KESKO CONTINUES THE EXECUTION OF ITS GROWTH STRATEGY – ACQUIRES DAHL OPERATIONS IN SWEDEN, NORWAY AND DENMARK

JORMA RAUHALA, PRESIDENT AND CEO

EXTRAORDINARY GENERAL MEETING

30 OCTOBER 2026



SUMMARY OF Q3/2026

#

Net sales grew and profit improved in all three divisions

#

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

#

Marked profit growth in building and technical trade, driven by technical trade; positive development also in building and home improvement trade, especially in Denmark, Sweden and Norway

#

Good sales development in car trade, strong order book in new cars

#

Kesko's biggest ever acquisition – the technical trade operations of Dahl in Sweden, Norway and Denmark – expected to be completed on 2 November 2026. Share issue planned

#

We estimate that Kesko's operating environment, net sales and comparable operating profit will improve in 2027

KESKO TODAY – THREE STRONG FOOTHOLDS

GROCERY TRADE

NET SALES: ~ €6.6 BILLION*

#2 IN FINNISH GROCERY TRADE,
MARKET SHARE 33.5% (2025)

#1 IN FINNISH FOODSERVICE,
MARKET SHARE 49.2% (2025)

~ 1,100 GROCERY STORES, OF WHICH SOME 800 OFFER ONLINE GROCERY SERVICES
~ 900 K-RETAILERS
~6,300 EMPLOYEES

BUSINESSES:

84 K CITYMARKET

~250 K Supermarket

~750 K Market

KESPRO

BUILDING AND TECHNICAL TRADE

NET SALES: ~ €5.1 BILLION*,
OF WHICH B2B TRADE ACCOUNTS FOR OVER 80%

LEADING BUILDING AND TECHNICAL TRADE OPERATOR IN NORTHERN EUROPE

3 CUSTOMER SEGMENTS:
TECHNICAL WHOLESALE CUSTOMERS,
PROFESSIONAL BUILDERS, AND CONSUMERS

OPERATES IN 8 COUNTRIES
~460 STORES, EXTENSIVE DIGITAL SERVICES
~10 CENTRAL WAREHOUSES
~6,500 EMPLOYEES

BUSINESSES:
TECHNICAL TRADE AND
BUILDING AND HOME IMPROVEMENT TRADE

K Rauta K BYGG BM BYGGMAKKER K

DAVIDSEN K onninen K

CAR TRADE

NET SALES: ~€1.4 BILLION*

LEADING CAR TRADE OPERATOR IN FINLAND, STRONG THROUGHOUT THE VALUE CHAIN

COLLABORATION WITH BOTH
VOLKSWAGEN GROUP AND PORSCHE AG

~1,300 EMPLOYEES

BUSINESSES:
IMPORT AND SALE OF NEW CARS
USED CAR SALES
SERVICES
K-LATAUS EV CHARGING
SPORTS TRADE

SEAT CUPRA

PORSCHE

Hyötyautot

INTERSPORT budget sport

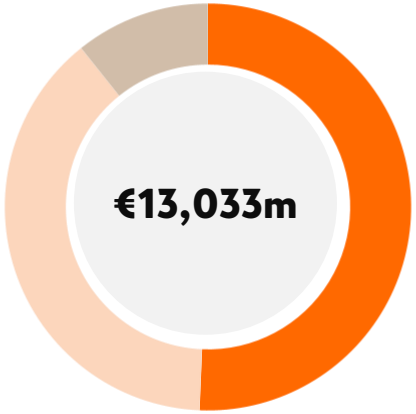
*Net sales, rolling 12 months, Q3/2026

KESKO KEY FIGURES

NET SALES

Car trade
€1,412 million

Building and technical trade
€5,071 million

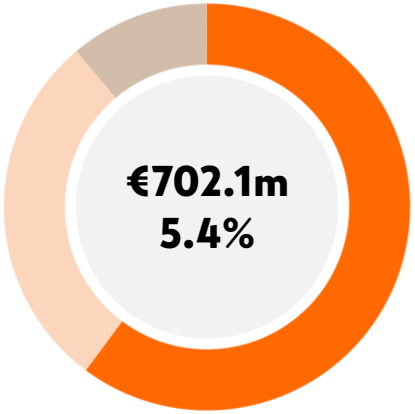


Grocery trade
€6,579 million

OPERATING PROFIT

Car trade
€78.9 million
5.6%

Building and technical trade
€223.8 million
4.4%



Grocery trade
€424 million
6.5%



Q3/2026 rolling 12 months, division figures include common functions and eliminations

Figures excluding impacts from the Dahl acquisition

Comparable operating profit

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

KESKO'S FINANCIAL TARGETS

	TARGET	Q3/2026 rolling 12 months
COMPARABLE OPERATING MARGIN	OVER 6%	5.4%
COMPARABLE RETURN ON CAPITAL EMPLOYED	OVER 14.5%	10.6%
INTEREST-BEARING NET LIABILITIES / EBITDA, EXCL. IFRS 16 IMPACT	AT MAXIMUM 2.5	1.5

