

Homes for everyone

2025 Annual Report

neobo





Krönhjorten 22, Falköping

Introduction	CEO's statement	4
3	Neobo in brief	7
	2025 in brief	8
	Why invest in Neobo?	9
Strategy and business model	Business model	11
	Strategy and targets	17
	Current earnings capacity	21
	Market and business environment	22
10	We are Neobo	24

Sustainability	Our sustainability work	26	
	Sustainability governance	29	
	25	Our focus areas	31
		Sustainability year in figures	42
	Sustainability notes	43	
	Auditor's opinion	44	
Corporate governance and the share	Corporate Governance Report	46	
	Auditor's report	50	
	Board of Directors	51	
	Management	52	
45	The share and shareholders	53	

Financial information	Directors' Report	55	
	Financing	57	
	Risks and risk management	58	
	54	Consolidated financial statements	62
		Parent Company's financial statements	66
	Notes	70	
	Auditor's report	93	
Other	Definitions and key metrics	97	
	Shareholder information	100	
96			

The statutory Annual Report, which includes the Directors' Report and financial statements, can be found on pages 54–92. Neobo's statutory Sustainability Report according to the Swedish Annual Accounts Act can be found on pages 25–43. The Corporate Governance Report can be found on pages 46–49.

HOMES FOR EVERYONE

Our idea is simple – **consideration for others first** – for our tenants, residential areas, shareholders, employees and our surroundings.

Not all our properties are new – but our way of working is far from old-fashioned. With many years of experience and the conviction that everything can be improved, we create good housing for all by managing and refining our residential areas and taking care of our customers. Sweden needs more residential properties that people can afford to live in. When newly built apartments are expensive and construction rates low, the sustainable choice is to take care of what already exists.

We have homes for everyone – young and old, families and singles. Apartments of different sizes, with reasonable rents for all stages of life. In short, good housing for all.

Introduction

CEO's statement

Neobo in brief

2025 in brief

Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other



Introduction

- CEO's statement
 - Neobo in brief
 - 2025 in brief
 - Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

Interview with Ylva Sarby Westman, CEO of Neobo

Strong earnings improvement thanks to our dedicated employees and a business model that delivers results

What are your thoughts when you look back on 2025?

I am very proud of what we have achieved during the year. Both net operating income and profit from property management have improved significantly and the vacancy rate is the lowest since Neobo was formed. In our first three years, we worked purposefully to refine our property portfolio, which has yielded solid results. All key

“I am very proud of what we have achieved during the year. Both net operating income and profit from property management have improved significantly and the vacancy rate is the lowest since Neobo was formed.”

metrics are developing in the right direction and operationally Neobo is performing well. This is thanks to our dedicated employees and a business model that delivers results.

Can you describe the business model?

We sustainably manage and refine our properties and take good care of our customers. We have a business model that continuously creates value in the property portfolio and strengthens our cash flows over time.

We work purposefully to increase the occupancy rate and it is gratifying to note that our vacancy rate is now at its lowest level since Neobo was formed. At the end of the year, the total vacancy rate was 6.3 percent, compared with 8.0 percent when the company was formed.

We continuously develop the portfolio by making value-generating investments that provide attractive returns and the potential for good value growth over time. During the year, we invested SEK 239 m in value-generating measures that have increased our net operating income and created more attractive and secure

“We have good refinement potential in the portfolio and continue to invest in what we believe in – attractive and sustainable living environments where people can thrive and feel secure.”

residential areas. Activities included renovating more than 100 apartments, carrying out a number of tenant adaptations of commercial premises, and investing in sustainability measures that have brought us one step closer to our long-term sustainability targets. We have good refinement potential in the portfolio and continue to invest in what we believe in – attractive and sustainable living environments where people can thrive and feel secure.

We continue to optimize our property portfolio and completed six transactions and divested properties with an underlying value of SEK 404 m during the year. These divestments resulted in a better and more efficiently managed portfolio and also generated valuable liquidity.

How is the financial situation?

We have a strong financial position and stable cash flows. In this challenging market situation, it is more important than ever to focus on net cash flow. We secured good rent increases and have successfully reduced our property management costs, resulting in an increase in the interest coverage ratio of 0.2 percentage points com-

pared with the year-earlier period. During the year, we refinanced and extended almost SEK 4 billion in bank loans at margins significantly lower than the average margin in our loan agreements. All in all, we can look back on a strong year in which our operations continued to develop in the right direction.

How do you create value for your shareholders?

Our most important mission is to create value for our shareholders. We do this through smart capital allocation, customer-centric property management, value-creating refinement and portfolio optimization that strengthens our property portfolio and increases our cash flows over time.



Introduction

- CEO's statement
 - Neobo in brief
 - 2025 in brief
 - Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

In the current market situation, we believe that repurchasing own shares, combined with continued investments in our property portfolio, is the most effective way to create an attractive total yield for our shareholders. The liquidity freed-up from completed divestments will therefore be used for both of these purposes.

How does sustainability support your business?

We are a long-term operator that takes responsibility for our impact on people and the environment. Sustainability is therefore an integral part of our operations and something that is at the top of our agenda when we maintain our residential areas and when we develop Neobo in a responsible manner.

During the year, we linked a quarter of our lending volume to our company-wide sustainability targets, creating transparency and clear incentives. It shows that we are serious about the sustainable transition and that sustainability is something that creates value across our operations.

How do you see the way forward?

We can see that our strategy is working. Our focus on customer-centric property management, refinement and optimization has significantly improved profitability and laid a solid foundation for continued growth. This is why we are continuing along the same path with a business model that strengthens our cash flows and our property values. In 2026, our focus areas will be to continue to increase returns from our properties and to optimize the portfolio.

Our vision is the starting point for everything we do. For me personally, it is a privilege to work with people's homes and create residential areas where people can thrive and feel secure.

After a few challenging years, we are now seeing signs of improvements in the economy, and despite continuing uncertainty in the world around us, I feel very confident. I am convinced that the most challenging years are now behind us and look forward to working together with my colleagues to continue to develop Neobo and take full advantage of the great potential that exists in the company.



Introduction

- CEO's statement
 - Neobo in brief
 - 2025 in brief
 - Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

NEOBO IN BRIEF

We create attractive and sustainable living environments where people can thrive and feel secure.

We manage and refine residential properties in Swedish municipalities experiencing population growth and good demand for residential properties.



Property value, SEK billion

13.6



Number of apartments

8,100



Leasable area, sq. m.

673,000



Number of properties

256



Percentage of residential properties, %

94



Bacchus 12, Sundsvall

Contents

Introduction

CEO's statement

• Neobo in brief

2025 in brief

Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

2025 IN BRIEF

2025 in figures

- Rental income increased to SEK 934 m (908). For the like-for-like portfolio, rental income increased by 4.6 percent.
- Net operating income increased by 8.5 percent to SEK 513 m (473) despite the loss of net operating income from divested properties in the previous and current years. For the like-for-like portfolio, net operating income increased by 9.9 percent due to higher rental income and lower property management costs.
- Profit from property management increased by 32.0 percent to SEK 201 m (152) and profit from property management per outstanding share on the balance sheet date increased by 33.9 percent to SEK 1.40/share (1.05).
- The property portfolio's value at the end of the year amounted to SEK 13,562 m (13,701) and change in value of the properties amounted to SEK -6 m (-296) for the year.
- Net profit/loss for the year amounted to SEK 78 m (-193).
- The net asset value amounted to SEK 47.19 per share (45.59).

The past year

- Six divestments conducted corresponding to an underlying property value of SEK 404 m.
- Refinanced and extended almost SEK 4 billion in bank loans at margins significantly lower than Neobo's average margin.
- Reduced the economic vacancy rate from 7.2 percent to 6.3 percent.
- CEO Ylva Sarby Westman was elected to the Advisory Board of the European Public Real Estate Association (EPRA).
- The Board of Directors resolved to exercise the authorization from the Annual General Meeting on April 24, 2025 to repurchase own shares up to a maximum amount of SEK 50 m.

Key metrics	2025	2024
Rental income, SEK m	934	908
Net operating income, SEK m	513	473
Change in property values, SEK m	-6	-296
Profit from property management, SEK m	201	152
Profit from property management, SEK/share	1.40	1.05
Net profit/loss for the period, SEK m	78	-193
Net profit/loss for the period, SEK/average number of shares before dilution	0.54	-1.33
Market value of properties, SEK m	13,562	13,701
Market value of properties, SEK/sq. m.	20,155	19,574
Loan-to-value ratio, %	50.0	50.9
Interest coverage ratio, multiple	1.8	1.6
Net asset value, EPRA NRV, SEK/share	47.19	45.59
Economic occupancy rate, %	93.7	92.8
Surplus ratio, %	55	52
Return on equity, %	1.2	-3.0

Profit from property management,
SEK/share

+34 %

Net operating income,
like-for-like portfolio

+10 %

Loan-to-value ratio

50.0 %

Interest coverage ratio, LTM

1.8 multiple

Introduction

CEO's statement

Neobo in brief

• 2025 in brief

Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

WHY INVEST IN NEOBO?

We have a value-generating business model and we are well positioned to take the next step on our journey – with a continued focus on creating value for our customers and shareholders.

1

Refinement and optimization potential

The portfolio has refinement potential where value-generating investments and portfolio optimization support attractive returns and opportunities for continued growth in profitability.

2

Strong financial position and stable cash flows

Neobo has a strong balance sheet and stable cash flows with good prospects for attractive development in net operating income in the years ahead.

3

Good housing at reasonable rents

We offer housing at reasonable rents for which there is clear demand.

4

A long-term sustainable investment

We are a long-term operator that takes responsibility for our impact on people and the environment.

Introduction

CEO's statement

Neobo in brief

2025 in brief

• Why invest in Neobo?

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

STRATEGY AND BUSINESS MODEL

BUSINESS MODEL

Our vision is to create attractive and sustainable living environments where people can thrive and feel secure. We sustainably manage and refine our properties and take good care of our customers.

We have a business model that continuously creates value in the property portfolio and strengthens our cash flows over time.



Property management

Property management is at the heart of Neobo’s operations and is crucial to creating a long-term sustainable and attractive residential portfolio. We continuously strive to strengthen customer value and returns through efficient and customer-centric property management with the focus on sustainability and profitability. Our local presence and daily dialogue with tenants provide us with insights that enable well-founded prioritization and value-generating improvements in our properties. This not only adds to increased satisfaction and security, but also to the stable and long-term development of the entire portfolio.

Refinement

Refinement is a central part of Neobo’s business model and an important driver for increasing the long-term value of our property portfolio. Through structured and continuous work focusing on value-generating measures, we increase the return from and value of our properties while improving the quality and experience for our tenants. Initiatives include apartment renovations, energy optimization measures, development of outdoor environments and technical upgrades that strengthen both function and sustainability. Through active refinement efforts, we ensure that the portfolio remains attractive, competitive and future-proof.

Optimization

Neobo takes a structured approach to optimizing the property portfolio to ensure efficient portfolio management in markets with stable demand. Continuous analysis of the existing portfolio, the housing market and our customers’ needs enables us to identify which parts of the portfolio that should be retained, developed or divested. Selling properties that do not support our core strategy frees up capital and creates scope for value-generating investments. In a next step, we intend to grow our property portfolio in prioritized markets through strategic acquisitions. Active portfolio management supports increased management efficiency and thereby provides the conditions for long-term value creation.

Contents

Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Value-creation through long-term property management

We create long-term value through a structured model for managing our properties and taking care of our tenants. Our vision is to create attractive and sustainable living environments where people can thrive and feel secure.

Homes for everyone

Through efficient and customer-centric property management with the focus on sustainability and profitability, we continuously strive to create customer value and thereby increase returns. Our local presence and continuous dialogue with our tenants enable well-founded and value-generating improvements in the properties, which contributes to increased satisfaction and security in our residential areas and long-term stability in the portfolio.

Customer satisfaction continues to improve

We measure customer satisfaction in several ways, including an annual customer survey that is distributed to all residential tenants. Our long-term goal is to reach the average level for the industry's service index by 2030. The planned milestones to achieve this goal were achieved in 2025.

Efforts to increase customer satisfaction are closely linked to our vision to create attractive and sustainable living environments where people can thrive and feel secure. Based on analyses of the customer surveys, our focus during the year was on improving communication with our customers and prioritizing measures that support enhanced security in our residential areas.

The results for 2025 show a sustained positive trend:

- 80 percent of our tenants are happy with us as a landlord
- 80 percent would recommend us as a landlord
- 86 percent are satisfied with their most recent interaction with Neobo
- 92 percent are satisfied with their interaction with our property technicians

Examples of actions during the year



Security package in Skara

In one of our properties in Skara, we have invested in new security doors, digital locking systems and camera surveillance in the cellar. We also focused on increasing communication with our tenants and holding more tenant meetings and neighborhood watch patrols.



Neobo days in our residential areas

During the year, we held neighborhood days with our tenants in all residential areas. In Nevisborg, Helsingborg, we focused on our youngest tenants – with pony rides, face painting and bouncy castles. In addition, we organized a “waste separation at source” school and a quiz trail on the same theme.



We save energy and water and reduce our emissions of CO₂ and microplastics

During the year, we installed an innovative water recycling solution in some of our laundry rooms, including two of our properties in Nynäshamn and Sundsvall. With courage as one of our watchwords, we always try to challenge the way we work, test new technologies and embrace neo-thinking in our property management.



Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other



Interview with Regional Manager Niclas Franzén

With an engineering degree from Chalmers and extensive experience from the property industry, Niclas Franzén has been part of Neobo since the company was formed. Today, he works as a regional manager and his leadership is distinguished by commitment, structure and a clear focus on long-term results.

Tell us a little about your background

I have an engineering degree from the Chalmers University of Technology and a background in project management. Before joining Neobo, I worked for several years as a project manager. Property has been a central part of my professional career for more than ten years, and I have been privileged to be part of Neobo's exciting journey since the company was established. Today, I am responsible for our properties and employees in the South Region.

Where do you think Neobo will be in three years time?

In three years, I see a Neobo that has clearly established itself as the natural first choice in the locations where we operate. We will have better yields, lower vacancies and have created even better living environments for our tenants.

This in turn will enable a more efficient portfolio, growth in selected locations and an even stronger property management organization. Neobo will be a well-known and trusted name, both as landlord and for investors.

It is important to remember that Neobo is a young company. I have been involved from the start and can clearly see how much we have developed. I'm convinced that this positive journey will continue.

What goals and changes do you hope to achieve in the coming year?

Neobo has delivered a strong earnings improvement in 2025. I am proud of how we achieved this through our day-to-day activities, and that it is clearly reflected in the annual accounts. The result is the fruit of long-term and structured efforts where dedicated employees, clear goals and continuous follow-up have played a crucial role. The focus for 2026 remains on vacancies and results, but one of my most important goals is a soft one – to continue to help our employees develop in their roles. We have several examples of employees who have gone from assistant property manager to property manager, and following development of these individuals is both inspiring and an important success factor for Neobo.

How would you define good housing?

For me, good housing is a place where you really feel at home. Properties consist of land, concrete, steel and wood, but it is the tenants and we property managers that together fill them with life and warmth. Our aim is to offer more than just a roof over your head – it should feel cozy and secure to live in one of our buildings.



Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Refinement for long-term value creation

Refinement is a central part of Neobo’s business model. Our continuous work on value-generating improvements enables us to increase the return on our properties, while also creating added value for our tenants. This work includes apartment renovations, energy investments and measures to create more attractive and secure residential areas. During the year, we invested SEK 239 m (164) in value-generating measures that have increased our net operating income and refined our properties. Activities included renovation of more than 100 apartments, a number of tenant adaptations and energy efficiency measures.

Standard-enhancing apartment renovations

When a tenant moves out, the apartment is inspected and a decision is taken on whether to lease or renovate based on its condition, rental level and market situation. Minor measures focus on ensuring sustainability and security, while more extensive renovations are performed to raise standards and enable higher rental income.

In 2025, we invested approximately SEK 50 m in apartment upgrades. For example, 11 apartments in Nynäshamn were renovated to a modern interior and standards, which improved functionality and enabled the installation of energy-efficient solutions that generate long-term value. The investment amounted to SEK 5.5 m and generated an investment yield of 7 percent.

Investments in our commercial premises

A number of tenant adaptations for commercial tenants were carried out during the year. For instance, the Swedish Prison and Probation Service moved into adapted premises with a six-year contract in Sollentuna in the autumn. Another example is in Falköping, where two longer leases were signed on one of the pedestrian streets in the city.



Contents

Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Investments to reduce energy consumption

There is a particular focus on energy-saving measures that reduce the environmental footprint and lower operating costs. In conjunction with maintenance and renovation work, we always strive to choose the most future-proof and energy-efficient solutions.

In 2025, we made energy efficiency investments in some 40 properties. When we connected a property in Falköping to our digital control system, we discovered that the geothermal heating system was operating under a heavy workload, which risked impacting operation in the long term. Instead of increasing the use of district heating, we chose a more long-term and cost-effective solution in line with our neo-thinking approach. By installing solar hybrids, we produce both electricity and heat that recharges the boreholes and boosts the system's capacity. The investment amounted to SEK 2.3 m with an investment yield of 13 percent.

Technical management and routine maintenance are largely carried out by Neobo's own employees in each region. During the year, three technicians were added to the technical organization, bringing with them new expertise in energy and operational optimization, which both reduced operating costs and the environmental impact.

In addition to technical improvements, well-being and value-enhancing measures are also being performed, such as bathroom and kitchen renovations, modernization of electrical installations and a switch to LED lighting. We have also installed security doors and entry systems to increase security and carried out courtyard renovations to create more attractive and social outdoor environments.

During renovations, we use an efficient production method based on coordinated logistics. By carefully planning material flows, we can save time and resources, while minimizing waste and unnecessary transport. Coordinated purchasing allows us to avoid costly intermediaries.

All the materials belonging to a specific apartment are packed in a container and delivered directly to the construction site. This means the contractor can easily fetch everything that is needed from right outside the building. Any surplus material is taken care of and used in the next renovation, which further reduces waste and increases efficiency.



Humlan 8, Nynäshamn



Klockaren 11, Falköping

Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Optimization

During the year, we continued to optimize the property portfolio to ensure efficient portfolio management in markets with stable demand. Selling properties that do not support our core strategy frees up capital and creates scope for value-generating investments. In a next step, we also intend to grow our property portfolio in prioritized markets through strategic acquisitions.

In 2025, we conducted six property divestments with an underlying property value of SEK 404 m. These divestments resulted in a more efficiently managed portfolio and also generated valuable liquidity that can be used for value-generating investments to refine the property portfolio.

During the third quarter, two non-cash flow generating properties were divested, a development right in Sollentuna and a largely vacant commercial property in Karlskoga. In October, the Gånsta 2:2 property in Enköping was

divested to a tenant-owner association formed by our tenants, as well as a residential property with a very high vacancy rate in the Årby area of Eskilstuna.

We also divested a property in Järna with 70 percent commercial premises and a high vacancy rate. Since this was our only holding in the Södertälje region, the sale means that we have left the municipality and that our property portfolio is now located in 38 municipalities.

Fiskeby 4:123, Norrköping - sold



Gånsta 2:2, Enköping - sold



Kyrktuppen 10, Södertälje - sold



Introduction

Strategy and business model

- Business model
 - Strategic targets and priorities
 - Current earnings capacity
 - Market and business environment
 - We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

STRATEGY AND TARGETS

Our overarching goal is to create attractive total yield for our shareholders.

Return on equity over time is to exceed 10 percent.

This will be achieved through:

- Long-term ownership, management and refinement of residential properties in markets with stable demand.
- Increased returns on the property portfolio through efficient and customer-centric property management.
- Realizing the refinement potential of the portfolio through value-generating investments.
- Continued portfolio optimization – divesting properties that are not a good fit for us and in a next step, acquiring properties in good markets.
- Sustainability activities that are an integrated part of all of our operations.
- Active efforts to maintain a high level of employee engagement.



Malen 16, Helsingborg

Contents

Introduction

Strategy and business model

Business model

- Strategic targets and priorities

Current earnings capacity

Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Our properties

At year-end, Neobo's property portfolio consisted of 256 properties with 8,100 residential apartments and 673,000 square meters of leasable area. Residential properties accounted for roughly 94 percent, and the remainder mainly consisted of community service properties.

Valuation

The unrealized change in value during the year amounted to SEK 16 m (-301), corresponding to a change in value of 0.1 percent (-2.2). Realized changes in value amounted to SEK -21 m during the year due to completed divestments. At year-end, the property portfolio was valued at SEK 13,562 m (13,701). The change in value was primarily a result of investments in the portfolio that increased net operating income, and higher estimated future rental income.

The property value has been established based on valuations conducted by independent, external and authorized property assessors. The valuations were conducted as cash flow statements by property, whereby current rental contracts, the market's yield requirement, rental levels, operating and maintenance costs and investment requirements were taken into account.

At the end of the year, the average weighted yield requirement for all properties in the portfolio was 5.1 percent (5.0).

Yield requirements increased marginally in the first two quarters, remained unchanged in the third quarter and are now considered to have stabilized.



Breakdown by municipality, 20 largest based on rental value

Municipality	Region	Floor area, thousand sq. m.	Number of apartments	Rental value, SEK m	Rental value, SEK/sq. m
Sundsvall	North	49	559	80	1,652
Tranås	Central	48	517	60	1,233
Nynäshamn	Central	40	513	59	1,483
Oskarshamn	Central	43	519	55	1,277
Motala	Central	37	476	50	1,360
Sollentuna	Central	18	80	48	2,673
Norrköping	Central	32	347	47	1,485
Helsingborg	South	30	456	46	1,562
Växjö	Central	29	450	44	1,529
Skara	South	32	395	42	1,303
Staffanstorp	South	22	218	36	1,635
Köping	North	24	313	34	1,378
Alingsås	South	23	206	33	1,464
Falköping	South	22	196	31	1,411
Enköping	North	21	191	30	1,419
Nyköping	Central	16	243	28	1,731
Karlstad	South	18	243	27	1,480
Vänersborg	South	20	273	26	1,342
Knivsta	Central	8	120	25	2,997
Timrå	North	16	118	23	1,477

Contents

Introduction

Strategy and business model

Business model

- Strategic targets and priorities

Current earnings capacity

Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Introduction

Strategy and business model

Business model

- Strategic targets and priorities

Current earnings capacity

Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Change in property portfolio

SEK m	North Region	Central Region	South Region	Total Neobo	
	Jan-Dec 2025	Jan-Dec 2025	Jan-Dec 2025	Jan-Dec 2025	Jan-Dec 2024
Fair value, opening balance	3,656	6,165	3,880	13,701	14,018
Acquisitions	0	0	0	0	0
Investments	77	117	45	239	164
Divestments	-286	-108	0	-394	-180
Unrealized change in value	-77	93	0	16	-301
Fair value, closing balance	3,370	6,266	3,926	13,562	13,701

Rental value and customers

The annual rental value of the property portfolio amounted to SEK 1,019 m as at January 1, 2026. Residential properties accounted for 77 percent of value and premises for 19 percent.

Neobo’s tenants are mainly private individuals and companies that rent retail, restaurants and office space on the ground floor of residential properties, as well as customers in the company’s community service properties.

At year-end, Neobo had 12,612 rental contracts – comprising:

- 7,639 residential rental contracts with an annual rent of SEK 748 m
- 464 commercial contracts with an annual rent of SEK 174 m
- No single tenant accounted for more than 1.1 percent of the rental income.

Neobo’s largest commercial tenants are the Swedish Prison and Probation Service and Sala Municipality.

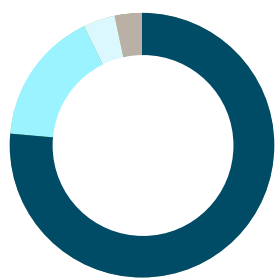
Rental income and occupancy rate

Rental income increased to SEK 934 m (908) in 2025. The like-for-like portfolio increased 4.6 percent. The increase in income is explained by an average rent increase in the residential portfolio of 4.8 percent, increased rents for commercial premises and rent increases for apartments renovated during the year. The average rent for residential properties increased in 2025 and amounted to SEK 1,459 per square meter at year-end.

The year-end economic occupancy rate was 93.7 percent for the entire portfolio, 94.9 percent in the residential portfolio and 90.2 percent for commercial premises.

Rent negotiations for 2026 are under way. Agreements signed to date encompass 46 percent of residential properties and entail an average rent increase of 3.4 percent.

Rental value



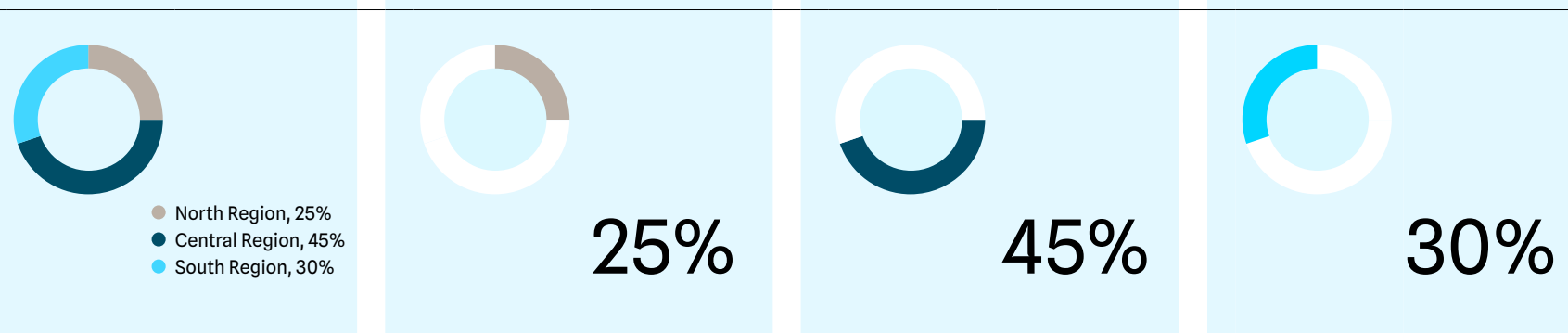
1,019 m sek

- Residential, 77%
- Commercial premises, 16%
- Community service properties, 3%
- Parking and garages, 4%

Segment

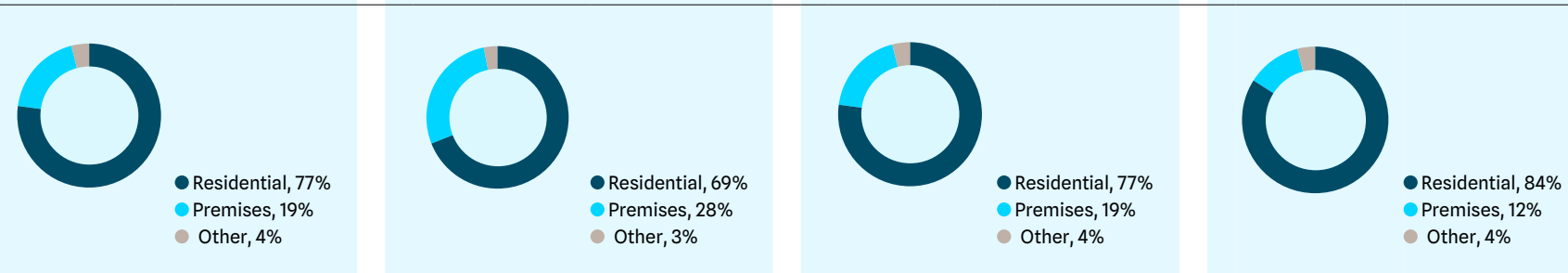
	Total Neobo		North Region		Central Region		South Region	
	2025	2024	2025	2024	2025	2024	2025	2024
January–December								
Rental income, SEK m	934	908	233	242	422	405	278	261
Net operating income, SEK m	513	473	125	120	235	217	153	136
Surplus ratio, %	55	52	54	50	56	54	55	52
On the balance sheet date	Dec 31, 2025	Dec 31, 2024	Dec 31, 2025	Dec 31, 2024	Dec 31, 2025	Dec 31, 2024	Dec 31, 2025	Dec 31, 2024
Market value of properties, SEK m	13,562	13,701	3,370	3,656	6,266	6,165	3,926	3,880
Market value, SEK/sq. m.	20,155	19,574	22,341	21,533	20,128	19,347	18,629	18,353
Number of properties	256	260	80	82	84	86	92	92
Number of apartments	8,103	8,309	1,767	1,949	3,733	3,758	2,603	2,602
Floor area, thousand sq. m.	673	700	151	170	311	319	211	211
By earnings capacity	Jan 1, 2026	Jan 1, 2025	Jan 1, 2026	Jan 1, 2025	Jan 1, 2026	Jan 1, 2025	Jan 1, 2026	Jan 1, 2025
Rental value, SEK m	1,019	1,017	242	262	470	461	307	295
Rental value, SEK/sq. m.	1,514	1,454	1,605	1,543	1,510	1,446	1,455	1,393
Occupancy rate, %	94	93	92	91	94	92	95	96

Share of rental income



Distribution of object type

Relates to share of rental value



Introduction

Strategy and business model

Business model

- Strategic targets and priorities

Current earnings capacity

Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

CURRENT EARNINGS CAPACITY

The current earnings capacity on a 12-month basis, based on Neobo's property portfolio at each date, is presented below.

