

# Corporate governance report

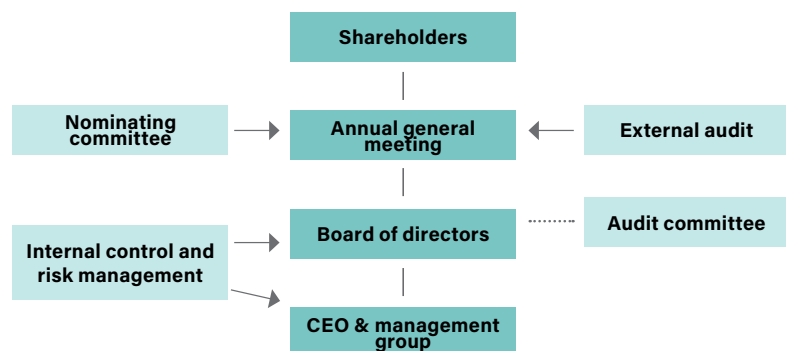
Corporate governance comprises various decision-making systems, through which the owners directly or indirectly govern the company. Governance, management and control of the company are shared between the board, CEO and other individuals in the company's management. Corporate governance is the framework that manages division of responsibility and reporting and sets out how risks in the operations are limited. Governance is based on external and internal regulations, which are subject to continuous development, change and improvement.

## External regulations

- Swedish Companies Act
- Swedish Annual Accounts Act
- Nasdaq Stockholm's Rules and Regulations for issuers
- Swedish Corporate Governance Code
- IFRS standard

## Important internal regulations

- Articles of association
- Workplan for the board and CEO-instruction
- Authorised signatory and authorisation arrangement
- Information and IR policy, insider policy, sustainability policy, policy for business ethics, financial policy, valuation policy and IT-policy.
- Processes for internal control and risk management



## Articles of association

The company's name is NP3 Fastigheter AB (publ). The company's Board of Directors shall have its registered office in Sundsvall. The object of the company's business is to - directly or indirectly through wholly- or partly-owned companies or through procured services - own, develop and manage real estate and pursue other activities consistent with this, including the provision of services. The company's properties are mainly located in North Sweden. Changes to the articles of association are made in accordance with the regulations in the Swedish Companies Act. The articles of association, which furthermore contain information such as share capital, number of board members and auditors as well as regulations on notice of and agenda for the annual general meeting, can be found in their entirety on the company's homepage, [www.np3fastigheter.se](http://www.np3fastigheter.se).

## Swedish Corporate Governance Code

Swedish Corporate Governance Code (Code) is applicable to all companies whose shares are admitted for trading on Nasdaq Stockholm. The code is administered by the Swedish Corporate Governance Board and is available at [www.bolagsstyrning.se](http://www.bolagsstyrning.se). Companies are not required to follow all of the code's rules if there are grounds for not doing so and these can be explained. The board has decided not to set up a separate remuneration committee. Instead, the full board shall carry out the tasks such a committee would have. The board believes that in all other respects, the company follows the code.

## Shares and shareholders

NP3's shares are registered for trading on Nasdaq Stockholm, Large Cap. At year-end, the total number of shares amounted to 117,580,794, of which 61,580,794 were common shares and 56,000,000 preference shares. Every common share has one (1) vote and every preference share has a tenth (1/10) of a vote, which means that the number of votes amounts to 67,180,794 votes in total. As of the balance sheet date, the company had about 13,000 shareholders. Of the total share capital, 12 percent was owned by foreign investors. Of the total number of shareholders, 96 percent were natural persons whose holdings amounted to 34 percent of the total share capital. The remaining 4 percent of owners were mainly Swedish and foreign institutional owners and legal persons whose holdings amounted to 66 percent of the share capital. NP3 has no directly registered shareholder with holdings exceeding 10 percent. The share capital amounts to SEK 411,532,779, the shares have a P/B ratio of SEK 3.50 each. Every voting shareholder is entitled to vote for the full number of shares owned and represented by him/her at the company general meeting.

Preference shares entail preferential rights ahead of the common shares for SEK 2.00 annual dividend per preference share with quarterly payout of SEK 0.50 per preference share. If no dividend has been paid on preference shares in conjunction with a record day, or if dividend of less than 0.50 SEK has been paid, the preference shares, provided that the company general meeting decides on distribution of profit, bring the right to additionally to future preference dividends receive

an amount corresponding to the difference between what should have been paid out and the amount paid out ("amount outstanding") before dividend on the common shares or other transfer of value according to chap. 17 § 1 Swedish Companies Act is paid out to holders of common shares. Amounts outstanding shall be projected by an annual interest rate of ten percent, whereby projection shall take place starting with the quarterly date when payout has fallen below SEK 0.50. The company general meeting at NP3 has the unilateral right, but no obligation, to redeem preference shares for SEK 35.00 per share, with addition for any amounts outstanding. If the company is dissolved, the preference shares shall carry a preferential right to receive from the company's equity an amount per share calculated as the sum of SEK 30.00 and any amounts outstanding before distribution takes place between the common shares (for more information see Articles of association, which can be found on the company's homepage). Preference shares shall otherwise not carry any right to participate in the distributions.

