Kjell & Company

Simplify people's lives through technology

Year-end Report
2025

The period in summary

Fourth quarter	
	Net sales **697.2 (773.4)**
	Net sales growth **-9.9% (1.5%)**
	Gross profit **301.3 (304.5)**
	Adjusted EBITA **37.8 (33.3)**
	Operating profit (EBIT) **-6.2 (19.9)**
	Net profit **-2.0 (16.0)**

Full year	
	Net sales **2,379.1 (2,583.6)**
	Net sales growth **-7.9% (0.9%)**
	Gross profit[1] **932.7 (1,046.9)**
	Adjusted EBITA **43.0 (49.1)**
	Operating profit (EBIT) **-372.6 (13.4)**
	Net profit **-388.1 (-19.9)**

Amounts in MSEK unless otherwise stated

Significant events during and after the end of the quarter

- Kjell & Company outsources the operation of its warehouse following the relocation to new warehouse facilities.
- Kjell Group publishes preliminary net sales, earnings and gross margin for Q4 2025 ahead of a proposal for share issues.
- Kjell Group announces a directed share issue of approximately MSEK 60 to Göran Westerberg, as well as a fully guaranteed rights issue of approximately MSEK 145.5.
- The Nomination Committee proposes the election of Göran Westerberg as new Chairman of the Board.
- Kjell Group has reached an agreement with Nordea regarding the terms of long-term bank financing of MSEK 500.

[1] Excluding one-off inventory write-downs of MSEK 74.2 in the third quarter, the normalised gross profit for the full year amounted to MSEK 1,006.9, with a gross margin of 42.3%. Including the write-downs, the gross margin amounted to 39.2%.

Performance measures

	Q4		Jan-Dec	
MSEK	2025	2024	2025	2024
Net Sales	697.2	773.4	2,379.1	2,583.6
Sales growth, %	-9.9%	1.5%	-7.9%	0.9%
Comparable growth, %	-9.4%	1.0%	-7.5%	0.8%
Gross profit	301.3	304.5	932.7	1,046.9
Gross margin, %	43.2%	39.4%	39.2%	40.5%
Adjusted EBITA	37.8	33.3	43.0	49.1
Adjusted EBITA-margin, %	5.4%	4.3%	1.8%	1.9%
Operating profit (EBIT)	-6.2	19.9	-372.6	13.4
Cash flow from operating activities	191.3	142.7	167.0	139.2
Equity ratio	36.2%	41.0%	36.2%	41.0%
Basic earnings (loss) per share, SEK	-0.03	0.51	-7.49	-0.64
Members in loyalty club, thousand	3,736	3,387	3,736	3,387

Gross margin
43.2%

Adjusted EBITA-margin
5.4%

Members in loyalty club, thousands
3,736

CEO letter

With patience as our hard currency, we create the conditions for change

The fourth quarter is often the most important period for a retailer. But when operating in the midst of a transformation, the usual seasonal logic no longer applies. What is normally done as a matter of routine needs to be reconsidered. Changes create knock on effects. Short term and long term. This became clear in this quarter.

During autumn, we have prioritised, deselected and developed a plan we believe in. Before we can begin working with operational efficiency, we need to establish the fundamental conditions required to succeed. Patience is our hard currency. Because time and patience will be required.

As in previous quarters during the past year, our Danish subsidiary continued its weak development, with a significant decline in revenue in the fourth quarter. At the same time, we also saw negative growth in both Sweden and Norway. Gross margin strengthened. The adjusted EBITA margin was in line with the previous year. Cash flow was strong, inventory levels were too low, and we incurred several significant one-off costs. How does this fit together? As mentioned, the logic when doing things, one does not usually do may require explanation.

In the third quarter, we focused on reviewing inventory and assortment. We cleared and managed older goods on the balance sheet, as well as excess values in AV Cables. In the fourth quarter, the focus instead was on our core assortment.

During the quarter, we negotiated with our suppliers and evaluated how we can improve partnerships and agreements. This was a time-consuming effort. To make this work possible, we engaged external consultants. The effect is that we have improved the conditions for a stronger gross margin going forward, which is a very important factor in our transformation.

The cost of this effort is higher consulting expenses, which we have reported as items affecting comparability in the quarter. While our gross profit margin is also affected by factors such as assortment mix, the one-off cost of SEK 36.1 million indicates that we expect a significant improvement once the effects begin to materialise. It is worth noting that the consulting cost is conditional upon an actual future cost reduction in cost of goods sold.

With six months focused on clearing inventory and renegotiating agreements, we have in the short-term fewer products in the assortment, and insufficient volumes of core assortment items in stock, which has negatively impacted sales. This is clearly visible in the top line. We know what needs to be done, but there has simply not been sufficient capacity to do it. At year end, we therefore have inventory levels that require very active replenishment. The benefit is that we have released capital tied up in older inventory, which supported cash flow in the quarter.

A weak top line can be managed in the short term, provided costs are under control. On the margin side, we see a clear improvement in the quarter. Gross margin strengthened as a result of clearance sales of older and partially written down products, as well as due to product mix.

We assess that we are in control of our cost base, and during the quarter we also implemented a limited redundancy programme at head office to create the required balance, the ability to drive change, and flexibility to adapt.

Another important priority has been to outsource the operations of our new warehouse. All activities will take place in our facilities and with our automation, but our partner will operate the business and develop personnel and processes. This prioritisation frees up time and focus on developing the commercial offering.

For AV Cables, we also have a plan, but we are not yet fully there.

To enable an accelerated timeline for necessary investments and increased balance sheet flexibility, and in line with what was communicated on 19 January, we have prepared capital injections into the company through a directed share issue to Göran Westerberg and a rights issue to existing shareholders.

Taken together, these measures provide the fundamental conditions for success. Now we must continue to work with focus, keeping our eyes on the goal. Even if it comes at a short-term cost.

Just as in the Stockdale Paradox, where the American general James Stockdale survived years of captivity and torture by holding on to two things at the same time, an unwavering belief that he would be free, while confronting reality exactly as it was without a naive belief that freedom was just around the corner, we have a conviction that we will succeed. We know what needs to be done. At the same time, we see the current situation exactly as it is. Without euphemisms.

Malmö,
2026-02-09

Sandra Gadd
CEO

Summary of the Group's financial performance

Net sales

Net sales decreased by 9.9% to MSEK 697.2 (773.4) for the quarter and by 7.9% to MSEK 2,379.1 (2,583.6) for the full year. Comparable growth amounted to -9.4% (1.0%) for the quarter and -7.5% (0.8%) for the full year.

Net sales per segment

MSEK	Q4 25	Q4 24	Δ SEK	Δ Local
Sweden	533.7	564.9	-5.5%	-5.5%
Norway	121.0	130.4	-7.2%	-2.7%
Denmark	42.6	78.1	-45.5%	-42.8%
Total	**697.2**	**773.4**	**-9.9%**	**n/a**
Comp. sales	704.6	778.0	-9.4%	n/a

MSEK	2025	2024	Δ SEK	Δ Local
Sweden	1,791.3	1,862.7	-3.8%	-3.8%
Norway	408.8	409.6	-0.2%	3.9%
Denmark	179.0	311.3	-42.5%	-40.6%
Total	**2,379.1**	**2,583.6**	**-7.9%**	**n/a**
Comp. sales	2,392.6	2,586.4	-7.5%	n/a

The decline in sales in Sweden during the quarter as well as for the full year is explained by lower sales in service points and online, partly offset by increased sales in the shop-in-shop concept, driven by the collaboration with EKO stormarknad. Sales in service points and online declined in both the quarter and the full year due to a lower number of transactions as a result of reduced customer traffic, which was partly offset by a slightly higher average sales per transaction.

The decline in sales in Norway during the quarter is explained by fewer transactions in both service points and online, but with higher sales per purchase occasion. For the full year, the increase in sales is attributable to higher sales per purchase occasion but was negatively impacted by fewer transactions in service points as well as online.

The decline in sales in Denmark during the quarter and the full year is primarily attributable to a lower number of transactions, but also to lower sales per transaction.

