

Presentation of Q3 2025 results

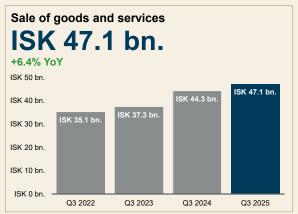
FESTI ELKO KRÓNAN NI CLILYFIA BAKKINN Yrkir 🛠

31 October 2025

Ásta S. Fjeldsted Magnús Kr. Ingason

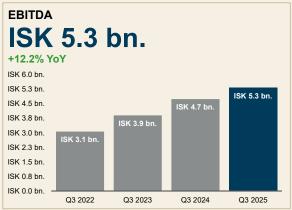


Consolidated highlights Q3 2025











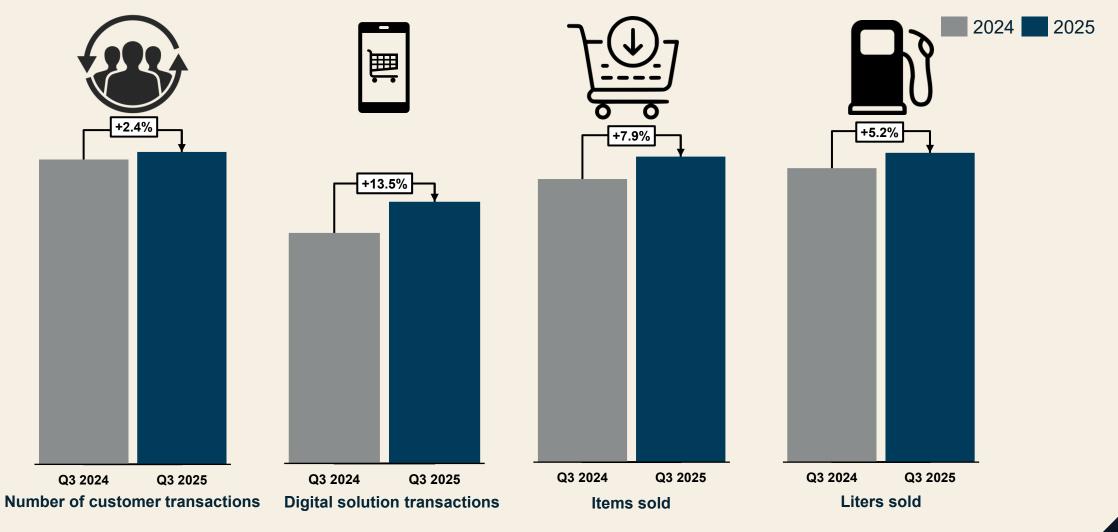


Key points:

- The quarter's operations performed well, and results exceeded management's expectations.
- Quarterly product sales increased by 6.4%, and the gross margin on product sales rose by 11.3%.
- Quarterly EBITDA increased by 12.2% year-on-year.
- Strong cash flow. Net cash from operating activities ISK 6.7 bn.
- Q3 2025 results confirm the continued momentum of Festi's subsidiaries in their markets.

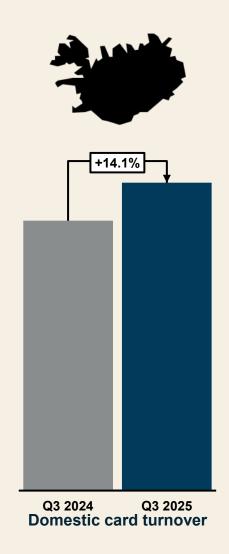


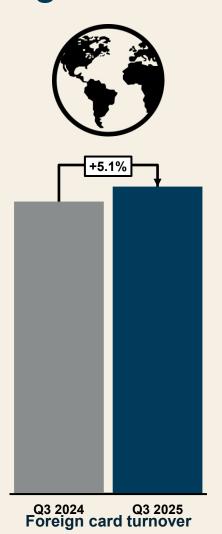
Number of customers and sales increases in Q3 YoY





Increase in both domestic and foreign card turnover





2024

Sale of share in Malik, buyback program and cold storage facility





Festi's 24% Share in Malik Supply Sold for ISK 1.1bn

- In mid-October, the company's 24% share in Malik Supply A/S, Denmark was sold for approximately ISK 1.1bn.
- Capital gain of ISK 0.2bn. will therefore be entered among financial items in Q4 2025.



Share buyback program completed

 Purchases under the share buyback program that began on June 30 have now been completed. Festi purchased 2,500,000 of its own shares for ISK 754,454,984 and now holds 2,746,226 shares or 0.88% of the company's share capital.



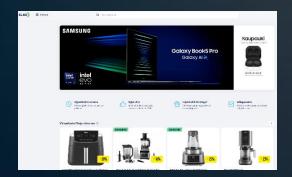
Cold Storage Facility will open in Bakkinn Q1 2026

- Bakkinn will be expanding its operations by taking a new refrigeration warehouse into use within its current premises, in Q1 2026.
- The facility will house Krónan's fresh produce currently with third party, resulting in better utilisation of warehouses, increased efficiency, synergy and quality.





ELKO: Highlights of Q3 2025



Continued E-commerce Growth

- Share of online sales continue to increase, reaching 25.4% in Q3 compared to 25.0% in the same quarter last year.
- New features were activated during the period, with continued development planned.



