

Rusta Q4 2025/26

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9 June 2026



Agenda

1. Business update
2. Financial performance
3. Outlook
4. Q&A



Rusta Q4 2025/26

Business update



Rusta Q4 2025/26

Highlights in summary – Q4

- ✓ Growth across all segments and improved profitability
- ✓ More customers and higher average ticket in all segments, despite tough comparables
- ✓ Continued rollout of the updated store concept, improving customer experience and efficiency
- ✓ Eight new stores opened – the highest quarterly pace ever – 41 stores in pipeline
- ✓ First ever non-lossmaking fourth quarter – which means that all quarters were profitable on EBITA level last year
- ✓ The Board proposes an increased dividend of SEK 1.80 per share, up from 1.45 last year



Rusta Q4 2025/26

Growth across all segments and improved profitability

- ✓ Sales increase in all segments with Norway in the lead
- ✓ More customers and higher average ticket in all segments
- ✓ Soft launch of Rusta Online in Germany, completing Rusta's e-commerce offering across all markets
- ✓ Increased gross margin with +1.4pp to 42.3%
- ✓ FX tailwind supporting gross margin, in line with previous guidance
- ✓ First ever non-lossmaking fourth quarter on EBITA level

Q4 '25/26 vs. '24/25¹⁾

5.8%

Net sales growth excl. currency effects in Q4

Q4 '25/26 vs. '24/25

2.1%

LFL²⁾ growth excl. currency effects in Q4

Q4 '25/26 vs. '24/25

42.3%

Gross margin in Q4

Q4 '25/26 vs. '24/25

0.0%

EBITA margin in Q4

Notes: 1) Q4 February to April 2) Change in comparable sales between current and comparative periods, where comparable sales are sales in comparable stores that have been operational throughout the entire current and comparative period. For a store to be classified as comparable, it must have been open for a full financial year.

Rusta FY 2025/26

Continued sales and profit growth

- ✓ Continued sales and profit growth
- ✓ 14 new stores added, Rusta Online launched in Norway and Germany
- ✓ Increased average ticket
- ✓ Bonded warehouse implemented, strengthens value chain cost efficiency
- ✓ Strong Cash flow from Operating activities MSEK 1 663, increase by MSEK 540
- ✓ Earnings per share increased by 15.5% to SEK 3.6

FY '25/26 vs. '24/25¹⁾

8.0%

Net sales growth excl.
currency effects YTD

FY '25/26 vs. '24/25

5.0%

LFL²⁾ growth excl.
currency effects YTD

FY '25/26 vs. '24/25

43.5%

Gross margin YTD

FY '25/26 vs. '24/25

7.6%

EBITA margin YTD

Notes: 1) Q4 February to April 2) Change in comparable sales between current and comparative periods, where comparable sales are sales in comparable stores that have been operational throughout the entire current and comparative period. For a store to be classified as comparable, it must have been open for a full financial year.

