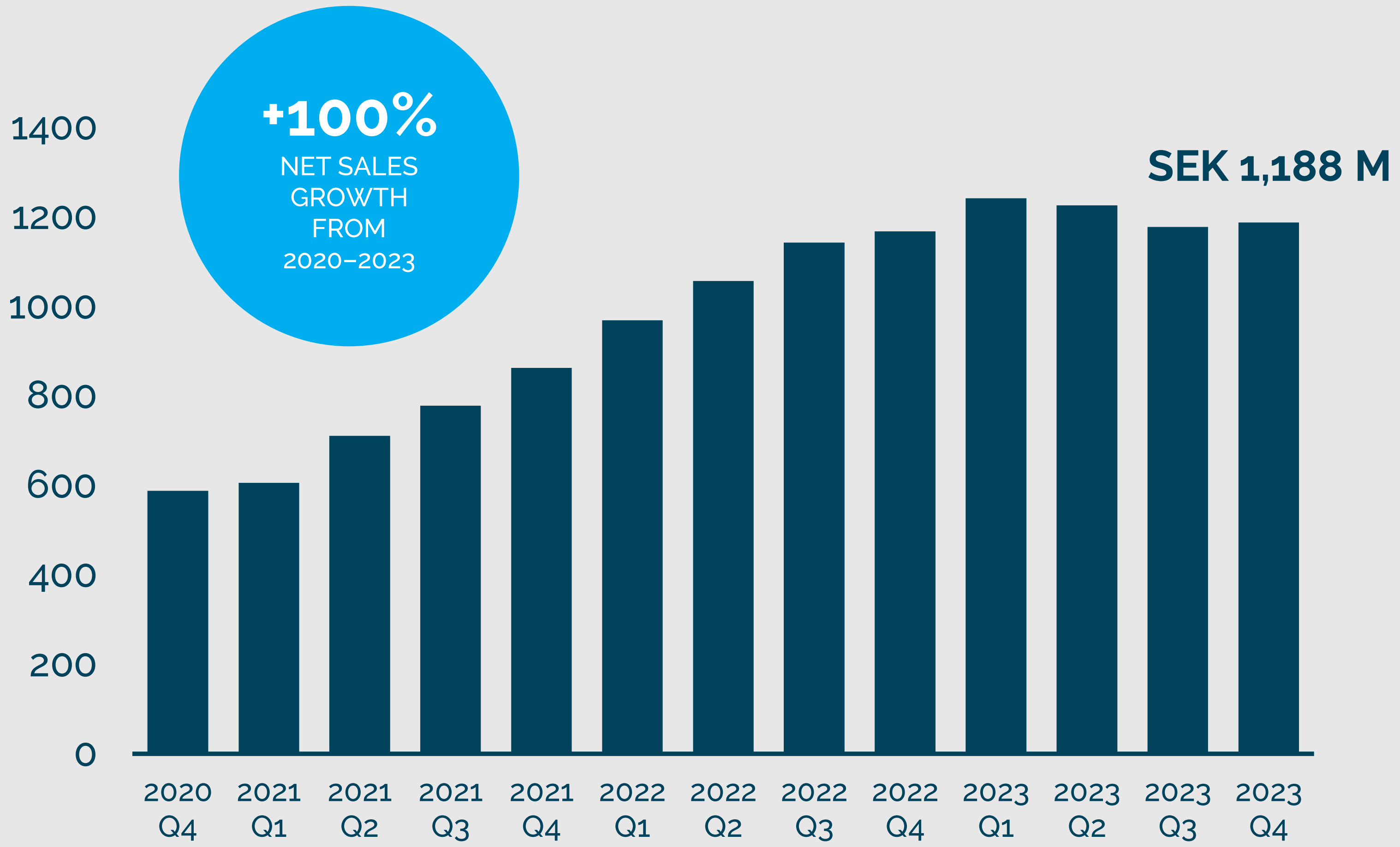
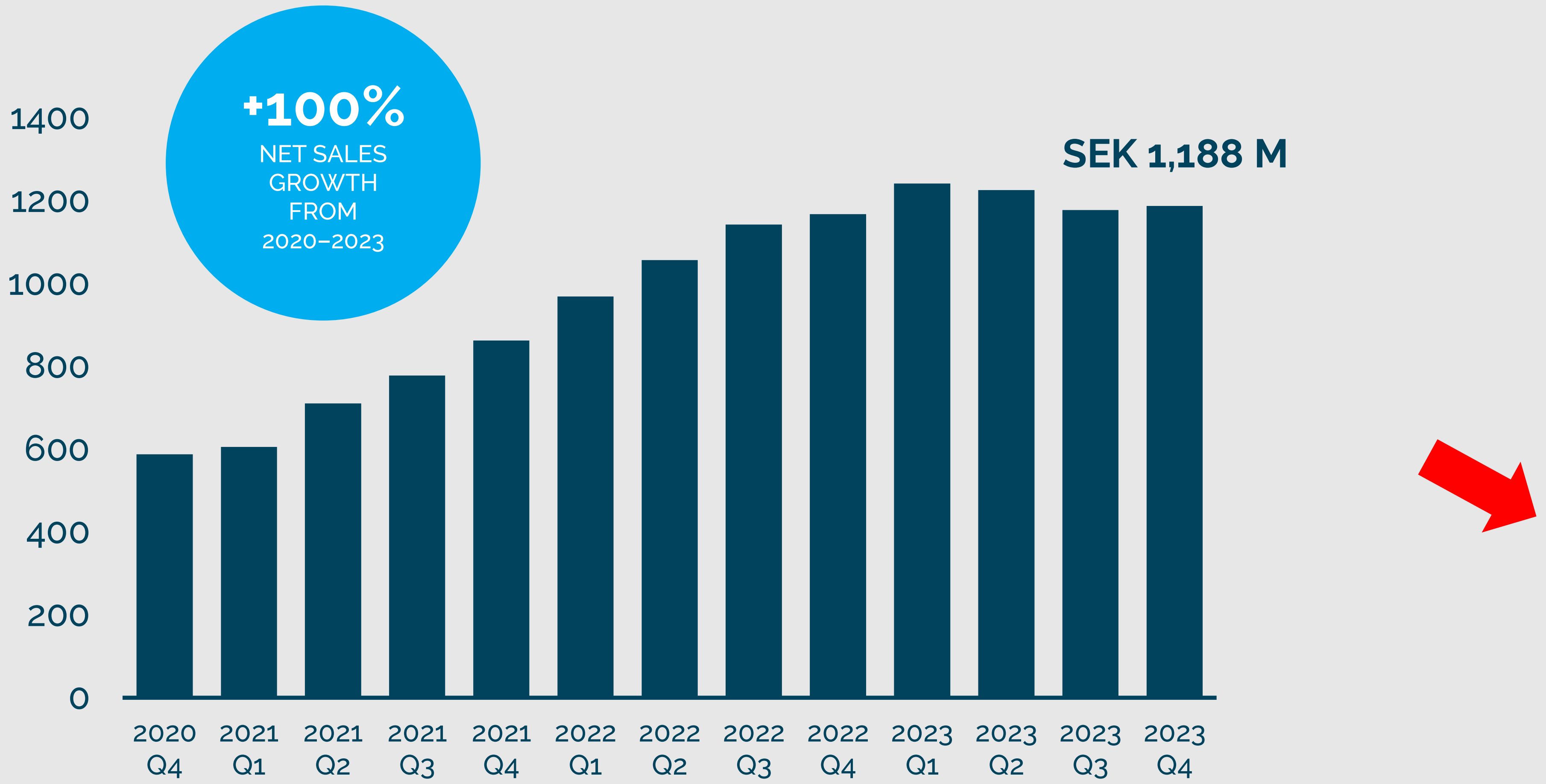
TOMAS HILMARSSON

