



KESKO FINANCIAL STATEMENTS RELEASE 2025

# KESKO'S RESULT IMPROVED, NET SALES GREW IN ALL DIVISIONS

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President and CEO  
5 February 2026

# SUMMARY OF 2025

- Kesko's comparable operating profit improved, net sales grew in all divisions
- Grocery trade: upturn in market share, profitability strong despite investments
- Building and technical trade: comparable operating profit grew despite the challenging market; strong market position achieved in Denmark through acquisitions
- Car trade: market position grew stronger, comparable operating profit increased significantly
- Kesko estimates that its 2026 comparable operating profit will amount to €650–750 million
- Operating environment and profit are estimated to improve in 2026 in all divisions and all operating countries
- Strong growth investments continue, dividend proposal to the Annual General Meeting in line with dividend policy: €0.90 / share, payout ratio 84%

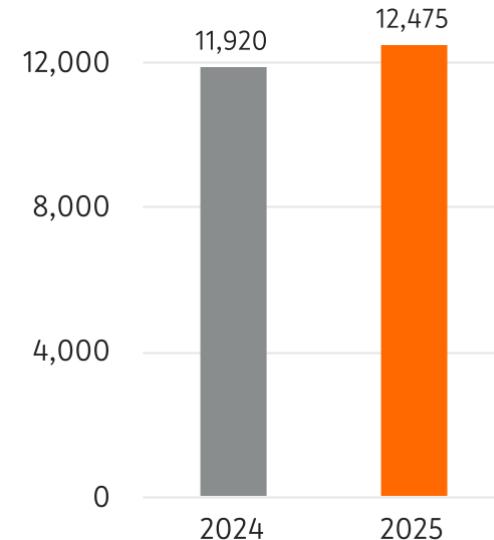
	2025	2024
Net sales, € million	12,474.7	11,920.1
Change in net sales, %*	2.3	-2.3
Operating profit, € million*	654.9	650.1
Operating margin, %*	5.3	5.5
Profit before tax, € million*	533.8	543.0
Earnings per share, basic, €*	1.07	1.11
Cash flow from operating activities, € million	879.7	1,008.2

