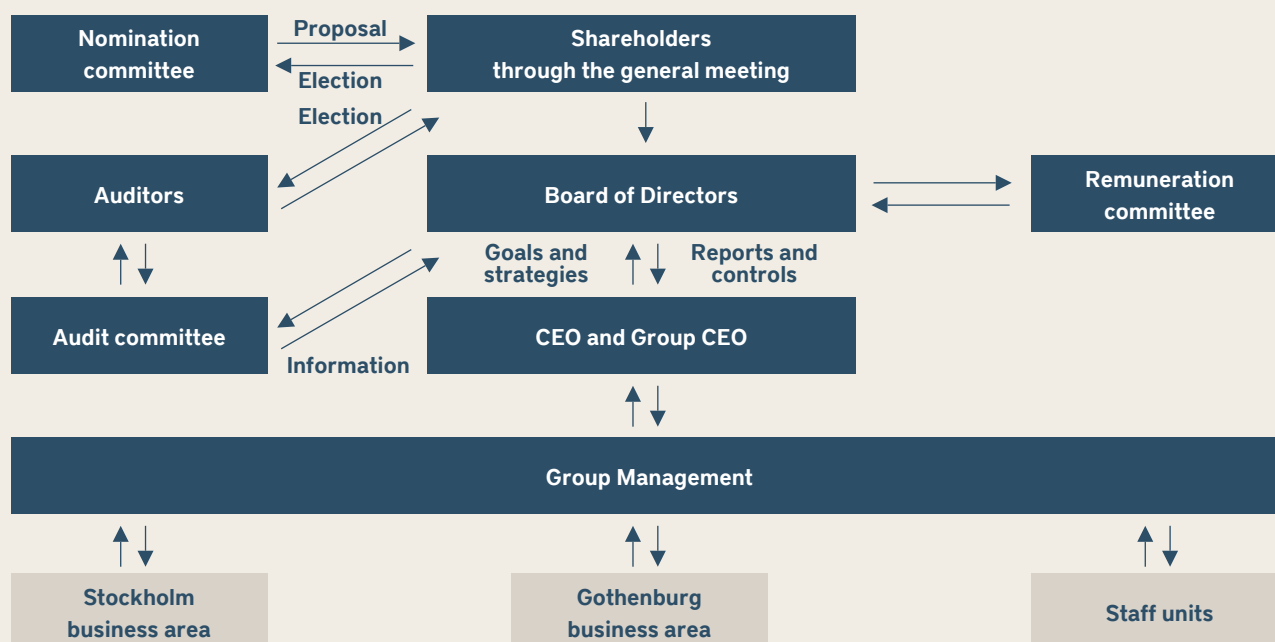


Corporate Governance Report 2025

Wallenstam's corporate governance structure



Internal control instruments

Business concept, goals and strategies, articles of association, Board's rules of procedure, CEO's instructions, policies, guidelines, decision-making and authorization procedures and core values.

External control instruments

The Swedish Annual Accounts Act, the Swedish Companies Act, Rule Book for Issuers, Swedish Corporate Governance Code and other relevant laws and regulations.

Principles of corporate governance

Wallenstam AB is a Swedish public company with its registered office in Gothenburg. The company's B shares are listed on Nasdaq Stockholm, Large Cap. In order to ensure good governance of the Group, responsibility is clearly divided among the shareholders and Board as well as the CEO and Management. The articles of association, the Board's rules of procedure, including CEO instructions, adopted policies and guidelines, the Swedish Companies Act and other applicable legislation and regulations form the basis for control of the Group. Wallenstam also applies the Swedish Corporate Governance Code (the Code). Wallenstam follows the Code with the exception of the provision regarding composition of the nomination committee. This deviation is explained in more detail below.

The share and owners

The number of shareholders in Wallenstam amounted to about 18,700 at year-end. Wallenstam's principal shareholder is Hans Wallenstam who, together with his family and companies, holds about 25% of the equity and about 63% of the voting rights. Foreign share ownership amounted to about 9% of the equity and about 5% of the voting rights. The ten largest shareholders represented the equivalent of around 61% of the equity and about 79% of the voting rights. No warrants, convertibles or equivalent securities exist, which can result in additional shares in the company.

