

Annual and Sustainability Report

Financial year 2023/2024



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Photos: Rikard Westman (Elvis Photo) and AcadeMedia.
Cover picture: The picture is from Innovitaskolan Rudan in Haninge, south Greater Stockholm. Innovitaskolan has a preschool and a compulsory school.
Layout and production: EO Grafiska AB.

We are AcadeMedia

AcadeMedia is driven by people who are motivated to create a better and more sustainable society through education and learning. We equip children, students and adult education participants with the knowledge, values and skills needed to meet the challenges of an ever-changing world. Our conviction is that good education can bring about decisive change, both for both individuals and for society as a whole.

The above statement is from AcadeMedia's Roadmap 2030, our rulebook for how to create a strong collective force and an understanding of our goals, strategies and ambitions. Our shared values of courage, passion and trust help us instil confidence in the future among children, students, adult education participants and staff. This is defined by our mission statement "Education for change".

About the annual and sustainability report

This is AcadeMedia's Annual and Sustainability Report for 2023/2024. Our formal annual accounts are presented on pages 48–98. The statutory sustainability report is included in AcadeMedia's sustainability report, which is presented mainly on pages 15–47.

The Sustainability Report is prepared with reference to GRI 2021.

Passion
to develop
education and
contribute to a
higher purpose.

Courage
to dare to test,
explore, fail, learn
and innovate.

Trust
to create a culture
where we trust
each other and
that enables
learning.



Number of children, students
and adult education
participants in our programmes
203,990*



Number of staff
21,000*



Number of units
803*



Sales
SEK 17,332 million



Operating profit
SEK 1,490 million



Adjusted operating profit, excl.
the effects of IFRS 16
SEK 1,097 million

*Average per year

Our operations

AcadeMedia's business concept

AcadeMedia develops and manages leading, distinctly profiled educational institutions under various brands across the entire education ladder. We are to offer attractive, high-quality preschools, schools and adult education programmes.

The AcadeMedia business model

Our business model is based on a decentralised organisation where every principal, or equivalent, has overall responsibility for their units. The heads of unit are overseen by school superintendents, or equivalent, who are responsible for a number of units. This decentralised business model creates good opportunities for profitable growth, through both new establishments and acquisitions. As a new AcadeMedia unit, every acquired unit assumes a clearly-defined role and fits into an established structure, a crucial factor in enabling the unit to quickly become an integral part of the organisation.

Sweden

Preschools: 142
Compulsory Schools: 80
Upper Secondary Schools: 149
Adult Education Units: 150

Norway

Preschools: 105

Germany

Preschools: 96
Compulsory Schools: 2
Upper Secondary Schools: 5
Adult Education Units: 3

Finland

Preschools: 113

The Netherlands

Preschools: 10
Compulsory and Upper Secondary
Schools: 10

United Kingdom

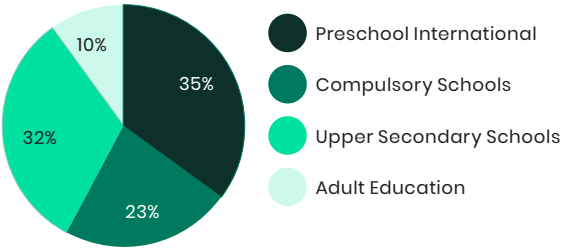
Adult Education Units: 1

Poland

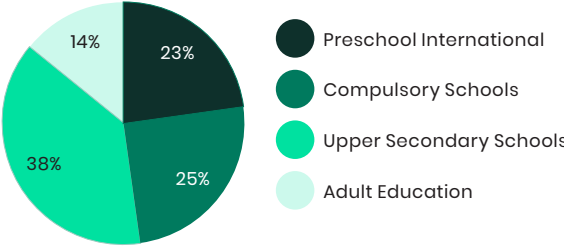
Adult Education Units: 1



Sales by segment



Operating profit by segment



AcadeMedia's four segments

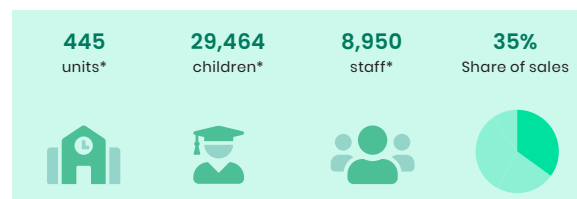
Preschool & International

The segment incorporates preschools in Sweden, Norway, Finland, Germany and the Netherlands, schools in Germany and the Netherlands, and adult education in Germany.



Highlights from the year

- AcadeMedia acquired 10 preschools and upper secondary schools in the Netherlands at the beginning of the financial year.
- The Finnish organisation Touhula, operating 113 units across Finland, was acquired in March 2024. As a result, AcadeMedia now operates preschools in five countries.
- Our German business opened its largest preschool to date. Located in Berlin, it accommodates 174 children.
- Pysslingen Preschools invested heavily in reading development, and established foyer libraries in all units.



*Average per year

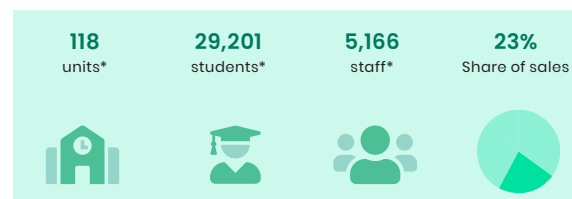
Compulsory schools in Sweden

AcadeMedia's 80 compulsory schools and 38 integrated preschools are based in locations from Malmö in the south to Kalix in the north. The six brands represented in the Compulsory Schools Segment offer broad educational diversity.



Highlights from the year

- The Swedish Schools Inspectorate conducted quality reviews at 30 of AcadeMedia's 80 primary schools during the school year. The results showed that we received a higher judgement in all areas audited compared to all other audited primary schools in Sweden.
- AcadeMedia acquired two compulsory schools in Gothenburg, Centrina Lindholmen and Centrina Kviberg, both of which were integrated into Noblaskolan. The schools each accommodate around 300 students, in Years 6–9.
- Strong focus on early initiatives in literacy and Swedish as a second language.
- Work on equivalence of assessment and grading continues with professional development for teachers, and implementation of new guidelines.



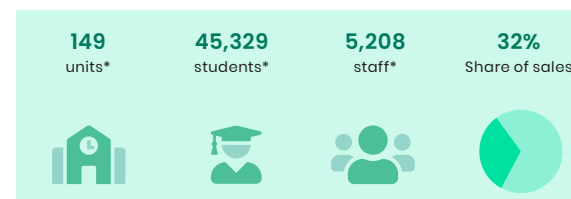
Upper secondary schools in Sweden

AcadeMedia's 149 upper secondary schools operate in locations throughout Sweden, offering both university entrance and vocational programmes.



Highlights from the year

- A new upper secondary school campus in Malmö – Malmö Kreativa Campus – was approved. Building permits and contracts are in place, and the three schools Designgymnasiet, LBS and Rytmus, taking a total of around 1,000 students, will move in for the 2025 autumn term.
- Work continues on equivalence of assessment and grading, including skills development for teachers and implementation of new guidelines.



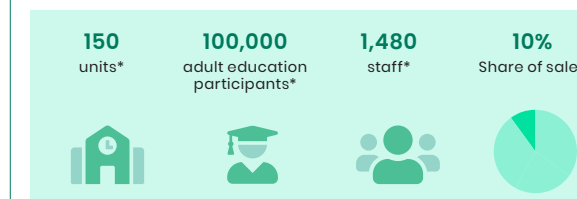
Adult education in Sweden

AcadeMedia's adult education programme is the largest, and leading adult education service in Sweden. The three main areas are *Komvux* (municipal adult education), labour market services and higher vocational education.



Highlights from the year

- Continued expansion and high uptake of higher vocational education programmes confirm a growing interest and increased market demand for professionally skilled labour.
- AcadeMedia's acquisition of the Berghs School of Communication in October 2023 strengthened our position in the market for private paying customers. The corporate market now accounts for a substantial share (11 percent) of sales in the adult education segment.
- Expansion of our international presence through organic growth, in particular with game development training programmes at Futuregames in Poland and The Game Assembly in the UK.



AcadeMedia’s strategies and objectives

AcadeMedia’s Roadmap 2030 lays out a desired vision for the future – a vision that is to become reality as we take a leading position in four focus areas: learning, appeal, sustainability and innovative development. Our overarching strategies and goals underpin our work to this end.

Overarching goals

AcadeMedia’s overarching goal for the business is to deliver the highest-quality education in the areas where the Group conducts operations. This quality is also key to enabling us to achieve our financial targets.

- AcadeMedia is to be a leader in learning, appeal, sustainability and innovative development.
- AcadeMedia is to deliver the highest quality education in the areas in which the Group operates.
- By 2030, AcadeMedia will have set the example for international education providers.

Strategies

- Clear focus on education and well-defined brands
- Knowledgeable and committed staff members and managers
- Group-wide quality management model
- Continuous improvement and innovative solutions
- Long-term sustainable growth

Sustainability goals

- Our children/students/adult education participants should achieve the objectives for their particular school level. 100 percent – everyone to achieve their goals.
- Our staff should see us as good employers and recommend us to others.
- AcadeMedia is to set an example regarding environmental responsibility in the education sector. We are continuously seeking to reduce our climate impact as we strive to be a climate-neutral organisation by 2030.
- AcadeMedia is to set an example regarding transparency for companies that operate in the public sector

Financial targets

Goals		Target	Outcome 2023/24
Growth	5–7%	AcadeMedia’s target for growth in sales is 5–7 percent annually for the Group, excluding major acquisitions.	7.3% (6.0%)
Profitability	7–8%	AcadeMedia’s target for operating profit (EBIT) excluding items affecting comparability is for it to be maintained at 7–8 percent over time.	6.3% (6.2%)
Capital structure	<3.0x	AcadeMedia’s target is for net interest-bearing debt not to exceed three times operating profit before depreciation and amortisation (EBITDA) excluding items affecting comparability. However, deviation from this target may occur for brief periods, such as during major acquisitions.	0.6x (0.6x)
Use of free cash flow	–	Free cash flow is in the first instance to be reinvested. Any surplus may be distributed to shareholders provided that AcadeMedia meets its targets for quality and financial position.	SEK 1.75*/share (SEK 1.75/share)

1. Figures in parentheses refer to the previous year.
*Proposed. Resolutions to be taken at the 2024 Annual General Meeting.

Dividend policy

AcadeMedia’s purpose is to provide quality education for the remuneration it receives. AcadeMedia’s unrestricted cash flow will in the first instance be reinvested in the business to maintain high quality and finance future development of the business and growth. The Board believes that AcadeMedia should maintain a strong balance sheet and thus strong financial stability. Any surplus may be distributed to shareholders provided that AcadeMedia’s targets for quality and financial position have in all material respects been met. This may be done through dividends and/or redemption of shares, or other alternative methods, provided that all AcadeMedia shareholders are treated equally. AcadeMedia’s aim is to distribute approximately 30 percent of the Group’s profit after tax.



Teacher and student at
Pops Academy, Örebro,
central Sweden.

Significant events during and after the financial year

“The strategically important acquisitions in Finland and the Netherlands, along with the strong financial performance in our international operations, are key to AcadeMedia’s financial growth in 2023/24. However, we have made the biggest difference in Sweden, where our investments in quality and early education initiatives have paid off.”

Marcus Strömberg, President and CEO, AcadeMedia AB (publ)

Changes in Executive Management and Board of Directors

During the financial year, changes took place in Executive Management and the Board of Directors. See pages 56 and 61–63 for more information.

Expansion in the Netherlands

In August 2023, the Group completed its acquisition of Winford College in the Netherlands. The organisation consists of 10 small compulsory and upper secondary schools, with a total of around 600 students and a staff of 100. In the 2022/23 financial year, sales of EUR 13.6 million were reported, with EBITDA of EUR 2.0 million.

Expansion in Finland

In March 2024, AcadeMedia acquired the Finnish preschool organisation Touhula. The acquisition comprises 113 preschools catering to 7,700 children in Finland and aligns with AcadeMedia’s strategy of international growth. In 2023, Touhula recorded sales of approximately EUR 100 million and EBIT of around EUR 3 million.

Continued improvement in grade equivalence

In recent years, AcadeMedia has invested heavily in improving grade equivalence in the Swedish schools organisation. Agreement with national tests is increasing, while learning outcomes are improving.

More children and students at AcadeMedia schools in autumn 2024

Provisional student numbers for autumn 2024 show aggregate average growth of around 8 percent in our three school segments, to around 109,000 (100,752) children and students. This compares with 5.1 percent growth in the first quarter of the previous year.

Proposal for a voluntary share redemption programme

After the end of the financial year, the Board of Directors announced that it intends to propose that the Annual General Meeting resolve on a voluntary share redemption programme, via an offer to all shareholders for the voluntary redemption of shares. The scope of the proposed programme will be determined when the notice of the 2024 Annual General Meeting is adopted by the Board.

The year in brief

Net sales:
SEK 17 332 m. (15,539)

Operating profit:
SEK 1,490 m. (1,270)

Adjusted EBIT
SEK 1,097 m. (964)

Profit for the year:
SEK 632 m. (578)

Earnings per share, diluted:
SEK 6.06 (5.47)

	2023/24	2022/23	Change
Net sales, SEK m.	17,332	15,539	11.5%
Organic growth, %	7.3%	6.0%	1.3 p/e
Adjusted EBITDA, SEK m.	1,600	1,422	12.5%
Adjusted EBITDA margin	9.2%	9.2%	0 p.e.
Operating profit (EBIT), SEK m.	1,490	1,270	17.3%
EBIT margin	8.6%	8.2%	0.4 p/e
Adjusted EBIT, SEK m.	1,097	964	13.8%
Adjusted EBIT margin	6.3%	6.2%	0.1 p/e
Net financial items, SEK m.	-665	-511	-30.1%
Profit before taxes, SEK m.	825	759	8.7%
Profit for the year, SEK m.	632	578	9.3%
Earnings per share, diluted (SEK)	6.06	5.47	10.7%
Free cash flow	1,124	792	41.9%
Dividend*	SEK 1.75	SEK 1.75	SEK 0.00
Number of children and students	103,994	97,916	6.2%
Number of full-time employees	15,428	14,459	6.7%

*Proposed. Resolutions to be taken at the 2024 Annual General Meeting.

Marcus Strömberg,
CEO, AcadeMedia



Change through education

Over the course of an AcadeMedia year, thousands of young children crack the reading code and spell their first word. Older students solve their first equation and realise that maths can be a useful tool in many situations. Students and adult education participants gain new opportunities in the world of work through vocational training programmes. AcadeMedia helps to provide better conditions for all the great education that is provided at our 700 schools in seven countries with more than 200,000 children, students and adult education participants.

In 2023/24, we continued to perform well thanks to the major investments made in quality and capacity. This, in conjunction with a stable economy, creates the conditions for continued investment in the development of schools and education in Sweden and internationally. Today, the international business and the adult education programme make up around 40 percent of total sales. This is evidence that AcadeMedia's model works and offers great potential for the future.

Listen to the children

As one of Sweden's biggest educational organisations, AcadeMedia can make a major difference in bringing about a more sustainable society. Through what we do, and through being able to listen to a large and important group – the children. In the year's stakeholder dialogue, it emerged clearly that children think adults should do more to bring about a more sustainable world. See page 20 of this Annual and Sustainability Report for more.

The climate and the environment – ecological sustainability – is of course a vital issue, and we

aim to become a climate-neutral organisation by 2030. Sustainability is also about economics, in that a long-term approach and stability are essential if we are to be able to do our work. Our biggest impact is in social sustainability. Here, our focus is on top quality in every part of the education that reaches more than 200,000 children, students and adults every day. We and our stakeholders agree that this is where we should concentrate our efforts.

Major focus on reading and language

During the past year, we conducted a number of major initiatives to even better equip all children and students for success in reading. One of the most important initiatives is our work on early language development. For example, all Pysslingen Preschools in Sweden have set up foyer libraries where children and guardians can borrow books to take home. These have become highly popular and our target of paired reading of 100,000 books was exceeded. The initiative develops children's language skills and their interest in reading.

Language and literacy have also been adopted

as a focus area in AcadeMedia's compulsory schools. All schools operate according to strategy, and early initiatives supported by centrally-employed experts have had a positive impact.

It is through these types of initiative that AcadeMedia can make a difference and serve as an important component of the education systems in several countries.

Largest, and leading, vocational training provider

Many countries are currently facing a major challenge in the form of a shortage of necessary professional skills. AcadeMedia's investment in vocational training is one key to solving this societal challenge. More than 5,000 adult education participants graduated from AcadeMedia's higher vocational schools this year, the highest number to date. A record high of final year students, more than 13,000, graduated with a diploma from their AcadeMedia upper secondary school programme in 2024. These included the electricians, nurses, IT technicians, doctors, police officers and a host of other professionals of the future. AcadeMedia is by far Sweden's largest, and leading, vocational training provider. Our largest vocational programme is the Electricity and Energy programme, with 1,100 students completing Year 3, while our smallest – yet important – programme is the Maritime programme, with four students completing the three-year course. AcadeMedia will continue to offer training in shortage occupations and will also continue our work as Sweden's leading apprentice training provider.

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Equivalence and improved learning outcomes

In recent years, AcadeMedia has invested heavily in improving grade equivalence. Harmonisation with national tests is increasing, while learning outcomes are improving. AcadeMedia will continue its work on equivalence of grading, pending conclusion of the new government commission of inquiry into school grading (*Betygsutredningen*).

If students are to have the best possible chance of achieving their goals, both students and their teachers need to enjoy their schools. On this point, the Swedish Schools Inspectorate's annual "Skolenkäten" survey shows that teachers working in independent schools are happier than their colleagues at municipal schools.

At around the same time, the Swedish National Agency for Education released a report showing that more students are applying to independent schools. The explanation may lie in the report from the Swedish Schools Inspectorate, in which student's responses as to how they feel about their everyday school life are summarised. Students at independent schools are clearly more satisfied with their schools than students at municipal schools.

AcadeMedia students winners in the Young Entrepreneurship competition

AcadeMedia has a long tradition of students running businesses during their upper secondary school years and taking part in the Young Enterprise competition. AcadeMedia students have won many prizes over the years and this year four students on the Natural Sciences programme at Donnergymnasiet in Gothenburg won the Swedish Championship for Young Enterprise. Their business concept

is based on a climate-positive microalgae fertiliser. We were delighted to see that in June these students also won a silver medal in the European Youth Entrepreneurship final in Italy.

AcadeMedia has established a Futures Prize to be awarded annually to students excelling in innovation, determination and contribution to a more sustainable future. The winners from Donnergymnasiet were the first to take the prize.

AcadeMedia's international businesses growing profitably

AcadeMedia has a clear strategy for the future. We aim to make a difference for more people, and we do that best by continuing to invest and reinvest in education. International operations performed strongly during the year. We now also have a presence in Finland and we have expanded operations in both the Netherlands and Germany.

We will continue to grow in the Preschool segment, the foundations are being laid for a better future where and for increased equal opportunity in the labour market across Europe.

We are also continuing to deliver on our strategy for international expansion. This started out with Espira in Norway in 2014, and today our non-Swedish operations account for more than 30 percent of our sales. We operate in seven countries and are looking at more.

Our strategy is to operate across the entire education ladder, with a diversity of educational profiles in different countries. This approach provides stability and promotes knowledge sharing among different activities and countries. It also helps to advance diversity, an important issue in the education sector. Following a period of inflation, increased

absence due to illness and delays in financing, profitability in our international operations is also improving.

3,500 students and adult education participants in international exchanges

Another aspect of our internationalisation that gives me great pride is our staunch involvement in the EU Erasmus+ exchange programme. Next year, 3,500 students from AcadeMedia's compulsory and upper secondary schools and adult education programme participants will travel abroad for work experience, studying or study visits. Hundreds of staff members visit schools in other countries to job shadow, inspire and learn from colleagues.

How much these exchanges can mean to an individual is clear from feedback from the guardian of a Year 9 student following his trip abroad. "I see how the experience set off a process towards greater responsibility and an increased sense of purpose regarding his continued studies and future plans. It showed him that he belongs on a bigger stage than his local school, and he's now confident about taking his place there. That's a big deal for a parent. I'm proud, overwhelmed and grateful."

Thanks to all our teaching staff who every day give preschool children, students and adult education participants the opportunity to develop their knowledge and grow as people. And thanks to all the guardians, students and adult education participants who choose our programmes. We will continue to hold in trust the great confidence you place in us – every day.

Marcus Strömberg
 President and Group CEO



Students in a common room at Sjölings Gymnasium, Campus Vasastan, Stockholm.

International expansion – implementation of our strategy since 2016 listing

The prospectus for AcadeMedia's listing in 2016 stated that one of the Company's strategies was "To continue to expand in existing and new geographic markets, both organically and through acquisitions". This has been, and remains, a strategic priority. At the end of this financial year our international operations represented around 40 percent of sales compared with 16 percent in 2016.

Today, AcadeMedia operates in seven countries: Sweden, Norway, Germany, the Netherlands, Finland, Poland and the UK.

Milestones

- **2014** – acquisition of Espira, Norway, 75 preschools
- **2016** – platform acquisition in Germany, seven preschools in Bavaria
- **2016 to 2024** – organic growth in Germany via opening of 75 preschools
- **2022** – platform acquisition in the Netherlands, 2 preschools
- **2022** – acquisition of FAWZ, Germany, 7 schools and 1 preschool
- **2023** – adult education start-ups in Poland and the UK
- **2023** – acquisition of Winford in the Netherlands, 10 compulsory and upper secondary schools
- **2024** – acquisition of Touhula in Finland, 113 preschools

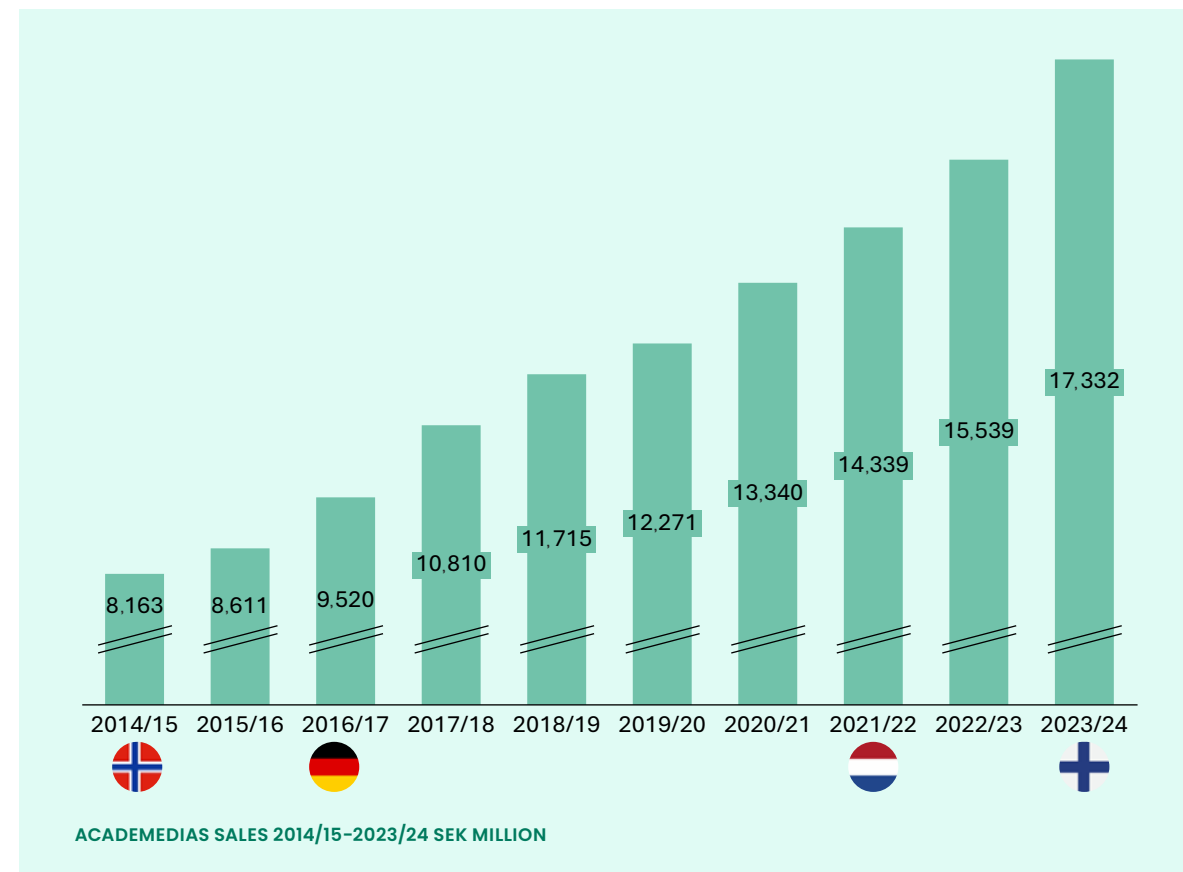
New countries and beyond preschool

Operations in both Poland and the UK are expected to grow, and potentially expand into other segments. Today, AcadeMedia runs vocational training programmes in game development for private paying adult education participants in the two countries. Both operations are on a minor scale, although student enrolment at Futuregames in Poland doubled from 50 to 100 in the 2024 autumn term.

Going forward, consideration may be directed towards preschools and compulsory schools in Poland, as we are aware of a strong interest in high-quality education, and an interest in privately financing children's education.

Discussions are under way in both the UK and France regarding potential changes in the preschool systems. This is driven by a pressing need to expand women's opportunities in the labour market after having children. In France, it is estimated that more than 200,000 places will be needed by 2030, and there is also high demand in the UK.

Another attractive country is Spain, where there is an established market for international schools. Spain uses a funding system in which the family pays part of the cost of the student's school place through tuition fees, with the remainder paid via publicly funded school vouchers.



Exchanges – AcadeMedia is becoming an increasingly international operation

However, operating more internationally involves more than just running programmes in more countries. It also requires international exchange on a greater scale in study programmes for students, as well as skills development for teaching staff. This is arranged both in-house and through Erasmus+, the EU programme for international co-operation and exchange in areas such as education and work experience. Students participating in the programme go to school, or are assigned work experience placements in various European countries. Teachers “job shadow” in schools abroad.

New friends and insights

The overall objective of Erasmus+ is to promote international co-operation. Individual student and teacher gain experience not only of a new school and a different way of teaching, but also insight into a new culture. Many make friends for life and obtain a better understanding of the world around them. Others go back to the country where they did their exchange to live.

From 100 to 3,500 exchanges in eight years

AcadeMedia's Group-wide co-operation with Erasmus+ began in 2017, when around 100 students and teaching staff travelled abroad for studies and work experience. Next school year – 2024/25 – around 3,500 exchanges will take place, making us one of the biggest organisations in Erasmus+ in schools and vocational training. Participants from all segments, from Preschool to Adult Education, join in these exchanges.

Strategic partnerships in KA2 projects

AcadeMedia is also involved in “KA2” projects in the Erasmus+ programme. These are a range of strategic partnerships where AcadeMedia works with around 100 schools and educational organisations in 23 countries, including France, Greece, Romania and Belgium. The projects are long-term collaborations that are to promote innovation, creativity and participation, as well as social entrepreneurship within and across different sectors and disciplines in education.



Students from Montessori Mondial
 in Stockholm in Cordoba, Spain.

Facts about Erasmus+

Erasmus+ is the EU's education, training, youth and sport programme for the 2021–2027 period. The programme's objective is to promote international co-operation and mobility, develop skills and employability, and support social inclusion. The budget for the period is more than EUR 26 billion.

Elements of the project

- Education: Higher education, vocational training and compulsory education.
- Youth: Projects for young people and youth workers.
- Sport: Promotion of co-operation and training within sports organisations.

Target groups

- Students and young adults.
- Teaching staff and teachers.
- Educational and youth organisations.
- Sports organisations.

3,500
 exchanges in 2024/2025

Education systems and reimbursement models

	Education system		Volumes	Reimbursement model	Market drivers
School operations	Finland	Permits	The individual has free choice. In preschool, nearness to the home is important. The older the children, the more important the location of the school, the contents/focus of the education and the reputation of the unit.	Municipally funded school vouchers based on outcome + parental fee. ¹	Demographics Urbanisation Increased penetration rate Changes in school voucher funding.
	The Netherlands	Permits		State subsidy + parental fee.	
	Norway	Permits		Municipally funded school vouchers based on outcome + parental fee. ¹	
	Germany	Permits		School voucher + parental fee. ¹	
	Sweden	Permits		Municipally funded school vouchers based on budget + parental fee. ¹	
Adult Education (in Sweden)	Municipal adult education	Tenders, which may be based on price and/or quality measures, determine who is allowed to conduct business. Contract duration is generally about 4 years.	Volumes are allocated by the contracting authority. These are largely known in advance.	Programme length varies from a few weeks to a year. Reimbursement is based on the participant completing the programme.	Unemployment Migration
	Labour market training programme		Volumes are allocated by the contracting authority. These are highly volatile.	The programmes are 3–6 months long. Reimbursement is per participant and per day or week.	Unemployment Migration
	Higher vocational education	Application and granting of a permit to provide education services (once a year).	Demand is driven by the labour market and the individual chooses what to study.	The majority of the programmes are for two years and reimbursement is per participant and per term.	Labour Market Unemployment

A parental fee is only charged for preschool. In Norway, the parental fee accounts for 13.4 percent (14.3) of the total reimbursement, in Sweden 3.6 percent (3.7) and in Finland 9.3 percent. In Germany, the parental fee varies from one brand to another, depending on the profile. In the 2023/24 financial year, the average parental fee in Germany was 11.2 percent (12.2) of the total reimbursement.

FACTS ABOUT PERMITS

All our school activities are subject to authorisation by public authorities. Permits are granted until further notice. In all countries where AcadeMedia operates, extensive regulations govern day-to-day operations and compliance is monitored by regulatory authorities in each country. As a last resort, non-compliance may result in revocation of permits. In adult education, permits are linked to fixed-term contracts obtained through procurement or tender processes.



Interior view, Stepke's Blumenwiese preschool in Delbrück-Lippling, Germany.

Strong focus on growth

AcadeMedia has a strong record in growth, both organically and through strategic acquisitions. A major global demand exists for more education providers. This offers us exciting opportunities for growth, in both established and new markets such as France, Spain and Poland.

Success will be determined by our ability to identify and address any obstacles to our growth, such as challenges in recruiting skilled staff and finding suitable premises.

For more information on risks and risk management, see pages 59–60.

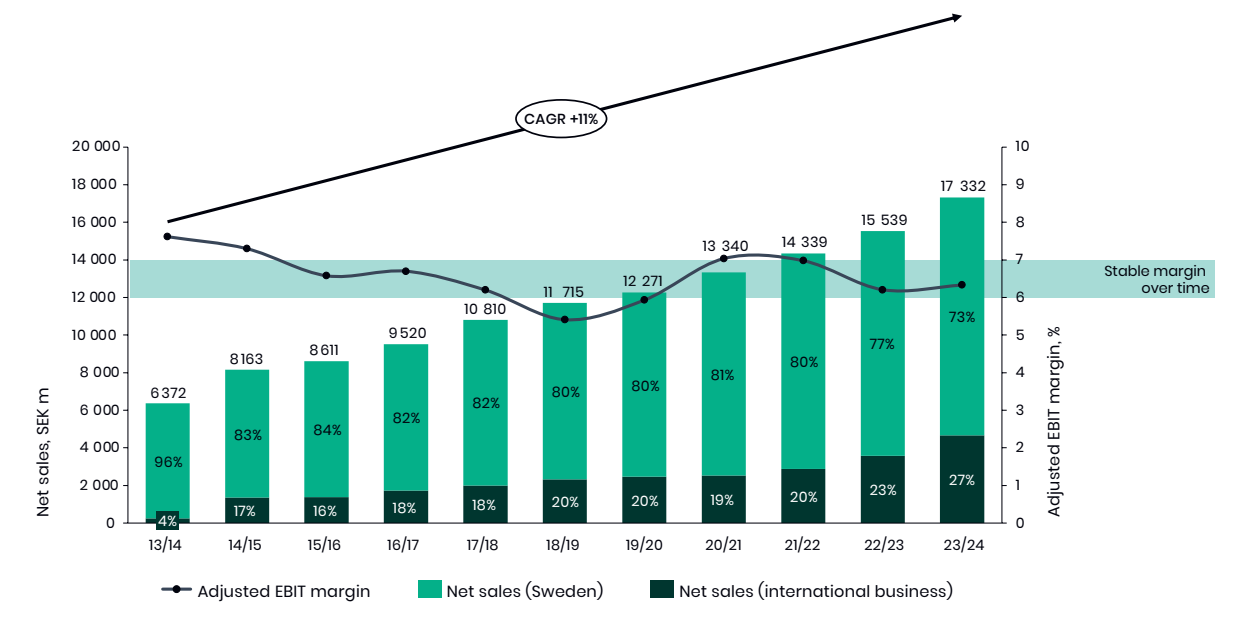
Organic growth and acquisitions

We are growing organically by opening new units in our different segments and by developing our capacity in existing units. Where and how we choose to grow organically depends on a variety of factors, the most important of which is always that a clear interest exists in the type of business we want to establish or develop.

The table below shows various ways in which AcadeMedia can grow.

ORGANIC GROWTH	
Win more bids/awards	Procurement of adult education provision, where we make an informed choice as to which tenders we are to participate in. Tenders that focus solely on low price and essentially ignore quality are low priorities.
Open new units	Organic growth that initially has negative impact on profitability. However, the investment requirement is low and long-term stable profitability is achieved on average within 3–5 years.
Expansion of existing units	Organic growth that for a short period has negative impact on profitability.
Improve capacity utilisation in existing units	Organic growth that has a directly positive impact on profitability.
ACQUIRED GROWTH	
Small bolt-on acquisitions	Organic growth that takes place at advantageous spreads.
Major strategic acquisitions	Acquired growth with the goal of reaching a specific market or niche.

SALES AND EBIT MARGIN, 10-YEAR OVERVIEW



AcadeMedia's education activities – an overview

Segment	Compulsory Schools Segment	Upper Secondary Schools Segment	Adult Education Segment	Preschool International Segment							
Level of school	Compulsory Schools	Upper Secondary Schools	Adult Education	Preschools				School		Adult Education	
Country	Sweden	Sweden	Sweden	Sweden	Norway	Germany	Finland	The Netherlands	Germany	The Netherlands	Germany
Market	Compulsory	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Compulsory school and optional upper secondary school	Compulsory school and optional upper secondary school	Optional
Maturity	Mature	Growth	Counter-cyclical	Mature	Mature	Robust growth	Mature	Mature	Mature	Mature	Mature
Other providers (selection)	IES, Kunskapsskolan, Cedergrenska, Tellusgruppen, municipal providers	ThorénGruppen, Kunskapsskolan, Jensen Education, Lärande i Sverige, Cedergrenska, municipal providers	Lernia, Intendia Group, Alea, Cedergrenska, Nackademin, IHM	Norlandia, Dibber, Atvexa, Tellusgruppen, Cedergrenska, municipal providers	Læringsverkstedet, Trygge Barnehager/ FUS, Kanvas, municipal providers	Denk mit!, Educare, pme Familienservice, Little Giants	Pilke (Dibber), Norlandia	KidsFoundation/ Partou, Bright Horizon, Norlandia	Local and regional. Klett, Forms	KidsFoundation/Partou, Bright Horizon	Local and regional. Fresenius, SRH Euro Schulen
Start-up profiles											
Start-up investment	SEK 5–8 m.	SEK 5–10 m.	–	SEK 2–3 m.	NOK 40 m.	EUR 0.3–0.5 m.	EUR 0.3–0.5 m.	EUR 0.3–0.5 m.	EUR 0.3–0.5 m.	EUR 0.3–0.5 m.	–
Time to break-even	4–8 years	3–4 years	–	2 years	1 year	1 year	1 year	1 year	2–3 years	2–3 years	–
Time to mature profitability	5–10 years	5–6 years	–	3 years	2 years	2 years	2 years	2 years	4–5 years	4–5 years	–
Student enrolment at maturity	300–500	200–350	–	75–120	80–90	75–100	75–100	40–60	200–400	50–75	–
Sales target	SEK 35–55 m.	SEK 20–35 m.	–	SEK 14–18 m.	NOK 18 m.	EUR 1.0–1.5 m.	EUR 1.0–1.5 m.	EUR 1.0–1.5 m.	EUR 1.5–3.0 m.	EUR 1.0–1.5 m.	–
EBIT margin target	11–12%	12%	–	11–12%	~15%	~18%	~12%	~12%	~12%	~12%	–
	(excluding allocated fixed costs)	(excluding allocated fixed costs)	–	(excluding allocated fixed costs)	(excluding allocated fixed costs)	(excluding allocated fixed costs)	(excluding allocated fixed costs)	(excluding allocated fixed costs)	(excluding allocated fixed costs)	(excluding allocated fixed costs)	–
Leases (lease term)	5–15 years	5–15 years	–	10–15 years	10–20 years	15–25 years	15–20 years	5–10 years	15–25 years	5–15 years	–
New establishments 2024/25	0 units	2 units	–	1 unit	0 units	10 units	0 units	1 unit	0 units	1 unit	–

New establishments – financial profile

The lower section of the table above provides an overview of the financial conditions in place when a new unit is established. Initial investments in opening a new preschool or school are generally limited and require little or no working capital since school voucher funding is paid in advance by the municipalities. Norway is an exception. There, AcadeMedia builds and owns the preschool buildings, which demands more capital and so the EBIT margin has to be higher to cover interest expense.



Children at the Touhula Laidunalue Preschool, Nurmijärvi, Finland.



Students at Vittra Forsgläntan, Kungsbacka, west Sweden.



Innovitaskolan Rudan, Handen, south Greater Stockholm.



Students at NTI Gymnasiet, Gothenburg.

External factors affecting operations

Demographic trends, unemployment, integration and the changing security situation are all examples of external factors affecting the demand for AcadeMedia's wide range of educational specialisations. The conditions under which we operate are also determined by the national school and education policies in the countries that we operate in, as well as by funding and priorities in the municipalities.

Demographics

Demographics are about the size and composition of and changes in the population. When birth rates fall year by year, the education system is affected for many years to come. Similarly, how the composition of the population changes affects the school system, culturally and economically. High levels of immigration place greater demands on schools, in turn requiring more resources.

Municipal finances

Municipalities with strong finances tend to invest in education. When the economy weakens, the municipality has to set priorities in its spending or raise taxes. Savings in the school sector directly impact on school voucher funding.

The economy

The economy is a particularly important factor in adult education, which is often referred to as a counter-cyclical activity. When the economy weakens and unemployment rises, a common countermeasure is to invest heavily in adult education so that people can switch careers.

Framework conditions

New legislation and regulations can alter the framework within which we operate. The impact may be both positive and negative. Either way, adjustments and compliance are necessary.



*Designgymnasiet in Sickla, Nacka Municipality,
Greater Stockholm.*

Sustainability Report

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About AcadeMedia's Sustainability Report

This is AcadeMedia's Annual Sustainability Report for the financial year 2023/2024. Unless otherwise stated it refers to the Group as a whole. The 2023/24 Sustainability Report was published on 23 October 2024, having been approved by the Company's Board of Directors. The Sustainability Report has been prepared in accordance with the provisions of Section 6:11 of the Swedish Annual Accounts Act and with reference to GRI 2021. It comprises pages 15–47 of this Annual Report.



Climbing wall at Hagströmska
Gymnasiet, Falun, central Sweden.

Picture taken at Montessori Mondial
in Mälarhöjden, south Stockholm.



AcadeMedia – one big sustainability project

Education is a key factor in terms of how countries and societies develop. Through our teaching, and through how we ourselves act as role models, we can make a major impact in steering both societies and individuals in a sustainable direction.

Our belief that education can make a difference means that we believe in people's potential. Over the years, good education for all has enabled many countries to move away from poverty and become leading industrial and research nations. This applies in no little measure to the countries where AcadeMedia operates.

Our sustainability report describes AcadeMedia's sustainability goals, and what we are doing to achieve them. We also describe how we are preparing for CSRD, the EU's new regulatory framework on which we are required to base our reporting as of next financial year.

AcadeMedia's sustainability goals

- Our children/students/adult education participants should achieve the assignment goals for the level of school concerned. 100 percent – everyone to achieve their goals.
- Our staff should see us as good employers and recommend us to others.
- AcadeMedia is to set an example regarding environmental responsibility in the education sector. We are continuously seeking to reduce our climate impact as we strive to be a climate-neutral organisation by 2030.
- AcadeMedia aims to set an example regarding transparency for companies operating in the public sector.

AcadeMedia's sustainability strategy

AcadeMedia's sustainability strategy is linked to Agenda 2030 and the UN Sustainable Development Goals. The aim of our sustainability work is to help build a sustainable society by providing quality education for all, using resources responsibly and maintaining an ethical approach in everything we do. We believe that this will be a long-term value creator for us as a company, while helping to make the world a little better.

CSRD – sustainability reporting with more weight

During the 2023/2024 financial year AcadeMedia undertook preparations to comply with the new reporting requirements under the new EU directive on sustainability reporting (CSRD), which entered into force on 1 July 2024. The intention of CSRD, and its associated reporting standard ESRS, is to establish conditions ensuring that sustainability disclosures have the same weight and are treated in the same manner as financial disclosures, making it easy for stakeholders to understand and compare the sustainability work of companies.

Once CSRD and ESRS are implemented, our monitoring activities and external reporting will be adapted. We have carried out a detailed review of our value chain and key stakeholders that is based on our Roadmap 2030. This has for the most part consisted of work done on implementation of the double materiality analysis, which identified our most material areas in terms of how we impact as well as in terms of what we are impacted in. Read more on page 21.

Reporting integrated into processes and structures

In the first instance, AcadeMedia is seeking to integrate sustainability reporting into existing processes and structures. In preparation for the 2024/25 reporting process, adjustments and additions are being made to measure, monitor and quality assure the information to be reported. One partly new area of reporting for AcadeMedia is climate impact. This will

be calculated according to the Greenhouse Gas Protocol, which provides a holistic picture of emissions and can make it simpler for us to take the right initiatives to mitigate negative impact.

Ultimate responsibility for AcadeMedia's sustainability reporting rests with the Group's Board of Directors. The CFO and their organisation is responsible for data gathering and monitoring.

Sustainability reporting – terminology

In sustainability reporting, a number of abbreviations are used and some terms may need explanations. The most important ones are as follows.

CSRD (Corporate Sustainability Reporting Directive): An EU directive that extends the scope of and bulks out the requirements for corporate sustainability reporting, with the aim of creating more transparent and comparable information.

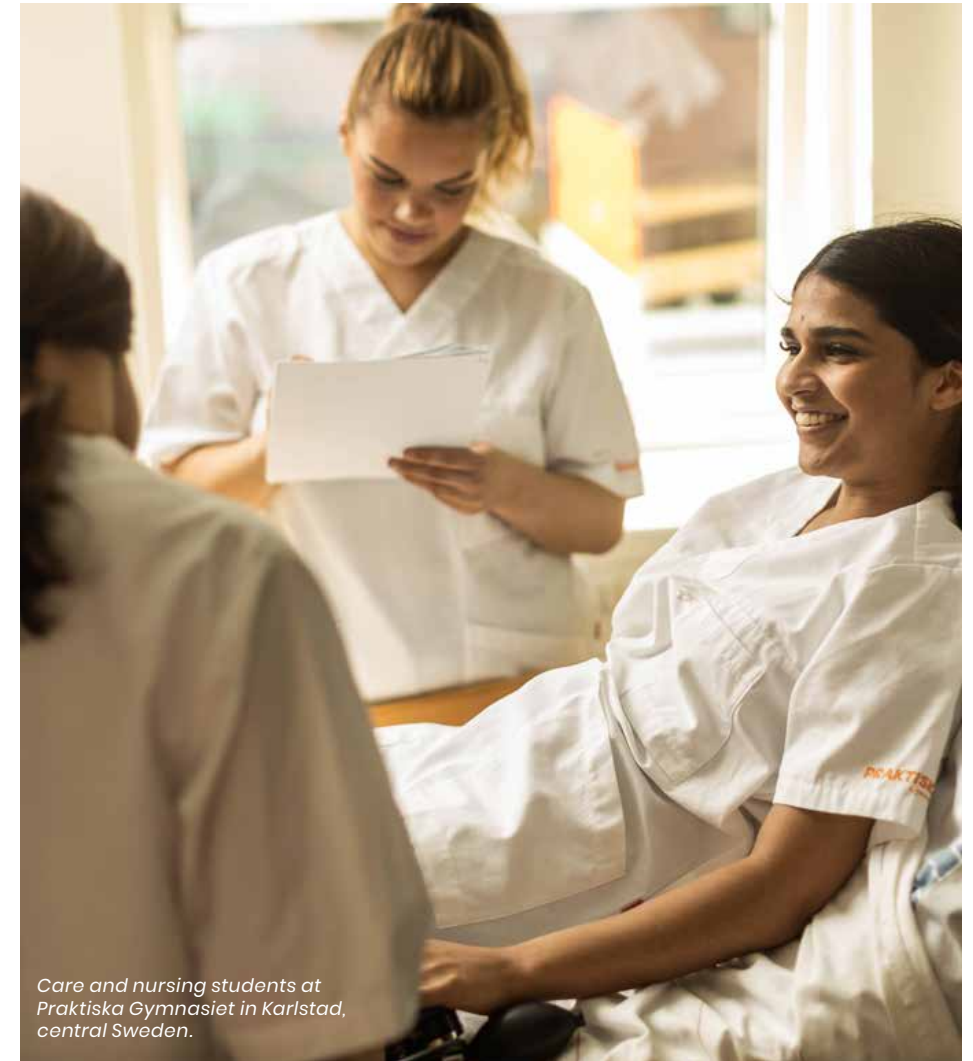
ESRS (European Sustainability Reporting Standards): Specific reporting standards to provide guidance to companies regarding their sustainability reporting under CSRD.

ESG (Environmental, Social, Governance): The three main areas of sustainability: environment, social aspects and governance. As part of their double materiality analysis, companies must evaluate and comment on their impacts in these areas.

Double Materiality Assessment (DMA): A process in which companies assess and identify which sustainability aspects are material both from a financial perspective and from an environmental and social perspective. This analysis is fundamental to ensuring that all relevant sustainability issues are addressed in the reporting.

Greenhouse Gas Emissions (GHG Emissions): Under ESRS, companies are required to quantify and report greenhouse gas emissions. These include Scopes 1, 2 and often Scope 3 emissions.

Scopes 1, 2 and 3 A categorisation of emissions, simplified into the categories of direct emissions, indirect emissions from electricity, heat and steam, and other indirect emissions.

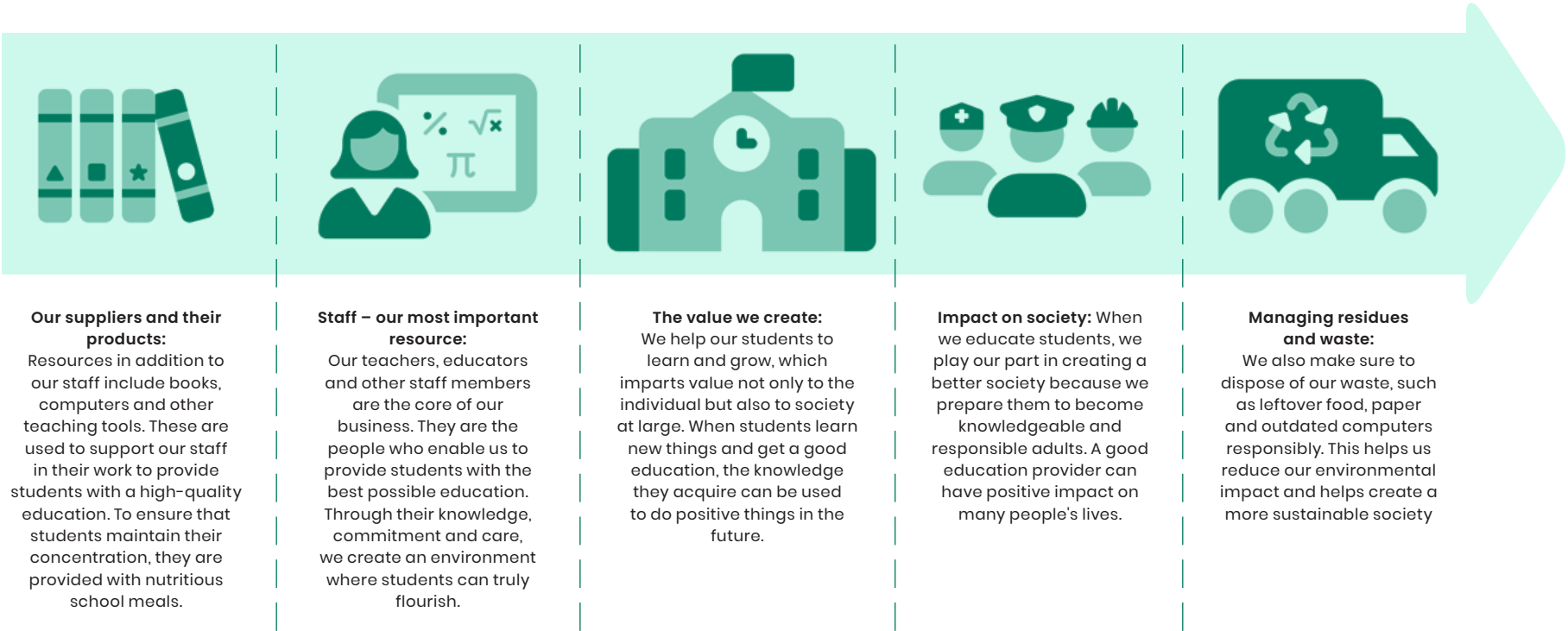


Care and nursing students at
Praktiska Gymnasiet in Karlstad,
central Sweden.

The AcadeMedia value chain

Our principal contribution is education

Our value chain is designed to deliver the best quality of education in our fields of activity with our people as the main resource. Through their knowledge and commitment we create value for both students and society. We also actively promote sustainability by managing resources and waste responsibly, and contributing to the development of society by forming the adults of the future.



Our key stakeholders

As an education provider, we bear a major social responsibility. What we do and how we do it affects individuals, society and the environment in the present and will continue to do so in both the present and the future.

On that basis, our most important stakeholder group is our **children, students and adult education participants**. These are people we are to teach for life. In terms of enabling all our students to achieve their full potential, our **staff** are key to their success. Most students can testify to one or more teachers who have meant something special to them. For AcadeMedia's part, this represents a responsibility to ensure that the people we employ are happy in their work and have the right conditions for doing a good job.

Our mission, education, is tightly governed by our policy documents, which are in turn formulated by **governing authorities**. They, and **society** at large, expect us to deliver quality education within these parameters.

For more about our stakeholders, see pages 19 and 20.

Stakeholder dialogue driving the business forward

In spring 2024, AcadeMedia performed an in-depth stakeholder analysis. We last did this in 2022. Most areas surveyed show minor changes. Our stakeholders continue to emphasise that success in our core business of quality education is how AcadeMedia can make its most important contribution.

Participants

Approximately 475 children and students participated. Young children talked in groups, led by an education professional. Older children and young people completed written questionnaires. In addition, the following were integrated into this stakeholder analysis.

- In-depth discussions with teachers, principals, school managers, trade unions, stakeholder organisations, the Swedish National Agency for Education, the Stockholm Resilience Centre (SRC) and AcadeMedia staffs and investors.
- AcadeMedia's employee and student surveys.
- The Swedish Schools Inspectorate's review of learning for sustainable development.
- SRC's reports on planetary boundaries, the Climate Policy Council's annual report and the Swedish Environmental Protection Agency's reviews of municipalities' work on sustainable development.

Stakeholder	Stakeholders' main positions	Channel for dialogue	Key issues for stakeholder group
Children, students, adult education participants and guardians	AcadeMedia's goal is to equip children, students and adult education participants with the knowledge and education needed to enable them to shape their own future.	<ul style="list-style-type: none"> • Daily meetings at preschools, schools and education units • Student council • Development reviews • Mentoring time • Parents' meetings • Learning platforms • Social media • Fairs and other public arenas 	<ul style="list-style-type: none"> • Reducing climate and environmental impact • Involving students in sustainability work • More topics illustrating everyday situations in the classroom • High quality teaching • A good environment for development and learning • Low employee turnover • Student health • Good food
Staff	AcadeMedia is to recruit, develop and motivate the best educators and school managers. Our task is also to create an efficient organisation. Everyone is to have a good work environment and a sustainable workload, as well as the conditions to create good teaching.	<ul style="list-style-type: none"> • General meetings • Union meetings • Safety committee, work environment consultation • Internal communication • Performance reviews • Employee satisfaction surveys • Talent programmes • Leadership development programmes • Work with the Roadmap 2030 	<ul style="list-style-type: none"> • Making the work environment more sustainable • Support in teaching and resources for developing it • Means of demonstrating outcomes to staff and students/adult education participants • Leadership • Skills development • Feedback systems on sustainable choices in everyday life • Co-operation with student health services • Knowledge of and inspiration in environmental, social and economic sustainability, with a focus on sustainable choices and teaching development • Democracy • Developing use of digital tools
Suppliers	AcadeMedia is to lead by example and, by virtue of our size, to negotiate good terms for financial terms and sustainability in the contracts we conclude.	<ul style="list-style-type: none"> • Tenders • Purchases • Meetings • Monitoring 	<ul style="list-style-type: none"> • Collaboration and close dialogue • Reducing CO2 through shared solutions • Compliance with policies
Owners/investors	AcadeMedia is to create a long-term sustainable business and a healthy return for our owners.	<ul style="list-style-type: none"> • Meetings • Board representation • Annual General Meeting • Financial statements • Investor presentations 	<ul style="list-style-type: none"> • Employee issues • Clear and transparent financial and sustainability reporting • Environment and climate • Focus on quality in teaching
Society	By providing suitable, high-quality educational programmes, and by maintaining a high level of transparency, AcadeMedia is to live up to the expectations of society.	<ul style="list-style-type: none"> • External reference and steering groups • Social media • Meetings and seminars • Researcher interviews and reports 	<ul style="list-style-type: none"> • Highlight learning even more clearly • Collaborate with others • Skills development with a focus on transition • Grades and assessment • Work on core values
The Planet	AcadeMedia will help to reduce climate impact and bring about a more sustainable world through responsible use of all types of resource.	<ul style="list-style-type: none"> • Research reports • News reporting 	<ul style="list-style-type: none"> • Reduced and sustainable use of resources

According to children, adults can do more



Children in preschool class at Innovitaskolan, Segeltorp, south Greater Stockholm.

