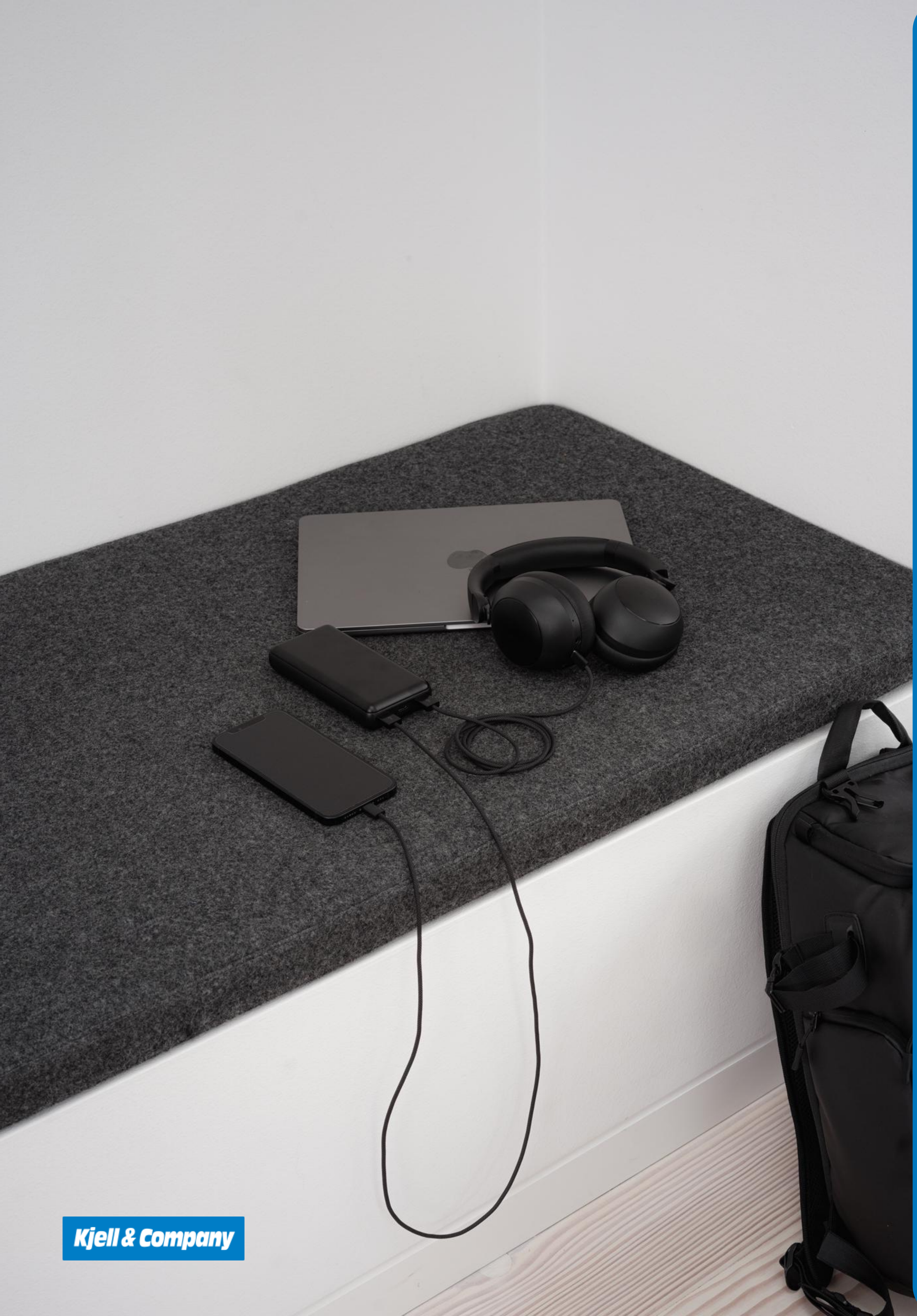
Kjell & Company

Simplifying people's lives through technology

Annual report 2025



Content

About Kjell Group

Knowledge and accessories for consumer electronics

Since its inception over 35 years ago, Kjell Group has become the leading group in electronic accessories and advisory services in the Nordics, with a clear focus on simplifying and improving people's lives through technology.

The Kjell & Company brand combines a market-leading curated assortment with advisory services – online, via 148 service points, including 117 in Sweden and 31 in Norway, and together with collaboration partners through the Kjell & Company Express concept. In addition, the Danish company AV-Cables, which has been part of Kjell Group since April 2021, offers a broad assortment of consumer electronics accessories, with online sales.

The majority of the Group's customers begin their customer journey at Kjell.com or AV-Cables.dk, where they search on their own or receive advice from our experts. Products are delivered from service points or the central warehouse. Kjell & Company's customer club has approximately 3.7 million members.

In 2025, sales amounted to MSEK 2,379.1, adjusted EBITA totaled MSEK 43.0 and the number of employees was approximately 1,250.

Number of employees

1,249

Net sales, MSEK

2,379

Adjusted EBITA, MSEK

43

The year in brief

First quarter
During the first quarter, Kjell Group expanded its shop-in-shop concept in collaboration with EKO Stormarknad. Following a successful pilot, a decision was made to establish 13 new unmanned units in 2025. The first to open was the newly built store in Växjö, which was inaugurated on March 19. The concept offers a selection of the company's most popular products in the kitchen and gift categories. The initiative increases geographic reach and strengthens the Group's position in smart and functional everyday technology.

In February, the Board of Directors appointed Sandra Gadd as the new President and CEO. She took up the role in September 2025, succeeding Andreas Rylander, who remained in his position until her appointment. Sandra Gadd previously served as CFO at Boozt and has been a Board member of the company since 2023.

The Board also resolved on a fully guaranteed rights issue of approximately MSEK 199.1 before transaction costs. The capital raise was intended to strengthen the balance sheet and fund investments in a new automated central warehouse, which is expected to improve logistics efficiency and create the conditions for scalable and profitable growth.

Second quarter
The second quarter was characterized by significant ownership and capital markets activities.

The Annual General Meeting approved the Board's decision to carry out a fully guaranteed rights issue of approximately MSEK 199.1 before issue costs. The rights issue was intended to strengthen the Group's financial position and enable continued investment in line with its strategy.

The quarter also brought a change in ownership structure. The principal shareholder FSN Capital, which had held its stake since 2014, divested its entire holding of approximately 22.9 percent. The shares were acquired by, among others, Jofam, Cervantes Capital, Nordea Fonder and SIBA Invest, as well as additional investors.

At the Annual General Meeting on May 21, 2025, Jan Friedman (Chairman), Ola Burmark, David Zaudy, Ebba Ljungerud and Adeline Sterner were elected as Board members.

During the quarter, Kjell & Company was named category winner in the Sustainable Brand Index for the fourth consecutive year in the category "Home Appliances & Electronics – Stores." The recognition confirms the company's long-term commitment to circular initiatives such as reuse and recycling.

Third quarter
During the third quarter, further changes were made to the senior management of Kjell Group AB as part of the company's ongoing transformation.

Fredrick Sjöholm was appointed as the new CFO in August, succeeding Thomas Pehrsson, and took up the role in October 2025. Fredrick Sjöholm previously worked at Deloitte and held several positions within the finance organization at Boozt, most recently as Head of FP&A and Treasury.

During the quarter, impairment charges totaling MSEK 346.0 were recognized. Of this amount, MSEK 271.8 related to goodwill, brand and software attributable to the acquisition of the Danish subsidiary AV-Cables in 2021. In addition, an inventory write-down of MSEK 74.2 was recorded in connection with older and discontinued products.

The composition of the Nomination Committee of Kjell Group AB was established ahead of the 2026 Annual General Meeting. As of August 31, 2025, the three largest shareholders by voting rights were Cervantes Capital (12.18 percent), Fosielund Holding AB (10.98 percent) and Jofam AB (10.05 percent). David Zaudy (Cervantes Capital), Joel Eklund (the Eklund family) and Bo Börtemark (Jofam AB) were appointed to the Nomination Committee.

Fourth quarter
The fourth quarter was characterized by structural changes within the framework of the action program.

During the quarter, significant focus was placed on reviewing and renegotiating supplier agreements with the aim of improving purchasing terms. External consultants were engaged to support this work, resulting in a one-time cost of MSEK 36.1 charged to the quarter. The cost is contingent on an actual future reduction in cost of goods sold.

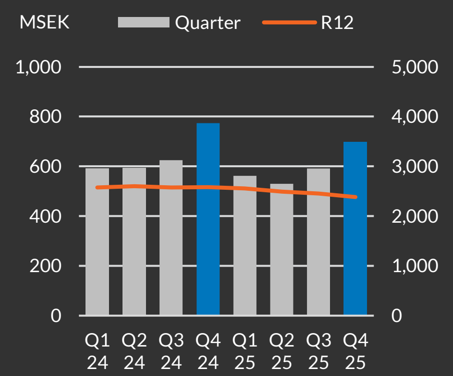
Kjell & Company became a pink partner to Cancerfonden in connection with Breast Cancer Awareness Month and, together with TP-Link, donated SEK 400,000 to cancer research.

As part of the company's circular initiatives, the campaign "Recycle Your Light String" was launched in Sweden and Norway, offering customers a 20 percent discount upon returning worn-out light strings.

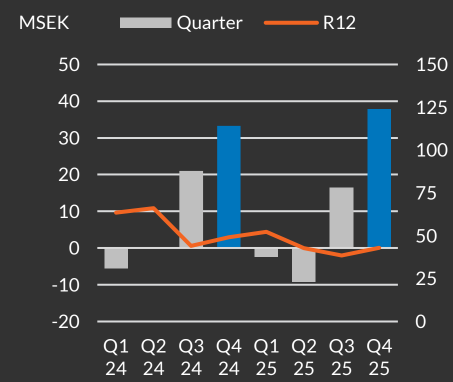
A partnership was established with IKEA. A first store opened within the IKEA store in Kalmar, followed by the announcement of a location at Kungens Kurva, IKEA's largest store in Sweden. The concept is based on a shop-in-shop model with a focus on smart technology solutions for the home.

Ahead of the commissioning of the new automated central warehouse in early 2026, organizational adjustments were made. A redundancy notice was issued and an outsourcing agreement was signed with Insitepart for the operation of the warehouse. The arrangement involves a transfer of warehouse staff and creates a more flexible and scalable operating model.

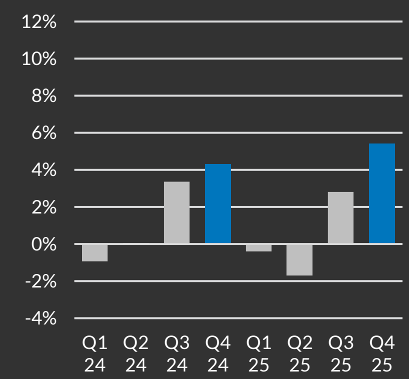
Net sales (MSEK)



Adjusted EBITA (MSEK)



Adjusted EBITA-margin



CEO letter

A year of challenges, insights and the foundations for change

Finding a single word to sum up 2025 is no easy task. Turbulent comes close. A year marked by a sense of keeping one's head above water while alternating between exhaustion and hope. Somewhat like the emotional register of a teenager. When I recently read through all the comments in our ongoing employee survey, I recognized exactly that breadth of feeling. Employees who have found energy in the change process, side by side with those expressing fatigue at everything that is going on.

And both perspectives are true. Balancing long-term change with day-to-day operations is our greatest challenge. Our ambition is clear — you can see it in the engagement and in the ideas. But our ability to fully execute, to do what actually moves a number in the right direction, needs to be stronger.

Our industry is not built on revolutionizing the world with new innovations. We need to sell the right things, at the right price, in the right place. Simple and difficult at the same time.

During the year, we put into words things that had long gone unnamed. We needed to understand why our situation looks the way it does — not to dwell on history, but to solve the underlying problems rather than merely treat the symptoms. 2025 became a year in which much was put to the test: new owners, a new Board, changes in management, and a business that had been in a downward spiral for some time. All bringing perspectives that now need to be woven together and directed forward.

A year in which the foundation was laid
The first two quarters of the year were characterized by a changing market and a company fighting headwinds. In the first quarter, we strengthened the balance sheet through a rights issue and continued work to improve operational efficiency. Norway delivered strongly, while Denmark developed weakly amid the ongoing integration.

During the second quarter, the challenges intensified. Sales declined, working capital deteriorated and AV-Cables fell sharply. In response, management and the Board jointly launched an accelerated action program targeting assortment, the supplier base and profitability.

When I took over in September, it quickly became clear that we could no longer take small steps. We needed to make real changes. The third quarter therefore became a quarter defined by honest assessment. We initiated a comprehensive assortment review, carried out a significant inventory write-down of MSEK 74, and began renegotiating all of our supplier agreements. Goodwill in AV-Cables was written down to reflect the reality the business is in. It was a necessary settling of accounts with the past in order to move forward.

The cost of decisions and the value of patience
During the fourth quarter, we maintained our focus on the fundamentals: assortment, margins and the conditions for execution. Supplier negotiations were concluded with external support, resulting in a one-time cost of MSEK 36, contingent on actual improvements in cost of goods sold. This is a critically important investment in our long-term gross margin.

At the same time, our inventory was temporarily affected. Following clearances and transitions, the assortment is thinner than it should be, which is weighing on the top line. That effect is not unexpected, but it requires patience — perhaps our most valuable currency right now.

We have also made important structural decisions to strengthen our future capabilities. The operation of our new warehouse is being outsourced to free up focus for the commercial business. A limited reduction in headcount at head office has been carried out to create balance and long-term cost control. And to enable future investments, the Board prepared an additional capital raise in line with the communication made in January.

As in the Stockdale Paradox, we need to hold two thoughts in our heads at the same time: we must confront reality exactly as it is, without euphemism, while maintaining an unwavering conviction that we will get through this. That combination is essential.

Looking ahead – focused on what truly matters
We now enter a period where the groundwork is central. It is about ensuring that we have a relevant assortment, replenished inventory, clear agreements, an organization set up to succeed and a cost base we are fully in control of. We will strengthen the customer experience — the heart of everything we do — and rebuild our margins.

It will not be spectacular ideas that turn the tide, but consistent, methodical work in everyday operations. We have a unique strength in our store staff and in the knowledge built up over nearly 40 years. The trust our customers place in us is an asset we must manage with care. It does not appear on the balance sheet, but it is invaluable.

2025 was a tough year. No annual report will be able to phrase that away. But it was also a year in which we laid the foundation for what must come next. We will not get everything right at once. But we are doing what is required. And we are doing it with our eyes fixed firmly forward.

Malmö,
2026-04-14

Sandra Gadd
CEO

The leading expert in everyday technology in the Nordics

Kjell Group combines technological and retail expertise to improve people's lives through everyday technology and to make technology accessible for all. As a retailer specializing in everyday technology, we have been developing and implementing solutions to meet each generation's technological needs for over 35 years. With an ecosystem of retailer platforms, a sourcing company, our own brands, distribution partners and the knowledge gained from 3.7 million loyalty club members, we are the leading expert in everyday technology in the Nordics.

Central aspects of the value proposition are availability, the opportunity to inspire and offer customers the right solutions through high-quality customer service and advice, and the ability to fulfill customers' delivery requirements with a seamless omni-channel offering. A majority of customers begin their purchasing journey in the Group's digital channels. The online channel is designed to inspire customers to discover new ways to use technology by highlighting the opportunities technology provides through a comprehensive knowledge library, which includes product guides, inspirational videos and customer reviews.

Omni -channel strategy

The online channel kjell.com and the company's physical presence with 148 service points provide a combined platform for Kjell & Company's experts to deliver the best available service in the channel chosen by the customer. Service and the assortment are complemented by a set of matching services, such as Click&Collect. By making the customer offering increasingly seamless, from online service and ordering to the physical meeting, the company is able to meet customers' technology needs in the best manner possible.

AV-Cables offers consumer electronics products online. These products largely complement Kjell & Company's range. The businesses work together to further strengthen their offerings in their respective markets.

Through the integrated omni-channel platform, customers can enjoy the convenience of online shopping together with the advantages offered by physical service points. Online orders are available to collect at the service point selected by the customer within an average of approximately ten minutes. In cases where the product does not meet the customer's needs or expectations, Kjell & Company has a flexible and customer-friendly return policy.

Flexible and space-efficient service points

Our service points have a dynamic and compact design built to provide customers with personalized advice and service from our experts. The store environment is designed around the customer interaction, with our sales staff available to help customers find the right solution. We continuously work to develop our store spaces to create an even more commercial and customer-friendly environment.

Our service points offer high product availability, both for products sold directly in store and for products sold through kjell.com where the customer selects Click&Collect as the delivery option. Click&Collect creates value by allowing customers to reserve products online and collect them at a service point, giving Kjell & Company the opportunity to help the customer find the right solution and to generate additional sales.

The extensive network of service points and the high level of product availability allow the premises to be used as delivery hubs to ensure fast deliveries of products sold through kjell.com.

Nomadelic

Wireless Headphones Solo 350

Long battery life and powerful bass

Punch perfect

More or less punch in the bass? A matter of taste, of course. With Nomadelic Solo 350, the choice is yours. Turn on Deep Bass, adjust the sound in the app's equalizer. Fine-tune it. Then listen for up to 60 hours on a single charge.

Knowledgeable staff with a passion for technology

Kjell Group's mission is to help people use technology in ways they didn't know were possible. It is therefore important to recruit staff with a genuine interest in technology and a willingness to help customers in the best possible manner.

To ensure that the Group recruits competent staff with an interest in technology, all recruitment is handled by dedicated recruiters. Ongoing further education and investments in personnel are an important part of customer satisfaction work and the strategy to drive profitable growth. Sales staff take part in regular internal training through the company's own training program, Kjell Academy, to strengthen their technical knowledge and develop their skills in customer interaction and service.

Our greatest asset and the key to success

Kjell Group's employees are crucial to the business. Service point employees are passionately interested in technology and in maximizing the potential of technology for customers. Our philosophy is that the right technical solution can make customers' everyday lives significantly easier, improving their quality of life in many ways.

When our employees share their enthusiasm and knowledge, this creates a customer relationship characterized by trust and loyalty, which has led to Kjell & Company having 3.7 million members in its customer club.

Most store managers started with the company as sales staff. This ensures that the strong corporate culture that has always characterized the company, the "Kjell Spirit," lives on.

A focus on customer satisfaction

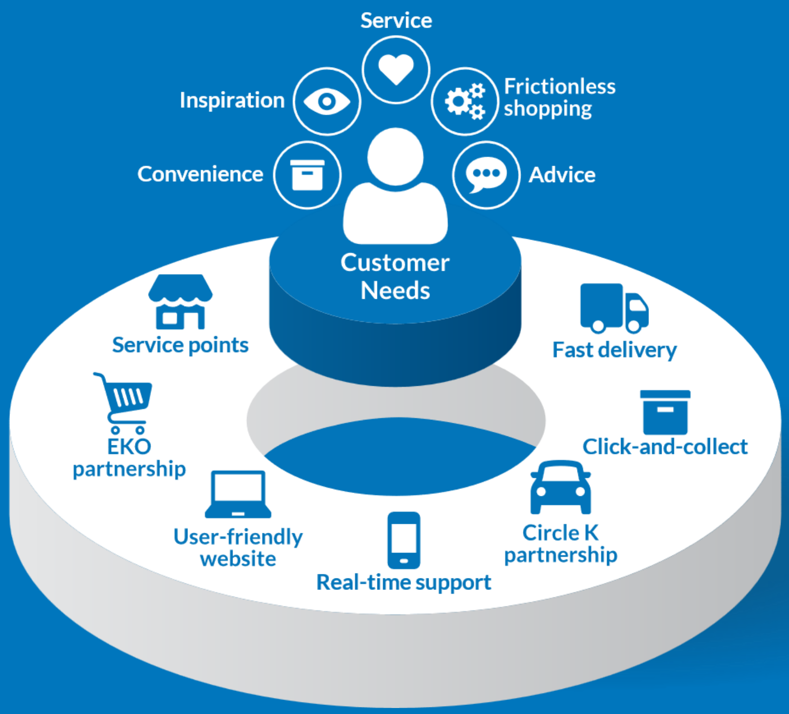
The ultimate proof that customers appreciate our brands' offering is the ratings they give us. For example, AV-Cables has an industry-leading level of customer satisfaction in its main market of Denmark, based on data from trustpilot.com, where AV-Cables.dk has an average rating of 4.8 out of 5.0 based on approximately 160,000 reviews, which is the highest of the largest players in the Danish CEA market.

Loyalty club a key factor

Kjell & Company's loyalty club, with 3.7 million members, is a key factor for the Group's continued success. Through its members, Kjell & Company has built up a comprehensive customer database containing information about customers' shopping patterns and preferences. Data from the loyalty club is used to design relevant communication to members, including membership points and membership offers, and to monitor customer satisfaction.

Relevant and curated assortment

To remain relevant and provide solutions to as many potential customer problems as possible, the Group offers a customer-centric and curated assortment of high-quality consumer electronics accessories. A curated and customer-centric assortment is an advantage as it limits the time customers need to reach a decision. The assortment is divided into eight main product categories, as well as service.



Broad product mix
Kjell & Company has a broad product mix and offers a curated range of approximately 400 A and B brands as well as 45 own brands and no-name brands. The Group continuously strives to optimize the pricing of products in these brand categories using a strategic and data-driven approach.

A-brands: Well-known brands help to increase traffic to our sales channels, provide credibility for the assortment and enable additional sales of other products with higher margins.
B-brands: Less well-known brands that allow us to assess demand for complex products among our customers.
Own brands: Kjell Group's brands that offer higher average margins than A and B brands and make an important contribution to the Group's gross margin.
No-name-brands: These brands are primarily used to provide a relevant and curated assortment of various niche products, such as converters or adapters between different types of connectors, while having a similar margin profile to own-brand products and therefore a positive impact on gross margin.

Trends in focus
We currently work primarily with four trends that shape our assortment development: the mobile lifestyle, the connected home, an active lifestyle, and media on demand. The mobile lifestyle refers to the fact that consumers want to remain constantly mobile, flexible and within reach for friends and work, regardless of their location. The connected home refers to the fact that the home is becoming increasingly connected to technology to assist in everyday life. An active lifestyle refers to the fact that consumers want to optimize their training and everyday life with consumer electronics accessories, such as smartwatches and smart scales. Media on demand refers to the fact that consumers want the opportunity to consume and create culture, music and video whenever and wherever they choose. We continuously update our assortment to maintain relevance and reflect customer demand.

Focus on raising the value of own brands
Kjell & Company has a long tradition of developing own brands and has over time successfully developed products that have contributed to the business's growth. The focus going forward is on offering affordable alternatives to leading brands, with high quality that reflects the Kjell & Company brand and that our sales staff can wholeheartedly recommend to customers.

Partnerships to expand distribution
In May 2020, Kjell & Company entered into a partnership with Circle K under which selected products from Kjell & Company are sold at selected staffed Circle K stations. Since February 2021, the partnership concept has been rolled out across 278 of Circle K's staffed stations in Sweden.

In October 2024, a shop-in-shop collaboration was initiated with EKO Stormarknad, which is now present in 14 stores across Sweden. This new concept has significantly increased the physical availability of Kjell & Company. Toward the end of 2025, distribution partnerships were further strengthened when Kjell & Company moved into IKEA Kalmar and Kungens Kurva.

Local sourcing makes new technology available quickly
Kjell & Company has a central purchasing function that works closely with category managers to handle warehouse planning, product allocation and the analysis of product demand. Combined with a local presence in China, this ensures that new technology trends are identified at an early stage.

AV-Cables' logistics and purchasing functions are managed by Kjell & Company's central functions.

Data-driven marketing maximizes potential
Future growth depends on the strength of the Kjell & Company brand and customers' perception and awareness of its offering. Since its founding in 1988, Kjell & Company has developed into a strong brand in the Swedish market with growing awareness in the Norwegian market as well.

In the current phase, we are prioritizing strengthening relationships with existing customers and ensuring that they experience clear value in every interaction with us, whether in store, online or through the loyalty club. The loyalty club, launched in 2017, is an important channel that enables cost-efficient and personalized communication based on customers' purchase history and behavior.

Our approach to marketing is channel-agnostic: we select the channels deemed most relevant based on purpose and target audience, rather than maintaining a broad presence across all media. Communication is personalized as far as possible and focused on the customer segments currently deemed to have the greatest potential. Marketing follows a seasonal theme with campaigns planned well in advance, with particular focus on Black Friday and the Christmas shopping season as the most commercially important periods.

Nikabe

Active Optical HDMI Cable
HDMI-cable for long distances

Cruise control
Long distances demand more. Nikabe Active Optical HDMI Cable maintains speed and performance. Keeps resolution and refresh rate high even with 10 meters or more between source and screen. Performance you can rely on.

Market and position

Unique position in an attractive market

Most of the product range sold by Kjell & Company and AV-Cables comprises products normally defined as consumer electronics accessories (CEA). The CEA market in Sweden, Norway and Denmark is a sub-category of the larger consumer electronics (CE) market. While the CE market has declined in recent years due to deteriorating consumer confidence, the CEA market has shown greater resilience in challenging times thanks to a more needs-focused offering.

In recent years, the CEA market in Sweden, Norway and Denmark has been driven by market trends such as an increasing number of accessories per consumer electronics product, an increasing number of connected devices, and growing demand for convenience and customer service.

The market trends are driven by general technology development, creating demand for consumer electronics accessories when new consumer electronics products are launched. Accessories are frequently needed for new products launched in the market in order to get the most value from the product as a customer or to connect the product to others in an ecosystem.

The CEA market in Sweden, Norway and Denmark is fragmented and consists of numerous players with different primary focuses, competing across multiple product categories.

The key players in the CEA market are largely consumer electronics chains which, unlike Kjell & Company and AV-Cables, sell consumer electronics products such as phones and televisions as their primary focus, with an assortment of complementary accessories. Players with a primary focus other than consumer electronics, such as do-it-yourself chains and grocery and furniture retailers, also operate in the CEA market and compete with Kjell & Company and AV-Cables in certain product categories, including smart home, batteries/charging and lighting. There are also several smaller specialized players who frequently compete in only one sub-category, such as flashlights.

New behavior lays the foundation for future growth

The expected growth in the addressable CEA market going forward is driven by a number of underlying growth factors related to new and changed consumer behavior, which are in turn driven by general technology development creating new consumer needs. Four growth factors are considered key drivers of long-term growth in the CEA market and are described below.

Increased number of connected devices

Connected products included in the Internet of Things (IoT) are one example of an overall digitalization trend where everyday products are connected wirelessly to the Internet to create added value for consumers by simplifying their daily lives. Significant volume growth is expected in smart home, where product solutions such as smart locks and lighting systems are designed to increase convenience, improve security and save time in consumers' everyday lives. The number of IoT connections per resident is therefore expected to increase in line with this volume growth.

This shift to new connected products is also driving volume growth for other consumer electronics accessories, including products in the lighting and network categories, as older accessories may not be compatible with new technology. The fast-growing smart home category is also giving rise to new product categories, and new products within existing categories may emerge in the future as new technology continues to affect consumer behavior and consumer needs.

Increased number of accessories per consumer electronics product

An increased number of accessories per consumer electronics product is expected to be a key growth driver for the addressable CEA market, particularly in the major product categories of mobile accessories and audio. In mobile accessories, this is partly driven by the fact that consumers are keeping their existing phones for longer or reusing their mobile phones to a greater degree than in the past, leading them to spend more money on a variety of accessories, including docking stations, mobile phone cases and mobile phone holders, to personalize and extend the functionality of the product.

Mobile phones have generally become more expensive over time, leading consumers to spend more on accessories such as mobile phone cases and screen protectors designed to protect the product and extend its useful life. In addition, the high purchase cost is driving growth in the secondhand market, which in turn has a positive impact on accessories sales. In the audio category, the increase in the number of accessories is mainly driven by consumer demand for headphones that serve different needs. For example, consumers want different types of headphones for exercise, everyday use and work.

