



KESKO, CAR TRADE

Lifting Car Trade to the Next Level

Matti Virtanen, President, Car Trade



We Have a Good Strategy



Transformation in Mobility Offers Growth Potential in Upcoming Years

Volkswagen Group

- World's leading car manufacturer
- Investing €46 billion in electric mobility
- Iconic brands: Volkswagen, Audi, Porsche etc.

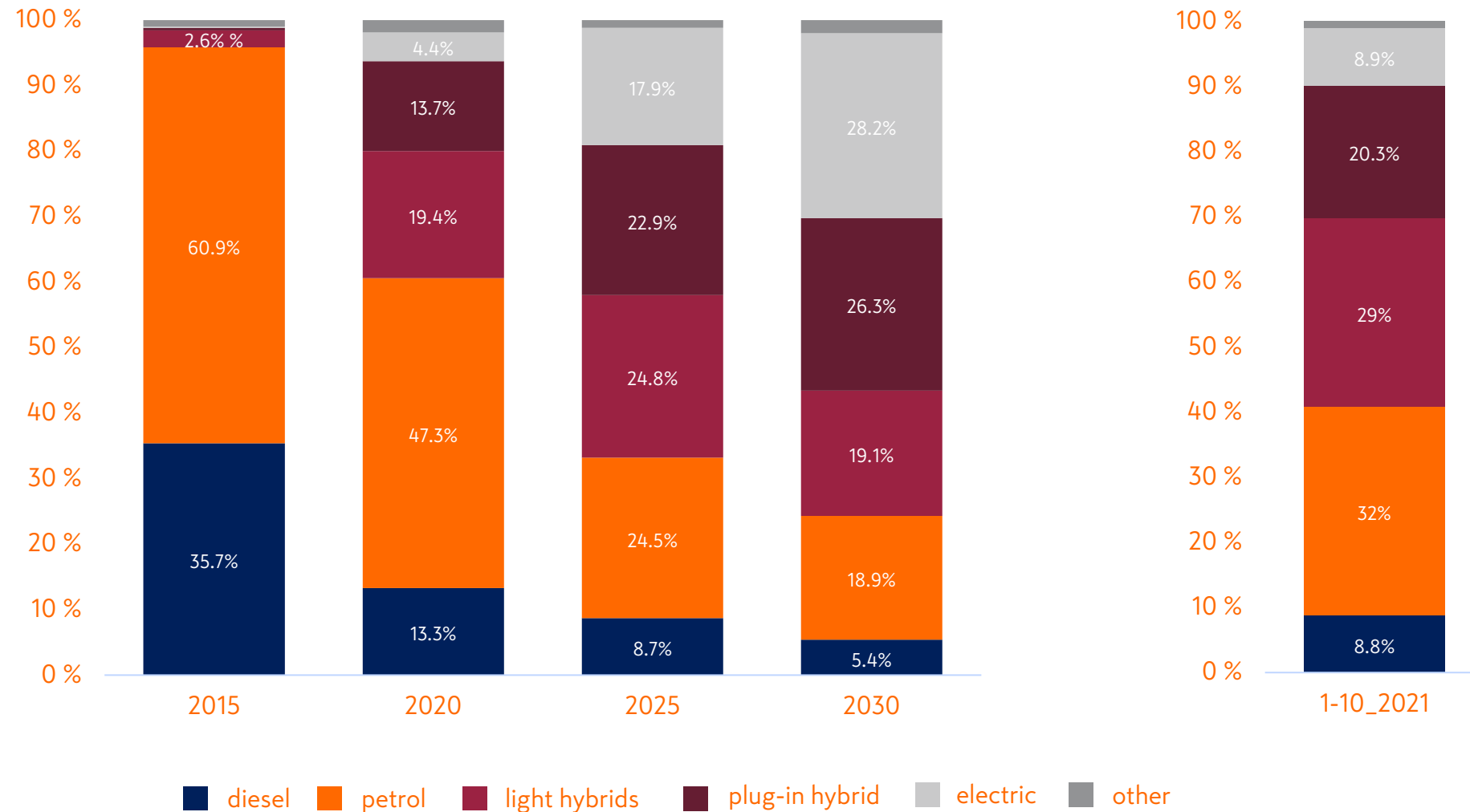
Market in Finland

- Pressure to update the vehicle stock
- Focus in taxation shifting from car ownership to use
- Increase in fully electric and hybrid cars
- Lower-emission combustion engine cars also needed