Children's and students' experience of dissonance

In spring 2024, AcadeMedia conducted an in-depth stakeholder analysis. One clear break from the past is how children and students view society's ability to stop climate change. Their faith seems to have declined.

This year's findings indicate that the faith of children and young people in the willingness and ability of adults to act on climate change has declined, with many respondents simply not believing that adults are making much difference to the climate. However, there is a faint glimmer of hope. Of those who think that adults make decisions that affect the climate, most think that adults' decisions are good. 34 percent think these decisions are good for the climate. 17 percent think these decisions are bad for the climate.

Increased interest in social sustainability

This year's stakeholder analysis continues to show that three areas are in the spotlight: social sustainability, climate and environmental issues, and education.

Conversations and surveys indicate that many perceive lesser interest in pushing climate and environmental issues. Instead, they highlight social sustainability issues as more important. They explain that the issue of climate change has become more complex and is seen as less important by politicians.

Education remains our top priority

Although our stakeholders' views on what is most important have changed somewhat from before, when we compile the data from this year's in-depth stakeholder dialogue, we can see that most stakeholders believe that it is through education that we can make the greatest impact. But also that there are several areas where we can and should develop our strategies to contribute more. In the green column on the right, we have listed the areas that crystallised out during our interviews and surveys.

Key areas for sustainable development from an education perspective

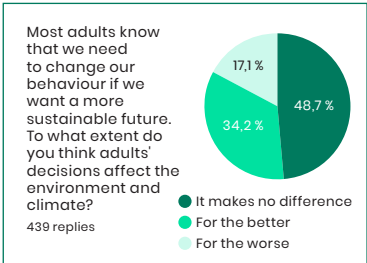
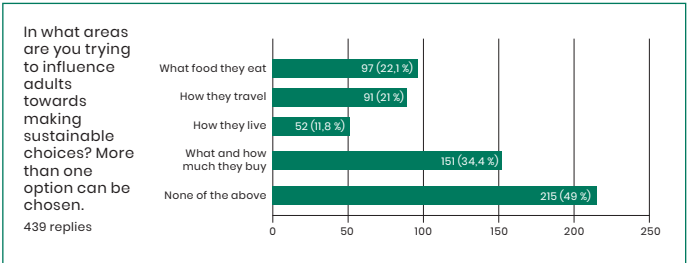
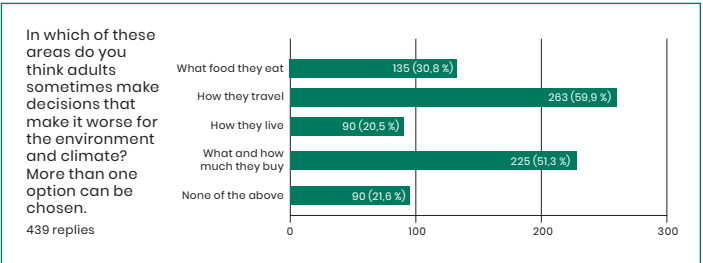
These areas have been identified through analysis of all stakeholder groups' materials and responses to questionnaires and interviews.

- Sustainability will be integrated into **teaching** at all levels.
- **Governance and support.** Principals and other leaders bear a responsibility to drive learning for sustainable development and implement sustainability initiatives.
- **Skills development** to expand knowledge of sustainability has an important role to play, for example in ensuring that teaching in climate, social and economic sustainability issues is effective and engaging.
- Effective **communication** and co-operation within AcadeMedia is key to successful sustainability work.
- We must constantly strive for a sustainable and attractive **work environment**.
- The involvement of children and students in sustainability issues must be used to greater effect than it is now. By creating clear procedures for **child/student involvement** in teaching and other relevant issues, we can strengthen their role in the school environment.
- Resources and contracts must be toughened up in terms of **sustainable procurement** and the setting of sustainability requirements.

Opportunities: By prioritising sustainability, schools can take leadership in this area and empower their brand. This may stimulate interest in sustainable technology and a circular economy among students and boost their future employability.

Risks: Lack of clarity in political governance may make sustainable development in education more difficult. Work environment and staffing challenges may also hamper sustainability work.

These charts and tables show the responses given in interviews with/surveys of preschool children and compulsory and upper secondary school students.



Focusing on what's important

Ensuring public trust in AcadeMedia is vitally important to our operations, since our revenue is overwhelmingly provided through public funds. This means that an ethical approach in everything we do, with open and proactive communication, are embedded parts of AcadeMedia's way of working.

Preparing for CSRD

Our most important initiative this year in preparing for the introduction of CSRD was a double materiality analysis. In a nutshell, our analysis described how AcadeMedia's activities affect the outside world and how in turn the outside world affects us. A double materiality analysis is based on two perspectives. The purpose of the analysis is to identify the sustainability areas that are most material to address and report on. It is based on three overarching categories: environmental issues, social issues and corporate governance.

The analysis was performed jointly with a third party. Representatives of a number of key functions, including communications, HR, IT, property and business development were engaged early in the process under the leadership of AcadeMedia's Head of Sustainability.

AcadeMedia's material areas

AcadeMedia's double materiality analysis confirms that our core business – education – remains our most important issue. It is not included in the ESRS I2 sector-specific standards, but is a material area specific to AcadeMedia. Other material areas identified are EI Climate change, SI Own workforce, and GI Corporate.

The areas identified fit closely with the focus areas previously identified by AcadeMedia – Learning, Staff and Environment – and both confirm the way forward and create conditions for building up long-term sustainability work for development over time.

This year's report follows the structure of the focus areas AcadeMedia established in 2018/19. This is described in more detail on the following pages. These focus areas are shown in the illustration (bottom right). The areas are:

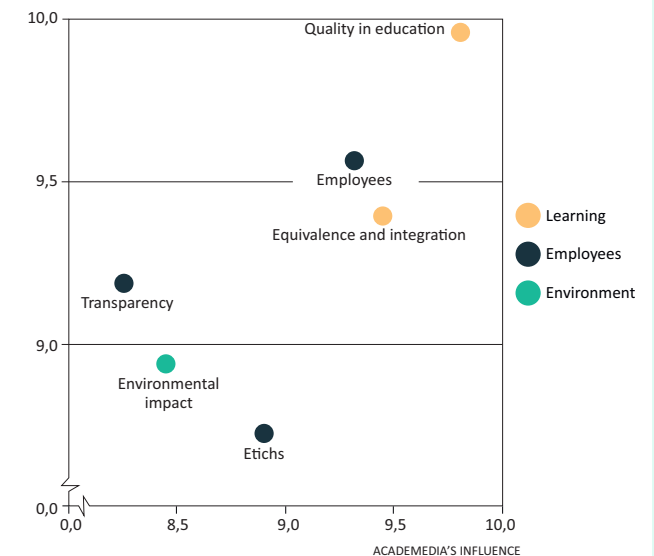
- Learning – AcadeMedia's core business
- Staff – the most important resource we have in our business
- Environment/climate – how we affect the planet we live on



Picture from a classroom in Vittra Samset, Jönköping, central Sweden.

Our materiality analysis in the chart (right) indicates the importance of various issues to our stakeholders, and the impact that AcadeMedia has on these issues. According to our stakeholders, quality in education is our most important sustainability issue.

IMPORTANCE TO OUR STAKEHOLDERS



An example with great potential for influence

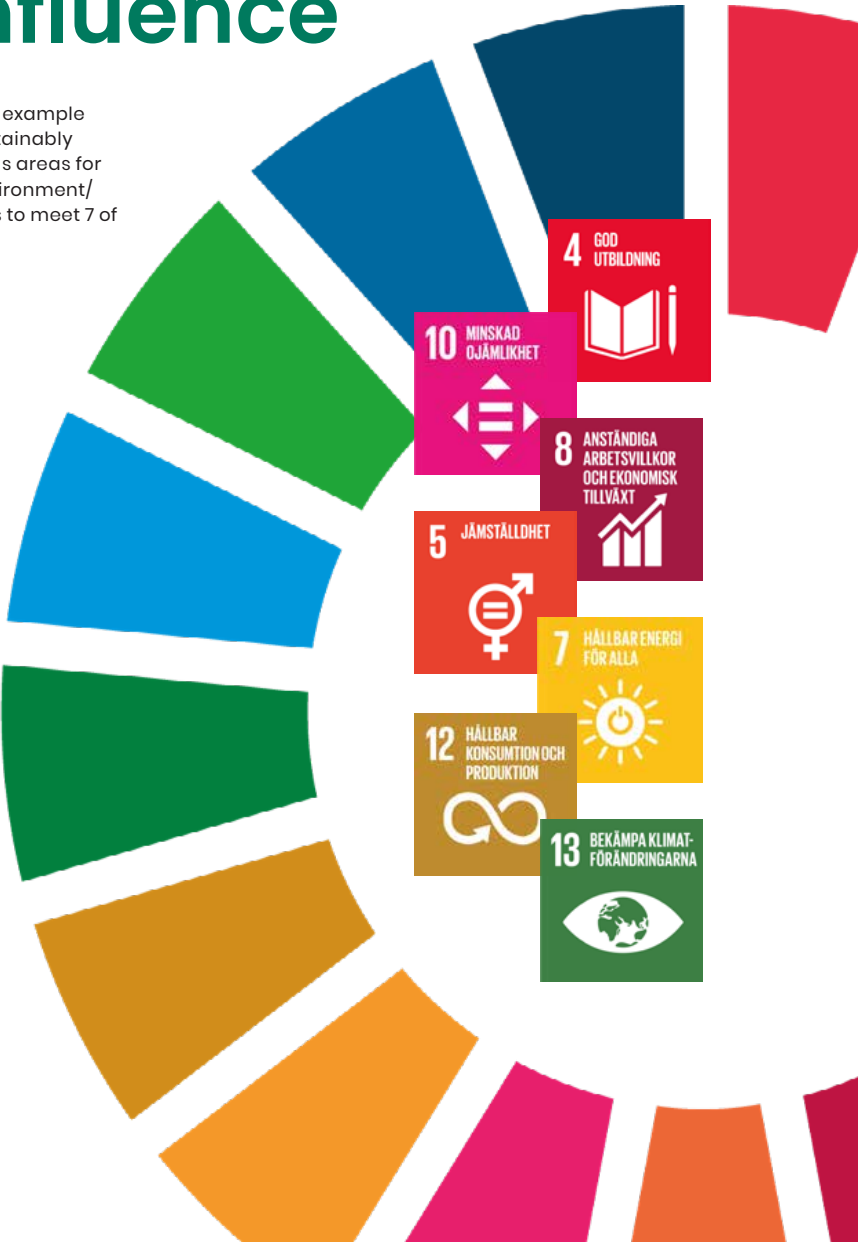
The UN Sustainable Development Goals (SDGs) serve as an important guideline for our sustainability work. Our core business – education – is our biggest contribution to a more sustainable world. In turn, this means that UN SDG 4, Quality Education for All, is the goal that AcadeMedia contributes most to.

Education is a fundamental human right and one of the most powerful tools for advancing sustainable development. By investing in education, we can break cycles of poverty, promote equality and generate economic growth.

The UN Global Goals play a key role in the education sector. The goals set a clear agenda to ensure that education is not only accessible but also inclusive and fair for all, irrespective of gender, socio-economic background and geographic location.

One of our own sustainability goals is to set an example in our sector. We can only do that if we act sustainably way in more areas. We have chosen three focus areas for our sustainability work: Learning, Staff and Environment/Climate. Together, these focus areas enable us to meet 7 of the 17 global goals.

	Why important and what influence do we have?	Examples of governance documents and policies
Learning		
The UN Global Goals	AcadeMedia's core business contributes indirectly to all UN Global Goals through education. However, 7 of the 17 targets are especially important to us as there our impact is greater.	– School legislation – Curricula – The AcadeMedia Model
Goal 4 Quality education for all	Through our core activities, we can equip our children and students with knowledge for the future. More specifically: a reliable compass and a sound understanding of issues such as the environment/ climate, human rights and personal responsibility.	
Goal 10 Reduced Inequalities	We focus actively on equal opportunity plans and monitor learning at different levels in order to allocate resources fairly.	
Staff		
Goal 8 Decent Work and Economic Growth	Our most important resource is our more than 21,000 employees. Their work environment and well-being are important to the quality of our core business. We encourage our staff to take part in skills development, collegial learning and career development within AcadeMedia's operations. AcadeMedia believes that the trade unions, which are represented on our Board, are of great importance to our employees and the organisation.	– Work Environment Act – Co-operation with trade unions – Whistleblower policy – Code of Conduct
Goal 5 Gender Equality		
Environment		
Goal 7 Affordable and Clean Energy	Most of our operations are conducted on premises measuring in all 1,050,000 sq.m., where high volumes of energy are consumed in heating, lighting, ventilation, cooking and other power systems. By actively choosing type of energy source where we can, and influencing our landlords where the choice lies with them, we can reduce our carbon footprint.	– Meals policy – Procurement policy – Travel policy – Code of Conduct
Goal 12 Responsible Consumption and Production	Five days a week, nearly 200,000 individuals are collectively present on our premises, overseen by our staff of 21,000. Educational materials, cleaning products, food and computers are purchased each year on a major scale. We make a difference through what we buy, and by ensuring and teaching not only that all materials are used in a long-term sustainable way, but also that they are recycled properly when they can no longer be used. Our purchasing policy, a good physical environment where it is easy to do the right thing, and education are our main tools.	
Goal 13 Climate Action	One of the most important tools in combating climate change is knowledge of the problems that exist and of what we as a society – and every individual – can do in other ways to make a difference. Through our core business, we can impart both knowledge and insight to our students and staff.	



Close focus on sustainability management

Students at Vittra Forsgläntan, Kungsbacka, west Sweden.



AcadeMedia's activities must be conducted in line with sound business principles and must comply with all relevant laws and regulations in the countries where we operate. Our Code of Conduct is based on the ten principles of the UN Global Compact, which covers human rights, work environment, the environment and anti-corruption. We have a policy of zero tolerance for corruption and provide an external whistleblower function that is available to all.

As an education provider, we intend to actively contribute to a sustainable and democratic society by offering high-quality education for all. To reinforce our sustainability work, AcadeMedia appointed a project organisation with members from various functions in the Group. The group focuses on systemising our sustainability work and preparing the organisation and our sustainability reporting for the Corporate Sustainability Reporting Directive (CSRD).

Sustainability responsibilities of the Board of Directors, Executive Management and units

Our sustainability governance ensures that we meet our commitments to society and our stakeholders. The Board is responsible for laying out our course by establishing policies, sustainability goals and strategies. The Board is also ultimately responsible for sustainability work and issues a sustainability report in accordance with the Swedish Annual Accounts Act.

Executive Management is responsible for implementing the strategies at an overarching level, and for reporting back to the Board. In consultation with the Board, it formulates and anchors the vision, mission, values, policies and the Code of Conduct. The Board reviews the following policies annually:

- Investor Relations policy
- Insider information policy
- Treasury policy
- Communication policy

Throughout the year, the Board and its committees continuously discuss sustainability issues. Issues addressed during the year included equivalence in assessment and grading, improving teaching quality and skills development.

Internal governance and sustainability work

Our internal governance and monitoring align with our segmentation and are based on internal governance and policy documents. Each and every one of our 862 units is responsible for proactive sustainability efforts in line with our goals and strategies. In addition, several of our schools incorporate sustainability in their profile, helping to ensure that sustainability filters through to every level of all their activities.

Central support and quality model

To enable our staff to fully focus on their core mission, we have central support functions, such as quality assurance teams, an internal training academy and HR specialists. Being part of AcadeMedia means playing a positive role in the continuous development of quality aspects within the Group.

Our quality model – the AcadeMedia Model – is based on research, tried-and-tested experience and in-depth analyses. It encompasses all activities within the Group and focuses on the factors that drive performance improvements. For more than ten years, we have been reporting our quality performance in our Quality Report, published every autumn.

Culture and structure building an ethical approach

One sustainability goal that AcadeMedia has adopted is to lead the field in transparency in businesses operating in the publicly financed sector. We publish all our policies on our public intranet – the employee website. The site also displays internal information, including how our processes work. The idea behind the employee website, launched in 2016, is to share AcadeMedia's resources and expertise in many areas. We are keen that these resources and this expertise should be available for others to share through the use of our materials.

We will always take an ethical approach to everything we do. Some of the tools and control systems we use to guide us all in the right direction are described below. However, tools only work if used in a company culture that steers in the same direction. Roadmap 2030 describes the culture thus: "At AcadeMedia, our task is to make the communities we work in a little better, every day. Our aim is to help change people's lives for the better and to create sustainable societies where everyone's right to a good education is fulfilled. Our mission is "Change through education".

Our shared responsibility

Our Code of Conduct helps us understand how we should behave towards each other and our stakeholders, to create a healthy and responsible organisation. The Code is based on the ten principles of the UN Global Compact, which embrace human rights, work environment, environment and anti-corruption. Essentially, it's about complying with the UN's 1948 Declaration of Human Rights. This involves rights to access to education and healthcare, as well as freedom from conditions such as slavery.

Everyone at AcadeMedia and our subsidiaries, in Sweden and internationally, is required to comply with the Code of Conduct. Everyone who joins us undergoes induction training, in which the Code of Conduct is an important element. Also, all employment contracts require familiarisation with all relevant policies, including the Code of Conduct.

Every manager is responsible for making it easy for their staff to understand and comply with the rules concerned.

We make our guidelines easy to find and understand, so that we can all work together in the best possible way.

Our co-operation with suppliers

All our suppliers, and their subcontractors, must comply with our Code of Conduct. To make the best use of our resources, we have more than 200 framework contract suppliers providing goods and services. Most of the Group's purchases are made locally. The share of purchases made under framework agreement suppliers is around 80 percent, a figure we are working to improve.

Maintaining good relationships with all suppliers and recognising problems early helps us to deliver high-quality teaching.

Zero tolerance of corruption

AcadeMedia's CEO bears overall responsibility for ensuring that we practise zero tolerance of corruption. The Chair of our Whistleblower Committee deals with reports of suspected corruption and ensures that they are promptly and properly investigated.

Our main tools in the fight against corruption are our Code of Conduct and our Procurement Policy. All members of staff are required to be familiar, and comply, with them. The Code of Conduct emphasises anti-corruption and the Procurement Policy ensures that our purchases comply with both laws and regulations, as well as ethical guidelines. All staffs follow up on this work, and the policies are readily available on our open intranet.

During the year, five suspected cases of corruption were investigated and disciplinary or remedial action was taken in all of them.



LBS Kreativa Gymnasiet on
Campus Södermalm, Stockholm.

When it comes to grading, we do not tolerate undue influence. We work proactively to address these challenges by being transparent about the risks and providing support to staff. For example, we use co-assessment in schools to reduce risks. We also operate a mandatory training programme in grades and assessment, developed with Karlstad University, for all staff in compulsory and upper secondary schools.

GDPR – protection of personal privacy

At AcadeMedia, we take individual privacy very seriously. Our data protection policy is the framework governing how we handle personal data. The policy is backed by procedures such as whitelisting apps and how we respond to incidents. We have four Data Protection Officers working every day to protect everyone's privacy. During the year, we also strengthened our team by creating a new position at Group level.

The board of directors of the company holding the permit to provide educational services is responsible for the personal data of their students. During the year, our DPOs focused on:

- Developing the register inventory with a focus on the rights of individuals.
- Developing new ways of working to ensure effective management of incidents and security issues.
- Restructuring and updating data protection information on our website and intranet.

During the year, we recorded a total of 9 (9) personal data breaches or complaints reported to the Data Protection Authority. None of these led to any actions on the part of IMY, the Swedish Authority for Privacy Protection.

Whistleblower function

AcadeMedia has had a whistleblower function and policy in place since 2013. This is a channel for staff members and managers who work or have worked in any of AcadeMedia's

businesses, as well as Board members, consultants and suppliers in close contact with our business, who want to report misconduct or irregularities that breach laws, our Code of Conduct or other matters defined in our Whistleblower Policy. Reports may be made anonymously or with the person's name, via several channels. More details are shown in the box (right).

In recent years, the number of whistleblower reports has increased. This is probably because AcadeMedia has become better at providing information about the function, and also that mass reports have become more common. As a result, the same case may be reported many times, often within a short period of time. These are mostly investigated as a single whistleblower case. In all, 79 (82) reports were received during the financial year. Several reports were about the same cases. We received a total of 48 (66) unique cases, of which 19 (47) were assessed as qualifying.



AcadeMedia's whistleblower process

- Reports can be submitted in any of three ways:
 - Through the Trumpet reporting tool, quoting organisation code EMS274.
 - A physical letter to Trumpet, Box 479, SE-201 24 Malmö, Sweden.
 - By phone, within Sweden, on 020–10 30 91 (the line is always open). Organisation code EMS274.
- Whistleblower reports via Trumpet are confirmed and assigned a code so that the whistleblower can log in and follow the case. Those who submit a report anonymously in a letter or anonymously by phone cannot get feedback.
- An initial assessment is carried out by an independent provider.
- If the case is deemed to be justified, AcadeMedia's whistleblower committee decides how to investigate it.
- In cases where the report is not considered justified, the whistleblower is contacted, if possible, and asked whether the information can be passed on to the relevant staff or business for investigation. The majority of these cases arise from various HR matters where there is a disagreement.



Students at Klara Östra in Gärdet, Stockholm.

Our role in society is more than just education

AcadeMedia is driven by people who are motivated to create a better and more sustainable society through education and learning. Our mission is to provide high-quality education that is accessible to all, a pillar of all societal development and directly linked to UN Sustainable Development Goal 4: Quality Education for All. We educate more than 200,000 children, students and adult education participants in 803 units in Sweden, Finland, Norway, Germany, the Netherlands, Poland, and the UK. This is not only a great responsibility, it also represents a huge measure of trust that must be nurtured.

Education is the core of our business, but our impact extends far beyond the classroom. By offering inspirational education environments, we give our children, students and adult education participants the tools they need to achieve their own aims and those of the programme, and that are needed to help bring about an equal and democratic society. Our vision of being at the forefront in developing the education of the future means that we don't just follow trends – we drive them. The way we approach artificial intelligence (AI) is a good example. In the organisation, we use AI as a tool of our work. We were first in Sweden to offer AI as an individual option at upper secondary school level (NT Gymnasiet and LBS Kreativa Gymnasiet).

Sustainability should permeate every aspect of what we do

To us, sustainability is about all the small choices that every individual makes all the time, and major issues such as, for example, how we as an organisation manage the tens of thousands of computers that we buy every year. In the former case, the objective is to get as many people as possible to make sustainable choices in their daily lives, as often as possible. So, for example, to cut down on food waste, we try to get everyone not to take too much food to start with. Instead, they can go back for seconds if necessary, and not throw food away they can't finish.

In the latter case, we as an organisation need to focus systematically on ensuring that sustainable criteria are applied in every procurement made. Our ambition is that every AcadeMedia preschool, school and adult education institution should be a place where sustainable thinking is a hallmark of everything we do, from teaching to day-to-day activities. By educating our students in climate change and

sustainable solutions, we equip them to become aware and active citizens in a long-term sustainable world.

To make a difference

We strive to be a force for positive change in the communities where we operate. Our diversity of educational programmes meets a wide range of individual needs, providing greater choice and quality of education. In Sweden, we lead the way with, for example, our open intranet and our open skills development programmes, which promote knowledge sharing and transparency and in turn strengthen the entire education sector.

The challenges going forward: labour market and skills provision

With an ageing population and skills shortages in areas such as health and social care and manufacturing, our mission is to be a major part of the solution – here too, programmes that attract young people are crucial to solving the problems that we face. Our strategy includes fit-for-purpose programmes and work to increase the attractiveness of the teaching profession. Our systematic initiatives to motivate and retain talented educators are key to ensuring a sustainable and effective education sector.

Looking ahead to 2030: Our vision and ambition

In line with our Roadmap 2030, we have a clear vision of operating our own teacher training programme by 2030. This is a concrete step towards securing the future need for competent and committed teachers, who in turn will shape the society of tomorrow.

We at AcadeMedia are more than an education provider – we are part of the solution for achieving a sustainable future.



*Innovitaskolan in
 Segeltorp, Huddinge
 Municipality, south
 Greater Stockholm.*

Highly committed social actor

AcadeMedia takes an active role in various associations and organisations in order to contribute to the development of schools and the independent school sector in a way that benefits society. We also meet regularly with politicians and other key social actors to build a shared vision of education and teaching for the future. This engagement includes participation in meetings with the National Agency for Education and the Ministry of Education, representation on the board

of the Swedish Association of Independent Schools and in Almega Utbildningsföretagen. In addition, we are active in:

- PBL (Private Barnebagers Landsforbund) (Norway)
- Sivista (Finland)
- KiTA Verband (Germany)
- Almega Tjänsteföretagen (Sweden)
- Ifous (independent research institute) (Sweden)
- Confederation of Swedish Enterprise

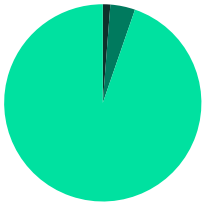
Generated and distributed economic value

Tax is an important sustainability issue for all societies and their citizens. AcadeMedia pays taxes in the countries where we operate. The majority of the taxes are payroll-related taxes and social security contributions for our 21,000 staff members in Sweden, Norway, Finland, Germany and the Netherlands. We pay salaries and we buy in services and goods with our revenue, of which school voucher funding represents a large share. We also pay interest and taxes. The

tax we pay benefits our staff, society and central government finances. This creates payment flows and a level of prosperity that affect all AcadeMedia's stakeholders.
In the 2023/2024 financial year, AcadeMedia's total tax burden was SEK 5,100 million. The major share of our tax footprint consists of payroll taxes and social security contributions, as well as employees' preliminary income tax. Corporate income tax for the financial year totalled SEK 193 million.



Students at NTI Gymnasiet, Gothenburg.



Direct economic value generated and distributed, SEK m.

State subsidies 280

State subsidies include subsidies for the lower compulsory school initiative, smaller classes, skills development and day nursery initiatives. These have an associated cost impact. For more information on State subsidies, see Note G7.

Parental fees* 958

Parent fee revenue is received from the preschools in the three countries in which AcadeMedia operates preschools. Fees in Sweden and Norway are subject to State regulation. In Germany, the amounts are also regulated by each federal state (*Bundesland*), but preschools have the option of charging a fee themselves.

*In the Income statement, Parental fees are included in Education revenue

Education-related and other revenue 16,094

Consists of school voucher funding and participation fees received mainly from the municipalities where we operate.

17,332



Economic value generated, SEK m.

Society 5,100

Social security costs, pension costs, income taxes, value-added taxes, withholding taxes, real estate taxes.

Suppliers 4,869

Costs of food, teaching materials, rents (lease fees) etc.

Staff 6,077

Salaries and other remuneration

Reinvestment 309

Investments (excluding acquisitions). For example, in real estate and inventory

Owners 453

Dividend (proposed by the Board of Directors for 2023/2024: SEK 1.75 per share).

16,809

Focus area Learning

The text below is an extract from the "Learning" and "Innovative development" target areas in Roadmap 2030.

As an education provider, AcadeMedia always puts learning first. We offer outstanding education to children, students and adult education participants. We are also a learning organisation, offering good opportunities for staff members to develop their skills and share experiences. We work with and learn from others, nationally and internationally, to create good synergies and help broaden perspectives in education.

We strive to ensure that everyone is met on their own terms, and we take responsibility for ensuring that everyone achieves their goals. Our programmes give children, young people and adults the skills and tools they need to become the people they want to be, and to help shape the world they want to live in. Thanks to a well-developed and systematic focus on quality management, we create the conditions for effective and equivalent education throughout AcadeMedia.

Innovative development is achieved both via small, incremental improvements day-to-day and via major development stages. This work is made possible by a clearly defined culture of courage, passion and trust, where staff members' ideas are put to good use through experience sharing and structured collaborative forums.

At AcadeMedia, we lead the field in setting new standards and play a clear role in developing modern educational approaches and processes.

Extract from Roadmap 2030



Sustainability goals

Our children, students and adult education participants should achieve the objectives for their particular school level. 100 percent, everyone to achieve their goals.

Policies applied in Focus area "Learning":

- Code of Conduct
- Work environment policy
- Procurement policy
- Recruitment policy
- Communication policy
- Whistleblower policy

Risks

Risk identified: Lack of quality in education. Risk that may affect the extent to which those who have chosen our services succeed – measured by reference to the governance documents – and how satisfied they are.

Management: AcadeMedia mitigates this risk primarily via proactive engagement based on the AcadeMedia Model, as well as via continuous skills development for our staff.

Risk identified: Difficulty meeting expectations for accountability. This risk consists of AcadeMedia being perceived as not taking sufficient responsibility for the global goals and not meeting the increased expectations of accountability for all aspects of sustainability.

Management: This risk is mitigated through stakeholder dialogues, in which suppliers represent an important category, and by developing teaching in sustainability.



Students and teacher at Montessori Mondial in Mälarhöjden, Stockholm.

Quality education is AcadeMedia's heart and soul



Students at Drottning Blanka upper Secondary school.

AcadeMedia's heart and soul is to make the world a little better. We do this through education, the greatest force there is for change. Through constant developments in our teaching, we aim to give children, young people and adults the knowledge and tools they need to grow as individuals and share in the development of a sustainable and democratic society.

Through our teaching and our way of being, we can create a desire for lifelong learning in those who choose our services. Lifelong learning is central to society's ability to cope with the major changes we face or are in the midst of. The climate crisis is one, rising global anxiety another and AI, which may be a strong positive force but also poses a risk, a third.

As an educational organisation, our mission is to create the right conditions for people to constantly develop their abilities, their learning and their way of teaching.

Different types of programmes create freedom of choice

AcadeMedia operates across the entire education ladder, from preschool to adult education. Each of our segments has a range of different high-profile educational specialisations. Those who want to go on to higher education after upper secondary school choose a university entrance programme. Those who want to go straight into work opt for a vocational upper secondary school. That isn't all: those who are particularly interested in music, design or sport choose a school with the appropriate specialisation.

Legal security and equivalence in assessment

Equivalence in grades and assessment is a prerequisite in a good school system. On that basis, all education providers must create favourable conditions for equivalence of education, and equivalence of assessment and grading in all parts of their organisation.

All teachers and principals at AcadeMedia compulsory and upper secondary schools, as well as in parts of the adult education programme, take an online course "Grades and Assessment," a course jointly developed by Karlstad University and AcadeMedia. The course aids teachers in their professional development.

A common model for development

The AcadeMedia Model was developed by AcadeMedia in the early 2010s. Supported by research, proven experience and advanced correlation analyses, we have built up a solid bank of knowledge about what produces good outcomes. The model incorporates four success factors: focus on the mission, proactive follow-up, collegial collaboration and active resource allocation. Along with our quality themes, these form the core of the AcadeMedia Model.

The AcadeMedia Model brings together all our activities, irrespective of brand or business area, in a common vision for quality.

It also helps us stay focused on what drives outcomes and progress. It establishes a common understanding of different aspects of quality and serves as a good framework for quality dialogues through the chain of governance. Goal attainment is followed up and reported at three levels – unit, provider and Group.

The Group's Quality Report, which is published each year shortly after the Annual and Sustainability Report, provides a good overview of the current situation and forms the framework for prioritising development initiatives.

Activities and initiatives to enhance learning

Every day, well over 100,000 children and students attend one of AcadeMedia's schools. The same number of people complete courses of various durations at our adult education units every year. Some are spelling their first words, others are learning how to install plumbing systems and yet others are studying for entry into a dream university programme.

Every year, AcadeMedia engages in a range of initiatives to develop teaching and learning. Some really major and cross-sectoral, others smaller, perhaps in a single school. Here, we describe a small sample of all that is being done, segment by segment.



Preschool children at Vittra, Halmstad, southern Sweden.

Preschool International Segment – reading and environments

The more than 8,000 children attending Pysslingen's preschools in Sweden read 100,000 books from 21 February to 31 May 2024. The landmark was celebrated when the target was hit a few days before the end date. The project involved all the families and teachers at the schools working



together to achieve a target of reading 100,000 books aloud in three months. In addition, all preschools now have a foyer library where everyone can borrow books to take home. Both foyer library and reading aloud are integral to Pysslingen's intensive focus on language development work.

Pysslingen achieved its goal of 100,000 books read in three months just a few days before the deadline.

Maths is another core subject that Pysslingen has focused on. Pysslingen's children have been sorting, measuring and solving different problems to stimulate their maths skills. Tape measures are used to measure different lengths and teach an understanding of metres vis-à-vis centimetres, and buttons can be used to teach about shapes – after all, a round button does not look the same as a square one.

Espira of Norway has invested heavily in developing *leseglede*, joy in reading. This has taken the form of dedicated "Spire" libraries.

However, the greatest initiative in promoting better learning in Norway has been Espira FRYD – which focuses on the physical indoor and outdoor environments. The aim is to stimulate learning in preschool children by creating flexible, multi-purpose spaces, where children learn by exploring and being active. Although relatively short-lived to date, these changes have delivered measurable outcomes. Fewer conflicts flare up in children's groups, children play in a more inclusive way and also games last longer. The number of special adjustments, where children have to be taken out of a group and made subject to special arrangements, has decreased, benefiting both children and staff.

During the year, Touhula, which joined AcadeMedia winter/spring 2024, implemented a model for ongoing development in teaching. In the model, the preschool teacher for each group of children performs an assessment three times a year, both to see which areas are working well and which need more work. The difference from before is that the work has now been systemised, both in terms of how often, and in what way, the assessment is performed. The assessments form the basis for how the preschool is directed and how the teaching is developed.

The German and Dutch organisations prioritise sustainability in their teaching and in the working practices. This involves carefully considering how resources are used and how staff, children, students and their families can make a major difference through intelligent day-to-day choices. In Germany, the mobile preschool service has also been expanded to make it easier for newly arrived families to gain access to the preschool system.



Espira FRYD, Norway.

Continued from previous page

Compulsory Schools Segment – reading and maths

All AcadeMedia's compulsory schools have undertaken major investments in literacy development and Swedish as a second language. This is based on the crucial importance of language in terms of students' education, and on the fact that according to international reports such as PIRLS and PISA reading comprehension has deteriorated, notably among students with a foreign background.

Two new quality developers have been recruited to support the schools in their work on literacy development and teaching of Swedish as a second language. In addition, AcadeMedia has established a partnership with Karlstad University to develop its teachers' skills in literacy teaching.

At Vittraskolorna, 150 teachers participated in a course at Malmö University to develop their language development teaching for students with a mother tongue other than Swedish.

Vittra also maintained its intensive focus on maths, which began in the 2022/23 school year, when 104 students who were judged to be at risk of failing their Year 9 grade were placed in a group provided with extra support. Nearly 60 percent of students improved from a failing grade in Year 8 to a pass or better in Year 9. This year, 88 students participated in the project and 70 percent achieved at least a pass in maths. A failed grade in maths is a common reason for students not qualifying for upper secondary school.



Student at Noblaskolan, Solna, north Greater Stockholm.

Upper Secondary Schools Segment – AI in schools

In a large number of upper secondary schools, much attention has been given to how artificial intelligence (AI) can be used in all areas of teaching. The focus has been on how to upgrade and simplify conditions for teachers to improve their work environment, and about how to develop teaching to improve student learning. AcadeMedia teaching staff with specialised knowledge of AI have given talks on AI in schools and in various external situations, including at the SETT Days 2024*.

Some applications where AI can be a real help in schools include personalised teaching – with the ability to give instant feedback and support in different languages. This will probably begin in maths but eventually be used in many subjects.

Both LBS Kreativa Gymnasiet and NTI Gymnasiet are creating profiles for autumn term 2024, with AI featuring in a central role both as a tool for learning and as a subject in which students are assessed.

Another important project has been to start implementation of both digital national tests and GY25, the new upper secondary school reform to be introduced as of autumn term 2025. One major and, to many people, welcome change from today is the replacement of course grades with subject grades. Today, students receive multiple course grades in a single subject. These are then all put together in the final grade, whenever the grades were set during the programme. As a result, early failures can follow students and grades do not always give a true picture of students' knowledge and skills at the end of their studies, creating stress for teachers and students alike. Subject grades enable grading teachers to look at student performance over time.

* SETT is the Nordic region's leading forum for innovative and lifelong learning, from preschool to upper secondary school.



A student serves lunch at IRH, the International Hotel and Restaurant School, Stockholm.

Continued on next page

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Sjölins Gymnasium in Södermalm,
Stockholm.

Adult Education Segment – environmental and sustainability training for all

AcadeMedia’s Adult Education Segment has developed an environmental and sustainability training programme. The programme, “A sustainable future”, is aimed at all those studying in one of AcadeMedia’s adult education programmes, as well as at all staff members.

It is designed to develop knowledge of sustainable development from different angles. Videos about the limits of the Earth, our environmental footprint and the priorities that will be required are interspersed with specific tips on how we can all help bring about a sustainable future for generations to come. The programme is accessed by staff via the training website and by students via the Omniway learning platform.

The programme has been developed in co-operation with the AcadeMedia Academy.

A specific training programme has also been developed for AcadeMedia staff – Environment and Sustainability 2.0. The training, which is mandatory, aims to increase everyone’s awareness and knowledge of AcadeMedia’s environmental and sustainability work and to provide inspiration for how everyone can work in an environmentally- and climate-smart way in their workplaces.

The EU election – an important exercise in democracy

One in five schools that held an EU school election on 9 June was an AcadeMedia school. School elections are organised in parallel with both the EU elections and, every four years, Sweden’s national elections. AcadeMedia encouraged all our compulsory and upper secondary schools to take part, as school elections give students insight into why it is so important to exercise their right to elect political representatives. We see it as part of working towards a democratic society. It also prepares students for the actual practicalities of voting.

School elections are organised by the Swedish Agency for Youth and Civil Society (MUCF). In the report MUCF produced ahead of the EU elections, the Agency found that voter turnout among young people aged 18–24 is falling for the first time in 20 years and that major differences are evident across the country. At the same time, its assessments of earlier school elections show that students who voted in school elections feel that they learned more about how to vote, gained more knowledge about politics and democracy, and became more interested in politics.

School has a double mission, to communicate and corroborate both knowledge and democratic values. It’s about educating informed and capable members of society.

School elections are organised just like real elections. Each school receives ballot papers, election screens, voting lists and ballot boxes from MUCF. Election officials and tellers are also appointed. In all, 81 AcadeMedia schools participated in the EU school elections.

The provisional results of the school elections for all participating schools (422) and for the actual European elections were as follows:

Party	School EU elections	EU elections 2024
🇸🇪 Left Party	6.2	11.0
🇸🇪 Social Democrats	18.4	24.8
🇸🇪 Green Party	9.4	13.8
🇸🇪 Centre Party	6.5	7.3
🇸🇪 Liberal Party	3.6	4.4
🇸🇪 Christian Democrats	3.4	5.7
🇸🇪 Moderate Party	23.7	17.5
🇸🇪 Sweden Democrats	24.5	13.2
Other	4.4	2.2

Goal attainment 2023/24

In the 2023/24 school year, efforts to ensure equivalence of assessment and grading continued as planned. The new guidelines have been implemented in all compulsory and upper secondary schools, and co-operation within and between schools has been further developed. No teacher in the AcadeMedia organisation may be left to set grades alone, and as a result principals organise co-operation with other colleagues. Grading has also been more closely monitored to identify schools and teachers showing unreasonably high deviations. Furthermore, all teachers and principals in the AcadeMedia organisation undergo the special training course in assessment and grading established jointly with Karlstad University.

The compilation of results of national tests for the year and the grades set indicate that this work continues to yield results for the second year in a row. Even in the 2022/23 school year, it was evident that the percentage of students awarded a higher course grade than they achieved in the national tests had fallen considerably at AcadeMedia's

compulsory and upper secondary schools. Across the country as whole, the percentage had also fallen, but not by as much as at AcadeMedia.

Although it is not possible at the time of writing to compare this year's results in the national tests with the national averages (they will be published by the Swedish National Agency for Education in November 2024), the conclusion from AcadeMedia's own compilations may be drawn that the equivalence between the grades set and the results of the national tests continued to increase at both AcadeMedia's compulsory and upper secondary schools in the 2023/24 school year.

Overall, this indicates higher equivalence in assessment and grading, a positive trend that is also helping to boost confidence in AcadeMedia as an education provider.

A brief selection of the quality performance outcomes for the 2023/24 financial year is shown below. See the AcadeMedia Quality Report published in October 2024 for a more detailed account.



The AcadeMedia Quality Report for 2023/24 was published in October 2024.

Preschool:

The annual compilation of data regarding goal attainment at the Swedish preschools continues to show high values, relative to the national mandate. The target area for which preschool teaching attained the highest rating in the 2023/24 school year was Language and Communication, (5.6), followed by Science and Technology (5.1). Because the system for measuring attainment of preschool objectives was subject to major revision in the past year, historical like-for-like figures are not available.

Compulsory Schools:

According to the compilation of grades for the 2023/24 school year, the proportion of compulsory school students with passing grades in all subjects has risen to 81.7 percent (80.3), compared to the national average of 71.9 percent. The average assessment level in AcadeMedia's compulsory schools fell marginally to 242.5 (242.7). The national average is 227.6. The proportion of compulsory school students qualifying for upper secondary school rose to 90.6 percent (90.2), compared to the national average of 83.7 percent.

Upper Secondary Schools:

The in-house compilation of grades for AcadeMedia's upper secondary schools indicates that the percentage of students graduating with a diploma fell marginally to 88.1 percent (88.2). The average grade points for students graduating with a full diploma also fell, to 14.0 points (14.1). It should be noted in this context that the proportion of students scoring higher than their performance in the national tests in the 2023/24 school year continued to decline. At the time of writing, a national average for the 2023/24 school year at upper secondary school level has not yet been published.

Adult Education

Basic adult education:

The overall pass rate in basic adult education was 85.1 percent in 2023 (national average 84.4 percent). It should also be taken into account here that AcadeMedia has significantly more students engaged in distance education compared to the rest of the country (80 percent compared to 28 percent nationwide) and that global goal attainment is lower when students are engaged in distance education. This applies both at AcadeMedia and to the rest of the country.

If the results are broken down by study mode, AcadeMedia clearly rates at above the national average for both distance and face-to-face education (82.8 per cent compared with 80.4 percent for distance education, and 94.3 percent compared with 85.9 percent for face-to-face education).

Upper secondary school education for adults:

AcadeMedia's adult upper secondary education programme also has considerably more people engaged in distance education than nationwide (80 percent compared with 35 percent nationwide). Broken down by study mode, more students in AcadeMedia's upper secondary school education for adults programme gain passing grades than nationwide in the face-to-face sector (92.6 percent compared with 91.1 percent). The figure is slightly lower in the case of distance education (78.6 percent compared with 79.1 percent). The overall rate is 81.4 percent (national average 86.9 percent).

Higher vocational education:

In 2023, 64 percent of students on AcadeMedia's higher vocational education programmes graduated from their studies with a diploma, a slightly lower figure than in the previous year. On the other hand, 72 percent of those who were employed 6 months after graduation stated that their job was fully or mostly in line with their education. This is higher than the latest published national average (66 percent).



Students at Klara gymnasium.

Student and guardian surveys

Every year, AcadeMedia conducts a survey of guardians of children and students at preschool and compulsory school and of students at compulsory school (year 4 and above) and upper secondary school. The survey puts a number of questions aimed at gaining an overall view of the quality of teaching, the outcomes of the schools' work on core values and overall satisfaction with the school. The survey has a high response rate (72–88 percent, depending on respondent category). This year, more than 26,000 guardians and 50,000 students replied to the survey.

New assessment scales affecting comparisons over time

Prior to the year's surveys, a major review of the questions asked was performed, with some questions being reworded, others removed and some added. For most questions, the response scale was changed to a five-point scale, which is now used more often in school-surveys than AcadeMedia's former ten-point scale.

The questionnaires were reviewed in order both to meet the requirements of the new national quality system and to enable the best possible comparison of results with those of other providers. However, the changes make it more difficult to compare this year's outcomes with those of previous years.

SURVEY RESULTS (SWEDEN)

	Full year
	2023/24
Survey results: Preschools*	
Satisfaction with preschool's educational activities	86%
High perception of safety at school	92%
Survey results: Compulsory Schools*	
High level of satisfaction with teaching – guardians	73%
High level of satisfaction with teaching – students	76%
High perception of safety at school – guardians	81%
High perception of safety at school – students	75%
Survey results: Upper Secondary Schools*	
High level of satisfaction with teaching – students	65%
High perception of safety at school – students	85%

*Percentage of guardians or students indicating four or five on a five-point scale.

Focus area Staff

The text below is taken from the "Attractiveness" target area in Roadmap 2030.

We aim to be the most attractive employer in the education sector. Our talented staff are the key to good teaching and higher goal attainment, and our dynamic leaders are crucial to our success. We also need to play a part in inspiring more people to choose to train as teachers and remain in, or return to, the teaching profession.

We strive to ensure that our staff find their work stimulating and sustainable and are offered good opportunities to develop professionally and network within the Group. Committed staff members who feel motivated and stimulated in their work contribute to the development of the organisation and this approach produces better quality performances over the long term.

Through an expanded international presence and stronger international partnerships, we are creating further opportunities for development and learning for students and staff alike.

Extract from Roadmap 2030



Sustainability goals

Our staff should see us as good employers and recommend us to others.

Our values

Courage, passion, trust – together we are stronger.

Policies applied in Focus area "Staff"

- Code of Conduct
- Work environment policy
- Anti-drugs policy
- Data protection policy
- Gender equality policy
- Communication policy
- Salary policy
- Pension policy
- Staff security policy
- Recruitment policy
- Whistleblower policy



Risks

Risk identified: High absence due to illness. Good health and well-being amongst staff members are vital for AcadeMedia to conduct its operations effectively.

Management: We focus proactively on our work environment. It is essential to have a readily-accessible company health care service and managers trained to pick up on and support at-risk staff members.

Risk identified: High employee turnover. A balanced employee turnover is important in terms of being able to maintain operational continuity. Employee turnover is a growing problem in today's education sector, as there is a shortage of qualified personnel in the markets where AcadeMedia operates.

Management: We seek to maintain a balanced employee turnover in order to maintain continuity within the organisation, by maintaining our focus on being an attractive employer.

Risk identified: Lack of diversity among staff members. AcadeMedia operates in a female-dominated sector.

Management: We work actively on equality issues in order to promote an inclusive environment where individuality is viewed as an asset. We believe that this creates a dynamic and attractive workplace that drives good performance. All managers are responsible for ensuring compliance with our Equal Opportunities Policy.

Risk identified: Corruption. There is a risk that employees or suppliers may systematically exploit the Company for their own gain, for example through bribery or personal kickbacks. Principals, teachers, purchasing staff and property management staff positions are particularly vulnerable to corruption.

Management: This risk is mitigated through various control and reporting systems.

Risk identified: Lack of transparency. A risk that we are perceived as less than completely transparent in a world that demands total openness. As a publicly funded enterprise, we are doubly required to manage our resources prudently.

Management: This risk is mitigated through our whistleblower system, and through our communication policy.

Student and teacher at ProCivitas in Lund, southern Sweden.



Our staff are the foundation on which all good teaching is built

The ability to attract and retain competent staff who share our conviction that education and learning are the foundation for a better and more sustainable society is critical to AcadeMedia's operations.



Student and teacher at Noblaskolan, Solna, north Greater Stockholm.

Everyone who works in the Group must have a work environment that offers good opportunities for each individual to develop in their professional role, and that facilitates a good work-life balance. This creates a long-term approach and sustainability not only for individuals but also for the organisation.

One clear indication that we are on the right track is that employee turnover in our Swedish business has fallen by four percent, from 21.0 percent to 16.7 percent

Retaining staff and developing skills

A shortage of teachers is a problem in every market where AcadeMedia operates. Our aim is to be the most attractive employer in the education sector. To realise this aim, we also seek to ensure that more people choose to train as teachers and that more people stay in or return to the teaching profession. High-quality and accessible in-house training is an important tool in terms of both retaining and recruiting staff.

In Sweden, the AcadeMedia Academy organises numerous skills enhancement courses for our teaching staff every year. Many of these courses are online, and a selection is also available to participants from outside of AcadeMedia.

Our Norwegian counterpart, Espira Akademiet, launched a leadership development programme in spring 2024. This is one example of the rapidly growing number of programmes offered by the Academy.

In 2023, we established a partnership with MIELI Suomen Mielenterveys ry, an organisation that aims to promote mental health in Finland. The partnership aims to create a healthier work environment.

In addition, a number of skills enhancement initiatives are in operation in Germany and the Netherlands. In Germany, these initiatives are being conducted in partnership with Akanova, a company specialising in training for staff in the preschool sector. During the year, our German preschools held 2,159 training sessions.

Skills development partnerships with external higher education institutions

AcadeMedia has jointly developed training programmes with several higher education institutions. These include:

- Grades and Assessment, with Karlstad University
- AI and Learning, with Luleå University of Technology
- The Global Classroom, with Malmö University
- The Role and Mission of the Day Nursery, with Malmö University

AcadeMedia is also involved in the teacher training programme at the Royal Institute of Technology, Stockholm (KTH), and in the training for school principals programme at Linnaeus University and Umeå University.

Excellent conditions for exercising leadership

AcadeMedia's annual employee satisfaction survey in Sweden indicates that the Company's investments in leadership are continuing to deliver. Around 9 out of 10 heads at AcadeMedia would recommend their workplace to others; for compulsory school principals the figure is 93 percent.

A report published in January by the Swedish National Agency for Education ("Turnover of principals a major challenge in many compulsory schools"), highlighted the challenges of frequent changes of principals at Swedish schools. Continuity of leadership is important and at AcadeMedia, more than four out of ten compulsory schools have not changed principal for five years or more. This may be because 9 out of 10 heads feel confident in exercising their leadership.

At AcadeMedia, skilled educational leaders are not an end in themselves. They are a means to conduct and develop high-quality teaching.

Presence at fairs to attract new staff

One effective way of connecting with teachers and other school employees is to have a presence at different types of events. The Gothenburg Book Fair, which we attended in September 2023, is a good example. AcadeMedia's stand and the seminars we organised, or participated in as panellists, attracted not only our own staff but also many interested parties from outside the organisation. Other events that we took part in during the financial year included Virtual Career Days, the School Job Fair and the Sett days.

Sharp focus on safety and security

Our activities are seeing the effect of increased unrest in the world, with ongoing wars in nearby regions, a rise in mental health problems among young people, gang crime and segregation. Our staff are currently dealing with issues that we barely talked about just a few years ago, and they are facing new challenges as a result.

Our open employee intranet provides information on how to engage with children, young people and adults on these new issues. We also offer training to minimise the consequences of threats and violence in our compulsory and upper secondary schools in Sweden.

All our units should be a safe place for both staff and students, and we maintain a continuous focus on preventive training initiatives to promote a secure environment. This has enhanced our collective ability to deal with emergency situations. In this year's student survey, 95 percent of upper secondary schools reported a score of higher than 75 on a 100-point scale for perceived safety.

Working with trade unions

AcadeMedia in Sweden is signed up to two collective bargaining agreements.

- The independent school agreement with the Almega Service Employer Association and the Swedish Teachers' Union, the Swedish Association of Municipal Workers and Vision.
- The education agreement between Almega Service Associations and the Swedish Association of Graduate Engineers and Unionen.

Within AcadeMedia, the Swedish Association of Municipal Workers has 1.0 full-time position, while the Swedish Teachers' Union has 9.4 full-time positions/positions. These posts are paid for by AcadeMedia and the Teachers' Union also has 3 seats on the AcadeMedia Board.

Employee surveys show high engagement



Our annual employee survey

We conduct our employee survey to determine how our staff are doing and whether they feel they have the right conditions to perform their work. This year's findings cannot be directly compared with those of previous years, as this year's surveys had radically revised questions asked, and the response scale changed from a ten point scale to the more commonly used five point scale.

- 8 out of 10 respondents would recommend AcadeMedia to others.
- 8 out of 10 stated that their immediate superior motivates them in their work and is clear in their communication.
- 7 out of 10 feel they benefit from good opportunities to develop in their professional role.
- 76 percent feel they have good work-life balance.



Promoting good health

Alongside the Annual Employee Satisfaction Survey, AcadeMedia in Sweden uses pulse measurements, a tool for conducting rapid tests. These provide continuous measurements of commitment and well-being at individual workplaces.

Commitment is high in most areas, while well-being scored lower. This shows that work remains to be done to promote a balanced workload and a good psychosocial work environment.

