



**STRATEGY**

**2025-2027**

# OUR VISION IS THE ULTIMATE VICTORY OF GOOD – IT IS ALWAYS WORTH FIGHTING FOR

## PATHFINDER

- We define the direction of industry and act as the authority on clothing and gear designed for harsh Nordic conditions
- Varusteleva serves as an international role model striving for Good
- We dare to take risks

## INTERNATIONALLY KNOWN

- The Varusteleva brand is globally recognized
- We create prosperity in Finland: We export more than we import

## A GOOD COMPANY

- We ensure the company stands on a solid foundation – strong growth, cash flow, and a 10% EBITDA
- We grow professionally, take pride in our achievements, and maintain an enjoyable workplace
- We neutralize Varusteleva's environmental impact

# OUR VALUES AND MODUS OPERANDI



## TAKE BOLD ACTION

- Be brave and take initiative
- Help customers, coworkers, and partners succeed

## DO THINGS YOU CAN BE PROUD OF

- Aim to exceed the expectations of customers, coworkers, and partners
- Do things so well that you are eager to share your achievements

## BE TRUE AND SHARE KNOWLEDGE

- Openly share both good and bad experiences
- Set an example for customers, coworkers, and partners

## OWN YOUR ACTIONS – NO EXCUSES

Each of us is 100% responsible for acting according to our modus operandi, taking care of ourselves, and maintaining a positive attitude and behavior



**OUR MISSION IS HELPING THE GOOD WIN**

**EQUIP THE GOOD GUYS  
WITH THE BEST  
POSSIBLE GEAR**

**HAVE FUN  
AT WORK**

**HELP CUSTOMERS  
SUCCEED**

**OPERATE  
TRANSPARENTLY  
AND SUSTAINABLY**

# OUR TARGET PACKAGES

## HIGH VALUE TARGET

An active individual who identifies strongly with military activities. They spend a significant amount of time and resources on these pursuits and look for the highest-performing clothing and gear. This group includes professionals, hard-training reservists, and prepared civilians.

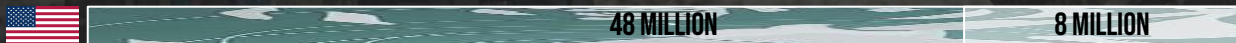
These demanding pros and practitioners are the people who we design products and prepare our assortment for.

## COMMERCIAL TARGET

A person really into military-style content. They like the vibe and want to belong, even if they don't hit the range or go on field exercises often. They want reliable gear that's been tried and tested by the High-Value Target group.

Commercial Target is engaged with awesome content. Products and assortment designed for the High-Value Target will exceed their expectations.

