

VERKKOKAUPPA.COM OYJ
CAPITAL MARKETS DAY 2026



***BEST-BUILT FOR
WINNING FUTURE
RETAIL***

PANU PORKKA
CEO

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TEAM INTRODUCTION

 Presenting today



PANU PORKKA
CEO



ANNE-MARI PAAPIO
Chief Supply
Chain Officer



JESPER BLOMSTER
CFO



SUVITUULI TUUKKANEN
Chief Marketing,
Communications and
Sustainability Officer



VILLE SAMMALKORPI
Chief Strategy &
Technology Officer



SATU BERLIN
Chief Human
Resources Officer



PEKKA LITMANEN
Chief Experience Officer

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VERKKOKAUPPA.COM
TODAY

FINLAND'S LEADING ONLINE RETAILER

CUSTOMERS' CHOICE

Large active customer base with double-digit growth momentum¹

~1M (+12% y/y)

YEARLY ACTIVE CUSTOMERS

CURATED ASSORTMENT

Optimized for availability and fast delivery at scale

~60,000

PRODUCTS IN ASSORTMENT

FINANCIAL POSITION

Return to growth driven by structural improvements

526.5M (467.8M)

REVENUE 2025

Continued strong traffic growth

>83M (+10M y/y)

ANNUAL WEBSITE VISITS

Most engaged customers in the market

>564,000

PRODUCT REVIEWS

8x profitability improvement marking a clear turnaround

14.8M (1.8M)

COMPARABLE EBIT 2025

Highest customer loyalty among Finnish online retailers in EPSI study²

#1

IN CUSTOMER LOYALTY

Exceptionally low return rate

0.7%

RETURN RATE

Profitability translating into shareholder returns

0.27 € (-0.02€)