As of December 31, 2025, Wallenstam's share capital amounted to SEK 165 million, distributed among 69,000,000 A shares (ten votes

per share) and 591,000,000 B shares (one vote per share). There are no limits to how many votes each shareholder may cast at general meetings. The shares all carry equal rights to the company's assets and profits. Repurchased shares do not carry voting rights and also do not carry rights to dividends.

General meeting of shareholders

The general meeting is Wallenstam's highest decision-making body where shareholders have the opportunity to make decisions on questions concerning the company. The Annual General Meeting (AGM) is held in Gothenburg within six months from the end of the financial year. Shareholders have the right to participate in the AGM, personally or by proxy.

The AGM elects the Chairman of the Board, the other Board members and the company's auditors. It is also tasked with adopting the balance sheets and income statements for the company and the Group, deciding on the appropriation of the company's profits, discharging the members of the Board and the CEO from liability for the financial year, adopting the remuneration report, approving guidelines for remuneration to senior executives and the appointment of a nomination committee.

A total of 379 shareholders were represented at Wallenstam's AGM on April 29, 2025, representing 60.4% of the shares and 80.2% of the total number of votes in the company. The exercise of voting rights occurred either through physical attendance at the meeting or through postal voting. The AGM resolved, among other things, to authorize the

Board of Directors to decide on acquisitions and transfers of the company's own shares. Minutes and a presentation from the AGM are available at www.wallenstam.se.

Nomination Committee

The 2025 AGM resolved to establish a nomination committee ahead of the 2026 AGM in order to present proposals, including for the election of the Chairman and other members of the Board, election of the auditor, the chairman of the AGM, and questions relating to fees.

The following persons were elected as members of the nomination committee ahead of the AGM 2026:

- Dick Bergqvist (representing the shareholder AMF, nomination committee chairman)
- Lars-Åke Bokenberger (Chairman of the Board, Wallenstam AB)
- Hans Wallenstam (largest shareholder, Wallenstam AB).

The composition of the nomination committee implies a deviation from the Code's provision 2.3 as the CEO is a member of the nomination committee. The reason for the deviation is that the CEO is also the principal shareholder in the company and is thus a member of the nomination committee in that capacity.

The members of the nomination committee have carefully considered and stated that there is no conflict of interest in accepting the assignment as a member of Wallenstam's nomination committee.

Shareholders have the possibility to submit proposals to the nomination committee using the address provided on Wallenstam's website. The nomination committee's proposals to the AGM are published in connection with the convening notice. The nomination committee also submits a reasoned opinion regarding the proposed Board and a report on how the nomination committee carried out its work. In its work, the nomination committee aims to maintain a uniform gender distribution in the Board and that the Board in other respects should be characterized by versatility and breadth with regard to competencies, experience and background. The nomination committee applies rule 4.1 of the Swedish Corporate Governance Code for this purpose as a diversity policy, in drawing up its proposal for election of Board members.

The nomination committee held one recorded meeting in January 2025 ahead of the 2025 AGM at which all of the matters that are incumbent on the committee to deal with under the Code were discussed. The nomination committee discussed and considered the size of the Board, what areas of expertise should be represented on the Board, fees to Board members and a proposal for election of the auditor and for election of the chairman of the meeting. As a basis for its opinion, the nomination committee studied the result of the annual evaluation of the Board that was carried out during 2024.

The Board of Directors

The shareholders elect the Board of Directors at the AGM every year. The Board has overall responsibility for the Group's organization and administration, and to ensure that the control of accounting, management of funds and the economic conditions in general are satisfactory. It is therefore incumbent on the Board to ensure that a functioning reporting system is in place and that the Board receives the necessary information regarding the company's position, profit/loss, financing and liquidity through periodical reporting. In addition to its responsibility for the company's organization and administration, the Board's most important task is to take decisions on strategic matters such as approval of strategic plans, business and profitability targets and policies. The Board also takes decisions on major acquisitions and divestments of properties and companies and major investments in construction and wind power as well as financing matters.

Composition of the Board of Directors

According to the articles of association, Wallenstam's Board must comprise at least four and not more than eight members, with no deputies. There are no provisions in the articles of association concerning the appointment and removal of Board members or about changes to the articles of association. Board members are elected annually at the AGM for the period until the end of the next AGM. New Board members receive an overview of the company and its operations and participate in Nasdaq Stockholm's training for board members and senior executives in listed companies.

