

DNB Nordic Consumer Conference 2025

Thomas Røkke, CFO

| Disclaimer

This presentation has been prepared by Komplett ASA (the “Company”) solely for information purposes. The presentation does not constitute an invitation or offer to acquire, purchase or subscribe for securities.

This presentation includes forward-looking statements which are based on our current expectations and projections about future events. All statements other than statements of historical facts included in this report, including statements regarding our future financial position, risks and uncertainties related to our business, strategy, capital expenditures, projected costs and our plans and objectives for future operations, including our plans for future costs savings and synergies may be deemed to be forward-looking statements. Words such as “believe,” “expect,” “anticipate,” “may,” “assume,” “plan,” “intend,” “will,” “should,” “estimate,” “risk” and similar expressions or the negatives of these expressions are intended to identify forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of future performance. You should not place undue reliance on these forward-looking statements. In addition, any forward-looking statements are made only as of the date of this notice, and we do not intend and do not assume any obligation to update any statements set forth in this notice.

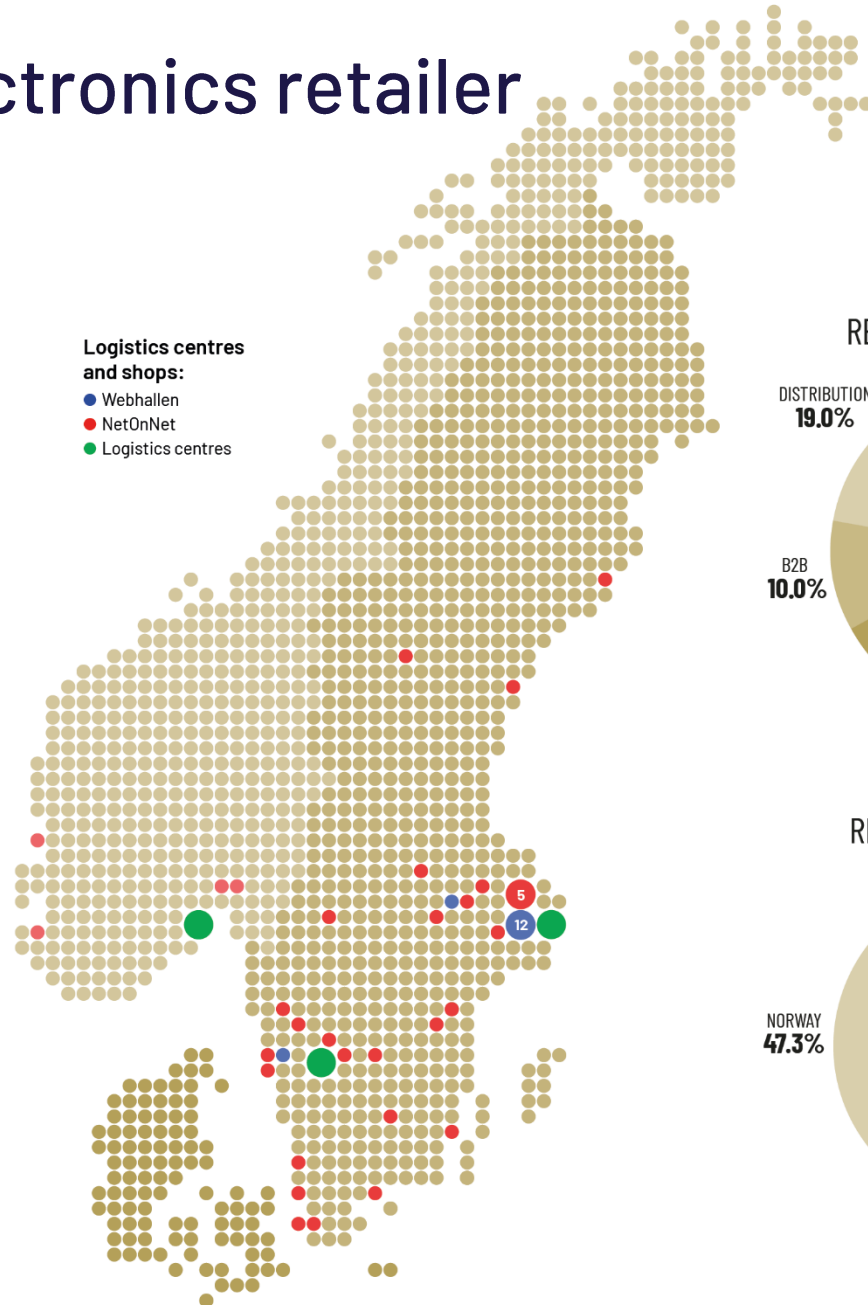
Overview of the Komplett Group

The largest Nordic online-first electronics retailer

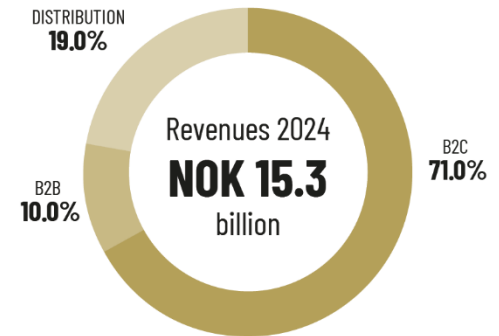
- **Introduced e-commerce** to the Norwegian market in 1996
- **Operates five well-known brands** that cater to customers across the B2C, B2B, and Distribution segments
- **Recognised for excellent customer services**, efficient deliveries, and top-tier last-mile solutions
- **Supported by strategically located warehouses** in Sandefjord, Norway and Borås, Sweden
- **Scalable and efficient business model** enabling cost leadership
- **Maintaining a portfolio of strong Nordic retail brands** while leveraging efficiencies through centralised operations

Logistics centres and shops:

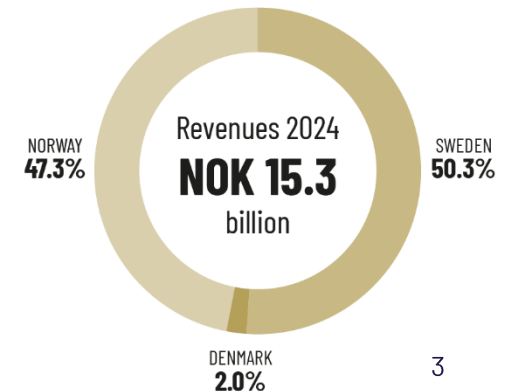
- Webhallen
- NetOnNet
- Logistics centres



