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Capital Markets Day 2025

DECEMBER 3



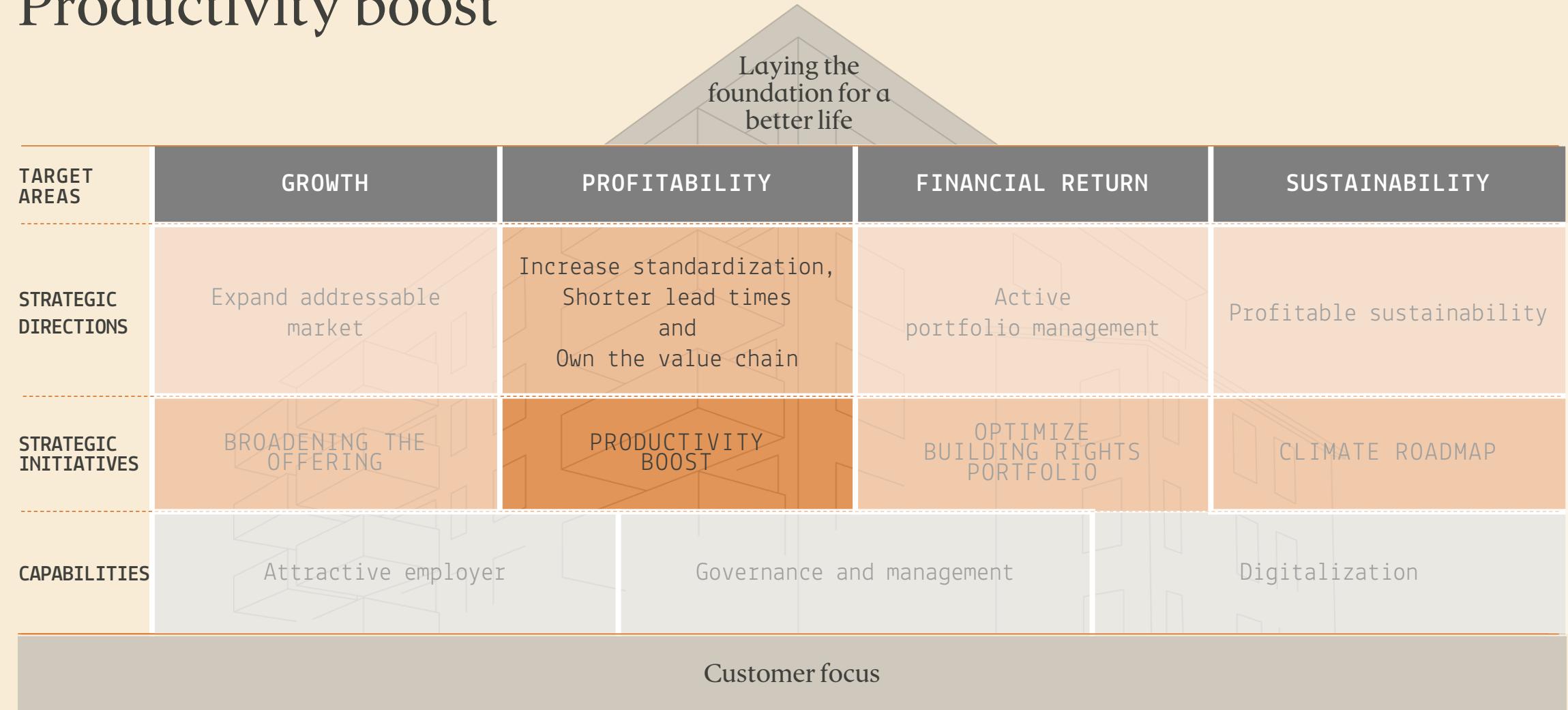
