



RAPALA[®]

VME

FULL YEAR 2025

CONTINUOUS IMPROVEMENTS IN 2025 THROUGH SUCCESSFUL NEW PRODUCTS & IMPROVED OPERATIONS

2021

Strong demand for fishing gear driven by COVID lockdowns and growing popularity of fishing as a safe activity

2022

Sharp post-covid market normalization, further amplified by retailer destocking

2023

Destocking started to ease in the second half of the year, accompanied by initiatives to lower the breakeven point

2024

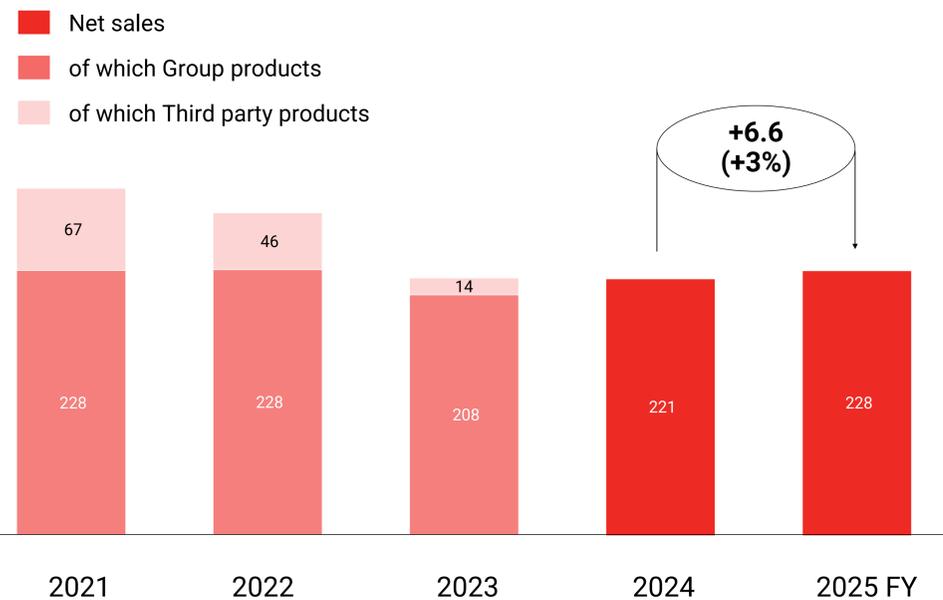
A year of stabilization, supported by further working capital and fixed cost adjustment measures

2025

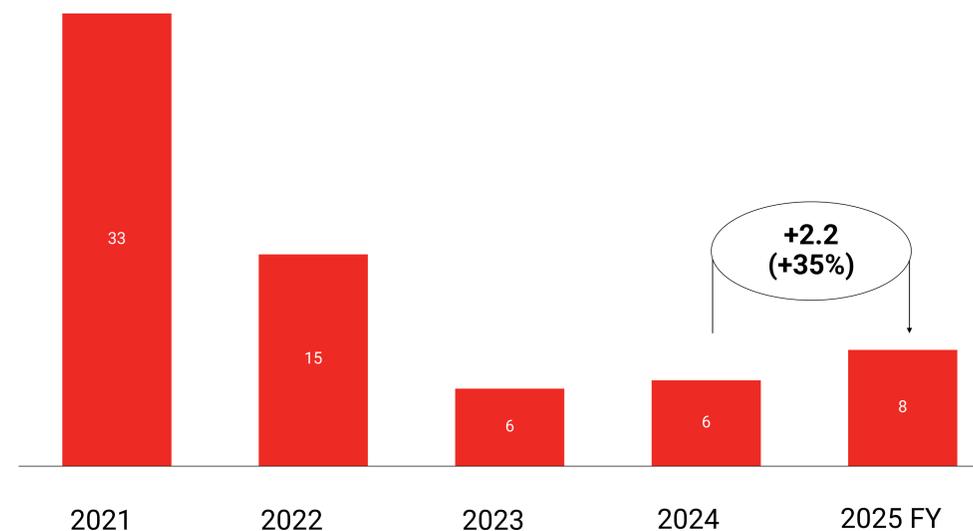
Long-term, brand-focused strategy implemented. Flagship brand Rapala positioned to become the #1 brand in predator fishing

