



**MEKO**

**January – March 2026**

**May 7, 2026**

**MEKO**

## Q1: Measures that yield results – and further actions to boost profitability

Strong cash flow from operating activities of 441 MSEK

Leverage reduced to 3.6x, with a strong focus to return to our target of 2.0-3.0x

Slight organic growth – continued efforts to increase sales

EBIT increased somewhat, while adjusted EBIT decreased slightly

Further profitability initiatives underway, including a targeted program in Poland

# Continued focus on increasing organic growth

## Examples:

- Strong development in tire sales
  - ✓ Growth of 10 percent during the first quarter
- Continued roll-out of "Every part matters"
  - ✓ Tailored for cars with higher milage



**+10 %**  
in Q1



# New AI solution for faster service and a better car owner experience

- Workshops can spend less time diagnosing cars
- More time for serving car owners
  - ✓ Improving profitability
  - ✓ Improving customer satisfaction
- Multilingual
- Part of MEKO's workshop portal



**Rollout  
ongoing**

# Leadership changes in Norway and Denmark

- One role responsible for Norwegian operations
  - ✓ Geir Hoff takes over Sørensen og Balchen as Morten Birkeland retires
- Mikael Bjørnskov new Managing Director in Denmark
  - ✓ CEO of KOMPAN's Norwegian and Danish operations
  - ✓ Extensive experience in retail and logistics
  - ✓ Leading senior positions in Nobia, Kvik, Elgiganten and IKEA



Geir Hoff



Mikael Bjørnskov

# Earnings recovery and strong cash flow

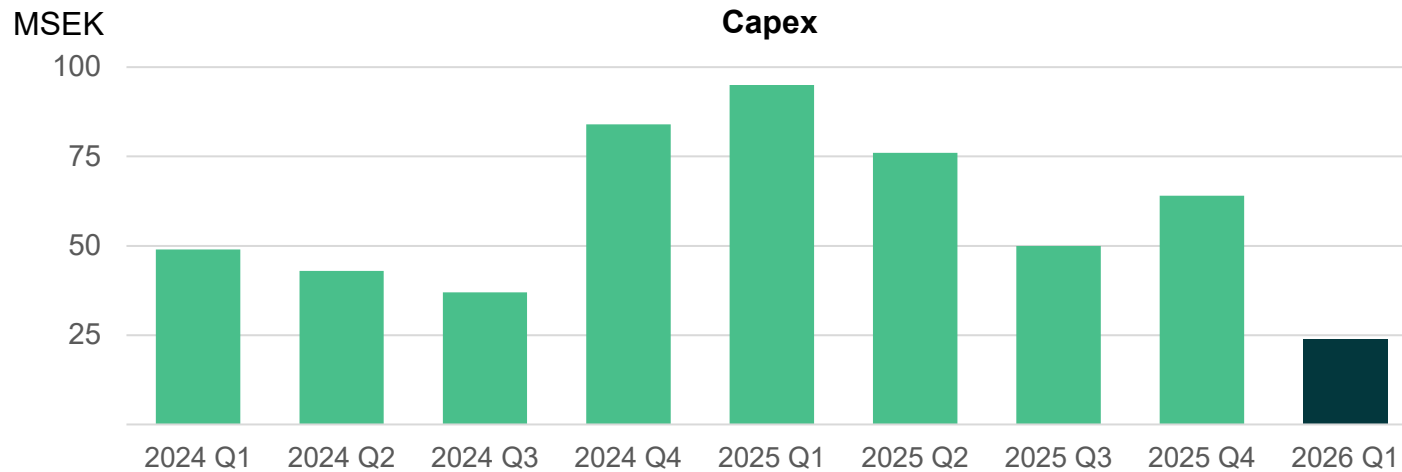
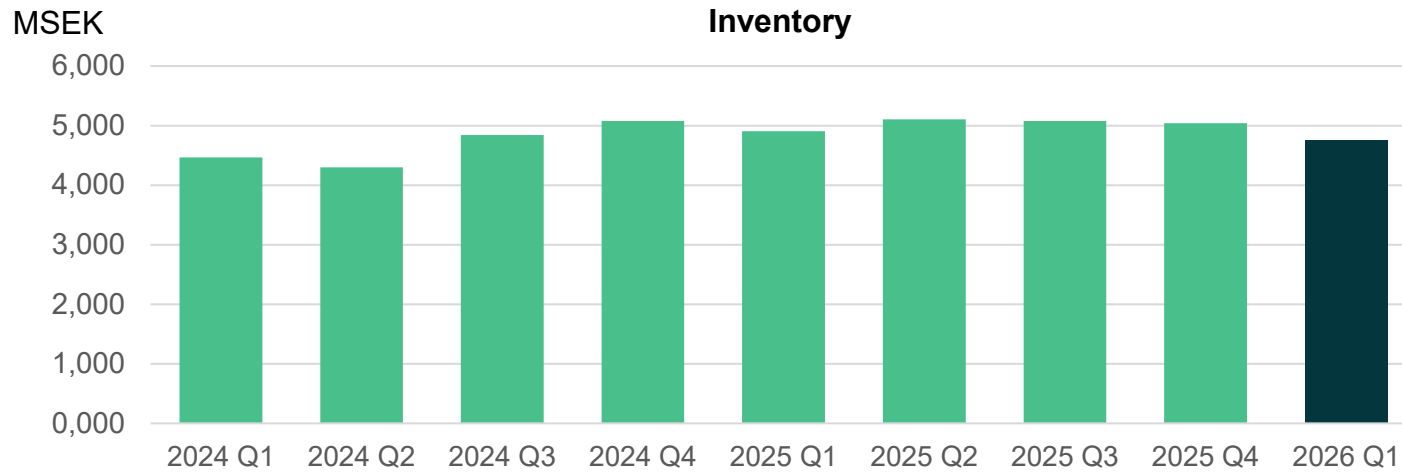
- Slight organic sales growth outpaced by negative FX movements
- Gross margin negatively impacted by sales mix and continued price competition in Poland and Finland
- Strong cash flow generation, partly driven by working capital improvements

