REVENUE AND ADJUSTED OPERATING PROFIT DECREASED, OPERATING CASH FLOW WAS STRONG

Q3 2025 Results

CEO Juha Kalliokoski

CFO Enel Sintonen

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Q3 2025 RESULTS

FOCUS ON FINANCIAL HEALTH

1. Revenue decreased 17.0% to EUR 232.6 million (280.2) due to decrease in the number of cars sold and the average price.

   We continued our focus on improving profitability and the number of cars sold decreased by 15%.

2. Gross profit was EUR 25.3 million (27.5). Gross margin improved well and was 10.9% (9.8)

3. Adjusted operating profit was EUR 4.3 million (5.5), or 1.8% (2.0) of revenue.

4. Cash flow from operating activities in January–September was EUR 31.5 million (-12.1). Inventory at a healthy level EUR 114.4 million (147.9) at the end of September.

5. Revenue from integrated services was EUR 13.7 million (14.6), or 5.9% (5.2) of total revenue. Sales of Kamux Plus at PY's level

6. Consumers continued to favor affordable cars in all Kamux's markets. German and Finnish markets grew, Swedish market at PY's level.

7. The Group's customer satisfaction at target level with NPS* at 60. In Finland Q3 NPS was 63.

* NPS=NET PROMOTER SCORE

KAMUX CONTINUES AS #1 IN NUMBER OF CARS SOLD IN FINLAND, MARKETS FLAT OR GROWING MODESTLY

Market	Market size (2024)	Kamux market share*	Market development in Q3 2025	Kamux position and development in Q3 2025
Finland	~0.7 million cars	~7.2% #1	Dealer volumes grew vs. Q3 2024, C2C sales grew	Kamux maintained its position as #1 in no. of cars sold
Sweden	~1.25 million cars	~0.7% Top 8	Market at PY's level	Kamux is among the top 8 used car dealers in Sweden
Germany	~6.5 million cars	~0.1%	Market grew modestly	Kamux maintained its market share

In January–September 2025, new passenger car registrations in the EU increased by 0.9% (ACEA).

New car registrations in Kamux's markets in January–September 2025:

Finland -2.8%

Sweden +5.2%

Germany -0.3%

KAMUX

* BASED ON COMPANY ESTIMATES ON A ROLLING 12-MONTH BASIS

KAMUX IS EUROPE'S FOURTH LARGEST USED CAR RETAILER

Largest used car retailers in Europe in 2024	Home country	Number of operating countries	Cars sold in 2024, pcs
Aures Holding	Czechia	3	108,661
Aramis	France	6	86,166
Autohero	Germany	9	74,438
Kamux	Finland	3	66,548

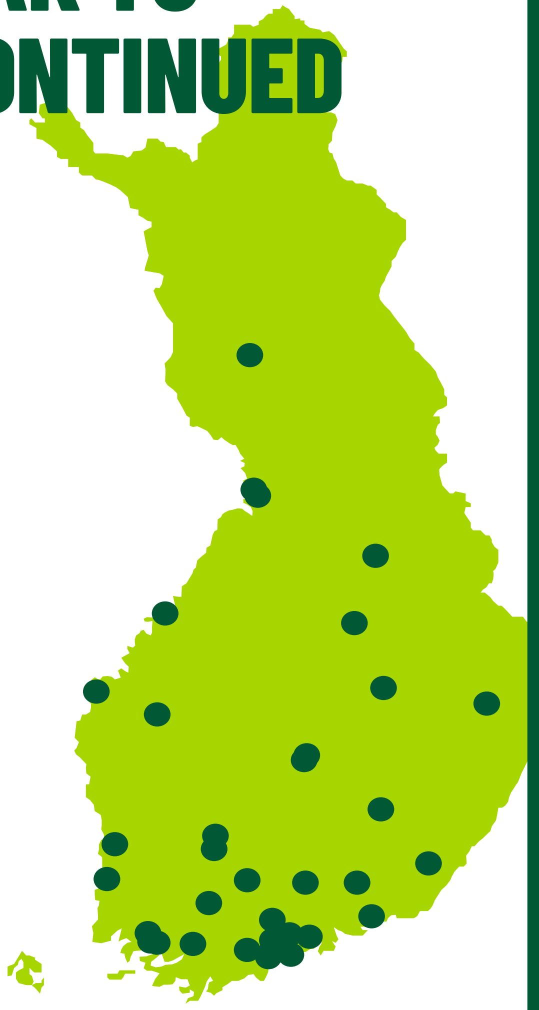
SOURCE: COMPANY QUARTERLY AND ANNUAL REPORTS