CFO

NET SALES DOUBLED



NET SALES DOUBLED



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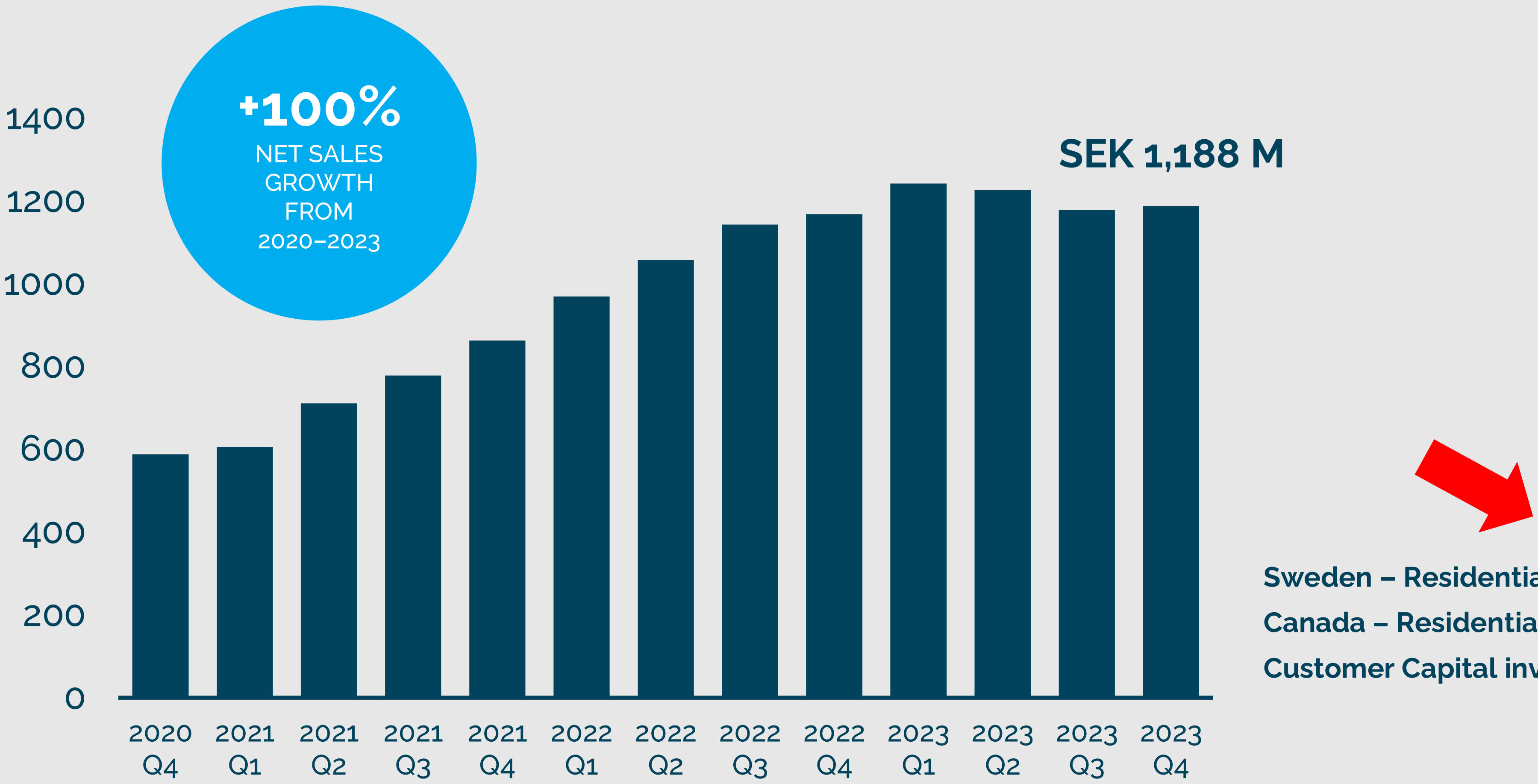
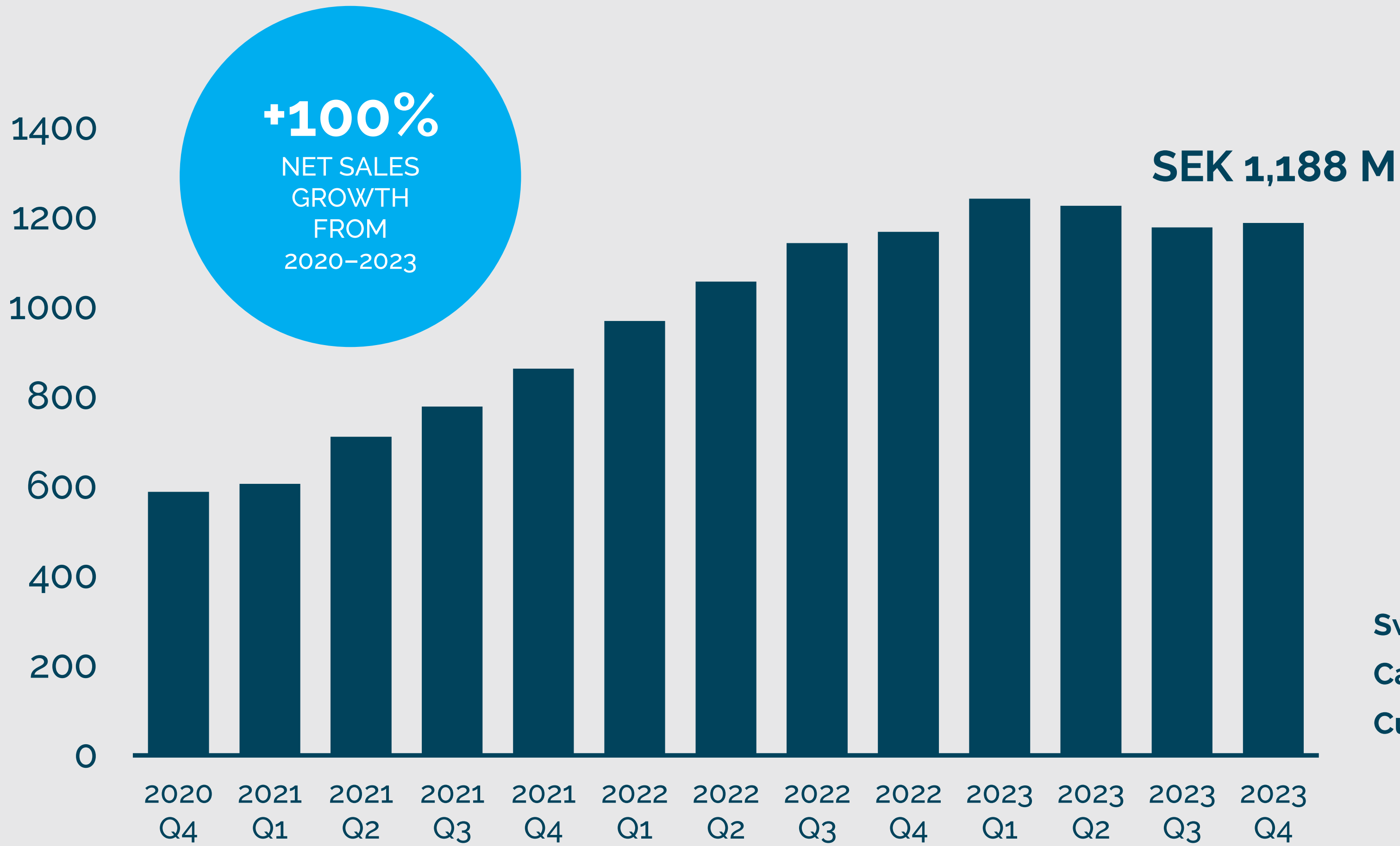


