



ambea:

Annual Report with Quality & Sustainability Report 2023

# Future-proof care

Ambea AB (publ) Corp. Reg. No. 556468-4354

Introduction

# The leading competency-based care company

We work with the elderly, and people with disabilities or a need for psychosocial support. Our mission is to ensure quality of life for every person in Ambea’s approximately 950 units. Seeing and hearing them is the heart of our company.

In order to provide safe and secure care, we work according to well-proven concepts and educational frameworks. Knowledge and learning are key elements of our organisation and our employees always have opportunities to develop in their professional role or within our organisation.

We also look up and see the world through the eyes of our clients and municipalities. To ensure sufficient resources as care needs grow sharply, financial pressures intensify and the care worker shortage deepens, smart solutions, partnerships and innovative solutions will be crucial. Ambea can be involved and make a contribution here.

We are big enough to make a difference and want to be a role model that works together with municipalities to create as much safe and secure care as possible from every valuable tax krona. Always in the best interests of our care receivers. Always guided by our vision: *We make the world a better place, one person at a time.*

**Cover:** Care receiver at Vardaga home care  
**Photo:** Jenny Drakenlind

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The Annual Report was published on 27 March 2024. The audited Annual Report and consolidated financial statements are on pages 65–106. The Corporate Governance Report has been reviewed by the auditors and can be found on pages 47–59. The statutory sustainability report comprises pages 13–19 and 113–129.

# Ambea in brief

Ambea works to create a good life for every care receiver in our units across Scandinavia. The operations were founded more than 100 years ago and the company has been listed on Nasdaq Stockholm since 2017.

**>30,000** employees  
**14,500** care receivers

**950** units  
**450** municipalities are our clients

Net sales (SEK million)



## Our business model

### Clients

Ambea’s clients are primarily municipalities across Scandinavia that purchase care for their residents.

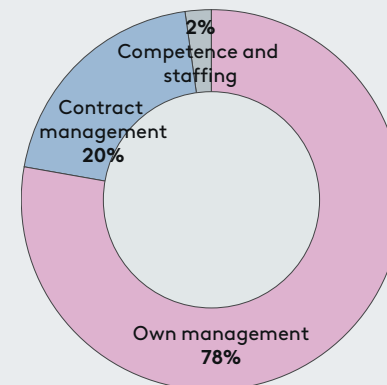
### Services

- **Elderly care:** At Ambea’s more than 100 nursing homes, our care receivers live in their own apartments with access to communal areas, activities and mealtimes. Staff are on duty 24 hours a day. We also offer home care in selected locations across Sweden.
- **Disability care:** For people with permanent disabilities, Ambea has care services for all needs and stages of life: from child care homes and schools to group homes, assisted living facilities and day services for adults. Personal assistance is also offered in Norway.
- **Psychosocial support:** Ambea offers support for people with psychosocial problems, such as substance abuse and self-harming behaviour. These initiatives include HVB homes, assisted living facilities, foster homes, sheltered housing and non-residential care.
- **Competence and staffing:** Ambea offers flexible and effective solutions for welfare service staffing.
- **Competence development:** Ambea’s training company, Lära, provides training and competence-enhancement programmes in social work, care, schools and treatment – both internally and externally.

### Contract model

- **Own Management:** Care places under Own Management operations are offered in premises that Ambea rents with long-term contracts, usually 10–15 years. Due to the long duration, the premises can be tailored to Ambea’s working methods and concepts. Municipalities purchase places according to need.
- **Contract Management:** Contract Management means that Ambea takes over an existing care service in the municipality’s premises and runs the unit for a specific period of time, usually four to five years, often with a possible extension of two to four years.
- **Staffing and training:** Separate services, or subscriptions and framework agreements. Customers include municipalities, regions and individual companies.

Net sales per contract model



# The year in brief

- In 2023, Ambea posted its highest-ever net sales and operating profit.
- Ambea continued to grow and opened several new residential facilities with a total of 287 care places under own management.
- Our dedicated efforts to strengthen Stendi's organisation and profitability yielded results during the year.
- Altiden worked to establish a stable and qualitative platform for long-term growth. Operational improvements were noticeable during the year, but we are not satisfied with the financial results and the transition will continue.
- Nytida and Vardaga secured many management contracts during the year.
- Vardaga started a large home-care operation under contract management, as well as home health care and home rehab, in Linköping.
- Ambea was affected by rising interest rates and high cost inflation. We worked intensively to offset the cost increases, which yielded results and helped us to handle the situation well.
- For the third consecutive year, Ambea was included on Universum's list of Sweden's Most Attractive Employers. We were ranked 30th, and are best in the care sector.
- Ambea continued to support Ukraine. We started a care assistant training programme for Ukrainian employees, donated equipment to hospitals and nursing homes, and donated



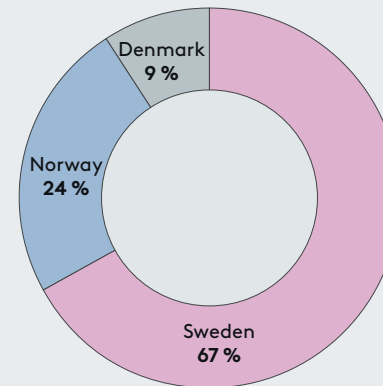
Altiden's Fribo Greve nursing home, with 75 beds, opened in June 2023.

money to the OperationAid organisation. Vardaga and Nytida have employed more than 100 Ukrainian refugees to date.

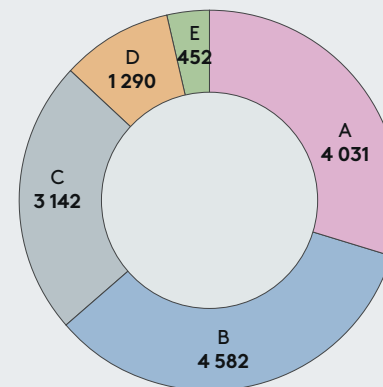
- Ambea signed a loan agreement linked to our sustainability targets to reduce GHG emissions, improve employee engagement and increase care receiver satisfaction.
- Lära presented several public web seminars with the aim of sharing our knowledge. *Girls and young women with neuropsychiatric disabilities* was one of the most popular presentations.

## Sales

### Per country



### Per division, SEK million

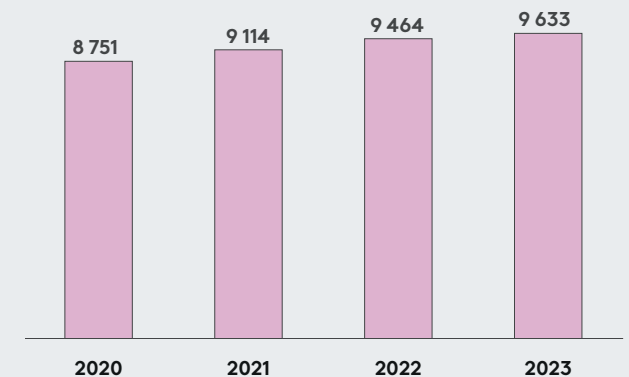


- A Nytida
- B Vardaga
- C Stendi
- D Altiden
- E Klara

## Financial overview

SEK million	2020	2021	2022	2023
Net sales	11,083	11,478	12,635	13,312
Growth (%)	0	4	10	5
Adjusted EBITA	879	857	954	1,076
Operating margin, adjusted EBITA (%)	7.9	7.5	7.6	8.1
Profit for the year	359	237	366	455
Free cash flow	1,270	1,139	1,451	1,631
Earnings per share before dilution	3.80	2.51	3.89	5.07
Earnings per share after dilution	3.80	2.51	3.89	5.07

## More care placements under Own Management



Interview with the CEO

# Mark Jensen summarises 2023 and looks ahead

In an interview, Ambea’s CEO Mark Jensen summarises some of the year’s highlights and looks ahead.

**How would you summarise 2023 for Ambea?**

I think we can look back and be proud of what we achieved in 2023. Despite a turbulent year in our business environment, we succeeded in developing our operations and providing more and more care receivers with effective and personalised care. We delivered favourable financial results in a year marked by high inflation and rising interest rates, which I consider a strength. Healthy and sustainable finances enable a long-term approach and allow us to continue investing in our business and creating value for our care receivers, employees, clients, shareholders and society.

**Any highlights that you would like to mention?**

The first highlight I would like to mention is the trend for Stendi. Since early 2022, we have been working tirelessly to strengthen the Norwegian organisation and improve earnings and our dedication paid off during the year. Stendi now stands on a stable platform and in 2024, we will continue our efforts to strengthen profitability and further develop the business. The other highlight is our employees. We were voted one of the Most Attractive

Employers in Sweden for the third consecutive year, and our Employee Net Promoter Score, which measures how likely our employees are to recommend Ambea as a good place to work, increased. It is gratifying to see that our investments in leadership, competence development and career opportunities are yielding results. The third highlight that I would like to mention is quality of care. All of our divisions receive high scores in care receiver surveys, which is an important quality indicator.

**The year was marked by high inflation. How did you handle that?**

We were obviously affected by the new economic conditions. We worked intensely to offset the cost increases by increasing occupancy and adjusting prices, improving operational efficiency and reducing our indebtedness, which made us less sensitive to high interest rates. All of this combined yielded results and helped us to handle the situation well.

**You have completed a transition in Altiden. When do you expect to see results?**

The business operations in Denmark are based on multiple acquisitions and we needed to create a uniform platform to enable the operations to grow over time. We simplified the structure, optimised the operations and reduced administration costs. The process continued



CEO Mark Jensen visiting Nytida’s Da Capo, which shares premises with Vardaga’s Villa Tärnö nursing home in Farsta Strand in Stockholm.



Despite a turbulent year in our business environment, we succeeded in developing our operations and providing more and more care receivers with effective and personalised care.



during the year and even though we weren't satisfied with the financial results, we noticed several improvements. We will continue the transition in 2024 and devote even more attention to service content and the development of our employees. Overall, we are expecting to see continuous performance improvements in Denmark in 2024.

**Last year, you called for political collaboration to increase the construction of new care homes. Has anything happened on that front?**

Unfortunately, new care homes are not high on municipalities' agendas. This is a problem, because due to the growing and ageing population, there is a risk that many people will not have access to high-quality care. We were active during the year and proposed a number of political reforms that would make construction easier and create more care places. One of these was a care home guarantee in Sweden. That would place higher demands on municipalities and make it easier for individuals. But the proposal with the greatest effect is a national freedom of choice reform, which would facilitate establishment in all municipalities and help to shorten waiting lists. But there are some bright spots. In early 2024, the Danish government launched a new elderly care reform. A reform that will promote equal terms between private and public operators, with the aim of increasing the establishment of private providers in order to eliminate the shortage of places. It will be very exciting to follow these developments and to share the Danish experience with Sweden and Norway.

**Have you opened any homes?**

Yes. During the year, we opened two new nursing homes – Vardaga Villa Soldalen in Halmstad, and Altiden Fribo Greve, just south of Copenhagen. We also opened 99 new social care places in all three countries. This is a key



In the sustainability area, we paid extra attention to quality of care, integration and diversity, as well as reducing our emissions.

contribution to reducing the shortage of places and a concrete example of how we are creating long-term and sustainable social value. We would like to step up the pace of construction and are continuing to work towards that. In addition, we have both started and secured several new management contracts, which is promoting innovation and knowledge sharing in the sector.

**Can you give us an update on implementation of the strategy and how you are working with sustainability?**

Of course. During the year, we worked on a range of initiatives and projects. In the 'Sustainable care strategy' chapter, you can read about the initiatives we launched in 2023. Much of this process was also focused on preparing for the new digital workplace that will be launched in the first quarter of 2024. In the sustainability area, we paid extra attention to quality of care, integration and diversity, as well as reducing our emissions. We also remain committed to supporting Ukraine and the people who have been forced to flee the war. I am extra proud of the fact that we started a care assistant training programme for 33 Ukrainians in partnership with Beredskapslyftet, SWEA and Medlearn. The programme makes it possible for these people to enter the job market and earn a living, which is fundamental for successful

integration. Together with other operators, we are taking responsibility for people who are eligible for employment under the EU's Temporary Protection Directive, which the Swedish government has yet to do.

**What do you predict for 2024?**

I think we can be optimistic. We have a solid foundation with all of the conditions to continue growing and developing our business. The need for care will increase in the coming years due to an ageing and growing population, and we will become an increasingly important partner to our public sector clients. In 2024, the focus on our digital development will intensify, and we will continue to open new care homes and develop our services to meet the needs of our care receivers and clients. I also hope that acquisition market activity will increase and we will primarily be focused on high-quality and compatible social care acquisitions.

**Some final words?**

I would like to thank all of our employees for their efforts. Thanks to our dedicated and skilled employees, our operations are open 24 hours a day, all year round, to create security and well-being for our care receivers. Finally, I would also like to thank our care receivers, their loved ones and our clients for your trust, and I look forward to our continued partnership in 2024.

**About Mark Jensen**

Mark Jensen has been Ambea's CEO since 2021. Prior to that, he was CEO and Nordic President of MTR Nordic AB. He has also spent ten years in senior positions at Carlsberg, including CEO of Carlsberg Sweden. Mark was born in 1971, and is originally from Denmark.



# Sustainable care strategy

# Our strategy

Ambea is the leading competency-based care company in Scandinavia. We have a hundred-year history of developing care, always based on the needs of our care receivers and always as a partner to the public sector.

Due to a growing and ageing population, the need for care is expected to increase significantly in the coming years. That is creating new opportunities for Ambea and we are taking the next step in our development with our updated strategy for future-proof and sustainable care.

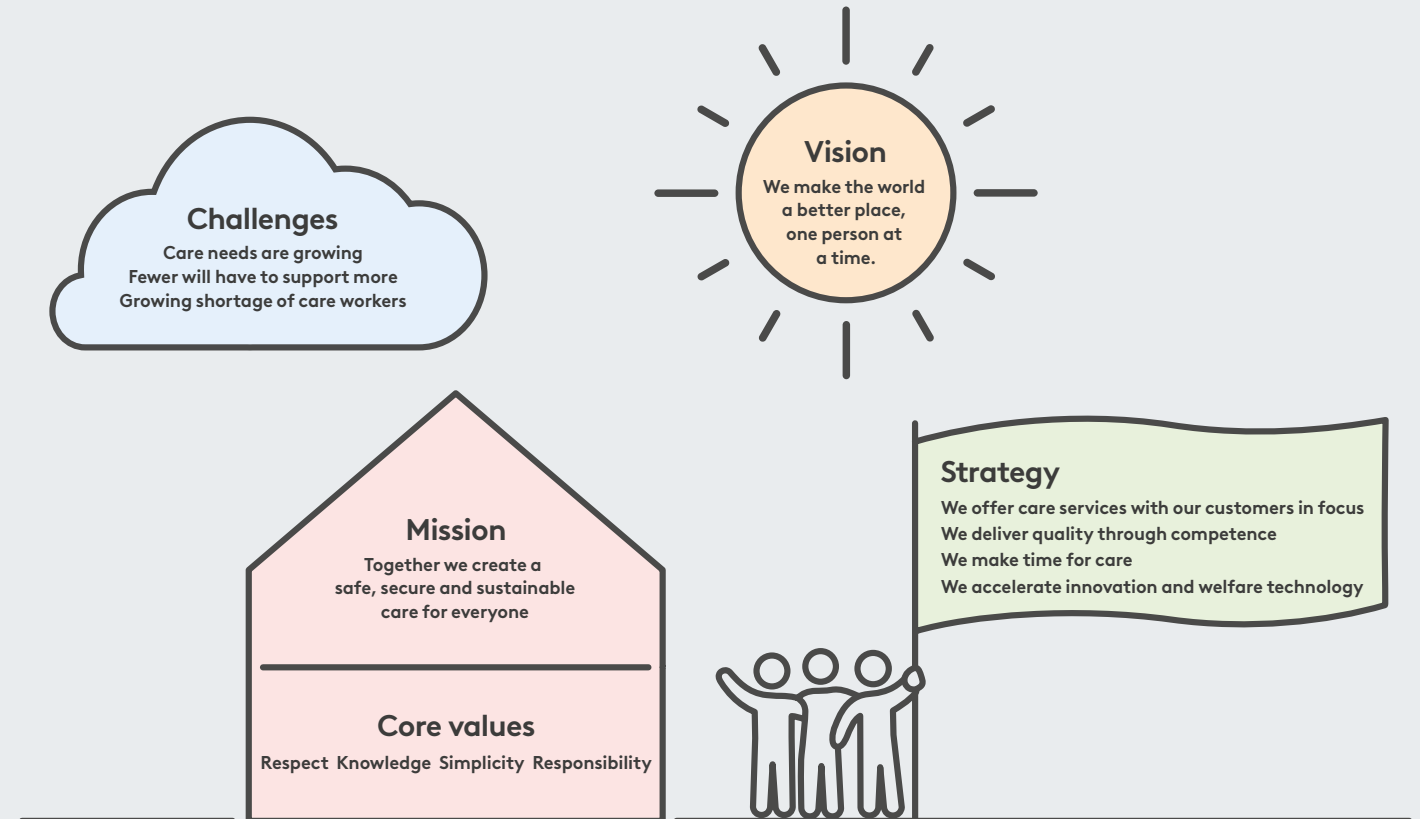
Based on society's needs, we will continue to invest in competence development, clear concepts and frameworks in our divisions. That creates the conditions for high-quality and personalised care that is also cost-efficient. We invest in development and growth in the segments where we are strong, and exclude areas with low development potential.

Ambea works with four strategic focus areas:

- We offer care services with a customer focus.
- We deliver quality through competence.
- We create time for care.
- We accelerate innovation and welfare technology.

Sustainability plays a key role in our mission and we have prioritised five of the UN Sustainable Development Goals.

## Our World



Our strategy for future-proof care is part of Our World, which is an important platform for all employees in the organisation. It reminds us of why our company exists, the core of our mission and how we should respond to the world and each other.

# Care services with a customer focus

With the needs of our care receivers and clients as our starting point, we help society in the prioritised segments of elderly and social care.

- **Customer knowledge and clear tender processes**

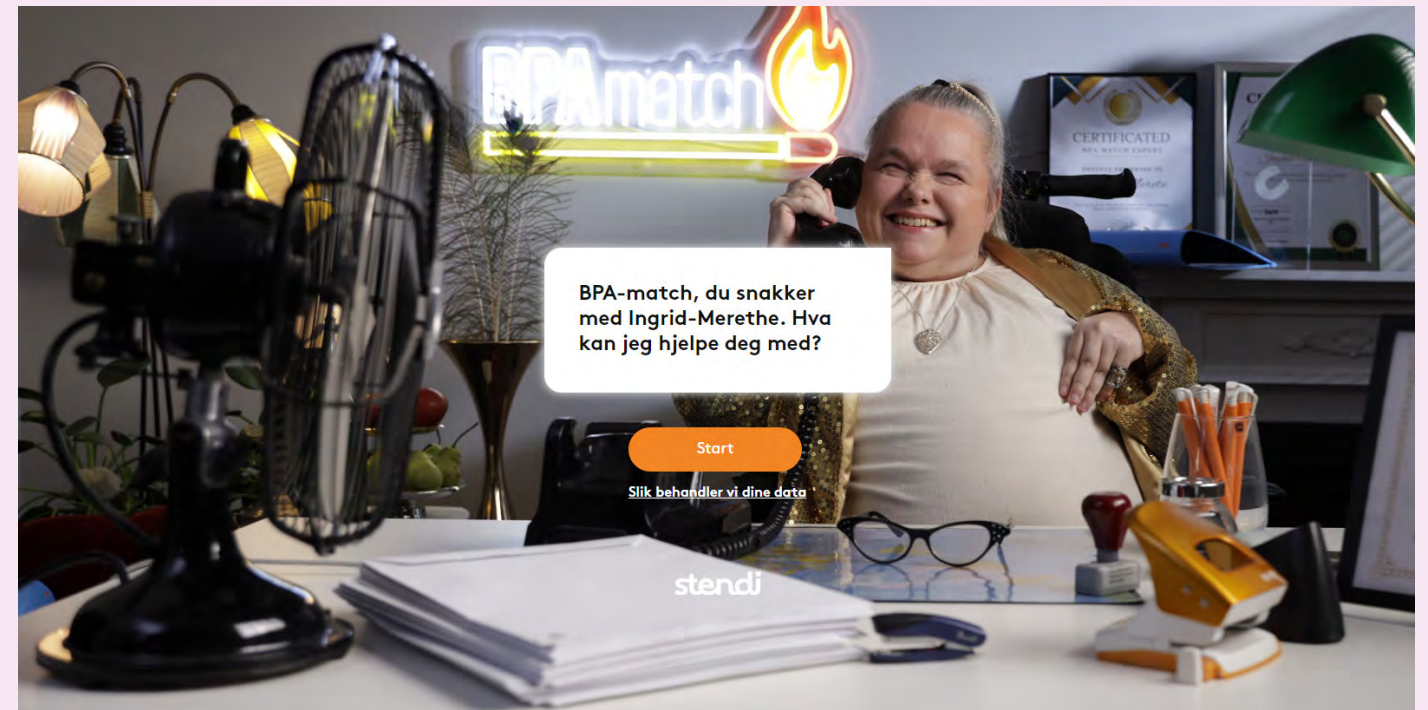
We have clear offerings that make it easy for our clients and care receivers to make decisions. Knowing our customers well enables us to continuously develop our services and offer what they want, quickly and efficiently.

- **Flexibility for meeting new requirements and expectations**

We are constantly developing the content of our services to meet the needs of both care receivers and clients.

- **Growth that strengthens our business**

Our core business is to develop residential care but we can also include related service areas when they strengthen our business and our core activities. We can seize opportunities and manage risks proactively. We work systematically and use the entire organisation's knowledge to enable sustainable and structured growth.



## Better personal assistance matches

During the year, Stendi launched the UPA matching service. UPA stands for user-controlled personal assistance and the tool has been developed to simplify matching between care receivers and people who want to work as personal assistants.

UPA matching enables care receivers to link up with someone who wants to work as a personal assistant. UPA matching consists of a simple and humorous web form where both parties can

fill in their interests and preferences. Stendi then helps to match the assistants and care receivers who are best suited to each other. In addition to creating a high-quality and long-lasting relationship between the care receiver and the assistant, Stendi wants to attract new employees to the sector with the service.

One of Stendi's personal assistants is taking part in the campaign and with a good dose of humour, she has succeeded in attracting new care receivers and potential assistants.

# We deliver quality through competence

The success of our company depends on our employees. By investing in competence development, language skills development and leadership based on a hands-on and active approach, we are raising levels of knowledge. This, in turn, leads to fewer non-conformities and higher customer satisfaction.

- **Lära training organisation**

We build and develop competence within our own organisation as well as for other players. Our training organisation Lära plays a key role here. Lära helps us bring more qualified employees with the right competence into the sector, and ensure that our employees maintain effective and relevant levels of knowledge.

- **Strong employer brand and new recruitment bases**

We work continuously with our employer brand because we want to be the first choice for students and new employees. We develop new recruitment bases and work together with schools and employment agencies to create work experience placements and give more people an opportunity to enter the care sector.

- **Best leaders in the industry**

We will continue to develop leadership based on an active and hands-on approach, with engaged employees who take responsibility for quality of care and our shared work environment.



Our activities are guided by our goals. Employees' goals and expectations for the year are documented in the competence portal.

## New competence development portal

During the spring, we launched a new competence portal in Sweden. The competence portal helps our managers and employees gain control over the planning, implementation and follow-up of training initiatives and performance reviews.

We gather all of the training courses that Lära offers our divisions in the portal – web-based courses, physical courses and online courses. Employees' formal competence is secured here, and goals are documented and followed-up.

A competence portal is already in place in Norway, and a launch is being planned for Denmark in 2024.

# We create time for care

Our time is one of the most important things we can give to our care receivers. Our processes and tools help us free-up time for care and achieve consistently high quality.

- **Systematic quality assurance**

Our starting point is that it should be easy for every employee and manager to do the right thing in any given situation. Our systematic quality management, combined with continuous learning, is fundamental to meeting the high quality requirements of our various customers.

- **Time for the right things**

We review tools to ensure they support employees in their day-to-day work. Our processes are revised twice annually. Everyone should feel secure with our processes and procedures and be able to devote time to the right things.

- **Systems that facilitate**

We are developing a future digital workplace to reduce and facilitate administrative tasks. Examples include mobile systems that meet employees' needs.



A new digital workplace will reduce and simplify our administrative processes, giving our employees more time to focus on our care receivers.

## Time for care with a digital workplace – Ambea Inside

During autumn, we ran a pilot project for a new digital workplace/intranet that will be rolled out in all divisions during 2024.

The project was conducted in some of Nytida's units, where employees provided feedback and suggestions for how the

tool could be developed to meet their unit's needs. The aim of the digital workplace, which we call Ambea Inside, is mainly to simplify and reduce the workload for managers and employees, and to enable skill sharing and collaboration across national borders and divisions.

# We accelerate innovation and welfare technology

Technology is evolving fast and thereby changing the expectations of our care receivers and their loved ones, and our clients. Welfare technology can contribute to better care, a better work environment for our employees and increased efficiency.

- **Increase the pace of development in care**

We are innovative and always seeking partnerships to increase the pace of development in care.

- **Make life easier and improve quality**

We seek innovative solutions that can help to improve quality and make life easier for both care receivers and employees.

- **Create new business**

We want to accelerate innovation in the care sector and are developing innovative solutions by developing our core business, company acquisitions and strategic partnerships.



## Better access to school nurses for smaller schools

Klara offers care provider responsibility, school nurses and school doctors. For smaller schools, this service is mainly digital via an online solution.

It is often difficult for small schools to find nursing staff. With Student Health Online, school nurses are available all day. Most of this service is provided digitally via an online solution. The

school nurse only visits the school when required by a specific assignment – for vaccinations, or to check growth, back health, sight and hearing.

Student Health Online provides better access for students, custodians and medical staff, while the service is cost-efficient for the school.

# Sustainable care



Our mission is to create enough safe and sustainable care for all. Sustainable care is about taking an active responsibility for our society, participating in the creation of solutions such as future-proof care, and using every tax krona to contribute to lasting social value.

For sustainability issues, we work with an established Environmental, Social and Governance (ESG) framework that encompasses all of our sustainability practices and performance.

**E** We are working actively to achieve climate-smart care. This means that we are working to reduce the environmental impact of our travel and transportation, food and waste, and properties and energy. We have set an ambitious target to halve our emissions by 2025 compared with 2019. We have reduced our emissions by 38 per cent since 2019.<sup>1</sup>

**S** Social sustainability is engrained in our DNA. Satisfied and secure care receivers and motivated employees are the cornerstone of our business. We work with health, well-being and quality of life, as well as respect for individuals and human rights.

<sup>1</sup> Tonnes CO<sub>2</sub>e per unit of revenue, scope 1-3, excluding employee commuting.

**G** Our operations are characterised by robust control, ethics, transparency and trust, based on compliance with internal and external regulations and procedures. We participate in public debate with our knowledge and use our size to influence society and our sector.

## Our material sustainability topics are

- increased health, well-being and quality of life
- respect for the individual and human rights
- competence, methods and services for better care
- constructive public debate
- high-quality care
- good business ethics and high transparency
- close collaboration and clear demands on suppliers
- sustainable travel and transportation
- reduced food waste and responsible waste management
- energy-efficient properties and fossil-free electricity.

## We prioritise five of the UN Sustainable Development Goals



**Good health and well-being**  
Our vision is to make the world a better place, one person at a time. Ambea offers high-quality care for our care receivers and security for their loved ones. Our goal is to meet the personal needs and wishes of each individual.



**Quality Education**  
We use Lära, our internal and external training organisation, to train tomorrow's employees. We create opportunities for more people to increase their vocational skills, while also helping to raise knowledge about nursing and care throughout the community.



**Affordable and Clean Energy**  
By ensuring that Ambea's Own Management operations always use renewable energy, we are helping to increase overall market demand for renewable and fossil-free energy.



**Decent Work and Economic Growth**  
Ambea's operations begin with caring for our employees – when they are satisfied, they can do more for our care receivers. Ambea offers secure workplaces, develops managers with an active and hands-on style of leadership and invests in employee development.



**Responsible Consumption and Production**  
Ambea creates modern residential facilities with a lower environmental impact. We minimise transportation and food waste. By keeping track of our orders and stocks, we only consume as much as we need. All waste generated by our units is handled responsibly.

# Social sustainability is engrained in our DNA

Creating quality of life for our care receivers is part of our daily mission. We are a large and responsible employer, focused on quality, leadership and competence. We work actively with diversity and inclusion in our organisations.

## Jobs and integration

Ambea runs several projects in Sweden to offer work experience, training and job opportunities for newly arrived residents. The aim is to find valuable employees for our units, while also promoting social integration. We believe that diverse experiences and perspectives are critical for our long-term success.

Since starting our first integration project in spring 2016, more than 2,000 newly arrived residents have completed work experience or been employed in the Group. Knowledge about how to get newly arrived residents into work has been important for helping people who have fled the war in Ukraine. Since the war broke out in early 2022, more than 100 people from Ukraine have been employed in Vardaga's and Nytida's units.

Language is often the greatest barrier for newly arrived residents in Sweden. We have worked with a range of models for developing language skills in our units. Our employees can improve their working Swedish in a simple and fun way using a language app. During the autumn, we started our first language steward course, and entered into an arrangement with the Swed-

ish Municipal Workers' Union to work together to support the development of language skills at work.

## Diversity and fair treatment

Ambea wants to contribute to a more open job market and we are constantly working to ensure that our workplaces are inclusive for all employees.

- During the year, Nytida was an official sponsor for Stockholm Pride, the largest Pride Festival in the Nordic region, which was highly appreciated by Nytida's different units.
- We were included in the Allbright Foundation's green list of gender-balanced companies on the stock exchange. The green list includes companies with an even distribution of men and women in senior roles. A total of 361 companies were reviewed, and 89 were deemed gender-balanced and qualified for the green list.
- To continue learning and to contribute to the continued development of these issues, Ambea became a member of Diversity Charter Sweden during the year, a network where members work actively with diversity and inclusiveness in their organisations.

## Health and quality of life

We believe that exercise and physical activity are important for everyone, based on their own terms, which is why we strive to inspire and encourage movement in various ways. Stendi has a sponsorship collaboration with Salum Kashafali, the world's fastest para athletic. Through this



Stendi is partnering with the world fastest para athletic, Salum Kashafali, and is supporting his preparations for the Paris 2024 Paralympics. Salum did not know that he was entitled to personal assistance until he came into contact with Stendi. Via the sponsorship agreement, Salum and Stendi want to promote para sport and encourage more people with disabilities to engage in sport and live an active life.

collaboration, Stendi wants to promote para sport and encourage more people with disabilities to engage in sport and live an active life.

Vardaga sponsors the Alzheimer Run, an event aimed at creating awareness of Alzheimer's and raising money for research. All types of pulse-raising activities can reduce the risk of dementia and in addition to the run in Hagaparken in Stockholm, many of Vardaga's residential facilities arrange their own race.

Nytida has been sponsoring Glada Midnattsloppet – a run for people with cognitive impairment – for many years. This year, 420 participants from Nytida ran, walked or rolled across the finish line in Södermalm in Stockholm, or participated in the digital run across the country. During the year, one of Nytida's facilities, Skarpnäcksgården, entered into a collaboration with Gatans lag (Street Law), which arranges training sessions with the aim of preventing homelessness, criminality and mental illness.

### Continued support for Ukraine

Ambea has a long tradition of supporting the community in various crises and over the past two years, the focus has been on Ukraine. We made several contributions during the year:

- Vardaga and Nytida have employed more than 100 Ukrainian refugees to date. In addition to employment, these employments have provided an opportunity to learn Swedish and establish new contacts and networks.
- In collaboration with Beredskapslyftet, SWEA International and Medlearn, we started a care assistant training programme for Ukrainian employees – an initiative to strengthen the employability of Ukrainians in the Swedish job market. 33 employees are currently undergoing the one-year training course, which will give them a grade in Swedish as a second language as well as formal qualifications as a care assistant.

”

We are proud sponsors of the Stockholm Pride festival. Diversity and inclusion are central concepts in our organisation, so it's only natural for us to be involved in Pride.

Fredrik von Malmborg, Managing Director, Nytida

- During the year, several of Vardaga's units donated equipment to hospitals and nursing homes in Ukraine. The donations included both new and used materials, such as beds, walkers, slings, commode chairs, surgical masks, protective clothing and mattresses.
- To reduce human suffering, Ambea has donated money to aid organisations like OperationAid, which works in Ukraine by arranging activities for children affected by the war, and provides frontline medical support.
- We have suspended all suppliers who have chosen to remain active in Russia. One of the new suppliers that we have chosen to work with instead is Normmejerier, a dairy supplier with a solid sustainability concept and an ethical supply chain with no links to Russia.



## We invest in language development at our workplaces

According to research, the workplace is the best environment for developing language skills. In autumn 2023, we started our first language steward course, and entered into an arrangement with the Swedish Municipal Workers' Union to work together to support the development of language skills at work.

There is much to be gained from language development at work – a better work environment, documentation and interaction, a more open climate, and higher quality and safety. With the new language steward course and our partnership with the Swedish Municipal Workers' Union, we are laying the foundation for systematic language development at our workplaces.

### Jessika is a language steward at Vardaga Villa Hertig Knut

Jessika Lindqvist, activity therapist at the Vardaga Villa Hertig Knut nursing home in Halmstad, is one of the people who have completed the language steward course.

“I have started to hold exercises that have led to insights into what it's like to not fully master the language. There's been a lot of laughter and humour involved and I think that's helped several employees open up and dare to ask for assistance,” says Jessika, who has worked together with her manager to create a plan for working with language skills development in 2024.

### Collaboration with the Swedish Municipal Workers' Union

Under our agreement with the Swedish Municipal Workers' Union, we train language stewards



Malin Ragnegård, Chair of the Swedish Municipal Workers' Union and Mark Jensen, CEO of Ambea.

according to the Social Care College concept. At the workplaces where language stewards are trained and there are elected representatives from the Swedish Municipal Workers' Union, these individuals will also be involved in the development of language skills in the workplace.

# GHG emissions and control

Ambea is guided by principles based on a strong values-based culture, regulatory compliance and transparent dialogue. We take responsibility for the environment by adapting our operations to climate change and switching to fossil-free. We have set an ambitious target to halve our GHG emissions by 2025, compared with 2019<sup>1</sup>.

With a few years to go, we've come a long way, but aren't there yet. In this respect, partnerships with clients, authorities, suppliers, other companies and union organisations are important, as well as our own ability to innovate and a strong ambition to minimise our impact on the planet.

Our environmental performance is monitored twice per year by carrying out self-assessments in the units. Compliance with a range of environmental aspects, including chemical handling and waste management, is evaluated.

## Ambea's emissions

Our starting point is to take responsibility for, and reduce, our direct emissions to become aligned with the Paris Agreement and net zero emissions by 2050. An overall assessment of our value chain emissions is required to allocate the right resources to the right place. Since we started compiling data in 2019, our understanding of the primary sources of our GHG emissions has increased. The primary source of our direct (Scope 1) GHG emissions is internal transportation. Heating and some electricity account for our Scope 2 emissions, while food, consumables and

waste are the primary sources of our indirect (Scope 3) emissions. Most of Ambea's emissions, around 80 per cent, are Scope 3 emissions. Our total emissions of 24,999 tonnes of carbon dioxide equivalents (tCO<sub>2</sub>e) correspond roughly to the emissions from the annual consumption of more than 3,000 Swedes<sup>2</sup>, a figure that can be compared with our 14,500 care receivers. In the coming years, we will be focused on finding joint solutions together with our customers, property owners, food suppliers and consumer goods producers in order to reduce our emissions. We will also be focused on fossil-free vehicle and energy solutions by, for example, phasing out fossil-fuel vehicles. We have started switching to environmentally friendly electric cars, for example. One challenge with this process, however, is

the lack of charging points. Our target is that at least 90 per cent of Ambea's approximately 1,200 business and company cars are electric by the end of 2025.

Our target to halve carbon emissions compared with 2019 will make strong demands on the entire organisation, since many of the less complex measures are already in place and our data collection has improved.

## Detailed sustainability reporting

Ambea will be subject to the EU's Corporate Sustainability Reporting Directive (CSRD), entailing comprehensive sustainability reporting requirements for environmental and social impacts. Ambea worked actively to achieve compliance with the CSRD in 2023, and this commitment will continue in 2024.

### About our emissions reduction targets

The company's GHG emissions for 2023 were an estimated 15,952 tCO<sub>2</sub>e (excluding employee commuting). We have reduced our emissions per unit of revenue by 38 per cent since 2019, a 7 percentage point improvement since 2022. We are continuously improving our data collection to achieve a full overview of our GHG emissions. Our target to halve our emissions by 2025 remains unchanged. A presentation of our GHG emissions for each Scope can be found on page 18.

**38%**

lower emissions per unit of revenue since 2019.

## Cookbook with climate-smart recipes

In elderly care, mealtimes have a major impact on quality of life for the elderly. At Vardaga's nursing homes, food is prepared according to the *Food Like Home* concept, and we have published a new cookbook with climate-smart recipes.



By working seasonally, with lots of root vegetables, fish and chicken, and replacing beef wherever possible, Vardaga has succeeded in reducing the GHG emissions from food served in its nursing homes.

During the year, we created a new cookbook with climate-smart recipes for our units. The greenhouse gas (GHG) emissions (CO<sub>2</sub>e) generated by each of the ingredients in the recipes have been calculated. By adding these emissions together, we can calculate the total emissions per meal and portion. The new menus have reduced GHG emissions by a total of 271 tonnes of CO<sub>2</sub>e per year, equal to emissions from 90 fossil-fuel cars.

"We work continuously with our suppliers and wholesalers to find alternative, climate-smart products, as well as opportunities to achieve completely fossil-free deliveries from our wholesalers in the future. We also measure the amount of food waste in our units twice per year," says Robert Kroon, mealtime manager at Ambea.

<sup>1</sup> Scopes 1, 2 and 3, excluding employee commuting.

<sup>2</sup> Swedish Environmental Protection Agency (2021)

## Sustainability targets linked to existing credit facility

Ambea has a loan agreement with a Nordic bank consortium that is linked to our sustainability strategy. The agreement is strategically linked to carefully selected sustainability KPIs – improved care receiver satisfaction, higher employee engagement and lower GHG emissions.

“Ambea’s vision is to make the world a better place, one person at a time. That is why one of our sustainability KPIs is care receiver satisfaction. The second KPI is an attractive workplace. We are a large organisation with many employees and, in addition to engagement, it’s also important that our employees would recommend Ambea as an employer,” says Christian Horne, Head of HR and Sustainability.

“The third and final sustainability KPI is our responsibility for the environment and our very ambitious target to halve emissions by 2025 compared with 2019.

Under the loan agreement, we are linking sustainability to our existing revolving credit facility (RCF).

By linking our financing to our sustainability targets, we are raising the bar and taking a clear step towards achieving our sustainability agenda. I am very proud that we have set these targets and that we are making progress towards achieving them,” says Christian.



By linking our financing to our sustainability targets, we are raising our standards and taking a clear step towards implementing our sustainability agenda.

Christian Horne, Head of HR and Sustainability



## Stendi’s focus on the Transparency Act

On 1 July 2022, a new Transparency Act came into effect in Norway. The new Act requires companies to ensure that human rights and decent working conditions are respected in their operations and supply chains, and to ensure public access to information.

As part of the division’s rigorous control, Stendi published its first transparency report in summer 2023. In the report, Stendi presents the results of a

comprehensive screening of its suppliers. Alignment with the Transparency Act is a continuous process, in which Stendi is focused on monitoring suppliers. In its approach to achieving compliance with the Act, Stendi applies Ambea’s ethical guidelines and Code of Conduct.

“We expect our suppliers and partners to follow the Transparency Act. When we are evaluating and selecting suppliers and partners, their ability and willingness to comply with the Act is a crucial factor, says Hanne Løvli, HR Director Stendi.

# GHG emissions tCO<sub>2</sub>e

Scope	#	Category (source)	2023					2022					2019	
			SE	NO	DK	Total per category	Total per Scope	SE	NO	DK	Total per category	Total per Scope	Total per category	Total per Scope
Scope 1	1	Own facilities	144	0	263	408	2,894	128	0	293	421	3,393	103	3,694
	2	Own vehicles	1,252	888	346	2,486		1,726	964	281	2,971		3,591	
Scope 2	1	Energy from electricity, district heating	1,200	0	872	2,073	2,073	1,044	0	222	1,271	1,267	5,932	5,932
Scope 3	1	Purchased goods and services	6,052	1,130	908	8,090	20,033	6,450	1,227	1,177	8,854	24,942	10,584	23,906
	3	Fuel and energy-related activities	847	249	216	1,313		906	297	227	1,430		94	
	4	Transportation and distribution	64	N/A	N/A	64		112	N/A	N/A	112		491	
	5	Waste management in own operations	1,148	N/A	6	1,154		1,513	N/A	N/A	1,513		26	
	6	Business travel	138	183	44	365		103	179	21	303		589	
	7	Employee commuting <sup>1</sup>	5,318	2,440	1,289	9,047	6,641	4,954	1,136	12,731	12,122			
<b>Total Scopes 1, 2 and 3</b>							<b>24,999</b>					<b>29,602</b>		<b>33,532</b>
<b>Total Scopes 1, 2 and 3 excluding employee commuting</b>							<b>15,952</b>					<b>16,870</b>		<b>21,410</b>
Scopes 1, 2 and 3 excluding employee commuting							<b>64%</b>					<b>57%</b>		

<sup>1</sup> Estimated emissions based on 2023 employee satisfaction survey.