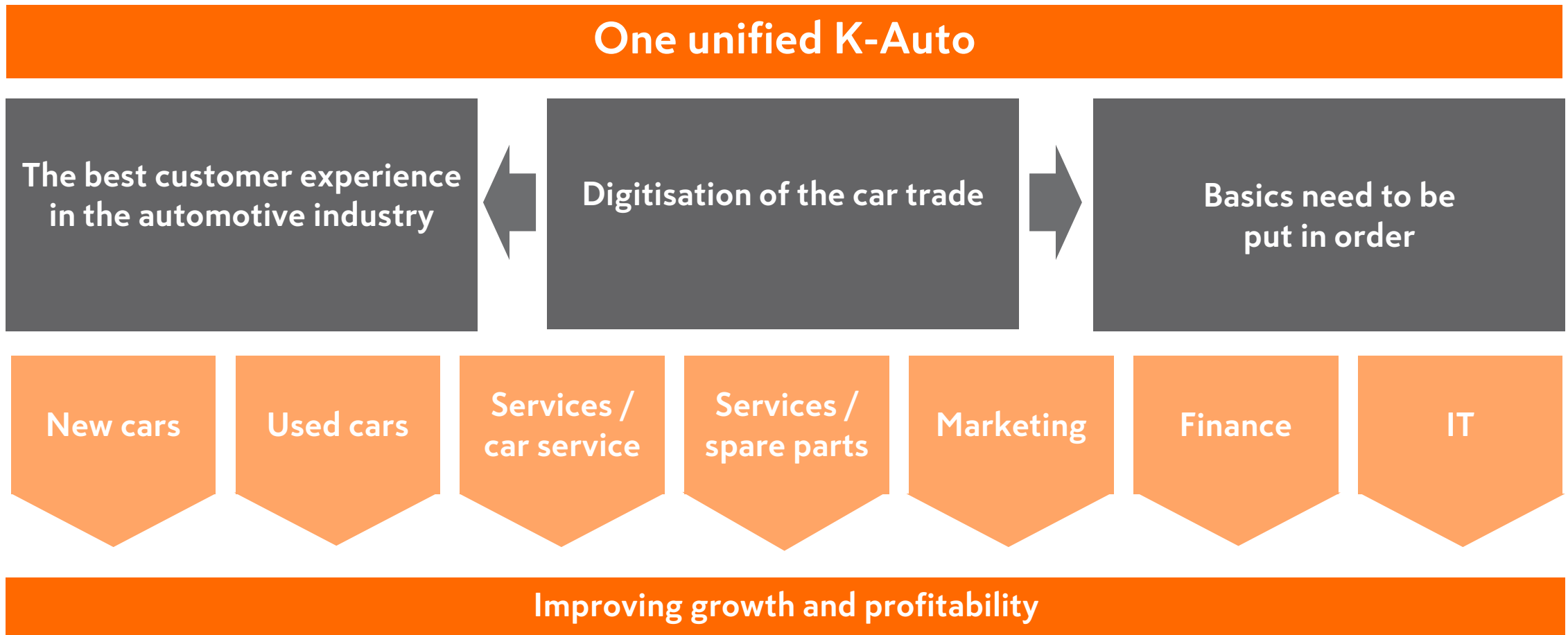
Our transformation continues

- Improving profitability
- Accelerating sales growth
- Improving customer experience
- Tightening our collaboration with the Volkswagen Group
- Growing used car sales

Passenger Cars – Estimated Share of Fuel Types In New Registrations In Finland



Varikko Re-engineering



Car Trade

Raising sales and profitability to a new level by offering the best customer experience in Finland, transforming and updating our operations, and collaborating more closely with the Volkswagen Group



