

# Capital Markets Day 2025

DECEMBER 3



# Strategy Deep Dive – Broadening the Offering

**Hilde Vatne**  
*Business Unit Manager Norway*



# Broadening the offering

Laying the foundation for a better life

TARGET AREAS	GROWTH	PROFITABILITY	FINANCIAL RETURN	SUSTAINABILITY
STRATEGIC DIRECTIONS	Expand addressable market	Increase standardization, Shorter lead times and Own the value chain	Active portfolio management	Profitable sustainability
STRATEGIC INITIATIVES	BROADENING THE OFFERING	PRODUCTIVITY BOOST	OPTIMIZE BUILDING RIGHTS PORTFOLIO	CLIMATE ROADMAP
CAPABILITIES	Attractive employer	Governance and management	Digitalization	
Customer focus				

# How JM will secure and strengthen the leading position

Quality  
**Product**

Attractive  
**Price**

Selective  
**Place**

Excellent  
**Promotion**

# Taking advantage of product concepts, in markets we know



# Six areas identified to leverage across JM and drive growth

Potential growth areas

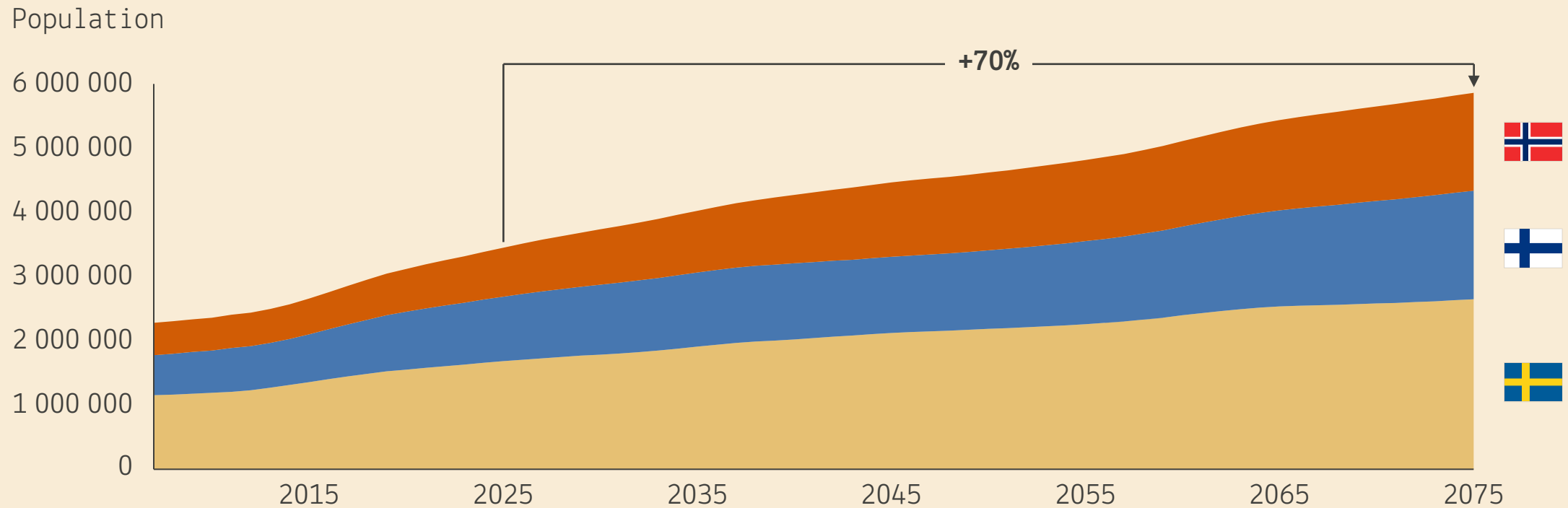


Senior housing	Co-living
Care homes	Student housing
Tenancy/Rental buildings	Single-family houses



# The demographic shift opens opportunities

## Population growth of people aged 70+ in JM countries



Source: SCB, SSB, Stat Fin



# High demand for senior housing even in today's challenging market

<b>Municipality</b>	Lund
<b>Project</b>	Lilla Tvärgatan
<b>Apartments</b>	44
<b>Production start</b>	2025
<b>Booking rate</b>	83%*

Note: \* 24 of the 29 apartments released to the market have been booked





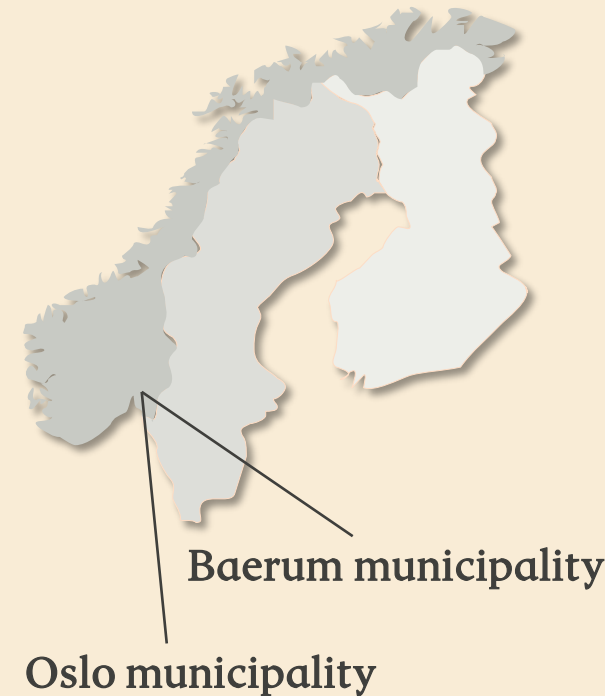
# More projects within senior housing are underway

