

# Capital Markets Day 2025

DECEMBER 3



# Strategy Deep Dive – Productivity Boost

**Per Lundquist**

*Director of Operations Development*



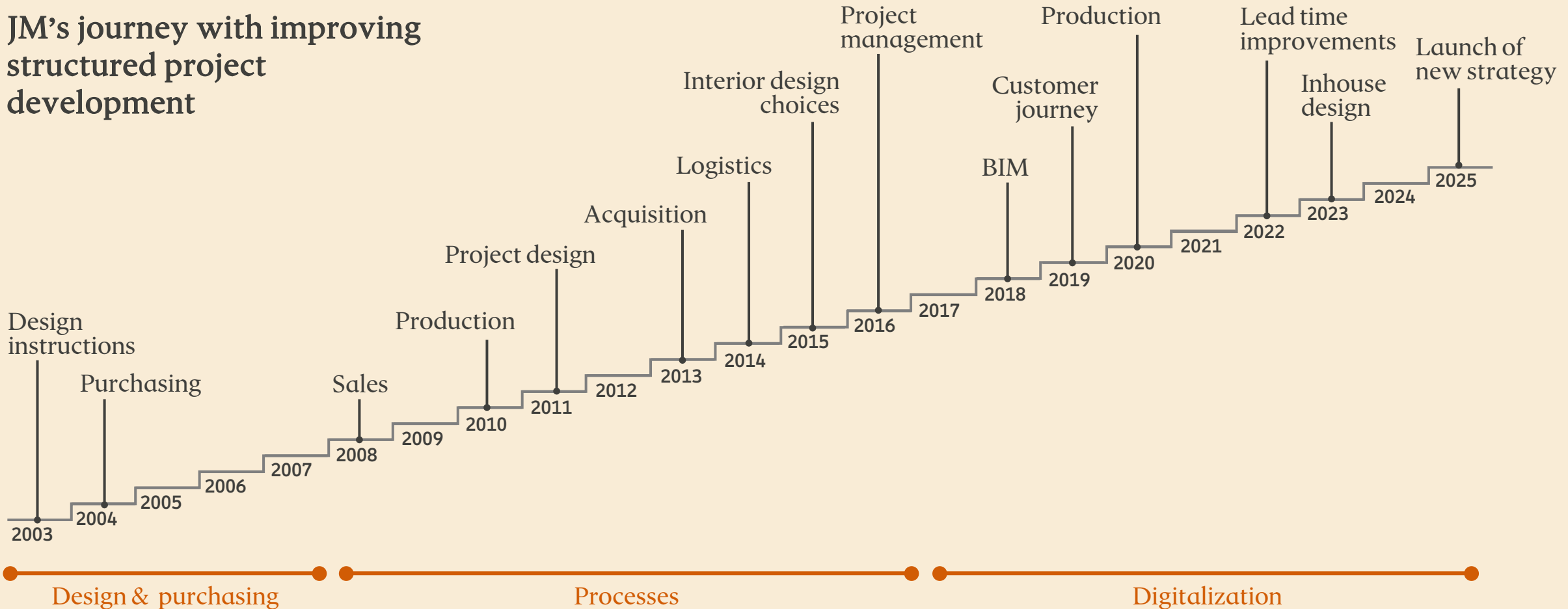
# Productivity boost

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				

# JM's foundation is structured project development

## JM's journey with improving structured project development



Note: Not exhaustive