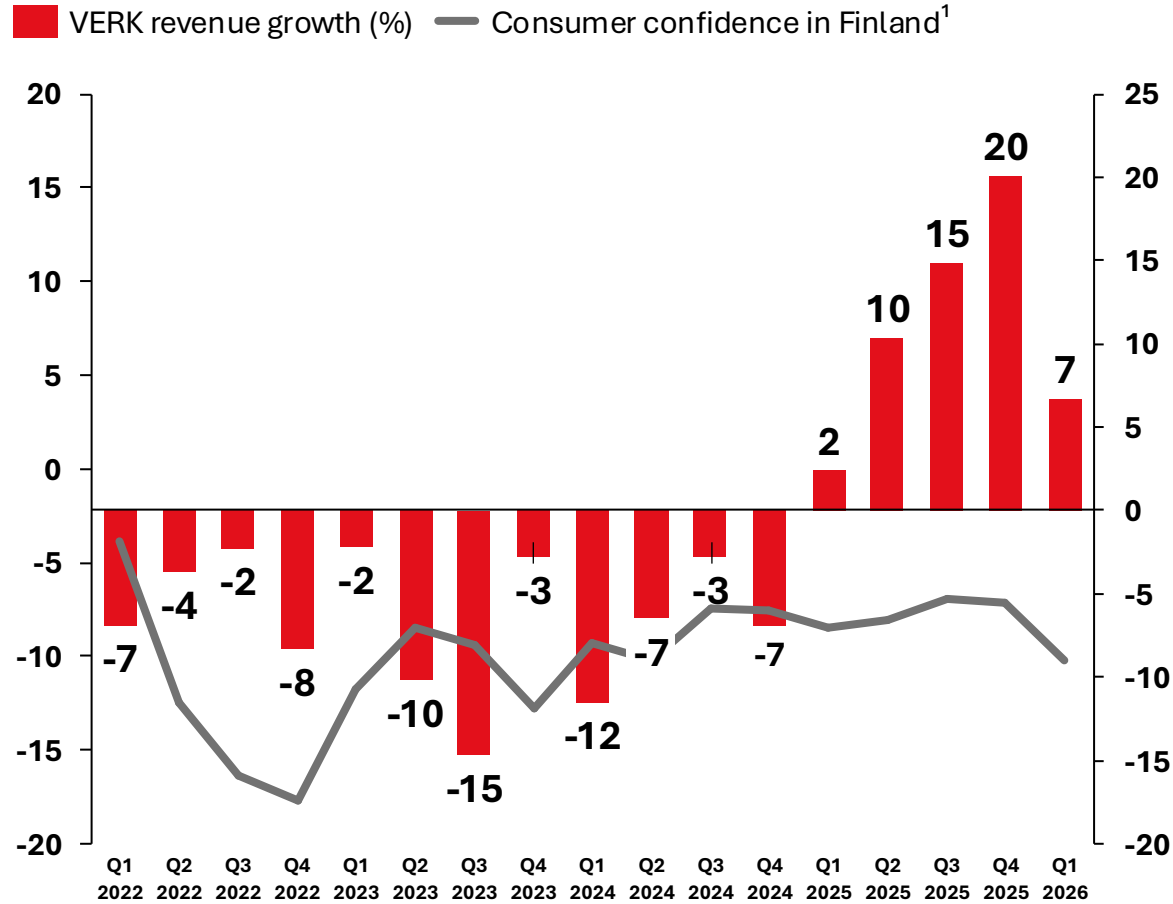
EARNINGS PER SHARE



CLEAR DECOUPLING FROM CONSUMER CONFIDENCE – GROWTH OUTPERFORMING THE MARKET

Decoupled from the macro

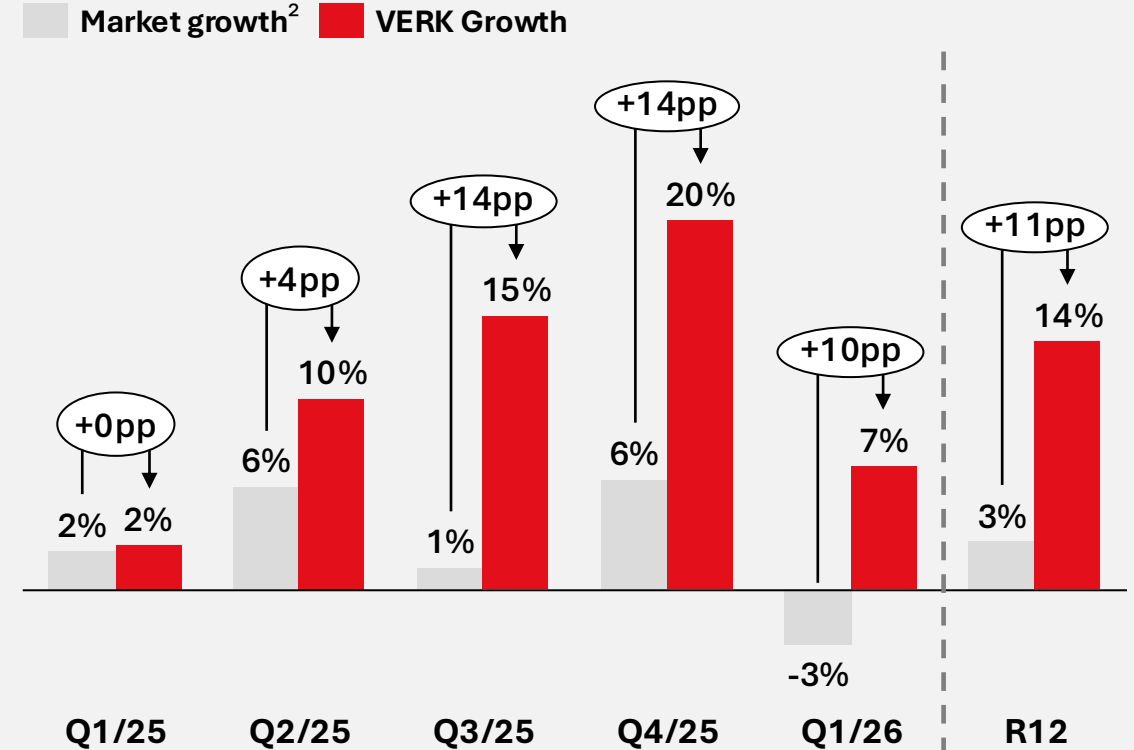
Sustained revenue growth despite persistently weak consumer confidence



Note: Quarterly consumer confidence indicator (CCI) calculated as a quarterly average from monthly index data

