

YEAR-END REPORT

BJÖRN BORG AB

JAN - DEC 2025



BJÖRN BORG 
train to live



Record results - operating profit up by 28 percent

OCTOBER 1 - DECEMBER 31, 2025

- Group net sales amounted to SEK 238.2 million (234.6), an increase of 1.5 percent. Currency-neutral, net sales increased by 5.0 percent.
- Net sales for own e-commerce increased by 23.6 percent to SEK 62.0 million (50.2), and sales for own e-commerce and e-tailers amounted to SEK 118.3 million (104.9), an increase of 12.8 percent.
- The gross profit margin was 54.0 percent (53.3).
- Operating profit amounted to SEK 21.6 million (16.8), an increase of 28.5 percent.
- Profit after tax amounted to SEK 15.3 million (10.0), an increase of 53.4 percent.
- Earnings per share before and after dilution amounted to SEK 0.61 (0.40).

JANUARY 1 - DECEMBER 31, 2025

- Group net sales amounted to SEK 1,043.9 million (989.7), an increase of 5.5 percent. Currency-neutral, net sales increased by 7.8 percent.
- Net sales for own e-commerce increased by 19.7 percent to SEK 216.6 million (181.0). Sales for own e-commerce and e-tailers amounted to SEK 451.5 million (420.3), an increase of 4.7 percent.
- The gross profit margin was 51.8 percent (52.6).
- Operating profit amounted to SEK 111.5 million (101.8), an increase of 9.5 percent.
- Profit after tax amounted to SEK 92.1 million (72.7), an increase of 26.7 percent.
- Earnings per share before and after dilution amounted to SEK 3.66 (2.89)
- The Board of Directors decided to propose to the Annual General Meeting a dividend of SEK 3.00 (3.00), corresponding to SEK 75.4 million. The Board of Directors also decided to propose to the Annual General Meeting that the meeting authorizes the Board to repurchase the company's own shares.

QUOTE FROM CEO, HENRIK BUNGE

"In continuing challenging environment, improving operating profit by over 28 percent is a clear and strong testament to the strength of our business model."

SEK million	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Net sales	238.2	234.6	1,043.9	989.7
Gross profit margin, %	54.0	53.3	51.8	52.6
Operating profit	21.6	16.8	111.5	101.8
Operating margin, %	9.1	7.2	10.7	10.3
Profit after tax	15.3	10.0	92.1	72.7
Earnings per share before dilution, SEK	0.61	0.40	3.66	2.89
Earnings per share after dilution, SEK	0.61	0.40	3.66	2.89



CEO's Comment

Our growth journey continued during the last quarter of the year, albeit at a slightly slower pace. Currency-neutral sales increased by 5 percent to just over SEK 238 million. At the same time, operating profit improved significantly and was up by 28.5 percent to SEK 21.6 million. Overall, this was, in terms of both sales and profitability, our best fourth quarter in my eleven years as CEO of Björn Borg. Improved operating profit by over 28 percent in a continuing challenging environment was a clear and strong testament to the strength of our business model.

We closed 2025 with a currency-neutral sales increase of 7.8 percent, up to SEK 1,043.9 million, and an improved operating profit of 9.5 percent, up to SEK 111.5 million. Our clothing collection continued to drive growth and increased by 18 percent during the quarter. Within our own e-commerce, the clothing collection grew by a full 31 percent, which was very strong. Underwear was down slightly during the quarter, while we had significant losses in both bags and footwear, which was not satisfactory, and we are now increasing both our focus and investments in these areas. At the same time, we saw continued good growth in other product groups, such as socks and swimwear.

Sweden, our largest market, continued to perform well, with sales increasing by 6 percent. The Netherlands, our second largest market, was down by 7 percent while Denmark and Finland performed strongly during the quarter, growing by 9 percent and 25 percent respectively. Belgium had a weak quarter, down by 11 percent, while Germany ended the quarter very strongly with growth of 21 percent. For the full year 2025, all markets grew except Germany and Belgium.

Our own e-commerce delivered a very strong quarter, growing by 24 percent. Wholesale operations performed

acceptably with growth of 2 percent. At the same time, our comparable own stores decreased by 2 percent, and our distributors, especially Norway, had a weak quarter, down by 31 percent year-on-year.

As I look back on 2025, the year was marked by geopolitical unrest in a constantly changing world. I am proud of how we at Björn Borg navigated this uncertainty together, with focus, determination and strong teamwork. Our key figures continued to develop in the right direction, but what meant most to me was that our direction was clear. Our ambition to build a brand that inspires movement and training, not to win medals, but to become the best version of yourself, feels more relevant and alive than ever.

As I write this, the new year has already begun. I enter 2026 not only with both humility and confidence, but also with a strong belief in our ability. There is still much to do, but I feel great energy for the journey ahead. Together with our employees, partners, owners and customers, I am convinced that we can not only continue to develop Björn Borg but also end 2026 even stronger than we ended 2025.

Now, let's go!



Head coach,
Henrik Bunge



Group development

OPERATING REVENUE 2025

As I write this, the new year has already begun. I enter 2026 not only with both humility and confidence, but also with a strong belief in our ability. There is still much to do, but I feel great energy for the journey ahead. Together with our employees, partners, owners and customers, I am convinced that we can not only continue to develop Björn Borg but also end 2026 even stronger than we ended 2025.

For the full year 2025, total operating income increased by 5.8 percent, to SEK 1,071.9 million (1,012.9). Currency-neutral, the increase was 8.2 percent.

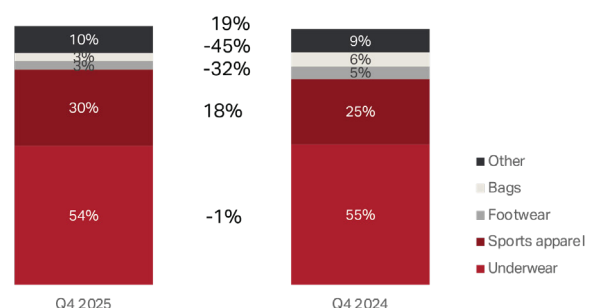
PRODUCT AREAS 2025

The underwear product area showed a decrease in sales of 1 percent compared to the fourth quarter of the previous year. However, the underwear product area grew strongly in the quarter within our own e-commerce and within the wholesale business, which increased by 13 and 3 percent respectively. In contrast, sales of underwear through our own stores decreased by 22 percent, mainly due to fewer stores compared to the fourth quarter of last year. Sales to external distributors showed a decrease in the underwear product area of 47 percent, mainly due to reduced purchases from the Norwegian distributor.

