

Goals and strategies

On stable ground

For more than 100 years, Wihlborgs has been turning ambition into reality. In the section that follows, we describe our business concept and business model, our strategy and our overall goals.



Business model

Lettings and property management

Letting of premises and property management form the core of our operations. Our ambition is to be a market leader in each sub-market, which will strengthen our business model, our offering and our opportunities for development.

Project and urban development

To have an attractive offering, we actively develop and add value to existing properties through redevelopment and extensions. We also create growth and new opportunities by acquiring and building new properties.

Our portfolio of existing planning permissions creates good opportunities to realise potential customers' needs, but we also continuously explore opportunities to acquire further land for new projects.

Our overall market – concentrated in four cities and selected sub-areas in each city – provides us with a unique opportunity to actively develop the Öresund region, and those cities and city districts.

Organisation

Our organisation reflects the two parts of the business model and consists of property management, a project and development department and central functions such as finance, IT, communications/marketing, purchasing, sustainability and HR.

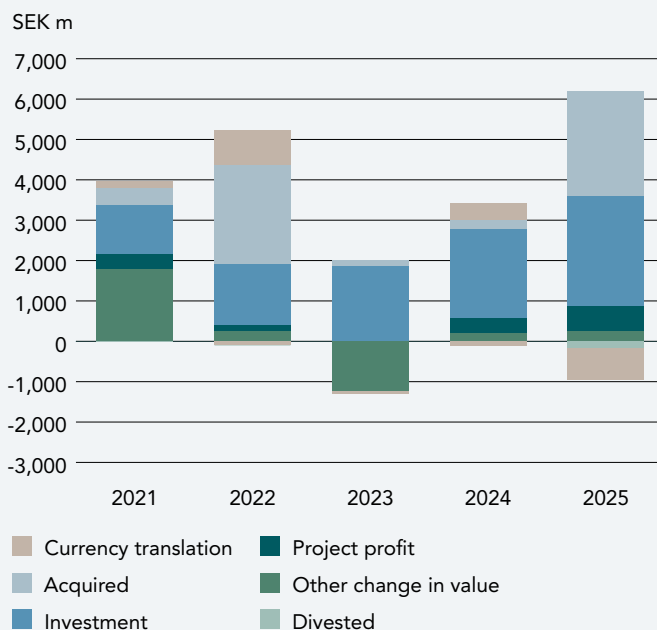
At the end of 2025, Wihlborgs had 225 full-time positions, of which 154 were based in Sweden and 71 in Denmark.

Long-term, sustainable growth

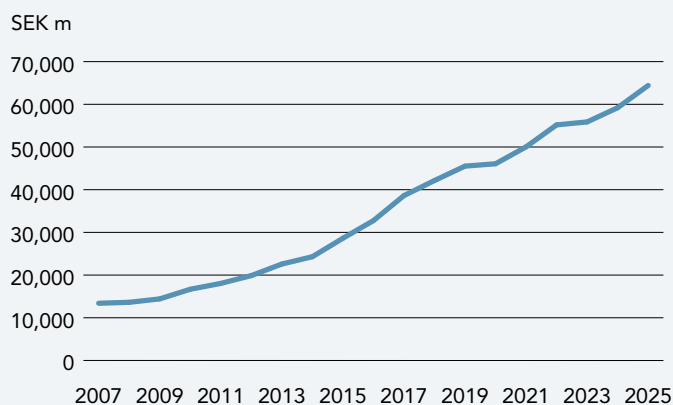
A major part of Wihlborgs overarching goals is to have a business model for sustainable long-term growth. This entails taking the environment, people and the economy into account in all our decisions.

We focus our sustainability initiatives on areas in which we have the greatest impact and thus the best opportunity to contribute to positive development and reduce the negative impact. Read more about our sustainability work on pages 32–43.