There have been no own holdings of repurchased shares. Staff hold 446,979 warrants, which is equivalent to 0.7 percent of the number of common shares outstanding in the company as of 31 December 2025. There are no further warrants, convertibles or equivalent securities that can lead to additional shares in the company.

### **Company general meeting**

The company's highest decision-making body is the annual general meeting (ordinary general meeting), which is held in Sundsvall during the first six months of the year after the end of the financial year. Together with any extraordinary general meetings, the meeting provides shareholders with the opportunity to govern via their decision-making rights. At the annual general meeting the board and chairman of the board are appointed, and principles determined for both the nominating committee as well as for remuneration to senior executives. The meeting also appoints auditors for auditing the group's accounts and decides on changes in the articles of association and change in the share capital, among other things. In order to be able to participate in decisions, shareholders need to attend the meeting, either in person or through a representative. However, the board can decide that shareholders can exercise their voting rights at the general meeting by means of postal vote ahead of the general meeting in accordance with chapter 7 4 a § Swedish Companies Act. It is further required that the shareholder is registered in the share register at a specific date before the meeting and that the company has been notified of attendance in a certain order. Decisions at the general meeting are normally made by a simple majority. However, in certain matters, the Swedish Companies Act prescribes that proposals shall be approved by a majority of the shares represented at the meeting and votes submitted.

### **Annual general meeting 2025**

The last Annual general meeting took place on 7 May 2025 in Sundsvall. At the time of the Annual general meeting, the total number of shares was 103,862,403 and the number of votes 65,792,403. At the meeting, 59,814,474 shares and 50,105,937 votes were represented, equivalent to 57.6 percent of the total number of shares and 76.2 percent of the total number of votes. The Annual general meeting adopted the accounting records for 2024 and discharged the board and CEO from liability for the administration for the year 2024.

The following decisions were taken at the Annual general meeting on 7 May:

- Dividend of SEK 5.20 per common share for the 2025 financial year, to be paid on four separate occasions at SEK 1.30 each. The Annual general meeting further decided on a dividend to shareholders of SEK 2.00 per preference share with quarterly payment of SEK 0.50 per preference share.
- Remuneration to the chairman of the board shall be paid at SEK 425,000 and to other board members at SEK 225,000 each. Remuneration to the chairman of the audit committee shall be paid in the amount of SEK 150,000 and to the other members in the amount of SEK 140,000 each.
- That the board shall consist of five board members and no alternate.
- Re-election of board members Åsa Bergström, Nils Styf, Mia Bäckvall Juhlin, Anders Palmgren and Hans-Olov Blom for the period until the end of the next Annual general meeting. The board also decided to reelect Nils Styf as Chairman of the board.
- KPMG AB chosen as audit firm up to the end of the next Annual general meeting where KPMG had announced that the authorised public accountant Peter Dahllöf continues as auditor in charge.
- To approve the remuneration report for the 2024 financial year.
- Introduction of incentive programme 2025/2028 by means of an issue of maximum 170,000 warrants of series 2025/2028, with the maximum number of common shares to be added estimated to amount to maximum 170,000, equivalent to approximately 0.3 percent of the total number of common shares in the company, subject to full subscription and full utilisation of all warrants.
- Mandate for the board to up to the next Annual general meeting to decide on a new share issue for a total subscription settlement volume of 6,100,000 common shares and 15,000,000 preference shares in order to be able to continuously adjust the company's capital requirements and thus allow it to contribute to a higher shareholder value, and to be able to offer shares to investors in connection with any property or company acquisitions.
- Authorising the CEO to make minor adjustments to the Annual general meeting's decisions.
- Minutes from the Annual general meeting on 7 May 2025 are available on the company's homepage, [www.np3fastigheter.se](http://www.np3fastigheter.se).

### **Nominating committee ahead of the Annual general meeting 2026**

At NP3's annual general meeting on 7 May 2025, it was decided that the nominating committee ahead of the Annual general meeting 2026 shall consist of the chairman of the board and one representative for each of the three largest owner-registered shareholders as of the last banking day in August before the Annual general meeting. In accordance with the decision, the three largest shareholders based on ownership as of the last banking day in August 2025 have been offered a place on NP3's nominating committee. One of the three largest shareholders in terms of voting rights has chosen not to exercise its right to appoint a member and in accordance with the nominating committee instructions, the right to appoint a member has therefore been transferred to the next largest shareholder in terms of voting rights and the

following nominating committee has been formed:

- AB Sagax has appointed David Mindus, CEO AB Sagax,
- Bäckarvet Holding AB has appointed Åse Bäckvall, board member Bäckarvet Holding AB,
- Länsförsäkringar Fondförvaltning AB has appointed Johannes Wingborg, responsible as owner, Länsförsäkringar Fondförvaltning,
- Nils Styf, chairman of the board for NP3.

David Mindus has been appointed chairman of the nominating committee by the nominating committee.

The nominating committee shall prepare and submit to the company general meeting proposals for chairman for the meeting, board members, chairman of the board, board fee to each of the board members and chairman of the board and other remuneration for board assignments, fee to the auditor and, if applicable, proposal for choice of auditor.

