

VERKKOKAUPPA.COM OYJ  
CAPITAL MARKETS DAY 2026



**GROWING FINLAND'S #1 ONLINE  
RETAILER BEYOND CORE**

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# OUR CORE: FINLAND'S LEADING RETAIL PLATFORM REWRITING THE RULES OF RETAIL

## OUR CORE IS BUILT FOR SCALE AND PROFITABLE GROWTH



### LEADING OMNICHANNEL RETAIL PLATFORM

~70% OF SALES ONLINE — FAR ABOVE PEERS

LARGE AND LOYAL CUSTOMER BASE

SAME-DAY DELIVERY FOR 50% OF FINNS, NEXT DAY FOR 80%



### MOST EFFICIENT OPERATIONS

INDUSTRY-LEADING EFFICIENCY

1.5× REVENUE PER EMPLOYEE VS. RETAIL PEERS<sup>1</sup>

FULLY INTEGRATED FULFILMENT



### LEADING ASSORTMENT AT SCALE

BROAD AND CURATED ASSORTMENT

STRONG OWN BRAND GROWTH

34,000 PRODUCTS AVAILABLE FOR SAME-DAY SHIPPING

## ADJACENT GROWTH AREAS

B2B FINLAND

VALUE ADD SERVICES

RETAIL MEDIA

NEW MARKETS

### VERKKOKAUPPA.COM'S FOUNDATIONAL ASSETS

OWN TECHNOLOGY BACKBONE | DATA & INSIGHTS | TALENTED EMPLOYEES

GROWTH AREAS ARE **BUILT ON OUR LEADING RETAIL CORE** AND OUR FOUNDATIONAL ASSETS



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# ***FINLAND B2B***

# ***OPPORTUNITY***

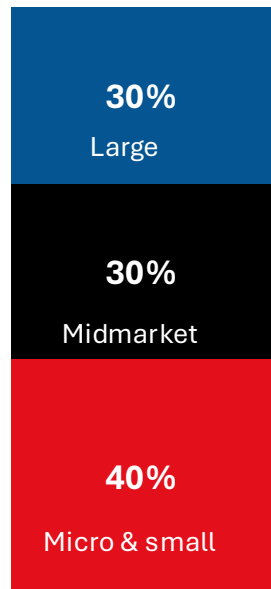
**A €1.8B MARKET WHERE BUSINESSES STILL  
BUY LIKE IT'S 2010 – WE'RE CHANGING THAT.**

# B2B BUYERS WANT GREAT PRICE, SPEED AND SIMPLICITY – THAT’S EXACTLY WHAT WE DO

## SERVICEABLE ADDRESSABLE B2B MARKET (SAM) IN FINLAND<sup>1</sup>

IT, mobile devices, appliances & peripherals

**1.8 BEUR**



*Our model is strongest in SMB & mid-market — where price, assortment availability and fast experience decide the winner.*

**OUR CORE SEGMENT 70% of market**

## WE ARE THE ONLY PLAYER COMBINING DIGITAL-FIRST BUYING WITH IMMEDIATE AVAILABILITY<sup>2</sup>



Sources:

<sup>1</sup>Verkkokauppa.com assessment based on GFK and Statista data

<sup>2</sup>Verkkokauppa.com management assessment



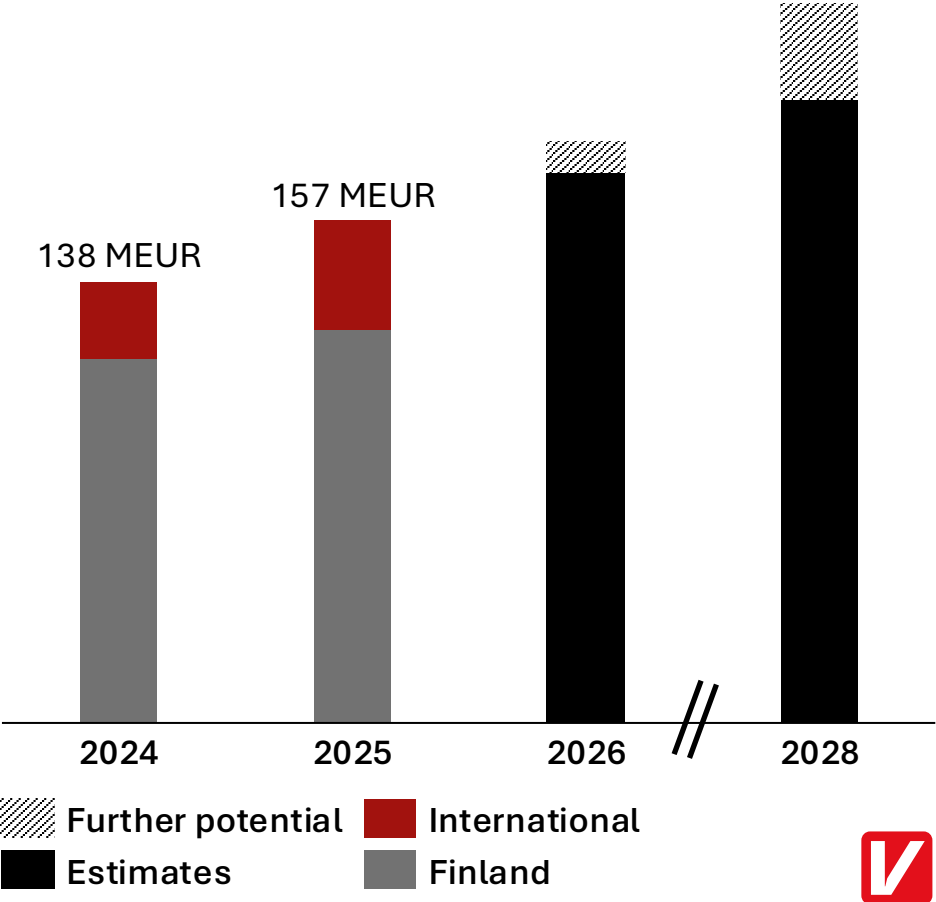
# FROM STRENGTHS TO ACTIONS – HOW WE GROW OUR B2B BUSINESS