One way of promoting good health and well-being is through the conditions and benefits that are associated with each staff member's employment. Current and potential AcadeMedia staff members should also feel that, as an employer, AcadeMedia wants to help build a corporate culture that is sustainable and inclusive.

Good health and well-being is promoted differently from one country to another. In Sweden, all staff members are offered a wellness allowance of at least SEK 3,000 per year.

Staff	Note	2023/24	2022/23	2021/22	2020/21
Number of full-time employees		15,428	14,459	13,829	13,360
Percentage of women					
AcadeMedia, group average		72.7%	72.3%	72.1%	71.7%
Senior executives		43.5%	45.3%	56.0%	58.0%
Board of Directors		42.9%	42.9%	49.2%	56.0%
Employee turnover (Sweden)	1, 2	16.7%	21.0%	17.8%	15.0%
Absence due to illness (Sweden)	1, 3	4.4%	4.4%	5.1%	4.7%
Employee Satisfaction (Sweden)	4	76	–	–	–
Employee Satisfaction (Norway)	5	4.3	–	–	4.4
Leadership Index (Sweden)	1,6	79	80	81	81
Number of whistleblower reports	7	48	66	26	34
Number of justified whistleblower reports	7	19	47	13	5

1. Statistics are only available for the Swedish organisation.
2. Number of permanent and probationary employees who quit / Average number of permanent and probationary employees
3. Aggregated average short-term absence due to illness <90 days.
4. In 2023/24, the questions in the employee survey was revised and the previous Employee Satisfaction Index measure was removed. The results are reported for the new question "I am overall satisfied with my workplace".
5. In 2022/23 and 2021/22, Espira did not conduct an employee survey because of a strike and the pandemic.
6. The Leadership Index has been calculated based on the questions included in the employee survey. A revision of the questions was conducted during 2023/24 and historic results are restated. This means that the result for 2023 and earlier in this year's report may differ from the results in previous years.
7. To ensure whistleblower anonymity, whistleblower reports are received and handled by an external party. The external party carries out an initial assessment. During the year, 48 (66) whistleblower reports were submitted. Of these, 19 were justified whistleblower reports. Some of these related to the same cases. The number of unique cases was 48 (66). Of these, 19 whistleblower cases were found to be justified.

Teaching at ProCivitas, Lund.



Academy – nurturing development and stimulation

Teacher with students at KLARA Gymnasium, Västerås, central Sweden



The AcadeMedia Academy is our engine for skills development at the Company, providing our staff members with the best possible conditions for continuous development and stimulation. As AcadeMedia's staff members develop, so too does the organisation.

Selected initiatives



Educator development

- Process and head teacher training
- AI and learning
- Grades and assessment



Leadership development

- Trainee programme for aspiring school managers
- Mentoring programme for leaders
- Innovation programme for sustainable development



Employee development

- Administrators' meetings
- Staff members on site visits
- Student Health Day



School and community development

- School choice in association with the Agency for Youth and Civil Society
- Envirasmus
- AcadeMedia Partnership Conference

Summary of the year

During the year, AcadeMedia Academy continued to follow the route of the 2030 Roadmap, which sets the direction for the Group as a whole.

Partnerships with higher education institutions were developed, and alongside the "Grades and Assessment" programme developed jointly with Karlstad University, we now offer initiatives in partnership with several higher education institutions. These include "Generative AI and Learning", developed with Luleå University of Technology and "The Role and Mission of the Day Nursery" and "The Global Classroom", with Malmö University.

The Academy also organises a number of extended development programmes for both aspiring and existing leaders within the organisation. Programmes such as the mentoring programme, the talent programme for potential leaders and the sustainable development innovation programme have given participants the opportunity to gain perspective on their own leadership, expand their networks and share experiences. These programmes are important forums for working together in AcadeMedia to meet the societal challenges of sustainability, democracy and integration.

In autumn 2023, the Academy partnered with the Swedish Agency for Youth and Civil Society (MUCF), in providing support and information to schools on the organisation of school elections ahead of the EU elections, and worked on democracy and source criticism.

Focus area Environment and Climate

The text below is taken from our Roadmap 2030.

More than 100,000 children, young people and adults meet at AcadeMedia every day. Together we impact our environment and our climate, and collectively we create opportunities to positively contribute to an environmentally aware transition.

Ensuring sustainable development requires both action today and strategies for tomorrow. We aim for our organisation to be a model of sustainability in the education sector, reducing our carbon footprint more each year.

We are committed to employing the resources at our disposal sustainably and efficiently. We work with a focus to promote sustainable development in everything we do, from how we use our premises and the food we serve, to how we plan our organisation and allocate our resources.

Extract from Roadmap 2030



Sustainability goals

AcadeMedia is to set an example for environmental responsibility in the education sector.

Policies applied in Focus area Environment and Climate

- Company car policy
- Procurement policy
- Communication policy
- Travel policy
- Code of Conduct
- Whistleblower policy

Risks

Risk identified: Difficulties in living up to expectations. As an organisation, not signalling clearly enough that we take climate challenges and environmental issues very seriously.

Management: We need to live up to external and internal expectations by clearly communicating the ambitions, strategy and goals of our transformation journey and regular reporting on progress.



Pops Academy in Stockholm.

Managing food waste is a key aspect of our work on sustainability

According to the Swedish Environmental Protection Agency, food accounted for 17 percent of Sweden's consumption-based emissions in 2021¹. The statistic may be interpreted in different ways and obtained from other sources, but the conclusion is the same. The types of food we choose to eat and the food we choose not to eat and instead throw away – food waste – have a major impact on the total climate footprint of individuals, schools and society.

AcadeMedia units serve more than 80,000 meals every day, making food management, lunch menu choices and food waste education key issues in terms of our sustainability work and climate footprint. These issues have long been in the spotlight, and training programmes and a number of pilot studies have been conducted in Sweden to shed light on how we can best approach this in the most effective and systematic way possible for our preschools and schools. In the 2023/24 financial year, this resulted in the roll-out of new processes and a digital system for self-supervision in the kitchens in Sweden, and a new module for food waste measurement. The food waste module represents an important milestone in our meal-related climate and environment work..

Over the financial year, 57 units from each of AcadeMedia's three different types of schools collectively reported a total of 89,407 kilos of food waste. Plate waste represents the major share of food waste (61 percent), followed by buffet waste (25 percent) and kitchen waste (14 percent). Assuming that each kilo of food thrown away equates to around 3,2² kg CO2 or SEK 40, these 57 units alone throw away food equivalent to 280,000 kg CO2 or SEK 3.5 million.

Raising awareness of food's climate impact and the consequences of food waste is a challenge, but also a concrete opportunity for every individual to make a difference. The Swedish National Food Agency's 2023 survey of food waste in municipal preschools and schools indicated a total of 56 grams per day per student. The Agency's target for food waste per student is less than 45 grams per day. This includes plate waste, buffet waste and kitchen waste.

Addressing food waste is a way of reducing the overall carbon footprint of Sweden's schools. It also represents an opportunity to influence society at large. Success in this aim requires much more than measuring and reporting food waste.

Success factors to reduce food waste

The table to the right summarises some of the success factors highlighted by our pilot-scheme participants for reducing the different types of food waste in schools.



Buns baked at Internationella hotell- och restaurangskolan (IHR), Stockholm.

PLATE WASTE

- Knowledge – students must want to throw away as little as possible.
- Targets and rewards at group level.
- Smaller portion sizes/plates, take seconds instead of taking a lot first time.
- Tasting spoons (try new dishes before taking a whole portion).
- Right offering.
- Waste voting: three containers "not to my taste," "couldn't finish," "took too much."

BUFFET WASTE

- Large containers at opening, reducing over time.
- Established flavours, introduce new ones slowly.
- Leftover management, serving dishes that can be reworked and served next day.
- Right amount of choice, too many options increase wastage.
- Correctly adapted portioning spoons/utensils.

KITCHEN WASTE

- Process, store, freeze.
- Broths, stocks from meat/poultry carcasses and vegetable scraps.
- Cook in batches, obtain update on the number of students present on the day.
- Measure, look for areas for improvement.
- Green – buy machine peeled or buy organic to avoid peeling.

¹ <https://www.naturvardsverket.se/data-och-statistik/konsumtion/vaxthusgaser-konsumtionsbaserade-utslapp-per-person/>
² Kg CO2 is calculated assuming that a meal weighs 350 g, that two vegetarian meals are served per week.

AcadeMedia's exposure to the EU Sustainable Investment Taxonomy

To enable the EU to meet its carbon neutral target by 2050 and to make it easier to identify environmentally sustainable economic activities, the EU has introduced a sustainable investment taxonomy. The taxonomy is an EU-wide framework aimed at defining and expanding investments in sustainable activities within the Union. AcadeMedia falls within the scope of the reporting requirement, but is engaged in education and training, which are not economic activities as defined in the current version of the taxonomy. This means that AcadeMedia's is subject to a limited reporting requirement. However, we are aware that our core activity, education, has an important part to play as part of the journey to an environmentally sustainable future. This is AcadeMedia's second year of EU taxonomy reporting.

ACADEMEDIA'S OPERATIONS AS PER THE EU SUSTAINABLE INVESTMENT TAXONOMY

SEK millions	Total	Share of activities not included in the taxonomy (not taxonomy-eligible) (%)	Share of economic activities that are taxonomy-eligible but not environmentally sustainable (%)	Share of economic activities that are taxonomy-eligible and environmentally sustainable (%)
Sales	17,332	100%	–	–
CapEx	3,508	10%	90%	–
OpEx	162	100%	–	–

Comments on key key performance indicators and accounting policies

Sales

Sales under the taxonomy are the same as net sales as stated in the consolidated income statement. AcadeMedia's business is education. Education does not fall within the current version of the taxonomy. As a result, the taxonomy applies to zero (0) percent of AcadeMedia's sales.

Capital expenditure (CapEx)

Total capital expenditure (CapEx), as defined in the taxonomy, consists of investments in tangible and intangible fixed assets (see Notes G15 and G17) made during the financial year, including through the acquisition of subsidiaries, to increase the value of the non-current assets on AcadeMedia's balance sheet. CapEx also includes new and modified leases recognised as right-of-use assets (see Note G18).

AcadeMedia has taken the view that the part of CapEx that relates to owned but mainly new and modified leased premises and is recognised as right-of-use assets is taxonomy-eligible, Annex I, 7.7 "Acquisition and ownership of buildings".

During the financial year, AcadeMedia was not able to verify with certainty that these investments are taxonomy-aligned, that is, they meet the criteria that the investments make a significant contribution and do not harm other environmental objectives, and therefore reports all these investments as not being taxonomy-aligned.

Operating expenditure (OpEx)

Total operating expenditure (OpEx), as defined in the taxonomy, consists of the costs of maintaining tangible fixed assets and short-term leases. These costs are recognised in Other external expenses in the Income Statement.

Since total OpEx, as defined in the taxonomy, for the year only amounts to SEK 162 million (147), AcadeMedia has chosen not to investigate the alignment of OpEx with the taxonomy, based on the taxonomy's exception for non-essential operating expenses.

Share of economic activities aligned with the requirements of the taxonomy

Share of sales from products or services associated with economic activities aligned with the requirements of the taxonomy. Disclosures refer to the 2023/24 financial year.

Economic activities	Code/ codes	Absolute sales	Criteria for substantial contribution							Criteria for do not cause significant harm (DNSH)							Taxonomy-aligned share of sales, 2023/24	Taxonomy-aligned share of sales, 2022/23	Category (enabling activity or not)	Category (transitional activity)
			Share of sales	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 protection measures				
		SEK millions	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	(E)	T
A. Taxonomy-aligned activities																				
A.1. Environmentally sustainable (taxonomy-aligned) activities																				
Sales from environmentally sustainable (taxonomy-aligned) activities (A.1)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A.2 Activities that are taxonomy-eligible but not environmentally sustainable (not taxonomy-aligned)																				
Sales from activities that are taxonomy-eligible but not environmentally sustainable (not Taxonomy-aligned) (A.2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (A.1 + A.2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Activities that are not taxonomy-eligible																				
Sales from activities that are not taxonomy-eligible (B)		17,332	100%	Total net sales in operating profit																
Total (A + B)		17,332	100%																	

A. Taxonomy-aligned activities

B. Activities that are not taxonomy-eligible

Share of OpEx for products or services associated with economic activities aligned with the taxonomy requirements. Disclosures refer to the 2023/24 financial year.

[illegible]

Non-financial KPIs

OTHER

Full year							
Staff	Note	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Average number of full-time employees		15,428	14,459	13,829	13,360	12,686	12,405
Percentage of women in the AcadeMedia Group		72.7%	72.3%	72.1%	71.7%	72.0%	72.5%
Percentage of women among senior executives		43.5%	45.3%	56.0%	58.0%	60.0%	55.0%
Percentage of women on Board of Directors (elected members)		42.9%	42.9%	49.2%	56.0%	47.0%	43.0%
Employee turnover (SE)	1, 2	16.7%	21.0%	17.8%	15.0%	18.4%	22.6%
Absence due to illness (SE)	1, 3	4.4%	4.4%	5.1%	4.7%	4.6%	4.4%
Employee Satisfaction (SE)	4	76	–	–	–	–	–
Employee satisfaction (NO)	5	4.3	–	–	4.4	4.3	4.4
Leadership index	1,6	79	80	81	81	79	79
Number of whistleblower reports	7	48	66	30	34	17	11
Number of justified whistleblower reports	7	19	47	13	5	4	1
Environment							
Electricity used in buildings, kg CO ₂		574,315	483,364	449,859	483,269	–	–
Computers (purchased), kg CO ₂	8	3,900,512	5,710,782	6,675,879	4,363,042	–	–
Travel (business trips), kg CO ₂	9	387,143	545,440	418,394	38,181	660,526	824,469
Food (rough estimate), kg CO ₂	10	25,146,000	22,485,000	21,250,000	20,200,000	–	–
Percentage of organic produce		19,9	20.4	20.7	21.2	22.5	21.2

1 Statistics are only available for the Swedish business.

2 Number of permanent and probationary employees who quit, divided by average number of permanent and probationary employees.

3 Aggregated average short-term absence due to illness <90 days.

4 In 2023/24, the questions in the employee survey was revised and the previous Employee Satisfaction Index measure was removed. The results are reported for the new question "I am overall satisfied with my workplace".

5 In 2022/23 and 2021/22, Espira did not conduct an employee survey because of a strike and the pandemic.

6 The Leadership Index has been calculated based on the questions included in the employee survey. A revision of the questions was conducted during 2023/24 and historic results are restated. This means that the result for 2023 and earlier in this year's report may differ from the results in previous years.

7 To ensure whistleblower anonymity, whistleblower reports are received and handled by an external party. The external party carries out an initial assessment. During the year, 79 whistleblower reports were submitted. Some of these related to the same cases. The number of unique cases was 48 (66). Of these, 19 whistleblower cases were found to be justified.

8 IT products have a lower CO2e footprint compared to 2022/23. This is partly because fewer units were purchased, and partly because some computer manufacturers changed the method for calculating CO2e, which resulted in a lower figure per unit produced. In 2023/24, 21 940 units were purchased (23 311) with an average CO2e footprint per unit of 178 CO2e (245).

9 The travel footprint is a compilation based on the trips booked through the Group's travel agency. During the year AcadeMedia has changed travel agency which affects comparability between years.

10 The calculation includes school lunch 178 days a year, other meals such as snacks and breakfast are not included. Kg CO2 is calculated assuming that a meal weighs 350 g, that two vegetarian meals are served per week and that students drink 1 glass of milk per meal.

QUALITY

		2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Preschool		Note					
Recommendation level – Norway	1	4.4	4.5	4.5	4.5	4.5	84.7%
Recommendation level – Germany	2	–	–	–	–	–	–
Satisfaction with preschool's educational activities – Sweden	3	86%	–	–	–	–	–
High perception of safety at school – Sweden	3	92%	–	–	–	–	–
Compulsory Schools							
Percentage eligible for upper secondary school		90.6%	90.1%	89.8%	92.8%	91.8%	91.3%
Percentage with lowest passing grade (A–E) in all subjects		81.7%	80.2%	80.6%	85.0%	83.9%	82.3%
Average grade points		242.5	242.4	243.5	249.5	246.7	242.3
High level of satisfaction with teaching – students	3	60,0%	–	–	–	–	–
High level of satisfaction with teaching – guardians	3	73,0%	–	–	–	–	–
High perception of safety at school – students	3	75,0%	–	–	–	–	–
High perception of safety at school – guardians	3	81,0%	–	–	–	–	–
Upper Secondary Schools							
Percentage with diploma (based on students with "leaving certificate")	4	88.1%	88.2%	90.1%	92.0%	90.3%	89.5%
Average grade point (based on students with "leaving certificate")	4	14.0	14.1	14.2	14.2	14.2	14.1
Percentage of students with diploma within three years	5	–	76.6%	78.3%	79.2%	76.5%	74.5%
High level of satisfaction with teaching – students	3	65%	–	–	–	–	–
High perception of safety at school – students	3	85%	–	–	–	–	–
Adult education		6					
Percentage passed – Swedish for Immigrants		86.8%	89.6%	94.9%	–	–	–
Percentage with passing grade – basic adult education		85.1%	85.4%	88.0%	87.6%	87.3%	88.0%
Percentage with passing grade – upper secondary school for adults		81.4%	82.7%	83.9%	85.0%	83.9%	83.3%
Percentage with diploma – higher vocational education		64%	65%	68%	68%	66%	69%
Recommendation level – students/adult education participants (total) (Spring Term Autumn Term)	7	88.9%	87.4%	87.1%	87.1%	86.4%	86.4% 84.3%

1 According to the national user survey, Espira's recommendation level is 4.5 on a five-point scale.

2 Too few responses were received in the parent surveys.

3 In preparation for this year's surveys, a major revision of the questions in the surveys was carried out and the response scale was changed to a five-point scale. The five-point scale is used to a much greater extent in other schools in Sweden than AcadeMedia's previous ten-point scale. Given these changes, it is difficult to compare this year's results with previous years.

4 Preliminary results for 2023/24.

5 Throughput is based on students' starting year of study. Outcomes for 2023/24 will be presented by the Swedish National Agency for Education in November.

6 Learning outcomes for the Adult Education Segment are based on full years, not school years.

7 The recommendation level in adult education has been monitored once a year since 2019/20.

GRI Index

The Global Reporting Initiative (GRI) is an independent organisation that has established a standard for sustainability reporting.

AcadeMedia’s annual Sustainability Report is based on the GRI Index. The GRI index below shows references to the places in our Annual and Sustainability Report where each GRI disclosure can be found.

Statement on use	AcadeMedia’s report is based on GRI Standards 2021 for the period of 1 July 2023 to 30 June 2024.
GRI 1	GRI 1: Foundation 2021
GRI Sector Standard	No sector standard available

GRI Standard	Disclosure	Title of disclosure	Page	Comment
General disclosures				
GRI 2: General disclosures 2021	2-1	Organizational details	48	
	2-2	Units included in the organization’s sustainability reporting	49–50	The sustainability reporting is of the same scope
	2-3	Reporting period, frequency and contact point	46	
	2-4	Restatements of information	-	No restatements of information compared to that in previous reporting periods.
	2-5	External assurance	47	No external assurance opinion has been obtained regarding the sustainability report but the auditor has expressed an opinion on the statutory sustainability report.
	2-6	Activities, value chain and other business relationships	3-4, 6, 18, 26, 51	
	2-7	Staff	35-38, 45, 74	K5
	2-8	Workers who are not employees		Information not available/not applicable.
	2-9	Governance structure and composition	17, 23, 55-58, 61-63	
	2-10	Nomination and selection of the highest governance body	55	
	2-11	Chair of the highest governance body	62	
	2-12	Role of the highest governance body in overseeing the management of impacts	55, 59-60	
	2-13	Delegation of responsibility for managing impacts	55	
	2-14	Role of the highest governance body in sustainability reporting	17, 23, 55-58, 59-60, 61-62	
	2-15	Conflicts of interest	55-58, 59-60	
	2-16	Communication of critical issues	24-25	
	2-17	Collective knowledge of the highest governance body	62	
	2-18	Evaluation of the performance of the highest governance body	57	
	2-19	Remuneration policies		Remuneration report, published on website
	2-20	Process to determine remuneration	56, 74	Note G5
	2-21	Annual total compensation ratio		Remuneration report, published on website
	2-22	Statement on sustainable development strategy	16, 22	
	2-23	Policy commitments	3, 16, 22, 23, 24-25, 26	
	2-24	Embedding policy commitments	23, 55-57	
	2-25	Processes to amend negative impacts	28, 35, 39, 59-60	
	2-26	Mechanisms for seeking advice and raising concerns	21, 56, 58, 59-60, 84	
	2-27	Compliance with laws and regulations	24-25	No offences were committed during the financial year
	2-28	Membership associations	26	
	2-29	Approach to stakeholder engagement	19	
	2-30	Collective bargaining agreements	36	

Continued from previous page

GRI Standard	Disclosure	Title of disclosure	Page	Comment
Material topics				
GRI 3: Material topics 2021	3-1	Process to determine material topics	19-21	
	3-2	List of material topics	19	
SPECIFIC DISCLOSURES GRI 200: ECONOMY				
Economic performance				
GRI 3: Material topics 2021	3-3	Management of material topics	24-25	
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	27	
	201-3	Defined benefit plan obligations and other retirement plans	68, 76	Note G1, Note G6
Anti-corruption				
GRI 3: Material topics 2021	3-3	Management of material topics	23, 24-25	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	21, 22, 23, 24-25, 35, 62	
SPECIFIC DISCLOSURES GRI 300 ENVIRONMENT				
Supplier assessments				
GRI 3: Material topics 2021	3-3	Management of material topics	23	
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	24-25, 40	
SPECIFIC DISCLOSURES GRI 400 SOCIAL				
Employment				
GRI 3: Material topics 2021	3-3	Management of material topics	23	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	45	
Occupational health and safety				
GRI 3: Material topics 2021	3-3	Management of material topics	23	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	37, 51, 59-60	
Diversity and equal opportunity				
GRI 3: Material topics 2021	3-3	Management of material topics	23	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	35, 55	
	405-2	Ratio of basic salary and remuneration of women to men		
Customer health and safety				
GRI 3: Material topics 2021	3-3	Management of material topics	23	
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	36	

Auditor’s opinion on the statutory Sustainability Report

To the Annual General Meeting of AcadeMedia AB (publ), corp. reg. no. 556846-0231

Duties and allocation of responsibilities

The Board of Directors is responsible for the Sustainability Report for the financial year 1 July 2023–30 June 2024 on pages 15–47 and for ensuring that it has been prepared in accordance with the Swedish Annual Accounts Act.

Focus and scope of review

Our review was conducted in accordance with FAR recommendation RevR 12: Auditor's opinion regarding the statutory sustainability report. This means that our examination of the Sustainability Report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination provided a sufficient basis for our opinion.

Opinion

A sustainability report has been prepared.

Stockholm, 23 October 2024
PricewaterhouseCoopers AB

Patrik Adolfson
Authorised Public Accountant
Principal Auditor

Eva Medbrant
Authorised Public Accountant

Administration Report

The Board of Directors and the Chief Executive Officer of AcadeMedia AB (publ), referred to below as **AcadeMedia**, corporate registration number 556846–0231, registered office in Stockholm, Sweden, hereby submit their Annual Report and consolidated accounts for the financial year 1 July 2023–30 June 2024.

Business overview

AcadeMedia is the largest independent education provider in northern Europe. In 2023/2024 nearly 104,000 children and students attended AcadeMedia's preschools, compulsory schools and upper secondary schools. A further approximately 104,000 people took part in one of AcadeMedia's education programmes for adults. During the 2023/24 financial year, AcadeMedia operated on average 803 preschools, compulsory schools, upper secondary schools and adult education units, geographically located all over Sweden, Norway and Finland, as well as in parts of Germany and the Netherlands.

AcadeMedia operates over the whole of the education ladder, from preschool to adult education. Operations are divided into four segments: Preschool & International, Compulsory Schools, Upper Secondary Schools and Adult Education. As a rule, education programmes are commissioned exclusively by customers in the public sector, such as municipalities in Sweden, Norway, Finland, Germany and the Netherlands, as well as Sweden's Public Employment Service and National Agency for Higher Vocational Education.

Significant events during the financial year

The 2023/24 financial year was dominated by a number of major events.

The Preschool Segment was renamed the Preschool & International Segment

As of this financial year, the Preschool Segment is renamed as the "Preschool & International" segment.

Changes in Executive Management and Board of Directors

During the financial year, changes were made in Executive Management and the Board of Directors. See pages 56 and 61–63 for more information.

Expansion in the Netherlands

In August 2023, the Group completed its acquisition of Winford College in the Netherlands. The organisation consists of 10 small compulsory schools and upper secondary schools, with a total of around 600 students and a staff of 100. In the 2022/23 financial year, sales of EUR 13.6 million were reported, with EBITDA of EUR 2.0 million.

Expansion in Finland

In March 2024, AcadeMedia acquired the Finnish preschool organisation Touhula. The acquisition comprises 113 preschools catering to 7,700 children in Finland and aligns

with AcadeMedia's strategy of international growth. In 2023, Touhula recorded sales of approximately EUR 100 million and EBIT of around EUR 3 million.

Continued improvement in grade equivalence

In recent years, AcadeMedia has invested heavily in improving grade equivalence in the Swedish schools organisation. Harmonisation with national tests is increasing, while learning outcomes are improving.

Volume growth and net sales

Net sales increased by 11.5 percent to SEK 17,332 million (15,539). The acquisition of FAWZ, Winford College and Touhula contributed 4.4 percent to sales growth. Organic growth, including minor bolt-on acquisitions, was 7.3 percent. Changes in exchange rates had negative impact, –0.1 percent, on sales. The average number of children and students, excluding the Adult Education segment, increased by 6.2 percent to 103,994 (97,916).

Adjusted operating profit and operating profit (EBIT)

Adjusted profit for the year totalled SEK 1,097 million (964). The adjusted EBIT margin was recorded at 6.3 percent (6.2).

Operating profit (EBIT) totalled SEK 1,490 million (1,270), representing an EBIT margin of 8.6 percent (8.2).

The increase in profit from the previous year arose mainly through the Preschool & International segment, where profit rose around SEK 55 million excluding acquisitions. This was due above all to adjustments in school voucher funding in our international operations, albeit from relatively low levels, which are now to a greater extent offsetting the inflation-driven cost increases of recent years. Acquisitions contributed SEK 45 million.

The Adult Education segment and the segment's higher volumes in higher vocational education, along with the reorganisation of the municipal business, also contributed positively to profit for the year.

All in all, all segments reported an improvement in margins, except for the Upper Secondary Schools segment, where the increases in school voucher funding in 2023 and 2024 failed to fully compensate for inflation-driven cost increases.

Lower energy costs and electricity subsidies during the year totalled around SEK 55 million.

Group costs were again higher than in the preceding year. Since the second quarter many vacancies have been filled. In addition, a number of staff functions have been boosted with additional resources, as a result of growth.

Items affecting comparability

Items affecting comparability totalled SEK –17 million (–45).

(SEK m.)	2023/24	2022/23
Transaction costs (Presch. & Int.)	–18	–11
Restructuring (Comp. sch.)	–	–13
Restructuring (Upp. sec. sch.)	–	–23
Fire insurance claim payment (Comp. sch.)	+1	+9
Fire 2023 (Comp. sch.)	–	–6
Total	–17	–45

Net financial items

Net financial items amounted to SEK –665 million (–511), including SEK –554 million (–469) in interest expense from real estate related lease liabilities.

Profit and comprehensive income for the year

Profit after tax increased to SEK 632 million (578). The tax charge for the full year totalled SEK 193 million (181),

REVENUE AND EARNINGS

GROUP, SEK m.	FULL YEAR					
	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Net sales	17,332	15,539	14,339	13,340	12,271	11,715
Adjusted EBITDA*	1,600	1,422	1,398	1,295	1,066	931
Adjusted EBITDA margin, %	9.2%	9.2%	9.7%	9.7%	8.7%	7.9%
Operating profit, EBIT	1,490	1,270	1,224	1,174	973	635
EBIT margin, %	8.6%	8.2%	8.5%	8.8%	7.9%	5.4%
Adjusted operating profit (EBIT)*	1,097	964	1,001	939	728	634
Adjusted EBIT margin, %	6.3%	6.2%	7.0%	7.0%	5.9%	5.4%
Net financial items	–665	–511	–441	–402	–417	–69
Pre-tax profit	825	759	784	772	556	566
Profit for the year	632	578	605	599	431	431
Earnings per share, basic (SEK)	6.06	5.47	5.73	5.64	4.09	4.09
Earnings per share, diluted (SEK)	6.06	5.47	5.72	5.62	4.09	4.09
Free cash flow	1,124	792	922	1,117	805	356
Number of children and students**	103,994	97,916	92,549	87,823	82,433	79,493
Number of full-time employees	15,428	14,459	13,829	13,360	12,686	12,405

* See definitions of key performance indicators on pages 104–105. ** Excl. Adult Education.

Unless otherwise indicated, all figures from the 2019/2020 financial year onward are reported in accordance with the accounting standard IFRS 16 Leases. The segments are reported excluding the effects of IFRS 16. Figures for the financial years 2018/19 have not been restated.

representing an effective tax rate of 23.4 percent (23.9). The effective tax rate was slightly lower than in the preceding year, at 23.4 percent (23.8), partly as a result of higher non-taxable income and the impact of other tax rates applying to our foreign subsidiaries.

Comprehensive income for the year was SEK 584 million (559), and was mainly affected by actuarial gains and losses of SEK -32 million (-24), together with other translation differences of SEK -17 million (5).

Adjusted for real estate related lease expenses, profit for the period was higher than in the preceding year, at SEK 740 million (675), with comprehensive income rising to SEK 692 million (656).

Earnings per share were 6.06 (5.47), basic and diluted.

Financial position and cash flow

Cash flow

Following implementation of IFRS 16 in 2019/2020, lease payments are recognised under the heading of financing activities. In the cash flow statement presented below, lease payments related to the rental of real estate are recognised, as previously, under operating activities.

Cash flow from operating activities in the financial year amounted to SEK 1,409 million (1,075). The higher cash flow was attributable mainly to increased profit but also positive growth of SEK 84 million (31) in working capital. Tax paid in the financial year totalled SEK 255 million (276).

Investments in existing operations¹ were level with last year, at SEK -284 million (-283), providing free cash flow of SEK 1,124 million (792) before expansion³. Expansion investments² in the period totalled SEK 587 million (198). These include the payment considerations for the acquisitions of Berghs, Winford College and Touhula during the financial year. Cash flow from investing activities totalled SEK -871 million (-481). Cash flow from financing activities totalled SEK -173 million (-770). Of this amount, interest-bearing liabilities increased by SEK 537 million, dividends paid totalled SEK -185 million (-185) and repayments to shareholders under the voluntary redemption programme amounted to SEK -268 million. All in all, cash flow for the financial year amounted to SEK 364 million (176).

Financial position

The Group's net interest-bearing debt, including real estate related lease liabilities amounted to SEK 11,778 million (10,142), of which real estate related lease liabilities totalled SEK

10,758 million (9,317). The increase from the previous year is due to expansion and the entry into force of new leases, expiry and re-signing of existing leases and indexation of existing leases. Financial expenses increased to SEK 687 million (543), as a result of the increased lease liability and higher interest rates. Interest expenses related to real estate leases totalled SEK 554 million (469). For more information, see Note G27.

On 30 June 2024, the Group's interest-bearing net debt, excluding real estate related lease liabilities amounted to SEK 1,020 million (825). Real estate loans decreased by SEK 35 million over the past 12 months to SEK 693 million (727). Adjusted for the effect of exchange rates, real estate loans decreased by SEK 24 million. Over the same period, buildings increased in value by SEK 62 million to SEK 1,108 million (1,170).

Net debt in relation to adjusted EBITDA (rolling 12 months) was calculated at 0.6 (0.6), in line with the Group's financial target of a net debt in relation to adjusted EBITDA being lower than 3.0. Net debt in relation to adjusted EBITDA, as per IFRS 16 (rolling 12 months) was 3.2 (3.1).

CASH FLOW

	Full year	
(SEK m.)	2023/24	2022/23
Cash flow from operating activities before changes in working capital	1,325	1,044
Cash flow from changes in working capital	84	31
Cash flow from operating activities	1,409	1,075
Investments in connection with existing activities ¹	-284	-283
Expansion investments ²	-587	-198
Cash flow from investing activities	-871	-481
Cash flow from financing activities	-173	-770
CASH FLOW FOR THE YEAR	364	-176
<i>Free cash flow before expansion investments³</i>	<i>1,124</i>	<i>792</i>

- 1 Investments in existing operations consist of investments in leasehold real estate, equipment, non-current intangible assets, non-current financial assets and sale of non-current financial assets.
2 Expansion investments are investments in owned preschool buildings in Norway, and in business combinations.
3 Free cash flow before expansion investments is the cash flow from operating activities less investments in existing operations.

Preschool & International

AcadeMedia's Preschool & International segment operates in Sweden, Norway, Finland, Germany and the Netherlands. In the last quarter, the segment comprised a total of 445 units, including 104 preschools in Sweden, 105 preschools in Norway, 113 preschools in Finland, 96 preschools, 2 compulsory schools, 5 upper secondary schools and an adult education programme in Germany, together with 10 small private preschools and 10 small private compulsory schools and upper secondary schools in the Netherlands.

During the year, the average number of children increased by 17.1 percent, to 29,464 (25,163). Sales rose 21.9 percent to SEK 6,073 million (4,983). Acquisitions and organic growth accounted for 13.6 and 8.5 percent of growth, respectively. Exchange rate effects totalled -0.3 percent.

Adjusted operating profit for the year was recognised at SEK 290 million (194), with an operating margin of 4.8 percent (3.9). Other than through the impact of acquisitions, the improvement in profit and margins arose mainly through the German and Norwegian operations being more fully compensated for the inflation-driven cost increases of the preceding years. A further positive factor was a reduction of approximately SEK 15 million in the costs of electricity. In total, profit increased by SEK 96 million, with acquisitions contributing around SEK 45 million.

Items affecting comparability totalled SEK -18 million (-11), consisting of integration and transaction costs in connection with acquisitions. Operating profit (EBIT) increased to SEK 272 million (182), representing an operating margin of 4.5 percent (3.7).

In all, 128 units were added in 2023/24. The acquisitions of Touhula (March 2024) in Finland and Winford College (August 2023) in the Netherlands added 113 preschools and 10 compulsory schools and upper secondary schools, respectively. 13 new preschools opened in Germany. In Sweden and Norway, a total of eight preschools closed. In Germany, the adult education institution MediaDesign Academy was acquired in the first quarter.

Next year, the plan is to open around 10 new preschools in Germany, including three in the first quarter.

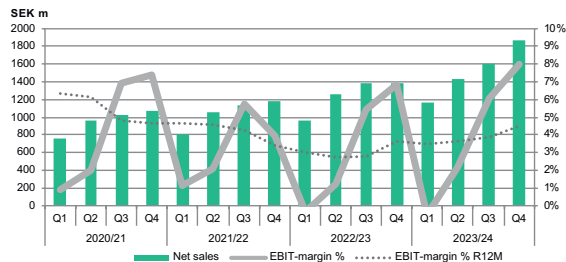
	2023/24	2022/23	Change
Number of children/ students*	29,464	25,163	17.1%
Number of employees*	8,956	7,420	20.7%
Number of units*	386	312	23.7%
Capacity utilisation			
Sweden	92.5%	93.2%	-0.7 p/e
Norway	87.4%	88.3%	-0.9 p/e
Germany	90.4%	90.4%	0 p/e
The Netherlands**	-	-	-
Finland**	-	-	-

* Average per year

** Harmonisation of calculation in progress

For further financial information, see page 72, Note G2 Segment reporting.

Preschool & International operations, Net sales and EBIT margin



Compulsory School segment

AcadeMedia's Compulsory School segment operates compulsory schools and integrated preschools in a large number of municipalities in Sweden under the brands Innovitaskolorna, Montessori Mondial, Noblaskolorna, Pops Academy, Snitz and Vittra. The schools operate entirely on the basis of the school voucher funding system. The segment operated 118 units over the last quarter, including 38 integrated preschools.

The average number of children and students increased by 2.0 percent to 29,201 (28,641). Net sales increased by 8.0 percent to SEK 4,072 million (3,769).

Adjusted operating profit was higher than a year previously, at SEK 293 million (271). The margin remained unchanged at 7.2 percent (7.2). The increase in profit was mainly attributa-

ble to capacity becoming better utilised through higher student numbers the overall impact of acquisition and expansion units was to make a positive contribution of around SEK 30 million. Lower energy costs contributed approximately SEK 10 million. The relatively high level of costs in the autumn driven by inflation fuelled mainly by index-linked rents and pay reviews, had a negative impact.

Items affecting comparability, consisting of compensation relating to a fire at a compulsory school in January 2023, totalled SEK 1 million (-10). It is expected that a further amount of approximately SEK 2 million will be received in payment of the claim.

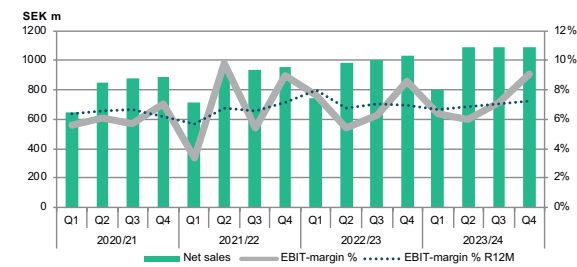
Operating profit (EBIT) totalled SEK 293 million (260). The operating margin was 7.2 percent (6.9).

In the first quarter, two compulsory schools with a total of 624 students were acquired in Gothenburg. In addition, two units were merged into one. The decision to close one compulsory school was taken in the third quarter and the school will be fully closed by summer 2025.

Compulsory School (Sweden)	2023/24	2022/23	Change
Number of children/ students*	29,201	28,641	2.0%
Number of employees*	5,166	5,037	2.6%
Number of units*	118	117	1.3%
Capacity utilisation	93.2%	92.6%	0.6 p/e

* Annual average
 For further financial information, see Note G2 on page 72, Segment reporting.

Compulsory School segment, Net sales and EBIT margin



Upper Secondary Schools segment

AcadeMedia's Upper Secondary Schools segment provides upper secondary education throughout Sweden under 16 different brands covering both academic and vocational programmes. The schools operate entirely on the basis of the school voucher funding system. The segment operated 149 units during the quarter.

The student enrolment increased by 2.8 percent to 45,329 (44,112) and net sales rose 6.4 percent to SEK 5,482 million (5,154). Growth was attributable to new establishments, expansion and higher revenue per student.

Adjusted operating profit totalled SEK 451 million (457), representing a margin of 8.2 percent (8.9). Higher student numbers led to better capacity utilisation, but profits and margins were negatively impacted by a higher, inflation-driven costs that were not fully offset by relatively low increases in school voucher funding in 2023 and 2024.

There were no items affecting comparability during the financial year. Operating profit (EBIT) totalled SEK 451 million (434), representing an operating margin of 8.2 percent (8.4).

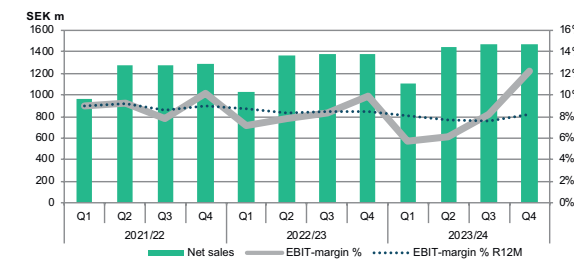
In autumn 2023, a new upper secondary school opened in Karlstad with around 50 students. In the course of the financial year, one unit was closed and a further five units was merged into two.

Plans are in place for two new upper secondary schools to start up in the autumn term of 2024. Both have been warmly welcomed by students and the municipality.

Upper Secondary Schools (Sweden)	2023/24	2022/23	Change
Number of children/ students	45,329	44,112	2.8%
Number of employees*	5,208	5,139	1.3%
Number of units*	149	152	-2.0%
Capacity utilisation	85.8%	84.2%	1.6 p/e

* Annual average
 For further financial information, see Note G2 on page 72, Segment reporting.

Upper Secondary Schools segment, Net sales and EBIT margin



Adult Education segment

AcadeMedia's Adult Education segment is Sweden's largest provider of adult education, operating in approximately 150 locations across the country. The segment serves three main customer categories: higher vocational education (41 percent of sales in the quarter), municipal adult education (42) and labour market services (8).

Net sales increased by 4.7 percent to SEK 1,704 million (1,628). Adjusted profit was SEK 161 million (126), representing a margin of 9.4 percent (7.7).

The improvement was attributable for the most part to increased volumes in higher vocational education and the restructuring of the municipal adult education system. Operating profit rose to SEK 161 million (126), the operating margin to 9.4 percent (7.7).

The state of the economy affects the need for adult education. The Swedish economy remains weak, and unemployment is rising. According to Sweden's Public Employment Service, 348,000 people were registered as unemployed at the end of June 2024, an increase of nearly 26,000 people compared with the previous year. Unemployment is projected to continue to rise slightly in 2024 before reversing and declining in 2025 as the economy strengthens.

PERFORMANCE PER SEGMENT

	STUDENT ENROLMENT (AVERAGE)		NET SALES, SEK m		ADJ. OPERATING PROFIT (EBIT), SEK m		ADJ. EBIT MARGIN		OPERATING PROFIT (EBIT), SEK m		EBIT MARGIN	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Preschool & International	29,464	25,163	6,073	4,983	290	194	4.8%	3.9%	272	182	4.5%	3.7%
Compulsory Schools	29,201	28,641	4,072	3,769	293	271	7.2%	7.2%	293	260	7.2%	6.9%
Upper Secondary Schools	45,329	44,112	5,482	5,154	451	457	8.2%	8.9%	451	434	8.2%	8.4%
Adult Education	- ¹	- ¹	1,704	1,628	161	126	9.4%	7.7%	161	126	9.4%	7.7%
Group adj., Parent Company	-	-	1	5	-97	-83	-	-	-97	-83	-	-
Effects of IFRS 16	-	-	-	-	-	-	-	-	410	350	-	-
Total	103,994	97,916	17,332	15,539	1,097	964	6.3%	6.2%	1,490	1,270	8.6%	8.2%

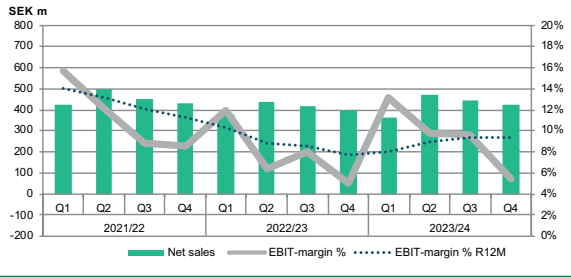
¹ Volumes in adult education are not calculated on the basis of the number of participants, since the length of the programmes varies from individual occasions to several school years.

(Adult Education segment, cont.)

Share of sales in the segment	2023/24	2022/23	Change
Higher vocational education	44%	42%	2 p/e
Municipality	40%	44%	-4 p/e
Labour market	8%	8%	0 p/e
Private/Business	7%	4%	3 p/e
Other	1%	2%	-1 p/e

For further financial information, see page 72, Note G2 Segment reporting.

Adult Education segment
Net sales and EBIT margin



Seasonal variations

AcadeMedia’s four segments face different seasonal variations.

The three school segments have a regular seasonal variation, with weaker sales and earnings typically being reported in the first half of the financial year, July to December. This is mainly because of school holidays, annual leave and the annual salary review. The second half of the year, January to June, is stronger, as sales typically rise because of annual school voucher funding reviews and higher numbers of children and students.

The Adult Education segment encounters more irregular seasonality, but with a stable contract portfolio, the fourth quarter is typically weaker and the first quarter stronger. One important seasonal factor is how the number of education days are spread over the year. However, the seasonal variation in the Adult Education segment may

show sharp deviations from this pattern in the event of major contractual changes or changes in social programmes.

The following is a summary of the key events driving seasonal variations for AcadeMedia during the year. The description of seasonal variations at AcadeMedia is a summary based on experience and general patterns.

School holidays and annual leave

Part of the first quarter of the Group’s financial year coincides with the school summer holidays. During this period of no activity, the Group’s revenue is lower than in the other quarters. Personnel expenses are also lower, as personnel are taking annual leave.

In the Adult Education segment, the number of working days or education days in the period may have some impact. These are governed by factors such as vacation periods and major holidays (e.g. Christmas, New Year and Easter).

Salary adjustments

The salaries of the Group’s employees are adjusted annually. The highest proportion of the Group’s employees are teaching staff, whose salaries are adjusted as of 1 September each year. After that date, personnel expenses rise without a corresponding increase in school voucher funding. This means that margins are usually lower in the second quarter of the financial year.

School voucher funding review

School voucher funding is adjusted at the end of the calendar year in Sweden, Norway and Germany. Consequently, revenues increase during the third and fourth quarters, without any actual change in the cost structure. Normally, the fourth quarter is the strongest in terms of revenues. Partly for the above reason, and partly because direct costs are lower. For example, the requirement for school meal provision reduces and the holiday period starts, while revenues do not fall at the same rate.

In the Swedish school activities, some retroactive reimbursements from the municipalities may also be received during the spring, depending on whether the municipal accounts show higher-than-budgeted costs in the school voucher calculations.

Growth in enrolment numbers

In preschools, children are enrolled continuously throughout the year, but above all in May and June, with a corresponding increase in revenue. However, at upper

secondary schools, numbers decline during the year due to students dropping out. Student attrition is also evident over the summer holidays.

Accentuated seasonal pattern in Norway

Preschools in Norway show the same seasonal variation as those in Sweden and Germany, but the pattern is accentuated by national regulations on staff density. Higher staff densities are required for young children than for older children. The change, i.e. when young children are considered older, takes place at the turn of the calendar year. As a result, staffing levels are higher in the first half of the year than in the second half.

Sustainability Report

AcadeMedia’s foremost contribution to a sustainable society lies in our core activity, education. The principal task of our personnel is to deliver education of a good standard to all, a formula that is enshrined in one of the UN’s Global Sustainable Development Goals. We strive to be a responsible employer, we work to reduce our climate footprint and our close focus on transparency accords with what society demands and expects of a private sector provider in a public sector market.

At AcadeMedia, sustainability is a priority issue and is therefore an important part of Roadmap 2030, which was presented to the organisation’s managers in spring 2023. The roadmap will be launched across the entire organisation in autumn 2023. The document lays out the strategic course for the Group.

Our sustainability work is concentrated in three focus areas: learning, employees and environment/climate. Sustainability work is an integral part of our operations and is in large part conducted at unit level.

AcadeMedia is a decentralised organisation and sustainability work is directed via a number of policies, for which the Code of Conduct is the overriding document. All policies are published on AcadeMedia’s open access employee website. Executive management is ultimately responsible for AcadeMedia’s sustainability work.

AcadeMedia’s Sustainability Report is included as pages 15–47 of this integrated Annual and Sustainability Report.

Learning

AcadeMedia’s principal contribution to a sustainable society lies in our core business, education, which is also the issue addressed in the UN’s 4th Global Goal. However,

our input goes beyond providing a quality education to everyone who attends one of our schools or a high-quality programme that prepares them for the future. We also contribute by educating and sharing knowledge on all manner of sustainability issues, from human rights to the environment and climate.

To measure the quality of our teaching and our schools, we closely monitor a number of quality and performance indicators. A selection of these indicators is presented on pages 33, 34 and 45 of this integrated Annual and Sustainability Report. A more comprehensive account is included in our annual quality report. The single most important objective is that all students should achieve the goals of their educational programme.

Employees

Our most important resource is our nearly 20,000 employees. Their work environment and well-being are important to the quality of our core business. We encourage our employees to take part in our in-house skills development, collegial learning and career development initiatives. The right to form and join trade unions and to collective pay bargaining is a given. Within the framework of the independent schools agreement in Sweden, AcadeMedia also has local cooperation agreements with the Swedish Teachers’ Union and the National Federation of Independent Schools. As part of the agreement, AcadeMedia pays for more than ten full-time positions. The teachers’ unions also have three seats on AcadeMedia’s Board of Directors.

To measure the well-being of our employees, we monitor a number of key performance indicators, including employee turnover, absence due to illness, gender equality and employee satisfaction. A selection of these indicators and a description of how AcadeMedia deals with employee issues are presented on pages 35–38 of this integrated Annual and Sustainability Report.

Environment

Five days a week, nearly 200,000 individuals, collectively, are present on our premises, overseen by our staff of 21,000. Educational materials, cleaning products, food and computers are purchased every year on a major scale. The same applies to the volume of energy consumed in running our premises, which cover a total area of around 1,100,000 sq. m.

By active choices in what we buy, by making sure and teaching that it is used in a long-term sustainable way and by properly recycling what can no longer be used,

we make a difference. Our purchasing policy, healthy physical environments that make it easy to do the right thing and training are the main tools we use to reduce our environmental footprint.

During the year, we continued to analyse our current situation, and according to those of our students who were consulted in the stakeholder analysis, environment and climate issues rank highest. We must ensure that what we teach is practised in the environments in which we provide our teaching. A selection of indicators that we have started to monitor and a description of how AcadeMedia works on environmental and climate issues are presented on pages 39–44 of this integrated Annual and Sustainability Report.

Preparations for CSRD/ESRS

During the 2023/2024 financial year AcadeMedia undertook preparations to comply with the new reporting requirements under the new EU directive on sustainability reporting (CSRD), which entered into force on 1 July 2024. The intention of CSRD, and its associated reporting standard ESRS, is to establish conditions ensuring that sustainability disclosures have the same weight and are treated in the same manner as financial disclosures, to make it easy for stakeholders to understand and compare the sustainability work of companies.

Guidelines for remuneration to senior executives

The guidelines for CEO and other senior executive remuneration – the main points of which are set out below – were adopted at the Annual General Meeting held on 30 November 2023 and have been applied to remuneration agreed, and amendments made to remuneration already agreed, since then. The guidelines thus do not apply to forms of remuneration adopted by the Shareholders' Meeting.

How the guidelines promote the Company's business strategy, long-term interests and sustainability

In short, AcadeMedia's business concept is to develop and operate educational institutions over the whole of the education ladder with the aim of being at the forefront in learning, attractiveness, sustainability and innovative development. AcadeMedia's strategies to achieve that are based on the following elements:

1. Diversity of sharply-honed educational concepts.
2. Long-term sustainability.

3. Strategic skills provision and international exchange.
4. Unique support and backup functions and platforms.
5. Continuous improvement and innovative solutions.

To be able to successfully implement AcadeMedia's business strategies and to safeguard the long-term interests of the Company and its sustainability, the Company needs to be able to recruit and retain qualified employees. To do this, we need to be able to offer competitive remuneration. The aim of these remuneration guidelines is to create an environment at AcadeMedia that attracts, motivates and retains qualified employees.

AcadeMedia has also established long-term share-based incentive plans. Further information on these plans are provided in Note G5 Personnel expenses.

Forms of remuneration etc.

Remuneration of senior executives is to be in line with market conditions and may consist of fixed cash remuneration, variable cash remuneration, pension benefits and other benefits. In addition – and independently of these guidelines – the Shareholders' Meeting may resolve on, for example, share-based and share price-related remuneration.

The fixed cash salary forms the basis of the total market remuneration required to attract senior executives. The fixed cash salary is to take the individual's responsibilities and performance into account.

Variable cash remuneration may amount to a maximum of fifty (50) percent of the total fixed cash salary during the measurement period. Compliance with the criteria for the payment of variable cash remuneration is to be measurable over a period of one year.

Pension benefits and other insurance for the CEO shall be based on defined-contribution plans. Variable cash remuneration is not to be pensionable but may be converted into a pension by agreement. Pension premiums for defined-contribution pensions is not to exceed thirty (30) percent of the fixed annual cash salary.

Pension benefits for other senior executives, over and above the mandatory pension benefits under the collective agreement, are to be based on defined-contribution plans. Mandatory pension benefits here consist of the ITP plan's disability pension, premium waiver and, where applicable, equalisation payment, together with any defined-benefit pension on salary components up to 7.5 income base amounts. In the absence of a collective agreement, or if

one is not applicable to the executive, the benefit equating to the mandatory disability pension under the ITP plan is to apply in addition to the defined-contribution pension benefit. Variable cash remuneration is to be pensionable to the extent that this is required by mandatory collective agreement provisions applicable to the executive. Pension premiums for defined-contribution pension benefits shall not exceed twenty-five (25) percent of the fixed annual cash salary. The fixed annual cash salary shall also include statutory holiday pay.

Other benefits may be paid if deemed to be in line with market conditions, and in such cases are to constitute a minor part of the total remuneration. Such benefits must not exceed a total of ten (10) percent of the fixed annual cash salary.

In the case of employment conditions governed by rules other than those applying in Sweden, appropriate adjustments have to be made to pension and other benefits in order to comply with such mandatory rules or established local practice. In such a case, the overall purposes of these guidelines must to the maximum extent possible be fulfilled.

Termination of employment

In the event of termination by the Company, the notice period is to be no more than twelve months. Fixed cash remuneration during the period of notice and severance pay must not in total exceed an amount equal to the fixed cash remuneration for two years for the CEO and for one year for other senior executives. In the event of termination by the executive, the period of notice is to be no more than six months, and will include no right to severance pay.

In addition, remuneration may be paid for any anti-competitive commitment.

Criteria for the award of variable cash remuneration, etc.