### RELATIVE SIZES OF HIGH-VALUE TARGET AND COMMERCIAL TARGET IN KEY MARKETS



# OUR BRAND

**BE TRUE**

**BE TRUSTWORTHY**

**WE'RE THE ROGUE ONES,  
EQUIPPING THE GOOD  
WITH GEAR FORGED IN THE NORTH**

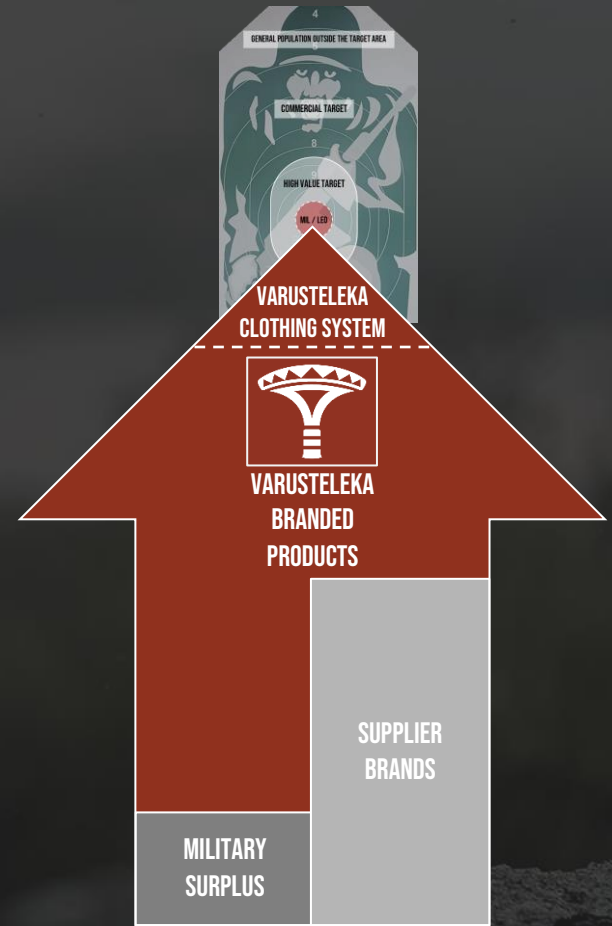
**HAVE FUN**

**STAY ROGUE**



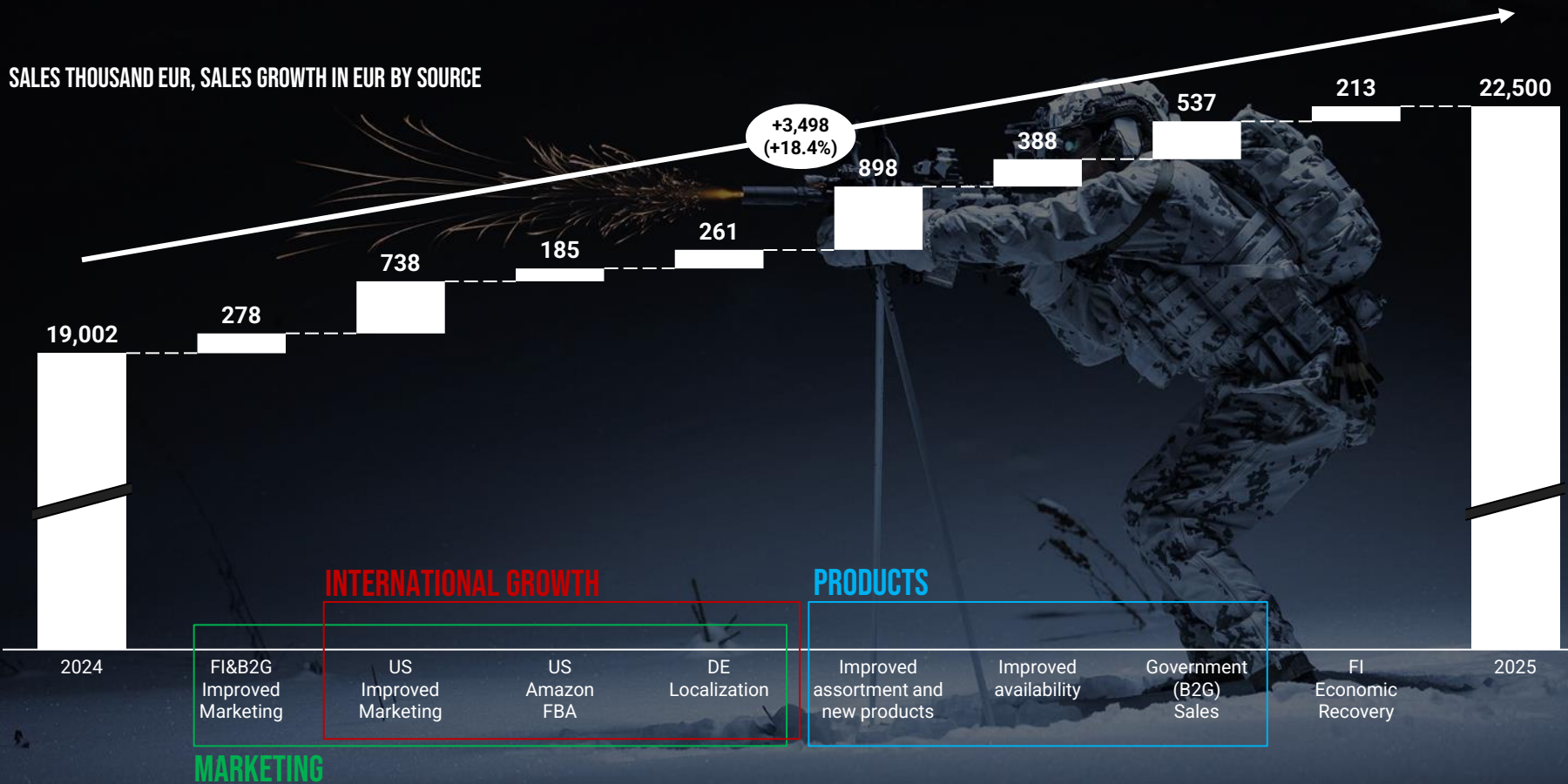
# VARUSTELEKA PRODUCTS AND ASSORTMENT

- **DESIGNED FOR OUR HIGH-VALUE TARGET GROUP**
- **VARUSTELEKA-BRANDED PRODUCTS ARE THE PRIORITY**
