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October – December 2025

February 12, 2026

Q4 2025 – A year of future investments in a challenging market

Parallel upgrades of four central warehouses in 2025

Several key initiatives to drive growth in 2026 and beyond

Expanded cost-saving program – reduction of 500 positions during the year

Adjusted EBIT margin at 3.6% (4.0) in a pressured market

Leverage at 4.0x, with a strong focus to return to our target of 2.0-3.0x

Warehouse upgrade and new builds completed in parallel

- A new, stronger logistic system ready for growth:
  - ✓ Finland – automated
  - ✓ Norway – automated
  - ✓ Denmark – automated
  - ✓ Poland – twice as large central warehouse

Strategic growth initiatives in exclusive brands and e-com

- Acceleration within exclusive brands – ”Every part matters” launched in seven new markets
  - ✓ 2,000 products produced since H2 2025 and into 2026
- E-commerce expansion in new markets
  - ✓ Finland launched – Denmark next
  - ✓ Strong coverage across the Nordic region

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New efforts in tires and commercial vehicles to support growth

- Acceleration within tires:
  - ✓ Partnership with Goodyear
  - ✓ Sales growth of 12 % during the year
- Stronger focus on commercial vehicles
- Significant growth in digital bookings:
  - ✓ + 19 % in 2025 vs 2024

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Strong progress in our sustainability work

- Received approval of climate targets from Science Based Target initiative
  - ✓ MEKO one of 10,000 companies worldwide
- Target reached of female managers: 17 %
- Target reached of green electricity: 98 %

Signs of stabilization in a challenging market

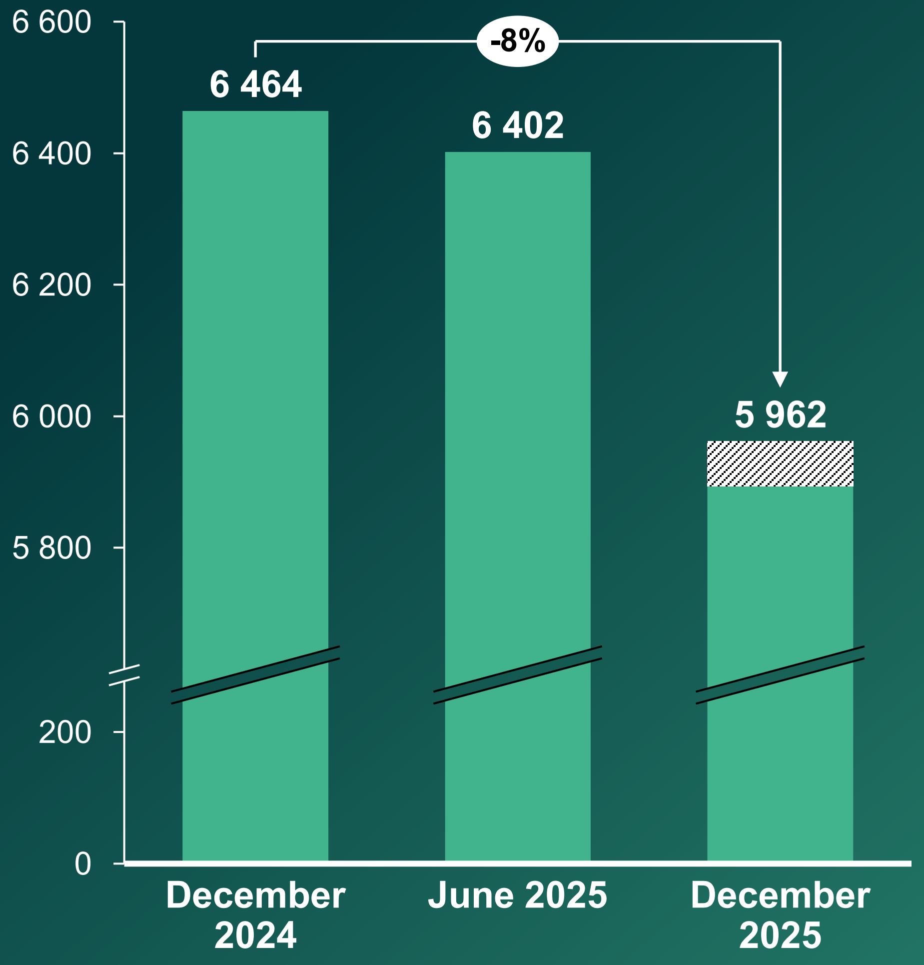
- Flat organic sales growth with signs of stabilization in most of our markets
- Gross margin negatively impacted by sales mix and intense price competition in Poland and Finland
- Stable cash flow generation, partly driven by working capital improvements

