



KESKO INVESTOR PRESENTATION

KESKO SEEKS GROWTH IN ALL ITS THREE BUSINESS DIVISIONS

Q3/2025

KESKO TODAY

KEY FINANCIALS

	Rolling 12 mo 9/2025	2024
Net sales, € million	12,284.5	11,920.1
Operating profit, € million*	651.2	650.1
Operating margin, %*	5.3	5.5
Profit before tax, € million*	532.8	543.0
Cash flow from operating activities, € million	888.1	1,008.2
Return on capital employed, %*	10.6	11.3
Capital expenditure, € million	705.2	675.9

*comparable



**Leading trading sector
company in Northern
Europe** with retail and B2B
sales of **€15bn**



~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

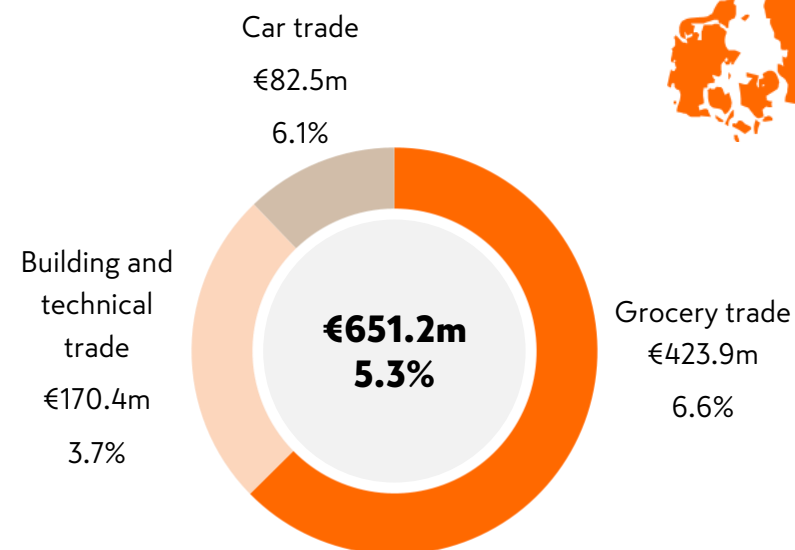
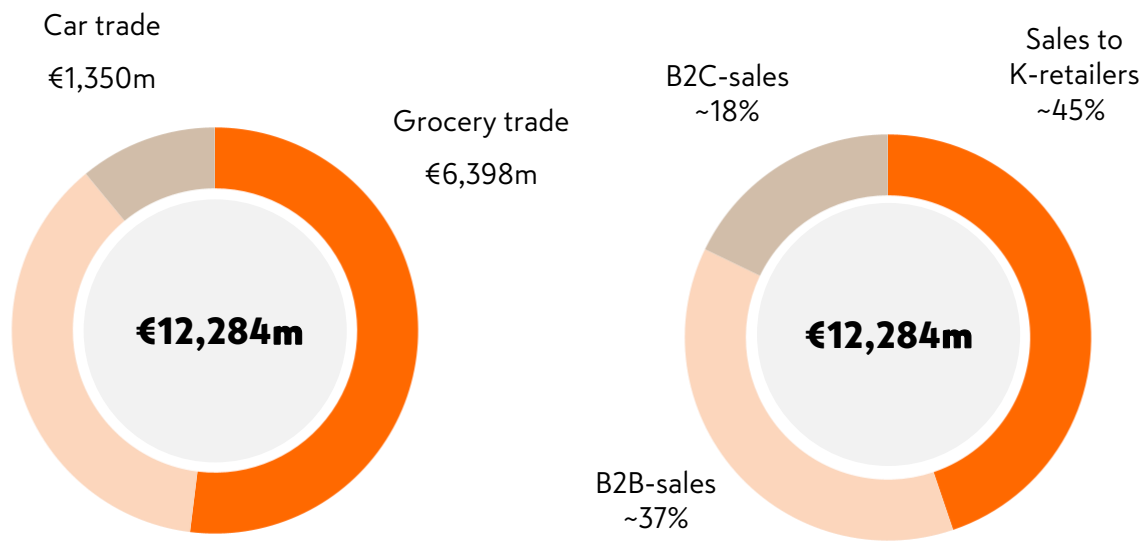


Market cap **€7bn**
with **~121,000** shareholders

KESKO SEGMENT KEY FIGURES

NET SALES

OPERATING PROFIT



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

LET'S **K**!

PRINCIPLES

I OPERATE DIRECTLY,
OPENLY AND HONESTLY

I SHOW THE PATH

I'M ALL IN

I CREATE TRUST



A woman with her hair in a bun is smiling while working at a grocery store checkout. She is wearing a dark jacket with some text on it. The background is a blurred grocery store interior. The entire image has a warm orange overlay.

GROCERY TRADE

STRONG POSITION IN FINNISH FOOD TRADE YIELDING GOOD RESULTS

GROCERY TRADE DIVISION IN BRIEF



**MARKET
SHARE IN
2024
(NIELSEN)**



1,100 stores
Almost 800 K Group grocery
stores offer online grocery
services

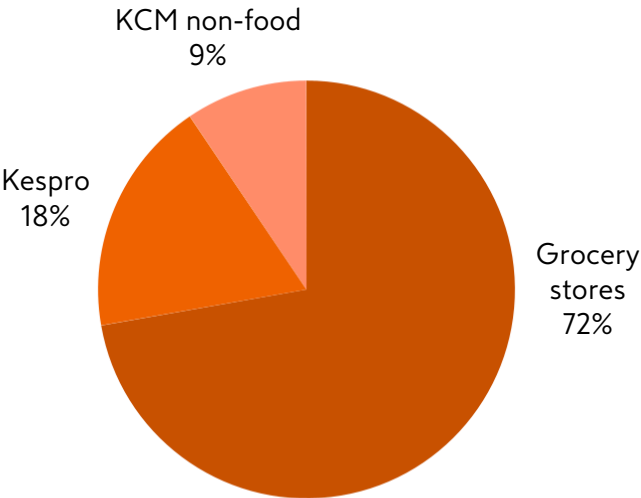


6,300
employees
860
K-retailers



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

NET SALES



*Comparable

	Rolling 12 mo 9/2025	2024	2023	2022
Net sales, € million	6,398	6,381	6,352	6,125
Operating profit*, € million	423.9	438.0	444.8	460.4
Operating margin*	6.6%	6.9%	7.0%	7.5%
Capital expenditure, € million	290.0	276.0	303.7	257.6

GROCERY STORE CHAINS

KCITYMARKET

KSupermarket

KMarket

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.



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 3.4 million members of the K-Plussa customer loyalty programme. K-ruoka app weekly users some 800,000

Key figures:

- Net sales €5,232.5 million; operating profit €351.3 million; operating margin 6.7%



Market and market shares:

- Total Finnish grocery trade market €23 billion;
- Kesko the **second biggest operator** with a market share 33.7% (NielsenIQ). Over 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

KESKO AND K-RETAILERS



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 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 €1,165.4 million; operating profit €72.5 million; operating margin 6.2%



Market and market share:

- Total Finnish foodservice market €2.5 billion;
- Kespro **the market leader** with a market share of 49.1%



Growth drivers:

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

Competitors and peers:

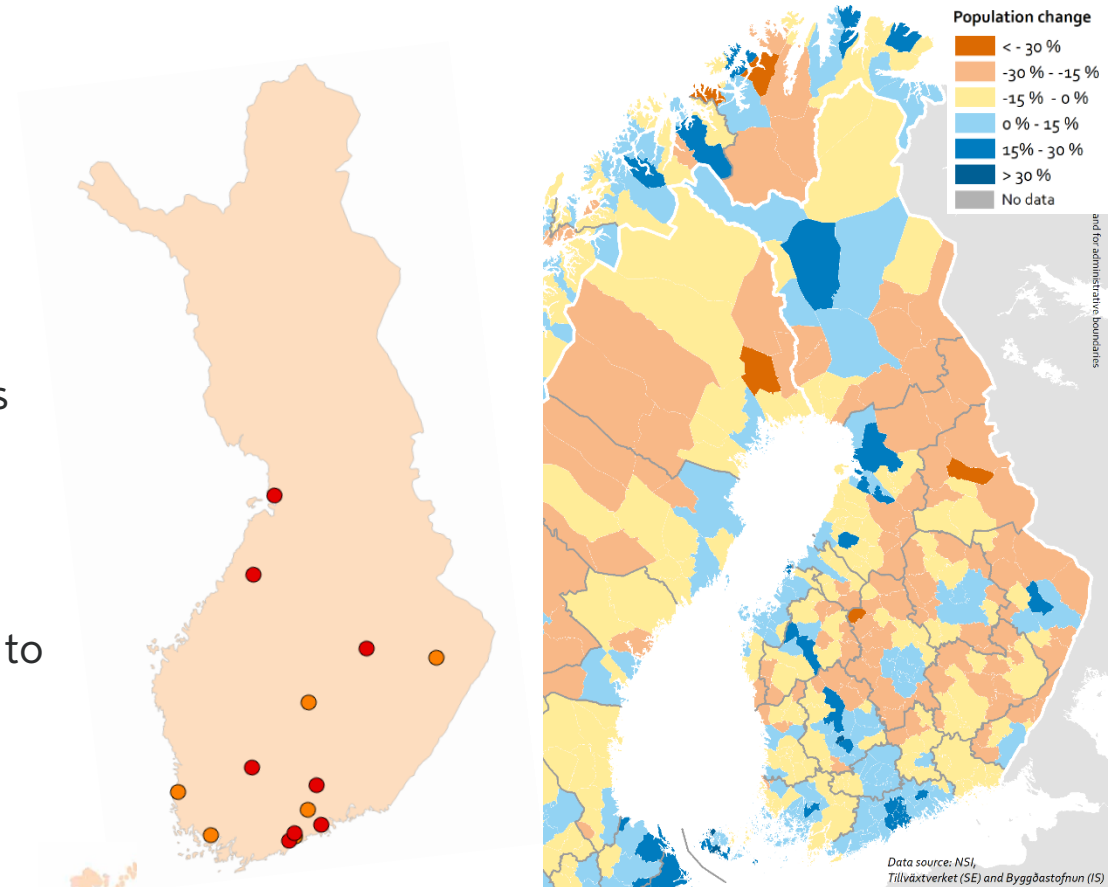
- Foodservice in Finland: Valio Aimo, Meira Nova, Metro-tukku
- International peers: Marr, Snabbgross, Sysco

GROCERY TRADE STORE SITE INVESTMENTS 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
- Focus on the store site network in growth areas and larger units
- Annual investment going forward: €200 – 250 million per year
- By 2030, the store site network will be updated, in the right locations and meets upcoming legislative requirements related to energy efficiency and greenhouse gases

Population projection 2017-2040* Nordregio



- K-Citymarket stores under planning/construction
- K-Citymarket stores remodelled in 2025



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 in November 2025, replacing K-Citymarket Paavola
3. New K-Citymarket in middle of Kivistö residential area, Vantaa, Helsinki metropolitan area in spring 2026
4. New K-Citymarket in Haapaniemi in the city of Kuopio, in summer 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. Under planning: New K-Citymarket in Ritaportti in the city of Oulu, in spring 2027
8. New K-Citymarket in Espoon keskus shopping centre in Finland's second biggest city Espoo in autumn 2028
9. New K-Citymarket in Helsinki shopping centre Redi in 2028
10. Under planning: New K-Citymarket in Vantaa, shopping centre Tikkuri

- In 2025, 48 remodelled stores and 15 new stores, incl. K-Citymarkets Lempäälä and Paavola
- In 2026, 64 remodelled stores and 22 new stores, incl. K-Citymarkets Kivistö, Haapaniemi and Ylivieska
- Investments in store updates and new stores totalling €200-250 million in 2025, same store-site capex level to be expected in upcoming years



Grand opening of K-Citymarket Lempäälä, shopping centre Ideapark in September 2025

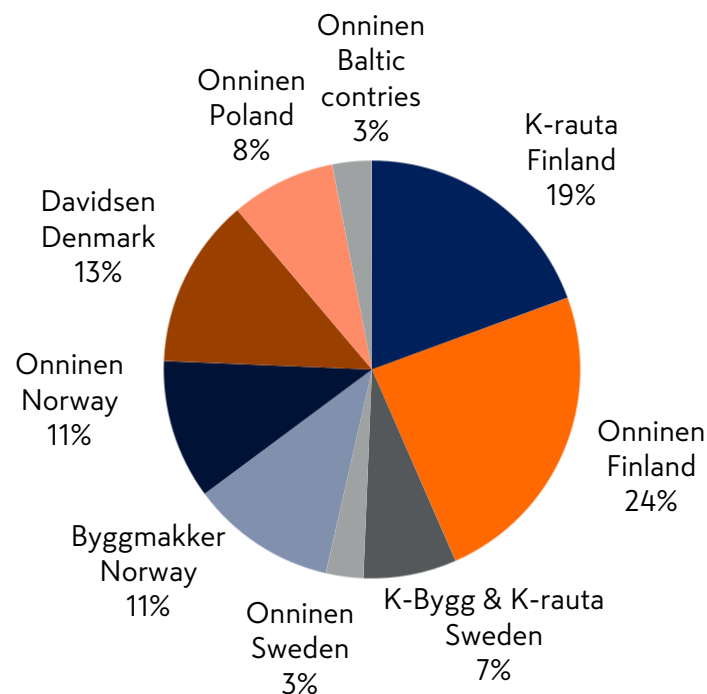
A man with curly hair, wearing a light-colored shirt and a dark vest, is smiling and pointing towards a shelf in a workshop. The shelf is filled with various materials, including what appears to be wood or metal strips, some of which have labels like 'CELO' and '01130'. Another man with a beard and a plaid shirt is visible in the background, looking towards the first man. The entire image has a warm, orange-toned overlay.

BUILDING AND TECHNICAL TRADE

A GOOD RESULT IN A CHALLENGING ECONOMIC 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 9/2025	2024	2023	2022
Net sales, € million	4,560	4,352	4,193	4,591
Operating profit*, € million	170.4	169.1	212.5	323.8
Operating margin*	3.7%	3.9%	5.1%	7.1%
Capital expenditure, € million	285.2	293.7	273.0	108.2

* comparable

TECHNICAL TRADE

onninen

BUILDING AND HOME IMPROVEMENT TRADE

K Rauta

K BYGG

BM BYGGMAKKER

DAVIDSEN

K

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. Scale needed especially in Sweden.

