BYGGMAX®

CONFERENCE CALL

Q3 REPORT 2025

October 24, 2025

Karl Sandlund, CEO

Helena Nathhorst, CFO

Q3

CONTINUED IMPROVEMENT OF PROFITABILITY

- Sales decreased by 0.8%
- Continued improvement of profitability
- Focus on core and simplification
- Leverage down to 0.4x
- A well-prepared high season

	Q3 2025	Q3 2024
Net sales, SEK M	1 949	1 965
Net sales, %	-0.8%	0.3%
EBITA, SEK M	272	249
EBITA-margin, %	14.0%	12.7%
Net debt, SEK M	196	488

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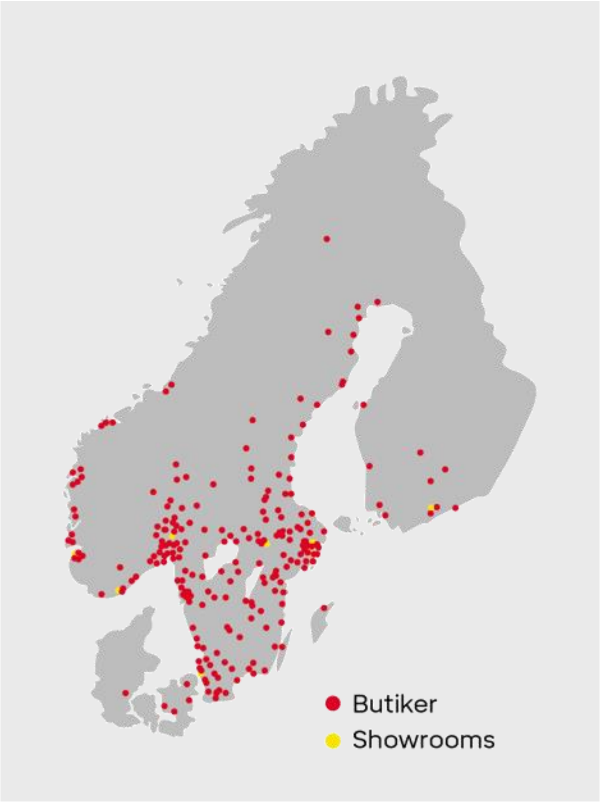
EVERYBODY HAS THE RIGHT TO A FANTASTIC HOME

Attractive position
on valuable market



Right assortment
stores combined with e-com

Low price
and quick & easy shopping

We care
people, society, environment

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BYGGMAX GROUP – Q3 2025

NUMBER OF STORES	NET SALES R12	EBITA R12	CASH FLOW FROM OPERATING ACTIVITIES R12	SHARE OF E-COMMERCE R12
212	SEK 6.1bn	SEK 348M	SEK 830M	18%

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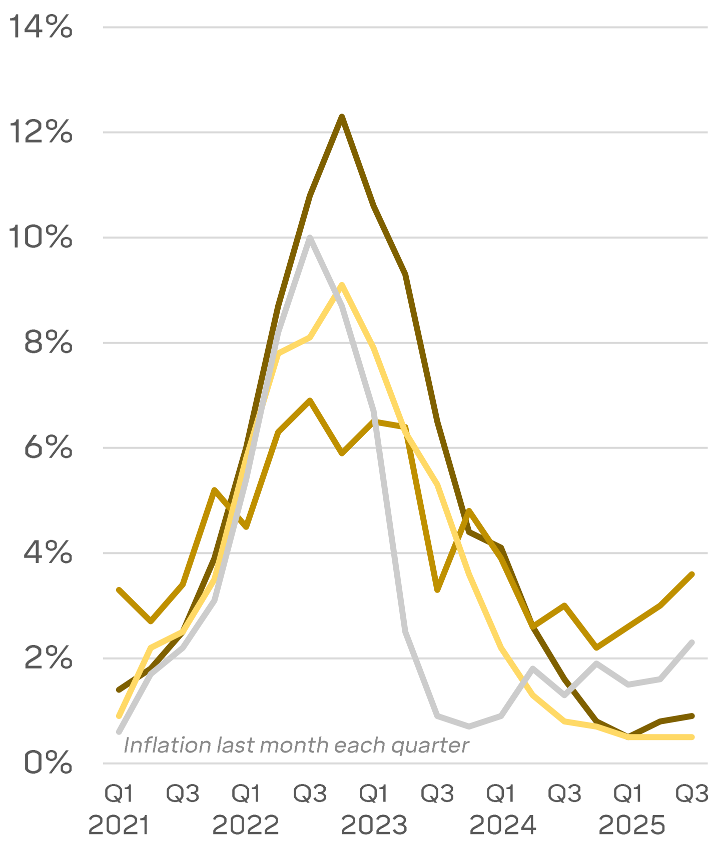
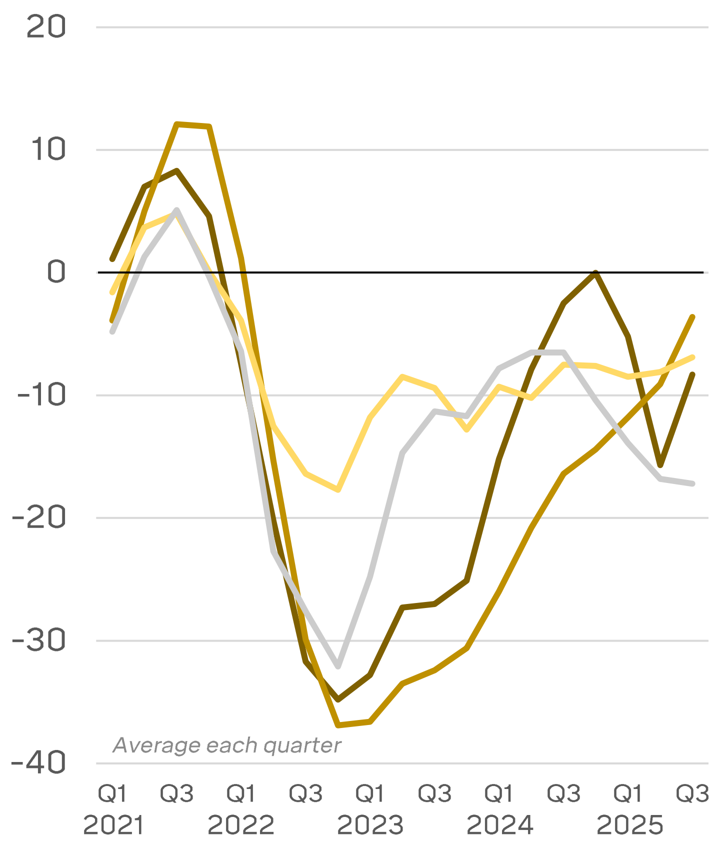
DEVELOPMENT OF MACRO INDICATORS

