



The English text is an unofficial translation of the Swedish original.

In case of any discrepancies between the Swedish text and the English translation, the Swedish text shall prevail.

Remuneration report 2025

Introduction

This report describes how the guidelines for executive remuneration of Attendo AB (publ), adopted by the annual general meeting 2024, were applied in 2025. The report also provides information on remuneration to the CEO and a summary of the company's outstanding share-related and share price-related incentive plans. The report has been prepared in accordance with the Swedish Companies Act and the Remuneration Rules issued by the Stock Market Self-Regulation Committee.

Further information on executive remuneration is available in note C5 (Information on Board members, senior executives and employees) on pages 92-94 in the English language version of the annual report 2025. Information on the work of the compensation committee in 2025 is set out in the corporate governance report available on page 29 in the English language version of the annual report 2025.

Remuneration of the board of directors is not covered by this report. Such remuneration is resolved annually by the annual general meeting and disclosed in note C5 on page 92 in the English language version of the annual report 2025.

Key developments 2025

Overall company performance in 2025

The CEO summarizes the company's overall performance in the statement on pages 10-11 in the English language version of the annual report 2025.

The company's remuneration guidelines: scope, purpose and deviations in 2025

Remuneration and sustainable value creation

A prerequisite for the successful implementation of Attendo's business strategy and safeguarding of its long-term interests is that the company can recruit and retain qualified personnel. To this end, the company must offer competitive remuneration.

Attendo's business strategy is based on sustainable value creation supported by long-term targets and commitments with respect to financial development and social sustainability, as well as responsibility for the impact on the environment and climate. Attendo has developed a number of metrics to measure and continuously develop the ways of working throughout the group, with a strong focus on the care experience. To further strengthen this, Attendo's long-term performance share program is also linked to goals regarding customer and employee satisfaction. This is intended to provide a clear link between long-term incentives and the company's work with social sustainability.



Application of the remuneration guidelines in 2025

The remuneration guidelines adopted by the general meeting enable the company to offer executives competitive total remuneration. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The guidelines applied during 2025 are included in full on pages 43-45 in the English language version of the annual report 2025. As set out above, the board resolved in 2021 to no longer use the possibility of variable cash remuneration.

The remuneration guidelines, adopted unanimously by the annual general meeting 2020, have been fully applied in 2025. No deviations from the guidelines have been decided and no derogations from the procedure for implementation of the guidelines have been made. The auditor's report regarding the company's compliance with the guidelines is available on www.attendo.com/corporategovernance. No remuneration has been reclaimed.

In addition to remuneration covered by the remuneration guidelines, the annual general meetings of the company have resolved to implement long-term share-related incentive programs.

Table A – Total remuneration of the CEO in 2024 and 2025 (kSEK)

Ksek	1				2a		2b		3		4		5		6	
	Fixed remuneration				Variable remuneration		Share related remuneration		Extraordinary items		Pension expense		Total remuneration		Proportion of a) fixed, b) variable and c) share related	
	2025		2024		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	Base salary*	Other benefits**	Base salary*	Other benefits**												
CEO and president	10,995	1,245	10,518	166			6,680	1,418			3,966	3,139	22,886	15,241	a) 71%	a) 91%
															b) 0%	b) 0%
															c) 29%	c) 9%

- Fixed salary (base salary) includes annual leave pay.
- Other benefits include outcome in performance share program and benefits such as company car.
- Share related remuneration includes forecasted outcome of long-term incentive programs, calculated in accordance with IFRS 2 and expensed during relevant years. Vested subsidies for acquisitions of investments in the company's long-term incentive programs are accounted as share-based payments.

Share based remuneration

Outstanding share and share-price related incentive programs

Warrant programs: investment in warrants that give right to subscribe for new shares, if the share price develops well

The annual general meetings 2022-2024 have resolved to adopt long-term incentive programs to senior executives, including the CEO, in the Attendo Group based on warrants. The programs entail that the participants have been offered to acquire warrants at market value, calculated in accordance with the Black & Scholes valuation formulae.

