



CONFERENCE CALL

Q4 REPORT 2025

January 30, 2025



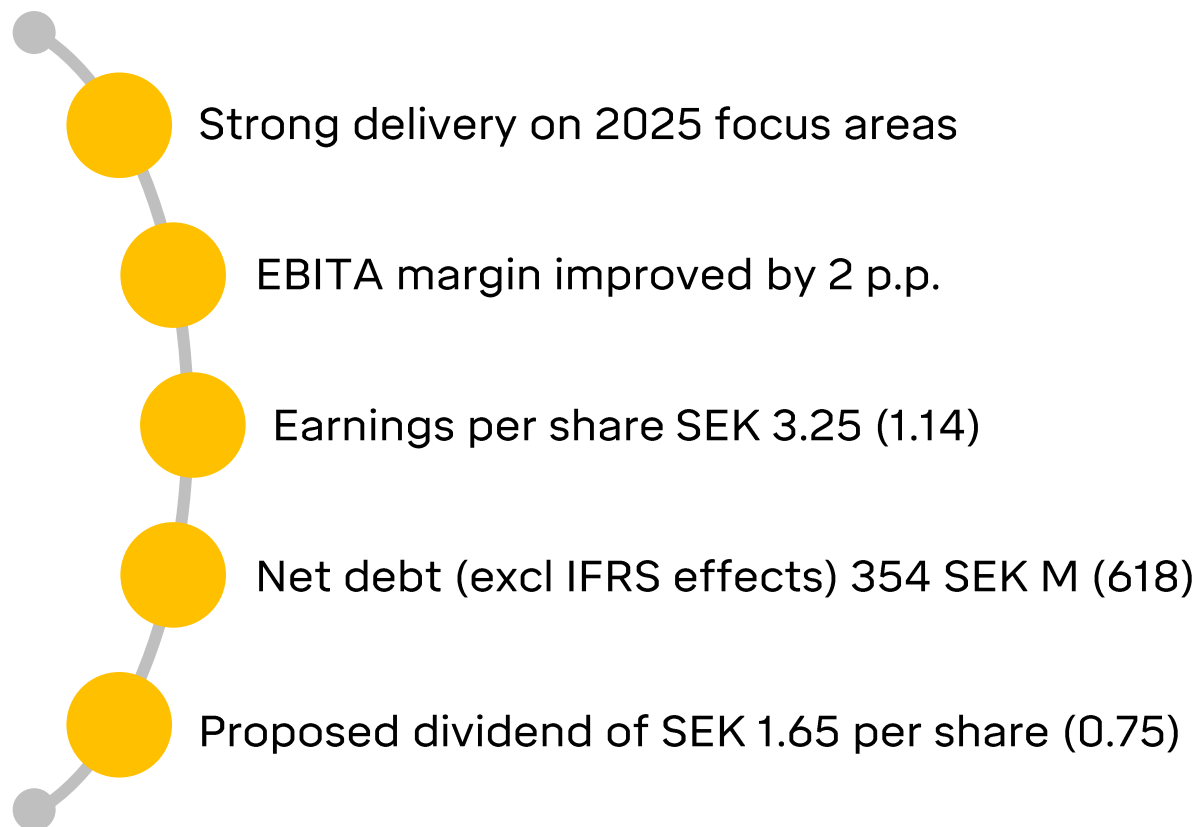
Karl Sandlund, CEO



Helena Nathhorst, CFO

Q4

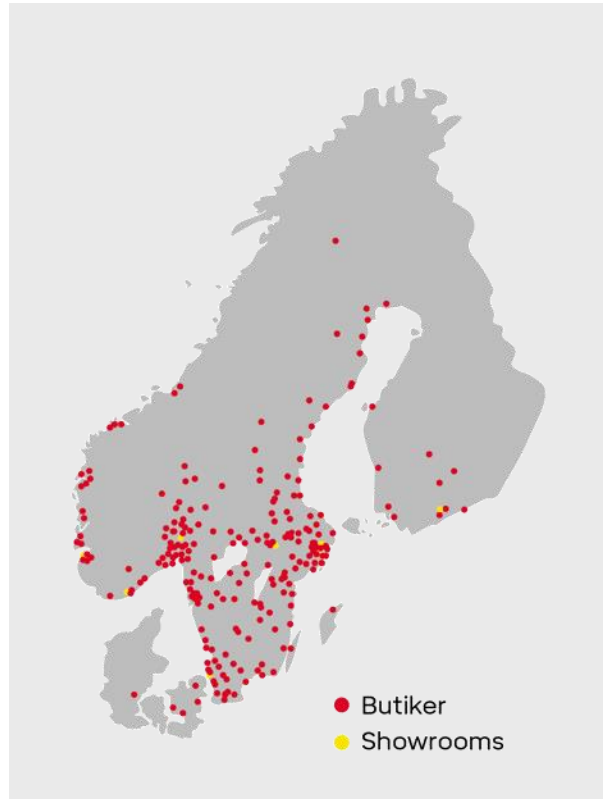
BYGGMAX IMPROVES PROFITABILITY AND PROPOSES A HIGHER DIVIDEND



	FY 2025	FY 2024
Net sales, SEK M	6 133	5 986
Net sales, %	2.5%	-2.1%
EBITA, SEK M	361	233
EBITA-margin, %	5.9%	3.9%
Net debt, SEK M	354	618

