



Q1 report presentation

MARTIN TIVÉUS CEO / MIKAEL MALMGREN CFO

6 MAY 2026

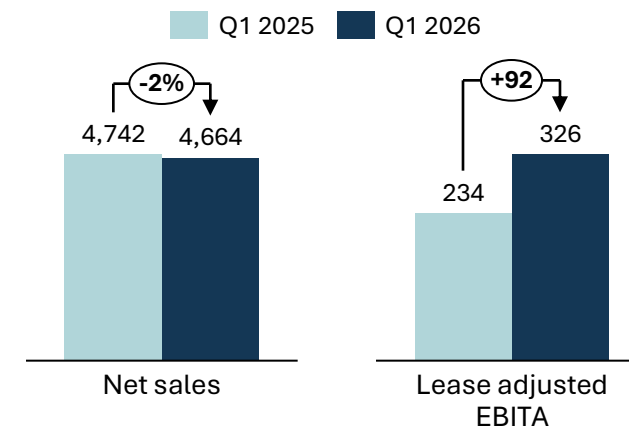
Attendo continues to deliver according to plan

- Increased occupancy: ~2 percentage points annually
- Net sales SEK 4.7bn (-2 percent). Growth in continuing operations was 5 percent (excluding ended and ending contracts, divestments and FX)
- Lease adjusted EBITA increased by ~40 percent to SEK 326m (234)
 - Continued strong performance in Finland
 - Earnings continue to improve in Scandinavia
- Adjusted EPS improves, up ~40 percent to SEK 1.58 (1.14) in the quarter; R12 to SEK 6.47
- Robust free cash flow to firm of SEK 211m (50), supporting future investments in capacity, currently 931 new places under construction
- Attendo is part of the solution, solving care challenges in society

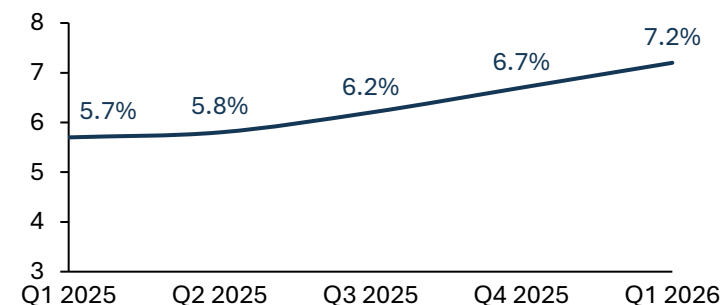
¹ Excluding items affecting comparability

² Excluding integration and exit costs (full year 2024 SEK 73m).

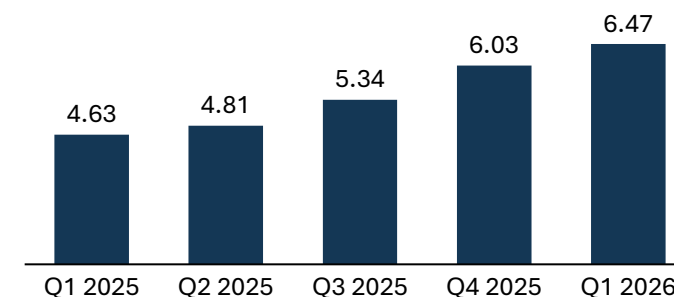
NET SALES AND EBITA (SEKM)



