



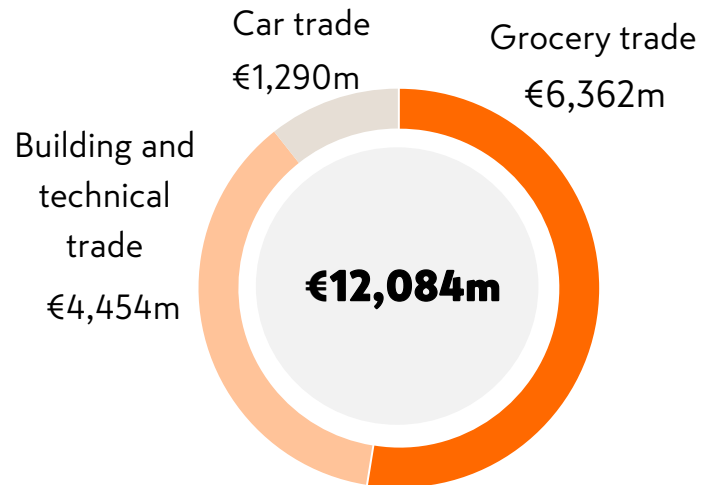
OUR GOAL IS TO GROW IN ALL THREE BUSINESS DIVISIONS

Jorma Rauhala
President and CEO
26 August 2025

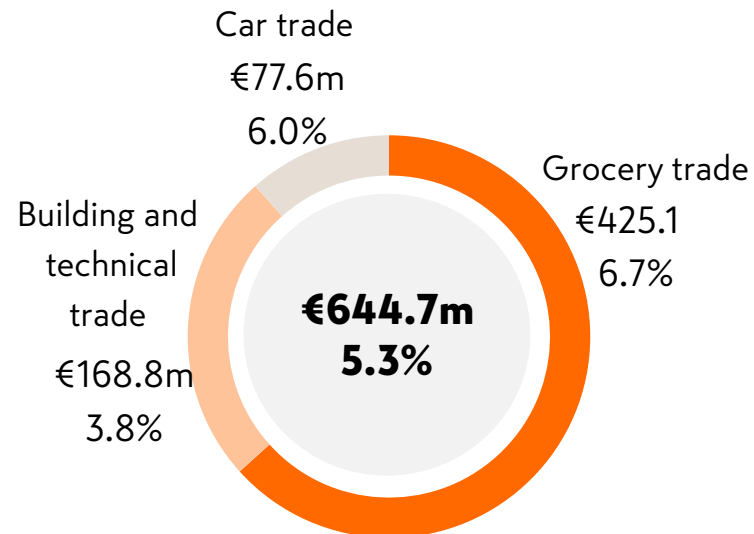


KESKO SEGMENT KEY FIGURES

NET SALES

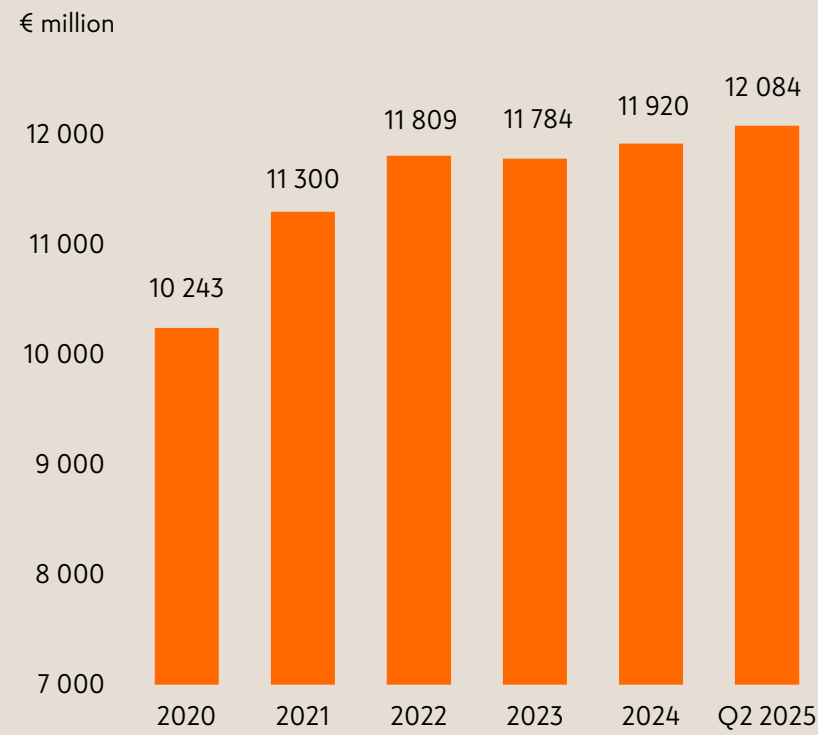


OPERATING PROFIT

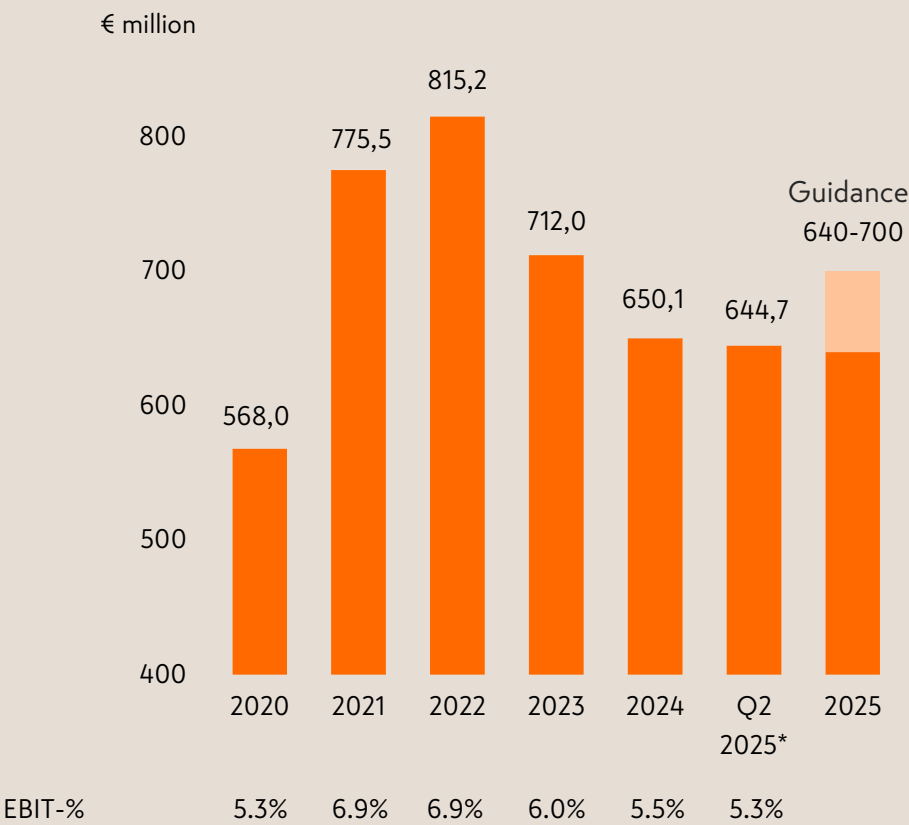


GOOD PERFORMANCE DESPITE CHALLENGING MARKET

NET SALES



OPERATING PROFIT



*Operating profit excl.
Kesko Senukai H1/2025



KESKO GROWTH STRATEGY

THE LEADING AND MOST ATTRACTIVE TRADING SECTOR GROWTH COMPANY IN NORTHERN EUROPE

VISION

STRATEGIC TARGETS

DELIVERING
PROFITABLE GROWTH

STRENGTHENING
MARKET POSITION

BUILDING A FOCUSED
B2C AND B2B
BUSINESS PORTFOLIO

INCREASING
CUSTOMER VALUE

COMPETITIVE ADVANTAGES

OPERATIONAL
EXCELLENCE

OMNICHANNEL
CUSTOMER EXPERIENCE

K-RETAILERS &
COMMERCIAL SPIRIT

FORERUNNER IN
SUSTAINABILITY

TRUSTED
K BRAND

BUSINESSES



GROCERY TRADE



BUILDING AND TECHNICAL
TRADE



CAR TRADE

PURPOSE

TOWARDS BETTER TRADE EVERY DAY – CUSTOMER AND QUALITY IN EVERYTHING WE DO **LET'S K!**

PRINCIPLES

I OPERATE DIRECTLY,
OPENLY AND HONESTLY

I SHOW THE PATH

I'M ALL IN

I CREATE TRUST



GROCERY TRADE DIVISION IN BRIEF



**MARKET
SHARE IN
2024
(NIELSEN)**

**#2 IN
FINLAND**



1,100 stores

Online grocery sales **€294**
million (incl. VAT)
Market share over **40%** in
Finnish online grocery in 2024