EVERYBODY HAS THE RIGHT TO A FANTASTIC HOME

Attractive position
on valuable market



Right assortment
stores combined with e-com



Low price
and quick & easy shopping

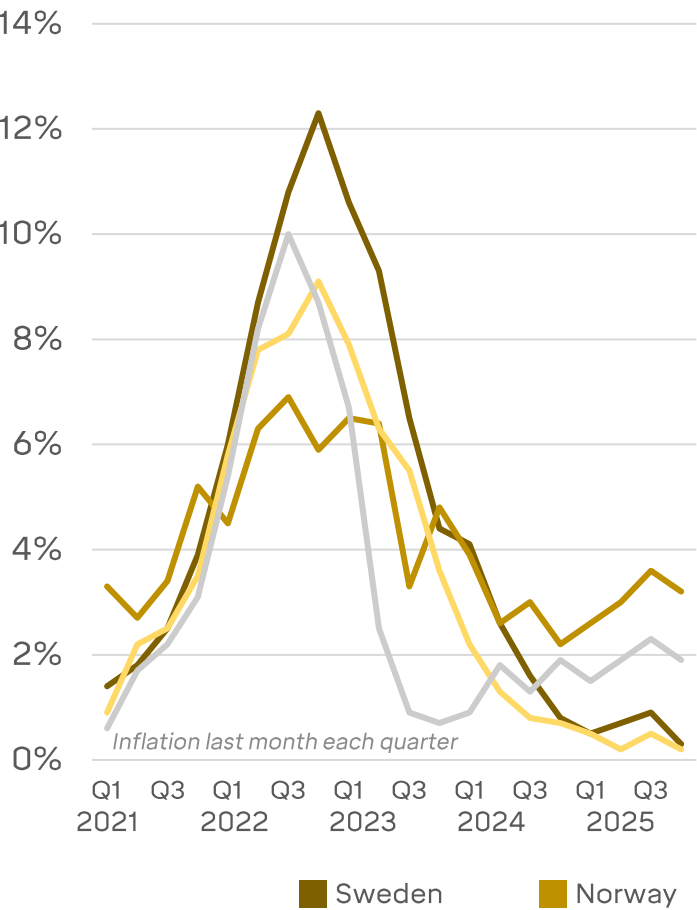


We care
people, society, environment

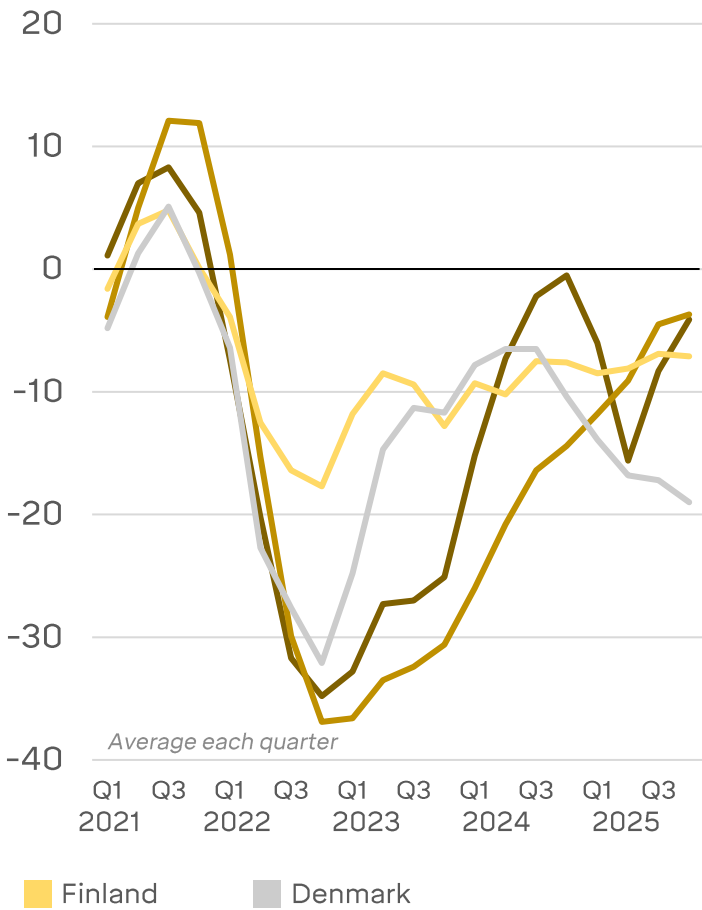


DEVELOPMENT OF MACRO INDICATORS