# Looking back at the 2019 Capital Markets Day

## Development with a focus on internal efficiency

Our ambition is to reduce costs & shorten lead times throughout the value chain



Acquiring land

Planning

Production

Final building

Demolition

Long-term  
ambition for  
2025

30% shorter lead-times



Shortened lead times by  
>30% since 2019

~140

fewer construction days  
on average per residential  
project





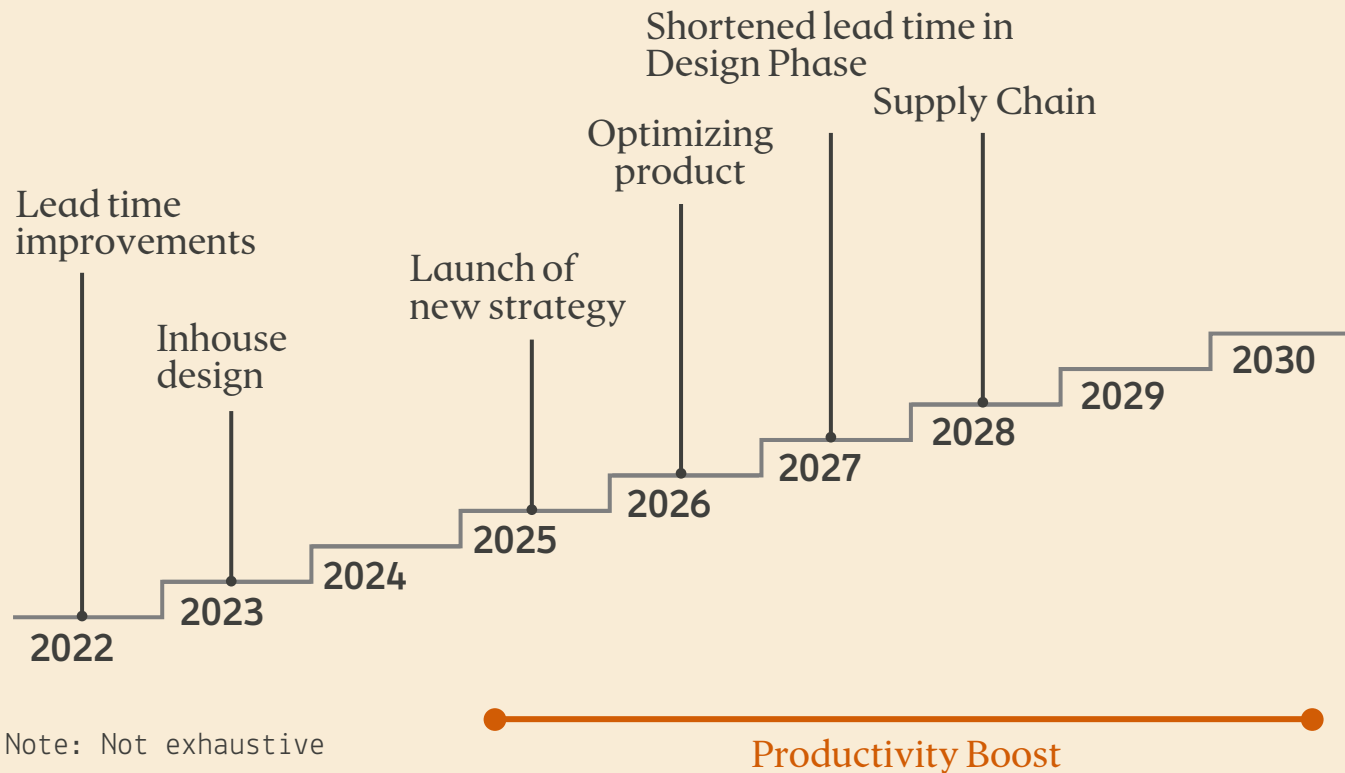
# Lead time improvements through standardization of parts and processes

