Annual Consolidated Report 2024

Avonova Topco AS

Un-audited translation of audited Annual Report

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Introduction to Avonova

Avonova is the leading Nordic provider of occupational health services, serving more than 2.2 million individuals and 17,000 corporate clients across Sweden, Norway, and Finland. Founded on the mission to create healthier workplaces and stronger societies, Avonova combines physical and digital service delivery through a comprehensive offering that enhances employee well-being, reduces absenteeism, and drives long-term productivity.

The Group operates through two synergistic divisions: Avonova Health, which provides on-site and virtual occupational health services via a network of over 160 locations, and Avonova Solutions, a rapidly growing digital platform that delivers HR, HSE, and OHS services through a subscription-based model. With more than 6,500 customers and a 99% net retention rate in Solutions, Avonova's digital business is a key growth engine—having achieved a remarkable 86% CAGR in ARR between 2020 and 2024.

Avonova's success is underpinned by a resilient and regulated market, where national legislation in the Nordic countries mandates occupational health services for a significant share of employers. This has created stable, long-term contractual relationships characterized by high renewal rates and built-in inflation adjustments. The customer base is broad and diversified, with no single client contributing more than 3% of revenue, and an average customer tenure of over eight years in the Health segment.

Since Norvestor became the majority owner in 2019, Avonova has undergone significant transformation, including investments in digital innovation, operational efficiency, and customer experience. These initiatives have led to improved margins, enhanced scalability, and strong run-rate EBITDA growth. Avonova's business model also benefits from structurally favorable cash flow characteristics, driven by prepaid subscription revenues and limited maintenance capex.

Avonova is well-positioned to capitalize on market trends such as increased focus on mental health, ESG reporting, and the digitalization of healthcare. With a clear strategy for continued growth and efficiency, Avonova remains committed to being the occupational health partner of choice in the Nordic region.

CEO comments

2024 offered in all our geographies a solid market for our services. But we noted some delay in certain occupational health projects and trainings due to general investment reduction among our customers being affected by the economic recession.

Avonova still managed to grow its total revenues with 6.3% in 2024 compared to 2023. Very much driven by strong demand for our Solutions division's Assist offering, having a 42.9% growth of its annual recurring revenue. In our Health business, our largest customer renewed its contract with us for a third four-year period.

In the end of 2023, we recognized that we had some overcapacity compared to the normalized demand post-Covid. Hence, 2024 had to start with rightsizing our delivery capacity.

At the same time, we developed the Avonova27 strategy to maximize shareholder value, customer satisfaction, and our coworkers' well-being. The strategy includes three execution themes that aim at realizing our vision of cementing our position as the occupational health services provider of choice for all Nordic organizations:

1. Continuing the Assist growth within Solutions, with also entering Finland.
2. A major transformation programme was started and run until the end of the year, responding to the customer demand for further digital delivery. Moreover, administration was centralized in Sweden and Norway, to increase the customer service level. These two changes together enabled better utilization of all our delivery personnel and increased the availability of our leading experts in various occupational health competency areas to customers all across the two countries.
3. Investment in a new data environment ramped up – both for internal performance data and decision making, and for optimizing occupational health treatments based on insights from aggregated anonymized customer data. This will be protected by our already world-class IT security. And a number of AI tools will be applied to a number of data use-cases.

We have communicated our Avonova27 strategy and its execution extensively both to our customers and coworkers. We have also timely measured the impact from the execution on unwanted attrition and sick-leave. These metrics have actually improved during the execution period.

Having as mission to improve the well-being of our customers' employees, we also strengthened the situation for our own coworkers, by:

- Implementing a clear compensation model, in line with EU's Transperancy Directive.
- Free flu and TBE vaccination for all coworkers

- The Avonova Assist employee services and healthcare insurance to be gradually rolled-out to all staff
- Healthy snacks in all our offices

Finally, we ended 2024 with acquiring Grenland Bedriftshelse, a local Norwegian occupational health player. From this acquisition we established a playbook for efficiently and effectively executing further such acquisitions – with a stunningly large and rapid value creation.

So we are entering 2025 with a solid platform for profitable organic, and M&A-based, growth in the occupation health market. It will be both harvested for profits and further tuned in 2025.

Jonas Arlebäck
CEO
Avonova Group

Significant events during the quarter

1. Operational efficiency and new delivery model
    - Avonova implemented a significant rightsizing program across the Group, initiated in late 2023 and executed throughout 2024.
    - Avonova launched a program to transform the delivery model in the Health Division resulting in:
        - Redundancies across administrative and operational units.
        - Centralization of booking operations in Sweden and Norway.
        - Increased focus on remote digital consultations to improve staff utilization and reduce travel time.
    - The full financial impact of these initiatives is expected by the end of 2025.
2. Growth of digital offering
    - Continued strong growth of Avonova Solutions, the company's digital OHS platform:
        - Solutions now serves over 6,500 customers with a three-year subscription-based revenue model.
        - Avonova entered the Finnish market with a digital-only offering under Avonova Solutions.
        - Avonova acquired Grenland BHT and integrated the company fully into Avonova Solutions
3. Profitability and margin expansion
    - The Group returned to positive profitability, driven by:
        - Significant margin expansion in both Health and Solutions divisions.
        - The Solutions division reached critical scale to contribute positively to adj EBITDA during Q3 2024 after years of investments in building out its digital platform and growing its customer portfolio.
    - Adjusted EBITDA margins benefited from lower COGS, higher digital revenues, and streamlined operations.
4. Change of Leadership and Ownership Stability