Two consumer trends in particular are underpinning and driving this growing need for accessories: a more mobile lifestyle and a more active lifestyle. Consumers are living a more mobile life than in the past, with a desire to remain constantly reachable and available. This requires a more frictionless user experience, where consumers seek tailored solutions to meet their individual needs.

Current health and fitness trends also mean that many consumers live an active lifestyle, creating new interests and perceived needs, including measuring and monitoring exercise performance and health

Cleverio

Smart Mini Plug IP100

App controlled scheduling and timer

Smart is smooth

Making your home a little smarter is easy. Plug the Cleverio Smart Mini Plug into a wall socket, connect a lamp, and you are all set. Now it can turn on automatically at sunset. No matter when the sun goes down.

development through digital devices. This is considered to be a growth driver of smart wearables, which are products such as smartwatches, fitness trackers and smart scales. This trend is also driving growth in product categories such as mobile accessories and audio to meet needs such as carrying a mobile phone while running, or wearing headphones designed for different types of activities, including running and swimming.

Increased need for convenience and customer service
Many consumers are living increasingly busy lives with a constant need to coordinate work and private life in terms of time. This means that consumers are increasingly looking for service and more convenient solutions to free up time for work and private life. As digitalization increases, product complexity in some product categories will also increase, further driving demand for service and advisory solutions.

Responsible products and a long-term focus on quality
Kjell & Company strives to offer products that last, both in terms of quality and from a sustainability perspective. This is built on a genuine commitment to selling responsible products that we can truly stand behind. In an industry where low-price alternatives with short lifespans are common, we aim to be a clear alternative.

As part of this, we offer trade-in and resale of used phones, tablets and computers through our collaboration with ReuseIT, as well as repair and service through Mentech, which is available in all stores. This extends the useful life of products and reduces unnecessary electronic waste.

Expert knowledge as a competitive advantage

The CEA market spans a broad assortment with considerable variation in complexity, from simple cables to advanced smart home solutions. For many consumers, parts of the assortment can feel difficult to navigate, and this is a clear gap in the market that Kjell & Company fills. Our strength lies in having sales staff with genuinely deep expertise who can meet customers where they are and help them find the right solution, regardless of their prior knowledge.

Strong bargaining power relative to suppliers

The CEA market is characterized by a number of product categories with a wide range of products in each category. In general, there is a relatively low degree of brand and supplier differentiation for many products, which contributes to the fact that CEA market players generally have stronger bargaining power compared with the overall CE market.

Low brand preference

Brand preference in the CEA market is generally lower compared with the overall CE market, and a higher proportion of the assortment of some retailers comprises own brands. Kjell Group believes that consumers in the CE market are more likely to have clear brand preferences, as these brands can be associated with strong brand awareness among consumers in general and, as such, personal identity.

Customers in the CEA market are seeking solutions to needs rather than specific brands and products, which increases opportunities for players to offer substitute products of alternative brands. This enables CEA market players to adjust their assortment to achieve higher margins. A lower brand preference for products in the CEA market also means that the player's own brand becomes relatively more important, as consumers turn to the player that best helps them find the right product and solve their problem.

Lower price sensitivity among accessories

The CEA market is characterized by a high share of products with a relatively low average basket size, where consumers often buy products spontaneously when a need arises. In a market where pricing information is fully transparent, competitive pricing is a fundamental requirement. At the same time, the lower average basket size and more impulsive purchasing process for accessories means that consumers are somewhat less likely to compare prices than is the case for primary products in the CE market.

Nomadelic

Boombox Loud 711

Water resistant speaker with powerful sound

Watt for the wet

60 watts and a water-resistant design give you options. Just ask anyone with a Nomadelic Boombox Loud 711. The speaker for boats, pool parties, and unexpected showers. And with 10 hours of playtime and fast charging. In case the guests stay late.

Market structure and players

The addressable CEA market can be divided into five major retailer segments, which combined account for the vast majority of the CEA market. The five retailer segments are described below.

Specialists in consumer electronics accessories
This retailer segment includes players that are mainly focused on one or more product categories in consumer electronics accessories, and includes Kjell & Company. Kjell & Company holds a unique position in this segment of the Swedish and Norwegian CEA market as the only player of considerable size with a primary focus on consumer electronics accessories. In the Danish market, there are several online-based players in this segment but no player of considerable size with a physical presence. AV-Cables commands a strong position in the Danish CEA market among e-commerce players thanks to its broad assortment of accessories combined with high customer satisfaction.

Traditional consumer electronics chains
This retailer segment consists of players with consumer electronics products, such as televisions, computers and white goods, as their primary product offering. These players also have a secondary assortment that includes a number of consumer electronics accessories complementing the primary product offering, including mobile accessories, smart home products and complementary accessories for televisions and computers.

Online players
This retailer segment consists of players whose main sales channel is online and who sell consumer electronics accessories to varying degrees. Smaller online-based specialized players focused on specific product categories, such as gaming, are also included in this segment.

Do-it-yourself chains
This segment includes players who primarily offer a wide assortment of products covering most aspects of the home, including building, gardening, home furnishings and kitchen accessories, as well as consumer electronics accessories such as headphones, cables and lighting.

Grocery and furniture retailers
This segment includes the major grocery chains, furniture retailers and supermarkets. These players mainly have high market shares in product categories in consumer electronics accessories with a high level of standardization that complement their primary assortment. For example, these players largely offer products such as batteries and lighting, as well as certain products in the smart home category.

Marketplaces
This segment comprises platforms that sell products both from their own warehouses and through third-party sellers who sell directly to customers via their marketplace platforms. Players in this segment have a wide assortment across multiple product categories.

Linocell

Fast 20 W USB Charger

Fast charger for phones and accessories

Small charger, big praise

Rated 4.5 out of 5 and praised in reviews: fast as a flash, small and handy. Linocell Fast 20 W USB Charger combines compact size, fast charging, and quality to rival original chargers.

Product categories

The CEA market can be divided into nine product categories. A summary of the product categories with a description and product examples is presented below.

Product category	Description	Product example
Batteries/charging	Includes different types of batteries for a variety of purposes, and various charging solutions and related products.	Alkaline batteries, camera batteries, tool batteries, battery chargers and EV chargers.
Lighting	Includes a wide range of lighting products for a variety of purposes and of varying complexity.	Light bulbs, LED strip lights, UV lights, interior lamps and task lighting.
Computer accessories	Includes a wide range of computer accessories.	Keyboards, hard disks, graphics cards and computer cables.
Gaming	Includes computer gaming accessories.	Keyboards, microphones, cameras and gamepads.
Audio	Mainly consists of speakers and headphones, in which there is a wide selection of products to meet various customer needs.	Wireless headphones, noise cancelling headphones, sports headphones, portable speakers and Bluetooth speakers.
Mobile accessories	Includes a wide range of products that complement and enable the use of mobile phones in various ways.	Mobile phone cases, screen protectors and chargers.
Network	Includes products that enable network connections for customers in various ways.	Wireless routers, mesh systems and network cables.
Smart home	Includes connected products in the sub-categories of controllers/connection/automation, security and smart lighting.	Remote controls, connected cameras, digital locks, fire sensors and connected lighting.
Services	Includes various types of services for consumers.	Arranging charging station installations.

Performance in our markets

Segment Sweden

Net sales in segment Sweden decreased 3.8% in 2025 compared with the previous year, to MSEK 1,791.3 (1,862.7), and adjusted EBITA amounted to MSEK 51.7 (28.8). Sweden reported sales growth in comparable service points of -4.2%.

Shop-in-shop and a strengthened store network

Kjell Group has been established in the Swedish market through Kjell & Company since the chain was founded, and has over the years built a store network of 117 service points, an increase of three compared with 2024 as a result of the collaboration with IKEA. The IKEA partnership represents a further development of the shop-in-shop concept, integrating the company's technical expertise and product range into an environment with strong customer traffic and a broad target audience. By establishing locations within existing IKEA stores, Kjell reaches new customer segments and can offer complementary products and advisory services in connection with larger home and furnishing purchasing decisions. The initiative strengthens the omni-channel strategy, increases availability and creates opportunities for cross-selling, while also contributing to increased brand awareness and presence in an established retail environment.

Alongside the expansion of service points, the company has continued to develop its shop-in-shop model as a complement to its own store network. During the year, the presence was expanded by a further 13 units in EKO Stormarknad stores, for a total of 14. In addition, the shop-in-shop concept is established in 278 Circle K stations and in 27 unmanned stores within the 24-SJU franchise chain. This distribution model strengthens the company's geographic coverage and availability, while also exposing the brand in high-traffic retail environments.

Macroeconomic environment and market impact

During 2025, the Swedish economy was in a recovery phase following a period of high inflation and weaker economic conditions. Inflation fell back toward the Riksbank's target of around 2%, contributing to a more stable price environment. The policy rate was at a relatively lower and more stable level compared with the inflationary years that followed the pandemic, creating better conditions for households and businesses. Lower inflation gradually strengthened household purchasing power, although the labor market remained somewhat cautious and the recovery is progressing gradually.

Demand within consumer electronics and accessories was mixed. Certain traditional electronics segments were affected by more cautious consumption and lower volumes, while niche products linked to digitalization, connected devices and e-commerce showed greater resilience. At the same time, price and value sensitivity remained high, influencing consumer purchasing decisions in a market characterized by strong competition and careful comparison of alternatives.

The geopolitical environment, including ongoing conflicts in the Middle East among other regions, represents an external factor to be monitored. The uncertainty may affect commodity prices and global supply chains, which could in turn have implications for purchasing costs and product availability within the electronics sector. The company does not assess that these factors have had any material impact on operations during 2025, but continues to monitor developments as part of its overall risk assessment.

Sales and efficiency measures

Kjell & Company's sales declined during 2025, reflecting a broader trend in the Swedish consumer electronics retail market, where the overall market was under pressure. At the same time, the company implemented strategic initiatives to improve margins and efficiency, including assortment reviews and inventory optimization. While these measures have had a short-term negative impact on sales levels, they are aimed at strengthening long-term competitiveness.

During 2025, Kjell & Company also carried out extensive measures to adjust its cost structure and strengthen the company's long-term profitability in a continued challenging market environment. The savings program has included organizational efficiency improvements and reductions in fixed costs across both central functions and operational activities. The objective has been to create a more scalable and capital-efficient structure suited to current market conditions.

As part of the efficiency program, the company decided to outsource its warehouse operations to an external logistics partner. The measure is intended to increase flexibility in goods supply, reduce costs and improve efficiency in warehousing and distribution flows. The transition is expected to contribute over time to improved cost control and stronger operational efficiency.

Net sales per segment (%), full year

The company also carried out asset impairments, primarily relating to fixed assets attributable to the acquisition of AV-Cables and an inventory write-down, as part of the action program conducted during the year. The impairments form part of the strategic work to streamline operations and ensure a more sustainable financial platform over time.

Strong brand and sustainability profile
For the fourth consecutive year, Kjell & Company was ranked by Swedish consumers as Sweden's most sustainable brand in the category "Home Appliances & Electronics – Stores" in the Sustainable Brand Index, Europe's largest brand study with a focus on sustainability.

During the year, Kjell & Company was named Sweden's strongest consumer electronics brand for the third consecutive year in the Evimetrix Swedish Brand Awards, a survey based on the Satisfied Customer Index and brand awareness measurements.

Being ranked highest in its category in the Sustainable Brand Index for the fourth consecutive year and named the strongest brand in the Evimetrix Swedish Brand Awards for the third consecutive year confirms a high level of customer trust and a clear sustainability profile. The recognitions strengthen the company's competitiveness, contribute to increased customer loyalty and create favorable conditions for long-term brand development.

Kjell & Company’s market position
The Swedish CEA market was characterized throughout 2025 by continued strong competition, pricing pressure and cautious consumer demand in a market where household purchasing power has gradually improved but where purchases of electronics and accessories are often more discretionary in nature. E-commerce continued to be an important and growing channel, while physical stores play a central role in customer service and direct sales. The market is structurally driven by an increasing number of connected devices per household, creating underlying demand for accessories, but near-term development is influenced by economic conditions and consumer caution.

Kjell & Company holds a strong position in the CEA segment in Sweden, with a broad assortment and an established omni-channel model combining stores and e-commerce. The company is one of the more prominent specialist players in technology accessories and competes with both larger electronics retailers and pure-play online companies. During 2025, sales were affected by the general market situation and strategic initiatives that have had a short-term negative impact, but the company's position is supported by brand awareness, customer relationships and a focus on customer service and availability across multiple channels.

The company is aware that investment in the brand during this period has not been at the level required to fully leverage and develop its market position. The fact that brand awareness nonetheless remains strong is an indication that the underlying foundation is solid. Going forward, targeted efforts will be required to consolidate and strengthen the brand, and this is something the company is actively planning for as part of its continued strategy.

Competitive landscape
Kjell & Company operates in a highly competitive Swedish market for electronics and technology accessories in 2025. The company competes with both large consumer electronics chains and strong e-commerce players, where price, assortment, delivery and digital presence are decisive factors. The market is characterized by significant pricing pressure, rapid product cycles and consumers who can easily compare alternatives online. Kjell & Company's strengths lie in its niche focus on accessories and technical solutions, combined with a physical store presence and a large customer club that strengthens loyalty and repeat purchases.

The industry is also undergoing a structural transition in which the growth of e-commerce, increased competition from broad low-price players and the need for efficient logistics are all weighing on margins. Strengthening the company's position requires proactive work on cost control, development of the store concept and strategic adjustments across the business. Overall, the competitive environment in 2025 is intense but also dynamic, where success depends largely on how effectively Kjell & Company can combine specialization, customer relationships and efficient operations in a rapidly changing retail market.

Segment Norway

Net sales in segment Norway decreased 0.2% in 2025 compared with the previous year, to MSEK 408.8 (409.6), and adjusted EBITA amounted to MSEK -6.2 (6.6). Norway, a market with continued potential, delivered positive sales growth in three of four quarters. The sharp decline in the fourth quarter, which weighed on the full-year result, was primarily driven by internal factors rather than market conditions. Norway reported sales growth in comparable service points of 2.8%.

Kjell Group has been established in the Norwegian market through Kjell & Company since 2015, initially through e-commerce and seven service points. As of 2025, the physical presence comprises a store network of 31 service points.

Norway represents a market with favorable conditions and plays an important role in the Group's structure. During the year and in coming periods, the focus is on improving profitability toward parity with the Swedish market. This work includes a continuous review of the cost structure, improved purchasing terms and a sharper prioritization of the service points and channels best positioned to deliver profitable sales. As profitability improves, capacity will be created for brand-building activities and a more proactive market presence.

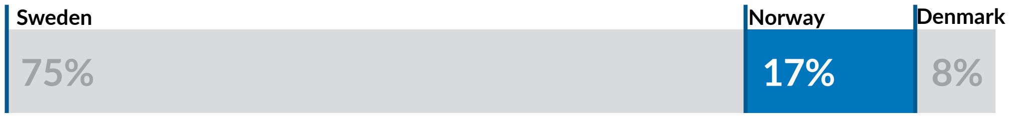
Economic developments and market conditions
During 2025, the Norwegian economy was characterized by a more balanced development following a couple of years of pronounced inflationary pressure and interest rate increases. The rate of price increases has moderated significantly and household finances have strengthened as real wages have improved, although consumption remains cautious, particularly with respect to larger purchases. Norway is in a somewhat different position than many other European countries thanks to its strong energy sector and substantial public finances, which contribute to a more stable economic foundation even during periods of global uncertainty. Retail is nonetheless affected by the general restraint among consumers, and within consumer electronics and technology accessories the market picture is divided. Demand for more capital-intensive products is subdued, while segments linked to smart home, energy efficiency and connected services are developing more steadily.

Performance in the Norwegian market
The Norwegian CEA market is characterized by a strong connection between consumer behavior and digital development, where new product categories gain traction quickly when they offer clear functional benefits. Growth is particularly linked to segments that improve everyday technology flows, where demand is often more needs-driven than trend-driven. The Norwegian market displays a clear maturity in the consumer purchasing process, where quality, functionality and long-term value carry significant weight, which favors players with a well-considered assortment and competent advisory services. Overall, this represents a market with stable underlying demand and favorable conditions for players that can combine assortment breadth with an effective market presence.

In this market, Kjell & Company has established a clear position as a specialist player in the CEA segment, with a focus on accessories, technical solutions and advisory services. The company meets demand both digitally and locally through an integrated omni-channel structure, which is particularly relevant in a geographically dispersed market.

Competitive landscape
The Norwegian market is dominated by large Nordic players such as Elkjøp and Power, while e-commerce companies such as Komplett hold a clear position online. Competition takes place largely through price, promotions and availability, with consumers easily comparing offerings across digital platforms. Factors such as fast delivery, omni-channel capability, service offerings and product knowledge are becoming increasingly important differentiators. Physical stores are combining digital solutions with personalized advisory services to strengthen the customer experience, a model in which Kjell & Company has a natural strength. Growth is most stable in niche and value-driven segments where clear positioning is essential for competitiveness.

Net sales per segment (%), full year



Kjell & Company

Segment Denmark

Net sales in segment Denmark decreased 42.5% in 2025 compared with the previous year, to MSEK 179.0 (311.3), and adjusted EBITA amounted to MSEK -2.5 (13.6). Sales in the Swedish market accounted for 0.3% of AV-Cables' total net sales in 2025. The earnings performance reflects a period of significant challenges, in which the integration of AV-Cables into Kjell's central functions proved more demanding than anticipated. At the beginning of 2025, all central functions from AV-Cables were consolidated into Kjell & Company's organization, which meant that the Danish operations received insufficient attention and resources during this period. In hindsight, it is clear that we underestimated how much focus and capacity the integration would require, and that the Danish operations needed more dedicated support than was available.

Alongside the integration challenges, the Danish market was affected to a greater extent than the Swedish and Norwegian markets by increased competition from international e-commerce players, which contributed to pricing pressure and changed consumer behavior.

Toward the end of 2025, extensive work was carried out to analyze the situation and determine how the segment should develop going forward. As part of this work, the supplier base has been consolidated and the segment is now operating with Kjell's assortment, creating a more cohesive and cost-efficient structure. The company has a clear plan for the segment's continued development, which will be communicated when the conditions are in place.

Integration and structural efficiency
The integration of AV-Cables continued during 2025 as the assortment was aligned with the customer offering provided by Kjell & Company in Sweden and Norway. As a result, the Swedish e-commerce operation was wound down, as it overlapped with the existing offering. The final step in the integration was the relocation of the warehouse from Denmark to Staffanstorp at the beginning of 2026, in connection with the establishment of the Group's new central warehouse. Since February 2026, operations have been concentrated on the Danish market, creating a more focused operating structure and increased coordination within the Group.

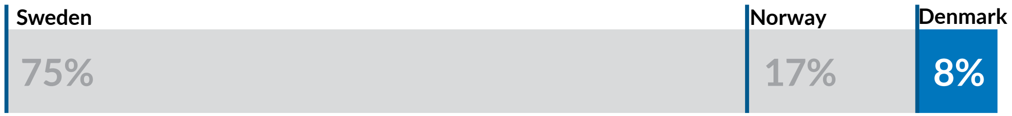
The Danish market in 2025
The Danish CEA market is characterized by continued structural demand driven by digitalization, technological development and a high degree of consumer maturity. During 2025, the market is assessed to have developed steadily as the macroeconomic situation gradually normalized following the period of high inflation and rising interest rates. Demand within consumer electronics is structurally driven by the increasing number of connected devices in households, continued expansion of smart home solutions and a growing need for accessories linked to existing consumer electronics. The Danish market is characterized by high per capita consumption across several technology-related segments, providing favorable structural conditions over time.

Market development in Denmark
E-commerce in Denmark has a well-developed and mature structure and accounts for a significant share of total retail. The high level of digital maturity and consumers' familiarity with online purchasing create favorable conditions for digital commerce, while at the same time requirements around delivery speed, simplicity of the purchasing experience and efficient return solutions are increasing. This favors players with efficient logistics, scalable platforms and strong digital processes.

Market structure and competition
The Danish CEA market is dominated by a number of established players in traditional consumer electronics retail, competing through both physical stores and online channels. In recent years, competition has intensified significantly through the entry of international e-commerce companies that have progressively gained market share, leading to greater pricing pressure particularly within generic accessories segments. In this environment, brand strength, efficient logistics, cost structure and digital capabilities are central success factors.

AV-Cables position in the Danish market
AV-Cables has an established position in the Danish consumer electronics accessories market, with a particular focus on mobile accessories, network, audio and computer accessories. The company's fully online business model enables a cost-efficient structure well suited to the Danish market. An important strategic asset is the high level of customer satisfaction: on Trustpilot, AV-Cables has received an average rating of 4.8 out of 5.0 based on more than 159,000 reviews, placing the company in the very top tier among larger players in the Danish market. The high rating reflects customers' perceived value in terms of price, delivery accuracy and service, and represents an important competitive advantage in a digital market where transparency and reviews have a significant influence on purchasing behavior.

Net sales per segment (%), full year



Sustainable choice in everyday technology

Material sustainability topics

Preparatory work ahead of CSRD reporting
In recent years, the Group has carried out extensive preparatory work ahead of CSRD reporting. During the 2024 financial year, Kjell Group conducted a double materiality assessment (DMA), a gap analysis and an implementation of the Group's software for sustainability reporting. A high-level inventory of the Group's greenhouse gas (GHG) emissions was also carried out.

DMA
The Group conducted the DMA within its software for sustainability reporting. The process began with a mapping of the Group's value chain, business model and core activities. This was supplemented by a review of internal governing documents and industry-specific information.

Interviews were subsequently conducted with employees from various parts of the organization to deepen the understanding of internal processes, risks and opportunities. The assessment itself was then carried out on the basis of these sources.

The DMA evaluates materiality from two perspectives: impact materiality and financial materiality. Impact materiality refers to the Group's actual and potential impact on people and the environment. Scale, scope, severity and likelihood are the specific parameters included in the impact materiality assessment.

Financial materiality assesses how external factors may affect the Group, both in the form of strategic opportunities and risks. The assessment is based on the likelihood of the external factor occurring and the magnitude of the financial effect.

Finally, the results were validated together with relevant functions within the Group to ensure quality, accuracy and organizational anchoring. The double materiality assessment identified eleven material subtopics within environmental sustainability, nine within social sustainability and three within governance.

Work continued during 2025
During 2025, the Group began developing its sustainability reporting in line with the requirements of the CSRD and ESRS. This work has included building the processes and procedures needed to ensure reliable reporting, conducting a policy assessment and updating selected governing documents. During this year, calculations were also carried out in accordance with the GHG Protocol for the financial years 2024 and 2025.

Own workforce
In a large organization, social sustainability work begins with the employees. Ensuring a sustainable, inclusive and safe working environment for the own workforce is a central priority for the Group. A significant portion of the year's sustainability work has therefore been devoted to preparing, structuring and quality-assuring personnel-related data and governing documents.

Regulatory compliance in the value chain
The majority of Kjell Group's direct suppliers in the upstream value chain are based in China and Europe. It is therefore essential to ensure responsible sourcing throughout the supply chain, including protecting human rights and promoting fair working conditions. During the year, governing documents were updated accordingly, including Kjell Group's code of conduct and Kjell Group's supplier code of conduct.

The 2025 reporting year
Regulatory developments in relation to the CSRD have been closely monitored throughout the year. Given the Group's size and its listing on Nasdaq First North Growth Market, we are among the companies required to report under the CSRD for the first time for the financial year 2027, in accordance with the EU's "stop the clock" directive and its implementation into the Swedish Annual Accounts Act.

With this year's sustainability report, we aim to articulate the Group's ambition to conduct proactive sustainability work and contribute to transparent and comparable data within the consumer electronics industry. The report represents the Group's first step toward a more standardized and comprehensive sustainability reporting, moving in the direction of reporting in accordance with a technical standard such as ESRS.

The work during the year has been carried out in parallel with a rapidly changing regulatory environment, placing significant demands on flexibility and ongoing adaptation of processes and working methods. Despite this, we have taken meaningful steps forward and established an important foundation for the work ahead.

The content of this year's report has been designed with reference to EFRAG's proposed simplified ESRS, primarily for the thematic standards E1 (Climate Change), G1 (Business Conduct) and S1 (Own Workforce). We also address topics and key metrics within E2 (Pollution) and E5 (Resource Usage & Circular Economy) in the section on the environmental impact of products.

The path toward CSRD
The work to align sustainability practices and reporting will continue during 2026, with the objective of meeting all applicable requirements under the CSRD and ESRS for the financial year 2027. During 2026, we will establish the central prerequisites for reporting by updating the DMA and further developing the processes and allocation of responsibilities that were initiated during 2025. We will also review our procedures for data collection, quality assurance and documentation of sustainability data.

During 2027, we plan to apply these processes fully across the organization. Targets, action plans and key metrics will be linked to each material topic, sustainability data will be monitored systematically and reporting will be integrated into the regular business performance review. The focus is on ensuring reliable, traceable and comparable information and on continuously improving the quality of reporting.

Partnership with Rosa Bandet

The Swedish Cancer Society's Breast Cancer Awareness
In October 2025, Kjell & Company became a pink partner of the Swedish Cancer Society's Breast Cancer Awareness campaign. Through the lighting campaign "Light that brings hope" across all 117 stores, we used our reach to contribute to society and raise awareness of breast cancer.

Double materiality assessment

Impact materiality

- Working Conditions (Own workforce)
- Microplastics
- Communities' civil and political rights
- Social inclusion of consumers and end users
- Equal treatment and opportunities (Workers in the value chain)
- Pollution of air
- Corruption and bribery
- Pollution of water

Double materiality

- Corporate Culture
- Waste
- Working conditions (Workers in the value chain)
- Climate Change Mitigation
- Resource outflows related to products and services
- Energy
- Resource inflows, including resource use
- Substances of very high concern
- Other work related rights (Workers in the value chain)
- Equal treatment and opportunities for all (Own workforce)

No materiality

- Impacts and dependencies on ecosystem services
- Water
- Communities' economic social, and cultural rights
- Protection of Whistleblowers
- Pollution of soil
- Impacts on the state of species
- Animal Welfare
- Political engagement and lobbying activities
- Pollution of living organisms and food resources
- Marine resources
- Impacts on the extent and condition of ecosystems
- Responsible tax
- Management of relationships with suppliers payment practices
- Other work related rights (Own workforce)
- Particular rights of indigenous communities
- Direct impact drivers of biodiversity loss

Financial materiality

- Personal safety of consumers and or end users
- Information related impacts for consumers and/or end users
- Climate Change Adaptation
- Cybersecurity
- Substances of concern

Environmental | Social | Governance

Kjell & Company

Climate & Energy

Introduction
Kjell Group's operations give rise to climate impact throughout the value chain. The business also faces risks linked to supply chain uncertainties, while there are strategic opportunities to develop our assortment of energy-optimized products. Ensuring long-term resilience requires proactive climate and energy work and clear requirements placed on suppliers.

Purchasing policy
Clear requirements are essential for a group operating in consumer retail. Kjell Group's value chain is largely global, with a significant majority of products sourced from Asia. Our governing documents are designed in accordance with recognized social and environmental standards and frameworks, including the UN Guiding Principles on Business and Human Rights and ILO's Declaration on Fundamental Principles and Rights at Work. Further description of supplier dialogue and sourcing controls is provided in the following section on the environmental impact of products.

Indirect emissions in Kjell's value chain
The majority of Kjell Group's GHG emissions are indirect supply chain emissions, arising primarily from the production and use of our products. A first complete emission calculation in accordance with the GHG Protocol was carried out for the 2024 financial year, showing that 99.5% of emissions can be allocated to Scope 3 categories.