New! ELKO Smart Payments

- ELKO now offers a new financing option: ELKO Smart Payments for customers on elko.is
- Options are:
 - 30-day payment deferral with no fees.
 - Interest-free loans from 2 to 12 months.
 - Consumer loans for 13 to 36 months.



Digital Consultant with Generative Al

- ELKO will soon introduce a digital advisor on <u>elko.is</u>.
- The advisor utilises artificial intelligence and ELKO's product information to provide recommendations to customers.
- Filters and generates product lists based on analysis of needs and can assist with device setup.



Ongoing Market Growth

- Velta ELKO increased by 8% YoY.
- Last year, Lindir had reduced service due to construction.
- ELKO's market share grew by 4.9% according to Meniga data, while the consumer electronics market shrunk by -4.6%.



KR®NAN

Krónan: Highlights of Q3 2025



More Transactions and Units Sold

- Number of transactions in physical stores increased by 6.4%
- Number of transactions in online sales increased by 22%
- Number of units sold increased by 8.4% YoY



Growth in Online Sales

- The turnover of online store increased by over 30% YoY.
- Increased focus on B2B
 with a new advanced
 solution with features
 specifically designed to
 meet the needs of
 companies, municipalities
 and institutions.



Successful opening of new store on Fitjabraut

- Krónan Fitjabraut
 opened in a new location
 and has been very well
 received by customers.
- The store is 2,400 square meters making it the largest grocery store in the area.



Krónan will open a new store in Höfn

- Krónan will open a 1,500 square meter store in Höfn in Hornafjörður next year.
- This will be Krónan's 27th
 physical store and the
 10th located outside of the capital area.





N1: Highlights of Q3 2025



"My station" - Now Including Fast Charging

- Fast charging is now included in "My Station" – a service where customers can choose one N1 station where they will always get the lowest price.
- Positive feedback from the market and new customers constantly signing up.



Increased App Usage

- Significant user increase in the last few months – constantly on top lists of Apple/Android.
- Filling the tank via the app has been well received with 40% of users using the app solution in October.
- Users can now record the mileage of electric cars directly in the N1 app.



Updates at Service Stations

- Increased implementation of self-service solutions at service stations.
- Construction of a new multienergy and service station in Akranes underway.
- Updates to the external appearance of service stations began this summer and will continue in the new year.





Lyfja: Highlights of Q3 2025



New Service in the Lyfja App!

- September was the largest ever month in terms of turnover.
- Digital psychological services now available in the app where users can get a free status assessment immediately, or a remote conversation with professional psychologists within two weeks.



Pharmacy Robot at Smáratorg

- First pharmacy robot taken into use at Lyfja Smáratorg.
- Goal is to increase efficiency and strengthen customer service.



Priorities Yielding Results

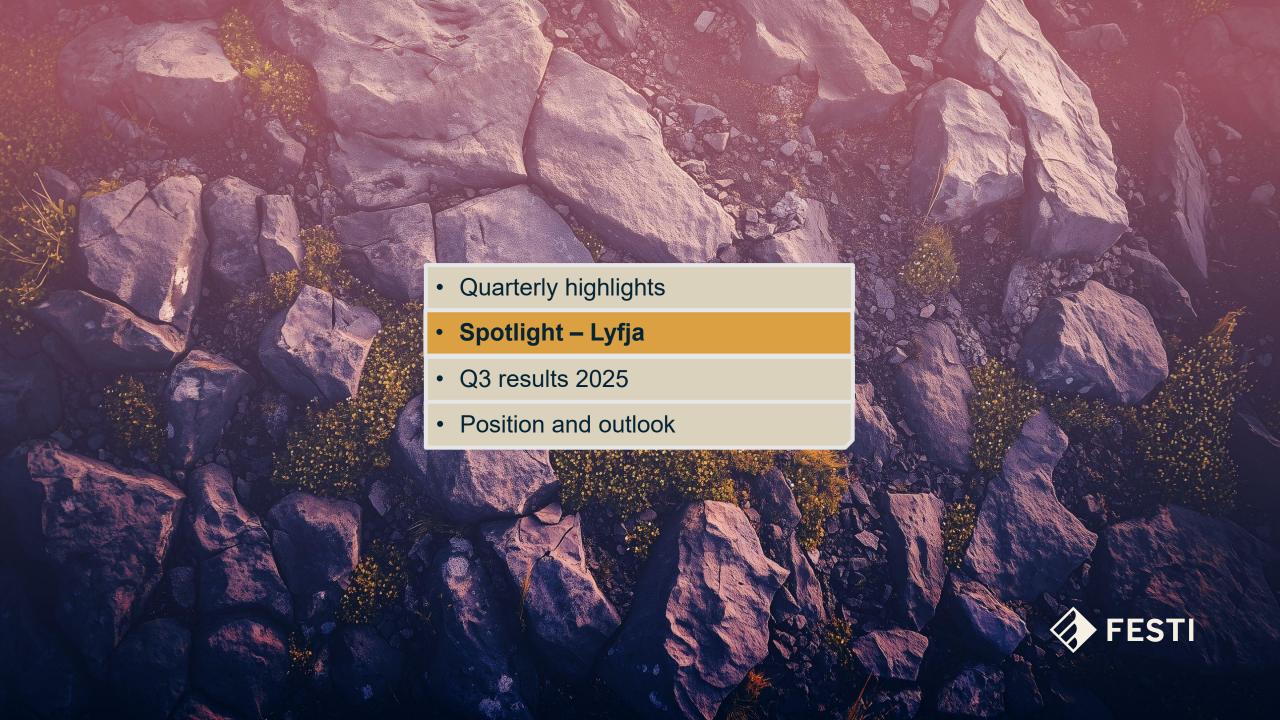
- Eye health in focus returned
 22% increase in related
 product sales.
- Targetting growing target groups with counseling for weight management drugs and pharmaceutical advice in Polish, Ukrainian and Spanish.
- Lyfja started selling Blue
 Lagoon products, the first
 outlet outside of Blue Lagoon's
 own stores.