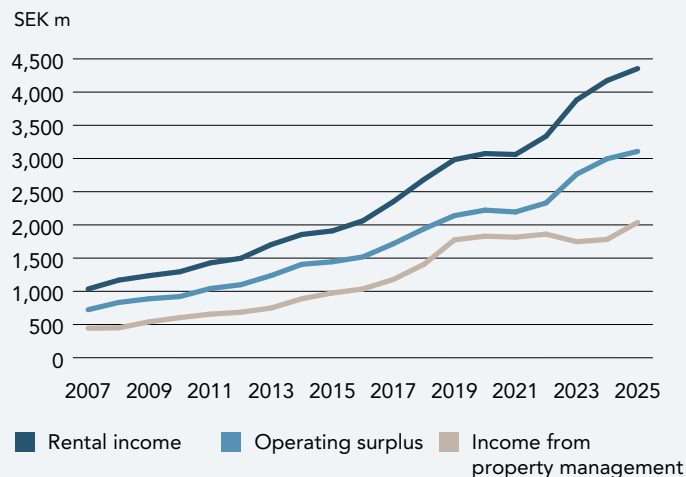
Property value trend 2021–2025



Reported property value



Rental income and profit



Business model and value drivers

Long-term approach. This is an ambitious concept, which shows our stable and enduring commitment irrespective of the direction the winds choose to blow. For Wihlborgs, our long-term approach is a keystone of our management and development of properties as well as of all our relationships and transactions. Our business model for long-term sustainable growth creates possibilities and progress for ourselves, our tenants and the entire Öresund region.

Assets

Capital

- Equity from shareholders
- Borrowed capital raised from banks and the bond market

Properties

- Attractive portfolios
- Investments – on average, SEK 1.6 billion/year
- Land for future development

Competence

- 237 employees in four cities
- Our own management
- In-house competence in energy, technology, workplace issues, etc.
- Board assignments and involvement in various activities in the region

Relationships and brand

- More than 100 years in the industry and region
- 2,000 tenants, 50,000 people use our premises
- 7,000 involved in our projects
- Involvement in trade associations
- Partnership and development collaborations with stakeholders
- Strengthen customers' brands

Business

Lettings and property management

Properties are let and managed by our own personnel who focus on building relationships, service, occupancy rate and reduced negative climate impact as well as on energy efficiency and cost-efficiency.

Project and urban development

The property portfolio is developed through new production, adding value and transactions. In collaboration with our cities, we develop attractive city districts and environments for innovation and growth.

Offer

Workplaces

Offices, co-working, warehouses, production, education, healthcare and laboratory facilities as well as retail premises, etc. – workplaces are our product with which we serve our tenants, our cities and our region.

- Office/Retail
- Logistics/Production
- Projects/Land

Value creation

Customers

- Good, accessible service
- Good service offering in the neighbourhood
- Productivity, contentment and security
- Breadth and flexibility – opportunity to grow within our portfolio
- Energy efficiency and sustainable choices
- Know-how and consultancy

Loan providers

- Interest income
- Stable counterparty

Suppliers

- Jobs and revenue
- Development via set requirements

Shareholders

- Value growth
- Increased dividend 19 years in a row
- Low ESG risk

Employees

- Jobs
- Stimulating workplace
- Equal opportunities

Cities and regions

- Establishment of businesses
- Local/regional jobs
- Vibrant cities, city districts and street level
- Entrepreneurship and innovation
- Meaningful leisure activities for youth

Wihlborgs' strategy

Wihlborgs' strategy is to concentrate its operations to a region that we know better than anyone else. Our deep roots and large portfolio in the Öresund region mean we can fully realise its potential and contribute to its development. Another important boundary is that we focus exclusively on commercial properties and creating workplaces.

