



BYGGMAX®

DNB CARNEGIE

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AFFORDABLE HOME IMPROVEMENT. **MADE EASY.**



Right assortment & availability

- Curated range for customer needs
- Products in stock, ready to load



Quick & efficient shopping

- Easy in-store experience
- Efficient e-commerce



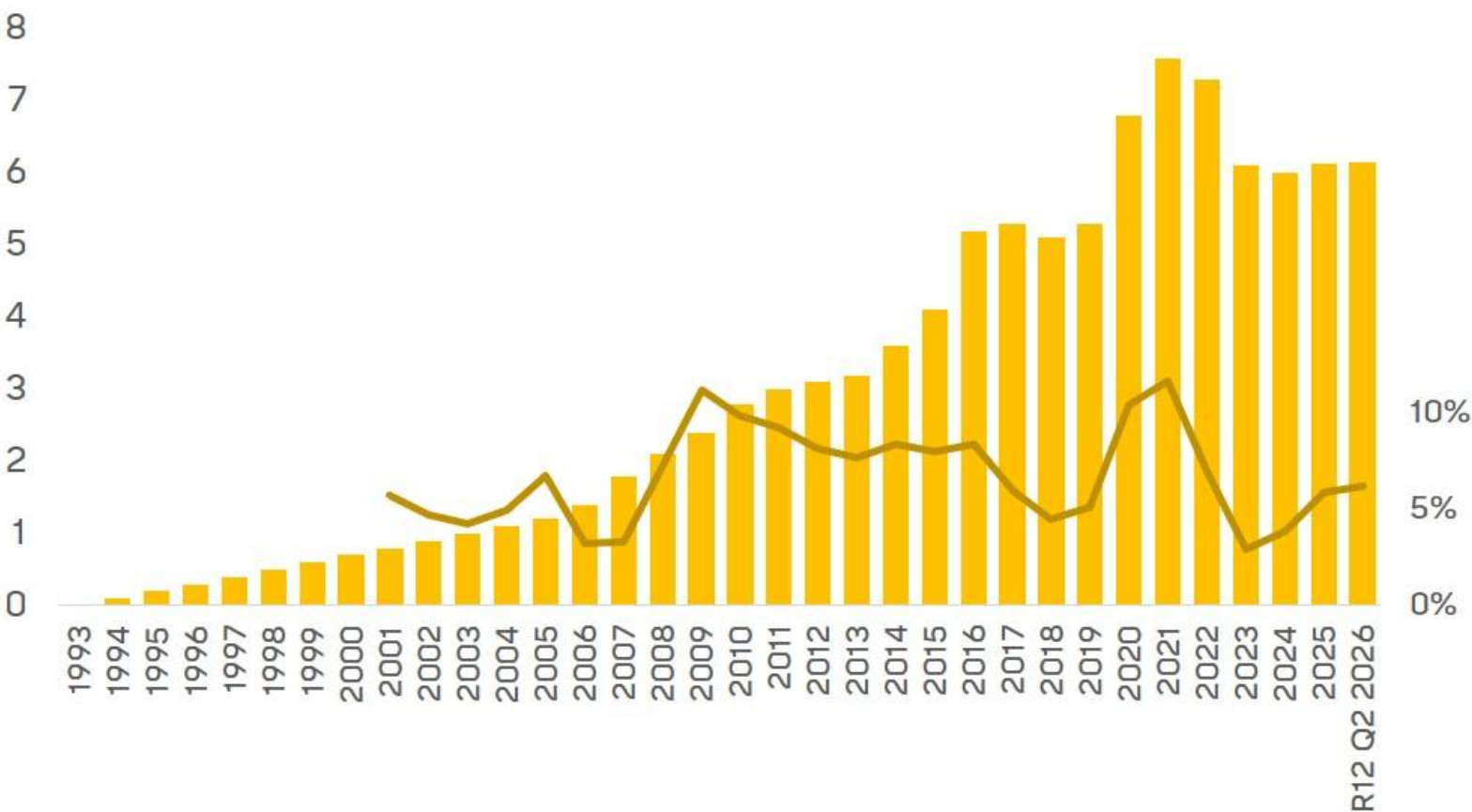
Low price

- Operational excellence
- Efficient sourcing & logistics



A JOURNEY OF EFFICIENCY AND GROWTH

Net sales, SEK billions



	Q2 '26 LTM
Net sales (SEK M)	6,148
Gross margin (%)	36.4%
EBITA margin (%)	+6.2%
Leverage (Index)	0.4
EPS (SEK)	3.98

