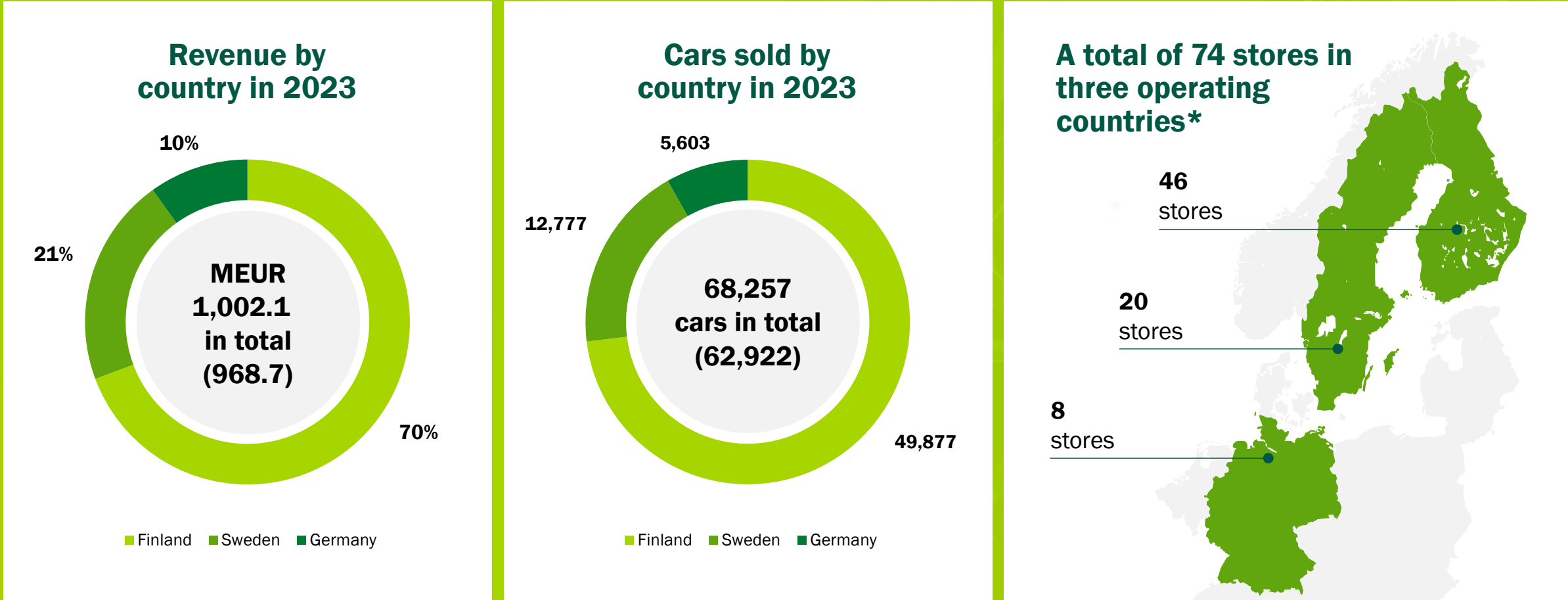


Kamux – a specialized used car retailer

Tapio Pajuharju, CEO and Jukka Havia, CFO
Carnegie Small and Mid Cap Seminar,
Stockholm, September 3, 2024



Kamux focuses on buying and selling used cars, operations in Finland, Sweden and Germany



Kamux is Europe’s third largest used car retailer

Largest used car dealers in Europe in 2023	Home country	# of operating countries	Pcs in 2023
Aures Holdings	Czechia	4	98,134
Aramis	France	6	81,618
Kamux	Finland	3	68,257
Autohero	Germany	9	63,066



OUR VISION

Become the #1 used car retailer in Europe



CUSTOMER PROMISE

Become the most friendly, convenient and trustworthy used car retailer



Customer-centric offering for consumers and professionals



Centrally driven fair prices across all channels



Transparent quality with 3rd party verified inspections



Seamless customer experience across channels



Innovative, hassle-free services within mobility space



OPERATIONAL EFFICIENCY

Industrialize and standardize operations across value chain



Global and local purchasing teams to utilize power of Group



Increasing centralized processing for inspections, refurbishments, dark stores & smart supply chain



Central data-assisted pricing and purchasing process & tools



Motivated people with clear roles, incentives, skillsets, and aligned with Kamux values

M&A TO ACCELERATE GROWTH

Teamwork, speed and cost-effectiveness are in our DNA.
Kamux values and way of operating guide our actions every day.

Key Figures H1/2024

(MEUR)	4-6/2024	4-6/2023	Change, %	1-6/2024	1-6/2023	Change, %	1-12/2023
Revenue	252.6	255.0	-0,9%	493.4	478.1	3.2%	1,002.1
Gross profit	24.7	26.3	-6.1%	49.0	47.0	4.3%	102.5
as percentage of revenue, %	9.8%	10.3%		9.9%	9.8%		10.2%
Operating profit (EBIT)	2.1	3.9	-45.9%	4.4	4.5	-1.8%	15.8
as percentage of revenue, %	0.8%	1.5%		0.9%	0.9%		1.6%
Adjusted operating profit	2.7	4.5	-41.3%	5.4	5.4	0.0%	18.0
as percentage of revenue, %	1.1%	1.8%		1.1%	1.1%		1.8%
Revenue from integrated services	13.6	12.4	9.2%	26.9	23.9	12.4%	53.0
as percentage of revenue, %	5.4%	4.9%		5.5%	5.0%		5.3%
Sales growth of like-for-like showrooms, %	-5.7%	2.9%		0.1%	-2.4%		2.9%
Inventory turnover, days				53.1	58.0	-8.6%	46.9
Return on equity (ROE), %				7.8%	5.9%		8.7%
Return on capital employed (ROI), %				6.0%	4.1%		6.6%
Equity ratio, %				45.0%	46.5%		51.9%

Improving productivity and efficiency

- Acceleration of productivity and efficiency improvements vs. original strategic plan
- Targeting annualized savings of EUR 5.0-7.0 million in total
- Timeline: H2/2025
- Indirect sourcing
 - Standardizing car processing, inspections and refurbishment
 - Significant reduction in number of suppliers
- Network and operating model
 - Number of showrooms
 - Personnel, focus in back-office and group functions
- Investments in growth continued at the same time

OPERATIONAL EFFICIENCY

**Industrialize
and standardize operations
across value chain**



Indirect sourcing



Network and
operating model

Tracking progress towards our long-term targets

	LONG-TERM TARGET	FY 2021	FY 2022	FY 2023	LTM ⁽¹⁾
FINANCIAL					
Sold cars, pcs	100,000 / year	68,429	62,922	68,257	68,892
Revenue, MEUR	1,500 / year	937	969	1,002	1,017
Adj. EBIT margin, %	4%	3.3%	1.8%	1.8%	1.8%
NON-FINANCIAL					
NPS⁽²⁾	60			50	49
eNPS⁽³⁾	40	27	16	33	–

Kamux partnership with Secto Automotive in Finland

- Secto Automotive is a Finnish B2B car leasing operator
 - Pioneer in low-emission driving in Finland
 - Currently #3 in the market
- Kamux to become Secto's partner for returned leasing vehicles -> app. 3,500 cars annually for Kamux to sell
- Secto's B2B leasing service available for Kamux's B2B customers
- Secto's current two showrooms and personnel in Helsinki Finland



&
secto
automotive

Q&A



Thank you!