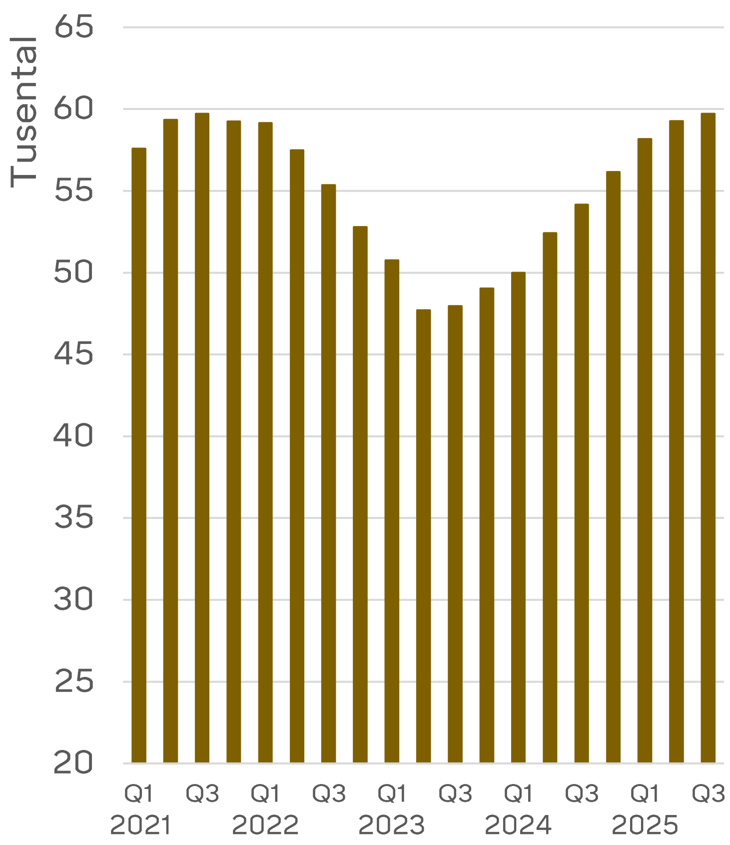
Inflation rates



Consumer confidence



House transactions Sweden (R12)



Sweden Norway Finland Denmark

Source: Trading Economics, Svensk Mäklarstatistik

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POSITIVE DEVELOPMENT WITHIN GARDEN PROJECTS, LARGER RENOVATIONS STILL AFFECTED BY HESITATING CONSUMERS