Gross profit

MSEK	Q4 25	Q4 24	Δ
Gross profit	301.3	304.5	-1.0%
Gross margin	43.2%	39.4%	3.8%p
Adjusted gross profit	n/a	n/a	n/a
Adjusted gross margin	n/a	n/a	n/a

MSEK	2025	2024	Δ
Gross profit	932.7	1,046.9	-10.9%
Gross margin	39.2%	40.5%	-1.3%p
Adjusted gross profit	1,006.9	n/a	n/a
Adjusted gross margin	42.3%	n/a	n/a

The gross margin increased during the quarter, primarily as a result of improved product margins in both online and service points in Sweden. For the full year, the gross margin declined due to one-off inventory write-downs of MSEK 74.2, where older and discontinued products were written down as part of the assortment review carried out within the ongoing action program. Excluding one-off write-downs, the normalised gross margin amounted to 42.3% (40.5%) for the full year.

Operating expenses

MSEK	Q4 25	Q4 24	Δ
Personnel cost	-138.0	-146.3	-5.7%
Other ext. expenses	-121.6	-85.9	41.6%
Other operation expenses	-0.5	-6.6	-93.1%
D&A	-47.5	-46.5	2.0%
Operating profit	**-6.2**	**19.9**	**n/a**

MSEK	2025	2024	Δ
Personnel cost	-511.7	-523.7	-2.3%
Other ext. expenses	-344.3	-310.0	11.1%
Other operation expenses	-	-12.5	n/a
D&A	-453.6	-190.7	137.8%
Operating profit	**-372.6**	**13.4**	**n/a**

The decrease in personnel expenses during the quarter and the full year is attributable to restructuring measures previously implemented within central functions. Personnel expenses for the quarter include restructuring costs amounting to MSEK 4.5, and MSEK 12.2 for the full year, relating to paid non-working time in connection with personnel changes.

The increase in other external expenses during the quarter is primarily attributable to one-off costs in the form of consulting fees related to the ongoing assortment review, amounting to MSEK 36.1. The change in other external expenses for the full year is also explained by the aforementioned consulting costs. Lower marketing costs and the previously implemented restructuring and integration of AV-Cables had a positive effect for the full year.

For the full year, an impairment of goodwill attributable to the subsidiary AV-Cables was recognised, amounting to 100 percent of the goodwill related to the acquisition, which had no impact on cash flow. Depreciation of right-of-use assets in accordance with IFRS 16 amounted to MSEK 36.7 (32.0) for the quarter and MSEK 132.2 (131.2) for the full year.

Total foreign exchange effects for the quarter amounted to MSEK -0.7 (-6.6), and to MSEK 2.9 (-12.5) for the full year.

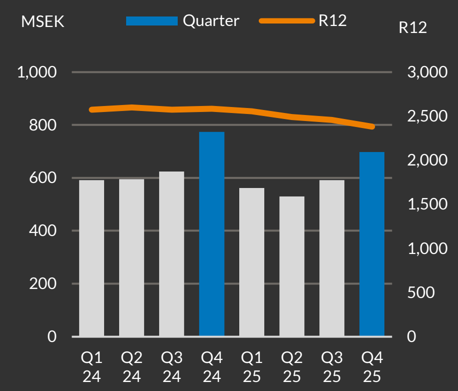
Items affecting comparability in EBITDA

MSEK	Q4 25	Q4 24	Δ
Reorganization costs	-4.5	-8.7	-48.3%
Consultancy fees	-36.1	-	n/a
Extraordinary items	**-40.6**	**-8.7**	**366.7%**

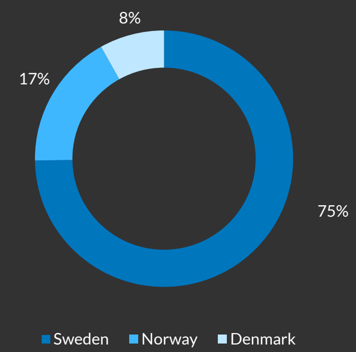
MSEK	2025	2024	Δ
Reorganization costs	-12.2	-16.7	-26.7%
Consultancy fees	-36.1	-	n/a
Inventory write-down	-74.2	-	n/a
Other	-4.9	-	n/a
Extraordinary items	**-127.4**	**-16.7**	**663.0%**

Impairments of intangible assets related to AV-Cables amounting to MSEK 271.8 for the full year are items affecting comparability and do not impact EBITDA.

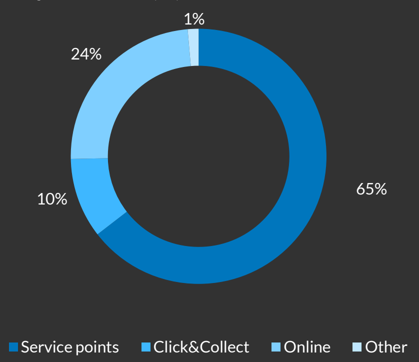
Net sales (MSEK)



Net sales per segment (%), full year



Sales[1] per channel (%), R12



[1] Sales before deduction for customer loyalty bonuses

Net profit

MSEK	Q4 25	Q4 24	Δ
Adjusted EBITA	*37.8*	*33.3*	*13.3%*
Items affecting comparability	-40.6	-8.7	366.7%
Depreciation of aquisitions	-3.3	-4.8	-30.4%
Operating profit	*-6.2*	*19.9*	*n/a*
Net financial items	-10.7	-9.2	15.4%
Corporate tax	14.8	5.4	174.7%
Net profit	**-2.0**	**16.0**	**n/a**

MSEK	2025	2024	Δ
Adjusted EBITA	*43.0*	*49.1*	*-12.4%*
Items affecting comparability	-127.4	-16.7	663.0%
Depreciation of aquisitions	-288.1	-18.9	1422.9%
Operating profit	*-372.6*	*13.4*	*n/a*
Financial net	-35.4	-38.4	-7.8%
Corporate tax	19.8	5.1	290.6%
Net profit	**-388.1**	**-19.9**	**1851.5%**

Adjusted EBITA
The Group's adjusted EBITA margin amounted to 5.4% (4.3%) for the quarter and 1.8% (1.9%) for the full year.

Operating profit
The Group's operating margin amounted to -0.9% (2.6%) for the quarter and -15.7% (0.5%) for the full year.

Net financial items
Net financial items include interest expenses relating to lease liabilities amounting to MSEK 5.5 (2.6) for the quarter and MSEK 13.6 (10.3) for the full year.

Tax
Tax for the quarter is primarily attributable to the reversal of tax allocation reserves and deferred tax on unused interest deductions. For the full year, tax is mainly attributable to adjustments of deferred tax in connection with the impairment of intangible assets related to AV-Cables and the reversal of tax allocation reserves.

Cash flow

MSEK	Q4 25	Q4 24	Δ
Operating activities	191.3	142.7	34.1%
Investment activities	-12.4	-5.6	120.4%
Financing activities	-35.1	-31.6	10.9%
Cash flow	**143.8**	**105.4**	**36.4%**

MSEK	2025	2024	Δ
Operating activities	167.0	139.2	20.0%
Investment activities	-102.2	-18.0	469.0%
Financing activities	38.3	-139.4	n/a
Cash flow	**103.1**	**-18.2**	**n/a**

The improvement in the quarter is primarily attributable to cash flow from operating activities, while for the full year the increased cash flow is attributable to cash flow from investing activities.

The increase in cash flow from operating activities compared with the previous year is mainly due to reduced capital tied up in inventories and lower trade receivables in both the quarter and the full year. Trade payables increased for the quarter but decreased for the full year. Excluding changes in net working capital, cash flow from operating activities amounted to MSEK 36.9 (64.7) for the quarter and MSEK 117.3 (165.2) for the full year. Profits before tax and adjustments for items not included in cash flow include the impairment of the subsidiary AV-Cables and inventory write-downs for the full year.

For the full year, a partial payment for the new automated central warehouse of MSEK 64.0 is included. Cash flow from investing activities for both the quarter and the full year also includes capitalised costs related to the development of the new warehouse.