The annual general meeting 2025 resolved to instate a long-term incentive program for members of the Executive Management team of the Attendo Group, including CEO, based on employee stock options. Participants in the program receive options free of charge, but the options are linked to continuous employment with Attendo. Based on outcome in relation to established goals, participants in the program will receive shares in Attendo following three years, provided that the participant is still employed in Attendo.



The CEO's investment in the respective programs as well as the conditions for the programs are set out in the tables below.

Participant	Number of options	Number of warrants		
Program	Option program 2025****	2024/2027*	2023/2026**	2022/2026***
CEO	211,442	125,000	130,000	300,000
Other members of Executive Management	326,445	37,500	56,000	20,607
Other (previous members of executive management)		117,500	105,948	329,393
Total number of issued warrants & options	537,887	280,000	291,948	650,000

* Each warrant entitles to subscription of one new share in Attendo, during the two-week period from the day of publication of the interim report for the period 1 January – 30 June (Q2) 2027 and during the two-week period from the day of publication of the interim report for the period 1 January – 30 September (Q3) 2027.

** Each warrant entitles to subscription of one new share in Attendo, during the two-week period from the day of publication of the interim report for the period 1 January – 30 June (Q2) 2026 and during the two-week period from the day of publication of the interim report for the period 1 January – 30 September (Q3) 2026.

*** Each warrant entitles to subscription of one new share in Attendo, during the two-week period from the day of publication of the interim report for the period 1 January- 30 June (Q2) 2025, 1 January-30 September (Q3) 2025, 1 January-31 December (Q4) 2025 and during the two-week period from the day of publication of the interim report for the period 1 January – 31 March (Q1) 2026.

**** Each employee stock option entitles to subscription of one new share in Attendo, during the two-week period from the day of publication of the interim report for the period 1 January – 30 June (Q2) 2028 and during the two-week period from the day of publication of the interim report for the period 1 January – 30 September (Q3) 2028.

Warrants	Market value (at acquisition), SEK
Warrant program 2024/2027	6.21
Warrant program 2023/2026	5.38
Warrant program 2022/2026	3.56
Option program 2025	8.30

Assumptions in market valuation*				
Program	Option program 2025	2024/2027	2023/2026	2022/2026
Share price	62.03	42.79	36.34	24.92
Volatility	27	31	31	30
Risk free interest rate	2.30	2.68	2.52	1.58
Exercise price, calculated in accordance with the terms established by the general meeting	68.20	47.10	43.60	29.90

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

Attendo shall, according to the resolutions by the general meeting, subsidize the option premium paid by the participants for the acquisition of warrants, in order to facilitate and promote a personal long-term interest in Attendo for senior executives, in accordance with the company's guidelines for remuneration.



The subsidy shall correspond to approximately 50 percent of the option premium, post-tax, in the form of a cash payment. For the 2024/27 program, subsidy payments are made on three occasions: in connection with the investment, 24 months after the subscription date and 36 months after the subscription date. With respect to the other programs, payments are made 24 and 36 months, respectively, after the subscription date (with 50 percent at each of the respective dates).¹

Share performance programs: possibility to receive shares in Attendo, if financial and sustainability related conditions are met

The annual general meetings 2023- 2025 have also resolved to adopt performance based long-term incentive programs to senior executives and key employees in the Attendo group. These programs entail that the participants are granted, free of charge, performance-based share awards that entitle to shares in Attendo, after three years, subject to the participants still being employed and that the performance conditions for the programs are fulfilled. These programs are further described in note C5 on pages 93-94 in the English language version annual report 2025.

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

Performance share program 2023/2026

Performance share program 2023/2026 comprises a maximum of 350,000 shares and is directed to Executive Management, including the CEO, and approximately 50 other key employees.

The CEO has a right to 33,137 shares (corresponding to approximately 1.4 monthly salaries) according to this program (based on fulfilment of the financial target and the sustainability related target regarding customer satisfaction for Attendo Finland) to be received in 2026, subject to continued employment.

Performance share program 2024/2027

Performance share program 2024/2027 comprises a maximum of 375,000 shares and is directed to Executive Management, including the CEO, and approximately 50 other key employees.

