KESKO INVESTOR PRESENTATION

KESKO SEEKS GROWTH IN ALL ITS THREE BUSINESS DIVISIONS

August 2026

TABLE OF CONTENTS

KESKO TODAY

KEY FINANCIALS

	Rolling 12 mo 6/2026	2025
Net sales, € million	12,866.3	12,474.7
Operating profit, € million*	678.7	654.9
Operating margin, %*	5.3	5.3
Profit before tax, € million*	555.0	533.8
Cash flow from operating activities, € million	1,020.1	879.7
Return on capital employed, %*	10.4	10.4
Capital expenditure, € million	521.1	735.7

*comparable

#1 **Leading trading sector company in Northern Europe** with retail and B2B sales of **€16bn**

Q2/2026, rolling 12 months

~**39,000 employees** in the whole K Group,**1,800 stores,** **3** divisions, comprehensive **digital** services in **8** countries

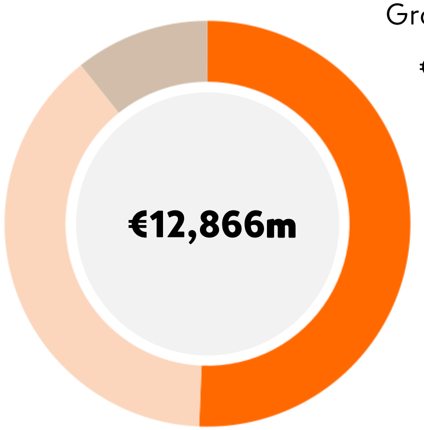
Sustainability at the core of the strategy

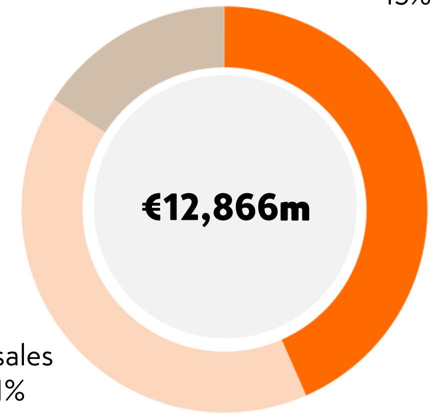
Market cap **€8.5bn** with ~**127,000** shareholders

Retails sales and number of employees excl. Kesko Senukai joint venture

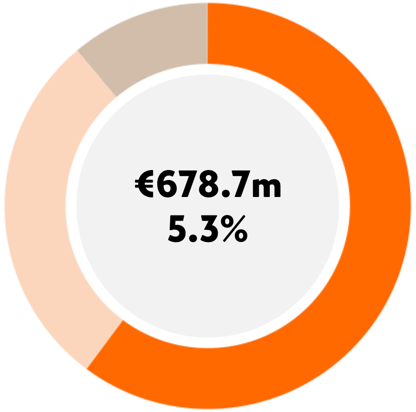
KESKO SEGMENT KEY FIGURES

NET SALES





OPERATING PROFIT



Q2/2026, rolling 12 months, division figures include common functions and eliminations

Comparable figures

KESKO'S GROWTH STRATEGY

VISION	THE LEADING AND MOST ATTRACTIVE TRADING SECTOR GROWTH COMPANY IN NORTHERN EUROPE				
STRATEGIC TARGETS	DELIVERING PROFITABLE GROWTH	STRENGTHENING MARKET POSITION	BUILDING A FOCUSED B2C AND B2B BUSINESS PORTFOLIO	ENGAGING PEOPLE TO DRIVE CUSTOMER VALUE	ENHANCING AI AND TECHNOLOGY CAPABILITIES
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 LET'S K!				
PEOPLE PRINCIPLES	CUSTOMER ALWAYS FIRST	SALES AND GROWTH IN MIND	POSITIVE GET THINGS DONE ATTITUDE	STRONGER TOGETHER	FAIR PLAY

GROCERY TRADE

STRONG POSITION IN FINNISH FOOD TRADE YIELDING GOOD RESULTS

GROCERY TRADE DIVISION IN BRIEF

MARKET SHARE IN 2025 (NIELSEN)

1,100 stores

Almost 800 K Group grocery stores offer online grocery services

6,300 employees

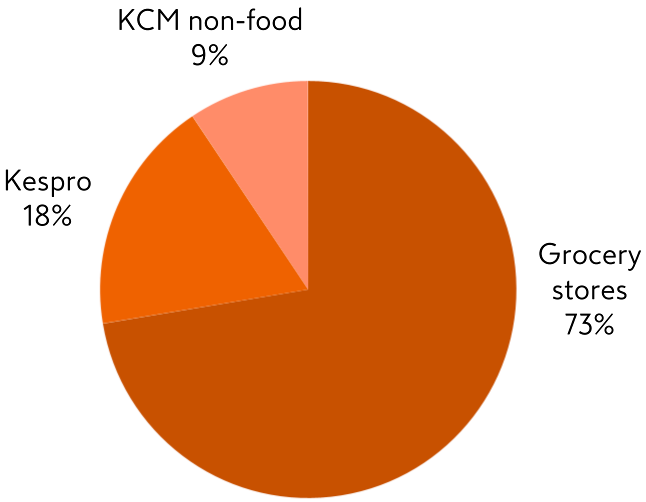
860 K-retailers

KESPRO

The leading foodservice provider in Finland

49.2% market share

NET SALES



	Rolling 12 mo 6/2026	2025	2024	2023
Net sales, € million	6,533	6,447	6,381	6,352
Operating profit*, € million	423.0	418.1	438.0	444.8
Operating margin*	6.5%	6.5%	6.9%	7.0%
Capital expenditure, € million	293.1	309.2	276.0	303.7

*Comparable

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 QUALITY:** Focusing on store-specific business ideas to strengthen 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.

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

GROCERY TRADE DIVISION

GROCERY STORE BUSINESS

In brief:

Operates in Finland, business comprises three grocery store chains with some 1,100 stores across the country operated by some 860 K-retailer entrepreneurs. Three different store formats. Also, online grocery services and popular private label products. Accounts for 82% of the division's net sales. Private labels ~20% of total sales.

Customers:

B2C trade: some 1.6 million daily customer encounters and 4.5 million weekly visits to digital channels.
Over 3.5 million members of the K-Plussa customer loyalty programme. K-Ruoka app some 800,000 weekly users

Key figures:

Net sales €5,370.2 million; operating profit €354.1 million; operating margin 6.6%

Market and market shares:

Total Finnish grocery trade market €21–22 billion; Kesko the second biggest operator with a market share 33.5% (NielsenIQ). Nearly 40% market share in online grocery.

Growth drivers:

GDP, purchasing power, consumer confidence, price competition, urbanisation and changes in population structure, customer data and insight.

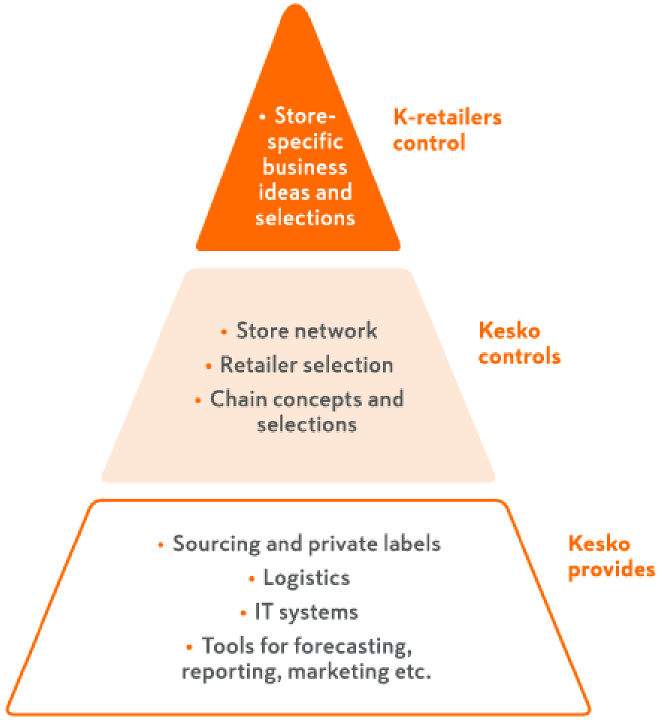
Competitors and peers:

Grocery store operators in Finland: S Group, Lidl
International peers: Ahold Delhaize, Axfood, Coop Group, Tesco, Kroger, Carrefour

Figures for Q2/2026, rolling 12 months

KESKO AND K-RETAILERS

Active co-operation and common goals



KESKO

Store concepts

Chain selections, wholesale

Steering retail prices and campaigns

Responsible purchasing channels, purchasing alliances, logistics

Own brands

Data-driven management, customer data

Marketing services

Online stores

Store chains

Store sites

Centralised services (IT, financial administration, other support processes)

Retailer reserves

Wholesale, product strategy

Chain agreement, chain steering

Services and business support

K-RETAILERS

Ensure customer satisfaction, results and profitability in their stores

Store-specific business ideas based on customer data

Synergies from the multi-store model

Significant employers

Purchases from local businesses

Members of K-Retailers' Association

Wholesale profit for Kesko

Chain fees based on net sales

Store site fees based on sales margin

Other cost-based fees

The retailers pay a net sales-based chain fee and a sales margin-based store site fee to Kesko. Store site fees account for approximately half of the fees paid by retailers to Kesko. Other cost-based fees include those related to e.g. marketing, logistics and IT.

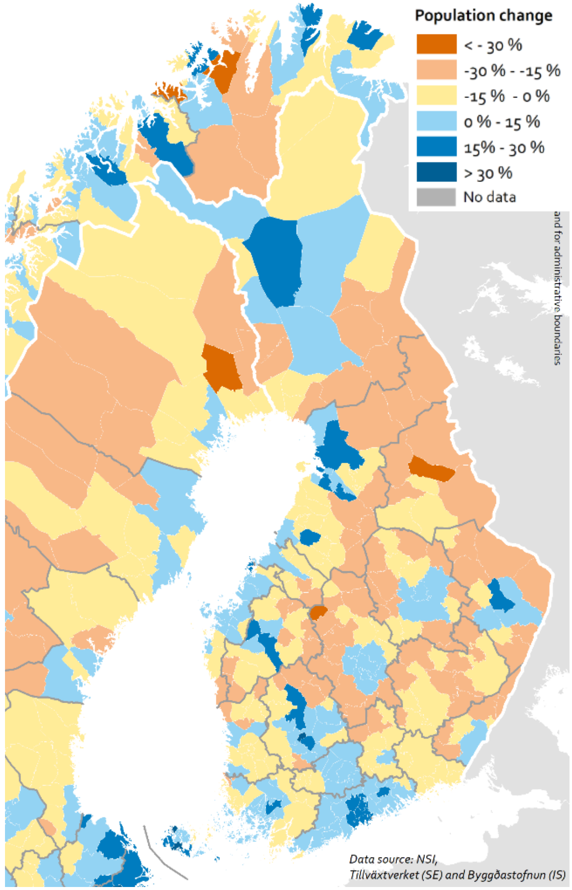
GROCERY TRADE STORE SITE INVESTMENT FOCUS ON GROWTH CENTRES

Emphasising hypermarkets and other larger units

- **Urbanisation is expected to accelerate in Finland**
- **Long-term store site investment programme to ensure Kesko's competitiveness and market share development**
- **During up-coming years annual investments: €200M–250M per year**
- **Key targets:**
  - To focus store site network in growth areas and larger units
  - To open new urban hypermarkets especially in Helsinki Metropolitan Area
  - To improve customer experience, sales efficiency and profitability in the stores
  - To improve the online shopping experience

➡ By the end of the decade, the store site network is updated, in the right locations and meets upcoming legislative requirements related to energy efficiency and greenhouse gases

Population projection 2017-2040* Nordregio

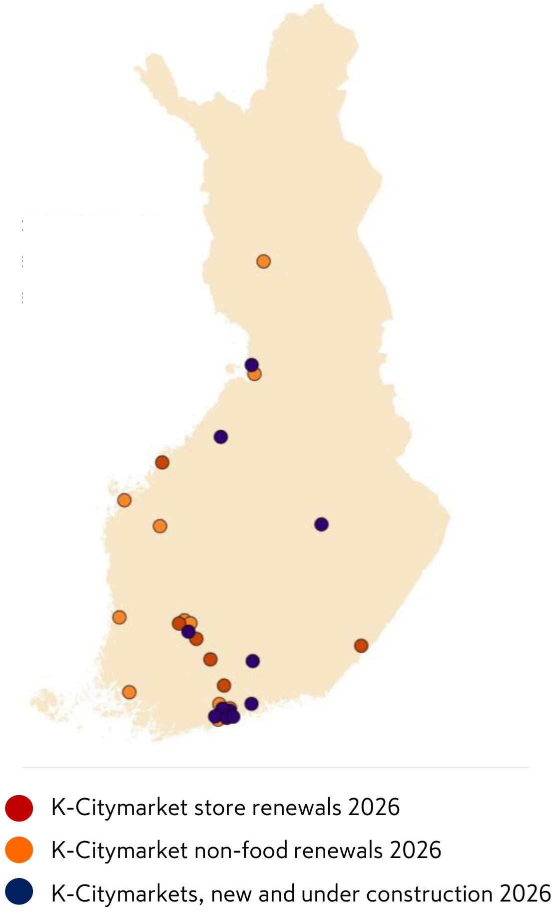


NEW URBAN HYPERMARKETS TO BE OPENED IN FINNISH GROWTH CENTRES

Several new growth centre hypermarkets in pipeline

1. New K-Citymarket in a shopping centre in Lempäälä near Tampere opened in September 2025
2. New K-Citymarket in Lahti city centre opened in November 2025, replacing K-Citymarket Paavola
3. New K-Citymarket in middle of Kivistö residential area, Vantaa, Helsinki metropolitan area opened in Jan 2026
4. New K-Citymarket in Haapaniemi in the city of Kuopio, opened in May 2026
5. New K-Citymarket in Ylivieska in autumn 2026, replacing an outdated hypermarket
6. New K-Citymarket in Porvoo city centre area in spring 2027, replacing an outdated hypermarket
7. New K-Citymarket in Ritaportti in the city of Oulu, in spring 2027
8. New K-Citymarket in the Redi shopping centre in Helsinki in 2027
9. New K-Citymarket in Espoon keskus shopping centre in Finland's second biggest city Espoo in autumn 2028
10. Under planning: new hypermarket in Tikkurila, Vantaa, Helsinki metropolitan area, towards the end of the decade

- In 2025, 48 remodelled stores and 15 new stores
- In 2026, 64 remodelled stores and 25 new stores



GROCERY TRADE DIVISION

FOODSERVICE BUSINESS

In brief:

Operates in Finland, business comprises Kespro's foodservice wholesale with 13 cash-and-carry outlets and online sales representing 70% of total sales, a wide range of services and digital tools e.g. training, menu development, reporting and forecasting, and Kespro's own brand products: 50% of total sales.

Customers:

B2B trade: restaurants, cafés, workplace cafeterias, hotels and public operators such as municipalities and hospitals. Lunch and cafeteria type of sales account for ~ 70% of Kespro's sales.

Key figures:

Net sales €1,163.2 million; operating profit €68.9 million; operating margin 5.9%

Market and market share:

Total Finnish foodservice market €2.5 billion; Kespro **the market leader** with a market share of 49.2%

Growth drivers:

The growing popularity of eating out, GDP, purchasing power, consumer confidence, price competition, urbanisation and changes in population structure.