| SEK M                               | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|-------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                           | 4 441   | 4 562   | -3       | 17 893      | 18 014   | -1       |
| Operating Profit (EBIT)             | 173     | 161     | 7        | 512         | 500      | 2        |
| Adjusted EBIT <sup>1)</sup>         | 200     | 231     | -13      | 756         | 787      | -4       |
| Earnings per share, SEK             | 1,00    | 0,85    | 17       | 0,78        | 0,64     | 23       |
| Cash flow from operating activities | 441     | -122    | n.m.     | 1 577       | 1 013    | 56       |
| Key figures                         |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , %  | 1       | -1      |          | -1          | -1       |          |
| - EBIT margin, %                    | 3,8     | 3,4     |          | 2,8         | 2,7      |          |
| - Adjusted EBIT margin, %           | 4,4     | 4,9     |          | 4,1         | 4,3      |          |

<sup>1)</sup> Adjusted EBIT excludes items affecting comparability.

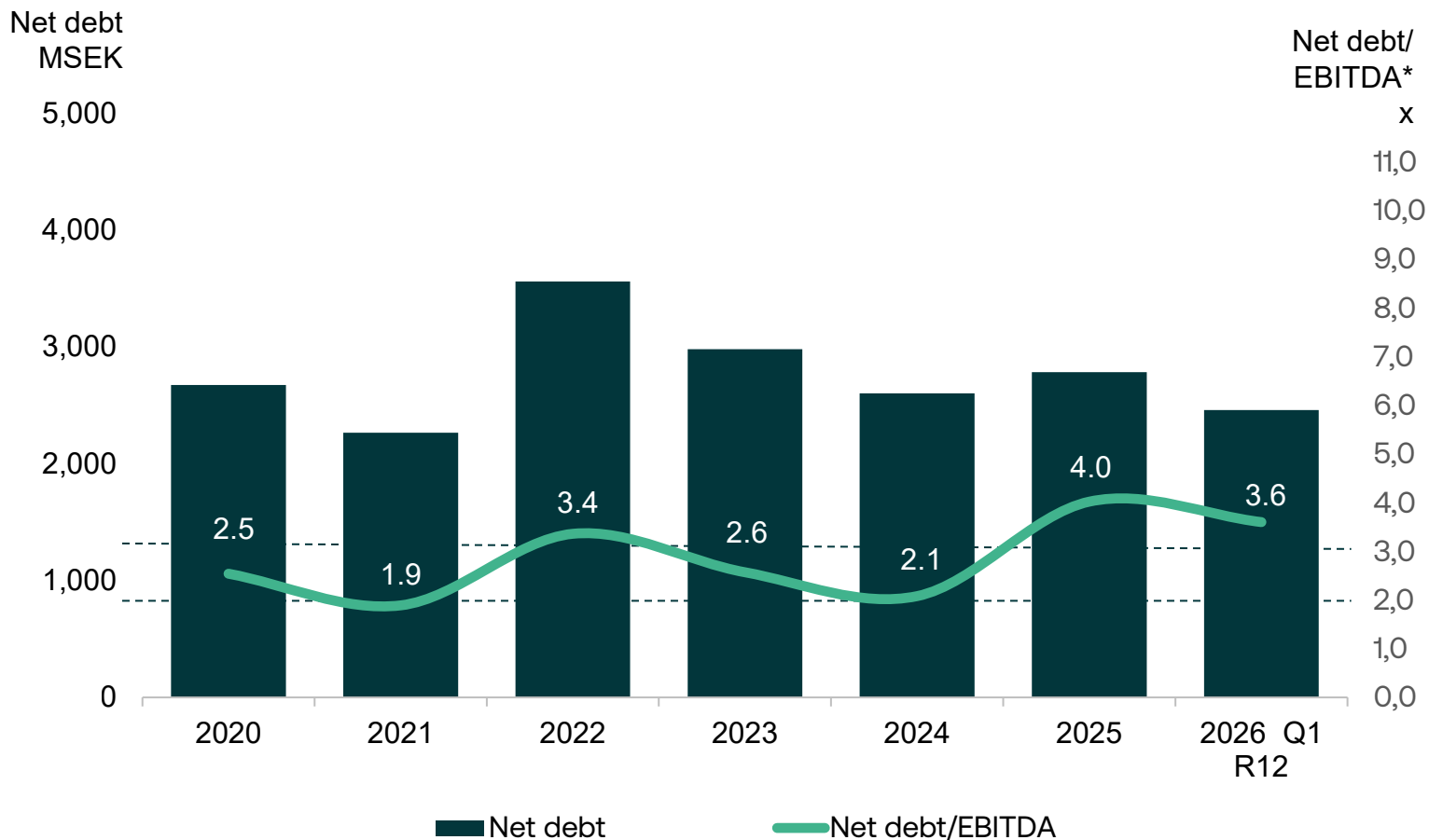
<sup>2)</sup> Organic growth refers to changes in net sales adjusted for the number of workdays, acquisitions/divestments and currency effects.