\* Comparable

# NET SALES 2025

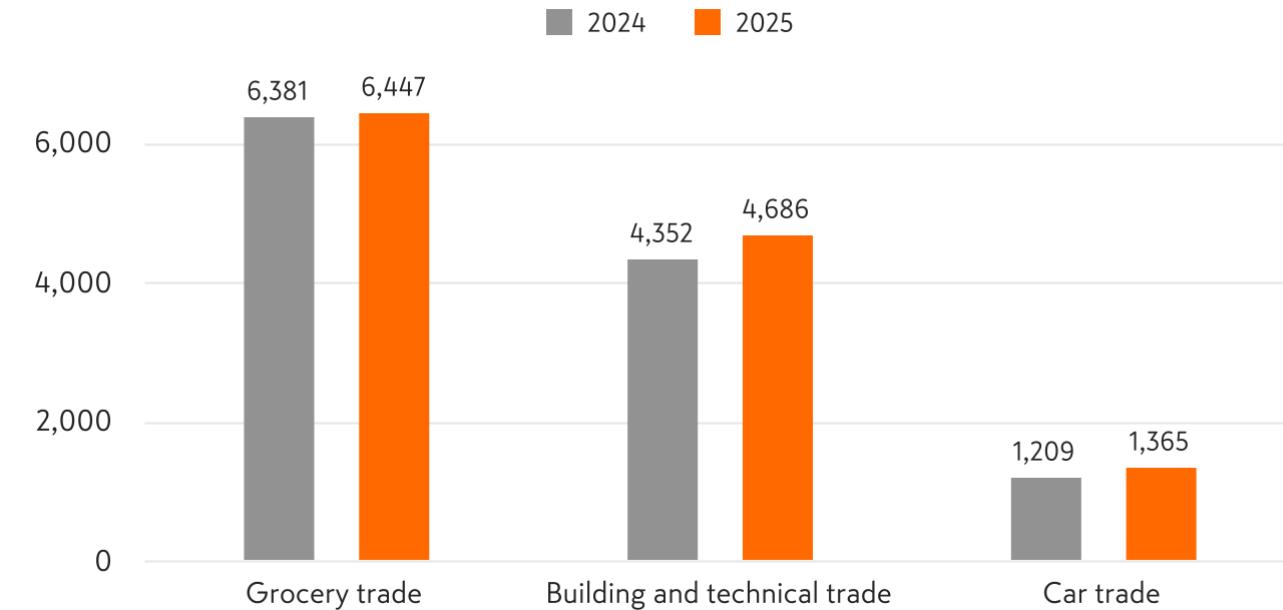
## GROUP

€ million



## DIVISIONS

€ million



Change, comparable

2.3%

1.0%

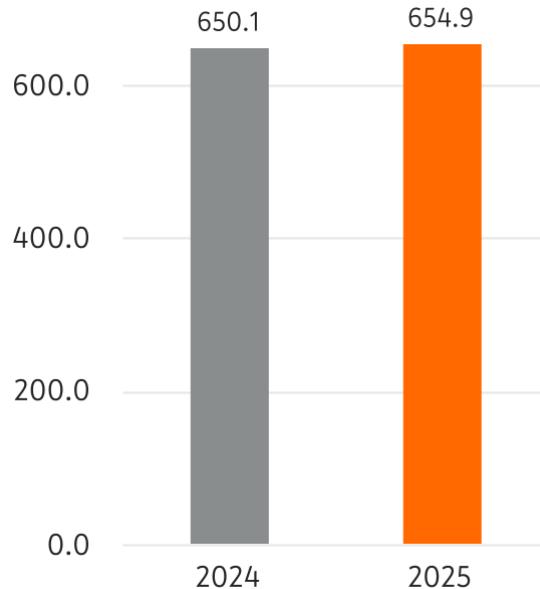
1.4%

12.0%

# OPERATING PROFIT 2025

## GROUP

€ million

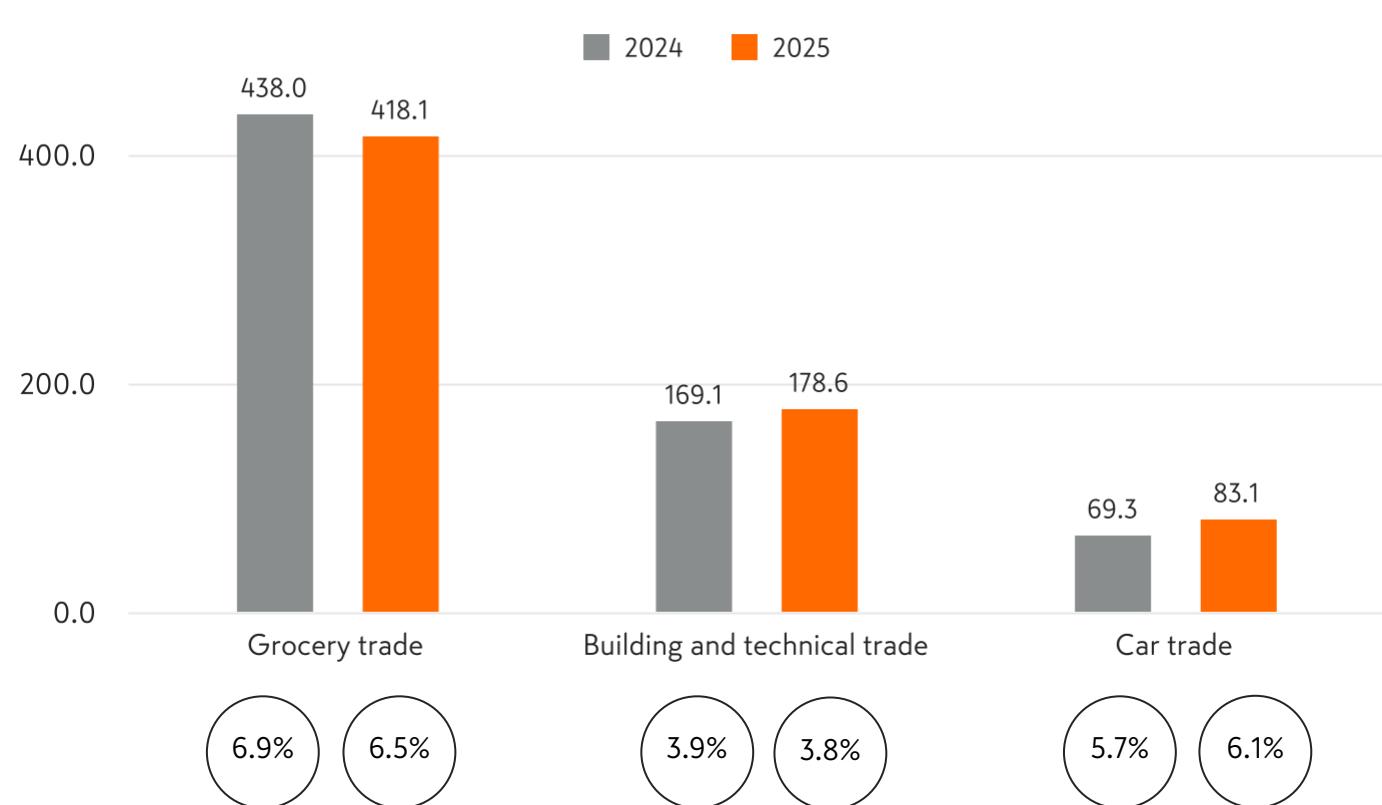


Operating margin

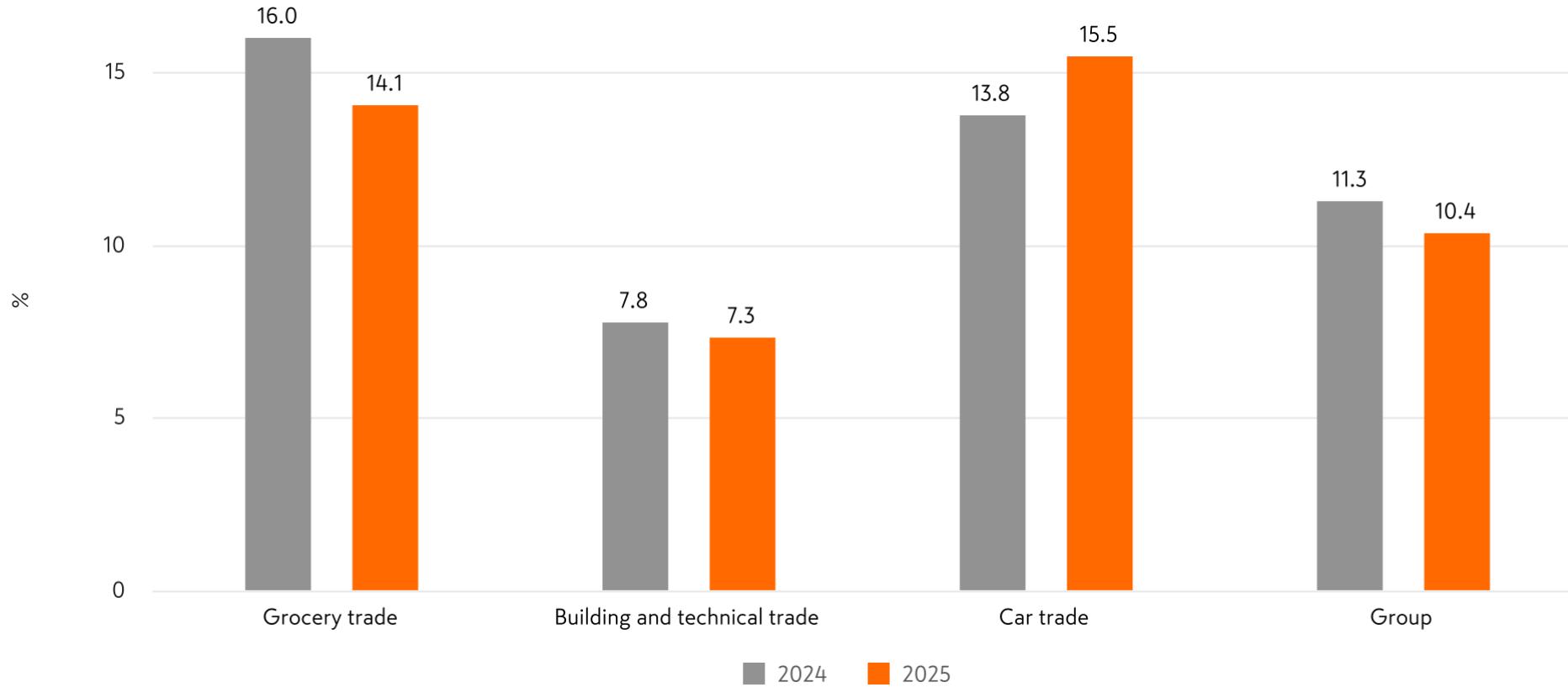


## DIVISIONS

€ million



# RETURN ON CAPITAL EMPLOYED



# FINANCIAL POSITION

**Amount of net debt impacted by investments in store sites and acquisitions**

	2025	2024
Cash flow from operating activities, € million	879.7	1,008.2
Liquid assets, € million	166.2	488.1
Capital expenditure, € million	735.7	675.9
Interest-bearing net debt excl. lease liabilities, € million	1,308.9	857.2
