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Everyone is entitled to a good life.

Interim Report

Q1 2025

April 24, 2025

Continued improvement in profitability



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Q1 Highlights

Profitability improvement

Continued profitable organic growth in Norway

Divestment of elderly care units finalised in Finland
- business area under transition

Strong cash flow, net debt decrease and repurchase of own shares

Swedish organisation synergies, systems and legal consolidation according to plan

Positive signs in personal assistance market

Specialised competence



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Competence for the benefit of the client creating high client satisfaction



Research & Development



Evidence based methods



Internal competence transfer



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Strong core values



B12 – A future instead of a life of crime



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HVB – a part of the solution

“Building relationships and involvement are crucial for change. Being able to say no, manage conflicts and treat other people with respect are key aspects in young people's development. “

B12

B12 is a treatment programme that aims to reduce re-offending rates among young people displaying criminal behaviour. The programme targets adolescents and young adults, particularly those with risk factors such as antisocial attitudes, criminal networks and poor impulse control. By integrating cognitive and behavioural therapy methods, the programme focusses on identifying and changing criminal thought patterns and improving the self-control of clients.





Social impact

Proportion of completed placements that led to lower level of intervention

Sweden

34% (44%)

Outcome measurements Q1 2025 (comparative figures Q1 2024)

Proportion of clients at residential care homes within child and youth who achieve the targets established in their implementation plans either in full or in part

Sweden

57% (61%)

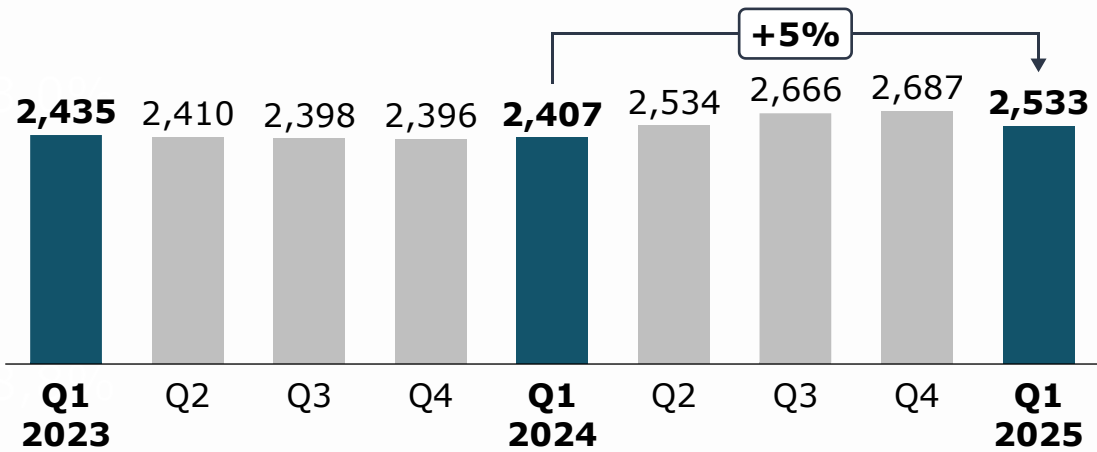
Outcome measurements Q1 2025 (comparative figures Q1 2024)

Adjusted EBIT contribution and growth development Q1



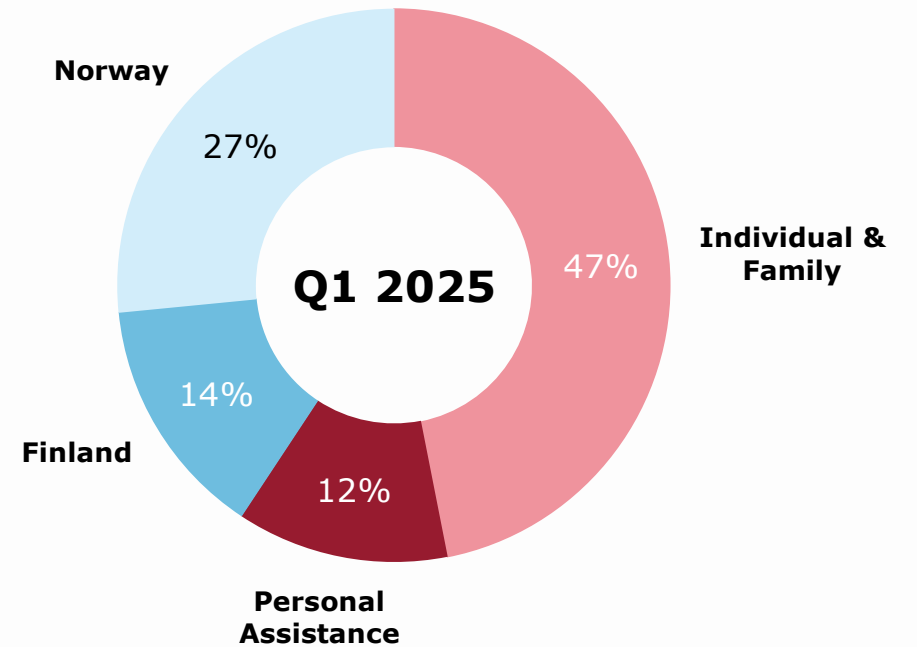
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Growth trend