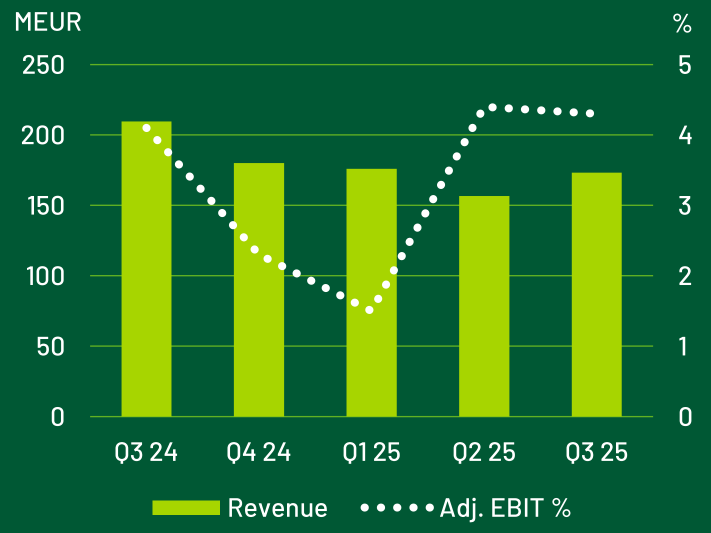
CHANGES IN SHOWROOM NETWORK

	Finland	Sweden	Germany	Total
Q1/2025	Mäntsälä showroom closed			-1
Q2/2025	Savonlinna showroom closed	-	-	-1
Q3/2025	-	-	Schwerin showroom opened in July 2025	+1
Q4/2025 to date				
Total showrooms on November 11, 2025	42	17	9	68
Announced openings/closures	Jyväskylä showroom to move in new premises in November 2025	-	-	

FINLAND: SYSTEMATIC WORK TO IMPROVE PROFITABILITY CONTINUED

- Most of market growth from volumes sold by car dealers
- Consumers continued to prefer affordable cars – used car prices slightly lower than in Q3/24
- Consumer purchases developed positively, car imports impacted by low price level in Finland
- Strong focus on profitability continued to impact volumes and number of sold cars decreased
- Revenue impacted also by lower average price
- Margin per car and gross margin grew
- Adjusted EBIT to net sales has improved slightly
- Joni Tuominen appointed Managing Director for Kamux Finland as of Sept 1, 2025
- Consumer satisfaction improved further, NPS at 63

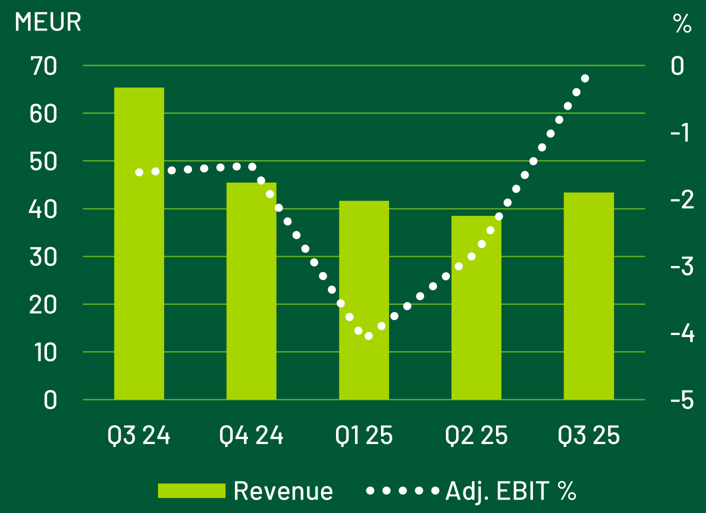




KEY FIGURES, MEUR	Q3 25	Q3 24	CHANGE
Number of cars sold	12,207	14,195	-14.0%
Revenue	173.2	209.7	-17.4%
Gross margin	11.6%	10.3%	
Adj. EBIT	7.4	8.7	-15.2%
Financing services, penetration	46%	46%	
Insurance services, penetration	66%	60%	
Kamux Plus, penetration	28%	30%	
NPS	60		

SWEDEN: PROFIT TURNAROUND PROGRESSING

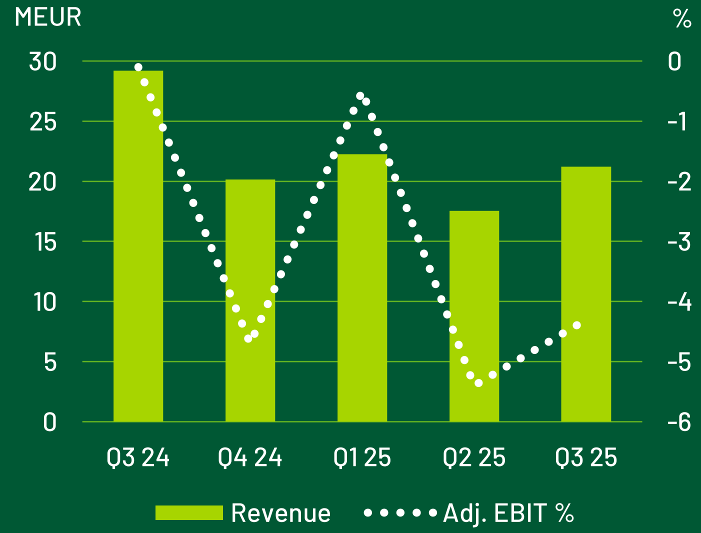
- Market at PY's level, consumers continued to prefer older and affordable cars
- Significant improvement in profitability measures, second consecutive quarter with solid improvement
- Strong focus on profitability continued to impact volumes, but volume decline halted
- Gross profit grew as strong growth in margin per car compensating impact of volume decline
- Adj. EBIT improved by EUR 1 million vs. Q3/24 following improved margins and successful cost control
- Kamux Plus penetration significantly improved vs. PY
- Q3 customer satisfaction close to Group's long-term target at 58
- Network assessment finalized, focus on profitable business, current capacity provides room for growth



