

Capital Markets Day 2025

DECEMBER 3



Strategy Deep Dive – Climate Roadmap

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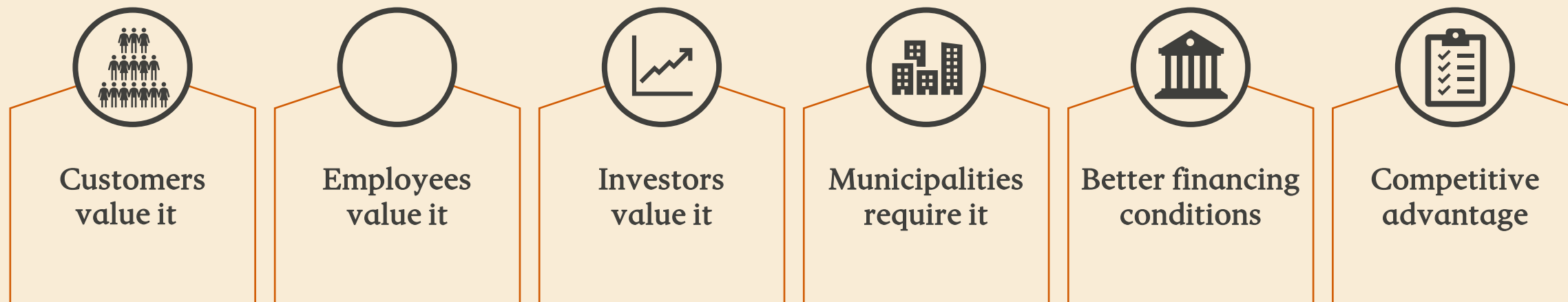


Climate roadmap

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



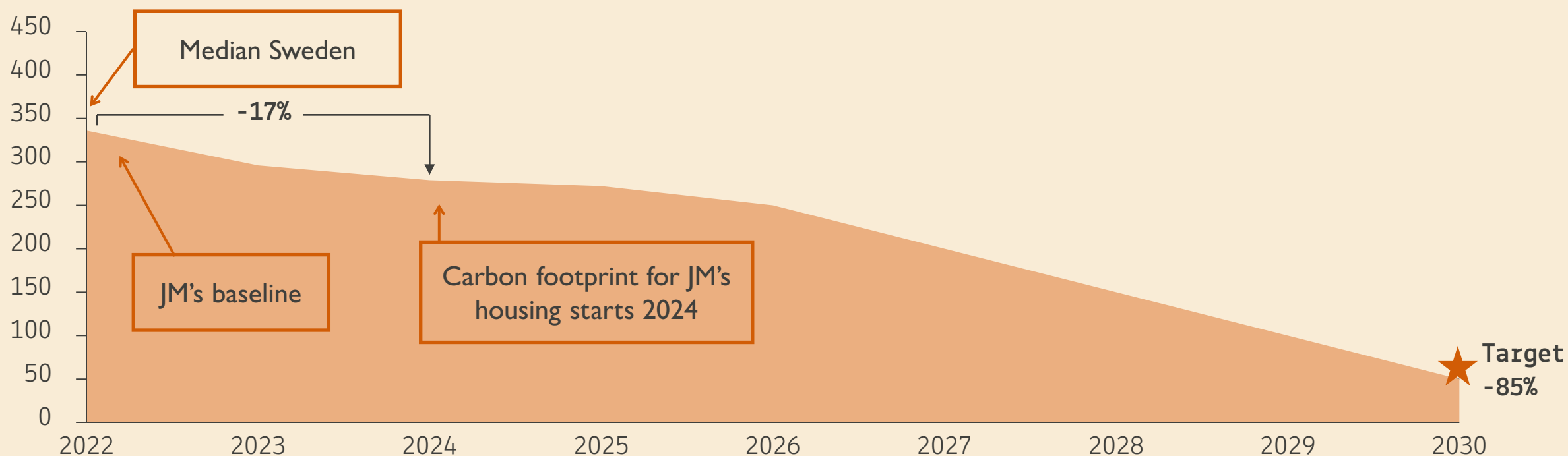
First to achieve the Nordic Swan Ecolabel, Generation 4, across Finland, Sweden and Norway