Sweden – Residential housing sector

Canada – Residential housing sector

Customer Capital investments down

NET SALES DOUBLED



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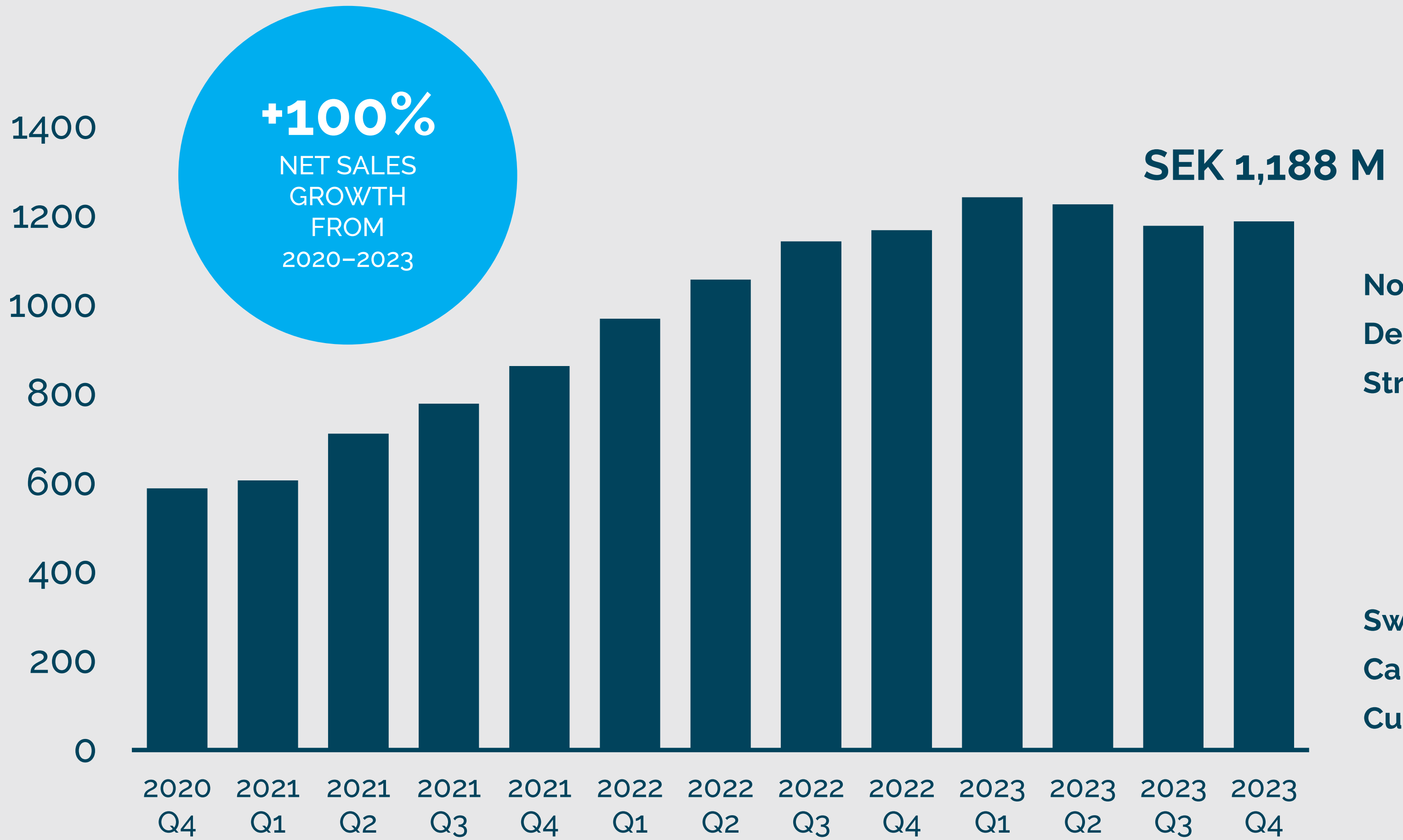
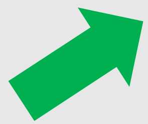
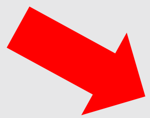


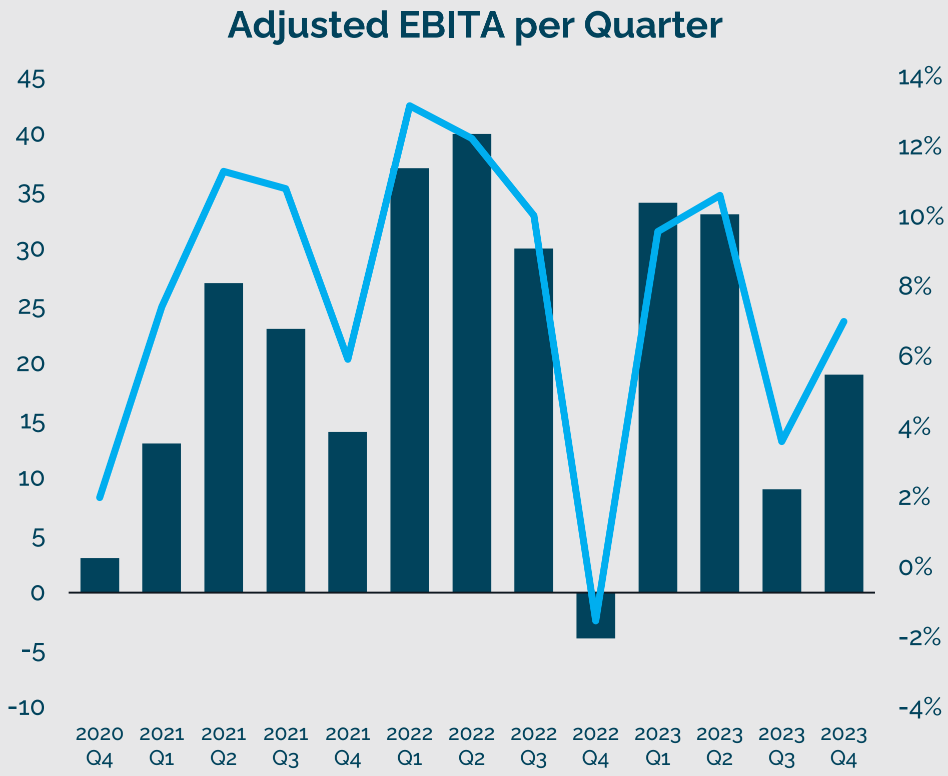


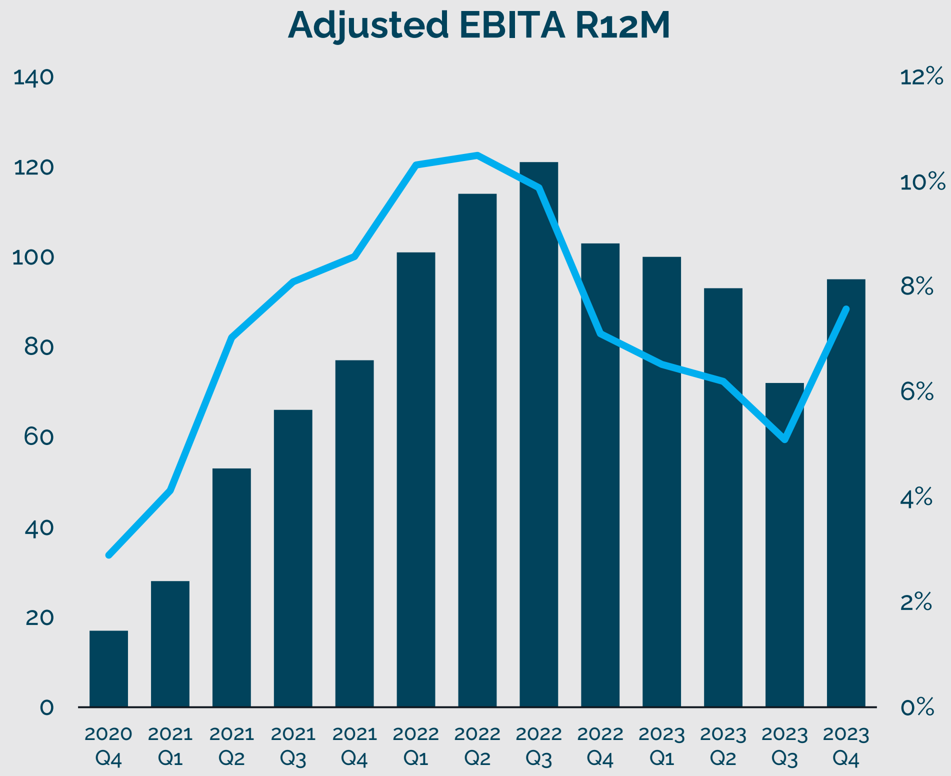
Norway – Energy sector
Denmark – Infrastructure
Strategic Rental



