



Investor update

12 March 2026



Agenda

- Intro & market overview
- Partnership with Vusion
- Grocery e-commerce
- StrongPoint strategy
- Q&A



Jacob Tveraabak

Chief Executive Officer



Roy Horgan

SEVP Strategy, Marketing,
Communication & CEO UK
& Ireland

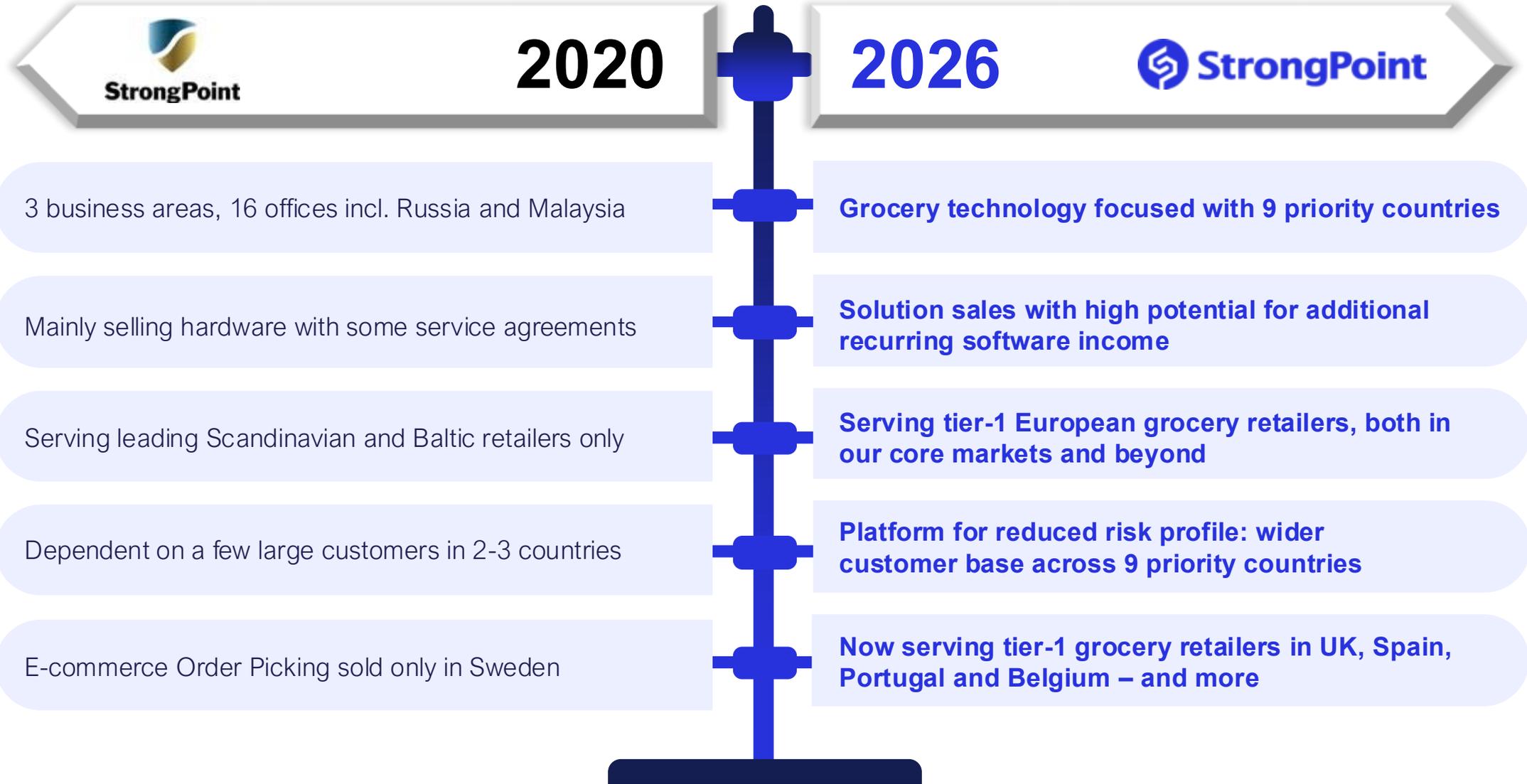


Marius Drefvelin

Chief Financial Officer



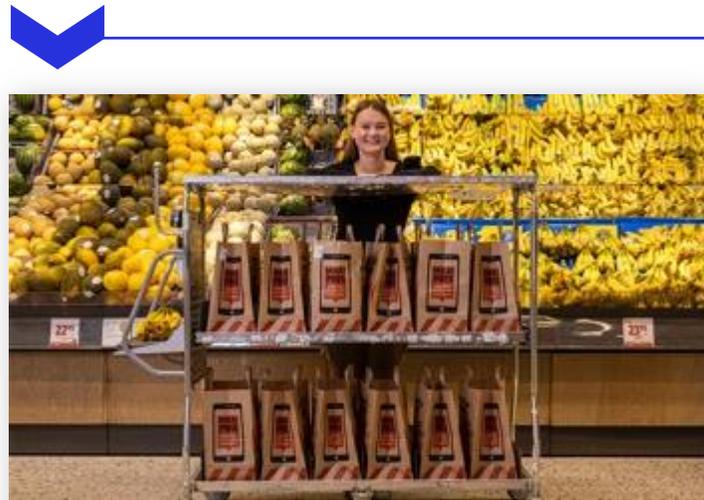
StrongPoint then and now



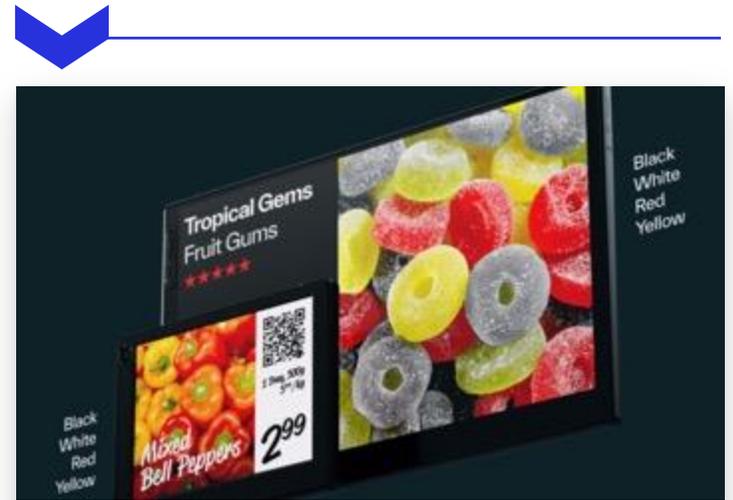
Market for grocery retail technology: **resilient** and **promising**



**Growth of
Discounters**



**Growth of
E-commerce**



**Digitalisation of stores
& AI integration**



Vusion Partnership



Multifaceted partnership with **Vusion**