For the full year 2025, the underwear product area showed a decrease of 1 percent, mainly due to fewer own stores compared to the previous year. However, our own e-commerce showed growth within the underwear product

CATEGORIES – SHARE OF TOTAL SALES

SEK 245 Million – Growth 1% – SEK 241 Million

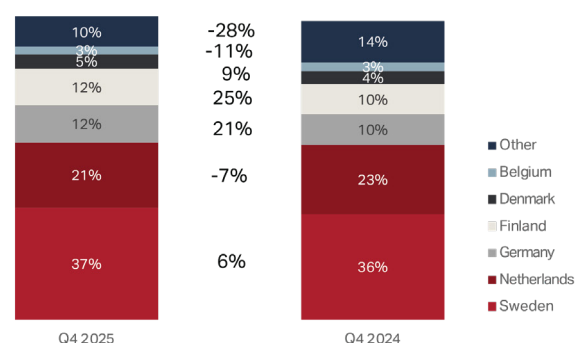


Q4 2025

Q4 2024

MARKETS – SHARE OF TOTAL SALE

SEK 245 Million – Growth 1% – SEK 241 Million



Q4 2025

Q4 2024

area for the full year, with an increase of 7 percent.

Sports apparel continued to show positive development and increased by 18 percent during the fourth quarter of the year, with sales in the wholesale business continuing to grow with an increase of 22 percent. Growth also continued in the company's own e-commerce, with sales up by 31 percent. Sales to external distributors also showed an increase, up by 5 percent, while our own stores decreased by 16 percent.

For the full year 2025, the sports apparel product area grew by 24 percent, while our own e-commerce grew by 30 percent and wholesale operations by 31 percent.

Sales of footwear showed a decrease in the quarter of 32 percent. This was due primarily to a 45 percent decline within the wholesale business, but our own stores also had a weak quarter in the footwear product area and decreased by 11 percent. However, our own e-commerce increased within the product area by 4 percent.

For the full year 2025, the footwear product area showed a decrease of 1 percent.

The bags product area was down by 45 percent in the fourth quarter. This was primarily in the wholesale business, which showed a decrease of 58 percent. However, direct sales to consumers were up, by 41 percent in the company's own e-commerce and 32 percent in our own stores. Sales to external distributors also increased in the quarter in the bags product area by 20 percent.

For the full year 2025, the decrease in the bags product area was 5 percent, although direct sales to consumers showed a strong increase, up by 32 percent for our own stores and 30 percent for own e-commerce.

Other product areas, such as swimwear and socks, showed an increase of 19 percent in the quarter. Our own e-commerce increased by 46 percent and wholesale operations increased by 32 percent, while our own stores decreased by 96 percent.

Overall, this meant that other product areas grew by 11 percent for the full year 2025.

MARKETS 2025

The largest market, Sweden, continued to grow strongly and increased in the quarter by 6 percent compared to the fourth quarter of the previous year. The increase was primarily in our own e-commerce, with growth of 36 percent. Wholesale operations increased by 4 percent, while our own stores fell by 44 percent. The second largest market, the Netherlands, decreased by 7 percent in the quarter. Here too, however, our own e-commerce grew by 17 percent, while wholesale operations decreased by 8 percent. Our own stores decreased by 36 percent due to fewer stores. Germany had a strong quarter and grew by 21 percent compared to the fourth quarter of last year. Finland increased in the quarter by 25 percent, with own e-commerce in particular showing strong growth of 60 percent. Denmark increased by 9 percent in the quarter, while Belgium was down by 11 percent. Other smaller markets decreased by 28 percent in total compared to the previous year.

For the full year 2025, all markets grew except Germany and Belgium. The largest market, Sweden, grew by 13 percent, whereas Germany decreased by 3 percent and Belgium by 4 percent.

SALES CHANNELS 2025

The largest channel, wholesale operations, showed an increase of 2 percent in the fourth quarter of 2025, with physical stores within the wholesale operations increasing by 1 percent, while the other part of the wholesale operations, e-tailers, grew by 3 percent. Our own stores decreased by 24 percent in the quarter. A significant part of the decrease was due to fewer stores this year compared to the same quarter last year. For comparable stores, i.e. stores that were open during both comparison quarters, the decrease was 2 percent. Own e-commerce showed a strong quarter and increased by 24 percent. It was primarily sports apparel and bags that contributed to the increase. Sales of external distributors decreased in the quarter by 31 percent, with the Norwegian distributor showing weak development.

For the full year 2025, wholesale operations showed growth of 8 percent and our own e-commerce increased by 20 percent, while own stores decreased by 18 percent.

NET SALES

Fourth quarter, October-December 2025

Group net sales in the fourth quarter amounted to SEK 238.2 million (234.6), an increase of 1.5 percent. Currency had a negative impact on net sales in the quarter; adjusted for currency effects, net sales increased by 5.0 percent.

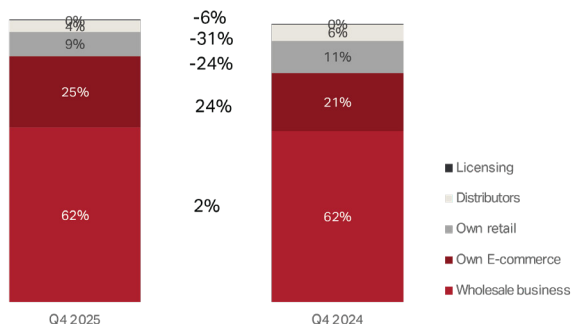
The main explanation for the increase between quarters was due to the sports apparel product area which showed continued strong growth and increased by 18 percent. A further explanation was the strong growth within the entire wholesale business, which increased by 2 percent. For further details, see below under "Development by segment".