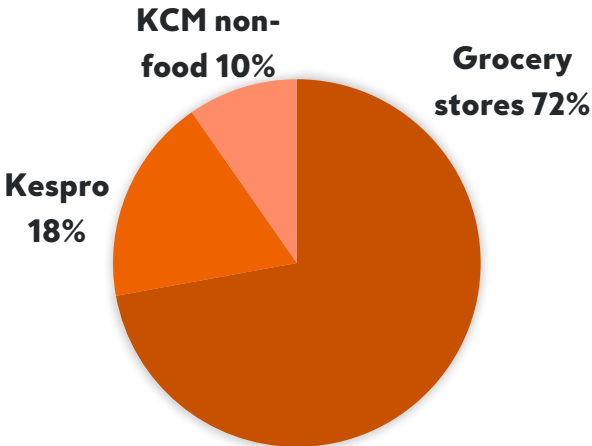
6,300
employees

860
K-retailers

KESPRO

The leading foodservice
provider in Finland
49,1% market share

**NET SALES
€6,362 million***



GROCERY STORE CHAINS

K CITYMARKET

K Supermarket

K Market

FOODSERVICE

KESPRO

GROCERY TRADE: TARGET TO MAINTAIN GOOD PROFITABILITY AND GAIN MARKET SHARE

KEY ACTIONS:

- **STRENGTHENING STORE SPECIFIC BUSINESS IDEAS:** Focusing on strengthening chosen competitive advantages and raising the level of stores.
- **DEVELOPING STORE SITE NETWORK:** Targeted investments in the store site network focusing on growth centres.
- **IMPROVING PRICE COMPETITIVENESS:** Strengthening price competitiveness with a systematic price program and improving price image.
- **CONTINUING GOOD DEVELOPMENT IN KESPRO:** Further strengthening Kespro's market-leading position.

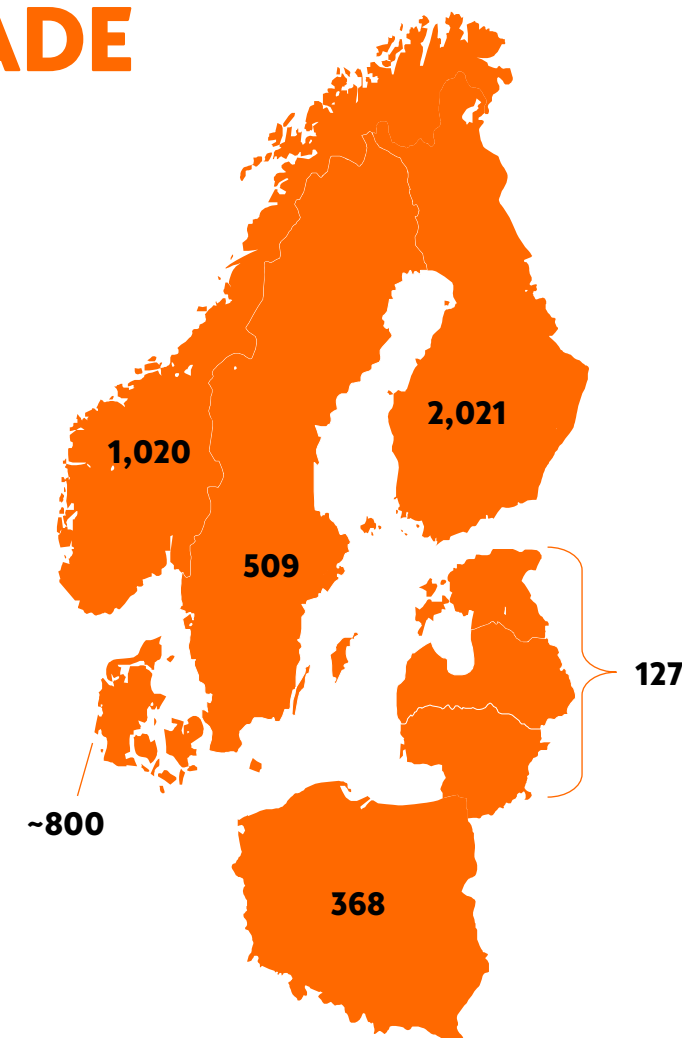
INVESTMENTS WILL HAVE A SLIGHT EFFECT ON PROFITABILITY.