OUR STRENGTH	WHAT WE'RE DOING
1-hour delivery available to 200k+ companies — nearly half already choose Same Day	<b>ACQUIRE</b> — Reach the 70% of businesses with efficient Online & CRM marketing
Full consumer assortment in stock + dedicated B2B product range	<b>ASSORTMENT</b> — Add B2B-specific categories and depth
Self-service buying with Finland's #1 rated customer experience <sup>1</sup>	<b>INTEGRATE</b> — Let businesses buy through their own purchasing systems or AI, with single invoicing
Financing, device management and lifecycle services through partners	<b>PARTNER</b> — Tailored prices, instant financing, DaaS & managed services via partners
Best known and best liked by the most advanced companies	<b>EXPAND</b> — Nordic B2B and wholesale self-service platform verkportal.com

**COMMON THEME: AI & AUTOMATION**  
 Each action grows revenue without adding the overhead of a traditional B2B sales team

Sources:<sup>1</sup> Omnichannel Index 2026 (IMPACT + Google) covering 373 retailers across 6 European markets

2024 – 2028, Revenue B2B. (incl. Wholesales) positive momentum is expected to continue



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# ***VALUE ADD SERVICES***

**SERVICES THAT MAKE EVERY  
TRANSACTION MORE PROFITABLE —  
FOR CONSUMERS AND BUSINESSES**

# SERVICES DESIGNED FOR ONLINE PURCHASING FROM THE START

## BUILT-IN TILI CREDIT ACCOUNT

2022-2023

**+100k**

Active Tili credit account customers

FINANCING GROWTH UNLOCKED WITH WALLEY PARTNERSHIP

## ONLINE NATIVE TRADE-IN

2024

**5000+**

Trade-ins

**40%**  
Attach rate\* in flagship launch campaigns

**5**  
Key categories covered

LIVE JUNE '26

## ADD SERVICES IN ONE CLICK

2025

**+20%**

Year on year growth in service product sales

## MORE COMPLEX SERVICE PURCHASE FLOW

2026



EXAMPLE: HEAT PUMP INSTALLATIONS ONLINE NATIVE

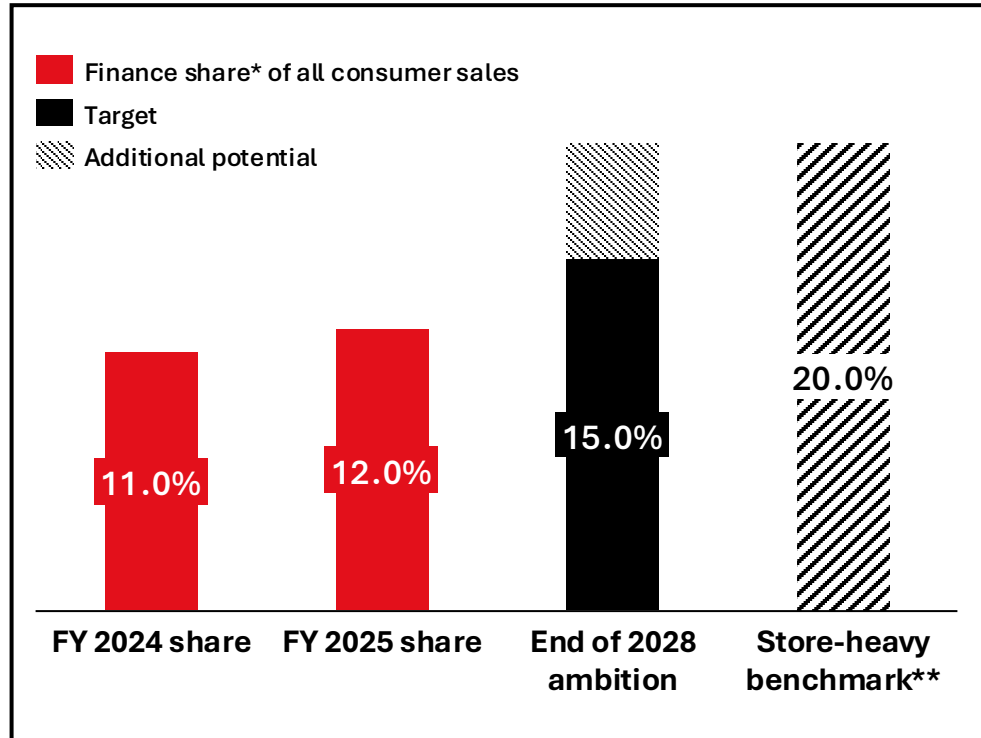
Basic installation of an air source heat pump  
The basic installation price of €705 includes: within a 20 km radius from the store with no mileage charge, installation of indoor and outdoor units including wall brackets with fasteners, and one penetration through a wooden wall up to 30 cm thick. **€ 699,99**

\*Attach rate: The share of new device sales where the customer trades in a previously owned device as part of the purchase transaction. Expressed as a percentage of total new device units sold.