Full year, January-December 2025

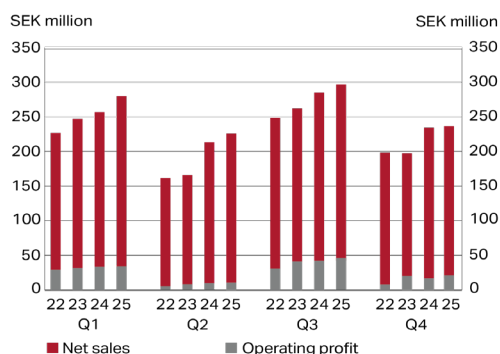
Group net sales for the full year 2025 amounted to SEK 1,043.9 million (989.7), an increase of 5.5 percent. Currency had a negative impact on net sales during the

SALES CHANNELS – SHARE OF TOTAL SALES

SEK 245 Million – Growth 1% – SEK 241 Million



QUARTERLY NET SALES AND OPERATING PROFIT, 2022-2025



year; adjusted for currency effects, net sales increased by 7.8 percent.

The main explanation for the increase in the full year 2025 was that the sports apparel product area continued to show strong growth and increased by 24 percent. For further details, see below under "Development by segment".

RESULTS

Fourth quarter, October-December 2025

The gross profit margin for the fourth quarter increased to 54.0 percent (53.3). It was primarily the positive currency changes which had a beneficial impact on the gross profit margin. However, distribution to larger customers with higher discounts in the quarter had an impact on the gross profit margin in the opposite direction.

Other operating income amounted to SEK 6.8 million (6.8) and mainly related to unrealised gains on accounts receivable and accounts payable in foreign currency.

Operating costs in the quarter decreased by SEK 1.3 million compared to the fourth quarter of the previous year.

Increased sales with a higher gross profit margin, together with lower operating costs, resulted in an increase in operating profit to SEK 21.6 million (16.8).

Net financial items amounted to SEK -0.3 million (-6.5). The change in net financial items compared to the previous year was mainly attributable to the revaluation of financial assets and liabilities in foreign currency. The company's valuation of future forward contracts in foreign currency also had a negative effect on net financial items during the quarter amounting to SEK -0.8 million (-).

Profit for the period after tax increased to SEK 15.3 million (10.0).

Fyll year, January-December 2025

The gross profit margin for the full year 2025 decreased to 51.8 percent (52.6). The decrease was primarily due to the distribution of footwear in markets new to the company, which had a temporarily lower gross profit margin. Distribution to larger customers with higher discounts also led to a lower gross profit margin.

Other operating income amounted to SEK 28.0 million (23.2) and mainly related to unrealised gains on accounts receivable, and accounts payable in foreign currency.

Operating costs increased by SEK 14.7 million as planned compared to the previous year, primarily through

increased investments in marketing.

Increased sales with a lower gross profit margin, together with increased operating expenses, meant that operating profit increased to SEK 111.5 million (101.8).

Net financial items amounted to SEK 6.2 million (-11.4). The change in net financial items compared to the previous year was mainly attributable to the revaluation of financial assets and liabilities in foreign currency. As the Swedish krona strengthened against both EUR and USD, net financial items were positively affected during the year 2025. However, the company's valuation of future forward contracts in foreign currency had a negative effect on net financial items during the period of SEK -0.8 million (-).

Profit for the period after tax increased to SEK 92.1 million (72.7).

Development by segment

Björn Borg's segment reporting consists of the company's main revenue streams, which are divided into Wholesale, Own e-commerce, Own stores, Distributors and Licensing, which is also how the operations are followed up internally in the Group.

Wholesale business

The segment consists of revenues and costs associated with the Björn Borg Group's wholesale operations. The Group operates wholesale operations in Sweden, the Netherlands, Finland, Germany, Belgium and Denmark for underwear, sports apparel, bags, footwear and complementary products.

The segment's external operating income for the full year amounted to SEK 728.5 million (671.5), which was an increase of 8 percent. The main explanation for the increase was the distribution of sports apparel, where growth was 31 percent, while underwear showed growth of 2 percent. Overall, the company saw increased sales at physical stores in the segment, where growth was 14 percent, up to SEK 494 million (432), while e-tailers in the segment, players who primarily sell online, showed a decrease of 2 percent to SEK 235 million (239), primarily due to weak development in the German market. Within wholesale operations, the largest market, Sweden, showed an overall increase in sales of 13 percent compared to the previous year. The second largest market, the Netherlands, increased within the segment by 6 percent as the distribution of footwear now constituted a significant part. The Finnish market showed growth of 9 percent, while Germany decreased by 5

Segment	Revenue type	Operating income, SEK thousands January-December		Operating profit, SEK thousands January-December		Operating margin,% January-December	
		2025	2024	2025	2024	2025	2024
Wholesale	Products	728,480	671,547	67,095	54,399	9	8
Own e-commerce	Products	216,610	181,017	40,154	32,871	19	18
Own stores	Products	87,462	107,128	-5,070	2,662	-6	2
Distributors	Products	38,142	50,967	8,283	9,980	22	20
Licensing	Royalties	1,159	2,230	1,054	1,933	91	98
Total		1,071,853	1,012,889	111,516	101,845	10	10

percent due to weak through-sales at the larger retailers.

Operating profit amounted to SEK 67.1 million (54.4). Increased sales with intact gross profit margins, and higher operating costs in accordance with plan in connection with the takeover of footwear distribution, meant that operating profit was better than the previous year.

Own e-commerce

The segment consists of revenue and costs associated with the Björn Borg Group's sales of underwear, sportswear, shoes, bags and complementary products, directly to consumers via its own e-commerce at www.bjornborg.com.

Own e-commerce continued to grow strongly. For the full year 2025, own e-commerce increased by 20 percent to SEK 216.6 million (181.0). The increase was mainly due to strong growth in the sports apparel product area, which increased by 30 percent compared to the previous year. The underwear product area also increased, growing by 7 percent. Footwear continued to show strong momentum and grew by 26 percent while bags were up by 30 percent.

Operating profit for the year 2025 amounted to SEK 40.2 million (32.9), an increase of 22 percent. The improvement was due mainly to increased sales, despite slightly lower margins.

Own stores

The segment consists of revenue and costs associated with the Björn Borg Group's direct-to-consumer sales through its own physical stores. The Björn Borg Group owns and operates a total of 11 (13) stores and factory outlet stores in Sweden, the Netherlands, Finland and Belgium, selling underwear, sports apparel, footwear, bags and complementary products.