Positive development within garden projects

Improved sales of small garden buildings

Larger renovations and volumes still affected by hesitating consumers

Garden related projects

Larger renovations

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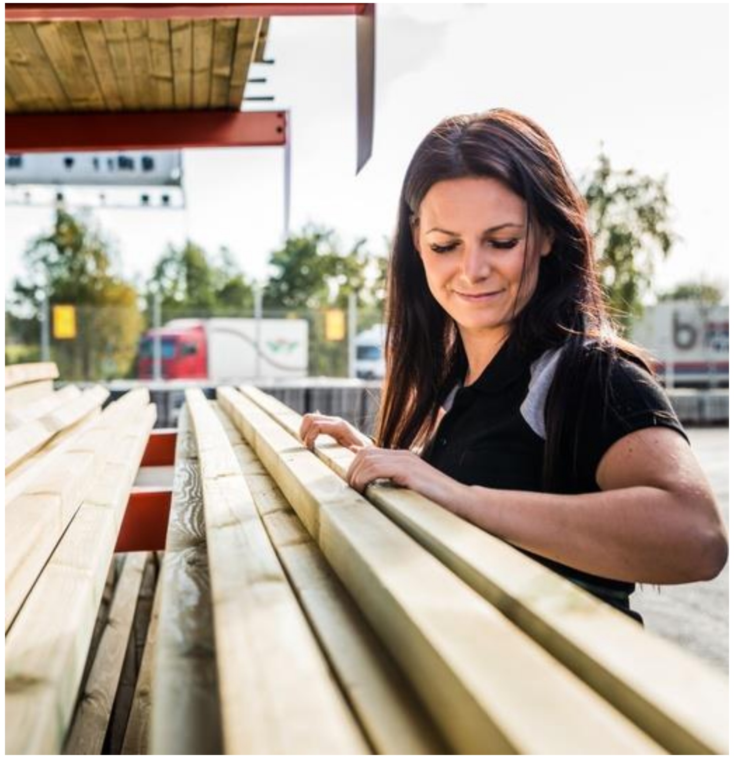
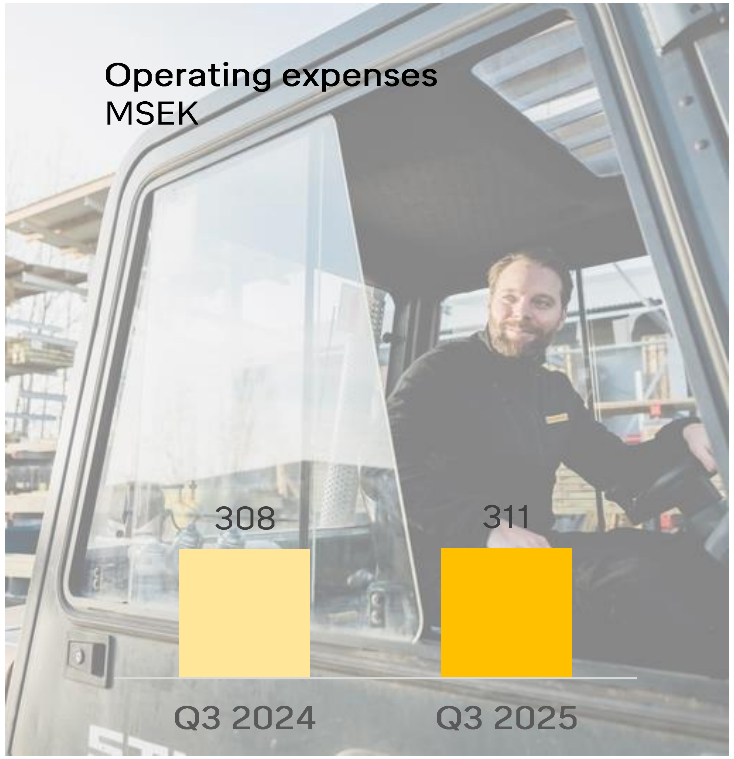
STRONG OPERATIONAL PERFORMANCE DURING HIGH SEASON

