

DISCOVERING THE NEXT SOLUTION

Q3 REPORT



BUE4B



Erik Lundén
President & CEO



Helena Häger
Acting CFO

Q3 highlights

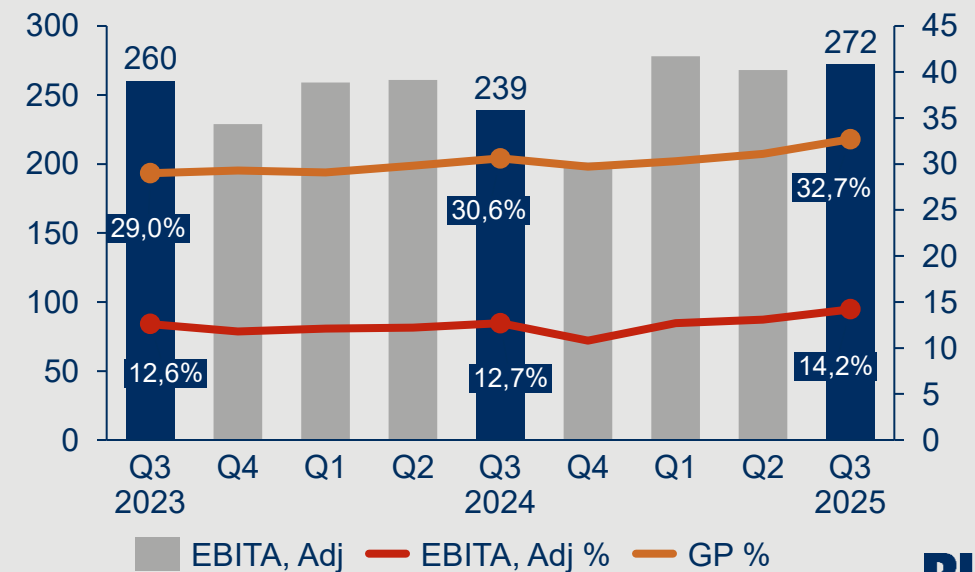
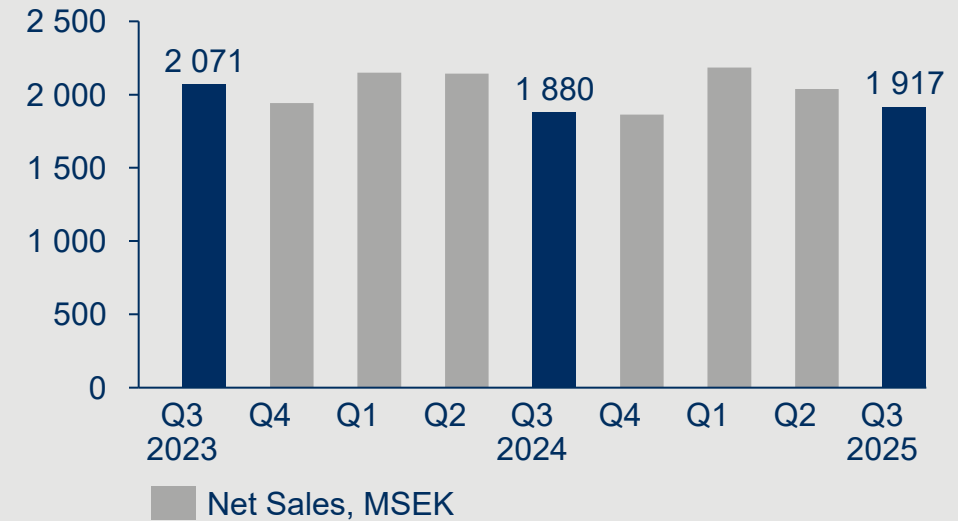
Erik Lundén