The nominating committee shall further prepare and submit a proposal to the company general meeting for principles for the composition of the nominating committee. The composition of the nominating committee shall be announced no later than six months before the annual general meeting. The nominating committee's term of office lasts until a new nominating committee has been appointed. The chairman in the nominating committee shall, unless the members agree otherwise, be the member who represents the largest shareholder by number of votes. The nominating committee's work is carried out in accordance with the instructions that have been adopted and, as far as applicable, in line with the Code.

The nominating committee applies the code's regulations regarding the composition of the board and as diversity policy is to apply rule 4.1. in the code when preparing their proposal for election of board members.

### Board of directors

The shareholders appoint the board of directors at the annual general meeting. According to the articles of association, the board shall consist of no less than 3 and no more than 13 members. No alternates shall be appointed. During 2025, the board consisted of five ordinary members with Nils Styf as chairman. The board works according to a formal workplan and the work is regulated by, among other things, the Swedish Companies Act, articles of association and Swedish Corporate Governance Code. The rules of the Swedish Companies Act apply to decisions in the board, meaning that both more than half of members present and more than a third of the total number of members must vote for the decision. If the vote is tied, the chairman has the casting vote. The long-term and strategic decisions for NP3 are made jointly by the board and management. The company's CEO Andreas Wahlén attends board meetings but is not included in the board. Remuneration is paid for board work as well as for members in the audit committee. Board members are not entitled to severance pay.

### Responsibility of the board

According to the Swedish Companies Act and the board's formal work plan, the board's overall role is to on behalf of the owners manage the company's affairs in such a way that the interests of all owners are met in the best possible way. The board has ultimate responsibility for the operations. Against this background, the board is responsible for achieving set targets and strategies regarding the company's operations. The board is further responsible for the company's business focus being subject to continuous review and that major changes in the business focus are discussed by the board. The responsibilities of the board include handling the company's organisation, among with appointing, assessing and, if required, dismissing the CEO and to determine salary and other remuneration for the same. The board determines the budget, business objective and strategies for the company's operations as well as makes decisions concerning acquisitions, investments and sales or restructuring of the property portfolio.

### Annual general meeting 2026

Ahead of the annual general meeting on 6 May 2026, the board proposes;

- a dividend of SEK 6.40/common share to be paid on four occasions at SEK 1.60 each and a dividend of SEK 2.00/preference share to be paid on four occasions at SEK 0.50 each.
- that remuneration to the CEO shall consist of fixed salary, variable salary of maximum 25 percent of the total fixed salary, share-based incentive programmes and other benefits plus pension. Remuneration to other senior management shall consist of fixed salary, variable performance-based salary of maximum two monthly salaries, share-based incentive programmes and other benefits plus pension.
- that the annual general meeting authorise the board to, up to the next Annual general meeting, on one or several occasions, with or without deviation from the shareholders' preferential rights, against payment in cash or through set-off or capital contributed in kind, decide on increasing the company's share capital by means of a new issue of common shares and/or preference shares. The authorization may not be used to a greater extent than that a total of 6,100,000 common shares and 15,000,000 preference shares are issued.
- that the Annual general meeting decides to introduce an incentive programme 2026/2029 through a) issue of warrants to the subsidiary NP3 Förvaltning AB and b) approval of the transfer of warrants to employees of the company or its subsidiaries.

### Before the annual general meeting, the nominating committee proposes:

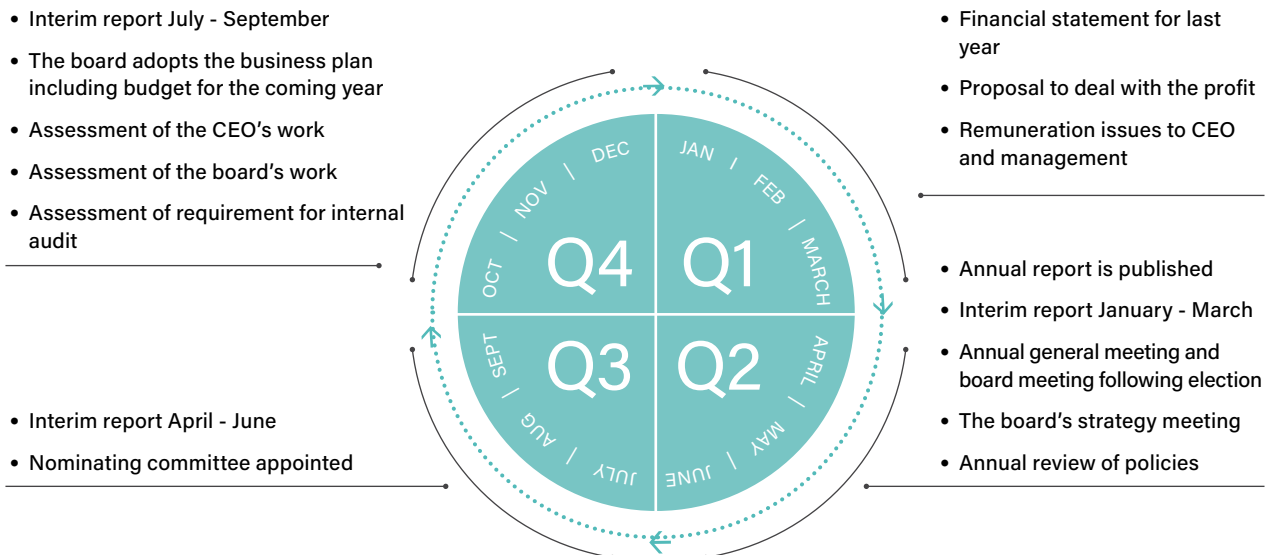
- re-election of board members Åsa Bergström, Mia Bäckvall Juhlin, Hans-Olov Blom, Anders Palmgren and Nils Styf and election of Urban Sjölund as new member. The nominating committee proposes Nils Styf be reelected chairman of the board.
- that remuneration to board members is paid as follows:
  - chairman of the board: SEK 500,000,
  - each of the other board members: SEK 250,000
- remuneration to the audit committee shall be paid at SEK 160,000 to the chairman of the audit committee and SEK 150,000 to other members of the audit committee.

