



Q4/2025

KH Group Plc

Financial Statements Release

January–December 2025

20 March 2026

Q4/2025 Financial Statements Release

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A STRONG END TO 2025

KH Group, October–December 2025

- Net sales amounted to EUR 63.3 (61.7) million.
- Comparable operating profit was EUR 4.2 (3.4) million.
- Operating profit was EUR 3.9 (3.1) million.
- Net profit for the period from continuing operations was EUR 2.1 (2.7) million.
- Earnings per share (undiluted and diluted) from continuing operations were EUR 0.03 (0.04).

KH Group, January–December 2025

- Net sales amounted to EUR 204.5 (194.0) million.
- Comparable operating profit was EUR 6.4 (7.2) million.
- Operating profit was EUR 5.2 (5.8) million.
- Net profit for the period from continuing operations was EUR 1.0 (1.4) million.
- Earnings per share (undiluted and diluted) from continuing operations were EUR 0.01 (0.02).
- Equity per share at the end of the review period was EUR 0.86 (0.84).
- Return on equity for rolling 12 months was 0.1% (-46.6%).
- The Group's cash and cash equivalents amounted to EUR 3.6 million at the end of the review period.
- Gearing at the end of the review period was 137.5% (283.4%).
- Gearing excluding lease liabilities was 117.8% (177.3%).

Consolidated key figures, IFRS

EUR million	1-12/2025	1-12/2024
Net sales ¹⁾	204.5	194.0
EBITDA ¹⁾	19.9	20.3
EBITDA % ¹⁾	9.7%	10.5%
Operating profit (EBIT) ¹⁾	5.2	5.8
Operating profit (EBIT) % ¹⁾	2.5%	3.0%
Comparable operating profit (EBIT) ¹⁾	6.4	7.2
Comparable operating profit (EBIT) % ¹⁾	3.1%	3.7%
Return on equity, %, rolling 12 months ²⁾	0.1%	-46.6%
Gearing, % ²⁾	137.5%	283.4%
Gearing, excluding lease liabilities, % ²⁾	117.8%	177.3%
Equity ratio, % ²⁾	31.8%	18.7%
Earnings per share, EUR, undiluted	0.01	0.02

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Personnel, average, continuing operations	324	325
Personnel, average, discontinued operations	404	544

1) Including continuing operations

2) Including both continuing and discontinued operations

CEO Carl Haglund:

A strong end to the year

The year 2025 was a mixed period for our business operations. Both KH-Koneet and NRG faced challenging operating environments in the early part of the year. The volume of orders for rescue vehicles in Finland was lower than normal, at which stage we decided to adapt our operations and increase efficiency by commencing change negotiations at Saurus. However, in the summer, Saurus' order book grew significantly when the Finnish Defence Forces placed a large order for 15 rescue vehicles, and a good number of orders was secured across the board during the second half of the year. In Sweden, the situation for Sala Brand was more stable and, by the end of the year, the order book for NRG as a whole had reached a record high.

For KH-Koneet, the early part of the year was somewhat subdued due to the sluggish market, but the direction changed during the autumn and the measures taken by the company drove sales growth during the latter part of the year. As a result, the fourth quarter turned out to be significantly better than anticipated for both KH-Koneet and NRG, and the negative profit warning issued in the early autumn turned into a positive profit warning in winter 2026. Due to the strong finish to the year, our net sales for 2025 amounted to EUR 204.5 million, representing year-on-year growth of 5%. Comparable operating profit amounted to EUR 6.4 million, representing a decrease of 11% when compared to 2024.

KH Group is transforming

Three years ago, KH Group began its strategic transformation from an investment company into an industrial group. This transformation is now in its final stages. The company was originally a listed private equity investment company. A couple of years ago, the company announced its aim of becoming a listed industrial conglomerate and changed its name from Sievi Capital to KH Group. The company subsequently divested the logistics operator Logistikas, the construction management company HTJ and, most recently, in autumn 2025, the furniture chain Indoor Group. With these exits, we are approaching the finish line in our transformation. Following the latest strategy update, the Group will have two business areas in the future: KH-Koneet, which focuses on the construction and earth-moving machinery trade, and Nordic Rescue Group, a manufacturer of rescue vehicles.

