

Welcome

Peab's Capital Market Update
November 25, 2025



PEAB
THE NORDIC COMMUNITY BUILDER

Agenda

10.00 – 10.05	Introduction
10.05 – 10.10	What did we say last time?
10.10 – 10.40	Driving forces and market development
10.40 – 11.10	Peab's performance 2024-2025
11.10 – 11.30	Going forward with our financial strength and ability
11.30 – 11.50	Q&A
11.50 – 12.00	Conclusion

A man with a mustache and goatee, wearing a white hard hat with the PEAB logo and green safety glasses, and an orange safety vest over a dark jacket, stands in front of a rusty metal structure. The text "What did we say last time?" is written in a white, cursive font across the middle of the image.

What did we say last time?

The PEAB logo consists of the word "PEAB" in a bold, green, sans-serif font, flanked by three horizontal red bars on each side. Below the logo, the text "THE NORDIC COMMUNITY BUILDER" is written in a smaller, black, sans-serif font.

PEAB
THE NORDIC COMMUNITY BUILDER

Driving forces over time

Demography

Geopolitics

Macroeconomy

Sustainability/Climate change

Digitalization



Market

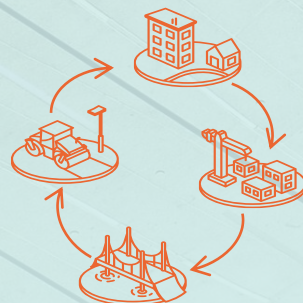
Peab's strategic strengths

1 Four competitive business areas

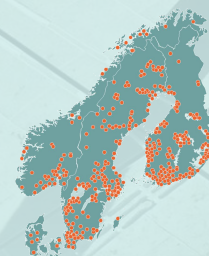


2 Business areas in collaboration

- Acquire
- Develop
- Build
- Divest
- Maintain



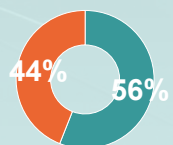
3 Strategic assets and local presence



4 Sustainable offers



5 Good customer mix



- Public customers
- Private Customers

6 13,000 highly skilled employees



7 Unique company culture



8 Long-term owners



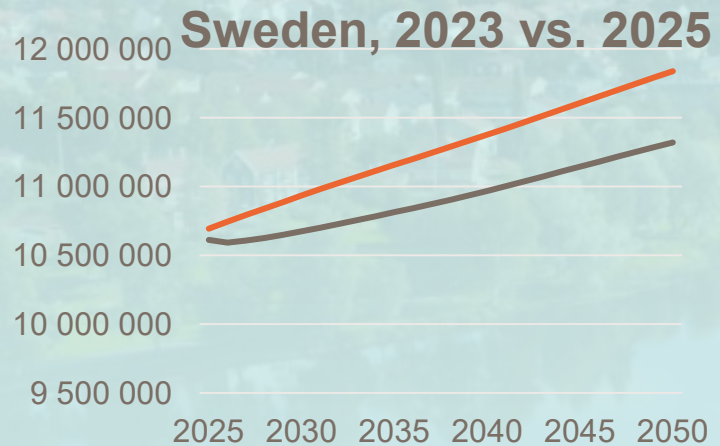
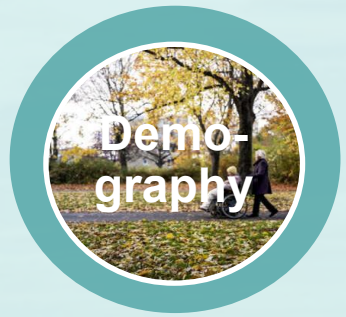


Driving forces and market development

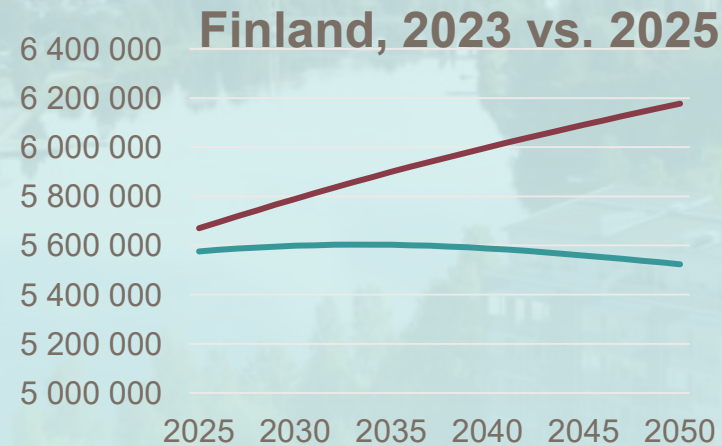
Driving forces behind growth



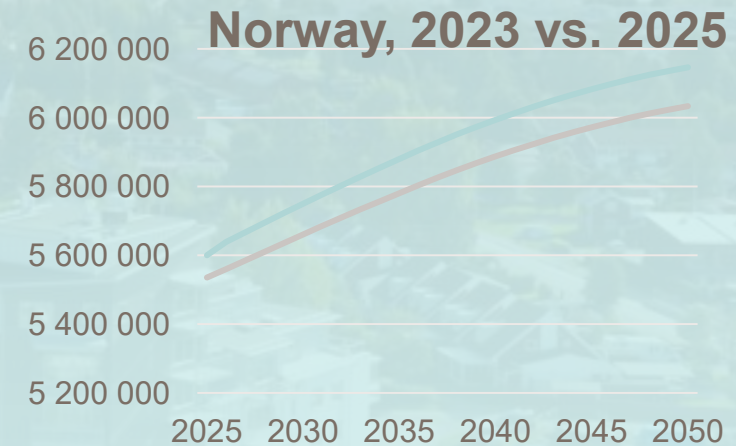
Adjusted population forecasts



518,000
-5%

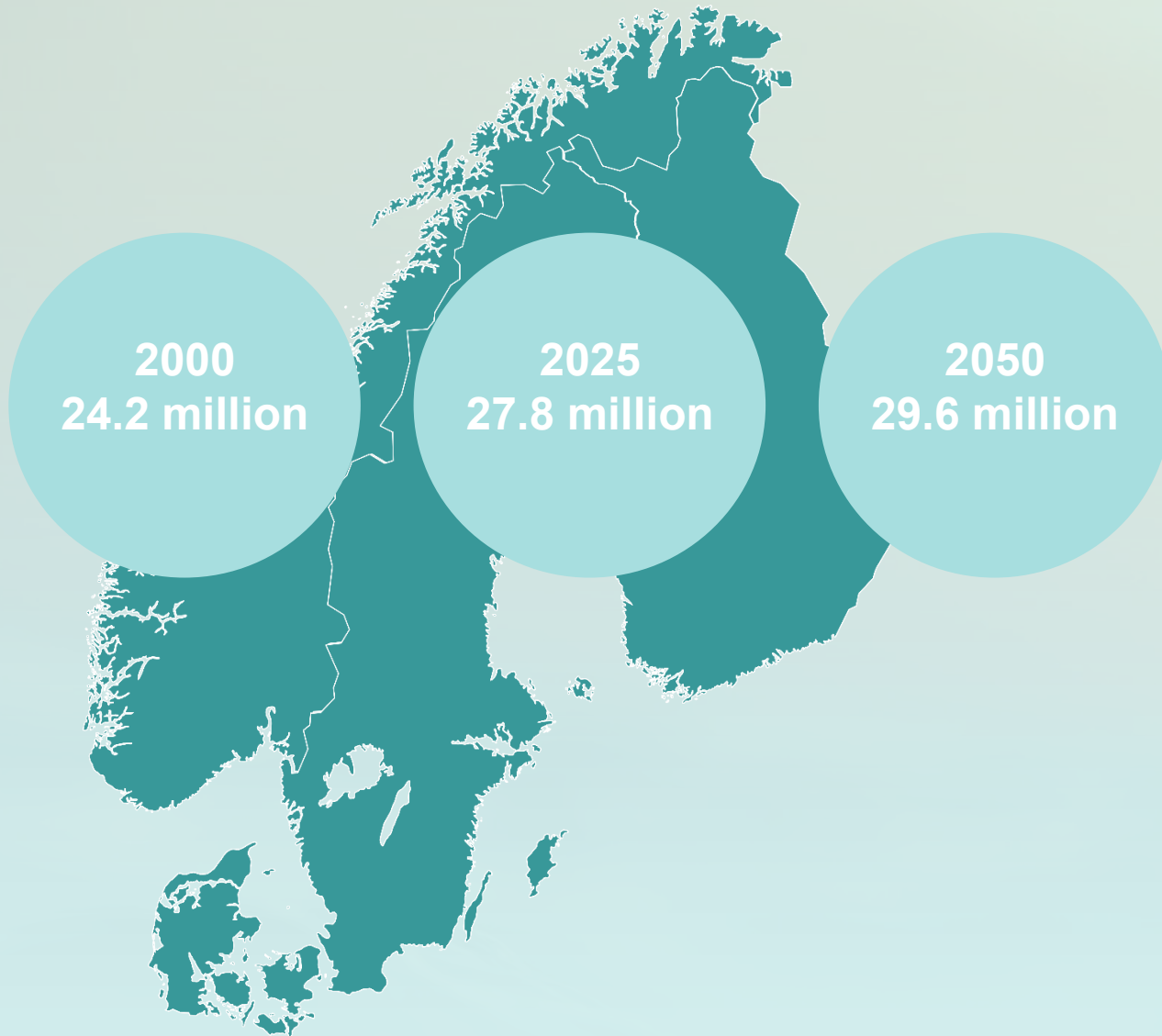
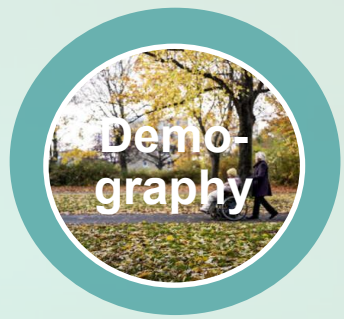


654,000
+12%

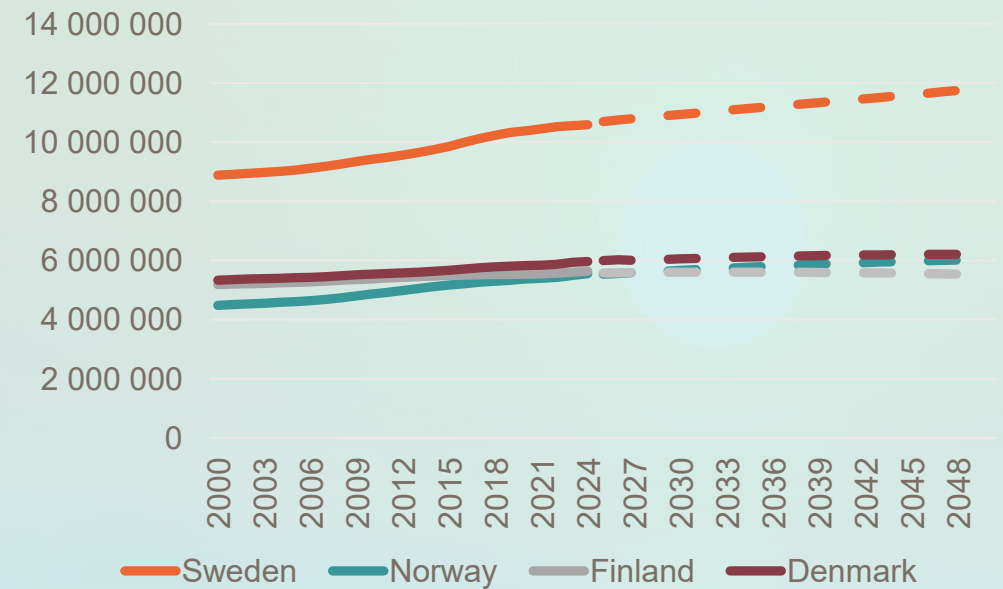


113,000
-2%

Nordic population development



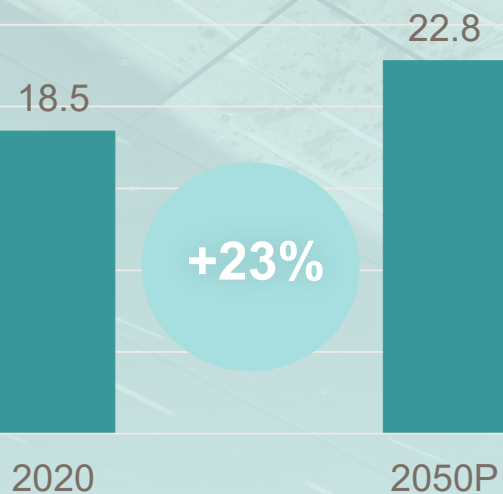
Population growth 2000 - 2050



Population flows affect demand

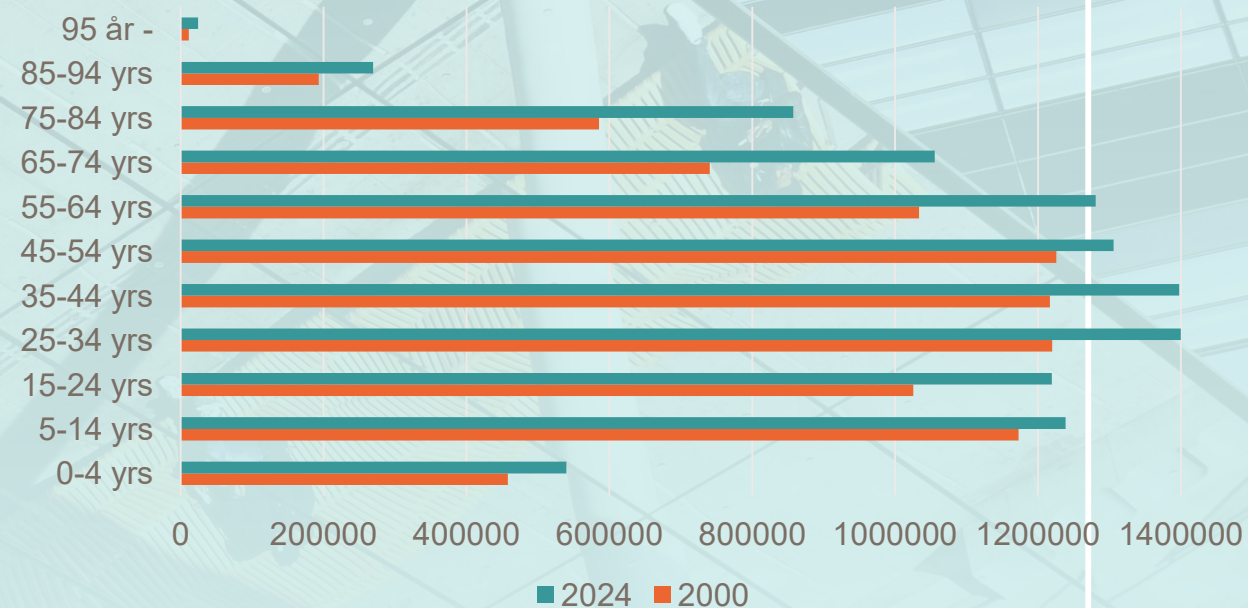


Nordic urbanization



■ Urban population, millions

Age distribution, Sweden



Continued turbulence externally and locally



2025-06-25 14:13

UPPDATERAD 2025-06-25 16:14

[Dela](#)

Natoländerna har enats om 5 procent

Natoländernas ledare har enats om att lägga 5 procent av bnp på försvar, rapporterar Reuters. Minst 3,5 procent till civilförsvar och 1,5 procent till civilförsvar och i Förändringen ska vara klar senast 2025.

Trumps handelstullar

Dags för Trumps tullar – eller? "Ingen som fattar"

SKJUTNINGAR I SVERIGE 2025

Statistik och fördjupning om ett av Sveriges farligaste samhällsproblem.