R12 LEASE ADJUSTED EBITA^{1,2} MARGIN, %



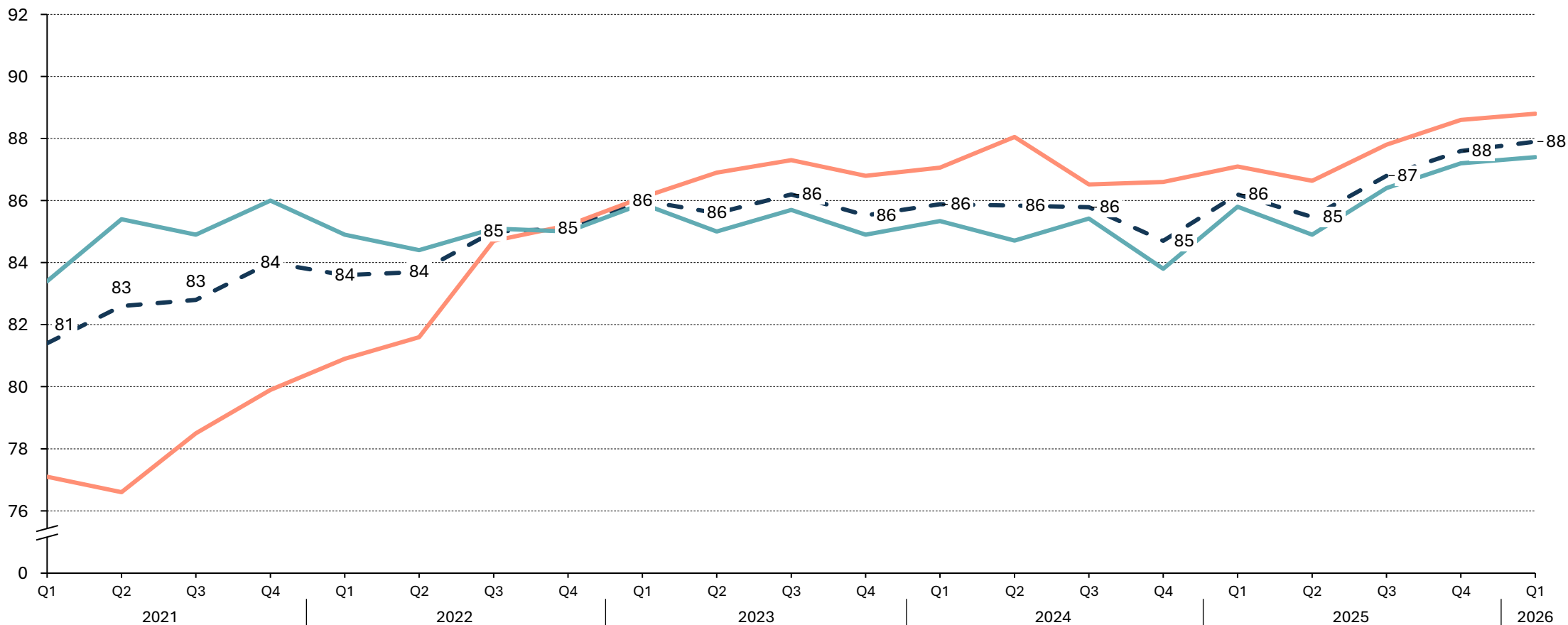
ADJUSTED EPS R12, SEK



Occupancy improving in both business areas

Occupancy in all homes¹, %

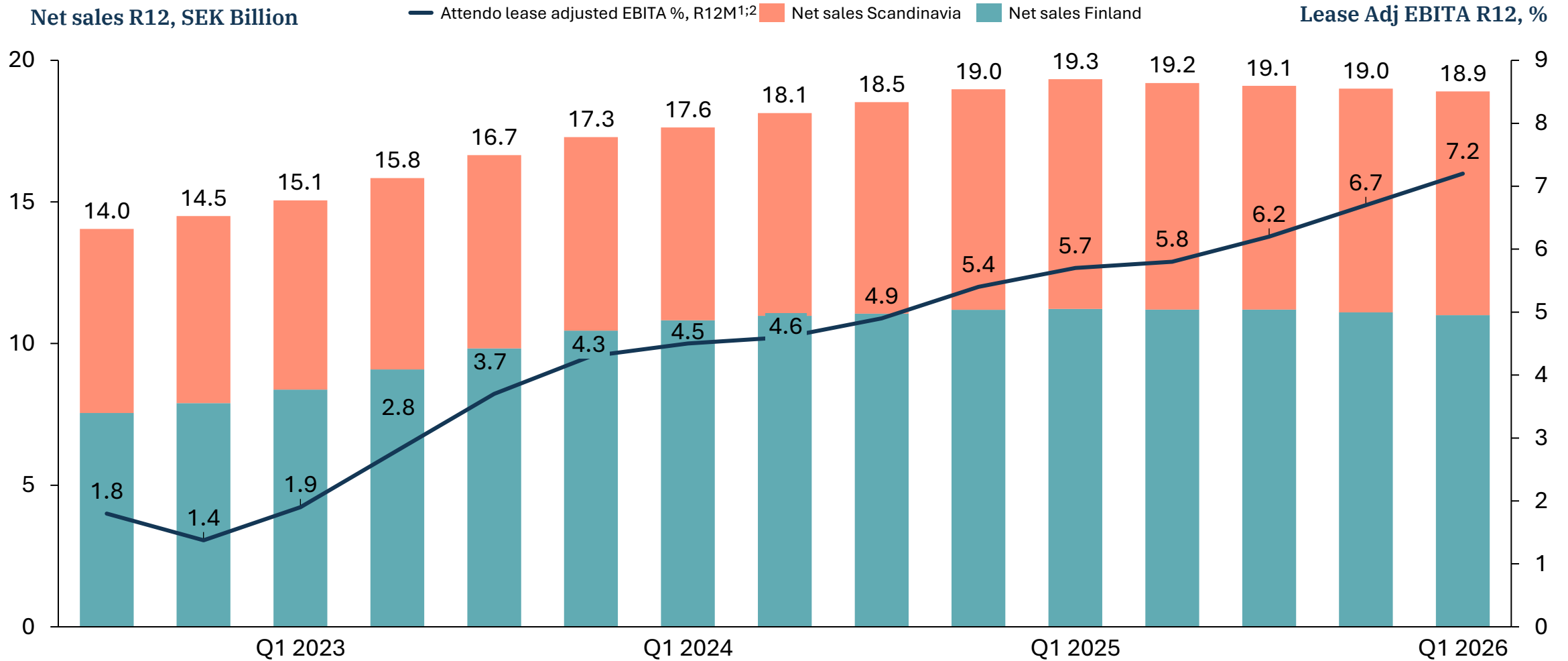
--- Total — Attendo Scandinavia — Attendo Finland