WE SEEK GROWTH IN ALL THREE DIVISIONS

GROCERY TRADE

- → Strong market position in Finland
- → Organic growth
- → Stable business

BUILDING AND TECHNICAL TRADE

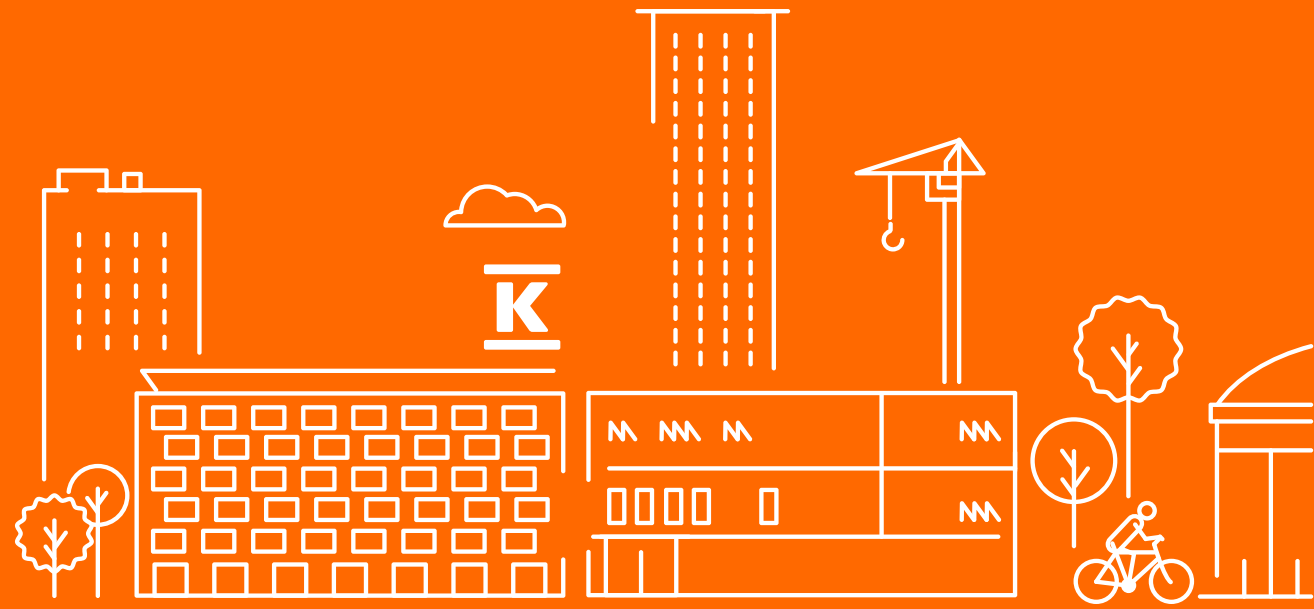
- → Strong market position in Finland
- → Focus on B2B customers
- → Room for growth and M&A especially in Scandinavia

CAR TRADE

- → Strong market position in Finland
- → Growth in all parts of the car trade value chain

→ THE BIGGEST GROWTH POTENTIAL LIES IN BUILDING AND TECHNICAL TRADE OUTSIDE FINLAND

THE DAHL ACQUISITION



KESKO STRENGTHENS ITS POSITION IN TECHNICAL TRADE BY ACQUIRING DAHL

- Kesko has been seeking notable large acquisition targets especially in Nordic technical trade for years, interesting companies rarely available
- Kesko is acquiring from Saint-Gobain the technical trade companies Dahl in Sweden and Brødrene Dahl in Norway and Denmark
- The combined, illustrative net sales of the companies to be acquired totaled some €2.1 billion (2025), making this the largest acquisition in Kesko's history
- The companies to be acquired are an excellent fit for Kesko's growth strategy – they complement the current building and technical trade business and strengthen markedly our position in Nordic technical trade
- Excellent 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 are sought, but they are not the main driver for the acquisition
- **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:** The plan is to lightly integrate the acquired businesses – they will continue as separate business units under their existing brands
- **Transaction price:** The agreement was signed on 15 June 2026. The debt-free transaction price is €1,200 million excluding lease commitments (IFRS16)
- **Authority approvals:** The European Commission approved the acquisition on 24 Sept. 2026. Other authority approvals had been obtained earlier.
- **Dahl and Brødrene Dahl part of Kesko estimated as of 2 November 2026**