Our own physical stores showed a total decrease of 18 percent for the year 2025 and sales amounted to SEK 87.5 million (107.1), primarily due to the company choosing to close two own stores and one franchise store in accordance with the company's strategy to close unprofitable stores. Another significant part of the decrease consisted of late-arrived Covid grants from the Dutch state during the first half of last year. In total, these grants amounted to SEK 6 million for 2024. For comparable stores, i.e. stores that were open during both comparison years and adjusted for government grants, sales decreased by 3 percent for the full year 2025.

In the Netherlands, sales in our own stores decreased by 32 percent including the grants, and by 2 percent excluding the grants and for comparable stores. In Sweden, sales in our own stores decreased by 11 percent, while they increased by 1 percent for comparable stores. Sales in Finland increased by 5 percent, while Belgium decreased by 21 percent in total, and in comparable stores.

Operating profit for the full year 2025 amounted to SEK -5.1 million (2.7). The fall in operating profit was primarily explained by reduced sales due to the smaller number of stores, as well as the above-mentioned government Covid grants.

Distributors

The distributors' segment consists mainly of revenue and costs associated with sales to distributors of product groups that are developed in-house by the company.

The segment's external operating income decreased by 25 percent during the full year 2025 compared to 2024 and amounted to SEK 38.1 million (51.0). Sales to the

largest distributor market, Norway, decreased by 27 percent and sales to the United Kingdom decreased by 56 percent. Other smaller distributors decreased by a total of 9 percent compared to the previous year, mainly due to large inventories and thus lower purchases from the respective markets.

Operating profit decreased to SEK 8.3 million (10.0) due to the reduced revenues.

Licensing

The licensing segment consists primarily of royalty income from licensees and costs for the Group associated with licensing operations.

The segment's external operating income decreased during the full year 2025 compared to 2024 and amounted to SEK 1.2 million (2.2). This was due to the company taking over the distribution of footwear which previously accounted for a significant part of the segment's income.

Operating profit amounted to SEK 1.1 million (1.9) for 2025).

Intra-Group sales

Intra-Group sales for 2025, amounted to SEK 726.7 million (682.3).

SEASONAL VARIATIONS

The Björn Borg Group operates in an industry with seasonal variations. The different quarters vary in terms of sales and profits. See the diagram with 'Net Sales and Operating Profit per quarter' on page 6.

INVESTMENTS AND CASH FLOW

The cash flow from operating activities in the Group amounted to SEK 55.3 million (76.0) for the full year 2025. The deterioration compared to the previous year was primarily due to a higher capital commitment.

The cash flow from investing activities was negative at SEK -12.4 million (-14.1). The major investments during the year related to the remodeling of the outlet store in Belgium and the renovation of the head office. Cash flow from financing activities amounted to SEK -47.3 million (-77.9). The change in cash flow from financing activities was attributable to the increased use of the overdraft facility.

FINANCIAL POSITION AND LIQUIDITY

The Björn Borg Group's cash and cash equivalents at the end of the period amounted to SEK 13.5 million (8.8), plus unused bank facilities of SEK 136.5 million (182.7). At the end of the fourth quarter of the year, the company had net debt, excluding lease liabilities, of SEK 50.0 million (8.5). Total interest-bearing liabilities amounted to SEK 92.8 million (58.9), with total lease liabilities amounting to SEK 29.2 million (41.7), of which SEK 15.0 million was the long-term share and SEK 14.2 million was the short-term share.

As of December 31, 2025, the Björn Borg Group had SEK 200 million in bank facilities, of which SEK 63.5 million (17.3) was utilised. The fair value of financial instruments was in all material respects consistent with the book value.

COMMITMENTS AND CONTINGENT LIABILITIES

As a commitment to the overdraft facility, the company has undertaken to ensure that the ratio of the Group's net debt and its 12-month rolling operating profit before depreciation, as of the last day of each quarter, does not exceed 3.00. Furthermore, the Group should, at all times, maintain an equity ratio of at least 35 percent.

As of September 30, 2025, the ratio was 1.17 (1.21) and

the equity ratio was 51.1 percent (46.7).

There have been no significant changes in collateral and contingent liabilities compared to December 31, 2024.

PERSONNEL

The average number of employees in the Group for the twelve-month period ending December 31, 2025, was 147 (152), of whom 67 percent (67) were women.

TRANSACTIONS WITH RELATED PARTIES

In addition to the customary remuneration (salary, fees and other benefits) to the CEO, the senior executives and the Board of Directors, as well as Intra-Group sales, no transactions with related parties were carried out during the period.

SIGNIFICANT RISKS AND UNCERTAINTIES

The Björn Borg Group is exposed to risks and uncertainties through its operations. Information about the Group's risks and uncertainties is provided on page 56 of the 2024 Annual Report.

The company notes, however, that the geopolitical situation in the world remains challenging. It is currently difficult to determine how this will affect the Björn Borg Group's operations financially, but the fact that the company does not do business in either Russia, Ukraine or Israel minimizes the risk of a negative impact on the business, although consumers' declining confidence in the future may have an indirect, negative effect.

Overall, these macroeconomic effects may have further impact on consumer purchasing behavior.

PARENT COMPANY

Björn Borg AB (publ) mainly conducts intra-Group operations. As of December 31, 2025, the company owned 100 percent of the shares in Björn Borg Brands AB, Björn Borg Footwear AB, Björn Borg Inc, Björn Borg UK Ltd, Baseline BV, Belgian Brand Management BVBA, Björn Borg Finland Oy and Björn Borg Denmark ApS. The company also owned 75 percent of the shares in Björn Borg (China) Ltd.

The parent company's net sales for the full year 2025 amounted to SEK 128.4 million (106.1).

Profit before tax amounted to SEK 89.3 million (71.7). Cash and cash equivalents at the end of the period amounted to SEK 0 million (0).

EVENTS AFTER THE END OF THE REPORTING PERIOD

There have been no significant events to report since the end of the reporting period.

NUMBER OF SHARES

The number of shares in Björn Borg amounts to 25,148,384 shares (25,148,384) i.e. no change from the previous period.