¹ All own and outsourced nursing and care homes.



Sustained margin uplift in both Finland and Scandinavia



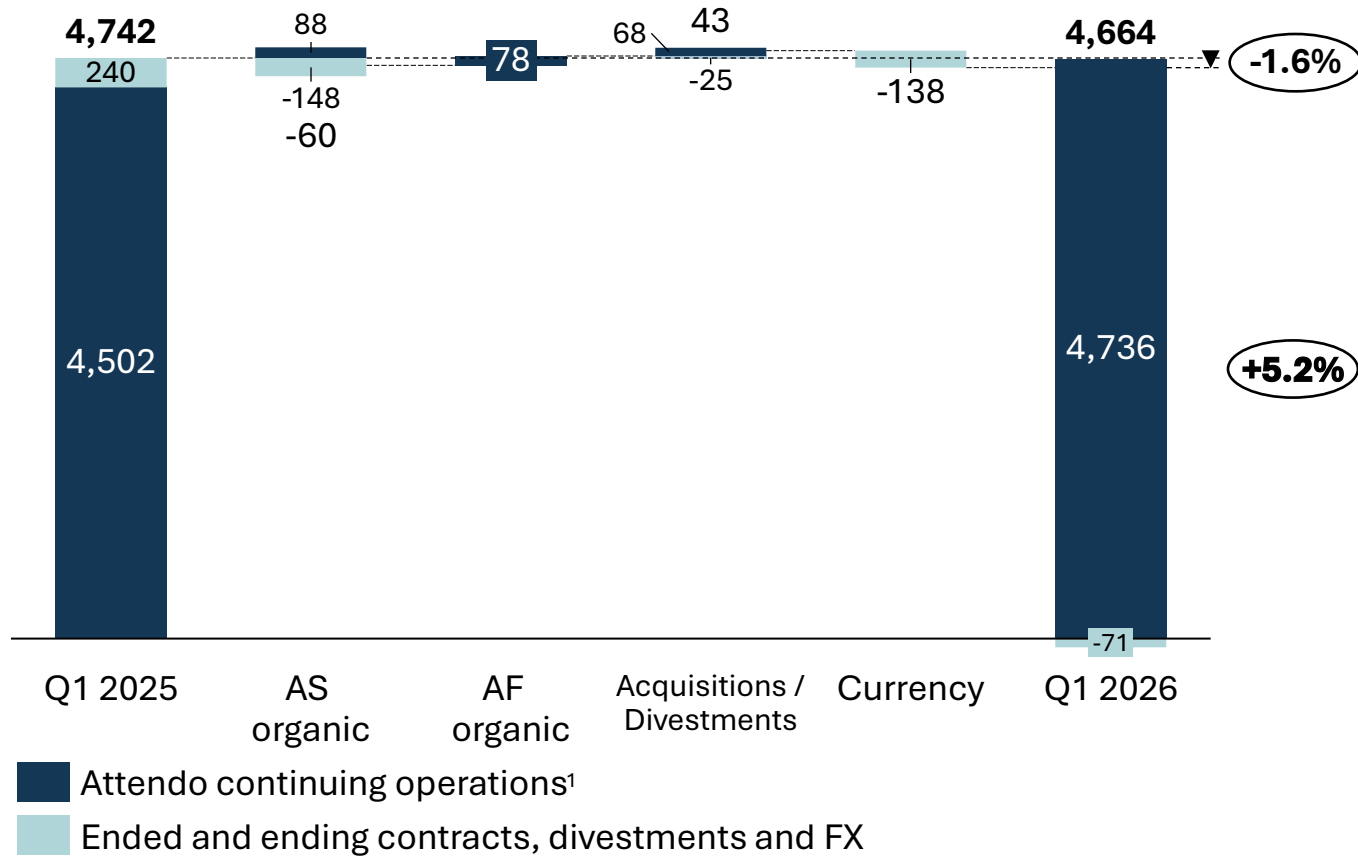
Note: Figures according to IAS 17.