These indirect emissions represent an actual negative climate impact in the short, medium and long term. They are linked to both upstream and downstream value chain activities, with 77% of Scope 3 emissions attributable to upstream activities.

Purchased goods and services accounted for 71% of emissions in 2024, confirming the need for targeted reduction measures directed at the supply chain, particularly with respect to product design, supplier requirements and logistics optimization.

Direct emissions in own operations
Kjell Group's operations give rise to direct Scope 1 emissions and indirect Scope 2 emissions. These emissions contribute to climate change and represent an actual negative climate impact in the short, medium and long term. Although levels are relatively low compared with Scope 3 emissions, they nonetheless represent both a responsibility and an opportunity to actively reduce GHG emissions within the Group's operational activities.

Gross Scope 1, 2 and 3 and total GHG emissions
Emission calculations in accordance with the GHG Protocol were carried out for both 2024 and 2025, using the Group's software for sustainability reporting. The focus of the 2025 calculation was on improving emission factor quality and increasing the coverage of the Group's activities in Scope 3.

Overall, the reduction in the Group's GHG emissions between 2024 and 2025 is largely linked to lower purchasing levels during the year, which is also reflected in lower emission intensity. Given that a significant share of emissions is related to purchased goods and services, purchasing volumes have been a key contributing factor to this trend. Changes in energy usage have lowered the emission levels in Scope 1 and 2, but lower emission factors also played a part in the reduction. Furthermore, in the Scope 3 categories where emissions increased, the primary explanation is increased reporting coverage.

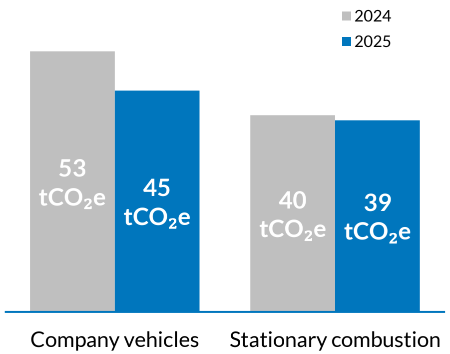
Emission intensity	2025	2024
Total location-based GHG emissions per net sales (tCO2e/MSEK)	10.7	11.7
Total market-based GHG emissions per net sales (tCO2e/MSEK)	10.7	11.7

Category	2025 (tCO_2e)	2024 (tCO_2e)	Change (%) 2025 & 2024
Scope 1 GHG emissions			
Gross GHG emissions, Scope 1	84.6	93.6	-9.6%
Percentage of Scope 1 GHG emissions from regulated emission trading systems (%)	0	0	
Scope 2 GHG emissions			
Location-based gross GHG emissions, Scope 2	62.5	67.0	-6.8%
Market-based gross GHG emissions, Scope 2	42.0	44,9	-6.3%
Significant Scope 3 GHG emissions			
Category 1: Purchased goods and services	18,431.7	21,266.7	-13.3%
Category 2: Capital goods	154.6	467.3	-66.9%
Category 3: Fuel- and energy-related activities not included in Scope 1 & 2	66.3	71.5	-7.3%
Category 4: Upstream transportation and distribution	740.7	719.6	0%
Category 5: Waste generated in operations	1.2	1.7	- 26.7%
Category 6: Business travel	111.6	42.4	+163.4%
Category 7: Employee commuting	494.2	536.7	-7.9%
Category 8: Upstream leased assets	760.8	755.6	+0.7
Category 11: Use of sold products	4,401.8	6,162.1	-28.6%
Category 12: End-of-life treatment of sold products	56.4	47.0	19.9%
Total GHG emissions, Scope 3	**25,219.3**	**30,070.5**	-16.1%
Total location-based GHG emissions	**25,366.4**	**30,231.1**	**-16.1%**
Total market-based GHG emissions	**25,345.9**	**30,208.9**	**-16.1%**

Scope 1
The Group's direct emissions are allocated to company vehicles used within the Swedish operations and stationary combustion in the Danish warehouse. In 2025, the Group's Scope 1 emissions amounted to 85 tonnes CO_2e, representing a decrease of just under 10% compared with 2024. The primary explanation for the reduction is a change in emission factors.

Emissions from company vehicles is calculated using the distance-based method. For 2025, national emission factors for gasoline and diesel vehicles from Drivkraft Sverige, the Swedish Energy Agency and the Swedish Transport Administration were used. The transition to these emission factors is the primary reason for the 15% reduction in emissions compared with 2024.

Stationary combustion covers emissions arising from the combustion of natural gas for heating the warehouse in Denmark. The calculation is based on activity data and the fuel-based method, together with emission factors from DEFRA. Natural gas consumption decreased by 4% during 2025, resulting in a 3% reduction for this category.



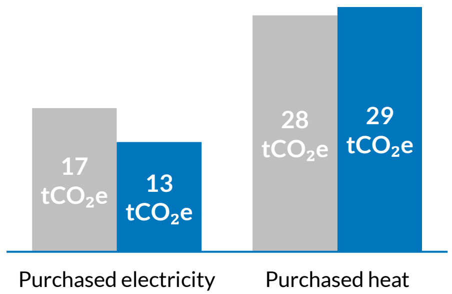
Scope 2
For Kjell Group, Scope 2 emissions relate primarily to electricity consumption in service points, warehouse and office operations, as well as purchased district heating for the Swedish warehouse and the Group's electric vehicles. In 2025, market-based emissions amounted to 42.0 tonnes CO_2e and location-based emissions 62.5 tonnes CO_2e.

Electricity emissions were calculated using activity data for 113 of our 148 service points, warehouse and office operations. National electricity emission factors from AIB were applied for the Nordic countries, and IEA emission factors for the Chinese operations.

Heat consumption is attributable to the Swedish warehouse operations, calculated using national emission factors from Energiföretagen and the energy mix based on preliminary figures from the district heating supplier. Emissions from electric company vehicles were calculated using the distance-based method with national emission factors from AIB and the Swedish Transport Administration.

Calculations on district heating for all service points and electricity consumption for the remaining 35 service points were conducted in Scope 3, Category 8.

Overall, 84% of the Group's energy consumption and 99% of electricity consumption are covered by energy certificates for fossil-free energy, resulting in market-based emissions from purchased electricity of just 13 tonnes CO_2e, despite electricity accounting for 85% of energy consumption.



Scope 3
3.1 Purchased goods and services
This category covers emissions arising from raw material extraction, production and transportation of goods and services purchased by the Group. Emissions in this category amounted 18,432 tonnes CO2e in 2025, a decrease of 13% compared with 2024, primarily as a result of the assortment review. Calculations are based on an average method using weight-based data and general emission factors from DEFRA.

Purchased goods and services account for 73% of the Group's Scope 3 emissions in 2025. The Network and Smart Home product categories together represent 60% of emissions. Going forward, the Group's primary focus is on increasing the use of supplier-specific data to improve reliability and data quality.

3.2 Capital goods
This category covers upstream GHG emissions related to capital goods acquired by Kjell Group during the year, including store fit-outs, store furnishings, IT equipment and warehouse equipment. The emission amounts to 155 tonnes CO_2e in 2025 (467 tonnes CO_2e in 2024). The reduction is primarily explained by a lower acquisition value and secondarily by changes in emission factors.

To achieve full category coverage, the spend-based method with emission factors from Exiobase is used. The conditions for stronger data quality and use of activity data will be explored during 2026.

3.3 Fuel- and energy-related activities
This category covers fuel- and energy-related activities not included in Scope 1 and 2, reflecting emissions arising during the manufacturing phase of the energy used by the business in the form of fuel, electricity and heat. The emissions in this category amounted to 66 tonnes CO_2e in 2025. The 7% decrease from 2024 is linked to a lower energy consumption within the Group in 2025.

3.4 Upstream transportation and distribution
Emissions of upstream transportation and distribution amounted to 741 tonnes CO_2e in 2025, an increase of 3%. The increase occurred despite lower purchasing volumes and is assessed to be primarily linked to changes in transportation arrangements and modes of transport.

Emissions in this category are based on pre-calculated emissions from six transportation suppliers, supplemented by data calculated using the expenditure-based method for one supplier. The category also includes distribution emissions for a period in which Kjell & Company held temporary inventory with a third party, calculated using the average data method based on the number of pallets during the period.

3.5 Waste from own operations
The Group's waste consists largely of corrugated cardboard, combustible waste, electronics, plastic and metal. Emissions from waste management totaled 1.2 tonnes CO_2e in 2025, calculated using a waste-specific method with general emission factors from DEFRA.

3.6 Business travel
Emissions from the Group's business travel totaled 112 tonnes CO_2e in 2025. The significant increase of 164% compared with 2024 is explained by increased coverage of the Group's travel. 80% of emissions are attributable to air travel but the business travels also include trips by train, taxi, private car, rental car and bus.

Emission data is primarily based on pre-calculated emissions from the Group's travel agency and payroll system, with the remaining 5% supplemented using the distance-based method for private vehicles and a fee-based method.

3.7 Employee commuting
Emissions of employee commuting were estimated on the basis of a survey conducted by Kjell Group during 2025. The results were used in calculations applying the distance-based method with emission factors from NTMCalc Advanced 4.0 and DEFRA.

3.8 Upstream leased assets
Upstream leased assets refers to leased properties where Kjell Group conducts operations without operational control over electricity and heating consumption. This category includes district heating for all service points in Sweden and Norway, electricity consumption for 35 service points, and electricity and district heating consumption for office operations in Sweden.

Energy consumption for these assets is estimated using average data based on the size of the leased area and standard data from the Swedish Energy Agency on energy consumption for office buildings and residential buildings respectively. Emissions are calculated using the estimated energy consumption and national emission factors from AIB.

3.11 Use of sold products
This category covers emissions arising during the use phase of the Group's electrically powered products that were sold during the year in each respective country. Emissions for use of sold products amounted to 4,402 tonnes CO_2e for 2025, representing 18% of the Group's Scope 3 emissions.

The calculation method for direct use-phase emissions is applied in the calculation. The best-selling product within each product group is used as a representative model, with product-specific data on energy consumption and assumptions about expected useful life and number of uses. National emission factors from AIB are used.

3.12 End-of-life treatment of sold products
This category covers emissions arising from the future waste management of all products sold during the reporting period. Emissions amounted to 57 tonnes CO_2e for 2025. Emission calculation was based on waste-specific method with general emission factors from DEFRA.

Energy consumption in own operations
Energy consumption takes place in Kjell Group's offices, warehouses and service points. Energy usage in own operations is governed primarily by the Group's sustainability policy, which states that Kjell & Company shall maintain a high quality standard while continuously reducing its environmental impact. The policy will be updated during 2026 to reflect changes that have taken place in the business.

Energy use is also governed by the decision to consolidate all electricity agreements in each Nordic country under a single supplier, creating better conditions for monitoring, analysis and management of energy consumption. All Kjell Group facilities in Sweden, Norway and Denmark where electricity agreements are managed directly by the Group are today powered by fossil-free energy sources.

The energy consumption was approximately 4,220 MWh during 2025, a reduction of approximately 290 MWh from 2024. The energy mix consists of 79% renewable energy sources, 12% nuclear energy and 9% fossil fuels. All electricity purchased by the Group for its Nordic operations is fossil-free. Fossil energy relates primarily to company cars used in operations and heating of the Danish warehouse.

Energy consumption in the upstream value chain
The extraction of raw materials is an energy-intensive process. In many regions, extraction still relies heavily on non-renewable energy sources, increasing the climate impact in the upstream value chain. The manufacturing of electronics accessories can also be energy-intensive, with processes such as battery production and the manufacturing of electronic components requiring significant amounts of electricity and thermal energy. The requirements in Kjell Group's purchasing policy aim to reduce this climate impact by placing demands on suppliers with respect to energy efficiency and the transition to renewable energy sources.

Energy-efficient products
Developing products with improved energy efficiency and accessories that can optimize the energy use of consumer electronics represents a strategic opportunity for Kjell Group. This is in line with sustainable business practices and growing customer demand for energy-efficient solutions and can reduce operating costs for both the Group and its customers during the use phase. This proactive approach not only addresses environmental challenges but also strengthens the Group's competitiveness and contributes to long-term value creation.

Energy consumption and energy mix, MWh	**2025**	**2024**
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products	184.8	219.4
Fuel consumption from natural gas	190.0	197.7
Fuel consumption from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources	15.2	18.6
Total fossil energy consumption	390.0	435.7
Share of fossil sources in total energy consumption (%)	9.3%	9.7%
Total nuclear energy consumption	484.8	551.0
Share of nuclear energy in total energy consumption (%)	11.5%	12.2%
Total renewable energy consumption	3,344.0	3,518.3
Share of renewable sources in total energy consumption (%)	79.3%	78.1%
Total energy consumption	4,218.9	4,505.0

Environmental impact of products

Chemicals and pollution
The extraction of raw materials, manufacturing of electronics and transportation of goods contribute to emissions into air and water. This is particularly relevant for the local environment in the regions where Kjell Group's upstream value chain is located. There are also increased risks associated with the extraction and manufacturing of substances categorized as substances of concern and substances of very high concern. The Group operates in an industry subject to a large number of complex and continuously evolving regulations, placing high demands on internal processes and reliable controls.

Responsible purchasing
Products and components in electronics products are manufactured predominantly in Asia, with a limited number of articles produced or post-processed within the EU and the Nordics. Through the purchasing office in Shanghai and requirements in the purchasing policy, we enable closer collaboration with suppliers, regular audits, internal controls and stronger monitoring of changes in regulations.

Control and follow-up
Documentation for new and changed products is reviewed in accordance with Kjell Group's procedures when legal requirements or product design change, to ensure that it is updated to the latest standard. Documentation, including safety data sheets and EU declarations of conformity, must accompany the product upon delivery.

Regular controls are also carried out on manufacturers of Kjell Group's own brands. All new suppliers are audited before a collaboration begins, and existing suppliers are followed up in connection with changes. Controls include testing of products at accredited laboratories and physical factory visits, during which suppliers are reviewed for established procedures on traceability, relevant legislation and non-conformance management.

For serial production of own brands, ongoing shipment checks are carried out based on risk categorization, with products checked against specifications and associated documentation.

The Group also collects data on product non-conformances through returns, complaints and warranty cases. These insights are used for product improvements and fed back to manufacturers and suppliers. Through structured non-conformance and documentation management, we can reduce the risk of substandard products and incorrect purchases, resulting in fewer shipments and a more resource-efficient value chain.

Resource inflows
As a retailer of electronics accessories, the Group's environmental impact is largely linked to the product assortment. Electronics products and their packaging are manufactured from various types of input materials and raw materials, including critical raw materials.

At the same time, a strong focus is placed on accessories that can extend the lifecycle of or optimize the use of other electronic products. Through active purchasing and quality work combined with the technical expertise of our store staff, the Group strives to offer the right product to the right customer, products with long useful lives, and to avoid unnecessary waste.

Kjell Group has for another year achieved and maintained its target of keeping plastic content in own brand packaging below 10% of packaging weight. In 2025, plastic use in own brand packaging amounted to 7.7% (7.4%). Since 2019, this figure has decreased from 22%.

Resource outflows
Circular business models and responsible waste management are fundamental parts of Kjell Group's strategy for sustainable resource use and for increasing resource efficiency in the downstream value chain. The Group runs several initiatives aimed at increasing the share of products that are repaired, reused or recycled.

Repair
Through our collaboration with electronics repair company Mentech, we increase access to sustainable repair solutions in the downstream value chain. All 148 of Kjell & Company's service points in Sweden and Norway are integrated into Mentech's drop-in network, allowing customers to easily hand in electronics such as mobile phones, smartwatches, tablets and laptops for repair. When handing in a mobile phone, Kjell Group also offers a free loan phone in collaboration with Samsung, lowering the threshold for customers to choose repair.

In 2025, the number of repair cases handled through these partnerships totaled 4,380.

Kjell Group is also responsible for ensuring that its own products contribute to a resource-efficient flow in the aftermarket. During the year, Mentech handled 2,206 warranty cases for Kjell Group's products, of which 1,920 products were repaired.

Electronics trade-in at Kjell
Kjell Group's collaboration with Reuseit contributes positively to resource circulation in the value chain. Through the initiative, customers can hand in and trade in electronics for compensation at 36 of Kjell Group's stores. After reconditioning by Reuseit, products are offered for sale online via Kjell's website. The buy-back program, which covers mobile phones, tablets and computers, enables an efficient return flow of resources and supports extended product lifecycles. During 2025, 517 products were traded in while 1,330 reconditioned products were sold in stores.

Electronic waste
The Group collected 20 tonnes of electronic waste during 2025. The Group's definition of electronic waste includes electronics, batteries, fluorescent tubes and lamps. The target is for 80% of all collected electronic waste to be recycled. During 2025, 71.0% (73.6%) of the electronic waste collected from Norwegian and Swedish stores went to material recycling.

Repaired products

1,920

Incoming repair cases

6,586

Collected electronic waste (tonnes)

20.1

Electronic material recycling

71.1%

Plastic in packaging

7.7%

Governance

Corporate culture
Kjell & Company has a deeply rooted corporate culture that over the company's 35 years in the industry has contributed to high loyalty, strong engagement and stable career paths. A knowledge and solution-oriented approach to customer interactions has been central since the beginning and remains key to our future development. Our strength lies in the customer meeting, where our employees deliver world-class service through deep technical knowledge and genuine commitment, something deeply embedded in Kjell Group's corporate culture.

All new employees complete an onboarding program covering sales training, a review of the Group's policies and procedures, and digital training modules. This ensures that our values, ways of working and ethical guidelines are established from the outset. The rapid digital development in the electronics industry places high demands on continuous skills development, which all employees access through Kjell Academy.

Strong and present leaders are a central prerequisite for maintaining an ethical, cohesive and development-oriented corporate culture. Kjell & Company therefore offers a leadership program for store managers in which skills development, experience sharing and shared direction are central components. In April 2025, all store managers gathered for a three-day leadership conference featuring seminars, assortment exhibitions and social activities, generating valuable discussions and strong engagement around our shared vision and targets for 2025.

During 2025, we also gathered the Group's office-based staff at the head office to strengthen cross-functional collaboration and ensure a consistent and systematic way of working across the Group. We view physical presence as an important enabler of natural knowledge sharing, faster decision-making and increased collaboration between functions.

With the foundational structure in place, we continue to see significant potential to develop and further strengthen the customer meeting. Our ambition is to exceed customer expectations by inspiring new technical solutions that we make simple, accessible and enriching, both for the customer and for the sales associate. The customer meeting should not only resolve an immediate need, but also create curiosity, learning and long-term relationships.

Against this backdrop, we have initiated a strategic process focused on how our stores should develop in line with our assortment and changing customer behaviors. By further developing the stores' role as inspiring, knowledge-driven meeting places, we create the conditions for an even stronger customer meeting and a long-term sustainable business.

> **“Our goal is simple: to make technology and expertise accessible to all in a responsible, transparent and sustainable way .”**
>
> *Jenny Wimnér, CRO*

Anti-corruption
As part of a global value chain, Kjell Group is exposed to corruption risks. Through our supplier code of conduct, we place requirements on business ethics, due diligence and regulatory compliance. Suppliers are required to work preventively, avoid conflicts of interest and prevent corruption and money laundering. The code of conduct is based on international frameworks, including the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights. Kjell Group’s code of conduct was updated in 2025 and all active direct suppliers have signed it.

Systematic internal work
By training employees and upholding business ethics across the entire business, Kjell Group can have a positive impact on people and society. The Group's anti-corruption policy for employees and Board members sets out guidelines and requirements for Kjell Group to maintain the highest ethical standards in all countries of operation. Business is to be conducted in an ethical and transparent manner, free from corruption and bribery.

Employee training in business ethics is a key part of the preventive work. Kjell Group continuously evaluates which functions are particularly exposed to corruption risks. During 2025, all such employees completed our annual anti-corruption training. All new employees complete a digital anti-corruption training module.

Whistleblowing
Kjell Group encourages all individuals connected to the business, including employees and business partners, to report suspicions of irregularities or misconduct that contravene our values, code of conduct or applicable law. No one who reports in good faith shall be subject to retaliation or other negative consequences. Reports can be made anonymously through an external whistleblowing service.

None of the cases reported during the year were qualified as whistleblowing cases. No fines have been paid and the Group has not been involved in any convictions.

KPI	2025	2024
Number of confirmed cases of corruption or receipt of bribes	0	0
Total fine amount (SEK)	0	0
Number of convictions	0	0

Our employees

Kjell Group employs approximately 1,250 people and therefore carries an important responsibility to create a safe, inclusive and inspiring working environment. We strive to be a workplace where every individual has the opportunity to grow, develop and take pride in their work. By promoting equal opportunities and actively supporting both personal and professional development, we strengthen employee wellbeing and engagement, as well as our long-term ability to attract and retain talent.

Kjell Group's Code of Conduct
Through our code of conduct, Kjell Group has committed to conducting its business in line with internationally recognized frameworks, including the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO's core principles and the OECD Guidelines for Multinational Enterprises. The code of conduct is therefore a central governing document for the company's work on human rights, working conditions and ethical conduct.

Kjell Group expressly prohibits forced labor, human trafficking, child labor, harassment, discrimination and unjustified dismissals. Managers and leaders have a particular responsibility to promote an ethical, inclusive and respectful working environment and to ensure that the principles of the code are followed in day-to-day operations. Employees are encouraged to report incidents that breach the code of conduct through the Group's reporting channels. The Group shall also work proactively to strengthen diversity, equity and inclusion, including through fair recruitment and promotion processes.

The code of conduct applies to all employees and Board members in all countries where Kjell Group operates. Suppliers and other external parties, including consultants, are also subject to equivalent requirements through the supplier-specific code of conduct.

Employee data
The number of employees in Kjell Group is 1,249 in 2025. Approximately 80% are employed in Sweden, 16% in Norway, 3% in Denmark and 1% in China. This data represents a snapshot of the number of employees as of December 31, 2025, sourced from the payroll system in each respective country.

Form of employment
Employees measured in full-time equivalents total 699 FTEs in 2025. A full-time equivalent is defined as working hours in relation to the annual working hours regulated in the applicable collective agreement. The start and end dates of employment are included in the calculation. Employees with non-guaranteed hours covers individuals in the Danish operations with a flexible employment arrangement.

Form of employment, FTE	Total
Number of permanent employees	655,8
Number of temporary employees	37,8
Number of employees with non-guaranteed hours	5,6
Total number of employees	**699,2**

Employee turnover
Employee turnover for the Group is calculated as the number of employment contracts terminated during the financial year in relation to the total number of employees, sourced from the Group's HR system. Employee turnover amounted to 35% in 2025.

The Group has historically had a relatively high employee turnover rate, which is common in the retail industry. A significant portion of the sales organization consists of employees at the early stages of their careers, often in combination with studies, which contributes to natural mobility over time.

During 2025, we therefore worked actively to reduce employee turnover through targeted leadership initiatives and by offering higher employment rates through the Availability project. The initiative enables work across multiple stores within a local area, creating more effective staffing, an improved working environment and greater employment security. This work will be developed further during 2026.

Country, number of employees	Women	Men	Non-binary	Total
Sweden	291	705	3	999
Norway	36	162	1	199
Denmark	21	15	0	36
China	10	5	0	15
Total	**358**	**887**	**4**	**1249**

Gender distribution
Gender distribution at Group level is 71% male, 29% female and 0.3% non-binary in 2025. Gender identity has been self-reported by employees in the Group's HR system. The distribution represents a snapshot as of December 31, 2025 and covers all forms of employment.

The Group's work on gender distribution and equality is governed primarily by the company's code of conduct, which expressly prohibits discrimination, harassment and victimization. The Group is also working to adjust and develop its pulse and employee surveys, clarify complaints and reporting channels, and continuously develop recruitment processes and leadership training across the organization.

Employee health
Kjell Group acknowledges that challenges exist in the working environment, particularly relating to injury risks in warehouse operations and stress among both store staff and office employees. The Group's work with occupational health and safety aims to create a physically, psychologically and socially sustainable and developing workplace for all employees, based on a hands-on and proactive approach in which collaboration with our employees is central.

Our work with occupational health and safety is governed primarily by the Group's code of conduct, working environment policy and the more detailed working environment handbook. A Group-wide process is underway to update governing documents to better reflect changes in the organization.

The working environment is monitored through incident reporting in our Group-wide system, as well as through regular safety inspections and workplace visits in stores, warehouses and offices.

During 2025, 43 work-related accidents were reported, of which 8 resulted in 1 to 14 days of absence. There were also 17 cases of recordable work-related ill health. These accidents and cases of work-related ill health are managed in accordance with the Group's rehabilitation procedure. The rate of recordable work-related accident is 42.1. 96% of the Group's employees are covered by the Group's working environment system. There have been no work-related fatalities.

Key metrics	Statistics apply to	2025
Work-related accidents	Number of recordable work-related accidents in own work-force	43
Work-related ill health	Number of cases of recordable work-related ill-health during	17
Accident frequency rate	Number of work-related accidents per million working hours	42.1
Coverage of occupational health and safety management system	Share of the Group's employees covered by the company's system support for incident reporting	94%
Fatalities	Number of work-related fatalities during the year	0

Employee survey

Participation	eNPS	Engagement
63%	7	8.4

Initiatives during 2025
During the year, we intensified the work of strengthen preventive health work in the retail organization. Sick leave decreased from 2024 to 2025, partly as a result of focused trainings and a review of the rehabilitation process and sick leave routines.

Managers are also required to complete an annual working environment training. They receive continuous support and training in psychosocial working environment management to ensure that early warning signs are identified. We have also developed our scheduling process and conducted training that equips our leaders for greater responsibility, the positive effects of which were evident during 2025 and will continue to be built upon in 2026.

We have further strengthened our Group-wide safety work by developing processes, risk assessments and technical safety solutions, while also raising awareness and competence across the organization. Governing guidelines and working methods have been clarified and modernized to ensure a consistent and robust safety structure throughout the business.

As a further enhancement of working environment efforts, we have updated the procedure for safety inspections in stores, warehouses and offices, which are now conducted more frequently. For stores, daily safety checks have also been updated and clarified through checklists.

During 2025, the Group also introduced an initiative that creates a more sustainable working environment for store sales staff by allowing them to indicate their own availability for additional shifts. This reduces the need for ad hoc contact and gives employees greater control over their working hours.

Pulse survey
To strengthen both the working environment and employee engagement, we introduced a new approach during the year in which the organizational and psychosocial working environment is measured quarterly through the Group's pulse survey system. Results are followed up by all managers with personnel responsibility together with their teams and are used as an operational tool in ongoing working environment work.

The purpose of the pulse survey is for the Group's leaders to measure team engagement and follow up on the psychosocial and physical working environment. The eNPS metric describes how likely an employee is to recommend Kjell Group as an employer. In this year's survey, eNPS amounted to 7 (-3) and engagement to 8.4 (7.8). Participation in the survey was 63% (79%).

Our employees report high levels of satisfaction within their teams, strong relationships with colleagues and a genuine commitment to their work. A lower eNPS reflects an organization in transition. Many employees would find it difficult to recommend Kjell as an employer to a friend, which mirrors the transformation the organization is undergoing. The result indicates a need for greater clarity, communication and long-term stability to rebuild trust and strengthen our attractiveness as an employer.

As part of the survey, discrimination is also monitored. During the year, 55 employees reported having at some point felt subjected to offensive conduct or harassment in the workplace. All reported incidents occurred in a store environment in interactions with customers. The incidents have been documented and handled in accordance with our established procedures, including support for affected employees and a review of preventive measures.

Development opportunities for employees
Our employees have access to a broad range of learning formats, including on-the-job learning, courses, seminars and specialized training through Kjell Academy. This strengthens professional competence and creates conditions for development in line with changing internal and external requirements. Development opportunities are currently monitored through engagement metrics in the pulse survey.