REVENUES BY SEGMENT



REVENUES BY COUNTRY



Overview of the Komplett Group

A strong brand portfolio leveraging efficiencies through centralised functions

Five distinct brands – loved by customers



The gaming destination with an engaged and loyal community



The low-price challenger with convenient omnichannel offering



The pure play online electronics specialist with expert authority



The simple and secure IT service partner for B2B



Large-scale distribution for resellers and big entities

Three business areas

B2C

NOK 10.9 bn¹

B2B

NOK 1.6bn¹

Distribution

NOK 2.9 bn¹

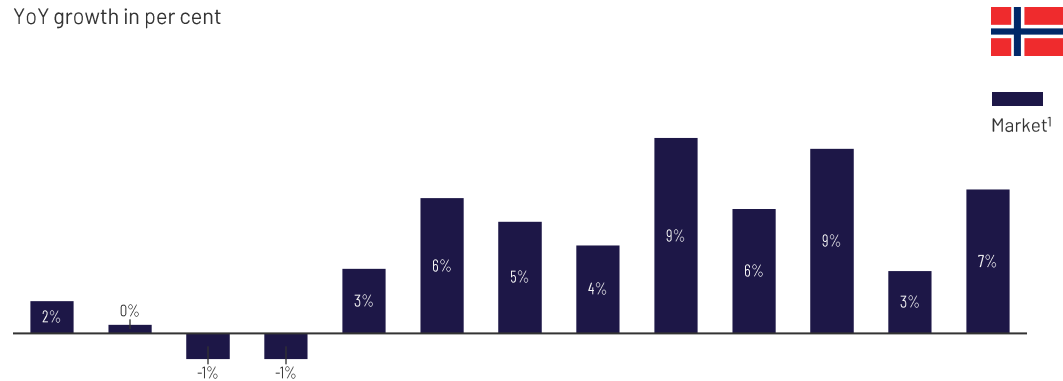
One shared platform

Commercial, tech and cost advantages through shared functions and capabilities

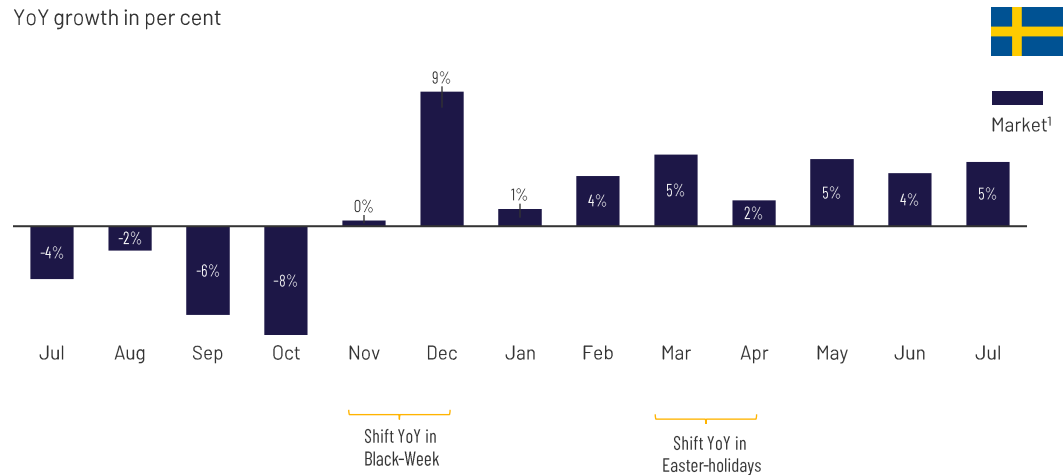
Recent performance and activities

Improved market environment

YoY growth in per cent



YoY growth in per cent



- **Market progress** across both Sweden and Norway
- **Positive impulse** from new products launches
- **Market outlook** supported by consumer fundamentals
- **Risks from increased global uncertainty** remain

Recent performance and activities

Steady sales with margin uplift

Operating revenue:

NOK 3 431 million

Q2-24: NOK 3 418 million

Gross margin:

14.6 per cent

Q2-24: 13.1 per cent

Opex share incl. depreciation:

15.2 per cent

Q2-24: 14.2 per cent

EBIT (adj.):

NOK -22 million

Q2-24: NOK -38 million

Net working capital:

NOK 192 million

Q2-24: NOK 255 million

NIBD/EBITDA:

3.8x

Q2-24: 3.0x



Stable sales rising 0.4 per cent including positive FX



Gross margin uplift driven by a rebalanced campaign and price policy, and mix effects



Costs continue being actively managed but significant FX effects in the quarter



Continued solid liquidity reserve and financial position in line with covenants

Recent performance and activities

Increasing effects from new launches and cost measures



Photo: Bjørn Wad

- **Improving market momentum** supported by strategic and commercial initiatives
- **Impulse from new product launches** expected to continue as higher volumes and more innovations become available
- **Growing positive impact** from cost initiatives and warehouse and back-office consolidation
- **Further cost and efficiency measures** have been defined for implementation in the coming quarters
- **Future impact** from geopolitical shifts and competition on the overall trading environment remains a source of uncertainty

Strategy and perspectives

A strong strategic platform for further expansion

01



Positioned in **fundamentally attractive** markets in the fastest growing **online segment**

02



Online-first business model with speed, convenience and leading tech

03



Retail brands with industry **leading customer satisfaction**

04



Leading efficiency and opex cost position with a **scalable** platform

05



Integrated back-end and shared capabilities across commercial, digital and supply chain functions

Photos: Björn Wad



KOMPLETT® GROUP