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



Growth in continuing operations¹ in both business areas

Net sales; SEK million



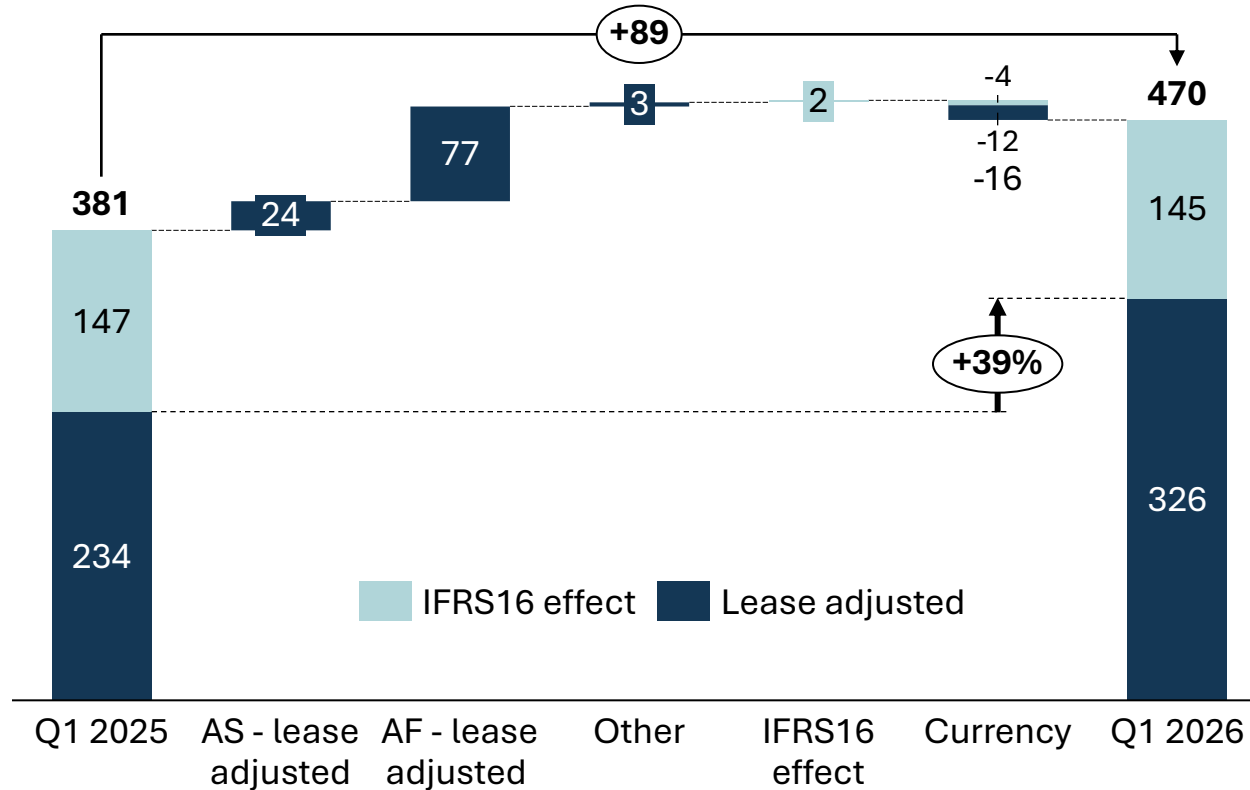
AS = Attendo Scandinavia; AF = Attendo Finland

¹Operations excluding outsourcing and home care contracts that *have ended* or where *ending/close down decision* has been made, divestments and currency effects.



Persistent profits according to plan

EBITA; SEK million



Continued strong performance in Finland

Net sales growth excluding divestments and FX effects of 4 percent

- More sold beds

Continued positive development

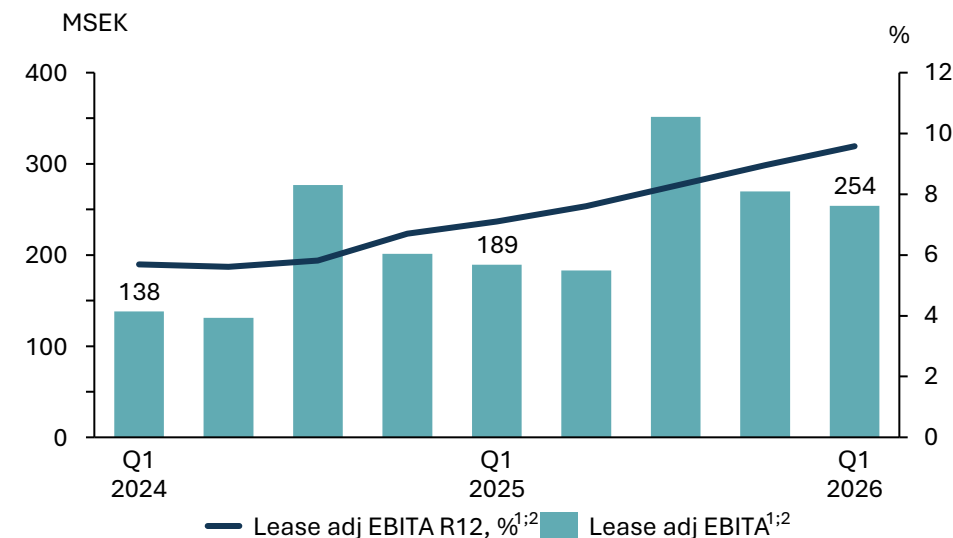
- Strong occupancy development
- Lower personnel costs mainly due to gradual adjustment to new staff ratio Q1 2025

