

Speech by the CEO at the Annual General Meeting 2025

CECONOMY AG

SPEECH by the CEO at the Annual General Meeting 2025

Dear Shareholders,
Ladies and Gentlemen,
Dear customers,

How nice to see you all again at this Annual General Meeting.
How nice of you to join us. Thank you very much.

I can already promise you that: It will be exciting. It will be interesting.
And it will be a little different from what you may be used to from our
Annual General Meetings and others.

You will see today:

- that your company, CECONOMY AG, is changing more and more.
And successfully so.
- that we preserve the great history of the MediaMarktSaturn
brands.
- that, on the other hand, we are rewriting it with a strong future.
- more modern, more future-proof.
- and at the same time tap into new strong sources of sales, profit
and growth.

So you will see today that our strategy is extremely successful.

You probably know this man:

This is Jürgen Klopp. He was World Coach of the Year.

Jürgen Klopp has been our brand ambassador for some time now. And we
are very happy about that. A great guy.

Who won the Champions League with his team.

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You will realise in the course of my speech that we have quite a lot in common: Jürgen Klopp as a coach. And we as a company.

For example, the question: What makes Jürgen Klopp so successful?

The answer:

He has a clear goal. And so do we.

He wants to win. And so do we.

He has the stand-up mentality. And so do we.

He creates growth. And so do we.

He has a consistent strategy for this. And so do we.

And in doing so, he turns his teams into winning teams.

And so do we.

Kloppo's track record is impressive:

- He was promoted to the Bundesliga with Mainz 05.
- He has been crowned champion twice with Dortmund.
- And he won the Premier League with Liverpool.
- And then the Champions League.

Of course - you have to talk about that too: He also lost important games. But he always got up again. He learnt a lot from defeats. And always came back much stronger.

That's what makes a real winner.

What about us?

We have also promised you growth and success.

We got up after difficult phases and moved forwards.

And we delivered.

Let's take a look at the past financial year. We achieved a considerable increase in sales. Adjusted sales up 5.3%.

Total sales of more than 22 billion, 22.4 billion euros to be precise.

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And on top of that: A big increase in adjusted EBIT. By 26%.
To 305 million euros.
And in regards to the first quarter of this financial year:
It is the eighth quarter in a row with a clear growth course!
Q1 was a winning quarter for us.

As you can see, our strategy is right. The company is changing. And successfully so!

A look back:

We started our strategy with an adjusted EBIT of 200 million euros. We are now at over 300 million. And we are on track to achieve an adjusted EBIT of at least half a billion euros by the end of the 2025/2026 financial year.

In my speech today, I will explain to you what this path looks like and how we are continuing along it.

If you take a closer look at Jürgen Klopp's match plan, you realise that his Champions League strategy is not so dissimilar to our growth strategy. What is football about? When a new coach joins a team? He wants to win, of course!

To do this, he needs to strengthen the core of his team. These are the stars he has. The players who know what the club is all about. And who also score goals reliably.

We also have such a core. Namely the MediaMarktSaturn stores. Everyone really knows them.

And we work with those stores no differently than Jürgen Klopp works with his stars.

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We develop them further. We make them even stronger. We invest.
Into completely new formats.
For a better experience for our customers.
For more sales.
For more earning power.
For more goals, so to speak.

There is still a lot of potential in our markets.
We are tapping into it. That creates sales. That creates growth.

Back to Jürgen Klopp. What else does he do to be successful?

He builds up reinforcements around his stars.
New impulses.
New options.
This could be a new system.
New training content.
New players.
Young talents.
A different, much stronger mentality.
A new kind of motivation.
And that's exactly what we do.
We complement the business in our stores.
With new ideas.
With new channels.
With new services.

And we rely entirely on the motivation of our employees.
This is how we are turning MediaMarktSaturn into a huge success story, a
giant comeback in retail.

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Today you will experience how we are turning a successful retail company into a leading omnichannel service platform for the future topics of technology, electronics and digitalisation.

I'll say it again: how we are turning a successful retail company into a leading omnichannel service platform for the future topics of technology, electronics and digitalisation.

Do you know what I also like about Jürgen Klopp?
It's his easy-going remarks that he always throws out.

Here, for example, is one such saying:
"When the spectators want emotion, but you're playing lawn chess, one of them will have to look for a new stadium."

Yes, that sounds fun.

