

Hemnet Group AB (publ)

Investor presentation

September 2026



Agenda

01. Today's announcement
02. Background and context
03. An improved listings structure
04. Updated compensation model
05. Organizational streamlining
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01 Today's announcement

Taking decisive steps to reinforce market position and build a stronger Hemnet

Introducing free entry-level listing formats

Hemnet is introducing free entry-level listing formats to gather the complete public market inventory into a single, user-centered search experience, while simplifying the paid package structure.

A new compensation model

Hemnet is updating its compensation model for real estate agent offices, introducing a simplified and more predictable structure for commission.

Streamlining operations for speed and agility

Hemnet is streamlining its operations to build a faster, leaner and more agile organization, expected to yield annualized cost savings of approximately SEK 80–85 million.

02 **Background and context**

Uniquely positioned in the Swedish property market

- Superior traffic and reach
- Industry leading brand built and nurtured throughout 25+ years of market leadership
- The scale to win through marketing and technology investments
- Structured proprietary data collected over 25+ years, enabling a new suite of AI products for buyers, sellers and agents
- Deeply integrated industry relationships supported by an active salesforce
- A proven platform that significantly increases the chance of a successful outcome for sellers

>2x

More sessions than the #2 platform*

97%

Brand awareness among property sellers**

25+

Years of brand and industry leadership

>2m

Structured proprietary data from >2m listings

* Hemnet's average monthly sessions across all platforms during Jan-June 2026, competitor data sourced from booli.se/annonsering

** Source: Nepa 2026

A changing Swedish property market requires Hemnet to adapt

Changing market dynamics with longer sales cycles and weak price development

New consumer behaviors across the sales cycle

Increased competition and evolving industry value chain

New technology shifting user expectations and enabling rapid product development

While Hemnet's core model is strong, changing market dynamics require adaptation and change



Combining audience and supply leadership to create an unrivaled user experience

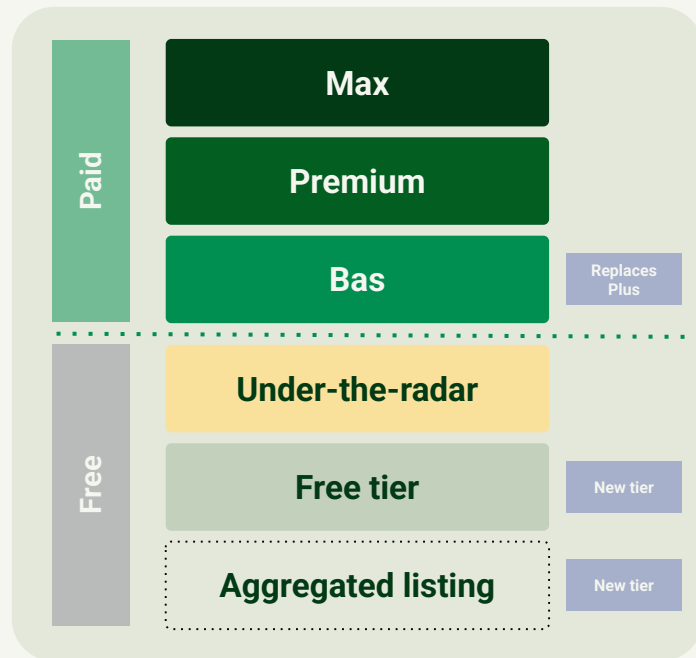
- **With the #1 traffic position and exceptional brand awareness**, Hemnet has an unmatched position in Swedish property search
- Hemnet's core value proposition **relies on gathering all buyers and sellers in one place**, providing a complete overview for the entire market
- We recognize that the market has evolved faster than we have adapted, and **we are now taking decisive actions to address this**
- Going forward, Hemnet will aim to have **all publicly available property listings from the beginning of the transaction lifecycle**
- In this expanded ecosystem of free and paid listings, standing out becomes even more critical and Hemnet's paid packages will remain **the natural choice for sellers seeking maximum exposure, higher bidding activity, and the best possible sales outcome**
- By **combining audience and supply leadership**, we are strengthening our platform to create **an unrivaled user experience for buyers, sellers, and real estate agents**



