

A photograph of two women sitting in the back of a car. The woman on the left has long dark hair and is wearing a dark jacket over a maroon top and blue jeans. The woman on the right has long blonde hair and is wearing a black leather jacket over a dark top and blue jeans. They are both looking towards the camera. The car's interior, including the headrests and windows, is visible in the background.

Nelly Group **INVESTOR PRESENTATION**

Q3 2026
22 October 2026

Nelly Group Q3 2026 Presentation



Helena Karlinder-Östlundh
CEO



Josefin Dalum
CFO

ir@nelly.com

www.nellygroup.com



Today's presentation

- Introduction to NELLY
- CEO's comments on Q3 2026
- Financial summary
- Q&A



Today's presentation

- Introduction to NELLY
- **CEO's comments on Q3 2026**
- Financial summary
- Q&A

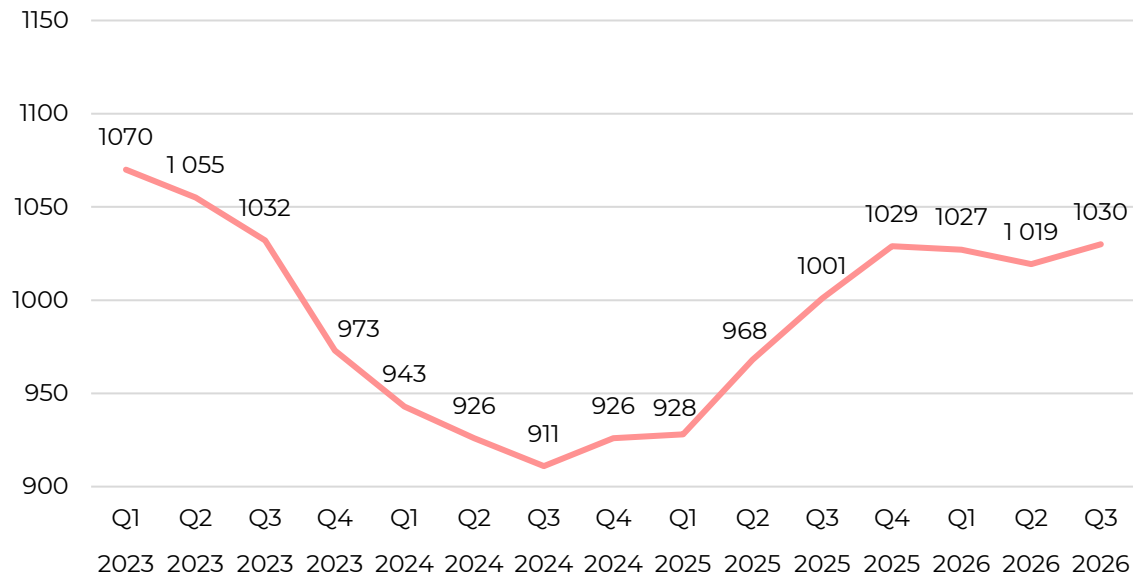


A mixed quarter with continued focus on structural improvement

- Net revenue 10.3% (18.4%), supported by end-of-season sale
- Operating margin 13.5% (15.3%)
- Operating profit 42.4 MSEK (43.3 MSEK)
- Work to refine the business model continues