Rusta Q4 2025/26

Record pace in store openings

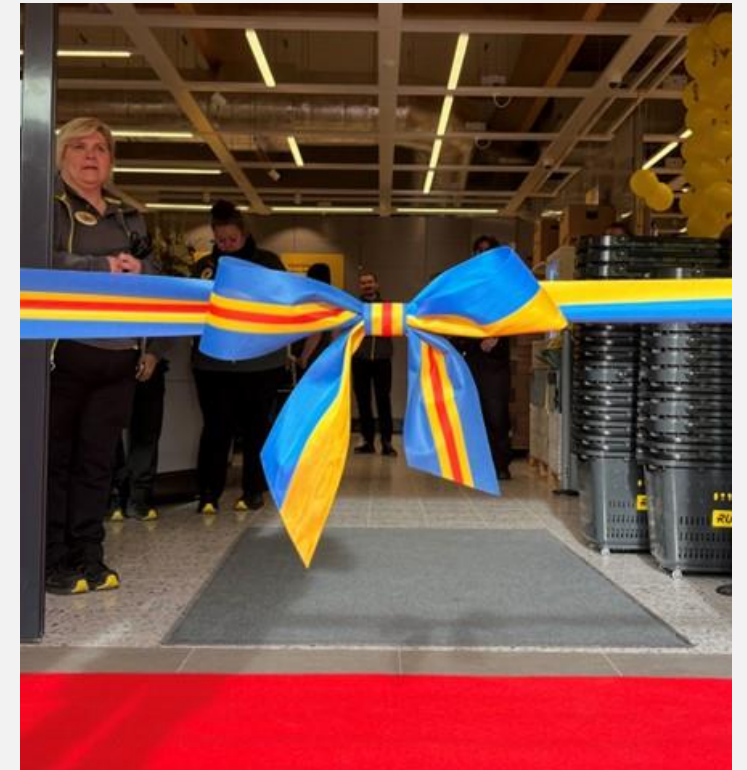
Lidingö, Sweden



Helsinki, Finland



Åland, Finland



Multi-geography presence

Continued expansion on all markets

243¹⁾ stores in Sweden, Norway, Finland and Germany

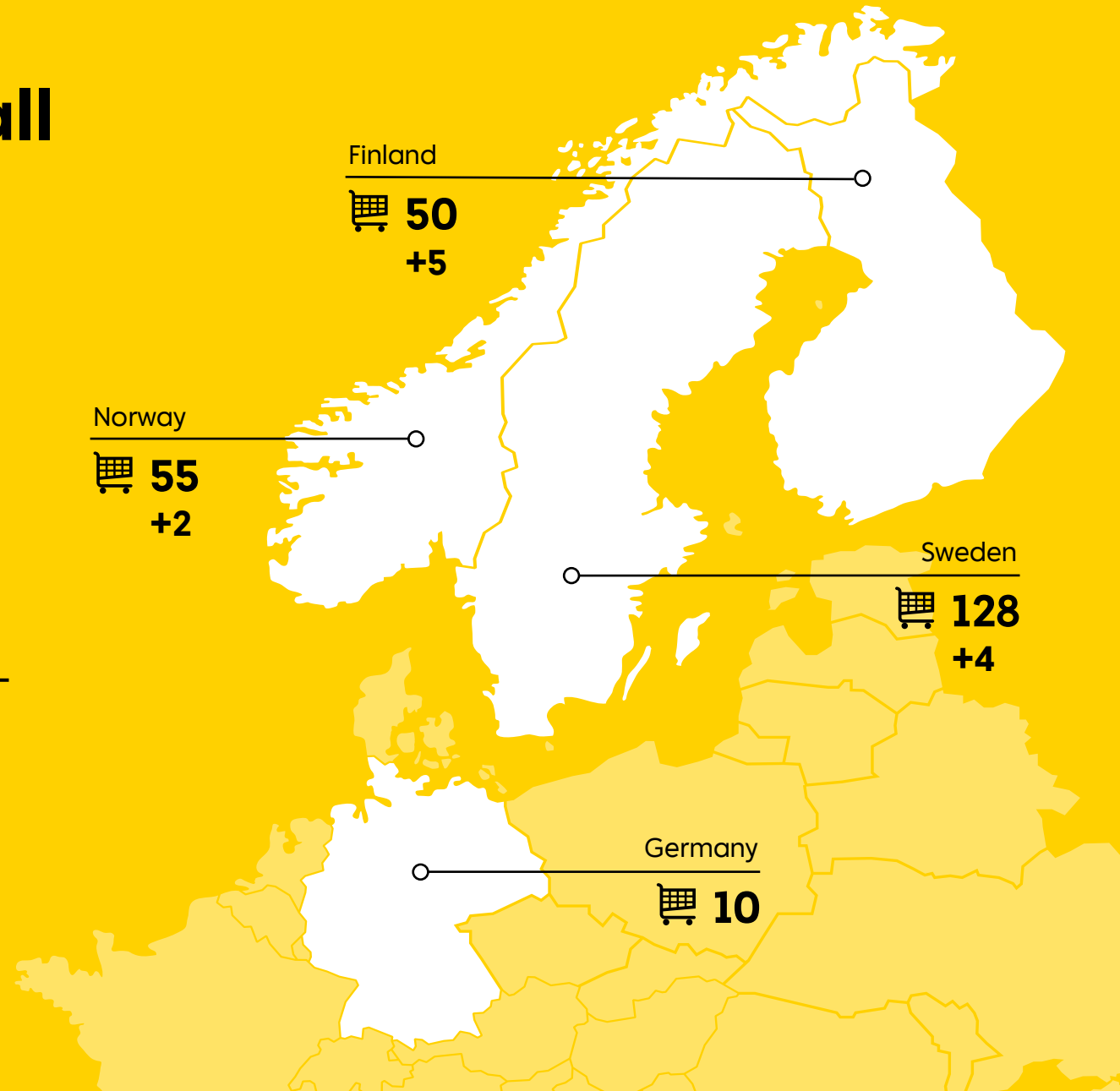
Signed / approved locations¹⁾

41

 16	 15
 8	 2

Planned openings
FY 26/27 – 28/29