Sweden – Residential housing sector
Canada – Residential housing sector
Customer Capital investments down

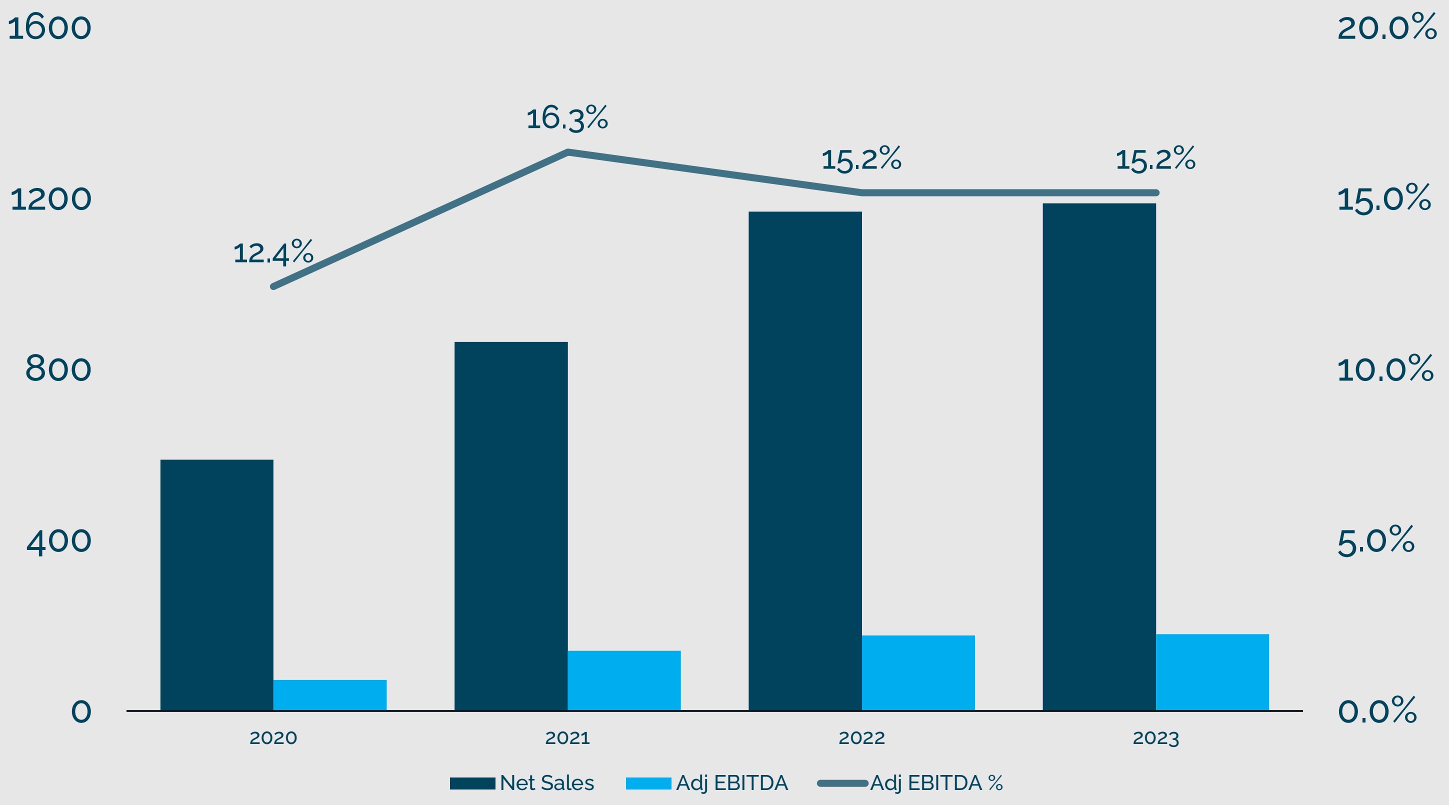
EBITA TREND BACK ON TRACK





SOLID FINANCES OVER TIME

NET SALES – EBITDA – EBITDA MARGIN



SOLID FINANCES OVER TIME

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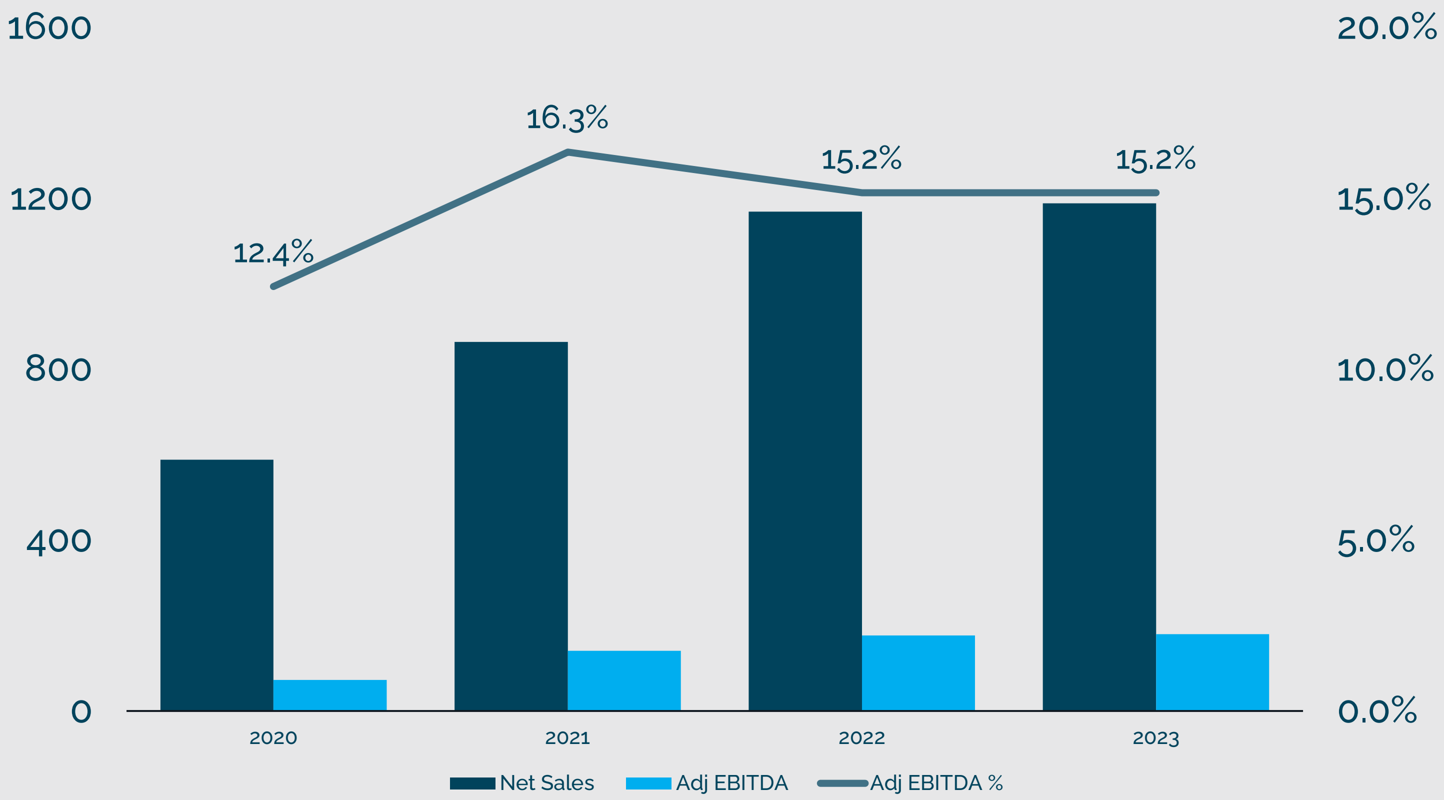
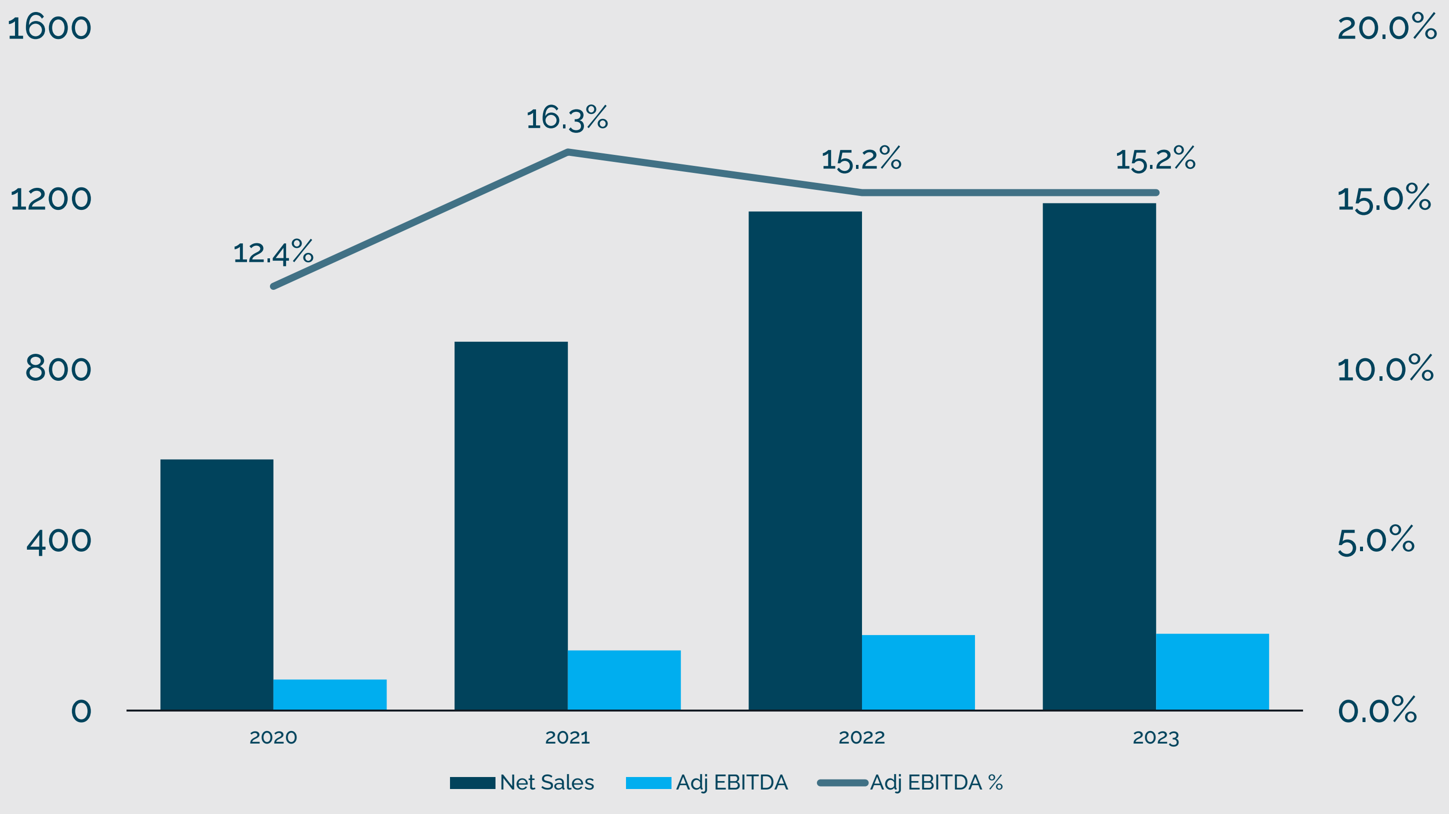