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- Avonova made strategic changes to the leadership team including new CFO, new CIO and new Commercial Director for Sweden. The focus was to successfully steer the business through transformation and growth.
- Majority owner, private equity firm Norvestor, continued its strategic support through equity injections and business development advice.

Key events after the end of the FY

1. Issuance of a 500 MSEK bond

Avonova has issued a bond in May 2025 in order to refinance current term loans and a loan from the Swedish Tax Authority related to COVID-19 Tax Payment Deferral Scheme. The Bond amounts to 500 MSEK, with a total frame of 800 MSEK.

2. Continued solid growth and margin expansion

- Continuously increased positive P&L impact from profitability measures taken in Health during 2024. So far better than plan.
- Increased scale from recurring revenue portfolio, mainly in Solutions, increasingly contributes to profit growth.

Current management team

Jonas Arlebäck

CEO, member of the group since 2023

Education: Msc Industrial Management & Engineering, Chalmers University of Technology & Msc International Business, University of Gothenburg

Pervious experience: CEO of Qliro, Sweden CEO and Nordic CFO of Lowell, Group CFO at Handicare, and Executive Partner at Accenture, Consultant McKinsey

Björn Tjälldin

CFO, member of the group since 2024

Education: Msc Industrial Management & Engineering, Lund University of Technology

Previous experience: Head of Strategy & Business Control Dustin, Strategy Director Ericsson, Management Consultant Capgemini

Öyvind Stokstad

Managing Director Avonova Solutions and Avonova Helse, member of the group since 2019

Education: Bachlor Handelshögskolan Trondheim

Previous experience: Sales Director and Chief Customer Officer Abax

Claus Haagensen

Director Operations Norway, member of the group since 2023

Education: Economics, Copenhagen Business School & MBA, BI Norwegian Business School

Previous experience: COO at Volvat Medisinske Senter, Finance roles at Novo Nordisk, IC Companys and Citroën

Joakim Lundberg

Director Sales Sweden, member of the group since 2024

Education: Msc International Business, Stockholm University

Previous experience: Sales Director and General Manager Sweden at Klarna, Sales at Handelsbanken

Klas Nordén

Director Operations Sweden, member of the group since 2025

Education: Msc Industrial Management & Engineering, Chalmers University of Technology & Business Economics, University of Gothenburg

Previous experience: Various executive roles with Ericsson Digital Service Delivery, Senior Manager Applied Value

Per Brandt

CIO, member of the group since 2023

Education: Msc Electrical and Electronics Engineering, Kungliga Tekniska Högskolan

Previous experience: SW Engineer Ericcson, Consultant HiQ, IT Manager and IT Director at Utfors, Telenor, Munters, Polarium and Infranord

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Financial summary, Full Year 2024

Revenues

Revenues grew 6.3% per cent to NOK 1 773 million (1 668). Health revenues grew 0.1 per cent and Solutions grew 43 per cent.

Adjusted EBITDA

Adjusted EBITDA was NOK 66.3 million (7.5) impacted by non recurring items of NOK -88.4 million (21.5). The margin increase was mainly due to increased scale in Solutions and increased operational efficiency in Health. The non recurring items mainly related to severance packages to employees leaving the company as part of Smart Delivery transformation, external consultants used to in the transformation, and extraordinary bonus payouts.

Operating profit

The operating profit amounted to NOK -195.9 million (-201.7). corresponding to an EBIT margin of -11.0 per cent (-12.1).

Financial items

Financial expenses amounted to NOK -14.4 million (-24.4). External financing expenses decreased to NOK -89 million (-67.7). Financial income amounted to NOK 9.7 million (14.6).

Tax

Tax was negative and amounted to NOK -50.8 million (17.1).

Profit/loss for the quarter

Profit for the year was NOK -330.4 million (247.0)

Cash flow

Cash flow before changes in working capital was NOK -82.0 million (-123.3). Changes in working capital amounted to NOK 2.9 million (83.1), which was positively impacted by a factoring solution that was introduced for all customer invoicing, partly offset by negative phasing of pre-paid revenues.

Employees

The average number of full-time employees was 1 207, compared with approximately 1 250 in the preceding year.