ATTRACTIVE POSITION ON VALUABLE MARKET

Brands



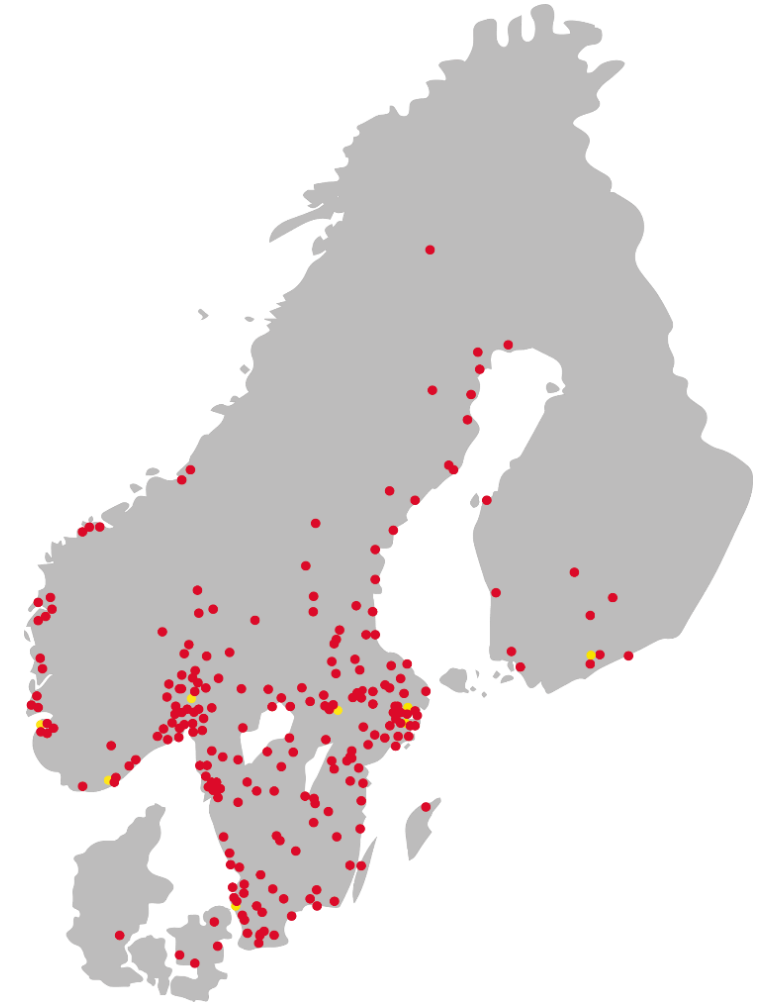
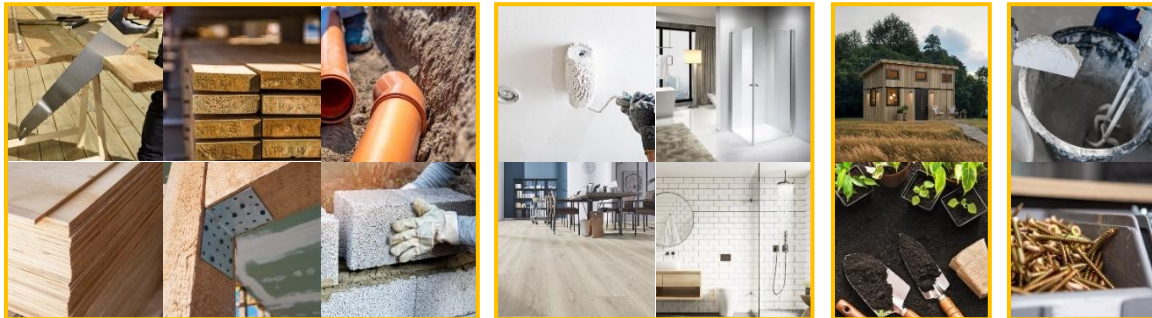
Geographies
Share of sales