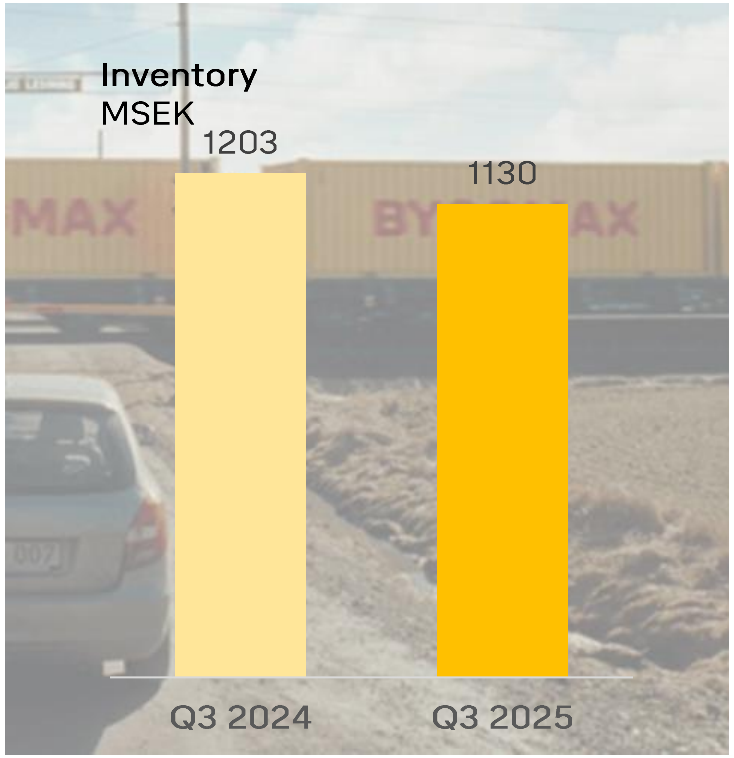
High store standard → low waste



Strong cost control



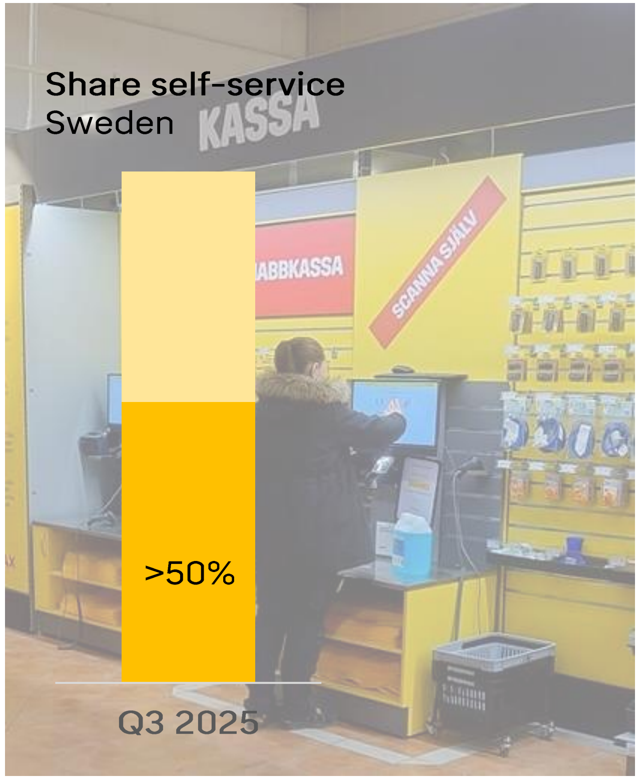
Efficient supply & logistics



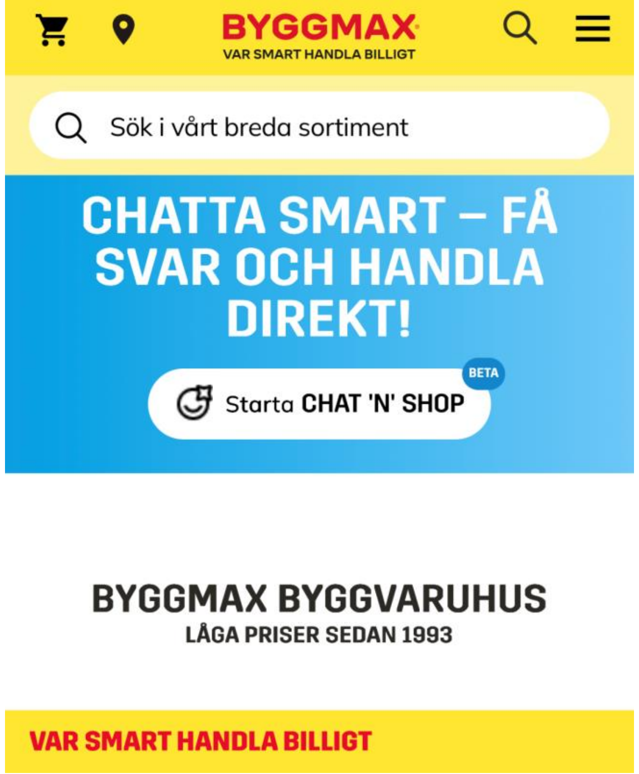
CONTINUOUS IMPROVEMENTS TO THE CUSTOMER EXPERIENCE

The right assortment and well-stocked stores

More self-service check-outs



Improved digital support



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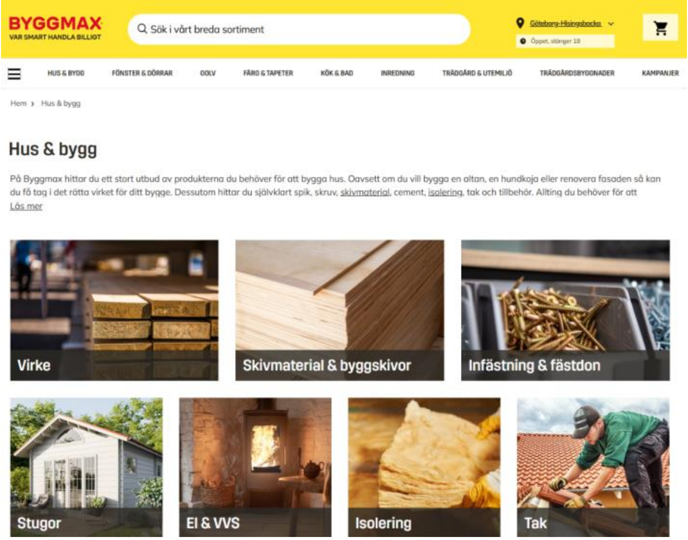
POSITIVE EFFECTS FROM CHANGES IN E-COM

We continue to sharpen our product offering

Secure relevant and attractive products for our customers

Refinement of the e-commerce offering – higher relevance and profitability, short-term somewhat negative impact on sales

Streamlined e-commerce assortment



Positive impact from shipping options

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IMPROVED POSITION TO BUILD FROM

We have built a solid foundation...