**Launched in
December 2024**



- StrongPoint as Value-Added Reseller (VAR) of Vusion's retail technology solutions
- Vusion to integrate StrongPoint's e-commerce platform into its IoT Cloud platform as an Independent Software Vendor (ISV)



Why Vusion?

1. From ESL to Store Digitalization



V **SESimagotag**
Electronic Shelf Labels

V **PDi digital**
Industrial IoT

V **Captana**
Computer Vision / AI

V **Memory**
Retail Intelligence

V **Engage**
In-Store Retail Media

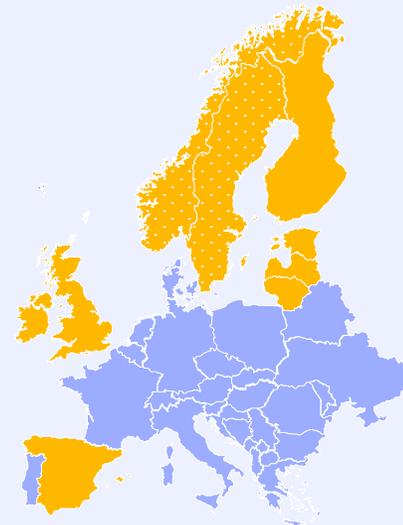
V **Vusion Cloud**
IoT Platform

2. De facto broader geographic coverage

Reseller rights for all Electronic Shelf Labels, and more, across all StrongPoint markets.