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	4 512	4 650	-3	18 014	18 046	-0
Operating Profit (EBIT)	103	127	-19	500	902	-45
Adjusted EBIT[1)]	165	189	-13	787	1 091	-28
Earnings per share, SEK	-0,19	-0,07	-154	0,64	7,74	-92
Cash flow from operating activities	209	213	-2	1 013	1 376	-26
Key figures						
- Organic growth[2)], %	0	-0		-1	4	
- EBIT margin, %	2,2	2,7		2,7	4,9	
- Adjusted EBIT margin, %	3,6	4,0		4,3	5,9	

[1)] Adjusted EBIT excludes items affecting comparability.
[2)] Organic growth refers to changes in net sales adjusted for the number of workdays, acquisitions/divestments and currency effects.

Efficiency enhancing initiatives ongoing

FTEs



Reduction of ca. 500 FTEs from a year earlier

- Cost saving program launched mid-year, part of departures late Q4, and part lined up for Q1 (dashed)
- Integration of Elit acquisition into existing Polish organization, both branches and support functions
- Initial benefits from warehouse automation, although merge of Sørensen og Balchen and ramp-up in Denmark was ongoing through Q4

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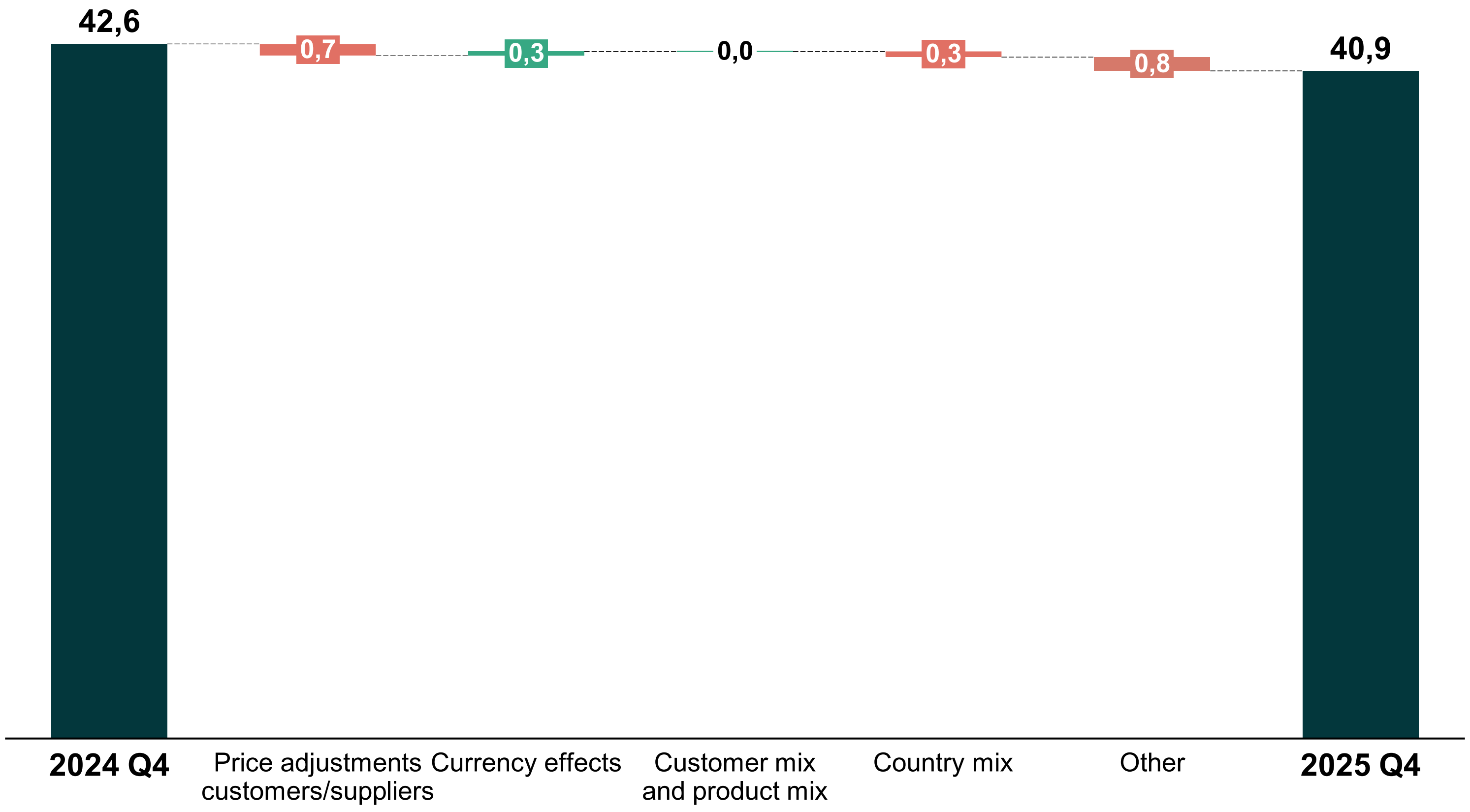
Gross margin impacted by price competition and mix effects