Growth

- 645 beds under construction, whereof ~400 beds planned to open 2026
- Strong pipeline of signed projects
- One bolt-on acquisition made in the quarter and two signed in Q2

¹ Excluding strategic close down costs (SEK 16m in Q4 2024).

² Excluding items affecting comparability



SEKm	Q1		Chg (%)
	2026	2025	
Net sales	2,693	2,745	-2
Lease adjusted EBITA	254	189	34
<i>Lease adjusted EBITA margin, %</i>	9.4	6.9	-
Operating profit (EBITA)	339	278	22
<i>Operating margin (EBITA), %</i>	12.6	10.1	-



Earnings continue to improve in Scandinavia



Net sales growth in continuing operations² of 7 percent

- More sold beds in own nursing homes
- Ended outsourcing and exiting home care contracts more than offset growth in continuing operations

Delivering according to plan

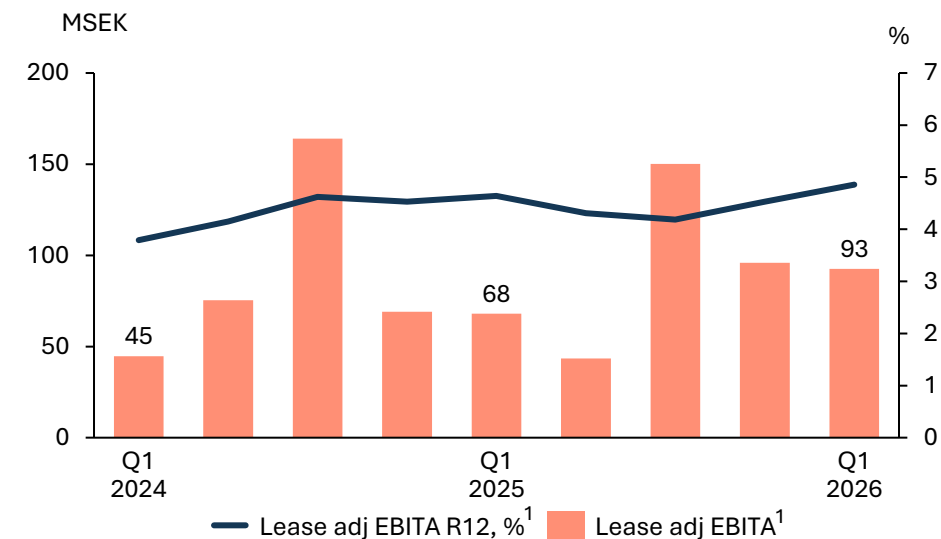
- Improved occupancy
- Continued positive development in own homes and improved costs in central functions
- Lower profits in home care, partly due to units under close down

Growth

- Opened two new disabled care units and won three quality tenders in disabled care
- 286 beds under construction, whereof 60 planned to open in 2026
- Strong pipeline of signed projects

¹ Excluding integration costs and exit costs (SEK 57m full year 2024).

² Continuing operations are operations excluding outsourcing and home care contracts that *have ended* or where *ending/close down decision* has been made.



SEKm	Q1		Chg (%)
	2026	2025	
Net sales	1,972	1,997	-1
Lease adjusted EBITA	93	68	37
<i>Lease adjusted EBITA margin, %</i>	4.7	3.4	-
Operating profit (EBITA)	152	126	21
<i>Operating margin (EBITA), %</i>	7.7	6.3	-