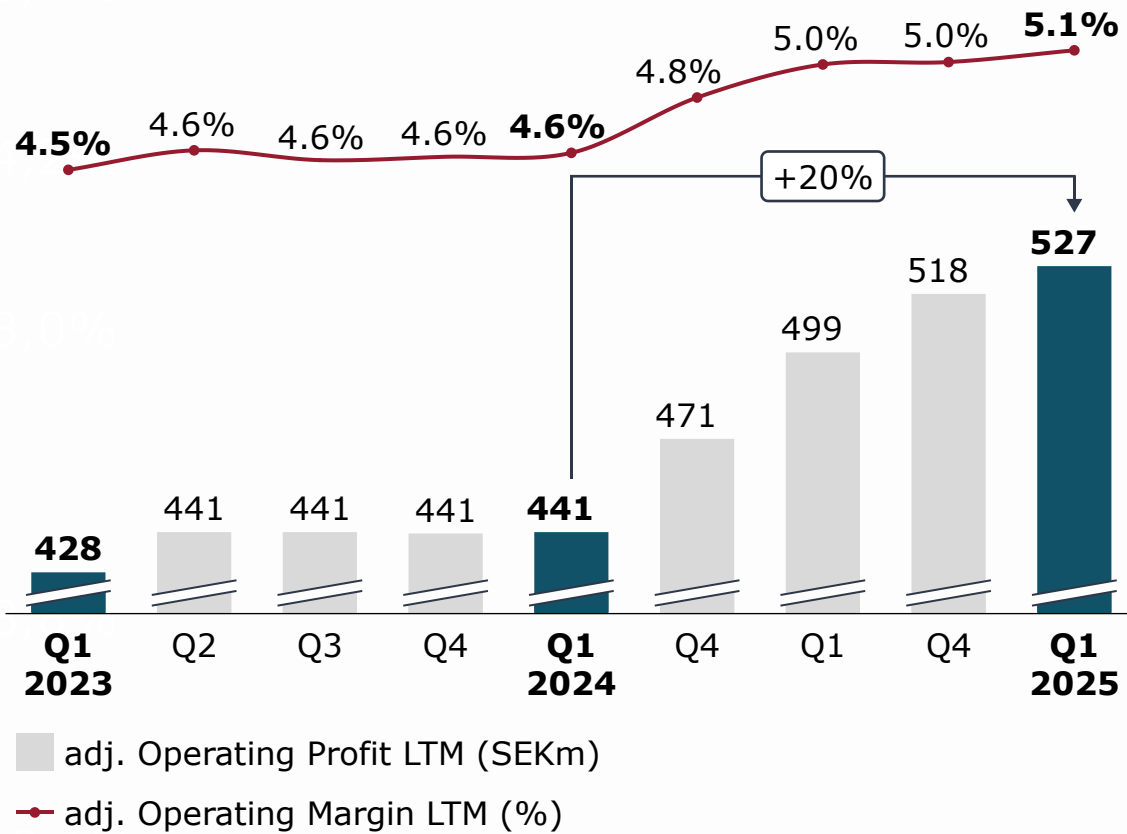


Net revenue (SEKm)

