

The board of directors' remuneration report for the financial year 2024

Introduction

This report outlines how the guidelines for remuneration to senior executives of Neobo Fastigheter AB (publ), adopted by the 2024 Annual General Meeting, have been applied during 2024. The report also includes information on remuneration to the CEO and a summary of the company's outstanding share price related incentive programmes.

Further information on the remuneration of senior executives can be found in Note 5 of the 2024 Annual Report.

The Remuneration Committee of Neobo is composed of the entire board of directors. Information on the work of the board of directors during 2024 can be found in the corporate governance report in the 2024 Annual Report.

Fees paid to the board of directors are not covered by this report. Such fees are resolved upon annually by the Annual General Meeting and are disclosed in note 5 of the 2024 Annual Report.

A summary of the company's overall performance and development is presented on pages 46-47 of the 2024 Annual Report.

The company's remuneration guidelines: scope, purpose and deviations

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified personnel. To this end, it is necessary that the company offers competitive remuneration. The remuneration guidelines enable senior executives to be offered a competitive total remuneration.

Variable cash remuneration covered by the guidelines should aim to promote the company's business strategy and long-term interests, including its sustainability.

According to the remuneration guidelines, the remuneration to senior executives shall be on market terms and may consist of a fixed cash salary, a variable cash remuneration, pension benefits and other benefits.

The variable cash remuneration shall be linked to predetermined and measurable criteria which can be both financial and non-financial. They may also be individualised quantitative or qualitative targets. The criteria shall be designed to promote the company's business strategy and long-term interests, including its sustainability, by, for example, being clearly linked to the business strategy or promoting the senior executive's long-term development.

The guidelines are available on the company's website <https://www.neobo.se/en/investors/corporate-governance/remuneration/>.

In 2024, the company has complied with the applicable remuneration guidelines adopted by the 2024 Annual General Meeting. No deviations from the guidelines have been made and no deviations have been made from the decision-making process that, according to the guidelines, should be applied to determine the remuneration.

The auditor's statement on the company's compliance with the guidelines is available on Neobo's website <https://www.neobo.se/en/investors/corporate-governance/general-meetings/annual-general-meeting-2025/>. No remuneration to senior executives has been claimed back from the company. In

addition to the remuneration covered by the remuneration guidelines, the company's 2023 Annual General Meeting has resolved to introduce a long-term share-based programme (see below for further information on this).

Remuneration to the CEO

This remuneration report for the year 2024 covers the CEO and, for the year 2022, the Deputy CEO. For the years 2024 and 2023, there was no Deputy CEO. The remuneration of the CEO by type of remuneration during 2024 is shown in Table 1 below. No remuneration from other companies within the group has been paid. No remuneration has been claimed back.

Table 1 – Total remuneration of CEO Ylva Sarby Westman for 2024

	Amount for 2024 in SEK million
Fixed salary incl. holiday pay	3.9
Variable remuneration one year	1.3
Other benefits	0.1
Pension cost	1.4
Social security contributions	1.5
Total remuneration	8.2
Proportion of fixed/variable remuneration (%)	84%/16%

Application of performance criteria for variable remuneration

The performance criteria for the CEO's variable remuneration have been determined to realise the company's strategy and to encourage actions that are in the long-term interest of the company. The selection of performance criteria has taken into account the strategic objectives and short- and long-term business priorities for 2024. The non-financial performance criteria further contribute to the company's sustainability work and values.

The performance criteria for variable cash remuneration to CEO Ylva Sarby Westman for 2024 were divided into several parts. One part was based on the implementation of the change of listing venue from Nasdaq First North Premier Growth Market to the regulated market Nasdaq Stockholm, which took place on 20 September 2024. Ylva Sarby Westman is considered to have met the performance criteria in full. Another part was based on the company's profit from property management. Ylva Sarby Westman is considered to not have met the performance criteria. A third part was based on various internal sub-targets in the areas of transactions, vacancy reduction, sustainability and employee engagement. Ylva Sarby Westman is considered to have partially met the performance criteria. In conclusion, the board of directors has decided that Ylva Sarby Westman shall be awarded four months' salary as variable cash remuneration for the year 2024.

Comparative information

Table 2 below shows the remuneration of the company's CEO and Deputy CEO for each period, the average total remuneration of the company's other employees, the profit from property management for the last three years, including the annual change over the last three years.¹

Neobo's current CEO Ylva Sarby Westman took office in November 2022. During most of 2022, the company was a subsidiary of Samhällsbyggnadsbolaget i Norden AB ("SBB"). Neobo was formed at the turn of the year 2022/2023 through a spin-off from SBB and was listed on Nasdaq First North

¹ Neobo was formed at the turn of the year 2022/2023 through a spin-off from Samhällsbyggnadsbolaget i Norden AB, which means that comparative information for the past five years is not available at the preparation of this report.

Premier Growth Market on 10 February 2023. On 20 September 2024, the company changed its listing venue to the regulated market Nasdaq Stockholm

Table 2 - Comparative information

	2024	2023	2022
Total remuneration CEO (SEK million)	8.2	7.2	6.5
<i>Annual change</i>	+12%	+10%	+46%
Total remuneration Deputy CEO (SEK million)	-	-	2.7
<i>Annual change</i>	-	-	+100%
Profit from property management (SEK million)	152	148	172
<i>Annual change</i>	+3%	-16%	+8%
² Average remuneration on a full-time basis of employees (SEK thousand)	782	859	990
<i>Annual change</i>	-10%	-15%	-5%

Share-based incentive programme

Neobo has a warrant program in which the CEO holds 436,200 warrants of series 2023/2026:1. The warrant program was resolved upon by the Annual General Meeting held on 26 April 2023 and runs for three years. The warrants were acquired by the CEO and other senior executives of Neobo for a price of SEK 0.79 per warrant. The price was calculated using the Black & Scholes model. Each warrant entitles the CEO to subscribe for one (1) share in the company during the period from and including 1 May 2026 up to and including 25 May 2026. The subscription price per share amounts to SEK 10.83, which corresponds to 120 percent of the average of the company's shares' volume-weighted price paid during the 10 trading days immediately following 10 May 2023.

² The average remuneration of employees includes the following components: fixed remuneration, variable remuneration, pension contributions, other benefits and social security contributions.