# Strengthened inventory management, Capex level reined in



- Focused inventory management and reduction initiatives executed in Q1
- Working capital also benefitting from more disciplined collection of annual supplier bonuses
- Capex level reined in following completion of new central warehouses

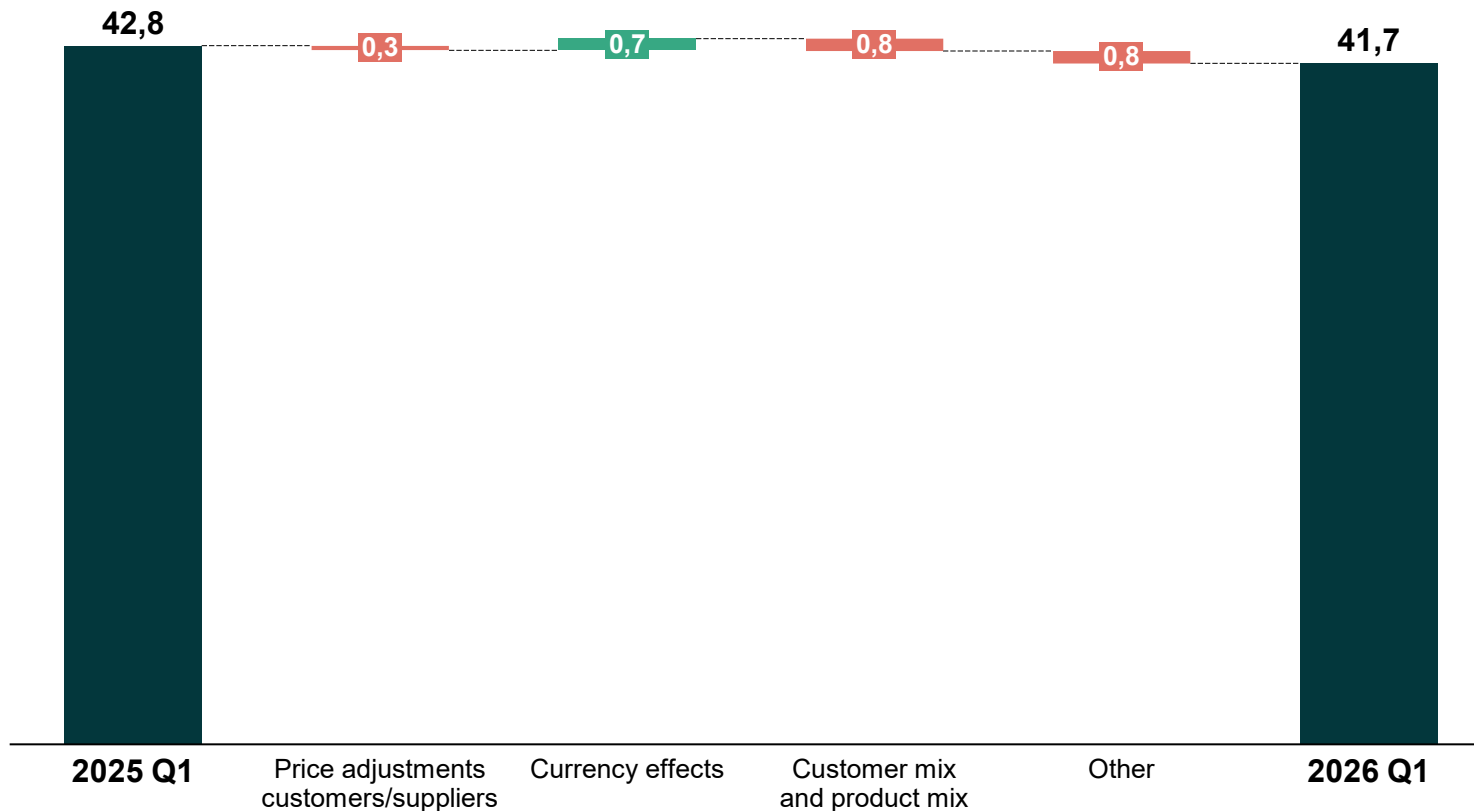
# Committed to returning to the 2–3x target range



