

Atten dion

ANNUAL REPORT &
SUSTAINABILITY REPORT

2022



A caregiver, a woman with brown hair tied back, is shown from the waist up. She is wearing a blue short-sleeved scrub top with white piping and buttons. A name tag on her chest reads "Attendo" and "KICKI". She is also wearing a white surgical mask and a clear face shield with a green headband. She is standing in a room with floral patterned wallpaper. Behind her is a framed picture of a window with a flower box. To the right, another framed picture of a landscape with a tree is visible. She is leaning on a wooden chair back.

We put our hearts into it

For more than 35 years, Attendo has worked to see, support and strengthen people with varying care needs. Every single day, our employees encounter thousands of customers as they go about their daily lives. All care services we provide are based on Attendo's common values – *care, commitment and competence.*

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“Music is the joy of life and we dance a lot. In general, physical activity contributes to the residents becoming fitter, happier, eating better and staying in better shape.”

*Nathalie Linder,
Attendo Kantarellvägen,
Akersberga.*

PHOTO: HANNAH HEDIN

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The leader in Nordic care

Attendo is the largest private care provider in the Nordic countries, with more than 700 units and over 30,000 employees in Sweden, Finland and Denmark. **We are leading our industry in quality, technology and new, cost-effective methods.** Attendo offers care for older people, care for people with disabilities and care for individuals and families.

We have about 21,000 care beds and SEK 14.5 billion in sales.

We empower the individual

Attendo's mission is to empower the individual, which means seeing, supporting and strengthening every person. Our aim is to ensure that everyone can lead independent and meaningful lives. Every aspect of our work is based on our values – care, commitment and competence. They guide us in *everything we do, every single day.*

Two business areas

ATTENDO

SCANDINAVIA

Sales SEK 6.6bn

16,000 customers

300 units

ATTENDO

FINLAND

Sales SEK 7.9bn

13,000 customers

400 units

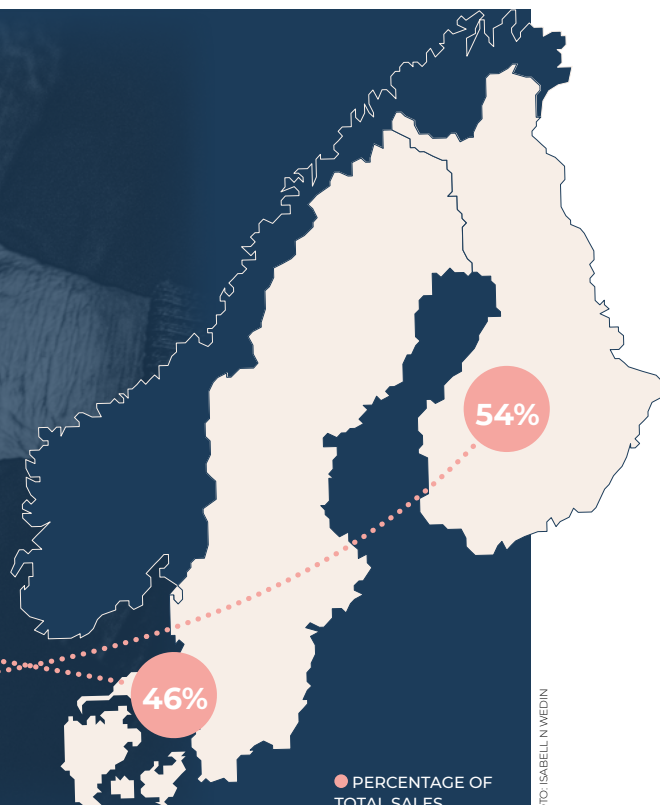


PHOTO: ISABELL N WEDIN

Care for our society

Access to safe, high-quality care for people with needs is a central part of a sustainable society. Attendo's vision and business strategy are based on contributing to society in five focus areas with clear-cut ambitions.

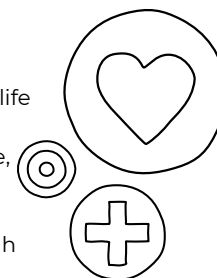
QUALITY OF LIFE – Creating wellbeing and meaning in everyday life with a leading customer experience.

VALUE-ADDING CARE SOLUTIONS – Providing access to reliable, innovative and cost efficient care as a preferred partner to local authorities.

EMPOWERED EMPLOYEES – Being a preferred employer through excellent leadership, personal growth and equal opportunities.

ENVIRONMENT IN MIND – Being a resource-efficient care provider on a path towards net zero greenhouse gas emissions.

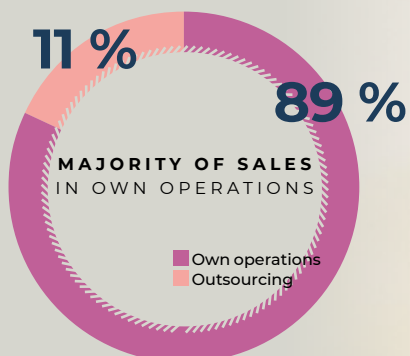
RESPONSIBLE OPERATIONS – Being a trusted care provider with a value-driven care model that is resilient and transparent.



Attendo offers care services in five main areas. In **care for older people**, we provide nursing homes and home care services. For **people with disabilities**, our services include daily activities, group homes and supportive housing. In **individual and family care**, we provide homes for care or residence (HVB) and family care homes. We also offer **social psychiatry, rehabilitation** and residential treatment facilities.

We run our business mainly either as own operations or under contract (outsourcing) for local authorities.

Read more about our care services on page 17



Strong growth and higher occupancy

Attendo demonstrated **strong organic growth** in 2022, generated by increased occupancy in nursing homes and higher compensation in Finland. Full-year results were, however, reduced by higher personnel costs and rising inflation. **274 new nursing home beds** opened in the year while **customer and relatives satisfaction** remained at a high level..



Highly rated in quality comparison

The Swedish National Board of Health and Welfare's national unit survey identifies procedures and other operating conditions in care for older people. According to the 2022 measurement, Attendo has a clearly higher incidence of existing procedures than other providers with regard to both nursing homes and home care services. The Board of Health and Welfare noted improvements in home care services in all five areas reviewed.

Attendo is there for you – no matter where you live

NET SALES SEK 14.5M, GROWTH OF

9.8%

EXCLUDING CURRENCY EFFECTS

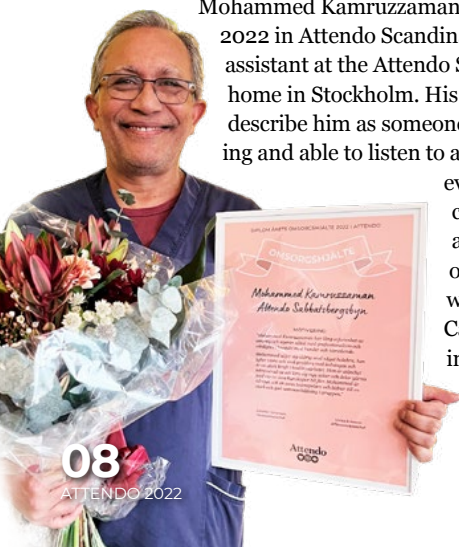
OCCUPANCY RATE

85%

AT THE TURN OF THE YEAR 22/23, ATTENDO HAD AN OCCUPANCY RATE OF 85% (84) IN NURSING HOMES AND OTHER CARE HOMES.

Attendo's Care Hero of 2022

Mohammed Kamruzzaman was named Care Hero 2022 in Attendo Scandinavia. Mohammed is a care assistant at the Attendo Sabbatsbergsbyn nursing home in Stockholm. His manager and colleagues describe him as someone who is always ready, willing and able to listen to and support customers. In every situation, he remains calm and courteous as he acts in the best interests of customers. Mohammed was recognised as this year's Care Hero based on votes in Attendo's employee app, Appendo.



KEY DATA

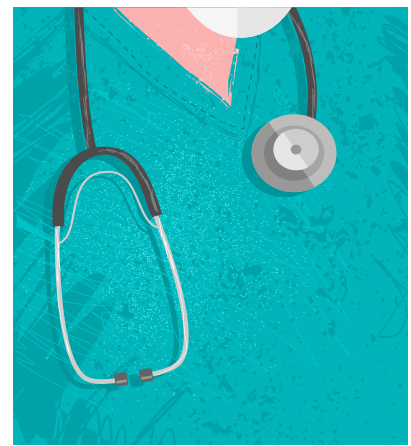
	2022	2021	2020
Net sales, SEKm	14,496	12,867	12,288
Lease-adjusted operating profit (EBITA) ¹ , SEKm	199	400	375
Lease-adjusted operating margin (EBITA) ¹ , %	1.4	3.1	3.1
Operating profit (EBITA) ¹ , SEKm	674	836	797
Operating margin (EBITA) ¹ , %	4.6	6.5	6.5
Profit (-loss) for the year, SEKm	-44	59	-904
Adjusted earnings per share diluted, SEK	0.68	1.48	1.43
Free cash flow, SEKm	24	249	428
Number of employees	20,821	19,041	18,178
Number of customers	29,000	29,300	28,100

¹ Excluding items affecting comparability.



Love never rusts. Nils-Viggo and Majbritt have lived together for 60 years. Read their story in Magasinet Omsorg.

PHOTO: ISABELL N WEDIN



International recruitment of nurses

Attendo's capacity to attract and retain outstanding employees is a key issue in both the short and long terms. During the year, Attendo acquired SilkRoad (Silkkitie Oy), a company that specialises in recruiting Filipino nurses and providing language training so that they can work in the Nordic countries. The acquisition will give Attendo access to even more highly skilled nurses for the Finnish units.

READ MORE
about Nils-Viggo
and Majbritt at
[attendo.se/
magasinet-omsorg](https://attendo.se/magasinet-omsorg)



The magazine "Omsorg"

Magasinet Omsorg provides a glimpse into day-to-day care provision. The theme this year was health and well-being, how to maintain interest in life, in food, in one another and what people can do to feel well as they get older. The magazine also delves into future challenges in care, looks at seasonal menus and presents portraits of employees who contributed to happiness and security in care settings every day.

SELECTED KEY FIGURES SUSTAINABILITY

	2022	2021
Customer satisfaction (NPS) ^{1,2)}	36	
Relatives satisfaction (NPS) ^{1,2)}	29	
Quality of life (RAI index, 0-10) ²⁾	5.4	
Attendo Quality index (0-100) ³⁾	89	89
Employee satisfaction (eNPS) ^{1,2)}	9	
New beds opened in own units	274	832
New beds under construction	166	231
Grammes CO ₂ e emissions per SEK turnover	1.5	2.0
Lease-adjusted net debt/EBITDA	4.4	2.6

¹⁾ Net Promoter Score, scale of -100 to +100.

²⁾ New figures established in 2022.

³⁾ Refers only to Attendo Scandinavia

Partnership for better care

Attendo has initiated a partnership with the Alzheimer Society of Finland – Muistiliitto. Muistiliitto is working to improve wellbeing and quality of life for people with dementia and their relatives. Working with Muistiliitto, Attendo created digital trainings to help improve interaction with people with dementia and offer activities aimed at relatives to people with dementia.



*Martin Tivéus,
President and CEO*

Quality of life for customer satisfaction

A year where clear steps to developing care were taken amidst financial headwinds, but also one in which we laid the foundation for turnaround in 2023. Attendo CEO **Martin Tivéus** sums up the year: "Ahead of 2023, there are concerns about access to competence and inflation, but also confidence that digitalisation and new quality improvement measures are enhancing quality of life and improving customer satisfaction".

PHOTO: ANDERS G. WARNE

Attendo has made considerable progress in the past year.



When you look back at 2022, what were the lasting impressions?

“I think we have made important progress in the quality area in ways including improving methods related to wound care and palliative care. Our digitalisation journey continued and we have made leaps and bounds with our care model - Attendo Way. We also carried out major initiatives during the year to recruit new employees and strengthen the competence of leaders and other care staff. Likewise, our methods related to improving meal service and appetite have increased customer satisfaction in Attendo nursing homes. Worry about the pandemic gradually subsided and we had very strong customer inflow, especially in Sweden.

I am not happy in terms of financial performance, of course. Despite a very good occupancy trend, we delivered poor financial results, mainly due to unexpected cost increases in the wake of persistently high absenteeism and rampant inflation in the wake of the Russian invasion of Ukraine. We have however, paved the way for better performance in 2023 with the price negotiations in Finland.

On a purely personal level, I am probably the most grateful

that I can once again be out in the field meeting customers and employees after the pandemic – interacting this way fills me with energy, inspiration and hope.”

How do you explain the profit trend during the year?

“We delivered good growth driven by a strong occupancy trend in Sweden and higher prices in Finland. Still, the financial results were a disappointment characterised by significantly higher cost increases than normal. This applies especially to personnel costs related to absenteeism due to illness and the costs of staff substitutions as well as much higher inflation, which affected the costs of electricity, heating and consumable supplies. Inflation will have further impact on rents and wage demands in 2023, for which we are undercompensated in Sweden, at least in the short term. Both of our business areas demonstrated lower profit in 2022 in relation to 2021, which was not what we expected when the year began.”

Attendo has an ongoing turnaround programme – when are we going to see its effects on financial performance?

“We are now in a period when we can begin to harvest the fruits of the actions we have taken in recent years”.





“Pretty soon, I’d say. We are now in a period when we can begin to harvest the fruits of the actions we have taken in recent years. We have soon renegotiated all of our contracts in care for older people in Finland, which provides the prerequisites for a healthy profitability after several years of losses in that segment. We also have high hopes that our efforts to recruit new employees in Finland, including our acquisition of an international recruitment agency, will successively give us the capacity to increase occupancy in our nursing homes again. Occupancy in nursing homes in Sweden is starting to return to pre-pandemic levels and thereby improving conditions for the future. Still, we are facing something of a headwind caused by high inflation. We have still not received compensation for this from local authorities in the Swedish market to the extent we need.

Overall, we will boost profitability considerably in 2023, particularly in the second half. I am still optimistic that we will achieve earnings of SEK 4 per share on an annualised basis within the near future, although there will be a lag against the original target that applied to the full year 2023 due to developments in 2022.”

You initially mentioned digitalisation – how will that produce better care?

“Digitalisation and advances in technology affect everything we do, at all levels of society. Naturally, that also applies to us in the care sector. For people who need care, technical progress can bring greater independence when it comes to things like managing hygiene, and better opportunities to communicate with their loved ones. It also allows us to build safer environments in which we can detect when customers need services, in real-time.

Digitalisation also gives staff and leaders access to better system support, which reduces the administrative burden, creates the prerequisites for better service planning, provides safer handovers and frees up time that can be spent with customers. Attendo made considerable progress this year. We implemented digital signature of health services, for instance, which

simplifies administration and reduces the risk of errors, and we launched a digital training platform. We have also rolled out an app to facilitate communication between people who need care and their relatives, and further developed employee communication, where the goal is to make all daily information accessible in mobile phones.”

“For our customers, a meaningful life involves more social interaction, activities, good food and, warm and kind treatment from our employees”.



"Empowering the individual" guides us in the day-to-day work.

It seems to be getting harder to find care workers – how is Attendo going to manage access to employees going forward?

"This is mainly an industry issue, where our joint capacity to attract and retain skilled employees will be critical to satisfying increased care needs in the next decade, in pace with an ageing population. The entire health and social care industry in Finland has faced greater challenges with staff shortages related to the staged increases in national requirements for staff density and we are starting to see the same tendencies in Sweden. For Attendo's part, we have stepped up our initiatives to attract new employees and further develop our existing workforce. In Finland, we have expanded recruitment of Filipino nurses through a wholly owned recruitment agency, we have started a training programme for care assistants and we have created a float pool of employees who staff several units. In Scandinavia and Finland, we have expanded introduction programmes for leaders and are making more trainings digitally accessible. I am happy to see that our efforts are producing results – job satisfaction and the net promoter score are increasing generally for us as an employer. A recent survey showed that Attendo is the employer that nurses in Sweden recommend most often."

What do you think will be in focus for Attendo over the next few years?

"We have set two main objectives – to be the care provider with the highest customer satisfaction in every location while providing the most care for the money to local authorities. For me, that means we must continuously further develop our services, our way of working, and show that we add value for people who need care and for our society as a whole. I believe that as we succeed in these areas, we will have many opportunities to grow our business, invest in the future and create value for customers, local authorities and our shareholders."

And what do you want to do to get there?

"I have previously mentioned that our digitalisation initiatives will support that development. But we also need to ensure high and consistent quality to increase satisfaction. We know that, for our customers, a meaningful life involves more social interaction, activities, good food and, not least importantly, warm and kind treatment from our employees. We believe measuring, following up and working with these aspects should be as expected as following the purely medical aspects in the future. That is why we will be carrying out a major quality improvement initiatives over the next few years, where quality of life for the individual customer will be an essential aspect."

There has been a lot of talk about how we are in an 'elderly boom', meaning that older people are making up an increasing share of the population. But that is not entirely true. It is not until 2024 and later that people born in the 1940s will enter the phase of life in which they will need care to a greater extent. Demand is going to grow year by year thereafter and Attendo has very good opportunities to benefit from this trend. I want us to grow responsibly, in a way that allows us to develop the most attractive homes and services, regardless of whether that applies to care for older people, care for people with disabilities or individual and family care."

As of this year, Attendo will have had the motto 'empowering the individual' as the guiding star for its day-to-day work for more than two decades. That we can with warmth in our hearts see, support and strengthen our customers in their daily lives will remain just as important in future years. I am proud of the outstanding work of all of our employees and look forward to taking further steps in developing the care we provide with the goal of improving the quality of life, safety and security of customers who have chosen us, every single day, across the Nordic countries."

Danderyd, 15 March 2023

Martin Tivés,
President and CEO

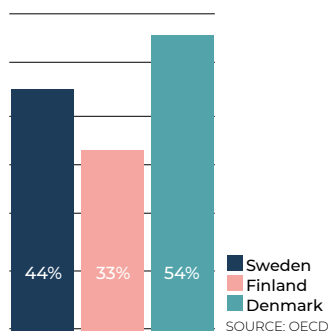
Drivers in Attendo's markets

Attendo operates in social sectors that are growing, but are also facing challenges in coming years. Our experience with offering new capacity and new, innovative methods that improve quality of care and efficiency are examples of how Attendo is contributing with solutions.

1. More people need care

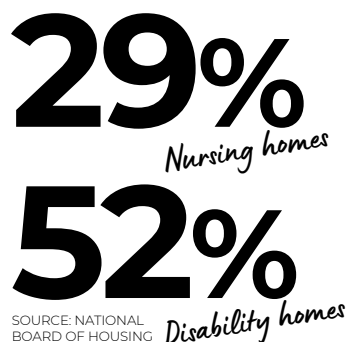
The demographic trend. Due to rising numbers of older people and longer life expectancy, demand and need for care services are going to increase, especially in the areas of nursing homes and home care services. The population of people aged 85+ is going to increase by around 50 percent in Attendo's markets in the next ten years. The need for care for people with disabilities is growing in pace with population growth and is underpinned by the increasing number of people granted support services. The increased incidence of mental illness is leading to greater needs for highly specialised individual and family care.

LARGE INCREASE IN THE POPULATION AGED 85+ 2021-2030



The bed shortage is extensive across Attendo's markets. According to the National Board of Housing (Boverket) survey in 2022, 29 percent of local authorities in Sweden had a shortage of care homes and 52 percent had a shortage of homes for people with disabilities. In addition, many of the homes currently offered do not meet the standards required when new homes are built and will have to be phased out. Overall, Attendo estimates that 76,000 new beds will need to be built at nursing homes in Sweden, Finland and Denmark in the next ten years.

NUMEROUS LOCAL AUTHORITIES WITH HOUSING SHORTAGES IN SWEDEN 2022

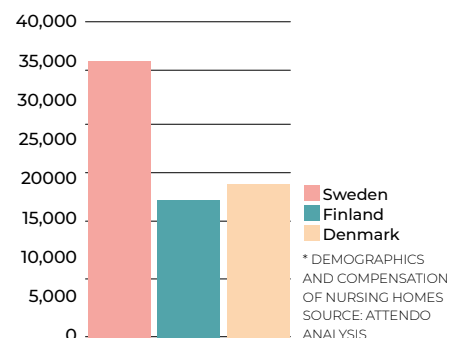


OUR SOLUTION

New capacity in care provision.

Attendo offers people who need care and local authorities in the Nordic countries new capacity in the form of beds in new nursing homes and group homes, as well as units for other types of care that meet the need for care adapted to current standards. We have established more care beds in the last five years than any other care provider in the Nordic countries.

LARGE DEMAND FOR NEW NURSING HOMES 2022 BEDS NEEDED* 2020-2030



"It goes a long way if there is security and genuine interest in the child".

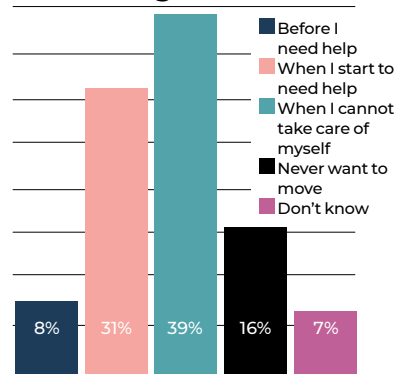
*Tina Björkman
Family care home
counsellor*

2. Higher expectations for care

Choice and added value. Private care providers have long been an expected element in many European countries. In pace with a rising standard of living, the behaviours of customers and relatives have also changed in the Nordic countries. Today, care customers are more active in their choices and evaluate various care options before deciding. As prosperity rises, so do demands for services and services and a customer experience that go beyond the primary care assignment. A study carried out by Attendo shows, for example, that a significant percentage want to move to housing designed to

4 OUT OF 10 WANT TO MOVE EARLY:

"If I had the choice to move to a nursing home"



SOURCE: ATTENDO/KANTAR SIFO

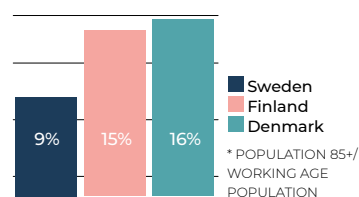
meet their needs for activities and social interaction as soon as they retire.

Higher quality standards.

Monitoring and controlling the quality of delivered care has become more important in recent years. Most of Attendo's operations currently require permits to operate and they are regularly inspected by national authorities as well as local contracting authorities. Higher requirements are also being imposed on staffing and skills. New requirements being discussed are related to matters including medical skills and cooperation with the healthcare system, sustainability and methods aimed at improving health and wellbeing.

READ MORE about Attendo's efforts to develop new care solutions at attendo.com

LARGE INCREASE IN THE OLD AGE DEPENDENCY RATIO* 2021-2030



SOURCE: OECD

OUR SOLUTION

The customer at the heart of it all.

Ever since it was founded in 1985, Attendo's fundamental principles have been customer focus and care designed according to the individual's needs. We are developing care homes based on various lifestyle preferences and our approach is characterised by proven methods. Attendo is in the vanguard of developing quality work based on the perspective of quality of life and preventive health.

Quality leader. As the leading provider in the Nordic countries, it is often easier for Attendo to meet the greater regulatory and quality requirements than it is for smaller providers, whether private or public. Attendo has centrally placed experts and processes to ensure high customer satisfaction. Attendo's work on sustainability is embedded throughout the organisation.

3. More staff & higher efficiency

Access to skilled workers. The interpersonal encounter is at the heart of care, which is labour-intensive by nature. There is already a shortage of skilled workers in many locations and in certain professions in both Finland and Sweden. According to an analysis by SALAR (Swedish Association of Local Authorities and Regions), 2/3 of all newcomers to the labour market in the next ten years would have to choose health and social care occupations in order to meet the demographic needs.

Funding that meets the needs.

Care in the Nordic countries is financed mainly by local authorities, which have the independent right to levy taxes, along with state funding. Fundamentally, this is a secure public source of financing and high capacity to pay. But over the next decade, public finances will be challenged by demographic developments. According to SALAR, the demographical increase of needs for local care will be twice as high in 2030 compared to the preceding decade. Higher local taxes, increased state funding, reshuffling of priorities and efficiency improvements will be required to meet future needs.

OUR SOLUTION

Preferred employer. Attendo is investing in being a preferred employer and offers continuing further education and potential career paths. To gain access to highly qualified employees, we have an internal programme to attract nurses from The Philippines, which supports skills provision at Attendo and in society as a whole. Digitalisation and welfare technology are making it possible for employees to devote more of their working hours to customer contact.

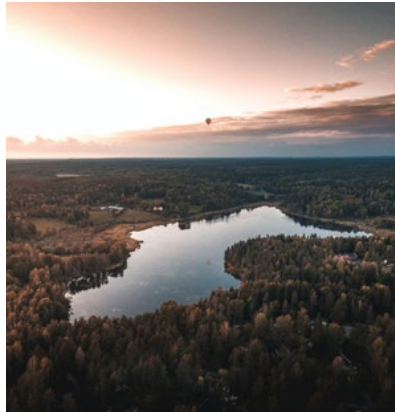
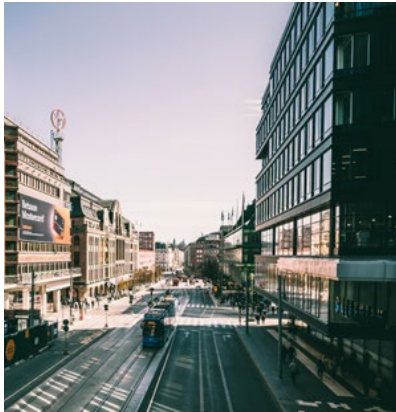
Cost efficient solutions. Attendo can help local authorities manage the financing challenge. By challenging old methods, testing new technology and staffing according to need, Attendo can contribute cost-efficient care capacity, even in the face of growing demands for care. By building new homes, Attendo also take the pressure off the local authority's capital investment requirement.

2021-2031, the need for competence in the welfare sector is going to more than double.

SOURCE: SALAR ECONOMIC REPORT DEC 2022

The Nordic countries – a significant care market

The Nordic market for care services is large by international comparison, a consequence of the **size of social welfare systems**, and tax-financed. The total size of the care markets in the countries where Attendo operates is about **SEK 300 billion**.



Attendo currently operates in Sweden, Finland and Denmark and gives people the care they need – out on islands, in the cities and in rural areas.

SWEDEN

The Swedish market is worth about SEK 180 billion and is relatively the largest, due to having the largest population and that Attendo operates in several areas. The private share of the market has increased gradually and is now around 20 percent. The metropolitan regions in Sweden have been opened to private alternatives, but a large proportion of local authorities in the country only provide care from public own operations.

FINLAND

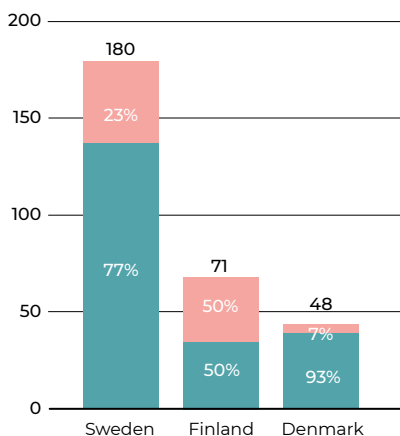
The market is estimated at around SEK 70 billion, with private providers accounting for around 50 percent. The majority of local authorities in Finland have been opened to private alternatives and the private share of the market has risen steeply in the past five years. This development is expected to continue.

DENMARK

The estimated worth of the Danish care market is around SEK 50 billion in the segments in which Attendo operates. The private share is very low, at around 7 percent, but is expected to rise. Legislation aimed at giving people freedom of choice through private alternatives was enacted a few years ago.

SWEDEN IS THE LARGEST MARKET BUT THE PRIVATE SHARE IS SMALLER

Market size and private share, SEK billions

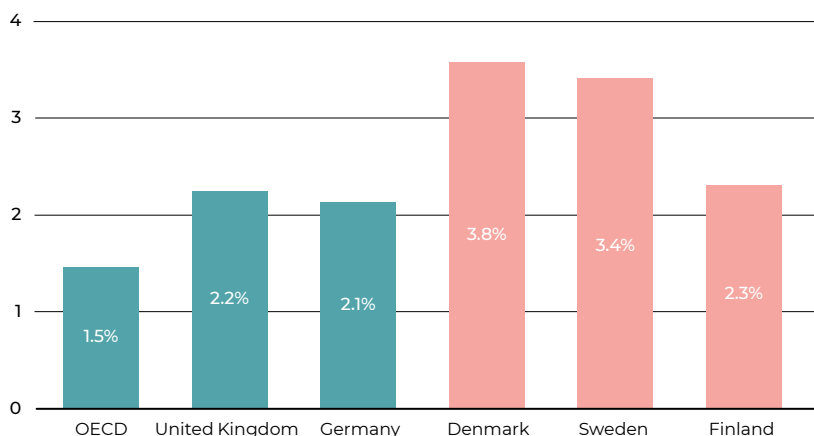


SOURCE: OECD

Private Public

THE NORDIC COUNTRIES SPEND MORE ON CARE FOR OLDER PEOPLE

Share of GDP spent on care for older people, percent



SOURCE: OECD

Our care services



CARE FOR OLDER PEOPLE

NURSING HOMES

Attendo offers homes for older people with dementia or physical care requirements in their own apartments with access to common areas. The customer, contact person and nurse plan the days together.

HOME CARE SERVICES

We offer total undertakings that can include care, meals, cleaning, laundry, evening and night services and home health care. Carried out jointly with the customer based on the benefits assessment.



DISABILITY CARE (LSS)

GROUP HOMES AND SUPPORTIVE HOUSING

We offer homes for people of various ages with a range of disabilities and care needs. The days are planned together with customers so that they will be able to live active and independent lives.

DAILY ACTIVITIES, RESPITE CARE AND SHORT-TERM ACCOMMODATION

Attendo provides respite to relatives and creates meaningful lives for young people and adults in daily activities programmes and offers respite and companion services, as well as short-term accommodation.



OTHER CARE

SOCIAL PSYCHIATRY

Attendo offers homes and other care services for people with neuropsychiatric and psychosocial impairments. Treatment in our homes, daily activities and training activities is individualised.

INDIVIDUAL AND FAMILY CARE

We offer social-worker supported family home care, crisis and emergency accommodation, care homes (HVB), addiction care and various forms of supportive housing, where the goal is for the customer to transition to independent living.

Attendo as an investment

Attendo operates in a growing, non-cyclical market. We focus on high quality and innovation, while sustainability is an integrated part of our strategy.

Attendo is growing both organically and through acquisitions, with focus on business in own operations. Several factors are expected to support growth and profitability in the next few years.

01

TURNAROUND

A turnaround programme is ongoing at Attendo, aimed at recovering occupancy after the pandemic, achieving sustainable conditions in the Finnish business and improving efficiency after a period of numerous start-ups and staffing problems in the care industry.

Attendo saw good demand for beds in Scandinavia in 2022 and the occupancy rate in own operations has increased from 80 to 85 percent. The trend is expected to continue in future years. The occupancy rate was stable in Finland in 2022 and is expected to increase in 2024 once the new staffing law has been fully implemented. In 2022/23, most of Attendo's contracts in the care for older people segment in Finland will be renegotiated, which will improve financial performance and the balance sheet in 2023. Several projects are ongoing to increase the supply of skilled workers and further improve quality.

02

INCREASED NEEDS FOR CARE

Due to the demographic trend with an ageing population, demand and need for care services in society are going to increase, especially for nursing homes and home care. The population of people aged 85+ is going to grow by about 50 percent in Attendo's markets over the next ten years. The need for care for people with disabilities is growing in pace with population growth, as evident in the increasing number of people

granted various types of support services. Mental illness is growing in our society, which is leading to greater needs for highly specialised individual and family care.

Attendo establishes more new beds than any other provider in the Nordic countries and has acquired numerous small and medium-sized companies over the years. By opening new units and making new capacity available, Attendo is creating value for society while driving growth. Following the powerful expansion in 2017–2020, Attendo has maintained a more balanced pace of establishment and growth. From 2024 and onward, new establishment and acquisitions are expected to rise in pace with increased needs and a stronger financial position.

03

A LEADING CARE MODEL

Attendo has been developing new ways of working and methods for measuring and following up quality since the company was founded in 1985. The objective of the common care model – Attendo Way – is for all operational units to be characterised by high customer satisfaction and quality of life, high employee engagement and efficient operations. Attendo Way provides



You are invited to follow Attendo in our digital channels – @attendo – for updates on how we are developing the nursing homes of the future in concrete terms.

practical guidance so that every local unit can benefit from the collective expertise found within Attendo.

The model is further refined and developed each year. At present, projects are ongoing to reinforce digital support, further develop quality improvement to focus to a greater extent on quality of life and develop concepts for the nursing homes and other care solutions of the future.

“The population of people aged 85+ is going to grow by 50 percent in Attendo's markets over the next decade”.

FINANCIAL TARGETS

Attendo's financial targets are aimed at ensuring a stable and profitable business that makes the Attendo share an attractive long-term investment. Stable surpluses and a strong balance sheet are also needed to enable investment in innovations and new methods, establish new homes and further develop employee skills. Read more about economic value generation and Attendo's financial targets in the next section.

Care for a sustainable society

- 20 — Vision, mission and strategy
- 26 — Focus areas
- 39 — UN Sustainable Development Goals
- 40 — Sustainability indicators
- 42 — Sustainability risks

SUSTAINABILITY REPORTING AT ATTENDO
Attendo's sustainability report covers the Attendo Group and all subsidiaries. It provides a general description of sustainability aspects relevant to Attendo's area of operations, our business model and stakeholders, as well as the strategy, targets and outcomes of our sustainability work. Attendo's sustainability work covers five focus areas established through a materiality analysis. We also report Attendo's contributions to the global UN Sustainable Development Goals, sustainability risks and risk management and sustainability indicators in accordance with Nasdaq guidelines for ESG reporting.

Care for a sustainable society

Attendo's mission is **empowering the individual**. By seeing, supporting and strengthening every individual to lead an independent and meaningful life, we create value for individuals and for our society in general. Our mission and values are the guiding principles of our work to achieve our vision – **better care to more people**.

ATTENDO'S STRATEGY FOR SUSTAINABLE CARE

Vision

BETTER CARE TO MORE PEOPLE

Mission

EMPOWERING THE INDIVIDUAL

Strategy

SUSTAINABLE VALUE CREATION THROUGH ATTENDO'S PROVEN CARE MODEL

QUALITY OF LIFE

VALUE-ADDING CARE SOLUTIONS

EMPOWERED EMPLOYEES

ENVIRONMENT IN MIND

RESPONSIBLE OPERATIONS

Attendo Way

CUSTOMER-CENTRED AND VALUES-GOVERNED CULTURE / BEST METHODS / COMMON TOOLS

Values

CARE / COMMITMENT / COMPETENCE



Quality of life for the individual and being a preferred partner to local authorities are guiding objectives in Attendo's business strategy and thus also for Attendo's sustainability work. To achieve these objectives, we must have empowered employees, be a company that considers the environment and have a robust, values-driven care model.

Our vision – better care to more people

Attendo was started in 1985 with a clear idea, to challenge public sector care with new methods and to spread them to more people with care needs. This is still our *raison d'être*, as expressed in our vision of *better care to more people*.

Starting from each individual and the needs and preferences of every local community, we have become pioneers in social care. We have developed new ways to measure and report quality, new methods and processes that ensure health and wellbeing, and increased access to care beds in the Nordic countries – all to give society greater capacity to meet growing needs for care, not least among an ageing population.

OUR MISSION IS INSTILLED IN EVERYONE

All care we provide starts with the needs and preferences of the individual. Attendo's mission is *empowering the individual*, which means seeing, supporting and strengthening every person. We are convinced that every human being, regardless of age or life situation, wants to be who they are and live their lives as they wish.

All care given is founded on our three core values - *care, commitment and competence*. Our values guide us in everything we do, every single day.

OPERATIONS BASED ON A PROVEN CARE MODEL

The objective of our common care model, *Attendo Way*, is for all operational units to be characterised by high customer satisfaction and quality of life, high employee engagement and efficient operations. That means Attendo Way and the sustainability work are intertwined. Attendo Way provides practical guidance so that every local manager and local units can benefit from the collective expertise found within Attendo. Our care model describes how the unit should be organised, the procedures and methods that support care delivery, how Attendo's central support functions can contribute and how the units can carry out their daily work in a goal directed manner with regard to everything from meals and activities to marketing and customer satisfaction.

A STRATEGY FOR SUSTAINABLE CARE

Attendo's business strategy is based on two guiding objectives: Creating the conditions for higher quality of life for every individual receiving care from Attendo and being a preferred partner to local authorities. To ensure that these objectives can be attained in a sustainable way, Attendo must have empowered employees, demonstrate environmental care and concern and work based on a robust, values-governed model for running care operations.

Attendo thus integrates sustainability in its strategy and guiding objectives. Based on Attendo's vision and strategy, analysis of Attendo's interaction with and impact on the outside world, risks and opportunities and analysis of the issues that are important to Attendo's stakeholders, we have defined our most important sustainability areas and divided them into five focus areas. Within each focus area, we have formulated a long-term ambition statement and are working continuously to underpin these ambitions with concrete KPI's that are measured and followed up, as well as specific activities.

OVERVIEW OF ATTENDO'S SUSTAINABILITY WORK IN 2022

In 2022, Attendo deepened the work within each focus area, including developing new key data that aims to provide a measurable way to reflect the ambitions set in 2021. The new key data are reported for the first time in this report, and thereby lacks comparative figures.

To develop and ensure the processes around the Group sustainability work, Jo-Anna Nordström has been appointed Director of Sustainability in the Executive Management team.

Five focus areas

QUALITY OF LIFE

Attendo contributes new methods that improve health, wellbeing and quality of life for people who need care. Attendo's ambition is to create wellbeing and meaning in day-to-day life and be a leader in customer satisfaction.