■ Reseller coverage

■ Previous reseller and current coverage



3. E-commerce Partnership

Vusion sought to partner with a world-leading e-commerce solution provider, reflecting its focus on and belief in store-based e-commerce fulfillment.

StrongPoint saw the benefits of combining its Order Picking solution with Vusion's in-store technology portfolio.





Roy Horgan

SEVP Strategy, Marketing,
Communication & CEO UK & Ireland

Vusion

Vusion

Vusion in Partnership

 **StrongPoint**



WHO ARE WE

Global Leader in Digital Solutions for Physical Commerce

 €1.5bn Sales (2025e)

 1,100+ people

 62 countries

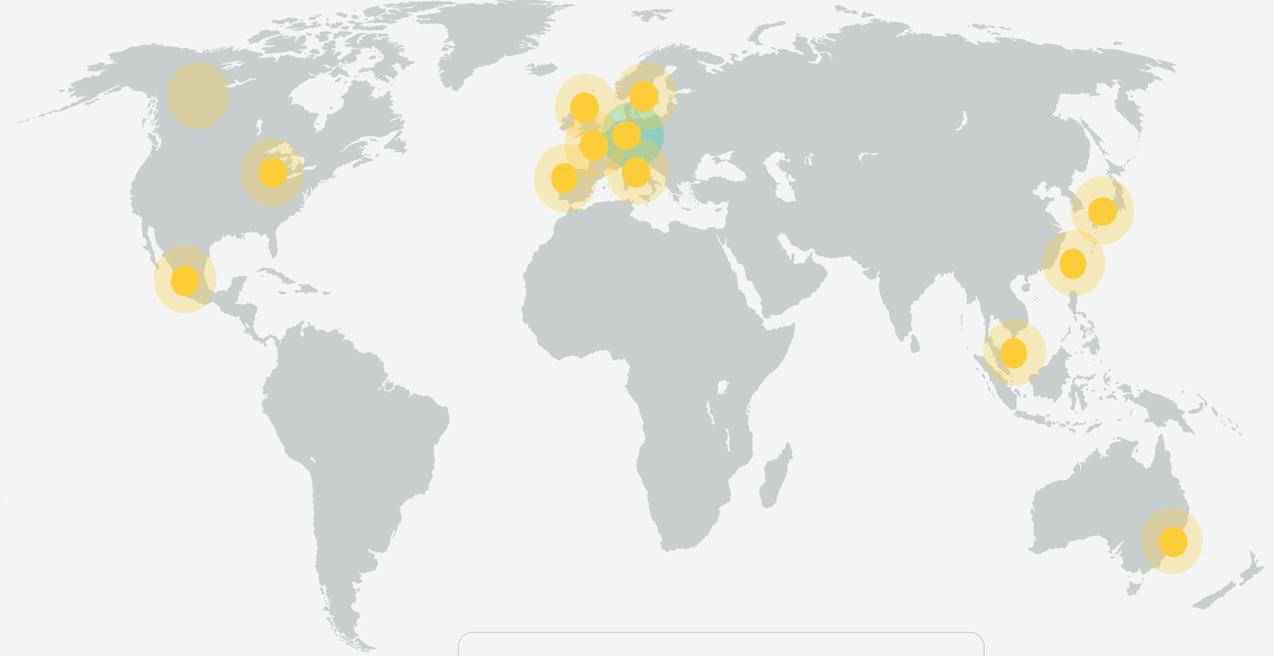
 350+ retailers

 600 M ESLs
incl. 300M Cloud managed

 60,000 stores
equipped

 400+ Brands

 Ecovadis Platinum
(top 1%)



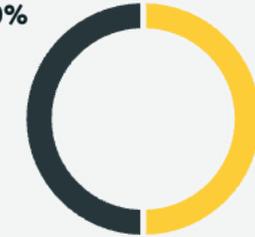
1992 : Inception (France)
2006 : IPO (Euronext)
2013 : Global #1
2018 : Vusion Platform
2024 : EdgeSense Launch

10-yr CAGR
+30% p.a.