Continued Focus on Customer Satisfaction

- Lyfja's NPS score up by 28 points between quarters, but in line with last year.
- Lyfja Reyðarfjörður has been transformed in line with Lyfja's direction and journey.
- Transformation of Neskaupstaður and Egilsstaðir into updated appearance underway.

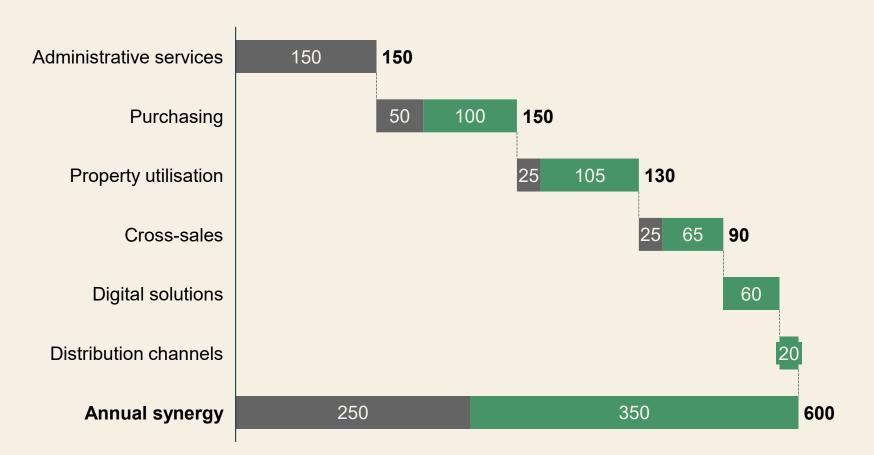






Lyfja's synergy starting to show in figures

Annual synergy of operating factors, ISK million



- Realised synergy
- Unrealised synergy opportunity
- At Festi's annual general meeting in August 2023, when the acquisition of Lyfja was submitted for approval, Festi expected an annual synergy effect of ISK 200-400mio.
- The reality after the first year is ISK 250mio.
 Opportunities yet to be fully exploited are expected to increase amount of synergy to ISK 600mio annually.



Individual companies in the spotlight in financial presentations Karen Ósk, MD of Lyfja presents today