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Consolidated Income Statement

Amounts in NOK 1000	Note	2024	2023
Sales revenues	1	1 772 953	1 618 626
Other operating income	1		49 548
Total operating income		**1 772 953**	**1 668 174**
Cost of goods sold		295 167	268 255
Payroll costs	2	1 109 971	1 092 814
Depreciation of property, plant and equipment and intangible assets	3, 4	146 316	141 106
Other operating expenses	4	417 389	367 661
Total operating expenses		**1 968 843**	**1 869 836**
Operating profit/loss		**-195 890**	**-201 662**
Other interest income	5	9 739	15 166
Other financial income	5	9 966	14 553
Other interest expenses	5	89 008	67 744
Other financial expenses	5	14 373	24 392
Net financial expenses		-83 676	-62 417
Profit before tax expense		**-279 566**	**-264 079**
Tax expense	6	-50 842	17 064
Profit for the year		**-330 407**	**-247 015**
Minority share of profit	7	-38 881	-52 248
Majority's share of profit	**7**	**-291 526**	**-194 767**

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Condensed consolidated balance sheet

ASSETS (Amounts in NOK 1000)	Note	2024	2023
Software	3,8	79 053	81 127
Deferred tax assets	6	1 636	53 091
Goodwill	3	316 646	402 005
Total intangible assets		**397 335**	**536 223**
Furniture, fixtures and fittings, office machines etc.	4,8	28 566	34 761
Total tangible fixed assets		**28 566**	**34 761**
Investments in shares and participations		16 319	16 982
Other long-term receivables	9	26 372	4 255
Total financial fixed assets		**42 691**	**21 237**
TOTAL NON-CURRENT ASSETS		**468 591**	**592 221**
Inventories		**27**	**18**
Trade receivables	9	119 837	224 946
Other current receivables	8	119 339	98 957
Total receivables		**239 176**	**323 903**
Bank deposits, cash, etc.	**10**	**31 101**	**126 970**
TOTAL CURRENT ASSETS		**270 305**	**450 891**
TOTAL ASSETS		**738 896**	**1 043 111**

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EQUITY AND LIABILITIES (Amounts in NOK 1000)	Note	2024	2023
Share capital	7, 11	40	40
Other paid-in equity	7	520 434	520 434
Total contributed equity		**520 474**	**520 474**
Uncovered losses	7, 8	-1 044 487	-752 295
Total retained earnings		**-1 044 487**	**-752 295**
Minority interests	7	**-69 903**	-30 925
Total minority interests		**-69 903**	**-30 925**
TOTAL EQUITY		**-593 916**	**-262 746**
Pension liabilities		555	555
Total provisions for liabilities and charges		**555**	**555**
Other long-term liabilities	9	388 308	300 121
Total other long-term liabilities		**388 308**	**300 121**
Debt to credit institutions	8, 9	194 718	191 634
Trade payables		64 246	90 889
Public charges payable	12	335 648	391 165
Other current liabilities	8	349 336	331 493
Total current liabilities		**943 948**	**1 005 181**
TOTAL LIABILITIES		**1 332 812**	**1 305 857**
TOTAL EQUITY AND LIABILITIES		**738 896**	**1 043 111**

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Consolidated statement of cash flow

Amounts in NOK 1000	Note	2024	2023
Cash flows from operating activities			
Profit before tax expense		-279 566	-264 081
Tax paid for the period		0	-331
Depreciation and amortization	3, 4	146 316	141 106
Accrued, unpaid interest		51 271	0
Change in inventories		-9	70
Change in accounts receivable		105 109	-8 670
Change in trade payables		-26 643	-51 832
Change in other prepayments and accrued income		-81 339	143 524
Net cash flow from operating activities		**-84 861**	**-40 214**
Cash flow from investing activities			
Proceeds from sale of property, plant and equipment	4	1 608	-37 968
Payments for purchases of property, plant and equipment	4	-16 294	0
Proceeds from sale of intangible assets	3	293	0
Payments for the purchase of intangible assets	3	-36 615	0
Payments on purchase of shares		0	0
Net cash flow from investing activities		**-51 008**	**-37 968**
Cash flows from financing activities			
Payments when raising other debt (short-term/long-term)		40 000	40 000
Net cash flows from financing activities		**40 000**	**40 000**
Net cash flow for the period		**-95 868**	**-38 182**
Cash and cash equivalents at the beginning of the period		126 970	165 152
Cash and cash equivalents at the end of the period		**31 102**	**126 970**

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Condensed Parent Company income statement

Amounts in NOK 1000	Note	2024	2023
Other operating expenses	1	1 476	1 110
Total operating expenses		**1 476**	**1 110**
Operating profit/loss		**-1 476**	**-1 110**
Other interest income		2 946	4
Other interest expense		0	-6
Result of financial items		**2 946**	**-1**
Profit before tax expense		1 469	-1 112
Tax expense on profit/loss	2	380	-244
Profit for the year	3	**1 090**	**-868**
Allocated to other equity		1 090	0
Transferred from other equity		0	868
Total transfers		**1 090**	**-868**

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Condensed Parent Company balance sheet

