



SUSTAINABILITY REPORT 2025



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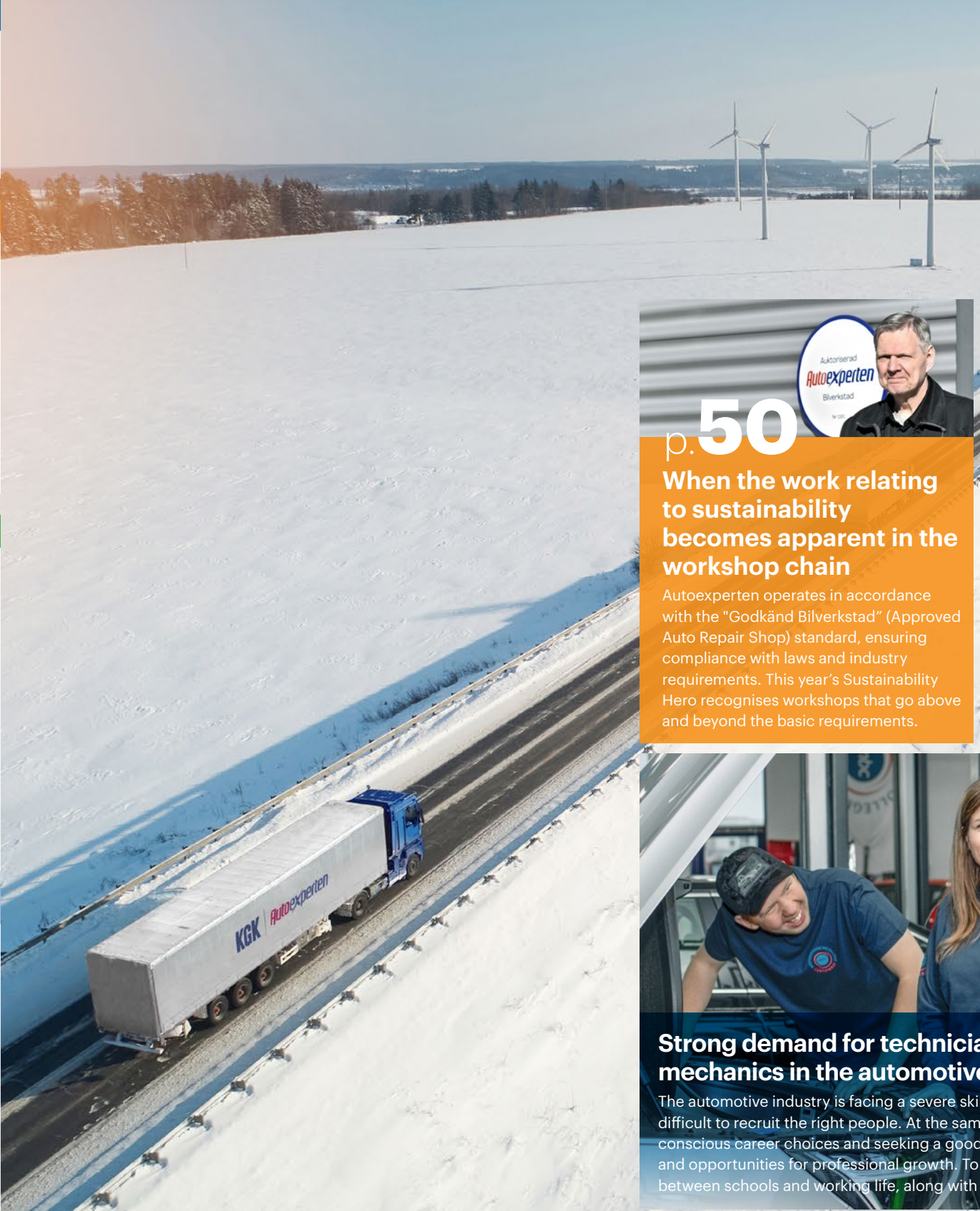
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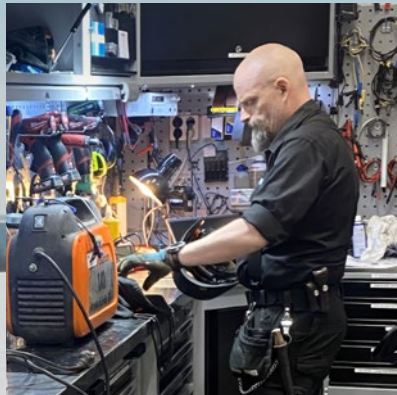
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Laitis' service workshop is growing in volume and deepening its circular economy offering

Since it opened last year, Laitis' service workshop has upscaled its operation.

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When the work relating to sustainability becomes apparent in the workshop chain

Autoexperthen operates in accordance with the "Godkänd Bilverkstad" (Approved Auto Repair Shop) standard, ensuring compliance with laws and industry requirements. This year's Sustainability Hero recognises workshops that go above and beyond the basic requirements.



Growing interest in used automotive parts

Since the launch in Autokatalogen, demand for used automotive parts has grown steadily, with the trend gaining even more momentum over the past year. The number of parts sold has increased by around 60%, and turnover has increased.

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Strong demand for technicians and mechanics in the automotive industry

The automotive industry is facing a severe skills shortage and finding it difficult to recruit the right people. At the same time, young people are making conscious career choices and seeking a good work environment, job security and opportunities for professional growth. To meet this demand, collaboration between schools and working life, along with investment in new skills, is essential.

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Knowledge that reduces complaints

KGK is striving to reduce complaints through training, improved work practices, and a refined complaints-handling process. Greater knowledge and more efficient management are helping to reduce replacements, transport and resource use.



About KG Knutsson AB and its subsidiaries, and the Sustainability Report 2025

Sustainable business practices are a key cornerstone in our efforts to create long-term value over time. This Sustainability Report 2025 covers the parent company KG Knutsson AB and its subsidiaries, Autoexpertern Detaljist i Sverige AB, Laitis Handels AB, Carsmart AB, KG Knutsson Verkstad AB, KGK Norge AS, Kaha Oy, KL Parts Oy, Ev Hub AS, KG Knutsson SIA, AS KG Knutsson, and UAB KG Knutsson.

In turn, KG Knutsson AB is part of the KGK Holding AB Group.

KG Knutsson AB's customers are primarily dealers and manufacturers in the automotive and marine industries. Dealers are offered extensive marketing support, a broad range of training programmes, and a comprehensive product range on the Autokatalogen e-commerce platform. KG Knutsson AB also represents the following brands, among others: Calix, Dräger, Hella, Webasto, ZF, Liqui Moly and Varta.

KG Knutsson AB is certified with regard to quality and environmental management in accordance with ISO 9001 and ISO 14001. The company also holds an AEO certificate for customs and security.

The management team at KG Knutsson AB is ultimately responsible for the company's sustainability efforts. During 2025, the efforts relating to sustainability primarily consisted of active work at corporate level. During the year, it was decided that KG Knutsson AB would lead and coordinate strategic sustainability efforts throughout KGK Holding. The focus has been on preparing and developing a Group-wide sustainability governance framework, as no such framework previously existed at Group level. The plan is to implement the framework among the Group companies in 2026.

This sustainability report includes a list of all KG Knutsson AB subsidiaries and their sustainability data in an index at the back.

Unless stated otherwise, the abbreviation 'KGK' is used throughout this report to refer to KG Knutsson AB.



Autoexperten

Laitis

CARSMART

KGK VERKSTAD

KGK NORGE

EVFIUB

KGK ESTLAND

KGK LETTLAND

KGK LITAUEN

KAHA
FINLAND

KL-Parts

The KG Knutsson AB Group

The parent company, KG Knutsson AB, along with its subsidiaries, operates as a distributor and agent focussing on the automotive and marine industries. The business covers the resale of accessories, spare parts and equipment for motor vehicles and machinery, as well as the repair of transmissions and axles.

In Finland, Estonia, Latvia and Lithuania, the business primarily consists of the sale of automotive spare parts and accessories. In Norway, the business includes both the sale of automotive spare parts and accessories and the repair of transmissions and axles.

"Sustainability should not be an afterthought, but a natural part of how we grow our business and create value."

Anders Jönsson, CEO, KG Knutsson AB



Message from the CEO

KGK is currently in a phase where we are developing an even more structured and business-oriented approach to sustainability. Over the past year, we have been busy paving the way for a more coherent and business-oriented approach, where we more clearly link sustainability issues to our core business. Through our dual materiality analysis, we have gained a deeper understanding of where we have the greatest impact and which issues are most critical to our long-term development. This has given us a clearer direction and better conditions for working consistently across the Group.

At the same time, changes in the world around us are occurring at a pace that is impacting the entire automotive industry. Electrification is continuing to transform both the technology in all types of vehicles and the business logic in our industry. Reliable data throughout the value chain — from climate data to product data — has become both a prerequisite and a challenge for maintaining business relevance and engaging in dialogue with customers and suppliers. Digitalisation and growing price pressure are driving a need for more efficient working methods, while the shortage of technical skills represents a growing challenge.

We also see marked opportunities in these changes. There is a growing need for repair, reuse and cost-effective alternatives. This is creating opportunities for new business models where we can help to extend the life of products, while boosting our competitiveness at the same time. Experience from other markets which have progressed further in the transition than we have in Sweden shows that demand for our type of offering is increasing over time, particularly within the area of electric vehicles.

My intention as CEO is for us to take an active role in this development. This means we will continue to develop our circular business, strengthen our position in electrification, and at the same time build a more data-driven and efficient operation. It is equally important that we create the right conditions internally

through clear leadership, shared working methods and an organisation that has the expertise and mandate to drive change. A key part of this is being an employer where people feel at home, grow and want to remain. This means we must actively address the work environment, inclusion and leadership, and create the right conditions for a sustainable working life over time. Sustainability should not be an afterthought, but a natural part of how we grow our business and create value.

There are many aspects of this year's work that I am particularly proud of. First and foremost, we can see that KGK's greenhouse gas emissions in the transport sector per Swedish krona of revenue are heading in the right direction and fell during 2025. We are seeing a rise in demand for used automotive parts, and more repair workshops are opting for used parts over new ones. We have taken steps to further build up our capacity to repair and reuse electric vehicle components, where the difference in cost can be decisive in determining whether or not a vehicle needs to be scrapped. We also see how improved work processes, customer training and increased knowledge are reducing the number of complaints being made.

An important lesson from this year is that change occurs on multiple levels simultaneously. It is driven both by strategic decisions and by improvements in day-to-day operations. To succeed, we must work on both. We need to continue building structure and a long-term perspective, while at the same time capitalising on the commitment and initiatives that exist close to the customer.

We move people forward.

Anders Jönsson
CEO, KG Knutsson AB

KGK moves people forward

Our mission is to make it easier for people to get around. On the road, through life, in rush-hour traffic, on holiday or at work. KGK is an integral part of the wider world and the mobility on which society is built.

We aim to be a leading company that provides solutions that add value to people’s lives, both today and in the future. For us, it is not just a question of facilitating mobility; we want to do it in a way that is sustainable in the long term for both people and the environment.

When Knut-Göran Knutsson founded his business back in 1946, a handshake was all it took. Today, the world around us looks very different; business is conducted in different ways and can be more complex. However, the basic principle — that business deals should benefit all the parties involved — still holds true to this day.

Our business concept

KGK is a partner, general agent and distributor of a wide range of products and services for the automotive and marine industries. We offer a high level of expertise, a customer-focused sales and service organisation and efficient logistics.

Our brand pledge

KGK is committed to ensuring that employees, customers and suppliers experience a long-term and positive business relationship with KGK.

KGK has three focus areas for sustainable development:



Sustainable transport

Sustainable transport symbolises our commitment to reducing the negative climate and environmental impacts of transport. Our transport can be made more sustainable in various ways.

We are working to reduce the climate and environmental impact of transport. By implementing more efficient logistics solutions and transitioning to more sustainable alternatives, we can gradually reduce our emissions. We set standards for our carriers and manage our vehicle fleet with the aim of increasing the proportion of electric vehicles.



Circular economy

To boost our competitiveness, we must strive towards a circular economy where we reuse and recycle what we have already consumed.

Relying on new sales and increased growth in goods produced from virgin materials is unsustainable in the long term. For KGK to remain competitive in the future, we must strive towards more circular flows where we reuse and recycle what we have consumed.



Protecting lives

For us, “Protecting lives” means offering services and products that improve road safety, and promoting fair working conditions and healthy lifestyles throughout our value chain.

Protecting and saving lives is a key part of our business model, regardless of where we operate in the value chain. We strive to offer services and products that are manufactured responsibly. We are committed to providing a healthy workplace that is open to everyone.

Our core values

Our core values reflect who we are and what we stand for. KGK wants to be seen as *knowledgeable, reliable* and *transparent*.

Our sustainability strategy

As a general agent and distributor, we have an impact on our planet through our involvement in production and transport, as well as the waste that we generate. This entails a responsibility to actively strive to reduce our negative impact and contribute to more sustainable development throughout our value chain.

KGK’s sustainability strategy is based on our dual materiality analysis, as well as the needs and expectations of our stakeholders. As a result, the strategy has three focus areas: Circular economy, Protecting lives and Sustainable transport.

Our Way of Working

Our internal code of conduct, called "Our Way of Working," forms part of KGK’s sustainability strategy. The aim is to clarify our approach as an employer and as employees in matters relating to customers, other employees, suppliers, business partners and society at large. The code of conduct helps us to make the right decisions on matters such as leadership, teamwork, the environment, hospitality and safety. It also serves as a guide to the laws and regulations that we must follow.

Our business model

KGK is a partner, general agent and distributor of automotive products from a range of world-leading manufacturers and suppliers. We offer over 500 brands and sell everything from small replacement parts and accessories to large car lifts.

Dräger, Hella, Webasto, ZF, Calix, VDO, Liqui Moly and Stabilus are just some of our partners. What they all have in common is that they provide original quality and often supply vehicle manufacturers as well. We handle local marketing and after-sales service for some of our partners. Examples of our own brands include Kamasa Tools, Carsmart and the Autoexperten auto repair chain.

Our market

This is how we describe KGK’s main business areas:

Autoexperten

Autoexperten is our chain of auto repair workshops, with 380 affiliated workshops. This is an important channel to the independent aftermarket and for the brands we distribute. The Autoexperten auto repair workshops are owned and operated independently by local entrepreneurs, ensuring that customers experience a service centre that combines the dedication and expertise of KGK’s specialists with our full product range.

E-commerce

E-commerce at KGK | Autoexperten simplifies and streamlines business processes between ourselves and our customers. Through e-commerce, we are becoming even more accessible and further improving our customer service, regardless of which area of our product or service offering our customers want to utilise.

Independent aftermarket (IAM)

The independent repair workshops, including our own auto repair chain, Autoexperten, consists of the shops that complement the brand workshops. KGK offers these workshops a wide range of spare parts and heavy duty workshop equipment. Through Autokatalogen.se, our repair workshop customers can quickly and easily provide their customers — primarily private vehicle owners — with the right products.

Cars and light commercial vehicles

Thanks to KGK’s combination of experience and forward-looking vision, our customers have access to accessories for both their current and future vehicle fleets. We offer everything from breath alcohol ignition interlocks, vehicle heaters, charging stations, bike racks and in-car entertainment systems, to lighting solutions from some of the world’s leading manufacturers. In addition, we also offer a wide range of certified workshop equipment for authorised dealerships.

Trucks and buses

We operate in the market for heavy road vehicles and work broadly across KGK’s product range, as all types of commercial vehicles are used to varying degrees not only by importers, coachbuilders and retailers — but above all by the hauliers, bus repair workshops and bus companies that are our customers.

At Autokatalogen.se, they will find a wide range of high-quality replacement parts and accessories. If necessary, we can help tailor solutions specifically for each customer.

Construction, machinery and forklifts

We create solutions for manufacturers and dealers of heavy machinery. At Autokatalogen.se, we offer lighting products, vehicle heating systems, reversing cameras and installation supplies, among other things. In addition, our support team is always up-to-date and able to answer questions regarding installation and assist customers in choosing the right product.

Marine

We supply consumables, accessories and spare parts to wholesalers, boat builders, shipping companies, designers, marinas and service yards. Using the search engine on Autokatalogen.se makes it easy to find the right replacement part for customers boat engine.

Motorhomes, caravans and trailers

For dealers of motorhomes, caravans and trailers, among other things, KGK offers a wide range of accessories and replacement parts linked to registration numbers in Autokatalogen.se. We deliver quickly and efficiently throughout the country.

Vehicle fleets

We offer customised services to fleet owners, commercial drivers and company car drivers. With solutions for fleet management and a comprehensive range of services for managing electric vehicle charging, we help businesses, public sector organisations and housing associations transition to a fossil-free vehicle fleet.



Learn more about our sustainability efforts — three focus areas.

Subsidiary



“ At Autoexperten Detaljist, we work hard every day to make our business more sustainable. Through investments in charging infrastructure, energy efficiency measures and the gradual electrification of our vehicle fleet, we are taking concrete steps to reduce our carbon footprint.

Linda Gabrielsson, CEO, Autoexperten Detaljist i Sverige AB



Autoexperten Detaljist i Sverige AB

Autoexperten Detaljist i Sverige AB was founded in 1996 in Sollentuna and is a wholly owned subsidiary of KG Knutsson AB. Autoexperten Detaljist operates 34 Autoexperten stores which offer a wide range of products, including automotive parts and accessories, car care products, tools, trailers, garage equipment, heavy duty parts and marine products.

We are constantly striving to streamline our work processes. Our goal is to centralise administration, systems and services in order to become more cost- and time-efficient.

Business model

Autoexperten Detaljist primarily supplies auto repair workshops, but also supplies industrial companies, hauliers, private customers and property companies. Our customers primarily order their products through Autokatalogen or by phone, with most orders being delivered by our delivery vehicles.

Sustainability initiatives

Växjö

At our facility in Växjö, we have begun preparations for the future electrification of our operations. Over the past year, a number of charging stations have been installed close to the store in order to provide charging access for both mobile staff and local employees. This initiative paves the way for a gradual transition to

fossil-free goods distribution. We have also installed 42 energy-efficient industrial light fittings based on LED technology in the building. This measure is helping to reduce energy consumption, improve the work environment, and lower the carbon footprint.

Kalmar

In Kalmar, we have invested in charging infrastructure in and around the store as part of our overall electrification strategy. A hybrid van equipped with a battery was also introduced into service during the year. The vehicle enables fully electric deliveries in the local area, reducing both emissions and fuel consumption.

Stockholm South

At the Stockholm South facility, two new electric cars have been put into service, replacing the previous vehicles which were powered by fossil fuel. The investment is helping to reduce carbon dioxide emissions, lower fuel costs and promote more sustainable transport operations.

Stockholm North

In Stockholm North, twelve new charging stations have been installed, spread across six charging posts near the store. Another electric vehicle has also been taken into service and is operating on the northern loop as part of the ongoing electrification of the vehicle fleet.

“By digitalising and automating vehicle management, we are not only creating more efficient processes for our customers, but also contributing to a more sustainable and resource-efficient operation throughout the value chain.

Muath El Noaimi, CEO, Carsmart AB

“We are continually working to reduce our environmental impact and identify new areas for improvement in the future.

Peter Segerdahl, CEO, KG Knutsson Verkstad AB



Carsmart AB

Carsmart is a SaaS (Software as a Service) company that simplifies fleet management for fleet owners by offering traditional fleet management services through a modern web-based tool. With Carsmart, fleet owners gain effective cost control, changes take effect immediately, time is saved, and the solution is supplier-independent.

Because Carsmart handles the administrative tasks, customers are able to focus on their core business instead. In addition, Carsmart offers support and expertise concerning vehicle-related matters, including vehicle policies, vehicle cost estimates, and Total Cost of Ownership (TCO) calculations.

Ever since it was founded, the company has chosen to develop, manage and own all of its systems and platforms. This has enabled Carsmart to rapidly tailor new solutions and applications for its customers.

Business model

Our primary business model is to charge a monthly fee per vehicle. Carsmart also offers customised development services for our customers. We understand that customers sometimes have unique needs or requests when it comes to customisations, and we meet these through our technical solutions.

Sustainability initiatives

At Carsmart, we are continually working to develop innovative solutions that streamline both our customers' workflows and our own internal processes. A clear example of this is our goal-oriented work to reduce the number of paper invoices through a close dialogue with suppliers and the transition to PDF invoices or EDI. By 2025, over 10,000 invoices had been digitised, and more than 85% of the total invoice volume is now processed digitally.



KG Knutsson Verkstad AB

Business model

KG Knutsson Verkstad AB operates auto repair workshops under the Autoexperthen concept in partnership with local contractors.

Sustainability initiatives

We are continuously monitoring energy consumption across our operations, and as part of this work, we replaced the heating systems in our workshops during the year.

A project has been launched to install more charging stations in our workshops in order to meet demand, both internally and from our customers.

The initiative to switch to LED lighting continued during the year as well, with the aim of reducing energy consumption. This is an ongoing project that will continue in the workshops where it has had a significant impact. At the same time, an ongoing review of recycling at the workshops is also underway.



“ By 2025, our goal is to scale up what we have built and make sustainability an integral part of every transaction. By combining cutting-edge technical expertise with strong partnerships, we are driving real change, both among our own operations and in the industries in which we operate.

Ole-Martin Lundefaret, Director of Sales and Marketing, KGK Norway

KGK Norge AS

KGK Norge AS has undergone significant development since KG Knutsson AB acquired the then company ZF Norge back in 2001. Since then, we have steadily strengthened our position as a leading provider of advanced technical solutions in the Norwegian market. With our roots in the maritime industry, our commitment has evolved to encompass forward-looking solutions in electrification, energy infrastructure and high-voltage applications. We are working purposefully to expand our offering and meet the needs of tomorrow. Every day, we also work to strengthen Autoexperten as a chain. Thanks to the excellent workshops we have within the chain, this is a truly inspiring and enriching journey that we are privileged to be part of and contribute to.