President & CEO



Q3 highlights – Organic growth & Strong results

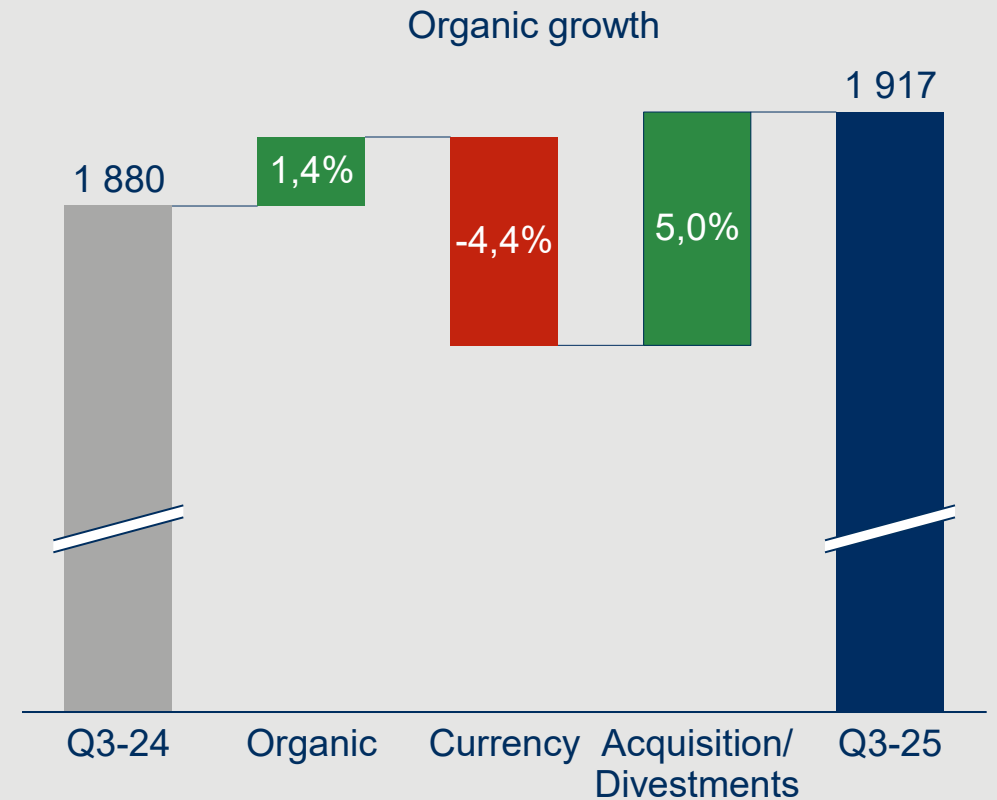
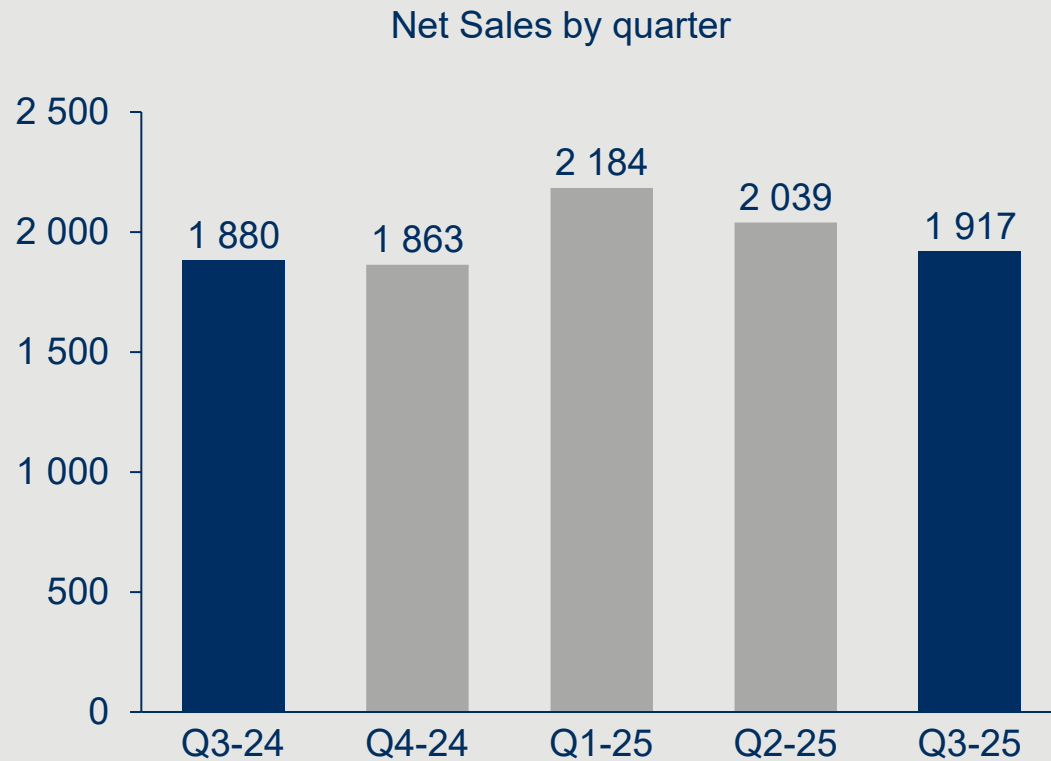
- Continued strong execution of our strategy
- Positive organic sales growth of 1.4%, first time in two years
- Continued uncertain market with large variations
- Record-high gross margin at 32.7% (30.6) and adj. operating margin at 14.2% (12.7)
- Underlying cost level unchanged to year when adjusted for one-offs
- Several new customer projects across key segments like defence, infrastructure and general industry
- Acquisition of German novia Group in early October