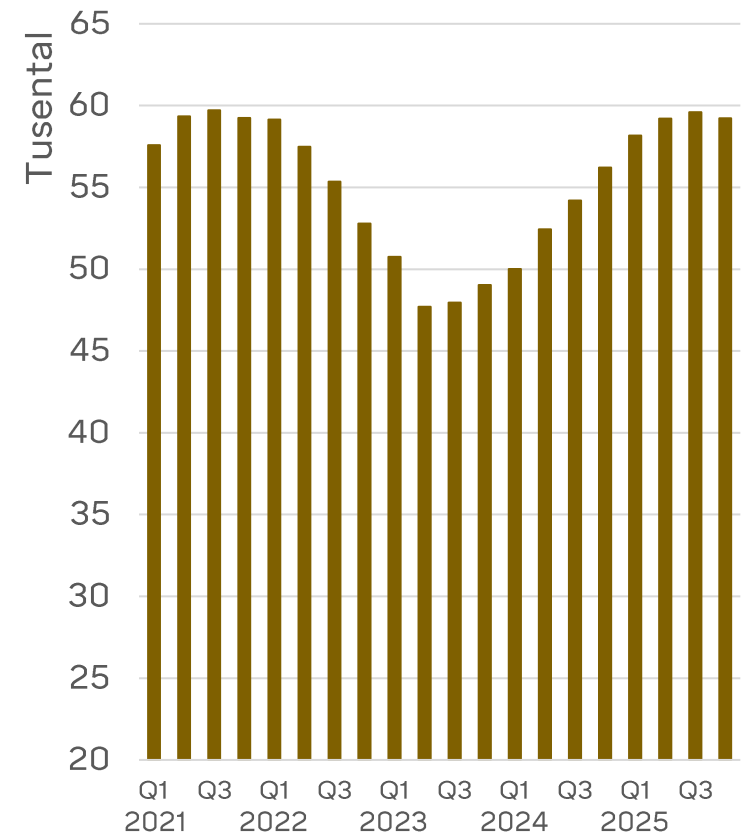
Inflation rates



Consumer confidence



House transactions Sweden (R12)



STRONG DELIVERY ON 2025 FOCUS AREAS

Customer experience



Volume & sales



Operational excellence



ENHANCED CUSTOMER EXPERIENCE

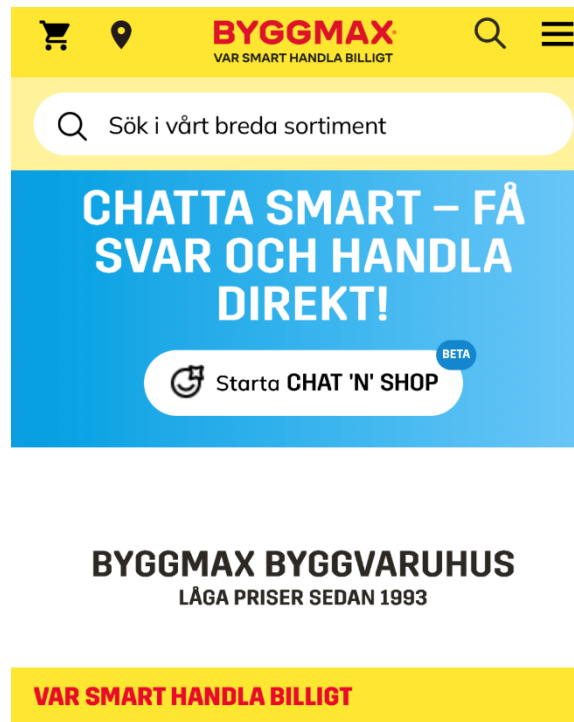
Positive customer feedback from re-arranged stores



