



## **CONFERENCE CALL**

## **Q4 REPORT 2025**

January 30, 2025



Karl Sandlund, CEO



Helena Nathhorst, CFO



# BYGGMAX IMPROVES PROFITABILITY AND PROPOSES A HIGHER DIVIDEND

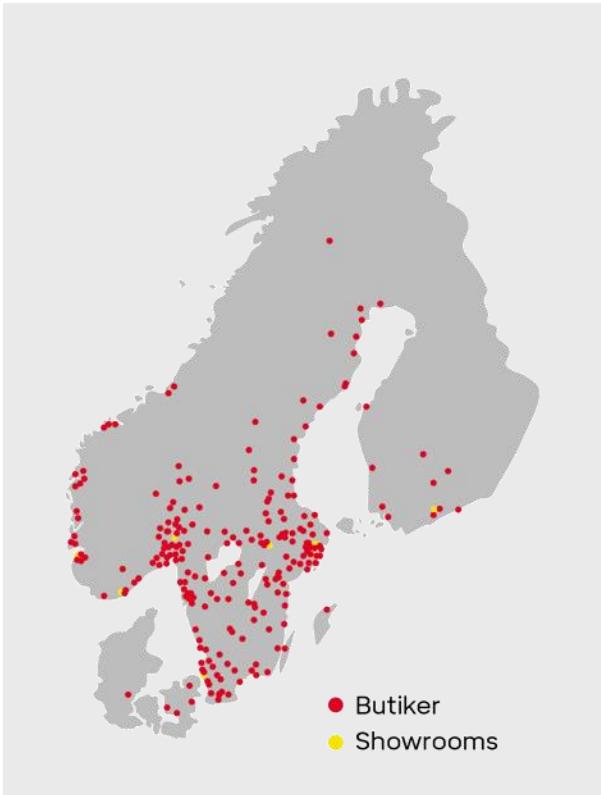


- Strong delivery on 2025 focus areas
- EBITA margin improved by 2 p.p.
- Earnings per share SEK 3.25 (1.14)
- Net debt (excl IFRS effects) 354 SEK M (618)
- Proposed dividend of SEK 1.65 per share (0.75)