## Examples:

- ✓ Time plans
- ✓ Prefabricated parts
- ✓ Logistics



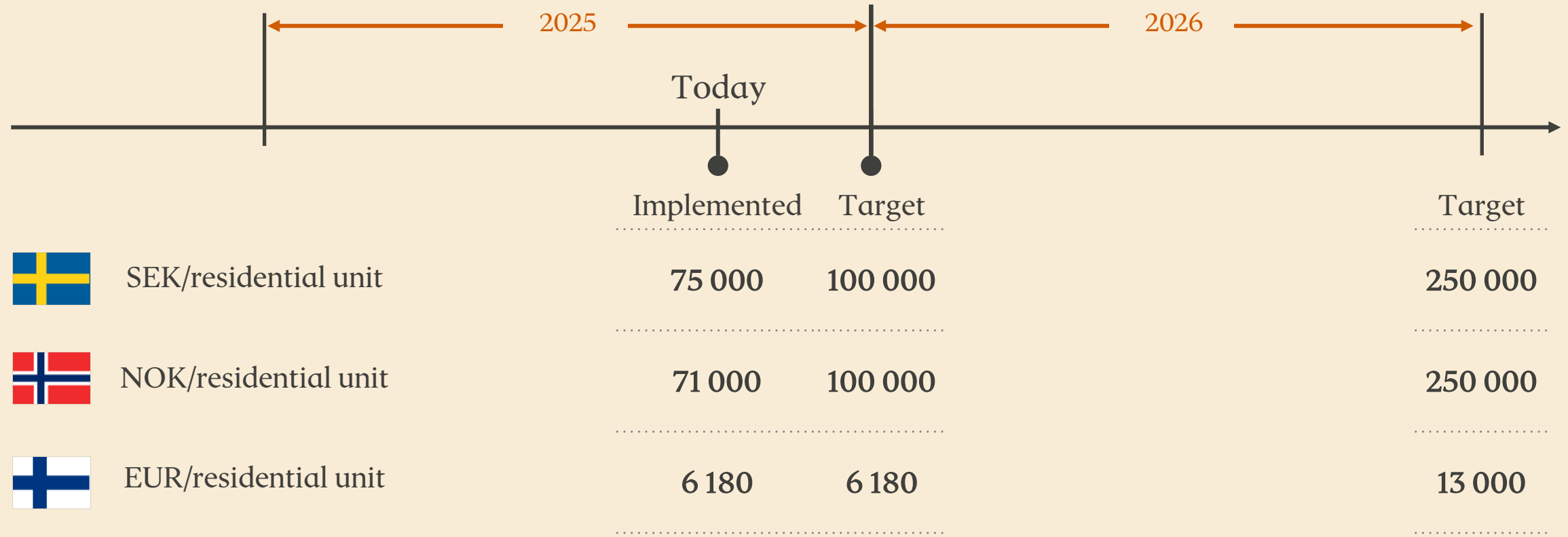
# JM will maintain course and capitalize on past investments





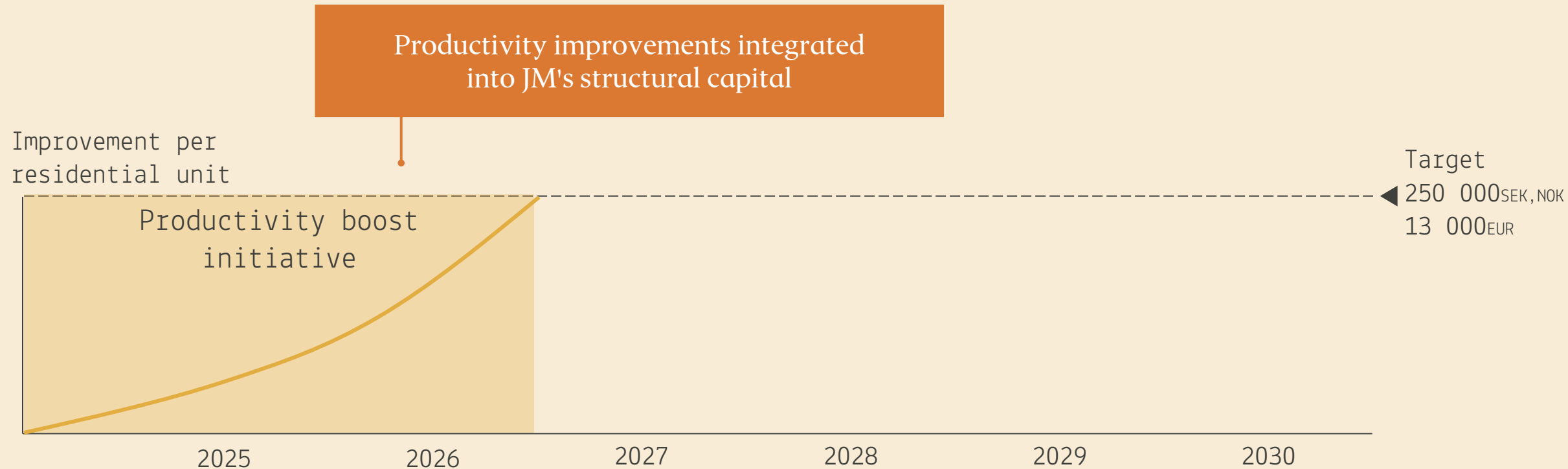
# Implemented SEK >70 000 SEK per unit in savings since Jan