65-80



1) As of June 9th, 2026

**Our customer club
drives loyalty and sales**

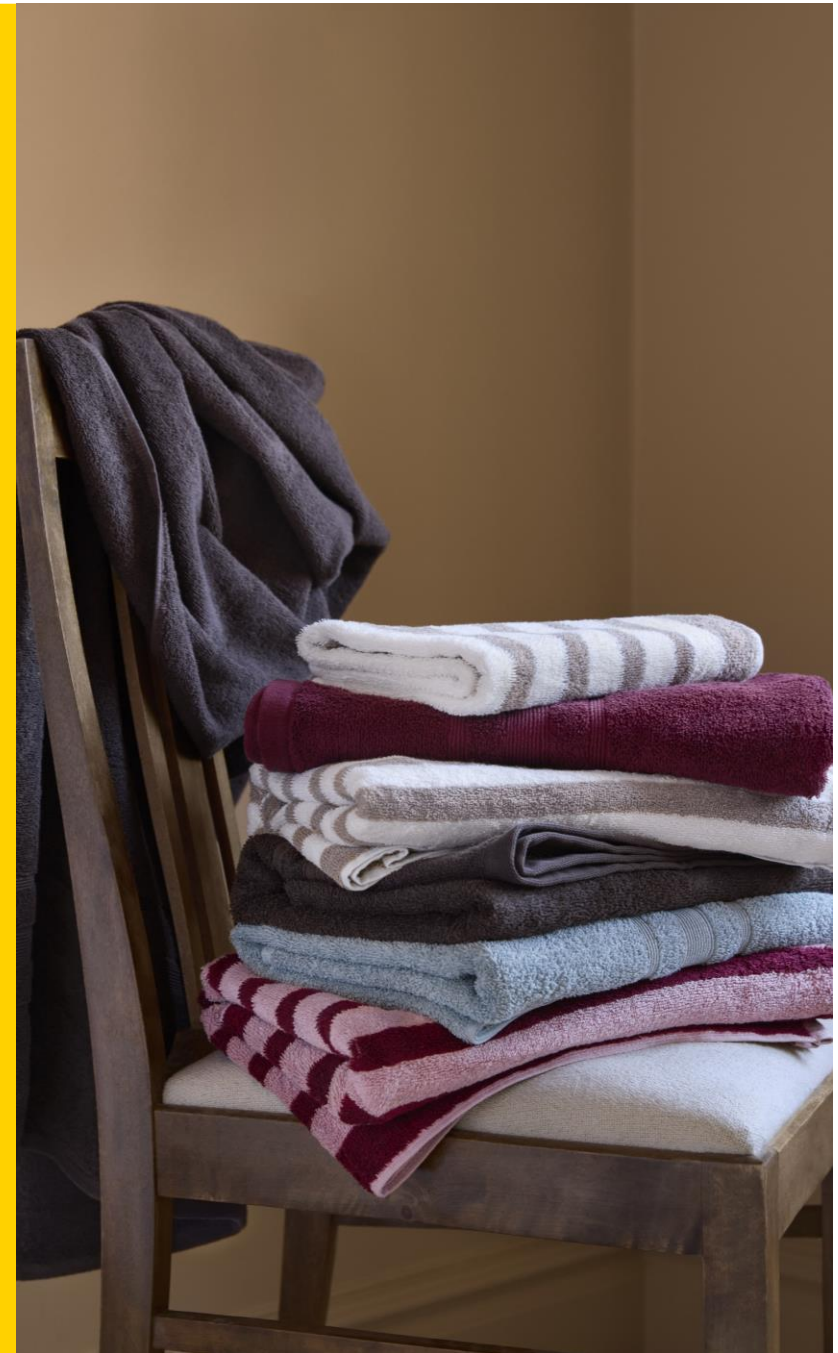


7 million
members

Increase of
10.5%
R12

Rusta Q4 2025/26

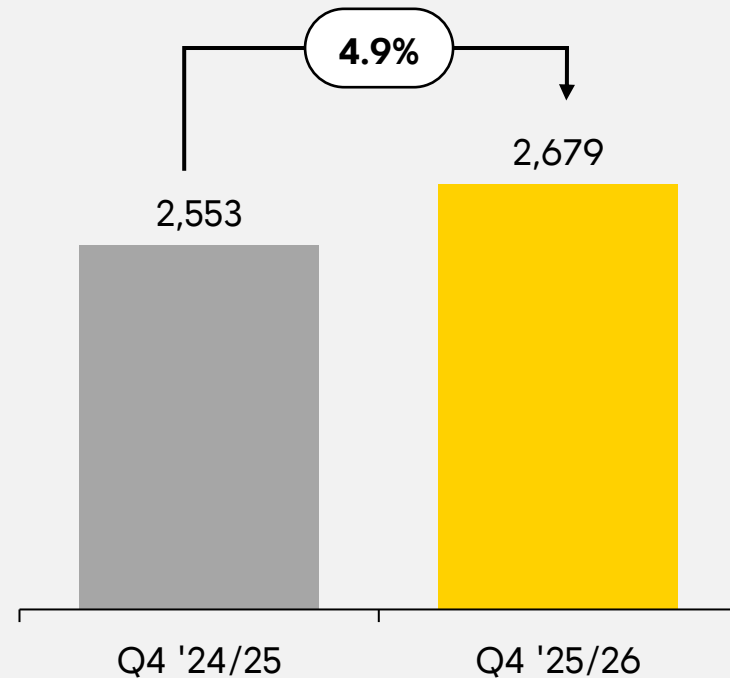
Financial performance



Steady sales growth and improved margins in Q4

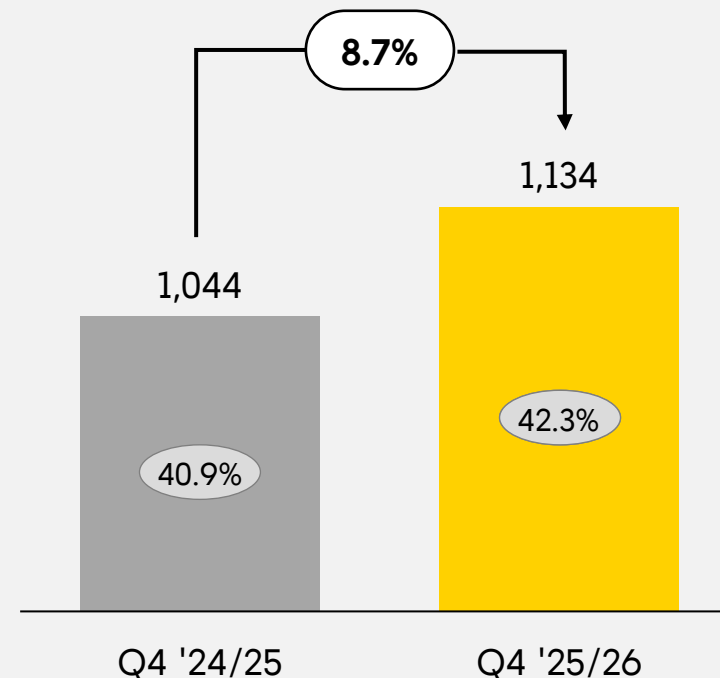
Steady growth in net sales

Net sales (MSEK)