We are confident with our model and renewed foundation

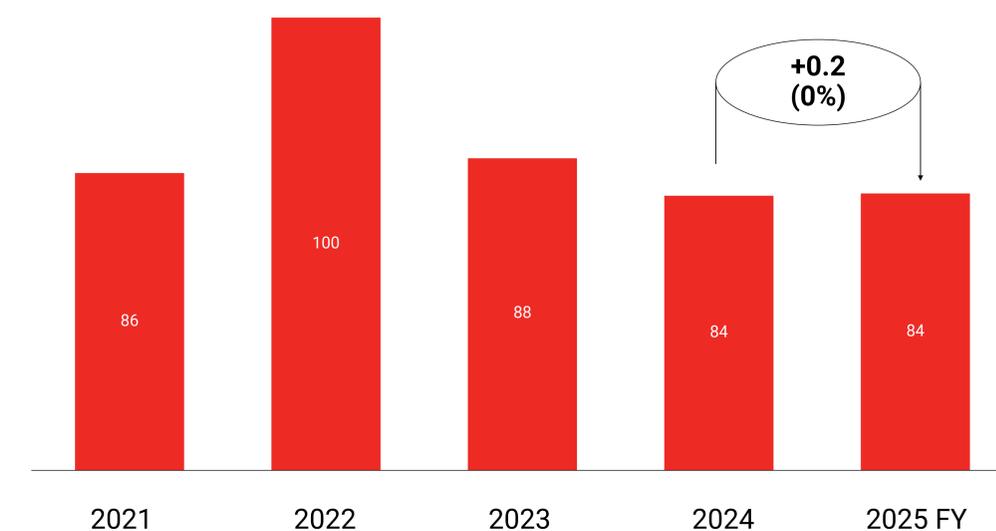
NET SALES (EURm)



COMPARABLE OP. PROFIT¹ (EURm)



INVENTORY VALUE (EURm)



FROM WHOLESALER TO BRAND BUILDER

- Reduced 3rd party sales
- Focus on own brands
- Reduction of SKU's
- Broad offering with maximum market coverage



IMPROVED PROFITABILITY

- Strong sales
- Improved margins
- Structurally lower operating expenses



INVENTORY CONTROL

- Relentless focus on cash and working capital management
- Improved inventory turns



STRENGTHENING BALANCE SHEET

- Successful refinancing
- Focus on cashflow

MAKE RAPALA ONE OF THE WORLD'S MOST ICONIC FISHING BRANDS

A HERITAGE OF INNOVATION, PROVEN PERFORMANCE, AND FUN ON THE WATER

90 YEARS OF ENDURING LEGACY

Rapala's Original Floater® prototype first developed in the 1930s and is still one of Rapala's best-selling lures today



In 1962, Rapala runs full-page ads in what becomes Life magazine's best-selling issue



Rapala's DT series released in 2002, a bass lure icon yet to this day



Game changing CrushCity Softbaits launched in 2023



Rapala collectors' group on Facebook reaches 100K members



Today, Rapala is one of the best-known fishing brands, boasting a near-century old legacy, and is on the shelves of the largest big-box retailers

Rapala founded in Finland in 1936

First US distributor in 1959

Rapala's Shad Rap lure released in 1982, an instant hit in the US market

Rapala is the first and only lure manufacturer to receive an IGFA Lifetime Achievement Award.

Rapala Pro Angler Jacob Wheeler wins angler of the year 2021, 2022, 2023, 2025

Rapala 90
90 years of helping anglers succeed on the water.

HOOKED ON WINS



OWNING THE FEED



GOING VIRAL

Rapala delivered 8 organic videos surpassing 1M views in 2025, doubling the number of viral videos from the previous year.



ON THE RISE

Rapala's TikTok presence surged in 2025, reaching 13.6M views — a 5x increase from the previous year.

Rapala® 2.1M FANS

Competitor A	1.6M FANS
Competitor B	0.95M FANS
Competitor C	0.75M FANS
Competitor D	0.35M FANS

RAPALA: FROM THE INVENTOR OF THE ARTIFICIAL LURE TO THE #1 FRESH AND SALTWATER PREDATOR BRAND

Historical new product offering development



Product strategy and innovation highlights from 2025



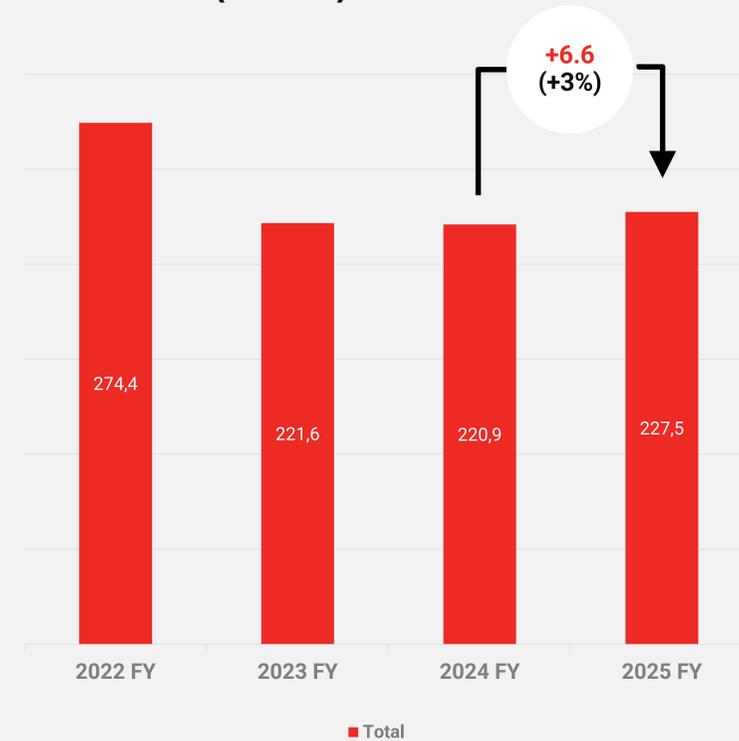
The launch of CountDown and Hydro bags drove accessories growth and positively contributed to Q4 sales in Europe.