Sustainability initiatives

During 2025, KGK Norge AS continued to accelerate its transition towards a more sustainable and technology-driven operation, with a strong focus on innovation, electrification and value-adding partnerships.

Investments in skills, community engagement and circular business models remain central to our strategy.

We are continuing to develop our work relating to the UNG300 programme in collaboration with Puls Samfunn and are stepping up our efforts to create inclusive pathways into working life. This initiative represents an important part of our contribution to societal sustainability and the supply of skilled workers in the industry.

As part of our focus on the circular economy, we have further developed the Real Life Problems courses. These training programmes enhance expertise relating to the repair of electric vehicles and help to extend the service life of components and reduce resource consumption.

Our partnership with EV Hub has continued to grow over the past year. By consolidating the sales and distribution of EV Hub components through KGK Norge, we have created a more efficient go-to-market model and opened the door to new strategic partnerships. A number of pilot projects have moved a step closer to commercialisation in collaboration with leading players in sectors such as insurance and mobility.

In the maritime sector, we are building on our past successes and continuing to develop hybrid and battery solutions. The experience gained from the project with Skarsvaag Boats and the research vessel for NTNU Møre Ocean Lab has laid the groundwork for new initiatives focused on scalability, energy efficiency and reduced emissions.

By combining innovation, business development and corporate social responsibility, we are continuing to create long-term value for our customers, our partners and society at large.



“ We are continuing our efforts to comply with upcoming EU regulations, such as CSRD. We have also strengthened our internal Compliance and Sustainability resources by recruiting a new C&S specialist, who is completely dedicated to taking to the next level in the company's sustainability efforts.

Bengt Wahlberg, CEO, OY KAHA AB

Oy KAHA AB

Oy KAHA Ab was founded in Finland in 1934 by K.H. Renlund and became a subsidiary of KG Knutsson AB in 1992. Our business is built on long-term partnerships with our local wholesalers, automotive importers and dealers, as well as marine and industrial companies in Finland.

Business model

KAHA is an importer and distributor of spare parts, accessories and industrial components for the entire Finnish automotive and vehicle sector. An extensive warehouse with a wide range of products in Vantaa, near Helsinki, enables fast deliveries throughout Finland.

KAHA's B2B trading platform, Autoluettelo.fi, is the Finnish-language version of KGK's Autokatalogen.se. Thanks to KGK's shared platform and ERP system, customers have access to the entire KGK Group product range.

KAHA is certified to ISO 9001:2015 and holds a 5S lean management certificate; it is also a member of various Finnish recycling and sustainability associations, including Elker, Rinki, Kemidigi and Battery Recycling. In 2026, Kaha will undergo a certification audit with the aim of obtaining ISO 14001 certification.

Sustainability initiatives

During 2025, we continued to reduce the use of consumables in our logistics operations. Our warehouse management system uses carton optimisation, which has helped to reduce the use of packaging materials, for example. We are also placing greater emphasis on the use of recycled packaging materials.

We continue to monitor our use of electricity and heating in order to identify a solution that will enable a transition to more non-fossil fuel sources. Company-owned vehicles are in the process of transitioning to more electric vehicles.

“People and business partners are at the heart of our efforts relating to sustainability. By taking responsibility, working with commitment and collaborating with respect, we build long-term relationships and achieve the best results.”

Normunds Prunte, CEO, KG Knutsson SIA

KGK LATVIA

KG Knutsson SIA (Latvia)

KG Knutsson SIA was established in Latvia in 1998 as part of the KGK Group and is active in the distribution of automotive spare parts, accessories and technical solutions for the transport sector.

Following the strategic decision in 2021 to expand in the spare parts segment, the company has continued to strengthen its position in the Latvian aftermarket. Total revenue in 2025 fell by approximately 9 percent compared with 2024, primarily due to a sluggish market, a mild winter and strong sales of certain products in 2024. However, developments in the business areas are showing a positive trend.

Through the B2B platform www.autokatalogs.lv, customers gain access to a wide range of products, which improves availability and the ability to meet market demand.

Business model

KGK Latvia offers a wide range of automotive spare parts and accessories to B2B customers through a proactive approach to sales, both via the e-commerce platform www.autokatalogs.lv and through direct customer engagement.

The company represents internationally renowned brands such as ZF, Bosch, Aumovio, Thule, Clarios (Varta), Webasto, Brembo, and Liqui Moly, and supplies products to car dealers, repair shops and vehicle fleets.

In addition to traditional automotive solutions, the company is also exploring new product areas, such as automatic fire suppression systems for the transport sector, solutions for the agricultural and construction industries, and industrial lighting solutions.

Sustainability initiatives

Sustainability and the responsible use of resources remain priority areas for KGK Latvia. The company continually monitors energy consumption, emissions and waste volumes to improve efficiency and reduce its environmental impact.

In 2025, KGK Latvia made a strategic decision to relocate its warehousing operation to new, more energy-efficient logistics facilities, with the move scheduled to take place in early 2026. The new facility enables more efficient use of warehouse space, more streamlined logistics processes, and lower operating costs, all of which have been factored into the company's budget planning process.

Adjacent to the warehouse, a new AUTOEKSPERTS service centre will be established to support growth and meet customer needs.

Key performance indicators for 2025

Electricity consumption decreased by approximately 6 percent compared with 2024. Hazardous waste decreased by approximately 1 percent, and non-hazardous waste by approximately 5 percent. At the same time, recycling volumes increased by about 12 percent.

Direct CO₂ emissions from the company's vehicles increased by approximately 20 percent, primarily due to increased logistics activity. At the same time, emissions linked to sold refrigerants decreased by approximately 45 percent, reflecting changes in demand.

The company continues to promote the reuse of packaging materials such as pallets and cardboard boxes, which contributes to a more circular use of resources and reduces waste.

KGK ESTONIA

AS KG Knutsson (Estonia)

KG Knutsson AS was founded in 1994 in Estonia as a subsidiary of KG Knutsson AB. By offering high-quality products, fast delivery and customer-friendly service, we have become one of Estonia's leading importers of automotive parts and accessories for both business customers and private consumers.

Business model

KGK Estonia focuses on providing a wide range of automotive parts, accessories and workshop equipment to business customers and consumers. The main warehouse in Tallinn and nine Autoekspert stores across the country ensure excellent customer service and fast delivery times. The stores in Tallinn and Rapla also include service centres that offer maintenance and installation services for cars and commercial vehicles.

Sales also take place through our e-commerce platform, Autokatalog.ee, where our customers are primarily car dealers, fleet owners and independent repair workshops. Technical support and manufacturer-certified training courses are also part of the service that we offer our customers.

“Consistency is the bridge between small initiatives and long-term success.”

Pekka Parkkonen, CEO, AS KG Knutsson

Sustainability initiatives

We are continuing to gradually improve our operational efficiency and sustainability. Increasing the rate of reuse in logistics and recycling in waste management, updating our vehicle fleet with more modern and efficient vehicles, and improving our ability to monitor key sustainability metrics are just a few examples of our initiatives during the year. Our largest investment was a new battery-based energy storage system at our main warehouse in Tallinn. Using intelligent management, the system shifts power consumption between the grid and the battery. This reduces costs by approximately 25%, while also reducing the load on the electricity grid and the need for fossil fuel-based power generation. The solution also ensures uninterrupted operation for several hours in the event of a power outage.

KGK LITHUANIA

UAB KG Knutsson (Lithuania)

UAB KG Knutsson was founded more than twenty years ago. In 2008, the company was certified for the first time under both the ISO 9001 quality management standard and the ISO 14001 environmental management standard. Ten years later, we also implemented the ISO 45001 occupational health and safety standard. In the same spirit, we are now striving to become a more sustainable company.

Business model

The company offers a wide range of automotive products, as well as installation services, training and technical information to our partners. Our customers include car and truck dealers, independent repair shops, retail chains, vehicle fleets and private consumers. Our team also strives to meet the needs of our partners in the automotive sector by providing both services and custom projects.

“Our focus is on combining high-quality products and services with a long-term commitment to the environment and workplace safety.”

Vytis Martinaitis, CEO, UAB KG Knutsson

UAB KG Knutsson offers a wide range of spare parts and automotive products at its Autoexpert stores in Vilnius and Kaunas. We offer installation of our products as well as service at our workshops. All products are available through our e-commerce platform, Autokatalogas.eu.

Sustainability initiatives

The main objectives of our sustainability efforts are to ensure a high level of environmental protection, to use renewable energy, and to ensure the safety of our employees.

“The transition to electric mobility requires a new approach in the automotive aftermarket. Instead of replacing complex components, we need to build up the know-how, technology and partnerships that make repair and reuse possible. At EV Hub, we focus on creating circular solutions for high-voltage systems and building the expertise that is needed for the electric vehicles of the future in the Nordic market.

Nassir Farooq, CEO, EV Hub

EV Hub

EV Hub is working to establish circular value chains for high-voltage components for electric and hybrid vehicles. The company is based in Norway and majority-owned by KG Knutsson AB.

Through repair, remanufacturing and technological development, EV Hub helps to extend the service life of advanced electrical components in vehicles. By enabling the repair and reuse of components that are often replaced as complete units, the business is helping to reduce resource consumption, lower costs and minimise environmental impact in the automotive industry.

Business model

EV Hub conducts research and development to identify and document repair methods for high-voltage components in electric and hybrid vehicles. This includes battery systems, electric drivetrains, PTC heaters, on-board chargers and other key components in electric powertrains.

This technical expertise is shared through in-house training programmes, diagnostic tools and software that enable workshops to analyse and repair high-voltage components safely and efficiently. Workshops can be certified by EV Hub, which gives them access to technical documentation, spare parts and support.

EV Hub also develops specialised tools and software to analyse the condition and status of high-voltage components, enabling the early identification of potential faults. This makes it possible to address issues before they escalate into major problems, thereby reducing both costs and resource usage.

Refurbished high-voltage components are distributed through established aftermarket networks in the Nordic region, including through the KGK Group.

Sustainability initiatives

EV Hub contributes to a more circular automotive industry by focusing on the repair, reuse and refurbishment of high-voltage components in electric and hybrid vehicles.

By working closely with repair shops, insurance companies and industry partners, the company is striving to increase the proportion of components that can be repaired rather than replaced. This reduces material consumption, waste and climate impact in the electric vehicle aftermarket.

EV Hub also develops technical solutions and testing methods to analyse the condition of electric drivetrains and battery components. By identifying defects at an early stage, more components can be repaired and reused.

Through training, certification and technical solutions, EV Hub is helping to build expertise within the automotive repair industry and support the transition to more sustainable and circular mobility.



“Our journey with the service workshop has got off to a great start. We are now further developing our offering to make it easier to repair items and use resources more efficiently.

Mattias Hedlund, CEO, Laitis Handels AB

Laitis Handels AB

Laitis Handels AB was founded in Luleå in 1962 by Erik Laiti and has been operating as a subsidiary of KG Knutsson AB since 1 May 2020. Laitis is optimistic about the future and expanding its concept in the north; it now has nine stores, with the latest addition being the Örnsköldsvik site, which opened its doors on 31 May 2023.

Business model

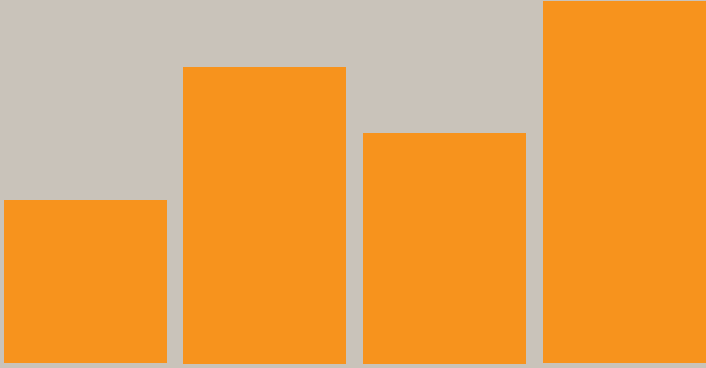
The Laitis wholesale chain offers a wide range of auto parts, tools, machinery and industrial supplies. The product range also includes a more limited range of products in the outdoor, home and garden categories. The retail chain's main customers are industrial clients, auto repair workshops and private individuals. Sales take place either in physical stores or through Laitis's B2B e-commerce platform.

Laitis Handels AB operates five stores, with the remaining four companies being run as subsidiaries under the strategic leadership of CEO Mattias Hedlund. The ISO 9001 and 14001 certifications have long been, and remain, a key part of Laitis' sustainability efforts, which are focused on continuous improvement within health, safety and the environment.

Sustainability initiatives

Laitis' service workshop, which launched in 2024, and the services it offers have received very positive feedback from customers. Demand for the servicing and repair of machinery and tools remains strong. As of 31 December, Laitis had logged just over 1,200 service cases, driven by a broad customer base in heavy industry, brand-authorised repair workshops and the construction industry.

The workshop has repaired a large number of handheld battery-powered and pneumatic tools and serviced equipment such as generators, diesel heaters, hot-water washers and welder hose assemblies.



Targets and outcomes

This year's report presents selected targets and outcomes for KG Knutsson AB, Autoexpertern Detaljist i Sverige AB and Laitis AB.



Targets and outcomes

KG Knutsson AB

Selected key performance indicators

- Inventory turnover rate
- Service level
- Customer satisfaction
- Employee satisfaction
- Vehicles and transport
- Improvements implemented

KG Knutsson AB is committed to conducting business in a manner that is sustainable over the long term. To ensure that we achieve this, we have identified six key performance indicators for 2025.

We want to be seen as knowledgeable, reliable and transparent, and this must be reflected throughout our organisation.

Inventory turnover rate

A higher inventory turnover rate means efficient inventory management, a shorter time during which goods are tied up in inventory, having the right items on shelves, and striving to reduce waste, which in turn means that products are used rather than discarded.

Increasing the inventory turnover rate also means that capital is tied up for a shorter period of time and can be reused more quickly than when the inventory turnover rate is lower. By reducing the amount of capital tied up in the business, while at the same time maintaining revenue, the company can earn more money. It is also possible to save money, as a higher inventory turnover rate, for example, reduces the need for warehouse space and lowers the insured value of inventory.

In 2025, we sold the central warehouse's inventory 3.4 times over, which exceeded the target for central inventory management for the year.

Examples of activities during the year

During the year, inventory audits were conducted with a focus on reducing obsolete inventory, through targeted clearance sales combined with returns to suppliers where possible. Scrapping has been used sparingly and only when no alternative provisions were possible. This has enabled us to reduce the capital tied up in inventory and increase the inventory turnover rate despite higher sales.

Service level

An important goal for improving customer satisfaction is a high and consistent level of service. The products we market must be available to our customers. The target was an average service level of at least 95.5% in 2025, and we achieved an average of 96.7%. The key performance indicator is measured according to OTIF ("On Time In Full") at row level.

We have not conducted any specific activities relating to service level. Instead, we have relied on our work methodology, which involves regular measurements, follow-up through status meetings, and corrective measures in the event of any non-conformities.



Targets and outcomes

KG Knutsson AB

Customer satisfaction

Our customers consider us to be reliable, view us as knowledgeable, and look forward to a long-term partnership with us. Many customers view us as a partner and therefore want to grow their business and procurement activities with and through KGK.

In 2025, we conducted quarterly surveys of our customers to determine the extent to which they act as brand ambassadors and their willingness to recommend KGK as a supplier and partner. We have consistently received excellent ratings with high NPS scores, the most recent of which, for the fourth quarter of 2025, was 44.

Examples of activities during the year

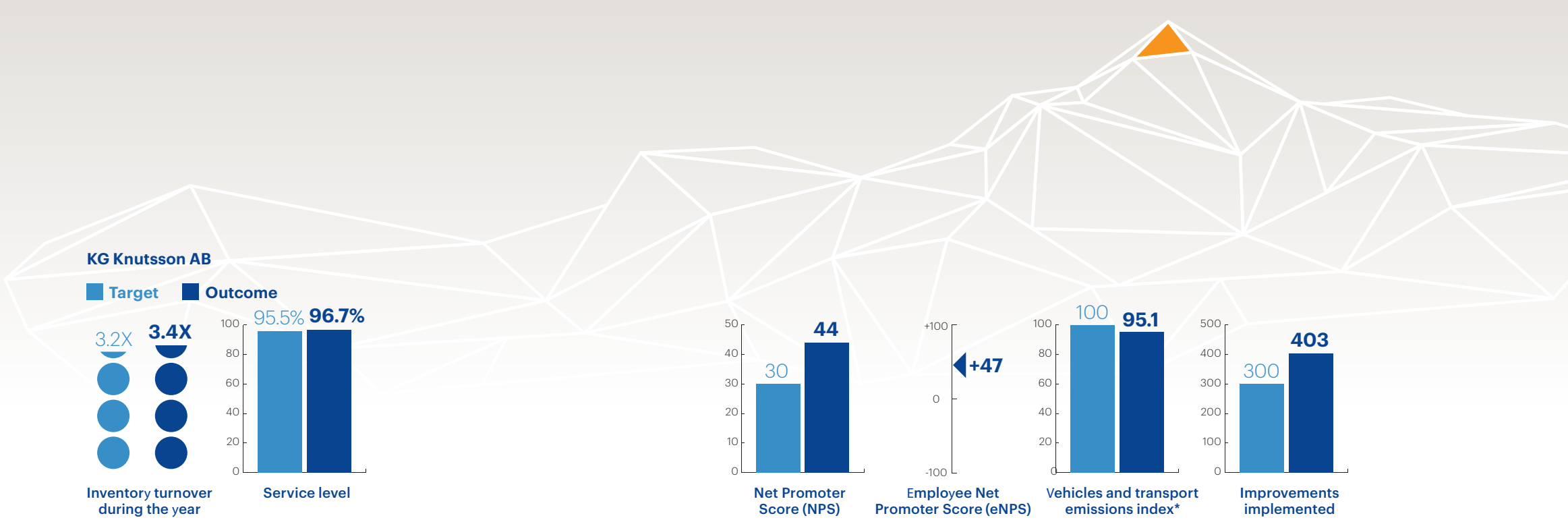
In 2025, we continued to implement our new CRM system and, at a more detailed level, develop our approach to become more professional and efficient in our customer relationship management.

Examples of areas that have been developed and improved include a more digitalised and streamlined quote management process and a smarter contract management process. Through these initiatives, we have laid the groundwork for better monitoring, faster feedback and greater transparency for both KGK and our customers. This work has contributed to better management of customer relationship management, leading to a more sustainable, long-term and rewarding partnership for both KGK and its customers.

Employee satisfaction

Every year, we conduct an employee survey among all staff members with the aim of working together to create an even better work environment — one where we feel happy, healthy and engaged. In 2025, 90% of respondents completed the survey, which is a high response rate; the average response rate is typically between 70% and 85%.

In this survey, we measure the Employer Net Promoter Score (eNPS), which is a measure of loyalty. The question asked here was “How likely are you to recommend KGK as an employer to others?” The results can range from -100 to +100, with any value above 0 being positive. We scored +47 in 2025, which is an excellent result compared to the benchmark of –5, which serves as a benchmark for all those who normally respond to employee surveys of this type.



Examples of activities during the year

2025 was a year full of commitment and a sense of community. Together, HR, the marketing department and the activities group have made this a year full of growth and proud moments. It is clear that we are making great strides forward in strengthening both our corporate culture and our appeal as an employer. Together, we make KGK a workplace where people want to be, grow and stay.

One of the highlights of the year was when our employees spent an entire day — KGK Day — focusing on both the customer journey and ourselves. The aim of KGK Day was to bring the entire organisation and our partners together around a shared goal. We can see a clear understanding of our customer journey and the importance of our role as a supplier, while our employees have built a broader network of contacts across different departments.

Throughout the year, our activity group also continued to focus on employee wellbeing, which involves fostering a positive atmosphere among our colleagues, both during and after working hours. In addition to Friday breakfasts, after-work gatherings and our annual KGK Motor Meet, we held a health and wellness bingo challenge during the year.

We also offered every employee the chance to have a health checkup as a preventive measure and to promote long-term health.

Vehicles and transport

In 2025, we began measuring our emissions from goods transport (inbound/outbound) and company vehicles, as well as other business travel by other modes of transport, relative to our revenue. We started from a baseline so that we could then measure against an index. Total emissions decreased relative to revenue during 2025, from 100 to 95.1. Although our goods transport has increased overall, it has decreased in relation to revenue because our sales have grown at an even faster rate. Emissions from our company vehicles and other travel fell during 2025

Indirectly, we benefit from the carriers’ own environmental efforts. By choosing carriers that are actively working to reduce emissions, we are also reducing our own environmental impact. Another indirect effect is an increased load factor, as our sales have grown without a corresponding increase in transport capacity, and we are shipping more kilograms per outbound truck.

Examples of activities during the year

To reduce our environmental impact while at the same time lowering our overall operating costs, we have updated our vehicle policy with effect from 1 July 2025, making electric vehicles our first choice when ordering new company cars. In 2025, orders for electric cars and plug-in hybrids accounted for 85% of the total number of new company cars.

Improvements implemented

In 2025, we collectively set a goal of implementing 300 improvements over the course of the year, which seemed like quite a challenge at the time. Thanks to our dedicated employees, we had already reached our target by October and ended up with 403 improvements — well above our target. The year was marked by numerous initiatives and developments across all departments. Continuous improvement and sustainability go hand-in-hand, and at KGK we integrate these two areas (partly through training concerning continuous improvement), as the goal is to minimise waste and maximise value. Around 30 of the improvements are directly linked to sustainability.

The next step is to double the number of improvements implemented in 2026 and monitor the impact of their implementation.

