

# BYGGMAX®

## Q2 REPORT 2024

July 12, 2024

Karl Sandlund, CEO  
Helena Nathhorst, CFO



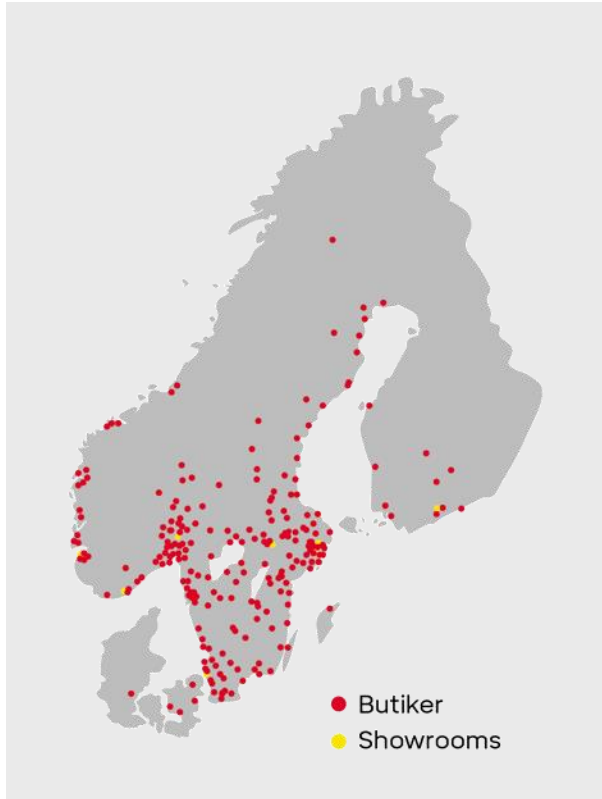
# IMPROVED PROFITABILITY AND REDUCED NET DEBT

- Improved profitability
- Strong operational excellence
- 2 new stores – Norway + Sweden
- Net debt reduced by 29% vs. last year
- High seasons continues

	Q2 2024	Q2 2023
Net sales, SEK M	2 082	2 203
Net sales growth, %	-5.5%	-13.4%
EBITA, SEK M	184	172
EBITA-margin, %	8.8%	7.8%
Net debt, SEK M	480	679

# EVERYBODY HAS THE RIGHT TO A FANTASTIC HOME

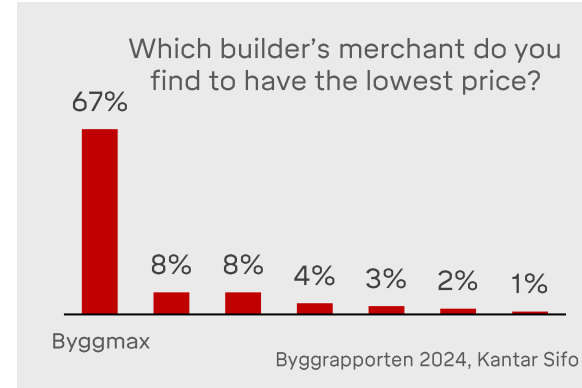
**Strong position**  
on attractive market