Cash flow from financing activities during the quarter and the full year consists of repayments of lease liabilities and bank financing in accordance with agreements. For the full year, the completed rights issue of MSEK 199.1 (MSEK 185.6 after transaction costs) is also included.

Financial position
The Group's cash and cash equivalents amounted to MSEK 271.2 at the end of the reporting period, compared with MSEK 178.8 at the beginning of the year.

Long- and short-term interest-bearing liabilities amounted to MSEK 484.0 (500.5) at year-end, and lease liabilities amounted to MSEK 300.1 (227.7). The long-term interest-bearing liabilities have been reclassified as short-term since the current financing agreement expires in September 2026.

The Group's net financial debt amounted to MSEK 212.8 at year-end, compared with MSEK 321.6 at the beginning of the year, corresponding to net financial debt in relation to rolling 12 months adjusted EBITDAaL of 3.4 (4.1).

The Group's equity amounted to MSEK 782.3 at the end of the reporting period, compared with MSEK 1,005.4 at the beginning of the year.

Core working capital at year-end decreased compared with the previous year and amounted to MSEK 23.1 (143.8). The decrease compared with the same period of the previous year was impacted by one-off inventory write-downs. Core working capital as a share of net sales R12 decreased to 1.0% (5.6%).

Significant events during and after the quarter

- Kjell & Company outsources the operation of its warehouse following the relocation to new warehouse facilities.
- Kjell Group publishes preliminary net sales, earnings and gross margin for Q4 2025 ahead of a proposal for share issues.
- Kjell Group announces a directed share issue of approximately MSEK 60 to Göran Westerberg, as well as a fully guaranteed rights issue of approximately MSEK 145.5.
- The Nomination Committee proposes the election of Göran Westerberg as new Chairman of the Board.
- Kjell Group has reached an agreement with Nordea regarding the terms of long-term bank financing of MSEK 500.

Financial targets

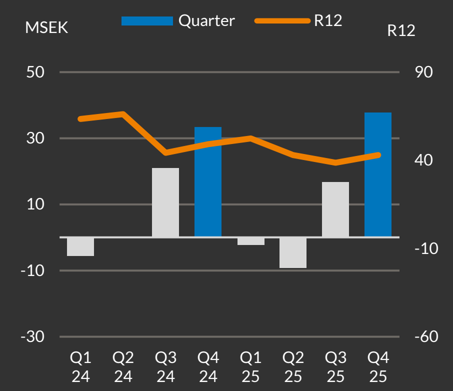
Sales
Net sales growth is to exceed 5 percent.

Profitability
Adjusted EBITA-margin in the range of 6-8 percent.

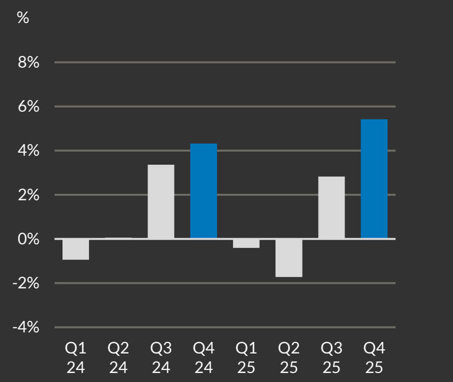
Financial position
Net debt in relation to adjusted EBITDA, rolling 12 months (excluding the effects of IFRS 16) is to be a multiple of less than two (2).

Dividend policy
Dividends are to comprise at least 60 percent of earnings per share after tax, taking into account the Group's financial position and growth potential.

Adjusted EBITA (MSEK)



Adjusted EBITA-margin



Kjell & Company

Parent company

The object of the Parent company's operation is to own and manage shares in subsidiaries and to provide intra-Group services.

Net sales
The Parent Company's net sales amounted to MSEK 5.5 (9.4) for the quarter and MSEK 26.0 (30.9) for the full year and relate entirely to intra-group invoicing.

Operating expenses
Operating expenses for the quarter amounted to MSEK 7.5 (13.2) and MSEK 32.6 (39.0) for the full year.

Personnel expenses decreased to MSEK 5.3 (11.8) for the quarter and MSEK 25.7 (32.6) for the full year. The decrease in personnel expenses for the quarter is attributable to one-off costs in the same period last year related to restructuring. The decrease for the full year is attributable to cost savings following the restructuring implemented in 2024, where the management team was reduced from six to five members compared with the same period last year.

Other external expenses amounted to MSEK 2.2 (0.7) for the quarter and MSEK 6.6 (5.5) for the full year.

Other operating expenses amounted to MSEK 0.0 (0.8) for the quarter and MSEK 0.3 (0.8) for the full year.

Interest expenses for the Group's credit facility amounted to MSEK 6.4 (6.7) for the quarter and MSEK 22.9 (29.6) for the full year.

Profits after financial items amounted to MSEK -7.1 (-10.0) for the quarter and MSEK -24.9 (-33.4) for the full year.

Net profit
Profits for the quarter amounted to MSEK -3.4 (4.8) and MSEK -21.0 (-18.8) for the full year.

Financial position
Financial non-current assets amounted to MSEK 1,625.4 (1,621.3).

Current receivables amounted to MSEK 139.9 (96.5), largely consisting of intra-group balances.

The Parent Company's equity amounted to MSEK 1,299.7 at the end of the reporting period, compared with MSEK 1,132.6 at the beginning of the year.

Long- and short-term interest-bearing liabilities amounted to MSEK 427.2 (431.0) at year-end. Other current liabilities mainly relate to intra-group balances.

The share

Kjell Group AB's (publ) share is listed on Nasdaq First North Growth Market under the ticker KJELL, with the ISIN SE0016797591.

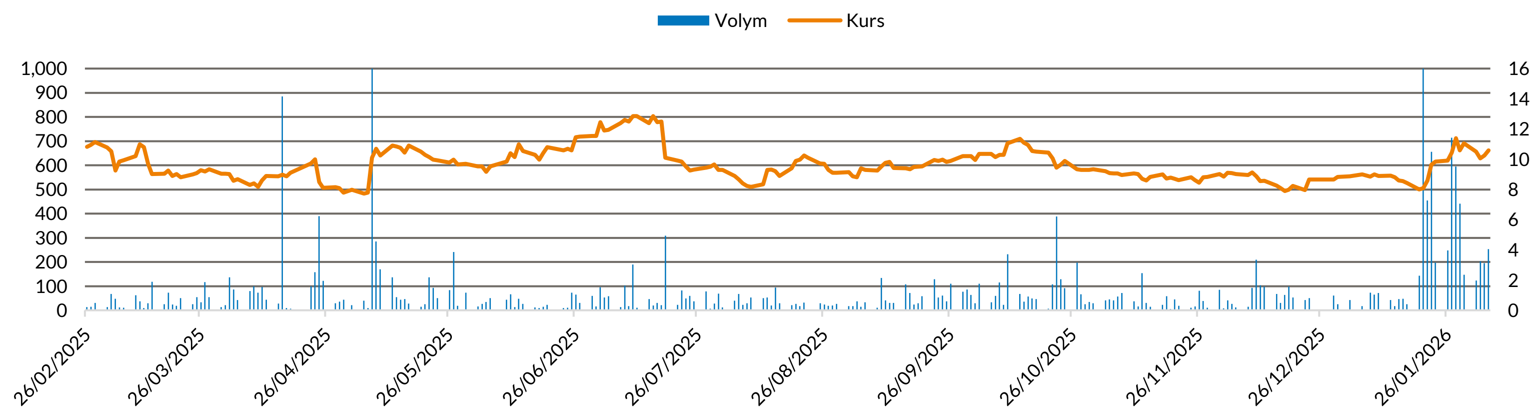
The highest and lowest share prices during the quarter were SEK 12.75 and SEK 7.64 on October 13 and December 18.