Interest-bearing net debt / EBITDA (excl. IFRS 16 impact, rolling)	1.6	1.1
Lease liabilities, € million	2,097.5	2,051.0

# CAPITAL EXPENDITURE

**Main CAPEX: acquisitions in Denmark, investments in store sites and the Onnela logistics centre**

	2025	2024
Store sites, € million	334.4	289.2
Acquisitions, € million	185.8	172.9
IT, € million	22.8	18.0
Other investments, € million	192.8	195.8
Total, € million	735.7	675.9

# EXPENSES

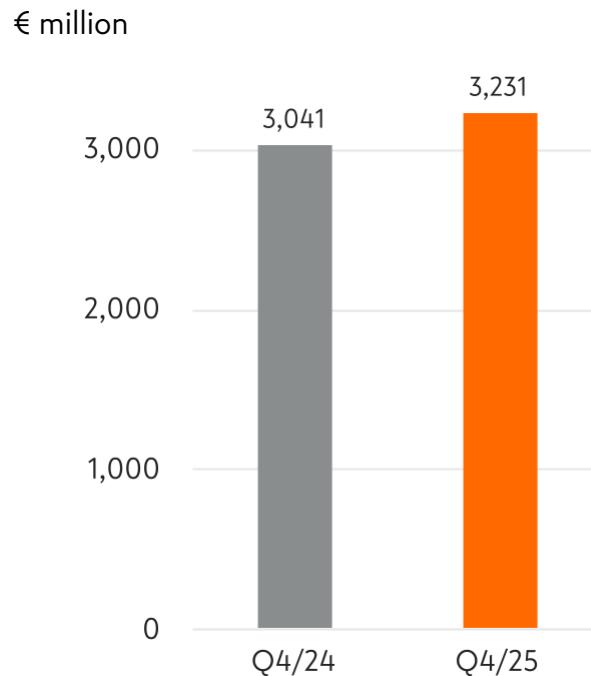
**Expenses have increased mainly due to acquisitions –  
without new acquisitions, expenses up by just 1.6%**

	2025	2024
Fixed costs, € million	2,158.3	2,076.4
- Employee benefit expenses, € million	908.0	838.1
- Other expenses, € million	676.3	673.1
- Depreciation, € million	574.0	565.2
Cost ratio, %	17.3	17.4