Current earnings capacity is not a forecast of the coming 12 months; it is an instantaneous impression intended to illustrate annualized income and expenses based on the property portfolio, financial expenses, capital structure and organization at each respective point in time.

The current earnings capacity does not include an assessment of the future trends in rents, vacancy rate, property management costs, interest rates, changes in value, purchases or sales of properties nor other parameters. The Group's earnings capacity does not include the earnings effect of unrealized and realized changes in value.

Basis for calculating earnings capacity

The current earnings capacity has been based on annualized contractual rental income, including supplements and other property-related income based on current

rental contracts as per each date. Agreed rent increases applicable on each date are included and all vacancies, including temporary vacancies, have been indexed on an annualized basis.

Property management costs consist of budgeted costs for a normal year and include operating and maintenance costs as well as property administration. Property tax has been calculated on the basis of the current tax assessment value of the properties on each date.

Central administration expenses are based on budgeted costs for a normal year.

Net financial items are defined as interest costs, which have been calculated by applying, on top of Neobo's indebtedness, the contractual financing terms and conditions subject to the variable market conditions applying as on each date, including the effects of derivatives. Any interest income on cash and cash equivalents and non-recurring costs have not been taken into account.

Neobo's earnings capacity

Amounts in SEK m	Jan 1, 2026	Oct 1, 2025	Jul 1, 2025	Apr 1, 2025	Jan 1, 2025
Rental value	1,019	1,036	1,038	1,036	1,017
Vacancy	-65	-72	-78	-76	-73
Rental income	954	965	960	961	944
Property management costs	-397	-397	-402	-402	-402
Property tax	-22	-22	-23	-23	-23
Net operating income	534	545	536	537	520
Central administration	-63	-62	-62	-62	-62
Net financial items	-230	-239	-240	-247	-227
Profit from property management	241	244	234	228	230
Profit from property management per share, SEK/ share	1.68	1.68	1.61	1.57	1.58
Number of shares outstanding, millions	143.4	145.4	145.4	145.4	145.4



Introduction

Strategy and business model

Business model

Strategic targets and priorities

• Current earnings capacity

Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

MARKET AND BUSINESS ENVIRONMENT

Macroeconomic developments

In 2025, the global economy transitioned from stabilization toward cautious expansion, underpinned by an easing of financial conditions and a gradual recovery in global demand. As inflationary pressure eased, a number of central banks began to move away from restrictive monetary policies, although this occurred at different rates across regions. In parallel, geopolitical tensions and trade-related uncertainty continued to dampen investment appetite.

The US economy showed further steady growth during the year. Inflation neared the Federal Reserve’s target, creating scope for interest rate cuts in the second half of the year. However, the labor market showed signs of a slowdown compared with previous years, with rising unemployment and lower employment growth, and wage growth also slowed. Geopolitical tensions and domestic political uncertainty caused periods of increased market volatility. Despite this, stock markets were strong, with broad gains in the autumn, still driven by the technology sector and investments linked to AI and digital infrastructure.

In the eurozone, inflation generally neared its target during the year, which allowed the ECB to adopt a more neutral monetary policy stance. Economic growth remained slow but showed signs of a gradual stabilization, with GDP growth of approximately 1.0–1.5 percent and expectations of similar or slightly higher growth in 2026. The labor market remained resilient, with unemployment at historically low levels, while household and business sentiment improved slightly, albeit still below a historical average. In parallel,

structural challenges remain, such as fiscal austerity in highly indebted countries, increased defense spending and uncertainty about trade relations and energy supply, which continue to weigh on the region’s long-term growth potential.

In Sweden, economic conditions improved compared with the previous two years, although the recovery was uneven. The rate of inflation rose temporarily to about 3.0 percent before falling back to 2.1 percent in December. The Riksbank cut its policy rate from 2.7 percent to 1.75 percent during the year. GDP growth exceeded expectations and is an estimated 1.5 percent for the full year, with the prospect of clearer growth in 2026 to about 2.0–2.5 percent. Unemployment remained relatively high but showed signs of stabilizing toward the end of 2025, while employment is expected to rise in 2026. Improved household finances are expected to contribute to stronger consumption and a gradual strengthening of the economy.

The property market

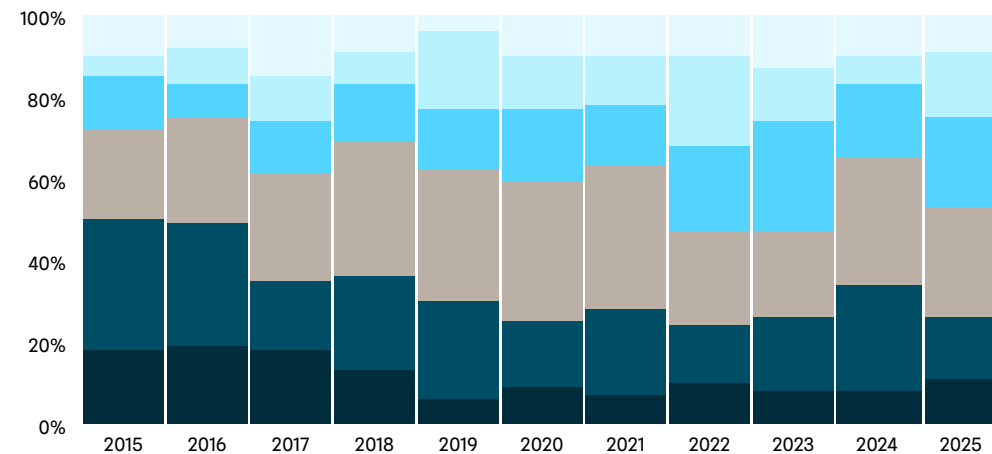
The property market continued to strengthen in 2025, with higher transaction activity than in 2024. The total transaction volume amounted to SEK 164 billion, distributed between 438 transactions. This represents an increase in transaction volume of 18 percent compared with 2024, but is 15 percent lower than the average for 2015–2024 of SEK 192 billion. Foreign capital had a greater impact on the Swedish property market in 2025, accounting for 32 percent of total transaction volume, almost double the share in 2024 and a higher share than for many years.

The Stockholm region accounted for the largest share of transaction volume, equivalent to 36 percent, which is a clear decline from both 2023 and 2024 when the region accounted for 45 percent. Regional cities accounted for the second largest share at 30 percent, while the rest of Sweden accounted for 15 percent. Gothenburg accounted for 13 percent, which is a higher share than in previous years. Malmö contributed 6 percent of the total volume.

In terms of segment breakdown, residential property maintained its position as the largest segment, in line with the outcome for 2024. However, the share of total transaction volume decreased to 28 percent, while the actual volume

increased to SEK 45 billion. Warehouse, logistics and industrial properties were the second largest segment and noted a clear rise, with a share of 22 percent – an increase of 4 percentage points compared with the year-earlier period. Community service properties accounted for 16 percent of the transaction volume, largely driven by the major transaction between SBB and PPI. Office properties were the fourth largest segment with a share of 15 percent. This was followed by retail and other types of property, such as hotel and land, which accounted for 11 percent and 9 percent, respectively, of the total volume.

Segment breakdown, transaction market, %



Source: Newsec

■ Retail ■ Offices ■ Residential ■ Logistics, warehousing, industry ■ Community service properties ■ Other (e.g. hotel, land)

Introduction

Strategy and business model

Business model

Strategic targets and priorities

Current earnings capacity

- Market and business environment

We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

Housing market in Sweden

The housing market noted increased stability in 2025, with continued strong demand for rental apartments in attractive locations. The share of housing transactions in new production increased during the year, partly due to planned regulatory changes for presumptive rents, meaning that newly built apartments will in future have the same annual rent trend as other rental apartments. International investors significantly increased their presence in the residential segment during the year, focusing on newly built residential properties in growth areas, which exerted pressure on yield requirements. The expectation is that a larger share of international investors will also look to other parts of the residential segment in 2026.

New production allows for significantly higher rental levels, which is reflected in tenant demand compared to the older portfolio where price levels are more accessible to a broader tenant base. The older portfolio therefore shows a more stable demand curve and lower vacancy rate, which is particularly favorable for operators such as Neobo with a large share of older, well-situated rental properties.

During the 2016–2025 period, general cost developments, as measured by the consumer price index (CPI), increased by approximately 34 percent, while residential property rents increased by about 26 percent over the same period. This shows that historically rent growth has been slower than inflation and that a backlog has developed, particularly in years of exceptionally high inflation. Rent negotiations for 2025, which resulted in average rent increases of approximately 4.8 percent, represent a step in a gradual adjustment to the underlying cost development and indicate continued scope for rent adjustments over time. Even if rent negotiations for 2026 are still not finalized, the agreements published so far indicate that average rent increases will be slightly lower this year, at approximately 3–4 percent.

Despite this backlog, the residential segment has also shown a stronger and more stable link to inflation than a number of other commercial property segments. This makes residential properties particularly attractive from an investment perspective. Residential property is also characterized by stable and predictable cash flows even in a more challenging economic climate. As infla-

tion declines and real wages strengthen, conditions are created for continued rental growth, without this being deemed to entail an increased vacancy risk. In attractive markets such as Stockholm and its suburbs, willingness to pay for rental apartments is considered to increase by about 4.5 percent annually over the next five years, driven by real wage increases and stronger purchasing power.

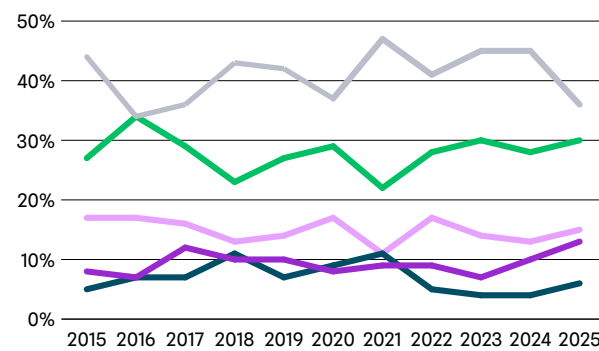
Demographically, Neobo’s markets have developed well. Over the last ten years, the population of the company’s municipalities has increased by an average of 8.3 percent, which exceeds the national average of 7.7 percent. The growth rate has slowed down in line with the national trend, but population growth remains strong in peri-urban municipalities, university towns and regional growth cities. In municipalities with more limited population growth, Neobo’s portfolio is instead characterized by strong micro-locations close to services, communications and the labor market, which support stable demand over time.

Housing construction showed signs of a recovery during the year but remained below the

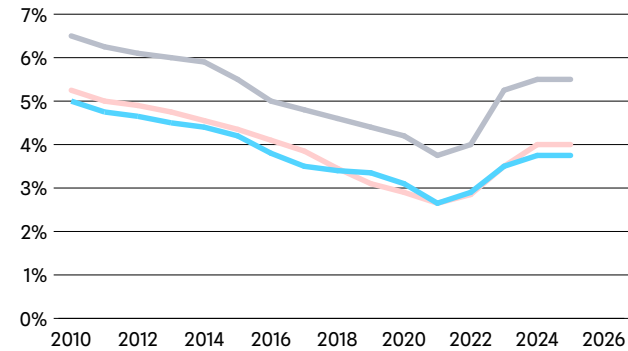
estimated long-term need. Rental apartments dominated new production, while high construction costs and long planning processes continued to limit supply. Against this background, housing shortages remain in several municipalities across the country. There is currently a housing shortage in 16 of Neobo’s municipalities, and 19 municipalities estimate that they will have a housing shortage in three years. This creates a structurally favorable market for the existing residential portfolio in these locations.

Overall, the housing market is characterized by a good balance between supply and demand, particularly in the older rental portfolio. Combined with a stable labor market and improved economic outlook, this provides the right conditions for low vacancies and long-term sustainable cash flows. Neobo’s focus on the right geographic locations and affordable residential properties in attractive micro-markets means the company is well positioned in a segment where demand is increasingly driven by location, functionality and housing costs rather than the premium of new production.

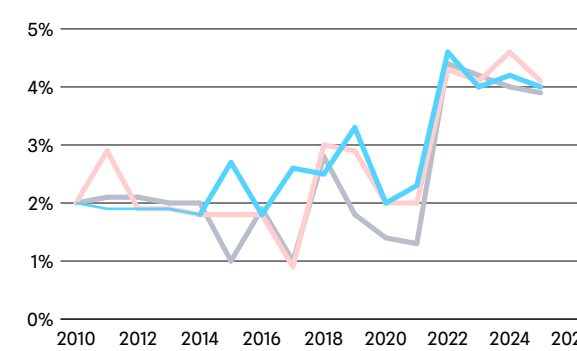
Geographic breakdown, transaction market, %



Investment yield, residential properties, %



Rent trend, residential properties, %



Stockholm Gothenburg Malmö Other major cities Rest of country Stockholm suburbs Regional cities

Source of text and diagrams in Market and business environment section: Newsec

Introduction

Strategy and business model

- Business model
- Strategic targets and priorities
- Current earnings capacity
- Market and business environment
- We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

WE ARE NEOBO

We work closely with our customers and with short decision-making paths and well-established processes. Several of our employees have extensive experience of value-creating property management and Neobo's current property portfolio. All the work that is done is designed to optimize the ability to conduct property management that is sustainable in the long-term and creates value for our customers.

Neobo has a strong corporate culture characterized by commitment, consideration and courage. These values permeate everything we do

and act as a guide in our day-to-day activities. The employees have good opportunities to impact the operations and the atmosphere is characterized by personal commitment at all levels. We are committed to a good working environment, high business conduct, an inclusive culture and good development opportunities.

The aim is to be one of the best employers in the industry in terms of employee commitment. In 2025, Neobo had an average of 82 employees, of whom 31 women and 51 men.

Our core values

Commitment

- We are committed and businesslike.
- We care, we are forward-looking and we go the extra mile to succeed.
- We are driven and result-oriented.

Consideration

- We display consideration for each other, our customers, our shareholders and our business environment.
- We treat people with respect and have an inclusive corporate culture.
- We cooperate and support each other.

Courage

- We are open to change and innovative thinking, always endeavoring to make things a little better.
- We are unpretentious and solution-oriented.
- We challenge ourselves, each other and our business environment.
- We are inquisitive and open.



Contents

Introduction

Strategy and business model

- Business model
- Strategic targets and priorities
- Current earnings capacity
- Market and business environment

- We are Neobo

Sustainability

Corporate governance and the share

Financial information

Other

SUSTAINABILITY



OUR SUSTAINABILITY WORK

Sustainability is central to our vision and business model and we work systematically in line with our long-term sustainability strategy.

Our sustainability strategy, which aims to ensure a sustainable Neobo, is based on a materiality assessment and is built on the following two perspectives:

- Corporate social responsibility – consideration and respect for employees, tenants, investors and the society in which we operate.
- Sustainable living environments – attractive and sustainable living environments where people can thrive and feel secure.



Våffeljärnet 1, Karlskoga

Contents

Introduction

Strategy and business model

Sustainability

- Our sustainability work
 - Sustainability governance
 - Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor's opinion

Corporate governance and the share

Financial information

Other

We are working with an ambitious plan for a transition of the entire property portfolio. Our property portfolio consists of properties with buildings of varying ages. Some are from the turn of the last century and others are newly built, though most are somewhere in between. This means that there is potential for improvement.











We want to contribute to the important work to mitigate climate change by managing and refining the existing property stock. Making use of the residential properties and premises that already exist, as opposed to constructing new buildings, is beneficial for the climate. We are constantly prioritizing and focusing our resources on the part of the business, on the specific projects and properties, where we have the greatest impact.

Property companies have a significant impact on our climate – in particular through new production, reconstruction, renovation and heating of buildings. For Neobo, it is therefore of utmost importance to:

- reduce energy consumption
- reduce the carbon footprint

We can see a great opportunity here to make an impact by developing our properties and streamlining property management and operations.

Neobo's sustainability strategy and ten material aspects

		Sustainable living environments				Corporate social responsibility				
		Attractive and sustainable living environments where people can thrive and feel secure.				Consideration and respect for employees, tenants, investors and the society in which we operate.				
Overall targets										
	Safe homes and neighborhoods	Climate change adaptation	Energy efficiency and renewable energy	GHG emissions	Material use and waste	Water use	Working conditions	Diversity and equality	Human rights and terms of employment in the value chain	Risk of corruption and conflicts of interest
	Safe living environment with low crime rates where tenants are engaged in the community	A property portfolio adapted to a changing climate	Energy-efficient residential properties powered by renewable energy	Reduced GHG emissions from the entire value chain with net zero emissions (Scope 1, 2 and 3) by 2045	Efficient use of materials and minimizing waste	Reduce the use of fresh water in homes	One of the best employers in the industry in terms of employee commitment	A workplace characterized by diversity and equal opportunities for everyone to develop	Human rights are respected and monitored in the value chain	An ethical and transparent corporate culture with zero tolerance for irregularities
Long-term target by 2030	Annual tenant turnover for residential properties below 20 percent by 2030	Continuously updated adaptation plan for all properties	Reduce energy consumption by 20 percent (building energy) by 2030 compared to 2023	50 percent lower Scope 1 and 2 GHG emissions by 2030 compared to 2023	Reduce amount of waste by 2030 compared to 2025	Reduce fresh water consumption in residential properties by 15 percent by 2030 compared to 2025	Employee commitment, eNPS > 20 by 2030	Perceived inclusion 100 percent by 2030	Measuring and monitoring of human rights in the value chain by 2030	100 percent of employees complete annual business conduct training
	Above industry average in the Service Index (AktivBo) in 2030		100 percent of purchased energy from renewable sources	Measure, monitor and reduce Scope 3 GHG emissions by 2030 compared to 2023			Employee attendance rate above industry average	The employees reflect society as a whole in terms of gender and ethnicity in 2030	100 percent of significant suppliers evaluated against the Supplier Code of Conduct by 2030	

Introduction

Strategy and business model

Sustainability

- Our sustainability work
 - Sustainability governance
 - Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor's opinion

Corporate governance and the share

Financial information

Other

Energy and Climate Roadmap

One of our most important tools is our Energy and Climate Roadmap. The Energy Roadmap is an action plan for energy optimization that indicates the steps we must take and an overall assessment of the investments required to achieve the long-term target to reduce energy consumption by 20 percent by 2030. The Climate Roadmap provides an overall indication of the steps the company must take and the investments required to achieve the long-term target to reduce Scope 1 and 2 GHG emissions by 50 percent by 2030.

During the year, we followed up on the impact of actions already taken. We continued work to specify and assess the actions and investments that we must prioritize in the next few years. In planning and implementation of energy and climate actions, we are prioritizing actions in our focus portfolio that currently comprises 42 properties.

Sustainability-linked loans and energy loans

During the year, we signed our first sustainability-linked loan agreement. This means that our interest cost is linked to our long-term sustainability targets and is impacted depending on

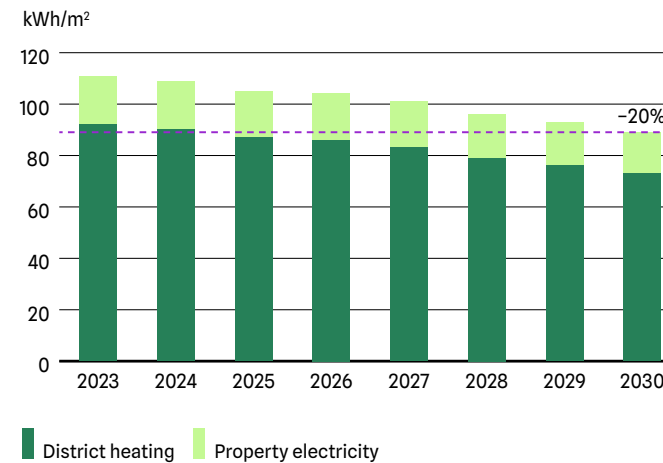
whether or not we succeed in following our Energy and Climate Roadmap. This link to sustainability creates additional incentives to drive the company's sustainability agenda forward and shows that we are serious about the sustainable transition. In addition, we have good collaboration with several lending banks that have granted extended loans to be used for the implementation of energy efficiency measures in the properties.

Reporting

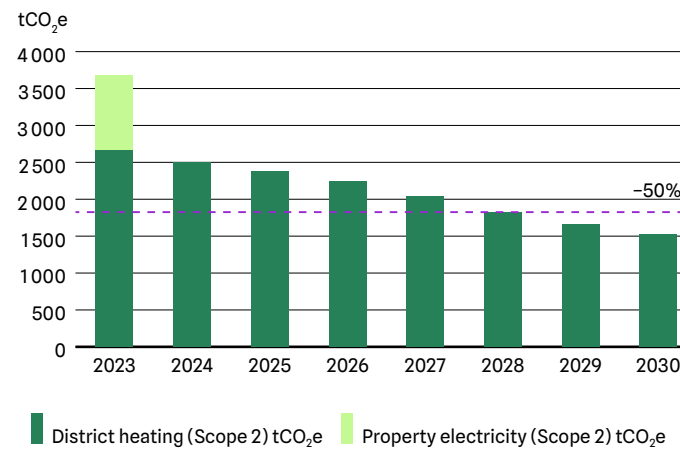
During the year, it has been clarified that we will not be subject to the CSRD's regulatory framework on sustainability reporting. Even if our reporting does not need to comply with the CSRD, our sustainability ambitions remain unchanged and we will continue to strive toward our established sustainability targets with undiminished energy. We are following the development of voluntary reporting standards and will ensure that our reporting meets the expectations of the company's stakeholders. We will now have more time and resources to do the actual work to achieve the sustainability targets.



Energy Roadmap



Climate Roadmap



The roadmaps above provide an overall picture of the path towards the targets. They are not adjusted for actions implemented or changes in the property portfolio.

Introduction

Strategy and business model

Sustainability

- Our sustainability work
 - Sustainability governance
 - Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor's opinion

Corporate governance and the share

Financial information

Other

SUSTAINABILITY GOVERNANCE

Introduction**Strategy and business model****Sustainability**

Our sustainability work

• **Sustainability governance**

Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share**Financial information****Other****Sustainability Policy**

Neobo's Board of Directors has adopted a Sustainability Policy, which is the overall policy document for the company's sustainability work. The Sustainability Policy summarizes the company's view and level of ambition in sustainability. The Sustainability Policy is published on the Neobo website.

For us, sustainability means taking long-term responsibility for the development and management of our company and our property portfolio, so that our impact is not negative for future generations. We assume a holistic approach to our work and our definition of sustainability is based on environmental, social and governance (ESG) aspects in line with international commitments and regulations: the ILO Core Conventions, the Paris Agreement, the UN Sustainable Development Goals (Agenda 2030) and EU directives.

Sustainability targets

The Board of Directors has set the company's overall and long-term sustainability targets in the sustainability strategy's ten material aspects, see page 27. The Board also sets short-term annual activity targets. All short-term activity targets set for 2025 were met.

According to the company's guidelines for the remuneration of senior executives, variable cash remuneration for the management team should aim to promote such factors as the company's sustainability interests. The management team's incentive program is therefore partly linked to the achievement of the company's sustainability targets.

Continuous governance and follow-up

The overall responsibility for coordinating sustainability work and following up on the sustainability targets has been delegated to the Head of Sustainability. The work to achieve all 12-month activity-based sustainability targets is monitored internally on a quarterly basis, and the

long-term targets are monitored at least annually. In addition to the overall Sustainability Policy, Neobo has adopted several policies and guidelines to govern its sustainability activities. Our Code of Conduct for employees is the most important document for governance of all day-to-day activities.

Sustainability risks

Sustainability-related risks are identified, assessed and managed as part of the company's general risk management and processes for managing the company's risks, see description and risk analysis on pages 58–61. The Head of Sustainability is responsible for continuously assessing and managing sustainability risks.



Policies and other governing documents

Environment and climate	Social conditions	Employees	Respect for human rights	Countering corruption
Sustainability Policy	Sustainability Policy	Sustainability Policy	Sustainability Policy	Sustainability Policy
Code of Conduct for employees	Code of Conduct for employees	Code of Conduct for employees	Code of Conduct for employees	Whistleblower Policy
Supplier Code of Conduct	Supplier Code of Conduct	Health and Safety Policy	Supplier Code of Conduct	Code of Conduct for employees
Guidelines for energy and water	Guidelines for housing rental	Gender Equality Policy		Supplier Code of Conduct
Guidelines for business travel		Pension Policy		Guidelines for purchasing
Guidelines for company cars		Internal Privacy Policy		Decision-making and authorization procedures
Guidelines for purchasing		Action plan on victimization		
Water and energy management		Employee handbook		

Introduction

Strategy and business model

Sustainability

- Our sustainability work
- Sustainability governance
 - Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor's opinion

Corporate governance and the share

Financial information

Other

OUR FOCUS AREAS

We have a particular focus on sustainability in the following areas:

ENERGY

CLIMATE

SECURE
RESIDENTIAL AREAS

EMPLOYEES

BUSINESS CONDUCT

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

• Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other

Energy

One of our most important contributions to the collective sustainability effort is the reduction of energy consumption in our properties. An overarching goal for Neobo is the provision of energy-efficient residential properties powered by renewable energy. In this area, we can see a great opportunity to make an impact by developing our properties and streamlining property management and operations.

The sustainability investments we undertake also:

- reduce our operating costs
- strengthen returns from our properties
- future-proof our properties

We are monitoring developments in relevant legislation, including the implementation of the Energy Performance of Buildings Directive (EPBD) in Swedish law. Based on future legal requirements, our Energy Roadmap and opportunities for profitable investments, we continuously assess and quantify the investment needs of the property portfolio.

Continuous energy optimization in property management

Work to reduce energy consumption in our properties is an integral part of the daily operation and management of our properties.