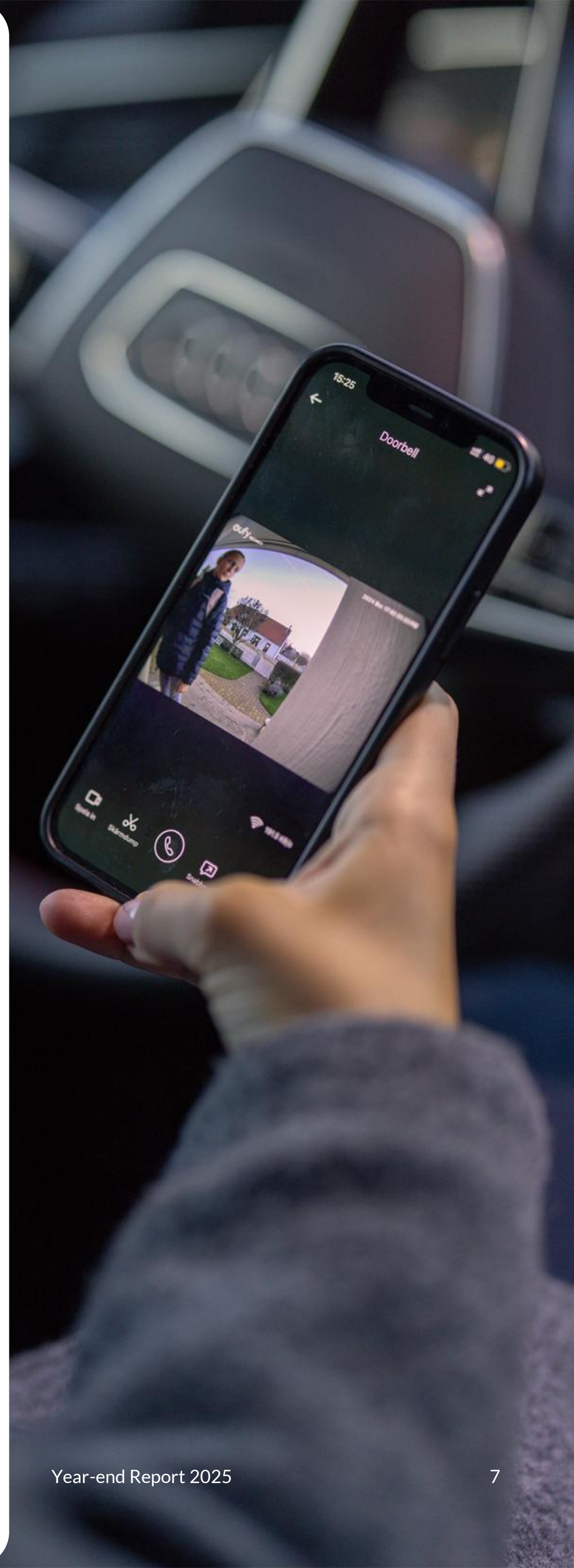
A total of 4,021,813 shares were traded during the quarter, corresponding to a turnover rate of 6.8 percent during the measurement period.

As of 31 December 2025, Kjell Group AB (Publ) had approximately 4,400 shareholders, the largest of which were Cervantes Capital (12.18%), the Eklund family (10.98%), Jofam AB (10.05%), Nordea Fonder (6.62%) och Futur Pension (5.42%).

The number of shares issued as of 31 December 2025 was 59,187,876, all of which were common shares.

For more information, visit www.kjellgroup.com





Condensed consolidated statement of profit or loss

		Q4		Jan-Dec	
TSEK	**Note**	**2025**	**2024**	**2025**	**2024**
Operating income					
Net sales	4	697,234	773,438	2,379,118	2,583,570
Other operating income		-	761	4,287	3,357
		697,234	**774,199**	**2,383,405**	**2,586,927**
Operating expenses					
Goods for resale		-395,914	-468,961	-1,446,377	-1,536,669
Personnel costs		-137,970	-146,347	-511,690	-523,691
Other external expenses		-121,600	-85,858	-344,305	-309,990
Other operating expenses		-459	-6,637	-	-12,460
Depreciation/amortisation of tangible and intangible assets	6	-47,467	-46,523	-453,590	-190,716
Operating profit		**-6,176**	**19,872**	**-372,557**	**13,400**
Financial items					
Financial income		663	741	1,944	2,642
Financial expenses		-11,323	-9,978	-37,317	-41,000
Net financial items		**-10,660**	**-9,237**	**-35,373**	**-38,358**
Profit (loss) before tax		**-16,836**	**10,635**	**-407,930**	**-24,958**
Income tax		14,819	5,395	19,800	5,069
Net profit (loss) for the period		**-2,017**	**16,030**	**-388,130**	**-19,889**
Net profit (loss) for the period attributable to:					
Parent Company's shareholders		-2,017	16,030	-388,130	-19,889
Net profit (loss) for the period		**-2,017**	**16,030**	**-388,130**	**-19,889**
Earnings (loss) per share					
Basic earnings (loss) per share, SEK	5	-0.03	0.51	-7.49	-0.64
Diluted earnings (loss) per share, SEK	5	-0.03	0.51	-7.49	-0.64

Condensed consolidated statement of profit or loss and other comprehensive income

	Q4		Jan-Dec	
TSEK	**2025**	**2024**	**2025**	**2024**
Net profit (loss) for the period	**-2,017**	**16,030**	**-388,130**	**-19,889**
Other comprehensive income				
Items that are or may be reclassified subsequently to profit or loss				
Exchange differences of foreign operations	-6,055	6,610	-22,897	12,782
Other comprehensive income for the period	**-6,055**	**6,610**	**-22,897**	**12,782**
Total comprehensive income for the period	**-8,072**	**22,640**	**-411,027**	**-7,107**
Comprehensive income for the period attributable to:				
Parent Company's shareholders	-8,072	22,640	-411,027	-7,107
Total comprehensive income for the period	**-8,072**	**22,640**	**-411,027**	**-7,107**

Condensed consolidated statement of financial position

TSEK	Not	31 Dec 2025	31 Dec 2024
Assets			
Intangible assets	6	1,033,270	1,332,439
Tangible assets		137,358	96,502
Right-of-use assets		308,050	242,592
Deferred tax assets		483	513
Total non-current assets		**1,479,161**	**1,672,046**
Inventory		312,281	479,675
Tax assets		25,769	17,967
Accounts receivable		24,308	33,483
Prepaid expenses and accrued income		47,129	69,610
Other receivables		342	1,296
Cash and cash equivalents		271,196	178,826
Total current assets		**681,025**	**780,857**
Total assets		**2,160,186**	**2,452,903**
Equity			
Share capital		978	515
Other contributed capital		650,262	462,707
Reserves		26,250	49,147
Retained earnings including net profit (loss) for the period		104,856	492,985
Equity attributable to Parent Company's shareholders		**782,346**	**1,005,354**
Total equity		**782,346**	**1,005,354**
Liabilities			
Non-current interest-bearing liabilities	7	-	478,529
Non-current lease liabilities		195,153	118,308
Deferred tax liabilities		87,731	111,544
Total non-current liabilities		**282,884**	**708,381**
Current interest-bearing liabilities	7	483,956	21,945
Current lease liabilities		104,983	109,397
Accounts payable		313,475	369,318
Tax liabilities		-	3,485
Other liabilities	7	69,729	85,550
Accrued expenses and deferred income		115,507	141,752
Provisions		7,306	7,721
Total current liabilities		**1,094,956**	**739,168**
Total liabilities		**1,377,840**	**1,447,549**
Total equity and liabilities		**2,160,186**	**2,452,903**