Examples of activities during the year

Our primary goal this year was to establish and implement the PDCA (Plan–Do–Check–Act) approach, so that we can all work in a unified and structured manner. This will help us to become more efficient and reduce stress levels.

* The emissions index is based on carbon dioxide emissions per Swedish krona of revenue from inbound and outbound goods transport, business travel and company cars.



Targets and outcomes

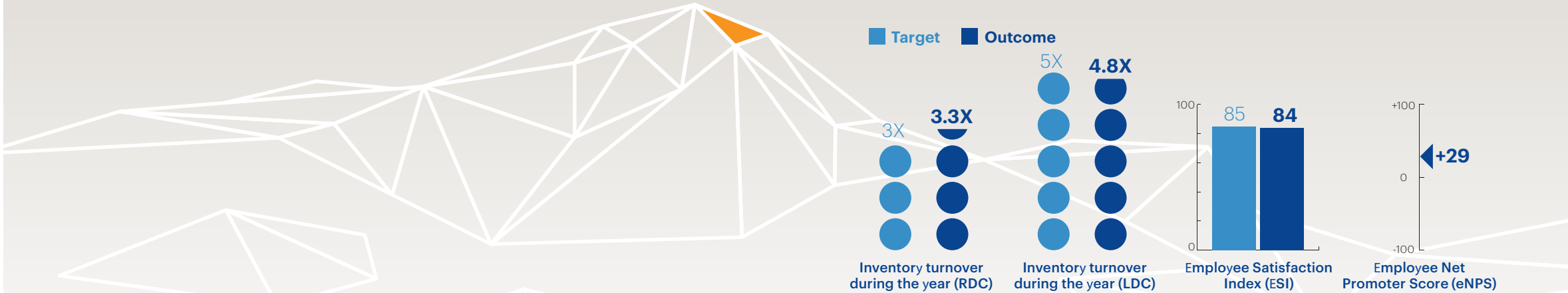
Autoexperten
Detaljist i
Sverige AB

Selected key performance indicators

- Inventory turnover
- Vehicles and transport
- Employee satisfaction
- Employee wellbeing

Autoexperten Detaljist i Sverige AB*, a wholly owned subsidiary of KG Knutsson AB, is committed to continuous improvement and streamlining processes. The following table presents four selected key performance indicators measured during 2025.

* Includes wholly owned and majority-owned stores.



Inventory turnover

We are constantly striving to ensure efficient and sustainable inventory management that benefits both our customers and our resource use. A key part of this is optimising and monitoring inventory turnover to ensure that the right products are in the right place at the right time. This helps ensure high availability for our customers, while at the same time minimising tied-up capital and reducing unnecessary inventory.

By establishing a number of regional distribution centres (RDCs), we have reduced the distances between our warehouses and our customers, enabling faster deliveries and more efficient transport flows. We have also expanded the product range at our local distribution centres (LDCs) to better meet demand and provide our customers with a more flexible and tailored solution.

Our goal is to maintain market-aligned inventory levels at every store. Despite an increase in the value of inventory, we achieved an inventory turnover rate of 3.3 times for our RDCs (target: 3.0) and 4.8 times for our LDCs (target: 5.0) during the year. The results reflect our focus on optimised inventory and improved processes, which enhance both sustainability and customer value. However, the results also indicate that for the LDCs — for which we did not quite meet our target — there is room for improvement in terms of optimising our product range and forecasts.

Vehicles and transport

We continue to drive the electrification of our vehicle fleet as a key part of our efforts to reduce the company’s carbon emissions. Over the course of the year, the proportion of electric vehicles has increased further, clearly reflecting our long-term commitment. Our goal remains unchanged: by no later than the end of 2026, every store will have access to at least one electric vehicle.

An additional five electric vehicles were introduced into service during 2025, bringing the total number to 21 by the end of the year, spread across 14 stores (corresponding to just over 40% of the stores). This represents an important step in our transition towards a more sustainable and climate-responsible business.

Employee satisfaction

Regular surveys provide us with valuable insights that help us improve our work environment and reduce employee turnover. Our goal is to achieve an employee satisfaction index (ESI) of 85 on a scale of 0 to 100 over time. In 2025, we achieved an ESI score of 84, showing that we are close to achieving our goal and that the majority of employees are generally satisfied with Autoexperten Detaljist as an employer. The statement that employees were asked to consider was: “I am generally satisfied with Autoexperten Detaljist as an employer.”

In the employee survey, we also measure the eNPS (Employee Net Promoter Score), which is an indicator of loyalty. We asked: “How likely are you to recommend AXD as an employer to a friend or acquaintance?” The results can range from -100 to +100, with any value above 0 being positive. This year’s result was +29 (+32), which is slightly down on last year, but still a very good result that indicates a high level of loyalty and commitment among our employees. We did not have a specific NPS target for 2025 because our business plan follows the ESI, but this result gives us a good starting point moving forward.

Employee wellbeing

For Autoexperten Detaljist, as for many other companies, one of our biggest challenges is to clearly set ourselves apart as an employer in order to both attract new employees and retain the talent we already have.

We strive to be an inclusive workplace where all employees are equally important and where Autoexperten Detaljist is a workplace for everyone.

We need to ensure that every employee has the right conditions in which to carry out their work in an efficient and sustainable manner. At the same time, we aim to promote a work environment that supports a long-term, sustainable work-life balance.

Initiatives to make the workplace attractive:

- All site managers must undergo leadership training.
- STF site managers are offered a specially tailored leadership training programme.
- The site manager is responsible for conducting monthly staff meetings and annual performance reviews.
- We will actively work to create an engaging work environment where employees are eager to contribute to the development of our organisation.
- In order to make informed decisions and implement the right measures, it is vital that every single employee takes part in the employee survey.



Targets and outcomes

Laitis Handels AB

Selected key performance indicators

- Inventory turnover
- Customer satisfaction
- Vehicles and transport
- Employee satisfaction
- Employee wellbeing

Laitis*, together with our three core values of *knowledge*, *service* and *quality*, aims to create sustainable business. To achieve this vision, we are actively working towards a number of KPIs with the aim of steering our business in the right direction in the long term. Below is a selection of the organisation’s efficiency-related KPIs, an overview of our work, and an explanation of why these KPIs are important to our efforts in the direction of sustainable development.

* Laitis Handels AB, including its subsidiaries.

Inventory turnover

Throughout the year, we continued our efforts to reduce obsolescence and optimise inventory levels in order to further reduce our environmental impact. We have further improved our inventory management through careful analysis, optimised procurement volumes and ongoing reviews of order points.

In 2024, our rate was around 18%. It now stands at 3.5%, and our long-term goal remains a maximum of 10% obsolete inventory.

Examples of activities during the year:

We have clarified our requirements for suppliers, particularly regarding returns of unsold promotional items, which has helped to reduce waste and improve resource utilisation.

To ensure more systematic and digitalised inventory management, we have appointed a dedicated inventory controller. This role focuses on monitoring slow-moving inventory, analysis and continuous improvement initiatives. This strengthens our long-term sustainability, both financially and environmentally.

Towards the end of 2025, a pilot project was also launched at one of our stores to conduct a broader and more comprehensive inventory audit. New procedures and working methods are also being introduced for ongoing work with order points and clearance sales for slow-moving items. This pilot project is expected to be completed in early 2026 and will then be rolled out across all of our stores.

Customer satisfaction

Our annual customer survey shows that 94% of our customers would recommend us, which is a powerful testament to the daily work carried out among our operations — a key objective for Laitis.

Looking ahead to 2026, we are exploring the possibility of conducting shorter, more localised customer surveys via phone or QR codes in stores for example, to gather concrete, practical suggestions for improvements.

Examples of activities during the year:

Last year’s investment in digital in-store customer survey panels showed that customers were generally very satisfied in 2025. The few discrepancies that were identified have been addressed locally, without any further action being required.

However, the follow-up shows that the panels did not provide any additional insights beyond the already high level of customer satisfaction. In light of this, we have decided to discontinue these panels and will instead explore more targeted and localised methods for customer engagement in 2026.

At the same time, we have continued to develop our CRM efforts, and our sales staff are seeing clear benefits in collaborating concerning shared customers and more effective follow-up.

Vehicles and transport

The transition to a more fossil-fuel-free fleet of company cars and delivery vehicles continues to yield positive results. The proportion of electric delivery vehicles is gradually increasing (24% in 2024, 42% in 2025), and the experiences of companies that have already made the switch have been very positive from both an environmental and an operational perspective.

With effect from 1 January 2025, we have implemented a policy requiring all company-owned diesel delivery vehicles to be fuelled with HVO, which has also led to a significant reduction in our fossil fuel-related carbon dioxide emissions during the year. In addition, three more fossil-fuel-powered delivery vans were replaced with electric alternatives during the year. The goal is to continue reducing carbon dioxide emissions from our vehicle fleet as older fossil-fuel-powered vehicles are replaced.

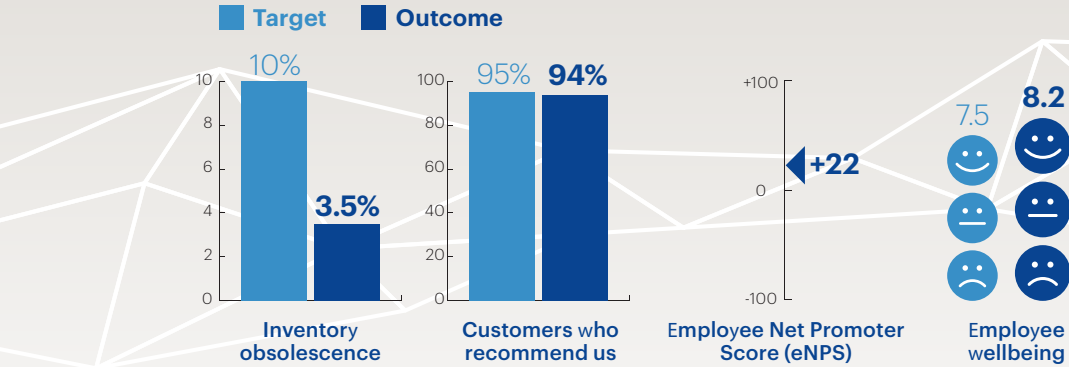
Examples of activities during the year:

Throughout the year, we actively worked to review our meeting structure in order to reduce travel through the greater use of carpooling and more digital meetings, which has contributed to both lower emissions and the more efficient use of resources.

In addition, our policy for purchases of company cars has been revised and will take effect on 1 January 2026. By offering more favourable terms and a wider range of options, we are further encouraging the choice of fossil-free alternatives.

Employee satisfaction

One of Laitis’s key goals is to have employees who are happy and healthy both at work and in their personal lives. This year’s employee survey yielded a score of 7.74 (compared to 7.94 last year) and an eNPS of 22 (compared to 23 last year). The results continue to show positive trends and provide us with valuable guidance as we continue our efforts to bring about improvements.



Examples of activities during the year:

Over the past year, we have prioritised the development of our internal communication channels through a brand-new intranet, Teams groups, and shared document libraries for each unit. The goal has been to create a more consistent, accessible and efficient information structure that facilitates day-to-day work.

We have reviewed our policies to better align them with our overall approach and our values.

Employee wellbeing

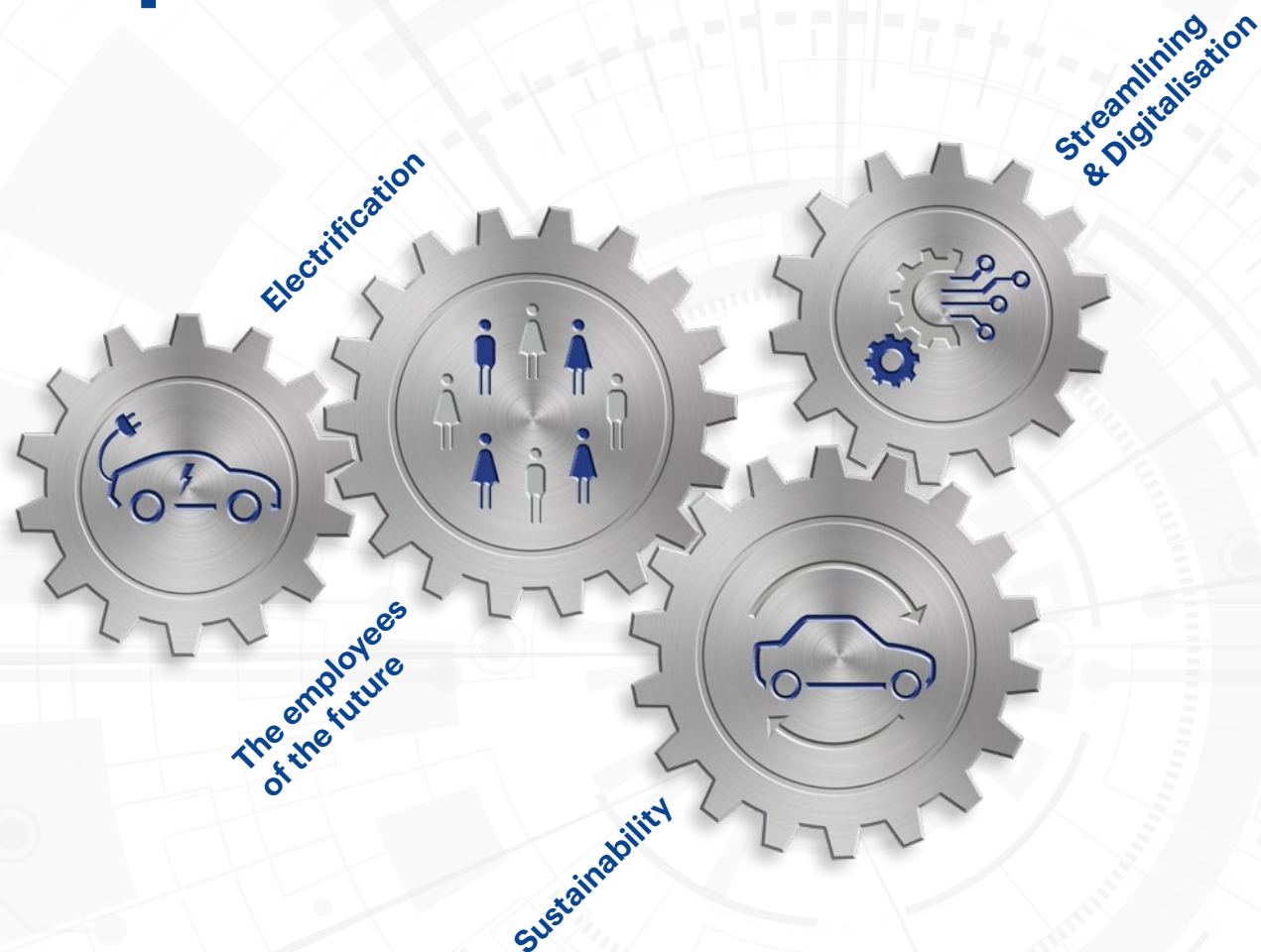
Employee wellbeing is a central part of our sustainability efforts. In our employee satisfaction survey (HowDo), the average score for 2025 was 8.2, compared to 8.1 the previous year, indicating that employee satisfaction remains high. However, the response rate declined slightly, from 71% to 69%, which is a priority area for improvement ahead of 2026.

Through hands-on leadership and an open dialogue, we are committed to creating a sustainable work environment where employees are given the opportunity to thrive and perform at their very best.

Over the past year, we have placed greater emphasis on sick leave and preventive measures. In cases of repeated short-term absences, discussions have been initiated and individual action plans developed in collaboration with the employees concerned. The measures have for example included temporary adjustments to working hours or duties.

We continue to work closely with the occupational health service, and have actively offered counselling when appropriate. In many cases, this has resulted in the provision of faster support than normal healthcare services are able to provide, which has had positive effects for both the individuals concerned and the organisation.

Our strategically important areas

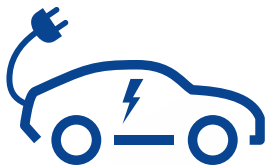


Our goal is to be a leading player in the automotive industry and to help seize the opportunities and meet the challenges presented by both the present and the future. The rapid shift towards electric transport is placing greater demands on our entire business operation and requires us to continuously develop our offering in line with market needs.

With a focus on sustainability, we are prioritising, implementing and evaluating a range of measures to reduce our environmental impact and work towards a future of fossil-free and climate-neutral transport.

We are actively working to boost our competitiveness in an ever-changing business environment. Through continuous improvements, streamlining and the development of our working methods, including through the use of digitalisation and automated processes, we are streamlining value streams and laying the groundwork for long-term sustainable growth.

Electrification



Sweden is undergoing a major transformation of its vehicle fleet as it transitions to electric drivetrains. This will impact our current business to varying degrees depending on the business area concerned. In 2025, over 60% of newly registered passenger cars were plug-in vehicles, of which 36.5% were all-electric cars (see table).

This transition will affect our customers and their needs as regards products and services. This is a strategically important long-term transformation that will require clear initiatives across all business areas and business units in the coming years.

We have decided to take a leading position in training, spare parts, accessories, components and charging systems for the electrified vehicle fleet. We already offer workshop training and a wide range of accessories, spare parts, components and charging systems. KGK also has a workshop staffed by trained and certified technicians who repair and refurbish ZF electric drive shafts.

In 2025, we:

- held specialised training courses for electric vehicles and plug-in hybrids
- expanded our range of refurbished high-voltage components
- installed charging stations for Postnord
- installed charging stations on apartment building and business car parks
- installed charging stations for detached houses and terraced houses

Table showing new car registrations in Sweden in 2025 compared to 2024

	2025	2024	25/24
Cars, total	272,998	269,582	1.3%
Proportion of plug-in cars	63.2%	58.4%	
Electric cars	99,723	94,333	5.7%
Proportion of new registrations	36.5%	35.0%	
Plug-in hybrids	72,787	63,113	15.3%
Proportion of new registrations	26.7%	23.4%	
Trucks, total	39,478	44,120	-10.5%
Light trucks, ≤ 3.5 tonnes	33,458	38,328	-12.7%
Proportion of electric vehicles	24.0%	22.1%	
Heavy trucks, ≥ 16 tonnes	5,026	5,231	-3.9%
Proportion of electric vehicles	7.5%	6.5%	
Buses, total	1,950	783	149.0%
Proportion of electric vehicles	46.1%	31.7%	

Source: Mobility Sweden



Sustainability efforts in 2025 – a cornerstone for long-term value creation

The KGK Holding* Group is undergoing a transformation within the area of sustainability, shifting from a decentralised structure to one where sustainability efforts are led and coordinated by KGK. During 2025, the focus was on preparing and developing a Group-wide sustainability governance framework, as no such framework had previously existed at Group level. In 2026, we will implement the governance system across the Group.

In 2025, we took important steps in our journey towards greater Group-wide collaboration in the area of sustainability. Through our Group-wide programme, the Sustainable journey (Hållbarhetsresan) programme (KGK Holding Group), we have, during 2025, collated and clarified how sustainability should be integrated into governance and processes. Previously, the Group did not have a unified sustainability governance system.

The year was marked by preparations and organisational restructuring, with a focus on creating the right conditions for long-term, business-oriented and transparent sustainability efforts at Group level.

We have developed Group-wide policies and governing documents in priority sustainability areas. These form the basis for a more systematic and consistent approach to sustainability and will gradually be implemented across the organisation during 2026.

We have also previously conducted a dual materiality analysis covering the entire Group. This gave us a deeper understanding of the sustainability issues that are most important — both in terms of our impact on people and the environment, and in terms of financial risks and business opportunities. These results have provided a basis for our priorities and the ongoing development of our sustainability efforts within the Group. See the table below for our priority sustainability issues.

During the year, we also strengthened our Group-wide sustainability organisation by clarifying roles, responsibilities and coordination between the Group and its subsidiaries. This is essential for ensuring a more consistent approach, creating the right conditions for long-term value for stakeholders, and enabling us to develop our improvement efforts based on goals, data and stakeholder expectations.

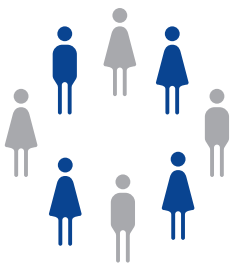
Overall, 2025 was a year during which we laid the groundwork for sustainability governance within the Group. In 2026, the focus will be on implementing governance and execution, introducing IT systems for sustainability reporting, conducting climate calculations, testing reporting in accordance with ESRS standards, and establishing goals.

Through this work, we are enhancing our ability to make well-informed decisions, mitigate risks and create long-term value for our customers, employees, owners and society at large.

Our priority sustainability topics for the Group

- Climate change
- Pollutants
- Water and marine resources
- Resource use and the circular economy
- Own workforce
- Workers in the value chain
- Consumers and end users
- Corporate social responsibility

* Includes the KG Knutsson Group, as well as KG Knutsson Serie AB, KGK Motor AB, Semel Oy, Ångfartyg Omgivningar AB, KGK Ramblas Espana SLU, Hydratronics AB and KGK Ansatie 2 Oy.



KGK for everyone

Attracting, engaging, developing and retaining employees is becoming increasingly challenging. Industry restructuring, electrification and digital innovations require rapid adaptation and, consequently, a shift in the skills that are needed.

KGK strives to be a company with a diverse workforce, where many different groups in society are represented, and where everyone feels welcome and included. It is a long-term initiative that requires commitment at every level within the organisation.

KGK also strives to promote diversity through our membership and representation within the industry. By creating an inclusive work environment — a KGK for everyone — the company can benefit from diverse perspectives and experiences, leading to greater innovation and success.

In 2025, we continued to train our entire management team to ensure an inclusive and structured recruitment process throughout the organisation. We have also further developed our partnership with the recruitment firm Women Ahead and were proud to receive their prestigious “Diversity Employer Gold” award in recognition of our work to promote diversity and inclusion in the workplace.