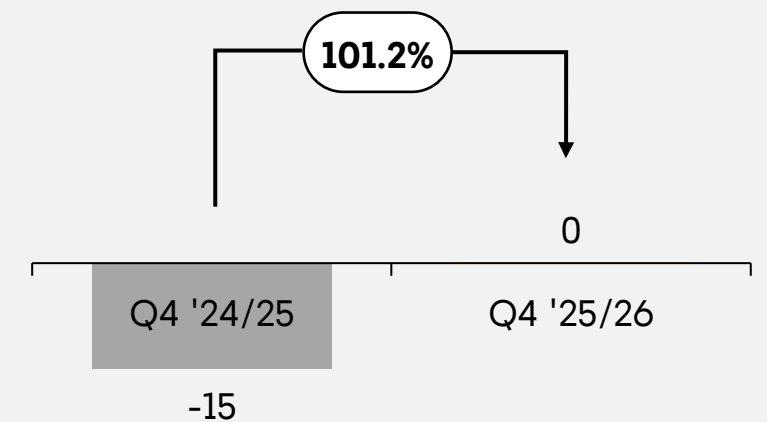
Continued margin expansion

Gross profit (MSEK) & gross margin (%)



First ever Q4 with positive EBITA

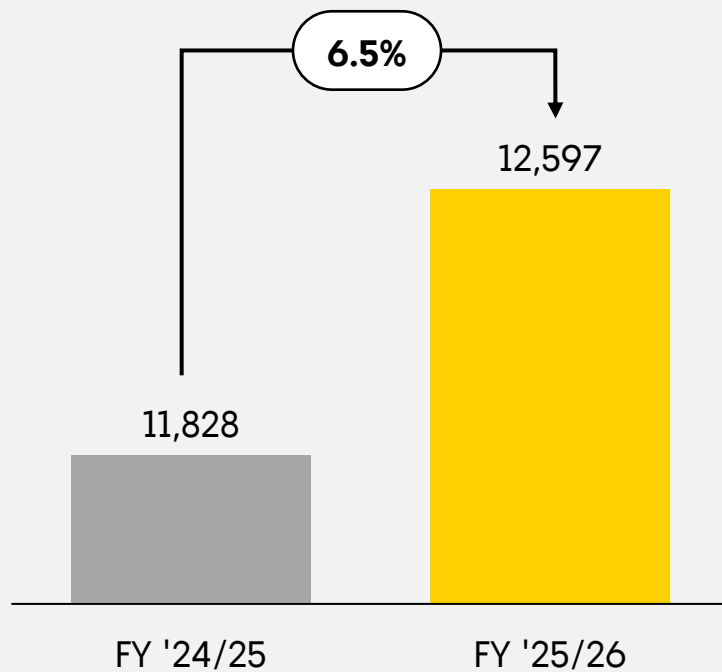
EBITA (MSEK)



Solid full year with 11.7% EBITA growth

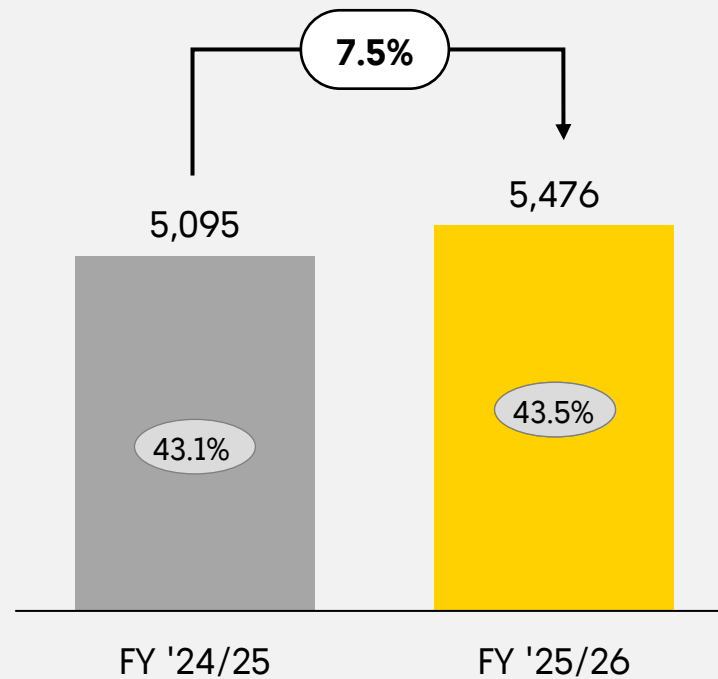
Continued net sales growth

Net sales (MSEK)



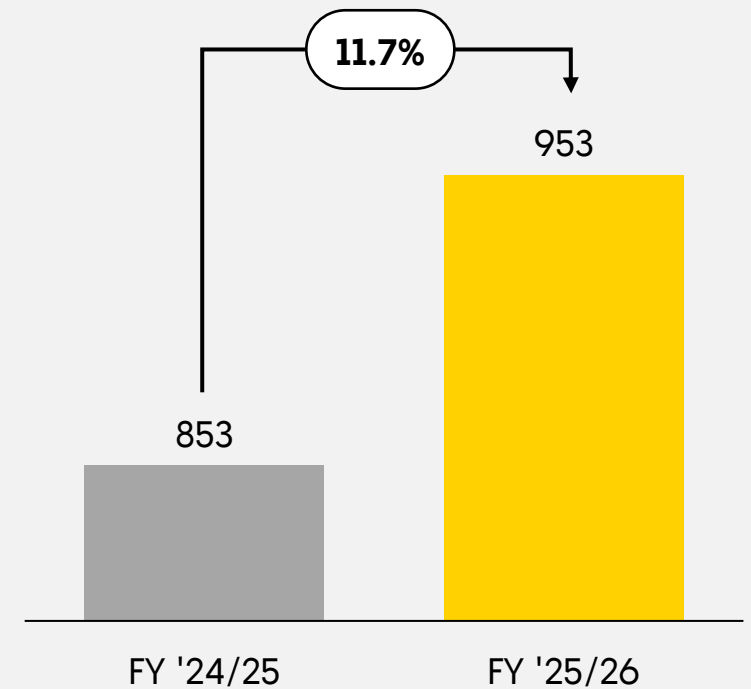
Gross margin continues to improve

Gross profit (MSEK) & gross margin (%)