Competitors and peers:

Foodservice in Finland: Valio Aimo, Meira Nova, Metro-tukku
International peers: Marr, Snabbgross, Sysco

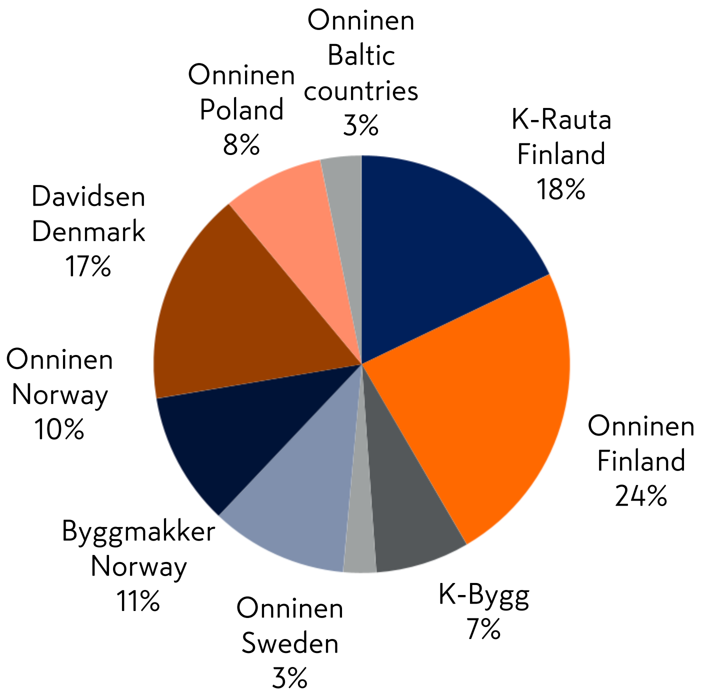
Figures for Q2/2026, rolling 12 months

BUILDING AND TECHNICAL TRADE

A GOOD RESULT IN A CHALLENGING CYCLE

BUILDING AND TECHNICAL TRADE IN BRIEF

NET SALES



Leading operator in building and technical trade in Northern Europe

B2B trade accounts for more than 80% of net sales

Customer segments: Technical professionals, professional builders and consumers
Division's number of employees: some 6,500

	Rolling 12 mo 6/2026	2025	2024	2023
Net sales, € million	4,976	4,686	4,352	4,193
Operating profit*, € million	201.7	178.6	169.1	212.5
Operating margin*	4.1%	3.8%	3.9%	5.1%
Capital expenditure, € million	63.1	279.7	293.7	273.0

* comparable

TECHNICAL TRADE

onninen

BUILDING AND HOME IMPROVEMENT TRADE

K Rauta K BYGG BM BYGGMAKKER DAVIDSEN

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

KEY ACTIONS:

- **FINLAND:** Continuing growth and winning market share.
- **SWEDEN AND NORWAY:** Improving business performance.
- **DENMARK:** Continuing the integration of Davidsen, 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.

BUILDING AND TECHNICAL TRADE

TECHNICAL TRADE

In brief:

Operates in 8 countries. Kesko subsidiary Onninen offers technical wholesale products and services (offering varies between countries) in stores, online and via on-site solutions. Finland accounts for 50% of net sales

Customers:

100% B2B trade – customers include technical contractors like plumbers and electricians, industry, infrastructure builders, and retailers

Key figures:

Net sales €2,400.9 million; operating profit €104.4 million; operating margin 4.3%

Market and market shares:

Total market (est.) for 8 countries (incl. Denmark) €22 bn; Kesko's market shares Finland 44% (market leader), Sweden 11% (infrastructure), Norway 39% (electricals)*, Poland 6% , Estonia 14%, Latvia 5%, Lithuania 4%

Growth drivers:

Urbanisation, green transition, building and construction work becoming more technical and being outsourced to professionals, growing renovation need and infrastructure investment debt, digitalisation, market consolidation

Competitors and peers:

Dahl, Ahlsell, Rexel, Grainger, Wurth, Sanistål, Elektroskandia, Solar, Sonepar

 Figures for Q2/2026, rolling 12 months

TECHNICAL TRADE – OPPORTUNITIES FOR FURTHER GROWTH OUTSIDE FINLAND

Total market size ~€22 billion

	Technical trade
Retail Market (€bn)	**2.8**
Market share	**19%**
Market share in current operating market (2025)	**39%***

	Technical trade
Retail Market (€bn)	**5.9**
Market share	**2%**
Market share in current operating market (2025)	**22%****

	Technical trade
Retail Market (€bn)	**3.0**

	Technical trade
Retail Market (€bn)	**2.4**
Market share (2025)	**44%**

	Technical trade
Retail Market (€bn)	**2.2**
Market share (2025)	**14%, 5%, 4%**

	Technical trade
Retail Market (€bn)	**6.1**
Market share (2025)	**6%**

* Norway: Currently Kesko operates only in electrical market (Virke)
** Sweden: Currently Kesko operates only in infra market (SEG)
Retail Market size in Norway, Sweden and Denmark (2024)

BUILDING AND TECHNICAL TRADE
BUILDING AND HOME IMPROVEMENT

In brief:
Operates in 8 countries; offers products and services for building, renovation, garden, interior decoration and home furnishing through various store chains, including K-Rauta (FI), K-Bygg (SE), Byggmakker (NO),), Davidsen (DK), Kesko Senukai (Baltics) - Finland accounts for 34% of net sales

Customers:
68% building professionals, 32% consumers (DIY)

Key figures:
Net sales €2,654.2 million; operating profit €79.1 million; operating margin 3.0%

Market and market shares:
Total market (est.) for 8 countries €25bn; Kesko's market shares Finland 51% (market leader), Sweden 6%, Norway 12%, Denmark 17%

Growth drivers:
Urbanisation, green transition, building and construction work becoming more technical and being outsourced to professionals, growing renovation need and infrastructure investment debt, digitalisation, market consolidation

Competitors and peers:
Stark, Beijer, Optimera, Mestergruppen, Bygma, Travis Perkins, Ferguson

 Figures for Q2/2026, rolling 12 months

BUILDING AND HOME IMPROVEMENT – STILL FURTHER POSSIBILITIES ESPECIALLY OUTSIDE FINLAND

Total market size ~€18 billion

	Professional builders	Consumers
Retail market (€bn)	**3.1**	**1.8**
Market share (2025)	**12%**	

	Professional builders	Consumers
Retail market (€bn)	**4.0**	**2.3**
Market share (2025)	**6%**	

	Professional builders	Consumers
Retail market (€bn)	**3.5**	**1.3**
Market share (2025)*	**17%**	

	Professional builders	Consumers
Retail market (€bn)	**1.7**	**0.9**
Market share (2025)	**51%**	

ACQUISITIONS HAVE PLAYED A SIGNIFICANT ROLE IN INTERNATIONAL GROWTH

2016

4/2016
Suomen Lähikauppa
€936 million

6/2016
Onninen
€1,465 million

12/2016
AutoCarrera
€49 million

2018

6-7/2018
Reinin Liha and Kalatukku E. Eriksson
€31 million

7/2018
Skattum & Gipling
€245 million

10/2018
1A Group e-commerce
€41 million

2019

1/2019
Sørbø Trelast and Tau & Jørpel and Bygg
€24 million

3/2019
Audi and SEAT businesses from Länsiauto and Huittisen Laatuauto
€96 million

5/2019
Fresks Group
€205 million

7/2019
VW, Audi, SEAT businesses from Laakkonen
€259 million

2020

3/2020
MIAB
€18 million

9/2020
Carlsen Fritzøe
€201 million

9/2020
Bygg&Interiör
€14 million

2021

08/2021
Kungälvs Trä
€33 million

09/2021
Byggarnas Partner
€18 million

2022

4/2022
Djurbergs Järnhandel
€11 million

5/2022
Föllinge såg
€6 million

7/2022
XL-BYGG Bergslagen
€10 million

2023

3/2023
Zenitec Sweden
€13 million

3/2023
Elektroskandia Norge
€250 million

2024

1/2024
Davidsen A/S
€427 million

2025

1/2025
Roslev Trælasthandel A/S
€104 million

4/2025
CF Petersen & Søn A/S
€113 million

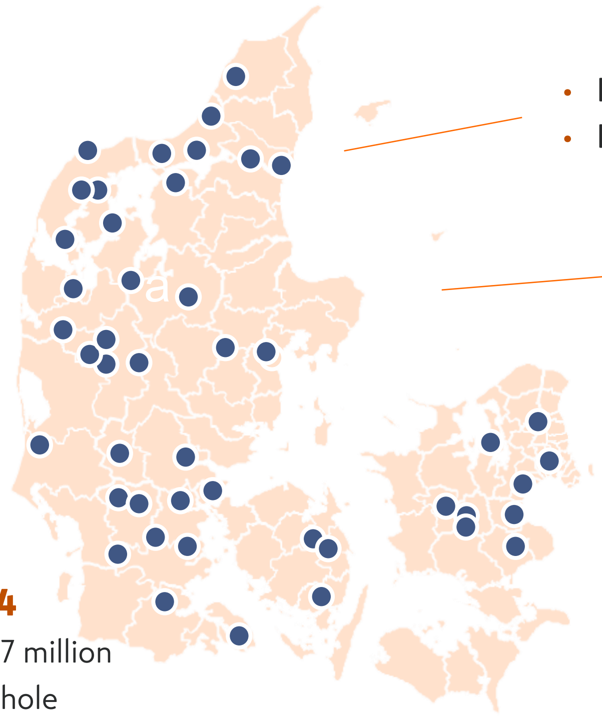
5/2025
Tømmergaarden A/S
€185 million

Figures either net sales or sales figures published in connection with the acquisition

MARKET SHARE IN DANISH BUILDERS' MERCHANT SET TO RISE FROM ~10% TO ~20% VIA ACQUISITIONS

KESKO IN DENMARK

- Kesko expanded its operations to Denmark by acquiring the builders' merchant chain Davidsen in 2024, Kesko holds 90% of shares in Davidsen
- Following the acquisitions, Davidsen has a nationwide network of building and home improvement stores, with focus on B2B customers
- Post-acquisitions, Davidsen's sales amount to some €800 million, with a total market share of nearly 20%



DAVIDSEN
KESKO SUBSIDIARY AS OF 1 FEB. 2024

- **Financials:** 2023 net sales €427 million, operating profit €7 million
- **Market share:** ~30% in Southern Denmark, ~10% in the whole country; 23 stores of which 19 owned by Davidsen
- The debt-free enterprise value for 100% of the company was approximately €190 million (DKK 1,417.15 million), of which Kesko's share approximately €170 million

Tømmergaarden A/S
PART OF DAVIDSEN AS OF 1 JUNE 2025

- **Financials:** 2024 net sales €191 million, operating profit €5.5 million
- **Market share:** ~11% in Northern and Central Jutland, 17 fully-owned stores

Roslev Trælasthandel A/S
PART OF DAVIDSEN AS OF 1 FEBRUARY 2025

- **Financials:** 2024 net sales €103million, operating profit €2.8 million
- **Market share:** ~9% in Central Jutland, 4 fully-owned stores

CF Petersen & Søn A/S
PART OF DAVIDSEN AS OF 1 MAY 2025

- **Financials:** 2024 net sales €109 million, operating profit €3.4 million
- **Market share:** ~8% in Zealand, 5 fully-owned stores

The combined debt-free enterprise value of the three companies approx. €222 million, of which Kesko's share approx. €200 million

Operating profit excluding the impact of IFRS 16

NEARLY 60% OF SALES COME FROM OUTSIDE FINLAND

Net sales in 2025, € million

NORWAY

BYGGMAKKER 520

onninen 503

SWEDEN

K-BYGG 343

onninen 134

DENMARK

DAVIDSEN 709

FINLAND

K-Rauta 900

onninen 1 122

POLAND AND THE BALTIC COUNTRIES

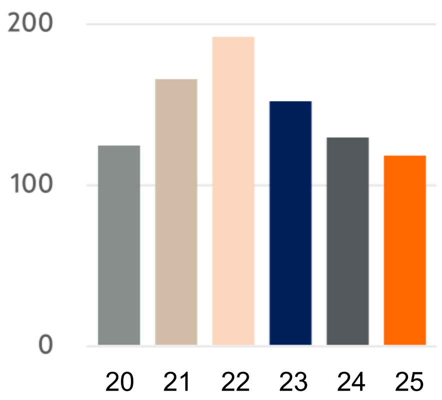
onninen Poland **378**

onninen Baltics **154**

PROFIT IMPROVEMENT IN 2025 CAME FROM COUNTRIES OUTSIDE FINLAND

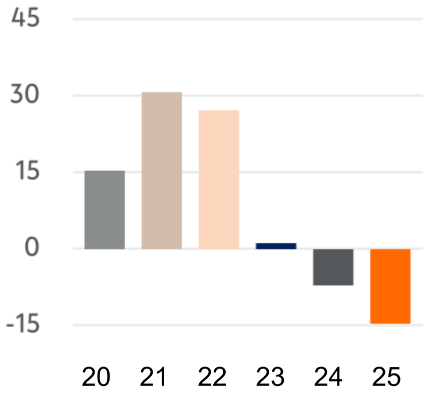
FINLAND

€ million



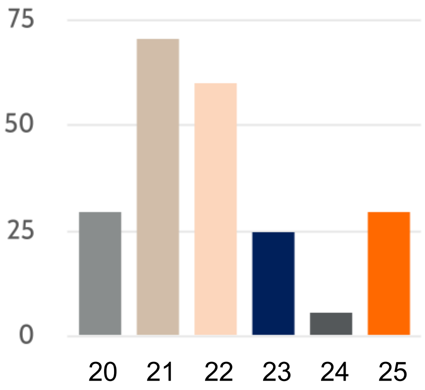
Both K-Rauta and Onninen strong market leaders

SWEDEN



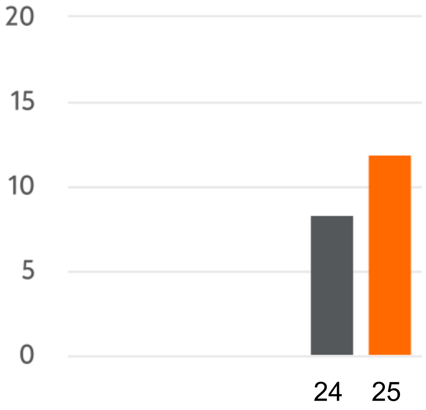
Closure of K-Rauta stores and/or their conversion into K-Bygg stores has impacted profit negatively

NORWAY



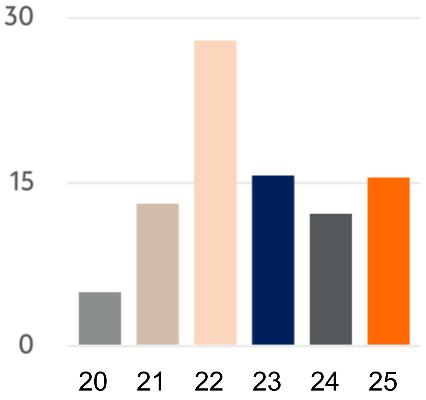
Significant profit improvement for both Byggmakker and Onninen, Onninen's market share increased

DENMARK



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

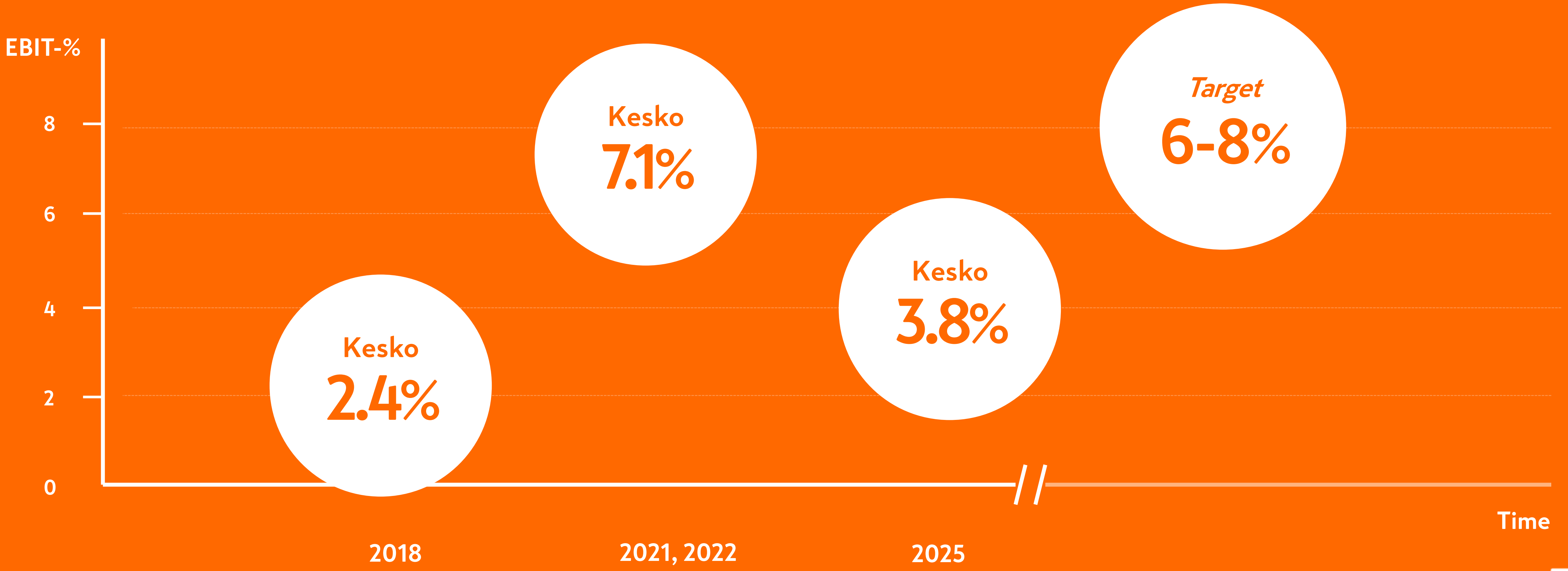
POLAND AND THE BALTICS



Good market position and stable profitability for Onninen

Comparable operating profit

BUILDING AND TECHNICAL TRADE LONG-TERM EBIT-% TARGET INTACT



CAR TRADE

GOOD RESULT IN CAR TRADE

CAR TRADE IN BRIEF

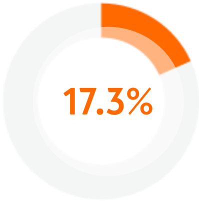
K-Auto is the leading and most interesting automotive company in Finland

- Importing and sales of attractive and high-quality new cars.
- Significant multi-brand used car sales in Finland.
- Comprehensive offering of car maintenance and repair services including nationwide K-Lataus EV charging network.