ASSETS (Amounts in NOK 1000)	Note	2024	2023
Non-current assets			
Intangible assets			
Deferred tax assets	2	0	244
Total intangible assets		**0**	**244**
Investments in subsidiaries	4	431 845	431 845
Investments in shares and participations	4	5 840	6 542
Other long-term receivables	5	29 716	26 777
Total financial fixed assets		**467 400**	**465 164**
Total non-current assets		**467 400**	**465 408**
Bank deposits, cash, etc.		1 990	135
Total current assets		**1 990**	**135**
Total assets		**469 391**	**465 543**

EQUITY AND LIABILITIES (Amounts in NOK 1000)	Note	2024	2023
Share capital	6	40	40
Other paid-in equity	3	456 029	456 029
Total paid-in equity		**456 069**	**456 069**
Retained earnings			
Other equity	3	8 968	7 878
Total retained earnings		**8 968**	**7 878**
Total equity		**465 037**	**463 947**
Taxes payable	2	136	0
Group debt	7	3 955	1 433
Other current liabilities		263	163
Total current liabilities		**4 354**	**1 596**
Total liabilities		**4 354**	**1 596**
Total equity and liabilities		**469 391**	**465 543**

Notes

Accounting principles

The annual accounts have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting principles.

Use of estimates

The preparation of financial statements in accordance with the Accounting Act requires the use of estimates. Furthermore, the application of the company's accounting policies requires management to exercise judgment. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements.

The area with the greatest risk of significant changes is capitalized goodwill and intangible assets arising in connection with acquisitions. This applies both because the amounts are significant and because the value is based on recognition principles from purchase value allocations. Following the change in accounting policy, goodwill is amortized over 10 years. In the event of indications of impairment, an impairment test is performed. This test is based on estimates of the value of cash-generating units to which goodwill and intangible assets are allocated. The estimates are based on assumptions about expected future cash flows that are discounted using a selected discount rate. The latter is based on the Group's weighted average cost of capital (WACC).

Goodwill is allocated to the cash flow generating unit at the time of acquisition.

Tangible fixed assets are in a different category to goodwill and intangible assets. These are largely based on a directly paid cost price, but here too the values are largely dependent on estimates of future earnings and useful life. Changes in the assumptions may mean that the values may change significantly.

Shares in subsidiaries

Subsidiaries are companies in which the parent company has control, and thus a decisive influence on the unit's financial and operational strategy, normally by owning more than half of the voting capital.

The following companies are included in the Group on 31 December 2024:

Parent company and subsidiaries Ownership interest

Avonova Topco AS

Avonova Holdco AS 84.6%
Avonova Employment Invest AS 97.6%

Indirectly owned via Avonova Holdco AS

Avonova Midco AS 100% owned

Indirectly owned via Avonova Midco AS

Avonova Bidco AB 100%

Indirectly owned via Bidco AB

Avonova Group AS 100%

Indirectly owned via Group AS

Avonova Holding AB 100%

Avonova Insurance AS 100%

Avonova Helse AS 100%

Avonova Clinic AS 100%

Avonova Solutions Holdco AS 100%

Indirectly owned via Helse AS

Grenland bedriftshelsetjeneste AS 100%

Indirectly owned via Avonova Holding AB

Avonova Sverige AB 100%

Avonova Hälsa AB 100%

Indirectly owned via Avonova Solutions Holdco AS

Avonova Solutions AS 100%

Avonova Solutions AB 100%

Indirectly owned via Solutions AS

Avonova Solutions BHT AS 100%

Indirectly owned via Avonova Solutions AB

Avonova Solutions Oy 100%

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Accounting principles for shares in subsidiaries
The cost method is used as the principle for investments in subsidiaries in the company accounts. The cost price is increased when funds are added through a capital increase or when a group contribution is made to a subsidiary. Dividends received are initially recognized as income. Dividends that exceed the share of retained earnings after the acquisition are recognized as a reduction of the acquisition cost. Dividends/group contributions from subsidiaries are recognized in the same year as the subsidiary allocates the amount. Dividends from other companies are recognized as financial income when the dividend is approved.

Consolidation principles
Subsidiaries are consolidated from the date on which control is transferred to the Group (date of acquisition).

In the consolidated financial statements, the item "Shares in subsidiaries" is replaced by the subsidiary's assets and liabilities. The consolidated financial statements are prepared as if the Group were a single economic entity. Transactions, unrealized profits and balances between companies in the group are eliminated.

Acquired subsidiaries are recognized in the consolidated financial statements based on the parent company's acquisition cost. The acquisition cost is allocated to identifiable assets and liabilities in the subsidiary, which are recognized in the consolidated financial statements at fair value at the time of acquisition. Any excess value over what can be attributed to identifiable assets and liabilities is recognized in the balance sheet as goodwill. Goodwill is treated as a residual and is recognized in the balance sheet at the proportion observed in the acquisition transaction. Excess values in the consolidated financial statements are amortized over the expected useful life of the acquired assets.