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Strong balance sheet

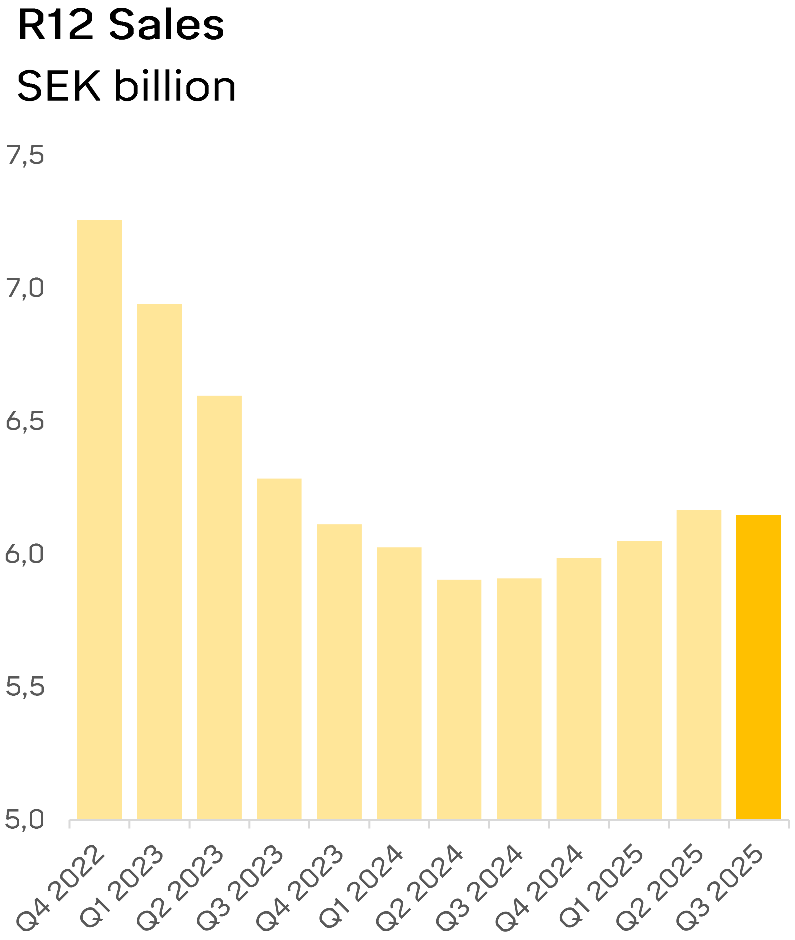
Operational Excellence

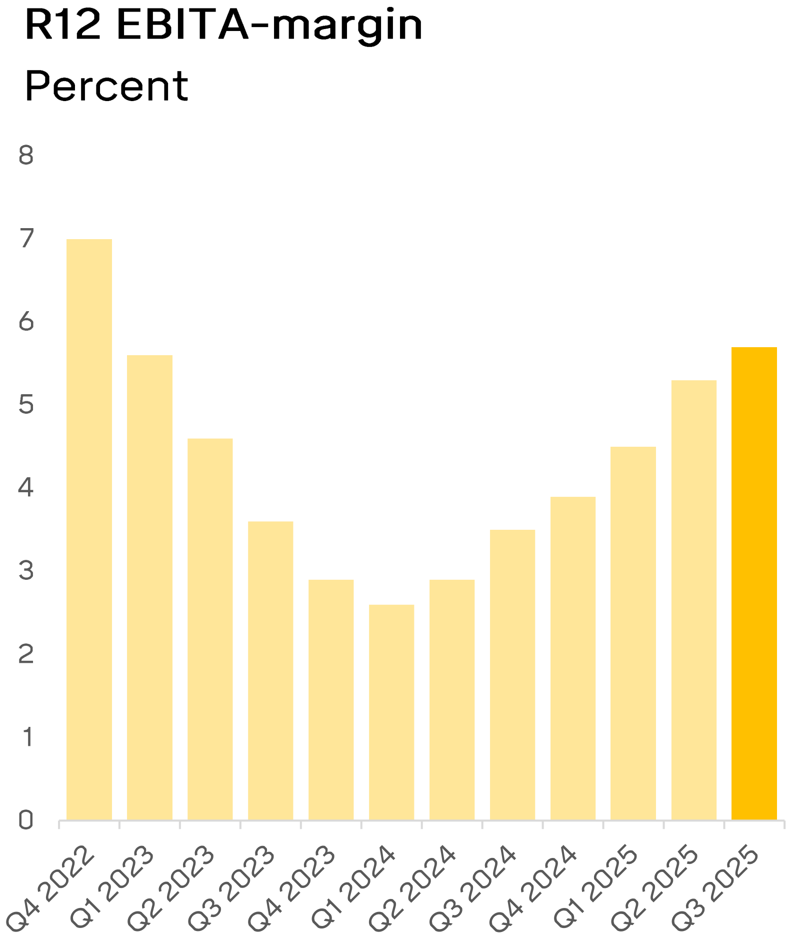
Efficient offering

...ready for the future

- Customer focus through continuous enhancement of our offering
- Capitalize on commercial investments, drive volume in store network
- Leverage cost position and logistics efficiency