Outperforming the market

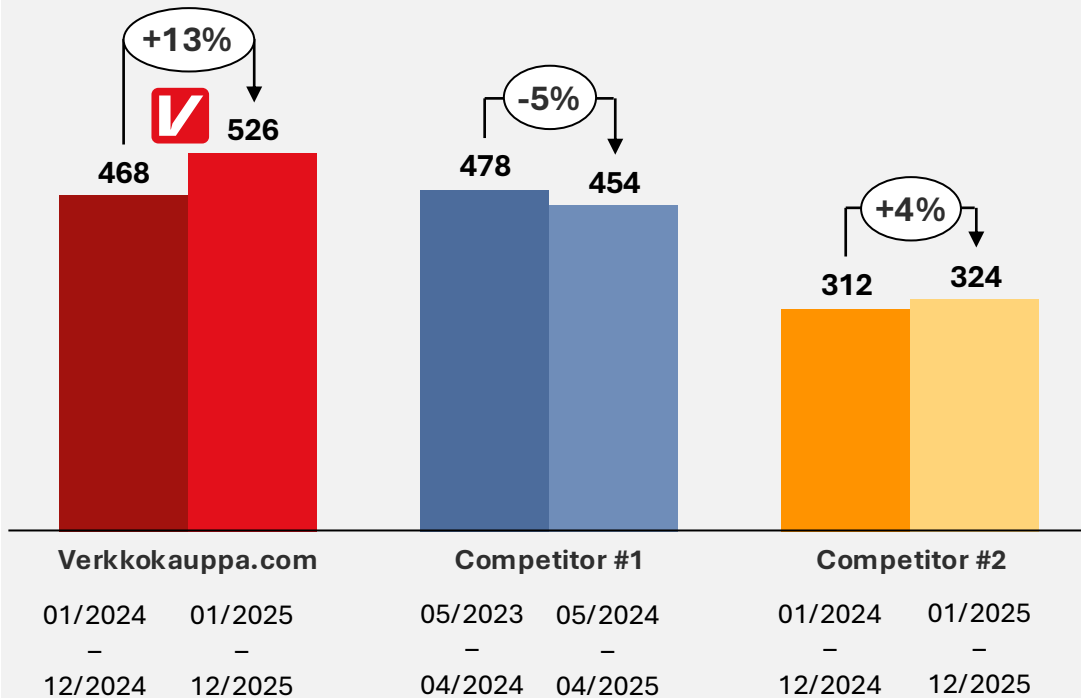
VERK growth has consistently exceeded the market during recent quarters



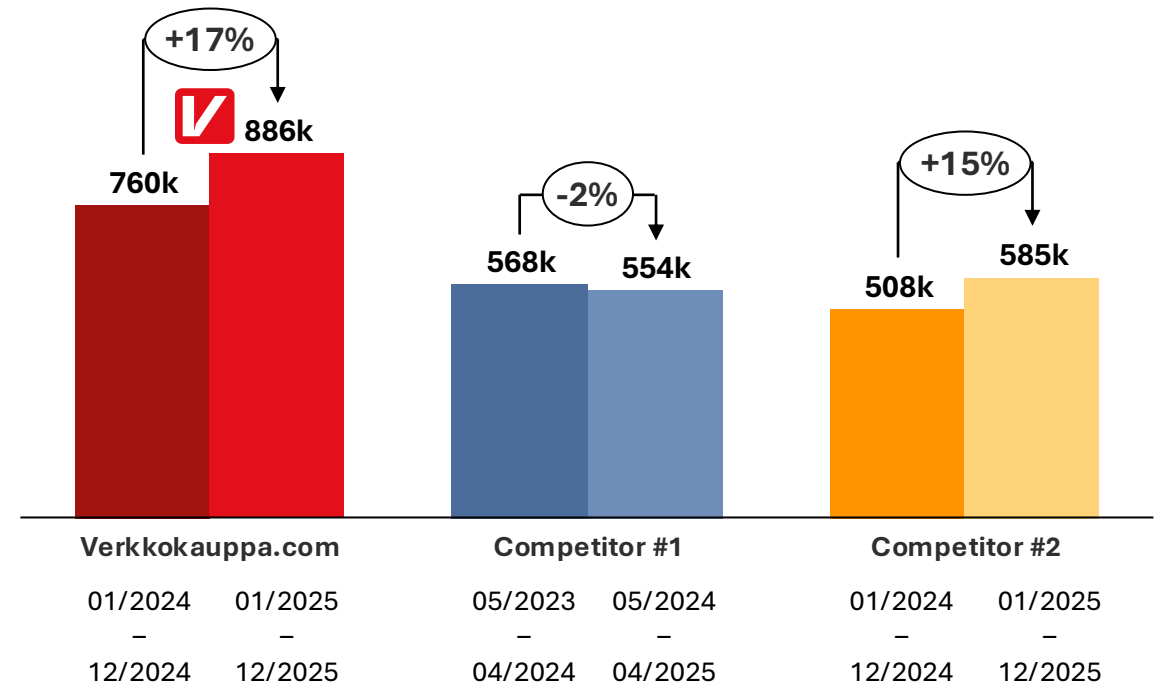
Sources: ¹Statistics Finland, consumer confidence, ²ETKO Consumer Electronics Index (Finland), GoTech

LEADING THE MARKET WITH THE MOST EFFICIENT OPERATIONS

Revenue, MEUR



Revenue/employee, KEUR



Source: Financial statements releases and Kauppalehti (a leading Finnish business newspaper)