Strategy Deep Dive – Productivity Boost

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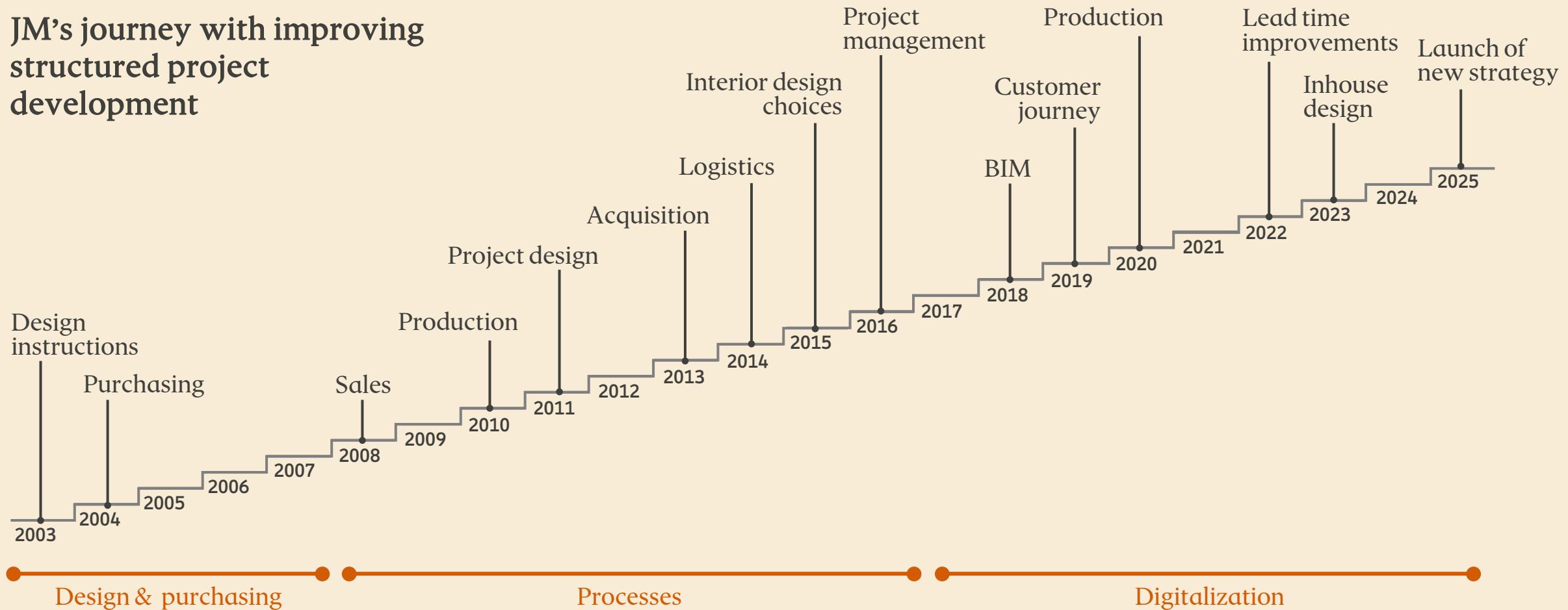