FINANCIAL GOALS

Björn Borg's long-term financial targets valid until further notice, are:

- Annual sales growth of at least 10 percent.
- An annual operating margin of at least 10 percent.
- An annual dividend of at least 50 percent of net profit after tax.
- An equity ratio which should not fall below 35 percent.

Comments on the financial targets: Sales growth is expected to come primarily from growth in Sports Apparel and the Footwear business, while other product groups are also expected to grow.

DIVIDEND

The Board of Directors has decided to propose to the 2025 Annual General Meeting that a dividend of SEK 3.00 (3.00) per share be paid for the financial year 2025, corresponding to 82 percent (104) of profit after tax. The dividend will be paid in full, subject to approval by the Annual General Meeting, at the end of May, 2026. The Board of Directors' proposal corresponds to a transfer to shareholders of SEK 75.4 million (75.4). The Board of Directors has also decided to propose to the Annual General Meeting that the meeting authorises the Board of Directors to repurchase the company's own shares

ANNUAL REPORT

The annual report for the 2025 financial year will be available on the company's website at the end of April 2026

ANNUAL GENERAL MEETING

The Annual General Meeting for the 2025 financial year will be held at 5.30 pm on May 19, 2026.

ACCOUNTING PRINCIPLES

This interim report summary for the Group has been prepared in accordance with IAS 34 *Interim Financial Reporting* and applicable provisions in the *Annual Accounts Act*. The interim report for the Parent Company has been prepared in accordance with the *Annual Accounts Act*, Chapter 9, *Interim Report* and RFR 2 *Accounting for Legal Entities*. The accounting principles applied in the interim report are consistent with the accounting principles applied in the preparation of the consolidated and annual accounts for 2024 (see page 52 of the annual report for 2024). No new standards apply from 1 January 2025 and the amended standards that are applied from this date have not had any material impact on the Group's financial statements. Amendments to RFR 2 that apply from 1 January 2025 have not had any material impact on the Parent Company's financial statements.

IMPORTANT ASSESSMENTS AND ESTIMATES

When preparing the interim report, management is required to make assessments and estimates regarding assumptions that affect the application of the Group's (and the Parent Company's) accounting principles and the reported amounts for assets, liabilities, income and costs. The effects of the current geopolitical situation and its possible negative financial impact have been taken into account. The outcome of the afore-mentioned consideration has not had any significant impact on the Group's financial statements. Important estimates and assessments are disclosed in the 2024 annual report. No significant changes in estimates or assessments have been made compared to the 2024 annual report.

AUDIT

This year-end report has not been subject to a general review by the company's auditors.

OUTLOOK 2026

The company's policy is not to provide forecasts.

Consolidated income statement

IN SUMMARY

SEK thousands	Note	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Net sales	1,2	238,172	234,619	1,043,899	989,699
Other operating revenue		6,762	6,838	27,964	23,191
Operating revenue		244,934	241,457	1,071,853	1,012,889
Goods for resale		-109,560	-109,596	-503,665	-469,050
Other external expenses	3	-65,611	-63,685	-261,101	-246,190
Personnel costs		-38,825	-40,478	-147,603	-148,986
Depreciation/amortization of tangible/ intangible non-current assets		-6,839	-7,845	-29,066	-32,133
Other operating expenses		-2,504	-3,041	-18,902	-14,685
Operating profit		21,595	16,812	111,516	101,845
Net financial items		-258	-6,518	6,233	-11,442
Profit before tax		21,337	10,294	117,749	90,403
Tax		-6,028	-312	-25,689	-17,735
Profit for the period		15,309	9,982	92,060	72,668
Profit for the period attributable to					
Parent Company shareholders		15,309	9,982	92,060	72,668
Non-controlling interests		0	0	0	0
Earnings per share before dilution, SEK		0.61	0.40	3.66	2.89
Earnings per share after dilution, SEK		0.61	0.40	3.66	2.89
Number of shares		25,148,384	25,148,384	25,148,384	25,148,384

Consolidated statement of comprehensive income

IN SUMMARY

SEK thousands	Note	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Profit/loss for the period		15,309	9,982	92,060	72,668
OTHER COMPREHENSIVE INCOME					
Components that may be reclassified to profit or loss for the period					
Translation difference for the period		-1,862	1,975	-8,073	4,175
Total other comprehensive income for the period		-1,862	1,975	-8,073	4,175
Total comprehensive income for the period		13,447	11,957	83,987	76,843
Total comprehensive income attributable to					
Parent Company shareholders		13,340	12,452	82,923	77,422
Non-controlling interests		107	-495	1,064	-579

Consolidated statement of financial position

IN SUMMARY

SEK thousands	Note	Dec 31, 2025	Dec 31, 2024
Non-current assets			
Goodwill		35,866	37,203
Trademarks		187,532	187,532
Other intangible assets		6,364	6,486
Tangible non-current assets		22,081	21,035
Deferred tax assets		8,788	12,191
Right-of-use assets		30,702	42,220
Total non-current assets		291,333	306,667
Current assets			
Inventory		257,237	259,487
Accounts receivable		133,095	111,398
Other current receivables		24,025	22,551
Cash and cash equivalents		13,535	8,771
Total current assets		427,892	402,207
Total assets		719,225	708,874
Equity and liabilities			
Equity		361,019	352,478
Deferred tax liabilities		39,537	39,454
Long-term lease liabilities		14,979	22,591
Current liability to credit institution		63,540	17,281
Accounts payable		158,962	188,961
Short-term lease liabilities		14,266	19,071
Other current liabilities	4	66,922	69,038
Total equity and liabilities		719,225	708,874

Consolidated statement of changes in equity

IN SUMMARY

SEK thousands	Note	Equity attributable to the parent company's shareholders	Possession without controlling influence	Total equity
Opening balance, January 1, 2024		357,120	-6,303	350,817
Total comprehensive income for the period		77,422	-579	76,843
Distribution for 2023		-75,445	-	-75,445
Warrant premium		264	-	264
Closing balance, December 31, 2024		359,361	-6,882	352,478
Opening balance, January 1, 2025		359,361	-6,882	352,478
Total comprehensive income for the period		82,922	1,064	83,986
Distribution for 2024		-75,445	-	-75,445
Closing balance, September 30, 2025		366,838	-5,818	361,019