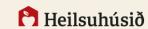


















45 LOCATIONS AROUND ICELAND





LÍTTU VIÐ Í HJÚKRUNAR-ÞJÓNUSTU LYFJU

Engin tímabókun





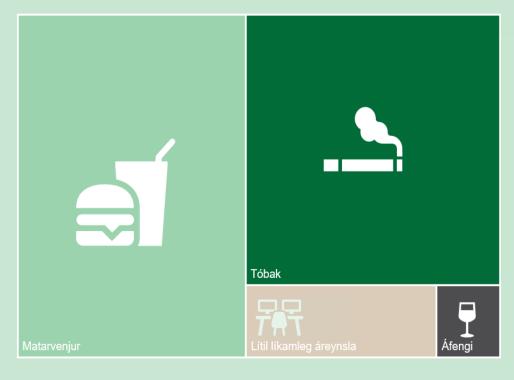
ALDURSSAMSETNING ÍSLENDINGA



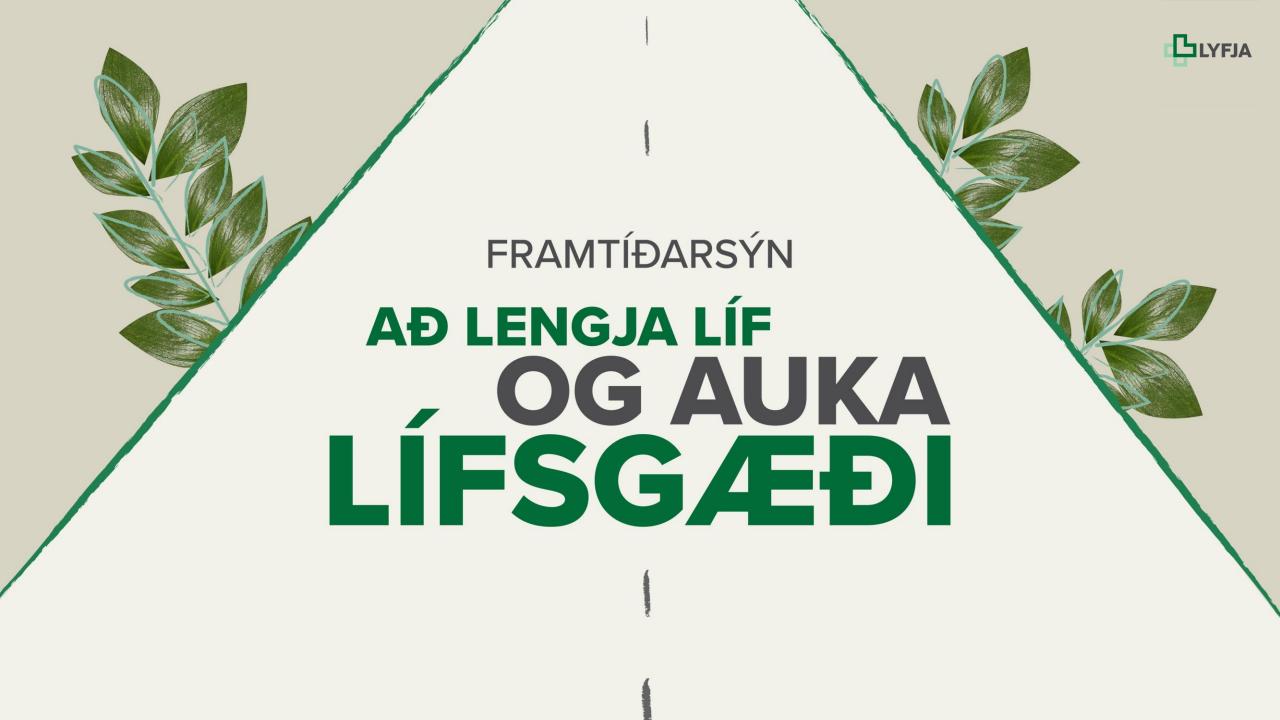








- MatarvenjurTóbakLítil líkamleg áreynslaÁfengi
- Vikulega deyja 15 Íslendingar af völdum hegðunartengdra áhættuþátta
- 45% Íslendinga, 18 ára og eldri, telja mataræði sitt hollt
- 55% Íslendinga, 18 ára og eldri, sofa oftast eða alltaf nóg







LYF EN LÍKA VELLÍÐAN FYRIR LÍKAMA OG HUGA

HEILDRÆNAR LAUSNIR ÞAR SEM ÞÚ ÞARFT ÞÆR

ÞINN FERÐAFÉLAGI Í ÁTT AÐ BETRI HEILSU





VEGFERÐIN OKKAR

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LYFJU APPIÐ ER APP ÁRSINS

Lyfseðilsskyld lyf frítt heim alla daga frá 10–22.

Takk fyrir okkur SVEF







LYFJA

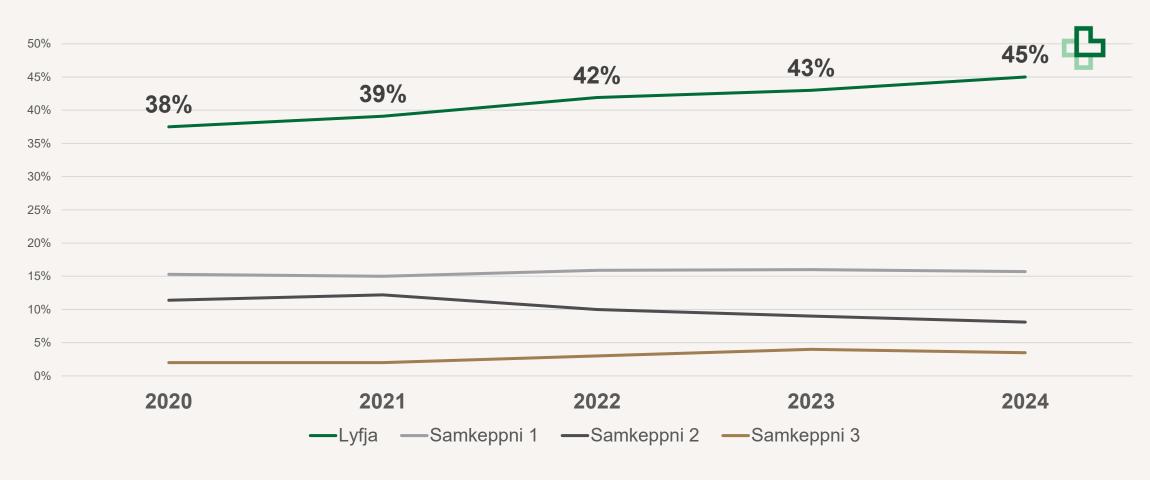
SÁLFRÆÐI-ÞJÓNUSTA Í LYFJU APPINU

Líttu inn á við, hugaðu að þér, fyrir þig.





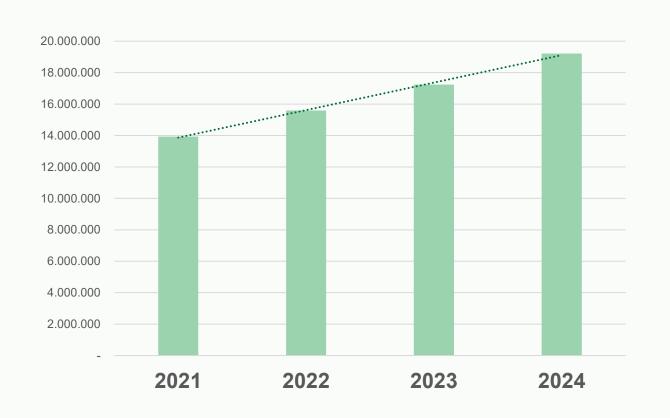
AT WHICH PHARMACY DO YOU MOST OFTEN SHOP?