#1 IN FINLAND, TOP 3 IN NORDICS – LEADING IN OMNICHANNEL RETAIL

LEADING CUSTOMER EXPERIENCE ACROSS THE FULL JOURNEY, CLEARLY AHEAD OF MARKET AVERAGE

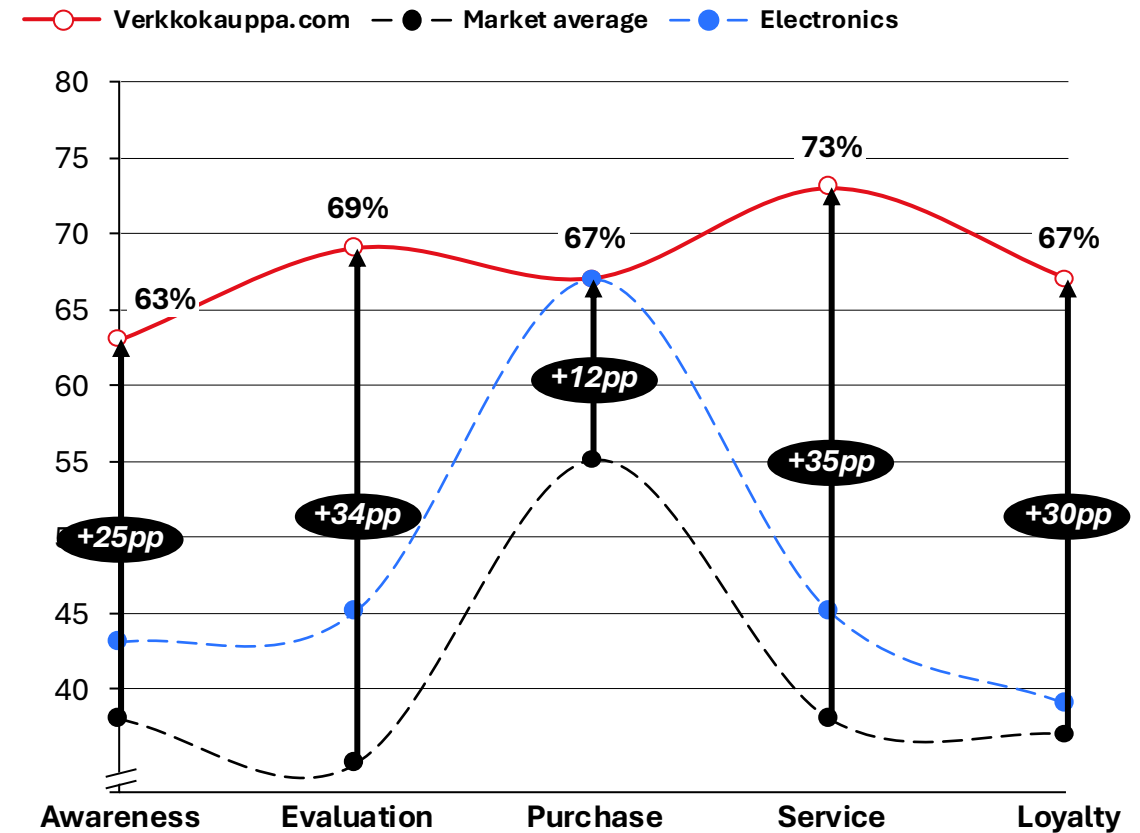


- +30pp above market average (68% vs. 38%)
- Leading service capability (+35pp vs. market)
- Best-in-class fulfilment and availability (100%)
- Clear outperformance vs. peers (majority below 50%)

Only a small minority exceeds 50% – clear leadership position

Source: Omnichannel Index 2026 (IMPACT + Google) covering 373 retailers across 6 European markets

VERKKOKAUPPA.COM OUTPERFORMS THE MARKET IN ALL CUSTOMER JOURNEY TOUCHPOINTS



Scores are expressed as numbers between 1 and 100, with 100 being the highest possible score.

A STRONG BRAND TRANSLATING TO MEASURABLE GROWTH

#1 IN CUSTOMER PREFERENCE

Source: Kantar brand tracking study Q1/2026, quarterly n=1,800

#1 IN TRUST & REPUTATION

Source: Trust & Reputation 5/2026, n=1,375 Finns – #1 in its peer group

WINNING AT THE HIGHEST LEVEL OF GLOBAL CREATIVE AWARDS



EXAMPLE: TIKTOK CURRENCY, THE VIRAL PAYBACK

TikTok awards Grand Prix, Grand One x 3, One Show (Bronze & honorable mentions), Eurobest shortlist, Vuoden huiput (best campaign)