KEY FIGURES, MEUR	Q3 25	Q3 24	CHANGE
Number of cars sold	2,198	2,774	-20.8%
Revenue	43.4	65.4	-33.7%
Gross margin	8.0%	5.2%	
Adj. EBIT	-0.0	-1.0	+95.1%
Financing services, penetration	53%	48%	
Insurance services, penetration	95%	95%	
Kamux Plus, penetration	25%	16%	
NPS	58		

GERMANY: SELECTION AND VOLUME CHALLENGES CONTINUED

- Modest growth in used car market
- Volumes declined, as car selection did not meet demand well enough
- Revenue impacted by low volumes
- Car margin weakened due to inventory management measures taken to address the unfavorable car selection
- Gross profit decreased due to low volumes and weak margin
- Schwerin showroom opened in July
- Marcus Mezödi started as Managing Director for Kamux Germany on July 1, 2025
- Daily cooperation to build operative routines in line with Kamux concept



KEY FIGURES, MEUR	Q3 25	Q3 24	CHANGE
Number of cars sold	1,239	1,515	-18.2%
Revenue	21.2	29.2	-27.4%
Gross margin	6.9%	8.9%	
Adj. EBIT	-0.9	-0.0	N/A
Financing services, penetration	26%	29%	
Insurance services, penetration			
Kamux Plus, penetration			
NPS	60		

FINANCIAL DEVELOPMENT AND OUTLOOK

FOCUS ON FINANCIAL HEALTH

- Clear margin improvement at Kamux Group, driven by Finland and Sweden
- Gross profit EUR 1,607 per car (1,489), +7.9%
- Car volumes declined, finding balance between volumes and profitability continued
- Significant positive cash flow continued in Q3. Inventory at a healthy level at the end of September
- No material items affecting comparability, signaling stabilization
- Basic earnings per share at EUR 0.05 (0.05)

