



DNB Carnegie Nordic Consumer Conference 2026

Vebjørn Torsetnes, CEO

| Disclaimer

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Overview of Komplett Group

Komplett Group at a glance



High customer satisfaction



Fast and convenient delivery



Loyal and engaged customers



Knowledgeable customer service



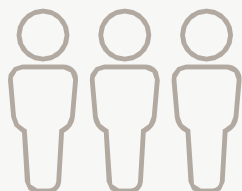
REVENUES BY COUNTRY

- Norway 47.9%
- Sweden 50.3%
- Denmark 1.8%



REVENUES BY SEGMENT

- B2C 72.5%
- Distribution 17.7%
- B2B 9.8%



NUMBER OF EMPLOYEES
1 459



THE LARGEST NORDIC ONLINE-FIRST ELECTRONIC RETAILER



Norway
Main office Oslo
445 employees



Denmark
Sales only



Sweden
Main office Borås
1014 employees

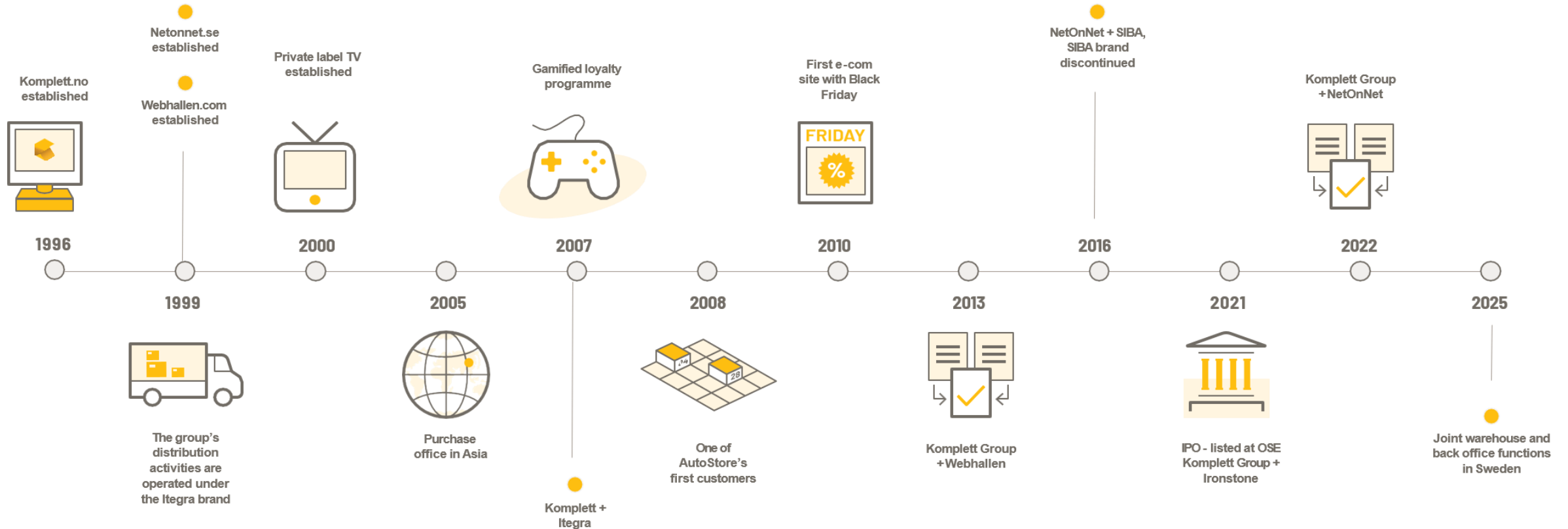
NetOnNet
34 locations in Norway and Sweden

Webhallen
12 locations in Sweden

Logistics centres

Overview of Komplet Group

Introduced e-commerce to the Norwegian market in 1996



Overview of Komplett Group

Portfolio of strong B2C and B2B brands loved by customers

Five distinct brands – loved by customers



The **pure play online** electronics specialist with expert authority



The **low-price challenger** with convenient omnichannel offering



The **gaming destination** with an engaged and loyal community



The simple and secure **IT service partner** for B2B



Large-scale distribution for resellers and big entities

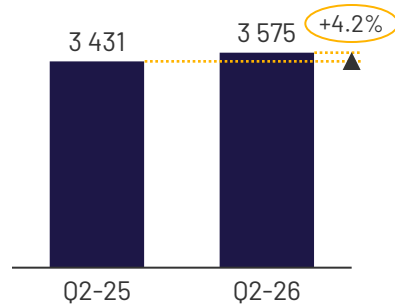


The group's brands enjoy strong recognition among consumers and have been recognised with numerous customer awards over the years

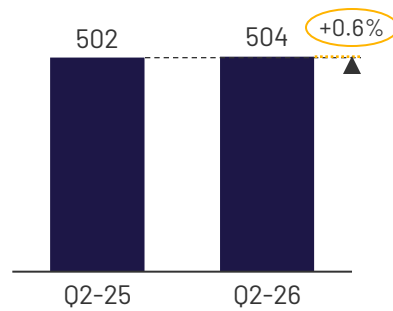
Recent performance and improvement initiatives

Progress driven by operational improvements and leaner cost base

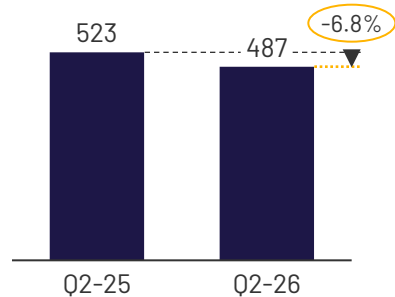
Operating revenue:



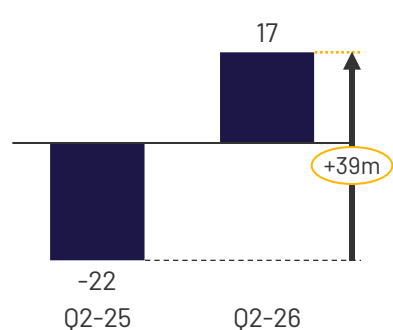
Gross profit:



Opex expenses (adj.)



EBIT (adj.):



Continued improvements of commercial experience, product assortment and customer journey.



More balanced price and campaign management and improved supplier terms from centralised sourcing.



Disciplined cost measures, including workforce reductions, contributed to a leaner cost base.



Further efficiency gains realised through consolidation of logistics and back-office functions.

Building a stronger, more profitable Komplet



Improve profitability by increasing execution pace and addressing operational inefficiencies



Strengthen customer mindset to capture trends, buying intent and market share opportunities



Leverage scale, fast delivery and the right product offering as key competitive advantages



Optimise assortment, pricing, supplier terms and category priorities to support margin improvement



Build a stronger execution-oriented culture with better alignment

“Komplett is one of the most exciting companies in Scandinavia right now”

CEO Vebjørn Torsetnes
Finansavisen, 1 August 2026

A strong platform, with clear initiatives to unlock further potential

A strong strategic platform

01

Attractive markets

Positioned in fundamentally attractive markets in the growing online segment

02

Online-first

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

03

Customer satisfaction

Retail brands with industry leading customer satisfaction

04

Cost efficiency

Leading efficiency and opex cost position with a scalable platform

05

Shared back-end

Shared capabilities across commercial, digital and supply chain functions

With clear priorities to unlock further potential

Enhance the commercial proposition across core and growth categories

Improve ways of working and drive operational efficiencies

Drive profitability through disciplined sales and margin management and continued cost discipline



KOMPLETT® GROUP