In 2025, Wallenstam's Board of Directors until the 2025 Annual General Meeting was composed of five members elected by the AGM, with no deputies. At the 2025 Annual General Meeting, it was decided that the Board would be composed of six members, and the Board has subsequently been composed of six members elected by the AGM without deputies. Board members are presented in more detail on page 70. The CEO does not sit on the Board.

The work of the Board

The Board's work is governed by rules of procedure that are adopted annually at the statutory meeting. Among other things, the rules of procedure contain instructions about the division of duties within the Board and in relation to the CEO and the duties of the committees.

The Chairman of the Board leads the Board's work and ensures that the Board performs its duties. The Chairman monitors the Group's operations through continual contacts with the CEO and is responsible for ensuring that other members continually receive the information necessary to carry out the Board work in the best way. The Chairman is also responsible for conducting an annual evaluation of the Board's and CEO's work.

Board decisions require that both more than half of the members are present and more than one third of the total number of members vote for the resolutions. The Chairman has the casting vote in the event of the same number of votes.

Meetings during 2025

In 2025 the Board held nine recorded meetings, of which one was the statutory meeting. At these meetings, the Board dealt with the matters described in the chart below and other matters of material importance for the company. The Board work during the year focused in particular on strategy discussions, property transactions, matters related to market conditions and financing, sustainability and compliance issues as well as investments in new construction. The CEO and officers of the company attend Board meetings in a reporting capacity.

The Board conducted an evaluation of its work during 2025. The evaluation was conducted under the leadership of the Chairman of the Board in the form of interviews with each of the Board members. The Board also evaluated the CEO, without him being present.

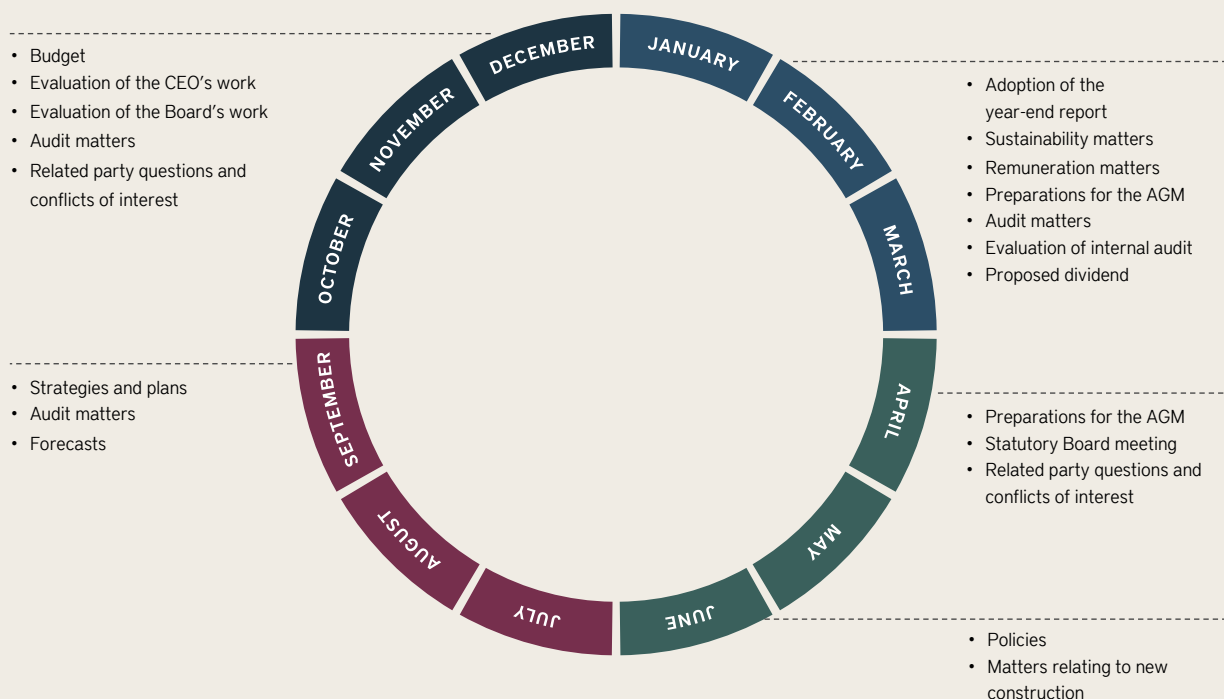
Remuneration Committee

Within the Board, there is a remuneration committee tasked with preparing the Board's decisions on matters concerning remuneration principles as well as compensation and other terms of employment for Group Management. In addition, the remuneration committee must monitor and evaluate the application of guidelines for remuneration to senior executives that the AGM has adopted as well as current compensation structures and levels in the company. Where appropriate, the remuneration committee must also monitor and evaluate ongoing programs for variable remuneration to Group Management as well as programs concluded during the year.