# CONSUMER FINANCING – DRIVING SALES, PROFITABILITY & CUSTOMER LOYALTY

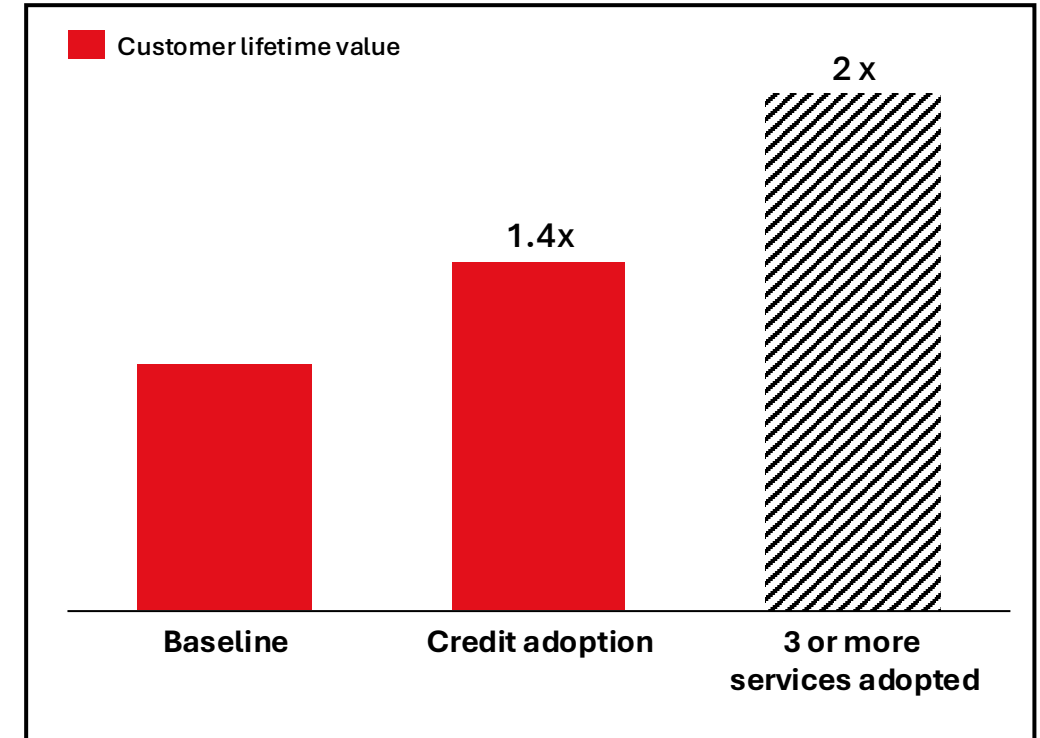
With the new financing partnership, we can unlock new financing growth



... the impact does not stop at the transaction...



...but it also improves customer retention by 42% like our other value add services\*\*\*



\*Including Tili credit account and Apuraha part payment sales – source: Verkkokauppa.com data

\*\* Market baseline on physical retail first electronics – Currys FY24/25, Best Buy FY2026, Ceconomy, Elkjop Nordic AR 24/25

\*\*\* Customer retention – Source: Verkkokauppa.com internal data

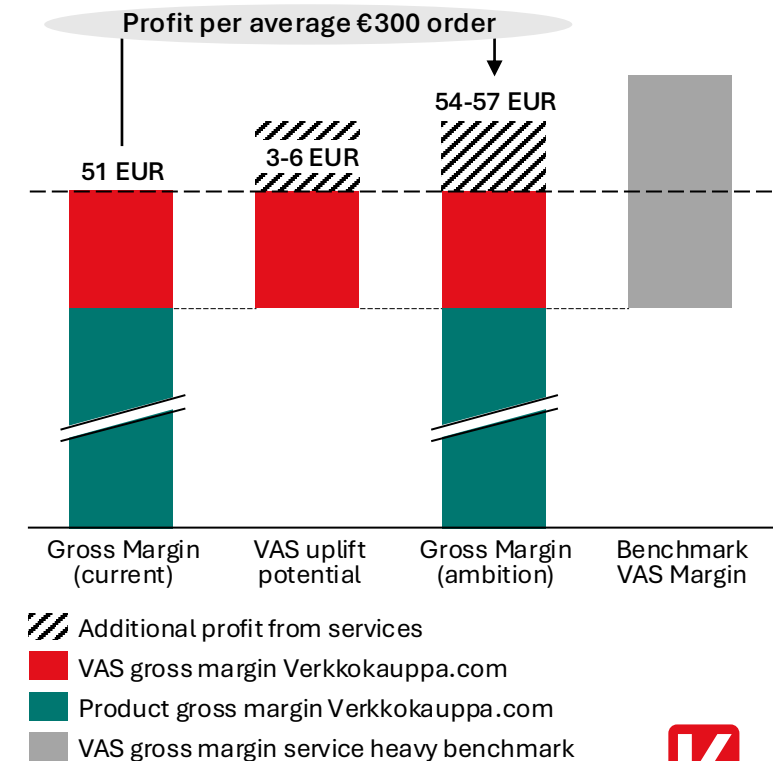
# HOW SERVICES MAKE EVERY SALE MORE PROFITABLE — AND THE ROADMAP TO GET THERE

## FULL LIFECYCLE SERVICES: FROM BUYING TO OWNING AMBITION END OF '28

	ACTION	RESULT
<b>GET</b>	<ul style="list-style-type: none"> <li>Double TILI credit account customer base</li> </ul>	<ul style="list-style-type: none"> <li>~15% <b>FINANCED</b> of consumer sales</li> </ul>
<b>GROW</b>	<ul style="list-style-type: none"> <li>Commercialize premium device protection services (extended warranties, insurances)</li> <li>Service partnerships in Online</li> </ul>	<ul style="list-style-type: none"> <li><b>30-50% Attach rate</b> in added protection services in Core categories</li> <li>Partner offers add value to our customers</li> </ul>
<b>USE &amp; EXPAND</b>	<ul style="list-style-type: none"> <li>Device-as-a-service</li> <li>B2B Managed services</li> <li>Trade-in available for full Core assortment</li> <li>Automated pricing of used devices for trade-in</li> </ul>	<ul style="list-style-type: none"> <li><b>Full B2C + B2B lifecycle</b> (buy, use, upgrade) on monthly payment</li> <li><b>Double digit trade-in attachment rate</b> in Core categories</li> </ul>