## AMBEA'S KPIs FOR GHG EMISSIONS

	2023	2019	Performance
Scope 1, 2 and 3 GHG emissions <sup>2</sup> , tCO <sub>2</sub> e	15,952	21,410	-25%
Net sales, SEK million	13,312	11,040	21%
<b>GHG emissions per SEK million, tCO<sub>2</sub>e/SEK million</b>	<b>1.20</b>	<b>1.94</b>	<b>-38%</b>
Scope 1, 2 and 3 GHG emissions <sup>2</sup> , tCO <sub>2</sub> e	15,954	21,410	-25%
No. of available care days <sup>3</sup>	4,993,762	4,611,746	8%
<b>GHG emissions per available care day, kg</b>	<b>3.19</b>	<b>4.64</b>	<b>-31%</b>

Ambea calculates its GHG emissions in accordance with the Greenhouse Gas Protocol. Operational control is used as the consolidation approach, and the market-based method is used to calculate Scope 2 emissions. If Ambea had used the location-based method, Scope 2 emissions would have amounted to 3,226 tonnes of CO<sub>2</sub>e. The Greenhouse Gas Protocol divides emissions into reporting areas (Scopes) and categories.

Ambea started measuring its GHG emissions in 2019. 2019 is also the base year for comparisons with other years. Due to gradual improvement of the data collection and expansion of the framework, total Scope 1, 2 and 3 emissions are not fully comparable over the years. For more information about definitions and calculation methods, refer to page 129.

<sup>2</sup> Excluding employee commuting

<sup>3</sup> All available care places in a calendar year.

# Key figures

		Page	Targets	OUTCOME	
				2023	2022
<b>Economic sustainability</b>					
Growth	Annual rate of income growth through a combination of organic growth and acquisitions.	4, 98	8–10%	5%	10%
Profitability	Adjusted EBITA margin in the medium-term.	4, 98	9.5%	8.1%	7.6%
Indebtedness	Net debt to adjusted EBITDA ratio (excluding IFRS 16 effects).	98	<3.25x	2.2x	3.0x
Dividend policy	Proportion of net profit to be distributed to shareholders.	55	30%	30% <sup>1</sup>	30%
<b>Social sustainability</b>					
Perceived care	Positive response rate to the question in the care receiver survey about overall satisfaction with our care and service.	46	>85%	86%	86%
Employee satisfaction	The Group's employee survey in the form of regular pulse surveys conducted during the year. Scale of 0–100.	42	>75	73	73
Ambea's Quality Index	Function of eight selected quality and HR metrics that indicate the status of the operations in a relevant way. Scale of 0–10.	46	>7.50	7.52	7.45
Leadership Index	The Group's employee survey related to leadership. Scale of 0–100.	42	>80	77	77
Improvement Index	A unit's management of reported non-conformities and documented systematic quality management. Scale of 0–10.	45	>7.50	7.41	7.61
eNPS	The Group's survey of employee loyalty. Scale of -100 – +100.	41	>+20	+21	+19
Internal control	A unit's control of conformance with about 200 requirements in the quality management system. Scale of 0–2.	45	>1.85	1.86	1.88
Short-term sick leave rate	The short-term sick leave rate for our employees (%)	42, 117	<3.5%	4.0%	4.6%

		Page	Target	OUTCOME	
				2023	2022
<b>Environmental sustainability</b>					
GHG emissions <sup>2</sup> per SEK million, tCO <sub>2</sub> e (SEK million):	GHG emissions in tonnes of carbon dioxide equivalents (CO <sub>2</sub> e) per unit of revenue (SEK million). Target for 2025.	18	1.00	1.20	1.34
GHG emissions <sup>2</sup> kg CO <sub>2</sub> e per available care day:	GHG emissions in kg of carbon dioxide equivalents (CO <sub>2</sub> e) per care day. Target for 2025.	18	2.32	3.19	3.40

<sup>1</sup> Proposed dividend for 2023

<sup>2</sup> Scopes 1, 2 and 3, excluding employee commuting.

# Ambea as an investment

# Invest in Scandinavia's leading competency-based care company

As a shareholder of Ambea, you are investing in sustainable and high-quality welfare in Scandinavia, and our aim is to be the most attractive care investment over time.

- **Growing need:** The need for care will increase, driven by a growing and ageing population, and regardless of the economic climate.
- **Market leader:** Ambea is a market leader in all three Scandinavian countries.
- **Quality and competence:** Continuous investments in quality and leadership. Sector-specific staffing solutions via Klara and Lära, and well-developed care concepts that create quality and economies of scale.
- **Growth:** Ambea creates growth by opening new residential facilities, choosing compatible acquisitions, winning public tenders and developing new care services.
- **Balanced risk:** Diversified care portfolio with a range of services and 450 municipal clients across three countries.
- **Cash flow and dividends:** Long history of strong cash flows and stable dividends.

## Financial targets\*

Growth

**8–10%**

Capital structure

**<3.25x**

Profitability

**9.5%**

Dividend policy

**30%**

\*See the definition on pages 111–112.



A young woman with curly hair is lying on a bed, looking at a laptop and holding a smartphone. The scene is dimly lit, suggesting an evening or night setting. She is wearing a light purple t-shirt and blue jeans. The bed has white and brown patterned bedding. The background is a plain wall with a light switch.

## Competitive environment

# Our competitive environment

Ambea is impacted by several external factors. Three clear trends at social level are creating conditions for the sector in the coming decade.

The trends are largely due to demographic shifts that will cause social pressure across all Scandinavian countries – but also create opportunities for Ambea to offer assistance and solutions. We refer to these trends as: The major welfare challenge:

- Fewer will have to support more.
- Care needs are growing.
- Growing shortage of care workers.

## Fewer will have to support more

In the years ahead, the proportion of older people in the population will grow, but also children and young people. This trend means that relatively fewer people of working age (20–64) will have to finance welfare services via their taxes. This is a recurring pattern across the entire Nordic region. In the countries where Ambea operates, this trend will be clearest in Denmark over the next decade. According to the most recent population forecast in Denmark, the number of Danes aged 80 and over will be about 425,000 by 2030. This represent a 46 per cent increase compared with 2022. At the same time, the workforce is expected to shrink by 0.3 per cent during the same period, corresponding to a decrease of 11,000 employees.

This demographic shift means that costs for care will increase. According to a sustainability report published by the Swedish National Institute of Economic Research (NIER) in 2022, this will require a redistribution of tax rev-



According to a new report from the Association of Private Care Providers, an additional 28,000 nursing home beds will be needed in Sweden by 2032. This corresponds to about 460 new residential facilities during the period.

enue between the state and municipalities. Government subsidies will need to increase faster than GDP if municipalities are to maintain a stable financial situation.

## Care needs are growing

The population of Scandinavia is growing and the oldest age groups are growing fastest percentually. Due to longer life expectancy and a baby boom in the 1940s, the number of people aged 80+ is projected to increase by about 50 per cent between 2020 and 2030.

To meet this growing need, the supply of elderly care services will have to be expanded – both nursing homes and home care services. In addition, some of the municipal care facilities that were built 30–50 years ago are now in poor condition. In many cases, refurbishing these properties is not financially viable.

According to a new report from the Association of Pri-



ivate Care Providers (2023), an additional 28,000 nursing home beds will be needed in Sweden by 2032. This corresponds to about 460 new residential facilities during the period. About 6,000 new places will be needed in the short term (2023-2024), and that does not include old facilities that need to be replaced.

The need for social care is also expected to increase in the coming years due to a growing population, the rising

prevalence of mental illness and increasingly complex diagnoses. This could be mental illness combined with substance abuse problems, or specialised elderly care such as geriatric psychiatry. It is often difficult for small municipalities to offer high-quality care services for these groups with the right quality and/or at a reasonable cost.

### Growing shortage of care workers

Care delivery is highly labour-intensive. There is already a shortage of qualified employees and the problem will increase, since many of today's employees will soon retire. Needs are growing faster than the workforce across all of Scandinavia:

- According to a report on welfare skills supply by the Swedish Association of Local Authorities and Regions (SKR), nearly half of those entering the job market in Sweden over the next decade will have to choose to work in social care, due solely to the demographic shift. For elderly care, the proportion of employees will have to increase 30 per cent by 2031, according to the SKR's employee forecast.
- According to the Norwegian Association of Local and Regional Authorities 2021 Employer Monitor, around

45,600 more employees will already be needed in Norway by 2031. In its report (*Time to Act*), the Norwegian Health Personnel Commission states that this growth is impossible to realise, and that measures should be taken to reduce the need for labour. Some of the measures proposed by the Commission are more efficient division of labour, digitisation and technological development (NOU 2023:4).

- In Denmark, according to a report compiled by the National Association of Local Authorities in 2021, about 70 per cent of Danish municipalities already lack qualified elderly care workers, and about half of all municipalities are also experiencing social care-related challenges.

In summary, the challenges posed by demographic shifts, retirements and skills supply are more or less the same in Sweden, Norway and Denmark.

### Other factors affecting our market

#### Political impacts

Policy makers determine the market conditions for companies and organisations. Municipalities are responsible for elderly care and social care, and private care providers are often a natural part of the solution to municipal needs. While municipal autonomy is strong, the sector is governed by national legislation. Stricter regulation and regulatory requirements are often introduced at government level as a means for controlling and steering companies. At present, regulatory requirements are higher for private providers.

#### Growing quality and regulatory requirements

Quality of care has been garnering political attention since the 1990s and care providers are subject to com-

prehensive regulation. While overarching legislation has remained unchanged in recent years, demands from regulators and municipalities are tending to increase.

#### Welfare fraud

Welfare fraud has received a greater focus in media coverage and political debate. Welfare fraud is when care, school and social care providers abuse the system to obtain more funds than would otherwise be allocated. Criminal players mainly tend to operate in welfare areas characterised by relatively low thresholds, such as home care, personal assistance and primary care. This could lead to tighter regulation of the private welfare market.

#### Growing focus on sustainability and climate change

The earth's climate has always been changing, but unlike previous changes, human activity is responsible for the changes we are seeing now. Historically, abrupt climate changes have had serious consequences for life on earth. That is why demands are now increasing for companies and organisations to take responsibility for their impacts and reduce their emissions. Over time, this will also have operational and financial implications when activities also need to be aligned with environmental objectives and risks.

#### Increased need for priorities

More and more municipalities have strained budgets where more needs/services will be weighed against each other. That will force municipalities to prioritise and review how they purchase services, which usually benefits the private market.

#### Active member of industry associations

Ambea is an active member of several industry and employer associations that drive important business pol-

icy issues to promote the interests of companies, and to create positive and equal terms in Swedish, Norwegian and Danish markets.

In Sweden, we are a member of the Association of Private Care Providers, and Competence Agencies of Sweden. Ambea's CEO, Mark Jensen, is a member of the Association's Board, and Ambea is represented in several sector committees and working groups. Klara's CEO, Eva Domanders, is Chair of Competence Agencies of Sweden. Ambea is also a member of the Stockholm Chamber of Commerce where Mark Jensen is an elected member of the council.

In Norway, Stendi is a member of NHO Geneo, where Stendi's CEO, Ingvild Kristiansen, is a member of the Board. In Denmark, Altiden is a member of the Danish Chamber of Commerce, where Altiden's CEO Jan Wilken is a member of the Welfare Policy Committee.

Ambea promotes good industrial relations in all countries and has signed collective agreements with trade union federations in all of its markets. In Vardaga and Nytida, collective agreements have been signed between the Association of Private Care Providers and the Swedish Municipal Workers' Union, Swedish Vision Union, Swedish Association of Health Professionals or the Swedish Union for Professionals. Stendi is covered by collective agreements between NHO/NHO Geneo and the Norwegian Union of Municipal and General Employees, FO, Parat and the Norwegian Nurses' Association. In Altiden, the agreements are concluded between the Danish Chamber of Commerce and FOA, SBA, the National Association for Social Educators, HK Private or the Danish Association of Physiotherapists and Occupational Therapists.

**Strategy**

- We offer care services with our customers in focus
- We deliver quality through competence
- We make time for care
- We accelerate innovation and welfare technology

**Ambea's strategy for future-proof care**

Ambea's updated strategy will equip us to meet the challenges and opportunities of the coming years. The strategy focuses on important areas that will strengthen the organisation, contribute to the business and develop care, which benefits both individuals and society.

# A large and growing market

The Scandinavian care services market is growing structurally and steadily. Legislation and local policies set the framework for our operations.



## Sweden

Sweden has a right-wing government that supports freedom of choice and private welfare service providers. Freedom of choice is also supported by an overwhelming majority of Swedes. A total of 86 per cent say it should be possible to choose where you live when you need elderly care, according to a survey conducted by the Association of Private Care Providers. The debate has partly shifted focus in recent years – from the organisational form and a ban on profits, to the social challenges posed by growing care needs, strained municipal budgets and welfare fraud.

### Market

Between 2017–2022, the Swedish care market grew by more than 4 per cent annually. Following a temporary decline during the coronavirus pandemic, elderly care demand and occupancy continued to grow in 2022 and 2023. In elderly care, nursing homes and home care, private providers account for 16 per cent of the total market. In social care, the private share is 29 per cent.

Total market (SEK billion)	Private care:			Our position in private care
	TOTAL	ELDERLY	SOCIAL	
<b>231</b>	<b>21%</b>	<b>16%</b>	<b>29%</b>	<b>1</b>
<b>Other private providers</b>				
Attendo, Humana, Frösunda, Förenade Care, Norlandia				



## Norway

The political debate on private welfare providers is highly polarised, especially around child welfare service. Norway’s minority government, which took office in 2021, wants a strong public sector with fewer commercial welfare providers and strengthened collaboration with non-profit players in the care sector. At the same time, the importance of securing resources for municipalities and giving them the freedom to solve their welfare mission has been emphasised. Demand for care services has not declined for private social care providers, despite a polarised political climate.

### Market

In Norway, the care market rose nearly 6 per cent annually between 2017 and 2022. As in Sweden and Denmark, private providers account for the largest share of social care, with 25 per cent of the total market. Market share varies greatly between the various services. In personal assistance, for example, the private market share is 50 per cent. In elderly care, nursing homes and home care, private providers account for 10 per cent of the total market.

Total market (SEK billion)	Private care:			Our position in private care
	TOTAL	ELDERLY	SOCIAL	
<b>182</b>	<b>15%</b>	<b>10%</b>	<b>25%</b>	<b>1</b>
<b>Other private providers</b>				
Humana, Ecura, Team Olivia, Uloba, Norlandia/Aberia				



## Denmark

In Denmark, there is broad political consensus that freedom of choice is a key element of the country’s welfare model. The public debate revolves around quality, care resources and how the growing needs for care can be solved. Denmark has a coalition government, with three parties – the Social Democrats, the Liberals and the Moderates – holding a practical majority. In 2025, a new elderly care act is expected to take effect that will make it easier for private providers to enter the market and promote equal terms for private and public providers.

### Market

In Denmark, the care market grew nearly 3.5 per cent annually between 2017 and 2022. In elderly care, nursing homes and home care, private providers account for 20 per cent, but mainly for home care. Privately run nursing homes account for only 4 per cent of the total market. 39 per cent of social care services are provided by private operators.

Total market (SEK billion)	Private care:			Our position in private care
	TOTAL	ELDERLY	SOCIAL	
<b>112</b>	<b>27%</b>	<b>20%</b>	<b>39%</b>	<b>1</b>
<b>Other private providers</b>				
Habitus, OK Fonden, Danske Diakon Hjem, Attendo, SUF				



## Our operations

# Scandinavia's leading competency-based care company

Ambea comprises the Nytida, Vardaga, Stendi, Altiden and Klara brands, as well as our own training organisation Lära, which is our competence and knowledge hub. Our mission is to create enough safe and sustainable care for all.

## Our brands – a family of care

**Nytida** – disability and psychosocial care in Sweden.

**Vardaga** – elderly care and home care in Sweden.

**Stendi** – disability and psychosocial care in Norway.

**Altiden** – disability, psychosocial and elderly care in Denmark.

**Klara** – competence and staffing solutions, and student health services in Sweden.

**Lära** – competence development in Sweden.



nytida



vardaga



stendi



altiden



klara



lära

# Personalised care

We work with personalised care in our units. That means that our care receivers should experience quality and live the best life possible based on their own circumstances and wishes.

In order to maintain consistent high quality, we follow Ambea’s quality concepts and clear frameworks which are founded on evidence-based practice and research.

## The Good Day

Our elderly care concept is based on knowledge in several areas that are important for high-quality elderly care. The concepts address specific features of dementia, or the individual’s own wishes based on their background and conditions.

Our concept, *The Good Day*, consists of several promises to care receivers and their loved ones about how we act, and what they are entitled to expect in relation to food, activities and care. It includes:

### Active Daily Living

Our aim is that every day will be filled with quality of life and meaningful content for each care receiver.

### Food Like Home

Most of our units cook meals on site in facility kitchens. The aim is that our care receivers will look forward to mealtimes as the highlight of their day.

### Pet Therapy

Many of our homes receive visits from animals, mainly therapy and visiting dogs, who spread joy and support training and medical treatment.

### Young Care

Many of our homes in Vardaga receive appreciated visits from young people on weekends and school holidays as part of a multi-year partnership with the Young Care organisation.

### The Good Night

Ensuring a good night’s sleep is a vital component of care. Together with each care receiver, we draw up a plan to help them sleep better at night.

### End-of-Life Care

To give our residents the best possible end-of-life care and provide professional support for their loved ones, our employees and entire teams undergo palliative care training.

### Dementia Academy

Vardaga also has the Dementia Academy – a centre of excellence for dementia that offers certification, training and support for Vardaga’s units.

*The Good Day* is established in Vardaga and will gradually be introduced in Altiden’s elderly care units under own management.



The Good Day concept, in Danish style, is ultimately a guide for how we should act, and what our care receivers and their loved ones are entitled to expect from us. The concept is adapted to the regulations and traditions of each country.

**Care based on your needs**

Our work with social care is based on adapting the care to the individual needs of each care receiver. The goal is to enable as much independence and quality of life as possible. We apply concepts and methods that are proven and that we continuously develop. Because we work with social care in all three countries, we are able to continuously learn from each other.

In Nytida, our concept is called *Pedagogical Framework*. It is an approach and guidance that gives employees the conditions to understand the needs of individuals and respond to them with appropriate methods and tools. The framework is based on Ambea’s set of values, evidence-based practice, the low-arousal approach and person-centred care. The *Pedagogical Framework* concept is being implemented gradually, and adapted to units in Altiden and Stendi where the framework is relevant.

In recent years, Stendi has been using an approach and framework for positive behaviour support (PBS) in residential facilities and care services. The underlying principle is person-centred care, whereby the methods that are used are based on the individual’s needs. Through interaction, the goal is to facilitate psychosocial development and improve the resident’s quality of life. PBS is an approach where employees work equally and systematically with positive and constructive support for the residents.

**Living environments adapted to needs**

Our nursing homes under own management are designed for people with dementia, cognitive impairment or palliative care needs. Vardaga’s interior design concept is focused on Nordic design and combines functionality and form to create a living environment that is adapted to the physical needs of the residents, while the atmosphere is warm and cosy. The colours and fixtures

are adapted for the ageing eye – based on research and evidence-based practice – and designed to facilitate wayfinding for people with dementia.

Nytida works with the *Home* residential concept in our newly constructed assisted living facilities. The aim of *Home* is to create group homes that feel like home, while also creating a safe environment for our specific target groups and our employees. The special features include double entrances and exits to increase security and extra soundproofing because our care receivers can be noise sensitive. Nytida’s Hem concept is based on many years of experience and scientific evidence gathered from research into our target groups.



We strive for the greatest possible independence and quality of life for our care receivers. Continuous development ensures high and consistent quality.

Jan Wilken, Managing Director, Altiden



# Nytida – support that strengthens the individual

Nytida provides support and care for children, young people and adults with lifelong disabilities and psychosocial problems.

Nytida offers residential facilities, day services, support for individuals and families, and schools in approximately 450 units across Sweden. Using proven models and in-depth knowledge, our 9,000 employees help to strengthen the ability of individuals to live an independent life.

## Disability care

People with disabilities such as autism spectrum disorder or acquired brain injury often have a life long need for support and care. Due to Nytida’s broad range of services, we can offer a complete spectrum of care with personalised support throughout all stages and needs of life. For children and young people, there are child care homes, holiday camps and short-term housing. Services for adults include group homes, assisted living facilities and day services.

## Individual and family care

The aim of individual and family care is to help individuals learn daily living skills in order to live an independent life. The care receivers have challenges, such as substance abuse, self-harming behaviour or criminality, often combined with mental or neuropsychiatric disorders. Nytida offers personalised support in the form

of HVB homes (homes for care or residence), assisted living facilities, supported living facilities, foster homes, sheltered housing and non-residential care.

## Schools

All children and young people have a right to attend a school where they can develop according to their own ability. For children and young people with neuropsychiatric disorders, Nytida offers elementary schools, special needs elementary schools and special needs upper secondary schools in accordance with the Swedish Education Act. Teaching is adapted to the strengths and developmental skills of each individual.

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Knowledge and competence development for our employees is essential for high-quality care. We held several public seminars to share our knowledge with colleagues in the sector and to strengthen care.

Fredrik von Malmborg, Managing Director, Nytida



**Events during the year**

- Nytida opened six new group homes with 43 places, and one day services unit with 30 places.
- Nytida became an official sponsor of Stockholm Pride.
- A sustainability forum was established to gather ideas about sustainability from employees.
- Nytida offered five public webinars to share competence in Nytida’s area of expertise.
- Nytida updated its service processes to ensure high and even quality.

**Nytida in figures**

**30%**

Share of consolidated net sales

**4,975**

Care places under own management

**89%**

of the care receivers are satisfied

**Key figures**

SEK million	2019	2020	2021	2022	2023
Net sales (SEK million)	3,664	3,701	3,723	3,916	4,031
Sales growth (%)	23	1	1	5	3
EBITA (SEK million)	512	604	529	509	551
Operating margin, EBITA (%)	14.0	16.3	14.2	13.0	13.7
Share of Own Management operations (%)	87	84	83	81	81



**Focus 2024**

- Nytida will open several new care homes under own management.
- A focus on helping municipalities and increasing occupancy in Nytida’s units.
- Continued development of the service processes and more knowledge sharing with Stendi and Altiden.
- Introduction of a sustainability diploma for the units to promote sustainability at local level.
- Roll out of Nytida’s welfare technology concept in selected parts of the operations.
- Introduce a new digital workplace/intranet, Ambea Inside.
- Pilot project and trial of a new Group-wide quality management system to facilitate knowledge sharing and transfers across divisions and countries.

# Vardaga – elderly care where every day is as meaningful as the next

At Vardaga’s over 100 residential facilities across Sweden, we offer elderly care where every day is as meaningful as the next. Every one of our nursing homes and home care units offers a high level of expertise and security. Our 12,000 employees ensure quality of life and security for each individual.

## Nursing homes

Our residential facilities provide round-the-clock care for the elderly who can no longer stay in their homes due to illness or age-related weakness. Care places are offered for older people with either dementia or somatic (physical) complaints. Vardaga also runs facilities with speciality placements in areas including geriatric psychiatry, and for people with young-onset dementia (under 65). In addition to permanent residential places, Vardaga offers short-term care places and respite care. Our residential facilities are located all over Sweden, with a certain concentration to the Stockholm- Mälars Region, Skåne and Västskusten. About 60 per cent are operated under own management, and 40 per cent under contract management.

## Home care

Vardaga also offers home care with personalised services and help with everyday chores, such as cleaning, washing, shopping, private nursing, cooking, walks and companionship. There are 18 home care teams in total, with just over 3,200 customers. This offering is available in the Stockholm region, mainly concentrated to inner Stockholm, and Linköping. There is also home health care and home rehab in Linköping with approximately 700 customers.



I am proud that we opened several new nursing homes during the year. Due to the ageing population, the need for care will increase significantly. We are ready to help society with this challenge by creating more care places.

Susanne Sjöberg, Managing Director, Vardaga



**Events during the year**

- During the year, Vardaga opened one new nursing home under own management – Villa Soldalen in Halmstad with 60 places – and started seven new Contract Management operations.
- Vardaga started one large home-care operation under contract management in Linköping.
- To share our knowledge and promote the development of elderly care, we created an advocacy programme – *Tomorrow’s elderly care* – which has been published on vardaga.se.
- Another eight nursing homes obtained Dementia Academy certification.
- Vardaga enables 33 Ukrainian employees to become care assistants with a unique care assistant training programme.

**Vardaga in figures**

**34%**

Share of consolidated net sales

**3,462**

Care places under own management

**88%**

of the care receivers are satisfied

**Key figures**

SEK million	2019	2020	2021	2022	2023
Net sales (SEK million)	3,494	3,497	3,664	4,172	4,582
Sales growth (%)	57	0	5	14	10
EBITA (SEK million)	207	154	198	271	345
Operating margin, EBITA (%)	5.9	4.4	5.4	6.5	7.5
Share of Own Management operations (%)	59	62	65	68	70



In September 2023, Villa Soldalen opened in Halmstad with 60 places. Outdoor facilities include a pétanque court, a small putting green and a greenhouse.

**Focus 2024**

- Open two new residential facilities under own management – Villa Bromsten in Stockholm, and Villa Djäknegatan in Uppsala – and five contract management start-ups.
- Another ten residential facilities will take part in the Dementia Academy’s competence-enhancement programme, with the aim of achieving Dementia Academy certification for their units.
- Roll out of Vardaga’s welfare technology concept in selected parts of the operations.
- Introduce a new digital workplace/intranet, Ambea Inside.
- Pilot project and trial of a new Group-wide quality management system to facilitate knowledge sharing and transfers across divisions and countries.

# Stendi – personalised solutions

Stendi is the largest care provider in Norway and runs nationwide operations in disability and psychosocial care for adults, children and young people. We have about 6,500 employees and more than 300 units across Norway and are working every day to strengthen individuals and create quality of life.

## Disability and individual care

Stendi offers personalised residential facilities and care services for people with various types of complex care needs. One target group is people with disabilities, such as autism and cognitive impairment, where the need for social support interventions is often life long. Other target groups are people with, for example, substance abuse problems, early-onset dementia or mental health problems.

They receive care in residential facilities with staff density adapted to individual needs. For individuals with high care needs, there is an assisted living facility with 24-hour staffing. Less comprehensive interventions include home support.

As a complement to residential care, Stendi also operates activity centres to provide each resident with a meaningful daily life in companionship with each other.

## Individual and family care

For children and young people, Stendi offers placements in specialised foster homes and children's homes. The target group is children and young people with various types of problems and needs for support and care, who are unable to live at home for various reasons. In 2023, the number of unaccompanied asylum-seeking children increased in Stendi's residential facilities.

As a complement, Stendi also offers services for these people when they leave the facility to support their transition to independent living. Stendi also offers short-break-only homes for children and young people with severe disabilities, as well as assistance at home for children with physical disabilities.

## Personal assistance

User-controlled personal assistance (UPA) is offered for children and adults with sustained and severe disabilities. This service means that care receivers receive assistance with activities of daily living in order to live as independently as possible.

Stendi was previously an elderly care provider, but decided to exit the segment. The final contract will terminate at the end of the second quarter in 2024.



**Events during the year**

- Stendi opened 11 new care homes.
- Stendi focused on adapting capacity and increase occupancy in order to strengthen its margin, which generated results.
- Stendi intensified its employer branding process to increase the attractiveness of the sector and its operations.
- During autumn, Stendi launched the UPA matching service to ensure a suitable match between care receivers and personal assistants.
- Stendi published its first Transparency Report, containing a review of providers.

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Demand for children and young people’s care has increased and I am happy that we have been able to help society.

Ingvild Kristiansen, Managing Director, Stendi

**Focus 2024**

- Help society take care of the growing number of children and young people with complex care needs.
- Continue working on our employer brand and leadership development.
- Review the use of our properties in order to meet the needs of more types of care services.
- Roll out of Stendi’s welfare technology concept in selected parts of the operations.
- Introduce a new digital workplace/intranet, Ambea Inside.
- Pilot project and trial of a new Group-wide quality management system to facilitate knowledge sharing and transfers across divisions and countries.

**Stendi in figures**

**24%**

Share of consolidated net sales

**676**

Care places under own management

**89%**

of the care receivers are satisfied

**Key figures**

SEK million	2019	2020	2021	2022	2023
Net sales (SEK million)	3,106	2,975	2,939	3,047	3,142
Sales growth (%)	467	-4	-1	4	3
EBITA (SEK million)	44	86	112	117	214
Operating margin, EBITA (%)	1.4	2.9	3.8	3.8	6.8
Share of Own Management operations (%)	88	92	92	94	96



# Altiden – care for every stage of life

Altiden is one of the largest private care providers in Denmark, with about 50 units in elderly care, disability care and psychosocial care. We treat all of our care receivers with respect and expertise. Approximately 1,800 employees ensure quality of life for each individual, with a focus on security and development.

## Disability and individual care

Altiden has extensive experience and specialist expertise in support and care for people with disabilities such as brain damage, autism, ADHD and cognitive impairment. The offering consist of residential facilities and home support, as well as extra support for young adults in the form of networks.

For children and young people with disabilities such as autism and attention deficit disorder, Altiden offers residential special schools. Here, the focus lies on the young person's strengths, not their weaknesses, and the activities are adapted to the needs of each individual.

## Social care and social advice

Altiden offers social advice and guidance for children, young people, adults and families, which includes contact persons, supported independent living services, and family support. We also provide residential care for

children and young people with special needs, and have a number of transitional living apartments.

## Elderly care

At Altiden, every care receiver should be able to live a dignified and meaningful life based on their own circumstances. Our residential facilities provide round-the-clock social care for the elderly who can no longer stay in their homes due to illness or age-related weakness. Care placements are offered for older people with either dementia or somatic (physical) complaints.

Altiden also offers day centres with get-togethers and social activities for the elderly who have moved to a nursing home, as well as those who are still living in their homes. The visitors can cook or exercise together, for example, or listen to an interesting talk.

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In 2023, we took important steps towards the emergence of a new Altiden.

Jan Wilken, Managing Director, Altiden



**Events during the year**

- The Fribo Greve nursing home was opened in June, with beds for 75 residents.
- In social care, Altiden opened two residential facilities with 26 places.
- Altiden completed a number of reorganisation measures. The organisation worked to simplify its structure, optimise its operations and reduce administration costs.
- Altiden focused on fully integrating the company's previous acquisitions in order to create a new platform for securing profitability and future growth.

**Altiden in figures**

**9%**

Share of consolidated net sales

**520**

Care places under own management

**84%**

of the care receivers are satisfied

**Key figures**

SEK million	2019	2020	2021	2022	2023
Net sales (SEK million)	484	663	882	1,163	1,290
Sales growth (%)	-	37	33	32	11
EBITA (SEK million)	-12	-14	13	-16	-45
Operating margin, EBITA (%)	-2.5	-2.1	1.5	-1.4	-3.5
Share of Own Management operations (%)	12	34	60	67	67



In June, the Fribo Greve nursing home opened outside Copenhagen, with beds for 75 residents.

**Focus 2024**

- Complete the reorganisation and integration of acquired companies in order to strengthen profitability.
- Strengthen the Altiden brand with marketing campaigns to increase occupancy and facilitate recruitment.
- Integrate Altiden in Ambea's IT platform.
- Introduce a new digital workplace/intranet, Ambea Inside.
- Roll out Altiden's welfare technology concept in selected parts of the operations.
- Targeted competence development initiatives for employees.
- Reduce sick leave and employee turnover.

# Klara secures competence

Klara is one of the leading providers of staffing solutions for schools and social welfare services in Sweden, with a focus on staffing, mobile nursing teams and student health services.

Klara is an authorised and ISO-certified competence company that carries out thousands of temporary staff assignments every year. Klara is thereby helping to shorten patient waiting times, ensuring that nursing homes can offer safe and effective care, and that students are offered health services.

To meet the challenges of welfare and strained care budgets, Klara will continue to develop team solutions with the aim of offering sustainable solutions where fewer can deliver care to more, both young and old.

Customers are municipalities, regions, private care providers and independent schools.

## Klara's mobile teams – a cost-efficient solution

Klara's mobile nursing teams offer nurses for on-call and standby duty during day, evening and night shifts at different types of residential facilities. The service is offered on a subscription basis. A key customer category is small facilities that may find it difficult to maintain sufficient staffing capacity. In addition, Klara Rehab and its teams can also provide occupational therapists and physiotherapists who can give advice and hold training courses in elderly care and supported living.

## Student health services

Elevhälsan in Klara works with more than 200 schools, assuming provider responsibility for the medical treatment offered by student health services. Klara's student health services also have online solutions, where smaller schools are offered online medical services, which increases availability and is also cost-efficient.

Klara also offers staffing solutions for all of Elevhälsan's professional categories – doctors, nurses, psychologists, student counsellors and career guidance counsellors – who are outsourced for both long-term and short-term periods.

## Staffing

Klara offers temporary nursing staff and social workers for both long and short-term contracts. With its 3,000 nurses, Klara has a large network, which is crucial for finding the right person for every position.

## Complement to Ambea's core business operations

In addition to placements for external clients, Klara also supports Ambea's core business operations. Klara provides on-call solutions when regular employees are off duty, and rehabilitation staff for Vardaga and Nytida. Klara is also a recruitment agency for nurses and managers.



**Events during the year**

- During the year, Klara was one of several operators awarded a contract to provide staffing services in the national care service procurement. Klara offers registered nurse staffing to Swedish regions.
- Klara continued to work with online solutions in areas such as student health services and rehabilitation.
- Increased demand for Klara’s subscription services, such as emergency nurses, telephone medical advice and rehabilitation in elderly care and supported living.



We will continue to develop smart and effective staffing solutions to help society maintain high-quality care.

Eva Domanders, Managing Director, Klara

**Focus 2024**

- Develop a care app so that we can offer secure medical consultations for student health services and other relevant services.
- Continued establishment of new mobile nursing teams in more places across Sweden.
- Spread Klara Rehab’s subscription solutions to more locations across the country.
- Introduce a new digital workplace/intranet, Ambea Inside.

**Klara in figures**

**3%**

Share of consolidated net sales

**145,000**

Staffed hours in 2023

**40,000**

The number of students with access to the student health services provided by our care organisation in 2023

**Key figures**

SEK million	2019	2020	2021	2022	2023
Net sales (SEK million)	342	329	368	477	454
Sales growth (%)	-4	-4	12	30	-5
EBITA (SEK million)	25	26	27	52	54
Operating margin, EBITA (%)	7.3	7.9	7.3	10.9	11.9

*As of 1 January 2023, Lära has been reported together with Klara. Lära is not included in the comparative figures.*



# Lära – competence and knowledge hub

Lära is a Swedish leader in training and competence-enhancement programmes in social work, care, schools and treatment.

Lära operates across Sweden and offers a wide range of training solutions in the form of in-person, online or short e-learning courses. Lära also provides solutions tailored to customer needs, and supervision for solving specific challenges.

Lära trains and supervises about 13,000 people every year, including 7,000 Ambea employees. Lära is reported together with Klara.

## Lära offers courses in:

- leadership
- the low-arousal approach
- motivational conversation
- language stewards and language-developing workplaces
- dementia
- pedagogical approaches
- mental illness
- substance abuse
- cognitive impairment.

## Events during the year

- Lära conducted its first internal language steward course and, at the end of the year, certified the first language stewards.
- The external business grew with new sectors in need

of knowledge about disabilities in working life and in care. New topics, such as ADHD in the workplace and mothers with neurodevelopmental disorders, were presented in webinars and then as training courses.

- Lära focused on e-learning and developed web-based courses with educational content.



Our teaching is based on translating theory into practical methods, which provides concrete tools for the participants to develop their units.

Malin Lampen, Head of Training, Lära

## Focus 2024

- Digital solutions will remain in focus and be further developed during the year.
- Continue to grow towards new sectors and offer customers new knowledge in topics such as sympathy, substance abuse and new strategies for a low-arousal approach.



# Our employees are growing with us

Our employees are always there for our care receivers. They support, provide care, warmth and assistance, and we obviously want all of our employees to be happy and have the opportunity to grow and develop with us.

We take great care of our employees. Every day, they are working to achieve our vision – to make the world a better place, one person at a time. Employees are supported in this important job with a strong set of values, hands-on managers, well-proven working methods and, not least, internal training courses and tailored development programmes.

## Career at Ambea

Ambea is a large employer. More than 30,000 people are employed in a wide range of professional roles – nursing assistants, care assistants, nurses, social workers, therapists, specialists and much more. Employees have good opportunities to develop in their professional role, or to take on new roles within the Group or move up to a managerial role. We strive to recruit at least seven of ten managers internally, enabling us to take advantage of valuable in-house expertise.

## Training that makes a difference

New employees at Ambea take part in an introduction programme or basic training course to learn about our set of values, and the working methods and teaching approach that we apply. This is followed by many internal training courses, workshops and tailored development programmes so that each employees can plan their own development journey. Employees can also

participate in various forums and networks in order to share their skills and experience with each other.

Our training organisation Lära is focused on knowledge that makes a difference for employees in their day-to-day work. This could include dementia care certification for the entire facility, language skills development, the low-arousal approach or other topics that are relevant on an everyday basis. Every year, about 7,000 of our employees in Sweden take part in some type of competence-enhancement programme through Lära.

In Norway and Sweden, there are digital competence portals where employees and managers can see the entire training offering and upload plans for learning and development. A similar system will be introduced in Denmark.

## More employees are likely to recommend us as an employer

Twice per year, we ask our employees and managers whether they would recommend Ambea as an employer and thereby measure loyalty and engagement in the form of an Employee Net Promoter Score (eNPS). The survey shows that the number of employees who would be likely to recommend Ambea as an employer is growing every year. In 2023, the Ambea Group's eNPS was +21. The target was >+19.



**Leadership that inspires engagement**

Managers and leaders play a key role in Ambea. A distinctive feature of our leadership is hands-on managers who are engaged in the day-to-day activities of their employees. This means that employees can receive fast support and feedback from their manager, which is highly appreciated by both employees and managers.

All of the Group’s managers undergo training in active and hands-on leadership based on our shared set of values. Our tailored leadership development model creates a shared view of leadership for our managers and is an important tool for engaging employees and helping them grow.

**Continuous follow-up for the right support and continued development**

Twice per year, we ask all employees questions about their line manager to find out whether the style of leadership we strive for is in place. The questions are related to their manager’s commitment, and ability to provide support and structure work processes. Managers can then develop their leadership based on feedback from their employees. The answers are compiled on a Leadership Index for Ambea. The target is a score of 80 out of 100.

We also monitor the performance of our leaders in an annual Leadership Review, which is focused on learning and development. This helps us ensure we are giving our managers the support and tools they need to succeed in their current or future assignments. We use performance and potential to identify and analyse what is needed for continued development, based on a holistic perspective that combines quality, management and budget.

**Early interventions for a safe and healthy workplace**

We work systematically to ensure that our employees have a safe workplace environment. Working in care can entail risks. These include threats and violent situations, heavy lifting and sometimes a stressful workplace.

Prevention and early intervention are essential for ensuring a safe and healthy workplace for our employees. Ambea has clear procedures for how we should act when an employee is at home on sick leave, for example. The aim is to identify early signs of ill health, be able to offer alternative tasks and increase their attendance at work. Efforts to reduce sick leave are ongoing across the entire Group, with respect for the fact that sick employees stay at home.

**Good opportunities for influence**

A key health and safety tool for us is our employee satisfaction survey. This survey gives our employees an opportunity to influence their workplace and their working conditions. Managers receive support for how they should present the results to ensure a continuous dialogue. The survey measures employee satisfaction and is carried out six times per year, which provides results that can be followed over time and enables pro-active measures and development.

**4.0%**  
 short-term sick leave rate  
 2023 (4.6% 2022)

**One of the best employers in Sweden**



For the third consecutive year, Ambea was included on Universum’s list of Sweden’s Most Attractive Employers. We increased our ranking by 11 places since last year and are best in the care sector.

“Our employees are the core of our business. Satisfied and committed employees who can develop in their professional roles or move up in the organisation are crucial to our ability to offer high-quality care. We have many employees who have advanced to managerial positions or become

specialised in a particular area. We work proactively with these issues, and this is proof that we are on the right track,” says Christian Horne, Head of HR and Sustainability.

Universum conducts the ‘Most Attractive Employers in Sweden’ survey every year. The survey measures how satisfied employees are with their employers, based on criteria including loyalty and career opportunities, and whether they would recommend their employer to a friend. In the 2023 survey, Ambea was ranked one of the top 30 companies in the *Large employer* category.



Rebekka Lundh Maziengia is one of the students who found employment at Stendi following a work experience placement.

## Successful work experience at Stendi

In recent years, Stendi has employed nearly 40 students from social work programmes following a work experience placement. The students have gained experience and received guidance, and more than half have now been employed at Stendi.