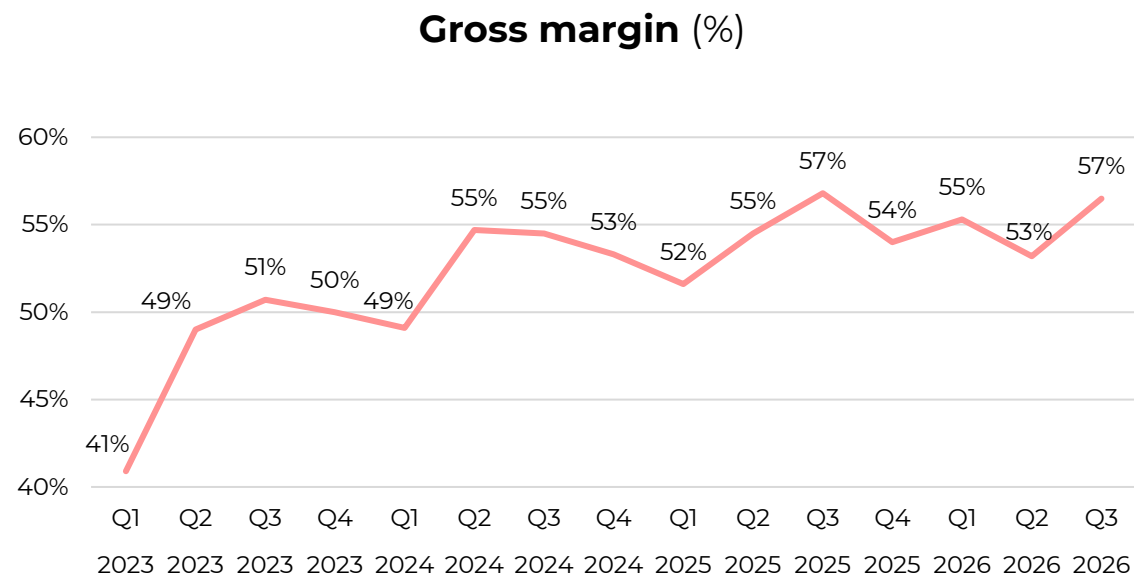
Active customers

Active customers Nordics LTM (000)



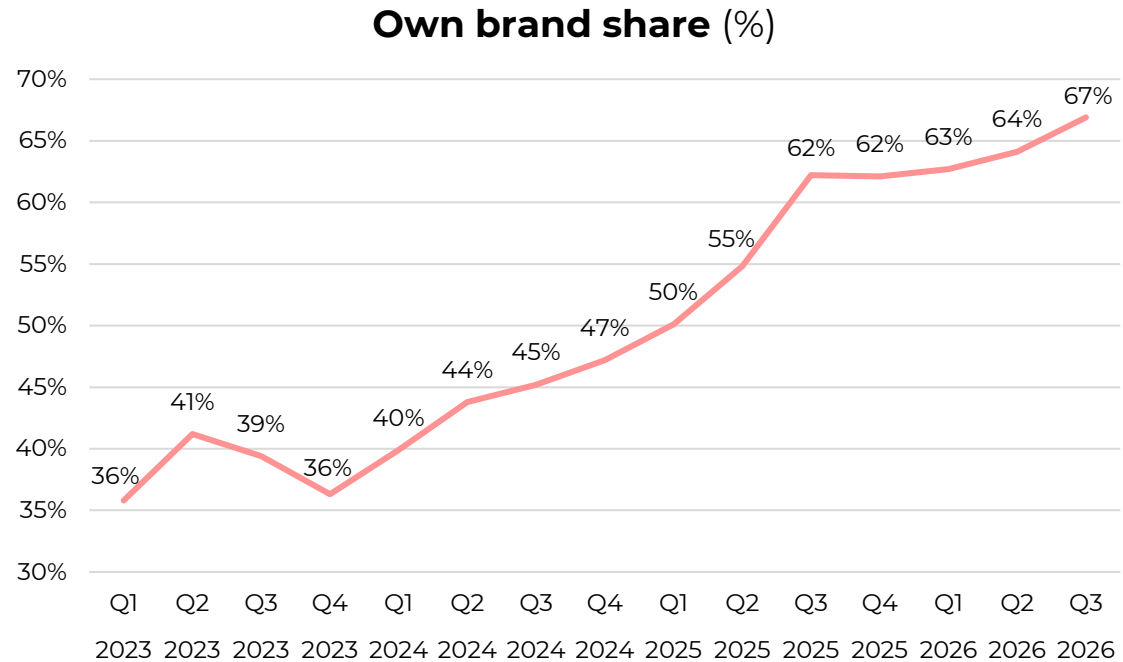
- Active customers in the Nordics increased on LY & Q2
- Growth driven by returning customers & higher marketing intensity
- New customers & organic traffic have yet to follow
- Outside the Nordics, customers in Germany continued to grow