Financial Highlights

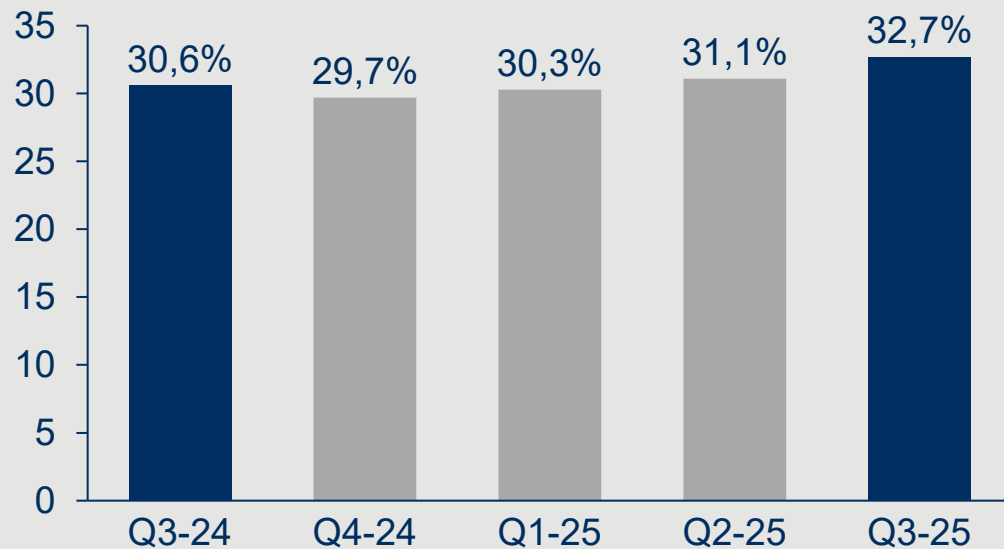
Helena Häger
Acting CFO

Organic growth was 1.4% driven by increased market share and US tariffs

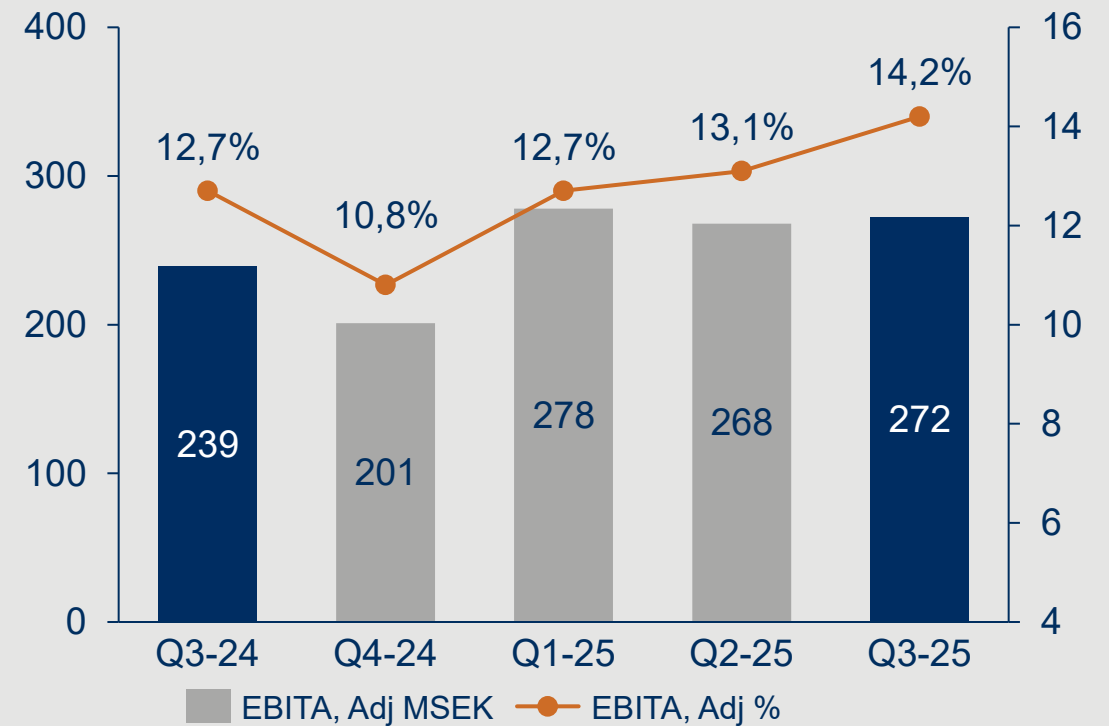


Record-high gross and operating margin in the quarter

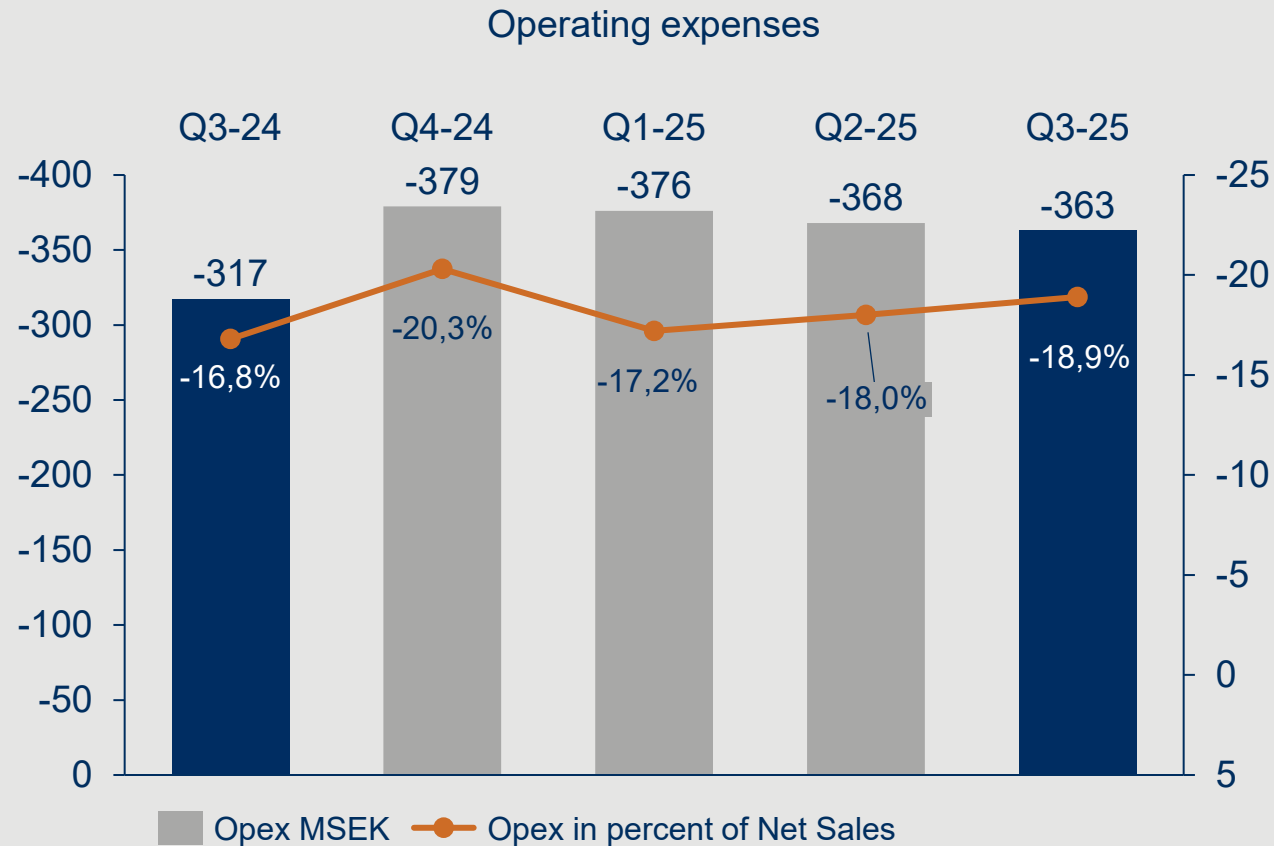
Gross Profit Margin



EBITA adjusted and EBITA margin adjusted



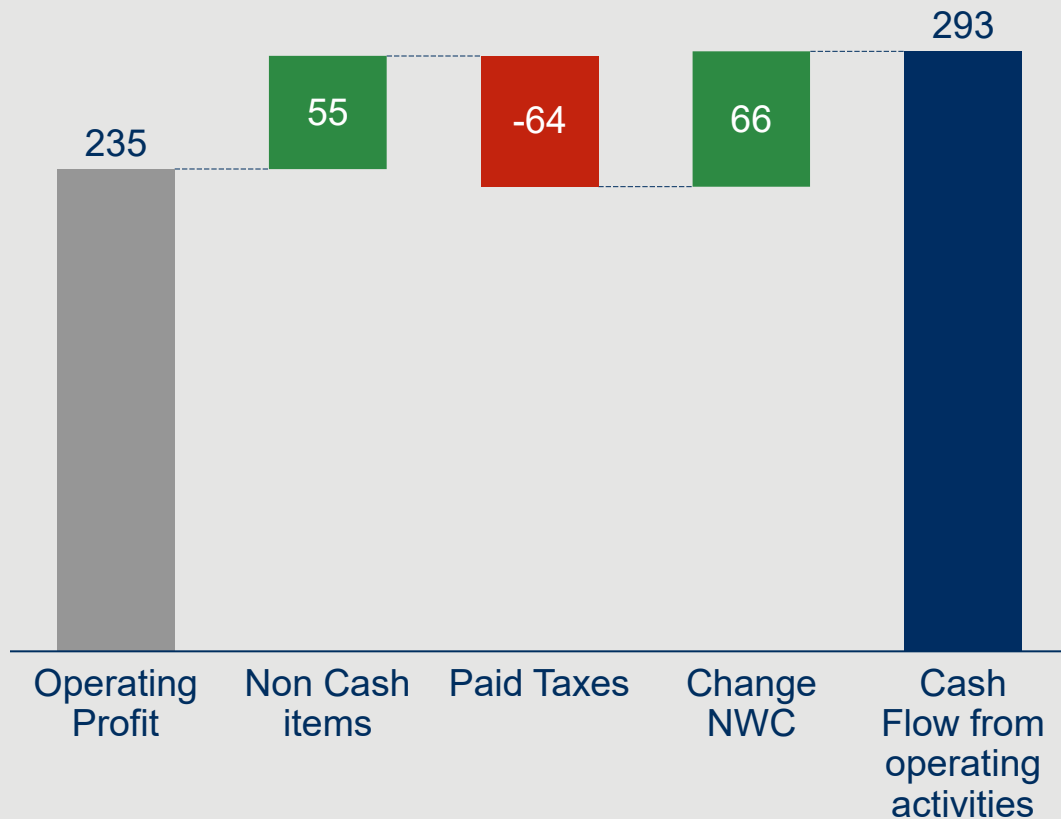
Underlying cost level unchanged to last year when adjusted for one-offs