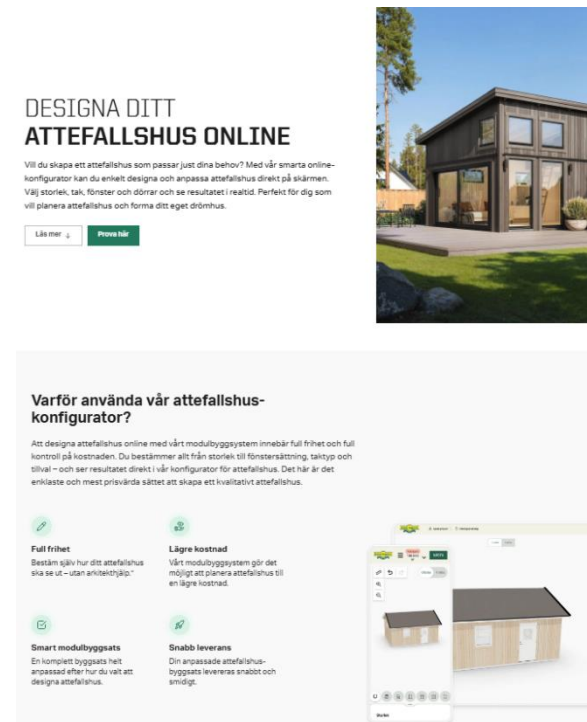
More self-service check-outs enabling focus on service



New tech to improve customer support



Increased sales of customized products – windows, doors and cabins



ACTIONS TO STRENGTHEN VOLUME AND SALES

A well-prepared high season 2025



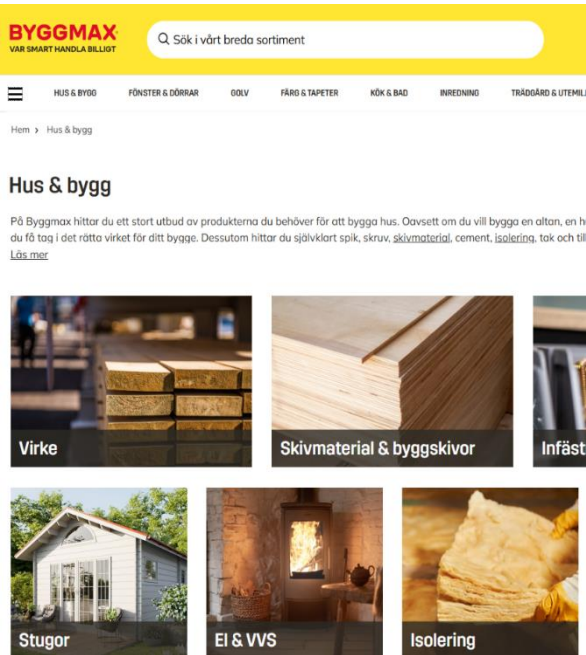
The right assortment and well-stocked stores