## Senior housing in Tuusula, Finland



<b>Location</b>	Tuusula (Tusby)
<b>Form of tenure</b>	Ownership apartments
<b>Apartments</b>	43

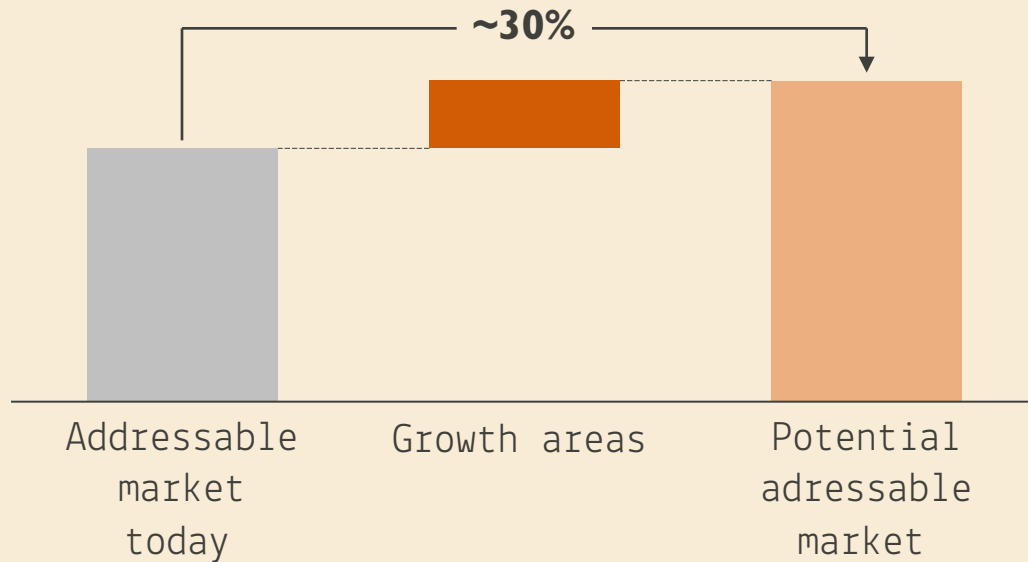
## Senior housing in Norway



JM are currently investigating opportunities to grow in Baerum and Oslo municipality

# Potential to increase JM's addressable market by ~30%

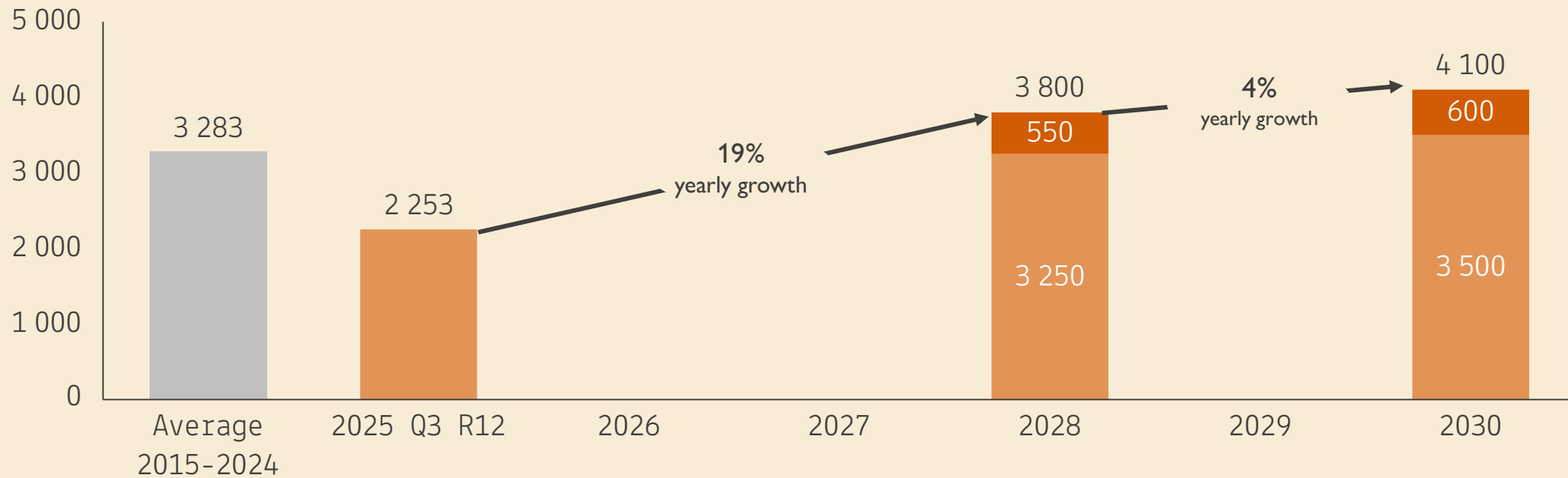
## Potential addressable market



# Potential of +600 additional housing starts 2030

## Scenario for Housing starts

Housing starts (#)

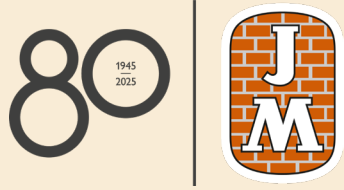


# Key take aways

- **Grow core business in line with, or ahead of, market growth**
- **Drive additional growth by expanding our addressable market** through broadening current products to known markets
- Priority is to **develop senior housing in Norway and Finland**, meeting the demand from an aging population
- Explore opportunities in the rental market and evaluate potential expansion of the B2B segment







Thank you