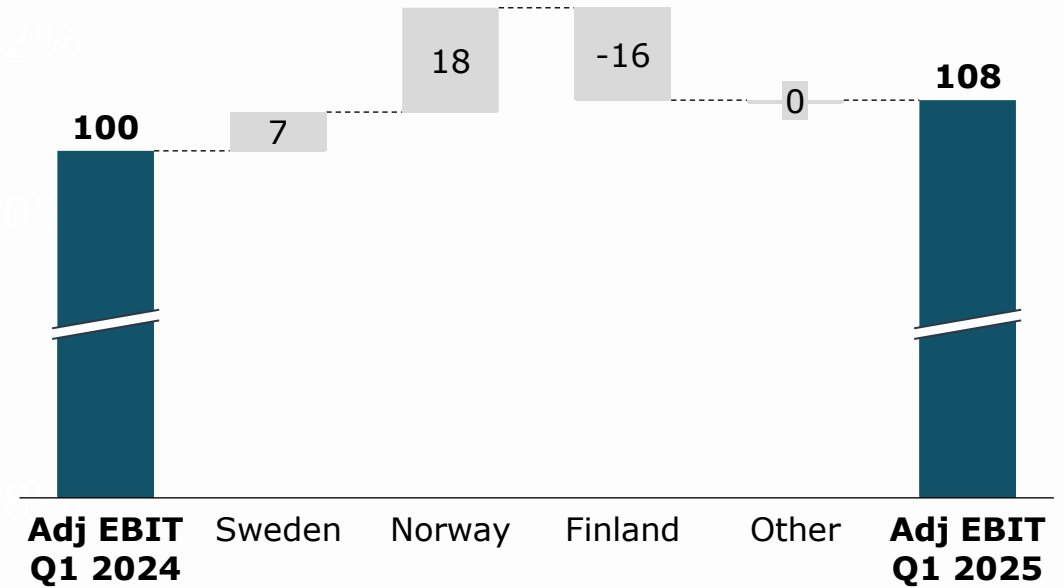
Adj EBIT contribution



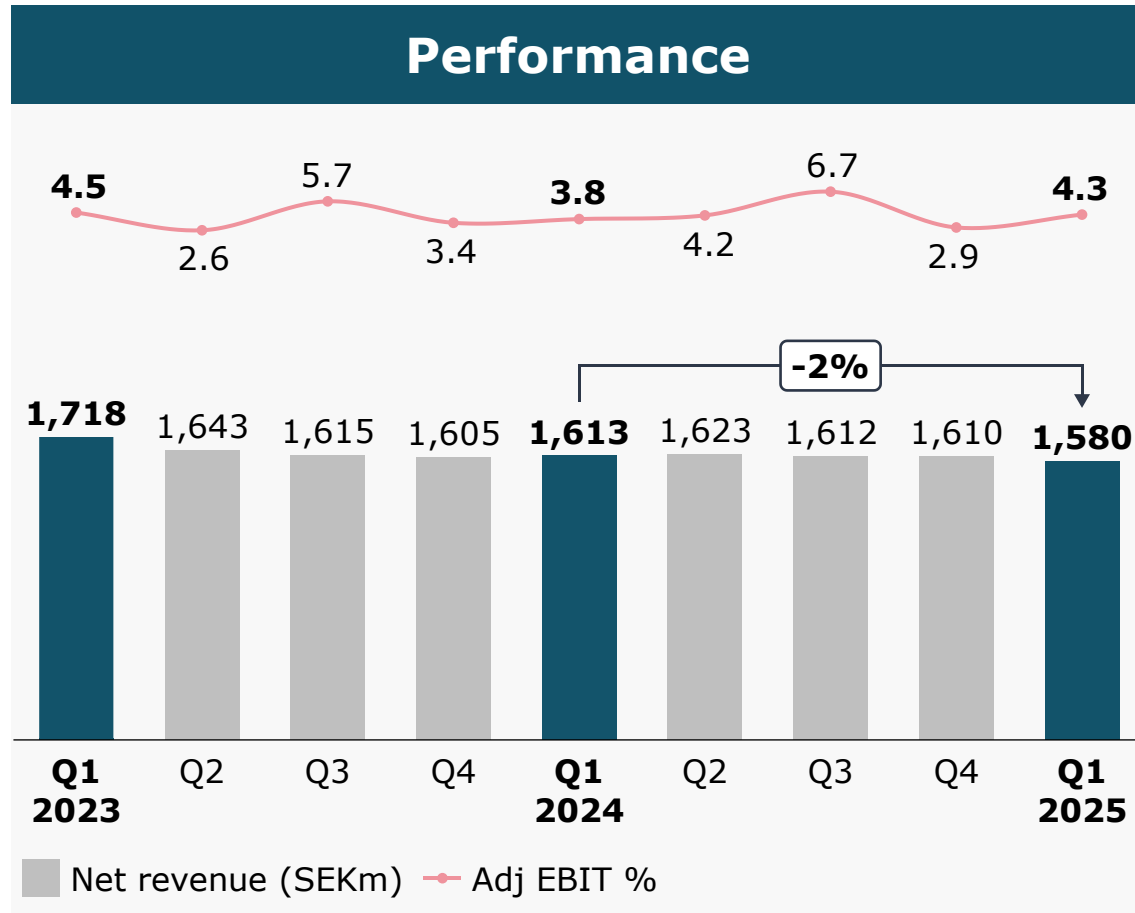
Performance



EBIT increase driven by acquisition, price increases and increased occupancy in Elderly Care in Sweden