ORGANIC VIEWS

11.7M

Total reach

+344M

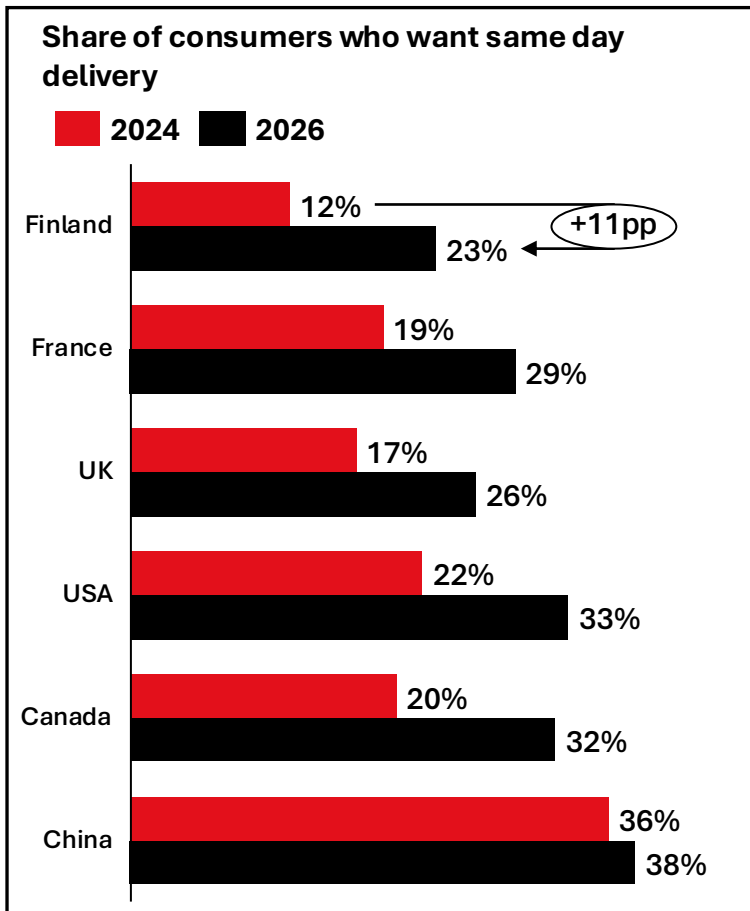
BRAND MENTIONS INCREASED

+3884%



ACCELERATING ONLINE TRANSITION THROUGH FAST DELIVERIES

1 STRONG UNMET DEMAND FOR FAST DELIVERY IN FINLAND



Source: Statista, Consumer insights survey 1/2024 & 1/2026, n=1,004-8,603 (country-specific samples)

2 OUR FAST DELIVERIES ACCELERATE ONLINE TRANSITION

Fast deliveries growing at scale

+70%

Volume growth 2025 vs 2024

Online is taking share

70%

Online share in 2025

Fast delivery customers are valuable

+71%

Higher Customer Lifetime Value
Q2/2025-Q1/2026 compared to others

Fast delivery customers are active

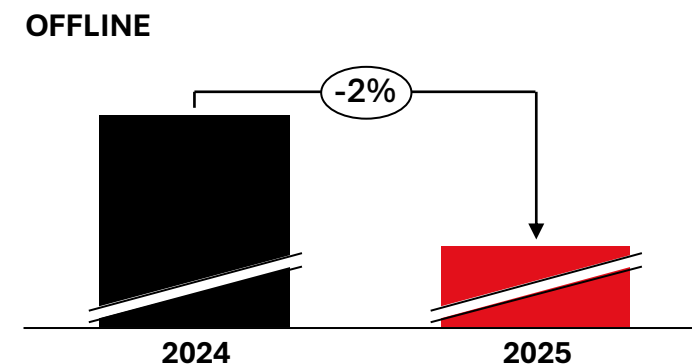
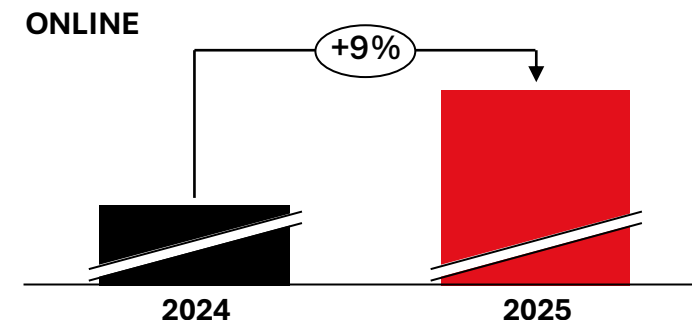
+57%

Higher order frequency Q2/2025-Q1/2026
compared to others

Source: Company information

3 ONLINE IS A KEY DRIVER OF ELECTRONICS & HOME APPLIANCE MARKET RECOVERY

Clear structural shift from offline to online



Source: Nielsen IQ GfK, Panelmarket (TVs excluded)