VIRÐISSKAPANDI VÖXTUR

VELTA





Viðskiptavina og starfsfólks



MEIRA EN APÓTEK

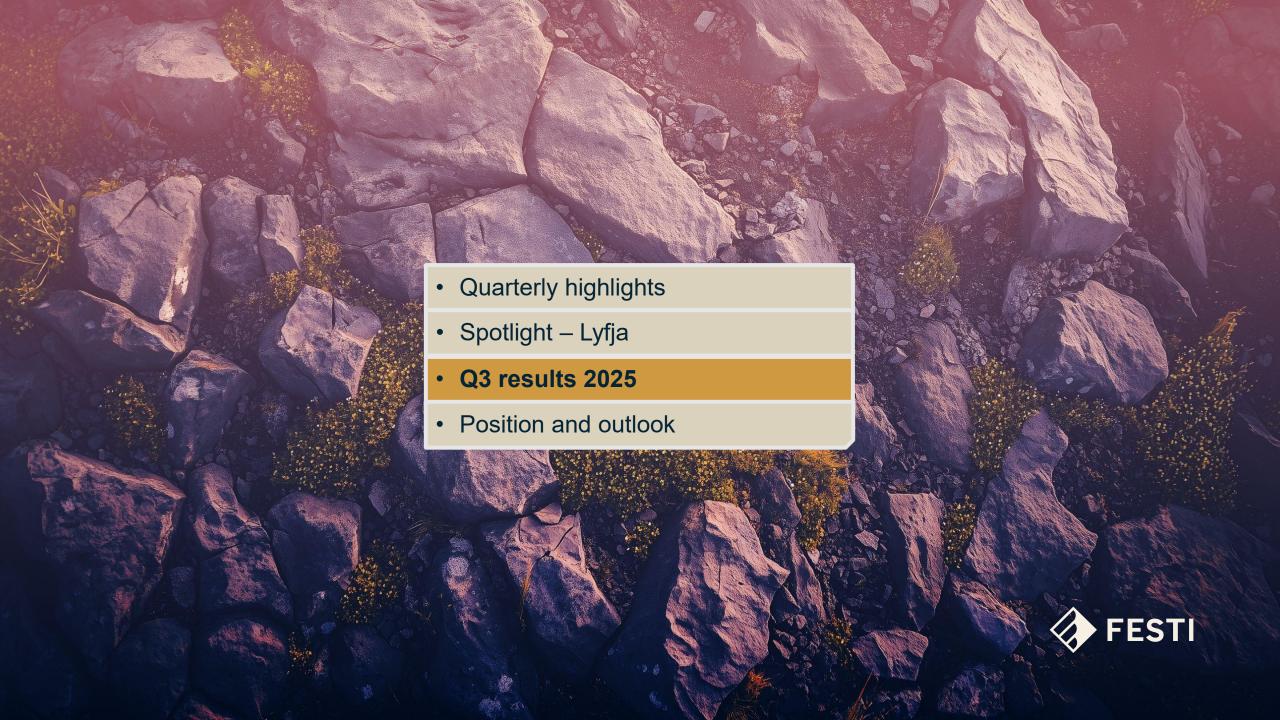
Styrkja stöðu á markaði og þróa nýrar tekjustoðir



Eignarhald og dótturfélag Lyfju, staðsetningar



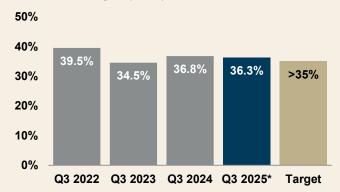
HEILBRIGÐI SNÝST UM VELLÍÐAN



Group Operations in Q3 2025

Amounts are in ISK million	Q3 2025	Q3 2024	Change	% Chg.
Sale of goods and services	47,093	44,257	2,836	6.4%
Margin from sale of goods and services	(12,057)	10,829	1,228	11.3%
Lease revenue and operating income	545	588	(43)	-7.3%
Salaries and personnel expenses	(5,225)	(4,826)	(399)	8.3%
Other operating expenses	(2,057)	(1,850)	(207)	11.2%
EBITDA	5,319	4,741	579	12.2%
Profit for the period	2,651	2,232	419	18.8%
Other comprehensive income	(54)	23	(77)	-337.2%
Total comprehensive income	2,597	2,255	342	15.1%
Key Figures				
EBITDA/Margin from sales	44.1%	43.8%	+0.3 p.p.	0.8%
Salaries/Margin from sales	43.3%	44.6%	-1.2 p.p.	-2.8%
Earnings per share	8.52	7.30	1.22	16.8%

EBITDA/margin (12m)



Return on equity (12m)



