

# BYGGMAX®

## DNB CARNEGIE

September 9, 2025

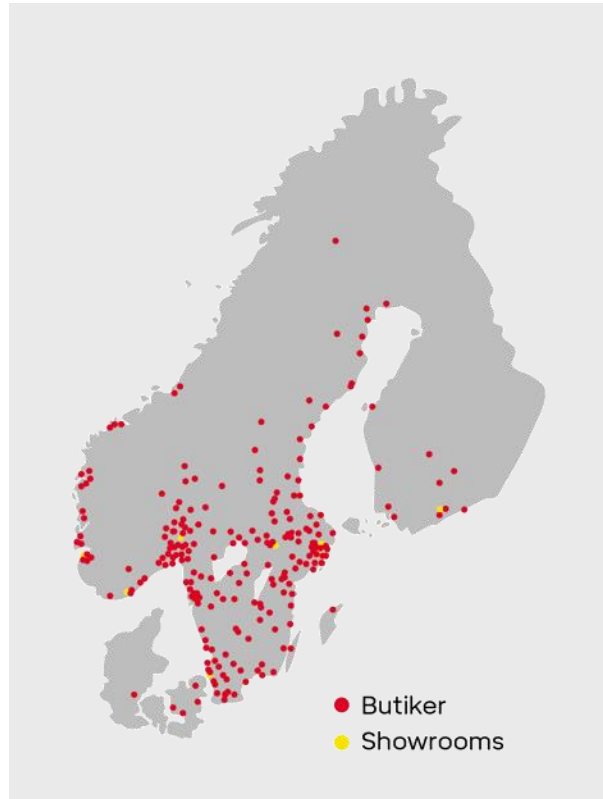
Karl Sandlund, CEO  
Helena Nathhorst, CFO





# AFFORDABLE HOME IMPROVEMENT MADE EASY

**Attractive position**  
on valuable market



**Right assortment**  
stores combined with e-com



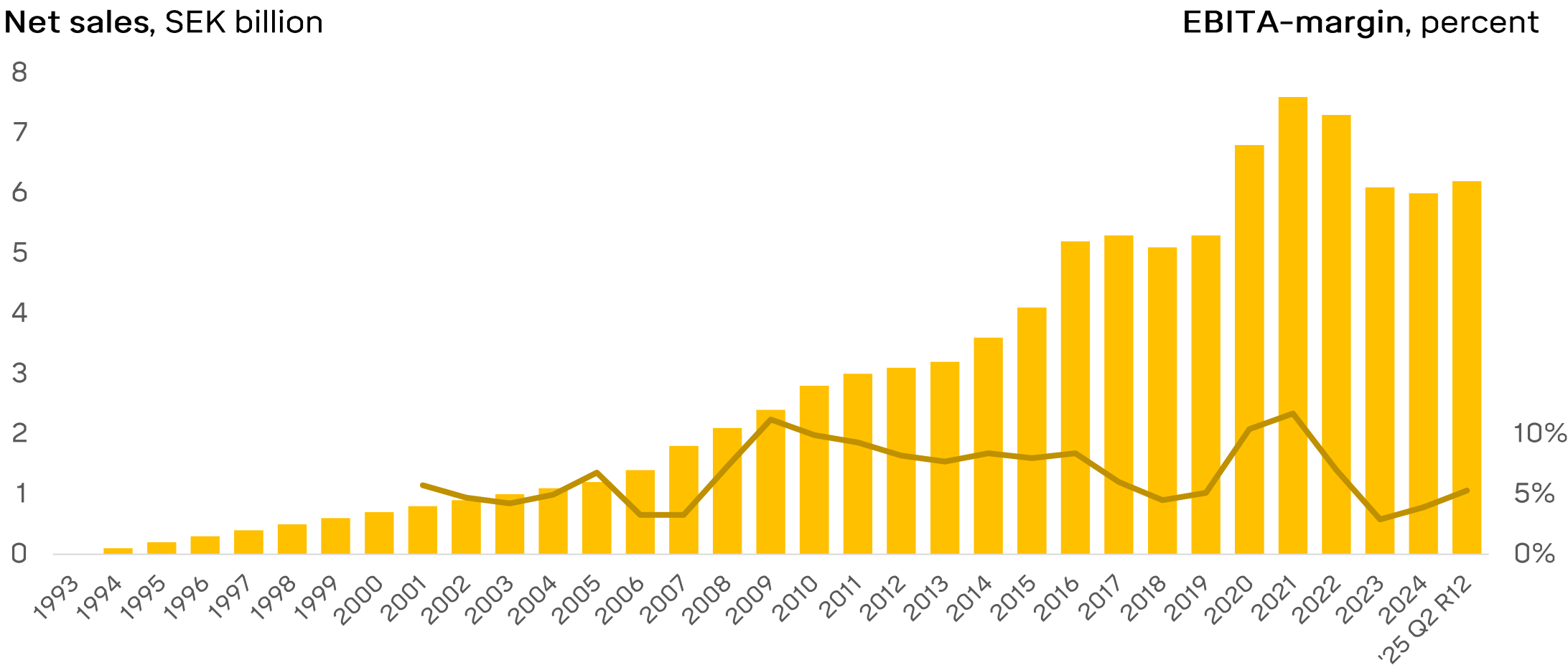
**Low price**  
and quick & easy shopping