Foreign subsidiaries are translated by translating the balance sheet at the exchange rate on the balance sheet date and the income statement at an average exchange rate. Any significant transactions are translated at the exchange rate on the transaction date. All translation differences are recognized directly in equity.

Sales revenue
Revenue from the sale of goods and services is measured at the fair value of the consideration received, net of value-added tax, returns, discounts and other deductions. Revenue from the sale of services is recognized as it is earned. The contracts vary between fixed-price agreements, which are largely invoiced in advance, and assignment agreements, which are invoiced according to completed assignment/time spent. The portion of revenue that is invoiced in advance is accrued over the period to which the invoice applies.

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Classification of balance sheet items
Assets intended for permanent ownership or use are classified as fixed assets. Assets associated with the supply chain are classified as current assets. Other receivables are classified as current assets if they are to be repaid within one year. Analogous criteria are used for liabilities. The first year's installments on long-term receivables and long-term liabilities are nevertheless not classified as current assets and current liabilities.

Acquisition cost
The acquisition cost of assets comprises the purchase price of the asset, with deductions for bonuses, discounts and the like, and with the addition of purchase expenses (freight, customs duties, non-refundable public charges and any other direct purchase expenses). In the case of purchases in foreign currency, the asset is capitalized at the exchange rate at the time of the transaction, but at the forward rate if a forward contract is used.

For property, plant and equipment and intangible assets, the acquisition cost also includes direct expenses to prepare the asset for use, such as expenses for testing the asset.

Intangible assets and goodwill
Goodwill has arisen in connection with the acquisition of a subsidiary. Goodwill is amortized over its expected useful life. If there is an impairment that is not expected to be temporary, the value is written down to fair value.

Expenditure on other intangible assets is recognized in the balance sheet to the extent that a future economic benefit associated with the development of an identifiable intangible asset can be identified and the expenditure can be measured reliably. Otherwise, such expenditure is expensed as incurred. Capitalized development is amortized on a straight-line basis over its useful life.

Tangible fixed assets
Tangible fixed assets are recognized in the balance sheet and depreciated on a straight-line basis to their residual value over their expected useful life. In the event of a change in the depreciation plan, the effect is distributed over the remaining depreciation period ("break-even method"). Maintenance of property, plant and equipment is expensed as incurred under operating expenses. Additions and improvements are added to the asset's cost price and depreciated in line with the asset. The distinction between maintenance and additions/improvements is based on the condition of the asset at the time of acquisition.

Other long-term equity investments
The cost method is used as the principle for investments in other shares, etc. Dividends are initially recognized as financial income when the dividend is approved. If the dividends significantly

exceed the share of retained earnings after the acquisition, the excess is recognized as a reduction of the cost price.

Impairment of non-current assets

If there is an indication that the carrying amount of a non-current asset is higher than its fair value, an impairment test is carried out. The test is carried out for the lowest level of non-current assets that have independent cash flows. If the carrying amount is higher than both the sales value and the value in use (present value in the case of continued use/ownership), the asset is written down to the higher of the sales value and the value in use.
Previous impairment losses, with the exception of impairment of goodwill, are reversed if the conditions for impairment no longer apply.

Receivables

Trade receivables are recognized in the balance sheet after deduction of provisions for expected losses. Provisions for losses are made on the basis of an individual assessment of the receivables and an additional provision to cover other foreseeable losses. Significant financial problems at the customer, the probability that the customer will go bankrupt or undergo financial restructuring, and delays and deficiencies in payments are considered indicators that trade receivables must be written down.

Other receivables, both current receivables and non-current receivables, are recognized at the lower of nominal value and fair value. Fair value is the present value of expected future payments. However, discounting is not carried out when the effect of discounting is immaterial to the financial statements. Provisions for losses are assessed in the same way as for trade receivables.

Foreign currencies

Receivables and liabilities in foreign currency are valued at the exchange rate at the end of the financial year. Exchange rate gains and losses relating to the sale and purchase of goods in foreign currency are recognized as sales revenue and cost of goods sold.

Liabilities

Debt, with the exception of certain provisions for liabilities, is recognized in the balance sheet at the nominal amount of the debt.

Pension schemes

The company has various pension schemes. The pension schemes are financed through payments to insurance companies, with the exception of the AFP scheme. The company has both defined contribution plans and defined benefit plans.

Defined contribution plans
In the case of defined contribution plans, the company pays contributions to an insurance company. The company has no further payment obligations after the contributions have been paid. The contributions are recognized as payroll expenses. Any prepaid contributions are recognized in the balance sheet as an asset (pension assets) to the extent that the contribution can be refunded or reduce future payments.
The AFP scheme is an unsecured defined benefit multi-employer scheme. Such a scheme is effectively a defined benefit plan, but is accounted for as a defined contribution plan because the scheme's administrator does not provide sufficient information to reliably calculate the liability.