But:
There is a serious and deep conviction behind this
Which we share with Jürgen Klopp.

And that means:
In the end, we are there solely for the people.
In the stadium, it's the spectators.
For us, it's the customers.

- If we consistently orientate ourselves to their needs
- When we have understood which game they want to see
- And if we deliver exactly that.
- And if we perhaps play even better.
- And if we offer them many ways to reach us.

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Then customers will keep coming back to the stadium.

Because: Word gets around if there's a good game!

A good team. You want to experience it!

That's where you want to go. That's where you become a "fan".

And I can tell you right now: that is exactly what we have understood.

And that's why we have more satisfied fans than ever before.

I can even prove that to you. Because customer satisfaction can be measured. With the Net Promoter Score.

Last financial year, it stood at 58 and we achieved an increase of five points. That is the best value we have ever had.

The fact that our customers become fans is no coincidence.

After all, the customer experience is the foundation of our strategy.

This means that we understand what our customers want.

Namely: a reliable partner for all questions relating to technology, electronics and digitalisation.

You know this yourself - from home.

Nothing works without technology.

Nothing at all.

But technology is not always easy.

An explanation is needed.

Consultancy.

Expertise.

A strong assortment.

An attractive offer.

Intensive customer relationships.

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And:

Service. Service. Service.

That's exactly what we offer. More and more.

This is exactly what makes us successful.

And that's why more and more customers are becoming fans.

However, the team is always decisive for such success.

The team.

On the pitch - with Klopp.

And the same goes for us - at MediaMarktSaturn.

That is why it is so important to us that ALL employees are 1000 per cent motivated.

That is why we invest:

In their training.

In their qualification.

In their skills.

In their motivation.

This is what our strategy calls "Employee Experience".

As a result, the mood is good. The team is motivated.

I realise that when I'm in the countries and stores.

And our customers notice that.

The "Net Promoter People Score" - the value we use to measure satisfaction in our team - is plus 39.

That's not just a good value. It's an all-time high.

We have never had such a high value.

Our employees feel the difference:

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You are not alone on the pitch.
Together we are a great team.

Ladies and gentlemen,
Jürgen Klopp once said: "My team is a machine."
That's exactly what I say - on behalf of the entire Executive Board:
"Our team at MediaMarktSaturn is a real machine!"

And our team is becoming more female.
The proportion of women in promotions is 55%.
And that's just the beginning.
We want to be even more attractive to women.
We have launched various initiatives to achieve this.
Already in 2019, we started the "Women in Retail" initiative.
With the aim of becoming the most attractive employer for women in retail.

And we want to become even more attractive.
With a dedicated website for female applicants.
And with goals to recruit applicants with great and diverse backgrounds.

We know that diversity and inclusion are also driving forces for innovation and success.

I would like to take this opportunity to thank all our employees
On behalf of the entire Executive Board, I would like to thank you for your great commitment over the past year.
And I am convinced that you, dear shareholders, will also give them a big round of applause! Right?

You will meet some colleagues from our team at this AGM today.

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Let's start with Sotiria.

She is our Head of HR in Germany and looks after the employee experience with her team.

Please roll the film.

Let's stay on the pitch for a while longer.

Who do you need to score goals?

First and foremost, it's the forwards!

And our "Store Concepts" play a decisive role in the forward line.

Have you been at MediaMarkt or Saturn lately?

Then you will see that everything there has changed.

The atmosphere.

The light.

The atmosphere.

And also the customer advice.

You can take a lot into your own hands.

And try it out.

Making coffee, for example.

Or hoovering.

You can really experience something here.

64% of stores now have this new look.

Three years ago, that figure was 30 per cent.

By the end of next year, it should be over 90%.

We are convinced that atmosphere creates experience. And experience creates sales.

That's why we're going one step further.

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With the Lighthouses.

Huge flagship stores.

The biggest one is in Hamburg.

15,000 square metres of entertainment and electronics.

There are 11 of them.

In Germany, Austria, Italy, Spain and Türkiye.

There are also customers who travel there especially for this. You are welcome to do that too!

If you can go big with your "Store Concepts", you can of course also go small.

You can find more and more of our small "smart stores" in city centres.

For everything you need to take on the go.

Or to pick-up goods ordered online.

We are also growing here.

In Germany, for example, with six new Smart Stores, and in Switzerland we have taken over 20 stores from Melectronics.