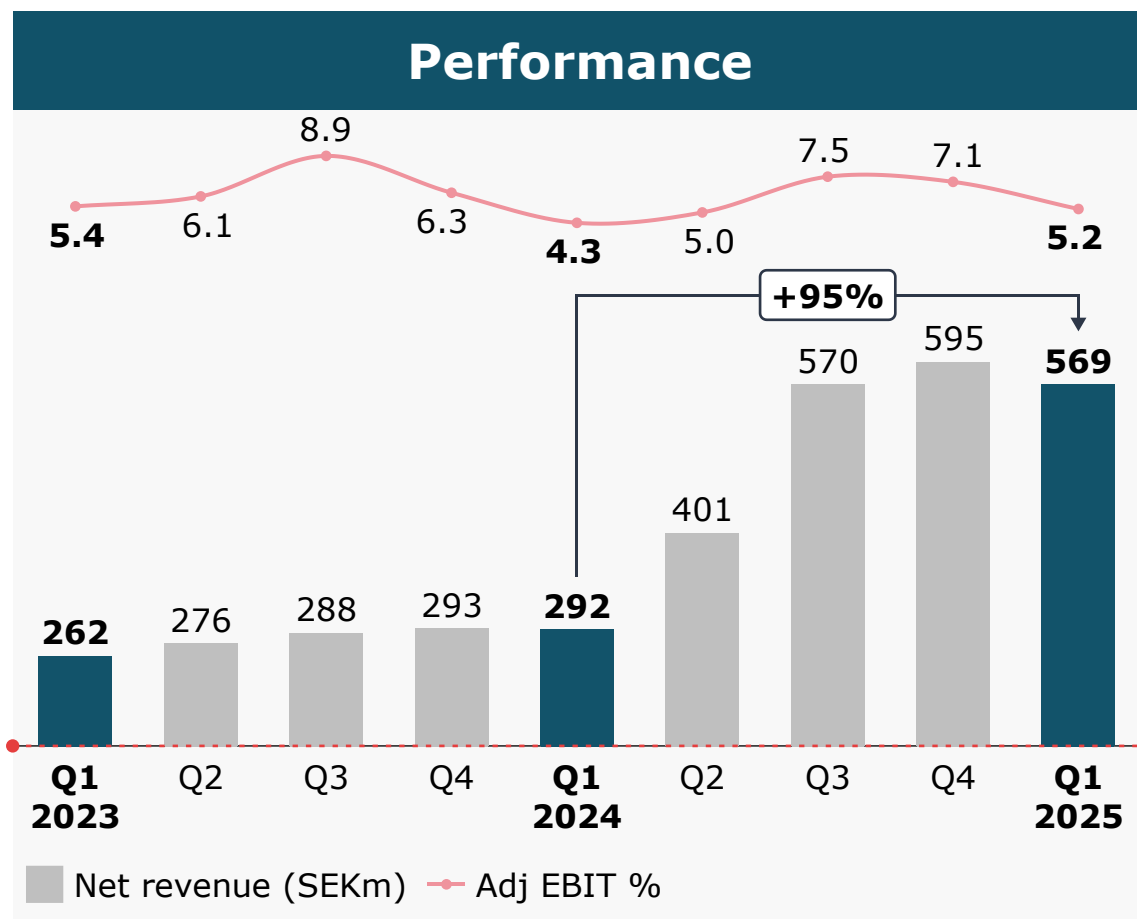


Increased profitability due to price increases and efficiency



- ### Key Takeaways
- Increased profitability in Individual & Family
 - High occupancy within Elderly Care
 - Occupancy decrease in Child & Youth and Adult, primarily in HVB
 - Price increases
 - Partly offset by higher personnel costs
 - Continued net-loss of customers in Personal Assistance
 - Efficiency efforts contributing to profitability
 - Higher personnel costs mitigated by price increases
 - Adj. EBIT increase of 11 %