Channels
Share of sales



Categories

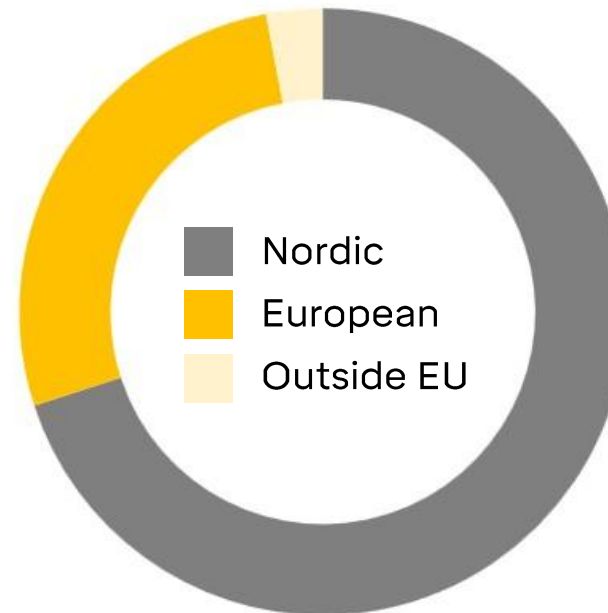


THE BUILDING MATERIALS SECTOR DIFFERS FROM OTHER RETAIL INDUSTRIES

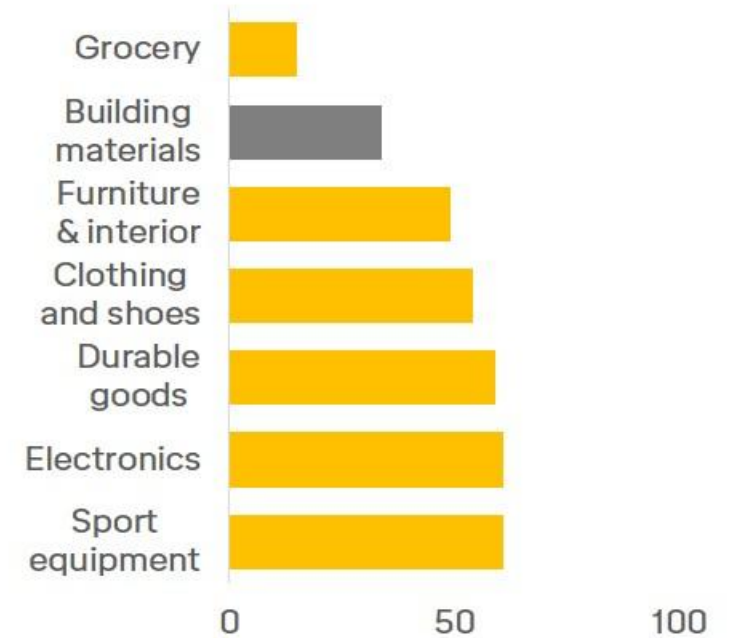
Low level of trends in the assortment



Large share of local suppliers



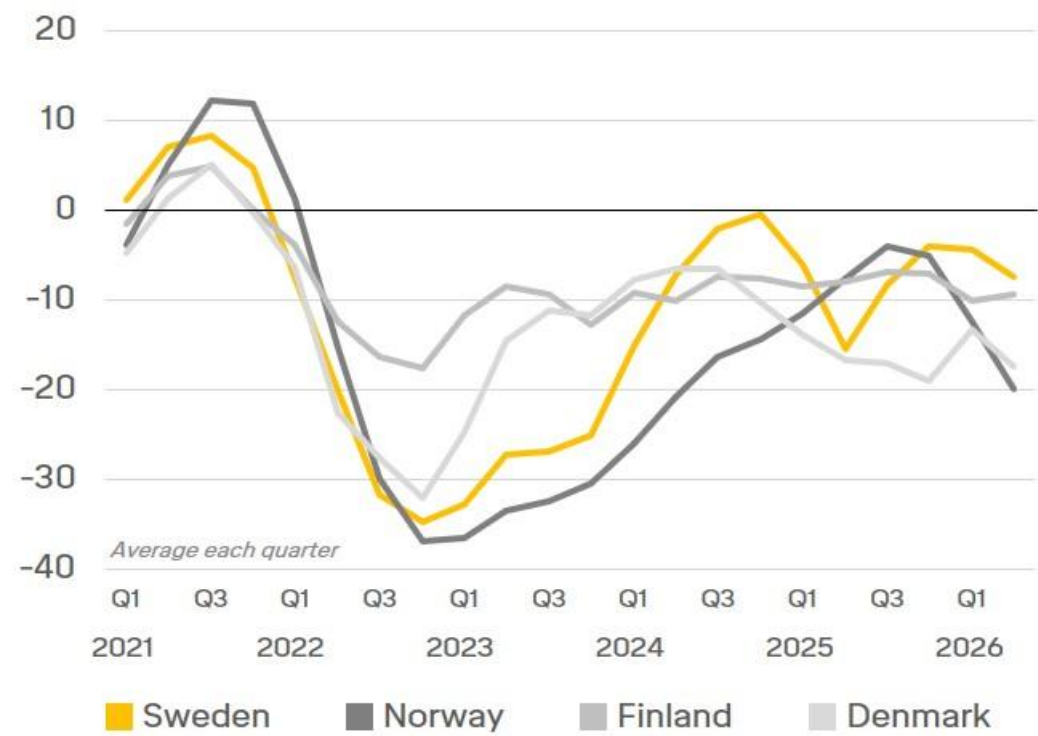
Omni important – low expected online share 2030



Source: Svensk Handel "Läget i handeln 2023"

MARKET AFFECTED BY MACRO LAST YEARS

Consumer confidence