**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 49% of net sales

Customers:

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

Key figures:

- Net sales €2,260.7 million; operating profit €86.8 million;
- operating margin 3.8%



Market and market shares:



- Total market (est.) for 8 countries (incl. Denmark) €22 bn; Kesko's market shares Finland 44% (**market leader**), Sweden 11% (infra-structure), Norway 39% (electricals)*, Poland 6%, Estonia 12%, Latvia 5%, Lithuania 3%

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, Würth, Sanistål, Elektroskandia, Solar, Sonepar

TECHNICAL TRADE – OPPORTUNITIES FOR FURTHER GROWTH OUTSIDE FINLAND

Total market size ~€22 billion



Technical trade

Retail market (€bn) **2.9**

Market share **19%**

Market share of current operating market (2024) **39%***



Technical trade

Retail market (€bn) **6.3**

Market share **2%**

Market share of current operating market (2024) **11%****



Technical trade

Retail market (€bn) **3.1**



Technical trade

Retail market (€bn) **2.5**

Market share (2024) **44%**



Technical trade

Retail market (€bn) **2.0**

Market share (2024) **12%, 5%, 3%**



Technical trade

Retail market (€bn) **5.8**

Market share (2024) **6%**



* Norway: Currently Kesko operates only in electrical market (Virke)

** Sweden: Currently Kesko operates only in water & sewage and infra markets (SEG+RGF)

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), Kesko Senukai (Baltics), Davidsen (DK) as of 1 Feb. 2024; Finland 38% of net sales

Customers:

- 68% building professionals, 32% consumers (DIY)

Key figures:

- Net sales €2,369.2 million; operating profit €66.3 million; operating margin 2.8%
- Joint venture Kesko Senukai did not report its figures H1/2025, in 2024 Kesko Senukai EBIT-contribution was €20.9 million



Market and market shares:



- Total market (est.) for 8 countries €25 bn; Kesko's market shares Finland 52% (**market leader**), Sweden 6%, Norway 12%, entry to Denmark in 2024: market share 9%

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

BUILDING AND HOME IMPROVEMENT – STILL FURTHER POSSIBILITIES ESPECIALLY OUTSIDE FINLAND

Total market size ~€18 billion



Retail market (€bn)
Market share (2024)

Professiona
l builders Consumers
3.1 **1.7**
12%



Retail market (€bn)
Market share (2024)

Professiona
l builders Consumers
3.4 **2.3**
6%



Retail market (€bn)
Market share (2024)*

Professiona
l builders Consumers
3.4 **1.3**
17%



Retail market (€bn)
Market share (2024)

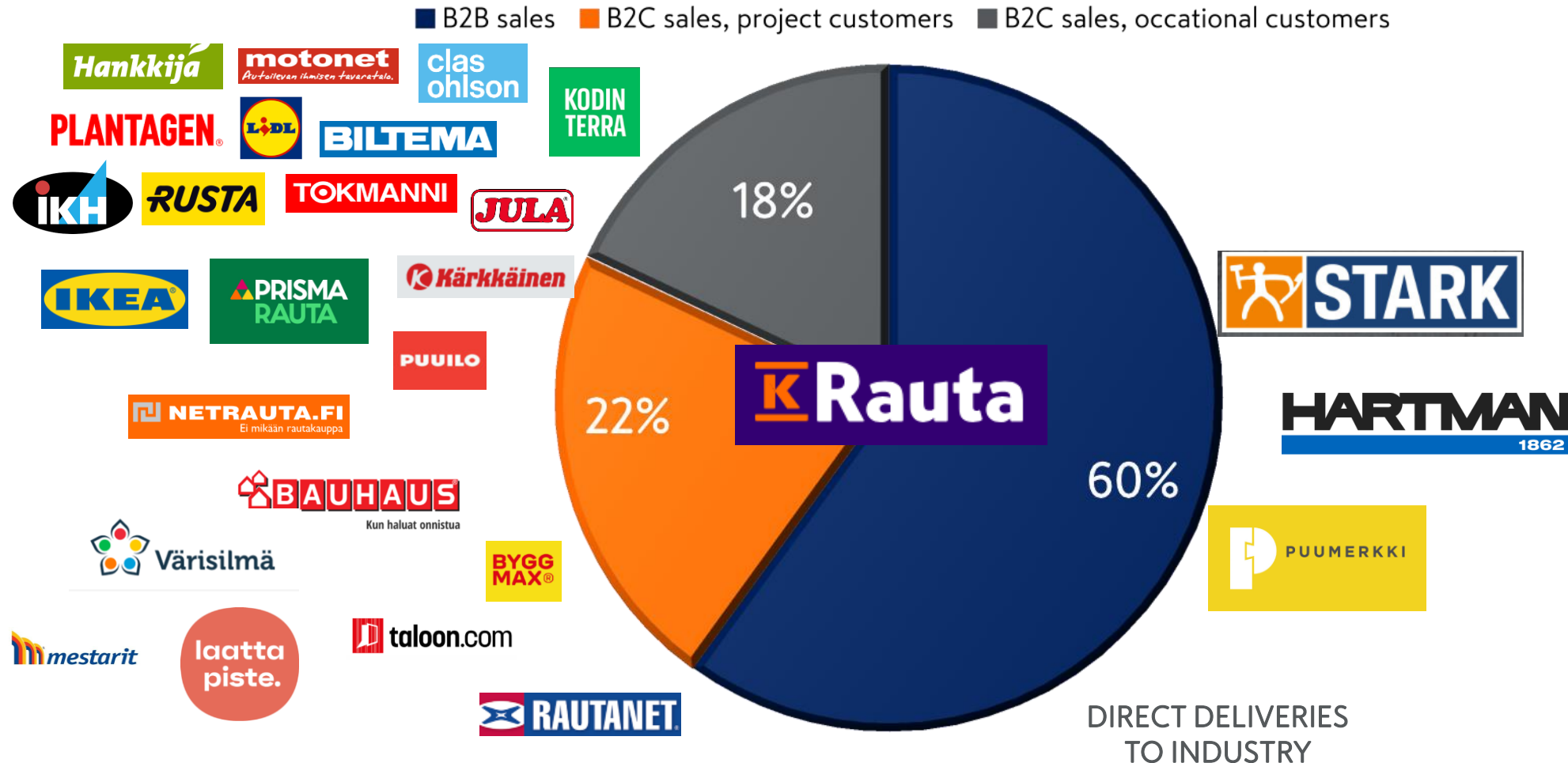
Professiona
l builders Consumers
1.6 **0.9**
52%



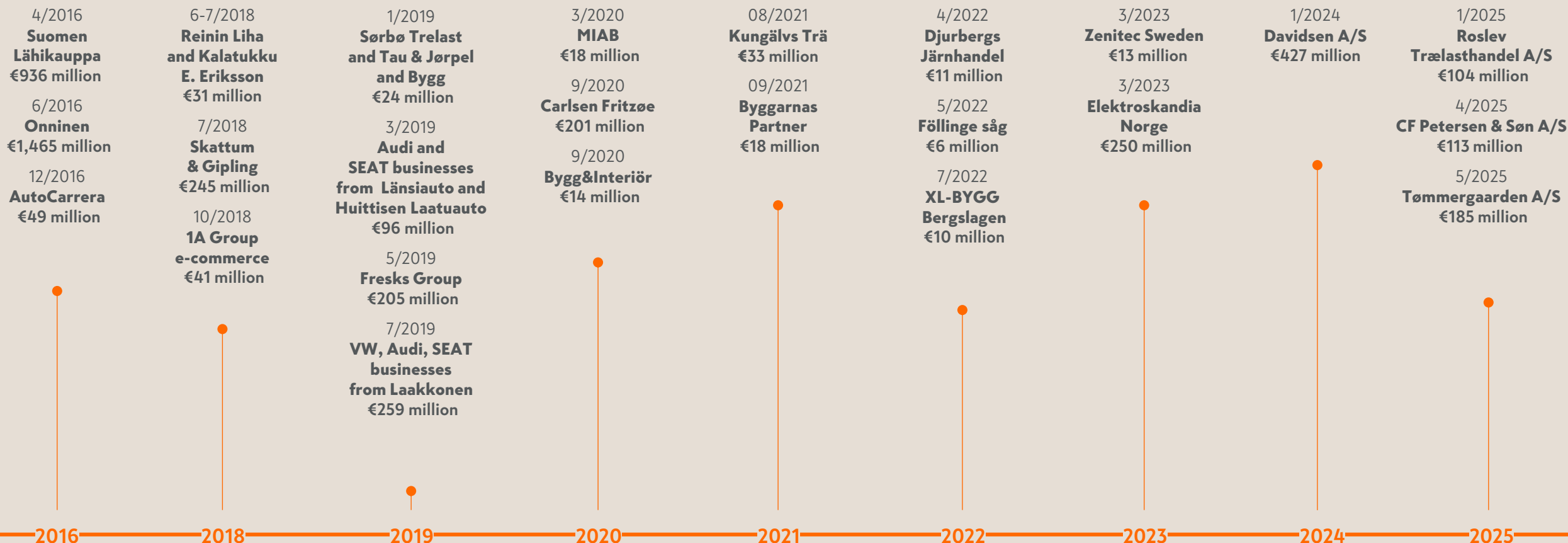
STRONG FOCUS ON B2B TRADE IN BUILDING AND HOME IMPROVEMENT TRADE ALSO IN FINLAND

BUILDING AND TECHNICAL TRADE

Breakdown of K-Rauta Finland's sales by customer segments



ACQUISITIONS HAVE PLAYED A SIGNIFICANT ROLE IN INTERNATIONAL GROWTH



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

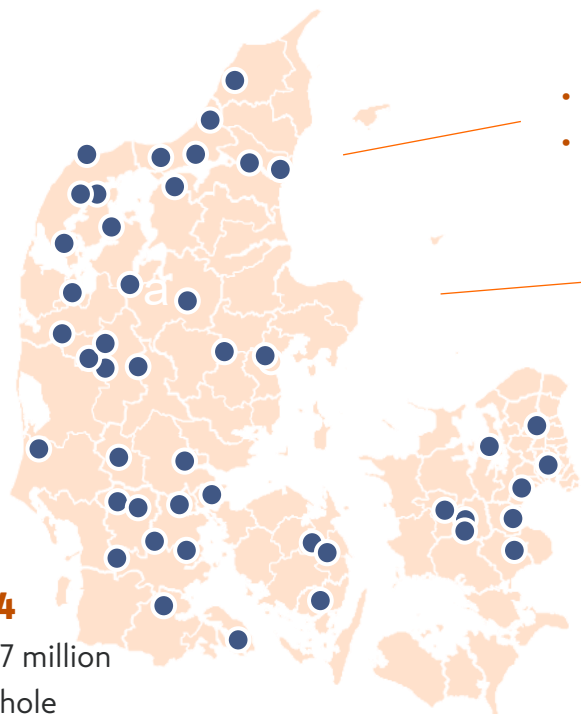
KESKO IN DENMARK

- 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

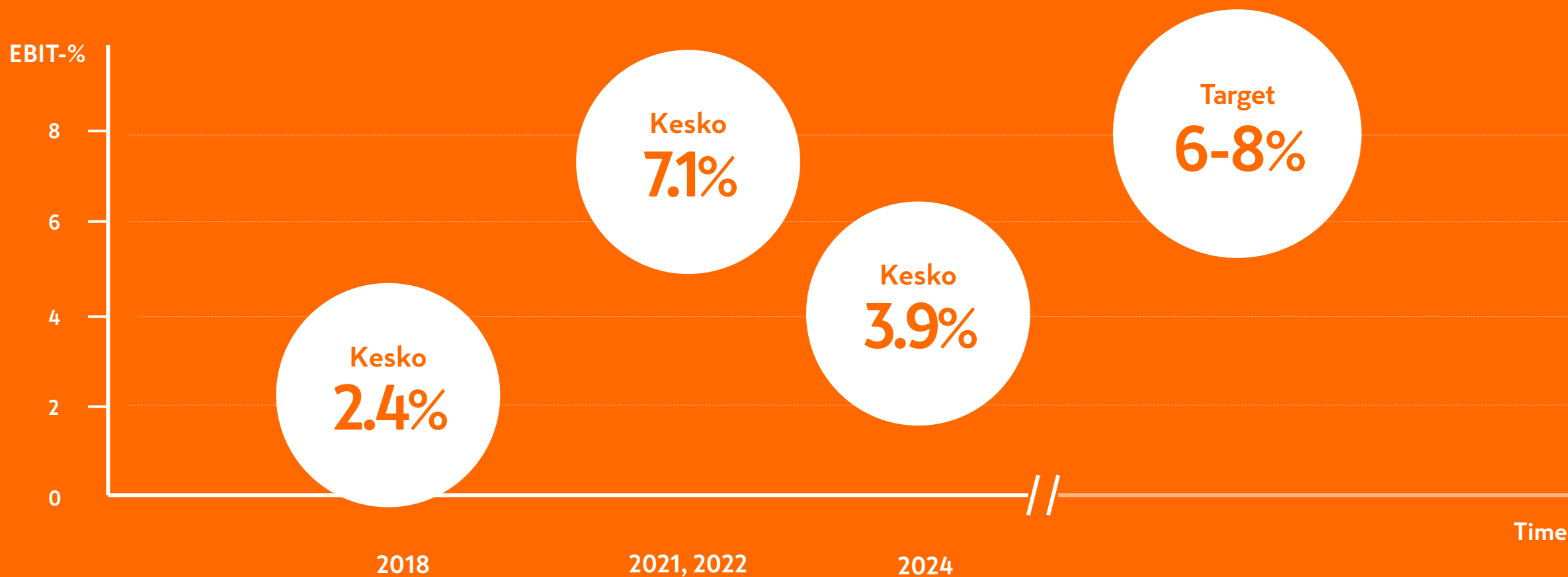
PART OF DAVIDSEN AS OF 1 MAY 2025

- **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



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



CAR TRADE

GOOD RESULT IN CAR TRADE

FIN LPU-447

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 9/2025	2024	2023	2022
Net sales, € million	1,350	1,209	1,262	1,125
Operating profit*, € million	82.5	69.3	82.6	64.3
Operating margin*	6.1%	5.7%	6.5%	5.7%
Capital expenditure, € million	112.0	89.0	80.3	44.7'