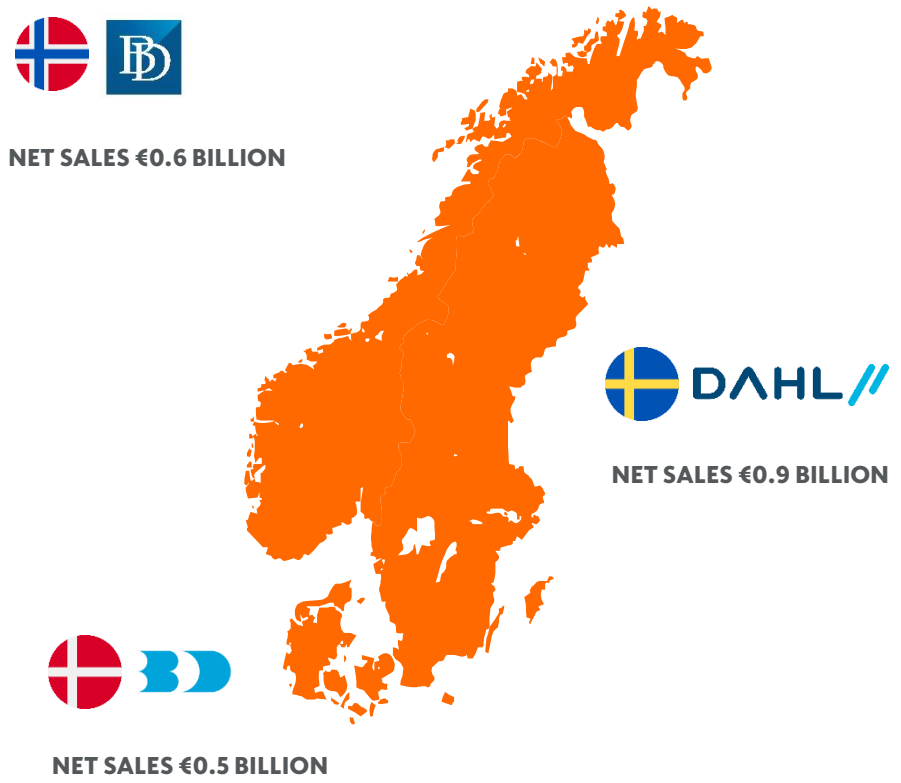




Images: Dahl Sverige

DAHL IS AN ICONIC, LEADING OPERATOR IN TECHNICAL TRADE

- Over 160 years of history, very respected among technical trade B2B customers
- A leading operator especially in HPAC products and infrastructure construction
- Combined, illustrative net sales of the businesses to be acquired in Sweden, Norway and Denmark some €2.1 billion (2025)
- 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

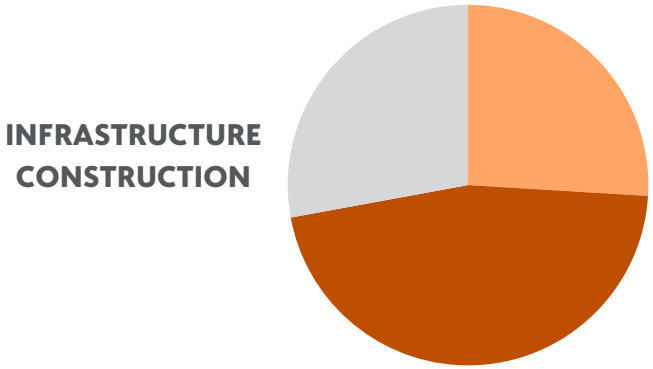


Illustrative net sales for 2025 based on local financial statements

DAHL HAS A STRONG FOOTHOLD IN HPAC AND INFRASTRUCTURE PRODUCTS

- **Stable business:** Approximately half of sales come from renovation building and one-third from infrastructure construction, 100% B2B trade
- **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. Will complement our current product offering considerably.

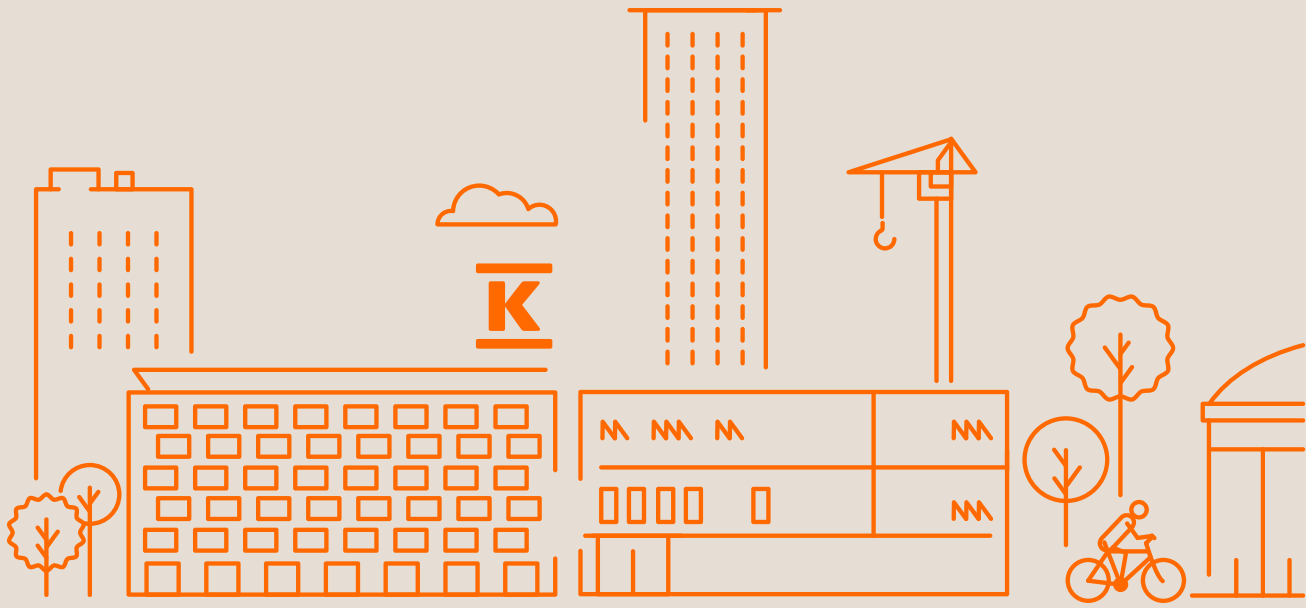
NET SALES BREAKDOWN FOR DAHL AND BRØDRENE DAHL



