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2025



# Capital Markets Day 2025

DECEMBER 3



# Strategy Deep Dive – Climate Roadmap

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# Climate roadmap

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				

# Why sustainability is a top priority for JM

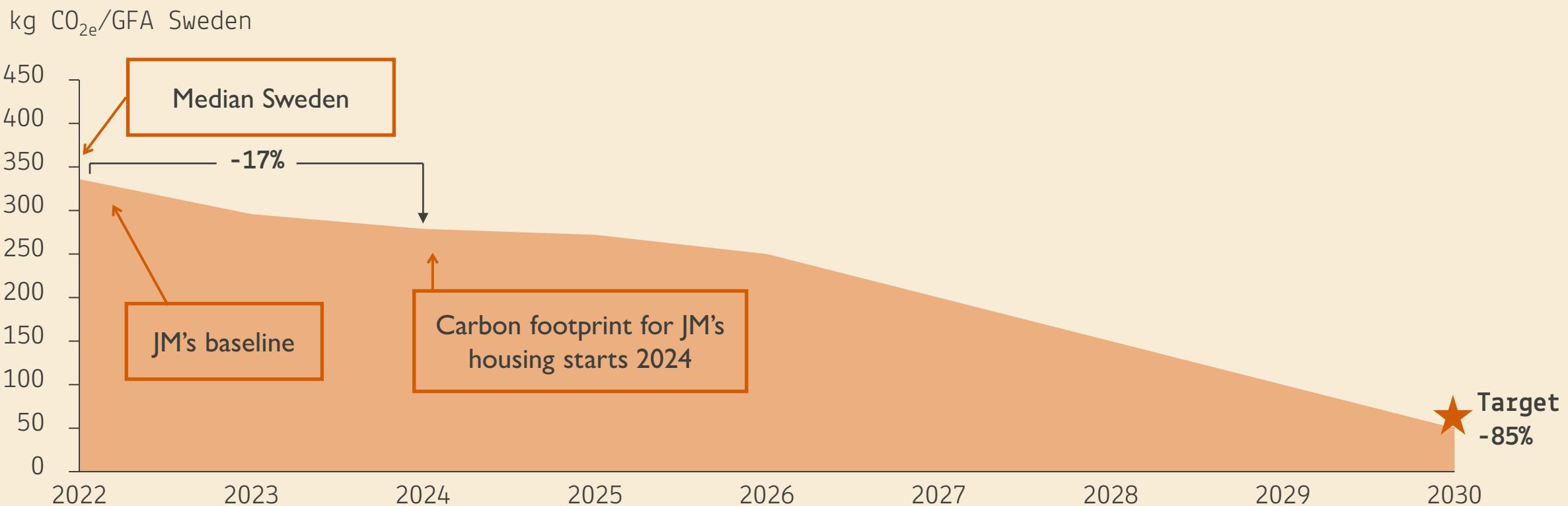


First to achieve the Nordic Swan Ecolabel, Generation 4, across Finland, Sweden and Norway