	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

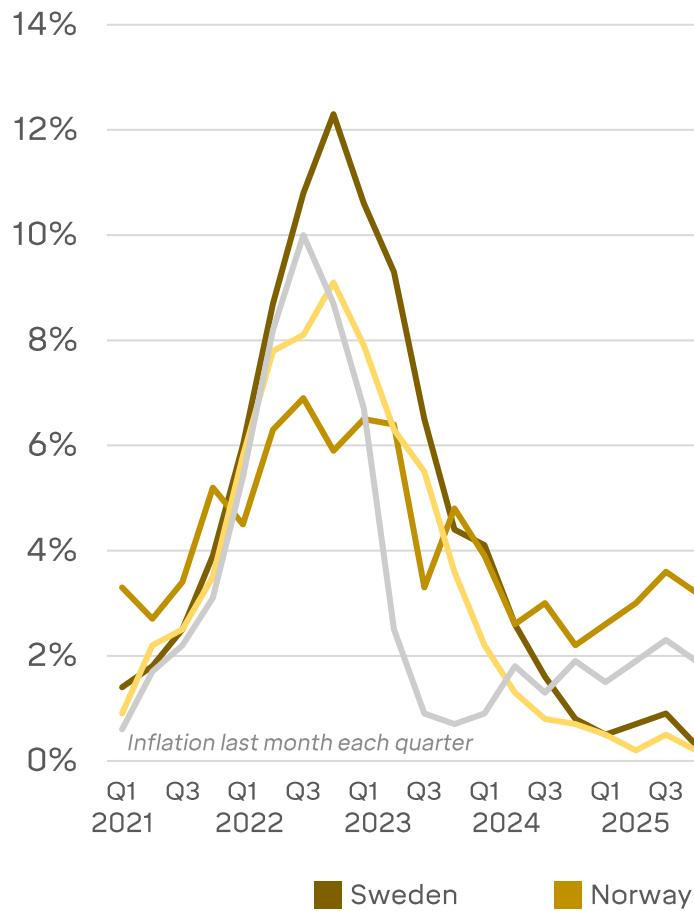


**We care**  
people, society, environment

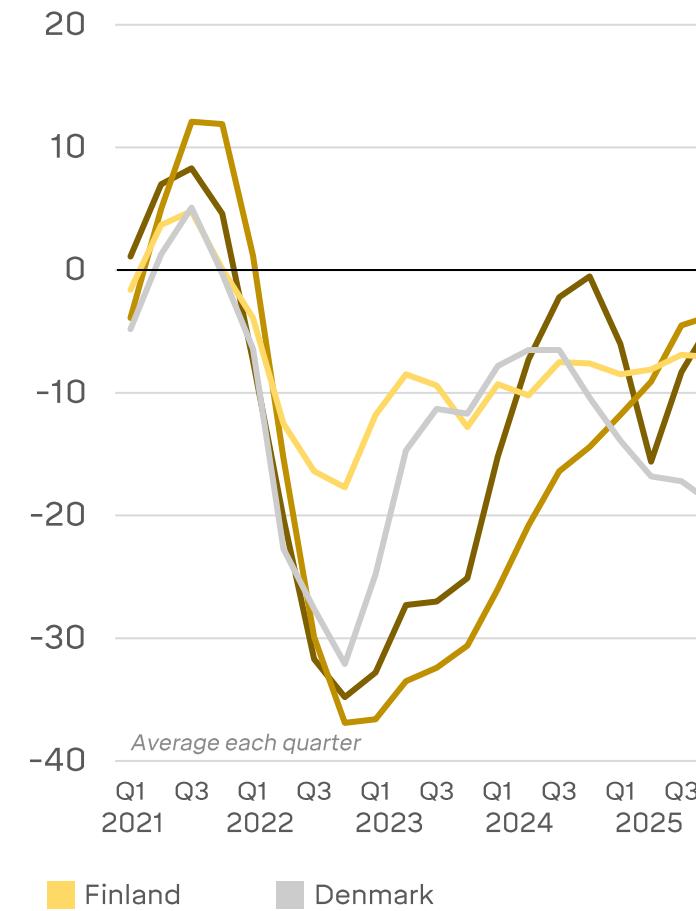


# DEVELOPMENT OF MACRO INDICATORS

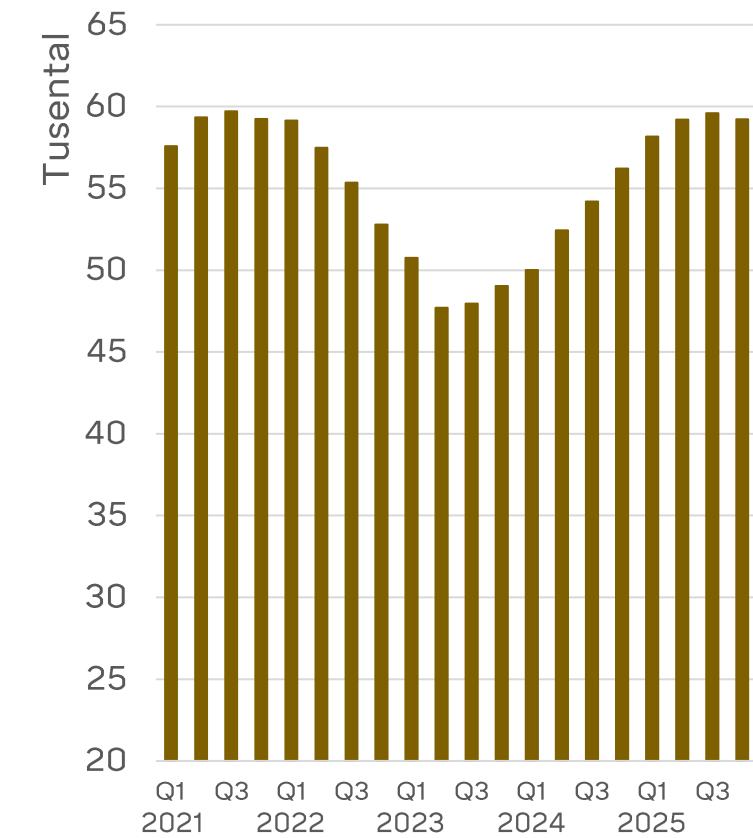
Inflation rates



Consumer confidence



House transactions Sweden (R12)