The proposed total remuneration to the members of the board, including remuneration for committee work, thus amounts to SEK 2,210,000 (1,755,000), assuming that the board consists of six members and the audit committee of one chairman and two members as before.

- that the number of board members elected at the company general meeting shall be 6 (5).
- in accordance with the audit committee's recommendation, for the time up to the end of the next annual general meeting, re-election of the authorised audit firm KPMG AB as the company's auditor, with Peter Dahllöf being the auditor in charge of the audit.
- that the meeting decides that the new nominating committee be appointed ahead of the 2027 Annual general meeting according to unchanged principles.

## The work of the board during the year

In addition to the points above, work on acquisitions and growth is ongoing all throughout the year.



## The board's formal workplan

Every year, the board determines a formal workplan for the board work. The formal work plan sets out the board's responsibilities and division of responsibility between the board and CEO. The formal work plan also sets out which affairs are to be discussed at the respective board meeting, and instructions regarding economic reporting to the board. The formal work plan also stipulates that the board shall have an audit committee. The full board makes up the remuneration committee. At each of the ordinary board meetings, issues of significant importance to the company such as acquisitions and divestments of properties as well as funding are discussed. Furthermore, the board is informed of the state of the market the rental and property market. Meetings in connection with the company's reporting discuss market value of the company's properties and determine the profit/loss for the period or year, and financial position. Before the annual general meeting, the board submits a proposal for disposition of earnings. At the meeting following election the board shall, among other things, determine the company's signatory and appoint the audit committee and remuneration committee.

## Chairman of the board

The chairman of the board shall have special responsibility in the board for the board's work to be well-organised and run efficiently and that the board completes its duties. The chairman shall be in continuous contact with and act as a discussion partner and support for the company's CEO.

## The work of the board during 2025

NP3's board work during the year was characterized by the growth that the company is undergoing, which has entailed a number of acquisition discussions and decisions on acquisitions and decisions on project investments. The company's growth also means that financing issues and

access to capital are important areas of discussion in the work of the board. According to the current formal workplan, the board shall hold at least six ordinary board meetings per year and an additional meeting following election. During 2025 the board held 17 board meetings, of which one meeting following election. Of these, five were team meetings, seven per capsulam and five were physical meetings. During 2025, the board carried out an internal evaluation of its work.

## Remuneration committee

The board has decided not to set up a special remuneration committee, but the board as a whole shall instead carry out the duties such a committee shall have according to the code. With regard to remuneration matters, this means that the board shall:

- Prepare decisions in matters of remuneration principles, remunerations and other employment terms for company management.
- Follow and evaluate ongoing programmes and those completed during the year for variable remuneration to company management.
- Follow and evaluate the application of the guidelines for remuneration to senior executives that the annual general meeting has decided on, and with regard to remuneration structures and remuneration levels in the company.

## Audit committee

The board's audit committee is appointed by the board once annually. Included in the audit committee for 2025 were board members Åsa Bergström, Nils Styf and Anders Palmgren. Åsa Bergström has been the chairman of the audit committee. The audit committee shall perform the duties stated in chap. 8 § 49 b of the Swedish Companies Act, which among other things involve:

- Overseeing the company's financial reporting.
- Overseeing the efficiency in the company's internal control, internal audit and risk management, with regard to financial reporting.
- Keeping up-to-date with the audit of the annual report and consolidated accounts.
- Examining and overseeing the auditors' impartiality and independence and thereby pay special attention to whether the auditor provides other services to the company than auditing services.
- Assist in preparing proposals for the company general meeting's decision on choice of auditor.

In addition, the audit committee shall prepare the board's decision in the aforementioned matters. Minutes are kept of the audit committee's meetings and the committee reports to the board. The audit committee's board members shall be appointed with special attention to competency and experience in accounting and auditing of listed companies. The majority of the committee's members shall be independent in relation to the company and company management. At least one of the members who is independent in relation to the company and company management shall also be independent in relation to the company's major owners. The committee's members must not be employees of the company. The audit committee also supports company management in accounting matters.