Unit Manager, Anne Cathrine Elde and her colleague Jan Olav Haukvik started the student project in East region in 2021. They saw a need to receive trainees in a more systematic way, and on a larger scale.

The project was repeated in 2022 and 2023 and nearly 40 students have now completed work

experience in children and young people’s care at Stendi. Of these students, 15 are now permanently employed, and about ten work as substitutes.

### Companionship and guidance

As well as contributing to training and recruitment to the sector, Anne Cathrine and Jan Olav see the students as an opportunity for the professional development of employees and managers.

“I think that having students here gives us a professional boost. The students bring fresh knowledge with them from their studies, which contributes to professional discussions with us. It’s a win-win situation,” says Anne Cathrine.



## Collaboration with schools, universities and research

We engage actively with several schools and universities, and the research community. These engagements are linked to our employees and their competence development, but also to knowledge about the needs of our care receivers.

- In Norway, we collaborate with VID Specialised University around our leadership programmes. The programme was created in close collaboration between Stendi and subject heads at VID.
- In Sweden, we collaborate the Social Care College in

relation to their language steward concept and we now have two certified instructors in Lära. We have also local and regional engagement in some parts of the country for collaboration around our skills supply.

- Nytida is a partner of KIND, a competence centre for research, development, and education in neurodevelopmental disorders at the Karolinska Institute, with the aim of supporting both our employees and care receivers.
- Lära collaborates with Malmö University, which offers courses in the low-arousal approach as part of a social pedagogy programme.

# Our World gives us the answers

Our World is an important platform for all of the Group’s employees. It consists of our vision, our mission and our values – respect, simplicity, responsibility and knowledge.

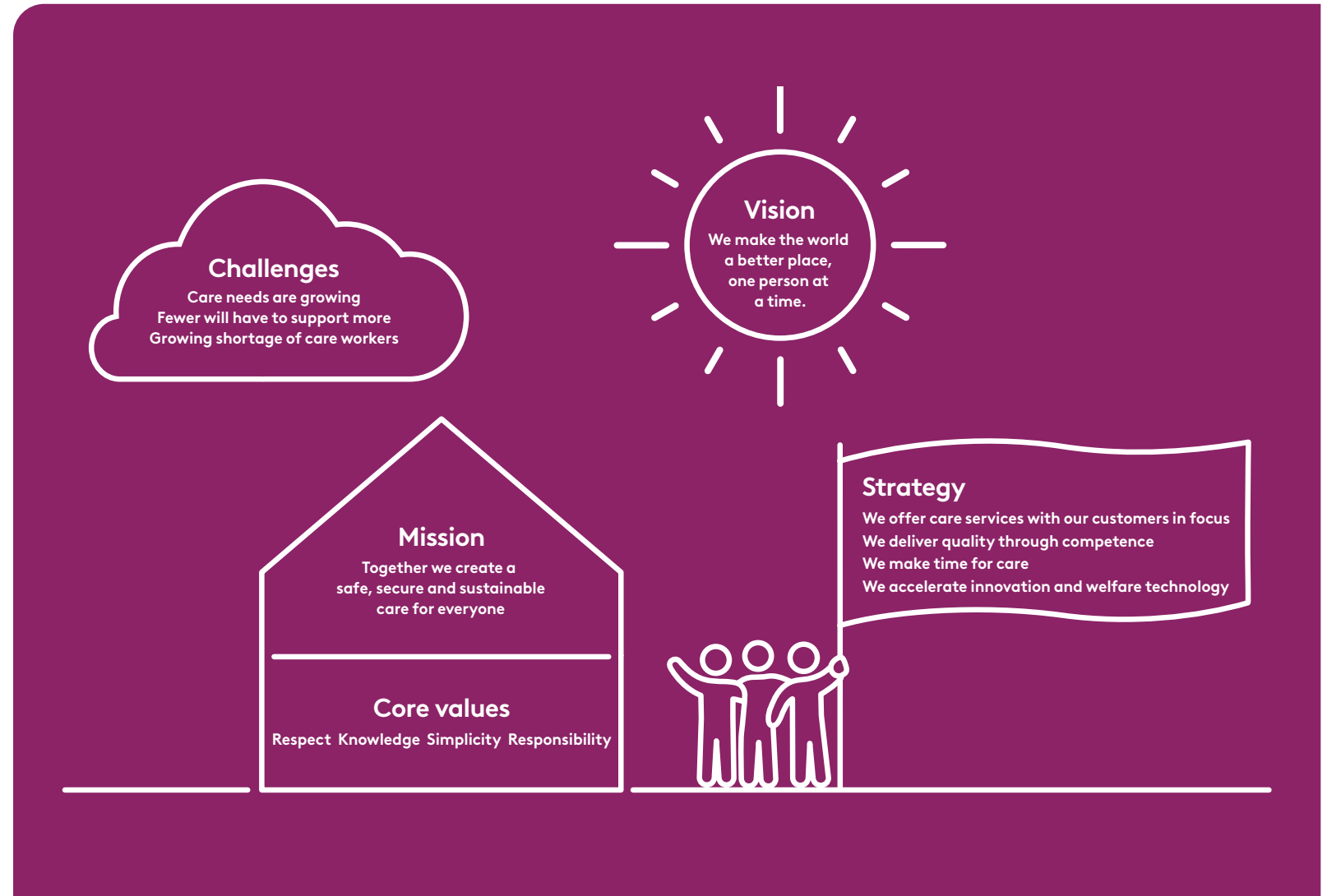
Our World is our guiding star for everything, from the first recruitment interview through the entire employment process to salary reviews, daily discussions and decisions. It reminds us all of why our company exists, the core of our mission and how we should treat each other. Not least, Our World provides practical everyday guidance – something that every employee can fall back on, together with procedures, processes and concepts.

Our World provides the basis for an organisation where everyone is moving in the same direction and creates pride in our shared mission: to support and assist our care receivers in the best way possible.



Values form the basis of a strong company culture. They guide us in our daily work and create commitment and a sense of belonging.

Christian Horne, Head of HR and Sustainability



# Quality – doing the right thing should be easy

We believe that quality and competence go hand in hand. Quality arises, above all, in the interaction between care receivers and our employees. It should be easy for employees and managers to always do the right thing. That allows our employees to focus on what really matters – providing care that creates quality and value.

To succeed with our mission of creating high-quality care and quality of life for our care receivers, we work systematically with quality assurance and set clear quality targets in all of our units.

## 1 Comprehensive quality management system

Support for the organisation is gathered in our quality management system. The system contains governing documents and process descriptions to help employees structure their work and act correctly in various situations. The goal is to create the right conditions for employees to provide safe and effective care. The quality management system is also used by unit managers to manage, lead and monitor the unit and ensure that we are complying with laws and internal regulations.

Twice per year, each unit completes a self-assessment comprising about 200 questions. The questions are mainly related to compliance with care regulations, as well as Ambea’s concepts and procedures. The self-assessment helps employees and managers identify any areas that need to be improved. Action plans are drawn up and monitored each month. The results of the self-as-



In a large organisation with more than 30,000 employees and nearly 1,000 units, our quality management system is a continuous source of development. This rarely involves any major revolutionary events, but minor continuous improvements that refine and develop our operations.

Mark Jensen, CEO

essment are included in our Quality Index. In 2023, the self-assessment score was 1.86 out of 2, which is in line with the preceding year.

When something doesn’t work out the way we intended, we should learn from our mistakes and do what-



At Ambea, we have a systematic quality assurance process and clear quality targets in all of our units.

ever we can to make sure it doesn’t happen again. The quality management system has clear procedures for documenting and reporting non-conformities and risks. The threshold for non-conformities is low and we believe that it’s better to write one non-conformance report too many than one too few. Ambea’s Improvement Index is used to follow up non-conformities and is included in our Quality Index. The score reflects how promptly the unit deals with non-conformities and documents the quality management process.

In 2023, the Group’s Improvement Index score was 7.41 (7.61) of 10.

## 2 Control and support of the Quality Department

The Quality Department is a central function that sup-

ports each division’s management team. They ensure that procedures and governing documents are updated, and comply with regulatory requirements and the applicable quality, health and safety, and environmental regulations.

Every year, the Quality Department conducts 250 inspections of our units to ensure compliance with processes, procedures and legislation. They ensure the unit’s compliance with the quality management system. Any areas for improvement that are identified are recorded in an overall report. The unit then creates action plans to address the non-conformities, which are then followed up on a regular basis by a senior manager.

## 3 Monthly follow-up of all units

Every month, we use a Quality Index, comprising a number of HR and quality metrics, to follow up the

performance of our units. We collect data for employee engagement, customer satisfaction, leadership, systematic improvements, sick leave, and how well the units comply with Ambea’s quality requirements. The aim is to quickly identify units in need of support and to ensure consistent quality across the entire organisation.

**4 Care receiver and unit surveys**

Feedback about our operations from care receivers and their loved ones is very important to us. Every year, Ambea conducts its own surveys of care receivers and their loved ones in Altiden, Stendi and Vardaga. Nytida performs surveys of loved ones in selected segments. In Sweden, the National Board of Health and Welfare also conducts a care receiver survey for elderly care, and the Swedish Association of Local Authorities and Regions (SKR) conducts a survey for social services. The units then work actively to improve or maintain the results of the reports and record everything in an action plan. We place great emphasis on analysing the results of all care receiver surveys. The results are included in Ambea’s Quality Index. To increase transparency, we present the results of the national care receiver surveys on the websites of Vardaga and Nytida.

The National Board of Health and Welfare also conducts a Unit Survey in Sweden. In this survey, the units are asked questions about, for example, the participation and influence of individuals, competence development for employees, and the unit’s procedures. The average score for Nytida was 87 per cent compared with 77 per cent, on average, for private providers, and 62 per cent for public providers. Vardaga also received a high average score of 80 per cent in the survey, compared with 77 per cent for private providers and 57 per cent for public providers.

**5 Customer service representative and whistleblowing system – feedback, complaints and improvements**

We have a clear feedback and complaints process in place in all countries, and we encourage care receivers and their loved ones to provide feedback. As a complement to this process, we also have an independent customer service representative. The role of the customer service representative is to act as a liaison between care receivers and their loved ones, and the company. The customer representative is part of the Quality Department.

Via our external whistleblowing channel Trumpet, our employees can submit anonymous and confidential

reports about anything they see in the workplace that may breach our ethical guidelines or be discriminatory.

**6 Follow-up of clients and regulatory inspections**

Ambea conducts activities in our three countries that often require a licence, or accreditation/approval from various regulators. A licence or accreditation is normally granted for a specific unit. We also conduct activities that do not require a license.

Every quarter, there are about 50 external reviews of our units by authorities or our clients. We see the inspections and follow-ups an opportunity to develop and improve our units and we report them openly in each quarterly report.

**Confidentiality and information security**

Ambea’s units are entrusted with information that is often sensitive. The Group places great emphasis on maintaining this trust by applying a systematic and risk-based approach to information security. This process is overseen by an Information Security Committee consisting of key people and decision-makers from the Management Team and internal company functions.

**Pilot study of new Group-wide quality management system**

We started the process to introduce a new Group-wide quality management system. With high demands on confidentiality, functionality and performance, the new system will further simplify follow-ups and improve the digital workplace for employees. A Group-wide quality management system makes it easier for us to make comparisons and learn lessons between divisions and countries. A pilot project and test of the system is scheduled for autumn 2024.

The information security coordinator and data protection officer report to the Committee on a regular basis on the outcomes of the process, identified risks and any need for decisions regarding changes or specific interventions. The information security coordinator and data protection officer then translate this into practise by ensuring that employees have access to training, governing and guiding materials, and check compliance on a regular basis.

**Quality Index 2023**

Ambea’s Quality Index uses a scale of 0–10, and the target for the Group is at least 7.5. In 2023, Ambea’s Quality Index score was

**7.52**

**Stable scores for Vardaga, Nytida, Stendi and Altiden in care receiver surveys in 2023**

Positive response rate (scale of 1–100) in the care receiver surveys. The score for 2022 is in parentheses.

Altiden and Stendi conducted their own surveys of care receivers and their loved ones. Nytida participated in SKR’s national care receiver survey, and Vardaga took part in the National Board of Health and Welfare’s national care receiver survey.

	Vardaga	Nytida	Stendi	Altiden
Overall satisfaction	81 (78)	89 (89)	89 (90)	84 (91)
Respect and dignity	95 (95)	87 (87)	94 (93)	93 (86)



# Control and reporting

# Corporate Governance Report

The aim of good corporate governance is to ensure that Ambea is managed as sustainably, responsibly and efficiently as possible. The overarching objective is to maintain the trust of our care receivers, employees, clients, owners and other stakeholders.

## Principles of corporate governance

As a Swedish public limited company listed on Nasdaq Stockholm, Ambea follows several regulatory frameworks. Important external governance instruments are the Swedish Companies Act, Swedish Annual Accounts Act, Nasdaq’s Rule Book for Issuers and the Swedish Corporate Governance Code (‘the Code’). Ambea applies the Comply-or-Explain approach of the Code, and has no deviations to explain for 2023.

Ambea also applies internal governing documents. These include the Articles of Association, the Board’s terms of reference, instructions for the Chief Executive Officer and Board committees, governing documents for financial reporting and risk management, overarching policies and the company’s financial manual. Corporate governance in Ambea includes various corporate bodies and functions, each with their own specific area of influence and responsibility, which are presented below.

### 1. Shareholders

Ambea is a Swedish public limited liability company, listed on Nasdaq Stockholm since 31 March 2017. At 31 December 2023, the company had 7,173 shareholders,

representing a year-on-year increase of 231. The largest owner was Triton, which owned 17 per cent of the shares through Actor SCA. More information about the Ambea share and Ambea’s shareholders is available on page 55 of this Annual Report and at ambea.se.

### 2. General Meeting

The General Meeting is Ambea’s highest decision-making body, where all shareholders can exercise their influence over the company in proportion to their shareholding. The ordinary General Meeting is the Annual General Meeting (AGM) and shall be held within six months of the end of the financial year. At the AGM, the shareholders resolve on key matters, including adoption of the income statement and balance sheet, dividends, the composition of the Board, discharge from liability for Board members and the Chief Executive Officer, election of auditors and remuneration principles for senior executives, Board members and auditors. The AGM may also authorise the Board to make decisions regarding new share issues or acquisitions of own shares. The AGM may also decide to adopt a new Articles of Association.

### 2023 Annual General Meeting

The AGM was held on 11 May 2023 at the Vardaga Villa Solhem nursing home, Avestagatan 31 in Spånga, Stockholm and resolved on the following:

- A dividend to shareholders of SEK 1.25 per share.
- Discharge from liability for Board members and the Chief Executive Officer.
- The election of Yrjö Närhinen as Chair.
- A long-term incentive programme for senior executives

## Corporate governance structure



- and key employees in the form of warrants.
- Authorisation of the Board to make decisions regarding a buyback of own shares corresponding to a maximum of 10 per cent of all shares in the company.
- Authorisation of the Board to make decisions regarding a new issue of shares corresponding to a maximum dilution of 10 per cent of the number of shares outstanding on the date of the AGM.

The minutes from the AGM and all related documents are available at ambea.se.

### 2024 Annual General Meeting

The 2024 AGM will be held on 15 May in Nytida’s day services facility, Liljeholmen Öst, on Katrinebergsvägen 6 in Stockholm, Sweden.

### 3. Nomination Committee

The task of the Nomination Committee is to prepare proposals for the AGM for the election of Board members, Chair and auditor, and for the remuneration of Board members and auditors. The Nomination Committee shall consist of the company’s Chair and one represen-

tative of each of the three largest shareholders, based on their shareholding in the company at 31 August in the year prior to the AGM. Prior to the 2024 AGM, the Nomination Committee has consisted of:

- Jakob Rikwide, Actor SCA, Chair of the Nomination Committee
- Anette Dahlberg, Första AP-fonden
- Niclas Röken, Alcur Fonder
- Yrjö Närhinen, Chair of Ambea AB (publ).

After the 2023 AGM, the Nomination Committee held two minuted meetings as well as several reconciliation meetings and discussions. The Nomination Committee applies Rule 4.1 of the Code as its diversity policy. For Ambea, this means that the Board must have a well-balanced composition of skills suitable for guiding strategic work responsibly and in a long-term sustainable manner. Competence and experience in care, corporate governance, business development, strategic development and financial issues are important areas, as well as previous Board experience. The objective is to achieve diversity and a gender balance. The Nomination Committee deems that the current Board reflects the desired composition. The Nomination Committee also reviewed the Board's annual evaluation of its own performance. The Nomination Committee presented its Board member proposal to the 2024 AGM in connection with the Notice and at ambea.se.

#### 4. Auditors

At the AGM on 11 May 2023, EY was re-elected as Ambea's auditor. The Auditor in Charge is Staffan Landén (born 1963), authorised public accountant and member of FAR.

In 2023, the Auditor in Charge presented their observations from the review of the accounts and internal control to the Board on one occasion, and there were

no members of management present during some of the occasion. In addition, the auditor participated in all meetings with the Audit Committee.

#### 5. Board of Directors

The key purpose of the Board is to ensure sustainable development for Ambea, safeguard the interests of Ambea and its shareholders, appoint the Chief Executive Officer and ensure that the company complies with applicable laws, the Articles of Association and the Swedish Corporate Governance Code. The Board's duties also include establishing strategies, business plans and budgets, interim reports, annual accounts and annual reports, and adopting terms of reference and policies. The Board is ultimately responsible for Ambea's overall quality and sustainability strategy, materiality assessment and targets, as well as compliance with the Code of Conduct and other related policies and ensuring they are updated. The Board is also responsible for monitoring the company's financial performance and ensuring the quality of financial reporting and effectiveness of internal controls and evaluating the operations based on the objectives and guidelines set by the Board. Finally, the Board makes decisions regarding the company's significant investments, acquisitions and changes in the organisation and operations.

The Board follows written terms of reference that are revised and adopted by the statutory Board meeting every year. The terms of reference regulate Board practices and functions, and the distribution of work between Board members and the CEO.

Board meetings are held in accordance with a fixed annual schedule. Extraordinary meetings may also be held. The Chair and Chief Executive Officer maintain a continuous dialogue. The Chair is responsible for annual evaluations of the Board's performance. A survey was sent out to all Board members in September.

The survey responses provide a basis for discussion amongst Board members regarding how their work can be improved.

#### Board work 2023

At the AGM, six members were elected to the Board, which also consists of three employee representatives and two deputy employee representatives. The Board members are presented on pages 56–57.

During the year, the Board held 13 meetings, of which nine were scheduled and four were extra meetings. The extra meetings mainly addressed acquisitions, tenders and start-ups. The diagram on the following page presents the main matters and decisions made at these meetings. In 2023, preparatory work was carried out by three committees: the Audit Committee, Remuneration Committee and Quality & Sustainability Committee. The committees submitted regular reports to the Board, which served as decision support for the Board in its entirety.

#### 6. Audit Committee

The task of the Audit Committee is to ensure the quality of Ambea's financial reporting as well as effective internal controls and risk management. The Audit Committee evaluates the work and independence of the auditors every year. In addition to members of the Committee, Ambea's President, CFO, Head of IR and Group Business Control, and Head of Group Accounting attend the Audit Committee's meetings, as well as other Heads of Functions if required. In 2023, the Audit Committee held seven meetings.

#### Members

Gunilla Rudebjer (Chair), Yrjö Närhinen, Daniel Björklund and Samuel Skott.

#### 7. Remuneration Committee

The Remuneration Committee is responsible for presenting proposals for remuneration principles, remuneration and other terms of employment for Ambea's Chief Executive Officer and senior executives. Ambea's President and Head of HR and Sustainability participate in the Committee's work, as well as other Heads of Functions if required. In 2023, the Remuneration Committee held six meetings.

#### Members

Yrjö Närhinen (Chair), Gunilla Rudebjer and Daniel Björklund.

#### 8. Quality & Sustainability Committee

The task of the Board's Quality & Sustainability Committee is to ensure continuous development of the company's quality management system and sustainability efforts. The company's President, Head of Quality and Head of HR and Sustainability participate in the work, as well as other representatives of the division if required. In 2023, the Quality & Sustainability Committee held four meetings.

#### Members

Dan Olsson (Chair), Yrjö Närhinen, Hilde Britt Mellbye and Daniel Björklund.

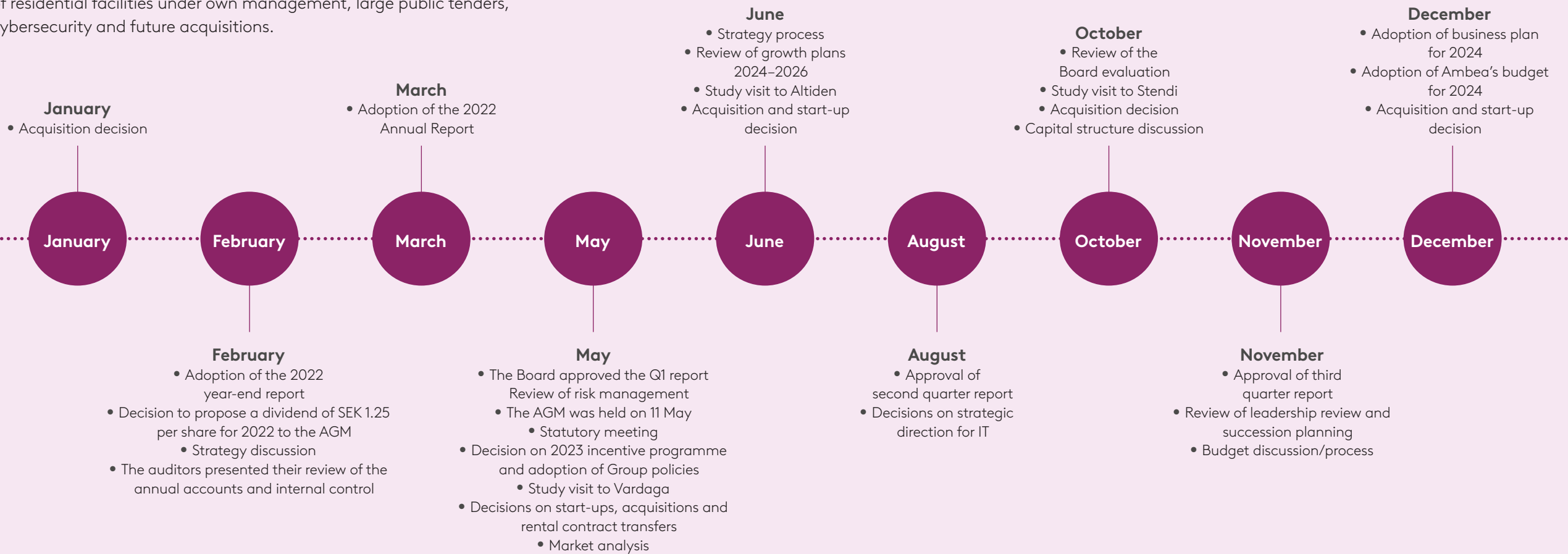
#### 9. Chief Executive Officer and Management Team

The President and Chief Executive Officer (CEO) is appointed by the Board and manages the operations in accordance with the terms of reference adopted by the Board.

The CEO and members of the Management Team are presented on pages 58–59. Information about the Management Team and Ambea's corporate governance is also available on Ambea's website ambea.se.

# Board work 2023

In 2023, the Board held 13 meetings. During the year, the Board was focused on implementation of the company’s strategy, the start-up of residential facilities under own management, large public tenders, cybersecurity and future acquisitions.



# Internal control

To ensure reliable and relevant financial information, Ambea has introduced a number of measures related to internal control and risk management.

Ambea's procedures for internal control, risk assessment, control activities and monitoring of financial reporting have been designed to ensure reliable and relevant reporting according to IFRS, applicable laws and regulations and other requirements that apply to companies listed on Nasdaq Stockholm. Ambea bases its internal control system on the five components of the international COSO Internal Control Framework: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring.

## Control Environment

Ambea's Board is ultimately responsible for effective internal control and risk management. Every year, the Board adopts governing documents that provide the basis for, and promote, an effective control environment. These documents include terms of reference for the Board and the Board's committees, governing documents for financial reporting and risk management, and overarching policies.

The company's CEO is primarily responsible for the day-to-day operations. The company's CFO, through delegation from the CEO, is responsible for operational decisions regarding internal controls over financial reporting and risk management, and Ambea's financial manual. Ambea has an established structure, with divi-

sion controllers, a company-wide finance function and an Audit Committee, that ensures ongoing reviews of internal control and risk management systems. The control environment is strengthened by a strong company culture, and by transparent and relevant monitoring of the financial performance and KPIs at all levels.

## Risk Assessment

Ambea performs regular evaluations of operational risk. The risk assessment is also a key element of the annual strategy process, where risks in relation to the company's ability to achieve its strategic targets are evaluated. The Audit Committee and management are responsible for ensuring that a risk assessment and management process is in place.

## Control and Monitoring Activities

Ambea's key processes for financial reporting are continuously evaluated by the CFO and other financial functions. The CFO reports the results of the evaluation to the Audit Committee. The operations are regularly monitored against set targets and key figures are further developed with a focus on early warning signs. In addition to control activities at process level, a number of Group-wide controls are also carried out.

## Information and communication

Ambea's communication and information structure is aimed at disseminating relevant information quickly and accurately both externally and internally within the organisation. External communication, including financial reporting, is regulated by the policy for stock

market information, which sets out the guidelines for what should be communicated, by whom, and how. Financial statements, quality reports and other relevant information are available on Ambea's website [ambea.se](http://ambea.se). Ambea's overarching internal governing documents with guidelines are available for employees. Ambea's communication policy and other governing documents clarify responsibilities and describe how and when internal information should be communicated.

## Internal audit

Based on the Audit Committee's evaluation, the Board has decided not to establish a separate internal audit function. The decision is based on the assessment that the need for necessary control and monitoring is met by Ambea's quality management system with regard to the monitoring of operational quality, and by the monitoring activities of the finance function and Audit Committee with regard to internal control over financial reporting. The Board evaluates the need for a separate internal audit function every year.

## Focus 2023

In 2023, the Audit Committee concentrated on the development of self-assessment and feedback as part of the internal control framework.

# Risks

Ambea is exposed to a variety of risks and attaches great importance to continuously analysing, minimising and managing these risks.

## RISK

### Competitive risks

#### Policy risks and market risks

Opportunities for private operators to provide care services are dependent on policy decisions at both national and municipal level.

There is a risk of price pressure on Ambea's services due to the strained municipal finances, since social welfare costs now and in the future are growing faster than municipal revenues, which could lead to margin deterioration for Ambea.

#### Price risk

There is a risk that indexation will not fully compensate price increases or that receipt of the compensation is delayed. Ambea's profitability could be adversely impacted by pricing pressure.

Personnel costs are the Group's largest expense item. High inflation could lead to demands for pay increases, resulting in higher personnel costs and reduced margins for Ambea.

### Operational risks

#### Occupancy risk

The placements in Ambea's residential facilities under own management are offered to municipalities who purchase according to needs. Ambea is exposed to financial risks linked to occupancy in these units. This risk is particularly high when new facilities under own management are started up due to the large number of placements that must be filled. If the occupancy rate does not increase in line with Ambea's forecasts, this could have a negative impact on the company's earnings and financial position.

#### Staffing risk

It is essential that Ambea is able to recruit and retain qualified managers, nurses and other care workers. High demand for these occupational groups, due to a growing need for care, could make it difficult to recruit people and maintain quality, and lead to higher prices. This could affect Ambea's growth and ability to find new care receivers.

In the short-term, a rapid increase in sick leave could have a negative impact on Ambea's profitability and make it difficult to maintain proper staffing levels.

## HOW THE RISK IS MANAGED

Ambea works to promote a favourable climate for private care providers by playing an active role in industry associations in each respective market. Another key element of this work is direct, solution-oriented and trust-building dialogues with municipalities and politicians. Ambea has over 450 municipalities as clients, which balances the policy risk.

Continuous improvements will ensure Ambea's competitiveness. The risk of margin deterioration is mitigated by continuous efficiency improvements in relation to, for example, purchasing costs and innovation of new digital solutions and working methods. Ambea works pro-actively to reduce electricity consumption.

Most of Ambea's customer contracts contain indexation clauses that allow prices for the services provided to vary in line with cost inflation. Ambea's contracts comprise a mix of framework agreements with fixed prices, and individual agreements per care receiver that are negotiated continuously during the year. Ambea works actively to monitor and renegotiate prices.

Ambea works continuously to mitigate occupancy risk via a structured sales and monitoring process: Prior to start-ups, the demographics and existing stock of care homes in the relevant municipality, whether any framework agreements have been awarded, and whether the municipality applies the Act on Systems of Choice (LOV), are investigated. Dialogue is initiated with leading politicians and officials to ensure a positive view of private care alternatives. Should occupancy problems still arise, we are equipped to quickly adapt departments, or entire units, to other forms of care, for example temporary conversions of permanent placements to short-term care places in order to better meet short-term demand. In the short term, there is also the possibility of not staffing a residential facility, renting a home to other external/municipal providers or ending a rental contract prematurely. Ambea also conducts regular sales campaigns, which include tours of residential facilities, seminars and marketing.

Ambea works in a variety of ways to secure staffing. An overarching strategy is to attract and develop the best employees in the sector. Ambea also works long-term to attract key functions such as nurses through various campaigns and marketing activities. Recruitment is handled electronically to enable simpler applications and a monitoring process. Our competence company, Klara, provides us with long and short-term staffing solutions in Sweden. The Group's training organisation, Lära, offers continuous training in care and leadership in Sweden. Clear career opportunities are offered. The aim is to recruit a large proportion of managers internally. An employee satisfaction survey is carried out six times per year to provide fast feedback on job satisfaction.

**RISK**

**Operational risks (cont.)**

**Operational risks**

One condition for high-quality and cost-efficient operations is that all of Ambea's units works according to the Group's quality management model and thereby apply Group-wide working methods in quality, HR, monitoring and so forth. Lack of awareness and non-compliance with this model could create both quality and financial risks.

**Licence risk**

To offer care services in Sweden, each individual unit requires a licence from the Swedish Health and Social Care Inspectorate (IVO). Long processing times pose a risk for Ambea, since this could delay any necessary changes and growth initiatives. A withdrawn license, or non-compliance with license conditions due to, for example, a changed target group or new manager, also pose a risk. In Norway, services for children and young people require a licence from the Norwegian Directorate for Children, Youth and Family Affairs (Bufdir). In Denmark, a licence from the Danish Care Inspectorate, or certification by the Danish Health Authority, is required.

**Rental risk**

Within the framework of Own Management operations, Ambea enters into rental contracts with external property owners. Most of the rental contracts have terms longer than Ambea's customer contracts. Most rental contracts signed by Ambea also include provisions restricting Ambea's right to terminate the agreements in advance, or to renegotiate their terms. Ambea therefore faces a financial risk if demand and occupancy are not consistent with the company's assumptions when the contracts are signed.

Risks may also arise from rental payment increases due to, for example, upward adjustments for changes in the index.

**Acquisition risk**

Ambea's strategy includes strengthening and developing the operations through both acquisitions and organic growth. This strategy could result in operational challenges and risks, such as an acquired operation not performing as expected, which could lead to impairment. The number of attractive acquisition candidates could also decline, affecting opportunities for growth.

Ambea's acquisition and performance-driven growth may also expose Ambea to other risks, including lower liquidity due to major investments and legal disputes with counterparties in connection with acquisitions or divestments in relation to contingent considerations or other matters.

**HOW THE RISK IS MANAGED**

Quality, and safety and security for care receivers, are Ambea's key priorities. The company works continuously and systematically to monitor all units, and to identify non-conformities at an early stage. Ambea has a robust quality management system and documented processes that are continuously monitored by the divisions and the Quality and Sustainability Committee. Internal training courses give employees an understanding of, and knowledge about, Ambea's various concepts and working methods.

Ambea mitigates this risk by continuously checking compliance internally via self-assessments that take place at several levels of the company, and via internal quality inspections. Should authorities or clients identify cases of non-compliance in inspections, the measures are carefully monitored as part of existing follow-up processes. The licenses for Ambea's activities are usually granted for an individual unit, which means that a withdrawn license would have a very limited financial impact on the Group. However, this could affect the care receivers who live in the unit, their family members, the municipalities that offer places in the unit and the employees who work there. Each unit and license is linked to one of Ambea's subsidiaries.

Before signing new rental contracts, Ambea makes thorough estimates of future demand. The estimates are based on factors such as demographic data per municipality, an inventory of existing homes and conditions in the actual municipalities. In addition, the possibility of framework agreements or adoption of the Act on Systems of Choice (LOV) is ensured. Ambea also assesses the need in nearby municipalities.

Annual indexations of most of Ambea's customer contracts, in line with CPI index clauses, prevents any adverse effects of cost increases. Most rental contracts contain a CPI index clause, which adjusts rent to correspond with changes to inflation.

Ambea's growth strategy is supported by internal and external expertise, and there is a structured acquisition process in place. Considerable experience has been gained from the large number of acquisitions that Ambea has completed over the past decade.

A central, structured follow-up process is in place for learning lessons from previous acquisitions, which are reported to the Board.

**RISK**

**Operational risks (cont.)**

**Cyberthreats**

The rapid digital transformation is creating a broader attack surface for criminals with an intent to harm, steal or extort companies in the digital environment. The number of cyber attacks around the world and in Scandinavia has constantly risen in recent years and the prevailing global situation is accelerating the trend. The severity of cyber attacks has also increased in recent years, since the attackers want to cripple the entire IT environment of companies, municipalities, authorities and institutions.

**HOW THE RISK IS MANAGED**

Ambea works continuously to identify risk surfaces using environmental analysis and by working closely with providers who are cybersecurity experts. Ambea works proactively to comply with all relevant regulatory requirements and provisions, which includes regular updates of our methods and processes in accordance with the latest legislation and industry standards. This ensures a high level of protection and ability to adapt to a rapidly changing global risk environment. Ambea works continuously to strengthen its technical security using a structured and recurring risk assessment where internal security systems interact with suppliers' solutions to assure Ambea's ability to ensure data integrity in the IT environment.

**Risks associated with crime**

For several years, we have noted a trend in crime that is affecting people and our communities in various ways. There is a risk that criminals seek work with care companies in order to show a serious and legitimate facade to reduce suspicion. For Ambea, it is a matter of course that our care receivers, our employees and other stakeholders should be safe, which is why this risk needs to be taken seriously.

Ambea has a clear recruitment process that must be adhered to in connection with all recruitments. The process includes several checks, in those countries where these checks are permitted under law. These include identity, nationality, work permit and criminal record checks. Criminal record checks are carried out for all positions, whether or not they are required by law. For most managerial roles and qualified employees, a deeper background check is also carried out. Recruitment cannot be completed until these checks have been carried out. Furthermore, in some operations, such as schools and operations for children and young people, Ambea has negotiated to request criminal records on an ongoing basis over the course of employment.

**Security-related events in society and war**

Society is increasingly demanding a strengthening of care preparedness. This has become increasingly relevant due to events in the world around us. Preparedness needs to be robust and agile to cope with the needs that arise in connection with peacetime crises, a state of high alert and even in the event of war. When serious and unforeseen events occur, high demands are placed on Ambea's ability to respond quickly to the situation. The aim is for the operations and central functions to have know-how to manage the crisis. The level of preparedness of operations to address an unforeseen crisis is to some extent governed by central functions so that a minimum level is the same for all operations.

Ambea has a centralised crisis management team for rapid and efficient response should the situation require it. It consists of a two-tiered crisis management team: A small crisis management team to assess and manage minor situations and a large crisis management team to address more serious company-wide incidents. Should a major critical disruption affect operations, Ambea works according to a crisis plan that clearly outlines roles and responsibilities. The crisis management team holds regular meetings and, if necessary, can call on various competences and resources within Ambea.

**Infectious disease risk (epidemics/pandemics)**

The coronavirus pandemic affected Ambea's units in several different ways. Demand for nursing home beds, primarily, declined at the beginning of the pandemic, which led to loss of income. At the same time, costs for employees' sick leave and PPE increased. Should other, currently unknown, diseases break out, similar scenarios cannot be ruled out.

Ambea has made a comprehensive evaluation of the coronavirus pandemic and learnt valuable lessons. Ambea uses environmental analysis to pick up early warning signals and put preventive measures in place. The Group has good knowledge of infection prevention and control, and structures to communicate new knowledge to the units. There is also flexibility to realign units in order to adapt the company to changing market conditions.

**Control risk**

**Financial risks**

Ambea's opportunities to realise its strategy are dependent on the Group having sufficient liquidity and borrowings to cover the need for working capital, and capital for growth and acquisitions. Should earnings decline, Ambea could breach its financial covenants and thereby limit its ability to obtain financing. Refer to Note G25.

Ambea's loan agreement has a term of three years until October 2025, with an option to extend for one year. Good liquidity planning, a focus on cash flow and rapid adjustment of the operations and costs should market conditions change mitigates the risk of breaching financial covenants.

# About the share

Ambea’s share is listed on Nasdaq Stockholm in the Nordic Mid Cap segment. At 31 December 2023, the company’s market capitalisation was SEK 4.7 billion and the closing price of Ambea’s share was SEK 52.60.

## Trading

Ambea’s share has been listed on Nasdaq Stockholm, Nordic Mid Cap segment, Health Care sector, since 31 March 2017. In 2023, the opening price was SEK 44.44 and the closing price was SEK 52.60, up 18 per cent. Compared with Nasdaq Stockholm as a whole (OMX Stockholm PI), which rose approximately 13 per cent. The highest price for the Ambea share in 2023 was SEK 52.90, and the lowest SEK 32.54.

In 2023, a total of 80.8 million (62.1) Ambea shares were traded, corresponding to about 90 per cent of the total number of shares outstanding.

## Dividend policy

Ambea’s objective is that 30 per cent of net profit for the year will be distributed. The proposed dividend should take Ambea’s long-term growth opportunities, future earnings, financial position and general financial and operational circumstances into consideration.

## Proposed dividend for 2023

For 2023, the Board proposes that the Annual General Meeting (AGM) adopt an ordinary dividend of SEK 1.50 (1.25) per share.

## Share capital

At the end of 2023, the number of shares in Ambea was 89,562,698. There is only one class of share, whereby each share carries the same voting rights and equal rights to the company’s assets and profits.

## Ownership structure

At year-end, Ambea had 7,173 shareholders, of which the ten largest owned 59 per cent of the capital and votes.

About 46 per cent of the shares were registered in the name of Swedish owners, and 54 per cent in the name of foreign owners.

Since the IPO in 2017, Triton has remained Ambea’s largest owner through Actor SCA. At year-end, the five largest shareholders also included Bolero Holdings Sarl, Första AP-fonden, Alcur Fonder and PRI Pensionsgaranti. Refer to the table for more information.