48%

EQUITY RATIO

SOLID FINANCES OVER TIME

NET SALES – EBITDA – EBITDA MARGIN



48%
EQUITY RATIO

1.9X
NET DEBT/
EBITDA

NEW FINANCIAL TARGETS

NET SALES
SEK 2.000 M
BY 2027

Adj EBITA
MARGIN
> 10%

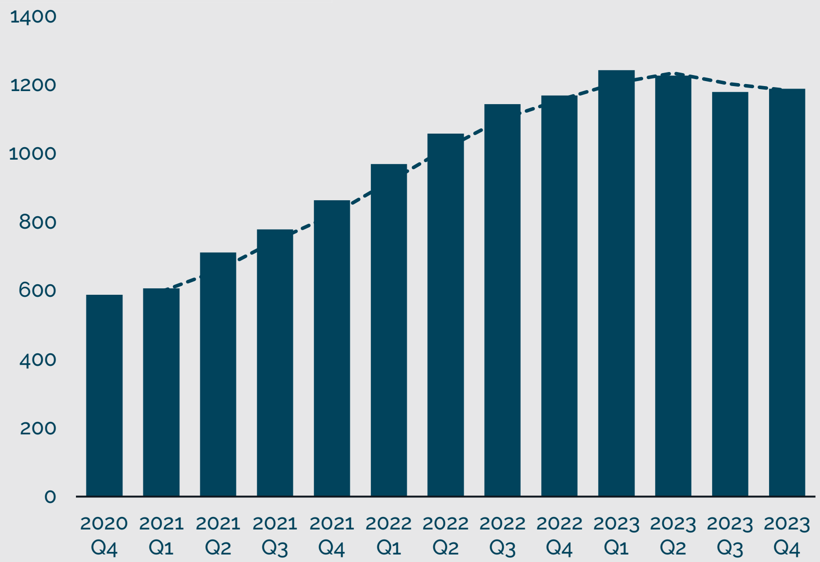
NET DEBT/
Adj EBITDA
< 2.5

DIVIDEND POLICY 25–50% OF NET RESULT

NET SALES OF SEK 2,000 M BY 2027

Net sales increase based on a combination of:

- organic growth
- organic growth projects
- acquisitions



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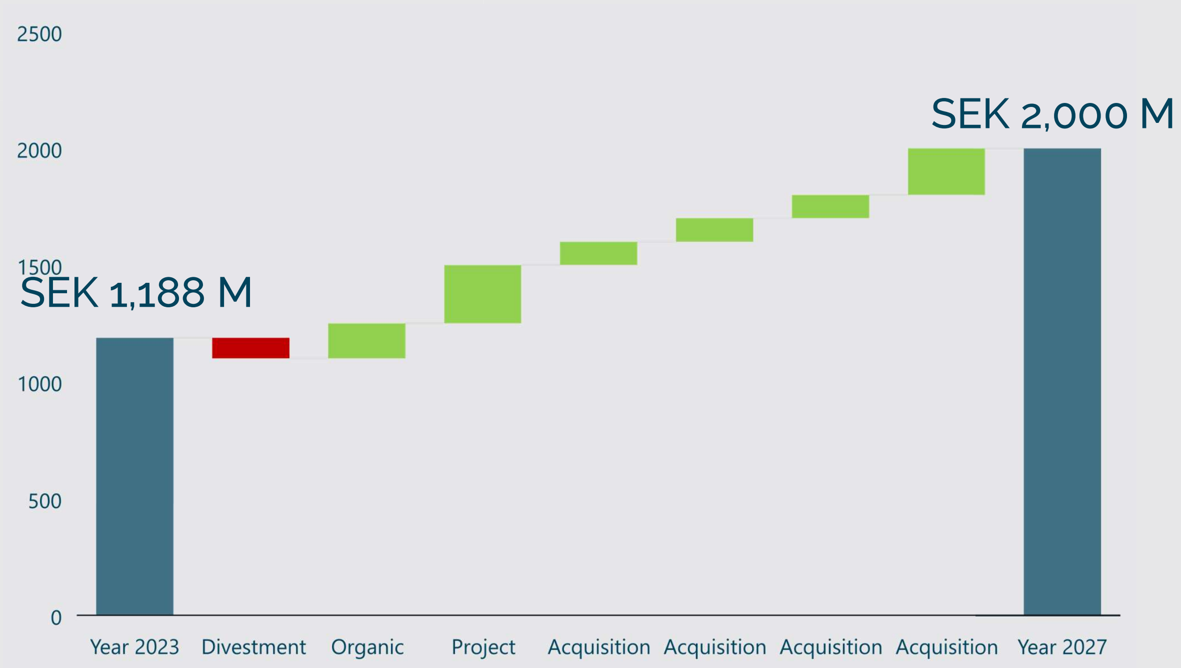