Our collaboration with Motorbranschcollege continued during the year, as did our partnership with Framtidsvalet, which supports the efforts being made to strengthen the link between schools and the business community. The task force working on our “Employee wellbeing” also carried out various activities to help raise awareness of diversity and inclusion.



Development and learning

As our industry undergoes rapid change, there is a growing need for us as a company to provide opportunities for every employee to develop, grow and take on new challenges. To achieve this, we need to establish clear structures that encourage and support development and learning, with a focus on both personal goals and the needs of the organisation. By strengthening our employees’ skills, we increase their engagement, job satisfaction and ability to take responsibility.

We build our business on a positive and inspiring work environment, where the dedication of our employees is a driving force behind our success. A high level of employee dedication not only fosters a positive work environment and motivation, but also directly contributes to our competitiveness and ability to innovate. The results of the 2025 employee survey show that we have strong ambassadorship within the organisation, with an eNPS score of +47, well above the benchmark of 0. To secure our position and future as a company in the industry, our goal is to continually improve this score by listening to, involving and creating opportunities for every employee to contribute and grow.

In 2025, we held a very successful KGK Day with the aim of giving employees an opportunity to discuss and help strengthen our culture and sense of community, and identify our strengths and areas for improvement.



Streamlining & Digitalisation



The changes taking place in our industry and our internal journey of transformation require us to quickly adapt, improve and streamline our processes and working methods. This will be essential if we are to remain an attractive supplier, partner and employer.

We are continuing our digital transformation journey and our efforts to bring about continuous improvement.

Here are a just few examples of what we focused on in 2025:

Continuous improvements and transformations

As early as 2024, we began implementing a new, structured approach that also addresses minor improvements. In 2025, we continued along this path, training improvement leaders across all functions and adopting the PDCA method to analyse and rapidly identify bottlenecks and ensure that the right conditions were in place.

We set a goal to collectively implement a total of 300 improvements over the course of the year, which seemed like a challenge at the time. Thanks to the dedication of our employees, we have implemented improvements well in excess of this goal, and the year was packed with initiatives and development.

Through this, we are laying the groundwork for refining and developing our operations on a daily basis, which will be key to long-term efficiency improvements and adapting to changing needs. This approach not only has an impact on economic and environmental aspects, but also reinforces the understanding that, together, we can influence and improve our work.

We implemented a number of transformations during the course of the year. By driving transformation, we create better processes and more efficient ways of working, lay the groundwork for long-term sustainability, and reduce reliance on specific individuals. When we free up time, we enable the organisation to work smarter and allocate our resources where they are most effective.

Data warehouse & Business Intelligence project

This project aims to create a robust and scalable data platform that enables more efficient, data-driven operations and provides better support for strategic decision-making based on higher-quality data and more advanced analytics.

The new data platform will enable us to analyse data from multiple sources simultaneously, giving us a more comprehensive and nuanced view of our operations.

The new solution will help to improve the quality of our reporting, streamline our processes, and provide faster access to actionable insights that will help us make smarter decisions. At the same time, we will facilitate innovation, better analyses and future investment in AI and machine learning.

The digital office

The digital office is enabling a modern, secure, efficient and collaborative work environment. By providing digital tools, working methods and support, we are paving the way for collaboration, accessibility and development.

The focus is on improving efficiency, information flow and the user experience within the organisation.



Governance and organisation

At KGK, we are always striving to get a little better. For our customers, suppliers, employees and the wider community. To ensure that we at KG Knutsson AB (KGK) achieve our goals, we follow a governance model based on management by objectives. This model promotes a stronger customer focus, increased efficiency, an open corporate culture, and strong commitment.

To increase customer satisfaction, streamline our work processes and reduce costs, we have implemented a management by objectives model that is designed to guide our resources, initiatives, activities and projects in a clear and structured manner towards creating greater value for our customers, suppliers and employees. The focus is on streamlining our workflows through improved cross-functional collaboration and establishing clear goals and guidelines to foster greater engagement. The goal is to foster dialogue and raise awareness of how each and every employee can, on an individual level, contribute and collaborate in their daily work towards our overarching goals.

Functions

We are organised into eight organisational functions that work together to deliver value to our stakeholders across all our processes.

Each function breaks down the company’s business plan into an underlying sales and marketing plan (for sales and marketing) or an operational plan (for other functions). The plan is developed in collaboration with employees within the function and outlines our priorities for the coming years so that, together, we can achieve the overall goals set out in the business plan.

Improvement initiatives and sustainability 2025

In 2025, we strengthened our ability to work systematically on improvements and took the next step in developing our working methods. By implementing transformations and adopting a more cohesive, process-oriented approach, we have been able to address major areas for improvement at an overarching level.

One of the most noticeable results of the transformation process is improved and more automated payment flows. By integrating automation into our transformations, we have created faster and more reliable processes, which both boost efficiency and reduce the manual workload of our employees.

Throughout the year, we also continued to strengthen our expertise in improvement initiatives. More employees have completed standardised training, and new improvement leaders have been trained in both Finland and elsewhere. This is helping to broaden engagement and strengthen the long-term culture of continuous improvement.

2025 was thus marked by a clear focus on structure, automation and process improvements — efforts that collectively enhance both the work environment and the quality of our operations.

Sustainability initiatives of the future

Our strategic sustainability initiatives are designed to create new business opportunities, strengthen our brand and reduce business risks. It also secures our future business, as customers — in both the private and public sectors — are placing increasingly specific demands on us.

KGK’s strategic sustainability initiatives are guided by the management team in accordance with Our sustainable strategy. Our day-to-day operations are integrated into the line organisation through our governance model.

KGK is certified according to ISO 9001 and 14001.

The Business Development & Sustainability function oversees both the overall development of KGK’s governance model and its sustainability initiatives. In 2025, the function was given expanded responsibilities to also lead and coordinate strategic sustainability initiatives for the KGK Holding* Group. During the year, the focus was on preparing and developing Group-wide sustainability governance, which had not previously existed at Group level. The plan is to implement the framework among the Group companies in 2026.

Read more about the preparatory work on page 32 (Strategically important areas – The sustainability journey).

Monitoring and follow-up

To ensure we achieve our strategic goals, it is essential that we set relevant and clear objectives for our employees. In 2025, we introduced a structured performance management system that establishes a shared direction, ensuring that each and every employee understands how their work contributes to the bigger picture.

However, setting goals is just the beginning; what really makes a difference is continuous monitoring and follow-up. Regular reconciliation ensures that we devote our time and resources to the tasks that are important for the company, the function and each individual team. We evaluate and analyse so that, together, we can identify obstacles early on and provide the support that is needed to drive progress towards our goals.

Follow-up also fosters a culture of accountability, where every employee feels committed to both their own success and that of the organisation.

When we actively follow up our goals and support our employees, we give them the best possible conditions for success, which in turn leads to increased motivation, better performance and stronger results for the entire organisation.

* Includes the KG Knutsson Group, as well as KG Knutsson Serie AB, KGK Motor AB, Semel Oy, Ångfartyg Omgivningar AB, KGK Ramblas Espana SLU, Hydratronics AB and KGK Ansatie 2 Oy.

Our Way of Working

Our Way of Working, our internal code of conduct, encompasses all of our policies. It is part of KGK’s sustainability strategy and is intended to clarify our approach as an employer and as employees in matters concerning customers, employees, suppliers, business partners and society at large. The *Our Way of Working* code of conduct helps us make the right decisions on issues such as leadership, teamwork, the environment, anti-corruption and occupational health and safety. It also serves as a guide to the laws and regulations that we are required to follow.

Our policies are updated on an ongoing basis based on our stakeholders' requirements and expectations of us as a company.

Some of the policies cover the following topics:

Anti-corruption

KGK has a zero-tolerance policy as regards corruption. Our anti-corruption policy is based on the Swedish Business Code of Conduct developed by the Swedish Anti-Corruption Institute (IMM). The policy also contains guidelines regarding entertainment expenses. We have a separate code of conduct for suppliers which includes specific anti-corruption requirements.

Whistleblower function

KGK strives to foster an open corporate culture, uphold high ethical standards and always seek opportunities for improvement. To address any shortcomings within the company, we make it easy for our employees to speak out and submit information anonymously through our whistleblower channel. In addition, it provides protection against retaliation. Reports must concern misconduct or serious irregularities in a context where there is a common interest in their disclosure.

Environment

Our most critical environmental issues are climate change, air and water pollution, resource use, chemicals and energy. Our goal is to reduce the negative impacts and increase the positive impacts associated with our operations and value chain in these areas by adopting a long-term and systematic approach. KG Knutsson AB is certified according to ISO 14001.

Occupational health and safety

A healthy and safe work environment is a key strategic priority for us. Through systematic health and safety initiatives in collaboration with our employees and safety representatives, we promote a safe and pleasant workplace with ample opportunities for professional growth, while also preventing health issues and risks.

Part of our systematic approach to workplace safety includes safety inspections, accident and incident management, employee reviews, employee surveys/pulse checks, risk assessments prior to changes, and initiatives relating to the organisational and social aspects of the work environment.



Quality

As a key part of our efforts to maintain a high level of customer and employee loyalty, we focus on what creates value for our customers, employees and other stakeholders. A sustainable company is an efficient company, which is why we must do the right things and do them right in order to reduce our costs and conserve resources.

We continuously monitor various aspects of our operations to ensure we are the natural choice as a partner for our customers and employees, both now and in the future.

As part of its systematic quality assurance efforts, KG Knutsson AB is certified according to ISO 9001.

Diversity and equality

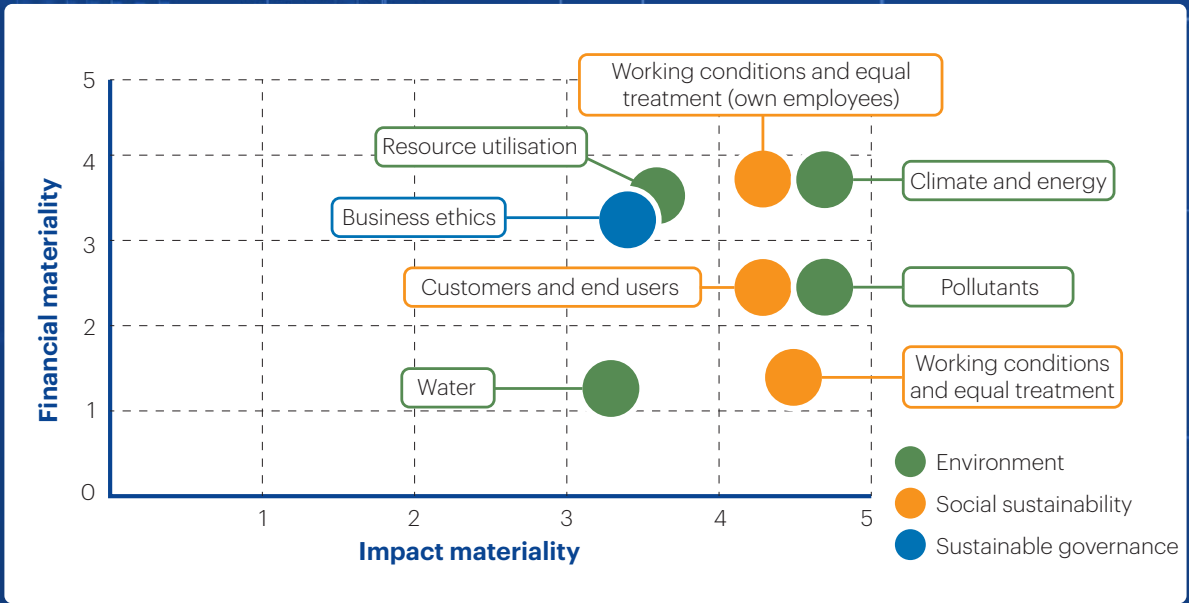
KGK does not tolerate any form of discriminatory conduct. We take proactive steps to prevent discrimination and foster a positive corporate culture.

Our workplaces must be characterised by openness, where everyone is accepted regardless of gender, age, ethnic or social background, disabilities, or other factors unrelated to actual competence or commitment.

Managing impacts, risks and opportunities

(Covers KGK, Autoexpertern Detaljist i Sverige AB, Laitis Handels AB, KGK Norge AS, KG Knutsson Verkstad AB, KGK in the Baltics, Oy Kaha AB, Carsmart AB, and EV Hub AS. These companies are hereinafter referred to as ‘the KG Knutsson Group’).

We continuously assess our positive and negative sustainability impacts on the external environment (materiality), how external sustainability factors affect us (financial impact), and what risks or opportunities this presents for our business. This assessment is based on the dual materiality analysis (DMA) which was conducted in preparation for the upcoming CSRD reporting.



The matrix indicates the areas that were considered to be material in the double materiality analysis. The assessment covers KGK Holding AB* as a whole, but the findings are considered to apply in all material respects even when limited to the KG Knutsson Group alone.

* Covers the KG Knutsson Group, as well as KG Knutsson Serie AB, KGK Motor AB, Semel Group, Ångfartyg Stockholms Omgifningar AB, KGK Ramblas España SL and KGK Ansatie 2 Oy.

Material issues must be addressed by each company, prioritised on the basis of the company’s operations. The following is a summary of how these organisations are addressing these issues. In summary, 2025 was marked by laying the groundwork for a more structured and long-term approach to sustainability, with a focus on policy development, governance and preparations for future activities. A system has been implemented to support this work across the entire Group.

Description of risk/opportunity and its impact	Examples of action
Climate and energy Negative environmental impacts occur throughout the entire value chain, from the extraction of raw materials, through processing, and within our own operations. Substantial amounts of energy are also consumed along the value chain, which, depending on the energy mix concerned, contributes to additional emissions. Significant amounts of energy are also consumed on the customer side in the operation of vehicles, buildings and IT systems. There are risks to our business if we do not align ourselves with overarching climate goals. Among other things, costs related to climate emissions could increase, and our reputation could suffer if the transition proceeds too slowly. Products based on fossil-fuel-powered internal combustion engines may also lose their relevance over time as the market evolves. Our stakeholders are therefore seeking clarity regarding how we are transitioning to a more electrified vehicle fleet and contributing to overall sustainability goals.	During 2025, efforts focused on establishing clearer governance within the area of sustainability. KGK prepared an updated vehicle policy with the aim of promoting the use of more electric vehicles. Electrification is highlighted as a key focus area for KGK, in order to prepare the organisation for future requirements and transitions. At Group level (KGK Holding), an updated sustainability policy was adopted, which will be implemented across the Group companies in 2026. The next step will be to conduct climate assessments for the entire Group and then establish new climate targets. Over the past year, we have implemented numerous initiatives to reduce our environmental impact, including the ongoing replacement of transport and service vehicles with electric vehicles, the installation of charging stations, and the repair of high-voltage EV components that can be offered to customers.
Pollutants Air, water and soil pollution can occur at various stages of the value chain, from upstream production to our own operations and further down the chain during the use of products such as internal combustion engines. Tyre wear also contributes to microplastic emissions. We also use and sell products that contain hazardous substances, which requires us to operate responsibly throughout the value chain.	Initiatives such as the updated vehicle policy and sustainability policy are also relevant for managing pollution risks. During the year, a major initiative was also launched to strengthen and develop procedures for supplier audits and follow-up. An updated code of conduct was developed during the year and adopted in early 2026. Examples of specific initiatives within the various companies include establishing clear requirements for suppliers, providing guidance to customers, and — within their own operations — improving waste management and training their own employees on the handling of hazardous materials.

Description of risk/opportunity and its impact	Examples of action
Water Water is primarily used upstream in the value chain, particularly in various manufacturing processes. In these steps, there is a risk that water use could contribute to negative environmental impacts.	 The issue of water has not been a priority area this year, but it has been incorporated into the development of the Group-wide Sustainability Policy.
Resource utilisation We purchase and use products from KGK companies that involve the use of finite resources and virgin materials, which also generates waste throughout the value chain. At the same time, there are significant opportunities in the circular economy, where issues such as reparability and a higher proportion of recycled materials are becoming increasingly important. By developing more circular business models, we can both reduce our environmental impact and create new financial values for the business.	 Within the area of resource utilisation and the circular economy, there are numerous examples of activities within the Group, such as the repair of high-voltage EV components, the repair of tram gearboxes, and the purchase of used automotive parts for use in workshops. We look forward to focusing even more on this area in 2026.
Working conditions and equal treatment <i>Working conditions</i> The KG Knutsson Group is actively committed to occupational health and safety issues, thereby contributing to a positive and safe work environment for our employees. At the same time, there are risks of negative impacts, such as accidents or potential cases of discrimination, both within our own organisation and among our suppliers, particularly in heavy industry. Poor working conditions can also lead to negative reputational consequences, which is why it is important that we continue our systematic efforts to prevent risks and promote good working conditions. <i>Equal opportunity and other employment rights</i> There are risks associated with a lack of equal opportunities and employment rights, particularly further down the supply chain where transparency is often limited. Within our own organisation, a lack of diversity can hinder innovation and development.	 <i>Working conditions:</i> KGK actively and systematically addresses occupational health and safety issues through safety inspections, employee reviews, employee surveys and collaborative forums such as local safety committees. In 2025, a working group on gender equality and diversity was also established. <i>Equal opportunities and other employment rights</i> KGK has trained managers in competence-based recruitment to combat discrimination and conducted a review of positions, job evaluation and position grouping. A pay policy has been developed to promote pay equality.

Description of risk/opportunity and its impact	Examples of action
Business ethics <i>Corporate culture</i> The KG Knutsson Group is characterised by a values-driven culture and decentralised leadership. A corporate culture that fosters adaptability and flexibility creates favourable conditions for attracting and retaining talent, which in turn can have a positive financial impact. At the same time, there is also a risk that the corporate culture could weaken or that trust could decline, which in turn could impact both employee commitment and the company's appeal as an employer. <i>Corruption</i> Risks relating to corruption and bribery may arise, particularly in the supply chain, where the volume of transactions is high and transparency is sometimes limited. There is also a risk within our own operations, as our employees are frequently in contact with both suppliers and customers.	 <i>Corporate culture</i> In 2025, KGK launched a new initiative called KGK Day in order to strengthen the corporate culture and deepen understanding of the business. Employees visited selected customers to gain an insight into how we are perceived as a supplier and how we can contribute to our customers' businesses. The day also included workshops to discuss why people work for KGK and what sets the company apart. This provided valuable insights from both new and experienced employees, which supports our efforts to preserve our culture. The subsidiaries have implemented various initiatives to strengthen and promote the corporate culture, including by ensuring that the company's core values are integrated into every aspect of the work, such as recruitment and onboarding processes and decision-making. Other examples include the fact that culture and values have been key factors in recruitment initiatives this year, during which the company has managed to hire excellent employees despite a limited pool of candidates. <i>Corruption</i> In 2025, KGK continued to strengthen its ethical efforts in the supply chain, with 93% of product purchases being made from suppliers who have undertaken to adhere to the company's code of conduct. A risk analysis of suppliers was also conducted, based on country risks assessed using various indicators such as corruption risks, employment rights, governance and the environment. Suppliers assessed as being high risk were followed up with self-evaluations. The efforts being made to strengthen the sustainability requirements in procurement and monitoring suppliers are also of relevance here. Within the Group, there are also examples of internal controls, procedures and IT systems for supplier monitoring. An example of an initiative implemented during the year was the decision made in certain parts of the organisation to go cashless by 31 December 2025, which enhances security and reduces the risk of irregularities. During the year, a Business Ethics Policy was developed, which was approved at Group level (KGK Holding). This policy is set to be implemented across the Group companies in 2026.
Customers and end users There is a risk that customers' personal data could be compromised if data is not handled securely. At the same time, we also have the opportunity to positively contribute to our customers' experience and safety by providing clear, accurate and relevant information that supports both the safe use and optimisation of our products.	 Over the past year, KGK has continued to place a strong emphasis on information security and aims to achieve ISO 27001 certification in 2027. There is also an awareness of GDPR-related issues among the subsidiaries. With regard to the safety of customers and end users, the company is continuously striving to meet existing requirements, such as providing safety data sheets and relevant safety information.



Sustainable business and activities

In this chapter, we explore how our operations contribute to sustainable development by promoting a circular economy, protecting lives and working towards sustainable transport. Through these initiatives, we aim to reduce our impact on the environment and climate and serve as a driving force for positive change in the communities in which we operate.

The technicians and mechanics of the future and the skills needs of the industry



Future technicians at Tullängsgymnasiet in Örebro, an upper secondary school certified by Motorbranschcollege.

The automotive industry is facing a growing need for skilled workers, while technological advances are placing new demands on repair workshops and employers. In 2025, KGK and Autoexperthen conducted a survey in collaboration with Motorbranschcollege to better understand how future technicians and mechanics view education, career choices and working life. The findings provide important guidance on how the industry can strengthen its long-term workforce and create attractive workplaces.

Growing need for skilled workers

According to Transportbranschen's annual report "Tempen på motorbranschen" (The Pulse of the Automotive Industry), there will be a labour shortage of approximately 6,500 workers during the 2025–2027 period, about half of whom will be technicians and mechanics. At the same time, 70 percent of companies are finding it difficult to recruit the right talent. The availability of skilled workers is therefore a critical issue for the industry's stability, quality and competitiveness.

To gain a deeper understanding of how young people view the industry and what they expect from future employers, a survey was conducted in partnership with Motorbranschcollege. The survey was sent to 1,500 students on the Automotive and Transport programme at Motorbranschcollege-certified schools and was completed by over 900 students from across the country. The survey provides an up-to-date picture of their motivations, expectations and future plans.

"We wanted to understand what these young people will look for once they've completed their education. What matters to them when they're choosing an employer?" said Carolina Dolata, HR Business Partner at KGK | Autoexperthen.