News within private label assortment



Streamlined e-commerce assortment

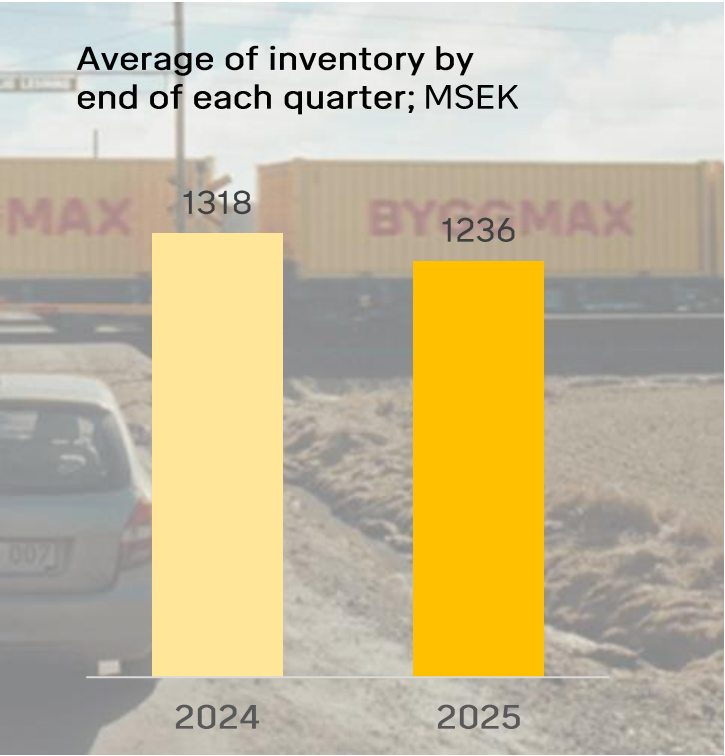


HIGH OPERATIONAL EXCELLENCE MAINTAINED

Strong cost control



Efficient supply & logistics

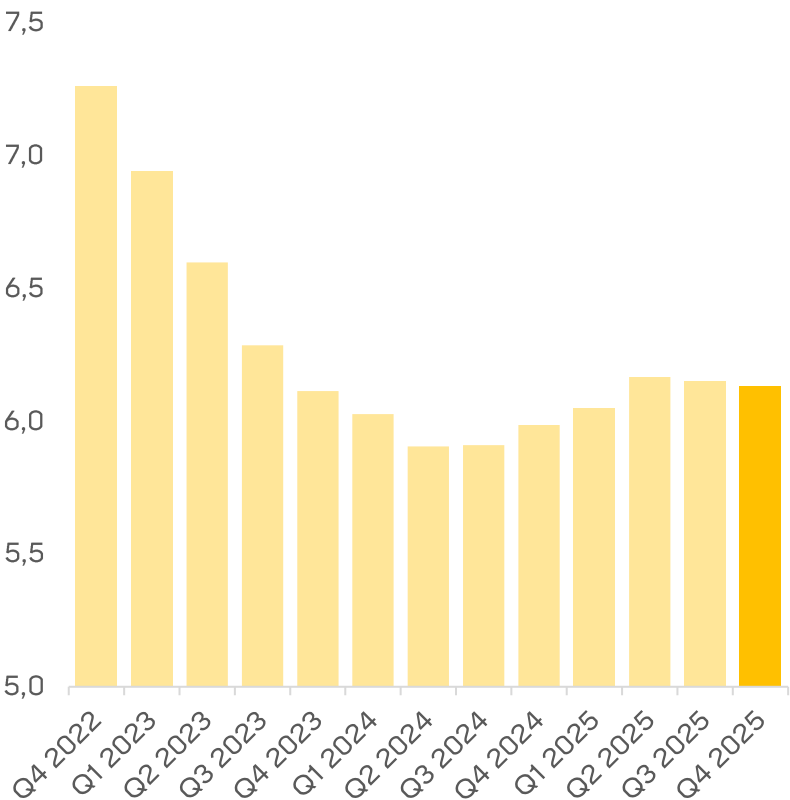