Condensed consolidated statement of changes in equity

	Equity attributable to Parent Company's shareholders					
TSEK	Share capital	Other contributed capital	Translation reserve	Hedge reserve	Retained earnings incl. net profit (loss) for the period	Total equity
Balance at 1 jan 2025	515	462,707	49,147	-	492,985	1,005,354
Transactions with owners of the company						
New share issue	463	185,183	-	-	-	185,646
Incentive programme	-	2,372	-	-	-	2,372
Adjustment						
Comprehensive income for the period						
Net profit (loss) for the period	-	-	-	-	-388,130	-388,130
Other comprehensive income for the period	-	-	-22,897	-	-	-22,897
Total comprehensive income for the period	**-**	**-**	**-22,897**	**-**	**-388,130**	**-411,027**
Closing balance 31 Dec 2025	**978**	**650,262**	**26,250**	**-**	**104,856**	**782,346**
Balance at 1 jan 2024	515	459,439	36,365	-	512,874	1,009,193
Transactions with owners of the company						
Incentive programme	-	3,268	-	-	-	3,268
Comprehensive income for the period						
Net profit (loss) for the period	-	-	-	-	-19,889	-19,889
Other comprehensive income for the period	-	-	12,782	-	-	12,782
Total comprehensive income for the period	**-**	**-**	**12,782**	**-**	**-19,889**	**-7,107**
Closing balance	**515**	**462,707**	**49,147**	**-**	**492,985**	**1,005,354**

Condensed consolidated statement of cash flows

	Q4		Jan-Dec	
TSEK	**2025**	**2024**	**2025**	**2024**
Cash flow from operating activities				
Profit (loss) before tax	-16,836	10,635	-407,930	-24,958
Adjustments for non-cash items	52,769	48,669	539,709	201,325
Income tax paid	984	5,365	-14,439	-11,134
	36,918	**64,669**	**117,340**	**165,233**
Increase (-)/decrease (+) in inventories	81,363	42,050	86,704	-41,680
Increase (-)/decrease (+) in operating receivables	21,569	-23,817	31,590	-30,563
Increase (+)/decrease (-) in operating liabilities	51,459	59,797	-68,585	46,167
Cash flow from operating activities	**191,309**	**142,699**	**167,049**	**139,157**
Investing activities				
Acquisition of tangible assets	-7,987	-3,354	-87,003	-7,728
Acquisition of intangible assets	-4,438	-2,284	-15,202	-10,233
Cash flow from investing activities	**-12,425**	**-5,638**	**-102,205**	**-17,961**
Financing activities				
New share issue	-	-	185,646	-
Repayment of loans	-1,454	-	-17,344	-9,200
Repayment of lease liabilities	-33,614	-31,632	-130,046	-130,214
Cash flow from financing activities	**-35,068**	**-31,632**	**38,256**	**-139,414**
Cash flow for the period	**143,816**	**105,429**	**103,100**	**-18,218**
Cash and cash equivalents at the beginning of the period	132,232	71,806	178,826	196,275
Exchange rate differences in cash and cash equivalents	-4,852	1,591	-10,730	769
Cash and cash equivalents at the end of the period	**271,196**	**178,826**	**271,196**	**178,826**

Condensed notes to the financial statements

Note 1. General information

Kjell Group AB (publ) (the "Company"), Corp. Reg. No. 559115-8448, is a company with its registered offices in Malmö, Sweden. These consolidated financial statements for the Group ("year-end report") for the period January–December 2025 encompass the company and its subsidiaries, referred to jointly below as the "Group." The Group's consolidated accounting currency is SEK. All of the amounts are presented in thousands of SEK (TSEK), unless otherwise stated.

Note 2. Accounting policies

This year-end report has been prepared in accordance with IAS 34 Interim Financial Reporting and the applicable provisions in the Swedish Annual Accounts Act, and should be read together with the Group's Annual Report for 2024. The year-end report for the Parent Company has been prepared in accordance with Chapter 9 of the Swedish Annual Accounts Act, Interim Report. This year-end report does not contain all the information required for comprehensive reporting in accordance with IFRS. However, explanatory notes have been included to explain events and transactions that are material for understanding the changes in the Group's financial position and performance. The accounting policies applied in this year-end report are the same as those applied in the annual reports for 2024 for both the Group and the Parent Company. The Group did not apply any new IFRS or new interpretations published by the IFRS Interpretations Committee in advance. Issued standards and interpretations that have not yet come into effect are not expected to have any material impact on the Group.

Note 3. Important estimates and judgements

The management of the Group makes estimates and assumptions about the future and makes judgements on which accounting policies should be applied to the preparation of the financial statements. Estimates and judgements are reviewed continuously and assumptions are based on historical experience and other factors, including expectations of future events considered reasonable under the prevailing circumstances. The resulting accounting estimates will, by definition, seldom correspond to the actual results. The material estimates made by management when applying the Group's accounting policies and the most important sources of uncertainty in the estimates are the same as those described in Note 33 of the Group's annual report for 2024.

Note 4. Revenue and operating segments

The Group's operations are divided into operating segments based on the parts of the organisation monitored by the company's chief operating decision maker, known as the management approach. For the company, this means that the Group's operations are divided into three segments: Sweden, Norway and Denmark, which correspond to the operations in each country. The segments encompass sales via service points in Sweden and Norway and online generated sales in all countries. Segment Denmark includes Danish online sales in Sweden. Segment Sweden includes costs for Group-wide functions, including the purchasing organisation in Shanghai, since this reflects how the segments are monitored internally by the Group. All revenue for the segments is from sales to external customers. The same accounting policies are applied to the segments as for the Group. The performance measure recognised for the segments is "Adjusted EBITA." Information about each reportable segment is provided below.

Oct-Dec	Sweden		Norway		Denmark		Total	
TSEK	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Net sales	533,674	564,897	121,005	130,398	42,555	78,144	697,234	773,438
Depreciation excl.amortisation on intangible assets related to business combinations	34,563	33,238	9,339	7,974	238	530	44,140	41,742
Adjusted EBITA	**33,226**	**20,351**	**5,796**	**8,296**	**-1,270**	**4,681**	**37,752**	**33,328**
Amortisation on intangible assets related to business combinations							-3,326	-4,781
Items affecting comparability							-40,602	-8,675
Operating profit							**-6,176**	**19,872**
Net financial items							-10,660	-9,237
Profit (loss) before tax							**-16,836**	**10,635**

Jan-Dec	Sweden		Norway		Denmark		Total	
TSEK	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Net sales	1,791,332	1,862,660	408,788	409,571	178,998	311,339	2,379,118	2,583,570
Depreciation excl.amortisation on intangible assets related to business combinations	128,703	134,812	33,301	35,024	3,468	1,961	165,472	171,797
Adjusted EBITA	**51,662**	**28,776**	**-6,223**	**6,636**	**-2,464**	**13,647**	**42,975**	**49,059**
Amortisation on intangible assets related to business combinations							-288,118	-18,919
Items affecting comparability							-127,414	-16,740
Operating profit							**-372,557**	**13,400**
Net financial items							-35,373	-38,358
Profit (loss) before tax							**-407,930**	**-24,958**

Note 5. Earnings per share

Earnings per share are calculated as net profit for the period divided by the weighted average number of shares during the period.

Note 6. Impairment of intangible assets

The performance of the Danish business has been declining throughout 2024 and 2025, with sales and earnings falling short of expectations. The primary reason is that the conditions underpinning the business model at the time of the AV-Cables acquisition are no longer present. This has affected the company's ability to operate according to the original plan. A change in the e-commerce platform has further complicated the situation, and the conversion rate has decreased despite improvement initiatives.

Taken together, this has led to an impairment test of AV-Cables as a cash-generating unit in accordance with IFRS 8.

The impairment test resulted in a write-down of goodwill of MSEK 260.5, a write-down of brand value of MSEK 10.1, and a write-down of software of approximately MSEK 1.2. The recoverable amount of the Danish business is its value in use. The pre-tax discount rate used at the time of testing was 17.6% (14.9%).

Further information regarding the accounting principles and assumptions used in the impairment tests can be found in the Group's Annual Report for 2024.

Note 7. Fair value of financial instruments

The fair value of the liabilities in the Group's credit facility is estimated at TSEK 484,569 (501,914), compared to the carrying amount of TSEK 483,955 (500,474). The facility carries a floating interest rate plus a margin. According to management's assessment, there has been no change in credit margins since the loan agreement was entered into that would materially affect the fair value of the loans. The difference between fair value and carrying amount is therefore mainly attributable to the fact that the carrying amount of the loans includes transaction costs that have not yet been amortised as part of the effective interest rate on the bank loans.