Number of employees: Approx. 1,500

	Rolling 12 mo 6/2026	2025	2024	2023
Net sales, € million	1,383	1,365	1,209	1,262
Operating profit*, € million	78.1	83.1	69.3	82.6
Operating margin*	5.6%	6.1%	5.7%	6.5%
Capital expenditure, € million	142.0	125.0	89.0	80.1

* Comparable



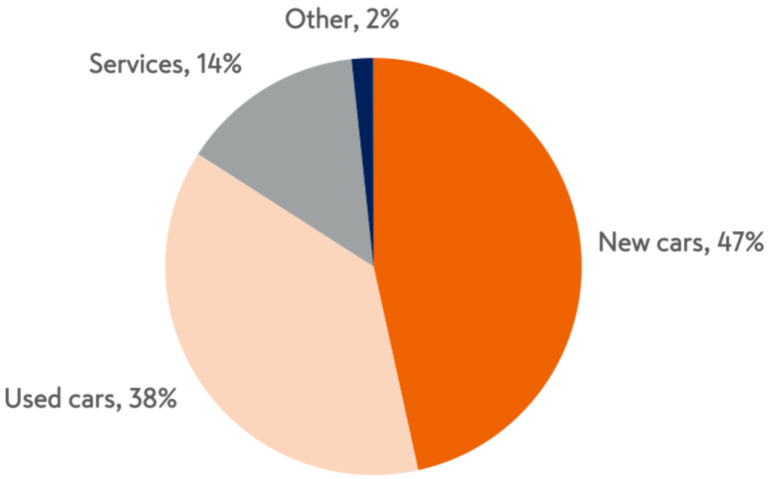
Market share in new cars in 2025 (incl. passenger cars and vans)

K Auto

One unified brand for over million customers

Commercial Vehicles

CAR TRADE NET SALES €1,212m Rolling 12 mo 6/2026



'Other' consist primarily of car leasing services

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.

SOLID EBIT DEVELOPMENT

#1 IN BRAND AWARENESS AND PREFERENCE

CAR TRADE

In brief:

Operates in Finland. The whole value chain - imports and sells Volkswagen Group car brands, sells used cars, and offers car-related services e.g. servicing, leasing, EV charging. Division also includes two sports trade chains.

Customers:

Primarily Finnish consumers, also companies when leasing cars or commercial vehicles

Key figures:

Net sales €1,382.8 million; operating profit €78.1 million; operating margin 5.6%
Of which sports trade net sales €171.3 million, operating profit €8.7 million, operating margin 5.1%

Market and market shares:

Total first registrations of new cars incl. vans in Finland approx. 83,500 in 2025, of which Kesko's K-Auto accounted for some 17.3%

Growth drivers:

E-mobility, updating Finland's outdated vehicle stock, digitalisation changing customer behaviour and helping to improve operational efficiency, new competitors entering European markets

Competitors and peers:

Car trade: Veho, Kamux, Saka, Hedin, Rinta-Jouppi, Wetteri
Sports trade: XXL, Stadium

Figures for Q1/2026, rolling 12 months

KESKO STRENGTHENS TECHNICAL TRADE BY ACQUIRING THE OPERATIONS OF DAHL IN SWEDEN, NORWAY AND DENMARK

JORMA RAUHALA, PRESIDENT AND CEO

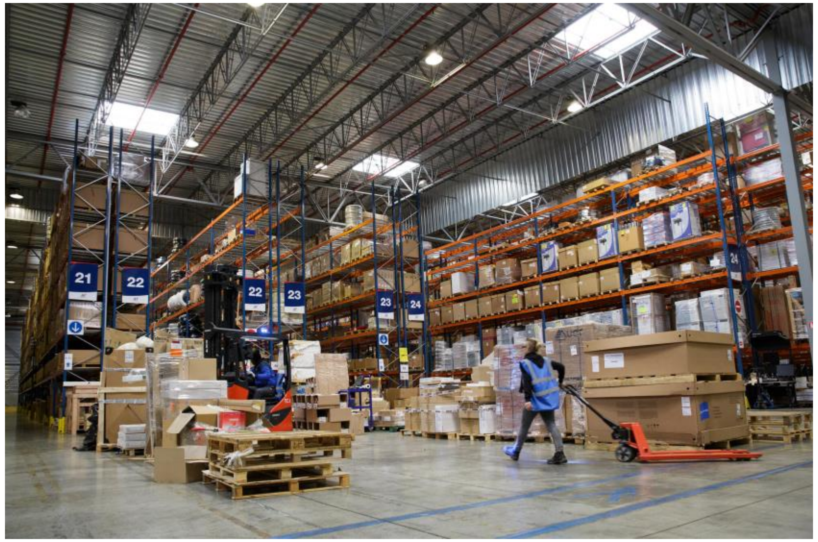
JUNE 15, 2026

KESKO ANNOUNCES ITS BIGGEST EVER ACQUISITION – STRENGTHENS POSITION IN TECHNICAL TRADE

- Kesko has been seeking notable large acquisition targets especially in Nordic technical trade for years, interesting companies rarely available
- Kesko has agreed to acquire the Dahl technical trade companies in Sweden, Norway and Denmark from Saint-Gobain
- The combined net sales of the companies to be acquired total some €2.1 billion and EBITDA (IFRS) €146 million, making this the largest acquisition in Kesko's history
- The companies to be acquired are an excellent fit for Kesko's growth strategy – they would complement Kesko's current building and technical trade business and strengthen our position in Nordic technical trade
- Right timing: underpinned by megatrends, there is significant growth potential in technical trade in the stable and affluent Nordic markets

THE DAHL ACQUISITION IN BRIEF

- **Primarily a strategic acquisition:** Supports Kesko's growth and strengthening of profitability, synergies not the main driver
- **Significant sales and earnings growth potential:** Strengthening market and megatrends that support growth, benefits derived from higher volumes, strong own brands, continuous digital development
- **Respecting Dahl's history and valuable brand:** Preliminary plan is to lightly integrate the acquired businesses, which would continue as separate business units under their existing brands
- **Transaction price:** The debt-free transaction price is €1,200 million excluding lease commitments, or €1,518 million including lease commitments
- **Financing:** Kesko will initially finance the acquisition in full using bridge financing which will be refinanced with equity and debt once the completion of the transaction is secured, while maintaining the interest-bearing net debt/EBITDA ratio below 2.5 excl. the IFRS 16 impact (below 3.0 incl. IFRS 16). The plan is for the equity component of the financing to be implemented through a share issue estimated at approximately €500–700 million
- **Authority approvals:** The completion of the acquisition is subject to approval by competition authorities as well as the fulfilment of certain other conditions
- **Timetable:** The acquisition is estimated to be finalised by the beginning of 2027



THE ACQUISITION MARKS THE BEGINNING OF THE NEXT CHAPTER IN KESKO'S GROWTH STORY

→ KESKO SEEKS NET SALES OF SOME **€20 BILLION** IN THE EARLY 2030s THROUGH THE ACQUISITION AND GROWTH STRATEGY EXECUTION

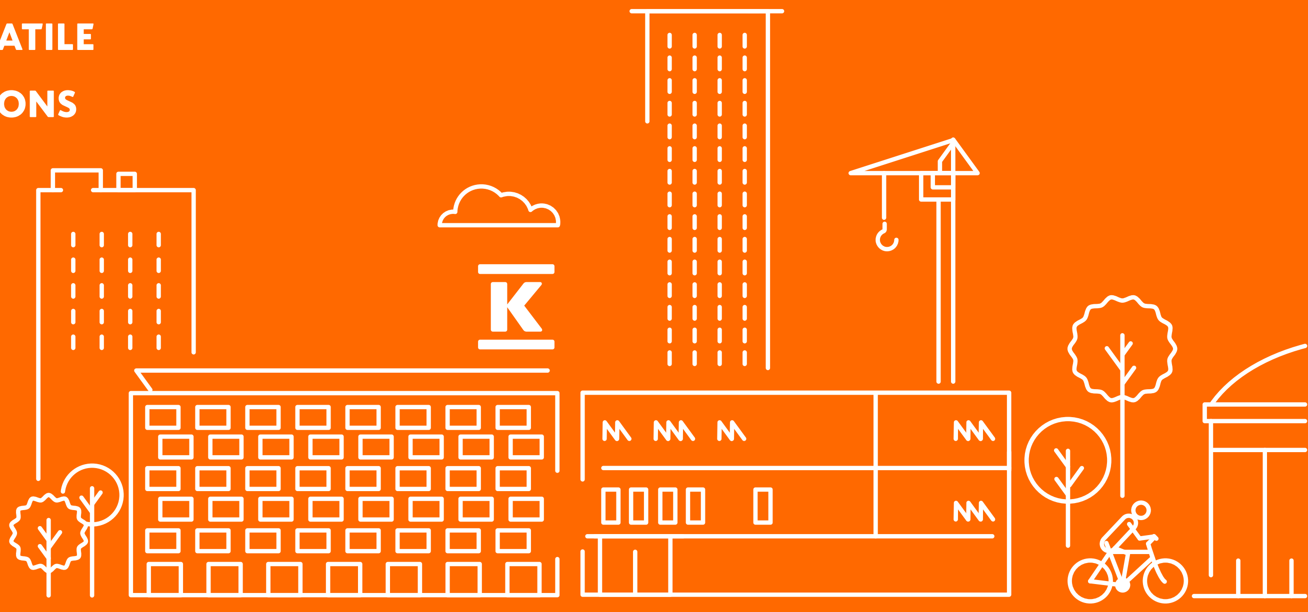
→ BUILDING AND TECHNICAL TRADE WOULD BECOME KESKO’S BIGGEST DIVISION FOLLOWING THE ACQUISITION. NET SALES EXPECTED TO AMOUNT TO NEARLY **€10 BILLION** IN THE EARLY 2030s

→ LONG-TERM PROFITABILITY TARGET FOR BUILDING AND TECHNICAL TRADE CONTINUES TO BE **6-8%**

2025: Kesko total net sales €12.5 billion, building and technical trade division net sales €4.7 billion

GROWTH IN TECHNICAL TRADE SUPPORTED BY MEGATRENDS

- RENOVATION BUILDING: STEADY GROWTH IN RENOVATION BUILDING AND IN RENEWING TECHNICAL INFRASTRUCTURE
- URBANISATION: BUILDING NEW TECHNICAL INFRASTRUCTURE, DENSE URBAN DEVELOPMENT
- GREEN TRANSITION: INCREASING EU REGULATION AND VOLATILE ENERGY MARKETS, GROWING DEMAND FOR ENERGY SOLUTIONS
- TECHNOLOGICAL DEVELOPMENT AND DIGITALISATION: CONSTRUCTION BECOMING MORE TECHNICAL, SMART BUILDING TECHNOLOGY SOLUTIONS



DAHL IS AN ICONIC, LEADING OPERATOR IN TECHNICAL TRADE

- A company with over 160 years of history, very respected among technical trade B2B customers
- A leading operator especially in HPAC products and infrastructure construction
- Combined net sales of the businesses to be acquired in Sweden, Norway and Denmark some €2.1 billion
- Digital accounts for 35% of sales
- Combined network of some 190 stores, 3 automated central warehouses
- Some 2,700 employees and over 70,000 customers

NET SALES €614 MILLION

DAHL

NET SALES €922 MILLION

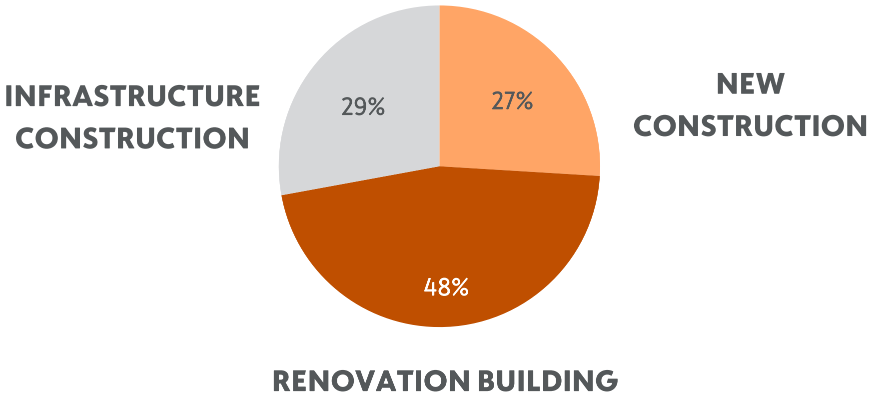
NET SALES €533 MILLION

Net sales for 2025

DAHL HAS A STRONG FOOTHOLD IN HPAC AND INFRASTRUCTURE PRODUCTS

- **Stable business:** More than half of sales come from renovation building and one-third from infrastructure construction, 100% B2B trade
- **Particularly strong in HPAC and infrastructure product sales:** Over 50% of sales come from HPAC products, some 25% from sewage and plumbing network infrastructure products
- **Strengths:** Modern technical trade expertise, extensive product portfolio, own brands, good availability and reliable deliveries, efficient logistics, skilled technical sales staff, good digital services
- **Good strategic fit:** No overlap with Kesko's existing operations in Sweden, Norway or Denmark. Would complement our current product offering considerably

NET SALES BREAKDOWN



WHAT WOULD THE ACQUISITION MEAN FOR KESKO'S BUILDING AND TECHNICAL TRADE DIVISION?

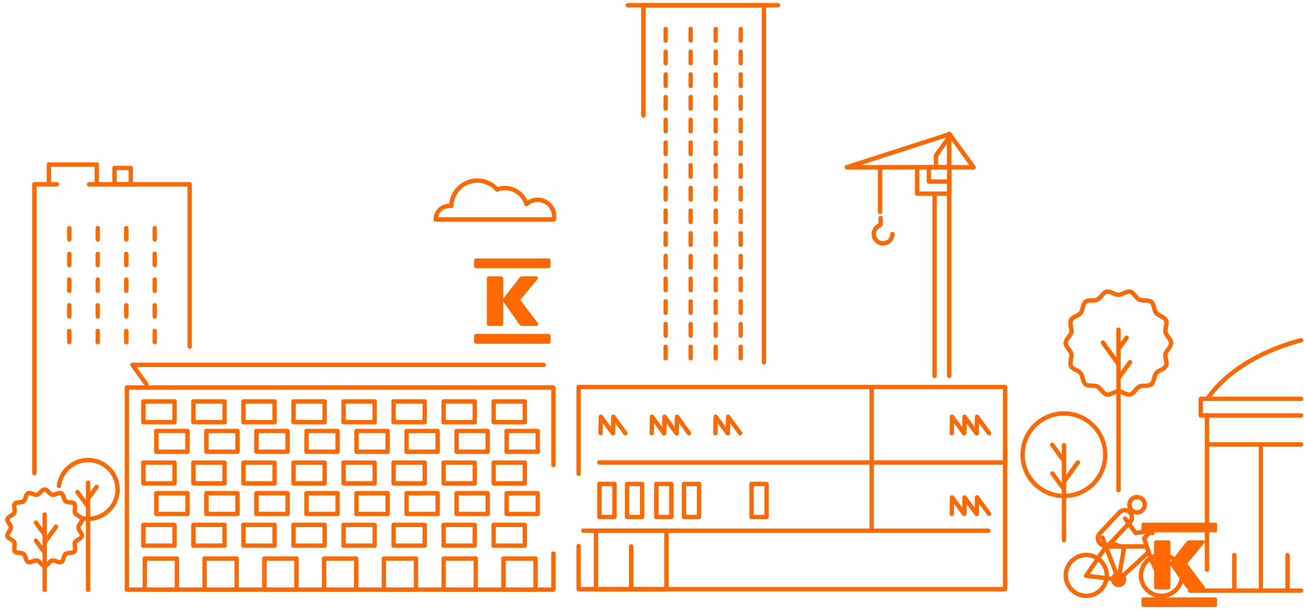
- A significantly stronger foothold and sales growth in technical trade in the Nordic countries
- Raising technical trade's share of the division's net sales from 49% (in 2025) → ~ 65%
- Raising B2B trade's share of the division's net sales from 83% (in 2025) → ~ 88%
- Raising international operations' share of the division's net sales from 58% (in 2025) → ~ 71%
- Strengthening the stable infrastructure and renovation building business
- Stronger expertise in technical sales and technological expertise
- Expanding our offering with Dahl's modern and extensive product portfolio (incl. own brands)
- Synergies due to e.g. higher purchase volumes – Kesko to nearly triple its sales volumes in HPAC products from Onninen's current ~ €1 billion