**Q4/2025  
GOOD NET SALES DEVELOPMENT  
IN ALL DIVISIONS**

# NET SALES Q4

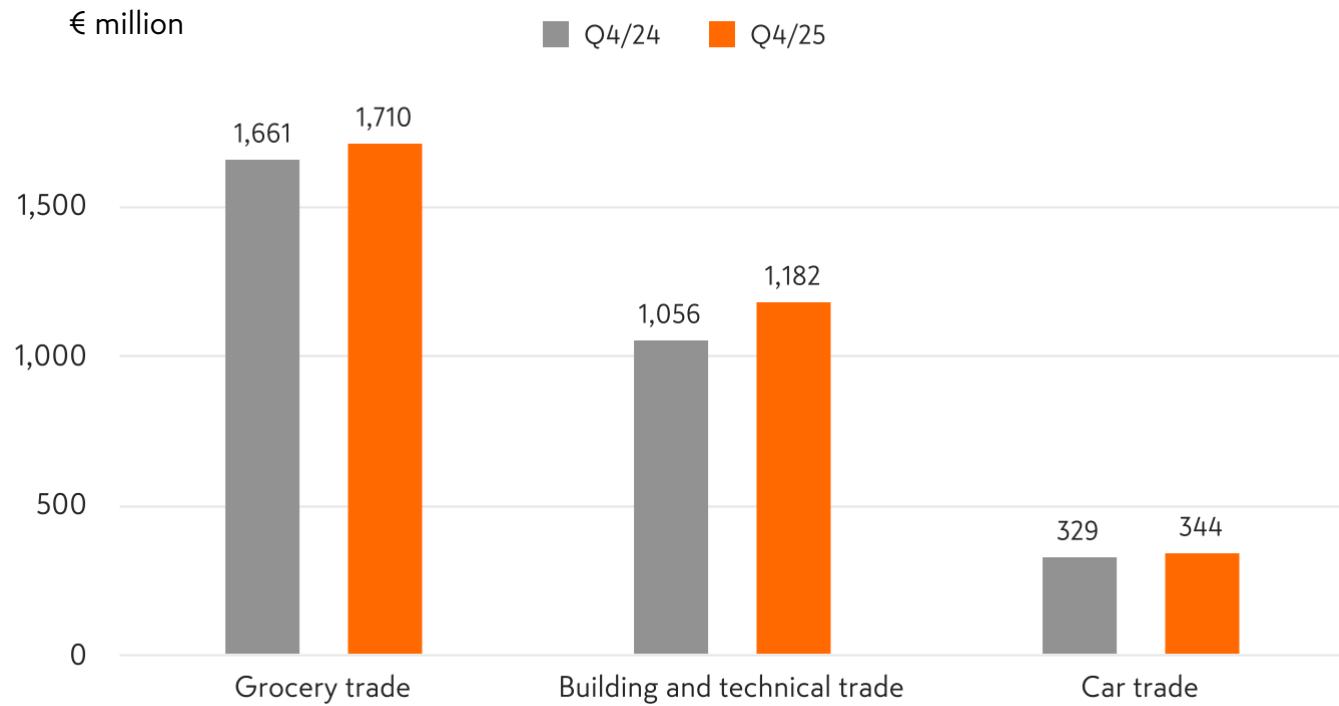
## GROUP



Change, comparable

3.1%

## DIVISIONS



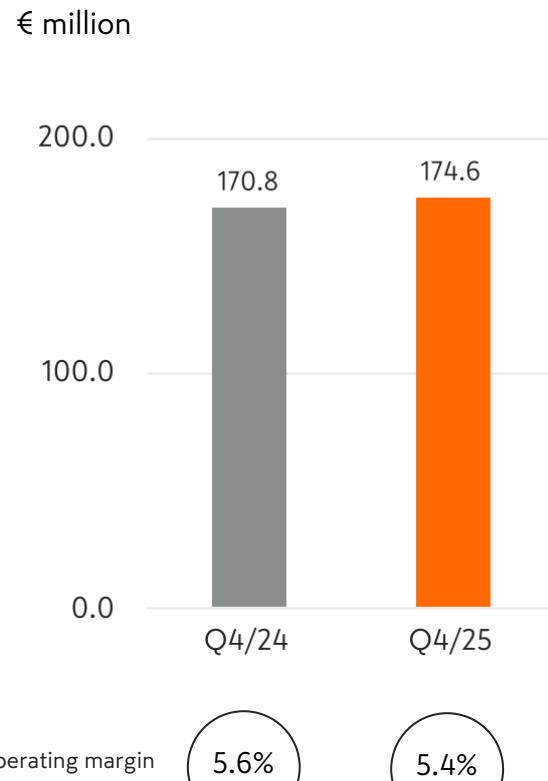
3.0%

2.9%

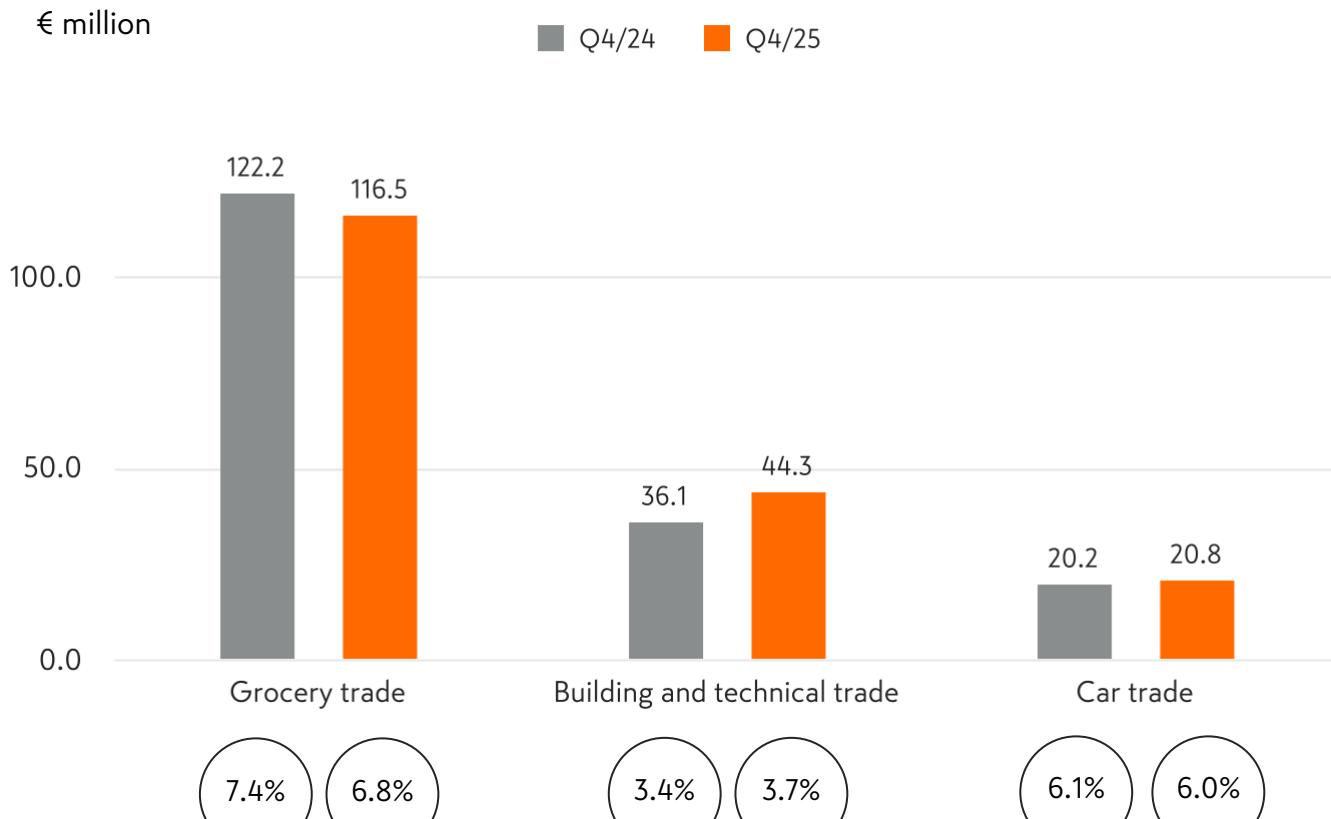
4.4%

# OPERATING PROFIT Q4

## GROUP



## DIVISIONS



GROCERY TRADE Q4

**UPTURN IN MARKET  
SHARE, PROFIT AT  
A GOOD LEVEL**



# GROCERY TRADE HIGHLIGHTS IN Q4

- Division net sales increased, comparable operating profit slightly down
- Total grocery market grew by approximately 2.7%
- K Group grocery sales up by 4.2%
- K Group grocery store chains gained market share notably in Q4 and in H2/2025
  - All our grocery chains won over market share in Q4 in their segments
  - K-Citymarket won over market share in the hypermarket segment in 2025
  - Customer flows continued to grow thanks to the price programme and campaigns
  - Customer satisfaction clearly up for all our grocery chains
- Kespro's net sales up by 0.4% – gained market share
- K-Citymarket non-food sales down by 0.4%
- Online grocery sales up by 6.6%
- Grocery price inflation in Finland approx. 1.8%\*, price development in K Group stores 1.1%
- Demand for quality products and services increased in our grocery stores



\* Statistics Finland, including VAT

# QUALITY x PRICE x NETWORK: STRATEGY WORKING

## QUALITY

- Significant joint efforts with the retailers to raise quality levels
- Store-specific business ideas at the core, special focus on fruit and vegetables, bread, and non-food
- Digital reach risen to a new level: nearly 2 million customers, up by 365,000

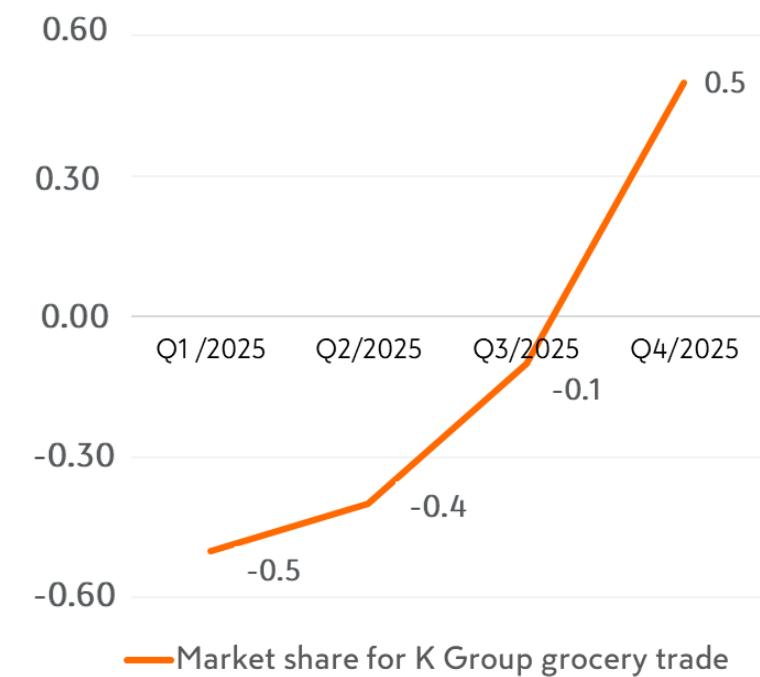
## PRICE

- Long-term price programme launched in January 2025
- Customer flows up thanks to active campaigns and personalised offers

## NETWORK

- 60 new or remodelled stores in 2025, incl. 2 new K-Citymarket stores
- Network net impact on market share still negative in 2025