The fair value belongs to Level 2 in the fair value hierarchy. The carrying amount of all other financial liabilities and financial assets is considered a reasonable approximation of their respective fair values.

The long-term interest-bearing liabilities have been reclassified as short-term since the current financing agreement expires in less than 12 months.

After the end of the reporting period, Kjell Group reached an agreement with Nordea regarding the terms of long-term bank financing of MSEK 500.

Note 8. Seasonal variations

The Group's operations are impacted by the effect of seasonal variations in demand and the Group's revenue also displays seasonal variations, with higher sales and earnings figures normally reported in the fourth quarter of the financial year compared with other quarters.

Note 9. Risks and uncertainties

The development of the Group is increasingly being impacted by consumer behaviour in the markets where we operate. To ensure that we maintain a continually attractive offering to our customers and thereby safeguard the Company's competitiveness, it is necessary to understand and monitor developments in the business environment. The Group works continuously to identify, measure and manage risks that may arise in the business environment, the industry and the Company. The aim is to avoid and minimise the impact of risk-related occurrences.

The Group carries out continuous efforts to assess its risk situation by systematically identifying strategic, operating and financial risks. The risks are identified, assessed and managed based on priority, which highlights the greatest negative impacts on the operations. The risk assessment then forms part of the strategic and operational management of the Group.

From both a short- and a long-term perspective, strategic risks mainly include risks associated with changes in the operating environment and increased competition, technology shifts and customer purchasing behaviour, market positioning, assortment and offering, and growth. Operating risks mainly comprise risks associated with purchasing, inventories, sustainability, IT systems, logistics and transportation, employees, leases, shrinkage and regulatory risks. Financial risks comprise risks associated with currency exposure, interest-rate exposure and undercapitalisation.

The Group's Board of Directors and management have continuously monitored the development of these material risks and uncertainties. A more detailed description is available in the Annual Report for 2024. At the time of publication of this year-end report, the business environment continues to be characterised by geopolitical turbulence. The Group has no direct exposure to these markets. However, evaluations are continually being made of the potential negative impact on demand for the Group's products due to a potential deterioration in consumer sentiment stemming from indirect effects such as higher energy prices, higher interest rates, increased inflation and tariffs.

Note 10. Other disclosures

Long-term incentive program

At the Annual General Meeting held on May 21, 2025, it was resolved to adopt the Board's proposal to implement a long-term incentive program (2025) in the form of a performance share savings program. To participate in the long-term incentive program, participants are required to acquire shares in Kjell Group AB, referred to as "savings shares." Participants who retain their savings shares throughout the vesting period of approximately three years and remain employed by Kjell & Company during the entire vesting period will be eligible to receive performance shares at no cost, provided that a performance criterion is met. The performance criterion relates to the total shareholder return (TSR) of the Company's share during the vesting period of approximately three years.

Following final allocation, this will result in a dilution of approximately 1.17% of the total number of outstanding shares. The initial estimate at full allocation was a dilution of 1.24%. The cost of the long-term incentive program is estimated at approximately MSEK 2.6, excluding social security contributions of approximately MSEK 1.3. Initial estimates at full allocation amounted to MSEK 2.4, excluding social security contributions of approximately MSEK 0.8.

The long-term incentive program is accounted for in accordance with IFRS 2 Share-Based Payments. This means that the cost of the program is recognised over the vesting period of approximately three years. For more information about the 2025 performance share program, see the AGM minutes available at www.kjellgroup.com.

Kjell Group already has two ongoing performance share programs (2024, 2023) previously adopted. The total IFRS 2 cost for Kjell Group's performance share programs is reported under Equity. The performance share program for 2022 was concluded during the period without allocation.

Note 11. Significant events after the reporting date

- Kjell & Company outsources the operation of its warehouse following the relocation to new warehouse facilities.
- Kjell Group publishes preliminary net sales, earnings and gross margin for Q4 2025 ahead of a proposal for share issues.
- Kjell Group announces a directed share issue of approximately MSEK 60 to Göran Westerberg, as well as a fully guaranteed rights issue of approximately MSEK 145.5.
- The Nomination Committee proposes the election of Göran Westerberg as new Chairman of the Board.
- Kjell Group has reached an agreement with Nordea regarding the terms of long-term bank financing of MSEK 500.

Condensed Parent Company income statement

TSEK	Q4 2025	Q4 2024	Jan-Dec 2025	Jan-Dec 2024
Net sales				
Net sales	5,534	9,409	26,045	30,940
	5,534	**9,409**	**26,045**	**30,940**
Operating expenses				
Other external expenses	-2,233	-662	-6,615	-5,458
Personnel costs	-5,309	-11,751	-25,673	-32,649
Other operating expenses	-	-829	-260	-829
Depreciation of tangible assets	-3	-6	-16	-22
Operating profit	**-2,011**	**-3,838**	**-6,519**	**-8,018**
Financial items				
Financial income	1,256	614	4,531	4,237
Financial expenses	-6,385	-6,733	-22,893	-29,639
Profit (loss) after financial items	**-7,140**	**-9,957**	**-24,881**	**-33,420**
Appropriations	-	10,000	-	10,000
Profit (loss) before tax	**-7,140**	**43**	**-24,881**	**-23,420**
Income tax	3,775	4,720	3,875	4,577
Profit (loss) for the period	**-3,365**	**4,763**	**-21,006**	**-18,842**

Condensed Parent Company balance sheet

TSEK	Not	31 Dec 2025	31 Dec 2024
Assets			
Non-current assets			
Tangible assets			
Machinery and equipment		12	28
Total Tangible assets		**12**	**28**
Financial non-current assets			
Participation in group companies		1,611,533	1,611,239
Deferred tax assets		13,819	10,045
Total financial non-current assets		**1,625,352**	**1,621,283**
Total non-current assets		**1,625,364**	**1,621,311**
Current assets			
Current receivables from group companies		131,532	88,629
Prepaid expenses and accrued income		1,264	1,281
Other receivables		-	1
Tax receivables		7,131	6,622
Total current receivables		**139,927**	**96,533**
Cash and cash equivalents		144,958	145,106
Total current assets		**284,885**	**241,639**
Total assets		**1,910,249**	**1,862,950**

Condensed Parent Company balance sheet, cont.

TSEK	Not	31 Dec 2025	31 Dec 2024
Equity and liabilites			
Equity			
Resticted equtiy			
Share capital		978	515
Non-restricted equity			
Share premium reserve		1,276,616	1,091,433
Retained earnings		43,064	59,535
Profit (loss) for the period		-21,006	-18,842
Total equity		**1,299,652**	**1,132,641**
Untaxed reserves			
Tax allocation reserves		13,575	13,575
Total untaxed reserves		**13,575**	**13,575**
Liabilities			
Non-current liabilities			
Non-current interest-bearing liabilities	6	-	421,767
Total non-current liabilities		**-**	**421,767**
Current liabilities			
Current interest-bearing liabilities	6	427,186	9,200
Accounts payable		27,456	336
Current liabilities to group companies		127,230	272,527
Other current liabilities		7,584	2,647
Tax liabilities		-	1,074
Accrued expenses and deferred income		7,566	9,183
Total current liabilities		**597,022**	**294,967**
Total equity and liabilities		**1,910,249**	**1,862,950**

The Board of Directors and CEO give their assurance that the year-end report provides a fair review of the development of the Group's and Parent Company's operations, profit and financial position and describes the material risks and uncertainty factors faced by the Parent Company and the companies included in the Group.

The information in this year-end report has not been reviewed by the company's auditors.