Focus on growing shareholder value

Following our strategic transformation and the divestments we have carried out, we can focus even more strongly on the development of KH-Koneet and NRG. Our strategy is underpinned by our goal of clarifying the Group's operations and accelerating the growth of shareholder value. We will also strengthen our financial position, streamline our organisation and reduce costs.

In 2026, the focus of the business areas will be on achieving growth as profitably as possible, and completing the Group's transformation. The guidance for 2026 is as follows: the company expects both the net sales and the comparable operating profit to increase in 2026 compared to 2025.

January–December 2025

Financial performance

KH Group

EUR million	10-12/2025	10-12/2024	1-12/2025	1-12/2024
Net sales	63.3	61.7	204.5	194.0
EBITDA	7.5	6.8	19.9	20.3
EBITDA %	11.8%	11.0%	9.7%	10.5%
Comparable operating profit (EBIT)	4.2	3.4	6.4	7.2
Comparable EBIT %	6.6%	5.5%	3.1%	3.7%
Profit before taxes	2.8	3.0	1.3	1.7

More information on the comparable key figures is presented later in the sections "Alternative performance measures" and "Reconciliation of key figures".

KH Group October–December 2025

KH Group's net sales amounted to EUR 63.3 (61.7) million, representing a year-on-year increase of 3%. KH-Koneet's net sales increased, but Nordic Rescue Group's net sales declined. Comparable operating profit for the review period was EUR 4.2 (3.4) million. Operating profit increased year-on-year for both KH-Koneet and Nordic Rescue Group. The parent company's share of the operating profit for the review period was EUR -0.7 (-0.6) million.

KH Group January–December 2025

KH Group's net sales increased by 5% to EUR 204.5 (194.0) million. KH-Koneet's net sales increased by 9% year-on-year, but Nordic Rescue Group's net sales declined by 5%. KH Group's comparable operating profit was EUR 6.4 (7.2) million KH-Koneet's operating profit was lower than in the comparison period, while Nordic Rescue Group's operating profit increased. The parent company's share of the operating profit for the review period was EUR -2.4 (-1.9) million. The parent company's expenses increased year-on-year mainly due to non-recurring expenses related to the Group's restructuring and change of CEO. Comparable operating profit excludes depreciation of intangible assets arising from acquisitions.

January–December 2025

Segments

KH-Koneet

EUR million	10-12/2025	10-12/2024	1-12/2025	1-12/2024
Net sales	48.2	45.8	162.8	149.8
EBITDA	6.5	5.9	18.2	18.8
EBITDA %	13.5%	12.9%	11.2%	12.5%
Comparable operating profit (EBIT)	3.4	2.8	5.5	6.3
Comparable EBIT %	7.0%	6.0%	3.4%	4.2%

KH-Koneet is one of the leading construction and earth-moving machinery suppliers in the Nordic countries. The company sells and rents out a comprehensive range of machinery, equipment and services for needs related to earthworks, property maintenance and material handling. The brands represented by KH-Koneet include Kobelco, Kramer, Wacker Neuson, Yanmar, Ljungby Maskin and Pronar.

KH-Koneet's net sales for October–December amounted to EUR 48.2 (45.8) million, representing a year-on-year increase of 5%, driven by stronger sales of machinery. Comparable operating profit grew, supported by volume, and relative profitability also improved. Net sales growth was driven mainly by machinery sales in Finland. Inventories totalled EUR 55.5 million at the end of the year, which is EUR 0.3 million less than in the comparison period.

In 2025, KH-Koneet increased its net sales by 9% to EUR 162.8 (1149.8) million. In Finland, net sales growth was concentrated in heavy crawler equipment and used equipment resulting in lower relative profitability. In Swedish operations, net sales increased by 3% driven by machinery sales. Net sales from rental operations were almost on a par with the comparison period in both Finland and Sweden. The market for earth-moving and property maintenance machinery grew in both Finland and Sweden when compared to 2024. However, in spite of the growth, volumes were still below 2023 levels. Unit volumes in target markets grew by approximately 9% in Finland and 5% in Sweden during 2025.

