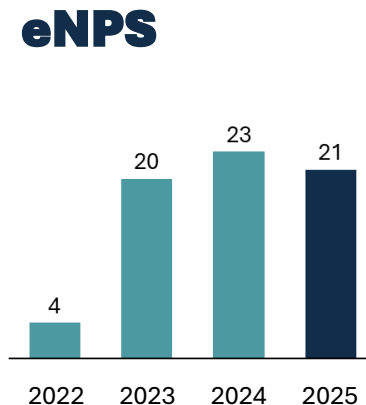
Relative Satisfaction

- Dedicated contact persons
- Relative introduction meetings
- Relative app to follow daily routines
- Regular relative events and weekly communication



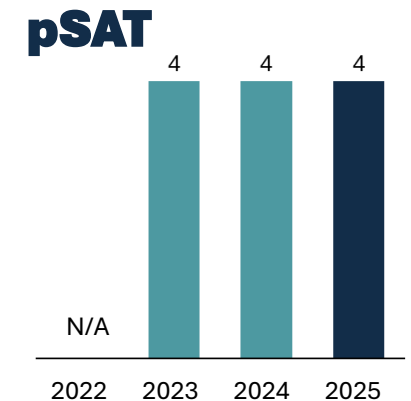
Employee Engagement

- Strengthen unit level leadership
- Increased unit leadership density
- Competence development
- Transparent and open culture
- Digital support tools to reduce admin time & improve workflows



Payor Satisfaction

- Contract compliance and a strong patient safety culture
- Transparent quality monitoring
- Non-financial KPI tracking for early risk identification
- Solution-oriented solving of complex care needs



Attendo in brief
Development in 2025

> **Focus 2026**

Q&A

Focus 2026



Focus 2026

- Further improve operational excellence and quality of care.
- Focus on our core – own operations.
- Deliver on our growth model targets.
- Continue expanding capacity to meet increasing demand for care.



Financial targets 2026 - 2028

2021-2023 : Stabilize

✓ **Adj. EPS¹ > 3 SEK**

- ✓ **Strengthen and stabilize financial position** and reduce leverage
- ✓ **Strengthened leadership and operational capabilities**
- ✓ Turn-around Finland after new regulations & improve occupancy in Scandinavia post pandemic
- ✓ **Significantly improve** employee and recipient of care **satisfaction**

2024-2026 : Restore

✓ **Adj. EPS¹ > 6 SEK**

- ✓ Further **restore and grow profit level** in existing markets
- ✓ **Acquisition of Team Olivia**
- ✓ Further balanced organic growth supported by selective bolt-on M&A's in strategic segments
- ✓ Continue to **improve occupancy and efficiency** to steady state
- ✓ Enhanced earnings distribution including share-buy-backs

2026-2028 : Scale

NEW Target Adj. EPS¹ > 9 SEK

- Focus on driving **balanced, asset-light organic growth** in existing markets, supported by **selective bolt-on M&A's**
- Further **improve operational excellence**
- High earnings distribution with a combination of dividends and continuous share buy backs
- **Strong underlying demand growth** given demographics in Nordics



Our growth model is our foundation, targeting annual EBITA growth of >10%

EBITA growth drivers

New capacity: expansion via new own homes
(net new beds adding average +2-3% of growth p.a.)

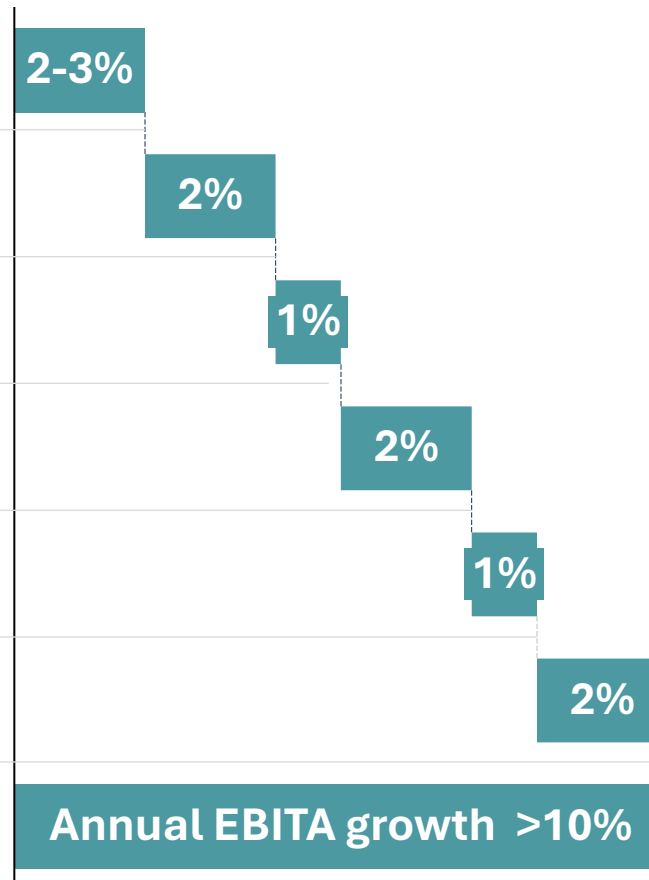
M&A: margin accretive bolt-on acquisitions in key segments

Occupancy: improve in existing capacity by +1%pt p.a.

Productivity: from improved occupancy and ways of working (digitalization, Attendo Way, etc)

Economies of scale: growth enabling SG&A improvement of ~10 bps p.a.

Price: compensating annual estimated cost inflation



Balanced organic growth, supported by bolt-on M&A

Continuous share buy backs support even higher EPS growth

We will continue to deliver towards our 2028 financial target

1

Leading social care provider in growing Nordic markets

2

Partner to public authorities in **providing high-quality and cost-effective care**

3

Following a **clear value-creation path with ambitious targets** 2026-2028

Financial targets 2028

Adjusted EPS

> 9.0 SEK

Financial leverage

(Net debt / lease adj. EBITDA)

1.5-2.5x

Earnings distribution

Dividend 30%

Continuous share buy-backs

Q&A



*We put
our hearts*

INTO IT

