



KESKO INVESTOR EVENT 2024 – CAR TRADE

# ACCELERATING GROWTH IN ALL THREE BUSINESSES

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**MAKING DREAMS COME TRUE SINCE 1977**

# MEGATRENDS AFFECTING CAR TRADE

## MACRO ECONOMY

- After a rapid decline, the car market is recovering slowly
- First signs of recovery are now visible

## USED CARS

- A large growing market
- Trade between consumers has traditionally been significant
- The share of B2C in the total market is increasing and the market is becoming more professional

## FUEL REVOLUTION

- Various powertrain options are now mainstream
- The direction of electrification is clear
- Our position and lineup in EV transition is strong

## NEW PLAYERS AND ROLES

- Operating models and roles in the distribution chain are changing
- New brands are entering the market

## DIGITALISATION

- Changes in consumer behavior continue
- Operations need to be more efficient
- Omnichannel sales increasing



# CAR TRADE STRATEGY SUMMARY 2024-2026

**VISION**

**THE LEADING AND MOST INTERESTING AUTOMOTIVE COMPANY IN FINLAND**

**STRATEGIC TARGETS**

**STRONG SALES AND EBIT DEVELOPMENT**

**WINNING THE MARKET IN ALL BUSINESSES**

**IMPROVEMENT IN CUSTOMER AND EMPLOYEE EXPERIENCE**

**#1 IN BRAND AWARENESS AND PREFERENCE**

**COMPETITIVE ADVANTAGES**

**A BALANCED BUSINESS PORTFOLIO**

**STRONG POSITION IN THE ENTIRE VALUE CHAIN**

**OPERATIONAL EFFICIENCY**

**PACE OF DIGITAL DEVELOPMENT**

**PARTNERSHIP WITH VOLKSWAGEN GROUP AND PORSCHE**

**K GROUP'S STRENGTHS AND SYNERGIES**

**BALANCED PORTFOLIO**



# CAR TRADE STRATEGY SUMMARY

**# Major turnaround and continuous development establish a robust foundation for the next strategy period.** No need for major changes in strategy.

**# A balanced business portfolio: new cars, used cars and services.** Being present in the whole value chain maximises lifecycle profitability and reduces the impact of business-specific negative market cycles.

**# Strong, organic profitable growth exceeding market growth in all three business areas.** Potential M&As investigated as opportunities without being a must for realising the plan.

**# Winning team drives K-Auto internally and externally to the next level.** Best professionals want to work in winning teams and the best team provides an excellent customer experience.