* Comparable



Market share
in new cars in 2024
(incl. passenger cars and vans)

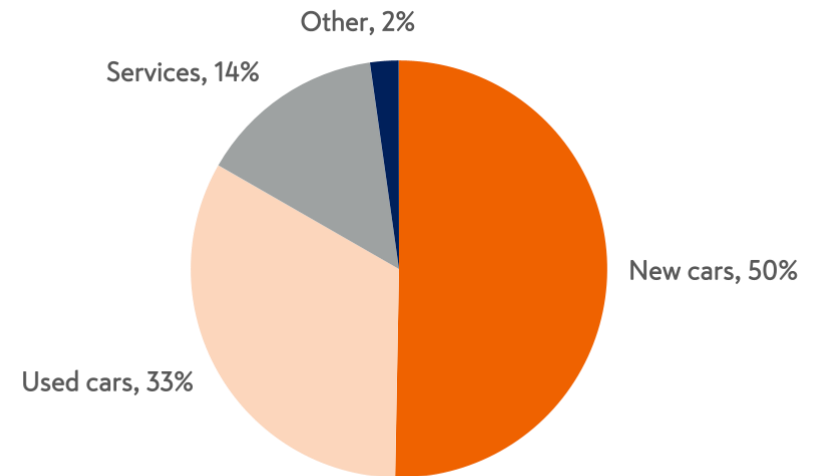
KAuto

One unified brand
for over million customers



CAR TRADE NET SALES €1,180m Rolling 12 mo 9/2025

'Excluding sports trade



'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 €1,350.3 million; operating profit €82.5 million; operating margin 6.1%
- Of which sports trade net sales €170.3 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. 74,000 in 2024, of which Kesko's K-Auto accounted for some 14.5%
-

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
-



OTHER STRATEGIC THEMES

OPERATING ENVIRONMENT AND MEGATRENDS AFFECTING KESKO

**GLOBAL
POLITICAL & ECONOMIC
UNCERTAINTY**

**BUSINESS & CONSUMER
CONFIDENCE**

**URBANISATION &
DEMOGRAPHIC CHANGES**

**INDIVIDUALITY &
EFFORTLESSNESS**

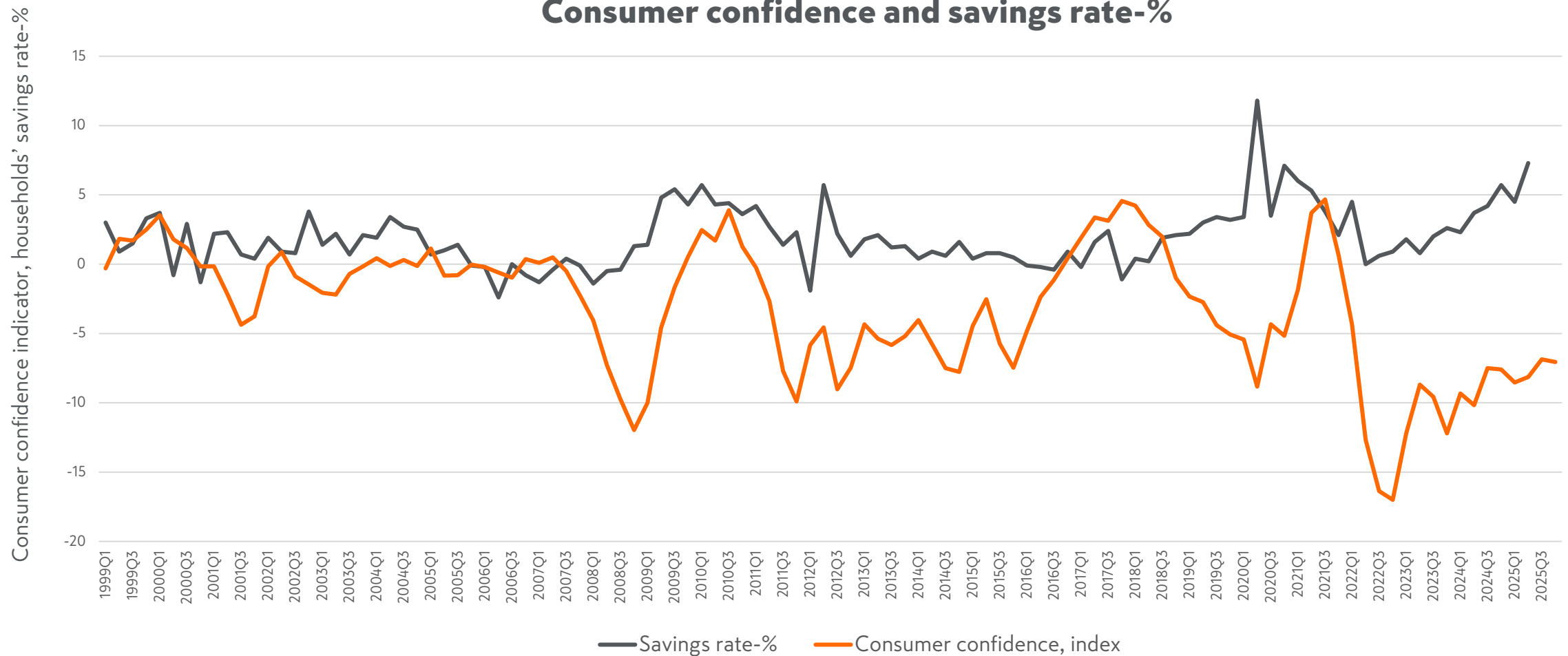
**CLIMATE CHANGE &
GREEN TRANSITION**

DIGITALISATION & AI



FINNS ARE SAVING

Consumer confidence and savings rate-%



KESKO STRATEGY SUMMARY 2024-2026

The portfolio will most likely stay as is during 2024-2026. The focus is on maintaining and further developing current businesses.

Targeting growth and profitability improvement as outlook strengthens in construction in 2025-2026.

In grocery trade, focusing on maintaining profitability and gaining market share. Raising the level of store-specific business ideas, developing store site network and improving price competitiveness as main focus areas. Further strengthening Kespro's market-leading position.

In building and technical trade, focusing on securing profitability and generating cash flow. Finland continues winning market share, Sweden and Norway will focus on integrating past acquisitions and driving profitability. Organic and M&A growth in Denmark.

In car trade, continuing with growth strategy in new cars, used cars and services. Winning market in all businesses.

Highlighting the importance of people and culture.

Balance sheet moderately leveraged.

KESKO'S FINANCIAL TARGETS INTACT

	TARGET	Rolling 12 mo 9/2025
OPERATING MARGIN, COMPARABLE	OVER 6%	5.3%
RETURN ON CAPITAL EMPLOYED, COMPARABLE, %	OVER 14.5%	10.6%
INTEREST-BEARING NET DEBT/EBITDA, EXCLUDING IFRS 16 IMPACT	AT MAXIMUM 2.5	1.8

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 Sustainability Indices, 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

- Prevent biodiversity losses throughout the value chain by following the biodiversity roadmap
- Set goals for our biodiversity impacts

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.



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



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
€2.2 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

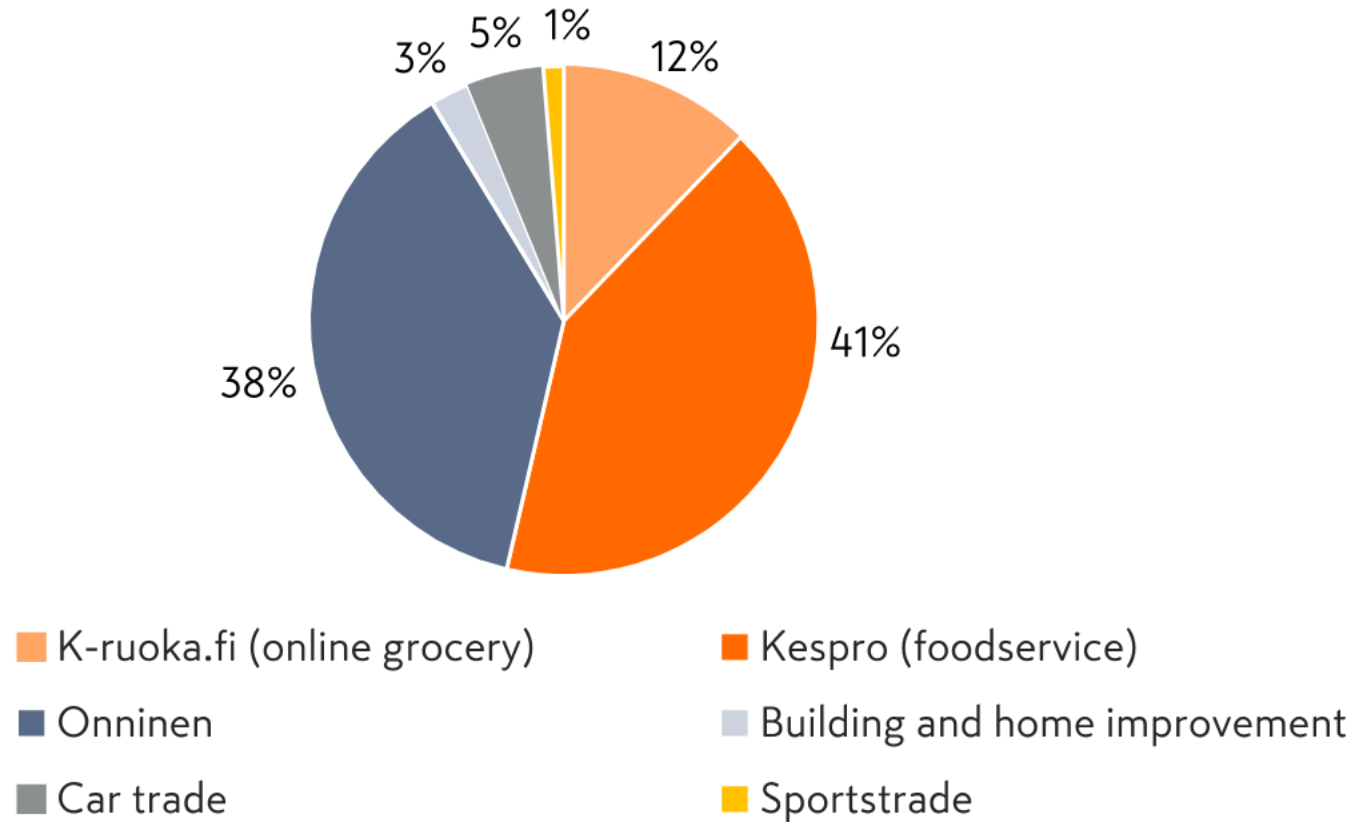
Personal benefits and offers

Digital Plussa money

Personal purchase trackers, e.g.
carbon footprint calculator

Seamless customer experience
irrespective of channel

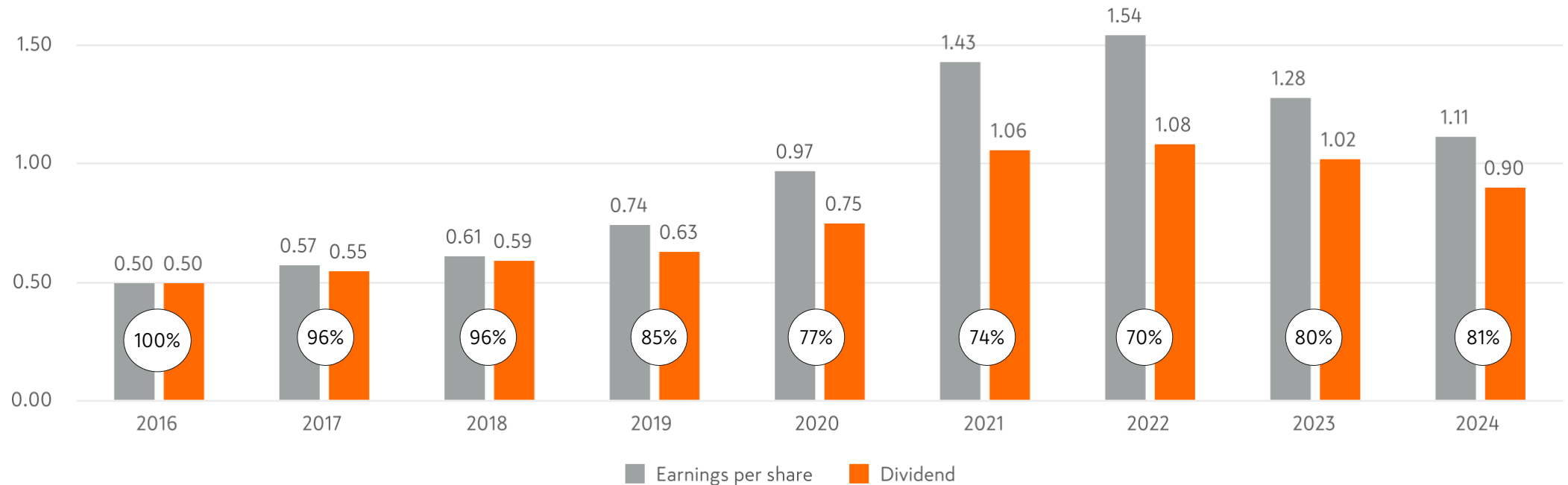
SALES VIA DIGITAL CHANNELS OVER €2.2 BILLION



DIVIDEND

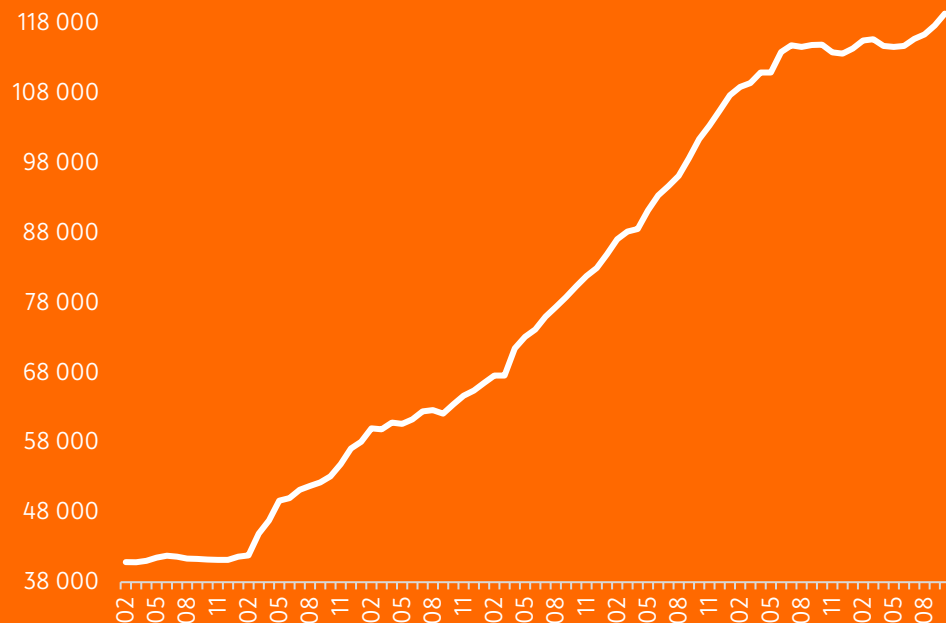
Dividend for 2024: €0.90/share, paid in four instalments.