- Q1 net debt of 2,458 (3,013) MSEK
- Leverage of 3.6 times, measured as net debt/EBITDA excl IFRS 16
- Solid liquidity position with available cash and unutilized credit facilities of 2,336 MSEK, compared with 2,009 MSEK at year end
- RCF of 1,300 MSEK extended to February 2029

# Gross margin impacted by price competition and mix effects

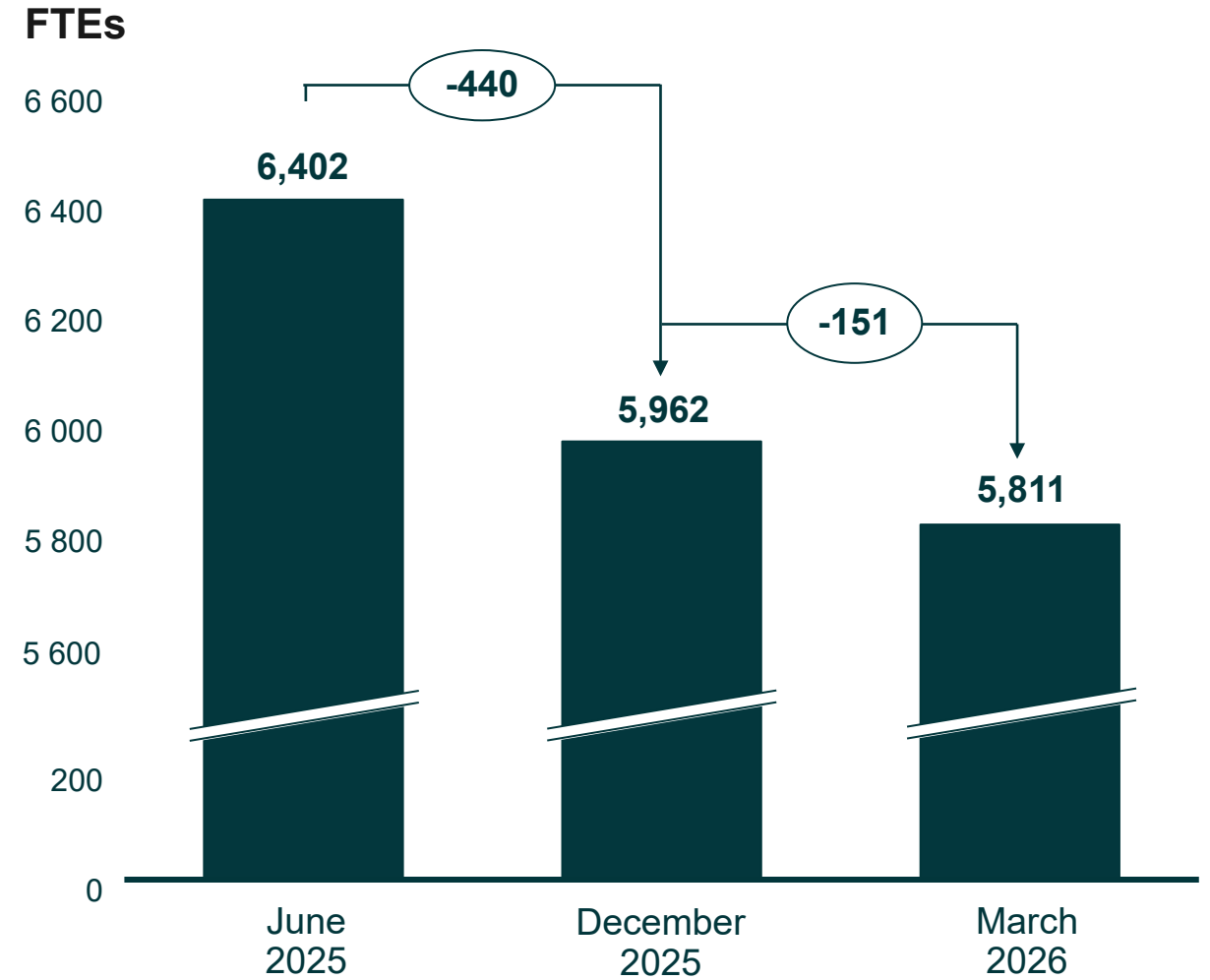
Gross margin (%) bridge 2025 Q1 to 2026 Q1