To ensure a structured approach with good governance and follow-up, we work according to an energy management system that describes how Neobo is to approach these matters internally. This work is led by a technical property

manager with responsibility for energy issues. In 2025, we strengthened the organization by also employing property operators, who have a key role in energy optimization work. In 2026, we are investing to further raise the level of internal competence by allowing all property operators and property maintenance technicians to complete the Swedish Energy Agency's training course for energy-efficient building operation – Driftlyftet.

Most of a property's energy consumption is from heating the property and heating hot water. One way to reduce energy consumption is therefore to reduce the consumption of hot water. During the year, we installed Mimbox solutions in the laundry rooms of two properties, one in Nynäshamn and one in Sundsvall. The Mimbox solution recycles hot water from washing machines, which reduces energy consumption, while also filtering out microplastics before the water reaches the wastewater system.

The pilot project in Nynäshamn reported the following results:

- decrease in water use
- lower emissions of microplastics
- reduction in energy consumption and climate impact

Total water consumption in the properties owned by Neobo throughout the year amounted to 830,917 m³, which corresponds to 1.24 m³ per square meter of leasable area.



**ENERGY EFFICIENCY
AND RENEWABLE ENERGY**

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

- Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other



Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

• Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other

Energy consumption

Our long-term target is to reduce building energy consumption by 20 percent by 2030 compared to the base year of 2023.

The normal-year adjusted consumption in the base year of 2023 amounted to 113.8 kWh/sq. m., in the like-for-like portfolio consumption was 114.1 kWh/sq. m.

In 2025, we made energy efficiency investments in some 40 properties. Investments included installation of new technologies, improvements to building envelopes and calibration to ensure efficient operation of existing equipment. A particular focus was on day-to-day work to optimize operation. We have also intensified monitoring of energy consumption and implemented an energy saving campaign for our residential tenants. During the year, we installed seven new solar panel systems. At the end of the year, we had a total of 45 solar panel systems that generated just over 1 GWh in 2025.

In Sundsvall, we implemented geothermal heating projects in ten properties, replacing dis-

trict heating with heat pumps. This will ensure more efficient energy utilization, where we use electricity from renewable sources instead of district heating from waste-to-energy plants.

These measures, together with the impact of energy projects carried out in previous years, contributed to a reduction in Neobo's consumption of building energy in 2025, with normal-year adjusted heat consumption, to 109.1 kWh/sq. m. This represents a decrease of 3.5 percent since the preceding year. For the like-for-like portfolio, this represents a decrease of 4.5 percent.

Since the base year of 2023, energy consumption has decreased from 113.8 kWh/sq. m., which corresponds to 4.2 percent. Our progress is therefore in line with our Energy Roadmap.

Total purchased energy, which also includes purchased electricity that is re-invoiced, for properties owned throughout the year amounted to 84.1 GWh. Normal-year adjusted, this corresponds to 91.8 GWh.

The electricity we purchase is 100-percent origin-labeled from renewable sources.

Building energy	2025	2024	Base year 2023
Building energy, actual (GWh)	84.1	94.2	100.2
Building energy, normal-year adjusted (GWh)	91.7	98.7	101.4
Building energy, actual (kWh/sq. m. Atemp)	100.0	107.9	112.5
Building energy, normal-year adjusted (kWh/sq. m. Atemp)	109.1	113.0	113.8

Building energy, like-for-like portfolio	2025	2024	Base year 2023
Building energy, actual (GWh)	84.1	90.7	94.8
Building energy, normal-year adjusted (GWh)	91.7	96.1	96.0
Building energy, actual (kWh/sq. m. Atemp)	100.0	107.9	112.7
Building energy, normal-year adjusted (kWh/sq. m. Atemp)	109.1	114.2	114.1

Each year reported in the upper table includes the properties owned by Neobo throughout the respective year. Each year reported in the table for the like-for-like portfolio includes only the 256 properties owned by Neobo throughout 2025.

Climate

One of our most important contributions to the collective sustainability effort is the reduction of our GHG emissions. An overarching goal for Neobo is to reduce GHG emissions throughout the value chain and achieve net zero emissions by 2045. One of our key long-term targets is to reduce GHG emissions by 50 percent in Scope 1 and 2 by 2030.

Climate report for 2025

Neobo's total GHG emissions in 2025 are presented in a climate report that is aligned with the principles of the GHG Protocol.

In accordance with industry practice, emissions are divided into Scope 1, Scope 2 and Scope 3. The annual climate report offers us better scope to:

- monitor and measure progress toward Neobo's sustainability targets
- compare our emissions with similar property companies

In order to ensure comparability between years, the measured values are normal-year adjusted for heat consumption.

SCOPE 1

Direct own emissions

Examples:

- Refrigerant emissions
- Own cars

SCOPE 2

Emissions from purchased energy

Examples:

- Emissions from district heating plants
- Emissions from purchased electricity

SCOPE 3

Indirect emissions

Examples upstream:

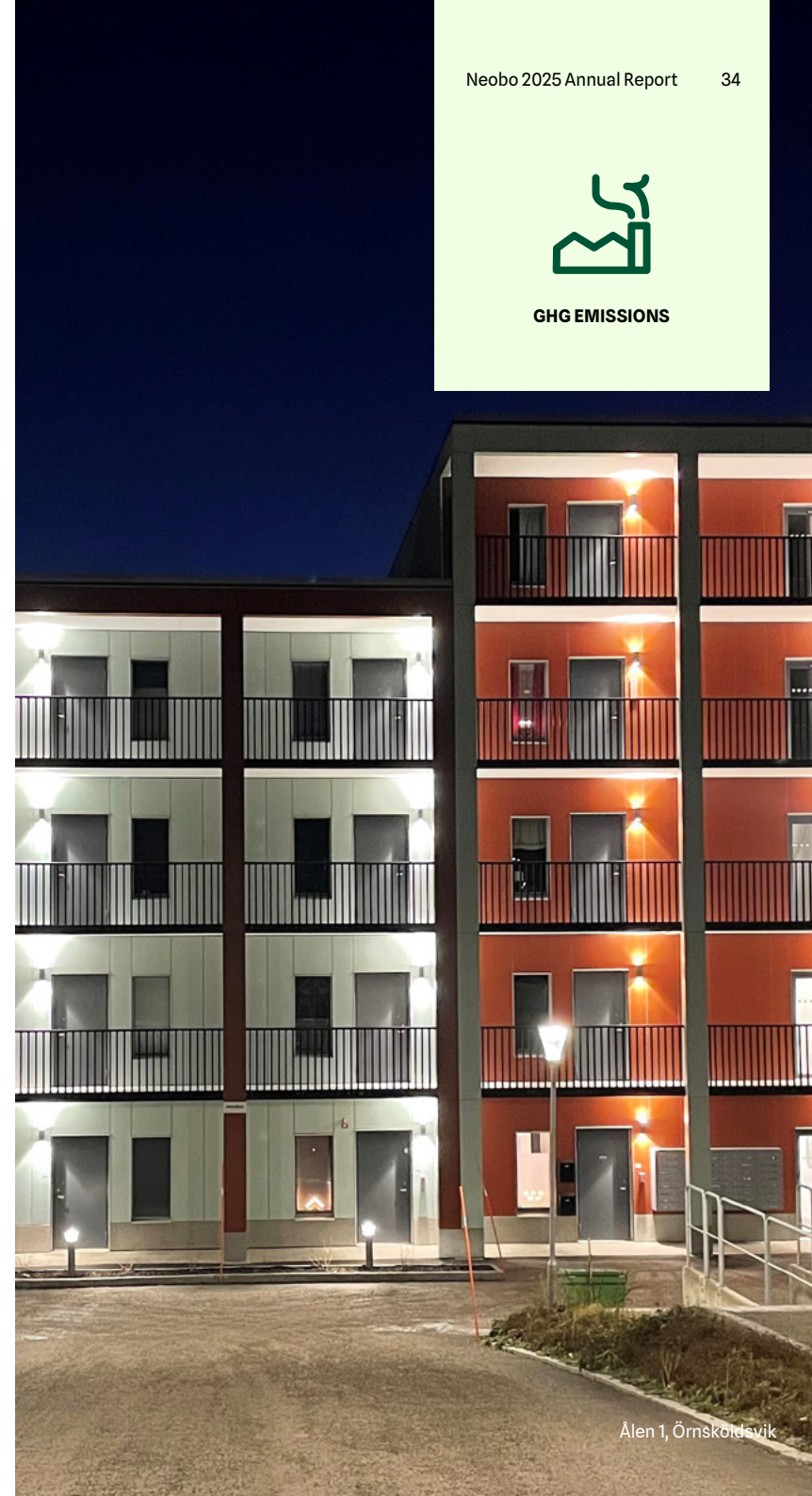
- Materials for renovations, tenant adaptations and maintenance
- Employee commuting
- Business traveling

Examples downstream:

- Tenant electricity
- Waste management



GHG EMISSIONS



Alen 1, Örnsköldsvik

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

- Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other

Emissions Scopes 1 and 2

Neobo’s GHG emissions in Scope 1 and 2 (market-based method) amounted to 2,704 tCO₂e in 2025. This corresponds to 4.01 kg CO₂e per square meter of leasable area, representing a decrease of 3.1 percent since the preceding year and 25.4 percent since the base year of 2023.

The decrease since 2023 is mainly due to:

- the transition to 100-percent origin-labeled electricity from renewable sources since 2024
- a reduction in electricity and district heating consumption

We continuously monitor how our emissions are progressing in relation to our Climate Roadmap. As energy consumption in properties accounts for the vast majority of our Scope 1 and 2 emissions, and given that energy consumption has decreased by 3.5 percent since 2024, we expected a significant reduction in emissions in the climate report. However, we note that the decrease in Scope 2 is lower than expected. This is because several of the district heating companies that we are most dependent on increased

their emissions factors between 2023 to 2024, which are the latest available figures and therefore used in our climate report. We have a total of 32 district heating suppliers in our 38 municipalities, and in 24 of our municipalities the district heating companies reported an increase in the emissions factors in 2024.

According to the industry organization Svedenergy, this is largely due to rising biofuel prices, which increased the share of fossil fuels and waste in district heating companies’ energy generation, thus leading to higher emissions. The reduction in GHG emissions is therefore not entirely aligned with the Climate Roadmap, but we estimate that we can still achieve the target of a 50-percent reduction by 2030. We will continue to closely monitor the activities of district heating companies to reduce their emissions. We will also study the climate report in more detail and consider our conclusions as we continue to work on the roadmap and when prioritizing investments.

Scope 3 emissions

We have a long-term target to measure, monitor and reduce Scope 3 GHG emissions by 2030 compared to the base year of 2023.

Neobo’s GHG emissions in Scope 3 amounted to 8,036 tCO₂e. Overall, we noted a slight increase from the year-earlier period. This is mainly due to the increased investment rate, which has a direct impact as we predominantly use a cost-based methodology, but also through a lower emissions factor for electricity consumption by tenants in Scope 3.13.

To improve the quality and comparability of our reporting, we take a long-term approach to developing our measurement methods by:

- reducing the use of cost-based calculations in the climate report
- using more emissions data directly from suppliers

In this year’s climate report, we have made a slight improvement in the measurement of Scope 3 emissions by obtaining actual emissions data from another significant supplier, yielding better data quality for purchased goods in Scope 3.1 and for capital goods in Scope 3.2.

Summary of climate report, tCO ₂ e	2025	2024	Base year 2023*
Scope 1	75	98	106
Scope 2 – Market-based method	2,629	2,789	3,729
Total Scope 1 & 2 emissions Market-based method	2,704	2,887	3,834
Scope 3	8,036	7,894	10,578
Total Scope 1, 2 & 3 emissions Market-based method	10,740	10,781	14,412
Emissions intensity			
Scope 1 and 2 Market-based kg CO ₂ e/leasable area, sq. m.	4.01	4.14	5.37
Scope 1 and 2 Market-based kg CO ₂ e/sales, SEK 000s	2.89	3.18	4.32

* The base year of 2023 has been recalculated, read more on page 36

Introduction

Strategy and business model

Sustainability

- Our sustainability work
- Sustainability governance

- Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor’s opinion

Corporate governance and the share

Financial information

Other



Backus 19, Oskarshamn

Neobo's GHG emissions in 2025

	2025 tCO ₂ e	2024 tCO ₂ e	2023 tCO ₂ e ¹⁾	Method of calculation and comment
Scope 1	75	98	106	
Refrigerant leakage	-	-	-	Refrigerant reports
Emissions from company vehicles	75	98	106	Supplier statistics
Scope 2 – Market-based method	2,629	2,789	3,729	
Electricity	-	-	1,010	Purchased electricity (supplier emission values)
Heating	2,629	2,789	2,719	Purchased district heating (grid emission values)
Cooling	-	-	-	Purchased cooling (grid emission values)
Scope 2 – Location-based method	3,366	4,034	4,059	
Electricity	736	1,244	1,340	Purchased electricity (Nordic electricity mix)
Heating	2,629	2,789	2,719	Purchased district heating (grid emission values)
Cooling	-	-	-	Purchased cooling (grid emission values)
Total Scope 1 & 2 emissions – Market-based method	2,704	2,887	3,834	
Total Scope 1 & 2 emissions – Location-based method	3,441	4,132	4,164	
Scope 3	8,036	7,894	10,578	
1. Purchased goods and services	1,144	1,179	3,038	Hybrid (supplier statistics and cost-based)
2. Capital goods	4,658	3,446	4,087	Hybrid (supplier statistics and cost-based)
3. Fuel and energy-related activities	586	609	812	Purchased energy (grid emission values)
5. Waste (from offices)	1	2	-	Supplier statistics, not estimated in 2023
6. Business traveling	3	5	5	Hybrid (distance, supplier statistics)
7. Employee commuting	72	61	30	Survey, calculated using standard model in 2023
8. Leased asset upstream	2	5	4	Hybrid (grid emission values and standard model)
13. Leased asset downstream	1,568	2,585	2,601	Hybrid (grid emission values and standard model)
Total Scope 1, 2 & 3 emissions – Market-based method	10,740	10,781	14,412	
Total Scope 1, 2 & 3 emissions – Location-based method	11,477	12,025	14,742	

¹⁾During the year, we conducted a review of climate reporting for the 2023 base year. In conjunction with this, base year values for energy consumption and associated GHG emissions were corrected. The correction is due to two main factors. Firstly, the application of an adjusted methodology. As of 2024, we use normal-year adjusted district heating instead of actual consumption. The second factor is the late reporting of district heating consumption from suppliers, which meant that previously published energy figures did not fully reflect actual consumption for 2023.

Introduction

Strategy and business model

Sustainability

- Our sustainability work

- Sustainability governance

- Our focus areas

- Sustainability year in figures

- Sustainability notes

- Auditor's opinion

Corporate governance and the share

Financial information

Other

Physical climate risks

In 2024, we carried out a survey of climate-related hazards for all our properties. The aim is to understand how a changing climate may affect our buildings and the actions and investments that may be necessary.

The survey was a desktop analysis based on:

- the geographical location of the properties
- different climate scenarios
- risk maps
- data from national authorities

The results showed that just under half of the properties are exposed to some form of climate hazard, mainly future heatwaves.

For the 12 properties that were subject to a high risk of flooding, we continued work during the year in the form of in-depth vulnerability assessments. The analyses resulted in proposals for certain preventive actions and adaptation plans. In 2026, work will continue and we will conduct vulnerability assessments and prepare action plans for more of our properties.

Our external property assessors have taken into account the survey of climate-related hazards. We do not consider the exposure to be financially material at present.



CLIMATE CHANGE ADAPTATION

Contents

Introduction

Strategy and business model

Sustainability

- Our sustainability work
- Sustainability governance

- Our focus areas
 - Sustainability year in figures
 - Sustainability notes
 - Auditor's opinion

Corporate governance and the share

Financial information

Other

Ten climate risk indicators

The risk indicators are based on the EU Taxonomy criteria in Appendix A and guidance from the Swedish Construction Federation, Fastighetsägarna and Sveriges Allmännyttä.

Temperature			Wind	Water			Mass		
Heat wave	Heat stress	Forest fire	Wind	Sea level	Lake/water-course	Cloudburst	Mass slide	Landslide	Erosion
Risk of future severe heat-waves in the region	Occurrence/ risk of high temperatures in the building	Risk of forest fire in the property's immediate surroundings	Occurrence of high wind load in the region	The building's exposure to future seawater levels	The building's exposure to high flows in watercourse	Flood risk in the event of heavy rainfall	If building is located in a risk area for a mass slide	If building is located in a risk area for landslide	Exposure to erosion (coastal or watercourse)

Secure residential areas

A secure home is at the heart of Neobo's vision to offer attractive and sustainable living environments where people can thrive and feel secure. Unsecure areas adversely impact well-being and may result in higher tenant turnover and vacancy rates.

We use customer surveys to identify the areas where people feel most insecure so we can prioritize measures in these areas. Neobo has properties in three of the 65 areas classified by the police as vulnerable, and no property in a particularly vulnerable area.

How we work with security as part of property management

Security-enhancing activities are an integral part of our property management, with a particular focus on the residential areas where tenants do not feel safe. These include:

- improvements to outdoor environments and lighting
- neighborhood watch patrols with residents and local stakeholders
- collaboration with the police, municipality, schools, social services and other property owners
- investments such as security doors and digital entry systems

Customers who thrive and feel secure
We conduct annual customer surveys to ensure that our tenants are content and feel secure.

Security issues are included in the service index, which is one of our key follow-up metrics. Our starting point is that satisfied tenants are happier, stay longer and contribute to more secure areas.

- Tenant turnover: The goal is for annual turnover to be below 20 percent by 2030. In 2025, the figure was 27.6 percent (26.2). The increased turnover rate was mainly due to higher relocation in our property in Skellefteå.
- Service index: The goal is to outperform the industry average by 2030. In 2025, our service index was 75.5, compared with the industry average of 81.9 (74.8 and 82, respectively).



SAFE HOMES AND NEIGHBORHOODS

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

- Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other



Employees

Our employees are our most important assets and crucial to achieving our ambitious targets. To succeed, we need to attract, develop and retain employees and managers with the right expertise.

Dedicated employees and a values-driven organization

We work closely with our customers with a clear focus on targets and results, and our core values of commitment, consideration and courage guide us in everything we do.

Neobo works continuously with its core values and all employees participate in these efforts.

This is manifested in our work by:

- Offering all employees annual target and performance reviews
- Regular meetings of company managers in a management forum to exchange experiences, develop skills and discuss shared organizational issues.
- Management and senior staff regularly refer to our core values in discussions with employees

We continuously monitor employee well-being through weekly employee surveys in order to build successful teams and an organization with a high sense of well being. These surveys measure engagement, perceived stress and inclusion. The results are analyzed by managers and form the basis for further dialogue and improvement actions.

Employee commitment and employee attendance rate

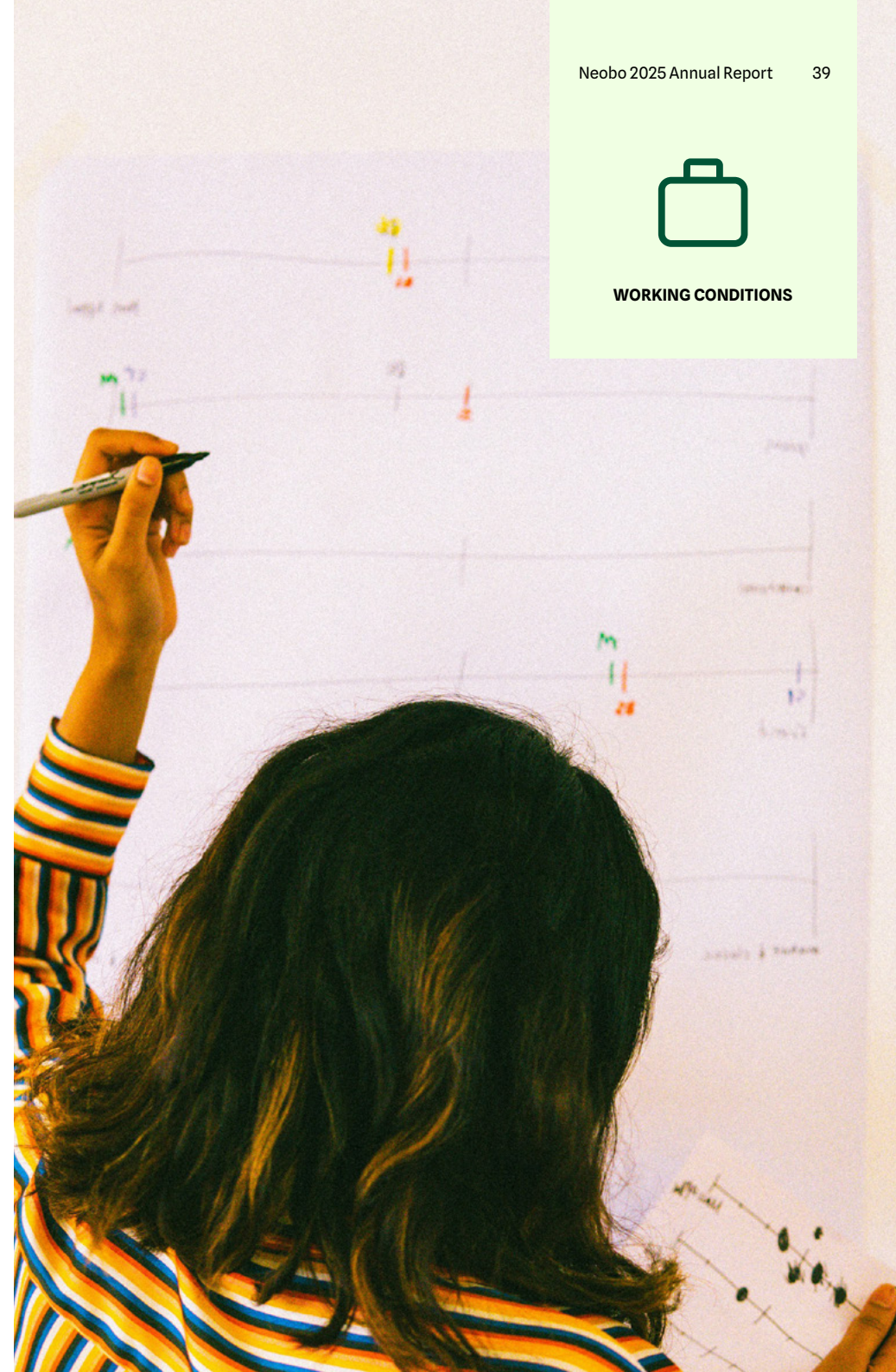
Employee commitment is measured through the employee Net Promoter Score (eNPS), which is based on how likely employees are to recommend Neobo as an employer. The score is given on a scale of -100 to 100, with 0-19 considered good, 20-50 very good and over 50 excellent.

- Employee commitment: The goal is for eNPS to exceed 20 by 2030. In 2025, eNPS averaged 10 (22). The lower score during the year is thought to reflect organizational changes implemented.

We also monitor the employee attendance rate, meaning the proportion of working time when employees are on duty and not absent due to illness. A high level of employee attendance is an important indicator of a sustainable work environment.

- Employee attendance: The goal is for employee attendance to exceed the industry average by 2030. In 2025, employee attendance amounted to 97.8 percent (the industry average for Fastigo's members was 95.7 percent in 2024).

Our focus going forward is to increase employee commitment, maintain good employee attendance and strengthen both employee commitment and employee attendance in the long term.



Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

- Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other

Diversity and inclusion

We consider increased diversity as essential for running the company effectively, making informed decisions and meeting our customers' needs. Strengthening diversity in Neobo is therefore a priority in the years ahead. In 2025, we implemented a recruitment procedure that will help us work toward our diversity target.

Neobo has two long-term targets for 2030 for diversity and inclusion:

- to achieve 100 percent perceived inclusion among employees
- employee composition should reflect society as a whole in terms of gender and ethnicity

Perceived inclusion is continuously measured and followed up in the organization, with the goal that all employees should feel included. Today, there are more men than women in the company, while gender distribution in the management team is balanced, with an equal number of women and men. In 2025, 8 percent of our employees had a foreign background, compared to 5 percent in 2024. The figure for the Swedish population between the ages of 20 and 64 is 27 percent. The survey uses Statistics Sweden's definition of foreign background (foreign-born or with two foreign-born parents). The comparison with Sweden's population uses the most recently published figures from Statistics Sweden, which at the time of publication of this Annual Report was for 2024.

Gender distribution, all employees



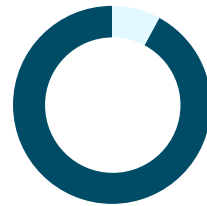
● Men, 62%
● Women, 38%

Gender distribution, management team



● Men, 50%
● Women, 50%

Foreign background, all employees



● Non-foreign background, 92%
● Foreign background, 8%



**DIVERSITY AND
EQUALITY**

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

- Our focus areas

Sustainability year in figures

Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other



Business conduct

Good business conduct as well as active work with our suppliers in the value chain and to combat corruption are key elements of Neobo's sustainability agenda.

Codes of conduct

Neobo has a Code of Conduct for employees that promotes ethical and sustainable behavior and also clarifies our principles against corruption. All employees have read and signed the Code. We also have a Supplier Code of Conduct with similar requirements. Both codes of conduct are published on our website.

Responsible sourcing and supply chain

Our procurement guidelines help us ensure that goods and services are procured in line with Neobo's core values and Sustainability Policy, with requirements for cost efficiency, quality and sustainability. Together with our codes of conduct, the guidelines are our main tools to ensure good business conduct.

The guidelines are continuously adapted and, among other things, require that we:

- handle procurements in a structured manner and, when necessary, expose suppliers to competition
- identify and manage conflicts of interest
- allow a maximum of two tiers of subcontractors, which limits long chains of subcontractors and strengthens our ability for control and transparency
- work coherently in a manner that strengthens our anti-corruption efforts

For Neobo, it is important that human rights are respected throughout the value chain.

Our work is based on the UN Declaration of Human Rights.

By 2030, we have set the following goals:

- to measure and follow-up human rights in the value chain
- to have all significant suppliers assessed against our Supplier Code of Conduct

In 2025, we conducted a risk analysis on human rights in the supply chain. The results from the risk analysis will help us to prioritize further efforts.

Reporting and training

To detect and address any grievances, employees and suppliers are encouraged to report suspected irregularities either directly to Neobo or anonymously via the whistleblowing function on the company's website. Reports are handled by Neobo's General Counsel together with one member of the Board.

Our long-term target is that all employees shall receive training in business conduct annually by 2030. In 2025, we introduced annual employee training on business conduct. Training this year focused on the Code of Conduct for employees, as well as dilemma discussions on situations with a risk of corruption.



