



PRESS RELEASE | 25 MARCH 2026

NOTICE TO ATTENDO AB (PUBL)'S ANNUAL GENERAL MEETING

Attendo AB (publ), reg. no 559026-7885, with registered office in the municipality of Danderyd, gives notice of its Annual General Meeting to be held at 4:30 pm on 6 May 2026 at Attendo's headquarter, Vendevägen 85B, Danderyd, Sweden. The convention hall opens for registration to the Annual General Meeting at 4:00 pm. Shareholders are also given the opportunity to exercise their voting rights by advance voting.

The Annual General Meeting will be held in a smaller format and only light refreshments will be served.

Preconditions for participation

Shareholders who wish to participate in the meeting must be recorded in the register of shareholders maintained by Euroclear Sweden AB relating to the circumstances on 27 April 2026.

In addition, the shareholder must notify its intention to participate in the Annual General Meeting, in the manner set out below:

- A shareholder who wishes to participate in the Annual General Meeting by voting in advance by so-called **postal voting** must notify its intention to participate by casting his/her advance vote in accordance with the instructions under the heading "Advance voting" below so that the advance vote is received by Computershare no later than 29 April 2026.
- A shareholder who wishes to participate in the Annual General Meeting at the meeting venue in person or by proxy must notify the company no later than 29 April 2026 at www.attendo.com or by regular mail to Computershare AB "Attendo AB Annual General Meeting", P.O. Box 149, SE-182 12 Stockholm, Sweden. Please state your name, personal ID or company registration number, address, telephone number and the number of assistants, if any.

To be entitled to participate in the meeting, shareholders whose shares are registered in the name of a nominee, must, in addition to notifying their intention to participate in the meeting, request that their shares are re-registered in their own names per 27 April 2026. Such registration (so called voting registration), which may be temporary, must be requested to be effected by the nominee in accordance with the nominees' practices in such time that the nominee has determined. Voting registrations which are made no later than on the second banking day after 27 April 2026 will be considered in the preparation of the register of shareholders entitled to vote at the meeting.

Advance voting

A special form shall be used for advance voting. The form is available on Attendo's website, www.attendo.com. In the case of advance voting only, no separate notification is required for the meeting.

The completed voting form must be received by Computershare no later than on 29 April 2026. The completed form shall be sent to Computershare AB "Attendo AB Annual General Meeting", P.O. Box 149, SE-182 12 Stockholm, Sweden. The completed form may alternatively be submitted electronically either through BankID



signing as per instructions available on www.attendo.com or via e-mail to proxy@computershare.se (state “Attendo AB General Meeting” as the subject).

The shareholder may not provide special instructions or conditions in the voting form. If so, the vote (i.e. the advance vote in its entirety) is invalid. Further instructions and conditions are included in the form for advance voting.

If a shareholder both votes in advance and registers to attend the meeting, the advance vote remains valid to the extent that the shareholder does not participate in a vote during the Annual General Meeting or otherwise withdraws the advance vote. If the shareholder chooses to participate in a vote during the Annual General Meeting, the vote cast will replace the previously submitted advance vote on that item of the agenda.

For questions, please contact Computershare on +46 (0) 771-24 64 00.

Proxies, etc.

If a shareholder votes in advance by proxy, a written and dated power of attorney must be attached to the advance voting form. If the shareholder is a legal person, a certificate of registration or equivalent document of authority must be attached to the form.

If a shareholder is represented by proxy at the venue of the meeting, a written and dated power of attorney, and registration certificate or equivalent document of authority for a legal person, shall be sent well in advance of the Annual General Meeting to Computershare, at the above address. Proxy forms are available at www.attendo.com.

Right for shareholders to receive information

Shareholders are reminded of their right to obtain information from the Board of Directors and CEO in accordance with Chapter 7, section 32 of the Swedish Companies Act. Shareholders who wish to submit questions in advance may do so by regular mail to Attendo AB “Attendo AB Annual General Meeting” Vendevägen 85B, SE-182 17 Danderyd, Sweden, or by e-mail to attendoboard@attendo.com.

Agenda

1. Opening of the meeting.
2. Election of the Chair of the Annual General Meeting.
3. Approval of the voting register.
4. Approval of the agenda.
5. Election of one or two persons to verify the minutes.
6. Determination of whether the meeting has been duly convened.
7. Presentation by the CEO.
8. Presentation of the parent company’s annual report and auditor’s report, as well as the consolidated financial statements and the auditor’s report for the Attendo group.
9. Resolutions to adopt the parent company’s income statement and balance sheet, as well as the consolidated income statement and the consolidated balance sheet for the Attendo group.
10. Resolution on allocation of the company’s result in accordance with the approved balance sheet.
11. Resolution to discharge the Board Members and the CEO from liability.
12. Determination of:
 - a. The number of Board Members to be appointed by the Annual General Meeting.