## Share price



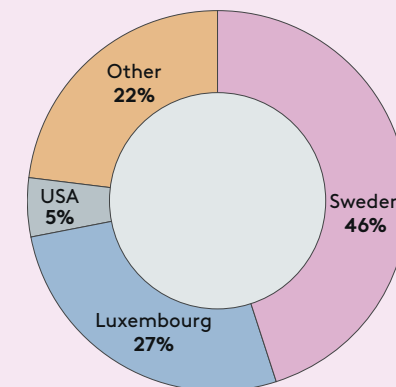
## Largest shareholders at 31 December 2023

Owner	No. of shares	Capital/votes (%)
Actor S.C.A.	15,333,901	17.1
Bolero Holdings Sarl	9,007,613	10.1
Första AP-fonden	8,400,000	9.4
Alcur Fonder	4,256,335	4.8
PRI Pensionsgaranti	3,750,000	4.2
Unionen	3,550,000	4.0
Avanza Pension	3,328,970	3.7
Tredje AP-fonden	1,700,000	1.9
Dimensional Fund Advisors	1,698,498	1.9
Schroders	1,354,053	1.5
<b>Total, ten largest shareholders</b>	<b>52,379,370</b>	<b>58.5</b>
Other	37,183,328	41.5
<b>Total</b>	<b>89,562,698</b>	<b>100.0</b>

## Ownership structure

No. of shares	No. of owners	Capital/votes (%)
5,001–	384	84.1
501–5,000	1,812	3.2
1–500	4,977	0.8
Anonymous ownership	NA	11.9
<b>Total</b>	<b>7,173</b>	<b>100.0</b>

## Shareholding per country








# Board of Directors

	 <b>Yrjö Närhinen</b>	 <b>Gunilla Rudebjer</b>	 <b>Daniel Björklund</b>	 <b>Samuel Skott</b>	 <b>Hilde Britt Mellbye</b>	 <b>Dan Olsson</b>
<b>Assignment and elected</b>	Chair since 2022, Board member since 2021	Board member since 2016	Board member since 2019	Board member since 2021	Board member since 2022	Board member since 2022
<b>Other ongoing assignments<sup>1</sup></b>	Chair of LeadDesk Plc , Vice Chairman NoHo Partners Plc, Board member of Oriola Corporation and Avonova AS	Board member of Skistar AB, NCAB Group AB, Scandic Hotels Group AB and Swedish Space Corporation	Investment Advisory Professional Triton, Board member of Greenfleet Holding A/S, Nemas Holdco A/S, ACTR Holding AB, Sympattic AB and Irepse Oy	CEO of HiQ	President and Chair of UNICEF Norway, Board member of Aca-deMedia AB	Board member of Integrated Diagnostics Holdings
<b>Education</b>	PED, IMD Business School BSc International Business, Helsinki School of Economics	Master of Economics from the Stockholm School of Economics	MSc Business Administration, Stockholm School of Economics	MSc in Industrial Engineering and Management, Linköping University	MBA from the Norwegian School of Economics (NHH)	Diploma in economics from Lund University
<b>Previous experience</b>	CEO Terveystalo, Board member Martela Group, CEO Oy Hartwall AB, CEO Procter & Gamble Finland and Norway	CFO of Scandic Hotels, Cision, Parks & Resorts Scandinavia, Mandator and TUI Nordic (Fritidsresor).	Associate at Nomura Securities and Lehman Brothers	CEO of Tele2 Sverige, Chief Commercial Officer, Tele2 AB	CEO of Healthy Group/Falck Norway AS, CEO of A/S Vinmonopolet, CEO Norlandia Care Group AS	CEO of Team Olivia, Helsa AB and Unilabs, and SVP of Capio BA Diagnostics
<b>Born</b>	1969	1959	1981	1978	1961	1965
<b>Board meeting attendance</b>	13/13	13/13	11/13	12/13	13/13	12/13
<b>Committees</b>	Chair of Remuneration Committee, member of Audit Committee and Quality & Sustainability Committee	Chair of Audit Committee, member of Remuneration Committee	Member of the Audit Committee, Remuneration Committee and Quality & Sustainability Committee	Member of Audit Committee	Member of Quality & Sustainability Committee	Chair of Quality & Sustainability Committee
<b>Committee meeting attendance</b>	15/17	13/13	15/17	7/7	4/4	3/3
<b>No. of shares<sup>1</sup></b>	26,105	18,665	237,549	5,000	4,060	8,000
<b>Board and Committee fees</b>	1,010,000	495,000	485,000	385,000	385,000	445,000
<b>Independent of the company</b>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Independent of majority shareholders</b>	Yes	Yes	No	Yes	Yes	Yes





<sup>1</sup> Relates to relationship on 14 March 2024

Employee representatives on the Board

					
	<b>Patricia Briceño Rodriguez</b>	<b>Charalampos Kalpakas</b>	<b>Magnus Sällström</b>	<b>Martin Rönnlund</b>	<b>Bodil Isaksson</b>
<b>Assignment<sup>1</sup></b>	Board member in capacity of employee representative for Ambea. Employed as nursing assistant at Ambea since 2008. Elected by the Swedish Municipal Workers' Union.	Board member in capacity of employee representative for Ambea and employed as nurse at Ambea since 2006. Elected by the Swedish Association of Health Professionals.	Board member in capacity of employee representative for Ambea and employed as workplace supervisor at Ambea since 1999. Elected by the Swedish Vision Union.	Deputy Board member in the capacity of deputy employee representative for Ambea and employed as residential care assistant in Nytida since 2004. Elected by the Swedish Municipal Workers' Union.	Deputy Board member in the capacity of deputy employee representative for Ambea and employed as support assistant in Nytida since 2009. Elected by the Swedish Municipal Workers' Union.
<b>Elected</b>	2016	2016	2016	2022	2020
<b>Board meeting attendance</b>	10/13	12/13	13/13	12/13	11/13
<b>No. of shares<sup>1</sup></b>	400	-	-	-	-

<sup>1</sup> Relates to relationship on 14 March 2024

# Management Team

					
	<b>Mark Jensen</b>	<b>Benno Eliasson</b>	<b>Ulla Tansen</b>	<b>Fredrik von Malmberg</b>	<b>Susanne Sjöberg</b>
<b>Position</b>	President and CEO since 2021, responsible for Quality until a new Head of Quality is appointed on 2 May 2024	CFO since 2020	Operational Excellence Director since 2023	Managing Director of Nytida since 2022	Interim Managing Director of Vardaga since 2023
<b>Other assignments<sup>1</sup></b>	Board member of the Association of Private Care Providers Elected member of the Council of the Stockholm Chamber of Commerce	–	Elected to the Association of Private Care Providers' Elderly Care sector council	Elected to the Association of Private Care Providers' Individual and Family Care sector council	–
<b>Education</b>	Internal leadership programmes in Dansk Supermarked and Carlsberg Group, including Leading for Results, London Business School (2013–2014). Courses at Aarhus School of Business, Denmark. Reserve Officer training, Army Engineer & ABC School, Farum, Denmark	Master of Economics from Linnaeus University.	Nursing Diploma and Bachelor's Degree in Paediatric Care. Bachelor's Degree in psychology from the Open University	Pedagogy, Stockholm University Human Resource Management, Stockholm University	Registered nurse. The national leadership programme for managers, Ersta Sköndal Högskola
<b>Previous experience</b>	CEO of MTR Nordic Group (2019–2021). CEO of Carlsberg Sweden (2010–2016). CEO of Netto in Sweden (2002–2005).	CFO of HL Display (2017–2020). CFO of Proffice Group (2012–2017). Deputy CEO of ATG (2005–2012). CFO of Ikano Bank (2001–2005).	Managing Director of Vardaga. Managing Director of Psychiatry at Carema. CEO of Rent a Doctor.	Sector Manager Nytida AB (2016–2022). Regional Manager Solhagagruppen (2014–2016). Various positions at Enigma Omsorg (1995–2014). Teacher, Järfälla Municipality (1989–1995).	Vice Regional Manager & Regional Manager, Vardaga (2014–2023). Care Manager, Saltsjöbaden Hospital, Vardaga (2011–2014). Nurse/Unit Manager, Familjeläkarna i Saltsjöbaden (2008–2011).
<b>Born</b>	1971	1965	1959	1967	1970
<b>No. of shares<sup>1</sup></b>	125,000	20,000	305,126	20,202	2,414
<b>No. of warrants</b>	245,616	160,000	82,458	38,378	3,940

<sup>1</sup> Relates to relationship on 14 March 2024

In 2023, the Management Team also consisted of Maria Green-Gradelius (Quality), Louise Ståhlberg (Business Development), Malin Appelgren (Growth, Market and Communication) and Jan Wilken (Managing Director, Altiden).

Management Team, cont.

			
	<b>Ingvild Kristiansen</b>	<b>Christian Horne</b>	<b>Erika Enestad</b>
<b>Position</b>	Managing Director of Stendi since 2019	Head of HR & Sustainability since 2022	Head of Quality from 2 May 2024
<b>Other assignments<sup>1</sup></b>	Board member of the Norwegian National Association for Health Industry, Welfare and Education (NHO Geneo), Vice Chairman of NHO Geneo, health and welfare section	–	–
<b>Education</b>	Nurse training, Sør-Trøndelag University College. Master's programme in organisation and leadership, Norwegian University of Science and Technology	Bachelor of Laws LL.B, Aberystwyth, Wales Technology Law LL.M. Stockholm, Sweden	Master of Economics from Stockholm University. Molecular biology, Uppsala University.
<b>Previous experience</b>	Deputy CEO of Stendi/Aleris Norway with responsibility for elderly care (2016–2019). Head of substance abuse and psychiatry division, Aleris (2010–2017). Head of Quality Aleris BOI AS.	VP People & Organisation Development, Elekta (2020–2022). Learning Manager, AbbVie (2018–2020). Global and Site HR Director, Galderma Aesthetics (2017–2018). HR Director, AbbVie (2013–2017). HR Director and HR Operations Director Europe, Diageo (2008–2012). VP Legal and Human Resources, MTV (2003–2007).	Head of Division Vestum (2022–2024) CEO MTR Tech (2018–2022) CFO MTR Tech (2014–2018) Controller MTR (2011–2014) Project manager/controller Karolinska University Hospital (2008–2011)
<b>Born</b>	1973	1970	1982
<b>No. of shares<sup>1</sup></b>	4,200	8,000	99
<b>No. of warrants</b>	79,270	40,000	–

<sup>1</sup> Relates to relationship on 14 March 2024 with the exception of the Head of Quality who will take up her new position on 2 May 2024. In 2023, the Management Team also consisted of Maria Green-Gradelius (Quality), Louise Ståhlberg (Business Development), Malin Appelgren (Growth, Market and Communication) and Jan Wilken (Managing Director, Altiden).

# Auditor's report on the corporate governance statement

*To the general meeting of the shareholders of Ambea AB (publ), corporate identity number 556468-4354*

## Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2023 on pages 47–59 and that it has been prepared in accordance with the Annual Accounts Act.

## The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially 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 has provided us with sufficient basis for our opinions.

## Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Gothenburg, the date stated on our electronic signature  
Ernst & Young AB

Staffan Landén  
Authorized Public Accountant

# Financial statements

You can read our Directors' Report and financial statements, including the income statement, balance sheet and cash flow statement, on the following pages.

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# Directors' report

The Board of Directors and Chief Executive Officer of Ambea AB (publ), corporate registration number 556468-4354, with registered office in Stockholm, hereby present the Annual Report and consolidated financial statements for the financial year of 1 January 2023–31 December 2023.

## Operations

Ambea is the leading private care company in Scandinavia, with around 950 units and more than 30,000 employees. Within our group of companies, we offer clear and well-defined care services, such as residential facilities, support, training and competence and staffing solutions. We aim to be the quality leader in all that we do and our vision is to make the world a better place, one person at a time. The company was founded over 100 years ago, is headquartered in Solna, Sweden, and listed on Nasdaq Stockholm.

Ambea's divisions provide care under both Own Management and Contract Management.

Own Management operations offer individual placements to municipalities that purchase according to needs under framework, subscription or individual agreements, or via the Swedish Freedom of Choice Act (LOV). The services are provided on premises rented by the divisions. The rental contracts typically last for 10–15 years, enabling a long-term approach and close collaboration with both municipalities and property owners.

Contract Management operations are units that the division runs on behalf of a municipality or city district

for a specific period of time and a fixed price that are agreed upon in advance in a public sector contract. The property in which the services are provided is owned or rented by the municipality.

## Operating segments

The Chief Executive Officer manages the operations through the operating segments of Nytida, Vardaga, Stendi, Altiden and Klara, which correspond to Ambea's divisions.

- Nytida** Disability and psychosocial care in Sweden.
- Vardaga** Elderly care and home care in Sweden.
- Stendi** Disability and psychosocial care in Norway.
- Altiden** Disability, psychosocial and elderly care in Denmark.
- Klara** Competence and staffing solutions for social welfare services in Sweden. As of 1 January 2023, our training organisation Lära has been reported together with Klara. Lära is not included in the comparative figures.

## Market

The segments in which Ambea operates benefit from the structural drivers that have historically contributed to growth. The disability care market is driven by the growing number of people receiving diagnoses, greater social acceptance for disabilities and a favourable demographic trend for the company of a growing population, which in combination are leading to higher demand for such care services. The company expects that a larger addressable customer base, higher demand

for residential facilities and a lack of residential care will lead to higher demand for new residential facilities. In the individual and family care market, growth is linked to the growing prevalence of mental illness, social problems and substance abuse, which is increasing the potential base of care receivers.

In addition, authorities have tightened demands on care providers in terms of accounting for the unique needs and circumstances of each individual, making

the provision of care services more demanding. These demands are positive for companies like Ambea that have specialised in advanced care. Demand for elderly care is expected to grow as the number of elderly people increases. The company expects that the underlying growth trends combined with greater consumer awareness of quality and demands for freedom of choice will benefit operators like Ambea that offer high-quality care.

Lack of public resources and a potential for cost sav-

## Ambea in figures

SEK million	2023	2022	2021	2020	2019
<b>Group</b>					
Net sales	13,312	12,635	11,478	11,083	11,040
EBITA <sup>1</sup>	1,076	954	712	829	650
Operating margin EBITA, % <sup>1</sup>	8.1%	7.6%	6.2%	7.5%	5.9%
Adjusted EBITA <sup>1</sup>	1,076	954	857	879	788
Operating margin, adjusted EBITA (%) <sup>1</sup>	8.1%	7.6%	7.5%	7.9%	7.1%
Operating profit, EBIT <sup>1</sup>	981	843	598	717	525
Operating margin EBIT, % <sup>1</sup>	7.4%	6.7%	5.2%	6.5%	4.8%
Profit for the period	455	366	237	359	215
Earnings per share before dilution, SEK	5.07	3.89	2.51	3.80	2.52
Earnings per share after dilution, SEK	5.07	3.89	2.51	3.80	2.51
Cash conversion <sup>1</sup>	94.9%	95.6%	95.7%	103.2%	94.0%
<b>Parent Company</b>					
Net sales	0	8	8	8	17
Profit/loss before tax	-4	45	32	51	124
Equity/assets ratio (%)	25.3%	26.1%	30.5%	31.9%	33.7%

<sup>1</sup> Relates to alternative performance measures (non-IFRS financial measures). For definition and purpose, refer to pages 111–112. For reconciliation with financial statements, see Note G32.

ings while maintaining or improving quality are increasing the demand for high-quality private care providers, who are becoming increasingly important to meet the growing need. Although the private sector's share of the Swedish care market varies considerably between forms of care and municipalities, the private market has grown faster than the total market over the past decade.

The growing rate of privatisation is due to several factors, including:

- Public operators have been unable to meet complex care needs to the extent required,
- Municipal resources are strained, which limits the possibility of raising taxes to cover cost increases, and there is not enough capital to meet the major investments required.
- Private care providers offer competitive quality and efficiency, often better than the public sector, at the same or a lower cost.

## Financial trend during the year

### Net sales

Net sales rose 5 per cent to SEK 13,312 million (12,635). Organic growth was 6 per cent and acquired/divested growth was -1 per cent. Net sales in Own Management amounted to SEK 10,317 million (9,685). The year-on-year sales growth was attributable to increased occupancy, higher prices and start-up units.

Net sales in Contract Management amounted to SEK 2,728 million (2,612). The year-on-year sales growth was attributable to previously won contracts in Nytida and Vardaga. The increase was offset by an elderly care contract in Stendi that was handed back. Net sales in competence and staffing solutions decreased 21 per cent to SEK 267 million (338). The decrease was due to dis-

posal of the doctor staffing services and generally lower demand for staffing services for nurses.

### Operating profit

EBIT rose 16 per cent to SEK 981 million (843), representing a margin of 7.4 per cent (6.7). EBITA rose 13 per cent to SEK 1,076 million (954). Strong occupancy growth in Stendi and Vardaga and operational improvements contributed to the earnings improvement. The EBITA margin was 8.1 per cent (7.6). The period was impacted by two non-recurring items of SEK -11 million net. Since these items do not relate to the underlying operations of the divisions, they were recognised at Group level.

In connection with the handback of three rental contracts to property owners in Vardaga, an impairment of right-of-use assets generated an earnings effect of SEK -36 million. A revaluation of the contingent consideration related to the acquisition of SkolPool had a positive earnings effect of SEK 25 million. The comparative period was positively impacted by four non-recurring items totalling SEK 53 million. Excluding the above items, EBITA rose SEK 186 million.

### Net financial items

Net financial items amounted to SEK -416 million (-361). Of this amount, SEK -296 million (-265) pertained to interest on a lease liability, SEK -123 million (-91) to interest expense, and SEK -3 million (-5) to exchange rate fluctuations. The increase in interest expense was due to a larger volume of rental contracts and thereby right-of-use assets and higher market interest rates.

### Tax

Tax expense for the period was SEK -110 million (-116), corresponding to an effective tax rate of 19 per cent (24). Tax expense for the period was impacted by an amount

of SEK +8 million related to remeasurement of a tax asset from a prior year.

### Profit for the period

Profit for the period totalled SEK 455 million (366), corresponding to earnings per share of SEK 5.07 (3.89) before and after dilution.

### Working capital

Working capital amounted to SEK -103 million (-175), corresponding to -0.8 per cent (-1.4) of net sales.

### Financial position

At 31 December 2023, net interest-bearing debt amounted to SEK 10,739 million (10,718). Indebtedness, excluding IFRS 16 effects, declined SEK 464 million to SEK 2,156 million (2,620), or 2.2 times (3.0) 12 month EBITDA. At year-end, cash and cash equivalents amounted to SEK 6 million (259). Available liquidity, including undrawn credit facilities, amounted to SEK 1,844 million (1,380).

### Equity

At the balance-sheet date, equity amounted to SEK 4,920 million, compared with SEK 4,681 million at 31 December 2022. The change in equity was attributable to dividends, share buybacks and profit for the year.

### Cash flow

Cash flow from operating activities was SEK 1,714 million (1,440). The increase was mainly attributable to improved earnings (+138) and non-cash items (+258). Interest expense on lease liabilities was SEK 296 million (265), and change in working capital amounted to SEK -82 million (-4). Cash flow from investing activities was SEK -93 million (-214), a year-on-year change of SEK 121 million, primarily due to acquisition of subsidiaries,

which was SEK 215 million lower year-on-year, while sales of fixed assets were SEK 109 million lower year-on-year. Investments in tangible assets attributable to investments in start-ups declined SEK 18 million. Cash flow from financing activities was SEK -1,880 million (-1,037), the change was largely attributable to a decrease of SEK -704 million (181) in the revolving credit facility.

## Segments

### Nytida

Net sales rose 3 per cent year-on-year to SEK 4,031 million (3,915). Net sales in Own Management amounted to SEK 3,247 million (3,188). Sales were positively impacted by start-up units and higher prices.

Net sales in Contract Management amounted to SEK 784 million (727). The increase was due to start-ups of management contracts won. EBITA rose 8 per cent to SEK 551 million (509). Higher prices, operational improvements and electricity support had a positive impact on earnings. The EBITA margin was 13.7 per cent (13.0).

### Vardaga

Vardaga's net sales rose 10 per cent year-on-year to SEK 4,582 million (4,172). Net sales in Own Management amounted to SEK 3,202 million (2,856), up 12 per cent due to increased occupancy and higher prices.

Net sales in Contract Management amounted to SEK 1,380 million (1,316). The increase was due to start-ups of management contracts won. EBITA rose 27 per cent to SEK 345 million (271). The comparative period was positively impacted by a pension repayment of SEK 23 million. The earnings growth was due to increased occupancy, operational improvements and lower start-up costs for new residential facilities. The EBITA margin was 7.5 per cent (6.5).

**Stendi**

Net sales rose 3 per cent to SEK 3,142 million (3,047). Sales rose 8 per cent in local currency. Net sales in Own Management amounted to SEK 3,008 million (2,867). Sales rose 10 per cent in local currency. The increase was due to increased occupancy and higher prices.

Net sales in Contract Management amounted to SEK 134 million (180). Sales declined 18 per cent in local currency. The decrease was due to the hand-back of an elderly care contract. EBITA was SEK 214 million (117). Earnings improved due to increased occupancy, capacity adjustments and operational improvements. The EBITA margin was 6.8 per cent (3.8).

**Altiden**

Net sales rose 11 per cent to SEK 1,290 million (1,163). Sales rose 3 per cent in local currency. Net sales in Own Management amounted to SEK 860 million (774). Sales rose 3 per cent in local currency. The sales growth was attributable to start-up units.

Net sales in Contract Management amounted to SEK 430 million (389). Sales rose 3 per cent in local currency. The increase was attributable to higher prices but offset by terminated home care contracts. EBITA was SEK -45 million (-16), due to operational challenges and high staffing costs. The EBITA margin was -3.4 per cent (-1.4).

**Klara**

Net sales decreased 5 per cent to SEK 454 million (477). Sales declined due to the divested doctor staffing services, but were offset by the acquisition of SkolPool and the inclusion of Lära in Klara’s figures as of 2023. EBITA was SEK 54 million (52), representing a margin of 11.9 per cent (10.9). The strategic streamlining of the operations by divesting doctor staffing and increasing the focus on Klara’s mobile staffing solutions had a positive impact on margins.

**Parent Company’s financial trend**

Parent Company net sales amounted to SEK 0 million (8). Operating loss totalled SEK -33 million (-23). During the year, Ambea AB received lower Group contributions year-on-year.

**Significant events during the financial year**

There were no significant events during the period that affected the amounts recognised in the financial statements.

**Statutory Sustainability Report**

Ambea has prepared a sustainability report in accordance with Chapter 6, Section 11 of the Swedish Annual Accounts Act, which can be found on pages 7–19 and 113–129.

**Governance**

Ambea has elected to prepare a Corporate Governance Report that is separate from the Annual Report, according to Chapter 6, Section 8 of the Swedish Annual Accounts Act.

The Corporate Governance Report can be found on pages 47–59 and at ambea.se.

**Ownership structure**

Ambea has been listed on Nasdaq Stockholm since 31 March 2017. Since the IPO in 2017, Triton has remained Ambea’s largest owner through Actor SCA, which held 15,333,901 shares corresponding to 17.1 per cent of the total number of shares in Ambea. Bolero Holdings Sarl’s holding amounted to 9,007,613 shares, corresponding to 10.1 per cent of the total number of shares in Ambea. At 31 December 2023, no other owners held 10 per cent or more of the total number of shares.

For more information about Ambea’s share, refer to page 55.

**The Group’s risks and uncertainties**

Ambea is exposed to a variety of risks and attaches great importance to continuously monitoring, analysing and acting to mitigate potential risks.

The most significant risks are described on pages 52–54.

**Seasonal variations**

Ambea’s operating profit is affected by seasonal variations, weekends and public holidays.

Weekends and public holidays reduce Ambea’s profitability due to higher personnel costs for inconvenient working hours. Most of the public holidays in countries where the company operates normally fall in the second quarter. In some years, Easter may fall in the first quarter and then affect its profitability. Christmas and New Year affect the first and fourth quarters.

The company’s personnel costs are affected in a similar manner when employees take out their holidays. For example, the company is most profitable in the third quarter, as employees usually take their holidays during July and August and therefore receive holiday pay that is continuously accrued throughout the year. Costs also tend to be lower in the summer months due to a reduced schedule for central activities, such as mandatory training programmes and central initiatives, during this period.

**Guidelines for senior executives**

At the 2021 AGM, the Board adopted the remuneration guidelines for senior executives. For information about these guidelines, refer to G7 on page 75.

**Events after the end of the period**

No significant events occurred between the balance-sheet date and the date on which this report was published that had any effect on the amounts recognised in the financial statements.

**Proposed distribution of profits**

The Board proposes that a dividend of SEK 1.50 per share be paid to the shareholders registered on the record date and that the remaining non-restricted equity be retained by the Parent Company. The Board assesses that Group’s equity will be sufficient in relation to the nature, scope and risks of the business after the proposed dividend. No dividends are paid on the Parent Company’s treasury shares. For more information, refer to Ambea’s dividend policy.

The Board proposes that profits be distributed as shown in the table below:

SEK	
Retained earnings	1,413,201,497
Share premium reserve	1,406,412,007
Profit/loss for the year	-10,718,917
<b>Total</b>	<b>2,808,894,587</b>
<b>The Board of Directors proposes that</b>	
a dividend of SEK 1.50 per share be paid to the shareholders	131,827,389
To be carried forward	2,677,067,198
<b>Total</b>	<b>2,808,894,587</b>

For more information about the company’s earnings and financial position, refer to the following income statements and balance sheets and the accompanying notes to the accounts.

### Consolidated income statement

SEK million	Note	2023	2022
<b>Operating income</b>			
Net sales	2.3	13,312	12,635
Other operating income	3	269	321
<b>Total operating income</b>		<b>13,581</b>	<b>12,956</b>
<b>Operating expenses</b>			
Consumables		-465	-443
Other external costs	4, 5, 6	-1,434	-1,474
Personnel costs	7	-9,406	-8,998
Depreciation/amortisation and impairment of fixed assets	8	-1,297	-1,201
Other operating expenses		2	3
<b>Total operating expenses</b>		<b>-12,600</b>	<b>-12,113</b>
<b>Operating profit</b>		<b>981</b>	<b>843</b>
Financial income		0	0
Financial expenses		-416	-361
<b>Net financial items</b>	9	<b>-416</b>	<b>-361</b>
<b>Profit before tax</b>		<b>565</b>	<b>482</b>
Tax on profit for the year	10	-110	-116
<b>Profit for the year</b>		<b>455</b>	<b>366</b>
<b>Profit for the year attributable to:</b>			
Shareholders of the Parent Company		455	366
Non-controlling interests		-	-
<b>Profit for the year</b>		<b>455</b>	<b>366</b>
Earnings per share before and after dilution, SEK	11	5.07	3.89

### Consolidated statement of comprehensive income

SEK million	2023	2022
Profit for the year	455	366
<b>Other comprehensive income, items not transferable to profit or loss</b>		
Remeasurement of defined-benefit pension plans	22	1
Tax related to remeasurement of defined-benefit pension plans	-5	0
<b>Total items not transferable to profit or loss</b>	<b>17</b>	<b>1</b>
<b>Other comprehensive income, items transferable to profit or loss</b>		
Translation differences	-70	41
Hedging of net investments in foreign operations	34	-14
Cash flow hedges	-10	12
Cash flow hedge reserve	-29	41
Remeasurement of tenant-owned apartments	-4	-2
Tax	3	-8
<b>Total items transferable to profit or loss</b>	<b>-76</b>	<b>70</b>
<b>Total other comprehensive income for the year</b>	<b>-59</b>	<b>71</b>
<b>Comprehensive income for the year</b>	<b>396</b>	<b>437</b>
<b>Comprehensive income for the year attributable to:</b>		
Shareholders of the Parent Company	396	437
Non-controlling interests	-	-
<b>Comprehensive income for the year</b>	<b>396</b>	<b>437</b>

## Consolidated balance sheet

SEK million	Note	2023	2022
<b>Assets</b>			
<b>Fixed assets</b>			
Goodwill	12	7,006	7,095
Customer contracts and customer relationships	12	296	384
Other intangible assets	12	25	26
Right-of-use assets	6	8,176	7,827
Tangible assets	13	306	341
Derivative instruments	24, 25	17	56
Surplus in funded pension plans	20	22	-
Deferred tax assets	22	149	105
Non-current receivables	14, 24	113	121
<b>Total fixed assets</b>		<b>16,110</b>	<b>15,955</b>
<b>Current assets</b>			
Accounts receivable	24, 25	1,278	1,180
Other receivables	14, 24	93	118
Prepaid expenses and accrued income	15, 24	406	361
Cash and cash equivalents	24, 25, 28	6	259
<b>Total current assets excluding assets held for sale</b>		<b>1,783</b>	<b>1,918</b>
Assets held for sale	13	-	2
<b>Total current assets</b>		<b>1,783</b>	<b>1,920</b>
<b>Total assets</b>		<b>17,893</b>	<b>17,875</b>

SEK million	Note	2023	2022
<b>Equity and liabilities</b>			
<b>Equity</b>			
Share capital	16	2	2
Other capital contributions		6,174	6,172
Reserves		-38	38
Retained earnings, including profit for the year		-1,218	-1,531
<b>Total equity</b>		<b>4,920</b>	<b>4,681</b>
<b>Non-current liabilities</b>			
Non-current liabilities to credit institutions	17, 24, 25	1,423	2,403
Non-current lease liabilities	17, 24, 25, 28	7,546	7,155
Other interest-bearing liabilities	17, 24, 25	-	18
Other non-interest-bearing liabilities	19, 24	-	14
Pension provisions	20	15	29
Other provisions	21	82	83
Deferred tax liabilities	22	246	220
<b>Total non-current liabilities</b>		<b>9,312</b>	<b>9,922</b>
<b>Current liabilities</b>			
Commercial papers	17, 24	739	458
Current lease liabilities	17, 24, 25, 28	1,037	943
Accounts payable	24	402	320
Tax liabilities		67	38
Other provisions	21	4	37
Other non-interest-bearing liabilities	19, 24	195	231
Accrued expenses and deferred income	23, 24	1,217	1,245
<b>Total current liabilities</b>		<b>3,661</b>	<b>3,272</b>
<b>Total equity and liabilities</b>		<b>17,893</b>	<b>17,875</b>

### Consolidated statement of changes in equity

SEK million	Share capital	Other capital contributions	Reserves (Note G16)	Retained earnings, including profit for the year	Total equity
<b>Opening balance, 1 Jan 2023</b>	<b>2</b>	<b>6,172</b>	<b>38</b>	<b>-1,531</b>	<b>4,681</b>
<b>Comprehensive income</b>					
Profit for the year	-	-	-	455	455
Other comprehensive income for the year	-	-	-76	17	-59
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-76</b>	<b>472</b>	<b>396</b>
<b>Transactions with shareholders</b>					
Warrants issued	-	2	-	-	2
Share buybacks	-	-	-	-47	-47
Dividends	-	-	-	-112	-112
<b>Closing balance, 31 Dec 2023</b>	<b>2</b>	<b>6,174</b>	<b>-38</b>	<b>-1,218</b>	<b>4,920</b>
<b>Opening balance, 1 Jan 2022</b>	<b>2</b>	<b>6,170</b>	<b>-34</b>	<b>-1,608</b>	<b>4,530</b>
<b>Comprehensive income</b>					
Profit for the year	-	-	-	366	366
Other comprehensive income for the year	-	-	72	-1	71
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>72</b>	<b>365</b>	<b>437</b>
<b>Transactions with shareholders</b>					
Warrants issued	-	2	-	-	2
Share buybacks	-	-	-	-179	-179
Dividends	-	-	-	-109	-109
<b>Closing balance, 31 Dec 2022</b>	<b>2</b>	<b>6,172</b>	<b>38</b>	<b>-1,531</b>	<b>4,681</b>

## Consolidated cash flow statement

SEK million	Note	2023	2022
<b>Operating activities</b>			
<b>Profit before financial items</b>		<b>981</b>	<b>843</b>
Depreciation/amortisation and impairment	28	1,297	1,201
Capital gains/losses	28	-4	-49
Changes in provisions	28	40	-77
<b>Total non-cash items</b>		<b>1,333</b>	<b>1,075</b>
Interest received	28	0	11
Interest paid	28	-415	-362
Tax paid		-103	-123
<b>Cash flow from operating activities before changes in working capital</b>		<b>1,796</b>	<b>1,444</b>
Cash flow from changes in working capital			
Decrease/increase in receivables		-152	15
Decrease/increase in current liabilities		70	-19
<b>Cash flow from operating activities</b>		<b>1,714</b>	<b>1,440</b>
<b>Investing activities</b>			
Acquisition of subsidiaries	29	-10	-225
Acquisition of intangible assets	12	-10	-8
Acquisition of tangible assets	13	-80	-97
Disposal of tangible assets	13	7	116
<b>Cash flow from investing activities</b>		<b>-93</b>	<b>-214</b>

SEK million	Note	2023	2022
<b>Financing activities</b>			
New loans		4,070	3,221
Repayment of debt		-3,808	-4,404
Repayment of lease liability		-1,019	-915
Net change in credit facility		-966	1,364
Cost of loans raised		-	-17
Premiums for warrants		2	2
Share buybacks		-47	-179
Dividends paid		-112	-109
<b>Cash flow from financing activities</b>		<b>-1,880</b>	<b>-1,037</b>
<b>Cash flow for the year</b>		<b>-259</b>	<b>189</b>
Cash and cash equivalents at the beginning of the year		259	86
Exchange rate differences in cash and cash equivalents		6	-16
<b>Cash and cash equivalents at year-end</b>	28	<b>6</b>	<b>259</b>

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**NOTE G1 General accounting policies**

This is the Annual Report and consolidated financial statements for the Swedish Parent Company Ambea AB (publ), corporate registration number 556468-4354 and its subsidiaries. The Group conducts operations in Sweden, Norway and Denmark in elderly care, social care and competence and staffing solutions.

The Parent Company is a Swedish limited liability company domiciled in Stockholm. The address of the head office is Evenemangsgatan 21, SE-171 29 Solna, Sweden.

This Annual Report and the consolidated financial statements were approved by the Board on 21 March 2024, and will be presented to the Annual General Meeting on 15 May 2024 for adoption.

**Basis of preparation**

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as adopted by the European Union (EU). In addition, the Swedish Annual Accounts Act and RFR 1, issued by the Swedish Financial Reporting Board and containing supplementary accounting regulations for Groups, have been applied. The accounting policies set out below for the Group have been consistently applied unless otherwise stated, in the consolidation of the Parent Company and subsidiaries. The accounting policies applied are consistent with those applied in the preceding year.

The company has elected to only comment on the standards, amendments and interpretations deemed relevant for the Group.

**Application of new and revised standards as of 31 December 2023.**

We apply the new disclosure requirements in accordance

with IAS 1. None of the new or revised standards or interpretations adopted at 31 December 2023 are expected to have any material impact on the consolidated financial statements.

**Application of new and revised standards as of 2024**

New or revised standards and interpretations that are not yet applicable have not been applied in advance in financial statements, and are not considered to have any significant effect on the amounts recognised in the financial statements.

**Key judgements and estimates**

Ambea assesses that the areas where assumptions and estimates have the most significant effect are

- leases (page 74)
- goodwill, intangible assets (page 80)
- business combinations (page 96).

Ambea’s assessments and assumptions are set out in Note G31.

**Consolidation principles**

**Subsidiaries**

Subsidiaries are all companies that stand under Ambea’s controlling influence. All of the Group’s subsidiaries are wholly owned.

The Group’s business combinations are accounted for using the acquisition method. The consideration for the acquisition of a subsidiary comprises the fair value of assets acquired and liabilities assumed. The consideration also includes the fair value of any assets or liabilities resulting from a contingent consideration agreement.

Contingent considerations are recognised at their acquisition-date fair value as other non-interest-bearing liabilities. These are remeasured at each reporting date

and the change is recognised in other operating income or other operating expenses. The amount by which the consideration exceeds the fair value of identifiable assets acquired is recognised as goodwill.

The accounting policies for subsidiaries have been changed where necessary to guarantee the consistent application of the Group’s principles.

**Currency**

The Parent Company’s functional currency is the Swedish kronor (SEK), which is also the reporting currency for the Parent Company and the Group. This means that the financial statements are presented in SEK. All amounts, unless otherwise indicated, are rounded off to the nearest million (SEK million). Rounding affects the totals in tables.

**Translation of financial statements of foreign operations**

Exchange rates for the translation of foreign operations have been obtained from Riksbanken. On the balance sheet, NOK has been translated at 0.9871 (1.0572) and DKK at 1.4888 (1.4965). Income and expenses are translated at the average rate. On the income statement, NOK has been translated at 1.0054 (1.0523) and DKK at 1.5403 (1.4290).

**Tangible assets**

**Depreciation principles**

The straight-line depreciation method is used over the estimated useful life of the asset. The estimated useful lives are:

Leasehold improvements (the shorter of the lease term and useful life) ..... 5–20 years  
 Equipment ..... 5–15 years

**Intangible assets**

**Depreciation principles**

The estimated useful lives are:

Customer contracts and customer relationships ..... 5–20 years  
 Other intangible assets ..... 5 years  
 Goodwill ..... indefinite

**Other income**

Other income includes revenue derived from subletting premises (operating leases), reimbursement of COVID-19 related costs via municipalities, disposal of cars and properties.

Specific accounting policies are presented in each Note.

## NOTE G2 Revenue from contracts with customers

In order to recognise revenue from contracts with customers, the Group analyses every customer contract using the five-step model.

The Group's revenues comprise sales of care services, which are performed according to the contracts signed by the operation. Own Management operations offer individual placements to municipalities that they purchase according to needs under framework, subscription or individual agreements, or via the Swedish Freedom of Choice Act (LOV). The contract with the customer is then considered to arise in connection with placement. In Contract Management operations, the division runs the unit on behalf of a municipality or city district for a specific period of time and a fixed price is agreed upon in advance in a public sector contract. The contract with the customer is then considered to arise in connection with placement.

### Performance obligations

The Group's performance obligations – care services – are provided under own management, with responsibility for occupancy and the renting of premises, and under contract management, meaning multi-year operating agreements with municipalities as the client, and through staffing operations, which provide healthcare services. Every care service constitutes a specific performance obligation.

### Transaction price and allocation

The transaction price constitutes consideration for the care service performed regardless of mode of operation, and is linked to the number of care days, residential placements or similar. Determination of the transaction price or consideration is mainly based on the need for care interventions that has been agreed and includes all of the contractual obligations. The transaction price in each agreement is normally a fixed amount only. Where care services are delivered under multi-year operating agreements with monthly billing, index clauses are used to provide annual compensation for increases in both personnel costs and other expenses. In a small number of agreements, the price is fixed for a period of two years or more.

## 2023 FINANCIAL YEAR

SEK million	Nytida	Vardaga	Stendi	Altiden	Klara	Group-wide and eliminations	Total
<b>Type of service delivery</b>							
Own Management	3,247	3,202	3,008	860	–	–	10,317
Contract Management	784	1,380	134	430	–	–	2,728
Competence and staffing solutions	–	–	–	–	454	-187	267
<b>Total revenue from contracts with customers</b>	<b>4,031</b>	<b>4,582</b>	<b>3,142</b>	<b>1,290</b>	<b>454</b>	<b>-187</b>	<b>13,312</b>
<b>Income</b>							
External customers	4,031	4,582	3,142	1,290	267	–	13,312
Revenue between the segments	–	–	–	–	187	-187	–
<b>Total revenue from contracts with customers</b>	<b>4,031</b>	<b>4,582</b>	<b>3,142</b>	<b>1,290</b>	<b>454</b>	<b>-187</b>	<b>13,312</b>

## CONTRACT BALANCES

SEK million	31 Dec 2023	31 Dec 2022
Accounts receivable	1,278	1,180
Advance invoicing	85	99
Revenue recognised during the year that was recovered in the contract liability at 1 January	99	111

## PERFORMANCE OBLIGATIONS

SEK million	31 Dec 2023	31 Dec 2022
Transaction price allocated to unfulfilled (or partly unfulfilled) performance obligations at the end of the reporting period are distributed as follows:		
Within 1 year	85	99
Later than 1 year	–	–

## 2022 FINANCIAL YEAR

SEK million	Nytida	Vardaga	Stendi	Altiden	Klara	Group-wide and eliminations	Total
<b>Type of service delivery</b>							
Own Management	3,188	2,856	2,867	774	–	–	9,685
Contract Management	727	1,316	180	389	–	–	2,612
Competence and staffing solutions	–	–	–	–	477	-139	338
<b>Total revenue from contracts with customers</b>	<b>3,915</b>	<b>4,172</b>	<b>3,047</b>	<b>1,163</b>	<b>477</b>	<b>-139</b>	<b>12,635</b>
<b>Income</b>							
External customers	3,915	4,172	3,047	1,163	338	–	12,635
Revenue between the segments	–	–	–	–	139	-139	0
<b>Total revenue from contracts with customers</b>	<b>3,915</b>	<b>4,172</b>	<b>3,047</b>	<b>1,163</b>	<b>477</b>	<b>-139</b>	<b>12,635</b>

### NOTE G3 Segment information

Ambea's operations are reported in five segments. These are consistent with the divisions through which the Group conducts its operations.

**Nytida** Comprises social care services and schools for children and young people with neuropsychiatric disorders in Sweden.

**Vardaga** Comprises nursing homes and home care in Sweden.

**Stendi** Comprises social care for adults, children and young people. We also offer personal assistance in Norway.

**Altiden** Comprises social care and elderly care in Denmark.

**Klara** Comprises competence and staffing solutions for social welfare services.

Reversal of lease payments and depreciation of right-of-use assets is presented under each segment.

#### Segment reporting

The Chief Executive Officer leads the operations based on the operating segments of Vardaga, Nytida, Stendi, Altiden and Klara. The results of the operating segments are assessed and analysed using one metric. This metric is EBITA, or *Earnings before interest, taxes and amortisation*. The same accounting policies are used in the segments as for the Group.