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.

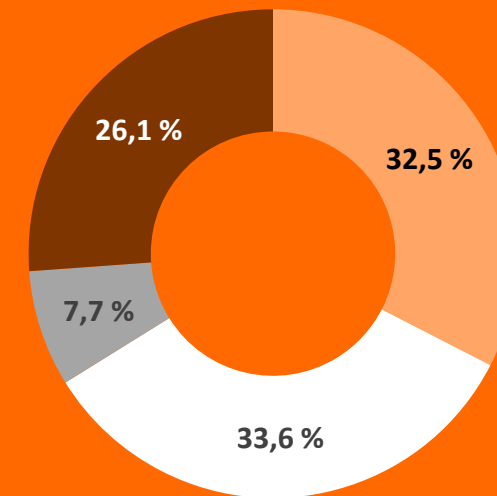


NUMBER OF SHAREHOLDERS HAS GROWN

~121,000 REGISTERED SHAREHOLDERS



BALANCED OWNERSHIP STRUCTURE



- Nominee-registered, foreign ownership
- Finnish institutions
- K-Retailers' Association and related parties (20,01% of votes)
- Households



KESKO INTERIM REPORT Q3/2025

RESULT IMPROVED – POSITIVE DEVELOPMENT IN ALL DIVISIONS

Jorma Rauhala
President and CEO
30 October 2025

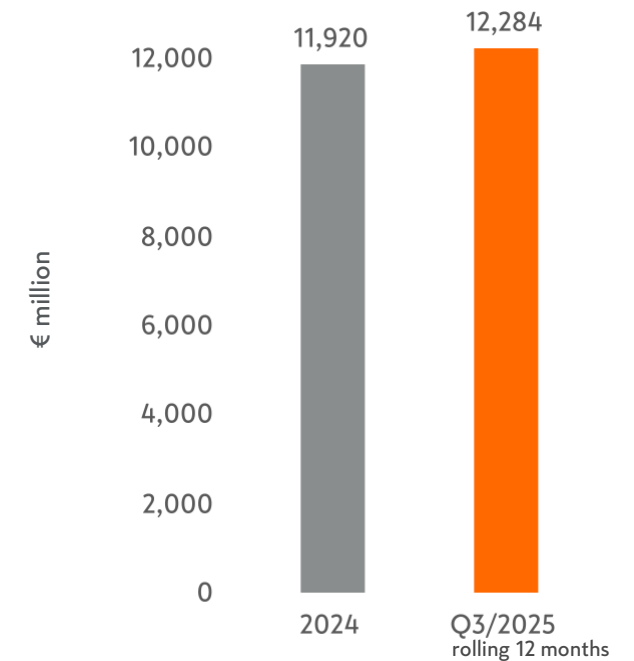
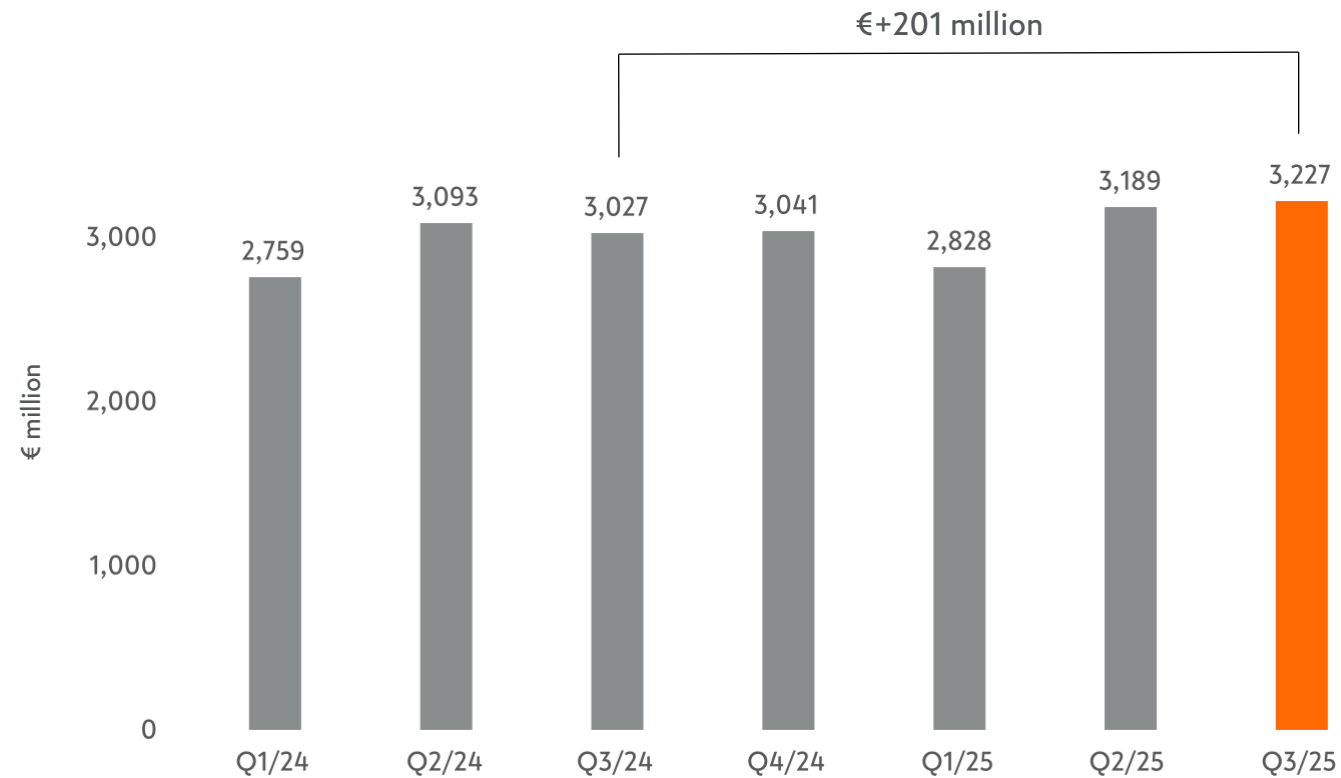
SUMMARY OF Q3/2025

- Kesko's result improved clearly, net sales grew in all three divisions
- Grocery trade: net sales grew, profitability at a good level, sales development for grocery stores close to market pace
- Building and technical trade: net sales increased, underpinned in particular by acquisitions, comparable operating profit increased
- Car trade: net sales and comparable operating profit grew significantly
- Kesko's biggest ever construction project, the shared Onninen and K-Auto logistics centre Onnela, was completed on schedule and below original budget
- Kesko updates its 2025 profit guidance, now estimating that its comparable operating profit will amount to €640–690 million
- Kesko estimates that in 2026 its operating environment and result will improve in all divisions and all operating countries

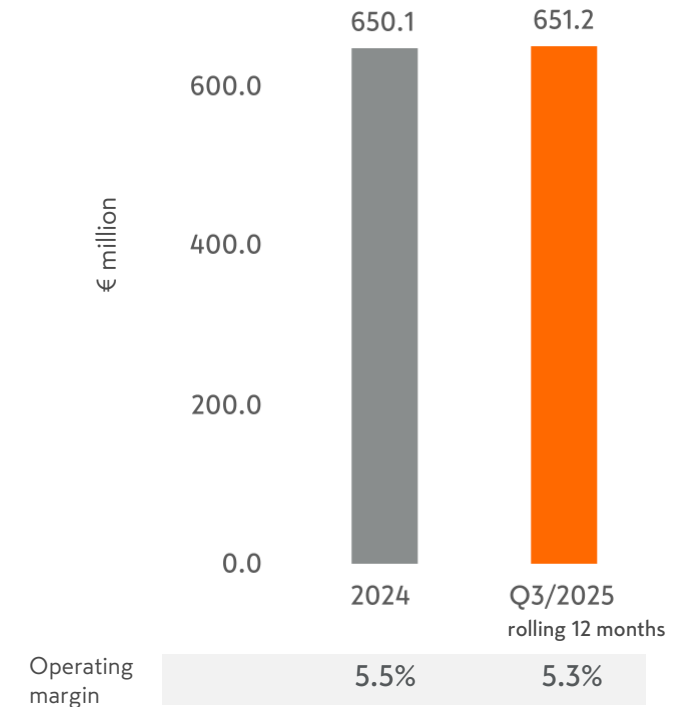
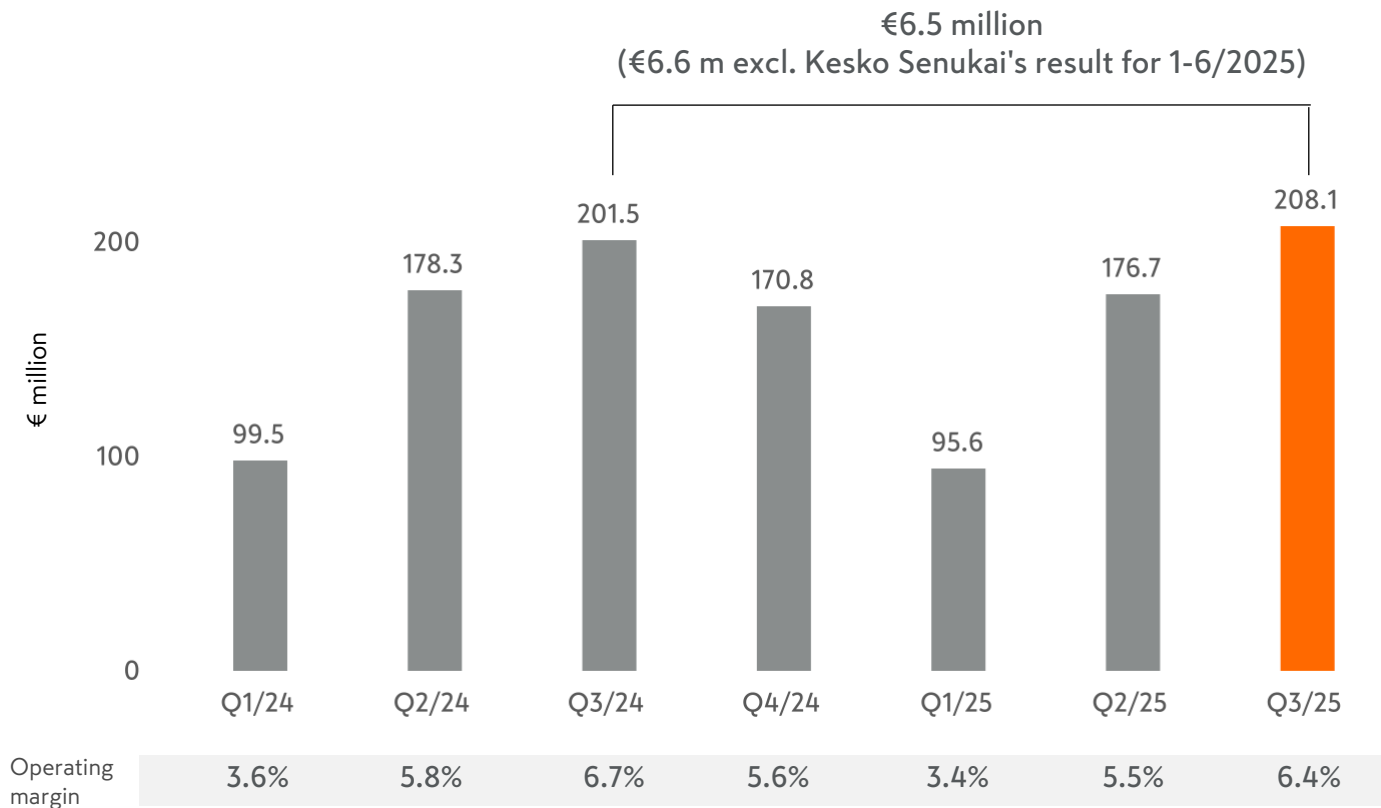
	Q3/2025	Q3/2024
Net sales, € million	3,227.3	3,026.6
Change in net sales, %*	3.5	-0.8
Operating profit, € million*	208.1	201.5
Operating margin, %*	6.4	6.7
Profit before tax, € million*	179.1	172.1
Earnings per share, basic, €*	0.36	0.34
Cash flow from operating activities, € million	287.7	285.6