HOWEVER, EBIT DEVELOPMENT WILL BE STABLE AND PROFITABILITY CLEARLY ABOVE 6% DESPITE INVESTMENTS.



BUILDING AND TECHNICAL TRADE

- Leading operator in building and technical trade in Northern Europe – eight operating countries
- Business divided into two:
 - Technical trade
 - Building and home improvement trade
- B2B trade accounts for more than 80% of net sales and renovation over 50%
- 457 stores and comprehensive digital services
- Nearly 20 acquisitions since 2015



K Rauta

onninen

BM BYGGMAKKER

K BYGG

DAVIDSEN

Net sales for 2024, € million
Danish sales number an estimation



BUILDING AND TECHNICAL TRADE: FOCUSING ON SECURING PROFITABILITY AND GENERATING CASH FLOW

KEY ACTIONS:

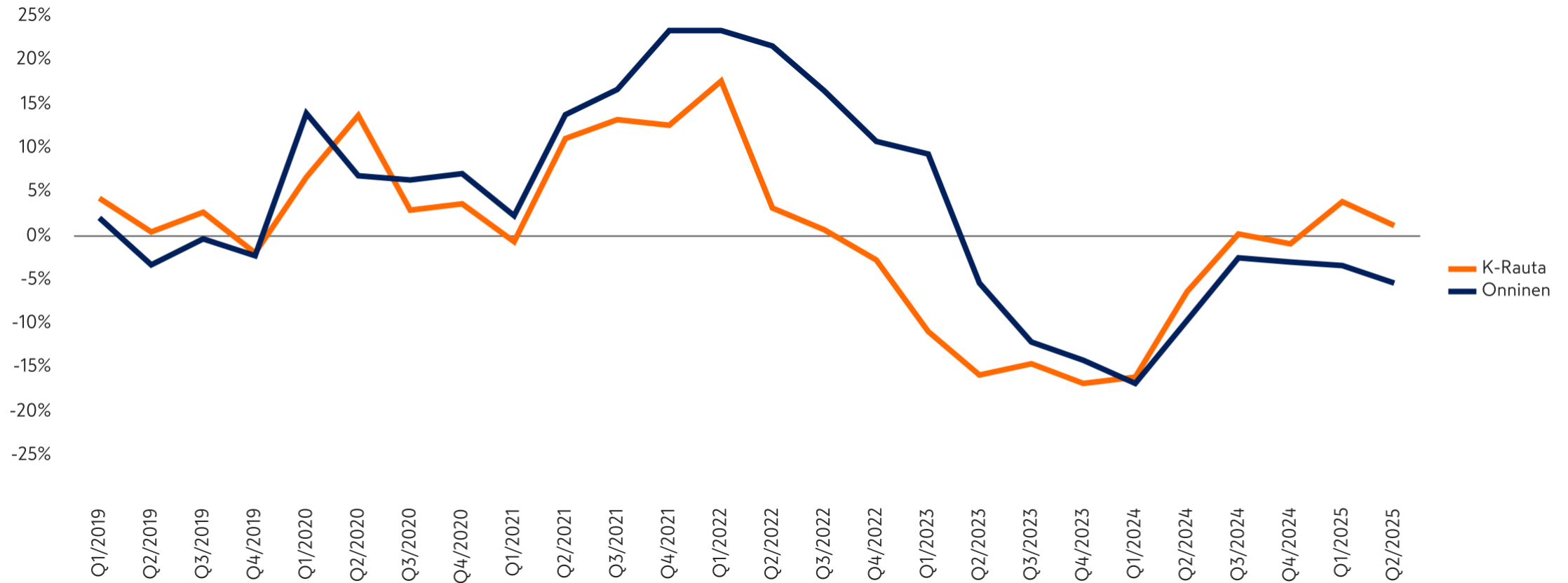
- **FINLAND:** Continuing growth and winning market share.
- **SWEDEN AND NORWAY:** Stabilising and improving business performance. Integration of acquired companies.
- **DENMARK:** Finalising the integration of Davidsen and improving performance through growth.
- **GROWTH THROUGH ACQUISITIONS:** M&A to boost profitable growth in Northern Europe.