And in Italy, we are cooperating with Bennet, a leading supermarket chain. Around 20 stores will be added here over the next three years.

We want to be present. Where the people are.

And we want to surprise them. Even when they enter the stores.

We call this the "Entrance Statement".

And then we invite customers to the "Experience Zones".

These are areas in which we specifically stage special products.

The concept of how we are rethinking space is called "Space as a Service".

That's fun for our customers. But also for us. And our partners.

Because we create experiences here that generate sales and growth.

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Enough talk. Let's take a look at the forward team.
Here comes Marcus.
Please roll the film.

I would also like to invite you to take a look at our Experience Zones right here in front of the hall.

Ladies and gentlemen,
In football, strong teams have a top strikers on the right and left.
They make the game fast. They come from the side.
Often unexpected. But with immense impact.
Our Services & Solutions employees are storming in there.

When customers come to us, we want to offer them more than what they get elsewhere.
Namely:
More ideas.
More solutions.
More services.

For example:
Help with the installation.
Contracts for green electricity.
TV service.
Insurance companies for their new products.

So that customers have one less thing to worry about.

MediaMarktSaturn hasn't had an outside striker like this for a long time.
But we are convinced:
There is a lot of potential here. We want to utilise it.

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For our strategy. For growth.

And we see:

It works. Customers appreciate what we offer.

In 2023/24 we had an increase of 17%.

The Services & Solutions contribution to total sales was 5.1%.

The target is 5.5% by 2025/26.

Let's take a look at the team of external strikers
at Services & Solutions for a closer look.

Here is Henny!

Please watch the video!

You know how it is in football: sometimes the striker passes the ball back.
And opens up new spaces. New opportunities.

We do that too.

For example, when the customer comes back. Because they want to
repair an appliance.

Then our players from our Repair division pick up the ball.

Repair.

That is a trend. People appreciate it.

And we understand that. We take it seriously.

And prepare ourselves for it.

With the result:

Last year, we repaired more than 3 million products.

And the trend is rising. This alone is already generating sales and growth.

But there's more to it than that.

We are all about trust.

Reliability.

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Customer loyalty.

From our experience:

If we also take care of repairs, then customers will come back for new equipment too. .

Repair is a service offer.

But repair is also an offer of trust.

And that's why repair is a growth driver for us!

Last autumn, we set another milestone: our own Apple MacBook repair workshop. In the centre of Berlin.

And on behalf of this dedicated team, I would now like to introduce you to Sebastian.

Roll the film!

As you can see: Our strikers are in a great position. They play the ball forwards strongly. But they also play back intelligently when necessary.

But that's not all. A new star has established himself in midfield.

Our marketplace: The Marketplace.

And it pushes forwards strongly. Is immensely present. And delivers a successful game.

We more than doubled the value of the goods that our customers have bought here
last year. To 277 million euros.

Again, short and sweet:

From zero to 277 in two years.

We proudly say: A shot! Agoal! Our Marketplace!

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We are now operating in five countries.

New on this list: Italy and the Netherlands.

This year, Belgium, Poland and Türkiye will also be scoring goals with the marketplace.

We are convinced:

The Marketplace will bring us further considerable growth.

Let's take a look at the team in our strong midfield.

This is Christian.

Roll the film!

One thing is important in every game: how do the balls get to the front?

The really good balls are distributed with a great overview.

Exactly where they are needed.

Right into the gap where only a difference-maker can get to it..

Toni Kroos, for example, is such a midfield machine.

And with us?

Here, our colleagues from the retail media team distribute the balls to the front.

Retail Media. A term that is still new to many.

I want to explain it.

Imagine it like this. You are on the Internet. And you search for "fully automatic coffee machine".

And in addition to the normal results, you will see sponsored results.

With a direct link to us.

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Then our team from Retail Media was there. They place advertising exactly where you are in the mood to buy and are actively searching. Retail Media is a science all of its own. With great leverage for growth. There are only a few real experts worldwide.

And I can proudly tell you that we have one of the best teams here.

And the very best thing about this is:

We are tapping into two sources of income here.

On the one hand, the companies that pay us showcase their product. And secondly, when customers then end up online with us and buy from us.

I can tell you that Retail Media is a boost for our strategy.

Do you want to hear the figures?

Last year, we generated 48 million euros here. That was actually a three-year plan! We've already achieved that after one year. Check!

And then we doubled the new plan.

You have to get to know this team and its precise balls from midfield.