Malmö 9 February 2026

Jan Friedman
Chairman of the Board

David Zaudy
Board member

Ola Burmark
Board member

Ebba Ljungerud
Board member

Adeline Sterner
Board member

Sandra Gadd
CEO

Selected financial information

MSEK	Q4 2025	Q4 2024	Jan-Dec 2025	Jan-Dec 2024
Members in loyalty club, thousand	3,736	3,387	3,736	3,387
Net sales	697.2	773.4	2,379.1	2,583.6
Sales growth, %	-9.9%	1.5%	-7.9%	0.9%
Comparable growth, %	-9.4%	1.0%	-7.5%	0.8%
Gross profit	301.3	304.5	932.7	1,046.9
Gross margin, %	43.2%	39.4%	39.2%	40.5%
Adjusted EBITA	37.8	33.3	43.0	49.1
Adjusted EBITA margin, %	5.4%	4.3%	1.8%	1.9%
Items affecting comparability	40.6	8.7	127.4	16.7
Cash flow from operating activities	191.3	142.7	167.0	139.2
Working capital	-96.2	-5.8	-96.2	-5.8
Core working capital	23.1	143.8	23.1	143.8
Financial net debt	212.8	321.6	212.8	321.6
Financial net debt/Adjusted EBITDAaL	3.4	4.1	3.4	4.1
Equity ratio, %	36.2%	41.0%	36.2%	41.0%
Investments	-12.4	-5.6	-102.2	-18.0
Number of outstanding shares before dilution	59,187,876	31,151,514	59,187,876	31,151,514
Number of outstanding shares after dilution	59,187,876	31,151,514	59,187,876	31,151,514
Average number of outstanding shares before dilution	51,813,929	31,151,514	57,339,325	31,151,514
Average number of outstanding shares after dilution	51,813,929	31,151,514	57,339,325	31,151,514

Quarterly data

MSEK	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25	Q4 25
Net sales	624.3	773.4	561.3	529.7	590.9	697.2
Gross profit	252.5	304.5	236.1	223.7	171.7	301.3
Gross margin, %	40.4%	39.4%	42.1%	42.2%	29.1%	43.2%
Adjusted EBITA	21.0	33.3	-2.3	-9.2	16.7	37.8
Adjusted EBITA margin, %	3.4%	4.3%	-0.4%	-1.7%	2.8%	5.4%
Cash flow from operating activities	-12.2	142.7	8.6	-136.1	103.2	191.3
Working capital	107.1	-5.8	32.6	193.8	59.8	-96.2
Core working capital	203.6	143.8	148.2	296.7	148.1	23.1
Investments	-2.7	-5.6	-28.0	-51.2	-10.6	-12.4

Reconciliation of alternative performance measures

Certain information in this report used by management and analysts to assess the Group's performance has not been prepared in accordance with International Financial Reporting Standards (IFRS). Management is of the opinion that this information makes it easier for investors to analyse the Group's performance for the reasons stated below. These measures are not a substitute for or better than financial measures reported in accordance with IFRS and should be presented together with such measures. Note that the Group's definitions of these measures may differ from other companies' definitions of the same name. Investors are encouraged not to place undue reliance on these alternative performance measures.

Adjusted EBITA
Management has presented the performance measure of adjusted EBITA because it monitors this measure at Group level and believes that it is relevant for understanding the Group's financial performance.

Adjusted EBITA is calculated by adjusting net profit for the period so that it excludes the impact of tax, net financial items, amortisation and impairment of intangible assets arising in connection with business combinations, and items affecting comparability.

Items affecting comparability
Income and expense items that are reported separately due to their nature and size. Items affecting comparability are used by management to explain movements in historical earnings. For the quarter, items affecting comparability totalled MSEK 40.6 (8.7) relating to restructuring costs and consulting fees associated with the ongoing assortment review, which is expected to contribute to an improved gross margin in line with the Company's objectives.

Operating profit (EBIT), EBIT-margin, EBITA, adjusted EBITA, adjusted EBITA-margin, EBITDA, adjusted EBITDA and adjusted EBITDAaL

	Q4		Jan-Dec	Jan-Dec
TSEK	**2025**	**2024**	**2025**	**2024**
Profit (loss) for the period	-2,017	16,030	-388,130	-19,889
Income tax	-14,819	-5,395	-19,800	-5,069
Net financial items	10,660	9,237	35,373	38,358
Operating profit (EBIT)	**-6,176**	**19,872**	**-372,557**	**13,400**
Amortisation on intangible assets related to business combinations	3,326	4,781	288,118	18,919
EBITA	**-2,850**	**24,653**	**-84,439**	**32,319**
Depreciation excl. amortisation on intangible assets related to business combinations	44,140	41,742	165,472	171,797
EBITDA	**41,290**	**66,395**	**81,033**	**204,116**
EBITA	**-2,850**	**24,653**	**-84,439**	**32,319**
Items affecting comparability	40,602	8,675	127,414	16,740
Adjusted EBITA	**37,752**	**33,328**	**42,975**	**49,059**
EBITDA	**41,290**	**66,395**	**81,033**	**204,116**
Items affecting comparability	40,602	8,675	127,414	16,740
Adjusted EBITDA	**81,892**	**75,070**	**208,447**	**220,856**
Depreciation right-of-use assets	-36,733	-32,021	-132,202	-131,242
Interest on lease liabilities	-5,496	-2,637	-13,630	-10,317
Adjusted EBITDAaL	**39,663**	**40,412**	**62,615**	**79,297**
Net sales	697,234	773,438	2,379,118	2,583,570
EBIT-margin, %	**-0.9%**	**2.6%**	**-15.7%**	**0.5%**
Adjusted EBITA margin, %	**5.4%**	**4.3%**	**1.8%**	**1.9%**

Net sales growth

%	Q4 2025	Q4 2024	Jan-Dec 2025	Jan-Dec 2024
Net sales current period	697,234	773,438	2,379,118	2,583,570
Net sales preceeding period	773,438	761,873	2,583,570	2,559,368
Net sales growth, %	-9.9%	1.5%	-7.9%	0.9%

Comparable growth

TSEK	Q4 2025	Q4 2024	Jan-Dec 2025	Jan-Dec 2024
Comparable sales comparative period				
Recognised net sales comparative period	773,438	761,873	2,583,570	2,559,368
Adjustment for returns and loyalty programme comparative period	6,178	5,976	9,802	8,631
Revenue new and closedservice points and other channels	-1,594	-2,187	-7,002	-15,355
Total comparable sales comparative period	**778,022**	**765,662**	**2,586,370**	**2,552,644**
Comparable sales current period				
Recognised net sales current period	697,234	773,438	2,379,118	2,583,570
Costs for returns and loyaly programme current period	5,038	6,185	6,853	9,843
Revenue new and closed service points and other channels	-5,602	-7,702	-16,163	-31,207
Currency effects	7,953	1,494	22,823	10,799
Total comparable sales current period	**704,623**	**773,415**	**2,392,631**	**2,573,005**
Total comparable sales comparative period	778,022	765,662	2,586,370	2,552,644
Total comparable sales current period	704,623	773,415	2,392,631	2,573,005
Comparable growth, %	-9.4%	1.0%	-7.5%	0.8%

Gross profit and gross margin

TSEK	Q4 2025	Q4 2024	Jan-Dec 2025	Jan-Dec 2024
Net sales	697,234	773,438	2,379,118	2,583,570
Goods for resale	-395,914	-468,963	-1,446,377	-1,536,669
Gross profit	**301,320**	**304,477**	**932,741**	**1,046,901**
Gross profit	301,320	304,477	932,741	1,046,901
Net sales	697,234	773,438	2,379,118	2,583,570
Gross margin, %	**43.2%**	**39.4%**	**39.2%**	**40.5%**

Net debt, financial net debt and financial net debt/adjusted EBITDAaL

TSEK	31 Dec 2025	31 Dec 2024
Non-current interest bearing liabilities	-	478,529
Current interest bearing liabilities	483,956	21,945
Interest bearing liabilities	**483,956**	**500,474**
Cash and cash equivalents	-271,196	-178,826
Net financial debt	**212,760**	**321,648**
Non-current lease liabilities	195,153	118,308
Current lease liabilities	104,983	109,397
Lease liabilities	**300,136**	**227,705**
Total interest bearing liabilities	**483,956**	**500,474**
Total lease liabilities	**300,136**	**227,705**
Total financial liabilites	**784,092**	**728,179**
Cash and cash equivalents	-271,196	-178,826
Net debt	**512,896**	**549,353**
Net financial debt	**212,760**	**321,648**
Adjusted EBITDAaL, R12	62,615	79,297
Net financial debt/Adjusted EBITDAal, times	**3.4**	**4.1**