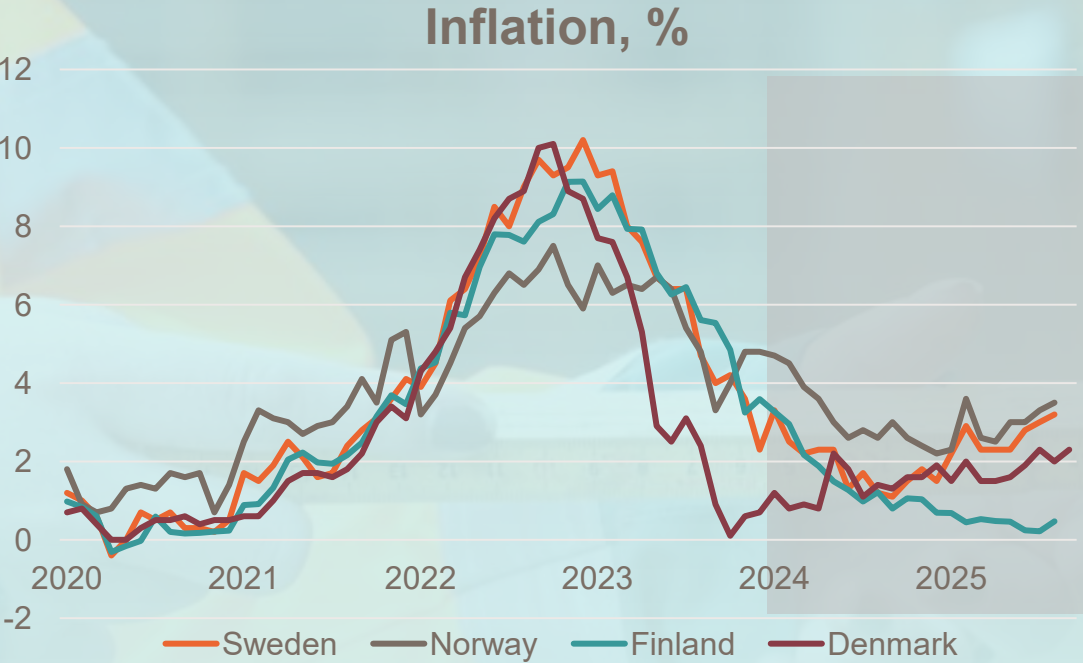
137
skjutningar

40
dödade

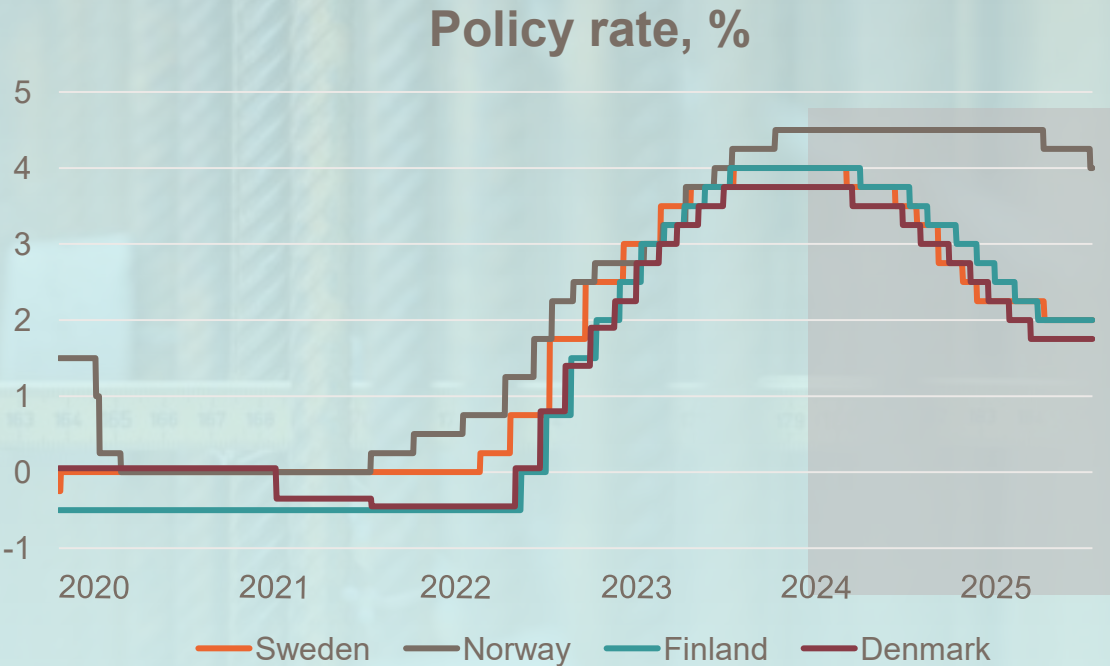
42
skadade

390
dödsfall sedan
1 jan 2018

Nordic rate of inflation and interest rate developments

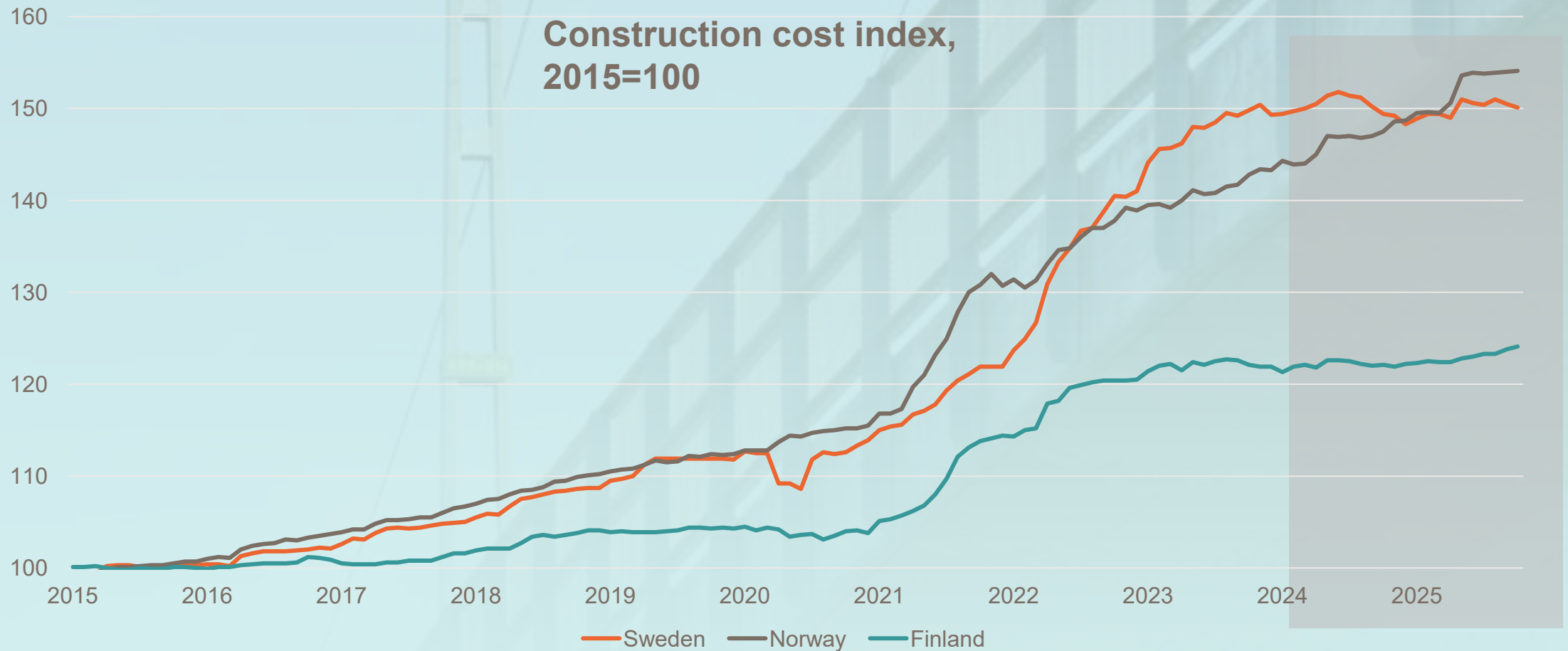


Sources: SCB, SSB,
Tilastokeskus, Danmarks Statistik



Sources: Sveriges Riksbank, Norges Bank,
ECB, Danmarks Nationalbank

Construction costs have stabilized on a continued high level

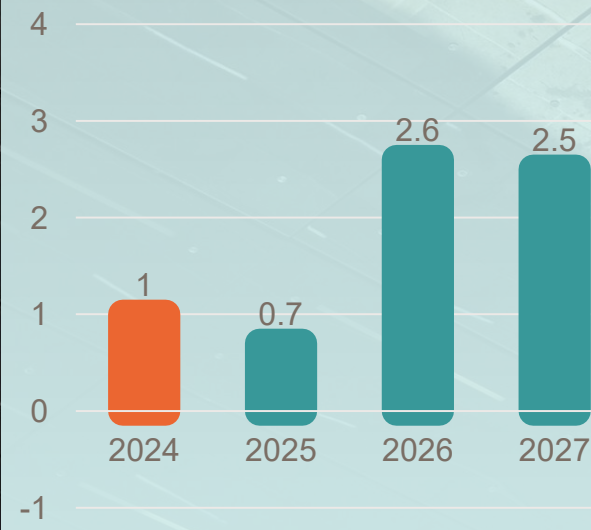


Source: SCB

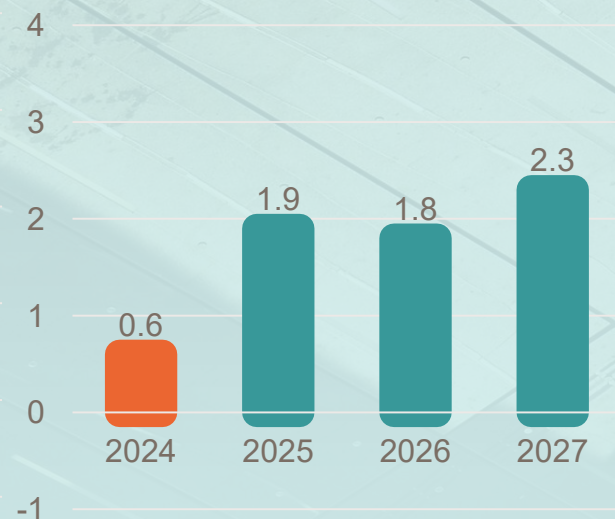
GNP – Nordic growth and forecasts



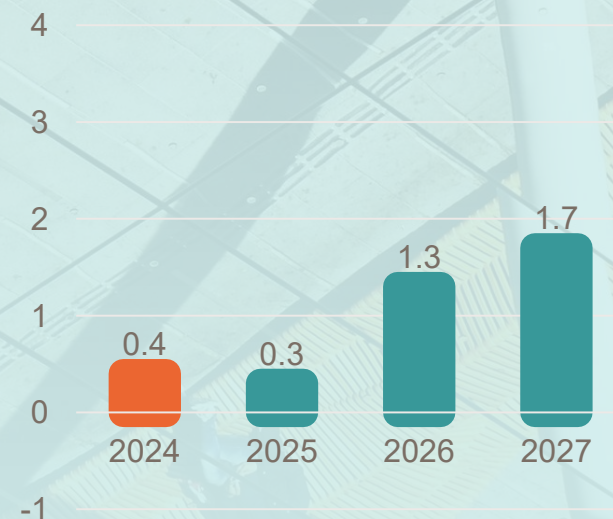
Sweden



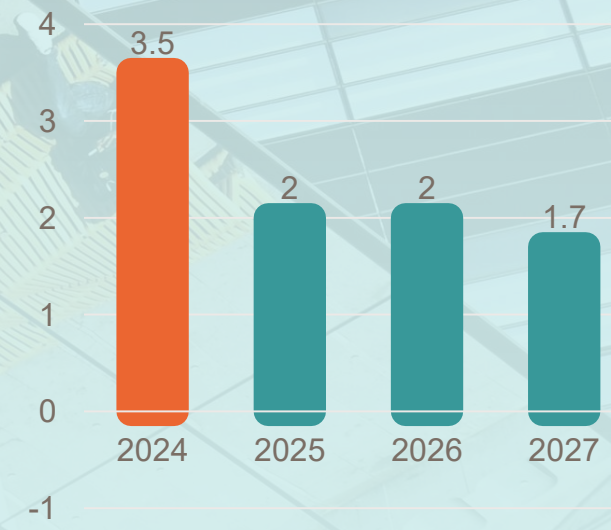
Norway



Finland



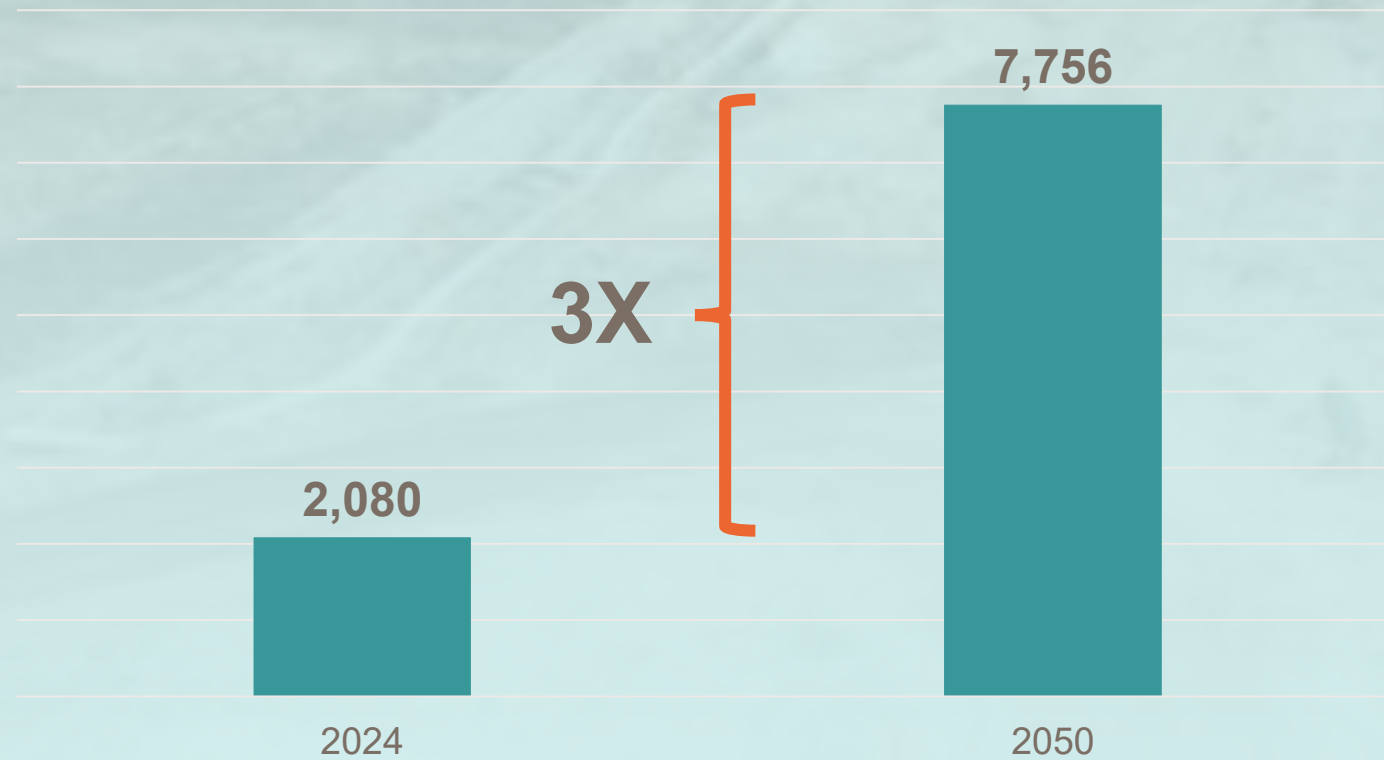
Denmark



Continued need for substantial transition investments



Annual investment need according to the Paris Agreement (BUSD)



Source: BloombergNEF

Customer sustainability demands are becoming more and more specific

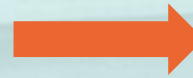


2023

2025

Climate:

Demands for emission reductions



Requirements with limit values

Circular economy:

Pilot projects and voluntary reuse plans



Standardized requirements on reconditioning and labeling

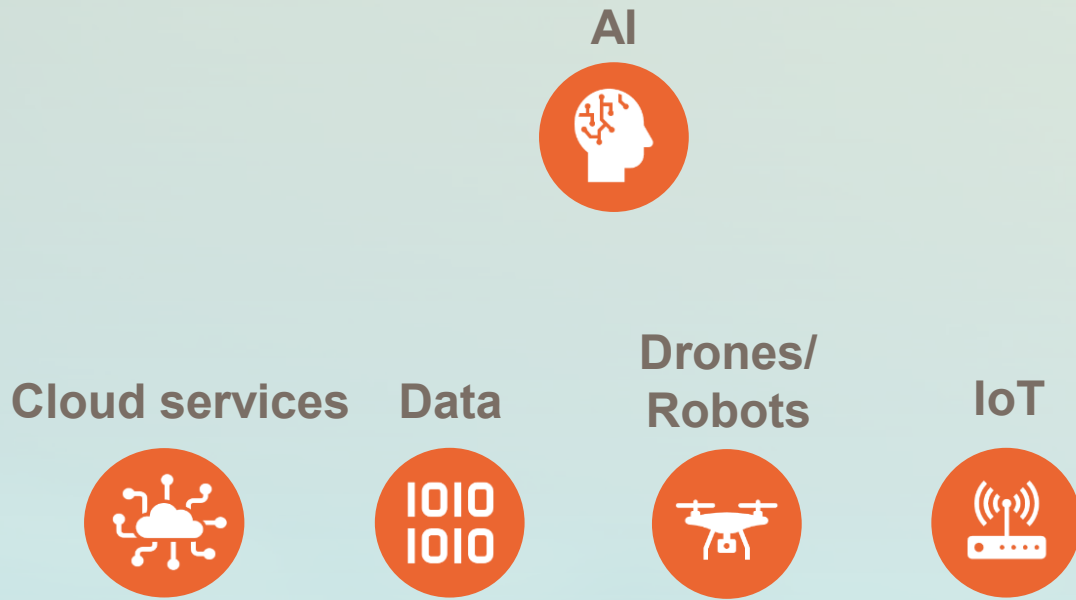
Supply chain:

Limited control of subcontractors



Systematic control and demands on traceability

AI and digitalization generate more efficient work methods and market opportunities



Efficiency opportunities for Peab:

- Process efficiency
- Automation
- Analysis and experience feedback
- Connected production assets
- Digital customer services

Effects on our market:

- Data centers
- Power production and the electricity grid

A photograph of two individuals shaking hands in a professional setting. The person on the left is wearing a yellow high-visibility safety vest with reflective grey stripes. The person on the right is wearing a dark jacket and a silver metal watch. In the background, a white container or piece of equipment is visible, featuring the 'PEAB' logo in black capital letters with red horizontal bars on either side. The entire image has a light blue-green tint.

Market development

Rising Nordic infrastructure investments

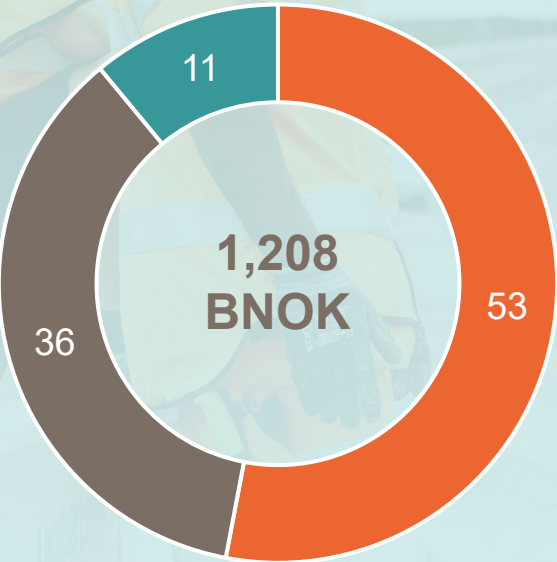


Sweden
2026-2037



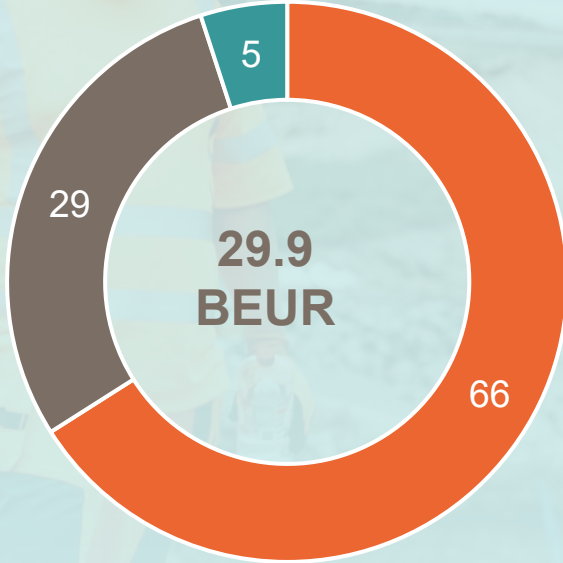
- Operation and maintenance: Roads
- Investments: Railroads
- Operation and maintenance: Railroads
- Investments: Roads
- Other

Norway
2025-2036



- Roads
- Railroads
- Other

Finland
2026-2037



- Operation and maintenance
- Development projects
- Other

Long-term potential in Nordic water and sewage infrastructure



- Growing **maintenance debts** and reinvestment needs in existing water and sewage infrastructure
- Reinforcements and adjustments are needed to handle the effects of **climate change**



Approx. **BSEK 40**
(2027)



Approx. **BSEK 17**
(2027)



Approx. **BSEK 7**
(2027)

Annual investments (projects and operation and maintenance)

Source: Prognoscentret

... along with the Nordic energy market



- Greater need for **electricity**
- Greater need for **transmission capacity**
- **Obsolete infrastructure**



Approx. **BSEK 75**
(2027)



Approx. **BSEK 12**
(2027)



Approx. **BSEK 17**
(2027)

Annual investments (projects and operation and maintenance)

Source: Prognoscentret



Significant Nordic military construction



- ▶ Increasing investment levels in Nordic countries due to NATO membership and military rearmament
- ▶ Swedish Fortifications Agency, Forsvarsbygg Norge and Defence Properties Finland are increasing their investment rates



Approx. **BSEK 10**
(2028)



Approx. **BNOK 9.5**
(2036)



Approx. **MEUR400-500**
(2029)

Annual investments and operation of buildings, land and military bases

Increasing demands on the Prison and Probation Service in Sweden

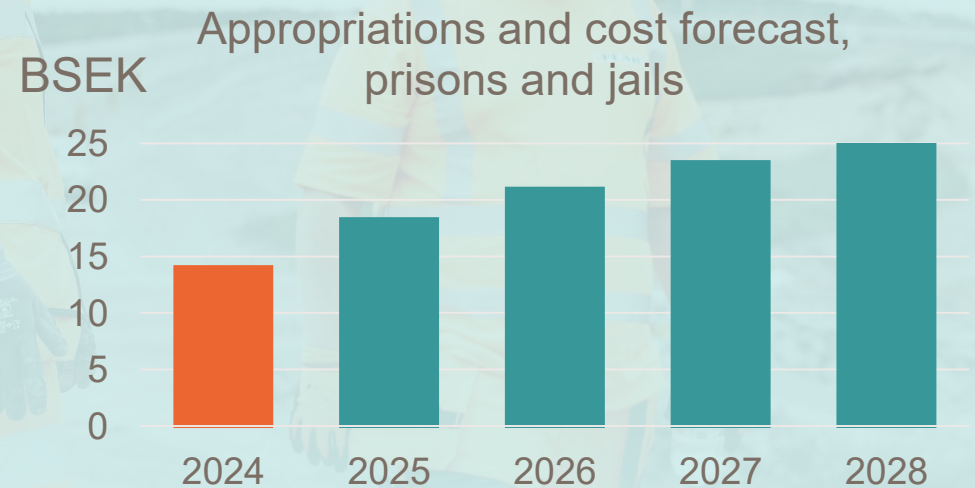
Prison and detention facilities:

From

11,000 2025

to

17,000 2028



Increasing demands on security ratings

**Law enforcement
authorities**

**Public
infrastructure**

**Defence industry
and defence-
related
infrastructure**

Other community services construction

**Educational
system**

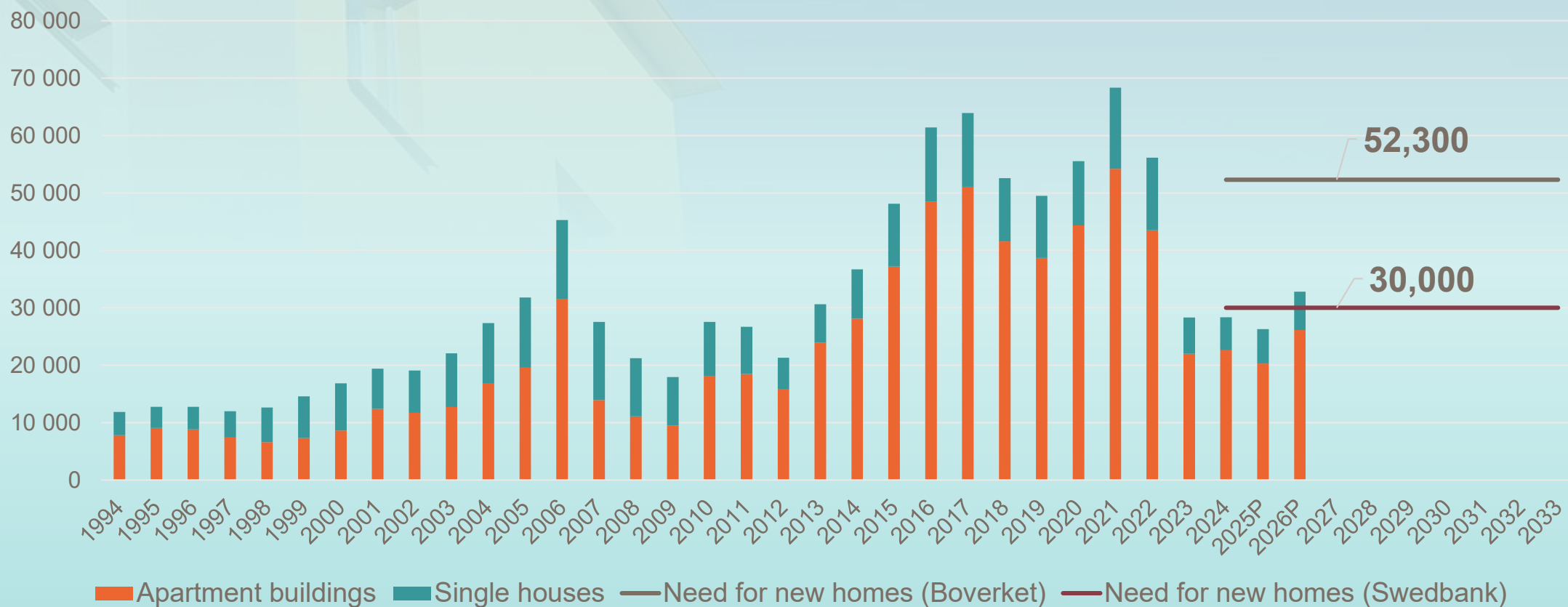
**Health and
care facilities**

**Recreational
facilities**

**Cultural
buildings**

Built and forecasted housing in Sweden 1994-2033

Production-started housing according to home type



New housing needed in Norway and Finland

Norway

28,000

Homes annually until
2033

Source: SSB

**Forecast 2025:
23,000 homes**

Finland

35,000

Homes annually until 2040

Source: VTT

**Forecast 2025:
19,600 homes**

Source: Prognoscentret

MARKET OUTLOOK

Housing investments expected to grow but from a low level

Production-started housing investments, new construction and renovations

Sweden	2025 ↗ (↑)	2026 ↗ (↑)	2027 ↗
Norway	2025 ↗	2026 ↗	2027 ↗
Finland	2025 → (↗)	2026 ↗	2027 ↗

Source: Prognoscentret

MARKET OUTLOOK

Varying investment levels for premise construction

Production-started premise investments, new construction and renovations

Sweden

2025



2026



2027



Norway

2025



2026



2027



Finland

2025



2026



2027



Source: Prognoscentret

MARKET OUTLOOK

Continued high level for civil engineering investments

Civil engineering investments

Sweden

2025



2026



2027



Norway

2025



2026



2027



Finland

2025



2026



2027



Source: Prognoscentret

MARKET OUTLOOK

Stable investment levels on the Nordic market

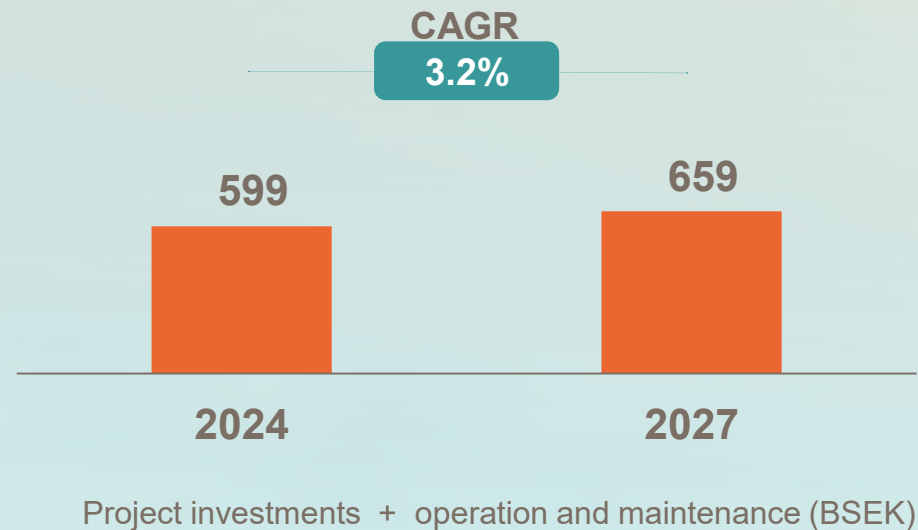
Total building construction and civil engineering investments, new construction and renovations

Sweden	2025 ↗	2026 ↗	2027 ↗
Norway	2025 → (↗)	2026 ↗	2027 →
Finland	2025 → (↗)	2026 ↗	2027 →

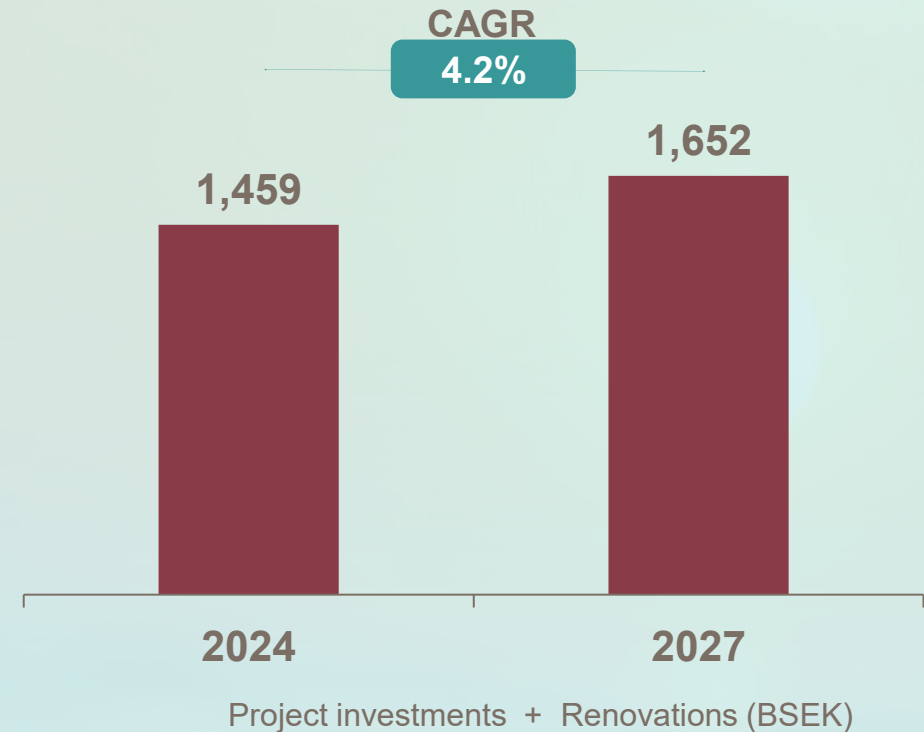
Source: Prognoscentret

Expected growth on the total Nordic market

Civil engineering



Construction





Peab's performance 2024-2025



Monitoring our Group targets

Most satisfied
customers



CSI

always
over

75

Best workplace



eNPS

always
over
benchmark

Zero vision

Serious accidents
Through a constantly
contracting trend

Most profitable
company



Operating
margin

>6%

Net debt/equity ratio

0.3-0.7

Dividends

>50%

Leader in social
responsibility



Carbon dioxide intensity
Own production Carbon dioxide intensity
Input goods & purchased
services

60 %

Reduction by 2030

50 %

Reduction by 2030

**Equal opportunity
recruitment:**

Share of women

**always over
education market**

What are we focused on?

**Internal
processing**

**Profitability in
all operations**

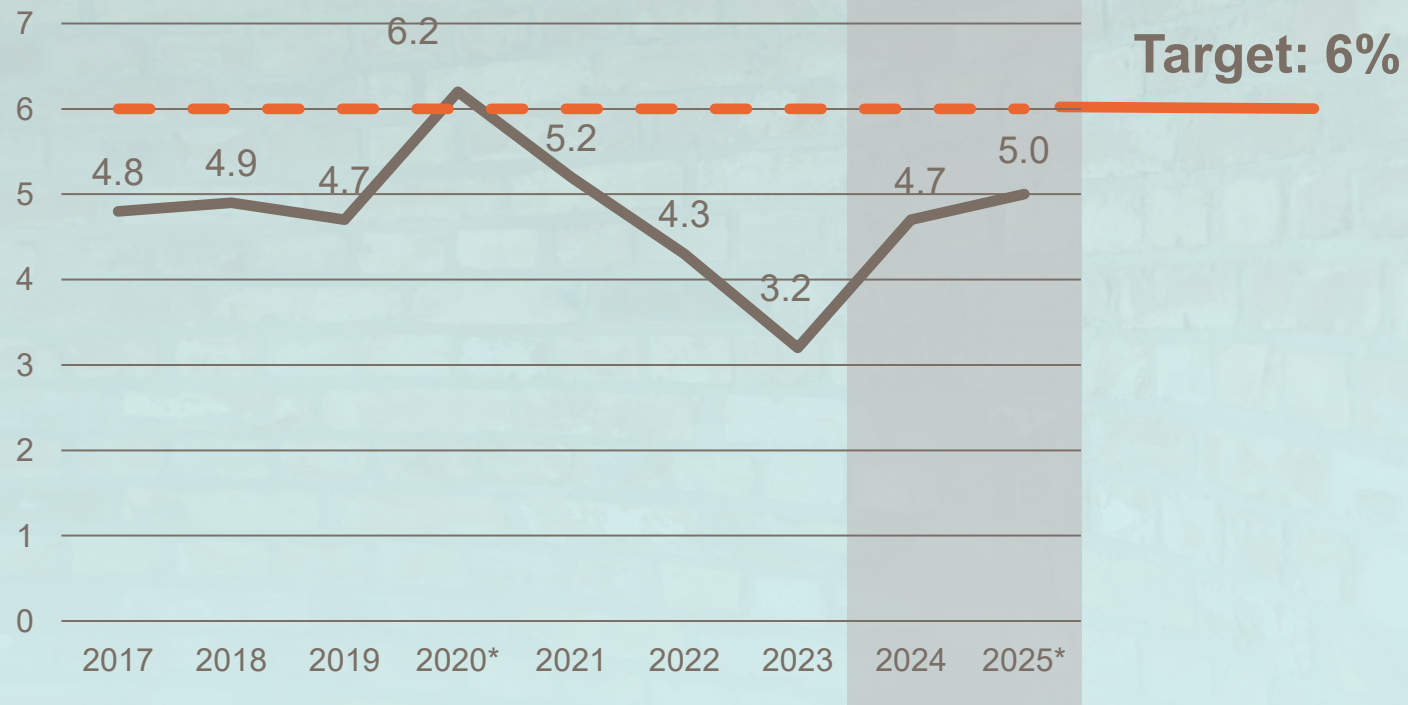
**Geographic
collaboration**

MOST PROFITABLE COMPANY

Target: Operating margin over 6 percent



Operating margin, Group



* Calculated on a rolling 12 months per September 30, 2025

Years 2017-2018 not translated according to changes in accounting principles for our own housing developments.

Conditions for achieving the margin target

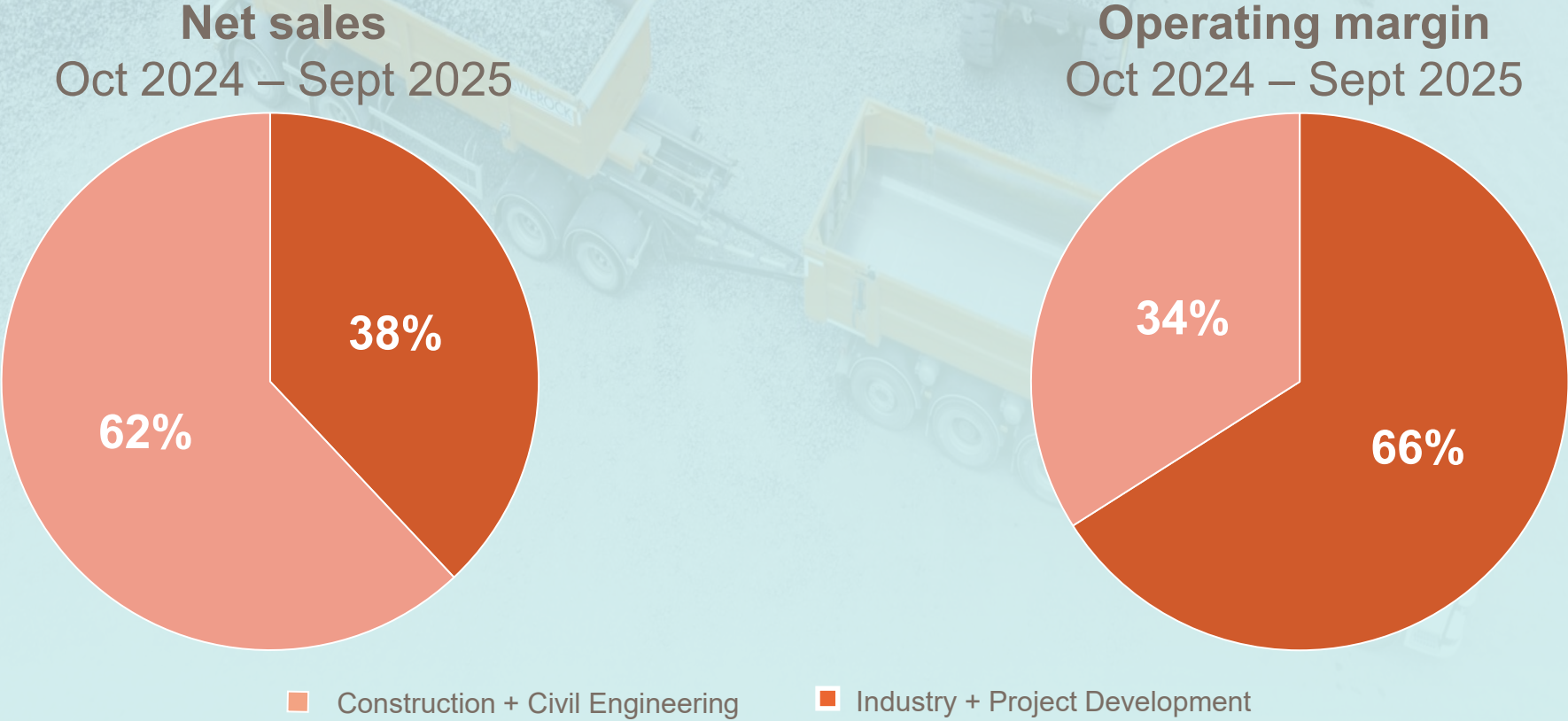
**Favorable
market
for all
operations**

**Achieve
benchmarks**

**Capital intensive
operations at least
40%
of net sales**

The capital-intensive business areas represent just under 40 percent of net sales

Operating margin
> 6 %



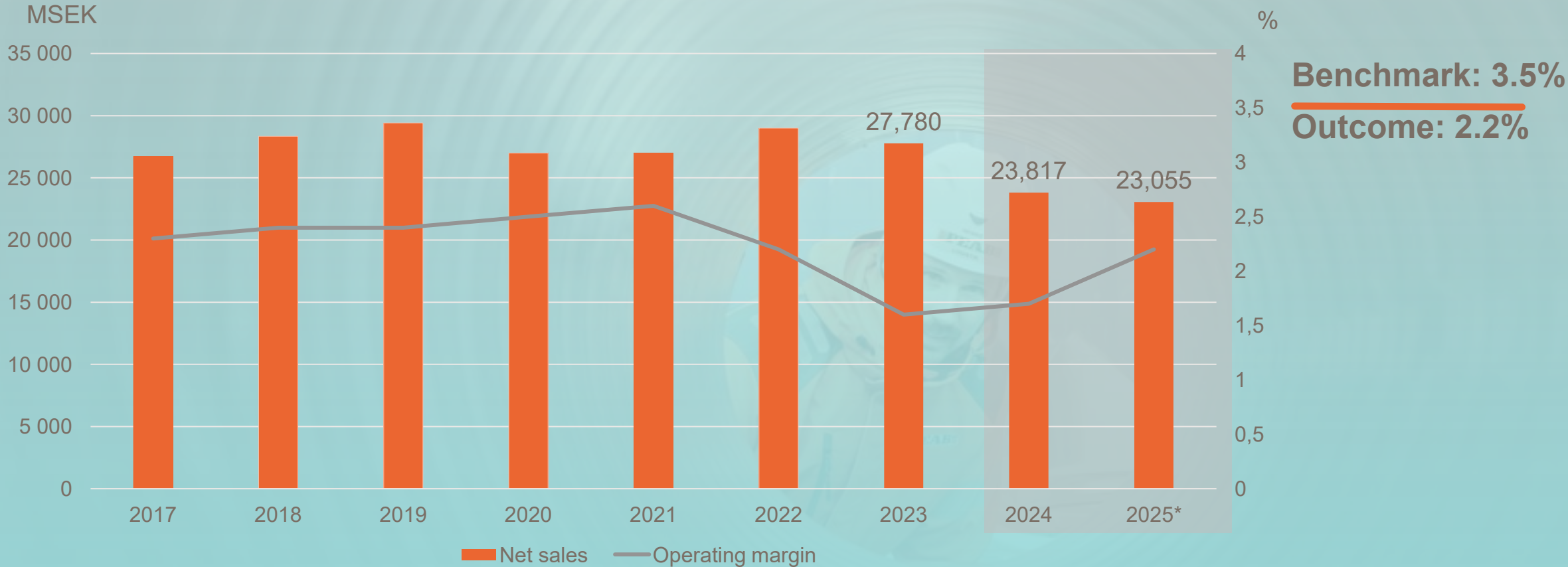
Refers to segment reporting

How do we achieve an operating margin of six percent?