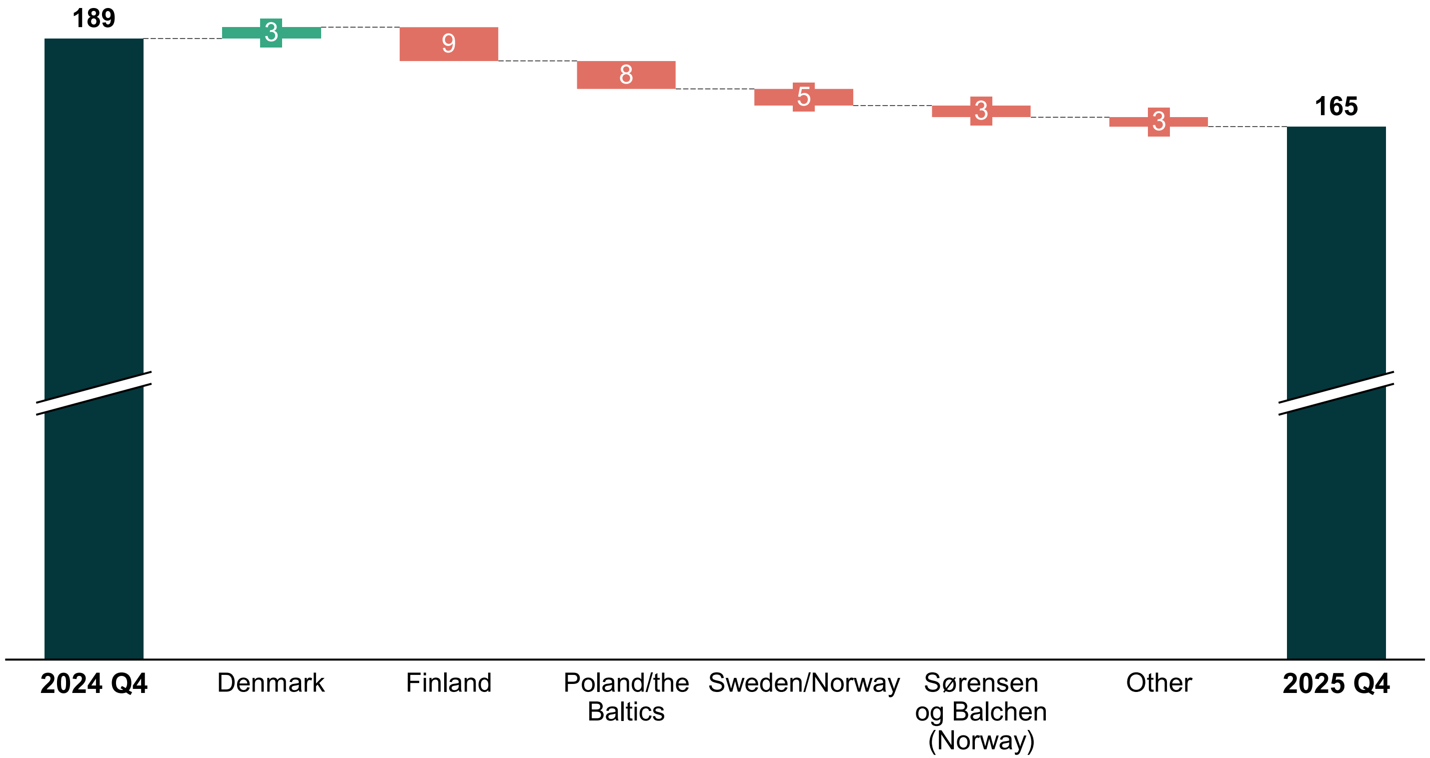
Gross margin (%) bridge 2024 Q4 to 2025 Q4



- Negative effect from strong price competition in Denmark, Finland and Poland
- Currency had a positive effect in the quarter
- Shift in sales mix between countries, with a higher share from Poland/the Baltics (below-average gross margin) and a lower share from Sørensen og Balchen (above-average gross margin).
- Other affected by negative stock related adjustments primarily in Denmark.