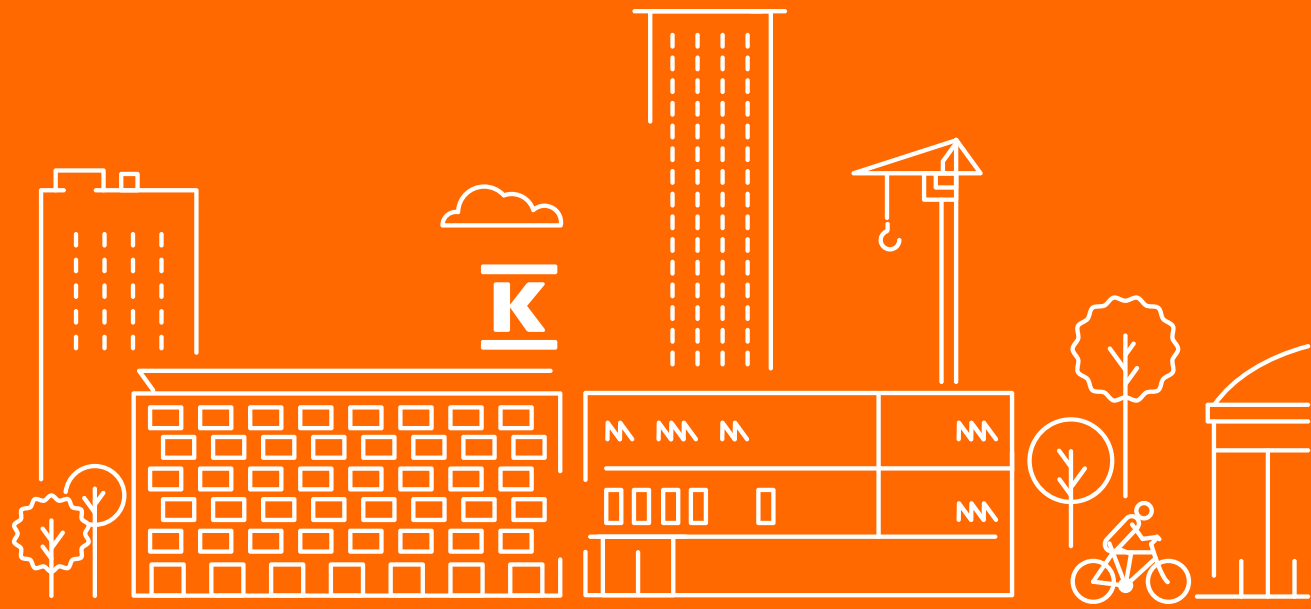
Estimate based on 2025 data

SEPARATING THE BUSINESSES FROM SAINT-GOBAIN AND LIGHT INTEGRATION WITH KESKO

- CONTROLLED CARVE-OUT OF DAHL OPERATIONS IN SWEDEN, NORWAY AND DENMARK FROM SAINT-GOBAIN
- INTEGRATION: THE PLAN IS TO LIGHTLY INTEGRATE THE ACQUIRED BUSINESSES WITH KESKO – THE BUSINESSES WILL CONTINUE AS SEPARATE UNITS UNDER THEIR EXISTING BRANDS
- SYNERGIES ARE SOUGHT ESPECIALLY IN PURCHASING AND IT SYSTEMS



TECHNICAL TRADE AND THE TECHNICAL TRADE MARKET



WHAT ARE TECHNICAL TRADE AND HPAC?

The technical trade market is typically divided into two product segments:



HPAC products

- Heating
- Water and sewage
- Ventilation
- Cooling
- Related systems and solutions