RISK OF CORRUPTION AND CONFLICTS OF INTEREST



Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

• Our focus areas

Sustainability year in figures

Sustainability notes






Auditor's opinion

Corporate governance and the share

Financial information

Other

SUSTAINABILITY YEAR IN FIGURES

		Targets 2030	Outcome 2025	Outcome 2024	Outcome 2023
	Safe homes and neighborhoods				
	Service index (industry average in parentheses)	Above industry average in the Service Index (AktivBo)	75.5 (82)	74.8 (82)	75 (81)
	Turnover rate, residential properties (%)	Turnover rate, residential properties <20%	27.6%	26.2%	27.5%
	Energy efficiency and renewable energy				
	Percentage reduction in energy consumption, relative to base year. Base year presented with actual intensity value kWh/sq. m. Atemp	Reduce energy consumption by 20 percent (building energy) by 2030 compared to 2023	-4.2%	-0.7%	113.8
	Percentage of purchased energy from renewable sources	100 percent of purchased energy from renewable sources	100%	100%	< 100%
	GHG emissions				
	Percentage reduction in Scope 1 and 2 GHG emissions, relative to base year of 2023. Base year presented with actual intensity value kg CO ₂ e/sq. m. leasable area.	50 percent lower Scope 1 and 2 GHG emissions by 2030 compared to 2023	-25.4%	-21.7%	5.37
	Working conditions				
	Employee commitment, (eNPS) ¹⁾	Employee commitment, eNPS >20 average over the year	10	22	Measurement was not performed
	Employee attendance rate in percent (industry average in parentheses)	Employee attendance rate above industry average	97.5% (95.7%)	97.8% (95.6%)	Measurement was not performed
	Diversity and equality				
	Share of women and men, employees (%)	The employees reflect society as a whole in terms of gender	38%, 62%	36%, 64%	37%, 63%
	Share of employees with a foreign background and without a foreign background (%)	The employees reflect society as a whole in terms of ethnicity	8%, 92%	5%, 95%	Measurement was not performed

¹⁾The measurement of employee commitment has been adjusted to an annual average instead of year-end measurement.

Introduction

Strategy and business model

Sustainability

- Our sustainability work

- Sustainability governance

- Our focus areas

- Sustainability year in figures

- Sustainability notes

- Auditor's opinion

Corporate governance and the share

Financial information

Other

SUSTAINABILITY NOTES

Neobo presents the following content for the 2025 statutory Sustainability Report in accordance with the Swedish Annual Accounts Act.

Contents	Page
General information	26-30
Risks and risk management	30, 37, 58-61
Governance, follow-up, results and key metrics	Page
Environment	29-30, 32-37
Social conditions	29-30, 38
Employees	29-30, 39-40
Human rights	29-30, 41
Anti-corruption	29-30, 41

Neobo is affiliated with the European Public Real Estate Association (EPRA), which is why the following key metrics are reported.

EPRA Environment		Page
Energy-Int	Building Energy Intensity	33
GHG-Dir-Abs	Total GHG emissions, Scope 1	35-36
GHG-Indir-Abs	Total GHG emissions, Scope 2 & 3	35-36
Water-Abs	Total Water Consumption	32
Water-Int	Building Water Intensity	32
EPRA Social		Page
Diversity Emp	Employee Gender Diversity	40
Emp-Dev	Employee Performance Appraisals	39
EPRA Governance		Page
Gov-Board	Composition of the Highest Governance Body	47, 51
Gov-Selec	Nominating and Selecting the Highest Governance Body	46
Gov-COI	Process for Managing Conflicts of Interest	47, 51

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

Our focus areas

Sustainability year in figures

• Sustainability notes

Auditor's opinion

Corporate governance and the share

Financial information

Other

AUDITOR'S REPORT

To the general meeting of the shareholders of
Neobo Fastigheter AB, corporate identity number
556580-2526

Engagement and responsibility

The Board of Directors is responsible for the 2025 statutory sustainability report on pages 26–43, and that it is prepared in accordance with the Annual Accounts Act according to the prior wording that was in effect before July 1, 2024.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm March 26, 2026
Ernst & Young AB

Gabriel Novella
Authorized Public Accountant

Contents

Introduction

Strategy and business model

Sustainability

Our sustainability work

Sustainability governance

Our focus areas

Sustainability year in figures

Sustainability notes

- Auditor's opinion

Corporate governance and the share

Financial information

Other

CORPORATE GOVERNANCE AND THE SHARE



CORPORATE GOVERNANCE REPORT

Neobo Fastigheter AB (publ) (“Neobo” or ”the company”) is a Swedish public limited company with headquarters in Stockholm, Sweden. The company’s share has been listed on Nasdaq Stockholm since September 20, 2024.

Neobo Fastigheter AB (publ) (“Neobo” or ”the company”) is a Swedish public limited company with headquarters in Stockholm, Sweden. The company’s share has been listed on Nasdaq Stockholm since September 20, 2024. To ensure appropriate governance of the company, responsibility is clearly allocated among shareholders, the Board of Directors, the CEO and Executive Management. Governance is based on the Articles of Association, the Board of Directors’ rules of procedure, the CEO’s instructions and adopted policies and guidelines, as well as the Swedish Companies Act and other applicable laws, ordinances and regulations such as regulations and recommendations pursuant to the listing of the company’s shares on Nasdaq Stockholm. Neobo applies the Swedish Corporate Governance Code (“the Code”). In 2025, Neobo did not deviate from the provisions of the Code in any respect.

The share and shareholders

The share capital at year-end amounted to SEK 752,027,538 and the number of registered shares was 145,400,737. Each share has a quotient value of SEK 5.17. The company has only one class of

share and each share entitles the holder to one vote at Annual General Meetings. There is no limit to the number of votes each shareholder can cast at an Annual General Meeting. The largest shareholders at the end of 2025 were Avanza Pension (13.97 percent), the Association of ICA Retailers (11.00 percent) and Martin Larsén (7.11 percent). The company’s Board of Directors has exercised its mandate from the 2025 Annual General Meeting and initiated a share repurchase program for a maximum amount of SEK 50 m. Repurchases can be carried out until the 2026 Annual General Meeting. At the end of 2025, the company had repurchased 2,048,031 own shares, representing 1.4 percent of the total number of shares.

Annual General Meeting

The Annual General Meeting is Neobo’s highest decision-making body, at which the shareholders have an opportunity to make decisions on matters concerning the company. The Annual General Meeting must be held in Stockholm no later than June 30 every year. The Annual General Meeting elects the Chairman of the Board, other Board Members and the company’s auditor. The Annual General Meeting’s tasks include adopting the company’s and the Group’s balance sheets and income statements and passing resolutions on the appropriation of earnings and on the discharge from liability of Board members and the CEO. Notice of the Annual General Meeting is to be issued in the form of an advertisement in Post- och Inrikes Tidningar and by making the notice available on the company’s website. The company must publicly disclose that the official

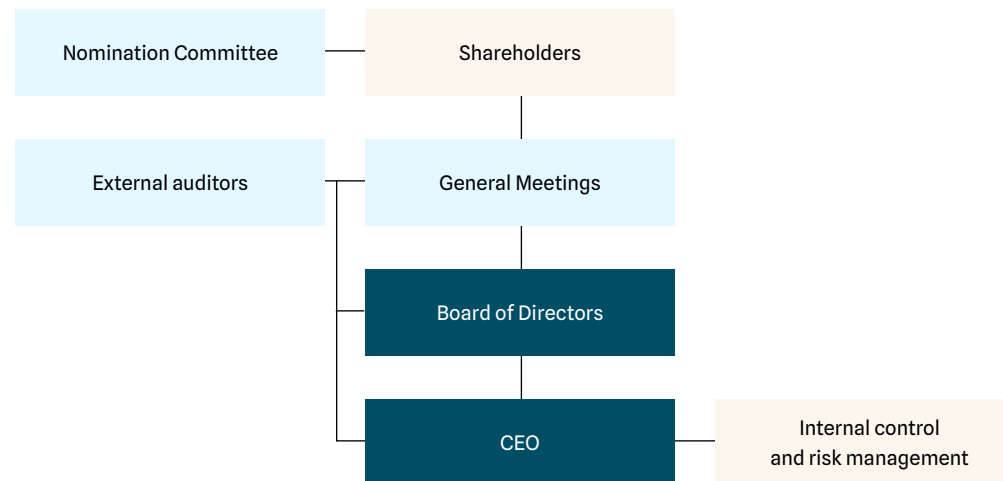
notice has been issued through an announcement in Dagens Nyheter. At Neobo’s Annual General Meeting on April 24, 2025, resolutions included the reelection of Board members Jan-Erik Höjvall, Mona Finnström, Anneli Lindblom, Ulf Nilsson and Jakob Pettersson. Jan-Erik Höjvall was elected Chairman of the Board. The Annual General Meeting resolved that no dividend would be paid for the 2024 fiscal year, that fees would be paid to the Board of Directors totaling SEK 1,815,000, of which SEK 575,000 to the Chairman of the Board and SEK 310,000 to each of the other members of the Board, and resolved to discharge the members of the Board of Directors and the CEO from liability. The Annual General Meeting also resolved to re-elect the auditing company EY, resolved to adopt new instruction for the Nomination Committee, and

resolved to authorize the Board of Directors to decide on a new issue of shares and the repurchase of own shares. Minutes from the Annual General Meeting are available on Neobo’s website, neobo.se/en/annual-general-meeting-2025. The 2026 Annual General Meeting will be held in Stockholm on April 22, 2026. The notice and complete motions are available on the company’s website neobo.se/en/annual-general-meeting-2026

Nomination Committee

The Nomination Committee shall consist of the Chairman of the Board and representatives of the three largest shareholders at September 30. The task of the Nomination Committee ahead of the forthcoming Annual General Meeting is to issue proposals concerning, inter alia,

Neobo’s organization



- Introduction
- Strategy and business model
- Sustainability
- Corporate governance and the share
 - Corporate Governance Report
 - Auditor’s report
 - Board of Directors
 - Management
 - The share and shareholders
- Financial information
- Other

the election of Board members and Chairman of the Board, the election of auditor, the election of chairman of the Annual General Meeting and proposals concerning the payment of fees. The Nomination Committee ahead of the 2026 Annual General Meeting consists of Göran Blomberg, Chairman of the Nomination Committee, appointed by the ICA-handlarnas Förbund AB, Martin Larsén, nominated by Martin Larsén, Johannes Wingborg, nominated by Länsförsäkringar Fondförvaltning and Jan-Erik Höjvall in his capacity as Chairman of the Board. As per September 30, 2025, the shareholders who had appointed members of the Nomination Committee jointly represented about 23.3 percent of the shares of Neobo.

Board of Directors

The shareholders elect the Board of Directors at the Annual General Meeting. The Board's overriding task is to be responsible for the Group's organization and management, for the control of the accounting records and the management of assets and for ensuring that financial conditions in other respects are satisfactory. The Board is obligated to ensure that there are functional reporting systems and that the Board Members receive necessary information about the company's position, earnings, financing and liquidity through periodic reporting. In addition to being

responsible for the company's organization and management, the Board's principal task is to make decisions on strategic matters, such as the adoption of strategic plans, sustainability and profitability targets and policies. The Board also makes decisions on major acquisitions and sales of properties and companies. The work of the Board of Directors is regulated through rules of procedure, which are adopted annually at the statutory Board meeting. The rules of procedure contain instructions concerning the division of responsibilities within the Board. The Board shall also ensure that the CEO fulfills his/her undertakings in accordance with the CEO instructions adopted by the Board. In view of the company's size and the scope of its operations, the Board has concluded that it is not warranted to establish any Board committees. The duties of the audit committee and the remuneration committee are therefore being performed by the Board as a whole. The Board's rules of procedure are evaluated and adopted annually. The Board shall hold six or seven scheduled meetings per year, and unscheduled meetings when the Chairman of the Board deems fit or when this is requested by the Board members or the CEO. The Chairman is responsible for the ensuring that the annual evaluation of the Board of Directors and of the work of the CEO is implemented. In accordance with the Articles of Association, Neobo's Board

of Directors is to consist of no fewer than three and no more than ten members. The members are elected annually for the period until the close of the next Annual General Meeting. Neobo's Board of Directors consists of Jan-Erik Höjvall, Chairman of the Board, Mona Finnström, Anneli Lindblom, Ulf Nilsson and Jakob Pettersson. For a more detailed presentation of the members, refer to page 51 and the company's website. The CEO is not a member of the Board.

During the year, the Board held 14 minuted meetings, including one statutory meeting and three per capsulam meetings. The issues addressed by the Board include Neobo's strategy, objectives, business plan, budget, organization, external reporting, financing issues, risk analysis, divestment of properties, and the formulation of sustainability targets. During the year, the Board monitored, in particular, the development of the company's financing costs, liquidity forecast, vacancies, and developments in the transaction market, placing extra focus on the optimization of the property portfolio. In addition to the Board, the CEO, CFO, and General Counsel/Head of Sustainability were present at the Board meetings. The Board conducted an annual Board evaluation using a tool integrated in the Board portal. The evaluation of the Board was conducted using an anonymous digital survey answered by the Board members and the CEO. The responses were compiled in a report that was analyzed. The findings were presented in the form of diagrams and the Board, together with the CEO, CFO, General Counsel/Head of Sustainability, reviewed and discussed the findings. The results were also reported to the Nomination Committee.

CEO

The CEO is responsible to the Board of Directors, is in charge of the day-to-day property management of the company and directs its operations

in accordance with the Board's guidelines and instructions, in part through the CEO instructions adopted by the Board.

Remuneration of senior executives

Neobo's senior executives are Ylva Sarby Westman, CEO, Maria Strandberg, CFO, Malin Axland, General Counsel and Head of Sustainability, Andreas Wik, Head of Real Estate, Ali Ali, Head of Transactions and Daniel Bonn Rosén, Head of Treasury. For a more detailed presentation of the senior executives, refer to page 52 and the company's website. The 2024 Annual General Meeting resolved to adopt guidelines for the remuneration of senior executives. This means, among other things, that Neobo shall apply market-based and competitive forms of remuneration. Remuneration may consist of a fixed and a variable component. The guidelines contain various requirements concerning the structure of remuneration and a maximum amount for variable remuneration. Derogation from the guidelines by the Board is permitted if there are special reasons in individual cases. Such derogations should then be reported in the Remuneration Report ahead of the next Annual General Meeting. The guidelines for remuneration of senior executives are published on the company's website www.neobo.se/en/investors/corporate-governance/remuneration. For information on the remuneration of the Board of Directors and senior executives in 2025, see Note 5. The 2023 Annual General Meeting resolved to introduce a three-year warrant program (LTIP 2023) for certain senior executives. Ylva Sarby Westman, Maria Strandberg and Malin Axland hold warrants under this program. The exercise period for these options is May 2026. A remuneration report for 2025 will be presented to the 2026 Annual General Meeting, see the company's website neobo.se/en/annual-general-meeting-2026/

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

- Corporate Governance Report
 - Auditor's report
 - Board of Directors
 - Management
 - The share and shareholders

Financial information

Other

Attendance at Board meetings in 2025

	Board meetings	Of which per capsulam	Independent of the company	Independent of major shareholders
Jan-Erik Höjvall (Chairman)	14/14	3/3	Yes	Yes
Mona Finnström	14/14	3/3	Yes	Yes
Anneli Lindblom	14/14	3/3	Yes	Yes
Ulf Nilsson	14/14	3/3	Yes	Yes
Jakob Pettersson	13/14	3/3	Yes	No

Internal control

According to the Swedish Companies Act and the Code, the Board is responsible for the internal control of the company. This report has been prepared in accordance with the Swedish Annual Accounts Act and is therefore limited to internal control over financial reporting. To describe internal control, the company has followed the internationally established Committee of Sponsoring Organizations (COSO) framework, which comprises five components: control environment, risk assessment, control activities, information and communication, and monitoring activities.

Control environment

The basis for the company’s internal control is the control environment from which Neobo is governed. To ensure appropriate governance of the company, responsibility is clearly allocated among shareholders, the Board of Directors, the CEO and Executive Management. Governance is based on the Articles of Association, the Board’s rules of procedure, the CEO’s instructions, adopted policies and guidelines together with the business plan and budget. Management is responsible for defining procedures and processes necessary to manage material risks in operating activities and financial reporting. In addition to policy documents, there are guidelines, decision-making and authorization proce-

dures, reporting instructions, a Code of Conduct for employees and job descriptions for each role containing responsibilities and powers.

Risk assessment

In order to identify and eliminate risks in the financial reporting, Neobo annually analyzes the material income statement and balance sheet items with associated work processes, where there is a risk that errors, incompleteness or irregularities could occur if the necessary control elements are not built into the procedures. The risk assessment therefore analyzes whether errors could occur and, if so, how and where in the process. The risk assessment identified the items with the highest risk of material error. These are items where the value of the transactions is high or the process is highly complex and requires strong internal controls.

Neobo’s identified material financial processes in 2025 were as follows:

- Property valuation process
- Financing process
- Project process
- Rent process
- Procurement process
- Financial statements process
- Salary process
- Transaction process

For more information on business risks and risk management, see page 58.

Control activities

To ensure that there are no material errors in the financial reporting, control activities have been established for the risks identified within the material processes. The work on risk assessment and the design of control activities is carried out by employees who are continuously involved in each process in collaboration with Neobo’s Head of Treasury and CFO. This creates ownership and understanding of risks and the importance of internal controls. Control activities are performed at an overall level, for example by analyzing results and key metrics. They are also conducted at a detailed level by including a number of control points in the ongoing processes, such as formal reconciliations and attestations. Neobo has a Whistleblower Policy that guarantees that employees and other stakeholders can report anonymously and without repercussions on any conduct or other irregularities that involve violations or suspected violations of laws or other guidelines and regulations. A whistleblowing channel is available via the Neobo website.

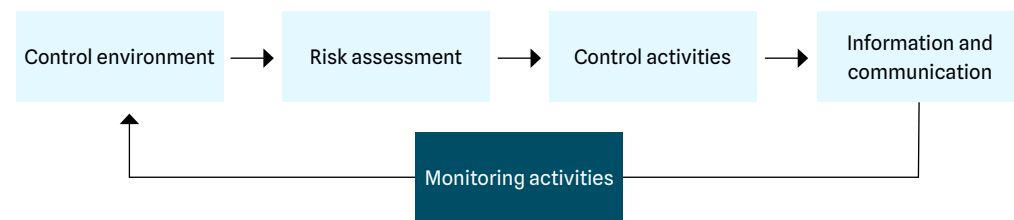
Information and communication

An Information Policy is in place to ensure good internal and external information disclosure. The Information Policy regulates how external information is formulated in accordance with Swedish law and practice. Neobo shall provide accurate, relevant, clear and reliable information simultaneously to all its shareholders, the capital market, society and media. All information deemed to be inside information is communicated to the market via press releases. The com-

pany has ensured that the information reaches the market at the same time. The CEO and CFO are designated as spokespersons for financial matters. Management is responsible for informing the relevant employees internally about their responsibility to maintain good internal control. Employees are kept up to date on regulations, policies and guidelines on the intranet and at information meetings.

Monitoring activities

All process descriptions, policies and policy documents are updated as necessary, but at least once a year. Work monitoring of the internal control system is led by Neobo’s CFO and Head of Treasury together with the relevant employees working on the material processes for financial reporting. An independent evaluation of internal control is carried out annually and reported to both Management and the Board. These controls are considered necessary to ensure thorough knowledge, transfer of experience and high quality in the routine financial work and as a result also in financial reporting. The company’s auditor in charge personally reports their observations from the audit and assessment of internal control to the Board and to Management at least twice a year. The interim report for the January–September period is reviewed by the auditor, who also issues a separate review report that is published together with the report. Internal controls are considered appropriate for an organization of Neobo’s size, for which reason the Board and Management see no need for a separate dedicated internal audit function. The matter of any need for a special internal audit function will be followed up annually.



Introduction

Strategy and business model

Sustainability

Corporate governance and the share

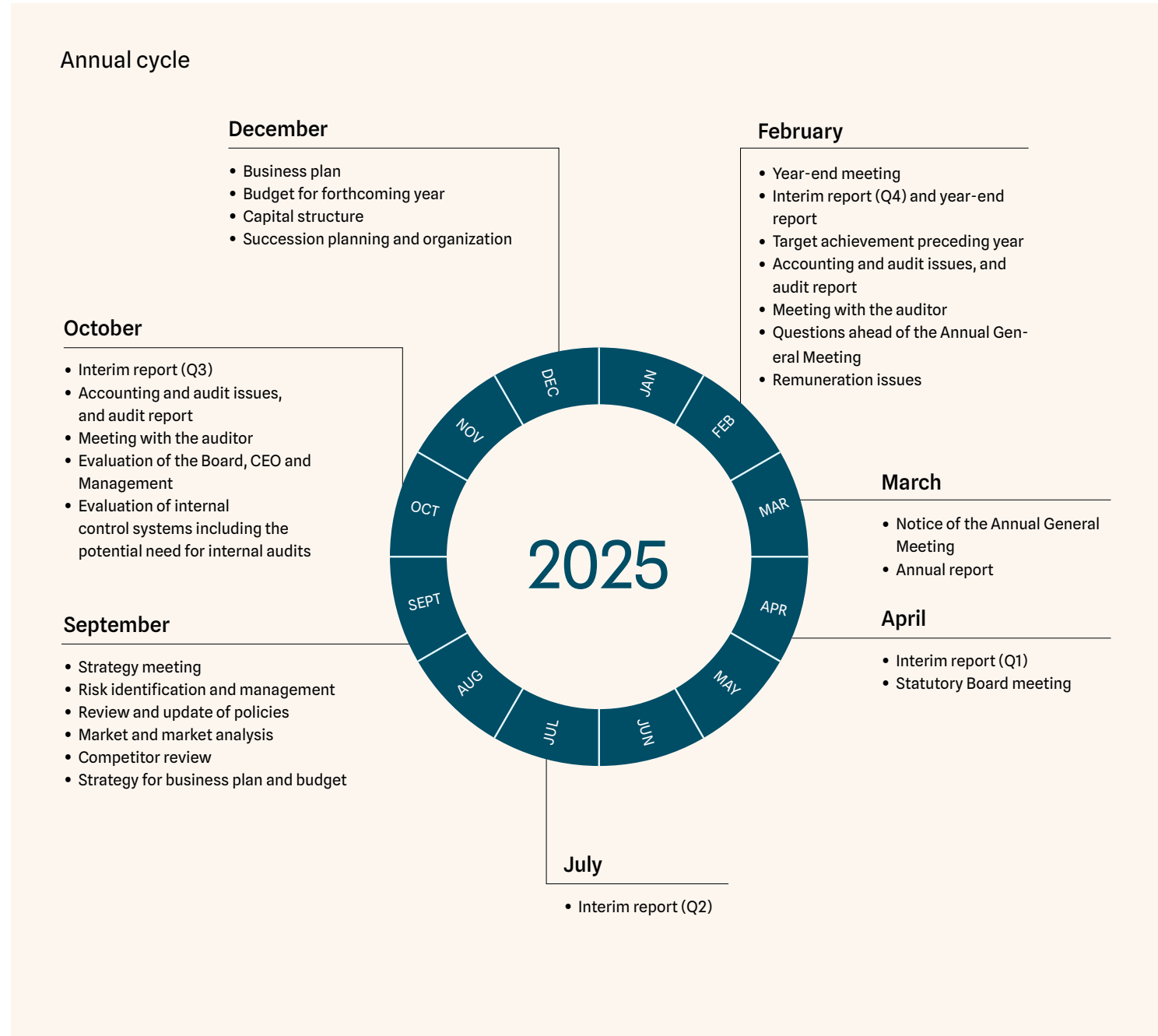
- Corporate Governance Report
 - Auditor’s report
 - Board of Directors
 - Management
 - The share and shareholders

Financial information

Other

Audit

Neobo’s Annual Report, including this Corporate Governance Report and Sustainability Report, as well as the administration of the Board and the CEO are examined by the company’s auditor in accordance with the Swedish Companies Act. This examination results in a report to the Board of Directors and in an auditor’s report that is issued to the Annual General Meeting. At the 2025 Annual General Meeting, the auditing firm EY was appointed as auditor, with Gabriel Novella as auditor in charge, for the period until the 2026 Annual General Meeting. Fees are paid according to approved invoices.



Introduction

Strategy and business model

Sustainability

Corporate governance and the share

- Corporate Governance Report

Auditor’s report

Board of Directors

Management

The share and shareholders

Financial information

Other

AUDITOR'S REPORT ON THE CORPORATE GOVERNANCE STATEMENT

To the general meeting of the shareholders of Neobo Fastigheter AB, corporate identity number 556580-2526

Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2025 on pages 46–49 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm March 26, 2026
Ernst & Young AB

Gabriel Novella
Authorized Public Accountant

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Corporate Governance Report

• Auditor's report

Board of Directors

Management

The share and shareholders

Financial information

Other

BOARD OF DIRECTORS



Jan-Erik Höjvall

Chairman of the Board since 2022.

Born: 1959.

Education: M.Sc. in Mechanical Engineering, Stockholm Royal Institute for Technology (KTH).

Other current positions: –

Previous experience includes:

CEO of Amasten Fastighets AB, CEO of Rikshem and CEO of Akelius fastigheter AB. Chairman of Studentbostäder i Norden AB (publ).

Shareholding in the company¹⁾:
263,560 shares.

Independent in relation to major shareholders: Yes.



Mona Finnström

Board member since 2022.

Born: 1959.

Education: Bachelor's Degree in Behavioral Science and courses in Business Administration.

Other current positions:

Board member of Stockholms Kooperativa Bostadsforening, a housing cooperative and Mona Finnström utveckling AB.

Previous experience includes:

Chairman of Sveriges Förvaltarforum AB. Board member of Fastigo Aktiebolag, HR Huset, Fastighetsbranschens och Arbetsgivarpartner Aktiebolag. CEO of Fastigo Aktiebolag.

Shareholding in the company¹⁾:
15,000 shares.

Independent in relation to major shareholders: Yes.



Anneli Lindblom

Board member since 2024.

Born: 1967.

Education: Master of Business Administration from Frans Schartaus Handelsinstitut Stockholm.

Other current positions:

CFO Padox AB. Board member of Logistea AB. Chairman of the Board in subsidiaries in the Padox Group.

Previous experience includes:

Board member and Chairman of the Audit Committee of Amasten Fastighets AB and Hemfosa Fastigheter AB. Board member of Haypp Group AB. CFO of several listed companies.

Shareholding in the company¹⁾:
833 shares.

Independent in relation to major shareholders: Yes.



Ulf Nilsson

Board member since 2022.

Born: 1958.

Education: LL.M. from Uppsala University.

Other current positions:

Chairman of GC Cru AB, Richard Juhlin Grand Cru AB and Vamlingbo Ladugårdar AB. Board member of Avestaörnen 3 AB, Krylbohus AB, LC Åkersberga Fastighets AB and Sigfride Fastigheter AB and Museum Lars Jonsson AB.

Previous experience includes:

Board member of Amasten Fastighets AB and Kungsleden AB. CEO D. Carnegie & CO.

Shareholding in the company¹⁾:
300,000 shares.

Independent in relation to major shareholders: Yes.



Jakob Pettersson

Board member since 2023.

Born: 1986.

Education: B.Sc. and M.Sc. from the Stockholm School of Economics.

Other current positions:

CFO of the Association of ICA Retailers. Board member of Hagabacken Fastighets AB och Hakon Swenson Stiftelsen.

Previous experience includes:

Board member of Amasten Fastighets AB.

Shareholding in the company¹⁾:
16,000,000 shares, of which 16,000,000 shares via related companies.

Independent in relation to major shareholders: No.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Corporate Governance Report

Auditor's report

• Board of Directors

Management

The share and shareholders

Financial information

Other

1) Refers to own holdings and holdings of related persons and legal entities as per the date of signing the Annual Report

MANAGEMENT



Ylva Sarby Westman

CEO since 2022.

Born: 1973.

Education: M.Sc. in Mechanical Engineering, Stockholm Royal Institute for Technology (KTH).

Other current positions:

Board member of Eastnine AB (publ). Member of the EPRA Advisory Board.