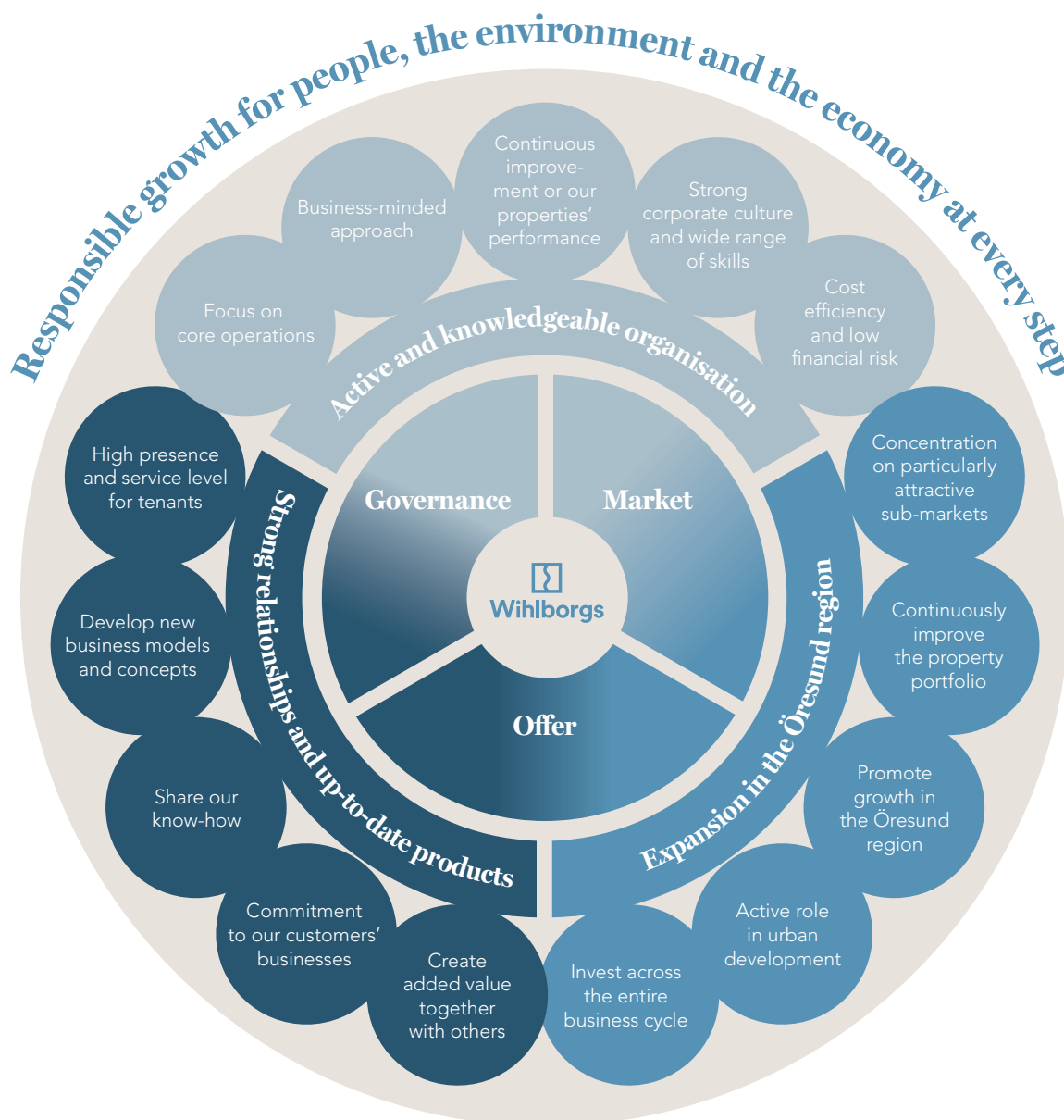
The strategy is based on three focus areas designed to ensure long-term growth in a constantly changing market: an active, knowledgeable organisation; growth in the Öresund region; and strong relationships supported by a modern, competitive product. Keeping a clear focus on the core business, combined with a philosophy of "no drama management," helps us avoid abrupt strategic shifts and instead pursue continuous, well-considered improvements. Our employees drive progress by identifying opportunities, building strong customer relationships and implementing initiatives that make a real difference for people and the environment.

Lessons learned from each project are leveraged in the next, with the aim of gradually reducing climate impact. With ESG issues integrated throughout our business and extensive in-house

expertise, we are able to perform much of our development work ourselves. Our 100-year history is a source of pride, and we actively work to preserve and strengthen our corporate culture.

We prioritise cash flow, operating surplus and stable financing solutions, which strengthens our resilience and enables us to continue investing. The aim is to know our markets in the Öresund region better than anyone else. Taking an active role in the region's development and helping to create attractive, sustainable city districts and clusters, means we can influence our future opportunities to act and grow.