## TOGETHER, EACH ADDED SERVICE IMPROVES THE PROFIT PER BASKET

Example **300 EUR basket** Value add Services (VAS) margin contribution, *INDICATIVE*



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# ***RETAIL MEDIA***

**TURNING TRAFFIC & DATA INTO A  
HIGH-MARGIN REVENUE STREAM**

# ASSETS AND DEMAND ARE IN PLACE TO CAPTURE RETAIL MEDIA OPPORTUNITY

## VERKKOKAUPPA.COM STRENGTHS



Significant # brand partners

**+2 500**



Online visits in 2025

**83M**



Active customer base<sup>1</sup>

**~1M**



Strongest customer satisfaction (NPS)<sup>2</sup>

**72**



Finland's most preferred Consumer electronics brand<sup>3</sup>

**#1**

Sources: <sup>1</sup>4/2026, <sup>2</sup>Q1/2026, <sup>3</sup>Kantar brand tracking survey, Q1/2026 N=1,800

Ads targeted by customer behaviour and product interest

**2023-2027**

...lle, jotka haluavat joustavuuden ja räätälöinnin laajan valikoiman sovelluksia ja asetuksia, joten voit muokata puhelimesi juuri sinulle sopivaksi. Android on avoimeen lähdekoodiin perustuva, luotettava ja vakaa käyttöjärjestelmä. Android-valikoimistamme löytyvät mallit kaikilta suurimmilta valmistajilta kuten Samsung, Nokia, Motorola, Honor, Doro, Ulefone ja OnePlus.

Valmistajien suosituksukset (sponsoroitu)

<p><b>HONOR Magic8 Lite 5G</b> puhelin, 512/8 Gt, vihreä</p> <ul style="list-style-type: none"> <li>• Jopa 2,5 metrin pudotuksen kestävyys</li> <li>• 7500 mAh kolmen päivän akukesto</li> <li>• IP68-IP69K vedenkestävyys</li> <li>• Kestävä näyttölasit</li> <li>• Laaja tekoälyominaisuuksien tuki</li> </ul> <p>399,00 <del>449,00</del></p>	<p><b>Samsung Galaxy A56 5G</b> puhelin, 128/8 Gt, olivinvihreä</p> <ul style="list-style-type: none"> <li>• 6,7" FHD+ AMOLED-näyttö, 120 Hz</li> <li>• 50 MP pääkamera + 12 MP selfie</li> <li>• Tekeilytehostama</li> <li>• 5000 mAh akku, 45W lataus</li> <li>• OneUI 7, IP67-suojus</li> </ul> <p>279,00 <del>399,00</del></p>	<p><b>HONOR Magic8 Pro</b> puhelin, 128/12 Gt, musta</p> <ul style="list-style-type: none"> <li>• 200 MP ultraselkeä AI-kamera</li> <li>• Hujupainiä 2,5 päivän akukesto</li> <li>• IP68-IP69K, kuusiin vedenkestävyys</li> <li>• Kestävä näyttölasit</li> <li>• Nopea 100 W langallinen lataus</li> </ul> <p>1299,00</p>	<p><b>Google Pixel 10a 5G</b> puhelin, 128/8 Gt, Obsidian</p> <ul style="list-style-type: none"> <li>• 5000 mAh akku ja langaton lataus</li> <li>• Kirkaa 6,3 tuuman OLED-näyttö</li> <li>• 48 MP pääkamera + 13 MP selfie</li> <li>• 5000 mAh akku ja langaton lataus</li> <li>• IP68-luokiteltu veden- ja pölynykeävyys rakente</li> <li>• Seitsemän vuoden ohjelmistotuki ja tietoturva</li> </ul> <p>579,00</p>	<p><b>OnePlus 15R Mint Breeze</b></p> <ul style="list-style-type: none"> <li>• 6,83" 1,5K AA</li> <li>• 50 MP Sony</li> <li>• 7400 mAh akku pikalataus</li> <li>• Snapdragon ai-kielto</li> <li>• OxygenOS 15</li> </ul> <p>699,00</p>
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Joint campaigns in 3<sup>rd</sup> party media

**2023-2026**

Uutuus – Polar Street X

Kevyt ja kestävä urheilukello sisältää kirkaan AMOLED-kosketusnäytön, tarkat sykemittaukset ja sisäänrakennetun GPS:n. Se tukee yli 170 laia, tarjoaa reittiopastuksen sekä kestäää iskuja ja vettä 50 metrin asti.