CrushCity™'s third year delivered further market share gains, with new models, size extensions, and growing global reach.

Rapala won five ICAST 2025 awards, the most in company history, including Best in Category for the Claptail 110 and CountDown Magnum Elite.

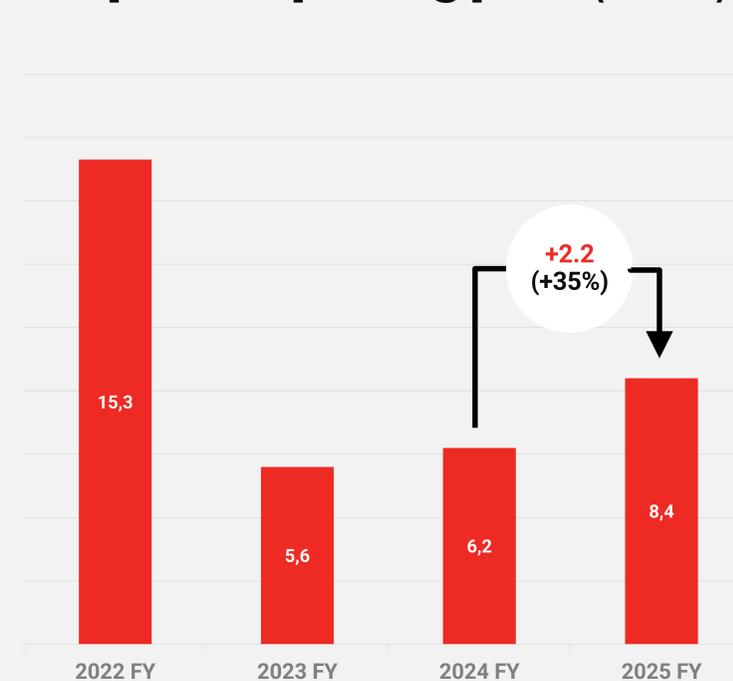
CONTINUOUS IMPROVEMENTS THROUGH SUCCESSFUL NEW PRODUCTS & IMPROVED OPERATIONS

Net sales (MEUR)



- FX comparable change: +6% (+12.1 MEUR)
- Operating environment remained unpredictable and varied significantly across regions.
- North American market proved resilient despite tariff-related disruptions, with consumer spending and retail activity holding up throughout the year despite related price increases.
- In European and Asian markets global trade disputes weighed on consumer sentiment and spending remained subdued.

Comparable operating profit (MEUR)



- The improved profitability was primarily driven by increased sales in both the winter fishing and open-water markets.
- While tariffs had a negative impact on the cost base, carefully planned price adjustments and cooperation with key vendors helped to reduce the negative impact to sales margin.

Inventory value (MEUR)



- The change in obsolescence allowance decreased inventory value by 0.1 MEUR.
- Changes in translation exchange rates decreased inventory value by 4.2 MEUR.
- Organic increase in inventory was 4.3 MEUR.
- Most of the increase is attributable to U.S. tariffs, which have been absorbed into inventory values.

SHORT TERM OUTLOOK

- The Group expects 2026 full year comparable operating profit (excluding mark-to-market valuations of operative currency derivatives and other items affecting comparability) to increase from 2025.
- North American consumer demand has remained robust despite uncertainties in the global trade environment. Our actions to mitigate the tariff impact on sales and profitability have so far been successful. However, the effects of price increases on consumer behavior are difficult to predict and therefore create uncertainty. The ongoing tariff situation continues to reduce visibility and poses challenges in driving sales and maintaining profitability.
- European markets have experienced slower consumer spending following the recent economic and political developments, and this trend is expected to continue in 2026. We will continue to enhance operational efficiency and scrutinize our cost base to lower the breakeven point.
- Pre-sales for the upcoming 2026/2027 winter fishing season have progressed in line with expectations in the North American market. In the Nordics, the winter fishing market is expected to remain at the prior year level.
- Our guidance reflects current market conditions but remains subject to potential trade-related disruptions, including tariffs and regulatory changes, which may impact demand and cost structures.