A conscious career choice

One clear conclusion is that the choice of course programme is largely a personal decision. The students say they chose the programme because of a genuine interest in vehicles and because they want to work in the industry after they graduate. The open-ended responses reveal a strong sense of commitment and a clear vision of the future.

"This is a group of people who are truly committed to working in the industry. We need to capitalise on that enthusiasm and have the courage to invest in young talent," said Carolina.

The findings show that the next generation are not ending up in the industry by chance, but rather making an active and conscious choice. This creates favourable conditions for long-term growth, provided that the industry can meet their expectations.

"We can see that many students are making an active choice. They often have a keen interest in vehicles and technology even before they start the programme, and they want a clear path into the workforce where their skills can be put to good use," said Jonas Hehrne, Executive Director of Motorbranschcollege.

Focus on work environment and safety

When students describe what matters most to them when choosing an employer, work environment tops the list; they want a good manager and pleasant coworkers, followed by job security and opportunities for development.

For us, this means that issues relating to workplace culture, leadership and transparency are becoming increasingly important. In an era characterised by technological change and economic uncertainty, stability and clear conditions are becoming key competitive factors.

"If we don't have the right person in the right place, it doesn't matter how strong our business concept, product, service or workshop is."

"At the end of the day, it is people who do business with other people," said Carolina.

Talent acquisition is therefore not merely a recruitment issue, but also a strategic issue for the entire organisation.

Skills as the foundation for quality and development

The automotive industry is undergoing rapid development in the areas of electrification, digitalisation and new working methods. To navigate this transition, we need the right skills and an organisation that is continually evolving.

Attracting and developing the skilled workforce of the future is essential to ensuring high quality in workshops and meeting new technical requirements. It is also about creating workplaces where multiple generations can work together and diverse experiences and perspectives are nurtured.

Collaboration between education and the business community

KGK has an established partnership with Motorbranschcollege and engages in ongoing dialogue with schools, partly through regular meetings with Vallentuna upper secondary school. The aim is to strengthen the link between education and working life and to provide an industry perspective on educational issues.



This work is based on dialogue and a long-term perspective. To secure the workforce of the future, we need to understand how new generations view the modern workplace and be prepared to evolve both our working practices and leadership style.

"We can't always do things the way we've always done them. To face the future, we need to be curious and dare to grow," said Carolina.

By listening, analysing and collaborating, we strengthen our role as a long-term partner for workshops, schools and the technicians and mechanics of the future. The survey provides a valuable knowledge base for ongoing efforts to strengthen the industry's long-term workforce supply and contribute to a stable and competitive automotive industry.

Growing interest in used automotive parts



More and more repair workshops are opting to use used automotive parts when repairing cars. Since its launch in Autokatalogen, demand has grown steadily, and over the past year, this trend has gained even more momentum.

When KGK began to include used automotive parts in Autokatalogen in 2023, the goal was to make it easier for repair workshops to combine new and used parts in the same order, thereby contributing to the more circular use of vehicle components.

During the first year, more than 1,800 parts were sold, and the offering was quickly well-received by Autoexpertern's repair workshops.

Current trends indicate that interest is continuing to grow.

"We soon realised that there was a lot of curiosity. The enquiries started coming in immediately after the launch, and things have only been picking up speed since then," said Magnus Norin, who oversees the used automotive parts range.

Rapid growth

Sales rose sharply in 2025. Compared to the same period in 2024, sales of used automotive parts have increased by nearly 92 percent, while the number of parts sold has risen by approximately 60 percent.

One key reason behind this is that more repair workshops have started using the service. The offering was initially available to Autoexpertern workshops, but it is now also used by other customer groups, including Autopartner and Bosch Car Service.

The product range is being expanded

During the first few years, the service was also developed and improved. The product range has expanded, Autokatalogen has become more accurate, and more vehicle dismantlers have joined.

A new quality grade, A*, has also been introduced. This grade is used for parts that are fully functional, but may have minor cosmetic flaws, such as a scratch.

"We have fine-tuned many details of the offering in collaboration with both customers and suppliers. The A* rating is an example of something that has emerged through our dialogue with the market," said Magnus Norin.

More parts and more suppliers

Our partnership with Lagagruppen and their affiliated vehicle dismantlers is a key part of our offering. Through this partnership, workshops can easily find the right part for the right car directly in Autokatalogen.

In recent years, more and more vehicle dismantlers have joined the collaboration, which has increased the availability of parts. Major players within vehicle dismantling have also expressed interest in becoming part of the solution.



Magnus Norin is responsible for the business behind used automotive parts at KGK.

Part of the circular economy

Used automotive parts are now an important part of KGK's efforts to strengthen the circular economy. Reusing components can extend the lifespan of products and reduce the need for new raw materials.

At the same time, the offering helps to provide repair workshops with more options when assisting their customers with car repairs.

Looking ahead

Going forward, our goal is to continue expanding our offering through both additional partnerships and an even broader product range.

"Our goal is to make our offering as comprehensive as possible for our customers. The easier we make it to combine new and used parts, the greater the benefits we can generate for both repair workshops and the environment," concluded Magnus Norin.

The vehicle dismantling workshop and high-bay warehouse Allbildelar AB in Huddinge.

When going the extra mile becomes apparent in the workshop chain

Electricity consumption (kWh) 2024

30,500

Electricity consumption (kWh) 2025

21,000

Solar panel generation (kWh) 2025

20,000



Workshop manager Rune Jonsson wins the Sustainability Hero of the Year award.

Under Autoexperter's workshop concept, the workshops operate according to the "Godkänd Bilverkstad" (Approved Car Workshop) industry standard, which ensures compliance with laws and industry requirements in areas such as the environment and occupational health and safety. The standard establishes a common framework for how workshops in the chain must approach quality, safety and responsible business practices.

To encourage further progress and highlight how improvements are being made in practice, Autoexperter established the Sustainability Hero of the Year award. This initiative recognises repair workshops that not only meet the basic requirements, but also take the initiative and go the extra mile in their sustainability efforts. In this way, they can inspire other workshops in the chain to take the next step and go above and beyond.

From a common standard to local initiatives

Godkänd Bilverkstad establishes a common framework for how workshops must address quality, occupational health and safety, legal compliance and responsible business practices. At the same time, many improvements are being made in our day-to-day work that are not always visible.

The Sustainability Hero of the Year award was established to encourage repair workshops to go beyond basic requirements by highlighting role models and best practice. The initiative also helps both to highlight the fact that sustainability efforts often take place in everyday life and to raise awareness of what that means in practice.

"Many workshops are actually working on sustainability today, without actually realising that that's exactly what they're doing. We want to highlight this work and show that it can be developed further," said Sanna Smolander, Concept Developer at Autoexperter.

How sustainability heroes are chosen

The winner is chosen based on nominations from employees, stores and service centres within the chain. Nominations must describe the measures that have been implemented and be followed up to ensure that the initiatives have actually been carried out and firmly established within the organisation.

The assessment is based on a comprehensive overall picture that takes into account commitment, initiative and concrete improvements. The assessment is carried out by a jury consisting of Hanna Bühlmann, Head of Workshop Concepts and Sustainability at Autoexperter, Petra Brinken, Marketing Manager at Autoexperter, and Anders Nilsson, Sales Director at KGK.

"A workshop which, through specific actions — both large and small — has demonstrated that sustainability is possible in practice and, through its commitment, serves as an inspiration to others," said Sanna Smolander.

Rune Jonsson Bil & Kaross is the 2025 Sustainability Hero of the Year

The 2025 award was presented to Rune Jonsson Bil & Kaross in Grums with the following citation:

"A workshop that has taken clear steps toward a greener future on its own initiative. By investing in renewable energy and creating better opportunities for electric operation, they have made sustainability a natural part of their everyday lives. With their courage to take action and their determination to stay one step ahead, they are demonstrating what change can truly look like in practice. An inspiring example for the entire industry."

During the year, the workshop installed solar panels on the site and expanded the charging infrastructure for electric and hybrid vehicles. This initiative enhances the company's ability to adapt to changes within the industry, such as the shift towards more electric vehicles, while at the same time helping to improve access to local charging facilities. The work has also been combined with professional development for the staff, enabling the workshop to accept and service vehicles regardless of their drivetrain.

"The workshop has set its sights higher and invested in its future, demonstrating that electric and hybrid vehicles aren't just an issue for major cities," said Sanna Smolander.

These efforts have also yielded concrete results. The workshop's electricity consumption decreased from 30,500 kWh in 2024 to 21,000 kWh in 2025. In 2025, the workshop's solar panels generated approximately 20,000 kWh of electricity, about half of which was used by the business itself, while the remainder was fed back into the grid.

Learning that drives progress

A key aspect of the award is to demonstrate how improvements can be implemented and how development can take on different forms depending on the individual circumstances of the workshop.

"Everyone faces different circumstances, but the important thing is to take a step back and look at your business with fresh eyes. Minor changes can yield big results over time," concluded Sanna Smolander.

The automotive industry is evolving rapidly, and repair shops need to continually adapt their working methods, skills and infrastructure. By highlighting best practices, more can be inspired to take steps towards more sustainable practices within their organisation.

Knowledge that reduces complaints

Through training, better working practices and a refined complaints-handling process, KGK is working to reduce the number of complaints. This work is helping to reduce the number of products that need to be replaced unnecessarily, cut down on transport and make more efficient use of resources. These efforts continued in 2025 with a focus on knowledge, dialogue and more efficient processes throughout the supply chain.

Complaints are an inevitable part of any business, but they entail administrative work, lead times and transport. When issues can be prevented or dealt with more efficiently, the need for returns and additional processing is reduced, which in turn helps to reduce both resource consumption and environmental impact.

“Products and technology are continually evolving. Working methods that were cutting edge many years ago may need to be adapted to today’s products,” said Lasse Lundberg, Complaints Manager at KGK.

Training courses for workshops

During the year, training courses were held for workshops in Borås, Ystad, Uppsala and elsewhere. The aim of these courses was to give mechanics a better understanding of how different components work and what is important to consider during installation and maintenance.

“It is the mechanics who install the parts who need to receive the information. Once they gain a better understanding of how the products work and what is required during installation, many problems can be prevented right from the start,” said Niklas Strömberg, Complaints Technician at KGK.

When mistakes can be avoided during installation, there is less need to replace products later on. This means that fewer products need to be handled unnecessarily and ensures that resources are used more efficiently. The training courses are also tailored to meet local needs, with a focus on the product groups that are most commonly involved in cases.

Improved complaints handling

At the same time, work continues on improving the complaints process itself. The complaints portal, which was launched in 2024, is currently used by Autoexpertern’s stores and underwent further development during the year.

“If we can reduce the number of complaints, the administrative work involved will also decrease.”

Lasse Lundberg, Complaints Manager at KGK.

Through the portal, stores have been given greater autonomy to make their own decisions regarding certain matters. The goal is for more issues to be resolved directly in-store rather than being forwarded for central processing. This means less handling and, in some cases, fewer shipments.

“We’re seeing more decisions being made directly on the sales floor, which makes the process both faster and smoother,” added Lasse Lundberg.

During the year, work also continued on improving the portal’s features and creating better conditions for monitoring and statistics. Once the remaining system improvements have been implemented, the plan is to open it up to additional customer groups in 2026.

Better information for decision-making

A concrete example of development work is the improved ability to test and analyse generators that are returned under warranty.

Incoming complaints are handled by KGK’s logistics centre in Enköping.

Thanks to training and additional testing equipment, the claims department is now able to analyse these cases more thoroughly. This provides a better basis for decision-making in individual cases and reduces the need to forward products unnecessarily. In turn, this avoids unnecessary replacements and saves resources.

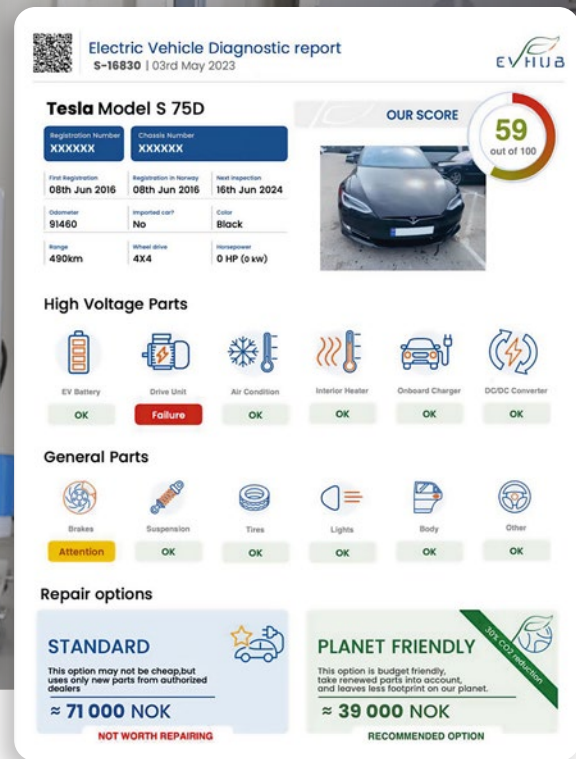
More efficient workflows throughout the chain

As the number of complaints falls, the process within the system also becomes simpler. Every case entails administrative work and, in some instances, the return of products to suppliers for inspection or replacement.

Through training and better working practices, some of these issues can be avoided, thereby reducing the need for returns and additional handling.

“If we can reduce the number of complaints, we will also reduce the administrative burden that comes with them,” concluded Lasse Lundberg.

Overall, this approach means that fewer products need to be transported, handled and replaced unnecessarily. This contributes to more efficient working practices and entails clear sustainability benefits.



EV Hub is expanding its circular supply chain for electric vehicle components

EV Hub is continuing to expand its business in the remanufacturing of high-voltage components for electric vehicles. During 2025, the business took a number of important steps forward, ranging from local production and new partnerships to digital tools and an expanded presence in the Nordic region. The aim is clear: to upscale circular flows and extend the lifespan of more electric vehicles.

When KGK became the majority owner of EV Hub, the goal was to build a business that centred on the repair and reuse of high-voltage components. These parts are often replaced with new ones even though they can be repaired. Considerable progress has been made since then and, in 2025, the company took a number of steps towards a more scalable and locally focused circular model.

A key focus has been on establishing remanufacturing in Sweden. By collecting and repairing components locally, we reduce the need for transport and create more sustainable supply chains in each market in terms of both cost and logistics. Based on these insights, EV Hub has established a contract manufacturing facility in Jönköping, where components such as steering columns and PTC heaters are repaired and refurbished.

Going forward, our ambitions are high. EV Hub expects to be able to collect up to 10,000 components annually in Sweden after 2030, with the potential to scale the model to cover additional markets in the Nordic region.

“We want to create circular systems in which components are collected, repaired and reused in the same region. This will reduce costs, emissions and lead times,” said founder and CEO Nassir Farooq.

The business is also expanding through new partnerships. After initially establishing an insurance partnership in Norway with Trygg in 2024, EV Hub launched a partnership in Sweden with Bilja and Trygg-Hansa earlier in the year. This partnership brings together insurance companies, Bilja’s repair workshops and EV Hub’s high-voltage components, with the aim of rescuing more damaged electric vehicles from being scrapped.

At the same time, the company is also continuing to expand its offering. There are now over 30–40 different electric vehicle components from EV Hub listed in Autokatalogen, and demand is growing from both repair workshops and distributors.

Another important step is the development of digital tools. Over the past year, EV Hub has finalised the architecture needed to provide health reports for electric vehicles, covering more than 130 checkpoints. The report provides both repair workshops and car buyers with a comprehensive overview of the vehicle’s condition. The tool also asks for the repair cost for each defect or deficiency, and then automatically displays the total cost.

Better management of product lines and inventory reduces excess stock

At a distribution centre with approximately 90,000 items in stock, where demand fluctuates, some products inevitably sell more slowly than expected. Addressing this is a key part of efforts to utilise resources more efficiently and reduce unnecessary waste.

During the year, KGK further developed its work on product lifecycle and inventory management, with a focus on identifying risks at an earlier stage and establishing clearer working methods. This is helping to ensure that more products are sold rather than left on the shelves, which benefits both the business and our sustainability efforts.

From a stock-based approach to a holistic perspective

Dealing with slow-moving products is a natural part of a complex product portfolio and impacts a number of areas within the business.

“Obsolescence isn’t just an inventory challenge — it is also a business challenge. It affects capital tied up, profitability and how efficiently we use our resources,” said Jonas Andersson, E-commerce Manager at KGK.

By viewing the issue in a broader context, the work has evolved from focusing solely on sales to addressing how products are managed throughout their lifecycle within the organisation.

Early detection reduces risk and improves inventory quality

An important part of this development has been shifting the focus from dealing with surpluses late in the process to adopting a more preventive approach.

By monitoring inventory turnover, inventory age and changes in demand, risks can be identified at an earlier stage in the process. This makes it possible to take action before products become a major problem in the inventory structure.

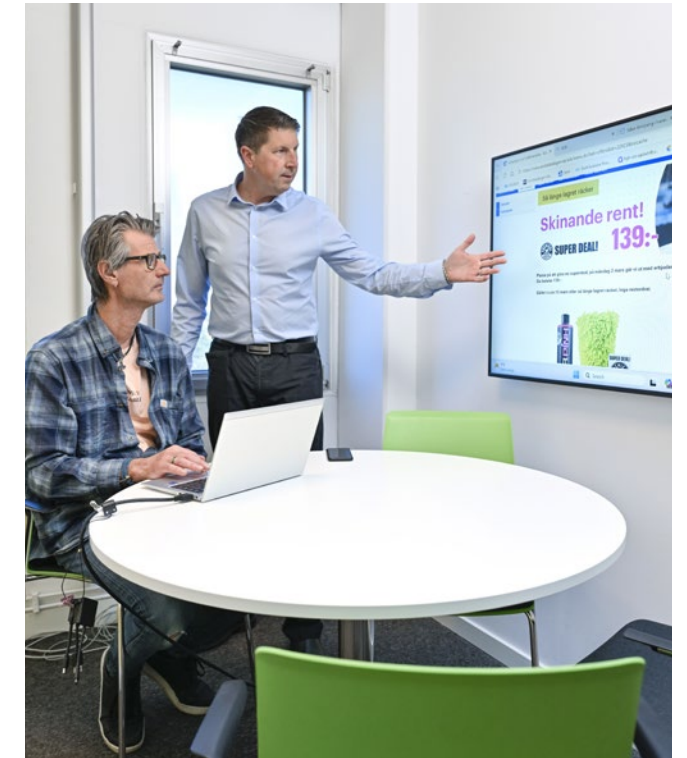
“The important thing isn’t just to clear out products that have been sitting on the shelves, but to identify risks early on and act more quickly,” added Jonas Andersson.

When measures are implemented at an earlier stage, the chances of finding the right market for the products increase. This helps improve inventory quality and reduces the risk of value being lost over time.

A partnership that drives speed and quality

The initiative is based on a close collaboration between the sales and marketing department, product departments and supply chain planners. The combination of market knowledge and data concerning inventory and demand makes it possible to make more accurate decisions regarding which products to prioritise and how best to reach the right customers.

This new approach has led to clearer lines of responsibility and a shorter path from identifying a risk to taking concrete action. This means that more products can be addressed in a timely manner, before they lose their relevance.



Jonas Andersson (right) from IT Product Management and Anders Knutmejer from the Marketing Department review upcoming sales activities.

Sustainability through more efficient use of resources

Work on product life cycles and inventory management is clearly linked to sustainability.

“When operations run more smoothly, it generates both business and sustainability benefits: less waste, improved inventory management and a better chance that products will actually be sold,” concluded Jonas.

When goods that have already been produced reach the market instead of remaining in inventory, this can also help reduce the need for new production and, consequently, the use of new resources.

Part of our ongoing improvement efforts

This is a specific example of how KGK’s systematic improvement efforts are being put into practice. By developing structures, working methods and collaboration, we can better identify and manage risks at an earlier stage.

The next step is to continue strengthening our preventive efforts and to integrate this issue even more clearly into our product range management and purchasing decisions. This can help reduce the risk of surpluses and ensure that more products are utilised.

Laitis' service workshop is growing in volume and deepening its circular economy offering



Since it was launched last year, Laitis' service workshop has made significant strides forward, evolving from a start-up into a more mature and scalable business. Increased demand, a higher volume of service requests, and a broader range of services indicate that demand for repairs and maintenance is continuing to grow.

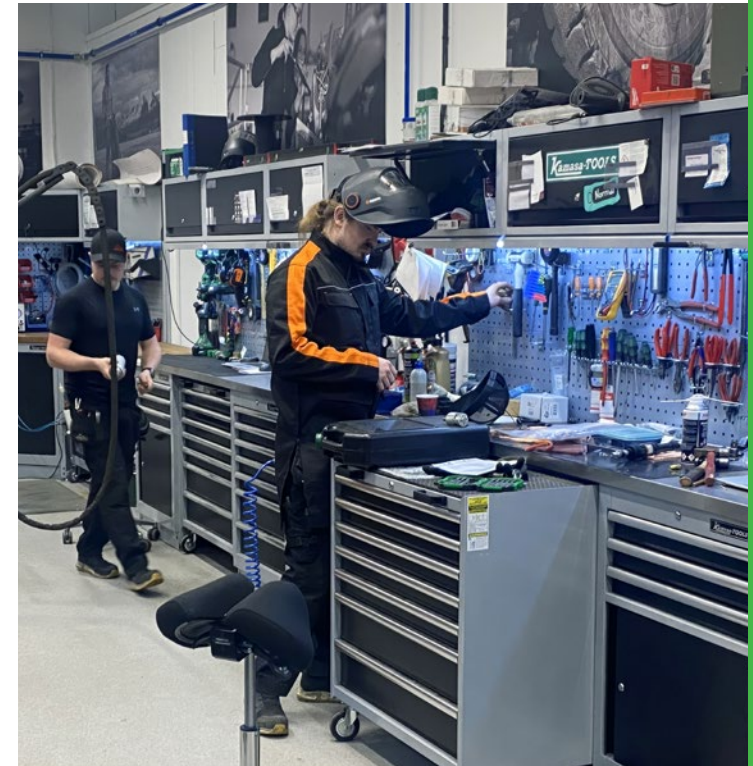
In 2024, the focus was on establishing the structure, capacity and service offering at the new service centre in Luleå. Since then, the trend has been clear. The number of service requests has more than doubled, from around 45 a month during the first six months of the year to around 100 a month during the last six months. This increase in service requests is both a current societal trend and a result of the excellent work being done by our service centre over their first year, which has already established a reputation for high quality in the market. In total, more than 1,200 cases were registered during the year. At the same time, the order backlog is growing, indicating continuing strong demand.