→ **Profit improvement in line with the division's operating margin target of 6–8%**

KESKO GAINED STRONG EXPERTISE IN TECHNICAL TRADE AND EXPERIENCE IN MAJOR INTEGRATIONS BY ACQUIRING ONNINEN

- **ONNINEN HAS BEEN PART OF KESKO SINCE 2016, SUCCESSFUL INTEGRATION IN 7 COUNTRIES**
- **OPERATES UNDER THE INDEPENDENT ONNINEN BRAND**
- **STRONG EXPERTISE IN TECHNICAL TRADE**
- **STRONG DEVELOPMENT OF DIGITAL AND LOGISTIC CAPABILITIES, EXTENSIVE STORE NETWORK, AND SKILLED SALES STAFF**
- **BUSINESS SPECIFIC STRATEGIES IN EACH COUNTRY**

→ ONNINEN'S NET SALES HAVE GROWN BY €820 MILLION, OR 56%, AND OPERATING PROFIT BY 232% AS PART OF KESKO*

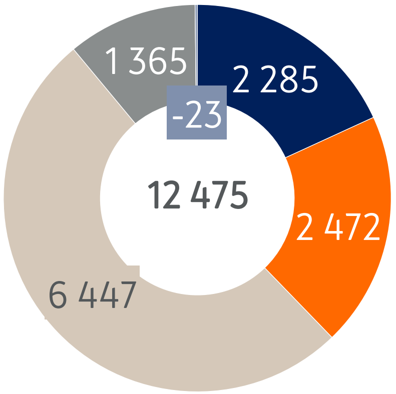


* Incl. the Elektroskandia acquisition and other arrangements

KESKO TO BECOME A LEADING TECHNICAL TRADE OPERATOR

Kesko's net sales (2025): €12.5 billion

€ Million



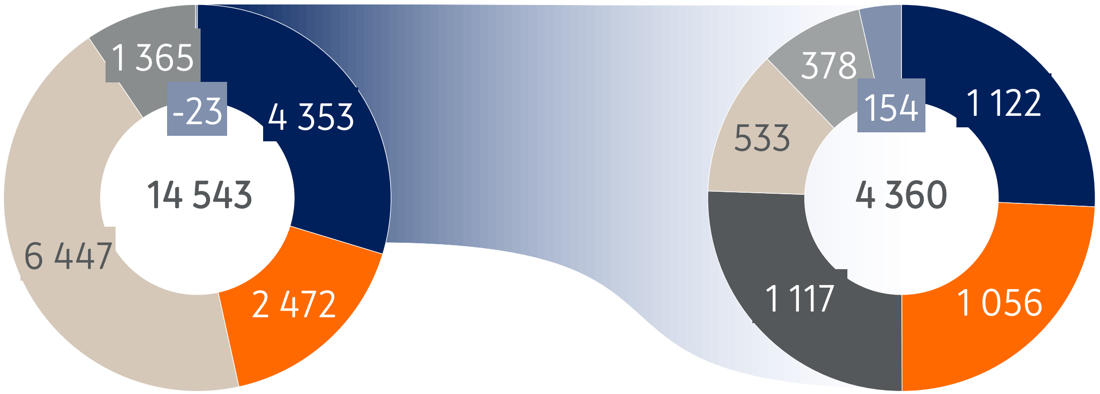
- Technical trade
- Home improvement
- Grocery trade
- Car trade
- Common operations and eliminations

Kesko's illustrative net sales combined with DAHL Sweden, Norway and Denmark (2025): € 14.5 billion

€ Million

Kesko's technical trade illustrative net sales combined with DAHL Sweden, Norway and Denmark (2025): € 4.4 billion

€ Million



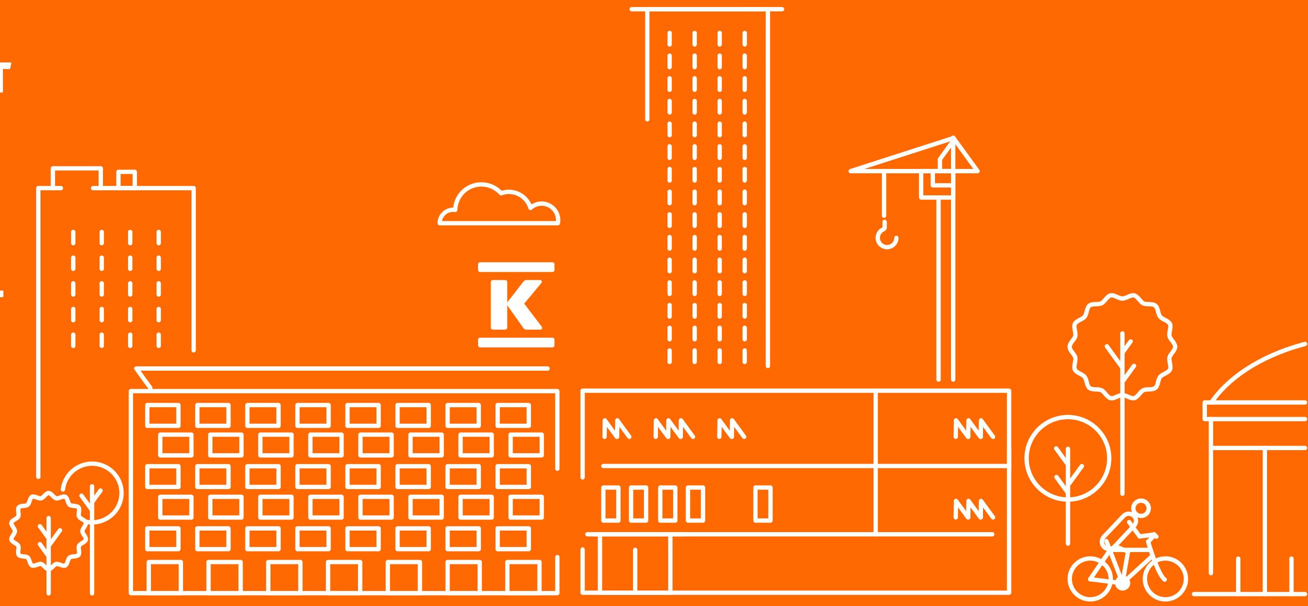
- Technical trade
- Home improvement
- Grocery trade
- Car trade
- Common operations and eliminations

- Finland
- Sweden
- Norway
- Denmark
- Poland
- Baltics

Kesko's Building and Technical Trade segments do not include inter-company eliminations.

KEY TAKE AWAYS

- KESKO HAS BEEN SEEKING NOTABLE LARGE ACQUISITION TARGETS ESPECIALLY IN NORDIC TECHNICAL TRADE FOR YEARS, INTERESTING COMPANIES RARELY AVAILABLE
- DAHL IS A LEADING TECHNICAL TRADE COMPANY IN THE NORDICS, WITH A LONG HISTORY, A STRONG AND WELL-RESPECTED BRAND, A COMPREHENSIVE AND EFFICIENT DISTRIBUTION PLATFORM, AND A STABLE BUSINESS MODEL
- THE BUSINESSES TO BE ACQUIRED ARE AN EXCELLENT FIT TO KESKO'S GROWTH STRATEGY – THE ACQUISITION WOULD COMPLEMENT THE CURRENT BUILDING AND TECHNICAL TRADE BUSINESS AND CLEARLY STRENGTHEN OUR POSITION IN TECHNICAL TRADE IN THE NORDICS
- A STRATEGIC ACQUISITION, THE LARGEST IN KESKO'S HISTORY, THAT SUPPORTS GROWTH AND STRENGTHENING OF PROFITABILITY

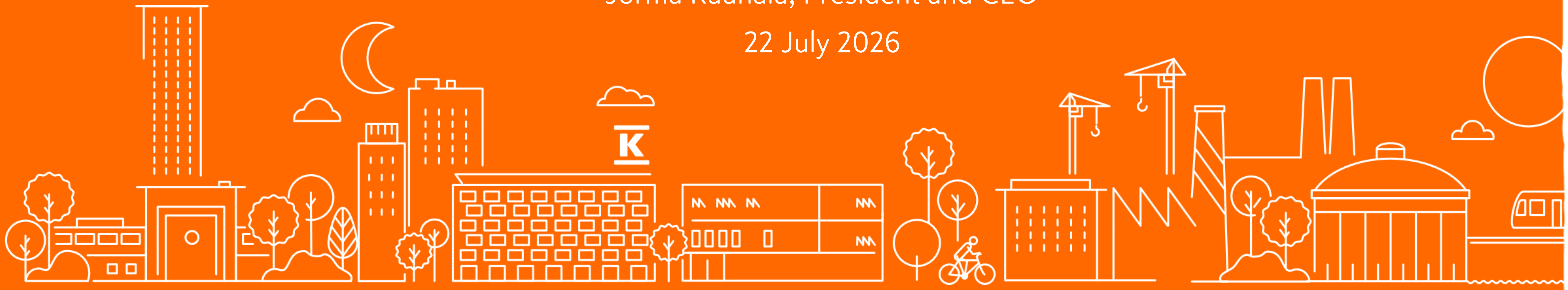


Kesko half-year financial report 2026

Kesko's profit improved significantly – technical trade as the driver

Jorma Rauhala, President and CEO

22 July 2026



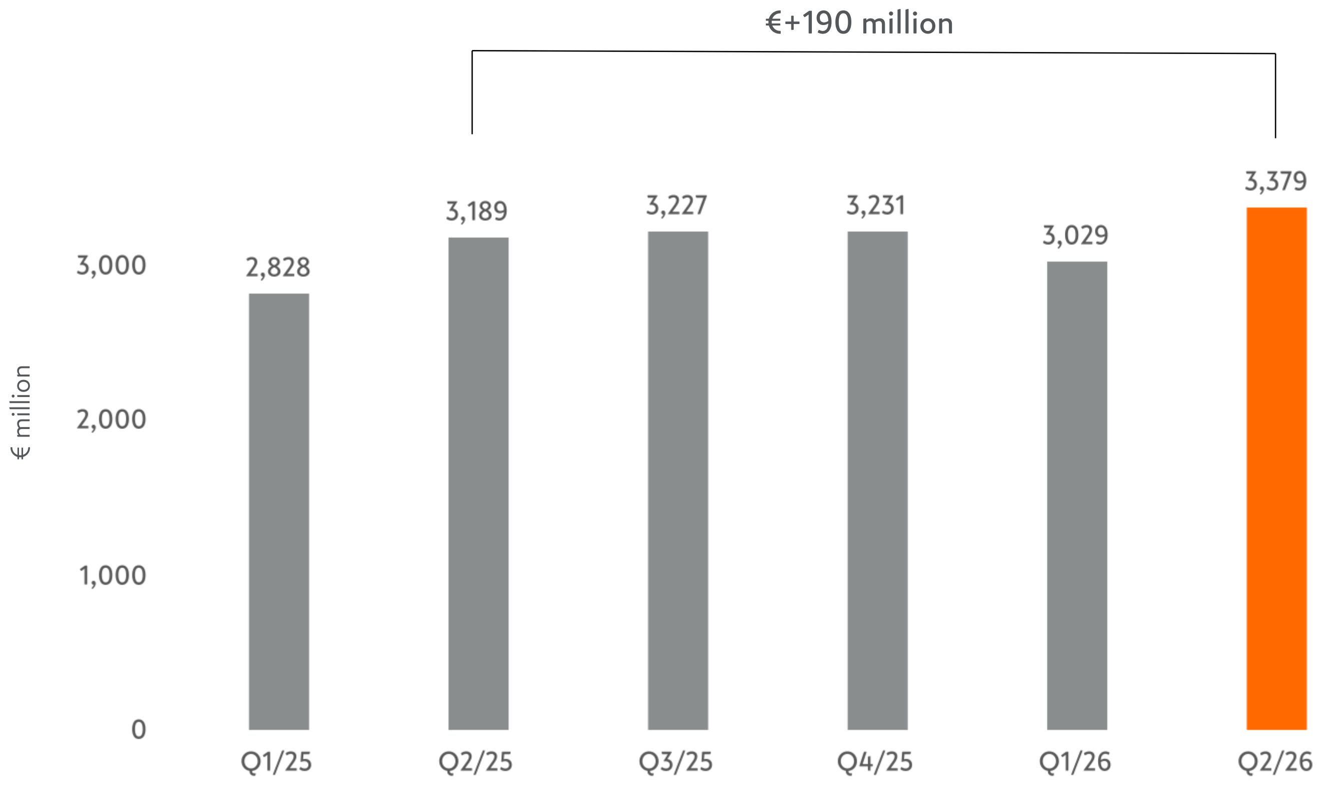
SUMMARY OF Q2/2026

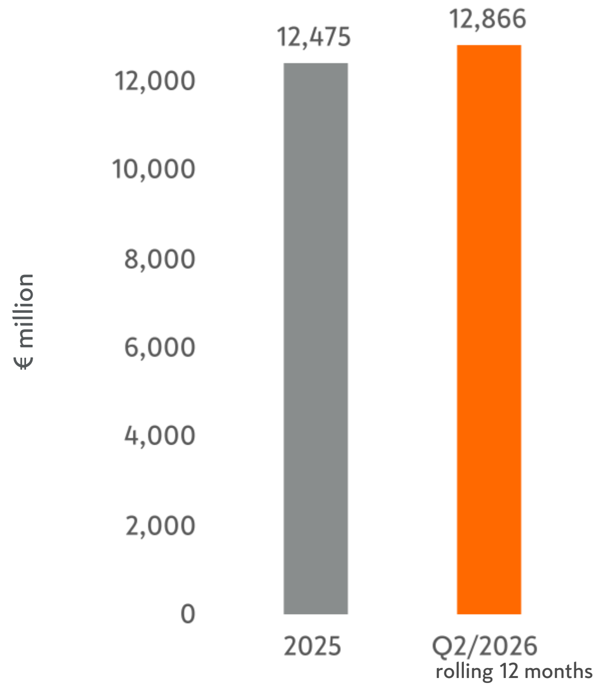
- Kesko's comparable operating profit improved, net sales grew in all divisions
- Grocery trade: K Group stores gained market share and profitability was good despite investments, operating profit slightly down due to weaker profit in Kespro
- Building and technical trade: comparable operating profit increased significantly, thanks in particular to good technical trade sales and profit
- Car trade: sales grew thanks to good used car sales in particular, operating profit slightly down
- In June, Kesko announced it will significantly strengthen its position in technical trade in the Nordics by acquiring Dahl's operations in Sweden, Norway and Denmark: the combined net sales of the businesses to be acquired total nearly €2.1 billion (2025)
- Profit guidance updated: Kesko now expects its comparable operating profit in 2026 to amount to €670-730 million (previously €650–750 million)

	Q2/2026	Q2/2025
Net sales, € million	3,379.1	3,188.8
Change in net sales, %*	4.2	1.3
Operating profit, € million*	194.0	176.7
Operating margin, %*	5.7	5.5
Profit before tax, € million*	162.1	145.3
Earnings per share, basic, €*	0.32	0.29
Cash flow from operating activities, € million	362.1	323.9