Tax expense
The tax expense in the income statement includes both tax payable for the period and changes in deferred tax. Deferred tax is calculated on the basis of the temporary differences that exist between accounting and tax values, as well as any tax loss carryforwards at the end of the financial year. Tax-increasing and tax-reducing temporary differences that reverse or may reverse in the same period are offset. Recognition of deferred tax assets on net tax-reducing differences that have not been offset and losses carried forward is based on estimated future earnings. Deferred tax and tax assets that can be capitalized are reported net in the balance sheet.

Tax reductions on group contributions paid, and tax on group contributions received that are recognized as a reduction in the carrying amount of investments in subsidiaries, are recognized directly against tax in the balance sheet (against current tax if the group contribution affects current tax, and against deferred tax if the group contribution affects deferred tax). Deferred tax in both the company financial statements and the consolidated financial statements is recognized at a nominal amount.

Cash flow statement
The cash flow statement is prepared using the indirect method. Cash and cash equivalents comprise cash, bank deposits and other short-term liquid investments that are readily convertible to known amounts of cash with an insignificant risk of changes in value and with a remaining term to maturity of less than three months from the acquisition date.

All figures presented in whole 1000

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Note 1

Operating income		
	2024	**2023**
Sales revenues	1 772 953	1 618 626
Other operating income	0	49 548
Total amount	**1 772 953**	**1 668 174**

Geographical distribution	**2024**	**2023**
Norway, Sweden	833 891	774 720
Sweden	939 063	893 454
Total amount	**1 785 820**	**1 668 174**

Sales revenues in Norway and Sweden relate to the delivery of HSE services, mainly to corporate customers. The Group also has some training activities, as well as the delivery of digital systems.

Note 2

Payroll costs, number of employees, remuneration, loans to employees etc.

Payroll costs	**2024**	**2023**
Wages and salaries	853 684	830 773
Employer's social security contributions	177 571	177 012
Pension costs	73 005	70 640
Other benefits	5 711	14 389
Total amount	**1 109 971**	**1 092 814**

The company has employed 1207 full-time equivalents in the financial year (1250 full-time equivalents in 2023).

Benefits to senior executives	**General manager**	**Board of directors**
Salary/board fees	5 246	0

Avonova Topco AS has no legal general manager. Jonas Arlebäck acts as CEO of the Group and is considered a senior executive of the Group. The CEO is a hired consultant, not an employee of the Group. Furthermore, in 2024, the CEO had a bonus agreement based on performance targets related to adjusted EBITDA, the bonus is a maximum of 30% of the CEO's fee, the maximum bonus was achieved in 2024.

No loans/guarantees have been granted to the CEO, the Chairman of the Board or other related parties.

Expensed remuneration to the auditor	2024	2023
Statutory audit	2 837	3639
Other assurance services	240	0
Tax advice (incl. technical assistance with tax returns)	0	50
Other non-audit services (incl. technical assistance with annual accounts)	63	351
Total remuneration to auditors	**3 140**	**4 040**

Note 3

Intangible assets

Intangible assets	Goodwill	Customer values	*Software	Total amount
Acquisition cost 01.01.	877 094	12 000	110 722	**999 816**
Reclassification	0	0	123 532	**123 532**
Acquisition cost 01.01 after reclassification	877 094	12 000	234 254	**1 123 348**
Additions	2 753	0	33 862	36 615
Disposal	0	0	-293	-293
Correction of errors in previous years	-3 100	0	0	-3 100
Translation of foreign currency	4 637	0	0	4 637
Acquisition cost 31.12.	881 384	12 000	267 823	1 161 207
Accumulated depreciation 31.12.	564 738	12 000	188 770	765 508
Carrying amount 31.12.	**316 646**	**0**	**79 053**	**395 699**
Depreciation for the year	89 649	0	44 852	**134 501**
Expected economic life	10 years	4 years	8-10 years	
Depreciation plan	Straight-line	Straight-line	Straight-line	

In 2024, Avonova Helse AS acquired 100% of the shares in Grenland Bedriftshelsetjeneste AS, the purchase price was

*Software has been reclassified from fixed assets last year to intangible assets this year.

Goodwill is expected to generate economic benefits over a period of 10 years as a result of the company's strong

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Note 4

Property, plant and equipment

Tangible fixed assets	*Software	Fixtures and fittings, inventory, etc.	Total amount
Acquisition cost 01.01.	123 532	208 845	**332 377**
Reclassification	-123 532		**-123 532**
Acquisition cost 01.01 after reclassification	0	208 845	208 845
Additions	0	16 294	**16 294**
Disposal	0	-1 608	**-1 608**
Acquisition cost 31.12.	0	223 531	**223 531**
Accumulated depreciation 31.12.	0	194 965	**194 965**
Carrying amount 31.12.	**0**	**28 566**	**28 566**
Depreciation for the year	0	11 813	**11 813**
Expected economic life		up to 5 years	
Depreciation plan		Straight-line	

*Refers to note for intangible assets

Annual lease of off-balance sheet assets

Operating asset	**Lease period**	**Annual rent**
Buildings	3-15 years	50 868
Vehicles	3-15 years	6 061