KH-Koneet continued to invest in growth during the financial period, and increased fixed costs had a negative impact on profitability. The average number of personnel during the financial period was 215 (206). The increase was mainly attributable to the Luleå operating location opened at the end of 2024. Increased fixed costs and sales being concentrated in product groups with lower margins led to operating profit being lower than in the comparison period. Operating profit decreased year-on-year in both countries.

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Nordic Rescue Group

EUR million	10-12/2025	10-12/2024	1-12/2025	1-12/2024
Net sales	15.1	15.9	41.8	44.2
EBITDA	1.6	1.3	4.0	3.4
EBITDA %	10.9%	8.4%	9.6%	7.7%
Comparable operating profit (EBIT)	1.5	1.2	3.3	2.8
Comparable EBIT %	9.7%	7.4%	7.8%	6.2%

Nordic Rescue Group is a leading rescue vehicle supplier in the Nordic countries. The company operates in Finland under the name Saurus and in Sweden under the name Sala Brand.

Nordic Rescue Group had a strong fourth quarter. Comparable operating profit increased substantially despite net sales being lower than in the comparison period. The volumes of vehicles delivered were at a high level in both Finland and Sweden. The decrease in net sales was due to lower invoicing for vehicle chassis while, at the same time, invoicing for equipment increased. Net sales from aftermarket were lower than in the comparison period. The year-on-year increase in operating profit was driven by good operational efficiency, the increased amount of equipment and, in Sweden, the positive profit impact of exchange rates.

The demand for rescue vehicles developed favourably in 2025. The uncertainty surrounding orders by wellbeing services counties in the early part of the year in Finland eventually dissipated, and the order book strengthened significantly towards the end of the year. In the Finnish market, aside from orders by wellbeing services counties, the Finnish Defence Forces placed an order for a total of 15 vehicles, for which Saurus will supply equipment and fittings valued at approximately EUR 10 million. Demand in the Swedish market also strengthened further during the year. In Sweden, Sala Brand was selected as one of three suppliers of rescue vehicles for a framework agreement concerning joint municipal procurement (Adda) for the period 2025–2029. Net sales from aftermarket in 2025 were slightly lower than in the comparison period.

During the financial period, Nordic Rescue Group also focused on increasing the efficiency of production. Modularity and sub-assembly has been enhanced in collaboration with subcontractors. In Finland, operations were adjusted in the first quarter to reflect the weak order book and outlook at the time. Saurus held change negotiations that resulted in the termination of eight employment relationships and the implementation of temporary lay-offs of personnel. After the end of the financial period, NRG received a final distribution of EUR 0.3 million from the Vema Lift bankruptcy estate. This amount was recognised as a receivable in the financial statements dated 31 December 2025.

The strong order book provides a good starting point for the long-term development of the business. The existing order book provides visibility for production through to 2027. In addition to the Finnish and Swedish markets, the company will continue to focus on selected export markets.

Discontinued operations

Indoor Group

KH Group divested its holding in Indoor Group by selling all of its shares on 20 November 2025. More information is provided in the notes under "Assets classified as held for sale, and discontinued operations".

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Financial position and cash flow

KH Group's balance sheet total on 31 December 2025 was EUR 156.7 (271.7) million. The equity ratio was 31.8% (18.7%) and gearing was 137.5% (283.4%). Gearing excluding lease liabilities was 117.8% (177.3%).

The Group's cash and cash equivalents totalled EUR 3.6 million at the end of the review period. In addition, of the Group companies, KH-Koneet Group Oy had a credit facility of EUR 8.5 million and Nordic Rescue Group Oy had a credit facility of EUR 3.0 million at the end of the review period. The parent company had no loans from financial institutions at the end of the review period.