Through our annual trainee program Väx med Kjell, we offer employees the opportunity to develop into future leaders and take the next step in their career as store managers in Sweden and Norway. The program covers 20 to 30 participants annually, of whom approximately 60 to 80 percent go on to a store manager position within 12 months.

Work continues
During 2026, we will conduct a full review and update of our incident reporting procedures, with the aim of ensuring that the system is clear, user-friendly and accurately reflects the needs of the business, and that all employees have a consistent understanding of how and when to report incidents.

A Leadership Forum will also be introduced at the head office, an internal initiative aimed at establishing a shared platform for strategic dialogue, continuous learning and knowledge sharing, while ensuring that our leaders are continuously informed about business developments. The content of the forum will vary and be shaped by current needs and priorities, with the objective of further strengthening and coordinating our Group-wide leadership.

Together, these initiatives contribute to creating a safer, more sustainable and improved working environment for all employees within Kjell Group.

Strategic investments for long-term growth

General

The Board of Directors and CEO of Kjell Group AB (publ) hereby submit the annual report and consolidated accounts for the 2025 financial year. All amounts are in thousands of kronor (TSEK) unless otherwise stated. Figures in parentheses refer to the 2024 financial year.

Kjell Group AB (publ) has been listed on Nasdaq First North Growth Market since September 16, 2021 and its registered office is in Malmö, Sweden.

Operations

Since its inception approximately 38 years ago, the Group has become one of the leading players in electronic accessories in the Nordics, with a relevant and curated assortment and associated services.

Kjell & Company combines a large product range with a high degree of advisory services and customer service, offered via a seamless omni-channel offering, online and through 148 service points, of which 117 are located in Sweden and 31 in Norway. Kjell & Company's products are also offered through collaborations at 278 Circle K stations, 29 of 24-SJU's stores and 14 EKO Stormarknad stores. Through AV-Cables, Kjell Group is also established in the Danish market, further strengthening its position in the Nordics. Through Kjell & Company's customer club, with approximately 3.7 million members, the Group has an in-depth understanding of people's technology needs, and its approximately 1,250 employees work every day to improve people's lives through technology.

Most of Kjell & Company's customers begin their customer journey through digital channels, where they navigate on their own or receive advice from our employees through video or chat. Regardless of sales channel, fast deliveries are offered directly to service points or to the customer's home via a service point or central warehouse when the purchase is made online through kjell.com. Sales from kjell.com are seamlessly integrated with service points and represent the fastest growing sales channel. The Group's objective is to increase the share of sales from its own online channels. The total share of sales from online channels, excluding Click&Collect, amounted to 24%, compared with 29% in the preceding year.

Kjell & Company's service point concept is standardized, the culture is strong and the model for establishing new service points is structured, enabling geographic expansion to new markets.

In addition, Kjell & Company grows through selected partners where partnerships can create mutual value. The collaborations with Circle K, 24-SJU and EKO Stormarknad mean that these players act as retailers of a selection of Kjell & Company's assortment, significantly increasing the physical availability of parts of the Group's assortment.

Significant events during the financial year

- On February 14, 2025, it was announced that the Board of Directors had appointed current Board member Sandra Gadd as the new President and CEO of Kjell Group, succeeding Andreas Rylander. Sandra Gadd took up the role in September 2025.
- On February 19, 2025, the Board of Directors resolved on a fully guaranteed rights issue. On March 10, 2025, an Extraordinary General Meeting was held, which resolved to approve the Board's decision to implement a new issue of 28,036,362 shares, corresponding to approximately MSEK 199.1 before the deduction of issue costs, with preferential rights for existing shareholders. On March 13, Kjell Group published a prospectus regarding the rights issue. On April 2, the final outcome of the rights issue was announced. The subscription price was set at SEK 7.10 per share. The outcome was that 27,806,211 shares were subscribed for through the exercise of subscription rights, corresponding to approximately 99.2% of the shares offered. The remaining 230,151 shares were allotted to parties who subscribed for shares without subscription rights.
- In August, Fredrick Sjöholm was appointed as the new CFO of Kjell Group, succeeding Thomas Pehrsson. Fredrick took up his new role in October 2025.
- On December 11, 2025, the conclusion of a strategic agreement with Insitepart for the outsourcing of warehouse operations at the company's new central warehouse was announced. The collaboration creates a flexible and scalable solution that strengthens the company's ability to manage changing volume requirements and frees up internal resources for the continued transformation of the business.

Events after the reporting date

- On January 19, 2026, the Board of Directors resolved on a directed share issue of MSEK 60 to Göran Westerberg, and a guaranteed rights issue of approximately MSEK 145.5. On February 5, 2026, an Extraordinary General Meeting was held, which resolved to approve the Board's decision on the issuances of 36,148,823 shares, corresponding to MSEK 205.5 before the deduction of issue costs of approximately MSEK 2.0. On February 10, Kjell Group published an information document regarding the rights issue. On February 27, the final outcome of the rights issue was announced. The subscription price was set at SEK 5.90 per share. The outcome was that 24,017,875 shares, corresponding to approximately 97.4% of the shares offered, were subscribed for through the exercise of subscription rights. In addition, applications were received to subscribe for 22,330,433 shares without subscription rights. Subscriptions with and without subscription rights together corresponded to approximately 178.9% of the shares offered in the rights issue. The rights issue was therefore oversubscribed and no guarantee undertakings were utilized.
- At the end of September 2025, the Group's long-term financing briefly fell short during ongoing negotiations. In March 2026, Kjell Group signed a new revolving credit facility of MSEK 500. The agreement replaces the Group's previous financing arrangement and provides a long-term and flexible framework to support the business's ongoing capital requirements and strategic initiatives. Upon the agreement taking effect, the previous financing was repaid in full.

Expected future developments

During 2025, we carried out a comprehensive review of the business and initiated a transformation with the aim of building a long-term sustainable and profitable business model.

All work currently being conducted in the company is fundamentally directed toward this goal. During 2026, the focus is on continuing this work. Our new automated central warehouse will be commissioned during the year, and the assortment will be replenished with the right products on the right terms, with an emphasis on our core offering of everyday technology accessories. We are humble about the fact that transformation takes time and that further adjustments may be required along the way.

Our conviction is that a focused assortment, strong supplier relationships and the unique customer service delivered by our store staff every day give us a distinct position that is difficult to replicate.

Financial targets

Sales	Net sales growth is to exceed 5%.
Profitability	Adjusted EBITA margin in the range of 6-8%.
Capital structure	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% of earnings per share after tax, taking into account the Group's financial position and growth potential.

Information on the company's share and ownership structure

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

The share price on the final day of trading during the period was SEK 8.84. The highest price paid, SEK 13.60, and lowest price paid, SEK 6.05, were quoted on July 8 and January 15, respectively.

As of December 31, 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%) and Futur Pension (5.42%).

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

For more information, visit www.kjellgroup.com

Development of the company's operations, earnings and position

The Group's financial performance is presented below, followed by comments on developments in 2025.

Net sales
Net sales decreased 7.9% to MSEK 2,379.1 (2,583.6) during the period. Comparable growth amounted to -7.5% during the period.

Net sales in segment Sweden decreased 3.8% during the period compared with the corresponding period in the preceding year. Net sales for segment Norway increased 3.9% during the period. In segment Denmark, net sales declined 40.6%.

During the period, sales at service points accounted for 65% of sales, online sales for 24%, Click&Collect for 10% and other channels for the remaining 1%.

Operating expenses
Costs of goods for resale amounted to MSEK 1,446.4 (1,536.7) for the period, while gross profit declined to MSEK 932.7 (1,046.9), a decrease of 10.9%. The gross margin was 39.2% (40.5%).

Personnel costs amounted to MSEK 511.7 (523.7) for the period, a decrease of 2.3%. The number of full-time equivalents in 2025 amounted to 699 (750). The decrease in personnel costs is explained by a lower number of employees and restructuring and efficiency measures carried out during the period. The period includes items affecting comparability of MSEK 127.4.

Other external expenses amounted to MSEK 344.3 (310.0) for the period, an increase of 11.1%. The increase is attributable to consultancy fees relating to the action program carried out during the year. Lower marketing costs and previously completed restructuring and integration of AV-Cables had a positive effect for the full year.

Other operating expenses amounted to MSEK 0.0 (12.5) for the period. Other operating income amounted to MSEK 4.3 (3.4) and consisted primarily of exchange rate gains, investment grants in connection with relocations and expired gift cards and credits. Total currency effects from the remeasurement of balance sheet items amounted to a net gain of MSEK 2.9 in the period, compared with a net loss of MSEK 12.5 in the comparative period.

Total depreciation and amortization amounted to MSEK 453.6 (190.7) for the period, of which MSEK 288.1 (18.9) pertained to amortization of intangible assets arising from the acquisition of AV-Cables. Depreciation of right-of-use assets in accordance with IFRS 16 amounted to MSEK 132.2 (131.2). Impairment of intangible assets related to AV-Cables of MSEK 271.8 for the full year represents an item affecting comparability but does not impact EBITDA.

Items affecting comparability
Items affecting comparability amounted to MSEK 127.4 (16.7) during the period. These consist of an inventory write-down of older and discontinued products of MSEK 74.2 (-), consultancy fees relating to the action program of MSEK 36.1 (-), and personnel costs of MSEK 12.2 (16.7) relating to garden leave in connection with terminations, both within the management team and among other office-based staff. In addition, other items of MSEK 4.9 (-) are included, comprising costs attributable to the completed rights issue and write-down of systems in AV-Cables.

Adjusted EBITA
The Group's adjusted EBITA amounted to MSEK 43.0 (49.1), corresponding to an adjusted EBITA margin of 1.8% (1.9%).

Operating profit
The Group's operating profit amounted to MSEK -372.6 (13.4), corresponding to an operating margin of -15.7% (0.5%).

Net financial items
The Group's net financial items amounted to MSEK -35.4 (-38.4) for the period, including interest expenses attributable to lease liabilities of MSEK 13.6 (10.3).

Cash flow
The Group's cash flow from operating activities totaled MSEK 167.0 (139.2) for the period. The increase in cash flow was primarily driven by a reduction in inventories and operating receivables, partially offset by a lower profit before tax and a decrease in operating liabilities.

Cash flow from investing activities amounted to MSEK -102.2 (-18.0) for the period, primarily attributable to investments in the new central warehouse in Staffanstorp of MSEK 83.2 for the full year, as well as ongoing investments in the omni-channel platform and service points.

Cash flow from financing activities amounted to MSEK 38.3 (-139.4) during the period, comprising the rights issue proceeds of MSEK 185.6 after transaction costs, and repayment of lease liabilities and bank financing in accordance with plan.

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.

Core working capital
Core working capital decreased from MSEK 143.8 at the beginning of the year to MSEK 23.1 at year-end, primarily linked to reduced inventories and lower accounts receivable and accounts payable.

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

Equity
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.

For definitions and reconciliations of alternative performance measures, refer to the section "Reconciliations of alternative performance measures.".

MSEK	2025	2024	2023	2022
Net sales	2,379.1	2,583.6	2,559.4	2,607.9
Sales growth, %	-7.9%	0.9%	-1.9%	8.8%
Comparable growth, %	-7.5%	0.8%	-3.2%	0.7%
Gross profit	932.7	1,046.9	1,078.6	1,099.2
Gross margin, %	39.2%	40.5%	42.1%	42.1%
Adjusted EBITA	43.0	49.1	80.1	134.8
Adjusted EBITA margin, %	1.8%	1.9%	3.1%	5.2%
Operating profit (EBIT)	-372.6	13.4	59.6	117.2
Cash flow from operating activities	167.0	139.2	259.7	242.3
Equity ratio, %	36.2%	41.0%	41.8%	40.8%

Parent Company

The object of the Parent Company's operations 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 26.0 (30.9) for the period and pertain entirely to intra-Group invoicing.

Operating expenses

Operating expenses for the full year amounted to MSEK 32.6 (39.0). Personnel costs decreased and amounted to MSEK 25.7 (32.6) for the full year. The decrease in personnel costs is attributable to cost savings following the restructuring carried out in 2024, where the management team decreased in size compared with the same period in the preceding year, from six to five members.

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

Financial items

Financial expenses amounted to MSEK 22.8 (29.6). Profit after financial items amounted to MSEK -24.9 (-33.4) for the period. The Group's financing is raised in the Parent Company.

Profit after financial items amounted to MSEK -24.9 (-33.4) for the full year.

Net profit for the period

Net profit amounted to MSEK -21.0 (-18.8) for the full year.

Financial position

Non-current financial assets amount to MSEK 1,625.4 (1,621.3).

Current receivables amount to MSEK 139.9 (96.5), consisting largely 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.

Non-current and current interest-bearing liabilities amounted to MSEK 427.2 (431.0) at year-end. Other operating liabilities relate primarily to intra-Group balances.

Proposed appropriation of the company's profit or loss

The following amounts are available for the Annual General Meeting's disposal/consideration in SEK:

Retained earnings	43,064,874
Share premium reserve	1,276,615,701
Net profit for the year	-21,006,420
Total	**1,298,674,156**

The Board of Directors proposes that the available profit and non-restricted reserves be allocated as follows:

Dividend 95 336 699 shares * 0 kr	0
To be carried forward	1,298,674,156
Total	**1,298,674,156**

For the company's earnings and position in general, refer to the following financial statements and related notes.

Significant risks and uncertainties

The operations entail risks that are continually evaluated in order to manage them in the best way. This section summarizes a number of risks and uncertainties associated with the operations under normal conditions.

Operational risks

Market and demand risk
Kjell Group's net sales and earnings are significantly impacted by consumer behavior in the CEA markets in Sweden, Norway and Denmark. Demand is ultimately determined by customers' purchasing power and is influenced by factors beyond the Group's control, including current and expected general economic conditions and consumers' perceptions of such conditions. Growth in the CEA market is also influenced by underlying trends such as the number of connected devices, the number of accessories per consumer electronics product, customers' need for convenience and service, and an increased focus on sustainability.

Although weak economic conditions have historically had limited impact on net sales, the economic environment may affect the composition of demand. During periods of economic growth, demand for accessories for new consumer electronics and compatible accessories may increase, while periods of economic weakness and an increased focus on sustainability may drive demand for accessories that extend the useful life of consumer electronics. Changes in demand may require adjustments to assortment, pricing and marketing.

Competition risk
The CEA market in Sweden, Norway and Denmark is competitive. To manage this competition, the Group must continuously monitor the market, identify relevant success factors and adjust its marketing and pricing strategies in particular. Success can, depending on the market, be influenced by factors including service, advice and customer experience, sustainability, product quality and pricing, product range, geographic location of service points, integration of an online offering into an omni-channel platform, distribution efficiency, brand strength, marketing relevance and the ability to anticipate and meet changing customer preferences with the right products at the right time.

Supplier and assortment risk
The Group's offering depends on access to relevant products and competitive purchasing terms. Risks may arise from dependence on individual suppliers, brands or product categories, limited volume availability, changed delivery terms, or if key products are discontinued or replaced. Insufficient product availability or unfavorable assortment developments may affect net sales, gross margin and customer experience.

Inventory and obsolescence risk
The Group holds inventory to ensure high delivery capability in both service points and the online channel. Rapid technological development, changing trends, inaccurate demand forecasts or changes in product mix may give rise to obsolescence risk and the need for markdowns or inventory write-downs. Such effects may impact gross margin and earnings, particularly during periods of weaker demand or significant assortment changes.

Cyber risk and fraud
In addition to general IT operational reliability, the Group is exposed to cyber risks such as unauthorized access, malware attacks, ransomware, denial-of-service attacks or other incidents that may affect systems, data and business-critical flows. The Group may also be exposed to fraud related to e-commerce and payments, such as payment fraud and chargebacks. Incidents may result in operational disruptions, direct costs, legal and regulatory consequences and a negative impact on brand and customer trust.

Regulatory and product liability risk
The Group is subject to a number of regulations related to retail and online commerce, including consumer protection, marketing, product safety and product liability, as well as relevant environmental and producer responsibility requirements for electronics products. Non-compliance or quality deficiencies may lead to demands from authorities, sanctions, remediation costs including potential product recalls, and a negative impact on brand and customer relationships.

Brand and customer experience risk
The Group's competitiveness is affected by trust in the brand and the ability to deliver a consistent customer experience in service points and online. Deficiencies in advice and service, delivery accuracy, handling of complaints and returns or other customer-facing processes may affect customer satisfaction and loyalty. Negative publicity or recurring quality issues may therefore have a negative impact on demand and the Group's financial performance.

Logistics and distribution risk (central warehouse)
The Group established a new automated central warehouse in Staffanstorp during 2025, which was commissioned during 2026. From the central warehouse, distribution takes place in an integrated flow to service points and directly to online customers, as well as distribution of AV-Cables products. If the central warehouse were to be damaged, destroyed or required to close due to accidents or other factors, it could impair the Group's ability to store, process and distribute products to meet its operational needs.

In connection with the commissioning of the new central warehouse, risks exist relating to teething problems in automated systems and early-stage technical disruptions, the learning curve for personnel with respect to new technology and changed work processes, and integration risks with existing IT systems and order flows. In addition, distribution is concentrated to a single central warehouse, meaning that any operational disruptions may have an immediate impact on delivery capability. The Group has developed detailed plans to manage such eventualities.

IT systems and operational reliability
The Group relies on a number of IT systems across various parts of its operations. Should IT systems cease to function appropriately, in full or in part, those parts of operations that depend on them could be adversely affected. This risk is managed by continuously keeping business and other critical IT systems updated and adapted to the operations, and through work to ensure operational reliability and data protection.

Data protection and regulatory compliance (GDPR)
The Group processes personal data relating to a large number of customers and employees, which requires compliance with the General Data Protection Regulation (GDPR). Non-compliance may result in regulatory sanctions and a negative impact on the Group's brand and customer trust. This risk is managed through ongoing employee training, internal guidelines and processes for handling personal data, and continuous review of systems and procedures to ensure compliance with applicable regulations.

Financial risks

Currency risk
Due to the Group's cross-border operations, Kjell Group has material assets and liabilities and generates a portion of its net sales and incurs a material part of its expenditure in currencies other than SEK. The Group is therefore exposed to currency risks in the form of translation exposure and transaction exposure. In addition to sales in SEK, the Group generates sales in NOK and DKK. Currency risk also arises when goods are purchased from abroad, primarily in EUR and USD. The Group may hedge parts of its currency exposure using currency futures as needed. There were no currency futures on the reporting date.

Interest rate risk
The Group may use interest rate swaps to hedge exposure to interest rate risk. There were no interest rate swaps on the reporting date.

Financing risk
The Group's financing is associated with financing risk, which includes risk related to access to financing and the terms of existing financing agreements. The Group's financing is subject to financial covenants that must be met. Failure to meet the covenants may, depending on the terms of the agreements, result in requirements for remedial action, restrictions or renegotiations, and could ultimately affect the Group's financial position and room for maneuver.

For more information on the Group's financial risks, refer to Note 24.

Risks and uncertainties requiring special attention during the year

Geopolitical environment and demand

Group management and the Board continuously monitor changes in the geopolitical situation. At the time this annual report was published, the war between Russia and Ukraine is still ongoing. The Group has no direct exposure to these markets, but continuously evaluates the potential negative impact on demand that the indirect effects of the war may have through its influence on consumer confidence.

Energy prices, trade barriers and global supply chains

The ongoing conflict in the Middle East carries a risk of rising energy prices, which may affect consumer purchasing power. Tensions between China and the US have escalated and resulted in significant tariff increases, which risk affecting global supply chains and purchasing prices for technology products. Supply chain disruptions may also lead to shortages at suppliers, delays in the availability of finished products and increased transportation costs. Taken together, this may affect both the Group's cost structure and its ability to meet demand in a timely manner. These factors, combined with a broader global trend toward protectionism and trade barriers, contribute to increased uncertainty in the global economy and may affect consumer confidence and thereby demand for the Group's products.

Board of Directors

Jan Friedman
Chairman of the board

Born 1952. Chairman of the board since 2024.

Nationality: Swedish.

Independent in relation to the company and the company management / major shareholders: Yes/Yes.

Education: Degree in Economics, Stockholm School of Economics.

Other current engagements: Board member, Vitec Software Group B.

Previous engagements/Experience: Chairman and member of a number of listed and unlisted service companies as well as companies in media and trade, including as chairman and co-founder of Sportamore, Tretti.se, Netonnet.

Shareholding: Jan Friedman owns 114 198 shares, private och via company.

David Zaudy
Member of the board

Born 1979. Board member since 2025.

Nationality: Swedish.

Independent in relation to the company and the company management / major shareholders: Yes/No.

Education: Studies in business administration at Lund University, Chartered Financial Analyst (CFA).

Other current engagements: Founder, board member, and shareholder of Cervantes Capital, Chairman of the board of Dulcinea Invest, Investment advisor to Cervantes Capital.

Previous engagements/Experience: Pareto Securities, Veckans Affärer.

Shareholding: David Zaudy indirectly owns 7,211,075 shares in the company through Cervantes Capital.

Ola Burmark
Member of the board

Born 1969. Board member since 2021.

Nationality: Swedish

Independent in relation to the company and the company management / major shareholders: Yes/Yes.

Education: Bachelor of Science in Economics, Östersunds University.

Other current engagements: CFO Outpost24.

Previous engagements/Experience: CFO Enea AB (Publ), CFO of ZetaDisplay, Medivir, OneMed, Aditro and SVP Finance and M&A of Thule.

Shareholding: Ola Burmark owns 43,114 shares in the company.

Ebba Ljungerud
Member of the board

Born 1972. Board member since 2025.

Nationality: Swedish.

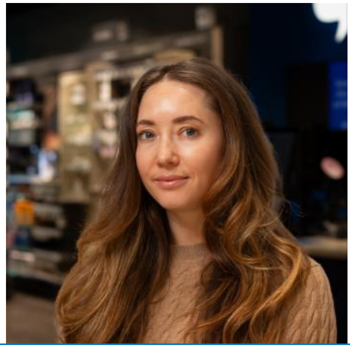
Independent in relation to the company and the company management / major shareholders: Yes/Yes.

Education: Degree in economics from Lund University.

Other current engagements: CEO and Group Chief Executive of Rugvista Group (Publ), member of the board of Goals AB, Chairman of the board of Nelly Group AB (Publ) and Canucci AB.

Previous engagements/Experience: CEO of Paradox Interactive, Leading roles at Kindred Group PLC and Betsson, Member of the board of Paradox Interactive and Bingo.com Ltd.

Shareholding: Ebba Ljungerud owns 40,053 shares in the company.



Adeline Sterner
Member of the board

Born 1989. Board member since 2025.

Nationality: Swedish.

Independent in relation to the company and the company management / major shareholders: Yes/Yes.

Education: Degree in economics from the Stockholm School of Economics.

Other current engagements: Chariman of the board of GLOWid, Member of the board of Care of Carl, Member of the board of Myrqvist.

Previous engagements/Experience: CEO of Caia Cosmetics and Kids Brand Store, Member of the board of Original Brands and Beauty Icons.

Shareholding: Adeline Sterner owns no shares in the company.

Management

Sandra Gadd
CEO

Born 1983. Chief Executive Officer (2025)

Employment within Group since: 2025

Member of Management since: 2025

Nationality: Swedish.

Education: MSc in Business Administration (M.B.A), University of Lund.

Other current engagements:
Member of the board at Hemnet (publ).

Previous engagements/Experience: CFO Boozt AB (publ), Auditor and management consultant at Deloitte, Member of the board at Hövding AB, Member of the board at Kjell Group.

Shareholding: Sandra Gadd owns 63,755 shares in the company.

Fredrick Sjöholm
CFO

Born 1990. Chief Financial Officer (2025)

Employment within Group since: 2025

Member of Management since: 2025

Nationality: Swedish.

Education: BSc in Business Administration and Economics, University of Lund.

Other current engagements: –

Previous engagements/Experience: Head of FP&A and treasury at Boozt AB (publ), Senior analyst in transaction services at Deloitte AB.

Shareholding: Fredrick Sjöholm owns 34,799 shares in the company.

Jenny Wimnér
CRO

Born 1980. Chief Retail Officer (2025)

Employment within Group since: 2024

Member of Management since: 2025

Nationality: Swedish.

Education: Studies in strategic planning and leadership in retail.

Other current engagements: –

Previous engagements/Experience: Country Manager Sverige at Kjell & Company, Retail Manager at JYSK, Merchandising Manager Sweden at Clas Ohlson, Regional Manager at Clas Ohlson.