* Comparable

NET SALES



OPERATING PROFIT

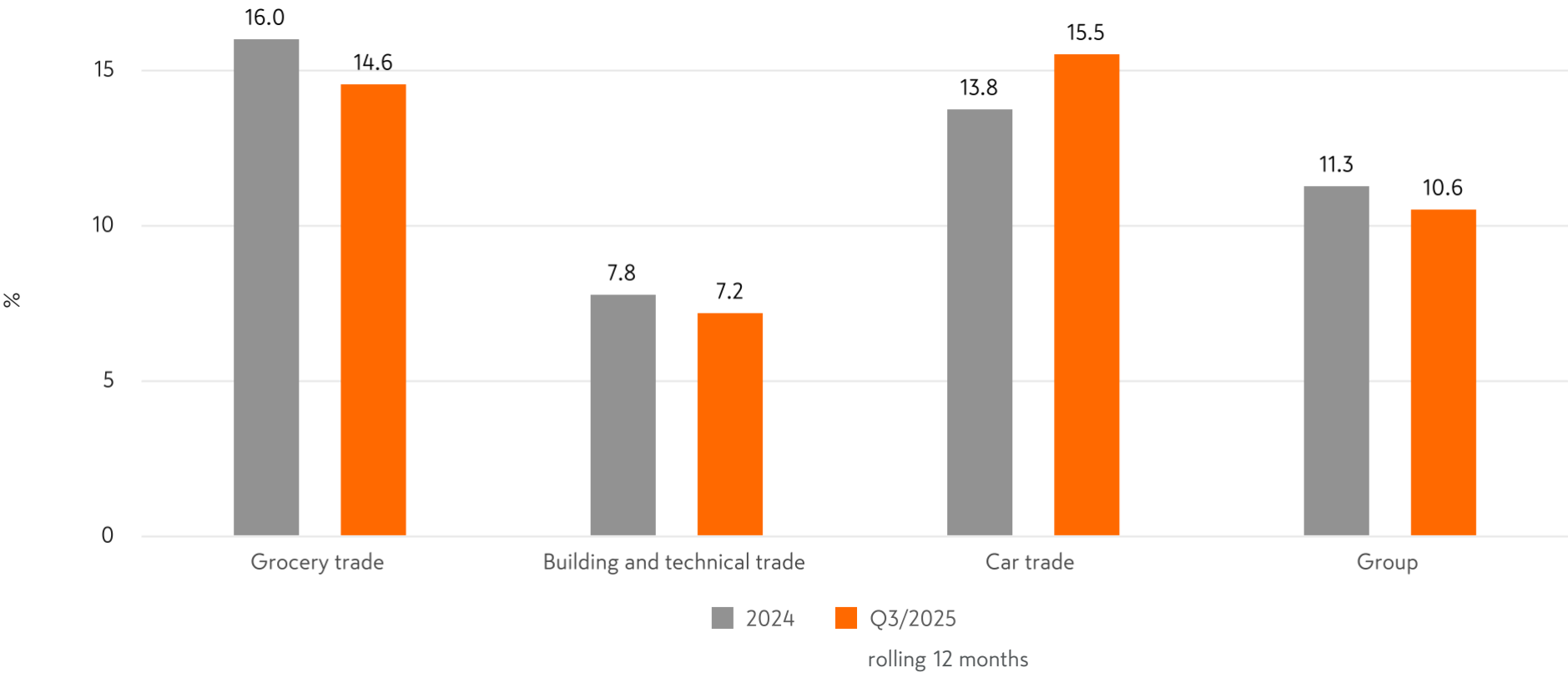


Comparable figures

Q3/2025 figure includes €-0.1 million from the share of result from Kesko Senukai in 1-6/2025

Q3/2025 figure excluding the share of result from Kesko Senukai in 1-6/2025 would have been €208.1 million

RETURN ON CAPITAL EMPLOYED



FINANCIAL POSITION

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

	Q3/2025	Q3/2024
Cash flow from operating activities, € million	287.7	285.6
Liquid assets, € million	97.4	219.9
Capital expenditure, € million	140.7	109.4
Interest-bearing net debt excl. lease liabilities, € million	1,368.0	855.8
Interest-bearing net debt / EBITDA (excl. IFRS 16 impact, rolling)	1.8	1.2
Lease liabilities, € million	2,076.1	2,011.7

CAPITAL EXPENDITURE

Main CAPEX: investments in store site and the Onnela logistics centre

	Q3/2025	Q3/2024
Store sites, € million	91.7	53.9
Acquisitions, € million	-	2.5
IT, € million	3.7	4.5
Other investments, € million	45.3	48.6
Total, € million	140.7	109.4

EXPENSES

**Expenses have increased mainly due to acquisitions –
without new acquisitions, expenses were up by just 1.3%**

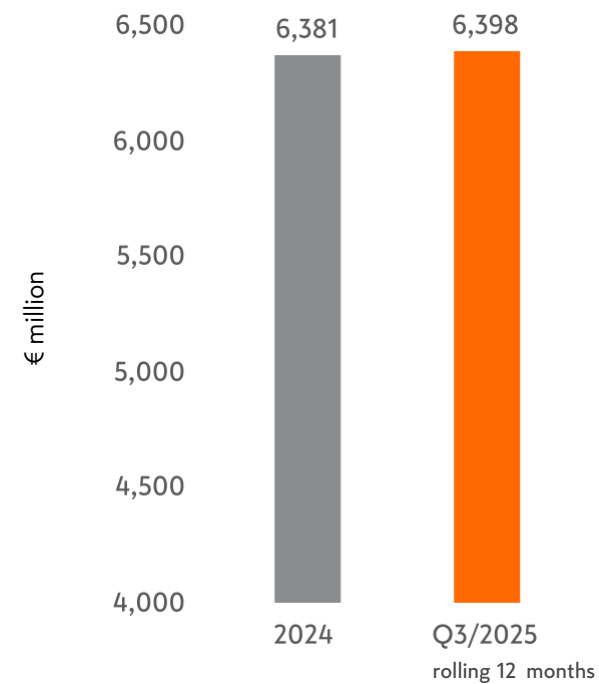
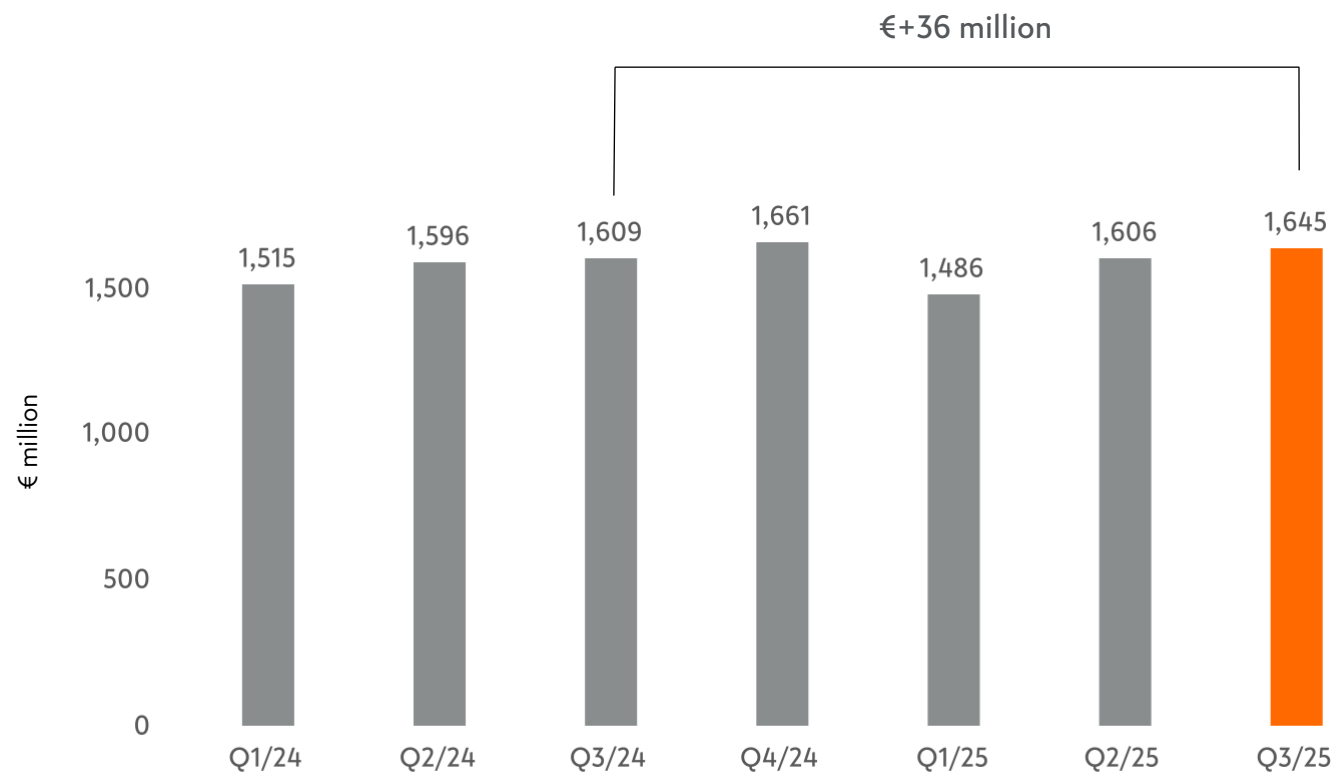
	Q3/2025	Q3/2024
Fixed costs, € million	507.3	484.1
- Employee benefit expenses, € million	208.0	192.7
- Other expenses, € million	155.1	149.9
- Depreciation, € million	144.2	141.5
Cost ratio, %	15.7	16.0

GROCERY TRADE Q3

**SALES INCREASED,
TURN FOR THE BETTER
IN GROCERY STORE
MARKET SHARE
DEVELOPMENT**

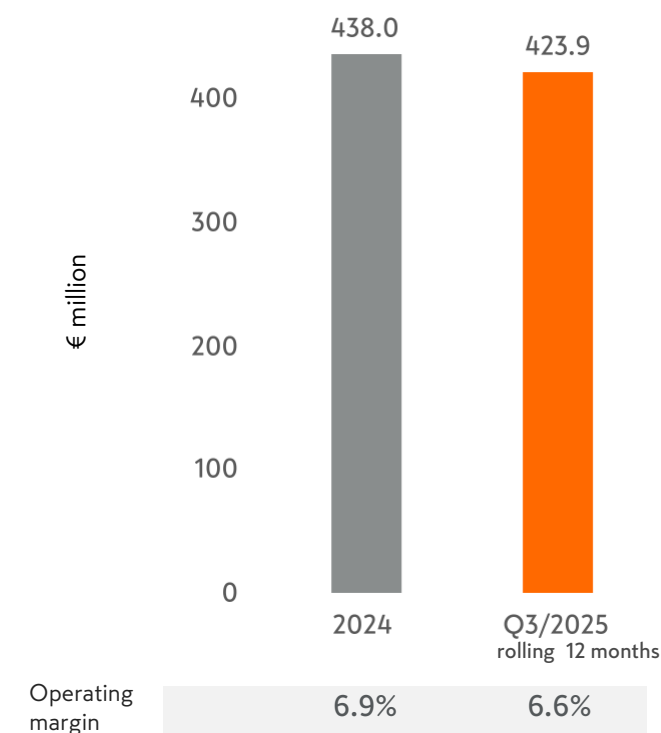
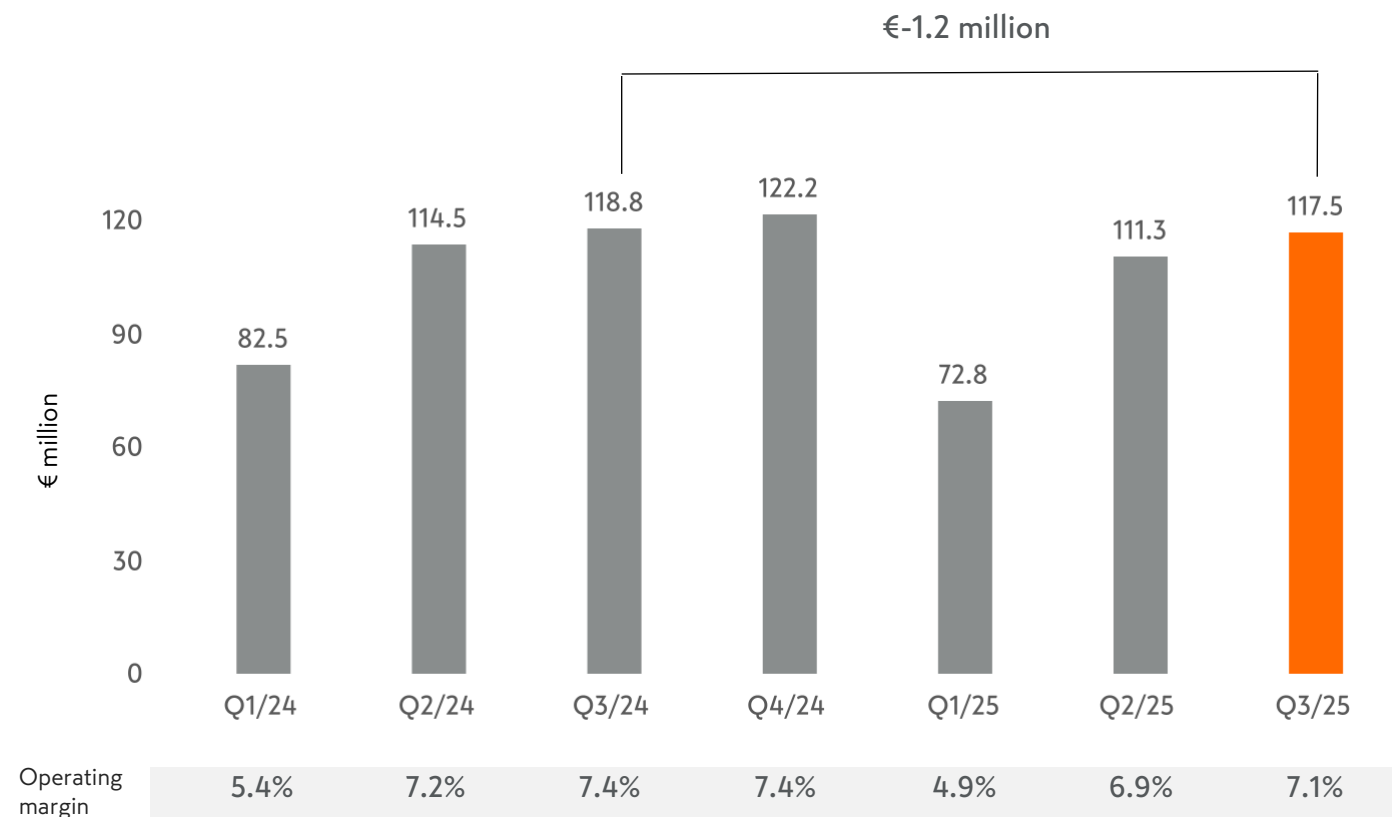