Note 5

Specification of financial income and financial expenses		
Financial income	**2024**	**2023**
*Interest income to related party	2 352	0
Other interest income	12 634	15 166
Other financial income	9 966	14 553
Total financial income	**24 952**	**29 719**
Financial expenses	**2024**	**2023**
**Interest expense shareholder loan	48 387	23 026
Interest expense to credit institutions	26 541	29 601
***Interest on public charges owed	19 327	15 117
Other financial expenses	14 373	24 392
Total financial expenses	**108 627**	**92 136**

*Avonova Topco AS has a loan to Avonova Management Invest AS. The loan has not been interest calculated in 2023, these interest rates are therefore recognized as interest expense in 2024 in the Group.

**Avonova Midco AS has a shareholder loan in the parent company Norvestor. This loan has historically been incorrectly calculated, previous years' errors have been recognized as interest expense in 2024 in the Group.
***Refer to note 20 Public taxes payable for interest on deferred payment of taxes and duties.

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Note 6

Tax

Calculation of deferred tax/deferred tax assets	2024	2023
Temporary differences		
Tangible fixed assets and intangible assets	2 272	-8 126
Inventories/pension premiums/liabilities	-555	-555
Outstanding receivables	-16 560	-6 848
Other temporary differences	0	-83
Correction of temporary differences 2020	0	-34
Accounting provision for liabilities	-703	0
Net temporary differences	-15 546	-15 646
Losses to be carried forward	-402 492	-289 103
Interest carried forward	-109 448	-15 047
Differences not included	520 051	76 910
Basis for deferred tax	**-7 436**	**-242 886**
Deferred tax	-1 636	-53 435
Of which deferred tax assets not recognized in the balance sheet	0	0
Deferred tax in the balance sheet	**-1 636**	**-53 435**

The reason why deferred tax assets are not recognized in the balance sheet is that historical results create doubt that future taxable profits will be sufficient to utilize the tax asset.

Basis for tax expense, change in deferred tax and tax payable	2024	2023
Profit before tax expense	-279 566	-263 928
Permanent differences	3 475	82
Basis for tax expense for the year	-276 091	-263 846
Depreciation of excess value Group	85 300	87 422
Other changes		1 812
Change in temporary differences	-235 450	-3 648
Deferred interest deduction	82 518	
Basis for tax payable in the income statement	**-343 723**	**-178 260**

Allocation of tax expense	2024	2023
Tax payable on profit for the year	0	0
Too much, too little provisioned last year	0	0
Total tax payable	0	0
Other changes	-957	33
Change in deferred tax/tax assets with old rate	51 799	-17 098
Tax expense	**50 842**	**-17 065**

Reconciliation of tax expense for the year		
Accounting profit before tax expense	-279 566	-263 928
Calculated tax expense	-61 505	-58 064
Tax expense in the income statement	50 842	-17 065
Difference	112 347	40 999

The difference consists of the following:		
Tax on permanent differences	765	18
Change in deferred tax/tax assets as a result of changed tax rate	0	0
Other differences	111 582	40 981
Total explained difference	112 347	40 999

Tax payable in the balance sheet	2024	2023
Tax payable in the tax expense	0	0
Tax effect of group contributions	0	0
Tax payable in the balance sheet	**0**	**0**

Note 7

Shareholders' equity

Change in equity for the year	Share capital	Other paid-in equity	Uncovered losses	Minority interests	Total amount
*Equity 01.01.	40	520 434	-752 295	-30 925	-262 746
Profit/loss for the year	0	0	-291 519	-38 888	-330 407
Translation difference			-673	-90	-763
Equity 31.12.	**40**	**520 434**	**-1 044 487**	**-69 903**	**-593 916**

*IB equity has been adjusted, see note X for restatement of comparative figures

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Note 8

Restatement of comparative figures and correction of previous years' errors

		Correction of errors in previous years	
	2023	**Solutions**	**2023 corrected**
Software	37 538		37 538
Furniture, fixtures and fittings, office machines, etc.	78 350		78 350
Net effect fixed assets			
Other current receivables	115 260	-16 303	98 957
Net effect current assets		-16 303	
Net effect on assets		**-16 303**	
Uncovered losses	-708 639	-33 898	-742 537
Minority interest	-40 683		-40 683
Net effect equity		**-33 898**	
Liabilities to credit institutions	-		-
Other current liabilities	505 532	17 595	523 127
Net effect current liabilities		17 595	
Net effect equity and liabilities		**-16 303**	

Correction of previous years' errors for Solutions AS relates to the correction of previous years' errors for earned non-

	Correction of errors in previous years		
	2023	**Solutions**	**2023 corrected**
Software	37 538		37 538
Furniture, fixtures and fittings, office machines, etc.	78 350		78 350
Net effect fixed assets			
Other current receivables	115 260	-16 303	98 957
Net effect current assets		-16 303	
Net effect on assets		**-16 303**	
Uncovered losses	-708 639	-33 898	-742 537
Minority interest	-40 683		-40 683
Net effect equity		**-33 898**	
Liabilities to credit institutions	-		-
Other current liabilities	505 532	17 595	523 127
Net effect current liabilities		17 595	
Net effect equity and liabilities		**-16 303**	