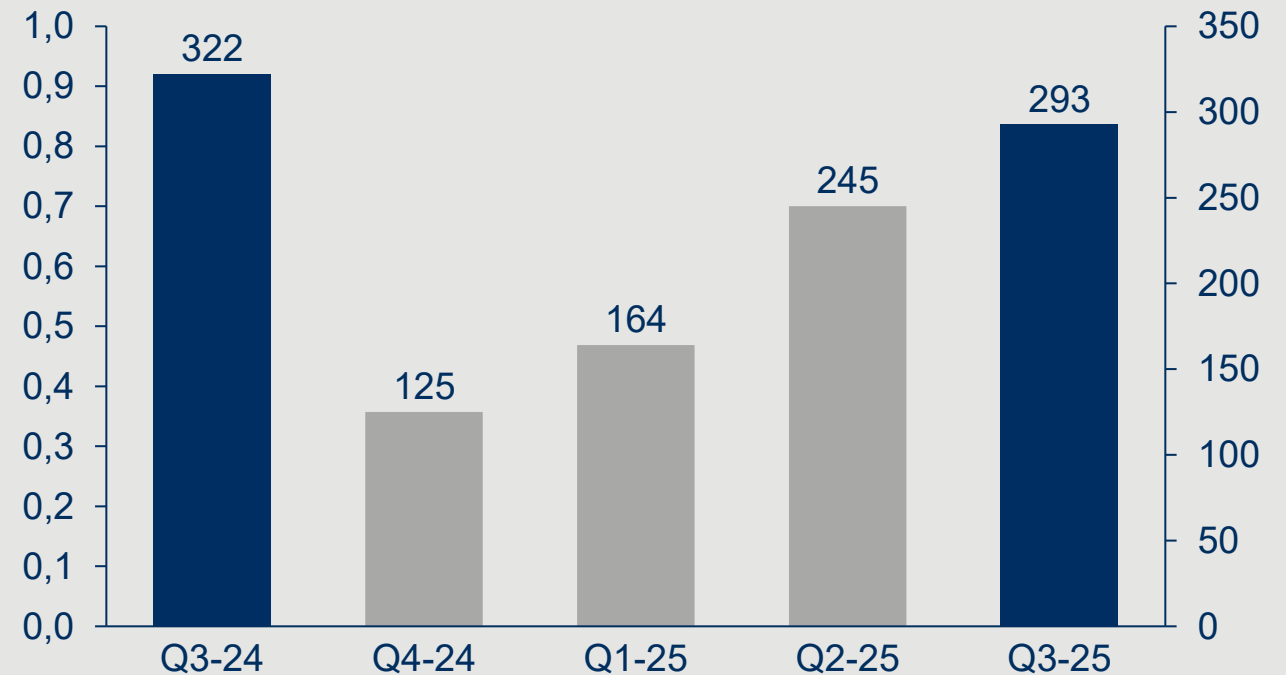
- Cost level as a share of revenue unchanged to last year, adjusted for one-offs
- Several one-offs in Q3 2025 and Q3 2024, including capital gains from a divestment
- Strong focus on cost control while also investing in growth