GROCERY TRADE NET SALES



GROCERY TRADE

OPERATING PROFIT



GROCERY TRADE HIGHLIGHTS IN Q3

- Division net sales increased, comparable operating profit slightly down
 - K Group grocery sales up by 3.6%
 - Kespro's net sales down by 0.2% – performance close to market pace
 - K-Citymarket non-food sales up by 3.2%, profit improved
- Customer flows continued to grow thanks to the price programme and campaigns
- Online grocery sales up by 9.9%
- Grocery price inflation in Finland approx. 2.7% (Statistics Finland, including VAT), price development in K Group stores only 1.2%
- Total grocery market grew by approximately 3.9%
- Market share development for K Group grocery stores has strengthened during the year and was close to market pace in Q3; in the hypermarket segment, K-Citymarket won over market share in 1-9/2025
- Grocery trade market remains price driven, but there are signs of demand growing for higher quality products and services





**# Our measures are yielding results,
market share development positive**

**# Our recipe for market share growth:
Quality x Price x Network**

STRONG NETWORK DEVELOPMENT IN ALL CHAINS – MAIN FOCUS ON GROWTH CENTRES

K-CITYMARKET

NEW STORES

- 2025 → Ideapark in Lempäälä, and Paavola in Lahti
- 2026 → Kivistö in Vantaa, Haapaniemi in Kuopio, Ylivieska
- 2027 → Porvoo, Ritaportti in Oulu*
- 2028 → Espoon keskus in Espoo, Redi Helsinki

REMODELLED STORES

- 2025 → 6 stores in total
- 2026 → 7 stores in total

K-SUPERMARKET

NEW STORES

- 2025 → Dyyni in Pori, Hiukkavaara in Oulu, Paraati in Jyväskylä, Kauhava, Herttuankulma in Turku
- 2026 → 7 stores

REMODELLED STORES

- 2025 → 15 stores in total
- 2026 → 19 stores in total

K-MARKET

NEW STORES

- 2025 → 8 stores (incl. 5 replacements to existing stores)
- 2026 → 12 stores (incl. 7 replacements to existing stores)

REMODELLED STORES

- 2025 → 24 stores in total
- 2026 → 38 stores in total

KESKO INVESTS IN GROWTH – STRENGTHENS MARKET POSITION WITH THREE NEW HYPERMARKETS IN THE GREATER HELSINKI AREA

- In Helsinki, Kesko will open a new K-Citymarket in the Redi shopping centre in Kalasatama, replacing the existing K-Supermarket Redi. The new K-Citymarket Redi is expected to open in 2027–2028, and will be Kesko's fifth hypermarket in Helsinki
- In Vantaa, Kesko has acquired a controlling interest in the Tikkuri shopping centre in Tikkurila, with plans to start construction on a new hypermarket towards the end of the decade. The new store will be Kesko's sixth hypermarket in Vantaa (new K-Citymarket Kivistö set to open before that)
- In Espoo, new zoning plan has taken effect and construction work has begun on a new hypermarket in Espoontori. The store is expected to open in 2028, and will be Kesko's third hypermarket in Espoo



Espoontori, Espoon keskus, Espoo

PRICE PROGRAMME REMOVES OBSTACLES FOR BUYING

Results promising

ACTIONS TAKEN:

- Prices reduced on over 1,000 branded products and some 200 Pirkka private label products in January 2025
- A shared investment of nearly €50 million by Kesko and K-retailers in the price programme in 2025
- Campaigns and targeted offers also set to continue

RESULTS SO FAR:

- Profitability 6.6%*, sales have increased
- Double-digit growth in sales of products with reduced prices
- Customer numbers up
- Average purchase has increased for several months
- Good progress in campaign sales, daily basic purchases also up

Price programme continues with a long-term focus

RAISING THE BAR IN QUALITY OFFERS SIGNIFICANT SALES GROWTH POTENTIAL

- K-retailers and store-specific business ideas our key competitive advantage
- We have many excellent stores, but there is still too much variation between the stores when it comes to quality
- It is critical to choose the right retailers, rotation normal – some 140 retailer changes each year
- Key actions:
 - Further crystallising each store-specific business idea
 - Revamping specific product categories, such as fruit & vegetables, bread and K-Citymarket non-food items
 - Utilising technology to improve quality and productivity
 - Developing operations in tight collaboration between Kesko and the retailers



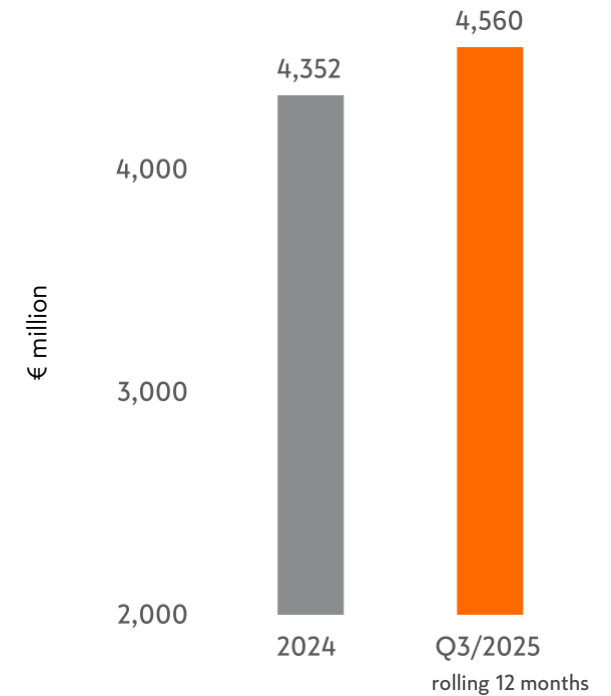
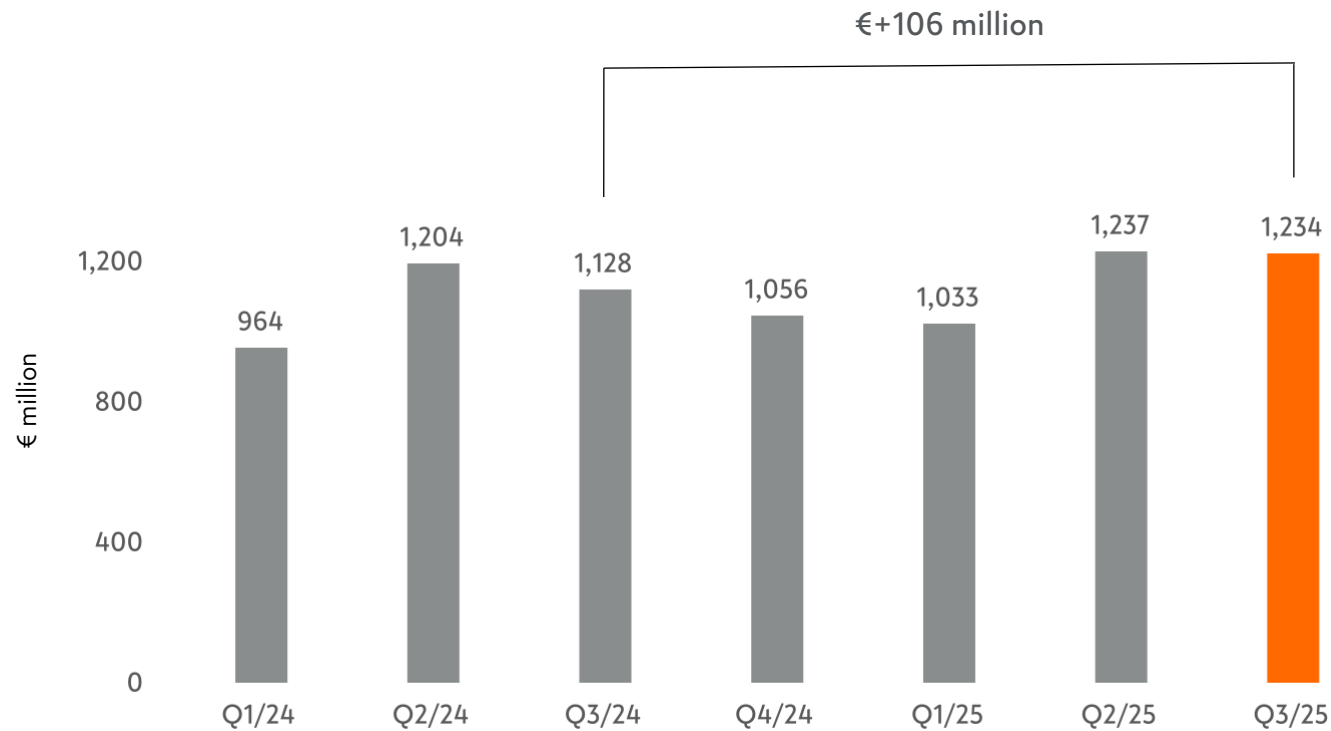
BUILDING AND TECHNICAL TRADE Q3

CYCLE RECOVERING, NOTABLE STRENGTHENING IN TECHNICAL TRADE SALES



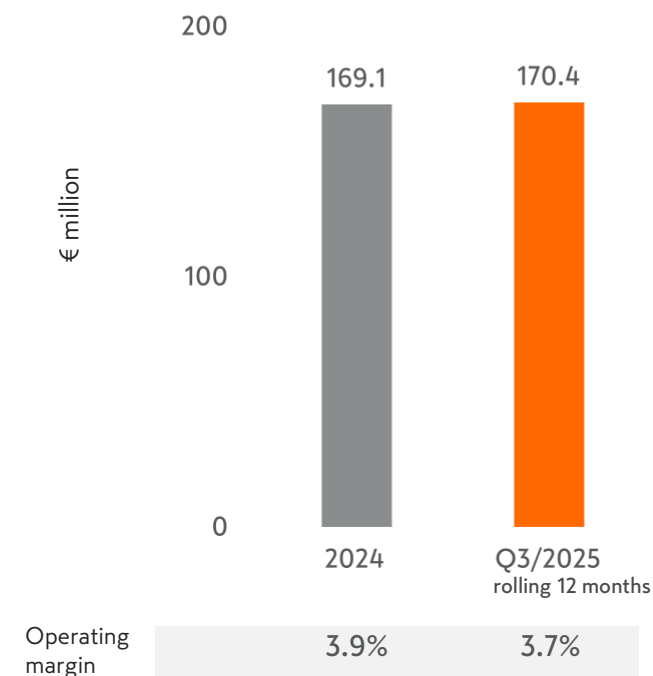
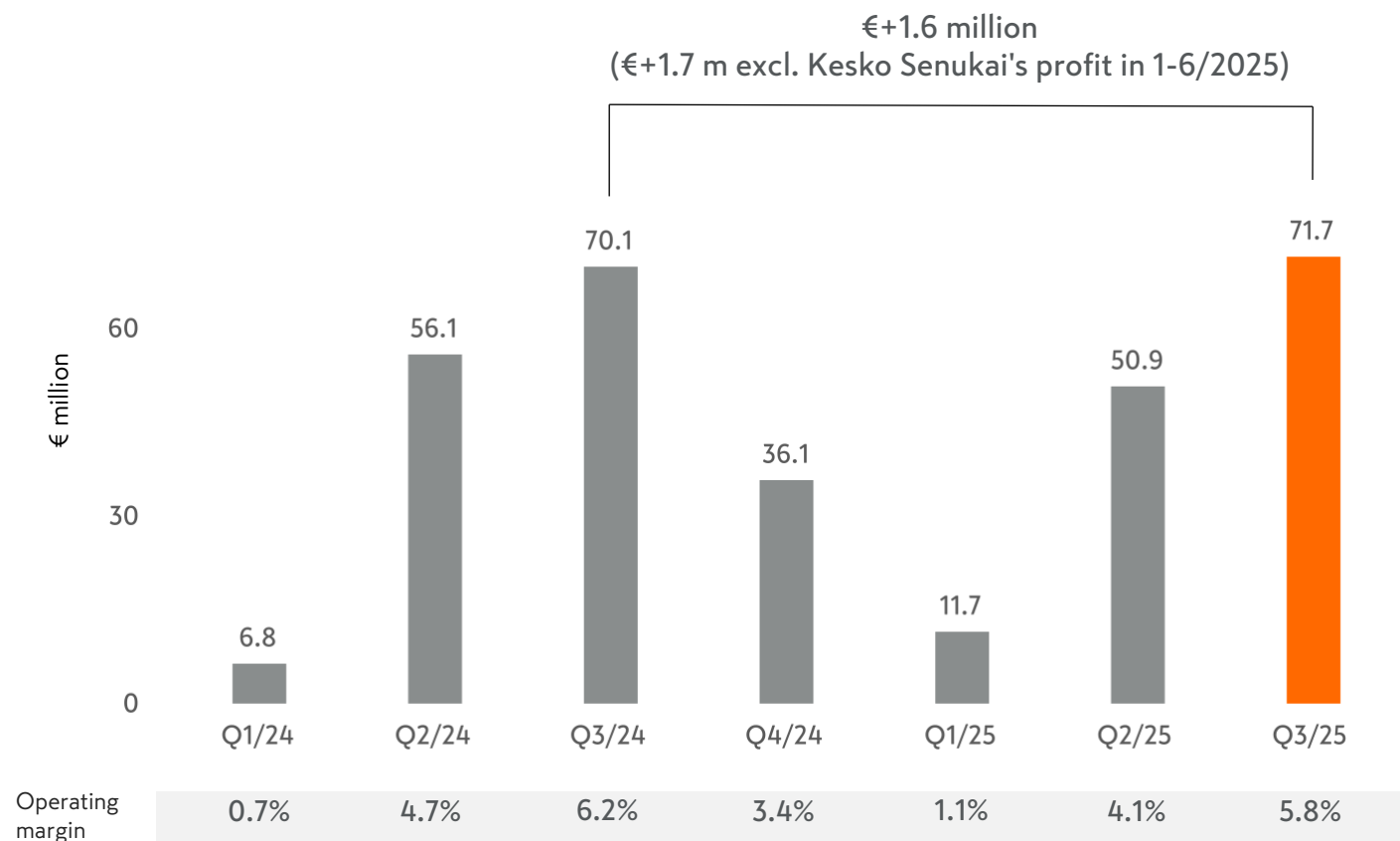
BUILDING AND TECHNICAL TRADE