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



**Best price**  
and quick & easy shopping



**We care**  
people, society, environment



# BYGGMAX GROUP – Q2 2024

NUMBER OF  
STORES

**213**

NET SALES R12

**SEK  
5.9bn**

EBITA R12

**SEK  
168M**

CASH FLOW FROM  
OPERATING  
ACTIVITIES R12

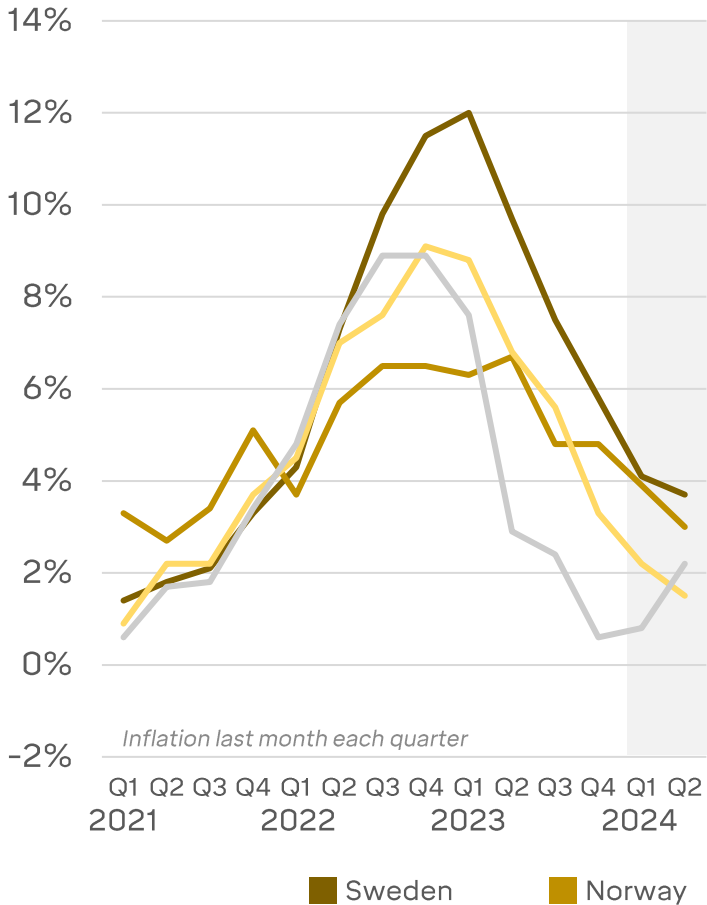
**SEK  
744M**

SHARE OF E-  
COMMERCE R12

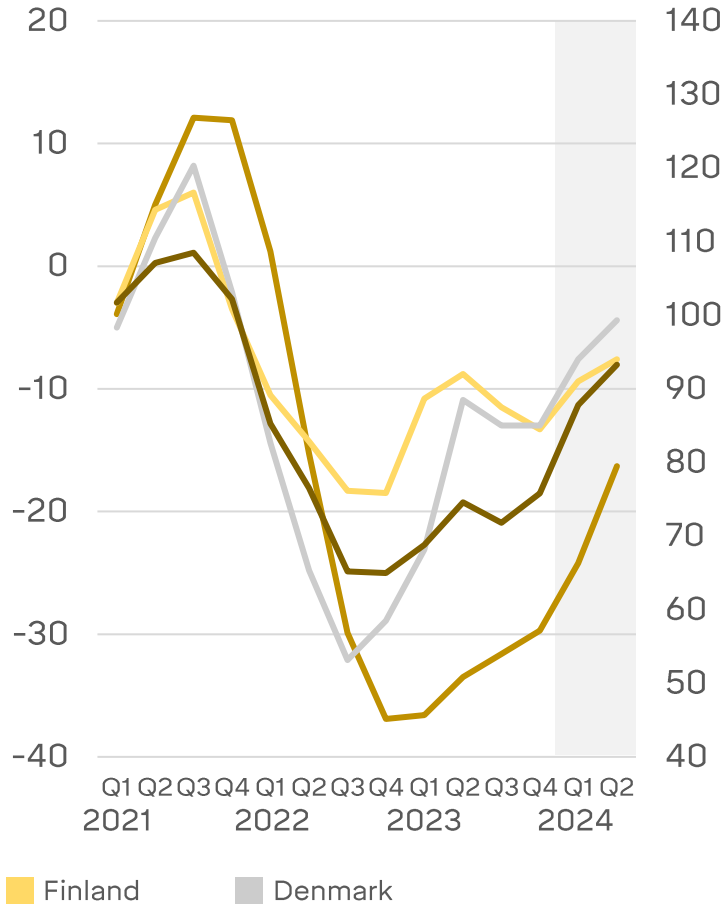
**18%**

# SOME POSITIVE MACRO SIGNS SEEN LATELY

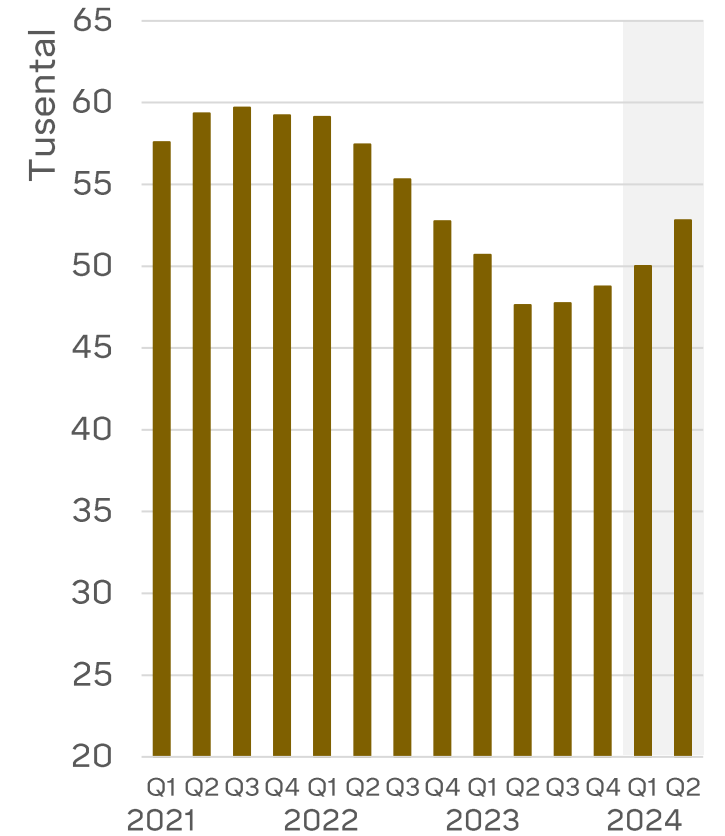
## Inflation rates



## Consumer confidence



## House