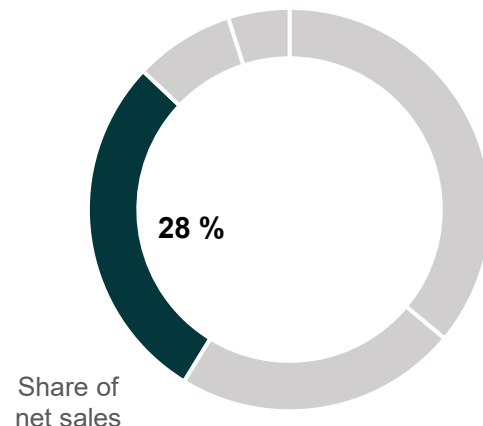
- Negative impact from strong price competition in Poland, Finland and Denmark.
- Currency had a positive effect in the quarter, primarily due to a weaker EUR against SEK, NOK and PLN.
- Negative mix effect driven by strong sales of seasonal products such as tires and electrical components.
- Other: The comparison is affected by stock-related adjustments, primarily in Poland and Norway.

# First wave of efficiency efforts nearing completion, with further measures underway to turn around the Polish business

- Additional staff reduction in Poland started in Q1 2026 – ca 10% reduction vs beginning of year as part of turn-around
- SEK 100m cost saving program launched July 2025 fully implemented by end of Q1
- Two thirds of efficiency gains from warehouse automation realized – with ca 60 FTE reduction remaining through Q2-Q4



# Poland/The Baltics – Actions launched to improve profitability



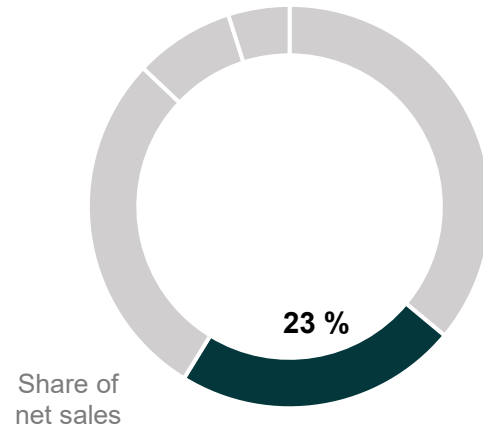
- Reported net sales declined by 1% but organic growth of 5%, driven by strong development in the Baltics and export markets.
- Adjusted EBIT declined as cost-saving measures could not fully offset lower gross profit and negative currency effects. Gross margin weakened amid continued price pressure
- Ongoing synergy extraction and launch of a targeted savings program in Poland, including ~200 FTE reduction (~10%)

| SEK M                              | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                          | 1 255   | 1 269   | -1       | 5 139       | 5 153    | 0        |
| - Poland                           | 1 062   | 1 086   | -2       | 4 330       | 4 355    | -1       |
| - The Baltics                      | 194     | 182     | 6        | 809         | 797      | 1        |
| Operating Profit (EBIT)            | -8      | 16      | -149     | -74         | -50      | -48      |
| Adjusted EBIT <sup>1)</sup>        | -5      | 22      | -123     | -52         | -24      | -116     |
| <b>Key figures</b>                 |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , % | 5       | 9       |          | -           | 6        |          |
| - EBIT margin, %                   | -0,6    | 1,2     |          | -1,4        | -0,9     |          |
| - Adjusted EBIT margin, %          | -0,4    | 1,7     |          | -1,0        | -0,5     |          |

1) Adjusted EBIT excludes items affecting comparability.

2) Organic growth is change in net sales adjusted for number of workdays, acquisitions/divestments and currency effects.