### SEGMENT INFORMATION 2023

SEK million	Nytida	Vardaga	Stendi	Altiden	Klara	Unallocated	Group adjustments	Total
<b>Operating income</b>								
Net sales	4,031	4,582	3,142	1,290	454	-	-187	13,312
Other operating income	43	161	9	20	5	31	-	269
<b>Total income</b>	<b>4,074</b>	<b>4,743</b>	<b>3,151</b>	<b>1,310</b>	<b>459</b>	<b>31</b>	<b>-187</b>	<b>13,581</b>
<b>Operating expenses</b>								
Consumables	-120	-176	-95	-72	-1	-1	-	-465
Other external costs	-512	-608	-397	-160	-89	145	187	-1,434
Personnel costs	-2,530	-2,993	-2,340	-1,030	-310	-203	-	-9,406
Other operating expenses	2	-2	1	1	-	-	-	2
Depreciation and impairment of tangible assets	-363	-619	-106	-94	-5	-15	-	-1,202
<b>Total costs</b>	<b>-3,523</b>	<b>-4,398</b>	<b>-2,937</b>	<b>-1,355</b>	<b>-405</b>	<b>-74</b>	<b>187</b>	<b>-12,505</b>
<b>EBITA</b>	<b>551</b>	<b>345</b>	<b>214</b>	<b>-45</b>	<b>54</b>	<b>-43</b>	<b>-</b>	<b>1,076</b>
EBITA margin (%)	13.7%	7.5%	6.8%	-3.5%	11.9%	-	-	8.1%
Amortisation of intangible assets								-95
<b>Operating profit (EBIT)</b>								<b>981</b>
Financial income								-
Financial expenses								-416
<b>Net financial items</b>								<b>-416</b>
<b>Profit before tax</b>								<b>565</b>
Tax on profit for the year								-110
<b>Profit for the period</b>								<b>455</b>
<b>Assets</b>	<b>6,366</b>	<b>7,580</b>	<b>1,995</b>	<b>1,505</b>	<b>312</b>	<b>135</b>	<b>-</b>	<b>17,893</b>

SEGMENT INFORMATION 2022

	Nytida	Vardaga	Stendi	Altiden	Klara	Unallocated	Group adjustments	Total
<b>Operating income</b>								
Net sales	3,915	4,172	3,047	1,163	477	-	-139	12,635
Other operating income	26	120	8	60	1	106		321
<b>Total income</b>	<b>3,941</b>	<b>4,292</b>	<b>3,055</b>	<b>1,223</b>	<b>478</b>	<b>106</b>	<b>-139</b>	<b>12,956</b>
<b>Operating expenses</b>								
Consumables	-113	-154	-95	-80	0	-1	-	-443
Other external costs	-501	-566	-387	-144	-156	141	139	-1,474
Personnel costs	-2,480	-2,751	-2,353	-948	-267	-199	-	-8,998
Other operating expenses	-	-	3	-	-	-	-	3
Depreciation and impairment of tangible assets	-338	-550	-106	-67	-3	-26	-	-1,090
<b>Total costs</b>	<b>-3,432</b>	<b>-4,021</b>	<b>-2,938</b>	<b>-1,239</b>	<b>-426</b>	<b>-85</b>	<b>-</b>	<b>-12,002</b>
<b>EBITA</b>	<b>509</b>	<b>271</b>	<b>117</b>	<b>-16</b>	<b>52</b>	<b>21</b>	<b>-</b>	<b>954</b>
EBITA margin (%)	13.0%	6.5%	3.8%	-1.4%	10.9%	-	-	7.6%
Amortisation of intangible assets								-111
<b>Operating profit (EBIT)</b>								<b>843</b>
Financial income								-
Financial expenses								-361
<b>Net financial items</b>								<b>-361</b>
<b>Profit before tax</b>								<b>482</b>
Tax on profit for the year								-116
<b>Profit for the period</b>								<b>366</b>
<b>Assets</b>	<b>6,230</b>	<b>7,462</b>	<b>2,140</b>	<b>1,322</b>	<b>304</b>	<b>417</b>	<b>-</b>	<b>17,875</b>

Income from Swedish customers accounts for SEK67 per cent (67) and income from Norwegian customers accounts for 23 per cent (24) of consolidated net sales. Income from customers in Denmark accounts for 10 per cent (9). Ambea's clients are municipalities across Scandinavia that purchase care on behalf of their residents.

Of the Group's fixed assets, 81 per cent (80) are allocated to Sweden and 10 per cent (11) to Norway. 9 per cent (8) pertains to assets in Denmark and to unallocated.

Where applicable, the internal price between the Group's segments is set on an arm's-length basis, that is, between parties that are independent of each other, well-informed and with an interest in the transaction being effected. Directly attributable items and items that can be allocated to the segment on a reasonable and reliable basis have been included in each segment's earnings and assets. Unallocated items comprise centrally approved costs for general central administration, reorganisations, acquisitions and divestments. Assets and liabilities that have not been allocated to a segment are deferred tax assets, deferred tax liabilities, tax liabilities, and interest-bearing assets and liabilities.

NOTE G4 Other external costs

SEK million	2023	2022
Temporary care workers and medical consultants	-394	-439
Rent, including rental payments not classified under IFRS 16	-464	-445
Operating leases, excluding rental payments	-67	-62
Advertising/PR	-32	-36
Telephony and office supplies	-45	-51
Car expenses	-60	-73
External administrative services	-306	-282
Other	-66	-86
<b>Total</b>	<b>-1,434</b>	<b>-1,474</b>

## NOTE G5 Audit fees

SEK million	2023	2022
<b>Ernst &amp; Young AB</b>		
Audit engagement	-13	-10
Audit activity in addition to the audit engagement	-	-2
Other services <sup>1</sup>	-3	-7
<b>Total</b>	<b>-16</b>	<b>-19</b>
<b>Other auditors</b>		
Audit engagement	-	-
Other services	-	-
<b>Total</b>	<b>-</b>	<b>-</b>
<b>Group total</b>	<b>-16</b>	<b>-19</b>

## NOTE G6 Right-of-use assets

Ambea has identified rents for the premises where we conduct Own Management operations, as well as car leasing, as leases under the IFRS 16 definition.

Rental contracts for properties in elderly care generally have terms of 10–15 years, while rental contracts for properties in other social care generally have terms of 5–10 years. The rental contracts normally include one or more extension options, and these are included when it is reasonably certain that the operations will continue in the property. Contracts for vehicles generally have terms of three years. Low-value assets and lease terms of 12 months or less are not included in IFRS 16. Contracts related to long-term tenancies for rental apartments with a short notice period have been excluded. Lease payments for these are expensed in the periods in which they are incurred.

Right-of-use assets are recognised at cost less accumulated depreciation and impairment losses. Depreciation starts when the activities commence in the premises. The useful life is the same as the agreed rental term. For units with rental contracts that run until further notice, the useful life is determined by the period of time the activity expects to continue in the premises.

<sup>1</sup> Advice related to reorganisations and legal disputes.

## RIGHT-OF-USE ASSETS 2023

SEK million	Rented premises	Cars	Total
At 1 January 2023	7,694	133	7,827
Additional via acquisitions	-	-	-
Additional contracts	533	176	709
Contracts terminated	-367	-48	-415
Adjustments to contracts	1,265	-	1,265
Depreciation	-1,022	-58	-1,080
Impairment	-30	-	-30
Rent provisions	-61	-	-61
Translation difference	-37	-2	-39
<b>Closing balance</b>	<b>7,975</b>	<b>201</b>	<b>8,176</b>

## RIGHT-OF-USE ASSETS 2022

SEK million	Rented premises	Cars	Total
At 1 January 2022	6,928	129	7,057
Additional via acquisitions	-	-	-
Additional contracts	1,195	60	1,255
Contracts terminated	-154	-21	-175
Adjustments to contracts	606	-	606
Depreciation	-911	-38	-949
Impairment	-34	-	-34
Rent provisions	11	-	11
Translation difference	53	3	56
<b>Closing balance</b>	<b>7,694</b>	<b>133</b>	<b>7,827</b>

## Information about other disclosure requirements of IFRS 16

Information about period interest expense related to lease liabilities is presented in Note G9 Net financial items, and total cash outflow for leases is presented in Note G28. Additional cash flow statement disclosures. How the lease liability changed during the year is also presented in Note G28 Additional cash flow statement disclosures. For a maturity analysis of the lease liability, refer to Note G25 Financial risks and financial policies.

In addition to the information presented in the table above, Ambea has concluded preliminary rental contracts for homes that will be constructed during the 2024–2026 period. These contracts will be included in the lease liability as the residential facilities are handed over.

The lease payments are discounted using the Group's incremental borrowing rate, which is calculated using the market rate in each country in which Ambea operates. Refer to Note G31 for information about interest rates.

## Impairment

Ambea tests right-of-use assets for impairment at the end of each reporting period. An impairment loss of SEK 30 million (34) on right-of-use assets was subsequently recognised during the year. Most of the impairment loss was due to postponement of the start-up date for new units.

## COSTS NOT INCLUDED IN IFRS 16

SEK million	2023	2022
Lease payments attributable to short-term leases	188	159
Lease payments attributable to low-value leases	45	38

**NOTE G7 Employees, personnel costs and remuneration of senior executives**

SEK million	2023		2022	
	Salaries and other remuneration	Social security costs (of which pension costs)	Salaries and other remuneration	Social security costs (of which pension costs)
<b>Parent Company</b>				
Senior executives	10	5	9	5
of which pensions	-	(2)	-	(2)
<b>Subsidiaries</b>				
Senior executives	26	10	24	10
of which pensions	-	(3)	-	(4)
Other employees	7,470	2,131	6,911	2,052
of which pensions	-	(389)	-	(432)
<b>Total</b>	<b>7,505</b>	<b>2,146</b>	<b>6,944</b>	<b>2,067</b>

Senior executives, excluding the Board, consist of the Chief Executive Officer and other senior executives. Ambea has defined senior executives as the Management Team. In 2023, the Chief Executive Officer was the Parent Company’s only employee. The Group received recruitment incentives in the form of salary contributions totalling SEK 61 million (75), which were recognised as, and reduced, personnel costs.

For information about pensions, refer to G20.

**AVERAGE NO. OF EMPLOYEES**

No. of	No. of employees	2023		No. of employees	2022	
		Of whom women	Of whom men		Of whom women	Of whom men
Parent Company	1	0%	100%	1	0%	100%
Subsidiaries in Sweden	9,928	73%	27%	9,644	72%	28%
Subsidiaries in Norway	3,468	54%	46%	3,464	54%	46%
Subsidiaries in Denmark	1,266	68%	32%	1,328	69%	31%
<b>Total Group</b>	<b>14,663</b>	<b>67%</b>	<b>33%</b>	<b>14,437</b>	<b>67%</b>	<b>33%</b>

**PROPORTION OF WOMEN AMONG SENIOR EXECUTIVES**

%	31 Dec 2023	31 Dec 2022
Board of Directors	33%	33%
CEO and other senior executives	50%	50%

### REMUNERATION AND BENEFITS TO SENIOR EXECUTIVES 2023

SEK	Basic salary, Board fees	Variable remuneration	Other remuneration	Pension costs	Total
<b>Chair of the Board</b>					
Yrjö Närhinen <sup>2</sup>	991,855	-	-	-	991,855
<b>Board members</b>					
Daniel Björklund <sup>2</sup>	485,000	-	-	-	485,000
Samuel Skott <sup>2</sup>	385,000	-	-	-	385,000
Gunilla Rudebjer <sup>2</sup>	516,774	-	-	-	516,774
Dan Olsson <sup>2</sup>	405,081	-	-	-	405,081
Hilde Britt Mellbye <sup>2</sup>	385,000	-	-	-	385,000
<b>Chief Executive Officer</b>					
Mark Jensen	6,419,764	2,754,000	846,396	1,875,627	11,895,787
Of which from subsidiaries	-	-	-	-	-
<b>Other senior executives (7 people)</b>					
	18,830,554	6,338,225	840,060	3,485,568	29,494,406
Of which from subsidiaries	18,830,554	6,338,225	840,060	3,485,568	29,494,406
<b>Total</b>	<b>28,419,028</b>	<b>9,092,225</b>	<b>1,686,456</b>	<b>5,361,195</b>	<b>44,558,903</b>

### REMUNERATION AND BENEFITS TO SENIOR EXECUTIVES 2022

SEK	Basic salary, Board fees	Variable remuneration	Other remuneration	ASP <sup>1</sup>	Pension costs	Total
<b>Chair of the Board</b>						
Lena Andersson Hofsberger <sup>2,3</sup>	338,172	-	-	-	-	338,172
Yrjö Närhinen <sup>4</sup>	727,849	-	-	-	-	727,849
<b>Board members</b>						
Daniel Björklund <sup>2</sup>	481,344	-	-	-	-	481,344
Samuel Skott <sup>2</sup>	363,065	-	-	-	-	363,065
Gunilla Rudebjer <sup>2</sup>	551,344	-	-	-	-	551,344
Dan Olsson <sup>5</sup>	212,527	-	-	-	-	212,527
Hilde Britt Mellbye <sup>2,5</sup>	244,247	-	-	-	-	244,247
Liselott Kilaas <sup>2,3</sup>	159,032	-	-	-	-	159,032
<b>Chief Executive Officer</b>						
Mark Jensen	6,158,200	2,459,398	117,396	-	1,842,588	10,577,582
Of which from subsidiaries	-	-	-	-	-	-
<b>Other senior executives (9 people)</b>						
	19,512,545	3,710,644	519,839	93,840	4,181,956	28,018,844
Of which from subsidiaries	19,512,545	3,710,644	519,839	93,840	4,181,956	28,018,844
<b>Total</b>	<b>28,748,325</b>	<b>6,170,042</b>	<b>637,235</b>	<b>93,840</b>	<b>6,024,544</b>	<b>41,674,006</b>

Fees and other remuneration of Board members, including the Chair, are determined by the AGM. Remuneration of other senior executives refers to the period during which a person was a member of the circle of senior executives (Management Team). At 31 December 2023, other senior executives comprised the Managing Directors of Nytida, Vardaga and Stendi (three people), CFO, Head of HR and

Sustainability, Head of Quality and Head of Operational Excellence. During the year, another three people were members of Group management for a period of nine months, and are included in the reported amount. Other remuneration refers to other types of benefits and compensation, such as a company car, warrants programmes, stay-on bonuses, etc.

<sup>1</sup> Matching share plan

<sup>2</sup> Including remuneration from committee work

<sup>3</sup> Resigned 12 May 2022

<sup>4</sup> Chair from 12 May 2022

<sup>5</sup> Elected 12 May 2022

### Remuneration guidelines for senior executives

The 2021 AGM adopted the following remuneration guidelines for senior executives. The guidelines cover the Chief Executive Officer and other members of the Management Team and shall apply to remuneration that is agreed upon, and any changes to remuneration already agreed upon, after the guidelines have been adopted by the 2021 AGM. The guidelines do not apply to remuneration decided by the AGM.

Remuneration shall be market-based and may include the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The AGM may also – independently of these guidelines – make decisions regarding, for example, share-based and share-price related payments. The fulfilment of criteria for payment of variable cash remuneration must be measurable over a period of one year. Variable cash remuneration must not exceed 50 per cent of fixed annual cash salary. The distribution between basic salary and variable remuneration shall be proportional to the employee's responsibility and authority.

For the Chief Executive Officer, pension benefits, excluding health insurance and waiver of premium, shall be defined-contribution. Variable cash remuneration shall be non-pensionable. The pension premiums for defined-contribution plans must not exceed 30 per cent of fixed annual cash salary. For other senior executives, pension benefits shall be defined-contribution unless the executive is covered by a defined-benefit pension plan under applicable collective agreement provisions. Variable cash remuneration shall be non-pensionable. The pension premiums for defined-contribution plans must not exceed 25 per cent of fixed annual cash salary.

Additional variable cash remuneration may be paid in exceptional circumstances, provided that such extraordinary arrangements only apply at individual level for the purpose of either recruiting or retaining executives, or as

compensation for extraordinary efforts beyond the normal scope of duties. Such remuneration must not exceed an amount corresponding to 30 per cent of fixed annual cash salary. Decisions regarding such remuneration are determined by the Board, based on a recommendation by the Remuneration Committee. Other benefits may include life insurance, health insurance and a company car. Total premiums and other costs arising from such benefits must not exceed 10 per cent of fixed annual cash salary.

With regard to employment relationships governed by regulations other than Swedish, insofar as pension benefits and other benefits are concerned, appropriate adjustments shall be made to comply with such mandatory rules or established local practice, whereby the overall aims of these guidelines shall be met to the extent possible.

### Variable remuneration programme

Variable cash remuneration shall be linked to pre-determined and measurable criteria that may be financial or non-financial. The criteria may also comprise personalised quantitative or qualitative goals. The criteria shall be designed to promote the company's business strategy and long-term interests, including its sustainability, by having a clear connection with the business strategy, for example, or by promoting the executive's long-term development. At the end of the period for measuring the fulfilment of criteria for payment of variable cash remuneration, the extent to which the criteria have been met shall be assessed/determined. The Remuneration Committee is responsible for the assessment. In regard to financial targets, the assessment shall be based on the company's most recently available financial information. Within the framework of the variable remuneration programme, a total of 9.1 (6.0) million SEK was paid out to senior executives.

### Termination of employment

In the event of termination by the company, the Chief Executive Officer is entitled to a notice period of 12 months, and a maximum period of six months shall apply to all other senior executives. In the event of termination by the company, in addition to their fixed cash salary during the notice period, senior executives are entitled to severance pay in an amount corresponding to between three and twelve fixed monthly cash salaries. In the event of termination by the executive, the maximum period of notice is six months with no entitlement to severance pay. In addition, any loss of income arising from non-compete restrictions shall be compensated to the extent the former executive is not entitled to severance pay. The compensation shall not exceed 60 per cent of the cash salary (including both fixed cash salary and variable remuneration) at the termination date, or the average monthly cash salary (including both fixed cash salary and variable remuneration) for twelve months prior to termination of the employment, unless compulsory collective agreement provisions apply, and shall be paid for the duration of the non-compete restrictions, which shall be a maximum of 12 months after the employment has ended. The compensation shall be reduced by an amount corresponding to the income the person receives from other sources of income, from either employment or other independent activities. Any exceptions to the above are determined on a case-by-case basis by the Board.

### Remuneration guidelines

When preparing the Board's proposal for remuneration guidelines, salaries and terms of employment for the company's employees were taken into account by including information about employees' remuneration packages, remuneration components, remuneration increases and rate of increase over time in the deci-

sion-making process of the Remuneration Committee and the Board when evaluating whether the guidelines and limitations set out herein are reasonable. The change in the gap between the remuneration of senior executives and other employees will be presented in the remuneration report.

### Decision-making process

The Board has established a Remuneration Committee. The Committee's tasks include preparing the Board's decision on proposed remuneration guidelines for senior executives. The Board shall prepare a proposal for new guidelines at least every four years and present it to the AGM for adoption. The guidelines shall apply until the AGM adopts new guidelines. The Remuneration Committee shall also monitor and evaluate programmes for variable remuneration for management, the application of remuneration guidelines for senior executives and the remuneration structures and levels applied by the company. The Remuneration Committee's members are independent of the company and its management. Insofar as they are affected by these matters, the Chief Executive Officer or other people in management do not attend Board meetings when remuneration matters are being discussed or decided.

### Deviation from the guidelines

The Board may decide to temporarily deviate from the guidelines, in whole or in part, if there are special reasons for doing so in an individual case and a deviation is necessary to protect the long-term interests of the company, including its sustainability, or to ensure the company's financial viability. As stated above, the Remuneration Committee's tasks include preparing the Board's decisions on remuneration matters, which includes decisions to deviate from the guidelines. There were no deviations from the guidelines during the year.

### Incentive programmes

The company has long-term incentive programmes in the form of warrant programmes for members of the Management Team and other key people in the Group. Decisions regarding incentive programmes are made at the AGM. Refer also to Section 18 of the 2023 AGM minutes:

[ambea.se/wp-content/uploads/2023/05/Ambea-AGM-2023-General-meeting-minutes-EXE-exkl.-rostlangd-inkl-bilagor.pdf](https://ambea.se/wp-content/uploads/2023/05/Ambea-AGM-2023-General-meeting-minutes-EXE-exkl.-rostlangd-inkl-bilagor.pdf)

### Warrant programme

The company already has two warrant programmes, from 2021 and 2022. A decision to introduce a new warrant programme was made at the 2023 AGM. The value of Ambea's warrant programme is calculated using the Black-Scholes model. Premiums for warrants are otherwise recognised as a capital contribution in equity in the consolidated accounts, and as share premium reserve in legal entities. Subscription of shares on the basis of warrants issued is recognised as a rights issue in equity.

The subscription price for the 2021 programme was SEK 77.90. Each warrant entitles the holder to subscribe for one new share in Ambea during two periods: for two weeks from the date of publication of the interim report for the 1 January–31 March period of 2024, and for two

weeks from the date of publication of the interim report for the 1 January–30 September period of 2024. However, subscription may not take place after 30 November 2024. The maximum profit on the exercise of warrants is limited to SEK 77.90 per warrant.

The subscription price for the 2022 programme was SEK 56.20. Each warrant entitles the holder to subscribe for one new share in Ambea during two periods: for two weeks from the date of publication of the interim report for the 1 January–31 March period of 2025, and for two weeks from the date of publication of the interim report for the 1 January – 30 September period of 2025. However, subscription may not take place after 30 November 2025. The maximum profit on the exercise of warrants is limited to SEK 56.20 per warrant.

The subscription price for the 2023 programme was SEK 42.50. Each warrant entitles the holder to subscribe for one new share in Ambea during two periods: for two weeks from the date of publication of the interim report for the 1 January–31 March period of 2026, and for two weeks from the date of publication of the interim report for the 1 January–30 September period of 2026. However, subscription may not take place after 30 November 2026. The maximum profit on the exercise of warrants is limited to SEK 42.50 per warrant.

### WARRANT PROGRAMME

No. of shares	2021	Allotted per plan			Allotted per plan		
		2022	2023	31 Dec 2023	2021	2022	31 Dec 2022
Maximum allotment	956,148	944,000	895,627	2,795,775	956,148	944,000	1,900,148
Subscribed	360,663	350,717	327,134	1,038,514	360,663	350,717	711,380
Repurchased	-29,841	-19,500	0	-49,341	-23,341	-6,500	-29,841
<b>At 31 December</b>	<b>330,822</b>	<b>331,217</b>	<b>327,134</b>	<b>989,173</b>	<b>337,322</b>	<b>344,217</b>	<b>681,539</b>

### NOTE G8 Depreciation, amortisation and impairment of assets

SEK million	2023	2022
Customer contracts and customer relationships	-86	-101
Other intangible assets	-9	-9
Buildings	-1	0
Leasehold improvements	-39	-38
Equipment, tools, fixtures and fittings	-52	-70
Right-of-use assets	-1,110	-983
<b>Total</b>	<b>-1,297</b>	<b>-1,201</b>

### NOTE G9 Net financial items

SEK million	2023	2022
<b>Financial income</b>		
Interest income from other financial assets	-	-
<b>Total financial income</b>	<b>-</b>	<b>-</b>
<b>Financial expenses</b>		
Interest expense using effective interest method related to liabilities to credit institutions measured at amortised cost	-93	-55
Interest expense using effective interest method related to lease liabilities measured at amortised cost	-296	-265
Bank charges	-24	-25
Accrual of financing costs	-6	-11
Exchange rate differences, net	3	-5
<b>Total financial expenses</b>	<b>-416</b>	<b>-361</b>
<b>Total recognised in net financial items</b>	<b>-416</b>	<b>-361</b>

## NOTE G10 Tax

### TAX EXPENSE FOR THE YEAR

SEK million	2023	2022
<b>Current tax expense</b>		
Current tax expense	-133	-119
<b>Total current tax expense</b>	<b>-133</b>	<b>-119</b>
<b>Deferred tax expense</b>		
Deferred tax concerning temporary differences	-9	-8
Dissolution/capitalisation of tax loss carry-forwards	32	11
<b>Total deferred tax expense</b>	<b>23</b>	<b>3</b>
<b>Total recognised tax expense</b>	<b>-110</b>	<b>-116</b>

### RECONCILIATION OF EFFECTIVE TAX RATE

SEK million	2023		2022	
Profit before tax		565		482
Tax according to applicable tax rate	20.6%	-116	20.6%	-99
Non-deductible expenses	0.2%	-1	1.5%	-7
Tax in respect of previous periods	-1.4%	8	1.5%	-7
Tax exempt income	0%	-	-2.1%	10
Tax rate differences	0.2%	-1	0.2%	-1
Deficit for which tax has not been recognised	0%	-	2.5%	-12
<b>Recognised effective tax</b>	<b>19.5%</b>	<b>-110</b>	<b>24.1%</b>	<b>-116</b>

### Global minimum level of taxation for multinational enterprise groups

The Swedish Top-up Tax Act (2023:875) is based on Council Directive (EU) 2022/2523 on ensuring a global minimum level of taxation for multinational enterprise groups and large-scale domestic groups in the Union. The Act will become effective for annual reporting periods beginning after 31 December 2023.

Under the rules, companies with at least EUR 750 million in revenue must have a minimum effective tax rate of 15 per cent in each of the tax jurisdictions in which they operate, including Sweden.

Transitional relief rules have been introduced based on the Group's country-for-country reporting of tax. If the criteria are met, no top-up tax will apply for the tax jurisdiction and no complete top-up tax calculation will be required.

The Group has consolidated revenue of more than EUR 750 million. Based on the preliminary country-for-country reporting for 2023, the company assesses that the criteria for applying transitional relief for 2024 will be met.

The top-up tax is not therefore deemed to have any monetary consequences for the Group for 2024.

### Top-up tax, deferred items

Under amendment 88A of IAS 12 – Income Taxes, which was introduced in May 2023 and applies until further notice, deferred items related to top-up tax must be disclosed. This is an exemption from the otherwise applicable principles of accounting for deferred tax. Ambea will apply this exemption and not therefore recognise deferred items related to top-up tax to the extent they may arise.

## NOTE G11 Earnings per share

SEK million	2023	2022
Profit for the period attributable to shareholders of the Parent Company, SEK million	455	366
<b>Weighted average number of common shares</b>		
Average number of shares before dilution, thousands	89,765	94,127
Warrant and matching share plan, thousands	0	0
Average number of shares after dilution, thousands	89,765	94,127
Earnings per share before dilution, SEK	5.07	3.89
Earnings per share after dilution, SEK	5.07	3.89

**NOTE G12 Intangible assets**

SEK million	Goodwill		Customer contracts and customer relationships		Other intangible assets	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>						
Opening balance	7,095	6,817	1,696	1,648	80	72
Business combinations	-	198	-	40	-	-
Other acquisitions	-	-	-	-	10	8
Sales and disposals	-	-1	-	-	-1	0
Exchange rate differences for the year	-89	81	-8	8	-1	0
<b>Closing balance</b>	<b>7,006</b>	<b>7,095</b>	<b>1,688</b>	<b>1,696</b>	<b>88</b>	<b>80</b>
<b>Accumulated amortisation and impairment</b>						
Opening balance	-	-	-1,312	-1,207	-54	-45
Amortisation for the year	-	-	-86	-102	-9	-9
Exchange rate differences for the year	-	-	6	-3	0	0
<b>Closing balance</b>	<b>-</b>	<b>-</b>	<b>-1,392</b>	<b>-1,312</b>	<b>-63</b>	<b>-54</b>
<b>Closing balance total</b>	<b>7,006</b>	<b>7,095</b>	<b>296</b>	<b>384</b>	<b>25</b>	<b>26</b>

**Goodwill impairment testing**

Goodwill is measured as cost less any accumulated impairment losses. An asset with an indefinite useful life (goodwill) is tested at least once annually for impairment, or whenever there is an indication of impairment. Goodwill is monitored by management at business segment level, which means that goodwill is tested for impairment at division level. The cash generating units identified are therefore Vardaga, Nytida, Stendi, Altiden and Klara.

The impairment test determines whether the recoverable amount of the cash generating units exceeds their carrying amount. If the carrying amount exceeds the recoverable amount, an impairment is recognised as a loss on the income statement.

The recoverable amounts of the cash generating units are calculated as value in use based on management's five-year forecast for net cash flow, where the key assumptions are income, operating profit (EBITA), working capital and investments in already approved start-ups (Own Management pipeline). Future acquisitions were not including in the impairment test. The first year of the forecast period is based on budget, which is prepared bottom-up; the next four years are based on business plans per operational area. The same method as in previous years is used for all cash-generating units.

The discount rate used is the weighted average pre-tax cost of capital (WACC), which is 10.9–15.6 per cent (13.4–17.4) for the individual cash generating units. The WACC applied in the annual impairment test was slightly lower year-on-year, mainly due to a market-level adjustment. The long-term growth rate from year 5 has been assumed to be 2.0 per cent (1.0).

The testing showed no indication of impairment. Sensitivity analyses of the calculations show that a 1 percentage point increase in the discount rate would indicate no impairment loss. A 1 percentage point decrease in the operating margin would indicate a potential impairment loss (SEK 50–100 million) in the Altiden segment.

**METRICS**

	WACC (before tax) %		Perpetual growth %	
	2023	2022	2023	2022
Nytida	10.9	13.9	2.0	1.0
Vardaga	11.7	14.2	2.0	1.0
Stendi	11.9	13.4	2.0	1.0
Altiden	11.0	14.0	2.0	1.0
Klara	15.6	17.4	2.0	1.0

**GOODWILL PER CASH GENERATING UNIT**

SEK million	31 Dec 2023	31 Dec 2022
Nytida	3,289	3,289
Vardaga	1,746	1,746
Stendi	1,205	1,291
Altiden	530	533
Klara	236	236
<b>Total</b>	<b>7,006</b>	<b>7,095</b>

**NOTE G13 Tangible assets**

SEK million	Buildings and land		Leasehold improvements		Equipment, tools, fixtures and fittings		Total	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>								
Opening balance	33	-1	301	329	400	354	734	682
Business combinations	-	-	-	1	-	1	-	2
Other acquisitions	-	-	42	26	38	69	80	95
Sales and disposals	-	-	-5	-55	-40	-34	-45	-89
Reclassifications	2	34	-	-2	-27	5	-25	37
Exchange rate differences for the year	-2	-	-1	2	-2	5	-5	7
<b>Closing balance</b>	<b>33</b>	<b>33</b>	<b>337</b>	<b>301</b>	<b>369</b>	<b>400</b>	<b>739</b>	<b>734</b>
<b>Accumulated amortisation and impairment</b>								
Opening balance	1	1	-155	-161	-239	-204	-393	-364
Sales and disposals	-	-	4	54	40	27	44	81
Reclassifications	-	-	-	3	6	-3	6	0
Amortisation for the year	-1	-	-39	-51	-52	-57	-92	-108
Exchange rate differences for the year	1	-	-	-	1	-2	2	-2
<b>Closing balance</b>	<b>1</b>	<b>1</b>	<b>-190</b>	<b>-155</b>	<b>-244</b>	<b>-239</b>	<b>-433</b>	<b>-393</b>
<b>Closing balance total</b>	<b>34</b>	<b>34</b>	<b>147</b>	<b>146</b>	<b>125</b>	<b>161</b>	<b>306</b>	<b>341</b>

The tax assessment value for buildings and land is zero. The properties are tax-exempt because they house care facilities.

**TANGIBLE ASSETS HELD FOR SALE**

SEK million	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>		
Opening balance	2	60
Business combinations	-	33
Other acquisitions	-	2
Sales and disposals	-	-32
Disposal in connection with divestment of subsidiaries	-	-27
Reclassifications	-2	-34
Exchange rate differences for the year	-	0
<b>Closing balance, costs</b>	<b>0</b>	<b>2</b>
<b>Accumulated depreciation</b>		
Opening balance	0	0
Amortisation for the year	-	-
<b>Closing balance depreciation</b>	<b>0</b>	<b>0</b>
<b>Closing balance, tangible assets held for sale</b>	<b>0</b>	<b>2</b>

Relates to properties for sale. There was no indication of impairment in either the initial or subsequent recognition of assets held for sale due to fair value less selling expenses falling below the carrying amount.

In 2023, 0 properties (15) were divested for a total of SEK 0 million (124).

**NOTE G14 Non-current receivables, participations in housing cooperative associations and other receivables**

SEK million	31 Dec 2023	31 Dec 2022
<b>Non-current receivables and participations in housing cooperative associations</b>		
Deposits	18	17
Investments in housing cooperative associations	88	95
Other	7	9
<b>Total</b>	<b>113</b>	<b>121</b>
<b>Change in non-current receivables for the year</b>		
Opening balance	121	117
Value change, housing cooperative associations	-4	-2
Divestment, housing cooperative associations	-3	-
Additional deposits	1	5
Other	-2	1
<b>Closing balance</b>	<b>113</b>	<b>121</b>

SEK million	31 Dec 2023	31 Dec 2022
<b>Other receivables classified as current assets</b>		
Employee advances	2	1
Tax account	9	12
Compensation for sick pay costs	6	5
VAT and payroll tax payable	10	32
Other receivables	66	68
<b>Total</b>	<b>93</b>	<b>118</b>

**NOTE G15 Prepaid expenses and accrued income**

SEK million	31 Dec 2023	31 Dec 2022
Prepaid rents	313	293
Accrued income	18	21
Prepaid lease payments	-	3
Prepaid personnel costs	1	1
Prepaid financial expenses	27	8
Other prepaid expenses	47	35
<b>Total</b>	<b>406</b>	<b>361</b>

## NOTE G16 Equity

### Share capital and other contributed capital

#### Share capital

At 31 December 2023, the registered share capital amounted to 89,562,698 shares. All shares are fully paid up and no shares are reserved for transfer of ownership. All shares entitle the owner to dividends. Each share carries one vote. The quotient value is SEK 0.026 (0.025).

No. of shares	2023	2022
At 1 January	94,617,996	94,617,996
At 31 December	89,562,698	94,617,996

During the year, 5,055,298 repurchased shares were cancelled, as authorised by the 2023 AGM. At the balance-sheet date, the company owned no own shares. Under 2024, Ambea is planning to implement a share buyback programme in order to optimise the company's capital structure. The aim is to repurchase a maximum of 3,000,000 shares during the period up to the 2024 AGM.

#### Other capital contributions

Other capital contributions consist of capital contributed by the company's owners, such as share premiums and shareholder contributions received.

#### Reserves

##### Translation reserve

The translation reserve comprises all exchange-rate differences arising from translation of the financial statements of foreign operations that prepared their financial statements in a currency other than SEK.

#### Hedging reserve

Currency effects on foreign currency loans used to hedge net investments in foreign operations are recognised in the hedging reserve. Ambea applies hedge accounting for the Group's purchased interest rate swap. The effective portion of the value change is recognised in the hedging reserve.

#### Cash flow hedge reserve

Ambea applies hedge accounting for the Group's purchased interest rate cap. The effective portion of the value change is recognised in the cash flow hedge reserve.

#### Retained earnings, including profit for the year

Retained earnings, including profit for the year, include profits earned in the Parent Company and its subsidiaries.

#### Dividends

The Board proposes a dividend corresponding to SEK 1.50 per share. At the balance-sheet date, the number of shares was 89,562,698.

### SPECIFICATION OF RESERVES IN EQUITY

SEK million	Translation reserve		Hedging reserve		Cash flow hedge reserve		Total	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
Opening balance	-9	-50	15	16	32	0	38	-34
<b>Cash flow hedges, recognised in other comprehensive income</b>								
Fair value, interest rate swaps	-	-	-10	12	-	-	-10	12
Fair value, interest rate caps	-	-	-	-	-29	41	-29	41
<b>Cash flow hedges, profit/loss for the period</b>	-	-	<b>-10</b>	<b>12</b>	<b>-29</b>	<b>41</b>	<b>-39</b>	<b>53</b>
Tax on fair value changes	-	-	2	-2	6	-9	8	-11
<b>Net investments in foreign currency, recognised in other comprehensive income</b>								
Change from translation for the period	-70	41	-	-	-	-	-70	41
<b>Net investment hedge, recognised in other comprehensive income</b>								
Change in fair value	-	-	34	-14	-	-	34	-14
<b>Net investment hedge, profit/loss for the period</b>	<b>-70</b>	<b>41</b>	<b>34</b>	<b>-14</b>	<b>-</b>	<b>-</b>	<b>-36</b>	<b>27</b>
Tax on net investment hedge	-	-	-8	3	-	-	-8	3
<b>Closing balance</b>	<b>-80</b>	<b>-9</b>	<b>34</b>	<b>15</b>	<b>9</b>	<b>32</b>	<b>-38</b>	<b>38</b>

### NOTE G17 Interest-bearing liabilities

SEK million	31 Dec 2023	31 Dec 2022
<b>Non-current liabilities</b>		
Liabilities to credit institutions	1,423	2,403
Non-current lease liabilities	7,546	7,155
Other non-current liabilities	–	18
<b>Total non-current interest-bearing liabilities</b>	<b>8,969</b>	<b>9,576</b>
<b>Current liabilities</b>		
Commercial papers	739	458
Current lease liabilities	1,037	943
<b>Total non-current interest-bearing liabilities</b>	<b>1,776</b>	<b>1,401</b>
<b>Total interest-bearing liabilities</b>	<b>10,745</b>	<b>10,977</b>

Terms, information about interest risk exposure and risk of exchange rate fluctuations as well as payback periods are presented in Note G25 Financial risks and financial policies. No collateral for bank loans in the company's participations in subsidiaries was issued in 2022 or 2023. Leased assets of SEK 211 million (131) were provided as collateral for the finance lease liabilities.

### NOTE G18 Credit facility

SEK million	31 Dec 2023	31 Dec 2022
Credit facility utilised	1,423	2,403
Credit facility granted	4,000	4,000
Unutilised amount	2,577	1,597

### NOTE G19 Other non-interest-bearing liabilities

SEK million	31 Dec 2023	31 Dec 2022
<b>Other non-current liabilities</b>		
Contingent consideration	–	14
<b>Total</b>	<b>–</b>	<b>14</b>
<b>Other current liabilities</b>		
Contingent consideration	–	20
Withholding tax	179	181
VAT liability	9	5
Tax account	0	2
Other liabilities	7	23
<b>Total</b>	<b>195</b>	<b>231</b>

**NOTE G20 Pensions**

**The Group’s pension plans**

The Group’s employees and their survivors may be covered by both defined-contribution and defined-benefit pension plans. These plans can include retirement pension, medical pension and survivor’s pension.

A defined-contribution pension plan is a pension plan where the Group’s obligations are limited to the fixed contributions paid to the relevant insurer (a fund or insurance company). The Group has no legal or constructive obligations to pay further contributions.

In a defined-benefit pension plan, the premium is calculated based on several metrics such as age, earnings history, length of service and other factors. The premium paid must be sufficient to meet the promised benefits.

In Norway, there is a defined-benefit KLP pension plan. Pension obligations are secured through pension insurance in Kommunal Landspensjonskasse (KLP). The plan assets in Norway consist entirely of insurance in KLP.

In Denmark, employees are covered by a labour market pension based on a collective agreement, linked to job function and area of work. The insurance companies that manage occupational pension assets are AP Pension, Pensions/Euro Accident, Pensam and PKA. Pension premiums vary depending on the collective agreement covering the employee, but lie between 12–15 per cent of salaries and are defined-contribution plans.

Sweden has both defined-contribution and defined-benefit pension plans. Workers in Sweden are covered by the Avtalspension SAF-LO plan, which is a defined-contribution pension plan based on collective agreements with several employers in a range of sectors. Salaried employees in Sweden are essentially covered by the ITP plan, which is also based on collective agreements

with several employers in a range of sectors. The ITP plan has two parts, ITP 1 (defined-contribution), and ITP 2 (defined-benefit). There are also pension obligations in municipal pension plans, in all material respects, for former employees.

The ITP 2 plan comprises a retirement pension and a family pension and for salaried employees in Sweden, is secured through insurance in Alecta. Defined-benefit pension obligations for the municipal pension plans are secured through our own pension foundation.

For the 2023 financial year, the company did not have access to information that would make it possible to recognise this plan as a defined-benefit plan. Pension obligations under ITP 2 are secured through insurance in Alecta, and therefore recognised as a defined-contribution plan. At the end of December 2023, Alecta’s surplus in the form of its collective consolidation ratio was 158 per cent (172). The collective consolidation ratio consists of the market value of Alecta’s assets as a percentage of its insurance commitments calculated in accordance with Alecta’s actuarial assumptions, which are not consistent with IAS 19. If Alecta’s collective consolidation ratio falls below 125 per cent or exceeds 175 per cent, measures must be taken to create the conditions for the consolidation ratio to return to the normal range. At low consolidation, one measure could be to raise the agreed price for new subscriptions and extend existing benefits. Alecta’s surplus can be distributed to policy holders and/or the insured. At high consolidation, one measure could be to introduce premium reductions.

The plan assets in Sweden consist of fund units pertaining to interest-bearing assets, 56 per cent (50), alternative investments, 0 per cent (6), cash and cash equivalents, 2 per cent (0) and foreign and Swedish shares, 42 per cent (44). Alecta no longer reports the distribution of Swedish and foreign shares. The fund units have quoted

prices at which buybacks can be effected via the fund manager. The defined-benefit pensions expose the Group to various risks, including risks attributable to life expectancy, salary level, etc, which affect the company’s pension obligations. Any change in the assumptions applied will affect the carrying amount of the pension obligations. The present value of pension obligations is dependent on a number of factors determined by a number of assumptions. The weighted average maturity (duration) of the defined-benefit pension liability is about 10 years (10) in Sweden. Expected pension payments into the Swedish defined-benefit plan amount to SEK 3 million (0).

Expected contributions to the Norwegian defined-benefit plan are SEK 28 million (31).

Information about costs for defined-benefit and defined-contribution plans for the Group, and pension liabilities, is presented below.

**NET PENSION COSTS**

SEK million	2023	2022
Service cost during the period	-17	-25
Net interest income	-7	-4
<b>Pension cost in defined-benefit pensions in profit for the year</b>	<b>-24</b>	<b>-29</b>
Pension cost in defined-benefit pensions in profit for the year <sup>1</sup>	-392	-410
<b>Pension cost in profit for the year</b>	<b>-392</b>	<b>-410</b>
Remeasurement of defined-benefit pensions recognised in other comprehensive income	22	1
<b>Pension cost in comprehensive income for the period</b>	<b>-394</b>	<b>-438</b>

**NET DEFINED-BENEFIT PENSION LIABILITY**

SEK million	31 Dec 2023	31 Dec 2022
<b>Sweden</b>		
Present value of pension liability	60	55
Fair value of plan assets	-60	-54
Net pension liability (+)/asset (-)	-	1
<b>Norway</b>		
Present value of pension liability	200	210
Fair value of plan assets	-207	-182
Net pension liability (+)/asset (-)	-7	28
<b>Net pension liability (+) /asset (-) on the balance sheet</b>	<b>-7</b>	<b>29</b>
<b>Of which reported as pension asset</b>	<b>-22</b>	<b>-</b>
<b>Of which reported as pension liability</b>	<b>15</b>	<b>29</b>

<sup>1</sup> Costs for defined-contribution plans include amounts pertaining to defined-contribution plans and multi-employer defined-benefit plans and, under IAS 19, these are recognised as defined-contribution plans.