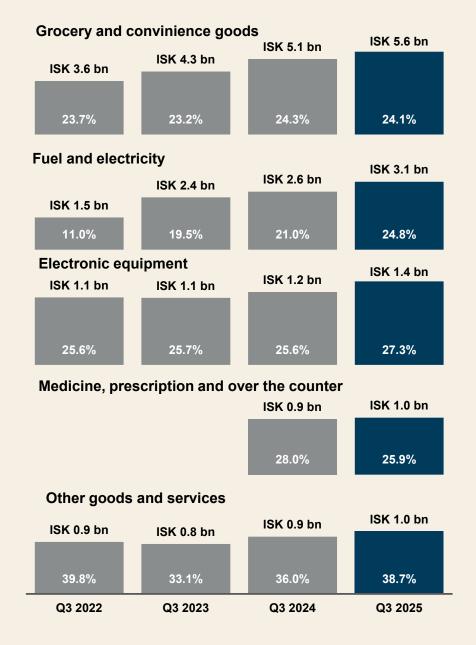
- Sale of goods and services increased by ISK 2.8 billion or 6.4% YoY but 9,1% without effect of change in USD and fuel global market price YoY.
- Margin from sale was ISK 12.1 bn., an increase of ISK 1.2 bn. or 11.3% YoY.
- Margin percentage is 25.6% and up 1.1 p.p. from Q3 previous year but 0.5 p.p. without change in USD and fuel global market price YoY.
- Salaries and personnel expenses was ISK 5.2 bn., an increase of ISK 0.4 bn. or 8.3% YoY.
- Number of full-time employees 1,756; an increase of 26 or 1.5% YoY.
- Other operating expenses increase by ISK 0.2 bn. or 11.2% YoY.
- EBITDA was ISK 5.3 bn. in Q3 2025, an increase of ISK 0.6 bn. or 12.2% YoY.
- Profit for the period was ISK 2.7 bn. an increase of ISK 0.4 bn. YoY.



Sales margin in Q3 2025



- Turnover increased in every sector except fuel and electricity YoY.
- **Total margin** from sales amounted to ISK 12.1 bn. and increased by 11.3% from last year.
- **Profit margin in Q3 was 25.6%** increased by 0.3 p.p. from Q2 2025, and up 1.1 p.p. YoY.
- Margin increases in every sector except groceries and medicine prescription and OTC.
- Sales margin in ISK in groceries and convenience goods increased 9.6% YoY, Fuel and electricity increased 17.0%, electronic equipment increased 14,6%, Medicine, prescription and OTC by 2.5% and other goods and services increased 9.3% from last year.

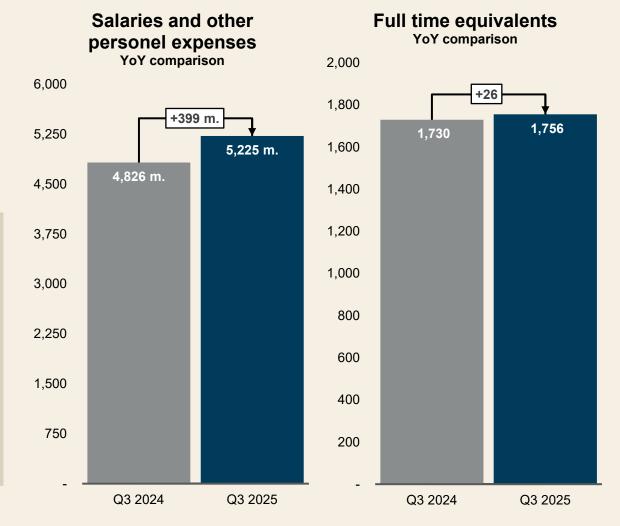




Salaries and other personnel expenses in Q3 2025

Salaries and other personel expenses Q3 2024	4,826
Change in full-time position equivalents	68
Contractual wage increases	230
Change in personell expenses	-29
Share options	-8
Other changes	138
Salaries and other personel expenses Q3 2025	5,225

- Salaries and other personnel expenses were ISK 5.2 bn. and increased by ISK 0.4 bn or 8.3% YoY.
- Full-time equivalents increased by 26 YoY or 1.4%.
 Great focus on increasing automation with technical solutions and efficiency in operations.
- Average cost per FTE increases by 7.7% YoY.
 Contractual wage increases by ISK 230 million. (4.8% increase 1. Jan 25).
- YoY increase was 6.8% without effects of increases in full time equivalents.





ELKO – Highlights Q3 2025





Electronics stores





Iceland 2025

- Revenue was ISK 5.2 bn., increase of ISK 367 million or 7.6% YoY.
- Margin levels increase by 1.1 p.p from last quarter and 1.7 p.p between years.
- EBITDA was ISK 565 million, an increase of 101 million or 21.8% YoY.
- Profit was ISK 283 million, an increase of 72 million or 34.2% YoY.

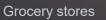
ISK million	Q3 2025	Q3 2024	Change	%
Total revenue	5,221	4,853	367	7.6%
Total cost	(4,656)	(4,389)	(266)	6.1%
EBITDA EBITDA-ratio	565 10.8%	464 9.6%	101 +1.3 p.p.	21.8% 13.2%
EBIT EBIT-ratio	385 7.4%	306 6.3%	79 +1.1 p.p.	26.0% 17.1%
Profit (loss)	283	211	72	34.2%



Krónan – Highlights Q3 2025

- Revenue was ISK 21.2 bn., an increase of ISK 2.2 bn. or 11.9% YoY.
- Same number of stores, a new bigger store in Reykjanes and new locations for online store YoY.
- Margin level increases by 0.1 p.p. from previous quarter and is similar YoY
- EBITDA was ISK 1.8 bn., an increase of ISK 188 million or 11.6% YoY.
- Profit was ISK 905 million, an increase of ISK 140 million or 18.3% YoY.