Strong growth in EBITA

EBITA (MSEK)



Rusta Q4 2025/26

Solid growth across all segments and improved profitability in Sweden and Norway

Net sales growth across all segments

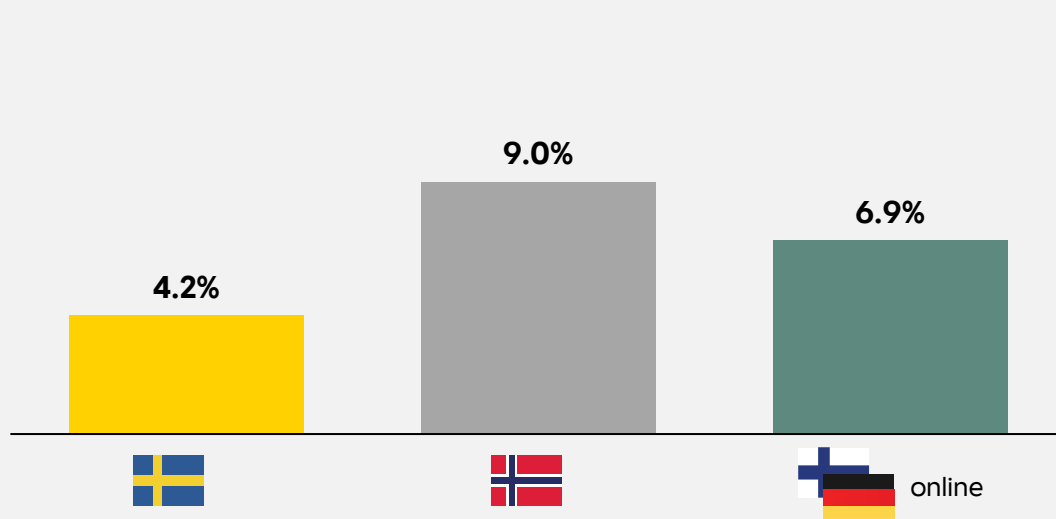
Q4 '25/26 vs. Q4 '24/25

LFL growth excl. currency effects

+0.9%

+7.8%

-1.2%



EBITA margin expansion in Sweden and Norway

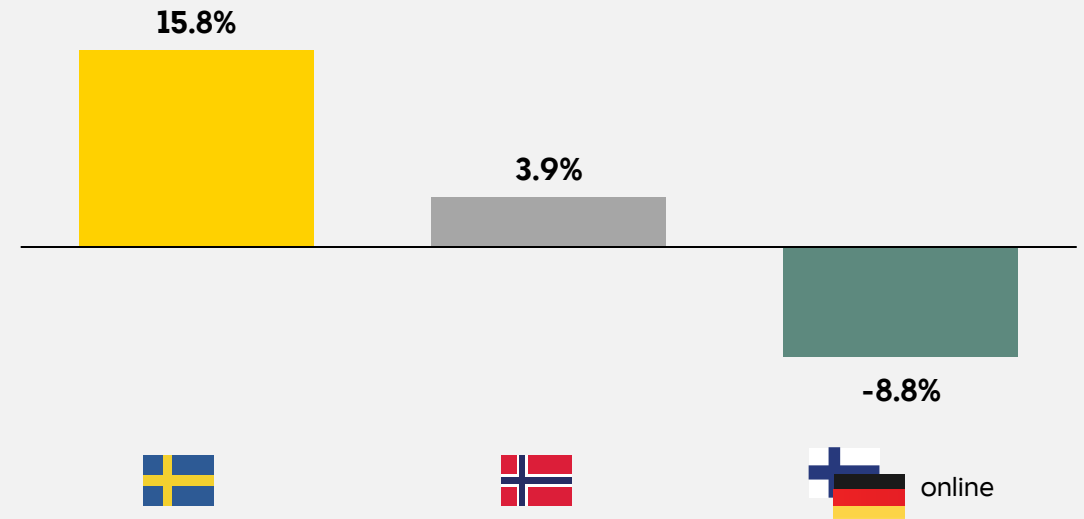
EBITA excl. IFRS 16 margin in Q4

EBITA excl. IFRS 16 margin increase

+2.1pp.

+0.3pp.

-2.1pp.



Strong performance in Sweden and Norway – Continued growth with profitability against tough comparables in Other Markets