**Polar Street X -urheilukello, vihreä**

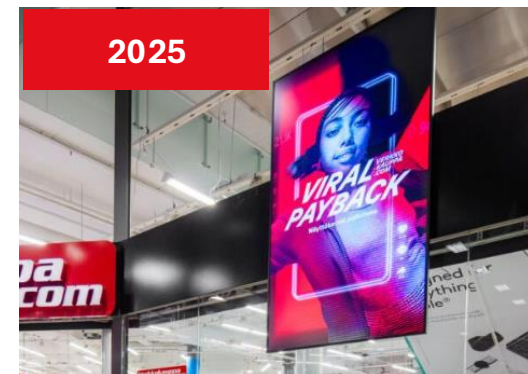
259,00 €

Ostokalle

**Polar Street X -urheilukello, valkoinen**

259,00 €

Ostokalle



80+ in-store digital screens



3D led screen in Helsinki store entrance

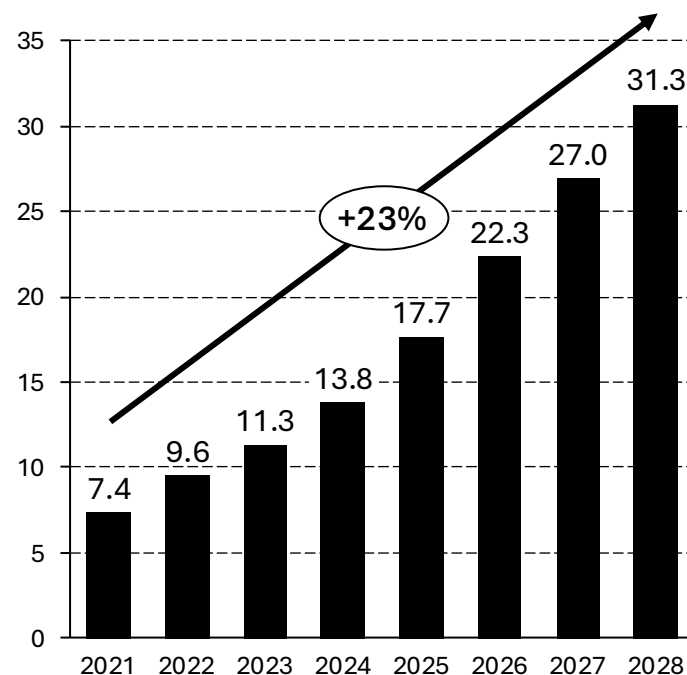
Own and 3<sup>rd</sup> party events



# RETAIL MEDIA REVENUE AMBITION IS TO DOUBLE BY 2028 – WITH EXPANDING MARGINS

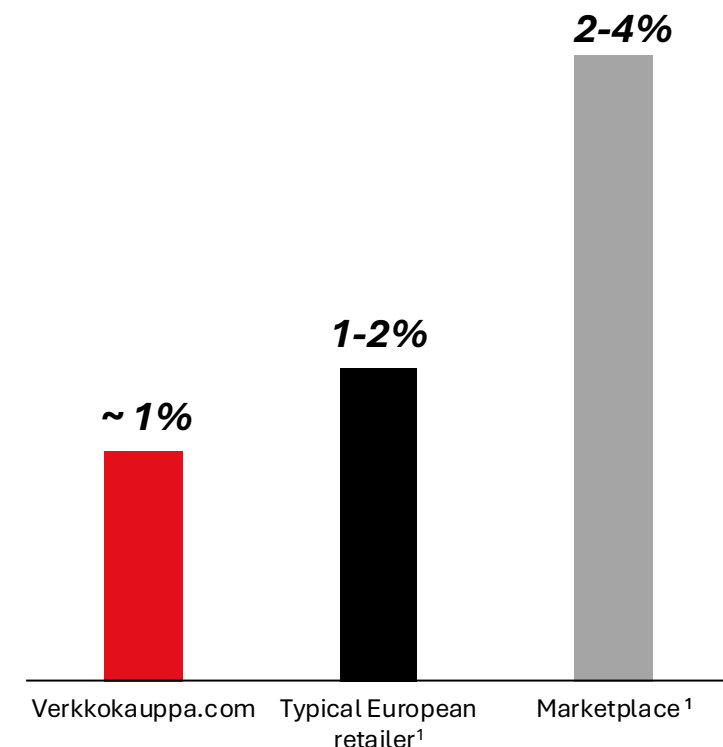
## Digital retail media ad spend in Europe 2021-2028<sup>1</sup>

Spending in billion euros



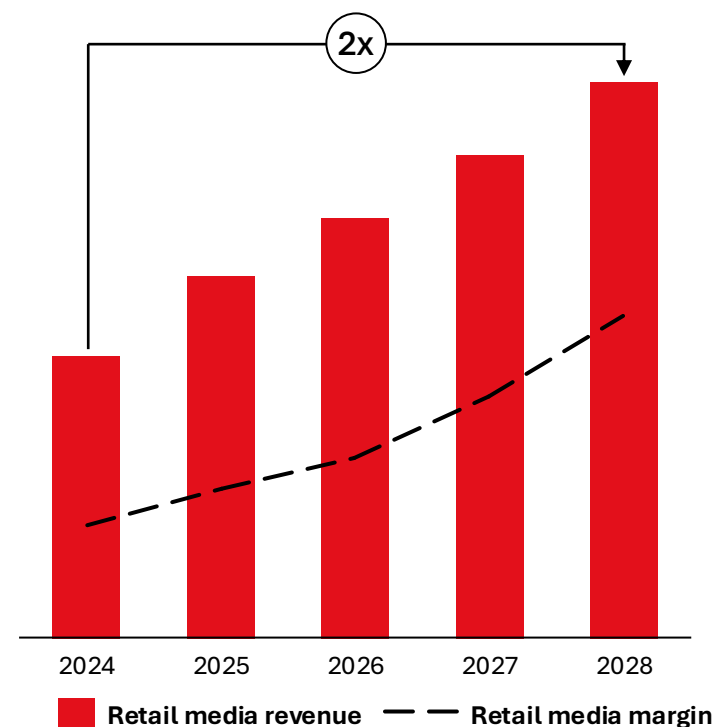
## Retail media revenue benchmark (% of total product sales)