Solid cash flow in the quarter

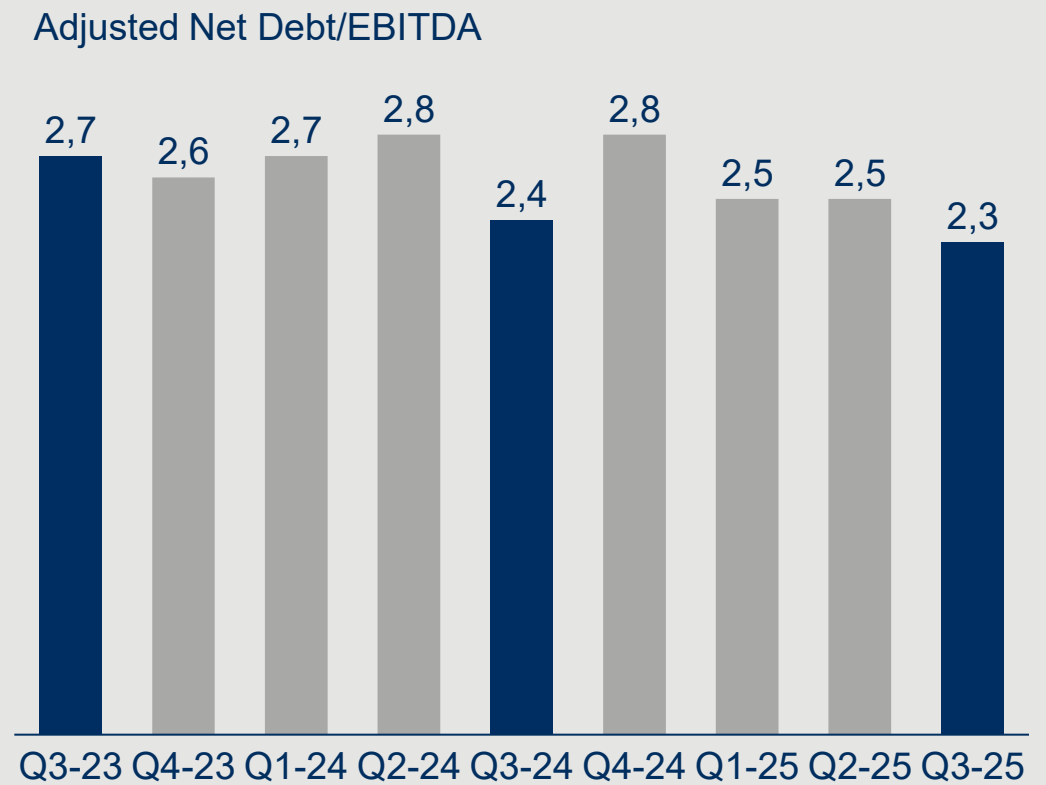
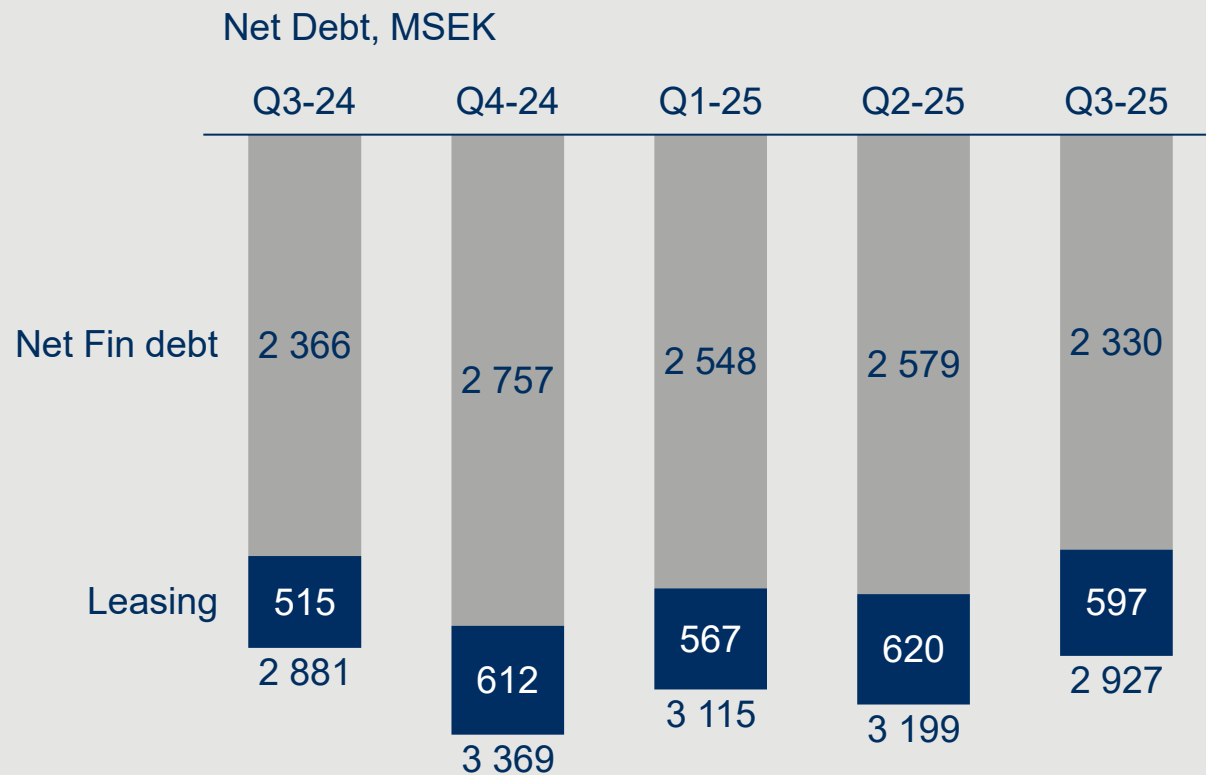
Cash flow from operating activities, MSEK



Cash flow from operating activities, MSEK



Net Debt/EBITDA improved year-over-year to 2.3x Approx. 2.7x in Q4 after the acquisition of novia Group



Regional highlights

Erik Lundén

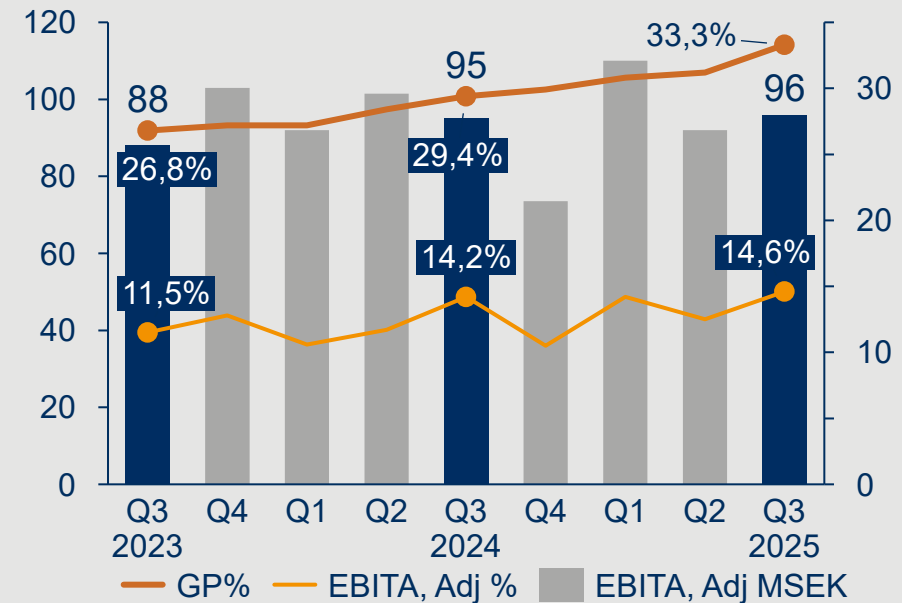
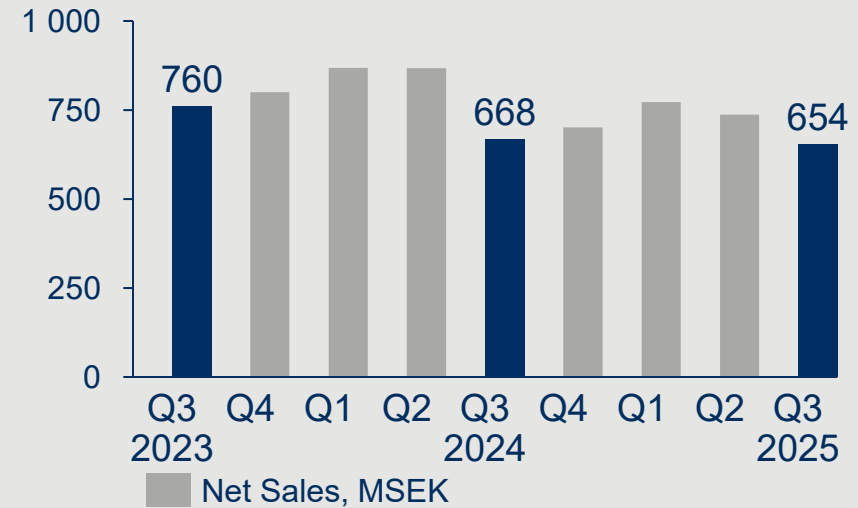
President & CEO