Working capital

TSEK	31 Dec 2025	31 Dec 2024
Current assets	681,025	780,857
Cash and cash equivalents	-271,196	-178,826
Current liabilities excl. interest bearing liabilities and lease liabilities	-506,017	-607,826
Working capital	**-96,188**	**-5,795**
Current liabilities excl. interest bearing liabilities and lease liabilities		
Accounts payable	313,475	369,318
Tax liabilities	-	3,485
Other liabilities	69,729	85,550
Accrued expenses and deferred income	115,507	141,752
Provisions	7,306	7,721
Total	**506,017**	**607,826**

Core working capital

TSEK	31 Dec 2025	31 Dec 2024
Inventory	312,281	479,675
Accounts receivable	24,308	33,483
Accounts payable	-313,475	-369,318
Core working capital	**23,114**	**143,840**

Investments

	Q4		Jan-Dec	
TSEK	2025	2024	2025	2024
Acquisition of tangible assets	-7,987	-3,354	-87,003	-7,728
Acquisition of intangible assets	-4,438	-2,284	-15,202	-10,233
Investments	**-12,425**	**-5,638**	**-102,205**	**-17,961**

Equity/Assets ratio

%	31 Dec 2025	31 Dec 2024
Total equity	782,346	1,005,354
Total assets	2,160,186	2,452,903
Equity ratio, %	**36.2%**	**41.0%**

Definitions – Alternative performance measures

Earnings measures	Definition	Reason why the earnings measure is used
Gross margin, %	Gross profit divided by net sales.	The gross margin shows the company's profitability after the costs of goods for resale, which facilitates a comparison of the average gross margin on goods sold over time.
Gross profit	Net sales less costs of goods for resale.	The company's gross profit shows the amount that remains for financing other expenses after goods for resale have been sold.
Core working capital	Inventories plus accounts receivable less accounts payable.	This performance measure shows the business's tied-up capital for sales of goods.
EBIT-margin, %	EBIT divided by net sales.	The performance measure shows the company's profitability generated by the operating activities after amortisation, depreciation and impairment.
EBITA	Operating profit before amortisation and impairment of intangible assets arising in connection with business combinations.	EBITA provides an overview of the profit generated in the operations before amortisation and impairment of intangible assets arising in connection with business combinations, which provides a more comparable performance measure over time.
EBITDA	Profit before tax, financial items, amortisation, depreciation and impairment.	EBITDA provides an overview of the profit generated in the operations before amortisation, depreciation and impairment, which provides a more comparable performance measure over time.
Financial net debt	Net debt excluding current and non-current lease liabilities.	Used to monitor the debt trend and evaluate the level of refinancing requirements.
Financial net debt/Adjusted EBITDAaL (multiple)	Financial net debt in relation to 12 months' adjusted EBITDAaL.	This performance measure illustrates the company's capacity to repay its debts. Management uses the performance measure to monitor the level of financial gearing.
Investments	Acquisitions of tangible and intangible assets	This performance measure describes the company's continuous investments in the operations.
Adjusted EBITA	EBITA excluding items affecting comparability.	Management has presented the performance measure of adjusted EBITA because it monitors this performance measure and believes that this measure is relevant for understanding the Group's financial results. The measure shows the financial results of the operations without the effect of material cost or income items that impact comparability over time, as described under the heading "Items affecting comparability."
Adjusted EBITA-margin, %	EBITA excluding items affecting comparability divided by net sales.	This performance measure shows the company's profitability from the operating activities excluding items affecting comparability and amortisation and impairment of intangible assets arising in connection with business combinations, which enables a comparison with the underlying operating profitability.
Adjusted EBITDA	EBITDA excluding items affecting comparability.	This measure indicates the company's underlying profit generated by the operating activities before amortisation, depreciation and impairment excluding items affecting comparability, which provides a more comparable performance measure over time.
Adjusted EBITDAaL	Adjusted EBITDA less amortisation, depreciation and interest expenses related to leases under IFRS 16 plus adjusted EBITDAaL for the periods in which acquired companies were not included in the Group's consolidated financial statements for the relevant period.	Adjusted EBITDAaL is used as the denominator in financial net debt/adjusted EBITDAaL for monitoring financial gearing.
Comparable growth, %	The change in comparable sales between the current and comparative period in which comparable sales are sales in comparable units and channels, excluding currency translation effects. Comparable units and channels are sales units and channels that were operational for the current and the comparative period.	The measure facilitates a comparison of net sales over time by excluding revenue from sales units and channels that were not operational for corresponding periods, adjusted for currency effects. The measure makes it possible to evaluate sales growth in existing channels.

Earnings measures	Definition	Reason why the earnings measure is used
Items affecting comparability	Income and cost items that are presented separately due to their nature and amounts. All items that are included are larger and material in certain periods and smaller or non-existent in other periods.	Items affecting comparability are used by management to explain fluctuations in historical profitability. Presenting and specifying items affecting comparability separately makes it possible for readers of the financial statements to understand and evaluate the adjustments made by management when presenting adjusted EBITA. Taking into account items affecting comparability increases comparability and thus understanding of the Group's financial performance.
Net sales growth, %	Net sales for the current period less net sales for the relevant comparative period, in relation to net sales for the relevant comparative period, expressed as a percentage.	The measure makes it possible to analyse the Group's total net sales growth and compare it in relation to the market as a whole and competitors.
Net debt	The total of current and non-current interest-bearing liabilities and current and non-current lease liabilities less cash and cash equivalents.	Net debt illustrates the company's total indebtedness.
Working capital	Total current assets excluding cash and cash equivalents, less total current liabilities excluding interest-bearing and lease liabilities.	The measure is used to analyse the company's short-term tied-up capital.
Operating profit (EBIT)	Operating profit (EBIT) refers to the company's net sales and other operating income less goods for resale, personnel costs, other external expenses, other operating expenses, and depreciation, amortisation and impairment of tangible and intangible assets.	The measure indicates the company's underlying profit generated by the operating activities.
Equity/assets ratio, %	Total equity divided by total assets.	This performance measure describes the company's long-term payment capacity.

Definitions – Operating performance measures

Operating performance measures	Definition
Number of customer club members	Number of unique individuals who actively choose to be a member of Kjell & Company's customer club.

This is the type of information that Kjell Group AB (publ) is obligated to disclose pursuant to the EU Market Abuse Regulation. The information was issued for publication through the agency of the contact persons on 9 February 2026 at 7:00 a.m. CET.

About us

Kjell Group, which offers one of the market's most comprehensive product ranges in electronic accessories. The company operates online in Sweden, Norway, and Denmark as well as through 148 service points, including 117 in Sweden and 31 in Norway. Headquartered in Malmö, the Group generated SEK 2.4 billion in revenue in 2025.

With Kjell & Company's customer club, which boasts over three million members, and its wholly owned Danish subsidiary AV-Cables, the Group has a unique understanding of people's technology needs. Approximately 1,350 employees work every day to improve lives through technology.

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Webcast in connection with the publication of the year-end report

Sandra Gadd, CEO and Fredrick Sjöholm, CFO, will hold a webcast in connection with the publication of the year-end report at 10:00 am CET on 9 February 2026.

Participate via webcast:
https://kjell-group.events.inderes.com/q4-report-2025

Participate via telefonkonferens:
https://conference.inderes.com/teleconference/?id=5004591

The presentation material is available on the Group's website:
kjellgroup.com/investerare/finansiella-rapporter/

Interim reports

The year-end report for January - December 2025 and earlier reports are available on www.kjellgroup.com

Financial calendar

Annual Report 2025	2026-04-15
First Quarter 2026	2026-04-24
Annual General Meeting	2026-05-20
Second Quarter 2026	2026-08-17
Third Quarter2026	2026-10-22