Gross margin



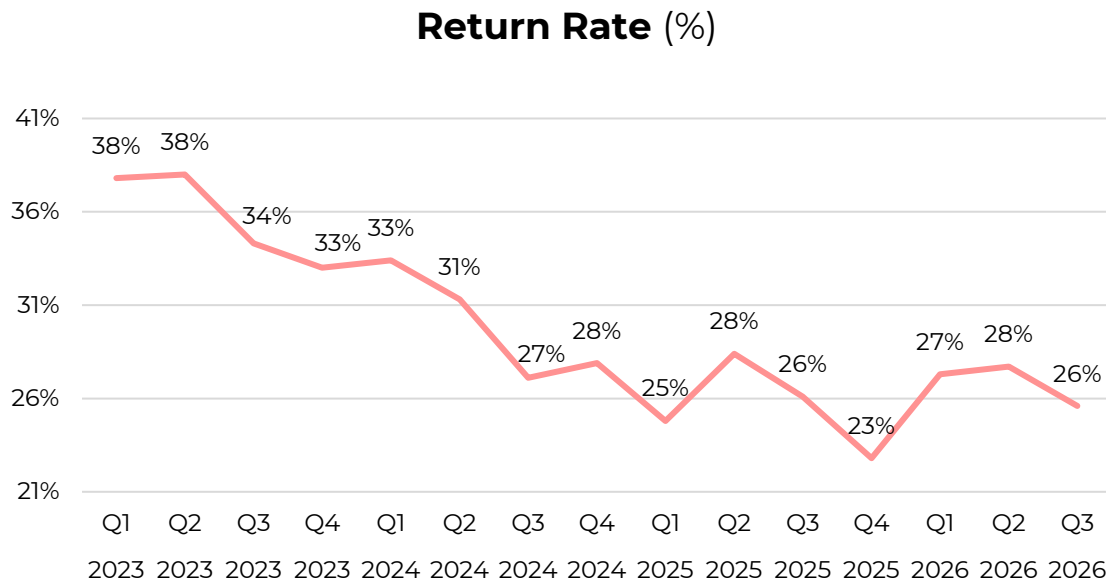
- 56.5% (56.8%)
- Higher own brand share contributed positively
- Increased campaign activity weighed on the margin
- Currency effects were positive overall

Own brand share



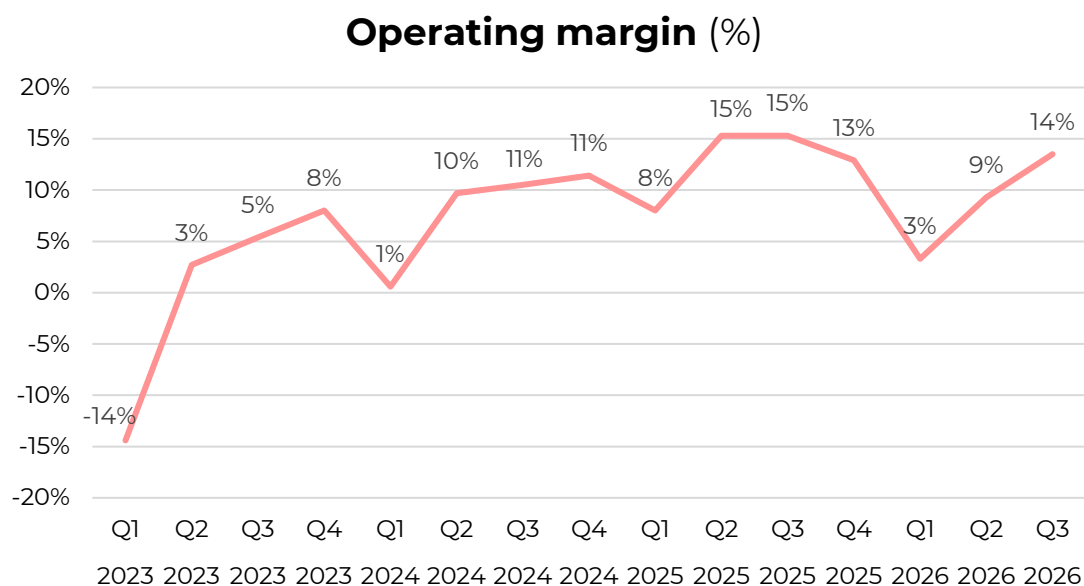
- 66.9% (62.2%)
- Own brands continue to resonate, most notably in pants, jeans & knitwear
- Share helped by category mix, which varies between quarters
- Curated mix of own & external brands remains strategically important