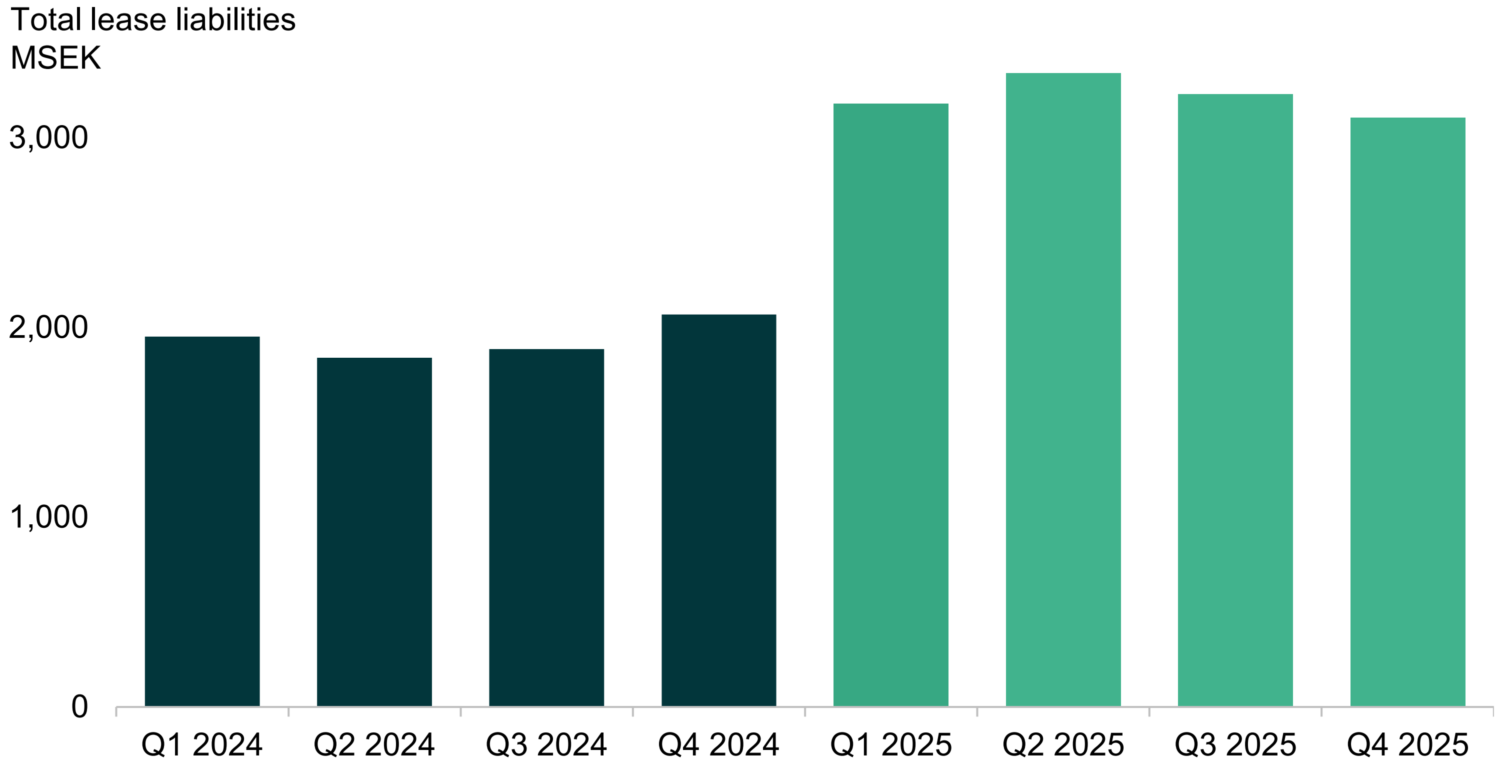
Profitability impacted by lower gross margin

Adjusted EBIT (SEK M) bridge 2024 Q4 to 2025 Q4



- Denmark improved slightly, mainly as a result of continued cost discipline
- Finland as well as Poland/the Baltics negatively impacted by intense price competition and product mix effects
- Sweden/Norway affected by a lower gross profit due to a less favorable product mix

Warehouse lease transition completed



	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Interest net	-65	-60	-60	-62	-70	-83	-87	-83
whereof IFRS16	-19	-19	-20	-26	-32	-44	-48	-45

- As of February 2026, 8 out of 8 legacy facilities are vacated
- The investment in new and automated warehouses added approximately 1,100 MSEK in lease liabilities.
- The total lease liabilities amounted to 3,106 (2,069) MSEK at year-end.