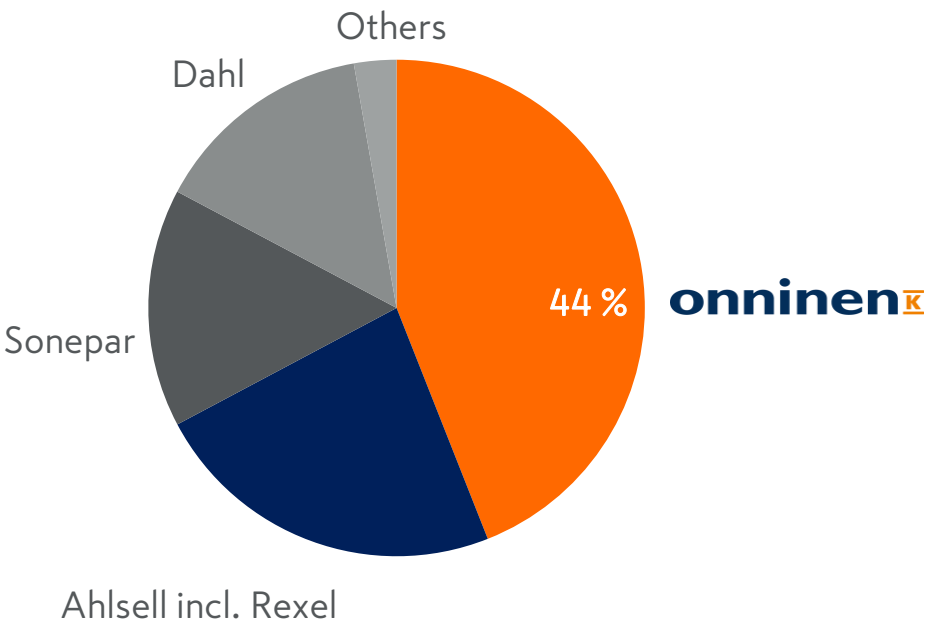
Electrical products

- Products for electrical installation
- Power generation
- Automation
- Electrical infrastructure
- Related systems and solutions

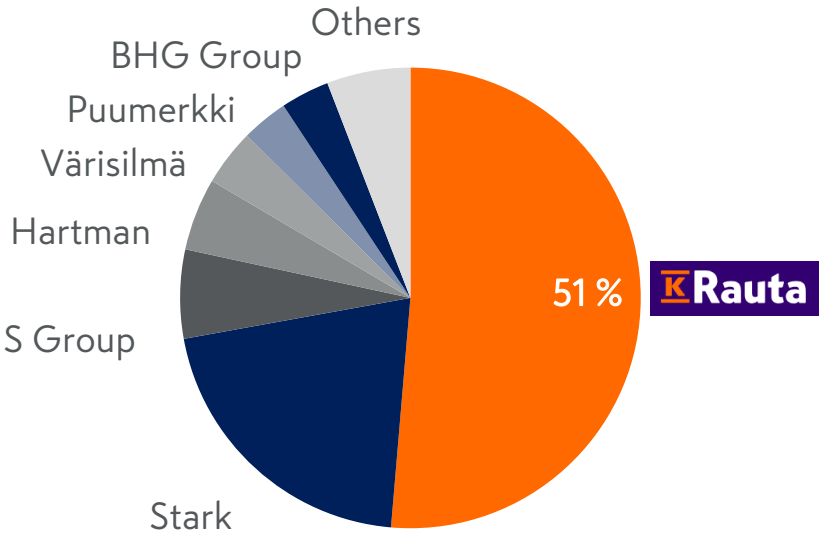
CONSOLIDATION MORE ADVANCED IN TECHNICAL TRADE THAN IN BUILDING AND HOME IMPROVEMENT TRADE – EXAMPLE FINLAND

Estimated market shares in Finland, 2025

Technical trade



Building and home improvement trade (RaSi)



Other B2C operators (non-RaSi members)

Examples of the wide range of competitors and peers in building and home improvement trade

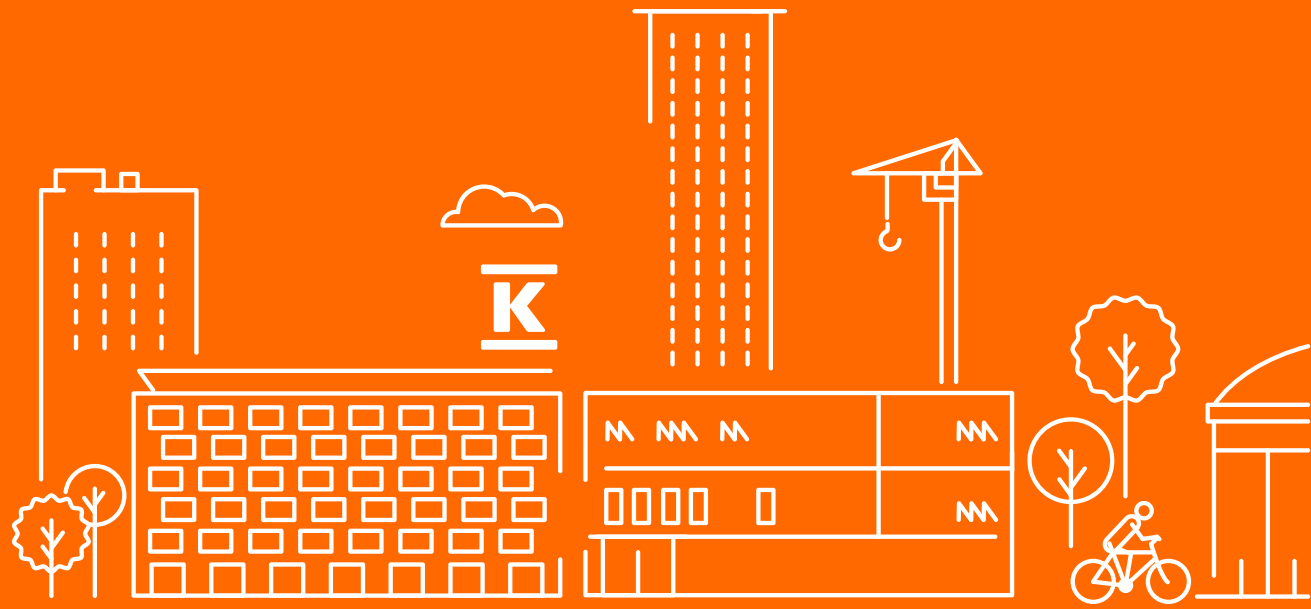
Technical trade market based on data reported by Talteka and STK, building and home improvement trade market based on data reported by RaSi.
Sources: Statistics from sector organisations (2025), corporate annual reports (2025 and 2024, depending on availability, corporate websites and Kesko's estimates