VALUE-ADDING CARE SOLUTIONS

We continuously add new capacity, innovations and new methods that enhance society's capacity to meet current and future needs for care. Our ambition is to make reliable, innovative and cost-effective care available as a preferred partner to local authorities.

EMPOWERED EMPLOYEES

Attendo works in a goal-oriented manner to practice good leadership and provide meaningful work that furthers social participation and integration. The ambition is to be a preferred employer that exhibits outstanding leadership and encourages personal growth and equal opportunities.

ENVIRONMENT IN MIND

We endeavour to design care solutions that minimise the use of natural resources and safeguard sustainable development for the environment and the climate. Our ambition is to be a resource-efficient care provider on a path towards net zero greenhouse gas emissions.

RESPONSIBLE OPERATIONS

Attendo's care model is based on values-governed operations that is transparent, reliable and financially viable over the long term. The ambition is to be a reliable care provider that delivers value-driven care that is robust and transparent.

Economic value generation through growth

Attendo's strategy is based on three growth pillars – higher sales in existing operations, new establishments and acquisitions. The balance between the three areas is set for the medium term by carefully analysing market conditions – demographic, economic and political – and the prerequisites for assuming financial risk. This year and in coming years, Attendo's growth focus will be mainly on increasing sales by occupying existing beds. In the aftermath of new staffing requirements in Finland and high inflation, an intensive effort is ongoing to ensure sustainable operational conditions.

SALES

The occupancy rate in existing units and the price paid to Attendo for every filled bed affect Attendo's revenues. Because a large part of the cost base is fixed, especially in Attendo's various home segments, the effect of higher occupancy is a better financial outcome for the unit. Attendo is working actively to increase occupancy and secure compensation that is aligned with the cost trend and enables further development.

NEW CAPACITY

Attendo is a leading provider in the Nordic countries when it comes to establishing new nursing home beds. Attendo creates value for society by opening new units and making new capacity available to local authorities while driving growth in the company. Following

the powerful expansion in 2017–2020, Attendo has maintained a more balanced pace of establishment since 2021.

ACQUISITIONS

Attendo's acquisition strategy is based on two types of acquisitions – strategic and add-ons.

Strategic acquisitions refers to operations to augment Attendo's existing offering with new care services or new geographies.

Attendo also makes add-on acquisitions to strengthen its position in local markets, with increased sales volume in relation to the cost base.

One strategic acquisition in 2022 was Kauniala Hospital in Finland, originally established to serve veterans, which expands Attendo's offering in rehabilitation services.

Financial targets for stable operations

In order to provide good care over the long term, Attendo's operations must be economically viable and resilient in the face of temporary fluctuations. Stable surpluses and a strong balance sheet are also needed to enable investment in innovations and new methods, establish new homes and further develop employee competence. Our financial targets are aimed at ensuring stable and profitable operations over the long term.

PROFIT TARGET

In early 2021, Attendo established a profit target for three years ahead. The target was to achieve adjusted earnings per share of at least SEK 4 for the full year 2023, driven by post-pandemic recovery, transformation in Finland, an improved operating model and growth through acquisitions and new establishment. Attendo has seen that costs increased more than expected in 2022 due to inflation and high sick-leave. The occupancy trend in Finland was also lower than expected, as imbalances in the labour market prevented us from welcoming more customers. Consequently, the earnings target has been postponed. The current view is that Attendo will achieve SEK 4 per share after a delay of a few quarters, meaning that the target will be achieved in 2024.

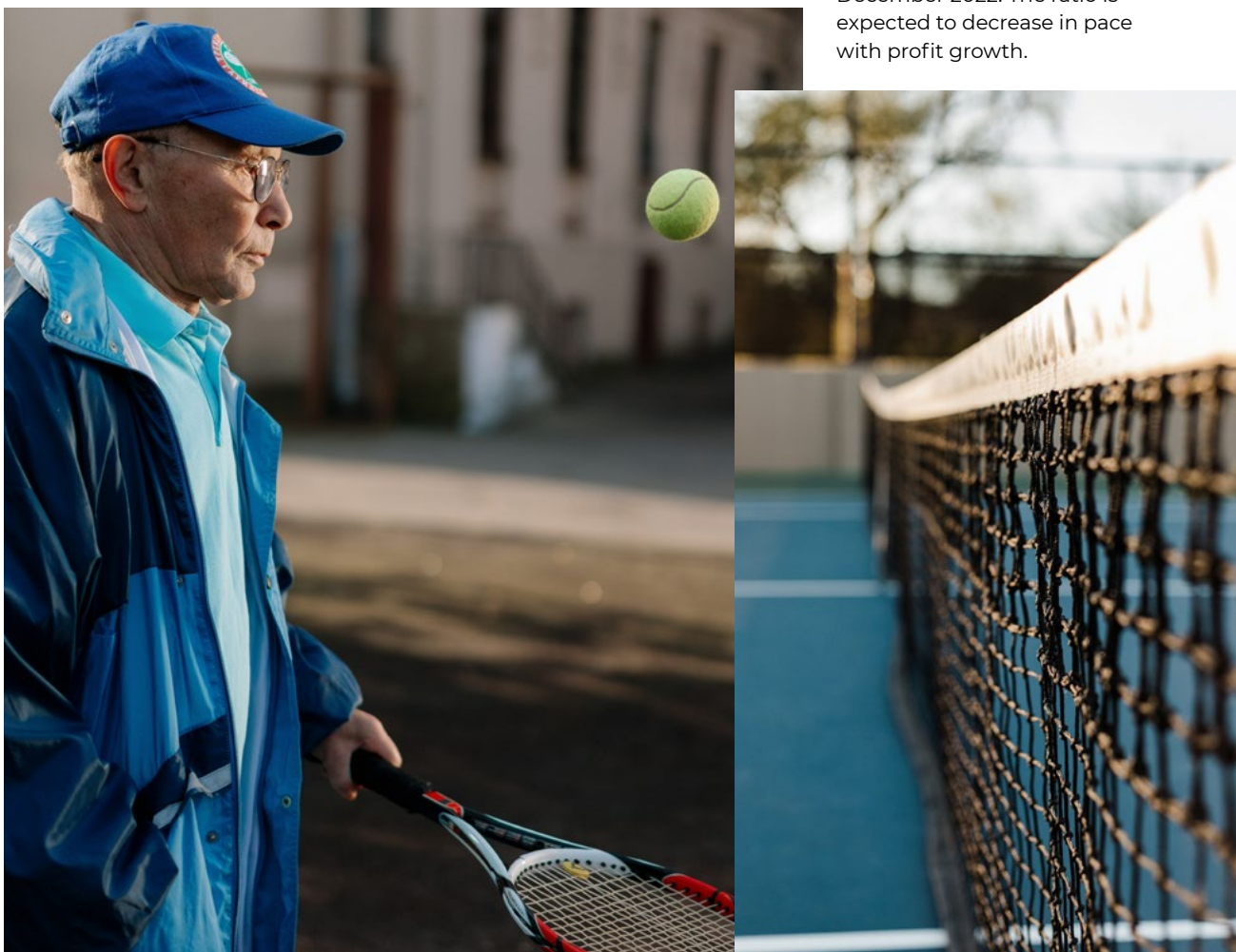
DIVIDEND TARGET

Attendo's dividend target is to distribute 30 percent of the company's adjusted profits. Dividends shall be carefully considered with regard to the objectives, scope and risk of the business, including investment opportunities and the company's financial position. No dividends have been distributed in recent years, primarily due to low profitability, relatively high debt and that the company has received government grants.

NET DEBT TARGET

Attendo's capital structure target is based on financial stability and the opportunity to execute long-term decisions. Attendo has set a target that adjusted net debt in relation to adjusted EBITDA should not exceed 3.75 over the long term. At 4.4, the debt ratio was higher than the target as of 31 December 2022. The ratio is expected to decrease in pace with profit growth.

An active life, both physically and mentally, is a key to wellbeing.



We are contributing to individuals & society

Attendo's care services are delivered almost entirely under contract to local authorities. Our work is aimed at **meeting the needs and preferences of our stakeholders** for sustainable care that maintains the **best quality for the tax money spent**. We work systematically to meet stakeholders' expectations.

CUSTOMERS

Attendo's customers have been assessed as having care needs that must be met in accordance with national law. The care services are delivered as ordered, usually by a local authority or a region. Customers want to receive the right care at the right time, to encounter employees who recognise their individual needs and to live independent lives with meaningful social interaction.

RELATIVES

We define relatives as the people who have personal ties to the customer, such as their spouses, other relatives, families or close friends. Relatives are the closest stakeholders surrounding the customer - the people who look out for the customer's safety, security and wellbeing. They want to feel that those near and dear to them receive safe and knowledge-based care from employees they trust and with whom they can maintain a good dialogue.

EMPLOYEES

Employees want good conditions for doing their jobs, colleagues who are supportive of customers and opportunities to influence both the content of their jobs and their own development. Attendo's value-driven work is intended to ensure that employees feel a sense of participation, meaning and commitment in their work. Delegated leadership, short decision paths and a de-



Sustainable care for all.

centralised organisation with access to support functions, helps generate motivation and development in the day-to-day work.

LOCAL AUTHORITIES

Local authorities or regions are responsible for how care is delivered in the markets in which Attendo operates. Attendo always works according to the terms and conditions set by the contracting local authority. Local authorities expect Attendo to deliver care services in accordance with contracts and regulatory requirements, and in a manner that leads to higher customer satisfaction and higher quality for the tax money spent.



Development of Attendo's quality work

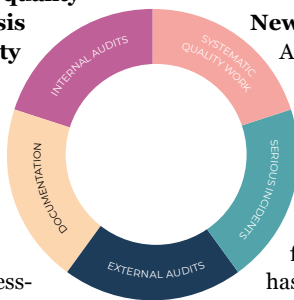
Attendo was the first care provider in the industry to establish a digital quality system. The latest version is called AQ22. The system is used to document and evaluate quality work at every unit based on five aspects: systematic quality improvement, serious incidents, external audits, documentation and internal audits. It is also the basis for Attendos Quality Index.

A wider view of quality with a focus on health and quality of life

In 2022, Attendo began developing new tools and methods for its quality work. These are based on a new quality framework that more clearly includes health outcomes and quality of life.

Three aspects of quality work are the basis of the new quality framework

1. Process quality. Structures for quality work, such as the existence of and compliance with procedures, methods and processes. High process quality shows that an organisation has the procedures required to operate safe and secure care and to meet and exceed the standards for documentation and follow-up based on the procedures. This generally corresponds to the aspects reported in the unit surveys from the Swedish National Board of Health and Welfare.



2. Customer satisfaction and experience. Measurement of how care is perceived by the people who receive it and their relatives. This is equivalent to the aspects captured by means including the national user surveys and provides a subjective picture of care according to individual parameters as well as at the overall level.

3. Quality of life. Measurements at the individual and group level that show actual outcomes in terms of health, well-being and quality of life from the care delivered. The foundation is validated and research-based models. Interviews according to the ASCOT method enable, for example, systematic assessment of how care affects the actual quality of life for the individual.

New tools for quality tracking

Attendo has been working since the mid-1990s to centralise, digitalise and automate the collection and assessment of quality parameters in delivered care. In the light of the new quality framework, a comprehensive review of the fundamental digital infrastructure has been initiated based on specific needs in each business area.

Scandinavia: Quality of life interviews implemented

A decision has been taken in Scandinavia to build a new quality system from the ground up. The goal is to achieve a data-driven analysis of the quality work that can detect shortcomings before more serious deviations occur. It will also make it possible to derive and ana-

lyse quality data at the individual level.

As a first step, two new systems were procured to measure and report process quality, including in relation to reporting of deviations and to provide an overview of process quality in various units.

The decision has also been taken to proceed with the implementation of quality of life interviews based on the ASCOT method, which were trialled in late 2021 and early 2022. The trial showed that customers experienced quality of life interviews led to stronger participation and a better opportunity to influence care. The employees saw how the method clearly strengthened the continuous improvement work.

Finland: RAI tool for analysis of care needs and quality follow-up

In Finland, the development of the new quality model is closely linked to the national implementation of the documentation standard RAI (Residence Assessment Instrument) from 1 April 2023. RAI was developed in the US and consists of a range of protocols to define and follow-up care needs. The method enables the units to draw up care plans based on the individual's personal needs. The RAI tool also provides the opportunity to measure and follow the individuals' health, functional ability and quality of life.

A digital RAI tool to illustrate health outcomes has been trialled with positive experience and is now being implemented. The way of working makes RAI more meaningful in daily activities and contributes to better health outcomes.

ATTENDO'S QUALITY FRAMEWORK FOCUSES ON HEALTH, CUSTOMER SATISFACTION AND PROCESS QUALITY

TRADITIONAL FOCUS	SHARPER FOCUS IN THE NEW QUALITY WORK	
Process quality Quality in methods, procedures and guidelines , as well as appropriate organisational conditions. This measures whether Attendo has the right structures and works according to internal and external procedures, guidelines and laws pertaining to health and social care.	Customer satisfaction & experience Customers' and relatives' satisfaction and experience of Attendo as a health and social care provider. Measures satisfaction with Attendo overall, how they are treated, living environment, general happiness.	Quality of life The customer's health and wellbeing from a clinical perspective as well as the customer's self-assessment and perceptions of their mental and physical health. Measures the health outcomes that Attendo achieves.



Quality of life

in focus in care delivery

People who seek and are granted care services often have **long-term needs for support in their daily lives**. Attendo has extensive experience of adapting care to the individual's needs and preferences and is engaged in **systematic efforts to improve customers' health and quality of life**.

Connie Söderlind,
Activity coordinator at
Attendo Fresta Södra Allé
in Upplands Väsby is a
sparkling bundle of energy.
READ MORE at
attendo.se/magasinomsorg



How we contribute to quality of life

QUALITY THAT IS MEASURED AND FOLLOWED UP

Attendo strives to continuously improve the quality of care by working systematically to develop, measure and follow up care services. Much of that currently considered industry praxis, such as social documentation, contact persons and personal time, are the results of Attendo's development work.

In 2022, Attendo began developing a new quality framework with associated systems for follow-up with more focus on health outcomes and quality of life. You can read more about this under "Development of Attendo's quality work" on page 25.

SERVICE AND INTERACTION THAT ENHANCE THE CUSTOMER EXPERIENCE

Attendo puts great emphasis on treating every individual who needs care with respect and concern for their unique needs. By seeing and accepting every individual for who they are now and have been, we can adapt care to personal needs and preferences, which we know leads to higher quality of life.

A programme for improving the customer experience called ASKO has been applied for several years in Finland. The aim is to support employee dialogue and feedback to customers and their relatives. About 400 specially trained ASKO coaches are leading the effort in the local units, where tools including conversation maps are used to support the conversations.

The Swedish operations continued to roll out the Nära ("Close") app for relatives in 2022. Relatives can use the app to look up mealtimes and find out about activities and to follow the lives of the people they love on a regular basis. More than 6,500 posts were made during the year, an increase by 82 percent compared to 2021.

SURVEYS CONFIRM HIGH QUALITY

Attendo regularly carries out surveys to verify that the trend is aligned with set customer satisfaction targets. In addition to the results provided through the national service user survey, Attendo carries out its own customer surveys at least twice a year

to monitor the customer satisfaction trend. Several questions that allowed freeform responses were added to the survey in 2022 aimed at increasing our understanding of the factors that drive customer satisfaction. Special focus was also placed on developing a relatives survey in which relatives perceptions of care are measured and considered. The outcome is measured as an NPS (Net Promoter Score*) and shows that the NPS was 36 among customers and 29 among relatives to customers.

CARE THAT EXCEEDS REQUIREMENTS

The content of our care services is regulated in contracts, laws and ordinances. This also applies to requirements in areas including health and safety (work environment), information security, infection prevention, food handling and fire prevention. Supervisory authorities and local authorities are jointly responsible for monitoring that care is of good quality and regularly inspect our operations. Attendo documents and regularly evaluates care services as well as overall operations. Quality work is based on guidelines, support and follow-up from central quality functions in each business area and is led locally by specially appointed quality coordinators at the local units.

* Net Promoter Score = the percentage answering 9-10 on whether they would recommend the unit minus the percentage who answered 1-5.

82%

INCREASE IN USAGE OF THE RELATIVES APP ATTENDO NÄRA FROM 2021.

CONTINUED EFFORTS AGAINST COVID-19

The pandemic continued to affect the practical aspects of care delivery in 2022. Virus transmission increased sharply in the early winter months due to the new omicron variant of the corona virus. The impacts included increased absenteeism due to illness in Attendo's operational units, particularly in Finland.

In spring 2022, the status of Covid 19 was downgraded from being a "dangerous to society" to "notifiable disease". Attendo has continued to work systematically to reduce transmission, with careful hygiene procedures, use of PPE and testing as the primary measures. Booster vaccines have been administered to protect high-risk groups in accordance with national recommendations.

As a result, very few cases of Covid 19 occurred in Attendo's operational units in 2022. The conclusions of the external assessment carried out in 2021, that Attendo managed the pandemic better than other care providers, thus remain valid.

Focus area: Quality of life

Attendo's ambition is to create wellbeing and meaning in everyday life and be a leader in customer satisfaction.

KEY FIGURES

	2022	2021
Customer satisfaction (NPS) ^{1,2)}	36	
Relatives satisfaction (NPS) ^{1,3)}	29	
Quality of life (RAI Index, 0-10) ^{1,4)}	5.4	
Attendo Quality Index (0-100) ⁵⁾	89	89

¹⁾ New figures established in 2022.

²⁾ Customer satisfaction surveys in Q4.

³⁾ In Scandinavia, only relatives to customer in care homes are included.

⁴⁾ The RAI index is used to measure quality of life through selected parameters.

⁵⁾ Refers only to Attendo Scandinavia.

ACTIVITIES 2022:

- Expanded and refined measurement of customer satisfaction
- Introduction of quality of life interviews
- Increased use of Attendo Nära

Society is facing huge challenges

when it comes to developing cost-effective care that benefits from technological advances while successfully providing for more people with various needs for care. For more than 35 years, Attendo has been an industry leader in adding new capacity that meets local needs and **leading the development of new approaches and methods that enhance overall care.**

READ MORE
about our operating
units and meet our
employees at
[attendo.se/
magasinsorg](https://attendo.se/magasinsorg)

Value-adding
care solutions

How we create value-adding care solutions

LEADERS IN NEW ESTABLISHMENT

Private providers have accounted for more than half of all new production of nursing homes in Sweden and Finland in recent years. Attendo alone has provided more than one out of five new nursing home beds since 2008.

Establishment of a new care home leads to several positive impacts on society in addition to the care delivered. A home with about 60 apartments creates more than 50 jobs once up and running as well as more than 30 annual jobs during the building phase.

When Attendo continuously builds new facilities, the company also supports local authorities with expertise in nursing home establishment, from the identification of suitable land, the building client and investors to staff recruitment and moving in of residents.

In 2022, Attendo opened 274 new care beds and began construction of 166 new beds in own units.

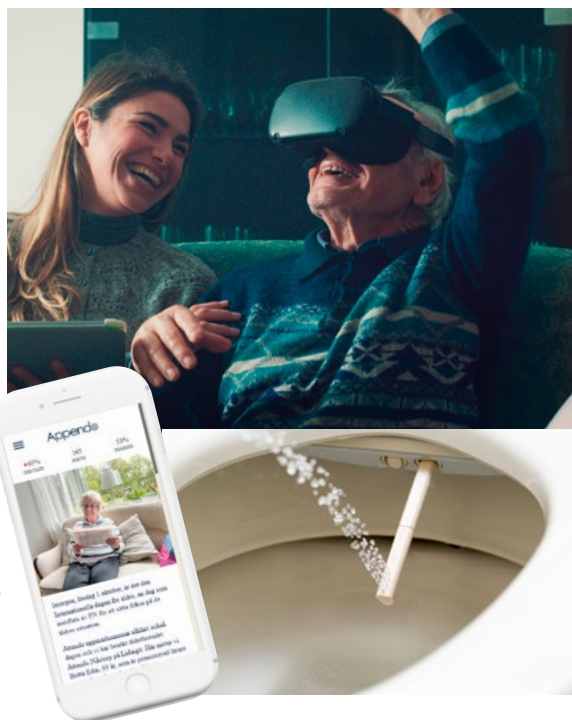
EXPERTS ON CARE CHALLENGES

Attendo helps local authorities and regions to solve complex health and social care challenges. The services we provide include care for individuals with multiple diagnoses and individuals with multiple disabilities or complex diagnoses, such as Huntington's disease and Parkinson's disease. In the area of individual and family care, we are helping local authorities create qualified care and good lives for young people with a range of needs, by recruiting and certifying family care homes, for example.

Attendo has strong expertise in several aspects of care for people with disabilities. We have, for example, established several care homes

in Sweden that specialise in Prader-Willi Syndrome, whose main effect is uncontrollable appetite. We offer meaningful activities for people with mental health impairments and work actively to match individuals enrolled in daily activities programmes with work opportunities.

A new group home designed for people who use sign language opened in Eskilstuna in 2022. Attendo has also acquired Kauniala Hospital in Finland, which specialises in rehabilitation.



INNOVATIONS FOR BETTER CARE

Attendo is working determinedly to use new technologies to improve the care experience for our customers and free up more time for customer-facing care services. For several years, we have led the effort to develop methods that lead to better care at less cost to the public.

A new system for digital medication signatures was implemented in the Scandinavian organisations in 2022. The system, Appva, is based on a secure platform and also facilitates handovers of healthcare services between doctors, nurses, occupational therapists, physiotherapists and care workers with delegated healthcare responsibility.

NEXT STEP: DATA-DRIVEN CARE SOLUTIONS

Digitalisation is also providing new opportunities in care to use processing of large datasets to analyse the effects of care services. In 2022, Attendo appointed Attendo Finland's Business Development Director Minna Nissinen to lead a cross-functional programme to evaluate how data and information can be used to enable better care solutions. The programme will, among other things, investigate whether existing and new data can be used in decision support, analysis tools or automated systems with the aim of predicting changes in the health and well-being of individual customers.

Focus area: Value-adding care solutions

Attendo's ambition is to make reliable, innovative and cost-effective care available as a preferred partner to local authorities.

KEY FIGURES

	2022	2021
Number of opened beds in own units	274	832
Number of beds under construction in own units	166	231
Total number of customers	29,000	29,300

ACTIVITIES 2022:

- New digital medication signature system
- New tools for quality tracking
- Programme to develop data-driven care solutions

Empowered employees

READ MORE
about our
employees at
[attendo.se/
magasinsorg](https://attendo.se/magasinsorg)

All care is created in the personal encounter between Attendo's employees and the customer. At **Attendo**, **we are working to give every employee the conditions necessary for them to deliver excellent job performance.** We are doing this by basing our care on clear values, industry-leading leadership, personal development opportunities and encouragement to help improve care delivery.



How we empower our employees

ACTIVE VALUES WORK BASED ON CLEAR VALUES

Attendo is a large company with more than 30,000 employees. Our mission and our values are both an ambition and a tool.

Values work at Attendo Scandinavia is based on the circumstances of each unit and local situations. A regional values organisation is gathered under a national umbrella responsible for delivering training, spreading information and developing practical tools used in values work. Two "values weeks" were held in the spring and autumn. The autumn week focused especially on the Code of Conduct.

Values work in Finland is integrated with customer experience efforts, which are described more fully in the "Quality of life" section.

FOCUS ON CARE HEROES

Attendo maintained its focus during 2022 on recognising employees who make a difference in care. Each region in Scandinavia has recognised a regional Care Hero who has tested new methods, demonstrated particular ability to elevate care or has been a role model to others. All Care Heroes have been profiled in *Magasinet Omsorg*, a customer and employee magazine distributed in more than 25,000 copies in Attendo Scandinavia. After a vote by all employees, Mohammed Kamruzzaman at Attendo Sabbatsbergsbyn was named Care Hero of the Year.

ONGOING TRAINING

Attendo offers training to new and existing employees. New employees are provided a thorough introduction including supervised shifts and a mentor programme. All competence development is based on individual plans. In addition, employees can participate in local, central and digital trainings. We also offer on-the-job learning and encourage job rotation.

A new training programme – Attendo Akademia – took shape in Finland in 2022. The programme is intended to cover new employee induction as well as further training provided to everyone from hourly employees and full-time employees to team leaders and local leaders. The launch is planned for early 2023.

LEADERS WITH EXTENSIVE PERSONAL RESPONSIBILITY

At Attendo, leadership is all about accountability, visibility and accessibility. Local leaders bear personal responsibility for their operations and delegate

responsibility so that employees feel empowered. Support functions and procedures ensure that operations maintain a consistently high minimum level.

A new central introduction programme for managers was launched in Attendo Scandinavia in 2022, covering seven training days divided into three sessions. Meetings are alternated with e-trainings and online seminars to provide more time for discussion and exchange of lessons learnt.

The Finnish leadership programme, Taru 3.0, launched in 2021 continued during the year, which after the pandemic now includes in-person training sessions. A total of about 550 leaders have been trained in a variety of themed areas, including operational management and handling of employment contracts.

GOOD WORKING CONDITIONS FOR ALL EMPLOYEES

Attendo shall be an employer people can count on, one that promotes and respects employee rights, maintains good employment and working conditions and focuses on the work environment, company culture and opportunities to grow and develop.

We work actively, systematically and preventively to reduce risks and promote employee health and safety. Leaders and employees are trained to assess risks and act in a manner that ensures safe and secure workplaces and prevents the risk of threats and violence. Sickness leaves are followed up to help employees quickly return to work.

Attendo welcomes employees from various cultural and ethnic backgrounds. Every Attendo employee must be treated respectfully and given equal working conditions of employment, working conditions and opportunities for career development. Discrimination in any form is not allowed and ongoing

talks are held to capture employees' points of view.

Attendo strives to have constructive relationships with employees and their union representatives. Cooperation and constructive dialogue are a natural part of getting Attendo's employees to feel empowered, find meaning in providing care and feel committed to Attendo's customers.

SATISFIED EMPLOYEES

Attendo is firmly committed to being an attractive employer and believes employees should be satisfied with their personal work situation and their immediate leaders. We continuously track employee opinion through annual performance and development dialogues, monthly workplace meetings and daily dialogue. Regular "temperature readings" are used to keep tabs on our employees job situations and how satisfied they are with their jobs and workplace. Measurements in 2022 show that job satisfaction and satisfaction with line leaders remained high (3.9 out of 5), as well as an increased eNPS score.

RECRUITMENT FOR FUTURE NEEDS

Care needs are going to increase substantially in the next ten years. Over that period, however, the working age population is not expected to grow, meaning that a larger percentage of new arrivals to the labour market must be recruited to the care sector.

Attendo intensified its efforts in 2022 to secure competence provision for future needs. Attendo acquired Silkkitie in Finland in March. Silkkitie specialises in recruiting and training nurses and assistant nurses from countries where there is a surplus of these professionals. In total, about 1/3 of the labour force requirement in Finland will be covered by labour immigration.

Focus area: Empowered employees

Attendo's ambition is to be a preferred employer with outstanding leadership, personal growth and equal opportunities.

KEY FIGURES (ESTABLISHED 2022)

	2022
eNPS (-100 + 100) (NPS) ¹⁾	9
Short-term absenteeism, %	7.6

¹⁾ Refers to the local workplace

ACTIVITIES 2022:

- Induction programme
- Acquisition of recruitment agency Silkkitie
- Values weeks/customer experience training
- Development of Attendo Akademia



Magasinet Omsorg comes out once a year and puts the spotlight on employees.

The resources used in care have **an external impact on the environment and the climate.** Attendo strives to make carefully considered green choices in purchasing and the use of various resources and has a **long-term ambition to progress towards adding zero greenhouse gases to the atmosphere.**

*Environment
in mind*

How we care for the environment

SMART AND EFFECTIVE CHOICES

Attendo is a service company whose principal operations is care provision. The environmental and climate impact that arises in our operations comes primarily from the energy used in buildings and transportation, as well as purchases of food and other consumables used in our local units.

Attendo's environmental policy guides us towards making green choices in the areas of purchasing, transport, energy and water consumption and waste management (including environmentally hazardous waste). As an example we now have a travel policy in which rail is the preferred mode for trips of up to 500 km.

Attendo Scandinavia continued the process of electrifying the vehicle fleet in 2022. A new home care operation was started in Värmdö outside Stockholm, with 100 percent electric cars. An accessible charging infrastructure is a prerequisite for electrification. The process to map charging locations has been initiated for Attendo home care services across Sweden and installation of charging stations has begun within Attendo's largest operation in Västerås.

SYSTEMATIC IMPROVEMENT

Attendo's environmental management system complies with the ISO 14001 standard. The management system governs the initiatives we take, how they are carried out, the extent to which they are used and their results.

Improvements and new solutions are planned based on the conclusions. Of these, we select and implement measures and subsequently analyse the results. Thereafter, we go back to the drawing board. In this way, Attendo's environmental work is developed and improved from one year to the next. Attendo's business areas implement their own projects and set environmental targets within the framework of the environmental management system.

GOAL-ORIENTED EFFORTS TO REDUCE CARBON EMISSIONS

Attendo continued its systematic efforts to measure and track its climate impact in 2022. About a quarter of Attendo's greenhouse gas (GHG) emissions comes directly from operation of local units (Scope 1 and Scope 2). This includes energy and fuel used in Attendo's facilities and vehicles. Attendo has a long-term

ambition to achieve net zero emissions of GHG from its own operations. A sub goal is to reach 100% renewable electricity purchased and to phase out fossil fuels used for heating.

The majority of GHG emissions generated by Attendo's operations arise from external sources (Scope 3). This includes Attendo's purchases of goods including food and consumables, investments and employee's commutes to and from work. Attendo can primarily affect these emissions indirectly, by improving the use of consumable supplies, reducing food waste and composing climate-smart menus, for example, and by encouraging employees to use modes of transport with less climate impact for their daily commutes.

Attendo Scandinavia climate-calculated its menus in 2022 and arrived at an average of less than 1 kg CO₂e per meal, which can be compared to the national average of 1.8 kg CO₂e per meal. Recycling of work wear in Finland has resulted in 170 kg of recovered fibre, corresponding to an emissions reduction of 0.6 tonnes CO₂e.

A SIGNIFICANT PORTION OF EMISSIONS

comes from the buildings Attendo rents to conduct operations. During the year, Attendo Scandinavia installed solar panels at a nursing home on Gotland, worked to achieve more energy-efficient

1 kg
CO₂e

IS THE AVERAGE CO₂e EMISSION PER MEAL AT ATTENDO, NEARLY HALF OF THE NATIONAL AVERAGE.

lighting and switched from burning oil to pellets for heating at Tallbackagården in Taberg.

Attendo Finland has initiated a project to reduce the number of transports to local units in connection with purchases. The recommendation is for deliveries from wholesalers to local units should be made once a month.

PURCHASES THAT REDUCE ENVIRONMENTAL IMPACT

Attendo coordinates all purchasing to achieve synergies and ensure environmental benefit. Suppliers that qualify to be included in Attendo's central purchasing system must be aware of and meet the requirements specified in Attendo's environmental policy.

Attendo continued to compensate for paper consumption in operations in 2022 by replanting trees. In total, Attendo produces 6.6 million printed documents every year. Since January 2020, this has been compensated for by the planting of 2,252 new trees on Madagascar.



Several initiatives to reduce impact were taken in 2022.

Focus area: Environment in mind

Attendo's ambition is to be a resource-efficient care provider on a path towards net zero GHG emissions.

KEY FIGURES

	2022	2021
Grams CO ₂ e emissions per SEK in turnover ¹⁾	1.5	2.0

¹⁾ Measurement is based on assumptions and calculation support provided by an external party.

ACTIVITIES 2022:

- Refined calculation of CO₂ emissions
- Climate-calculated menus
- Switch of heating systems in buildings

Attendo & the EU Taxonomy for sustainable activities

As a large, listed company with many employees, Attendo is covered by the disclosure requirements under the EU Taxonomy for Sustainable Activities. A description of Attendo's activities and summary disclosures according to the Taxonomy follows below. See also the detailed tables on pages 116–118.

OVERVIEW OF ATTENDO'S ACTIVITIES IN THE LIGHT OF THE EU TAXONOMY

Attendo's activities include care for older people, care for people with disabilities and care for individuals and relatives. We have evaluated each of these parts of our operations in the light of environmental objective 1 (Climate change mitigation) and environmental objective 2 (Climate change adaptation).

The economic activities that are covered by objectives 1 and 2 are such that have been identified as most relevant for reductions of greenhouse gas emissions and improving climate resilience. This includes sectors with the highest contribution to CO₂ emissions (energy, manufacturing, transport and buildings) and activities enabling their transformation because the transformation of activities in these sectors has been deemed necessary to reach the EU's climate objectives¹.

Attendo's activities are not covered by the activities that are relevant for objective 1². Based on this, it can be concluded that social care activities have not been identified as a major source of greenhouse gas emissions.

Attendo's activities are covered by the activities that are relevant for objective 2³. The regulations are applicable to "Residential care activities" (subsection 12.1), which covers the majority of Attendo's care activities. Care activities are covered by the objective regarding climate change adaptation because "production facilities", that is, the buildings in which care is provided, are regarded as a material component of producing care. Attendo's business model is based on leasing the buildings in which it operates. This means that Attendo does not have full control over these properties. However, working closely with property developers and

property owners is one of our top priorities. Through close partnership and clear and specific requirements related to sustainability, Attendo can contribute to increasing the number of buildings that meet sustainability criteria.

Attendo's turnover is generated through its care activities. Through these care activities, we are also part of a value chain that includes our investments and expenditures in several sectors. Our investments and capital expenditures are related primarily to entering into long-term leases. Personnel costs are our most significant operational expenditures, but these are not included in the Taxonomy's definition of operational expenditures.

Based on the above and in the light of EU's environmental objectives related to climate change, one of Attendo's most important contributions to sustainable development is to impose demands while working closely with property owners and other suppliers. Attendo

aims to intensify these efforts in 2023 and to further develop reporting in this regard.

COMMENTS ON THE KEY FIGURES

TURNOVER

Attendo does not report any Taxonomy-eligible turnover. The reasons for this are that Attendo's activities are not covered by environmental objective 1 and that the current interpretation of the key figure does not provide scope for including turnover from care activities. Attendo will, however, regularly reassess this interpretation.

CAPITAL EXPENDITURE, CAPEX

Attendo reports certain capital expenditures as eligible based on the assessment that they are "purchases of outputs from Taxonomy-eligible activities", a type of capital expenditure that must be reported according to the Taxonomy.

OUR KEY FIGURES FOR 2022

Taxonomy-eligible and Taxonomy-aligned proportion of turnover, Capex and Opex

Key figures	Total, SEKm	Taxonomy-eligible, SEKm	Taxonomy-eligible, %	Taxonomy-aligned, SEKm	Taxonomy-aligned, %
Turnover	14,496 ¹⁾	0	0	0	0
Capex	1,248 ²⁾	1,044 ⁴⁾	84 ⁴⁾	0	0
Opex	345 ³⁾	0	0	0	0

¹⁾ Total turnover is calculated as defined in the Taxonomy and includes all of Attendo's regularly reported net revenues. Attendo's accounting policy regarding what is included in regularly reported revenues is provided in Note C1.

²⁾ Total Capex is calculated as defined in the Taxonomy and includes investments in capital assets according to regular financial reporting, as well as new and extended right-of-use assets according to IFRS 16 related to financial leases of land and buildings, and vehicles. Attendo's accounting policy regarding what is included in regularly reported Capex is provided in Note C1.

³⁾ Total Opex is calculated as defined in the Taxonomy and includes property maintenance costs and leases not reported in accordance with IFRS 16.

⁴⁾ Reported Taxonomy-eligible Capex is calculated as new and extended right-of-use assets according to IFRS 16 related to leases of land and buildings, and vehicles, which corresponds with the economic activities according to subsection 7.7 and 6.5 in the Taxonomy (see annex to the Taxonomy regulation), divided by total Capex as above.

¹⁾ See the EU commission FAQ.

²⁾ See Annex I to the Taxonomy regulation.

³⁾ See Annex II to the Taxonomy regulation.

The proportion of these expenditures aligned with the defined sustainability criteria according to the Taxonomy is 0 for 2022. This is not because they are unsustainable to various degrees, but rather because the suppliers' current processes, methods and level of documentation have not been assessed as a sufficient basis for conclusions about alignment with the defined sustainability criteria. Further developing these processes and thus the quality of reporting is a key focus area in 2023.

OPERATIONAL EXPENDITURE, OPEX

Upon application of the Taxonomy definition, Attendo's operational expenditures (Opex) include building maintenance and leases that are not expensed according to IFRS 16. Total Opex not material to Attendo's business model because they comprise such a small fraction of regular operating expenditures respective to Attendo's activities and are therefore exempt from reporting in accordance with the Taxonomy's exemption for non-material operational expenditures.

For an economic activity to be classified as environmentally sustainable, it must make a substantial contribution to at least one of the six environmental objectives.

What does the Taxonomy mean?

The aim of the EU Taxonomy is to help investors identify and compare sustainable investments based on a common classification system for environmentally sustainable economic activities. The Taxonomy is based on six established environmental objectives, which are the basis for attaining climate neutrality in the EU by 2050.

Companies that are subject to the Taxonomy must report the proportion of their activities that meet the criteria for sustainable activities. This is based on the company's capital expenditure (Capex) and operational expenditure (Opex), as these key figures are defined under the Taxonomy. That the disclosure requirements apply both to the company's activities and its expenditures is a reflection of the regulation's ambition to promote a development towards a sustainable business models across the value chain.

The Taxonomy covers a large number of companies in the EU, but does not yet cover all types of activities. The reason for this

is that the EU has put priority on defining and developing screening criteria for the sectors that have the greatest impact on each environmental objective.

Disclosure requirements under the Taxonomy are being gradually implemented. For 2022, companies must report the proportion of their Taxonomy-eligible activities and the extent to which the activities meet the criteria for sustainable activities with regard to environmental objective 1 & 2.