Correction of previous years' errors for Solutions AS relates to the correction of previous years' errors for earned non-

	2023 corrected	Reclassifications in comparative figures Debt DNB	ority interest	VDM / IE	Corrected/ restated 2023
Software	37 538			43 589	81 127
Furniture, fixtures and fittings, office machines, e	78 350			-43 589	34 761
Net effect fixed assets				**-**	
Other current receivables	98 957				98 957
Net effect current assets		-	-	-	
Net effect on assets		**-**	**-**	**-**	
Uncovered losses	-742 537		-9 758		-752 295
Minority interest	-40 683		9 758		-30 925
Net effect equity		**-**	**-**	**-**	
Liabilities to credit institutions	-	191 634			191 634
Other current liabilities	523 127	-191 634			331 493
Net effect current liabilities		-	-	-	
Net effect equity and liabilities		**-**	**-**	**-**	

The correction for Gjeld DNB relates to the reclassification of current liabilities to DNB ASA, which has been reclassified from other current liabilities to liabilities to credit institutions.

The correction of minority relates to errors in the minority share used in previous years, as well as the minority share of errors in accrued income for the Soltutions companies

The correction VDM/IE relates to the reclassification of proprietary software from property, plant and equipment to intangible assets as this was incorrectly classified in the financial statements for 2023

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Note 9

Receivables and liabilities

Trade receivables	2024	2023
Trade receivables at nominal value	146 712	269 266
Provision for losses on trade receivables	-26 875	-10 098
Trade receivables in the balance sheet	**119 837**	**259 168**

Receivables due later than one year	2024	2023
Long-term receivable Avonova Management Invest	22 100	23 777
Long-term loan employees	3 000	4 255
Other long-term receivables	1 272	0
Total non-current liabilities	**26 372**	**28 032**

* The loan has been reclassified from current liabilities to non-current liabilities as a result of an extension of the loan agr

Long-term liabilities	2024	2023
Liabilities to owners	388 308	300 121
Total amount	**388 308**	**300 121**

Short-term liabilities	2024	2023
Debt to credit institutions	194 718	191 634
Liabilities to owners	0	0
Total amount	**194 718**	**191 634**

	2024	2023
Liabilities secured by collateral	**194 718**	**191 634**

Carrying amount of pledged assets		
Tangible fixed assets	28 566	34 761
Inventories	27	18
Trade receivables	119 837	224 946
Total revenue	**148 430**	**259 725**

Note 10

Restricted bank deposits, drawing rights		
Restricted bank deposits	**2024**	**2023**
Tax withholding funds	5 688	20 494

Note 11

Share capital and shareholder information

The share capital of NOK. 40,000 consists of 1,000 shares of NOK. 40.

Overview of shareholders as of 31.12.

	Number of shares	nership interest
Norvestor VII L.P	1 000	100,0 %
Total number of shares	**1 000**	**100,0 %**

Note 12

Public sector taxes payable	2024	2023
Employer's contribution	46 242	27 663
Value added tax	17 551	17 670
*Deferred payment of taxes and duties	250 011	309 486
Withholding tax	21 845	36 346
Public charges payable 31.12.	**335 649**	**391 165**

*Deferred payment of taxes and fees is related to public support measures for the companies in Sweden in connection with the Corona pandemic. Avonova Helsä AB was granted deferred payment of taxes (VAT and social security contributions) to strengthen its liquidity. Deferred payment was granted in March 2020 until March 2023. These payment deferrals were installment-free for two years and were then to be repaid semi-annually over a period of three years.

Note 13

Events after the balance sheet date

As of 31.12.2024, the Avonova Group had NOK 250 million to pay down in deferred payments on public taxes owed (see note 20), in addition, the Group had an external debt to DNB ASA of NOK 195 million.

In June 2025, the Group strengthened its liquidity through a bond loan of SEK 500 million. In 2025, this available liquidity has been used to repay external debt to DNB and deferred public charges owed. In addition, the Group has been provided with additional liquidity through an increased shareholder loan of NOK 124 million from Norvestor VII L.P. Net available liquidity after repayments and financing costs is estimated at NOK 230 million, and this has solved the Group's liquidity needs in the long term. This has increased the scope for further implementation of the company's strategy and contributed to stability in relations with customers and suppliers.

During 2025, the Group has continued to focus on increased profitability in Health, through full implementation of a new delivery model. This model involves centralized administration of bookings and an increased share of digital delivery of the company's services. Furthermore, revenue growth is expected to be driven by the Solutions business, through increased scalability that increasingly contributes to improved profitability. Profitability is expected to improve gradually through 2025, as the effect of measures already implemented is reflected in the financial results.