MEGATRENDS SUPPORT GROWTH IN TECHNICAL TRADE



- **Urbanisation:** Building new technical infrastructure, dense urban development
- **Renovation building:** Significant renovation backlog for buildings and infrastructure
- **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

WHAT WILL KESKO LOOK LIKE AFTER THE ACQUISITION?



~33% OF KESKO'S SALES COME FROM OUTSIDE FINLAND

~ 70% of sales in building and technical trade come from outside Finland

Combined net sales of Kesko and the Dahl companies



NORWAY
~ €1.6 BILLION

SWEDEN
~ €1.4 BILLION

DENMARK
~ €1.2 BILLION

FINLAND
~ €9.8 BILLION

POLAND AND THE BALTICS
~ €0.5 BILLION

Illustrative combined net sales of Kesko and the Dahl companies in Sweden, Norway and Denmark, 2025

ILLUSTRATIVE NET SALES

Kesko's building and technical trade and Dahl Sweden. Norway and Denmark combined, 2025 figures

Net sales, € billion	Kesko building and home improvement trade	Kesko technical trade	Dahl technical trade	Kesko's building and technical trade and Dahl combined
Sweden	0.3	0.1	0.9	1.4
Norway	0.5	0.5	0.6	1.6
Denmark	0.7	-	0.5	1.2
Finland	0.9	1.1	-	2.0
Poland	-	0.4	-	0.4
Baltic countries	-	0.2	-	0.2

Illustrative Dahl net sales based on local financial statements
Onninen's net sales: Kesko financial statements release 5 Feb. 2026

KESKO IS STRONG IN TECHNICAL TRADE – FURTHER GROWTH POTENTIAL

Total technical trade market size some €22 billion

Market size (€ billion)	**2.8**
Market position, Brødrene Dahl and Onninen combined (2025)	**#1**

Market size (€ billion)	**5.4**
Market position, Dahl and Onninen combined (2025)	**#2**