Previous experience includes: CEO of Kungsleden AB. Deputy CEO of Castellum AB and Kungsleden AB. CFO of Castellum AB and Kungsleden AB.

Shareholding in the company¹⁾: 117,300 shares.

Warrants 2023/2026:1: 436,200 warrants.



Ali Ali

Head of Transactions since 2025.

Born: 1993.

Education: M.Sc. in Mechanical Engineering, Stockholm Royal Institute for Technology (KTH).

Other current positions: –

Previous experience includes: Senior business developer at Rikshem.

Shareholding in the company¹⁾: 5,250 shares.



Malin Axland

General Counsel since 2022 and Head of Sustainability since 2023.

Born: 1974.

Education: LL.M. from Stockholm University.

Other current positions:

Board member of MAXland AB. **Previous experience includes:** General Counsel at Kungsleden AB. Lawyer at Mannheimer Swartling Advokatbyrå. Own activity as an interim lawyer.

Shareholding in the company¹⁾: 33,300 shares.

Warrants 2023/2026:1: 96,933 warrants.



Daniel Bonn Rosén

Head of Treasury since 2024.

Born: 1988.

Education: M.Sc. in Business and Economics, Stockholm University.

Other current positions: –

Previous experience includes: Senior Treasury Manager at Ake-lius Residential Property AB, Risk Specialist at Nordea, Auditor at KPMG.

Shareholding in the company¹⁾: 5,285 shares.



Maria Strandberg

CFO since 2023.

Born: 1983.

Education: M.Sc. in Business and Economics, Södertörn University Stockholm.

Other current positions: –

Previous experience includes: CFO of Castellum AB. Financial director at Kungsleden AB. Auditor at EY.

Shareholding in the company¹⁾: 21,000 shares.

Warrants 2023/2026:1: 96,933 warrants.



Andreas Wik

Head of Real Estate since 2025.

Born: 1980.

Education: M.Sc. in Engineering, Land Surveying, Stockholm Royal Institute for Technology (KTH)

Other current positions: –

Previous experience includes: Head of Business Development at Besqab, Head of Asset Management at Artmax, Regional Manager at NCC Property Development, Business Area Manager at Castellum.

Shareholding in the company¹⁾: 0 shares.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Corporate Governance Report

Auditor's report

Board of Directors

• Management

The share and shareholders

Financial information

Other

1) Refers to own holdings and holdings of related persons and legal entities as per the date of signing the Annual Report

THE SHARE AND SHAREHOLDERS

Neobo's market value, meaning the value of all listed, registered shares, totaled SEK 2,691 m on December 31, 2025. The number of shares outstanding amounted to 143,352,706 and the number of registered shares to 145,400,737. The number of known shareholders amounted to 81,292.

Repurchase

During the year, the Board of Directors of Neobo resolved to exercise the authorization from the 2025 Annual General Meeting to repurchase own shares up to an amount of SEK 50 m. As of December 31, 2025, the company held 2,048,031 own shares. Own shares were repurchased for just over SEK 37 m.

Trading and turnover

Neobo's share is listed on Nasdaq Stockholm. Share turnover over the last twelve-month period totaled 113 million shares. Turnover, meaning the number of shares sold divided by the number of shares outstanding at the balance sheet date, was 79 percent.

Neobo share price and trading volume 2025



Share price development and total yield

The share price for Neobo at year-end was SEK 18.51 (20.95). During the year, the highest price recorded was SEK 20.58 and the lowest was SEK 13.86. The total yield of the share over the last twelve-month period was -11.6 percent, compared with -8.7 percent for OMX Stockholm Real Estate GI.

Net asset value, EPRA NRV

The net asset value is the accumulated capital that the company manages on behalf of its owners. On the basis of this capital, Neobo intends to create a stable return and growth at low levels of risk. Since Neobo's properties are recognized at fair value, the net asset value can be calculated on the basis of the equity in the balance sheet. However, items that do not entail any payments in the immediate future - in Neobo's case, derivatives and deferred tax liability - should be taken into account. Net asset value at the end of the year amounted to SEK 47.19/share (45.59). The share price at the balance sheet date thus amounted to 39 percent of the net asset value.

Calculation of net asset value

	SEK m	SEK/share
Equity according to the balance sheet	6,387	44.55
Add back according to the balance sheet:		
Derivatives	-6	-0.04
Deferred tax	384	2.68
Long-term net asset value	6,764	47.19

Dividend policy

Neobo's objective is to generate the best total yield for its shareholders over the long-term. The primary means of achieving this is by reinvesting profits in the business. Dividends, preferably in the form of share repurchases, may be distributed when the Board of Directors considers it to be in the best interests of shareholders.

Ownership structure at December 31, 2025

At year-end, there were 81,292 known shareholders in Neobo. The ten largest shareholders controlled 50.7 percent of the share capital and voting rights at December 31, 2025. Foreign ownership amounted to 16.4 percent.

Size	No. of shares	Capital and voting rights, %	No. of known shareholders	Proportion of known shareholders, %
1-500	4,757,230	3.3	74,243	91.3
501-1,000	2,294,254	1.6	3,050	3.8
1,001-5,000	6,476,544	4.5	2,990	3.7
5,001-10,000	3,469,826	2.4	468	0.6
10,001-20,000	3,961,410	2.7	269	0.3
20,001-	111,891,540	77.0	272	0.3
Anonymous ownership	12,549,933	8.6	0	0.0
Total	145,400,737	100	81,292	100

Largest shareholders	No. of shares	Percentage of share capital and voting rights, %
Avanza Pension	20,314,612	14.0
ICA-handlarnas Förbund	16,000,000	11.0
Martin Larsén	10,345,000	7.1
Länsförsäkringar Fonder	7,090,000	4.9
Swedbank Försäkring	4,759,980	3.3
Futur Pension	3,561,489	2.4
Handelsbanken Liv Försäkring AB	3,282,842	2.3
Folketrygdfondet	3,008,784	2.1
Nordnet Pensionsförsäkring	2,719,431	1.9
Handelsbanken Fonder	2,659,987	1.8
Total 10 largest	73,742,125	50.7
Other	69,610,581	47.9
Total shares outstanding	143,352,706	98.6
Repurchased own shares	2,048,031	1.4
Total registered shares	145,400,737	100.0

Source: Modular Finance AB. Compiled and processed data from Euroclear, Morningstar and Finansinspektionen, among others.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Corporate Governance Report

Auditor's report

Board of Directors

Management

- The share and shareholders

Financial information

Other



FINANCIAL INFORMATION

DIRECTORS' REPORT

The Board of Directors and the CEO of Neobo Fastigheter AB (publ), Corp. Reg. No. 556580-2526, hereby present the Annual Report and the consolidated financial statements for the 2025 fiscal year. Figures in parentheses refer to the preceding fiscal year.

About Neobo

Neobo's business is to own, manage and refine residential properties in Swedish municipalities experiencing population growth, a good employment rate and a stable rental market. Neobo strives to be a reliable long-term landlord that works actively with sustainability to contribute to the good development of society. The portfolio consists of 256 properties with a total area of 673,000 sq. m. and a market value of SEK 13,562 m.

Significant events during the fiscal year

During the year, we continued to optimize the property portfolio and divested non-priority properties with an underlying property value of SEK 404 m. In the current market environment, the company has also deemed that repurchasing own shares combined with continued investments in the property portfolio is the most effective way to create an attractive total yield for our shareholders, which is why approximately 2 million shares have been repurchased at a value of SEK 37 m.

Income, costs and earnings

Rental income

Rental income increased to SEK 934 m (908) during the year. For a like-for-like portfolio, rental income increased 4.6 percent. The increase in income is due to the annual rent increases, which in the residential portfolio amounted to 4.8 percent and for commercial premises to 1.6 percent, as well as rent increases as a result of apartment renovations completed. The economic occupancy rate increased 0.9 percentage points year-on-year, totaling 93.7 percent (92.8) at the end of the year.

Property management costs

Total property management costs decreased by SEK 14 m to SEK -421 m (-435) year-on-year due to lower costs in the like-for-like portfolio and the absence of costs from divested properties. The decrease in the like-for-like portfolio was attributable to cost-saving measures in property operation and energy, as well as a milder winter compared to the preceding year. Costs for maintenance and property administration also decreased during the year.

Net operating income

Net operating income increased by 8.5 percent to SEK 513 m (473) despite the loss of net operating income from divested properties in the previous and current years. For the like-for-like portfolio, net operating income increased by 9.9 percent due to higher rental income and lower property management costs.

Administration

Administration costs for the year decreased to SEK -128 m (-143), of which property administration amounted to SEK -63 m (-68) and central administration to SEK -65 m (-75). Excluding items affecting comparability in the preceding year, administration costs increased by SEK 3 m due to a strengthening of the organization.

Profit from property management

Profit from property management for the year increased by 32.0 percent to SEK 201 m (152) and profit from property management per share outstanding on the balance sheet date increased by 33.9 percent to SEK 1.40/share (1.05).

Net financial items

Net financial items amounted to SEK -247 m (-246) during the year and the average interest rate was 3.3 percent (3.2) at the end of the year. Financial expenses are on a par with the preceding year. The interest coverage ratio for the year increased to a multiple of 1.8 (1.6), primarily due to a higher net operating income. The policy is for the interest coverage ratio to exceed a multiple of 1.5 for the corresponding period.

Change in value of investment properties

The unrealized change in value during the year amounted to SEK 16 m (-301), corresponding to an increase in value of 0.1 percent (-2.2). Realized changes in value amounted to SEK -21 m during the year due to completed divestments. At the end of the year, the property portfolio was valued at SEK 13,562 m (13,701).

Change in the value of financial instruments

Derivative instruments are used to adjust the interest rate risk in the loan portfolio. The fair value of the derivatives portfolio amounted to SEK 6 m (63) at the end of the year.

Debt maturity and fixed interest term

Our property ownership is a long-term commitment that requires long-term financing. A long debt maturity also reduces refinancing risk. The remaining debt duration at year-end was 2.8 years (2.8). Financial expenses are a significant cost item in the income statement. To reduce costs to an acceptable level, interest rates are fixed for various terms to a large extent. To reduce interest rate risk and to achieve the desired fixed interest term, interest rate derivatives were used, which is a flexible and cost-effective way of changing the fixed interest term in the portfolio without having to amend the terms of the underlying loans. The average fixed rate period was 2.4 years (2.4) at year-end.

Tax

Recognized tax during the year amounted to SEK -60 m (58), of which SEK -23 m (-19) is current tax and the remainder is deferred tax. Current tax is in line with the previous period. The change in deferred tax is explained by a lower decline in the value of the property portfolio. Neobo was not subject to any tax proceedings at the end of the period.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

- Directors' Report
 - Financing
 - Risks and risk management
 - Consolidated financial statements
 - Parent Company's financial statements
 - Notes
 - Auditor's report

Other

Property portfolio

At the end of the year, the property portfolio consisted of 256 properties (260) with a total leasable area of 673,000 sq. m. (700,000). As of December 31, 2025, the property portfolio was valued externally with an estimated market value of SEK 13,562 m, compared with SEK 13,701 m at the beginning of the year. The unrealized change in value during the period amounted to SEK 16 m (-301), corresponding to a change in value of 0.1 percent (-2.2). The valuations were conducted according to the RICS Red Book guidelines using the same methodology as for previous external evaluations.

The market value is affected by property-specific, value-impacting events during the period, such as new and renewed rental contracts, vacated leases and investments made. The changes deemed to have occurred in market rents and yield requirements since the previous external valuation were also taken into account. The value of the properties includes SEK 67 m (98) for building rights that were valued by applying the location-price method, which means that the value was assessed on the basis of comparisons of prices for similar building rights. The average value of the building rights after risk deductions in the valuation is approximately SEK 975/sq. m. GFA (853). The average yield requirement at year-end amounted to 5.1 percent (5.0). The third and fourth quarters demonstrated an unchanged yield, confirming that yield requirements have stabilized.

Change in property portfolio

SEK m	2025	2024
Opening balance, Jan 1	13,701	14,018
Acquisitions	0	0
Investments	239	164
Divestments	-394	-180
Unrealized change in value	16	-301
Closing balance, Dec 31	13,562	13,701

Corporate governance

Neobo is a Swedish public limited company with headquarter in Stockholm, Sweden. Governance is based on the Articles of Association, the Board of Directors' rules of procedure, the CEO's instructions and adopted policies and guidelines, as well as the Swedish Companies Act and other applicable laws, ordinances and regulations. For further information, refer to the Corporate Governance Report on pages 46-49.

Remuneration of senior executives

The remuneration of senior executives is addressed and determined by the Board of Directors. Remuneration comprises fixed salaries, variable remuneration, pension benefits and other customary benefits. For a more detailed description, refer to Note 5. Guidelines for the remuneration of senior executives are set out in the Corporate Governance Report on pages 46-49. The Board proposes that no changes be made to the guidelines for the remuneration of senior executives.

Risks and uncertainties

Priority areas for risk management mainly include property valuation, financing, project activities and leasing, taking into account both the complexity and size of amounts. The company has well-functioning procedures for managing these risks and has a stable financial position with solid key metrics. For risks and uncertainties, please refer to the section "Risks and risk management" on pages 58-61.

Sustainability

Neobo actively pursues sustainability as an integrated part of its operations through systematic environmental, economic and social sustainability efforts. Developing sustainable and secure living environments includes offering energy-efficient residential properties in attractive locations that harmonize with the surrounding community.

Through active and customer-centric property management, Neobo can contribute to increased stability, security and long-term sustainable environments and attractive residential areas. In 2025, Neobo performed energy efficiency measures in some 40 properties. The main focus was on heating systems, geothermal installation in Sundsvall, new solar panel systems, in addition to continued work to connect properties, such as investments in security doors and electronic key systems. Further information on Neobo's sustainability work can be found in the Sustainability Report on pages 25-43.

Appropriation of profits

The Board proposes that no dividend be paid for the 2025 fiscal year and that the company's available profits of SEK 5,479,890,743 be carried forward in their entirety.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

- Directors' Report
 - Financing
 - Risks and risk management
 - Consolidated financial statements
 - Parent Company's financial statements
 - Notes
 - Auditor's report

Other

FINANCING

Neobo's portfolio of rent-regulated residential properties provides a basis for a stable and gradually increasing level of income. Combined with a sustainable financial structure, this creates a low-risk business with long-term financial stability. The objective is to ensure favorable borrowing terms and efficient and effective loan management.

Capital structure

At December 31, 2025, Neobo's assets amounted to SEK 13,863 m (13,978). These were financed through equity totaling SEK 6,387 m (6,345) and liabilities of SEK 7,476 m (7,632), of which SEK 6,928 m (7,115) were interest-bearing liabilities. Accordingly, Neobo retains a strong financial position, distinguished by a high equity/assets ratio and low LTV ratio.

Interest-bearing liabilities

Neobo's borrowing is well diversified across seven Nordic banks using mortgage deeds as underlying collateral. At year-end, interest-bearing liabilities in the Group amounted to SEK 6,928 m (7,115) and the LTV ratio was 50.0 percent (50.9). The average debt maturity was 2.8 years (2.8) and fixed interest term was 2.4 years (2.4). The average interest rate, including interest rate derivatives, was 3.3 percent (3.2). One quarter of Neobo's loan volume is sustainability-linked to Neobo's overarching sustainability targets. Neobo strives to minimize the impact on its cash flow from sudden and unforeseen changes in market rates. Interest rate derivatives are used to manage interest rate risk. At the end of the period, the aggregated nominal value of interest rate derivatives was SEK 5,872 m (5,409) with maturities of between one and five years. At the end of the period, interest rate derivatives had a fair value of SEK 6 m (63).

Remaining maturity, years	Debt maturity		Fixed interest term		Interest rate derivatives	
	Liability, SEK m	Share, %	Liability, SEK m	Share, %	Nominal amount, SEK m	Average interest, %
0-1	217	3	1,724	25	1,813	0.65
1-2	3,922	57	1,359	20	1,359	1.96
2-3	2,689	39	1,522	22	1,100	2.45
3-4	0	0	1,423	21	700	2.55
4-5	0	0	700	10	700	2.50
5-	100	1	200	3	200	2.74
Total	6,928	100	6,928	100	5,872	1.81

Liquidity

Neobo continues to have good access to funds and a liquidity reserve that is deemed sufficient to meet both short-term and long-term commitments. Neobo's liquidity consisted of cash and cash equivalents totaling SEK 225 m (146) and an unutilized credit facility of SEK 50 m (0).

Financial Policy

Neobo's financial activities are conducted in compliance with the Financial Policy adopted by the Board of Directors and are to be conducted in such a manner that ensures access to long and short-term financing and liquidity. Financial risks are monitored and reported to the Board on a quarterly basis. The Board also conducts an annual review of the Financial Policy.

Key financial metrics	Target	Outcome 2025
Return on equity over time to exceed	10%	1.2%
The loan-to-value ratio shall not exceed	65%	50.0%
The interest coverage ratio shall exceed	1.5x	1.8x
Debt maturity, years		2.8
Fixed interest term, years		2.4
Hedge ratio, %		85%
Average interest, %		3.3%

Interest rate derivatives, future start

Start	Maturity	Nominal amount, SEK m	Interest rate, %
Aug 2026	Sep 2028	422	2.20
Aug 2026	Mar 2029	382	2.26
Aug 2026	Sep 2029	342	2.31

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

- Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

RISKS AND RISK MANAGEMENT

All business operations are exposed to risks. Correctly managed, these risks can lead to opportunities but if they are not managed at all, in time or are managed incorrectly, this can lead to serious negative consequences in the form of lower income, higher costs and reduced credibility.

Work to identify, analyze, manage and follow up strategic, operational, legal and financial risks is therefore a high-priority area for Neobo. The Board has overriding responsibility for risk management, while operating activities are delegated to the CEO and management team, which

work on these matters as part of a structured process as presented in the figure below. A presentation and review with the Board is held annually and has a three-year time horizon.

Risk category	Risk	Probability	x	Impact	=	Risk value
Strategic risks	Transaction risk	● 3		● 4		● 12
Operational risks	Macro risk (black swan)	● 3		● 4		● 12
	Rental income and rent trend	● 3		● 4		● 12
	Organizational risk	● 3		● 4		● 12
	Climate risk	● 4		● 3		● 12
	Increased costs for the green transition	● 4		● 3		● 12
	Unsecure residential areas	● 4		● 3		● 12
	Maintenance backlog	● 3		● 3		● 9
	Deficiencies in technical status	● 3		● 3		● 9
	Recession	● 3		● 3		● 9
	Valuation risk	● 2		● 4		● 8
Legal risks	Political risk (new/amended legislation or regulation)	● 3		● 4		● 12
	Irregularities (external)	● 4		● 2		● 8
Financial risks	Restricted access to liquidity	● 2		● 5		● 10
	Interest rate risk	● 2		● 4		● 8
	Restricted access to funding	● 2		● 4		● 8

Based on the risk inventory carried out, the management team identifies risk areas that are in focus and these are classified according to probability and impact according to the following scale:

- 1 – Very small
- 2 – Small
- 3 – Medium
- 4 – Large
- 5 – Very large

Risks with an overall score of at least 8 must be monitored and included in next year’s risk assessment. Risks with a total value of 12 or higher are immediately addressed by designating those responsible for reducing, eliminating or exporting unwanted risks. An action plan with risk mitigation measures is developed.

Risk inventory

Inventory of existing and new risks, including through workshops and discussions with different parts of the organization.

Risk assessment

The management team assesses the identified risks based on probability and impact using the rating scale of 1–5. Significant changes in the risk map are communicated to the Board.

Risk management

For the most important areas, responsibilities, priorities and action plans are established. Risks are broken down at unit level and coordinated with business plans at all levels.

Risk reporting

Continuous follow-up within the management team. Annual reporting, or more frequently as required, of risk assessment and action plan and activities carried out presented in a risk control report to the Board.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors’ Report

Financing

• Risks and risk management

Consolidated financial statements

Parent Company’s financial statements

Notes

Auditor’s report

Other

STRATEGIC RISKS

Transaction risks

Risk
Portfolio optimization, including acquisitions and divestments, is an important part of Neobo's business model and strategy. A prerequisite for transactions is that market supply meets demand and that buyers and sellers can agree on a market rate of return.

Management
The company is active in the transaction market and regularly meets both property owners and consultants to identify business opportunities and create conditions for value-generating transactions.

OPERATIONAL RISKS

Macro risk (black swan)

Risk
An unexpected global event occurs that has a major impact on the world around us.

Management
Neobo works continuously in line with the company's Risk Policy and continuity plan and has regular crisis exercises. Continuous monitoring of the business environment to obtain early indications.

Rental income and rent trend

Risk
If the occupancy rate or rental levels decline, regardless of reasons, Neobo's earnings will be impacted negatively. The setting of rents for residential properties is negotiated within the collective negotiating system with local tenant associations in the various locations. The rent trend for commercial premises is dependent on economic conditions and is primarily impacted by such factors as demand, type of premises, design, standard and location.

Management
Demand for residential properties is stable in the majority of municipalities in which Neobo operates. The company works actively in its residential areas by renovating apartments up to a modern standard and thereby raising the rental level. For commercial leases, rental levels are regulated successively, since the leases normally extend over periods of 3-5 years. To understand the tenants' needs, we engage in a continuous dialogue at a local level through our in-house property management organization and regular customer surveys.

Organizational risk

Risk
Employees are one of Neobo's principal assets. At Neobo, employees should have a high sense of well-being and satisfaction at work. Failing to recruit, develop and retain employees and managers with the right expertise is the major risk.

Management
Neobo works continuously with the company's core values; a process that involves all employees. Weekly pulse surveys for employee engagement are carried out to continuously monitor improvement and development aspects. Annual appraisals and performance reviews for all employees to identify expectations and develop employees. All of the company's managers meet regularly in a management forum to exchange experiences and push shared organizational issues forward.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

- Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

OPERATIONAL RISKS

Climate risk

Risk

Higher water levels and extreme weather events such as torrential rain, storms or droughts leading to water shortages are examples of possible consequences of climate change. For property owners, the changes can pose the risk of severe damage to properties and the environment around them, as well as chronic risks. Damage to properties can lead to higher maintenance costs.

Management

Climate risk screening of all properties was carried out in 2024 to identify properties at risk. For the properties subject to flood-related risks, a vulnerability assessment was performed and action plans were developed in 2025. In the years ahead, we will continue to work on vulnerability assessments and action plans for other high-risk properties.

Increased costs for the green transition

Risk

Legislative or regulatory changes in the field of sustainability, or increased demands from the company's financiers, may result in increased costs for the company, such as carbon taxation, or the need for investments, such as energy efficiency.

Management

Ongoing work to reduce Neobo's energy use and carbon footprint in line with the sustainability strategy and targets. The Head of Sustainability is responsible for business intelligence, including monitoring new legislation, trends and public debate, in order to receive early indications of risks related to requirements that may lead to increased costs.

Unsecure residential areas

Risk

Risks relating to social challenges in society may affect Neobo's activities. Insecurity in residential areas reduces the tenant satisfaction and can lead to a high turnover rate and increased vacancies.

Management

Via its customer survey, Neobo has identified the residential areas where insecurity is greatest. Property management works continuously with measures that include outdoor environments, improved lighting and neighborhood watch patrols. In the most insecure areas, property management works closely with other stakeholders such as the police, municipalities, schools and social services to work together to strengthen these areas.

Maintenance backlog

Risk

A lack of preventive risk management and a maintenance backlog can lead to higher costs for insurance premiums and for repairing damage to properties, and increase the risk of personal injury.

Management

Neobo works with long-term maintenance plans for each property to continuously manage priority investment and maintenance measures and renovate apartments as the need arises. Regular property inspections are performed as part of proactive property management measures and systematic work environment management.

Deficiencies in technical status

Risk

Technical status and standard of properties that do not meet regulatory requirements or are technically obsolete.

Management

Neobo works with long-term maintenance plans for each property to continuously manage priority investment and maintenance measures. A consolidated maintenance plan for main pipe replacement in the properties is under development.

Recession

Risk

Risk linked to reduced demand in the market leading to increased competition and reduced rental income, thereby resulting in deteriorating property values.

Management

Neobo is actively working to manage and refine residential properties and premises to ensure their attractiveness and competitiveness in a challenging market situation.

Valuation risk

Risk

Properties are reported at their estimated market value, which varies depending on factors such as the economic situation and interest rates. Changes in the market's yield requirements have a significant impact on Neobo's financial reporting.

Management

The entire property portfolio is valued by external authorized appraisers every quarter. The company follows the policy and process for property valuation and conducts internal controls every quarter.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

- Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

LEGAL RISKS

Political risk (new/amended legislation or application of the law)

Risk
 Conducting property operations is highly dependent on laws, regulations and official decisions. Laws and regulations pertaining to the property market are often influenced by political opinion and can therefore change at short notice. Changes in, for example, subsidies such as investment grants, regulation of the energy performance of buildings, and tax legislation may have a significant impact on Neobo's activities.

Management
 Risks related to political decisions, legislation and regulations are mainly managed through proactive efforts to remain informed and updated in these areas. External specialists and consultants are used when necessary. The company is currently investigating the risk of higher electricity grid costs from 2026/2027 due to the new power tariffs being introduced by the electricity network companies.

Irregularities (external)

Risk
 Risk of irregularities by Neobo's suppliers.

Management
 Neobo has implemented a Supplier Code of Conduct and follows clear procedures. Invoices are reviewed according to the Decision-making and authorization procedures of the company. The whistleblower channel is available on the company's website.

FINANCIAL RISKS

Lack of liquidity

Risk
 Liquidity risk means a lack of access to cash and cash equivalents or credit facilities to meet payment obligations.

Management
 Neobo works on the basis of a continuity plan and has a clear financial strategy. Liquidity forecasts are made on an ongoing basis, and include stress tests. The company has a close collaboration with lending banks.

Interest rate risk

Risk
 In addition to equity, Neobo's operations are financed by bank loans, which means that interest costs constitute a major individual cost for the company. Changes in market interest rates impact Neobo's earnings directly via interest costs and also indirectly via the value of the properties.

Management
 Neobo works on the basis of a clear financial strategy and risk mandate in the Financial Policy. The company is actively striving to reduce interest rate risk and create a balanced maturity structure in the debt portfolio. Analysis and forecasting of key financial metrics, including stress tests, are carried out on an ongoing basis. The company has a close collaboration with lending banks for rapid information and business intelligence.

Restricted access to funding

Risk
 Neobo's financing consists of bank loans. There is a risk that financing cannot be obtained, or is available only at sharply increased costs, when a loan falls due for repayment or the terms and conditions are renegotiated.