- b. The number of auditors.
- 13. Determination of:
 - a. The fee to be paid to the Board Members.
 - b. The fee to be paid to the auditor.
- 14. Election of Chair of the Board of Directors and other Board Members.
- 15. Election of auditor.
- 16. Resolution on principles for appointment of the nomination committee
- 17. Resolution regarding the adoption of a new long-term incentive program for senior executives based on employee stock options (Employee Stock Option Program 2026).
 - a. Adoption of a new long-term incentive program based on employee stock options.
 - b. Acquisition and transfer of the company's own shares in order to secure costs related to incentive programs.
 - c. Transfer of the company's own shares to participants in incentive programs.
 - d. Entering into share-swap agreement with third party.
- 18. Resolution regarding adoption of a new long-term incentive program for senior executives and key employees based on performance shares (Performance Share Program 2026).
 - a. Adoption of a new long-term incentive program based on performance shares.
 - b. Acquisition and transfer of the company's own shares in order to secure costs related to incentive programs.
 - c. Transfer of the company's own shares to participants in incentive programs.
 - d. Entering into share-swap agreement with third party.
- 19. Presentation of the Board of Directors' remuneration report for approval.
- 20. Resolution regarding:
 - a. Reduction of the share capital with cancellation of repurchased own shares.
 - b. Increase of the share capital through a bonus issue.
- 21. Resolution regarding authorization for the Board of Directors to resolve to issue new shares.
- 22. Resolution regarding authorization for the Board of Directors to resolve to repurchase and transfer own shares.
- 23. Amendment of Articles of Association.
- 24. Closing of the meeting.



Resolutions proposed by the Board of Directors

Item 10 – Resolution on allocation of the company’s result in accordance with the approved balance sheet

Dividends shall be carefully considered with regard to the objectives, scope and risks of the business, including investment opportunities and the company’s financial position. Attendo’s dividend policy is to distribute 30 per cent of adjusted earnings per share.

In 2025, Attendo has continued to strengthen its financial position. Against this background, the Board of Directors proposes to the Annual General Meeting 2026 that the company shall distribute SEK 1.80 per share, with payment divided equally between two occasions. Record dates for dividend shall be 8 May 2026 and 10 November 2026, respectively. If the meeting resolves in accordance with the proposal, the dividend is expected to be paid on 13 May 2026 and 13 November 2026.

Item 17 - Resolution regarding the adoption of a new long-term incentive program for senior executives in the form of employee stock options (Employee Stock Option Program 2026)

A. Resolution to adopt a long-term incentive program to senior executives in the form of employee stock options

The Board of Directors proposes that the general meeting resolves to adopt a new long-term incentive program to executives in the Attendo group, by granting up to 450,000 employee stock options in accordance with the below (“Employee Stock Option Program 2026”).

In total, the Employee Stock Option Program 2026 includes a maximum of seven people. The program entails that senior executives are granted employee stock options free of charge. The employee stock options shall vest after approximately three years, after which the holder is entitled to exercise the employee stock options to acquire shares. To enable the company’s delivery of shares under the Employee Stock Option Program 2026, it is proposed under items 17 B and 17 C that the Board of Directors for the period until the next Annual General Meeting is authorized to resolve on the acquisition of own shares on Nasdaq Stockholm and the transfer of own shares on Nasdaq Stockholm as well as that the general meeting resolves on the transfer of own shares to the participants.

The rationale for the incentive program

The rationale for Employee Stock Option Program 2026 is to create opportunities to attract, motivate and retain competent senior executives in the Attendo group, increase the motivation of achieving a strong financial result as well as to align the targets of the participants with those of the company. The incentive program has been established on the basis that it is deemed desirable for senior executives of Attendo to have a long-term personal interest in Attendo’s development. By offering employee stock options based on the share price development, the participants are rewarded for increased shareholder value. Employee Stock Option Program 2026 also rewards employees’ continued loyalty and thereby the long-term value growth of the company. Accordingly, the Board of Directors considers that the introduction of Employee Stock Option Program 2026 will have a positive impact on the continued development of the Attendo group and is thus in favour of both the company and the shareholders in the company.



Terms for the employee stock options

The employee stock options shall be subject to the following conditions.

- The employee stock options are granted free of charge.
- Allocation presupposes that the acquisition of employee stock options can legally take place and that, in the opinion of the Board of Directors, it can take place with reasonable administrative and financial efforts. The Board of Directors shall decide on the allocation of employee stock options no later than 30 June 2026.
- Each employee stock option entitles the holder to acquire one (1) share in Attendo at a pre-determined price, provided that the holder, with certain exceptions, is still employed within the Attendo group.
- The price per share shall correspond to 110 percent of the average volume weighted share price for the company's share as quoted on Nasdaq Stockholm during the period five trading days calculated from 11 May 2026, rounded to the nearest SEK 0.10, whereby SEK 0.05 shall be rounded upwards. However, the price shall not be less than the quota value of the share.
- If, when the employee stock options are exercised to acquire shares, the closing price on the trading day immediately preceding the exercise exceeds 200 per cent of the pre-determined price per share, the price per share shall be increased by an amount equal to the amount by which the said share price exceeds 200 per cent of the pre-determined price.
- The employee stock options vest over a period of just over three years from the date of allocation to participants and can be exercised during two periods: (i) during a period of two weeks from the day of publication of the interim report for the period 1 January – 30 June (Q2) 2029 and (ii) during a period of two weeks from the day of publication of the interim report for the period 1 January - 30 September (Q3) 2029.
- The employee stock options shall not constitute securities and may not be transferred or pledged.
- In accordance with customary conditions, the number of employee stock options will be recalculated should the company resolve on a share split, consolidation of shares, share issue, etc.
- The employee stock options will be adjusted for extraordinary dividends, other than dividends in accordance with the dividend policy in force at the time, paid on Attendo shares.
- The employee stock options can be issued by the parent company and other companies within the Attendo group.