**THE LONG-TERM STRATEGIC TARGET OF 6-8 %
EBIT MARGIN IS STILL VALID.**



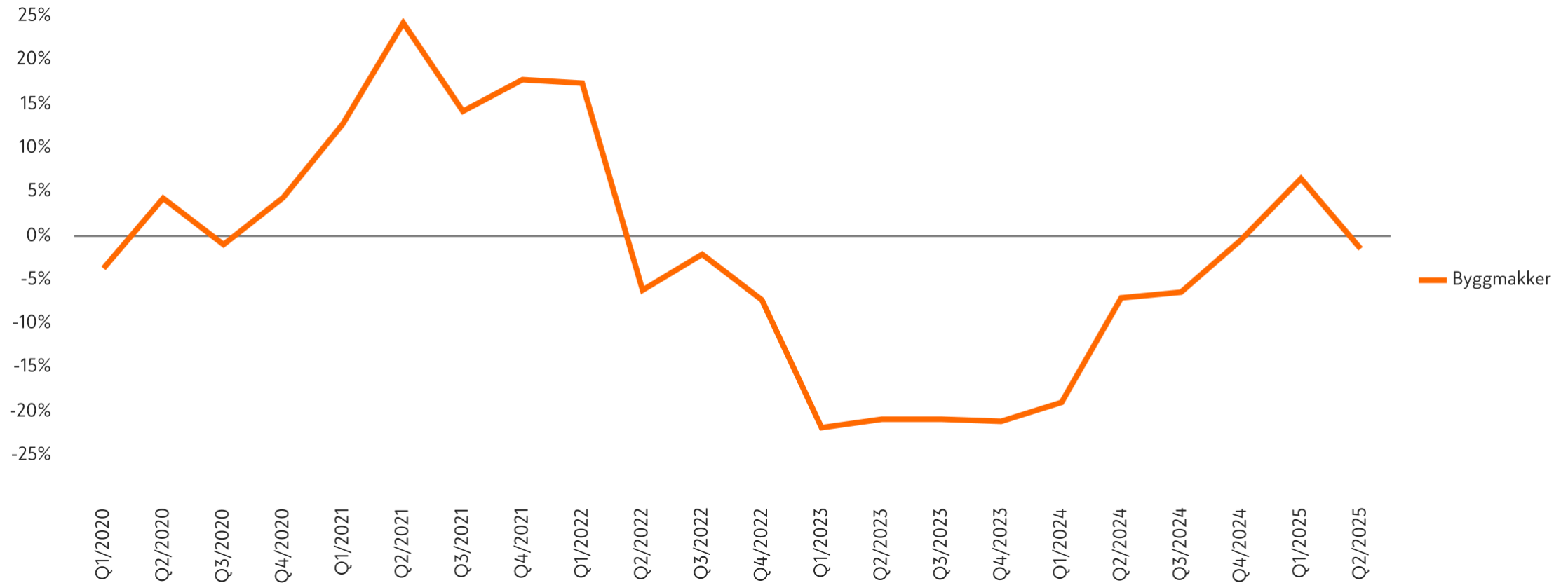
SALES OF K-RAUTA FINLAND AND ONNINEN FINLAND

Retail and
B2B sales



BYGGMAKKER SALES IN NORWAY

Retail and
B2B sales

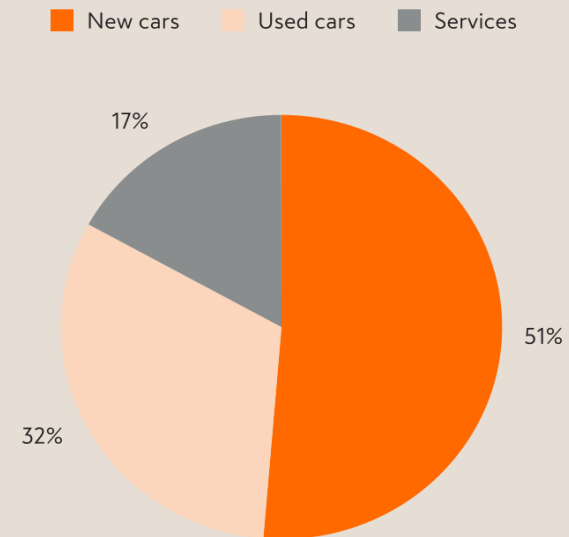


CAR TRADE: FOCUSING ON PERFORMING BETTER THAN THE MARKET IN ALL BUSINESSES

KEY ACTIONS:

- **CONTINUING WITH GROWTH STRATEGY:**
Major turnaround and continuous development establish a robust foundation for the next strategy period.
- **MAINTAINING THE BALANCED BUSINESS PORTFOLIO:**
New cars, used cars and services.
- **COOPERATION WITH THE VOLKSWAGEN GROUP:**
Continuing the good cooperation with Volkswagen Group and Porsche AG.
- Continuing as a strong market leader in sports trade.

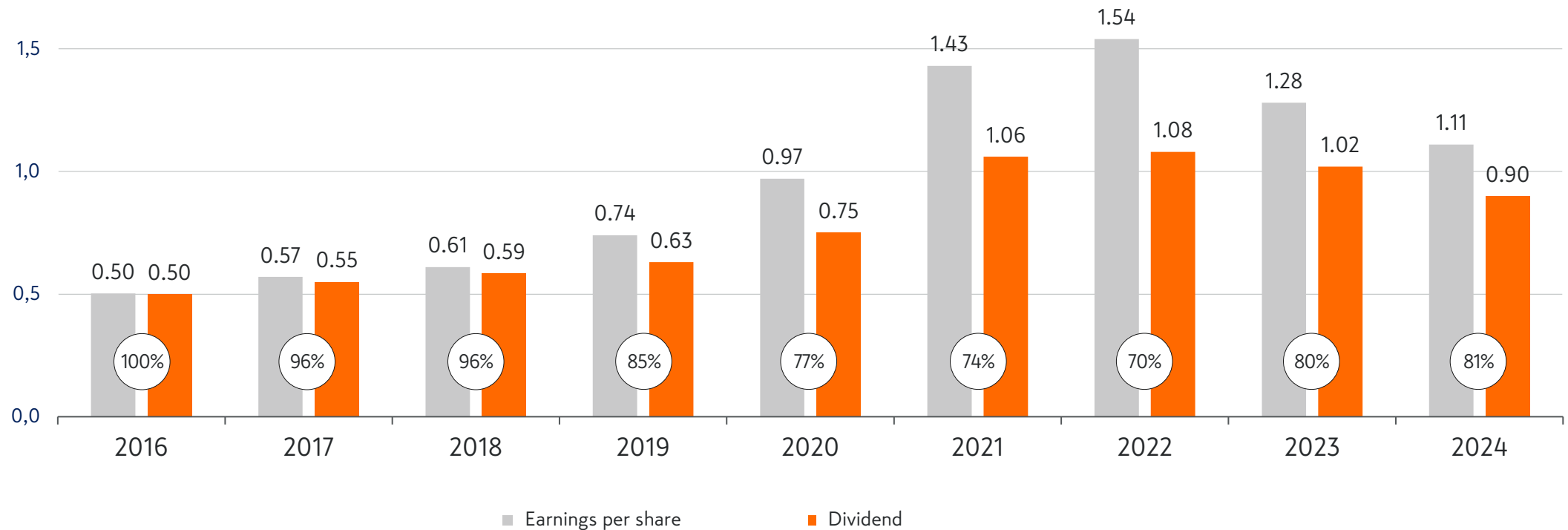
K-AUTO, NET SALES



Net sales for the division's car trade businesses, Q2/2025, rolling 12 months

DIVIDEND

Kesko's dividend policy: In the long-term, Kesko aims to distribute a steadily growing dividend of some 60-100% of its comparable earnings per share, taking into account the company's financial position and strategy.



KESKO'S FINANCIAL TARGETS

	TARGET	Q2/2025
OPERATING MARGIN, COMPARABLE	OVER 6%	5.3%
RETURN ON CAPITAL EMPLOYED, COMPARABLE, %	OVER 14.5%	10.7%
INTEREST-BEARING NET DEBT/EBITDA, EXCLUDING IFRS 16 IMPACT	AT MAXIMUM 2.5	1.8



Thank you!