\$1.5bn



Americas & APAC
50%



Europe
50%

2024 figures

Reinventing the
Shelf Edge with

EdgeSense™



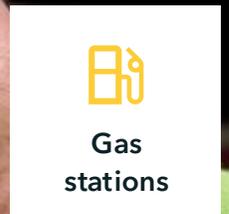
EdgeSense: broader capabilities and 3X higher return



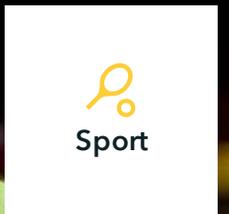
Some of our key wins in 2025



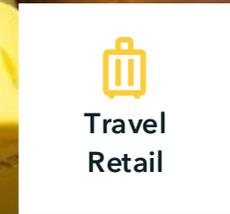
Pharmacy



Gas stations



Sport



Travel Retail



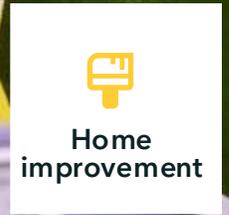
Cosmetics / H&B



Consumer Electronics



Food



Home improvement



DIY



“Sales momentum continued with growth in customer transactions led by digital

eCommerce sales up +27%, with strength in store-fulfilled pickup & delivery, advertising and marketplace

*Sales through expedited **store-fulfilled delivery channels grew more than 50%***

*Operating income grew faster than sales, up 6.6%, reflecting higher gross margins with **strong inventory management, expense leverage, and improved eCommerce economics**”*

From Walmart's Q4 & FY 2026 Earnings Release



Carrefour to deploy the latest generation Vusion platform across their stores in France



*“By partnering with **Vusion**, a French technological champion with global reach, we are propelling our stores into a new era. The digitalization of our shelves is the essential foundation for deploying our vision of modern retail, serving competitiveness, quality of life at work for our employees, and customer satisfaction.”*

Alexandre Bompard
Chairman and CEO
Group Carrefour





Putting Technology at the Service of Physical Commerce

, Computer Vision, Data & AI





Q&A

Vusion StrongPoint

ISV partnership coming to life: StrongPoint & Vusion **product roadmap**

Live

Shelf-Verified Order Picking



Planning

Put-to-Tote Optimization

EdgeSense
Geo-Location
Integration

Discovery

Vision Picking

AI-Assisted
Routing

And more
to come...

Vusion Captana AI Computer Vision camera



On shelf-edge

Vusion + StrongPoint = Shelf-Verified Order Picking

Order Picking App
sees what is
not on shelf



- Alert sent to in-store staff to restock if in stock, or
- Substitute if out of stock and the customer opts in



A woman with blonde hair, wearing a green polo shirt with the 'coop' logo and a name tag, is packing groceries into brown paper bags. She is wearing blue gloves and is standing in a supermarket aisle. The shelves are filled with various products, including boxes of Joggli yogurt. The scene is overlaid with a blue tint.