LEADING ASSORTMENT OPTIMIZED FOR FAST DELIVERIES

ASSORTMENT DESIGNED
FOR FAST FULFILMENT

34K SKUs

*Available fast delivery assortment
SKU count on Q1/2026*



HIGH AVAILABILITY
ENABLES FAST
DELIVERIES

+8pp

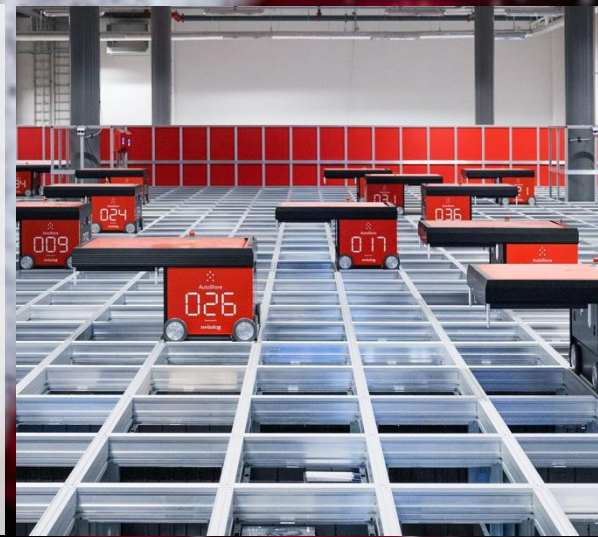
*Improvement in Core assortment
availability Q1/2026 (Q1/2025)*



DISCIPLINED CORE
ASSORTMENT
MANAGEMENT

+11%

*Core assortment sales change %
Q1/2026 (Q1/2024)*



TOP-TIER PARTNER FOR IT
SUPPLIERS 2025 (2024)

74.9

(69.8)

*Source: Gradient Benchmark 2025,
Computer/Gaming Supplier evaluation*



WE COMBINE ASSORTMENT BREADTH WITH QUALITY – REFLECTED IN CUSTOMER RATINGS AND RETURNS

**STRONG CUSTOMER
ENGAGEMENT AND SCALE**

564,000

Number of customer reviews

**HIGH CUSTOMER
SATISFACTION**

4.4

Average customer review (1-5)



**STRONG PRODUCT QUALITY
AND ASSORTMENT**

0.7%

Return rate in 2025



STRÖME SUPER SILENCER
AIR DELUXE

"I had been considering hair dryer for a long time. This proved to be a great purchase. Lightweight, comfortable to hold, and not too short. The colors are excellent. Easy, light buttons to use."

— Johanna, 35–44, 14 April 2026

"I am satisfied with this product. The quality is good and it is comfortable to use. The price is reasonable for the quality. I would recommend it to others."

— Rahim, 25–34, 23 December 2025

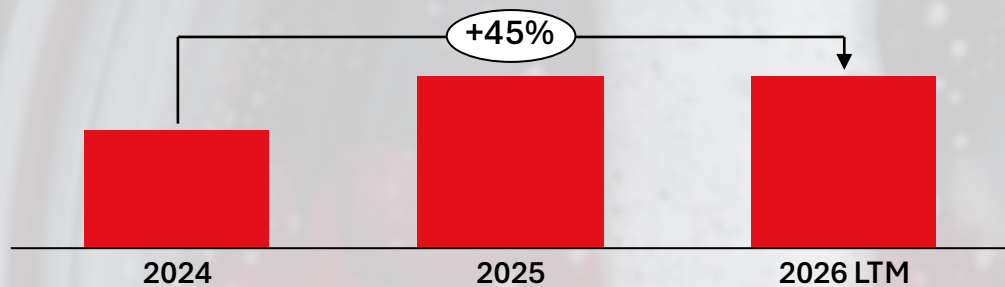


STRÖME 2-IN-1 AIR FRYER
GRILL AIR FRYER



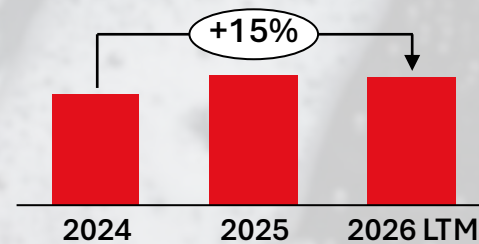
OWN BRANDS REPRESENT A SIGNIFICANT REVENUE AND MARGIN OPPORTUNITY

IMPROVEMENT IN OWN BRANDS' GROSS MARGIN



€ Gross margin development

OWN BRANDS DEVELOPING STRONG



Sales change %



LEADING OWN BRANDS

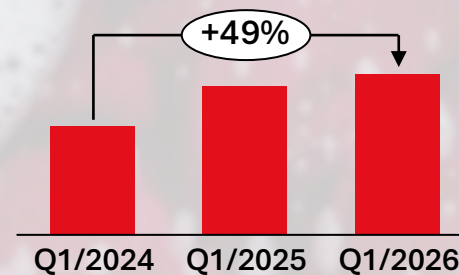
Anton Oliver.