Growth is being driven by a broad customer base in the industrial, construction and manufacturing sectors. The increase in service contracts and preventive maintenance is particularly marked, as more customers are actively choosing to extend the service life of their equipment rather than replacing it. This is also evident in the influx of new walk-in customers, which indicates an increase in referrals and greater trust in the repair workshop.

The team is growing

This trend is also evident in the organisation's capacity and expertise. The team has grown and now consists of just over four full-time positions, with specialist expertise in areas such as calibration. Our focus on calibration services has gained momentum, with certified services for torque wrenches up to 1,100 Nm, as well as gas detectors and breathalysers. The next step is to offer calibration services directly among Autoexpertern's service centres.

At the same time, the circular approach is being developed further. The workshop is actively working to reuse components in repairs and gradually building up a spare parts inventory. One new initiative involves selling machines that customers have decided not to repair through an auction, where they can be given a new lease of life as a refurbishment project.



Overall, this development means that Laitis has evolved from establishing a function to becoming an integral part of its customers' operations and maintenance. In 2026, the focus will be on further streamlining internal processes and strengthening delivery capacity. The goal is clear: to make repair an even more accessible and natural choice.

"We're seeing a clear trend where more customers are choosing repair over purchasing new items, driven by both sustainability and cost-effectiveness," noted Andreas Hedlund, Marketing Manager at Laitis.

Sustainability data*

As part of our sustainability reporting process, we track sustainability indicators on an annual basis that we consider relevant to the Group’s operations and impact. These indicators help us to monitor progress, identify areas for improvement, and ensure that we are taking a long-term approach to reducing our negative impact.

Below are the sustainability indices for KG Knutsson AB and its subsidiaries.



*The information on the following pages has been reported by the respective companies and is not always complete. Data quality can be variable and different calculation methods have been used in some cases. Some emissions are calculated using the Tank-to-Wheel method, which refers to emissions generated during actual use of the fuel, such as during combustion. Others are based on the Well-to-Wheel approach, which also includes emissions from the production, processing and transport of the fuel. Emissions are reported in either CO₂ or CO₂e, depending on how suppliers have reported their data. Unless stated otherwise, emissions are reported on a Well-to-Wheel basis.

The method used to calculate emissions from business air travel was updated during the year.



The new method follows the Well-to-Wheel approach, which includes emissions from fuel production, processing and distribution, in addition to direct emissions from flights. In previous years, the calculation was based on a more limited perspective.

As a result of this change, the system boundary for emissions from air travel has been revised, meaning that this year’s emissions data are not fully comparable with figures from previous years. The change applies to the following companies: KG Knutsson AB, Autoexpertern Detaljist AB, Laitis and Kaha.

This is the first time KGK Verkstad has provided data for the Group’s sustainability report. This means that some of the reported information is currently incomplete. The company is actively working to develop processes and procedures for data collection to ensure more comprehensive reporting in the future.



Corrections to the 2024 Sustainability Report:

We have identified an error in last year’s sustainability report. This concerns the section entitled "Targets and outcomes: Laitis Handels AB" (p.27), in which the chart showing targets and outcomes for emissions from company cars contains errors. However, the correct information is provided in the text and should be a 20% reduction in carbon dioxide emissions from the vehicle fleet (target compared to 2023) and a 12% reduction (2024 outcome).

KG Knutsson AB

Description	Comments	Page
ABOUT THE SUSTAINABILITY REPORT		
Reporting period	2025	5, 61
Date of publication of the most recent report	8 May 2026	61
Reporting cycle	Annually from 1 January to 31 December.	61
Contact person	Jessica Dymén, jessica.dymen@kgk.se	61
Policy and application regarding external assurance of the sustainability report	The report has not been audited by an external auditor.	61
Information on sustainability governance		4–59, 61

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	KG Knutsson AB, including Carsmart AB.	4, 5, 14
Ownership structure and company form		4, 5, 14
Corporate governance	The company is privately owned and has a management team that makes decisions.	61
Companies covered by the report	KG Knutsson AB, Carsmart AB.	4, 5, 14
Main brands, products and/or services		4, 5, 10, 11, 14
Head office address	Hammarbacken 8, Sollentuna.	61
Countries in which the organisation operates	Sweden	61
Markets in which the organisation operates		4, 5, 14
Number of products	KG Knutsson AB: 967,000. Carsmart: 1 (service).	61
The organisation's supply chain	KG Knutsson AB: During the year, we purchased goods from 493 different suppliers. Carsmart: No product suppliers.	61
External principles or other initiatives supported by the organisation	KG Knutsson is a member of the Roadmap for a Sustainable Uppsala County, Cradle Net, and the Network for Sustainable Business. KG Knutsson AB and Carsmart AB are certified according to ISO 9001 and ISO 14001.	61
Membership of trade associations	KG Knutsson AB: ATR International AG, Svensk Handel, Sweboat Service AB, Svenska LCV-föreningen, Maskinleverantörerna, Sveriges Annonssörer, Svenska Fordonsbranschen. Carsmart: Motorbranschens Arbetsgivareförbund and the Confederation of Swedish Enterprise.	61
Comment from the CEO		8, 9

Description	Comments	Page
FINANCIAL RESULT		
Turnover	KG Knutsson AB: SEK 2,268 million. Carsmart AB: SEK 24 million.	62
INFORMATION ON EMPLOYEES		
Number of employees	KG Knutsson AB: 451 Carsmart AB: 17	62, 82, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	KG Knutsson AB: 70 positions, 64 permanent/probationary and 6 temporary. Carsmart: 2 positions, 1 probationary position and 1 temporary position.	62
Number of permanent and probationary employees who left voluntarily during the year	KG Knutsson AB: 23. Carsmart: 1.	62
Parental leave	KG Knutsson AB: Total of 67 people, including 23 women and 44 men. Carsmart: Total of 5 people, including 1 woman and 4 men.	62
Scope of injuries and sick leave	KG Knutsson AB: Total sick leave: 3.83%. Accidents resulting in personal injury: 13 Incidents without personal injury: 23 Carsmart: Total sick leave: 0.94%.	62
Incidents relating to discrimination and measures implemented	No incidents occurred during the year.	62
Composition of the board of directors and management team, and breakdown of the number of men and women	KG Knutsson AB: Management team of 10 people, including 8 men and 2 women. Carsmart: Board of directors: 4 members, excluding the CEO Management team: 4 people, including one woman.	62
Proportion of employees who had a regular performance and career development review during the reporting period	KG Knutsson AB: 87%. Carsmart AB: 100%.	62

Description	Comments	Page
BUSINESS ETHICS		
Financial support received from public sector entities	No financial support was received during the year.	62
Confirmed incidents of corruption and measures implemented	No known incidents occurred during the year.	62
Anti-corruption training	No training was conducted during the year.	62
Percentage of business partners (suppliers) to whom the organisation's anti-corruption policy and procedures have been communicated.	KG Knutsson AB: 93% of our purchases are made from suppliers who have adopted our Code of Conduct. Carsmart: 0% during 2025.	62
The organisation's values, principles and code of conduct	Our code of conduct, "Our Way of Working," is communicated internally and available on our intranet for everyone to read. "Our Way of Working" serves as a general guide for all KGK employees. The aim is to clarify our approach — both as an employer and as employees — to a wide range of issues concerning customers, colleagues, suppliers, business partners and society at large. "Our Way of Working" outlines the laws and regulations that we are required to follow, along with our own policies that guide our approach to issues that extend beyond our statutory obligations. We live by our core values: Reliable, Knowledgeable and Transparent.	38, 39, 62

Description	Comments	Page
SOCIETAL IMPACT		
Employee representation on health and safety committees	At KG Knutsson AB, we have one safety committee for Sollentuna and one for Enköping. Each committee meets approximately four times a year. The meetings have a fixed agenda, but also serve as an open forum for raising issues and aspects of our occupational health and safety. The primary purpose of the committee is to ensure a systematic approach to workplace safety. We monitor and strive to improve our internal health and safety procedures, such as self-monitoring and safety inspections of the work environment, reporting of accidents and incidents, annual sick leave, etc. The members consist of representatives of the employer with responsibility for specific areas of occupational health and safety, such as human resources and security issues. We also have employee representatives, as well as safety representatives from Unionen, IF Metall and Partihandel.	63
Significant risks in the supply chain	KG Knutsson AB: 118 suppliers have been assessed for country risks. In 2025, we did not conduct a risk analysis of product categories, but we plan to do so in 2026. Carsmart: 0	63
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	KG Knutsson AB: One non-conformity.* Carsmart: No incidents occurred during the year.	63
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	KG Knutsson AB: One non-conformity.* Carsmart: No incidents occurred during the year.	63
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	63
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints have been reported.	63

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	KG Knutsson AB: In 2025, 27,383 spare part units were collected. A total of 285 units at the ZF workshop have been refurbished and overhauled, and approximately 2,000 kg of recycled packaging materials have been used.	63
Energy consumption within the organisation	Total energy consumption: 2,874 MWh, of which 953 MWh was heat and 1,921 MWh was electricity. 100% of the purchased electricity originates from fossil-free sources.	63
Direct emissions from used refrigerants	No refrigerant was used or replenished in the property's systems during the year.	63
Indirect carbon dioxide equivalent emissions from sold refrigerants	Refrigerants equivalent to 40,155,000 kg of CO ₂ e. Of this, regenerated (recycled and purified) refrigerant accounts for 5,505,500 kg of CO ₂ e.	63
Hazardous waste	12,767 kg.	63
Non-hazardous waste	312,506 kg.	63
Recycling	Material recycling: 209,930 kg. Energy recovery: 119,283 kg.	63
Breaches of environmental regulations and laws	One environmental fine for failure to submit a refrigerant report for units that are not in use, but have not been deregistered.	63
Suppliers evaluated based on environmental criteria	118, equivalent to 23%.	63
Direct greenhouse gas emissions	Total: 311.4 tonnes of CO ₂ e, concerns business travel using company vehicles such as company cars, fleet cars and service vehicles.	63
Indirect greenhouse gas emissions	KG Knutsson AB: Indirect emissions during the year from our goods transport amounted to 1,050 tonnes of CO ₂ e. Our business air travel during the year resulted in total emissions of 148 tonnes of CO ₂ e.** Carsmart: Air travel and indirect emissions from cars 13.3 tonnes of CO ₂ e.	63

* Verkstadsförbrukning sold one product without Swedish labelling. When this was brought to their attention, the product was removed from their product range.

** The emissions relate to business travel by air, based on statistics from the company's travel agency. Any annual passes or multi-journey tickets purchased directly from airlines are therefore not included. The scope of this year's figures includes direct, indirect and upstream emissions, which represents a change from the system boundary used in previous years, which covered direct and indirect emissions.

Autoexperten Detaljist i Sverige AB

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	Autoexperten Detaljist i Sverige AB.	64
Ownership structure and company form		13
Corporate governance		13
Companies covered by the report	Autoexperten Detaljist i Sverige AB 556078-8522 Autoexperten i Kalmar AB 559034-3579 Autoexperten i Södertälje AB 559056-7326 Autoexperten i Kronoberg AB 556564-1262 Autoexperten i Uppsala AB 556575-7340 Autoexperten i Täby AB 559137-9408 Autoexperten i Uddevalla AB 556411-1242 Autoexperten i Mora AB 559137-9366 Bildelar i Edsbyn AB 556294-6912 Nya Ystad Bildelar o Däckservice AB 559164-6657 Autoexperten i Enköping AB 559195-4572 Autoexperten i Värnamo AB 559198-5576 Autoexperten i Karlstad AB 559358-3882	64
Main brands, products and/or services	Like KG Knutsson AB, we offer a wide and varied range of mainly spare parts, but also accessories, for vehicles.	7, 13
Head office address	Hammarbacken 8, Sollentuna.	64
Countries in which the organisation operates	Sweden	64
Markets in which the organisation operates	Auto repair workshops, industrial companies and hauliers, as well as private customers and property companies.	7, 13
Number of products	1,190,000	64
The organisation's supply chain	The supplier base consisted of approximately 250 suppliers in 2025. The top 30 suppliers account for approximately 99% of purchases, 94% of which come from Group companies (KG Knutsson AB, KGK Motor AB, Autoexperten Detaljist).	64
External principles or other initiatives supported by the organisation	Members of the 2030 secretariat.	64
Membership of trade associations	ATR International AG, Svensk Handel, Sweboat Service AB, Svenska LCV Föreningen, Maskinleverantörerna, Sveriges Annonssörer, Motorbranschens Riksförbund, Svenska Fordonsbranschen.	64

Description	Comments	Page
FINANCIAL RESULT		
Turnover	SEK 1,039 million.	64
INFORMATION ON EMPLOYEES		
Number of employees	267 employees.	64, 82
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	29	64
Number of permanent and probationary employees who left voluntarily during the year	16	64
Parental leave	Total of 41 people, including 14 women and 27 men.	64
Scope of injuries and sick leave	Accidents resulting in personal injury: 6 people Incident without personal injury: 1 person Sick leave: 4.57%.	64
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	64
Composition of the board of directors and management team, and breakdown of the number of men and women	3 women and 5 men.	64
Proportion of employees who had a regular performance and career development review during the reporting period	66%.	64
BUSINESS ETHICS		
Financial support received from public sector entities	No support was received during the year.	64
Confirmed incidents of corruption and measures implemented	No known incidents occurred during the year.	64
Anti-corruption training	No training took place during the year.	64
Total number and percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	93%.	64
The organisation's values, principles and code of conduct		64

Description	Comments	Page
SOCIETAL IMPACT		
Employee representation on health and safety committees	No, there are no employee representatives from Autoexperten Detaljist i Sverige AB.	65
Significant risks in the supply chain	118 suppliers have been assessed for country risks. A risk analysis of product categories is planned for next year.	65
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	65
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	65
Cases of non-compliance with regulations and/ or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	65
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints were reported during the year.	65

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	The same flow as KG Knutsson AB.	65
Energy consumption within the organisation	Electricity and heat consumption: 1,407 MWh.*	65
Direct emissions from used refrigerants	No emissions from used refrigerants.	65
Indirect carbon dioxide equivalent emissions from sold refrigerants	Total of 17,394,080 kg of CO ₂ e, of which 6,626,620 kg CO ₂ e originates from regenerated gas.	65
Hazardous waste	6,744 kg.	65
Non-hazardous waste	45,671 kg.	65
Recycling	52,415 kg.	65
Breaches of environmental regulations and laws	There were no breaches of environmental regulations or laws during the year.	65
Suppliers evaluated based on environmental criteria	118, currently approx. 47%.	65
Direct greenhouse gas emissions	612 tonnes of CO ₂ e for Autoexperten's delivery and service vehicles.	65
Indirect greenhouse gas emissions	During the year, our business air travel resulted in total emissions of approximately 10 tonnes of CO ₂ e.**	65

* In some stores, electricity is included in the rent, so an estimate has been made for those locations.

** These emissions are from business travel by air. This year's figures include direct, indirect and upstream emissions, which represents a change from the system boundary used in previous years, which covered direct and indirect emissions.

Laitis Handels AB

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	Laitis Handels AB.	66
Ownership structure and company form	Aktiebolag Laitis Handels AB 100% (Autoexpertern Detaljist AB) Laitis i Kiruna AB 70% (Laitis Handels AB) Laitis i Pajala AB 100% (Laitis Handels AB) Laitis i Gällivare AB 100% (Laitis Handels AB) Laitis i Örnsköldsvik AB 100% (Laitis Handels AB).	21, 66
Corporate governance	The company is privately owned and has a management team that makes decisions.	66
Companies covered by the report	Laitis Handels AB 556434-9164 Boden, Luleå, Piteå, Skellefteå, Umeå. Laitis i Kiruna AB 556925-8964 Kiruna. Laitis i Pajala AB 556869-6800 Pajala. Laitis i Gällivare AB 556325-3896 Gällivare. Laitis i Örnsköldsvik AB 556116-4772 Örnsköldsvik.	66
Main brands, products and/or services	Spare parts and accessories for the automotive industry, industrial supplies and related services. Service workshop in Luleå since 2025.	66
Head office address	Luleå	66
Countries in which the organisation operates	Sweden	66
Markets in which the organisation operates	The automotive and industrial sectors, as well as the leisure and horticulture sectors to some extent.	66
Number of products	1,925,000.	66
The organisation's supply chain	1466.	66
External principles or other initiatives supported by the organisation	ISO 9001:2015 and ISO 14 001:2015 Vilda Kids Stiftelsen Friends Stiftelsen Säkra varje unge Nattvandrarerna Företagarna i Piteå Sponsorship of both children's/adolescent sports and activities for seniors.	66
Membership of trade associations	Företagarna i Piteå Svensk Handel Småföretagarnas riksförbund Marknadsföreningen i Umeå Norrbottens Handelskammare.	66
FINANCIAL RESULT		
Turnover	SEK 473 million.	66

Description	Comments	Page
INFORMATION ON EMPLOYEES		
Number of employees	163	66, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	Total of 26. 17 permanent/probationary, 1 temporary.	66
Number of permanent and probationary employees who left voluntarily during the year	7	66
Parental leave	Total of 23 people, including 7 women and 16 men.	66
Scope of injuries and sick leave	Accidents resulting in personal injury: 5 Incidents without personal injury: 2 Total sick leave during the year: 6%.	66
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	66
Composition of the board of directors and management team, and breakdown of the number of men and women	Board of directors: 9 members, all men. Management team: 8 members, including 1 woman and 7 men.	66
Proportion of employees who had a regular performance and career development review during the reporting period	67%.	66
BUSINESS ETHICS		
Financial support received from public sector entities	Wage subsidies. Regional aid AG.	66
Confirmed incidents of corruption and measures implemented	No known incidents.	66
Anti-corruption training	No training was conducted during the year.	66
Total number and percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	27 out of 44 of our A and B suppliers. Total of 61.4%.	66
The organisation's values, principles and code of conduct	Code of conduct, policies and principles clarify the standards and rules we are expected to follow, and are reinforced by our core values of knowledge, service and quality. All documents are available on the intranet and accessible to all employees.	66

Description	Comments	Page
SOCIETAL IMPACT		
Employee representation on health and safety committees	Safety inspections are conducted by the site manager together with the safety representative or another employee representative. An occupational health and safety group, comprising representatives from various roles within the organisation, has been established with the aim of enhancing collaboration concerning occupational health and safety issues and raising awareness of high-risk tasks and processes.	67
Significant risks in the supply chain	95% of our other suppliers are Swedish; purchases made through KGK and BIG-gruppen are managed centrally.	67
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No incidents.	67
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No incidents.	67
Cases of non-compliance with regulations and/ or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	67
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints have been reported.	67

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	We recycle 95% of our packaging materials and cardboard boxes, and we use recycled packaging.	67
Energy consumption within the organisation	Electric power: Total of 876 MWh, with all electricity contracts covering 100% fossil-free electricity. Heat energy: Total of 1,206 MWh; all heating is provided by district heating or geothermal energy.	67
Direct emissions from used refrigerants	0	67
Indirect carbon dioxide equivalent emissions from sold refrigerants	1,681,850 kg CO ₂ e.	67
Hazardous waste	3,951 kg.*	67
Non-hazardous waste	102,083 kg.*	67
Recycling	Materials recycled: 52,460 kg. Energy recovered: 9,899 kg.*	67
Breaches of environmental regulations and laws	No reported cases of breaches of environmental regulations and laws.	67
Suppliers evaluated based on environmental criteria	Through BIG 120 contract suppliers, as well as four contracts signed through Laitis.	67
Direct greenhouse gas emissions	Company-owned delivery vehicles: 28.6 tonnes of CO ₂ e. Company cars: 66.4 tonnes of CO ₂ e. Total of approximately 95 tonnes of CO ₂ e.	67
Indirect greenhouse gas emissions	Carriers emit: 1.2 tonnes of CO ₂ e, as well as 0.54 tonnes of CO ₂ **. These account for approximately 90% of all shipments. Business travel by air: 14 tonnes of CO ₂ e.***	67

* This applies to all stores and operations that we are aware of.

** Measured using the Tank-to-Wheel method. Please note that carriers have reported emissions in different units (CO₂ and CO₂e). This means that the values are not directly comparable, as CO₂e includes all greenhouse gases expressed as carbon dioxide equivalents.

*** The emissions are from business travel by air. This year's figures include direct, indirect and upstream emissions, which represents a change from the system boundary used in previous years, which covered direct and indirect emissions.