# Denmark – Improved margins and flat organic growth



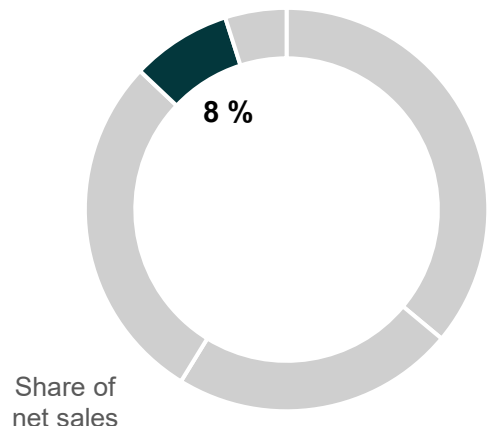
- Reported net sales declined by 5%, with flat organic growth. Signs of stabilized demand, while strong competition and price pressure continued to dominate market development
- Adjusted EBIT in line with last year despite lower sales, supported by cost efficiency measures and disciplined cost control. Gross margin improved somewhat due to a favorable customer and product mix
- Further staff reductions enabled by warehouse automation are being implemented gradually, supporting profitability the coming quarters

| SEK M                              | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                          | 1 009   | 1 064   | -5       | 4 019       | 4 074    | -1       |
| Operating Profit (EBIT)            | 76      | 73      | 4        | 136         | 133      | 2        |
| Adjusted EBIT <sup>1)</sup>        | 76      | 77      | -2       | 182         | 184      | -1       |
| <b>Key figures</b>                 |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , % | -0      | -5      |          | -           | -3       |          |
| - EBIT margin, %                   | 7,5     | 6,8     |          | 3,4         | 3,3      |          |
| - Adjusted EBIT margin, %          | 7,5     | 7,3     |          | 4,5         | 4,5      |          |

1) Adjusted EBIT excludes items affecting comparability.

2) Organic growth is change in net sales adjusted for number of workdays, acquisitions/divestments and currency effects.

# Finland – Positive shift in profitability and margins



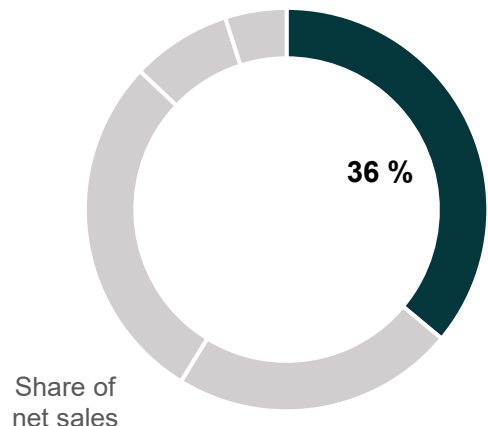
- Reported net sales growth of 8 per cent, of which 13 per cent organic, driven by strong sales of tires and batteries. Development impacted by continued fierce competition and price pressure
- Adjusted EBIT improved due to cost reductions and higher sales, despite gross margin pressure from product mix changes
- Ongoing fine-tuning of the automated central warehouse and continued efficiency measures are expected to support further improvements

| SEK M                              | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                          | 356     | 330     | 8        | 1 444       | 1 418    | 2        |
| Operating Profit (EBIT)            | -3      | -22     | 84       | -18         | -36      | 51       |
| Adjusted EBIT <sup>1)</sup>        | -3      | -22     | 84       | -18         | -36      | 51       |
| Key figures                        |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , % | 13      | -7      |          | -           | -1       |          |
| - EBIT margin, %                   | -0,9    | -6,5    |          | -1,2        | -2,5     |          |
| - Adjusted EBIT margin, %          | -0,9    | -6,5    |          | -1,2        | -2,5     |          |

1) Adjusted EBIT excludes items affecting comparability.

2) Organic growth is change in net sales adjusted for number of workdays, acquisitions/divestments and currency effects.

# Sweden/Norway – Profitability improved on strong cost control



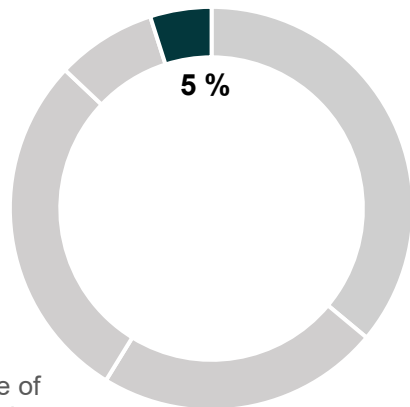
- Reported net sales declined by 3%, with organic sales down 2% as price increases did not fully offset lower volumes. Net sales were negatively impacted by increased competition
- Adjusted EBIT increased slightly on efficiency measures and lower costs from new logistics model in Norway. Gross margin improved slightly due to price increases and favorable currency effects
- Ongoing fine-tuning of the automated central warehouse in Norway will continue to support further improvements