### CHANGE IN PENSION LIABILITY

SEK million	31 Dec 2023	31 Dec 2022
Opening balance, pension liability	266	243
Service cost during the period	17	25
Interest expense	9	5
Pension payments	-5	-5
Payroll tax paid	-1	3
Actuarial gain-/loss+	-6	-7
Exchange rate differences	-20	2
<b>Closing balance, pension liability</b>	<b>260</b>	<b>266</b>

### CHANGE IN FAIR VALUE OF PLAN ASSETS

SEK million	31 Dec 2023	31 Dec 2022
Opening balance, plan assets	237	227
Actuarial gain-/loss+	12	-11
Return exceeding interest income	8	4
Payments from employer	27	15
Payments	-3	-3
Exchange rate differences	-14	5
<b>Closing balance, plan assets</b>	<b>267</b>	<b>237</b>

### SIGNIFICANT ACTUARIAL ASSUMPTIONS

%	Sweden		Norway	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
Discount rate	3.1	3.8	3.7	3.2
Expected return on pension capital	3.1	3.8	3.7	3.2
Salary increases	2.2	2.5	3.8	3.8
Annual increase in income base amounts	2.2	2.5	3.5	3.5
Inflation	1.7	2.0	2.3	2.0
Employee turnover	5.0	5.0	- <sup>1</sup>	-2
Special payroll tax/employer contributions	24.3	24.3	14.1	14.1
Average life expectancy	Mortality study, DUS14 Salaried employees	Mortality study, DUS14 Salaried employees	K2013	K2013

### SENSITIVITY ANALYSIS OF PENSION LIABILITY

Assumption	Change in assumption		Liability change, SEK million	
Discount rate	0.25% (0.25%)	-0.25% (-0.25%)	-2 (-2)	2 (2)

The sensitivity analysis has been performed by changing one actuarial assumption, while the other assumptions remain unchanged. The method shows the sensitivity of the liability to an individual assumption. This is a simplified approach, since the actuarial assumptions are usually correlated.

### NOTE G21 Other provisions

SEK million	31 Dec 2023	31 Dec 2022
Opening provisions for loan loss reserve and other provisions	120	192
Exchange rate differences	-7	6
Other provisions for the year	3	-
Unutilised amounts reversed	-	-2
Utilised during the year	-30	-76
<b>Closing provisions for loan loss reserve and other provisions</b>	<b>86</b>	<b>120</b>

In 2021, Ambea made a provision to cover additional claims from previously engaged consultants against Ambea's Norwegian company. The amount set aside in 2021 was SEK 145 million. At 31 December 2023, the provision amounted to SEK 81 million.

<sup>1</sup> No data is available for Norway.

**NOTE G22 Deferred tax assets and liabilities**

SEK million	Opening balance	Opening balance adjustment	Adjusted opening balance	Recognised in profit or loss	Recognised in equity	Business acquisitions /divestments	Translation	Closing balance
<b>Deferred tax assets</b>								
<b>31 Dec 2023</b>								
Loss carry-forwards	14	-	14	32	-	-	1	47
Pensions	7	-	7	-2	-5	-	-	0
Leases	55	-	55	18	-	-	-	73
Provisions	24	-	24	-6	-	-	-	18
Machinery and equipment	5	-	5	-1	-	-	-	4
Leasehold improvements	6	-	6	1	-	-	-	7
Other	2	-	2	-2	-	-	-	-
Hedging reserve	-8	-	-8	-	8	-	-	-
<b>Total</b>	<b>105</b>	<b>-</b>	<b>105</b>	<b>40</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>149</b>
<b>31 Dec 2022</b>								
Loss carry-forwards	16	-	16	11	-14	-	1	14
Pensions	5	-	5	2	-	-	-	7
Leases	39	-	39	16	-	-	-	55
Provisions	45	-	45	-21	-	-	-	24
Machinery and equipment	5	-	5	-	-	-	-	5
Leasehold improvements	4	-	4	2	-	-	-	6
Other	2	-	2	-	-	-	-	2
Hedging reserve	0	-	0	-	-8	-	-	-8
<b>Total</b>	<b>116</b>	<b>-</b>	<b>116</b>	<b>10</b>	<b>-22</b>	<b>-</b>	<b>1</b>	<b>105</b>
<b>Deferred tax liabilities</b>								
<b>31 Dec 2023</b>								
Intangible assets	-87	-3	-90	18	-	-	-	-72
Machinery and equipment	-7	-	-7	-2	-	-	-	-9
Hedging reserve	-2	-	-2	-	-9	-	-	-11
Tax allocation reserve	-104	-	-104	-33	-	-	-	-137
Non-current receivables	-13	-	-13	-	-	-	-	-13
Properties	-7	3	-4	-	-	-	-	-4
<b>Total</b>	<b>-220</b>	<b>-</b>	<b>-220</b>	<b>-17</b>	<b>-9</b>	<b>-</b>	<b>-</b>	<b>-246</b>
<b>31 Dec 2022</b>								
Intangible assets	-107	-	-107	21	-	-8	-2	-87
Machinery and equipment	-	-	-	-	-7	-	-	-7
Hedging reserve	-2	-	-2	-	-	-	-	-2
Tax allocation reserve	-76	-	-76	-29	-	1	-	-104
Non-current receivables	-13	-	-13	-	-	-	-	-13
Properties	-7	-	-7	-	-	-	-	-7
<b>Total</b>	<b>-196</b>	<b>-</b>	<b>-196</b>	<b>-8</b>	<b>-7</b>	<b>-7</b>	<b>-2</b>	<b>-220</b>

### DISCLOSURES LEASES GROSS ACCOUNTING 2023

SEK million	Amount at 1 January	Opening balance adjustment	Adjusted opening balance	Recognised in profit or loss	Recognised in equity	Business acquisitions/divestments	Translation	Amount at 31 December
Deferred tax assets	1,668	-	1,668	100	-	-	-	1,768
Deferred tax liabilities	-1,613	-	-1,613	-83	-	-	-	-1,696
<b>Total</b>	<b>55</b>	<b>-</b>	<b>55</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72</b>

### DISCLOSURES LEASES GROSS ACCOUNTING 2022

SEK million	Amount at 1 January	Opening balance adjustment	Adjusted opening balance	Recognised in profit or loss	Recognised in equity	Business acquisitions/divestments	Translation	Amount at 31 December
Deferred tax assets	1,493	-	1,493	176	-	-	-	1,668
Deferred tax liabilities	-1,454	-	-1,454	-160	-	-	-	-1,613
<b>Total</b>	<b>39</b>	<b>-</b>	<b>39</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55</b>

### NOTE G23 Accrued expenses and deferred income

SEK million	31 Dec 2023	31 Dec 2022
Holiday pay, including social security contributions	485	502
Accrued personnel costs, excluding holiday pay	500	496
Care charges invoiced in advance	85	99
Rent allocations	48	59
Accrued interest expense	14	1
Accrued consulting and audit costs	9	9
Other items	76	79
<b>Total</b>	<b>1,217</b>	<b>1,245</b>

**NOTE G24 Fair value measurement of financial assets and liabilities**

The following table presents the Group’s financial assets and liabilities, measured at carrying amount and fair value respectively, classified into categories under IFRS 9. The carrying amounts of current receivables and liabilities are considered a reasonable estimate of their fair value, which is why these amounts are consistent in the table below.

**Accounts receivable and accounts payable**

Given the short maturities of accounts receivable and accounts payable, the carrying amount is deemed to reflect the fair value.

**Fair value of financial instruments in the fair value hierarchy**

Ambee applies the following hierarchy for the fair value measurement of financial instruments:

- **Level 1** – Listed prices (unadjusted) on active markets for identical assets or liabilities. This level includes Eligible treasury bills, Bonds and Other interest-bearing securities. Remeasurement is recognised in Net financial items.
- **Level 2** – Observable data for assets or liabilities other than quoted prices included in Level 1, either directly (i.e. as price quotations) or indirectly (i.e. derived from price quotations). This level includes derivative instruments that are recognised under Other current assets or Other current liabilities.
- **Level 3** – Data for assets or liabilities that are not based on observable market data. Participations in tenant-owner associations are measured using the price trend for tenant-owned apartments in the area, with adjustments for the specific conditions that apply to Ambee’s apartments. Contingent consideration liabilities measured at fair value based on management’s best estimate of possible outcome.

**CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES**

SEK million	Financial assets at fair value through other comprehensive income		Financial assets measured at amortised cost		Financial liabilities at amortised cost		Financial liabilities at fair value through profit and loss		Total carrying amount		Total fair value	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Derivative instruments	17	56	-	-	-	-	-	-	17	56	17	56
Investments in housing cooperative associations	88	95	-	-	-	-	-	-	88	95	88	95
Non-current receivables	-	-	25	25	-	-	-	-	25	25	25	25
Accounts receivable	-	-	1,278	1,180	-	-	-	-	1,278	1,180	1,278	1,180
Accrued income	-	-	19	22	-	-	-	-	19	22	19	22
Cash and cash equivalents	-	-	6	259	-	-	-	-	6	259	6	259
Other receivables	-	-	66	68	-	-	-	-	66	68	66	68
<b>Total assets</b>	<b>105</b>	<b>151</b>	<b>1,394</b>	<b>1,554</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,499</b>	<b>1,705</b>	<b>1,499</b>	<b>1,705</b>
Non-current interest-bearing liabilities	-	-	-	-	1,423	2,421	-	-	1,423	2,421	1,423	2,421
Non-current interest-bearing liabilities	-	-	-	-	739	458	-	-	739	458	739	458
Accounts payable	-	-	-	-	402	320	-	-	402	320	402	320
Current contingent consideration	-	-	-	-	-	-	-	34	-	34	-	34
Other non interest-bearing liabilities	-	-	-	-	7	23	-	-	7	23	7	23
Accrued expenses	-	-	-	-	574	569	-	-	483	569	483	569
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,144</b>	<b>3,790</b>	<b>-</b>	<b>34</b>	<b>3,144</b>	<b>3,824</b>	<b>3,144</b>	<b>3,824</b>

Ambea has borrowings/loans in Swedish, Norwegian and Danish kronor and is thereby exposed to interest-rate risk. According to the company's financial policy, at least 50 per cent of the interest-rate risk should be hedged. To reduce the company's interest-rate risk, the company has purchased interest-rate derivatives, and the remaining terms are 1–31 months. In total, about 60 per cent of the interest-rate risk was hedged with interest-rate derivatives

at the balance-sheet date. Derivatives are classified as Level 2 assets in the fair value hierarchy. The change in fair value of the interest-rate cap and interest-rate swap was recognised in other comprehensive income. Ambea uses the standard report of issuing banks for the market valuation of purchased interest-rate derivatives. The valuation is based on the bank's standard pricing model and methodology. The valuation is based on the bank's average price.

SEK million	Level 1		Level 2		Level 3		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
<b>31 Dec 2021</b>								
<b>Financial assets</b>								
Interest-rate derivatives	-	-	17	56	-	-	17	56
Investments in housing cooperative associations	-	-	-	-	88	95	88	95
<b>Total</b>	-	-	<b>17</b>	<b>56</b>	<b>88</b>	<b>95</b>	<b>105</b>	<b>151</b>
<b>Financial liabilities</b>								
Contingent consideration	-	-	-	-	-	34	-	34
<b>Total</b>	-	-	-	-	-	<b>34</b>	-	<b>34</b>

**CONTINGENT CONSIDERATION**

SEK million	31 Dec 2023	31 Dec 2022
Opening balance	34	53
Acquisitions	-	33
Paid	-10	-10
Change in value in profit or loss	-24	-43
Adjustment of acquisition analysis	-	1
<b>Closing balance</b>	-	<b>34</b>

**NOTE G25 Financial risks and financial policies**

**Financial risks and financial policies**

Financial assets in Ambea mainly comprise accounts receivable arising from the delivery of care services, and cash and cash equivalents. The Group's financial liabilities consist largely of loans raised, mainly to finance acquisitions and, to a lesser extent, to finance the Group's net working capital.

The financial liabilities give rise to interest rate risks. Of the Group's total bank loans, about 73 per cent (65) is hedged with interest-rate derivatives. The recognised interest rate risk relates to forecast average interest-bearing liabilities in the coming 12 months in relation to average interest-rate hedges in the coming 12 months. The company has a revolving facility agreement totalling SEK 4,000 million. Ambea has a commercial paper programme with a total credit line of SEK 3,000 million. As part of the programme, the company can issue commercial papers with terms of up to one year. The programme did not give rise to any increase in the company's liabilities, since the issued volume will always be available under the company's revolving credit facility. The central finance function in the Parent Company, under the management of the Group's CFO, is responsible for managing financial risks in the Parent Company and the Group. Policies are formulated by the finance function and adopted by the Board.

**Capital structure**

The Group's aim with respect to its capital structure is to maintain an optimal asset and capital structure over time that is well suited to the Group's operations. Capital is defined as consolidated equity, which amounted to SEK 4,920 million (4,681). The Group's capital structure target is that net debt, excluding IFRS 16 effects, in relation to EBITDA, excluding IFRS 16 effects, should not

exceed 3.25 times. However, net debt may temporarily exceed this figure by 3.25 times in connection with acquisitions, for example. At the balance-sheet date of 31 December 2023, indebtedness was 2.2 times (3.0).

**Credit risk**

The Group's financial activities entail exposure to credit risk. This primarily comprises counterparty risks in connection with claims on banks that arise from investments of cash and cash equivalents and purchases of derivative instruments.

**Cash and cash equivalents**

The Group's cash and cash equivalents consist predominantly of balances in bank accounts. Cash and cash equivalents are held in SEK, NOK and DKK and amounted to SEK 6 million (259).

**Credit risk in accounts receivable**

The risk that the company's customers do not meet their obligations – that payment is not received for accounts receivable – is a customer credit risk. Ambea's credit risks are very small. The vast majority of the Group's sales are to municipalities, for which the credit risk is deemed very small. Nor are there any major concentrations of credit risk.

**Expected loss provisioning – financial instruments covered by simplified approach**

Receivables are mainly accounts receivable for which the Group applies the simplified approach for the recognition of expected credit losses. This means that expected credit losses are reserved for their remaining maturity, which is expected to be less than one year for all receivables. The Group applies a ratings-based approach to estimate expected credit losses based on probability of default, loss given default and exposure at default. The Group has defined default as when payment of the

receivable is 90 days or more overdue, or when other factors indicate that a payment suspension exists. The Group's counterparties essentially comprise municipalities with very low credit risk. Most of the Group's counterparties have an AAA credit rating at present, which means that the risk of credit losses is considered insignificant. Some municipalities have a credit rating equivalent to AA, which the Group also considers a very low credit risk, with account for the municipal equalisation system which distributes funds between Swedish municipalities and regions. The Group has not therefore made any provisions for expected credit losses in relation to municipalities. For private customers, a provision has been made for defaults of more than 90 days.

**Expected loss provisioning – financial instruments covered by the general approach**

The financial assets covered by the general approach to expected loss provisioning are non-current receivables and cash and cash equivalents. Ambea applies a ratings-based approach combined with other known information and forward-looking factors for the assessment of expected credit losses. The Group has defined default as when payment of the receivable is 90 days or more overdue, or when other factors indicate that a payment suspension exists. If the amounts are not deemed insignificant, a provision for expected credit losses is also recognised for these financial instruments. At present, the Group assesses that no credit loss exists for these financial instruments.

**Gross credit risk exposure**

Swedish, Norwegian and Danish municipalities account for the vast majority of Ambea's sales, which means that the credit risk is very low. The high creditworthiness of municipalities emanates from their statutory right to tax municipal residents, which essentially means that they

cannot go bankrupt. From a credit perspective, their rating is therefore very high. A minor share of Ambea's sales comprises apartment rent from residents (private individuals) living in Ambea's Own Management units. Residents of units under own management are charged monthly rent and are eligible to apply for housing allowance, which also reduces Ambea's credit risk for this category of customers.

The Group has not received any pledged collateral for these net financial assets. The quality of receivables that are not overdue or impaired is considered high.

**Liquidity/borrowing risk**

Liquidity risk is the risk of the Group encountering difficulties in fulfilling its obligations in respect of financial liabilities. Ambea's liquidity risk primarily refers to the risk of being unable to obtain financing at all, or only at a significantly higher cost. In order for Ambea to expand, having credit to cover working capital needs and consideration for acquisitions is essential. Ambea's liquidity reserve comprises committed facilities totalling SEK 4,000 million (4,000). The loan agreement for the credit facilities expires on 31 October 2025. The company has an option to extend the agreement by one year, i.e. until 31 October 2026. The option can be exercised during 2024. At year-end, a total of SEK 1,423 million (2,421) had been used. During the year, Ambea issued commercial papers with an outstanding value of SEK 739 million (458) at the balance-sheet date, which means that SEK 1,838 million (1,121) is undrawn. To reduce the borrowing risk, Ambea backs up the certificate programme with undrawn funds in the committed facilities to 100 per cent. The Group has 12-month rolling liquidity planning for all Group units. Short-term liquidity planning takes the form of weekly liquidity forecasts for the coming four weeks. Any investments are to be in interest-bearing securities with low risk and high liquidity.

**Contractual terms**

Ambea's borrowing from banks is regulated by credit-facility-related covenants. Ambea's borrowing comprises the utilisation of committed overdraft facilities, a revolving credit facility, minor loans raised by companies acquired during the year and commercial papers issued. At the balance-sheet date, committed facilities in the Group and Parent Company amounted to SEK 4,000 million (4,000), of which undrawn credit amounted to SEK 2,162 million (2,879), and drawn commercial papers to SEK 739 million (458). The bank loans are floating-rate loans. The company's loan contracts have a financial covenant that the company must meet on a quarterly basis. The covenant is net debt in relation to EBITDA, both adjusted for IFRS 16 effects. During the year, the company complied with all the conditions laid down in the financing agreement.

**Maturity analysis of financial liabilities**

The table on page 92 shows the undiscounted net outflows of the financial liabilities. In calculations, the interest rate and exchange rate at the balance-sheet date have been used.

**Interest-rate risk**

Interest rate risk is the risk that market interest rates will affect cash flow or the fair value of financial assets and liabilities. For assets and liabilities with floating interest rates, a change in market rates would have a direct impact on cash flow, while for assets and liabilities at fixed interest rates the fair value would be affected instead. The Group's accounts receivable are not interest-bearing. Interest-bearing assets exist in the form of cash and cash equivalents and investment assets within the framework of defined-benefit pension plans. Interest-bearing liabilities consist of utilised overdraft facilities and issued commercial paper, to a large extent intended to finance acquisitions and to a lesser extent to finance the business. To reduce the company's

interest-rate risk, the company enters into various types of derivative instruments, such as interest rate swaps, interest rate caps, and so forth. The company's policy is to hedge at least 50 per cent of its financing through interest-rate derivatives. Assuming the same loan liabilities and interest-rate derivatives as at year-end, a change of +/- 100 basis points (1 percentage point) in the market rate would change net interest income by +/- SEK 5.5 million (10).

**Currency risk**

Ambea differentiates between two types of exposure: transaction exposure and translation exposure.

**Transaction exposure**

Ambea has virtually no transaction exposure since almost all income and expenses are denominated in the local currency of each country. At the balance-sheet date, receivables and liabilities are translated using the closing rate.

**Translation exposure**

The Group has a translation exposure arising from the translation of foreign subsidiaries' earnings and net assets into SEK. The company has translation exposure in NOK and DKK. Exposure in Norwegian net assets amounted per 31 December 2023 to NOK 1,123 million (901). The translation exposure has been hedged by taking out loans of NOK 455 million (455). The loans are valued using the closing rate. A 10 per cent stronger SEK against the NOK would have a net negative impact of about SEK 66 million (47) on equity.

At 31 December 2023, net assets in DKK amounted to DKK 146 million. The translation exposure has been hedged by taking out loans of DKK 100 million. The loan are valued using the closing rate. A 10 per cent stronger SEK against the DKK would have a net negative impact of about SEK 7 million (31) on equity.

### Hedge accounting

The Group applies hedge accounting for its net investment in a foreign operation and for the interest-rate derivatives acquired in 2022. An economic relationship is deemed to exist for the Group's hedge accounting, since the terms of the hedging instruments and the hedged items correspond with each other, and their values are therefore expected to move in the opposite direction when the underlying hedged risk changes. The effectiveness is demonstrated using critical terms (nominal amount, maturity, currency or reference rate and its determination).

### Hedging of net investment in a foreign operation

Exchange-rate gains or losses on the loan are recognised in other comprehensive income and accumulated in equity. The hedge ratio is 1:1 for the hedging since the underlying currency risk in loans and net investment is

consistent and corresponds to what is actually hedged. The Group did not recognise any ineffectiveness during the period.

### Hedging of interest-rate risk

The Group's interest-rate derivatives used to hedge floating rate loans are recognised as cash flow hedges. The effective portion of the change in fair value of these derivatives, and the time value impact of the interest rate cap, are recognised in other comprehensive income. Any adjustment is recognised in profit or loss. The hedge ratio is 1:1 for the hedging since the underlying variable interest-rate risk in derivatives and financing is consistent and corresponds to what is actually hedged. The Group did not recognise any ineffectiveness during the period. For more information about hedge accounting, refer to the tables below.

### RECOGNISED AMOUNTS FOR THE GROUP'S ACCOUNTS RECEIVABLE

	31 Dec 2023	31 Dec 2022
SEK	924	837
DKK	63	96
NOK	291	247
<b>Total</b>	<b>1,278</b>	<b>1,180</b>

### AGE ANALYSIS AND ACCOUNTS RECEIVABLE – GROUP

SEK million	Gross		Provision		Loss percentage	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
Not due accounts receivable	1,103	1,066	-	-	0%	0%
Past due accounts receivable 0–30 days	170	87	-	-	0%	0%
Past due accounts receivable 31–90 days	8	26	-3	-	-39%	0%
Past due accounts receivable 91–360 days	2	4	-2	-3	-100%	-75%
Past due accounts receivable >360 days	2	2	-2	-2	-100%	-100%
<b>Total</b>	<b>1,285</b>	<b>1,185</b>	<b>-7</b>	<b>-5</b>	<b>-1%</b>	<b>0%</b>

### FINANCIAL LIABILITIES

#### The Group's contractual and undiscounted interest payments and repayments of financial liabilities

SEK	Carrying amounts	Total payments	Within 1 year	2 years	3 years	4 years	5 years	10 years	15 years	15 years –
<b>31 Dec 2023</b>										
Revolving credit facility	825	929	52	877	-	-	-	-	-	-
Other loans from credit institutions	598	679	41	638	-	-	-	-	-	-
Commercial papers	739	739	739	-	-	-	-	-	-	-
Lease liability	8,583	10,164	1,313	1,221	1,195	1,019	880	3,376	1,046	114
Accounts payable	402	402	402	-	-	-	-	-	-	-
Accrued expenses	574	574	574	-	-	-	-	-	-	-
<b>Total</b>	<b>11,720</b>	<b>13,487</b>	<b>3,120</b>	<b>2,736</b>	<b>1,195</b>	<b>1,019</b>	<b>880</b>	<b>3,376</b>	<b>1,046</b>	<b>114</b>

#### The Group's contractual and undiscounted interest payments and repayments of financial liabilities

SEK	Carrying amounts	Total payments	Within 1 year	2 years	3 years	4 years	5 years	10 years	15 years	15 years –
<b>31 Dec 2022</b>										
Revolving credit facility	1,924	2,194	90	90	2,014	-	-	-	-	-
Other loans from credit institutions	479	554	25	25	504	-	-	-	-	-
Commercial papers	458	458	458	-	-	-	-	-	-	-
Other loans	18	18	18	-	-	-	-	-	-	-
Lease liability	8,098	9,605	1,192	1,102	966	872	818	3,261	1,268	126
Contingent consideration	34	34	34	-	-	-	-	-	-	-
Accounts payable	320	320	320	-	-	-	-	-	-	-
Accrued expenses	569	569	569	-	-	-	-	-	-	-
<b>Total</b>	<b>11,900</b>	<b>13,752</b>	<b>2,706</b>	<b>1,217</b>	<b>3,484</b>	<b>872</b>	<b>818</b>	<b>3,261</b>	<b>1,268</b>	<b>126</b>

EFFECTS OF HEDGE ACCOUNTING ON FINANCIAL POSITION AND EARNINGS

SEK million	Hedging instruments identified in hedge relationships at 31 December				Balance sheet item	The period – change in fair value, for measuring ineffectiveness			
	Nominal amount		Carrying amount			Hedging instrument		Hedged item	
	2023	2022	2023	2022		2023	2022	2023	2022
Liability in foreign currency, NOK million	455	455	455	479	Non-current interest-bearing liabilities	-31	-14	70	-25
Liability in foreign currency, DKK million	100	-	149	-	Non-current interest-bearing liabilities	-3	-	-	-
Interest rate cap	1,300	1,300	12	41	Derivative instruments	-29	41	-	-
Interest rate swap NOK million	455	455	4	12	Derivative instruments	-8	9	-	-
Interest rate swap DKK million	50	50	1	3	Derivative instruments	-2	3	-	-

HEDGING INSTRUMENT – HEDGE ACCOUNTING APPLIED

SEK million	Maturity						Total nominal amount	
	Within 3 months		3-12 months		1-5 years		2023	2022
	2023	2022	2023	2022	2023	2022		
<b>Liability in foreign currency – currency hedging of net investment in a foreign operation</b>								
NOK liability, nominal amount	-	-	-	-	455	455	455	455
DKK liability, nominal amount	-	-	-	-	100	-	100	-
<b>Cash flow hedges</b>								
Interest rate cap	1,300	-	-	-	-	1,300	1,300	1,300
Interest rate swap, NOK million, nominal amount	455	-	-	-	-	455	455	455
Interest rate swap, DKK million, nominal amount	-	-	-	-	50	50	50	50

NOTE G26 Pledged assets and contingent liabilities

SEK million	31 Dec 2023	31 Dec 2022
Leased assets	211	131
<b>Total pledged assets</b>	<b>211</b>	<b>131</b>
Tax audit	13	12
<b>Total contingent liabilities</b>	<b>13</b>	<b>12</b>

Contingent liabilities

The Group is involved in various processes and legal proceedings that have arisen from day-to-day business operations.

In 2018, Ambea received a reassessment notice from the Swedish Tax Agency regarding VAT of SEK 12 million, including tax surcharges, for prior years in Ambea AB (publ). No provision was made for these costs. The reassessment was mainly related to input VAT on costs arising from the IPO in 2017. The company has appealed the Swedish Tax Agency's decision to the Administrative Court. In 2021, the Administrative Court ruled in favour of the Swedish Tax Agency. Ambea appealed the ruling to a higher court in the third quarter of 2021. At 31 December 2023, the tax dispute amounted to SEK 13 million, including interest.

## NOTE G27 Related parties

There are no related-party transactions

For information about the remuneration of senior executives, refer to Note G7 Employees, personnel costs and remuneration of senior executives.

Through the acquisition of Solhagagruppen AB, Ambea has a joint pension foundation. The aim of the foundation is to secure pension commitments in accordance with the national pension scheme and other pension commitments, which have been, or will be, contributed for employees, and for the survivors of employees. This covers a few companies in the Ambea Group. The foundation is thereby considered a related party. There were no transactions with the Foundation during the year.

## MATERIAL HOLDINGS IN SUBSIDIARIES OF THE GROUP, AND SPECIFICATION OF THE PARENT COMPANY'S DIRECT AND INDIRECT HOLDINGS IN GROUP COMPANIES

No companies were acquired or divested in 2023. Eight subsidiaries were merged with existing subsidiaries. See footnote.

Subsidiary/Corp. Reg. No./Registered office	No. of shares	Shares (%)
Ambea Group AB, 556801-0788, Solna	406,705,508	100
Ambea Vård och Omsorg AB, 556677-0896, Stockholm	492,207,640	100
Vardaga och Nytida AB, 556531-6071, Stockholm	13,363,313	100
Ambea Sverige AB, 556542-9908, Stockholm	1,000	100
Klara D AB, 556578-0847, Stockholm	1,000	100
Klara T AB, 556583-7324, Stockholm	1,000	100
Klara E AB, 556626-9691, Stockholm	1,001	100
Vardaga AB, 556469-9105, Solna <sup>1</sup>	100,000	100
Vardaga Äldreomsorg AB, 556573-6450, Solna <sup>2</sup>	10,000	100
Granskaps Serviceboende och Service i Östergötland AB, 556441-1717, Solna	1,200	100
Nytida Mogården AB, 556542-9940, Solna	100	100
Nya Näshemmet AB, 556608-6715, Vansbro	5,010	100
Vardaga Opalen AB, 556455-5208, Solna	3,000	100
Vardaga Graniten AB, 556492-9148, Solna	1,000	100
Carema Äldreomsorg 1 AB, 556466-3218, Sollentuna	160,000	100
Vardaga Silverhemmen AB, 556791-3321, Stockholm	10,000	100
Vardaga Agaten AB, 556562-7337, Solna	2,000	100
Vardaga Gästhemmet Edsby Slott AB, 556568-4908, Solna	50	100
Nytida AB, 556470-1901, Solna	55,000	100
Nytida VIP AB, 556496-9367, Sollentuna	100	100
Nytida Sandstenen AB, 556537-7180, Solna	1,000	100
Nytida Bergskristallen AB, 556468-9270, Solna	10,000	100

<sup>1</sup> Merger, Vardaga Fjällmyran AB

<sup>2</sup> Merger, Vardaga Skåneborg AB

<sup>3</sup> Merger, Nytida Höga kusten AB and Nytida Korsaröd AB

Subsidiary/Corp. Reg. No./Registered office	No. of shares	Shares (%)
Nytida Tasava AB, 556558-6871, Solna	2,000	100
Nytida Månstenen AB, 556334-8407, Solna	1,000	100
Nytida Eken Care AB, 556529-1803, Solna	15,000	100
Nytida Bärnstenen AB, 556118-6403, Solna	100	100
Nytida ASP Center AB, 556580-4712, Solna	150	100
Nytida Provita AB, 556600-1029, Solna	5,550	100
Nytida Topasen AB, 556501-7810, Solna	1,020	100
Nytida Kängurun AB, 556571-8193, Solna	5,000	100
Ambea Fastighets Holding AB, 556619-7959, Stockholm	1,000	100
Nytida Akida Omsorg AB, 556863-3282, Solna <sup>3</sup>	34,444	100
Nytida Hopplunda AB, 556521-1355, Solna	1,000	100
Nytida Davsjö AB, 556651-0532, Solna	116,550	100
Nytida Ungstöd Sverige AB, 556857-7950, Solna	5,880	100
Nytida Ungstöd i Mälardalen AB, 556735-1696, Stockholm	1,000	100
Nytida Ungstöd I Stockholm AB, 556703-9531, Solna	1,000	100
Nytida Solhagagruppen Holding AB, 556802-2189, Solna	7,865,188	100
Nytida Solhagagruppen AB, 556729-1686, Solna	1,870,000	100
Nytida Autismkonsult AB, 556609-0261, Kil	1,000	100
Nytida Bergshyddan AB, 556551-0392, Solna	1,050	100
Nytida Enigma AB, 556487-0771, Solna	4,800	100
Nytida Jag Kan AB, 556383-7334, Solna	1,000	100
Nytida Kasper Kollo AB, 556739-7830, Solna	1,000	100
Nytida Solhaga by AB, 556439-6868, Solna	5,000	100

Subsidiary/Corp. Reg. No./Registered office	No. of shares	Shares (%)
Nytida Solängen AB, 556668-4345, Solna <sup>1</sup>	1,000	100
Nytida Solhaga Sverige AB, 556561-3154, Solna	4,000	100
Nytida Tamburinen AB, 556488-6488, Solna	1,000	100
Nytida Törngårdens Ek.förening, 769600-0368, Stockholm	-	100
Nytida Öjebo AB, 556605-9332, Ljusdal	1,000	100
Nytida Bellstasund AB, 556545-8626, Solna	2,000	100
Nytida Nyängen AB, 556528-3776, Solna	2,000	100
Nytida Bostadsrätter 516 AB, 556774-0849, Simrishamn	100,000	100
Nytida Markområde AB, 556774-0856, Solna	100,000	100
Nytida Kalkstenen AB, 556639-9357, Gothenburg	100	100
Nytida Blichergruppen AB, 556693-0417, Solna	1,000	100
Nytida Ekbacka AB, 556477-0807, Tingsryd	1,000	100
Nytida Resursteamet AB, 556827-2693, Stockholm	10,000	100
RT Assistans AB, 556952-0025, Stockholm	1,000	100
RT Jobb AB, 556744-1026, Stockholm	100	100
Nytida HVB Partner i Norr AB, 556968-2080, Stockholm	500	100
Nytida Brostugegården AB, 556445-7579, Uppsala	1,000	100
Nytida BoA Mellanvård AB, 556585-8908, Solna	1,020	100
Nytida Andesit AB 556630-1585, Solna	1,020	100
Ambea Norge AS, 916722052, Oslo	490,300	100
Stendi Heimta AS, 913462564, Rygge	30,000	100
Nytida Tillväxthemmen AB, 556933-2314, Solna	500	100
Nytida Kung Saga AB, 556843-4095, Solna	50	100
Curation Holding AB, 556879-1502, Solna	9,000	100
Nytida Pavus AB, 556753-2238, Solna	1,000	100
Nytida Stöd & Resurs AB, 556437-5691, Solna <sup>2</sup>	1,000	100

Subsidiary/Corp. Reg. No./Registered office	No. of shares	Shares (%)
Nytida PB AB, 556864-2234, Solna	500	100
Nytida PB LSS AB, 559162-4555, Solna	500	100
Grätam Fastighetsprojekt AB, 559141-2019, Solna	500	100
CUS Fastighets & Service AB, 559079-6558, Solna	500	100
Vardaga Nytida Care, 556694-6207, Solna	1,281,507	100
Vardaga Nytida Omsorg AB, 556334-1659, Solna	360,000	100
Nytida Mjörnviksholm AB, 556123-2108, Solna	1,000	100
Nytida Nåjden AB, 556427-0519, Solna	1,000	100
Nytida Kognitiva Center AB, 556529-1043, Solna	1,000	100
Nytida Ekekullen AB, 556807-1251, Solna	1,000	100
Nytida Villa Brucit AB, 559031-3424, Solna	1,000	100
Nytida Rikken AB, 556612-7097, Solna	1,000	100
Nytida Utveckling och Stöd AB, 559006-6295, Solna	1,000	100
Nytida Azurite AB, 559006-6311, Solna	1,000	100
Team Vårdpilen AB, 556819-4806, Solna	500	100
Vardaga Rosstorp AB, 556776-1431, Solna	1,000	100
Vård och Omsorgsteamet i Nacka AB, 556723-0544, Solna	1,000	100
AMB Norway AS, 995 729 237, Oslo	30,100	100
AMB AS, 988 390 011, Oslo	35,000	100
Stendi AS, 985 194 653, Oslo	3,112	100
Stendi Senior AS, 982 843 790, Oslo	300	100
Stendi Assistanse AS, 918,561,854, Oslo	30	100
Altiden Omsorg ApS, 19 17 68 78, Copenhagen	6,000	100
Altiden Ældre ApS, 32 15 95 67, Copenhagen	125	100
Altiden Støtte ApS, 34 89 39 26, Jammerbugt <sup>3</sup>	80,000	100
Altiden Social ApS, 27 59 15 07, Copenhagen <sup>4</sup>	125,000	100

Subsidiary/Corp. Reg. No./Registered office	No. of shares	Shares (%)
Nytida Cypressen AB, 559114-1949, Solna	500	100
Nytida Björken AB, 559114-2236, Solna	500	100
Nytida Christinagården AB, 556288-6803, Solna	100	100
Nytida Yxe Herrgård AB, 556192-7376, Solna	100	100
Klara SkolPool AB, 556812-6980, Solna	100	100
Nytida Familia AB, 559039-2493, Solna	100	100

<sup>1</sup> Merger, Nytida Rapsängen AB

<sup>2</sup> Merger, Nytida Hela Vägen AB

<sup>3</sup> Merger, SK Reflekt ApS

<sup>4</sup> Merger, Huset Reflekt ApS

## NOTE G28 Additional cash flow statement disclosures

SEK million	2023	2022
<b>Cash and cash equivalents</b>		
The following components are included in cash and cash equivalents:		
Cash and bank balances	6	259
<b>Total cash and cash equivalents</b>	<b>6</b>	<b>259</b>
<b>Interest paid/received</b>		
Interest received	-	11
Interest paid	-415	-362
Of which interest on lease liability	-296	-265
<b>Adjustment for non-cash items</b>		
Depreciation/amortisation and impairment of assets	1,297	1,201
Capital loss on disposal of fixed assets	-4	-49
Changes in provisions	40	-77
<b>Total non-cash items</b>	<b>1,333</b>	<b>1,075</b>

## CHANGE IN LIABILITIES 2023

SEK million	31 Dec 2022	New loans	Repay-ments	Non-cash-impacting changes					31 Dec 2023
				Acquisi-tions	IFRS 16 effects	Ex-	Changes in fair value	Other changes	
Non-current loans	2,403	152	-1,137	-10	-	-	-58	73	1,423
Current loans	458	4,089	-3,808	-	-	-	-	-	739
Lease liabilities	8,098	-	-1,019	-	1,544	-39	-	-	8,583
<b>Total liabilities</b>	<b>10,959</b>	<b>4,241</b>	<b>-5,964</b>	<b>-10</b>	<b>1,544</b>	<b>-39</b>	<b>-58</b>	<b>73</b>	<b>10,745</b>

## CHANGE IN LIABILITIES 2022

SEK million	31 Dec 2021	New loans	Repay-ments	Non-cash-impacting changes					31 Dec 2022
				Acquisi-tions	IFRS 16 effects	Ex-	Changes in fair value	Other changes	
Non-current loans	981	1,349	-	50	-	-	13	10	2,403
Current loans	1,639	3,221	-4,404	-	-	-	-	2	458
Lease liabilities	7,275	-	-915	-	1,682	56	-	-	8,098
<b>Total liabilities</b>	<b>9,895</b>	<b>4,570</b>	<b>-5,319</b>	<b>50</b>	<b>1,682</b>	<b>56</b>	<b>13</b>	<b>12</b>	<b>10,959</b>

## NOTE G29 Business combinations

### Effect of acquisitions, 2023

No companies were acquired in 2023. In 2023, a settlement was reached regarding the contingent consideration for SkolPool. The value of the contingent consideration was set at SEK 10 million, and the difference was recognised as other income of SEK 24 million. The amount was paid in January 2023.

### Effect of acquisitions, 2022

Ambea completed five acquisitions in 2022. Control of Christinagården and Yxe Herrgård was transferred on 1 February. Hannas hemtjänst was acquired on 1 March and control was transferred on the same date. Skol-Pool and Alternatus Familia were acquired in April, and control was transferred on 2 May. On 30 June, Altiden

acquired two social care companies in Denmark – SK Reflekt and Huset Reflekt. Total transaction costs for the acquisitions amounted to SEK 3.5 million.

Since the acquisition date, the acquisitions have contributed SEK 214 million to net sales, and SEK 22 million to profit before tax. If the acquisitions had taken place on 1 January 2022, the companies would have contributed SEK 282 million to net sales and SEK 30 million to profit before tax.

In addition to acquisitions, two business transfers were completed during the financial year, but these had a limited impact on the Group's financial position and earnings. In 2022, a settlement was reached regarding the contingent consideration for EKKOfonden in Altiden. The value of the contingent consideration was set at SEK 10 million, and the difference was recognised as other income of SEK 45 million. The amount was paid in July 2022.

## NET ASSETS OF THE ACQUIRED COMPANIES AT THE ACQUISITION DATE – 2022

SEK million	Hannas Hemtjänst	Christinagården and Yxe Herrgård	SkolPool	Alternatus Familia	Reflekt	Fair value recognised in the Group
Tangible assets	-	48	-	1	1	50
Intangible assets	-	10	17	6	7	40
Right-of-use assets	-	-	-	-	-	-
Accounts receivable and other receivables	3	10	7	4	2	26
Cash and cash equivalents	2	15	23	1	4	45
Non-current liabilities and provisions	-	-15	-	-	-	-15
Lease liabilities	-	-	-	-	-	-
Accounts payable and other liabilities	-4	-15	-24	-5	-4	-52
<b>Net identifiable assets and liabilities</b>	<b>1</b>	<b>53</b>	<b>23</b>	<b>7</b>	<b>10</b>	<b>94</b>
Group goodwill	11	41	110	12	24	198
Contingent consideration revaluation	-	-	-	-	-	-
<b>Total consideration</b>	<b>12</b>	<b>94</b>	<b>133</b>	<b>19</b>	<b>34</b>	<b>292</b>
Estimated contingent consideration	-	-	-33	-	-	-33
Cash (acquired)	-2	-15	-23	-1	-4	-45
<b>Net cash outflow</b>	<b>10</b>	<b>79</b>	<b>77</b>	<b>18</b>	<b>30</b>	<b>214</b>

## NOTE G30 Events after the balance-sheet date

No significant events occurred between the balance-sheet date and the date on which this report was published that had any effect on the amounts recognised in the financial statements.