This is Torsten!

Roll the film!

Dear shareholders,

There is a quote from Jürgen Klopp that sums up what counts if you want to get to the top.

Which is:

"There is only one way to play football successfully. Full of passion, full of emotion, full of intensity."

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And you can see in all the short films about our Champions League team: that suits us perfectly. Because that's exactly how we work.

With passion.

With enthusiasm.

And with intensity.

Everything we do is consistently geared towards our strategy, which centres on the concept of 'digital experience'..

In other words, the way customers come to us.

One way?

No!

Many ways!

Omnichannel is the name of the game.

These are:

The stores.

Online.

Our website.

The Marketplace.

But above all:

The app!

We follow the clear motto: Mobile First.

Because when customers come via the app, that's when we get to know them best.

Thanks to the digital experience, our online sales now account for a quarter, or 25%, of our sales.

And more than 20% of these now come from the app. This figure was still a single digit a year ago.

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And the experience doesn't end with the order. Have you ever ordered our goods with the MediaMarktSaturn app via direct delivery straight to your home?

It takes a maximum of 90 minutes. With Uber as our partner.

And this is being used more and more frequently. We continue to be a pioneer in this area.

Would you like to experience the passion that Klopp talks about in our team?

This is Shariar!

Roll the film!

The player with the number 6 plays a central role in football.

Often the control centre in the game. The control centre in midfield.

Sometimes further back. And then sometimes very strongly up front.

The six is the player who plays everywhere.

Sustainability plays this role our organisation.

This topic plays an important role in all our decisions.

Why?

We are convinced that success is always a question of attitude.

And our stance is clear: our clear commitment to our responsibility for creation, for nature and for the future of our children and grandchildren.

And I say and emphasise that quite deliberately.

Also, because this topic is currently being removed from the agenda in the USA, for example, at the stroke of a pen

I'll say it loud and clear: not with us!

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For us, sustainability is a driver of innovation. And a driver of growth. As Europe's largest retail company for technology, we have an obligation to lead the way in this area. And that is what we are doing.

For example:

Since 1 January 2024, we have been sourcing 100% of our electricity from renewable energy sources. In all our stores and facilities.

And we are making sure that we have even more sustainable products on offer.

Among other things, this enabled us to reach an important milestone. We have reduced the so-called "Scope 3" by 1.7%.

That is 360,000 tonnes of CO₂ less.

Scope 3 sounds complicated. But it is important. I'll explain it to you.

Each of our products has a CO₂ footprint. It starts with production.

Increases further with transport. It also continues during use at home.

Right up to the end of its service life.

These emissions are called Scope 3, and you can imagine:

Given the large number of products in use around the world, these are crucial for the climate.

And here we are already saving 360,000 tonnes. To give you an idea of what that means: That is roughly equivalent to the annual amount of exhaust fumes from all the cars, buses and lorries in a large city in Germany

And I promise you: On this path to more sustainability we will continue to do so consistently.

Our goal is clear:

We are working to ensure that we offer more and more sustainable technology products in our range.

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We want to be a leader when it comes to:

Low energy consumption,

saving water,

longevity,

reparability.

recycling.

And that is why sustainability is

a clearly defined goal of our growth strategy.

Let's take a look at how skillfully our sustainability team plays.

Led by Ana-Maria!

Roll the film.

Football is all about scoring goals.

But also, to prevent the opponent from getting the ball into the goal.

This requires a strong defence.

And that's where our private labels come into their own in an effective four-man defence.

Private Label.

They're only available from us for now.

First bad luck for the opponent

They are attractive.

More bad luck for the opponent.

And those who like them will come back. And to us.

What can I say? Bad luck for the opponent.

We also earn good money from it.

This is why we have been focusing on our private labels for several years.

And are doing it more and more. And better and better.

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The Private Label products are our "fan articles", so to speak. If we impress with our own brands, then we create a real bond with our customers. Because no other club has that.

For example: Tim Raue. The German star chef. He has developed a gas barbecue for us. For the garden. Which we offer under his name.

Or at the European Championships last year. A limited-edition hot air fryer in "Oranje" colours. For bitterballen, for example. For healthier snacking in national colours. That went really well.

Or - something completely different: The ISY Gaming Chair
A kind of desk chair. But for successful gamers who also want to play successfully in comfort.
A bestseller which is only available from us.