Leading operator in new car sales

Combined market share of the brands we represent nearly 20%

Approximately 40% market share in all-electric cars

A forerunner in e-mobility



Used cars a significant separate business

Updating used car sales, utilising digitalisation

More efficient sourcing of used cars

Sales of accessories and additional services



Increasing service sales

Updating our servicing and repair business

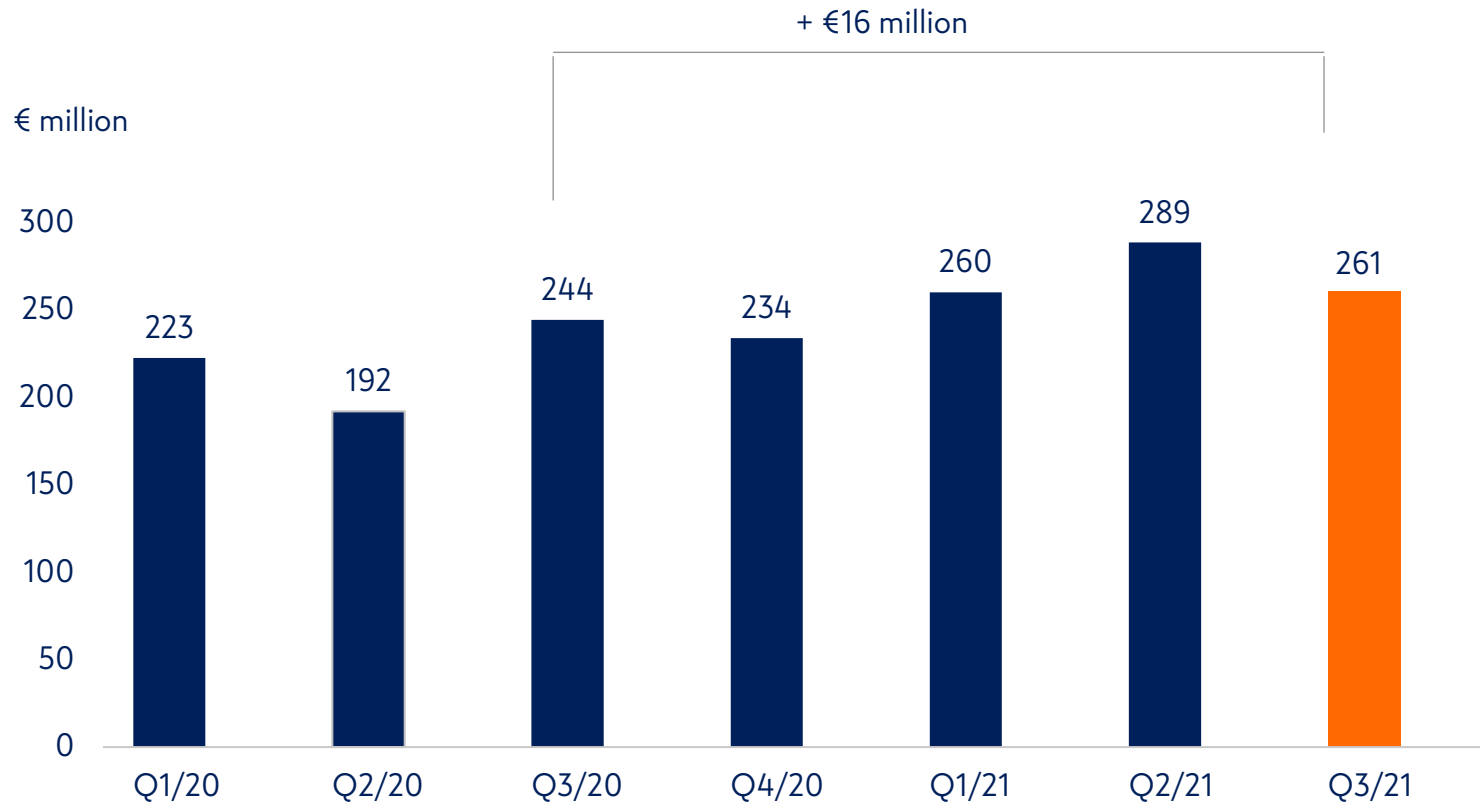
Updating spare part logistics

Expanding the K Charge network

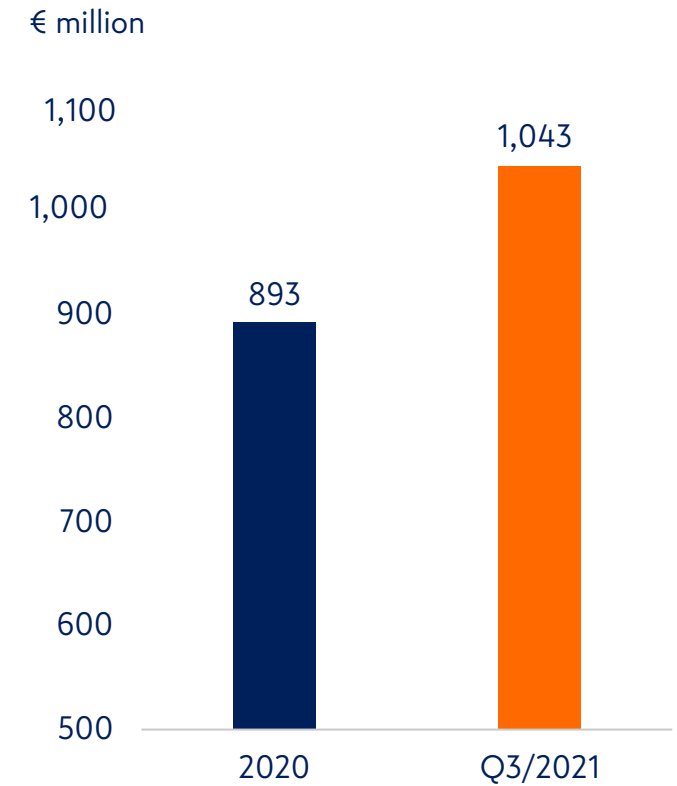
Growing the leasing business, especially private leasing