CONTINUED PROFITABILITY GROWTH IN VOLATILE MARKET





Slow sales recovery

Profitability strengthened over the past six quarters

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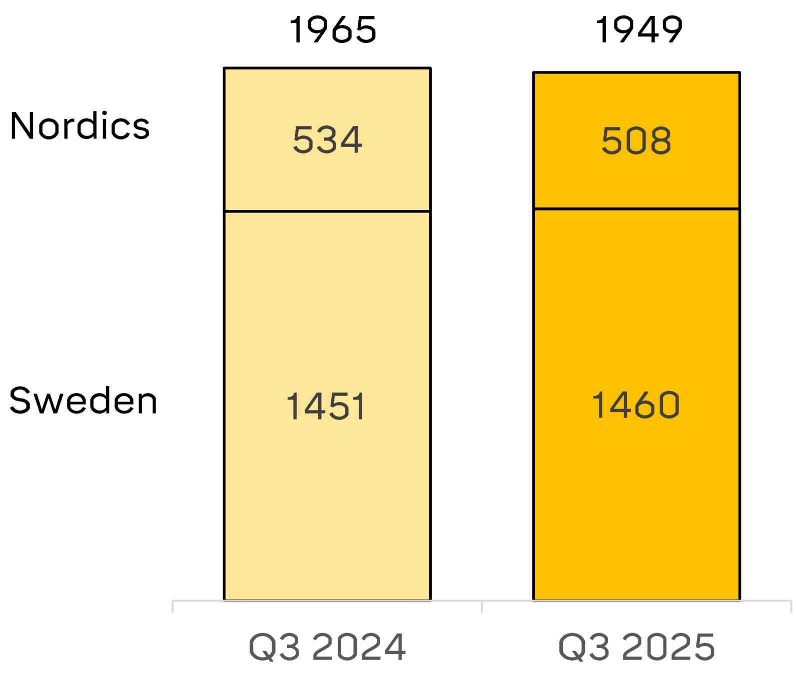
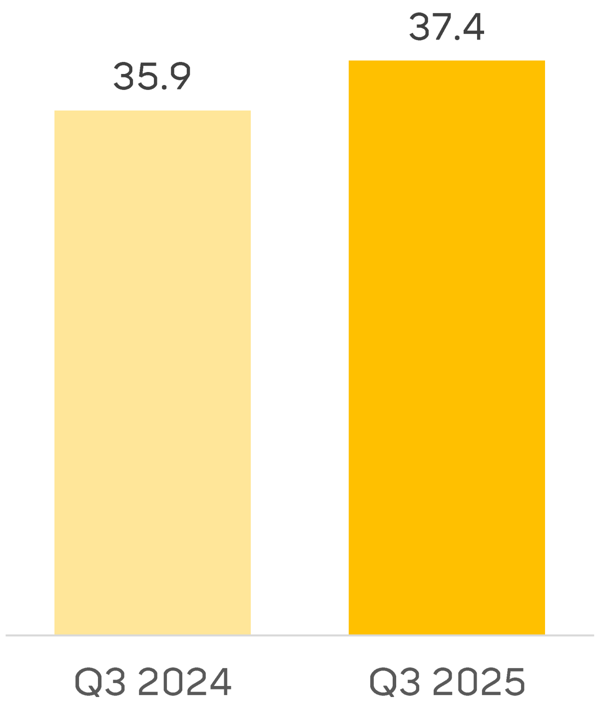
MAINTAINED SALES, STRONG GROSS MARGIN

Sales (by geography)
SEK millions



Gross margin
Percent



Sales
- -0.8% vs last year
- Growth in Sweden
- Removed e-com assortment approximately -2%

Gross margin
- Sales mix
- Improved e-com assortment and logistics
- Early ordering and payment
- Low waste