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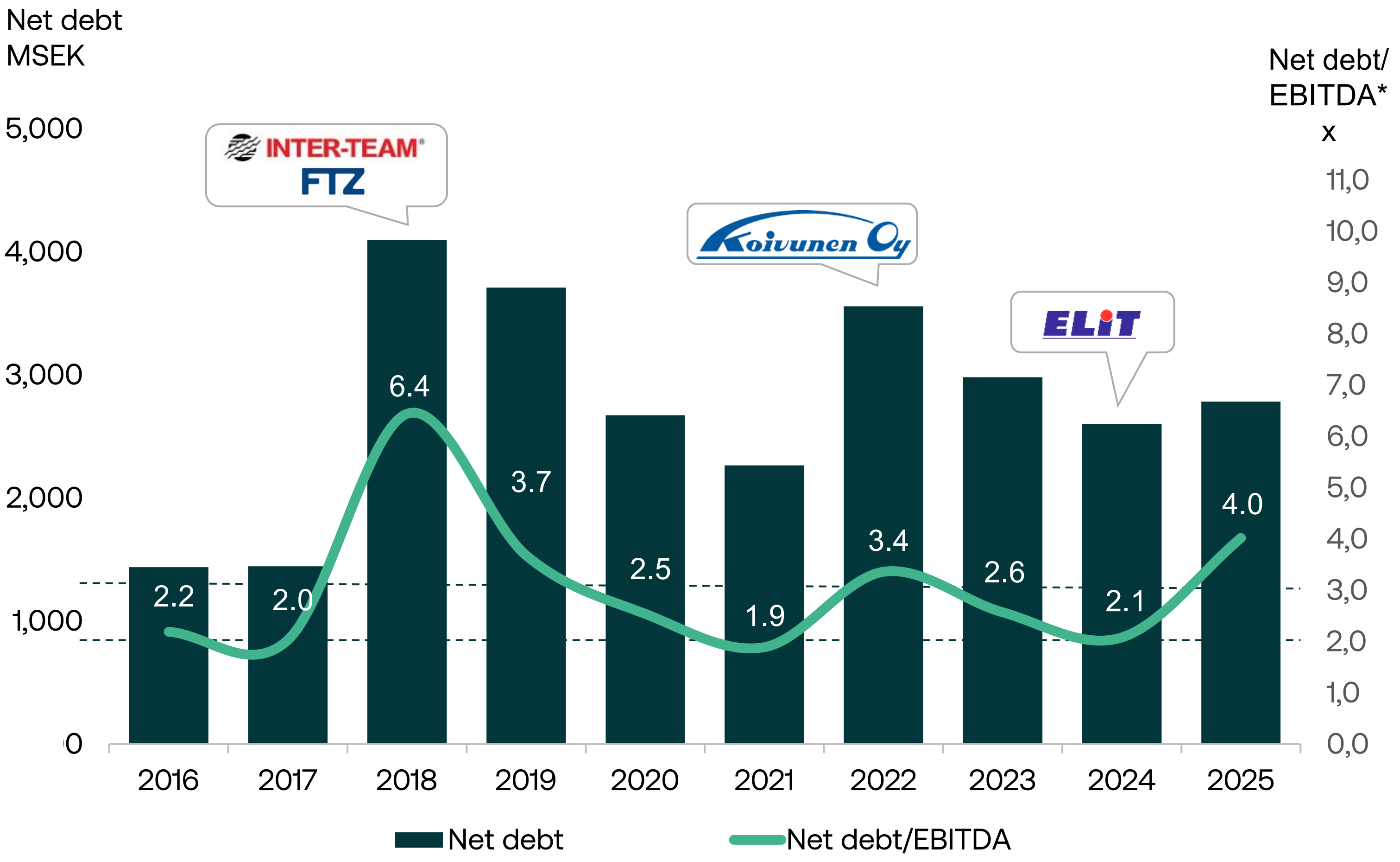
Committed to returning to the 2–3x target range



*Excluding IFRS 16

- Q4 net debt of 2,783 (2,602) MSEK
- Leverage of 4.0 times, measured as net debt/EBITDA excl IFRS 16
- Solid liquidity position with available cash and unutilized credit facilities of 2,009 MSEK, compared with 2,227 MSEK at year end
- The Board proposes no dividend to be paid, in line with dividend policy

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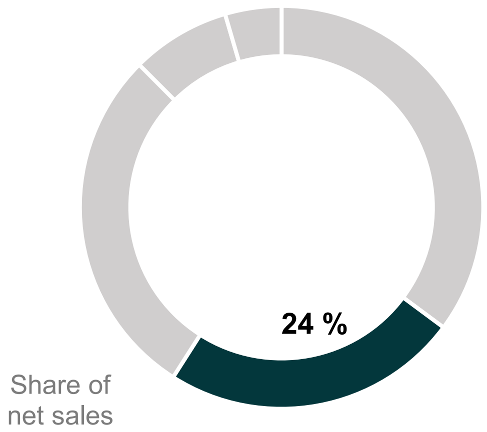
Denmark – Impact from strong competition and price pressure