- Impact in 2026 expected to be neutral, network investments set to support market share development gradually in upcoming years
- Annual investments in the store network around €200 – 250 million

## UPTURN IN MARKET SHARE IN JULY 2025



Based on market data by the Finnish Grocery Trade Association (PTY)



BUILDING AND TECHNICAL TRADE Q4

**CYCLE GRADUALLY  
RECOVERING, SALES  
AND PROFIT GREW  
STRONGER**



# BUILDING AND TECHNICAL TRADE HIGHLIGHTS IN Q4

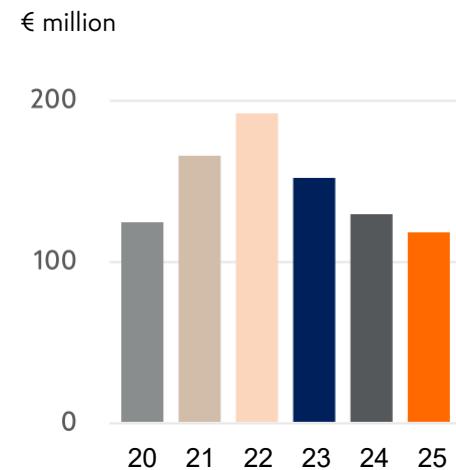
- Division net sales increased and profit improved
- Market demand continued weak especially in new housing construction
- Net sales grew and profit improved clearly in both technical trade and building and home improvement trade. Signs of sales margins returning to normal levels throughout the division.
  - Finland, K-Rauta building and home improvement trade: result strong compared to the market
  - Finland, Onninen technical trade: the Q3 growth trend in sales continued, profit close to comparison period level
  - Norway: sales for Byggmakker and Onninen close to comparison period level, profit improved for both
  - Denmark: good sales development for Davidsen, integration of acquired firms completed
  - Sweden: K-Bygg store conversion completed
- Credit risk well under control, €0.1 million written down for trade receivables past due date (€2.4 million)
- Share of result from Kesko Senukai €12.1 million (Q4/2024: €10.1 million). Share of result in 2025 €19.5 million, slightly below the 2024 figure (€20.9 million)

	Q4/2025	Q4/2024
<b>Net sales, € million</b>	<b>1,182.3</b>	<b>1,056.3</b>
Technical trade	595.3	570.6
Building & home improvement trade	604.9	502.2
<b>Operating profit*, € million</b>	<b>44.3</b>	<b>36.1</b>
Technical trade	22.7	20.0
Building & home improvement trade	11.4	7.8
<b>Operating margin, %*</b>	<b>3.7</b>	<b>3.4</b>
Technical trade	3.8	3.5
Building & home improvement trade	1.9	1.6