**We care**  
people, society, environment

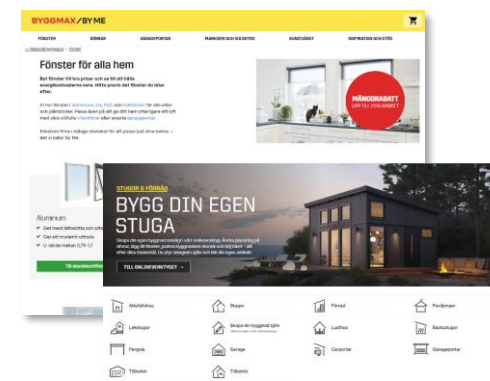
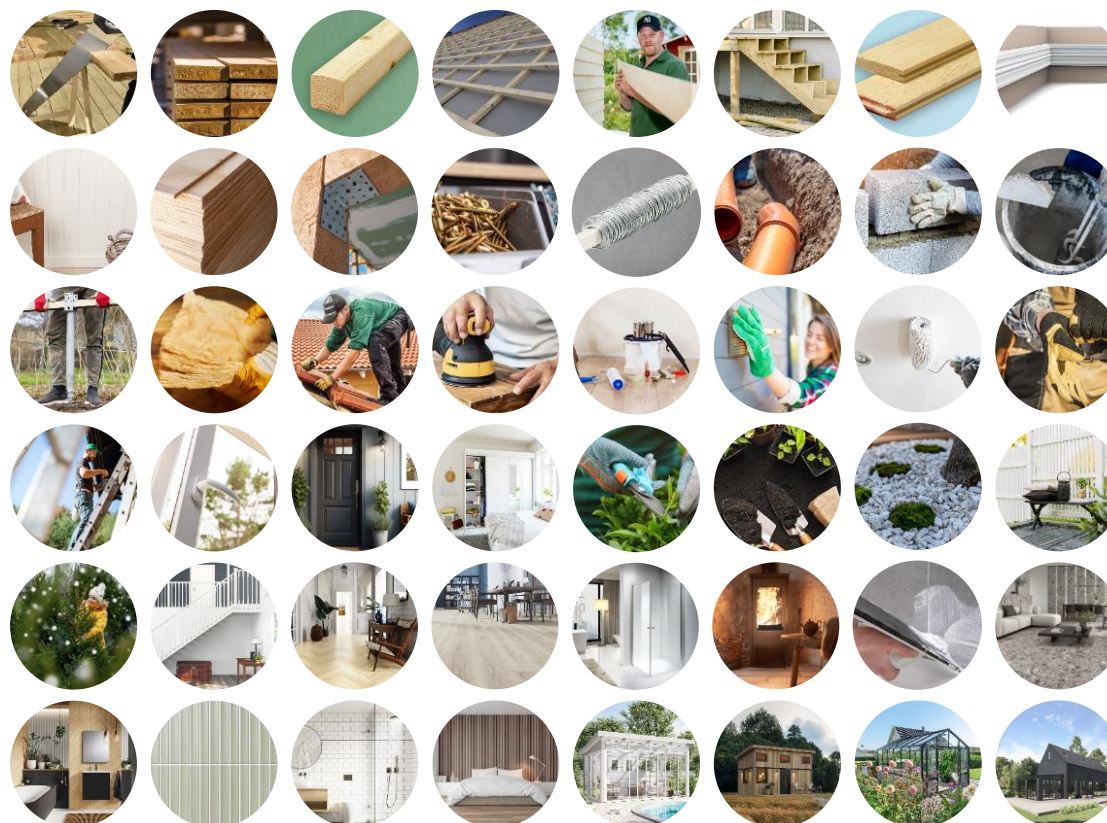