The EU Taxonomy is a new, comprehensive and complex regulatory framework, which is still under development. Consequently, there is still a considerable lack of clarity surrounding how the rules, the technical screening criteria and the disclosure requirements should be understood, interpreted and, not least importantly, managed in practice. Current interpretations and methods are based on information available as of the turn of the year 2022/2023 and may be re-evaluated over time by Attendo and other companies.

The six environmental objectives:

1. CLIMATE CHANGE MITIGATION
2. CLIMATE CHANGE ADAPTATION
3. SUSTAINABLE USE AND PROTECTION OF WATER AND MARINE RESOURCES
4. TRANSITION TO A CIRCULAR ECONOMY
5. POLLUTION PREVENTION AND CONTROL
6. PROTECTION AND RESTORATION OF BIODIVERSITY AND ECOSYSTEMS

For an economic activity to be classified as environmentally sustainable, it must make a substantial contribution to at least one of the six environmental objectives, must do no significant harm to any of the other objectives and must meet certain minimum social safeguards.

Which activities are covered and how each of these criteria should be understood and applied have been defined in technical screening criteria found in delegated EU acts.



Responsible operations

Attendo care services are delivered almost exclusively under **contract to local authorities**. This places demands on us to run our operations in an open and responsible manner. As a leading care provider, we strive not only to meet our stakeholders' expectations, **but also to deserve public trust.**

How we are building responsible operations

SUSTAINABLE FINANCES FOR LONG-TERM OPERATIONS

Attendo's revenues are based on multi-year contracts with municipal contracting authorities, where care needs and short-term customer choice affect occupancy and thus profitability in the local unit. At the same time, a substantial share of Attendo's costs are long-term, such as leases for the properties in which we operate. In order to deliver high-quality care even in periods of lower occupancy, Attendo strives to generate stable financial surpluses.

Debt can facilitate strategic acquisitions or investments that increase the economic viability of Attendo's operations over the long term. In order to successfully carry the debt, Attendo has a financial target that net debt should not exceed 3.75 times reported EBITDA.

Attendo's owners have set a target to distribute 30 percent of profits as dividends when financial circumstances otherwise allow. Accordingly, the majority of profit is, as a rule, reinvested in the operations. There have been no dividends distributed since 2019.

OUR OPERATIONS IS STRICTLY REGULATED

Attendo and our employees must comply with a comprehensive and complex set of laws and regulations that govern both operating the care business and being a listed company. All operations must be run in a manner that ensures compliance with applicable regulations as well as Attendo's own Code of Conduct and other policies and guidelines.

All care is operated in collaboration with public contracting authorities. The content of our services is governed by official permits, negotiated contracts with local authorities and customer choice systems in various forms. In our role as a partner to local authorities, we are always reliable, transparent and solution-oriented. We respect the regulatory supervision of government agencies, but also communicate information and opinions on matters that affect the care industry, the prerequisites for providing good care or our business. Transparency and openness guide all of our interactions with representatives of the public. As one aspect of this, we welcome representatives of government agencies and elected decision-makers who wish to visit our local operations.

THE CODE OF CONDUCT GUIDES LEADERS AND EMPLOYEES

Attendo adopted an updated Code of Conduct in 2021. Based on Attendo's mission and values, it contains the key principles for how Attendo as a company and leaders and employees within Attendo must conduct themselves in relation to customers and their relatives, colleagues and the local authorities with which we cooperate.

The Code also describes appropriate conduct when there is suspicion that something is not right. This includes channels of communication and particularly important areas that all employees should be aware of, such as procedures for reporting risks, care-related malpractice or medical injury, the whistle-blower function and the freedom to communicate with media. The Code is an expression of Attendo's position on openness.

The Code of Conduct applies to all Attendo employees, regardless of their

form of employment. Attendo engaged in a comprehensive effort in 2022 to introduce the Code to leaders and employees. All employees were given a packet containing the central aspects of the Code – Attendo's Ten Principles – and all new employees must confirm in writing that they were familiarised with the Code as part of the induction programme.

SUPPLIERS CODE OF CONDUCT

Attendo prepared a new Suppliers Code of Conduct in 2022. Like the Code of Conduct for employees, it is based on Attendo's mission and values, as well as our sustainability-related ambitions. It includes standards of social sustainability based on international conventions, for example, and requires suppliers to track and report their environmental and climate impact. The Suppliers Code of Conduct will be implemented beginning in 2023.

"I see the same passion for food in employees and chefs out in the local units".

/Attendo Scandinavia Nutrition Manager Erik Arosenius



Focus area: Responsible operations

Attendo's ambition is to be a reliable care provider that delivers value-driven care that is robust and transparent.

KEY FIGURES, ATTENDO'S FINANCIAL TARGETS

	2022	2021
Adjusted earnings per share, SEK	0.68	1.48
Dividend per share, SEK ¹⁾	0.0	0.0
Lease-adjusted net debt/EBITDA	4.4	2.6

¹⁾ Board proposal to 2023 AGM

ACTIVITIES 2022:

- Training and signature of the Code of Conduct
- New Suppliers Code of Conduct

RESPONSIBLE OPERATIONS

TRANSPARENCY IN OPERATIONS AND RELATING TO DEVIATIONS

Attendo has strict procedures for managing on deviations in care delivery. This includes procedures for reporting, managing and following up deviations from internal guidelines or methods, as well as serious incidents that led to or risked leading to health and nursing care injuries to individuals (under the Swedish "Lex Sarah" and "Lex Maria" laws). Attendo's operations are inspected and audited carefully by national authorities, such as the Regional State Administrative Agency (AVI) in Finland or the Health and Social Care Inspectorate (IVO) in Sweden. In 2022, 32 serious incidents were reported to Swedish national authorities. In Finland, reviews concluded by authorities in 2022 led to remarks in 10 cases.

HIGH STANDARDS FOR PRIVACY AND RELIABILITY

Attendo works with people who are in a vulnerable position and whose conditions must be treated with great respect for the individual's privacy. We apply procedures that meet high standards regarding the processing of personal data and sensitive information. Leaders and staff are continuously trained in matters related to information security and protection of personal privacy.

As a listed company and partner to the public sector, Attendo strives to ensure that external reporting is reliable, informative and transparent. We do not accept the reporting of

erroneous or misleading information in our systems to affect goal attainment, performance measures or information to be reported to municipalities or authorities.

A SIGNIFICANT TAXPAYER

Attendo pays taxes in the countries in which it operates and is one of the private providers of care services in the Nordic countries that pays the most tax. The tax footprint mainly comprises wage-related taxes and fees, non-deductible VAT on purchases and investments and corporation tax on the profit generated. Attendo also collects VAT and employee withholding tax. In 2022, Attendo had a total tax footprint of about SEK 4.3Bn (3.9), including SEK 2.7Bn (2.4) in paid tax. Corporation tax for 2022 amounted to SEK 51m (74).

POLICY DOCUMENTS AND GUIDELINES

Attendo's sustainability work is manifested in a central sustainability policy and associated policy documents in



Responsibility across the board is an established principle at Attendo

specific focus areas. Other existing policy documents and the focus areas they govern are specified in the table below.

The group policies are regularly updated and adopted annually by the Board of Directors to include new priorities or changes that have emerged in stakeholder dialogues or through new legal or contractual requirements.

Area	Policy documents and guidelines in addition to the Sustainability Policy
Quality of Life	Code of Conduct, Quality policy and Guidelines for Quality Work, Quality Index
Value-adding Care Solutions	Code of Conduct, Quality policy
Empowered Employees	Code of Conduct, HR Policy
Environment in Mind	Environmental Policy, Purchasing Policy, Travel and Accommodation Guidelines
Responsible Operations	Code of Conduct, Purchasing Policy, HR Policy, Data protection policy, Information Security Policy, Communication Policy, Supplier Code of Conduct

Tax footprint

SEKm	Group		Finland		Sweden		Denmark	
	2022	2021	2022	2021	2022	2021	2022	2021
Tax paid								
Corporation tax (excl. deferred tax)	51	74	5	7	46	67	–	–
Wage-related taxes ¹⁾	1,968	1,727	909	763	1,051	957	8	7
VAT, non-deductible ²⁾	675	586	524	441	140	134	11	11
Stamp tax and property tax	10	8	10	8	–	–	–	–
Other taxes ³⁾	13	20	–	–	13	20	–	–
Total tax paid	2,717	2,415	1,448	1,219	1,250	1,178	19	18
Tax collected								
VAT collected by Attendo	42	31	31	23	6	1	5	7
Employee withholding tax	1,529	1,422	730	639	767	760	32	23
Total tax collected	1,571	1,453	761	662	773	761	37	30
Total tax footprint	4,288	3,868	2,209	1,881	2,023	1,939	56	48







¹⁾ Including statutory employer's contributions ²⁾ Refers to VAT on purchases and investments, estimated ³⁾ Carbon tax and vehicle taxes

UN Sustainable Development Goals

Attendo's operations are contributing to several of the UN Sustainable Development Goals (SDGs) under Agenda 2030. A review of the SDGs to which Attendo is contributing, directly and indirectly, through its operations and examples of direct contributions in 2022 are presented in the table below.

ATTENDO'S IMPACT ON THE UN SDGS

Direct impact

Goal	Definition	Attendo's contribution	Examples of activities in 2022
	Health and well-being	Attendo provides innovative, high-quality care services, which helps promote good health and well-being for people of all ages.	In 2022, Attendo continued developing a new perspective on quality work, where the individual's quality of life is measured and tracked and used as the basis of the individual care plan.
	Gender equality	Attendo has a high proportion of women employees, including leaders, which contributes to increasing women's influence and empowerment in business and in society as a whole.	One woman was added to Attendo's executive management team in 2022, which is now composed of three women and four men. Since 2019, the top operational executives of both Attendo business areas are women. Three ordinary members and two union representatives in the Board are women.
	Decent work and economic growth	Attendo has a good and close relationship and cooperation with local unions and complies with valid collective agreements that offer employees good working conditions and benefits.	In 2022, Attendo compensated for absenteeism due to Covid 19 and competence shortages with additional temporary staff to lighten the burden on the regular workforce.
	Reduced inequalities	Attendo actively spreads best working methods throughout its operational geographies, which increases health and care equality for people who need care.	In 2022, Attendo sourced new tools for measuring and tracking operational quality and improving systematic tracking and initiated a project to introduce data-driven decision support that can predict care needs.
	Sustainable cities and communities	Attendo builds care properties that contribute to urban development, make society inclusive, safe and sustainable and helps local authorities offer publicly financed care of high quality to more people who need care.	Attendo opened 274 new beds in own operations in 2022 and began construction of 166 new beds. Several projects for transition to climate-smart solutions have been carried out at individual buildings.
	Peace, justice and strong institutions	Attendo contributes to providing greater freedom of choice and influence over their care to older people and people with disabilities, which increases their participation in society.	Attendo moved the intranet in 2022 to the employee app, Appendo, and increased the use of the relatives app, Nära, in more local units.

Sustainability indicators 2022

Attendo seeks to follow Nasdaq's guidelines for reporting Environmental, Social and Governance (ESG) indicators. The reported indicators consist of actual performance or estimations that reflect Attendo as a whole.

Environment and climate

In 2021, Attendo began to refine reporting and develop new methods related to the environment and climate. The work continued in 2022. Indicators are mainly based on actual consumption and refer to market-based and/or location-based GHG emissions from vehicles, travel and buildings

(Scope 1 and 2) and volumes and/or the value of purchased goods and services (Scope 3). A standardised calculation of emissions from employee commuting is also reported for Scope 3. Attendo will continue to refine the calculations of indicators. The indicators are based on assumptions and calculation support provided by an external party.

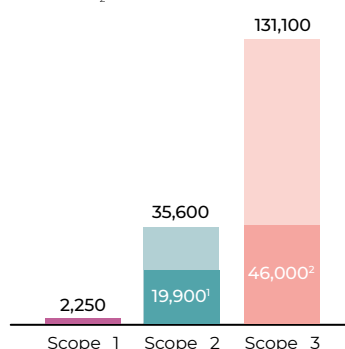
Area	Indicators (volume-based and market-based calculation)	2022	2021
Use of land and buildings	Gross floor space controlled by local Attendo units, m ²	1,029,500	1,084,000
Energy use	Energy use, kWh per m ²	200	207
	Energy use, kWh/FTE	9,891	11,800
	Total energy use, MWh	205,950	224,900
Greenhouse gas emissions	Direct GHG emissions from buildings and vehicles (Scope 1), t	2,250	2,500
	Indirect emissions (Scope 2), t ¹	35,600 (19,900)	41,600 (23,800)
	Other indirect emissions (Scope 3), t ²	46,000 (131,100)	41,800 (119,700)
	Emissions per SEK revenue, g	1.5	2.0
Energy mix	Renewable, %	50	44
	Fossil fuel and peat, %	29	28
	Nuclear, %	14	14
Water use	Thousands, m ³	1,135	1,318
Waste management and recycling	Total waste produced, t	9,100	8,100
	Of which hazardous waste, t	261	139
	Of which recycled waste, t	6,700	6,300

1) Location-based calculations shown in brackets.

2) Only volume-based calculation (Total including standardised calculation in brackets).

Greenhouse gas emissions

Tonnes CO₂e

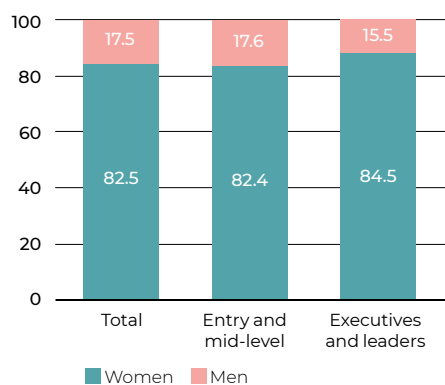


¹) Location-based emissions (total value refers to market-based emissions).

²) Volume-based emissions (total value includes standardised calculations).

Employee gender diversity

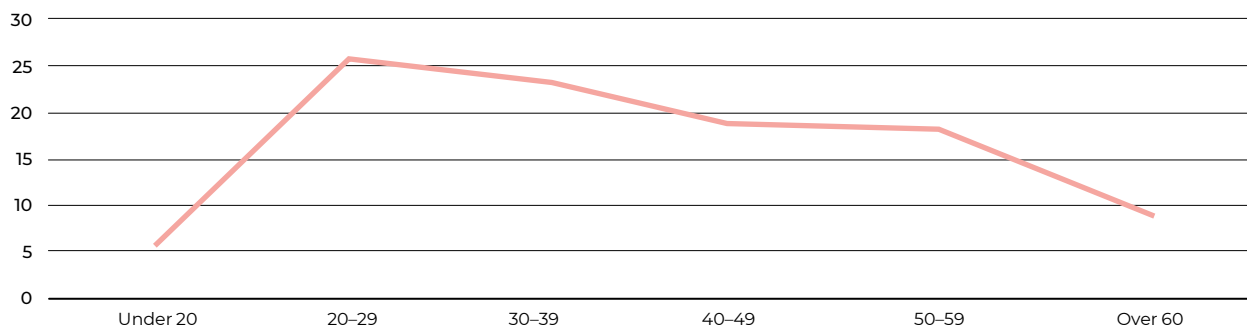
%



SUSTAINABILITY INDICATORS

Employee age distribution

%



Social conditions

Area	Indicators	2022	2021
Employee gender diversity	Number of annual employees (FTE)	20,821	19,041
	Of whom women	17,175	15,894
	Percentage women	82	83
Diversity in entry and mid-level positions	Number of employees	19,769	18,093
	Of whom women	16,286	15,075
	Women in entry and mid-level positions, %	82	83
Gender diversity, senior and executive levels ¹⁾	No. of leaders	1,052	948
	Of whom women	889	819
	Women in senior and executive positions, %	85	86
Age distribution	Average age	41	40
CEO pay	Total fixed pay, SEK thousand	9,774	8,707
Employee pay ²⁾	Average pay, SEK	310,000	290,000
	CEO/employee pay ratio	32	30
Gender pay gap men/women	Median pay, men (SEK)	313,000	297,000
	Median pay, women (SEK)	310,000	289,000
	Pay ratio, women/men	-1.0	-2.7
Serious incidents	Number of reported serious incidents ³⁾	32/10	26/8
	Number of incidents per 1,000 employees	2	2

¹⁾ Senior and executive-level employees include all local leaders, regional leaders and function leaders.

²⁾ Median pay to employees refers to the total cost per annual employee (FTE).

³⁾ Refers to serious incidents and occupational injuries, Scandinavia resp Finland.

Corporate governance

Area	Indicators	2022	2021
Board diversity	Number of board members ¹⁾	7 (9)	7 (10)
	Of whom women ¹⁾	3 (5)	3 (6)
	Women board members, % ¹⁾	43 (56)	43 (60)
Board independence	Number of independent board members ²⁾	5	5
	Number of union representative members	2	3
	Independent board members, % ²⁾	71	71
Board committees	Number of committees	2	2
	Number of committees chaired by women	1	1
	Committees chaired by women, %	50	50
Collective bargaining	Annual FTE covered by collective bargaining agreements, %	100	100
UN Sustainable Development Goals	Direct material impact	6	6
	Some material impact	8	8
	No impact	3	3

¹⁾ Excluding union representatives (including in brackets).

²⁾ Independent in relation to the company and owners, excluding union representatives.

Sustainability risks

Attendo's structured work with risks and risk management is a central component of Attendo's strategic process. This work is **based on Attendo's strategic objectives and financial targets**, with focus on the ambitions and targets described for each focus area above, and includes **identifying, assessing and managing risks** that these ambitions and targets will not be attained. Sustainability-related matters and risks are also discussed and managed in day-to-day operations, in connection with performance of activities and targets in each focus area, as well as within the framework of Attendo's standard processes - not least importantly in dialogue with local authorities, suppliers and employees.

Area	Risk	Risk management
Quality of life	Substandard quality and/or inadequate management of actual or perceived shortcomings in quality can lead to dissatisfaction and, by extension, loss of trust and reputation among customers and their relatives, employees and contracting authorities, as well as the general public. Quality shortcomings can also lead to inconvenience or risk of healthcare/social care injuries to individuals, which in more serious cases can entail risk of contractual sanctions, lost contracts and legal sanctions.	Attendo works in a systematic and goal-oriented manner to measure and follow up quality work at individual operations and in the company as a whole. Aimed at ensuring a high minimum quality level, Attendo applies shared working methods that cover all operations, comprehensive internal systems and procedures for tracking quality and a quality system in which shortcomings can be quickly discovered and corrected. Attendo also has a whistle-blower system that makes it possible for employees to raise the alarm if they suspect serious deviation.
Value-adding care solutions	Risks related to this focus area include the risk that Attendo will establish operations or launch innovations and methods for which 1) there is no value or local demand, either due to over-establishment, declining payment capacity or unwillingness to contract private providers, or that 2) do not fulfil the requirements set by the contracting local authority or supervisory authorities regarding the design of operations.	Attendo works to establish new homes only in geographical areas where there is a long-term, structural shortage of care beds and an agreement with the local contracting authority. Attendo also works strategically to influence the conditions for private providers and to persuade government authorities to allow new innovations or methods that improve quality or increase care efficiency (see also the "Risks and risk management" section).
Empowered employees	The care, commitment and competence of Attendo's employees are critical to ensuring that customers and their relatives as well as contracting local authorities are satisfied with our services. Care provision is based on people taking care of people. It is an operation that requires both many people to perform that work and that the people involved perceive their work to be meaningful. Being a preferred employer is thus a prerequisite for Attendo's care model. If Attendo's employees cannot perform their tasks, are unhappy or are no longer committed, there also is risk they will resign or have to go on sick leave. There are currently shortages of various competences across the care sector, which affect Attendo and all other providers, and which make it necessary for Attendo to stand out as a company that is both attractive to seek out and stay with.	Attendo measures employee job satisfaction, monitors local sickness absence rates and employee turnover and, as needed, assists local leaders with action plans. Employees are offered opportunities to build their competence by means including web-based training and further training to gain managerial or specialist competence is encouraged. Central projects are ongoing to secure recruitment in occupations where there are shortages, such as nurses. Work environment management is pursued systematically to ensure a safe and secure work environment. Analyses and actions are regularly discussed at workplace meetings. In addition to regional monitoring, random checks are carried out in which the work environment is audited and leaders and employees are interviewed. Action plans are prepared as necessary.
Environmental care	Risks related to this focus area are linked mainly to the buildings in which Attendo operates, purchases, waste and waste management and the vehicle fleet. There are also risks associated with climate change, such as higher risk of flooding, landslide, erosion and heatwaves, which can have impact on the health of both customers and employees.	Attendo works strategically to reduce its environmental impact. The work is performed in accordance with the company's Environmental Policy and Purchasing Policy and establishes how the business should be operated with care for the environment. All leaders are responsible for ensuring that the local operation complies with the environmental laws that apply and take national and local environmental aspects into consideration with regard to products and services, buildings, transport, energy and water use and waste management.



Responsible operations

The main risks related to this focus area are that Attendo or its employees will breach contracts or break rules and consequently expose the company to lost contracts or legal sanctions and/or call into question or damage the Attendo brand. Attendo's business model is based on a strong foundation of shared values and methods, but with decentralised responsibility and ownership for each local operation. Extensive local responsibility gives us the capacity to maintain a spirit of entrepreneurship and take decisions faster and closer to customers and their relatives as well as the local authorities that engage our services. This does, however, also entail risk that local operations or individual employees will fail to comply with shared methods or internal rules. Due to the nature of the operations, Attendo is generally prevented from responding to publicity related to individuals. Attendo does not accept corruption in any form. Risks of corruption exist, however, in relation to tenders to contracting local authorities and Attendo's own sourcing of suppliers, e.g., in relation to new construction or strategic purchases.

Attendo's Code of Conduct contains clear guidelines for how leaders and employees are expected to act in connection with central issues, such as in relation to customers, in business dealings related to procurement and in relation to ongoing contracts. For example, Attendo does not allow individual employees to accept gifts or give gifts from/to customers, contracting authorities or suppliers. We have central and local policies, guidelines and instructions, as well as control procedures for following up the same, and internal controls for managing identified risks. We are continuously further developing governance and reporting structures that provide a good overview and understanding of decentralised operations.

Auditor's opinion regarding the statutory sustainability report

TO THE GENERAL MEETING OF THE SHAREHOLDERS IN ATTENDO AB
CORPORATE REGISTRATION NUMBER 559026-7885.

Engagement and responsibility

It is the Board of Directors who are responsible for the 2022 sustainability report (pages 19-43 and 116-118) and for that it has been prepared in accordance with the Annual Accounts Act.

Scope and orientation of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12, *The auditor's opinion regarding the statutory sustainability report*. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing, ISA, and other generally accepted auditing standards in Sweden. We believe the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm, 20 March 2023
PricewaterhouseCoopers AB

Erik Bergh
Authorised Public Accountant



Corporate Governance Report

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Corporate Governance Report

Attendo AB (publ) is a Swedish public limited company (corporate identity number 559026-7885), whose shares are listed on Nasdaq Stockholm.

Attendo's registered office is in Danderyd, near Stockholm.

The address of the head office is Vendevägen 85, 182 91, Danderyd.



Good corporate governance is important for supporting Attendo's vision, achieving Attendos' strategic goals and to strengthen the corporate culture.

Corporate governance at Attendo is based on external regulations such as the Companies Act, the Annual Accounts Act, Nasdaq Stockholm's Rulebook for Issuers, and the Swedish Code of Corporate Governance (the Code), as well as other applicable Swedish and foreign laws and regulations. As a complement to the external regulations, the Board of Directors of Attendo has adopted rules of procedures that govern the work of the Board and its committees, as well as instructions for the CEO and the operations. This Corporate Governance report has been prepared in accordance with the Annual Accounts Act and the Code and aims to describe the corporate governance in Attendo during the year 2022. Attendo has not deviated from the Code, Nasdaq Stockholm's Rule Book for Issuers or from good stock market practice during 2022.

SHARES AND SHAREHOLDERS

Attendo had 161,386,592 registered shares as of 31 December, 2022 and the shareholders include both institutional shareholders, Attendo's management and a large number of private investors. Each share represents one vote at the Annual General Meeting (AGM) and an equal right to a share in the company's assets and profits.

The largest owners as per 31 December, 2022 are Nordstjernan AB (19 percent) and Pertti Karjalainen (9 percent). The 20 largest shareholders hold about 60 percent of share capital and votes. In total, Attendo owns 453,697 own shares as per 31 December, 2022.

The 2022 AGM authorised the Board to issue new shares in Attendo corresponding to a maximum of 10 percent of the total number of shares and to resolve on the repurchase of shares, either to assign to the participants in the company's incentive programs or to adapt the company's capital structure, or to finance company acquisitions. As of 31 December, 2022, this mandate has not been utilised. The 2023 AGM is proposed to authorize the Board with corresponding mandates.

NOMINATION COMMITTEE

Instructions for Attendo's Nomination Committee were adopted by the 2020 AGM and describe the composition of the Nomination Committee and how its work must proceed. According to these instructions, the Nomination Committee must consist of at least three and no more than four members who are elected directly by the AGM. At the 2022 AGM the following members were elected (nominating shareholders within brackets): Peter Hofvenstam (Nordstjernan AB), Anssi Soila (Pertti Karjalainen), Niklas Antman (Incentive) and Marianne Nilsson (Swedbank Robur Fonder). The chair of the Board, shall be a co-opted member of the Nomination Committee.

By reason of changes in the ownership of Robur during the year, Marianne Nilsson has stepped down from the Nomination Committee. Ahead of the 2023 AGM, the Nomination Committee is thus composed of Peter Hofvenstam (Nordstjernan AB), Anssi Soila (Pertti Karjalainen) and Niklas Antman (Incentive).

CORPORATE GOVERNANCE

The Nomination Committee has judged that there are no conflicts of interest that affect the board members' involvement in Attendo's nomination committee and that the composition of the committee is consistent with the rules set out in the Code. The duties of the Nomination Committee are to fulfil the tasks set out in the instructions for the Nomination Committee and the Code. The Nomination Committee applies Rule 4.1 of the Code regarding the diversity of the Company's Board of Directors. The Nomination Committee also takes into account the need to ensure that the independence requirements are met.

The Nomination Committee's complete proposals to the 2023 AGM are included in the notice of the meeting and available on Attendo's website.

GENERAL MEETING

The general meeting, which is the group's highest decision-making body, is the forum in which shareholders exercise their influence.

All shareholders that are recorded in the share register and that have notified the company, prior to the deadline, of their intention to attend are entitled to participate at the general meeting and vote for their total holdings of shares. Shareholders unable to personally attend are entitled to appoint proxies if they notify the company in time prior to the general meeting. Individual shareholders who wish to have a matter considered at a general meeting must, well in advance of the meeting, notify the Board of Directors of Attendo through the address stated on Attendo's website.

Documentation from general meetings including minutes from the meetings are available on Attendo's website, www.attendo.com.

AGM 2022

The AGM 2022 was held on 26 April, 2022.

AGM 2023

The AGM 2023 will be held on 26 April, 2023. Please refer to page 119 for further information.

BOARD OF DIRECTORS

The Board of Directors, which is the highest governing body after the general meeting, bears ultimate responsibility for Attendo's organisation and management as well as control of the company's financial conditions. The duties of the Board include appointing, evaluating and, if necessary, dismissing the CEO and ensuring that systems exist for monitoring and controlling operations, taking into consideration the risks to which Attendo is exposed. The work of the Board is governed by the Companies Act, the Articles of Association, the Code and the rules of procedures for the Board, among else. According to Attendo's Articles of Association, the Board must have a minimum of three and a maximum of ten Board members. In addition to Board members elected by general meetings, trade unions may appoint employee representatives to the Board.

Since the AGM 2022, the Board has consisted of seven

BOARD COMPOSITION AND MEETING ATTENDANCE IN 2022

Board member	Title	Independent of shareholders/ company	Attendance		
			Board	Audit Committee	Compensation Committee
Ulf Mattsson ¹	Board Chair and Committee Member, April-December	Yes/Yes	8/8		2/4
Ulf Lundahl ²	Board Chair and Committee Member, Jan-April	Yes/Yes	3/3		2/4
Catharina Fagerholm	Board Member and Committee Member	Yes/Yes	10/11	5/5	
Alf Göransson	Director and Committee member	Yes/Yes	11/11	5/5	4/4
Tobias Lönnevall	Director and Committee member	No/Yes	11/11	5/5	4/4
Anssi Soila	Board Member	No/Yes	11/11		
Suvi-Anne Siimes	Board Member	Yes/Yes	10/11		
Margareta Danelius	Board Member	Yes/Yes	11/11		
Faya Lahdou ³	Employee Representative, Board Member	–	4/5		
Katarina Nirhammar ⁴	Employee Representative, Deputy	–	9/11		
Amanda Hellström	Employee Representative, Deputy	–	3/11		

1) Seated in conjunction with the AGM in April 2022.

2) Stepped down in conjunction with the AGM 2022.

3) Stepped down in May 2022.

4) Deputy prior to May 2022 and ordinary representative after May 2022.

All union representatives are appointed by the Swedish Municipal Workers' Union.

CORPORATE GOVERNANCE

Board members elected by the general meeting. The trade union Kommunal has elected one employee representative and one deputy representative. At Attendo's Board meetings the CEO and CFO participate, as well as the general counsel who is Board secretary. Other member of group management and other employees are participating if necessary. For a presentation of the Board please refer to pages 52-53.

BOARD CHARTER

The Board follows a written charter that is revised annually and adopted at the constituent Board meeting. The charter governs issues including Board practices, functions and the division of responsibilities between the Board of Directors and the CEO and between the Board and Board committees. Separate instructions have been adopted for Board committees. In connection with the constituent Board meeting, the Board of Directors also adopts instructions for the CEO, which include instructions for financial reporting. The Board meets according to an annual timetable. In addition to regular meetings, additional Board meetings may be convened to address issues that cannot be postponed until the next ordinary meeting.

THE WORK OF THE BOARD OF DIRECTORS IN 2022

The Board held 11 meetings during 2022, including the constituent meeting. The attendance among Board members is presented in the table. Attendo's General Counsel is Board secretary. Board members obtain the agenda and documentation related to each item on the agenda in advance of the meeting.

The agenda includes a recurring item for Board own time without management present.

The Board deals with matters related to the company's progress in the areas of customers, quality and business development, finance and budget, risk management, compliance, internal control, payors, strategy and sustainability, and managers and employees.

The Board of Directors considers and decides on financial reports, and follows the financial development and value creation and action plans.

In 2022, the Board of Directors focused heavily on efforts to restore profitability and manage market conditions for private care providers, with emphasis on regulatory conditions and staff provision in the Finnish business and on quality, operational and sales trends in the Scandinavian business. The Board also maintained its intensified focus on Attendo's development of data-driven methods and measurability linked to quality, employee satisfaction and sustainability. As is customary, the Board has discussed developments with the company's auditor with no representatives of management present (in addition to the auditor's regular attendance at meetings of the Audit Committee).

CHAIR OF THE BOARD

The Chair of the Board is responsible for presiding over Board meetings, allocating duties, organising the work of the Board and ensuring that decisions are executed. The Chair continuously monitors operations through regular contact with the



Newly opened elderly home in Helsingör



"The Board deals with matters related to company's progress in the areas of customers, quality and business development, finance and budget, risk management, compliance, internal control, payors, strategy and sustainability, and managers and employees"

CEO and is responsible for ensuring that all Board members receive the information and documentation they require.

BOARD COMMITTEES

The Board had two committees during 2022: the Audit Committee and the Compensation Committee. After each committee meeting, the Chair of each committee presents a report to the entire Board. The following presentation of committee members refers to composition of the committee after the 2022 AGM.

AUDIT COMMITTEE

The Audit Committee consists of three members who are independent of the company and its management: Catarina Fagerholm (Chair), Tobias Lönnevall and Alf Göransson. The CEO, CFO, General Counsel, and the Communications and IR Director attend meetings of the Audit Committee. The company's auditors regularly attend. The Audit Committee prepares matters related to Attendo's risk management and internal control, as well as accounting, financial reporting and auditing. The Audit Committee held 5 meetings during 2022.

COMPENSATION COMMITTEE

The Compensation Committee consists of three members who are independent of the company and its management: Tobias Lönnevall (Chair), Ulf Mattsson and Alf Göransson. The CEO, CFO and General Counsel also attends meetings of the Compensation Committee, apart from when decisions are

taken that directly affect own remuneration. The Compensation Committee prepares matters relating to terms of employment and remuneration to Attendo's Executive Management. The Compensation Committee held 4 meetings during 2022.

EVALUATION OF BOARD AND CEO

The Board of Directors conducts an annual Board evaluation in which all Board members evaluate the work of the Board during the year. The Board evaluation includes areas such as Board composition, reporting, governance, and working methods as well as what items should be focused on. The Board evaluates the CEO's work continuously by following the businesses development. A formal evaluation is performed annually.

AUDITOR

At the request of the company's Board of Directors and the Audit Committee, Attendo carried out a procurement of auditing services based on a tendering process ahead of the 2022 AGM. KMPG, PwC and EY participated in the tendering process. Other accounting firms were given the opportunity to participate. Upon overall assessment, where particular importance was assigned to networks and local presence, methods and audit approach, team composition and fee levels, PwC was assessed as the firm that best met Attendo's needs and specifications.

PwC (PricewaterhouseCoopers AB) was reappointed by the 2022 AGM as Attendo's auditor for a term of one year. Erik Bergh is the new auditor in charge.

CEO and Executive management

Attendo's organisation is founded on a common vision and strong values, but with a large degree of decentralised responsibility for retaining an entrepreneurial spirit and local anchoring. The CEO has general responsibility for day-to-day management of the company's affairs in accordance with Board directives. Operations are divided into two Business Areas, managed by a Business Area Director. The division of responsibility is based on geographical regions. Both Business Area Directors report to the CEO. In addition, there are four Group functions: Finance, Business Development, Communications and IR and Legal and Sustainability, which all report directly to the CEO. Executive management meets regularly and addresses the company's financial performance, financial position and development, strategy and business plans, quality work, ESG and Group organisational issues on an ongoing basis.

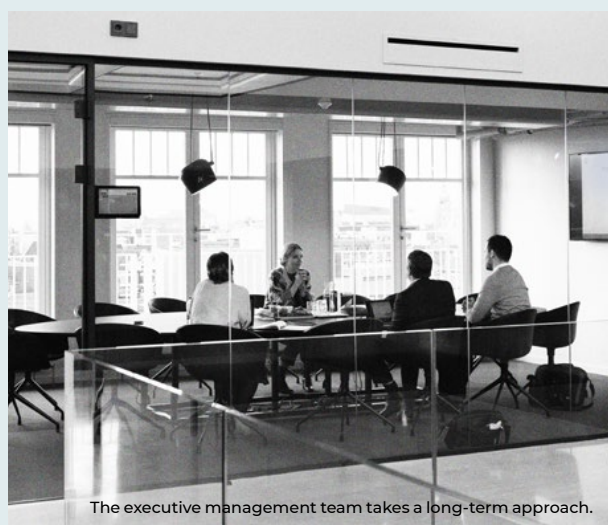
BUSINESS AREAS

The Business Area Directors are responsible for monitoring operations and financial performance in their Business Area. Reporting is made monthly to the CEO and the group functions (see also "Internal control over financial Reporting" on page 51). The nature of services, customers, processes, and procedures for delivering services is similar across the group. Operations are divided into Business area primarily to create local ownership of Attendo businesses.

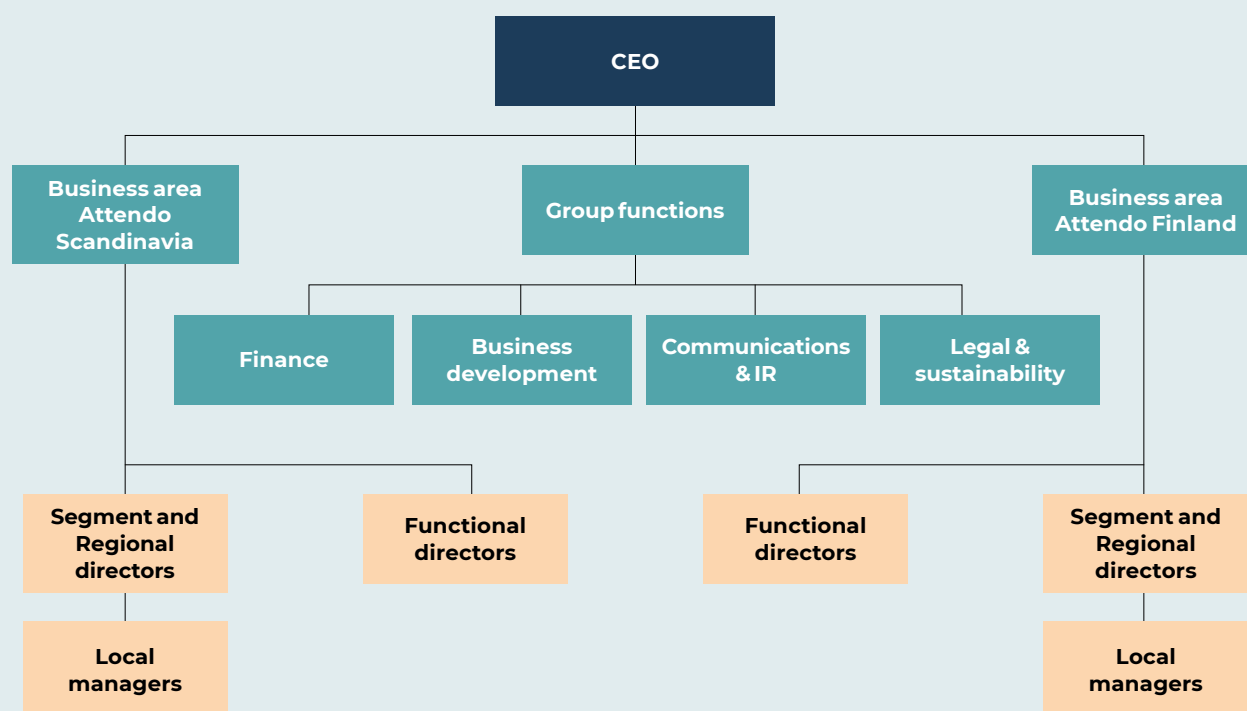
Local units are backed up by a number of support functions at the business area level, such as Sales and Marketing, Operational Development, Establishment and Property Development, Quality and HR.