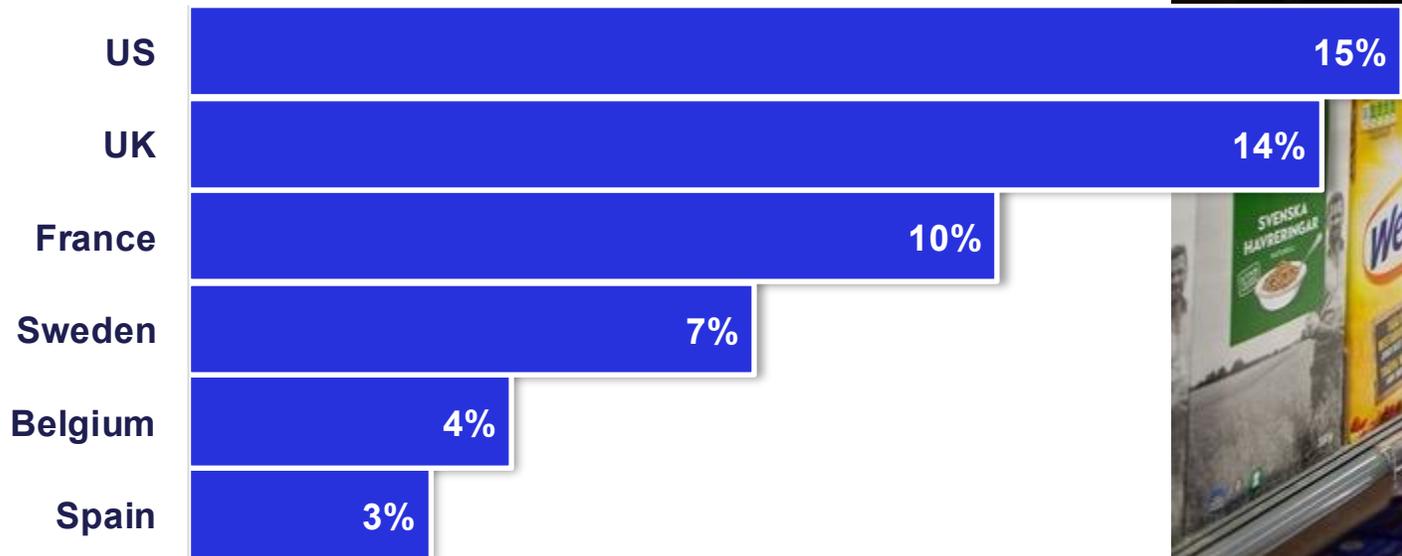
Grocery E-Commerce





Grocery e-commerce in 2025 hit a slew of monthly record-highs, cementing the shopping method as “no longer an alternative channel” but as a “dominant habit,” according to Brick Meets Click.

Grocery e-commerce penetration levels in 2025:



Large scale grocery fulfillment centers are going out of fashion



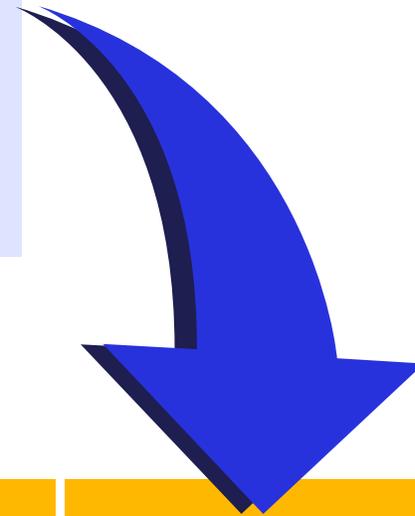
UK's Ocado says Canadian partner to close warehouse in latest blow