Target is to reduce carbon footprint by 85%

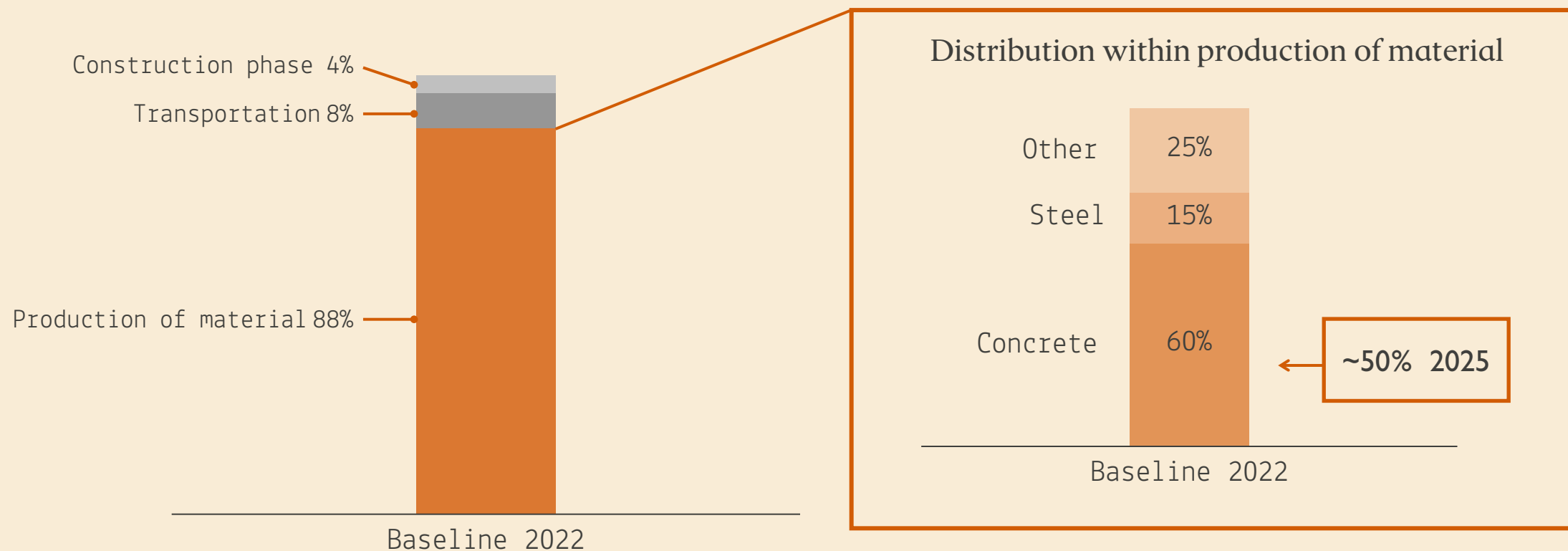
JM's Climate roadmap

kg CO_{2e}/GFA Sweden



Fact-based Climate roadmap

Distribution of emissions from the construction process



Creating business opportunities

Municipality	Uppsala
Area	Rosendal
Project	Bonica
Apartments	77
Expected production start	Dec 2025
Carbon footprint	200 kg CO2e/GFA