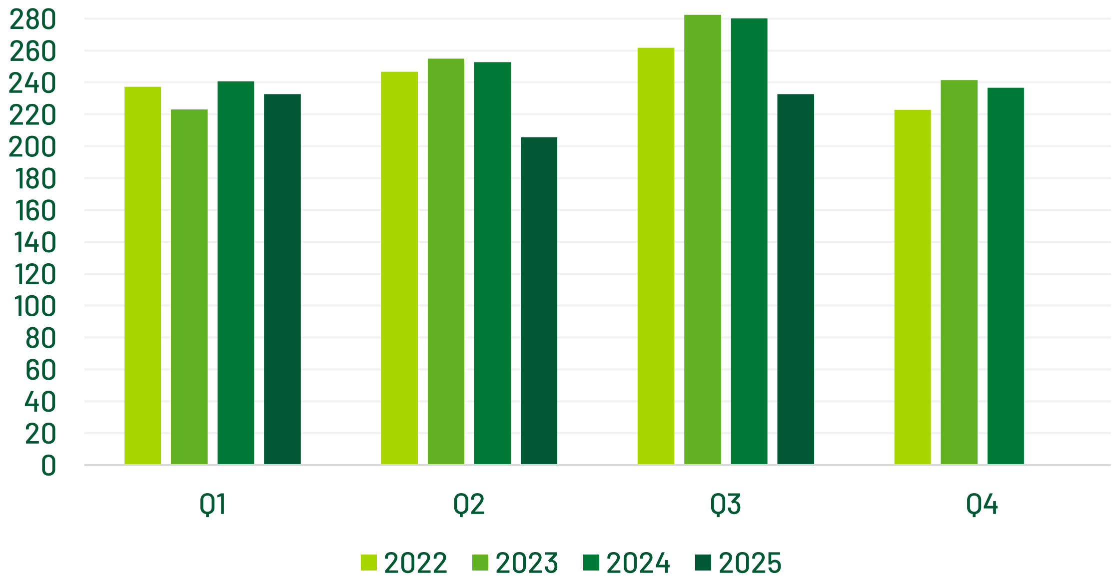
Focus on profitability & inventory fit

KEY FIGURES

(MEUR)	7-9/2025	7-9/2024	Change, %	1-9/2025	1-9/2024	Change, %	1-12/2024
Revenue	232.6	280.2	-17.0%	670.8	773.5	-13.3%	1,010.2
Gross profit	25.3	27.5	-8.2%	67.4	76.6	-12.0%	96.8
as percentage of revenue, %	10.9%	9.8%		10.0%	9.9%		9.6%
Operating result (EBIT)	4.1	4.2	-1.2%	3.2	8.6	-62.5%	7.9
as percentage of revenue, %	1.8%	1.5%		0.5%	1.1%		0.8%
Adjusted operating result	4.3	5.5	-23.1%	5.2	10.9	-52.3%	11.6
as percentage of revenue, %	1.8%	2.0%		0.8%	1.4%		1.1%
Revenue from integrated services	13.7	14.6	-6.3%	39.9	41.5	-3.9%	55.2
as percentage of revenue, %	5.9%	5.2%		5.9%	5.4%		5.5%
Inventory turnover, days				53.4	54.1	-1.2%	55.4
Return on equity (ROE), %				-0.4%	5.2%		4.3%
Return on capital employed (ROI), %				1.8%	4.9%		3.9%
Equity ratio, %				50.1%	46.0%		48.0%

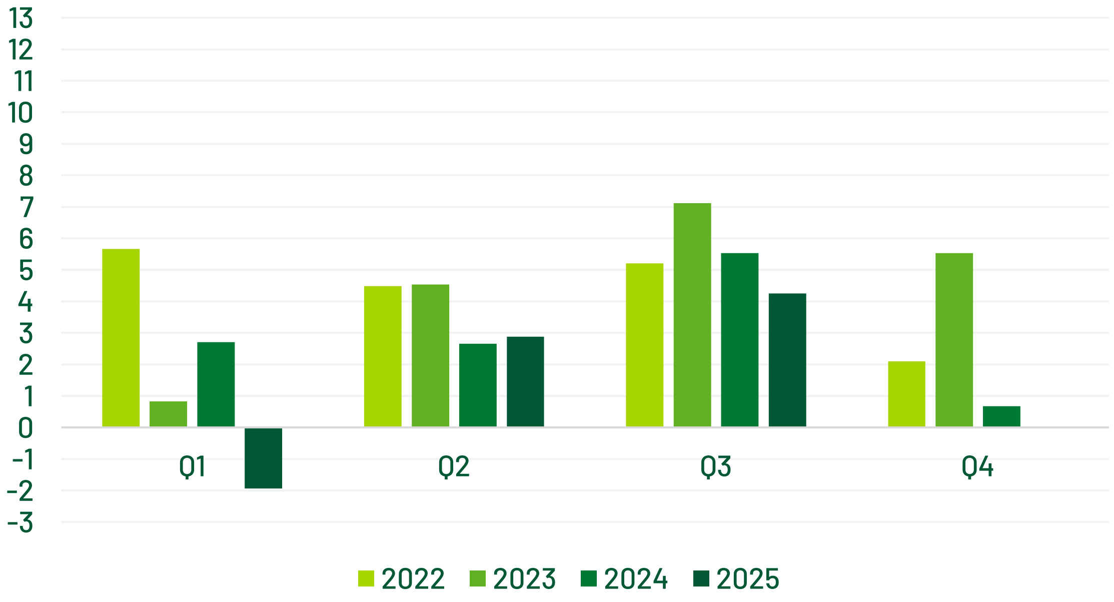
FOCUS ON PROFITABILITY IMPACTED VOLUMES

Revenue (EUR million)



Revenue was EUR 232.6 million (280.2). It declined by 17.0% due to lower number of cars sold and lower average price