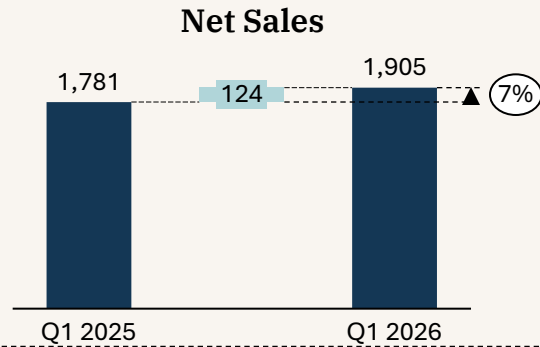




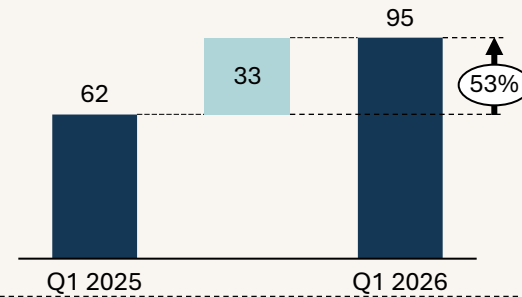
Continuing operations¹ show solid growth and profitability improvement

MSEK

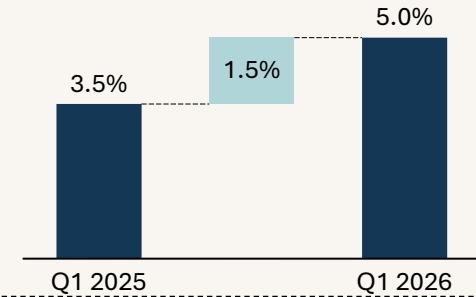
Continuing operations¹



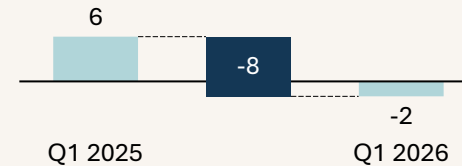
Lease adjusted EBITA



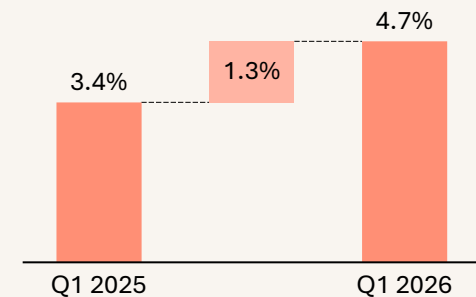
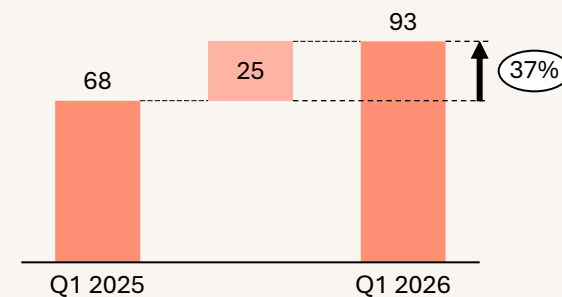
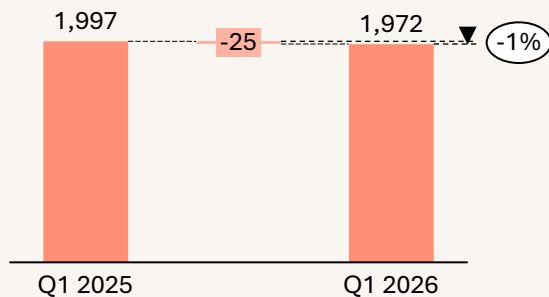
EBITA margin, %