Consolidated statement of cash flows

IN SUMMARY

SEK thousands	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Cash flow from operating activities				
Before changes in working capital	20,963	22,182	107,335	100,776
Changes in working capital	110,400	121,438	-52,061	-24,735
Cash flow from operating activities	131,363	143,620	55,274	76,041
Investments in intangible non-current assets	-373	-537	-2,243	-2,640
Investments in tangible non-current assets	-3,399	-1,867	-10,161	-11,410
Cash flow from investing activities	-3,772	-2,404	-12,404	-14,050
Distribution	-37,723	-	-75,445	-75,445
Warrant premium	-	-	-	264
Amortization of lease liabilities	-4,418	-7,173	-18,108	-19,963
Overdraft facility	-84,559	125,244	46,259	17,281
Cash flow from financing activities	-126,699	-132,417	-47,294	-77,863
Cash flow for the period	892	8,799	-4,424	-15,872
Cash and cash equivalents at the beginning of the period	12,498	3,707	8,771	26,646
Translation difference in cash and cash equivalents	145	-3,735	9,188	-2,003
Cash and cash equivalents at the end of the period	13,535	8,771	13,535	8,771

Key figures

GROUP

SEK thousands	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Gross profit margin,% *	54.0	53.3	51.8	52.6
Operating margin,% *	9.1	7.2	10.7	10.3
Profit margin,% *	9.0	4.4	11.3	9.1
Return on capital employed,% *	28.8	25.4	28.8	25.4
Return on average equity,% *	25.8	20.7	25.8	20.7
Profit attributable to the Parent Company's shareholders	15,309	9,982	92,060	72,668
Equity/assets ratio,% *	50.2	49.7	50.2	49.7
Equity per share, SEK *	14.36	14.02	14.36	14.02
Investments in intangible non-current assets	373	537	2,243	2,640
Investments in tangible non-current assets	3,399	1,867	10,161	11,410
Depreciation, amortization and impairment losses for the period	-6,839	-7,845	-29,066	-32,133
Average number of employees	145	151	147	152

* The figure is an alternative performance measure (APM) and not (IFRS). It is described under definitions and explained on page 18.

Quarterly data

GROUP

SEK thousands	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Net sales	238,172	299,786	225,913	280,027	234,619	285,087	213,205	256,788
Gross profit margin,%	54.0	52.5	50.6	49.9	53.3	52.1	51.8	53.3
Operating profit/loss	21,595	45,121	10,614	34,185	16,812	42,046	9,517	33,470
Operating margin,%	9.1	15.1	4.7	12.2	7.2	14.7	4.5	13.0
Profit/loss after net financial items	21,337	45,541	5,006	45,864	10,294	44,082	9,073	26,954
Profit margin,%	9.0	15.2	2.2	16.4	4.4	15.5	4.3	10.5
Earnings per share, before dilution, SEK	0.61	1.47	0.16	1.43	0.40	1.39	0.26	0.84
Earnings per share, after dilution, SEK	0.61	1.47	0.16	1.43	0.40	1.39	0.26	0.84
Number of Björn Borg retail stores at the end of the period	11	11	12	13	14	14	15	15
of which Group-owned Björn Borg retail stores	11	11	11	12	13	13	14	14

Parent company income statement

IN SUMMARY

SEK thousands	Note	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Net sales		32,013	25,861	128,357	106,134
Other operating revenue		341	802	1,120	1,070
Operating revenue		32,354	26,663	129,477	107,204
Other external expenses	3	-18,726	-16,035	-72,457	-70,103
Personnel costs		-12,327	-12,935	-48,181	-47,341
Depreciation/amortization of intangible and tangible non-current assets		-532	-573	-1,997	-2,407
Other operating expenses		-84	-93	-429	-360
Operating profit		685	-2,973	6,413	-13,007
Net financial items		3,213	-7,540	7,845	-13,331
Profit/loss after financial items		3,898	-10,513	14,258	-26,338
Group contributions received/paid		75,445	98,000	75,470	98,000
Appropriations		-406	61	-406	61
Profit/loss before tax		78,962	87,548	89,322	71,723
Tax		-19,322	-15,447	-19,326	-15,447
Profit/loss for the period		59,640	72,101	69,996	56,276
Other comprehensive income		-	-	-	-
Total comprehensive income for the period		59,640	72,101	69,996	56,276

Parent company balance sheet

IN SUMMARY

SEK thousands	Note	Dec 31, 2025	Dec 31, 2024
Non-current assets			
Intangible assets		1,521	720
Tangible non-current assets		4,873	4,223
Shares in Group companies		115,016	177,868
Total non-current assets		121,410	182,811
Current assets			
Receivables from Group companies		252,090	443,959
Current receivables		5,256	6,288
Total current assets		257,346	430,247
Total assets		378,756	613,058
Equity and liabilities			
Equity		133,293	138,743
Untaxed reserves		1,241	835
Current liability credit institution		63,540	17,281
Due to Group companies		156,512	431,293
Accounts payable		6,927	7,755
Other current liabilities	4	17,243	17,151
Total equity and liabilities		378,756	613,058

Parent company statement of changes in equity

IN SUMMARY

SEK thousands	Full year 2025	Full year 2024
Opening balance	138,743	157,648
Distribution	-75,445	-75,445
Warrant premium	-	264
Total comprehensive income for the period	69,996	56,276
Closing balance	133,293	138,743