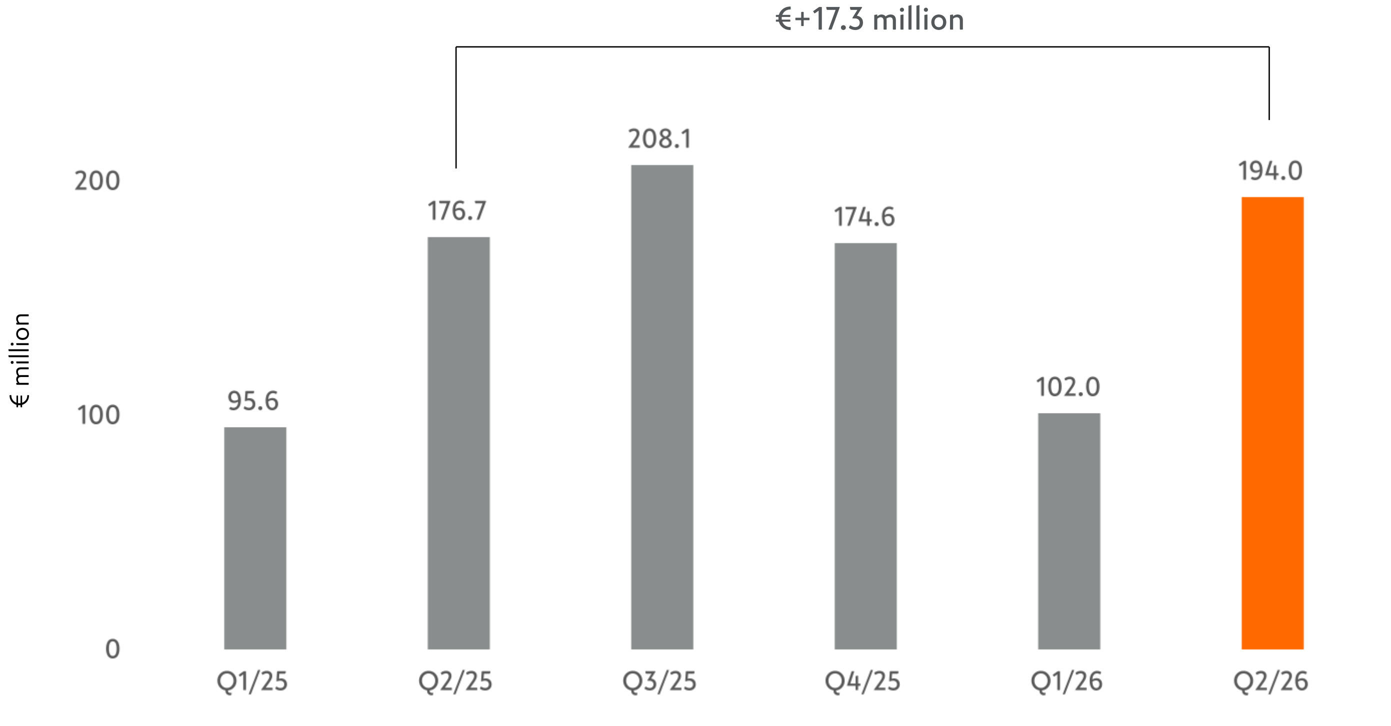
* Comparable

NET SALES

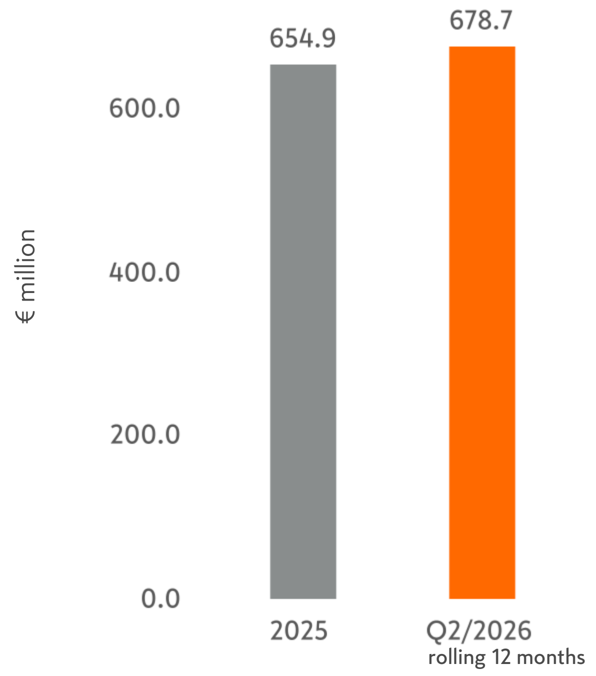

€+190 million
3,000
2,000
1,000
0
€ million
2,828
3,189
3,227
3,231
3,029
3,379
Q1/25
Q2/25
Q3/25
Q4/25
Q1/26
Q2/26


€ million
12,000
10,000
8,000
6,000
4,000
2,000
0
12,475
12,866
2025
Q2/2026
rolling 12 months

OPERATING PROFIT



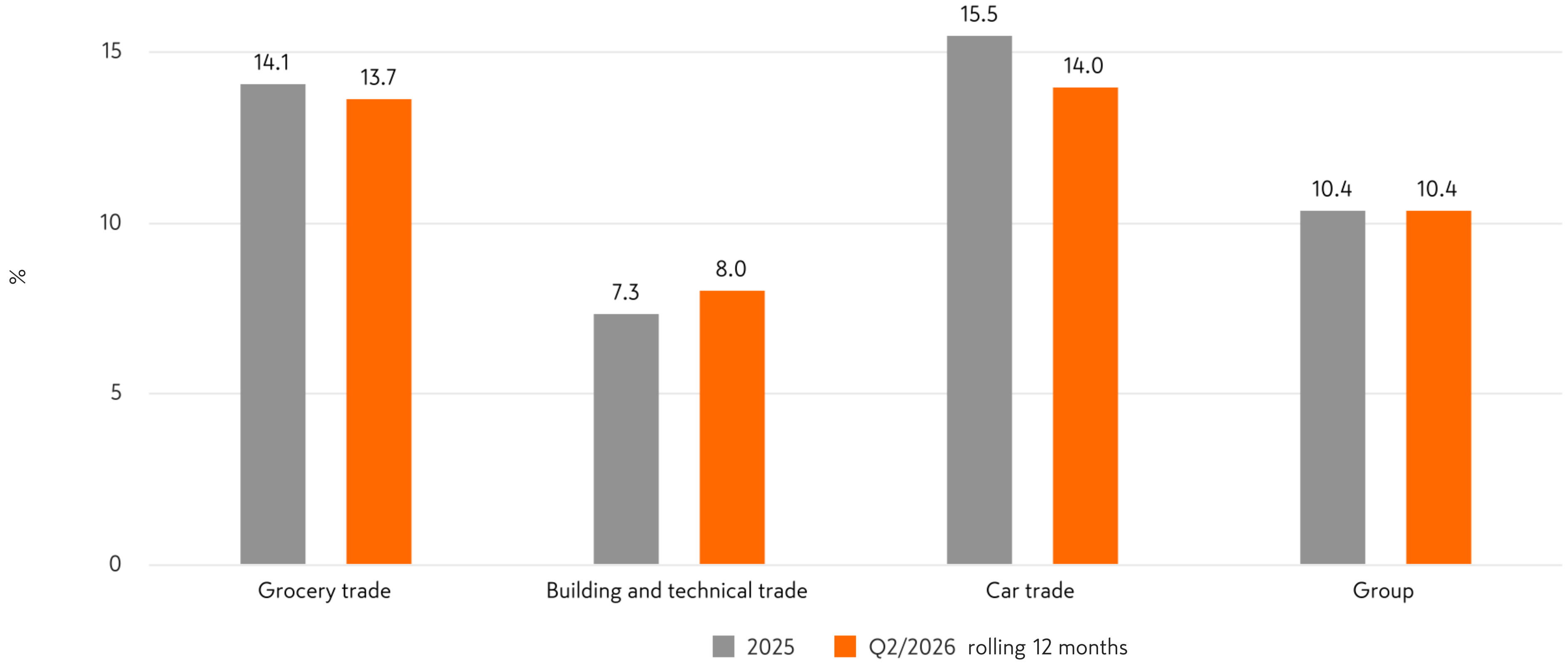
Operating margin	3.4%	5.5%	6.4%	5.4%	3.4%	5.7%



Operating margin	5.3%	5.3%

Comparable figures

RETURN ON CAPITAL EMPLOYED



Comparable figures

FINANCIAL POSITION

Good cash flow from operating activities

	Q2/2026	Q2/2025
Cash flow from operating activities, € million	362.1	323.9
Liquid assets, € million	376.3	190.5
Capital expenditure, € million	127.4	317.6
Interest-bearing net debt excl. lease liabilities, € million	1,400.3	1,346.6
Interest-bearing net debt / EBITDA (excl. IFRS 16 impact, rolling)	1.7	1.8
Lease liabilities, € million	2,225.2	2,098.9

CAPITAL EXPENDITURE

Key CAPEX: investments in store sites

	Q2/2026	Q2/2025
Store sites, € million	64.4	92.3
Acquisitions, € million	-	151.4
IT, € million	5.2	6.5
Other investments, € million	57.8	67.3
Total, € million	127.4	317.6

EXPENSES

Expenses have increased mainly due to acquisitions, cost ratio improved

	Q2/2026	Q2/2025
Fixed costs, € million	570.9	545.3
- Employee benefit expenses, € million	252.3	233.1
- Other expenses, € million	170.1	172.2
- Depreciation, € million	148.5	139.9
Cost ratio, %	16.9	17.1

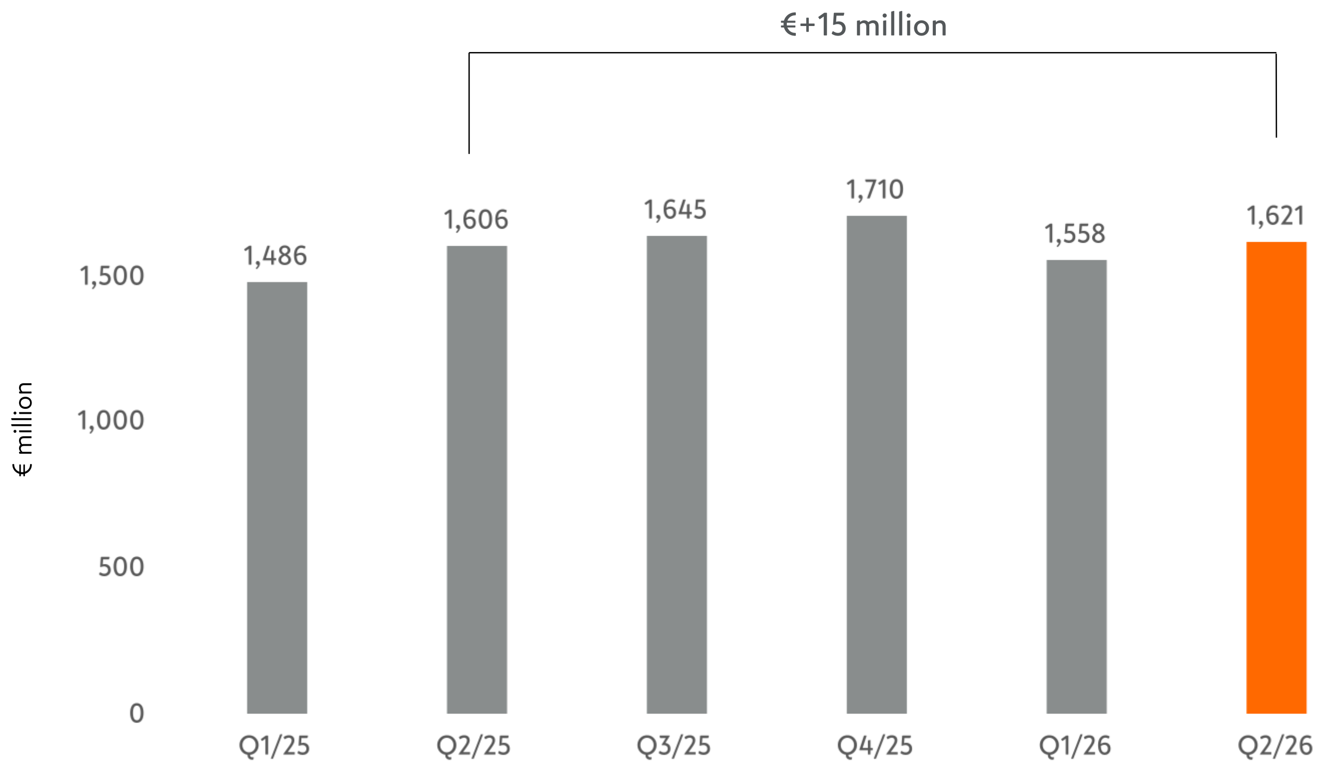
Figures excluding items affecting comparability

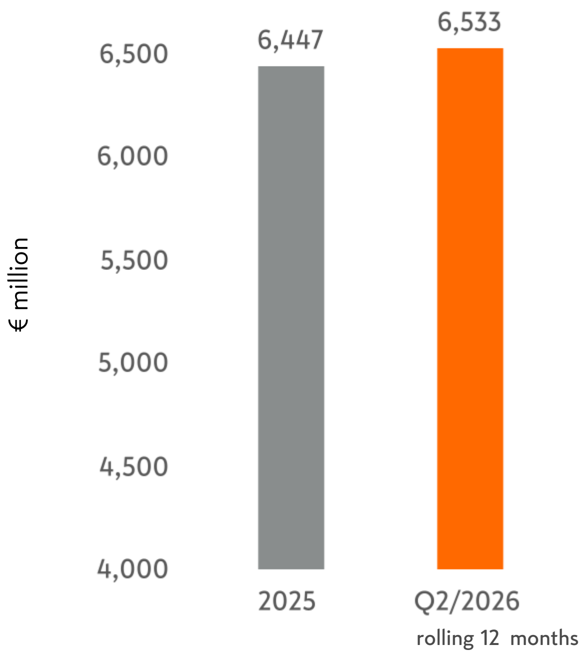
Grocery trade Q2

Market share continued to grow, profit at a good level

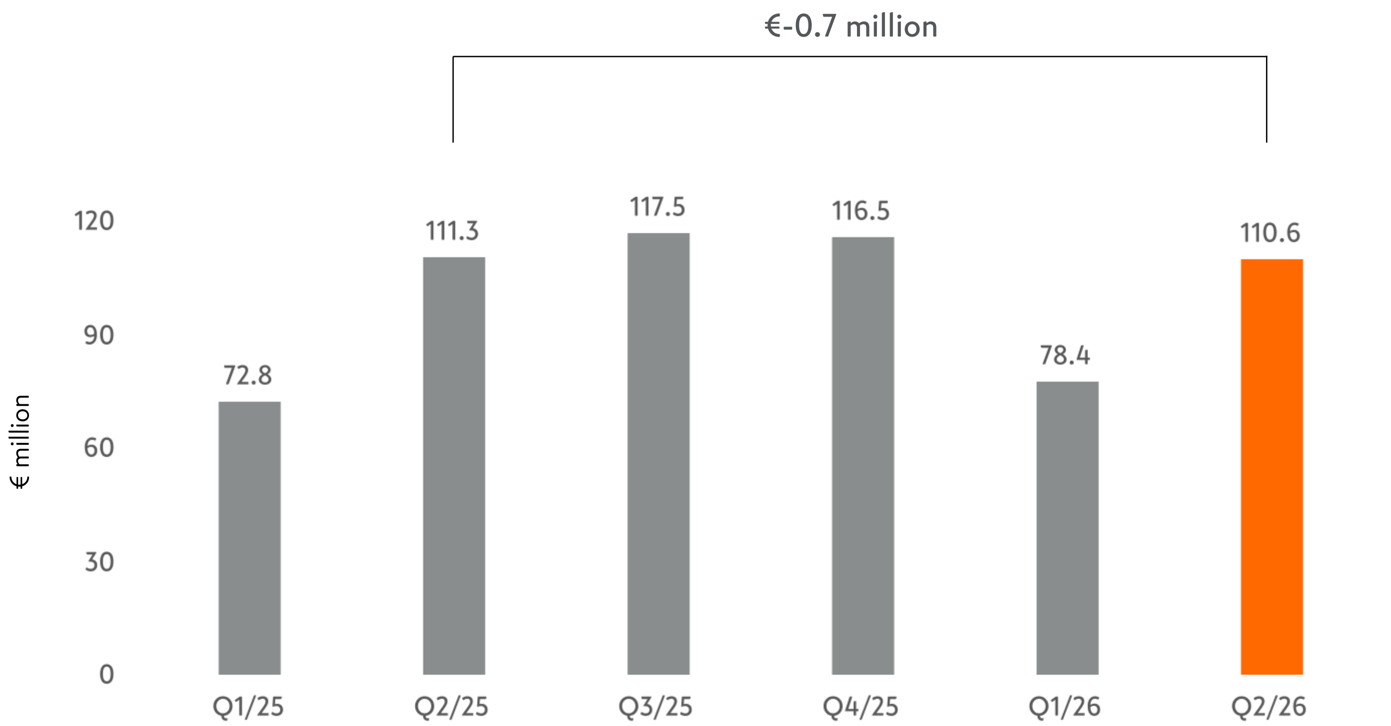
GROCERY TRADE

NET SALES

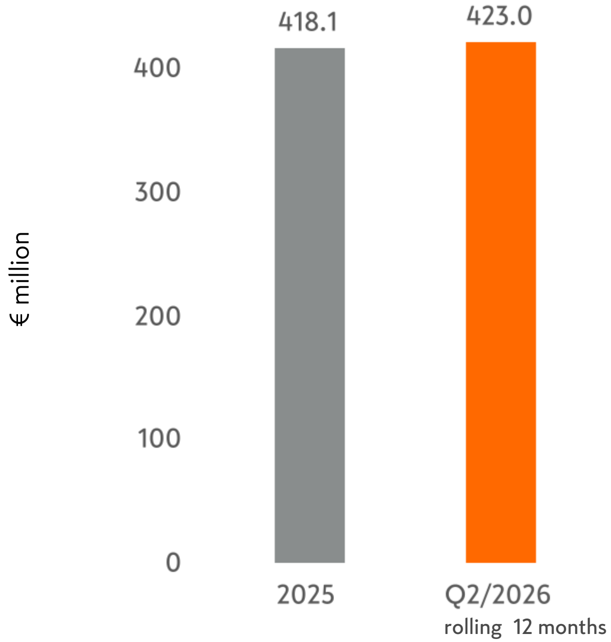




OPERATING PROFIT



Operating margin	Q1/25	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
	4.9%	6.9%	7.1%	6.8%	5.0%	6.8%