Revised e-com logistics

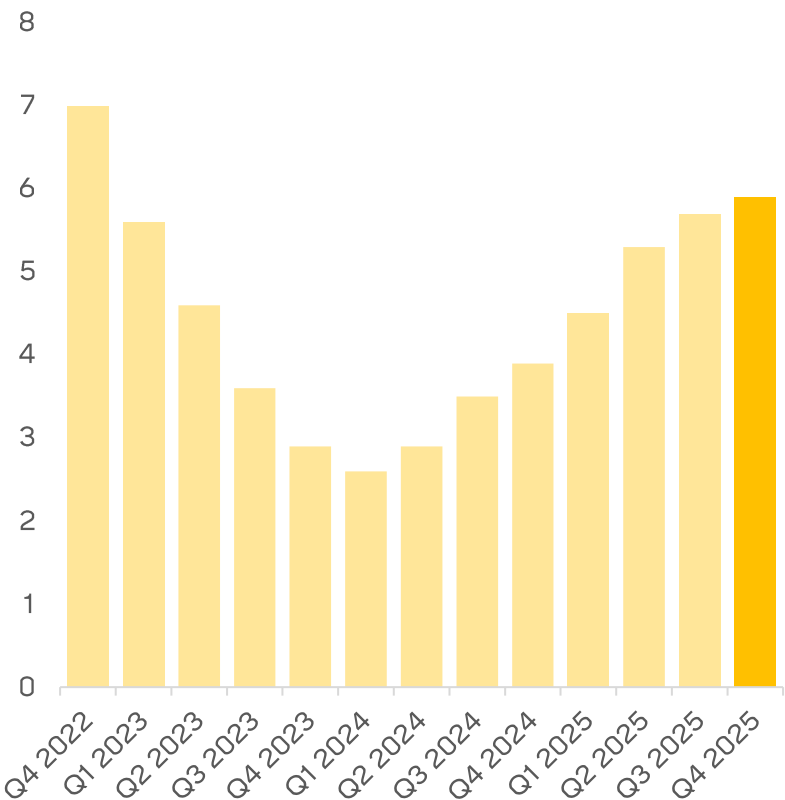


SEVEN CONSECUTIVE QUARTERS OF PROFITABILITY IMPROVEMENT

R12 Sales
SEK billion



R12 EBITA-margin
Percent



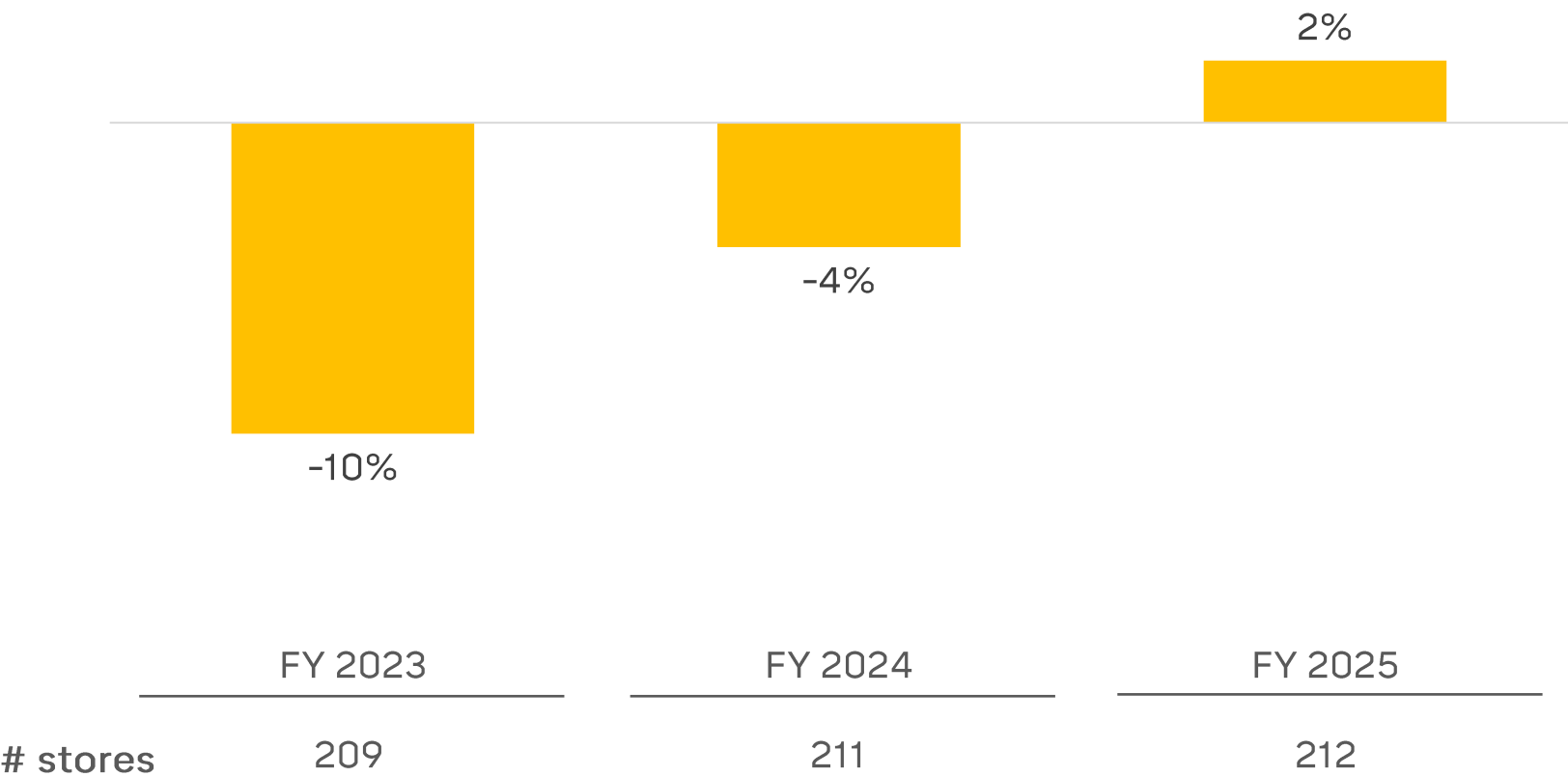
Profitability improved over the past seven quarters