| SEK M                              | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                          | 1 600   | 1 653   | -3       | 6 375       | 6 428    | -1       |
| - Norway                           | 594     | 631     | -6       | 2 283       | 2 320    | -2       |
| - Sweden                           | 1 006   | 1 022   | -2       | 4 092       | 4 108    | 0        |
| Operating Profit (EBIT)            | 145     | 136     | 6        | 575         | 567      | 2        |
| Adjusted EBIT <sup>1)</sup>        | 145     | 143     | 1        | 593         | 591      | 0        |
| <b>Key figures</b>                 |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , % | -2      | -2      |          | -           | -4       |          |
| - EBIT margin, %                   | 8,7     | 8,0     |          | 8,8         | 8,6      |          |
| - Adjusted EBIT margin, %          | 8,7     | 8,3     |          | 9,1         | 8,9      |          |

1) Adjusted EBIT excludes items affecting comparability.

2) Organic growth is change in net sales adjusted for number of workdays, acquisitions/divestments and currency effects.

# Sørensen og Balchen – Temporary impact from warehouse transition



Share of net sales

- Reported net sales declined by 10%, with organic sales of -8%, as warehouse relocation disruptions and weak market conditions weighed on performance
- Weak profitability reflects lower sales and higher cost allocation related to the new shared central warehouse. Gross margin declined due to a less favorable product mix
- Performance is expected to improve in the second quarter once initial issues are resolved and fine-tuning of operations continue

| SEK M                              | Q1 2026 | Q1 2025 | Change % | Rolling 12M | 2025 12M | Change % |
|------------------------------------|---------|---------|----------|-------------|----------|----------|
| Net sales                          | 219     | 244     | -10      | 907         | 932      | -3       |
| Operating Profit (EBIT)            | 9       | 35      | -74      | 123         | 149      | -17      |
| Adjusted EBIT <sup>1)</sup>        | 10      | 35      | -70      | 136         | 160      | -15      |
| <b>Key figures</b>                 |         |         |          |             |          |          |
| - Organic growth <sup>2)</sup> , % | -8      | -1      |          | -           | -4       |          |
| - EBIT margin, %                   | 4,1     | 14,1    |          | 13,5        | 15,8     |          |
| - Adjusted EBIT margin, %          | 4,7     | 14,1    |          | 14,8        | 17,0     |          |

1) Adjusted EBIT excludes items affecting comparability.

2) Organic growth is change in net sales adjusted for number of workdays, acquisitions/divestments and currency effects.

## Q1: Measures that yield results – and further actions to boost profitability

Strong cash flow from operating activities of 441 MSEK

Leverage reduced to 3.6x, with a strong focus to return to our target of 2.0-3.0x

Slight organic growth – continued efforts to increase sales

EBIT increased somewhat, while adjusted EBIT decreased slightly

Further profitability initiatives underway, including a targeted program in Poland

# Q&A

A scenic road winding through a forest at sunrise or sunset, with a car visible in the distance. The sun is low on the horizon, creating a warm, golden glow and long shadows. The road is flanked by tall trees, and a guardrail is visible on the left side. The overall atmosphere is peaceful and forward-looking.

**WE ENABLE MOBILITY  
- TODAY, TOMORROW AND IN THE  
FUTURE**



# APPENDIX

# Strong Group footprint

Net sales per geography, 2026Q1



■ Denmark ■ Sweden ■ Norway ■ Poland ■ Finland ■ Baltics

## Market shares per geography

- Denmark**  
 Number of branches: **42** (25Q4: 48)  
 Number of affiliated workshops: **894** (25Q4: 903)
- Finland**  
 Number of branches: **149** (25Q4: 155)  
 Number of affiliated workshops: **390** (25Q4: 397)
- Norway**  
 Number of branches: **105** (25Q4: 105)  
 Number of affiliated workshops: **1,060** (25Q4: 1,063)
- Sweden**  
 Number of branches: **181** (25Q4: 182)  
 Number of affiliated workshops: **827** (25Q4: 826)
- The Baltics**  
 Number of branches: **51** (25Q4: 50)  
 Number of affiliated workshops: **54** (25Q4: 48)
- Poland**  
 Number of branches: **128** (25Q4: 126)  
 Number of affiliated workshops: **1,315** (25Q4: 1,341)