Sustainability ace for the second time



Happiest customers in the grocery market

ISK million	Q3 2025	Q3 2024	Change	%
Total revenue	21,059	18,822	2,238	11.9%
Total cost	(19,242)	(17,193)	(2,049)	11.9%
EBITDA EBITDA-ratio	1,817 8.6%	1,629 8.7%	188 -0.0 p.p.	11.6% -0.3%
EBIT EBIT-ratio	1,198 5.7%	1,032 5.5%	166 +0.2 p.p.	16.0% 3.7%
Profit (loss)	905	765	140	18.3%





Lyfja – Highlights Q3 2025

- Revenue was ISK 5.1 bn., increase of ISK 0.1 bn. or 2.6%
 YoY.
- Margin level decreases by 1.3 p.p. YoY and by 0.7 p.p from last quarter.
- One-time expense of ISK 35 million realized in the quarter
- EBITDA was ISK 464 million, a decrease of ISK 9 million or 2.0% YoY.
- Amortisation of premium of ISK 74 million due to the acquisition of Lyfja is not included in comparison figures.
- Profit was ISK 127 million, a decrease of ISK 58 million YoY.







ISK million	Q3 2025	Q3 2024	Change	%
Total revenue	5,056	4,930	126	2.6%
Total cost	(4,592)	(4,457)	(135)	3.0%
EBITDA EBITDA-ratio	464 9.2%	473 9.6%	(9) -0.4 p.p.	-2.0% -4.4%
EBIT EBIT-ratio	185 3.7%	284 5.8%	(99) -2.1 p.p.	-34.9% -36.6%
Profit (loss)	127	185	(58)	-31.2%

N1 – Highlights Q3 2025



- Revenue was ISK 16.9 bn., an increase of ISK 0.1 bn.
 YoY.
- Sales of fuel and electricity decreased by ISK 0.2 bn. or 1.2% YoY. Sales in litres were 75.4 million, a 5.2% increase in volume from last year.
- Margin level increases by 3.3 p.p. YoY. Adjusted for effects of global fuel prices and FX the increase amounts to 1.4 p.p. between years.
- EBITDA was ISK 2.5 bn., an increase of ISK 453 million or 21.9% YoY.
- Profit was ISK 1.3 bn., an increase of ISK 414 million between years.







Tire and oil service stations



EV charging locations

ISK million	Q3 2025	Q3 2024	Change	%
Total revenue	16,935	16,841	94	0.6%
Total cost	(14,409)	(14,768)	359	-2.4%
EBITDA EBITDA-ratio	2,526 14.9%	2,073 12.3%	453 +2.6 p.p.	21.9% 21.2%
EBIT EBIT-ratio	1,739 10.3%	1,332 7.9%	407 +2.4 p.p.	30.6% 29.8%
Profit (loss)	1,289	875	414	47.3%



Yrkir *

Yrkir - Highlights Q3 2025

- Revenue was ISK 1.1 bn., increase of ISK 47 mn. or 4.3%
 YoY.
- Net operating income (NOI) of properties was ISK 952 million, compared to ISK 938 million in Q3 2024, increase of 1.5%.
- Utilisation ratio was 99%, increase by 1 p.p. due to the purchase of Hvaleyrarbraut 3 and Dalakofinn.
- EBITDA was ISK 894 million, an increase of 1.7% YoY
- The decrease in fair value was ISK 28 million, which is a ISK 36 million decrease between years.
- Loss in the quarter was ISK 44 million, a decrease of ISK 4 million YoY.

84

Properties owned by Group

99%

Properties rented out

90%

Own use of properties

ISK million	Q3 2025	Q3 2024	Change	%
Total revenue	1,133	1,086	47	4.3%
Total cost	(239)	(207)	(32)	15.7%
EBITDA	894	879	15	1.7%
EBITDA-ratio	78.9%	81.0%	-2.1 p.p.	-2.6%
EBIT EBIT-ratio	333 29.4%	380 35.0%	(47) -5.6 p.p.	-12.3% -15.9%
EBIT-TAUO	Z9.4 /0	35.0 %	-5.6 p.p.	-13.970
Profit (loss)	(44)	(48)	4	-9.1%