Net sales growth across all segments

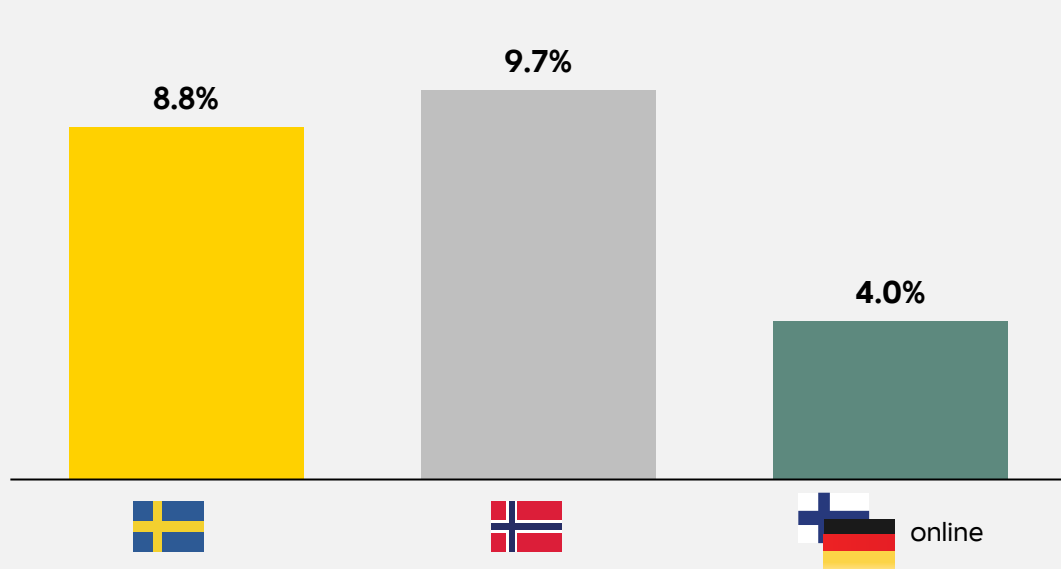
FY '25/26 vs. FY '24/25

LFL growth excl. currency effects

+4.3%

+6.8%

-0.6%



Continued margin expansion in Sweden and Norway

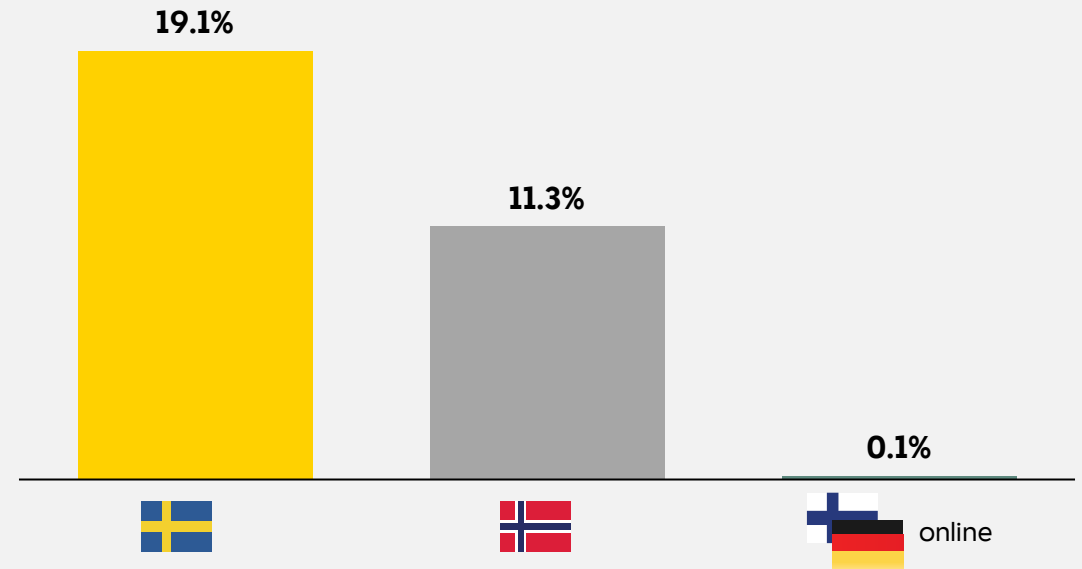
EBITA excl. IFRS 16 margin in FY '25/26

EBITA excl. IFRS 16 margin increase

+1.1pp.

+0.2pp.

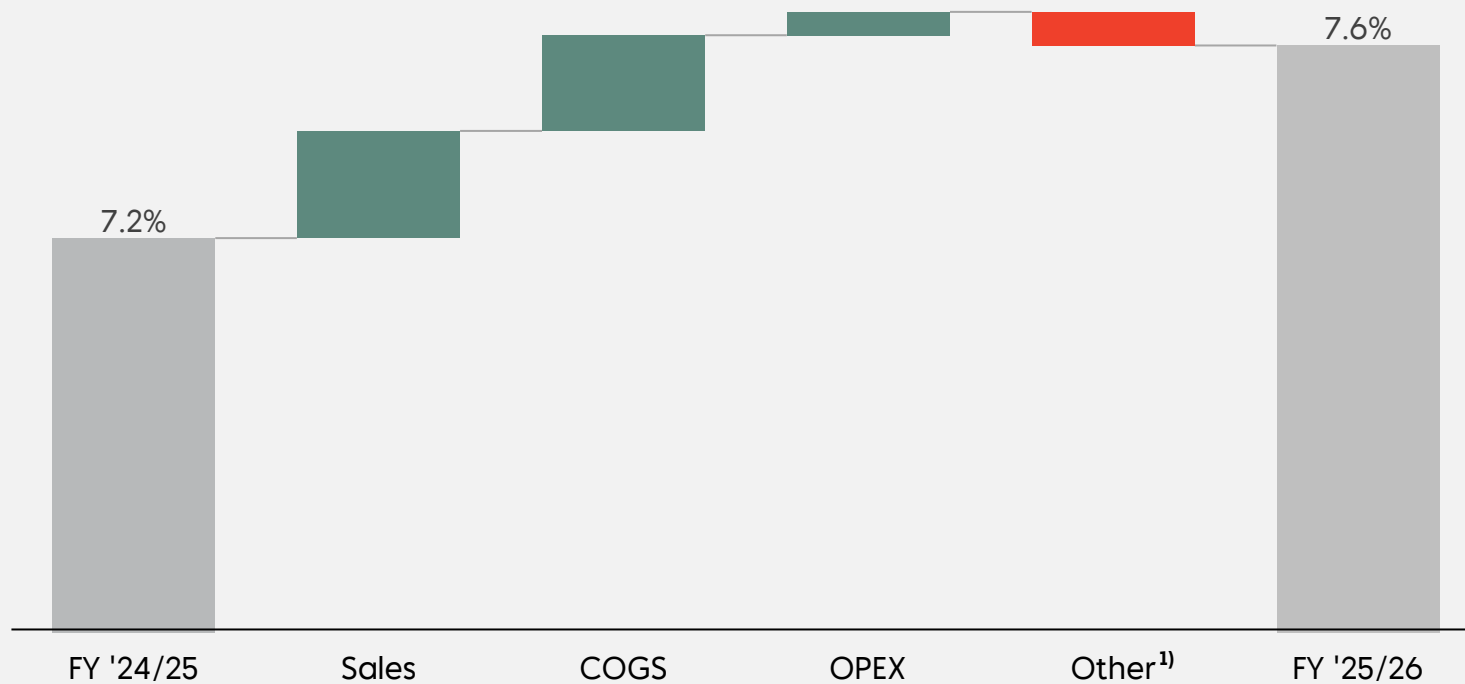
-1.1pp.