### CEO

The CEO is responsible for the company's ongoing management in accordance with the rules in the Swedish Companies Act and instructions for the CEO and for the financial reporting the board has adopted. According to the instruction, the CEO is responsible for the company's accounting and management of funds. The CEO shall further prepare delegation regulations for various officeholders in the company and employ, dismiss or set down terms and conditions for the company's staff. A mutual period of notice of 12 months applies to the CEO. There is no arrangement for severance pay with the CEO.

### Management

The composition of the management team until the end of September 2025 consisted of the CEO, CFO and COO. In the autumn of 2025, the company hired a sustainability manager who, together with the company's Financial Manager, has been included in the company's management team as of 1 October. Every person in the management group has their own areas of responsibility. In management team meetings the overall strategy and operational issues are discussed. During the year, the management team has focused on the company's growth, risks, supply of capital and sustainability initiatives. Focus has also been placed on risks linked to the uncertain international situation with unrest and conflicts in the outside world. The CEO is the sole board member of all wholly-owned subsidiaries. The company's CFO, COO, CSO and Financial Manager are subject to a six-month mutual period of notice. No agreement on severance pay is in place for the company's senior executives.

### Guidelines for remuneration to senior executives

Guidelines for remuneration to senior executives apply to the members of the company's management team, which consists of the CEO, CFO, COO, CSO and Financial Manager. The guidelines shall be applied to remuneration that is contracted and changes that are made to remuneration already contracted, after the guidelines have been adopted. The guidelines adopted at the company's Annual general meeting on 7 May 2025 apply until the Annual general meeting resolves to adopt new guidelines. The guidelines do not cover remuneration decided by the company general meeting.

### The guidelines' advancement of the company's business strategy, long-term interests and sustainability.

The company's business strategy in short is to create value in the property portfolio by means of local presence, creativity and good business acumen, and thus create conditions for continued good expansion and high reputation. The board is of the opinion that successful implementation of the company's business strategy and safeguarding the company's long-term interests, including its sustainability, requires the company to recruit and keep senior executives with the expertise and capacity to achieve set targets. This requires the company to offer competitive remuneration to motivate senior executives to do their utmost. These guidelines allow senior executives to be offered competitive total remuneration. The company has set up long-term, share-based incentive programmes. These have been decided by the general meeting and are thus not covered by these guidelines. Variable cash remuneration covered by these guidelines shall aim to advance the company's business strategy and long-term interests, including its sustainability.

### Forms of remuneration

Remuneration shall be in line with market conditions and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits.

Meeting the criteria for payment of variable cash remuneration must be measurable during a period of one or several years. The variable cash remuneration may amount to max 25 percent of the total fixed cash salary during the measuring period for such criteria. The variable cash remuneration shall be linked to predetermined and measurable criteria, which may be financial or non-financial. These can also consist of personalised quantitative or qualitative targets. The criteria shall be designed so that they advance the company's business strategy and long-term interests, including its sustainability, such as by being linked to the business strategy or being designed so that a higher level of mutual interest is achieved between senior executives and the company's shareholders. When the measuring period for meeting the criteria for a payment of variable cash remuneration is completed, it shall be assessed/determined to what extent the criteria have been met. The board is responsible for the assessment as far as variable cash remuneration to the CEO is concerned. With regard to variable cash remuneration to other senior executives, the CEO is responsible for the assessment. As far as financial targets go, the assessment shall be based on the financial information most recently published by the company.

For the CEO, pension benefits including health insurance, shall be defined contribution plans. Variable cash remuneration shall not be pensionable. Pension contributions for defined contribution pension plans shall amount to max 30 percent of the fixed annual cash salary, but not more than 10 basic amounts. Four other senior executives pension benefits including health insurance shall be defined contribution plans, unless the office holder is covered by a defined contribution pension plan according to mandatory collective agreement provisions. Variable cash remuneration shall be pensionable to the extent that follows from mandatory collective agreement provisions that are applicable to the office holder. Pension contributions for defined contribution pension plans shall amount to max 30 percent of the fixed annual cash salary, but not more than 10 basic amounts.

Other benefits may include life insurance, healthcare insurance and car benefits. Such benefits may amount to max 15 percent in total of the fixed annual cash salary.

The company has a profit-sharing trust, which covers all employees except for the CEO. The provision for the profit-sharing trust is based on the company's annually set and achieved targets and must not exceed SEK 36,000 per year and employee. For 2025, the foundation had six targets, two of which are sustainability-related targets. For the year, four out of six targets have been met. The sustainability-related targets have been met for the year.

#### **Termination of employment**

When notice of termination is given by the company, the period of notice can be maximum 12 months. Fixed cash salary during the period of notice and severance pay must together not exceed an amount equivalent to the fixed cash salary for one year. When notice of termination is given by the senior executive, the period of notice can be maximum six months, without the right to severance pay.

In addition to this, remuneration for committing to restriction on competition may also be paid. Such remuneration shall compensate for any loss of income and shall only be a paid to the extent that the previous senior executive has no right to severance pay. The remuneration shall amount to maximum 60 percent of the fixed cash salary at the time of notice of termination, unless otherwise set out in mandatory collective agreement provisions, and be paid during the time the commitment to restriction on competition applies, which shall be maximum twelve months after employment ends.