transactions Sweden (R12)

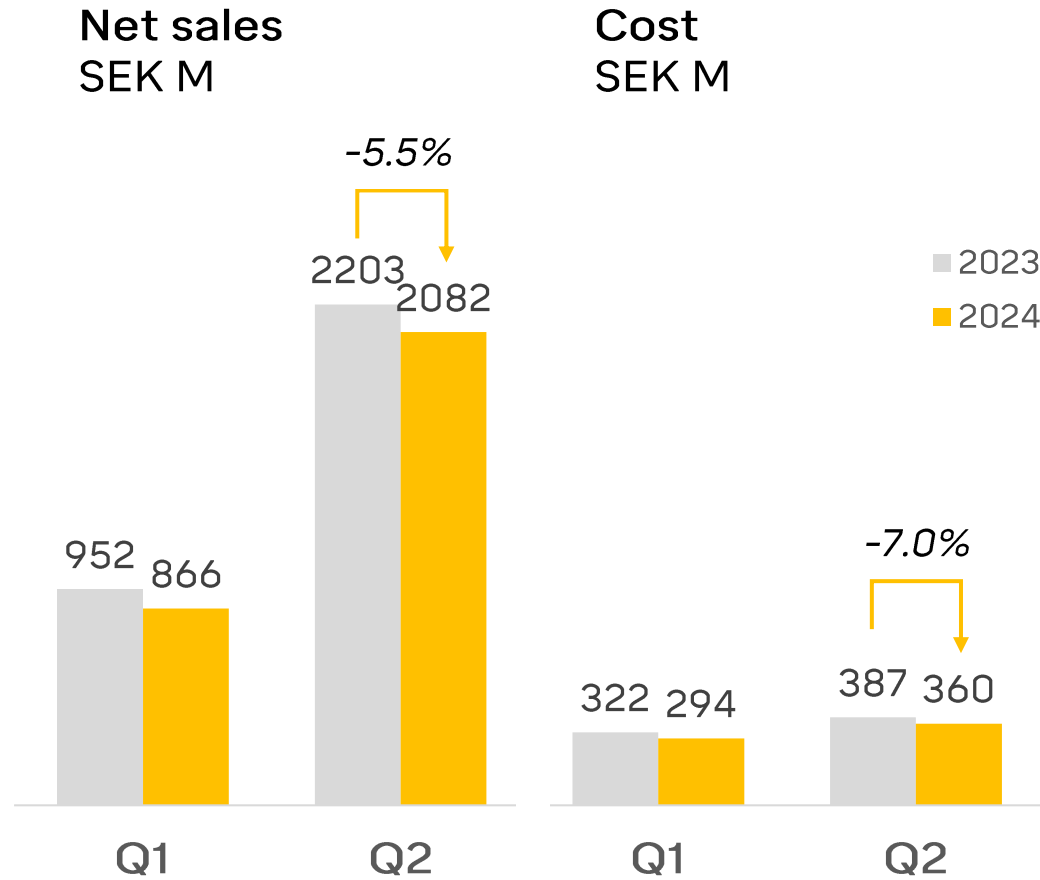


# STRONG OPERATIONAL EXCELLENCE

Successful transition  
from low to high  
season

Lower cost despite  
more stores

Reduced waste

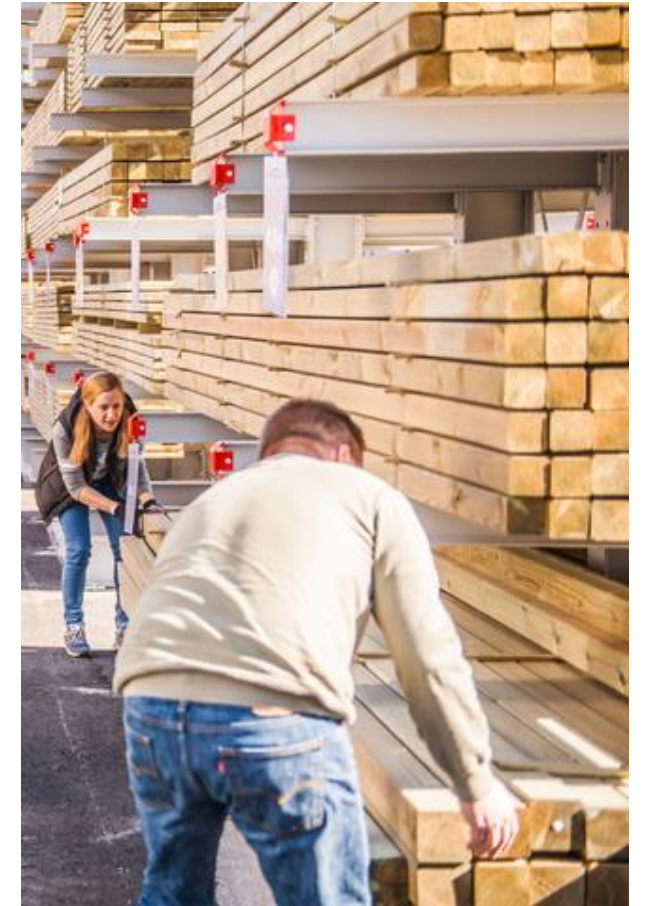
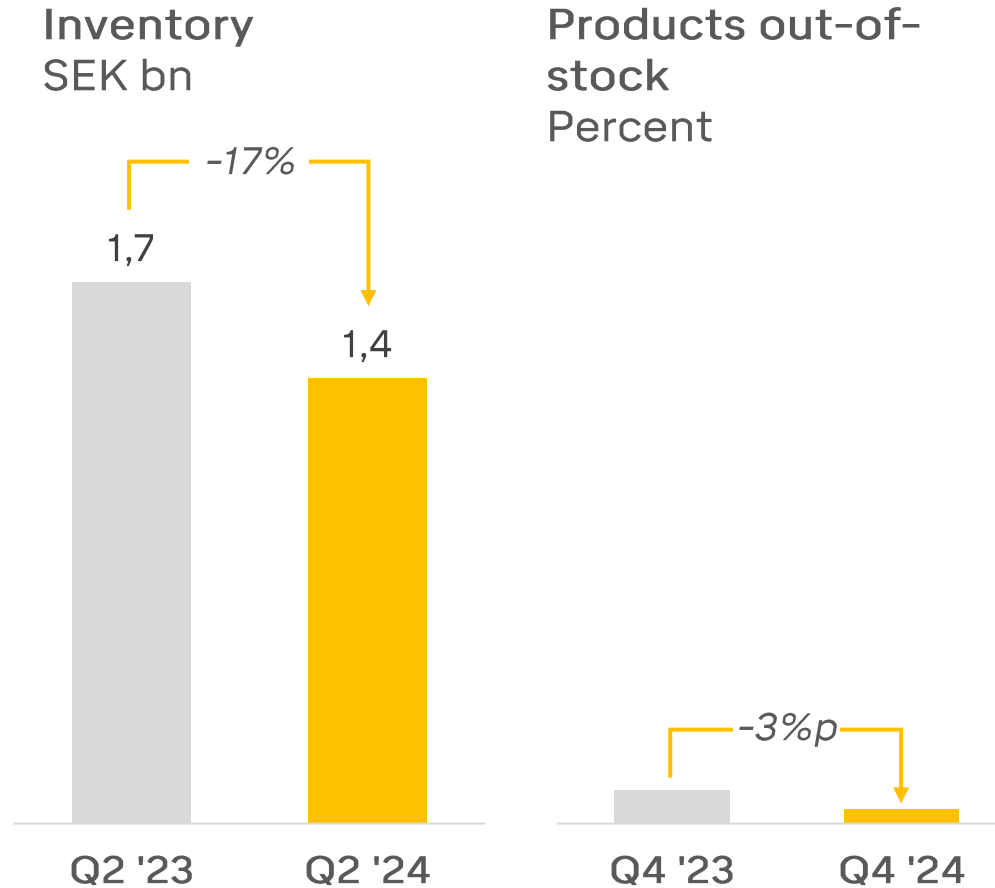