Allocation of employee stock options

Allocation of employee stock options shall be made in a number corresponding to the value of a maximum of two months' salary. Allocation requires the conclusion of an option agreement with Attendo.

The share price used for calculation of the number of employee stock options shall correspond to the volume-weighted average of the company's share on Nasdaq Stockholm during a period of five trading days starting on 11 May 2026. The share price is then divided by the individual grant value to determine the total number of employee stock options granted to each participant.

Design and management

The Board of Directors shall be responsible for the detailed design and management of the Employee Stock Option Program 2026, subject to the stated conditions and guidelines. In connection therewith, the Board of Directors shall, if necessary, be entitled to make adjustments to meet specific rules or market conditions abroad.



The Board of Directors shall also be entitled to make other adjustments if there are significant changes in the Attendo group or its business environment that would result in the decided terms and conditions under Employee Stock Option Program 2026 no longer being appropriate.

Program scope and costs; effects on key performance indicators and dilution

The market value of the employee stock option is, according to a preliminary valuation based on a market value of the underlying share of SEK 98.00, SEK 14.37 per employee stock option, assuming a subscription price of SEK 107.80 per share. The Black & Scholes model has been used for the employee stock option valuation, assuming a risk-free interest rate of 2.27 percent and a volatility of 30 percent.

Employee Stock Option Program 2026 will be reported in accordance with "IFRS 2 – Share-based Payment." According to IFRS 2, the allocation of shares shall be reported as a personnel cost during the vesting period and will be reported directly against equity. Personnel costs in accordance with IFRS 2 will not affect the Attendo group's cash flow. Social security contributions will be accounted for as cost in the income statement by regular provisions during the vesting period in accordance with "UFR 7 IFRS 2 – Social security contributions for listed companies."

Costs related to the employee stock options are assumed to amount to approximately SEK 4,747,000 per year, excluding social security contributions, calculated in accordance with IFRS 2 on the basis of the following assumptions: (i) that 330,420 employee stock options are allocated, (ii) that the share price at the start of the Employee Stock Option Program 2026 amounts to SEK 98.00 per share, and (iii) an estimated annual employee turnover of 0 percent. Based on the same assumptions as above, and assuming social security contributions of 31.42 percent in Sweden and 1.95 percent in Finland, a share price increase of 10 percent from the start of Employee Stock Option Program 2026 until the employee options are exercised, the costs for social security contributions are estimated to amount to approximately SEK 2.4 million. Together with the IFRS 2 cost, this results in total estimated costs of approximately SEK 7.1 million.

In order to limit the costs for the Employee Stock Option Program 2026, the Board of Directors proposes that the company shall take hedging measures in the form of acquisition and transfer of own shares (item 17 B below). The Board of Directors further proposes that delivery of shares to participants in the company's incentive program shall be made through transfer of own shares (item 17 C below), alternatively entering into swap agreements with third parties (item 17 D below).

Employee Stock Option Program 2026 is expected to have a marginal impact on the company's key ratios. The Board of Directors considers that the positive effects expected to follow from Employee Stock Option Program 2026 outweigh the costs attributable to the program.

Employee Stock Option Program 2026 includes, assuming maximum allocation and maximum exercise, a total of 330,420 shares that may be allocated to the participants, entailing a dilution effect of approximately 0.22 percent of the number of shares and votes in the company (based on the total number of shares in Attendo as of the date of this notice).

Preparation of the proposal

The Employee Stock Option Program 2026 has been prepared by the company's Board of Directors in consultation with external advisors based on an evaluation of previous incentive programs and prevailing market practice. The incentive program has been prepared by the Remuneration Committee of the Board of Directors and considered by the Board of Directors at meetings in early 2026. The proposal is supported by the company's major shareholders.



Other share-based incentive programs, etc.

For a description of Attendo's other share-based incentive programs, please refer to Attendo's Annual Report for 2025 or the Board of Directors' Remuneration Report for 2025.

B. Acquisition and transfer of the company's own shares in order to secure costs related to incentive programs.

The Board of Directors proposes that the Board is authorized, during the period until the next Annual General Meeting, to decide on (i) acquisitions of Attendo's shares on Nasdaq Stockholm; and on (ii) transfer of Attendo's shares on Nasdaq Stockholm, or in a manner other than on Nasdaq Stockholm including the right to decide on waiver of the shareholders' preferential rights. The company may acquire maximum so many shares that the company's holding of own shares after the acquisition amounts to a maximum of one-tenth of all the shares in the company. Acquisitions shall be made on Nasdaq Stockholm at a price not higher than the higher of the price of the last independent trade and the highest current independent purchase bid on Nasdaq Stockholm. Acquisitions may not be made at a price lower than the lowest price at which an independent acquisition can be made. The company may transfer a maximum of all own shares held at the time of the Board of Directors' resolution to transfer shares.