Shareholding: Jenny Wimnér owns 22,950 shares in the company

Consolidated statement of profit and loss

1 januari - 31 december

TSEK	Note	2025	2024
Operating income			
Net sales	2,3	2,379,118	2,583,570
Other operating income	4	4,287	3,357
		2,383,405	**2,586,927**
Operating expenses			
Goods for resale		-1,446,377	-1,536,669
Personnel costs	6	-511,690	-523,691
Other external expenses	7	-344,305	-309,990
Other operating expenses	5	-	-12,460
Depreciation/amortisation of tangible and intangible assets		-453,590	-190,716
Operating profit		**-372,557**	**13,400**
Financial items	25		
Financial income		1,944	2,642
Financial expenses		-37,317	-41,000
Net financial items	8	**-35,373**	**-38,358**
Profit (loss) before tax		**-407,930**	**-24,958**
Income tax	10	19,800	5,069
Net profit for the year		**-388,130**	**-19,889**
Net profit for the year attributable to:			
Parent Company's shareholders		-388,130	-19,889
Net profit for the year		**-388,130**	**-19,889**
		-	-
Earnings (loss) per share	11		
basic (SEK)		-7.49	-0.64
diluted (SEK)		-7.49	-0.64

Consolidated statement of profit or loss and other comprehensive income

1 januari - 31 december

TSEK	Note	2025	2024
Net profit for the year		**-388,130**	**-19,889**
Other comprehensive income			
Items that are or may be reclassified subsequently to profit or loss			
Exchange differences of foreign operations		-22,897	12,782
Cash flow hedges			
Tax attributable to items that have been or may be reclassified to net profit for the year	10		
		-22,897	12,782
Items that will not be reclassified to profit or loss		-	-
Other comprehensive income for the year		**-22,897**	**12,782**
Total comprehensive income for the year		**-411,027**	**-7,107**
Total comprehensive income attributable to:			
Parent Company's shareholders		-411,027	-7,107
Total comprehensive income for the year		**-411,027**	**-7,107**

Consolidated statement of financial position

TSEK	Note	2025/12/31	2024/12/31
Assets			
Intangible assets	12	1,033,270	1,332,439
Tangible assets	13	137,358	96,502
Right-of-use assets	25	308,050	242,592
Deferred tax assets	10	483	513
Total non-current assets		**1,479,161**	**1,672,046**
Inventories	15	312,281	479,675
Tax assets	10	25,769	17,967
Accounts receivable	23	24,308	33,483
Prepaid expenses and accrued income	16	47,129	69,610
Other receivables		342	1,296
Cash and cash equivalents	17	271,196	178,826
Total current assets		**681,025**	**780,857**
Total assets		**2,160,186**	**2,452,903**
Equity	18		
Share capital		978	515
Other contributed capital		650,262	462,707
Reserves		26,250	49,147
Retained earnings including net profit for the year		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	19,23	-	478,529
Non-current lease liabilities	25	195,153	118,308
Deferred tax liabilities	10	87,731	111,544
Total non-current liabilities		**282,884**	**708,381**
Current interest-bearing liabilities	19,23	483,956	21,945
Current lease liabilities	25	104,983	109,397
Accounts payable	24	313,475	369,318
Tax liabilities	10	-	3,485
Other liabilities	21	69,729	85,550
Accrued expenses and deferred income	22	115,507	141,752
Provisions	20	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**

Consolidated statement of changes in equity

TSEK	Share capital	Other contributed capital	Translation reserve	Hedge reserve	incl. net profit (loss) for the period	Total equity
	Equity attributable to Parent Company's shareholders					
Balance at 1 January 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**
Balance at 31 December 2024	**515**	**462,707**	**49,147**	**-**	**492,985**	**1,005,354**
						-

TSEK	Share capital	Other contributed capital	Translation reserve	Hedge reserve	incl. net profit (loss) for the period	Total equity
Balance at 1 January 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
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**
Balance at 31 December 2025	**978**	**650,262**	**26,250**	**-**	**104,855**	**782,346**

Kjell & Company

Consolidated statement of cash flows

1 januari - 31 december

TSEK	Note	2025	2024
	31		
Cash flow from operating activities			
Profit (loss) before tax		-407,930	-24,958
Adjustments for non-cash items		539,709	201,325
Income tax paid		-14,439	-11,134
		117,340	165,233
Increase (-)/decrease (+) in inventories		86,704	-41,680
Increase (-)/decrease (+) in operating receivables		31,590	-30,563
Increase (+)/decrease (-) in operating liabilities		-68,585	46,167
Cash flow from operating activities		**167,049**	**139,157**
Investing activities			
Acquisition of tangible assets		-87,003	-7,728
Acquisition of intangible assets		-15,202	-10,233
Cash flow from investing activities		**-102,205**	**-17,961**
Financing activities			
New share issue		185,646	-
Repayment of loans		-17,344	-9,200
Repayment of lease liabilities		-130,046	-130,214
Cash flow from financing activities		**38,256**	**-139,414**
Cash flow for the year		**103,100**	**-18,218**
Cash and cash equivalents at the beginning of the year		178,826	196,275
Exchange rate differences in cash and cash equivalents		-10,730	769
Cash and cash equivalents at the end of the year		**271,196**	**178,826**

Parent Company income statement

1 januari - 31 december

TSEK	Note	2025	2024
Operating income			
Net sales		26,045	30,940
		26,045	**30,940**
Operating expenses			
Other external expenses	7	-6,615	-5,458
Personnel costs	6	-25,673	-32,649
Other operating expenses		-260	-829
Depreciation of tangible assets		-16	-22
Operating profit		**-6,519**	**-8,018**
Financial items	8		
Financial income		4,531	4,237
Financial expenses		-22,893	-29,639
Profit (loss) after financial net		**-24,881**	**-33,420**
Appropriations	9	-	10,000
Profit (loss) before tax		**-24,881**	**-23,420**
Income tax	10	3,875	4,577
Net profit (loss) for the year		**-21,006**	**-18,842**

Parent Company statement of profit or loss and other comprehensive income

1 januari - 31 december TSEK	Note	2025	2024
Net profit for the year		**-21,006**	**-18,841**
Other comprehensive income		-	-
Other comprehensive income for the year		**-**	**-**
Total comprehensive income for the year		**-21,006**	**-18,841**
Net profit for the year attributable to:			
Parent Company's shareholders		-21,006	-18,841
Total comprehensive income for the year		**-21,006**	**-18,841**

Parent Company balance sheet

TSEK	Note	2025/12/31	2024/12/31
Assets			
Non-current assets			
Non-current assets			
Machinery and equipment	13	12	28
Financial non-current assets			
Participation in group companies	30	1,611,533	1,611,239
Right-of-use assets	10	13,819	10,045
Total non-current assets		**1,625,364**	**1,621,311**
Current assets			
Receivables from group companies	14	131,532	88,629
Prepaid expenses and accrued income	16	1,264	1,281
Other receivables		-	1
Tax receivables		7,131	6,622
Total current receivables		**139,927**	**96,533**
Cash and cash equivalents	17	144,958	145,106
Total current assets		**284,885**	**241,639**
Total assets		**1,910,249**	**1,862,950**

Parent Company balance sheet, cont.

TSEK	Note	12/31/2025	12/31/2024
Equity and liabilities			
Equity			
Resticted equtiy			
Share capital	18	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**
Non-current liabilities			
Non-current interest-bearing liabilities	19,23	-	421,767
Total non-current liabilities		**-**	**421,767**
Current liabilities			
Current interest-bearing liabilities	19,23	427,186	9,200
Overdraft facility		27,456	336
Liabilities to group companies		127,230	272,527
Other current liabilities		7,584	2,647
Tax liabilities	10	-	1,074
Accrued expenses and deferred income	22	7,566	9,183
Total current liabilities		**597,022**	**294,967**
Total equity and liabilities		**1,910,249**	**1,862,950**

Parent Company statement of changes in equity

TSEK	Resticted equity Share capital	Non restricted equity Share premium reserve	 Retained earning	 Net profit (loss) for the period	Total equtiy
Balance at 1 January 2024	**515**	**1,091,433**	**64,759**	**-8,492**	**1,148,215**
Transactions with owners of the company					
Incentive programme			3,268		3,268
Comprehensive income for the period					
Net profit (loss) for the period	-	-	-	-18,842	-18,842
Total comprehensive income for the period	**-**	**-**	**-**	**-18,842**	**-18,842**
Appropriations of profit	-	-	-8,492	8,492	-
Balance at 31 December 2024	**515**	**1,091,433**	**59,535**	**-18,842**	**1,132,641**

TSEK	Resticted equity Share capital	Non restricted equity Share premium reserve	 Retained earning	 Net profit (loss) for the period	Total equtiy
Balance at 1 January 2025	**515**	**1,091,433**	**59,535**	**-18,842**	**1,132,641**
Transactions with owners of the company					
New share issue[3]	463	185,183	-		185,646
Incentive programme			2,372		2,372
Comprehensive income for the period					
Net profit (loss) for the period	-	-	-	-21,006	-21,006
Total comprehensive income for the period	**-**	**-**	**-**	**-21,006**	**-21,006**
Appropriations of profit	-	-	**-18,842**	**18,842**	-
Balance at 31 December 2025	**978**	**1,276,616**	**43,064**	**-21,006**	**1,299,652**

Parent Company cash flow statement

1 januari - 31 december

TSEK	Note	2025	2024
	31		
Cash flow from operating activities			
Profit (loss) after financial items		-24,881	-33,420
Income tax paid		-1,483	-2,895
Adjustments for non-cash items		2,911	3,837
		-23,453	-32,478
Increase (-)/decrease (+) in operating receivables		-42,886	-59,248
Increase (+)/decrease (-) in operating liabilities		-114,855	111,664
Cash flow from operating activities		**-181,194**	**19,938**
Investing activities			
Acquisition of tangible assets		-	-31
Cash flow from investing activities		**-**	**-31**
Financing activities			
New share issue		185,646	-
Repayment of loans		-4,600	-9,200
Received group contribution		-	10,000
Cash flow from financing activities		**181,046**	**800**
Cash flow for the year		-148	20,707
Cash and cash equivalents at the beginning of the year		145,106	124,399
Cash and cash equivalents at the end of the year		**144,958**	**145,106**

Notes

Note 1. Significant accounting policies

(A) Basis of accounting

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as adopted by the EU. The Swedish Financial Reporting Board recommendation RFR 1 Supplementary Accounting Rules for Groups has also been applied.

The Parent Company applies the same accounting policies as the Group except in the cases specified below in the section "Parent Company accounting policies."

The annual report and consolidated financial statements were approved for publication by the Board of Directors and CEO on April 14, 2026. The consolidated statement of profit or loss, statement of profit or loss and other comprehensive income, statement of financial position and the Parent Company income statement and balance sheet will be adopted at the Annual General Meeting on May 20, 2026.

(B) Functional currency and reporting currency

The Parent Company's functional currency is Swedish kronor, which also constitutes the reporting currency for the Parent Company and the Group. Accordingly, the financial statements are presented in Swedish kronor. Unless otherwise stated, all amounts are rounded to the nearest thousand.

(C) Judgements and estimates in the financial statements

Preparing the financial statements in accordance with IFRS requires management to make judgements and estimates, and to make assumptions that impact the application of the accounting policies and the recognized amounts of assets, liabilities, income and expenses. The actual outcome may differ from these estimates and judgements.

Estimates and assumptions are regularly reviewed.

(D) Significant accounting policies applied

The accounting policies stated below have been applied consistently to all periods presented in the consolidated financial statements. Moreover, the Group's accounting policies have been consistently applied by the Group companies.

(E) Changes in accounting policies as a result of new or amended IFRS

The IASB has implemented amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates, relating among other things to the translation of results and financial position of foreign operations included in the company's financial reports. The amendments take effect as of January 1, 2025 and have been adopted by the EU. The amendments to IAS 21 have not resulted in any changes to the translation of foreign subsidiaries for Kjell Group.

(F) New IFRS that have not yet been applied

The new or amended IFRS or IFRIC interpretations that take effect in future financial years have not been applied in advance in the preparation of these financial statements. The Group does not plan to apply new or amended standards with future application in advance.

IFRS 18 Presentation and Disclosures in Financial Statements takes effect on January 1, 2027 and has been issued by the IASB. For Kjell Group, IFRS 18 will affect the company's financial reporting and the disclosures provided in connection with reporting. Work has begun to analyze the changes required, and a transition plan is being developed to determine the effects of the new amendments. The company is on track with planning to report in accordance with IFRS 18 for the period ending March 31, 2027 and the annual report for the period ending December 31, 2027.

The changes expected to affect financial reporting for Kjell Group relate to the reporting of operating profit, and analysis is underway to ensure correct classification of this item in accordance with IFRS 18. In addition, the new requirements will result in changes to the cash flow statement, as interest income and interest expenses will be required to be presented in separate categories.

Kjell Group currently reports adjusted EBITDA to investors. The company expects this measure to meet the definition of a company-defined performance measure. A review is underway of the measures currently reported outside the financial statements and whether they meet the definition of company-defined performance measures.

The company does not plan to apply the new standard in advance.

None of the other IFRS or IFRIC interpretations that have not yet taken effect are expected to have a material impact on the consolidated financial statements.

(G) Operating segment reporting

Kjell Group's operations are divided into three geographical operating segments that reflect how the chief operating decision maker monitors the operations:

"Sweden," which covers service point and online-generated sales from the legal Swedish company,

"Norway," which covers service point and online-generated sales from the legal Norwegian company, and

"Denmark," which covers online-generated sales from the legal Danish company.

Refer to Note 2 for a more detailed description of the Group's division and a presentation of operating segments.

(H) Basis of consolidation

Subsidiaries are recognized using the acquisition method. Transaction costs that arise, except for transaction costs attributable to issues of equity instruments or debt instruments, are recognized directly in profit or loss.

Consideration transferred in connection with the acquisition does not include amounts related to the settlement of pre-existing relationships. This type of settlement is usually recognized in profit or loss.

Contingent considerations are recognized at fair value on the acquisition date. If the contingent consideration is classified as an equity instrument, no remeasurement is performed and the adjustment is made within equity. Other contingent considerations are remeasured at each reporting date and the change is recognized in profit or loss..

(I) Revenue

(i) Performance obligations and revenue recognition policies

Revenue is measured based on the consideration specified in the contract with the customer. The Group recognizes revenue when control of a good or service is transferred to the customer.

Information on the nature and timing of the fulfillment of performance obligations in contracts with customers, including material payment terms, and the associated revenue recognition policies are summarized below.

Sale of goods
Revenue recognition takes place at a point in time for both store-generated and online sales. For goods sold in stores (service points), revenue is recognized when the customer receives the goods. For online sales, recognition takes place when the goods are delivered or collected at the service point.

Nearly all customer contracts allow goods to be returned through either an exchange or a refund. Revenue is recognized only insofar as the risk of a material reversal is low. Expected returns are adjusted on the basis of historical data, and a repayment liability and a right to receive returned goods are recognized.

A deduction corresponding to the goods expected to be returned is made from revenue and cost of goods sold. The repayment liability is recognized under accrued expenses and deferred income, while the right to receive returned goods is included in inventory. Kjell Group reviews its estimate of returns at each reporting date and updates assets and liabilities accordingly.

The Group also has sales of services in which revenue is recognized when the service has been completed. The proportion of services in total sales is not material.

Customer loyalty program
Kjell & Company's customers are offered the opportunity to participate in a customer loyalty program, earning points that give rise to bonus checks that can be used as payment at a later date. Kjell & Company allocates a portion of amounts received from customers participating in the loyalty program to loyalty points. The allocation is based on relative independent selling prices. The amount allocated to the loyalty program is recognized as revenue when the loyalty points are used, or when the likelihood that the customer will use the points is low or the points expire. Not all bonus checks issued are redeemed, which is why participants' probable future redemptions are continuously taken into account.

(ii) Government grants

Government grants are recognized in the statement of financial position as accrued income when there is reasonable certainty that the funding will be received and that Kjell & Company will meet the conditions associated with the grant. The funding is systematically allocated in profit or loss in the same manner and over the same periods as the costs the funding is intended to offset, provided that the terms for receiving the funding are not met after the related costs have been recognized. In these cases, the funding is recognized as other operating income in the period in which Kjell & Company obtains a receivable from the state.

(J) Leases

Kjell Group acts only as a lessee and not as a lessor. The principles below therefore pertain only to how the Group recognizes leases as a lessee.

The Group's leases consist essentially of store contracts for the service points used in its operations. The Group's leases include an option to extend or terminate the lease when it expires, or to terminate it in advance where such an option exists. Under IFRS 16, extension options that entitle the lessee to extend a lease or terminate it in advance are to be included in the lease term if it is deemed reasonably certain that this option will be exercised. The assessment therefore impacts the amount of the lease liability and the right-of-use asset. Regular assessments are made as to whether the Group will exercise an extension option when it is reasonably certain based on strategic decisions about local presence at retail locations.

Refer to Note 25 Leases for more information on the Group's lease terms.

The lease payments are normally discounted with the Group's incremental borrowing rate at the time the lease liability is measured, which in addition to the Group's credit risk reflects the respective lease terms of the contracts, currency and quality of the underlying asset intended as collateral. The lease liability comprises the present value of fixed (including fixed in substance) and variable lease payments linked to an index or an interest rate that will be paid during the estimated lease term.

The lease liability for the Group's property leases with rent indexation is calculated based on the rent in effect at the end of the respective reporting periods. At that point in time, the liability is adjusted and a corresponding adjustment is made to the carrying amount of the right-of-use asset. Similarly, when the lease term is reviewed, the value of both the liability and the asset is adjusted. Such a review is carried out when the final cancellation date within the previously determined lease term has elapsed, or when significant events occur or circumstances change significantly in a way that is within the Group's control and impacts the determination of the current lease term.

The Group presents right-of-use assets and lease liabilities as separate items in the statement of financial position.

For leases with a lease term of 12 months or less or with an underlying asset of low value, below TSEK 50, no right-of-use asset and lease liability is recognized. Lease payments for these leases are expensed on a straight-line basis over the lease term.

(K) Financial income and expenses

Financial expenses comprise interest expenses on the Group's credit facilities, interest expenses on lease liabilities, changes in the fair value of contingent consideration, coupon rates on interest rate swaps and other financial expenses. The Group has only insignificant financial income.

Interest income or interest expenses are recognized using the effective interest rate method.

(L) Taxes

Income tax comprises current tax and deferred tax. Income tax is recognized in profit or loss, except when the underlying transaction is recognized in other comprehensive income or in equity, in which case the associated tax effect is recognized in other comprehensive income or in equity.

(M) Financial instruments

(i) Recognition and initial measurement
Accounts receivable and issued debt instruments are recognized when they are issued. Other financial assets and financial liabilities are recognized when the Group becomes a party to the contractual terms of the instrument. A financial asset or financial liability is measured on initial recognition at fair value plus, when it concerns financial instruments that are not measured at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue. Accounts receivable are measured at the transaction price established under IFRS 15.

(ii) Classification and subsequent measurement
Financial assets
The Group's financial assets comprise accounts receivable, accrued income, other receivables and cash and cash equivalents. All financial assets are measured at amortized cost using the effective interest rate method, as they are held within a business model whose objective is to receive the contractual cash flows, while the assets only give rise to payments of principal and interest on the outstanding principal amount.

Financial liabilities
The Group's financial liabilities consist of liabilities within the framework of the Group's credit facilities, accounts payable and accrued expenses.

(iii) Impairment
The loss allowance for accounts receivable is always measured at an amount corresponding to expected credit losses during the remaining maturity of the receivable. The Group uses a matrix for calculating the loss allowance with expected loss percentages divided by the number of days a receivable is past due and the customer category from which the receivable originates. The loss percentage rates are based on historical experience and specific conditions and expectations at the end of the reporting period. The loss allowance is deducted from the gross value of the receivable in the statement of financial position. The recognized gross value of the receivable is written off when the Group no longer has any reasonable expectations of recovering the amount of the receivable.

(iv) Hedge accounting
Financial derivatives and hedge accounting

The Group does not currently apply hedge accounting through financial derivative instruments.

(N) Tangible assets

(i) Owned assets
Tangible assets are recognized in the Group at cost less accumulated depreciation and any impairment losses. Accounting policies for impairment are presented below.

Any gain or loss arising from the sale or disposal of an asset consists of the difference between the selling price and the asset's carrying amount less direct selling expenses. Gains and losses are recognized as other operating income or expenses.

(ii) Depreciation
Depreciation is applied on a straight-line basis over the estimated useful life of the asset; land is not depreciated. Right-of-use assets are also depreciated over their estimated useful lives or, if shorter, over the contractual lease term. The Group applies component depreciation, meaning that the estimated useful lives of individual components form the basis for depreciation.

Estimated useful lives:

Buildings	50 years
Equipment, tools, fixtures and fittings	5 years
Computers	3 years
Leasehold improvements	3–5 years

The depreciation methods applied, residual values and useful lives are reviewed at each year-end.

(O) Intangible assets

(i) Key judgements in the application of the Group’s accounting principles
Assumptions made by the Group in connection with impairment testing of intangible assets such as goodwill and brands are deemed to be of material significance. This is because the judgements and assumptions, which encompass a number of areas described further in Note 12, are based on in-depth insight into the business as well as the industry and other macroeconomic aspects. When testing intangible assets for impairment, the carrying amount is compared with the recoverable amount, which comprises the higher of the asset's net realizable value and value in use. Following testing and assessment of value in use, no impairment need is assessed to exist in respect of intangible assets including goodwill and brands.

Refer to Note 12 for more information on the Group's intangible assets.

(ii) Ingangible assets with indefinite useful lives
Goodwill
Goodwill is measured at cost less any accumulated impairment losses. Goodwill is allocated to cash-generating units and tested for impairment at least annually.

Brands
Brands are recognized at cost less any accumulated impairment losses. Brands are allocated to cash-generating units and tested for impairment at least annually.

(iii) Intangible assets with finite useful lives
Development expenditure
Development expenditure pertains to the e-commerce platform, analysis tools and the check-in solution for the company's service points. These assets are recognized at cost less accumulated amortization and any impairment losses.

Licenses and similar rights
Licenses and similar rights comprise software and associated licenses. These assets are recognized at cost less accumulated amortization and any impairment losses.

Customer relationships
Customer relationships were acquired through the acquisition of AV-Cables and are recognized at cost less accumulated amortization and any impairment losses.

Other intangible assets
Other intangible assets comprise primarily property rental rights. These assets are recognized at cost less accumulated amortization and any impairment losses.

(iv) Amortization
Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, unless such useful lives are indefinite. Useful lives are reviewed at least annually.

The estimated useful lives are:

Software	3–10 years
Capitalized development expenditures	5 years
Customer relationships	5 years
Property rental rights	2-10 years

(P) Impairment of tangible assets, intangible assets and right-of-use assets
If there is an indication of impairment, the recoverable amount of the asset is calculated as described below. For goodwill, other intangible assets with an indefinite useful life and intangible assets not yet brought into use, the recoverable amount is also calculated annually.

The recoverable amount is the higher of the fair value less selling expenses and value in use. In calculating value in use, future cash flows are discounted at a discount rate that takes into account the risk-free interest rate and the risk associated with the specific asset.

In calculating the recoverable amount for cash-generating units that contain right-of-use assets, the choice has been made to deduct future lease payments from the expected cash flows. Right-of-use assets are included in the carrying amount of the unit. To obtain a carrying amount for the unit that is consistent with the estimated recoverable amount, the carrying amount is reduced by the lease liability of the unit. Using this approach, the right-of-use assets are managed as part of the operations rather than as financing, with the effect that the discount rate is calculated as a weighted average cost of equity and debt financing, where lease liabilities are not included in the debt component.

(Q) Inventories
Inventories are measured at the lower of cost and net realizable value less deductions for obsolescence. Cost is calculated using weighted average prices. The cost includes expenditure that arose in connection with the acquisition of inventories and their transportation to their current location and condition.

(R) Earnings per share
Kjell Group AB has ongoing long-term incentive programs in the form of performance share savings programs with a TSR criterion (see Note 18). Performance share rights are dilutive to the extent the TSR criterion is fulfilled on the reporting date. To calculate the dilutive effect, an exercise price is applied for the share rights that corresponds to the value of future services per outstanding share right, calculated as the remaining expense to be recognized in accordance with IFRS 2.

(S) Employee benefits

(i) Pensions
The Group has only defined contribution pension plans. Company obligations pertaining to fees for defined contribution pension plans are expensed in profit or loss at the rate they are vested as the employees perform services for the company during a period.

(ii) Share-based payments
In connection with its IPO, the Group introduced a long-term incentive program in the form of a performance program targeted at senior executives and key employees. Further incentive programs were introduced in 2022 through 2024. More information about these incentive programs can be found in the respective annual reports. At the Annual General Meeting on May 21, a resolution was passed to introduce an incentive program for 2025 targeted at senior executives and key employees. To participate in the long-term incentive program, participants have acquired shares in Kjell Group AB, known as "savings shares." Participants who retain their savings shares during the vesting period of approximately three years and remain employed within the Group for the entire vesting period will be entitled to receive performance shares free of charge, provided that a performance criterion is fulfilled. The performance criterion refers to the total shareholder return on the company's share during the vesting period of approximately three years, known as a "TSR criterion." The number of performance shares vested and allotted depends on the extent to which the performance criterion is fulfilled in relation to the set minimum and maximum levels. For each savings share, the CEO may be allotted a maximum of seven performance shares, while the CFO, COO, CRO and CSCO may be allotted a maximum of six performance shares. Other participants may be allotted a maximum of four performance shares. The minimum and maximum levels for the TSR criterion are set at 30% and 60% respectively. If the minimum level is achieved, 25% of the maximum number of performance shares will be vested. Between the minimum and maximum levels, vesting is linear.

Since the incentive programs will be settled in shares in Kjell Group AB, they are classified as "equity-settled" under IFRS 2. Accordingly, personnel costs for the value of services received are accrued over the vesting period, calculated as the fair value of the share rights allotted to participants in the program. A contra entry is made directly against equity under "Other contributed capital." Total shareholder return (TSR) constitutes a market condition, which is included in the initial valuation of the share rights. The cost of the share rights is based on the fair value of the share, calculated by an external party through a Monte Carlo simulation. During the vesting period, no assessments or adjustments are made to the recognized cost for expected or confirmed outcomes, and the full number of share rights that are conditional on the share return are used for expense recognition, regardless of outcome. When share rights are vested and shares allotted, social security contributions are to be paid for the value of the employee's benefit. An expense and provision are recognized, allocated over the vesting period, for these social security contributions. The provision for social security contributions is based on the number of share rights expected to be vested and on the fair value of the share rights at each reporting date and finally upon allotment of shares.

(T) Provisions
Garantier
A provision for guarantees is recognized when the underlying products are sold. The provision is based on historical data on guarantees and a weighted average of possible outcomes in relation to the probabilities associated with those outcomes.

Parent Company accounting principles

The Parent Company has prepared its annual report in accordance with the Swedish Annual Accounts Act (1995:1554) and the Swedish Financial Reporting Board recommendation RFR 2 Accounting for Legal Entities. The statements issued by the Swedish Financial Reporting Board applicable to listed companies are also applied. RFR 2 requires that the Parent Company, in the annual report for the legal entity, applies all IFRS and statements adopted by the EU to the extent that this is possible within the framework of the Swedish Annual Accounts Act, the Swedish Pension Obligations Vesting Act and with consideration given to the relationship between accounting and taxation. The recommendation specifies the exceptions and amendments to IFRS that must be applied.

Differences between Group and Parent Company accounting principles

The differences between the Group's and the Parent Company's accounting principles are presented below. The accounting principles stated below for the Parent Company have been consistently applied in all periods presented in the Parent Company's financial statements.

Classification and presentation formats

For the Parent Company, the terms income statement, balance sheet and cash flow statement are used for the financial statements titled statement of profit or loss, statement of financial position and statement of cash flows in the consolidated financial statements. The Parent Company income statement and balance sheet have been prepared in accordance with the schedules in the Swedish Annual Accounts Act, while the statement of profit or loss and comprehensive income, the statement of changes in equity and the cash flow statement are based on IAS 1 Presentation of Financial Statements and IAS 7 Statement of Cash Flows. The differences in relation to the consolidated financial statements that are reflected in the Parent Company income statement and balance sheet consist primarily of financial income and expenses, non-current assets and equity.

Subsidiaries

Participations in subsidiaries are recognized in the Parent Company in accordance with the cost method. This means that transaction costs are included in the carrying amount of holdings in subsidiaries. In the consolidated financial statements, transaction costs attributable to subsidiaries are recognized directly in profit or loss as they arise.

Financial instruments

The Parent Company has chosen not to apply IFRS 9 for financial instruments. In the Parent Company, non-current financial assets are measured at cost less any impairment and current financial assets at the lower of cost and net realizable value. For financial assets recognized at amortized cost, the impairment rules of IFRS 9 are applied.

Group contribution

Koncernbidrag redovisas som bokslutsdisposition.

Note 2. Operating segments

The Group's operations are divided into operating segments based on the parts of the organization monitored by the company's chief operating decision maker, known as the management approach.

The Group's operations are divided into three segments: Sweden, Norway and Denmark, which correspond to the operations in each respective country. The segments encompass sales via service points and online sales in Sweden and Norway from each legal entity, and online sales in Denmark from the Danish legal entity. Segment Sweden is charged with costs for Group-wide functions, including the purchasing organization in Shanghai, as this reflects how the segments are monitored internally within the Group. The operations are similar across all segments and no intra-segment sales occur. All segment revenue is therefore attributable to sales to external customers. The same accounting policies have been applied to the segments as for the Group.

Information about each reportable segment is provided below.

Adjusted EBITA is used to measure performance as management believes this information is the most relevant for evaluating each segment. Adjusted EBITA is defined as profit before amortization and impairment of intangible assets arising in connection with business combinations, excluding items affecting comparability.

For information about items affecting comparability, refer to the section "Reconciliations of alternative performance measures."

Group's operating segments

	2025			
TSEK	**Sweden**	**Norway**	**Denmark**	**Total**
Net sales	1,791,332	408,788	178,998	2,379,118
Amortisation excl. amortisation on intangible assets related to business combinations	128,703	33,301	3,468	165,472
Adjusted EBITA	**51,662**	**-6,223**	**-2,464**	**42,975**
Amortisation on intangible assets related to business combinations				-288,118
Items affecting comparability	-111,436	-8,931	-7,047	-127,414
Operating profit				**-372,557**
Net financial items				-35,373
Profit (loss) before tax				**-407,930**

	2024			
TSEK	**Sweden**	**Norway**	**Denmark**	**Total**
Net sales	1,862,660	409,571	311,339	2,583,570
Amortisation excl. amortisation on intangible assets related to business combinations	134,812	35,024	1,961	171,797
Adjusted EBITA	**28,776**	**6,636**	**13,647**	**49,059**
Amortisation on intangible assets related to business combinations				-18,919
Items affecting comparability	-13,785	-694	-2,261	-16,740
Operating profit				**13,400**
Net financial items				-38,358
Profit (loss) before tax				**-24,958**

None of the Group's customers accounted for more than 10% of net sales in either 2025 or 2024.