# CONTINUED EFFECT FROM OPTIMIZATION OF ASSORTMENT AND INVENTORY

Strong gross margin –  
assortment, purchasing,  
product mix

Optimization of  
inventory level of each  
product

Improved product  
availability in stores

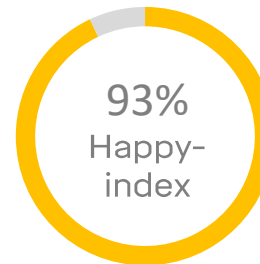


# STRENGTHENED CUSTOMER OFFER

2 new stores (Bergen and Mellbystrand) –  
33 new stores the last 3 years

Very high customer satisfaction in stores

Improved online –  
more customized products available



**BYGGMAX/BY ME**

FÖNSTER   DÖRRAR   GARAGEPORTAR   MARKISER OCH SOLSKYDD   KUNDTJÄNST

INSPIRATION OCH STÖD

## Fönster för alla hem

Byt fönster till bra priser och se till att hålla energikostnaderna nere. Hitta precis det fönster du letar efter.

Vi har fönster i aluminium, trä, PVC och takfönster för alla stilar och plånböcker. Passa även på att ge ditt hem ytterligare ett lyft med våra stiftfulla ytterdörrar eller smarta garageportar.

Fönstren finns i många storlekar för att passa just dina behov – det vi kallar By Me.

**RABATTSTEGE  
UPP TILL  
30% RABATT**

Aluminium	Träfönster	PVC-fönster
<ul style="list-style-type: none"><li>✓ Det mest lättskötta och slitstarka alternativet</li><li>✓ Ger ett modernt uttryck</li><li>✓ U-värde mellan 0,79-1,7</li></ul>	<ul style="list-style-type: none"><li>✓ Ett klassiskt och prisvärt material</li><li>✓ Passar de flesta stilar och fasader</li><li>✓ U-värde mellan 0,9-1,7</li></ul>	<ul style="list-style-type: none"><li>✓ Underhållsfritt och slitstarkt</li><li>✓ Prisvärt och hög kvalitet</li><li>✓ U-värde mellan 0,73-1,3</li></ul>
<a href="#">Till aluminiumfönster →</a>	<a href="#">Till träfönster →</a>	<a href="#">Till PVC-fönster →</a>

# CLEAR ROADMAP FOR DELIVERING THE NEXT PHASE OF OUR JOURNEY

Updated targets confirming ambition to secure profitable growth and value creation

## SALES GROWTH

- Growth exceeding market, implying at least 5 percent annual sales increase over a business cycle