Rusta FY 2025/26

Strong operational performance drives profitability

EBITA%, FY 2025/26



Notes: 1) Includes Other operating income and expenses, Depreciations and amortization of intangible assets and property plan and equipment.

Profitability drivers in Q4 2025/26

- Favorable sales mix
- Positive cost effects in supply chain
- FX tailwind in Q4

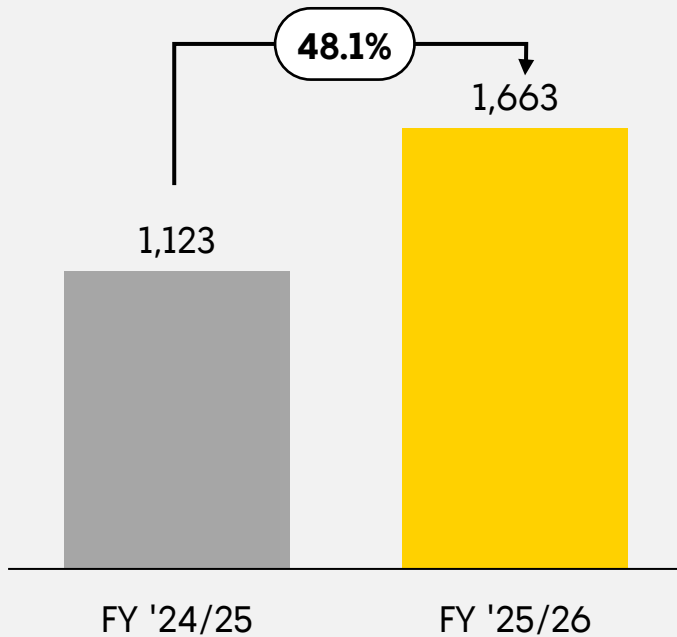
Profitability drivers in FY 2025/26

- Positive sales mix and strong price position
- Successful campaigns
- FX net negative in FY 2025/26
- Scalability in our business model together with good cost control

Further strengthened cashflow and balance sheet

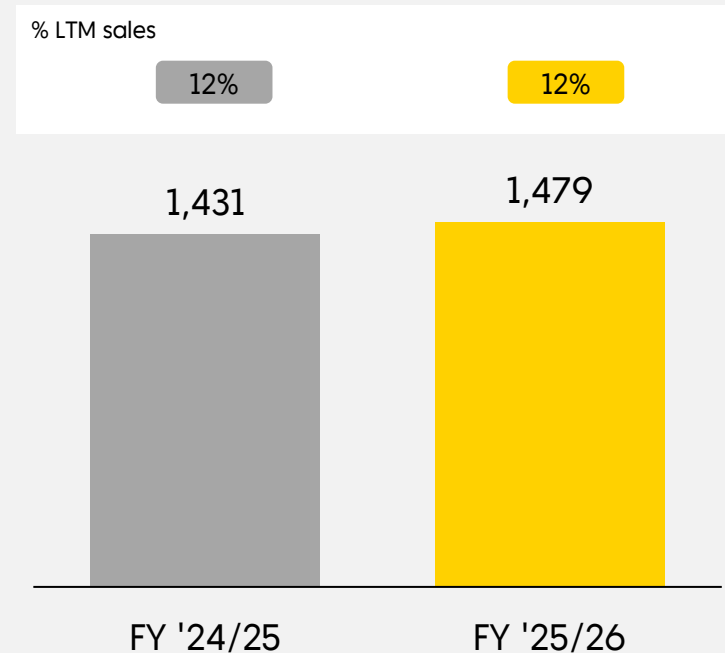
Strong cash flow from operating activities

Cashflow from operating activities (MSEK)



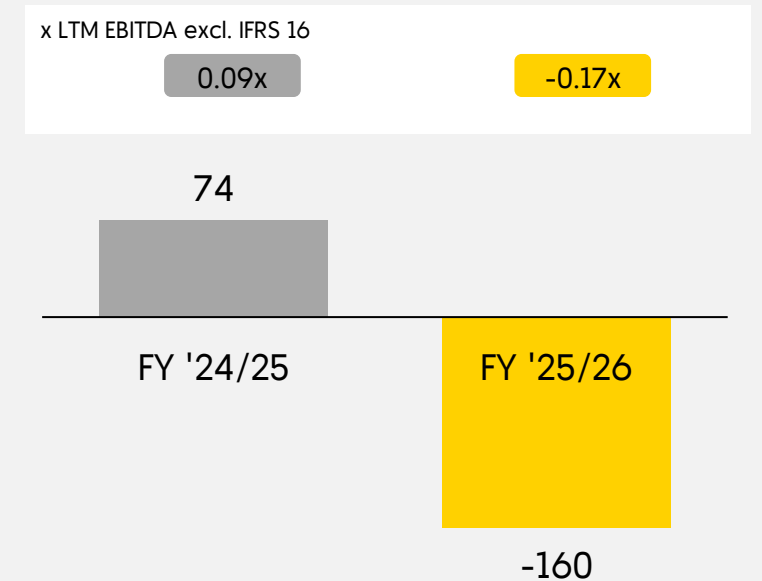
Working capital stable

Net working capital (MSEK)