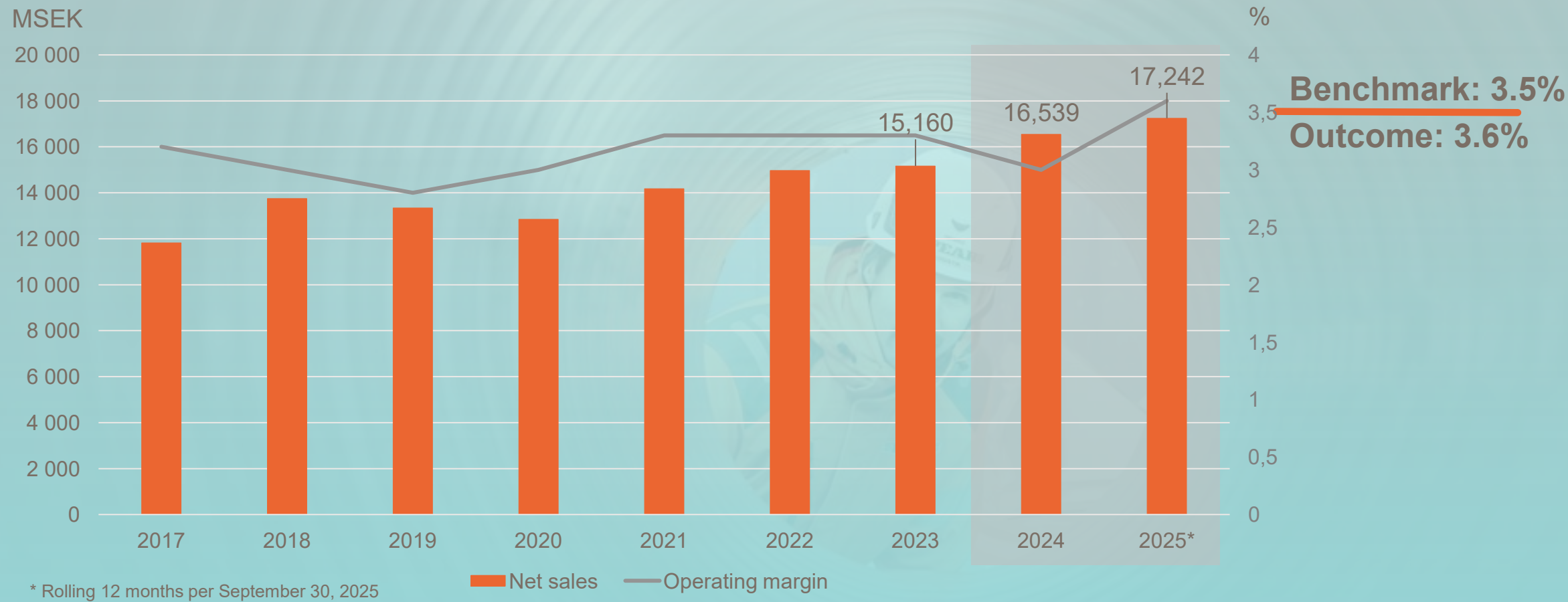
	Contract construction	Industry	Housing Development	Property Development
Status R12 per September 30, 2025	2.7	7.2	-1.1	MSEK 600
	Civil Engineering over target level	Strong paving market	Focus on sales in existing stock	Few ongoing major property projects
	Housing smaller portion in construction portfolio	Weak housing market affects construction system	Construction costs continue to be high	Weak office market
	Strong development of premise construction		Hesitant households	Good value development in joint ventures

Development in business area Construction

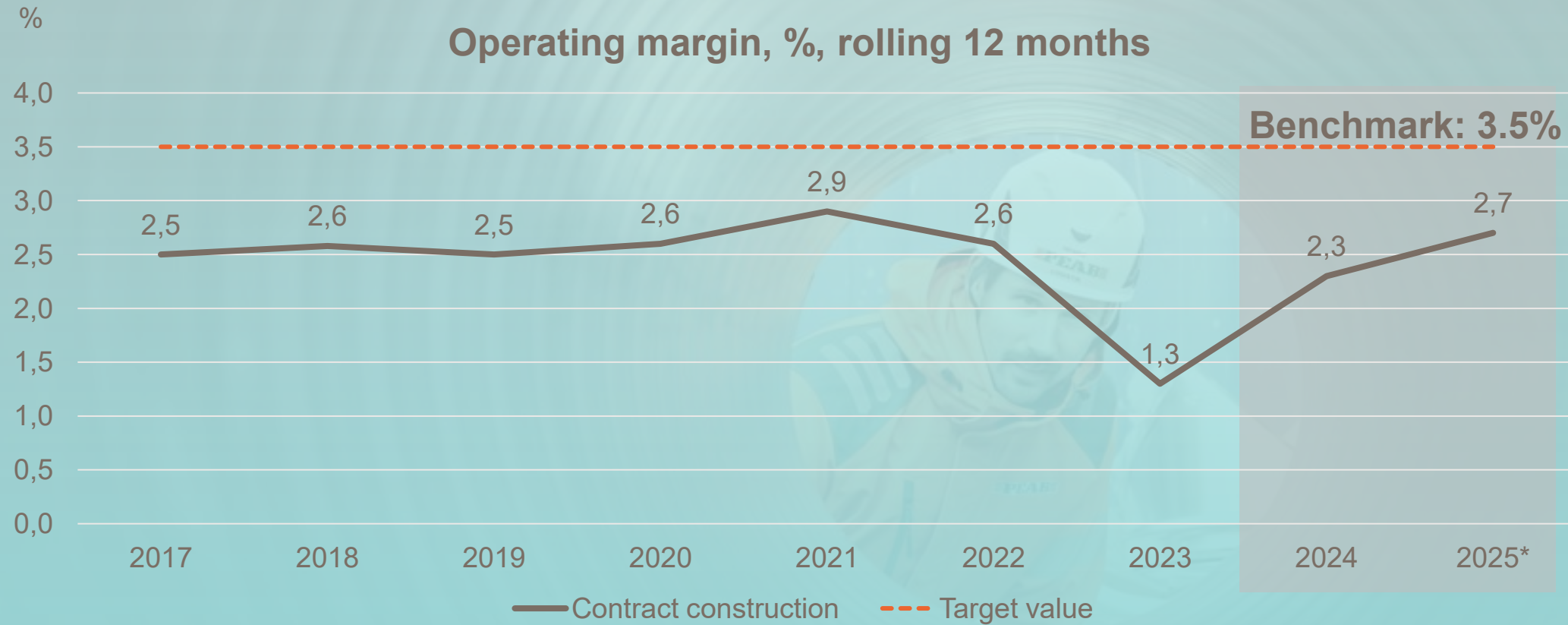


* Rolling 12 months per September 30, 2025

Development in business area Civil Engineering

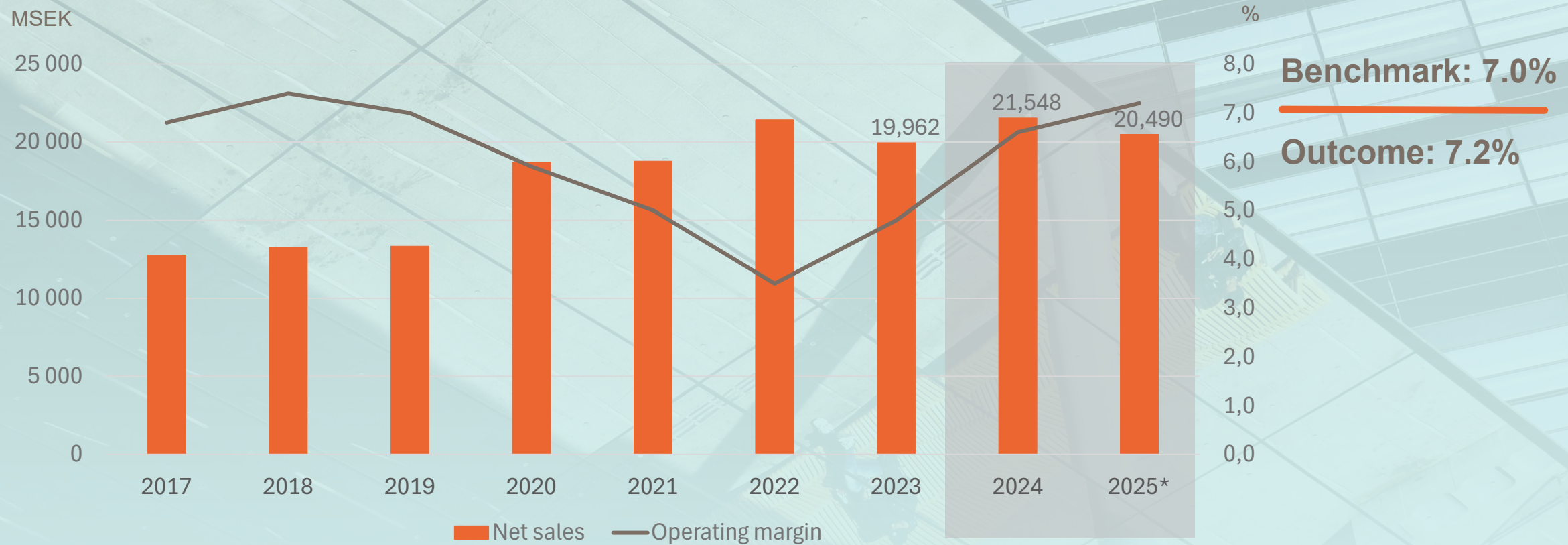


Operating margin in contract construction operations



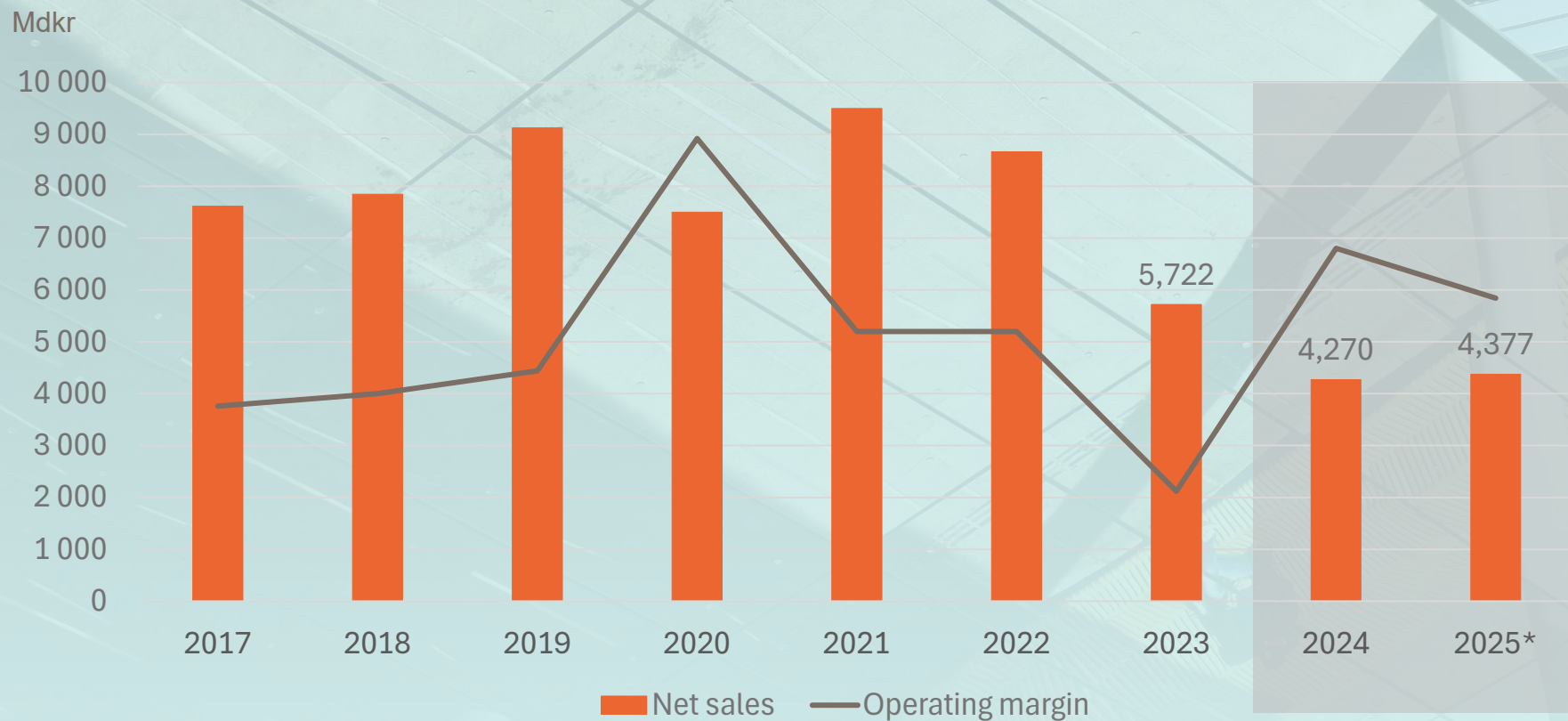
* Rolling 12 months per September 30, 2025

Development in business area Industry



* Rolling 12 months per September 30, 2025

Development in Project Development

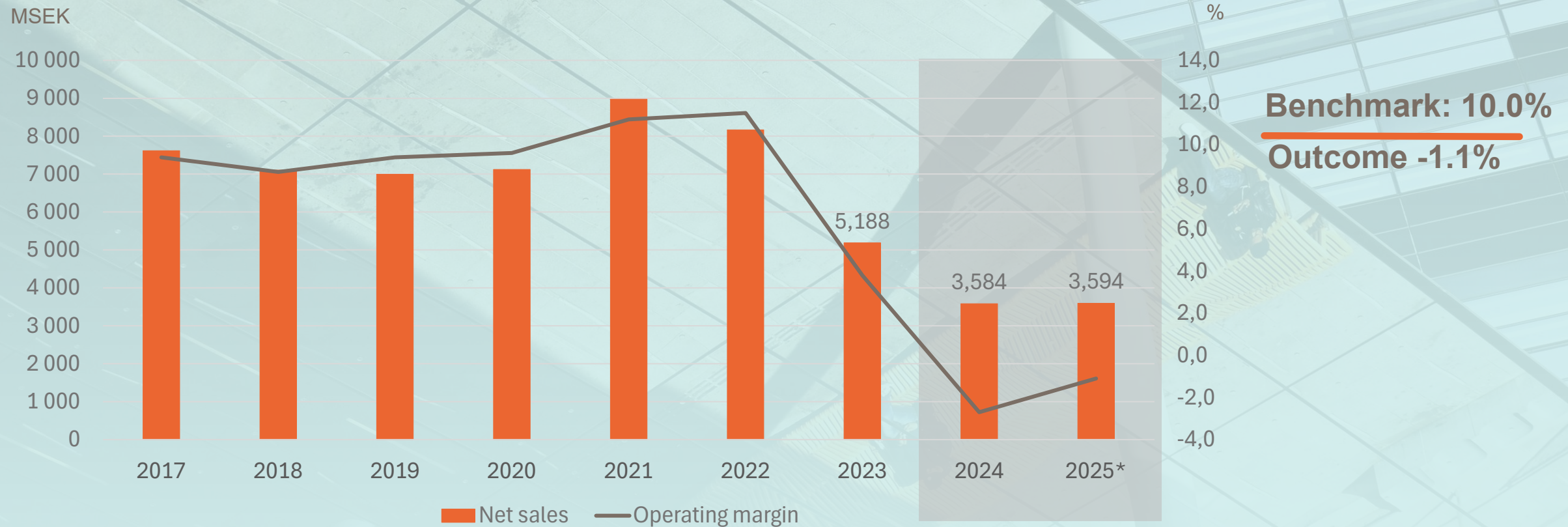


Benchmark:

- 10% operating margin in Housing Development
- Exit result in Property Development

* Rolling 12 months per September 30 2025

Development in business area Project Development - division Housing Development



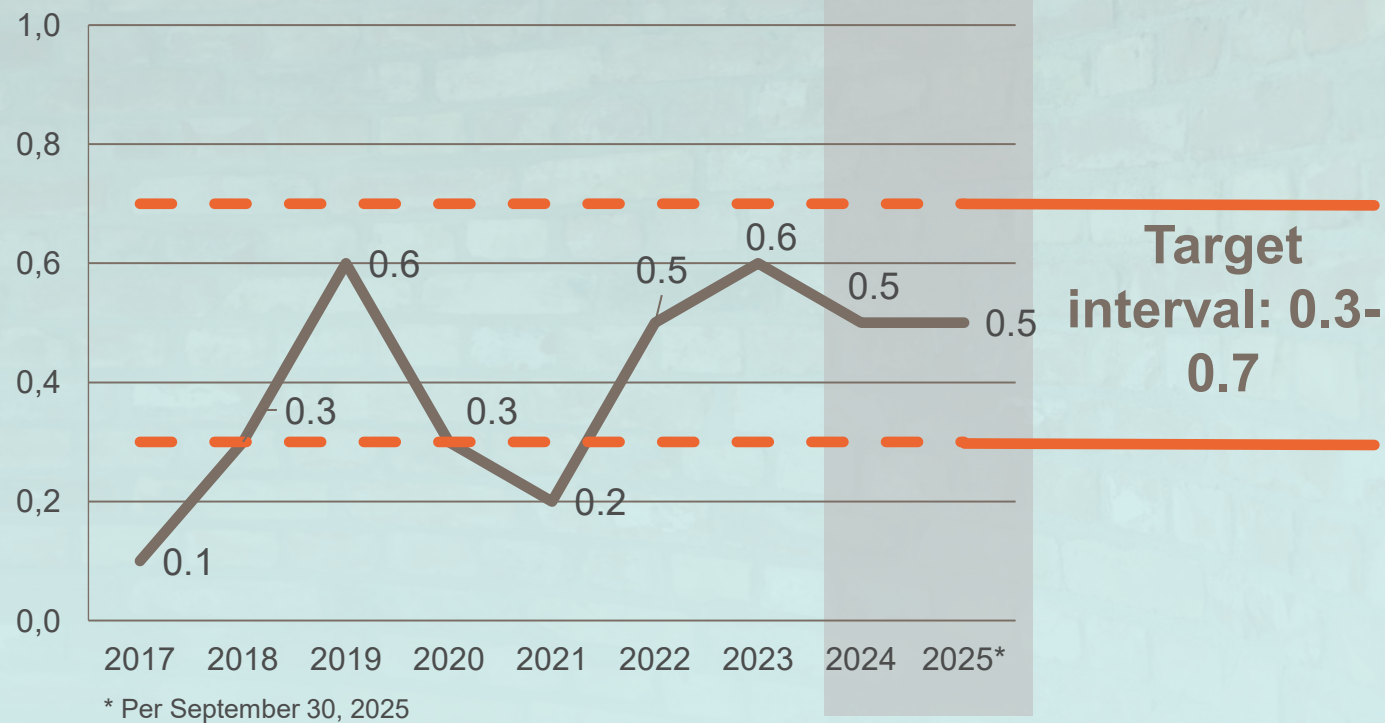
* Rolling 12 months per September 30, 2025

MOST PROFITABLE COMPANY

Target: Net debt/equity ratio within the interval 0.3-0.7



Net debt/equity ratio, Group



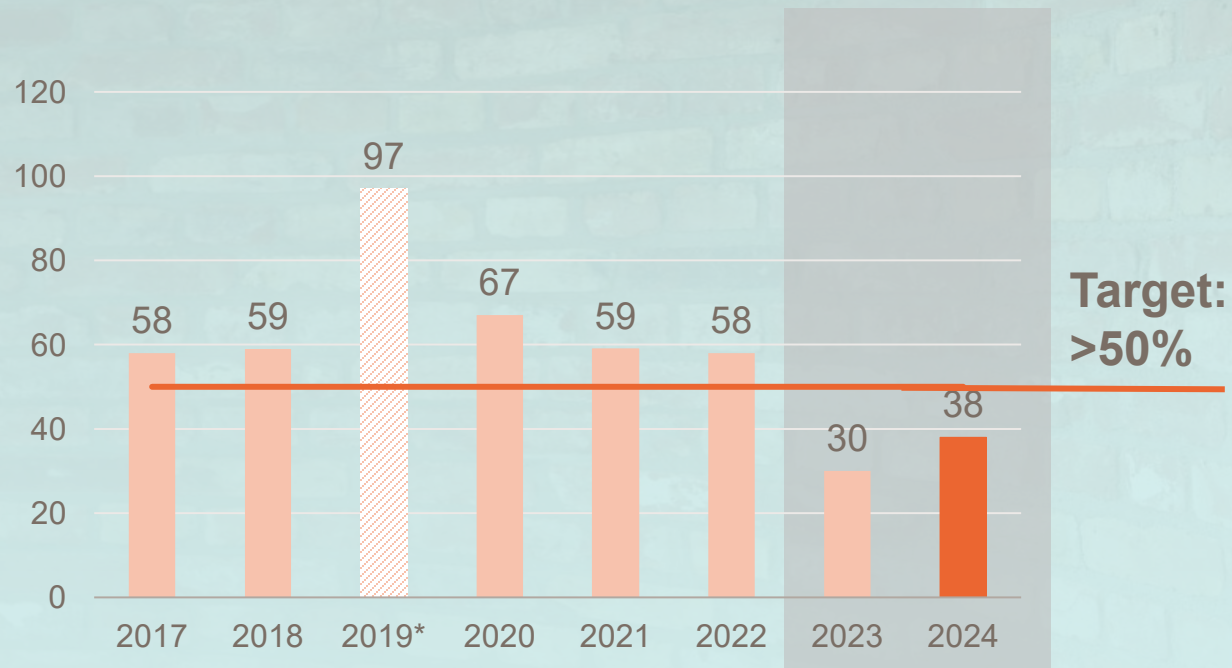
Years 2017-2018 not translated according to changes in accounting principles for our own housing developments.