Variable cash remuneration is to be aimed at promoting AcadeMedia's business strategy and long-term interests, including its sustainability, by:

- Promoting the Group's objectives through rewarding good performance.
- Helping to develop commitment and motivation on the part of managers, who in turn will motivate their employees.
- Creating clarity by communicating and contracting objectives and expected work performance.
- Developing an attractive image to aid the recruitment of new managers.
- Incentivising existing managers to stay with the Group.

The variable cash remuneration is therefore to be linked to predetermined and measurable criteria, which may be financial or non-financial. They may also be general or personalised quantitative or qualitative targets. The criteria are to be designed to promote the Company's business strategy and long-term interests, including its sustainability, for example by establishing a clear link to the business strategy or promoting the executive's long-term development.

At the end of the measurement period for the fulfilment of criteria for the payment of variable cash remuneration, the extent to which the criteria have been met is to be determined. The Board of Directors and, where appropriate the CEO, may at their discretion, withdraw or reduce all variable salary components for an individual if the individual has shown a lack of judgement and has ignored negative consequences regarding quality in order to maximize financial targets. As regards financial targets, the assessment is to be based on the established financial framework for the current period.

The Board of Directors is to have the option, in accordance with the law or the contract, and subject to any restrictions arising therefrom, to recover, in whole or in part, variable remuneration paid on the basis of irregularities.

Decision-making process for establishing, reviewing and implementing the guidelines

The Board has established a Remuneration Committee. The committee's tasks include preparing the Board's decision on proposed guidelines for remuneration to senior executives. The Board is to draw up proposals for new guidelines at least every four years, and submit them to the Annual General Meeting for resolution. The guidelines are to remain in force until new guidelines are adopted by the Shareholders' Meeting. The Remuneration Committee is also to monitor and evaluate the variable remuneration programmes for Executive management, the application of the guidelines for remuneration of senior executives and the current remuneration structures and levels in AcadeMedia.

Deviation from the guidelines

The Board of Directors is permitted resolve to deviate temporarily from the guidelines in whole or in part if there are specific reasons for doing so in an individual case and if a deviation is necessary in order to satisfy the long-term interests of the Company, including its sustainability, or to ensure the financial viability of AcadeMedia. As stated above, the Remuneration Committee's tasks include

preparing the Board's decisions on remuneration issues, including decisions on deviations from the guidelines.
For a more detailed description of the incentive programmes, see Note G5.

Review of the guidelines prior to the 2024 AGM

In preparation for the 2024 AGM, the Remuneration Committee has reviewed the guidelines and concluded that there is no need for any amendment.

Related party transactions in the Group

Salaries and other remuneration to senior executives and the Board of Directors are paid as described in Note G5. The senior executives also participate in the Group's incentive programmes as described in Note G5.
For further details of the Group's transactions with related parties, see Note G31.

Parent Company

The Parent Company AcadeMedia AB (publ) is listed on the stock market and exercises certain management functions, such as those of the CEO.
Operations are conducted in individual subsidiaries that, directly or indirectly, are 100 percent owned by the Parent Company. At year-end, AcadeMedia had 245 (217) wholly owned subsidiaries, as listed in Note P8. All education services are provided by subsidiaries owned by AcadeMedia AB, referred to below as the AcadeMedia Group.
Sales during the financial year amounted to SEK 20 million (16). Operating profit (EBIT) totalled SEK -19 million (-16) and profit after tax SEK 31 million (3). The Parent Company's assets consist essentially of participations in Group companies and receivables from Group companies. Operations are funded by equity, bank loans, and intra-Group loans. Equity in the Parent Company as per 30 June 2024 was SEK 1,815 million (2,237). The Parent Company's interest-bearing external loans as per 30 June 2024 totalled SEK 818 million (249).

Share capital and shareholders

AcadeMedia AB (publ) is a public limited company that has been listed on Nasdaq Stockholm since 2016. As per 30 June 2024, the share capital was SEK 106,976,977. The number of shares outstanding totalled 101,697,599, represented by 101,491,694 ordinary shares and 205,905 Class C shares, where the Class C shares are owned by AcadeMedia AB. The quota value is SEK 1.05 per share. Mellby Gård AB is the

largest shareholder in AcadeMedia, with 24.36 percent of the capital as per 30 June 2024.
The convertible programme for employees of the AcadeMedia Group expired in September 2023. At this point, the number of shares and votes in AcadeMedia AB increased through the conversion of convertible bonds. The total number of shares increased by 84 ordinary shares, as did the total number of votes. The convertible programme was implemented at the Annual General Meeting held on 22 November 2018.
The number of shares and votes in AcadeMedia AB decreased in March 2024 as a result of the redemption of ordinary shares within the voluntary share redemption programme adopted by AcadeMedia's Annual General Meeting on 30 November 2023. In all, the number of shares and votes increased by 4,095,867 ordinary shares and the same number of votes.
For more information regarding the incentive programmes, see Note G5.

Dividend policy and proposal

AcadeMedia's purpose is to provide quality education for the remuneration it receives. AcadeMedia's free cash flow will in the first instance be reinvested in the business to maintain high quality and finance future development of the business and growth. The Board believes that AcadeMedia should maintain a strong balance sheet and through it strong financial stability. Any surplus may be distributed to shareholders provided that AcadeMedia's targets for quality and financial position have in all material respects been met. This may be done through dividends and/or redemption of shares, or other alternative method, provided that all AcadeMedia shareholders are treated equally. AcadeMedia aims to distribute approximately 30 percent of the Group's profit after tax.
The Board has considered the following aspects in developing the new policy:

- AcadeMedia needs a strong balance sheet as Swedish authorities demand financial stability from providers in the independent school sector. There must never be any financial uncertainty associated with AcadeMedia, which is a socially important company.
- AcadeMedia's Board intends to prioritise continued growth and to allocate capital to strategic and value-creating acquisitions when attractive opportunities arise in line with the Company's established strategy.

- If, at any time, the Board judges that the Company is overcapitalised, the surplus may be distributed to shareholders through redemption of shares or other method that treats all AcadeMedia's shareholders equally.

Board of Directors' proposal to the AGM

The Board proposes that the Consolidated income statement and balance sheet be presented to the Annual General Meeting on 28 November 2024 for adoption.
The Board proposes to the Annual General Meeting that a dividend of SEK 1.75 (1.75) per share be paid for the 2023/24 financial year.

AVAILABLE FOR APPROPRIATION BY THE AGM

Parent Company	SEK
Retained earnings	1,677,712,118
Profit for the year	30,518,970
Amount to be carried forward	1,708,231,088
The Board proposes that the retained earnings be appropriated as follows:	
Dividend to shareholders (SEK 1.75 per share)	177,970,798
To be carried forward	1,530,260,290
Total	1,708,231,088

Board of Directors' statement regarding the proposed dividend

The Board hereby issues the following statement regarding the dividend proposal, in accordance with Chapter 18, Section 4 of the Swedish Companies Act. The Company's unappropriated earnings as per 30 June 2024 amounted to SEK 1,677,712,118 and profit for the year SEK 30,518,970. A profit of SEK 1,708,231,088 is thus available for appropriation by the AGM before the resolution regarding dividend for the 2023/24 financial year. Provided that the 2024 AGM resolves in accordance with the Board's proposal on appropriation of profits, SEK 177,970,798 will be paid as dividend and SEK 1,530,260,290 carried forward. Full coverage is available for the Company's restricted equity following the proposed appropriation of profit.
Regarding the proposed dividend, the Board has taken into account the consolidation requirements and liquidity of the Company and the Group through an assessment of all aspects of the financial position of the Company and the

Group, and of the ability of the Company and the Group to fulfil their commitments in the long term. The proposed dividend does not jeopardise the Company's ability to carry out the investments deemed necessary. The Company's financial position does not give rise to any conclusion other than that the Company can remain a going concern, and that the Company is expected to fulfil its obligations in the short and long term. In addition to the assessment of the Company's consolidation requirements and liquidity, the Board of Directors also took into account all other known circumstances that may have significance in terms of the Company's financial position. With reference to the above, the Board of Directors considers the proposed dividend is justifiable in view of the requirements which the type of operations, size and risks of the Company and the Group place on the size of the Company's and the Group's equity, consolidation requirements, liquidity and position in general.

Outlook and financial targets

Market outlook

All four of AcadeMedia's segments are in the field of education. The business models are structured differently, but all four are primarily financed by public funds. External factors that may affect the demand for our services include demographic trends, urbanisation, proportion of parents with children in preschools and schools, state of the general economy, unemployment, integration and trade and industry's need for suitably qualified personnel. In addition, the finances of the municipalities, along with government initiatives and prioritisations, may affect the markets where we operate.
A major need remains for new preschool places in major areas of Europe. Germany, where at the financial year-end AcadeMedia operated 96 preschools, has a shortage of more than 350,000 preschool places, with the most urgent need in regions such as North Rhine-Westphalia, Bavaria and Baden-Württemberg. The shortage of preschool places is a major problem for society when young people, especially women, are struggling to be able to maintain their professional lives and establish a family. Political decisions in Germany are helping to make preschool places available to all. Free preschool was introduced in a number of Germany's federal states in 2019.

The preschool market in Sweden, Norway and Finland is mature, with most children of preschool age attending

preschool. The forecast demographic trend in both countries regarding the number of children of preschool age is negative, -12 percent, over the next few years. In Norway, the demographic trend is relatively stable. AcadeMedia's strategy, which takes on particular importance in times of lower child populations, is to ensure that our preschools are the first choice and that new preschools are established in growth areas. The preschool market in the Netherlands has a level of maturity similar to that in Sweden and Norway.

However, the number of children aged 5–15 years in Sweden is expected to decrease, by -5.0 percent, over the next five years, according to Statistics, Sweden (SCB). At the same time, student numbers in upper secondary education are expected to increase by +1.6 percent over the next five years.

Unemployment in Sweden remains high. At the same time, skills shortages persist in many sectors, so the need for training and reskilling remains high. AcadeMedia leads the market in adult education in Sweden with a broad portfolio of contracts. In the long term, AcadeMedia holds a strong position in an attractive adult education market.

For a more detailed description of the market, see pages 11–14.

Ongoing policy studies

Publicly funded independent schools in Sweden and Norway have been, and continue to be, subject to scrutiny on a major scale for example by public authorities and the media. The governing parties may commission studies as a basis for future legislation. A common feature of various political proposals is that in many cases the processes they go through are long-winded, and such proposals have to be scrutinised by various consultation bodies, of which AcadeMedia is often one. In the face of wide-ranging criticism from consultation bodies, it may be difficult to mobilise a majority in the parliament of the country concerned, and then the government may decide to proceed with individual elements of the proposals, which also have to be passed by the parliament of the country concerned. The following is a description of a selection of current studies. The status of the studies described may have changed since publication of this annual report. For more about the risks associated with changes in laws, regulations and political risks, see page 54.

In Sweden, the issue as to whether the principle of public access to information should also apply to independent schools has been debated in recent years and has also

been the subject of several studies. The government that took office after the 2022 general election has announced that it considers it would be overly burdensome for independent schools if the principle of public access to information were to be introduced. An alternative to the principle of public access to official records, a so-called transparency law that is less burdensome from an administrative point of view, has therefore been developed through a study. The issue of whether a public access principle or a transparency law, or a combination of the two, will be introduced is likely to be decided in 2025.

In what is known as Tidö Agreement, the government has stated its intention to review the school funding system. On that basis, in November 2023 the government appointed a Commission of Inquiry into School Voucher Funding (Dir 2023:153) to investigate the issue of introducing a national school voucher funding standard to develop equivalence. The inquiry is to present its proposals in February 2025 (for compulsory schools) and November 2026 (for upper secondary schools).

In July 2023, the Swedish government issued additional directives (Dir 2023:109) to its Commission of Inquiry into Profit in Schools (U 2022:08). According to the additional directives, the Inquiry should, for example, propose how any prohibition on or limitations of profit distribution may be introduced for independent education providers that are newly established, are involved in ongoing regulatory cases with the supervisory authority or otherwise show quality shortcomings. Also to be investigated are the possibilities for stricter sanctions and higher fines for independent schools with quality shortcomings, for reclaiming school voucher funding if representatives of the independent school are found guilty of a crime, and for restricting the ability of non-EU or -EEA foreign owners to exercise significant influence over Swedish independent schools. The inquiry is due to present its proposals in February 2025.

The government's Commission of Inquiry into Equivalent Grades and Assessment Levels (U 2023:02) is charged, for example, with presenting proposals for a change in the system to ensure that the results of national tests, degree examinations or the like may be used to improve the equivalence of grades or assessment levels. The inquiry is also charged with presenting proposals for tackling grade inflation and lack of equivalence in grading even in subjects for which national tests do not exist. The Inquiry is to be completed in February 2025.

In Norway, a political debate on private preschools continues. In recent years, the sector has gradually become more heavily regulated, for example via regulations on staffing and a requirement that every preschool is to be structured as an independent legal entity. Effective January 2022, the level of pension contributions was reduced. The Norwegian government is now working on developing a new funding model to secure the long-term rules of play in the sector. The governing parties have invited all parties in the Storting (the Norwegian Parliament) to these discussions, the outcome of which is expected to be presented in autumn 2024.

Financial targets

AcadeMedia's overarching goal is to provide the highest-quality education in the areas where the Group operates.

AcadeMedia's financial targets are unchanged from earlier years. Implementation of IFRS 16 Leases has not affected the Company's financial targets, as they are still defined and accounted for excluding the effects of IFRS 16. AcadeMedia's financial targets are as described below:

- Profitability: AcadeMedia's profitability target for operating profit (EBIT) excluding items affecting comparability is to be seven to eight percent of net sales over time.
- Growth: AcadeMedia intends to grow organically by utilising spare capacity in existing units, and by opening new startups.
AcadeMedia also intends to continue to grow by taking over education units, as well as through continued consolidation of the market through acquisitions. AcadeMedia's target for sales growth is five to seven percent annually, excluding major acquisitions.
- Indebtedness: AcadeMedia's target for indebtedness for interest-bearing net debt to be no more than three times operating profit before depreciation and amortisation (EBITDA), excluding items affecting comparability. However, deviation from this target during brief periods is permissible, such as in the case of major acquisitions.

In the view of the Board of Directors, the financial position is stable and other objectives have been fulfilled. The Board of Directors therefore proposes an ordinary dividend of SEK 1.75 per share (1.75) for the 2023/24 financial year. This amounts to SEK 178 million (185), 24 percent (27) of profit for the year excluding the effects of IFRS 16, and 28 percent (32) of profit for the year including the effects of IFRS 16.

Significant events after the end of the financial year

- Provisional student enrolment for autumn 2024 show aggregate average growth of around 8 percent in our three school segments, to around 109,000 (100,752) children and students. This compares with 5.1 percent growth in the first quarter of the previous year.
- The Board of Directors intends to propose that the Annual General Meeting resolve on a voluntary share redemption programme, via an offer to all shareholders for the voluntary redemption of shares. The scope of the programme will be determined when the notice of the 2024 Annual General Meeting is adopted by the Board.

Annual General Meeting

The Annual General Meeting will be held on 28 November 2024 in Stockholm.

Corporate Governance Report

AcadeMedia AB (publ) is a public limited company with its registered office in Stockholm. Its shares were listed on the Mid Cap List of Nasdaq Stockholm on 15 June 2016.

Corporate governance AcadeMedia

External control instruments

- Swedish Companies Act
- Swedish Annual Accounts Act
- Other applicable laws
- Nasdaq Stockholm's Rules for Issuers of Shares
- Swedish Code of Corporate Governance

Internal control instruments

- AcadeMedia's Articles of Association
- Rules of procedure, instructions for the Board/CEO
- Values and culture
- Codes of Conduct
- Policies and guidelines

The purpose of corporate governance at AcadeMedia is to ensure that the Board of Directors and management act such that the Group's operations focus on development to create long-term value for shareholders and other stakeholders, such as students, employees and customers. This includes ensuring:

- a fit-for-purpose organisation,
- quality management, risk management and internal control, and
- transparent internal and external reporting.

Corporate governance at AcadeMedia is exercised via principles established in external and internal systems of regulation. The external system of regulation consists of relevant statutes and regulations, including the Swedish Companies Act, the Swedish Annual Accounts Act and IFRS, Nasdaq Stockholm's Rules for Issuers of Shares and the Swedish Code of Corporate Governance ("the Code"). The internal system of regulation consists of the Company's Articles of Association and the control instruments that AcadeMedia has established in the form of rules of procedure for the Board of Directors, as well as internal instructions, policies and guidelines to Board committees, the Chief Executive Officer and the operational organisation.

The structure of corporate governance at AcadeMedia is represented in the illustration above.

This Corporate Governance Report was prepared in accordance with the Swedish Annual Accounts Act and the Code.

Deviations from the Code

AcadeMedia in part observes qualitative criteria when determining the quality goals in the share-matching plan (AMP 2021/2025) for senior executives. This represents a deviation from section 9.4 of the Code, which states that forms of variable remuneration must be linked to measurable criteria. Attainment of quality goals is measured in detail via various quantitative measurements at school unit level up to Group level and is detailed in AcadeMedia's annual quality report and on the Company's website. AcadeMedia's Board of Directors has determined that it is also appropriate to evaluate whether management has used good judgement in its quality improvement work. This is important in terms of ensuring that the business develops in a way that benefits the students and is sustainable in the long term for the Company. It enables the

Board of Directors to deny allocation of matching shares if it is found that management has failed to exercise good judgement and, for example, has prioritised profit over quality.

Shares and shareholders

AcadeMedia's ordinary shares were listed on the Nasdaq Stockholm exchange in 2016 and are traded on the Nasdaq Stockholm Mid Cap market. The number of shares in the Company in issue is 101,491,694 ordinary shares, each carrying an entitlement of one vote per share, and 205,905 Class C treasury shares, each carrying an entitlement of one tenth of a vote per share, but no right to representation at the Shareholders' Meeting (in all, 101,697,599 shares in the Company). The biggest shareholder in AcadeMedia since its IPO has been Mellby Gärd. On 30 June 2024, the company owned 24.36 percent of the capital and 24.40 percent of the votes. Other major shareholders are shown on the list of shareholders on page 100.

Shareholders' Meeting

The shareholders' meeting is AcadeMedia's highest decision-making body. At the meeting, the shareholders exercise their right of decision over the affairs of the Company. The Annual General Meeting resolves on issues such as the adoption of income statements and balance sheets, appropriation of the Company's profit or loss, discharge from liability of members of the Board of Directors and the Chief Executive Officer, election of members of the Board of Directors and auditor, and remuneration of Board members and the auditor.

The Annual General Meeting (AGM) of shareholders shall be held within six months from the end of the financial year. AcadeMedia's 2024 AGM will be held on 28 November 2024 in Stockholm. Notice convening a Shareholders' Meeting shall be published via press release and by the notice being posted on the Company's website. The day after the notice has been published it shall be printed in the Swedish National Gazette (Sw.: Post och Inrikes Tidningar) and at the same time published in the financial newspaper Dagens Industri.

Right to participate in Shareholders' Meeting

Shareholders wishing to participate in a Shareholders' Meeting must be included in the shareholders' register maintained by Euroclear Sweden, and must notify the Company of their intention to participate no later than on the date indicated in the notice convening the meeting. Shareholders may attend the Shareholders' Meeting in person or by proxy and may be accompanied by a maximum of two advisors. Shareholders may register for the Shareholders' Meeting in several different ways, as detailed in the notice of the meeting.

Shareholders are entitled to vote for all shares in the Company that are held by the shareholder. Since the decision of the 2020 Annual Shareholders' Meeting to amend the Company's Articles of Association, the Board of Directors has the option to collect proxies in accordance with the Swedish Companies Act and to resolve that shareholders can exercise their vote by post before the Annual General Meeting.

Shareholder initiatives

Any shareholder wishing to have a matter brought before the Shareholders' Meeting must submit a written request to that effect to the Board of Directors. Such requests must be received by the Board of Directors well in advance of the meeting, in accordance with the information provided on the Company's website at the time of the announcement of the time and place of the Shareholders' Meeting.

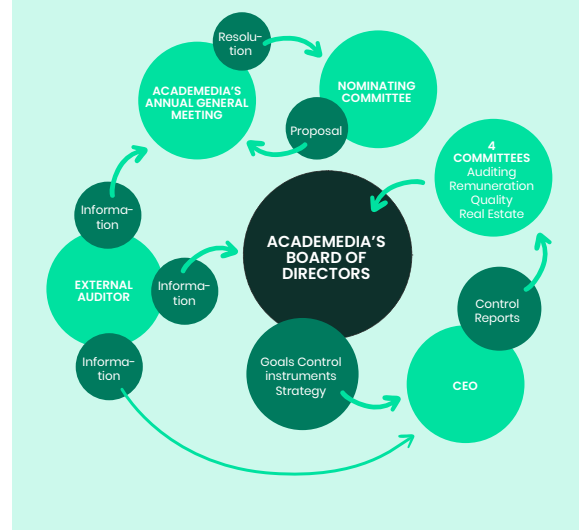
Nominating Committee

The Nominating Committee is tasked with presenting proposals to the Shareholders' Meeting regarding election of and fees to Board members and auditor. The Nominating Committee shall also propose the chair for the AGM. The Nomination Committee shall perform its duties in accordance with the Code and the instructions to the Nomination Committee adopted by the Annual General Meeting.

The Nomination Committee applies section 4.1 of the Code as a diversity policy, whereby the Nomination Committee shall ensure that the Board, in view of AcadeMedia's business, stage of development and circumstances in general, has an appropriate composition, characterised by diversity and breadth in terms of the skills, experience and background of the members elected by the General Meeting. Furthermore, the Nomination Committee shall work towards the goal of establishing a balanced gender representation on the Board.

According to the instructions to the Nominating Committee, AcadeMedia's Nominating Committee shall consist of one representative of each of the three biggest shareholders, based on their holding in the Company at the end of the financial year's third quarter and as can be determined from Euroclear's shareholder register and other reliable information provided to the Company at that point in time. The Chair of the Board shall serve as a co-opted member. The composition of the Nomination Committee for the 2024 Annual General Meeting was announced on 16 May 2023 and is as follows:

- Rune Andersson (Chair), Mellby Gärd, 24.40 percent of votes at the end of the third quarter.
- Mats J. Andersson, Nordea Fonder, 7.13 percent of votes at the end of the third quarter.
- Ola Wessel-Aas, Taiga Fund Management AS, 3.80 percent of the votes at the end of the third quarter.
- Håkan Sörman, Chair of the Board (co-opted).



Board of Directors

Composition of the Board of Directors

According to AcadeMedia’s Articles of Association, the Board of Directors, as elected by the Shareholders’ Meeting, shall consist of no less than three and no more than ten members. The Company’s Board of Directors currently consists of seven regular members, including the Chair, elected by the Shareholders’ Meeting for the period until the end of the 2024 AGM. Employee organisations are entitled by law to appoint employee representatives to the Board with the same rights and duties as other Board members. The Swedish Teachers’ Union has appointed a total of two members and one deputy member to serve on the Board. The list on this page shows AcadeMedia’s Board members, when they were first elected to the Board and whether the elected members are independent of the Company, management and/or the principal owner. The composition of the Board of Directors of AcadeMedia meets the requirements for independent Board members. None of the members of Executive management has any significant shareholding or partnership in any company with which the Company is engaged in a material business relationship.

Håkan Sörman has served as AcadeMedia’s Chair of the Board since 2022. The Chair is elected by the AGM.

Division of work

The Board of Directors is responsible for ensuring that the Company’s organisation is fit-for-purpose in order to administer the Company’s affairs in the best way possible, for continuously assessing the Group’s financial situation and for ensuring that the business is conducted in accordance with the Articles of Association, the Swedish Companies Act, the Code and other applicable laws and regulations, as well as with the Board’s rules of procedure. The Chair supervises the work of the Board, and ensures that the Board fulfils the functions that are incumbent on the Board, and that this work is conducted in an efficient and well-organised manner.

The Board follows written rules of procedures that are reviewed and adopted annually at the statutory Board meeting. The rules of procedure govern for example, Board functions and allocation of duties between Board members and the Chief Executive Officer, as well as between the Board and its various committees. At the statutory Board meeting, the Board also adopts the instructions to the Chief Executive Officer, including instructions for financial reporting.

The Board meets according to an annually fixed schedule. In addition to these Board meetings, additional meetings may be convened to address issues that cannot be referred to a regular Board meeting. In addition to Board meetings, the Chair

and the Chief Executive Officer maintain continuous dialogue concerning management of the Company.

Board of Directors’ work during the 2023/24 financial year

During the financial year the board held 16 meetings at which the minutes were recorded. Board member attendance is presented in the table to the right. Chief Legal Officer Jonas Nordström served as Secretary at the Board meetings. Before the meetings, Board members received written information on the issues to be discussed at the meeting.

During the year, as in previous years, the Board continuously monitored the performance and finances of the Group and the segments, and reviewed and analysed the Company’s financial reporting. The Board also focused closely on quality management and sustainability issues in the light of new regulations regarding sustainability reporting (CSRD). Furthermore, the Board invested time on implementing and following up the share redemption programme approved at the AGM.

Strategy discussions within the Board focused on analysing the conditions for expansion of AcadeMedia’s international operations. Against the background of the media debate on independent schools and the ongoing political inquiries, strategic discussions on managing the associated risks were also held. As far as the Board was concerned, the media debate also brought a close focus to bear on communication issues and on the Company’s public affairs activities. In addition, during the year the Board of Directors approved the opening of new preschools in Germany and the acquisition of the Winford school organisation in the Netherlands and the Touhula preschool provider in Finland. In the Swedish market, decisions in the Adult Education segment included one to acquire the Berghs School of Communication.

Other matters regularly addressed by the Board included governance issues such as the development of internal control, clarification and streamlining of the Group’s legal structure and decisions on growth and expansion projects, i.e. acquisitions, investments and major real estate issues.

Audit Committee

AcadeMedia’s Board of Directors has established an Audit Committee comprising three members, who are independent of the Company and its management: Marie Osberg (Chair), Johan Andersson and Jan Bernhardsson. The Company’s CFO takes part in the Audit Committee’s meetings, which are also regularly attended by the Company’s auditors. The Audit Committee shall *inter alia*, without compromising the other responsibilities and tasks of the Board of Directors, monitor the Company’s financial reporting and sustainability reporting, monitor the efficiency of the Company’s internal control, com-

BOARD COMPOSITION, INDEPENDENCE AND ATTENDANCE IN 2023/24

Member	Elected	Position	Independent of		Attendance				
			The Company and executive management	The Company’s major shareholders	Board meetings	Audit Committee	Remuneration Committee	Quality Committee	Real Estate Committee
Håkan Sörman	2017	Chair of the Board	Yes	Yes	15 (16)	–	2 (3)	4 (4)	–
Johan Andersson	2017	Board member	Yes	No	15 (16)	5 (5)	3 (3) *	–	–
Ann-Marie Begler	2020	Board member	Yes	Yes	15 (16)	–	–	4 (4) *	–
Jan Bernhardsson ¹	2021	Board member	Yes	Yes	16 (16)	3 (5)	3 (3)	–	10 (10) *
Mikael Helmersson ²	2022	Board member	Yes	No	16 (16)	2 (5)	–	–	5 (10)
Hilde Britt Mellbye ³	2023	Board member	Yes	Yes	11 (16)	–	–	2 (4)	–
Marie Osberg ⁴	2023	Board member	Yes	Yes	11 (16)	3 (5) *	–	–	–
Anna Lundmark Boman	2021	Employee representative	–	–	16 (16)	–	–	4 (4)	–
Anders Lövgren	2016	Employee representative	–	–	16 (16)	–	–	3 (4)	10 (10)
Pernilla Larsson	2016	Deputy employee representative	–	–	15 (16)	–	–	–	–
Pia Rudengren ⁵	2017	Former Board member	Yes	Yes	4 (16)	2 (5) *	–	–	5 (10)
Silvija Seres ⁶	2015	Former Board member	Yes	Yes	5 (16)	–	–	2 (4)	–

1. Jan Bernhardsson took office as a member of the Audit Committee on the occasion of the 2023 Annual General Meeting.
2. Mikael Helmersson stepped down as a member of the Audit Committee and took office as a member of the Real Estate Committee on the occasion of the 2023 AGM.
3. Hilde Britt Mellbye was elected as a new Board member on the occasion of the 2023 Annual General Meeting and then also took office as a member of the Quality Committee.
4. Marie Osberg was elected as a new Board member at the 2023 Annual General Meeting and then also took office as a member of the Audit Committee.
5. Pia Rudengren stepped down as a Board member, member/chair of the Audit Committee and member of the Real Estate Committee on the occasion of the 2023 AGM.
6. Silvija Seres stepped down as a Board member and member of the Quality Committee on the occasion of the 2023 AGM.
* Committee Chair.

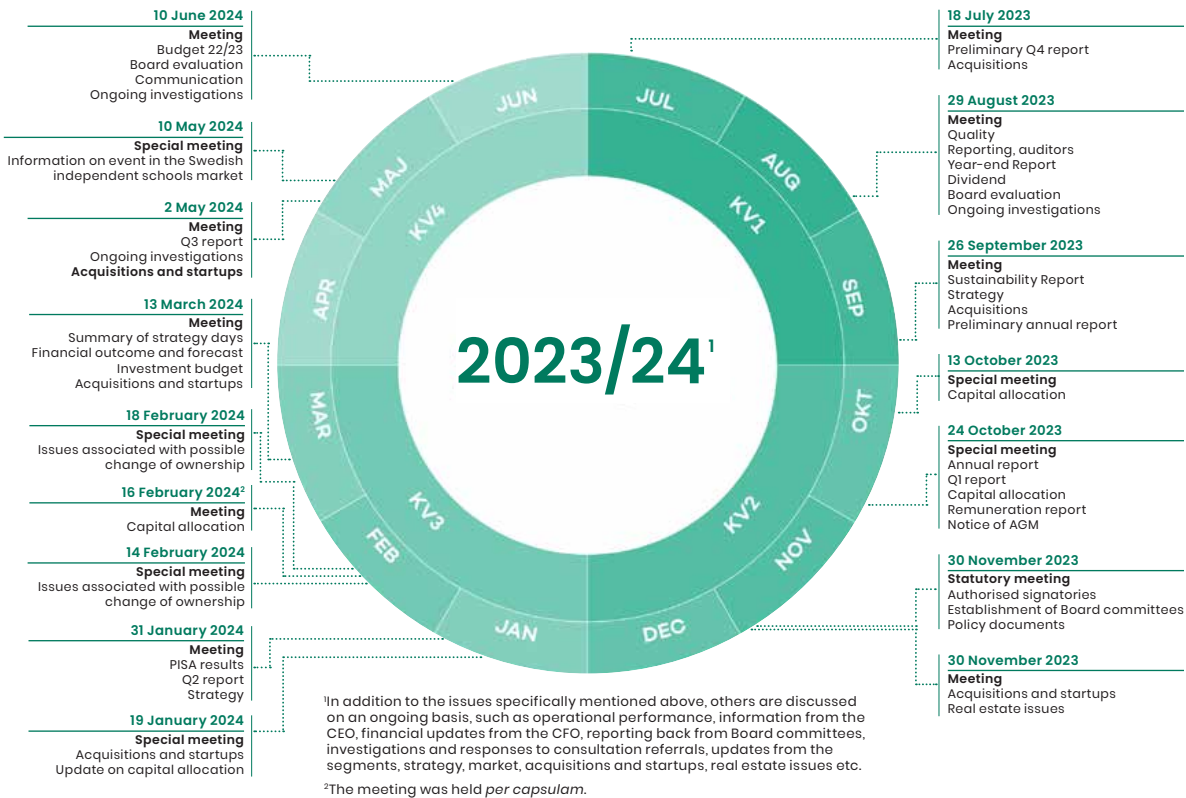
pliance and risk management, keep informed as to the auditing of the annual report and the consolidated accounts and as to the auditing of the Company’s and the Group’s sustainability report, as well as to quality control by the Swedish Inspectorate of Auditors (*Revisorsinspektionen*), inform the Board as to the findings from review and audit, of the sustainability report, examine and monitor the auditor’s impartiality and independence, and pay particular attention as to whether the auditor is providing the Company with other services other than review and auditing of sustainability reports. The Committee is also tasked with evaluating the audit work and providing this information to the Nominating Committee. A further task is to assist the Nominating Committee in the preparation of proposals regarding election of auditors and auditors’ fees.

The Audit Committee has a scheduled annual cycle of five planned meetings each year. During the 2023/24 financial year,

seven meetings were held. Over the year, the Audit Committee addressed a number of issues that were specific to that financial year. These included business monitoring including with regard to acquisitions, tax and VAT issues, preparations for CSRD and ESRS, and internal control.

Remuneration Committee

The Board of Directors of AcadeMedia has a Remuneration Committee comprising three members: Johan Andersson (Chair), Håkan Sörman and Jan Bernhardsson. The Remuneration Committee prepares proposals concerning remuneration principles and remuneration, as well as other terms of employment for the CEO and senior executives. The Remuneration Committee is also tasked with monitoring and evaluating variable remuneration programmes for management, application of the guidelines for remuneration to senior executives, as



adopted by the AGM, and the structures and levels of remuneration applied in the Group.

The Remuneration Committee held three meetings during the financial year. In addition to the day-to-day issues addressed by the Remuneration Committee, particular focus during the year was placed on skills provision in the AcadeMedia Group and ways for AcadeMedia to work on increasing the Company's attractiveness as an employer.

Quality Committee

The Board of Directors of AcadeMedia also has a Quality Committee comprising three members: Ann-Marie Begler (Chair), Hilde Britt Mellbye and Håkan Sörman. Employee representatives Anna Lundmark Boman and Anders Lövgren also serve on the Quality Committee. The purpose of the Quality Committee

is to take a more active role in operational issues associated with systematic quality management, digitalisation, branding and leadership development. The Quality Committee held five meetings during the financial year.

Activities focused on include further work to increase equivalence in assessment and grading, where the work already performed has shown good results. In addition, the Committee focused on efforts to increase the level of teacher accreditation and planned quality initiatives to improve goal attainment and quality management in preschools, in Sweden and in other countries where AcadeMedia operates preschools. As the leading independent provider of preschool education, AcadeMedia has also set itself the goal of leading the way nationally in closer monitoring of how well children are prepared for starting school.

Real Estate Committee

AcadeMedia's Board of Directors also established a two-member Real Estate Committee: Jan Bernhardsson (Chair) and Mikael Helmersson. Employee representative Anders Lövgren also serves on the Real Estate Committee. The Committee's task is to manage and resolve ongoing real estate related issues, with the aim of reducing the burden on the Board.

The Committee held eight meetings during the financial year. Matters addressed and resolved by the Committee mainly consist of real estate lease renewals and the signing of new real estate leases for AcadeMedia's existing operations. The Real Estate Committee also prepared and presented material to the Board of Directors regarding a number of matters in connection with the conclusion of new leases for newly established businesses and the termination of a number of leases.

Evaluation of the Board's work

The Board's work is evaluated annually via a structured process in which all Board members and deputy members answer questions about how they feel the Board is performing in a number of areas. The areas evaluated include whether the Board's skills and composition are fit-for-purpose, and the focus and direction of its work. The Chair of the Board is responsible for the evaluation, and ensures that the findings are presented and discussed by the Board, as well as by the Nominating Committee. The evaluation thus serves as a basis for the Board's ongoing work and performance, as well as for the work of the Nominating Committee. The evaluation of the Board's work during 2023/24 was shared with the Nomination Committee and distributed before the Board meeting in June 2024. With regard to work performed in 23/24, the evaluation was conducted in accordance with the Board's system.

Remuneration to Board members and shareholdings

The 2023 AGM resolved that remuneration for the period until the next AGM shall be paid at SEK 665,000 per year to the Chair of the Board and SEK 295,000 per year to each of the other Board members who are not employed by the Group. In addition, the Chair of the Audit Committee will receive a fee of SEK 179,000 and each of the other members of the Audit Committee who are not employees of the Group will receive SEK 90,000. SEK 74,000 will be paid to the Chair of the Remuneration Committee and SEK 37,000 to each of the other members of the Remuneration Committee who are not employees of the Group. SEK 116,000 will be paid to the Chair of the Quality Committee and SEK 58,000 to each of the other members of the Quality Committee who are not employees of the Group. SEK 95,000 will be paid to the Chair of the Real Estate Committee and SEK 47,000

to each of the other members of the Real Estate Committee who are not employees of the Group.

For information on the Board members and their shareholdings, see page 56. For details of remuneration paid to the Board members during the 2023/24 financial year, see Note G5.

Chief Executive Officer and Senior Management

Marcus Strömberg has served as President and Chief Executive Officer of AcadeMedia since 2005. The division of work between the Board of Directors and the CEO is set out in the rules of procedure for the Board of Directors and the instructions to the CEO.

Katarina Wilson has served as Executive Vice President of AcadeMedia since June 2023. Katarina acted as acting CEO during the period 22 January 2024 – 17 March 2024 in the absence of the permanent CEO.

The CEO shall attend to day-to-day management and coordinate the activities of the Company, with the care and to the extent required to handle these affairs, and in accordance with the Articles of Association, the rules of procedure for the Board, the instructions to the CEO, applicable legislation and other guidelines and directions issued by the Board. The CEO shall ensure that the Company's accounting records are kept in accordance with applicable legislation, and that the management of assets is conducted in a proper manner with a satisfactory measure of control and follow-up.

According to the instructions for financial reporting, the CEO is responsible for financial reporting in the Company, and consequently must ensure that the Board receives adequate information to enable its members to evaluate the Company's financial position on an ongoing basis. In addition, the CEO must continuously keep the Board of Directors informed of developments in the Company's operations, the trend of sales, the Company's performance and financial position, liquidity and credit status, major business events and all other events, circumstances and conditions that may be assumed to be of material importance to the Company's shareholders.

The CEO is supported by an Executive management team consisting of the Senior Vice President/COO, the Heads of the Preschool & International, Compulsory Schools, Upper Secondary Schools and Adult Education segments, as well as the Director of Business Development, the CFO, the Head of Human Resources and the Head of Communications and Public Affairs.

For more information regarding the CEO and other members of senior management, along with their shareholdings, see page 57.

For a description of the remuneration and terms of employment for the CEO and management for the 2023/24 financial year, and of the Company's outstanding incentive programmes, see Note G5 and AcadeMedia's Remuneration Report on the Company's website.

Internal control and risk management

Internal control framework

Under the Swedish Companies Act, the Board of Directors is required to ensure that the Company's organisation is structured such that the Company's accounting records, management of assets and financial position are controlled in a proper manner. The Code provides clarification on this point and stipulates that the Board is responsible for internal control. AcadeMedia's procedures for internal control are based on two perspectives: internal control and risk management regarding operations and internal control and risk management regarding financial reporting. Internal governance and control shall ensure reliable financial reporting and that operations at any one time meet the requirements and expectations applying to a company that operates a publicly funded business. AcadeMedia's internal control structure for financial reporting is based on the COSO model. It consists of five main components, which together form the framework for effective internal control: Control environment, Risk assessment, Control activities, Information and communication and Follow-up.

In parallel with the procedures for financial accounting and financial reporting, AcadeMedia's internal control and risk management are largely based on a systematic and wide-ranging quality management system. AcadeMedia has developed its own quality system in the form of the AcadeMedia Model. The purpose of the quality model is both to minimise risk and to improve quality in our schools. Within the Group's preschools, compulsory schools and upper secondary schools, internal controls have been conducted for several years to verify that operations meet the requirements of laws, regulations and other statutes, and serve as tools for development and improvement initiatives. In adult education, internal audits/self-monitoring are performed in various ways, depending on the type of operation. Where shortcomings are identified, an action plan is to be drawn up and the shortcoming must normally be remedied within three months. To oversee and control ongoing regulatory and inspection cases, logs of all pending cases are kept. The Group's Head of Quality and Legal Counsel prepare a monthly list of units where risks and material shortcomings exist. This is reported to the Executive management and also to the Board quarterly. The results of the annual quality survey are published annually for the Group as a whole, for

each principal organiser and for each education unit, on their respective websites.

Control environment

The control environment forms the framework for the internal control system for financial reporting. An important aspect of the control environment is for authorities and responsibilities to be clearly defined and for governing documents in the form of internal policies and guidelines for areas of key importance to be in place. The Board of Directors annually adopts a number of control documents intended to serve as the framework for effective internal control and to establish and maintain a high standard of ethics in the Group. These documents include the Board's rules of procedure, instructions to the CEO, the Code of Conduct, delegation of authorities, attestation instructions, financial policy and information policy, and are available on the Company's intranet. AcadeMedia's financial management manual is a central part of this documentation. AcadeMedia's CEO has delegated responsibility for implementation and enforcement of formalized guidelines for financial reporting and internal control to the CFO. The CFO reports to the Audit Committee, which has a specific responsibility for overseeing the efficiency of the Company's internal control and governance of financial reporting.

Risk assessment

AcadeMedia continuously assesses the risks in its business. Such risks consist of both operational and financial risks, as well as risks associated with financial reporting and compliance. The most significant risks are documented in a risk register and are evaluated by AcadeMedia's Executive management, with each risk having a nominated risk owner. The risk analysis also includes an assessment of the capacity for risk management. Risk assessment with regard to financial reporting is based on the materiality of items (quantitative), the degree of complexity and the risk of fraud. These are then linked to financial processes to ensure that controls are in place to manage the risks concerned. For more information on risks and risk management, see pages 59–60 and Note G27.

Control activities

Control activities are designed to manage the risks identified as material to internal control of the financial reporting at AcadeMedia. The controls used consist partly of control activities aimed at preventing risks of errors in reporting, such as rules on attestation, appropriate allocation of responsibilities (duality) and authorities, and partly of control activities aimed at detecting and correcting errors and deviations, such as analysis of results, reconciliations, checking of error lists and random sampling.

Information and communication

AcadeMedia maintains communication and information channels that are designed to enable appropriate and accurate information to be distributed quickly both internally and externally. The Board of Directors receives monthly business reports containing both operational and financial information. Internal governing documents are incorporated into the Company's management system and are posted, where relevant, on AcadeMedia's intranet.

AcadeMedia's governing documents, in the form of policies, guidelines and manuals are, to the extent they refer to financial reporting, communicated above all via the intranet and the Group's financial management manual. The financial management manual is updated continuously to reflect changes in external requirements and changes in AcadeMedia's business that require clarifications and instructions.

AcadeMedia has a Communication Policy with guidelines on both internal communication to employees and external communication. Financial communication is subject to an investor relations policy to ensure that the supply of information to the capital markets is conducted in line with applicable rules.

Follow-up

AcadeMedia's internal control and risk management activities are performed primarily via executive management's and line management's continual monitoring of operations vis-à-vis set goals, by formulating KPIs and by focusing on early warning signs. The Company's key financial reporting processes, including key controls and their fitness for purpose, are continually assessed by the CFO and the CFO's organisation. Compliance with the accounting manual, policies and legislation is reviewed. Any deviation either results in corrective action or improvement of processes and procedures. The Audit Committee summarises the status of action plans identified and reports it to the Board.

Internal audit

The Board of Directors conducts an annual review of the need for an internal audit function. Based on the Audit Committee's assessment, the Board has resolved not to establish a separate internal audit function. In the Board's view, the quality management system, combined with well-established financial processes for follow-up and assessment of controls in operation within the Group Controller function, together offer sufficient reliability in financial reporting without the need for an independent internal audit unit.

Focus 2023/24

During the financial year 2023/24, the Audit Committee had a specific focus on internal control. Control maturity varies

between from one AcadeMedia activity to another. The operations in Sweden have well-established processes in place for internal control over financial reporting. The Audit Committee's focus was on how AcadeMedia's international operations, especially in Germany, can develop their processes to achieve the same quality as the operations in Sweden. Germany has expanded sharply in a short period of time and targeted work on processes and procedures is ongoing.

Auditing

The auditor shall review the Company's annual report and accounts, as well as the administration of the Company by the Board of Directors and the CEO. After the end of each financial year, the auditor is required to present an audit report and a consolidated audit report to the AGM.

According to the Company's Articles of Association, the Company shall have no less than one and no more than two auditors, with no more than two deputy auditors. The Company's auditors are PricewaterhouseCoopers AB, with Patrik Adolfson as principal auditor and Eva Medbrant as cosignatory. Patrik Adolfson is an authorised public accountant and partner at PwC. He has many years of experience of auditing companies listed on a regulated market and companies in the service sector. Patrik Adolfson has served as auditor for clients such as Anticimex, Bonava, Dometic and Pandox. Eva Medbrant also has many years of experience of auditing companies listed on a regulated market.

The Audit Committee performs an annual evaluation of the auditors' work and independence.

The Company's auditors are presented in more detail in the section "Board of Directors, Executive Management and Auditors" on pages 61–63.

For information on the remuneration paid to the auditors for the 2023/24 financial year, see Note G4.

Risk and risk management

AcadeMedia's core business, quality education for all, is essential to the ability of all societies to move forward in a positive direction. We are the largest education enterprise in Northern Europe and as such are exposed to various risks and uncertainties. The ability to identify, assess and manage these risks is important both strategically and operationally. Our activities, which are characterised as essential to society, must always function, and in an era requiring heightened planning for emergencies, it is especially important to remain alert to new risks.

Our sustainability risks are detailed in our sustainability report on pages 28, 35 and 39. In the general description that follows, we do not distinguish sustainability risks from other risks. Our sustainability work is woven into everything we do; it is an integral part of our risk management. In this year's risk section, we have opted for a new categorisation of risks. Our risks are classified into three areas: operational risks, external risks and financial risks.

Operational risks are all risks that are directly linked to our activities, from how an individual school would be affected by prolonged and widespread sick leave to how we manage contracts in our Adult Education programme.

External risks are those that are only partly in our control, above all in terms of our ability to manage them. These include political and cyber risks.

Financial risks are those that relate to our financial position and financing.

Part of systematic quality management

Risk assessments and risk management are part of AcadeMedia's systematic quality management work. All Group staffs, and all segments, identify, analyse and manage the risks to which the staff/segment is exposed. These risks are summarised five times a year and reported to Executive management and the Board of Directors. Risk management is the responsibility of the respective heads of staffs and segments. The Group's quality and legal departments are responsible for summarising and reporting the Group's risks.

An important part of this work lies in analysing the organisation's ability to manage a specific risk. A high capacity to risk manage may reduce the severity of a high-impact risk. Of course, the opposite applies too; a low capacity to manage a low-impact risk may result in considerable damage in the event it materialises. Identifying, and strengthening, the risk areas where we consider capacity to be low is a high priority in our risk work. This work is ongoing.

One benefit of the decentralised nature of risk management is high risk awareness in the organisation. Developing procedures to reduce risks, and an ability to manage them, is a natural part of many people's work, without each individual necessarily reflecting on the fact that they are engaged in risk management. New or refined policies, guidelines, instructions, checklists, internal training and follow-ups constitute a continuous process to reduce our risks.

The changing world situation, with the war in Ukraine, high inflation and rapid climate change, is affecting risk management at AcadeMedia by greatly increasing the impact of certain risks. One of the risks that we focused extensively on during the year was cyber risks. Improving security, mainly through internal training courses and raising awareness – which in turn brings about increased vigilance – was a high priority.

OPERATIONAL RISKS

Description of risk	Management of risk
<p>1. Employee risk</p> <p>If we are to be able to deliver on our mission, our employees must have the skills required to perform their work. And they must be happy, committed and healthy. The ability to recruit and retain well-trained and competent staff is a critical success factor in enabling us to provide high-quality education.</p> <p>A lack of competent staff may have negative impact on the quality of the education we provide, and may restrict our opportunities for expansion.</p> <p>Our decentralised organisation mean that compliance with Group-wide policies is important. Our Group-wide Code of Conduct, which addresses issues such as conflict of interest and corruption, applies not only to employees but also to suppliers.</p>	<p>AcadeMedia is striving actively to create positive workplaces and be an attractive employer. By offering good development opportunities, quality leadership and skilled colleagues, as well as good conditions for performing work, we attract more people to want to come and work for us, and to choose to stay and develop within AcadeMedia. Also, through regular employee surveys, we monitor how our employees feel about their work situation.</p> <p>We are constantly refining our mission and our values, which are centred on courage, passion and trust.</p>
<p>2. Quality, contract and student risk</p> <p>The education services that the Group provides are audited and inspected by the Schools Inspectorate in Sweden, municipalities in the country concerned and other parties with whom the Company enters into a contract.</p> <p>Demand for education services aligns with demographic factors, as well as with the major trends in society and the educational system.</p> <p>AcadeMedia competes with both public and other private and voluntary education providers. Competition is often concentrated within the local area and may intensify if new schools/providers become established. A decline in the Group's reputation and attractiveness, or a decline in the demographic trend, could cause lower student and participant enrolment, which would affect sales, while lower capacity utilisation would affect margins and profitability. This may apply across the board, but also at the local level. Any unit that suffers loss of reputation may go from being one of the most attractive schools in the area to the opposite.</p>	<p>AcadeMedia focuses on delivering high-quality educational services and works systematically on quality monitoring and business development to achieve a good reputation and be perceived as an attractive option. AcadeMedia's strategy of operating over the whole of the education ladder, in different countries and with many different activities, provides added stability.</p> <p>Contract compliance in the Adult Education segment is monitored through surveys aimed at assuring our staff's knowledge of contracts and delivery. Close contact with customers, and follow-ups by various government agencies/customers themselves, are an important part of the work to ensure that all contracts are complied with.</p>
<p>3. Acquisition risk</p> <p>One of AcadeMedia's strategies is to grow through acquisitions. This strategy is based on identifying the right acquisition targets and successfully negotiating the right contractual terms. If our assumptions miss the mark or if we fail to identify problems or commitments in the prospective acquisition, costs will be higher than anticipated.</p>	<p>AcadeMedia concentrates actively on identifying and understanding potential risks in connection with possible acquisitions. Part of the acquisition process is to engage in commercial, financial and legal due diligence to identify potential risks. Risks are managed via the incorporation of guarantees into the final contract, via the commercial terms of the deal or via AcadeMedia identifying activities performed in connection with taking over ownership.</p>

EXTERNAL RISKS

Description of risk	Management of risk
<p>1. Political/regulatory and market risks</p> <p>Publicly funded independent schools in Sweden and Norway have been, and continue to be subject to extensive scrutiny by, for example, public authorities and the media. Publicly funded activities may also become the topic of political debates. Governing parties may commission studies as a basis for future legislation.</p> <p>Any legislation in Sweden, Norway, Germany or the Netherlands that restricts the opportunities of independent education providers to establish operations, cover costs and/or generate profits could have a material adverse effect on the Group's ability to conduct its business, thereby negatively impacting the Group's financial position and earnings.</p> <p>Some adult education programmes in Sweden are wholly or partly financed by government funds, so government priorities have a strong impact on AcadeMedia's operations.</p> <p>AcadeMedia operates in a highly regulated market and the political, economic and regulatory environment is changing. Political factors and/or policy decisions could have a negative impact on the Group's profitability.</p>	<p>AcadeMedia closely monitors political developments in order to manage and prepare its operations for changes in requirements or conditions in the countries where we operate. We also work with various industry organisations in each country.</p> <p>The legislative process in the countries where we operate is relatively slow, so there is time to discuss and adapt to various regulatory changes. Via systematic external monitoring, we maintain a watch on changes in government budget priorities and decisions in adult education in order to adapt our activities at an early stage.</p> <p>Regulatory compliance is a crucial focus in the work of managing regulatory risks.</p>
<p>2. IT and cyber risks</p> <p>Cyber risks are the risks associated with systems and data that are vulnerable to being accessed with malicious intent. This may include unauthorised access to data, attacks, pure and simple, where the purpose is to steal, manipulate or gather data. Blackmail may also be involved. Cyber risks are always linked to IT issues; in this context, IT is a tool to achieve the objective.</p>	<p>AcadeMedia operates along two clear paths to strengthen IT and cyber security. One consists of internal training programmes to promote increased awareness and vigilance, the other is based on various technological solutions. The two are mutually dependent.</p>
<p>3. Reputational risk</p> <p>School and education affect people's future. The level of engagement and interest from students and parents, public authorities, the media and other stakeholders is high. Dissatisfaction with schools or breaches of rules can bring individual schools under the scrutiny of the authorities and the media, leading to a loss of reputation of the individual school or the principal provider.</p>	<p>Quality management is an important means of protecting the Group's operations, as is a high degree of relevance, accuracy and transparency in our communication. We also maintain good relations with politicians, the media and other key individuals in our work.</p>
<p>4. Climate change</p> <p>Extreme temperatures, extreme weather conditions and other unforeseen events arising from climate change may affect children's and students' education. This may be, for example, because transport to or from the institution may involve risks or the time spent at the school may involve risks.</p>	<p>Managing climate change risks is part of AcadeMedia's contingency planning. Cloudbursts, floods, high temperatures and other events that affect an organisation's ability to operate are likely to be local, not organisation-wide. Extreme heat waves are the exception.</p>

FINANCIAL RISK

Description of risk	Management of risk
<p>1. Refinancing and liquidity risks, as well as other risks relating to AcadeMedia's financial situation, except for student voucher funding decisions.</p> <p>Liquidity risk is the risk that AcadeMedia cannot fulfil its payment obligations arising from financial liabilities. Refinancing risk is the risk that loan refinancing cannot be arranged, or cannot be arranged on acceptable terms.</p> <p>AcadeMedia's interest rate risk relates to the Group's long-term borrowing, including its real estate loans.</p> <p>At the end of the financial year, 100 percent of the borrowing was at a variable (six-month) interest rate. The effect of an increase of one percent in the variable interest rate on the Group's interest expense is SEK 20 million (25).</p>	<p>Liquidity and refinancing risks are managed centrally. Refinancing risk is managed via credit facilities within the scope of existing loan agreements, by financing the real estate portfolio in Norway long term via Husbanken and by ensuring that the Group uses several banks. A strong balance sheet reduces refinancing risk. Liquidity risk is managed by ensuring that the Company always has an available liquidity reserve and by continuously forecasting cash flows. To facilitate liquidity planning and liquidity control, the Group operates cash pools.</p>
<p>2. Student voucher funding risks</p> <p>AcadeMedia's revenue comes from public funds which are determined by priorities in society and the state of the economic cycle. This, along with other changes in budgets and education grants in each municipality, may lead to lower reimbursement per education programme, which would impact the entire market, including AcadeMedia.</p>	<p>When the municipalities announce their school voucher funding decisions, AcadeMedia reviews those of the decisions that are most relevant to AcadeMedia. Decisions that are incomplete or appear to violate the equivalence principle are appealed.</p>

Sensitivity analysis

A number of important factors that affect the Group's results are presented below in a sensitivity analysis. The estimated effect of the changes is based on the Group's results for the 2023/24 financial year, excluding the effects of IFRS 16, and, for each individual factor, assumes that all other factors are unchanged. The sensitivity analysis illustrates the effects on the Group's performance as if the changes had occurred during the 2023/24 financial year, but is not a forecast of future effects on results. The table below shows the effect of each factor on EBIT. The sensitivity regarding equity is the effect on EBIT less taxes.