Retail media sales of revenue 2025, %



## Retail media revenue ambition is to double by 2028 – with expanding margins<sup>2</sup>

Retail media revenue and margin



Sources: <sup>1</sup>IAB Europe, <sup>2</sup>Verkkokauppa.com's financial estimate



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# ***NEW MARKETS***

**TAKING WHAT WORKS IN FINLAND TO NEW  
MARKETS- STARTING WITH SWEDEN**

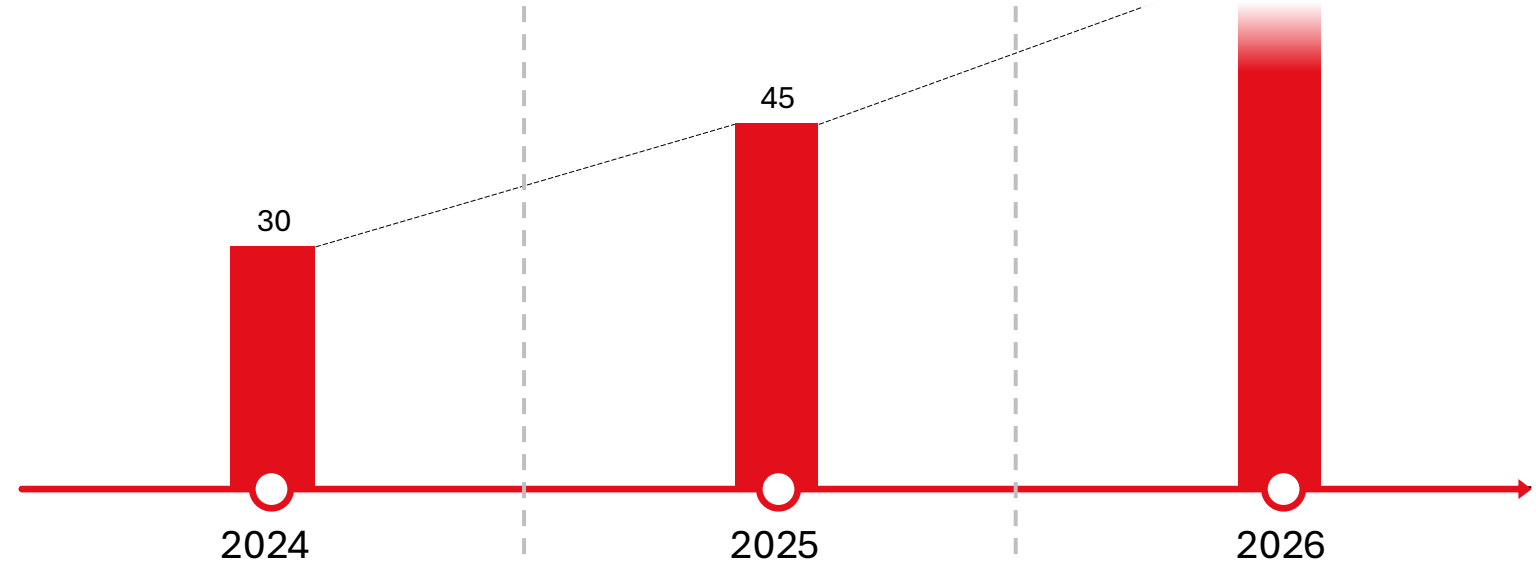
# AN IMPRESSIVE NEW MARKETS GROWTH PATH

*Early 2024, we set out to reach Nordic customers beyond Finland with new approach.*

*We built three sales channels: Distribution partners, marketplaces like Amazon, and our own online store — all operated from Finland without local warehouses or offices.*

*In two years, international revenue grew from zero to €45M, with Sweden alone up +233% in Q1/2026.*

## International revenue (MEUR) on track to double from 2024 and beyond



*During 2024 we built the required multi-channel capabilities to distribute and operate marketplaces efficiently.*

*In Q2/2025 we launched sales in Amazon, scaled operations in CDON and accelerated multi-channel distribution.*

*Now we are accelerating distribution and Sweden multi-channel consumer sales including own Nordic eCommerce.*



# THREE PROFITABLE CHANNELS, ASSET-LIGHT BUSINESS MODEL

## 1 DISTRIBUTION PARTNERSHIPS

*Automated sales via integrations with selected European retail partners*

## 2 MARKETPLACES

*Reaching new customers through Amazon and CDON at a predictable cost (Focus: Sweden)*

## 3 DIRECT ECOMMERCE

*Own customer relationship with disciplined, always-profitable pricing (Focus: Sweden)*