The CEO has a right to 31,718 shares (corresponding to approximately 1.9 monthly salaries) according to this program (based on fulfilment of the financial target and the sustainability related target regarding customer satisfaction for Attendo Finland) to be received in 2027, subject to continued employment.

Performance share program 2025/2028

Performance share program 2025/2028 comprises a maximum of 400,000 shares and is directed to Executive Management, including the CEO, and approximately 60 other key employees.

At the time of publication of the remuneration report, the outcome in the performance share program 2025 (see further below in table C) is known. The financial performance condition regarding EBITA was partly reached and the condition with respect to adjusted result per share was reached. The sustainability related performance condition regarding customer and employee satisfaction were partly reached for Attendo Finland. The sustainability related performance conditions regarding employee satisfaction were reached also for Attendo

¹ Participants residing in Finland may be granted a higher subsidy if that is needed to achieve a tax position corresponding to the one of participants residing in Sweden.



Scandinavia. As a result, the CEO has a right to 70,484 shares (corresponding to approximately 4.4 monthly salaries), to be received in 2028, subject to continued employment.

Application of performance criteria for variable compensation

As set out above, the Board resolved to abolish the system with variable cash remuneration to the CEO and Executive Management in 2021. See above and the Board's remuneration report for 2021 for a full description of the previous remuneration structure and the structure that has been applied since 2021.

Table C - Performance of the CEO in the reported financial year: share-based incentives

The terms and conditions for the performance share programs that the CEO participates in are set out below.

Name of director (position)	Name of plan	Beskrivning av kriterier hänförliga till ersättningskomponenten	Relativ viktning av prestationskriterier	a) Tilldelning och b) utfall enl. prestationsvillkor
CEO and president	Performance share program 2023/2026*	a) Lease adjusted EBITA 2023 b) Customer satisfaction 2023 for Attendo Finland and Attendo Scandinavia respectively	a) 75% b) 25%	a) 66,273 b) 33,137
	Performance share program 2024/2027**	a) Lease adjusted EBITA 2024 b) Customer satisfaction 2024 for Attendo Finland and Attendo Scandinavia respectively	a) 75% b) 12,5% c) 12,5%	a) 69,556 b) 31,718
	Performance share program 2025/2028***	a) Adjusted earnings per share b) Customer satisfaction 2025 c) Employee satisfaction 2025 for Attendo Finland and Attendo Scandinavia respectively	a) 75% b) 12,5% c) 12,5%	N/A

* Program 2023/2026 is still running. The CEO has a right to 33,137 shares (corresponding to approximately 1.4 monthly salaries) pursuant to this program, to be received in 2026 subject to continued employment.

** Program 2024/27 is still running. The CEO has a right to 31,718 shares (corresponding to approximately 1.9 monthly salaries), to be received in 2027, subject to continued employment.

*** Program 2025/28 is still running. The outcome in the program (fulfilment of criteria a) and b) above) is known but fulfilment of the conditions in the program is not accounted for prior to the adoption of the 2025 annual report.

Comparative information on the change of remuneration and company performance

Table D – Remuneration and company performance (absolute numbers in kSEK) and change (%)

	2021***	2022***	2023***	2024***	2025***
CEO remuneration	12,285 (-5%)	13,780 (+12%)	14,473 (+5%)	15,241 (+5%)	22 886 (+50%)
Group operating profit (EBITA)*	836,000 (+5%)	674,000 (-19%)	1,333,000 (+98%)	1,520,000 (+14%)	1,817,754 (+20%)
Average remuneration on a full time equivalent basis of employees of the parent company	3,311 (1%)	3,773 (+14%)	3,469 (-8%)	3,308 (-5%)	3,468 (+5%)
Average remuneration on a full time equivalent basis of employees** of the group	399 (+1%)	411 (+3%)	456 (+11%)	463 (+2%)	475 (+3%)



* Operating profit (EBITA) is used as a performance measure because it shows the development of operating activities without the effect of amortisation and impairment of intangible assets from acquired companies and independently of financing. Operating profit (EBITA) refers to profit before amortisation of acquisition-related intangible assets, financial items and tax. Operating profit (EBITA) excludes items affecting comparability.

** Excluding members of the group Executive Management.

*** Reported figures, i.e. including effects from IFRS16.