# A JOURNEY OF EFFICIENCY AND GROWTH





# AN EASY, AFFORDABLE, AND ACCESSIBLE WAY TO IMPROVE YOUR HOME – THE PRODUCTS YOU NEED FOR YOUR PROJECT

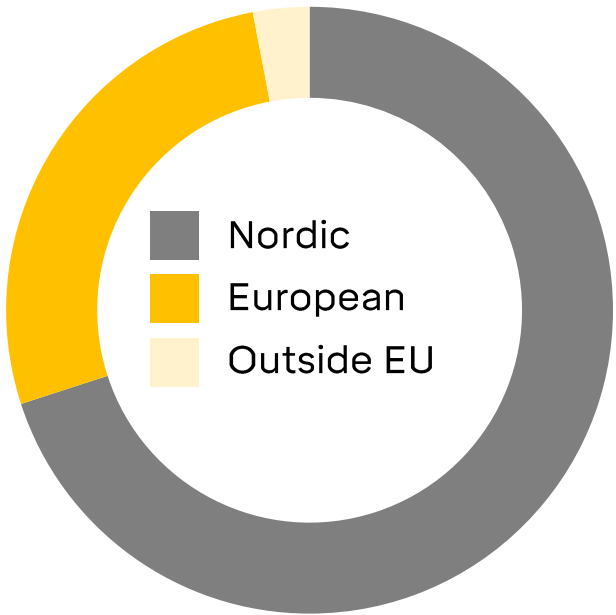


# THE BUILDING MATERIALS SECTOR DIFFERS FROM OTHER RETAIL INDUSTRIES

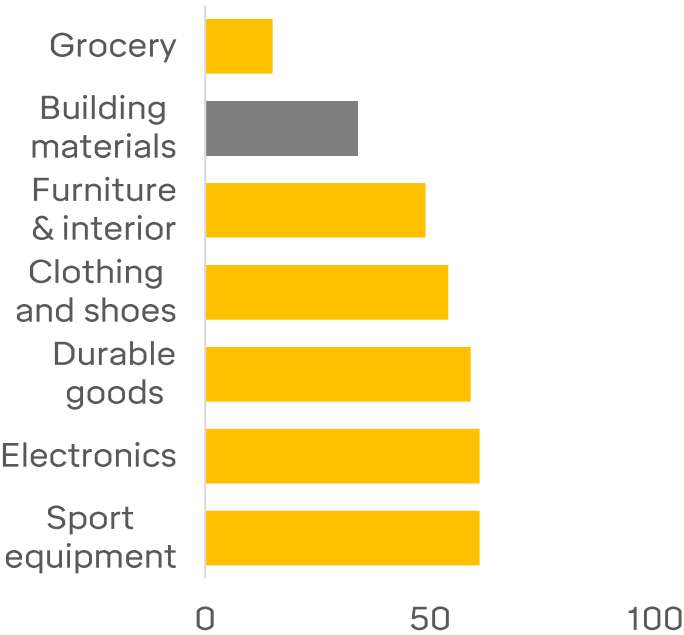
Low level of trends in the assortment



Large share of local suppliers

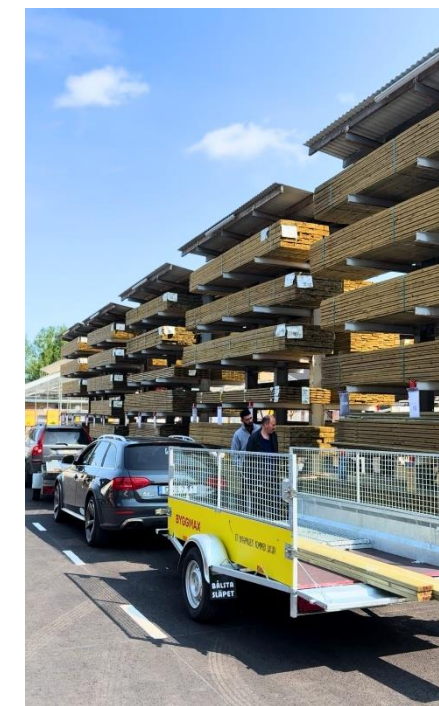
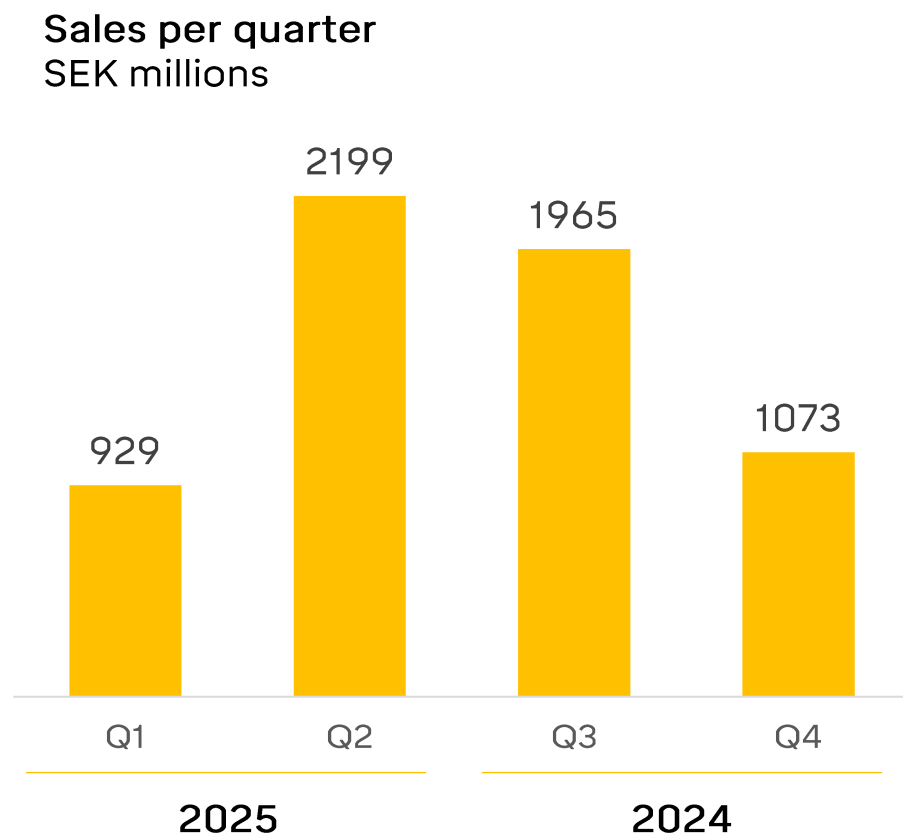