- Reported net sales growth of -4 per cent, of which +1 per cent organic. Signs of stabilized demand, while strong competition and price pressure continued
- Adjusted EBIT improved slightly despite a lower gross margin, reflecting consolidation effects and cost discipline. Gross margin was negatively impacted by strong competition and price pressure
- Staff reductions enabled by warehouse automation are being implemented gradually, supporting profitability the coming quarters

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	1 077	1 124	-4	4 074	4 355	-6
Operating Profit (EBIT)	34	47	-27	133	241	-45
Adjusted EBIT[1)]	50	47	7	184	251	-27
Key figures						
- Organic growth[2)], %	1	-1		-3	3	
- EBIT margin, %	3,2	4,2		3,3	5,5	
- Adjusted EBIT margin, %	4,7	4,2		4,5	5,8	

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.

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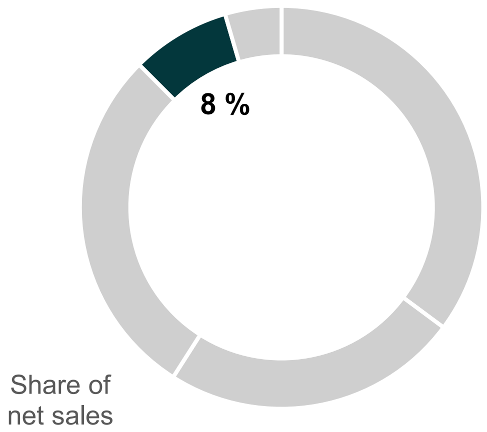
Finland – Organic growth but mix effects impacting profitability



- Reported net sales growth of -1 per cent, of which +3 per cent organic, driven by strong tire sales. Development affected by a continued cautious market and competitive pressure
- Adjusted EBIT impacted by price pressure and a lower gross margin, mainly due to product mix changes
- Initiatives to drive sales combined with efficiency measures and planned personnel reductions linked to the new central warehouse ongoing to improve performance

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	359	361	-1	1 418	1 491	-5
Operating Profit (EBIT)	-9	0	n.m.	-36	-3	n.m.
Adjusted EBIT[1)]	-9	0	n.m.	-36	-3	n.m.
Key figures						
- Organic growth[2)], %	3	2		-1	2	
- EBIT margin, %	-2,4	0,1		-2,5	-0,2	
- Adjusted EBIT margin, %	-2,4	0,1		-2,5	-0,2	

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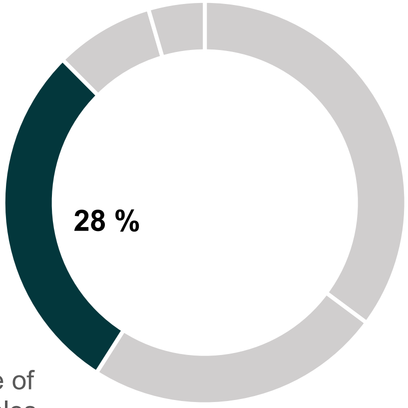
Poland/The Baltics – Competition weighing on margins



- Reported net sales growth of 1 per cent, of which 5 per cent organic. Growth primarily driven by strong tire sales and export
- Adjusted EBIT burdened by lower gross margin, which more than offset implemented cost-saving measures. Gross margin pressure due to intense price competition
- ERP implementation, new central warehouse as well as synergy extraction and Elit Polska integration progressing

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	1 285	1 266	1	5 153	4 346	19
- Poland	1 077	1 061	2	4 355	3 571	22
- The Baltics	208	205	1	797	775	3
Operating Profit (EBIT)	-11	-2	n.m.	-50	68	-174
Adjusted EBIT[1)]	-4	4	n.m.	-24	89	-127
Key figures						
- Organic growth[2)], %	5	1		6	4	
- EBIT margin, %	-0,8	-0,1		-0,9	1,5	
- Adjusted EBIT margin, %	-0,3	0,3		-0,5	2,0	

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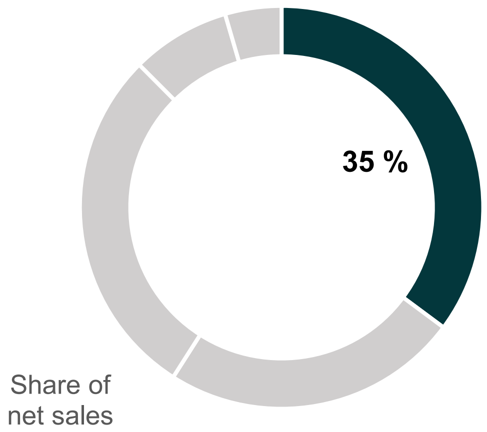
Sweden/Norway – Margin improvement despite sales drop