The purpose of the proposal is to provide the Board of Directors the means to execute the Employee Stock Option Program 2026 and secure its costs, including the social security payments, related to the incentive program.

C. Transfer of the company's own shares to participants in incentive programs.

The Board of Directors proposes that the Annual General Meeting resolves that transfer of own shares, in a maximum number of 330,420 (or the higher number that may follow from recalculation because of a split, bonus issue or similar action) shall be possible to participants in the Employee Stock Option Program 2026. Transfer of own shares to participants in the Employee Stock Option Program 2026 shall be made at the price established in accordance with the terms under section 17 A above.

D. Entering into share-swap agreement with third party

The Board of Directors proposes that delivery of shares to participants in the company's long-term incentive programs shall be possible to execute by entering into share-swap agreements with a third party. The Board of Directors will only use this possibility if the proposal in 17 C above (transfer of own shares) is not approved.

Item 18 – Resolution regarding adoption of a new long-term incentive program for senior executives and key employees based on performance shares (Performance Share Program 2026)

A. Adoption of a new long-term incentive program based on performance shares

The Board of Directors proposes that the general meeting resolves to adopt a new long-term incentive program to senior executives and key employees in the Attendo group ("Performance Share Program 2026"), in accordance with the terms and conditions set out below.

In total, Performance Share Program 2026 will be directed to not more than seven senior executives and 100 key employees in the Attendo group. Performance Share Program 2026 is a three-year performance-based program. Under the program, the participants will be granted, free of charge, performance-based share awards ("Share



Awards”) that entitle to a maximum of 315,000 shares in Attendo (“Performance Shares”), in accordance with the terms stipulated below.

The rationale for the incentive program

The rationale for Performance Share Program 2026 is to create opportunities to attract, motivate and retain competent employees in the Attendo group as well as to align the targets of the employees with those of the company, both financial and sustainability related. The incentive program has further been established on the basis that it is deemed desirable for senior executives and key employees of Attendo to have a personal long-term interest in Attendo’s development. The Board of Directors considers that the implementation of an incentive program as described below will have a positive impact on the continued development of the Attendo group and is thus in favour of both the company and the shareholders in the company.

Conditions for Share Awards

The following conditions shall apply for the Share Awards.

- The Share Awards shall be granted free of charge to the participants as soon as possible following the publication of the company’s first interim report for 2026 and no later than on 30 June 2026.
- Each Share Award entitles the holder to receive one share in the company, free of charge (except for any appropriate taxes), three years after granting of the Share Award (the vesting period) (i.e. during 2029), provided that the holder, with some exceptions, still is employed by the Attendo group.
- A prerequisite for entitlement to receive shares based on Share Awards is that the performance conditions for Performance Share Program 2026 have been satisfied pursuant to the terms and conditions specified below.
- The number of Share Awards encompassed by Performance Share Program 2026 will be re-calculated in the event of a share split, consolidation of shares, share issue, etc., in accordance with customary conditions.
- The Share Awards will be adjusted for extraordinary dividends, but not dividends that are in accordance with Attendo’s dividend policy (as applicable from time to time), payable on the Attendo share.
- The Share Awards are non-transferable and may not be pledged.
- The Share Awards can be granted by the parent company and any other company within the Attendo group.

Performance conditions

The receipt of shares on the basis of the Share Awards will be subject to the fulfilment of financial and sustainability-related performance conditions as set out below (the “Performance Conditions”), in addition to the condition that the holder remains an employee in the Attendo group at the end of the vesting period.

Financial performance conditions

The financial performance conditions are based on applicable targets for adjusted earnings per share and lease adjusted EBITA for the financial year 2026 for Attendo’s respective business area (Scandinavia and Finland, respectively), respectively, as determined by the Board of Directors.

Adjusted earnings per share shall mean the following: Profit or loss for the period attributable to the parent company shareholders excluding effects from amortization and impairment of acquisition related intangible



assets, IFRS 16 as well as items affecting comparability related to divestments and strategic close downs as well as related tax items divided by the number of outstanding shares after dilution.

Lease adjusted EBITA (Earnings Before Interest, Taxes, and Amortization) shall mean the following: Operating profit before amortization of acquisition-related intangible assets, according to the previous reporting standard IAS 17, i.e. excluding the effects of the implementation of IFRS 16.

Sustainability-related performance conditions

The sustainability-related performance conditions are based on targets for customer satisfaction and employee satisfaction for Attendo's respective business area (Scandinavia and Finland, respectively), for 2026, set by the Board of Directors.

Outcome and allocation

The allocation of shares that each participant later may receive depends on achievement of the established Performance Conditions, in relation to a range determined by the Board of Directors. The outcome will be measured linearly and should the minimum level of the range not be reached; no Performance Shares will be allotted.

The Board of Directors will present target outcome in the Annual Report.

Allocation

Allocation of Share Awards to participants in the program (individual allocation) shall be made with (and be limited to) a value corresponding to a maximum of five months' salary for the CEO, a maximum of four months' salary for members of the Group Management and a maximum of two months' salary for other participants.