Supplementary disclosures

NOTE 1 SUMMARY PER SEGMENT

GROUP

SEK thousands	Oct-Dec 2025	Oct-Dec 2024	Full year 2025	Full year 2024
Operating revenue				
Wholesale business				
External revenue	151,566	148,852	728,480	671,547
Internal revenue	770	835	3,886	4,627
	152,336	149,687	732,366	676,174
Own e-commerce				
External revenue	62,033	50,184	216,610	181,017
Internal revenue	792	–	2,702	274
	62,825	50,184	219,312	181,291
Own stores				
External revenue	21,218	27,862	87,462	107,128
Internal revenue	166	–	166	–
	21,384	27,862	87,628	107,129
Distributors				
External revenue	9,788	14,208	38,142	50,967
Internal revenue	151,564	144,127	681,419	639,712
	161,352	158,335	719,561	690,679
Licensing				
External revenue	329	350	1,159	2,230
Internal revenue	8,145	8,467	38,576	37,673
	8,474	8,817	39,735	39,903
Less internal sales	–161,437	–153,429	–726,749	–682,287
Operating revenue	244,934	241,457	1,071,853	1,012,889
<i>deducted Other operating revenue</i>	6,762	6,838	27,954	23,191
Net sales	238,172	234,619	1,043,899	989,698
Goods for resale				
Wholesale business	–80,330	–79,082	–388,956	–356,639
Own e-commerce	–17,947	–13,566	–63,109	–48,645
Own stores	–5,723	–8,738	–29,198	–33,675
Distributors	–5,560	–8,210	–22,402	–30,091
Licensing	–	–	–	–
Goods for resale	–109,560	–109,596	–503,665	–469,050
Operating profit				
Wholesale business	4,888	1,958	67,095	54,399
Own e-commerce	14,590	10,080	40,154	32,871
Own stores	–554	1,625	–5,070	2,662
Distributors	2,214	2,839	8,283	9,980
Licensing	457	310	1,054	1,933
Operating profit	21,337	16,812	111,516	101,845
Interest income and similar credits	1,134	129	13,230	460
Interest expenses and similar charges	–1,392	–6,647	–6,997	–11,902
Profit before tax	21,337	10,294	117,749	90,403

NOTE 2 NET SALES

The Group's net sales consist of sales of products and royalties for the use of the company's brand. Transfers of goods/royalties are made at fixed points in time. Listed in the table below are markets with a net sales above 10 percent of the total.

NET SALES BY GEOGRAPHIC MARKET

Full year 2025 Group, SEK thousands	Wholesale	Own e-com- merce	Own stores	Distributors	Licensing	Total sales	Deducted other operating revenue	Net sales
Sweden	300,878	70,119	24,995	–	1,159	397,151	–10,358	386,794
Netherlands	134,305	72,898	33,072	–	–	240,275	–6,266	234,009
Finland	106,399	8,223	21,425	–	–	136,047	–3,548	132,499
Germany	94,626	8,550	–	–	–	103,176	–2,691	100,485
Belgium	14,697	11,366	7,970	–	–	34,033	–888	33,146
Denmark	34,458	8,524	–	–	–	43,072	–1,123	41,949
Others	43,026	36,931	–	38,142	–	118,099	–3,080	115,019
Total	728,480	216,610	87,462	38,142	1,159	1,071,853	–27,954	1,043,899
Deducted other operating revenue	–19,999	–5,649	–2,281	–995	–30		–27,954	
Net sales	709,481	210,961	85,181	37,147	1,129	1,073,853	–27,954	1,043,899

NET SALES BY GEOGRAPHIC MARKET

Full year 2024 Group, SEK thousands	Wholesale	Own e-com- merce	Own stores	Distributors	Licensing	Total sales	Deducted other operating revenue	Net sales
Sweden	266,327	56,298	27,937	–	1,121	351,683	–5,724	345,960
Netherlands	126,320	59,552	48,593	–	1,109	235,574	–10,538	225,036
Finland	97,905	5,771	20,479	–	–	124,155	–2,021	122,134
Germany	99,264	6,955	–	–	–	106,219	–1,729	104,490
Belgium	15,336	10,085	10,119	–	–	35,540	–578	34,962
Denmark	27,316	7,393	–	–	–	34,709	–565	34,144
Others	39,080	34,964	–	50,965	–	125,011	–2,035	122,974
Total	671,548	181,018	107,128	50,965	2,230	1,012,889	–23,191	989,698
Deducted other operating revenue	–10,928	–2,946	–8,451	–829	–36		–23,191	
Net sales	660,620	178,072	98,677	50,136	2,194	1,012,889	–23,191	989,698

NET SALES BY PRODUCT AREAS

Full year 2025 Group, SEK thousands	Wholesale	Own e-com- merce	Own stores	Distributors	Licensing	Total sales	Deducted other operating revenue	Net sales
Underwear	356,139	89,076	46,524	22,781	–	514,520	–13,419	501,101
Sports apparel	188,161	87,206	31,450	7,435	–	314,253	–8,196	306,057
Footwear	81,070	11,842	2,625	93	–	95,630	–2,494	93,136
Bags	45,086	6,141	901	683	–	52,811	–1,377	51,434
Others	58,023	22,345	5,962	7,150	1,159	94,639	–2,468	92,171
Total	728,480	216,610	87,462	38,142	1,159	1,071,853	–27,954	1,043,899
Deducted other operating revenue	–18,999	–5,649	–2,281	–995	–30		–27,954	
Net sales	709,481	210,961	85,181	37,147	1,129	1,071,853	–27,954	1,043,899

NET SALES BY PRODUCT AREAS

Full year 2024 Group, SEK thousands	Wholesale	Own e-com- merce	Own stores	Distributors	Licensing	Total sales	Deducted other operating revenue	Net sales
Underwear	348,357	84,336	56,711	33,491	–	521,895	–8,493	513,402
Sports apparel	143,335	67,140	35,163	7,765	–	253,403	–4,123	249,280
Footwear	85,139	9,426	2,228	108	–	96,902	–1,577	95,325
Bags	49,558	4,729	680	618	–	55,585	–904	54,681
Others	45,159	16,387	12,346	8,982	2,230	85,104	–8,093	77,011
Total	671,548	1381,018	107,128	50,965	2,230	1,012,889	–23,191	989,698
Deducted other operating revenue	–10,928	–2,946	–8,451	–829	–36		–23,191	
Net sales	660,620	178,072	98,677	50,136	2,194	1,012,889	–23,191	989,698

NOTE 3 OTHER EXTERNAL EXPENSES

SEK thousands	The group		Parent Company	
	Full year 2025	Full year 2024	Full year 2025	Full year 2024
Cost of premises	13,782	13,335	7,368	7,342
Sales expenses	94,306	88,812	1,479	1,195
Marketing expenses	100,965	92,663	44,288	44,462
Administrative expenses	40,960	41,638	17,531	15,599
Other	11,088	9,741	1,791	1,505
	261,101	246,190	72,457	70,103

NOTE 4 FINANCIAL ASSETS AND LIABILITIES

Through its operations, Björn Borg is exposed to currency, interest rate, credit and counterparty risks, as well as liquidity and refinancing risks. The Board of Directors has decided how the Group will manage these risks, as shown in annual report note K3.