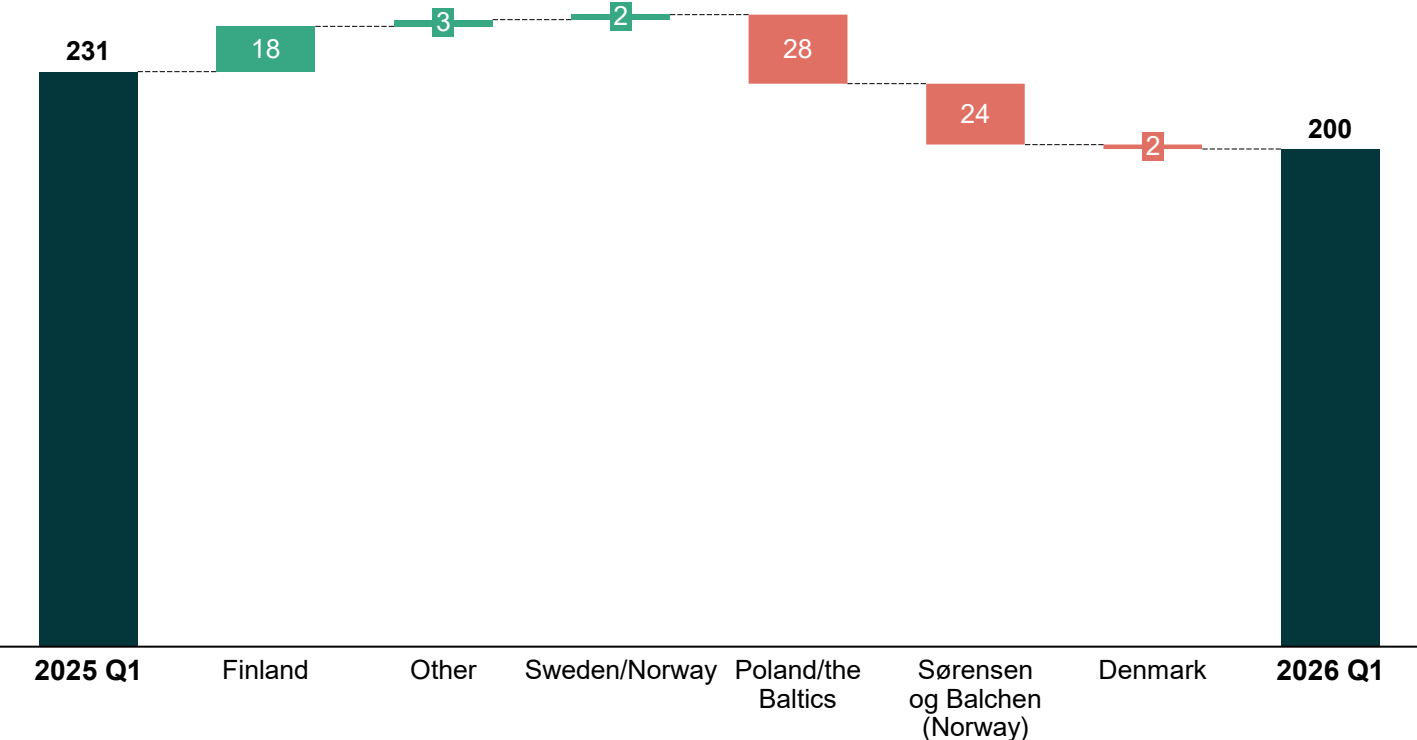
# Largest owners 2026-03-31

## Voting rights and share capitals, %

|                                      |              |
|--------------------------------------|--------------|
| LKQ Corporation                      | 26,6         |
| Fjärde AP-fonden                     | 8,6          |
| Nordea Funds                         | 4,0          |
| Unionen                              | 4,0          |
| Carnegie Fonder                      | 3,7          |
| Swedbank Robur Fonder                | 3,6          |
| Eva Fraim Pålman                     | 3,1          |
| Handelsbanken Fonder                 | 2,4          |
| Dimensional Fund Advisors            | 2,2          |
| Avanza Pension                       | 2,2          |
| <b>Total 10 largest shareholders</b> | <b>60,5</b>  |
| Others                               | 39,5         |
| <b>Total</b>                         | <b>100,0</b> |

# Profitability impacted by lower gross margin

Adjusted EBIT (SEK M) bridge 2025 Q1 to 2026 Q1



- Denmark and Sweden/Norway steady at solid return levels
- Finland approaching break-even with help from organic growth
- Sørensen og Balchen affected by supply disruptions
- Actions taken to address Polish underperformance

# Long term financial targets

## Sales growth

Annual sales growth of at least 5 percent

- through a combination of organic growth and smaller acquisitions, but excluding selective M&A.

## Adjusted EBIT growth

Annual adjusted EBIT growth of at least 10 percent.

## Net debt/EBITDA

Net debt/EBITDA\* shall be in the range of 2.0-3.0 times.

\*Excluding IFRS 16

## Dividend policy

Dividends corresponding to 50 per cent of profit after tax.

- Potential acquisition opportunities, financial position, investment needs and buy-backs taken into consideration.