The Board of Directors shall resolve upon the final allocation of the Share Awards as soon as possible after the publication of the company's first interim report for 2026 and not later than 30 June 2026. Several factors will be considered when deciding upon individual allocations in order to secure recruitment, retention and motivation, including position within Attendo, individual performance and total value of current remuneration package. Individual allocation cannot exceed the above-mentioned limit for allocation.

The share price that is to form the basis for calculating the number of Share Awards is to correspond to the average volume weighted share price for the company's share as quoted on Nasdaq Stockholm during the period five trading days calculated from 11 May 2026. The share price is then divided by the individual granting value in order to arrive at the total number of Share Awards granted per participant.

Preparation and administration

The Board of Directors shall be responsible for preparing the detailed terms and conditions of Performance Share Program 2026, in accordance with the herein established terms and guidelines. In relation hereto, the Board of Directors shall be entitled to make adjustments to meet foreign regulations or market conditions. The Board of Directors may also make other adjustments if significant changes in the Attendo group, or its operating environment, would result in a situation where the decided terms and conditions for Performance Share Program 2026 no longer are appropriate.

Prior to finally determining allocation of shares based on Share Awards, the Board of Directors shall assess whether the outcome of Performance Share Program 2026 is reasonable. This assessment will be conducted in relation to the company's financial results and position, operational performance (with a particular focus on



quality), market position as well as conditions in the stock market and other circumstances. Should the Board of Directors not consider the outcome reasonable, the number of shares to be allotted will be reduced.

Scope and costs for the program; effects on important key ratios and dilution

Performance Share Program 2026 will be reported in accordance with "IFRS 2 – Share-based Payment." According to IFRS 2, the allocation of shares shall be reported as a personnel cost during the vesting period and will be reported directly against equity. Personnel costs in accordance with IFRS 2 will not affect the Attendo group's cash flow. Social security contributions will be accounted for as cost in the income statement by regular provisions during the vesting period in accordance with "UFR 7 IFRS 2 – Social security contributions for listed companies."

Under the assumption of allocation of maximum number of Share Awards for all participants, at a share price of SEK 98.00 at the time of allocation, that 50 per cent of the maximum number of Performance Shares is allotted, an annual increase of the share price by approximately 5 per cent as well as an annual employee turnover of 5 per cent during the vesting period, the total cost for Performance Share Program 2026, including social security contributions, is estimated to approximately SEK 16.3 million before tax. If the Performance Conditions are fully met, the annual increase of the share price is approximately 10 per cent and the annual employee turnover 5 per cent during the vesting period, the corresponding cost is estimated to approximately SEK 33.4 million before tax. Furthermore, there are certain additional costs related to the administration of the program. These costs are estimated to be limited.

Under the assumption of the maximum number of Share Awards being allocated and a maximum target fulfilment, Performance Share Program 2026 includes a total of 315,000 shares which may be allotted to the participants, implying a dilution effect of approximately 0.20 per cent of the number of shares and votes in the company (based on the total number of shares in Attendo at the date of this notice).

In order to reduce the costs of the program, the Board of Directors proposes that the company shall take hedging measures in the form of repurchases of shares and transfer of own shares (item 18 B below). The Board of Directors further proposes that delivery of shares to participants in the company's incentive programs shall be made in the form of transfer of own shares (item 18 C below), or alternatively, by entering into a share-swap agreement with a third party (item 18 D below).

The Board of Directors considers the positive effects expected to result from Performance Share Program 2026 to outweigh the costs attributable to the program.

Preparation of the proposal

Performance Share Program 2026 has been designed by the company's Board of Directors, together with external advisors, based on an evaluation of previous incentive programs and current market practice. The program has been prepared by the Board's compensation committee and has been reviewed at Board meetings in the beginning of 2026. The proposal is supported by the company's larger shareholders.

Other incentive programs

For a description of Attendo's other share-related incentive programs, reference is made to the annual report 2025 or the Board of Directors' remuneration report for 2025.



B. Acquisition and transfer of the company's own shares in order to secure costs related to incentive programs

The Board of Directors proposes that the Board is authorized, during the period until the next Annual General Meeting, to decide on (i) acquisitions of Attendo's shares on Nasdaq Stockholm; and on (ii) transfer of Attendo's shares on Nasdaq Stockholm, or in a manner other than on Nasdaq Stockholm including the right to decide on waiver of the shareholders' preferential rights. The company may acquire maximum so many shares that the company's holding of own shares after the acquisition amounts to a maximum of one-tenth of all the shares in the company. Acquisitions shall be made on Nasdaq Stockholm at a price not higher than the higher of the price of the last independent trade and the highest current independent purchase bid on Nasdaq Stockholm. Acquisitions may not be made at a price lower than the lowest price at which an independent acquisition can be made. The company may transfer a maximum of all own shares held at the time of the Board of Directors' resolution to transfer shares.

The purpose of the proposal is to provide the Board of Directors the means to execute the Performance Share Program 2026 and secure its costs, including the social security payments, related to the Performance Share Program 2026.

C. Transfer of own shares to participants in incentive programs

The Board of Directors proposes that the Annual General Meeting resolves that transfer of own shares, in a maximum number of 315,000 (or the higher number that may follow from recalculation because of a split, bonus issue or similar action) shall be possible to participants in the Performance Share Program 2026. Transfer of own shares to participants in the Performance Share Program 2026 shall be made free of charge.