Management
 Neobo works actively to maintain and improve relationships with the company's financiers. In addition, the company works to diversify the maturity structure of the loan portfolio, to ensure that all loans do not fall due for repayment in the same year and thereby to mitigate the impact of disruptions in the financial market during an individual year.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

• Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated income statement

Amounts in SEK m	Note	2025	2024
Rental income	2, 3	934	908
Operating costs	2, 4	-296	-302
Repairs and maintenance	2, 4	-41	-43
Property administration	2, 4	-63	-68
Property tax		-22	-23
Total property management costs		-421	-435
Net operating income		513	473
Central administration	4, 5	-65	-75
Financial income	6	2	3
Financial expenses	6	-247	-247
Ground rent	7	-1	-1
Profit from property management		201	152
Change in values on properties	11	-6	-296
Change in the value of financial instruments	18	-57	-108
Profit/loss before tax		138	-251
Current tax	8	-23	-19
Deferred tax	9	-37	77
Net profit/loss for the year, in its entirety attributable to Parent Company shareholders		78	-193
Average number of shares before dilution		145,212,906	145,400,737
Average number of shares after dilution		145,443,945	145,675,498
Earnings per share before dilution, SEK		0.54	-1.33
Earnings per share after dilution, SEK		0.54	-1.32

Consolidated statement of comprehensive income

Amounts in SEK m	2025	2024
Net profit/loss for the year	78	-193
Other comprehensive income	-	-
Total comprehensive income for the year, in its entirety attributable to Parent Company shareholders	78	-193

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

• Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

Consolidated balance sheet

Amounts in SEK m	Note	Dec 31, 2025	Dec 31, 2024
ASSETS			
Non-current assets			
Intangible assets	10	4	5
Investment properties	11	13,562	13,701
Equipment, machinery and installations	12	2	2
Derivatives	18	12	63
Other long-term receivables		1	1
Total non-current assets		13,582	13,772
Current assets			
Accounts receivable	13	8	8
Derivatives	18	14	13
Current tax assets		-	8
Other receivables	14	2	15
Prepaid expenses and accrued income	15	32	16
Cash and cash equivalents	18	225	146
Total current assets		281	206
TOTAL ASSETS		13,863	13,978

Amounts in SEK m	Note	Dec 31, 2025	Dec 31, 2024
Share capital		752	752
Other contributed capital		5,141	5,141
Retained earnings including comprehensive income for the year ¹⁾		493	452
Total equity attributable to Parent Company shareholders		6,387	6,345
Non-current liabilities			
Liabilities to credit institutions	16, 17	6,711	6,267
Deferred tax liabilities	9	384	347
Other provisions	21	8	0
Derivatives	18	20	13
Other non-current liabilities		2	2
Total non-current liabilities		7,126	6,630
Current liabilities			
Liabilities to credit institutions	16, 17	217	847
Accounts payable		2	41
Current tax liabilities		6	-
Other liabilities ¹⁾	19	11	10
Accrued expenses and prepaid income ¹⁾	20	114	105
Total current liabilities		351	1,003
TOTAL EQUITY AND LIABILITIES		13,863	13,978

¹⁾ See Note 23 for information on the restatement conducted due to an error.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

• Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

Consolidated change in equity

Amounts in SEK m	Share capital	Other contributed capital	Retained earnings	Total equity attributable to Parent Company	Total equity
Opening equity, Jan 1, 2024 according to adopted balance sheet	752	5,141	512	6,405	6,405
Adjustment of opening balance ¹⁾	-	-	132	132	132
Adjusted opening equity, Jan 1, 2024	752	5,141	645	6,538	6,538
Net profit/loss for the year	-	-	-193	-193	-193
Other comprehensive income	-	-	-	-	-
Comprehensive income for the year	-	-	-193	-193	-193
Issue of employee warrants	-	-	-	-	-
Closing equity, Dec 31, 2024	752	5,141	452	6,345	6,345
Opening equity, Jan 1, 2025	752	5,141	452	6,345	6,345
Net profit/loss for the year	-	-	78	78	78
Other comprehensive income	-	-	-	-	-
Comprehensive income for the year	-	-	78	78	78
Transactions with owners					
Repurchase of own shares	-	-	-37	-37	-37
Closing equity, Dec 31, 2025	752	5,141	493	6,387	6,387

¹⁾ See Note 23 for information on the restatement conducted due to an error.

The number of registered shares amounts to 145,400,737 (145,400,737), all of which are of the same class. One share entitles the holder to one vote. The quotient value of the share amounted to SEK 5.2.

Share-based incentive program

Neobo has a warrant program for the company's CEO and certain senior executives. At the balance sheet date, the warrant holders owned a total of 630,067 warrants of series 2023/2026:1, which have a three-year term. The warrants were acquired by the warrant holders at a price of SEK 0.79 per warrant. The price was calculated using the Black & Scholes model. Each warrant entitles the holder to subscribe for one (1) share in the company during the period from May 1, 2026 up to and including May 25, 2026. The options become valuable when the share price exceeds the strike price of SEK 10.83. The maximum number of additional shares can amount to not more than 630,067, corresponding to approximately 0.4 percent of the total

number of registered shares and votes in the company, provided full subscription and full exercise of all warrants. When calculating earnings per share after dilution, the average number of shares is adjusted to take into account the effects of dilutive potential shares. Taking into account warrants, the weighted average number of shares outstanding is 145,443,945 for the fiscal year. In such a case, the increase in the share capital will amount to a maximum of SEK 3,259,096.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

- Consolidated financial statements

- Parent Company's financial statements

- Notes

- Auditor's report

Other

Consolidated cash flow statement

Amounts in SEK m	Note	2025	2024
Operating activities			
Net operating income		513	473
Central administration		-65	-75
Add back, depreciation		2	1
Adjustment for other non-cash items		0	0
Cash flow from operating activities before interest and tax		450	399
Cash flow from changes in working capital			
Interest paid		-287	-401
Interest received		51	154
Income tax paid		-9	-56
Cash flow before changes in working capital		205	96
Cash flow from changes in working capital			
Increase (-)/Decrease (+) of operating receivables		-12	43
Increase (+)/Decrease (-) of operating liabilities		-31	-49
Cash flow from operating activities		162	90
Investing activities			
Investments in existing properties	11	-230	-164
Divestment of properties	11	372	183
Investments/divestments, property, plant and equipment and intangible assets	10.12	-1	0
Cash flow from investing activities		141	19

Amounts in SEK m	Note	2025	2024
Financing activities			
Repurchased own shares	16	-37	-
Borrowings		48	65
Repayment of loans		-235	-227
Cash flow from financing activities		-224	-162
Cash flow for the year		79	-53
Cash and cash equivalents at the beginning of the year		146	199
Cash and cash equivalents at the end of the year	18	225	146

Comments on the cash flow statement

Cash flow from operating activities amounted to SEK 162 m. SEK 239 m was invested in existing properties during the year, of which SEK 1 m related to interest paid that has been capitalized and SEK 8 m relates to non-cash investments. During the year, divested properties were transferred with an underlying value of SEK 384 m before deduction of deferred tax and transaction costs amounting to SEK 12 m. In conjunction with the transfers, loans of SEK 194 m were repaid, and net cash flow amounted to SEK 178 m.

During the year, new loans of SEK 48 m were raised. Own shares were repurchased at a value of SEK 37 m. Cash and cash equivalents on the balance sheet date amounted to SEK 225 m.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

• Consolidated financial statements

Parent Company's financial statements

Notes

Auditor's report

Other

PARENT COMPANY'S FINANCIAL STATEMENTS

Parent Company income statement

Amounts in SEK m	Note	2025	2024
Net sales	26	74	89
Personnel costs	5	-11	-9
Other operating expenses		-66	-85
EBIT		-3	-6
Profit from financial items			
Result from shares in subsidiaries	27	-	-227
Interest income and similar items	6	33	88
Interest costs and similar items	6	-37	-59
Profit/loss after financial items		-6	-203
Appropriations		2	2
Profit/loss before tax		-4	-201
Tax	8	-	-
NET PROFIT/LOSS FOR THE YEAR		-4	-201

Parent Company statement of comprehensive income

Amounts in SEK m	2025	2024
Net profit/loss for the year	-4	-201
Other comprehensive income	-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-4	-201

Comments on the Parent Company financial statements

Operations in the Parent Company Neobo Fastigheter AB (publ) consist of Group-wide functions and organization for managing the properties owned by the subsidiaries. No properties are owned directly by the Parent Company. Income in the Parent Company amounted to SEK 74 m (89) during the year and pertains primarily to the Parent Company's invoicing to subsidiaries for services rendered.

During the year, the company carried out a restructuring of internal loans that resulted in the conversion of short-term loans into shareholder contributions, and increased the acquisition value of the Parent Company's shares in the subsidiaries.

The Parent Company's cash flow from operating activities amounted to SEK 142 m (-67). Cash flow from investing activities amounted to SEK -1 m (0) and cash flow from financing activities to SEK -37 m (0). Cash flow for the year amounted to SEK 104 m (-67). Cash and cash equivalents at year-end amounted to SEK 205 m (101).

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

• Parent Company's financial statements

Notes

Auditor's report

Other

Parent Company balance sheet

Amounts in SEK m	Note	Dec 31, 2025	Dec 31, 2024
ASSETS			
Non-current assets			
Intangible assets	10	4	5
Equipment, machinery and installations	12	0	0
Total property, plant and equipment and intangible assets		4	5
Financial assets			
Participations in Group companies	24	7,171	5,639
Total financial assets		7,171	5,639
Total non-current assets		7,175	5,644
Current assets			
Current receivables from Group companies	28	322	540
Accounts receivable	13	0	1
Tax assets		0	4
Other receivables	14	0	0
Prepaid expenses and accrued income	15	8	2
Cash at bank balances		205	101
Total current assets		535	649
TOTAL ASSETS		7,710	6,293

Amounts in SEK m	Note	Dec 31, 2025	Dec 31, 2024
EQUITY AND LIABILITIES			
Equity			
Restricted equity			
Share capital		752	752
Statutory reserves		4	4
Total restricted equity		756	756
Non-restricted equity			
Share premium reserve		4,888	4,888
Retained earnings		596	834
Net profit/loss for the year		-4	-201
Total non-restricted equity		5,480	5,521
Total equity		6,236	6,278
Non-current liabilities			
Non-current liabilities from Group companies	28	939	-
Total non-current liabilities		939	-
Current liabilities			
Accounts payable		0	6
Current liabilities to Group companies	28	531	-
Other liabilities	19	1	2
Accrued expenses and prepaid income	20	4	7
Total current liabilities		535	15
TOTAL EQUITY AND LIABILITIES		7,710	6,293

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

- Parent Company's financial statements

Notes

Auditor's report

Other

Parent Company's change in equity

Amounts in SEK m	Share capital	Statutory reserves	Share premium reserve	Retained earnings	Total equity
Opening equity, Jan 1, 2024	752	4	4,888	834	6,479
Net profit/loss for the year	-	-	-	-201	-201
Comprehensive income for the year	-	-	-	-201	-201
Closing equity, Dec 31, 2024	752	4	4,888	633	6,278
Opening equity, Jan 1, 2025	752	4	4,888	633	6,278
Net profit/loss for the year				-4	-4
Comprehensive income for the year				-4	-4
Repurchase of own shares				-37	-37
Closing equity, Dec 31, 2025	752	4	4,888	592	6,236

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

• Parent Company's financial statements

Notes

Auditor's report

Other

Parent Company cash flow statement

Amounts in SEK m	Note	2025	2024
Operating activities			
Profit/loss before financial items		-3	-6
Add back, depreciation		2	0
Adjustment for other non-cash items		-	-
Cash flow from operating activities before interest and tax		-1	-6
Investing activities			
Interest paid	6	-37	-59
Interest received	6	33	88
Income tax paid		2	-1
Cash flow before changes in working capital		-3	22
Increase (-)/Decrease (+) in operating receivables		-81	-91
Increase (+)/Decrease (-) in operating liabilities		226	2
Cash flow from operating activities		142	-67
Financing activities			
Investments/divestments, intangible assets		-1	-
Change in other long-term receivables		-	-
Shareholders' contributions paid		-	-
Cash flow from investing activities		-1	-

Amounts in SEK m	Note	2025	2024
Financing activities			
Dividend paid		-	-
Repurchase of own shares		-37	-
Repayment of loans		-	-
Cash flow from financing activities		-37	-
Cash flow for the period		104	-67
Cash and cash equivalents at the beginning of the period		101	168
Cash and cash equivalents at the end of the period	18	205	101

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

• Parent Company's financial statements

Notes

Auditor's report

Other

NOTES

General information and accounting policies		
Note 1	General information and accounting policies	71
Income and expenses		
Note 2	Segment reporting	72
Note 3	Rental income	73
Note 4	Costs	74
Note 5	Employees and personnel costs	75
Note 6	Financial income and expenses	76
Note 7	Site leasehold agreements and other leases	76
Tax		
Note 8	Current tax	77
Note 9	Deferred tax	77
Assets		
Note 10	Intangible assets	78
Note 11	Investment properties	78
Note 12	Equipment, machinery and installations	80
Note 13	Accounts receivable	80
Note 14	Other receivables	81
Note 15	Prepaid expenses and accrued income	81

Financing and capital structure		
Note 16	Capital structure	82
Note 17	Financial risks	82
Note 18	Financial instruments	84
Operational liabilities		
Note 19	Other liabilities	85
Note 20	Accrued expenses and prepaid income	85
Note 21	Other provisions	85
Note 22	Pledged assets and contingent liabilities	86
Note 23	Restatement of prior periods	86
Group structure		
Note 24	Participations in Group companies	87
Note 25	Related parties	89
Parent Company		
Note 26	Purchases and sales between Group companies	90
Note 27	Result from shares in subsidiaries	90
Note 28	Parent Company's receivables/liabilities from/to Group companies	90
Note 29	Proposed appropriation of profits	91

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

General information and accounting policies

1 General information and accounting policies

General information

Neobo Fastigheter AB (publ), Corp. Reg. No. 556580-2526 is the Parent Company of the Neobo Group with its registered office in Stockholm and the address Mäster Samuelsgatan 42, SE-111 57 Stockholm, Sweden. Neobo's share is listed on Nasdaq Stockholm.

The Neobo Group strives for long-term ownership, management and refinement of residential properties with inflation-protected cash flows that generate an attractive total yield. The Parent Company's assets mainly comprise shares and participations in companies that own properties.

The annual accounts and the consolidated financial statements were approved by the Board on March 26, 2026 and will be referred for adoption by the Annual General Meeting on April 22, 2026.

Accounting policies

This section is a summarized overview of the principles for preparing the financial statements. For material information on the accounting policies applied for each item, see the following notes. All amounts are reported in SEK million unless otherwise stated.

Principles for preparing the consolidated financial statements

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as approved by the EU, and in accordance with the Swedish Corporate Reporting Board's RFR 1, Supplementary Accounting Rules for Groups and the Swedish Annual Accounts Act. Unless otherwise indicated, the policies have been applied consistently for all presented years. The measurement of items in the annual report used acquisition cost, except in the case of revaluation of investment properties and financial instruments, which were

measured at fair value.

Consolidated financial statements

The consolidated financial statements have been prepared using the cost method except for items for investment properties and certain financial assets and liabilities, which are measured at fair value. The consolidated financial statements apply to the Parent Company Neobo Fastigheter AB and the companies over which the Parent Company has a controlling interest (subsidiaries), see Note 24.

Leases

Leases in which essentially all of the risks and benefits associated with ownership remain with the lessor are classified as operating leases. Properties leased out under operating leases are included in the item investment properties.

Material judgements and assumptions when applying the Group's accounting policies

The preparation of financial statements in accordance with IFRS Accounting Standards requires that the management and the Board make judgements and assumptions that affect the carrying amounts of assets, liabilities, income and expenses, as well as other information disclosed. These judgements are based on experience and the various assumptions that are considered reasonable by the Management and the Board in view of the prevailing circumstances. The actual results may subsequently deviate from these assessments and other conditions may arise.

Material judgements

Acquisitions of companies:

Acquisitions of companies can be classified as either business combinations or asset acquisitions. An asset acquisition occurs if the acquisition relates to property but does not include the organization, personnel and processes required to run the busi-

ness. In the case of asset acquisitions, no deferred tax attributable to the property acquisition is recognized, instead any discount reduces the acquisition cost of the property. This means that the changes in value will be impacted by the tax rebate in the subsequent valuation.

Significant assumptions

Investment properties:

Investment properties are recognized at fair value, which is determined by management based on a market assessment. When valuing investment properties, assumptions can have a significant impact on the Group's earnings and position. The valuation requires making assumptions about future cash flows and determining the discount rate (yield requirement) for each property. To reflect the uncertainty in the assumptions and assessments made, an uncertainty range is usually specified in property valuation. More on this and the assumptions used is presented in Note 11.

Cash flow statement

Cash flow statements are prepared in accordance with the indirect method as per IAS 7.

New and amended IFRS Accounting Standards that came into force during the year

No new and amended standards, interpretations and statements that came into force during the 2025 fiscal year had any material impact on the Group's financial statements.

New and amended IFRS Accounting Standards that come into force after 2025

IFRS 18 Presentation and Disclosures in Financial Statements will take effect on January 1, 2027. IFRS 18 will not impact the measurement of items in the financial statements. However, it introduces new requirements for the structure of financial statements and notes and may change the presentation

of the financial statements. Neobo is analyzing the implications of the new standard.

Amendments to IFRS 9 Financial Instruments come into force for fiscal years beginning on or after January 1, 2026. A key component of the amendments concerns the derecognition of financial liabilities, including an optional exemption for the derecognition of financial liabilities, that are settled via an electronic transfer. This amendment is not expected to have any material impact on Neobo's financial statements on initial application. No impact is expected from the other amendments to the standard.

Events after the balance sheet date

No significant events occurred after the balance sheet date.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Income and expenses

2 Segment reporting

Accounting policies

The segment division is based on how Management and the chief operating decision-maker monitor and govern operations. The chief operating decision-maker of Neobo has been identified as the CEO of the Parent Company. The follow-up of earnings by segment is conducted up to and including net operating income, thereafter only items directly attributable to investment properties are allocated. Other income and costs are regarded as Group-wide and are not allocated. Also in the balance sheet, items that are directly attributable to investment properties are allocated. Other assets as well as liabilities and equity are considered primarily as Group-wide. The CEO is responsible for allocating resources and assessing the results of the operating segments.

As of January 1, 2025, the previous two segments – North Region and South Region – are divided into three segments: North Region, Central Region and South Region. The purpose of the reorganization is to ensure customer-oriented property management with a focus on long-term value creation and to reflect how management monitors the business. All comparative figures for previous periods have been restated to reflect the new segment division.

Income statement	North		Central		South		Group-wide		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Rental income	233	242	422	405	278	261			934	908
Operating costs	-79	-86	-132	-129	-86	-87			-296	-302
Repairs and maintenance	-11	-14	-18	-17	-12	-12			-41	-43
Property administration	-13	-17	-27	-31	-23	-20			-63	-68
Property tax	-5	-5	-11	-11	-6	-6			-22	-23
Property management costs	-108	-122	-188	-188	-126	-125			-421	-435
Net operating income	125	120	235	217	153	136			513	473
Central administration							-65	-75	-65	-75
Financial income							2	3	2	3
Financial expenses							-247	-247	-247	-247
Ground rent							-1	-1	-1	-1
Profit before changes in value and tax									201	152
Change in value of investment properties	-89	-25	84	-270	0	0			-6	-296
Change in the value of financial instruments							-57	-108	-57	-108
Profit/loss before tax									138	-251

Balance sheet	North		Central		South		Group-wide		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Investment properties	3,370	3,656	6,266	6,165	3,926	3,880			13,562	13,701
of which investments during the year	77	34	117	91	45	39			239	164
of which acquisitions/divestments during the year	-286	-180	-108	-	-	-			-394	-180
Other assets							300	277	300	277
Total assets									13,863	13,978

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

3 Rental income

Accounting policies

The Group's revenue consists primarily of rental income.

Rental contracts are classified in their entirety as operating leases. Rental income including surcharges is invoiced in advance and the rents are allocated straight line so that only the portion of the rents that fall due during the period is recognized as revenue. Where appropriate, recognized rental income has been reduced by the value of rent discounts granted. Should rental contracts grant a reduced rent over a specified period, this is allocated straight line over the particular contractual period.

Based on the leases held by the Group and their wording, Neobo found that the service provided by the Group is subordinate to the rental contract and that all premiums shall be deemed to be rent.

Expiry date of rental contracts	Group	
	Dec 31, 2025	Dec 31, 2024
Duration		
Within one year	368	363
1-2 years	146	117
2-3 years	120	80
3-4 years	78	59
4-5 years	53	40
>5 years	101	111
Total	865	770

The majority of the Group's leases that generate rental income have a notice period of three months, meaning that non-cancellable lease payments encompass a period of three months. The table above presents an analysis of the expiry dates of operating leases at the balance sheet date. Figures presented are undiscounted.

Occupancy rate and rental value, Jan 1, 2026	Group		
	Rental value, SEK m	Rental value, SEK/sq. m.	Economic occupancy rate
Residential properties	788	1,459	94.9%
Premises	206	1,552	90.2%
Parking and garages	25	-	83.0%
Total	1,019	1,514	93.7%

Occupancy rate and rental value, Jan 1, 2025	Group		
	Rental value, SEK m	Rental value, SEK/sq. m.	Economic occupancy rate
Residential properties	782	1,406	94.9%
Premises	210	1,480	86.7%
Parking and garages	25	-	77.7%
Total	1,017	1,454	92.8%

The average remaining term in the contract portfolio at year-end was 3.7 years (3.2). Of the contractual rent, 18 percent (18) comprises commercial contracts and 82 percent (82) residential properties, and parking and garages. There are 463 commercial contracts (454) distributed between tenants in a number of different sectors, no single tenant accounts for more than 1.1 percent (1.1) of the rental income. Exposure to credit losses is reduced by analyzing the creditworthiness of tenants for new leases and at regular intervals. When necessary, collateral is required.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

4 Expenses

The Group's costs comprise direct property costs and administration costs.

Costs distributed in the income statement, SEK m	Group	
	2025	2024
Property costs excluding administration	358	367
Property administration	63	68
Central administration	65	75
Total	486	510

By type of cost, SEK m	Group	
	2025	2024
Repairs and maintenance	41	43
Property tax	22	23
Operating costs	296	302
Personnel costs	78	68
Depreciation/amortization	2	1
Other external costs	49	74
Total	486	510

Administration, SEK m	Group	
	2025	2024
Personnel costs	78	68
Purchased services	34	61
IT, systems and telephony	11	10
Marketing	3	3
Depreciation equipment, machinery and installations	2	1
Total	128	143

Property management costs

Property costs that are part of the Group's net operating income include operating and maintenance costs, costs for property administration and property tax. Operating costs include tariff-based costs, such as electricity, water, heating, sanitation and insurance. Repairs and maintenance refer to costs for measures to maintain the standard and technical condition of the property. Property tax pertains to both property tax based on the property's tax assessment value and, where relevant, a levy on real estate based on fees per apartment.

Property administration

The Group's administration costs are allocated to property administration, which is part of the Group's net operating income and central administration. Property administration relates to costs for property management and leasing and some parts of financial management.

Central administration

Central administration consists mainly of costs related to the Board, the CEO and other management personnel, audit costs and corporate costs for the preparation of shareholder information, maintaining the stock exchange listing, costs related to the annual report, and costs for depreciation of equipment, machinery and installations. For depreciation of equipment, machinery and installations relating to central administration, see Note 12. For information about costs relating to the Board, CEO and other management personnel, see Note 5.

Auditor's fees

Central administration also includes auditor's fees, see the table below.

Fees and disbursements to auditors, SEK m	Group		Parent Company	
	2025	2024	2025	2024
Auditing assignment, EY	4.0	4.0	4.0	4.0
Audit services in addition to audit assignment	-	1.9	-	1.9
Other	-	-	-	-
Total	4.0	5.9	4.0	5.9

The audit assignment refers to the auditor's fees for the statutory audit, meaning such work necessary to present the auditor's report. Audit-related activities in addition to audit assignment relates in principle to what is referred to as quality assurance services as well as advice or other assistance, which is caused by observations on such examination or implementation of other such work tasks. All services were provided by Ernst & Young AB.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

5 Employees and personnel costs

Accounting policies

Remuneration of employees comprises salaries, paid holiday, paid sick leave and other benefits as well as pensions. The Group has mainly defined-contribution pension plans. A defined-contribution plan is a pension plan under which the company pays fixed contributions into a separate legal entity, thereby discharging its obligation to the employee. Defined-contribution plans are recognized as costs in the period to which the premiums paid pertain.

Employees

The CEO is employed by the Parent Company Neobo Fastigheter AB. All other personnel in the Group are employed by Neobo Service AB. The average number of employees in the Group in 2025 was 82 (78), of whom 31 (28) were women and 51 (50) men. Neobo's senior executives refers to the CEO and others who together with the CEO form the company's management team, see page 52. On the balance sheet date, 3 (4) of the senior executives in the Group were women and 3 (1) men and on the Board, 2 (2) were women and 3 (3) men.

Salaries and other remuneration

Salaries and other remuneration of the CEO and other senior executives consist of base salaries, benefits and variable remuneration in accordance with the incentive program.

Salaries and other remuneration, SEK m	Group		Parent Company	
	2025	2024	2025	2024
Senior executives	16	12	6	5
Other employees	38	37	-	-
Total salaries and remuneration	54	49	6	5
Pension costs	5	4	2	2
Social security costs	17	15	2	2
Total	76	68	10	9

Senior executives, SEK 000s	2025				
	Basic salary incl. vacation pay/ Board fee	Variable remuneration	Other benefits	Pension costs	Total
Chairman of the Board					
Jan-Erik Höjvall	567	-	-	-	567
Other Board members					
Mona Finnström	305	-	-	-	305
Anneli Lindblom	305	-	-	-	305
Ulf Nilsson	305	-	-	-	305
Jakob Pettersson	305	-	-	-	305
CEO, Ylva Sarby Westman*	4,538	1,280	110	1,597	7,525
Other senior executives (7 individuals)	8,224	1,129	258	2,516	12,127
Total	14,549	2,409	368	4,113	21,439

* In the event of dismissal initiated by the company, the notice period will be six months. Severance pay, including salary during the notice period, may not exceed 18 monthly salaries.

Senior executives, SEK 000s	2024				
	Basic salary incl. vacation pay/ Board fee	Variable remuneration	Other benefits	Pension costs	Total
Chairman of the Board					
Jan-Erik Höjvall	550	-	-	-	550
Other Board members					
Mona Finnström	295	-	-	-	295
Anneli Lindblom	197	-	-	-	197
Ulf Nilsson	295	-	-	-	295
Jakob Pettersson	197	-	-	-	197
Peter Wågström	35	-	-	-	35
CEO, Ylva Sarby Westman	3,908	840	112	1,380	6,240
Other senior executives (4 individuals)	6,040	771	278	2,135	9,224
Total	11,517	1,611	390	3,515	17,033

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

6 Financial income and expenses

Accounting policies

Financial income relates to interest income on bank deposits, receivables, financial investments and dividend income. Costs consist of interest costs and other costs arising in connection with borrowing, such as handling charges and administrative fees. The net effect of exchange rate differences on financial items is recognized as an income or expense depending on the outcome. Financial income and expenses are recognized in profit or loss for the period to which they pertain. In the income statement, the interest rate component of derivatives is reported on the same line as interest costs, as all interest rate derivatives are used to hedge interest costs.

	Group		Parent Company	
	2025	2024	2025	2024
Financial income, SEK m				
Interest income	2	3	1	2
Other financial income	0	0	0	0
Interest income, Group companies	-	-	32	86
Total financial income	2	3	33	88
Financial expenses, SEK m				
Interest costs, liabilities to credit institutions	-281	-397	-	-
Interest rate component, derivatives	43	156	-	-
Other financial expenses	-7	-7	0	0
Interest costs, Group companies	-	-	-37	-59
Total financial costs	-247	-247	-37	-59
Net financial items, excl. ground rent	-245	-246	-4	30

Net financial items, excl. ground rent

Net financial items are not affected by the market value of existing contracts for interest rate derivatives, which are used to adjust the fixed interest term, as these are recognized as change in value under a separate heading. See also Note 17 and 18.