Ocado warns M&S of legal action over food deal



Ocado slides 17% as US partner Kroger closes robotic warehouses



Large scale



Capex heavy



Inflexible

The **store** is at the centre of e-commerce fulfillment



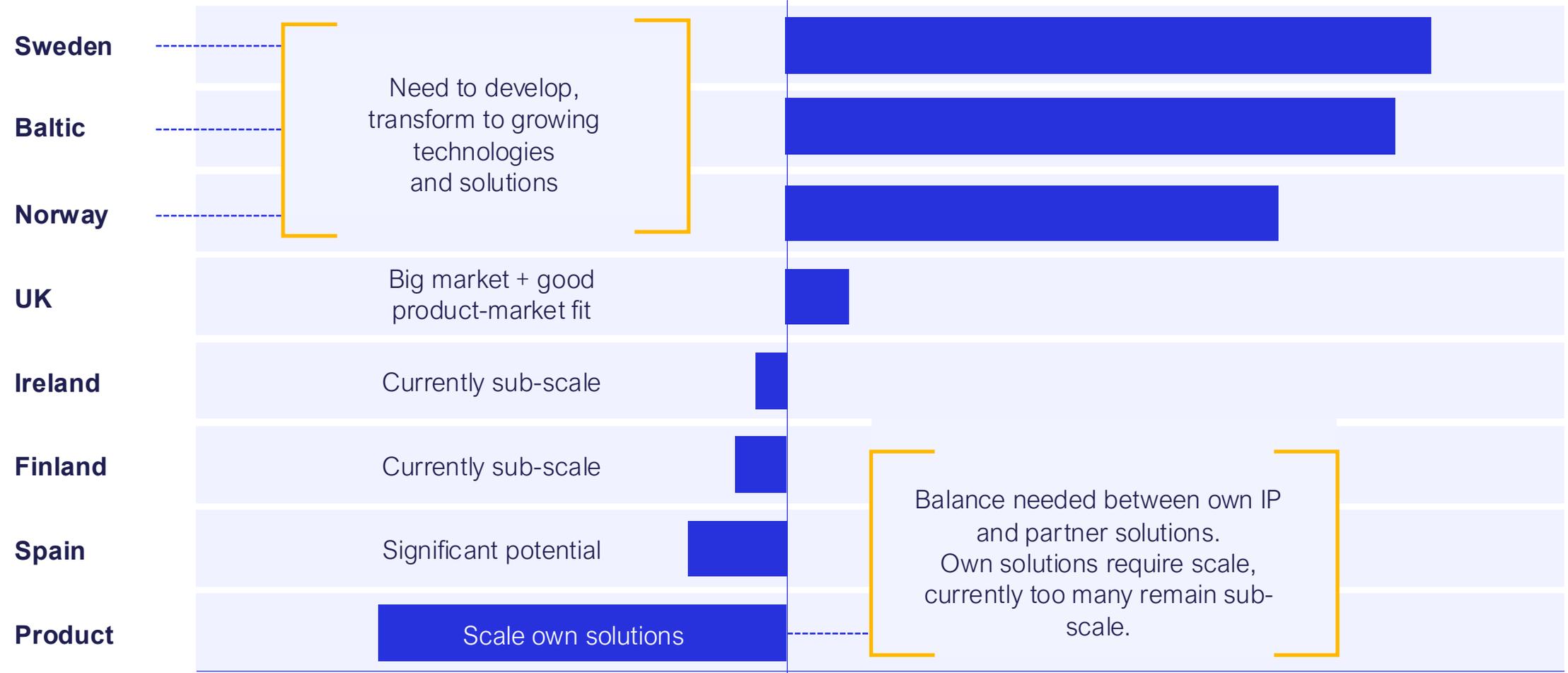
A woman with long blonde hair is shown in profile, looking at a smartphone she is holding up to scan a bunch of bananas in a grocery store. The background is filled with more bunches of bananas on shelves. The entire image has a blue color overlay.

Markets

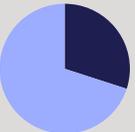
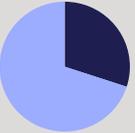