Net cash position of 160 MSEK (excl. IFRS 16)

Net debt excl. IFRS 16 (MSEK)



Financial targets

In line with our mid-term financial targets

Net sales growth

- Rusta targets an annual average organic¹⁾ net sales growth **around eight percent** in the medium term
- Annual average **LFL growth above three percent**

Profitability

- Rusta targets an EBITA margin of **around eight percent** in the medium term
- Earnings per share to outgrow net sales and EBITA as a result of scalability in the business model²⁾

Dividend policy

- Rusta aims to distribute **30-50 percent of net profit** for each financial year as dividends, taking into account the company's financial position

1) Excluding acquisitions. 2) Scalability of business model refers to margin increase as a result of organic sales growth and higher efficiency, with revenues increasing faster than costs.



Board proposes increased dividend

- The Board of Directors proposes a dividend of SEK 1.80 (1.45) per share which corresponds to 50% (47%) of net profit for the year
- Annual General Meeting 2026 is held 18th of September



Outlook

General business direction

- Continued expansion - strategy unchanged
- Customer focused development of the concept and assortment
- Building on Rusta's strong position in the growing low-price market



Middle East conflict

- No direct impact so far
- Summer season supply under control
- Long track record of mitigating risks and sudden events



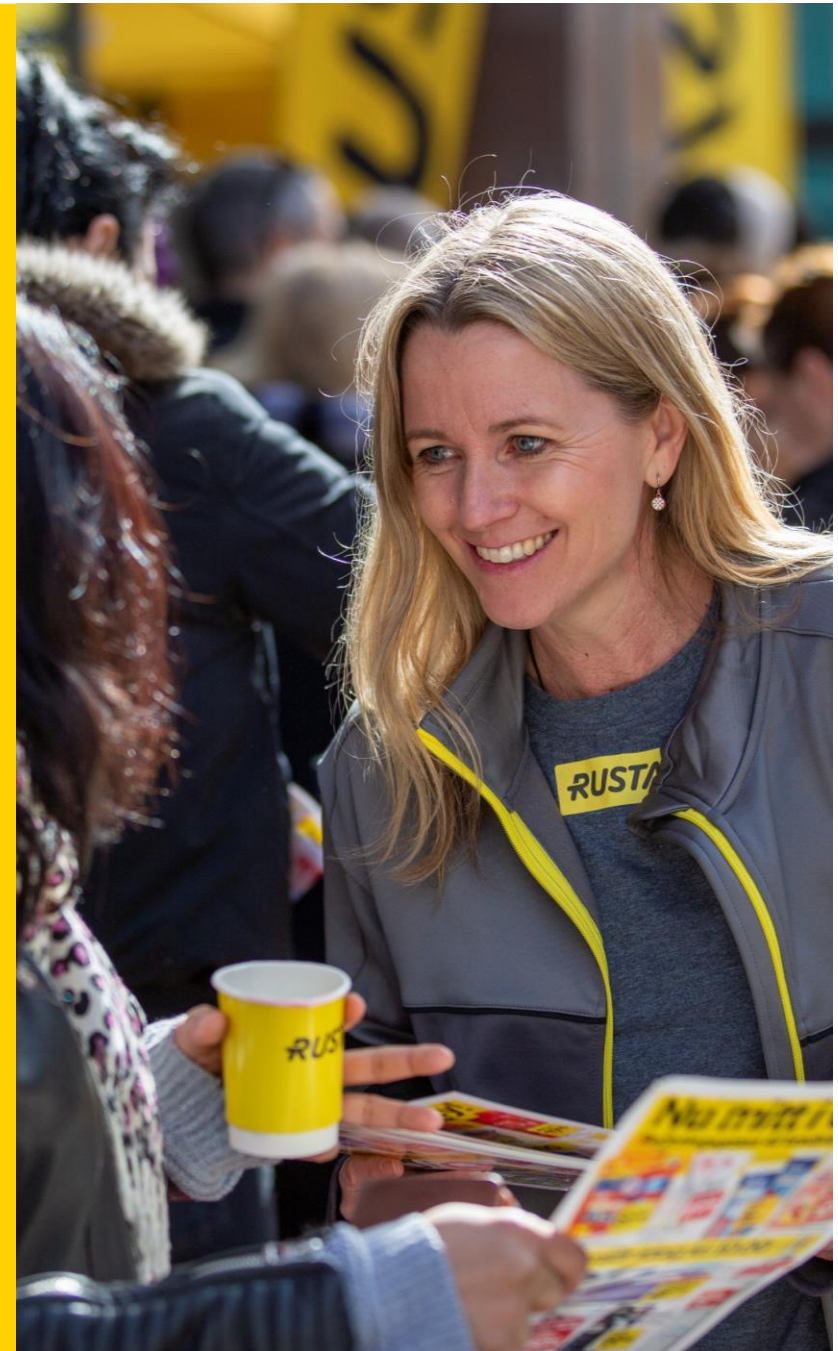
Current trading

- Stable sales development with continued gross margin growth in Q1



Rusta Q4 2025/26

Q&A



Thank you

Next event:

Interim report Q1 2026/27

September 9, 2026

RUSTA[®]