KG Knutsson Verkstad AB

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	KG Knutsson Verkstad AB.	68
Ownership structure and company form	A subsidiary of KG Knutsson AB. Private limited company.	15, 68
Corporate governance	Privately owned company with a board of directors.	68
Companies covered by the report	Allbil gruppen i Väst AB (corporate ID no. 556891-4252) Allbilservice AX Värnamo AB (corporate ID no. 559440-0375) BD Malmö AX AB (corporate ID no. 559427-9407) BD Nynäshamn AX AB (corporate ID no. 559427-9399) BD Södertälje AX AB (corporate ID no. 559427-9506) BD Täby AX AB (corporate ID no. 559427-9498) Dan Falk Bilverkstad AB (corporate ID no. 559360-7491) EP Gotland AX AB (corporate ID no. 559426-6636) ETJ Bilverkstad AB (corporate ID no. 556913-7598) FA Car Service AB (corporate ID no. 556823-4180) Garage74 i Svenljunga AB (corporate ID no. 559373-8197) Gränsverkstad AB (corporate ID no. 556795-6205) Gränsverkstad i Charlottenberg AB (corporate ID no. 559068-9138) Höganäs Bilservice AB (corporate ID no. 556797-0719) Långås Bilverkstad AB (corporate ID no. 559405-5666) Mariestads Bil & Kaross AB (corporate ID no. 559237-5447) Motorkonsult i Nyköping AB (corporate ID no. 556926-5886) PA Verkstad AB (corporate ID no. 559387-3903) Speicher Auto AB (corporate ID no. 556225-7088) Torslanda Bilservice AB (corporate ID no. 556133-1355) Ullstämma Fordonsteknik AB (corporate ID no. 559776-5378) Ödeshög Bilverkstad AB (corporate ID no. 559371-3901)	68
Main brands, products and/or services	Car repairs.	68
Head office address	Hammarbacken 8, 191 81 Sollentuna.	68
Countries in which the organisation operates	Sweden	68
Markets in which the organisation operates	Vehicle servicing and repair in Sweden.	68
Number of products	We buy and sell directly, so we do not hold any products in stock. Our main supplier is KGK.	68
The organisation's supply chain	KGK / Autoexperten.	68
External principles or other initiatives supported by the organisation	No.	68

Description	Comments	Page
Membership of trade associations	Motorbranschkonsult AB.	68
FINANCIAL RESULT		
Turnover	SEK 169 million.	68
INFORMATION ON EMPLOYEES		
Number of employees	140	68, 82
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	Probationary employees: 7 Permanent employees: 7 Temporary employees: 1	68
Number of permanent and probationary employees who left voluntarily during the year	22	68
Parental leave	Total of 14 people, including 2 women and 12 men.	68
Scope of injuries and sick leave	Approximately 3% sick leave in 2025.	68
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	68
Composition of the board of directors and management team, and breakdown of the number of men and women	The board of KGK Verkstad consists of five members, all of whom are men.	68
Proportion of employees who had a regular performance and career development review during the reporting period	100%	68
BUSINESS ETHICS		
Financial support received from public sector entities	Wage subsidies.	68
Confirmed incidents of corruption and measures implemented	No incidents occurred during the year.	68
Anti-corruption training	No training was conducted during the year.	68
Total number and percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	0 during 2025, but our main supplier is KGK.	68
The organisation's values, principles and code of conduct	Knowledgeable, reliable and transparent.	68

Description	Comments	Page
SOCIETAL IMPACT		
Employee representation on health and safety committees	No.	69
Significant risks in the supply chain	No risks identified.	69
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	69
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	69
Cases of non-compliance with regulations and/ or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	69
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints were reported during the year.	69

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	We are currently unable to obtain data.	69
Energy consumption within the organisation	Energy consumption: approx. 1,848,000 kWh*.	69
Direct emissions from used refrigerants	We are currently unable to obtain data.	69
Indirect carbon dioxide equivalent emissions from sold refrigerants	We are currently unable to obtain data.	69
Hazardous waste	56,214 kg.	69
Non-hazardous waste	20,188 kg.**	69
Recycling	We are currently unable to obtain data.	69
Breaches of environmental regulations and laws	No breaches of environmental regulations or laws were reported during the year.	69
Suppliers evaluated based on environmental criteria	KGK is our main supplier.	69
Direct greenhouse gas emissions	We are currently unable to obtain data.	69
Indirect greenhouse gas emissions	We are currently unable to obtain data.	69

* Energy consumption is based on a typical workshop with a floor area of 700 m², with an estimated annual energy consumption of approximately 120 kWh/m². In 2025, KGK Verkstad had a total of 22 workshops. It should be noted that the calculation is based on a standard value and an assumed floor area. The actual energy consumption may therefore vary depending on the workshop's size, geographic location, scope of operations, operating hours and technical standards. This figure should therefore be regarded as an estimate rather than an exact value.

** This data concerns seven out of 22 workshops; the remaining companies were unable to provide data concerning the volume of non-hazardous waste.

EV HUB AS, Norway

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	EV HUB AS.	70
Ownership structure and company form	KG Knutsson AB 65%, Noor Holding 35%, Private limited company.	20, 70
Corporate governance	A private limited company with a board of directors composed of representatives from the owners and management.	70
Companies covered by the report	EV HUB AS.	70
Main brands, products and/or services	EV HUB offers: • 130-point status report for electric vehicles as a service • Repair and remanufacturing of up to 11 high-voltage components in electric vehicles, including batteries • HV diagnostics, testing and reuse of components for sustainable mobility	70
Head office address	Strømsveien 179, 0656 Oslo, Norway.	70
Countries in which the organisation operates	Norway, Sweden, Finland and the Baltic states through partners and certified workshops.	70
Markets in which the organisation operates	The Nordic region and Europe through the KGK network and EV HUB-certified workshops.	70
Number of products	Vehicle status report for electric vehicles, along with the servicing and repair of 11 high-voltage components — including batteries — for reuse in electric vehicles.	70
The organisation's supply chain	Approximately 20+ suppliers and technical partners.	70
External principles or other initiatives supported by the organisation	The Guide Against Greenwashing and a focus on the circular economy in electric vehicle components.	70
Membership of trade associations	Not a member of any trade association.	70

Description	Comments	Page
FINANCIAL RESULT		
Turnover	Approx. NOK 16 million	70
INFORMATION ON EMPLOYEES		
Number of employees	20 people.	70, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	4 permanent/probationary employees.	70
Number of permanent and probationary employees who left voluntarily during the year	2–3	70
Parental leave	No parental leave has been taken.	70
Scope of injuries and sick leave	Very low rate of sick leave during the year (<0.5%).	70
Incidents linked to discrimination and measures implemented	No known incidents.	70
Composition of the board of directors and management team, and breakdown of the number of men and women	Men only.	70
Proportion of employees who had a regular performance and career development review during the reporting period	100% of employees had performance reviews.	70

Description	Comments	Page
BUSINESS ETHICS		
Financial support received from public sector entities	A SkatteFUNN project is currently underway.	71
Confirmed incidents of corruption and measures implemented	No known incidents.	71
Anti-corruption training	No training was conducted during the year, but is planned for 2026.	71
Total number and percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	More than 20 suppliers have been informed of the policy.	71
The organisation's values, principles and code of conduct	Safety, Quality, Customer Satisfaction and Loyalty.	71
SOCIETAL IMPACT		
Employee representation on health and safety committees	There is an employee representative for occupational health and safety.	71
Significant risks in the supply chain	No significant risks in the supply chain have been identified.	71
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	71
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	71
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	71

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	During the year, EV HUB contributed to the circular economy by: • Refurbishing and reusing over 300 high-voltage batteries • Repairing and reusing over 1,000 high-voltage components This reduces waste and CO ₂ emissions by extending the lifespan of electric vehicle components in the Nordic region through the KGK and EV HUB network.	71
Energy consumption within the organisation	Energy consumption: approx. 1,000–2,000 kWh, mainly from renewable sources.	71
Direct emissions from used refrigerants	No direct emissions from used refrigerants.	71
Indirect carbon dioxide equivalent emissions from sold refrigerants	No indirect emissions from sold refrigerants.	71
Hazardous waste	Approx. 1,000 kg.	71
Non-hazardous waste	Approx. 300 kg.	71
Recycling	Approx. 60,000 kg.	71
Breaches of environmental regulations and laws	No reported cases of breaches of environmental regulations and laws.	71
Suppliers evaluated based on environmental criteria	No suppliers were evaluated based on environmental criteria during the year.	71
Direct greenhouse gas emissions	No measurement data available, but this is currently being developed as part of EV HUB's sustainability programme.	71
Indirect greenhouse gas emissions	No measurement data available, but this is currently being developed as part of EV HUB's sustainability programme.	71

KGK Norge AS

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	KGK Norge AS.	72
Ownership structure and company form	Private limited company – wholly owned by KG Knutsson AB.	16, 72
Corporate governance	The company is privately owned and has a management team that makes decisions.	72
Companies covered by the report	KGK Norge AS.	72
Main brands, products and/or services	Company engaged in industrial production, primarily in the manufacture of vehicles and machinery for use on land, at sea and in the air, as well as related activities, including service operations and the acquisition of commercial agencies. The company may engage in similar activities and establish branches.	72
Head office address	Strømsveien 177, 0664 Oslo.	72
Countries in which the organisation operates	Norway	72
Markets in which the organisation operates	Aftermarket for cars, boats and agriculture. ZF workshop.	72
Number of products	The same number of products as KGK Knutsson AB.	72
The organisation's supply chain	The same suppliers as KG Knutsson AB.	72
External principles or other initiatives supported by the organisation	UNG300, Miljøcert, certification available for our AX workshops and workshop wholesalers.	72
Membership of trade associations	Member of ABL (Autobransjens Leverandørforening) and NBF (Norges bilbransjeforbund).	72

Description	Comments	Page
FINANCIAL RESULT		
Turnover	NOK 263 million	72
INFORMATION ON EMPLOYEES		
Number of employees	71	72, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	27 permanent employees.	72
Number of permanent and probationary employees who left voluntarily during the year	27 people who have left.	72
Parental leave	1 woman.	72
Scope of injuries and sick leave	9.28%.	72
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	72
Composition of the board of directors and management team, and breakdown of the number of men and women	Board of directors: 2 men. Management team: 6 men and 2 women.	72
Proportion of employees who had a regular performance and career development review during the reporting period	Approx. 25%.	72

Description	Comments	Page
BUSINESS ETHICS		
Financial support received from public sector entities	No support was received in 2025.	73
Confirmed incidents of corruption and measures implemented	No incidents reported.	73
Anti-corruption training	No training was conducted during the year.	73
Total number and percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	The same suppliers as in Sweden. See the index for KG Knutsson AB.	73, 62
The organisation's values, principles and code of conduct	KGK Norge AS Our values: 1. Talk to each other, not about each other. If anything is unclear, please ask in order to avoid misunderstandings and assumptions. 2. In the event of a disagreement, try to find a solution in consultation with your supervisor and/or safety representative. That's how we can improve and learn from one another. 3. All employees are required to participate. This means that if you see someone who isn't feeling well, reach out and try to help them. 4. All KGK employees represent KGK. We stand united and move forward together. We should know, not just believe. Find out the facts and we'll all be a little wiser together. 5. We operate in an industry that is constantly changing, which makes us an innovative company. As employees of KGK, we need to be open to new ideas and organisational changes. We want an open dialogue whenever changes are made, where there is room for feedback and ideas. We will be creating an idea bank and we hope that you, as an employee, will actively participate in it.	73
SOCIETAL IMPACT		
Employee representation on health and safety committees	We have added five new safety representatives, in addition to our head safety representative. This is to ensure better coverage at our various sites.	73
Significant risks in the supply chain	In this area, we rely on the work done by KG Knutsson AB, as we use the same suppliers. We want to establish a platform for this in Norway so that we can properly evaluate local suppliers, which will help us to comply with the Transparency Act.	73
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	73

Description	Comments	Page
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	73
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	73
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints have been reported.	73
ENVIRONMENTAL IMPACT		
Use of recycled materials	Overhaul/repair of transmissions, etc., for commercial vehicles and the marine division (the ZF Division).	73
Energy consumption within the organisation	Energy consumption: 263 MWh.*	73
Direct emissions from used refrigerants	No figures are available.	73
Indirect carbon dioxide equivalent emissions from sold refrigerants	1,341,603 kg CO ₂ e.	73
Hazardous waste	9,888 kg.	73
Non-hazardous waste	9,180 kg.	73
Recycling	Material recycling: 6,068 kg. Energy recovery: 13,351 kg.	73
Breaches of environmental regulations and laws	No reported cases of breaches of environmental regulations and laws.	73
Suppliers evaluated based on environmental criteria	We do not continuously assess our supply chain based on environmental criteria. We only enter into agreements with reputable suppliers who have all the requisite legal approvals. We also use the same suppliers as KG Knutsson AB.	73
Direct greenhouse gas emissions	Company cars accounted for 221 tonnes of CO ₂ .	73
Indirect greenhouse gas emissions	Our business travel by air accounted for 24.7 tonnes of CO ₂ emissions: in 2025.**	73

* Specific figures for electricity and heat energy linked to the amount of renewable energy will not be available in Norway until June.

** The data is sourced from Berg-Hansen, our business travel partner, and relates to air travel.

Oy Kaha AB, Finland

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	OY KAHA AB.	74
Ownership structure and company form	Privately owned limited company.	17, 74
Corporate governance	CEO and management team.	74
Companies covered by the report	OY Kaha Ab and KL Parts Oy.	74
Main brands, products and/or services	Webasto, Calix, Bosch, ZF, Hella, Dräger.	74
Head office address	Ansatie 2, 01740 Vantaa, Finland.	74
Countries in which the organisation operates	Finland	74
Markets in which the organisation operates	Spare parts, accessories and industrial components.	74
Number of products	113,718	74
The organisation's supply chain	294 suppliers.	74
External principles or other initiatives supported by the organisation	Kaha is certified according to ISO 9001:2015 and also applies 5S lean standards.	74
Membership of trade associations	ATR International AG, co-owner in the Finnish car importers' association, SVOK RY.	74

Description	Comments	Page
FINANCIAL RESULT		
Turnover	Kaha: EUR 104 million KL: EUR 19.9 million	74
INFORMATION ON EMPLOYEES		
Number of employees	Kaha: 128 KL: 82	74, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	Kaha: 11 permanent positions and 5 temporary positions. KL: 14 permanent positions and 7 temporary positions.	74
Number of permanent and probationary employees who left voluntarily during the year	Kaha: 5 KL: 7	74
Parental leave	Kaha: Total of 3 people, including 2 men and 1 woman. KL: Total: 4 men.	74
Scope of injuries and sick leave	Total sick leave during the year: Kaha: 2.49%. KL: 2.80%.	74
Incidents linked to discrimination and measures implemented	No known incidents.	74
Composition of the board of directors and management team, and breakdown of the number of men and women	KAHA: Board of directors: 6 men, Management team: 7 men and 1 woman. KL: Board of directors: 4 men and 1 woman, Management team: 3 men.	74
Proportion of employees who had a regular performance and career development review during the reporting period	Kaha: 90%. KL: 10%.	74

Description	Comments	Page
BUSINESS ETHICS		
Financial support received from public sector entities	No state aid was received during the year.	75
Confirmed incidents of corruption and measures implemented	No known incidents.	75
Anti-corruption training	There is no defined need.	75
Percentage of business partners (suppliers) to whom the organisation's anti-corruption policy and procedures have been communicated.	Over 70% of Kaha's suppliers are well-known Tier 1 automotive manufacturers that have their own anti-corruption policies. Very limited imports from third countries.	75
The organisation's values, principles and code of conduct	Kaha's values are communicated to all Kaha employees via the intranet.	75
SOCIETAL IMPACT		
Employee representation on health and safety committees	An occupational health and safety manager and two deputy managers are elected by the employees in a free election held every other year. They meet regularly with both HR and occupational health and safety representatives.	75
Significant risks in the supply chain	Of the 50 largest suppliers, approx. 75% are shared with KG Knutsson AB and are therefore managed centrally. In total, shared suppliers account for approx. 70% of the total procurement volume.	75
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No incidents.	75
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No incidents.	75
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No incidents.	75
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No incidents.	75

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	Approx. 25% of the materials used in logistics are recycled, e.g. as fill material.	75
Energy consumption within the organisation	Electricity: 1,965 MWh, heat: 3,824 MWh*.	75
Direct emissions from used refrigerants	No measurement data.	75
Indirect carbon dioxide equivalent emissions from sold refrigerants	4,405,000 kg CO ₂ e.	75
Hazardous waste	2,418 kg.	75
Non-hazardous waste	223,780 kg.	75
Recycling	Material recycling: 96,773 kg; metal: 21,585 kg (scrap metal is purchased by a separate company). Energy recovery: 105,422 kg.	75
Breaches of environmental regulations and laws	No incidents.	75
Suppliers evaluated based on environmental criteria	This is done at KGK Group level.	75
Direct greenhouse gas emissions	Emissions from company vehicles amounted to approx. 83 tonnes of CO ₂ e.	75
Indirect greenhouse gas emissions	Emissions from business travel by air amounted to 72.4 tonnes of CO ₂ e.**	75

* Data concerning the proportion of renewable energy is not yet available for electricity (renewable energy sources have not been prioritised, but this will hopefully happen later this year). With regard to heating, it is not possible to determine the proportion of renewable energy because it is provided via district heating and the regional supplier does not specify the energy mix.

** The emissions are from business travel by air. This year’s figures include direct, indirect and upstream emissions, which represents a change from the system boundary used in previous years, which covered direct and indirect emissions.

AS KG Knutsson, Estonia

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	AS KG Knutsson.	76
Ownership structure and company form	Private limited company.	19, 76
Corporate governance	The company is privately owned and decisions are made by the management team.	76
Companies covered by the report	AS KG Knutsson.	76
Main brands, products and/or services	A wide range of car parts and accessories in particular.	76
Head office address	Saeveski 12, Tallinn, Estonia.	76
Countries in which the organisation operates	Estonia	76
Markets in which the organisation operates	Estonia	76
Number of products	Approx. 1,000,000 products.	76
The organisation's supply chain	A supplier base of approx. 150 suppliers. The 50 largest suppliers accounted for approx. 90% of purchases in 2025.	76
External principles or other initiatives supported by the organisation	No	76
Membership of trade associations	Estonian Chamber of Commerce, Finnish-Estonian Chamber of Commerce, Swedish Chamber of Commerce in Estonia, FICE, ATR.	76

Description	Comments	Page
FINANCIAL RESULT		
Turnover	EUR 17.2 million.	76
INFORMATION ON EMPLOYEES		
Number of employees	103 (9 temporary employees).	76, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	16 new appointments (8 permanent employees and 8 probationary employees).	76
Number of permanent and probationary employees who left voluntarily during the year	13 people left voluntarily.	76
Parental leave	5 people, including 4 men and 1 woman.	76
Scope of injuries and sick leave	No injuries during the year. The total sick leave rate at KG Knutsson AS during the year was 2.9%.	76
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	76
Composition of the board of directors and management team, and breakdown of the number of men and women	One board member (man); the management team consists of 2 women and 4 men.	76
Proportion of employees who had a regular performance and career development review during the reporting period	97% had a performance and career development review.	76

Description	Comments	Page
BUSINESS ETHICS		
Financial support received from public sector entities	No state aid was received during the year.	77
Confirmed incidents of corruption and measures implemented	No known incidents.	77
Anti-corruption training	No training was conducted during the year.	77
Percentage of business partners (suppliers) to which the organisation's anti-corruption policy and procedures have been communicated.	Of the 50 largest suppliers, approx. 70% are shared with KG Knutsson AB and managed centrally.	77
The organisation's values, principles and code of conduct	The "KGK way" code of conduct has largely been implemented. Core values and related policies and guidelines are communicated via the intranet.	77
SOCIETAL IMPACT		
Employee representation on health and safety committees	One occupational health specialist; no safety committees.	77
Significant risks in the supply chain	Of the 50 largest suppliers, approx. 70% are shared with KG Knutsson AB and managed centrally.	77
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No incidents occurred during the year.	77
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No incidents occurred during the year.	77
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	77
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints were reported during the year.	77

Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	All corrugated cardboard packaging from incoming shipments is either reused for customer orders or recycled. The pallets are reused or sold. No new corrugated cardboard packaging or pallets were purchased during the year.	77
Energy consumption within the organisation	Electric power: 141.35 MWh. Heat energy: 292.30 MWh.	77
Direct emissions from used refrigerants	Direct emissions from used refrigerants.	77
Indirect carbon dioxide equivalent emissions from sold refrigerants	14,243,205 kg.	77
Hazardous waste	7,912 kg.	77
Non-hazardous waste	22,450 kg.	77
Recycling	19,660 kg.	77
Breaches of environmental regulations and laws	No cases were reported during the year.	77
Suppliers evaluated based on environmental criteria	Of the 50 largest suppliers, approx. 70% are shared with KG Knutsson AB and managed centrally.	77
Direct greenhouse gas emissions	114.40 tonnes of CO ₂ e from company cars and delivery vehicles.*	77
Indirect greenhouse gas emissions	Goods transport: 33.67 tonnes of CO ₂ e. Business travel: Car and taxi: 1.7 tonnes of CO ₂ e. Air travel: 1.56 tonnes of CO ₂ e. Other (bus, train, boat): 0.07 tonnes of CO ₂ e. Total: 37 tonnes of CO ₂ e.	77

* Measured using the Tank-to-Wheel method.