Car Trade Net Sales

Growth 6.7%

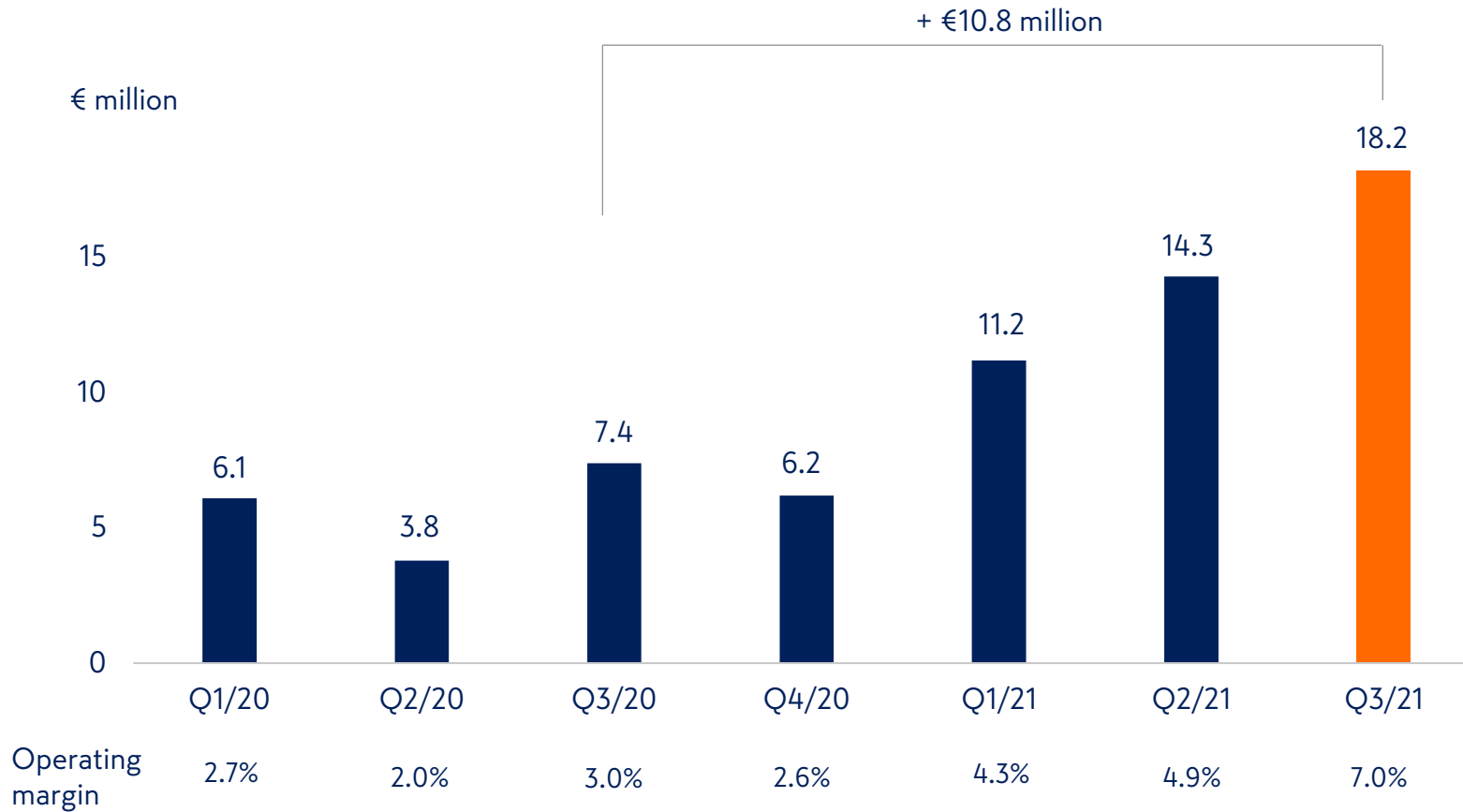


Rolling 12 months

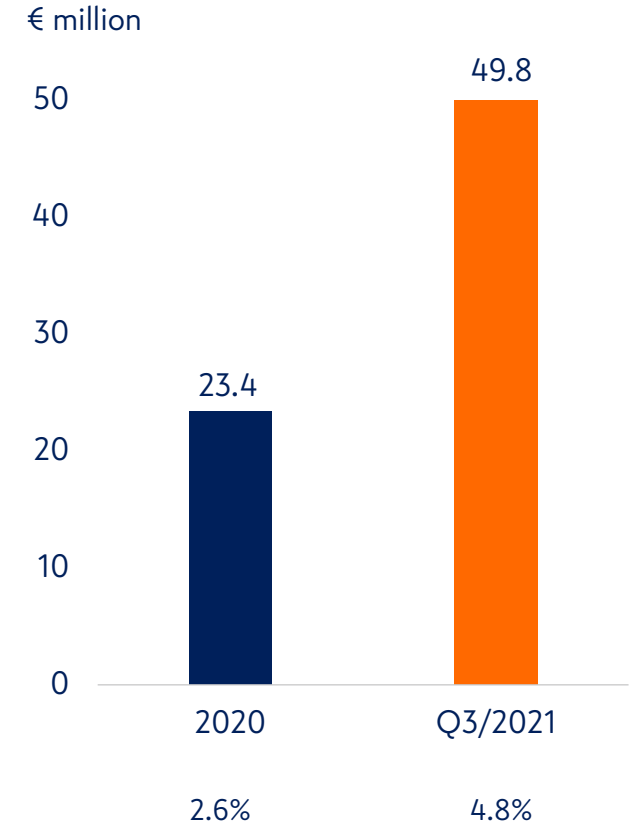


Car Trade Operating Profit

Growth €10.8 million

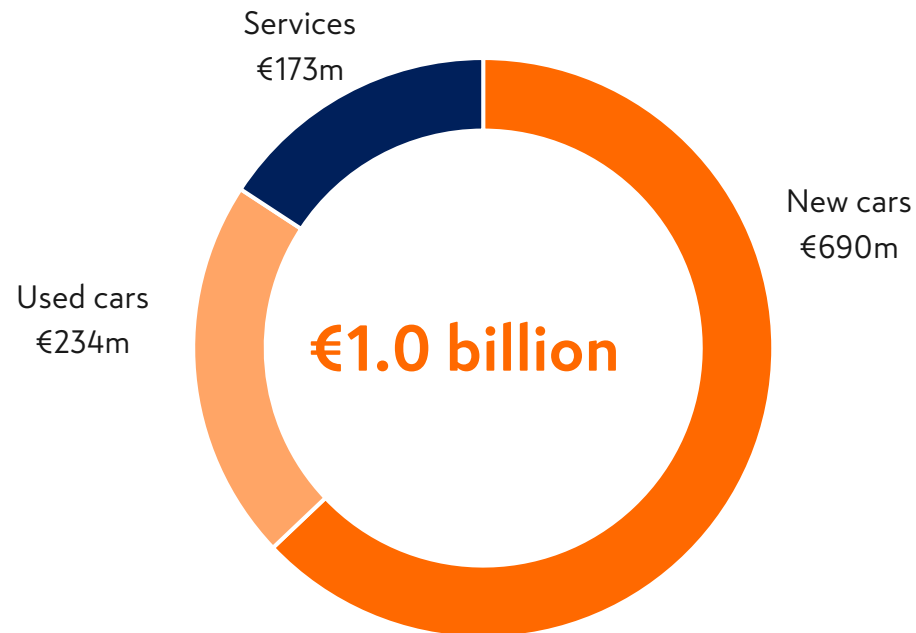


Rolling 12 months



Wider Car Sector Transformation and Our Own Transformation Efforts Support Sales Growth

Retail and B2B sales, Q3/2021, rolling 12 months



- Digitalisation and customer experience central to strategy
- Transformation programme is proceeding well, forming a basis for growth
- Strong product offering by the Volkswagen Group
- K-Auto a forerunner in e-mobility
- Growing the used car business
- More growth potential in modernising service sales
- K Charge a key focus area

Net sales Q3/2021, rolling 12 months incl. €49 million adjustments and eliminations



**CELEBRATING
80 YEARS OF KESKO**