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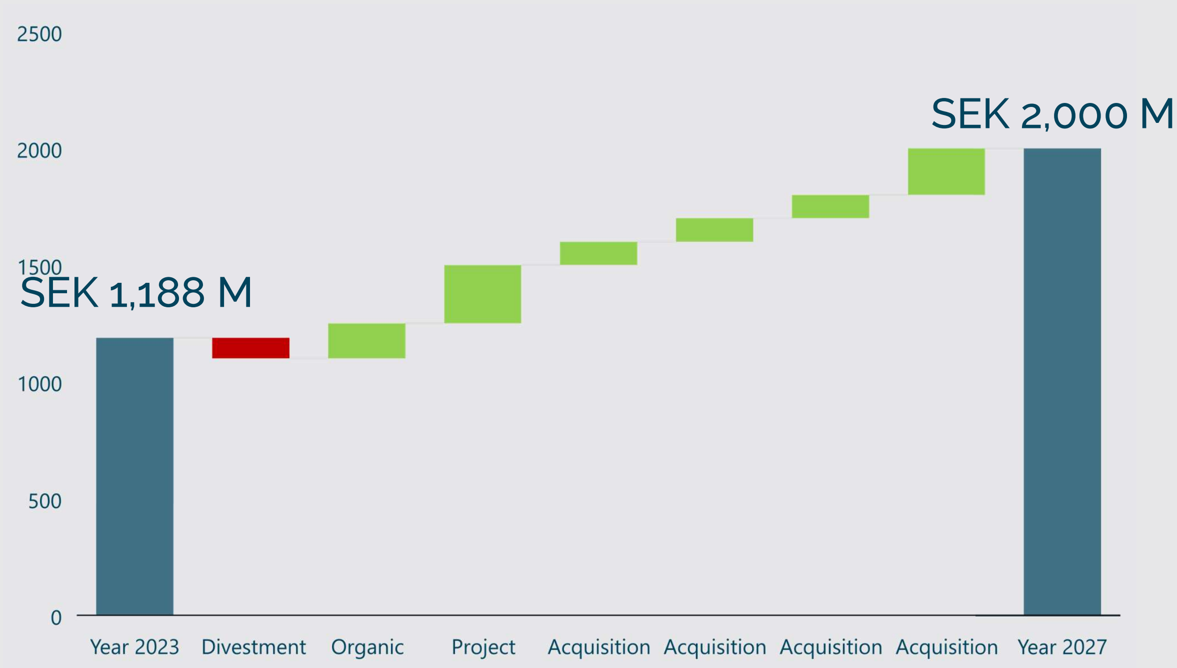

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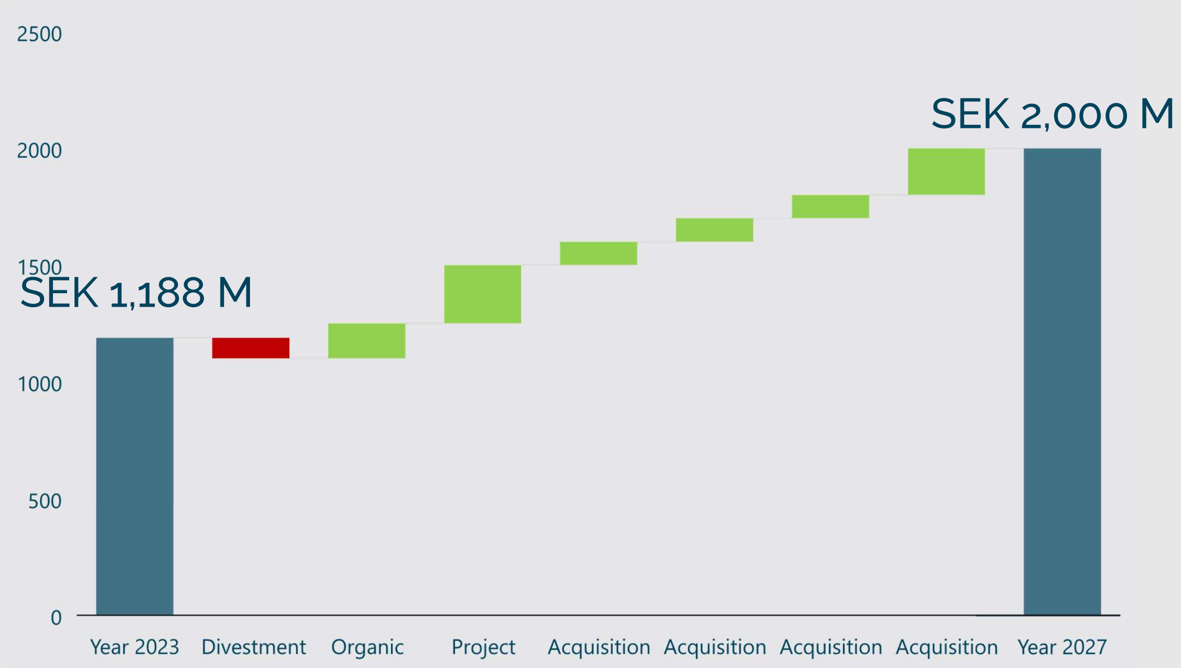

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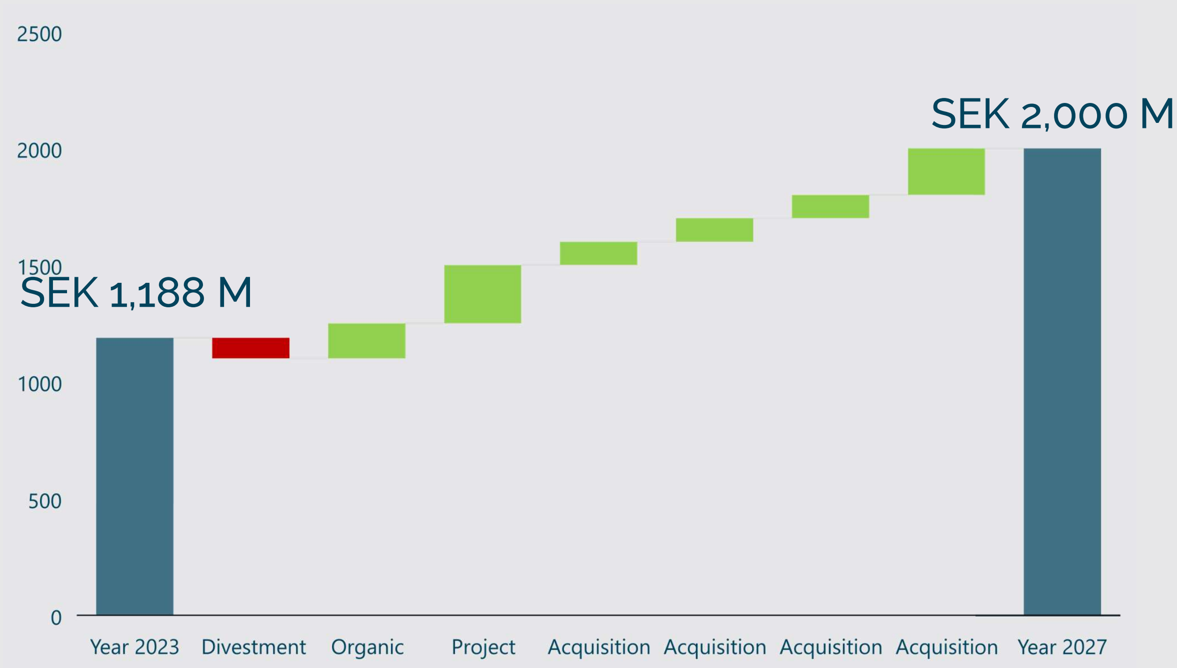