# STRONG DELIVERY ON 2025 FOCUS AREAS

Customer experience



Volume & sales



Operational excellence



# ENHANCED CUSTOMER EXPERIENCE

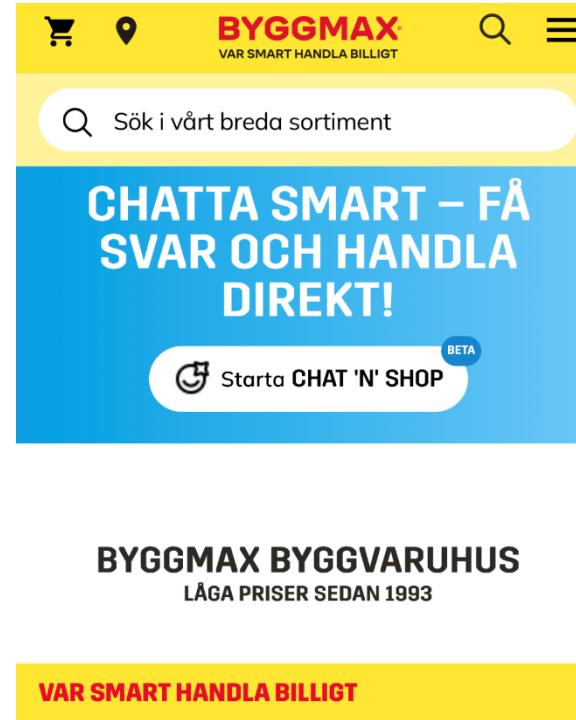
Positive customer feedback from re-arranged stores



More self-service check-outs enabling focus on service



New tech to improve customer support



Increased sales of customized products – windows, doors and cabins

DESIGNA DITT ATTEFALLSHUS ONLINE

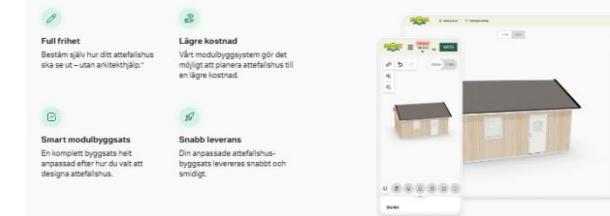
Vill du skapa ett atefallshus som passar just dina behov? Med vår smarta onlinekonfigurator kan du enkelt designa och anpassa atefallshus direkt på skärmen. Välj storlek, tak, fönster och dörrar och se resultaten i realtid. Perfekt för dig som vill planera atefallshus och forma ditt eget drömmhus.

Läs mer  [Prova här](#)



Varför använda vår atefallshuskonfigurator?

Att designa atefallshus online med vårt modulbyggsystem innebär full frihet och full kontroll på kostnaden. Du bestämmer allt från storlek till fönsterställning, taktyp och takfall – och ser resultaten direkt i vår konfigurator för atefallshus. Det här är det enklaste och mest prisvärda sättet att skapa ett kvalitativt atefallshus.