Operating margin	2025	Q2/2026 rolling 12 months
	6.5%	6.5%

Comparable figures

GROCERY TRADE HIGHLIGHTS IN Q2

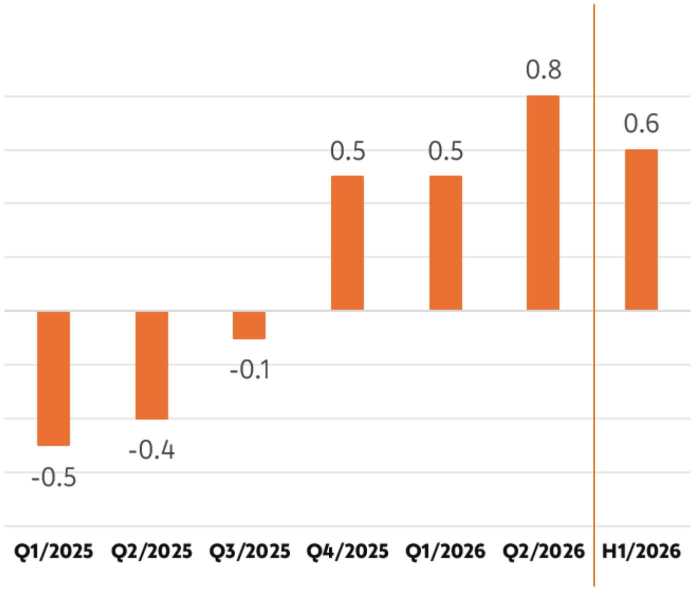
- Division net sales increased and comparable operating profit decreased slightly due to weaker profit in Kespro. Easter wholesale mainly took place in March, as opposed to April the year before
- The total grocery market grew by approximately 2.0%
- K Group grocery sales were up by 4.3%
- K Group grocery stores gained market share in Q2
    - Customer flows continued to grow
    - Customer satisfaction clearly up in all our grocery store chains
- Kespro's net sales down by 0.6% – gained market share
- K-Citymarket's non-food sales up by 4.4%
- Online grocery sales up by 11.3%, accounted for 4.0% of K Group's grocery sales (incl. VAT)
- Grocery price inflation in Finland approx. 1.2%*, price development in K Group stores approx. 0.9%
- Demand for quality products and services in K Group grocery stores remained solid

* Statistics Finland, including VAT

MARKET SHARE IN GROCERY TRADE CONTINUED TO GROW IN H1

- Market share for K Group grocery stores took an upturn in Q4/2025, and growth has continued strong in 2026
- All our chains gained market share in their respective size segments in H1, our market share growth the strongest in the supermarket segment, which is the biggest segment in the Finnish grocery trade market
- K-Citymarket's non-food trade gained market share in H1/2026
- Our objective is to increase market share in grocery trade while maintaining a good profitability level of clearly above 6%
- The good performance is attributable to investments made in store quality, prices, and network
- A total of 22 stores of various sizes were updated and 10 new stores opened in H1; the store network is estimated to have a neutral net impact on market share in 2026

CHANGE IN THE MARKET SHARE FOR K GROUP GROCERY STORES (percentage points)



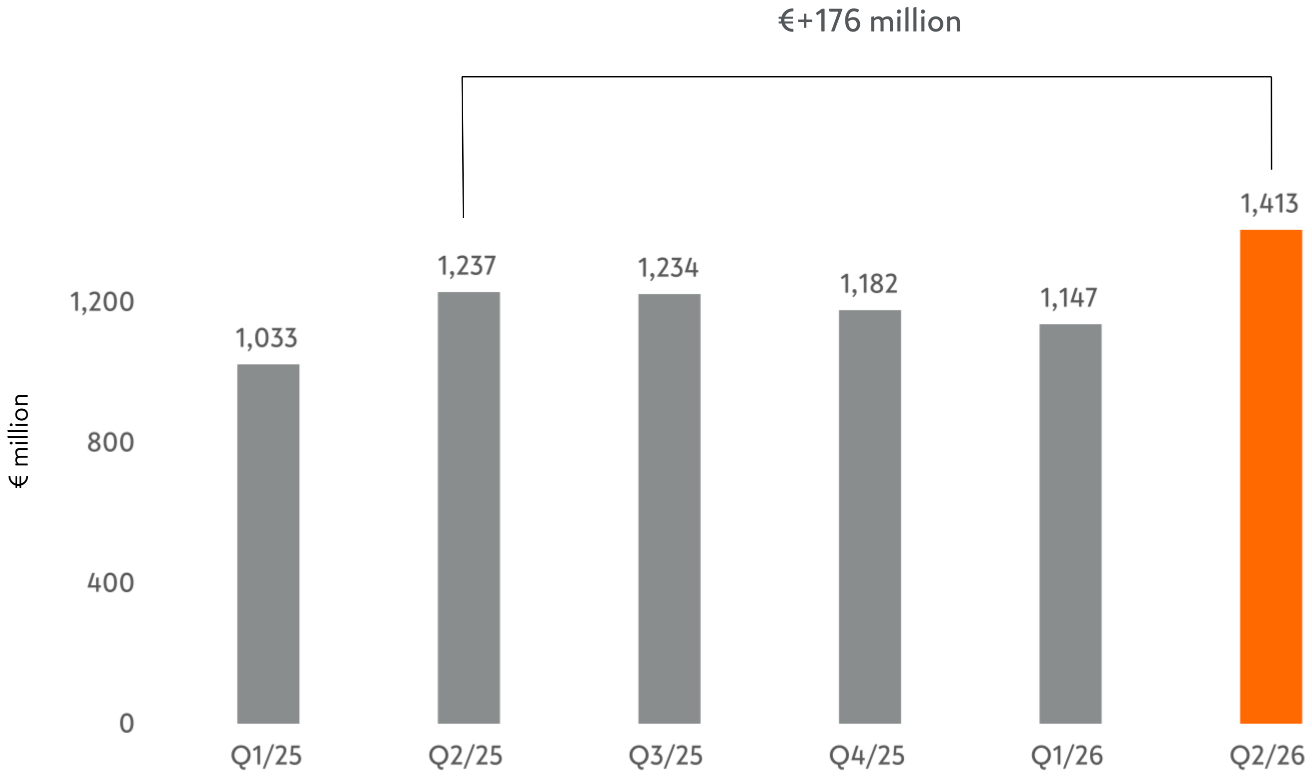
Kesko's estimate, based on market figures by the Finnish Grocery Trade Association (PTY)

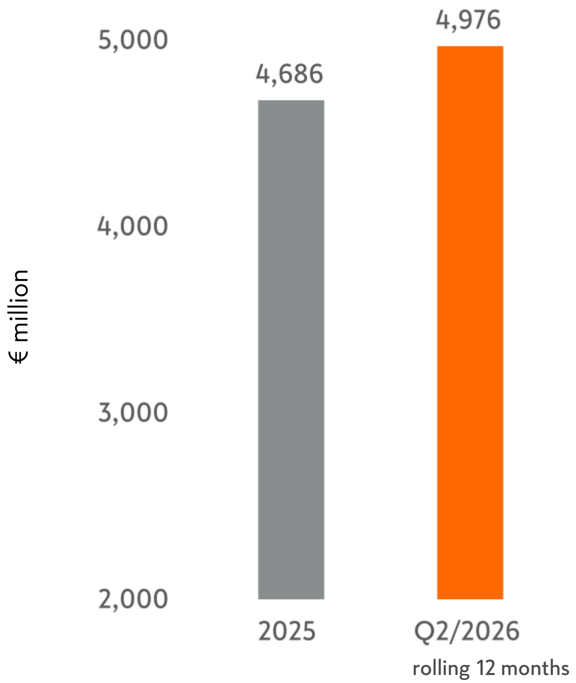
Building and technical trade Q2

Sales grew and profit improved driven by B2B

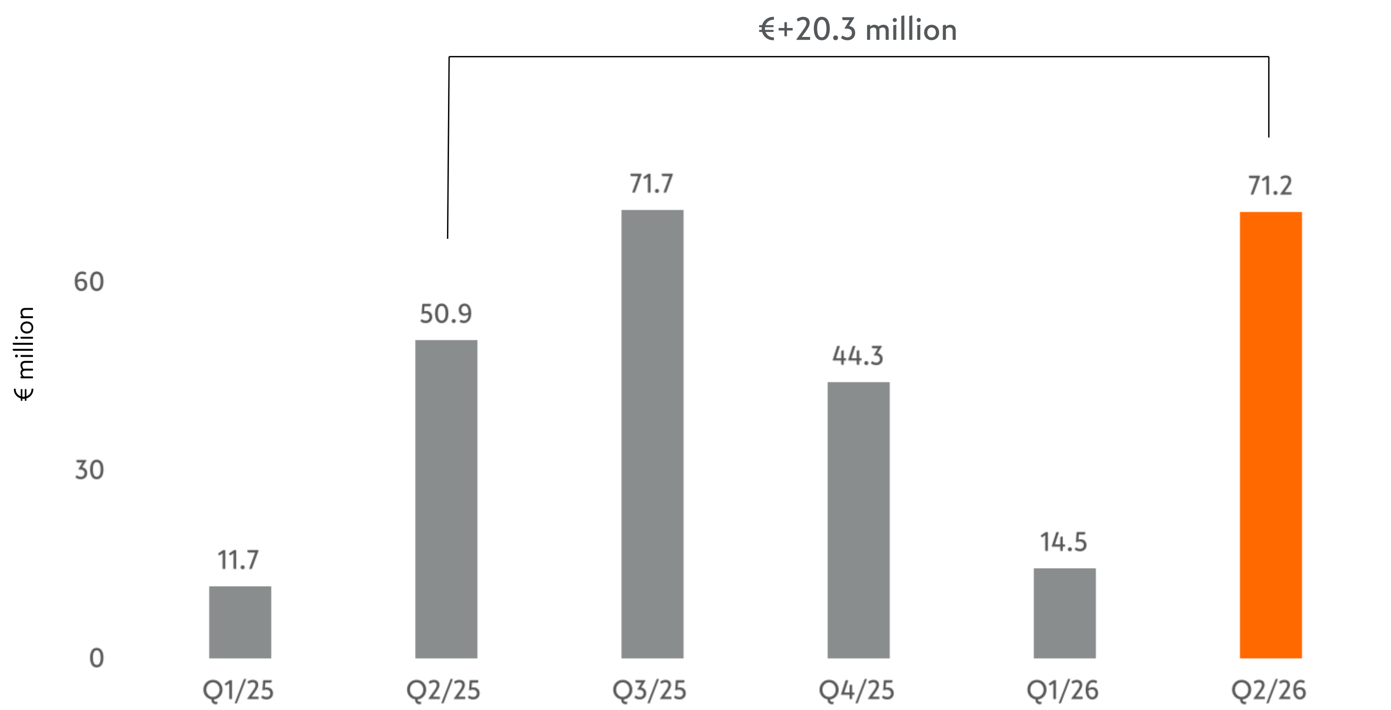
BUILDING AND TECHNICAL TRADE

NET SALES

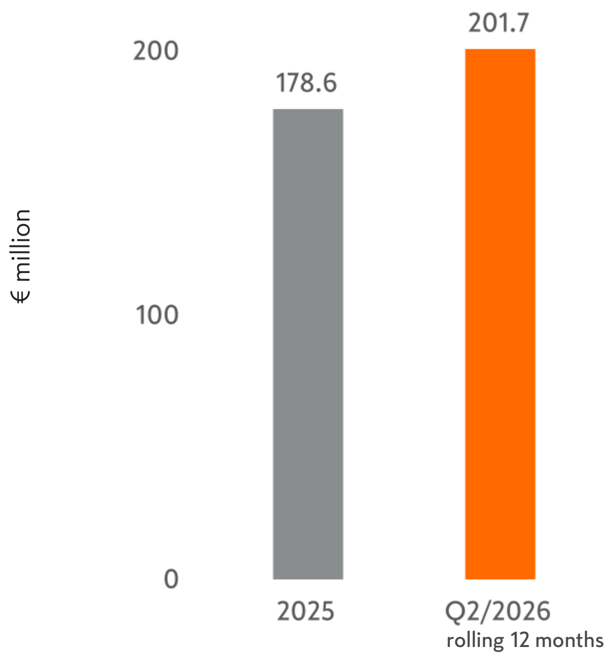




OPERATING PROFIT



	Q1/25	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Operating margin	1.1%	4.1%	5.8%	3.7%	1.3%	5.0%



	2025	Q2/2026 rolling 12 months
Operating margin	3.8%	4.1%

Comparable figures

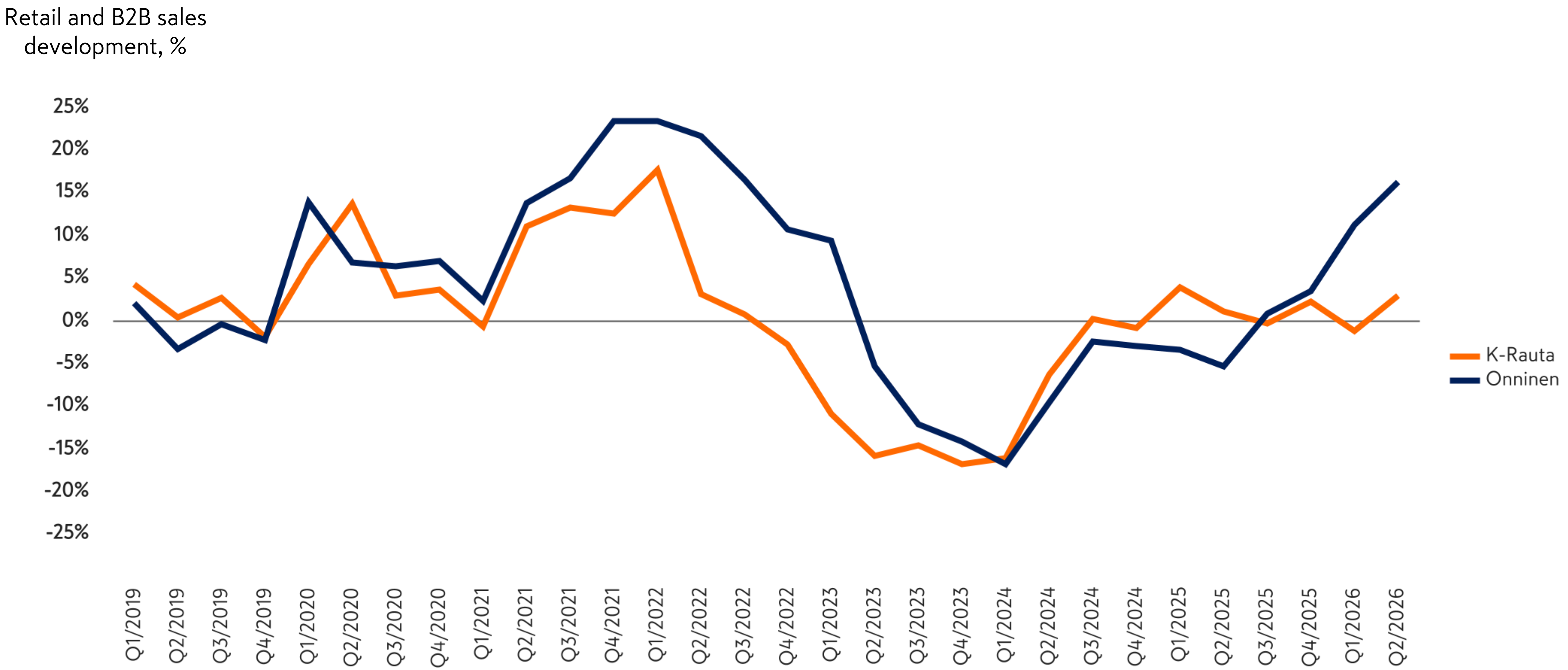
BUILDING AND TECHNICAL TRADE HIGHLIGHTS IN Q2

- Division net sales increased in all businesses and operating countries, and were the highest ever recorded in Q2; profit improved, driven in particular by strong growth in technical trade
- Market demand has picked up in e.g. industrial projects and infrastructure construction, but remains muted in new housing construction
  - Finland, technical trade: Onninen's sales grew and profit improved clearly, growth attributable to strengthening market share in particular
  - Finland, building and home improvement trade: K-Rauta's sales grew especially in B2B trade, profit at a good level
  - Norway: Sales for Byggmakker and Onninen grew, Onninen's profit improved while Byggmakker's decreased
  - Denmark: Davidsen's sales grew and profit improved
  - Sweden: K-Bygg's sales growth strong, profit improved
  - Poland and the Baltics: Onninen's sales growth strong, profit improved in Poland but decreased in the Baltic countries
- Credit risk well under control, €0.7 million written down for trade receivables past due date (€0.9 million)
- The share of result from Kesko Senukai was €5.4 million (4-5/2026), €0.0 million in the Q2/2025 report