We invest even during more challenging times, which strengthens our own competitiveness as well as that of the region across business cycles. While we cannot do everything for everybody – we do offer everything needed for our customers to develop their businesses. Our employees collaborate closely with customers, capture new needs and share their knowledge to support customers' opportunities to grow and create attractive workplaces. Partnerships help us create platforms for innovation, collaboration and personal development.



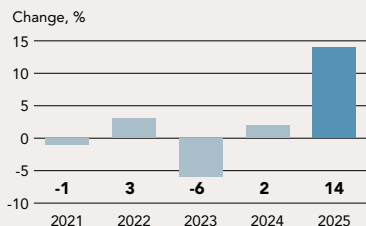
Overall goals

Focus on the Core Business

Our business model has two main areas: lettings and property management, and project and urban development. Our long-term financial stability derives from the performance of each of these areas, together with changes in the value of properties. We have chosen to focus on the following parameters to monitor our performance.

Growing income from property management

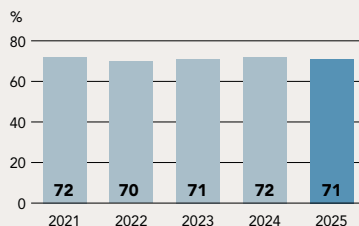
Income from property management is a key measure of operational performance since it reflects the cash flow generated by our day-to-day property management. Our goal is a stable annual increase in income from property management, which ensures the financing needed for project investments and supports higher dividends to shareholders.



Income from property management increased 14 percent over the year to SEK 2,038 million. The operating surplus has increased in conjunction with the interest expense falling. In addition, profit participation in joint ventures has been positively impacted by property revaluations.

Surplus ratio

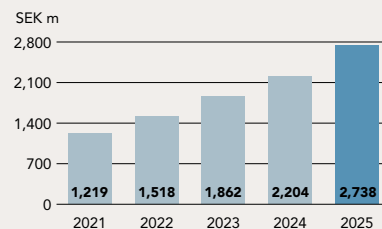
Property management is the core of our operations. The efficiency of our property management is measured using the surplus ratio, defined as operating surplus in relation to rental income. Our goal is to maintain a high surplus ratio by focusing on rental income, a low vacancy rate and cost efficiency.



The surplus ratio was 71 percent for 2025, down one percentage point on 2024, due to a higher property tax in 2025.

Project investments

Project investments create value for Wihlborgs through potential project profits and by laying the foundation for higher rental income over time. Given the prevailing market conditions, we continuously invest in new projects that will yield healthy returns and strengthen our long-term cash flow.



Project investments totalled SEK 2,738 million in 2025. Several major projects have been completed and additional projects will be completed in the first half of 2026.

Financial targets

Financial strength is crucial to Wihlborgs' long-term growth and the company's attractiveness as an investment. A stable financial position enables us to acquire properties and invest in new projects when market conditions are favourable.

It also ensures that we are well equipped to tackle various challenges and changes relating to economic conditions and demand. We have four overall financial targets that we follow up on an ongoing basis and, for 2025, we achieved our financial targets.

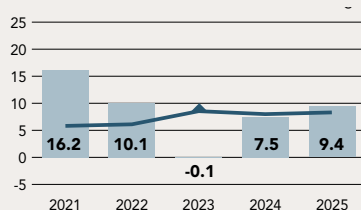
Return on equity

A return on equity that exceeds the risk-free interest rate by no less than six percentage points.

ONGOING TARGET

>6% above the risk-free interest rate

OUTCOME



For 2025, the return on equity was 9.4 percent. At the start of the year, the risk-free interest rate was 2.19 percent, which led to a target of 8.19 percent for 2025. An increased operating surplus, lower interest expense and positive changes in the value of properties have together contributed to a good return on equity.

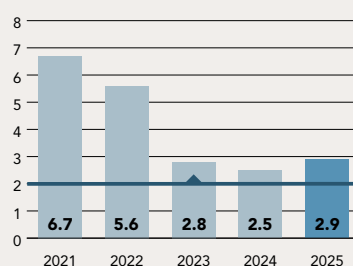
Interest coverage ratio

An interest coverage ratio of not less than 2.0.