SENSITIVITY ANALYSIS

FACTOR	CHANGE	EFFECT
Student enrolment in the three school segments	+/- 1%	+/- SEK 155 million on sales and +/- SEK 55–105 million on operating profit (EBIT)*
Average personnel expense per employee	+/- 1%	-/+ SEK 105 million on operating profit (EBIT)
Average student voucher funding (all countries)	+/- 1%	+/- SEK 155 million on sales and operating profit (EBIT)
Interest change, Group loans	+ 1 percentage point	SEK -25 million on profit after financial items
Exchange-rate fluctuations NOK/SEK	+/- 10%	+/- SEK 240 million on sales and +/- SEK 10 million on operating profit (EBIT)
Exchange-rate fluctuations EUR/SEK	+/- 10%	+/- SEK 230 million on sales and +/- SEK 10 million on operating profit (EBIT)

*The effect on operating profit is determined entirely by where the volume change occurs and whether it is widespread or concentrated.

Board of Directors, senior executives and auditors



Håkan Sörman



Mikael Helmersson



Ann-Marie Begler



Marie Osberg



Anna Lundmark Boman



Johan Andersson



Jan Bernhardsson



Hilde Britt Mellbye



Anders Lövgren



Pernilla Larsson

Board of Directors

Håkan Sörman

Born 1952. Board member since 2017 and Chair of the Board since 2022. Member of the Quality Committee and the Remuneration Committee.

Education: M. Sc. in Business and Economics, Stockholm School of Economics.

Other current assignments: Chair of the Parliamentary Committee on Municipal Tax Equalisation.

Former assignments: County Governor of Jönköping County, CEO of the Swedish Association of Local Authorities and Regions, Mayor of Södertälje Municipality, Municipal Administrator, Täby. Head of government inquiry into Municipal Cost Equalisation. Chair of the Board of Karolinska University Hospital. Board member of SOS Alarm Sverige AB, KPA Pension AB, SKL Kapitalförvaltning AB and Dagens Samhälle AB.

Shareholding in the Company: 1,114 shares, including 444 shares via related party.

Independent in relation to AcadeMedia and Executive management and AcadeMedia's major shareholders.

Johan Andersson

Born 1978. Board member since 2017. Chair of the Remuneration Committee and member of the Audit Committee.

Education: M.Sc. in Engineering, Chalmers University of Technology. MBA, INSEAD.

Other current appointments: CEO of Mellby Gård AB. Board member of Feralco, Roxtec AB, Älvsbyhus Intressenter AB, StudentConsulting Holding AB and the Confederation of Swedish Enterprise.

Previous appointments: CEO of Smarteyes International AB. Board member of Duni AB (publ), Optik Smart Eyes AB and Chalmers University of Technology. Member of the Super Advisory Board at Flowbird.

Shareholding in the Company: 24,770,862 shares via Mellby Gård AB.

Independent in relation to AcadeMedia and Executive management, but not in relation to AcadeMedia's major shareholders.

Mikael Helmersson

Born 1972. Board member since 2022. Member of the Real Estate Committee

Education: Master's degree in Economics from the University of Gothenburg School of Business, Economics and Law.

Other current appointments: Deputy CEO of Mellby Gård AB. Chair of the Board of Feralco and Board member of StudentConsulting Group AB and Roxtec AB.

Previous appointments: CEO of Roxtec AB and Nord-Lock Group AB.

Shareholding in the Company: 0 shares.

Independent in relation to AcadeMedia and Executive management, but not in relation to AcadeMedia's major shareholders.

Jan Bernhardtsson

Born 1962. Board member since 2021. Chair of the Real Estate Committee and member of the Quality and Audit Committees.

Education: Studied economics and law at the University of Gothenburg and the University of Borås. In-service training at IMD Business School, Duke University and SSE Executive Education.

Other current assignments: Chair of the Board of AB Svensk Filmindustri and Chiffer Media AB. Board member of Bonnier Books Holding AB.

Former assignments: Executive Vice President (EVP) of AMC Europe's European operations. Chief Operating Officer (COO) of the ODEON Cinemas Group. President and CEO of Nordic Cinema Group and SF Bio AB. CFO of AB Svensk Filmindustri. Chair of the Board of SF Anytime AB, Discshop AB and HomeEnter AB.

Shareholding in the Company: 3,000 shares

Independent in relation to AcadeMedia and Executive management and AcadeMedia's major shareholders.

Ann-Marie Begler

Born 1954. Board member since 2020. Chair of the Quality Committee.

Education: Degree in Sociology from the Department of Social Work, Stockholm University.

Other current appointments: Board member of the Swedish National Council of Adult Education and the Legilexi Foundation.

Previous appointments: Chair of the Board of Ersta Sköndal Bräcke University College. Director-General of the Swedish National Council for Crime Prevention (Brå), the Swedish Social Insurance Agency and the Swedish Schools Inspectorate. Deputy National Police Commissioner. Chair of the Organising Committee for the establishment of the Swedish Schools Inspectorate. Member of the Health Care Leadership Academy and the Unemployment Insurance Fund of the IF Metall Union.

Shareholding in the Company: 2,550 shares, including 1,300 shares via related party.

Independent in relation to AcadeMedia and Executive management and AcadeMedia's major shareholders.

Hilde Britt Mellbye

Born 1961. Board member since 2023. Member of the Quality Committee.

Education: M. Sc. in Business and Economics from the Norwegian School of Economics (NHH).

Other current assignments: Board member of Ambea AB, President and Chair of UNICEF Norway.

Former assignments: CEO of Falck Norge AS and A/S Vinmonopolet, CEO of Frisk Gruppen A/S and Norlandia Care Group as. Chair of the Board of Abilia AB and Plantasjen Group AS. Board member of Health Tech AS and LHL Eiendom.

Shareholding in the Company: 3,500 shares.

Independent in relation to AcadeMedia and Executive management and AcadeMedia's major shareholders.

Marie Osberg

Born 1960. Board member since 2023. Chair of the Audit Committee.

Education: M. Sc. in Business and Economics, Lund University, and MBA, Webster University, Geneva, Switzerland.

Other current assignments: Board member of ATG, Nordisk Bergteknik AB, Almi AB, Norion Bank AB (formerly Collector Bank) and Destination Invest i Göteborg AB.

Former assignments: Chair of the Board of Save the Children, Gothenburg District. Senior positions at DNB Bank.

Shareholding in the Company: 3,000 shares, all of which via related party.

Independent in relation to AcadeMedia and Executive management and AcadeMedia's major shareholders.

Anders Lövgren

Born 1967. Employee representative on Board of Directors since 2016, Swedish Teachers' Union. Employee representative on the Quality Committee and the Real Estate Committee.

Education: Higher Education Diploma in Vocational Education, Stockholm University.

Other current appointments: None.

Previous appointments: None.

Shareholding in the Company: 111 shares.

Independent in relation to AcadeMedia's major shareholders, but not in relation to AcadeMedia and Executive management.

Anna Lundmark Boman

Born 1973. Employee representative since 2021, Deputy employee representative since 2020, Swedish Teachers' Union. Employee representative on the Quality Committee.

Education: Bachelor of Physical Education, Umeå University; Bachelor of Education, Växjö University.

Other current appointments: None.

Previous appointments: None.

Shareholding in the Company: None.

Independent to AcadeMedia's major shareholders, but not in relation to AcadeMedia and Executive management.

Pernilla Larsson

Born 1976. Deputy employee representative since 2016, Swedish Teachers' Union.

Education: Bachelor of Education, Kristianstad University; studies at Lund University.

Other current appointments: None.

Previous appointments: None.

Shareholding in the Company: None.

Independent to AcadeMedia's major shareholders, but not in relation to AcadeMedia and Executive management.

Senior executives

Marcus Strömberg

Born 1967. Chief Executive Officer of the Group since 2005.

Education: M.Sc. Engineering Physics and Electrical Engineering, Linköping University.

Other current appointments: Board member of Klara Hill.

Previous appointments: Board member of Scandinavian Photo, the Swedish Association of Independent Schools, SIQ and OPG and IFOUS innovation; numerous assignments at Lernia.

Shareholding in the Company: 148,304 shares and 70,000 warrants.



Petter Sylvan

Born 1974. CFO since 2024.

Education: M.Sc. in Automation Engineering from Chalmers University of Technology in Gothenburg, Executive MBA from Stockholm School of Economics.

Other current appointments: None.

Previous appointments: CFO at Avonova and CFO at Profoto.

Shareholding in the Company: 9,000 shares.



Christer Hammar

Born 1969. Head of Adult Education segment since 2015.

Education: Business and Economics, IHM.

Other current appointments: Chairman of Almega's Association of Private Education Providers and Board member of Almega's Employers' Organisation for the Swedish Service Sector.

Previous appointments: CEO of Manpower A/S and Proffice Care AB, as well as deputy CEO and regional manager of Humana Assistans.

Shareholding in the Company: 21,201 shares, including 427 via related party, and 56,000 warrants.



Kristofer Hammar

Born in 1978. Director of Business Development at AcadeMedia since 2017 and Head of the Preschool segment, employed at AcadeMedia since 2009.

Education: M.Sc. in Business and Economics, Lund University.

Other current assignments: None.

Former assignments: Analyst at Bure Equity, Board member of Textilia AB.

Shareholding in the Company: 26,500 shares and 75,000 warrants.



Jimmy Kjellström

Born 1979. Director of Administration since 2022 and Acting Head of the Upper Secondary Schools segment since 2023. Employed at AcadeMedia since 2000.

Education: Degree in Advanced Vocational Training, IHM Management Training.

Other current assignments: None.

Previous appointments: Deputy Segment Manager for Compulsory Schools and Upper Secondary Schools segments.

Shareholding in the Company: 23,212 shares and 20,000 warrants.



Lotta Krus

Born 1971. Head of Compulsory School segment since 2022. Employed at AcadeMedia since 2001.

Education: Compulsory school teacher training at Gothenburg University.

Other current assignments: None.

Former assignments: Head of Education at AcadeMedia's Creative Upper Secondary School division. Senior roles at Plugymnasiet and LBS. Teacher, City of Gothenburg, Kungsbacka Municipality, Vittra

Shareholding in the Company: 4,293 shares and 43,000 warrants



Lisa Oldmark

Born 1964. Head of HR since 2014 and Head of AcadeMedia Academy since 2012. Employed at AcadeMedia since 1998.

Education: Several different management training programmes at the City of Stockholm, Tutor Training and trained Organisation Consultant, Humanova.

Other current appointments: Board member of the Almega Service Employer Association and the Swedish Association of Independent Schools.

Previous appointments: Several management assignments at Pysslingen Preschools, Pysslingen Schools and the City of Stockholm.

Shareholding in the Company: 31,989 shares and 55,000 warrants.



Richard Sjöberg

Born 1962. Director of Communications and Public Affairs at AcadeMedia since 2024.

Education: Graduated from Berghs School of Communication.

Other current assignments: None.

Previous appointments: Founder and Chair of Quattroporte AB 2005–2023.

Shareholding in the Company: 243 shares



Accounts



Students at Donnergymnasiet.

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Consolidated income statement and Statement of other comprehensive income

CONSOLIDATED INCOME STATEMENT

(SEK m.)	NOTE	2023/24	2022/23
Net sales	G2, G3, G7	17,332	15,539
Cost of services sold		-1,523	-1,435
Other external expenses	G4, G18	-1,731	-1,566
Personnel expenses	G5, G6, G7	10,408	-9,296
Amortisation	G8	-2,159	-1,924
Result from investments in associated companies	G19	-4	-4
Items affecting comparability	G9	-17	-45
OPERATING PROFIT	G2	1,490	1,270
Financial income	G10	22	33
Financial expenses	G11	-687	-543
PRE-TAX PROFIT		825	759
Taxes	G12	-193	-181
PROFIT FOR THE YEAR		632	578
Parent Company shareholders – share of profit for the year		632	578
Basic earnings per ordinary share (SEK)	G13	6.06	5.47
Diluted earnings per ordinary share (SEK)	G13	6.06	5.47

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(SEK m.)	NOTE	2023/24	2022/23
PROFIT FOR THE YEAR		632	578
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit/loss			
Actuarial gains and losses	G6	-41	-31
Deferred tax relating to actuarial gains and losses	G12	9	7
Items that will be reclassified to profit/loss			
Translation differences		-17	5
OTHER COMPREHENSIVE INCOME FOR THE YEAR		-49	-19
COMPREHENSIVE INCOME FOR THE YEAR		584	559
Parent Company shareholders – share of comprehensive income for the year		584	559

Consolidated statement of financial position

ASSETS

(SEK M.)	NOTE	30 JUNE 2024	30 JUNE 2023
NON-CURRENT ASSETS			
Non-current intangible assets			
Goodwill	G14, G15, G16	7,232	6,480
Brands	G15	369	189
Other intangible non-current assets	G15	26	26
		7,627	6,695
Property, plant and equipment			
Buildings	G17, G29	1,108	1,170
Equipment	G17	425	416
Expenditure on improvements to leasehold property	G17	646	618
		2,179	2,205
Right-of-use assets	G18	10,474	9,119
Non-current financial assets			
Shares in associated companies	G19	30	31
Non-current receivables		24	19
Pension receivables	G6	0	0
Deferred tax assets	G12	116	42
		170	92
TOTAL NON-CURRENT ASSETS	G2	20,450	18,111
CURRENT ASSETS			
Inventories	G20	20	23
Accounts receivable	G21	343	187
Current tax assets		141	154
Other receivables		56	74
Prepaid expenses and accrued income	G22	404	401
Cash and cash equivalents	G23	1,316	967
TOTAL CURRENT ASSETS		2,279	1,807
TOTAL ASSETS	G32	22,729	19,918

EQUITY AND LIABILITIES

(SEK M.)	NOTE	30 JUNE 2024	30 JUNE 2023
EQUITY			
	G24		
Share capital		107	106
Other capital contributions		2,365	2,634
Translation reserves		-12	5
Retained earnings including profit for the year		3,805	3,390
TOTAL EQUITY		6,265	6,134
NON-CURRENT LIABILITIES			
Non-current liabilities to credit institutions	G27, G28, G30	1,666	1,424
Non-current lease liabilities	G27, G28, G30	9,408	8,203
Provision for pensions	G6	45	15
Other provisions	G25	196	45
Deferred tax liability	G12	160	115
Other non-current liabilities	G27, G28, G30	3	6
TOTAL NON-CURRENT LIABILITIES		11,477	9,807
CURRENT LIABILITIES			
Current liabilities to credit institutions	G27, G28, G30	446	146
Current lease liabilities	G27, G28, G30	1,574	1,309
Other interest-bearing liabilities	G27, G28, G30	0	21
Accounts payable	G27, G28	504	403
Current tax liability		23	5
Other liabilities		173	174
Accrued expenses and deferred income	G25, G26	2,266	1,919
TOTAL CURRENT LIABILITIES		4,987	3,977
TOTAL EQUITY AND LIABILITIES	G24, G31, G32	22,729	19,918

Consolidated statement of changes in equity

(SEK M.)	TOTAL EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY				
	Share capital (Note G24)	Other capital contributed (Note G24)	Translation reserve (Note G24)	Retained earnings (Note G24)	Total equity (Note G24)
OPENING BALANCE ACCORDING TO BALANCE SHEET ADOPTED, AS PER 1 JULY 2022	106	2,632	-1	3,021	5,758
Profit for the year	-	-	-	578	578
Other comprehensive income	-	-	5	-24	-19
Comprehensive income for the year	-	-	5	554	559
Transactions with owners					
Warrants*	-	2	-	-	2
Convertibles	0	0	-	-	0
Dividend paid	-	-	-	-185	-185
Share-matching plan*	-	0	-	-	0
TOTAL TRANSACTIONS WITH OWNERS	0	2	-	-185	-183
CLOSING BALANCE, 30 JUNE 2023	106	2,634	5	3,390	6,134
Profit for the year	-	-	-	632	632
Other comprehensive income	-	-	-17	-32	-49
Comprehensive income for the year	-	-	-17	601	584
Transactions with owners					
Warrants*	-	0	-	-	0
Redemption of shares	-4	-262	-	-	-266
Bonus issue	5	-5	-	-	0
Issue expenses*	-	-2	-	-	-2
Tax on issue expenses	-	0	-	-	0
Convertibles	0	0	-	-	0
Dividend paid	-	-	-	-185	-185
Share-matching plan*	-	0	-	-	0
TOTAL TRANSACTIONS WITH OWNERS	1	-269	-	-185	-453
CLOSING BALANCE, 30 JUNE 2024	107	2,365	-12	3,805	6,265

AcadeMedia has no non-controlling interests.
 Equity is attributable in its entirety to the shareholders of the Parent Company.
 * For more on the Group's share matching plan and warrant programme see Note G5.

Consolidated cash flow statement

(SEK M.)	NOTE	2023/24	2022/23
Operating activities			
Operating profit		1,490	1,270
Adjustment for non-cash items			
Depreciation/amortisation of non-current assets	G8	2,159	1,924
Changes in provisions		-4	-57
Capital gain on disposal of non-current assets		0	0
Tax paid		-255	-276
Cash flow from operating activities before changes in working capital		3,391	2,860
Cash flow from changes in working capital			
Change in inventories		3	-3
Change in operating receivables		23	-64
Change in operating liabilities		87	101
CASH FLOW FROM OPERATING ACTIVITIES		3,505	2,895
Investing activities			
Acquisition of subsidiaries	G14	-560	-169
Investments in properties	G17	-25	-41
Investments in leasehold property	G17	-120	-109
Investments in equipment	G17	-151	-167
Investment in intangible non-current assets	G15	-9	-7
Sale of property, plant and equipment	G17	0	12
Investments in associated companies	G19	-3	0
Investments in non-current financial assets		-4	0
Sale of non-current financial assets		0	-
CASH FLOW FROM INVESTING ACTIVITIES		-871	-481
Financing activities			
Interest received		22	9
Interest paid*		-671	-539
Dividend paid		-185	-185
Redemption of shares		-268	-
Warrants	G5, G24	0	2
Convertible loan		-20	0
Borrowing	G28	700	948
Amortisation of debt	G28	-143	-1,321
Amortisation of lease liability	G28	-1,705	-1,504
CASH FLOW FROM FINANCING ACTIVITIES		-2,270	-2,591
Cash flow for the year		364	-177
Cash and cash equivalents at beginning of year		967	1,137
Exchange-rate differences in cash and cash equivalents		-15	7
CASH AND CASH EQUIVALENTS AT END OF YEAR	G23	1,316	967

*Interest payments relating to lease liability total SEK 568 million (477).

Notes to the Consolidated accounts

G1: General information, accounting and valuation policies

General information

The Company, AcadeMedia AB (publ), corp. reg. no. 556846-0231, is domiciled in Stockholm, Sweden. The head office address is Adolf Fredriks Kyrkogata 2, Box 213, SE-101 24 Stockholm, Sweden. The Company has been listed on Nasdaq Stockholm since 15 June 2016. AcadeMedia is an independent education provider with operations in Sweden, Finland, Norway, Germany and the Netherlands. Operations are divided into four business segments: Preschool & International, Compulsory Schools, Upper Secondary Schools and Adult Education. The segments are described in the Administration Report and in Note G2 to the Consolidated accounts.

The annual report and consolidated accounts for the financial year ending 30 June 2024, were approved for publication by the Board of Directors and the Chief Executive Officer on 23 October 2024 and will be presented for adoption at the Annual General Meeting on 28 November 2024.

Basis of preparation

Compliance with standards and laws

The consolidated accounts are prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the EU. The consolidated accounts are also prepared in accordance with Swedish law, through application of the Swedish Financial Reporting Board's recommendation RFR 1, Supplementary Accounting Rules for Groups.

The accounting standards described below have been applied consistently in all periods, with the exception of the changes referred to in the section "Amended accounting policies".

Certain comparative figures have been reclassified to accord with the presentation of the financial statements for the current year.

Principles of valuation applied in preparation of the financial statements

Assets and liabilities are measured at historical cost, other than as regards certain financial assets and liabilities, which are measured at fair value. Financial assets and

liabilities measured at fair value consist of any conditional purchase consideration, together with plan assets within defined-benefit pension plans.

Functional currency and reporting currency

Items included in the financial statements of the various units in the Group are measured in the currency used in the financial environment where the company concerned has its primary operations (functional currency). In the consolidated accounts, Swedish kronor (SEK) is used, which is the Parent Company's functional currency and the Group's reporting currency. Unless otherwise indicated, amounts are in millions of Swedish kronor (SEK m.).

Classification of assets and liabilities

Non-current assets consist essentially of assets that are expected to be recovered or paid for more than twelve months after the balance sheet date. Current assets consist of amounts that are expected to be recovered or paid within twelve months of the balance sheet date. Non-current liabilities are amounts that the Group has an unconditional right to pay more than twelve months after the balance sheet date. If the Company does not have such a right, the liability amount is recognised as a current liability.

Changes in accounting policies and basis of calculation

New standards and interpretations adopted

The following amendments to standards have been adopted for the first time by the Group:

- International Tax Reform – Pillar II Model Rules (amendment to IAS 12)
- Deferred Tax Related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)
- Disclosure of Accounting Policies (Amendment to IAS 1)

The changes indicated above had no impact on the period presented for comparison and had no material impact on the current period.

New standards and interpretations not yet adopted

New or amended IFRS that will not enter into force until the upcoming financial year or later have not been adopted early in the preparation of these financial statements. Such new standards and interpretations are not expected to

have any material impact on the consolidated financial statements.

Principles of consolidation

The consolidated accounts cover the Parent Company AcadeMedia AB and its subsidiaries. The financial statements for the Parent Company and subsidiaries that are included in the consolidated accounts refer to the same period and are prepared according to the same accounting policies.

Subsidiaries

Subsidiaries are all companies in which the Group has a controlling interest. The Group has a controlling interest in a company when the Group is exposed to or has the right to a variable return from its holding in the company, and has the ability to influence the return through its influence over the company. Through AcadeMedia in Germany, the Group owns businesses that are legally structured as non-profit units (gGmbH) under German law. In the cases where AcadeMedia has a controlling interest over the decisions that affect the return on investment and the rights to variable returns from the holding, AcadeMedia has concluded that the Group has a controlling interest over those operations (three subsidiaries) and they are therefore consolidated in accordance with IFRS 10.

Subsidiaries are included in the consolidated accounts as of the date that the controlling interest is transferred to the Group, and are consolidated until the date the controlling interest ceases. AcadeMedia has a 100 percent holding in all of its subsidiaries.

Associated companies

Associated companies are entities over which the Group has a significant, but not controlling, influence over the entity's operational and financial management, usually through shareholdings representing between 20 and 50 percent of the voting rights. From the date at which the significant influence is obtained, investments in associated companies are recognised in the consolidated accounts using the equity method of accounting.

According to this method, the Group's share of the associate's net profit or loss, including amortisation of any excess values, is recognised in the consolidated income statement.

Any difference at acquisition between the cost of the investment and the fair value of identifiable assets and liabilities is recognised using the same principles as for acquisitions of subsidiaries.

Translation of foreign currencies

Foreign currency transactions

Foreign currency transactions are translated to the functional currency at the exchange rate in effect on the transaction date. On the balance sheet date, monetary receivables and liabilities stated in foreign currencies are translated at the exchange rate in effect on the balance sheet date. All exchange rate differences are recognised in the income statement. Exchange rate differences arising from operating items are recognised in operating profit as other operating income or other operating expenses, while exchange rate differences arising from financial assets and liabilities are recognised as financial income or financial expense.

Financial statements of foreign businesses

Assets and liabilities of foreign businesses are translated to SEK at the rate on the balance sheet date, while income and expense items are translated at an average rate for the year. All exchange rate differences arising in translation are recognised in other comprehensive income and aggregated in the translation reserve in equity. At divestment of a net investment in a foreign operation, the translation differences pertaining to the net investment are recognised through profit or loss.

Non-current intangible assets

Goodwill

Goodwill arising through business combinations is recognised under the heading of intangible non-current assets. Goodwill is allocated to the cash-generating units that are expected to benefit from the business combination where the goodwill item arose.

Goodwill is not amortised but is tested annually, or more often if there is any indication of impairment, in order to identify any impairment loss. An impairment loss is recognised if the carrying amount exceeds the recoverable amount. Any impairment loss is recognised immediately as an expense in the income statement and is not reversed.

Brands

Brands obtained through acquisitions of subsidiaries are recognised as an intangible asset with a limited useful life. Brands are carried at cost less accumulated amortisation and accumulated impairment losses. The straight-line depreciation method is used.

	NUMBER OF YEARS
Brands	20–25 years

Development expenditure and other intangible assets

Development expenditure is recognised as an asset on the balance sheet when it is likely that the future economic benefits associated with the asset will flow to the entity, the cost of the asset can be measured reliably and AcadeMedia has control over the asset. Development expenditure that does not meet these criteria is expensed in the period in which it is incurred.

Other intangible assets consist of intangible assets separately acquired. Development expenditure and other intangible assets are carried at cost less amortisation and any impairment losses. Amortisation is applied on a straight-line basis over the estimated useful life of the asset. The useful life period is reviewed on every closing date and is adjusted as needed. The following useful life periods are applied:

	NUMBER OF YEARS
Other intangible assets	3–5 years

Property, plant and equipment

Property, plant and equipment are recognised at cost less depreciation and any impairment losses. Cost includes expenses that are directly attributable to acquisition of the asset.

Further items of expenditure are added to the asset's carrying amount or are recognised as a separate asset only when it is likely that future economic benefits associated with the asset will accrue to the Group and the asset's cost can be reliably measured. If the additional expenditure refers to replacement of a component, the carrying amount for the component replaced is removed from the balance sheet and is expensed. All other forms of repair and maintenance are recognised as an expense in the income statement during the period in which they arise.

Property, plant and equipment are removed from the balance sheet when divested or when they cannot be expected

to add any economic benefit in the future. Profit and loss are calculated as the difference between the consideration received and the carrying amount of the asset. Profit or loss is recognised in the income statement in the accounting period in which the asset was divested, as Other operating expenses or Other operating income.

Property, plant and equipment are depreciated systematically over the estimated useful life of the asset. Investments made in leased properties are normally depreciated over the term of the lease. The useful life period is reviewed on every closing date and is adjusted as needed. The straight-line depreciation method is used for all types of asset and is based on the useful life periods shown below.

	NUMBER OF YEARS
Buildings	25–30 years
Equipment	3–10 years
Expenditure on improvements to leasehold property	2–25 years

Impairment

Goodwill is tested annually for impairment or more frequently if there is any indication of loss of value. Property, plant and equipment and intangible non-current assets with a determinable useful life are tested when there is an indication that an asset has declined in value. The impairment test is performed by calculating the asset's recoverable amount. If the estimated recoverable amount is less than the carrying amount, the asset is written down to its recoverable amount.

The recoverable amount is net realisable value or the asset's value in use in operations, whichever is the higher. A judgement is made regarding the recoverable amount per cash-generating unit. Previously recognised impairment losses are reversed if the recoverable amount is considered to exceed the carrying amount. The reversal amount is, however, not greater than the carrying amount would have been if an impairment had not been recognised in earlier periods. Impairments of goodwill are not reversed.

Financial instruments

Accounts receivable and debt instruments issued are recognised when issued. Other financial assets and liabilities are recognised in the balance sheet when the Group becomes party to the contractual conditions of the instrument. A financial asset is removed from the balance sheet when the right to receive cash flows from the

instrument has expired or has been transferred. Financial liabilities are removed from the balance sheet when the obligations have been discharged, cancelled or have otherwise ceased.

Financial assets and liabilities are measured initially at fair value plus transaction costs directly attributable to the acquisition. Transaction costs attributable to financial assets and liabilities that are recognised at fair value via the income statement are expensed directly in the income statement.

Financial assets

At initial recognition, financial assets and liabilities are classified as those that are recognised at fair value (either via other comprehensive income or via the income statement) and those that are recognised at amortised cost. Classification is made in line with the Group's business model for management of financial assets and the contractual conditions for the cash flows. The business model applied by AcadeMedia is above all "hold to collect", that is, financial assets are held in order to collect contractual cash flows. These cash flows consist solely of payment of nominal principal and interest (SPPI). AcadeMedia's financial assets are thus recognised essentially at amortised cost.

- *Financial assets measured at amortised cost:* Assets in this category are measured at amortised cost by application of the effective interest approach. Most of the Group's current assets are measured at amortised cost, including accounts receivable, cash/cash equivalents and other receivables, which are financial assets that are not derivatives and that have payment flows that are fixed or can be determined in advance. They are created when the Group provides cash to a counterparty, or supplies goods or services to a customer, without intending to convert the claim. AcadeMedia uses the forward-looking expected credit loss model to measure expected credit losses. In accordance with the rules of IFRS 9, the Group applies a simplified method for impairment testing of accounts receivable. In this method, the provision for expected credit losses is calculated on the basis of the risk of losses over the entire term of the receivable and is recognised when the receivable is initially recognised. For more information, see Note G21.
- *Financial assets measured at fair value via the income statement:* Assets in this category are measured at fair value. Changes in fair value are recognised in the

income statement when they arise. Transaction costs are expensed directly in the income statement.

- *Financial assets measured at fair value via other comprehensive income:* AcadeMedia does not at present have any financial assets in this category.

Financial liabilities

Financial liabilities are classified as being measured at amortised cost or fair value via profit or loss. A financial liability is classified at fair value via profit or loss if it is classified as a derivative or was identified as such at initial recognition.

- *Financial liabilities measured at amortised cost:* Liabilities in this category are measured at amortised cost, net of transaction costs, using the effective interest approach. This category includes items such as accounts payable, loan liabilities and other liabilities that do not fall within the category of financial liabilities measured at fair value via the income statement.
- *Financial liabilities measured at fair value via the income statement:* Liabilities in this category are measured at fair value. At AcadeMedia, this category includes contingent purchase considerations. Measurement is performed on an ongoing basis at fair value with changes in value being recognised in the income statement. Re-measurement of a contingent purchase consideration is recognised in operating profit/loss under Other external expenses.

Offsetting

Financial assets and liabilities are offset and recognised net only if the Group has a legal right and an intention to offset the recognised items with a new amount.

Convertible bonds

Convertible bonds that give the holder an option to convert the debt into shares are recognised as a hybrid financial instrument made up of a debt component and an equity component. The fair value of the bond at the time of issue is calculated by discounting payment flows by the market interest rate for a similar debt instrument without any right of conversion into shares. The amount is recognised as a financial liability at amortised cost until the bond is converted or settled. The conversion right is recognised net of tax in equity as the difference between the proceeds of the issue and the fair value of the financial liability at the time of issue.

Transaction costs in connection with the issue of convertible bonds are recognised pro rata on the basis of how the issue proceeds are distributed.

Provisions

Provisions differ from other liabilities in that there is uncertainty in the timing or amount of the expenditure required to settle the obligation. Provisions are recognised when the Group has a legal or constructive obligation resulting from past events and when it is likely that a payment will be required to discharge the obligation and the amount can be reliably measured. Provisions are measured at the present value of the amount that is expected to be needed to discharge the obligation. Provisions relating to restructuring of the organisation are recognised at closure of units and employee redundancies, and are recognised when a restructuring plan is in place and the entity has either started to implement the plan or has announced it publicly after calculation of the costs. A provision for onerous contracts is recognised when the expected benefits that the Group expects to receive from a contract are less than the unavoidable costs of meeting the obligations under the contract. Any contingent consideration is recognised as a provision and is measured at fair value.

Contingent liabilities

Disclosure of any contingent liability is made where there is a possible obligation arising from past events, the existence of which is confirmed by one or more uncertain future events beyond the Group's control, or where there is an obligation that is not recognised as a liability or a provision because it is not likely that an outflow of resources will be required or cannot be calculated with sufficient reliability.

Remuneration to employees

Short-term remuneration to employees

Salaries, social security contributions, bonuses and other short-term remuneration to employees are recognised as an expense when the employee has performed the service.

Pensions

The Group's pension plans consist partly of defined-benefit plans with a contractual promise regarding future pension levels related primarily to the final salary, and partly of defined-contribution plans for which insurance premiums are paid and the employee carries the risk associated with the future pension level.

A defined-contribution pension plan is a pension plan under which the Group pays fixed contributions to a separate legal entity. In the case of defined-contribution pension plans, the Group pays contributions to publicly or privately managed pension insurance plans on a compulsory, contractual or voluntary basis. The contributions are

normally based on the salary level. The Group does not have any further payment obligations once the contributions have been paid. The Group's obligations regarding defined-contribution plans are recognised as a personnel expense in the income statement as and when they are earned by the employee performing his/her work tasks for the Company.

A defined-benefit pension plan is a pension plan with no defined contribution. Such plans consist largely of plans that provide a benefit based on final salary and length of service. Calculations are made for defined-benefit plans based on the Projected Unit Credit Method, for the purpose of establishing the present value of obligations relating to benefits for current and former employees. These calculations are made annually and are based on current assumptions established annually at the end of the accounting period. Assumptions are made regarding inflation, changes in social security charges, staff turnover, discount rates and estimated life expectancy. The present value of defined-benefit obligations is established by discounting estimated future cash flows using the interest rate for top-rated investment grade corporate bonds issued in the same currency as the one in which the compensation will be paid, with maturities comparable to that of the current pension obligation.

Pension expenses relating to service during the current period are recognised as personnel expenses in the income statement. Costs relating to service in previous periods are also recognised directly in the income statement as personnel expenses. Net interest is calculated by application of the discount rate to the defined-benefit pension liability and to the fair value of plan assets, and this expense is included in personnel expenses in the income statement. In the event of any change or adjustment to a defined-benefit pension plan, the effect of the adjustment is recognised as a "curtailment gain" in profit for the year.

The Group's net obligation consists of the estimated present value of the pension obligations, less the fair value of the plan assets, taking the asset ceiling into account where appropriate. Changes in the present value of the net obligations resulting from changed actuarial assumptions and experience-based adjustments are treated as re-measurement effects and recognised in other comprehensive income.

In the defined-benefit pension plans for the Norwegian companies, the employees make contributions to the plans according to set terms. The contribution consists of a fixed percentage of the employee's salary and is unrelated to the number of years of service. Employee contributions are recognised as a reduction in the cost of service for the period in which the services are performed.

The defined-benefit pension obligations of the Swedish companies under the ITP2 plan are secured via Alecta pension insurance. This plan is a defined-benefit plan to which several employers subscribe. The plan is accounted for as a defined-contribution pension plan, since Alecta cannot provide sufficient information on the Group's proportional share of the plan's obligations, plan assets and expenses to be able to account for the plan as a defined-benefit pension plan.

Severance pay

Any cost of compensation in connection with termination of employment is recognised at either (i) when the Company is no longer able to withdraw the offer to the employees, or (ii) when the Company recognises costs of restructuring, whichever is the earlier.

Share-based remuneration

Share-based payments in the Company relate to the share-matching plan effected via equity instruments. The cost is determined based on the fair value of shares granted. The fair value is calculated at the grant date using an accepted valuation model known as the Monte Carlo simulation model and takes market-related conditions into account. The cost is recognised as a personnel expense in the income statement, spread over the vesting period, with a corresponding increase in equity. Social security contributions attributable to share-based instruments to employees are expensed over the periods in which the services are performed. The provision for social security contributions is based on the share price on the balance sheet date.

Leases

AcadeMedia leases properties, offices, equipment and vehicles. Leases are accounted for as right-of-use assets and lease liability on the day on which the leased asset is available for the Group's use.

Right-of-use assets are measured initially at cost, which consists of the initial amount of the lease liability, plus lease fees paid on or before the date of commencement, and any initial direct expenses. Right-of-use assets are depreciated on a straight-line basis from the date of commencement until either the end of the right-of-use period of the asset or the end of the lease term, whichever is the earlier.

The lease liability is measured initially at the present value of remaining lease fees over the estimated lease term. The lease term comprises the non-terminable period plus further periods in which it is reasonably certain that options to extend will be exercised. As exercise of renewal options requires a new investment decision, renewal options are

only included in calculation of the lease liability when a decision has been made to continue operations or when significant investments have been made in the property, such that there are financial incentives to continue use of the premises, making it reasonably certain that the contract will be renewed.

Lease liabilities include the present value of the following lease payments:

- Fixed fees less any benefits associated with signing of the lease.
- Variable lease fees linked to indexes or prices, initially measured on the basis of indexes or prices at the date of commencement.

Lease fees are discounted at the Group's marginal borrowing rate. In order to obtain a marginal lending rate that is more asset-specific in the case of leases for the rental of premises, the marginal lending rate is adjusted by a risk premium based on the geographical location of the respective property. The discount rate for AcadeMedia's leased cars and IT equipment is based on the rate in the respective lease.

In the case of leases with a term of twelve months or less, and leases where the value of the underlying asset is less than SEK 50,000, no right-of-use asset or lease liability is recognised. The lease fees for such leases are recognised as an expense on a straight-line basis over the term of the lease.

Revenue

The Group's revenue derives above all from education services of various types, as described below.

Education-related revenue

AcadeMedia's revenue consists of education-related revenue from school voucher funding, socio-economic compensation and participant fees. Tuition fees are recognised as revenue and allocated in line with the degree of completion over the period during which the instruction is provided, including time for planning and grading of student learning. Revenue in preschool operations is recognised on the basis of the same fundamental principles.

Revenue in adult education is based on the same fundamental principles, but also takes into account empirical estimates of the number of participants not completing the programme started, as well as estimates of compensation received based on the number of participants completing the programme, when the revenue is conditional on completion of the service.

Revenue for services sold is recognised on delivery to the student.

Other revenue consists of income not directly related to education, such as rental income. Revenue from these services is recognised at fair value based on the proportion of the total agreed service that has been delivered during the financial year when the customer receives and uses the services at the same point in time. Revenue from sale of goods is recognised on delivery to the customer. Revenue is recognised net of VAT and net of any discounts.

State subsidies

State subsidies are recognised as a receivable on the balance sheet when there is reasonable certainty that they will be received and that AcadeMedia will meet the conditions attached to the subsidy. Grants received to cover costs are recognised as an expense reduction for the relevant expense item in the same period as the costs they are intended to offset. At AcadeMedia, such grants are for the purpose of subsidising salaries. Other subsidies are recognised as revenue. State subsidies received to finance an investment are deducted from the cost of the investment.

Financial income

Interest income is recognised using the effective interest method.

Dividends

Dividend received is recognised as revenue when the right to receive dividend is confirmed.

Cost of services and products sold

The cost of services sold relates mainly to expenses for school meals (ingredients and catering), educational materials, agency teachers in Adult Education and various consumables. Also included is the cost of books sold.

Inventories

Inventories consist of books in connection with publishing activities and are stated at the cost or net realisable value, whichever is the lower, on the balance sheet date. Cost consists of the direct costs of goods and is determined via the FIFO (first-in-first-out) method.

Items affecting comparability

Items affecting comparability consist of non-recurring income and expenses and are recognised on a separate line in the income statement. Items affecting comparability consist, for example, of any capital gain from sale of real estate, major property damage not covered by commer-

cial insurance, consulting costs related to major acquisitions, adjustment of pension plans having major impact on earnings, severance payments to senior executives, major integration costs arising from acquisitions and reorganisation, as well as costs following from strategic decisions and major restructuring leading to closure of units. Substantial retroactive revenue from earlier years is also classified as affecting comparability. The purpose of this reporting method is to obtain a clearer picture of developments in the underlying business.

Taxes

Income tax

Tax expense for the period consists of current tax and deferred tax. Tax is recognised in the income statement, except where the tax relates to an item that is recognised in Other comprehensive income or directly in equity. In such cases, the tax is also recognised in Other comprehensive income or in equity.

Current tax is tax to be paid or received in the current year as well as adjustments to previous years' current tax. The tax rates and laws applied in calculating the amount are those enacted, or in practice enacted, as of the balance sheet date.

Deferred tax

Deferred tax is calculated using the balance sheet method for temporary differences between the taxable amounts and carrying amounts for assets and liabilities. Deferred tax assets are recognised for deductible temporary differences and loss carry-forwards to the extent that it is likely that they will be utilised.

The value of deferred tax assets is determined on every balance sheet date and adjusted to the extent it is no longer likely that a sufficient taxable profit will be generated to enable all or part of the deferred tax asset to be utilised. Deferred tax assets and tax liabilities are calculated on the basis of the tax rates in effect for the period in which the asset is realised or the liability paid, based on tax rates and legislation that have been enacted, or in practice enacted, by the balance sheet date.

Cash flow statement

The cash flow statement is prepared in accordance with the indirect method.

Interest payments are recognised in financing activities.

Cash and cash equivalents consist of available cash and bank balances.

Business segments

Reportable segments are identified on the basis of how the business is governed and followed up in the internal reporting to the highest executive decision-maker, which in AcadeMedia's case is the Chief Executive Officer. In this reporting, the Group's performance is monitored on the basis of the four operating segments of Preschool & International, Compulsory Schools, Upper Secondary Schools and Adult Education.

The segments apply the same accounting policies as the Group, other than as regards recognition of the renting of premises. The segments recognise rental costs as an external expense and thus adaptation to IFRS 16 is performed as a consolidation adjustment.

Key estimates and judgements

In order to prepare financial statements in line with IFRS, Executive management makes judgements, estimates and assumptions that are considered reasonable in the prevailing conditions. These assumptions and estimates are mostly founded on past experience, but also other factors, such as anticipated future events. Given other judgements, assumptions and estimates, actual results may be different and actual outcomes may deviate from the estimates made. Judgements, assumptions and estimates are reviewed on a regular basis and changes are reported in the period the change is made if the change only affects the period concerned, or in the period the change is made and future periods if the change affects both the period concerned and future periods.

A description follows of the most important areas where judgements and assumptions have been made and are regarded as likely to have to greatest impact on the Group's financial statements, and where any changes in assumptions and estimates made may result in material adjustments to the financial statements of the following financial year.

Impairment testing of goodwill

AcadeMedia performs testing annually, or where an impairment is indicated, to identify any impairment of goodwill, in accordance with the accounting policies described above in this Note. For these calculations, certain assumptions and estimates must be made regarding future revenue, costs, margin, capital employed and return on capital requirements. The business is also affected by the regulations in force in the country concerned as applying to the business, and the levels of remuneration that are paid. In the countries

where AcadeMedia operates, the development and structure of the school system and the framework for independent school operations is the subject of continuous debate.

Political decisions leading to changes in regulatory frameworks, including systems for reimbursement, may have a significant impact on AcadeMedia's operations, as well as on its financial performance. In this year's impairment test, the current regulations and known amendments have been applied and, based on the information currently available, the outcome of this year's impairment test is not expected to be affected by whether the proposed changes have been taken into account.

Since the pandemic, the German preschool sector has experienced lower profits and margins. This is mainly due to the fact that levels of remuneration have not risen in line with inflation. In this year's impairment test, it is assumed that remuneration will reflect the new higher cost situation with a time lag of about two years.

Testing indicates that no impairment loss has occurred. Judgements other than those made by the Company may lead to a different result and financial position, and an impairment loss may arise. See Note G16 for more information on this year's impairment test and sensitivity analysis.

Rights-of-use

An impairment of a right-of-use asset is recognised when the Group has established that the contract's expected economic benefits are lower than the carrying amount for the asset. When profit generation in a unit is not sufficient to cover the rent payments, an impairment write-down is applied to the right-of-use asset.

Provision for restructuring/closure of school units

Provision for restructuring is recognised when a decision on restructuring or closure of a unit is taken by management and communicated to the parties concerned, and when a reliable estimate of the cost of closure can be made. The judgements made regarding future net costs take into account, for example, student enrolment, leasing costs and staffing. The assessment is most sensitive to the assumption as to student enrolment.

Provisions for contract termination reserves and onerous contracts

A proportion of AcadeMedia's Adult Education business consists of fixed-term contracts with a requirement to maintain capacity even if volumes decrease. AcadeMedia's experience is that in the final phase of such contracts, the volumes are lower while costs do not decrease at the

same rate. In order to recognise income and expenses as accrued, a reserve for contract renegotiation is built up on an ongoing basis, at the pace that obligations are performed during the contract term. This provision is intended cover termination costs at the end of the contract, and is calculated on the basis of an assessment of future net costs, taking into account number of participants, rental costs and staffing. The assessment that has the greatest impact on the cost of completion is the number of participants. Where the assumptions are not fulfilled, lesser or greater termination cost reserves may be required.

Management also makes judgements regarding the existence of onerous contracts based on the performance of the units, but also taking forecasts of future developments into account. If an onerous contract is deemed to exist, a provision based on the estimated loss is recognised immediately. If the loss relates to a lease, it is recognised as an impairment loss on the right-of-use asset. See also Note G18.

Provision for pension liability (defined-benefit pensions)

AcadeMedia operates a defined-benefit pension plan. The present value of pension obligation is determined by assumptions that are established on an actuarial basis. Significant assumptions include the discount rate, wage increases and pension uprating. If these assumptions change, this will affect the carrying amount of the pension obligations. Further information on items such as sensitivity analysis for changes in significant assumptions is provided in Note G6.

Amortisation period regarding investments in leasehold real estate

Investments in rented real estate are normally amortised over the term of the lease, which ranges from 2 to 25 years.

In a number of properties in exceptional locations, or where significant investments have been made, the useful life of the investment in the leased property has been judged to be longer than the lease term including extension

clauses, since the judgement is that the property will continue to be leased subsequently on the basis of an underlying judgement that it is economically rational. In addition, a right of occupancy accrues to such leased premises. The carrying amount for these investments at the end of the lease term, including extension clauses, is SEK 88 million. If a lease is not extended, the remaining carrying amount will need to be tested for impairment.

Assessment at revenue recognition

AcadeMedia recognises school voucher funding as accrued over the period in which the teaching takes place, including time for planning and grading of student learning. Where remuneration is contingent on future performance, judgements are made as to the right to receive the remuneration.

For a more detailed description of these judgements, see the section on revenue recognition in Accounting Policies.

Assumptions for calculation of lease liability

In calculating the lease liability, management has made a number of estimates, assumptions and assessments that, if made differently, would have affected the size of the lease liability and thus of the right-of-use assets.

In calculating the lease liability, the lease commitments have been discounted using a discount rate that categorises the leases by geographical location. A different discount interest rate would affect the amount of the liability and the right-of-use asset, as well as interest expenses and depreciation/amortisation.

The leases normally incorporate options for extension. As the exercise of options for extension requires new investment decisions, options for extension are only included when a decision to continue operations is taken and when it is reasonably certain that the lease will be extended. See Notes G18 and G32 for more information on lease accounting.

G2: Segment reporting

	PRESCHOOL & INTERNATIONAL		COMPULSORY SCHOOLS		UPPER SECONDARY SCHOOLS		ADULT EDUCATION		OTHER ⁴		ELIMINATIONS		GROUP	
(SEK M.)	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Revenue, total	6,928	5,462	4,448	4,012	6,381	5,955	1,820	1,739	72	56	-2,318	-1,684	17,332	15,539
Revenue, internal	855	479	376	242	899	801	116	111	71	51	-2,318	-1,684	-	-
Revenue, external	6,073	4,983	4,072	3,769	5,482	5,154	1,704	1,628	1	5	-	-	17,332	15,539
Adjusted EBITDA ¹	401	305	389	364	701	683	190	151	-94	-78	-	-	1,587	1,426
Amortisation	-129	-112	-96	-93	-249	-226	-25	-22	-2	-3	-	-	-502	-457
Result from associates	-	-	-	-	-	-	-4	-4	-	-	-	-	-4	-4
Adjusted operating profit (EBIT)	290	194	293	271	451	457	161	126	-97	-83	-	-	1,097	964
Items affecting comparability	-18	-11	1	-10	0	-23	0	0	0	0	-	-	-17	-45
Effects of IFRS 16	-	-	-	-	-	-	-	-	410	350	-	-	410	350
Operating profit (EBIT)	272	182	293	260	451	434	161	126	312	267	-	-	1,490	1,270
Net financial items	-	-	-	-	-	-	-	-	-665	-511	-	-	-665	-511
Tax on profit for the year	-	-	-	-	-	-	-	-	-193	-181	-	-	-193	-181
PROFIT FOR THE YEAR	-	-	-	-	-	-	-	-	-	-	-	-	632	578
Total student enrolment ²	29,464	25,163	29,201	28,641	45,329	44,112	- ³	- ³	-	-	-	-	103,994	97,916
Number of children, preschools ²	27,014	25,163	3,391	3,365	-	-	-	-	-	-	-	-	30,406	28,528
Number of students, compulsory schools ²	1,975	-	25,809	25,276	-	-	-	-	-	-	-	-	27,784	25,276
Number of students, upper secondary schools ²	475	-	-	-	45,329	44,112	-	-	-	-	-	-	45,804	44,112
Average number of employees, full-time equivalents ²	6,581	5,797	3,638	3,498	3,912	3,831	1,081	1,139	216	195	-	-	15,428	14,459
Number of units ²	386	312	118	116	149	152	-	-	-	-	-	-	653	581

¹ Adjusted EBITDA excludes earnings from associated companies.

² Average per year.

³ Volumes in Adult Education are not measured on the basis of the number of participants since the length of the programmes varies from individual occasions to school years.

⁴ Other refers to Group-wide items, including adaptation to IFRS 16.

REVENUE PER SEGMENT

(SEK m.)	Preschool & International		Compulsory Schools		Upper Secondary Schools		Adult Education		Other		Elimination		Total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Education-related revenue	6,108	4,921	4,052	3,696	5,725	5,322	1,719	1,649	-3	-2	-880	-637	16,721	14,950
State subsidies	33	26	166	149	71	92	12	4	0	0	-	-	282	272
Other revenue	787	514	230	166	586	541	89	86	75	58	-1,437	-1,047	329	318
Total	6,928	5,462	4,448	4,012	6,381	5,955	1,820	1,739	72	56	-2,318	-1,684	17,332	15,539

The Group's operations are organised into four segments: Preschool & International, Compulsory Schools, Upper Secondary Schools and Adult Education.

The Preschool & International segment consists of preschool activities in Sweden, Finland and Norway, and both preschool and school operations in Germany and the Netherlands. Operations in Sweden are based entirely on the school voucher funding system. In Norway, Finland and Germany, operations are also based on publicly funded school voucher systems similar to that of Sweden. In the Netherlands, a private fee is levied, but families with children in preschool education receive a tax credit to compensate for the costs.

The Compulsory Schools segment operates compulsory schools in a large number of municipalities in Sweden, including under the brands Montessori Mondial, Noblaskolan, Pops academy and Vittra. The schools operate entirely on the basis of the school voucher funding system.

AcadeMedia's Upper Secondary Schools segment provides upper secondary education throughout Sweden under more than 15 separate brands, offering both academic and vocational programmes. The segment's brands include Drottning Blanka, LBS, NTI, Praktiska, ProCivitas and Rytmsus. The schools operate

entirely on the basis of the school voucher funding system.

AcadeMedia's Adult Education segment is Sweden's biggest provider of adult education services. Operations are divided into three business areas: municipal adult education, higher vocational education and labour market services. The units are operated under several different brands, including Eductus, Hermods and NTI-skolan. The reimbursement model varies among the business areas and is based on public funding, mainly from municipalities, and Sweden's National Agency for Higher Vocational Education and Public Employment Agency.

The segments apply the same accounting policies as the Group, other than as regards recognition of the renting of premises. The segments continue to recognise rental costs as an external expense and adaptation to IFRS 16 is shown under the heading of Other.

The segments are responsible for the ongoing financial results up to and including operating profit. Responsibility for operating assets and financing, including cash and cash equivalents, rests at the Group level. This means that cash and cash equivalents and interest-bearing assets and liabilities are not allocated out to the segments. Consequently, it is not possible to allocate net financial items and tax per segment either.

Geographic information

REVENUE FROM EXTERNAL CUSTOMERS (BASED ON DOMICILE)

	2023/24	2022/23
Sweden	12,659	11,954
Finland	432	–
Norway	2,401	2,296
Germany	1,607	1,229
The Netherlands	232	61
UK	0	0
Poland	1	–
Total	17,332	15,539

The Group generated revenue totalling SEK 1,811 million (1,791) from one customer, representing around 10 percent (12) of the Group's total sales for 2023/24. The breakdown by segment for this customer is as follows: Preschool & International SEK 636 million (644), Compulsory Schools SEK 472 million (451), Upper Secondary Schools SEK 636 million (614) and Adult Education SEK 67 million (82).