D. Entering into share-swap agreement with third party

The Board of Directors proposes that delivery of shares to participants in the company's long-term incentive programs shall be possible to execute by entering into share-swap agreements with a third party. The Board of Directors will only use this possibility if the proposal in 18 C above (transfer of own shares) is not approved.

Item 20 – Resolution regarding reduction of the share capital with cancellation of repurchased own shares and increase of the share capital through a bonus issue.

The Board of Directors proposes that the general meeting resolves to reduce the share capital with cancellation of repurchased own shares and to increase the share capital through a bonus issue mainly as set out below. The resolutions are conditional upon each other; thus, the Board of Directors proposes that the general meeting makes one joint resolution with respect to the proposals.

A. Reduction of the share capital with cancellation of repurchased own shares

The company's share capital will be reduced as follows.

1. The company's share capital will be reduced by SEK 37,405.069453.
2. The reduction will be made with cancellation of 6,393,639 of own shares.
3. The cancellation of shares will be made without any repayment.
4. The purpose of the reduction is to allocate means to unrestricted equity. The means will, however, be restored to the share capital in accordance with item 20 B below.



The Board of Directors states the following as an account under Chapter 20 Section 13 Paragraph 4 of the Swedish Companies Act. A resolution to reduce the share capital in accordance with this item requires neither the approval of the Swedish Companies Registration Office nor, in disputed cases, a court of general jurisdiction, since the company simultaneously will carry out a bonus issue meaning that neither the restricted equity nor the share capital will be reduced. The effect of the Board of Directors' proposal under this item 20 A means that the company's restricted equity and share capital will be reduced by SEK 37,405.069453. The effect of the Board of Directors' proposal under item 20 B below means that the company's restricted equity and share capital will be increased by SEK 37,405.069453. and thereby identical to the amount before the reduction. The proposed resolution to carry out the bonus issue is set out in item 20 B below.

B. Increase of share capital through a bonus issue

To restore the share capital following the proposed reduction of share capital as set out in item 20 A, the share capital will be increased by a bonus issue of SEK 37,405.069453 by a transfer of SEK 37,405.069453 from the company's unrestricted equity.

The bonus issue will take place without the issuing of new shares.

Following the resolutions under items 20 A and 20 B, the company's share capital will total SEK 884,551.285108 and there will be 144,802,487 registered shares, each with a quota value of approximately SEK 0.006109.

Item 21 – Resolution regarding authorization for the Board of Directors to resolve to issue new shares

The Board of Directors proposes that the general meeting authorizes the Board of Directors to resolve to issue new shares on one or several occasions until the next Annual General Meeting, with or without preferential rights for the shareholders, against cash payment or against payment through set-off or in kind, or otherwise on special conditions. However, such issue of shares must never result in the company's issued share capital or the number of shares in the company at any time, being increased by more than a total of 10 per cent. The purpose of the authorization is to increase the company's financial flexibility by being able to provide the company with new capital to finance its operations in a time-efficient manner, to finance acquisitions of companies, businesses, or parts thereof. If the Board of Directors resolves on an issue of shares without preferential rights for the shareholders, the issue shall be made on market terms.

Item 22 – Resolution regarding authorization for the Board of Directors to resolve to repurchase and transfer own shares

The Board of Directors proposes that the general meeting authorizes the Board of Directors to resolve to repurchase, on one or several occasions until the next Annual General Meeting, as many own shares as may be acquired without the company's holding at any time exceeding 10 per cent of the total number of shares in the company. Acquisitions shall be made on Nasdaq Stockholm at a price not higher than the higher of the price of the last independent trade and the highest current independent purchase bid on Nasdaq Stockholm. Acquisitions may not be made at a price lower than the lowest price at which an independent acquisition can be made.

The Board of Directors also proposes that the general meeting authorizes the Board of Directors to resolve on one or several occasions until the next Annual General Meeting, to transfer (sell) own shares. Transfers may be carried out on Nasdaq Stockholm at a price within the applicable price range, i.e. the range between the highest purchase price and the lowest selling price. Transfers may also be made in other ways, with or without preferential rights for the shareholders, against cash payment or against payment through set-off or in kind, or



otherwise on special conditions. Upon such transfers, the price shall be established so that it is not below market terms. However, a discount to the stock market price may apply, in line with market practice. Transfers of own shares may be made of up to such number of shares as is held by the company at the time of the Board of Directors' resolution regarding the transfer.

The purpose of the authorization to repurchase own shares is to promote efficient capital usage in the company and to provide flexibility as regards the company's possibilities to distribute capital to its shareholders and to use own shares within the framework of the company's incentive programs. The purpose of the authorization to transfer own shares is to enable the Board of Directors to make corporate acquisitions, enter into collaboration agreements or raise working capital.

Item 23 – Resolution regarding amendment of the Company's Articles of Association

Considering the upcoming move of Attendo's headquarters from Danderyd's municipality to Stockholm's municipality, the board proposes that § 2 of Attendo's Articles of Association is amended as follows:

Current wording of § 2: "The seat of the board shall be Danderyd's municipality. General meetings may also be held in Stockholm's municipality."