## LEVERAGE

- Net debt excl. IFRS 16/ EBITDA R12 shall not be more than 2.5x

## EBITA MARGIN

- The EBITA margin should be at least 7 percent per year

## DIVIDEND

- Distribute 50 percent of net profit, considering the financial position

Clear roadmap to achieve targets built on three pillars



**SIMPLIFY**



**AMPLIFY**

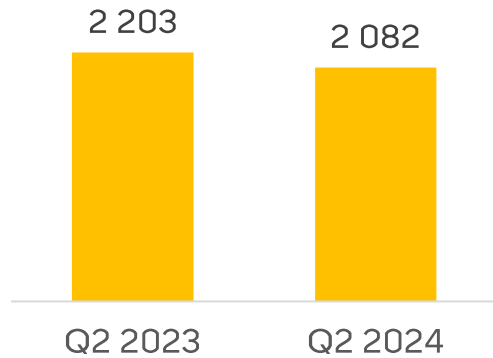


**ELEVATE**

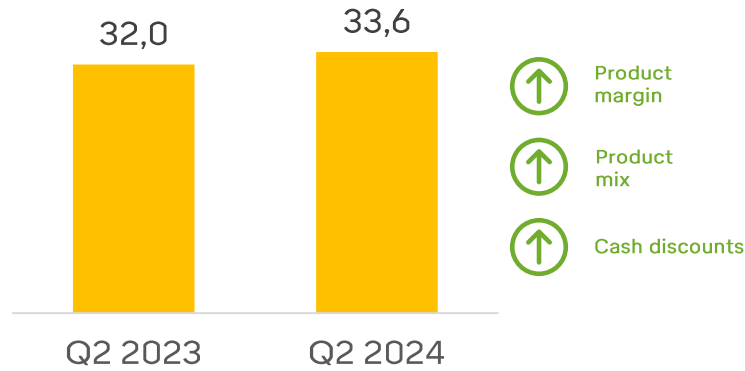
From  
May  
2024

# LESS DECLINE IN SALES – LARGE DIFFERENCES IN DEMAND BETWEEN CATEGORIES

Sales development SEK M



Gross margin development %



Categories related to smaller projects develops well, still lower activity for larger renovations in the quarter

Sweden performed better

Strong gross margin driven by positive product mix, improved product margin and utilisation of supplier cash discount

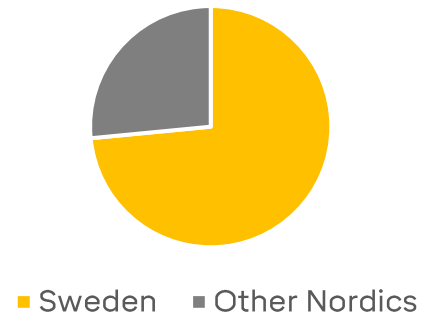
Net 4 new stores in 2024, total 213 stores combined with an online assortment.

Sales development %

**-5.5%**

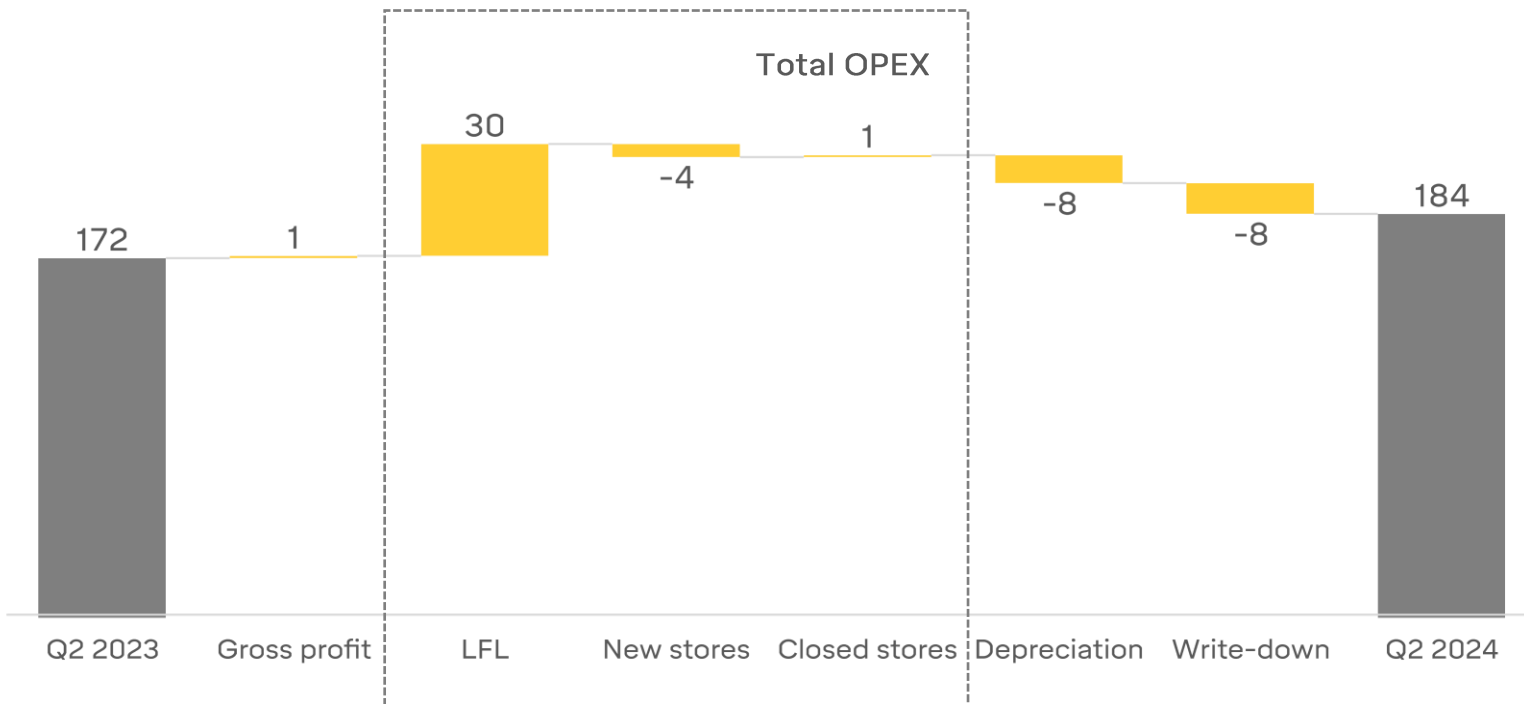
LFL	FX	New stores	Closed stores
-6.7%	0.2%	1.1%	-0.2%

