

# Remuneration report



## Introduction

This report contains information on remuneration to the CEO paid in 2025. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Stock Market Self-Regulation Committee's "Remuneration rules".

Further information on remuneration to senior executives can be found in Note 5 (employees, personnel costs and remuneration to senior executives and the Board of Directors) on pages 76-77 of the 2025 annual report. The Remuneration Committee's tasks in full and information on its work in 2025 can be found in the corporate governance report on pages 48-55 of the 2025 Annual Report.

Board remuneration is not covered by this report. Such remuneration is decided annually by the Annual General Meeting and is reported in Note 5 on page 76 of the 2025 Annual Report.

## Key developments 2025

The CEO summarises the company's overall results in her report on pages 7-8 of the Annual Report.

## The company's remuneration structure

The current remuneration guidelines were adopted at the Annual General Meeting on 19 May 2021. A prerequisite for the successful implementation of the company's business strategy and the safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified employees. This requires that the company can offer competitive remuneration. The remuneration of senior executives is market-based and consists of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The variable cash remuneration is linked to predetermined and measurable criteria that are financial and non-financial. The criteria are designed to promote the company's business strategy and long-term interests, including its sustainability, by, for example, having a clear connection to the business strategy or promoting the long-term development of the executive. New remuneration guidelines shall be adopted by the Annual General Meeting at least every four years. The board intends to present new remuneration guidelines for resolution by the 2026 Annual General Meeting, these guidelines are in all material respects consistent with the current ones.

## Share-related and share price-related incentive programmes

The company has no share-related or share price-related incentive programmes. The introduction of share-related and share price-related incentive programmes that apply to Board members or senior executives is resolved by the shareholders' meeting.

## Application of performance criteria

Application of performance criteria  
The performance criteria for the CEO's variable remuneration have been selected to deliver on the company's strategy and to encourage behaviour that is in the long-term interests of the company. In the selection of performance criteria, the strategic objectives and short-term and long-term business priorities for 2025 have been taken into account. Furthermore, the non-financial performance criteria contribute to adapting to sustainability issues and the company's values.

## Performance of the CEO in the reported financial year: variable cash remuneration

Executive's name /position	Description of criteria relating to remuneration component	Relative weighting of performance criteria	Measured performance
Monica Fallenius, CEO	Income from property management	17 %	100 %
	Net operating income	17 %	100 %
	Energy consumption per m <sup>2</sup>	17 %	100 %
	Customer satisfaction index	8 %	100 %
	Employee satisfaction index	8 %	0 %
	Discretionary to be decided by the board	33 %	60 %

## TOTAL CEO REMUNERATION IN 2025

Executive's name /position, TSEK	Fixed remuneration		Variable remuneration		Extra-ordinary items	Pension costs	Total remuneration	Share fixed /variable remuneration respectively, %
	Basic salary <sup>1)</sup>	Other benefits <sup>2)</sup>	One-year <sup>3)</sup>	Multi-year				
Monica Fallenius / CEO	3,117	119	1,440	E/T	E/T	921	5,598	69/31

<sup>1)</sup> Including holiday pay

<sup>2)</sup> Pertains to vehicle and medical care benefits

<sup>3)</sup> Relates to variable remuneration for 2024 that was paid out during 2025

## Changes in remuneration and company performance over the last five reported financial years

TSEK	2025	2024	2023 <sup>2)</sup>	2022 <sup>2)</sup>	2021
Remuneration to the CEO	5,598	5,113	5,058	7,007	5,230
Consolidated profit after tax	-4,402	18,503	-200,600	207,300	209,700
Average remuneration based on number of full-time equivalent <sup>1)</sup> employees in the Parent Company	756	774	695	634	591

<sup>1)</sup> 13 (12) full-time equivalents for 2025, excluding members of the senior executive team

<sup>2)</sup> Twice the cost for the CEO until 7 February 2023