Return rate



- 25.6% (26.1%)
- Helped by category mix, which varies between quarters
- Also impacted by fashion trends, with certain silhouettes carrying higher returns
- Preventing unnecessary returns remains a priority, driven cross-functionally

Operating margin



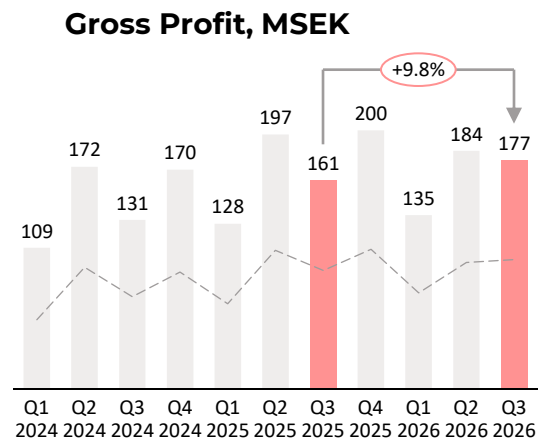
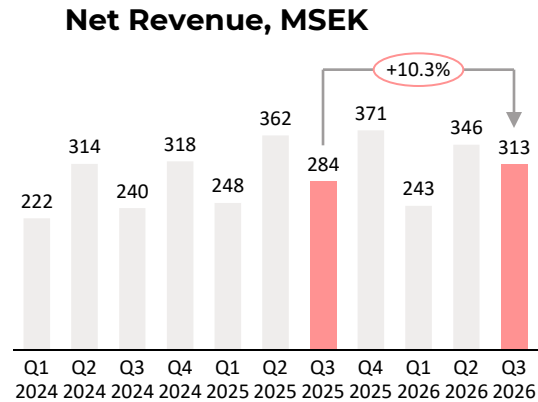
- 13.5% (15.3%)
- Higher gross profit offset by higher operating costs
- Marketing & distribution costs up as a share of net revenue
- Reflecting deliberate investments in new roles & Copenhagen store



Today's presentation

- Introduction to NELLY
- CEO's comments on Q3 2026
- **Financial summary**
- Q&A

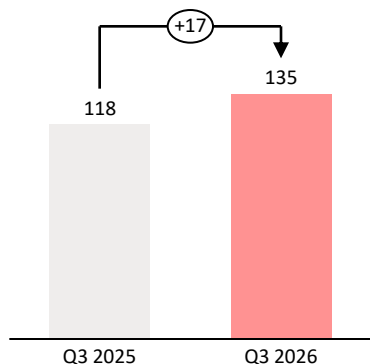
Net revenue increase driven by higher campaign activity and focus on sell through.



- Sales increase of 10.3% year-over-year (8.9% in local currencies)
- Campaign driven sales with focus on sell through
- Gross profit increased by 16 MSEK (9.8%)
- Gross margin decreased by 0.3 pp, own-brand-share and positive currency effects offset by higher discount levels.

Higher cost base offset gross profit growth, EBIT largely flat.

Operating expenses, MSEK



FULFILMENT/ NET REV.

11.6 %

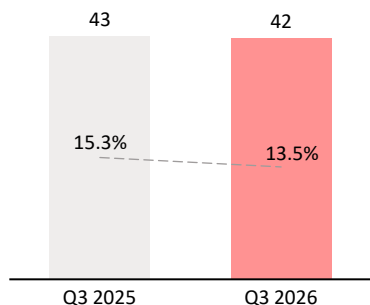
Last year: 11.0 %

MRKT/ NET REV.