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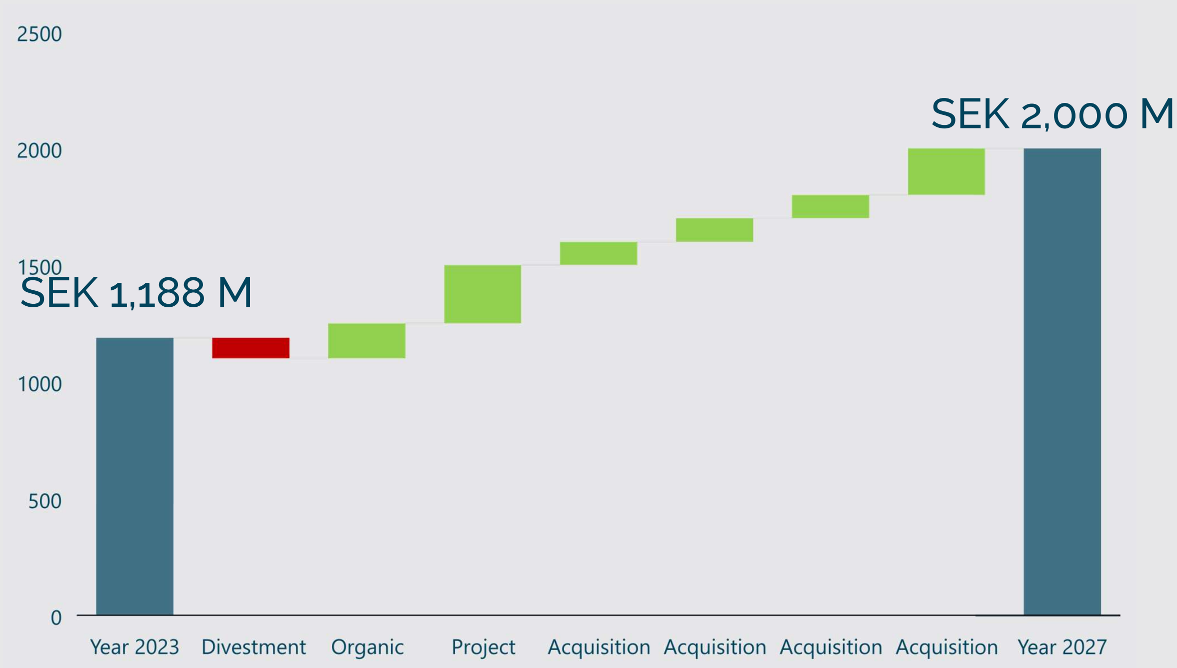


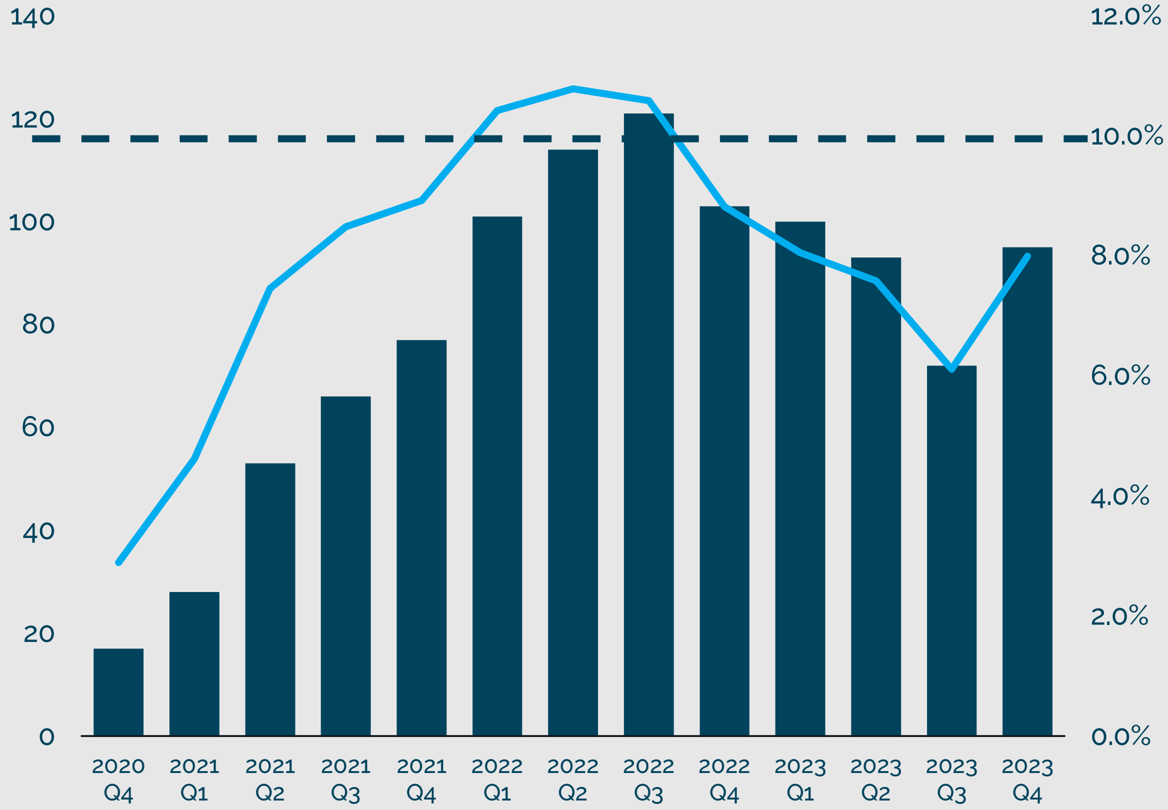
ADJUSTED EBITA >10%

Focus on profitable growth

Key drivers:

- profitable growth
- synergies from acquisitions
- diversification (less volatile)

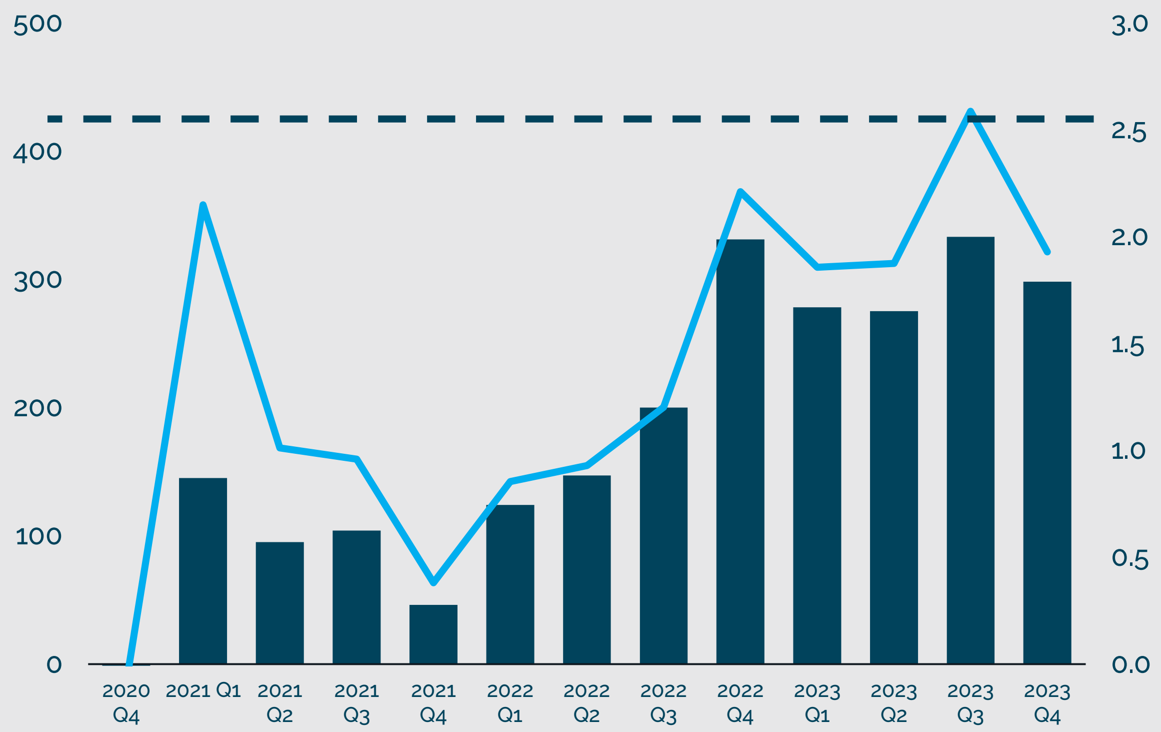
We have done it before and are on track to achieve it again.