Market size (€ billion)	**3.1**
Market position, Brødrene Dahl (2025)	**#3**



Market size (€ billion)	**2.4**
Market position, Onninen (2025)	**#1**

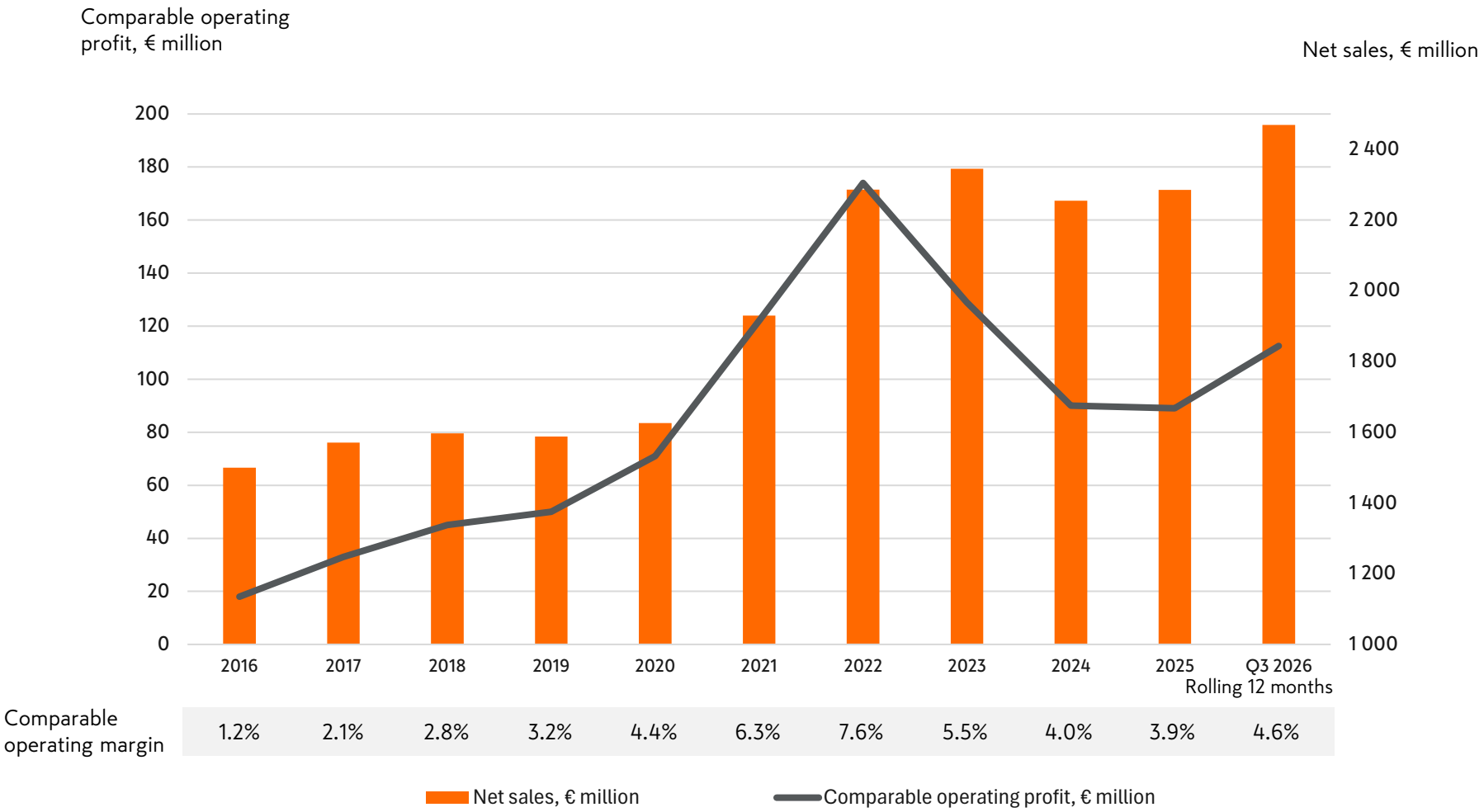
Market size (€ billion)	**2.2**
Market position, Onninen (2025)	**Among the leading**

Market size (€ billion)	**6.1**
Market position, Onninen (2025)	**#2**

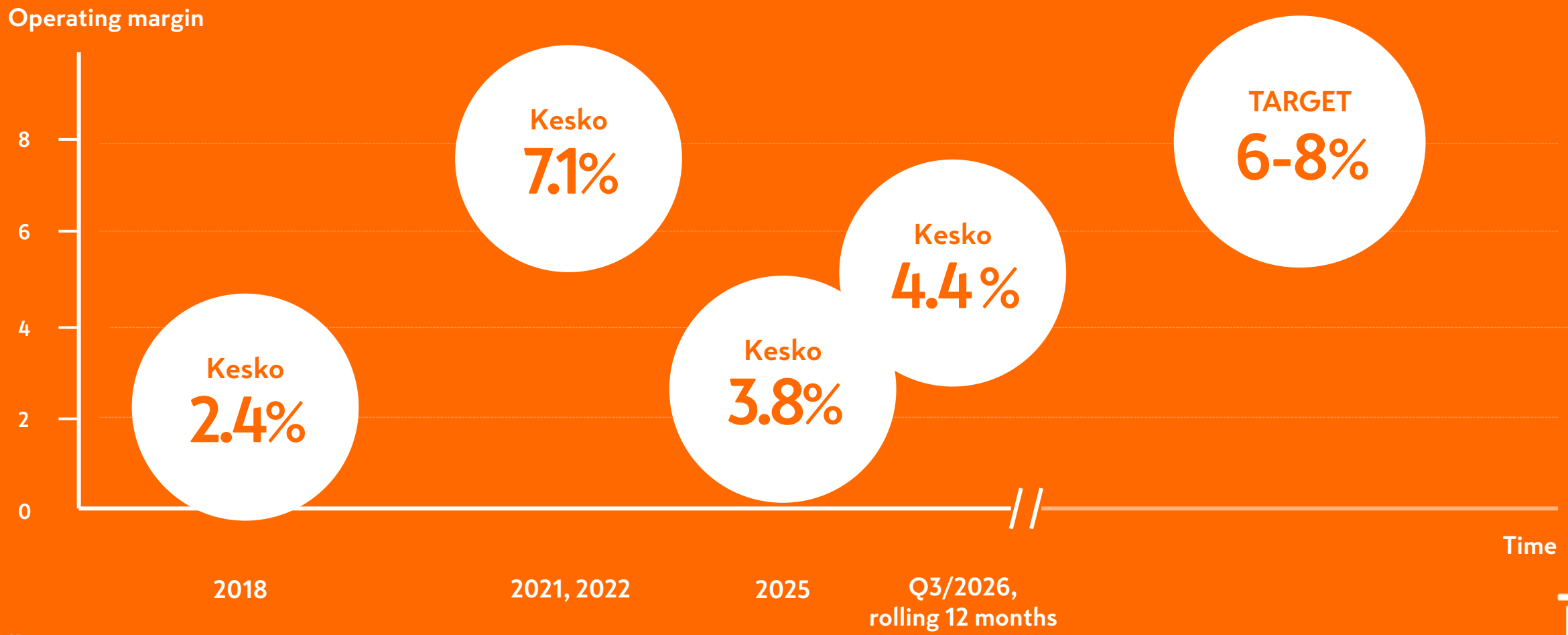
Sources: Market size
Finland: STK, Talteka
Sweden, Norway, Denmark, Poland, Baltics: Kesko's own estimates, local annual reports, websites and reports by peers