Proposed new wording of § 2: "The seat of the board shall be Stockholm's municipality."

Resolutions proposed by the Nomination Committee

Attendo's Nomination Committee, which consists of the Chair of the Nomination Committee Pertti Karjalainen (nominated by Pertti Karjalainen), Niklas Antman (nominated by Incentive) and Bo Börtemark (nominated by Jofam) proposes the following:

Item 2 – Chair of the Annual General Meeting

The Nomination Committee proposes that the Chair of the Board, Ulf Mattsson, is elected as Chair of the Annual General Meeting 2026.

Item 12A – Number of Board Members

The Nomination Committee proposes that the number of Board Members elected by the Annual General Meeting shall be six ordinary members and that no alternate Board Members shall be appointed.

Item 12B – Number of auditors

The Nomination Committee proposes that a registered audit firm shall be appointed as auditor, without any alternate auditors.

Item 13A – Fees to the Board of Directors

The Nomination Committee proposes that Board fees be paid at a total of SEK 3,200,000 (SEK 3,740,000), as follows:



It is proposed that the following fees shall be paid to the Board of Directors:

- Chair of the Board of Directors: SEK 1,150,000 (SEK 1,080,000)
- Other Board Members: SEK 410,000 (SEK 380,000)

In addition, it is proposed that the following special fees shall be paid to the members of the committees of the Board of Directors:

- Chair of the Audit Committee: SEK 225,000 (SEK 216,000)
- Other members of the Audit Committee: SEK 95,000 (SEK 92,000)
- Chair of the Compensation Committee: SEK 112,000 (SEK 108,000)
- Other members of the Compensation Committee: SEK 56,000 (SEK 54,000)

Item 13B – Fees to the auditor

The Nomination Committee proposes that the general meeting resolves that the fees to the auditor, as in previous years, shall be paid upon approval of invoices.

Item 14 – Election of Chair of the Board of Directors and other Board Members

For the period until the end of the next Annual General Meeting, the Nomination Committee proposes re-election of Catarina Fagerholm (Board member since 2016), Ulf Mattsson (Board member since 2022), Per Josefsson (Board member since 2023), Nora F. Larssen (Board member since 2023), Antti Ylikorkala (Board member since 2023) and Hugo Lewné (Board member since 2025).

The Nomination Committee proposes re-election of Ulf Mattsson as Chair of the Board.

Information about the Board members proposed to be re-elected is available on the company's website: <https://www.attendo.com/en/corporate-governance/Board-of-directors/>.

Item 15 – Election of auditor

The Nomination Committee proposes re-election of the audit firm Öhrlings PricewaterhouseCoopers AB (PwC) for the period until the end of the Annual General Meeting 2027. Provided that the Annual General Meeting approves the Nomination Committee's proposal, PwC has informed the Nomination Committee and the company that the authorized public accountant Erik Bergh will remain as the auditor-in-charge. The proposal is in line with the recommendation of the Audit Committee.

Item 16 – Resolution on principles for appointment of the nomination committee

The nomination committee proposes that the following resolution on principles for appointment of the nomination committee is resolved by the general meeting:



INSTRUCTION FOR THE NOMINATION COMMITTEE IN ATTENDO AB (PUBL)

1. Members of the Nomination Committee

Each of the four (4) largest owners or groups of owners in Attendo shall be offered to appoint members of Attendo's Nomination Committee. Ownership information shall be based on the share register maintained by Euroclear Sweden AB as per the last bank day of August each year. The chair of Attendo's board shall promptly following such day contact the four (4) largest owners by voting rights to prepare the formation of the Nomination Committee.

If the shareholders offered to appoint members to the Nomination Committee decline appointment and this results in less than three (3) members being appointed, the offer shall be passed to the next shareholder in size, until at least three (3) members have been appointed. An offer to appoint a member of the Nomination Committee as a result of larger shareholders having declined to appoint a member can only be made to Attendo's ten (10) largest shareholders by vote.

The chair of the Board shall convene a first constituent meeting of the Nomination Committee. The Nomination Committee's term shall remain in effect until a new committee is appointed.

The committee member that has been appointed by the largest shareholder by vote shall be the chair of the Nomination Committee, unless the committee decides otherwise.

The constitution of the Nomination Committee shall be made public not later than six months prior to Attendo's annual general meeting.

The nomination procedure described above shall take into account that the majority of the members of the Nomination Committee must be independent in relation to Attendo and its executive management. Neither the CEO, nor any other member of Attendo's executive management, may serve as a member of the Nomination Committee. At least one member of the Nomination Committee must be independent in relation to Attendo's largest shareholder in terms of votes or any group of shareholders who act in concert in the governance of Attendo.

Members of the Board can be members of the Nomination Committee, but may not constitute a majority thereof. Neither the chair of the Board nor any other member of the Board may chair the Nomination Committee. If more than one member of the Board serves on the Nomination Committee, no more than one of these may be dependent in relation to a major shareholder in Attendo.