- **QUALITY, FUNCTIONALITY, AND SIMPLICITY**
- **CURATED AND TESTED PRODUCTS: IF WE HAVE IT, YOU CAN TRUST IT**
- **LESS IS MORE: NO GAPS, NO OVERLAPS IN THE ASSORTMENT**



# PILLARS OF GROWTH FOR 2025

SALES THOUSAND EUR, SALES GROWTH IN EUR BY SOURCE

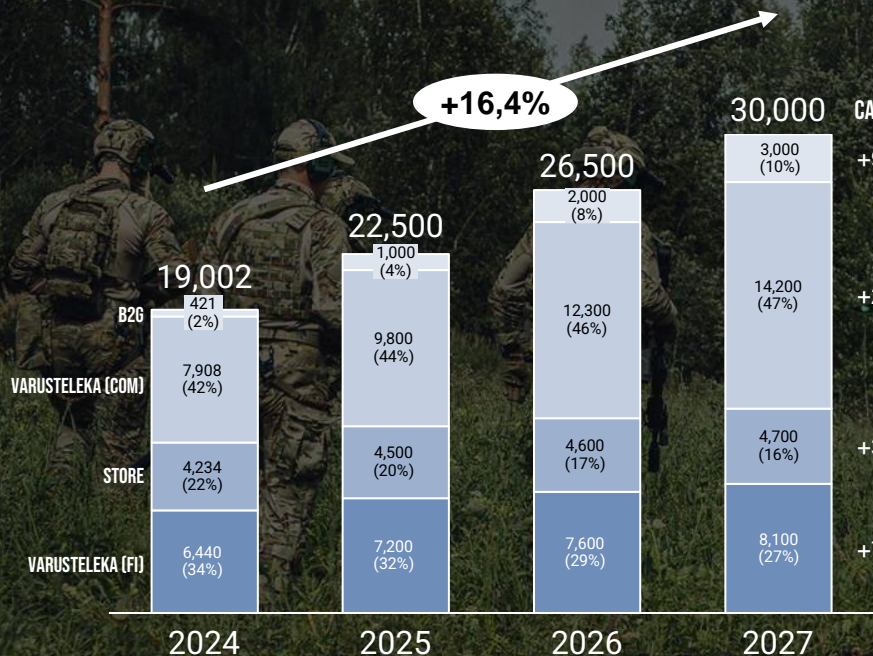




# FINANCIAL ASPIRATIONS FOR THE STRATEGY PERIOD 2025-2027

## SALES BY CHANNEL

Sales thousand EUR, Share of Sales %



## EBITDA

EBITDA thousand EUR, EBITDA %