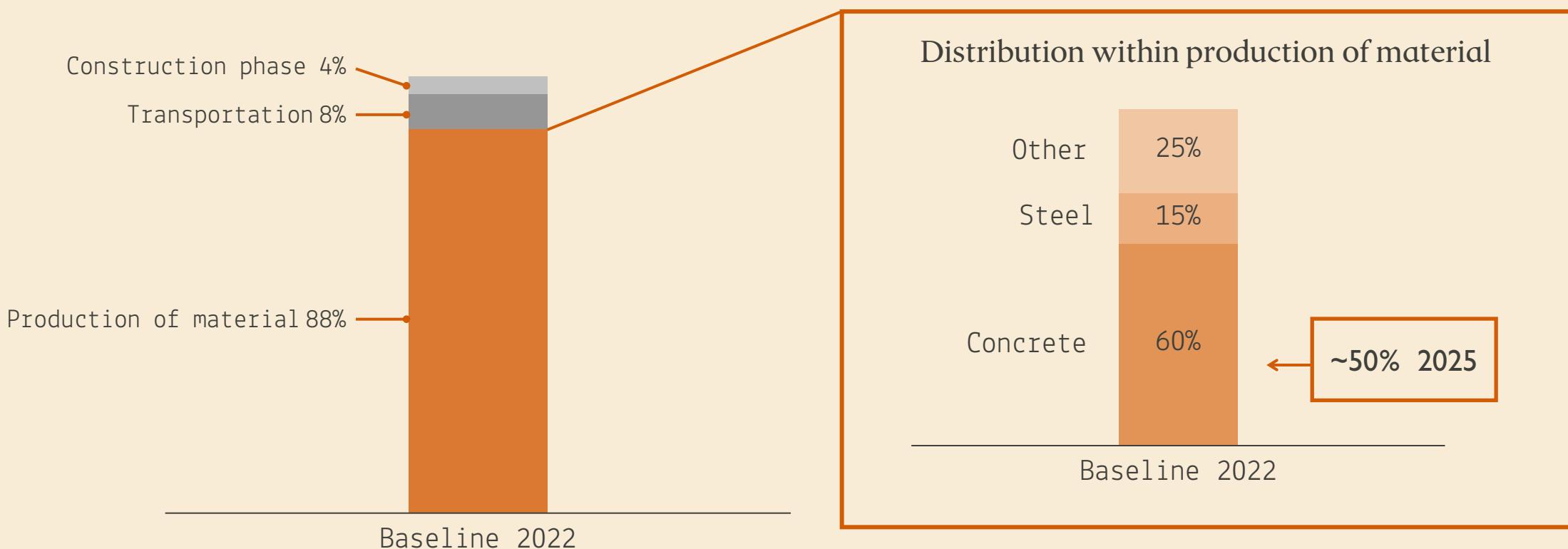
# Target is to reduce carbon footprint by 85%

## JM's Climate roadmap



# Fact-based Climate roadmap

## Distribution of emissions from the construction process



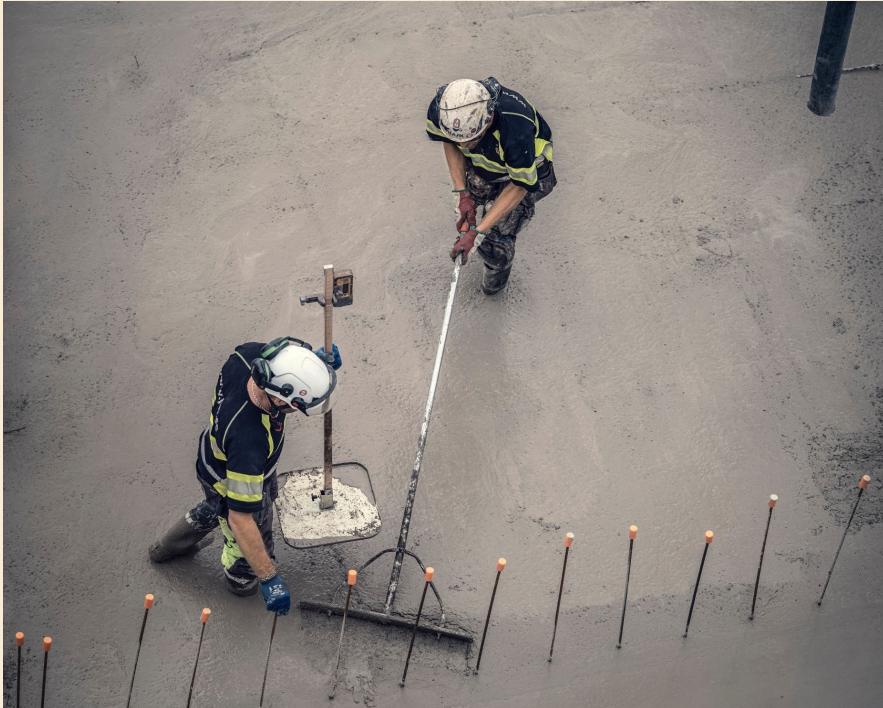
# Creating business opportunities

<b>Municipality</b>	Uppsala
<b>Area</b>	Rosendal
<b>Project</b>	Bonica
<b>Apartments</b>	77
<b>Expected production start</b>	Dec 2025
<b>Carbon footprint</b>	200 kg CO <sub>2</sub> e/GFA