Ended/ending¹ contracts



Total Scandinavia



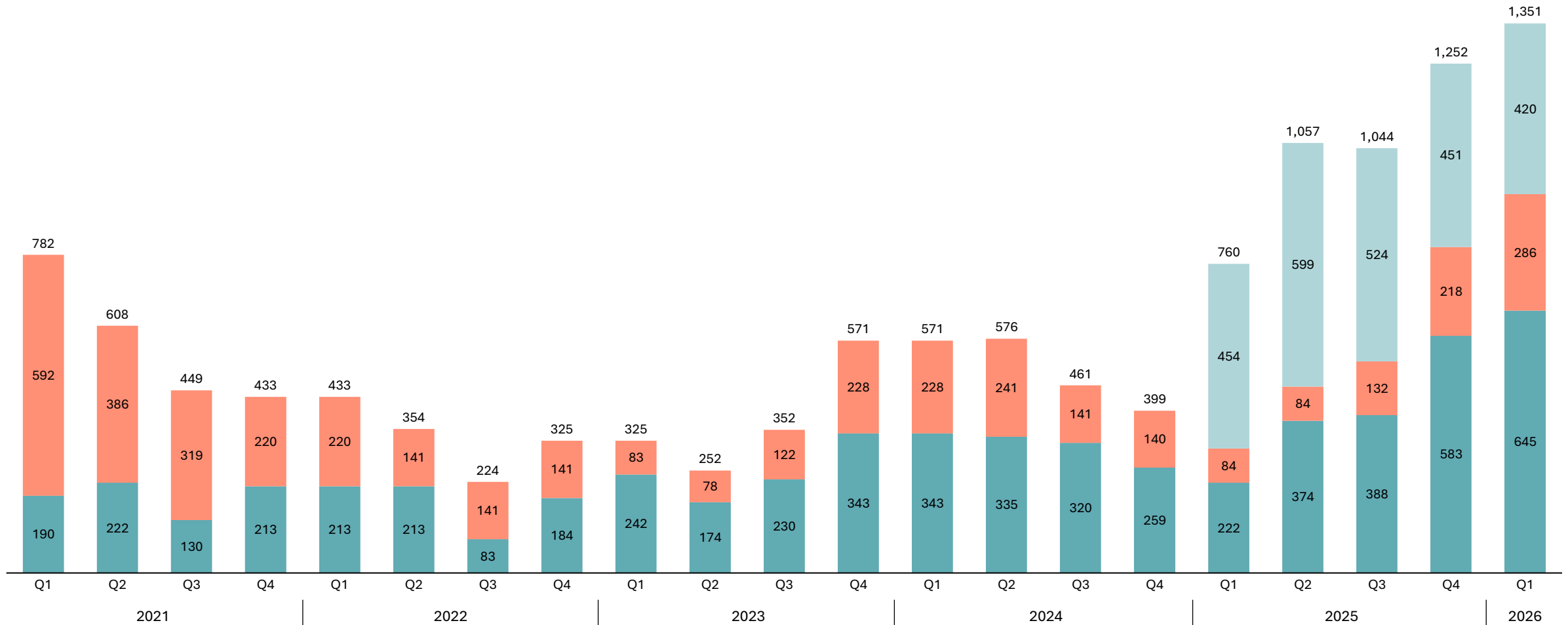
¹ Continuing operations are operations excluding outsourcing and home care contracts that *have ended* or where *ending/close down decision* has been made.



Strong project pipeline to meet expected increase in demand

Number of beds in pipeline projects¹

■ Attendo Finland
 ■ Attendo Scandinavia
 ■ Signed projects, construction not started



1. Own nursing and care homes. Projects under construction and signed rental agreement construction not started.



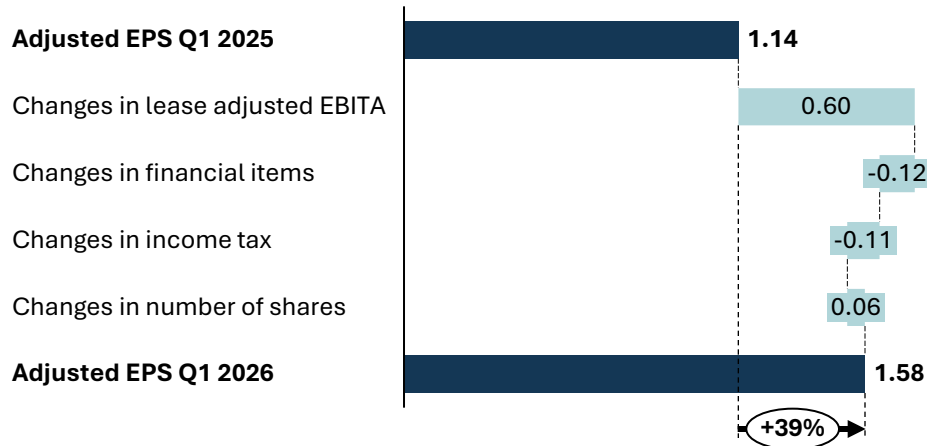
Robust cash flow

SEKm	Q1 2026	Q1 2025	R12
Operating profit (EBITDA)¹	956	866	3,912
Rent payments real estate, of which			
- Interest expense for lease liabilities (IFRS16)	-164	-173	-671
- Amortization of lease liabilities (IFRS16)	-410	-396	-1,627
Operating profit (EBITDA) after premise rent payments	383	297	1,614
Paid tax & non-cash items	-170	-91	-172
Change in working capital	37	-104	76
Operating cash flow before net investments	250	102	1,519
Net investments	-39	-52	-179
Free cash flow to firm	211	50	1,340
Interest received/paid	-31	-10	-159
Net borrowings	-490	-50	-230
Free cash flow to equity	-310	-10	951
Net of acquisitions/divestments	-3	-125	-16
Dividends	-	-	-179
Repurchase of own shares and warrant transactions	-202	-162	-493
Total cash flow	-515	-297	262
Lease adjusted net debt	1,788	2,281	
Lease adjusted net debt / Lease adjusted EBITDA¹	1.1x	1.8x	