03 **An improved listings structure**

Expanding our platform to gather all publicly available listings into a single, unified search experience

- Hemnet is introducing new entry-level listing formats: **a free entry-level option for real estate agents, paired with automatically aggregated listings**
- With all listings available on Hemnet, we reinforce our position as Sweden's leading property portal, **simplifying the search process for home seekers while maximizing visibility for sellers and agents**
- Hemnet is also **simplifying and strengthening its package structure** where Hemnet Bas will replace Hemnet Plus, incorporating all features and visibility of Plus in Bas, at the Bas price point
- Product design is steered to **balance value with clear upgrade incentives for high-intent sellers and agents to reduce cannibalization**
- Just as today, **upgrading to a paid marketing package will remain the most effective way to reach Hemnet's full buyer audience**, create maximum interest, and ensure a successful transaction



Expanding our platform with a new and complete search experience

Moving from

~55% of published listings available on Hemnet*

The #1 property platform in Sweden on traffic and reach

A platform for high-intent sellers

A superior user experience

Strong partnerships with agents and aligned incentives

A strong platform for advertising partners

Moving to

All publicly available listings on Hemnet

The #1 property platform in Sweden on traffic, reach and supply

A single-source platform for all new properties that come to market, with high-intent sellers front-and-center

The world's best user experience

Further strengthened partnerships with agents and aligned incentives

The go-to platform for all advertising partners with growing reach and impressions

* Based on ~54k published listings on Hemnet.se per 28 September, 2026

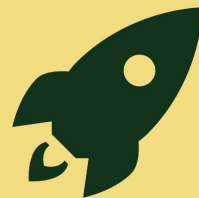
Clear incentives for high-intent sellers to upgrade to paid listings

Clear incentives to upgrade from a free listing to a paid listing:

- Highest priority in search results, driving more views and clicks to the listing
- Larger and more photos in search results
- Improved visibility increasing the chances of a successful outcome with a higher price and a shorter selling-time
- Richer details in search results (e.g., active bidding status and viewing times)
- Option to further boost the listing via "Renew Listing" (Förnya annons) and "The Rocket" (Raketen)
- Real-time visibility in saved searches and notifications
- Agent marketing (profile photo, logo, contact information)

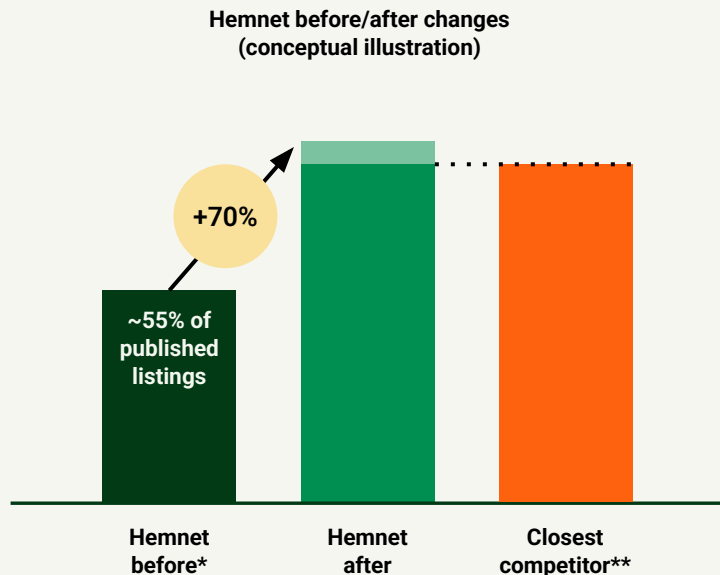
>75%

of sellers on Hemnet in August
chose to upgrade from
Hemnet Bas to bigger
packages



With all publicly available listings on Hemnet, we reinforce our position as Sweden's #1 property portal

With all listings available on Hemnet, the position as Sweden's leading property portal is further reinforced



* Based on ~54k published listings on Hemnet.se per 28 September, 2026

** Based on ~89k published listings on Booli.se per 28 September, 2026

An improved listings structure

Reinforcing the #1 place for buyers, sellers and agents enables continued growth with a superior product across the full property life cycle

Protecting core and growing volumes - reclaiming the place to be for all property sellers **unlocks potential to drive a higher number of paid listings over time**

Strengthening the paid listing value proposition will support future ARPL growth

Growing traffic and engagement across Hemnet's platform will enable for stronger revenue growth across the existing B2B offering

Network effects enabling diversified growth levers beyond sellers and existing partners, **and expanding value proposition to cover full property life cycle**

04 Updated compensation model

A new and simplified compensation model better aligned with Hemnet's new listing structure

Simple and clean structure.