### PRODUCT RANGE EXPANDS

Introduce products incl. own brands to market

STRÖME

PROCASTER

BLACKSTORM

Introduce brand to market through marketplaces

VERK.COM

amazon

MARKETPLACES

CDON

Own customers in market via own channel

VERK.COM

OWN CHANNELS

European consumer market

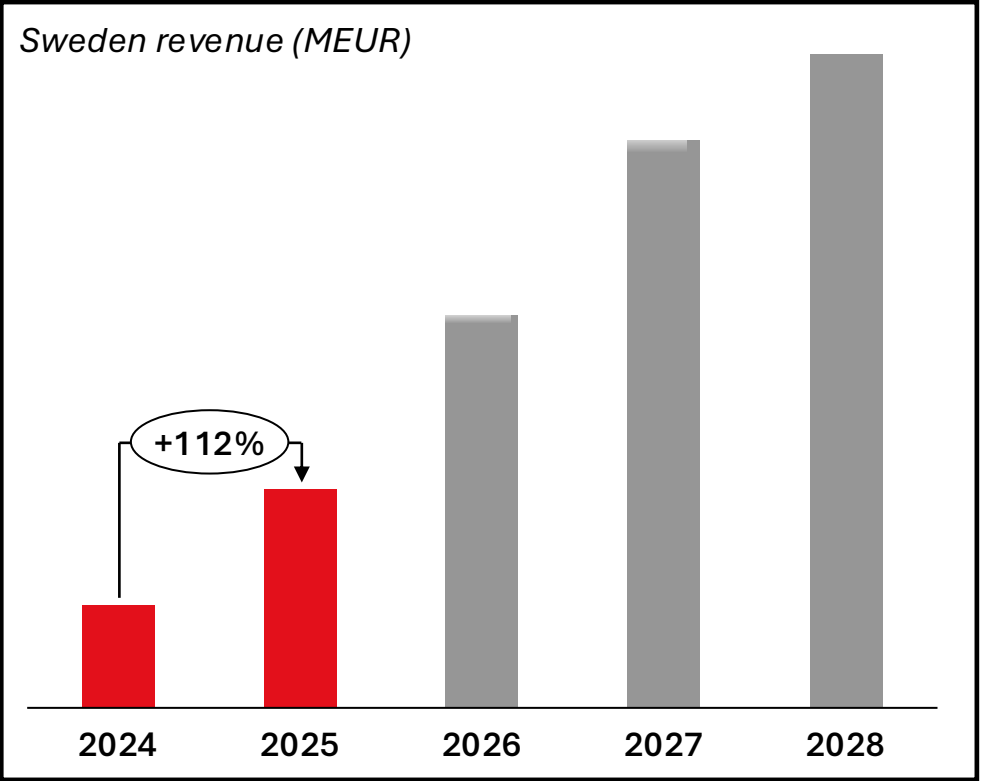
### GROSS PROFIT INCREASES

*Asset-light business model through shared infrastructure cross international and Finnish channels, minimizing CAPEX needs*



# CASE SWEDEN: FROM ZERO TO 10+ MEUR- WITH A CLEAR PLAN FOR SIGNIFICANT GROWTH

We have built 10+ MEUR business in Sweden from zero with our core strengths: Assortment, price and availability with clear next steps accelerating growth even further



	WHERE WE ARE TODAY	WHERE WE ARE GOING NEXT
<b>Customers</b>	75K+ customers in Sweden	Build brand awareness & Deepen retention with loyalty mechanics
<b>Channels</b>	Amazon, CDON + direct multilingual eCommerce	Expand our marketplace footprint & leverage own direct channel
<b>Marketing</b>	Customer acquisition at a known, predictable cost per sale	Invest in our own eCommerce and repeat customers in Sweden
<b>Assortment</b>	14K active SKUs	Full product range tuned for fast shipping + growing own brand sales
<b>Pricing</b>	Automated pricing on core assortment & Campaign pricing in key categories	Automated pricing across all products + more promotional campaigns
<b>Fulfilment</b>	2-5 day delivery	Next-day in metro areas

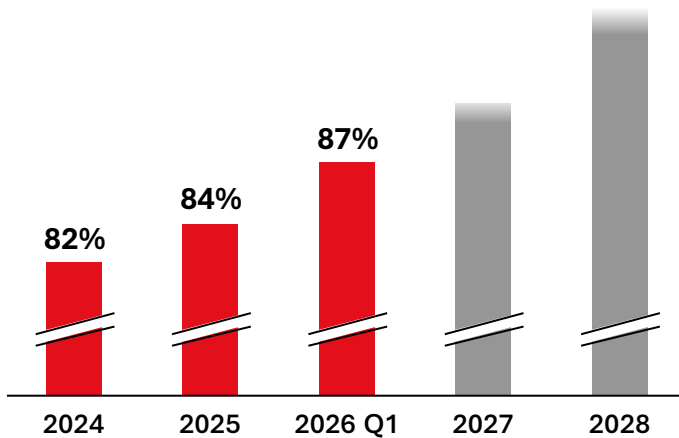


# WIDE ASSORTMENT, SMART PRICING, ACCURATE DELIVERY – THE SAME FORMULA, NOW INTERNATIONAL

**WE USE THE SAME FINNISH WAREHOUSE, PRICING ENGINE, AND LOGISTICS TO SELL INTERNATIONALLY — NO NEW INFRASTRUCTURE NEEDED**

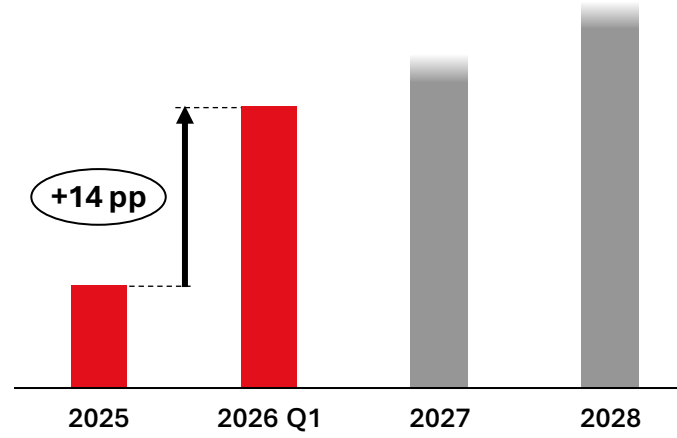
## Grow internationally sellable assortment