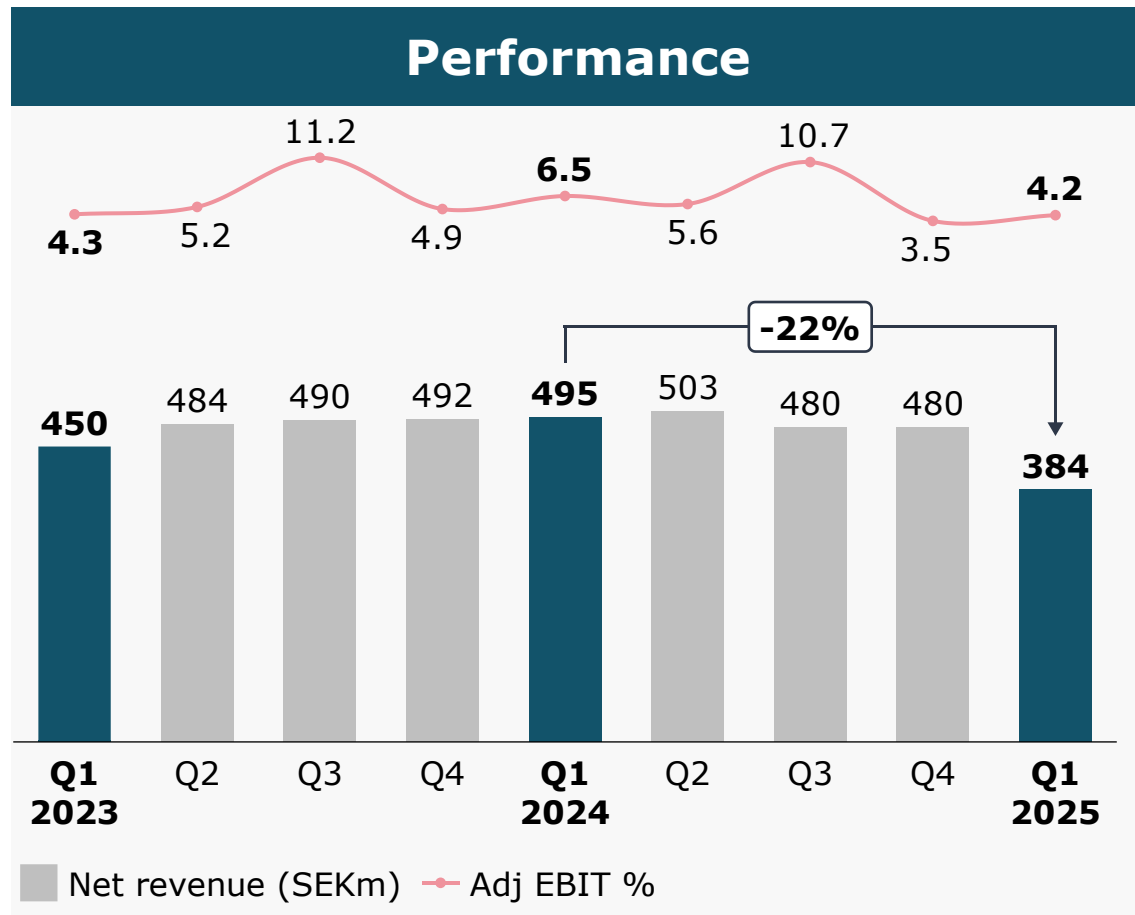
Profitability improvement and strong growth



Key Takeaways

- Continued high organic growth of 7,6% in Q1
- Profitability improvement
 - Price increases, offsetting increased personnel costs
 - Increased occupancy, mainly in Child & Youth.
- Integration of Team Olivia
 - Synergies have shown effect
 - Contributed with EBIT of SEK 13m