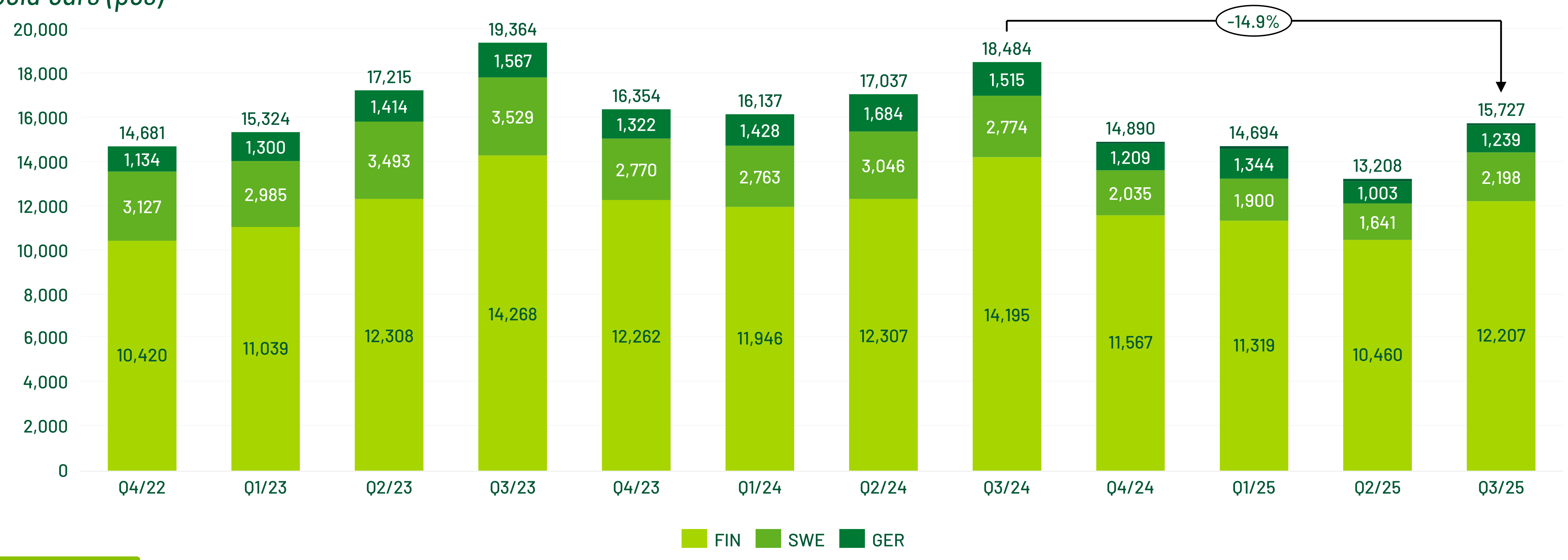
Adjusted operating profit (EUR million)



Adjusted operating profit (EBIT) was EUR 4.3 million (5.5), or 1.8% (2.0) of revenue.

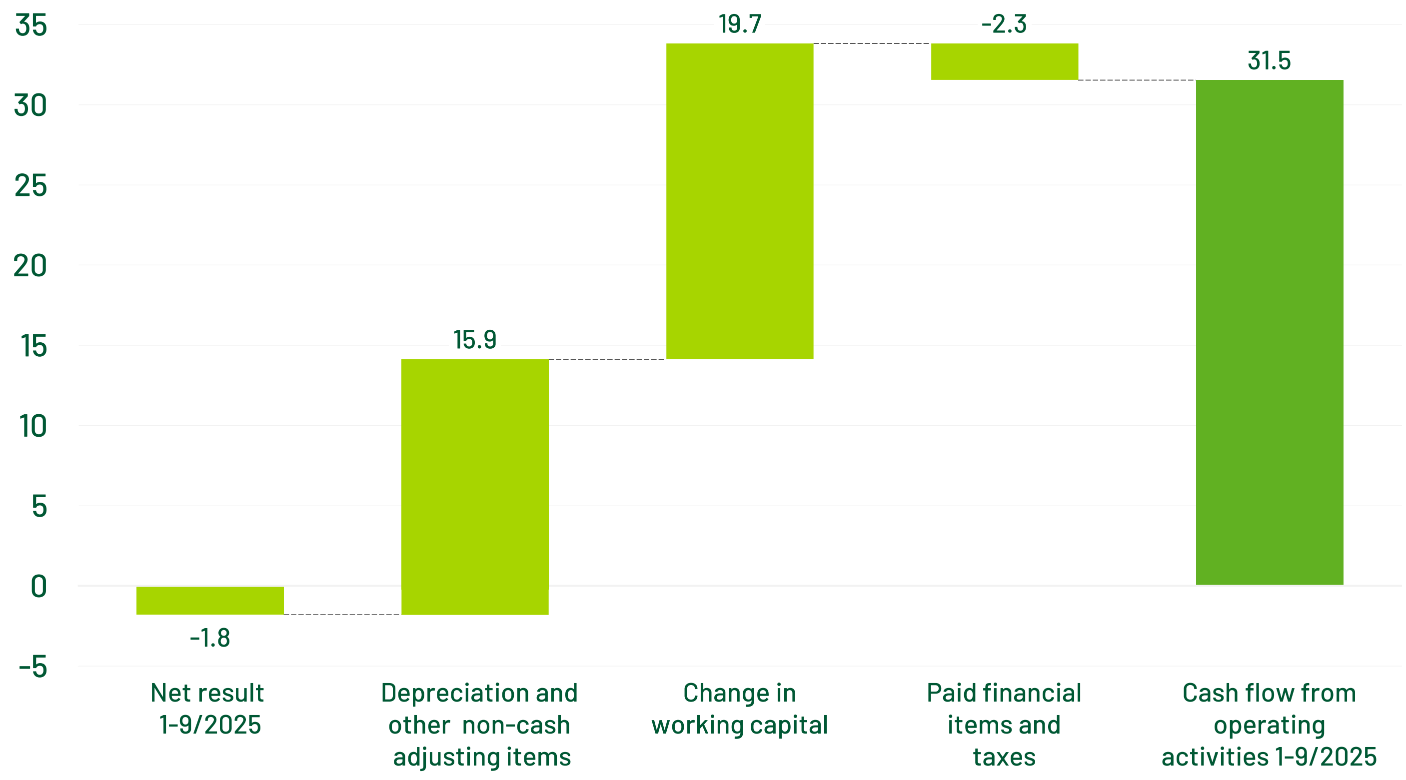
FOCUS ON PROFITABILITY AND DECLINE IN SHOWROOM NETWORK CONTINUED TO IMPACT VOLUMES, BUT LESS THAN IN Q2