There are quite a few ideas behind our private labels. And we still have plenty of them.

Find out more: Now from our Private Label team.

Here is Mario!

Roll the film!

We still have a very strong defender!

A bulwark.

A real bank.

Our central defence.

How do we do that?

With our personalised service.

The claim behind it: My customer - my responsibility.

And this is what it looks like: Imagine this: A customer comes into the store.

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From further afield. He takes his time. And yet there is no consultant available.

Should not happen. Must not happen.

But it does happen. That's where our personalised service comes in.

As a customer, for example, you can now book an appointment with an advisor online. And tell them what you are looking for.

What your concern is. So that the consultant is prepared.

And you have a better experience.

By the end of 2025 it will be available:

In every MediaMarkt.

In every Saturn.

Throughout Germany.

It kicked off in Landshut.

Where our colleague Barbara is already showing how personalised service is lived.

See for yourself.

Roll the film.

You might ask yourself: With such a strong defence.

Who is left in goal then? I can tell you:

It's the colleagues from MyMediaMarkt and MySaturn.

Our customer loyalty programme.

The programme is growing. It has more and more fans. And it's getting better and better.

More and more important. For us. And for our customers.

We now have 43 million customers in these programmes.

43 million!

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Much more members than the largest football club in Europe.

As you can see: We have a strong fanbase! Think of what it could mean!

In terms of potential!

In value creation!

In profitability!

Growth!

Because when customers entrust us with their business, when they become members of these programmes, we get to know them even better.

We can make them even better offers.

Want to know more? Then watch Alex Cirlan from Team Loyalty now.

Roll the film!

Ladies and gentlemen,

"I want my team to play a football that gets our fans off their seats." Who said that?

Clearly! You know it. Our brand ambassador. Jürgen Klopp.

That is our aim, too. We want to shake our customers out of their seats.

That is the core of our strategy. The customer experience.

I like the term customer stickiness even better.

So:

How closely we are interlinked with our customers.

How well we know them.

And how much we offer our customers,

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what they need:

Top services

Exciting private labels.

A mega marketplace.

Great retail media offers.

And a strong loyalty programme.

Our team offers all of this on the pitch, in contact with customers.

Around 5.5 million times a day.

Around 167 million times every month.

Around 2 billion times every year.

We have defined four central strategic fields around this very special customer experience.

Firstly:

The Employee Experience.

In other words, how passionate our employees are about their work.

Secondly:

The Shopping Experience.

How attractive, reliable, fast and good our sales channels are.

The stores. The app. The online shop.

Thirdly:

The Usage Experience

That we offer more than just products. We also offer advice and service.

The right logistics.

And fourthly:

The impact experience. Sustainability.

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Our player with the number six who whirls all over the field. A clear attitude that creates growth and innovation.

When all this is running: Then it's on!

A plus in the core business.

A plus for the services.

A plus for the Marketplace.

A plus for our Private Labels.

A plus for Retail Media.

A plus for Loyalty.

And we are not yet at the end of our strategy.

There's more to come. I promise!

As I said at the beginning of my speech, today you will see how we turn a successful retail company into a leading omnichannel service platform for the future of technology and electronics.

As you can see: it's true!

We are active in 11 countries. In 9 of them as number 1 or number 2.

And this platform is now visibly developing its own dynamic. Each element of the platform strengthens the next element.

Let me explain:

- If the customers are satisfied: Then demand increases.
- If demand increases, our core business grows.
- What's more, our new businesses will also grow.

Logical. Let's move on:

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- When customers experience everything we have to offer, they are more satisfied.
- Then we become more relevant.
- Customers then have a closer relationship.
- And when customers then join our loyalty programmes. And they do.
- Then we can make even better offers.
- Then the customers are more satisfied.
- And then demand increases again.

Do you realise that?

- Our strategy works like a flywheel.
- It drives itself to a greater speed.
- And is gaining more and more momentum.

The bottom line:

Our goals are clear.

From 200 million to 300 million euros: done!

Now it's time for the next stage on the road to half a billion.

Let me now delve deeper into the figures.

This is also part of an Annual General Meeting.

The sales.

Last year, you already know it, 22.4 billion euros, an increase of 5.3% on an adjusted basis.

Since the Capital Markets Day, it has even increased by 8%.

Our success becomes even clearer when looking at our adjusted EBIT.

Here we have improved by 47% halfway through our medium-term targets.

Our net result: Turned.