Every agent recommendation leading to a paid package accounts for a commission.

Admin fee ensures basic compensation.

Continued fixed 600 SEK admin fee per published paid listing.

Better prerequisites to actively recommend the best package.

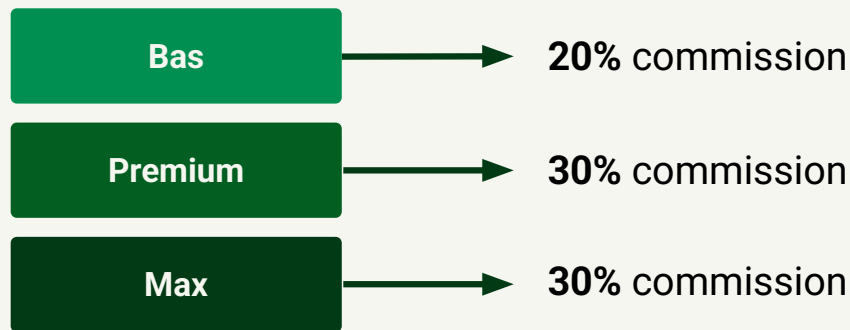
Clear incentives for agents to recommend the best possible package for each seller, including Bas.

Introduction of a cap to enable a sustainable compensation model.

The commission per published paid listing is capped at 4,000 SEK (incl. admin fee).

A new and simplified compensation model better aligned with Hemnet's new listing structure

New compensation model



Admin fee = 600 SEK per published paid listing

Commission cap = 4,000 SEK per listing, incl. admin fee

Four key components

1. **Administration fee:** Continued 600 SEK admin fee per published paid listing, as per general cooperation agreements with real-estate agent offices.
2. **Commission:** 20-30% of revenue generated per paid listing, depending on chosen package.
3. **Compensation cap:** Maximum 4,000 SEK of compensation per published paid listing.
4. **Recommendation:** In order to receive any commission, an agent recommendation for a paid package is required.

05 **Organizational streamlining**

Hemnet is streamlining its operations to build a faster, leaner and more agile organization

Operational streamlining for long-term growth:

- Hemnet is executing an organizational transformation to create a faster, leaner and more agile organization, unlocking further growth potential and supporting the new strategic phase
- By streamlining operations and modernizing workflows, Hemnet will be better positioned to accelerate product innovation and improve customer experience

Financial impact of organizational restructuring:

- The restructuring program is estimated to deliver annualized savings of 80-85 million SEK as compared to the expenses run-rate as of Q2 2026
- Full run-rate effect on costs expected during H1 2027
- The program is expected to reduce the number of employees from 184 at the end of Q2 2026 to ~115. Taking into account natural attrition and the phase-out of consultants, approximately 50 employees are expected to be directly affected
- Expected one-time restructuring charges of 30-35 million SEK will be recognized as an 'item affecting comparability' (IAC) on the group's income statement in the fourth quarter 2026

80-85m

**SEK of expected annualized
savings as compared to the Q2
2026 run-rate**

06 Summary

Reinforcing our position as Sweden's #1 property portal while unlocking future growth opportunities

- We are taking bold and decisive steps to **restore Hemnet as the most efficient and powerful property portal for buyers, sellers and agents**
- We are **strengthening our market position through a combination of traffic leadership and listings supply leadership**
- **We are rolling out a new, simplified and more sustainable compensation model that is better aligned with Hemnet's new listing structure**
- **Hemnet is streamlining its operations to build a faster, leaner and more agile organization that is better positioned to accelerate product innovation and improve customer experience**
- Today's changes mean that **Hemnet will reinforce its position as Sweden's #1 property portal, while unlocking growth opportunities for many years to come**



07 Questions and answers



Disclaimer

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