MOST PROFITABLE COMPANY

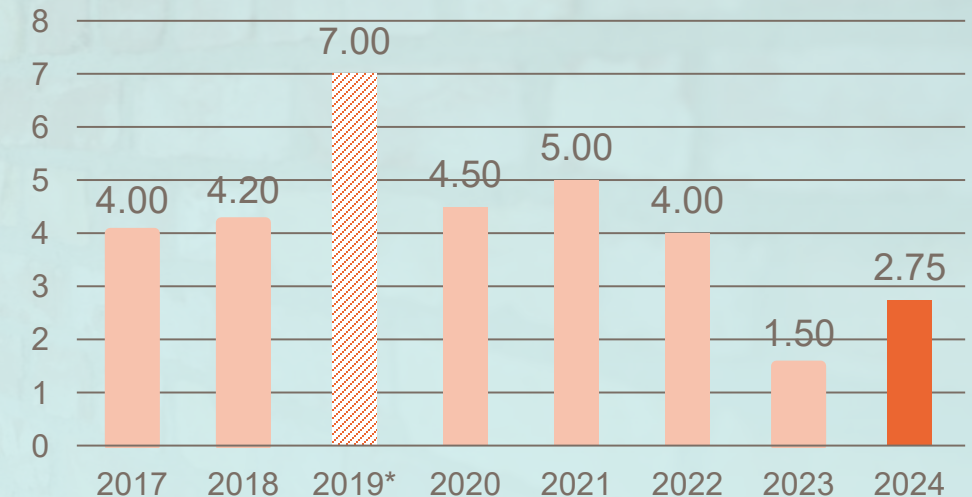
Dividend more than 50 percent of profit for the year



Dividend, % of profit for the year



Dividend per share, SEK



* For 2019, no cash dividend has been paid. The value of the distribution of Annehem Fastigheter at the time of the distribution in December 2020 amounted to 97 percent of the profit for the year 2019

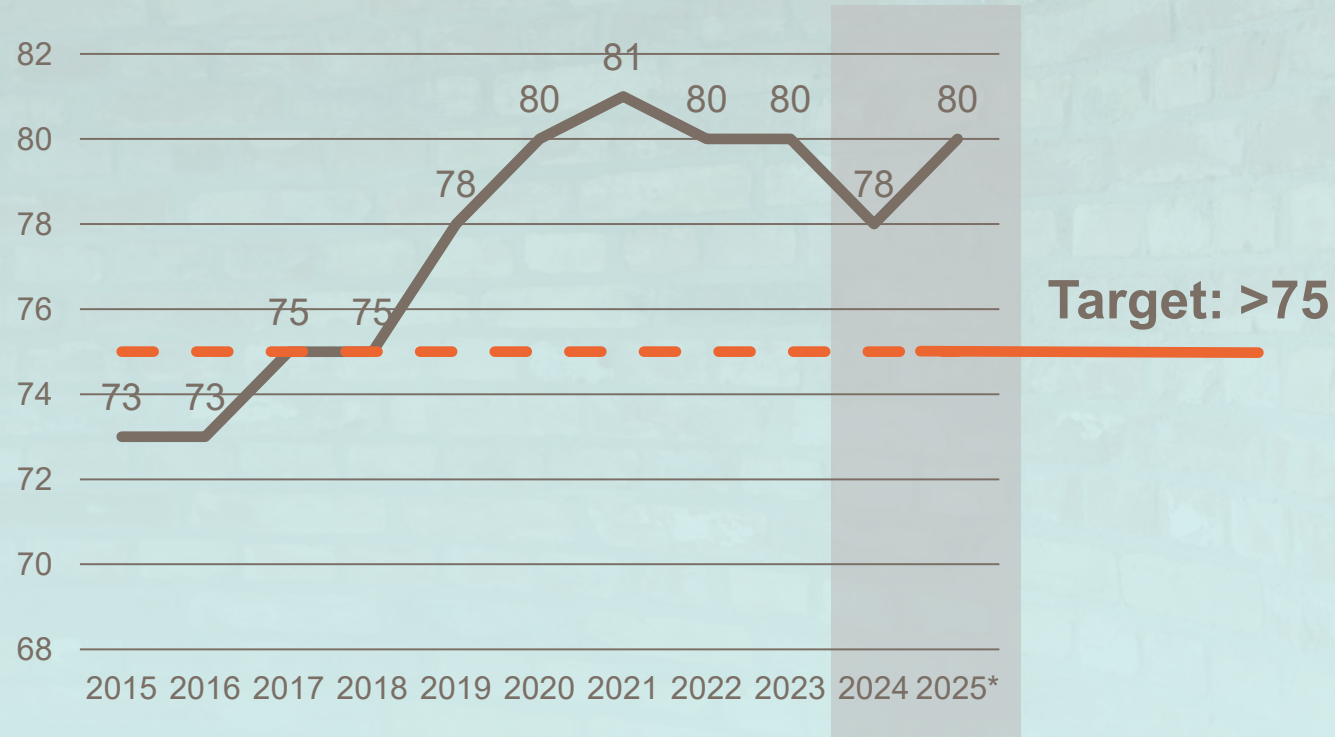
Years 2017-2018 not translated according to changes in accounting principles for our own housing developments.

MOST SATISFIED CUSTOMERS

Focus on quality in our delivery



Customer Satisfaction Index (CSI)



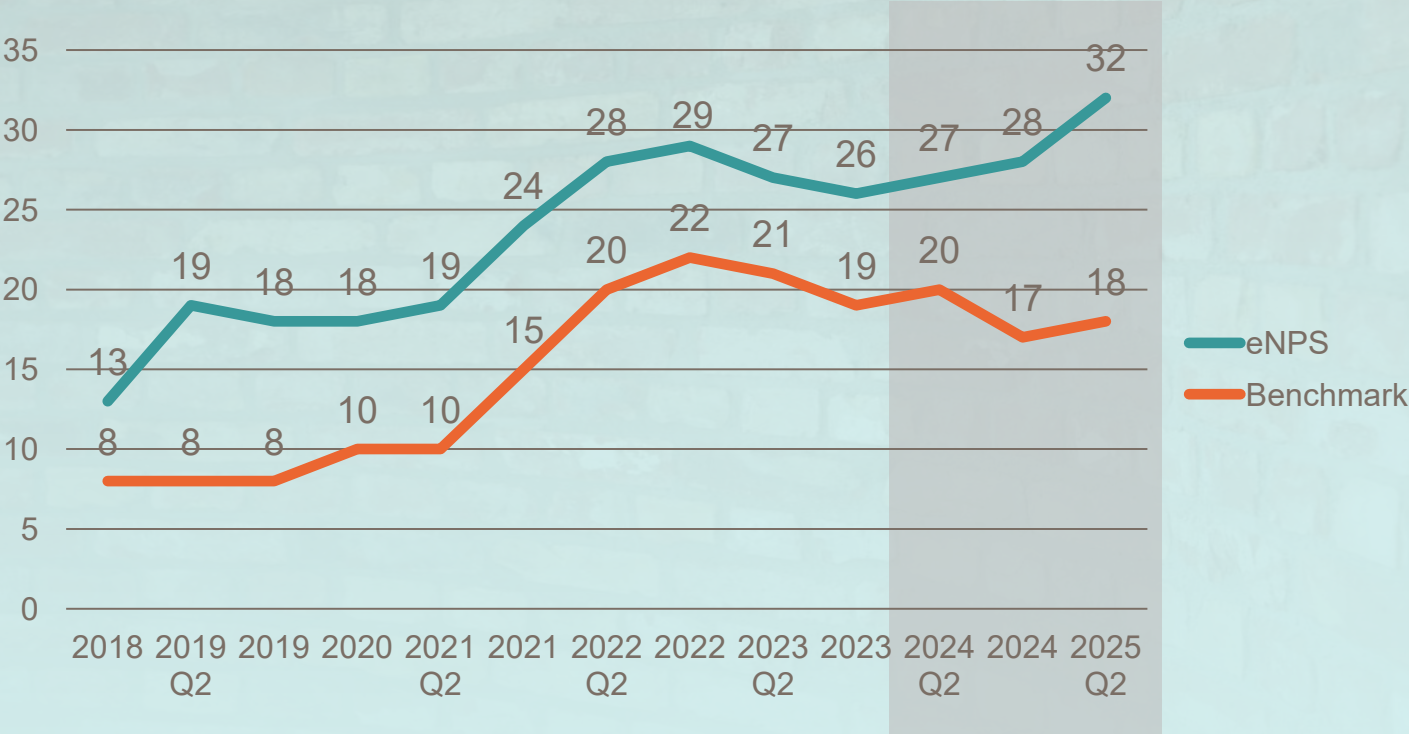
* Outcome per June 30, 2025

- Personnel received highest rating
- Reliability increased most



Recommend Peab as an employer

eNPS, recommend Peab



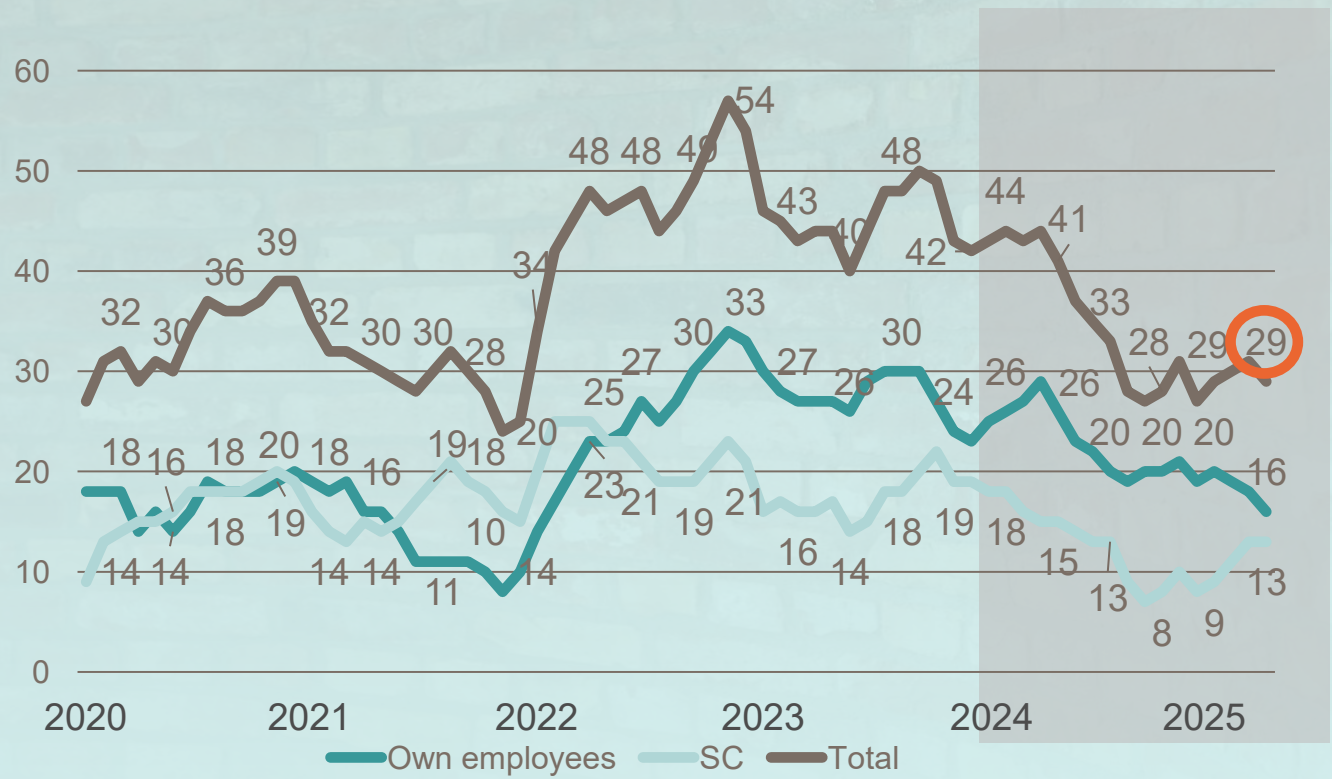
Target:
Over industry
benchmark



BEST WORKPLACE

Zero vision for workplace accidents

Serious accidents - rolling 12 months, category 4

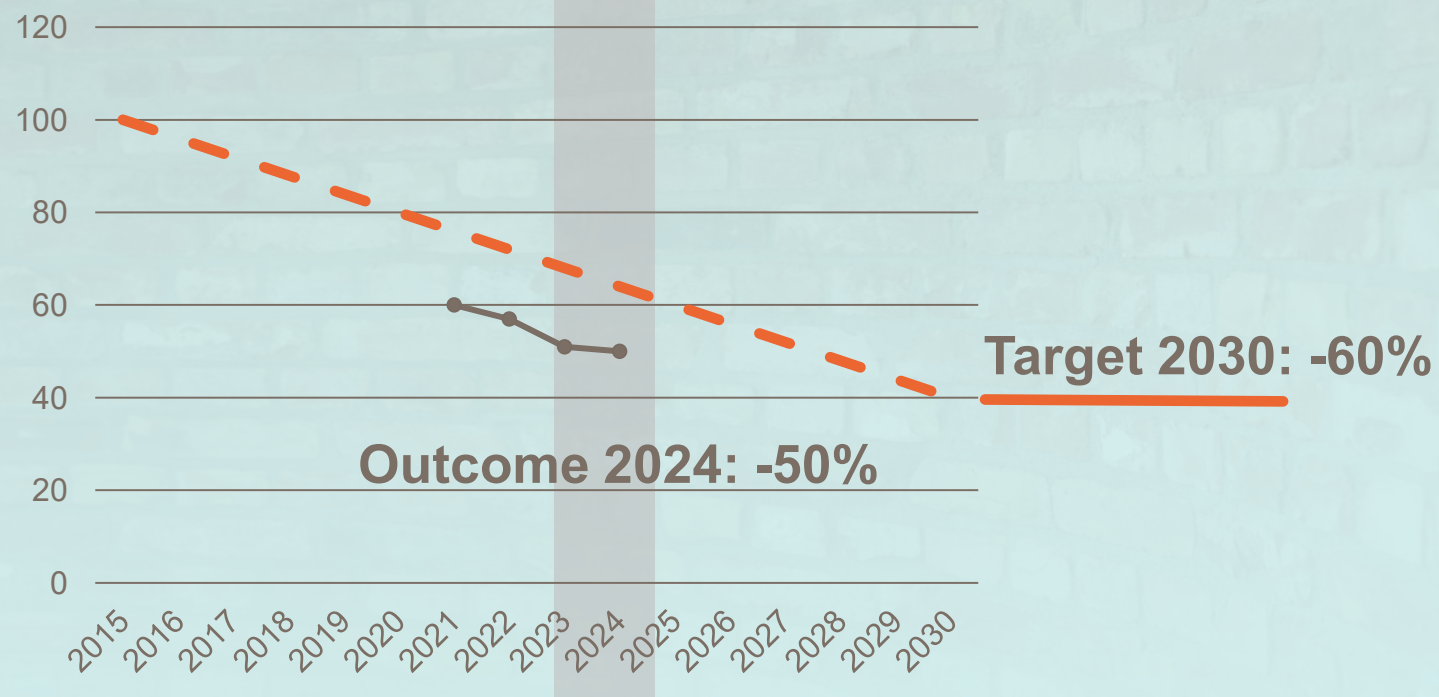


Target:
Contracting trend

Climate target for own production



Carbon dioxide intensity, own production*
(Scope 1 + 2)



Reduced
emissions of GHG
Scope 1+2* (ton
CO₂e/MSEK)

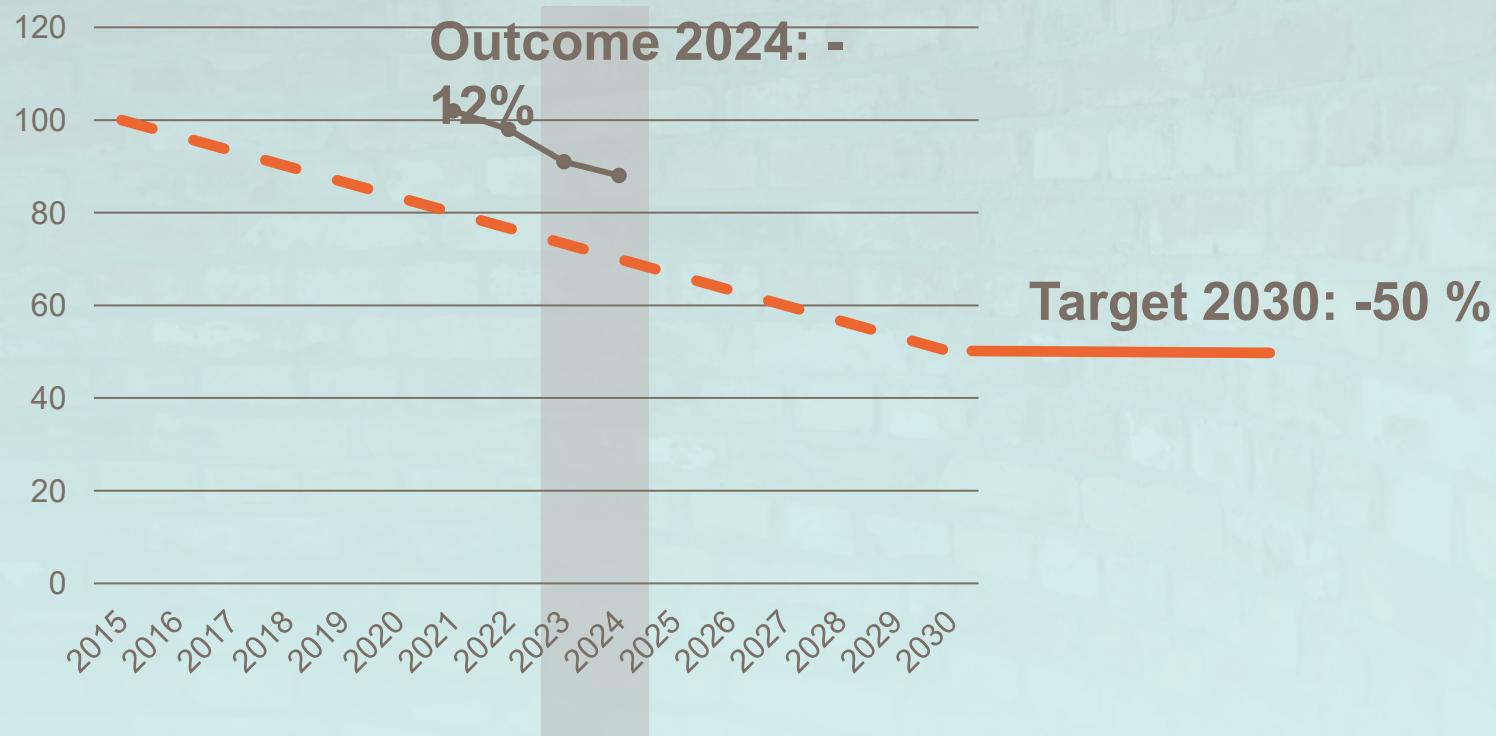
*Direct and indirect emissions due to use of fuel and energy in our own production

LEADER IN SOCIAL RESPONSIBILITY

Climate target for input goods and purchased services



Carbon dioxide intensity, input goods and purchased services* (Scope 3)



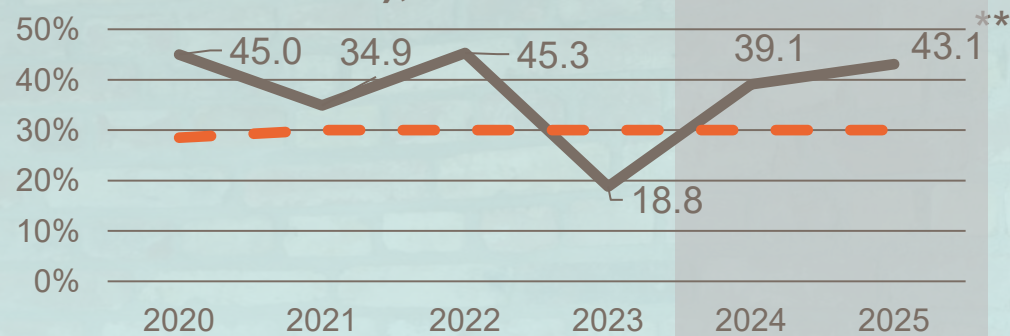
Reduced emissions of GHG Scope 3* (ton CO2e/MSEK)

*Includes concrete/cement, asphalt/bitumen, transportation and machine services, steel, waste and business trips

Equal opportunity recruitment: Share of women recruited always over education market



Production management and production support* (white-collar workers), %



*27 years-old or younger up to 2024, 30 from 2024

** Outcome per June 30, 2025

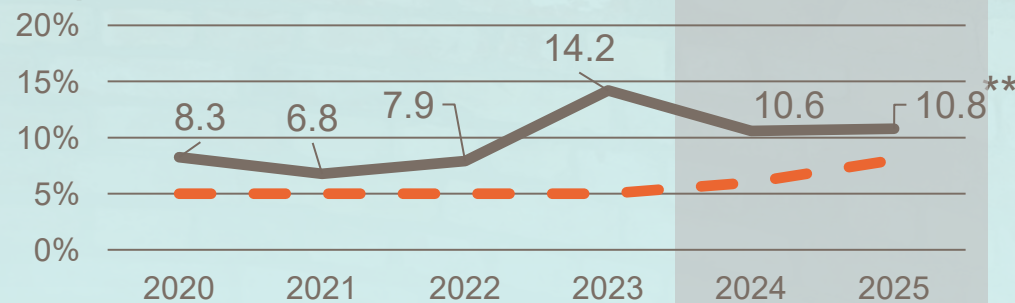
Target 2024: >30%

Outcome 2024: 39.1%

2025: >30%

Portion of women in new recruitment of core competences > portion of women graduated with relevant degrees in the education market