STRÖME

PROCASTER

BLACKSTORM

WIDE RANGE OF OWN BRAND PRODUCTS



Unique own brand SKUs sold

SCALING OWN BRANDS INTO NEW MARKETS UNLOCKS SIGNIFICANT GROWTH POTENTIAL



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DELIVERING ON OUR STRATEGY

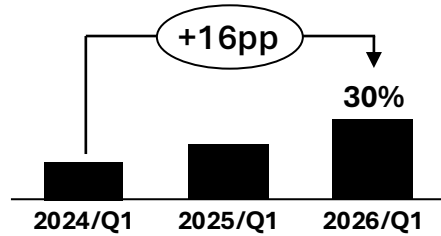
HITTING STRATEGIC TARGETS ACROSS ALL CORNERSTONES

STRATEGIC CORNERSTONE	WHAT WE PROMISED?	WHAT WE DELIVERED?	
FASTEST FULFILMENT	Making fast deliveries the new norm in Finland – 1-hour in major cities, next-day for 90% by 2028	<ul style="list-style-type: none">• 1-hour target reached ahead of plan• Next-day coverage pulled forward to 2026	
CURATED ASSORTMENT	Core assortment to drive fast delivery, introducing new categories and increasing own brands and profitability	<ul style="list-style-type: none">• Clear market share gains over 15 consecutive months• Own brands driving growth and profitability	
NEW BUSINESS MODELS	Asset-light international expansion in focus markets, scaling retail media and services	<ul style="list-style-type: none">• Key partnerships opened, international sales scaled• Retail media sales exceeding targets	
OPERATIONAL EXCELLENCE	Light and scalable cost structure enabling profitability improvement and cost competitiveness	Operational excellence translated into strong profitability and margin improvement in 2025	

DELIVERING ON OUR STRATEGY — AND EXCEEDING TARGETS

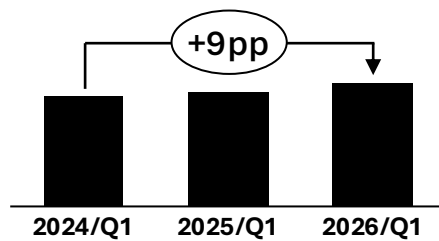
FASTEST FULFILMENT

Share of fast deliveries of all online orders, %



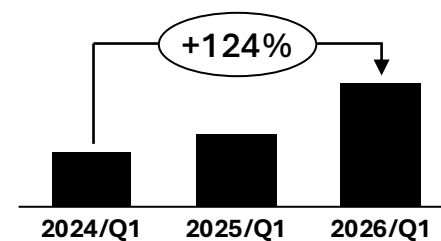
Significantly ahead in fast delivery capabilities and coverage

Share of next day deliveries, %



Next-day delivery is scaling ahead of targets

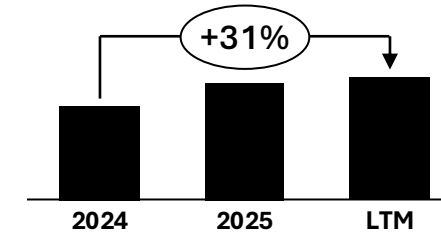
Number of customers using fast deliveries, k



Fast delivery adoption is increasing in line with our targets

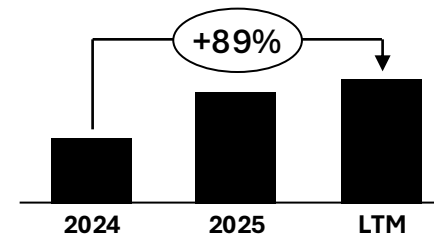
NEW BUSINESS MODELS

Retail media sales, MEUR



Expansion of retail media inventory across on-site and off-site channels, is driving sales ahead of plan

International sales, MEUR



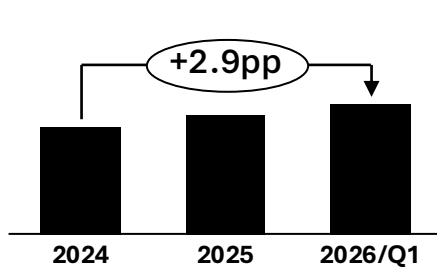
Strong growth in asset-light international expansion, exceeding targets