- Reported net sales growth of -4 per cent, of which -3 percent organic. Net sales negatively impacted by generally low workshop activity and weak consumer sales in Sweden
- Adjusted EBIT increased slightly, due to implemented efficiency measures and lower rental costs for the new central warehouse in Norway. The gross margin decreased due to product mix changes
- Planned personnel reductions linked to the new central warehouse in Norway ongoing

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	1 586	1 658	-4	6 428	6 832	-6
- Norway	548	571	-4	2 320	2 496	-7
- Sweden	1 038	1 087	-5	4 108	4 336	-5
Operating Profit (EBIT)	122	120	2	567	668	-15
Adjusted EBIT[1)]	124	129	-4	591	693	-15
Key figures						
- Organic growth[2)], %	-3	-2		-4	5	
- EBIT margin, %	7,5	7,0		8,6	9,6	
- Adjusted EBIT margin, %	7,6	7,6		8,9	9,9	

1) Adjusted EBIT excludes items affecting comparability.
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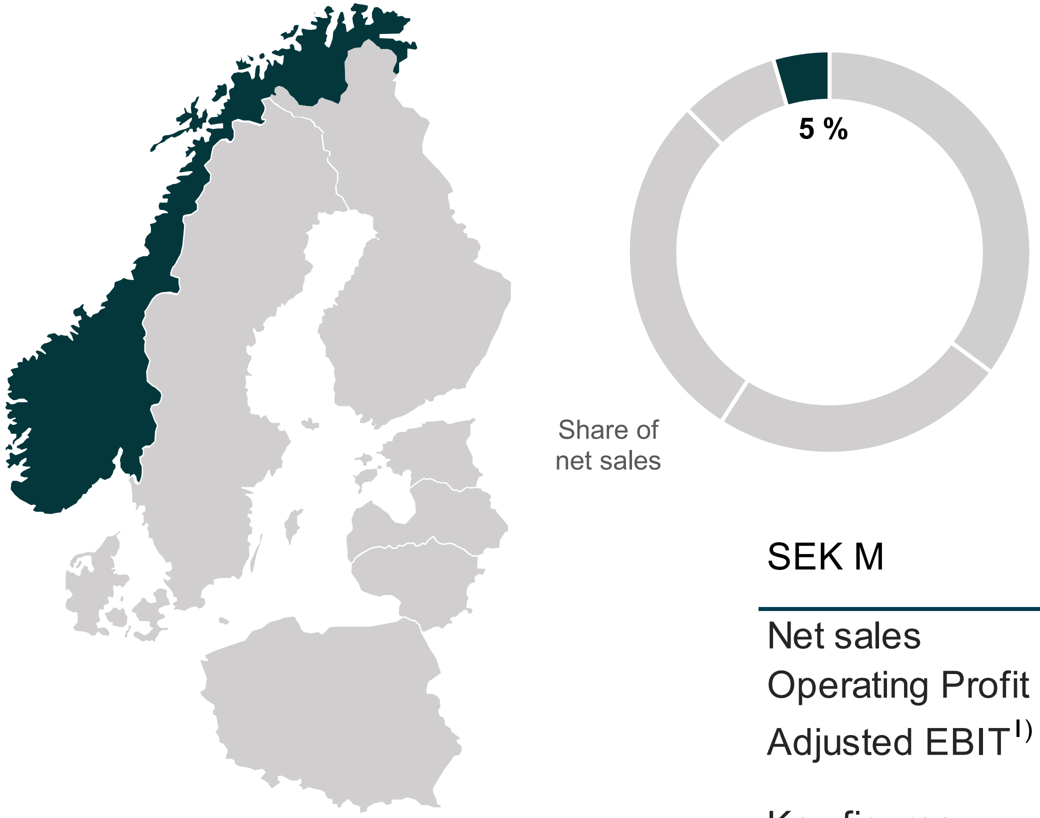
Sørensen og Balchen – Solid profitability development



- Reported net sales growth of -15 per cent, of which -10 per cent organic. Negative growth primarily explained by disruptions related to the warehouse relocation in combination with weak market conditions
- The somewhat lower profitability is explained by a change in cost allocation following the relocation to the new central warehouse. The gross margin improved slightly due to a customer mix change
- The move to the new shared central warehouse is nearly finalised

SEK M	Q4 2025	Q4 2024	Change %	12M 2025	12M 2024	Change %
Net sales	204	239	-15	932	1 012	-8
Operating Profit (EBIT)	24	38	-37	149	176	-15
Adjusted EBIT[1)]	35	38	-8	160	176	-9
Key figures						
- Organic growth[2)], %	-10	8		-4	12	
- EBIT margin, %	11,7	15,7		15,8	17,2	
- Adjusted EBIT margin, %	16,9	15,7		17,0	17,2	