NET SALES



BUILDING AND TECHNICAL TRADE

OPERATING PROFIT



Comparable figures

Q3/2025 figure includes - €0.1 million from the share of result from Kesko Senukai in 1-6/2025

Q3/2025 figure excluding the share of result from Kesko Senukai in 1-6/2025 would have been approx. €71.7 million

BUILDING AND TECHNICAL TRADE HIGHLIGHTS IN Q3

- Division net sales increased and profit improved
- Market demand weaker than anticipated, especially in new housing construction
- Technical trade sales increased significantly, while profit fell short of last year; building and home improvement trade net sales grew underpinned by acquisitions, but declined in comparable terms. Despite the increase in division sales, sales margin weakened due to continued tight price competition in a challenging market
 - Finland: K-Rauta building and home improvement trade sales decreased slightly year-on-year
 - Finland: Onninen technical trade sales increased for the first time in over two years
 - Norway: sales increased for Bygghuset and Onninen, profit also improved
 - Denmark: Davidsen sales development good, integration of acquired firms proceeding as planned
 - Sweden: conversion of K-Bygg stores continues and negatively impacts sales development and result
- Credit risk well under control, €1.2 million written down for trade receivables past due date (€0.5 million)
- Kesko Senukai reported its share of result for 1-9/2025 in Q3: in Kesko's Q3/2025 reporting, the share of result totals €7.4 million (Q3/2024: €4.8 million). Kesko Senukai's share of result for 1-6/2025 was €-0.1 and it was impacted by inventory write-down – in operational terms, the change was positive

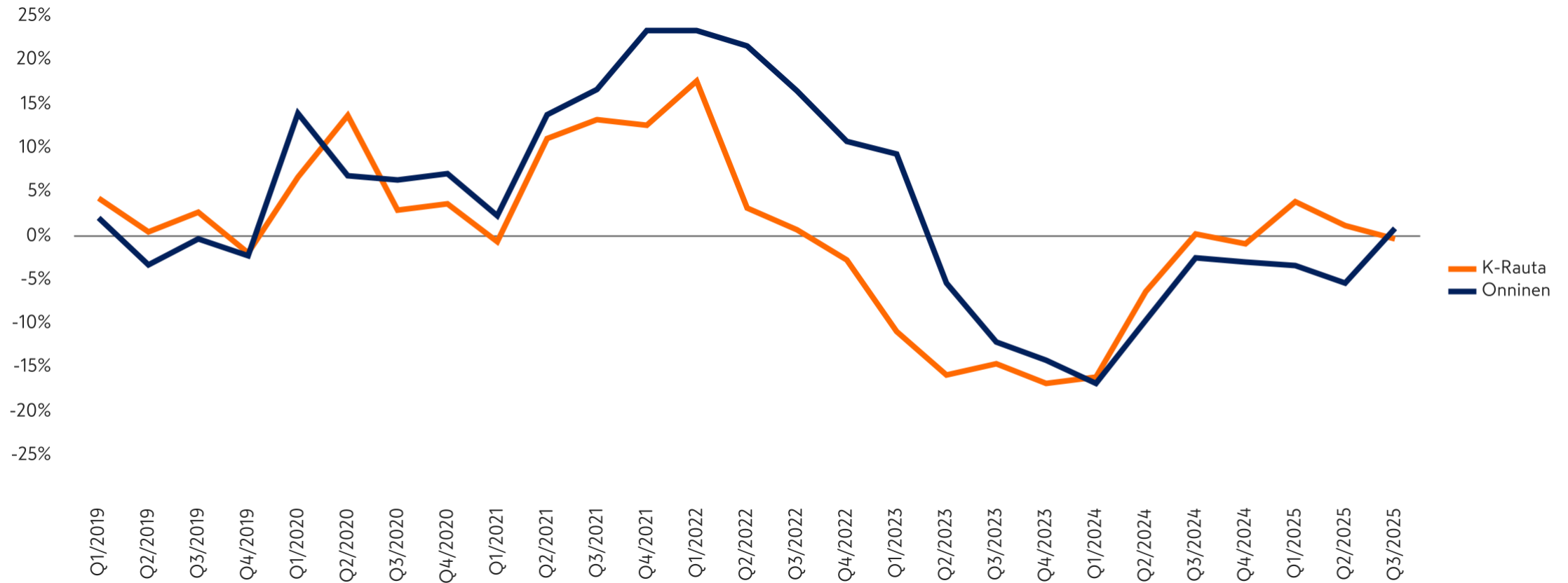
	Q3/2025	Q3/2024
Net sales, € million	1,233.6	1,128.0
Technical trade	596.8	578.0
Building & home improvement trade	655.6	567.0
Operating profit*, € million	71.7	70.1
Technical trade	33.5	35.7
Building & home improvement trade	30.8	29.5
Operating margin, %*	5.8	6.2
Technical trade	5.6	6.2
Building & home improvement trade	4.7	5.2

*Comparable



SALES OF K-RAUTA FINLAND AND ONNINEN FINLAND

Retail and
B2B sales



ONNINEN SERVES EXTENSIVELY VARIOUS CONSTRUCTION SEGMENTS

Four Onninen Finland customer groups



TECHNICAL CONTRACTORS

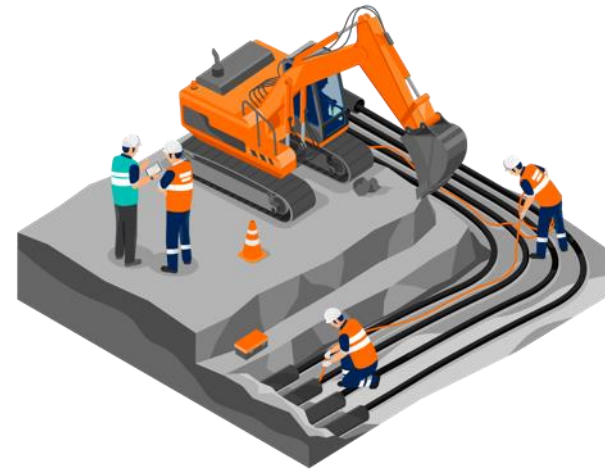
ELECTRICAL
HEPAC

Share of sales
50%



INDUSTRY

Share of sales
20%



INFRASTRUCTURE

Share of sales
20%



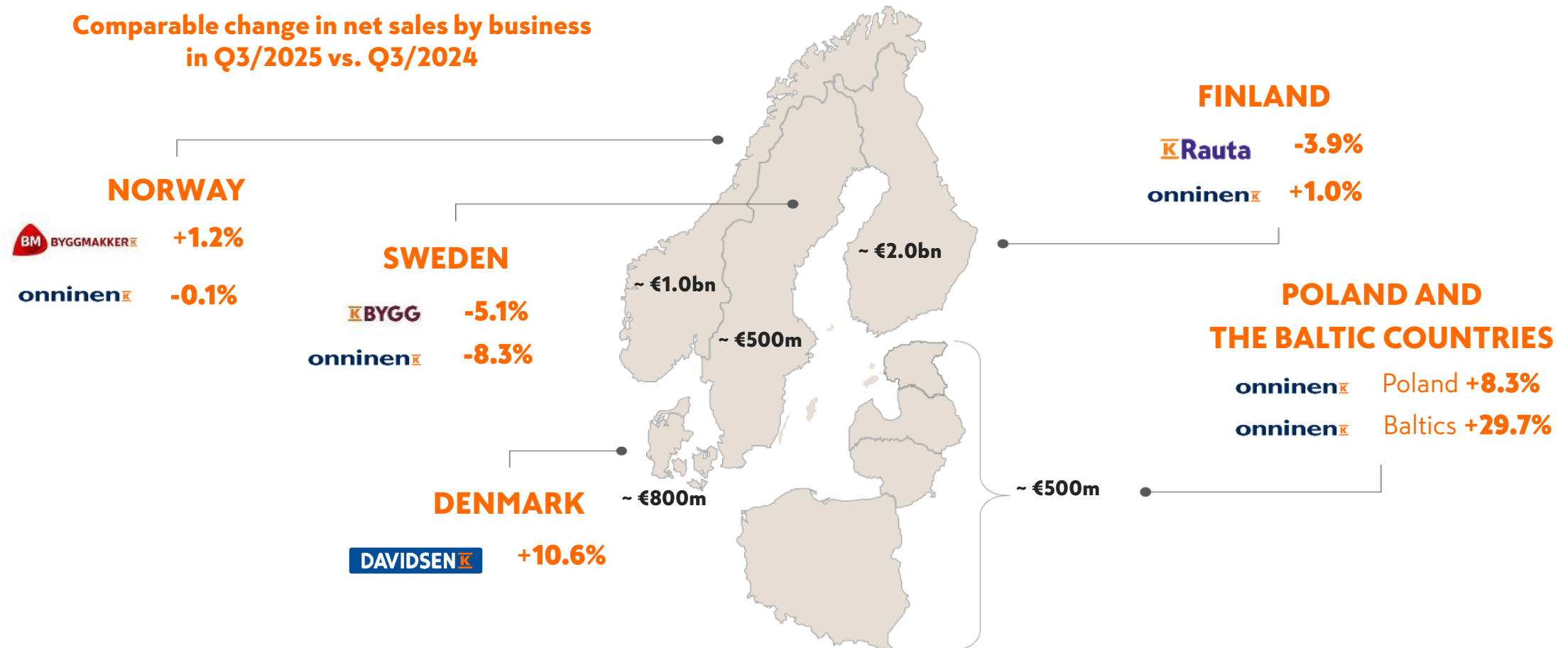
TECHNICAL PRODUCT RETAILERS AND OTHER B2B CUSTOMERS

Share of sales
10%



NEARLY 60% OF SALES COME FROM OUTSIDE FINLAND – PACE OF RECOVERY VARIES BETWEEN COUNTRIES

Comparable change in net sales by business
in Q3/2025 vs. Q3/2024



ONNELA LOGISTICS CENTRE IN HYVINKÄÄ, FINLAND NOW COMPLETED

- Serves mainly Kesko's technical trade company Onninen and also K-Auto's car spare parts logistics
- Construction completed in August 2025, move and ramp up during the winter quiet season, fully operational at the end of Q1/2026
- K-Rauta's central warehouse - which is currently outsourced - will move to Onninen's former warehouse in Hyvinkää, enabling synergies in e.g. staff resourcing
- Onnela enables growth once the market strengthens, brings efficiency benefits as volumes grow
- Good timing in construction: original cost estimate €300 million, actual cost clearly below that at less than €250 million

ONNELA ENABLES FUTURE GROWTH



+93%
building
volume m³



+172%
product places
in automation



+38%
warehouse
area m²



+69%
pallet spaces



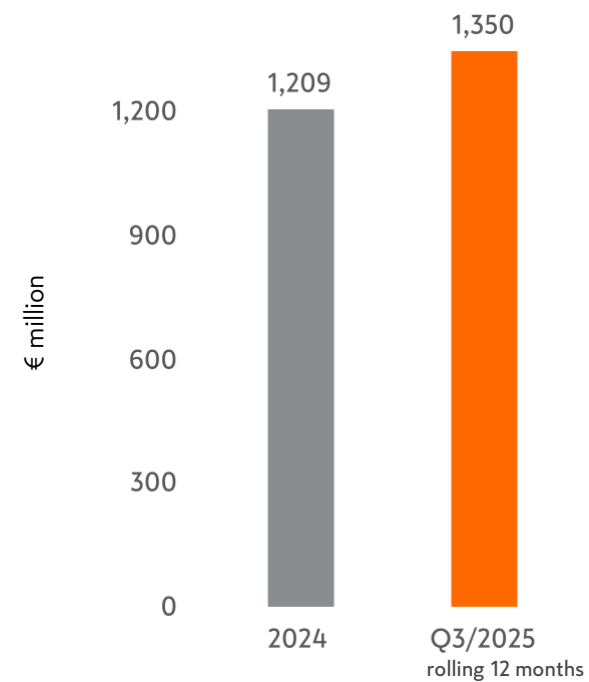
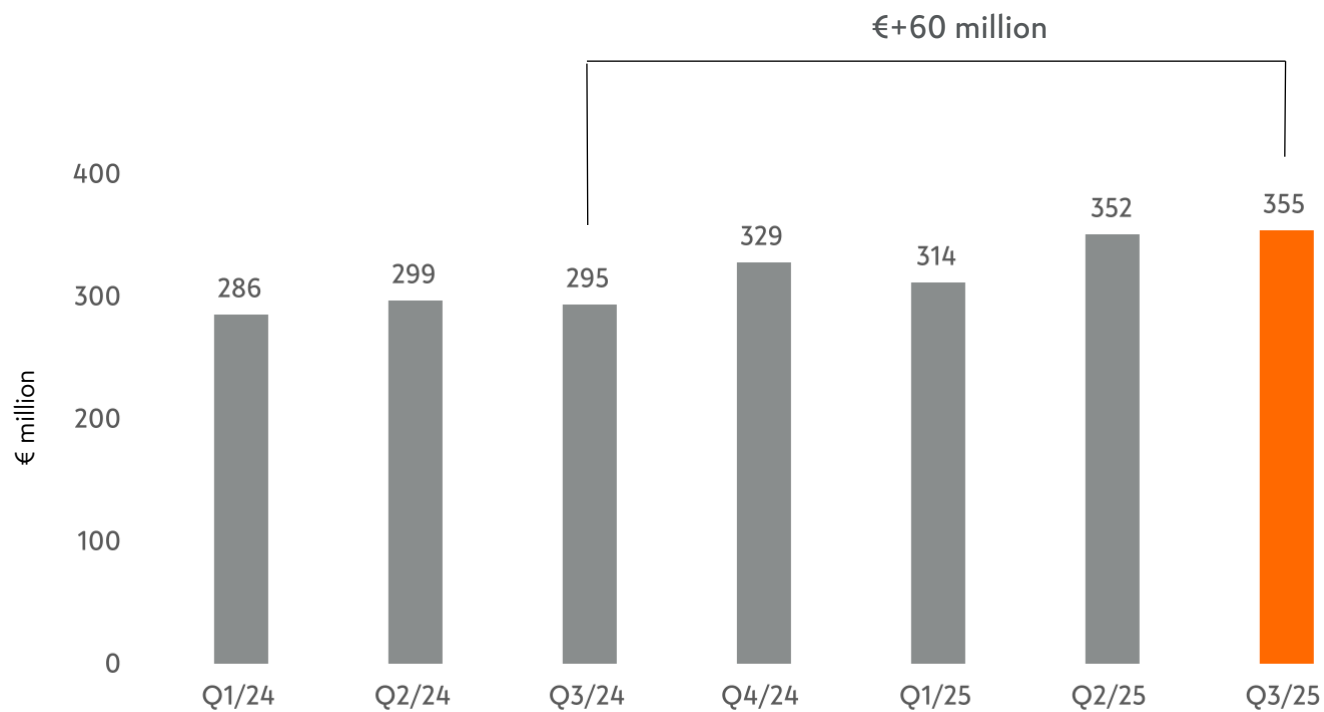
+100%
expansion potential
on the plot