### NOTE G31 Key judgements and estimates

The critical assessments and estimates for accounting purposes addressed in this section are those that management and the Board consider most important for an understanding of Ambea's financial statements taking into account the degree of significant assessments and uncertainty. These assessments are based on historical experience and the various assumptions that management and the Board deem reasonable under the prevailing circumstances. The conclusions thus drawn form the basis for decisions concerning the carrying amounts of assets and liabilities, where these cannot be immediately determined based on information from other sources. Actual outcomes may differ from these assessments if other assumptions are made or other conditions are in place.

#### A) Impairment testing of intangible assets

Intangible assets in the Group essentially pertain to goodwill arising in connection with business combinations, measured customer contracts and customer relationships and, to a lesser extent, other intangible assets. The carrying amount of intangible assets is mainly comprised of assets arising in connection with acquisitions. For measured customer contracts and related customer relationships, amortisation is recognised in pace with the anticipated consumption of the economic benefits flowing from these assets. For other intangible assets, amortisation is recognised in profit or loss on a straight line basis over the estimated useful life of the asset. Goodwill is impairment tested annually, or as soon as indications arise that the asset in question has decreased in value. In addition to the demographic trend affecting operations in all countries where Ambea is active, the trend is considered highly dependent on state and municipal decisions, such as the assumption of increased competition for publicly financed health care

and care. These decisions are affected by the financial position of the state, county councils and municipalities. The general economy has an impact on the cost situation of the business.

When assessing the recoverable amount in the context of an impairment test, estimated future cash flows based on a five-year business plan produced by the management for Ambea are used. For the period after the forecast period, the growth assumption was 2.0 per cent (1.0) with an unchanged margin. When discounting the future cash flow to present value, the average pre-tax weighted cost of capital is 10.9–15.6 per cent (13.4–17.4). Even if management believes that the estimated future cash flows are reasonable, other assumptions regarding cash flows may affect the valuations.

#### B) Acquisition analyses

When subsidiaries are acquired, an acquisition analysis is carried out whereby the acquisition-date fair values of the identifiable assets acquired, liabilities assumed and contingent liabilities is recognised. Acquisition analyses are based on key judgements and estimates of future events. Actual values may subsequently differ from those used in the acquisition analysis.

#### C) Assumptions when calculating lease liability

IFRS 16 has had a material impact on Ambea's financial statements. When calculating lease liability, management has made a number of judgements and estimates which, if done otherwise, would have affected the amount of the lease liability.

#### Identified asset classes

Ambea has identified two main asset classes: properties/premises and cars, where properties account for about 98 per cent (98) of the lease liability recognised at 31 December 2023.

Ambea has elected to exclude a number of agreements pertaining to small storage facilities, parking spaces and small offices. These have no material impact on the lease liability recognised. The leasing of computers and printers has been excluded for the same reason. Ambea has also elected to exclude long-term contracts for rental apartments with a short notice period (up to 12 months). Had these apartments been included, the lease liability would have been higher, but since it is a flexible contractual form from Ambea's perspective, the liability would also have been more volatile due to constantly changing assumptions and changes in the contract portfolio.

#### Interest

For rental contracts with terms of less than three years, and leases for vehicles in Norway, an incremental borrowing rate of 2.25 per cent is used, corresponding to borrowing within existing credit limits. For leases related to vehicles, Ambea has adopted a interest equivalent to CIBOR in Denmark and 4.0 per cent in Sweden, plus a margin of 2.25 per cent in Sweden and 2.5-4.0 per cent in Denmark. For rental contracts with terms of three years or more, Ambea has assumed a risk-free interest rate corresponding to STIBOR in Sweden, NIBOR in Norway and CIBOR in Denmark. An increment of 2.25 per cent has been added. A lower interest rate would have resulted in a higher liability, and vice versa. Interest rates are assessed quarterly.

#### Extension options and long-term contracts

For agreements in Vardaga, the assumption is that any existing extension options with a starting date within about five years will be exercised. For the subsequent period, the assumption is that it is not currently possible to determine whether or not an option will be exercised. These options will be assessed annually and included in the lease liability as soon as it is reasonably certain they

will be exercised. Should the agreement be structured so that Ambea is entitled to terminate before the landlord, the overall assumption is that we will maintain the agreement for the validity of the landlord's contractual term.

Regarding long-term contracts, other than apartments with a short notice period which are excluded, a case-by-case assessment of each agreement is made. These agreements are analysed annually and extended by one year at a time

**NOTE G32 Reconciliation to IFRS**

Refer to definitions and purpose on pages 111–112 for more information.

SEK million	2023 Jan–Dec	2022 Jan–Dec
<b>Growth/Acquired growth</b>		
Net sales growth (%)	5%	10%
Of which organic growth (%)	6%	5%
Of which acquired growth (%)	-1%	3%
Of which exchange rate effect, %	0%	2%
<b>Operating margin (EBIT)</b>		
Net sales	13,312	12,635
Operating profit (EBIT)	981	843
<b>Operating margin, EBIT (%)</b>	<b>7.4%</b>	<b>6.7%</b>
<b>EBITA</b>		
Operating profit (EBIT)	981	843
Amortisation and impairment of intangible assets	95	111
<b>EBITA</b>	<b>1,076</b>	<b>954</b>
<b>EBITA margin</b>		
Net sales	13,312	12,635
EBITA margin (%)	8.1%	7.6%
<b>EBITDA</b>		
Operating profit (EBIT)	981	843
Depreciation/amortisation and impairment of intangible and tangible assets	1,297	1,201
<b>EBITDA</b>	<b>2,278</b>	<b>2,044</b>
<b>EBITDA margin</b>		
Net sales	13,312	12,635
EBITDA margin	17.1%	16.2%

SEK million	2023 Jan–Dec	2022 Jan–Dec
<b>EBITDA excluding IFRS 16 effects</b>		
Operating profit (EBIT)	981	843
Depreciation/amortisation and impairment of intangible and tangible assets	1,297	1,201
Less: Rental payments Properties	-1,255	-1,131
Less: Rental payments Vehicles	-59	-39
Less: Capital loss from terminated agreements	-3	-5
<b>Net IFRS 16 effects on EBITDA</b>	<b>-1,317</b>	<b>-1,175</b>
<b>EBITDA, excluding IFRS 16 effects</b>	<b>961</b>	<b>869</b>
<b>Operating cash flow</b>		
EBITDA	2,278	2,044
Adjustment for non-cash items	36	-126
Cash flow from investing activities excl. acquisition and divestment of subsidiaries	-83	11
Adjustment for cash flow from investing activities related to increased capacity/growth	12	30
Change in working capital	-82	-4
<b>Operating cash flow</b>	<b>2,161</b>	<b>1,955</b>
<b>Cash conversion (%)</b>		
Operating cash flow	2,161	1,955
EBITDA	2,278	2,044
<b>Cash conversion (%)</b>	<b>94.9%</b>	<b>95.6%</b>

SEK million	2023 Jan–Dec	2022 Jan–Dec
<b>Net debt, net debt/EBITDA</b>		
Non-current interest-bearing liabilities	8,969	9,576
Current interest-bearing liabilities	1,776	1,401
Less: cash and cash equivalents	-6	-259
<b>Net debt</b>	<b>10,739</b>	<b>10,718</b>
EBITDA	2,278	2,044
<b>Net debt/EBITDA (times)</b>	<b>4.7</b>	<b>5.2</b>
<b>Working capital</b>		
Accounts receivable	1,278	1,180
Other receivables	93	118
Prepaid expenses and accrued income	406	361
Less accounts payable	-402	-330
Less tax liabilities	-67	-38
Less other non-interest-bearing liabilities	-195	-231
Less accrued expenses and deferred income	-1,217	-1,245
<b>Total working capital</b>	<b>-104</b>	<b>-175</b>
Net sales	13,312	12,635
<b>Working capital in relation to net sales, %</b>	<b>-0.8%</b>	<b>-1.4%</b>
<b>Net debt, Net debt/EBITDA excluding IFRS 16 effects</b>		
Non-current interest-bearing liabilities	8,969	9,576
Less: non-current lease liabilities pertaining to properties recognised on the lease liability line	-7,381	-7,044
Less: non-current lease liabilities pertaining to vehicles, recognised on the lease liability line	-165	-111

SEK million	2023 Jan–Dec	2022 Jan–Dec
Current interest-bearing liabilities	1,776	1,401
Less: current lease liabilities pertaining to properties recognised on the lease liability line	-966	-876
Less: current lease liabilities pertaining to vehicles, recognised on the lease liability line	-71	-67
Less: cash and cash equivalents	-6	-259
<b>Net debt, excluding IFRS 16 effects</b>	<b>2,156</b>	<b>2,620</b>
EBITDA adjusted for IFRS 16	961	869
<b>Net debt/EBITDA (times) excluding IFRS 16 effects</b>	<b>2.2</b>	<b>3.0</b>

**NOTE G33 Government grants**

SEK million	2023	2022
<b>Other income</b>		
Reimbursement of additional COVID-19- related costs	-	5
Reimbursement of electricity support	12	-
<b>Cost reduction on income statement</b>		
Employment support in the form of wage subsidies	61	75
Reimbursement of COVID-19-related sick pay costs	-	32
<b>Total government grants</b>	<b>73</b>	<b>112</b>

### Parent Company income statement

SEK million	Note	2023	2022
<b>Operating income</b>			
Net sales		0	8
<b>Total net sales</b>		<b>0</b>	<b>8</b>
<b>Operating expenses</b>			
Other external costs	2	-16	-15
Personnel costs	3	-17	-16
<b>Operating loss</b>		<b>-33</b>	<b>-23</b>
Net financial items	4	-70	-40
<b>Loss after financial items</b>		<b>-103</b>	<b>-63</b>
Appropriations	5	99	108
<b>Profit/loss before tax</b>		<b>-4</b>	<b>45</b>
Tax on profit for the year	6	-7	-10
<b>Profit/loss for the year</b>		<b>-11</b>	<b>35</b>

### Parent Company statement of comprehensive income

SEK million	2023	2022
Profit for the year	11	35
Other comprehensive income for the year	0	0
<b>Total comprehensive income for the year</b>	<b>11</b>	<b>35</b>

### Parent Company balance sheet

SEK million	Note	31 Dec 2023	31 Dec 2022
<b>Assets</b>			
<b>Fixed assets</b>			
<i>Intangible assets</i>			
Software	7	0	0
Financial assets			
Participations in Group companies	8	7,212	7,212
Receivables from Group companies	13, 15	598	481
Derivative instruments	13	0	1
<b>Total fixed assets</b>		<b>7,810</b>	<b>7,694</b>
<b>Current assets</b>			
Receivables from Group companies	13, 15	3,533	3,721
Other receivables		17	15
Prepaid expenses and accrued income	9, 13	32	12
Cash and bank balances	13, 16	0	0
<b>Total current assets</b>		<b>3,582</b>	<b>3,748</b>
<b>Total assets</b>		<b>11,392</b>	<b>11,442</b>

SEK million	Note	31 Dec 2023	31 Dec 2022
<b>Equity and liabilities</b>			
<b>Equity</b>			
<i>Restricted equity</i>			
Share capital		2	2
Statutory reserve		0	0
<b>Total restricted equity</b>		<b>2</b>	<b>2</b>
<i>Non-restricted equity</i>			
Share premium reserve		1,407	1,407
Retained earnings		1,413	1,537
Profit/loss for the year		-11	35
<b>Total non-restricted equity</b>		<b>2,809</b>	<b>2,979</b>
<b>Total equity</b>	10	<b>2,811</b>	<b>2,981</b>
<b>Untaxed reserves</b>			
	11	<b>85</b>	<b>77</b>
<b>Non-current liabilities</b>			
Liabilities to credit institutions	13	1,460	2,405
<b>Total non-current liabilities</b>		<b>1,460</b>	<b>2,405</b>
<b>Current liabilities</b>			
Commercial papers	13	739	458
Accounts payable	13	10	3
Current tax liabilities		8	15
Liabilities to Group companies	13	6,254	5,490
Other liabilities		0	0
Accrued expenses	12, 13	25	13
<b>Total current liabilities</b>		<b>7,036</b>	<b>5,979</b>
<b>Total equity and liabilities</b>		<b>11,392</b>	<b>11,442</b>

## Parent Company statement of changes in equity

SEK million	Restricted equity		Non-restricted equity			Total equity
	Share capital	Statutory reserve	Share premium reserve	Retained earnings	Profit/loss for the year	
<b>Opening equity, 1 Jan 2023</b>	<b>2</b>	–	<b>1,407</b>	<b>1,537</b>	<b>35</b>	<b>2,981</b>
Appropriation of profits	–	–	–	35	-35	–
Profit/loss for the year	–	–	–	–	-11	-11
<b>Comprehensive income for the year</b>	–	–	–	<b>35</b>	<b>-11</b>	<b>-11</b>
<b>Transactions with shareholders</b>						
Share buybacks	–	–	–	-47	–	-47
Dividends	–	–	–	-112	–	-112
<b>Closing equity, 31 Dec 2023</b>	<b>2</b>	–	<b>1,407</b>	<b>1,413</b>	<b>-11</b>	<b>2,811</b>
<b>Opening equity, 1 Jan 2022</b>	<b>2</b>	<b>0</b>	<b>1,407</b>	<b>1,800</b>	<b>25</b>	<b>3,234</b>
Appropriation of profits	–	–	–	25	-25	0
Profit for the year	–	–	–	–	35	35
<b>Comprehensive income for the year</b>	–	–	–	<b>25</b>	<b>35</b>	<b>35</b>
<b>Transactions with shareholders</b>						
Share buybacks	–	–	–	-179	–	-179
Dividends	–	–	–	-109	–	-109
<b>Closing equity, 31 Dec 2022</b>	<b>2</b>	<b>0</b>	<b>1,407</b>	<b>1,537</b>	<b>35</b>	<b>2,981</b>

## Parent Company cash flow statement

SEK million	Note	2023	2022
<b>Operating activities</b>			
<b>Loss before financial items</b>		<b>-33</b>	<b>-23</b>
Depreciation/amortisation and impairment		0	0
Capital gains/losses		0	–
<b>Non-cash items</b>		<b>0</b>	<b>0</b>
Interest received		262	87
Interest paid		-295	-117
Tax paid		-14	-13
<b>Cash flow from operating activities before changes in working capital</b>		<b>-80</b>	<b>-66</b>
<b>Cash flow from changes in working capital</b>			
Increase (-)/Decrease (+) in operating receivables		273	-231
Increase (+)/Decrease (-) in operating liabilities		784	855
<b>Cash flow from operating activities</b>		<b>977</b>	<b>558</b>
<b>Investing activities</b>			
Investment in shares in subsidiaries		0	0
Investment in other financial assets		-152	-481
<b>Cash flow from investing activities</b>		<b>-152</b>	<b>-481</b>
<b>Financing activities</b>			
Net change in credit facility		-947	912
New loans		4,089	3,703
Share buybacks		-47	-179
Repayment of debt		-3,808	-4,404
Dividends		-112	-109
<b>Cash flow from financing activities</b>		<b>-825</b>	<b>-77</b>
Cash flow for the year		0	0
Cash and cash equivalents at the beginning of the year		0	0
<b>Cash and cash equivalents at year-end</b>	16	<b>0</b>	<b>0</b>

## NOTE PC1 Accounting policies

### Parent Company's accounting policies

The Parent Company prepares its Annual Report in accordance with the Swedish Annual Accounts Act and additional information in accordance with the Swedish Financial Reporting Board's recommendation RFR 2 Accounting for Legal Entities, which means that the Parent Company, in the annual accounts for the legal entity, is required to apply all EU-endorsed IFRS and statements, insofar as this is possible, within the framework of the Swedish Annual Accounts Act and taking into account the connection between accounting and taxation. The recommendation specifies the exceptions and supplements that should be applied in relation to IFRS.

### Differences between the accounting policies applied by the Group and the Parent Company

The most significant differences between the accounting policies applied by the Group and the Parent Company are presented below. The accounting policies stated below for the Parent Company have been applied consistently for all presented periods in the Parent Company's financial statements. IFRS 9 is not applied in the Parent Company.

### Classification and presentation formats

The Parent Company income statement and balance sheet are prepared in accordance with the Annual Accounts Act.

### Subsidiaries

Participations in subsidiaries are recognised in the Parent Company using the cost method. Dividends received are recognised as income. Impairment testing of carrying amounts is performed after the dividend has been received.

### Financial instruments

The Parent Company's financial instruments are measured at cost less amortised cost. Value changes on derivative instruments are not recognised in the Parent Company. Premiums paid for interest rate caps are accrued in profit and loss over the term of the instrument.

### Financial guarantees

Financial guarantees entail that the company has an obligation to indemnify the holder of a debt instrument for losses he/she incurs due to a specified debtor not making payment when contractual amounts fall due. When recognising financial guarantee contracts, the Parent Company applies RFR 2, which entails relaxation compared with the IAS 39 rules in respect of financial guarantee contracts issued for the benefit of subsidiaries, associated companies and joint ventures. The Parent Company recognises financial agreement contracts as a provision in the balance sheet when the company has an obligation for which payment will probably be required to settle the obligation.

### Anticipated dividends

Anticipated dividends from subsidiaries are recognised in cases when the Parent Company has a sole right to determine the amount of the dividend and the Parent Company had made a decision concerning the amount of the dividend prior to publication of the financial statements.

### Tangible assets

Tangible assets in the Parent Company are recognised at cost less accumulated depreciation and any impairment losses in the same way as for the Group but with the addition of any write-ups.

### Leased assets

In the Parent Company, lease payments are recognised as an expense over the lease term on a straight-line basis. Right-of-use assets and lease liabilities are excluded in the Parent Company's balance sheet. However, leases are defined in accordance with IFRS 16.

### Tax

In the Parent Company, untaxed reserves are recognised including deferred tax liabilities. In the consolidated financial statements, untaxed reserves are divided into deferred tax liabilities and equity.

### Group and shareholder contributions

Group contributions received and granted are both recognised as appropriations in accordance with the alternative rule. Shareholder contributions are recognised directly against equity for the recipient and in participations in Group companies for the donor, insofar as there is no need for impairment.

### NOTE PC2 Other external costs

SEK million	2023	2022
External services <sup>1</sup>	-14	-14
Advertising/PR	-1	0
Other	-1	-1
<b>Total</b>	<b>-16</b>	<b>-15</b>

### NOTE PC3 Employees, personnel costs and remuneration

For salaries and remuneration of employees and senior executives, and information about number of employees, refer to Note G7 Employees, personnel costs and remuneration of senior executives.

### NOTE PC4 Net financial items

Assets and liabilities measured at amortised cost

SEK million	2023	2022
Interest income, other financial assets	262	87
<b>Total interest income according to effective interest method</b>	<b>262</b>	<b>87</b>
Interest expense, liabilities to credit institutions	-273	-93
Interest expense, other financial liabilities	0	0
<b>Total interest expense using effective interest method</b>	<b>-273</b>	<b>-93</b>
Exchange rate differences, net	-30	1
Bank charges	-23	-25
Accrual of financing costs	-6	-10
<b>Total financial expenses</b>	<b>-332</b>	<b>-127</b>
<b>Total recognised in net financial items</b>	<b>-70</b>	<b>-40</b>

### NOTE PC5 Appropriations

SEK million	2023	2022
Group contributions received	107	124
Provision to tax allocation reserve	-8	-16
<b>Total</b>	<b>99</b>	<b>108</b>

### NOTE PC6 Tax

SEK million	2023		2022	
	%	Amount	%	Amount
<b>Reconciliation of effective tax rate</b>				
Profit/loss before tax		-4		45
Tax according to applicable tax rate	20.6%	1	20.6%	-9
Non-deductible expenses	150%	-6	4.5%	-2
Income tax allocation reserve	0%	-	-2.2%	1
Tax in respect of previous periods	50%	-2	0%	-
<b>Recognised effective tax</b>	<b>175%</b>	<b>-7</b>	<b>22.2%</b>	<b>-10</b>

### NOTE PC7 Intangible assets

SEK million	Software	
	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>		
Opening balance	2	2
Sales and disposals	-	-
<b>Closing balance</b>	<b>2</b>	<b>2</b>
<b>Accumulated amortisation and impairment</b>		
Opening balance	-2	-2
Amortisation for the year	-	-
<b>Closing balance</b>	<b>-2</b>	<b>-2</b>
<b>Closing balance Total</b>	<b>-</b>	<b>-</b>

### NOTE PC8 Participations in Group companies

SEK million	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>		
Opening balance	7,212	7,212
Other	-	-
<b>Closing balance</b>	<b>7,212</b>	<b>7,212</b>

For a summary of all companies included in the Group, see Note G27.

SEK million	31 Dec 2023	31 Dec 2022
<b>Accumulated costs</b>		
Ambea Group AB	4,131	4,131
Vardaga Nytida Care AB	3,081	3,081
<b>Total participations in Group companies</b>	<b>7,212</b>	<b>7,212</b>

### NOTE PC9 Prepaid expenses and accrued income

SEK million	31 Dec 2023	31 Dec 2022
Prepaid rent	4	4
Prepaid bank charges	15	2
Accrued interest income	12	5
Other items	1	1
<b>Total</b>	<b>32</b>	<b>12</b>

### NOTE PC10 Equity

The share capital comprises 89,562,698 shares (94,617,996) with a quotient value of SEK 0.026 (0.025). Refer also to Note G16, Equity.

Retained earnings comprise earnings brought forward from prior years after any dividends have been paid, and shareholder contributions.

Share premium reserve refers to funds raised in connection with new share issues, exceeding nominal value per share.

<sup>1</sup> The Parent Company's audit costs amounted to SEK 2 million in 2023 and SEK 2 million in 2022.

### NOTE PC11 Untaxed reserves

SEK million	2023	2022
<b>Accumulated costs</b>		
Opening balance	77	61
Provision to tax allocation reserve for the year	8	16
<b>Closing balance</b>	<b>85</b>	<b>77</b>

SEK million	31 Dec 2023	31 Dec 2022
<b>Allocation per year</b>		
Tax allocation reserve, assessment year 2020	33	33
Tax allocation reserve, assessment year 2021	18	18
Tax allocation reserve, assessment year 2022	11	11
Tax allocation reserve, assessment year 2023	16	16
Tax allocation reserve, assessment year 2024	8	-
<b>Closing balance</b>	<b>85</b>	<b>77</b>

### NOTE PC12 Accrued expenses and deferred income

SEK million	31 Dec 2023	31 Dec 2022
Holiday pay, including social security contributions	0	0
Accrued personnel costs	4	4
Accrued interest expense	17	5
Accrued Board and audit costs	2	2
Rent allocations	1	1
Other items	1	1
<b>Total</b>	<b>25</b>	<b>13</b>

### NOTE PC13 Fair value measurement of financial assets and liabilities

The Parent Company's financial assets and liabilities are presented in the following table, classified according to cost. The carrying amounts of current

receivables and liabilities are considered a reasonable estimate of their fair value, which is why these amounts are consistent in the table below.

SEK million	Financial assets measured at amortised cost		Financial liabilities measured at amortised cost		Total carrying amount		Total fair value	
	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022
Cash and cash equivalents	0	0	-	-	0	0	0	0
Receivables from Group companies	4,131	4,202	-	-	4,131	4,202	4,131	4,202
Derivative instruments	0	1	-	-	0	1	0	1
Accrued income	12	5	-	-	12	5	12	5
<b>Total assets</b>	<b>4,143</b>	<b>4,208</b>	<b>-</b>	<b>-</b>	<b>4,143</b>	<b>4,208</b>	<b>4,143</b>	<b>4,208</b>
Liabilities to credit institutions	-	-	1,460	2,405	1,460	2,405	1,460	2,405
Commercial papers	-	-	739	458	739	458	739	458
Liabilities to Group companies	-	-	6,254	5,490	6,254	5,490	6,254	5,490
Accounts payable	-	-	10	3	10	3	10	3
Accrued expenses	-	-	23	12	23	12	23	12
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>8,486</b>	<b>8,368</b>	<b>8,486</b>	<b>8,368</b>	<b>8,486</b>	<b>8,368</b>

### Expected loss provisioning

The Parent Company applies a ratings-based approach to estimate expected credit losses on intra-Group receivables based on probability of default, loss given default and exposure at default. The Parent Company has defined default as when payment of the receivable is 90 days or more overdue, or when other factors indicate that a payment suspension exists. A significant increase in credit risk was not deemed to exist at the balance-sheet date. Such an assessment is based on whether payment is 30 days or more overdue, or if the credit

quality has deteriorated significantly, resulting in a rating below investment grade. The Parent Company applies the general approach to the intra-Group receivables. The Parent Company's expected loss at default accounts for the average loan-to-value ratio of the subsidiaries. Based on the Parent Company's assessments using the approach described above, with consideration for other known information and forward-looking factors, expected credit losses are not deemed significant and no provision has therefore been recognised.

## FINANCIAL LIABILITIES

### The Group's contractual and undiscounted interest payments and repayments of financial liabilities

SEK	Carrying amounts	Total payments	Within 1 year	2 years	3 years	4 years	5 years	10 years	15 years	15 years –
<b>31 Dec 2023</b>										
Revolving credit facility	977	1,100	61	1,038	–	–	–	–	–	–
Other loans from credit institutions	483	551	34	517	–	–	–	–	–	–
Commercial papers	739	739	739	–	–	–	–	–	–	–
Liabilities to Group companies	6,254	6,254	6,254	–	–	–	–	–	–	–
Accounts payable	10	10	10	–	–	–	–	–	–	–
Accrued expenses	23	23	23	–	–	–	–	–	–	–
<b>Total</b>	<b>8,486</b>	<b>8,676</b>	<b>7,121</b>	<b>1,555</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

### The Group's contractual and undiscounted interest payments and repayments of financial liabilities

SEK	Carrying amounts	Total payments	Within 1 year	2 years	3 years	4 years	5 years	10 years	15 years	15 years –
<b>31 Dec 2022</b>										
Revolving credit facility	1,924	2,194	90	90	2,014	–	–	–	–	–
Other loans from credit institutions	481	556	25	25	506	–	–	–	–	–
Commercial papers	458	458	458	–	–	–	–	–	–	–
Liabilities to Group companies	5,490	5,490	5,490	–	–	–	–	–	–	–
Accounts payable	3	3	3	–	–	–	–	–	–	–
Accrued expenses	12	12	12	–	–	–	–	–	–	–
<b>Total</b>	<b>8,368</b>	<b>8,713</b>	<b>6,078</b>	<b>115</b>	<b>2,520</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

### NOTE PC14 Pledged assets and contingent liabilities

The Parent Company has no pledged shares or contingent liabilities.

### NOTE PC15 Related parties

SEK million	2023	2022
<b>Transactions with Group companies</b>		
Group contributions received	107	124
<b>Central costs invoiced to subsidiaries</b>	<b>0</b>	<b>8</b>
<b>SEK million</b>		
	<b>31 Dec 2023</b>	<b>31 Dec 2022</b>
Non-current receivables	598	481
Non-current receivables	3,533	3,721
<b>Total receivables from Group companies</b>	<b>4,131</b>	<b>4,202</b>

### NOTE PC16 Additional cash flow statement disclosures

SEK million	31 Dec 2023	31 Dec 2022
<b>Cash and cash equivalents</b>		
<b>Components included in cash and cash equivalents</b>		
Cash and bank balances	0	0

### NOTE PC17 Events after the balance-sheet date

No significant events occurred between the balance-sheet date and the date on which this report was published that had any effect on the amounts recognised in the financial statements.

### NOTE PC18 Proposed distribution of profits

SEK	2023	2022
<b>The following non-restricted equity is at the disposal of the Annual General Meeting:</b>		
Retained earnings	1,413,201,497	1,536,547,368
Share premium reserve	1,406,412,007	1,406,412,007
Profit/loss for the year	-10,718,917	35,160,551
<b>Total</b>	<b>2,808,894,587</b>	<b>2,978,119,926</b>
The Board proposes that a dividend of SEK 1.50 per share be paid to the shareholders <sup>1</sup>	131,827,389	113,354,510
To be carried forward	2,677,067,198	2,864,765,416
<b>Total</b>	<b>2,808,894,587</b>	<b>2,978,119,926</b>

A decision to buyback no more than 3,000,000 own shares was taken, which may impact the total dividend amount.

<sup>1</sup> Refer to disclosures in Note G16 Equity.

# The Board of Director's assurance

The Board of Directors and CEO hereby certify that the Annual Report with a Quality & Sustainability Report have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and generally accepted accounting principles, respectively, and provide a true and fair view of the Group's and the Parent Company's financial position and results, and that the Directors' 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 significant risks and uncertainties faced by the companies included in the Group.

The Annual Report also contains sustainability reporting for the Group and the Parent Company in accordance with the Swedish Annual Accounts Act, Chapter 6, Section 11, pages 7–19 and 121–125, and the Sustainability Report in accordance with the Global Reporting Initiative (GRI), refer to the GRI Content Index on pages 126–129.

*Stockholm, the date stated on our electronic signature*

Yrjö Närhinen  
*Chair of the Board*

Daniel Björklund  
*Board member*

Hilde Britt Mellbye  
*Board member*

Dan Olsson  
*Board member*

Gunilla Rudebjer  
*Board member*

Samuel Skott  
*Board member*

Patricia Briceño  
*Employee representative*

Charalampos Kalpakas  
*Employee representative*

Magnus Sällström  
*Employee representative*

Mark Jensen  
*President and CEO*

Our audit report was submitted on the date of our electronic signature.  
*Ernst & Young AB*

Staffan Landén  
*Authorised Public Accountant*

The consolidated income statement and balance sheet and the Parent Company income statement and balance sheet will be presented to the Annual General Meeting for adoption.

# Auditor's report

To the general meeting of the shareholders of ABC AB, corporate identity number 556468-4354

## Report on the annual accounts and consolidated accounts

### Opinions

We have audited the annual accounts and consolidated accounts of Ambea AB (publ) for the year 2023. The annual accounts and consolidated accounts of the company are included on pages 61-105 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2023 and its financial performance and 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 of 31 December 2023 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS Accounting Standards), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted

to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

### 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 includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions

### Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were

addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

### Goodwill Description

Goodwill amounts to MSEK 7 006 for the year ended December 31, 2023, equal to 39 percentage of total assets for the company. The company prepares an impairment test yearly and if any indication of impairment, that the book value does not exceed the estimated recoverable amount. The recoverable amount is calculated for each cash generating unit based on discounted future cash flows. Future cash flows are

based on management's budget and forecasts, including assumptions of expected future earnings, growth, investments as well as changes in working capital. A change in assumptions can lead to a significant impact of the recoverable amount and therefore the assumptions used have significant impact on the assessment of impairment. Therefore, we have assessed valuation of goodwill to be a key audit matter. The impairment test procedures performed by the company is presented in note K12 and section "Key estimates and assessments" in note K31.

### How our audit addressed this key audit matter

In our audit, we have assessed and tested the company's impairment test, including comparisons with historical results and the accuracy in previous forecasts and assumptions. We have also made comparisons with other companies to assess the reasonableness of estimated cash flow and growth rates, and by using EY valuation experts we have tested used discount rate and growth rates. We have also tested the company's impairment model and method to prepare the impairment test and sensitivity analysis. In addition, we have made sensitivity analysis by ourselves of important assumptions and other factors that may impact future cash flows. We have also audited the accuracy of the related disclosures.

### Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1–59 and 111–130. The remuneration report for the financial year 2023 also constitutes other information. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual

accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

### Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue 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 ISAs 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement

of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of the company's internal control relevant to our audit 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 company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated accounts. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

## Report on other legal and regulatory requirements

Report on the audit of the administration and the proposed appropriations of the company's profit or loss

### Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of ABC AB (publ) for the year 201X (the financial year ...) and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated (loss be dealt with) in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

[A separate list of loans and collateral has been prepared in accordance with the provisions of the Companies Act.]

### 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 opinions.

## Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations 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 organization 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 organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

### Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which 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 appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with 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 appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

## The auditor's examination of the ESEF report

### Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Ambea AB (publ) for the financial year 2023.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

### Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Ambea AB (publ) 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 evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef

report without material misstatements, whether due to fraud or error.

**Auditor’s responsibility**

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 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 Esef report.

The audit firm applies ISQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements which requires the firm to design, implement and operate a system of quality management,

including policies and procedures regarding compliance with professional ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include 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 accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial

performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Ernst & Young AB, Box 7850, 103 99 Stockholm, was appointed auditor of Ambea AB by the general meeting of the shareholders on the 11/05/2023 and has been the company’s auditor since the 2008.

Stockholm, the date stated on our electronic signature

Ernst & Young AB

Staffan Landén  
Authorized Public Accountant

# Definitions and purpose

The financial statements presented by Ambea include alternative performance measures, which complement the measures specified in the applicable financial reporting framework. Alternative performance measures are given when they provide clearer or more in-depth

information than the measures defined in the applicable financial reporting framework.

For 2023, selected alternative performance measures are presented where IFRS 16 effects are eliminated to facilitate analysis.

Key figures	Definition and calculation	Purpose
<b>Growth (%)</b>	Growth consists of the increase in sales in relation to the comparative period. <i>Net sales growth for the period/Net sales in the comparative period</i>	This key figure is used to follow up the company's sales increase
<b>Acquired growth (%)</b>	<i>Net sales growth for the period from acquisitions/Net sales in the comparative period</i>	The key figure used to monitor the proportion of the company's sales growth generated through acquisitions
<b>Currency effect on growth (%)</b>	<i>Net sales growth for the period attributable to exchange-rate changes/Net sales in the comparative period</i>	The key figure used to monitor the proportion of the company's sales growth generated through exchange-rate fluctuations
<b>Organic growth (%)</b>	<i>Net sales growth for the period adjusted for acquisitions, divestments and exchange rates/Net sales in the comparative period</i>	This key figure is used when analysing underlying sales growth driven by comparable units between different periods
<b>Operating profit (EBIT)</b>	Profit for the period before financial items and tax <i>Total operating income – Operating expenses</i>	The key figure used to monitor the company's profit generated by operating activities. This key figure enables comparisons of profitability between companies/industries
<b>EBITA</b>	Operating profit before depreciation/amortisation and impairment of intangible assets <i>Operating profit (EBIT) + Depreciation/amortisation and impairment of intangible assets</i>	This key figure is used to follow up the company's profit generated by operating activities. This key figure enables comparisons of profitability between companies/industries
<b>Items affecting comparability</b>	Items related to events in the company's operations that impact comparability with profit during other periods. Include: - Transaction costs attributable to major acquisitions - Major re-organisations	The key figure of Items affecting comparability is used to achieve a fair comparison of the underlying development of business operations
<b>Adjusted EBITA</b>	Operating profit before depreciation/amortisation and impairment of intangible assets adjusted for items from events in the company's operations that affect comparisons with profit from other periods <i>EBITA + Items affecting comparability</i>	The key figure is used to follow up the company's profit generated by operating activities in order to obtain a fair comparison of the underlying development of business operations. This key figure enables comparisons of profitability between companies/industries

Key figures	Definition and calculation	Purpose
<b>EBITDA</b>	Operating profit before depreciation/amortisation and impairment of intangible and tangible assets <i>Operating profit (EBIT) + Depreciation/amortisation and impairment of intangible and tangible assets</i>	The key figure used to follow up the company's profit generated by operating activities. This key figure enables comparisons of profitability between companies/industries
<b>Operating cash flow</b>	Total cash flow from operating activities excluding tax, net financial items and cash flow from investing activities excluding acquisitions and divestments of operations <i>EBITDA + Changes in working capital + Cash flow from investing activities excl. acquisitions and divestments of subsidiaries + adjustments for cash flow from investing activities related to increased capacity/growth</i>	This key figure shows the cash flow from the company's operations, excluding business combinations, company divestments, financing, tax and items affecting comparability and is used to follow up whether the company is able to generate a sufficiently positive cash flow to maintain and expand its operations
<b>Cash conversion (%)</b>	Cash conversion as a percentage is defined as operating cash flow divided by EBITDA <i>Operating cash flow/EBITDA</i>	The key figure used as an efficiency measure of the proportion of a company's profit that is converted to cash
<b>Net debt</b>	The Group's interest-bearing liabilities excluding pension provisions adjusted for cash and cash equivalents <i>Interest-bearing liabilities – cash and cash equivalents</i>	This key figure is a measure of the company's debt/equity ratio and is used by the company to assess its capacity to meet its financial commitments
<b>Net debt/EBITDA (RTM)</b>	Net debt/EBITDA is a measure of the debt/equity ratio defined as the closing balance for net debt in relation to rolling EBITDA. <i>Net debt/EBITDA (RTM)</i>	The key figure used to monitor the level of the company's indebtedness to ensure that financial covenants are met
<b>Operating margin (%)</b>	Operating profit as a percentage of net sales. <i>Operating profit (EBIT)/Net sales</i>	This key figure is used to follow up the percentage of net sales from operations that remains to cover interest payments and tax and to generate a profit after the company's costs have been paid
<b>EBITDA, excluding IFRS 16 effects</b>	Operating profit before depreciation/amortisation and impairment of intangible and tangible assets, adjusted for IFRS 16 effects	The key figure used to follow up the company's profit generated by operating activities, excluding IFRS 16 effects. This key figure enables comparisons of profitability between companies/industries
<b>Net debt/EBITDA (RTM) excluding IFRS 16 effects</b>	Net debt/EBITDA excluding IFRS 16 effects is a measure of the debt/equity ratio which is defined as the closing balance for net debt, adjusted for IFRS effects, in relation to rolling EBITDA, adjusted for IFRS 16 effects <i>Net debt excluding IFRS 16 effects/EBITDA excluding IFRS 16 effects (RTM)</i>	The key figure used to monitor the level of the company's indebtedness to ensure that financial covenants are met
<b>Net debt excluding IFRS 16 effects</b>	The Group's interest-bearing liabilities, adjusted for IFRS 16 effects, excluding pension provisions adjusted for cash and cash equivalents <i>Net debt – lease liabilities related to properties and vehicles</i>	This key figure is used to calculate the company's indebtedness excluding IFRS 16 effects

# About the Sustainability Report

Sustainability is based on long-term responsibility for environmental, social and economic development. Ambea’s Quality & Sustainability Report reflects the topics that the company’s internal and external stakeholders have identified as material for Ambea to address in the specified areas.

The Sustainability Report has been prepared pursuant to the Swedish Annual Accounts Act and in accordance with the GRI<sup>1</sup> Standards 2021. The report is prepared annually and covers the 1 January to 31 December 2023 period, which is the same period covered by the financial statements.

## Stakeholders and dialogue

Ambea has several stakeholder groups where good understanding and dialogue are synonymous with high-quality care. These are primarily

- care receivers and their loved ones
- employees
- owners, investors, analysts and banks
- union representatives
- client municipalities
- other clients/customers

- potential employees, since the entire care sector is facing a major need for recruitment and skills to cater for the growing number of care receivers
- partners that can help to develop the operations, such as educational institutions, interest groups and other care specialists
- suppliers, through growing collaboration to reduce climate impact with joint initiatives, and ensure good ethics and accountability at all levels of the value chain
- politicians, public officials and authorities
- media and members of the general public with an interest in developing care.

Stakeholder group	Forum and channel	Topics discussed
<b>Care receivers and their loved ones</b>	Meeting forum, dialogue when moving in and monitoring during the residential period	Safe and secure social care with consistently high quality
<b>Clients, municipalities</b>	Procurements, growth discussions, collaboration meetings and contract follow-ups	Management contracts, start-ups and development, training and talks
<b>Other clients/customers</b>	Procurements, dialogue and meetings with clients, workshops and development teams, dialogue with participants	Training and supervision, competence needs and challenges, workplace development, monitoring of measures, online and mobile working methods
<b>Employees</b>	Meeting forum in group and face-to-face meetings	Employment, competence, development, and health and safety
<b>Union organisations</b>	Cooperation as per collective agreements	Terms, agreements, organisational changes, development
<b>Owners, investors, analysts and banks</b>	AGM, annual and quarterly reports, investor meetings	Business operations, development and quality
<b>Suppliers</b>	Agreements and Code of Conduct	Quality, safety and efficiency in production, orders and deliveries, ethical and accountable purchasing
<b>Educational institutions</b>	Collaborations, R&D projects, work experience	Development and higher-quality care services, work experience
<b>Interest groups</b>	Collaboration on events and sponsorship	Highlight various groups and prevent prejudice and ignorance
<b>Politicians and authorities</b>	Meetings, debates, opinion forming, lectures	Business content, quality, shared views and contributing to solutions to welfare challenges
<b>Media, journalists and the general public</b>	Interviews, debate, opinion forming, lectures	Transparency, spreading knowledge about care

<sup>1</sup> Global Reporting Initiative

### Materiality assessment

Ambea’s approach to sustainability is based on long-term responsibility for environmental, social and economic development. Sustainability initiatives are based on a materiality assessment from 2016 that is adjusted dynamically in line with events through continuous dialogue with investors and other key stakeholders, new legislation and insights into trends and the actions of competitors in the sustainability area.