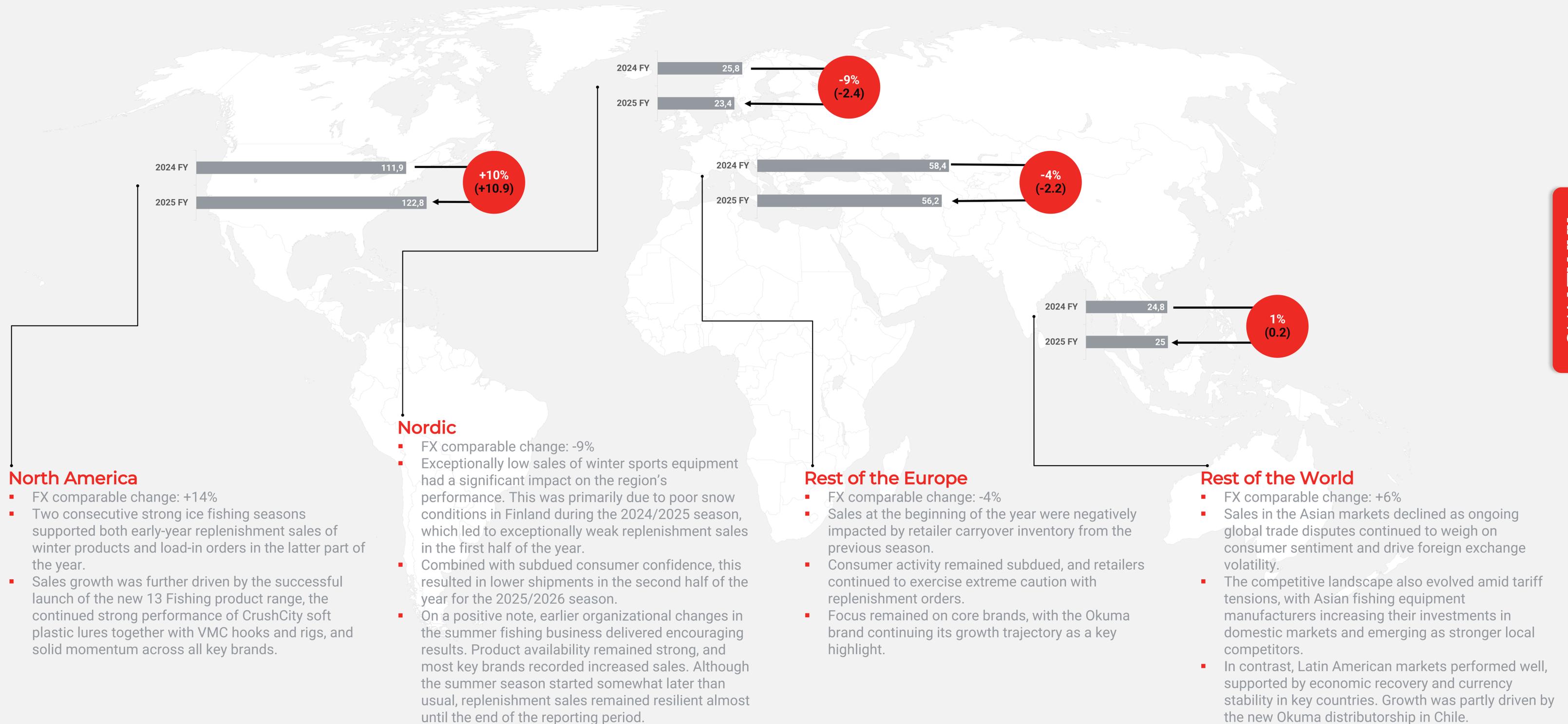
Rapala
VME

KEY FIGURES

MEUR	2025 FY	2024 FY
Net sales	227.5	220.9
Operating profit	4.2	8.6
Operating profit, % of net sales	1.9%	3.9%
Comparable operating profit	8.4	6.2
Comparable operating profit, % of net sales	3.7%	2.8%
Net profit for the period	-4.9	0.4
EPS (basic), EUR	-0.23	-0.07
Cash flow from operations	5.5	23.4
Net interest-bearing debt	72.9	61.8
ROCE, %	2.0%	3.8%
Gearing, %	53.5%	39.8%
Equity to assets, %	49.3%	53.0%



Operating environment varied significantly across regions



North America

- FX comparable change: +14%
- Two consecutive strong ice fishing seasons supported both early-year replenishment sales of winter products and load-in orders in the latter part of the year.
- Sales growth was further driven by the successful launch of the new 13 Fishing product range, the continued strong performance of CrushCity soft plastic lures together with VMC hooks and rigs, and solid momentum across all key brands.

Nordic

- FX comparable change: -9%
- Exceptionally low sales of winter sports equipment had a significant impact on the region's performance. This was primarily due to poor snow conditions in Finland during the 2024/2025 season, which led to exceptionally weak replenishment sales in the first half of the year.
- Combined with subdued consumer confidence, this resulted in lower shipments in the second half of the year for the 2025/2026 season.
- On a positive note, earlier organizational changes in the summer fishing business delivered encouraging results. Product availability remained strong, and most key brands recorded increased sales. Although the summer season started somewhat later than usual, replenishment sales remained resilient almost until the end of the reporting period.