Divestment of elderly care units and decreased demand



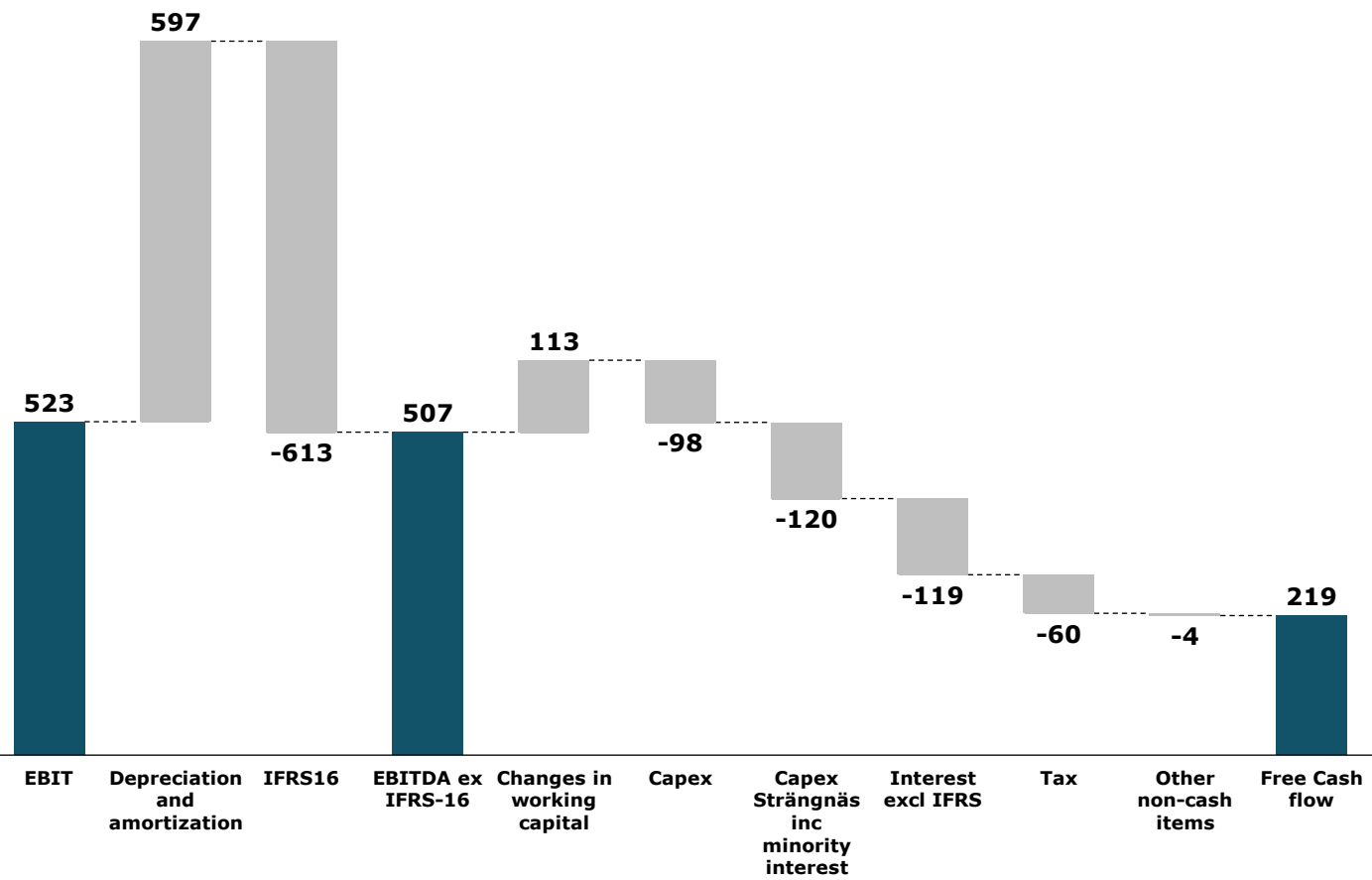
- ### Key Takeaways
- Divestment of elderly care units finalised
 - Decreased profitability
 - Weak purchasing behavior in SOTE-regions affecting non-mandatory services
 - Business area in transition
 - One new unit opened
 - High activity to convert units to more specialised services