GROUP FUNCTIONS

The group functions are responsible for all group-wide matters within Attendo, such as issuing policies, procedures, and processes. The group functions are also responsible for supporting the CEO and Executive Management with expertise in their respective fields. These include business development, accounting and reporting, legal matters and risk management, internal control, finance, insurance, external communications and investor relations.



The executive management team takes a long-term approach.



Internal control over financial reporting

Internal control over financial reporting is intended to provide reasonable assurance of the accuracy of financial reporting, and to ensure that external financial reporting complies with applicable laws and accounting standards. The Board of Directors is ultimately responsible for internal control and continuously evaluates risk management and internal control at Attendo via the Audit Committee. Please refer to pages 57–60 for further information about risks and risk management. Internal control at Attendo is based on principles drafted by the Committee of Sponsoring Organisations of the Treadway Commission (COSO).

AREAS OF RESPONSIBILITY

Attendo has a group function responsible for internal control, which sets requirements and supports the Business Areas in their internal control work. The function works continuously to develop and improve internal control over financial reporting by means of preventative measures and annual reviews, which are reported to the Audit Committee. The function works according to an annual plan approved by the Audit Committee. Based on the work of the legal and internal control function together with the external audit, Attendo assesses that its financial reporting has achieved sufficient accuracy without the need for an independent internal audit function. The Board of Directors regularly evaluates the need for an internal audit function.

CONTROL ENVIRONMENT

Attendo's control environment is based on its strategy, goals and associated risks, as well as the company's organisational and technical circumstances. The Board of Directors has overall responsibility for group internal control. This is executed through written instructions and working plans, which define the Board's responsibilities and the allocation of duties among Board members, Board committees and the CEO. Internal control is further supported by Group policies, guidelines and instructions in each business area, along with the implemented responsibility and authority structure. The Audit Committee has a particular duty to represent the Board of Directors in matters concerning the consolidated accounts, taxation, risk management, internal control, external reporting, and auditing. The Audit Committee is also to Regularly review and monitor the independence and impartiality of the auditor and support the AGM in connection with appointment of auditors. Responsibility for maintaining good internal control has been operationally delegated to the CEO.

RISK ASSESSMENT

Attendo's risk management process is monitored by the Board and implemented by the legal function with support from the internal control function. Risk assessment regarding financial reporting proceeds from the degree of risk; that is, the impact on financial reporting and the likelihood that misstatements will occur. The control measures Attendo has implemented to manage the risk are also considered. The risk assessment is updated annually and the results are reported to the Board of Directors.

CONTROL ACTIVITIES AND FOLLOW-UP

The internal control function has devised a number of group-wide controls for critical processes to ensure a consistent control environment. The business areas are responsible for ensuring that these controls are carried out. This is accomplished through self-assessments and internal audits, alongside assistance by the company's external auditor.

The Group internal control function audits compliance with established control activities.

INFORMATION AND COMMUNICATION

Attendo's framework and policies are made available to all employees via the intranet and other appropriate communication channels. Other information, such as guidelines and instructions concerning financial reporting, is contained in the Attendo Finance Manual and Accounting Manual, which are communicated to the employees concerned. Attendo's Group Accounting Department is responsible for legal accounting and for implementing and communicating group-wide accounting policies.

MONITORING

The group's internal control function reviews compliance with group control activities. Attendo works in several ways to ensure that internal control meets group standards, such as self-assessment, internal reviews, and with the assistance of the company's external auditors.

INTERNAL CONTROL IN 2022

During 2021, the work around risk assessment and monitoring, including internal control, has continued to be highly prioritized. Internal control during the year entailed particular emphasis on information security and data protection, as well as expanding the framework to include additional processes, such as acquisitions and permits.

Danderyd, 15 March 2023
Attendo AB (publ)

Board of Directors

Board of Directors and auditors



**ULF
MATTSSON**

*Board Chair, Member of
the Compensation
Committee*

Born 1964. MSc Economics.

Elected to the Board: 2022

Positions and board directorships: Chair of the board of VaccinDirekt Sverige AB, Swemac Innovation AB, Eltel AB and Prima Vård AB.

Previous positions: Board Chair of Securitas Direct and AcadeMedia and CEO of Capio, Gambro and Mölnlycke Health Care.

Independent: Independent of major shareholders and the company.

Attendo holdings: 24,390 shares and 691,729 call options.



**MARGARETA
DANELIUS**

Board Member

Born 1964. MSc in Medicine, Uppsala University

Elected to the Board: 2021

Positions and board directorships: Chief Medical Officer, Capio Sweden

Previous positions: Senior medical positions within the Capio Group and senior positions with Ersta sjukhus (hospital), including as chief medical officer and head of operations, paediatric and adolescent hospice.

Independent: Independent of major shareholders and the company.

Attendo holdings: 0 shares



**CATHARINA
FAGERHOLM**

*Board Member, Chair of
Audit Committee*

Born 1963. MSc Business and Economics, Helsinki School of Economics.

Elected to the Board: 2016

Positions and board directorships: Board Member of Restel Oy, CapMan Oy, Byggmax Group AB and Lekolar AB

Previous positions: CEO of Instru Optiikka Oy, CEO of BSH Kodinkoneet Oy and member of executive management of BSH Hausgeräte Northern Europe; senior management positions within Electrolux/AEG including country manager AEG Household Appliances in Finland and Russia and several senior positions with Amer Group Ltd.

Independent: Independent of major shareholders and the company.

Attendo holdings: 10,000 shares.



**ALF
GÖRANSSON**

*Board Member, Member
of the Audit Committee
and Member of the
Compensation
Committee*

Born 1957. Degree in International Economics, University of Gothenburg, School of Business, Economics and Law.

Elected to the Board: 2018

Positions and board directorships: Board Chair of Loomis AB, Hexpol AB, NCC AB and AxFast AB; Board Member of Anticimex AB, Sweco AB, Melker Schörfling AB and Sandberg Development Group.

Previous positions: CEO of Securitas AB; CEO of NCC AB; CEO of Svedala Industri AB.

Independent: Independent of major shareholders and the company.

Attendo holdings: 0 shares.

“During 2022, the board has had a major focus on the work to restore profitability and manage the market conditions for private care providers, not least with respect to regulations and staffing in Finland. The board has also placed great emphasis on quality development”.

*Ulf Mattsson
Board Chair*

BOARD OF DIRECTORS AND AUDITORS



**TOBIAS
LÖNNEVALL**

Board Member, Chair of the Compensation Committee and Member of the Audit Committee

Born 1980. MSc Business and Economics, Stockholm School of Economics.

Elected to the Board: 2016

Positions and board directorships: Investment Director, Nordstjärnan. Board Member, Diös AB.

Previous positions: Board Chair of KMT Precision Grinding; Acting CEO of NH Logistics 2010; Finance Manager at Landic Property and Management Consultant at Accenture.

Independent: Dependent in relation to major shareholders and independent in relation to the company.

Attendo holdings: 20,000 shares.



**SUVI-ANNE
SIIMES**

Board Member

Born 1963. Licentiate of Political Science (Economics) and Master of Political Science (Economics), Helsinki University.

Elected to the Board: 2020

Positions and board directorships: CEO of Finnish Pension Alliance TELA. Board Member of AEIP (European Association of Paritarian Institutions of Social Protection).

Previous positions: CEO of Pharma Industry Finland; Board Chair of Veikkaus Oy; Board Member of Yrjö Jahnsson Foundation; Board Member and Vice Chair of Posti Group Oyj. Several ministerial posts in the Finnish government.

Independent: Independent of major shareholders and the company.

Attendo holdings: 0 shares



**ANSSI
SOILA**

Board Member

Born 1949. MSc, Helsinki University of Technology and MSc Economics, Helsinki School of Economics.

Elected to the Board: 2007

Positions and board directorships: Adviser at IK Investment Partners; Board Chair of Orox Oy and Sopix Oy; Board Member of Ankkalampi Oy, Finlands Trafikkmedicinska Förening and Stödförelsen för Finlands Flygförbund.

Previous positions: Board Chair of Sponda Abp and Kemira Abp; CEO of Kone Corporation Oy; other senior positions within Kone Corporation Oy.

Independent: Dependent in relation to major shareholders and independent in relation to the company.

Attendo holdings: 1,255,455 shares.

**KATARINA
NIRHAMMAR**
Employee Representative, Swedish Municipal Workers' Union.

Born 1963

Appointed to the Board: 2020

Attendo holdings: 0 shares

**AMANDA
HELLSTRÖM**
Employee Representative, Swedish Municipal Workers' Union, Deputy.

Born 1988

Appointed to the board: 2020

Attendo holdings: 0 shares

Auditors

PricewaterhouseCoopers AB

Erik Bergh

Auditor in charge until the close of the 2023 AGM

Born 1979. Authorised Public Accountant and member of FAR (Institute for the Accountancy Profession in Sweden. Auditor in charge for Attendo AB since Annual general meeting 2022..

Other audit engagements: Formpipe Software AB

Executive management



**MARTIN
TIVÉUS**

Chief Executive Officer

Born 1970. BSc
Stockholm University

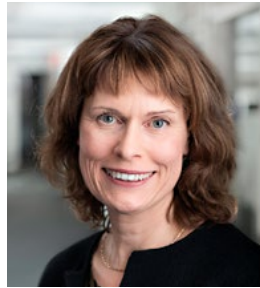
Employed: 2018

**Member of Executive
Management:** 2018

**Positions and board
directorships:** -

Previous positions:
CEO of Avanza Bank; Chief
Commercial Officer at
Klarna; senior positions
including CEO of Evidensia
and Glocalnet.

Attendo holdings:
112,000 shares, 1,083,892
call options and 598,730
warrants.



**ULRIKA
ERIKSSON**

*Business Area Director
Attendo Scandinavia*

Born 1969. MSc Business
and Economics, Stockholm
School of Economics.

Employed: 2020

**Member of Executive
Management:** 2021

**Positions and board
directorships:** Board Mem-
ber, Systembolaget AB.

Previous positions: CEO
of KungSängen Sverige;
senior positions including
Deputy CEO of Apoteket
AB and Deputy CEO
of Reitangruppen
(Pressbyrå/7-Eleven)

Attendo holdings: 10,000
shares and 201,144 warrants.



**VIRPI
HOLMQVIST**

*Business Area Director
Attendo Finland*

Born 1970. MSc Business
and Economics, Helsinki
School of Economics.

Employed: 2019

**Member of executive
management since:** 2019

Previous positions: CEO
of Touhola Group; COO of
business area for primary
care and care services and
CFO of Pihlajalinna. Holm-
qvist was previously with
Attendo, 2008-2015.

Attendo holdings: 20,607
warrants.



**ANDREAS
KOCH**

*Communications and
IR Director*

Born 1977. MSc Business
and Economics, Stockholm
School of Economics.

Employed: 2016

**Member of Executive
Management:** 2016

Previous positions: Head
of Investor Relations,
SSAB 2013-2016; Head of
Communications, Carnegie
2007-2013; Head of Investor
Relations, SCA 2005-2007;
Business Analyst, SCA
2002-2005.

Attendo holdings: 60,913
shares and 163,721 warrants.

“Modern care is about living your entire life as the person you are and have always been. After all, we do not become other people just because we are ageing or develop a need for care. For us at Attendo, good care is a matter of helping people continue to be who they are and live the life they want to live”.

*Martin Tivéus,
President and CEO*

EXECUTIVE MANAGEMENT



**FREDRIK
LAGERCRANTZ**
Chief Financial Officer

Born 1977. MSc Business and Economics, Stockholm School of Economics.

Employed: 2018

Member of Executive Management: 2018

Positions and board directorships: Board Member of MVB.

Previous positions: Senior Vice President Business Control, Swedish Match 2013–2017; Vice President Group Business Control, Swedish Match 2009–2013; Management Consultant, McKinsey & Co 2004–2009.

Attendo holdings: 8,140 shares, 240 932 call options and 275,339 warrants.



**JO-ANNA
NORDSTRÖM**
General Counsel & Director of Sustainability

Born 1985. Bachelor of Laws, Uppsala University.

Employed: 2019

Member of Executive Management: 2022

Previous positions: Senior Manager, Advokatfirman Vinge 2011–2019 (including secondment to Investor AB, 2018), Associate Linklaters LLP, 2009–2011.

Attendo holdings: –



**ERIC
WÅHLGRÉN**
Business Development Director

Born 1979. MSc Engineering, Linköping University

Employed: 2020

Member of Executive Management: 2020

Previous positions: Vice President & Head of Group Strategy at Elekta 2017–2020; Principal at The Boston Consulting Group 2005–2017.

Attendo holdings: 121,832 warrants.

Auditor's Report on the Corporate Governance Report

To the AGM of Attendo AB (publ), corporate identity number 559026-7885

It is the Board of Directors who is responsible for the Corporate Governance Report for the year 2022 on pages 40–49 and that it has been prepared in accordance with the Annual Accounts Act.

We have read the Corporate Governance Report and based on that reading and our knowledge of the company and the group we believe that we have a sufficient basis for our opinions. This means that our statutory examination of the Corporate Governance Report 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.

In our opinion, the Corporate Governance Report has been prepared and its statutory content is consistent with the annual accounts and the consolidated accounts.

Stockholm, 20 March 2023
PricewaterhouseCoopers AB

Erik Bergh
Authorised Public Accountant
Principal Auditor

Risks and risk management

As a large company with a mission that is essential to society – empowering every individual in our care – and many stakeholders, Attendo is exposed to various types of risks and uncertainties. The work to identify, analyse, assess and manage these risks and uncertainties is a key component of Attendo's strategy and operations.

Attendo takes a systematic approach to risk assessment and management as a central component of the strategic process, where risks in relation to the company's capacity to meet its strategic and financial targets are assessed in a regular and structured manner. Identified risks are coupled with a materiality analysis of the effect that a risk event would have if it occurred and the likelihood that the event will occur. Risks are identified starting with each Attendo business area and are co-weighted to prepare a Group-wide report over the risks to which the Group is exposed. This broad and structured approach to working with risks ensures that risk awareness and management are well-integrated into decisions by the Board of Directors and Executive Management concerning Attendo's strategy and with management's work to execute the strategy.

In addition to the systematic work, Attendo's support functions work with specific risk assessments, legal issues and regulatory compliance and internal control, and provide support to the Board of Directors, Executive Management and operational managers in their effort to manage various types of risks. The Business Area Directors are responsible for risk management within their business areas.

Based on the Group-wide risk assessment, relevant mitigating tools are implemented to manage the identified risks. This may be accomplished, for example, through increased/modified governance and control (policies, guidelines, instructions and follow-up), through targeted projects and initiatives or through developing operational inputs and processes. The ongoing risk management includes an annual self-assessment process aimed at ensuring that the business annually tests implemented internal controls and assesses whether the controls are effective or whether they should be modified or improved.

CURRENT RISKS

Based on Attendo's strategic focus areas and financial targets, the reform of Finnish care for older people and its effects, availability of qualified staff and the historically high inflation rate are the most significant risks at present. These risks, however, also entail opportunities for Attendo, in its capacity as a large and leading provider in Nordic care, to have favourable impact on long-term conditions in the sector.

THE FINNISH REFORM OF CARE FOR OLDER PEOPLE

A comprehensive care reform is ongoing in Finland. One of the aspects of the reform is that staffing requirements have been

increased in several steps and are planned to increase further in 2023. Higher staffing requirements entail higher costs for all providers. Private providers must negotiate with each local region on price compensation for staffing changes, which entails uncertainty. Costs also arise before each step (staffing requirements) takes effect and there is consequently a lag before compensation is received. Staff provision in Finnish care for older people is generally strained and has been exacerbated by the reform.

A CHALLENGING BUSINESS ENVIRONMENT

The Russian invasion of Ukraine has no direct impact on Attendo, as Attendo does not operate in either country. The company is, however, suffering indirect impact in the form of higher prices for fuel, energy, food and consumable supplies. There is high risk that it will not be possible to cover increased purchasing costs by raising prices during the year that the costs affect Attendo because compensation for inflation and comparable compensation is normally received after a delay according to contracts with Attendo's payors and is to a certain extent dependent upon political decisions.

THE CONTINUED IMPACT OF THE CORONA PANDEMIC

The Corona pandemic remains a significant risk for Attendo, with serious impact on Attendo's business and financial performance. At present, the primary effects of the pandemic are increased personnel costs due to high absenteeism due to illness among employees and lower occupancy.

RISK AREAS AND RISK MANAGEMENT

The risks to which Attendo is exposed can be categorised as *external risks* – risks and uncertainties related to the conditions for privately owned companies to operate care business over which Attendo has limited control, such as political decisions, regulations and access to public funds, *operational risks* – factors and events that are directly related to Attendo's operations, such as occupancy, pricing and access to skilled employees, and *financial risks* – risks related to access to capital, foreign currency, interest rates and liquidity. A list of identified risks in each of these general risk areas and how we are working to manage them follows. *Sustainability risks* are reported separately in the Sustainability Report, see pages 42–43.

RISKS AND RISK MANAGEMENT

Risk	Description of risk	Risk management
EXTERNAL RISKS		
Market risk and political risk	The care market is characterised by competition between public and private providers of varying size on a market affected by demographic development and access to public funds. The ability for private providers to conduct care business is dependent on political decisions on national and municipal level. In addition, political decisions that leads to regulatory changes or changes in political willingness to engage private providers may have a significant impact on Attendo's operations and financials. Furthermore, there is a risk for margin deterioration as a result of price pressure on Attendo's services, which may occur as a consequence of challenging financial conditions on municipal level or increased requirements in regulations or customer contracts.	Attendo has many years of experience of conducting care services in the Nordic markets. For more than 35 years, Attendo has developed the business in a manner that has enhanced the company's competitive offering, which upholds high quality services for customers at a price that is attractive to the payor. Part of this work is Attendo's continuous efforts to create a service offering based on quality and innovative solutions improving customer experience and employee working conditions. Attendo carefully follows the political development in order to manage and prepare the operations for changed regulations or conditions. Attendo monitors research in the care sector and collaborates in different industry bodies, for example Vårdföretagarna in Sweden and Hali in Finland, to continuously develop the conditions in the industry for the better.
Reputational risk	Reputational risk is the risk that Attendo's reputation among customers and their relatives or the general public is damaged due to negative media attention. Operations conducted by private care and health care providers are often heavily monitored by the media. Negative publicity concerning Attendo, one of our competitors, or the industry as a whole may have negative impact on Attendo's reputation and thus reduce the ability to receive or renew customer contracts, attract employees or lead to increased surveillance costs.	Attendo takes a structured approach to offer superior care with high quality and in a manner characterised by transparency, both internally and towards the media. We also strive to offer employees an attractive and stimulating workplace. Attendo's efforts to spread and anchor the vision and values throughout the organisation are important to create a positive culture and a good reputation.
Regulatory risk	The formal starting point for high quality and safety in Attendo's operations is based on applicable external and internal regulations and requirements in permits and customer agreements. If Attendo does not comply with requirements or if new rules or requirements are introduced or if the application/interpretation of these are changed, this could lead to changes in the conditions for the operations, e.g. in the form of increased costs. Furthermore, severe non-compliance can give payors the right to cancel contracts or demand that an operation is discontinued. The principles for quality control and regulatory enforcement from authorities and payors vary and the consequences for Attendo may therefore be hard to project in individual cases.	The legislative process in the countries where Attendo operates is transparent, meaning that regulatory changes are normally announced well in advance of implementation and that Attendo can adapt its operations thereafter. In addition, Attendo carefully monitors changing requirements in terms of quality and safety. Ensuring regulatory compliance is an area of high importance in which Attendo spends substantial effort and resources. Attendo has a well-defined system of policies, procedures, guidelines, and documentation implemented in the day-to-day operations. On Group level, Attendo takes a structured approach to participation and collaboration in various discussion forums relevant for the regulations that apply to Attendo's business, including that Attendo participates as a consultation body or with its expertise to support the regulatory development within the area.

RISKS AND RISK MANAGEMENT

Risk	Description of risk	Risk management
OPERATIONAL RISKS		
Occupancy and lease risk	Attendo is exposed to financial risks associated with the occupancy levels in the units. This is primarily a result of Attendo's operations under own management being conducted in facilities owned by external facility owners, which Attendo enters into lease agreements, often on long terms. If Attendo does not obtain a customer contract for a planned unit, but has a signed lease agreement for the facility, significant costs arise which are not matched against any revenues. Since the lease agreements normally have longer maturities than the customer contracts, the company has to estimate future supply and demand already when lease agreements are entered into without having binding customer contracts for the entire lease period. If Attendo operates more units than needed with respect to demand, and cannot modify the operations to other use in non-occupied units, this may have a significant negative impact on Attendo's business, financial result or financial position.	Conducting care in own care units is part of Attendo's core business. Managing these risks is hence a highly prioritized area, and managed throughout the process for new units – from project phase to construction and completion. A thorough analysis of the supply and demand on the applicable market is done during the initial project phase. Throughout the years, Attendo has developed models and processes to minimize the risk that long-term lease agreements are entered into in areas where the demand for Attendo's services is to be considered unfavourable.
Staffing and employee risk	Access to competent employees is critical to the company's business. Attendo's operations are highly labour intensive and the company has around 30,000 employees in several occupational categories, including nurses, assistant nurses, and social workers. The decentralized organization within the company also means that local and regional managers have extensive responsibilities and mandates and are central in carrying out Attendo's strategy and goals. It is thus very important that Attendo can employ and retain qualified executives, managers, nurses, and other care and health care personnel.	Attendo continually develops and strengthens its models for attracting, developing, and retaining skilled and dedicated employees. This includes for instance to have well balanced HR functions to support the operations, to continuously evaluate the regional and local organization and to work actively with Attendo's vision and values. Recruitment of key employees is critical for Attendo and the company is highly experienced in recruiting employees in areas where there currently is a shortage. Examples of this are projects aimed at recruiting nurses in both Finland and Sweden. Attendo is taking various actions to retain key employees through incentive programmes as well as opportunities for competence development and job rotation.
Pricing risk	Attendo's pricing is based on a number of assumptions regarding future conditions. Attendo's contracts with payors span over several years and Attendo receives payment based on occupancy. Since the payor contracts usually do not include guaranteed service volumes it means that Attendo is dependent on making accurate forecasts of future supply and demand in its pricing models. As wages are Attendo's largest cost, significant wage increases or changed staffing requirement imply a financial risk for the company.	Attendo's pricing is based on careful models and processes developed throughout the years. The risk of loss in profitability due to increased wages is minimised for most payor contracts by connecting prices to a labour market index. Attendo strive to proactively follow and renegotiate prices, e.g. as a result of increased staffing requirements.
Permit risk	A significant proportion of Attendo's operations require permits and many of its operations require dedicated permits. Permits can only be obtained when operations satisfy stipulated quality and safety requirements and other demands. These requirements, as well as conditions and processes relating to obtaining permits may change, which may have an effect on Attendo's operations. By example, long permit processing times may lead to delayed start of new operations, changes in the direction of operations or change of local manager. Since operations cannot be conducted or changed without permit, such lead times may result in occupancy challenges and loss in revenues.	Attendo has long experience running care and health care operations and is well-equipped to meet regulatory requirements. When a new unit is planned, the risk that a permit cannot be obtained within a reasonable time frame is always taken into account and is thus included in the estimated start-up costs.

RISKS AND RISK MANAGEMENT

Risk	Description of risk	Risk management
OPERATIONAL RISKS		
Acquisition risk	Acquisition risk entails that Attendo may not identify suitable acquisition targets, that the company will not successfully negotiate acceptable terms, or be able to finance the acquisitions, or that overly optimistic assumptions support acquisitions that otherwise would not have been made. Acquisitions also entails the risk that Attendo will be exposed to unknown obligations in the acquired company or that the costs of acquisition and/or integration will be higher than expected. In addition, acquisitions of less profitable businesses may have negative impact on Attendo's margins. If acquisitions are not developing according to plan, write-downs may be necessary.	Over the years, Attendo has established and implemented a structured and systematic acquisition process that requires analysis, documentation and sufficient approval prior to each specific acquisition. In addition, Attendo establishes a detailed integration plan in connection with the acquisition decision.
Quality and customer satisfaction risk	Attendo's work with quality, related risks and how Attendo is working to continuously increase quality and manage quality related risks, as set out in detail in the sustainability report, see pages 26–27.	
FINANCIAL RISKS		
Liquidity and financing risk and risks related to interest rates, foreign exchange rates, etc.	Through its business, Attendo is exposed to several financial risks, such as currency risk, interest rate risk, liquidity and financing risk and credit/counterparty risk. These risks and how Attendo mitigates each of them is described in detail in note C26.	As of year-end 2022, Attendo has two financial covenants (net debt/EBITDA and interest coverage ratio) linked to the group's loan facilities. The central treasury department analyses compliance with the financial covenants on an ongoing basis and ensures that Attendo has adequate liquidity for its operations.

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Board of Directors' Report

The Board of Directors and the Chief Executive Officer of Attendo AB (publ), corporate ID no. 559026-7885, with its registered office in Danderyd, Sweden, hereby present the annual accounts and consolidated accounts for the financial year 2022.

OPERATIONS

Attendo is the leading private provider of care services in the Nordics. The company operates in Sweden, Finland and Denmark. Attendo is the largest private provider of care for older people in Sweden and Finland. Attendo is a locally based company with more than 700 units in operation and about 30,000 employees. With the vision of empowering the individual Attendo provides services within care for older people, care for people with disabilities and care for individuals and families.

Attendo conducts business through two business areas, Attendo Scandinavia and Attendo Finland. Attendo provides care and health care under two contract models:

Own operations, where Attendo provides services in units/premises controlled by the company or provides home care in customer choice models. Attendo has own units within care for older people, people with disabilities, social psychiatry and care for individuals and families.

Outsourcing operations, where Attendo provides services in publicly controlled units/premises or provides home care services under contract. Attendo has outsourced units for care for older people, people with disabilities, individuals and families.

Municipalities are typically Attendo's contracting authorities, but contract types and duration of contracts vary depending on the contract model and service offering. Own operations are normally based on framework agreements and outsourcing operations are based on outsourcing contracts, following a tender process. The contract period is typically two to five years.

FINANCIAL OVERVIEW

Net sales and operating profit

Net sales for the year increased by 12.7 percent to SEK 14,496m (12,867). Adjusted for currency effects, net sales increased by 9.8 percent. Organic growth accounted for 6.8 percent and the net change due to acquisitions and divestments was 3.0 percent. Organic growth was high in both business areas, attributable mainly to higher net sales in nursing homes.

Lease adjusted operating profit (EBITA) amounted to SEK 199m (400). The lease adjusted operating margin (EBITA) was 1.4 percent (3.1). Operating profit decreased in both business areas. The decrease in profit in Attendo Scandinavia is attributable mainly to a negative trend in home care and generally high

cost inflation. Profit in Attendo Finland decreased due to high personnel costs resulting from increased staffing requirements and sick leave, as well as general cost inflation.

Effects on operating profit (EBITA) related to IFRS 16 amounted to SEK 475m (436).

Operating profit (EBITA) amounted to SEK 674m (836) and the operating margin was 4.6 percent (6.5).

Operating profit (EBIT) amounted to SEK 616m (755), corresponding to an operating margin (EBIT) of 4.2 percent (5.9). The change is attributable to the same factors described above, as well as lower amortisation of acquisition-related intangible assets.

The total number of beds in operation in all homes was 20,932 (21,093) at the end of the year. Occupancy in all homes was 85 percent (84) at the end of the year. The number of beds under construction in own operations was 325 across 6 homes.

NET FINANCIAL ITEMS

Net financial items amounted to SEK -658m (-652) for the year, including net interest expense of SEK -49m (-36). Interest expense related to the lease liability for land and buildings in accordance with IFRS 16 amounted to SEK -605m (-581).

TAX

Income tax for the year amounted to SEK -2m (-44), corresponding to a tax rate of 4.2 percent (42.7). The tax rate for the year was affected by the loss in Finland and profit in Sweden, combined with the different tax rates in the two countries.

PROFIT AND EARNINGS PER SHARE

The loss for the year was SEK -44m (59), corresponding to basic and diluted earnings per share for shareholders in the parent company of SEK -0.28 (0.35). Adjusted earnings per share after dilution were SEK 0.68 (1.48).

CASH FLOW

Free cash flow was SEK 24m (249) for the year, whereof changes in working capital amounted to SEK -70m (-72).

Cash flow from operating activities was SEK 1,333m (1,378). Cash used for net investments in non-current assets was

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Five-year summary

SEKm	2022	2021	2020	2019	2018
Net sales	14,496	12,867	12,288	11,935	10,987
Lease adjusted operating profit (EBITA) ^{1,3}	199	400	375	441	711
Lease adjusted operating margin (EBITA), % ^{1,3}	1.4	3.1	3.1	3.7	6.5
Operating profit (EBITA) ^{1,3}	674	836	797	812	1,008
Operating margin (EBITA), % ^{1,3}	4.6	6.5	6.5	6.8	9.2
Profit (-loss) for the year	-44	59	-904	81	955
Profit margin, %	-0.3	0.5	-7.4	0.7	8.7
Capital employed ²	19,806	18,835	17,855	18,186	19,063
Free cash flow ^{1,2}	24	249	428	196	593
Earnings per share diluted, SEK	-0.28	0.35	-5.63	0.51	1.52
Adjusted earnings per share diluted ¹ , SEK	0.68	1.48	1.43	1.71	-

1) See page 114 for definitions of alternative performance measures.

2) Including divested operations 2018

3) Operating profit excluding items affecting comparability for 2020

SEK -187m (-151). Business acquisitions reduced cash flow by SEK -204m (-263). Cash flow from investing activities thus amounted to SEK -390m (-413).

Cash flow from financing activities was SEK -970m (-1,176). Bank loans of SEK -100m (-300) were repaid during the year and new loans of SEK 250m (100) were raised. Total cash flow amounted to SEK -27m (-211).

FINANCIAL POSITION

Equity attributable to shareholders in the parent amounted to SEK 5,001m (4,932) as of 31 December 2022, representing diluted equity per share attributable to shareholders in the parent of SEK 31.07 (30.65). Net debt amounted to SEK 14,298m (13,366). Lease adjusted net debt, excluding lease liability for land and buildings, amounted to SEK 1,858m (1,590).

Financial position

SEKm	31 Dec 2022	31 Dec 2021
Interest-bearing liabilities	14,805	13,877
Provisions for post-employment benefits	0	2
Cash and cash equivalents	-507	-513
Net debt	14,298	13,366
Lease liability real estate	-12,440	-11,776
Lease adjusted net debt¹⁾	1,858	1,590

1) Alternative performance measure. Refer to page 114 for definitions.

Interest-bearing liabilities as of 31 December 2022 amounted to SEK 14,805m (13,877). Cash and cash equivalents as of 31 December 2022 amounted to SEK 507m (513) and Attendo had SEK 1,550m (1,665) in unutilised credit facilities.

Net debt/EBITDA was 6.6 (6.2). Lease adjusted net debt/lease adjusted EBITDA was 4.4 (2.6). Net debt in relation to EBITDA at the end of the year was consequently higher than the long-term target of 3.75. The ratio is, however, within the framework of our financing agreements. The ratio will decrease in line with expected profit increases.

Attendo has during the year performed a test of potential impairment of reported goodwill. The impairment test concluded that there is no need for impairment.

Financial performance by business area Scandinavia

SEKm	Jan-Dec 2022	Jan-Dec 2021
Net sales	6,599	6,037
Lease adjusted EBITA ¹⁾	380	428
Lease adjusted EBITA margin % ¹⁾	5.8	7.1
Operating profit (EBITA) ¹⁾	577	611
Operating margin (EBITA), % ¹⁾	8.7	10.1

1) Alternative performance measure. See page 114 for definitions.

Net sales in Attendo Scandinavia amounted to SEK 6,599m (6,037), corresponding to growth of 9.3 percent including currency effects and 9.2 percent excluding currency effects. The increase is attributable to higher net sales in nursing homes. High sick leave, especially early in the year, had some negative impact on net sales.

Lease adjusted EBITA amounted to SEK 380m (428), corresponding to a lease adjusted operating margin of 5.8 percent (7.1). Increased occupancy resulting in higher profit in nursing homes had positive effect on profit, but this was offset by a negative development and lower profit in home care. High cost inflation and high personnel costs had negative impact on operating profit. Continued high usage of personal protective equipment and higher costs for sick leave combined with significantly lower compensation for these additional costs than in 2021, had clearly negative impact on profits for the year.

Effects on operating profit related to IFRS 16 amounted to SEK 197m (183). Non-recurring items of about SEK 8m had positive effect on the year.

Operating profit (EBITA) amounted to SEK 577m (611), corresponding to an operating margin (EBITA) of 8.7 percent (10.1).

Finland

SEKm	Jan-Dec 2022	Jan-Dec 2021
Net sales	7,897	6,830
Lease adjusted EBITA ¹⁾	-111	43
Lease adjusted EBITA margin, % ¹⁾	-1.4	0.6
Operating profit (EBITA) ¹⁾	167	296
Operating margin (EBITA), % ¹⁾	2.1	4.3

1) Alternative performance measure. See page 114 for definitions.

Net sales in Attendo Finland amounted to SEK 7,897m (6,830) corresponding to growth of 15.6 percent. Adjusted for currency effects, net sales increased by 10.3 percent. The growth is attributable mainly to higher net sales, primarily in nursing homes, resulting from price increases, and acquisitions. Total price increases amount to about 5 percent. Since the comparison year, Attendo Finland has closed several homes and moved customers to other homes in order to increase occupancy and has discontinued homes that lack long-term prospects. High sick leave had some negative effect on net sales.

Lease adjusted EBITA amounted to SEK -111m (43) and the lease adjusted EBITA margin was -1.4 percent (0.6). The decrease in EBITA is explained mainly by higher personnel costs in nursing homes due to the staffing law, as well as high cost inflation. Profits for the year were also negatively affected by high costs for sick leave and increased usage of protective gear.

Effects on operating profit related to IFRS 16 amounted to

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SEK 278m (253). About SEK 7m of the change was due to non-recurring effects.

Operating profit (EBITA) amounted to SEK 167m (296) and the operating margin (EBITA) was 2.1 percent (4.3). Currency effects had no material impact on profits.

MARKET

Demand for Attendo's offering in care for older people in own operations in Sweden continued to recover in 2022 after the pandemic. During 2020 and the first half of 2021, the move in rate to nursing homes was subdued. During the second half of 2021 demand normalized. Occupancy has since then gradually increased in line with increased demand on the market during 2022 and is expected to continue to increase in 2023.

Attendo estimates that construction began of around 1,200 nursing home apartments in care for older people in Sweden during 2022. Providers accounted for around 45 percent of the new constructions. Compared to the most recent five-year period, the number of new projects in 2022 was approximately 40 percent lower.

Contracted volumes in the outsourcing market in care for older people amounted to just under one billion SEK, an increase of around 40 percent since 2021. Contracted volumes in the outsourcing market for people with disabilities amounted to just under SEK 200m, a decrease of approximately one third compared to 2021 measured as turnover on renegotiated contracts.

Demand was stable in own operations in Finland during the year but Attendo and other private providers have not been able to welcome people in need of care in line with demand due to labour shortages. The situation with lack of care staff is a consequence of higher staffing requirements in combination with a structural shortage of staff in the entire healthcare sector in Finland.

The number of new projects of nursing homes in Finland have decreased sharply in recent years. In 2022 Attendo assesses that around 1,300 new apartments began to be constructed within nursing homes in care for older people, people with disabilities and social psychiatry, which is slightly higher versus 2021. Private providers accounted for around 75 percent of the new apartments. In the coming years, the number of new projects is expected to continue at a low level.

In October 2020, a new law regarding staffing in care for older people in Finland entered into force. The law regulates, among other things, how staffing must be calculated and means a general increase of staffing index from 0.5 care staff per resident to 0.7 fully implemented. Two increases have taken place and a third increase will take place in April 2023 to 0.65 care staff per resident. The last step in the staffing reform to 0.7 has been set to December 2023, but there is still uncertainty if this step will be implemented given the parliamentary situation. The Finnish state is responsible for ensuring that the welfare regions receive the necessary funding to be able to implement the new law. Private providers in turn negotiate with respective welfare region about terms. Price negotiations have taken place during 2022 and the beginning of 2023 and were not completed when this report was compiled.

RISKS AND UNCERTAINTIES

Attendo works systematically with risk assessment and risk management as a central part of Attendo's strategic process,

where risks in relation to the company's ability to achieve its strategic and financial goals are evaluated in a structured and regular manner. Identified risks are subject to a materiality analysis of the impact a risk event would have if it occurs and the probability of the event occurring. Risks are identified based on each of Attendo's business areas and combined to form a group-wide summary of the risks to which the group is exposed. This structured and broad risk work ensures that risk awareness and management is well integrated in the Board's and group management's decisions about Attendo's strategy, as well as in management's work to implement the strategy.

Based on the group-wide risk assessment, relevant measures are taken to manage the identified risks. This can, for example, be done through increased/changed governance and control measures (policies, guidelines, instructions and follow-up), through targeted projects and initiatives or by developing documentation and processes for the operations.

Based on Attendo's strategic focus areas and financial goals, are the most prominent risks currently the reform of elderly care in Finland and its effects, the availability of qualified personnel and the historically high rate of inflation. However, these risks also include opportunities for Attendo, as a large and leading player in Nordic care, to work with and develop the long-term conditions for the sector for the better.