Productivity boost



JM's foundation is structured project development

JM's journey with improving structured project development



Design & purchasing

Processes

Digitalization

Note: Not exhaustive

CAPITAL MARKETS DAY – DECEMBER 3, 2025

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

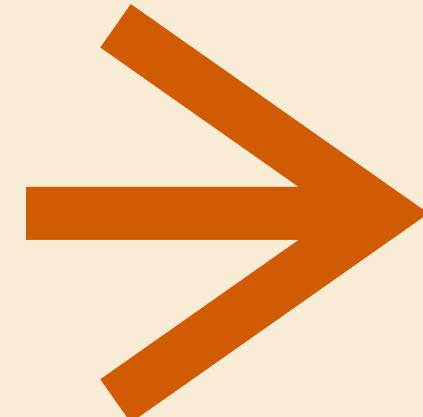
Production

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



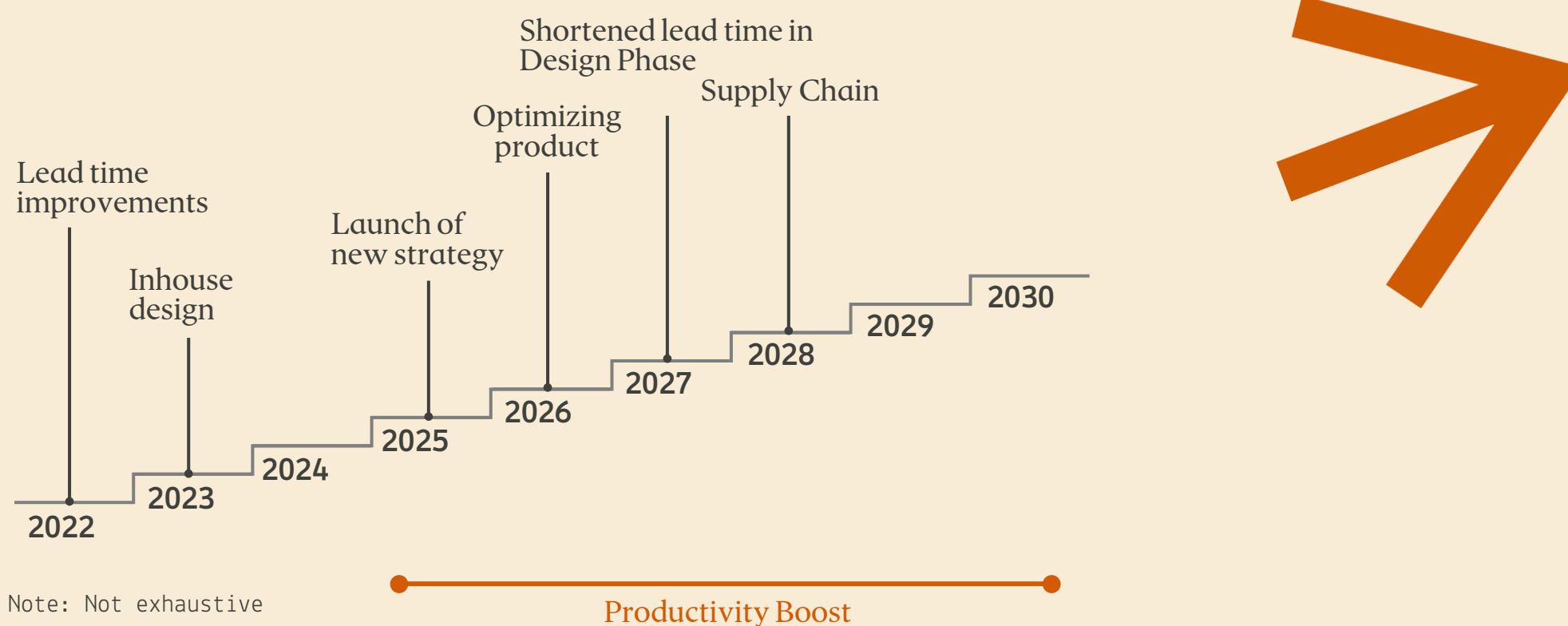
Lead time improvements through standardization of parts and processes

Examples:

- ✓ Time plans
- ✓ Prefabricated parts
- ✓ Logistics

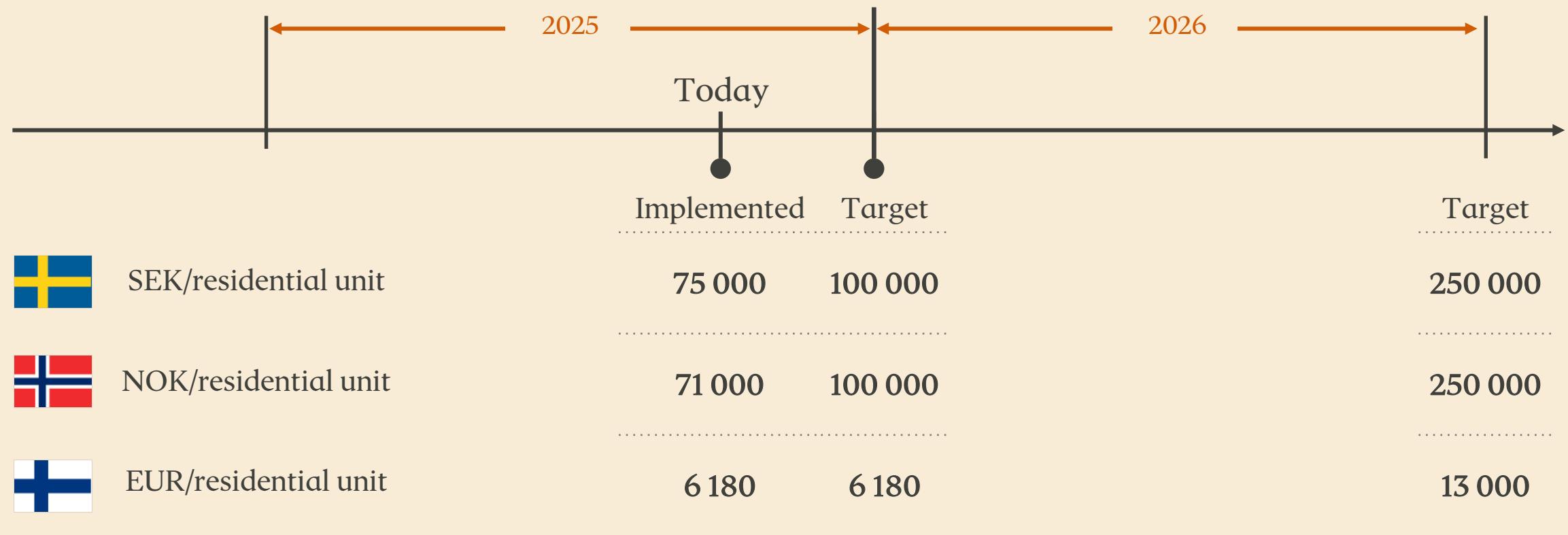


JM will maintain course and capitalize on past investments



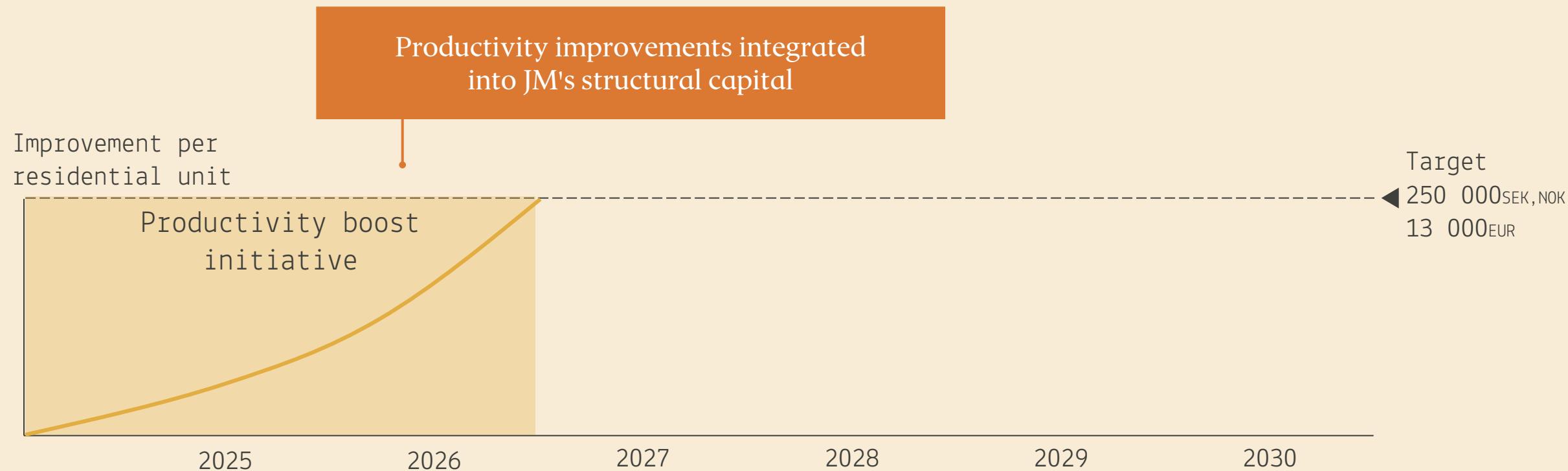
Implemented SEK >70 000 SEK per unit in savings since Jan