Sold cars (pcs)



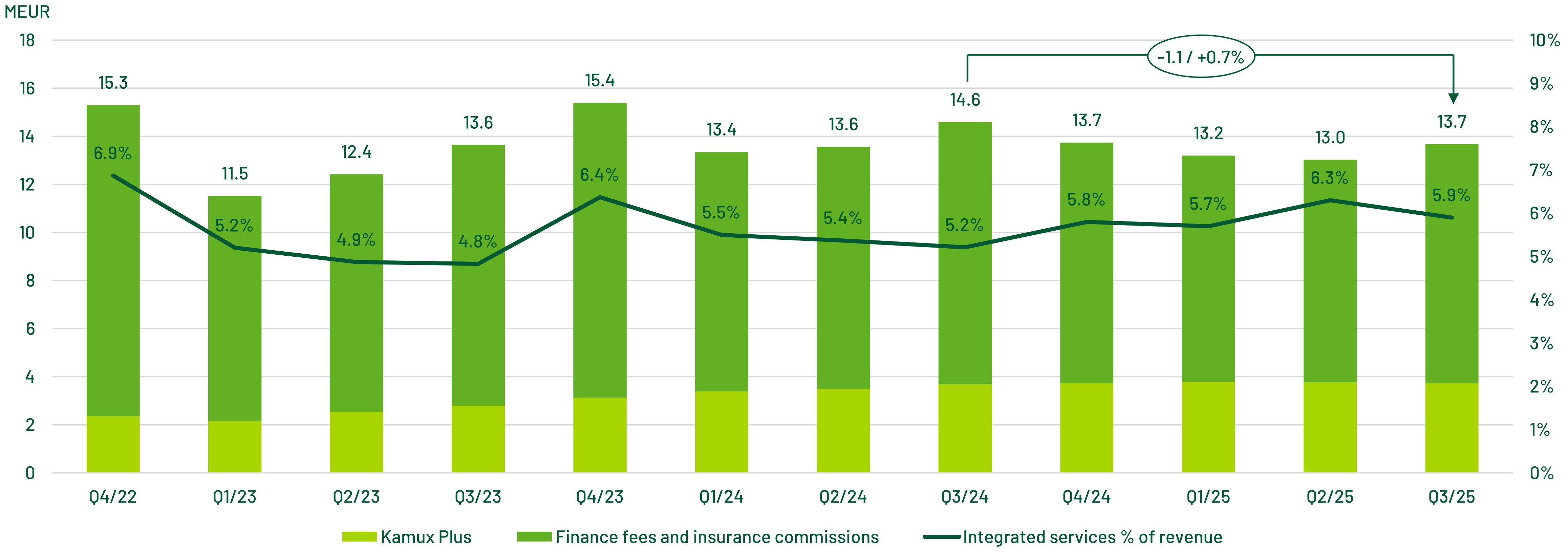
OPERATING CASH FLOW IMPROVED SIGNIFICANTLY, STRONG CASH POSITION OF EUR 20 MILLION

Components of Cash Flow from Operating Activities 1-9/2025 (EUR million)