Successful focus on core business and delivery of focus areas

Sales still below 2022 level

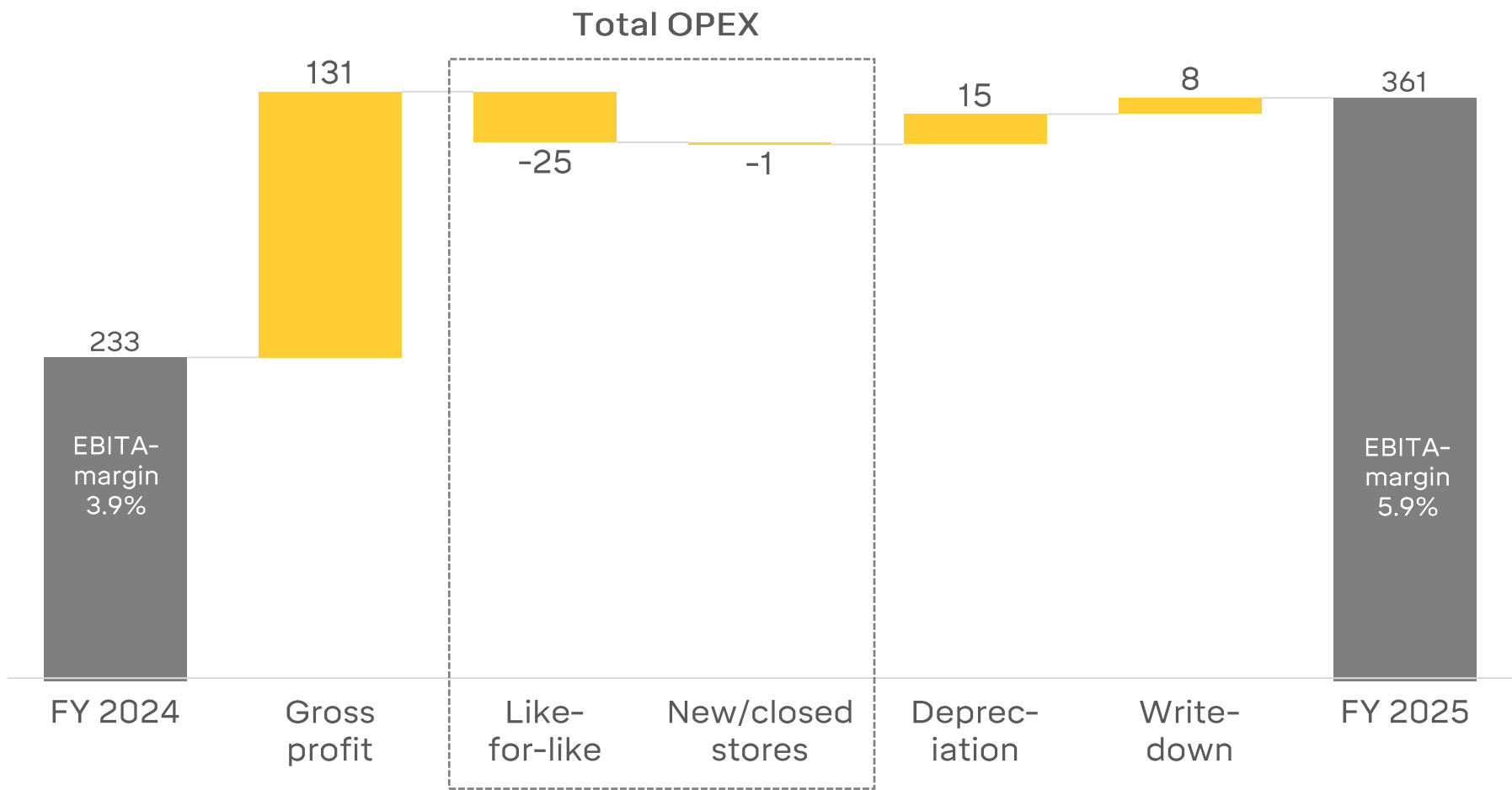
STRONG OPERATIONAL EXCELLENCE

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



IMPROVED PROFITABILITY

EBITA, SEK millions



Net sales 6 133 SEK M increased by 2.5%
Negative impact from FX -1.1% and removed e-com assortment -1.5%