Risks and a description of Attendo's risk management are presented in more detail on pages 58–60 (external risks, operational risks and financial risks) and on page 42 (sustainability risks).

SEASONAL VARIATIONS

Attendo's profitability is affected by factors including seasonal variations, weekends and national public holidays. For Attendo, public holidays and weekends have a negative effect on profitability mainly due to wage compensation for unsocial working hours. For example, profitability is affected by Easter in either the first or second quarter, depending on the quarter in which Easter falls, while the first and fourth quarters are affected by the Christmas and New Year's holidays.

ACQUISITIONS AND DIVESTMENTS

Acquisitions

During the year, the group acquired Silkkitie Oy, which recruits and language trains nurses from the Philippines who intend to work in Finland and Sweden as well as Kaunialan Sairaala Oy which is a rehabilitation hospital outside Helsinki. Furthermore, Grevegruppen AB was acquired, which provides care for people with disability in Sweden.

The group also completed a number of minor acquisitions during the year. Refer to Note C28 Acquisitions for more information.

Divestments

No divestments have taken place during the year. Refer to Note C31 Divested operations for more information.

EMPLOYEES

The average number of full-time equivalent employees was 20,821 (19,041) of whom 17,175 women (15,894). Attendo seeks to offer good working conditions and the potential for personal development. This means that we respect and comply with labour market legislation, agreements, safety requirements and

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other regulations governing operations. For more information about Attendo's employees, see "Empowered employees" on page 30 and Note C5, Information on board members, senior executives and employees.

ORGANISATIONAL CHANGES

Attendo's general counsel, Jo-Anna Nordström, became a member of the executive management and was assigned the responsibility for Attendo's overall sustainability work in addition to her previous role on September 13. Business Development Director, Eric Wåhlgren, was given expanded responsibility for quality improvement at the Group level at the same time.

POLICY FOR REMUNERATION TO EXECUTIVE MANAGEMENT

The following policy for remuneration to executive management was adopted by the 2020 annual general meeting. From 2021, the ability to pay variable remuneration is not used. For further information, see note C5 (information on Board members, senior executives and employees) on pages 80-82.

Guidelines adopted by the general meeting

These principles for remuneration shall apply to Attendo's executive management. The guidelines are forward-looking, i.e. they are applicable to remuneration agreed, and amendments to remuneration already agreed, after adoption of the guidelines by the Annual General Meeting 2020. These guidelines do not apply to any remuneration decided or approved by the general meeting.

Remuneration under employments subject to other rules than Swedish may be duly adjusted to comply with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

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

Attendo's business strategy, in short, is to provide and develop high-quality care, mainly by the establishment of care homes in own operations. Attendo's offer includes care services for elderly people, people with disabilities, social psychiatry and care for individuals and families.

Care is highly important to customers, relatives, employees, as well as the society as a whole. The demographic trend indicates a sharp increase in the population aged 85+ in Attendo's markets in the next 15 years. For a company like Attendo, the key for long-term success is the ability to provide high and stable quality with satisfied customers, well-supported relatives and with competent and committed employees.

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 personnel. To this end, it is necessary that the company offers competitive remuneration. These guidelines enable the company to offer the executive management a competitive total remuneration.

Performance criteria for variable remuneration and the company's business strategy

Long-term share-related incentive programs have been implemented in the company. Such programs have been resolved

by the general meeting and are therefore excluded from these guidelines. The long-term share-related incentive programs proposed by the Board of Directors for approval by the Annual General Meeting 2020, including one directed to the executive management, are excluded for the same reason.

The performance criteria used to assess the outcome of the long-term share-related programs are distinctly linked to the business strategy and thereby to the company's long-term value creation, including its sustainability. At present, these performance criteria comprise long-term financial results (EBITA) and the programs are conditional upon a holding period of several years. Variable cash remuneration covered by these guidelines shall aim at promoting the company's business strategy and long-term interests, including its sustainability.

Types of remuneration, etc.

The remuneration shall be on market terms and may consist of the following components: fixed cash salary, 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.

The satisfaction of criteria for awarding variable cash remuneration shall be measured over a period of one or several years. For the CEO, the variable cash remuneration may amount to not more than 75 percent of the total fixed cash salary under the measurement period for such criteria. The variable cash remuneration to other members of the executive management may amount to not more than 50 percent, correspondingly. Further variable cash remuneration may be awarded in extraordinary circumstances, provided that such extraordinary arrangements are limited in time and only made on an individual basis, either for the purpose of recruiting or retaining executives, or as remuneration for extraordinary performance beyond the individual's ordinary tasks. Such remuneration may not exceed an amount corresponding to 25 percent of the fixed annual cash salary and may not be paid more than once each year per individual.

Furthermore, Attendo shall, in order to promote a personal long-term interest in Attendo's development, be able to pay cash remuneration to executive management in relation to acquisitions of shares or share-related instruments under long-term incentive programs, in addition to the maximum variable remuneration in accordance with these guidelines (and any extraordinary remuneration as set out above). Each such payment shall not exceed 25 percent of the fixed cash remuneration during the period for such incentive programs.

Any resolution on remuneration as described in the sections above shall be made by the Board of Directors based on a proposal from the compensation committee.

For the CEO, pension benefits, including health insurance (Sw: sjukförsäkring), shall be premium defined. Variable cash remuneration shall not qualify for pension benefits. For other executives, pension benefits, including health insurance, shall be premium defined unless the individual concerned is subject to defined benefit pension under mandatory collective agreement provisions. The pension premiums for premium defined pension shall amount to not more than 30 percent of the fixed annual cash salary. Variable cash remuneration shall qualify for pension benefits to the extent required by mandatory collective agreement provisions.

BOARD OF DIRECTORS' REPORT

Other benefits should be on market terms and contribute to the executives' ability to fulfil the employment duties and may include, for example, life insurance, medical insurance (Sw: sjukvårdsförsäkring) and company car. Such benefits may amount to not more than 25 percent of the fixed annual cash salary.

Termination of employment

The notice period may not exceed twelve months if notice of termination of employment is made by the company. Fixed cash salary during the period of notice and severance pay may together not exceed an amount equivalent to the CEO's fixed cash salary for two years, and one year for other executives. The period of notice may not exceed six months without any right to severance pay when termination is made by the executive.

Additionally, remuneration may be paid for non-compete undertakings. Such remuneration shall compensate for loss of income and shall only be paid in so far as the previously employed executive is not entitled to severance pay. The remuneration shall be based on the fixed cash salary at the time of termination of employment.

Criteria for awarding variable cash remuneration, etc.

The variable cash remuneration shall be linked to predetermined and measurable criteria, which can be financial or non-financial. They may also be individualized, quantitative or qualitative objectives. The criteria shall be designed so as to contribute to the company's business strategy and long-term interests, including its sustainability, by for example being clearly linked to the business strategy or promote the executive's long-term development. Criteria for variable cash remuneration should be based on financial targets (for the group and the respective business areas, as appropriate), as well as measurable quality, customer satisfaction and employee satisfaction. At least 60 percent of the variable cash remuneration should be subject to shareholder value-based criteria. The criteria for variable cash remuneration are based on the most important and measurable prerequisites for the long-term success of Attendo, as described above, and thereby contribute to the company's business strategy, long-term interests and sustainability.

To which extent the criteria for awarding variable cash remuneration has been satisfied shall be evaluated/determined when the measurement period has ended. The compensation committee is responsible for the evaluation so far as it concerns variable remuneration to the CEO. For variable cash remuneration to other executives, the CEO is responsible for the evaluation. For financial objectives, the evaluation shall be based on the latest financial information made public by the company.

Salary and employment conditions for employees

In the preparation of the Board of Directors' proposal for these remuneration guidelines, salary and employment conditions for employees of the company have been taken into account by including information on the employees' total income, the components of the remuneration and increase and growth rate over time, in the compensation committee's and the Board of Directors' basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable.

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

The Board of Directors has established a compensation committee. The committee's tasks include preparing the Board of Directors' decision to propose guidelines for executive remuneration. The Board of Directors shall prepare a proposal for new guidelines at least every fourth year and submit it to the general meeting. The guidelines shall be in force until new guidelines are adopted by the general meeting. The compensation committee shall also monitor and evaluate programs for variable remuneration for the executive management, the application of the guidelines for executive remuneration as well as the current remuneration structures and compensation levels in the company. The members of the compensation committee are independent of the company and its executive management. The CEO and other members of the executive management do not participate in the Board of Directors' processing of and resolutions regarding remuneration-related matters in so far as they are affected by such matters.

Derogation from the guidelines

The Board of Directors 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 compensation committee's tasks include preparing the Board of Directors' resolutions in remuneration-related matters. This includes any resolutions to derogate from the guidelines.

ENVIRONMENTAL IMPACT

To take environmental considerations into account and minimize Attendo's footprint on the environment is one of the five focus areas for Attendo's sustainability work. The overall ambition for the focus area is for Attendo to be a resource-efficient care provider on the way to net zero emissions of greenhouse gases (Scope 1 and Scope 2 according to the GHG protocol). An environmental policy lists these and several other environmental aspects as guidance in daily work. The policy aims to reduce the environmental impact and continuously develop the environment, especially in the areas deemed to be most significant for the business: energy use for electricity and heating, purchase of consumables and food, distribution and transport, water use and waste management. Attendo does not conduct any operations that require permits or registration under the Swedish Environmental Code.

SUSTAINABILITY

During 2021 Attendo adopted a new sustainability agenda as an integrated part of the business strategy. The agenda covers five focus areas aimed at creating value for Attendo's shareholders and for society. In accordance with chapter 6, section 10 of the Swedish Annual Accounts Act, Attendo has chosen to prepare the sustainability report as part of the Board of Directors' report. For more information about sustainability work at Attendo, refer to the statutory sustainability report on pages 19-43 and pages 116-118 of this annual report. The sustainability report covers Attendo AB and all subsidiaries. Further infor-

BOARD OF DIRECTORS' REPORT

mation about sustainability work at Attendo is also available on the company website, attendo.com.

OUTLOOK

There will be a steep rise in the older population in the next ten years in all countries where Attendo operates. Accordingly, the demand for home care services and nursing home beds is estimated to increase structurally. New investments in nursing homes will be required to meet these needs and this creates prerequisites for long-term growth at Attendo, which is the leading private provider in care in the Nordic region.

PARENT COMPANY

The business of the parent company is to provide services to the subsidiaries and manage shares in subsidiaries. The company's costs include parent company costs including costs for executive management and the Board, as well as external consultancy costs.

FINANCIAL INFORMATION

Net sales for the year amounted to SEK 17m (15), and were entirely related to services provided to subsidiaries. Profit for the year amounted to SEK 85m (523). Attendo received dividends of SEK 510m from subsidiaries in 2021. At the end of the year, cash and cash equivalents amounted to SEK 0 (0), shares in subsidiaries to SEK 6,494m (6,494), and non-restricted equity to SEK 6,622m (6,534).

FINANCIAL TARGETS

Attendo established a profit target for three years ahead in early 2021. The target was to achieve adjusted earnings per share of at least SEK 4 for the full year 2023, driven by post-pandemic recovery, transformation in Finland, an improved operating model and growth through acquisitions and new establishment.

Attendo has determined that costs increased more than expected in 2022, due to inflation and high absenteeism. The occupancy trend in Finland was also lower than expected, as imbalances in the labour market prevents us from welcoming more customers.

Consequently, the earnings target has been postponed. The updated target is that Attendo will achieve SEK 4 per share after a delay of a few quarters, meaning that the target will be achieved in 2024.

SHARE INFORMATION

The total number of shares is 161,386,592. Attendo's holding of treasury shares amounts to 453,697, which means the number of shares outstanding at 31 December 2021 was 160,932,895. The two largest shareholders at year-end were Nordstjernan AB, with 19 percent of registered shares, and Pertti Karjalainen, with 9 percent.

PROPOSED DISTRIBUTION OF PROFITS

Dividends shall be carefully considered with regard to the objectives, scope and risk of the business, including investment opportunities and the company's financial position. 2022 was a financially and operationally challenging year for Attendo, characterized by high inflation, continued imbalances in the Finnish labour market, high sickness absence during large parts of the year and a high net debt in relation to the result.

Against this background, the Board therefore proposes, ahead of the 2023 annual general meeting, that no dividend will be paid for the financial year 2022.

Proposed distribution of profits

Proposed distribution of profits in the company	Amounts in SEK
To be retained	6,622,277,377
Total non-restricted equity in the parent company	6,622,277,377

Refer to the following income statements, balance sheets, statements of cash flow, remarks and notes to the financial statements concerning the financial performance and position of the company and the group in other respects.

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated income statement

January–December, SEKm	Note	2022	2021
Operating income			
Net sales	C3	14,496	12,867
Other operating income	C4	61	24
Total revenue		14,557	12,891
Operating costs			
Personnel costs	C5, C6	-9,929	-8,709
Other external costs	C6, C7, C8	-2,454	-2,016
Operating profit before depreciation and amortisation (EBITDA)		2,174	2,166
Amortisation and depreciation of tangible and intangible assets	C12, C13, C14	-1,500	-1,330
Operating profit after depreciation (EBITA)		674	836
Amortisation of acquisition-related intangible assets	C12	-58	-81
Operating profit (EBIT)		616	755
Profit after financial items			
Financial income	C9	2	3
Financial expenses	C9	-660	-655
Net financial items		-658	-652
Profit before tax		-42	103
Income tax	C10	-2	-44
Profit for the year		-44	59
Profit for the year attributable to:			
Parent company shareholders		-45	56
Non-controlling interests		1	3
Basic earnings per share, SEK	C11	-0.28	0.35
Diluted earnings per share, SEK	C11	-0.28	0.35
Adjusted earnings per share, diluted, SEK	C11, C34	0.68	1.48
Average number of shares outstanding, basic, thousands	C11	160,925	160,913
Average number of shares outstanding, diluted, thousands	C11	160,938	160,930

Consolidated statement of comprehensive income

January–December, SEKm	Note	2022	2021
Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit pension plans, net of tax	C10, C22	1	5
Items that may be reclassified to profit or loss			
Exchange rate differences on translation of foreign operations		85	26
Other comprehensive income for the year, net of tax		86	31
Profit for the year		-44	59
Total comprehensive income for the year		42	90
Total comprehensive income attributable to:			
Parent company shareholders		41	87
Non-controlling interests		1	3

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated balance sheet

31 December, SEKm	Note	2022	2021
ASSETS			
Non-current assets			
Goodwill	C12	7,204	6,878
Other intangible assets	C12	504	478
Property, plant and equipment	C13	642	538
Right-of-use assets	C14	11,118	10,535
Deferred tax assets	C10	454	381
Other non-current receivables	C15	58	53
Total non-current assets		19,980	18,863
Current assets			
Trade receivables	C16	1,400	1,312
Current tax assets		64	53
Other current receivables	C17	373	317
Cash and cash equivalents		507	513
		2,344	2,195
Assets held for sale	C18	1	18
Total current assets		2,345	2,213
TOTAL ASSETS		22,325	21,076
EQUITY AND LIABILITIES			
Equity			
Share capital		1	1
Other contributed capital		4,405	4,405
Retained earnings		595	526
Equity attributable to shareholders		5,001	4,932
Non-controlling interests		0	25
Total equity		5,001	4,957
Non-current liabilities			
Liabilities to credit institutions	C20	2,330	2,069
Long-term lease liabilities	C14, C21	11,246	10,739
Deferred tax liabilities	C10	119	105
Provisions for post-employment benefits	C22	0	2
Other provisions	C23	88	70
Other non-current liabilities	C24	46	1
Total non-current liabilities		13,829	12,986
Current liabilities			
Liabilities to credit institutions	C20	0	1
Short-term lease liabilities	C14, C21	1,229	1,068
Short-term provisions	C23	49	53
Trade payables		462	425
Current tax liabilities		3	11
Other current liabilities	C26	1,752	1,571
		3,495	3,129
Liabilities held for sale	C18	0	4
Total current liabilities		3,495	3,133
TOTAL EQUITY AND LIABILITIES		22,325	21,076

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated statement of cash flow

January–December, SEKm	Note	2022	2021
Operating activities			
Profit before tax		-42	103
Adjustments for items not included in cash flow	C27	1,505	1,405
Paid income tax	C10	-60	-58
Cash flow from operating activities before changes in working capital		1,403	1,450
Cash flow from changes in working capital			
Changes in current receivables		-43	-140
Changes in current liabilities		-27	68
Cash flow from operating activities		1,333	1,378
Investing activities			
Net change in assets and liabilities held for sale	C18	1	2
Investments in subsidiaries (net of acquired cash)	C28	-204	-263
Divestment of subsidiaries	C31	-	-1
Investments in intangible assets	C12	-36	-28
Investments in tangible assets	C13	-168	-142
Divestments of tangible and intangible assets	C12, C13	17	19
Cash flow from investing activities		-390	-413
Financing activities			
Repayment of lease liabilities		-1,122	-978
Warrants		2	2
New borrowings	C20, C25	250	100
Repayment of loans	C20, C25	-100	-300
Cash flow from financing activities		-970	-1,176
Cash flow for the year		-27	-211
Cash and cash equivalents at the beginning of the period		513	716
Effect of exchange rate changes on cash		21	8
Cash and cash equivalents at the end of the period		507	513

See Note 27 Cash flow statement for information about interest received/paid.

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated statement of changes in equity

SEKmn	Equity attributable to shareholders						Non-controlling interests	Total equity
	Share capital	Capital contribu-tions	Retained earnings		Total equity			
			Accumulated translation differences	Other retained earnings				
Opening balance, 1 January 2021	1	4,405	76	367	4,849	22	4,871	
Profit								
Profit for the year	–	–	–	56	56	3	59	
Other comprehensive income								
Remeasurement of defined benefit pension plans, net of tax	–	–	–	5	5	–	5	
Exchange rate differences on translation of foreign operations	–	–	26	–	26	–	26	
Total other comprehensive income	–	–	26	5	31	–	31	
Total comprehensive income	–	–	26	61	87	3	90	
Transactions with shareholders								
Share savings plan	–	–	–	2	2	–	2	
Warrants	–	–	–	1	1	–	1	
Total transactions with shareholders	–	–	–	3	3	–	3	
Transactions with non-controlling interests	–	–	–	-7	-7	–	-7	
Closing balance, 31 December 2021	1	4,405	102	424	4,932	25	4,957	
Opening balance, 1 January 2022	1	4,405	102	424	4,932	25	4,957	
Profit								
Profit for the year	–	–	–	-45	-45	1	-44	
Other comprehensive income								
Remeasurement of defined benefit pension plans, net of tax	–	–	–	1	1	–	1	
Exchange rate differences on translation of foreign operations	–	–	85	–	85	–	85	
Total other comprehensive income	–	–	85	1	86	–	86	
Total comprehensive income	–	–	85	-44	41	1	42	
Transactions with shareholders								
Share savings plan	–	–	–	0	0	–	0	
Warrants	–	–	–	2	2	–	2	
Total transactions with shareholders	–	–	–	2	2	–	2	
Transactions with non-controlling interests	–	–	–	26	26	-26	0	
Closing balance, 31 December 2022	1	4,405	187	408	5,001	0	5,001	

Notes to the consolidated financial statements

C1

SIGNIFICANT ACCOUNTING POLICIES

Attendo AB (publ), corporate ID no. 559026-7885, with its registered office in Danderyd, Sweden is the parent company of a group that includes the subsidiary Attendo International AB. In turn, Attendo International AB owns companies whose business is to own companies and manage shares in companies whose primary business is providing health and care services in the Nordic countries.

Attendo's head office is located at Vendevägen 85, 182 91 Danderyd, Sweden.

The financial statements are on pages 61-100 of the printed annual report. The consolidated financial statements will be subject to adoption by the Annual General Meeting (AGM) on 26 April 2023.

Basis of preparation of financial statements

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRIC Interpretations, as endorsed by the European Union, and the Swedish Financial Reporting Board's Recommendation RFR 1 "Supplementary Accounting Rules for Groups," with associated interpretations issued by the Swedish Financial Reporting Board and the Swedish Annual Accounts Act.

The consolidated financial statements are presented in millions of Swedish kronor (SEKm). These financial statements have been prepared in accordance with the cost method, except specific financial assets and liabilities, such as derivatives, financial assets held for sale and pension assets attributable to defined benefit pension plans, which are measured at fair value.

The financial statements cover the companies that comprise the group and have been prepared for the same reporting periods and with consistently applied accounting policies. All intra-group dealings, transactions, revenue and costs, and profit and losses have been eliminated.

The most significant accounting policies applied to the preparation of the financial statements are stated below.

Amendments to this year's accounting policies and disclosures

No new or amended accounting standards or improvements have been implemented during the year.

Key accounting judgements, estimates and assumptions

Preparing financial statements in accordance with IFRS requires the use of certain key accounting estimates. Furthermore, management is required to make certain judgements when applying the accounting policies. Areas that involve extensive judgements, that are complex or where assumptions and estimates are of material significance to reporting are stated in Note C2, Key accounting judgements, estimates and judgements.

Accounting policies for the consolidated financial statements

The financial statements include Attendo AB and all entities that the parent company controls. The group controls an investee when it has exposure, or rights, to variable returns from its involvement with the investee and is able to use its power over the investee to affect the amount of the group's returns. Subsidiaries are included in the financial statements from the date the group gains control over the subsidiary. They are excluded from the financial statements from the date it ceases to control the subsidiary.

The acquisition method

Attendo applies the acquisition method to accounting for business combinations. This means that an acquisition of a subsidiary is viewed as a transaction in which the group indirectly acquires the subsidiary's assets and assumes its liabilities. The value of the acquisition is determined by measuring the fair value of the subsidiary's assets and liabilities on the acquisition date. The measurement includes any contingent consideration or share purchase option liability on the acquisition date. Subsequent remeasurements of the additional consideration or share option liability are recognised at fair value through profit or loss and under equity, respectively.

According to IFRS, transactions involving non-controlling interests (NCI) are accounted for as equity transactions. However, there are no specific rules governing the remeasurement of share purchase option liabilities to these NCI. Remeasurements of share purchase option liabilities in NCI are accounted for as equity transactions in the consolidated financial statements. The Group finds that this accounting is justified because it reflects the implications of the transactions and thus provide a fairer picture. Accordingly, accounting conforms to other transactions with NCI. For each acquisition, a decision is made as to whether all NCI in the acquired entity should be measured at fair value or the NCI's proportionate share of the net assets of the acquired entity.

Acquisition costs are expensed as they arise. If the aggregate value of the consideration transferred exceeds the fair value of the acquired net assets or other identifiable assets, the surplus is recognised as goodwill. If the fair value of the acquired net assets exceeds the aggregate value of the consideration transferred, the difference is recognised directly in profit or loss.

All intra-group transactions and balance sheet items and intra-group gains and losses from the sale of non-current assets are eliminated in the consolidated financial statements.

Revaluation and translation of foreign currency

The financial statements of all subsidiaries are denominated in local currency. The consolidated financial statements are presented in Swedish kronor (SEK), which is the parent company's functional and presentation currency.

Foreign currency transactions have been translated at the spot conversion rate on the date of the transaction. Exchange rate gains and losses arising upon payment for such transactions and upon the conversion of monetary assets and liabilities denominated in foreign currency at the closing rate are recognised in profit or loss. The exception is cases where transactions satisfy the conditions for hedge accounting of cash flows or net investments, when gains/losses are recognised in Other Comprehensive Income (OCI).

Translation of foreign subsidiaries

The results of operations and financial positions of all group companies whose functional currency differs from the presentation currency are translated to the group's presentation currency as follows:

- Assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet.
- Income and expenses for each income statement are translated at the average rate of exchange.
- Exchange rate differences are recognised in OCI.

Goodwill and fair value adjustments arising from acquisitions of foreign operations are treated as part of the assets and liabilities of the foreign operation and translated at the closing day rate. Exchange rate differences are recognised in OCI.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Statement of cash flow

The statement of cash flow has been prepared in accordance with the indirect method. The changes for the year in operating assets and operating liabilities have been adjusted for currency effects. Acquisitions and/or disposals of subsidiaries are reported net of cash and cash equivalents acquired or disposed of liquid assets in cash flow from investing activities. Assets and liabilities held by acquired and disposed businesses at the transaction date are not included in the statement of changes in working capital or in changes in balance sheet items presented in investing or financing activities.

Revenue recognition

Attendo's care and health care services are based mainly on multi-year contracts. Compensation is linked to the number of care days, hours performed or services granted by the local authority. Attendo is normally paid rental income by the residents of Attendo's own homes.

Own operations

In *Own operations*, Attendo operates in premises controlled by the company. Attendo also provides home care services in customer choice models. Own operations includes care for older people, people with disabilities, social psychiatry and care for individuals and families. Attendo has leases with property owners. Attendo owns a very limited number of properties. In the care home business, Attendo is normally compensated for care provision, meal provision and rent. In a typical care home in Own operations, Attendo is compensated by the local authority for care provision, and in many contracts also for meal provision. The customer normally pays rent to Attendo and, in several operations, for meals. Compensation models vary among the local authorities. In Finland, some customers pay for a portion of care services. Compensation for care service and meals is based on care days, while the rent is a monthly charge.

In home care services under the Own operations contract model, Attendo is compensated for hours performed or services granted by the local authority.

Outsourcing

In *Outsourcing operations*, Attendo provides services in publicly controlled units/premises or provides home care services based on outsourcing contracts. Outsourcing operations include care for older people, people with disabilities, social psychiatry and care for individuals and families. The premises are the responsibility of the local authority.

In the care home business, Attendo is normally compensated by the local authority for care provision and meals. Compensation models vary among the local authorities.

In home care services under the Outsourcing contract model, Attendo is compensated for hours performed or services granted by the local authority.

Revenue recognition

Revenue is recognised when the services have been rendered and in accordance with agreed prices, by reference to the stage of completion. The revenue is billed monthly. Terms of payment are normally Net 30 Days in Sweden and Net 14 Days in Finland.

Price increases

Price increases are regulated in the absolute majority of contracts and are usually linked to some form of index. The indices are linked to labour cost increases and/or general price increases.

Price increases in Attendo's rental agreements with customers are linked to local negotiations between market partners or general cost increases.

No performance obligations have been identified that must be reported as the company does not have contracts of that nature.

Segment reporting

Attendo has defined two operating segments that are continuously monitored by the chief operating decision maker, who makes decisions about the allocation of resources and assesses the operating segment's performance.

"Other and eliminations" in the segment tables covers costs for the head office and group eliminations.

Assistance and grants

Attendo is entitled to various state and municipal employee-related assistance and grants, as well as compensation for certain other additional costs. This assistance may, for example, be related to training, employment, reduced working hours and compensation for higher costs for personal protective equipment, for example. All assistance and grants are recognised in profit or loss as cost reductions in the period in which the assistance was received.

Financial assets

Financial assets are recognised when the group becomes party to the contractual provisions of an instrument. Financial assets are derecognised from the balance sheet when the right to receive cash flows from the instrument expires or is transferred and the group transfers all significant risks and rewards of ownership.

The group's financial assets largely consist of cash and cash equivalents and trade receivables, and are classified in accordance with IFRS 9 Financial Instruments:

Attendo classifies its financial assets in the following three categories:

- Financial assets measured at fair value through profit or loss
- Financial assets measured at amortised cost
- Financial assets measured at fair value through other comprehensive income

The classification is based on the group's purpose in holding the financial instruments. The classification of financial assets is determined at initial recognition.

Financial assets at fair value through profit or loss

Financial assets measured at fair value are financial assets with fixed or determinable payments that are not quoted in an active market. Financial assets measured at fair value are initially recognised at fair value and subsequently at amortised cost using the effective interest rate method.

Trade receivables, which are a component of financial assets in this category, are recognised in the amounts at which they are expected to be paid. Attendo has devised a collective model for accounting for credit losses attributable to trade receivables because the company's trade receivables are regarded as having the same credit characteristics. The model is tested every year to determine whether any changes are necessary. Expected and incurred credit losses are recognised as operating costs. For further information, see Note C16 Trade receivables.

Financial assets measured at amortised cost

Cash and bank balances are measured at amortised cost.

Cash and cash equivalents

Cash and cash equivalents include cash and bank balances through the group's cash pool. Unutilised overdraft facilities are not included in cash and cash equivalents. For further information see Note C25, Financial risk management and financial instruments.

Financial assets measured at fair value through other comprehensive income

The group has no financial assets measured at fair value through other comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**Financial liabilities**

Financial liabilities primarily consist of trade payables and loan liabilities. The financial liabilities that are not included in hedge accounting are measured and recognised at amortised cost, applying the effective interest rate method. The direct cost of borrowing is included in the cost. When the overdraft facility is used, the item is included in financial liabilities. Financial liabilities denominated in foreign currency are translated at the closing day rate.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs. Borrowings are subsequently measured at amortised cost and any difference between the proceeds (net of transaction costs) and the amount due on settlement is recognised in profit or loss allocated across the term of the loan, using the effective interest rate method. See also Note C20, Liabilities to credit institutions.

Trade payables

Trade payables are initially measured at fair value and subsequently at amortised cost, using the effective interest rate method.

Lease liabilities

At the date of the inception of the lease, the company measured future lease payments at the present value of the lease payments unpaid as of that date. Lease payments are discounted using the implicit interest rate. Changes in the discount rate affect the size of the liability and interest expenses attributable to the liability. A new discount rate is set when a new lease is added when an extension option is used and when there is a major contractual change in the scope of the lease.

Contingent consideration

Contingent consideration is measured at fair value based on the estimated outcome of contractual clauses in share transfer agreements at the acquisition date. At each reporting date, the financial liability is measured at fair value and any changes are recognised in profit or loss under "Other external expenses".

Cash flow hedges

The effective portion of the change in fair value of net investments in subsidiaries identified as cash flow hedges and that meet the criteria for hedge accounting, is recognised in OCI. The profit or loss attributable to the ineffective portion is immediately recognised in profit or loss as financial income or expense.

When a hedging instrument expires or is sold or when the hedge no longer meets the criteria for hedge accounting and the cumulative gain or loss on the hedging instrument is reserved in equity in equity, the gain or loss remains in equity and is recognised when the highly probable forecast transaction is finally recognised in profit or loss. When a highly probable forecast transaction is no longer expected to occur, the cumulative gain or loss reserved in equity is immediately reclassified to profit or loss.

Leases

Attendo accounts for its leases according to IFRS 16 Leases. A lease under IFRS 16 Leases is a contract that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The majority of the contracts classified as leases under IFRS 16 refer to premises where Attendo runs own operations, cars used in home care operations and a few other assets.

Attendo has taken advantage of the exemption permitting the exclusion of leases of assets of low value, below SEK 50,000, and leases with terms of less than twelve months. The lease agreements related to land and buildings usually have terms of 10–15 years and those for cars have terms of 3 years. Leases for

land and buildings also normally include one or more extension options. Because exercise of an extension option requires a new investment decision, IFRS 16 does not cover the calculation of the extension option until a decision to continue the operation is made. Variable costs, such as property tax, VAT and other variable property costs, such as the costs of maintenance, electricity, heat and water, etc., are excluded from the lease liability calculation to the extent the costs can be separated from the cost of rent. Attendo provides care services through two contract models: own operations and outsourcing. In the own operations contract model, Attendo provides care services on Attendo's own premises, i.e., premises that Attendo in most cases rents from external property owners.

In outsourcing, Attendo provides care services on local authority premises and thus has no rental agreements for these premises. The implicit interest rate in the lease is used to calculate the lease liability (the present value of future lease payments). The majority of Attendo's leases contain some form of annual indexation, usually based on the consumer price index. There are leases in Finland where indexation is based on occupancy. Recognised right-of-use assets under IFRS 16 include only the value of discounted leases that have been taken into use. Moreover, the obligations last for longer than 12 months and the leases are at fixed rent as opposed to variable rent.

Intangible assets**Goodwill**

Goodwill arises from business combinations and is measured as the surplus by which the consideration transferred exceeds Attendo's share in the fair value of identifiable assets, liabilities and contingent liabilities in the acquired entity and the fair value of non-controlling interests in the acquired entity.

Goodwill from business combinations is allocated to the cash-generating unit (CGU) in the group expected to benefit from the synergies of the combination.

Goodwill is tested for impairment annually or more frequently if there are indications that the CGU may be impaired. An impairment loss is recognised if the carrying amount exceeds the recoverable amount, which is the higher of the value in use and fair value, less costs of disposal. An impairment loss is immediately recognised as an expense in profit or loss and may not be reversed. More information on goodwill impairment is provided in Note C2, Key accounting judgements, estimates and assumptions and Note C12, Intangible assets.

Customer relationships

Customer relationships are recognised in conjunction with business combinations when the customer base is a significant part of the combination.

Customer relationships are estimated to have a finite useful life. These assets are carried at fair value on the acquisition date and subsequently carried at cost less accumulated amortisation and any impairment losses. Assets are amortised by the straight-line method over the estimated useful lives of customer relationships.

The value of deferred tax liabilities is estimated on the basis of the local tax rate as the difference between the carrying amount and the tax value of the intangible asset. The deferred tax liability is to be dissolved over the same period as the intangible assets are amortised.

The estimated useful lives of the assets are as follows:

Asset	Years
Customer relationships	5–10

Impairment testing and the recognition of impairment for customer relationships are conducted in the same manner as for goodwill.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Other intangible assets

These assets primarily consist of acquired customer contracts, but also other acquired intangible assets such as licenses and trademarks. Other acquired intangible assets are initially carried at fair value at the acquisition date and subsequently carried at cost less accumulated amortisation and any impairment losses.

Amortisation is recognised in profit or loss according to the straight-line method over the estimated useful life of the asset, provided that such useful lives are not indefinite. The useful life of an asset is subject to annual review and when required. Amortisable intangible assets are amortised from the date they become available for use. Attendo acquires nursing homes and, in some cases, local medical centres from local authorities in Finland. These transactions were aimed at acquiring nursing homes in attractive locations with existing customers and employees. The transactions are reported as required under IFRS 3 Business Combinations. Land, buildings and customer relationships acquired in these transactions are carried at fair value and depreciated/amortised over the useful life of the asset. Liabilities are also measured at fair value. Any surplus value is reported as good will.

The estimated useful lives of the assets are as follows:

Asset	Years
Customer contracts	6–20
Other intangible assets	3–5

Amortisation is recognised in profit or loss on a straight-line basis over the term of the contract. Impairment testing and the recognition of impairment for other intangible assets are conducted in the same manner as for goodwill.

Cloud-based IT services are accounted for according to the substance of the agreement. If the company has control over software and meets the criteria for recognising an asset, the costs should be capitalised. If implementation costs do not meet the criteria to be recognised as an intangible asset, the costs must be expensed as the implementation services are rendered according to the contract.

Property, plant and equipment

Items of property, plant and equipment are recognised at cost less accumulated depreciation and any impairment losses.

Depreciation is recognised using the straight-line method over the estimated useful life of the asset. In cases where part of property, plant and equipment consist of several components, where each component its own cost and estimated useful life that differs significantly from the item as a whole, each component is depreciated individually on the basis of the component's estimated useful life.

The estimated useful lives of the assets are as follows:

Asset	Years
Buildings	5–50
Machinery and equipment	3–10
Vehicles	5

Impairment testing as well as the recognition of impairment is conducted in the same manner as for intangible assets.

The profit or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss as other operating income or expense.

Right-of-use assets

Right-of-use assets are recognised at cost at the date of the lease. After acquisition date, the right-of-use is recognised at the discounted value. Depreciation is recognised using the straight-line method over the life of the lease.

The estimated useful lives of the assets are as follows:

Asset	Years
Real estate	1–20
Vehicles	3

Impairment testing as well as the recognition of impairments is conducted in the same manner as for tangible assets.

The profit or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss as other operating income or expense.

Assets held for sale and discontinued operations

Assets held for sale and discontinued operations are reported as required under IFRS 5. The implications of classification of a non-current asset (or disposal group) as held for sale are that the carrying amount of the asset will be recovered mainly through sale and not through continued use in operations.

These assets or disposal groups must be presented separately in the statement of financial position.

Liabilities associated with these assets or disposal groups must be presented separately from other liabilities in the statement of financial position.

Upon reclassification, assets and liabilities are measured at the lower of carrying amount and fair value less costs to sell. As of that point, the assets are no longer depreciated. Gains and losses recognised in connection with remeasurement and disposal are reported in profit or loss for the period.

Income taxes

Tax expense for the year comprises current and deferred tax. Taxes are recognised in profit or loss except when the tax refers to items recognised in OCI or directly in equity. In such cases, the tax is also reported in OCI or equity.

Deferred tax is recognised as temporary differences between the tax base and the carrying amounts of assets or liabilities, and for loss carryforwards. Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which they can be utilised.

Deferred tax liabilities are, however, not recognised if they arise as a result of the initial recognition of goodwill. Nor are deferred taxes recognised if they arise as a result of a transaction that constitutes the initial recognition of an asset or liability other than in a business combination which, at the time of the transaction, does not affect either the accounting or the taxable profit.

Provisions and impairments of right-of-use assets

A provision is a liability of uncertain timing or amount. A provision is recognised when the group has an existing legal or constructive obligation as a result of a past event and it is probable that an outflow of resources will be necessary to settle the obligation, and the amount can be estimated reliably. Provisions are measured as the present value of the estimated expenditure required to settle the obligation. When the effect of the timing of settlement is material, provisions are calculated on the basis of discounting estimated future cash flows.

Right-of-use assets are impaired when the economic benefits are lower than the recognised value of the right-of-use asset. The value in use is defined as the estimated future cash flows derived from continued use of the asset until disposal. Value in use is calculated through discounting the future cash flow. The impairment is reported as amortisation of tangible assets.

Onerous contracts

A provision for an onerous contract is recognised when unavoidable costs of meeting the obligations under the contract with the customer exceed the economic benefits that the group expects to receive under it.