Production and processing* (skilled workers), %



*25 years-old or younger up to 2024, 30 from 2024

** Outcome per June 30, 2025

Target 2024: >6.0%

Outcome 2024: 0.6%

Target 2025: >8.0%

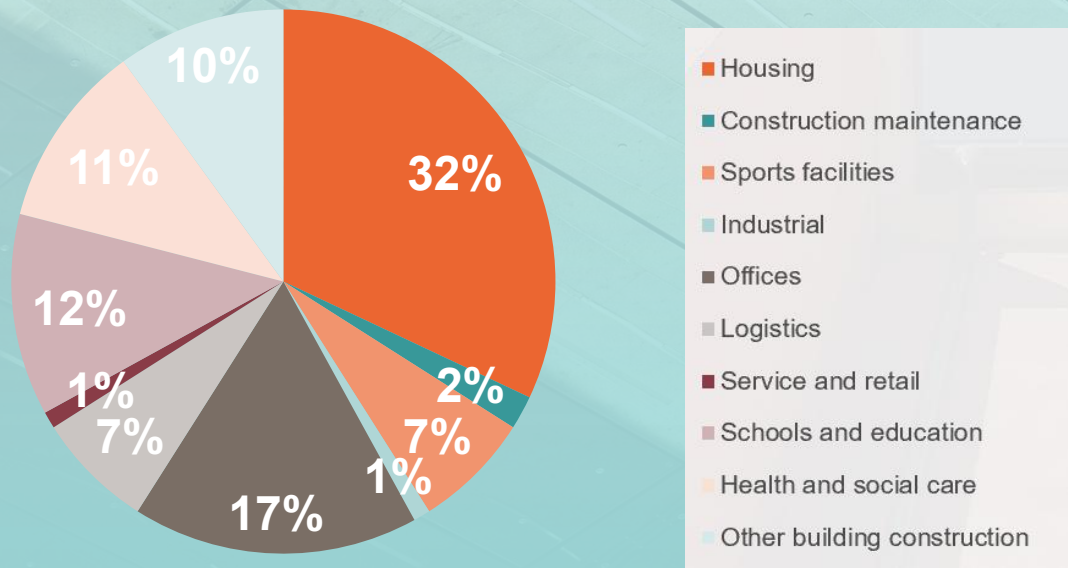
Core competence comprises both skilled and white-collar workers in positions close to production

Business area review

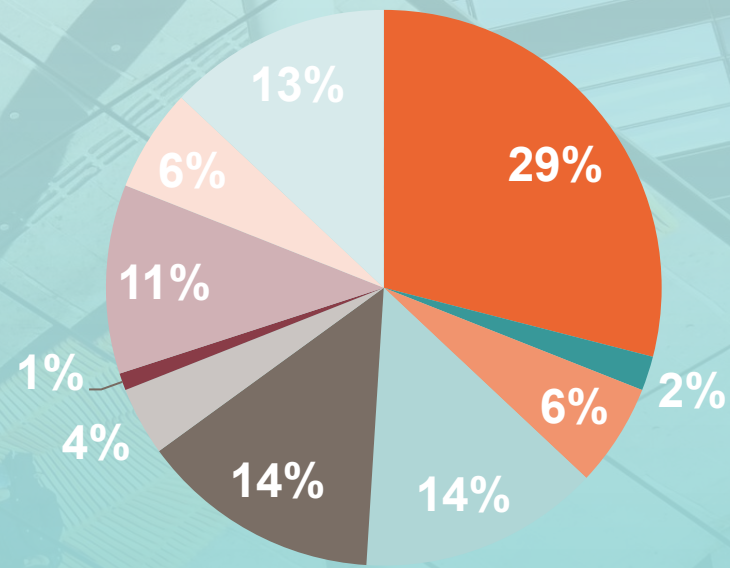


Construction: growing portion of premise construction

Order backlog per December 31, 2023, BSEK 24.5



Order backlog per September 30, 2025, BSEK 26.2



Example of current key projects in Construction



BAE Systems:
Test facilities



Specialfastigheter:
Detention facilities



SSAB:
Fossil free steel mill



Hitachi:
Factories, offices and
development centers



Some major commissions in Civil Engineering



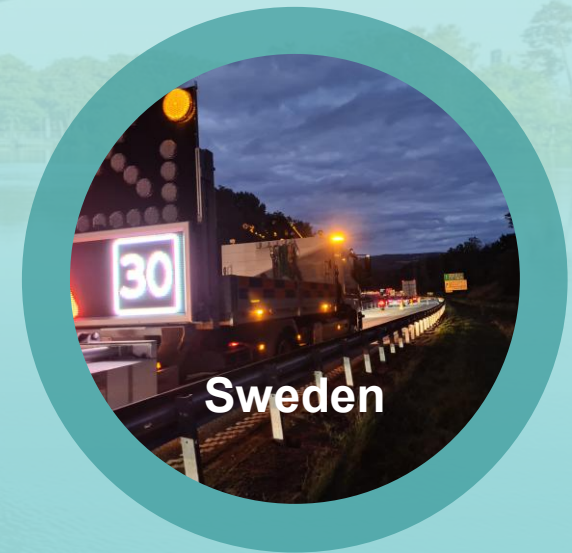
Södertälje Lock



West Link,
Haga-Rosenlund



Operation and
maintenance



Our resources in northern Sweden Construction and Civil Engineering

432 white-collar workers **568** skilled workers

150 resources in Peab Staffing

**1,000 own
employees**



Successfull collaboration between Construction and Civil Engineering in the north

LKAB Gråberg
shipping facility
Kiruna
MSEK 100
Completed 2020

LKAB Granite
transport facility
Kiruna
MSEK 100
Completed 2019

LKAB Concrete
works Mertainen
MSEK 100
Completed 2015

LKAB Land
Electricity media
Vattenfall new
substation
Svappavaara
MSEK 70
Completed 2014



Komatsu Forest
Factory and office
building
MSEK 650
Completed 2021



SCA Expansion Obbola
Factory
BSEK 1.3
Completed 2023



BAE Hägglunds Stage 1
Office building and
Industrial plant
MSEK 380
Completed 2024



SCA Östrand
Factory
MSEK 700
Completed 2018

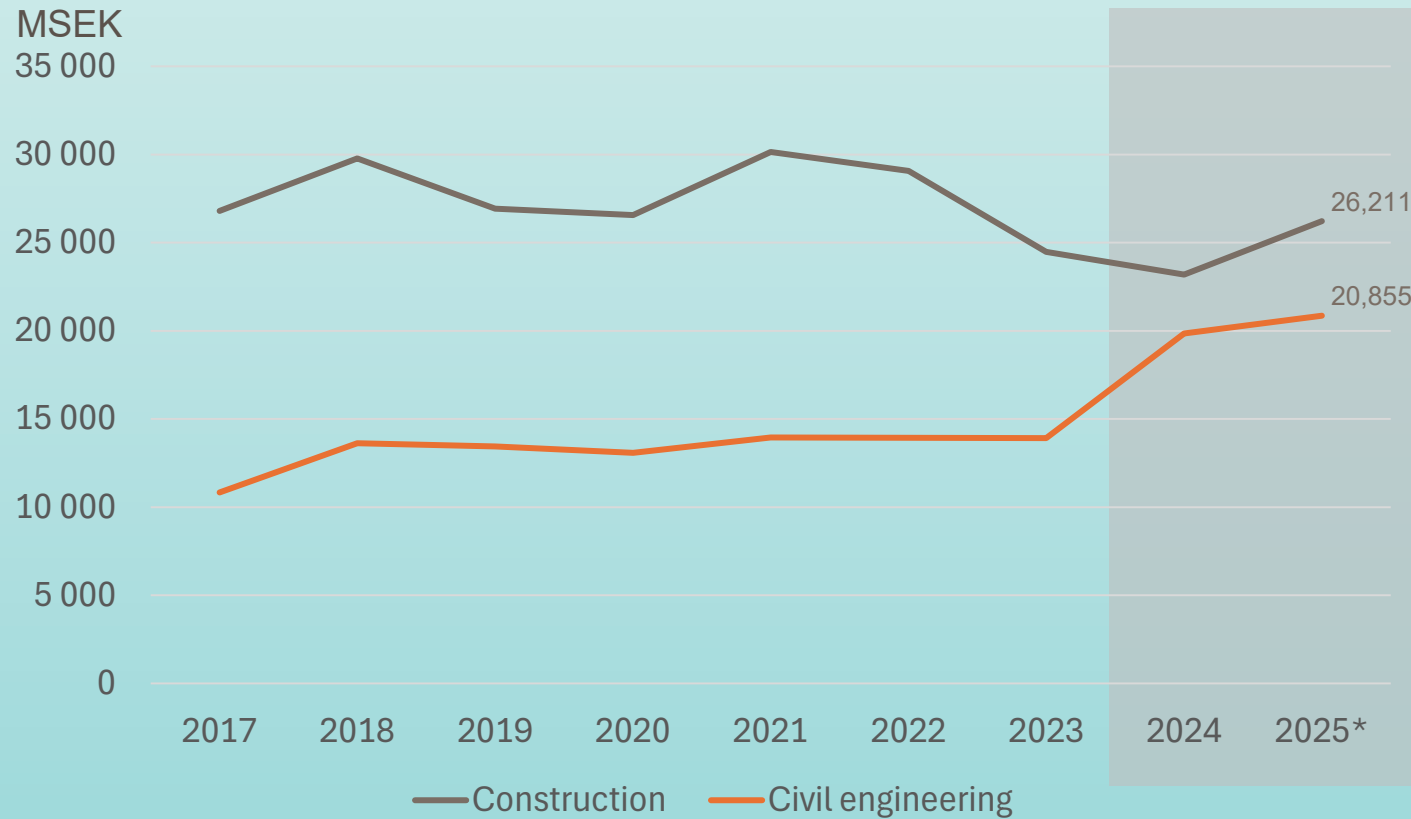
New Bodø Airport

- Customer: Avinor
- Construction of a new runway, taxiways and parking places
- Project start: April 2024
- Peab's largest civil engineering project in Norway so far, NOK 3.3 billion
- Sustainability focus: Environmental certification BREEAM Excellent
- Completion expected: June 2028





Order backlog development in Construction and Civil Engineering



* Per September 30, 2025



Potential future orders in contract construction



Around BSEK 17
in potential future orders
from ongoing phase 1 contracts
in the next two years.
(BSEK 13 at the turn of the year 2024/25)

Phase 1 projects we exemplified in February 2024

Business area Civil Engineering:



Kiruna moving houses: MSEK 250
Phase 2 order: Dec 2024



Boden road and railroad: MSEK 812
Phase 2 order: June 2024



Trollhättan Water Treatment Plant: MSEK 580
Phase 2 order: Nov 2024



Nya Bodø Airport: BNOK 3.3
Phase 2 order April 2024



Kol Pier Stockholm
Still in Phase 1



Masthugg Pier Gothenburg, in stages
Phase 2 order: March 2024

Business area Construction:



Göteborg Grand Central: MSEK 870
Phase 2 order: July 2024



Campus ACE Skellefteå: MSEK 390
Phase 2 order: June 2024



Västervång School Burlöv: MSEK 374
Phase 2 order: July 2024



Women's Clinic Lund, in stages
Phase 2 order: Starting now



ABB Robotics Västerås



Jail Borås: MSEK 499
Phase 2 order: July 2024

An architectural rendering of the Göteborg Grand Central station. The building is a multi-story structure with a prominent brick facade and a grid of windows. A large, arched glass entrance is visible, with the words "CENTRALSTATION" inscribed above it. The scene is set in an urban environment with trees and a paved plaza in the foreground. The text "Göteborg Grand Central" is overlaid in a large, white, cursive font across the lower portion of the image.

Göteborg Grand Central

Examples of new phase 1 projects received since

Business area Civil Engineering:



Water treatment plant
Alingsås



Alliance contract E22
Bypass Söderköping



Göteborg Grand Central



Water treatment plant
Karlshamn



Energy port Gothenburg



Masthugg Pier
Gothenburg

Business area Construction:



Industrial plant Luleå



Hotel and office building
Uppsala



Hospital Umeå



Swimming and sports arena
Vällingby



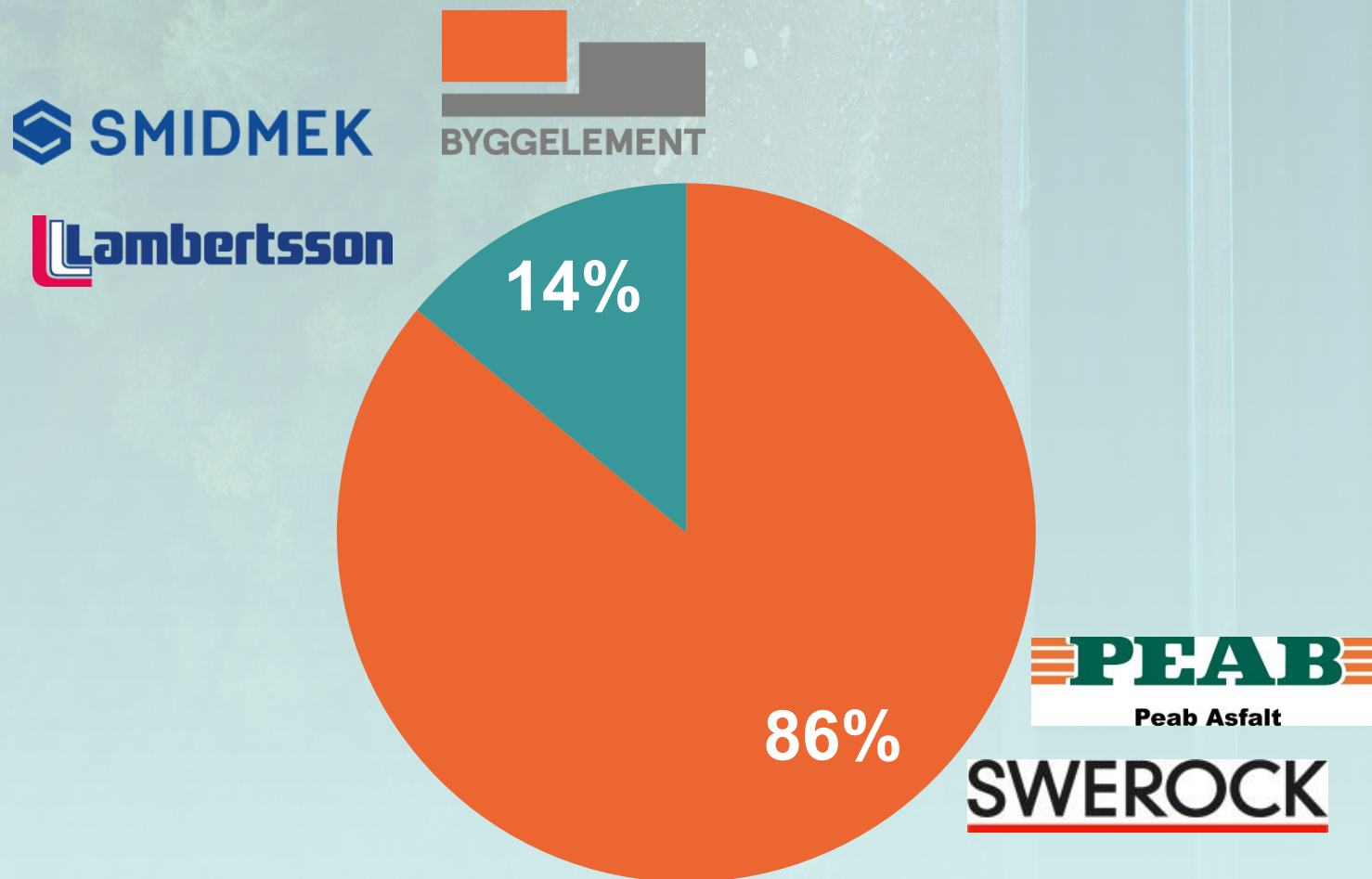
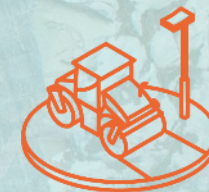
University building
Luleå



Jail Skövde

Allocation per operational area in Industry

Net sales, rolling 12 months per September 30, 2025



Industry: Peab Asphalt and Swerock



Paving

Net sales*: BSEK 11.4

SWEROCK



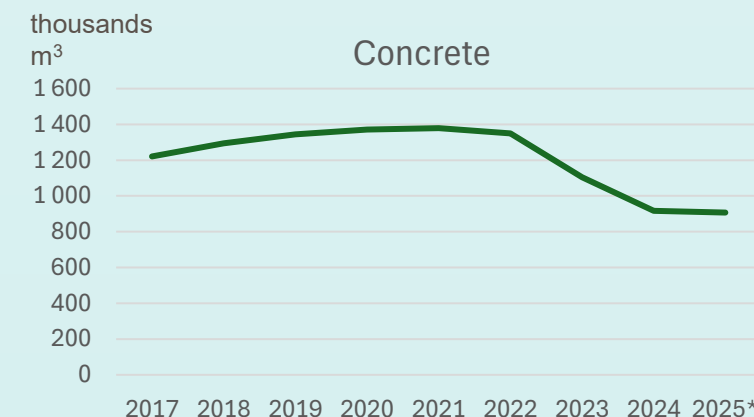
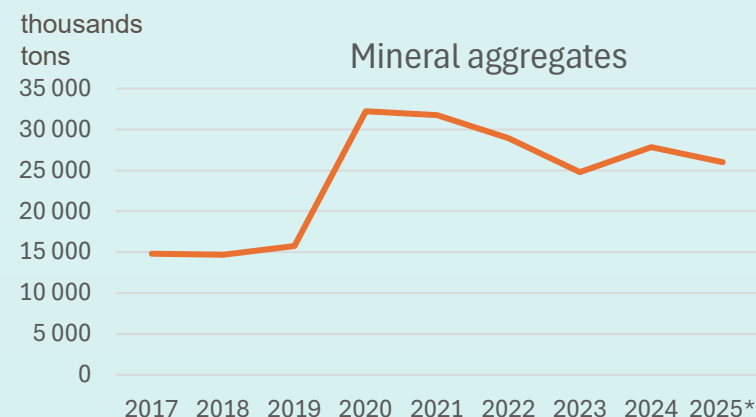
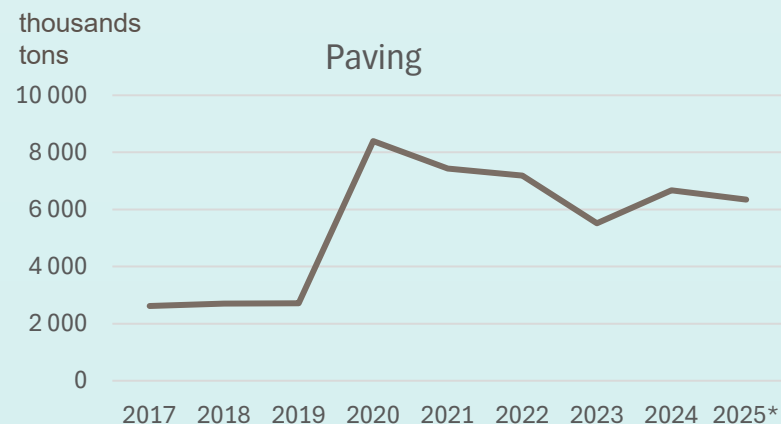
**Concrete, mineral aggregates
and transportation**