Rest of the Europe

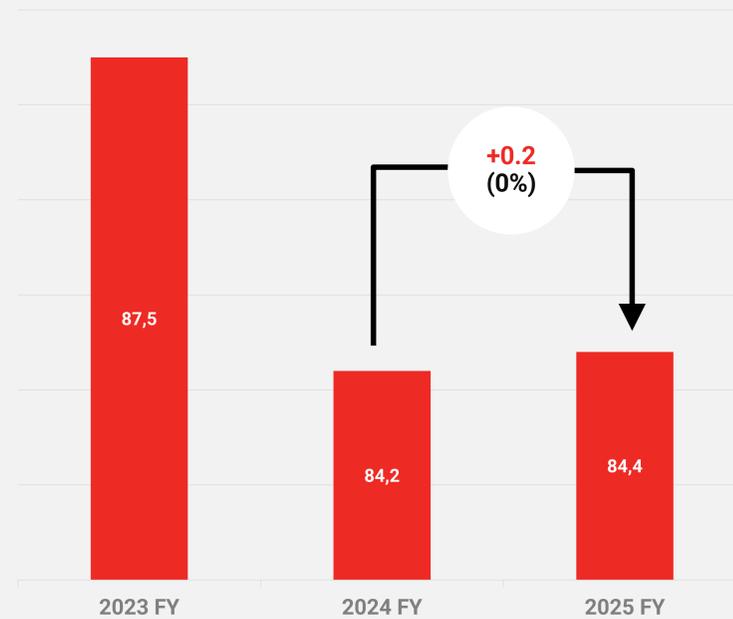
- FX comparable change: -4%
- Sales at the beginning of the year were negatively impacted by retailer carryover inventory from the previous season.
- Consumer activity remained subdued, and retailers continued to exercise extreme caution with replenishment orders.
- Focus remained on core brands, with the Okuma brand continuing its growth trajectory as a key highlight.

Rest of the World

- FX comparable change: +6%
- Sales in the Asian markets declined as ongoing global trade disputes continued to weigh on consumer sentiment and drive foreign exchange volatility.
- The competitive landscape also evolved amid tariff tensions, with Asian fishing equipment manufacturers increasing their investments in domestic markets and emerging as stronger local competitors.
- In contrast, Latin American markets performed well, supported by economic recovery and currency stability in key countries. Growth was partly driven by the new Okuma distributorship in Chile.

Cashflow remains the number one priority

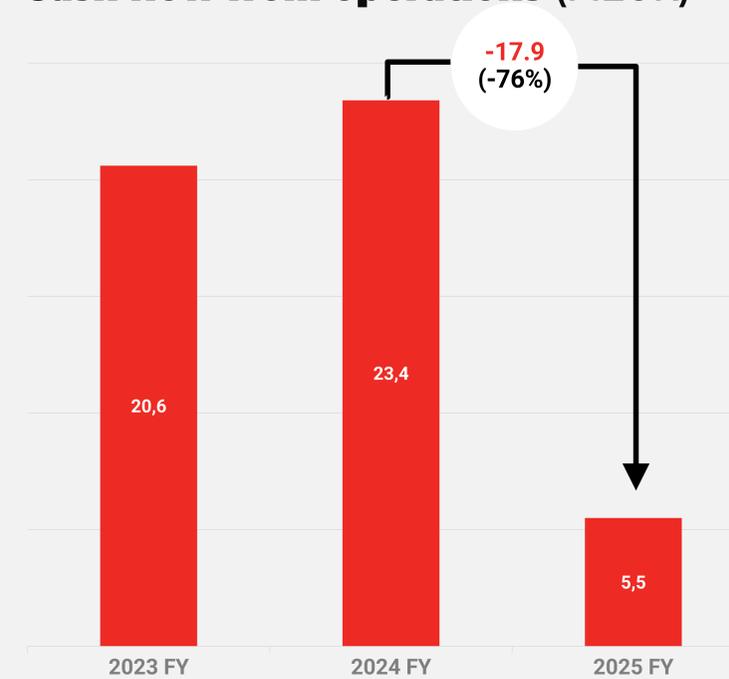
Inventory (MEUR)



End of December 2025 inventory was 84.4 MEUR

- The change in obsolescence allowance decreased inventory value by 0.1 MEUR.
- Changes in translation exchange rates decreased inventory value by 4.2 MEUR.
- Organic increase in inventory was 4.3 MEUR.
- Most of the increase is attributable to U.S. tariffs, which have been absorbed into inventory values.

Cash flow from operations (MEUR)