(Index)



Demand driven by household confidence and housing market activity

Market conditions influence both buying behavior and project scope

Market demand has remained weak in recent years

Source: Trading Economics

CLEAR PRIORITIES. MEASURABLE RESULTS.



Strengthen balance sheet
Inventory optimization,
capex discipline.

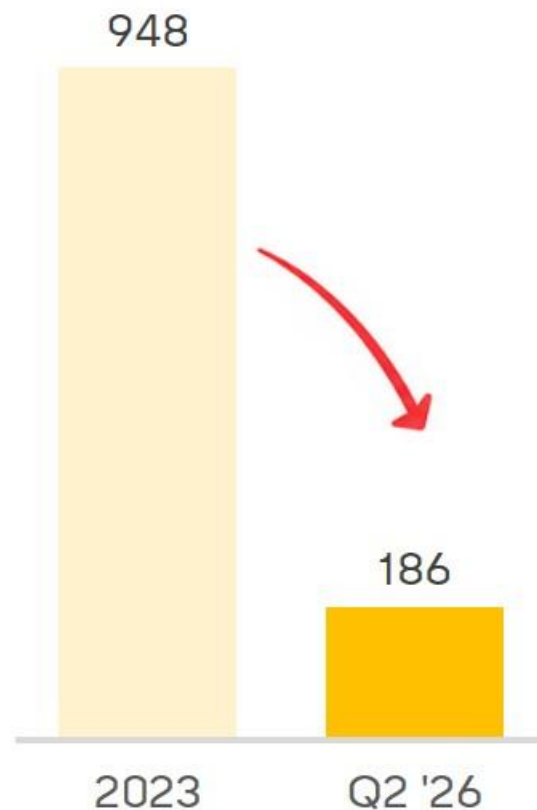


Operational excellence
Store operations,
administration and logistics.