Store portfolio
- 212 stores at the end of Q3

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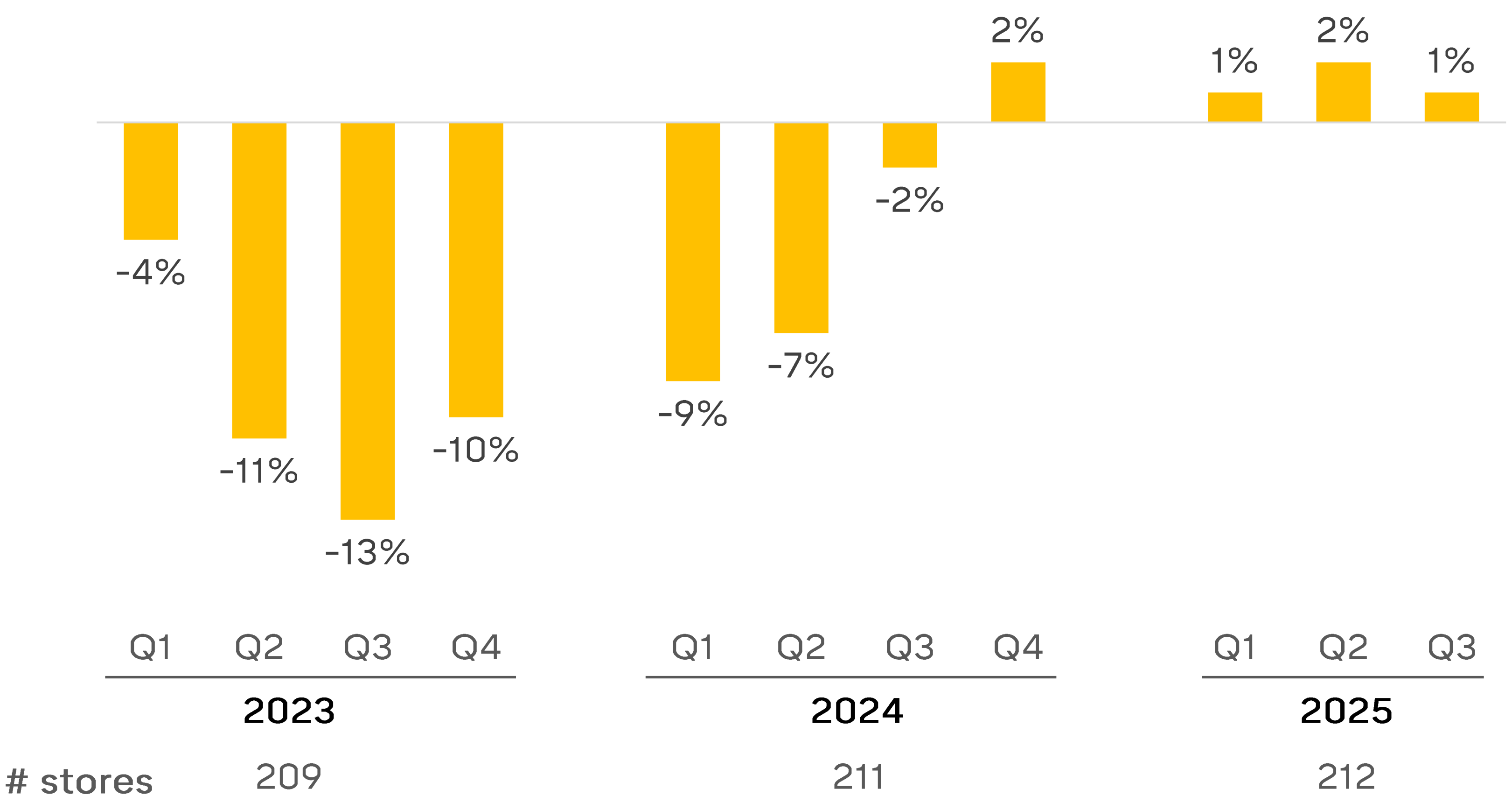
STRONG OPERATIONAL EXCELLENCE

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



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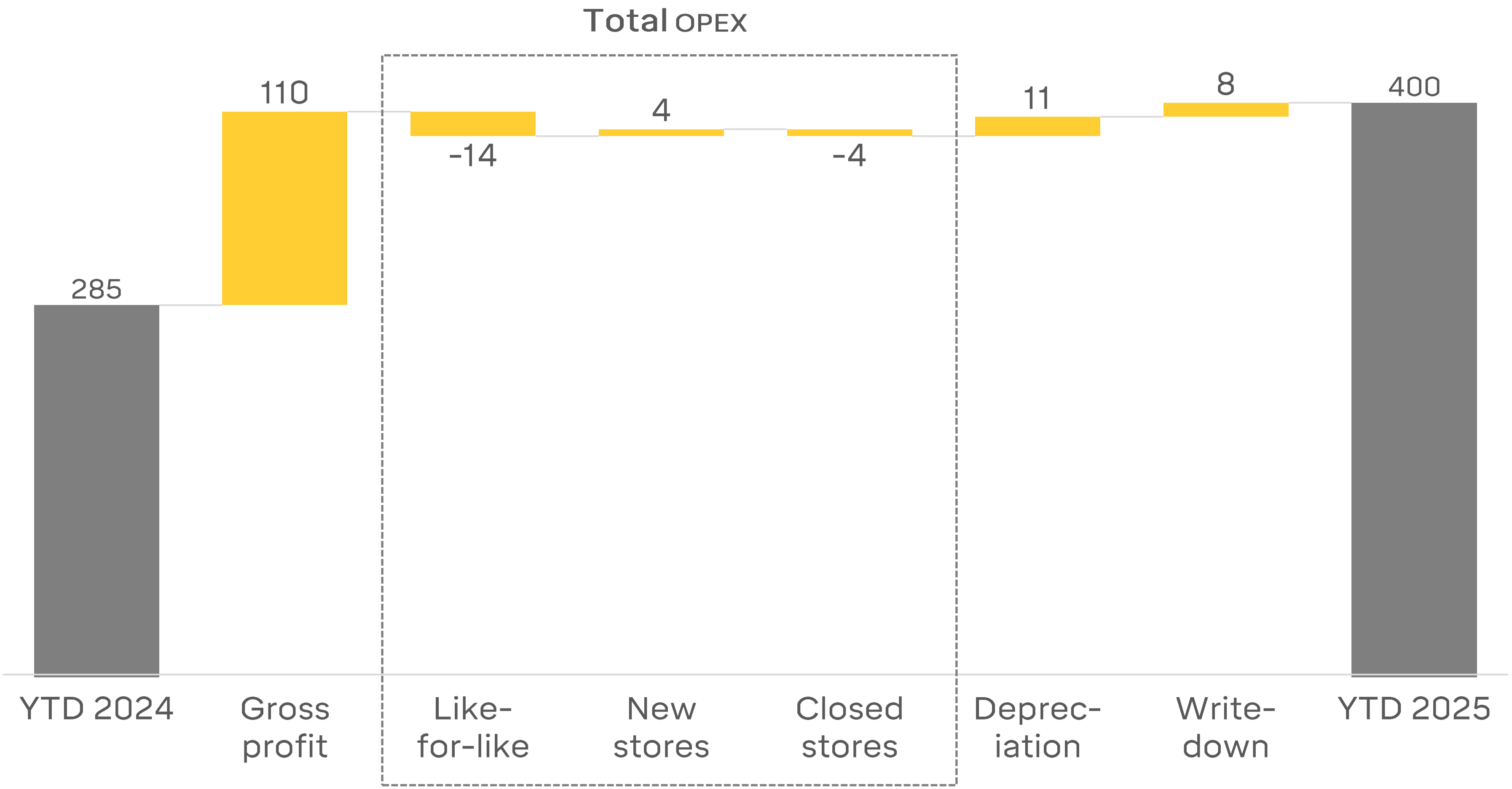
STRENGTHENED PROFITABILITY