CAR TRADE Q3

STRONG PROFIT DEVELOPMENT CONTINUED

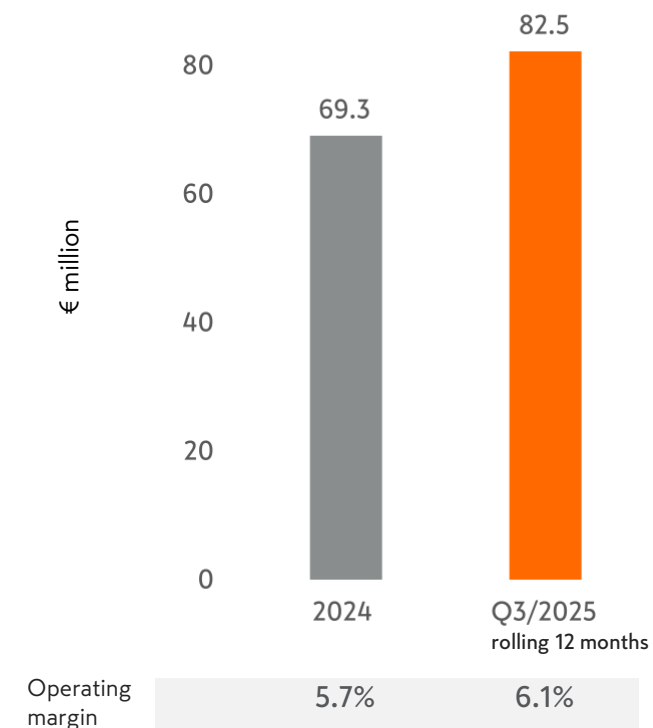
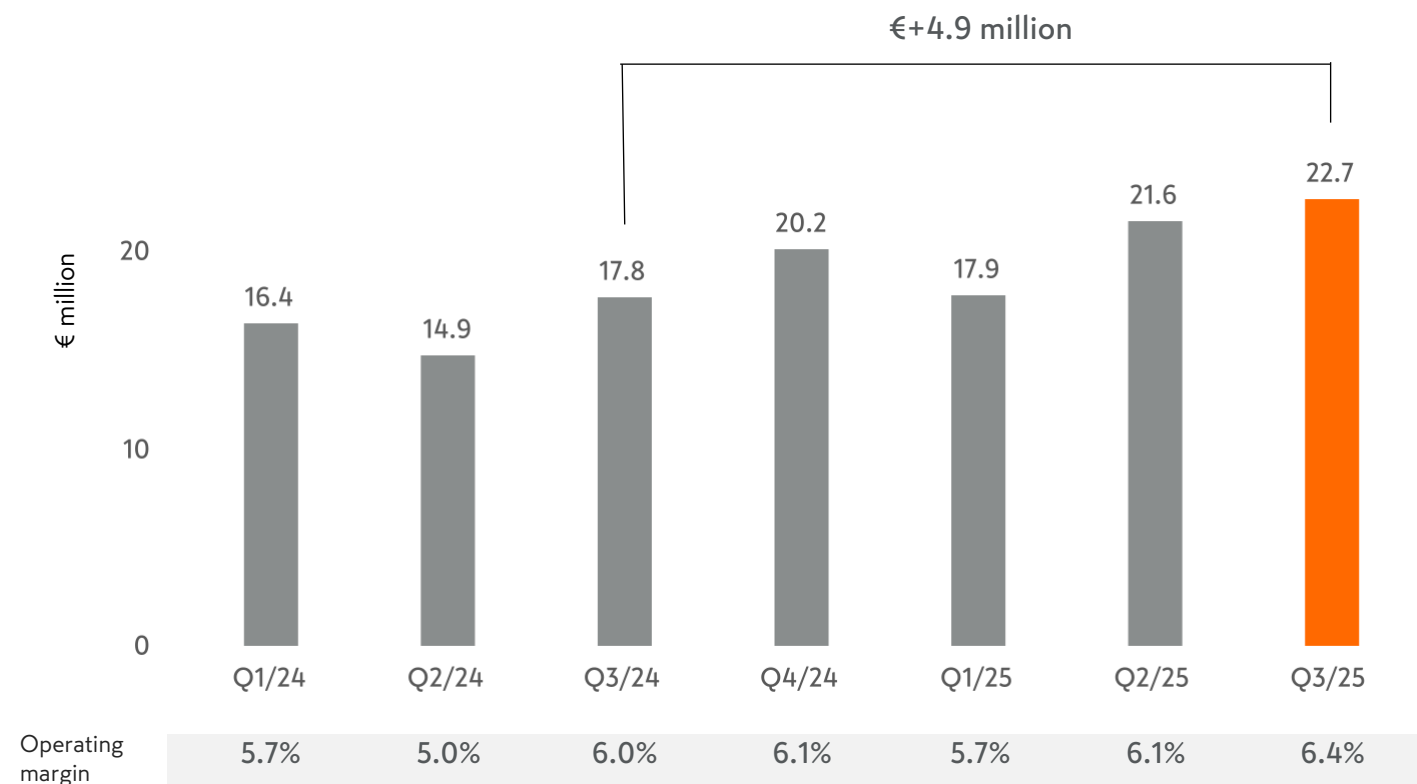


CAR TRADE NET SALES



CAR TRADE

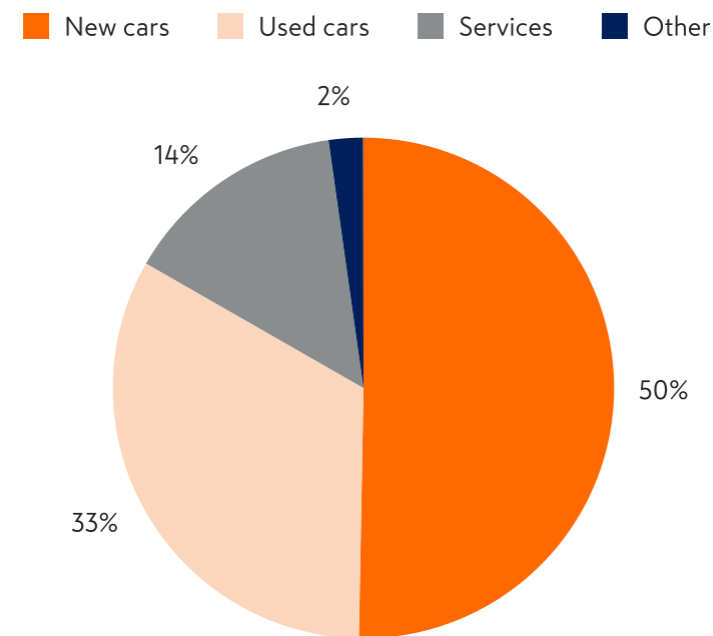
OPERATING PROFIT



CAR TRADE HIGHLIGHTS IN Q3

- Net sales and comparable operating profit grew markedly despite the market remaining challenging
- Market demand for new cars still muted, Q3 first registrations of passenger cars and vans up by 2.5%; first registrations of brands represented by Kesko up by 18.2% in Q3
- Good development attributable to constantly improving operational excellence and attractive new car models
- Market trend in sales of used cars from dealerships to customers (in units) down by 0.1 %, used car sales for K-Auto up by 24.7%
- 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



Net sales for the division's car trade businesses, Q3/2025, rolling 12 months

'Other' consists primarily of car leasing services



SPECIFIED PROFIT GUIDANCE FOR 2025 AND OUTLOOK FOR 2026

PROFIT GUIDANCE FOR 2025 (SPECIFIED)

Kesko Group's profit guidance is given for the year 2025, in comparison with the year 2024.

Kesko's operating environment is estimated to improve in 2025, but to still remain somewhat challenging. Kesko's comparable operating profit is estimated to improve in 2025. Kesko estimates that its 2025 comparable operating profit will amount to €640–690 million. Kesko previously estimated that the comparable operating profit would amount to €640–700 million.

The updated profit guidance is based on the results for 1-9/2025 and the slower-than-anticipated cycle recovery in building and technical trade in the third quarter. 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 in line with Kesko's strategy for 2024–2026.

In 2026, the comparable operating profit for the grocery trade division is estimated to improve on 2025.

In building and technical trade, the cycle has not improved in 2025 as expected at the start of the year.

In 2026, the cycle is expected to improve moderately from an exceptionally low level. In 2026, the comparable operating result for the building and technical trade division is estimated to improve on 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. In 2026, the net sales and comparable operating profit for Kesko's car trade division are estimated to improve on 2025.

A good result with positive development in all divisions despite the challenges in Kesko's operating environment.

In grocery trade, strategic measures yielding results. Market share development for grocery stores has taken a turn for the better, Kespro's market share strong. Grocery trade market showing signs of picking up.

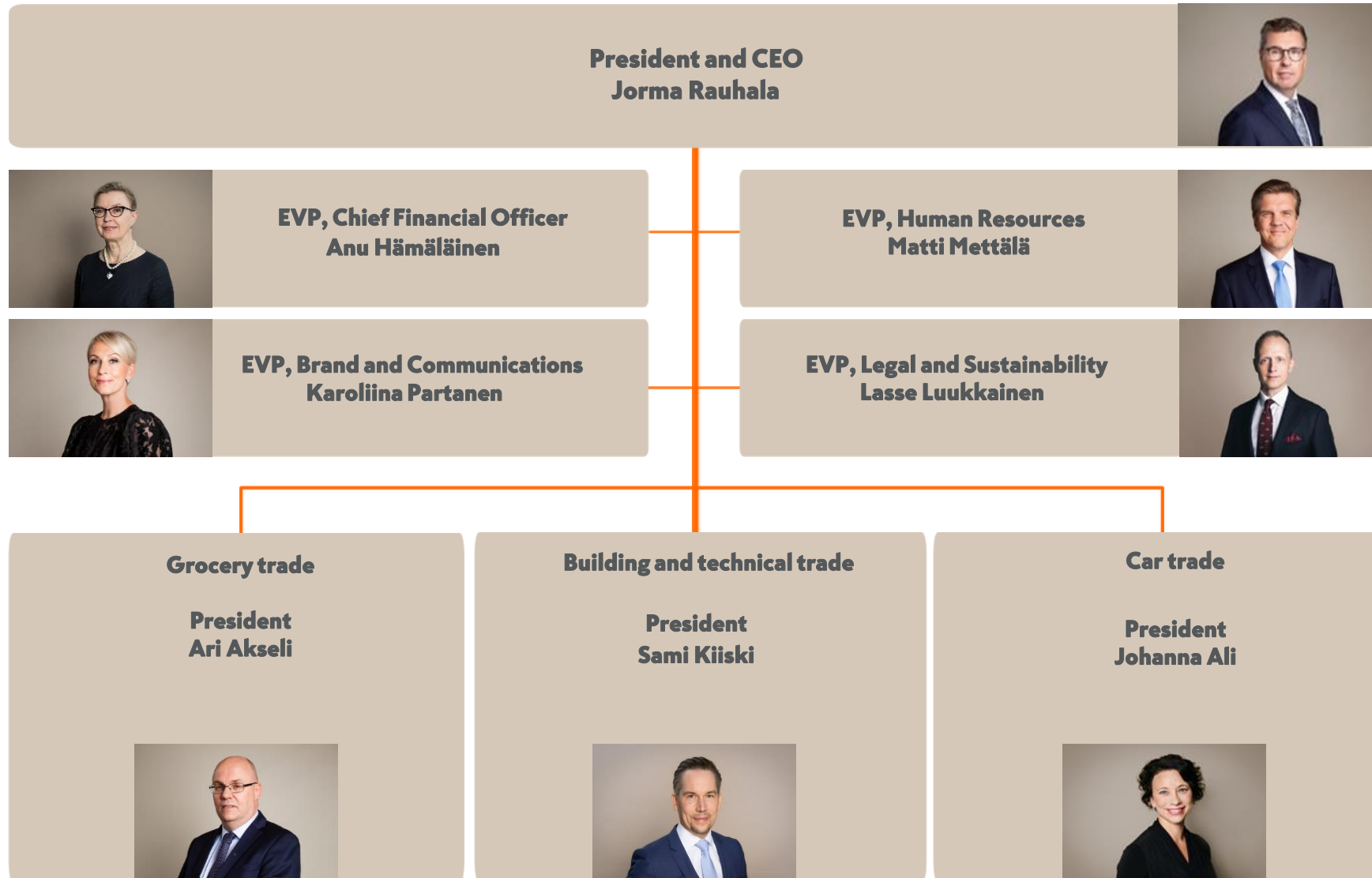
In building and technical trade, sales clearly up in Denmark, Poland and the Baltic countries. Technical trade sales stronger. Construction cycle strengthening, but at a more moderate pace than previously anticipated.

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

All three divisions well-positioned for market strengthening in 2026.

MANAGEMENT AND IR CONTACT

KESKO GROUP MANAGEMENT BOARD



IR CONTACT



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