

Goals and strategies

On stable ground

For 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.

Wihlborgs

– the leading property company in the Öresund region

Vision

In meeting us, ambitions become reality

Business concept

Specialising in efficient sub-markets in the Öresund region, Wihlborgs will own, manage in-house and develop commercial properties, thereby enabling tenants to grow and develop.

Business model

Our business model consists of two elements:
Lettings and property management and
Project and urban development.

Strategy

Active and knowledgeable organisation

Strong relationships and up-to-date products

Expansion in the Öresund region

Values

We work actively with the work environment and corporate culture to foster ambassadorship and create trust, confidence and pride among our employees. Our culture is focused on professionalism and our four values form the basis for all of our actions in every situation.

Knowledge, Honesty, Action and Community.

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 must actively develop and add value to existing properties in the form of 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.

Sustainable Business

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. Our strategy specifies that we will continuously improve our sustainability practices.

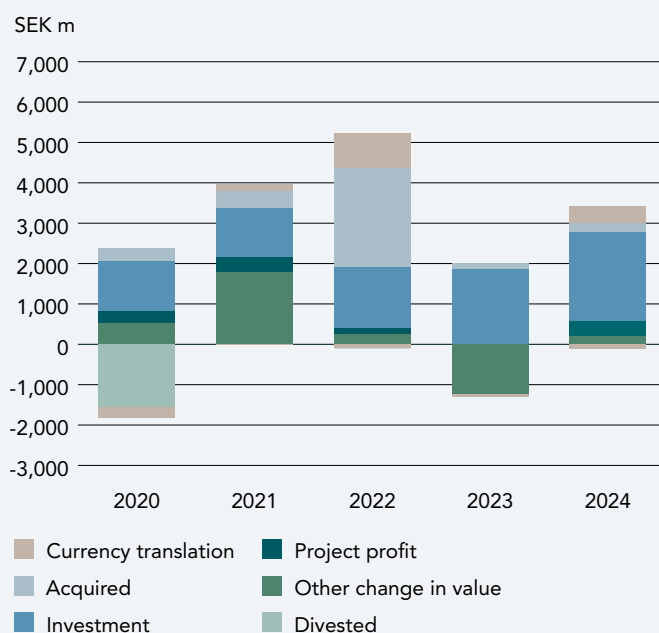
We focus our sustainability initiatives on areas in which we have the greatest impact and thus the best opportunity to contribute to positive development and reduce the negative impact. Read more on pages 32–43 about the four areas that comprise our sustainability framework: Committed employees, Responsible business, Sustainable property development and Commitment to the region and its community, as well as associated goals.

Organisation

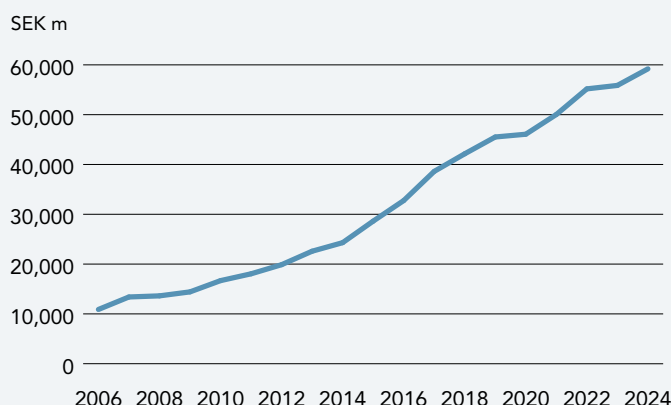
Our organisation reflects the two parts of the business model and consists of property management, a project and development department and central functions such as finance, IT, communications/marketing, purchasing, sustainability and HR.

At the end of 2024, Wihlborgs had 228 full-time positions, of which 149 were based in Sweden and 79 in Denmark.