Omni important – low expected online share 2030



Source: Svensk Handel "Läget i handeln 2023"

# OPERATIONAL FLEXIBILITY IS ESSENTIAL TO EFFECTIVELY NAVIGATE SEASONAL FLUCTUATIONS IN THE MARKET



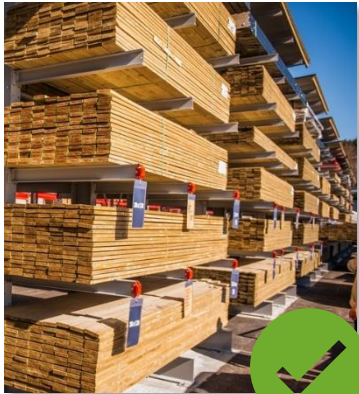


# IMPROVED POSITION TO BUILD FROM

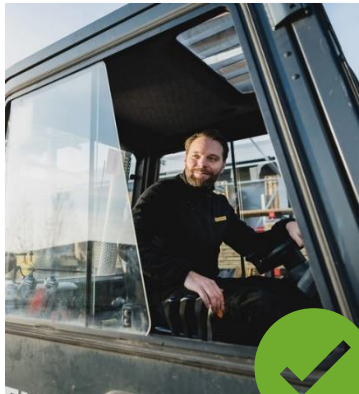
We have built a solid foundation...

...ready for the future

## BYGGMAX®



Strengthen  
balance sheet



Operational  
Excellence



Customer  
offering



Customer focus through  
continuous enhancement of  
our offering



Capitalize on commercial  
investments, drive volume in  
store network



Leverage cost position and  
logistics efficiency

# A SCALABLE AND EFFICIENT MODEL

## Simplify

- Focus on what matters most to customers and do it better
- Refine assortment
- Drive more sales in our stores



## Amplify

- Leverage commercial investments
- Add categories
- Continuously enhance sales channels



## Elevate

- Leverage scalable model
- More and better store locations





# BYGGMAX GROUP – Q2 2025

NUMBER OF  
STORES

**212**

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NET SALES R12

**SEK  
6.2bn**

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EBITA R12

**SEK  
325M**

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CASH FLOW FROM  
OPERATING  
ACTIVITIES R12

**SEK  
638M**

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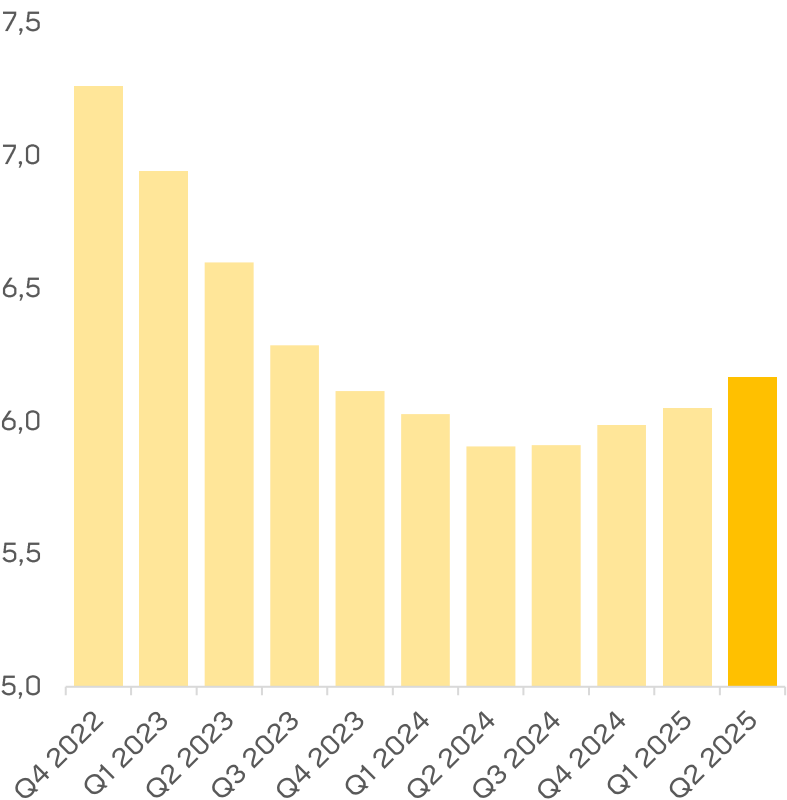
SHARE OF E-  
COMMERCE R12