Improved profitability driven by increased sales and strengthened gross profit

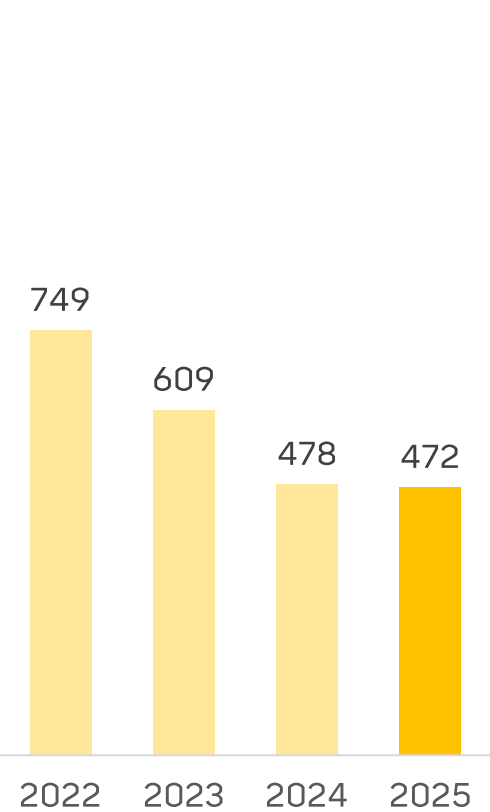
Cost control remains strong

Continuous optimization of store portfolio

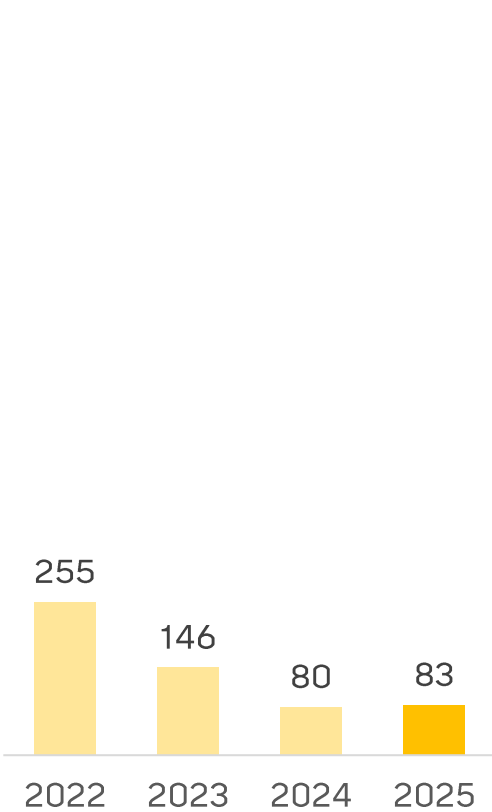
Lower investment activity contributes to the decline in depreciation

CAPITAL EFFICIENCY AND CONTINUED REDUCED NET DEBT

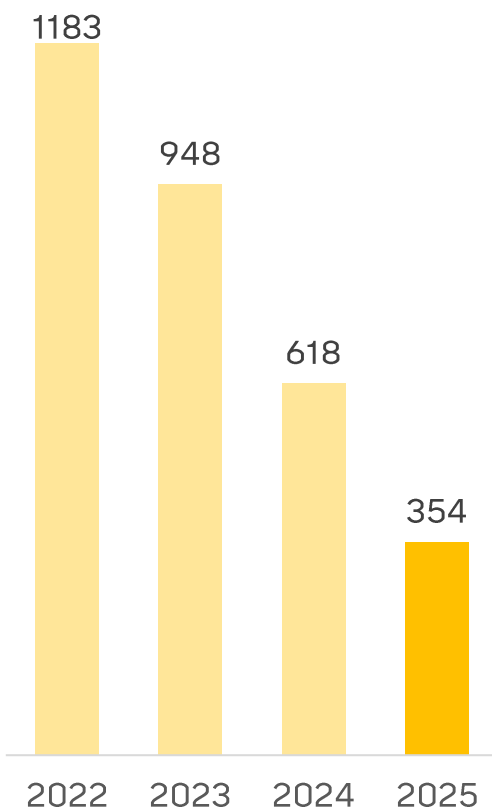
Net working capital
SEK millions



CAPEX
SEK millions



Net debt
SEK millions



PREPARED FOR THE FUTURE



Position

- A strong year delivered – increased profitability and robust balance sheet
- Attractive assortment, high customer satisfaction, short lead-times
- New customer- and marketing function



Focus

- Continue to strengthen the core business
- Focus on customers, driving sales while leveraging operational efficiency



Execute

- Driving simplicity and scale to deliver the right quality at the best price
- Being agile, cost-efficient, and close to the customer

BYGGMAX[®]

VAR SMART HANDLA BILLIGT