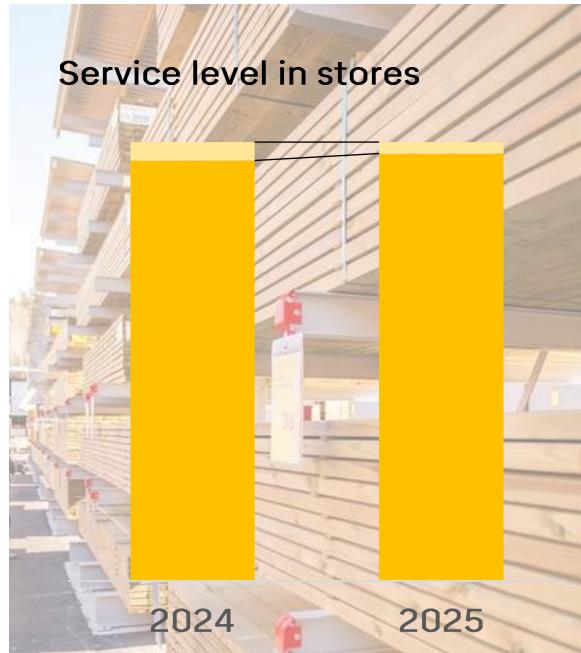


# ACTIONS TO STRENGTHEN VOLUME AND SALES

A well-prepared high season 2025



The right assortment and well-stocked stores



News within private label assortment

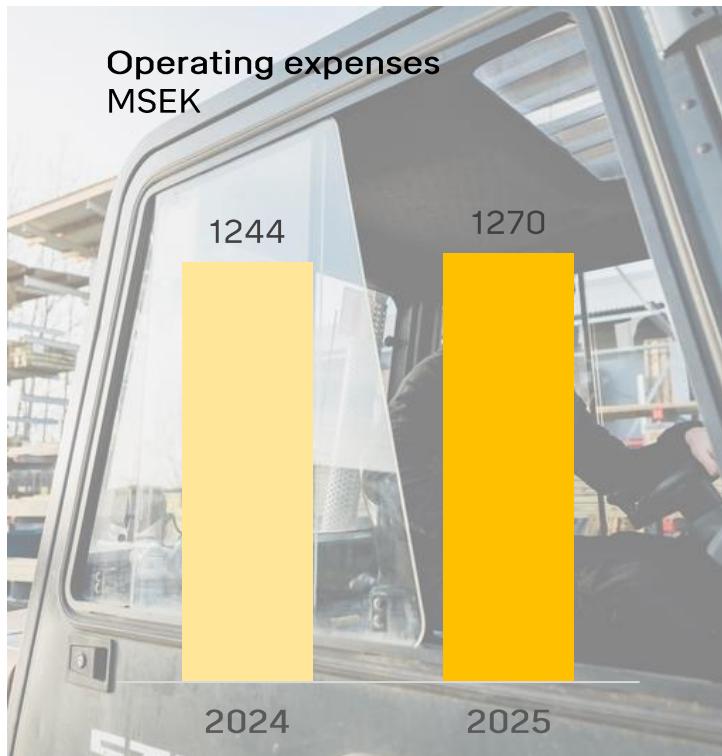


Streamlined e-commerce assortment

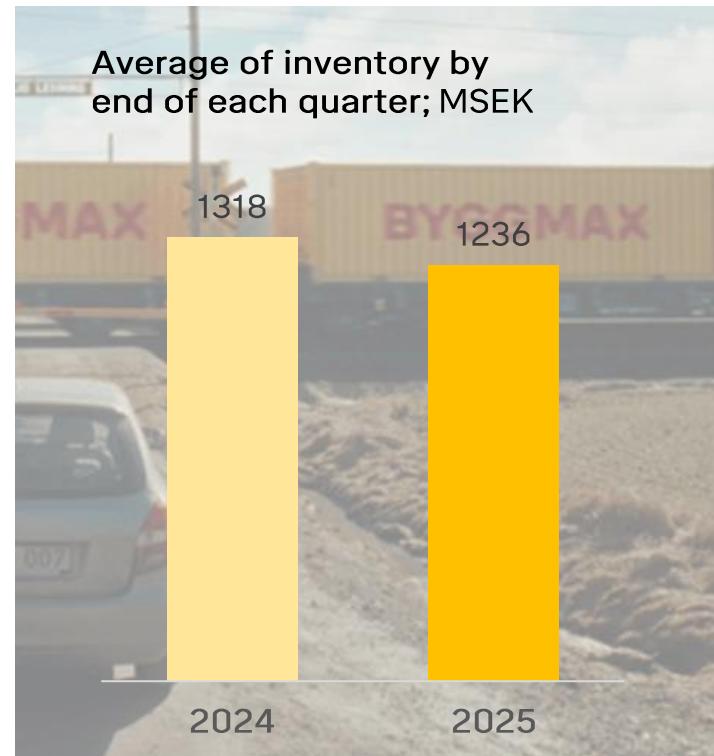
A screenshot of the BYGGMAX website. The top navigation bar includes "HUS &amp; BYGG", "FÖNSTER &amp; DÖRRAR", "Golv", "FÄR &amp; TAPETER", "KÖK &amp; BÄD", "INREDNING", and "TRÄGDÅRD &amp; UTEMILJÖ". The main content area shows a "Hus &amp; bygg" category with sub-sections: "Virke", "Skivmaterial &amp; byggskivor", "Infäst", "Stugor", "El &amp; VVS", and "Isolering". Each sub-section has a small image and a title.