*Sellable assortment share (%)*



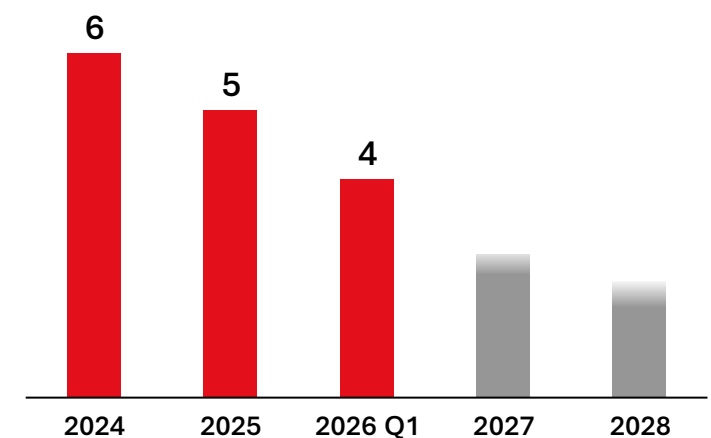
## Automated pricing that adjusts to each market in real time

*Example: Buy Box share in Amazon (%)*



## Develop fast fulfillment capabilities to support Next Day deliveries

*Delivery time to Sweden (days)*



**INTERNATIONAL REVENUE IS GROWING WITH POSITIVE EBIT CONTRIBUTION, WHILE CREATING ECONOMIES OF SCALE THAT STRENGTHEN FINNISH MARKET PERFORMANCE.**

# A CLEAR INTERNATIONAL PLAYBOOK TO DOUBLE REVENUE AND BEYOND

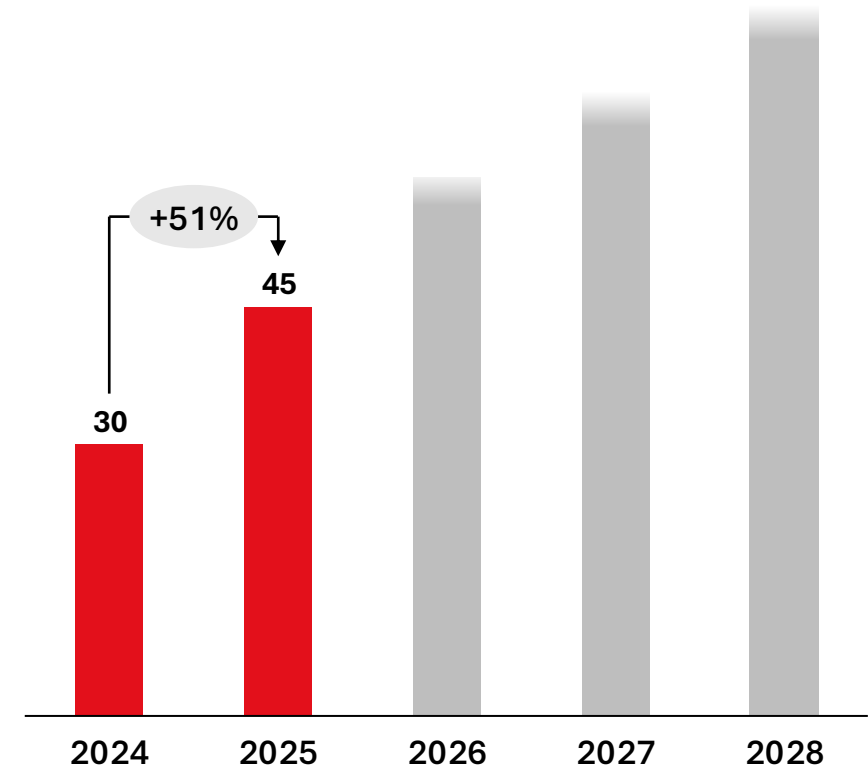
**Clear playbook enables us to accelerate growth in all channels**

1 <b>DISTRIBUTION PARTNERSHIPS</b>	2 <b>MARKETPLACE</b>	3 <b>DIRECT COMMERCE</b>
Launch fast	Capture demand	Own the customer
Scale at lowest cost	Build reach fast	Maximize lifetime value
NEXT FOCUS AREAS		
<ul style="list-style-type: none"> <li>• Deepen key partnerships</li> <li>• Add top European retailers</li> <li>• Expand own brands distribution</li> <li>• Enable reseller self-serve</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen Nordic leadership</li> <li>• Expand to selected EU marketplaces</li> <li>• Use marketplace to scale own brands</li> </ul>	<ul style="list-style-type: none"> <li>• Build cross-border D2C capabilities</li> <li>• Improve marketing efficiency</li> <li>• Expand assortment &amp; optimize pricing</li> <li>• Grow retention and lifetime value</li> </ul>

**Asset-light business model through shared infrastructure cross international and Finnish channels and automated processes**

**We are on track to double international revenue from 2024 to 2026 and sustain strong growth to 2028 and beyond**

International revenue (MEUR)



## **WHAT TO REMEMBER**

- 1** Multiple adjacent growth areas built on top of Finland's most efficient retail platform
- 2** €1.8B B2B market where businesses still compromise on experience — our speed, self-service and AI are the advantage
- 3** Value add services: Each added service — financing, warranty, trade-in — makes every sale more profitable and customers more loyal
- 4** Retail media is on track to double, with expanding margins
- 5** International revenue will grow with an asset-light, three-channel model- Sweden leading the way