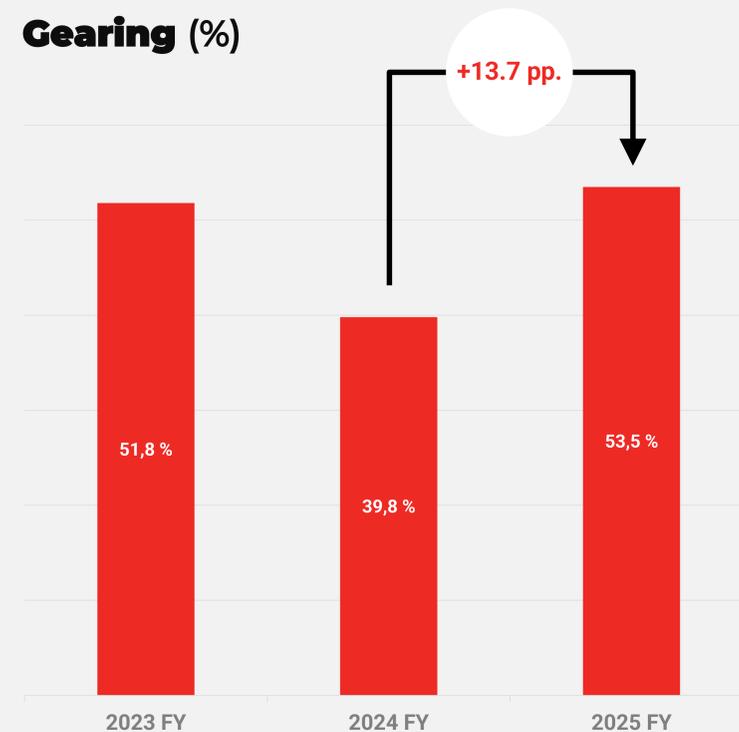


Cash flow from operations was 5.5 MEUR

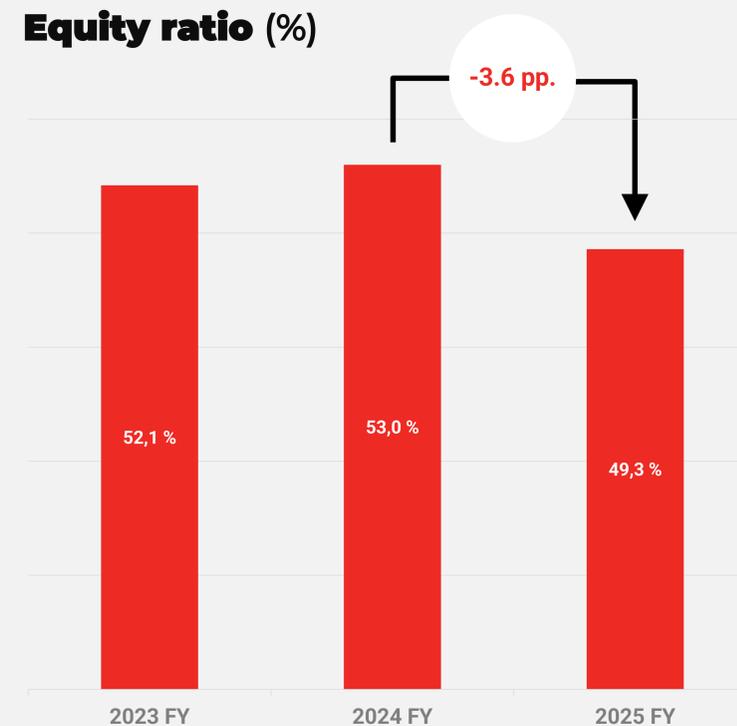
- A significant portion of the negative impact relates to inventory, as higher tariffs were absorbed into inventory values.
- Excluding the working capital impact, cash flow from operations improved from the previous year and amounted to EUR 11.9 million (EUR 3.7 million).

Gearing ratio increased and equity-to-assets ratio decreased from last year

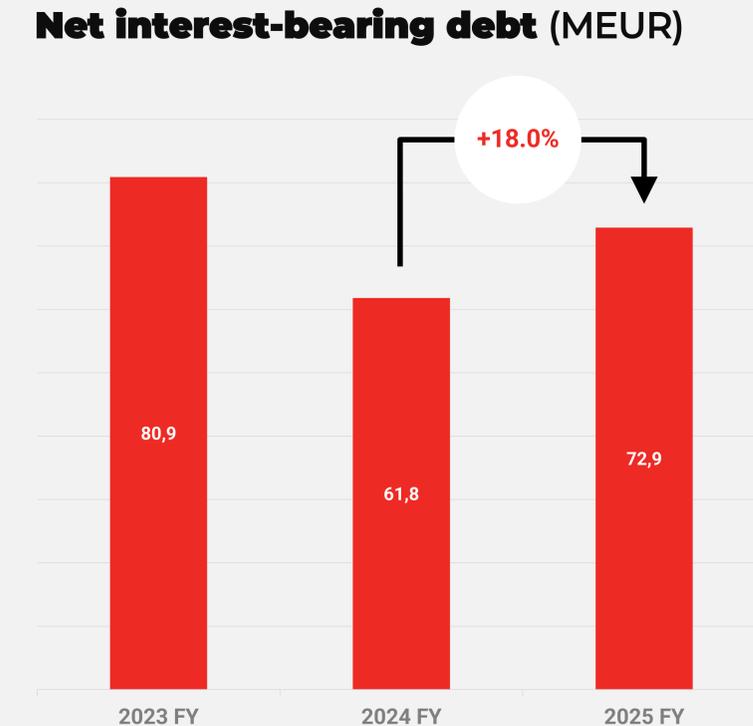
Gearing (%)



Equity ratio (%)



Net interest-bearing debt (MEUR)



- Gearing ratio increased and equity-to-assets ratio decreased from last year.
- Liquidity position remains good; cash and cash equivalents amounted to 18.2 MEUR at the end of the year.
- Undrawn committed long-term credit facilities amounted to 23.8 MEUR at the end of the year.
- Commercial papers sold under the Group's domestic commercial paper program amounted to 15.0 MEUR at the end of the year.

- Net cash used in investing activities was 2.7 MEUR (positive 4.6).
- Expenditure of 4.3 MEUR consisted mainly of maintenance of manufacturing capacity and investments in new products.
- Disposals include proceeds from the sale of real estate in Finland.
- In November 2025, the group announced a 25 MEUR hybrid bond issuance to refinance the 2023 issued hybrid bond of 30 MEUR.
- In December 2025, the Group agreed on a new financial agreement of 91.5 MEUR for the purposes of refinancing the Group's existing loan facilities.
- Leverage ratio for Q3 and Q4 testing dates landed at 2.93 and 3.61.
- The Group is currently compliant with all financial covenants and expects to comply with future bank requirements as well.