EBITA, SEK millions



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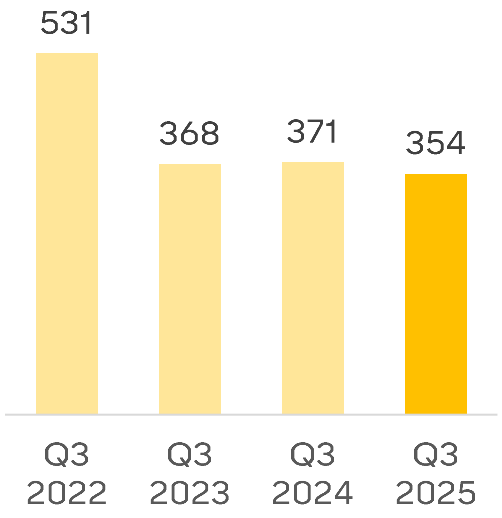
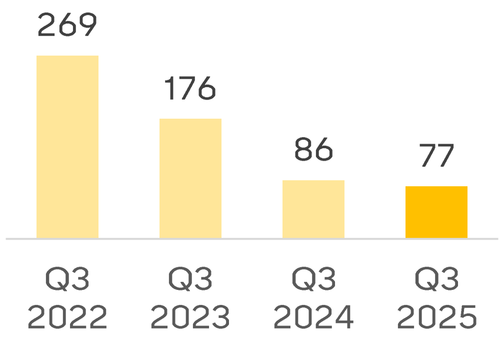
CAPITAL EFFICIENCY AND CONTINUED REDUCED NET DEBT

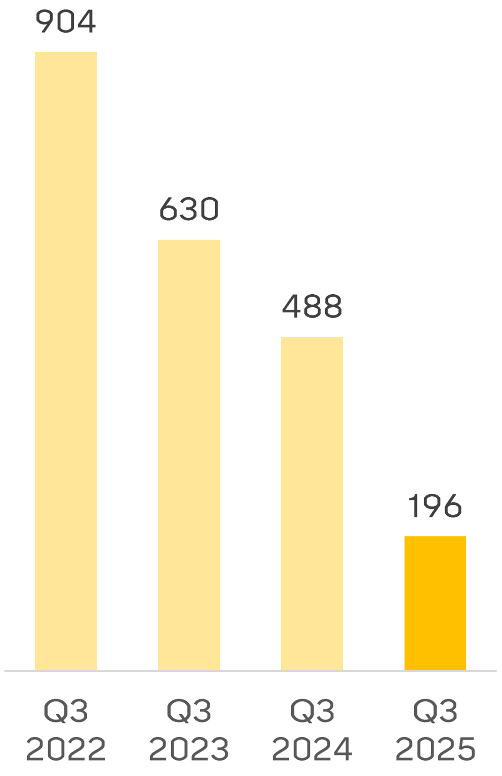
Net working capital
SEK millions



CAPEX R12
SEK millions



Net debt
SEK millions



PREPARED FOR THE FUTURE

Position

- Solid foundation established
- Attractive assortment, high customer satisfaction, short lead-times
- Well positioned for when the market improves

Focus

- Focus on customers, driving sales while leveraging operational efficiency
- Prioritize simplicity and speed in execution

Execute

- With an efficient organization and strong operational control, we can swiftly respond to shifts in demand
- Our strength lies in being agile, cost-efficient, and close to the customer — ready to grow when market returns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