Situation and plan for geographic markets

EBITDA 2025

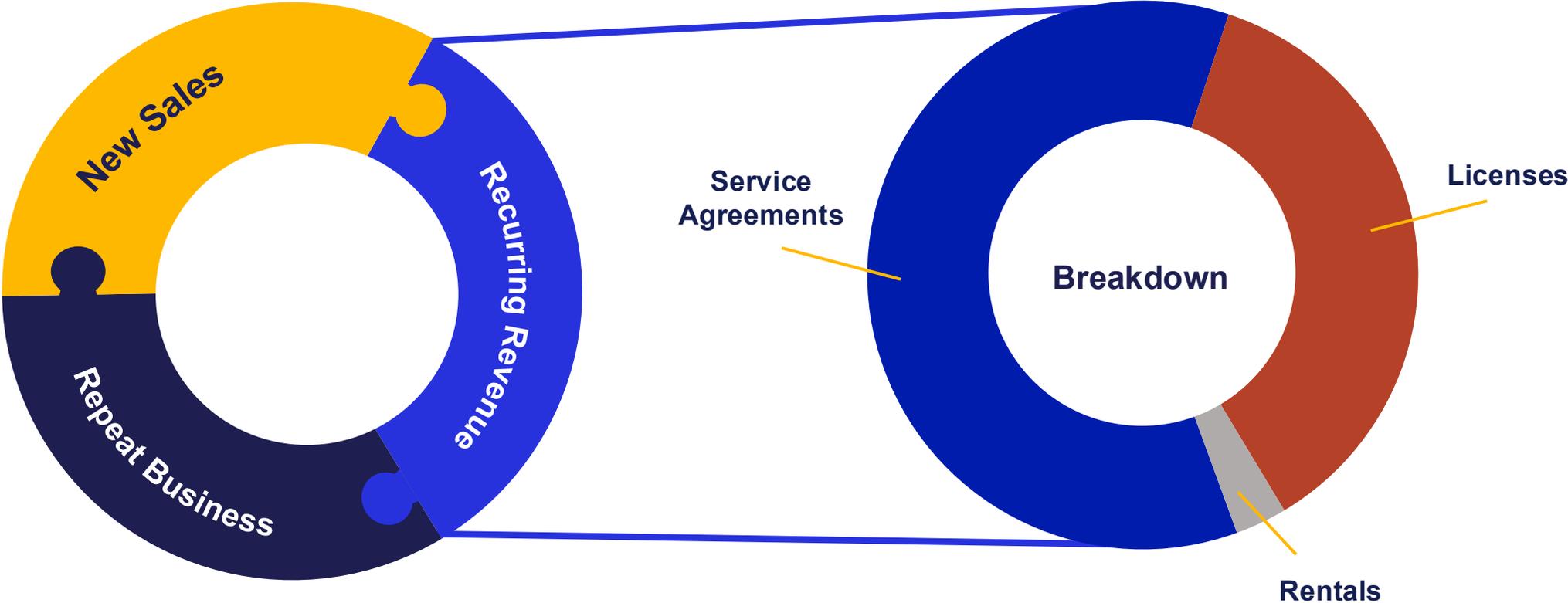


Large opportunities in key markets

	Country	Market size (BnNOK)*	StrongPoint grocery chain coverage	StrongPoint solution penetration	Examples of opportunities
Traditional markets	Norway	290	100%		Self-checkout, Vensafe, E-Commerce, CashGuard
	Sweden	330	100%		E-Commerce, Electronic Shelf Labels, Self-Checkout
	Baltics & Finland	150	90%		Vensafe, Self-Checkout, Electronic Shelf Labels, CashGuard
Future key markets	Spain	1,320			Cash Management, Electronic Shelf Labels, Self-Checkout, E-Commerce
	UK & Ireland	2,900			E-Commerce, Electronic Shelf Labels, Vensafe, Self-Checkout

*Source: IGD

Continuing to develop strong base of **recurring** and **repeat business** revenue





Strategy



The StrongPoint **Strategy**



Replicating high level of **customer intimacy** in new, large growth markets

Averaging 4.7 solutions sold to the top 10 customers in our core markets of Norway, Sweden, and the Baltics.



➔

4.7
average number of solutions used

Replicating this in the UK and Spain



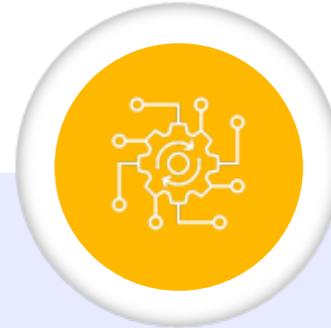
➔

How our Order Picking model creates continuous growth



In-Store Fulfillment is the Present

Grocery retail fulfillment is rapidly shifting toward in-store operations, making it the dominant and fastest-growing model today.



World-Leading Order Picking

Our best-in-class order picking capabilities attracts new customers.

More customers → deeper insights → continuously improving solutions.



Scale Reduces Cost to Serve

As our customer base expands, operational efficiency increases, lowering the cost to serve and improving overall profitability.