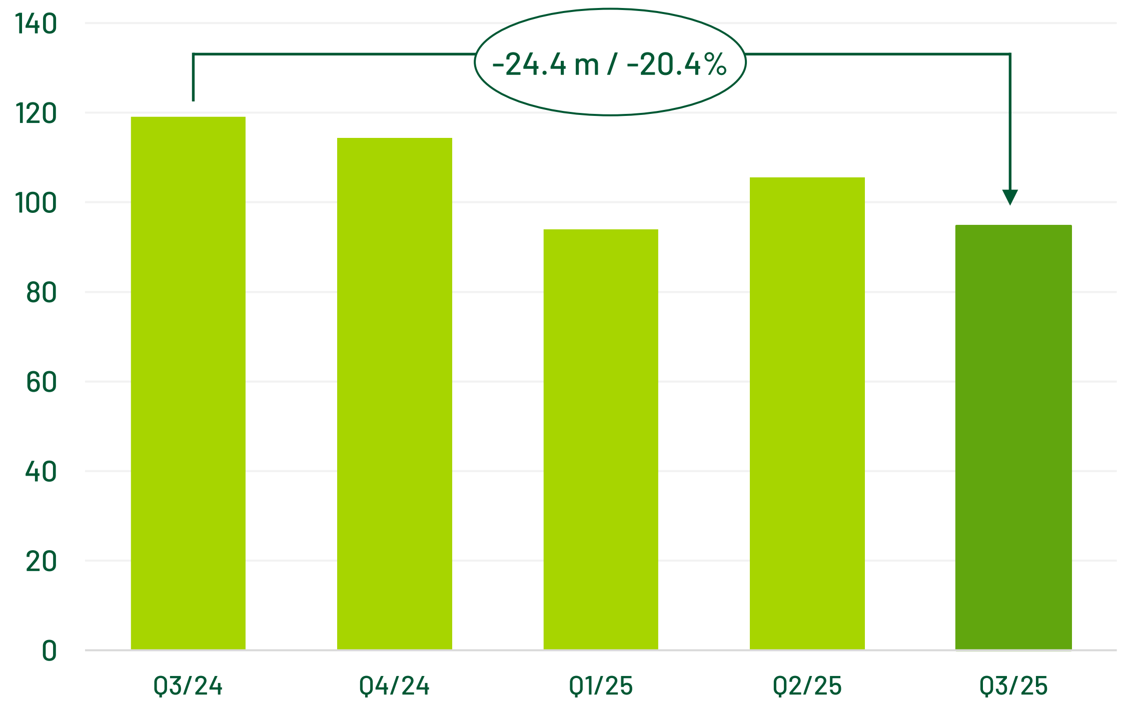
FINANCE FEES IMPACTED BY VOLUME DECLINE, KAMUX PLUS STABLE

Revenue from integrated services

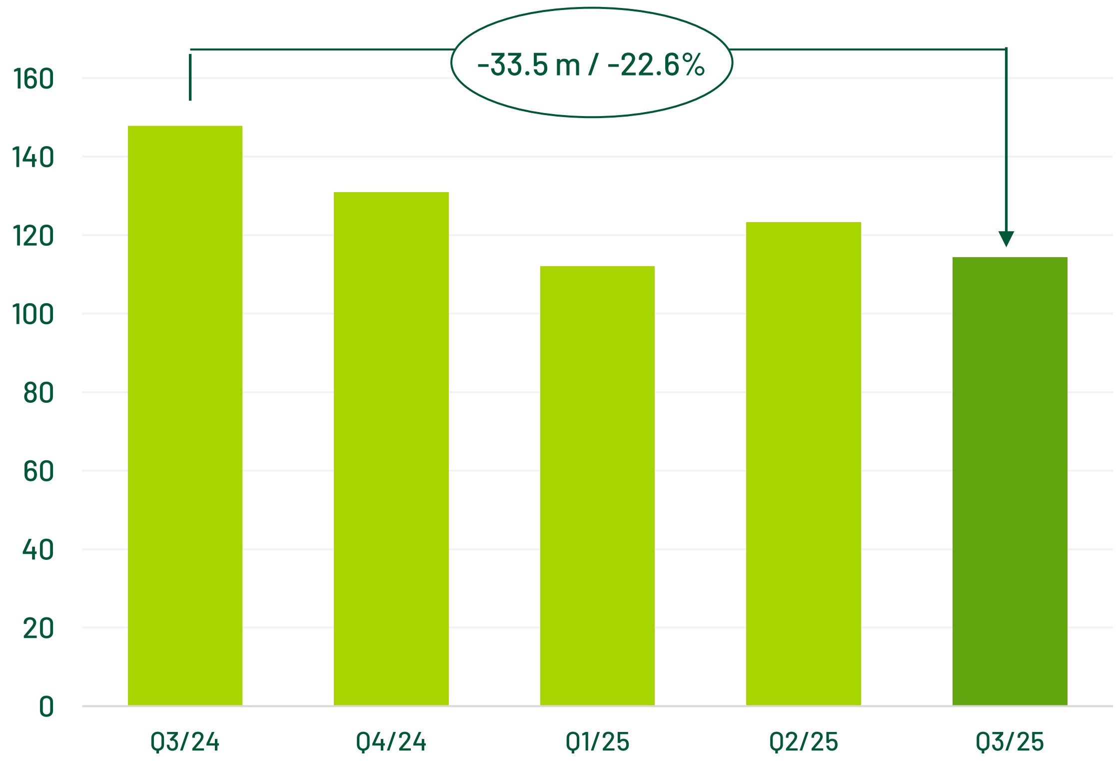


NET WORKING CAPITAL IMPROVED SUBSTANTIALLY CASH RELEASED FROM INVENTORIES

Net Working Capital (EUR million)



Inventories (EUR million)



OUTLOOK FOR 2025

(UPDATED ON OCT 16, 2025)

Kamux expects its adjusted operating profit for 2025 to decrease compared to the previous year.