# HIGH OPERATIONAL EXCELLENCE MAINTAINED

## Strong cost control



## Efficient supply & logistics

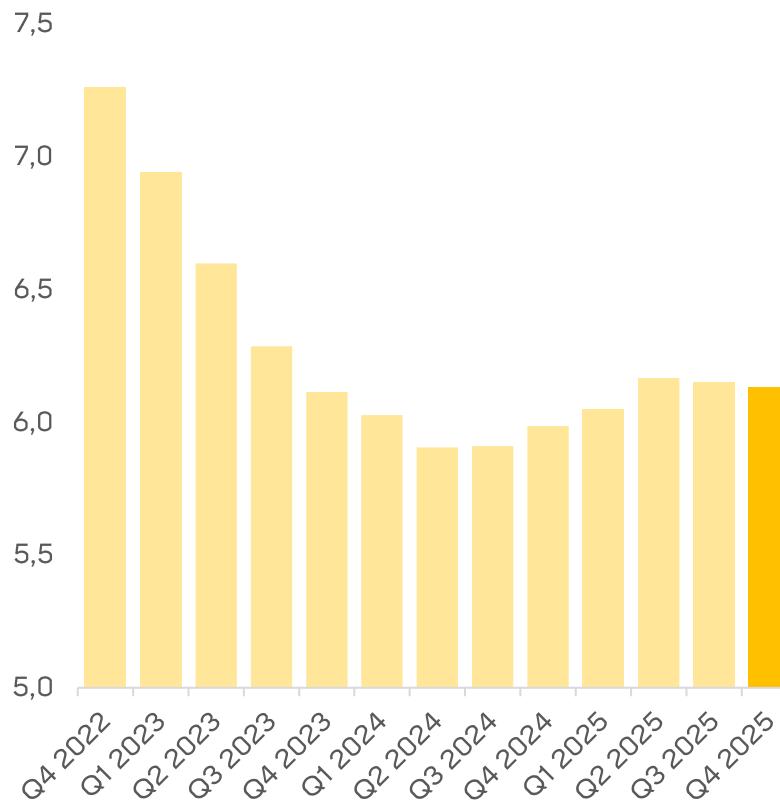


## Revised e-com logistics

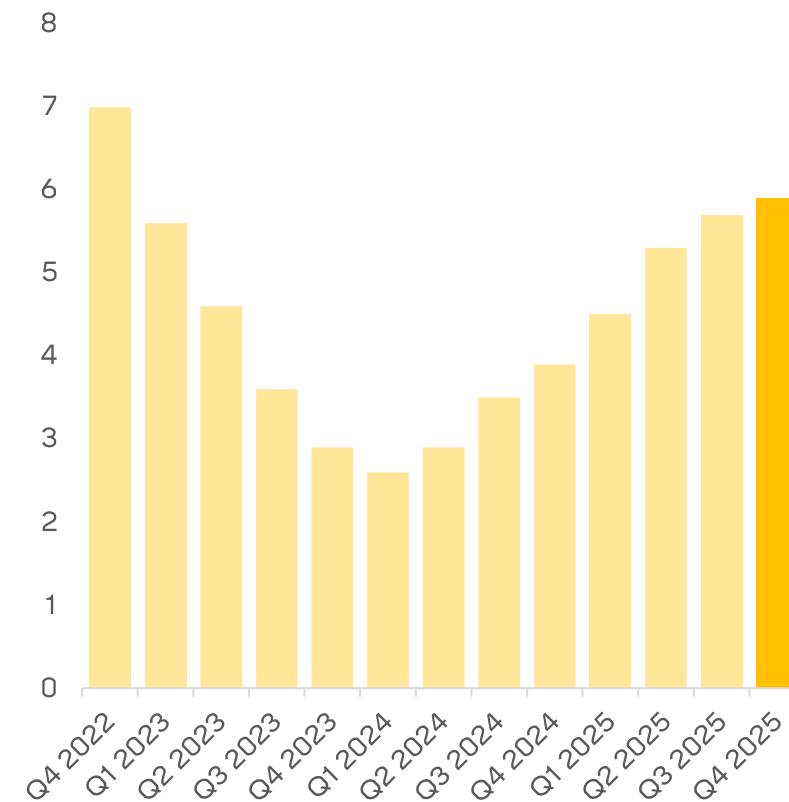