DISCLAIMER

This presentation by Rapala VMC Corporation (the “Company”) contains forward-looking statements, including statements regarding the Company’s financial position, business strategy, plans and objectives.

Statements other than historical facts are forward-looking and involve risks and uncertainties beyond the Company’s control that could cause actual results to differ materially from those expressed or implied. Such statements are based on assumptions regarding the Company’s strategies and operating environment, including the possibility that the Company may decide not to implement such strategies or that related expectations may not be achieved.

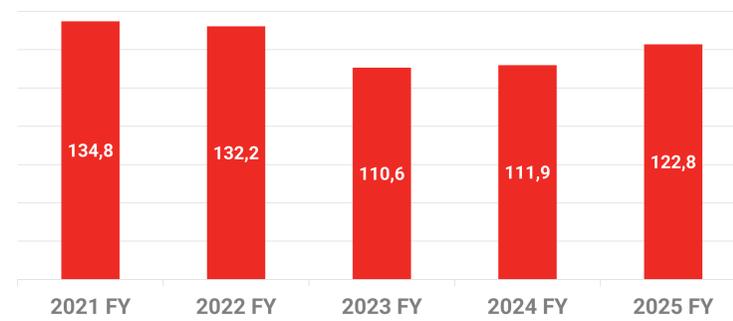
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The presentation may include alternative performance measures (APMs) not defined under IFRS. Figures in this presentation are rounded and, as a result, the sum of individual figures may not equal the totals shown.

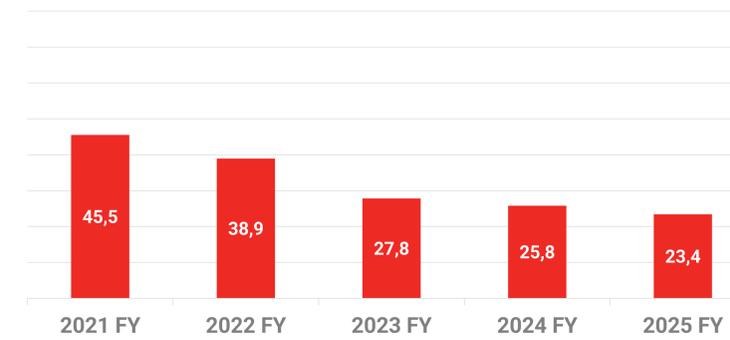
APPENDIX

GEOGRAPHICAL NET SALES

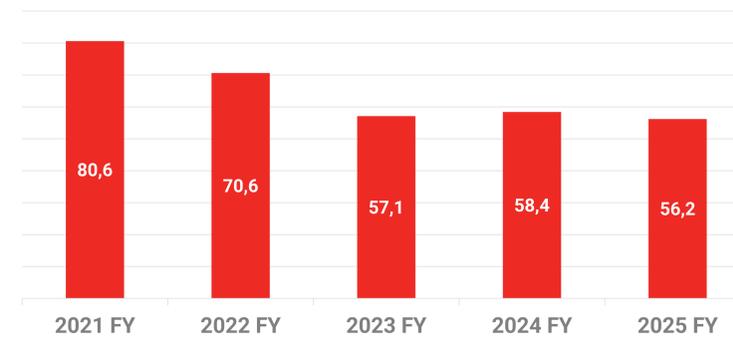
North America (MEUR)



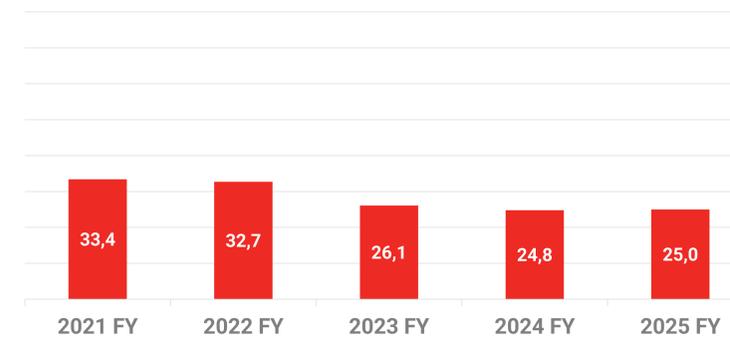
Nordic (MEUR)



Rest of Europe (MEUR)



Rest of the World (MEUR)



PROFIT AND LOSS STATEMENT

MEUR	2025 FY	2024 FY
Net sales	227.5	220.9
Other operating income	0.3	0.3
Materials and services	-101.8	-97.8
Personnel expenses	-62.7	-63.6
Other costs and expenses	-43.2	-45.1
Loss due to reclassification of translation difference on discontinued operations	-4.7	
Gain of sales of assets	0.5	6.4
Share of results in associates and joint ventures	0.0	0.0
EBITDA	15.9	21.1
Depreciation, amortization and impairments	-11.6	-12.5
OPERATING PROFIT (EBIT)	4.2	8.6
Financial income and expenses	-8.6	-8.1
PROFIT BEFORE TAXES	-4.4	0.5
Income taxes	-0.5	0.0
NET PROFIT FOR THE PERIOD	-4.9	0.4