NET DEBT/ADJUSTED EBITDA <2.5 TIMES

Solid finances and good cash flow from operating activities key to enable growth.

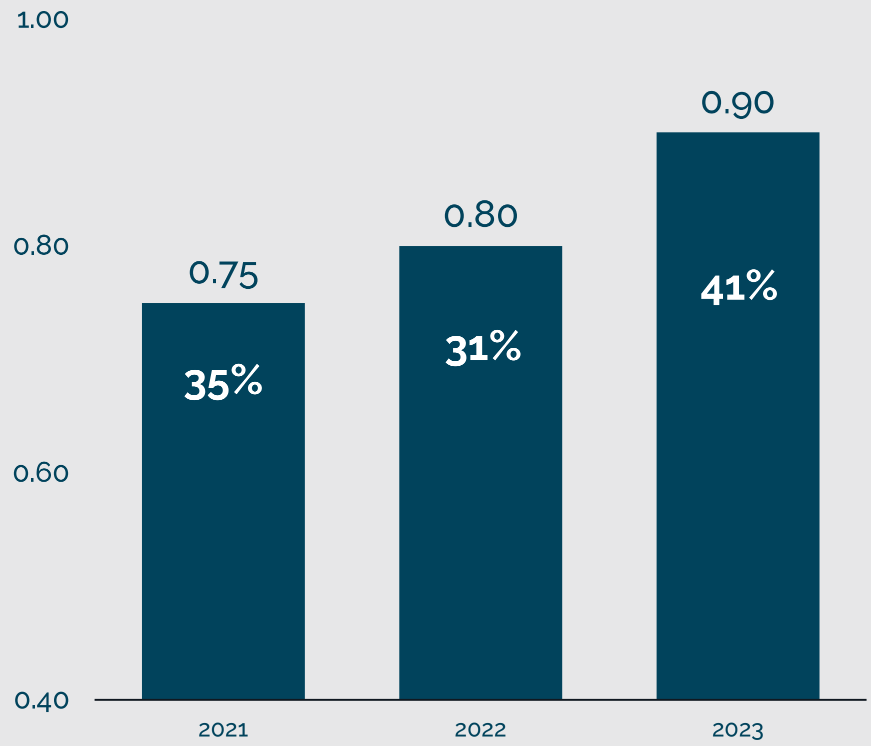
Measured as Interest bearing Net debt and EBITDA excluding one-off items and excluding IFRS 16.



DIVIDEND 25–50% OF NET PROFIT

Dividend should be **25–50%** of net profit.

Dividends should be balanced between expectations from shareholders regarding reasonable yield and the financing need for the business.



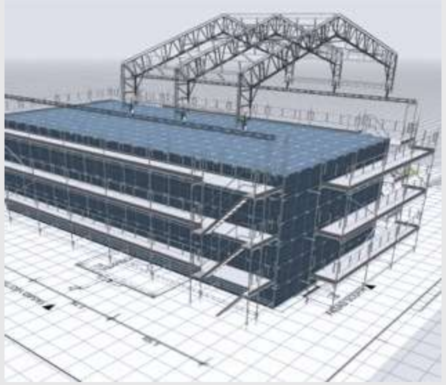
NEW REPORTING STRUCTURE

ONE INTEGRATED SEGMENT – DIFFERENT PRODUCTS AND SERVICES

SCAFFOLDING SYSTEMS

WORK ZONE SAFETY

HAKI SAFETY

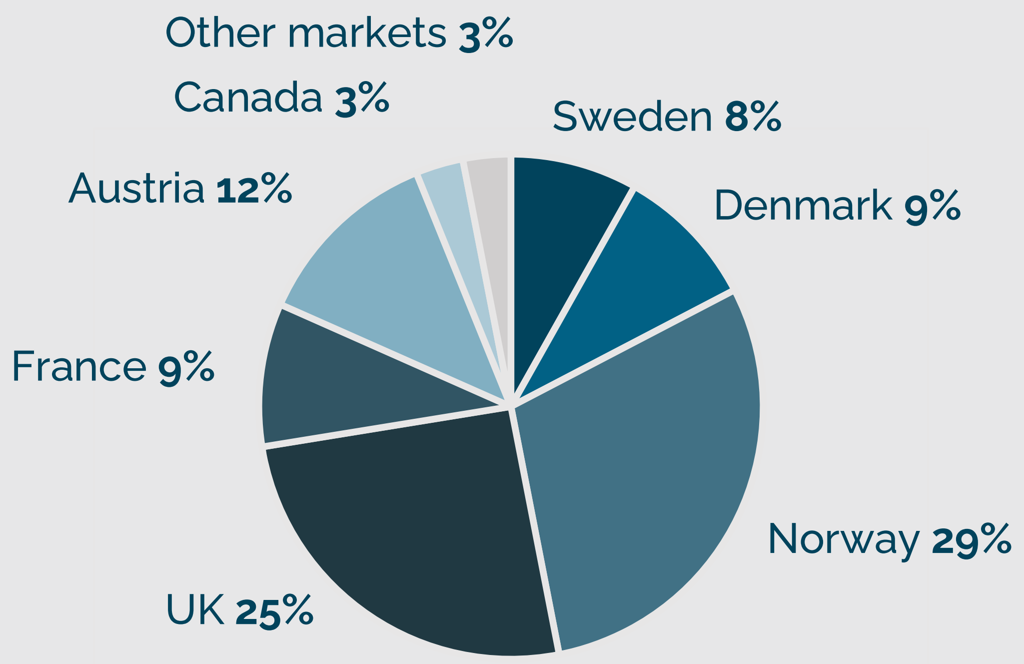


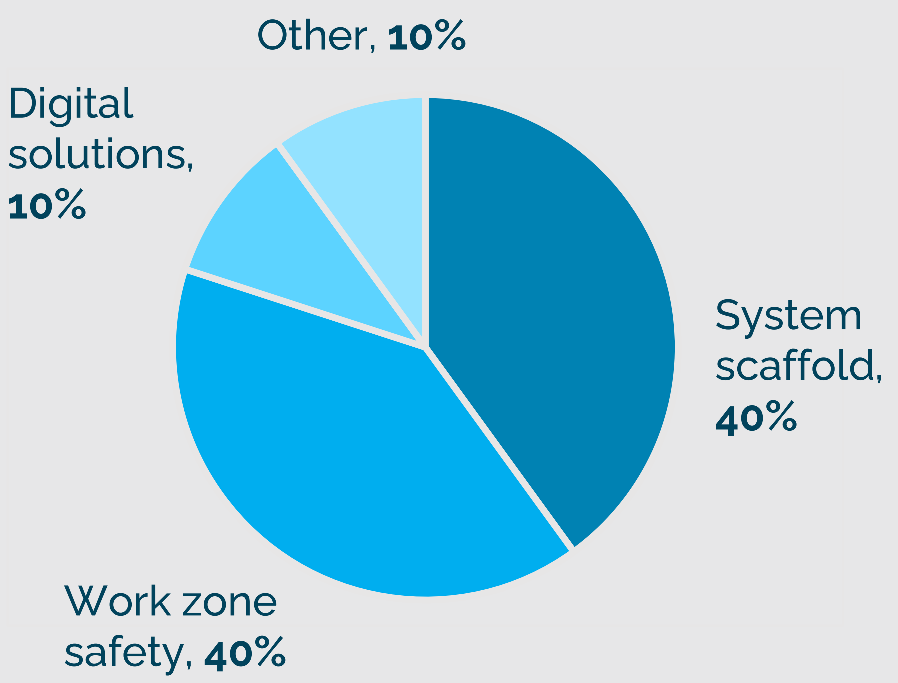
DIGITAL & TECHNICAL SOLUTIONS

OTHER

NEW REPORTING STRUCTURE

NET SALES REPORTING – GEOGRAPHICAL MARKET & PRODUCT SEGMENT





SUMMARY

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