The remuneration committee held one recorded meeting during 2025. Matters dealt with at the meeting included the remuneration report, update of guidelines for remuneration of senior executives, an evaluation of current remuneration to senior executives and proposals for future remuneration to these persons.

Annual planning by the Board

Apart from standing items such as investment decisions and information from the CEO in the form of financial reports, market analysis etc.



The committee's members are appointed by the Board once every year and its areas of responsibility are governed by the rules of procedure adopted by the Board annually. The remuneration committee is composed of the Chairman of the Board and Vice Chairman.

Audit Committee

The audit committee is composed of the Chairman and Vice Chairman. The duties of the audit committee include:

- monitoring the company's financial reporting and making recommendations and proposals to ensure the reliability of the reporting

- monitoring the effectiveness of the company's internal control, internal audit and risk management in respect of the financial reporting
- keeping informed about the audit of the annual accounts and consolidated financial statements
- following the outcome of the audit
- evaluating and reviewing the auditor's impartiality and independence
- submitting proposals to the AGM for the election of auditor or to consider giving the nomination committee the task of submitting such proposal to the AGM.

Name	Function	Elected	Attendance Board meetings	Attendance audit committee meetings	Attendance remuneration committee meetings	Independent*
Lars-Åke Bokenberger	Chairman	2020	9/9	3/3	1/1	Yes
Karin Mattsson	Vice Chairman	2016	8/9	3/3	1/1	Yes
Agneta Wallenstam	Board member	2010	9/9			No
Mikael Söderlund	Board member	2020	9/9			Yes
Rebecka Wallenstam	Board member	2023	9/9			No
Karl Englebretson**	Board member	2025	6/7			Yes

* Independent means independent in relation to the company, company management and to the company's major shareholders under the provisions of the Code.

** Elected at the Annual General Meeting 2025, attendance refers to board meetings held since then.

During 2025, the audit committee met three times to deal with the above matters, among other things. During the year, the company's auditors attended all meetings with the audit committee. On one occasion during the year, the audit committee met the auditor without the CEO or anyone from the Management team being present.

CEO and Group Management

The CEO is responsible for the company's day-to-day administration and leads the company's operations according to the Board's guidelines and directives, including the adopted CEO instructions. The CEO is responsible for preparing complete information and decision data prior to Board meetings, presenting matters for discussion and for justifying his proposals for actions and decisions.

Wallenstam's CEO Hans Wallenstam is the company's largest shareholder. It is a great advantage for Wallenstam to have a CEO with a long-term interest in the company. Apart from continuity, it also means quick decisions, which has proved to be a competitive advantage on a number of occasions. In his day-to-day work the CEO leads the Group Management. Wallenstam's Group Management is presented on page 71.

Remuneration to the CEO and Group Management

Guidelines for remuneration to senior executives are decided by the AGM and can be found on page 18 in the Administration report.

External auditors

Wallenstam's auditors are elected annually by the AGM. At the 2025 AGM, KPMG AB was re-elected as auditor with the Authorized Public Accountant Mathias Arvidsson as chief auditor until the end of the 2026 AGM. The auditor examines the Board's and the CEO's administration of the company and the quality of the company's accounting. The auditor reports the outcome of his examination to the shareholders through his audit report, which is presented at the AGM.

In addition to the audit, KPMG AB performs certain audit-related and advisory services for Wallenstam. These services mainly relate to accounting, tax and sustainability-related matters, and Wallenstam is of the opinion that the performance of these services does not jeopardize KPMG AB's independence. Further information regarding remuneration to the auditors can be found in the Group's Note 6.