Free cash flow



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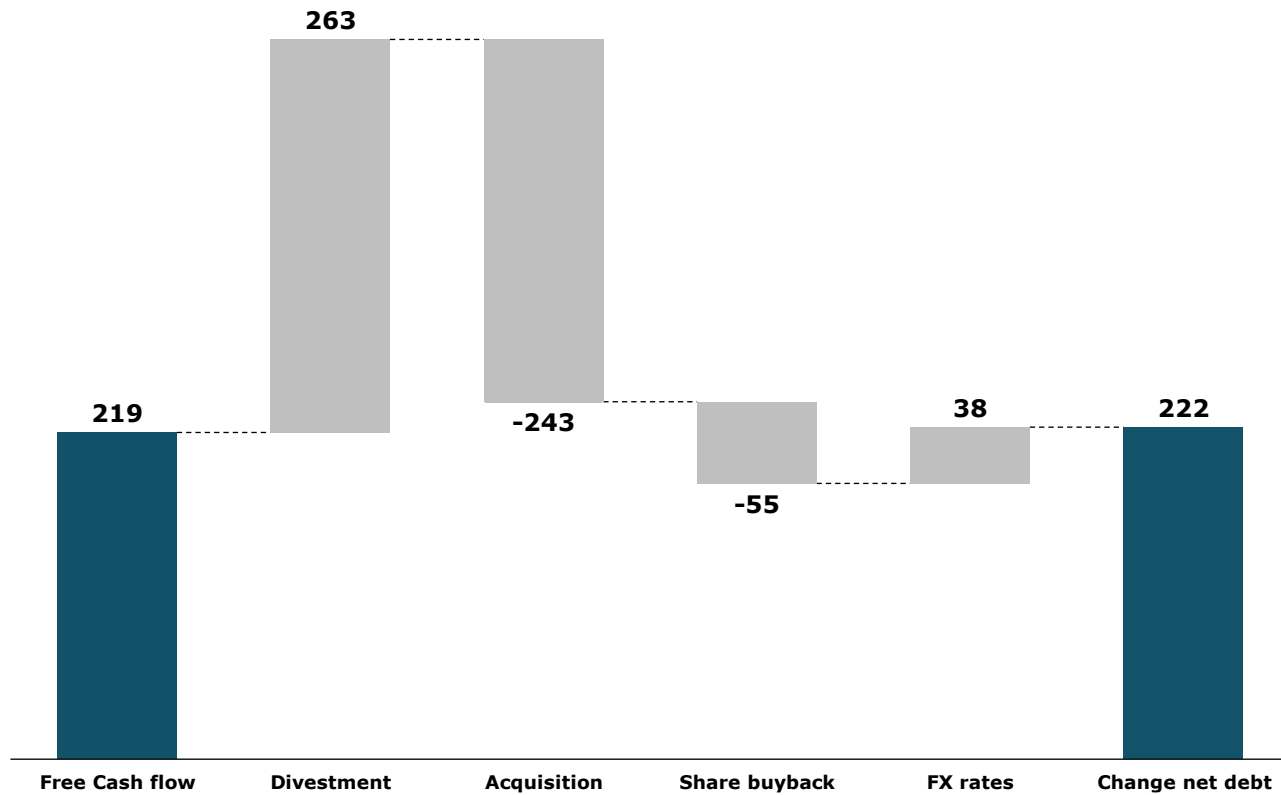
Free cash flow LTM excl. IFRS 16



(SEKm)



Utilisation of Free cash flow LTM



(SEKm)