7 Site leasehold agreements and other leases

Letting cost/ground rent

An owner of a building on municipally owned land pays an annual fee in the form of ground rent to the municipality. This ground rent is currently calculated so that the municipality receives the effective rate of interest based on the estimated market value of the land. The ground rent is accrued over time and is usually renegotiated at intervals of 10 to 20 years.

At the end of the year, Neobo had four properties with site leaseholds. Ground rent, including leasehold fees, amounted to SEK 1 m (1).

In addition to site leasehold agreements, there are a few minor leases in the form of cars, office equipment, etc. These contracts have been defined as contracts where the underlying asset is of low value and the practical exemption in IFRS 16 was applied, which means lease payments are recognized as a cost on a straight-line basis over the lease term in profit or loss and that no right-of-use assets or lease liabilities are recognized in the balance sheet.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Tax

8 Current tax

Accounting policies

Tax for the period comprises current and deferred tax. Tax is recognized in profit or loss, except when the underlying transaction is recognized in other comprehensive income or directly in equity, in which case, the related tax is also recognized in other comprehensive income or equity.

The current tax charge is calculated based on taxable profit for the period. Taxable income differs from recognized profit, in that it has been adjusted for non-taxable income and non-deductible items. Current tax is tax that is to be paid or received in the current year adjusted with current tax attributable to previous periods. Deferred tax is recognized on the difference between carrying amounts and the tax bases of assets and liabilities. Change in the recognized deferred tax assets or liabilities is recognized in profit or loss as a cost or revenue except when the tax pertains to items recognized in other comprehensive income or directly in equity.

Reconciliation of effective tax rate SEK m	Group		Parent Company	
	2025	2024	2025	2024
Profit/loss before tax	138	-251	-4	-201
Tax according to current tax rate	-28	52	1	41
Tax effect of:				
Tax attributable to previous years	1	1	-	-
Non-taxable income upon sale of subsidiaries	0	-5	-	-
Items related to divestment of properties	9	-9	-	-
Other non-taxable income	-	-	0	-
Non-deductible costs	-3	-1	0	-47
Utilization of previously unutilized tax loss carry forwards	0	2	0	-
Other tax adjustments	-1	-	-	-
Tax depreciation	-	-	0	-
Temporary differences, untaxed reserves	-	-	-	-
Temporary differences, derivatives	-8	22	-	-
Disposal of participations	-	11	-	-
Non-deductible net interest	-29	-16	-1	6
Temporary differences, properties	-	-	-	-
Recognized tax	-60	58	0	0
Effective tax rate	43.1%	-22.9%	0.0%	-0.2%
Current tax	-23	-19	0	0
Deferred tax	-37	77	0	0
Recognized tax	-60	58	0	0

9 Deferred tax

Accounting policies

Deferred tax is recognized on the difference between the carrying amounts of assets and liabilities in the financial statements and the tax bases used when calculating taxable profit. Deferred tax liabilities are recognized for taxable temporary differences and deferred tax assets are recognized for deductible temporary differences insofar as it is probable that the amounts can be utilized to offset future taxable surpluses. However, deferred tax is not recognized if the temporary difference arises from the initial recognition of assets or liabilities in an asset acquisition. Deferred income tax is calculated based on statutory tax rates at the balance sheet date that have been enacted, notified or are expected to apply when the related deferred tax asset is realized or the deferred tax liability is settled.

Deferred tax Group, SEK m	2025		2024	
	Basis	Tax	Basis	Tax
Properties	1,790	369	1,643	338
Derivatives	0	0	0	0
Untaxed reserves	73	15	40	8
Other	0	0	0	0
Recognized deferred tax liability	1,863	384	1,683	347
Opening balance	1,683	347	2,087	430
Recognized in income statement	180	37	-404	-77
Divestment of companies	0	0	0	-6
Closing balance	1,863	384	1,683	347

Deferred tax in Parent Company

The deferred tax liability in the Parent Company's balance sheet amounted to SEK 0 m (0) at year-end.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Assets

10 Intangible assets

Accounting policies

Intangible assets

Intangible assets are recognized at acquisition cost less accumulated amortization and impairment. The intangible assets are amortized on a straight line basis during the assets' estimated useful life. The estimated useful lives are expected to be 3–5 years. Amortization is calculated from the time when the asset is ready for use.

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Opening balance, acquisition cost	5	0	5	0
Acquisitions	1	4	1	4
Reclassifications	-	1	-	1
Closing balance	5	5	5	5
Amortization				
Opening balance, accumulated amortization	-	-	-	-
Amortization during the year	-1	-	-1	-
Closing balance, accumulated amortization	-1	-	-1	-
Closing carrying amount	4	5	4	5

11 Investment properties

Accounting policies

Investment properties, which are properties held to generate rental income and capital appreciation, are initially recognized at acquisition cost, including directly attributable transaction costs. Following initial recognition, investment properties are recognized at fair value. Fair value is primarily based on prices in an active market and is the amount to which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. The fair value of the properties is established by assessing the market value of all properties at each individual period end.

Additional expenditure is capitalized when it is probable that the Group will receive future financial benefits associated with the expenditure, which means that it is value enhancing, and the expenditure can be reliably determined. Other maintenance expenses and repair costs are expensed when incurred. In the case of major new construction, expansions and conversions, the interest cost during the production period is capitalized.

Change in value of investment properties

Both unrealized and realized changes in value are recognized in profit or loss on the row "Change in value of investment properties". Unrealized change in value is calculated on the basis of the period-end valuation compared with the valuation conducted at the beginning of the period, or alternatively, if the property was acquired during the period, at acquisition cost, taking investments during the period into account. Realized change in value of the properties are calculated as price less selling expenses less book value including the year's unrealized change in value.

The fair value of investment properties amounted to SEK 13,562 m (13,701). The change during the year is mainly attributable to divestments. The Parent Company does not own any properties.

Change in investment properties SEK m	North	Central	South	Group	
	2025	2025	2025	2025	2024
Opening balance	3,656	6,165	3,880	13,701	14,018
Acquisitions	-	-	-	-	-
Investments	77	117	45	239	164
Divestments	-286	-108	-	-394	-180
Unrealized change in value	-77	93	0	16	-301
Closing balance	3,370	6,266	3,926	13,562	13,701

Valuation

Fair value consists of market value, which is based on the most likely price in the event of a sale with a normal marketing period in the open property market. The fair value of the properties is established by assessing the market value of each individual property at each individual period end. The valuation process is guided by a valuation policy and under this all properties are valued externally at the end of each quarter. If an agreement has been signed concerning the purchase and sale of a property, the agreed property value is instead used as a basis for the market value for coming quarterly accounts. External valuations are performed in accordance with International Valuation Standards (IVS) and the RICS Red Book. Alongside of the external valuation, an internal plausibility check is conducted of the values. In 2025, the external valuation was performed by Savills Sweden AB.

Valuation method

Market values are assessed mainly using a yield-based valuation method based on market-adapted cash flow statements with a minimum ten-year projection period, which is mainly applicable to investment properties in normal operation and development properties with contractual tenants. For building rights and other properties where a cash flow valuation is not applicable, the market values are instead assessed on the basis of the location-price method or a development calculation, taking into account the uncertainties assessed by the market.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Valuation assumptions

The cost of capital and the valuation yield are based on the property assessor's experience-based assessments of market yield requirements for comparable properties. The forecast of future cash flows takes into account the property's use, age and maintenance status. Rental payments are based on existing rental contracts and when contracts expire a market-based rental level is adopted. Costs for operation, maintenance and administration are based on actual costs in combination with forecasts, assessments and experiences from comparable properties. Future investments are assessed as needs become known. External property valuers inspect each property at least every three years. The yield requirement also takes account of climate risks, but this effect is currently difficult to quantify as existing market data is insufficient.

Key assumptions in the valuation of investment properties

Yield requirements per property category	Interval					
	2025			2024		
	North	Central	South	North	Central	South
Residential properties	4.2-5.4	3.9-6.4	3.7-5.9	4.2-5.2	3.9-6.0	3.6-5.9
Commercial	4.5-7.5	4.3-8.0	4.1-8.0	4.5-7.2	4.3-7.8	3.7-8.0
Community service	4.6-7.2	3.9-7.3	5.0-7.7	4.6-7.2	3.9-7.3	5.0-7.7
Total	4.2-7.5	3.9-8.0	3.7-8.0	4.2-7.2	3.9-7.8	3.6-8.0

Yield requirements per property category	Weighted average					
	2025			2024		
	North	Central	South	North	Central	South
Residential properties	4.6	4.7	4.9	4.6	4.7	4.8
Commercial	6.6	6.6	7.2	6.5	6.5	7.2
Community service	6.0	5.0	6.2	5.9	5.1	5.8
Total	5.1	5.0	5.1	5.1	5.0	5.0

Valuation assumptions	North	Central	South	Total	Total
	2025	2025	2025	2025	2024
Cost of capital – cash flow, weighted	6.94%	6.95%	7.08%	6.99%	6.84%
Cost of capital – residual value, weighted	7.17%	7.03%	7.11%	7.09%	7.02%
Yield requirements – residual value, weighted	5.12%	4.98%	5.12%	5.06%	5.03%
Long-term vacancy rate	3.05%	2.81%	2.91%	2.90%	2.91%
Market rent, fully occupied, calculation start date	1,639 SEK/sq. m.	1,535 SEK/sq. m.	1,468 SEK/sq. m.	1,537 SEK/sq. m.	1,483 SEK/sq. m.
Operating and maintenance costs, start of calculation	531 SEK/sq. m.	566 SEK/sq. m.	547 SEK/sq. m.	552 SEK/sq. m.	543 SEK/sq. m.
Normalized net operating income, start of calculation	1,073 SEK/sq. m.	932 SEK/sq. m.	886 SEK/sq. m.	949 SEK/sq. m.	903 SEK/sq. m.
Rent increase residential properties, year 0	3.50%	3.50%	3.50%	3.50%	4.50%
Rent increase residential properties, year 1	2.50%	2.50%	2.50%	2.50%	3.00%
Inflation, year ≥1	2.00%	2.00%	2.00%	2.00%	2.00%

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Sensitivity analysis property valuation

The property valuations were performed according to generally accepted principles based on market-aligned assumptions and assessments. The table below presents the effects on the market value of the investment properties of changes in individual parameters. There may be an interconnection between the parameters and they rarely move in isolation. For example, a notice of termination may affect the assessment of future cash flows as well as the risk associated with future vacancies, which may be reflected in the yield requirement. A higher inflation rate leads to higher income and costs, at the same time as the yield requirement may be affected. Shifts in one or more parameters in reality are likely to result in a greater or lesser value impact in relation to the sensitivity analysis below.

	Change in assumption	Value impact, SEK m	Value impact, %
Rental value	+/-5%	+982/-988	+/-7
Operating and maintenance costs	+/-5%	-330/+326	+/-2
Yield requirement	+/-0.5 percentage points	-1,181/+1,458	-9/+11
Long-term vacancy rate	+/-2 percentage points	-344/+247	-3/+2
Cost of capital	+/-1 percentage point	-968/+1,061	-7/+8

North Region	Change in assumption	Value impact, SEK m	Value impact, %
Rental value	+/-5%	+ 227/- 231	+/-7
Operating and maintenance costs	+/-5%	-72/+ 69	-/+ 2
Yield requirement	+/-0.5 percentage points	-289/ + 356	-9/+ 11
Long-term vacancy rate	+/-2 percentage points	-82/+ 63	+/- 2
Cost of capital	+/-1 percentage point	-243/+ 265	-7/+ 8

Central Region	Change in assumption	Value impact, SEK m	Value impact, %
Rental value	+/-5%	+ 458/- 459	+/- 7
Operating and maintenance costs	+/-5%	-155/+ 155	-/+ 2
Yield requirement	+/-0.5 percentage points	-549/+ 677	-9/+ 11
Long-term vacancy rate	+/-2 percentage points	-159/ + 115	-3/+ 2
Cost of capital	+/-1 percentage point	-447/ + 490	-7/+ 8

Total	Change in assumption	Value impact, SEK m	Value impact, %
South Region			
Rental value	+/-5%	+ 297/- 298	+/- 8
Operating and maintenance costs	+/-5%	-103/+ 102	-/+ 3
Yield requirement	+/-0.5 percentage points	-343/+ 425	-9/+ 11
Long-term vacancy rate	+/-2 percentage points	-103/ + 69	-3/+ 2
Cost of capital	+/-1 percentage point	-278/+ 305	-7/+ 8

Sensitivity analysis, change in value

The table below illustrates how changes in the market value of investment properties, not taking into account deferred tax, impact earnings and the relevant key metrics.

	Change in the market value of properties	Impact	Impact, %
Earnings	+/-10%	+/- 1,356	+/- 1,735
Equity	+/-10%	+/- 1,356	+/- 21
Loan-to-value ratio	+/-10%	-4 percentage points /+5 percentage points	-9/+11

12 Equipment, machinery and installations

Accounting policies

Equipment, machinery and installations mainly comprises office equipment and cars, recognized at acquisition cost less accumulated depreciation and impairment. Equipment, machinery and installations is depreciated on a straight line basis during the assets' estimated useful life which is expected to be 5 years. Equipment, machinery and installations is estimated to have a useful life that is assumed to be equal to the asset's technical longevity, which is why the residual value is assumed to be negligible and is disregarded. Depreciation is calculated from the time when the asset is ready for use.

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Opening balance, acquisition cost	13	14	0	1
Acquisitions during the year	0	-	-	0
Reclassifications	-	-1	-	-1
Closing balance, accumulated acquisition cost	13	13	0	0
Depreciation				
Opening balance, accumulated depreciation	-11	-10	0	0
Sales and disposals	0	0	-	-
Depreciation for the year incl. acquired depreciation and depreciation in divested companies	-1	-1	-	-
Closing balance, accumulated depreciation	-11	-11	0	0
Closing carrying amount	2	2	0	0

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

13 Accounts receivable

Accounting policies

The book value of accounts receivable is consistent with fair value. Historically, there have been no significant losses on rent receivables. All accounts receivable older than two months are reserved as doubtful accounts receivable.

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Receivables from tenants	42	37	-	1
Provisions for doubtful accounts receivable	-34	-29	-	-
Closing balance	8	8	-	1

Age-allocated accounts receivable	Group		Parent Company	
	2025	2024	2025	2024
Not past-due	5	10	-	1
Past-due, 1-30 days	1	0	-	-
Past-due, 31-90 days	4	4	-	-
Past-due, more than 90 days	33	23	-	-
Total	42	37	-	1

Change in provisions for doubtful accounts receivable for the Group during the year is specified below.

Provisions for doubtful accounts receivable, Group	2025	2024
Opening balance	-29	-22
Increase in provision, recognized in profit or loss	-8	-13
Credit losses identified during the year	3	5
Reversal of unutilized amount	1	1
Closing balance	-34	-29

14 Other receivables

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Tax account	2	14	0	0
Other current receivables	0	1	0	0
Total	2	15	0	0

15 Prepaid expenses and accrued income

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Accrued interest receivable	1	2	-	0
Accrued income	1	-	-	-
Other interim receivables	30	14	8	2
Total	32	16	8	2

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Financing and capital structure

16 Capital structure

The Group endeavors to achieve a good earnings performance, economic resilience and a strong financial position. The economic and financial targets are set to combine a high return on equity, high growth capacity and financial stability.

The Group's financial risk limitations according to the Financial Policy:

- Return on equity over time shall exceed 10 percent
- Interest coverage ratio is to exceed a multiple of 1.5
- The loan-to-value ratio shall not exceed 65 percent

Given the current market conditions and the company's investment needs, the Board is of the opinion that the shareholders would benefit and the best total yield would be achieved primarily by reinvesting profits in the business. Dividends, preferably in the form of share repurchases, may be distributed when the Board of Directors considers it to be in the best interests of shareholders.

The Group's capital structure comprises interest-bearing net loan debt and equity attributable to Parent Company shareholders. This consists of share capital, other contributed capital as well as retained earnings, including net profit/loss for the year. Neobo's borrowing is secured through mortgage deeds in the Group's properties, share pledges in subsidiaries and in certain cases guarantees issued by the Parent Company for subsidiary borrowing. Interest-bearing liabilities are recognized at amortized cost, which is the carrying amount in the Capital structure table.

Capital structure Group, SEK m	Dec 31, 2025	Dec 31, 2024
	Carrying amount	Carrying amount
Liabilities to credit institutions	6,928	7,115
Cash and cash equivalents	225	146
Net debt	6,703	6,969
Equity	6,387	6,345
Total net debt and equity	13,090	13,314

17 Financial risk

Through its operations, the Group is exposed to various types of financial risks. Financial risks are defined as fluctuations in the Group's earnings and cash flow due to changes in, for example, interest rates. Neobo is primarily exposed to financing and liquidity risk, credit risk and interest rate risk. Financial transactions and risks in the Group are managed centrally by the Parent Company's finance function. The Group's Financial Policy for managing financial risks has been designed and approved by the Board of Directors. The Financial Policy provides a framework of guidelines and regulations, and also defines objectives for financing activities.

The overall objectives of the financing activities are to:

- Achieve the best possible financial net within the framework of the decided risk level and given risk limits
- Identify and ensure efficient management of the financial risks that arise in Neobo
- Ensure good access to funds so that Neobo's payment obligations can be met at all points in time
- Ensure access to requisite financing at the lowest possible cost within the framework of the decided risk level
- Ensure that the financing activities are subject to appropriate internal controls

Covenants

The loan agreements contain predetermined key metrics that Neobo undertakes to maintain during the term, known as covenants. If these are not met, for example, additional collateral may be required or, by extension, the counterparty may have the right to terminate the loan agreement. The most common covenants are an interest coverage ratio of a multiple of not less than 1.5, loan-to-value ratio of a maximum of 65-75 percent and an equity/assets ratio of not less than 25-30 percent. Other commitments include ensuring that borrowing subsidiaries are wholly owned, that subsidiaries with pledged assets do not raise additional loans and that the lender is provided with certain financial information. Neobo met all covenants with all counterparties during the year.

Covenant	Volume (SEK m)	Test period
Interest coverage ratio	4,561	Quarterly
Interest coverage ratio	732	Annually
Loan-to-value ratio	5,884	Quarterly
Loan-to-value ratio	732	Annually
Equity/assets ratio	5,884	Quarterly
Equity/assets ratio	732	Annually

Financing and liquidity risk

Financing risk refers to the long-term risk that ensuring the Group's capital requirements and the refinancing of loans outstanding becomes more difficult or costly, for example through restricted access to different sources of financing. Neobo works actively to maintain and improve relationships with the company's financiers. In addition, the company works to diversify the maturity structure of the loan portfolio, to ensure that all loans do not fall due for repayment in the same year and thereby to mitigate the impact of disruptions in the financial market during an individual year.

Liquidity risk is the risk of being unable to meet financial obligations. Neobo works on the basis of a continuity plan and has a clear financial strategy. Liquidity forecasts are made on an ongoing basis, and include stress tests. Refer also to the following page.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Credit risk

Credit risk refers to the risk that the counterparty cannot fulfill deliveries or payment obligations.

Neobo's credit risks concern the possible failure of tenants to fulfill their payments under existing rental contracts.

Interest rate risk

Interest rate risk refers to exposure to changes in market interest rates and credit margins. According to the Financial Policy, Neobo's finance function works with periods of fixed interest based on the estimated interest rate trend, cash flow and capital structure. Analysis and forecasting of key financial metrics, including stress tests, are carried out on an ongoing basis.

Liquidity risk - analysis of tenors	2025			
	0-1 year	1-2 years	2-5 years	>5 years
Assets				
Accounts receivable	8	-	-	-
Other receivables	2	-	-	-
Cash and cash equivalents	225	-	-	-
Total	235	-	-	-
Liabilities				
Interest-bearing liabilities	458	4,128	2,801	96
Accounts payable	2	-	-	-
Total	460	4,128	2,801	96

Liquidity risk - analysis of tenors	2024			
	0-1 year	1-2 years	2-5 years	>5 years
Assets				
Accounts receivable	8	-	-	-
Other receivables	15	-	-	-
Cash and cash equivalents	146	-	-	-
Total	169	-	-	-
Liabilities				
Interest-bearing liabilities	1,096	3,282	3,205	91
Accounts payable	41	-	-	-
Total	1,137	3,282	3,205	91

Maturity structure, current and non-current interest-bearing liabilities in the Group, year	Group			
	Fixed interest term		Debt maturity	
	Amount	Share, %	Amount	Share, %
0-1	1,724	25	217	3
1-2	1,359	20	3,922	57
2-3	1,522	22	2,689	39
3-4	1,423	21	0	0
4 years and later	900	13	100	1
Closing balance	6,928	100	6,928	100
Breakdown, fixed and floating interest incl. derivative instruments				
Interest-bearing liabilities- floating interest	1,056			
Interest-bearing liabilities- fixed interest	5,872			

Financial derivative instruments

In order to limit interest rate risk, the rate was fixed using interest rate derivatives (interest rate swaps). Neobo has taken out interest rate swaps for SEK 7,017 m, of which SEK 5,872 m are active. The subscribed interest rate derivatives and market value on December 31 are presented in Note 18.

Sensitivity analysis cash flow ¹⁾	Change, % Earnings effect, SEK m	
Rental income	+/-5%	+/-47
Costs, property management	+/-5%	+/-21
Occupancy rate	+/-1 percentage point	+/-10
Average borrowing rate, including derivatives	+/-1 percentage point	+/-15

¹⁾ The earnings effect pertains to the impact on the next year taking into account the duration of rental contracts and loan agreements. The earnings effect is before tax.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

- Directors' Report

- Financing

- Risks and risk management

- Consolidated financial statements

- Parent Company's financial statements

- Notes

- Auditor's report

Other

18 Financial instruments

Accounting policies

Financial assets in the balance sheet are: accounts receivable, cash and cash equivalents and derivative instruments. Financial liabilities consist of accounts payable, interest-bearing liabilities and derivative instruments.

Purchases and sales of financial assets are recognized on trade date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognized from the balance sheet when the right to receive cash flows from the instrument have expired or been transferred and the Group has transferred substantially all risks and rewards associated with ownership.

Calculation of fair value

Derivative instruments are calculated by discounting future contractual cash flows at the current market interest rate for each maturity. Financial liabilities are calculated by discounting future contractual cash flows at the current market interest rate. Accounts receivable and payable are based on nominal value, meaning taking into account any estimated credits.

Maturity structure derivative instruments

Year of maturity	Nominal amount, SEK m	Market value, SEK m	Average interest rate, %
2026	1,813	14	0.65
2027	1,359	3	1.96
2028	1,522	-5	2.38
2029	1,423	-1	2.41
2030	700	-2	2.50
2031 and later	200	-2	2.74
Total	7,017	6	1.88

Categorization of financial instruments Group, SEK m	Financial assets/liabilities measured at amortized cost		Financial assets/liabilities measured at fair value through profit or loss	
	Dec 31, 2025	Dec 31, 2024	Dec 31, 2025	Dec 31, 2024
Assets				
Derivatives			26	76
Accounts receivable	8	8		
Other receivables	2	15		
Cash and cash equivalents	225	146		
Total	235	169	26	76
Liabilities				
Interest-bearing liabilities	6,928	7,115		
Derivatives			20	13
Other liabilities	11	10		
Accounts payable	2	41		
Total	6,941	7,166	20	13

Derivatives, SEK m	Group	
	2025	2024
Opening balance	63	171
Unrealized change in value	-57	-108
Acquisitions	-	-
Closing balance	6	63

All derivatives pertain to interest rate derivatives.

Cash and cash equivalents, SEK m	Group	
	2025	2024
Cash at bank balances	225	146
Closing balance	225	146

Neobo also has an unutilized credit facility of SEK 50 m (0).

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Operational liabilities

19 Other liabilities

SEK m	Group		Parent Company	
	2025	2024	2025	2024
VAT liability	8	8	0	1
Personnel-related liabilities	3	2	0	1
Other current liabilities ¹⁾	1	0	-	0
Total	11	10	1	2

¹⁾ See Note 23 concerning restatement of prior periods

20 Accrued expenses and prepaid income

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Vacation pay liabilities and social security costs	5	6	1	0
Accrued interest costs	4	2	-	-
Prepaid rents	78	70	-	-
Property management costs ¹⁾	27	26	3	7
Other accrued expenses and prepaid income ¹⁾	1	1	0	0
Total	114	105	4	7

¹⁾ See Note 23 concerning restatement of prior periods

21 Other provisions

Accounting policies

Provisions relate to liabilities that are uncertain with regard to payment timing or amount. A provision is recognized when there is a contractual obligation, a court judgment or other legal reason that makes it probable that future payments will be required. The amount of the provision is assessed on an ongoing basis. Discounting is used to measure obligations maturing in more than one year.

Other provisions

Other provisions relate to future expenses for obligations with a maximum commitment estimated at SEK 8 m (0).

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

- Notes

Auditor's report

Other

Operational liabilities

22 Pledged assets and contingent liabilities

Commitments and legal liability for remediation of polluted land may become an issue in the future, in terms of both owned and divested properties. Costs could arise in the form, inter alia, of increased costs for decontamination of land in connection with new construction or refurbishment or additions, or alternatively reduced purchase considerations when divesting properties. It is not possible to calculate any future amounts. Government assistance that has been granted may need to be repaid should the conditions for the support not be fulfilled during the period of assistance. In addition, other disputes may arise in the business from time to time. The outcomes are frequently difficult to assess. Insofar as it is probable that a dispute may result in a cost for the Group, this is recognized in the accounts.

SEK m	Group		Parent Company	
	2025	2024	2025	2024
Pledged assets				
Pledged mortgages	8,082	8,336	-	-
Contingent liabilities				
Guarantee commitments	-	-	6,928	7,115
Total	8,082	8,336	6,928	7,115

23 Restatement of prior periods

In 2025, the company identified an error that occurred in prior periods (2023). The error arose in conjunction with adjustments being made to acquisition analyses in 2023 and amounts to SEK 132 m. The error resulted in the change in value of properties recognized in the period being understated. Because the error occurred in 2023, the opening balances for 2024 have been impacted, see below.

	December 31, 2023 according to the adopted annual accounts	Change	December 31, 2023 after correction
Balance sheet			
Other liabilities	70	-42	28
Accrued expenses	214	-90	124
Retained earnings	512	132	644
Total equity	6,213	132	6,344
Income statement			
Change in values on properties	-1,353	132	-1,221
Profit/loss before tax	-1,428	132	-1,296
Net profit/loss for the year	-1,373	132	-1,242

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Group structure

24 Participations in Group companies

Accounting policies

The Parent Company's participations in Group companies are measured at acquisition cost less accumulated impairment. A subsidiary's carrying amount is tested at least once a year for the possible indication of impairment, or more often when there is an indication that the carrying amount may not be recoverable. The impairment test compares the estimated recoverable amount with the carrying amount. The recoverable amount is the higher of fair value less selling costs and the value in use. Value in use is the present value of future cash flows. Any impairment is recognized when the decline in value is considered to be permanent. Impairments and reversals of previous impairments are recognized in profit or loss.