Sales development by geography



# IMPROVED PROFITABILITY DRIVEN BY MAINTAINED GROSS PROFIT AND EFFICIENT OPERATIONS

EBITA, SEK M



Maintained gross profit despite weak market

Increased efficiency and lower cost, both in store and administration

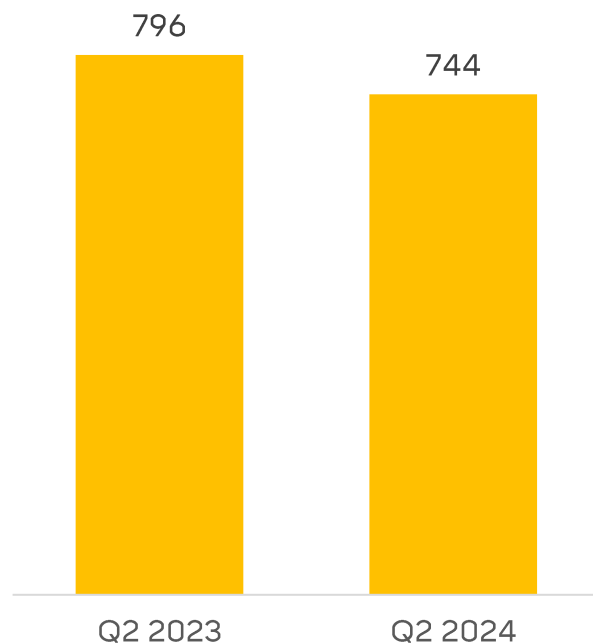
Depreciation increase from more leased stores