G3: Revenue from contracts with customers

AcadeMedia's revenue consists of:

- Education-related income consists of school voucher funding, or the equivalent, in preschools, compulsory schools, upper secondary schools and participant fees in adult education.
- State subsidies consist of subsidies for the compulsory school initiative, smaller classes, skills development and before- and after-school care initiatives. For more information on State subsidies, see Note G7.
- Other revenue consists of income not directly related to education, such as rental income.

BREAKDOWN OF REVENUE PER CUSTOMER CATEGORY | TIMING OF REVENUE RECOGNITION

SEK m.	Over time		At a point in time		TOTAL	
	2023/ 2024	2022/ 2023	2023/ 2024	2022/ 2023	2023/ 2024	2022/ 2023
Education-related revenue	16,721	14,950	–	–	16,721	14,950
State subsidies	282	272	–	–	282	272
Other revenue	239	216	90	101	329	318
Total	17,242	15,437	90	101	17,332	15,539

REVENUE-RELATED CONTRACT ASSETS AND CONTRACT LIABILITIES

SEK m.	30 June 2024	30 June 2023
Contract receivables		
Accounts receivable (Note G21)	343	187
Accrued income (Note G22)	212	244
Total contract receivables	555	431
Contract liabilities		
Deferred income (Note G26)	592	497
Total contract liabilities	592	497

The major share of contract liabilities on 30 June 2024 are expected to be recognised as revenue in 2024/2025.

Recognised revenue in 2023/2024 for performance undertakings fulfilled in previous years is insignificant in view of the nature of the services, and consists primarily of "conditional payments". Retroactive revenue relating to earlier periods totalled SEK 55 million (8), of which SEK 0 million (0) is recognised under the heading Items affecting comparability.

The major share of this amount originates from municipalities and central government in Sweden, and the equivalent in other countries. The major share of this revenue is paid under fixed payment plans that may be either before or after the service has been performed. In cases where fixed payment plans do not exist, the payment conditions vary in the main between 0 (zero) and 60 days. Advance payments from customers are made monthly, quarterly or by school term in advance, but advance payments are also made up to a year in advance.

Remaining performance obligations

The Group's income is usually related to fixed-term programmes, which generally take place over a month to a school year. Exceptionally, programmes in the Adult Education segment may take place over up to two years. However, in the Preschool & International, Compulsory Schools and Upper Secondary Schools segments, it is normal for students to continue their education for several school years. Remuneration from municipalities or other parties is based on numbers of enrolled children and students or course participants that are approved by the client. This means that remaining performance obligations are normally very limited, and so no information is provided on this item. The pandemic and restrictions, including distance education in the upper secondary schools, have made the assessment of whether the commitment has been met, and thus revenue recognition, more complicated.

Note G2 provides information on the student enrolment (annual average) that corresponds to AcadeMedia's contract portfolio and may generate future revenue.

NON-CURRENT ASSETS BY COUNTRY

	Right-of-use assets		Other non-current assets		Total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Sweden	7,283	7,105	7,010	6,294	14,293	13,399
Norway	751	870	1,916	1,965	2,667	2,834
Finland	1,014	–	34	–	1,048	–
Germany	1,326	1,114	540	572	1,866	1,686
The Netherlands	99	31	306	68	405	99
UK	0	0	0	0	0	0
Poland	0	0	1	0	1	0
Total	10,474	9,119	9,806	8,900	20,280	18,019

Non-current assets, above, do not include financial instruments, deferred tax assets and pension assets.

G4: Fees to auditors

SEK m.	2023/24	2022/23
PricewaterhouseCoopers		
Audit assignment	11	11
– of which PwC AB	8	7
Other statutory assignments	1	1
– of which PwC AB	0	0
Tax advisory services	0	0
– of which PwC AB	0	0
Other services	2	1
– of which PwC AB	1	1
UHY Deutschland AG		
Audit assignment	5	1
Other services	–	–
Other auditing firms		
Audit assignment	1	1
Other services	0	0
Total fees	21	14

Auditing fees consists of the fees paid for statutory auditing of the annual accounts and the accounting records, and of the administration by the Board of Directors, and for advisory services provided in connection with observations arising from the audit.

G5: Personnel expenses

SALARIES AND OTHER REMUNERATION

SEK m.	2023/24	2022/23
Board of Directors, CEO and Deputy CEO ¹	22	12
Other employees	7,803	6,925
	7,825	6,937
Expenses for social security contributions and pension obligations		
Board of Directors, CEO and Deputy CEO ¹	10	6
Of which pension costs, including payroll tax	4	2
Other employees	2,684	2,451
Of which pension costs, including payroll tax	582	523
	2,694	2,457
TOTAL	10,519	9,394

¹ The Deputy CEO took office on 1 July 2023. In the preceding financial year, AcadeMedia did not have a Deputy CEO.

The Group received hiring subsidies, in the form of salary subsidies and State subsidies for the teacher salary premium and head teacher salary premium, totalling SEK 209 million (201). This was offset against the Group's personnel expenses, as the subsidies are provided as a way of compensating for higher costs. The cost of hired personnel is recognised in the income statement under Other external expenses in the amount of SEK 189 million (144), and under Cost of services sold in the amount of SEK 239 million (236).

GENDER BREAKDOWN, BOARD OF DIRECTORS

	2023/24	2022/23
Board of Directors		
Women	43%	43%
Men	57%	57%
Senior executives		
Women	44%	45%
Men	56%	55%

AVERAGE NUMBER OF EMPLOYEES (FULL-TIME EQUIVALENTS)

	Men		Women		Total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Sweden	3,454	3,419	6,995	6,876	10,449	10,295
Norway	304	279	2,194	2,283	2,498	2,561
Finland	26	–	475	–	501	–
Germany	386	311	1,396	1,216	1,782	1,527
The Netherlands	38	0	162	75	199	75
Total	4,207	4,009	11,221	10,450	15,428	14,459

BOARD OF DIRECTORS' FEE

(Amounts in SEK t.)	Board of Directors' fee	Committee fee	Board of Directors' fee	Committee fee
	2023/24		2022/23	
Chair of the Board				
Anders Bülow (until 30/11/2022)	–	–	263	35
Håkan Sörman (from 30/11/2022)	650	93	368	57
Board members				
Johan Andersson	289	160	280	155
Ann-Marie Begler	289	114	280	87
Jan Bernhardsson	289	182	280	88
Mikael Helmersson (from 30/11/2022)	289	63	163	50
Hilde Britt Mellbye (from 1/12/2023)	172	34	–	–
Marie Osberg (from 1/12/2023)	172	104	–	–
Pia Rudengren (until 30/11/2023)	117	90	280	196
Silvija Seres (until 30/11 2023)	117	23	280	70
Employee representatives				
Anders Lövgren	–	–	–	–
Anna Lundmark Boman	–	–	–	–
Pernilla Larsson (deputy)	–	–	–	–
Christian Liljeros (deputy) ¹	–	–	–	–
Total	2,383	862	2,310	779

¹ Christian Liljeros resigned as an employee representative in February 2023. No benefits or pension disbursements were paid to the Board of Directors in 2023/24 or 2022/23.

REMUNERATION TO THE CEO AND OTHER SENIOR EXECUTIVES

	Fixed salary		Variable remuneration		Benefits		Share-matching benefits		Pensions		Total	
(Amounts in SEK t.)	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Marcus Strömberg, CEO	6,286	6,344	3,240	2,527	157	156	–	–	2,039	1,946	11,722	10,973
Katarina Wilson, Deputy CEO	4,145	–	2,040	–	84	–	–	–	965	–	7,234	–
Other senior executives	11,738	18,106	3,052	3,487	515	231	–	–	2,746	4,663	18,052	26,487
TOTAL	22,170	24,450	8,332	6,014	756	387	–	–	5,750	6,609	37,007	37,460
Number of other senior executives ¹	6	8	5	7	6	4	–	–	6	8	6	8

¹ Karl Sandlund was a member of Executive management during the period 15 August 2022–22 June 2023. Paula Hammarskog was a member throughout the preceding financial year and until 29 February 2024. Petter Sylvan has been a member since 4 March 2024 and Richard Sjöberg has been a member since 15 April. The number of senior executives is calculated on the basis of the number of months of the financial year they were part of Executive management. In 2023/24, the CEO was on sick leave for two months and the CEO's remuneration thus includes compensation for the period of sick leave. During the CEO's period of sick leave, Katarina Wilson was acting CEO.

Composition of Executive management

During the year, Executive management consisted of the following positions: CEO; Heads of Compulsory, Upper Secondary Schools and Adult Education; Deputy CEO/COO; CFO; Head of HR; Head of Communication and Public Affairs; and Director of Business Development.

Terms and conditions of employment of the CEO

Remuneration for AcadeMedia's CEO is subject to annual approval by the Remuneration Committee in accordance with the guidelines set by the Annual General Meeting. The remuneration is made up of a basic salary and benefits (car allowance), pension benefits and variable remuneration. In the event of sick leave, the CEO is paid 90 percent of basic salary. The CEO has a premium-based pension plan, where the annual pension premium is 30 percent of the fixed basic salary. The targets for variable remuneration are both operational and financial, and are based on factors such as quality and financial performance. The guidelines state that variable remuneration may amount to a maximum of six months' salary and may not exceed 50 percent of the fixed cash salary. As the CEO received six months' salary in variable remuneration during the year, variable remuneration exceeded 50 percent of the fixed cash salary by approximately one percent, as a result of the CEO's approximately two-month period of sick leave.

If notice of termination is given by AcadeMedia, the CEO is entitled to a twelve-month period of notice. The salary during the period of notice will be reduced by the amount of any remuneration from another employer as of month seven. If notice of termination is given by AcadeMedia, the CEO is entitled to twelve months' severance pay, in addition to the period of notice. If notice is given by the CEO, the notice period is six months. The employment contract includes a six-month anti-competitive clause if the CEO intends to take up a new position with a company engaged in a competing business. During this time, the CEO is entitled to remuneration corresponding to the difference between the his/her salary in new employment and the salary he/she had in his/her employment with the Company.

Terms and conditions of employment for other senior executives

Other senior executives receive fixed and variable salary, plus pension benefits. The criteria for variable remuneration are the same as for the CEO. For other senior executives, notice periods of between four and twelve months apply, depending on whether notice is given by the executive or the Company. The notice period is generally longer in cases

where a senior executive intends to take new employment in a company engaged in a competing business. When notice is given by the employer, certain senior executives are entitled to severance pay amounting to between six and twelve months' salary, in addition to regular salary during the notice period. For more information on guidelines applied during the year, see page 46.

Incentive programmes

During the year, AcadeMedia operated four long-term incentive programmes: a share-matching plan, two warrant programmes and a convertible loan programme. The rationale for the incentive programmes is to motivate and retain competent employees, to align the participants' goals with those of the Company and to increase the motivation to meet the targets set.

In AcadeMedia, variable remuneration is conditional on the achievement of quality targets. AcadeMedia's Board of Directors has determined that, in a company such as AcadeMedia, it is also appropriate to evaluate whether management has used good judgement in its quality improvement work. This is important to ensure that the business develops in a way that benefits the students and in the long term, the Company. The Board of Directors and its Remuneration Committee evaluate the incentive programmes annually to ensure that they achieve their intended purposes.

Share-matching plan

In autumn 2021, AcadeMedia launched a share-matching plan (AMP 2021/2025), aimed at managers and other key employees in the Group, with the exception of the CEO and Executive management. Provided that the employee has made a personal investment in shares of AcadeMedia (savings shares), retains the shares during the term of the plan (February 2022 – February 2025) and is employed by AcadeMedia for the entire term, the employee is entitled to be allocated a corresponding number of matching shares. The criteria for allocation of matching shares are that the total return on the Company's shares over the term of the plan exceeds ten percent and that AcadeMedia has maintained good quality in its education services over the term of the plan.

The total number of savings shares on 30 June 2024 was 11,342. The cost of the plan over the year was SEK 0.1 million.

NUMBER OF SHARES IN THE SHARE SAVINGS PLAN

	2023/24	2022/23
Outstanding on 1 July	12,850	13,850
Issued	–	–
Forfeited	-1,508	-1,000
Redeemed	–	–
Outstanding on 30 June	11,342	12,850

Warrant programme 2021/2025

In autumn 2021, AcadeMedia also launched a warrant programme aimed at Executive management and other key personnel within the Group. Participants acquired warrants at SEK 4.41 per warrant, which is considered to be the market value based on an independent valuation using the Black and Scholes warrant model. The subscription price of SEK 60.10 was 110 percent of the volume-weighted average price at the time of issue. The warrants may be exercised during two periods: for two weeks from the day after publication of the interim report for the second quarter of the 2024/2025 financial year and for two weeks from the day after publication of the interim report for the third quarter of the 2024/2025 financial year.

A total of 482,673 warrants were issued. Each warrant entitles the holder to subscribe for one new share. At year-end, 442,673 options were outstanding, representing a maximum dilution of 442,673 shares (before any recalculation).

On 30 June 2024, 40,000 warrants were held by the CEO and 230,000 by other members of Executive management.

Warrant programme 2022/2026

In autumn 2022, AcadeMedia launched a warrant programme aimed at Executive management and other key personnel in the Group. Participants acquired warrants at SEK 5.94 per warrant, which is considered to be the market value based on an independent valuation using the Black and Scholes warrant model. The subscription price of SEK 56.80 was 110 percent of the volume-weighted average price at the time of issue. The warrants may be exercised during two periods: for two weeks from the day after publication of the interim report for the second quarter of the 2025/2026 financial year and for two weeks from the day after publication of the interim report for the third quarter of the 2025/2026 financial year.

A total of 315,597 warrants were issued. Each warrant entitles the holder to subscribe for one new share, representing a maximum dilution of 315,597 shares (before any recalcu-

lation). At year-end, 265,597 warrants were outstanding, including 30,000 held by the CEO and 126,500 by other members of Executive management.

Convertible loan programme

At the 2018 Annual General Meeting, a long-term incentive programme was introduced, in the form of a convertible loan programme aimed at employees of the AcadeMedia Group, with the exception of the CEO and Executive management. The convertible loan programme is not conditional on continued employment for the entire term.

The convertible loan was subscribed for in an amount totalling approximately SEK 20 million. The convertible loan carries variable interest based on STIBOR.

Convertibles subscribed for were convertible into ordinary shares at a conversion price of SEK 59.50 during four periods, the first of which was in the beginning of 2022. The convertible loan falls due for payment on 17 September 2023, to the extent conversion had not taken place before then. During the year, 84 (504) shares were issued as a result of conversion.

In total, the share capital increased by SEK 4,621 as a result of the programme through the issue of 4,621 ordinary shares.

The interest expense for the convertibles was SEK 0.4 million (1.1).

G6: Pensions

The Group operates defined-contribution and defined-benefit plans in Sweden and Norway, while Germany and the Netherlands only operate defined-contribution pension plans. Defined-benefit pension plans in Sweden are in line with the ITP 2 agreement. They are secured via pension insurance with Alecta, which is a pension scheme to which several employers are subscribed. This pension plan is accounted for as a defined-contribution pension plan, as Alecta cannot provide sufficient information for the plan to be accounted for as a defined-benefit pension plan. Thus, only defined-benefit pension plans in Norway are recognised on the balance sheet.

NET PENSION COSTS

	2023/24	2022/23
Cost of service during the period	-9	-9
Employee contributions	0	2
Net interest	-2	-0
Pension expense, defined-benefit pensions, in profit for the year	-11	-7
Pension expense, defined-contribution pensions, in profit for the year	-492	-438
Pension costs in profit for the year	-503	-445
<i>Re-measurement of defined-benefit pensions recognised in other comprehensive income</i>		
Actuarial gains (+)/losses (-) due to changes in financial assumptions	-34	-62
Actuarial gains (+)/losses (-) due to experience-based adjustments	6	8
Return over and above interest income	-13	-14
Effect of asset ceiling ¹	-	+38
Re-measurement of defined-benefit pensions recognised in other comprehensive income	-41	-31
Pension expense in comprehensive income for the period	-544	-476

¹ In the fourth quarter 2021/22, actuarial losses of SEK -38 million arising from the effects of asset ceilings were recognised. On 30 June 2022, the value of plan assets in AcadeMedia's pension plans exceeded the pension obligation. As the Company cannot credit itself with the surplus in the form of reimbursement, or by reducing future premiums to the plan, the surplus may not be recognised as an asset on the balance sheet ("asset ceiling rule"). The surplus is treated as a contingent asset. The effect was reversed in the preceding financial year.

The premiums for the year for pension insurance plans contracted with Alecta amounted to SEK 77 million (92). The lower contributions to Alecta are the result of premium reductions, as the level of consolidation is high (see below). The Group's percentage of the premiums paid to Alecta was around SEK 0.5 percent (0.6). Premiums for the defined-benefit retirement and family pension plans are calculated on an individual basis and determined by factors such as salary, previously earned pension and expected remaining period of service.

The collective funding ratio consists of the market value of Alecta's assets as a percentage of its insurance obligations, calculated using Alecta's actuarial methods and assumptions, which do not align with IAS 19. The collective funding ratio should normally be allowed to vary between 125 and 155 percent. If Alecta's collective funding ratio is less than 125 percent or exceeds 155 percent, steps are to be taken to restore the funding ratio to within the normal range. In the case of a low funding ratio, an option is to raise the agreed rates for new policies and to increase existing benefits. In the case of a high funding ratio, an option may be to reduce premiums. Such measures are for decision by the Alecta Board. On 30 June 2024, Alecta's surplus in the form of its collective funding ratio was 164 percent (175). As a result of the high level of consolidation, premium reductions were made.

The following describes the defined-benefit pension plan in Norway. Norwegian companies are obliged to comply with the Norwegian law on mandatory occupational pensions. The companies' pension plans meet the requirements of this law. The plans provide defined future benefits in the form of retirement, family and disability pension. These benefits are mainly determined by the number of years of service, salary at retirement and social insurance levels. Defined-benefit pension plans in Norway are secured in accordance with the plan's rules via pension insurance contracted with Storebrand Livforsikring AS. The size of the pension premiums is determined by the insurance provider, based on criteria differing from those in IAS 19. Under the pension agreement, employees contribute two percent of their gross salary in premium payments.

At the start of the year, a surplus had accrued in the Norwegian plan but was not recognised under the "asset ceiling" rule, as future economic benefits were neither available to AcadeMedia in the form of reduction of future contributions to the plan nor through reimbursement. At the financial year-end, a surplus no longer existed, so no effect of the asset ceiling is recognised.

DEFINED-BENEFIT PENSION LIABILITY, NET

	30 June 2024	30 June 2023
Present value of defined-benefit pension obligations	323	286
Fair value of plan assets	-279	-270
Net pension liability (+) /assets (-)	44	16
Effect of asset ceiling	-	-
Net pension liability (+) /assets (-) on the balance sheet	44	16

CHANGE IN PRESENT VALUE OF PENSION LIABILITY

	2023/24	2022/23
Pension liability, opening balance	286	227
Acquisitions	-	-
Cost of service during the period	9	9
Interest expense	10	7
Re-measurement of pensions		
- demographic assumptions	-	-
- financial assumptions	34	62
- experience-based adjustments	-6	-8
Pension disbursements	-3	-3
Payroll tax paid	-3	-2
Exchange rate difference	-4	-6
Pension liability, closing balance	323	286

CHANGE IN FAIR VALUE OF PLAN ASSETS

	2023/24	2022/23
Plan assets, opening balance	270	267
Acquisitions	-	-
Interest income	8	7
Return over and above interest income	-13	-14
Employer contributions	23	22
Employee contributions	-	0
Pension disbursements from plan assets	-3	-3
Other	-3	-3
Exchange rate difference	-3	-6
Plan assets, closing balance	279	270

The plan assets consist of pension insurance through Storebrand Livforsikring AS, invested according to the Storebrand Standard.

Risk is controlled via dynamic risk management, meaning that the equity portion is weighted up or down, depending on developments in the financial markets. Risk capacity is determined by several factors, such as the buffer and level of interest rates.

INVESTMENT OF PLAN ASSETS

	30 June 2024	30 June 2023
Shares	11%	9%
Interest-bearing investments	67%	71%
Property	10%	12%
Alternative investments	12%	8%
Total	100%	100%

Of the above, Equities and Interest-bearing investments are invested in an active market.

SIGNIFICANT ACTUARIAL ASSUMPTIONS

	30 June 2024	30 June 2023
Discount rate	3.40%	3.50%
Salary increase	3.50%	3.50%
Pension uprating	2.10%	1.70%
Increase in social security amount	3.25%	3.25%
Life expectancy, mortality table	G2013BE	G2013BE

The present value of pension obligations is determined by a number of factors established on the basis of a number of assumptions.

The Norwegian pension plan covers 455 (469) persons, of whom 173 (193) were active and 282 (276) were retirees, as per 30 June 2024.

The defined-benefit pension obligation totals SEK 323 million (286), of which SEK 126 million (111) pertains to the active employees and the remaining SEK 197 (175) million to the retirees. The weighted average duration of defined-benefit pension liabilities is around 5 years (5).

The anticipated total contributions to the Norwegian defined-benefit plan is around SEK 20 million (19) for the upcoming financial year. Added to this is Norwegian payroll tax of around SEK 3 million (3). Anticipated contributions to

the Swedish defined-benefit plan with Alecta total around SEK 91 million (82). This also includes Swedish payroll tax of around SEK 22 million (20).

The defined-benefit pension plan exposes the Group to various risks, including risks associated with changes in life expectancy, salary levels etc. Each change in the assumptions applied will have an impact on the carrying amounts of the pension obligations. However, responsibility for the pension obligation for former employees – “paid-up policies” – is transferred to the insurer, and the pension obligation for these paid-up policies is not recognised as net debt.

SENSITIVITY ANALYSIS FOR PENSION LIABILITY

	Change in assumption		Change in liability, SEK m.	
Discount rate	-0.50%	0.50%	+36	-31
Salary increase, incl. increase in social security charge	-1.00%	1.00%	-5	+5
Pension uprating	-0.50%	+0.50%	-29	+34
Estimated life expectancy	-1 year	+1 year	-12	+12

The sensitivity analysis was applied to the most significant actuarial assumptions, which are discount rate, salary increases, pension uprating and estimated life expectancy. The sensitivity analysis involved changing one actuarial assumption and leaving the other assumptions unchanged. The method shows the liability’s sensitivity to an individual assumption. It is a simplified method, as the actuarial assumptions are normally correlated.

G7: State subsidies

	2022/23	2022/23
Salary subsidy, teacher salary premium	107	101
Salary subsidy, head teachers/career service	61	63
Other salary subsidies	41	36
Equitable school/expansion in skills development	105	101
The School Billion	14	49
Erasmus	33	31
Other State subsidies	129	91
SUM TOTAL	489	473

AcadeMedia receives State subsidies to implement government-led initiatives. These include programmes to increase the attractiveness of the teaching profession, for smaller classes and to promote greater equality. State subsidies are classified as salary subsidies and other State subsidies, and they are associated with a corresponding expense.

State subsidies obtained to cover increased payroll expenses such as teacher salary premium, head teacher premium and other salary subsidies, are recognised net under personnel expenses. In all, State salary subsidies totalled SEK 209 million (201).

Other State subsidies recognised in revenue amounted to SEK 280 (272) million, of which the State subsidy for equitable school is the single largest subsidy at SEK 105 (101) million. The second largest amount, SEK 33 million (31), is a subsidy for the Erasmus programme. Other State subsidies , totalling SEK 129 million (91) go to fund teacher assistants, smaller classes and apprenticeship grants.

In Germany, investment subsidies are received in connection with the establishment of new preschools. During the year, AcadeMedia received SEK 51 million (29) in investment subsidies in Germany.

G8: Amortisation

	According to plan		Acquisition-related		Rights-of-use		TOTAL	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Brands	0	–	17	13	–	–	17	13
Other intangible assets	7	5	5	5	–	–	12	9
Equipment	153	142	–	–	164	153	317	295
Expenditure on improvements to leasehold property	112	99	–	–	–	–	112	99
Buildings	38	37	6	6	1,656	1,467	1,700	1,509
SUM TOTAL	310	282	28	23	1,820	1,619	2,159	1,924

G9: Items affecting comparability

Items affecting comparability include revenue and expenses of such a nature as to affect comparability. These are reported on a separate line in the accounts to improve comparability between periods and to clearly illustrate the trend in the underlying business.

ITEMS AFFECTING COMPARABILITY

	2023/24	2022/23
Transaction costs	-18	-11
Restructuring (Comp. sch.)	0	-13
Restructuring (Upp. sec. sch.)	0	-23
Fire 2023 (Comp. sch.)	0	-6
Fire insurance claim payment 2021 (Comp. sch.)	+1	+9
Total	-17	-45

Items affecting comparability mainly consist of transaction costs in connection with the acquisitions of Winford and Touhula (preceding year: FAWZ).

In the preceding year, items affecting comparability consisted mainly of restructuring costs related to the Upper Secondary and Compulsory Schools segments, together with transaction costs and insurance compensation for school fires in January 2023 and July 2021.

The Group’s operating profit would be as follows if items affecting comparability had not been recognised on their own line in the accounts.

OPERATING PROFIT

	2023/24	2022/23
Net sales	17,332	15,548
Cost of services sold	-1,523	-1,435
Other external expenses	-1,753	-1,611
Personnel expenses	-10,408	-9,308
Amortisation	-2,159	-1,924
Operating profit	1,490	1,270

G10: Financial income

	2023/24	2022/23
Interest income	22	9
Foreign exchange gains	–	24
Other	0	0
Financial income	22	33

G11: Financial expenses

	2023/24	2022/23
Interest expense	–95	–56
Borrowing costs*	–1	–1
Interest expense, lease liability	–568	–477
Exchange rate losses	–14	–2
Bank charges and similar	–9	–7
Financial expenses	–687	–543

* Setup charges for new loans are expensed over the term of the loan. During the financial year, profit was charged with accrued borrowing costs of SEK 1 million (1).

Interest expense arising from lease liabilities consists of interest expense of SEK 14 million (8) in connection with finance leases and interest expense incurred via implementation of IFRS 16, i.e. SEK 554 million (469) relating to leases on premises.

G12: Taxes

INCOME TAXES CONSISTS MAINLY OF THE FOLLOWING COMPONENTS:

	2023/24	2022/23
Current tax		
Current tax on profit for the year	–209	–180
Adjustment of tax pertaining to previous year	1	–1
Total current tax	–208	–181
Deferred tax		
Deferred tax on temporary differences	15	–1
Deferred tax arising from changes in tax rates	–	0
Total deferred tax	15	–1
TOTAL TAX EXPENSE RECOGNISED IN THE INCOME STATEMENT	–193	–181
Other comprehensive income		
Deferred tax relating to actuarial gains and losses	9	7
TOTAL TAX EXPENSE RECOGNISED IN OTHER COMPREHENSIVE INCOME	9	7

RECONCILIATION OF EFFECTIVE TAX IN THE INCOME STATEMENT

	2023/24	2022/23
Pre-tax profit	825	759
Tax at current tax rate (20.6%)	–170	–157
Tax effect of:		
Other tax rates in foreign subsidiaries	3	–2
Non-deductible expenses	–18	–10
Non-taxable income	13	0
Utilisation of previous year's unrecognised loss carry-forwards	2	0
Uncapitalised tax loss carry-forwards	–12	–3
Adjustment, previous years	1	–1
Revaluation of deferred tax – change in tax rate*	–	0
Other	–12	–9
Effective tax recognised	–193	–181

The effective tax rate was slightly lower than in the preceding year, at 23.4 percent (23.8), partly as a result of higher non-taxable income effects attributable to other tax rates applying to our foreign subsidiaries.

Loss carry-forwards for which deferred tax assets are not recognised amount to a total of SEK 92 million (54), corresponding to a tax value of SEK 24 million (12). A breakdown per country is shown in the table below. The loss carry-forwards have not been valued because they are subject to Group contribution restrictions and it is therefore uncertain whether it will be possible for them to be utilised, or whether taxable surpluses against which they can be utilised will be available within five years

UNVALUED LOSS CARRY-FORWARDS – TAX VALUE

	2023/24	2022/23
Sweden	8	8
Germany	14	4
The Netherlands	2	–
Total	24	12

Global minimum top-up tax

AcadeMedia is subject to the OECD Pillar Two Model Rules. Pillar Two legislation has been passed in Sweden and entered into force on 1 January 2024. It will be applicable for the financial year beginning 1 July 2024 and under the law the Group has no related current tax exposure on the balance sheet date. The Group applies the exemption set out in IAS 12 for recognition and disclosure of deferred tax assets and liabilities related to Pillar Two income taxes.

Under this legislation, corporate groups are required to pay an additional tax on the difference between the effective tax rate (ETR) in each jurisdiction, calculated according to the GloBE rules, and the minimum tax rate of 15%.

During the first three financial years from when the

legislation entered into force, "transitional rules" apply, according to which if certain criteria are fulfilled in a jurisdiction, no additional tax will apply to that jurisdiction. Based on the analysis performed by AcadeMedia, all jurisdictions fulfil the criteria of the transitional rules.

AcadeMedia's judgement as per 30 June 2024 is that the new legislation will not have a material impact on the Group's financial statements, but as full ETR calculations need to be made to obtain a complete picture of the impact after the transitional rules no longer apply, we are currently working with tax specialists to determine the Group's potential exposure.

CHANGE IN DEFERRED TAX

	Intangible non-current assets		Property, plant and equipment		Right-of-use assets		Lease liabilities		Pension provision		Allocations and provisions		Untaxed reserves		Loss carry-forwards		Offsetting of receivable/payable		SUM TOTAL	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
At start of year	-41	-42	31	24	-2,142	-1,942	2,252	2,028	3	-1	66	79	-249	-226	8	4	-	-	-72	-75
Recognised in the income statement	4	6	9	11	-73	-201	110	223	-3	-3	-8	-13	-18	-24	-6	-1	-	-	15	-1
Recognised in other comprehensive income	-	-	-	-	-	-	-	-	9	7	-	-	-	-	-	-	-	-	9	7
Acquisitions	-40	-4	-9	0	-213	0	213	0	-	0	1	0	-	1	52	0	-	-	4	-4
Reclassification	-	0	-	-4	0	-	0	-	-	0	-	0	-	0	-	4	-	-	-	0
Translation difference	1	0	0	0	-1	1	0	0	0	0	0	0	-	-	1	0	-	-	0	0
At year-end	-76	-41	30	31	-2,429	-2,142	2,575	2,252	10	3	59	66	-267	-249	54	8	-	-	-44	-72
<i>Of which</i>																				
Deferred tax assets	-	-	39	48	-	-	2,575	2,252	10	3	59	66	-	-	54	8	-2,518	-2,335	219	42
Deferred tax liability	-76	-41	-9	-17	-2,429	-2,142	-	-	-	-	-	-	-267	-249	-	-	2,518	2,335	-262	-115

G13: Earnings per share

	2023/24	2022/23
Profit attributable to owners of the Parent Company	632	578
Effect of convertibles	-	-
Profit attributable to owners of the Parent Company, after dilution	632	578
Average number of ordinary shares, basic (thousands)	104,376	105,587
Effect of warrants (thousands)	-	-
Effect of convertibles (thousands)	-	-
Average number of ordinary shares, diluted (thousands)	104,376	105,587
Earnings per share, basic (SEK)*	6.06	5.47
Earnings per share, diluted (SEK)*	6.06	5.47

*Adjusted 2023/24 (SEK 5.99/share in the year-end report).

The average number of shares before dilution was 104,375,613 (105,587,362). This was affected by the conversion of convertible bonds within the convertible loan programme in spring 2023. In all, the number of ordinary shares during the year increased by 84 (504) on conversion.

As per 30 June 2024, two warrant programmes are also in operation. The programmes comprise a total of 708,270 warrants, which have been omitted from the calculation of diluted earnings per share, as they did not give rise to any dilutive effect.

G14: Business combinations

The acquisitions below, excluding Touhula, represent a combined value of less than 5 percent of the Group's sales and are therefore not specified separately in the tables. In all acquisitions, 100 percent of the shares and voting rights in the companies were acquired.

In all acquisitions, the purchase consideration took the form of a cash payment.

The following are disclosures regarding adjusted acquired net assets and goodwill. No portion of goodwill is tax deductible.

Acquisitions 2023/2024			
Acquiring company	Acquired company/ business	Date of acquisition	Segment
AcadeMedia Education GmbH	Mediadesign Akademie für Aus- und Weiterbildung gGmbH	3 July 23	Preschool & International business
AcadeMedia Nederland BV	Winford College BV	1 Aug. 23	Preschool & International business
AcadeMedia Grundskolor Holding AB	Vindseglet AB	01 Sept. 23	Compulsory Schools
AcadeMedia Vuxenutbildning Holding AB	Berghs School of Communication AB	1 Oct. 23	Adult Education
ACM 2001 AB	VKPA-varhaiskasvatus Oy (Touhula)	1 Mar. 24	Preschool & International business

Acquisitions in 2022/2023			
Acquiring company	Acquired company/ business	Date of acquisition	Segment
AcadeMedia Game Education AB	Changemaker Education AB	31-aug-22	Adult Education
AcadeMedia Edtech AB	Framtidsutveckling i Sverige AB	31-aug-22	Adult Education
Plek voor kinderen Holding B.V.	100% BV	30 Sept. 22	Preschool & International business
Plek voor kinderen Holding B.V.	100 % Thuis BV	30 Sept. 22	Preschool & International business
Plek voor kinderen Holding B.V.	Tommy & Annika B.V.	30 Sept. 22	Preschool & International business
AcadeMedia Education GmbH	FAWZ gGmbH	7 Nov. 22	Preschool & International business
Plek voor kinderen Holding B.V.	Daycare Owiebowie	5 Jan. 23	Preschool & International business
AcadeMedia Grundskolor Holding AB	MontessoriGr-undskolan Maria AB	01-mar-23	Compulsory Schools

Acquisition effects

EFFECTS OF ACQUISITIONS			
	2023/24		
	Touhula	Other acquisitions	Total acquisitions
Purchase consideration including transaction costs	529	433	962
Transaction costs	-11	-43	-54
Purchase consideration excluding transaction costs	517	391	908
Fair value of acquired net assets excluding goodwill	-94	-33	-128
Goodwill	423	358	780

* The acquisition analyses for Changemaker Education AB and FAWZ gGmbH were adjusted during the year, see Final acquisition analyses.

Goodwill is in the main attributable to :

- Whether the business can operate with satisfactory profitability sustainably, on the basis of its quality and attractiveness, and by virtue of being a well-developed organisation.
- Annual cost synergies that are expected to be gained from overlapping resources in sales and marketing, administration and education.
- Economies of scale and streamlining in purchasing and administration.
- Expansion of operations into new geographic markets.

FAIR VALUE ACQUIRED			
	2023/24		
	Touhula	Other acquisitions	Total acquisitions
Non-current intangible assets	133	67	200
Property, plant and equipment	37	-23	14
Right-of-use assets	1,089	193	1,282
Non-current financial assets	55	1	56
Current assets	96	90	186
Cash and cash equivalents	23	117	140
Interest-bearing liabilities	0	0	0
Lease liabilities	-1,089	-193	-1,282
Non-interest-bearing liabilities	-214	-191	-405
Current tax liability	0	0	0
Provisions	-36	-28	-64
Net assets acquired	94	33	128

The fair value of acquired receivables is included in current assets and totals SEK 186 million (14). The gross contractual amount of receivables is also SEK 186 million (14) and is expected to be paid in full. Goodwill arising from acquisitions consists of synergies with existing businesses, as well as resources such as personnel, education programmes, recruitment and personnel development. It also includes service organisation that is streamlined as a result of the acquisitions.

EFFECT OF ACQUISITIONS ON THE GROUP'S CASH AND CASH EQUIVALENTS		
	2023/24	2022/23
Purchase consideration excluding transaction costs and including interest compensation	908	311
Less purchase consideration not settled in cash as of 30 June	-208	0
Cash and cash equivalents at acquisition	-140	-142
Impact on the Group's cash and cash equivalents	560	169

Definitive acquisition analyses

The acquisition analyses are provisional for one year from the acquisition date. During the year, the acquisition analysis for Changemaker Education AB, Mediadesign Akademie für Aus- und Weiterbildung gGmbH (MDA) and FAWZ gGmbH was adjusted. The analysis for Changemaker Education was adjusted to reflect the additional purchase consideration, resulting in an increase of SEK 3 million in goodwill. In addition, the acquisition analysis for Fawz gGmbH was finalised, the difference from the preliminary acquisition analysis mainly arising from the final valuation of properties. In all, goodwill attributable to Fawz gGmbH increased from SEK 0 million to SEK 31 million.

CONTRIBUTION OF ACQUISITIONS TO CONSOLIDATED PROFIT		
	2023/24	2022/23
Net sales	736	290
Adjusted operating profit (Adj. EBIT)	68	19
Operating profit (EBIT)	50	2

IF THE ACQUISITIONS HAD BEEN INCLUDED IN CONSOLIDATED PROFIT FROM 1 JULY, THEIR CONTRIBUTION WOULD HAVE BEEN:		
	2023/24	2022/23
Net sales	1,489	426
Adjusted operating profit (Adj. EBIT)	35	24
Operating profit (EBIT)	18	5

G15 Non-current intangible assets

	Goodwill		Brand		Other intangible assets		TOTAL	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Cost, opening balance	6,484	6,391	250	239	38	23	6,772	6,653
Adjustment of acquisition analyses	–	–12	0	11	–	4	0	3
Business combinations	777	92	197	0	3	5	977	97
Purchases	–	–	–	–	9	7	9	7
Divestments and disposals	–	–	–	–	0	–1	0	–1
Reclassifications	0	0	–	–	0	–	0	–
Exchange rate difference	–24	13	0	0	0	0	–25	13
ACCUMULATED COST, CLOSING BALANCE	7,236	6,484	447	250	49	38	7,733	6,772
Amortisation and impairment	–4	–4	–61	–48	–12	–3	–77	–56
Depreciation for the year	–	–	–18	–12	–12	–9	–29	–22
Divestments and disposals	–	–	–	–	0	1	0	1
Exchange rate difference	–	–	0	0	1	0	1	0
ACCUMULATED AMORTISATION AND IMPAIRMENT, CLOSING BALANCE	–4	–4	–18	–61	–23	–12	–105	–77
CARRYING AMOUNT, CLOSING BALANCE	7,232	6,480	369	189	26	26	7,627	6,695

G16: Impairment testing

AcadeMedia performs a review at least annually to determine any impairment of goodwill, by calculating the recoverable amount for the cash-generating units (CGUs). See Accounting Policies, Note G1. The review is performed during the fourth quarter and as per 31 March. Goodwill is allocated to the lowest level at which it is possible to identify substantially independent cash flows (cash-generating units, CGUs). In AcadeMedia, this is per segment except for the Preschool & International segment, which consists of three cash-generating units, Preschool Sweden, Preschool Norway, Preschool Germany and The Netherlands. This also corresponds to the lowest level at which comprehensive financial information is available and is monitored internally.

The recoverable amount is calculated as the value in use for the operations in Sweden, Germany and the Netherlands, and as fair value less costs of selling for the Norway CGU. This is because the value-in-use approach does not fully take into account the fair value of the Group's assets in Norway, where for example, the value-in-use approach does not reflect the fair value of Norway's properties, which is estimated to exceed the book value by more than SEK 400 million after tax.

The value in use for all CGUs is based on cash flow calculations, based in turn on business plans adopted by management and Board. During the impairment testing, but also in the annual accounts as per 30 June 2024, these are based the current and known regulatory framework. The business plans cover a period of five years and after that forecasts are made for a further five years to make a total forecast period of 10 years, in part to take account of the need for reinvestment associated with the right-of-use assets. The most important assumptions in the impairment testing are rate of growth, operating margin, investment requirement and discount rate (WACC). The rate of growth in the business plans is based on assumptions as to growth in student numbers and expectations regarding market trends. The cash flows thus calculated are based on an annual rate of growth of 2.0 percent (2.0). Operating margin and investment level have been determined by the Board and management on the basis of historical results and past experience.

The discount rates applied are calculated before tax and reflect the specific risk associated with each CGU. For the review of the Norwegian business, a fair value measurement less costs of selling is made, which involves separate valuations of the business and the properties. The business

is measured as though all units had a market rent, to neutralise the cost benefits of operating in their own premises. Real estate is in the first instance measured using direct yield requirements for similar properties.

This year, CGU Norway includes both preschool operations and the Sandvik business of education-related products and services acquired in the preceding year. Inflation negatively impacted all operations in Norway, creating pressure on profitability. Preschool operations were also negatively affected by the fact that regulations have been strengthened over a number of years, including requirements for staffing and teacher density norm, as well as adjusted remuneration, which has negatively affected profitability and thus cash flow. However, the 2023 and 2024 school voucher funding review is partially relieving this pressure. Operations made positive progress in 2023/24 and the business plan going forward assumes that operations will continue to make positive progress. In addition to the book value of the Norwegian operation's 41 properties, unrecognised surplus values have been taken into account in the impairment testing of the Norwegian business. As a result of this surplus value being included in the impairment test, the recoverable amount exceeds the carrying amount and indicates that no impairment loss is recognised. In addition, the impairment assessment indicates that no impairment is required even with reasonable changes in key assumptions. New rules, estimates and judgements, as described in Note G1, may indicate an impairment loss.

CGU Germany includes both pre-school and school operations. Since the pandemic, the German preschool sector has experienced lower profits and margins. This is mainly due to the fact that levels of remuneration have not risen in line with inflation. The year's impairment test assumes that remuneration will reflect the new higher cost situation with a time lag of about two years. The impairment assessment indicates that no impairment is evident, even with reasonable changes in key assumptions. New rules, estimates and judgements, as described in Note G1, may lead to an impairment loss.

The impairment assessment for the other CGUs (Preschool Sweden, The Netherlands, Compulsory Schools, Upper Secondary Schools, Adult Education) indicates no impairment loss, either in the annual test or in the case of reasonable changes in key assumptions.

For the recoverable amount to equal the carrying amount, the return on capital requirement before tax needs to be

increased by 1.8 percentage points for Preschool Sweden, 1.4 percentage points for Germany, 1.3 percentage points for The Netherlands, 0.8 percentage points for Compulsory Schools, 3.8 percentage points for Upper Secondary Schools and 2.6 percentage points for Adult Education. CGU Norway

has a higher headroom than the other CGUs in view of the surplus value of the properties. If the surplus value of the property had not been taken into account, the recoverable amount would have been below the book value.

	CGU – 30 JUNE 2024				CGU – 30 JUNE 2023			
	Goodwill	Growth rate	WACC before tax	WACC after tax	Goodwill	Growth rate	WACC before tax	WACC after tax
Preschool Sweden ¹	643	2%	8.7%	7.5%	643	2%	8.9%	7.6%
The Netherlands ¹	229	2%	10.0%	8.1%	–	–	–	–
Norway ¹	867	2%	10.4%	8.8%	824	2%	11.3%	9.6%
Germany ¹	335	2%	9.8%	7.0%	300	2%	9.7%	7.1%
Compulsory Schools	1,527	2%	8.7%	7.4%	1,464	2%	9.3%	7.6%
Upper Secondary Schools	2,200	2%	10.1%	8.5%	2,200	2%	10.5%	9.0%
Adult Education	1,008	2%	13.1%	11.2%	933	2%	13.2%	11.4%
Acquisitions ^{1,2}	423				115			
Sum total	7,232				6,480			

1 Preschool Sweden, Norway, the Netherlands and Germany, along with the operations acquired in Finland during the year, make up the Preschool & International segment.

2 No impairment test has been performed on businesses acquired in the past 12 months. Goodwill attributable to the acquisition of the business in Finland is recognised under the heading Acquisitions when the acquisition has taken place within the last 12 months.

G17: Property, plant and equipment

	Buildings		Equipment		Expenses for improvements to leasehold real estate		Total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Cost, opening balance	1,400	1,276	813	806	1,064	928	3,276	3,010
Business combinations	18	134	21	37	19	3	58	173
Purchases	25	41	151	172	120	156	296	369
Divestments and disposals	–1	–12	–91	–114	–34	–18	–126	–144
Reclassifications	–44	–17	–18	–89	4	–5	–58	–112
Exchange rate differences	–23	–22	–6	2	–2	–1	–30	–21
Accumulated cost, closing balance	1,375	1,400	870	813	1,172	1,064	3,416	3,276
Depreciation, opening balance	–230	–218	–397	–452	–445	–360	–1,072	–1,030
Depreciation for the year	–44	–42	–153	–142	–112	–99	–309	–283
Divestments and disposals	0	–	90	106	31	11	121	117
Reclassifications	4	25	12	90	0	1	16	117
Exchange rate differences	3	5	2	1	1	0	6	7
Accumulated depreciation, closing balance	–267	–230	–445	–397	–526	–445	–1,238	–1,072
Carrying amount, closing balance	1,108	1,170	425	416	646	618	2,179	2,204

Buildings consist of school properties. No properties were sold during the year (previous year: 1 in Norway). As per 30 June 2024, 50 (48) properties were owned, 41 (41) in Norway, 2 in Finland and 7 (7) in Germany.

G18: Right-of-use assets

	Property		Other*		Sum total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
At start of year	8,928	8,199	191	167	9,119	8,367
New contracts, extensions, etc.	1,196	1,107	190	177	1,386	1,284
Index-adjustments	657	837	–	–	657	837
Acquisitions	1,174	169	–	–	1,174	169
Amortisation	-1,656	-1,467	-164	-153	-1,820	-1,619
Impairment	–	–	–	–	–	–
Reclassification from provisions	–	–	–	–	–	–
Exchange rate differences	-43	83	–	–	–	83
At year-end	10,256	8,928	217	191	10,474	9,119

*Other refers to leases of IT equipment and vehicles.

AcadeMedia’s lease commitments refer primarily to prem-
ises, IT equipment and vehicles. AcadeMedia has around
1,240 leases on premises and these represent the major
share of the Group’s leased assets and liabilities. The terms
of the leases on properties vary according to the activity. In
adult education, the lease term is relatively short, whereas
in school operations the lease term is longer.

Variable expenses

Variable expenses, such as real estate tax, value added tax
and other variable real estate expenses, including mainte-
nance costs, electricity, heating and water etc. are excluded
from the calculation of the lease liability to the extent that
such costs can be separated from the rental cost.

Cash flows

The total cash flow for leases entered into was SEK -2,272
million (-1,981) over the financial year.

Leases entered into, not yet in force

In addition to the leases recognised on the balance sheet,
the Group has contracted leases that are not yet in force,
representing a leasing commitment of SEK 1,650 million (1,706).

Discount rates applied

Lease fees are discounted at the Group’s marginal borrowing
rate. The rate for leases in Sweden was 3.7–7.4 percent (3.7–
6.9), in Norway 4.6–6.4 percent (4.6–6.4), in Germany 4.5–6.5
percent (4.5–5.1), in the Netherlands 5.6–6.7 percent and in
Finland 5.0–7.0 percent. In the case of new leases in Sweden,
the discount rate was 6.6–7.4 percent (5.2–6.7).

CARRYING AMOUNTS IN THE INCOME STATEMENT

	2023/24	2022/23
Expenses attributable to short-term leases	55	52
Expenses attributable to leases of low- value assets	29	26
Expenses attributable to variable lease fees not included in the lease liability	14	14
Sum total	98	91
Interest expense attributable to leases	568	477
Amortisation on leases	1,820	1,619

COMMON CONTRACT DURATIONS PER SEGMENT

Adult Education	6–48 months
Compulsory Schools	5–15 years
Upper Secondary Schools	5–15 years
Preschool Sweden	10–15 years
Preschool Norway	10–20 years
Preschool Finland	7–15 years
Preschools and Schools Netherlands	7–12 years
Preschools and Schools Germany	15–30 years

G19: Shares in associated companies

Associated company	Corp. reg. no.	Ownership share	Equity share	Profit share
Hypocampus AB	559072-5155	35.52%	20.4	-0.3
EdAI Technologies	559209-0871	28.67%	9.8	-3.7
			30.2	-4.1

AcadeMedia owns 36 percent (36) of the shares in
Hypocampus AB (corporate identity number 559072-5155),
registered office in Gothenburg.

Hypocampus provides a study platform as a software
service to producers of educational/study materials. It
also operates a publishing business offering access, via
hypocampus.se, to self-produced digital study material for
medical students.

Sales for the financial year totalled SEK 36 million (19), with a
loss of SEK -2 million (-1). Equity in Hypocampus totalled SEK
14 million (12). AcadeMedia’s share in profit for the 2023/24
financial year was SEK -0.3 million (-1.6) and its share of cap-
ital SEK 20 million (21).

AcadeMedia owns 29 percent (36) of EdAI Technologies AB
(corporate identity number 559209-0871). EdAI Technologies
develops and sells digital educational materials and tools
for learning and teaching.

Sales by EdAI Technologies in the 2023/24 financial year
totalled SEK 5 million (1) and the company reported a loss
of SEK -11 million (-3). Equity in the company totalled SEK 13
million (4). AcadeMedia’s share in profit was SEK -4 million
(-2) and its share of capital SEK 10 million (11).

G20: Inventories

	30 June 2024	30 June 2023
Merchandise	21	25
Provision for obsolescence	-2	-2
Sum total	20	23

The cost of inventories is determined on a first-in-first-out
basis.

G21: Accounts receivable

	30 June 2024	30 June 2023
Accounts receivable, gross		
Not overdue	320	179
Overdue 1–15 days	12	6
Overdue 16–30 days	4	1
Overdue more than 30 days	18	3
Sum total	354	190
Provision for doubtful accounts receivable		
At start of year	2	2
Provisions for the year	6	1
Acquisitions	10	–
Reversed provisions	-7	-1
At year-end	11	2
Accounts receivable at year-end	343	187
Confirmed bad debt losses	1	1

The Group’s customers consist essentially of municipalities,
public authorities and companies, representing a
low credit risk to the Group, and the credit quality of
outstanding accounts receivable is considered to be very
high. The Group is not exposed to any significant credit
concentrations.

The Group’s provision for doubtful accounts receivable
refers to the category “Overdue more than 30 days”. The
provision for doubtful accounts receivable and confirmed
customer losses is included in Other external expenses.
Collateral is not normally held for these claims.

G22: Prepaid expenses and accrued income

	30 June 2024	30 June 2023
Prepaid expenses	192	157
Accrued income	212	244
Sum total	404	401

Accrued income consists primarily of unbilled adult
education programmes and accrued remuneration in
Germany.

G23: Cash and cash equivalents

	30 June 2024	30 June 2023
Cash and bank balances	1,316	967
Sum total	1,316	967

Cash and cash equivalents consist of bank balances, of which SEK 35 million (36) relates to tax accounts in Norway, which are bank accounts where the balance is blocked/not accessible and must be at least equal to the withholding tax liability. The definition of cash and cash equivalents is the same for the balance sheet as for the cash flow statement.

G24: Equity

	Number of ordinary shares	Number of Class C shares	Number of shares	Share capital
OPENING BALANCE, 1 JULY 2022	105,586,973	205,905	105,792,878	105,792,878
Conversion of convertible bonds	504	–	504	504
CLOSING BALANCE, 30 JUNE 2023	105,587,477	205,905	105,793,382	105,793,382
Conversion of convertible bonds	84	–	84	84
Redemption of shares	–4,095,867	–	–4,095,867	–4,095,867
Bonus issue	–	–	–	5,279,378
CLOSING BALANCE, 30 JUNE 2024	101,491,694	205,905	101,697,599	106,976,977

Consolidated capital

The AcadeMedia Group's financial target is growth of five to seven percent in sales per year for the Group, excluding major acquisitions. In addition, AcadeMedia also intends to provide the highest quality education in the areas where the Group operates. The target is that adjusted operating profit should amount to seven to eight percent of sales.

For indebtedness, AcadeMedia's target is to have net debt relative to operating profit, before depreciation and amortisation (adjusted EBITDA) and excluding items affecting comparability, not exceeding a factor of three. However, during brief periods deviations from this target may occur, for example in the event of major acquisitions.

AcadeMedia has no non-controlling interests.

Share capital

The share capital on 30 June 2024 was SEK 106,976,977 (105,793,382). The share capital is represented by 101,491,694 ordinary shares (105,587,477) and 205,905 Class C shares (205,905). The Class C shares have been repurchased and are held in treasury. The number of shares outstanding is thus 101,697,599.

Holders of ordinary shares are entitled to a dividend and their shareholding entitles them to exercise one vote per share at the shareholders' meeting. Class C shares entitle holders to one tenth of a voting right.

All shares have the same right to the remaining net assets of AcadeMedia AB (publ). All shares are fully paid up and no shares are held in reserve for transfer.

AcadeMedia has previously issued convertible bonds that matured on 17 September 2023. As a result of the conversion, a total of 4 621 ordinary shares were issued, of which 84 during the past financial year.

In addition, two warrant programmes, 2021/2025 and 2022/2026, are in operation. If the warrants are exercised in full, this may result in the issue of an additional maximum of 758,270 shares.

The Annual General Meeting in held November 2023 resolved to approve a voluntary share redemption programme. During the financial year, the number of shares decreased by 4,095,867 through the redemption programme and the share capital decreased by SEK 4,095,867. In parallel, a bonus issue was also carried out, increasing the share capital by SEK 5,279,378.