Non-current assets
Non-current assets excluding deferred tax assets.

TSEK	2025/12/31	2024/12/31
Sweden	1,339,787	1,240,443
Norway	70,502	56,103
Denmark	67,814	374,078
Other countries	575	909
	1,478,678	**1,671,533**

Note 3. Revenue

Revenue streams
The Group mainly generates revenue from sales of technology products to consumers through store and online sales. Sales proceeds are recognized less value added tax, returns and discounts as net sales in the consolidated statement of profit or loss. Sales take place in Sweden, Norway and Denmark.

Revenue is recognized in connection with sale and delivery to the customer. Points earned under the Group's loyalty program that have not yet been utilized by the customer are recognized as a liability and reduce revenue to offset future costs arising from the loyalty points issued.

The Group's revenue displays seasonal variations, with the fourth quarter of the financial year normally reporting higher sales figures compared with other quarters.

Revenue per geographic area

TSEK	2025	2024
Sweden	1,791,332	1,862,660
Norway	408,788	409,571
Denmark	178,998	311,339
	2,379,118	**2,583,570**

Contract balances

The Group recognises the following assets and liabilities attributable to contracts with customers:

TSEK	2025/12/31	2024/12/31
Gross amount of accounts receivable	25,106	33,813
Loss allowance	-798	-330
Carrying amount, accounts receivable	**24,308**	**33,483**
Customer loyalty programme recognised as other liabilities	1,841	2,908
Gift vouchers and other balances recognised as other liabilities	7,316	6,968
Total contract liabilities	**9,157**	**9,876**

All contract liabilities recognized at the beginning of 2025 and 2024 were recognized as revenue in subsequent periods. No information is provided about transaction price allocated to outstanding performance obligations since, as of December 31, 2025, no such obligations exist with an original expected maturity of more than one year.

For disclosures on the Group's guarantee provisions, refer to Note 20.

Note 4. Other operating income

Group

TSEK	2025	2024
Grants and compensation	-	8
Exchange rate gains on operating receivables/liabilities	2,860	-
Insurance compensation and damages	167	111
Investment grants	1,016	2,229
Other	244	1,009
	4,287	**3,357**

Note 5. Other operating expenses

Group

TSEK	2025	2024
Exchange rate losses on operating receivables/liabilities	-	-12,460
	-	**-12,460**

Note 6. Employees, personnel costs and remuneration of senior executives

Costs for remuneration to employees

TSEK	2025	2024
Group		
Salaries and other remuneration	382,606	390,621
(whereof bonuses)	13,705	16,761
Share related compensation	2,849	3,268
Pension costs, defined contribution plans	44,948	24,238
Social security contributions	104,189	102,295
	534,592	**520,422**
Parent company		
Salaries and other remuneration	15,887	19,770
(whereof bonuses)	-	1,001
Share related compensation	2,413	3,015
Pension costs, defined contribution plans	3,202	4,016
Social security contributions	5,327	6,204
	26,829	**33,005**

Average no. of employees	2025	whereof men	whereof men %	2024	whereof men	whereof men %
Parent company						
Sweden	6	4	67%	7	5	73%
Total parent company	**6**	**4**	**67%**	**7**	**5**	**73%**
Subsidiaries						
Sweden	549	390	71%	561	406	72%
Norway	103	83	81%	111	92	83%
Denmark	26	14	53%	48	28	58%
China, Shanghai	16	6	38%	22	5	23%
Total, subsidiaries	**694**	**493**	**71%**	**743**	**531**	**72%**
Group total	**700**	**497**	**71%**	**750**	**536**	**72%**

Gender distribution in board and other senior executives	Share women	
	2025/12/31	2024/12/31
Parent company		
Board	40%	29%
Other senior executives	40%	27%
Group		
Board	40%	29%
Other senior executives	40%	27%

Total salaries, other remuneration, pension costs and pension obligations for senior executives

TSEK	Senior officers 2025	Senior officers 2024
Group		
Numbers of senior executives	10	14
Salaries and other remuneration	18,300	22,785
(of which bonuses, etc.)	-	1,001
Pension costs	3,202	4,016
Parent company		
Numbers of senior executives	10	14
Salaries and other remuneration	18,300	22,785
(of which bonuses, etc.)	-	1,001
Pension costs	3,202	4,016

Salary and other remuneration for senior executives, Parent Company 2025

TSEK		Base salary/Board remuneration	Variable renemuration	Pension cost	Other benefits	Shate related costs	Total
Chairman of the Board							
Jan Friedman							
Remuneration from Parent Company		579	-	-	-	-	579
Board members							
Ola Bjurmark							
Remuneration from Parent Company		325	-	-	-	-	325
Ebba Ljunerud							
Remuneration from Parent Company		169	-	-	-	-	169
Adeline Sterner							
Remuneration from Parent Company		169	-	-	-	-	169
David Zaudy	*						
Remuneration from Parent Company		184	-	-	-	-	184
Fredrik Dahnelius	**						
Remuneration from Parent Company		125	-	-	-	-	125
Ingrid Johansson Blank							
Remuneration from Parent Company		104	-	-	-	-	104
Joel Eklund	***						
Remuneration from Parent Company		-	-	-	-	-	-
Sandra Gadd							
Remuneration from Parent Company		125	-	-	-	-	125
Simon Larsson	****						
Remuneration from Parent Company							
President and CEO							
Sandra Gadd							
Remuneration from Parent Company		1,584	-	200	46	121	1,951
Andreas Rylander							
Remuneration from Parent Company		1,304	-	551	78	1,017	2,950
Other senior executives							
(6 individuals)							
Remuneration from Parent Company		10,634	-	2,451	462	1,275	14,822
Total		15,301	-	3,202	586	2,413	21,502

**) This Board member represents Cervantes Capital.
**) This Board member represents the Dahnelius family.
***) This Board member represents the Eklund family.
****) This Board member represents FSN Capital. No Board fees were paid by Kjell Group AB.

Salary and other remuneration for senior executives, Parent Company 2024

TSEK		Base salary/Board remuneration	Variable renemuration	Pension cost	Other benefits	Shate related costs	Total
Chairman of the Board							
Jan Friedman							
Remuneration from Parent Company		344	-	-	-	-	344
Board members							
Fredrik Dahnelius	*						
Remuneration from Parent Company		300	-	-	-	-	300
Ingrid Johansson Blank							
Remuneration from Parent Company		362	-	-	-	-	362
Joel Eklund	**						
Remuneration from Parent Company		-	-	-	-	-	-
Sandra Gadd							
Remuneration from Parent Company		279	-	-	-	-	279
Simon Larsson	***						
Remuneration from Parent Company		-	-	-	-	-	-
Ola Bjurmark							
Remuneration from Parent Company		325	-	-	-	-	325
President and CEO							
Andreas Rylander							
Remuneration from Parent Company		3,262	570	912	106	1,050	5,900
Other senior executives							
(5 individuals)							
Remuneration from Parent Company		13,275	431	3,104	516	1,965	19,291
Total		**18,147**	**1,001**	**4,016**	**622**	**3,015**	**26,801**

Remuneration of senior executives

Terms of employment for the CEO

The Group's CEO has a six-month period of notice if the CEO terminates employment and 12 months if employment is terminated by the company. During the period of notice, the CEO retains the salary and benefits that applied on the date of termination. The total remuneration of the CEO comprises fixed base salary, variable salary, pension and other benefits. Variable salary is linked to predetermined and measurable financial criteria. The maximum outcome is 50% of the annual base salary and amounted to 0% (19%) for 2025.

Pension costs to be paid by the company amount to 25% of base salary.

Other benefits comprise company car and private health insurance. The total value of such benefits is a minor part of the total remuneration.

Terms of employment for other senior executives
The total remuneration of other senior executives comprises fixed salary, variable salary, pension and other benefits, similar to the CEO. The variable remuneration is based on predetermined financial targets and can correspond to up to four monthly salaries. The outcome for 2025 was 0% (12%).

The defined contribution pension costs for senior executives based in Sweden is capped at 25% of the annual base salary including holiday pay. Other benefits comprise company car and private health insurance. The total value of such benefits is a minor part of the total remuneration.

If the company terminates employment, the period of notice is between nine and 12 months. If the employee terminates employment, the period of notice ranges between six and nine months.

Incentives programs
Kjell Group AB has three ongoing incentive programs.

Incentives sprogram 2025
The Annual General Meeting on May 21, 2025 resolved to introduce a long-term incentive program in the form of a performance share savings program. In order to participate in the long-term incentive program, participants are required to acquire shares in Kjell Group AB, known as "savings shares." The maximum investment in savings shares varied from approximately SEK 9,000 to approximately SEK 240,000 depending on the participants' seniority in the organization.

Participants who retain their savings shares during the vesting period of approximately three years and remain employed within the Group for the entire vesting period are entitled to receive performance shares free of charge, provided that a performance criterion is fulfilled. The performance criterion refers to the total shareholder return on the company's share during the vesting period of approximately three years, known as a "TSR criterion." The number of performance shares vested and allotted depends on the extent to which the performance criterion is fulfilled in relation to the set minimum and maximum levels. For each savings share, the CEO may be allotted a maximum of seven performance shares, the CFO, COO, CRO and CSCO may be allotted a maximum of six performance shares, and other participants may be allotted a maximum of four performance shares. The minimum and maximum levels for the TSR criterion are set at 30% and 60% respectively. If the minimum level is achieved, 25% of the maximum number of performance shares will be vested. If the maximum level is achieved or exceeded, 100% of the performance shares will be vested. Between the minimum and maximum levels, vesting is linear.

The vesting period for the program is three years. The fair value per share right was SEK 5.05 on the allotment date. The cost of the share rights is based on the fair value of the share, calculated by an external party through a Monte Carlo simulation. Valuation variables in addition to the Monte Carlo simulation include the vesting period, the share's IPO price and potential dividends during the vesting period.

The costs for the incentive program are presented in the following table.

Incentives program 2024
The Annual General Meeting on May 15, 2024 resolved to introduce a long-term incentive program in the form of a performance share savings program. In order to participate in the long-term incentive program, participants are required to acquire shares in Kjell Group AB, known as "savings shares." The maximum investment in savings shares varied from approximately SEK 7,000 to approximately SEK 280,000 depending on the participants' seniority in the organization.

Participants who retain their savings shares during the vesting period of approximately three years and remain employed within the Group for the entire vesting period are entitled to receive performance shares free of charge, provided that a performance criterion is fulfilled. The performance criterion refers to the total shareholder return on the company's share during the vesting period of approximately three years, known as a "TSR criterion." The number of performance shares vested and allotted depends on the extent to which the performance criterion is fulfilled in relation to the set minimum and maximum levels. For each savings share, the CEO may be allotted a maximum of seven performance shares, the CFO, CRO, CMO, CPCO, CSCO and CTO may be allotted a maximum of six performance shares, and other participants may be allotted a maximum of three performance shares. The minimum and maximum levels for the TSR criterion are set at 30% and 60% respectively. If the minimum level is achieved, 25% of the maximum number of performance shares will be vested. If the maximum level is achieved or exceeded, 100% of the performance shares will be vested. Between the minimum and maximum levels, vesting is linear.

The vesting period for the program is three years. The fair value per share right was SEK 9.85 on the allotment date. The cost of the share rights is based on the fair value of the share, calculated by an external party through a Monte Carlo simulation. Valuation variables in addition to the Monte Carlo simulation include the vesting period, the share's IPO price and potential dividends during the vesting period.

The costs for the incentive program are presented in the following table.

Incentives program 2023
The Annual General Meeting on May 16, 2023 resolved to introduce a long-term incentive program in the form of a performance share savings program. In order to participate in the long-term incentive program, participants are required to acquire shares in Kjell Group AB, known as "savings shares." The maximum investment in savings shares varied from approximately SEK 20,000 to approximately SEK 250,000 depending on the participants' seniority in the organization.

Participants who retain their savings shares during the vesting period of approximately three years and remain employed within the Group for the entire vesting period are entitled to receive performance shares free of charge, provided that a performance criterion is fulfilled. The performance criterion refers to the total shareholder return on the company's share during the vesting period of approximately three years, known as a "TSR criterion." The number of performance shares vested and allotted depends on the extent to which the performance criterion is fulfilled in relation to the set minimum and maximum levels. For each savings share, the CEO may be allotted a maximum of seven performance shares, the CFO, CRO, CMO, CPCO, CSCO and CTO may be allotted a maximum of six performance shares, and other participants may be allotted a maximum of four performance shares. The minimum and maximum levels for the TSR criterion are set at 30% and 60% respectively. If the minimum level is achieved, 25% of the maximum number of performance shares will be vested. If the maximum level is achieved or exceeded, 100% of the performance shares will be vested. Between the minimum and maximum levels, vesting is linear.

The vesting period for the program is three years. The fair value per share right was SEK 8.40 on the allotment date. The cost of the share rights is based on the fair value of the share, calculated by an external party through a Monte Carlo simulation. Valuation variables in addition to the Monte Carlo simulation include the vesting period, the share's IPO price and potential dividends during the vesting period.

The costs for the incentive program are presented in the following table.

Incentives program 2022
The Annual General Meeting on May 16, 2022 resolved to introduce a long-term incentive program in the form of a performance share savings program. The incentive program expired during 2025 without any allotment. More information regarding the incentive program for 2022 can be found in the 2022 annual report, available at www.kjellgroup.com.

TSEK	**2025**	**2024**
IFRS 2 costs	2,371	3,268
Social security contributions	478	-194
	2,849	**3,074**

Changes in the total number of share rights outstanding are as follows

Number of share rights	**2025**	**2024**
Balance at the beginning of the period	760,447	943,384
Granted	693,000	301,650
Forfeited	-286,201	- 484,587
Balance at the end of the period	**1,167,246**	**760,447**

No share rights have been vested yet. Full allotment of the remaining share rights will result in dilution of approximately 1.14% for incentive program 2023, 0.97% for incentive program 2024 and 1.24% for incentive program 2025.

Note 7. Fees and remuneration of auditors

TSEK	2025	2024
Group		
Öhrlings PricewaterhouseCoopers AB		
Audit assignment	1,744	-
Audit services in addition to audit assignment	255	-
Other assignments	7	-
	2,006	-
KPMG AB		
Audit assignment	-	2,008
Audit services in addition to audit assignment	-	165
Tax advisory services	-	226
	-	**2,399**
Other audit firms	280	37
Parent Company		
Öhrlings PricewaterhouseCoopers AB		
Audit assignment	1,244	-
Audit services in addition to audit assignment	255	-
Other assignments	7	-
	1,506	**-**
KPMG AB		
Audit assignment	-	972
	-	**972**

The audit assignment covers the statutory audit of the annual report and consolidated financial statements, the accounting records and the administration of the Board of Directors and the CEO, as well as other audits and reviews conducted in accordance with agreements or contracts.

This includes other assignments that are incumbent upon the company's auditors as well as advisory services or other assistance resulting from the findings of such reviews or the performance of such other assignments.

Note 8. Net financial items

TSEK	2025	2024
Group		
Other interest income	1,944	2,642
Financial income	**1,944**	**2,642**
Interest expenses	-22,807	-29,967
Interest expenses on lease liabilities	-13,630	-10,316
Other	-880	-717
Financial expenses	**-37,317**	**-41,000**
Net financial items recognised in profit or loss	**-35,373**	**-38,358**
Parent Company		
Interest income cashpool	2,804	2,105
Other interest income	1,727	2,132
Financial income	**4,531**	**4,237**
Financial expenses	-22,093	-28,813
Other	-800	-825
Financial expenses	**-22,893**	**-29,638**
Net financial items recognised in profit or loss	**-18,362**	**-25,401**

Note 9. Appropriations

TSEK	2025	2024
Parent Company		
Group contribution	-	10,000
	-	**10,000**

Note 10. Taxes

Recognized in statement of profit or loss and other comprehensive income/statement of profit or loss

Group

TSEK	**2025**	**2024**
Current tax expense (-) / tax revenue (+)		
Current tax expense / tax revenue	-3 137	-6,755
Adjustment of tax attributable to prior years	-86	251
	-3 223	**-6,504**
Deferred tax expense (-) / tax revenue (+)		
Deferred tax attributable to temporary differences	19 248	6,312
Tax value of loss carry-forwards	3 775	5,261
	23 023	**11,573**
Total recognised tax expense	**19 800**	**5,069**

Parent Company

TSEK	**2025**	**2024**
Current tax expense (-) / tax revenue (+)		
Current tax expense / tax revenue	0	-541
Adjustment of tax attributable to prior years	100	-143
	100	**-684**
Deferred tax expense (-) / tax revenue (+)		
Tax value of unutilized interest deduction (loss carry-forwards)	3 775	5,261
	3 775	**5,261**
Total recognised tax expense	**3 875**	**4,577**

Reconciliation of effective tax

Group

TSEK		**2025**		**2024**
Profit (loss) before tax		-407,930		-24,958
Tax according to applicable tax rate for Parent Company	20.6%	84,034	20.6%	5,141
Effect of other tax rates for foreign subsidiaries	0.0%	44	0.8%	193
Non-deductible expenses	-13.2%	-53,934	-1.8%	-452
Non-taxable revenue	0.0%	48	0.3%	66
Increase/Decrease in remaining negative net interest	0.0%	-10	0,0%	-4
utan motsvarande aktivering av uppskjuten skatt				
	-2.8%	-11,540	0.0%	-
Standard interest rate on tax allocation reserve	-0.1%	-277	-1.2%	-293
Other	0.4%	1,435	1.7%	418
Effective tax recognised	**4.9%**	**19,800**	**20.3%**	**5,069**

Parent company

TSEK		**2025**		**2024**
Profit (loss) before tax		-24,881		-23,420
Tax according to applicable tax rate for Parent Company	20.6%	5,125	20.6%	4,824
Non-deductible expenses	-0.3%	-74	0.3%	-81
Non-taxable revenue	0.1%	16	-0.1%	14
	21.6%	- 1,106	0.0%	
Standard interest rate on tax allocation reserve	-0.2%	- 55	-0.8%	-37
Other	-0.1%	-31	0.6%	-143
Effective tax recognised	**16%**	**3,875**	**20%**	**4,577**

Tax attributable to other comprehensive income

	2025		
TSEK	**Before tax**	**Tax**	**After tax**
Exchange differences of foreign operations	-22 897	-	-22,897
Other comprehensive income	**-22 897**	**-**	**-22,897**

	2024		
TSEK	**Before tax**	**Tax**	**After tax**
Exchange differences of foreign operations	12 782	-	12,782
Other comprehensive income	**12 782**	**-**	**12,782**

Deductible temporary differences and tax loss carry-forwards for which deferred tax assets have not been recognised in the statement of financial position:

Group

TSEK	**2025**	**2024**
Tax losses	49,520	-
	49,520	**-**

Deferred tax has been recognized on unutilized net interest income, which amounts to TSEK 67,084, of which TSEK 2,046 falls due in 2027, TSEK 21,177 in 2029, TSEK 25,120 in 2030 and TSEK 18,964 in 2031.

Change in deferred tax in temporary differences and loss carry-forwards

Koncernen

TSEK	Balance on 1 January 2025	Recognised in profit or loss	other comprehensive income	Recognised in equity	Recognised by acquisition	Balance on 31 December 2025
Tangible assets	2,813	1,766				4,579
Intangible assets	-105,534	7,015				-98,519
Inventories	924	-147				777
Accounts receivable	368	341				709
Tax allocation reserves	-13,879	11,166				-2,713
	10,044	3,775				13,819
Other	-6,025	-893		760		-6,158
Capitalised loss carry-forwards	258	-				258
	-111,031	**23,023**	**-**	**760**	**-**	**-87,248**

TSEK	Balance on 1 January 2024	Recognised in profit or loss	other comprehensive income	Recognised in equity	Recognised by acquisition	Balance on 31 December 2024
Tangible assets	2,444	369				2,813
Intangible assets	-109,108	3,574				-105,534
Inventories	829	95				924
Accounts receivable	149	219				368
Tax allocation reserves	-16,168	2,289				-13,879
	4,783	5,261				10,044
Other	-5,184	-234		-607		-6,025
Capitalised loss carry-forwards	258					258
	-121,997	**11,573**	**-**	**-607**	**-**	**-111,031**

Note 11. 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.

Earnings per share for 2024 have been restated due to the bonus issue elements arising in connection with the rights issues carried out in April 2025 and February 2026. Previously reported EPS 2024: SEK -0.64. Restated EPS 2024 is presented in the table.

Earnings per share for 2025 have been adjusted due to the bonus issue element in connection with the rights issue carried out in February 2026, which was completed after the reporting date but before the financial statements were approved for publication. Previously reported earnings per share 2025: SEK -7.49. Restated earnings per share 2025 is presented in the table.

Taking into consideration the Group's incentive programs as described in Note 6, there is a potential future dilutive effect on the company's shares provided that certain conditions are met. Full allotment will result in dilution of approximately 1.14% of the total number of shares outstanding for the program launched in 2023, and a potential dilutive effect of 0.97% for the program launched in 2024. The incentive program for 2025 will result in a potential dilutive effect of 1.24%.

Instruments that may result in future dilutive effects

Kjell Group AB has three ongoing incentive programs classified as long-term incentive programs in the form of performance share savings programs with a TSR criterion (see Note 6). Performance share rights are dilutive to the extent the TSR criterion is fulfilled on the reporting date.

	2025	2024
Basic earnings per share, kr	-7.49	-0.64
Diluted earnings per share, kr	-6.70	-0.52

The amounts used in numerators and denominators are shown below.

Basic earnings before dilution per share, kr

	2025	2024
Net profit for the year attributable to Parent Company shareholders	-388 130	-19,889
Cumulative dividend on preference shares attributable to the period	-	-
Profit attributable to the ordinary equity holders of the Parent Company	**-388 130**	**-19,889**

The weighted average number of shares was 51,813,919 (31,151,514) and the number of common shares outstanding at year-end was 59,187,876 (31,151,514).

Diluted earnings per share

Earnings attributable to the Parent Company's shareholders used in calculating diluted earnings per share correspond to what is stated above for the calculation of basic earnings per share. The table below shows a specification of the weighted average number of common shares used in calculating diluted earnings per share

	2025	2024
Average number of shares before dilution	**51,813,929**	**31,151,514**
Effect from incentive programme	-	-
Average number of shares after dilution	**51,813,929**	**31,151,514**

Note 12. Intangible assets

Customer relationships pertain to the value arising in connection with the acquisition of AV-Cables. The category of "other" includes property rental rights and advance payments to suppliers for intangible assets. The category of "licenses and similar rights" includes licenses for various types of software used in operations. Capitalized development expenditure pertains to the e-commerce platform, analysis tools and the check-in solution for the Group's service points.

All intangible assets, apart from goodwill and brands, are amortized. "Brands" refers to "Kjell & Company" and "AV-Cables." Management's intention is to retain and further develop each brand by offering competitive and attractive products. The assessment is that the Group works actively to maintain each brand in its relevant markets, and each brand is therefore deemed to have an indefinite useful life.

For information about amortization, refer to the accounting policies in Note 1.

Group	Internally generated intangible assets	Acquired intangible assets					
TSEK	**Development costs**	**Licenses and similar rights**	**Brands**	**Goodwill**	**Customer relation**	**Other**	**Total**
Accumulated cost							
Opening balance 1 January 2024	78,968	33,771	486,390	781,420	87,095	4,949	1,472,593
Business combinations	8,356	-	-	-	-	1,877	10,233
Other changes	4,468	-4,468	-	-	-	-	-
Exchange rate differences for the year	262	-	1,351	8,348	2,790	-	12,751
Closing balance 31 December 2024	**92,054**	**29,303**	**487,741**	**789,768**	**89,885**	**6,826**	**1,495,578**
Opening balance 1 January 2025	92,054	29,303	487,741	789,768	89,885	6,826	1,495,577
Business combinations	6,954	-	-	-	-	8,250	15,204
Exchange rate differences for the year	-535	-4	-2,249	-15,330	-5,124	-	-23,242
Closing balance 31 December 2025	**98,473**	**29,299**	**485,492**	**774,438**	**84,761**	**15,076**	**1,487,539**
Accumulated amortisation and impairment							
Opening balance 1 January 2024	-43,372	-30,855	-	-	-46,451	-4,949	-125,627
Amortisation for the year	-17,510	-347	-	-	-17,996	-	-35,853
Other changes	-2,385	2,385	-	-	-	-	-
Exchange rate differences for the year	-126	-2	-	-	-1,533	-1	-1,662
Closing balance 31 December 2024	**-63,393**	**-28,818**	**-**	**-**	**-65,979**	**-4,950**	**-163,141**
Opening balance 1 January 2025	-63,393	-28,818	-	-	-65,979	-4,950	-163,140
Amortisation for the year	-14,505	-164	-10,084	-253,572	-17,361	-	-295,686
Exchange rate differences for the year	396	4	-	-	4,157	-	4,557
Closing balance 31 December 2025	**-77,502**	**-28,978**	**-10,084**	**-253,572**	**-79,183**	**-4,950**	**-454,269**
Carrying amounts							
On2024-01-01	35,596	2,916	486,390	781,420	40,644	-	1,346,966
On2024-12-31	**28,661**	**485**	**487,741**	**789,768**	**23,906**	**1,877**	**1,332,439**
On2025-01-01	28,661	485	487,741	789,768	23,906	1,877	1,332,439
On2025-12-31	**20,971**	**321**	**475,408**	**520,866**	**5,578**	**10,126**	**1,033,270**

Impairment testing of cash-generating units containing goodwill and brands
The Group tests the carrying amount of goodwill and brands for impairment at least once annually. In addition, impairment testing is performed whenever there is an indication of impairment.

The performance of the Danish operations has been declining during 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 acquisition of AV-Cables are no longer present. This has affected the company's ability to operate the business in accordance with the original plan. The transition to a new e-commerce platform has further complicated the situation, and the conversion rate has declined despite improvement initiatives. Taken together, this led to an impairment test being carried out on AV-Cables as a cash-generating unit in accordance with IAS 36 in September 2025. The impairment test resulted in a write-down of goodwill of MSEK 260.5, a write-down of brands of MSEK 10.1 and a write-down of software of approximately MSEK 1.2 during Q3 2025. The difference between the carrying amount as of December 31, 2024 and the date of impairment relates to exchange rate differences. The recoverable amount of the Danish operations is its value in use. The pre-tax discount rate applied at the time of testing was 17.6% (14.9%). No further impairment need exists as of the balance sheet date.

The accumulated carrying amount of goodwill and brands is allocated to cash-generating units as follows:

Goodwill	**2025**	**2024**
TSEK		
Sweden	520 866	520,866
Denmark	0	268,903
	520,866	**789,769**

Brand		
TSEK		
Sweden	444 258	444 258
Denmark	31 150	43 483
	475,408	**487,741**

Impairment testing of goodwill and brands involves comparing the recoverable amount with the carrying amount of the cash-generating unit. The recoverable amount of the cash-generating unit in the Group was calculated using a value in use and determined by discounting the future cash flows that may be generated from the continued use of the cash-generating unit. The value in use was determined based on a forecast period of four years (four years).

The recoverable amount exceeds the carrying amount for all financial years presented, and therefore no impairment need exists.

Assumptions applied to estimates of value in use
Important assumptions when calculating the recoverable amount are growth drivers (the market as a whole and market share), the trend in purchase costs and other cost items and investments relevant to each group of cash-generating units. The amounts attributed to the assumptions applied to cash flow forecasts are based on Group management's assessments for long-term business plans, normally with a four-year horizon. These plans reflect previous experience and take into consideration future trends that are relevant to the industry (based on both external sources and internal historical data tracking the market trend) when preparing forecasts for key drivers.