Market positions based on net sales or combined net sales in the market.
Net sales figures for Dahl: Saint-Gobain; net sales figures for Onninen: Kesko

ONNINEN HAS GROWN PROFITABLY AS PART OF KESKO



LONG-TERM OPERATING MARGIN TARGET FOR BUILDING AND TECHNICAL TRADE*



* Comparable

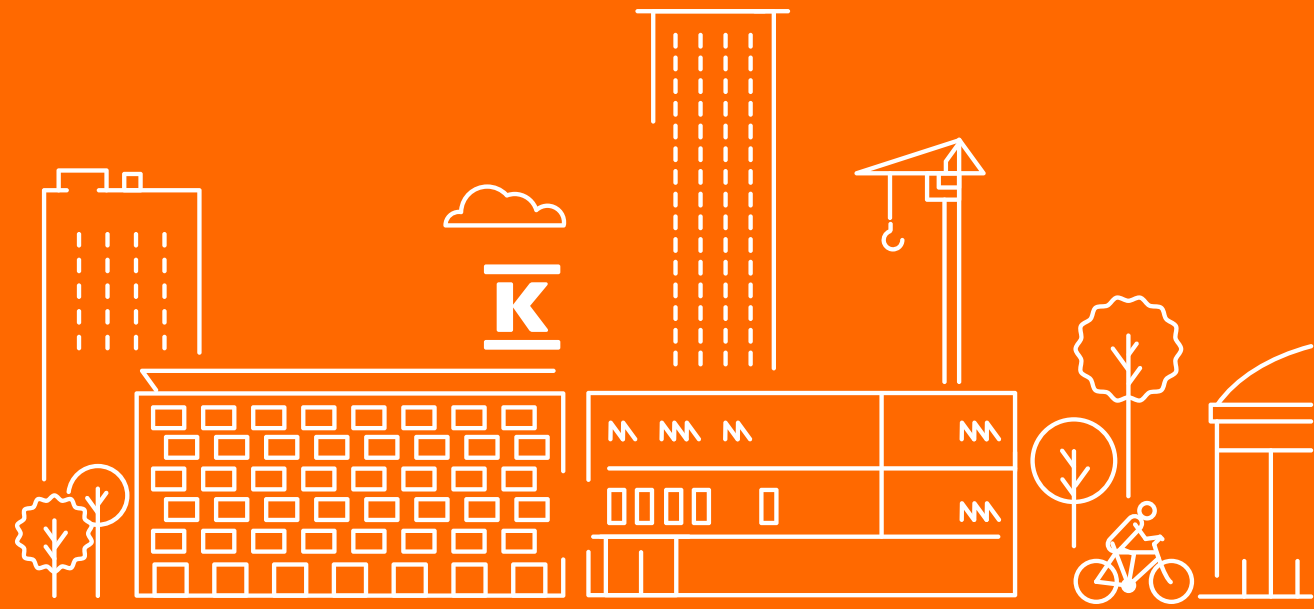
THE ACQUISITION MARKS THE BEGINNING OF THE NEXT CHAPTER IN KESKO'S GROWTH STORY

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



Q3/2026, rolling 12 months: Kesko's net sales €13 billion

FINANCING THE ACQUISITION



FINANCING THE ACQUISITION

- The acquisition will initially be financed in full using bridge financing, and then refinanced with equity and debt
- The planned equity financing component is some €500–700 million

Why is the company planning a rights issue?

- Kesko has reviewed all financing alternatives: a rights issue, a directed issue, full debt financing, and combinations of these
- A rights issue treats current shareholders equally, as they can subscribe for new shares in proportion to their existing shareholdings
- Subscription rights are rights, not obligations. Shareholders can choose whether they wish to subscribe for shares, sell subscription rights, or do both
- Post share issue, the balance sheet indicator for interest-bearing net liabilities / EBITDA (excl. IFRS 16 impact) will still be below the target level of 2.5



TOWARDS A RIGHTS ISSUE

Financing
OBJECTIVE

Kesko will raise capital through a rights issue to finance the acquisition and strengthen its balance sheet, enabling the continued execution of the company's growth strategy

33 million shares
EXISTING AUTHORISATION

The Board has an authorisation, granted by the Annual General Meeting of 26 March 2026, to issue a maximum of 33 million new B shares or B shares held by the company as treasury shares

+ 12 million shares
PROPOSED ADDITIONAL AUTHORISATION

In addition to the existing authorisation, the Board proposes that the Extraordinary General Meeting grant it authorisation to issue 12 million new B shares to finance the acquisition

AN EXCELLENT OPPORTUNITY TO TAKE PART IN KESKO'S GROWTH

THANK YOU FOR YOUR TRUST!