Productivity improvements implemented into JM's structural capital



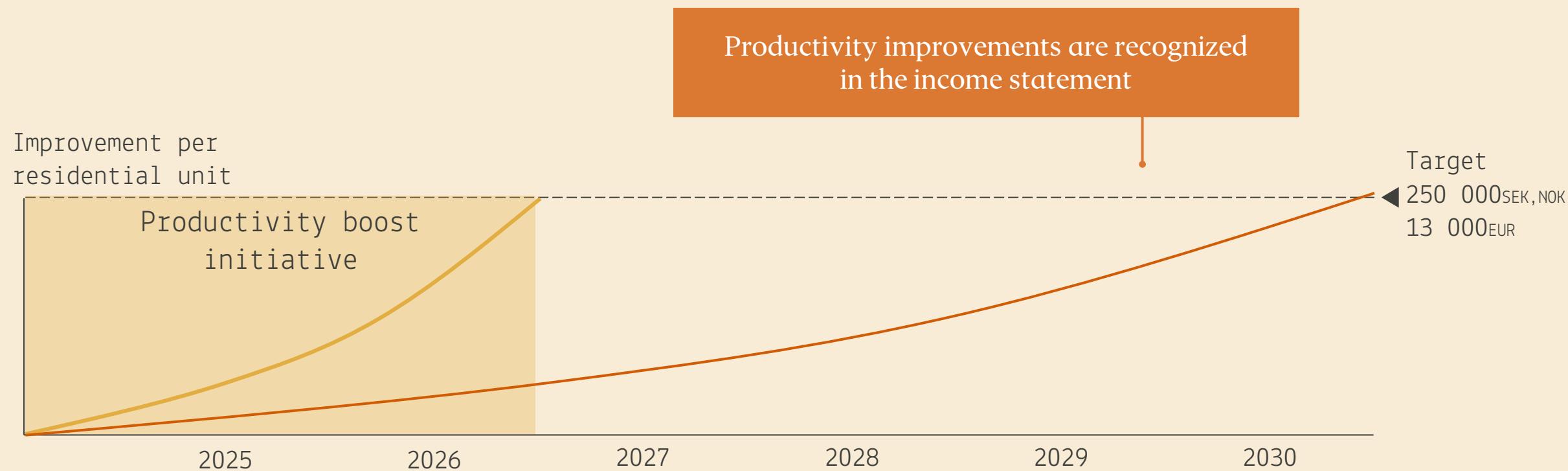
Improvements integrated into structural capital