DIVIDEND FROM 2024 WAS DISTRIBUTED ON OCT 31, 2025

- According to the authorization of the AGM, the Board of Directors of Kamux Corporation decided that a dividend of EUR 0.07 per share be paid for the financial year 2024
- The dividend was paid on Friday, October 31, 2025
  - Record date was oct 24, 2025
- EUR 0.07 per share was 60% of the profit per share for the fiscal year 2024

SHARE BUY-BACK PROGRAM

- According to the authorization of the AGM, the Board of Directors of Kamux Corporation decided to start a repurchase program of the company's own shares
- The maximum number of shares to be acquired is 1.000.000, corresponding to approximately 2.5% of the company's total number of shares
- The maximum amount to be used for the repurchase of shares is EUR 2.500.000
- The program will commence earliest on Nov 17, 2025

LONG-TERM TARGETS AND STRATEGY

TRACKING PROGRESS TOWARDS OUR LONG-TERM TARGETS

	LONG-TERM TARGET	FY 2022	FY 2023	FY 2024	LTM[1]
FINANCIAL					
Sold cars, pcs	100,000 / year	62,922	68,257	66,548	58,519
Revenue, MEUR	1,500 / year	969	1,002	1,010	907
Adj. EBIT margin, %	4%	1.8%	1.8%	1.1%	0.6%

NON-FINANCIAL					Q3/25
NPS[2]	60		50	51	60
eNPS[3]	40	16	33	7	4*

1)= LAST TWELVE MONTHS, 2)NET PROMOTER SCORE, MEASURED CONTINUOUSLY, 3)EMPLOYER NET PROMOTER SCORE, MEASURED TWICE / YEAR

*MEASURED IN JUNE 2025

GROUP MANAGEMENT TEAM

Juha Kalliokoski
CEO

Enel Sintonen
CFO

Johan Kempas
Managing Director, Sweden

Marcus Mezödi
Managing Director, Germany

Joni Tuominen
Managing Director, Finland

Joanna Clark
Chief People Officer

Aino Hökeberg
Chief Business Development and Transformation Officer

Jarkko Lehtismäki
Chief Digital Officer

ONE KAMUX – PRODUCTIVITY IMPROVEMENT

Optimizing volume and profitability

Data-driven pricing and S&OP

PASSIONATE AND CAPABLE EMPLOYEES

Inventory and showrooms, fit selection, no lazy capital

One Kamux way, Consistent way of working, clear standards and controls

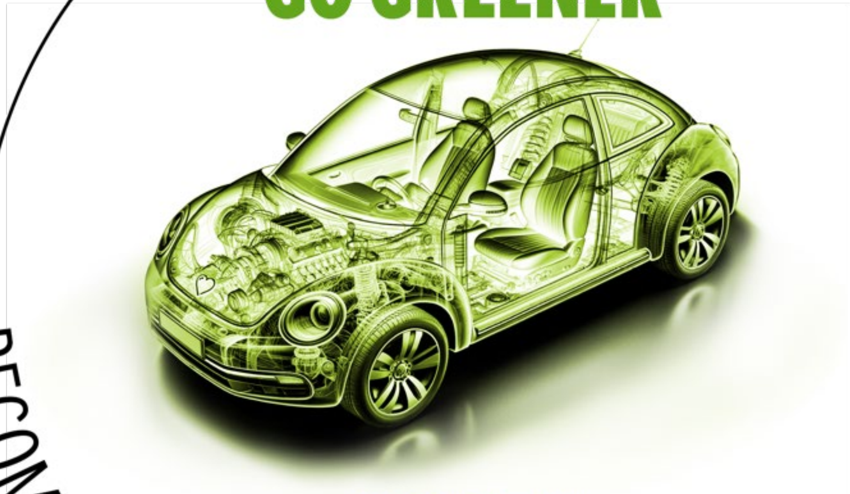
CUSTOMER PROMISE

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

DRIVING CIRCULAR ECONOMY

GO GREENER



WORTH THE TRUST

BECOMING THE #1 MOST TRUSTED USED CAR DEALER

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.

OUR VISION

BECOME THE #1 USED CAR RETAILER IN EUROPE

Q&A

THANK YOU!

DISCLAIMER

It should be noted that Kamux and its business are exposed to various risks and uncertainties, and certain statements herein which are not historical facts, including without limitation, those regarding expectations for market growth and developments; expectations for growth and profitability; and statements preceded by “believes”, “expects”, “anticipates”, “foresees”, or similar expressions, are forward-looking statements.

Since these statements are based on current plans, estimates and projections, they involve risks and uncertainties that may cause actual results to materially differ from those expressed in such forward-looking statements. All statements are based on the management’s best assumptions and beliefs in light of the information currently available to it and Kamux assumes no obligation to publicly update or revise any forward-looking statement except to the extent legally required.