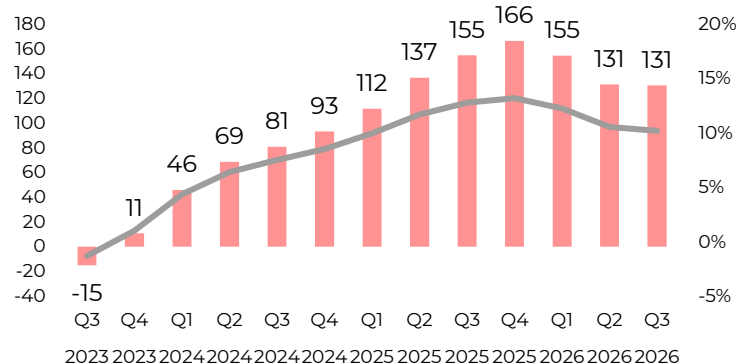
10.0 %

Last year: 9.4 %

EBIT



Operating profit/loss LTM (SEK million)
and Operating margin LTM (%)

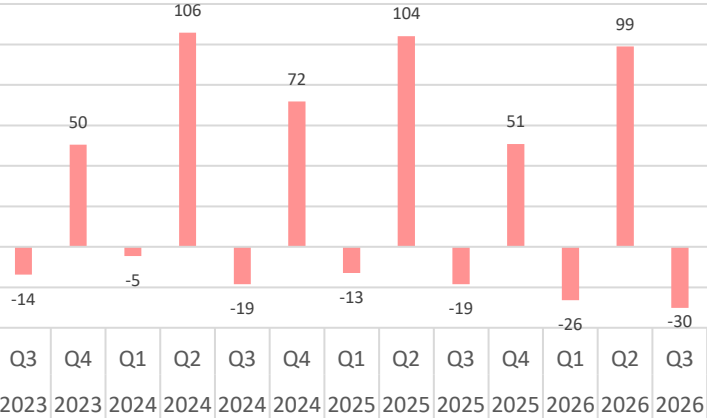


Increase in total operating expenses of 16.6 MSEK

- Fulfillment and distribution increase of 4.9 MSEK
- Marketing up on increase in paid traffic 4.5 MSEK
- Admin and other increase 7.2 MSEK due to personnel costs and Copenhagen store (opened in Q4 2025)
- EBIT declined 0.9 MSEK as higher gross profit was offset by higher cost base

Strong balance sheet despite weaker operating cash flow

Cash flow from operations



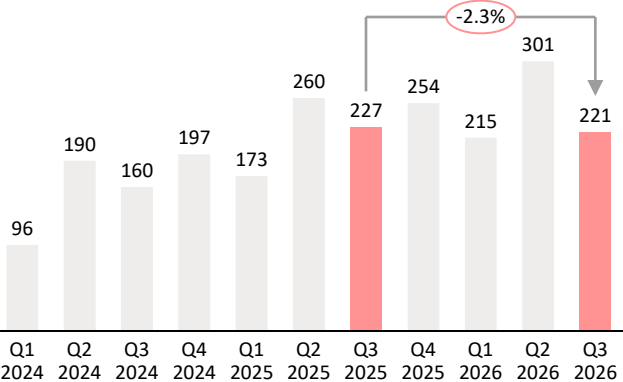
Operating cash flow of -30.1 MSEK (-18.5 MSEK)

- Driven by working capital, mainly inventory build-up
- Investing cash flow -8.7 MSEK: new Gothenburg office and store
- Financing cash flow -40.7 MSEK: share repurchase programme and lease amortization

Cash balance of 221.4 MSEK, -2.3% year-over-year

- Equity ratio strengthened to 44.6% (35.7%)
- Inventory 248.7 MSEK, 19.5% of R12 net revenue (18.8%)

Cash balance, MSEK



INVENTORY / NET REV.

19.5 %

Last year: 18.8%

EQUITY RATIO

44.6 %

Last year: 35.7%

Share repurchase completed:

836,000 shares for 30 MSEK, 17 August–25 September



Summary of 2026 so far – learnings & actions

- Q3 managed with discipline, but growth required higher marketing & discount intensity
- Targeted investment in Germany continues to yield good response
- Assortment appeal & brand positioning still need sharpening
- Work to increase precision & speed continues



Our strategy holds firm

- Offering a highly sought-after assortment remains central to growing profitably
- A faster supply chain a key next step
- New Gothenburg HQ for even closer collaboration
- Sharper brand position, including a third flagship store in Gothenburg



Q&A

A woman with long dark hair is sitting on a wooden chair with a curved back. She is wearing a plaid shirt and blue jeans. The text "Thank you" is overlaid in white. To her left, a black bag and a book are on the chair.

Thank you