\*Comparable

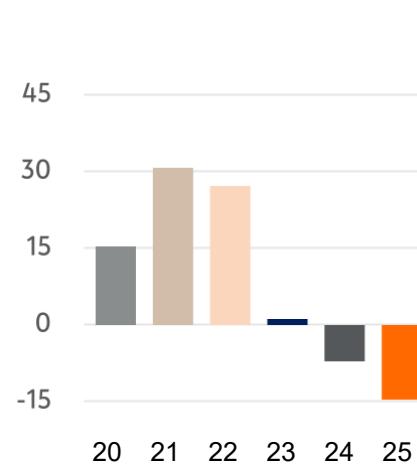
# PROFIT IMPROVEMENT IN 2025 CAME FROM COUNTRIES OUTSIDE FINLAND

FINLAND



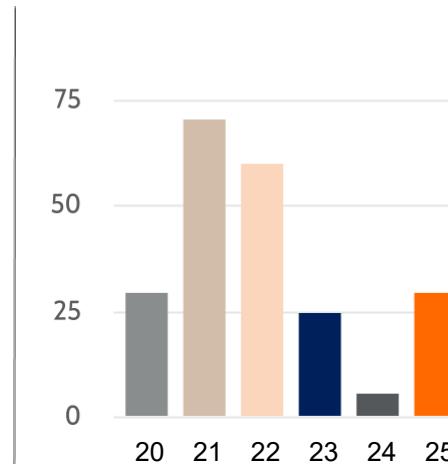
Both K-Rauta and Onninen strong market leaders

SWEDEN



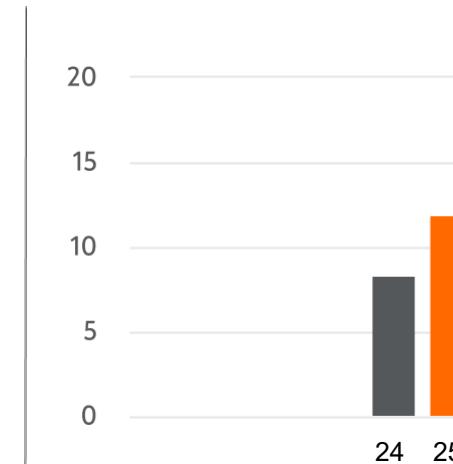
Closure of K-Rauta stores and/or their conversion into K-Bygg stores has impacted profit negatively

NORWAY



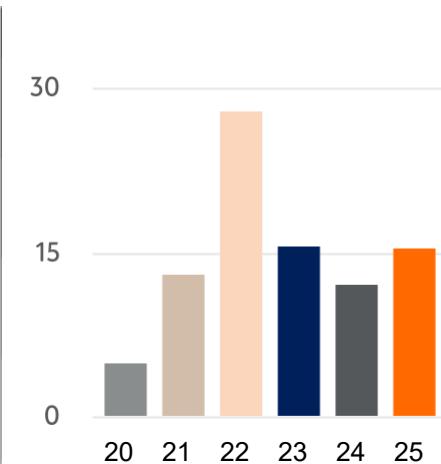
Significant profit improvement for both Byggmakker and Onninen, Onninen's market share increased

DENMARK



Strong market position for Davidsen, integration-related costs impacted result (€5.7m expense recorded in the allocation of fair value)