BUEAB

Region

Europe North & East

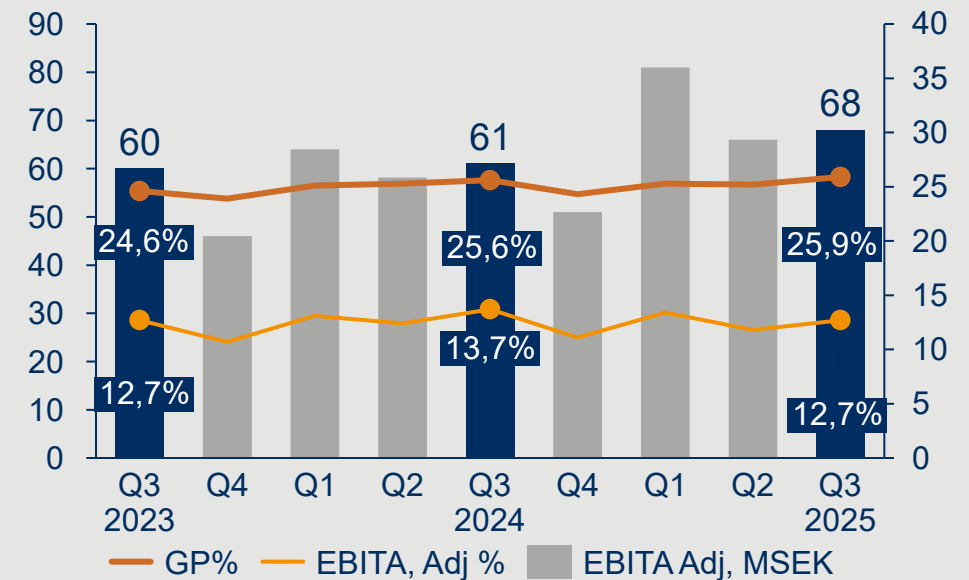
- Total growth was -2.1% and organic growth was 0.5%
- Strong development in East and Finland, stable demand in general industry, while the Furniture and kitchen sector remained weak
- Gross margin up by 3.9 pp driven by an improved value sales, customer and product mix and consolidations of purchasing volumes
- Operating expenses increased by SEK 27 million to last year, difference to last year mainly explained by a revaluation of earn-out and one-off effects
- Adjusted operating margin improved to 14.6% (14.2)



Region

Europe West

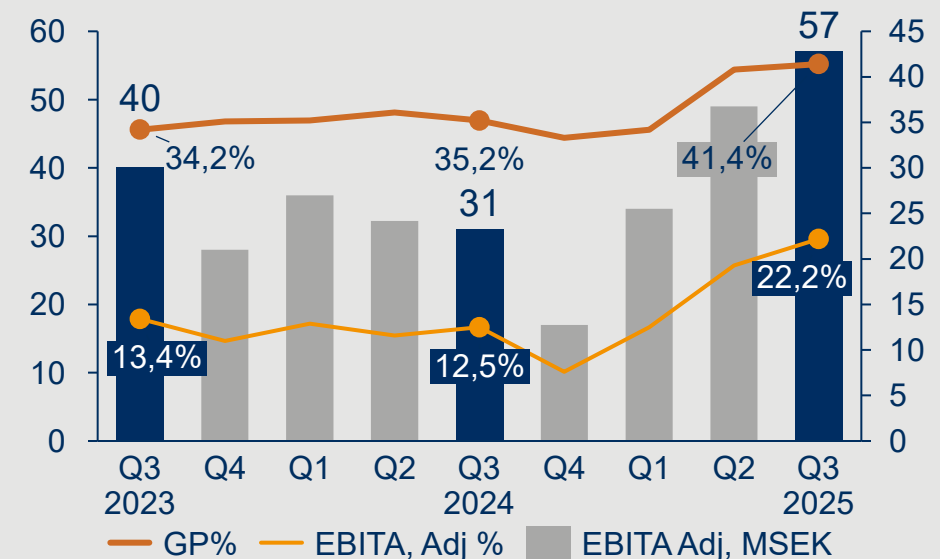
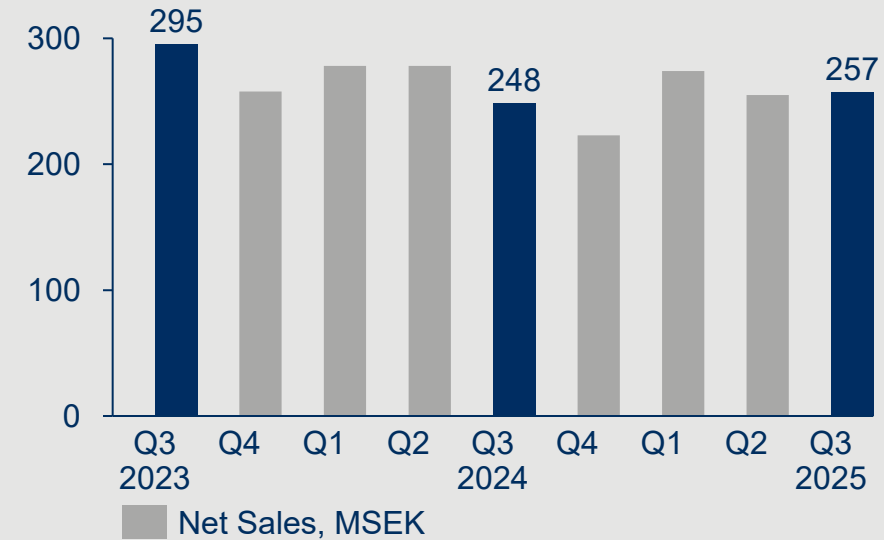
- Total growth amounted to 20.5% and the organic growth was 1.7%
- Strong demand in energy, defence and infrastructure, as well as in Spain and the Czech Republic driven by increased market shares
- Gross margin up by 0.3 pp, driven by price adjustments
- Operating expenses increased by SEK 18 million year-on-year, mainly related to VITAL
- The adjusted operating margin was 12.7% (13.7%)