# SEVEN CONSECUTIVE QUARTERS OF PROFITABILITY IMPROVEMENT

R12 Sales  
SEK billion



R12 EBITA-margin  
Percent



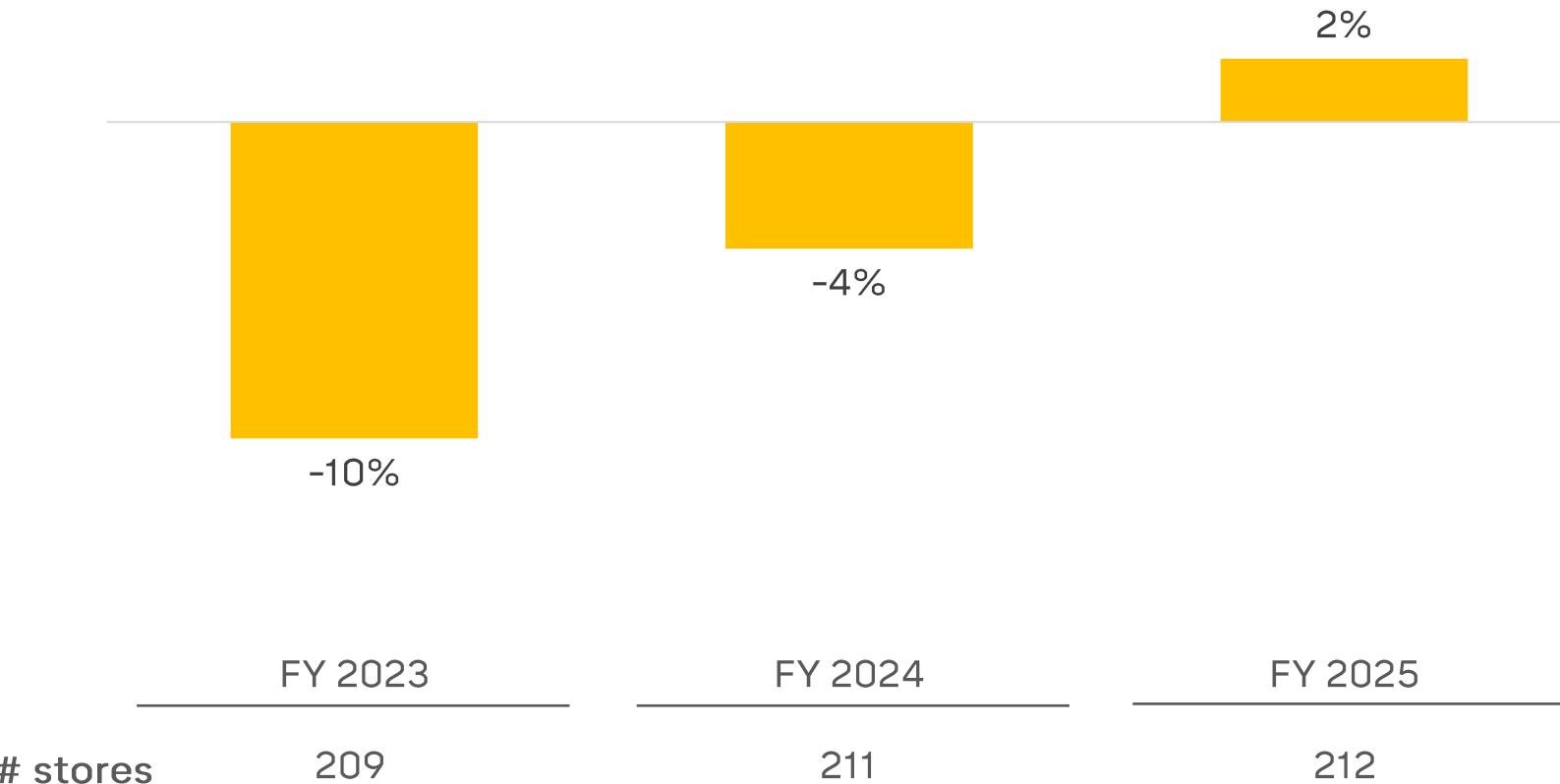
Profitability improved over the past seven quarters