	Q2/2026	Q2/2025
Net sales, € million	**1,413.2**	**1,236.8**
Technical trade	653.4	566.3
Building & home improvement trade	782.8	688.7
Operating profit*, € million	**71.2**	**50.9**
Technical trade	30.0	20.1
Building & home improvement trade	37.5	31.9
Operating margin, %*	**5.0**	**4.1**
Technical trade	4.6	3.5
Building & home improvement trade	4.8	4.6

*Comparable

SALES OF K-RAUTA FINLAND AND ONNINEN FINLAND



Onninen Q2 sales: +16.1%
Competitors Q2, total: +0.6%

Sources: Talteka and STK

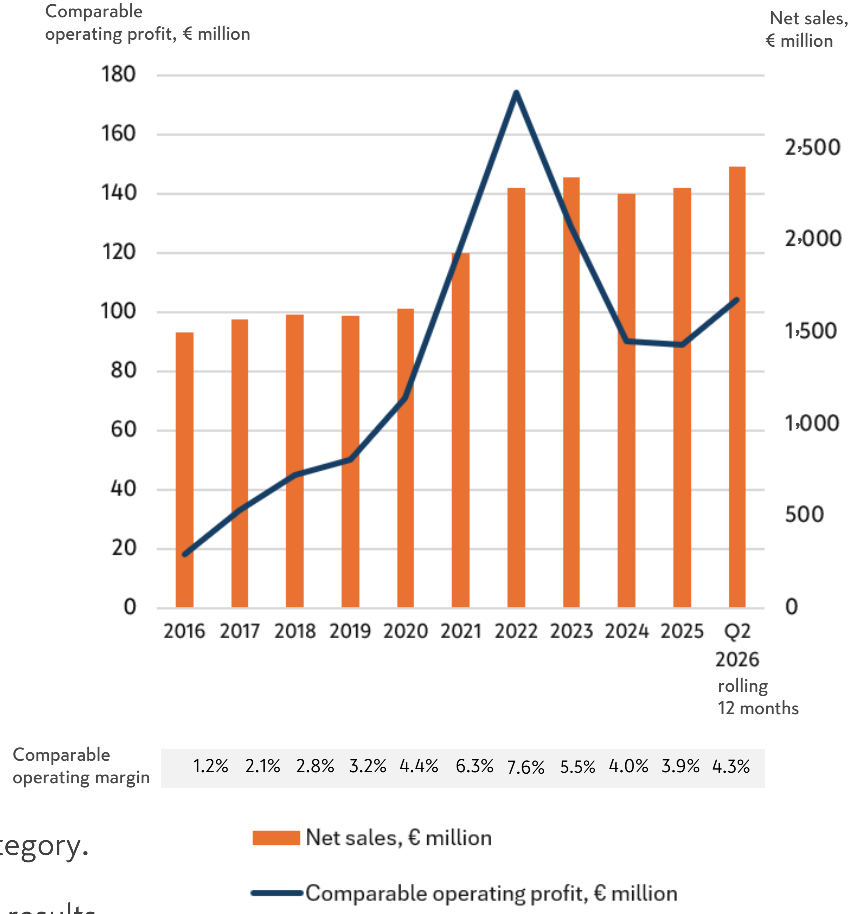
K-Rauta Q2 sales: +2.8%
Competitors Q2, total: +2.3%

Source: RaSi

ONNINEN HAS AN EXCELLENT FOUNDATION FOR IMPROVING NET SALES AND PROFIT ONCE THE MARKET NORMALISES

- Megatrends support growth in technical trade: renovation building, urbanisation, the green transition and growing demand for energy solutions, technological development and digitalisation
- Onninen became part of Kesko in 2016: Onninen's net sales have grown by 56% and operating profit by 232% as part of Kesko Group (2015 vs. 2025)
- Technical trade has grown in all operating countries in 2026, and growth is expected to continue
  - Markets in Finland and Norway are still subdued, but have improved compared to before
  - Markets in Sweden, Poland and the Baltics returning to normal
- Onninen Finland H1/2026:
  - Market still muted, but Onninen's market share has increased significantly
  - Onninen's sales have grown in all product areas and all customer segments
  - Energy solutions (solar panels, heat pumps, storage) the biggest growing product category, underpinned by electricity prices and regulation. Work clothing and protective gear a new, growing category.
  - Through investments, operational efficiency and digitalisation, Onninen has managed to generate good results even in a challenging market

ONNINEN'S PROFIT AND NET SALES



KESKO ANNOUNCED ON 15 JUNE 2026 IT WILL ACQUIRE DAHL'S OPERATIONS IN SWEDEN, NORWAY AND DENMARK TO STRENGTHEN ITS TECHNICAL TRADE

- Kesko has agreed to acquire the technical trade operator Dahl's companies in Sweden, Norway and Denmark from Saint-Gobain
- The combined net sales of the businesses to be acquired totalled some €2.1 billion and EBITDA (IFRS) €146 million in 2025
- The illustrative combined net sales for Kesko's building and technical trade and the businesses to be acquired would have been approx. €6.8 billion in 2025
- The businesses have an iconic brand, good market positions and strong own brands, modern automated central warehouses, extensive store networks, and digital sales channels
- Kesko has a strong track record in technical trade with Onninen
- Decisions regarding the final capital structure have not yet been made, and are estimated to be determined during Q3
- Competition authorities have begun their process, the acquisition is estimated to be finalised by the beginning of 2027

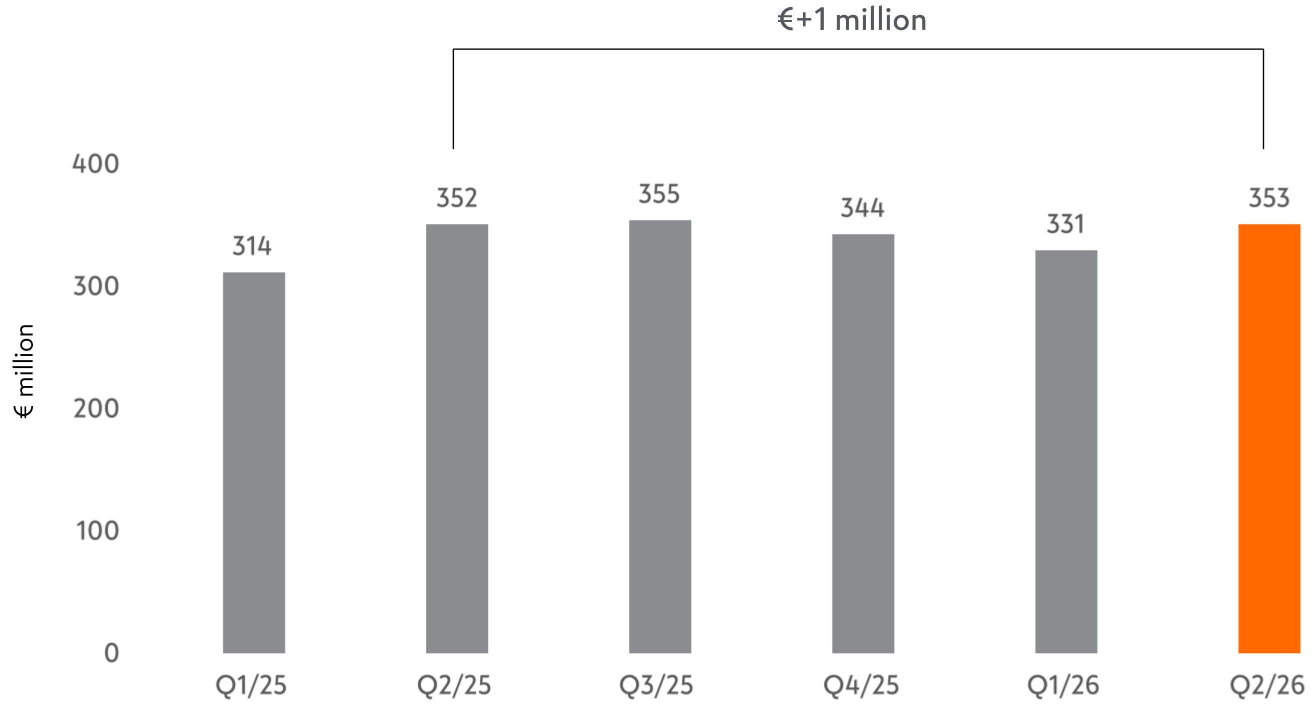
Net sales for 2025

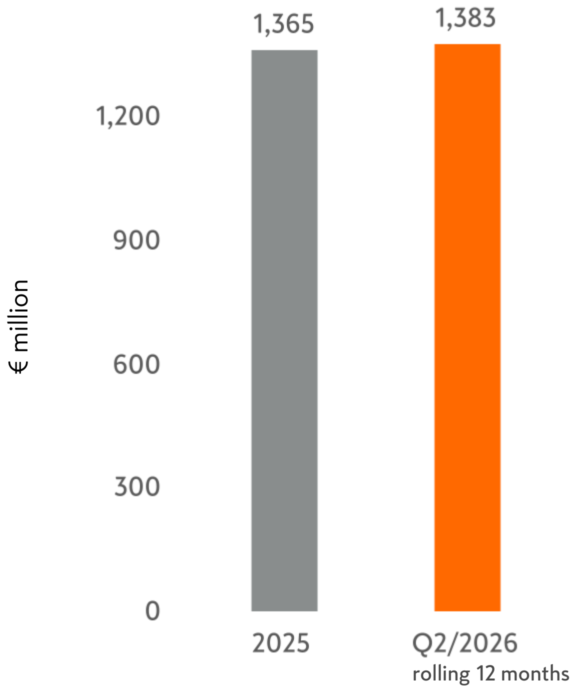
Car trade Q2

Sales increased, driven by used cars

CAR TRADE

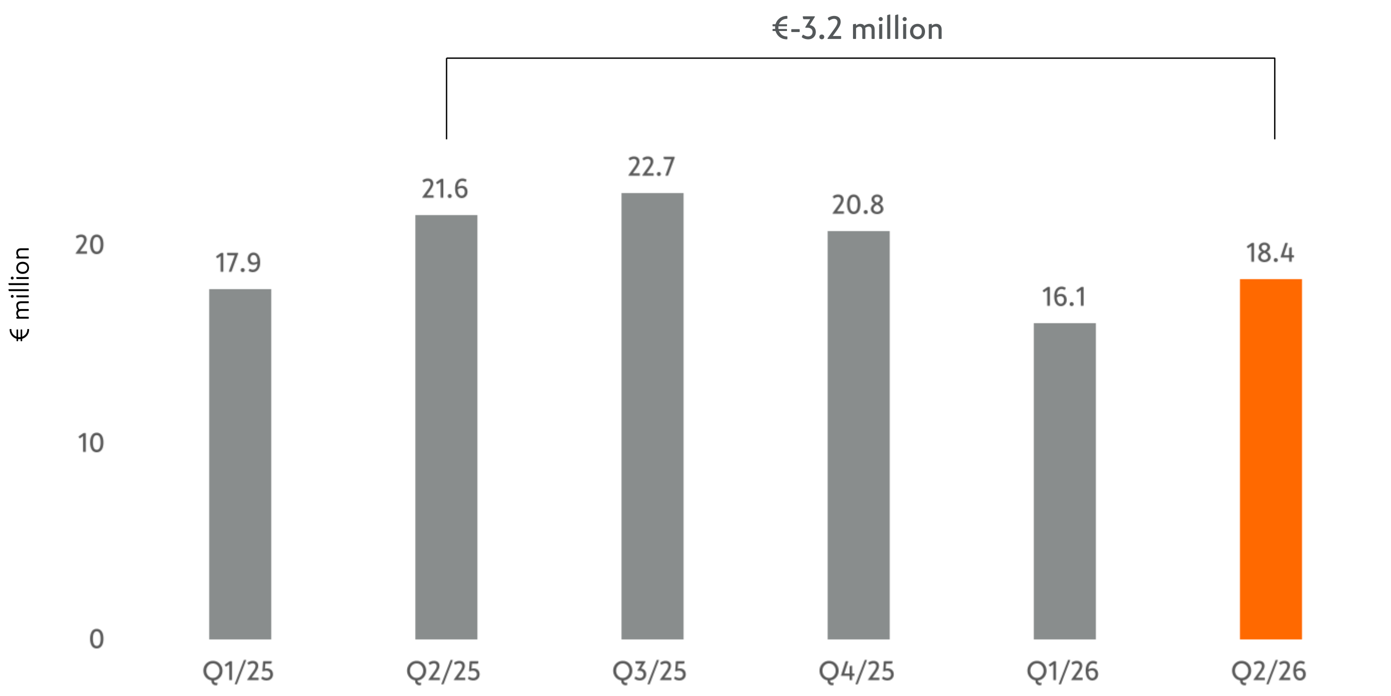
NET SALES



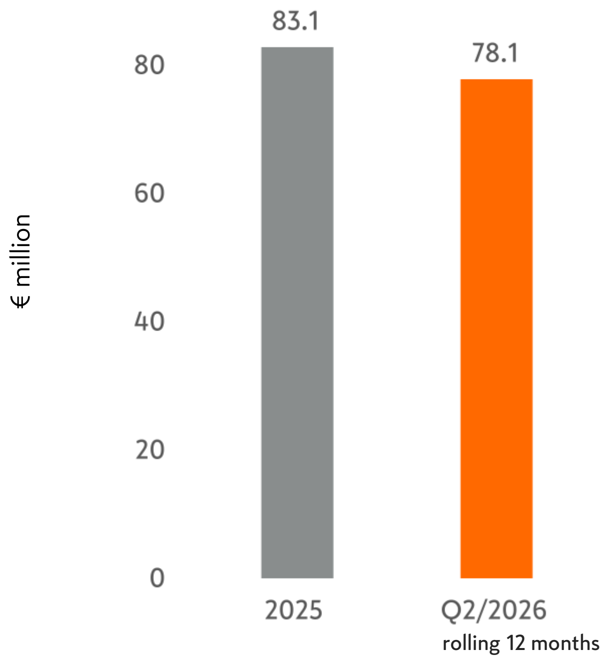


CAR TRADE

OPERATING PROFIT



	Q1/25	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Operating margin	5.7%	6.1%	6.4%	6.0%	4.9%	5.2%



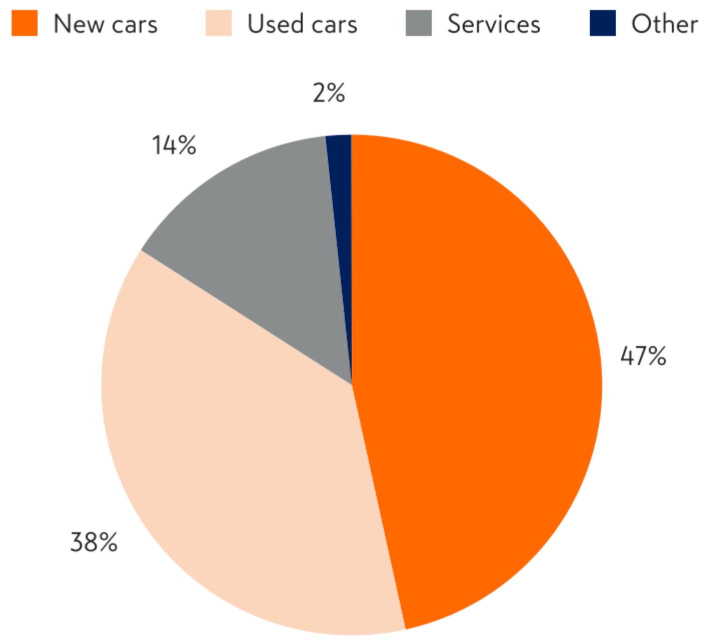
	2025	Q2/2026 rolling 12 months
Operating margin	6.1%	5.6%

Comparable figures

CAR TRADE HIGHLIGHTS IN Q2

- Division net sales increased and comparable operating profit decreased, due to a higher share of used car sales, where sales margins are lower than in new car sales
- Market demand for new cars still subdued, Q2 first registrations of passenger cars and vans -2.7%; first registrations of brands represented by Kesko were down by 13.8% in Q2
- Order book for new cars continued to grow and was up by some 40% both year-on-year and year-to-date. The order book is set to translate into sales in H2
- Used car sales from dealerships in Finland were down by 2.8% (in units), while K-Auto's used car sales increased by 11.9%
- Service sales in car trade increased
- In sports trade, net sales grew and comparable operating profit was flat year-on-year

K-AUTO, NET SALES



Net sales for the division's car trade businesses in Q2/2026, rolling 12 months

'Other' consists primarily of car leasing services

PROFIT GUIDANCE AND OUTLOOK

PROFIT GUIDANCE FOR 2026 (SPECIFIED)

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 €670–730 million.
Kesko previously estimated that the comparable operating profit would amount €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 net sales and comparable operating profit are 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 comparable operating profit for Kesko's car trade division is estimated to improve in 2026 compared to 2025.