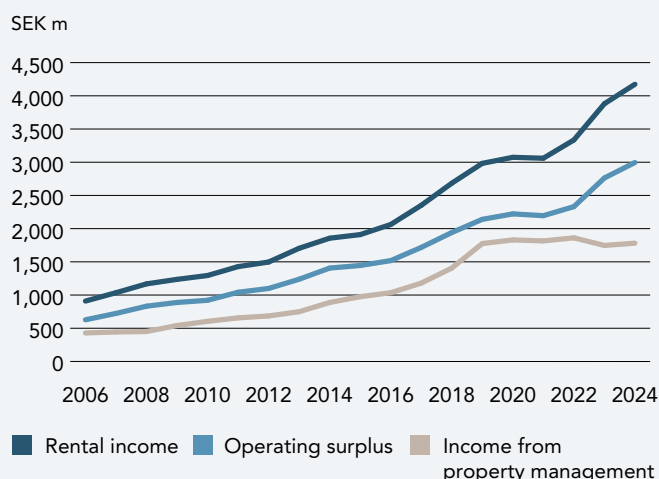
Property value trend 2020–2024



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

- 241 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

- 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 should know best of all, in order to fully utilise our potential and contribute positively to the region. Another important boundary is that we focus exclusively on commercial properties and workplaces.

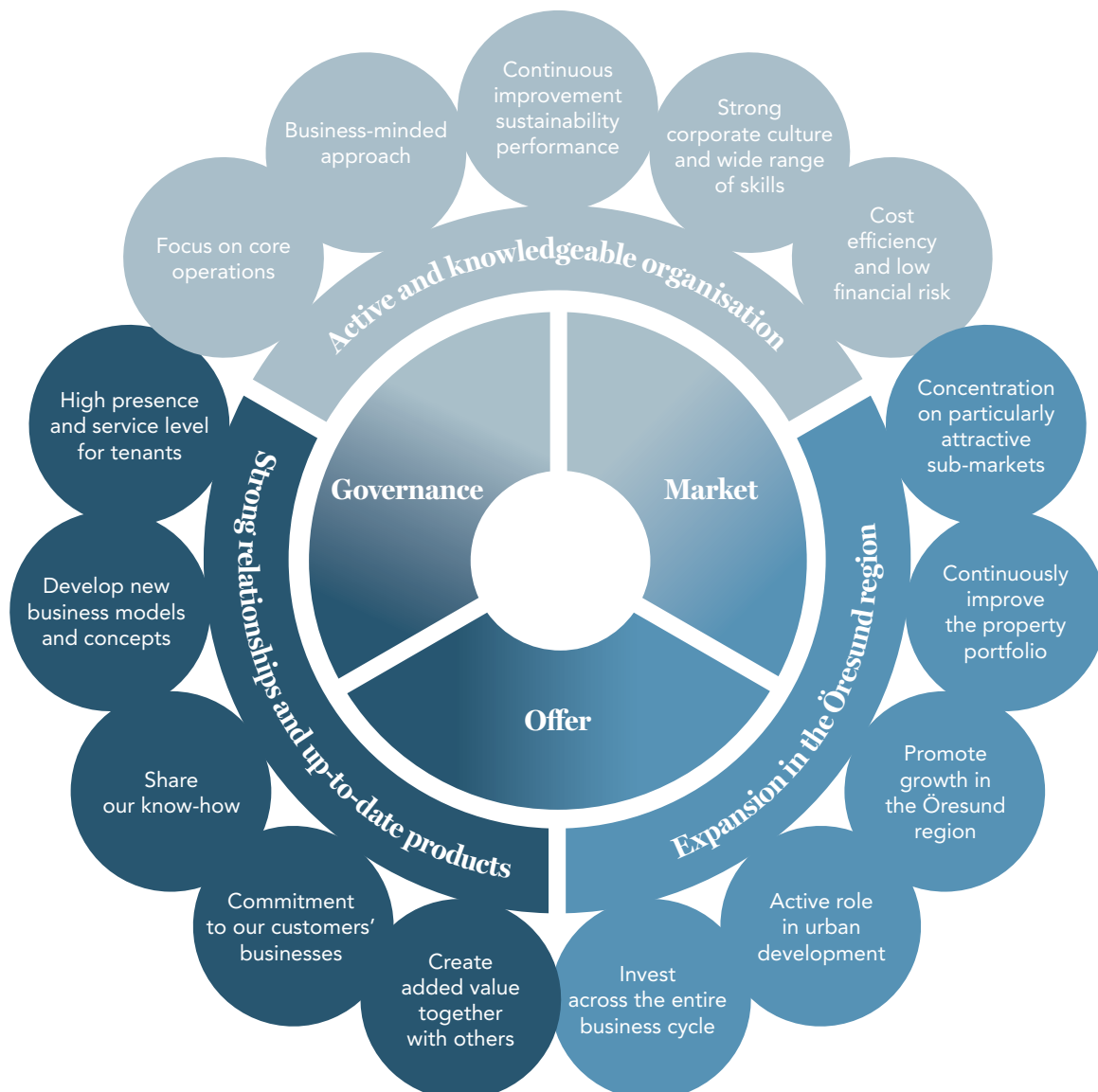
The strategy is based on three focus areas aimed at ensuring long-term growth in a market that is constantly changing: an active, knowledgeable organisation; growing in the Öresund region; and maintaining strong relationships with an up-to-date product.