Successful focus on core business and delivery of focus areas

Sales still below 2022 level

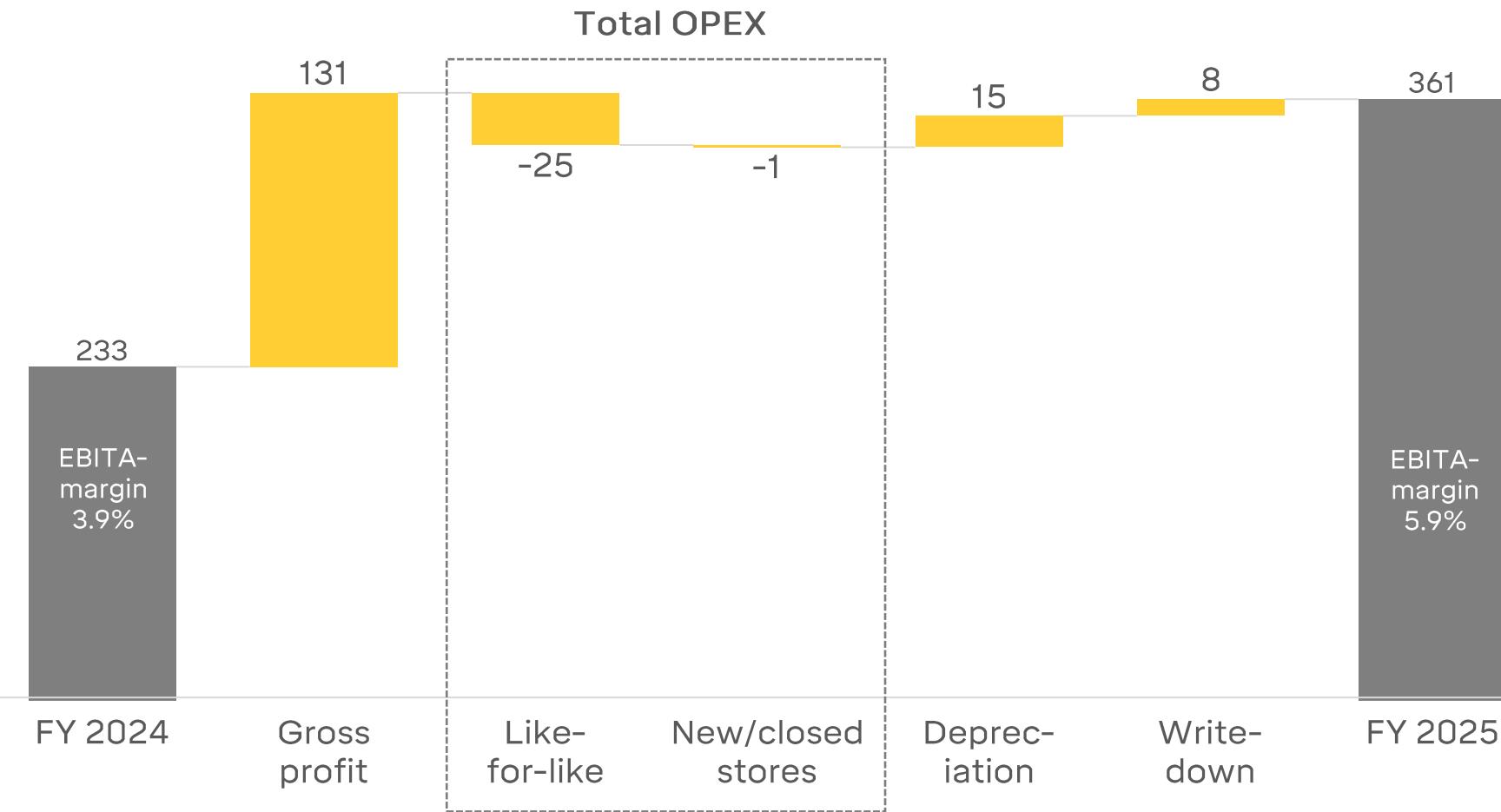
# STRONG OPERATIONAL EXCELLENCE

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

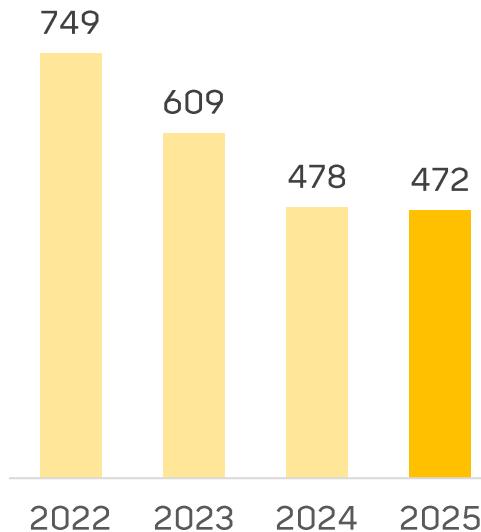
Cost control remains strong

Continuous optimization of store portfolio