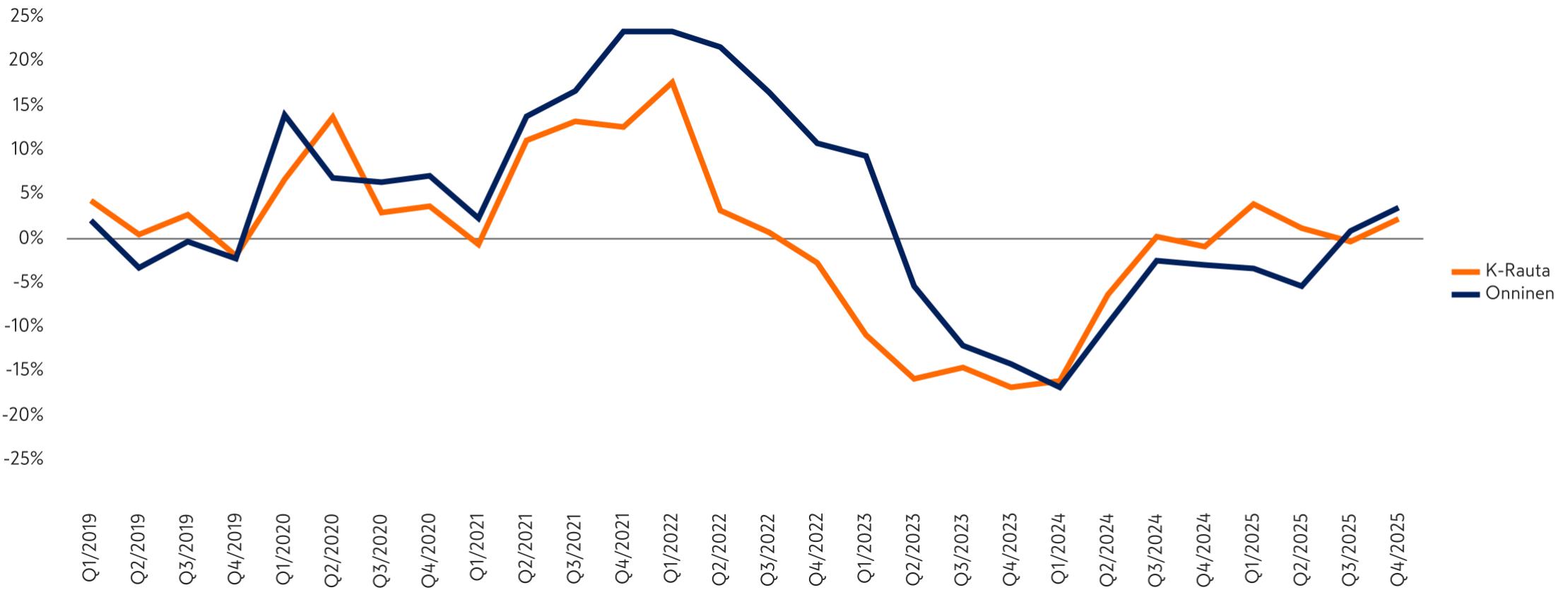
POLAND AND THE BALTICS



Good market position and stable profitability for Onninen

# SALES OF K-RAUTA FINLAND AND ONNINEN FINLAND

Retail and  
B2B sales



CAR TRADE Q4

**STRONG  
PERFORMANCE  
CONTINUED IN  
A CHALLENGING  
MARKET**

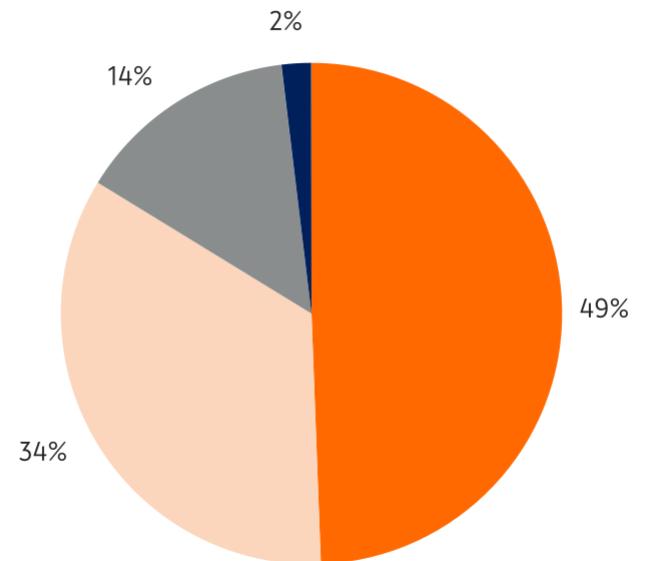


# CAR TRADE HIGHLIGHTS IN Q4

- Net sales and comparable operating profit increased even though the market remained challenging
- Market demand for new cars still muted, Q4 first registrations of passenger cars and vans -2.0%; first registrations of brands represented by Kesko +3.5% in Q4
- Good development attributable to extensive product and service portfolio and constant improvement of operational excellence
- Market trend in sales of used cars from dealerships (in units) up by 1.8%, used car sales (in units) for K-Auto up by 13.3%
- Service sales increased, growth sought especially in damage repairs and the servicing of cars five years or older
- In sports trade, net sales and comparable operating profit decreased, but market share grew

## K-AUTO, NET SALES

■ New cars ■ Used cars ■ Services ■ Other



Net sales for the division's car trade businesses in 2025

'Other' consists primarily of car leasing services



# PROFIT GUIDANCE AND OUTLOOK

# PROFIT GUIDANCE FOR 2026

Kesko Group's profit guidance is given for the year 2026, in comparison with the year 2025. Kesko's operating environment is estimated to improve in 2026, but to still remain somewhat challenging. Kesko's comparable operating profit is estimated to improve in 2026. Kesko estimates that its 2026 comparable operating profit will amount to €650–750 million.

Key uncertainties impacting Kesko's outlook are developments in consumer confidence and investment appetites, as well as geopolitical crises and tensions.

# OUTLOOK FOR 2026

The operating environment for Kesko is estimated to improve in 2026 in all divisions and all operating countries.

Kesko's comparable operating profit is also estimated to improve in 2026 in all divisions and all operating countries.

In grocery trade, B2C trade is estimated to pick up and the foodservice business to remain stable.

In 2026, the comparable operating margin for the grocery trade division is estimated to stay clearly above 6% despite the investments in price and the store site network. The comparable operating profit for the grocery trade division is estimated to improve in 2026 compared to 2025.

In building and technical trade, the cycle is expected to improve moderately in 2026 from an exceptionally low level.

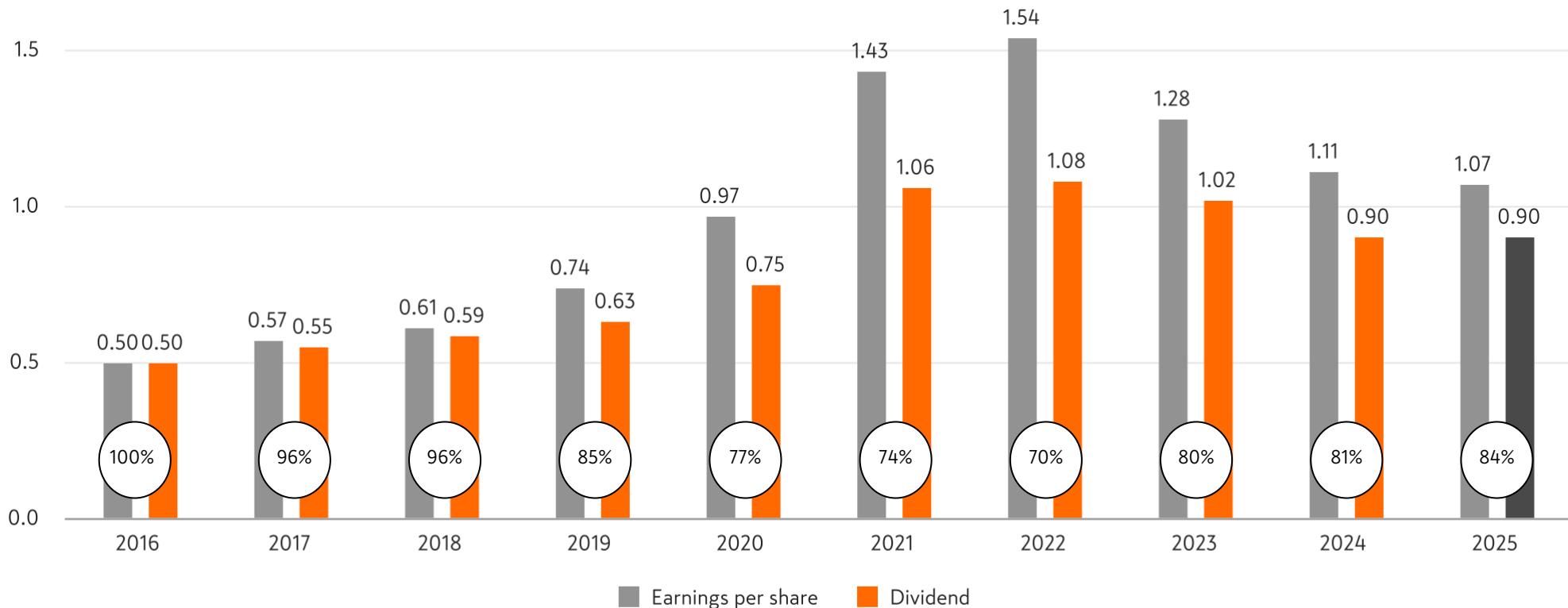
The comparable operating result for the building and technical trade division is estimated to improve in 2026 compared to 2025 in all Kesko operating countries.