ONGOING TARGET

Multiple >2.0

OUTCOME



The interest coverage ratio was a multiple of 2.9 in 2025, which was somewhat higher than in 2024. An increased operating surplus combined with lower interest expense has strengthened the ratio.

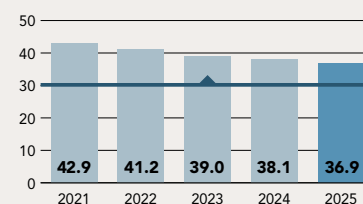
Equity/assets ratio

An equity/assets ratio of not less than 30 percent.

ONGOING TARGET

>30%

OUTCOME



At year end, the equity/assets ratio amounted to 36.9 percent. Dividends disbursed of SEK 984 million have adversely impacted equity. In addition, property acquisitions have increased borrowings, which had a negative impact on the equity/assets ratio.

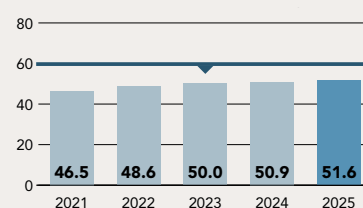
Loan-to-value ratio

A loan-to-value ratio of not more than 60 percent.

ONGOING TARGET

<60%

OUTCOME



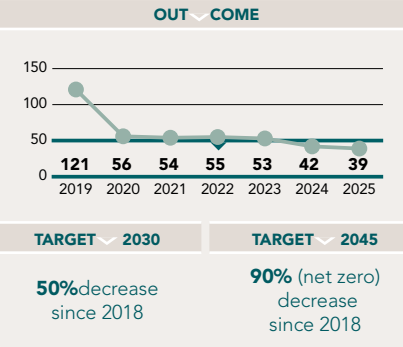
At the end of 2025, the loan-to-value ratio totalled 51.6 percent, which was significantly lower than the target maximum of 60 percent.

Sustainability targets

Environment (see pages 139-149 for in-depth target follow-up)

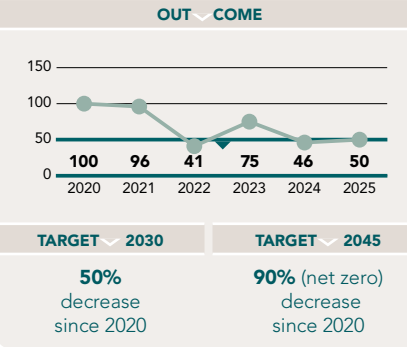
Scope 1 and 2, absolute targets

Emissions in Scope 1 and 2 stem from fuel and energy consumption in the property management operations. The target is aligned with the Paris Agreement and approved by the Science Based Targets initiative (SBTi).



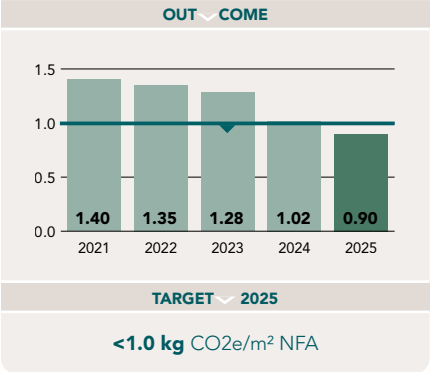
Scope 3, absolute targets

The majority of our emissions arise in Scope 3. They primarily stem from our project activities. This is one of the reasons why we have CO₂ limit values for new construction. The target is approved by the Science Based Targets initiative (SBTi).



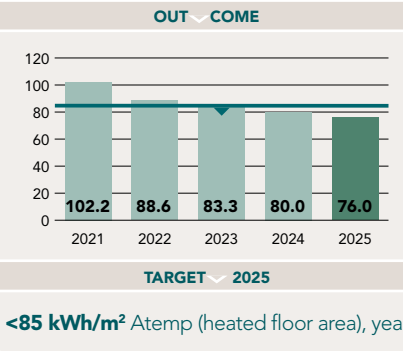
Scope 1 and 2, intensity targets

GHG emissions in Scope 1 and 2 per square metre is a metric for the climate impact from our property management operations in relation to the size of our portfolio in square metres.