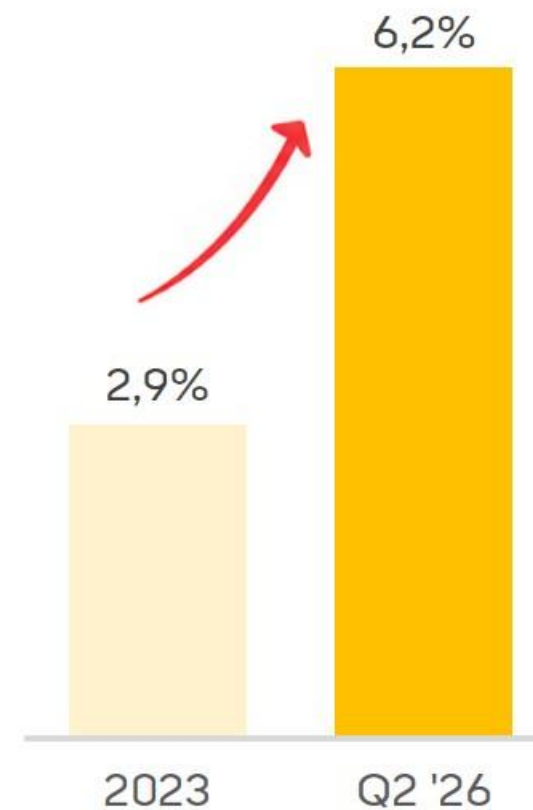


Customer offering
Assortment, experience,
online.

Net debt
(SEK millions)



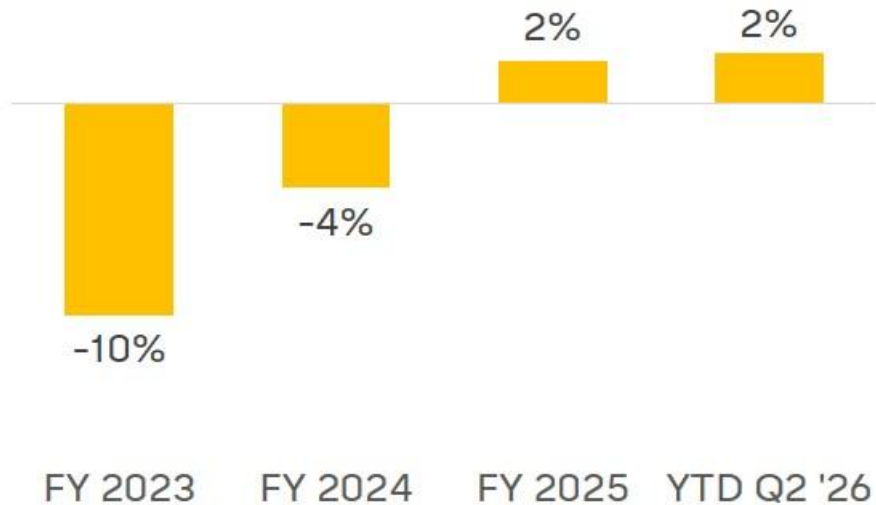
EBITA-margin
(R12)



COMBINING COMMERCIAL ENGINE WITH STRONG OPERATIONAL EXCELLENCE



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



Brand awareness

93%

Sweden

NPS in stores

58

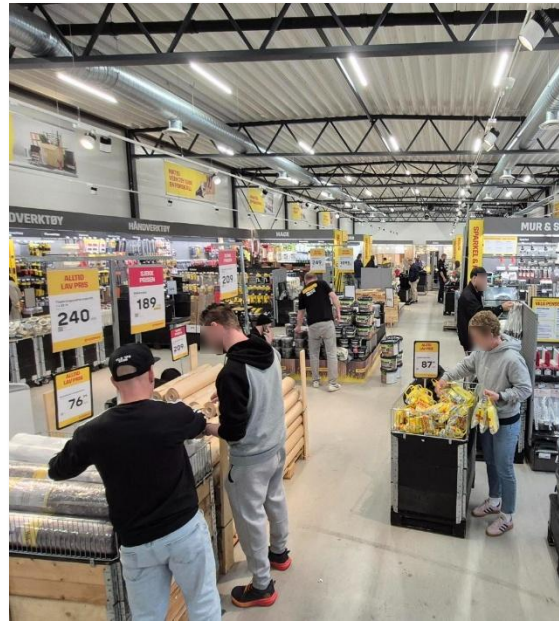
Q2 2026

STABILITY SECURED. NOW WE RAISE THE LEVEL.