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From minus 39 million euros last year. To a net profit of 76 million. A plus of 115 million.

When I look back over the last two years, I can say:
We have made considerable progress in a difficult market environment.
We have managed to outperform the market.
We have grown sustainably.

Our core retail business is strong and resilient.
And our growth businesses make us even stronger.
We have a solid foundation for further growth!

In the past financial year, we adjusted our forecast upwards twice - and we achieved what we set out to do.

In short: When we promise something, we deliver it! Reliably.
Our free cash flow increased to 119 million euros.
This is an increase of 742 million euros compared to the 2021/22 financial year, which exceeded all our expectations!

These are the results:

- firstly from robust sales growth in our core retail business,
- secondly, from the increased contribution of our successful growth areas
- and thirdly from our strict cost discipline.

We have also secured our debt financing: We successfully refinanced our corporate bond maturing in 2026 with a new, sustainability-oriented bond.

We are now fully financed until July 2029.

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Our work is also reflected in our net profit. As you can see from the agenda. Our annual financial statements as of 30 September 2024 showed balance sheet profit of around 242 million euros. Of this, an amount of around 138 million euros is blocked from distribution.

This means that the accumulated profits must be carried forward by this amount.

However, an amount of approximately 104 million euros is eligible for distribution.

We are proposing today in agreement with the Supervisory Board, to transfer this portion of the accumulated profits to retained earnings. This will enable us to strengthen our equity base. We are also protecting our liquidity and making our defence even more effective.

Dear Shareholders,

Our proposal for the appropriation of profits also means that you will have to wait a little longer for a dividend. Nevertheless, you have remained loyal to us. Because you believe in our growth strategy. Thank you for that.

You can now see that our strategy is working.

We are strongly positioned. So if you are right to ask about our dividend policy, then I can tell you:

We plan to distribute 10 to 25 per cent of earnings per share as a dividend in the future. At the same time, we must of course also consider CECONOMY's investment and capital decisions. We also have to look at the overall economic situation.

If we achieve our medium-term targets - i.e. for the 2025/2026 financial year - we currently expect to be able to distribute dividends again.

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Like this!

That was the past financial year.

And you rightly ask: And? The current one?

How did it start?

I had already indicated this to you. Very good!

With two wonderfully scored goals. The first goal on Black Friday. And the second in the Christmas business.

We also grew in Q1. The eighth quarter in a row.

And in a market that is volatile. In a market environment that is challenging. And we didn't just hold our own. We did exceptionally well. We are proud of that.

Our adjusted sales increased by 9.5 % compared to the previous year. An impressive plus!

Growth was driven by a strong like-for-like increase of 7.8%.

That shows quite clearly:

Customers like us.

They trust us.

They like to come.

In all directions.

Successful omnichannel.

Especially in Germany: our largest country has developed at an above-average rate. We have noticeably gained market share here. We have stable profitability growth: we have achieved positive adjusted EBIT growth for the eighth quarter in a row.

Our customer satisfaction also increased again in the first quarter. The Net Promoter Score. You remember. It now stands at 59!

Speech by the CEO at the Annual General Meeting 2025

Another increase.

We are therefore on to achieve our medium-term goals. And we hereby expressly confirm our forecast for this year with a tailwind.

Dear shareholders,
what connects us with Jürgen Klopp: That is the demand for excellence.
Getting the best out of a team.
That is the basis for our success. Even in these times.
Which are not easy. Politically. Socially. Economically.
But a top team grows with its opponent. We have been defying the
challenges of the economy as a whole for eight quarters now. And
growing.

You, dear shareholders, are with us on this journey. I thank you and we
thank you as a company for this.
We will continue to do everything we can to ensure that your company
remains at the forefront. Because our strategy lives!
You guessed it: I would like to end with a quote from Jürgen Klopp.
That is:
"Success comes from within. From your own endeavours. Everyone has
to take responsibility. For their own actions. For the common goal."

Ladies and gentlemen, this is exactly how your team at
MediaMarktSaturn is organised.

We continue to grow. We are developing the company forwards.
Future-proof.
With ambitions.
With goals.
With our strategy.

Speech by the CEO at the Annual General Meeting 2025

With our team.

With you as companions.

And with a clear focus on our customers.

In the coming year, you will also see how we are increasingly turning a successful retail company into the leading omnichannel service platform for the future of technology and electronics.

Thank you very much!