In the car trade market, new car sales are expected to remain muted compared to long-term levels, but to nonetheless grow compared to 2025. The net sales and comparable operating profit for Kesko's car trade division are estimated to improve in 2026 compared to 2025.

# DIVIDEND PROPOSAL

# BOARD'S DIVIDEND PROPOSAL TO KESKO'S ANNUAL GENERAL MEETING

**Strong investments in growth continue, proposal in line with dividend policy**

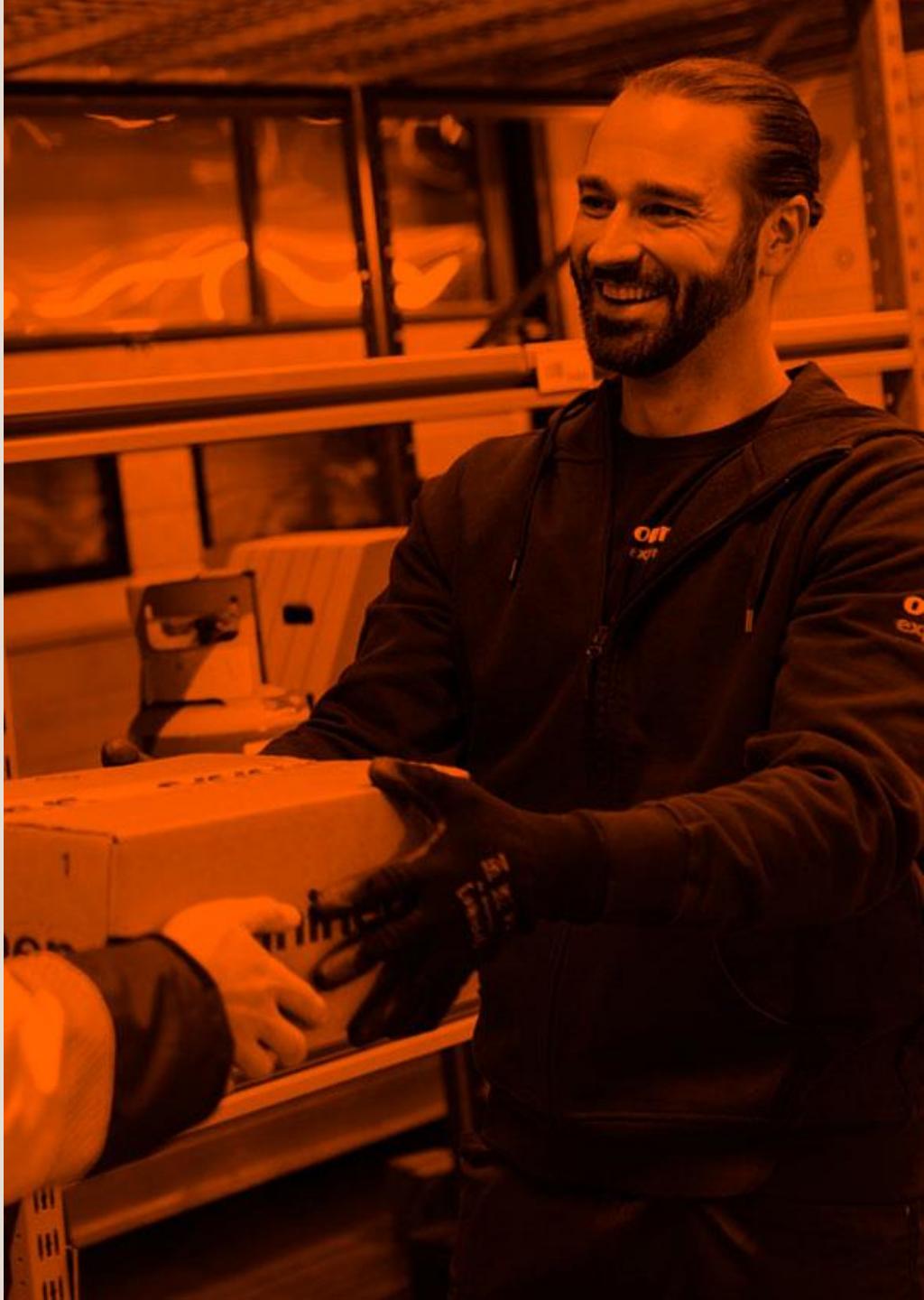


Comparable EPS, Group

2017-2019 comparable EPS, continuing operations

Accounting for share split

# SUMMARY



**# Nearly all businesses gained market share.**

**# In grocery trade, market share turned around in H2/2025. Increase in customer visits, significant improvement in customer satisfaction. Strategy execution continues: quality, price and the store network.**

**# In building and technical trade, clear increase in sales. Onnela logistics centre now in use. Construction cycle strengthening moderately.**

**# In car trade, good sales development in new and used cars and services. Sports trade outperforming the market.**

**# All divisions well-positioned for further market strengthening.**