**18%**

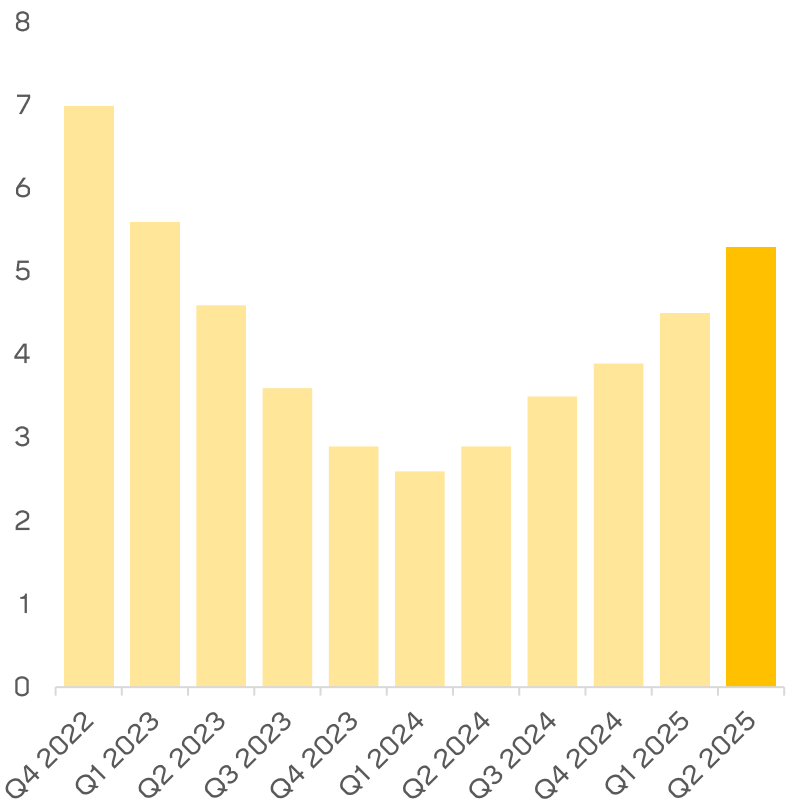
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# CONSECUTIVE QUARTERS OF SALES AND PROFITABILITY GROWTH