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Restructuring

A provision for restructuring is recognised when the group has adopted a detailed formal restructuring plan whose implementation has started or which has been announced to those affected. In these cases, provisions are made for outstanding rents, closing costs and, where applicable, personnel costs.

Employee remuneration**Pensions**

Group companies have different pension plans that are classified as either defined contribution or defined benefit pension plans.

For the defined contribution pension plans, the Group's commitment is limited to fixed fees paid to a separate legal entity. These are recognised as personnel costs in profit or loss as they fall due for payment. The Group has no obligation to pay additional fees if the assets of the pension fund prove to be insufficient. A defined benefit pension plan specifies a pension amount that the employee receives upon retirement, usually depending upon one or more factors such as age, number of years of service and salary. The liability recognised in the balance sheet regarding 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 and unrecognised expenses for service in previous periods. The defined benefit pension obligation is calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting estimated future cash flows using the yield on investment grade bonds issued in the same currency as the benefits will be paid, with maturities comparable to the current pension obligation. The discount rate is reviewed quarterly, which affects net debt. Other assumptions, such as retirement age, mortality and employee turnover are reviewed annually.

Actuarial gains and losses resulting from experience-based adjustments and changes in actuarial assumptions are recognised in other comprehensive income during the period in which they arise.

The Group's net liability for defined benefit pension plans in Norway is calculated by estimating the future benefits that employees have earned through their employment in both current and previous periods.

Termination benefits

Termination benefits are payable when employment is terminated by the group before the normal retirement date or when an employee accepts voluntary redundancy in exchange for such termination benefits. The group recognises severance pay when it is demonstrably committed to a termination when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal. If the company has presented an offer to encourage voluntary redundancy, severance pay is calculated based on the number of employees that are estimated to accept the offer. Payments that fall due more than 12 months after the end of the reporting period are discounted to present value.

Share-based incentive programmes

Attendo launched two share-based incentive programmes, the Attendo+ share savings programme and a Performance-based Shares Programme based on share rights that give employees the opportunity to acquire shares in Attendo. In accordance with IFRS 2, costs related to the share savings programmes are expensed as a personnel cost during the vesting period and recognised directly in equity. The social insurance fees paid by reason of the share-based incentive programmes are accounted for in accordance with the recommendation from the Swedish Financial Reporting Board's Recommendation, UFR 7. The calculation is based on the change in value of the number of matching shares and performance-based shares expected to be granted and is recognised as a provision on an ongoing basis.

New or amended IFRS standards

New or amended standards or interpretations that will take effect in the next reporting year or later were not early applied in the preparation of the consolidated financial statements. These new amendments and interpretations are not expected to have material impact on the consolidated financial statements.

On January 1, 2023 an amendment will be made to IAS 12. Income taxes regarding the exception to report deferred tax on all temporary differences in force. The amendment clarifies that the exception is no longer applicable when accounting for transactions that simultaneously gives rise to both an asset and a liability. For Attendo, this will result in increased information requirements about deferred tax assets and deferred tax liabilities, which will be applied retrospectively.

Performance measures not defined in IFRS

The Attendo Group's consolidated financial statements are prepared according to IFRS. Only a few performance measures are defined according to IFRS. As from 2016, Attendo has applied ESMA's (European Securities and Markets Authority) new guidelines for alternative performance measures (APM). An APM is, in short, a financial measure of historical or future financial performance, financial position or cash flows, other than a financial measure defined or specified in IFRS. Attendo presents certain financial measures not defined in IFRS in order to support executive management and other stakeholders in their analysis of the group's performance. Executive management believes this information facilitates analysis of the group's financial performance. This information is complementary information to IFRS and does not replace financial measures defined in IFRS. Attendo's definitions of financial measures not defined in IFRS can differ from those applied by other companies. All of the definitions applied by Attendo are presented on page 114.

C2

KEY ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The consolidated financial statements are prepared in accordance with IFRS. The preparation of financial statements and the application of accounting policies are often based on the management's judgements and estimates, and on assumptions that are considered reasonable and balanced at the time of such judgements. However, the outcome could be different given other judgements, assumptions and estimates, and events may occur that could require a significant restatement of the carrying amount of an asset or liability.

Significant areas where judgements and assumptions have been made and which are considered to have the greatest impact on the consolidated financial statements are listed below.

Impairment testing of goodwill**Goodwill**

The group tests whether goodwill is impaired each year in accordance with the accounting policies stated in Note C1, Significant accounting policies. The impairment test includes measurements based on judgements and estimates. The estimates are based on critical assumptions such as growth rate, profit margins, investment requirements and the discount rate. Political decisions that lead to legislative change could have significant impact on Attendo's operations and financial performance.

Attendo tested carried goodwill during the year for indication of impairment. As in previous years, impairment testing was done separately for Attendo Scandinavia (AS) and Attendo Finland (AF). Attendo has large recognised asset values related to long-term leases, usually with terms of more than 10 years. In addition, future demographic changes are expected to lead to further increases in the need for the group's services after year five in the forecast period. Attendo has therefore used a ten-year forecast period.

The test showed no indication of impairment. Further information is provided in Note C12 Intangible assets.

Right-of-use assets

An impairment of a right-of-use asset is recognised when the group has determined that the economic rewards expected to be derived from the contract are lower than the carrying amount of the right-of-use asset. When profit generation in a unit does not suffice to cover the rights, the right-of-use asset must be impaired.

Attendo assessed right-of-use assets for indication of impairment during the year. This did not result in any write-down. During the comparison year, a write-down was made by SEK 33m.

Assets and liabilities held for sale

Attendo builds properties in own operations. All assets and liabilities related to these projects are recognised as assets and liabilities held for sale in accordance with IFRS 5. These assets are recognised at the lower of the carrying amount and fair value less costs to sell. Attendo has entered into contracts with external property owners to sell the properties after completion. If the contract is not fulfilled and the sale of the properties does not occur, assets and liabilities are reclassified in accordance with other assets and liabilities on the balance sheet.

Provisions and impairments of onerous contracts

The group's sales are mainly derived from customer contracts. Management evaluates factors such as the existence of contract losses in order to determine the income and expense items to be recognised in each period. The existence of any onerous contracts is reviewed individually on the basis of each unit's profit and loss, including index adjustments, during the estimated life of the contract. If an onerous contract is judged to exist, a provision is immediately recognised based on the estimated loss. If this involves a right-of-use asset, it is recognised as an impairment of the right of use. As of 31 December 2022, the total provisions for onerous contracts amounted to SEK 95m (54). See Note C14 Right-of-use assets and Note C23 Provisions for more information regarding provisions and impairments.

Taxes

The recognition of income tax, value added tax and other taxes is based on current regulations, including practice, directions and legislation in the countries where the group has its operations. Due to the overall complexity of these issues, the application of these regulations and thus tax accounting are in some cases based on interpretations, estimates and assessments of possible outcomes. In complex issues, the group solicits advice from external experts to assess possible outcomes on the basis of current practice and interpretations of existing regulations. In 2022, the group recognised income tax expenses of SEK -2m (-44).

Deferred tax assets and liabilities are recognised as temporary differences and unutilised tax loss carry forwards. The valuation of tax loss carry forwards is based on management's estimates of future taxable income in the respective tax areas. At 31 December 2022, the value of deferred tax assets amounted to SEK 454m (381). More detailed information on taxes is found in Note C10 Taxes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Right-of-use assets**Extension options**

Leases for land and buildings also normally include one or more extension options. Because exercise of an extension option requires a new investment decision, IFRS 16 does not cover the calculation of the extension option until a decision to continue the operation is made.

Discount rate

Attendo's leases were categorised based on their geographical location for the calculation of the lease liability (the present value of future lease payments). Changes in the discount rate affect the size of the liability and interest expenses attributable to the liability. A new discount rate is set when a new lease is added when an extension option is used and when there is a change in the scope of the lease. The basis for the discount rate is obtained from an external party on an annual basis.

The effect of ongoing disputes and measurement of contingent liabilities on the Group's financial position.

Over the years, the Group has made a number of acquisitions. As a consequence of such acquisitions, certain contingent liabilities related to the acquired operations may have been taken over as well as certain issues regarding purchase consideration and contingent consideration. Companies within the Group are also involved in a few other legal processes and tax audits that have arisen in the business. Reporting of disputes, legal processes and tax audits is subject to critical estimates and assessments.

C3**SEGMENT REPORTING AND INCOME**

Attendo has defined two operating segments that are continuously monitored by the chief operating decision maker, who makes decisions about the allocation of resources and assesses the operating segment's performance. Attendo reports two operating segments based on the two business areas, Attendo Scandinavia and Attendo Finland.

Information and income by geographical area

2022, SEKm	Scandinavia	Finland	Group
Net sales			
by contract model	6,599	7,897	14,496
Own operations	5,114	7,852	12,966
Outsourcing	1,484	45	1,529

2021, SEKm	Scandinavia	Finland	Group
Net sales			
by contract model	6,037	6,830	12,867
Own operations	4,632	6,772	11,404
Outsourcing	1,405	58	1,463

In all material respects, the company's revenues refer to services rendered over time. This has not changed since the preceding year. At the end of the year, Attendo had 80 outsourcing contracts. Average annual sales in Sweden for outsourced units are SEK 29m for nursing homes and SEK 12m for homes for people with disabilities. The main customers are local authorities. In all material respects, all contracts are dependent upon customer demand for Attendo's services, and revenues therefore fluctuate. Provided that occupancy remains good, Attendo estimates that total revenues for the outsourcing contracts up to the termination date amount to approximately SEK 7.1bn. Of these, an estimated 25 percent will be generated next year and a further 19 percent in the year after next.

Transaction prices allocated to remaining performance obligations, SEKm	2023	2024	Total
Aggregated expected revenues related to outsourcing contracts:	1,790	1,379	7,135

Contracting local authorities

Attendo had no contracting local authorities in 2022 for which revenue exceeds 10 percent of the group's total revenue.

Net sales from external customers refers primarily to health care services.

The information relating to non-current assets is based on geographical areas grouped on the basis of where the assets are located. Non-current assets do not include financial instruments, deferred tax assets or assets relating to post-employment benefits in accordance with IFRS 8, p. 33.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Other and eliminations in the segment tables below covers costs for the head office and group eliminations

SEKm	2022				2021			
	Scandinavia ³	Finland	Other and eliminations	Group	Scandinavia ³	Finland	Other and eliminations	Group
Operating income								
Net sales	6,599	7,897	0	14,496	6,037	6,830	0	12,867
Other operating income	34	29	-2	61	15	9	0	24
Total revenue	6,633	7,926	-2	14,557	6,052	6,839	0	12,891
Operating costs								
Personnel costs	-4,502	-5,371	-56 ¹	-9,929	-4,113	-4,542	-54 ¹	-8,709
Other external costs	-890	-1,553	-11 ²	-2,454	-744	-1,257	-15 ²	-2,016
Operating profit before depreciation and amortisation (EBITDA)	1,241	1,002	-69	2,174	1,195	1,040	-69	2,166
Amortisation and depreciation, tangible and intangible assets	-664	-835	-1	-1,500	-585	-744	-1	-1,330
Operating profit after depreciation (EBITA)	577	167	-70	674	611	296	-70	836
Amortisation of acquisition-related intangible assets	-10	-48	-	-58	-14	-68	-	-81
Operating profit (EBIT)	567	119	-70	616	597	228	-70	755
Profit after financial items								
Financial income	-	-	-	2	-	-	-	3
Financial expenses	-	-	-	-660	-	-	-	-655
Net financial items	-	-	-	658	-	-	-	-652
Profit (-loss) before tax	-	-	-	-42	-	-	-	103
Income tax	-	-	-	-2	-	-	-	-44
Profit for the year	-	-	-	-44	-	-	-	59

1) Other, i.e., the cost of the head office, amounts to SEK 56m (54). Eliminations amount to SEK 0m (0).

2) Other, i.e., the cost of the head office, amounts to SEK 11m (15).

3) Net sales for Scandinavia are distributed as follows: Sweden, SEK 6,426m (5,881) and Denmark SEK 173m (156).

Other segment information

SEKm	2022				2021			
	Scandinavia	Finland	Head office balance sheet	Group	Scandinavia	Finland	Head office balance sheet	Group
Assets	10,501	11,496	328	22,325	10,378	10,431	267	21,076
Liabilities	6,022	8,905	2,397	17,324	5,976	8,004	2,139	16,119
Investments in tangible and intangible assets	88	116	0	204	65	104	1	170

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Non-current assets by country

2022, SEKm	Sweden	Denmark	Finland	Head office	Total
Intangible non-current assets	4,750	–	2,957	1	7,708
Property, plant and equipment	184	9	449	–	642
Right-of-use assets	4,300	228	6,590	–	11,118
Non-current receivables	6	4	48	–	58
Total	9,240	241	10,044	1	19,526

2021, SEKm	Sweden	Denmark	Finland	Head office	Total
Intangible non-current assets	4,714	–	2,641	1	7,356
Property, plant and equipment	165	10	363	–	538
Right-of-use assets	4,309	99	6,127	–	10,535
Non-current receivables	6	4	43	–	53
Total	9,194	113	9,174	1	18,482

C4

OTHER OPERATING INCOME

Other operating income

SEKm	2022	2021
Gains on sales of non-current assets	31	9
Gains on sales of assets held for sale	0	1
Other	30	14
Total	61	24

C5

INFORMATION ON BOARD MEMBERS, SENIOR EXECUTIVES AND EMPLOYEES

Board remuneration

The Board of Directors of the parent company was composed of seven directors elected by the general meeting at the end of the year, of whom three women. The 2022 AGM approved Board fees of SEK 3,670,000 in total (including base fee and committee fee), to be distributed as followed: SEK 1,000,000 to the Chair of the Board and SEK 350,000 to other Board members not employed by the company, SEK 200,000 to the Chair of the Audit Committee and SEK 85,000 to the other members of the Audit Committee (maximum of 2) and SEK 100,000 to the Chair of the Compensation Committee and SEK 50,000 to the other members of the Compensation Committee (maximum of 2). The fee is unchanged since 2019.

Remuneration to Board fee Members, SEKk	Board fee		Committee fee		Total fee	
	2022	2021	2022	2021	2022	2021
Chair						
Ulf Lundahl ¹	500	1,000	25	50	525	1,050
Ulf Mattsson ²	500	–	25	–	525	–
Directors						
Catarina Fagerholm	350	350	200	200	550	550
Tobias Lönnevall	350	350	185	185	535	535
Alf Göransson	350	350	135	135	485	485
Suvi-Anne Siimes	350	350	–	–	350	350
Anssi Soila	350	350	–	–	350	350
Margareta Danelius	350	350	–	–	350	350
Employee representatives						
Faya Lahdou, director ¹	–	–	–	–	–	–
Katarina Nirhammar, director ³	–	–	–	–	–	–
Amanda Hellström, alternate	–	–	–	–	–	–
Total	3,100	3,100	570	570	3,670	3,670

1) Up to the 2022 Annual General Meeting.

2) From the 2022 Annual General Meeting.

3) Up to the 2022 Annual General Meeting, deputy.
From the 2022 Annual General Meeting, member.

For further information about the work of the Board of Directors and board committees, please refer to Attendo's Corporate Governance Statement on page 45.

Remuneration to the CEO and Executive Management

The remuneration to Executive Management (the CEO and the other members of the Executive Management team) is based on the guidelines for executive remuneration adopted by the general meeting and resolved by the Board. According to the guidelines, the remuneration shall be on market terms and may consist of the following components: fixed cash salary, 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.

In 2021, the Board resolved to abolish the system with variable cash remuneration to the CEO and Executive Management. Variable cash remuneration has been replaced with a gradual increase of the fixed salary of 20 percent, in total, over two years (10 percent per year).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Compensation to the CEO and other members of the Executive Management

SEKk	Fixed salary ²		Variable salary ³		Share-based compensation ⁴		Other remuneration and benefits ⁵		Pension cost		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
CEO	9,774	8,707	–	–	1,025	894	92	110	2,889	2,574	13,780	12,285
Other members of Executive Management ¹	14,598	12,015	–	–	1,242	784	642	588	4,041	3,312	20,523	16,699
Total	24,372	20,722	–	–	2,267	1,678	734	698	6,930	5,886	34,303	28,984

1) Other members of executive management (excluding the CEO) consists of six people att year-end 2022.

2) Fixed salary includes annual leave pay.

3) The system with variable cash remuneration was abolished in 2021. From 2021, vested subsidies for acquisitions of instruments in the company's long-term incentive programs are accounted as share-based payments as such subsidies are part of the programmes.

4) Share-based payments refers to the forecast outcome of long-term incentive programmes, calculated in accordance with IFRS 2, and were expensed in 2021 and 2022.

5) Other remuneration and benefits refer mainly to company cars.

The company's cost for compensation to Executive Management are recognised in profit and loss. Costs recognised during a financial year are not always paid in full by the during the financial year, because costs could include booked costs for share related remuneration that is paid after the relevant vesting period. The table above refers to the group's employee benefits expenses for Executive Management in the financial year.

Composition of Executive Management

At the end of 2022, there was seven regular members of the Executive Management, of whom three are women. The Executive Management team is composed of the CEO and six other executives: the CFO, the Communications and IR Director, the Business Development Director, the General Counsel and Director Sustainability as well as two Business Area Directors.

Terms of employment of the CEO

The CEO is paid fixed salary and pension benefits. The CEO also participates in Attendo's long-term incentive programme for senior executives. Remuneration is determined annually by the Board of Directors and is determined in accordance with the guidelines for remuneration to Executive Management adopted by the general meeting. The CEO is entitled to a premium-based pension plan of own choice corresponding to 30 percent of the fixed salary. Attendo has no other pension obligations to the CEO. Upon termination, a mutual notice period of six months shall apply. Upon termination by the company, the CEO is entitled to severance pay corresponding to twelve months' salary.

Terms of employment for other members of Executive Management

Other members of executive management receive a fixed salary and pension benefits as customary in each country. Swedish members of Executive Management are included in the ITP plan and the plan's alternative rule. All other members of Executive Management are included in Attendo's long-term incentive programme. Upon termination, a mutual notice period of six months shall apply. Upon termination by the company, other senior executives are entitled to severance pay corresponding to six months' salary.

Number of employees, salaries and other remuneration

Number of employees	2022			2021		
	Women	Men	Total	Women	Men	Total
Scandinavia	7,566	2,348	9,914	6,972	2,080	9,052
Finland	9,609	1,298	10,907	8,922	1,067	9,989
Total	17,175	3,646	20,821	15,894	3,147	19,041

Costs of remuneration to employees

SEKk	2022	2021
Salaries and wages	7,721	6,751
Social costs	1,187	1,083
Pension costs	978	838
Total	9,886	8,673

Other remuneration

Under the currently applicable guidelines for remuneration to executive management adopted by the general meeting, the board may resolve to pay variable cash remuneration, subject to achievement of targets linked to shareholder value (financial targets for the group and the respective business areas, as appropriate), as well as quality, customer satisfaction and employee satisfaction. In 2021, the board resolved to abolish the system with variable cash remuneration. The board may, under the guidelines, resolve on payments of specific remuneration in order to enable investments in Attendo to promote a personal long-term interest in Attendo's development as well as in extraordinary circumstances.

Call options issued by Nordstjernan

Attendo's principal owner, Nordstjernan, has during 2018 and 2019, respectively, issued call options to certain senior executives and key employees in Attendo. In total 875,815 options were issued in 2018, and in total 739,725 options were issued in 2019. The options may be exercised 3-5 years from the time of the acquisition. The investment in the options acquired in 2018 was subsidized by Attendo, with approximately 50 percent of the option premium, post tax, which was paid in 2020 and 2021.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Long-term incentive programs**Warrant programmes**

The annual general meetings 2020-2022 have resolved to adopt long-term incentive programs for senior executives in the Attendo Group, including the CEO, based on warrants. The programs entail that the participants have been offered to acquire warrants at market value, calculated in accordance with the Black & Scholes valuation formulae. In all programs, one warrant entitles to subscription of one new share in Attendo. Warrants in warrant programmes have been issued in accordance with the below.

Participant	Number of warrants		
	2022/2026	2021/2024	2020/2025
Program			
CEO	300,000	140,000	158,730
Other Executive Management	350,000	305,340	127,302
Other	–	–	41,027
Total	650,000	445,340	327,059

Warrants	Number of warrants		
	2022/2026	2021/2024	2020/2025
Market value (at acquisition), SEK	3.56	4.12	6.3

Assumptions in market valuation*	Number of warrants		
	2022/2026	2021/2024	2020/2025
Share price, SEK	24.92	41.63	39.91
Volatility, %	30	30	29
Risk free interest rate, %	-1.58	-0.26	-0.23
Exercise price, calculated in accordance with the terms established by the general meeting	29.9	50.20	49.90

* Valuation according to Black & Scholes by independent audit firm.

Attendo shall, according to the resolutions by the general meetings, subsidize the option premium paid by the participants for the acquisition of warrants, in order to facilitate and promote a personal long-term interest in Attendo for senior executives, in accordance with the company's guidelines for remuneration. The subsidy shall correspond to approximately 50 percent of the option premium, post-tax in the form of a cash payment to be paid 24 and 36 months, respectively, after the subscription date (with 50 percent at each of the respective dates).

Performance share programs

The annual general meetings 2020-2022 have also resolved to adopt performance based long-term incentive program to senior executives and key employees in the Attendo group.

The programs entail that the participants are granted, free of charge, performance-based share awards that entitle to shares in Attendo, after three years, subject to the participants still being employed and that the performance conditions for the programs are fulfilled. The programs entail that the participants are granted, free of charge, performance-based share awards that entitle to shares in Attendo, after three years, subject to the participants still being employed and that the performance conditions for the programs are fulfilled.

The CEO (and other members of the group management) participate in the company's performance share program from 2022.

Performance share program 2020/2023 comprises a maximum of 200,000 shares and the performance conditions are based on EBITA targets (including the effects of the implementation of IFRS 16) for Attendo's respective business areas (Scandinavia and Finland, respectively) for 2022, as determined by the Board of Directors. The program is directed to approximately 50 individuals.

Performance share program 2021/2024 comprises a maximum of 230,000 shares and the performance conditions are based on EBITA targets (excluding the effects of the implementation of IFRS 16) for Attendo's respective business areas (Scandinavia and Finland, respectively) for 2023, as determined by the Board of Directors. The program is directed to approximately 50 individuals.

Performance share program 2022/2025 comprises a maximum of 500,000 shares and the performance conditions are based on lease-adjusted EBITA targets for Attendo's respective business areas (Scandinavia and Finland, respectively) for 2022 as well as targets related to quality (customer satisfaction) for 2022/2023, as determined by the Board of Directors. In addition to executive management, the program is directed to approximately 50 individuals.

Acquisition and transfer of the company's own shares for delivery to participants in long-term incentive programs and to hedge costs attributable to such programs

To ensure Attendo's commitment to deliver shares and pay social security contributions, Attendo has repurchased own shares. As per December 31, 2022 Attendo held 453,697 own shares.

Outstanding share rights

The table below shows granted, forfeited and exercised share rights within the Performance share programmes. Assuming that the performance targets in the Performance share program are fully met, the total cost for the programmes is estimated at SEK 8m. Maximum dilution for the programmes is estimated at 0.12 percent of total outstanding shares.

Outstanding share rights

Share rights	2022				2021			
	Performance shares programme 2022	Performance shares programme 2021	Performance shares programme 2020	Attendo + 2019	Performance shares programme 2021	Performance shares programme 2020	Attendo + 2019	Attendo + 2018
As of 1 January	–	172,969	158,348	20,048	–	198,090	270,023	–
Granted (Recognised)	500,000	–	–	-20,048	177,556	–	–	–
Forfeited	446,100	26,156	-158,348	–	4,587	39,742	249,975	–
Exercised (Allotted)	–	–	–	–	–	–	–	–
As of 31 December	53,900	146,813	0	0	172,969	158,348	20,048	–

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C6

GOVERNMENT GRANTS

In relation to the pandemic, Attendo has received government grants to compensate for increased costs for personal protective equipment (PPE) and increased wage costs as a result of higher sick leave or cohort care. Compensation for costs due to higher sick leave in Sweden is a general grant that covers all employers in Sweden. In the financial statements, this is accounted for in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance and has reduced the corresponding costs as shown on the table below.

Received government grants

SEKm	2022	2021
Other external costs	20	83
Personnel costs	49	82
Total	69	165

Of the grants received in 2021, SEK 81m refers to compensation for certain additional costs attributable to 2020.

The pandemic has entailed significantly higher than normal costs for personnel and protective gear. As mentioned above, Attendo has received government compensation for certain added costs. Attendo estimates that the net effect on profit of direct cost increases and received government grants, mentioned above, was strongly negative during the year.

C7

OTHER EXTERNAL COSTS

Other external costs

SEKm	2022	2021
Food and consumables	708	519
Lease costs	192	184
Premises costs	597	488
IT and communication	238	207
Other external services	334	238
Other costs	385	380
Total	2,454	2,016

C8

AUDIT FEES

Audit fees

SEKm	2022	2021
PwC		
Audit fees	7	9
<i>Of which to parent company auditors</i>	3	4
Fees, audit-related	0	0
<i>Of which to parent company auditors</i>	0	0
Fees, tax matters	0	0
<i>Of which to parent company auditors</i>	0	0
Other fees	0	0
<i>Of which to parent company auditors</i>	0	0
Total	7	9

SEKm	2022	2021
Other companies		
Audit fees	–	–
Fees, audit-related	–	–
Fees, tax matters	–	–
Other fees	–	–
Total	0	0

Audit fees refer to fees for the statutory audit, i.e., the work required to issue the auditor's report as well as audit advice provided in connection with the audit engagement.

Other services in 2022 consisted of various advisory services, as in the preceding year.

C9

FINANCIAL INCOME AND EXPENSE

Financial income

SEKm	2022	2021
Interest income	2	3
Exchange rate gains	0	0
Total financial income	2	3

Financial expenses

SEKm	2022	2021
Interest expenses on borrowings	-47	-39
Depreciation of capitalised financing costs	-8	-5
Interest expenses related to lease liabilities	-605	-581
Interest expenses on post-employment benefits	0	-2
Exchange rate losses	0	0
Other financial expenses	0	-28
Total financial expenses	-660	-655
Net financial items	-658	-652

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C10

TAXES

Income taxes recognised in the income statement

SEKm	2022	2021
Current tax	-51	-74
Deferred tax	49	30
Total tax	-2	-44

The effective tax rate is 4.2 percent.

A reconciliation between this year's recognised tax expense and the tax expense that would arise if the Swedish tax rate of 20.6 percent was applied to profit before tax is shown below.

Reconciliation of effective tax

SEKm	2022	2021
Profit (-loss) before tax	-42	103
Tax according to Swedish tax rate	9	-21
Effect of foreign tax rates	-2	-1
Tax effect of non-deductible items	-10	-15
Tax effect of non-taxable income	6	1
Tax effect of changed tax rate	0	0
Revaluation of temporary differences	0	-5
Revaluation of tax loss carry forwards	-5	2
Tax attributable to previous years	0	-5
Other	0	0
Tax expense	-2	-44

Deferred tax assets and tax liabilities

The tax effect of temporary differences including unutilised tax loss carryforwards has resulted in deferred tax assets and deferred tax liabilities as shown below:

Deferred tax assets

SEKm	2022	2021
Tax loss carryforwards	152	95
Provisions for post-employment benefits	0	0
Other provisions	25	92
Right-of-use assets	273	188
Other	4	6
Total	454	381

Changes in deferred tax assets

SEKm	2022	2021
Opening balance, 1 January	381	352
Tax loss carryforwards	56	11
Provisions for post-employment benefits	0	-2
Provisions	-66	-3
Right-of-use assets	85	29
Exchange rate differences	0	0
Other	-2	-6
Closing balance, 31 December	454	381

Deferred tax liabilities

SEKm	2022	2021
Intangible assets	51	50
Other temporary differences	67	55
Total	119	105

Deferred tax liabilities consist of tax on customer relations of SEK 49m, tax on brands of SEK 2m and other deferred tax liabilities totalling SEK 68m.

Changes in deferred tax liabilities

SEKm	2022	2021
Opening balance, 1 January	105	97
Customer relations	3	-2
Exchange rate differences	7	1
Other	4	9
Closing balance, 31 December	119	105

Deferred tax, Other Comprehensive Income*Tax items attributable to OCI*

SEKm	2022	2021
Deferred tax on revaluation of provisions for post-employment benefits	0	1
Deferred tax on OCI	0	1

Tax loss carryforwards

SEKm	2022	2021
Tax loss carryforwards, Sweden	1	1
Tax loss carryforwards, Finland	849	581
Tax loss carryforwards, Norway	5	5
Tax loss carryforwards, Denmark	274	234

Total tax loss carryforwards as of 31 December 2022 amounted to SEK 231m (169). Of the loss carryforward, SEK 152m (95) has been measured and these are found in Finland in 2022.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C11

EARNINGS PER SHARE

Basic and diluted earnings per share

SEK	2022	2021
Basic earnings per share	-0.28	0.35
Diluted earnings per share	-0.28	0.35
Adjusted earnings per share attributable to parent company shareholders, diluted	0.68	1.48

Basic earnings per share

Basic earnings per share are calculated by dividing profit attributable to shareholders in the parent company by a weighted average number of shares outstanding during the period excluding repurchased shares.

Basic earnings per share	2022	2021
Profit attributable to parent company shareholders (SEKm)	-45	56
Weighted average shares outstanding during the year, basic	160,925,425	160,912,848

Diluted earnings per share

Diluted earnings per share are calculated by adjusting the weighted average number of shares outstanding for the dilutive effect of all warrant agreements.

Diluted earnings per share	2022	2021
Profit attributable to parent company shareholders (SEKm)	-45	56
Weighted average shares outstanding during the year, basic	160,925,425	160,912,848
Adjusted for:		
Warrants	–	–
Share savings programmes	12,154	16,960
Weighted average outstanding shares during the year, diluted	160,937,579	160,929,808

C12

INTANGIBLE ASSETS

Intangible assets 2022

SEKm	Goodwill	Customer relations	Other assets	Total
Opening balance	6,878	404	74	7,356
Acquisitions	125	34	–	159
Investments	–	–	36	36
Sales and obsolescence	-3	–	-1	-3
Reclassifications	–	–	–	–
Amortisation	–	-58	-22	-80
Impairments	–	–	–	–
Exchange rate differences	204	33	4	241
Closing balance	7,204	414	90	7,708

Intangible assets 2021

SEKm	Goodwill	Customer relations	Other assets	Total
Opening balance	6,644	432	61	7,137
Acquisitions	208	47	–	255
Investments	–	–	28	28
Sales and obsolescence	-13	–	–	-13
Reclassifications	–	–	–	–
Amortisation	–	-81	-16	-97
Impairments	–	–	–	–
Exchange rate differences	39	6	1	46
Closing balance	6,878	404	74	7,356

Impairment testing of goodwill

Each year, Attendo tests whether there is any indication that goodwill may be impaired by calculating the value in use for cash generating units (CGU) to which the goodwill item is allocated. There are two operating segments within Attendo. Attendo has chosen, in accordance with IAS 36.82, to perform impairment testing based on two CGU, as these reflect the way Attendo manages its operations. In addition, these two CGU correspond to the lowest level at which financial position is monitored. The two CGU are designated Attendo Scandinavia (AS) and Attendo Finland (AF).

As in the preceding year, Attendo has performed an updated test of goodwill to determine whether there was any indication of impairment of carried goodwill. Considering the uncertainty in the cost inflation and the possibility to receive compensation for increased cost in the coming price negotiations, the test was performed with assumptions of weaker profitability in the short-term and a higher cost of capital due to a higher risk premium.

The key assumptions used in impairment testing during the current year are related to growth rate, profit margins, investment requirements and the discount rate. The discount rate is set with consideration given to the prevailing interest rate situation and the specific risk in the cash generating unit and is calculated before tax.

Assumptions in relation to indication of impairment

	AS	AF
WACC before tax 2022, %	10.1	10.6
WACC before tax 2021, %	8.9	9.5

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Sensitivity analysis of impairment testing of goodwill

The following sensitivity analyses of the calculation of value in use in connection with the impairment assessment have been carried out, assumption by assumption: general reduction of organic growth by 1 percentage point in the forecast period; general reduction of the operating margin by 1.0 percentage points; general increase of WACC by 1.0 percentage points; and a general reduction of the growth rate after the forecast period by 1.0 percentage points. A sensitivity analysis for the changes in assumptions used in impairment testing has been carried out for all cash-generating units.

The conclusion of the sensitivity analyses performed is that an isolated adjustment of assumptions does not generate an indication of impairment in the Finland CGU, but does arise in the Scandinavia CGU in the amounts of SEK 647m, SEK 775m and SEK 1,256m, respectively.

Attendo has large recognised asset values related to long-term leases, usually with terms of more than 10 years. In addition, future demographic changes are expected to lead to further increases in the need for the group's services after year five in the forecast period. Attendo has used a ten-year forecast period in impairment testing. The growth rate in the budget and ten-year forecast is based on industry data, expected changes in the market and management's experience from similar markets and Attendo's strategy. The budget and ten-year forecast are used for operational management and are intended to ensure that financial targets are met over time. Attendo takes a conservative approach to its estimates to determine value in use, which means that financial targets are the basis for estimates when they are lower than budgeted and forecast outcomes. A long-term growth rate of 1 percent (1) was assumed for the subsequent period. This does not exceed the average long-term growth rate for the sector as a whole and is based on industry data, expected changes in the market and management and the Board of Directors' experience from similar markets. The Board of Directors and management have determined the assumptions based on historical outcomes and their expectations for market development. The weighted average growth rate used is consistent with forecasts issued in industry reports. The discount rates used are stated before tax and reflect the specific risk for the identified cash generating unit.

The test of goodwill showed no indication of impairment.

Distribution of goodwill in the Group

SEKm	AS	AF	Total
Goodwill as of 2022-12-31	4,675	2,529	7,204
Goodwill as of 2021-12-31	4,639	2,239	6,878

C13**PROPERTY, PLANT AND EQUIPMENT****Property, plant and equipment 2022**

SEKm	Buildings and land	Equipment and vehicles	Total
Opening balance	101	437	538
Acquisitions	77	3	80
Investments	2	166	168
Disposals and divestments	-1	-9	-10
Reclassifications ¹⁾	12	-	12
Depreciation and impairments	-13	-168	-181
Exchange rate differences	13	22	35
Closing balance	191	451	642

1) Previously reported as assets held for sale (IFRS 5), reclassified to tangible assets

Property, plant and equipment 2021

SEKm	Buildings and land	Equipment and vehicles	Total
Opening balance	107	455	562
Acquisitions	10	3	13
Investments	4	138	142
Disposals and divestments	-5	-14	-19
Reclassifications	-	-	-
Depreciation and impairments	-17	-149	-166
Exchange rate differences	2	4	6
Closing balance	101	437	538

C14**RIGHT-OF-USE ASSETS****Right-of-use assets 2022**

SEKm	Premises	Vehicles	Total
Opening balance	10,504	31	10,535
New leases and index adjustments	1,414	25	1,439
Sales	-216	4	-212
Depreciation	-1,273	-24	-1,297
Impairments	0	0	0
Reclassifications from provisions	103	0	103
Exchange rate differences	550	0	550
Closing balance	11,082	36	11,118

Right-of-use assets 2021

SEKm	Premises	Vehicles	Total
Opening balance	9,674	35	9,709
New leases and index adjustments	1,935	17	1,952
Sales	-18	3	-15
Depreciation	-1,124	-24	-1,148
Impairments	-33	0	-33
Reclassifications from provisions	-46	0	-46
Exchange rate differences	116	0	116
Closing balance	10,504	31	10,535

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Amount recognised in income statement

SEKm	2022	2021
Costs attributable to short-term leases	23	31
Costs attributable to low-value leases	55	41
Costs attributable to variable lease payments not included in the lease liability	114	112
Total	192	184
Interest expense attributable to right-of-use assets	605	581

Lease liabilities

SEKm	2022	2021
>12 months	1,229	1,068
2-5 years	4,959	4,323
6-10 years	3,961	4,018
>10 years	2,326	2,398
Total	12,475	11,807

Discount rate

Attendo's leases were categorised based on their geographical location for the calculation of the lease liability (the present value of future lease payments). For 2022 an interest rate of 2.80–3.65 percent is used for leases in Sweden, (3.25–4.55), 3.20–4.45 percent in Finland (3.65–5.10) and 3.85–5.75 percent in Denmark (4.25–6.25). The discount rate for cars leased in Sweden is based on the estimated interest in each lease.

Indexation

Variable lease payments tied to an index or price are included in the value of right-of-use assets and the lease liability. These variable lease payments include, for example, payments linked to the consumer price index, benchmark interest rate or changes in market rents. The majority of Attendo's leases include an indexation clause, where the CPI is the most common index applied and adjusted in October. The index used must be updated as of the starting date of the change in rent or when it changes.

Extension options

Leases for land and buildings also normally include one or more extension options. Because exercise of an extension option requires a new investment decision, IFRS 16 does not cover the calculation of the extension option until a decision to continue the operation is made.

Variable costs

Variable costs, such as property tax, VAT and other variable property costs, such as the costs of maintenance, electricity, heat and water, etc., are excluded from the lease liability calculation to the extent the costs can be separated from the cost of rent. VAT is not included because it is a levy recognised in accordance with IFRIC 21 Levies.

Cash flow

Total cash flow related to leases was SEK 1,727m (1,559).

Leases entered into that have not yet begun to apply

Disclosures regarding leases that have been entered into but have not yet begun to apply and are thus not included in the asset or liability for its rights-of-use before the lease begins are found under contingent liabilities, see Note C30.