Note: LTM (Last 12 Months) refers to Q2/2025 – Q1/2026

DELIVERING ON OUR STRATEGY — AND EXCEEDING TARGETS

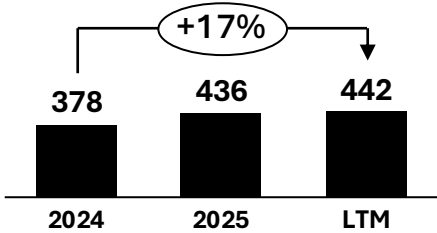
CURATED ASSORTMENT

Market share, %¹



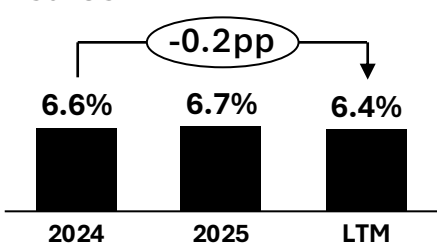
Fifteen consecutive months of market share gains, driven by disciplined commercial execution and category management

Core assortment sales, MEUR



Strong growth in Core assortment sales, outperforming the market

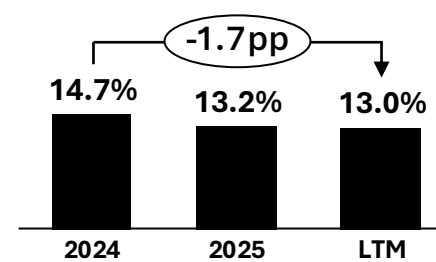
Own brands share of sales



Own brands have delivered growth in sales and significant improvement in gross margin; share has slightly declined, with further upside from scale and international expansion

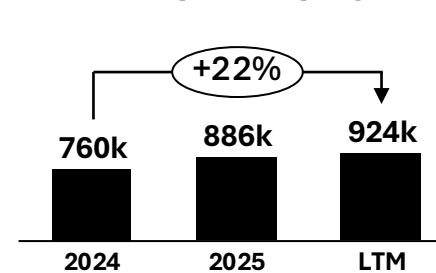
OPERATIONAL EXCELLENCE

Fixed cost of revenue, %



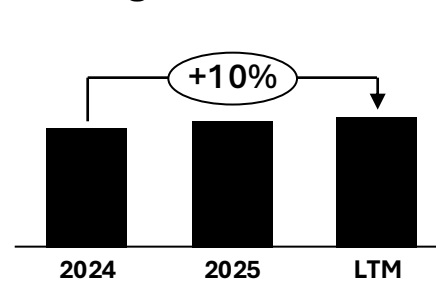
Fixed cost of revenue has consistently decreased, reflecting ongoing efficiency measures and operating leverage

Revenue per employee, KEUR



We have structurally enhanced operating efficiency through automation and AI, complemented targeted organizational redesign

Picking lines / hour



Improved supply chain operations underpin fast delivery execution

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***TOWARDS 2028:
CONTINUING TO EXECUTE
ON OUR PROVEN STRATEGY***

CLEAR PATH TOWARDS 2028 WITH A PROVEN STRATEGIC PLAYBOOK

STRATEGIC CORNERSTONES

STRONG BRAND DRIVES TRAFFIC, CONVERSION AND LOYALTY AT SCALE

ENABLER

FASTEST FULFILMENT

- Scaling same-day & next-day delivery coverage into new areas in Finland and beyond
- Drive conversion via delivery speed and precision
- Continuously optimize customer journeys (delivery, checkout, returns)

NEW BUSINESS MODELS

- Expand into new markets through scalable operating model
- Scale Retail media into a meaningful profit pool
- Launch new value-add services

OPERATIONAL EXCELLENCE

- Continuously reduce fixed cost ratio through automation and agentic workflows
- Increase inventory efficiency and turn
- Leverage automation and AI to improve productivity

CURATED ASSORTMENT

- Win in the Core categories with best availability
- Prioritize high-demand and high-margin products
- Scaling Own brands into new markets

TECHNOLOGY AND AI ENABLE AND SCALE EVERY LAYER OF OUR CORNERSTONES

ENABLER

UPDATED FINANCIAL TARGETS

For the remaining strategy period (2026–2028), revenue growth (CAGR) of more than 5%, outgrowing the market

+

EBIT margin above 5% in 2028

+

Payout 60–80% of annual net profit in quarterly growing dividends

WHAT TO REMEMBER

- Clear market leadership with best-in-class customer experience, leading brand and winning business model
- Consistent outperformance vs. market despite changing environment
- Strategy execution delivering across all cornerstones – ahead of targets
- Scalable, asset-light model driving operating leverage and profitability uplift
- Proven growth engines supporting continued momentum

CLEAR PATH GOING FORWARD