Region

Americas

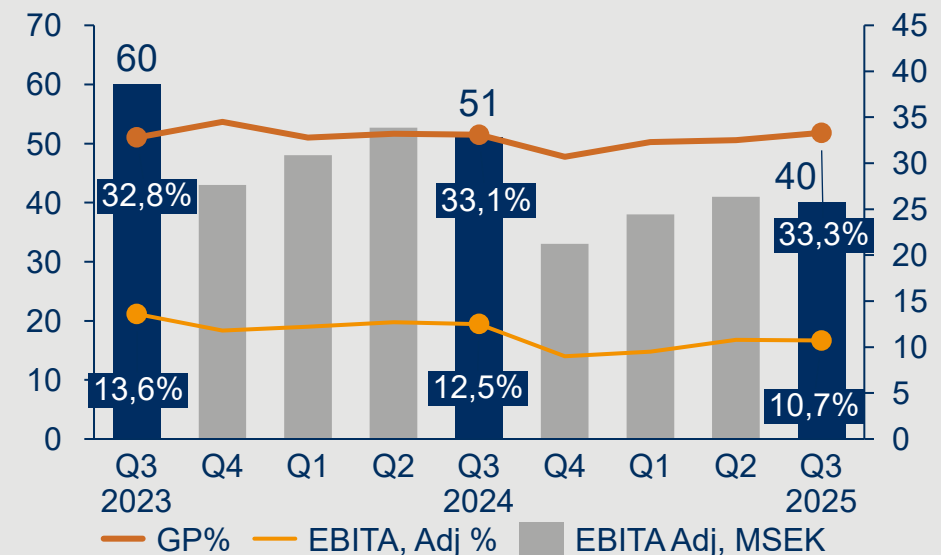
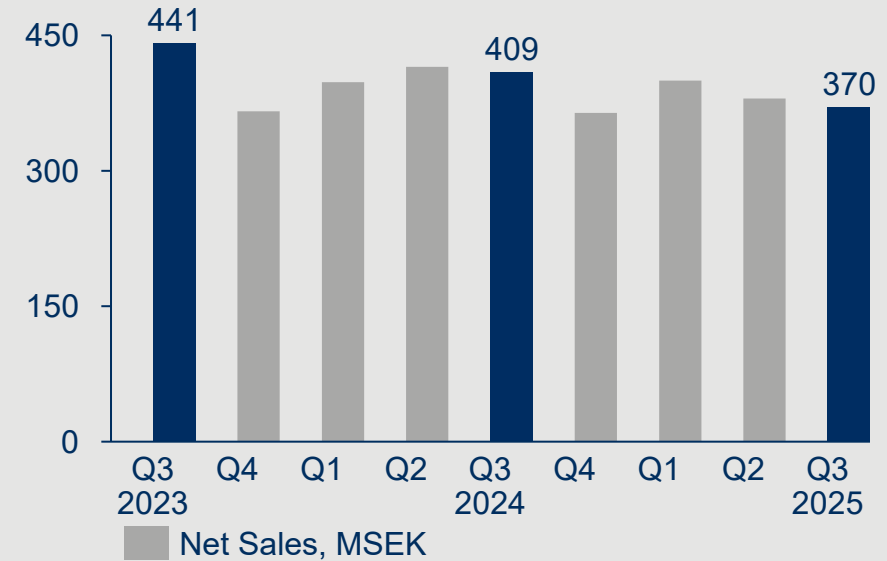
- Total growth amounted to 3.6% and the organic growth was 12.6%, driven by tariff revenue
- Demand was stable but still on a low level for the mobile home and trailer market, and low demand was still noted in the automotive industry
- Divestment of a small manufacturing unit in the quarter is expected to have a positive impact on the profitability going forward
- Gross margin increased by 6.2 pp, driven by improved customer and product mix, general price adjustments and the effects of tariffs
- Operating expenses increased by SEK 1 million year-on-year, but decreased when adjusted for the divestment
- The adjusted operating margin improved to 22.2% (12.5)