Important variables	**Determination of values assigned to key assumptions**
Market share and growth	Expected market growth, based on historical growth and observed trends, combined with new market shares due to a strengthened market position through further development of the customer experience and range offering.
Purchase price	Inflation in line with macroeconomic trends, cost increases driven by further developing the customer experience and range, offset by continuous negotiations of improved conditions in market-leading positions.
Personnel costs	Inflation and trends in salary increases, trade union agreements, training costs and potential efficiency enhancements.
Investment requirements	Investments according to assessed needs.

Cash flow is forecast for a period of four years, with assumptions about subsequent constant annual growth. After four years, the cash flows are extrapolated with a constant annual growth rate deemed reasonable given the long-term average rate of growth for the industry. The annual forecast growth for the cash-generating unit for the final period is based on the assumed rate of inflation of 2.00%, which is in line with management's expectations of future market growth.

The following table presents the pre-tax discount rate applied when determining the recoverable amount and the terminal growth rate used:

	Discount rate		**Terminal growth rate**	
	2025	**2024**	**2025**	**2024**
Percent				
Sweden	14.9%	13.7%	2.0%	2.0%
Denmark	18.1%	14.9%	2.0%	2.0%

Sensitivity to changes in assumptions
Group management estimates that no reasonable changes in key assumptions will lead to impairment.

Note 13. Tangible assets

Group

TSEK	Buildings and land	Equipment, tools, fixtures and fittings	Förbättringsutgift på annans fastighet	Pågående nyanläggningar och förskott	Total
Accumulated cost					
Opening balance 1 January 2024	38,249	237,058	16,098	-	291,405
Acquisitions	-	29,726	2,002	-	31,728
Reclassification	-	-	1,032	-	1,032
Divestments	-	-21,641	-	-	-21,641
Exchange rate differences	1,225	-759	-	-	466
Closing balance 31 December 2024	**39 474**	**244,384**	**19,131**	**-**	**302,990**
Opening balance 1 January 2025	39,474	244,384	19,131	-	302,990
Acquisitions	-	11,671	6,102	45,229	63,002
Other changes	-	-24,000	-	24,000	-
Divestments	-	-2,107	-	-	-2,107
Exchange rate differences	-2,251	-3,759	-	-	-6,010
Closing balance 31 December 2025	**37 223**	**226,189**	**25,233**	**69,229**	**357,875**
Accumulated depreciations					
Opening balance 1 January 2024	-5,079	-196,052	-4,166	-	-205,297
Depreciation for the year	-747	-18,690	-3,452	-	-22,889
Divestments	-	21,222	-	-	21,222
	-	-	-	-	-
Exchange rate differences	-164	641	-	-	477
Closing balance 31 December 2024	**-5 990**	**-192,879**	**-7,618**	**-**	**-206,487**
Opening balance 1 January 2025	-5,990	-192,879	-7,618	-	-206,487
Depreciation for the year	-723	-14,168	-4,473	-	-19,364
Divestments	-	1,692	-	-	1,692
Orhwe changes	0	-	-	-	-
Exchange rate differences	359	3,284	-	-	3,643
Closing balance 31 December 2025	**-6 354**	**-202,071**	**-12,091**	**-**	**-220,516**
Carrying amounts					
On2024-01-01	33,170	41,006	11,932	-	86,108
On2024-12-31	**33,484**	**51,506**	**11,513**	**-**	**96,503**
On2025-01-01	33,484	51,506	11,513	-	96,503
On2025-12-31	**30,869**	**24,118**	**13,142**	**69,229**	**137,358**

Equipment, tools, fixtures and fittings

TSEK	2025	2024
Parent company		
Accumulated cost		
Ingående balans	**70**	**39**
Other acquisitions	-	31
Utgående balans	**70**	**70**
Accumulated depreciations		
Ingående balans	**-43**	**-21**
Depreciation for the year	-16	-22
Utgående balans	**-59**	**-43**
Carrying amounts	**12**	**27**

Note 14. Receivables from Group companies

Parent Company

TSEK	2025/12/31	2024/12/31
Accumulated cost		
At the beginning of the period	88,629	29,046
Reclassification	-	77,773
Additional receivables	42,903	-
Reglerade fordringar	-	10,000
Disposal	-	-28,190
At the end of the period	**131,532**	**88,629**

For information on credit risk associated with Group receivables, refer to Note 24 Financial risks and risk management.

Note 15. Inventories

Group

TSEK	2025/12/31	2024/12/31
Finished goods and goods for resale	307 006	478,043
Right to receive returned goods	5 275	1,632
	312 281	**479,675**

Note 16. Prepaid expenses and accrued income

TSEK	2025/12/31	2024/12/31
Group		
Accrued income, suppliers according to contract	23 741	41,637
Prepaid cost of premises	12 484	12,484
Accrued marketing grants	4 750	12,834
Insurance	2 455	1,894
Store start-up costs	445	427
Other	1 777	334
	47 129	**69,610**
Parent company		
Insurance	1 035	1,085
Other	229	196
	1 264	**1,281**

Note 17. Cash and cash equivalents

TSEK	2025/12/31	2024/12/31
Group		
The following subcomponents are included in cash and cash equivalents:		
Cash and bank balances	271 196	178,826
	271 196	**178,826**
Parent company		
The following subcomponents are included in cash and cash equivalents:		
Cash and bank balances	144 958	145,106
	144 958	**145,106**

For information on credit risk associated with cash and cash equivalents, refer to Note 24 Financial risks and risk management.

Note 18. Share capital

As of December 31, 2025, the share capital amounted to 59,187,876 common shares. Holders of common shares are entitled to receive dividends that are determined in accordance with a resolution and the shareholding carries entitlement to vote at general meetings with one vote per share. Each share has a quotient value of SEK 0.017.

2024

Number of shares, thousand	Common shares	Preferens shares	Total
Issued 1 January	31,151,514	-	31,151,514
Issued 31 December	**31,151,514**	**-**	**31,151,514**

2025

Number of shares, thousand	Common shares	Preferens shares	Total
Issued 1 January	31,151,514	-	31,151,514
New share issue	28,036,362	-	28,036,362
Issued 31 December	**59,187,876**	**-**	**59,187,876**

Incentives program

Kjell Group AB has three incentive programs in the form of performance share savings programs with terms described in Note 1, Accounting Policies.

Full allotment of the remaining performance shares could result in dilution of approximately 1.14% (incentive program 2023), 0.97% (incentive program 2024) and 1.24% (incentive program 2025) of the total number of shares outstanding.

Dividend

The Board of Directors proposes that the Annual General Meeting resolve to pay a dividend of SEK 0 per share for the 2025 financial year.

Translation reserve

The translation reserve encompasses all exchange rate differences that arise when translating the financial statements of foreign operations that have prepared their financial statements in a currency other than the currency in which the consolidated financial statements are presented. The translation reserve also includes exchange rate differences arising on the remeasurement of liabilities recognized as hedging instruments for a net investment in a foreign operation.

Parent Company

Share capital
This item pertains to share capital in the Parent Company, Kjell Group AB. As of December 31, 2025, the share capital amounted to 59,187,876 common shares. There are no other classes of share capital. Each share entitles the holder to one vote.

Restricted reserves
Restricted reserves may not be reduced through the payment of dividends.

Non-restricted reserves
Along with net profit for the year, the following funds comprise non-restricted equity, meaning the amount available for dividends to shareholders.

Share premium reserve
When shares are issued at a premium, meaning that the price to be paid for the shares exceeds the quotient value of the shares, an amount corresponding to the amount received in excess of the quotient value is to be allocated to the share premium reserve.

Retained earnings
Retained earnings comprise the preceding year's retained earnings and profit less any dividends paid during the year.

Note 19. Interest-bearing liabilities

Refinancing of credit facilities

In conjunction with Kjell Group AB's IPO, a new financing agreement was signed comprising credit facilities of MSEK 910, provided by Nordea. In 2022, the agreement was renegotiated and the nominal value was adjusted to MSEK 785. The facilities have a term of three years from September 20, 2021, with the option of two extensions of one year each. At year-end 2025, the Group had exercised both extension options. The facilities are subject to interest periods of one, two, three or six months. The credit facilities are conditional on the ratio between the Group's total net debt and adjusted EBITDAaL (calculated in accordance with the terms of the credit facilities) not exceeding the levels stipulated in the credit agreement.

As of the reporting date, the Group had met these conditions.

The following presents information on the credit facilities' contractual terms for interest-bearing liabilities. For more information on the Group's exposure to interest rate risk, refer to Note 24. In connection with the refinancing in 2021, the Parent Company signed a new credit facility. In accordance with the loan agreement, the utilized portion of the revolving credit facility was signed by the subsidiary Kjell Elektronik AB. At December 31, 2025, the utilized credit facilities in the Parent Company amounted to TSEK 427,186 (TSEK 430,967). No portion of these facilities falls due for payment later than within five years

After the reporting date

In March 2026, Kjell Group signed a new revolving credit facility of MSEK 500. The agreement replaces the Group's previous financing arrangement and provides a long-term and flexible framework to support the business's ongoing capital requirements and strategic initiatives. The credit facility has a term of three years with the option of two one-year extensions and includes access to ancillary facilities. Upon the agreement taking effect, the previous financing was repaid in full.

TSEK	2025/12/31	2024/12/31
Non-current liabilities		
Credit facility	-	478,529
	-	**478,529**
Current liabilities		
Current component of non-current part of interest bearing liabilities	483,956	21,945
	483,956	**21,945**

Terms and repaymentperiods

				2025	
TSEK	**Valuta**	**Nominell ränta**	**Förfall**	**Nominellt värde**	**Redovisat värde**
Credit facility B	SEK	3.7%	2026-09-18	13,800	13,800
Credit facility A	SEK	3.7%	2026-09-18	414,000	413,387
Aquisition facility	SEK	3.7%	2026-09-18	56,769	56,769
Revolving credit facility	SEK, EUR, NOK, DKK	3.7%	2026-09-18	150,000	-
Total interest bearing liabilities				**634,569**	**483,956**

				2024	
TSEK	**Valuta**	**Nominell ränta**	**Förfall**	**Nominellt värde**	**Redovisat värde**
Credit facility B	SEK	4.4%	2026-09-18	18,400	18,400
Credit facility A	SEK	4.4%	2026-09-18	414,000	412,560
Aquisition facility	SEK	4.4%	2026-09-18	69,514	69,514
Revolving credit facility	SEK, EUR, NOK, DKK	4.4%	2026-09-18	325,000	
Total interest bearing liabilities				**826,914**	**500,474**

Note 20. Provisions

TSEK

TSEK	2025/12/31	2024/12/31
Provisions classified as current liabilities		
Guarantee commitments	7,306	7,721
Total	**7,306**	**7,721**

Guarantees

TSEK	2025/12/31	2024/12/31
Carrying amount at the beginning of the period	7,721	7,225
Provisions for the period	7,306	7,721
Amount utilised for the period	-7,721	-7,225
Carrying amount at the end of the period	**7,306**	**7,721**

Provisions that will be utilized within one year are classified as current liabilities. Provisions have been made for estimated warranty costs for products that have been sold with the guarantee still valid at the end of the financial year. The Group normally offers 12-month guarantees. Management assesses provisions based on historical outcome as well as development trends that indicate that future outcomes may deviate from historical amounts. The estimates have been made using the same methodology for all periods presented.

Note 21. Other liabilities

Koncernen

TSEK	2025/12/31	2024/12/31
Other current liabilities		
Loyalty bonus	1,841	2,908
Gift vouchers and other balances	7,316	6,968
Value added tax	42,952	58,825
Employee withholding taxes and social security contributions	17,126	16,454
Other	494	395
	69,729	**85,550**

Note 22. Accrued expenses and deferred income

TSEK	2025/12/31	2024/12/31
Group		
Accrued personnel costs	73,127	74,008
Repayment liabilities	9,401	11,072
Accrued freight costs	4,768	3,924
Accrued electricity costs	405	382
Accrued rental costs	309	250
Upplupna konsultarvoden	624	2,685
Uppl inköpskostnader varulager	6,621	13,489
Uppl marknadsföringskostnader	2,976	8,626
Omstruktureringskostnader	7,564	5,132
Other	9,712	22,183
	115,507	**141,752**
Parent Company		
Accrued personnel costs	2,511	2,463
Other	5,055	6,720
	7,566	**9,183**

Repayment liabilities

When a customer has a right to return a product within a certain period of time, a repayment liability is recognized amounting to the compensation received (or that will be received) that the Group does not expect to be entitled to. The Group also recognizes a right to the returned products that is measured at the previous carrying amount of the product; refer to Note 15. The cost of reclaiming the products is not material since customers normally return goods in resaleable condition.

Note 23. Financial assets and financial liabilities

2025

TSEK	Note	Financial liabilities measured at fair value	Financial assets measured at amortised cost	Financial liabilities measured at amortised cost	Total
Financial assets not measured at fair value					
Accounts receivable		-	24,308	-	24,308
Accrued income	16	-	23,741	-	23,741
Other receivables		-	342	-	342
Cash and cash equivalents	17	-	271,196	-	271,196
		-	319,587	-	319,587
Total financial assets		**-**	**319,587**	**-**	**319,587**
Financial liabilities not measured at fair value					
Credit facility	19	-	-	-	-
Accounts payable		-	-	313,475	313,475
Accrued expenses	22	-	-	106,106	106,106
Current component of credit facility	19	-	-	483,956	483,956
		-	**-**	**903,537**	**903,537**
Total financial liabilites		**-**	**-**	**903,537**	**903,537**

2024

TSEK	Note	Financial liabilities measured at fair value	Financial assets measured at amortised cost	Financial liabilities measured at amortised cost	Total
Financial assets not measured at fair value					
Accounts receivable		-	33,483	-	33,483
Accrued income	16	-	49,159	-	49,159
Other receivables		-	1,296	-	1,296
Cash and cash equivalents	17	-	178,826	-	178,826
		-	262,764	-	262,764
Total financial assets		**-**	**262,764**	**-**	**262,764**
Financial liabilities not measured at fair value					
Credit facility	19	-	-	478,529	478,529
Accounts payable		-	-	369,318	369,318
Accrued expenses	22	-	-	130,679	130,679
Current component of credit facility	19	-	-	21,945	21,945
		-	**-**	**1,000,471**	**1,000,471**
Total financial liabilites		**-**	**-**	**1,000,471**	**1,000,471**

Fair value
The fair value of the liabilities in the Group's credit facility is estimated at TSEK 484,569 (501,914), compared with the carrying amount of TSEK 486,955 (500,474). The facility carries a floating interest rate plus a margin. Management estimates that there has been no change in credit margins since the loan agreement was signed that could have a material impact on the fair value of the loans. The difference between the fair value and the carrying amount is therefore primarily attributable to the carrying amount of the loan including transaction costs that remain to be allocated as part of the effective interest rate of the bank loans.

The carrying amounts of all other financial liabilities and financial assets are considered to be reasonable estimates of their respective fair values.

Classification of financial assets and financial liabilities
The tables below show the carrying amounts of the Group's financial assets and financial liabilities by measurement category in accordance with IFRS 9.

Note 24. Finansiella risker och riskhantering

TSEK Credit facility	Nominal	Used	Available
Credit facility A	13,800	13,800	-
Credit facility B	414,000	414,000	-
Acquisition facility	56,769	56,769	-
Revolving credit facility	150,000	-	150,000
Total	**634,569**	**484,569**	**150,000**

Framework for financial risk management
The Group's finance policy for managing financial risks was prepared by the Board and forms a framework of guidelines and rules in the form of risk mandates and limits for financial activities. The responsibility for the Group's financial transactions and risks is managed by the Group's CFO. The finance function's overall objective is to provide cost-efficient financing and to minimize the negative effects of financial risks on the Group's earnings. The Group's CFO regularly reports to the Group's CEO and the company's Board.

Through its operations, the Group is primarily exposed to financing risk, interest rate risk, currency risk and credit risk.

Financing risk
Financing risk is the risk that the Group may not have liquidity due to inadequate access to financing or that the Group may experience difficulties in refinancing existing credit facilities when they fall due. The Group is to endeavor to have access to both long and short-term financing at any given point in time, which is achieved through planning and maintaining good relationships with banks and other creditors. According to the Group's guidelines, the average remaining maturity of non-current loans is to always exceed 12 months. Furthermore, the Group is to have liquidity available in the form of cash and cash equivalents, short-term deposits and unutilized credit facilities in accordance with the Board's guidelines. Refer note 32 on updated financial agreement.

In 2021, Kjell Group AB signed a financing agreement comprising credit facilities of MSEK 910, which was renegotiated in 2022 to a nominal value of MSEK 785. After the end of the financial year, the Group has entered into a new long-term financing agreement. Refer to Note 19 for more information on existing credit facilities.

2025

TSEK	2026	2027	2028	2029	2030	>2030
Credit facility A	13,800	-	-	-	-	-
Credit facility B	414,000	-	-	-	-	-
Acquisition facility	56,769	-	-	-	-	-
Revolving credit facility	-	-	-	-	-	-
Lease liabilities	104,983	62,470	42,382	30,530	14,275	45,496
Accounts payable	313,475	-	-	-	-	-
Accrued expenses	106,106	-	-	-	-	-
	1,009,133	**62,470**	**42,382**	**30,530**	**14,275**	**45,496**

2024

TSEK	2025	2026	2027	2028	2029	>2029
Credit facility A	9,977	9,524	-	-	-	-
Credit facility B	23,308	431,481	-	-	-	-
Acquisition facility	9,457	60,622	-	-	-	-
Revolving credit facility	-	-	-	-	-	-
Lease liabilities	109,397	72,641	29,093	10,026	6,418	130
Accounts payable	369,318	-	-	-	-	-
Accrued expenses	130,680	-	-	-	-	-
	652,137	**574,268**	**29,093**	**10,026**	**6,418**	**130**

Interest rate risk in interest-bearing liabilities
Interest rate risk is defined as the risk that changes in market interest rates will have a negative impact on the Group's net financial items and the risk that fixed interest rates may be locked in at levels above the prevailing market interest rates for extended periods of time. According to the guidelines, the Group is as a rule to have short fixed interest rate periods (floating rate) on interest-bearing liabilities, as short fixed rate periods are assessed to result in lower interest expenses over time while the Group avoids lengthy contracts with fixed prices relative to customers.

The Group's exposure to interest rate risk arises primarily through the interest on the credit facility being regulated by the ratio of net debt to adjusted EBITDAaL at each reporting date, at which point an interest margin is calculated. In accordance with the agreement, interest rates vary from 1.45% to 2.25%. In addition to the interest margin attributable to the ratio of net debt to adjusted EBITDAaL, the total interest rate is affected by a variable component (IBOR). Adjustments for changes in interest rates are made in the subsequent period. The total interest rate at year-end 2025 was 3.7%.

The effect on interest expenses during the coming twelve-month period of a 1-percentage-point increase in the interest rate would be TSEK 4,841 (4,952), given the interest-bearing assets and liabilities existing on December 31 of the preceding year.

Currency risk
Currency risk can be divided into transaction exposure and translation exposure. Transaction exposure refers to exposure to the risk that the value of future transactions is negatively impacted by fluctuations in exchange

rates without the possibility of the Group being able to offset this through changed prices. Translation exposure arises from the translation of assets or liabilities in foreign currency and from the translation of foreign subsidiaries to SEK upon consolidation.

Transaction exposure
The Group's direct transaction exposure arises primarily in connection with purchases paid for in DKK, EUR, USD and CNY. In 2025, the Group made purchases in DKK totaling TDKK 66,436 (143,559), purchases in EUR totaling TEUR 55,891 (62,054), purchases in USD totaling TUSD 24,016 (29,395) and purchases in CNY totaling TCNY 22,152 (21,035).

In accordance with the guidelines, the exposure can be hedged using currency derivatives. However, there were no currency derivatives outstanding as of December 31, 2025. The table below illustrates the effects that a 10% weakening or strengthening of DKK, EUR, USD and CNY against SEK would have on the Group's expenditure for purchases of goods and thereby the cost of goods for resale when these goods are sold to customers. The calculation is based on the assumption that all other variables remain unchanged and on the volume of purchases in the various currencies made each year.

The following presents a sensitivity analysis of the effect of a 10% weakening or strengthening against SEK.

	Impact on expenses for purchases of goods (TSEK)	
Currency	**2025**	**2024**
EUR	+/- 61 858	+/- 70 941
USD	+/- 23 582	+/- 31 045
CNY	+/- 3 025	+/- 3 088
DKK	+/- 9 852	+/- 22 003
Total	**+/- 98 317**	**+/- 127 077**

Translation exposure
The Group's translation exposure relates primarily to subsidiaries in Norway, Denmark and China, which give rise to translation exposure in NOK, DKK and CNY as the subsidiaries' financial statements are translated into SEK, the Group's presentation currency and the Parent Company's functional currency. The table below shows the Group's net investments in these currencies as of the reporting date.

Translation exposure - net investments in foreign currency

Currency	2025	2024
NOK	80,150	65,130
DKK	68,244	79,290
CNY	5,744	5,361

Translation exposure - sensitivity analysis of effect of 10% weakening/strengthening against SEK

	Impact on equity (TSEK)		Impact on operating profit (TSEK)	
Currency	**2025**	**2024**	**2025**	**2024**
NOK	+/- 6 691	+/- 6 147	+/- 1 468	+/- 1 342
DKK	+/- 14 327	+/- 18 719	+/- 2 097	+/- 1 407
CNY	+/- 994	+/- 1 224	+/- 71	+/- 80

The sensitivity analysis is based on the assumption that all other variables remain unchanged.

Credit risk
Credit risk is the risk that a customer or counterparty is unable to fulfill its commitments, thus resulting in a loss for the Group. Credit risk can be divided into commercial exposure, in the form of credit risk exposure to accounts receivable, and financial credit risk, which for the Group is related primarily to cash and cash equivalents. The carrying amount of financial assets comprises the maximum credit exposure. Sales against invoices occur only to a limited extent.

Commercial exposure to credit risk
The Group's sales are primarily made to private individuals, at service points or online. Payment for sales at service points normally occurs via card or in cash. For credit card sales, the card issuer bears the credit risk. For online sales, the Group has a contract with a partner that provides a payment solution. The partner acquires a receivable against the customer and also bears the credit risk associated with this receivable. The Group has a receivable against the partner for sales completed. However, these receivables are settled shortly after the sale is completed, which means that the maturity is extremely brief and the credit risk thereby limited. The Group's exposure to commercial credit risk is therefore deemed to be low.

Change in loss allowance for accounts receivable
Movement in the reserve for impairment of accounts receivable during the year was as follow:

TSEK	2025	2024
Opening balance on 1 January	330	599
Amounts written-off	-1,051	-844
Remeasurement of loss allowance, net	1,519	575
Closing balance on 31 December	**798**	**330**

Financial exposure to credit risk
The Group's exposure to financial credit risk is related primarily to cash and cash equivalents. On December 31, 2025, cash and cash equivalents amounted to TSEK 271,196 (178,826). Cash and cash equivalents consist entirely of cash in hand and bank balances. The bank balances are deposited in banks with a short-term credit rating of A-1 from Standard & Poor's and can be disbursed to the Group upon request. The credit risk in cash and cash equivalents is therefore deemed to be very low and is insignificant.

Capital management
The Group's financial objective is to have a strong financial position that helps it to retain the confidence of investors, creditors and the market and constitutes a basis for continued development of business operations, while the long-term return generated for shareholders remains satisfactory.

The Board has adopted the following target for the Group's capital structure and policy for dividends to shareholders:

• Financial net debt (net debt excluding IFRS 16 lease liabilities) should be less than 2 times adjusted EBITDAaL. As of December 31, financial net debt was 3.4 (4.1) times higher than adjusted EBITDAaL.

• Adjusted EBITDAaL includes the periods in which acquired companies were not included in the Group's consolidated financial statements for the most recent 12-month period.

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

Capital is defined as total equity, including common and preference shares (as of December 31, 2025, there were no outstanding preference shares).

Capital

TSEK	2025	2024
Total equity	**782,346**	**1,005,354**

Note 25. Leases

The Group has leases for several types of assets, primarily for premises (stores and office space) but to some extent also other asset types such as vehicles, forklifts and office equipment. None of the leases contain covenants or other limitations apart from the collateral in the asset covered by the lease.

Right-of-use assets

Group

TSEK	Properties	Vehicles	Machinery	Total
Depreciation for the year	127,672	2,573	997	131,242
Closing balance, 31 December 2024	**239,057**	**1,856**	**1,679**	**242,592**
Depreciation for the year	129,768	1,619	815	132,202
Closing balance, 31 December 2025	**305,653**	**1,534**	**863**	**308,050**

Additions to right-of-use assets in 2025 amounted to TSEK 207,273 (118,380). This amount includes the cost of right-of-use assets newly acquired during the year of TSEK 134,919 (47,024) and additional amounts on the remeasurement of lease liabilities of TSEK 72,354 (71,356).

Lease liabilities

Group

TSEK	2025/12/31	2024/12/31
Current lease liabilities	104,983	109,397
Non-current lease liabilities	195,153	118,308
Lease liabilities included in statement of financial position	**300,136**	**227,705**

För löptidsanalys av leasingskulderna, se not 24.

TSEK	2025	2024
Depreciation of right-of-use assets	132,202	131,242
Interest on lease liabilities	13,630	10,317
Variable lease payments not included in the measurement of the lease liability*)	42	-541
Costs for low-value leases	6,073	4,839

Amount recognised in statement of cash flows

Group

TSEK	2025	2024
Total cash outflow attributable to leases	130,617	130,214

*) The amount does not include property tax.

The above cash outflow includes amounts for leases recognized as lease liabilities as well as amounts paid for variable lease payments and low-value leases.

Property leases

The Group has leases for properties, primarily store premises but also office space. These leases normally run for three to five years. In most cases, there is an option at the end of the current lease term to extend the lease for an additional one to three years. Extension periods are included in the lease term if, at the start of the lease (or alternatively on transition to IFRS), the Group deems it reasonable that they will be utilized.

As of the reporting date, December 31, 2025, the Group has assessed that the threshold for reasonable certainty is 12 months. This means that when new leases are signed or the lease term changes for existing leases, the end of the lease term is normally set so that it falls beyond 12 months. The remaining average lease term for the Group's property leases for which a lease liability and right-of-use asset are calculated is 1.8 (1.7) years. The lease liability increased during 2025 as a result of investments in a new warehouse property. Refer to Note 26, Investment commitments, for further information.

The leases normally contain lease payments that are based on changes in local price indexes, while some leases also contain variable lease payments that are based on the Group's sales in the leased stores during the year. In addition to the above, the Group pays fees attributable to property taxes levied on the property owner.

Other leases
The Group has leases for vehicles and equipment (forklifts, machinery, etc.) with lease terms of one to four years, including extension periods, that the Group is reasonably certain of utilising. In some cases, the Group has an opportunity to purchase the asset at the end of the lease term. In other cases, the Group guarantees the residual value of the asset at the end of the lease term. Normally, it is not reasonably certain at the start of the lease that the Group will buy out the asset. The Group also has leases for office equipment and IT equipment with lease terms of a maximum of three years. These are low-value leases. The Group has chosen not to recognise right-of use assets and lease liabilities for these leases.

Note 26. Investment commitments

Group
During 2024, the Group entered into an agreement to invest in a new automated central warehouse. The investment primarily pertains to the acquisition of tangible assets and was expected to amount to approximately TSEK 80,000. The commitment has been fully settled during 2026. The Group also entered into a long-term lease for the warehouse property during 2024. The commitment impacted IFRS 16 toward the end of 2025 and increased the lease liability when the property was commissioned.

Parent Company
The Parent Company had no investment commitments in 2025.