Scenario for impact on earnings



Productivity gains surface gradually in income statement

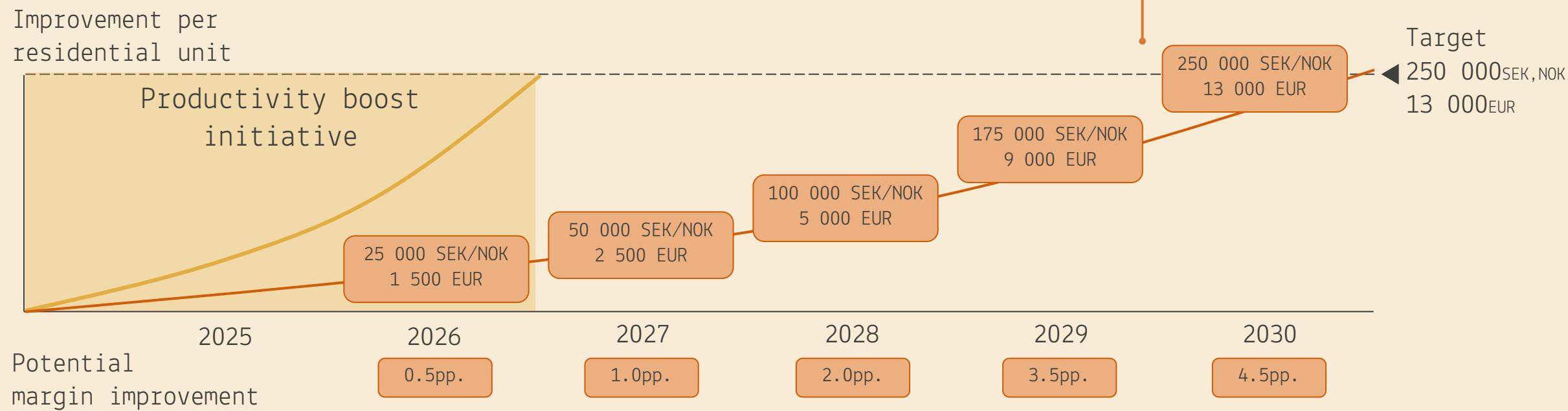
Scenario for impact on earnings



Productivity gains surface gradually in income statement

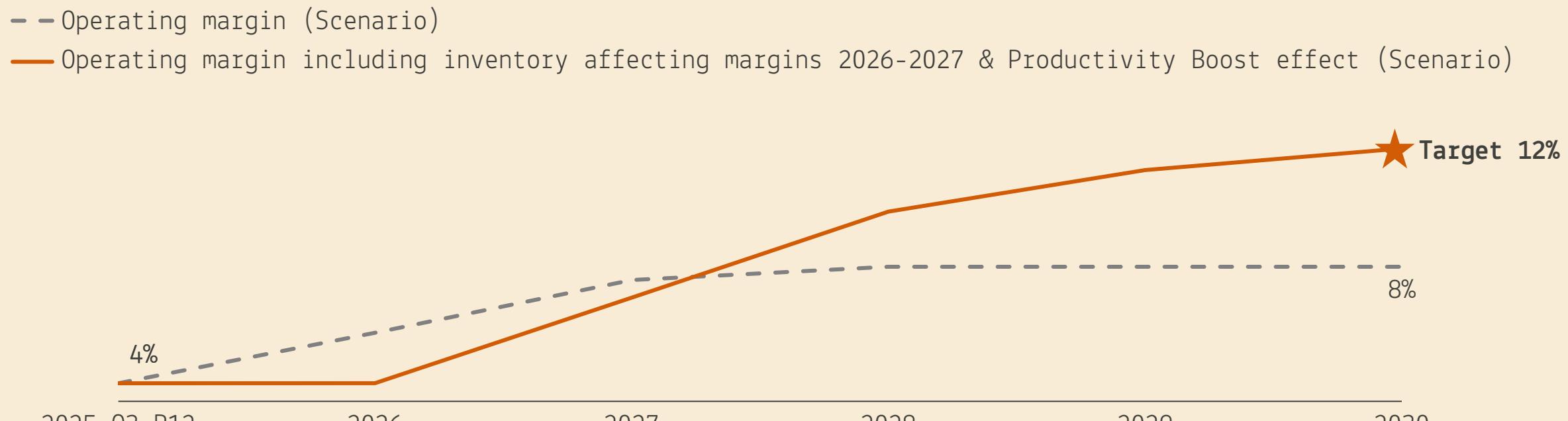
Scenario for impact on earnings

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



80



Thank you