The materiality assessment in 2016 was based on inputs from stakeholder dialogue, an intelligence study of trends and expectations in the sustainability area, investor requirements and a competitor analysis. Ambea identified and prioritised the Group’s material sustainability topics and the process involved several internal key functions – including quality, communication, HR and finance – and the results were compiled in a joint

workshop. Support for the prioritised sustainability topics and materiality assessment was established with Ambea’s Management Team. In 2023, the Management Team reviewed the material topics and they were considered relevant from an impact perspective.

In 2023, we also started working on a double materiality assessment to identify and assess financial and material impacts, in preparation for reporting in line

with the EU Corporate Sustainability Reporting Directive (CSRD) requirements when applicable.

Ambea’s current material sustainability topics and KPIs are presented on the following pages.

Dimension	Focus areas	Material topics	Questions in Ambea’s materiality assessment	Connection with the UN Sustainable Development Goals (2030 Agenda)	Policy	Read more about our work
Social sustainability	Person-centred care	Increased health, well-being and quality of life	Health and safety for our care receivers; Satisfied and secure care receivers; Motivated employees; Health and safety for employees	3 Good health and well-being 8 Decent Work and Economic Growth	Code of Conduct, Employee and OHS Policy, Quality and Sustainability Policy	Care services with a customer focus (page 9), We create time for care (page 11), Personalised care (pages 28–29), Social sustainability – is engrained in our DNA (pages 14–15), Our employees are growing with us (pages 41–42)
		Respect for individuals and basic human rights	Integrity, self-determination and empathy; Respect for individuals and basic human rights; Diversity and fair treatment	3 Good health and well-being	Personal Data Processing Policy (GDPR), Whistleblowing Policy	Care services with a customer focus (page 9), We create time for care (page 11), Social sustainability – is engrained in our DNA (pages 14–15), Quality – doing the right thing should be easy (pages 45–46)
	Care innovation	Competence, methods and services for better care	Digitisation and welfare technology; Development of methods, teaching approaches and services; Evidence-based research and innovation through cooperation	4 Quality Education	Quality and Sustainability Policy	We accelerate innovation and welfare technology (page 12), Collaboration with schools, universities and research (page 43)
		Constructive public debate	Develop views of care; Integration, prevent social exclusion; Support for social projects	4 Quality Education	–	We accelerate innovation and welfare technology (page 12), Active member of industry association (page 24)
	Ethics and quality	High-quality care	Clear targets and procedures; Customer satisfaction and efficiency	3 Good health and well-being 8 Decent Work and Economic Growth	Code of Conduct, Quality and Sustainability Policy, Internal Control Policy, Risk Management Policy	We deliver quality through competence (page 10), Quality – doing the right thing should be easy (pages 45–46)

Dimension	Focus areas	Material topics	Questions in Ambea's materiality assessment	Connection with the UN Sustainable Development Goals (2030 Agenda)	Policy	Read more about our work
Economic and social sustainability	Ethics and quality	Good business ethics and high transparency	Laws, rules and regulations, Anti-corruption, Ethical marketing, Environmental responsibility	8 Decent Work and Economic Growth	Code of Conduct, Quality and Sustainability Policy, Financial Policy, Communication Policy, Information Security Policy, Insider Trading Policy, Related-parties Policy	We deliver quality through competence (page 10)
		Close collaboration and clear demands on suppliers	Business ethics, Environment and human rights	8 Decent Work and Economic Growth	Code of Conduct, Purchasing Policy, Personal Data Protection Policy	We deliver quality through competence (page 10), GHG emissions and control (page 16)
Environment	GHG emissions	Sustainable travel and transportation	Sustainable travel and transportation	12 Responsible consumption and production	Quality and Sustainability Policy, Business Travel Policy	GHG emissions and control (page 16)
		Reduced food waste and responsible waste management	GHG emissions from food and waste	12 Responsible consumption and production	Quality and Sustainability Policy	GHG emissions and control (page 16)
		Energy-efficient properties and fossil-free electricity	Renewable/fossil-free energy and life cycle assessments	7 Affordable and clean energy	Quality and Sustainability Policy	GHG emissions and control (page 16)

### QUALITY-RELATED KPIS

	Vardaga		Nytida		Stendi		Altiden	
	2023	2022	2023	2022	2023	2022	2023	2022
No. of non-conformities	32,124	29,948	34,568	30,998	10,351	10,650	564	626
Total no. of non-conformities, grade 4 <sup>1</sup>	17	3	9	7	15	3	6	3
No. of inspections (with remarks)	2	7 (3)	99 (11)	82 (16)	185 (28)	140 (17)	51 (6)	12 (4)
Lex Maria (care-associated injury), number of events reported to the IVO	7	5	5	10	N/A	N/A	N/A	N/A
Lex Maria, investigations that are not notifiable	48	40	50	48	N/A	N/A	N/A	N/A
Lex Sarah (negligence), number of events reported to the IVO	6	9	16	22	N/A	N/A	N/A	N/A
Lex Sarah, investigations that are not notifiable	68	70	118	80	N/A	N/A	N/A	N/A

Ambea has clear procedures for identifying, documenting and reporting non-conformities and risks. By working with non-conformities at this level, the risk of serious events occurring is minimised, refer to page 45.

In 2023, the Swedish Data Protection Officer notified the IMY of 21 personal data breaches. They were varied in nature, but none of them posed, or were deemed to pose, a significant risk to the data subjects. The reason for the higher number of notifications is deemed to be that other notifiers reviewed the events, which led to different assessments. In most of the cases, relevant actions could be taken immediately to prevent any recurrence. The remaining breaches are deemed to be the result of organisational and technical defects

in system administration. Actions were taken to some extent in direct connection with the breaches but ongoing efforts are still required to ensure that all processing of personal data is GDPR-compliant. Of the decisions we have received, the IMY is not taking any action in connection with our notifications. Altiden reported a total of four breaches to the Norwegian Data Protection Authority, of which the municipality reported three of them because they are the data controller and Altiden is the data processor. Of the decisions we have received, the Norwegian Data Protection Authority is not taking any action. Stendi reported a total of two breaches to the Norwegian Data Protection Authority.

### KEY FIGURES – ENVIRONMENT AND CORPORATE GOVERNANCE

Category	Sustainability indicator	Outcome			
		2023	2022	2021	2020
<b>Environment</b>					
GHG emissions <sup>2</sup>	GHG emissions per SEK million, tCO <sub>2e</sub> per SEK million	1.20	1.34	1.70	1.40
<b>Governance</b>					
Board diversity	No. of Board members	9	9	9	9
	Women on the Board (%)	33%	33%	44%	44%
	No. of union representatives	3	3	3	3
Board independence <sup>3</sup>	Independent of the company (%)	100%	100%	100%	100%
	Independent of majority owner (%)	83%	83%	83%	83%
Board committees	No. of committees	3	3	3	3
	No. of committees chaired by a woman	1	2	3	3
Collective bargaining agreements	Employees covered by collective agreements (%)	99.1%	97.4%	98.2%	99.0%
Ethics and anti-corruption	Employees who have officially signed the Code of Conduct (%)	98%	99%	99%	67%

<sup>1</sup> Serious non-conformities, grade 4 = Catastrophic, events causing lasting major injury or have long-lasting consequences for the individual based on current event (sensory, motor, physiological, intellectual or psychological) as well as unexpected deaths.

<sup>2</sup> Scopes 1, 2 and 3 excluding employee commuting. Scope 3 excluding employee commuting accounts for about 60 per cent of all emissions.

<sup>3</sup> Excluding union representatives.

**QUALITY AND SUSTAINABILITY-RELATED KPIS – SOCIAL**

Category	Sub-category	Sustainability/ESG indicator	2023				2022			
			Group total	Sweden	Norway	Denmark	Group total	Sweden	Norway	Denmark
<b>Information about employees</b>	Average no. of FTEs and headcount	No. of FTEs	14,663	9,929	3,469	1,266	14,437	9,645	3,464	1,328
		Of whom women	9,923	7,199	1,873	851	9,742	6,969	1,859	914
		Women (%)	68%	73%	54%	67%	67%	72%	54%	69%
		Headcount	23,696	17,362	4,812	1,523	24,444	17,508	4,856	2,080
		Of whom women	16,442	12,699	2,686	1,057	16,977	12,771	2,749	1,457
		Women (%)	69%	73%	56%	69%	69%	73%	57%	70%
		No. of employees (Total during the year)	34,747	23,483	8,442	2,822	31,237	22,328	6,554	2,355
<b>Equality</b>	Distribution of women and men in various positions	Women in entry and mid-level positions (%)	67%	71%	55%	67%	70%	73%	56%	71%
		Women in senior management positions (%)	64%	63%	53%	86%	68%	61%	65%	88%
	Salaried employees, men and women	Total no. of salaried employees	14,873	10,096	3,281	1,496	14,158	10,090	3,145	923
		Salaried employees, women (%)	70%	75%	55%	67%	71%	75%	56%	81%
	Hourly employees, men and women	Total no. of hourly employees	9,513	7,427	1,454	632	9,502	7,400	1,522	580
		Hourly employees, women (%)	68%	70%	57%	66%	65%	70%	57%	73%
	Distribution of full-time/part-time between men and women	Total no. of full-time employees	7,664	4,832	1,959	874	6,943	4,672	1,949	322
		Full-time employees, women (%)	66%	73%	50%	57%	66%	73%	50%	65%
		Total no. of part-time employees	7,175	5,359	1,194	622	7,148	5,347	1,201	600
		Part-time employees, women (%)	75%	78%	64%	82%	75%	77%	65%	89%
	Pay gap, men/women <sup>1</sup>	Ratio: Median wages, men/women	0.98	0.98	0.97	0.99	0.96	0.98	1.00	0.96
<b>Remuneration of CEO/employees</b>		Remuneration of CEO/median wage for employees <sup>2</sup>	18:1				18:1			
<b>Health</b>	Sick leave	Short-term sick leave (%)	4.0%	5.0%	1.2%	4.7%	4.6%	5.7%	2.7%	3.7%
<b>Employee turnover</b>	Employee turnover from various perspectives	Voluntary turnover rate for permanent employees (%)	16.8%	16.3%	13.0%	28.0%	17.1%	16.4%	13.0%	38.7%
		Turnover rate due to retirement for permanent employees (%)	0.7%	0.9%	0.0%	1.0%	0.9%	1.2%	0.0%	0.6%
<b>Age information</b>	Age distribution	Median age, total	42	42	41	42	41	41	41	41
<b>Education</b>	Training hours	Average no. of training hours per person during the year	37	40	26	36	34	40	20	27
<b>Occupational health and safety</b>	Non-conformities, injuries and fatalities	No. of workplace injuries reported <sup>3</sup>	1,300	988	210	102	1,003	939	22	42
		No. of workplace fatalities	0	0	0	0	0	0	0	0
		No. of actual discrimination cases	0	0	0	0	1	1	0	0
		No. of harassment cases reported	2	2	0	0	2	2	0	0
		Total no. of workplace injuries and fatalities per employee	0.05	0.06	0.04	0.07	0.04	0.05	0	0.02
<b>Diversity</b>	Nationalities in the organisation	Estimated no. of languages spoken in the organisation	81	81	50	21	53	53	50	21
	Integration	No. of newly arrived residents who received work placements, employment, job training or traineeships	253	253	-	-	194	194	-	-

<sup>1</sup> Based on salaried employees in Sweden and Denmark, and all salaries in Norway.

<sup>2</sup> Incl. basic salary and any bonuses, excl. pension.

<sup>3</sup> Changed definition as of 2022: Workplace injuries include severity levels 2 (minor injury) to 4 (serious injury, disability, death). Norway's figure for 2022 using the old calculation method.

### Sustainability risks

In order to predict and manage risks, Ambea performs continuous risk assessments of the operations. Since 2017, quality and sustainability have been included in the ordinary risk assessment. Ambea works continuously to reduce the environmental impacts of its operations. However, the environment is not classified as a material risk. Ambea’s sustainability risks and its management of these is described here.

RISK AND POTENTIAL IMPACT	HOW THE RISK IS MANAGED
<p><b>Employees and competence</b></p> <p>Ambea’s operations are dependent on competent and engaged employees. Ambea needs to attract, develop and retain people who possess specialist expertise, teaching skills and good leadership qualities. A high employee turnover entails risk in terms of competence and capacity. Lack of competence and/or an unsound attitude could have an adverse impact on care receivers, family members and employees. For example, there is a risk of incorrect care or inappropriate behaviour, such as discrimination on the grounds of sex, ethnic background or faith.</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Quality &amp; Sustainability Policy</li> <li>• Values and set of values</li> <li>• Management system with guidance for care</li> <li>• Introductory and training programmes for each profession</li> <li>• Fair and Equal Treatment Plan</li> <li>• External whistleblowing channel</li> </ul>
<p><b>Health and safety</b></p> <p>Ambea’s employees work with people with neuropsychiatric diagnoses and cognitive impairment. The workplace is subsequently associated with the risk of threats and violence.</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Employee and Health and Safety Policy</li> <li>• Values and set of values</li> <li>• Introductory and training programmes for each profession</li> <li>• Management system for a systematic approach to health and safety</li> </ul>
<p><b>Ethics and quality</b></p> <p>In order to provide high-quality care with continuity, it is vital that Ambea’s employees work in accordance with applicable management systems to ensure that care receivers are provided with effective and safe care. There is a risk that care receivers are exposed to care risk if established procedures are not followed. Ambea’s employees work closely with the care receivers. Employees handle care receivers’ financial affairs, for example. Here there is a risk of abuse in positions of trust and other forms of inappropriate or illegal behaviour. Ambea has extensive contact with municipalities, suppliers and other partners, and participates in tender procedures where extensive contracts are awarded. There is also a risk of unethical conduct or corruption in these situations.</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Quality &amp; Sustainability Policy</li> <li>• Values and set of values</li> <li>• Management system with guidance for care</li> <li>• Customer Representative</li> <li>• External whistleblowing channel</li> <li>• Criminal record check in Sweden and Denmark. In Norway when permitted by law.</li> <li>• Background checks for all managers that are named on the operating licence (Sweden)</li> </ul>
<p><b>Information security</b></p> <p>Ambea processes personal data, including sensitive data about the health of care receivers. Poor information security could have wide-ranging implications for care receivers, and for Ambea.</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Values and set of values</li> <li>• Information Security Policy</li> <li>• Policy and governing documents for processing of personal data (GDPR) and relevant national legislation</li> <li>• Governing documents for documentation for sector-specific legislation, such as LSS in Sweden</li> <li>• Guidance for medical records access log</li> </ul>

## Management Approach

Ambea's Board is ultimately responsible for sustainability, and the sustainability focus is determined by the Board, and the focus is reviewed and adopted annually when creating the business plan. The role of Ambea's Quality and Sustainability Committee is to ensure that the Board meets its responsibilities for Ambea's quality and sustainability issues, which are of material significance for the company. The Committee meets at least four times per year.

The Head of HR and Sustainability, who reports to the CEO, is responsible for identifying and managing the company's sustainability impact, developing sustainability strategies and sustainability targets, and for ensuring compliance with these and that the company follows relevant legislation. The Head of HR and Sustainability reports the results of these processes to the Quality & Sustainability Committee, and to the Board when required. The follow-up comprises the KPIs on page 19. The Head of HR and Sustainability also collaborates with working groups from the quality, property, growth, communication, finance and HR functions, as well as representative from all divisions with the aim of securing sustainability breadth. Governance of the company's sustainability topics is based on policies, guidance and procedures, and operational responsibility for compliance is delegated to managers with direct employee responsibility, and to specific specialist roles within the organisation.

The Code of Conduct and the Quality & Sustainability Policy comprise the overall guidance for Ambea's obligations from a sustainability perspective. All employees have completed training in, and are subject to, the Code of Conduct. New employees sign the Code of Conduct, and a web-based course in the Code of Conduct, our values and set of values is part of their induction. The Code of Conduct and other key guidance is updated

annually. To ensure revision and updating of operational procedures, monitoring is carried out in the form of self-assessments. Policies, governing documents, guidelines and procedures can be found in the management system, and are implemented across the operations. Working preventively, wherever possible, and applying the precautionary principle are fundamental to our approach to sustainability.

Ambea's sustainability management is based on the UN Global Compact and the 2030 Agenda for Sustainable Development. Ambea contributes to the achievement of five of the 17 Sustainable Development Goals (SDGs). Good health and well-being (3), quality education (4), affordable and clean energy (7), decent work and economic growth (8), and responsible consumption and production (12).

## Collaboration and membership

Ambea is an active member of several industry and employer organisations in Sweden, Denmark and Norway. Ambea's Swedish operations are members of the Association of Private Care Providers and Competence Agencies of Sweden (Klara). Altiden is a member of the Danish Chamber of Commerce, and Stendi is a member of the Norwegian National Association for Health Industry, Welfare and Education (NHO Geneo).

This means that the companies

- have collective agreements, collectively agreed insurance coverage for their employees and the licenses that are required
- comply with the organisations' ethical guidelines and quality management system requirements, and that no complaints have been lodged against any of the company's owners or senior executives
- openly present information about quality, employees, financial performance, owners and Board members on its website and in other contexts.

We also have other memberships that are important for our activities. Stendi is a member of the Norwegian Foster Home Association, a nationwide and independent organisation for care receivers and interest groups that works actively to raise quality at all levels of foster care. Ambea, Nytida and Vardaga are members of the Swedish Standard Institute (SIS) due to their involvement in a number of standardisation projects for elderly care (LSS and HVB). Ambea AB is also a member of the Stockholm Chamber of Commerce and Diversity Charter Sweden.

Read more about our work in industry associations on page 24, collaborations with education and research on page 43, and partnerships and sponsorships on page 14–15.

## Diversity and equal opportunity are fundamental

People with different backgrounds, perspectives and competence are crucial for Ambea's results and success. It goes without saying that every colleague should be treated with respect, and that everyone should have the same rights, responsibilities and opportunities.

Ambea applies an Employee Policy and Fair and Equal Treatment Plan (including Gender Equality Policy) to pro-actively and purposefully promote diversity, equality and equal opportunity in the workplace. Our follow-up of gender equality in the company is currently focused on gender distribution, remuneration and scope of the position.

We follow up the percentage of women in entry and mid-level positions, as well as senior and executive positions. In terms of remuneration, we monitor gender distribution for salaried and hourly employees, as well as the gender pay gap. We also include the proportion of full and part-time employees. Read about these KPIs on page 117.

## Value chain, supply chain responsibility and GHG emissions

The Group's focus is to reduce negative and maximise positive effects along the entire value chain. Through our Code of Conduct, which applies to the entire value chain, we have clarified our basic values and positions regarding responsibility for the environment and human rights.

Ambea has actively chosen established suppliers of consumables, food and other goods that are required for our operations and these suppliers are also expected to comply with our Code of Conduct. Before signing any agreements, we ensure that new suppliers either comply with our Code of Conduct, or have an equivalent code of conduct in place. Wherever possible, our suppliers should also have documented quality and environmental management systems.

The follow-up of our emissions includes both direct and indirect emissions from our value chain. Other indirect Scope 3 emissions account for most of our climate impact and we are working actively to reduce our negative impact in these areas with various measures and continuous follow-ups. Read more about our initiatives in Climate impact and control on pages 16–17.

## Business ethics and anti-corruption

Ambea's business decisions must always be made in the best interests of the company. Employees must never use their position or their influence for any other purpose than to promote Ambea's best interests.

Personal relationships or considerations must never affect decisions or recruitments. To further reduce the risk of conflicts of interest and ensure that business decisions are always made in Ambea's best interest, all contractual arrangements, employment contracts or other items of material significance between Ambea and another party must be negotiated and approved in writing by at least two people before they are signed.

**Ambea's Code of Conduct**

Ambea's position on business ethics and corruption is clarified in the Group's Code of Conduct which, in its entirety, describes how every employee in the Group is expected to behave and relate to Ambea, their colleagues and the external environment. All new employees are required to sign the Code of Conduct. Suspected misconduct must be reported to Ambea's Ethics Officer without delay and breaches are grounds for investigation and disciplinary action.

**Free competition**

Ambea supports fair competition and an open market. Fair competition drives business development and innovation. We believe firmly that free and fair competition is good for everyone and allows us to run a healthy and efficient business operation that provides best quality for money for our customers.

**Zero tolerance for fraud and related crimes**

According to Group-wide guidance and governing documents, Ambea follows the national and international regulations that have been put in place to prevent, identify and prosecute economic crime. This applies particularly to fraud, blackmail and other related crimes. Ambea's employees must refrain from both committing a crime, and failing to report a suspected criminal offence. Employees must also cooperate actively with all investigations of these types of crime.

**Boundaries**

Ambea, Nytida, Vardaga, Stendi, Altiden, Klara and Lära are included in the reporting. The Sustainability Report reflects the contents of Ambea's sustainability performance, which is based on the materiality assessment and the material topics identified as part of that process.

# The EU Taxonomy: Ambea’s contribution to climate change adaptation of its operations

The aim of the EU Taxonomy is to direct investments to the economic activities most needed to meet the EU’s climate and energy targets, in line with the European Green Deal objectives. The implementation will be developed gradually over time. At present, Ambea conducts economic activities associated with NACE codes Q87 (Residential care activities) and P85 (Education), and their contributions to *Environmental Objective 1 – Climate change mitigation* and *Environmental Objective 2 – Climate change adaptation*. Ambea is not currently covered by the remaining four environmental objectives that are new for 2023.

## About the EU Taxonomy

The EU Taxonomy is a classification system for environmentally sustainable economic activities. The aim is to help investors identify investments that are contributing to meeting the EU’s six environmental objectives:

1. Climate change mitigation.
2. Climate change adaptation.
3. Sustainable use and protection of water and marine resources.
4. Transition to a circular economy.
5. Pollution prevention and control.
6. Protection and restoration of biodiversity and ecosystems.

To determine whether an economic activity is making a substantial contribution to one or more of the

environmental objectives, the European Commission has adopted delegated acts specifying the technical screening criteria. In February 2022, the Commission had only published criteria for the two climate-related environmental objectives (environmental objectives 1 and 2). Four more environmental objectives were added in 2023 (environmental objectives 3–6). Disclosures for the other four environmental objectives are not therefore relevant for Ambea, according to a third-party review and assessment and an internal due diligence. The proportion of Ambea’s activities that are aligned with the Taxonomy’s two climate-related environmental objectives are reported using three KPIs: turnover, capital expenditure (CapEx) and Operating Expenditure (OpEx). These are presented in accordance with the established templates on pages 123–125. Turnover is assessed to be 0 per cent, while 64 per cent of CapEx and 3 per cent of OpEx is assessed to be Taxonomy-eligible. It should also be noted that the EU Taxonomy is still a work in progress and that many economic activities are not yet covered by the framework. Turnover, CapEx and OpEx that are not Taxonomy-eligible may or may not make a substantial contribution to the environmental objectives.

## Relevant activities

Ambea’s core business activities are elderly and social care, competence and staffing solutions for social welfare services. Ambea’s Taxonomy-eligible operations in *12.1 Residential care activities* and *11. Education* where

the property is part of where the activity is carried out and it is the property that is the focus of the environmental objective. As Ambea does not own the properties in which the operations are conducted, the possibility of conducting long-term work as described in the environmental objective regarding climate scenario analyses is limited. However, the long-term rental contracts Ambea generally holds increase our risk of exposure over time if the buildings are not adapted. Therefore, it is important that Ambea cooperates with property owners and clients (the municipalities) to help identify solutions that adapt the buildings to the risks associated with climate change. Of the physical risks identified, we can see that higher temperatures, sharp temperature fluctuations, elevated water levels and extreme weather events could have a significant impact on these operations in regard to energy security, air and water quality, indoor environments, secure care procedures, and healthy work and living environments.

## AMBEA’S SHARE OF TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES

%	2023
Turnover	0
Capital expenditure (CapEx)	64
Operating expenditure (OpEx)	3

## Application of the Taxonomy

### Core business activities under Environmental Objective 1

Ambea’s core business activities are not encompassed by activities under Environmental Objective 1. However, there are other ways in which Ambea promotes and contributes to sustainability and social responsibility in the context of its operations. Refer to the *Sustainable care strategy* section on pages 7–19 for further information.

### Core business activities under Environmental Objective 2

Under Environmental Objective 2 (climate change adaptation), there are two activities that are relevant to the taxonomy. *12.1 Residential care activities*. The conditions for reporting turnover, CapEx or OpEx under Environmental Objective 2 vary for these two activities, depending on whether they are transitional or enabling activities. Both *11 Education* and *12.1 Residential care activities* are classified as transitional activities under Environmental Objective 2 of the Taxonomy regulation. For transitional activities, only CapEx and OpEx for measures that are aimed at strengthening the activity’s ability to withstand physical and non-physical climate risks are relevant. These measures must be based on, for example, climate scenario analyses that are proportionate to the activity. A key aspect here is that Ambea does not own the properties in which residential care and education are provided, which means that the property

owners are usually responsible for carrying out climate scenario analyses and adaptation measures. Subsequently, Ambea is not required to report any CapEx or OpEx for these transitional activities.

### Other Taxonomy-eligible activities

The Taxonomy provides several alternatives for reporting CapEx and OpEx as sustainable. These are specified in the delegated act specifying the disclosure requirements. In addition to expenditure linked to our core business activities (elderly and social care, competence and staff-ing solutions for social welfare services), the following has also been mapped:

- CapEx and OpEx that are part of a plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned within a period of five years.
- The purchase of output from Taxonomy-aligned economic activities, and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.

In the mapping process of Environmental Objective 2, CapEx linked to economic activity 6.5 *Transport by motorbikes, passenger cars and light commercial vehicles* was identified. The expenditure is derived from the leased vehicles used in our operations and that were capitalised in the 2023 financial year and leases concluded during the year. Expenditure that was expensed during the year and that pertains to leased vehicles under 6.5 is considered relevant operating expenditure under the Taxonomy's disclosure obligations. Since the leased vehicles are light commercial vehicles as defined under economic activity 6.5 of the EU Taxonomy Climate Delegated Act, our conclusion is that this CapEx and

OpEx is Taxonomy-eligible.

In addition, CapEx linked to economic activity 7.4 *Installation, maintenance and repair of charging stations for electric vehicles in buildings* and economic activity 7.5 *Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings* was identified. The expenditure pertained to charging stations that were installed adjacent to a rented building in 2023, and the replacement of radiator valves in buildings where we conduct our activities. These activities were considered to meet the conditions of economic activities 7.4 and 7.5 of the EU Taxonomy Climate Delegated Act, and our conclusion is therefore that the CapEx is Taxonomy-eligible.

Furthermore, expenditure linked to economic activity 9.3 *Professional services related to energy performance of buildings* was identified. The expenditure pertains to consulting services for energy-related measures in a rented building and is considered to meet the conditions of the relevant economic activity in the EU Taxonomy Climate Delegated Act. The expenditure amounts to less than 1 per cent of Ambea's total OpEx according to the Taxonomy's definition. Finally, CapEx was identified linked to 7.7 *Acquisition and ownership of buildings*. Expenditure consists of new, terminated and remeasured property leases.

### Taxonomy-alignment assessment

For the expenditures identified, it was not possible to assess whether or not they are aligned with the Taxonomy. Since the CapEx and OpEx covered by the Taxonomy pertain to the purchasing of products and individual measures associated with economic activities included in the Taxonomy, Ambea is dependent on information from suppliers to determine whether they are Taxonomy-

aligned. Since there is no information about whether or not the activities meet the requirements of the Technical Screening Criteria, no such assessment has been possible for this year's reporting.

### Reporting requirements

#### Turnover

The recognised amount corresponds to the Group's total net sales and is assessed using the same principles as in our 2022 Annual Report. The amount corresponds to the net sales item in the consolidated income statement on page 65, and Note G2 on page 71. Since Ambea has no turnover that is Taxonomy-eligible, no part of the turnover has been attributed to any of the activities in the delegated acts related to Environmental Objective 1 and Environmental Objective 2.

#### Capital expenditure (CapEx)

Recognised amounts correspond to acquisition of tangible and intangible assets in 2023 before any amortisation/depreciation, remeasurement and impairment and excluding change in fair value. These include capitalised leases, business combinations and other acquisitions during the financial year, excluding goodwill. For more detailed information about the investments, refer to Notes G6, G12 and G13 on pages 74, 80 and 81. The amounts have been obtained from accounts, and from invoices attributable to projects covered by the Taxonomy.

Economic activity 6.5 refers to costs for leased vehicles and the amounts have been obtained from the lease accounting system. Economic activity 7.4 refers to the implementation of charging points, where the amount is related to invoices linked to the project. Eco-

nomical activity 7.4 refers to invoices related to projects for improving heat flow regulation and 7.7 where amounts are taken from the lease accounting system.

#### Operating expenditure (OpEx)

The Taxonomy's definition of OpEx differs from other financial reporting. Amounts recognised for 2023 correspond to expenses for maintenance and repair of technical equipment, care equipment and other fixtures and fixed assets required to conduct the business, as well as building maintenance and leases not expensed under IFRS 16. Operating expenses also include individual measures for building renovations.

The costs of short-term leases during the year form part of the operating expenses, but not low-value leases. For information about short-term leases, refer to Note G6 on page 74. The amounts have been obtained from accounts, and from invoices attributable to projects covered by the Taxonomy. 7.4 encompasses costs for service of charging points and economic activity 6.5 refers to accounts attributable to repairs and service of leased vehicles. Economic activity 9.3 refers to an amount of SEK 0.6 million related to invoices for consulting services for the sustainable development of the business. The services include energy audits, acoustics planning, solar panel consultancy and transport mapping.

**PROPORTION OF TURNOVER FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2023**

Financial year 2023	2023			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm) (h)									
Economic activities	Code (a)	Turnover	Proportion of turnover, year 2023	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) turnover, year 2022	Category enabling activity	Category transitional activity
		SEK million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																			
Activity		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%		
Of which Enabling		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	E	
Of which Transitional		0	0%							-	-	-	-	-	-	-	0%		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (g)</b>																			
Activity		0	0%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								0%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
Turnover of Taxonomy-non-eligible activities		13,312	100%																
TOTAL		13,312	100%																

EL – Taxonomy-eligible activities for the relevant goal.  
 N/EL – Taxonomy-Non-eligible activities for the relevant goal.  
 Ambee is not subject to the disclosures set out in Article 8.6 and 8.7.

**PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2023**

Financial year 2023	2023			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm) (h)									
	Economic activities	Code (a)	Capital expenditure (CapEx)	Proportion of CapEx, year 2023	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) capex, year 2022	Category enabling activity
		SEK million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																			
Activity		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	-	-	-	-	-	-	-	-	-	-	-	-	0%		
Of which Enabling		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	E	
Of which Transitional		0	0%							-	-	-	-	-	-	-	0%		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (g)</b>																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	128	28%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								4%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking lots adjacent to buildings)	CCM 7.4	1	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	1	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Acquisition and ownership of buildings	CCM 7.7	166	36%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		296	64%	64%	0%	0%	0%	0%	0%								4%		
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		296	64%	64%	0%	0%	0%	0%	0%								4%		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
CapEx of Taxonomy-non-eligible activities		168	36%																
TOTAL		464	100%																

EL – Taxonomy-eligible activities for the relevant goal. N/EL – Taxonomy-Non-eligible activities for the relevant goal. Ambee is not subject to the disclosures set out in Article 8.6 and 8.7.

**PROPORTION OF OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2023**

Financial year 2023	2023			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm) (h)									
Economic activities	Code (a)	Operating expenditure (OpEx)	Proportion of OpEx, year 2023	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2.) capex, year 2022	Category enabling activity	Category transitional activity
		SEK million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																			
Activity		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	-	-	-	-	-	-	-	-	-	-	-	-	0%		
Of which Enabling		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	E	
Of which Transitional		0	0%							-	-	-	-	-	-	-	0%		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (g)</b>																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	6	2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								6%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking lots adjacent to buildings)	CCM 7.4	0	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Professional services related to energy performance of buildings	CCM 9.3	1	0.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		7	3%	3%	0%	0%	0%	0%	0%								6%		
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		7	3%	3%	0%	0%	0%	0%	0%								6%		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
OpEx of Taxonomy-non-eligible activities		235	97%																
TOTAL		242	100%																

EL – Taxonomy-eligible activities for the relevant goal. N/EL – Taxonomy-Non-eligible activities for the relevant goal. Ambea is not subject to the disclosures set out in Article 8.6 and 8.7.

# GRI Content Index

Ambea has reported in accordance with the GRI Standards 2021 for the 1 January–31 December 2023 period. GRI 1: Foundation 2021 was applied.

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 2: GENERAL DISCLOSURES 2021</b>					
<b>The organisation and its reporting practices</b>	2-1	Organisational details	3, 55, 62		
	2-2	Entities included in the organisation’s sustainability reporting	62, 94–96, 119–120		
	2-3	Reporting period, frequency and contact point	2, 107, 113, 131		
	2-4	Restatements of information	117, 129		
	2-5	External assurance	130		
<b>Activities and workers</b>	2-6	Activities, value chain and other business relationships	15, 27, 30–40, 62, 119	2-6, Downstream entities	Not applicable Ambea has no downstream entities
	2-7	Employees	117	2-7, Breakdown by form of employment and region	Insufficient information No data available
	2-8	Workers who are not employees		2-8, Not employees	Not applicable Ambea’s operations are conducted primarily by employed workers, with temporary consultants.
<b>Governance</b>	2-9	Governance structure and composition	48–49, 56–59, 119		
	2-10	Nomination and selection of the highest governance body	48–49		
	2-11	Chair of the highest governance body	56		
	2-12	Role of the highest governance body in overseeing the management of impacts	49, 119		
	2-13	Delegation of responsibility for managing impacts	49, 119		
	2-14	Role of the highest governance body in sustainability reporting	49, 119		
	2-15	Conflicts of interest	49, 118–120		
	2-16	Communication of critical concerns	45–46, 116, 119		
	2-17	Collective knowledge of the highest governance body	56, 119		
	2-18	Evaluation of the performance of the highest governance body	48–49		
	2-19	Remuneration policies	48, 77		
2-20	Process to determine remuneration	48, 77			
2-21	Annual total compensation ratio	117	2-21, Ratio of the percentage increase in annual total compensation for the organisation’s highest-paid individual to the median percentage increase	Insufficient information No data available	

GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission	
				Reason	Explanation
<b>Strategy, policies and practices</b>	2-22	Statement on sustainable development strategy	5-6, 13		
	2-23	Policy commitments	49, 114, 119		
	2-24	Embedding policy commitments	49, 119		
	2-25	Processes to remediate negative impacts	45-46, 116, 118		
	2-26	Mechanisms for seeking advice and raising concerns	46		
	2-27	Compliance with laws and regulations	116		
	2-28	Membership associations	24, 119		
<b>Stakeholder engagement</b>	2-29	Approach to stakeholder engagement	113		
	2-30	Collective bargaining agreements	116, 119		
<b>GRI 3: Material topics 2021</b>					
	3-1	Process to determine material topics	114		
	3-2	List of material topics	13, 114-115		
<b>Environment</b>					
<b>GRI 3: Material topics 2021</b>	3-3	Management of material topics	13, 16, 113-115, 119, 121-122		
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	16-19		
	305-2	Indirect (Scope 2) GHG emissions	16-19		
	305-3	Other indirect (Scope 3) GHG emissions	16-19		

GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission	
				Reason	Explanation
<b>Social responsibilities</b>					
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	9, 11, 13, 14-15, 19, 28-29, 41-42, 113-115, 118-119			
<b>GRI 403: Occupational health and safety 2018</b>	403-9 Work-related injuries	41-43, 117	403-9 Work-related injuries	Insufficient information	Some data unavailable
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	117			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	117			
<b>GRI 416: Customer health and safety 2016</b>	416-2 Non-conformities concerning the health and safety impacts of products and services	13, 19, 45-46, 116-117			
<b>Governance</b>					
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	4, 10, 13-17, 28, 40-43, 113-115, 118-119			
<b>GRI 404: Training and education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	10, 15, 117			
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	15, 119			

**DEFINITIONS AND CALCULATION METHOD FOR AMBEA'S GHG EMISSIONS ON PAGE 18**

Scope	Category	2023	2019
1.1	Own facilities	Mainly consumption of oil and natural gas in Sweden and Denmark. The calculation of refrigerant leakage is based on mass balance and filled amount.	Double counting adjustment of CO <sub>2</sub> e refrigerants in Sweden and Denmark.
1.2	Owned and leased vehicles	Mainly transportation for care receivers in the units. Some units buy food themselves, but this transport is also included.	Updating of emission factors for Sweden and Norway.
2	Electricity and district heating	<p><b>Sweden:</b> Fossil-free electricity agreements for own operations gives zero Scope 2 emissions. These agreements cover approximately 80 per cent of electricity consumption. For other electricity, a residual mix emission factor is used. For district heating, an average emission factor for Sweden is used.</p> <p><b>Norway:</b> Electricity with 100 per cent hydropower-generated.</p> <p><b>Denmark:</b> In contrast to 2022, when electricity was purchased with wind power certificates, electricity was purchased without certificates and emissions were therefore calculated using a residual mix emission factor. Emissions for district heating are calculated using an average emission factor for Europe. Electricity and heating consumption follow ups were improved and could explain why emissions increased in this category.</p>	In 2020, an updated emission factor for energy in Denmark led to lower emissions, while an updated emission factor led to higher emissions in Sweden.
3.1	Purchased goods and services	Emissions for food, and for other consumption goods in Sweden and Denmark. For Sweden and Denmark, food was calculated using data obtained from suppliers. For Norway, food was calculated using weekly menus and number of care days. Emissions for other consumption goods were calculated using data obtained from suppliers.	Emissions primarily from food and consumables. In Sweden, food emissions are reported using LCA data from Swedish RISE, and consumables using LCA data obtained from the distributor. In Norway and Denmark, emissions are calculated using menus and number of care days.
3.3	Fuel and energy-related activities	Comprises upstream emissions for own and leased cars, and for electricity and district heating.	See 2023.
3.4	Transportation and distribution	The emissions were calculated using data obtained from the largest suppliers. The data pertains to Sweden only, due to lack of data for Norway and Denmark. Transportation emissions for Norway and Denmark are deemed considerably lower than transportation emissions from Swedish operations due to the difference in size and type of activities.	Estimated emissions from our largest suppliers.
3.5	Waste generated in operations	Emissions are calculated using data for waste volumes obtained from the largest suppliers. Comprises Sweden and, unlike last year, also Denmark this year. Emissions for Norway are not reported due to lack of data.	Emissions linked to waste volumes from main suppliers in Sweden. In Norway, all waste is handled by municipalities. No data is available for Denmark.
3.6	Business travel	<p><b>Sweden:</b> All data is obtained from a travel agency.</p> <p><b>Norway:</b> Aviation emissions obtained from travel agency. Emissions for hotel stays calculated using number of hotel stays.</p> <p><b>Denmark:</b> Emissions from aviation, hotel stays and rail and ferry travel were obtained from data for number of routes and hotel stays.</p>	Denmark's aviation emissions are calculated using an RFI factor of 1.9, the same as for Sweden.
3.7	Employee commuting	Emissions are calculated on the basis of a survey from 2023 with responses from about 6,000 employees (approx. 23 per cent) spread across the three countries. The results of the survey were extrapolated based on the employment rate distribution.	Emissions are calculated on the basis of a survey in 2020 with responses from approximately 6,000 employees across the Nordic region.

# Auditor's report on the statutory sustainability statement

To the general meeting of the shareholders of Ambea AB (publ),  
corporate identity number 556468-4354

## Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2023 on pages 7-19 and 113-129 and that it has been prepared in accordance with the Annual Accounts Act.

## The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability statement. This means that our examination of the corporate governance statement is different and substantially 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 has provided us with sufficient basis for our opinions.

## Opinions

A statutory sustainability statement has been prepared.

Gothenburg, the date stated on our electronic signature  
Ernst & Young AB

Staffan Landén  
Authorized Public Accountant

# Annual General Meeting

Ambea's Annual General Meeting (AGM) will be held on Wednesday, 15 May 2024 at 10:00 a.m. in Nytida's day services facility, Liljeholmen Öst, at Katrinebergsvägen 6 in Stockholm, Sweden.

## Participation

Shareholders who wish to participate in the Meeting must be included in the shareholder register maintained by Euroclear Sweden AB on Monday, 6 May 2024, and have notified the company of their intention to participate in the meeting either physically or by advance voting by Friday, 8 May 2024.

Registration of participation must be in writing and sent to:  
Computershare AB, 'Ambeas Årsstämma,' Box 5267 SE-102 46 Stockholm, Sweden

## Voting by post

Shareholders may only exercise their voting rights at the AGM by postal vote. The voting by post form is available at ambea.se.

More information about voting by post can be found in the Notice of the Annual General Meeting and in the voting by post form.

## Financial calendar 2024

<b>3 May</b> Q1 interim report	<b>15 May</b> Annual General Meeting	<b>16 August</b> Q2 interim report	<b>6 November</b> Q3 interim report
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**Contact person for questions about the Annual Report and its contents**  
Susanne Vogt, Head of IR, Reporting & Group Business Control [ir@ambea.se](mailto:ir@ambea.se)



ambea:

We make the world  
a better place, one  
person at a time.

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