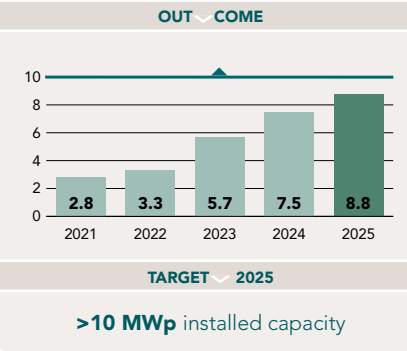
Energy consumption

Decreasing the energy consumption of our properties is a significant sustainability aspect for us. The goal for 2030 is <75 kWh/m² Atemp per year. Our focus is on energy-optimisation of operations and regularly implementing energy efficiency-enhancements.



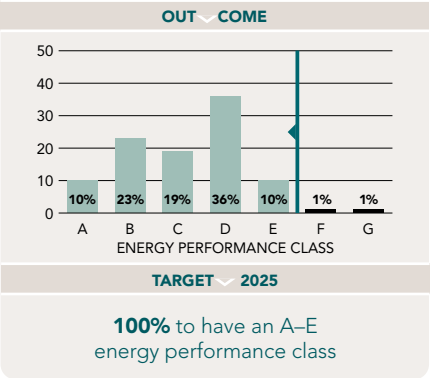
Solar energy

We install solar panels on selected properties as a means of ensuring access to renewable energy and reducing the amount of purchased energy. In 2025, our solar panels generated 14 percent of the portfolio's total landlord electricity needs.



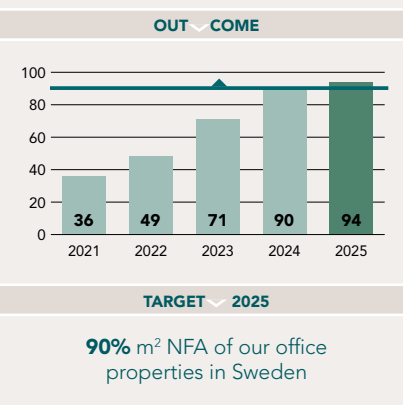
Energy performance class

Energy performance class is an indication of a building's energy performance. There are plans for improving the performance of properties that had a rating of F or G at year end.



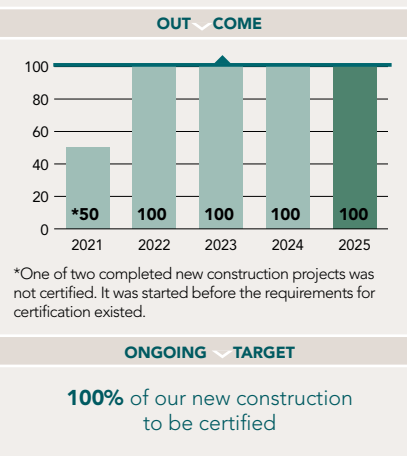
Sustainability certification of office portfolio

Obtaining sustainability certification for our portfolio is a fundamental part of our work with sustainability. Efforts to obtain certification increase our knowledge of the resource and energy consumption of properties, which helps us lower their environmental and climate impact.



Sustainability certification of new construction

All new construction must be certified for sustainability at Miljöbyggnad Gold level or the equivalent. Wihlborgs obtained nine certificates related to new construction during the year.



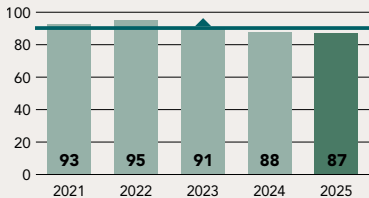
Sunnanå 12:54 has been certified in accordance with the latest version of Miljöbyggnad 4 level Gold, with a 49 percent margin in terms of kg CO₂e/m².

Social (see pages 149–156 for in-depth target follow-up)

Local suppliers

The primary ambition is to benefit local suppliers that are active in the Öresund region and help the business community grow and develop, thereby creating new business opportunities for Wihlborgs.