Write-down of Green Venture

# STABLE AND STRONG CASH GENERATION

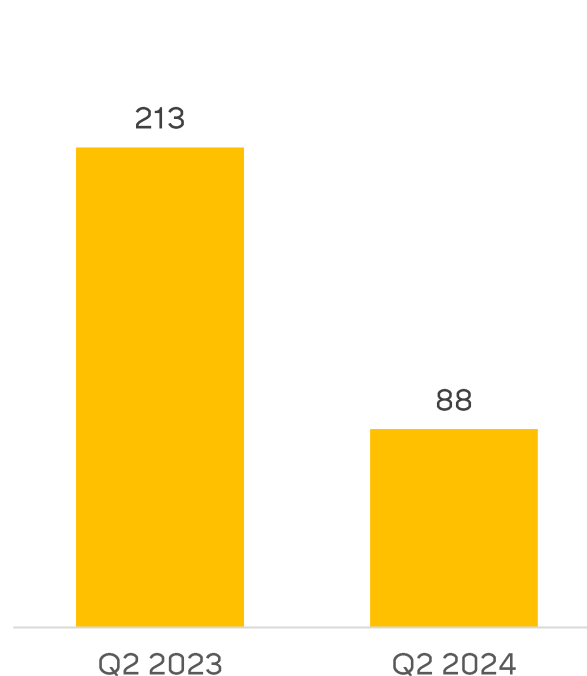
## Cash flow from operating activities

R12, SEK M



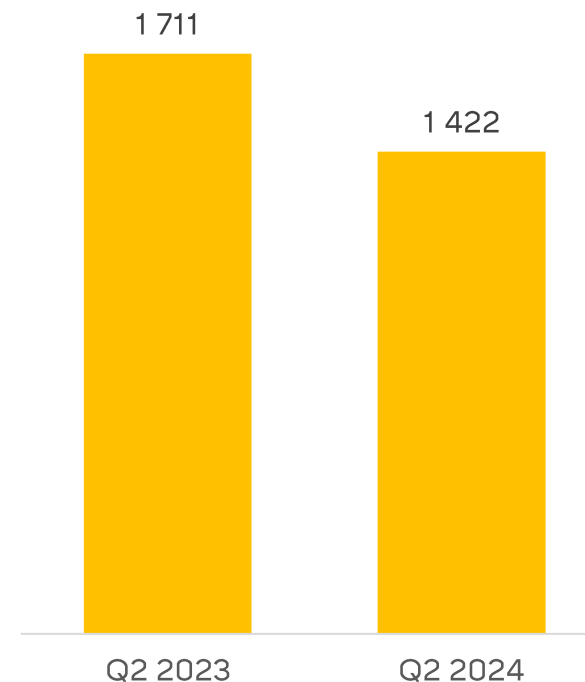
## Investing activities

R12, SEK M



## Inventory

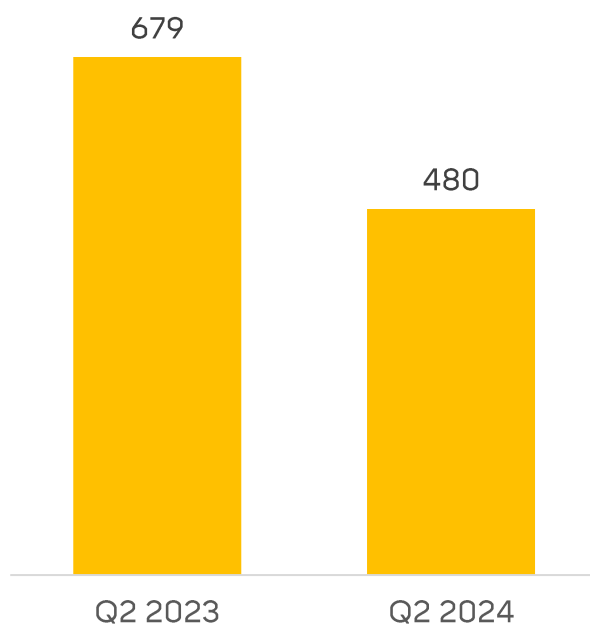
SEK M



Strong cash flow achieved by prioritization of investments and successful optimization of inventory

# STRENGTHENED POSITION BY SIGNIFICANTLY REDUCED NET DEBT

Net debt excl IFRS  
SEK M



Net debt excl IFRS  
Q2 2024

**SEK 480 M**

-199M vs. Q2 2023

Committed credit facilities  
Q2 2024

**SEK 1,500 M**

1,000M available

Net debt reduced to SEK 480 M

Net debt leverage in Q2 at 1.5

Average net debt leverage last 12 month below target 2.5. Significant seasonality in net debt leverage between high and low season

Extended credit facilities at year end 2023 with unutilised commitment

# READY FOR THE FUTURE



## Market development

- Some positive macro signs – consumer confidence, housing market  
→ key drivers for future growth of building material market



## Bygghuset priorities

- Strong customer offering – store performance, assortment, channels
- Efficient operations and optimized inventory levels
- Strengthened balance sheet with reduced net debt



## Ready for growth

- Leading discount position confirmed
- More and upgraded stores with attractive assortment
- Lower operating cost & optimized inventory levels
- Efficient logistics flows able to handle substantially more volume

**BYGGMAX**

VAR SMART HANDLA BILLIGT