Productivity improvements implemented into JM’s structural capital



# Improvements integrated into structural capital

## Scenario for impact on earnings

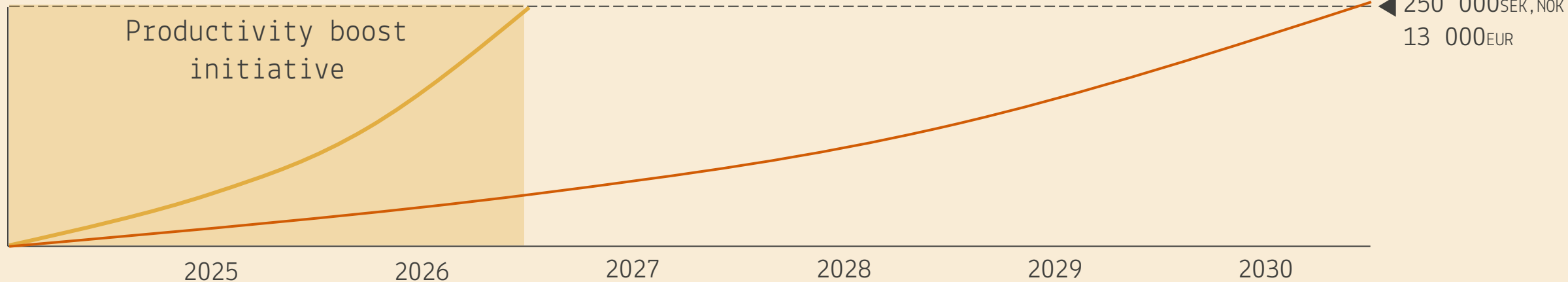


# Productivity gains surface gradually in income statement

## Scenario for impact on earnings

Productivity improvements are recognized in the income statement

Improvement per residential unit

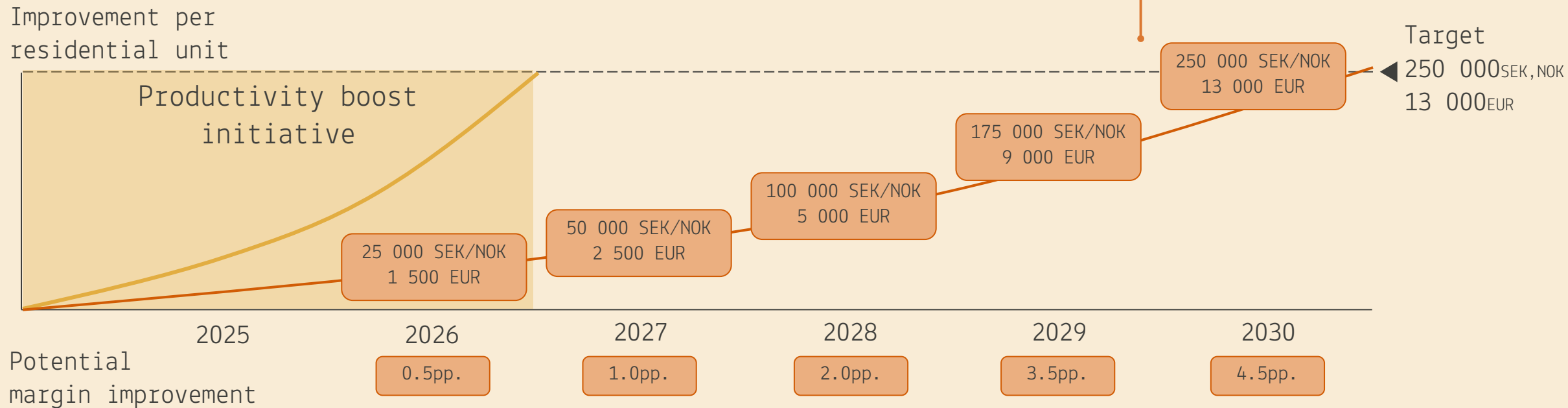




# Productivity gains surface gradually in income statement

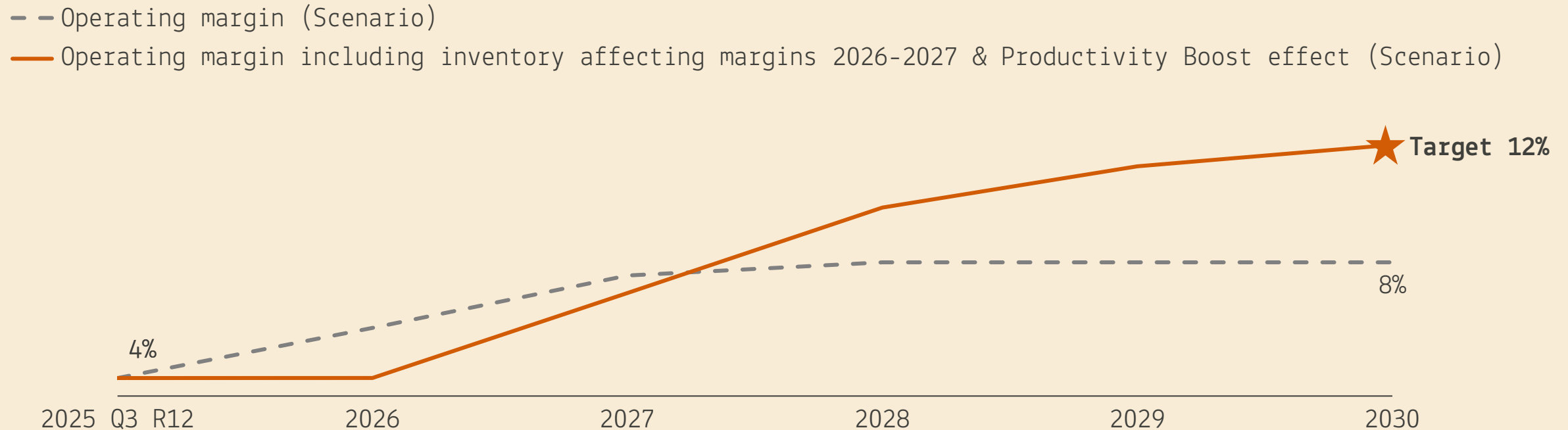
## Scenario for impact on earnings

Assuming a constant project volume and mix of projects started in 2024, the Productivity Boost will result in the following margin improvement at project level



# Productivity Boost enables margin target achievement

## Scenario for operating margin\*



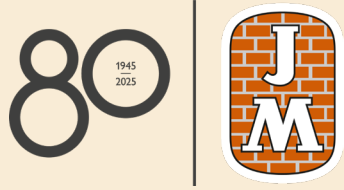
Note: Segment reporting \* 4 100 housing starts 2030, 3% price increase, 2% inflation SG&A constant until 6% of revenue (Holding Other Factors Constant)

# Key take-aways

- **JM has a culture of commitment**  
– lead time improvements is one example
- The Productivity boost is a **comprehensive program for driving productivity improvements**, leading to higher profitability
- **Productivity gains will surface gradually in income statement** due to the nature of JM's business







Thank you