Strategic pillars

Drive efficiency and performance through strong culture



Employee Net Promoter Score

36

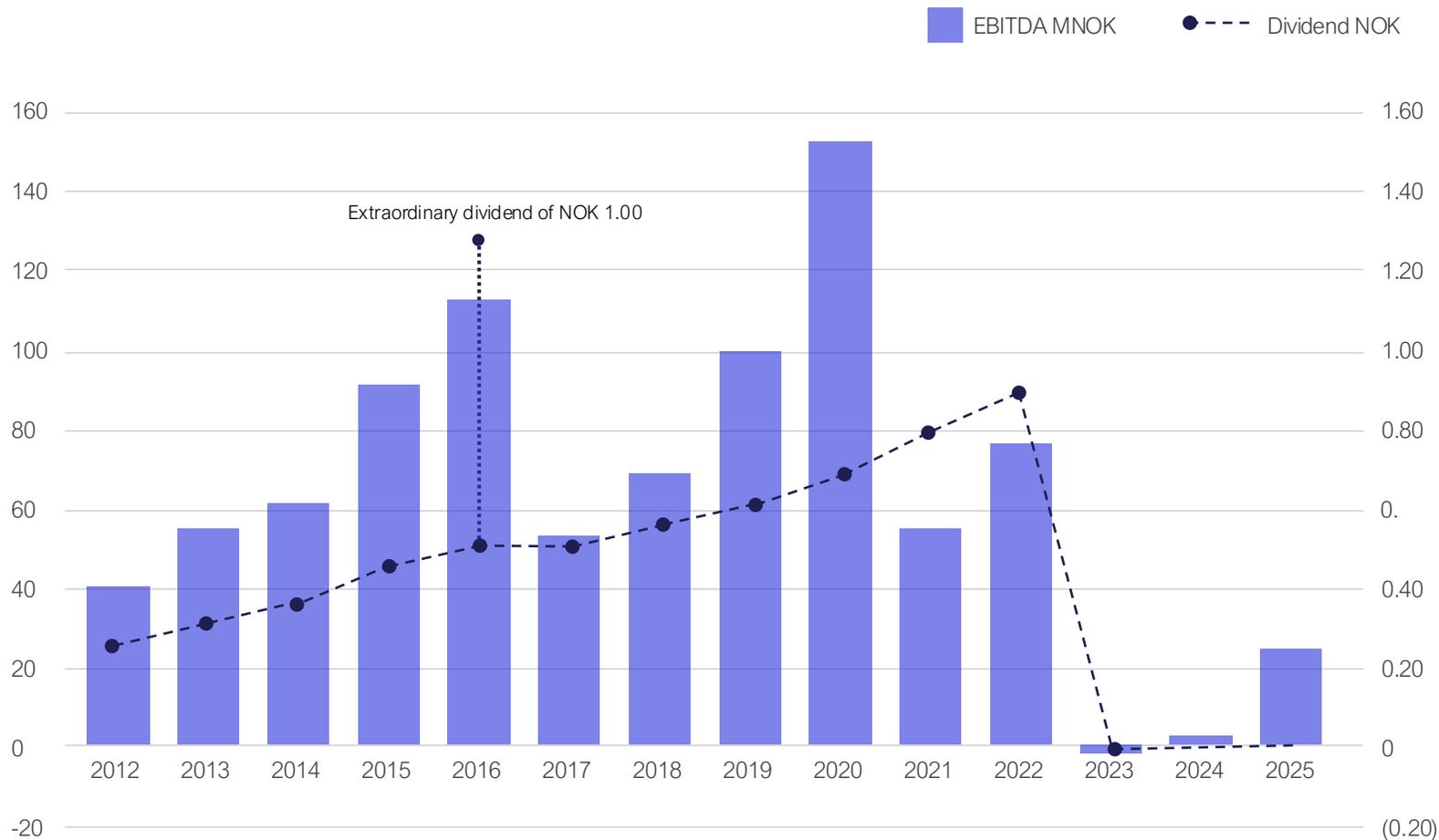
14 points above benchmark companies



Conclusionary remarks



Deliberate targeted investments after pandemic



Investments:



E-Commerce Software



Acquired company in UK & Ireland



Cash automation solution in Spain



Own point-of-sale software solution

Stepping stones for future growth



› Customer intimacy

- Strengthen relationships in mature markets and build strong relationships in newer markets



› E-Commerce

- E-commerce opportunities comes from online growth, store-based fulfillment expansion, and having the world's most efficient solution



› Scale own products

- Scaling own products in core markets and through partners, will deliver economies of scale and stronger financial returns

Long-term financial aspirations



Revenue
growth



EBITDA
>10%



Ambition to pay
and increase the
dividend forward

Thank you



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