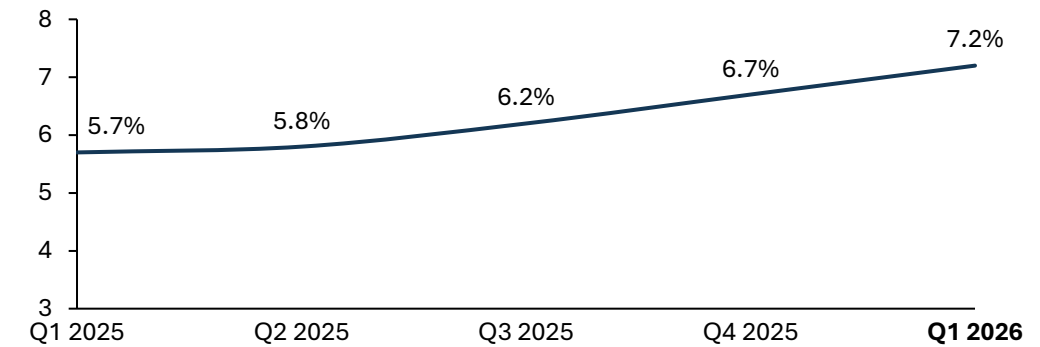
¹ Excluding items affecting comparability

Key financial metrics improving and following plan

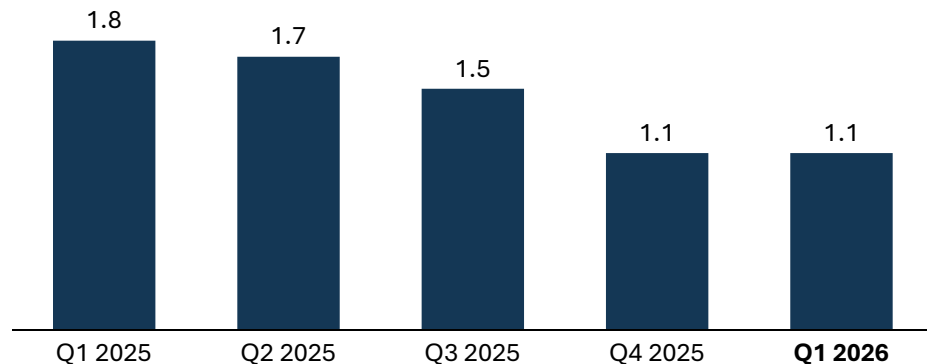
EPS BRIDGE; Q1 2026 VS Q1 2025; SEK



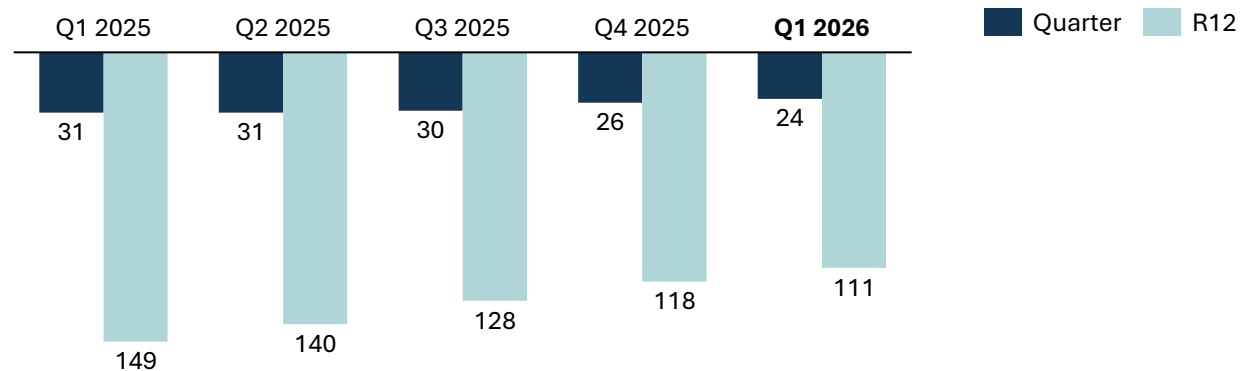
LEASE ADJUSTED EBITA MARGIN¹ R12, %



LEASE ADJUSTED NET DEBT / LEASE ADJUSTED EBITDA (R12)



DEVELOPMENT OF NET INTEREST EXPENSE BY QUARTER AND R12; MSEK



¹ Excluding integration cost and exit costs (SEK 73m full year 2024) and items affecting comparability.



Attendo is part of the solution as society's care needs increase

- Stable high satisfaction in all target groups confirms the resilience and sustainability of our operating model
- High consistent quality across our operations paired with solid financial performance
- Bolt-on acquisitions in line with our balanced growth strategy
- Adjusted EPS R12 increase to SEK 6.47
- Strong financial results and cash flow enable increased investments in new capacity, currently 931 beds under construction



Q&A



*We put
our hearts*

INTO IT