Net sales*: BSEK 7.4

* Rolling 12 months per September 30, 2025



Volume development in Peab Asphalt and Swerock



* Rolling 12 months per September 30, 2025

Industry: Construction system



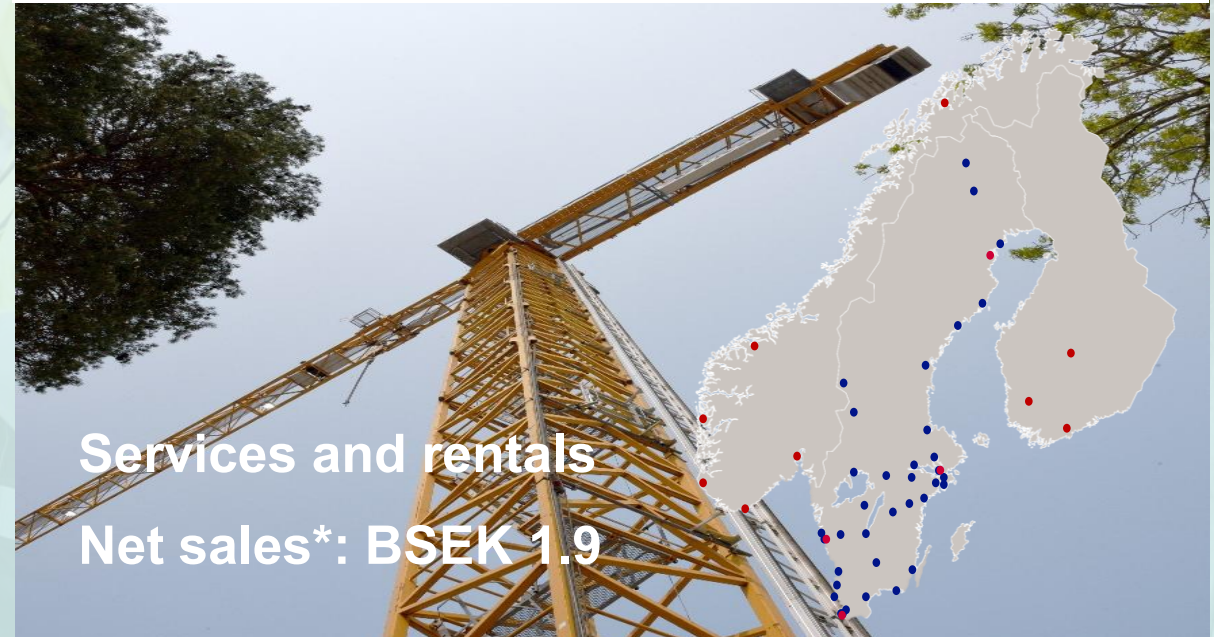
Concrete elements,
frame contracts and
construction systems

Net sales*: BSEK 1.3



Services and rentals

Net sales*: BSEK 1.9



* Rolling 12 mon per September 30, 2025

Status Byggelement

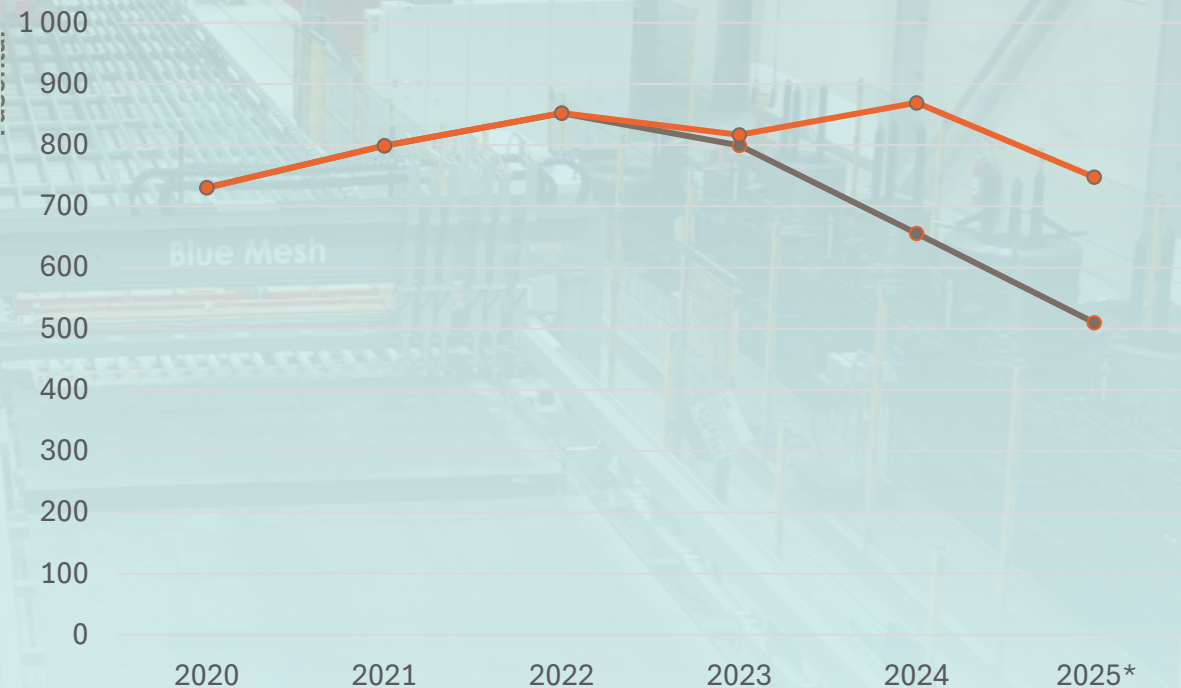
Investment in New Industry

Broad
offer

Automation

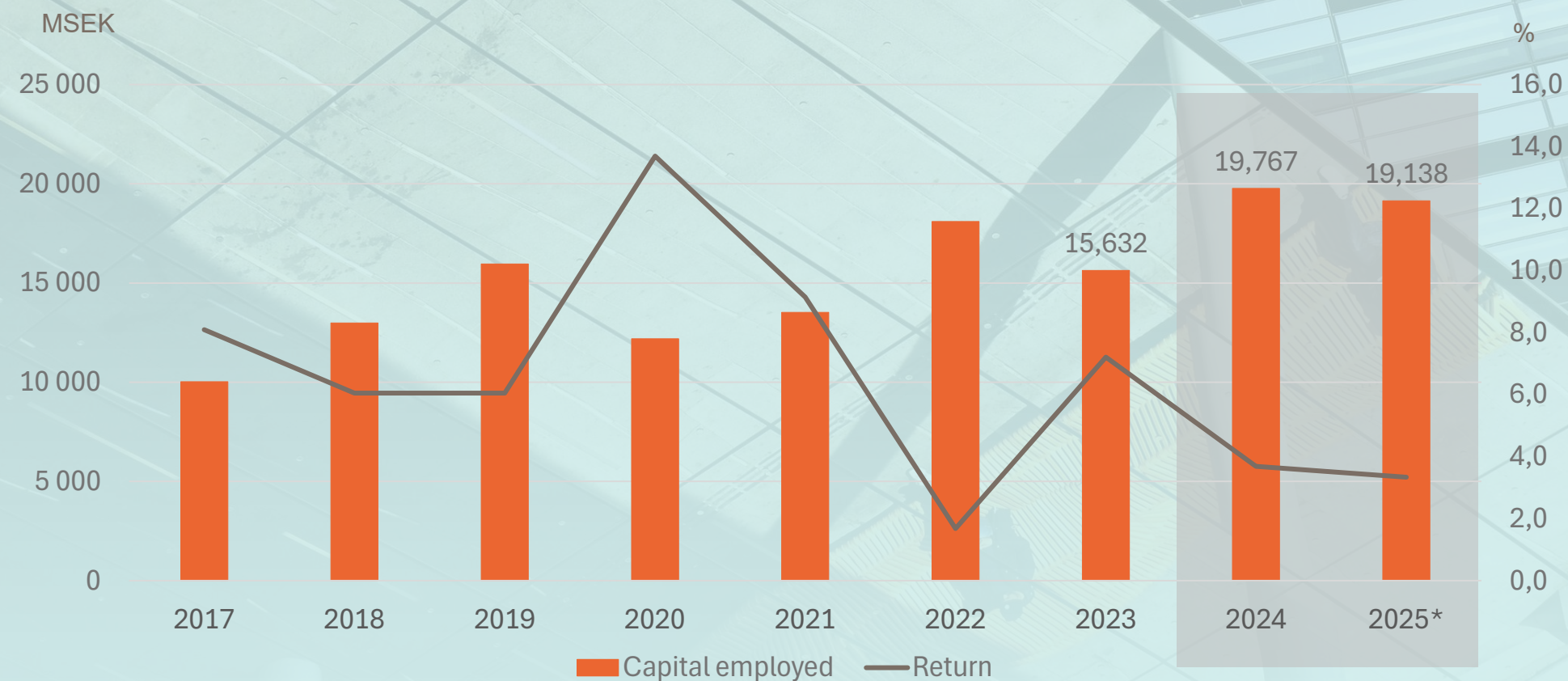
Lowest
climate
impact

Thousands m²



—●— Prefab —●— Prefab incl. New Industry

Capital employed and return Project Development



* Per September 30, 2025

Focus since last time

**From partial
ownership to
controlling
ownership**

**Work on
existing
development
rights portfolio**

**Low need for
new
investments**

Allocation of capital employed

December 31, 2023



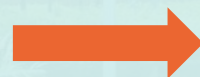
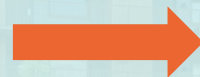
Engagement in
joint ventures
BSEK 4.3



Development
rights portfolio
BSEK 8.9



Ongoing and
completed
projects
BSEK 5.7



September 30, 2025



Engagement in
joint ventures
BSEK 2.2



Development
rights portfolio
BSEK 10.7



Ongoing and
completed
projects
BSEK 6.7



Adjusting our business to the market

Tenant-owner projects

- Advance sales in projects with unique locations
- Projects on our own balance sheet for future conversion

Ex. Brf Kvarnholmshöjden



Rental apartments

- Projects mainly for external customers

Ex. Folksamgruppen



Commercial properties

- Smaller projects
- Strategic locations

Ex. commerce, offices and parking, Varvsstaden



Public property

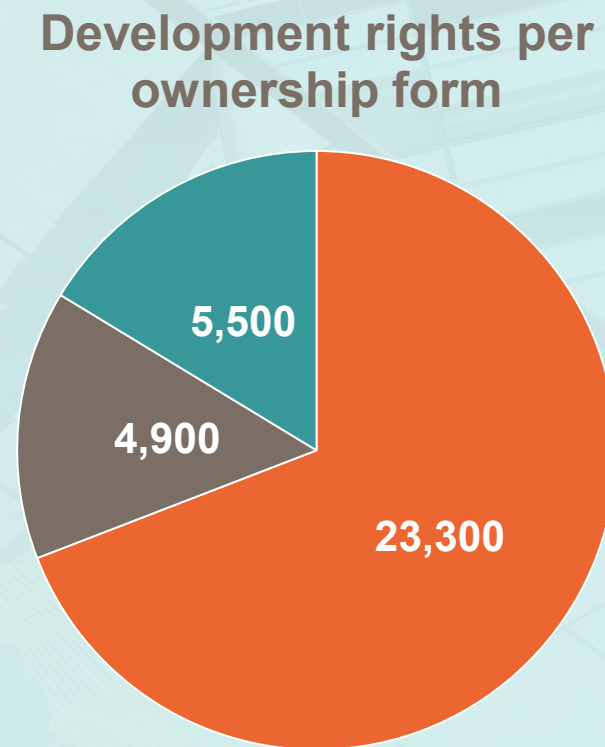
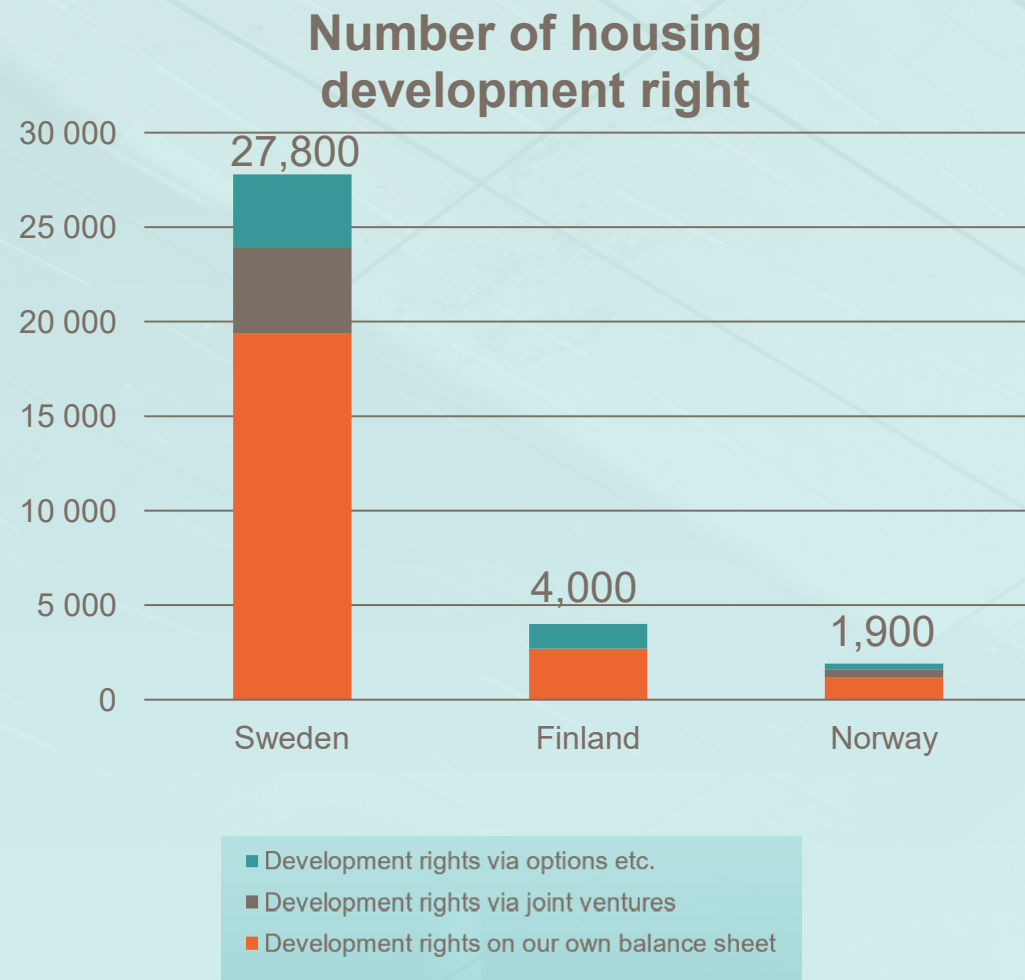
- Increased focus on public property

Ex. Retirement homes



➔ We are increasing our tied-up capital resulting in partially deferred effects on profit in segment reporting

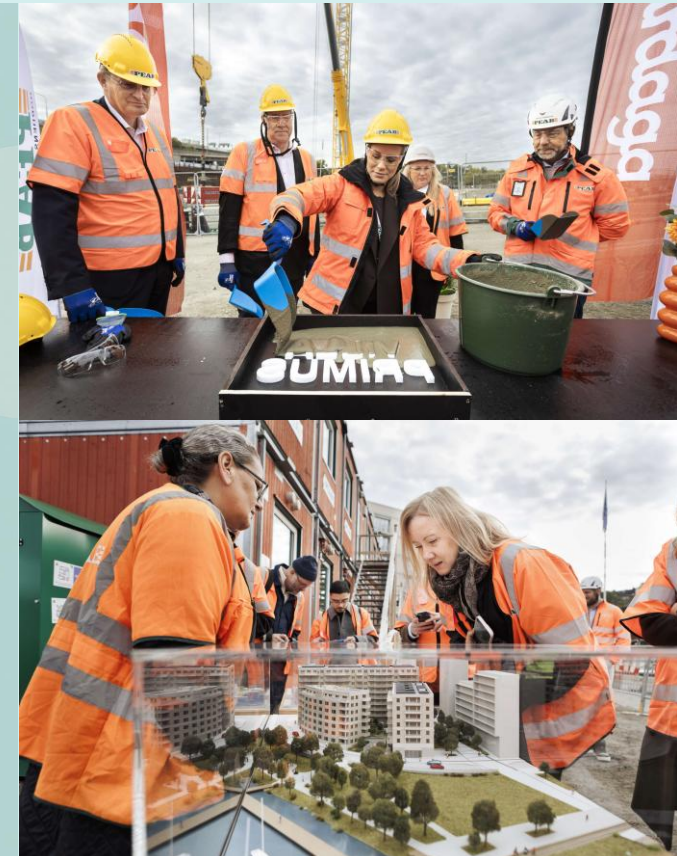
Peab possesses over some 34,000 development rights



Own developed homes in production

Number	Sept 30 2025	Dec 30 2024
Tenant-owner/condominiums	1,226	1,056
<i>Of which sold portion (%)</i>	45	45
Rental apartments	270	80
<i>Of which sold portion (%)</i>	91	100
Homes on our own balance sheet	494	436
<i>Of which sold portion (%)</i>	8	4
Total number of homes in production	1,990	1,572
<i>Of which sold portion (%)</i>	42	37

We invest in attractive microlocations



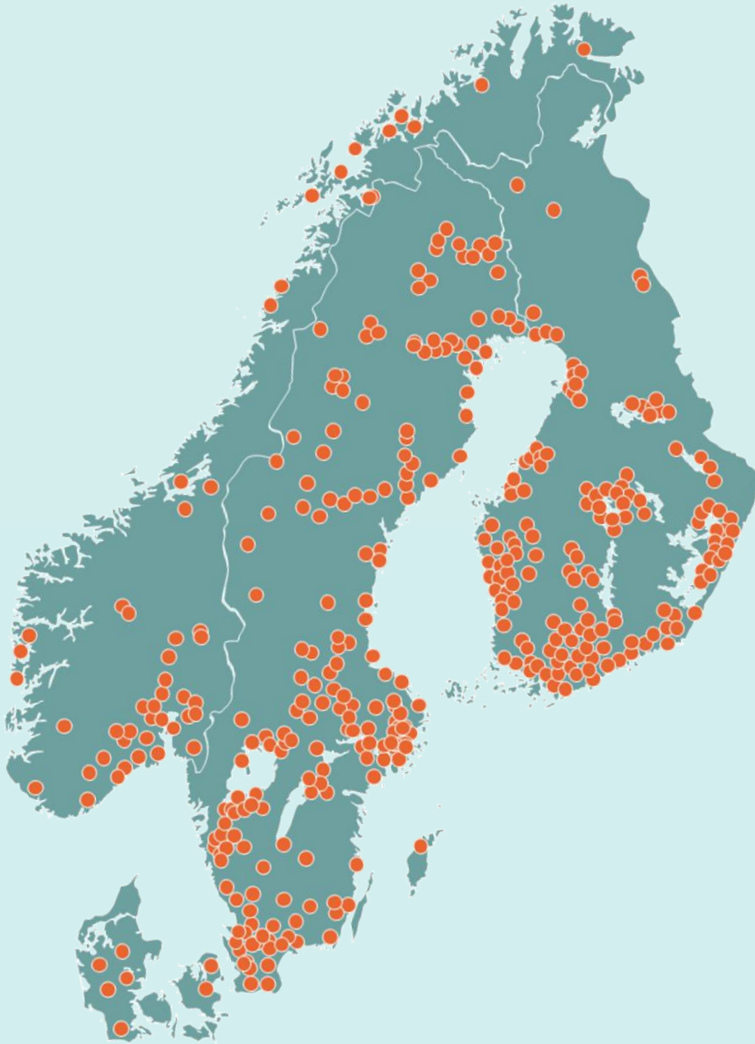


Varvsstaden



*Going forward with
our financial
strength and ability*

Peab is the leading Nordic community builder

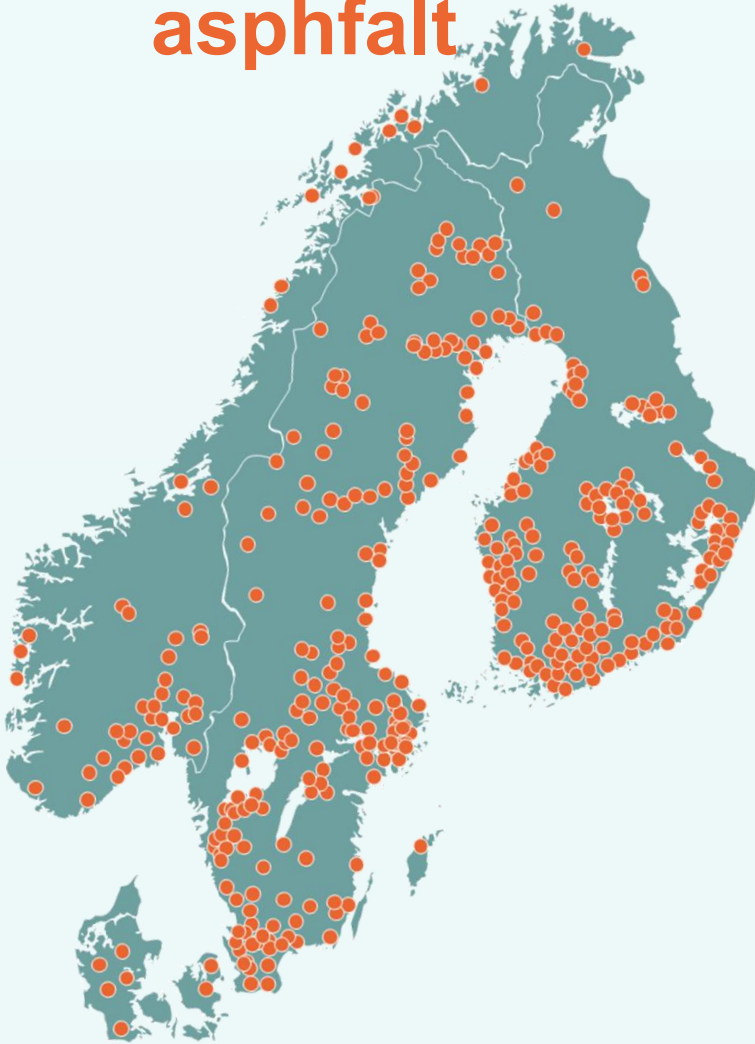


#1 in Sweden

#2 in Finland

**Significant
actor
in Norway**

Market position in concrete, mineral aggregates and asphalt



Market position	Sweden	Finland	Norway	Denmark
Concrete	#1	Top 3	-	-
Mineral aggregates	#1	Top 3	-	-
Asphalt	Top 3	#1	Top 3	Top 3