Estimated expected lease payments regarding guaranteed residual values

The group initially estimates amounts related to guaranteed residual values that the company expects to be obligated to pay and recognises them as part of the lease liability. The amounts are assessed and adjusted if appropriate to do so at the end of each reporting period. As of the end of this financial year, the guaranteed residual value not included in lease liabilities amounted to SEK 38m (46). These are not expected to be paid. Attendo operates under two contract models: own operations and outsourcing. How leases are used and how they are applicable is described below.

Own operations

Attendo provides care services in its own or leased premises where Attendo controls the lease and the unit. Attendo designs, builds, equips and staffs homes in own operations and offers care beds to local authorities. The homes are designed and built in partnership with construction and real estate companies, which also own the properties. Attendo enters into leases with the property owners, usually for a term of 10–15 years with an option to extend the lease. In the own operations contract model, Attendo subleases rooms/apartments to individual customers. Each room has an individual lease with each customer, who pays rent on a separate invoice. Attendo must provide notice of termination of the lease of three to six months. Customers must provide notice of termination of the lease of seven days to one month, depending on the country and contract. Since the non-cancellable lease term on the day the lease commences is a maximum of six months, the lease will be classified as a short-term lease and recognised as an operating lease, and is therefore not defined as a sublease within the framework of IFRS 16.

Outsourcing

Under outsourcing contracts, Attendo provides services as ordered by the customer. The staff are employed by Attendo, while the local authority is responsible for the premises where services are delivered. Contracts with local authorities normally have a term of four to seven years with an option to extend the contract. The premises are owned or leased by the local authority, which also controls use of the premises.

Impairments and reclassifications

Attendo assesses right-of-use assets for any indication of impairment at each reporting date. This has resulted in impairment of right-of-use assets during the year by SEK 0m (33).

SEK 0m (30) was reclassified during the year from accrued expenses to impairments of right-of-use assets and SEK 103m (-16) was reclassified from impairments of right-of-use assets to provisions, of which SEK 43m (-5) refers to Finland and SEK 60m (-11) refers to Sweden.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C15

OTHER NON-CURRENT RECEIVABLES

Other non-current receivables

SEKm	2022	2021
Deposits, rent for premises	23	18
Financing of projects in own operations	1	1
Deposit guarantees	6	4
Other	28	30
Total	58	53

C16

TRADE RECEIVABLES

Trade receivables

SEKm	2022	2021
Trade receivables	1,407	1,317
Allowance for doubtful debt	-7	-5
Trade receivables, net	1,400	1,312

Ageing structure

SEKm	2022	2021
Not past due	1,278	1,127
Past due 1-30 days	78	161
Past due 31-60 days	15	9
Past due 61-90 days	15	7
Past due > 90 days	21	13
Trade receivables, gross	1,407	1,317

Trade receivables refer in all material respects to local authorities in the Nordic region, which are assessed as having good credit ratings.

Change in allowance for doubtful debts

SEKm	2022	2021
Opening balance	-5	-6
Allowance for doubtful debts for the year	-8	-7
Confirmed trade losses	6	7
Recovered doubtful debt	0	1
Closing balance	-7	-5

Recognised amounts, per currency, for the group's trade receivables

Trade receivables by currency

SEKm	2022	2021
SEK	610	619
EUR	70	66
NOK	0	0
DKK	9	11

Attendo has chosen to create a collective model for accounting for credit losses attributable to trade receivables. The company's trade receivables are comprised mainly of receivables due from local authorities and the receivables are regarded as having the same credit characteristics, regardless of local authority.

The new model for accounting for expected credit losses was developed using a matrix and a fixed percentage of the loss allowance depending on how many days a receivable is outstanding. This is based on a three-step analysis. In the first step, sales and related credit losses were defined during a specific period. In step two, a payment pattern was calculated for the customers. In the third step, a historical credit percentage for the loss level was calculated through ageing based on the results from steps one and two.

The model is tested every year to determine whether any changes are necessary.

	Current (<30 days)	Past due 31-60 days	Past due 61-90 days	Past due >90 days	Total
2022					
Expected loss level, %	0.02	0.16	1.07	33.30	
Recognised trade receivables – gross (SEKm)	78	15	15	21	129
Credit loss allowance (SEKm)	0	0	0	7	7
1 January 2022					
Expected loss level, %	0.02	0.16	1.07	35.29	
Recognised trade receivables – gross (SEKm)	161	9	7	13	190
Credit loss allowance (SEKm)	0	0	0	5	5

C17

OTHER CURRENT RECEIVABLES

Other current receivables

SEKm	2022	2021
Other receivables	4	18
Prepaid rent	103	90
Accrued income	211	121
Other prepaid expenses	55	88
Total	373	317

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C18

ASSETS AND LIABILITIES CLASSIFIED AS HELD FOR SALE

Attendo builds properties in own operations. Attendo's intention is to sell the properties after completion to an external property owner. All assets and liabilities related to these projects are therefore recognised as assets and liabilities held for sale in accordance with IFRS 5. These assets are recognised at the lower of the carrying amount and fair value less costs to sell. These activities generate no material effects on profit and loss.

The effect of the sale in profit and loss in 2022 amounts to SEK 0m (1), by reason of a capital gain of SEK 0m (1) related to a sale and lease back transaction on a property. The effect on cash flow of assets and liabilities held for sale is attributable entirely to cash flow from investing activities. See the consolidated statement of cash flow on page 70.

SEKm	31 Dec 2022	31 Dec 2021
ASSETS		
Non-current assets		
Goodwill	0	0
Other intangible assets	0	0
Property, plant and equipment	1	18
Total non-current assets	1	18
Total assets held for sale	1	18
LIABILITIES		
Deferred tax liabilities	0	0
Total non-current liabilities	0	0
Current liabilities		
Trade payables	0	0
Other current liabilities	0	4
Total current liabilities	0	4
Total liabilities attributable to assets held for sale	0	4
Net assets classified as held for sale	1	14

Change in net assets held for sale

SEKm	2022	2021
Opening balance	14	14
Investments	0	5
Divestments	0	-5
Other	-13	0
Closing balance	1	14

C19

EQUITY

Equity comprises registered share capital, other contributed capital, retained earnings or loss and non-controlling interests.

Share capital

Share capital amounted to SEK 884,551 as of 31 December 2022. There were 161,386,592 shares outstanding. The quotient value is SEK 0.005 and each share carries equal voting rights.

Capital contributions

Refers to equity contributed by shareholders. This includes share premiums paid in connection with share issues.

Retained earnings

Retained earnings, including profit for the year, are included in profits earned in the parent company and its subsidiaries.

Retained earnings also includes the following:

Remeasurement of pension provisions

Actuarial gains and losses on defined benefit pension plans.

Exchange rate differences on translation of foreign operations

Exchange rate differences that arise upon restatement of the financial statements of foreign subsidiaries, changes related to restatement of surplus values in local currency and restatement of liabilities incurred as hedging instruments of a net investment in a foreign subsidiary.

Non-controlling interests

The share of equity attributable to shareholders with non-controlling interests is reported as an item in equity segregated from the parent company's share of equity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C20 LIABILITIES TO CREDIT INSTITUTIONS*Liabilities to credit institutions*

SEKm	2022	2021
Liabilities to credit institutions	2,341	2,079
Less capitalised financing costs	-11	-9
Total	2,330	2,070

Change in liabilities to credit institutions

SEKm	2022	2021
Opening balance	2,070	2,246
Cash items		
Borrowings and acquired loans	250	100
Repayment of loans	-100	-300
Non-cash items		
Exchange rate fluctuations	112	24
Divested loans	-	-
Change in capitalised financing costs	-2	0
Closing balance	2,330	2,070

The carrying amount has been assessed as corresponding to fair value in all material respects.

Liabilities to credit institutions as of 31 December 2022 were distributed among the following currencies:

	Local currency	SEKm
EUR	125	1,391
SEK	950	950

Effective interest rate at the reporting date

	2022	2021
Bank loans, %	4.65	1.60
Bank overdraft facility, %	4.65	1.60

Liabilities to credit institutions consist of a revolving line of credit and a term loan.

Attendo's financing agreement has a term of three years (from 2019) with an option to extend the term by up to two years. The option to extend the due date for existing loan agreements was extended from 2022 to 2024 was exercised in 2021. According to the financing agreement, the group has two financial covenants (net debt/EBITDA and interest coverage ratio) linked to the group's loan facilities. Attendo regularly monitors these covenants and reports them to lenders on a quarterly basis.

C21 LEASE LIABILITIES*Contingent liabilities*

SEKm	2022	2021
Lease liability	12,475	11,807
Total	12,475	11,807

Change in lease liabilities

SEKm	2022	2021
Opening balance	11,807	10,730
Cash items		
Amortisation of lease liability	-1,122	-978
Non-cash items		
Exchange rate differences	621	128
Change in lease liabilities	1,169	1,927
Closing balance	12,475	11,807

C22 PENSION PROVISIONS**Sweden**

Manual workers are covered by the SAF/LO plan, which is a defined contribution pension plan based on collective agreements and covers employers in several different industries. Non-manual workers are covered by the ITP plan, which is also based on collective agreements and covers employers in several different industries. According to an opinion issued by the Swedish Financial Reporting Board (UFR 10), the ITP plan is a defined benefit plan that covers multiple employers. Alecta, which insures the ITP plan, has been unable to provide Attendo or other Swedish companies with sufficient information to determine Attendo's share of the total assets and liabilities of the ITP plan. For this reason, the ITP plan is recognised as a defined contribution plan. The cost for the ITP2 plan in 2022 amounts to SEK 120m (121). The expected cost for the ITP2 plan in 2023 is SEK 92m. The surplus in Alecta can be allocated to the insured employer and/or the insured employees. Alecta's preliminary consolidation level on 31 December 2022 was 172 percent (172). The consolidation ratio is calculated as the fair value of plan assets as a percentage of the obligations calculated according to the actuarial assumptions applied by Alecta.

Other countries

Pension plans in Finland and Denmark are classified as defined contribution plans.

Defined contribution pension plans

SEKm	2022	2021
Sweden	204	199
Finland	773	638
Norway	-	-
Denmark	8	7
Total	985	844

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Defined benefit pension plans

As the group reports only defined benefit pension plans in Norway, all information refers to the group's former operations in Norway. The cost of defined benefit pension plans was SEK 0m (0) and recognised in consolidated comprehensive income the defined benefit pension plans amount to SEK 1m (5).

The present value of defined benefit pension obligations is SEK 96m (94) and the present value of plan assets is SEK -97m

C23**PROVISIONS***Provisions*

SEKm	2022	2021
Provisions for onerous contracts	95	54
Provisions for demolition costs	36	61
Other provisions	6	8
Closing balance	137	123
Of which long-term provisions	88	70
Of which short-term provisions	49	53

Change in provisions

SEKm	2022	2021
Opening balance	123	181
New/extended provisions	4	3
Exchange rate differences	7	2
Reclassifications to impairments of right-of-use assets	103	-16
Other provisions	-100	-47
Closing balance	137	123

C24**OTHER NON-CURRENT LIABILITIES***Other non-current liabilities*

SEKm	2022	2021
Additional purchase consideration	46	0
Purchase options	0	0
Other liabilities	0	1
Total	46	1

Change in other non-current liabilities

SEKm	2022	2021
Opening balance	1	23
Additional purchase consideration	46	0
Exchange rate differences	0	0
Purchase options	0	-14
Change in other non-current liabilities	-1	-8
Closing balance	46	1

C25**FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS**

Through its business, the group is exposed to several financial risks, such as currency risk, interest rate risk, liquidity and financing risk and credit/counterparty risk. The group's corporate risk management policy focuses and the unpredictability of the financial markets and seeks to minimise potential adverse effects on the group's financial performance and position. Risk management is handled by a central treasury department according to established policies.

Currency and interest rate risk

The group operates internationally and is thereby exposed to currency risks arising from currency exposures, primarily with regard to EUR, but also NOK and DKK. As billing and purchasing are mainly conducted in the local currency of each country, transaction risk exposure in Attendo is insignificant. Consolidated profit/loss is affected by the translation of the income statements of foreign subsidiaries at the average rate for the financial year. Exchange rate risk also arises through translation of recognised assets and liabilities in foreign operations. The translation risk in EUR is in this respect significant and investments in Finland have therefore been part-financed through borrowing in EUR. As currency exposure in DKK is insignificant, currency hedging has not been applied for these translation risks.

The group's interest rate risk primarily relates to Attendo's long-term borrowing and bank balances with Nordic merchant banks. At the end of the accounting period, 100 percent of borrowings were variable rate loans. The group's central treasury department continuously analyses the group's exposure to interest rate risk by simulating interest rate changes. Given Attendo's current financing structure, had interest rates been one basis point higher in 2022, with all other variables constant, profit after tax would have been approximately SEK 19m lower.

Liquidity and financing risk

Liquidity risk is defined as the risk that Attendo will be unable to meet its payment obligations. Attendo manages liquidity risk by maintaining a liquidity reserve (cash, bank balances and the unutilised portion of existing credit lines).

Financing risk is defined as the risk that financing of outstanding loans cannot be carried out or becomes more costly. The treasury department seeks to maintain agreements on lines of credit.

The group's central treasury department conducts aggregated cash flow forecasts and rolling forecasts to secure adequate continuity of sufficient liquidity in the business. The group has two financial covenants (net debt/EBITDA and interest coverage ratio) linked to the group's loan facilities. The group's central treasury department monitors and analyses these key performance indicators on an ongoing basis.

Cash and cash equivalents include cash and bank balances through the group's cash pool. Unutilised overdraft facilities are not included in cash and cash equivalents and amount to SEK 1,550m (1,665).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Maximum exposure to credit risk

SEKm	2022	2021
Trade receivables	1,400	1,312
Cash and cash equivalents	507	513
Other non-current receivables	58	53
Other current receivables	5	18
Total	1,970	1,896

See Note C16 Trade receivables regarding credit risk in trade receivables.

Financial assets and liabilities

SEKm	Level	2022	2021
ASSETS			
Financial assets at fair value			
Trade receivables		1,400	1,312
Cash and cash equivalents		507	513
Total financial assets		1,907	1,825
LIABILITIES			
Financial liabilities at fair value through profit or loss or equity			
Contingent considerations	3	56	0
Purchase option from non-controlling interest	3	0	21
Financial liabilities measured at amortised cost			
Borrowings		2,330	2,070
Lease liabilities		12,475	11,807
Trade payables		462	425
Total financial liabilities		15,323	14,323

Credit and counterparty risk

Credit risk refers to the exposure to receivables in the form of trade receivables and investments of surplus liquidity. The majority of the group's trade receivables are due from municipalities, which are assessed as having high credit ratings. The risk of credit losses within the group is therefore assessed as limited. Cash and cash equivalents are invested exclusively in government bonds or with banks with a high official credit rating. Derivative contracts are made only with banks with a minimum credit rating of A1/P1 and with which Attendo has a long-term relationship.

Financial assets and liabilities

The classifications in accordance with IFRS 9 have had no material impact on the measurement of financial assets and liabilities. Assets and liabilities previously recognised effectively through profit or loss in accordance with IAS 39 are treated the same way under IFRS 9.

Attendo did not enter into any derivative contracts during the year. No financial assets or financial liabilities were reclassified between the measurement categories during the financial year.

The following tables provide information about how fair value was determined for the financial instruments measured at fair value in the balance sheet. The determination of fair value is categorised at the following three levels:

Level 1: Based on prices listed in an active market for the same instrument.

Level 2: Based on directly or indirectly observable market inputs not included in Level 1.

Level 3: Based on non-observable market inputs

Maturity analysis of contractual payments of financial liabilities

2022, SEKm	1-12 months	2-5 years	6-10 years	>10 years	Total	Carrying amount receivables/liabilities
Liabilities to credit institutions	–	2,330	–	–	2,330	2,330
Lease liabilities	1,742	6,730	4,744	2,522	15,737	12,475
Trade payables	462	–	–	–	462	462
Contingent consideration and purchase option	9	47	–	–	56	56
Total	2,213	9,107	4,744	2,522	18,585	15,323

2021, SEKm	1-12 months	2-5 years	6-10 years	>10 years	Total	Carrying amount receivables/liabilities
Liabilities to credit institutions	–	2,070	–	–	2,070	2,070
Lease liabilities	1,631	6,426	5,038	2,691	15,786	11,807
Trade payables	425	–	–	–	425	425
Contingent consideration and purchase option	21	–	–	–	21	21
Total	2,077	8,496	5,038	2,691	18,302	14,323

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Contingent consideration and purchase options

SEKm	2022	2021
Opening balance	21	14
Acquisitions	53	0
Payments	-21	0
Exchange rate differences	3	0
Revaluation	0	7
Closing balance	56	21

The fair value of contingent consideration and purchase option is based on the estimated outcome of contractual clauses in share transfer agreements and is consequently determined according to Level 3. The expected value is calculated based on forecasts of the acquired company's future earnings.

Unless otherwise specified, the carrying amounts of all financial assets and liabilities is deemed to correspond to fair value in all material respects.

Sensitivity analysis of market risks

2022	Change	Effect on profit/loss	Effect on equity
Market interest rates ¹⁾	+/-1% point	19	19
Exchange rates ¹⁾			
– EUR/SEK	+/-10%	15	773

1) The sensitivity analysis is based on Attendo's financing as of 31/12/2022.

Equity

Equity is defined by Attendo as shareholders' equity including non-controlling interests in accordance with that shown on the balance sheet. On that basis, equity amounted to SEK 5,001m (4,957) as of 31 December 2022. Attendo's target is a capital structure that results in an efficient weighted cost of capital and a credit rating that takes into account the needs of operations and future acquisitions.

In monitoring the equity structure, Attendo uses key data, such as present and forecast equity/assets ratio and liquidity. Attendo reviews the equity structure and institutes changes when financial circumstances change. In order to maintain or change the equity structure, the Board of Directors of Attendo may propose adjusting the level of dividends to shareholders, distributing an extraordinary dividend, repurchasing own shares, issuing shares or selling assets to reduce the debt.

C26**OTHER CURRENT LIABILITIES****Other current liabilities**

SEKm	2022	2021
Personnel-related liabilities	1,513	1,391
Other liabilities	29	46
Contingent consideration	9	0
Accrued interest rate costs	6	2
Other accrued costs	97	121
Other prepaid expenses	98	11
Total	1,752	1,571

C27**CASH FLOW STATEMENT**

Interest paid in 2022 (excluding lease interest) amounted to SEK 55m (51) and interest received amounted to SEK 0m (0).

Cash flow adjustments

SEKm	2022	2021
Depreciation and amortisation	261	263
Depreciation of right-of-use assets	1,297	1,148
Depreciation of capitalised financing costs	8	5
Deferred non-paid interest	-11	2
Gain/loss from divestment of subsidiaries	0	12
Gains or losses on sales of non-current assets	-26	-2
Provisions	-23	-22
Other items	-1	-1
Total	1,505	1,405

See Notes C20 and C21 for a reconciliation of liabilities relating to financing activities. Attendo has chosen to split the cash items in Notes C20 Liabilities to credit institutions and C21 Lease liabilities because the lease liabilities have significant impact on the company's financial position.

C28**ACQUISITIONS**

Attendo regularly acquires small and medium-sized enterprises within or closely related to existing core operations in order to expand and strengthen its geographical presence and contribute to creating economic value in prioritised segments.

Acquisitions during the year

The following acquisitions were made during the year:

- In April, Attendo Oy acquired the remaining 49 percent of the shares in Aurio Hoiva Oy.
- In May, Silkkitie Oy which recruits and provides language training to nurses from the Philippines who intends to work in Finland and Sweden was acquired.
- In June, Kaunialan Sairaala Oy, a rehabilitation hospital outside Helsinki was acquired. In connection with the acquisition a real estate was SEK 76m was acquired.
- In June, Grevegruppen AB was acquired, which provides care to people with disabilities in Sweden.
- A number of small home care operations in Sweden were acquired during the year.

Unless otherwise specified, all acquisitions refer to a 100 percent equity share.

Goodwill

The goodwill of SEK 128m (208) that arose through acquisitions is attributable to personnel, market and synergy effects are expected to arise through amalgamation of the operations of the group and the acquired companies. Goodwill arises when the purchase consideration exceeds the fair value of acquired net assets. The purchase consideration is calculated based on enterprise value minus net debt or plus net cash. Final amounts are determined no later than one year after the transaction date.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Preliminary purchase price allocations*Fair value of acquired assets*

SEKm	2022	2021
Purchase consideration at acquisition date		
Purchase consideration paid	217	296
Conditional purchase consideration	56	0
Total estimated purchase consideration	273	296
Identifiable acquired assets and liabilities		
Cash and cash equivalents	26	31
Property, plant and equipment	84	13
Customer relations	36	47
Intangible assets	0	0
Deferred tax assets	-8	-9
Trade receivables ¹ and other receivables	34	29
Trade payables and other liabilities	-26	-18
Deferred tax liabilities	-1	-5
Total identifiable net assets	145	88
Goodwill²	128	208

1) No doubtful trade receivables have been assumed.

2) No part of recognised goodwill is expected to be deductible against income tax.

The acquisition analysis is preliminary and will be finalised no later than one year after transaction date. Acquisition-related costs amounted to SEK 2.9m (3.1) during the year and are included in other costs in the consolidated income statement. Other acquired companies would have contributed SEK 349m (350) to net sales and SEK 33m (16) to profit for the year if they had been acquired on 1 January 2022.

Income from the acquired companies included in the consolidated income statement since acquisition date amounts to SEK 211m (281). The acquired companies contributed profit of SEK 21m (15) for the same period.

Attendo Oy acquired the remaining 49 percent of the shares in Aurio Hoiva Oy for SEK 21m during the year.

C29**PLEDGED ASSETS***Pledged assets*

SEKm	2022	2021
Cash and cash equivalents and blocked funds	28	23
Vehicles (assets through financial leasing)	36	31
Other pledged assets	0	0
Total	64	54

C30**CONTINGENT LIABILITIES**

Companies within the group are involved in tax audits and other legal proceedings that have arisen in operating activities. Any potential obligation to pay damages in connection with these legal proceedings is not assessed as having a material effect on the group's operations or financial positions.

Contingent liabilities during the year amounted to SEK 2,510m (2,943).

Leases of assets not yet in use are reported as contingent liabilities. Contingent liabilities also include a potential outflow of resources to complete acquisitions of real estate and operations from a few local authorities in Finland.

Contingent liabilities

SEKm	2022	2021
Leases	2,418	2,877
Other	92	66
Total	2,510	2,943

C31**DIVESTED OPERATIONS**

Last year on July 1, Attendo divested one home in social psychiatry. The divestment resulted in a capital loss of SEK 12m.

C32**TRANSACTIONS WITH RELATED PARTIES**

Directors of the parent company, Group executives and their family members are considered related parties. Companies in which a significant share of voting rights are held directly or indirectly by the aforementioned persons or companies in which such persons can exert controlling influence are also considered related parties.

Related-party transactions take place on market terms. There were no significant transactions with related parties during the period.

See Note C5 for disclosures on executive remuneration.

C33**EVENTS AFTER THE REPORTING DATE**

Attendo's Chief Financial Officer, Fredrik Lagercrantz, announced on January 10 that he is leaving Attendo. Fredrik Lagercrantz will leave Attendo at mid-year 2023. He will remain in his role as a member of executive management during the transition period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

C34

RECONCILIATIONS OF ALTERNATIVE PERFORMANCE MEASURES

Return on capital employed

SEKm	2022	2021
Operating profit excluding items affecting comparability (EBIT), rolling 12 months	616	755
Average capital employed		
Opening balance		
Equity	4,957	4,871
Non-current interest-bearing liabilities	12,810	12,065
Current interest-bearing liabilities	1,068	919
Capital employed at the beginning of the period	18,835	17,855
Closing balance		
Equity	5,001	4,957
Non-current interest-bearing liabilities	13,576	12,810
Current interest-bearing liabilities	1,229	1,068
Capital employed at the end of the period	19,806	18,835
 Average capital employed	 19,321	 18,345
Return on capital employed (%)	3.2	4.1

Free cash flow

SEKm	2022	2021
Cash flow from operating activities	1,333	1,378
Investments in non-current assets	-204	-170
Divestments of property, plant and equipment and intangible assets	17	19
Amortisation of lease liability	-1,122	-978
Free cash flow	24	249

Organic growth

%	2022	2021
Net sales growth	12.7	4.7
Acquired growth	3.0	-2.2
Exchange rate fluctuations	2.9	1.9
Organic growth	6.8	4.4

Working capital

SEKm	2022	2021
Current assets	2,344	2,195
Cash and cash equivalents	-507	-513
Total	1,837	1,682
Current liabilities	3,495	3,129
Current liabilities to credit institutions	-1,229	-1,069
Total	2,266	2,060
Working capital	-429	-379

See page 114 for definitions of key figures.

Lease-adjusted EBITDA/lease-adjusted EBITA

SEKm	2022			2021		
	Reported	IFRS 16 effect	Excl. IFRS 16 effect ¹⁾	Reported	IFRS 16 effect	Excl. IFRS 16 effect ¹⁾
Net sales	14,496	–	14,496	12,867	–	12,867
Other operating income	61	-19	42	24	–	24
Total revenue	14,557	-19	14,538	12,891	–	12,891
Personnel costs	-9,929	–	-9,929	-8,709	–	-8,709
Other external costs	-2,454	-1,729	-4,183	-2,016	-1,558	-3,574
Operating profit before depreciation, amortisation and impairments (EBITDA)	2,174	-1,748	426	2,166	-1,558	608
Amortisation, depreciation and impairments on tangible and intangible assets	-1,500	1,273	-227	-1,330	1,124	-207
Operating profit (EBITA)	674	-475	199	836	-436	400

1) This column shows adjusted EBITDA and adjusted EBITA.

Lease-adjusted net debt

SEKm	31 Dec 2022	31 Dec 2021
Interest-bearing liabilities	14,805	13,877
Pension for post employment benefits	0	2
Cash and cash equivalents	-507	-513
Net debt	14,298	13,366
Lease liability, real estate	-12,440	-11,776
Lease-adjusted net debt	1,858	1,590

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS*Adjusted diluted earnings per share*

SEKm	Reported	Acquisi- tions ¹	IFRS16 ²	Total adjust- ments	Adjusted earnings
Adjustments 2022					
Net sales	14,496	–	–	–	14,496
Other operating income	61	–	-19	-19	42
Operating profit before depreciation, amortisation and impairments (EBITDA)	2,174	–	-1,748	-1,748	426
Amortisation and depreciation of tangible and intangible assets	-1,500	–	1,273	1,273	-227
Operating profit (EBITA)	674	–	-475	-475	199
Amortisation, depreciation and impairments on acquisition-related intangible assets	-58	58	–	58	–
Operating profit (EBIT)	616	58	-475	-417	199
Net financial items	-658	–	605	605	-53
Profit before tax (EBT)	-42	58	130	188	146
Tax	-2	-12	-23	-35	-37
Profit for the year	-44	46	108	154	110
Profit (-loss) attributable to:					
Parent company shareholders, SEKm	-45	46	108	154	109
Non-controlling interests, SEKm	1	–	–	–	1
Average number of shares outstanding, diluted, thousands	160,938	160,938	160,938	160,938	160,938
Earnings per share, diluted SEK	-0.28	0.29	0.67	0.95	0.68
Adjustments 2021					
Net sales	12,867	–	–	–	12,867
Other operating income	24	–	–	–	24
Operating profit before depreciation, amortisation and impairments (EBITDA)	2,166	–	-1,558	-1,558	608
Amortisation and depreciation of tangible and intangible assets	-1,330	–	1,124	1,124	-207
Operating profit (EBITA)	836	–	-436	-436	400
Amortisation, depreciation and impairments on acquisition-related intangible assets	-81	81	–	81	–
Operating profit (EBIT)	755	81	-436	-355	400
Net financial items	-652	–	581	581	-71
Profit before tax (EBT)	103	81	145	226	329
Tax	-44	-16	-28	-44	-88
Profit for the year	59	65	117	182	241
Profit (-loss) attributable to:					
Parent company shareholders, SEKm	56	65	117	182	238
Non-controlling interests, SEKm	3	–	–	–	3
Average number of shares outstanding, diluted, thousands	160,930	160,930	160,930	160,930	160,930
Earnings per share, diluted SEK	0.35	0.40	0.73	1.13	1.48

1) Profit for the period attributable to parent company shareholders excluding the effects of amortisation of acquisition-related intangible assets.

2) Tax effects related to IFRS 16 divided by the average number of diluted shares outstanding.

See page 114 for definitions of performance measures.

PARENT COMPANY FINANCIAL STATEMENTS

Parent company income statement

January–December, SEKm	Note	2022	2021
Net sales	P2	17	15
Personnel costs	P3	-35	-29
Other external costs	P4, P5	-13	-11
Operating profit (-loss)		-31	-25
Net financial items		0	502
Profit (-loss) after financial items		-31	477
Group contributions		-98	50
Result of commission	P6	243	-
Profit before tax		114	527
Tax	P7	-29	-4
Profit for the year		85	523

Net profit for the year corresponds to comprehensive income for the year.

Parent company balance sheet

31 December, SEKm	Note	2022	2021
ASSETS			
Non-current assets			
Shares in subsidiaries	P8	6,494	6,494
Total non-current assets		6,494	6,494
Current assets			
Receivables from group companies		206	50
Other receivables		17	1
Prepaid expenses and accrued income		1	1
Cash and cash equivalents		0	0
Total current assets		224	52
Total assets		6,718	6,546
EQUITY AND LIABILITIES			
Equity	P9		
Restricted equity			
Share capital		1	1
Total restricted equity		1	1
Non-restricted equity			
Share premium reserve		6,602	6,602
Retained earnings		-65	-591
Profit for the year		85	523
Total non-restricted equity		6,622	6,534
Total equity		6,623	6,535
Liabilities			
Current liabilities			
Liabilities to group companies		82	0
Current tax liabilities		0	0
Other current liabilities		4	3
Accrued expenses and prepaid income		9	8
Total current liabilities		95	11
Total liabilities		95	11
Total equity and liabilities		6,718	6,546

PARENT COMPANY FINANCIAL STATEMENTS

Parent company statement of changes in equity

SEK	Restricted equity	Non-restricted equity		Total equity
	Share capital	Share premium reserve	Retained earnings	
Opening balance, 1 January 2021	1	6,602	-592	6,011
Dividend	-	-	-	-
Warrants	-	-	1	1
Other comprehensive income	-	-	523	523
Closing balance, 31 December 2021	1	6,602	-68	6,535
Opening balance, 1 January 2022	1	6,602	-68	6,535
Dividend	-	-	-	-
Warrants	-	-	1	1
Vested shares	-	-	2	2
Other comprehensive income	-	-	85	85
Closing balance, 31 December 2022	1	6,602	20	6,623

Parent company statement of cash flow

January–December, SEKm	2022	2021
Operating activities		
Profit before tax	114	527
Adjustments for items not included in cash flow	98	-50
Paid tax	-45	-5
Cash flow from operating activities before changes in working capital	167	472
Cash flow from changes in working capital		
Change in current receivables	-210	0
Change in current operating liabilities	41	-474
Cash flow from operating activities	-2	-2
Financing activities		
Warrants	2	2
Cash flow from financing activities	2	2
Cash flow for the year	0	0
Cash and cash equivalents at the beginning of the period	0	0
Cash and cash equivalents at the end of the period	0	0

Notes to the parent company financial statements

P1

SIGNIFICANT ACCOUNTING POLICIES

The parent company, Attendo AB (publ), applies the Swedish Annual Accounts Act and RFR 2 Accounting for Legal Entities. RFR 2 requires the parent company to adopt the same accounting policies as the group (IFRS) where applicable and except in the instances indicated below. The parent company applies IAS 9. The parent company does not apply IFRS 16. Reference is otherwise made to the accounting policies applied by the Group for recognition and measurement of financial instruments in Note C25.

Basis of preparation of financial statements

The parent company financial statements are presented in millions of Swedish kronor (SEKm). The financial statements have been prepared according to the cost method, which means that investments are recognised at cost and dividends are recognised in profit and loss. Impairment tests are conducted annually and impairment losses are recognised if the reduction in value is assumed to be of a permanent nature.

Shares and participations

Shares in subsidiaries are recognised at cost less any impairment. Cost includes acquisition-related expenses and any additional purchase consideration. Investments are tested for indications of impairment annually or when there is a risk that the carrying amount of investments exceeds the recoverable amount.

P2

NET SALES

Parent company revenue relates to intragroup services in the amount of SEK 17m (15).

P3

SALARIES AND OTHER REMUNERATION

Salaries and other remuneration

SEK	2022	2021
CEO		
Salaries and other remuneration	10	10
Pension costs	3	3
Social costs	4	3
Total	17	16
Other employees		
Salaries and other remuneration	9	7
Pension costs	3	2
Social insurance costs	3	2
Total	15	11
Total	32	27

Average number of full-time employees

	2022	2021
Women	0	–
Men	4	4
Total	4	4

See Note C5 for further information on remuneration of senior executives.

P4

OTHER EXTERNAL COSTS

Other external costs

SEK	2022	2021
External services	3	3
Board remuneration Other	5	4
Other	5	4
Total	13	11

P5

AUDIT FEES

Audit fees

SEK	2022	2021
PwC		
Audit fees	1	1
Other audit assignments	0	0
Tax advice	0	0
Other services	0	0
Total	1	1

	2022	2021
Other companies		
Other services	–	–
Total	–	–

Audit fees relate to statutory reporting, that is, the work associated with preparing the Audit Report, as well as audit advisory services provided in connection with the audit assignment.

NOTES TO THE PARENT COMPANY FINANCIAL STATEMENTS

P6

RESULT OF COMMISSION

Result of commission

Mkr	2022	2021
Attendo Sverige AB	192	-
Attendo AB	0	-
Attendo Intressenter AB	-37	-
Attendo LSS AB	51	-
Attendo Hällbgruppen AB	7	-
Attendo Tallbacka Gården AB	6	-
Attendo Syster Annas Sjukhem AB	1	-
Attendo Björkhaga Kompetens AB	-1	-
Attendo Kombinationsboende i Göteborg AB	-1	-
Attendo Samsa AB	6	-
Attendo Dungens Korttidshem AB	1	-
Attendo Sälltåppans Behandlingshem AB	-1	-
Attendo Trekilövern i Falköping AB	0	-
Attendo Kreativ Omsorg AB	2	-
Attendo Individ och Familj AB	9	-
Attendo Arken HVB AB	-4	-
Tjust Behandlingsfamiljer AB	12	-
Summa	243	-

P7

TAX

Reconciliation of effective tax

SEK	2022	2021
Profit before tax	114	527
Tax according to the Swedish tax rate	-23	-109
Non-deductible expenses	-6	0
Non-taxable income	3	105
Other	-3	-
Tax expense	-29	-4

Attendo AB's tax loss carryforwards amounted to SEK 0m (0) as of 31 December 2022.

P8

SHARES AND PARTICIPATIONS

Shares in group companies

SEK	2022	2021
Opening book value	6,494	6,494
Closing book value	6,494	6,494

Shares owned directly by the parent company	Corp. ID no.	Registered office	Number of shares	Proportion of capital and votes, %	Book value SEKm
Attendo International AB (publ)	556932-5342	Danderyd	66,669,379	100	6,494

There are also a number of indirectly owned subsidiaries. A detailed list of group companies can be ordered from Attendo AB, Investor Relations.

P9

EQUITY

Share capital

Share capital amounted to SEK 884,551 as of 31 December 2022 (884,551). There were 161,386,592 shares outstanding (161,386,592). The quotient value per share is SEK 0.005 (0.005).

Proposed distribution of profits

The following profits in the parent company are at the disposal of the AGM:

Distribution of earnings	Amounts in SEK
At the disposal of the AGM:	
Retained earnings	6,537,372,475
Profit for the year	84,904,902
Total	6,622,277,377

Allocated as follows:

Amount to be retained by the parent company	6,622,277,377
Total non-restricted equity in the parent company	6,622,277,377

P10

EVENTS AFTER THE REPORTING DATE

Attendo's Chief Financial Officer, Fredrik Lagercrantz, announced on January 10 that he is leaving Attendo. Fredrik Lagercrantz will leave Attendo at mid-year 2023. He will remain in his role as a member of executive management during the transition period.

ASSURANCE**Assurance**

The board of directors and the CEO hereby certify that the consolidated accounts have been prepared in accordance with International Financial Accounting Standards, IFRS, as adopted by the EU, and provide a true and fair view of the group's financial position and results of operations. The annual accounts have been prepared in accordance with generally accepted accounting principles and provide a true and fair view of the

parent company's financial position and results of operations. The board of directors' report for the group and the parent company provides a true and fair view of the progress of group and parent company operations, financial position and results of operations and describe significant risks and uncertainties facing the parent company and companies included in the group. We hereby also submit the Attendo Sustainability Report for 2022.

Danderyd, 15 March 2023

Ulf Lundahl
Chairman

Margareta Danelius
Director

Catarina Fagerholm
Director

Alf Göransson
Director

Tobias Lönnevall
Director

Suvi-Anne Siimes
Director

Anssi Soila
Director

Katarina Nirhammar
Director
Employee representative

Martin Tivéus
President and
Chief Executive Officer

Our audit report was submitted on 20 March 2023.

PricewaterhouseCoopers AB

Erik Bergh
Authorised Public Accountant
Auditor in charge

This is a translation of the Swedish original. For any interpretation the Swedish version prevails

Auditor's report

To the general meeting of the shareholders of Attendo AB (publ) AB, corporate identity number 559026-7885. Report on the annual accounts and consolidated accounts.

OPINIONS

We have audited the annual accounts and consolidated accounts of Attendo AB (publ) for the year 2022. The annual accounts and consolidated accounts of the company are included on pages 62- 100 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 parent company and the group 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 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 Responsibilities 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.