2. Changes to the Nomination Committee

Changes to the composition of the Nomination Committee may be made in the following cases:

- (i) One of the members is deceased or wishes to resign in advance or one of the shareholders represented wishes to replace its appointed representative, whereby a request in relation hereto shall be sent to the chair of the Nomination Committee (or to another member of the Nomination Committee if the request relates to the chair of the committee) and the receipt of the request shall entail that the request has been executed.
- (ii) A shareholder who has appointed a representative to the Nomination Committee disposes of its entire shareholding in Attendo, whereby such representative shall be deemed to have automatically resigned from the Nomination Committee, or if there is otherwise a material change in the ownership of Attendo, whereby the Nomination Committee shall have the right to independently discharge and/or elect additional members in order to ensure that the composition of the Nomination Committee reflects the current ownership in Attendo.



- (iii) The Nomination Committee may offer vacant positions in the committee to shareholders or members nominated by shareholders in order to ensure that the composition of the Nomination Committee at each time reflects the ownership in Attendo.

In the event of changes to the Nomination Committee, the committee shall observe the requirements set out in section 1 above. Changes to the Nomination Committee shall be announced as soon as possible.

3. Tasks of the Nomination Committee

The chair of the Nomination Committee convenes the meetings of the Nomination Committee. The Nomination Committee shall prepare and present proposals in relation to the items set out below to the chair of Attendo's Board, well in advance of the Board's notice to the annual general meeting:

- (i) election of chair of the Board and other members of the Board; fees to the Board, allocated between the chair and the other members, as well as fees for committee work;
- (ii) election of and fees to the auditor;
- (iii) election of chair at the annual general meeting; and
- (iv) changes to this instruction.

The Nomination Committee's proposals shall be presented in the notice to the annual general meeting. In relation hereto, the committee shall ensure that the Nomination Committee's proposals, motivated opinion and account for the committee's work are published on Attendo's website. In its assignment, the Nomination Committee shall in all other respects perform the tasks which it is charged with under the Swedish Corporate Governance Code.

4. Quorum

The Nomination Committee has a quorum when at least three (3) members are present. A decision is passed where more than half of the members vote in favour of it. In the event of even votes cast, the chair has the casting vote.

5. Attendance at the Annual General Meeting

At least one member of the Nomination Committee should attend the annual general meeting and account for the reasons for the committee's proposals.

6. Fees

No fees shall be payable to the members of the Nomination Committee. The committee shall be entitled to charge Attendo with costs relating to *e.g.* recruitment consultants or other costs which are necessary for the Nomination Committee to perform its tasks.

7. Amendments to these instructions

This instruction shall remain in force until the general meeting resolves on any changes to it.

NOMINATION COMMITTEE

Other information

The resolutions proposed by the Board of Directors in items 17 B, 18 B, 20, 21, 22 and 23 on the agenda require approval of at least two-thirds (2/3) of the shares represented and votes cast at the shareholders' meeting.



Resolutions pursuant to items 17 C and 18 C on the agenda require approval of at least nine-tenths (9/10) of the shares represented and votes cast at the shareholders' meeting.

The CEO, or anyone appointed by the CEO, shall be authorized to make such changes to the resolutions above that may be necessary or appropriate in relation to registration thereof or other formal requirements and otherwise take such actions that are required to execute the resolutions.

Shares and voting rights

At the date of this notice, there are 151,196,126 shares in Attendo. All shares are of the same class and one (1) share entitles the holder to one (1) vote at general meetings. As of 22 March 2026, Attendo holds 6,504,473 own shares that cannot be represented at the general meeting.

Further information

Information about all of the individuals proposed to be re-elected as members of Attendo AB (publ)'s Board of Directors and the complete proposal and motivated opinions by the Nomination Committee are available at the company's website, www.attendo.com, and will be sent free of charge to shareholders who submit such a request to the company.

Financial statements and auditor statements, auditor's statement regarding application of the company's guidelines for remuneration, the Board of Directors' remuneration report as well as other information and documentation ahead of the Annual General Meeting are available at the company's offices no later than three weeks ahead of the general meeting and will be sent free of charge to shareholders who submit such a request to the company and state their address. The material will also be made available at the company's website, www.attendo.com.

Personal data collected from the share register maintained by Euroclear Sweden AB will be used to for registration and preparation of the voting list for the Annual General Meeting. For information on how your personal data is processed, see: <https://www.euroclear.com/dam/ESw/Legal/Privacy-notice-bolagsstammor-engelska.pdf>.

If you have any questions regarding our processing of personal data, you can contact us by emailing dataprotection@attendo.se. Attendo AB (publ) has company registration number 559026-7885, and the Board of Directors has its registered office in the municipality of Danderyd.

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.

Danderyd, March 2026

Attendo AB (publ)

The Board of Directors



For further information, please contact:

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attendo.com

Attendo - the leading care company in the Nordics | For almost 40 years, seeing, supporting and strengthening people with care needs has been the starting point of everything Attendo does. In addition to care for older people, Attendo provides care for people with disabilities and social care for individuals and families. Attendo has close to 35,000 employees and is locally anchored with around 800 facilities in 300 municipalities in Sweden, Finland and Denmark. Every day Attendo's employees has thousands of encounters with customers. In all these encounters, we manifest Attendo's shared values of care, commitment and competence.