KH-Koneet and NRG met the financial covenants of their financing agreements in December 2025. During the financial period, KH-Koneet's financing agreement was updated with regard to the covenants, among other things. NRG's financing agreement was updated after the end of the financial period and, in connection with this, the parent company provided a guarantee to NRG's main financing provider.

In the review period, for continuing operations, net cash flow from operating activities amounted to EUR 12.8 (4.2) million, net cash flow from investing activities to EUR -3.1 (-3.5) million and net cash flow from financing activities to EUR -12.0 (-6.1) million. Due to the change in the reporting structure, the figures are not comparable. Cash flow from discontinued operations totalled EUR -3.9 (4.1) million. During the review period, the net cash flow generated by the Group was EUR -6.2 million.

Management and personnel

Average number of personnel during the financial period	31 Dec. 2025	31 Dec. 2024
KH-Koneet	215	206
Nordic Rescue Group	106	115
Parent company	3	4
Continuing operations total	324	325
Discontinued operations Indoor ⁽¹⁾	404	544
Group, total	728	869

Total number of personnel at the end of the financial period	31 Dec. 2025	31 Dec. 2024
KH-Koneet	210	218
Nordic Rescue Group	106	112
Parent company	4	3
Continuing operations total	320	333
Discontinued operations Indoor ⁽¹⁾	-	507
Group, total	320	840

⁽¹⁾ For Indoor Group, the FTE figure is used due to the large number of part-time employees.

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KH Group's management team consists of the CEO and the CFO. Carl Haglund was appointed as the CEO of KH Group on 19 September 2025. Predecessor Ville Nikulainen continued to work in the strategic transformation process until the end of 2025. Tommi Rötkin acted as the CFO of KH Group during the year 2025.

Shares, shareholders and share price development

KH Group's share capital at the end of the review period was EUR 15,178,567.50 and the number of shares was 58,078,895. All shares carry equal rights to dividends. During the review period, the company did not hold any treasury shares.

On 31 December 2025, KH Group had a total of 8 465 (9,657) shareholders. During the review period, the company did not receive any flagging notifications regarding changes in shareholdings in KH Group.

The closing price of KH Group's share at the end of 2024 was EUR 0.54. The highest share price during the review period was EUR 0.59, the lowest EUR 0.39 and the trade-weighted average price EUR 0.48. At the end of the review period, the closing price was EUR 0.46 and the market capitalisation was EUR 26.9 (31.2) million. The number of shares traded on Nasdaq Helsinki during the review period was 12.3 (17.3) million, corresponding to an average of 21.2% (29.9%) of all outstanding shares.

Share-based incentive schemes

On 5 May 2025, the Board of Directors of KH Group Plc resolved to establish a performance share plan for KH-Koneet's key employees. The plan replaces the performance-based matching share plan announced on 31 May 2024. The purpose of the new scheme is to align the goals of shareholders and key employees in order to increase the company's shareholder value in the long term, guide the key employees to achieve the company's strategic objectives, engage their commitment to the company and offer them a competitive incentive scheme based on the earning and accrual of KH Group shares.

The performance-based share scheme has one (1) performance period of two (2) years, corresponding to the financial periods 2025–2026. The scheme provides key employees with the opportunity to earn KH Group shares based on performance. The performance criteria for the key employees of KH-Koneet are based on KH-Koneet's EBIT in 2026 and return on invested capital in 2026.

Any bonuses payable under the scheme will be paid within five months of the end of the performance period. The bonuses will be paid partly in KH Group shares and partly in cash. The purpose of the cash part is to cover taxes and social security contributions incurred by the participant from the bonus. If the participant's employment or service relationship ends before the bonus is paid, the bonus is generally not paid.

The target group of the scheme consists of approximately 20 people, including the members of the Management Team of KH-Koneet. The bonuses paid on the basis of the scheme are estimated to correspond to a maximum of 1,094,000 KH Group shares in total, including the portion paid in cash.