OUT COME



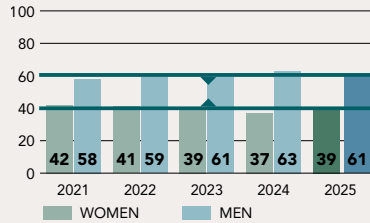
ONGOING TARGET

90% of our suppliers with framework agreements should be local

Equal opportunities

We believe that a diversity of perspectives, experience and culture enriches an organisation and creates the prerequisites for a more attractive workplace. The goal is to have an even gender balance throughout the entire organisation.

OUT COME



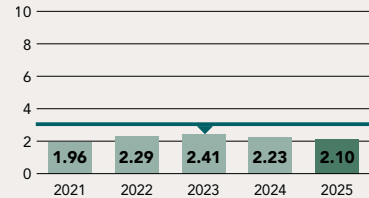
ONGOING TARGET

40/60% gender balance in the Group

Absence due to sick leave

It is important to ensure a good working environment in terms of the physical and psychosocial environment for our employees.

OUT COME



ONGOING TARGET

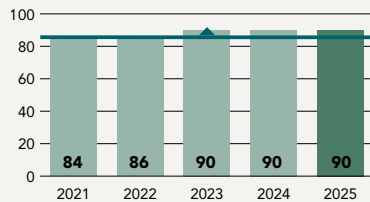
<3% sick leave



Trust index

Our committed and competent employees mean we are able to maintain a high level of quality and focus on customers in our operations.

OUT COME



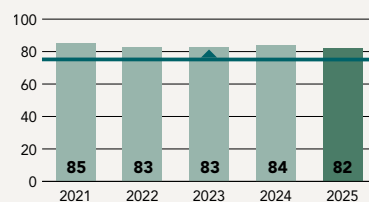
ONGOING TARGET

>85% of our employees to think we're a great place to work

Customers' willingness to recommend

Having satisfied customers creates the conditions for long-term business relationships and can provide us with great ambassadors. An important gauge of customer satisfaction is the willingness to recommend.

OUT COME



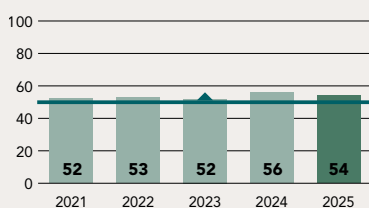
ONGOING TARGET

>75% of our customers to want to recommend us

Community-focused sponsorship

Wihlborgs has an extensive social commitment, part of which comprises sponsorship. The organisations we support should have a community involvement commitment that focuses on work, training, inclusion and regional development.

OUT COME



ONGOING TARGET

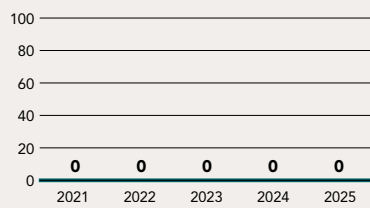
50% of our sponsoring to have community involvement

Corporate Governance (see pages 156–159 for in-depth target follow-up)

Anti-corruption

Wihlborgs strives to counteract corruption and other unethical behaviour.

OUT COME



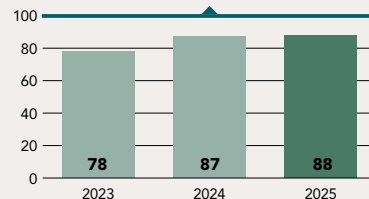
ONGOING TARGET

0 cases of corruption at Wihlborgs

ESG supplier evaluation

Responsible suppliers are central to Wihlborgs. We set stringent requirements for quality, competence, the environment, ethics and service with our suppliers.

OUT COME



TARGET 2025

100% approved strategic suppliers

A woman with long, wavy blonde hair is seen from behind, wearing a blue denim jacket. She is holding a large black umbrella. The umbrella has white text printed on it. The background is a blurred architectural structure with a repeating geometric pattern of blue and white triangles. The scene is outdoors, likely on a bridge or walkway.

Med hjärtat i
Öresundsregionen

Wihlborgs