Internal control over financial reporting

The Board has overall responsibility for ensuring that Wallenstam has a satisfactory system for internal control over financial reporting. This system is designed through collaboration among the Board, Group Management and the company's personnel aimed at ensuring the following:

- that the company has reliable financial reporting
- that the company has a suitable and efficient financial reporting organization
- that the company complies with applicable legislation and other applicable regulations regarding the financial reporting.

The company uses the established COSO framework (Internal Control – Integrated Framework) in its financial reporting work.

Control environment

To ensure internal control of the financial reporting, Wallenstam's control environment is based on a clear division and distribution of responsibilities and duties between the Board and the CEO, and also within the company's operational activities. The Board's rules of procedure and CEO instructions aim to ensure such a distinct division of roles and responsibilities in order to facilitate the efficient management of operational risks. Correspondingly, there are also decision-making and authorization procedures covering all of the Group's operations, among other things, aimed at ensuring good order and at preventing or detecting irregularities/fraud (non-approved

purchases, unauthorized use of the company's assets etc.) in time, which can have a significant impact on the company's financial reporting.

Policies adopted by the Board, such as the Code of Conduct and finance policy, are also important for the internal control work. There are also established guidelines for the company's employees in order for them to understand the importance of their respective roles in the maintenance of good internal control. The financial reporting guidelines are updated in the event of changes in legal requirements, listing requirements and/or accounting standards.

Risk assessment

Wallenstam's Group Management continually evaluates and identifies the risk for material errors in the financial reporting based on discussions and meetings in the organization. The Board reviews the company's material risks with the company's auditors and also decides on necessary measures that need to be taken. Areas where higher risks have been identified include valuation of investment properties and property transactions/construction.

Control activities

Control activities are designed both to prevent and detect shortcomings in the identified risk areas above and also to ensure that any errors in the financial reporting are corrected. There are also control activities to ensure that reporting occurs in accordance with applicable accounting rules and standards. Other controls include various forms of system support, built into established routines and division of duties such as quarterly reporting from the business areas to the CFO and through the principle that all documents should be reviewed and approved by at least two people. The company has an ethics council, which employees can contact for guidance and an external whistleblowing function where suspected irregularities can be reported.

The Board reviews the interim and annual accounts prior to publication.

Instructions, procedures and manuals are drawn up, updated and communicated to the employees concerned on an ongoing basis to ensure they have up-to-date information. Employees also undergo training to ensure they have the necessary competencies.

Information and communication

Both the internal information within Wallenstam and the external communication are governed by the Group's overall information disclosure guidelines. Group Management is responsible for informing the relevant employees about their responsibility for maintaining good internal control, with the aim of ensuring efficient and accurate disclosure of financial reporting. This occurs through regular information meetings in each business area, among other ways. Employees are also kept informed via Wallenstam's Intranet about adopted policies, guidelines, instructions and manuals.

The IR department is responsible for external information disclosure in respect of the financial reporting. This work is conducted in compliance with the principle of current and correct disclosure as described in Nasdaq Stockholm's rule book for issuers (Nordic Main Market Rulebook for Issuers of Shares).

Monitoring of internal control

Wallenstam's Group Management continually evaluates that the internal control of the financial reporting is working in the intended way. This occurs through internal analyses and by reviewing the accounting department's work, with the aim of identifying measures needed or proposals for improvements. The Board subsequently receives Group Management's comments regarding the operations and the internal control. The company's auditors inform the Audit committee of their observations regarding the company's internal routines and control system.

Audit committee members also have the opportunity to ask questions to the external auditors at these meetings. It is the duty of the Board to ensure that action is taken regarding possible shortcomings and proposed measures resulting from Group Management reports and in the audit and information from the auditors.

Internal Audit

Wallenstam's Group Management continually reviews the procedures and documentation concerning the internal control system. Nothing has emerged to indicate that the control system is not working as intended. In light of this, the Board has decided not to establish an internal audit function. This decision is reviewed annually.

Non-compliance

During 2025, no breaches of regulations or etiquette at the stock exchange where Wallenstam's shares are traded have taken place according to decisions by the exchange's disciplinary committee or statements by the Swedish Securities Council.

This report is not part of the formal annual report.

Gothenburg , March 19, 2026

Lars-Åke Bokenberger
Chairman of the Board

Karin Mattsson
Vice chairman

Mikael Söderlund
Board member

Agneta Wallenstam
Board member

Rebecka Wallenstam
Board member

Karl Engelbrektson
Board member