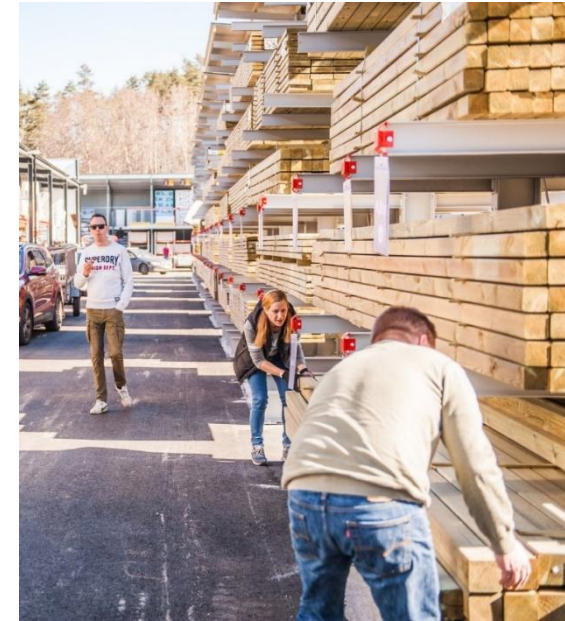
Win the customer



Drive commercial performance



Protect & scale the model



VALUE CREATION

Attractive customer offering...

Low price

Right assortment

Easy shopping

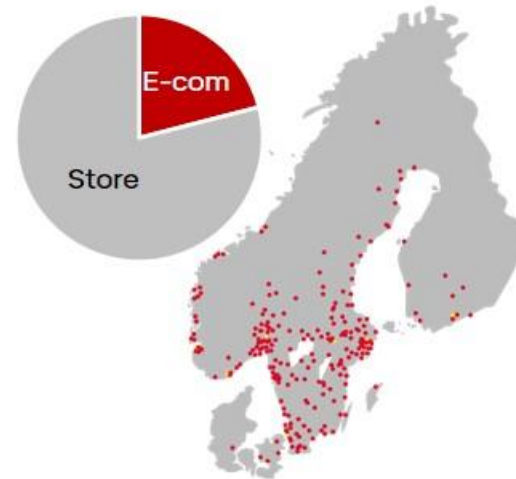


...drives higher volumes & scale...

Widespread store network

E-commerce

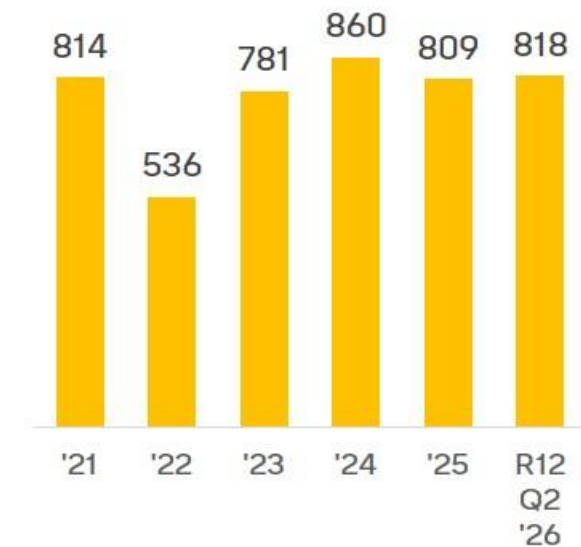
Lean operating model



...generating profitability and cashflow

Strong cash flow

Enabling growth and dividends



READY FOR THE FUTURE!



Strong position – financial strength, brand and store network



Clear focus – customers, volume and efficiency



Engaged employees – ready to welcome more customers!



BYGGMAX®