Statement of Financial Position 30.9.2025

Amounts are in ISK million	30.9.2025	31.12.2024	Change	%
Operating assets	42,383	41,217	1,165	2.8%
Intangible assets	26,042	26,564	(522)	-2.0%
Other non-current assets	21,093	20,512	582	2.8%
Non-current assets	89,517	88,293	1,225	1.4%
Inventories	14,347	14,118	229	1.6%
Trade- and short-term receivables	6,961	8,349	(1,388)	-16.6%
Cash and cash equivalents	6,811	4,075	2,736	67.1%
Current assets	28,118	26,542	1,577	5.9%
Total assets	117,636	114,835	2,801	2.4%
Equity	46,097	43,493	2,603	6.0%
Payable to credit institutions	26,175	29,340	(3,165)	-10.8%
Lease liabilities	10,315	10,001	313	3.1%
Deferred tax liabilities	8,716	7,764	952	12.3%
Non-current liabilities	45,205	47,105	(1,900)	-4.0%
Payable to credit institutions	2,124	3,227	(1,103)	-34.2%
Lease liabilites	1,450	1,388	62	4.5%
Trade- and short-term liabilities	22,760	19,621	3,138	16.0%
Current liabilities	26,334	24,236	2,098	8.7%
Total equity and liabilities	117,636	114,835	2,801	2.4%

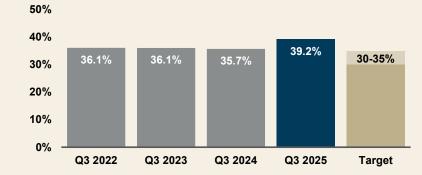
Financial position increase ISK 2.8 bn. from year-end

- Investments amount to ISK 4.3 bn.
- Decrease in trade-receivables ISK 1.4 bn.
- Decrease in interest-bearing debt ISK 4.3 bn.
- Increase in other short-term liabilitie ISK 3.1 bn.

Net interest bearing debt/EBITDA (12m)



Equity ratio





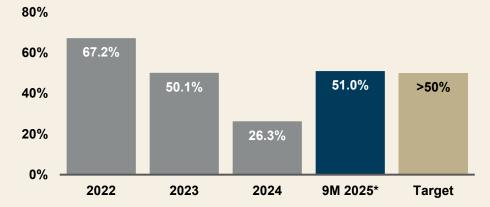
Consolidated Statement of Cash Flow Q3 2025

ISK millions	Q3 2025	Q3 2024	Change	%
Cash at the beginning of the period	5,142	3,395	1,747	51.5%
EBITDA	5,319	4,741	579	12.2%
Changes in oparating items	2,201	746	1,455	195.0%
Interest and taxes	(856)	(843)	(13)	1.5%
Cash flows from operating activities	6,664	4,643	2,021	43.5%
Investments	(1,192)	(1,244)	53	-4.2%
Other investing activities	25	(4,014)	4,039	100.6%
Investing activities	(1,166)	(5,259)	4,092	-77.8%
Transactions with shareholders	(649)	0	(649)	0.0%
	0) 3,981	(3,981)	-100.0%
Repayment of interest-bearing-debt	(3, 186)	(670)	(2,517)	375.8%
Financing activities	(3,835)	3,312	(7,147)	-215.8%
FX difference on cash	6	(27)	33	124.3%
Cash at the end of the period	6,811	6,064	747	12.3%

Strong cash flow

- Cash flow from operating activities ISK 6.7 bn.
- Investments ISK 1.2 bn.
- Share buybacks ISK 0.6 bn.
- Repayment of interest-bearing-debt ISK 3.2 bn.
- Cash at the end of the period ISK 6.8 bn.

Transactions with shareholders/profit



*Buyback of own shares completed in October 2025





Market related information

Shareholders (10 largest)	%
Lífeyrissjóður verzlunarmanna	14.6
Lífeyrissj.starfsm.rík. A-deild	10.3
Gildi - lífeyrissjóður	9.5
Brú Lífeyrissjóður starfs sveit	8.7
Stapi lífeyrissjóður	5.5
Almenni lífeyrissjóðurinn	4.7
Birta lífeyrissjóður	4.0
Frjálsi lífeyrissjóðurinn	3.2
Söfnunarsjóður lífeyrisréttinda	2.9
Festa - lífeyrissjóður	2.1

Market information	30.9.2025	31.12.2024	Change
Issued shares	310 m.	311 m.	-0.3%
Price at the end of the period	ISK 302	ISK 284	6.3%
Market cap	ISK 93,678 M	ISK 88,396 M	6.0%
Turnover 12m	ISK 59,454 M	ISK 36,098 M	64.7%
Number of shareholders	1,672	1,219	37.2%
Basic earnings per share (12M)	16.00	13.13	21.9%

Share price development on Nasdaq OMX



Basic earnings per share rolling 12 months (ISK per share)





Outlook for 2025

Position and outlook:

- Continued good business results from all companies in the Group.
- Business outlook remains generally positive despite various uncertainties in macro economic developments.
- Focus is on upgrading and overhauling key business units within the Group and on digital development,
- The synergies from Lyfja's entry into the Group are already beginning to materialize.
- Festi financial position is strong and our vision and goals are quite clear.

Assumptions for guidance

- Inflation projected to average around 4% through year-end.
- The impact of ongoing conflicts on product supply expected to be minimal.
- A slight YoY increase in tourist arrivals anticipated in the second half.
- Central bank interest rates assumed to remain unchanged until end of year.
- The strong ISK weakens the country's competitive position, with uncertainty regarding its broader economic impact

Festi's EBITDA guidance and CAPEX forecast for the year

- EBITDA guidance for 2025 is raised by ISK 400 million to ISK 15.600 16.000 million.
- CAPEX forecast for 2025 is unchanged and is ISK 5.800 6.200 million.





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