At Wihlborgs, we place great value on our core operations. We practice what we call "no-drama management," which entails avoiding abrupt strategic changes, in favour of smaller and well-thought-out daily adjustments. Our own employees are the ones who identify new business opportunities and build strong relationships with our customers. We focus on initiatives that truly make a difference for people and the environment. We also accumulate knowledge and experience, which, in future projects, can reduce the climate impact even further. All aspects of ESG are integrated in our business.

We do much of that work with our own organisation and we have many skills in-house. In many cases, our staff are also the ones driving the development of the business. We are very proud of our 100-year history and we carefully protect and nurture our strong corporate culture. Our focus on cash flow, operating surplus and stable forms of funding makes us resilient and able to pursue new investment opportunities.

Our goal is to know the markets in which we operate, the Öresund region, best of all. We are actively involved in the Öresund region's growth and the development of attractive, sustainable city districts and clusters, thus enabling us to influence the conditions and opportunities available to us. We make investments during economic upturns and downturns, which strengthens our own and the region's competitiveness throughout the entire business cycle.

We do not do everything for everybody. However, we do offer everything needed for our customers' development. Our employees work closely with customers and are attentive to new and changing needs. We share our know-how with customers so that they can develop their operations and create a strong employer brand. Through partnerships, we create platforms both for innovation and for personal development.



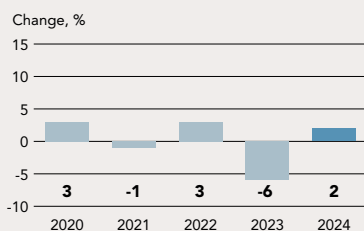
Overall goals

Focus on the Core Business

Our business model consists of two parts: leasing and property management, as well as projects and urban development. Together with changes in the value of properties, the results of these two parts are what form the basis of our financial stability. To evaluate the outcomes, we have chosen to focus on the following parameters.

Growing Operating Profit

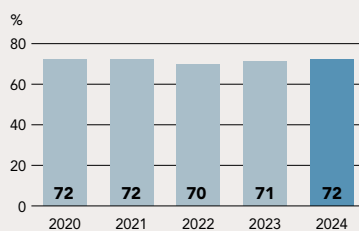
Income from property management is an important gauge of how we are developing our operations, as it reflects the cash flow generated by our operational activities to a great extent. The goal is to have stable annual growth in income from property management to be able to finance our project investments and increase the dividend distributed to our shareholders.



Income from property management increased 2 percent over the year to SEK 1,781 million. The higher operating surplus compensated for higher interest expenses during the year.

Surplus ratio

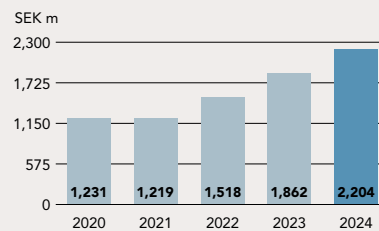
Property management is the core of our operations. The efficiency of our property management can be measured using the surplus ratio, that is, the operating surplus in relation to rental income. We will maintain a high surplus ratio by focusing on rental income, vacancy levels and cost-efficiency.



The surplus ratio was 72 percent in 2024, up one percentage point on 2023, despite rising property taxes and electricity support that was received in 2023. The increase in property costs has been lower than the increase in revenue.

Project investments

Project investments create value for Wihlborgs through potential profits and by providing the conditions for higher rental income over time. Wihlborgs will monitor market conditions in order to continuously invest in new projects that will yield healthy returns.



Project investments totalled SEK 2,204 million in 2024. Several major projects were completed during the year, but the project volume is larger than ever due to decisions on further new investments that were taken during the year.