Note 27. Pledged assets, contingent liabilities and contingent assets

TSEK	2025/12/31	2024/12/31
Group		
Pledged assets		
In the form of pledged assets for own liabilities and provisions		
Floating charges	975,000	910,000
	975,000	**910,000**
Contingent liabilities		
Leasing guarantees	6,301	6,650
	6,301	**6,650**

TSEK	2025/12/31	2024/12/31
Parent company		
Pledged assets		
In the form of pledged assets for own liabilities and provisions		
Floating charges	910,000	910,000
	910,000	**910,000**
Contingent liabilities		
Leasing guarantees	-	-
	-	**-**

Note 28. Proposed dividend

The following funds are available for distribution by the Annual General Meeting:

TSEK	2025
Retained earnings	43,064
Share premium reserve	1,276,615
Profit for the period	-21,006
Total	**1,298,674**
Carried forward	1,298,674
Total	**1,298,674**

Kjell Group's Board of Directors has adopted a dividend policy stipulating that at least 60% of net profit after tax is to be distributed, taking into account the Group's financial position and growth potential.

The Board's proposal to the Annual General Meeting is that the profit for the 2025 financial year be disposed of in accordance with the above.

Note 29. Related-party transactions

The shares in Kjell Group AB are listed on Nasdaq First North Growth Market. The three largest shareholders as of the reporting date are Cervantes Capital, the Eklund family and Jofam AB. Cervantes Capital has representation on the Board and is therefore considered a related party to the Group. Related parties also include subsidiaries and Kjell & Company's Board of Directors and Group management together with their related parties.

The Parent Company has a related-party relationship with its subsidiaries. Information about participations in subsidiaries is presented in Note 30. Transactions between Kjell Group AB and its subsidiaries have taken place on market terms.

Remuneration of the Board and senior executives is presented in Note 6. Kjell Group has not provided any guarantees or sureties on behalf of its Board members or senior executives.

Related-party transactions between Kjell & Co Elektronik AB and Position Green AB for the purchase of services valued at TSEK 836 (866) took place during the year. Outstanding accounts payable as of December 31, 2025 amounted to TSEK 0 (224). Transactions between Kjell & Co Elektronik AB and Position Green AB took place on market terms. The CEO of Position Green is a related party to the Group's President and CEO Sandra Gadd.

The Group has not identified any related-party transactions other than those specified in this note and the other notes referred to herein.

Note 30. Group companies

Group

TSEK	2025/12/31	2024/12/31
Accumulated cost		
At the beginning of the year	1,611,239	1,610,967
Årets anskaffningar	294	272
At the end of the year	**1,611,533**	**1,611,239**

Specification of all holdings of participations in Group companies

	Country of incorporation	Owner interest, %	
		2025/12/31	2024/12/31
Kjell MidCo AB, 559117-3934	Malmö, Sweden	100%	100%
. Kjell BidCo AB, 559113-2583	Malmö, Sweden	100%	100%
.. Kjell Koncern AB, 556965-5136	Malmö, Sweden	100%	100%
... Kjell Elektronik AB, 556400-5378	Malmö, Sweden	100%	100%
.... Kjell & Co Norway, 815420292	Sandvika, Norway	100%	100%
.... Scandinavia Sourcing Team Ltd, 61949671	Hongkong	100%	100%
..... Scandsource Co Ltd, 310000400726926	Shanghai, China	100%	100%
.... AV-Cables, 31260485	Hornsyld, Denmark	100%	100%

Note 31. Specifications for the statement of cash flows

Likvida medel

TSEK	2025/12/31	2024/12/31
Group		
The following subcomponents are included in cash and cash equivalents:		
Cash and bank balances	271,196	178,826
	271,196	**178,826**
Parent Company		
The following subcomponents are included in cash and cash equivalents:		
Cash and bank balances	144,958	145,106
	144,958	**145,106**

Adjustments for non-cash items

TSEK	2025	2024
Group		
Depreciation/amortisation	453,590	190,716
Unrealised exchange differences	1,652	5,192
Inventory write-off	75,960	-
Bad debt	-415	496
Share-based payment transaction	2,372	3,268
Capitalised loan fees	819	819
Other	-285	834
	539,709	**201,325**
Parent Company		
Depreciation/amortisation	16	22
Share-based payment transaction	2,372	2,996
Capitalised loan fees	819	819
Other	-296	-
Utgående balans	**2,911**	**3,837**

Changes in liabilities in financing activities

TSEK	Credit facility	Leasing liabilities
Group		
Opening balance2024	508,861	240,010
Cash flow from financing activities		
Loan repayments	-9,200	-
Repayment of lease liabilities	-	-130,214
Total cash flow from financing activities	**-9,200**	**-130,214**
Exchange rate differences	-	-773
Additional lease liabilities	-	118,682
Capitalised borrowing costs	813	-
Interest expenses	38,527	-
Interest paid	-38,527	-
Closing balance2024	**500,474**	**227,705**
Opening balance2025	**500,474**	**227,705**
Cash flow from financing activities		
Loan repayments	-17,344	-
Repayment of lease liabilities	-	-130,046
Total cash flow from financing activities	**-17,344**	**-130,046**
Exchange rate differences		-3,883
Additional lease liabilities	-	206,360
Capitalised borrowing costs	826	-
Interest expenses	35,303	-
Interest paid	-35,303	-
Closing balance2025	**483,956**	**300,136**

TSEK	Credit facility	Leasing liabilities
Parent Company		
Opening balance2024	439,348	-
Cash flow from financing activities		
Loan repayments	-9,200	-
Total cash flow from financing activities	**-9,200**	**-**
Capitalised borrowing costs	819	-
Interest expenses	26,120	-
Interest paid	-26,120	-
Closing balance2024	**430,967**	**-**
Opening balance2025	**430,967**	**-**
Cash flow from financing activities		
New share issue	185,646	
Loan repayments	-4,600	-
Total cash flow from financing activities	**181,046**	**-**
Capitalised borrowing costs	819	-
Interest expenses	21,810	-
Interest paid	**-21,810**	**-**

Note 32. Events after the reporting date

On January 19, 2026, the Board of Directors resolved on a directed share issue of MSEK 60 to Göran Westerberg and a guaranteed rights issue of approximately MSEK 145.5. On February 5, 2026, an Extraordinary General Meeting was held, which resolved to approve the Board's decision on the issuances of 36,148,823 shares, corresponding to MSEK 205.5 before the deduction of issue costs of approximately MSEK 2.0.

On February 10, Kjell Group published an information document regarding the rights issue. On February 27, the final outcome of the fully guaranteed rights issue was announced. The subscription price was set at SEK 5.90 per share. The outcome was that 24,017,875 shares, corresponding to approximately 97.4% of the shares offered, were subscribed for through the exercise of subscription rights. In addition, applications were received to subscribe for 22,330,433 shares without subscription rights. Subscriptions with and without subscription rights together corresponded to approximately 187.9% of the shares offered in the rights issue. The rights issue was therefore oversubscribed and no guarantee undertakings were utilized. Together with the directed share issue to Göran Westerberg of 10,169,491 shares, the company receives MSEK 205.5 before the deduction of issue costs of approximately MSEK 2.0.

At the end of September 2025, the Group's long-term financing briefly fell short during ongoing negotiations. In March 2026, Kjell Group signed a new revolving credit facility of MSEK 500. The agreement replaces the Group's previous financing arrangement and provides a long-term and flexible framework to support the business's ongoing capital requirements and strategic initiatives. Upon the agreement taking effect, the previous financing was repaid in full.

Note 33. Information about the parent Company

Kjell Group AB (publ) is a Swedish-registered limited liability company with its registered offices in Malmö. The Parent Company's shares are listed on Nasdaq First North Growth Market in Stockholm.

The consolidated financial statements for 2025 comprise the Parent Company and its subsidiaries, jointly referred to as the "Group.".

The Board of Directors and the CEO give their assurance that the annual report has been prepared in accordance with generally accepted accounting principles in Sweden, and that the consolidated financial statements have been prepared in accordance with the international accounting standards referred to in the European Parliament and Council's Regulation (EC) No. 1606/2002 of July 19, 2002 on the application of international accounting standards. The annual report and consolidated financial statements provide a true and fair view of the Parent Company's and the Group's position and earnings. The administration report for the Parent Company and the Group provides a fair overview of the Parent Company's and the Group's performance and the Group's activities, position and earnings, and describes significant risks and uncertainties facing the Parent Company and the companies included in the Group.

Malmö April 14, 2026

The annual report was approved on April 14, 2026

Jan Friedman
Chairman of the board

David Zaudy
Member of the board

Ola Burmark
Member of the board

Ebba Ljungerud
Member of the board

Adeline Sterner
Member of the board

Sandra Gadd
CEOr

Our auditor’s report was submitted on
April 14,2026

Öhrlings PricewaterhouseCoopers AB

Eva Carlsvi
Authorized Public Accountant
Auditor in charge

Patrik Larsson
Authorized Public Accountant

Auditor’s report

To the general meeting of the shareholders of Kjell Group AB (publ), corporate identity number 559115-8448

Report on the annual accounts and consolidated accounts

Opinions
We have performed an audit of the annual accounts and consolidated accounts of Kjell Group AB (publ) for year 2025. The annual accounts and consolidated accounts of the company are included on pages 27-79 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2025 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and the balance sheet for the parent company and the consolidated statement of profit and loss and the consolidated statement of financial position for the group.

Basis for Opinions
We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor’s Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Other information
The audit of the annual accounts and consolidated accounts for 2024 was performed by another auditor who submitted an auditor's report dated 14 April 2025, with unmodified opinions in the Report on the annual accounts and consolidated accounts.

Other information than the annual accounts and consolidated accounts
This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-16 and 83-92 as well as the sustainability report on pages 17-26. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director
The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, the Board of Directors and the Managing Director are responsible for the assessment of the company and group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, cease operations or has no realistic alternative to doing any of this.

Auditor’s responsibility
Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on the Swedish Inspectorate of Auditors’ website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Kjell Group AB (publ) for year 2025 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company and group's type of operations, size and risks place on the size of the parent company's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the management of the company's affairs. This includes among other things continuous assessment of the company and group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on the Swedish Inspectorate of Auditors' website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Malmö,
April 14, 2026

Öhrlings PricewaterhouseCoopers AB

Eva Carlsvi
Authorized Public Accountant
Auditor in charge

Patrik Larsson
Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

Auditor’s report on the statutory sustainability report

To the general meeting of the shareholders of Kjell Group AB (publ), corporate identity number 559115-8448

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability report for the year 2025 on pages 17-26 and that it has been prepared in accordance with the Annual Accounts Act according to the prior wording that was in effect before 1 July 2024.

The scope of the audit

Our examination has been conducted in accordance with FAR’s standard RevR 12 *The auditor’s opinion regarding the statutory sustainability report*. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Malmö,

April 14, 2026

Öhrlings PricewaterhouseCoopers AB

Eva Carlsvi
Authorized Public Accountant
Auditor in charge

Patrik Larsson
Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

Selected financial information

MSEK	2025	2024
Members in loyalty club, thousand	3,736	3,387
Net sales	2,379.1	2,583.6
Sales growth, %	-7.9%	0.9%
Comparable growth, %	-7.5%	0.8%
Gross profit	932.7	1,046.9
Gross margin, %	39.2%	40.5%
Adjusted EBITA	43.2	49.1
Adjusted EBITA margin, %	1.8%	1.9%
Items affecting comparability	127.4	16.7
Cash flow from operating activities	167.0	139.2
Working capital	-96.2	-5.8
Core working capital	23.1	143.8
Financial net debt	212.8	321.6
Financial net debt/Adjusted EBITDAaL	3.4	4.1
Equity ratio, %	36.2%	41.0%
Investments tangible assets	-87.0	-7.7
Investments intangible assets	-15.2	-10.2
Number of outstanding shares before dilution	59,187,876	31,151,514
Number of outstanding shares after dilution	59,187,876	31,151,514
Average number of outstanding shares befor dilution	57,339,325	31,151,514
Average number of outstanding shares after dilution	57,339,325	31,151,514

Quarterly data

MSEK	Q3 2024	Q4 2024	Q1 2025	Q2 2025	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

Reconciliations of alternative performance measures

Certain information in this annual report that is 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 analyze 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 performance measure at Group level and believes that this measure 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, amortization and impairment of intangible assets arising in connection with business combinations and items affecting comparability.

Items affecting comparability
Income and cost items that are presented separately due to their nature and amounts. Items affecting comparability are used by management to explain fluctuations in historical profitability. In 2025, items affecting comparability of MSEK 127.4 (16.7) are included, relating to restructuring costs attributable to personnel changes, as well as write-downs and consultancy fees attributable to the ongoing assortment review, which is expected to deliver an improved gross margin in line with the company's targets.

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

TSEK	2025	2024	2023	2022
Profit (loss) for the period	-388,130	-19,889	12,404	71,200
Income tax	-19,800	-5,069	5,726	16,660
Net financial items	35,373	38,358	41,499	29,321
Operating profit (EBIT)	**-372,557**	**13,400**	**59,629**	**117,181**
Amortisation on intangible assets related to business combinations	288,118	18,919	18,949	17,575
EBITA	**-84,439**	**32,319**	**78,578**	**134,756**
Depreciation excl. amortisation on intangible assets related to business combinations	165,472	171,797	174,466	158,298
EBITDA	**81,033**	**204,116**	**253,044**	**293,054**
EBITA	-84,439	32,319	78,578	134,756
Items affecting comparability	127,420	16,740	1,545	-
Adjusted EBITA	**42,981**	**49,059**	**80,123**	**134,756**
EBITDA	81,033	204,116	253,044	293,054
Items affecting comparability	127,420	16,740	1,545	-
Adjusted EBITDA	**208,453**	**220,856**	**254,589**	**293,054**
Depreciation right-of-use assets	-132,202	-131,242	-132,798	-119,242
Interest on lease liabilities	-13,630	-10,317	-9,126	-8,726
Adjusted EBITDAaL	**62,621**	**79,297**	**112,665**	**165,086**
Net sales	2,379,118	2,583,570	2,559,368	2,607,929
EBITA margin, %	-15.7%	0.5%	2.3%	4.5%
Adjusted EBITA margin, %	**1.8%**	**1.9%**	**3.1%**	**5.2%**

Items affecting comparability

TSEK	2025	2024	2023	2022
Write-offs	75,919	-	-	-
Assortment review	36,075	-	-	-
Severance pay	12,240	16,740	1,545	-
Other	3,186	-	-	-
Items affecting comparability	**127,420**	**16,740**	**1,545**	**-**

Net sales growth

%	2025	2024	2023	2022
Net sales current period	2,379,118	2,583,570	2,559,368	2,607,929
Net sales preceeding period	2,583,570	2,559,368	2,607,929	2,398,033
Net sales growth, %	**-7.9%**	**0.9%**	**-1.9%**	**8.8%**

Comparable growth

TSEK	2025	2024	2023	2022
Comparable sales comparative period				
Recognised net sales comparative period	2,583,570	2,559,368	2,607,929	2,398,033
Adjustment for returns and loyalty programme comparative period	9,802	8,631	8,492	11,349
Revenue new service points and other channels	-7,002	-15,355	-13,164	-9,419
Total comparable sales comparative period	**2,586,370**	**2,552,644**	**2,603,257**	**2,399,963**
Comparable sales current period				
Recognised net sales current period	2,379,118	2,583,570	2,559,368	2,607,929
Recognised net sales current period	6,853	9,843	8,707	8,414
Revenue new service points and other channels	-16,163	-31,207	-43,256	-65,735
Revenue from business combinations	-	-	-	-100,236
Currency effects	22,823	10,799	-5,593	-33,779
Total comparable sales current period	**2,392,631**	**2,573,005**	**2,519,226**	**2,416,593**
Total comparable sales comparative period	2,586,370	2,552,644	2,603,257	2,399,963
Total comparable sales current period	2,392,631	2,573,005	2,519,226	2,416,593
Comparable growth, %	-7.5%	0.8%	-3.2%	0.7%

Gross profit and gross margin

TSEK	2025	2024	2023	2022
Net sales	2,379,118	2,583,570	2,559,368	2,607,929
Goods for resale	-1,446,377	-1,536,669	-1,480,729	-1,508,760
Gross Profit	**932,741**	**1,046,901**	**1,078,639**	**1,099,169**
Gross Profit	932,741	1,046,901	1,078,639	1,099,169
Net sales	2,379,118	2,583,570	2,559,368	2,607,929
Gross margin, %	**39.2%**	**40.5%**	**42.1%**	**42.1%**

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

TSEK	2025	2024	2023	2022
Non-current interest bearing liabilities	-	478,529	493,503	513,528
Current interest bearing liabilities	483,956	21,945	15,358	9,200
Interest bearing liabilities	**483,956**	**500,474**	**508,861**	**522,728**
Cash and cash equivalents	-271,196	-178,826	-196,275	-117,619
Net financial debt	**212,760**	**321,648**	**312,586**	**405,109**
Non-current lease liabilities	195,153	118,308	132,493	153,152
Current lease liabilities	104,983	109,397	107,518	113,465
Lease liabilities	**300,136**	**227,705**	**240,011**	**266,617**
Total interest bearing liabilities	483,956	500,474	508,861	522,728
Total lease liabilities	300,136	227,705	240,011	266,617
Total financial liabilites	**784,092**	**728,179**	**748,872**	**789,345**
Cash and cash equivalents	-271,196	-178,826	-196,275	-117,619
Ned debt	**512,896**	**549,353**	**552,597**	**671,726**
Net financial debt	212,760	321,648	312,586	405,109
Adjusted EBITDAaL, R12	62,621	79,297	112,665	165,086
Net financial debt/Adjusted EBITDAal, times	**3.4**	**4.1**	**2.8**	**2.5**

Working capital

TSEK	2025	2024	2023	2022
Current assets	681,025	780,857	724,890	698,224
Cash and cash equivalents	-271,196	-178,826	-196,275	-117,619
Current liabilities excl. interest bearing liabilities and lease liabilities	-506,017	-607,826	-536,759	-531,343
Working capital	**-96,188**	**-5,795**	**-8,144**	**49,262**
Current liabilities excl. interest bearing liabilities and lease liabilities				
Accounts payable	313,475	369,318	337,782	330,028
Tax liabilities	-	3,485	7,692	22,342
Other liabilities	69,729	85,550	77,209	74,592
Accrued expenses and deferred income	115,507	141,752	106,851	96,773
Provisions	7,306	7,721	7,225	7,608
Total	**506,017**	**607,826**	**536,759**	**531,343**

Core working capital

TSEK	2025	2024	2023	2022
Inventory	312,281	479,675	437,410	487,525
Accounts receivable	24,308	33,483	23,882	28,369
Accounts payable	-313,475	-369,318	-337,782	-330,028
Core working capital	**23,114**	**143,840**	**123,510**	**185,866**

Equity/assets ratio

%	2025	2024	2023	2022
Total equity	782,346	1,005,354	1,009,193	998,776
Total assets	2,160,186	2,452,903	2,417,076	2,446,916
Equity ratio, %	**36.2%**	**41.0%**	**41.8%**	**40.8%**

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	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.

	units and channels that were operational for the current and the comparative period.	
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.

The share

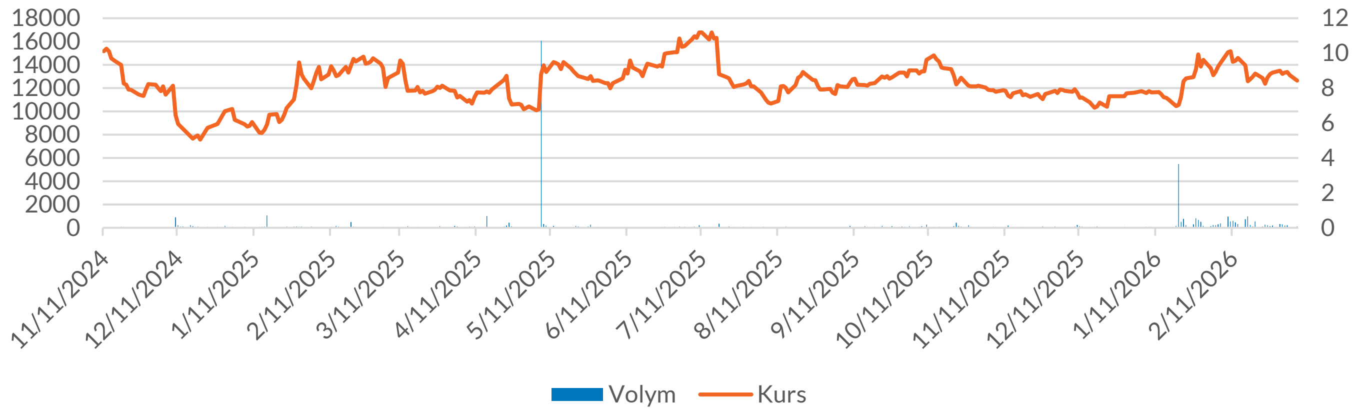
Kjell Group AB's (publ) share is listed on Nasdaq First North Growth Market under the ticker KJELL, with the ISIN SE0016797591.

The share price on the final day of trading during the period was SEK 8.84. The highest price paid, SEK 13.60, and lowest price paid, SEK 6.05, were quoted on July 8 and January 15, respectively.

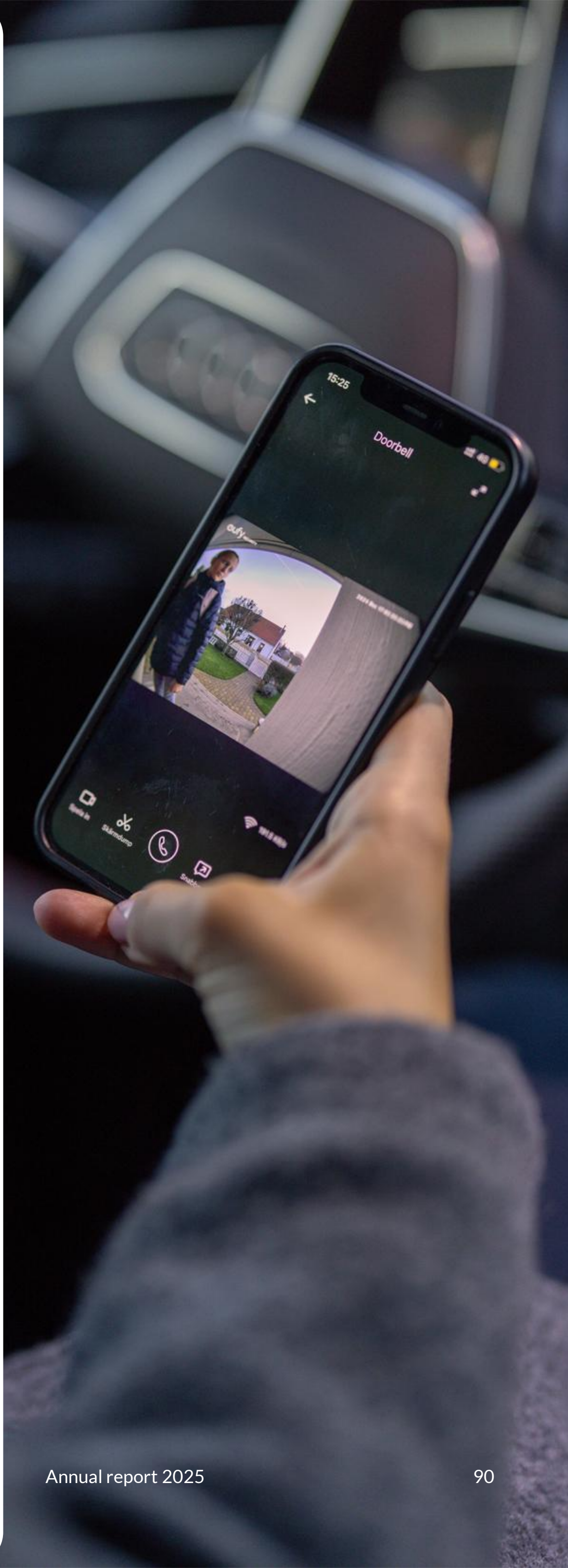
As of December 31, 2025, Kjell Group AB (publ) had approximately 4,400 shareholders, the largest of which were Cervantes Capital (12.18%), the Eklund family (10.98%), Jofam AB (10.05%), Nordea Fonder (6.62%) and Futur Pension (5.42%).

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

For more information, visit www.kjellgroup.com



Owner	Country	Amount	Share/vote
Cervantes Capital	Sweden	7,211,075	12.2%
Familjen Eklund	Sweden	6,498,000	11.0%
Jofam AB	Sweden	5,950,000	10.1%
Nordea Fonder	Finland	3,915,300	6.6%
Futur Pension	Sweden	3,210,240	5.4%
Håkan Roos (RoosGruppen)	Sweden	2,824,271	4.8%
Avanza Pension	Ireland/Sweden	2,484,034	4.2%
Wipunen varainhallinta Oy	Finland	2,400,000	4.0%
Mariatorp Oy	Finland	2,400,000	4.1%
LMK-bolagen & Stiftelse	Sweden	1,141,600	2.6%



Annual General Meeting

The Annual General Meeting of Kjell Group AB (publ) will be held on Wednesday, May 20, 2026 at 10:00 a.m. at Lokgatan 10, Malmö. Shareholders may choose to exercise their voting rights at the meeting through physical attendance or by proxy. The notice of the Annual General Meeting and agenda are available at www.kjellgroup.com.

Right to participate in the Annual General Meeting
Shareholders who wish to exercise their voting rights at the meeting must:

- be included in the share register maintained by Euroclear Sweden AB ("Euroclear") as of Monday, May 11, 2026 (the "Record Date"), and
- notify the company of their intention to attend the Annual General Meeting in accordance with the instructions set out in the section "Notification of attendance" no later than Wednesday, May 13, 2026.

Nominee-registered shares
In order to be entitled to participate in the meeting, shareholders whose shares are registered in the name of a nominee must, in addition to giving notice of their participation in the Annual General Meeting, register their shares in their own name so that the shareholder is listed in the preparation of the share register as of the Record Date on Monday, May 11, 2026. Re-registration may be temporary (so-called voting rights registration), and requests for such voting rights registration shall be made to the nominee in accordance with the nominee's routines, at such time in advance as decided by the nominee. Voting rights registration that has been made by the nominee no later than Wednesday, May 13, 2026 will be taken into account in the preparation of the share register.

Notification of attendance
Notification of attendance at the Annual General Meeting is to be made in writing to Kjell Group AB (publ), c/o Setterwalls Advokatbyrå AB, Att: Ebba Olsson, Box 4501, 203 20 Malmö, or by email to Ebba.Olsson@setterwalls.se.

The notification must state the shareholder's name or company name, personal or corporate identity number (or equivalent), address, telephone number, shareholding, information about any assistants (no more than two) and, where applicable, information about proxies.

Shareholders represented by proxy shall issue a dated power of attorney for the proxy. If the power of attorney is issued on behalf of a legal entity, a current registration certificate or equivalent for the legal entity shall be appended. The power of attorney and any registration certificate may not be more than one year old. However, the validity of the power of attorney may be a maximum of five years from the date of issue if specifically stated. To facilitate registration at the meeting, copies of the power of attorney and other authorization documents should be appended to the notification of attendance. Power of attorney forms are available on the company's website at www.kjellgroup.com and will be sent to shareholders who so request and provide their address.

Personal data
Personal data obtained from the share register, notices of attendance at the Annual General Meeting and information on proxies will be used for registration, preparation of the voting list for the Annual General Meeting and, where applicable, the minutes of the Annual General Meeting.

For information about how personal data is processed, please refer to the privacy policy available on Euroclear's website: https://www.euroclear.com/dam/ESw/Legal/Integritetspolicy-bolagsstammor-svenska.pdf, and on Kjell Group's website: https://www.kjellgroup.com/integritetspolicy.

Kjell Group offers one of the market's most comprehensive product ranges in electronic accessories, including advisory services and installation. The business is conducted online in Sweden, Norway and Denmark and via 148 service points, of which 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 3 million members, and its wholly owned Danish subsidiary AV-Cables, the Group has a unique understanding of people's technology needs. Approximately 1,250 employees work every day to improve lives through technology.

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Kjell & Company