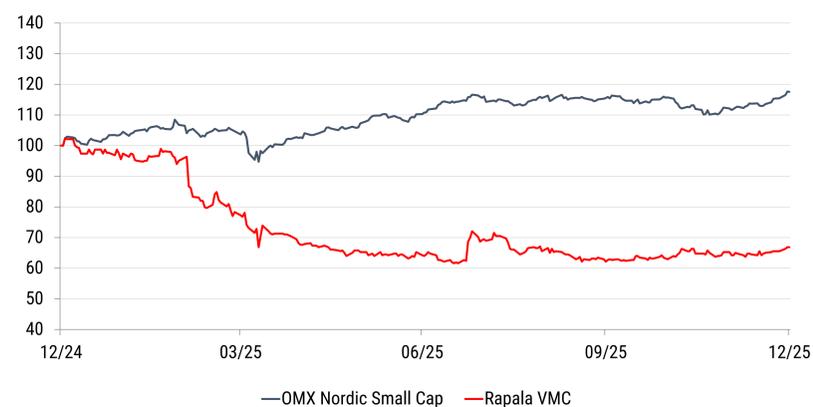
BALANCE SHEET

MEUR	2025 FY	2024 FY
ASSETS		
Non-current assets		
Intangible assets	96.4	104.3
Property plant and equipment	20.3	22.9
Right-of-use assets	9.4	11.7
Non-current assets		
Interest-bearing	0.7	0.7
Non-interest-bearing	17.6	15.4
	144.3	155.0
Current assets		
Inventories	84.4	84.2
Current assets		
Non-interest-bearing	30.0	32.7
Cash and cash equivalents	18.2	21.7
	132.6	138.6
Total assets	276.9	293.6

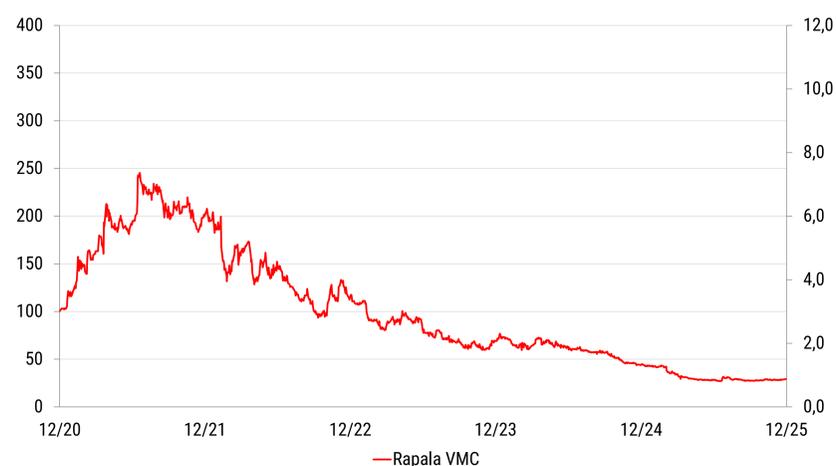
MEUR	2025 FY	2024 FY
Equity		
Equity attributable to the equity holders of the company	111.4	125.3
Hybrid bond	25.0	30.0
	136.4	155.3
Non-current liabilities		
Interest-bearing	63.5	49.4
Non-interest-bearing	10.9	11.2
Right-of-use liabilities	5.6	7.6
	80.0	68.3
Current liabilities		
Interest-bearing	18.5	22.4
Non-interest-bearing	37.8	42.9
Right-of-use liabilities	4.3	4.8
	60.6	70.1
Total equity and liabilities	276.9	293.6

SHARES AND SHAREHOLDERS

Share Price Index Performance



Share Price Development 2021-2025



SHARE RELATED DATA (12/2025)

Market capitalization	48.8 MEUR
12-month high / low	1.99 / 1.17 EUR
All-time high / low	10.95 / 1.17 EUR

MAJOR SHAREHOLDERS* (12/2025)

	% OF TOTAL
Viellard Migeon & Cie	43.9 %
Nordea Funds	13.2 %
The State Pension Fund	3.3 %
Shimano Singapore Private Limited	2.3 %
Jocer Oy Ab	1.3 %
Aktia Funds	1.1 %
Kelhu Markku	1.0 %
Kero Tamu-Petri	1.0 %
Ilmarinen Mutual Pension Insurance	0.8 %
UB Suomi Fund	0.7 %
Own shares (includes Allshares Hedging 6 Oy)**	2.2 %

* Excluding custody holding

**Rapala VMC Oyj has an agreement with Allshares Hedging 6 Oy for its long-term share-based incentive schemes. Under the arrangement, Allshares Hedging 6 Oy holds the company's shares until they are granted to participants. Although legal ownership rests with an external service provider, Rapala VMC Oyj retains control, and the holding company is therefore consolidated as a structured entity under IFRS.

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