Market position Construction system



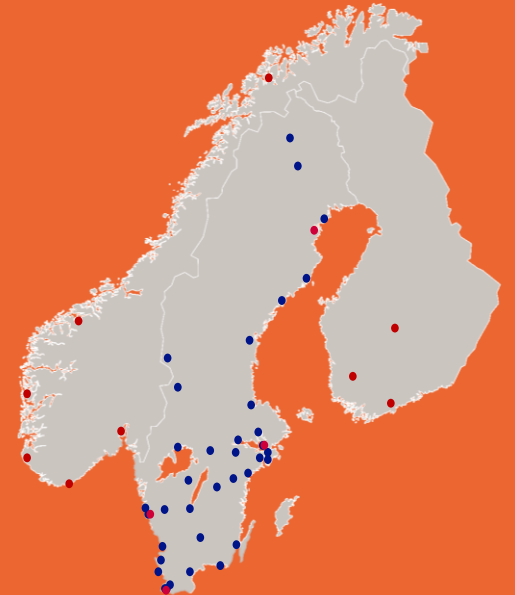
**Concrete elements, frame contracts
and construction systems**

Top 3 in Sweden



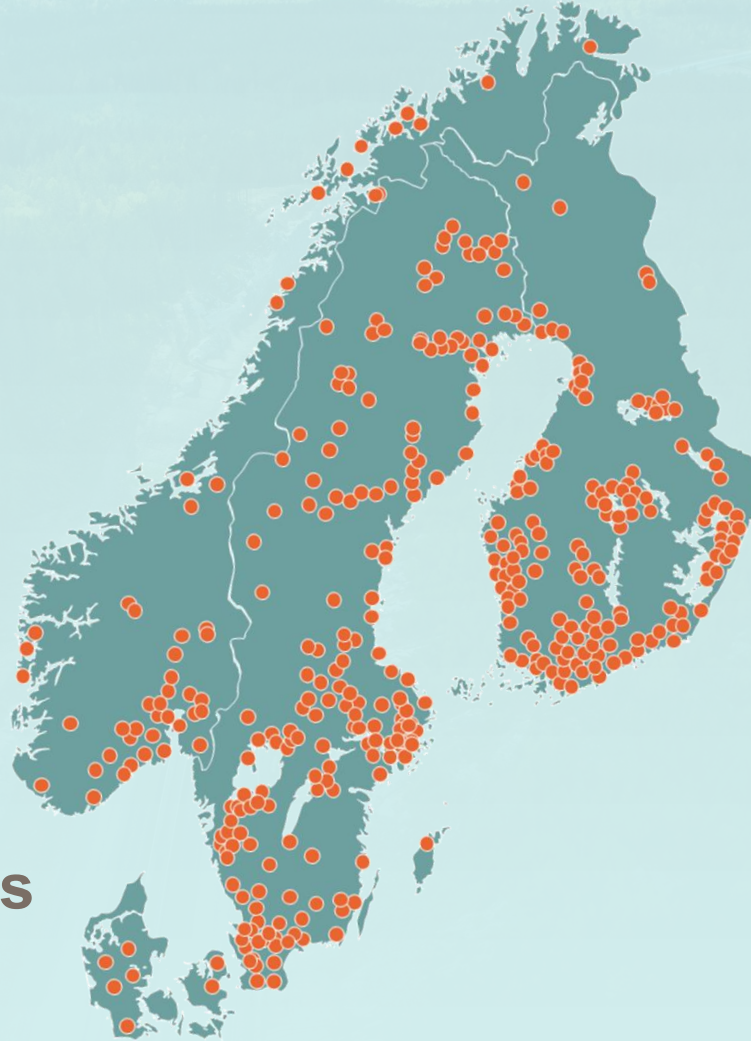
Services and rentals

**Nr. 1 in the Nordic region:
Tower cranes**



Strategic assets and local presence

- 150+ permanent workplaces
- 52 concrete factories
- 70 asphalt plants
- 430 quarries and gravel pits
- 3 prefab factories
- 36 rental depots
- 33,700 housing building rights



Sustainable input goods



Up to 70% lower
emissions



Emission reduction
with all included
parts



Up to 50% lower
emissions



Up to 50 %
recycled raw
material



65% lower
emissions

ECO portion of total net
sales in business area
Industry

35%

Access to competence and resources



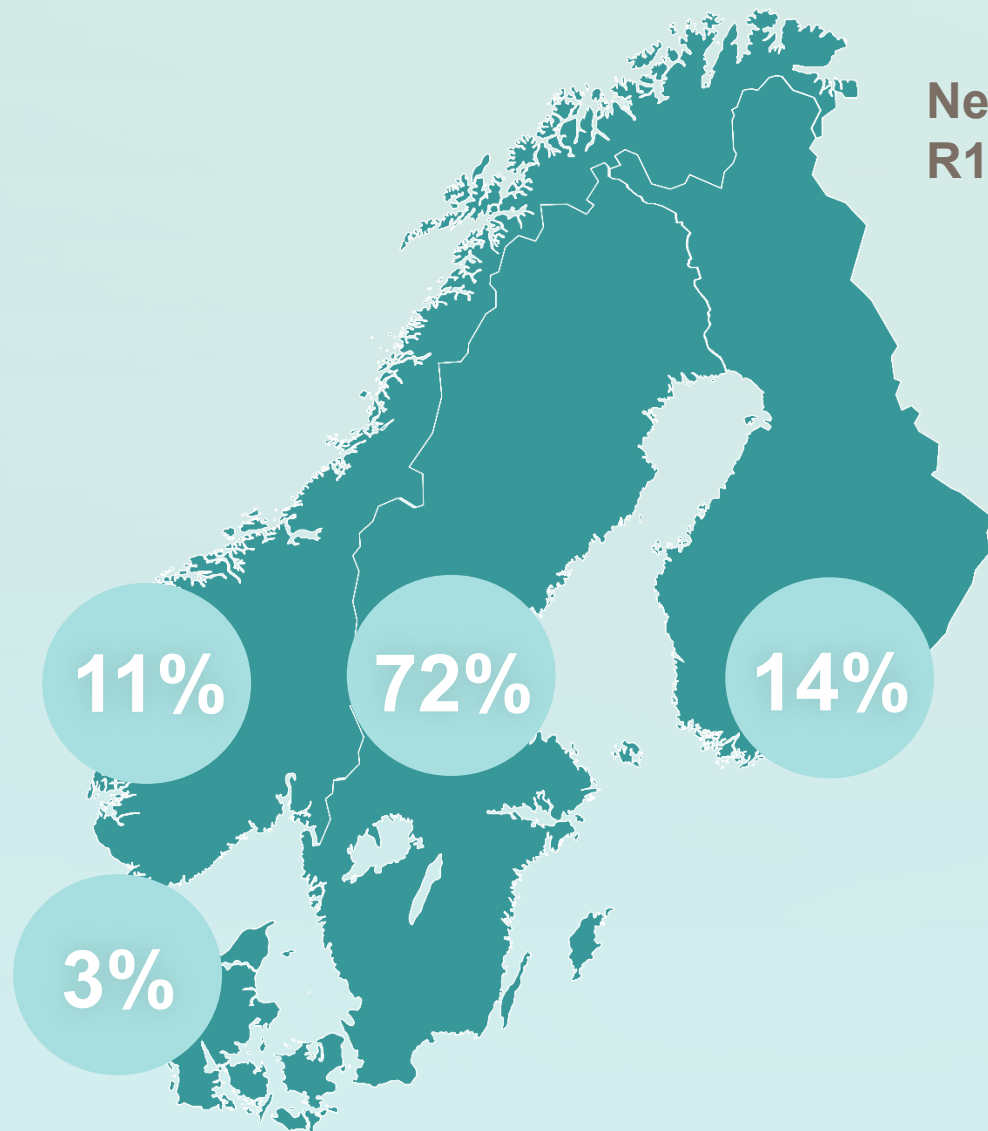
- Resources in place when we take on new projects
- Competence shift and competence development
- Base is in own workfroe

**13,000
employees**

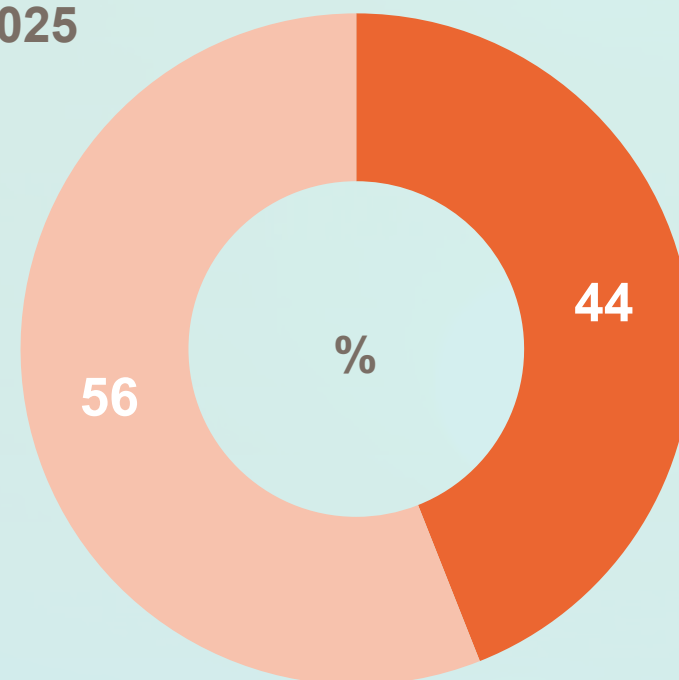
Strong culture and long-term owners



Spread geographically and high portion of public sector customers



Net sales,
R12 per Sep 30, 2025



■ Private customers ■ Public sector customers

Competitive advantages in a turbulent world

- **Investments in infrastructure → Asphalt, Swerock, Civil Engineering**
 - New investments
 - Operations & Maintenance
- **Investments in defence and security → Construction, Civil engineering, Industry**
 - Defence and security-classified buildings

**Domestic,
own labor force**

Right security level

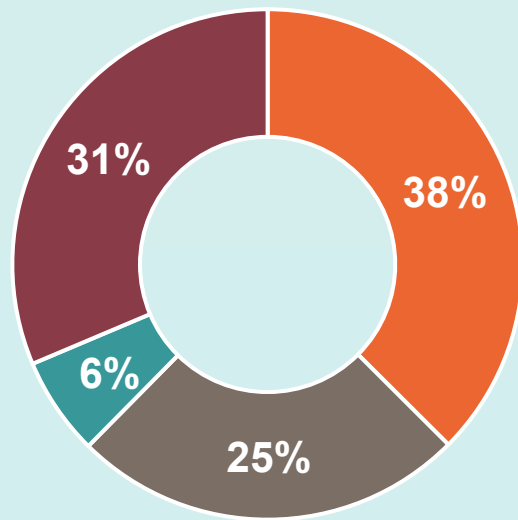
Financial stability

Stable development



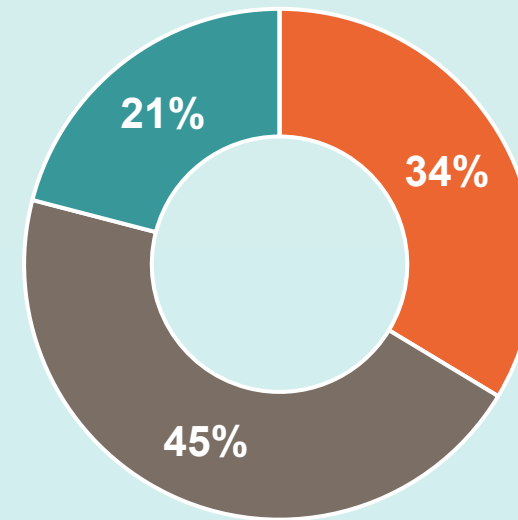
Peab's operations complement each other well

Share operating profit,
2022



Net sales: BSEK 63.1
Operating margin: 4.3 %

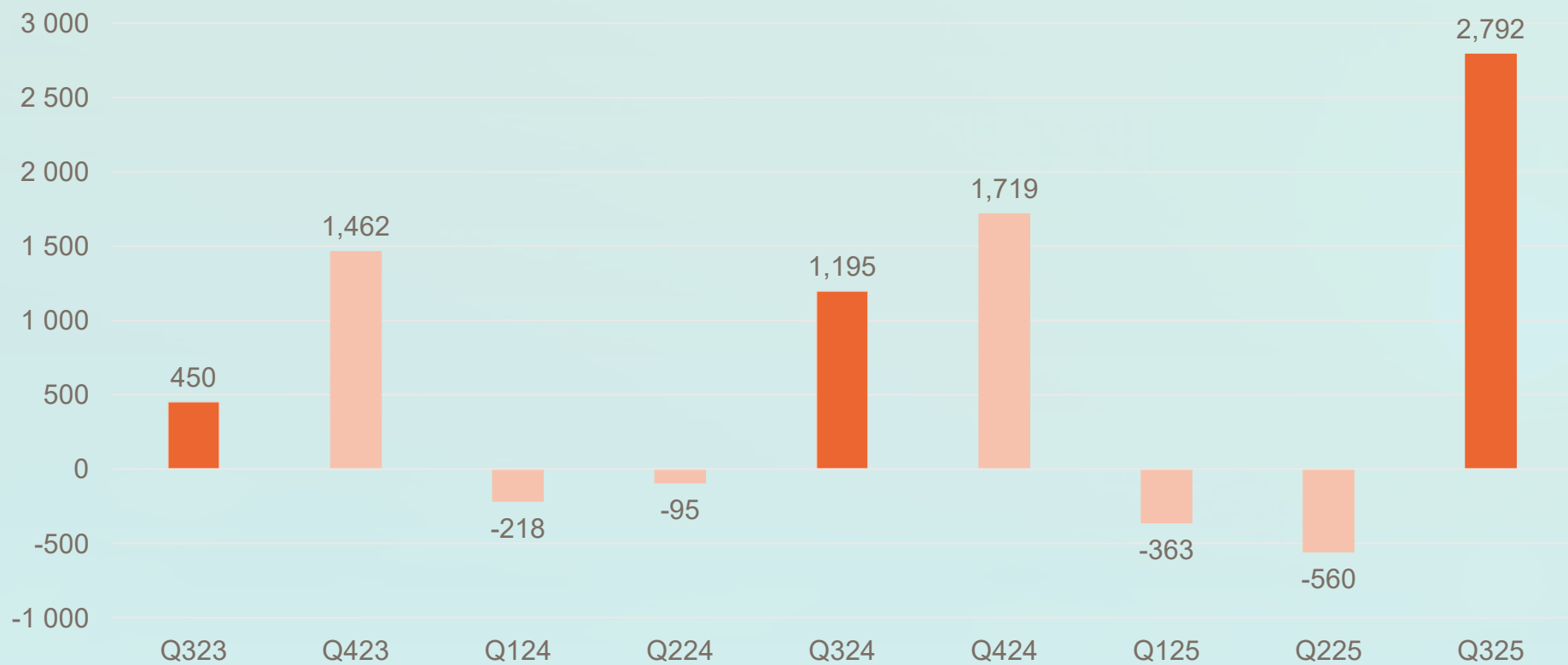
Share operating profit ,
r12 per Sep 30, 2025



Net sales: BSEK 58.2
Operating margin: 5.0 %

Strong cash flow

Cash flow before financing, MSEK



Finansiell position

Net debt/equity
ratio*

0.5
X

Solidity*

36.4
%

Available liquidity*

8.9
BSEK

*Per September 30, 2025

Opportunities!

**Continuous
investments**

**Acquire:
"white spots"
or
supplements**

Repurchase

**Start projects
on own balance
sheet**

Distribute

Q&A



PEAB
THE NORDIC COMMUNITY BUILDER



Conclusion

PEAB
THE NORDIC COMMUNITY BUILDER

Peab 2025 – a leading actor with great stability!

Strategic assets in Industry

Development rights portfolio in Project
Development

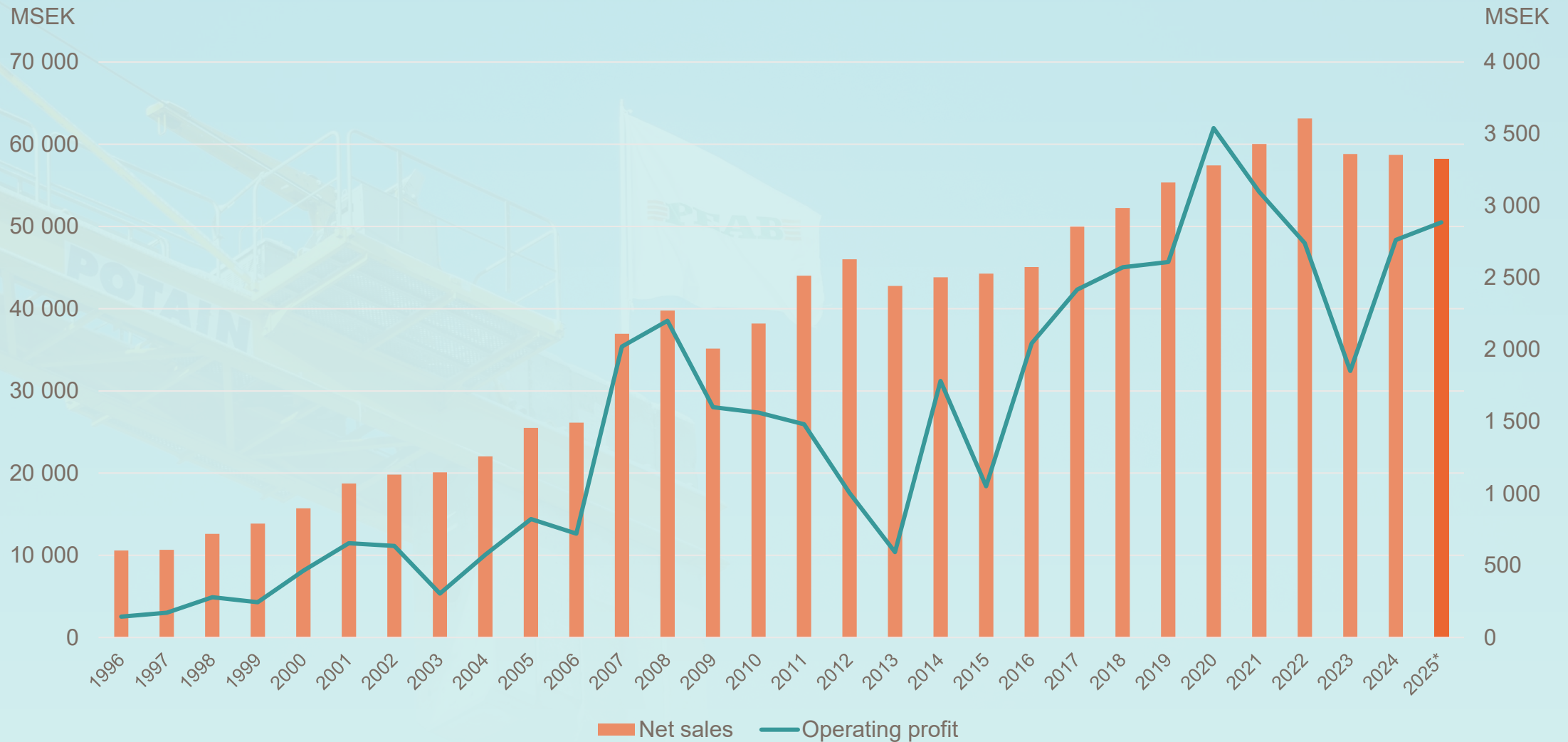
Locally rooted contract construction
operations

Competence for major projects

Integrated business

Financial room to maneuver

30 years of profitable growth



* Rolling 12 months per September 30, 2025