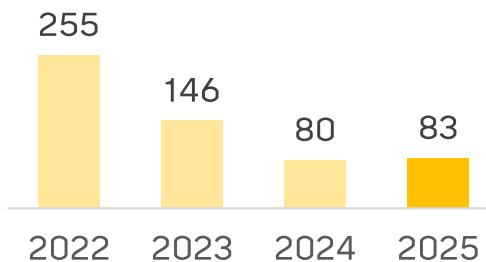
Lower investment activity contributes to the decline in depreciation

# CAPITAL EFFICIENCY AND CONTINUED REDUCED NET DEBT

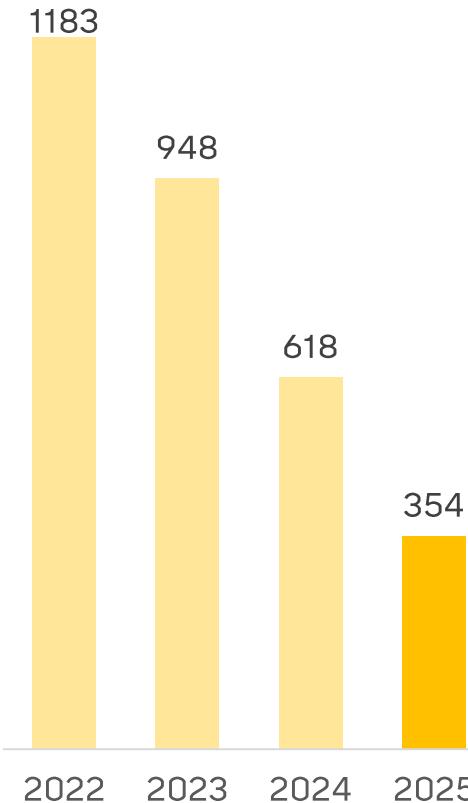
Net working capital  
SEK millions



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