#### **Consideration of current salary and employment terms for employees**

When preparing the board's proposal for its remuneration guidelines, current salary and employment terms for the company's employees have been considered by information about employees' total remuneration, the components of the remuneration and the increase and rate of increase of the remuneration over time having constituted part of the board's decision basis when assessing the adequacy of the guidelines and the restrictions that follow from these. The development of the difference between senior executives' remuneration and other employees' remuneration will be disclosed in the remuneration report before the next annual general meeting.

#### **The decision-making progress to determine, review and implement the guidelines**

The board in full performs the compensation-related tasks that are typically the duty of a remuneration committee. These tasks include preparing proposals for guidelines for remuneration to senior executives. The board shall prepare proposals for new guidelines when the need arises for significant changes and submit the proposal to the annual general meeting to decide on, but at least every four years. The guidelines shall apply until new guidelines have been adopted by the general meeting. The board shall also follow and evaluate programmes for variable remuneration to company management, the application of guidelines for remuneration to senior executives and applicable remuneration structures and remuneration levels in the company. In order to avoid conflicts of interest, board members involved in discussing and making decisions concerning remuneration to senior executives shall be independent in relation to the company and company management. When the board discusses and makes decisions in issues relating to remuneration, the CEO or other individuals in company management shall not be present if they are affected by those issues. When preparing issues relating to remuneration, external consultation shall be used when assessed as necessary.

In case the board decides to set up a remuneration committee, what is said in these guidelines about the board in its capacity as the company's remuneration committee shall apply to the remuneration committee.

#### **Departure from the guidelines**

The board may decide to temporarily depart from the guidelines in full or in part, if in individual cases there are special reasons for this and departure is necessary to safeguard the company's long-term interests, including its sustainability, or in order to ensure the company's financial viability. If such departure takes place, it shall be disclosed in the remuneration report ahead of the next Annual general meeting.

#### **Description of significant changes in the guidelines and remuneration report 2025**

Ahead of the Annual general meeting in May 2025, the company conducted a new review of the guidelines, which are essentially in line with the guidelines adopted by the 2020 Annual general meeting. Chap. 8, § 53b Swedish Companies Act sets out that the board shall prepare a remuneration report. The remuneration report shall cover the remuneration governed by the guidelines adopted at the meeting. The remuneration report for 2025 for remuneration to senior executives will be presented at the Annual general meeting in May 2026 and will also be available on the company's website, [www.np3fastigheter.se](http://www.np3fastigheter.se). For the guidelines that applied during 2025, see also note 6.

#### **Auditing**

The auditor shall examine the company's annual report and accounting records as well as the board's and CEO's management. The auditor is appointed by the meeting. The 2025 meeting decided, in accordance with the nominating committee's proposal, to re-elect for the time up to the end

of the next annual general meeting the authorised audit firm KPMG AB as the company's auditor, where authorised public accountant Peter Dahllöf has continued as auditor in charge.

### **Internal control**

According to the Swedish Companies Act, the board is responsible for internal control and governance of the company. In order to maintain and develop a well-functioning control environment, the board has arranged a number of fundamental documents of significance to financial reporting. These include the board's formal workplan and the instructions for the CEO and economic reporting, Insider Policy, IR and information policy as well as finance policy. In addition to this, a functioning control environment also requires a developed structure with continuous review. The responsibility for the day-to-day work of maintaining the control environment primarily falls on the CEO. The CEO regularly reports to the board and submits, in addition to interim reports, economic and financial reports about the operations to the board on a continuous basis all throughout the year.

A fundamental element in designing the internal control is being aware of the risk for errors that can arise in the financial reporting and, based on these errors, adjust the processes and organisation. The internal control is designed so that control activities are routinely carried out with the purpose of preventing, identifying and correcting errors and deviations. These controls take place on several levels in the company. On an operational level they include reviewing and accepting supplier invoices, as well as ongoing analysis of the economic result on a property level. Review and follow-up by property and business area with the business managers in charge of operations takes place continuously during the year. On an overall group level, other types of controls are carried out such as analysing key ratios, reconciling completed transactions and so on.

The company deals with most of the day-to-day financial management in-house as part of its own accounting function. The company sees great advantages in having its own accounting function, which provides proximity to the figures and thus better control, greater commitment and cost efficiency. The development of the accounting department is ongoing and the final accounts process follows designed checklists and timetables to ensure that all formal reconciliations and updates are carried out. Procedures and manuals with appropriate items are established for internal control. Preparation of consolidated accounts and financial reports is carried out by the company's central finance function.

When preparing the quarterly financial report, the review and analysis is focused on the most essential income statement items and balance sheet items. The income statement items include rental income and property costs but also interest expenses, which make up a significant item as well as changes in value which to a high degree depend on assessments. In the balance sheet, the focus is on reviewing and analysing properties, deferred tax and interest-bearing liabilities as well as on acquisitions of properties being correctly reported. Built-in checks between different reports

and systems are continuously developed and improved. The company's auditors examine the financial reporting twice a year. Their observations and assessments are then reported to the audit committee. The board always reviews interim reports, the year-end report and annual accounts before publication.