Other capital contributions

Other capital contributions consists of capital contributed by the owners of AcadeMedia AB (publ). These includes premiums paid in connection with share issues, as well as capital contributions received from shareholders.

Translation reserve

The translation reserve includes all exchange rate differences arising from the translation of financial statements of foreign operations prepared in a currency different from the Group's presentation currency.

The Parent Company's and the Group's presentation currency is Swedish kronor (SEK).

G25: Other provisions

	30 June 2024	30 June 2023
Provisions for contract renegotiation/ loss-making contracts	37	37
Restructuring reserve	89	93
Other	215	0
SUM TOTAL, PROVISIONS	341	130

	30 June 2024	30 June 2023
At start of year	130	146
Provisions during the year	283	77
Provisions utilised during the year	–73	–83
Provisions reversed during the year	0	–5
Reclassification	–	–5
Exchange rate differences	–1	0
At year-end	341	130
Short-term provisions	144	87
Long-term provisions	196	43

Provisions for contract renegotiation/ loss-making contracts consist mostly of the Adult Education segment's provisions for termination costs; see Critical judgements in Note G1. Restructuring costs for closure of units. These costs arise mainly in connection with reinstatement of premises and personnel redundancies. Other refers to additional purchase consideration for the acquisitions in the Netherlands and Finland. Provisions expected to be utilised in the next twelve months are recognised in accrued expenses, see Note G26.

G26: Accrued expenses and deferred income

	30 June 2024	30 June 2023
Accrued payroll expenses	1,378	1,239
Deferred income	592	497
Accrued interest on loans	30	18
Short-term provisions	144	87
Other accrued expenses	122	77
SUM TOTAL	2,266	1,919

Accrued payroll expenses consist mainly of vacation pay liabilities, but also accrued salaries, social security fees and other charges.

Specification of provisions, see Note G25.

G27: Financial risk and management of capital risk

AcadeMedia has a general financial policy that focuses on the unpredictability of the financial markets. The policy's aim is to minimise potential unfavourable effects on the Group's financial results.

Risk management is performed centrally by the Group's support function in line with policies established by the Board. The Board has adopted a financial policy covering the overall financial risk management in specific areas, such as liquidity risk, refinancing risk, currency risk, interest rate risk, credit risk, use of derivatives and placement of surplus liquidity. No derivative instruments were used in 2023/24 or 2022/23.

The purpose of the policy is to minimise the Group's cost of capital through appropriate financing and by effective management and control of the Group's financial risks. The Group focuses actively on monitoring its liquidity and continuously updates its forecasts for anticipated changes in liquidity.

Interest rate risk

AcadeMedia's interest rate risk arises in the Group's long-term borrowing, including its real estate loans from Husbanken (the Norwegian State Housing Bank). At the end of the financial year, 98 percent of the borrowing was at a variable interest rate.

The effect of an increase of one percentage point in the variable interest rate on the Group's interest expense is SEK 23 million (20).

Credit risk/Counterparty risk

Credit risk is the risk that accounts receivable, other receivables and cash/cash equivalents will not be paid.

The Group's accounts receivable are almost exclusively from central government, municipalities and government agencies with a very high credit rating, and surplus liquidity is deposited with Nordic banks with a very high credit rating (A or higher). As a result, AcadeMedia's credit risk is considered to be limited. Collateral is not normally held for these accounts receivable. For more information on accounts receivable, see Note G21.

Currency risk

AcadeMedia conducts operations in Norway, Finland, Germany and the Netherlands, and is therefore exposed to currency risk, above all in NOK but also EUR. The risk consists

partly of transaction exposure and partly of translation exposure. Transaction exposure is limited, in that both revenue and costs are in all material respects denominated in the local currency. The translation exposure arises when the Group's net assets in foreign currencies are translated to SEK, and when earnings are translated to SEK. Currency exposure in net assets is managed by financing such assets wholly or partly via loans in the local currency. Net assets in foreign currency on 30 June 2024 totalled NOK 634 million (645), EUR 20 million (18), PLN 0 million (0) and GBP 0 million (0).

In all, 14 percent (15) of sales are generated in NOK and 18 percent (8) in EUR. In the event of change of +/-10 percent in exchange rates, sales would be impacted in the amount of +/- SEK 467 million (348) and operating profit in the amount of +/- SEK 18 million (8).

Liquidity and refinancing risk

Liquidity risk is the risk that AcadeMedia is unable to fulfil its payment obligations from financial liabilities. Refinancing risk is the risk that refinancing for loans cannot be arranged, or cannot be arranged on acceptable terms. Liquidity and refinancing risks are managed centrally. Refinancing risk is managed via credit facilities within the scope of existing loan agreements, by financing the real estate portfolio in Norway long term via Husbanken and by ensuring that the Group uses several banks. Liquidity risk is managed by ensuring that the Company always has an available liquidity reserve and by continuously forecasting cash flows. To facilitate liquidity planning and liquidity control, the Group operates cash pools.

LIQUIDITY RESERVE

	30 June 2024	30 June 2023
Revolving credit facility	700	700
Loan facilities utilised	300	–
Loan facilities not utilised	400	700
Available bank balances	1,316	967
Liquidity reserve	1,716	1,667

The Group's financial liabilities, as shown in the table on the right, totalled SEK 13,598 million (11,512), of which current liabilities amounted to SEK 2,020 million (1,879) and non-current liabilities SEK 11,073 million (9,633). AcadeMedia can draw on the unutilised credit facility to refinance elements of the bank loans that mature within 1–12 months.

The table above shows the Group's financial liabilities, classified according to the period after the balance sheet date remaining until the contractual maturity date. The amounts shown in the table are the contractual liabilities. Liabilities and contractual loan payments denominated in EUR and NOK have been translated to SEK at the balance sheet date rates: EUR/SEK 11.3595 (11.7917) and NOK/SEK 0.99675 (1.00965).

Loan agreement

On 28 June 2022, AcadeMedia signed a loan agreement with DNB and SEB to refinance existing loans totalling the equivalent of SEK 1,650 million, with a term until mid-2025 and an option to extend until 2027. In 2023/2024, the agreement was extended by one year and now runs until 2026. The agreement entered into force on 6 July 2022.

The total loan amount under the new agreement is SEK 1,650 million and is provided in several currencies. Of the total, SEK 700 million is a revolving credit facility that can be used for acquisitions or as liquidity for operations. As per 30 June 2024, the Group had drawn SEK 1,417 million (842) on the total loan amount of SEK 1,650 million.

The arrangement applies until mid-2025, with an option for an extension, after a credit check, for a further two years until 2027. The first extension was exercised in 2023/2024, so the agreement now runs until 2026 with the possibility to extend to 2027.

The following financial commitments (covenants) were attached to the refinancing facility.

Covenant 1, debt/equity ratio = net debt/EBITDA. The ratio may not exceed a multiple of 3.00 (3.00). Outcome 30 June 2024: 0.6 (0.6)

Covenant 2, interest coverage = EBITDA/interest paid in cash. The ratio must exceed a multiple of 4. Outcome 30 June 2024: 16.6 (22.4)

All covenants were fulfilled on 30 June 2024. If AcadeMedia breaches any of these covenants in the future, this could result in the loans under the loan agreement maturing in full or in part for immediate payment. For further information on the Group's outstanding liabilities, see Note G28.

The interest rate for the facilities under the loan agreement is variable and based on IBOR, plus a variable margin based on net indebtedness in relation to EBITDA. IBOR may be no less than zero.

The average interest rate on the balance sheet date was 5.00 percent (4.60).

MATURITY ANALYSIS, CONTRACTUAL PAYMENTS FOR FINANCIAL LIABILITIES

30 June 2024	Carrying amounts	Nominal amounts	1–12 months	2–5 years	6–10 years	>10 years
Liabilities to credit institutions	1,419	1,422	489	1,085	2	1
Real estate loans	693	693	51	204	245	558
Convertible debenture	–	–	–	–	–	–
Other loans	0	0	0	0	0	0
Lease liability	10,982	14,310	2,347	6,501	3,850	1,634
Accounts payable	504	504	504	0	0	0
SUM TOTAL	13,598	16,930	3,392	7,790	4,098	2,194

30 June 2023	Carrying amounts	Nominal amounts	1–12 months	2–5 years	6–10 years	>10 years
Liabilities to credit institutions	842	846	145	797	–	–
Real estate loans	727	727	50	192	230	492
Convertible debenture	20	20	20	–	–	–
Other loans	8	8	2	6	–	–
Lease liability	9,512	12,225	1,936	5,402	3,283	1,626
Accounts payable	403	403	403	–	–	–
SUM TOTAL	11,512	14,230	2,556	6,398	3,512	2,119

In addition to the financing loan, AcadeMedia has a loan from Husbanken (the Norwegian State Housing Bank) to finance its real estate holdings in Norway. As per 30 June 2024, Husbanken loans totalled SEK 677 million (706). The interest on these loans was 2.7– 4.5 percent (1.4–3.0). The original term for the Husbanken loans is 30 years, but the effective term varies from loan to loan. AcadeMedia has pledged properties as collateral for these loans, see also Note G29.

Capital risk

The Group's operations are for the most part person-nel-intensive and require a low level of investment. In the AcadeMedia Group, investments are mainly required for equipment, except in Norway, where new preschools mostly require investment in their own buildings. Furthermore, the overwhelming share of revenue/school voucher funding is received in advance, and as a result working capital is negative. AcadeMedia's operations thus generate a positive cash flow even during growth. Additional funding is needed primarily for future acquisitions.

There is a risk that AcadeMedia, at maturity of the above-mentioned loan agreement, or if additional financing should be needed, would not be able to obtain such financing on acceptable terms, or at all. Factors such as the general availability of credit and the Group's credit rating have an impact on access to additional financing. Also, access to additional financing is dependent on the Group's lenders having a positive view of the Group's long- and short-term financial prospects. Disruptions and uncertainties in the capital and credit markets may also limit access to capital. These factors may have a significantly negative impact on AcadeMedia's business, financial position and results. In the Group's view, the covenants will be fulfilled over the loan term and so the risk of being required to repay the loans early is low. In addition, it is judged that the Group would be capable of making interest payments even if the benchmark interest rate is further increased.

G28: Liabilities

CHANGE IN FINANCIAL LIABILITIES 2023/24

	NON-CASH ADJUSTMENTS					30 June 2024
	1 July 2023	Cash flow	Acquisitions/ divestments of subsidiaries	Unrealised exchange rate differences	Other changes ¹	
Liabilities to credit institutions, excl. real estate loans	842	582	0	-14	9	1,419
Real estate loans	727	-25	0	-10	0	693
Lease liabilities	9,511	-1,705	1,282	0	1,893	10,982
Other interest-bearing liabilities	27	-20	0	0	-7	0
Capitalised borrowing costs	-4	0	0	0	0	-3
SUM TOTAL	11,104	-1,168	1,282	-23	1,895	13,090

CHANGE IN FINANCIAL LIABILITIES 2022/23

	NON-CASH ADJUSTMENTS					30 June 2023
	1 July 2022	Cash flow	Acquisitions/ divestments of subsidiaries	Unrealised exchange rate differences	Other changes	
Liabilities to credit institutions, excl. real estate loans	1,178	-345	-	9	-	842
Real estate loans	750	-27	19	-15	-	727
Lease liabilities	8,644	-1,504	169	0	2,204	9,511
Other interest-bearing liabilities	25	-1	1	1	1	27
Capitalised borrowing costs	0	-	-	-	-4	-4
SUM TOTAL	10,597	-1,877	189	-5	2,200	11,104

¹ Other renewals of lease liabilities include new leases, renewed leases and annual indexation of existing leases.

Carrying amounts, by currency, for the Group's borrowing are as follows:

Amounts in SEK m.	30 June 2024	30 June 2023
SEK	8,450	7,615
NOK*	1,906	2,054
EUR*	2,741	1,444
SUM TOTAL	13,097	11,113

*In the table, NOK and EUR have been translated to SEK.

G29: Pledged assets and contingent liabilities and commitments

	30 June 2024	30 June 2023
Pledged assets		
Real estate mortgages	677	708
Floating charges	544	-
	1,221	708
Contingent liabilities and commitments		
Leases	1,650	1,706
Guarantees	13	1
	1,663	1,707

The real estate mortgages relate to properties that are pledged as collateral for loans from Husbanken, Norway.

Contingent liabilities and commitments also include leases entered into but not yet in force. See also, Note G18 Right-of-use assets.

The floating charges relate to a previous loan by Touhula, Finland. The collateral pledged has been cancelled and released after the balance sheet date.

G30: Disclosures regarding the Group's financial instruments

Classification and categorisation of the Group's assets and liabilities

FINANCIAL ASSETS MEASURED AT

	Amortised cost		Fair value via the income statement	
	30 June 2024	30 June 2023	30 June 2024	30 June 2023
Non-current receivables	21	16	–	–
Accounts receivable	343	187	–	–
Other receivables	39	62	–	–
Prepaid expenses and accrued income	212	244	–	–
Cash and cash equivalents	1,316	967	–	–
TOTAL ASSETS	1,930	1,475	–	–

FINANCIAL LIABILITIES MEASURED AT

	Amortised cost		Fair value via the income statement	
	30 June 2024	30 June 2023	30 June 2024	30 June 2023
Provisions	48	45	149	–
Liabilities to credit institutions	2,112	1,570	–	–
Other non-current liabilities	0	27	–	–
Lease liabilities	10,982	9,512	–	–
Accounts payable	504	403	–	–
Other current liabilities	10	21	–	–
Accrued expenses and deferred income	1,607	1,422	67	–
TOTAL EQUITY AND LIABILITIES	15,262	13,000	215	–

The carrying amount for trade and other receivables, cash and cash equivalents, trade and other payables is a reasonable approximation of their fair value because of their short maturity. The carrying amount for loans is also a reasonable approximation as the loans bear interest at variable rate.

Fair value and carrying amount

IFRS 13 Fair Value Measurement provides a hierarchy for fair value measurement of inputs. This valuation hierarchy is divided into three levels, which are in line with the levels introduced in IFRS 7 Financial Instruments: Disclosures.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices as included in Level 1, which are directly or indirectly observable for the asset or liability. This may also refer to inputs other than quoted prices that are observable for the asset or liability, such as interest rates, yield curves, volatility and credit spreads.

Level 3: Unobservable inputs for the asset or liability. At this level, market participant assumptions used in pricing of the asset or liability, including risk assumptions, are taken into account.

Level 3 in the measurement hierarchy is applied for measurement of additional purchase considerations in connection with business combinations.

G31: Related-party transactions

Salaries and other remuneration to senior executives and the Board of Directors are paid as described in Note G5. Senior executives also participate in the Group's incentive programmes as described in Note G5. See also page 53 for a description of related party transactions.

Transactions with associated companies

During the year, AcadeMedia made purchases to a value of SEK 0.3 million (1.7) from Hypocampus. On the balance sheet date, AcadeMedia recognised liabilities to Hypocampus AB in the amount of SEK 0.2 million (0.1) and to EdAI Technologies AB in the amount of SEK 0.1 million (–).

During the year, AcadeMedia made purchases from EdAider valued at SEK 0.2 million (1.3).

G32: Effects of IFRS 16 Leases

SPECIFICATION OF EFFECTS OF IFRS 16 ON THE INCOME STATEMENT

SEK m.	2023/24	2023/24 IFRS 16	2023/24, excl. the effects of IFRS 16	2022/23	2022/23 IFRS 16	2022/23, excl. the effects of IFRS 16
Net sales	17,332	–	17,332	15,539	–	15,539
Cost of services sold	-1,523	–	-1,523	-1,435	–	-1,435
Other external expenses	-1,731	2,066	-3,797	-1,565	1,816	-3,380
Personnel expenses	-10,408	–	-10,408	-9,296	–	-9,296
Amortisation	-2,159	-1,656	-503	-1,924	-1,467	-458
Result from investments in associated companies	-4	–	-4	-4	–	-4
Items affecting comparability	-17	–	-17	-45	–	-45
OPERATING PROFIT (EBIT)	1,490	410	1,080	1,270	350	920
Financial income	22	–	22	33	–	33
Financial expenses	-687	-554	-132	-543	-469	-74
PRE-TAX PROFIT	825	-144	970	759	-119	878
Taxes	-193	37	-230	-181	22	-203
PROFIT/LOSS FOR THE PERIOD	632	-108	740	578	-97	675

EFFECTS OF IFRS 16 ON THE BALANCE SHEET

SEK m.	2023/24	2023/24 IFRS 16	2023/24, excl. the effects of IFRS 16	2022/23	2022/23 IFRS 16	2022/23, excl. the effects of IFRS 16
ASSETS						
Non-current intangible assets	7,627	–	7,627	6,695	–	6,695
Buildings	1,108	–	1,108	1,170	–	1,170
Other property, plant and equipment	1,071	–	1,071	1,035	–	1,035
Other non-current assets	170	42	128	92	27	65
Right-of-use assets	10,474	10,256	217	9,119	8,928	191
TOTAL NON-CURRENT ASSETS	20,450	10,298	10,151	18,111	8,956	9,155
Current receivables	964	-330	1,294	840	-327	1,167
Cash and cash equivalents	1,316	–	1,316	967	–	967
TOTAL CURRENT ASSETS	2,279	-330	2,610	1,807	-327	2,133
TOTAL ASSETS	22,729	9,968	12,761	19,918	8,629	11,289
EQUITY AND LIABILITIES						
TOTAL EQUITY	6,265	-505	6,769	6,134	-397	6,531
Non-current liabilities to credit institutions	1,666	–	1,666	1,424	–	1,424
Non-current lease liabilities	9,408	9,307	100	8,203	8,123	80
Provisions and other non-current liabilities	404	-143	547	180	-122	302
TOTAL NON-CURRENT LIABILITIES	11,477	9,165	2,313	9,807	8,001	1,806
Current interest-bearing liabilities	446	–	446	167	–	167
Current lease liabilities	1,574	1,451	123	1,309	1,195	114
Other liabilities	2,967	-143	3,110	2,501	-170	2,671
TOTAL CURRENT LIABILITIES	4,987	1,308	3,679	3,977	1,025	2,952
TOTAL EQUITY AND LIABILITIES	22,729	9,968	12,761	19,918	8,629	11,289

SPECIFICATION OF EFFECTS OF IFRS 16 ON CASH FLOW

SEK m.	2023/24	2023/24 IFRS 16	2023/24, excl. the effects of IFRS 16	2022/23	2022/23 IFRS 16	2022/23, excl. the effects of IFRS 16
Operating profit (EBIT)	1,490	410	1,080	1,270	350	920
Amortisation	2,159	1,656	503	1,924	1,467	458
Adjustment for non-cash items	-4	–	-4	-57	–	-57
Tax paid	-255	–	-255	-276	–	-276
Cash flow from operating activities before changes in working capital	3,391	2,066	1,325	2,860	1,816	1,044
Cash flow from changes in working capital	114	30	84	35	4	31
Cash flow from operating activities	3,505	2,096	1,409	2,895	1,820	1,075
Cash flow from investing activities	-871	–	-871	-481	–	-481
Interest received (+) and paid (-)	-81	–	-81	-54	–	-54
Interest paid, lease liability	-568	-554	-14	-477	-469	-8
Dividend to shareholders	-185	–	-185	-185	–	-185
Warrants	0	–	0	2	–	2
Redemption of shares	-268	–	-268	–	–	–
Convertibles	-20	–	-20	0	–	0
Increase (+)/decrease (-) in interest-bearing liabilities	557	–	557	-373	–	-373
Amortisation of lease liability	-1,705	-1,542	-163	-1,504	-1,351	-153
Cash flow from financing activities	-2,270	-2,096	-173	-2,590	-1,820	-770
CASH FLOW FOR THE YEAR	364	0	364	-177	–	-177
Cash and cash equivalents at beginning of year	967	–	967	1,137	–	1,137
Exchange-rate differences in cash and cash equivalents	-15	–	-15	7	–	7
Cash and cash equivalents at year-end	1,316	–	1,316	967	–	967

G33: Significant events after the end of the financial year

- Provisional student enrolment for autumn 2024 show aggregate average growth of around 8 percent in our three school segments, to around 109,000 (100,752) children and students. This compares with 5 percent growth in the first quarter of the preceding year.
- After the end of the financial year, the Board of Directors announced that it intends to propose that the Annual General Meeting resolve on a voluntary share redemption programme, via an offer to all shareholders for the voluntary redemption of shares. The scope of the proposed programme will be determined when the notice of the 2024 Annual General Meeting is adopted by the Board.



Parent Company income statement and Statement of comprehensive income

PARENT COMPANY INCOME STATEMENT			
(SEK M.)	NOTE	2023/24	2022/23
Net sales	P2	20	16
Other external expenses	P2, P4	-10	-8
Personnel expenses	P3	-29	-23
OPERATING PROFIT		-19	-16
Interest income and similar profit/loss items	P5	230	116
Interest expense and similar profit/ loss items	P6	-243	-112
PROFIT/LOSS AFTER FINANCIAL ITEMS		-32	-12
APPROPRIATIONS			
Group contributions received		70	15
		70	15
PRE-TAX PROFIT		38	3
Taxes	P7	-8	-1
PROFIT FOR THE YEAR		31	3

PARENT COMPANY STATEMENT OF COMPREHENSIVE INCOME			
(SEK M.)	NOTE	2023/24	2022/23
Profit for the year		31	3
Other comprehensive income		-	-
COMPREHENSIVE INCOME FOR THE YEAR		31	3

Parent Company balance sheet

ASSETS

(SEK M.)	NOTE	30 JUNE 2024	30 JUNE 2023
NON-CURRENT ASSETS			
Non-current financial assets			
Participations in Group companies	P8	3,261	3,261
TOTAL NON-CURRENT ASSETS		3,261	3,261
CURRENT ASSETS			
Current receivables			
Receivables from Group companies		5,146	4,188
Current tax assets		8	15
Other receivables		0	0
Prepaid expenses and accrued income		1	1
		5,156	4,204
Cash and bank balances		703	427
TOTAL CURRENT ASSETS		5,858	4,632
TOTAL ASSETS		9,120	7,893

EQUITY AND LIABILITIES

(SEK M.)	NOTE	30 JUNE 2024	30 JUNE 2023
Equity			
Restricted equity	P9		
Share capital		107	106
		107	106
Non-restricted equity			
Share premium reserve		2,364	2,633
Retained earnings		-686	-504
Profit for the year		31	3
		1,709	2,132
TOTAL EQUITY		1,815	2,237
NON-CURRENT LIABILITIES			
Non-current liabilities to credit institutions	P10	398	114
Other non-current liabilities	P10	0	0
TOTAL NON-CURRENT LIABILITIES		398	114
CURRENT LIABILITIES			
Liabilities to credit institutions	P10	416	136
Accounts payable		1	0
Liabilities to Group companies		6,460	5,388
Other liabilities		2	2
Accrued expenses and deferred income		28	16
TOTAL CURRENT LIABILITIES		6,907	5,542
TOTAL EQUITY AND LIABILITIES		9,120	7,893



A classroom at ProCivitas, Lund, southern Sweden

Parent Company statement of changes in equity

(SEK m.)	Restricted equity	Non-restricted equity		Total Equity
	Share capital (Note P9)	Share premium reserve	Retained earnings	
OPENING BALANCE, 1 JULY 2022	106	2,631	-319	2,418
Profit for the year and comprehensive income			3	3
Comprehensive income for the year	-	-	3	3
Transactions with owners				
Conversion of convertible bonds	0	0	-	0
Issue of warrants	-	2	-	2
Dividend paid	-	-	-185	-185
Share-matching plan*	-	0	-	0
TOTAL TRANSACTIONS WITH OWNERS	0	2	-185	-183
CLOSING BALANCE, 30 JUNE 2023	106	2,633	-502	2,237
Profit for the year and comprehensive income	-	-	31	31
Comprehensive income for the year	-	-	31	31
Transactions with owners				
Conversion of convertible bonds	0	0	-	0
Redemption of shares	-4	-262	0	-266
Bonus issue	5	-5	0	0
Issue expenses	-	-2	-	-2
Tax on issue expenses	-	1	-	1
Issue of warrants		0	-	0
Dividend paid	-	-	-185	-185
Share-matching plan*	-	0	-	0
TOTAL TRANSACTIONS WITH OWNERS	1	-269	-185	-452
CLOSING BALANCE, 30 JUNE 2024	107	2,364	-656	1,815

Parent Company cash flow statement

(SEK M.)	NOTE	2023/24	2022/23
Cash flow from operating activities			
Operating profit		-19	-16
Adjustment for non-cash items		0	0
Income tax paid		-1	-4
Cash flow from operating activities before changes in working capital		-20	-20
Cash flow from changes in working capital			
Change in operating receivables		-689	-913
Change in operating liabilities		880	1,101
CASH FLOW FROM OPERATING ACTIVITIES		172	168
Financing activities			
Interest received		16	6
Interest paid		-38	-21
New share issue	P9	0	0
Dividend paid		-185	-185
Issue of warrants		0	2
Convertible loan		-20	0
Redemption of shares		-268	-
Group contributions received		15	20
Borrowing	P10	700	350
Amortisation of debt	P10	-116	-755
CASH FLOW FROM FINANCING ACTIVITIES		104	-582
Cash flow for the year		276	-414
Cash and cash equivalents at beginning of year		427	841
CASH AND CASH EQUIVALENTS AT END OF YEAR		703	427

Notes Parent Company

P1: Significant accounting policies

The Parent Company has prepared its annual accounts in accordance with the Swedish Annual Accounts Act (1995:1554) and the Swedish Financial Reporting Board's Recommendation RFR 2, Accounting for Legal Entities. Under RFR 2, the Parent Company is required in accounting for the legal entity to apply all IFRS adopted by, and statements from, the EU as far as is possible within the framework of the Swedish Accounts Act (Sw.: ÅRL) and the Swedish Pension Obligations Vesting Act, and with due regard to the correlation between accounting and taxation. The recommendation states which exemptions and which additions are to be applied.

The differences between the Group's accounting policies, as described in Note G1, and those of the Parent Company are set out below. The principles described have been applied consistently to all periods presented.

Presentation of income statement and balance sheet

The financial statements consist of the income statement, statement of comprehensive income, balance sheet, cash flow statement and statement of changes in equity. The Parent Company uses the presentations described in the Swedish Annual Accounts Act for the income statement and balance sheet, whereas the statement of changes in equity and the cash flow statement are based on IAS 1 Presentation of Financial Statements and IAS 7 Statement of Cash Flows.

Participations in Group companies

Participations in Group companies are recognised at cost less any impairment losses. An estimate of recoverable amount is made when there is an indication that shares and participations in subsidiaries have decreased in value. If the recoverable amount is lower than the carrying amount, an impairment loss is recognised. Impairment losses are reported under Income from participation in Group companies.

Financial instruments

With due account being taken of the correlation between accounting and taxation, the Parent Company does not apply IFRS 9 Financial Instruments. In the Parent Company, non-current financial assets are measured at cost less any impairment losses, while current financial assets are measured at cost or fair value, whichever is the lower. Financial liabilities are recognised at amortised cost.

Leases

In the Parent Company, any leases where the Parent Company is the lessee are recognised by expensing the lease payment on a straight-line basis over the term of the lease.

Group contributions and shareholder contributions

Shareholder contributions paid are recognised as an increase in the value of shares and participations in Group companies. An assessment is then made of whether any impairment has arisen in the value of the shares and participations concerned. Group contributions paid and received are recognised as appropriations.

Dividends

Dividend receipts are recognised in the income statement when the shareholders' right to receive a dividend payment has been established.

Dividends paid are recognised as a liability when the Annual General Meeting has resolved to approve the dividend.

P2: Intra-Group transactions

Of the Parent Company's income, SEK 20 million (16) consists of sales to other companies in the corporate group of which the Company is part.

The Parent Company's revenue consists of fees for services performed on behalf of the subsidiaries.

Of the Parent Company's expenses, SEK 0 million (0) consists of purchases from other Group companies.

P3: Salaries and other remuneration

SEK M.	2023/24	2022/23
Board of Directors and CEO		
Salaries and other remuneration	22	12
Pension costs	4	2
Social security contributions	6	4
Sum total	32	18
Other employees		
Salaries and other remuneration	0	5
Pension costs	0	2
Social security contributions	–	1
SUM TOTAL	0	8
TOTAL	32	26

AVERAGE NUMBER OF EMPLOYEES

	2023/24	2022/23
Women	1	–
Men	1	2
SUM TOTAL	2	2

P4: Fees to auditors

SEK M.	2023/24	2022/23
PricewaterhouseCoopers AB		
Audit assignment	1	1
Auditing services over and above audit assignment	0	0
Tax advisory services	0	0
Other services	1	1
SUM TOTAL	2	2

Auditing fees consists of the fees paid for statutory auditing of the annual accounts and the accounting records, and of the administration by the Board of Directors, and for advisory services provided in connection with observations arising from the audit.

P5: Interest income and similar profit/loss items

	2023/24	2022/23
Interest income from Group companies	215	109
Other interest income	16	6
Foreign exchange gains	0	0
INTEREST INCOME AND SIMILAR PROFIT/LOSS ITEMS	230	116

P6: Interest expense and similar profit/loss items

	2023/24	2022/23
Interest expense on bank loans	–34	–19
Interest expense to Group companies	–204	–89
Borrowing costs*	–1	–1
Bank charges and similar	–4	–3
INTEREST EXPENSE AND SIMILAR PROFIT/ LOSS ITEMS	–243	–112

* Setup charges for new loans are expensed over the term of the loan. The cost of accrued borrowing costs over the financial year was SEK 1 million (0).

P7: Taxes

RECONCILIATION OF EFFECTIVE TAX

SEK M.	2023/24	2022/23
Net pre-tax profit	38	3
Tax at current tax rate (20.6% and 20.6%, respectively)	–8	–1
TAX EXPENSE RECOGNISED	–8	–1

P8: Shares in subsidiaries

Shares and participations

The Group operates in Sweden, Norway, Germany, Finland, the Netherlands and the UK. The Parent Company has a controlling interest over the subsidiaries. All subsidiaries are wholly owned, directly or indirectly, 100 percent, by the Parent Company.

SEK M.	2023/24	2022/23
Carrying amount, opening balance	3,261	3,261
Acquisitions	–	–
CARRYING AMOUNT, CLOSING BALANCE	3,261	3,261

Direct ownership, subsidiaries	Corp. ID. No.	Registered office	Percentage of capital	Number of shares	Nominal value	Book value
ACM 2001 AB	556057-2850	Stockholm	100%	12,061,246	2	3,261

Nominal values in the tables below are shown in local currency.

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (SWEDEN)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (SEK)
AcadeMedia Edtech AB	559377-6296	Stockholm	100%	250	100
AcadeMedia Eductus AB	556527-4007	Stockholm	100%	20,000	100
AcadeMedia fria grundskolor AB	556932-0699	Stockholm	100%	50,000	1
AcadeMedia Förskolor Holding AB	559373-5771	Stockholm	100%	25,000	1
AcadeMedia Game Education AB	559377-6288	Stockholm	100%	250	100
AcadeMedia Grundskolor Holding AB	559383-5902	Stockholm	100%	25,000	1
AcadeMedia Gymnasieskolor Holding AB	559383-5910	Stockholm	100%	25,000	1
AcadeMedia Support AB	556568-8479	Stockholm	100%	1,000	100
AcadeMedia TM AB	559383-5936	Stockholm	100%	25,000	1
AcadeMedia Vuxenutbildning Holding AB	559383-5928	Stockholm	100%	25,000	1
Anew Learning AB	556402-8925	Stockholm	100%	10,000	10
Banérporten AB	556442-1724	Stockholm	100%	1,000	100
Banérporten Förskolor AB	556994-3565	Stockholm	100%	500	100
Banérportsskolan AB	556606-4001	Stockholm	100%	2,000	100
Berghs School of Communication AB	556135-0355	Stockholm	100%	37,100	100
Bikupan i Östersund AB	556867-6695	Stockholm	100%	500	100
Cybergymnasiet Malmö AB	556569-3289	Stockholm	100%	1,000	100
Cybergymnasiet Stockholm AB	556554-7964	Stockholm	100%	10,000	100
DBGY Juvelen AB	556578-9129	Stockholm	100%	1,000	100
DBGY Kronan AB	556566-8794	Stockholm	100%	4,000	100
DBGY Manteln (formerly Didaktus Skolor AB)	556473-2856	Stockholm	100%	4,300	50
DBGY Regenten AB (formerly Cybergymnasiet Göteborg AB)	556569-3297	Stockholm	100%	1,000	100
Designgymnasiet i Sverige AB	556932-0681	Stockholm	100%	50,000	1
Didaktus Utbildningar AB	556645-3626	Stockholm	100%	2,000	50

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (SEK)
Donnergymnasiet AB	556540-8381	Stockholm	100%	1,500	100
EC Utbildning AB	556626-4387	Karlshamn	100%	1,000	100
Framtidsutveckling i Sverige AB	556546-7056	Stockholm	100%	1,000	100
Framtidsutveckling Norden AB (formerly Allautbildare Sverige AB)	556873-3470	Stockholm	100%	505,000	0.1
Friskolan Lyftet AB	556604-4599	Gävle	100%	1,000	100
FutureGames AB (formerly Changemaker Educations AB)	556719-6158	Stockholm	100%	1,000	100
Färjan AB	556768-0631	Stockholm	100%	1,000	100
Förskolan Moroten AB	556450-3612	Stockholm	100%	1,000	100
Global Education Services AB	556606-7855	Stockholm	100%	1,000	100
Guldkusten AB	556983-1430	Stockholm	100%	500	100
Hagströmska Gymnasiet AB	556755-0461	Falun	100%	1,000	100
Hermods AB	556044-0017	Stockholm	100%	11,000	1,000
International Montessori School Sweden AB	556764-0205	Ekerö	100%	1,000	100
Internationella hotell- och restaurangskolan IHR AB	556982-8451	Stockholm	100%	50,000	1
Kastanjelunden Förskola AB	556755-0032	Stockholm	100%	1,000	100
KLARA Gymnasium Bildning AB	556528-6696	Stockholm	100%	2,800	100
KLARA Gymnasium Kunskap AB	556630-3938	Stockholm	100%	1,000	100
KLARA Gymnasium Lärande AB	556558-3282	Stockholm	100%	250,000	1
Kompetensutvecklingsinstitutet Sverige AB	556355-7395	Stockholm	100%	1,000	100
Kringlaskolan AB	556773-4065	Stockholm	100%	1,000	100
Kråkrinkens Förskola AB	559197-0800	Stockholm	100%	1,020	100
Kungsholmens Förskola AB	559042-7000	Stockholm	100%	500	100
KYH AB	556644-7768	Stockholm	100%	1,000	100
Limhamns Förskola AB	556483-3829	Stockholm	100%	878	178
Ljud & Bildskolan LBS AB	556485-1649	Stockholm	100%	10,000	100
Matchning och Utveckling i Sverige AB	556820-7673	Stockholm	100%	500	100
MontessoriGrundskolan Maria AB	556541-8455	Stockholm	100%	1,000	100
Movant AB	556526-5005	Gothenburg	100%	1,000	100
NTI Gymnasiet Ellips AB	556597-0471	Stockholm	100%	6,000	100
NTI Gymnasiet Helix AB	556674-7290	Stockholm	100%	1,000	100
NTI Gymnasiet Macro AB	556120-3679	Stockholm	100%	10,000	100
NTI-skolan AB	556709-8057	Stockholm	100%	2,000	100
Omniway AB	556442-1328	Stockholm	100%	5,000	100
Plushögskolan AB	556495-5853	Gothenburg	100%	1,000	100
Pops Academy AB	556958-3197	Stockholm	100%	1,000	50
Praktiska Lärande AB	556530-4481	Stockholm	100%	6,999	100
Praktiska Studier Riks AB	556575-5500	Stockholm	100%	1,000	100
Praktiska Sverige AB	556257-5786	Gothenburg	100%	1,000	100
Praktiska Utbildning AB	556478-1606	Stockholm	100%	1,000	100
Primaskolan i Sverige AB	556557-0958	Stockholm	100%	4,000	100
ProCivitas Privata Gymnasium AB	556615-7102	Stockholm	100%	1,000	100
Pysslingen Förskolor AB	556629-2537	Stockholm	100%	1,000	100

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (SEK)
Pysslingen Förskolor och Skolor AB	556035-4309	Stockholm	100%	90,000	100
Pålsjö Skogs Förskola AB	556451-3587	Stockholm	100%	1,230	100
RE Skolor AB	559024-4579	Stockholm	100%	50,000	1
Rytmus AB	556464-8979	Stockholm	100%	8,000	100
Sandviks Förlag AB	556398-3609	Malmö	100%	8,000	100
Sjöläns Gymnasium AB	556375-8399	Stockholm	100%	500	1,000
Sofiero Förskola AB	556555-3079	Stockholm	100%	1,000	100
Swedish Education Group AB	556504-2255	Stockholm	100%	1,000	100
Sälj och Marknadshögskolan i Sverige AB	556518-9361	Stockholm	100%	1,000	100
Söder Triaden Förskolor AB	556468-5955	Stockholm	100%	102	1,000
TGA utbildning AB	556575-3901	Stockholm	100%	1,000	100
Vindora Holding AB	556861-7079	Gothenburg	100%	2,414,622.329	0.01
Vindora Utbildning AB	556735-0110	Gothenburg	100%	1,000	100
Vindseglet AB	556757-2234	Stockholm	100%	1,200	100
Vittraskolorna AB	556458-6716	Stockholm	100%	1,000	100
Växthuset förskola i Mölndal AB	556780-2714	Stockholm	100%	1,000	100
Åsöbergets Förskola AB	556476-5609	Stockholm	100%	1,000	100

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (NORWAY)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal Value/ share (NOK)
AcadeMedia Educational Services AS	96682855	Karmøy	100%	920	152
AcadeMedia Norge AS	913192281	Karmøy	100%	30	100,000
Espira Baggerødbanen AS	830550682	Karmøy	100%	30,000	1
Espira Barnehager AS	985072825	Karmøy	100%	100	1,000
Espira Bellevue AS (formerly Espira Jeløy AS)	986977651	Karmøy	100%	100	11,020
Espira Bjørgene AS	988440418	Karmøy	100%	100	1,000
Espira Blakstad AS	996987329	Karmøy	100%	100	1,000
Espira Brådalshjellet AS	988711896	Karmøy	100%	100	1,000
Espira Bråsteintunet AS	930550531	Karmøy	100%	30,000	1
Espira Casa Musica Barnehage AS	984084358	Karmøy	100%	100	1,000
Espira Dragerskogen AS	990652899	Karmøy	100%	100	1,000
Espira Dvergsnes AS	991126627	Karmøy	100%	100	1,000
Espira Eiendom AS	992642734	Karmøy	100%	100	1,000
Espira Eikenga AS	817350232	Karmøy	100%	62	2,935
Espira Eikenetta Naturbarnehage AS	888792112	Karmøy	100%	100	100
Espira Evangtunet AS	930548685	Karmøy	100%	30,000	1
Espira Eventyrskogen AS	930550701	Karmøy	100%	30,000	1
Espira Evje AS	996987337	Karmøy	100%	100	1,000
Espira Fasanveien AS	925905836	Karmøy	100%	300	500
Espira Fenstad AS	987762780	Karmøy	100%	100	1,000
Espira Finnås AS	930548723	Karmøy	100%	30,000	1
Espira Garhaug AS	986916490	Karmøy	100%	100	1,000

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal Value/ share (NOK)
Espira Gartnerløkka AS	930550787	Karmøy	100%	30,000	1
Espira Gjømble AS	983089909	Karmøy	100%	100	1,000
Espira Grefsen AS	830548572	Karmøy	100%	30,000	1
Espira Gruppen AS	991926577	Karmøy	100%	54,630,000	0.1
Espira Grønnestølen AS	930548642	Karmøy	100%	30,000	1.0
Espira Gullhella AS	985462437	Karmøy	100%	100	1,000
Espira Gåserud AS	985030006	Karmøy	100%	100	1,000
Espira Halsnøy Kloster AS	990797722	Karmøy	100%	100	1,000
Espira Helldalsåsen AS	985311374	Karmøy	100%	100	1,000
Espira Holbekk Idrettsbarnehage AS	921744927	Karmøy	100%	100	100
Espira Hollund AS	830550542	Karmøy	100%	30,000	1
Espira Holum AS	930550647	Karmøy	100%	30,000	1
Espira Hovsmarka AS	930548618	Karmøy	100%	30,000	1
Espira Husebyparken AS	930550698	Karmøy	100%	30,000	1
Espira Høytorp Fort AS	988711918	Karmøy	100%	100	1,000
Espira Juberg AS	930550744	Karmøy	100%	30,000	1
Espira Karmsund AS	930550566	Karmøy	100%	30,000	1
Espira Kleverenga AS	988067547	Karmøy	100%	100	1,000
Espira Knerten AS	979339828	Karmøy	100%	210	1,000
Espira Kniveåsen AS	990343063	Karmøy	100%	100	1,000
Espira Krystallveien AS	992419938	Karmøy	100%	100	1,000
Espira Kulturstien AS	989557718	Karmøy	100%	10,000	10
Espira Kunnskapsbyen AS	930548537	Karmøy	100%	30,000	1
Espira Kuventræ AS	989838563	Karmøy	100%	100	1,000
Espira Kystad Gård AS	919307617	Karmøy	100%	100	1,000
Espira Lindesnes AS	914760224	Karmøy	100%	1,000	100
Espira Litlasund AS	992061472	Karmøy	100%	100	1,000
Espira Lura AS	930550728	Karmøy	100%	30,000	1
Espira Løvestad AS	992823690	Karmøy	100%	100	1,000
Espira Marienfryd AS	830548602	Karmøy	100%	30,000	1
Espira Marthahaugen AS	990036888	Karmøy	100%	100	1,000
Espira Moster AS	930550582	Karmøy	100%	30,000	1
Espira Muruvik AS	919307595	Karmøy	100%	100	1,000
Espira Myraskogen AS	992061448	Karmøy	100%	100	1,000
Espira Nordmo AS	985311366	Karmøy	100%	100	1,000
Espira Nykirke AS	930548634	Karmøy	100%	30,000	1
Espira Opaker AS	992081066	Karmøy	100%	100	1,000
Espira Opsahl AS	985797625	Karmøy	100%	100	1,000
Espira Oreid AS	930548596	Karmøy	100%	30,000	1
Espira Ormdalen AS	992420189	Karmøy	100%	100	1,000
Espira Rambjøra AS	986916512	Karmøy	100%	100	1,000
Espira Ree AS	989544489	Karmøy	100%	100	1,000
Espira Romholt AS	888440402	Karmøy	100%	100	1,000

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal Value/ share (NOK)
Espira Rubbestadneset AS	991996605	Karmøy	100%	100	1,000
Espira Ryggebyen AS (formerly Espira Oslo Barnehagedrift AS)	914945577	Karmøy	100%	100	1,000
Espira Rå AS	989932543	Karmøy	100%	100	1,000
Espira Rødknappen AS	994751530	Karmøy	100%	100	1,000
Espira Salamonskogen AS	989512811	Karmøy	100%	100	1,000
Espira Sandnesheia AS (formerly Engelsrudhagen Barnehagetomt AS)	913981464	Karmøy	100%	216,828	1
Espira Sandtoppen Naturbarnehage AS	990446458	Karmøy	100%	100	100
Espira Sangereidåsen AS	930550663	Karmøy	100%	30,000	1
Espira Scala Hundvåg AS	988201030	Karmøy	100%	100	1,000
Espira Scala Tasta AS	988201170	Karmøy	100%	100	1,000
Espira Skjeraberget AS	917350140	Karmøy	100%	67	1,000
Espira Skolegata AS	986916644	Karmøy	100%	100	1,000
Espira Skåredalen AS	992061529	Karmøy	100%	100	1,000
Espira Sletten AS	930550604	Karmøy	100%	30,000	1
Espira Snurrefjellet AS	986916563	Karmøy	100%	100	1,000
Espira Solknatten AS	990652813	Karmøy	100%	100	1,000
Espira Solkroken AS	930548715	Karmøy	100%	30,000	1
Espira Spirea AS	930548545	Karmøy	100%	30,000	1
Espira Stansa AS	912980219	Karmøy	100%	73,818	1
Espira Steinsviken AS	930548669	Karmøy	100%	30,000	1
Espira Stjørdal AS	919307579	Karmøy	100%	100	1,000
Espira Stongafjellet AS	989838512	Karmøy	100%	100	1,000
Espira Sundbyfoss AS	994310623	Karmøy	100%	100	1,000
Espira Sånum AS	930550671	Karmøy	100%	30,000	1
Espira Søy AS	930548030	Karmøy	100%	348,787	1
Espira Taremoreby AS	917350183	Karmøy	100%	630	500
Espira Tastarustå AS	915657087	Karmøy	100%	5,000	10
Espira Tau AS	930550752	Karmøy	100%	30,000	1
Espira Tjøsøvoll AS	992062002	Karmøy	100%	100	1,000
Espira Tomter AS	930548677	Karmøy	100%	30,000	1
Espira Torsbergskogen AS	991361642	Karmøy	100%	100	1,000
Espira Torshovdalen AS	930548561	Karmøy	100%	30,000	1
Espira Tristilbakken AS	930548588	Karmøy	100%	30,000	1
Espira Trygstad AS	930548626	Karmøy	100%	30,000	1
Espira Ulsetskogen AS	991127402	Karmøy	100%	100	1,000
Espira Ulvenvatnet AS	930548650	Karmøy	100%	30,000	1
Espira Vagletjørn AS	989838482	Karmøy	100%	100	1,000
Espira Vannverksdammen AS	990342598	Karmøy	100%	100	1,000
Espira Vanse AS	988263095	Karmøy	100%	100	1,000
Espira Varbak Arcen AS	890015492	Karmøy	100%	100	1,000
Espira Vedderheia AS	930550523	Karmøy	100%	30,000	1
Espira Veldetun AS	985462372	Karmøy	100%	100	1,000

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal Value/ share (NOK)
Espira Åbol AS	992823585	Karmøy	100%	100	1,000
Espira Århaug AS	988067644	Karmøy	100%	100	1,000
Espira Årkjør AS	930548693	Karmøy	100%	30,000	1
Espira Årosfjellet AS	930550612	Karmøy	100%	30,000	1
Espira Årelia AS	930548707	Karmøy	100%	30,000	1
Espira Østrem AS	986916555	Karmøy	100%	100	1,000
Holbekk Barnehagetun AS	990407592	Karmøy	100%	100	100
Karmsund Barnehage AS	990586152	Karmøy	100%	100	1,000
Sandviks AS	918793569	Stavanger	100%	126,443	0.26
Skogen Barnehage AS	992420243	Karmøy	100%	100	1,000
Søndre Kleivan Barnehage AS	990050937	Karmøy	100%	100	1,000
Tomm Murstad Friluftsbarnhage AS	998143969	Karmøy	100%	50,000	1

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (GERMANY)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (EUR)
AcadeMedia GmbH	HRB 222 151	Munich	100%	25,000	1
AcadeMedia Education GmbH	HRB 242952 B	Berlin	100%	25,000	1
akanova gGmbH	HRB 227687 B	Berlin	100%	25,000	1
Espira und Joki Kinderbetreuung GmbH	HRB 174 184	Munich	100%	25,000	1
Fürstenwalder Aus- und Weiterbildungszentrum gGmbH	HRBI093 FF	Fürstenwalde/Spree	100%	30,678	1
KTS Verwaltungs GmbH	HRB 190824	Munich	100%	25,000	1
Step Kids Education GmbH	HRB 132431 B	Berlin	100%	49,380	1
Step Kids KiTas GmbH	HRB 149735 B	Berlin	100%	25,000	1
Mediadesign Akademie für Aus- und Weiterbildung gGmbH	HRBI9231 FF	Fürstenwalde/Spree	100%	25,000	1

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (FINLAND)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (EUR)
VKPA-varhaiskasvatus Oy	3141663-1	Oulu/Uleåborg	100%	25,927,034	0
Suomen VAKA-Palvelut II Oy	2753652-6	Oulu/Uleåborg	100%	25	0
Touhula Leikki Oy	2334458-6	Oulu/Uleåborg	100%	5,859	0
Touhula Hymy Oy	1014205-3	Jyväskylä	100%	301	0
Touhula Nauru Oy	2704961-3	Oulu/Uleåborg	100%	1,000	0
Touhula Ilo Oy	2704960-5	Oulu/Uleåborg	100%	1,000	0
Touhula Virne Oy	1808743-1	Oulu/Uleåborg	100%	2,500	0
Touhula Onni Oy	2554646-4	Ylivieska	100%	8	0
Touhula Riemu Oy	2036747-5	Vaasa/Vasa	100%	8,000	0
Touhula Huvi Oy	2599906-8	Tampere/Tammerfors	100%	11,800	0
Touhula Hassu Oy	2610565-2	Helsinki	100%	2,500	0
Touhula Hauska Oy	146903-9	Helsinki	100%	2,500	0

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (NETHERLANDS)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (EUR)
AcadeMedia Nederland BV	90839439	Stockholm	100%	1	1
De Amsterdamsche School BV	34140427	Amsterdam	100%	40	453.78
Leren & Zo BV	87569248	Amsterdam	100%	100	0.01
Plek voor kinderen Holding B.V.	KVK 85624004	Bergen op Zoom	100%	1,000	1
Plek voor kinderen B.V.	KVK 20112609	Bergen op Zoom	100%	1,000	1
Tommy & Annika B.V.	KVK 58042067	Amersfoort	100%	1,000	1
Winford Amsterdam BV	27273799	Amsterdam	100%	18,000	1
Winford Apeldoorn BV	08181981	Amsterdam	100%	18,000	1
Winford Arnhem BV	62779656	Amsterdam	100%	100	0.01
Winford Beheer BV	30157716	Amsterdam	100%	182	100
Winford Bilingual Den Haag BV	93571801	Amsterdam	100%	100	0.01
Winford Bilingual School BV	73989002	Amsterdam	100%	100	0.01
Winford Breda BV	68657498	Amsterdam	100%	100	0.01
Winford College BV	34338528	Amsterdam	100%	1,800	10
Winford's Gravenhage BV	27243847	Amsterdam	100%	180	100
Winford Haarlem BV	83095500	Amsterdam	100%	100	0.01
Winford Leiden BV	28095228	Amsterdam	100%	180	100
Winford Rotterdam BV	24233661	Amsterdam	100%	400	45.38
Winford Utrecht BV	30175250	Amsterdam	100%	180	100

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (UK)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (GBP)
The Game Assembly Ltd	13881612	London	100%	1	1

INDIRECT OWNERSHIP OF SUBSIDIARIES IN THE GROUP (POLAND)

	Corp. reg. no.	Registered office	Share of capital	Number of shares	Nominal value/ share (PLN)
Futuregames Academy sp. z o. o.	000991971	Warsaw	100%	100	100

P9: Equity

Share capital	Number	SEK
Ordinary share	101,491,694	106,771,072
Class C share	205,905	205,905

The Class C shares are held by AcadeMedia. For further information regarding the share capital, see Note G24.

P10: Interest-bearing liabilities

INTEREST-BEARING LIABILITIES

SEK m.	30 June 2024	30 June 2023
Liabilities to credit institutions	814	230
Convertible bonds	–	20
	814	250

Of these liabilities, SEK 418 million (136) matures within one year and SEK 400 million (118) between one and five years. The difference from what is recognised on the balance sheet is made up of the accrued acquisition cost of the loans and the discount for the balance of the convertible loan.

A new financing agreement entered into force in July 2022. The loan terms in the new agreement are described in Note G28 Loans.

P11: Post balance sheet events

No significant balance sheet events.

P12: Dividend proposal

After the balance sheet date, the Board proposed a dividend of SEK 1.75 per share (1.75), representing a total dividend payment of SEK 178 million (185). The dividend is subject to approval by the Annual General Meeting, which is scheduled for 28 November 2024.



Picture taken at Praktiska
Gymnasiet, Norrköping,
central Sweden

Signatures of the Board of Directors

The Board of Directors and the CEO hereby provide an assurance that the consolidated accounts and annual accounts have been prepared in accordance with the International Financial Reporting Standards (IFRS), as adopted by the EU, and generally accepted accounting standards, and provide a fair and true view of the Group's and the Parent Company's financial position and results, and that the Administration Report provides a true and fair overview of the development of the Group's and the Parent Company's operations, financial position and results, and describes material risks and uncertainties faced by the companies in the Group.
The undersigned also hereby submit the sustainability report on pages 15–47.

Stockholm, 23 October 2024

Håkan Sörman
Chair

Marcus Strömberg
Chief Executive Officer

Johan Andersson
Board member

Ann-Marie Begler
Board member

Jan Berhardsson
Board member

Mikael Helmerson
Board member

Hilde Britt Mellbye
Board member

Marie Osberg
Board member

Anna Lundmark Boman
Employee representative

Anders Lövgren
Employee representative

We submitted our audit report on 23 October 2024.
PricewaterhouseCoopers AB

Patrik Adolfson
*Authorised Public Accountant
Principal Auditor*

Eva Medbrant
Authorised Public Accountant

Audit Report

To the annual meeting of shareholders of AcadeMedia AB, corporate registration number 556846-0231

Report on the annual report and consolidated accounts

OPINIONS

We conducted an audit of the annual report and consolidated accounts of AcadeMedia AB (publ) for the financial year 1 July 2023 – 30 June 2024 with the exception of the corporate governance report on pages 55–63. The annual report and consolidated accounts of the company are included on pages 48–104 of this document.