Innovation in JM's value chain

Cemvision ↗

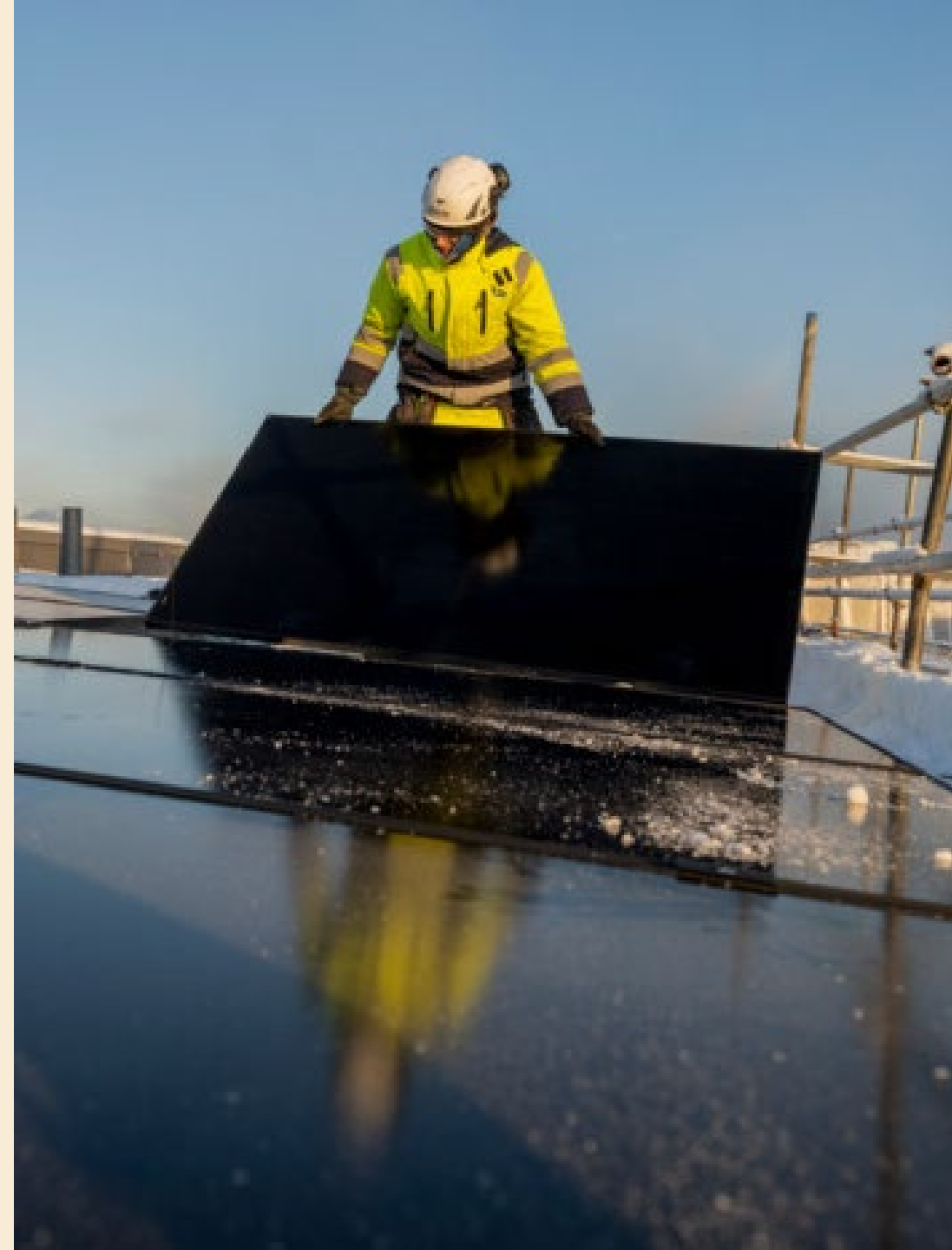


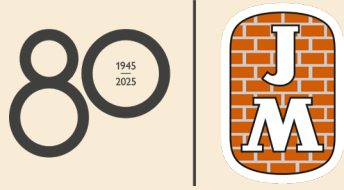
 **Made of Air**



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





We are laying
the foundation for
a better life.