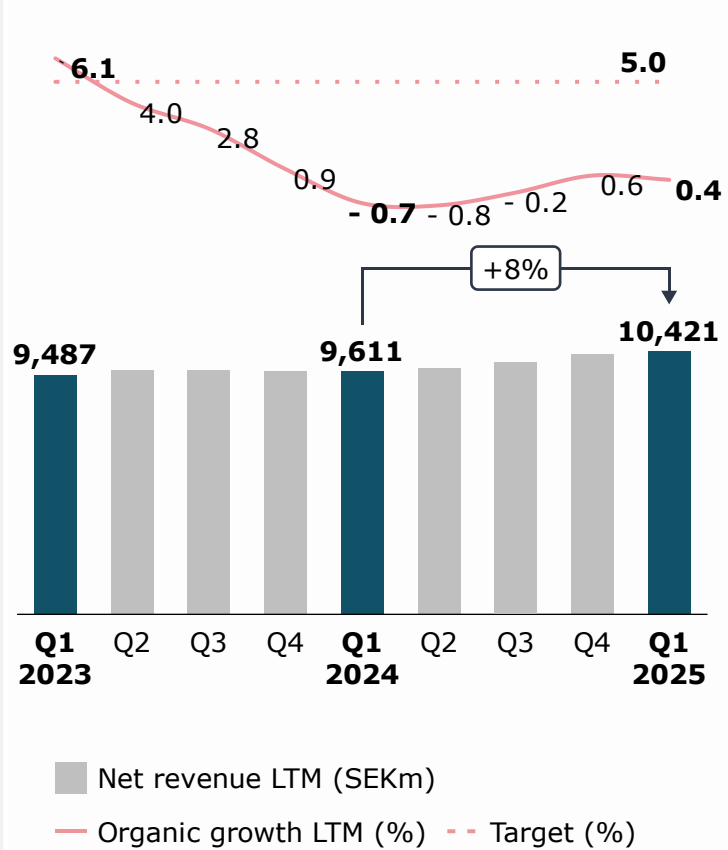


Financial targets and development

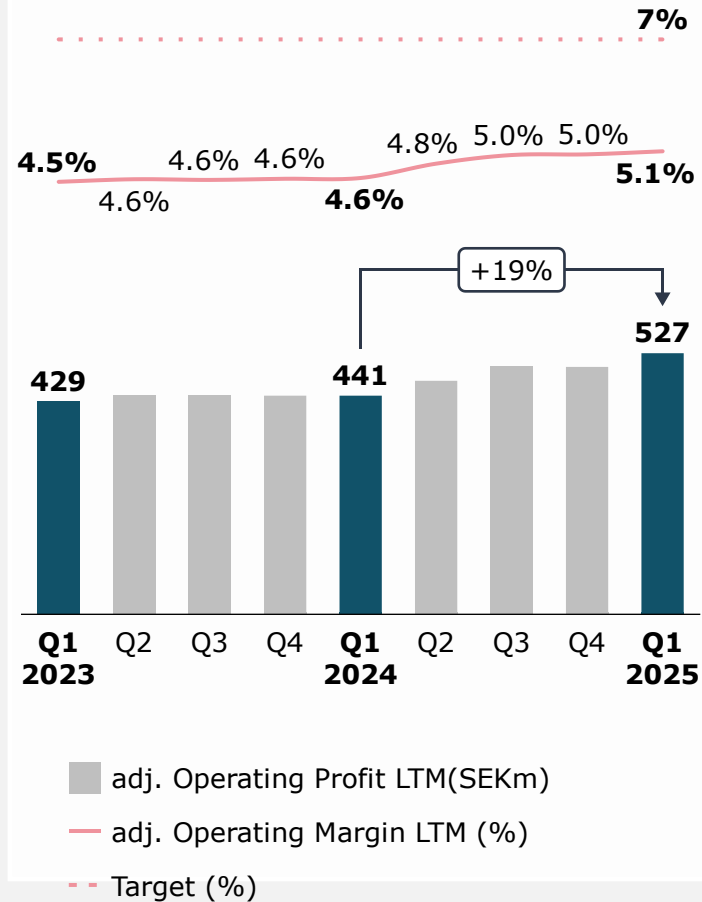


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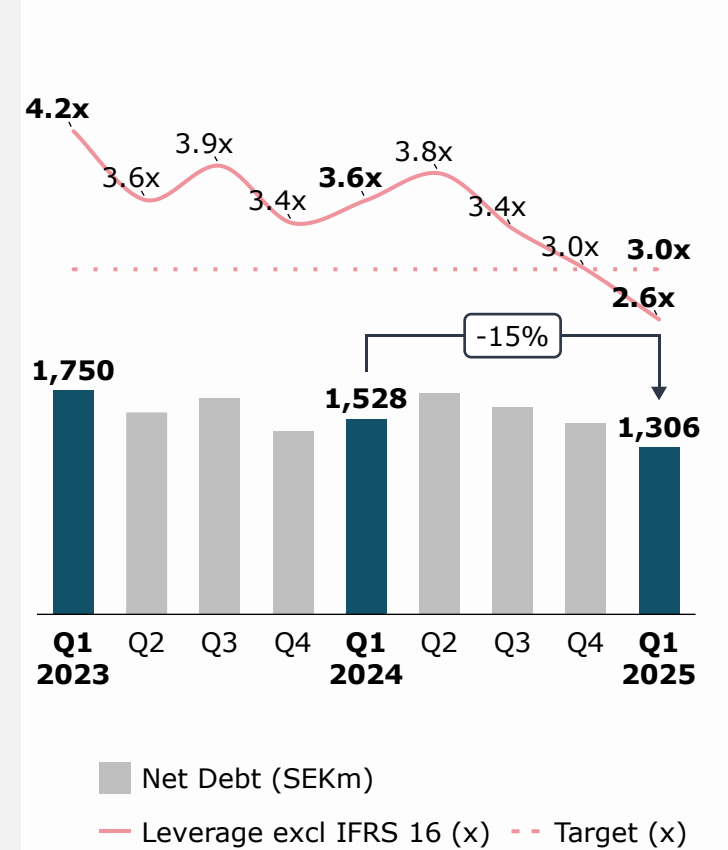
Organic Growth



Profitability



Capital Structure





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**Concluding
remarks**

Q1 2025



Focus going forward

Continue to deliver on efficiency, synergies and consolidation

Execute on specialisation strategy

Transition in Finland

Secure customer inflow and profitability in Personal Assistance Sweden

Time for growth

Thanks!



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Financial Calendar

Interim report Jan-Jun, Q2 2025	18 Jul 2025
Interim report Jan-Sep, Q3 2025	24 Oct 2025
Interim report Jan-Dec, Q4 2025	6 Feb 2026

Further Information

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