Region

UK & Ireland

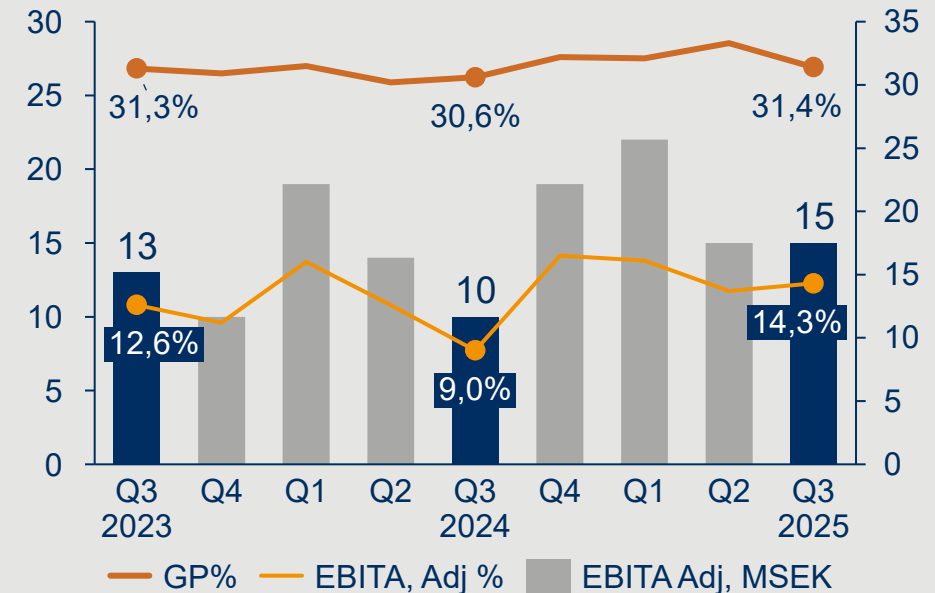
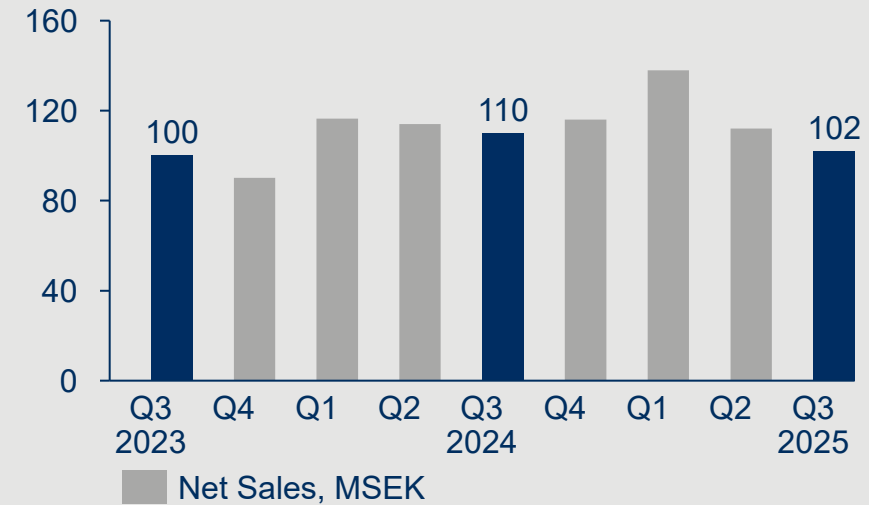
- Total growth amounted to -9.6% and the organic growth was -4.1%
- Low demand in the general industry impacting both Apex Stainless Fasteners and Bufab UK. Apex still facing low market prices on stainless.
- Gross margin increased by 0.2 pp, mainly driven by sourcing savings.
- Operating expenses in line with last year
- The adjusted operating margin was 10.7% (12.5)



Region

Asia-Pacific

- Total growth amounted to -7.4% and the organic growth was 1.3%
- Organic growth driven by Bufab Shanghai and Bufab India
- Gross margin improved by 0.8 pp, due to purchasing savings and active work with value-based pricing
- Operating expenses decreased by SEK 7 million year-on-year, primarily due to positive currency effects
- The adjusted operating margin improved to 14.3% (9.0)



Group news

Erik Lundén
President & CEO

novia Group – A Strategic Platform Acquisition

Bufab acquires novia Group
– a German expert provider
of global sourcing solutions

50 MEUR net sales in 2024
with high profitability

157 employees

Sales in Europe and US.
Operations in Germany and
Switzerland
Assembly in China and
Vietnam

Provides global sourcing
solutions, engineering
expertise and assembly
services which create clear
customer value

Recurring business from
loyal customers in MedTech,
energy, sanitary fittings, solar
& general industry

Markus Bauer will remain as
MD and minority shareholder
Acquisition closed Oct 15th

novia GROUP
GLOBAL. SOURCING. EXCELLENCE.

Why novia? Accelerating Bufab's Profitable Growth

Strategic Fit

In line with our strategy & brings important new capabilities to Bufab through engineering, assembly, and technical services – driving customer value

Strengthens Market Position

Expands Bufab's footprint in Germany & Western Europe, with a strong and diverse customer base

High Profitability

Operating margin significantly above Bufab's 2026 target

Accelerates Growth

Platform for organic expansion and targeted M&A, with identified add-on opportunities and a proven buy-and-build track record

Framework Agreement with Babcock

Valuable Tender Secured

Bufab won a competitive framework agreement to become the main supplier of C-parts to Babcock, a global leader in defence, aerospace, and security.

Partnering with a Global Giant

£4.8 billion in annual turnover and **£10.4** billion in contract backlog and, underscoring the strategic value of this collaboration.

Tailor-Made Logistics Solutions

Bufab's **on-site tailor made Solutions** are now fully operational at Babcock, streamlining procurement and boosting production efficiency.

Sustainability – Important Enabler for Growth

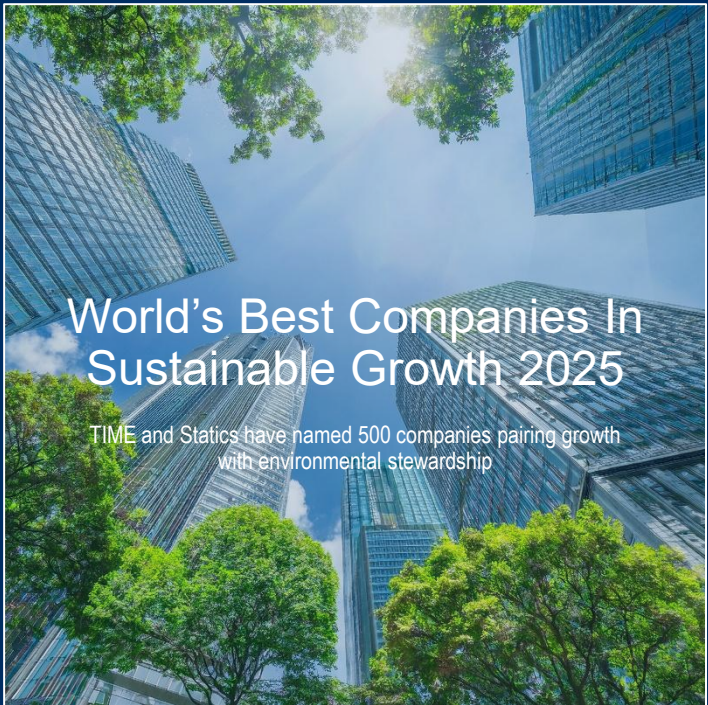
EcoVadis Platinum



Carbon Disclosure Project
A-rating



Time & Statista – Top 500



Summary, Outlook & Priorities

Erik Lundén

President & CEO

Summary, outlook & priorities

- Continue to deliver on our strategy, with a strong focus on creating value for our customers
- Record-high gross margin and adjusted operating margin, despite low demand
- Strong focus on cost control while investing in growth
- Despite the uncertain market climate, we remain optimistic about the future – focus on things within our control
- Continue to execute on our strategy – *Discovering the Next Solution*
 - 1) Continue securing new business and taking market shares
 - 2) Improve our margin - focused work on strengthening our gross margin and on cost savings
 - 3) Continuing to improve our NWC and secure strong cash flow

Q&A