In our opinion, the annual report has been prepared in accordance with the Swedish Annual Accounts Act and presents fairly, in all material respects, the financial position of the parent company as per 30 June 2024 and of its financial performance and its 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 per 30 June 2024 and of its financial performance and cash flow for the year, 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 report and consolidated accounts. Our opinions do not cover the corporate governance report on pages 55–63.

We therefore recommend that the annual general meeting of shareholders adopt the income statement and balance sheet of the parent company and the group.

Our opinions in this report on the annual report and consolidated accounts are consistent with the content of the supplementary report that was submitted to the parent company's and the group's audit committee in accordance with Article 11 of the EU's Audit Regulation (Regulation (EU) No 537/2014).

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 means that, based on our best knowledge and belief, no prohibited services as referred to in Article 5 (1) of Regulation (537/2014 EU Audit Regulation) have been provided to the audited company or, where applicable, its parent company or its controlled companies in the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OUR AUDIT APPROACH

Focus and scope of the audit

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where management had made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We adapted the focus and scope of our audit, taking into account the structure of the AcadeMedia Group and the internal control environment, to enable us to provide an audit report on the annual report and the consolidated accounts as a whole.

AcadeMedia is the largest education group in the Nordic region and has operations in Sweden, Finland, the Netherlands, Norway and Germany. As per 30 June 2024, the business was conducted via around 250 legal entities. The large number of legal entities is due to the acquisition of operations by the group, and legal regulations that restrict the possibility of relocating the operations. We conduct a statutory audit of all legal entities in Sweden and Norway, and for group purposes we review the most significant entities in the group and the parent company. The operations in Sweden and Norway account for

87 percent of the group's sales and the majority of the group's total assets. The audit included the following activities:

- Review of internal control of financial reporting, procedures and processes based on assessed risks;
- Limited review of the accounts as per 31 March 2024 with the aim of issuing a limited review report; and
- Audit of the annual accounts as per 30 June 2024, focusing on measurement of goodwill, recognition of revenue and personnel expenses, acquisition analyses and integration of acquisitions, provisions for restructuring and assessment of reporting and disclosure regarding disputes.
- Final audit procedures required to issue this audit report on the annual report of the parent company and the group and, where applicable, other legal entities. In addition, audit procedures are also performed to enable us to issue our opinion on compliance with guidelines for senior executives, as well as the corporate governance and sustainability reports of the parent company.

The review was conducted for the most part by an audit team within the PwC network. The work was performed in accordance with the local audit requirements of each country, as well as specific instructions related to the group audit. Regarding the operation in Finland, Germany and the Netherlands, the group audit team carried out an analytical review and other review procedures. In addition, the Group audit team visited the Norwegian, German and Dutch operations and held meetings with senior executives representing the Finnish business during the year. The purpose of these meetings was to gain an understanding of activities in the units visited and to understand the procedures and controls in order to evaluate internal control and to conduct a limited review of the financial reporting based on the group's accounting principles. As stated in

the corporate governance report, aspects of the organisation in Germany can be improved to bring them to the same level of quality as in the Swedish business. On that basis, the central group audit team has develop its auditing activities regarding this organisation's financial reporting in the context of the annual accounts.

Materiality

The scope and focus of our audit was shaped by our assessment of materiality. An audit is designed to obtain reasonable assurance as to whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They 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 financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality regarding the financial reporting as a whole. These, together with qualitative considerations, helped us to determine the focus and scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

KEY AUDIT MATTERS

Key audit matters are those that, in our professional judgement, were those of the most significance in our audit of the annual report and consolidated accounts for the period under review. These matters were addressed in the context of our audit of, and in forming our opinion on, the annual report and consolidated accounts as a whole, but we do not provide separate opinions on these matters.

Key audit matter

**MEASUREMENT OF GOODWILL AND
OTHER INTANGIBLE ASSETS**

We refer to the Notes G1 General information, accounting and valuation policies, which contains information on important estimates and assumptions for accounting purposes, G15 Intangible non-current assets and G16 Impairment testing.

Goodwill represents an important component of the AcadeMedia Group's total assets, amounting to SEK 7,232 million (32 percent of total assets) as per 30 June 2024. Brands are valued at around SEK 369 million at the same point in time. The items are subject to management's assessment and assumptions, and, because of their materiality, have been deemed to constitute a Key audit matter.

Management and the board of directors prepare annual impairment testing of the value of goodwill. The purpose of impairment testing is to determine whether an asset is impaired, i.e. whether the book value (carrying amount) exceeds the assessed fair value (recoverable amount). The model and methodology for testing goodwill and other assets with indefinite useful lives have been applied consistently throughout the group, although in Norway the value of sales is calculated net of costs of selling to reflect the surplus value in owned properties. The calculated value is based on the budgets and forecasts approved by the board of directors for the next ten years. The cash flows from the years beyond the next five are extrapolated on the basis of the business plan. The process thus includes assumptions that assume material significance to impairment testing. These include assumptions regarding sales growth, changes in margins and the discount rate (WACC).

The value resulting from testing equates to the value of discounted cash flows for identified cash-generating units. Even if a unit passes impairment testing, future developments that deviate negatively from the assumptions and assessments on which the review was based may lead to a need for impairment. Valuation of the company's operations is at its most sensitive regarding future earnings in the Norwegian business.

Furthermore, assumptions made are affected by the uncertainty regarding political decisions that could be made affecting staffing, quality, profits etc., as described in Note G1, which addresses important estimates and assessments for accounting purposes.

AcadeMedia's conclusion, based on the best estimate and the information that was available when the annual impairment test was performed, is that there was no indication of impairment of the assets referred to above as per 30 June 2024.

**HOW OUR AUDIT ADDRESSED
THE KEY AUDIT MATTER**

In impairment testing for goodwill and other acquisition-related intangible assets, to ensure the valuation and accuracy we performed the following audit measures:

- In the assessment of the assumptions, which are presented in Note G16 Impairment testing, we have engaged PwC's experts in valuation to test and assess the models and methodology that were used, as well as significant assumptions.
- On a random sample basis, we tested, evaluated and challenged the information used in the calculations versus AcadeMedia's financial plan and, where possible, external information. We then focused on assumed growth rates, changes in margins and discount rate per cash generating unit. We also reviewed 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 key parameters that, on an individual or aggregate basis, could result in an impairment requirement.
- We judged that the disclosures provided in the annual report are correct, based on the test of valuation conducted, particularly as regards the information on the sensitivity of the valuations.
- We compared the disclosures provided in the annual report with requirements of IAS 36 and found that the latter were fulfilled in all material respects.

Based on our audit we conclude that AcadeMedia's assumptions fall within an acceptable range. In addition to this disclosure requirement, the information in Note G16 addresses assumptions and risks where changes in assumptions entail or could entail a need for an impairment write-down. However, without qualifying our opinion, we draw attention to the fact that, as described in Note G16, impairment testing has been prepared in accordance with the regulations applicable to the business, and changes in the rules known as per 30 June 2024.

As described in the Annual Report, there are risks attributable to the business and ongoing inquiries regarding the regulatory framework. In the event that any changes are made to regulations applying to the organisation, goodwill and other assets may be impaired. We draw particular attention to the assumptions applied in the impairment testing for Norway, as described in note G16.

APPLICATION OF IFRS 16 LEASES DURING
THE FINANCIAL YEAR

We refer to the Notes G1 General information, accounting and valuation policies, which contains information on important estimates and assumptions for accounting purposes, and Note G18 Right-of-use-assets.

According to IFRS 16 Leases, for all practical purposes all leases are recognised on the balance sheet, as there is no longer any distinction made between operating leases and finance leases. IFRS 16 requires assets and liabilities relating to leases, unless the lease term is twelve months or less or the underlying asset is of low value, to be recognised as assets and liabilities on the balance sheet.

Accounting under IFRS 16 has almost doubled the total assets compared to the previous accounting standard and has significant impact on the income statement. Furthermore, the accounts are based on a number of significant estimates including discount rates, lease term (and related management of renewal clauses) and vacant space.

Considering the material impact on AcadeMedia's accounts and the critical judgements upon which the accounts are based, accounting in accordance with IFRS 16 constitutes a Key audit matter.

HOW OUR AUDIT ADDRESSED
THE KEY AUDIT MATTER

In our 2023/2024 audit, we focused in particular on the accounting in accordance with IFRS 16 and performed *inter alia* the following audit procedures:

- We gained an understanding of AcadeMedia's IFRS 16 accounting process.
- On a random basis, we examined and checked calculations used to support the recognition of right-of-use assets and lease liabilities.
- We reconciled input data in calculations against leases or other supporting data.
- We informed ourselves as to AcadeMedia's judgements, including the discount rates used and application of option clauses in leases, and examined the same.

In addition to the above, our procedures included:

- Examination of the accounting policies applied and verification against IFRS 16 Leases
- Examination of the change in discount rate, and its impact on the accounts, that took place during the year
- Examination of accounting in 2023/2024 and verification against implemented accounting policies
- Examination of procedures and internal controls to verify a correct accounting process under IFRS 16 Leases.

The assessment of AcadeMedia's policies for posting impairment losses at any indication of impairment of recognised right-of-use assets is described below under the Key audit matter "Management's judgements concerning provisions for onerous contracts and impairment of right-of-use assets".

In our audit, we have reported to the audit committee that AcadeMedia has a process for IFRS 16 and that the applied assumptions, on which the accounting was based, were found to be reasonable.

MANAGEMENT'S JUDGEMENTS CONCERNING
PROVISIONS FOR ONEROUS CONTRACTS AND
IMPAIRMENT OF RIGHT-OF-USE ASSETS

We refer to Notes G1 General information, accounting and valuation policies, G18 Right-of-use assets, G25 Other provisions and G26 Accrued expenses and deferred income.

Assumptions and judgements that serve as the basis of provisions for onerous contracts or similar commitments (in the following "onerous contracts") and any indication of impairment of right-of-use assets. AcadeMedia has around 860 units in its organisation, including both mature units and new establishments. The results for such units range from negative to positive, according to whether a unit is in a development stage, and/or various other factors. In the event that a commitment, legal or constructive, is going to lead to future losses, under IAS 37 Provisions a provision must be recognised for the losses that are expected to be incurred after the reporting date and until termination of the contract. In the event that the losses relate to right-of-use assets, an impairment charge must be taken for those assets instead of a provision being reported.

AcadeMedia monitors the earnings and position of all units on a monthly basis and makes forward-looking judgments and forecasts. Based on these judgements, AcadeMedia determines whether a provision or an impairment of a right-of-use asset should be recognised. According to the notes above, there are, for example, provisions totalling SEK 89 million for restructuring and contract renegotiation/onerous contract reserves of SEK 37 million, which in part cover the said exposure. Although these items are not material in relation to AcadeMedia's financial position, we find that the reporting of underlying judgements is 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 measurement. The audit procedures we performed during the 2023/2024 financial year included the following:

- We examined AcadeMedia's monitoring and closing accounts procedures to verify that controls are in place to account for provisions for restructuring and onerous contracts if required under IAS 37 Provisions, and that impairment of right-of-use assets has been recognised if a permanent decline in value is found to exist.
- We analysed and discussed the follow-up and documentation that AcadeMedia prepares for onerous contracts as well as for restructuring. Here, the current situation and activities to achieve profitability are described, and a forecast period for the time until the unit is expected to make a profit is attached.
- We followed up profit and loss outcomes and future forecasts pertaining to units compared to internal reports, and evaluated the forecast reliability of future forecasts jointly with the responsible individuals at AcadeMedia.
- We evaluated AcadeMedia's policies for making provisions for potential losses attributable to restructuring as well as for losses in terms of the requirements stated in IAS 37 Provisions, and the same with regard to the need to impair right-of-use assets against the requirements stated in IAS 36 Impairment of Assets.

In our audit, we reported observations to the audit committee regarding the accounting of provisions for onerous contracts and impairment of right-of-use assets. In our view, AcadeMedia's assumptions on which provision for onerous contracts and impairments of right-of-use assets are based are within an acceptable range.

PROCEDURES AND PROCESSES, AND RECOGNITION OF PERSONNEL-RELATED EXPENSES

We refer to Notes G1 General information, accounting and valuation policies, G5 Personnel expenses, G6 Pensions and G26 Accrued expenses and deferred income.

AcadeMedia has around 21,000 employees in its subsidiaries. Personnel expenses amount to just over 66 percent of AcadeMedia's operating expenses. This thus represents the most significant expense item in AcadeMedia's consolidated income statement. Personnel expenses consist of both salaries and other remuneration, including variable remuneration, as well as directly attributable taxes and social security fees. The risk in these items relates to their completeness, as well as their being correctly calculated, properly reported as accrued and properly measured. There is also an inherent complexity in payroll management, since the various personnel groups are covered by different types of employment contract and different collective agreements, which in turn give rise to differences in how salaries, other remuneration and benefits are to be calculated.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

In order to pay salaries to 21,000 employees each month, or in some cases more frequently, efficient procedures and processes must be in place to calculate and check the salaries and remuneration to be paid.

Our audit is based both on an evaluation of internal controls and on substantive testing of revenues and other analysis measures, including systems-based transaction analyses of certain balance sheet and income statement items in key subsidiaries.

The review of key controls of financial reporting and income statement and balance sheet items was carried out on a random sample basis. Audit activities performed include the following:

- We checked significant accrued expenses and/or provisions for vacation pay liability, payroll liability, taxes and social security fees, against information from the payroll system and management's calculations and assessments.
- We reviewed personnel expenses via analytical review measures including changes in expenses in the income statement, accrued expenses and provisions based on our knowledge, as well as through the use of database-related transaction analyses.

Nothing material emerged in these audit procedures that we reported to the management, the audit committee, or the board of directors.

Information other than the annual report and consolidated accounts

This document also contains information other than the annual report and the consolidated accounts, which other information is provided on pages 1–14 and 105–111, as well as in the sustainability report on pages 15–47. This other information also consists of the remuneration report, which we received before the date of this audit report. The board of directors and the chief executive officer are responsible for this other information.

Our opinion regarding the annual report and consolidated accounts does not cover this information, and we make no statement of assurance regarding this other information. In connection with our audit of the annual report and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual report and consolidated accounts. In this procedure, we also take into account the knowledge we have otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If, on the basis of the work performed regarding this information, we conclude that such other information includes a material misstatement, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

The board of directors and the chief executive officer are responsible for the preparation and fair presentation of the annual report and consolidated accounts in accordance with the Annual Accounts Act and, as regards the consolidated accounts, in accordance with IFRS, as adopted by the EU, and the Annual Accounts Act. The board of directors and the chief executive officer are also responsible for such internal control that they determine is necessary to enable the preparation of annual report and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual report and consolidated accounts, the board of directors and the chief executive officer are responsible for the assessment of the ability of the company and the group to continue as a going concern. They disclose, as applicable, matters related to the ability to continue as a going concern and to use the going concern basis of accounting. The going concern basis of accounting is, however, not applied if the board of directors and the chief executive officer intend to liquidate the company, cease operations or have no realistic alternative but to do so.

The board's audit committee shall, without prejudice to the board's other responsibilities and duties, in particular monitor the company's financial reporting.

AUDITOR'S RESPONSIBILITIES

Our objectives are to obtain reasonable assurance about whether the annual report and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to submit 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 ISA 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 annual report and the consolidated accounts.

A further description of our responsibility for the audit of the annual report and consolidated accounts is available on the website of the Supervisory Board of Public Accountants (Revisorsnämnden): www.revisorsinspektionen.se/revisornsansvar. 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 report and the consolidated accounts, we have examined the administration of the board of directors and the chief executive officer of AcadeMedia AB for the financial year 1 July 2023 – 30 June 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the annual 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 directors and the chief executive officers 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 audit opinion.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

The board of directors is responsible for the proposal for appropriation 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 organisation 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 organisation is designed so that the ac-

counting, management of assets and the company's financial affairs otherwise are controlled in a satisfactory manner. The chief executive officer shall manage the ongoing administration according to the board of directors' guidelines and instructions and among other matters take measures that are necessary to ensure that the company's accounting is performed in accordance with law and to ensure that the management of assets is conducted in a satisfactory manner.

AUDITOR'S RESPONSIBILITIES

Our objective concerning the audit of the administration, and thereby our opinion on discharge from liability, is to obtain audit evidence to judge with a reasonable degree of assurance whether any member of the board of directors or the chief executive officer in any material respect:

- has undertaken any action or been guilty of any omission that 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 appropriation of the company's profit or loss, and thereby our opinion on this matter, is to assess with a 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 appropriation of the company's profit or loss is not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on the website of the Supervisory Board of Public Accountants (Revisorsnämnden): www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Auditor's review of the corporate governance report

The board of directors is responsible for the corporate governance report on pages 55–63 and for ensuring that it has been prepared in accordance with the Annual Accounts Act. Our review has been conducted in accordance with FAR's RevU 16 Auditor's Review of the corporate governance report. This means that our review of the corporate governance report has a different focus and is substantially lesser in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in

Sweden. We believe that this review provides a sufficient basis for our opinion.

A corporate governance report has been prepared. Disclosures in accordance with Chapter 6, Section 6, subsection 2, points 2–6, and Chapter 7, Section 31, subsection 2 of the Annual Accounts Act are consistent with the other parts of the annual accounts and the consolidated annual accounts, as well as with the Annual Accounts Act.

Auditor's review of the ESEF report

OPINIONS

In addition to our audit of the annual report and the consolidated accounts, we have also verified that the board of directors and the chief executive officer have prepared the annual report and the consolidated accounts in a format that enables harmonised electronic reporting (via the ESEF report) in accordance with Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528) for AcadeMedia AB (publ) in respect of the year 1 July 2023 to 30 June 2024.

Our examination and opinion refers only to the statutory requirement.
In our view, the ESEF report has been prepared in a format that essentially enables harmonised electronic reporting.

BASIS FOR OPINIONS

We conducted our review in accordance with FAR Recommendation RevR 18 *Auditor's Review of the ESEF Report*. Our responsibilities as described in this recommendation are described in more detail in the section Auditor's Responsibilities. We are independent of AcadeMedia AB (publ) in accordance with generally accepted accounting practice 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 DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

The board of directors and the chief executive officer are responsible for ensuring that the ESEF report has been prepared in accordance with Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528), and for ensuring that such internal controls are in place that the board of directors and the chief executive officer determine are necessary to enable the preparation of an ESEF report that is free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITIES

Our task is to express an opinion with reasonable assurance as to whether the ESEF report has been prepared, in all material respects, in a format that complies with the requirements of Chapter 16, Section 4a of the Securities Market Act (2007:528), on the basis of our audit.

RevR 18 requires us to plan and perform our audit procedures to obtain reasonable assurance that the ESEF report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but is not a guarantee, that a review conducted in accordance with RevR 18 and generally accepted auditing practice 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 auditors apply ISQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Services Engagements* and thus have a comprehensive quality control system in place that includes documented guidelines and procedures for compliance with professional ethics, professional standards and applicable legal and regulatory requirements.

The review includes obtaining evidence, through a variety of procedures, that the ESEF report has been prepared in a format that enables harmonised electronic reporting of the annual report and the consolidated accounts. The procedures selected depend on the auditor's judgment, including assessment of the risks of material misstatement in the reporting, whether due to fraud or error. In making such risk assessments, the auditor considers aspects of internal control relevant to how the board of directors and the chief executive officer produce the material in order to design audit procedures that are appropriate

in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control. The review also includes evaluating the appropriateness and reasonableness of the assumptions made by the board of directors and the chief executive officer.

The audit procedures consist in the main of 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 report and the consolidated accounts.

The audit also includes assessing whether the consolidated income statement, statement of financial position and statement of equity, cash flow statement and notes in the ESEF report have been iXBRL-tagged in accordance with the ESEF Regulation.

PricewaterhouseCoopers AB, Torsgatan 21, SE-113 97 Stockholm, Sweden, was appointed to serve as auditor by AcadeMedia ABs (publ) at the Annual General Meeting held on 30 November 2023 and has served as the company's auditor since 24 November 2017.

Stockholm, 23 October 2024
PricewaterhouseCoopers AB

Patrik Adolfson
Authorised Public Accountant
Principal Auditor

Eva Medbrant
Authorised Public Accountant

The share and shareholders

AcadeMedia shares have been listed in the Mid-Cap segment of Nasdaq Stockholm under the ticker symbol ACAD since 15 June 2016.

Dividend policy

AcadeMedia’s purpose is to provide quality education for the remuneration it receives. AcadeMedia’s free cash flow will in the first instance be reinvested in the business to maintain high quality and finance future development of the business and growth. The Board believes that AcadeMedia should maintain a strong balance sheet and, through it, strong financial stability. Any surplus may be distributed to shareholders provided that AcadeMedia’s targets for quality and financial position have in all material respects been met. This may be done through dividends and/or redemption of shares, or other alternative method, provided that all AcadeMedia shareholders are treated equally. AcadeMedia aims to distribute approximately 30 percent of the Group’s profit after tax.

Ownership structure and number of shares

On 30 June 2024, the share capital amounted to SEK 106,976,977 (105,793,382) and the number of shares totalled 101 697 599 (105,793,382) shares, consisting of 101,491,694 (105 587 477) ordinary shares and 205,905 (205,905) Class C shares. The total number of votes in the Company is

101,512,284.5 (105 608 067.5). The quota value is SEK 1.05 per share. The C shares are held by AcadeMedia and the voting rights represent 1/10th of the voting rights of the ordinary shares.

The largest shareholder was Mellby Gård AB with 24.36 percent of the equity.

The convertible programme for employees of the AcadeMedia Group expired in September 2023. At that point, the number of shares and votes in AcadeMedia AB increased through the conversion of convertible bonds. The total number of shares increased by 84 ordinary shares, as did the total number of votes. The convertible programme was implemented at the Annual General Meeting held on 22 November 2018.

The number of shares and votes in AcadeMedia AB decreased in March 2024 as a result of the redemption of ordinary shares within the voluntary share redemption programme adopted by AcadeMedia’s Annual General Meeting on 30 November 2023. In all, the number of shares and votes increased by 4,095,867 ordinary shares and the same number of votes.

10 LARGEST SHAREHOLDERS ON 30 JUNE 2024

NAME	NUMBER OF ORDINARY SHARES	NUMBER OF CLASS C SHARES	TOTAL NUMBER OF SHARES	SHARE OF EQUITY, %	SHARE OF VOTES, %	SHARE OF EQUITY, % 30 JUNE 2021	CHANGE
Mellby Gård	24,770,862		24,770,862	24.36%	24.40%	22.83%	1.5%
Cobas Asset Management SGIIC S.A.	10,279,774		10,279,774	10.11%	10.13%	5.36%	4.7%
Nordea Fonder	7,326,767		7,326,767	7.20%	7.22%	6.97%	0.2%
DWS Investments	5,280,359		5,280,359	5.19%	5.20%	3.64%	1.6%
Taiga Fund Management AS	4,013,341		4,013,341	3.79%	3.80%	3.80%	0.0%
LOYS AG	3,382,402		3,382,402	3.33%	3.33%	5.60%	-2.3%
Dimensional Fund Advisors	3,027,689		3,027,689	2.98%	2.98%	2.52%	0.5%
Holberg Fonder	1,700,000		1,700,000	1.67%	1.67%	1.51%	0.2%
Avanza Pension	1,613,132		1,613,132	1.59%	1.59%	1.76%	-0.2%
Ennismore Fund Management	1,291,953		1,291,953	1.22%	1.22%	0.00%	1.2%
Total, Top 10	62,686,279	–	62,686,279	61.4%	61.5%	54%	7.4%
AcadeMedia	–	205,905	205,905	0.2%	0.0%		
Other	38,805,415	–	38,805,415	38.4%	38.4%		
Total	101,491,694	205,905	101,697,599	100.0%	100.0%		

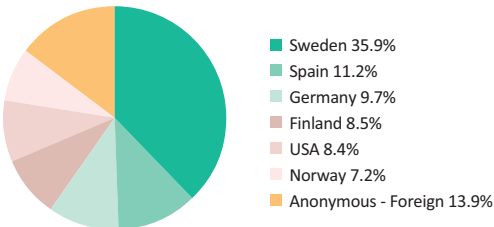
Source: Monitor av Modular Finance AB. Data compiled and processed from Euroclear, Morningstar, the Swedish Financial Inspectorate and others.

SHAREHOLDER ANALYSIS, 30 JUNE 2024

	Number of shares	Holding, %	Share of votes, %
10 largest shareholders	62,686,279	61.4%	61.5%
20 largest shareholders	70,609,779	69.2%	69.3%
30 largest shareholders	75,482,832	74.0%	74.1%

Source: Monitor av Modular Finance AB. Data compiled and processed from Euroclear, Morningstar, the Swedish Financial Inspectorate and others.

SHAREHOLDERS PER COUNTRY, AS PERCENTAGE OF EQUITY ON 30 JUNE 2024



Source: Monitor av Modular Finance AB. Data compiled and processed from Euroclear, Morningstar, the Swedish Financial Inspectorate and others.

Share facts, as per 30 June 2024

Market: Nasdaq Stockholm

Segment: Mid Cap

Sector: Retail

Ticker symbol: ACAD

ISIN code: SE0007897079

Total number of shares: 101,697,599
– ordinary shares (listed): 101,491,694
– Class C shares (unlisted): 205,905

Market capitalisation: SEK 5,247 m.

Average daily turnover: 176,759

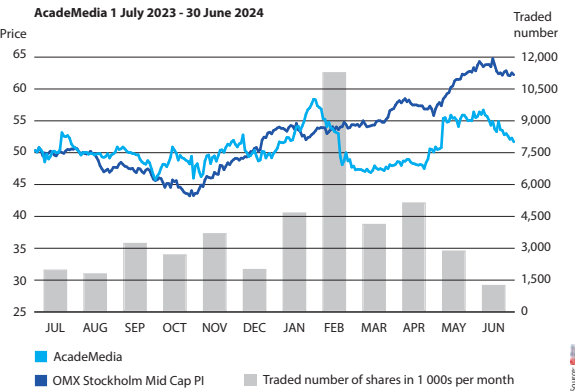
Source: Nasdaq, Euroclear.

Share performance

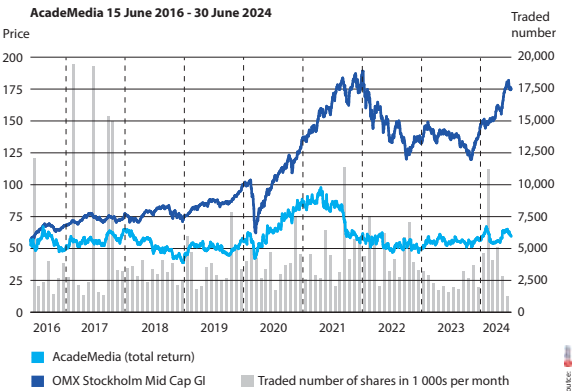
Over the period 30 June 23 to 30 June 24, the AcadeMedia share rose 2.7 percent. In the same period, the Nasdaq Stockholm Mid Cap index rose 26 percent. The highest price paid for the share during the period was SEK 58.4, the lowest SEK 45.8. On 30 June, AcadeMedia shares were listed at SEK 51.7, indicating a market capitalisation of SEK 5,247 million.

In the period 30 June 23 to 30 June 24, a total of 44,366,631 shares (40,720,915) were traded, 44 percent of the shares outstanding. The average daily trading volume during that period was 176,759 shares (160,952).

TREND OF SHARE PRICE



TOTAL RETURN ON ACADEMEDIA SHARES, 2016-2024



PER-SHARE DATA

	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19*	2017/18*	2016/17*
Equity per share, basic	61.7	58.1	54.5	50.5	45.7	43.6	42.6	36.5
Earnings per share, basic	6.06	5.47	5.73	5.64	4.09	4.09	4.30	4.41
Earnings per share, diluted	6.06	5.47	5.72	5.62	4.09	4.09	4.29	4.40
Dividend per share	1.75**	1.75	1.75	1.75	1.50	1.25	0	0
Share price on 30 June	51.7	50.35	45.58	80.8	64.6	52.3	48.6	56.75
Average number of shares outstanding, basic	101,491,694	105,587,362	105,584,247	105,342,092	105,270,565	105,189,566	100,126,785	94,204,999
Average number of shares outstanding, diluted	101,491,694	105,587,362	105,921,679	105,692,379	105,311,923	105,228,702	100,294,230	94,334,977

* Financial statements with application of accounting policies for financial years earlier than 1 July 2019. In that period lease accounting was subject to IAS 17, with the result that effects arising from real estate leases are recognised as rent and not as finance leases.

Dividend proposed by the Board of Directors.

Source: Monitor av Modular Finance AB. Data compiled and processed from Euroclear, Morningstar, the Swedish Financial Inspectorate and others.



Student at Innovitaskolan, Segeltorp, south Greater Stockholm.

Multi-year review

SEK M., UNLESS OTHERWISE STATED	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19 ¹	2017/18 ¹	2016/17 ¹
PROFIT/LOSS ITEMS, SEK M.								
Net sales	17,332	15,539	14,339	13,340	12,271	11,715	10,810	9,520
Items affecting comparability	-17	-45	-64	-7	36	1	-48	-23
EBITDA	3,649	3,194	2,980	2,754	2,486	931	872	827
Amortisation	-2,159	-1,924	-1,755	-1,580	-1,513	-296	-250	-212
Operating profit (EBIT)	1,490	1,270	1,224	1,174	973	635	622	615
Net financial items	-665	-511	-441	-402	-417	-69	-68	-80
Pre-tax profit for the period	825	759	784	772	556	566	555	535
Profit for the period after tax	632	578	605	599	431	431	430	416
BALANCE SHEET ITEMS, SEK M.								
Non-current assets	20,450	18,111	17,024	15,773	15,285	8,218	7,823	6,574
Current receivables	964	840	704	662	704	976	860	695
Cash and cash equivalents	1,316	967	1,137	966	528	527	699	579
Non-current interest-bearing liabilities	1,666	1,430	747	1,850	1,914	2,205	2,209	2,200
Non-current lease liabilities	9,498	8,203	7,464	6,495	6,346	-	-	-
Non-current non-interest-bearing liabilities	404	175	187	162	207	305	135	114
Current interest-bearing liabilities	446	167	1,207	195	270	592	673	516
Current lease liabilities	1,574	1,309	1,180	1,077	1,010	-	-	-
Current non-interest-bearing liabilities	2,967	2,501	2,323	2,319	1,965	2,030	2,103	1,577
Equity	6,265	6,134	5,758	5,305	4,807	4,589	4,262	3,443
Total assets	22,729	19,918	18,864	17,401	16,518	9,720	9,383	7,849
Capital employed	9,105	8,322	8,181	7,705	7,250	7,386	7,144	6,158
Net debt	1,020	825	987	1,222	1,797	2,266	2,179	2,133
Real estate adjusted net debt, excluding effects of IFRS 16	327	97	237	526	1,138	1,533	1,528	1,550

SEK M., UNLESS OTHERWISE STATED	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19 ¹	2017/18 ¹	2016/17 ¹
KPIS								
Sales, SEK m.	17,332	15,539	14,339	13,340	12,271	11,715	10,810	9,520
Organic growth incl. minor bolt-on acquisitions, %	7.3%	6.0%	5.2%	8.1%	5.4%	4.4%	5.8%	9.0%
Acquired growth, major bolt-on acquisitions, %	4.4%	1.9%	1.6%	1.6%	-	3.2%	7.9%	0.8%
Change in exchange rates, %	-0.1%	0.5%	0.8%	-1.1%	-0.7%	0.8%	-0.1%	0.8%
Operating margin (EBIT), %	8.6%	8.2%	8.5%	8.8%	7.9%	5.4%	5.8%	6.5%
Adjusted EBIT, SEK m.	1,097	964	1,001	939	728	634	670	638
Adjusted EBIT margin, %	6.3%	6.2%	7.0%	7.0%	5.9%	5.4%	6.2%	6.7%
Adjusted EBITDA, SEK m.	1,600	1,422	1,398	1,295	1,066	930	920	850
Adjusted EBITDA margin, %	9.2%	9.2%	9.7%	9.7%	8.7%	7.9%	8.5%	8.9%
Net margin, %	3.6%	3.7%	4.2%	4.5%	3.5%	3.7%	4.0%	4.4%
Return on capital employed, % (12 months)	12.8%	11.8%	12.6%	12.6%	10.0%	8.7%	10.1%	10.9%
Return on equity, % (12 months)	11.1%	10.7%	12.0%	13.3%	11.5%	9.7%	11.2%	12.9%
Equity/assets ratio, %	53.0%	57.9%	55.3%	53.3%	51.5%	47.2%	45.4%	43.9%
Interest coverage ratio, multiple	10.5	15.6	31.6	27.9	15.9	12.5	10.9	9.4
Net debt/Adjusted EBITDA (12 months), including effects of IFRS 16	3.2	3.1	3.1	3.1	3.7	-	-	-
Net debt/Adjusted EBITDA (12 months), excluding effects of IFRS 16	0.6	0.6	0.7	0.9	1.7	2.4	2.4	2.5
Debt/equity ratio, including effects of IFRS 16	55.0%	53.5%	53.4%	52.6%	56.4%	-	-	-
Debt/equity ratio, excluding effects of IFRS 16	8.9%	8.0%	10.1%	13.0%	19.9%	-	-	-
Free cash flow	1,124	792	922	1,117	805	356	688	658
Cash flow from investing activities	-871	-481	-536	-437	-375	-559	-970	-374
Number of full-time employees	15,428	14,459	13,829	13,360	12,686	12,405	11,863	10,564

¹ Financial statements with application of accounting policies for financial years earlier than 1 July 2019. In that period lease accounting was subject to IAS 17, with the result that effects arising from real estate leases are recognised as rent and not as finance leases.
For definitions of KPIs, see pages 109–110.

Reconciliation of alternative KPIs

The table below presents the data from which the alternative KPIs used in the report are calculated.
See Definitions for more information.

RECONCILIATION OF ALTERNATIVE KPIS

SEK M., UNLESS OTHERWISE STATED	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
NET DEBT							
Non-current interest-bearing liabilities	11,073	9,633	8,211	8,344	8,260	2,205	2,209
+ Current interest-bearing liabilities	2,020	1,476	2,386	1,272	1,279	592	673
- Interest-bearing receivables ³	-	-	-	-	-	4	4
- Cash and cash equivalents	1,316	967	1,137	966	528	527	699
- IFRS 16 Non-current and current lease liabilities ¹	10,758	9,317	8,474	7,428	7,214	-	-
= Net debt, excluding effects of IFRS 16²	1,020	825	987	1,222	1,797	2,266	2,179
REAL ESTATE ADJUSTED NET DEBT							
Net debt (as above)	1,020	825	987	1,222	1,797	2,266	2,179
- long-term real estate loans	663	698	722	671	597	644	603
- current real estate loans	30	30	28	25	62	89	48
= Real estate adjusted net debt, excluding effects of IFRS 16²	327	97	237	526	1,138	1,533	1,528
RETURN ON CAPITAL EMPLOYED %, 12 MONTHS							
Adjusted EBIT (12 months)	1,097	964	1,001	939	728	634	670
+ Interest income	22	9	1	0	0	1	2
divided by							
Average equity (12 months)	6,199	5,946	5,531	5,047	4,698	4,426	3,853
+ average non-current interest-bearing liabilities (12 months)	10,353	8,922	8,277	8,302	5,232	2,207	2,204
+ average current interest-bearing liabilities (12 months)	1,748	1,931	1,829	1,276	935	632	594
- IFRS 16 average equity ¹	-451	-349	-256	-165	-59	-	-
- IFRS 16 average non-current and current lease liabilities ¹	10,038	8,896	7,951	7,321	3,607	-	-
= Return on capital employed, excluding effects of IFRS 16², %	12.8%	11.8%	12.6%	12.6%	10.0%	8.7%	10.1%

SEK M., UNLESS OTHERWISE STATED	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
RETURN ON EQUITY %, 12 MONTHS							
Profit after tax (12 months)	632	578	605	599	431	431	430
- IFRS 16 profit/loss after tax (12 months) ¹	-108	-97	-88	-95	-117	-	-
divided by							
Average equity (12 months)	6,199	5,946	5,531	5,047	4,698	4,426	3,853
- IFRS 16 average equity ¹	-451	-349	-256	-165	-117	-	-
= Return on equity, excluding effects of IFRS 16², %	11.1%	10.7%	12.0%	13.3%	11.4%	9.7%	11.2%
INTEREST COVERAGE RATIO, MULTIPLE							
Adjusted EBIT (12 months)	1,097	964	1,001	939	728	634	670
+ Interest income (12 months)	22	9	1	0	0	1	2
+ Other financial income (12 months)	19	24	0	3	4	2	4
divided by							
Interest expense (12 months)	-108	-64	-32	-34	-46	-51	-62
= Interest coverage ratio, multiple	10.5	15.6	31.6	27.9	15.9	12.5	10.9

¹ Amounts consist of adjustments and reclassifications made to reverse the adjustments associated with implementation of the new accounting standard IFRS 16. Accounting thus reflects the practice used in previous accounting periods (IAS 17).

² Financial statements with application of accounting policies for financial years earlier than 1 July 2019.

In that period lease accounting was subject to IAS 17, with the result that effects arising from real estate leases are recognised as rent and not as finance leases.

³ Included in the line-item Other non-current assets in the consolidated balance sheet.

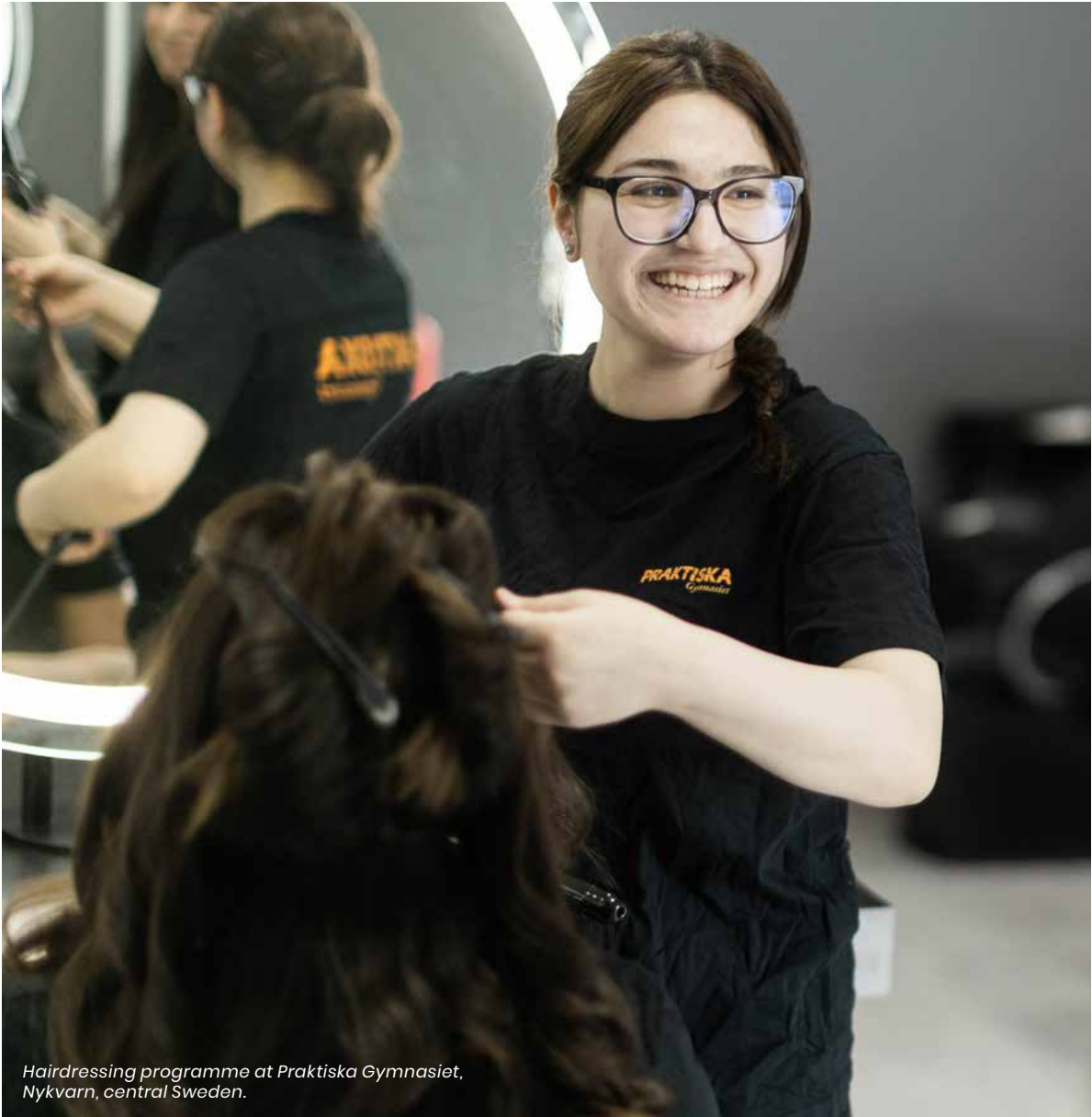
Definitions of key performance indicators (KPIs)

Implementation of IFRS 16 has a major impact on AcadeMedia, in that all leases must be capitalised on the balance sheet as lease assets and liabilities, respectively. Several important KPIs have the same definition as previously and are not affected by IFRS 16. AcadeMedia uses prospective application, which means that the previous year's accounts have not been restated. As a result, certain KPIs, such as return on equity and capital employed, can only be calculated excl. the effects of IFRS 16.

KPIS	DEFINITION	PURPOSE
Number of children/students	Average number of children/students enrolled during the specified period. Adult Education participants are not included in the Group's total figures for number of children/students.	The number of children/students is the most important driver for revenue.
Number of education units	Refers to the number of preschools, compulsory schools and/or upper secondary schools operating in the period. Integrated units where preschools and compulsory schools are combined are counted as two units, as they each hold their own permit.	The number of education units indicates how the Company grows over time through new establishments and acquisitions, less discontinued units.
Number of full-time employees	Average number of full-time employees during the period, full-time equivalents (FTEs).	The number of employees is the main cost driver for the Company.
Return on equity, excl. the effects of IFRS 16	Profit for the most recent 12-month period, excluding the effects IFRS 16, divided by average equity excl. the effects of IFRS 16 (opening balance + closing balance)/2. This KPI is not affected by IFRS 16.	Return on equity is a profitability measure used to place profit (loss) in relation to shareholders' paid-in and earned capital.
Return on capital employed, excl. the effects of IFRS 16	Adjusted operating profit/loss (EBIT) for the most recent 12-month period plus interest income, divided by average capital employed, excluding effects of IFRS 16 (opening balance + closing balance)/2. This KPI is not affected by IFRS 16.	Return on capital employed is a measure of profitability that is used to place adjusted operating profit/loss in relation to the capital needed to run the business, irrespective of type of financing.
EBITDA	Operating profit before amortisation and impairment of non-current assets and right-of-use assets. IFRS 16 has a positive impact on this KPI, since rent is excluded.	EBITDA is used to measure profit (loss) from operating activities, irrespective of depreciation/amortisation.
EBITDA margin	EBITDA as a percentage of net sales. IFRS 16 has a positive impact on this KPI, since rent is excluded.	EBITDA margin is used to place EBITDA in relation to sales.
Equity, excl. the effects of IFRS 16	Equity excl. the effects of IFRS 16 that arise via profit (loss) for the period.	Equity excl. the effects of IFRS 16 is used to calculate return on equity on a consistent basis.
Net financial items	Financial income less financial expenses. IFRS 16 has a negative impact on this KPI, since interest expense on right-of-use assets is included.	The measure is used to illustrate the outcome of the Company's financial activities.
Free cash flow	Cash flow from operating activities after changes in working capital less investments in operating activities. However, investments in operating activities consist of all investments in property, plant and equipment and intangible assets, except buildings and acquisitions. This KPI is not affected by IFRS 16.	The measure shows how much cash flow the business generates after the necessary investments have been made. This cash flow can be used for expansion, for example amortisation of loans or for dividends.

KPIS	DEFINITION	PURPOSE
Acquired growth	Increase in net sales due to major acquisitions over the past 12-month period.	Indicates rate of growth generated from acquisitions, in contrast to organic growth and currency effects.
Acquisition-related depreciation/amortisation	Depreciation/amortisation of surplus values related to assets gained in acquisitions.	Shows the impact of surplus values acquired on depreciation/amortisation. For example, brands and increases of value in properties.
Adjusted EBITDA	Operating profit/loss before amortisation/depreciation of intangible assets and property, plant and equipment, excluding items affecting comparability and excl. the effects of IFRS 16. This KPI therefore includes rental costs and is not affected by IFRS 16.	Adjusted EBITDA is used to measure the underlying profit from operating activities, excluding depreciation/amortisation and items affecting comparability.
Adjusted EBITDA margin	Adjusted EBITDA as a percentage of net sales. This KPI is not affected by IFRS 16.	Adjusted EBIT margin places the underlying operating profit excluding amortisation in relation to sales.
Adjusted net debt	Net debt less property-related debt. This KPI is not affected by IFRS 16.	Adjusted net debt aims to show the portion of loans that finance the business, while real estate loans are linked to a building asset that can be separated off and sold.
Adjusted net debt/Adjusted EBITDA	Adjusted net debt divided by adjusted EBITDA for the past 12-month period. This KPI is not affected by IFRS 16.	Net debt/adjusted EBITDA is a theoretical measure of how many years it would take, with current earnings (adjusted EBITDA), to pay off the Company's liabilities, including property-related loans. This shows the loan-to-value ratio of the business excluding real assets such as real estate.
Adjusted EBIT	Operating profit/loss (EBIT) excluding items affecting comparability and excl. the effects of IFRS 16. This KPI includes rental costs and is not affected by IFRS 16.	Adjusted EBIT is used to get a better picture of the underlying operating profit (loss).
Adjusted EBIT margin	Adjusted EBIT as a percentage of net sales.	Adjusted EBIT margin places underlying operating profit in relation to sales.
Items affecting comparability	Items affecting comparability are income and cost of an irregular nature such as major (>SEK 5 million) retroactive income related to prior financial years, items related to real estate such as capital gains on sale, major property damage not covered by buildings insurance, costs of advice relating to major acquisitions or fundraising, major integration costs resulting from acquisitions or reorganisations according to plan, as well as costs arising from strategic decisions and major restructuring that result in the winding up of units.	The measure is used to illustrate the profit/loss items that are not included in ongoing operating activities, in order to obtain a clearer picture of the underlying profit trend.
Cash flow from operating activities	Cash flow from operating activities including changes in working capital and before cash flows from investing and financing activities. IFRS 16 has a positive impact on this measure, since rental costs are excluded.	Cash flow from operating activities is used as a measure of the cash flow that the Company generates before investments and financing.
Cash flow from investments	Cash flow from investing activities as per the cash flow statement. This includes investments in and divestments of buildings, acquisitions and investments in property, plant and equipment and intangible non-current assets. Investments financed via leases are not included. This KPI is not affected by IFRS 16.	Cash flow from investments is used for regular measurement of how much cash is used to maintain operations and for expansion.
Net debt	Interest-bearing debt (current and non-current), excluding lease liabilities related to right-of-use assets, net of cash and cash equivalents and interest-bearing receivables (current and non-current). This KPI is not affected by IFRS 16.	Net debt is used to illustrate the size of the debt less current cash and cash equivalents (which in theory could be used to amortise loans).

KPIS	DEFINITION	PURPOSE
Net debt/ Adjusted EBITDA	Net debt (closing balance for the period) divided by adjusted EBITDA for the past 12-month period. This KPI is not affected by IFRS 16.	Net debt/EBITDA is a theoretical measure of how many years it would take, with current earnings (EBITDA), to pay off the Company's liabilities, including real estate related loans.
Organic growth including minor bolt-on acquisitions	Increase in net sales, excluding major acquisitions and currency fluctuations.	The Group's growth target is to increase net sales by 5–7 percent per year, including minor bolt-on acquisitions. The purpose of the KPI is thus to follow up on the Group's growth target.
Employee turnover	The average number of employees who left the Company during the year, in relation to the average number of employees. (Number of permanent and probationary employees who quit) / (Average number of permanent and probationary employees). Calculated on an aggregated basis over the reporting period.	Employee turnover is used to measure the proportion of employees who leave the Company and must be replaced every year.
Earnings per share	Profit/loss for the period in SEK, divided by the average number of shares outstanding, basic/diluted, is calculated according to IAS 33. The KPI is affected by IFRS 16 because net profit is affected by elimination of rent and the addition of amortisation and interest expense related to right-of-use assets.	Earnings per share is used to highlight the amount of profit for the period to which each share is entitled.
Earnings per share, excl. the effects of IFRS 16	Earnings per share, excl. the effects of IFRS 16.	The KPI aims to illustrate earnings per share based on the same accounting policies as before the implementation of IFRS 16, in order to provide comparability over time.
Interest coverage ratio, excl. the effects of IFRS 16	Adjusted EBIT for the past 12-months plus financial income, in relation to interest expense, excluding interest expense attributable to right-of-use assets. This KPI is not affected by IFRS 16.	The interest coverage ratio is used to measure the Company's ability to pay off interest expenses.
Operating margin (EBIT margin)	Operating profit (loss) as a percentage of net sales. In the Group, this measure is affected by IFRS 16. However, the EBIT for the segments is not affected.	Operating margin shows the percentage of sales that remains after operating expenses and that can be allocated to other purposes.
Operating profit (EBIT)	Operating profit/loss before net financial items and tax. In the Group, this measure is affected by IFRS 16. However, the EBIT for the segments is not affected.	Operating profit (loss) (EBIT) is used to measure operating profit before financing and tax.
Absence due to illness	Short-term and long-term absence due to illness recalculated to full-time and divided by the number of full-time employees (FTE). Calculated as an average over the reporting period.	Absence due to illness is used to measure employee absence and provide indications as to employee health.
Equity/assets ratio	Equity excl. the effects of IFRS 16, as a percentage of total assets and excl. the effects of IFRS 16. This KPI is not affected by IFRS 16.	The equity/assets ratio shows the proportion of the Company's total assets that is financed by shareholders' equity. A high equity/assets ratio is an indication of financial strength.
Capital employed, excl. the effects of IFRS 16	Total assets less non-interest-bearing current liabilities, adjusted for non-current and current lease liabilities related to right-of-use assets, provisions and deferred tax liabilities. Or: Equity plus non-current and current interest-bearing liabilities but excluding non-current and current lease liabilities related to right-of-use assets. This KPI is not affected by IFRS 16.	Capital employed indicates how much capital is needed to run the business regardless of type of financing (borrowed or equity). By excl. the effects of IFRS 16, continuity can be achieved in the figure for return.



Hairdressing programme at Praktiska Gymnasiet, Nykvarn, central Sweden.

Tips to the reader

Annual reports are packed with information and few people read them from cover to cover. However, this annual report provides a good summary of AcadeMedia's operations and results, even if you only read parts of it. Here are some helpful tips for people who don't have time to read everything.

If you want to know all about our business and financial performance

The Administration Report, which begins on page 48, is a good starting point. It provides a brief summary of information such as major events over the past year, our financial position and our quality management initiatives.

If you want to know all about the figures

The figures section starts on page 64. This is where you can see that AcadeMedia's sales for the year totalled SEK 17,332 million and that the profit for the period was SEK 632 million.

If you want the shortest summary possible

On page 6 we have "The year in brief" – that's as short as we can make it.

For those of you who want to gain insight into how we see the future

The two-page message from the CEO on pages 7–8 is a good status update describing both where we are today and how we view the future. On page 5, you can read about our roadmap 2030 and our goals. Then turn to pages 10–13 to read more about our markets.

If you want to know more about our segments

Our four segments – Preschool, Compulsory Schools, Upper Secondary Schools and Adult Education – are described on pages 4 and 49–50.

If you want to know more about our work in sustainability

Our sustainability report is provided on pages 15–47.

If your particular interest is quality

Our general approach to quality management is described in our sustainability report on pages 28–34. If you want to find out more about our quality management model and our quality performance, we recommend AcadeMedia's Group-wide Quality Report, which is available at www.academedia.se – search for "quality report".

If your focus is on internal control

The Corporate Governance Report, which starts on page 55, describes how we ensure good internal control and governance.

Words used and definitions

Some of the words and expressions commonly used in annual reports, often chosen to meet stock market requirements for clarity and accuracy, seem unnatural to many who work in the education sector. For example, many of us react to the term "customer," which does not seem to fit but is used in the "customer and employee satisfaction surveys" that we conduct and that are reported on both here in the annual report and in our annual quality report. Another example is the "market overview" section in the annual report. Referring to preschool, school and adult education as a market seems inappropriate for most people who work in education.

Regarding the word customer, we chose to explain how we think in our quality report as follows: The word "customer" is difficult to use in the context of education and may need to be explained. By "customers," we mean not only students and guardians, but also central government and municipalities – in fact, the entire community – who have given us the mandate that we strive to implement in the best possible way.

An annual report is primarily intended for readers with a particular focus on financial issues. We have therefore decided that in this particular context we will adhere relatively strictly to concepts that cannot be misunderstood by such readers, but that many people in the education sector may be uncomfortable with.

For any questions and to order documents

Questions from shareholders and investors may be put to Head of IR Hanna Clausén, hanna.clausen@academedia.se, (Int.+46) (0)70-87 94 42 62.

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ACADEMEDIA AB | TEL. (INT.+46) 8 451 54 00

POST: Box 213, SE-101 24 Stockholm, Sweden.

ADDRESS FOR VISITORS: Adolf Fredriks Kyrkogata 2, Stockholm