OUR AUDIT APPROACH

AUDIT SCOPE

We designed our audit by establishing the level of materiality and assessing the risk of material misstatements in the financial

statements. We particularly considered the areas in which the CEO and the Board of Directors have made subjective judgments, such as key accounting estimates made on the basis of assumptions and forecasts concerning future events, which are by nature uncertain. As in all audits, we have also considered the risk that the board of directors and the CEO have disregarded internal control procedures and have, inter alia, considered whether there is evidence of systematic departures that have given rise to a risk of material misstatement due to irregularities.

We adapted our audit to perform an appropriate examination to enable us to express an opinion on the financial statements as a whole, with consideration given to the group's structure, accounting processes and internal reviews and the industry within which the group operates. Among other procedures, our audit included the following:

- For the largest reporting entities in Sweden and Finland, including the parent company and consolidation, we have examined the annual accounts, performed a review of the interim report as of 30 September and assessed key controls related to financial reporting based on Attendo's framework.
- We focused in particular on the system replacements that occurred during the year. A new HR system was implemented in Sweden during the year and we have examined aspects such as: project management, data migration, system links and related functionality, system controls and access management.
- For other entities, analytical reviews are conducted in connection with the statutory audit. In most cases, the statutory audit was not completed before the auditor's report was endorsed for the group. The outcome of this audit was reported separately to Attendo as part of our audit during the autumn of the following year as these entities were not deemed material and thus do not constitute input material for the audit of the group's annual accounts. The outcome of the statutory audit was used in planning the audit and to follow up whether any key matter concerning financial reporting or internal control was observed at any entity.

In addition to that described above, the auditor in charge visited the Scandinavian and Finish operations during the year. The purpose of these meetings is to create an understanding of operations in the country, the financial reporting, how the business is developing and to understand procedures and controls. In connection with these visits and meetings, the management of acquisitions and the impact of acquisition analyses, needs for provisions for onerous contracts and impairment of right-of-use assets were also discussed and examined. In addition, financial reporting was reviewed based on the accounting policies applied by the group.

AUDITOR'S REPORT**MATERIALITY**

The scope and direction of the audit is influenced by our materiality assessment. An audit is designed to achieve reasonable assurance as to whether the financial statements contain any material misstatements. Misstatements may arise due to irregularities or error. Misstatements are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based upon professional judgement, we established certain quantitative materiality levels, including for overall financial reporting. Using these and qualitative deliberations, we established the direction and scope of the audit and the nature, timing and scope of our audit checks, and assessed the impact of misstatements, individually and in the aggregate, on the financial statements as a whole.

KEY AUDIT MATTERS

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of 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.

Valuation of goodwill and other acquisitionrelated intangible assets

KEY AUDIT MATTERS

We refer to notes C2 Key accounting estimates and judgements and C13 Intangible assets.

Goodwill constitutes a significant portion of the total assets of the Attendo Group and amounted to SEK 7,204 million at 31 December 2022. The item is subject to management's judgements and assumptions and due to its materiality has also been assessed as a key audit matter.

Management and the board of directors prepare an annual impairment test of the value of goodwill. The test is aimed at assessing whether there is any indication of impairment, i.e., whether the carrying amount exceeds the assessed fair value in accordance with the impairment test.

The estimated value is based on future budgets and forecasts for the next ten years approved by the board of directors. Attendo is carrying large, recognized asset values related to long-term leases. The terms of these leases are usually more than ten years. In addition, the coming demographic changes are estimated to lead to further increased need for the group's services after year five of the forecast period. Attendo has therefore used a 10-year forecast period. The cash flows from the years beyond the next ten are extrapolated based on the last year in the forecast.

Cash flows from the years beyond the next ten years are extrapolated based on the final year of the forecast. The process thus includes assumptions that have material impact on the impairment test. This includes the assumptions on sales growth, margin development and the discount rate (WACC).

The value that arises in accordance with the test corresponds to the value of discounted cash flows for identified cash-generating units. Even if a cash-generating unit passes the impairment test, a future development that diverges adversely from the assumptions and estimates upon which the test was based may lead to an impairment in the future.

The test carried out by Attendo did not show any indication of impairment.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

When examining whether there is an indication of impairment in goodwill and other acquisition-related intangible assets and to assure the valuation and accuracy, we have performed the following audit procedures:

- In evaluating the assumptions, as set forth in Note C13 Intangible assets, and in the process of verifying that the model used is consistent with IFRS, we have engaged valuation experts from PwC to test and evaluate the models and methods used as well as material assumptions.

AUDITOR'S REPORT

Cont. Valuation of goodwill and other acquisitionrelated intangible assets

- On a random basis, we have evaluated and challenged information used in the calculations vis-à-vis Attendo's financial plan and, where possible, external information. In that context, we focused on assumed growth figures, margin development and the discount rate per cash-generating unit. We have also followed up the accuracy and inherent quality of the company's process for preparing business plans and financial plans based on historical outcomes.
- We checked the sensitivity of the valuation to negative changes in significant parameters that could, individually or in the aggregate, indicate impairment.
- We assessed that the disclosures provided in the annual accounts are correct based on the valuation test performed, particularly based on information about the sensitivity in the valuations.
- We compared the information provided in the annual accounts against the requirements in IAS 36 Impairment of Assets and found that they had been met in all material respects.
- We evaluated Attendo's assessment of the risk that can have impact on the business, as reported under the Risks and risk management section in the Administration Report and Note C2 Key accounting estimates and judgements.

Management's judgements concerning provisions for onerous contracts and impairment of right-of-use assets

KEY AUDIT MATTERS

We refer to notes C2 Key accounting estimates and judgements, C14 Leases and C23 Provisions, as well as to the Board of Directors' report.

Several balance sheet items in Attendo's accounts are based on assumptions and judgements, in that Attendo judges whether any provision or impairment is required. In addition to goodwill as described above, we find that the most material judgement-based items are provisions for onerous contracts and indications of impairment of right-of-use assets. The reason for this is that Attendo opened a large number of homes during the past years. Starting a care home or unit can be costly, as it can take time to fill the beds. If a contract is going to lead to future losses, IAS 37 Provisions, Contingent Liabilities and Contingent Assets requires a provision for the losses expected to arise after the reporting date and, if this is related to right-of-use assets, impairment of those assets. Attendo monitors all care homes and units on a monthly basis and makes judgements and forecasts for the future. Based on these, Attendo determines whether a provision or impairment is required.

These items are accounted for based on complex underlying judgements and are therefore a Key Audit Matter.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

In our audit, we focused in particular on examining management's assessments of onerous contracts in order to verify completeness, accuracy and valuation and the audit procedures performed included the following:

- We examined Attendo's monitoring and closing accounts procedures to verify that internal controls are in place to account for provisions for onerous contracts if required under IAS 37 Provisions, Contingent Liabilities and Contingent Assets and that right-of-use assets have been impaired if a permanent decline in value is found to exist.
- On a random basis, we examined Attendo's basis for calculation compared to internal reports.
- We followed up profit and loss outcomes and future forecasts pertaining to care homes and units compared to internal reports, jointly with the responsible individuals at Attendo.
- We evaluated Attendo's policies for making provisions against potential losses attributable to contracts with customers against the requirements found in IAS 37 Provisions, Contingent Liabilities and Contingent Assets and the same with regard to indications of impairment in right-of-use assets against the requirements found in IAS 36 Impairment of Assets.

Procedures and processes and accounting for personnel-related costs

KEY AUDIT MATTER

We refer to notes C2 Key accounting estimates and judgements, C5 Information on directors, senior executives and employees, C22 Pension provisions and C26 Other current liabilities.

Attendo has about 20,000 employees in its subsidiaries. Personnel costs account for approximately 70 percent of Attendo's operating costs and are thus the most significant cost item in Attendo's consolidated income statement. Personnel-related costs consist of salaries and other remuneration, as well as directly attributable taxes and social insurance contributions. The risk in these items is related to whether they are complete, accurately calculated and correctly allocated over time. There is also an intrinsic complexity in payroll management, as different employee categories are covered by different employment contracts and collective agreements, which, in and of itself, creates differences in how salaries, other remuneration and benefits should be calculated.

To assure correct accounting for personnel costs, Attendo has implemented a framework for internal control and has a robust reporting structure to ensure that reporting is correct and complete in accordance with Attendo's policies. This is described on page 51 of the annual report

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

To be able to pay salaries to about 20,000 employees every month, or in some cases more often, effective procedures and processes must exist to calculate and check the salaries and other remuneration that are to be paid.

Our audit was based both on evaluating internal control as well as substantive auditing tests and other analytical procedures, including data-based transaction analyses of certain balance sheet and profit and loss items for significant subsidiaries on a random basis. The evaluation of procedures and processes was based on Attendo's framework for internal control of financial reporting. Examination of controls and auditing of profit and loss and balance sheet items was performed on a random basis. The other audit procedures we performed included the following:

- Reconciliation of significant accrued expenses and/or reserves pertaining to e.g., annual leave pay liability, payroll liabilities, taxes and social insurance contributions against information derived from payroll systems and management's estimates and judgements.
- Examination of personnel costs by means of analytical audit procedures covering changes of costs in the income statement, accrued expenses and reserves based on our knowledge and through the use of data-based transaction analyses.

AUDITOR'S REPORT**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 1–43, 110–119 respectively. 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 DIRECTOR'S 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 intend 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 reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisorsansvar. 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 Director's and the Managing Director of Attendo AB (publ) for the year 2022 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Director's 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 Responsibilities 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 DIRECTOR'S 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 organization 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 organization 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.

A further description of our responsibility for the audit of the administration is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

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 Attendo 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 Attendo 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 DIRECTOR'S (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 ISQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Services Engagements and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with professional ethical requirements, professional standards and 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 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 has been marked with iXBRL in accordance with what follows from the Esef regulation.

PricewaterhouseCoopers AB, with Erik Bergh in charge, was appointed auditor of Attendo AB (publ) by the general meeting of the shareholders on the 26 April 2022 and has been the company's auditor since the 27 October 2015.

Stockholm, 20 March 2023
PricewaterhouseCoopers AB

Erik Bergh
Authorized Public Accountant

The Attendo share

Attendo stock has been traded on Nasdaq Stockholm since November 2015, when the listing price was SEK 50 per share. The stock is categorised in the Healthcare segment of the Mid Cap list. Shares in Attendo are traded under the stock ticker ATT.

Share price performance and turnover

SEK	2022	2021
Closing price 31 December	24.22	38.50
Market capitalisation 31 December, SEKbn	3.9	6.2
Share price performance during the year,%	59	-13
Highest price paid 4 Jan (9 Jan)	38.48	52.40
Lowest price paid 22 Sep (15 Aug)	18.60	32.84

Shares in Attendo were traded on Nasdaq Stockholm in 2022 to a value of SEK 2bn, corresponding to average daily turnover of approximately SEK 8m. The volume traded in 2022 corresponds to about 49 percent of the average number of shares outstanding. A vast majority of the total volume was traded on Nasdaq Stockholm. Shares in Attendo are also traded on multi-lateral trading facilities (MTF) such as Aquis and Cboe.

SHARE CAPITAL

There was a total of 161,386,592 shares outstanding at year-end (161,386,592). Attendo held 453,697 treasury shares at year-end and the total number of shares outstanding as of 31 December 2022 was 160,932,895. All shares carry equal voting rights and equal rights to a share in the company's assets.

DIVIDENDS

Dividends shall be carefully considered with regard to the objectives, scope and risk of the business, including investment opportunities and the company's financial position. Attendo's dividend policy is to distribute 30% of adjusted earnings. In both financial and operational terms, 2022 was a challenging year for Attendo that was characterised by high inflation and continued unbalances in the Finnish labour market, high sick leave during large parts of the year as well as a high net debt in relation to earnings. In the light of these circumstances, the Board of Directors is therefore proposing to the 2023 Annual General Meeting that no dividend should be distributed for the 2022 fiscal year.

INVESTOR RELATIONS

The Attendo stock is covered by four investment banks. For current information about analysts that cover the stock, see Attendo's website, www.attendo.com. The company presents webcasts of its interim reports. Numerous digital presentations and investor meetings were held during the year in conjunction with publication of interim reports. Attendo also participated in several digital investor conferences arranged by the banks and stockbrokers that have analysts who cover the Attendo share.

Shareholders

Name	Number of shares	% of equity and voting rights
Nordstjernan AB	29,821,930	18.5
Pertti Karjalainen*	14,839,265	9.2
Incentive Asset Management*	13,188,801	8.2
Tredje AP-fonden	6,500,000	4.0
SEB Stiftelsen	5,486,280	3.4
Elo Mutual Pension Insurance Company	4,800,000	3.0
Avanza pension	3,900,466	2.4
TAMT AB	3,800,000	2.4
Henrik Borelius	3,703,907	2.3
Svenskt Näringsliv	2,914,077	1.8
Alcur Fonder AB	2,881,883	1.8
Jofam AB	2,550,000	1.6
Per Josefsson Invest AB	2,450,000	1.5
Nordnet pensionsförsäkring AB	1,794,586	1.1
Blackrock	1,663,537	1.0
PRI Pensionsgaranti	1,602,033	1.0
Galba Holding AB	1,350,000	0.8
Vanguard**	1,329,916	0.8
Anssi Soila	1,255,455	0.8
Schroder Global Healthcare**	1,049,699	0.7
Total, 20 largest shareholders	106,881,835	66.4
Total, other	54,051,060	33.6
Total shares outstanding	160,932,895	100.0

Source: Euroclear Sweden AB per 31 Dec 2022.

* Information from owner.

** Information from Morningstar



"In connection with the publication of interim reports, a large number of digital presentations and investor meetings have been arranged during the year."

THE ATTENDO SHARE

Share distribution

Holding	No. of share-holders	No. of shares outstanding
1-500	6,259	775,822
501-1,000	855	666,534
1,001-5,000	889	2,152,290
5,001-10,000	204	1,573,276
10,001-15,000	81	1,057,348
15,001-20,000	59	1,077,821
20,001-	216	154,083,501
Total	8,563	161,386,592

Source: Euroclear Sweden AB per 31 Dec 2022.

Per share data

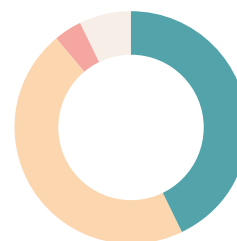
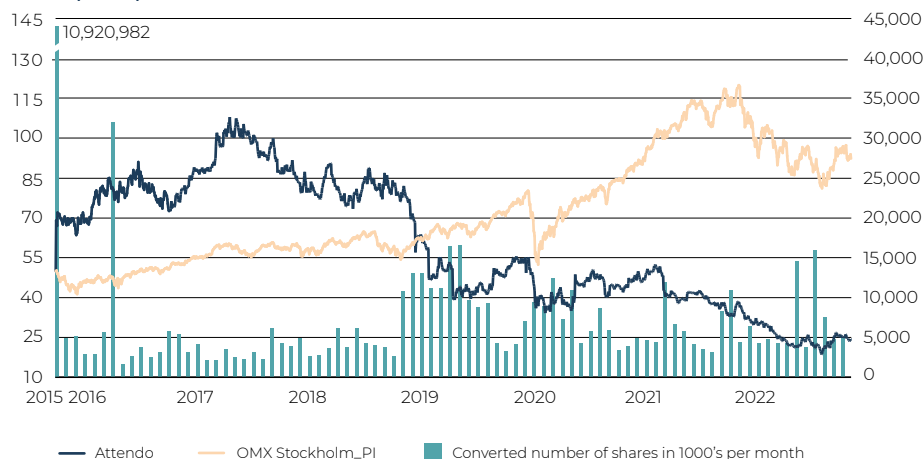
SEK	31 Dec 2021	31 Dec 2020
Equity per share ¹	31.07	30.65
Earnings per share ¹	-0.28	0.35
Dividend per share	-	-
Dividend as a percentage of earnings per share	-	-
Dividend yield, % ²	N/A	110
P/E-ratio ³		

1) Basic.

2) Dividend divided by share price at year-end.

3) Share price at year-end divided by earnings per share.

Share price performance 2015-2022

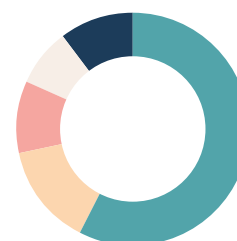
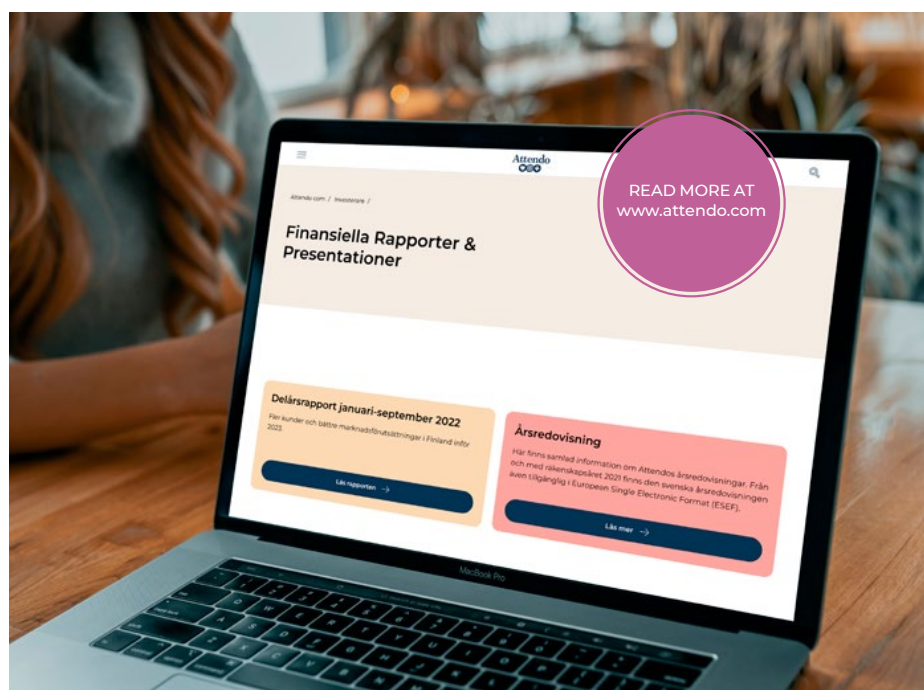


SHAREHOLDERS BY CATEGORY AT 31 DEC 2022

% of equity and voting rights

- Foreign owners 43%
- Swedish owners 57%
- Thereof:
 - Institutions 46%
 - Equity funds 4%
 - Retail investors 7%

Source: Euroclear Sweden AB



GEOGRAPHICAL DISTRIBUTION OF SHAREHOLDERS AT 31 DEC 2022

- Sweden 57%
- USA 14%
- Finland 10%
- United Kingdom 8%
- Other 10%

Source: Euroclear Sweden AB

FIVE-YEAR SUMMARY

Five-year summary

	2022	2021	2020	2019	2018 ⁴
Total net sales	14,496	12,867	12,288	11,935	10,987
Growth, %	12.7	4.7	2.9	8.6	22.4
– Net sales, Attendo Scandinavia	6,599	6,037	6,027	6,305	6,367
– Net sales, Attendo Finland	7,897	6,830	6,261	5,630	4,620
Lease adjusted operating profit (EBITDA) ¹	426	608	599	656	918
Lease adjusted operating margin (EBITDA margin) ¹ , %	2.9	4.7	4.9	5.5	8.4
Lease adjusted operating profit (EBITA) ¹	199	400	375	441	711
Lease adjusted operating margin (EBITA margin) ¹ , %	1.4	3.1	3.1	3.7	6.5
Operating profit (EBITDA) ¹	2,174	2,166	2,053	1,940	1,999
Operating margin (EBITDA margin) ¹ , %	15.0	16.8	16.7	16.3	18.2
Operating profit (EBITA) ¹	674	836	797	812	1,008
Operating margin (EBITA margin) ¹ , %	4.6	6.5	6.5	6.8	9.2
Operating profit (EBIT) ¹	616	755	673	672	866
Operating margin (EBIT margin) ¹ , %	4.2	5.9	5.5	5.6	7.9
Profit for the year	-44	59	-904	81	955
Profit margin, %	-0.3	0.5	-7.4	0.7	8.7
Return on capital employed, % ⁵	3.2	4.1	3.7	3.6	4.9
Capital employed ⁵	19,806	18,835	17,855	18,186	19,063
Free cash flow ^{1,5}	24	249	428	196	593
Working capital ^{1,5}	-429	-379	-508	-283	-429
Equity/assets ratio ⁵	22	24	24	29	27
Net investments	187	151	319	241	205
Basic earnings per share, SEK	-0.28	0.35	-5.63	0.51	1.52
Diluted earnings per share, SEK	-0.28	0.35	-5.63	0.51	1.52
Adjusted earnings per share diluted, SEK ⁴	0.68	1.48	1.43	1.71	–
Equity per share, basic, SEK ^{3,5}	31.07	30.65	30.14	36.24	36.15
Equity per share, diluted, SEK ⁵	31.07	30.65	30.13	36.24	36.10
Average number of shares outstanding basic, thousands ³⁾	160,925	160,913	160,904	160,877	160,455
Average number of shares outstanding diluted, thousands ³⁾	160,938	160,930	160,920	160,899	160,702
Number of shares outstanding, end of period, thousands ²	160,933	160,913	160,913	160,890	160,867
Average number of employees	20,821	19,041	18,178	16,499	16,745
Total net sales	14,496	12,867	12,288	11,935	10,987
– Own operations	12,966	11,404	10,527	9,957	8,759
– Outsourcing	1,529	1,463	1,761	1,978	2,228

1) Alternative performance measure. Refer to page 114 for definitions.

2) See the calculation of average number of shares in the calculation, basic and diluted EPS in note C12 Earnings per share.

3) Alternative performance measure. Refer to page 114 for definitions. Calculations of APMs are available from 2019.

4) The periods have not been restated according to IFRS 16.

5) Including operations for sale

QUARTERLY SUMMARY

Quarterly summary

SEK	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021
Net sales	3,789	3,679	3,546	3,482	3,338	3,260	3,207	3,062
Other operating income	15	34	8	4	5	4	9	6
Total revenue	3,804	3,713	3,554	3,486	3,343	3,264	3,216	3,068
OPERATING COSTS								
Personnel costs	-2,631	-2,427	-2,490	-2,381	-2,294	-2,096	-2,233	-2,086
Other external costs	-660	-613	-583	-598	-538	-511	-487	-480
Operating profit before depreciations and amortisation (EBITDA)	513	673	481	507	511	657	496	502
Operating profit (EBITDA margin)	13.5	18.3	13.6	14.6	15.3	20.2	15.5	16.4
Amortisation and depreciation of tangible and intangible assets	-382	-378	-375	-365	-339	-338	-334	-319
Operating profit after depreciation (EBITA)	131	295	106	142	172	319	162	183
Operating profit (EBITA margin)	3.5	8.0	3.0	4.1	5.2	9.8	5.1	6.0
Amortisation and impairments on acquisition-related intangible assets	-14	-14	-15	-15	-13	-13	-26	-29
Operating profit (EBIT)	117	281	91	127	159	306	136	154
Operating margin (EBIT margin)	3.1	7.6	2.6	3.6	4.8	9.4	4.2	5.0
Net financial items	-170	-160	-159	-169	-159	-171	-158	-164
Profit (-loss) before tax	-53	121	-68	-42	0	135	-22	-10
Income tax	9	-26	5	10	-8	-40	3	1
PROFIT OR LOSS FOR THE PERIOD	-44	95	-63	-32	-8	95	-19	-9
Profit (-loss) for the period attributable to:								
The parent company shareholders	-44	95	-63	-33	-9	94	-19	-10
Non-controlling interests	-	-	-	1	1	1	0	1
Profit margin, %	-1.2	2.6	-1.8	-0.9	-0.2	2.9	-0.6	-0.3
Tax rate, %	-17.0	-21.5	-7.4	-23.8	-	-29.6	-13.6	-10
Basic earnings per share, SEK	-0.27	0.59	-0.39	-0.2	-0.06	0.58	-0.12	-0.06
Diluted earnings per share, SEK	-0.27	0.59	-0.39	-0.2	-0.06	0.58	-0.12	-0.06
Adjusted earnings per share, diluted, SEK	-0.07	0.80	-0.14	0.09	0.21	0.83	0.19	0.26
Average number of shares outstanding, basic, thousands	160,933	160,933	160,923	160,913	160,913	160,913	160,913	160,913
Average number of shares outstanding, diluted, thousands	160,938	160,933	160,933	160,932	160,929	160,928	160,926	160,925
Net sales by contract model								
Net sales, Own operations	3,412	3,298	3,163	3,093	2,957	2,897	2,849	2,700
Net sales, Outsourcing	377	381	383	389	381	362	358	362
Net sales by business area								
Net sales, Scandinavia	1,691	1,670	1,631	1,607	1,584	1,516	1,489	1,447
Net sales, Finland	2,098	2,009	1,915	1,875	1,754	1,744	1,718	1,615
Operational data								
Number of units in operational ¹	705	707	705	711	710	716	716	716
Number of beds in homes ²	20,932	21,082	21,062	21,155	21,093	20,935	20,858	20,852
Number of beds under constructions ³	325	224	354	433	433	449	608	782
Number of open beds (r12)	274	373	486	638	832	931	710	955
Occupancy in homes, % ²	85	85	84	84	84	83	83	81
Growth	13.5	12.8	10.6	13.7	8.9	9.3	3.1	-2.1
Organic growth	5.7	6.8	6.7	8.2	5.4	5.6	4.8	2.0
Acquired growth	3.1	3.5	1.9	3.3	4.5	4.6	1.2	-1.2
Changes in currencies	4.7	2.5	2.0	2.2	-0.9	-1.0	-2.9	-2.9

1) All units in all contract models and segments.

2) All homes.

3) Own homes

DEFINITIONS

Definitions of performance measures and alternative performance measures (APM)

EXPLANATIONS OF FINANCIAL PERFORMANCE MEASURES

Acquired growth (APM)

The net between the increase in the company's net sales from businesses and operations acquired during the past 12 months and loss of net sales from businesses and operations divested during the past 12 months. See Note C34 for more information.

Adjusted earnings per share (APM)

Profit or loss for the period attributable to the parent company shareholders excluding effects from amortization of acquisition-related intangible assets, IFRS 16 as well as items affecting comparability and related tax items divided by the number of outstanding shares after dilution. See Note C34 for more information.

Capital employed

Equity plus interest-bearing liabilities and provisions for post-employment benefits. See Note C34 for more information.

Cash and cash equivalents

Cash and bank balances, short-term investments and derivatives with a positive fair value.

Earnings per share

Equity attributable to the parent company shareholders divided by average shares outstanding. Calculated both before (basic) and after dilution.

Equity/assets ratio

Equity divided by total assets.

Equity per share

Profit or loss for the period attributable to the parent company shareholders divided by average shares outstanding.

Free cash flow (APM)

Free cash flow is a measure of the cash and cash equivalents the group generates in operating activities and investing activities. The performance measure is defined as operating cash flow after changes in working capital, cash flow from investments in and divestments of tangible and intangible assets, received/paid interest as well as interest expense for lease liabilities of real estate and repayment of lease liabilities according to IFRS 16. See the note C34 for more information.

Lease adjusted EBITA (APM)

See the definition of operating profit (EBITA) below. Lease adjusted operating profit (EBITA) is operating profit according to the previous reporting standard IAS 17, i.e. excluding the effects of the implementation of IFRS 16. Car leases were reported as finance leases under the previous standard. Consequently, it is the effects of leases of real estate under IFRS 16 that differentiate operating profit from lease adjusted operating profit. See Note C34 for more information.

Lease adjusted EBITDA (APM)

See the definition of operating profit (EBITDA) below. Lease adjusted operating profit (EBITDA) is operating profit according to the previous accounting standard IAS 17, i.e. excluding the effects of the implementation of IFRS 16. Car leases were reported as finance leases under the previous standard. Consequently, it is the effects of leases of real estate under IFRS 16 that differentiate operating profit from lease adjusted operating profit. See Note C34 for more information.

Lease adjusted net debt (APM)

See the definition of net debt below. Lease adjusted net debt is net debt according to the previous reporting standard IAS 17, i.e. excluding the IFRS 16 effect on lease liabilities attributable to right-of-use assets for real estate. See Note C34 for more information.

Lease adjusted net debt/lease adjusted EBITDA (APM)

Lease adjusted net debt in relation to lease adjusted EBITDA r12.

Lease adjusted operating margin (EBITA) (APM)

Lease adjusted operating profit (EBITA) divided by net sales.

Lease adjusted operating margin (EBITDA) (APM)

Lease-adjusted operating profit (EBITDA) divided by net sales.

Net debt (APM)

Net debt is a way of describing the group's indebtedness and its ability to repay its debt with cash and cash equivalents if all debts were to be due for payment today. Net debt is defined as interest-bearing liabilities plus provisions for post-employment benefits minus cash and cash equivalents. Net debt is presented both including and excluding lease liabilities attributable to right-of-use assets for real estate. See Note C34 for more information.

Net debt/EBITDA (APM)

Net debt in relation to operating profit (EBITDA) r12.

Net debt to equity ratio (APM)

Net debt divided by equity.

Net investments

The net of investments in and divestments of tangible and intangible assets, excluding acquisitions and divestment of operations as well as investments in and divestments of assets held for sale.

Operating margin (EBIT margin)

Operating profit or loss (EBIT) divided by net sales.

Operating margin (EBITA margin)

Operating profit (EBITA) divided by net sales.

Operating margin (EBITDA margin)

Operating profit (EBITDA) divided by net sales.

Operating profit (EBIT) (APM)

Attendo reports operating profit (EBIT) as a performance measure because it shows the development of operating activities independent of financing. Operating profit (EBIT) refers to profit before financial items and tax. See the Consolidated income statement for a reconciliation of EBIT.

DEFINITIONS

Operating profit (EBITA) (APM)

Operating profit (EBITA) is used as a performance measure because it shows the development of operating activities without the effect of amortization and impairments of intangible assets from acquired companies and independently of financing. Operating profit (EBITA) refers to profit before amortization of acquisition-related intangible assets, financial items and tax. See the Consolidated income statement for a reconciliation of EBITA.

Operating profit (EBITDA) (APM)

Attendo reports operating profit (EBITDA) as a performance measure because it shows the development of operating activities independent of financing and investments. Operating profit (EBITDA) refers to profit or loss before depreciation, amortization and impairments. See the Consolidated income statement for a reconciliation of EBITDA.

Organic growth (APM)

Attendo reports organic growth as a performance measure to show underlying net sales development excluding acquisitions and currency effects. The performance measure is calculated as net sales growth excluding acquisitions, divestments and changes in exchange rates. See Note C34 for more information.

Profit (loss) for the period

Profit or loss for the period attributable to parent company shareholders and non controlling interest.

Profit (loss) for the year

Profit or loss attributable to parent company shareholders and non controlling interests.

Profit margin

Profit or loss for the period or year divided by net sales.

r12 "rolling 12 months"

The sum of the period's past 12 months.

Return on capital employed (APM)

Attendo reports return on capital employed because it shows profits in relation to the capital used in opera-

tions. The definition of return on capital employed is operating profit (EBIT) for the past 12 months divided by average capital employed. See Note C34 for more information.

Working capital (APM)

Working capital is a key performance measure for optimising cash generation. The performance measure is defined as current assets excluding cash and cash equivalents and current interest-bearing assets minus current non-interest-bearing liabilities and provisions. Assets and liabilities held for sale are not included in working capital. See Note C34 for more information.

DEFINITIONS OF OPERATIONAL TERMS**CoP**

Care for older people

Mature unit

Own home in care for older people, care for people with disabilities and social psychiatry opened during the calendar year of 2018 or earlier, and units in other contract models and segments in operation for more than 12 months.

Occupancy

The number of occupied beds divided by the number of available beds. Occupancy is a weighted average in the last month of each reporting period.

SUSTAINABILITY DEFINITIONS**Code of Conduct**

Formal guidelines for how a company's values must be implemented in practise.

Environmental management system

A structured approach to improving and streamlining the company's environmental work.

Environmentally hazardous waste

Waste that must, according to national law, be managed by an authorised waste management firm.

Human rights

Human rights are enshrined in public international law and originate in international agreements. These agreements

govern the relationship between the state and individuals and establish that all people, regardless of country, culture and context, are born free and equal in dignity and rights.

Materiality assessment

Identification of the company's most significant issues from the social, financial and environmental perspectives. The most significant issues are those concerning which stakeholders have the highest expectations and those where the business has the greatest impact on others.

Stakeholder dialogue

Dialogue with stakeholders within and outside the company aimed at identifying the expectations of various groups concerning the business.

Stakeholders

Groups of people who are involved in and/or have a financial interest in a business.

TAXONOMY-ALIGNED ECONOMIC ACTIVITY

Proportion of Taxonomy-aligned economic activities

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities

Substantial contribution criteria

DNSH criteria
(Do No Significant Harm)

Economic activities	Code(s)	Absolute turnover	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of turnover, year N	Taxonomy-aligned proportion of turnover, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
A. TAXONOMY ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Activity 1																				
Activity 2																				
Turnover of eligible Taxonomy-aligned activities (A.1)																				
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Activity 1																				
Activity 3																				
Turnover of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																				
Total (A.1 + A.2)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
Turnover of non-eligible activities (B)		14,496	100																	
Total (A + B)		14,196	100																	

TAXONOMY-ALIGNED ECONOMIC ACTIVITY

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities

Substantial contribution criteria

DNSH criteria
(Do No Significant Harm)

Economic activities	Code(s)	Absolute CapEx	Proportion of CapEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of CapEx, year N	Taxonomy-aligned proportion of CapEx, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
A. TAXONOMY ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Activity 1																				
Activity 2																				
CapEx of eligible Taxonomy-aligned activities (A.1)																				
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Transport by motorbikes, passenger cars and light commercial vehicle	6.5	25	2																	
Acquisition and ownership of buildings	7.7	1,019	82																	
CapEx of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		1,044	84																	
Total (A.1 + A.2)		1,044	84	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
CapEx of non-eligible activities (B)		204	16																	
Total (A + B)		1,248	100																	

TAXONOMY-ALIGNED ECONOMIC ACTIVITY

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities				Substantial contribution criteria						DNSH criteria (Do No Significant Harm)										
Economic activities	Code(s)	Absolute OpEx	Proportion of OpEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of OpEx, year N	Taxonomy-aligned proportion of OpEx, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
A. TAXONOMY ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Activity 1																				
Activity 2																				
OpEx of eligible Taxonomy-aligned activities (A.1)																				
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Activity 1																				
Activity 3																				
OpEx of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																				
Total (A.1 + A.2)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
OpEx of non-eligible activities (B)		345	100																	
Total (A + B)		345	100																	

Annual General Meeting 2023

Attendo's Annual General Meeting will be held on 26 April 2023. The shareholders will also have the opportunity to exercise their voting rights by advance voting prior to the meeting.

PRECONDITIONS FOR PARTICIPATION

Shareholders who wish to participate in the meeting must be recorded in the register of shareholders maintained by Euroclear Sweden AB on 18 April 2023.

In addition, the shareholder must notify its intention to participate in the Annual General Meeting:

- A shareholder who wishes to participate in the meeting by advance voting, so called postal voting, must notify its intention to participate by casting its advance vote in accordance with the instructions under
- the heading Advance voting below so that the advance vote is received by Computershare no later than Thursday 20 April 2023.
- A shareholder who wishes to participate in the meeting at the meeting venue in person or by proxy must notify the company of its intention to attend the meeting no later than on Thursday 20 April 2023, via www.attendo.com or by regular mail to Computershare AB "Attendo AB:s årsstämma", P.O. Box 5267, SE-102 46 Stockholm, Sweden. Please state name, personal or organizational identification number, address, telephone number and number of attending assistants, if any.

To be entitled to participate in the meeting, shareholders whose shares are registered in the name of a nominee, must, in addition to notifying their intention to participate in the meeting, request that their shares are re-registered in their own names per 18 April 2023. Such registration (so called voting registration), which may be temporary, must be requested to be effected by the nominee in accordance with the nominees' practices in such time that the nominee has determined. Voting registrations which are made no later than on the second banking day after 18 April 2023 will be considered in the preparation of the register of shareholders entitled to vote at the meeting.

ADVANCE VOTING

A special form shall be used for advance voting. The form is available on Attendo's website, www.attendo.com. The advance voting form is considered as the notification of participation in the meeting and no separate notice of attendance is required.

The completed voting form must be received by Computershare Sweden AB no later than on 20 April 2023. The completed form shall be sent to Computershare AB "Attendo AB:s årsstämma", P.O. Box 5267, SE-102 46 Stockholm, Sweden. The completed form may alternatively be submitted electronically either through BankID signing as per instructions available on www.attendo.com or via e-mail to proxy@computershare.se.

The shareholder may not provide special instructions or conditions in the voting form. If so, the vote (i.e. the advance vote in its entirety) is invalid. Further instructions and conditions are included in the form for advance voting.

If a shareholder has voted in advance as well as has notified its participation to attend the meeting at the meeting venue, the vote cast in advance is still valid to the extent that the shareholder does not participate in a voting procedure at the meeting or otherwise withdraws the advance vote. If the shareholder chooses to participate in a voting at the meeting, the vote cast will replace the previously submitted advance vote with regard to the relevant item on the agenda.

For questions, please contact Computershare by telephone +46 (0)771-24 64 00.

PROXIES ETC.

If a shareholder submits its votes in advance by proxy, a written and dated power of attorney shall be enclosed to the advance voting form. If the shareholder is a legal entity, a registration certificate or a corresponding document shall be enclosed to the form.

If a shareholder is represented by proxy at the meeting venue, a written and dated power of attorney and registration certificate or a corresponding document for a legal entity should be sent to Computershare, at the address above, well in advance of the meeting.

A form of a power of attorney is available at Attendo's website, www.attendo.com.

Financial calendar 2023

26 April 2023	Annual General Meeting
4 May 2023	Interim report January – March
20 July 2023	Interim report January – June
24 October 2023	Interim report January – September

Contact details

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