The principles for valuation and classification of financial instruments are unchanged from the information reported in Note K2 in the annual report for 2024.

Currency forwards are measured at fair value based on input data corresponding to level 2 in the IFRS 13 hierarchy. As of December 31, 2025, futures contracts with a negative market value amounted to –0.8 MSEK (–), which is reported under the item other current liabilities.

Other financial assets and liabilities are valued as accumulated amortization costs. The fair values for these financial instruments are deemed to correspond to their book value.

Definitions

The company presents certain financial measures in this year-end report that are not defined in accordance with IFRS. The company considers these measures to be valuable complementary information for investors and the company's management. Since not all companies calculate financial measures in the same way, they are not always comparable with measures used by other companies. Consequently, these financial measures should not be seen as a substitute for measures defined in accordance with IFRS. For more on the calculation of these key figures see:

<https://corporate.bjornborg.com/cs-financials/reports>

CAPITAL EMPLOYED

Total assets less non-interest-bearing liabilities and provisions.

Purpose: Capital employed measures capital use and efficiency.

COMPARABLE STORE SALES

Sales for own retail stores that were also open in the previous period.

Purpose: To obtain comparable sales between periods for own retail stores.

EARNINGS PER SHARE (DEFINED ACCORDING TO IFRS)

Profit after tax in relation to the weighted average number of shares during the period.

Purpose: This indicator is used to assess an investment from an owner's perspective.

EARNINGS PER SHARE AFTER DILUTION (DEFINED ACCORDING TO IFRS)

Earnings per share adjusted for any dilution effect.

Purpose: This indicator is used to assess the investment from an owner's perspective.

EQUITY/ASSETS RATIO

Equity as a percentage of total assets adjusted for lease liabilities.

Purpose: This indicator shows financial risk, expressed as a share of the total restricted equity financed by the owners.

EQUITY PER SHARE

Equity, including those with non-controlling interests, divided by the average number of shares.

Purpose: To show the share price in relation to the company's book value.

GROSS PROFIT MARGIN

Net sales less costs of goods sold divided by net sales.

Purpose: Gross margin is used to measure operating profitability.

GROSS PROFIT MARGIN EXCLUDING CURRENCY EFFECTS

Gross profit margin calculated using the previous year's exchange rate.

Purpose: To obtain a currency-neutral gross profit margin.

GROUP NET SALES EXCLUDING CURRENCY EFFECTS

Net sales calculated using the previous year's exchange rate.

Purpose: To obtain comparable and currency-neutral net sales.

NET DEBT (+) / NET CASH (-)

Interest-bearing liabilities less investments and cash and cash equivalents.

Purpose: Net debt reflects the company's total debt situation.

NET DEBT TO EBITDA RATIO

Interest-bearing liabilities less investments and cash and cash equivalents divided by operating profit before depreciation/amortization.

Purpose: To show the company's ability to pay debts.

NET FINANCIAL ITEMS

Financial income less financial expenses.

Purpose: To describe the company's financial activities.

OPERATING MARGIN

Operating profit as a percentage of net sales.

Purpose: The operating margin is used to measure operating profitability.

OPERATING PROFIT

Profit before tax plus net financial items.

Purpose: : This indicator facilitates comparisons of profitability regardless of the company's tax rate and independent of the company's financing structure.

PROFIT MARGIN

Profit before tax as a percentage of net sales.

Purpose: Profit margin shows the company's profit in relation to its sales.

RETURN ON CAPITAL EMPLOYED

Profit before tax (per rolling 12-month period) plus financial expenses as a percentage of average capital employed. Average capital employed is calculated by adding equity at January 1 to equity at December 31 and dividing by two.

Purpose: This indicator is the key measure to quantify the return on all the capital used in operations.

RETURN ON EQUITY

Profit for the period/year attributable to the Parent Company's shareholders (for rolling 12 months) according to the income statement as a percentage of average equity. Average equity is calculated by adding equity at January 1 to equity at December 31 and dividing by two.

Purpose: This indicator shows, from an owner's perspective, the return generated on the owners' invested capital.

The Board of Directors and the CEO certify that the interim report provides a true and fair overview of the operations, financial position and results of the Parent Company and the Group and describes the significant risks and uncertainties faced by the Parent Company and the companies in the Group.

Stockholm, February 13, 2026

Johanna Schottenius
Chairman of the Board

Cecilia Bönström
Board member

Alessandra Cama
Board member

Jens Høgsted
Board member

Fredrik Löfstedt
Board member

Mats H Nilsson
Board member

Henrik Bunge
CEO

CALENDAR 2026

The Annual report 2025 will be released late April 2016

The Annual general meeting 2026 will be held on May 19, 2026.

The interim report January-March 2026 will be released 07:30 on April 29, 2026.

The Interim report January-June 2026 will be released on 07:30 on August 14, 2026.

The Interim report January-September 2026 will be released on 07:30 on October 23, 2026.

The Year-end report 2026 will be released 07:30 on February 5, 2027.

FINANCIAL REPORTS

Financial reports can be downloaded from the company's website, www.bjornborg.com or ordered by phone +46 8 506 33 700, or by e-mail info@bjornborg.com.

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THE BJÖRN BORG GROUP IN BRIEF

The Björn Borg Group owns the Björn Borg brand, and the focus of the business is sports apparel, underwear and bags. In addition, footwear and glasses are also offered via licensees. Björn Borg products are sold in around twenty markets, of which Sweden and the Netherlands are the largest. The Björn Borg Group has its own operations at all levels, from branding to consumer sales in its own Björn Borg stores and e-commerce, www.bjornborg.com. In total, the Group's net sales in 2025 amounted to SEK 1,043.9 million and the average number of employees was 145. Björn Borg has been listed on Nasdaq Stockholm since 2007.

THE PICTURES IN THE YEAR-END REPORT

The images in the Year-end report are taken from Björn Borg's spring and summer 2026 collection.

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This information is such information that Björn Borg AB is obliged to publish in accordance with the EU Market Abuse Regulation. The information was submitted, through the care of the above contact person, for publication on February 13, 2026 at 07:30.