Shares and participations in subsidiaries, SEK m	Parent Company	
	2025	2024
Opening balance	5,639	48
Shareholders' contributions	1,532	5,818
Sales	-	-
Impairment	-	-227
Closing balance	7,171	5,639

Specification of Parent Company's direct holdings of shares in subsidiaries	Corp. Reg. No.	Registered HQ	No. of participations	Share, %	Carrying amount	
					2025	2024
Neobo Service AB	559395-8167	Stockholm	25,000	100	19	19
Neobo Holdco 1 AB	559408-9673	Stockholm	25,000	100	649	649
Neobo Holdco 2 AB	559408-9681	Stockholm	25,000	100	1,962	905
Neobo Holdco 3 AB	559408-9699	Stockholm	25,000	100	1,790	1,322
Neobo Holdco 4 AB	559408-9707	Stockholm	25,000	100	1,652	1,652
Neobo Holdco 5 AB	559408-9715	Stockholm	25,000	100	185	185
Neobo Holdco 6 AB	559408-9723	Stockholm	25,000	100	153	153
Neobo Holdco 7 AB	559408-9749	Stockholm	25,000	100	700	699
Neobo Holdco 8 AB	559408-9756	Stockholm	25,000	100	61	54
Total					7,171	5,639

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

- Notes

Auditor's report

Other

Specification of Parent Company's indirect holdings of shares in subsidiaries	Corp. Reg. No.	Registered HQ	No. of participations	Share of equity, %
Neobo Alingsås Lerum AB	559248-6681	Stockholm	250	100
Neobo Anna och Hummern i Helsingborg AB	556847-1451	Stockholm	500	100
Neobo Biografen AB	559248-6699	Stockholm	250	100
Neobo Bostad 103 AB	559347-1963	Stockholm	25,000	100
Neobo Bostad 22 AB	559070-4663	Stockholm	50,000	100
Neobo Bostad 23 AB	559070-4531	Stockholm	50,000	100
Neobo Bostad 3 AB	559062-6254	Stockholm	50,000	100
Neobo Bostad Oskarshamn AB	559043-2216	Stockholm	50,000	100
Neobo Brågarp AB	556212-1912	Stockholm	40,000	100
Neobo Continental Apartments AB	559062-6122	Stockholm	50,000	100
Neobo Dubbelkrut AB	559159-3156	Stockholm	500	100
Neobo East AB	556691-9543	Stockholm	800,000	100
Neobo Enigheten HB	916831-9763	Stockholm		100
Neobo Eskilstuna 6 AB	559323-5947	Stockholm	25,000	100
Neobo Falköping 1 KB	969691-5009	Stockholm		100
Neobo Falköping 2 KB	969691-7625	Stockholm		100
Neobo Falköping 3 KB	967800-2842	Stockholm		100
Neobo Falköping AB	559408-9657	Stockholm	25,000	100
Neobo Falköping Holding AB	559319-6883	Stockholm	25,000	100
Neobo Falun Timrå AB	556684-8999	Stockholm	1,000	100
Neobo Falun Timrå Holding AB	559018-1219	Stockholm	50,000	100
Neobo Fastighets AB Prästkragen 5	559208-2241	Stockholm	50,000	100
Neobo Fenja Agne AB	556551-6522	Stockholm	5,000	100
Neobo Fjärilen 17 AB	559317-1357	Stockholm	50,000	100
Neobo Fjärilsvingen AB	556679-8202	Stockholm	1,000	100
Neobo Färgaren HB	969671-1093	Stockholm		100
Neobo Gustaf HB	969673-5423	Stockholm		100
Neobo Gävle 2 AB	559003-8617	Stockholm	500	100
Neobo Helsingborg 5 AB	556704-6767	Stockholm	1,000	100
Neobo Holdco 1.1.1 AB	559408-9830	Stockholm	25,000	100
Neobo Holdco 1.1.2 AB	559408-9822	Stockholm	25,000	100
Neobo Holdco 1.1.3 AB	559408-9814	Stockholm	25,000	100
Neobo Holdco 1.1.4 AB	559408-9665	Stockholm	25,000	100
Neobo Holdco 2.1 AB	559408-9764	Stockholm	25,000	100
Neobo Holdco 2.1.1 AB	559408-9772	Stockholm	25,000	100

Specification of Parent Company's indirect holdings of shares in subsidiaries	Corp. Reg. No.	Registered HQ	No. of participations	Share of equity, %
Neobo Holdco 2.1.2 AB	559408-9780	Stockholm	25,000	100
Neobo Holdco 2.1.3 AB	559408-9798	Stockholm	25,000	100
Neobo Holdco 3.1 AB	559408-9582	Stockholm	25,000	100
Neobo Holdco 3.1.1 AB	559408-9590	Stockholm	25,000	100
Neobo Holdco 4.1 AB	559408-9608	Stockholm	25,000	100
Neobo Holdco 4.1.1 AB	559408-9988	Stockholm	25,000	100
Neobo Holdco 4.1.2 AB	559408-9996	Stockholm	25,000	100
Neobo Holdco 5.1 AB	559408-9913	Stockholm	25,000	100
Neobo Holdco 6.1 AB	559408-9905	Stockholm	25,000	100
Neobo Holdco 7.1 AB	559408-9871	Stockholm	25,000	100
Neobo Holdco 7.1.1 AB	559408-9897	Stockholm	25,000	100
Neobo Holdco 7.1.2 AB	559408-9889	Stockholm	25,000	100
Neobo Holdco Navigatören AB	559534-6783	Stockholm	25,000	100
Neobo Holdco Träkolet AB	559535-1684	Stockholm	25,000	100
Neobo i Enköping AB	556710-5902	Stockholm	1,000	100
Neobo i Märsta AB	559082-2622	Stockholm	50,000	100
Neobo Isaksdal AB	556897-8257	Stockholm	500	100
Neobo Karlstad KB	969664-8386	Stockholm		100
Neobo Katrineholm AB	559337-1718	Stockholm	25,000	100
Neobo Knivsta Gredelby AB	559218-2215	Stockholm	500	100
Neobo Kristinegatan AB	556677-6331	Stockholm	1,000	100
Neobo Köping 1 AB	559026-6036	Stockholm	500	100
Neobo Köping 2 AB	556748-9660	Stockholm	1,000	100
Neobo Köping 3 AB	556950-8400	Stockholm	50,000	100
Neobo Köping Holding AB	559333-2462	Stockholm	25,000	100
Neobo Köping Innerstaden 1:38 AB	559113-0405	Stockholm	1000	100
Neobo Köping Saga & Ale AB	559059-5426	Stockholm	500	100
Neobo Köping Stadskanten AB	559157-4362	Stockholm	500	100
Neobo Lerum AB	559273-6325	Stockholm	50,000	100
Neobo Liljan HB	916896-8452	Stockholm		100
Neobo Luleå AB	559273-6341	Stockholm	50,000	100
Neobo Mariestad 2 AB	559408-9640	Stockholm	25,000	100
Neobo Mariestad AB	559081-0734	Stockholm	500	100
Neobo Mitt Holding AB	559222-2995	Stockholm	50,000	100
Neobo Mjården AB	556883-4989	Stockholm	500	100

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

Specification of Parent Company's indirect holdings of shares in subsidiaries	Corp. Reg. No.	Registered HQ	No. of participations	Share of equity, %
Neobo Motala AB	556680-9363	Stockholm	1,000	100
Neobo Nevisborg AB	559163-6138	Stockholm	500	100
Neobo Norrköping 2 AB	559408-9632	Stockholm	25,000	100
Neobo Norrköping AB	559323-5749	Stockholm	25,000	100
Neobo Nyckelpigan 24 AB	556605-0893	Stockholm	1,000	100
Neobo Nyköping 2 AB	556707-9362	Stockholm	100,000	100
Neobo Nynäshamn AB	556919-3773	Stockholm	500	100
Neobo Oscarsbo AB	556173-2636	Stockholm	200	100
Neobo Panirab AB	556520-8856	Stockholm	1000	100
Neobo Parken AB	559227-6314	Stockholm	50,000	100
Neobo Pinjen 4 AB	556604-9564	Stockholm	1,000	100
Neobo Propco 8.1 AB	559408-9863	Stockholm	25,000	100
Neobo Propco 8.2 AB	559408-9855	Stockholm	25,000	100
Neobo Pärlan HB	969673-4210	Stockholm		100
Neobo Sala AB	556975-6504	Stockholm	1,000	100
Neobo Samhäl 93 AB	559224-4023	Stockholm	50,000	100
Neobo SamSkara Gräshoppan 6 AB	556695-3633	Stockholm	100,000	100
Neobo SamTidaholm Stensiken 1 AB	556810-8293	Stockholm	50,000	100
Neobo Skara AB	559408-9624	Stockholm	25,000	100
Neobo Skövde AB	559323-5723	Stockholm	25,000	100
Neobo Skövde Holding AB	559036-3676	Stockholm	100,000	100
Neobo Solen 13 HB	969673-4202	Stockholm		100
Neobo Solen 9 HB	969673-5407	Stockholm		100
Neobo Sollentuna Sjöstjärnan 2 AB	559185-5720	Stockholm	50,000	100
Neobo Spitoula Fastighets AB	556893-6677	Stockholm	1,000	100
Neobo Stenfastigheter i Karlskoga AB	556798-6269	Stockholm	15,000	100
Neobo Stenstan AB	556981-7892	Stockholm	500	100
Neobo Stettfast AB	559084-1366	Stockholm	500	100
Neobo Strängnäs AB	556975-6520	Stockholm	1,000	100
Neobo Sundsvall 2 AB	559323-5731	Stockholm	25,000	100
Neobo Sundsvall AB	559127-1431	Stockholm	500	100
Neobo Sundsvall Granlodrakar AB	559200-5580	Stockholm	500	100
Neobo Tegelborgen AB	556446-1787	Stockholm	100	100
Neobo Timrå 2 AB	556730-5775	Stockholm	1,000	100
Neobo Timrå 3 AB	556730-3374	Stockholm	1,000	100

Specification of Parent Company's indirect holdings of shares in subsidiaries	Corp. Reg. No.	Registered HQ	No. of participations	Share of equity, %
Neobo Timrå 4 AB	556730-3101	Stockholm	1,000	100
Neobo Tjuren HB	916896-7686	Stockholm		100
Neobo Tranås AB	556707-6616	Stockholm	100,000	100
Neobo Tranås Västermalm AB	556649-4273	Stockholm	1,000	100
Neobo Träkolet AB	556652-7049	Stockholm	1,000	100
Neobo Ulricehamn AB	559326-6322	Stockholm	25,000	100
Neobo Umeå 2 AB	559074-2630	Stockholm	50,000	100
Neobo Umeå 3 AB	559118-8395	Stockholm	50,000	100
Neobo Viola Fastighet I Karlskoga AB	556786-2486	Stockholm	1,000	100
Neobo Vipan 15 AB	556692-8569	Stockholm	1,000	100
Neobo Vkn 13 i Helsingborg AB	556751-3063	Stockholm	1,000	100
Neobo VR Bostad Norr 1 AB	559158-1052	Stockholm	50	100
Neobo Vänersborg AB	559326-6330	Stockholm	25,000	100
Neobo Örnholmen 3 AB	556882-0830	Stockholm	500	100
Neobo Övik AB	559273-6358	Stockholm	50,000	100

25 Related parties

Related parties	Transactions
Owners of the Parent	No related-party transactions took place with owners during the year. A presentation of owners can be found on page 53.
Board of Directors	For information on remuneration, see Note 5. No Board members were directly or indirectly involved in material business transactions with Neobo. A presentation of the Board of Directors can be found on page 51.
Management team	For information on remuneration, see Note 5. No senior executives were directly or indirectly involved in business transactions with Neobo. The Annual General Meeting on April 26, 2023 decided to issue warrants to four members of the management team. Following the redemption of 96,933 warrants in 2024, the program includes 630,067 warrants to three members of the management team that entitle the holder to subscribe for a corresponding number of shares in the company. The subscription price per share corresponds to 120 percent of the average of the most recent volume-weighted price paid for the company's shares during the ten trading days immediately following May 10, 2023. Subscription of shares by exercise of warrants can take place during the period from May 1, 2026 to May 25, 2026. A presentation of the management team can be found on page 52.
Group companies	The companies are presented in Note 24, transactions in Note 26. Transactions between Group companies pertain primarily to invoicing for property management services performed and interest on Group dealings.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

- Notes

Auditor's report

Other

Parent Company

Parent Company accounting policies

The Parent Company has prepared its annual report in accordance with the Annual Accounts Act (1995:1554) and the Swedish Financial Reporting Board's recommendation RFR 2 Accounting for legal entities. The recommendation requires that the Parent Company, in the annual report for the legal entity, applies all IFRS approved by the EU and statements to the extent that this is possible within the framework of the Annual Accounts Act and with consideration to the relationship between accounting and taxation. The recommendation states the exceptions and additions to IFRS that apply. The indicated accounting policies for the Parent Company have been applied consistently for all periods presented in the Parent Company's financial statements.

Classification and presentation formats

The Parent Company income statement and balance sheet are presented in accordance with the stipulations of the Swedish Annual Accounts Act. The difference compared with IAS 1 Presentation of Financial Statements, which is applied in the presentation of the Group's financial statements, is primarily the recognition of earnings from operations being divested and equity.

Income

The Parent Company's net sales comprise property management services for subsidiaries. This income is recognized in the period to which it refers.

Financial risks

Credit risk refers to the risk that the counterparty cannot fulfill deliveries or payment obligations.

Financial instruments

Financial assets in the Parent Company consist of receivables from Group companies, accounts receivable and cash and cash equivalents and are measured at amortized cost less impairment. Financial liabilities in the Parent Company consist of accounts payable and other liabilities and are measured at amortized cost.

Financial guarantees

The Parent Company's financial guarantees primarily comprise guarantees on behalf of subsidiaries. A contingent liability is recognized when there is a possible obligation deriving from occurred events and whose existence is confirmed only by one or more uncertain event(s) in the future or when there is an obligation that has not been recognized as a liability or provision since it is not likely that an outflow of resources will be required.

26 Purchases and sales between Group companies

0 percent (0) of the Parent Company's purchases during the fiscal year pertain to purchases from Group companies. 100 percent (100) of the Parent Company's sales during the fiscal year pertain to sales to Group companies. Intra-Group income consists of costs for property management invoiced by the Parent Company to Group companies.

27 Result from shares in subsidiaries

SEK m	2025	2024
Gain on sales of participations in Group companies	-	-
Impairment of shares in subsidiaries	-	-227
	-	-227

28 Parent Company's receivables/liabilities from/to Group companies

SEK m	2025	2024
Current receivables		
Opening balance	1,606	11,990
Additional receivables	-1,284	-10,384
Closing balance	322	1,606
Non-current liabilities		
Opening balance	-	-
Additional liabilities	939	-
Closing balance	939	-
Current liabilities		
Opening balance	1,066	5,751
Additional liabilities incl. cash pool	-535	-4,685
Closing balance	531	1,066

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

29 Proposed appropriation of profits

The following earnings are at the disposal of the Annual General Meeting:

Retained earnings	SEK 5,484,058,337
Net profit/loss for the year	SEK -4,167,594
Total	SEK 5,479,890,743

The Board of Directors proposes that earnings be distributed as follows:

To be carried forward	SEK 5,479,890,743
Total	SEK 5,479,890,743

The company has 145,400,737 registered shares, of which on the balance sheet date 2,048,031 were repurchased own shares that do not carry entitlement to a dividend.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

- Notes

Auditor's report

Other

Signatures of the Board of Directors and the CEO

The Board of Directors and the CEO confirm that the consolidated financial statements and the annual accounts have been prepared in accordance with International Financial Reporting Standards, IFRS, as adopted by the EU, with generally accepted accounting policies and provide a true and fair view of the Group's and the company's financial position and results of operations, and that the Directors' Report provides a true and fair overall account of the development of the Group's and the company's business, financial position and earnings and describes the significant risks and uncertainties facing the companies included in the Group.

The content of the Annual Report was finalized on March 26, 2026

The Annual Report was signed in accordance with the digital signature

Jan-Erik Höjvall
Chairman of the Board

Mona Finnström
Board member

Anneli Lindblom
Board member

Ulf Nilsson
Board member

Jakob Pettersson
Board member

Ylva Sarby Westman
CEO

Our audit report was submitted on the date specified in the digital signature
Ernst & Young AB

Gabriel Novella
Authorized Public Accountant

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

• Notes

Auditor's report

Other

AUDITOR'S REPORT

To the general meeting of the shareholders of Neobo Fastigheter AB, corporate identity number 556580-2526

REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

Opinions

We have audited the annual accounts and consolidated accounts of Neobo Fastigheter AB (publ) for the year 2025. The annual accounts and consolidated accounts of the company are included on pages 55-91 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2025 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to

our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Valuation of Investment properties

Description

The reported fair value of the Group's investment properties amounted to SEK 13,562 million as of December 31, 2025, and the year's value changes in the Group's income statement were SEK -6 million. As of the balance sheet date, December 31, 2025, the entire property portfolio has been valued by an external appraiser. Investment properties are the most significant item in terms of value in the group's balance sheet.

The valuations are partly based on the income approach in accordance with the cash flow model and partly prepared in accordance with the market price method for building rights. The cash flow model involves forecasting future cash flows. The required return on the properties is assessed based on each property's unique risk and transactions made in the market. The market price method means that the assessment of value is based on comparisons of prices for similar building rights.

Valuation at fair value is inherently subject to subjective judgment, where a small change in the assumptions underlying the valuations can have a significant effect on the reported values. Due to the many and significant assumptions and judgments made in connection with the valuation of investment properties, we consider this area to be a key audit matter.

A description of the valuation of the property investments is provided in note 11.

How our audit addressed this key audit matter

In our audit, we have evaluated the company's process for property valuation, including assessing the applied valuation method and conducting sample reviews of the input data in the valuations.

We have evaluated the competence and objectivity of the externally hired valuation experts.

With the support of valuation specialists within the audit team, we have reviewed the company's model for property valuation, the reasonableness of the assumptions made for a selection of properties such as yield, rental income, operating costs, investments, discount rate, and vacancy rate against known market information, and discussed key assumptions and judgments with key personnel responsible for valuations and management.

- We have also recalculated a selection of valuations.
- We have reviewed the notes provided in the annual report.

Contents

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

- Auditor's report

Other

Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-43, 51-53 and 97-100. The other information also includes the remuneration report and were obtained before the date of this auditor's report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assess-

ment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibilities for the audit of the annual accounts and the consolidated accounts is located at the Swedish Inspectorate of Auditors website. This description forms part of our auditor's report.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on the audit of the administration and the proposed appropriations of the company's profit or loss.

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Neobo Fastigheter AB (publ) for the year and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accor-

dance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibilities for the audit of the administration is located at the Swedish Inspectorate of Auditors website. This description forms part of our auditor's report.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

- Auditor's report

Other

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Neobo Fastigheter AB for the financial year 2025.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Neobo Fastigheter AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The audit firm applies ISQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with professional ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing

Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Ernst & Young AB, Box 7850, 103 99 Stockholm was appointed auditor of Neobo Fastigheter AB by the general meeting of the shareholders on the April 24, 2025 and has been the company's auditor since the September 28, 2016.

Stockholm on the date specified in the digital signature
Ernst & Young AB

Gabriel Novella
Authorized Public Accountant

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Directors' Report

Financing

Risks and risk management

Consolidated financial statements

Parent Company's financial statements

Notes

• Auditor's report

Other



OTHER

DEFINITIONS AND KEY METRICS

Alternative performance measures

Neobo applies the European Securities and Markets Authority's (ESMA) guidelines on alternative performance measures. Under these guidelines, an alternative performance measure is defined as a financial metric on the historical or future performance of earnings, financial position, financial results or cash flows that is not defined or stated in the applicable financial reporting rules: IFRS and the Swedish Annual Accounts Act. It has been determined that Neobo's alternative performance

measures provide valuable supplementary information when assessing the company's performance. Because not all companies calculate financial performance measures in the same way, these are not always comparable with the performance measures used by other companies. Neobo is also affiliated with the European Public Real Estate Association (EPRA), which is why the financial key metrics EPRA EPS, EPRA NRV and EPRA vacancy rates are reported.

DEFINITIONS

Number of properties

Number of properties at the end of the period.

Number of sq. m.

Total area in the property portfolio at the end of the period.

Number of shares outstanding

The number of shares outstanding at the end of the period.

Number registered shares

The number of registered shares at the end of the period.

Return on equity, %

Net profit/loss for the period in relation to average equity for the period.

Loan-to-value ratio, %

Interest-bearing liabilities in relation to total assets at the end of the period.

Investment yield, %

Net operating income according to earnings capacity in relation to the sum of the properties' fair value at the end of the period excluding the property value of building rights and development properties.

Net operating income, SEK

Rental income less property management costs.

Economic occupancy rate, %

Contracted annual rent at the end of the period in relation to the rental value according to earnings capacity.

EPRA EPS, SEK

Profit from property management less related current tax, per share

EPRA NRV, Net asset value, SEK

Recognized equity attributable to shares, with the reversal of recognized deferred tax liabilities and interest rate derivatives.

EPRA vacancy rate, %

Annual rent for vacant floor area at the end of the period in relation to rental value at the end of the period.

Profit from property management

Profit before changes in value and tax.

Average number of shares

The number of shares outstanding weighted over the period, before and after dilution.

Average interest rate, %

Weighted average contracted interest for interest-bearing liabilities at the end of the period excluding unutilized credit facilities.

Rental income, SEK

Charges for the period with deductions for rental losses.

Rental value

Contracted annual rents plus negotiated annual rents for vacant apartments in addition to estimated annual rents for vacant premises.

Items affecting comparability

Items that are not recurring and that distort comparison with other periods.

Like-for-like portfolio

Relates to properties owned for the full period and the full comparative period.

Cash flow from operating activities, SEK

Cash flow from operating activities before changes in working capital according to the cash flow statement.

Market value of properties, SEK

Fair value of the properties at the end of the period.

Net debt

Liabilities to credit institutions less cash and cash equivalents.

Earnings per share, SEK

Net profit/loss for the period in relation to the average number of shares.

Interest-bearing liabilities

Financial obligations that give rise to an obligation to pay interest.

Hedge ratio

Liabilities to credit institutions, including derivative instruments, at a fixed rate as a percentage of total liabilities to credit institutions.

Interest coverage ratio, multiple

Profit from property management after reversal of net interest, excluding ground rent which is recognized as interest expense under IFRS 16, in relation to net interest.

Equity/assets ratio, %

Equity in relation to total assets.

Surplus ratio, %

Net operating income as a percentage of rental income for the period.

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

- Definitions and key metrics
- Shareholder information

DERIVATION OF PERFORMANCE MEASURES

RETURN ON EQUITY	2025	2024
Net profit/loss for the period	78	-193
Equity, average	6,366	6,375
Return on equity, %	1.2	-3.0

LOAN-TO-VALUE RATIO	2025	2024
Total assets	13,863	13,978
Interest-bearing liabilities	6,928	7,115
Loan-to-value ratio, %	50.0	50.9

INVESTMENT YIELD	2025	2024
Net operating income according to earnings capacity	534	520
Investment properties	13,562	13,701
Building rights	67	98
Property value, excluding building rights	13,496	13,603
Investment yield, %	4.0	3.8

ECONOMIC OCCUPANCY RATE	2025	2024
Rental income according to earnings capacity	954	944
Rental value according to earnings capacity	1,019	1,017
Economic occupancy rate, %	93.7	92.8

PROFIT FROM PROPERTY MANAGEMENT	2025	2024
Profit from property management	201	152
Number of shares outstanding on the balance sheet date	143,352,706	145,400,737
Profit from property management, SEK / shares outstanding at balance sheet date	1.40	1.05

EARNINGS PER SHARE	2025	2024
Net profit/loss for the period	78	-193
Average number of shares, before dilution	145,212,906	145,400,737
Average number of shares, after dilution	145,443,945	145,675,498
SEK / share, before dilution	0.54	-1.33
SEK / share, after dilution	0.54	-1.32

HEDGE RATIO	2025	2024
Liabilities to credit institutions, including derivative instruments, at fixed rate	5,872	5,409
Liabilities to credit institutions	6,928	7,115
Hedge ratio, %	85.0	76.0

INTEREST COVERAGE RATIO	2025	2024
Profit from property management	201	152
Add back, net interest	245	244
Total	446	397
Net interest	245	244
Interest coverage ratio, multiple	1.8	1.6

EQUITY/ASSETS RATIO	2025	2024
Equity	6,387	6,345
Total assets	13,863	13,978
Equity/assets ratio, %	46.1	45.4

SURPLUS RATIO	2025	2024
Net operating income	513	473
Rental income	934	908
Surplus ratio, %	55	52

NO. OF SHARES	2025	2024
Average number of shares, before dilution	145,212,906	145,400,737
Average number of shares, after dilution	145,443,945	145,675,498
Number of shares outstanding on the balance sheet date	143,352,706	145,400,737
Number of registered shares on the balance sheet date	145,400,737	145,400,737

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

- Definitions and key metrics

- Shareholder information

DERIVATION OF EPRA PERFORMANCE MEASURES

EPRA EPS, SEK	2025	2024
Profit from property management	201	152
Current tax	-23	-19
Tax attributable to EPRA adjustments	1	1
Reversal of items affecting comparability	0	16
Tax attributable to items affecting comparability	0	-3
EPRA Earnings, SEK m	179	147
EPRA EPS, SEK/share, before dilution	1.23	1.01
EPRA EPS, SEK/share, after dilution	1.23	1.01

EPRA NRV, NET ASSET VALUE	2025	2024
Number of shares outstanding, thousands	143,353	145,401
Equity	6,387	6,345
Add back of deferred tax	384	347
Add back of derivatives	-6	-63
Net asset value, EPRA NRV, SEK	6,764	6,629
Net asset value, EPRA NRV, SEK/share	47.19	45.59

EPRA VACANCY RATE	2025	2024
Rental income according to earnings capacity	954	944
Rental income according to earnings capacity	1,019	1,017
EPRA vacancy rate, %	6.3	7.2

Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

- Definitions and key metrics
 - Shareholder information

SHAREHOLDER INFORMATION

Annual General Meeting

The 2026 Annual General Meeting will be held at 2:00 p.m. CEST on April 22, 2026 at Sergelkonferensen, Mäster Samuelsgatan 42, Stockholm, Sweden. Registration at the Annual General Meeting will start at 1:30 p.m. CEST.

For further information about notification, read the official notice of the Annual General Meeting. The Annual General Meeting notice is available on Neobo's website: neobo.se/en/annual-general-meeting-2026, and was published in Post- och Inrikes Tidningar on March 18, 2026. That notification had occurred was advertised in Dagens Nyheter the same day.

Financial calendar

Interim report January–March 2026	April 22, 2026
Interim report January–June 2026	July 8, 2026
Interim report January–September 2026	October 21, 2026
Year-end report 2026	February 11, 2027
Annual Report 2026	March 2027

Contact

Ylva Sarby Westman

CEO
+46 70-690 65 97
ylva.sarby.westman@neobo.se

Maria Strandberg

CFO
+46 70-398 23 80
maria.strandberg@neobo.se



Introduction

Strategy and business model

Sustainability

Corporate governance and the share

Financial information

Other

Definitions and key metrics

• Shareholder information

Production: Neobo in collaboration with Outhousebyrå

Photo: Christoffer Edling, Ryno Quantz, Erik Svensson and Jonas Westling

neobo

Neobo Fastigheter AB (publ)
Corp. Reg. No. 556580-2526
Mäster Samuelsgatan 42
SE-111 57 Stockholm, Sweden
neobo.se