### **Policy documents**

The board renewed or revised the below policies during 2025:

#### **Financial policy**

The financial policy sets out guidelines and rules for how to run the funding activities. The aim is to clarify governance, risk limitation, division of responsibility and follow-up and oversight of fund management.

#### **Valuation policy**

The company assesses its properties at fair value. The valuation policy sets out guidelines for how the valuation process shall work and at what intervals the internal valuations shall be verified with valuations obtained externally.

#### **Information and IR policy**

The information policy sets out guidelines and rules in order to ensure that the company's dissemination of information to players in the stock market is fast, concurrent, correct, relevant and reliable. Information about the company is provided mainly in the form of press releases and financial statements.

#### **Insider policy**

The insider policy shall act as guidance for persons who are regarded as having insider information in the company. The insider policy supplements current insider legislation.

#### **Sustainability policy**

The purpose of the sustainability policy is to ensure that the company is a respected employer and a reliable business partner for customers and suppliers, and thus also helps to maintain a high level of confidence in the company. The policy is based on the environmental, social conditions/staff and human rights reporting requirements, as well as anti-corruption reporting requirements set out in the Swedish Annual Accounts Act. It is also based on the UN's Global Compact principles.

#### **Tax policy**

NP3's tax policy aims to summarise how the company, partly through its own actions, partly by taking a standpoint with regard to stakeholders' actions, contributes to ensuring effective financing of society through public taxes and fees. Fundamental for the own tax management is that it shall be cost-effective and follow ethics and legal rules.

In addition to the above-mentioned policy documents, the Board of directors has also decided on an updated code of conduct. The company's other policies and guidelines have been delegated to the company's management team to decide on.

## Board of directors



### ÅSA BERGSTRÖM

Board member since 2016.  
Born 1964.

Master of Science in Business and Economics, Uppsala University.

#### Other commitments:

CFO and Deputy CEO in Fabega AB, as well as deputy board member in all wholly-owned subsidiaries in the Fabega Group. Chairman of the Board of Svensk Fastighetsfinansiering AB (publ) and Board member of John Mattson Fastighetsföretagen AB.

#### Background:

Senior manager KPMG, finance manager positions in several real estate companies.



### HANS-OLOV BLOM

Board member since 2022.  
Born 1966.

Educated at the Swedish Defence University (FHS).

#### Other commitments:

Board member in Ramudden Global AB.

#### Background:

Former officer in the army. Contractor and partner in a number of different companies. Has been involved since 2005 and pushed Ramudden to become one of the world's largest company groups in the segment safety in environments with vehicle traffic.



### MIA BÄCKVALL JUHLIN

Board member since 2019.  
Born 1974.

Registered Psychologist and registered Psychotherapist, Lund University.

#### Other commitments:

Board member of Inga Albertina Holding AB, Poularde AB, Norrlands-pojkarna AB, Hernö Gin AB, among others.

#### Background:

Partner in Poularde AB who have been active owners in NP3 Fastigheter AB since the start of the company.



### ANDERS PALMGREN

Board member since 2024.  
Born 1959.

Educated at Lund University, LL.M.

#### Other commitments:

Senior adviser Rothschild & Co. Board member in Teal Capital AB and Storebrand Real Estate A/S Fieldly AB.

#### Background:

Various roles in the real estate industry, mainly advising on transactions and corporate finance and private equity.



### NILS STYF

Chairman of the board since 2021.  
Board member since 2019.  
Born 1976.

Master of Science in Business and Economics, Stockholm School of Economics.

#### Other commitments:

CEO in Hemsö Fastighets AB. Board member in all wholly- or partly-owned subsidiaries of Hemsö Fastighets AB. Board member in Mattssons Fastighetsutveckling i Stockholm AB.

#### Background:

Various positions in real estate companies, private equity and investment banker in London and Stockholm with a focus on the hotel and real estate sector.

## Statement by the chairman

## A year that once again demonstrated the strength of the business model

**When I wrote these words at this same time last year, the outside world was characterized by uncertainty and rapid change. At the same time, NP3 had strengthened its capital structure in 2024 and demonstrated good cash flow growth. In many respects, we find ourselves in a similar situation today.**

As I now reflect on 2025, I can see that the outside world has continued to be characterized by uncertainty, but also by tariffs, geopolitical crises and wars. Despite a challenging environment, the year has once again demonstrated the strength of NP3's business model. During the year, profit from property management per common share increased by 20 percent, while the balance sheet was strengthened through a lower loan-to-value ratio and improved cash flow leverage in the form of a lower net debt to EBITDA ratio. From a slightly longer perspective, despite a period of high interest rates, the average annual growth in profit from property management per common share over the past five years has amounted to 12 percent.

### Focus on balance sheet and long-term cash flow growth

The work of the board and management during the year has had a clear focus on the balance sheet and financial risk management, but also on taking advantage of investment opportunities in our prioritized business areas. After the sharp rise in interest rates in recent years, it has been crucial to ensure a stable capital structure and good access to funding for continued profitable growth. Through active work on the balance sheet and the development of the property portfolio, the company is well prepared for the coming years.

The real estate market is at a stage where conditions are gradually stabilizing, while external factors can quickly change conditions. In such a situation, it is crucial to stick to a clear strategy, maintain financial discipline and continue to focus on NP3's strengths and what we can influence.