In conclusion

Kesko's net sales grew and profit improved, performance in technical trade particularly strong

Grocery trade continued to gain market share, profitability good despite investments

Building and technical trade profit grew markedly, driven by technical trade, good development seen also in building and home improvement trade

Car trade sales development good, driven by used cars; strong order book for new cars set to translate into sales in H2

Kesko's biggest ever acquisition, comprising the technical trade operations of Dahl in Sweden, Norway and Denmark, is proceeding according to plans

The crisis in the Middle East did not have significant impacts in Q2, impacts in H2 expected to be moderate

We estimate that Kesko's operating environment, net sales, and comparable operating profit will improve in 2026

OTHER STRATEGIC THEMES

KESKO'S FINANCIAL TARGETS

	TARGET	Rolling 12 mo 3/2026
OPERATING MARGIN, COMPARABLE	OVER 6%	5.2%
RETURN ON CAPITAL EMPLOYED, COMPARABLE, %	OVER 14.5%	10.2%
INTEREST-BEARING NET DEBT/EBITDA, EXCLUDING IFRS 16 IMPACT	AT MAXIMUM 2.5	1.9

OPERATING ENVIRONMENT AND MEGATRENDS AFFECTING KESKO

GLOBAL POLITICAL & ECONOMICAL UNCERTAINTY

BUSINESS & CONSUMER CONFIDENCE

URBANISATION & DEMOGRAPHIC CHANGES

INDIVIDUALITY & EFFORTLESSNESS

CLIMATE CHANGE & GREEN TRANSITION

DIGITALISATION & AI

SUSTAINABILITY IS INTEGRATED INTO OUR BUSINESS

SUSTAINABILITY STRATEGY

VISION

We enable sustainable choices for our customers and drive change throughout the value chain

FOCUS AREAS

Climate and nature

Value chain

Our people

Good governance

EXECUTION BY THE BUSINESS DIVISIONS

Grocery trade

Building and technical trade

Car trade

PROGRESS MEASURED USING INDICES AND ASSESSMENTS

Dow Jones Best-in-Class Indices (DJ BIC), MSCI ESG, Sustainalytics, and CDP

FOCUS AREAS AND KEY ACTIONS

WE ENABLE SUSTAINABLE CHOICES FOR OUR CUSTOMERS AND DRIVE CHANGE THROUGHOUT THE VALUE CHAIN

CLIMATE AND NATURE

Reduce emissions in the value chain

- Near-term scope 1 and 2 reductions by 2034
- Net zero emissions by 2050
- Challenge suppliers to set science-based climate target

Promote biodiversity

- Identify nature-related dependencies, impacts, risks and opportunities across the value chain
- Mitigate biodiversity impacts in critical raw materials through sourcing guidelines
- Set goals and action plans

Take care of the water sufficiency

- Mitigate water scarcity risks in the value chain through responsible water management and by encouraging suppliers to adopt water efficiency targets

Enhance circular economy

- Create new circularity business models
- Enhance waste management and recycling

VALUE CHAIN

Ensure sustainability in the value chain

- Require all our suppliers from risk countries to be audited for social responsibility
- Broaden the scope of supplier social responsibility audits by moving from a risk-country approach to a risk-based approach
- Ensure suppliers' adherence to the K Code of Conduct, sustainability policies, and other relevant standards

Enable sustainable choices for our customers

- Increase the share of sustainable products of net sales
- Make sustainable choices attractive through selections, data-based tools and communications

Create sustainable value for entire society

OUR PEOPLE

Increase the safety and wellbeing of our people

- Support our people's health, wellbeing and capabilities

Foster diversity, equity and inclusion for our employees

- Diverse and inclusive workplace
- Equal pay
- Gender balance on all levels of the organisation

GOOD GOVERNANCE

Commit to the K Code of Conduct

Strengthen sustainability competencies

Automate ESG data processes

KESKO LISTED IN SUSTAINABILITY INDICES

Sustainability indices are key tools for investors to assess the ESG level of corporations.

Kesko is the only company in the world to have been on the Global 100 list every year since it was launched in 2005.

MSCI ESG RATINGS AAA

CCC | B | BB | BBB | A | AA | AAA

SUSTAINALYTICS a Morningstar company RATED

Dow Jones Best-in-Class Indices (World and Europe)

CDP Discloser 2025

GLOBAL 100 2026 THE WORLD'S MOST SUSTAINABLE CORPORATIONS ©

SUSTAINABILITY ACTIONS WITH MEASURABLE IMPACT

Selected initiatives across Kesko's business divisions

CIRCULARITY · GROCERY TRADE

1M kg

less food waste in 2025 by using AI-assisted forecasting

Halfway towards reducing food waste by 50% by 2030

BIODIVERSITY · BUILDING & TECHNICAL TRADE

60+ hectares

restored as ecological compensation for the Onnela logistics centre

Biodiversity enhancement and long-term conservation of peatland and forest habitats

CLIMATE · CAR TRADE

370+

K-Lataus EV charging locations across Finland

Powered 100% by Finnish wind power

CLIMATE · GROCERY TRADE

70

electric vehicles in logistics

90+

Grocery stores with heat-recovery systems

≈50% of heating demand from recovered heat in renovated stores

VALUE CHAIN · GROCERY TRADE

3,200+

own-brand products with origin or sustainability labelling

Helping customers make informed choices on a wide scale

SOCIAL IMPACT · GROUP-WIDE

150,000+

children and young people joined K Group sporting events in 2025

Inspiring them to explore sports and find activities they enjoy

FORERUNNER IN TRADING SECTOR DIGITALISATION

Using digitalisation to improve customer experience and make operations more efficient

Online and digital sales growing forcefully

Digital sales over €2.3 billion

Growth in online sales continues

Continuously improving online efficiency and customer experience

Data and analytics at the core of business operations

K Group's customer loyalty scheme in Finland has 3.4 million customers

Data-based store-specific business ideas and services

Extensive utilisation of data in everyday decision-making

Versatile data services to partners

Digitalisation of stores and processes proceeding at a fast pace

Easy-to-use tools to make store processes more efficient

Electronic shelf labels help improve customer satisfaction and make operations more efficient

Electronic in-store displays make stores even more effective marketing channels

Automation of supply chain and background processes

Digitalisation increases customer loyalty

Targeted marketing

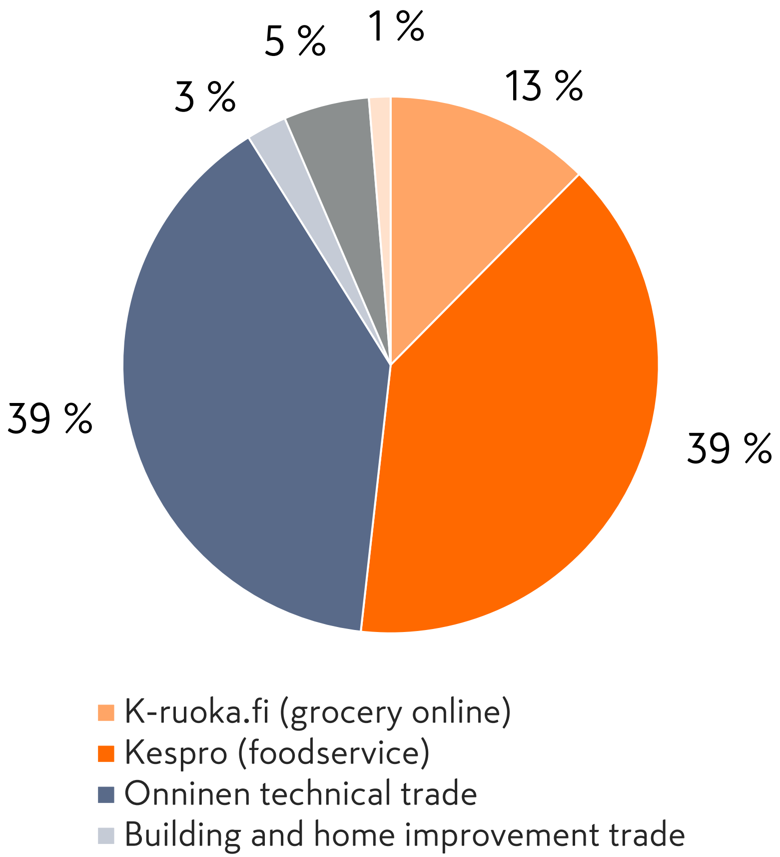
Personal benefits and offers

Digital Plussa money

Personal purchase trackers, e.g. carbon footprint calculator

Seamless customer experience irrespective of channel

SALES VIA DIGITAL CHANNELS OVER 2.3 BILLION EUROS

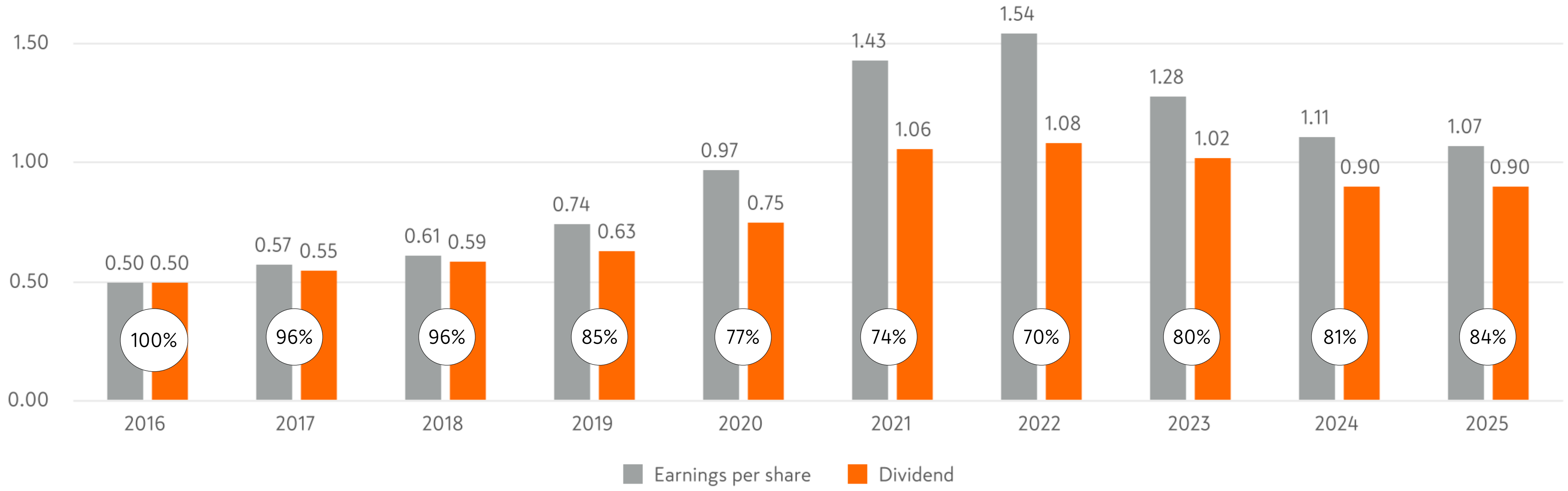


Q2/ 2025, 0% VAT

DIVIDEND

Dividend for 2025: €0.90/share, paid in four instalments.

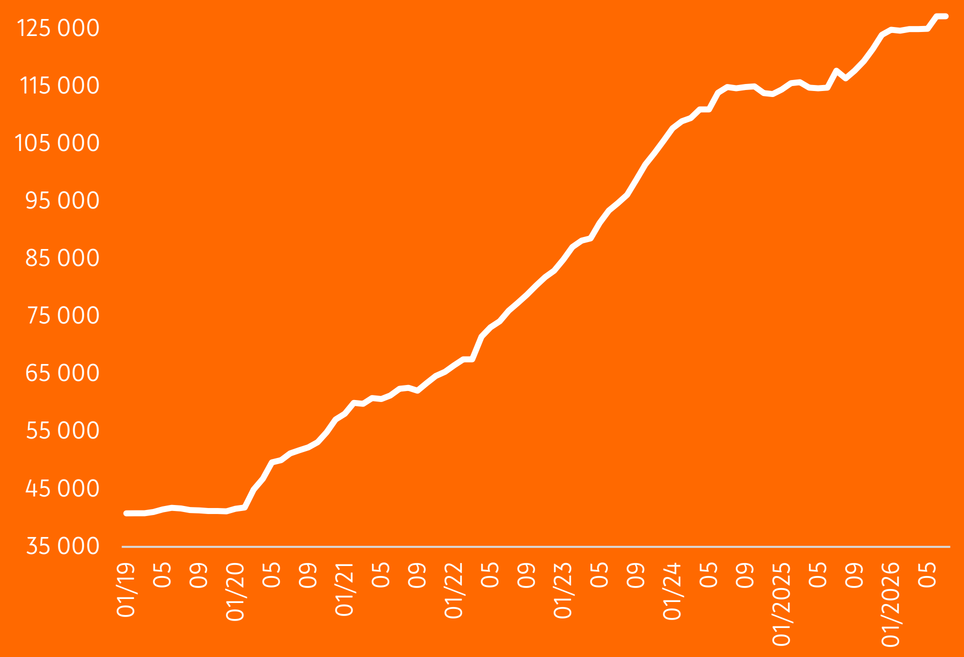
Kesko's dividend policy: In the long-term, Kesko aims to distribute a steadily growing dividend of some 60-100% of its comparable earnings per share, taking into account the company's financial position and strategy.



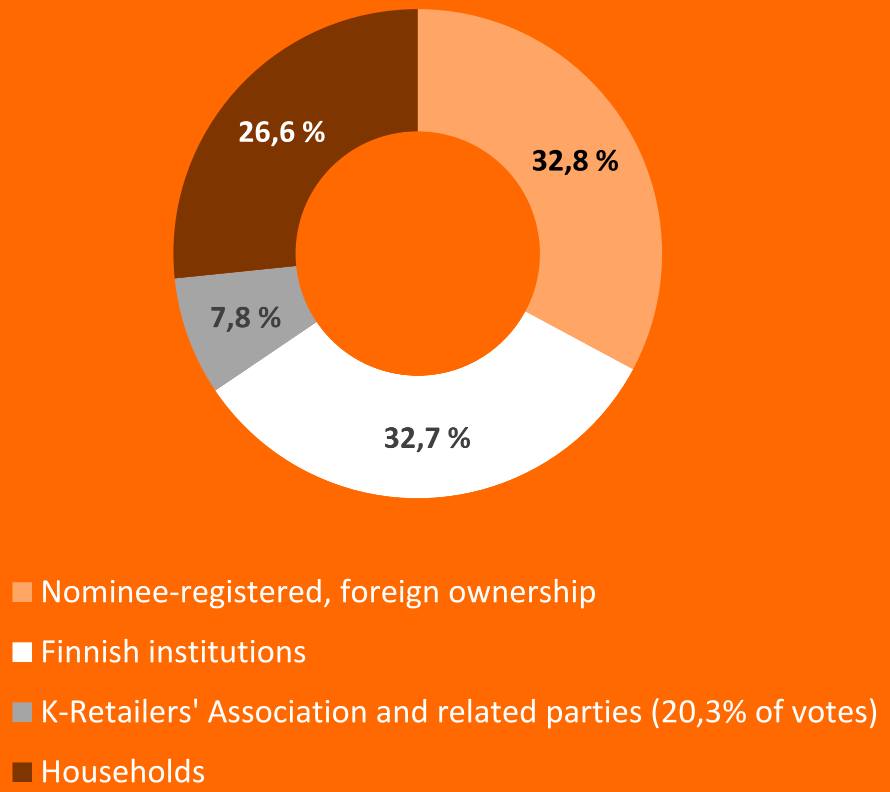
Comparable EPS, Group
2017-2019 comparable EPS, continuing operations
Accounting for share split

NUMBER OF SHAREHOLDERS HAS GROWN

~125,000 REGISTERED SHAREHOLDERS



BALANCED OWNERSHIP STRUCTURE



MANAGEMENT AND IR CONTACT

KESKO GROUP MANAGEMENT BOARD

President and CEO
Jorma Rauhala

EVP, Chief Financial Officer
Anu Hämäläinen

EVP, Human Resources
Minttu Sinisalo

EVP, Brand and Communications
Karoliina Partanen

EVP, Legal and Sustainability
Lasse Luukkainen

Grocery trade

President
Ari Akseli

Building and technical trade

President
Sami Kiiski

Car trade

President
Johanna Ali

IR CONTACT

Hanna Jaakkola
Vice President, Investor Relations
tel.+358 40 5666 070
hanna.jaakkola@kesko.fi