R12 Sales  
SEK billion



R12 EBITA-margin  
Percent

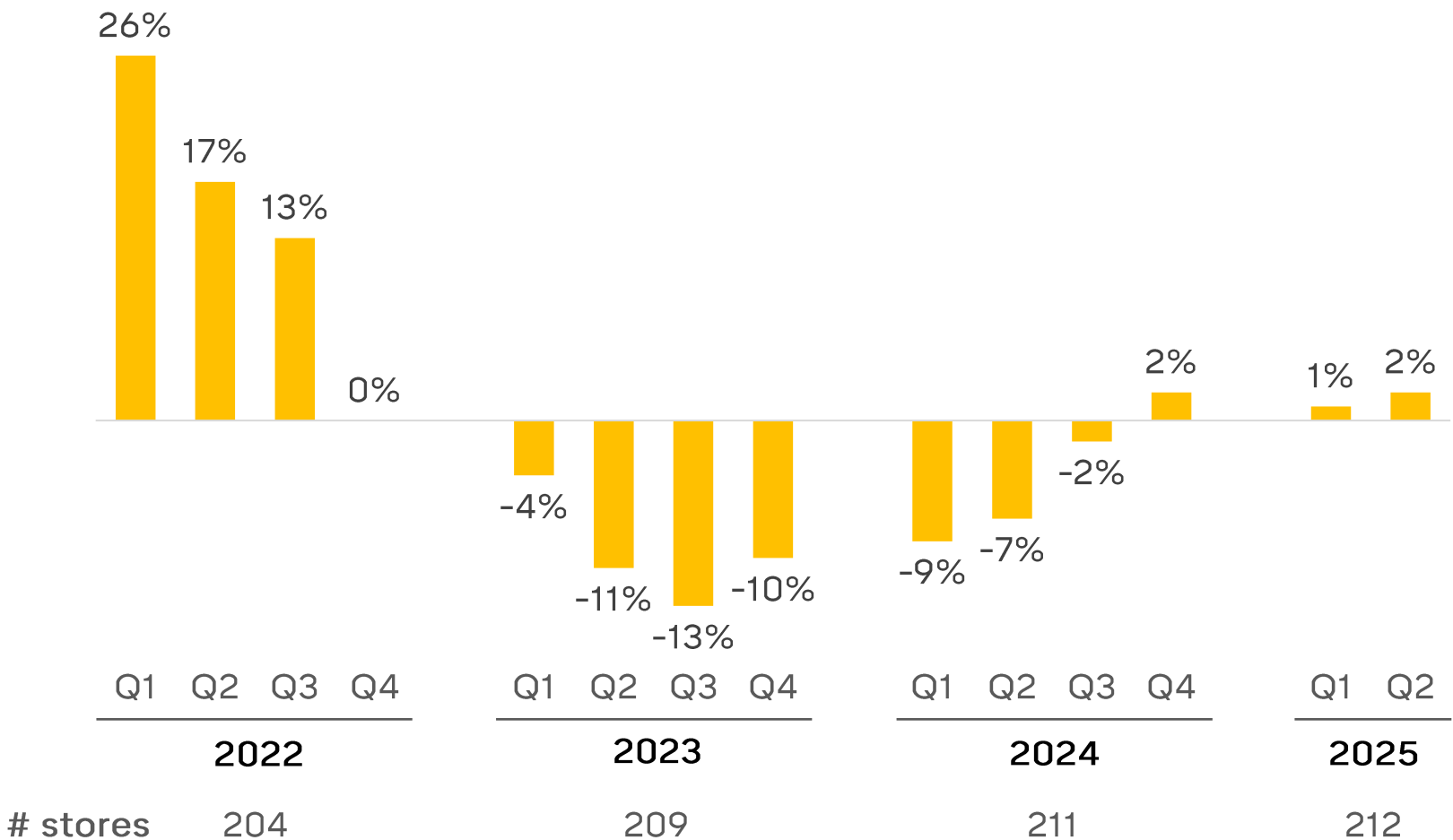


Sales growth over the past four quarters

Profitability strengthened over the past five quarters

# STRONG OPERATIONAL EXCELLENCE

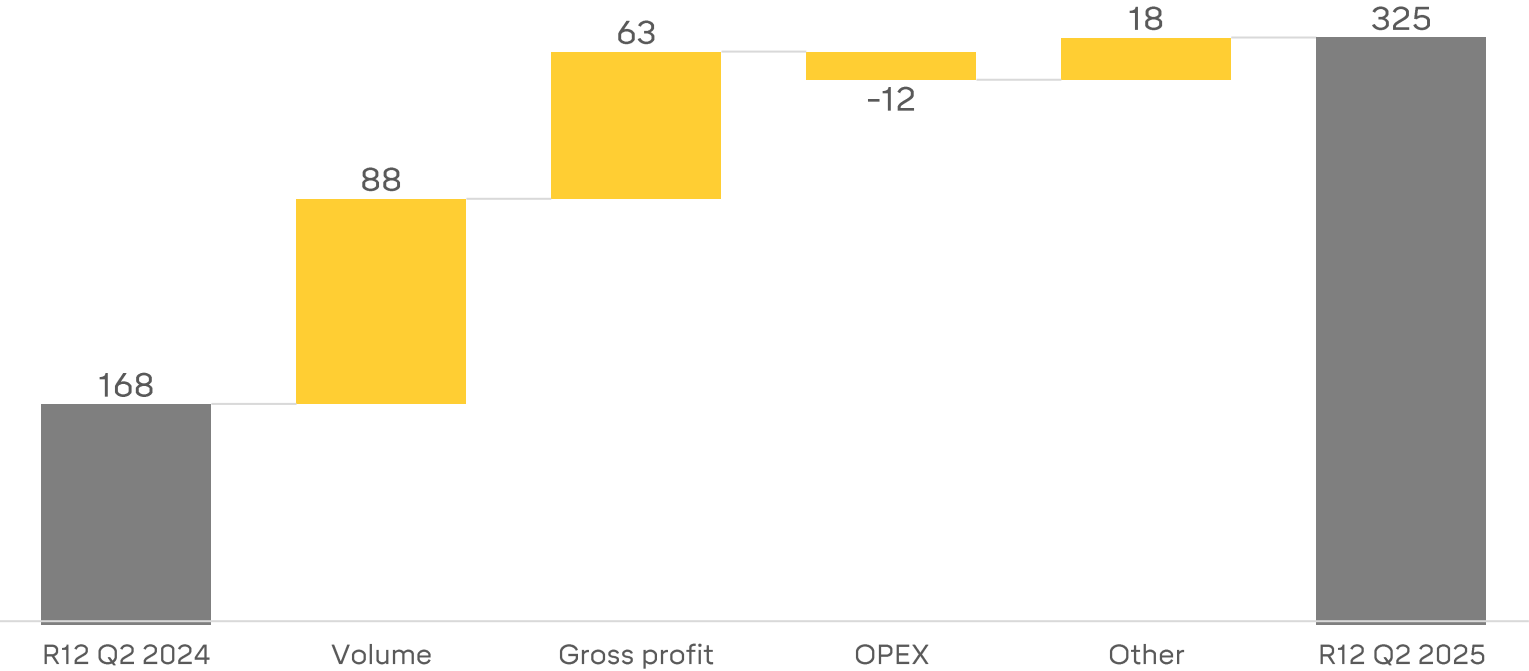
Cost development year-on-year  
Personnel and other operating expenses