# Innovation in JM's value chain

Cemvision ↗

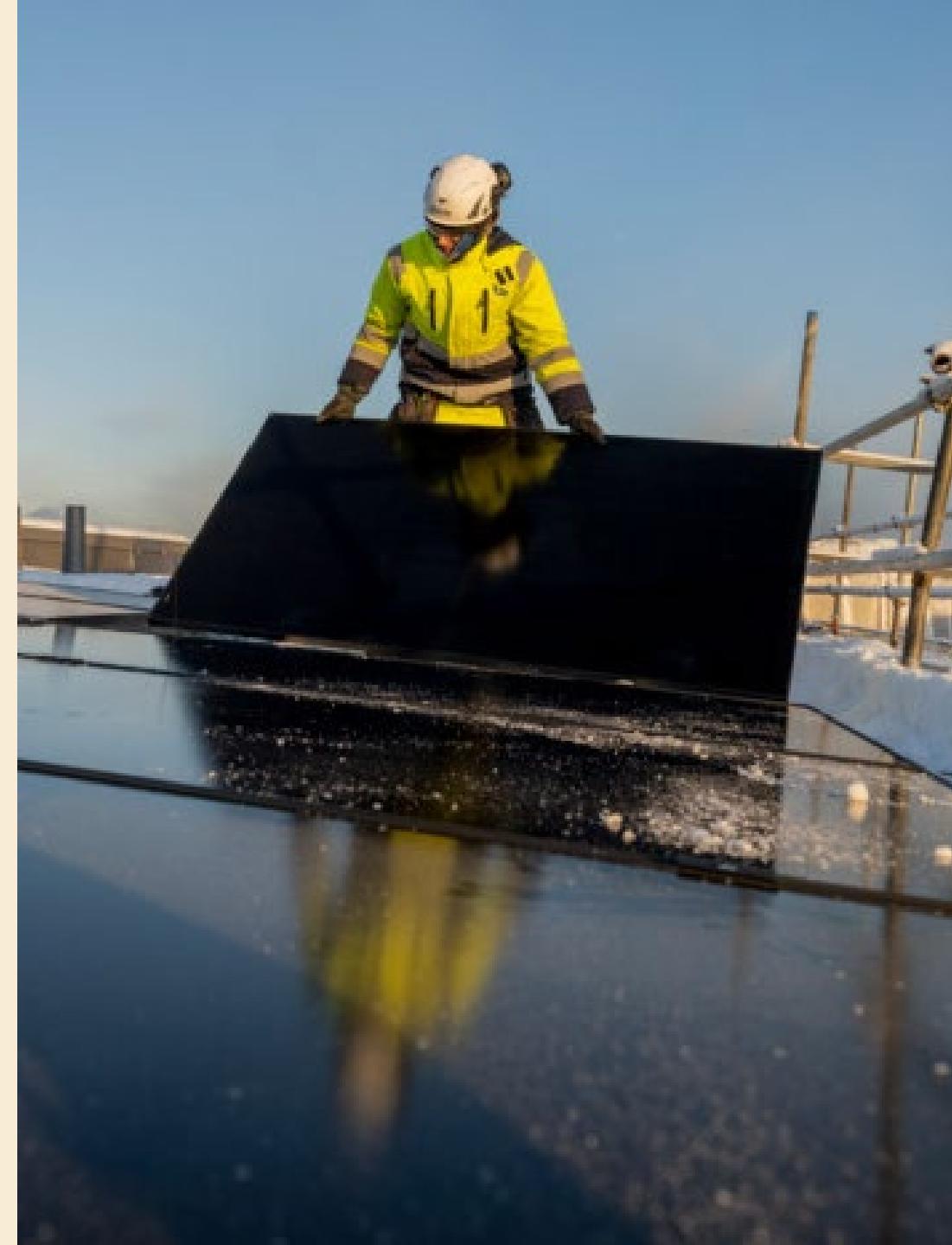


↗ Made of Air



# Key take-aways

- JM can accelerate improvements through standardized way of working
- Investing in sustainable solutions across the value chain fuels innovation and long-term success
- Competitive advantage through industry leadership in sustainability



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We are laying  
the foundation for  
a better life.