### A business model built for long-term value creation

NP3's strength lies in the combination of a robust business model with a focus on cash flow and a strong corporate culture. Entrepreneurship, taking local responsibility and simplicity in decision-making have long been cornerstones of the company and continue to be central to our development. One of the board's most important tasks is to ensure that these strengths are protected and developed over time. The business model is fundamentally simple – to own, develop and manage high-yielding commercial properties in strong regional markets – but it is implemented with clarity and consistency over time, creating long-term value.

With this stable foundation, I am convinced that NP3 has good prospects to continue developing in the long term together with our tenants, employees and owners. I would like to extend a warm thank you to our shareholders for your continued trust.

### Nils Styf

Chairman of the Board

Member	Elected	Re-signed	Independent in relation to		Participation in total number of meetings			Shareholdings as of 31/12/2025	
			Major shareholders	The company	Board meetings	Audit committee meetings	Fee, SEK	Number of common shares	Number of preference shares
Åsa Bergström	2016	-	Yes	Yes	17/17	4/4	375	11,000	700
Hans-Olov Blom	2022	-	Yes	Yes	17/17		225	30,366 <sup>1)</sup>	-
Mia Bäckvall Juhlin	2019	-	No	Yes	17/17		225	7,474,263 <sup>1)</sup>	26,900 <sup>1)</sup>
Anders Nilsson	2010	2025	Yes	Yes	2/17		-	154,500 <sup>1)</sup>	-
Anders Palmgren	2024	-	Yes	Yes	17/17	4/4	365	8,160 <sup>1)</sup>	-
Nils Styf (chrm.)	2019	-	Yes	Yes	17/17	4/4	565	59,000	10,000

1) Owns shares through companies.

## Management

NP3's management team consisted of five people at the end of the year. The company's Chief Sustainability Officer and Financial Manager were included in the management team as of 1 October. Management is responsible for developing and managing the company in accordance with the strategy decided on. In addition to the management group, there are four other senior operations executives. Shareholdings as of 31 Dec. 2025



### ANDREAS WAHLÉN

CEO since 2008.  
Born 1980.

Studies in economics with a focus on auditing and financing, Mid Sweden University.

#### Other commitments:

Board member in Jonels AB and Kinema AB.

#### Background:

CEO of Norrlandspojkarna Fastighets AB and the construction company Tre Jonsson Bygg AB.

#### Shareholdings in the company:

307,000 common shares, 200,000 preference shares (privately and via company) and 37,114 warrants.



### ELIN NORDLANDER

Chief Sustainability Officer (CSO) since 2025. Born 1989.

#### Background:

Many years of experience in banking and finance with a focus on both social and environmental sustainability. Most recently held the position of Sustainability Strategist.

#### Shareholdings in the company:

1,477 warrants.

## Other senior executives



### ANNA WIRTÉN

Head of accounting since 2015.  
Born 1976.

#### Shareholdings in the company:

1,810 common shares and 10,716 warrants.



### FREDRIK KARLSTEDT

Business Manager Mitt since 2024.  
Born 1971.

#### Shareholdings in the company:

3,502 warrants.

**HÅKAN WALLIN**

Chief Financial Officer (CFO) since 2018. Born 1962.

Master of Business Administration at Stockholm University and Certified European Financial Analyst (CEFA) at Stockholm School of Economics.

**Other commitments:**

Board member in Cibola Hospitality Group AB and HWA Advisory & Capital AB, and member of Östersjöstiftelsen's (The Foundation for Baltic and East European Studies) investment committee.

**Background:**

Several years experience in financing, capital markets and accounting. Previous positions: head of business development at Medivir AB, partner at the investment bank ABG Sundal Collier and Senior positions at the accounting firms Arthur Andersen and Ernst & Young.

**Shareholdings in the company:**

34,348 common shares and 15,979 warrants.

**MARKUS HÄGGBERG**

Financial Manager since 2020. Born 1972.

**Background:**

Master of Science in Business and Economics. Several years of experience in auditing and audit-related consulting at PwC. Has subsequently worked within SCA in several different roles, including Head of Accounting, SCA Skog, Head of SCA's Business Services and responsible for tax issues within the group.

**Shareholdings in the company:**

4,599 common shares, 2,500 preference shares and 12,925 warrants.

**MATTIAS LYXELL**

Chief Operating Officer (COO) since 2023. Head of property management 2018-2023. Born 1969.

**Other commitments:**

CEO and board member of Fastighets AB Jämtjägaren.

**Background:**

Several years experience of real estate, mainly in the segments operation, property management and construction projects. In previous positions worked with property optimisation in major operating and real estate companies.

**Shareholdings in the company:**

7,882 common shares, 100 preference shares and 10,935 warrants.

**JENS LENNEFELDT**

Business Manager South since 2020. Business manager, Gävle 2017-2020. Born 1984.

**Shareholdings in the company:**

12,160 common shares, 50 preference shares and 10,587 warrants.

**MARIA PARINGER**

Business Manager North since 2018. Born 1974.

**Shareholdings in the company:**

2,091 common shares and 9,809 warrants.