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Q&A

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Parallel upgrades of four central warehouses in 2025

Several key initiatives to drive growth in 2026 and beyond

Expanded cost-saving program – reduction of 500 positions during the year

Adjusted EBIT margin at 3.6% (4.0) in a pressured market

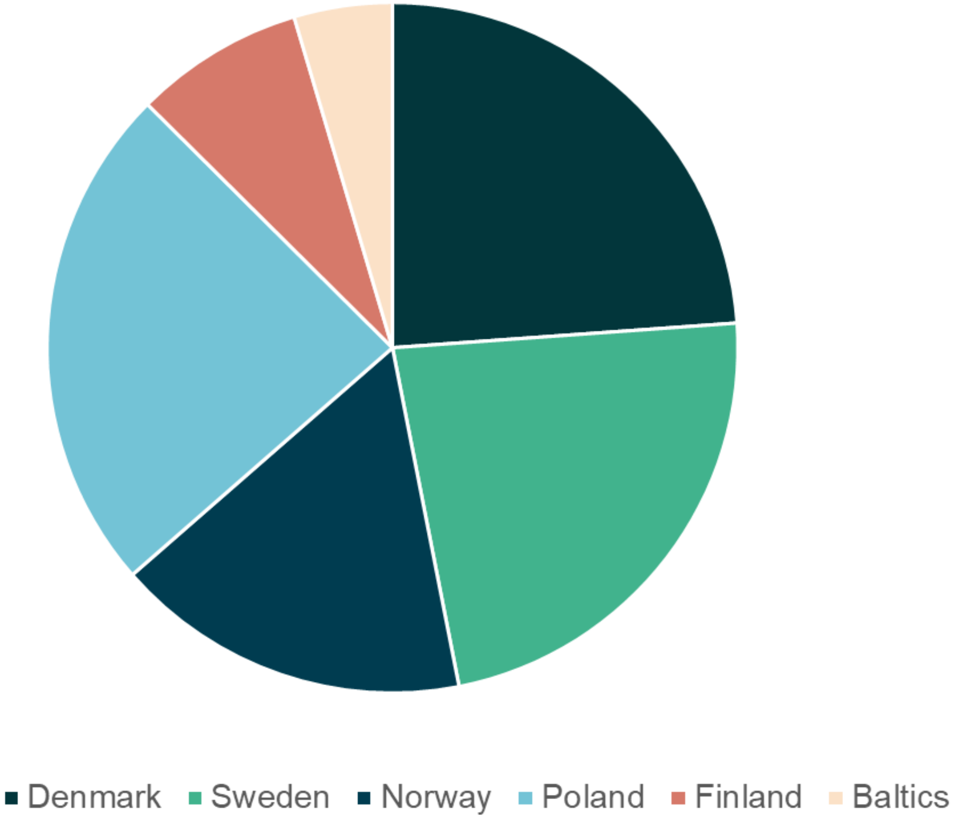
Leverage at 4.0x, with a strong focus to return to our target of 2.0-3.0x

WE ENABLE MOBILITY - TODAY, TOMORROW AND IN THE FUTURE

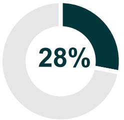
APPENDIX

Strong Group footprint

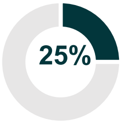
Net sales per geography, 2025Q4



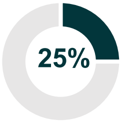
Market shares per geography



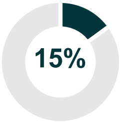
Denmark
Number of branches: **48** (25Q3: 48)
Number of affiliated workshops: **903** (25Q3: 899)



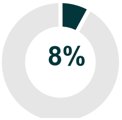
Finland
Number of branches: **155** (25Q3: 156)
Number of affiliated workshops: **397** (25Q3: 423)



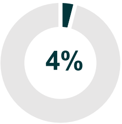
Norway
Number of branches: **105** (25Q3: 105)
Number of affiliated workshops: **1,063** (25Q3: 1,087)



Sweden
Number of branches: **182** (25Q3: 187)
Number of affiliated workshops: **826** (25Q3: 833)



The Baltics
Number of branches: **50** (25Q3: 50)
Number of affiliated workshops: **48** (25Q3: 47)



Poland
Number of branches: **126** (25Q3: 132)
Number of affiliated workshops: **1,341** (25Q3: 1,359)

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Largest owners 2025-12-31

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 Påhlman	3,1
Vanguard	2,7
Dimensional Fund Advisors	2,3
Avanza Pension	2,3
Total 10 largest shareholders	**61,0**
Others	39,0
Total	**100,0**

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.