KG Knutsson SIA, Latvia

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	KG Knutsson SIA.	78
Ownership structure and company form	Private limited company.	18, 78
Corporate governance	The company is privately owned and decisions are made by the management team.	78
Companies covered by the report	KG Knutsson SIA.	78
Main brands, products and/or services	ZF, VDO (Aumovio), Bosch, Thule, Clarios (Varta), Webasto, Brembo, Liqui Moly.	78
Head office address	Green Park Lidosta, Dzirnietu street 24, Mārupe, Mārupes county, LV-2167, Latvia.	78
Countries in which the organisation operates	Latvia	78
Markets in which the organisation operates	Latvia	78
Number of products	In total, there are more than 21,779 different products in stock at the main warehouse in Riga (located close to the airport and growing). More than 875,000 products are available through B2B e-commerce.	78
The organisation's supply chain	We made purchases from 79 different suppliers in 2025. Direct contracts and the number of suppliers are increasing.	78
External principles or other initiatives supported by the organisation	No	78
Membership of trade associations	Member of the Latvian Authorized Automobile Dealers Association (LAADA), the Zero Emission Mobility Support Society (BIMAB in Latvian), the Latvian Association of Automobile Engineers (LAIA), and ATR International AG.	78
FINANCIAL RESULT		
Turnover	EUR 10.04 million.	78
INFORMATION ON EMPLOYEES		
Number of employees	47	78, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	10 people, including 5 permanent employees and 5 probationary employees.	78
Number of permanent and probationary employees who left voluntarily during the year	0	78
Parental leave	Parental leave: total of 3 people, all men, 10 working days each.	78
Scope of injuries and sick leave	Total sick leave during the year: 3%.	78

Incidents linked to discrimination and measures implemented	No incidents in 2025.	78
Composition of the board of directors and management team, and breakdown of the number of men and women	One board member (man); the management team consists of 2 women and 4 men.	78
Proportion of employees who had a regular performance and career development review during the reporting period	98% had a performance and career development review.	78
BUSINESS ETHICS		
Financial support received from public sector entities	No state aid was received during the year.	78
Confirmed incidents of corruption and measures implemented	No known incidents.	78
Anti-corruption training	No training was conducted during the year.	78
Percentage of business partners (suppliers) to whom the organisation's anti-corruption policy and procedures have been communicated.	Of the 79 largest suppliers, approx. 45% are shared with Sweden and therefore managed centrally. The 17 largest suppliers are all shared with KG Knutsson AB.	78
The organisation's values, principles and code of conduct	KG Knutsson Latvia is a company in the automotive industry built on stable, long-term partnerships and collaboration with strong brands. The company's core values, principles and code of conduct remain unchanged and are formally outlined in the Employee Handbook, which was implemented in 2025. Core values include: • guaranteeing high-quality service for both customers and employees; • promoting a sustainable and safe work environment; • encouraging employee engagement and responsible collaboration. The Employee Handbook is available online via the intranet. All internal documentation is centralised on the intranet, which reduces paper consumption and the administrative burden. The intranet also serves as an effective channel for internal communication and the sharing of information.	78

SOCIETAL IMPACT		
Employee representation on health and safety committees	The CEO has overall responsibility for employee health and safety, while the service manager is responsible at local level. Occupational health and safety risks are assessed in collaboration with the occupational health service and reviewed annually, including training and reviews. The individuals responsible have completed the necessary training and certification.	79
Significant risks in the supply chain	Of the 79 largest suppliers, approx. 45% are shared with Sweden and therefore managed centrally. The 17 largest suppliers are all shared with KG Knutsson AB.	79
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	79
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	79
Cases of non-compliance with regulations and/or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	79
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints were reported during the year.	79

ENVIRONMENTAL IMPACT		
Use of recycled materials	We reuse old pallets and cardboard boxes from other suppliers to ship goods, including to Autoeksperts. We also use reusable shipping crates. Old, unused pallets are sold, while paper, cardboard and waste are recycled free of charge. 100% recycled materials: Wooden pallets: 29,506 kg. Cardboard and office paper: 10,175 kg. Plastic: 379.51 kg.	79
Energy consumption within the organisation	Electricity consumption: 94.04 MWh (Autoekspert, warehousing and offices). Gas consumption (heat energy): 61.23 MWh (warehousing and offices).	79
Direct emissions from used refrigerants	No direct emissions from used refrigerants.	79
Indirect carbon dioxide equivalent emissions from sold refrigerants	2,522,718 kg CO ₂ e.	79
Hazardous waste	A total of 10,540 kg of hazardous waste, primarily oils, tyres and oil filters was processed and handed over to an authorised operator in 2025.	79
Non-hazardous waste	32,214 kg.	79
Recycling	11,203 kg.	79
Breaches of environmental regulations and laws	No cases were reported during the year.	79
Suppliers evaluated based on environmental criteria	Of the 79 largest suppliers, approx. 45% are shared with Sweden and therefore managed centrally. The 17 largest suppliers are all shared with KG Knutsson AB.	79
Direct greenhouse gas emissions	Company vehicles: 92.11 tonnes of CO ₂ e* for the delivery of goods and for the sales force.	79
Indirect greenhouse gas emissions	Goods transport: 21.36 tonnes of CO ₂ e. Business travel: 6.15 tonnes of CO ₂ e. Total: 27.51 tonnes of CO ₂ e.	79

* Measured using the Tank-to-Wheel method.

UAB KG Knutsson, Lithuania

Description	Comments	Page
THE ORGANISATION, INCLUDING DELIMITATIONS		
Name of the organisation	UAB KG Knutsson.	80
Ownership structure and company form	Legal form: Private limited company. Ownership structure: KG Knutsson UAB is directly owned (100% of the shares) by KG Knutsson AB.	19, 80
Corporate governance	The company's highest governing body is a director.	80
Companies covered by the report	UAB KG Knutsson.	80
Main brands, products and/or services	VDO, Thule, Webasto, ZF, Brink, Hella. Remanufacturing of Volvo steering systems and installation of products from leading brands.	80
Head office address	Jočioniy 14, Vilnius, Lithuania.	80
Countries in which the organisation operates	Lithuania	80
Markets in which the organisation operates	Lithuania	80
Number of products	120,000 products.	80
The organisation's supply chain	37	80
External principles or other initiatives supported by the organisation	KGK is certified in accordance with ISO 9001:2015, ISO 14 001:2015 and 45001:2018.	80
Membership of trade associations	Member of: The Swedish Chamber of Commerce in Lithuania, the Finnish Chamber of Commerce in Lithuania, the Lithuanian Defence and Security Industry Association, and the Manufacturers and Importers Association.	80
FINANCIAL RESULT		
Turnover	EUR 8.19 million.	80

Description	Comments	Page
INFORMATION ON EMPLOYEES		
Number of employees	19	80, 83
Number of new appointments made during the year, by employment type (permanent, probationary and temporary)	3 permanent employees.	80
Number of permanent and probationary employees who left voluntarily during the year	3	80
Parental leave	No parental leave during the year.	80
Scope of injuries and sick leave	Total sick leave during the year: 0.01%.	80
Incidents linked to discrimination and measures implemented	No incidents occurred during the year.	80
Composition of the board of directors and management team, and breakdown of the number of men and women	Board of directors: 3 members, all men. Management team: 2 members, 1 man, 1 woman.	80
Proportion of employees who had a regular performance and career development review during the reporting period	100%.	80
BUSINESS ETHICS		
Financial support received from public sector entities	No state aid was received during the year.	80
Confirmed incidents of corruption and measures implemented	No known incidents.	80
Anti-corruption training	No training was conducted during the year.	80
Percentage of business partners (suppliers) to whom the organisation's anti-corruption policy and procedures have been communicated.	Total: 138 companies, 63% (including other business partners).	80
The organisation's values, principles and code of conduct	We have developed our Corporate Code of Conduct based on the United Nations Global Compact, an international initiative supported by companies around the world to ensure accountability in the areas referred to above. The Code of Conduct covers areas such as human rights, employment standards (terms of employment, elimination of discrimination and child labour), working conditions (health and safety), the environment and anti-corruption.	80

Description	Comments	Page
SOCIETAL IMPACT		
Employee representation on health and safety committees	Under the occupational health and safety management system (ISO 45001), there are employee representatives who discuss workplace health and safety issues.	81
Significant risks in the supply chain	Supplier audits are not conducted. However, day-to-day operations take place in collaboration with key suppliers. Weaknesses or risks are known. We use higher inventory levels or advance orders to manage delivery risks.	81
Incidents involving non-compliance with regulations regarding the health and safety effects of products and services	No events occurred during the year.	81
Failure to comply with regulations and/or voluntary codes regarding product and service information and labelling	No events occurred during the year.	81
Cases of non-compliance with regulations and/ or voluntary codes regarding market communication, including advertising, marketing and sponsorship	No cases were reported during the year.	81
Substantiated complaints regarding breaches of customer privacy and leaks of customer data	No complaints were reported during the year.	81

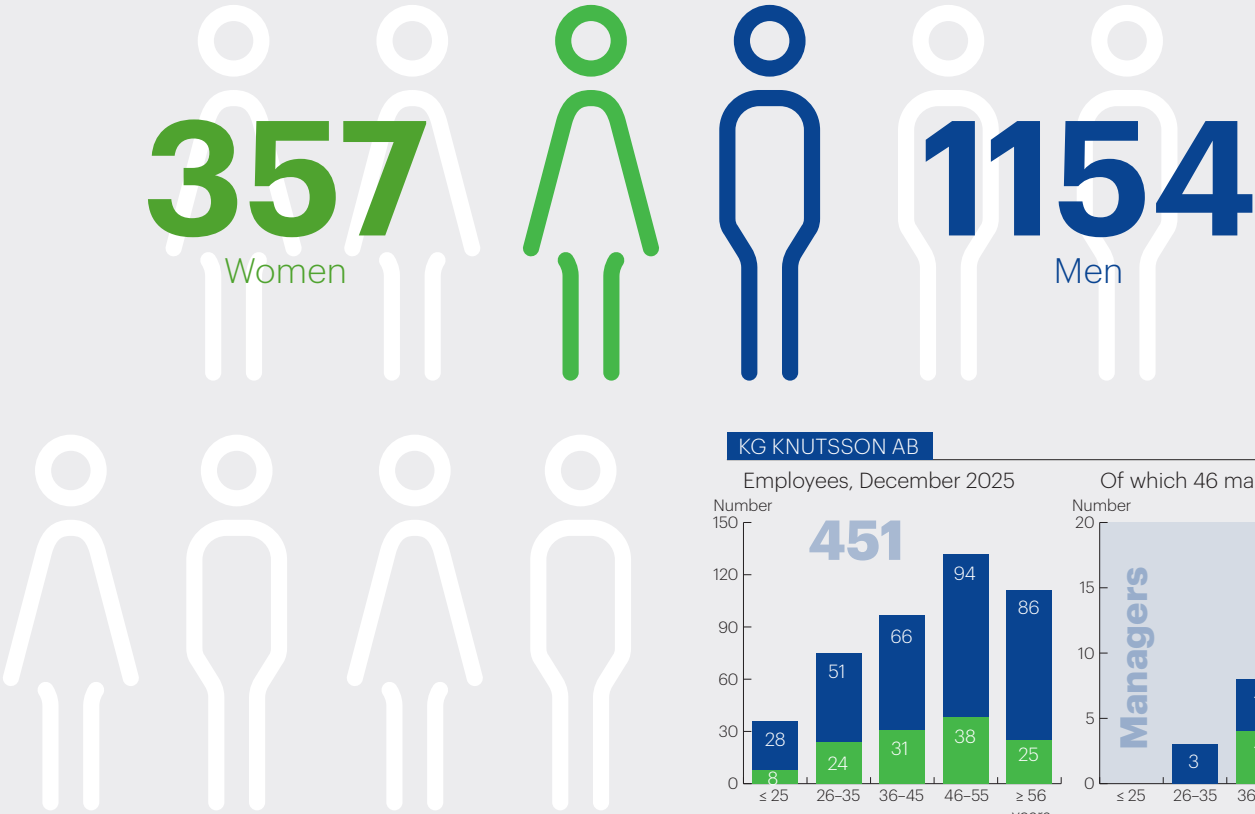
Description	Comments	Page
ENVIRONMENTAL IMPACT		
Use of recycled materials	Refurbished gearboxes: 707	81
Energy consumption within the organisation	Electric power: 101.62 MWh, 100% renewable.	81
Direct emissions from used refrigerants	No direct emissions from used refrigerants.	81
Indirect carbon dioxide equivalent emissions from sold refrigerants	3,397,680 kg CO ₂ e.	81
Hazardous waste	4,067 kg.	81
Non-hazardous waste	87,555 kg.	81
Recycling	90,517 kg.	81
Breaches of environmental regulations and laws	No reported cases of breaches of environmental regulations and laws.	81
Suppliers evaluated based on environmental criteria	30	81
Direct greenhouse gas emissions	51.78 tonnes of CO ₂ e.*	81
Indirect greenhouse gas emissions	6.417 tonnes of CO ₂ e from goods transport.	81

* Measured using the Tank-to-Wheel method.

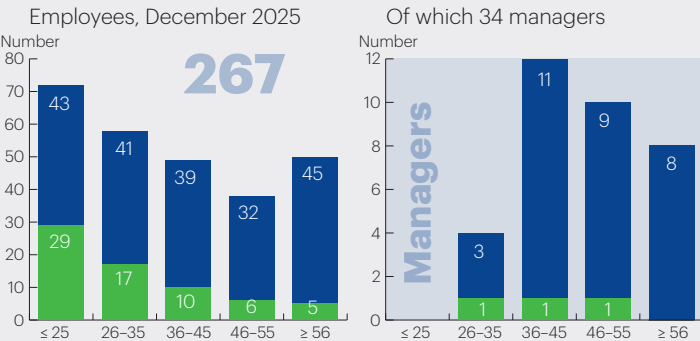
Employee demographics

Our workplaces must be characterised by openness, where everyone is accepted regardless of gender, age, ethnic or social background, disabilities or other factors unrelated to actual competence or commitment.

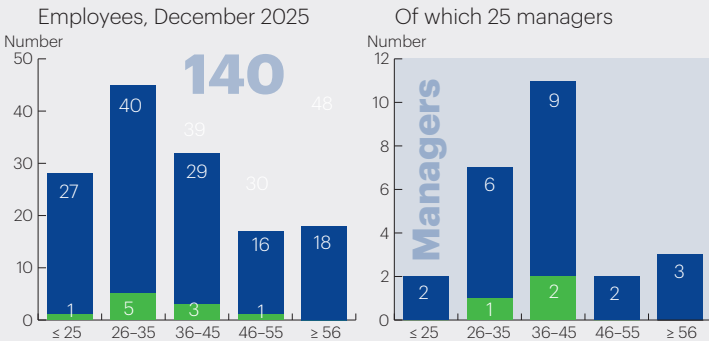
We believe that diversity boosts our competitiveness and contributes to better results. Men and women must have equal opportunities as regards employment, education and professional development, and it must be possible to balance work and family life.



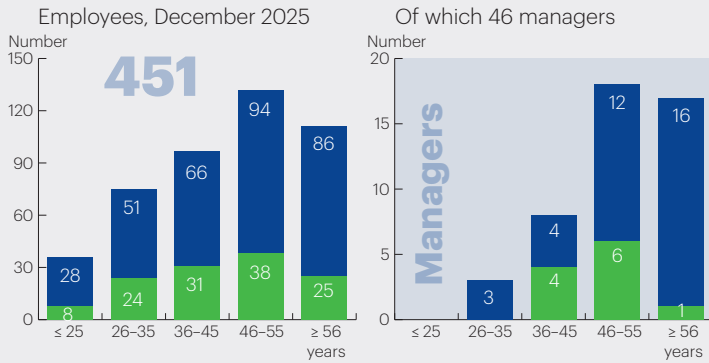
AUTOEXPERTEN DETALJIST I SVERIGE AB



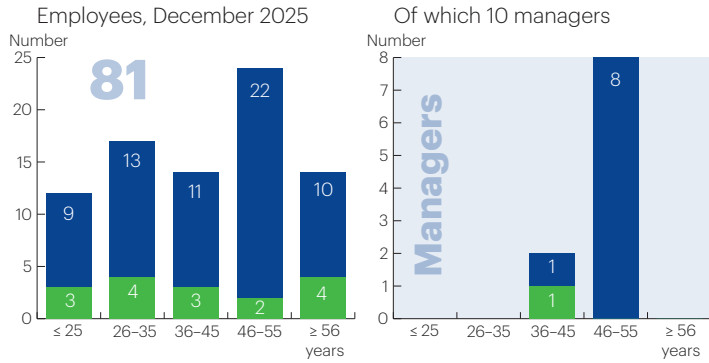
KGK VERKSTAD



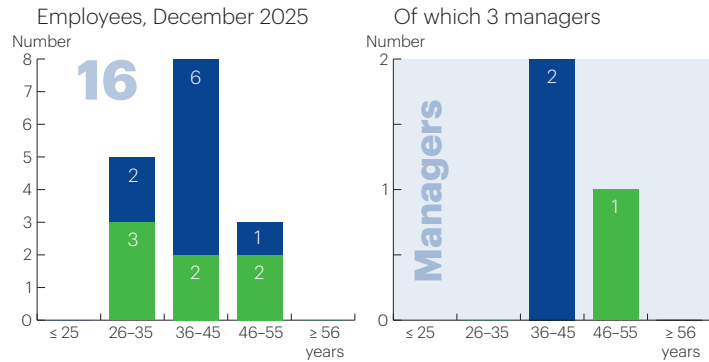
KG KNUTSSON AB



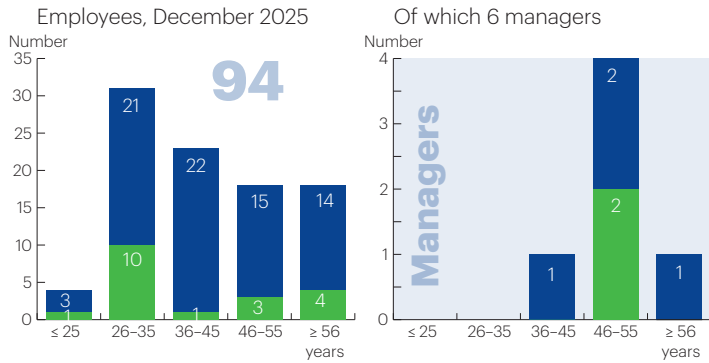
KGK NORWAY



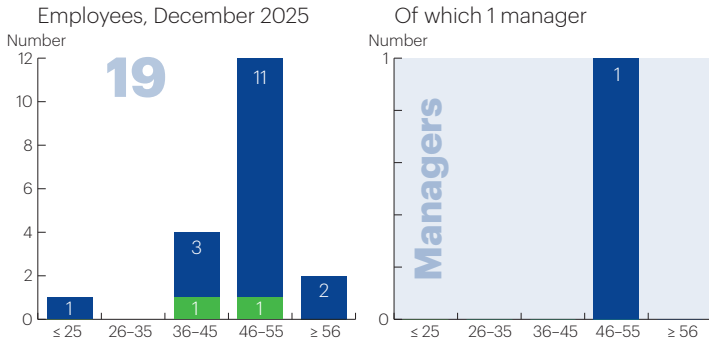
CARSMART



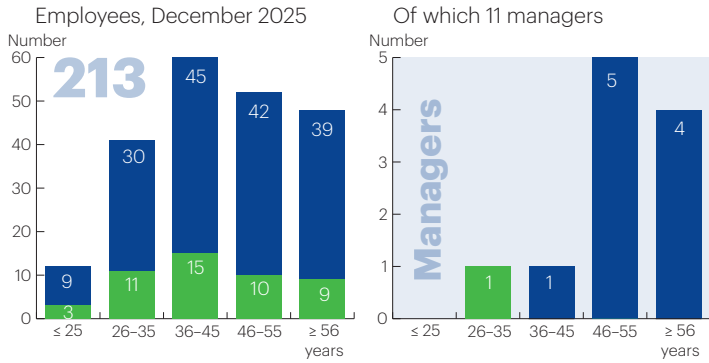
KGK ESTONIA



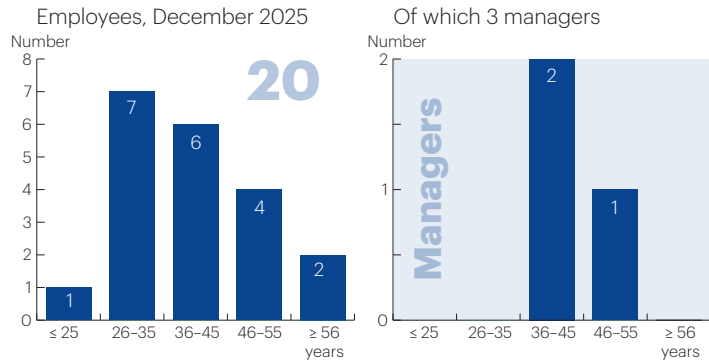
KGK LITHUANIA



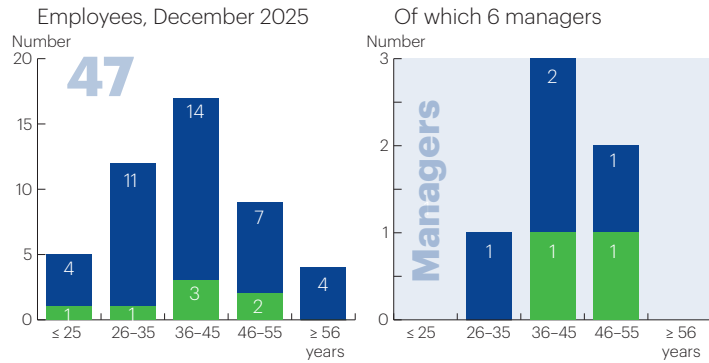
KAHA and KL PARTS FINLAND



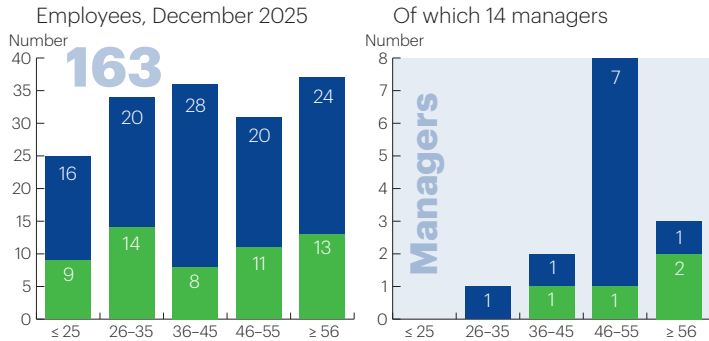
EV HUB



KGK LATVIA



LAITIS





We move people forward



KGK

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