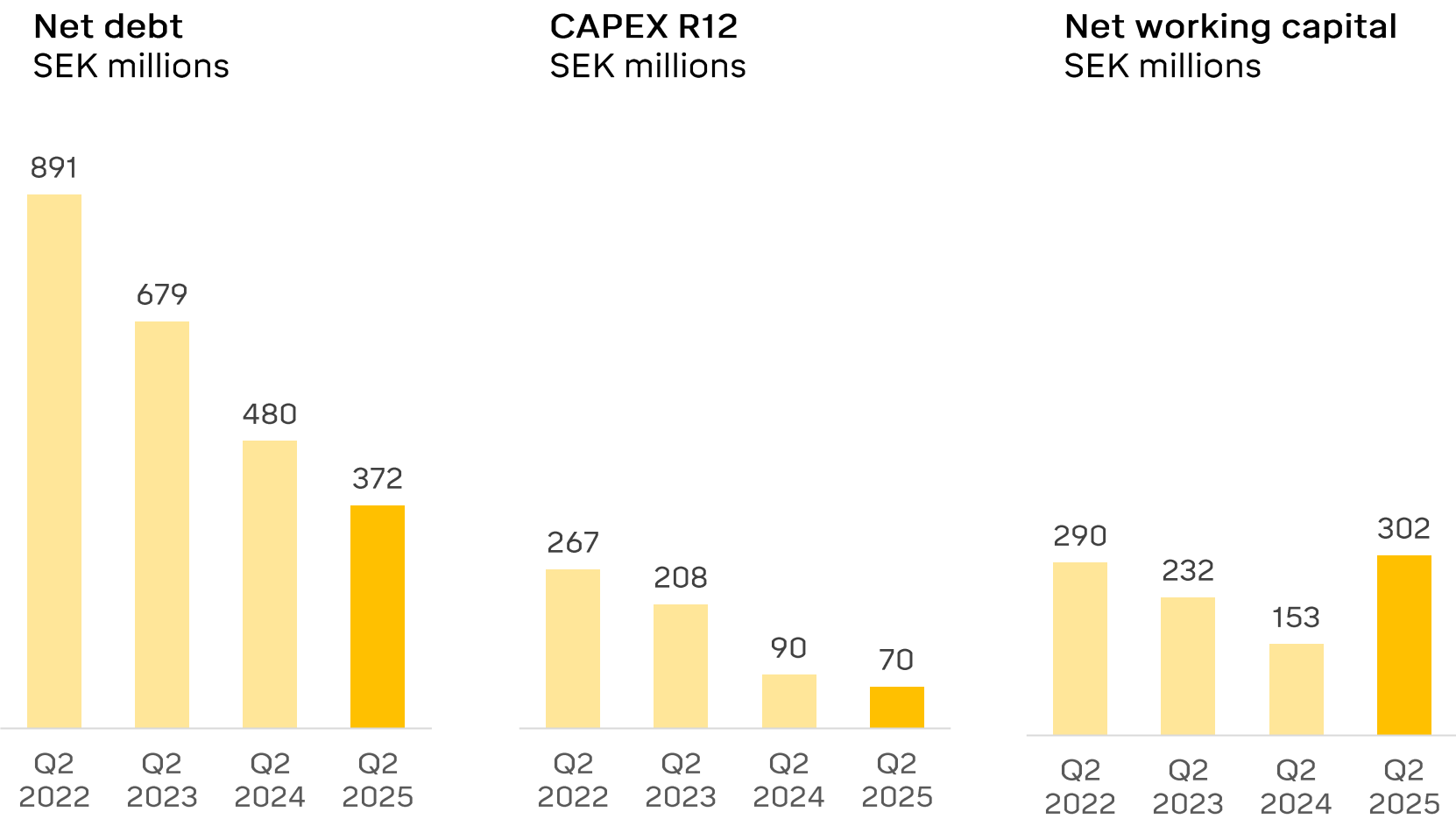
# STRENGTHENED PROFITABILITY

EBITA, SEK millions



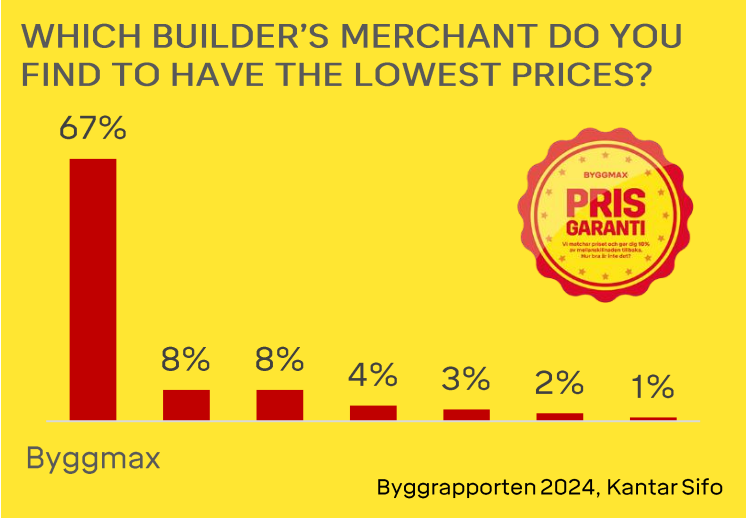
Improved profitability driven by increased sales, strengthened gross margin and scale

# REDUCED NET DEBT AND IMPROVED CAPITAL EFFICIENCY



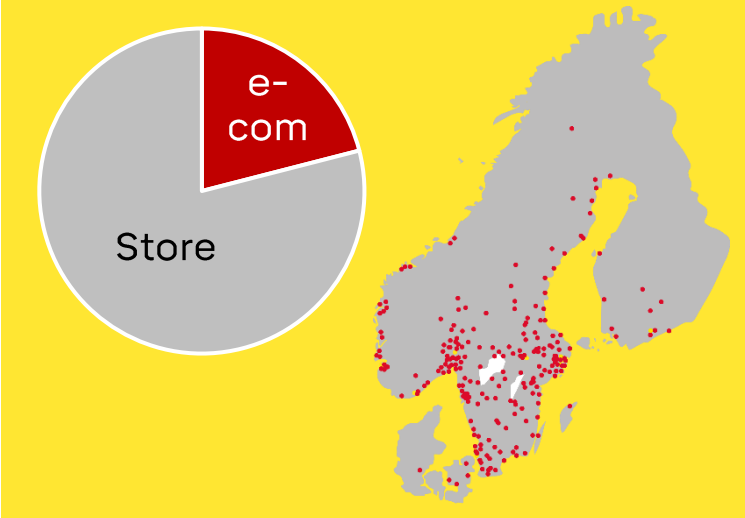
# BYGGMAX AT A GLANCE

## Clear low price position



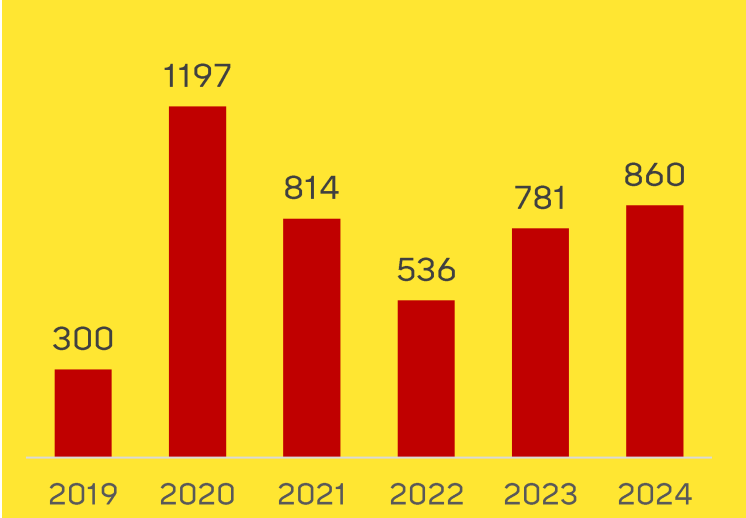
Modern low-price concept with high customer satisfaction and a relevant product range

## Widespread store network combined with online sales



Dense store network combined with e-com secures efficient logistics. Ready to handle increased volumes

## Cash flow enabling organic growth and dividend



Profitability and strong cash generation enabling dividends and growth



**BYGGMAX®**

VAR SMART HANDLA BILLIGT