The members of the Management Team of KH-Koneet are obliged to hold 50 per cent of the reward shares received, until the total value of their shareholding in KH Group is equal to 50 per cent of their annual base salary for the year preceding the payment of the reward. The CEO of KH-Koneet is obliged to hold 50 per cent of the reward shares received, until his shareholding in KH Group is equal to his annual base salary for the year preceding the payment of the reward. This number of KH Group shares must be held for as long as the membership of the Management Team or the position as CEO continues.

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The General Meetings and the Board of Directors' authorisations

The Annual General Meeting of KH Group Plc was held on 6 May 2025 at Sanomatalo (Flik Event Studio Eliel) at Töölönlahdenkatu 2, 00100 Helsinki, Finland. The Annual General Meeting supported all the proposals contained in the Notice of the Annual General Meeting. The General Meeting adopted the financial statements for the financial period 2024, discharged the members of the Board of Directors and the persons who had served as CEO from liability for the financial period 2024, and adopted, through an advisory resolution, the company's Governing Bodies' Remuneration Report for the year 2024. The Annual General Meeting resolved, in accordance with the proposal of the Board of Directors, that no dividend be distributed for the financial year that ended on 31 December 2024.

The Annual General Meeting resolved to keep the fees paid to the Board of Directors unchanged, with the Chairman of the Board of Directors paid remuneration of EUR 3,550 per month and each member of the Board of Directors EUR 2,300 per month. The travel expenses of the members of the Board of Directors are compensated in accordance with the company's Travel Policy. Earnings-related pension insurance contributions are paid voluntarily for the paid remuneration.

The General Meeting confirmed the number of members of the Board of Directors as six (6). Juha Karttunen, Taru Narvanmaa, Jon Unnérus, Christoffer Landtman, Jari Rautjärvi and Carl Haglund were elected to the Board of Directors until the end of the Annual General Meeting of 2026. In its constitutive meeting held after the Annual General Meeting, the Board of Directors elected Juha Karttunen as its Chairman. Additionally, the Board of Directors resolved to establish an Audit Committee, and elected Taru Narvanmaa as Chair and Juha Karttunen and Jari Rautjärvi as members of the Audit Committee. According to the assessment of the Board of Directors, all Board members are independent of the company and its significant shareholders.

The General Meeting elected Ernst & Young Oy, Authorised Public Accountant firm, as the company's auditor. Ernst & Young Oy has notified that Timo Eerola, APA, will act as the principal auditor for the company. The General Meeting elected Ernst & Young Oy, Authorised Sustainability Audit Firm, as the company's sustainability reporting assurance provider. Ernst & Young Oy has notified that Timo Eerola, ASA (Authorised Sustainability Auditor), acts as the principally responsible sustainability auditor for the company.

The General Meeting decided that the remuneration of the auditor shall be paid according to the auditor's reasonable invoice approved by the company, and that the remuneration of the sustainability reporting assurance provider shall be paid according to the sustainability reporting assurance provider's reasonable invoice approved by the company.

As proposed by the Board of Directors, the General Meeting authorised the Board of Directors to decide on the issuance of shares and/or the granting of special rights entitling to shares as referred to in Chapter 10, Section 1 of the Finnish Limited Liability Companies Act, in one or several instalments. The total number of shares to be issued under the authorisation may be at the most 11,400,000 shares, and the authorisation concerns both the issuance of new shares as well as the conveyance of shares held by the company. The authorisation may be used to finance or carry out possible acquisitions or other arrangements or investments related to the company's business, to implement the company's incentive scheme, or for other purposes decided by the Board of Directors. The Board of Directors decides on all terms and conditions of a share issue and the issuance of special rights referred to in Chapter 10, Section 1 of the Finnish Limited Liability Companies Act, and the authorisation therefore includes the right of the Board of Directors to deviate from the shareholders' pre-emptive subscription right (directed issue), the right to issue shares against consideration or without payment, and the right to decide on a free issuance of shares to the company itself. The authorisation is effective until 30 June 2026, and it cancels the corresponding authorisation given to the Board of Directors by the Annual General Meeting on 7 May 2024.

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As proposed by the Board of Directors, the General Meeting authorised the Board of Directors to decide to repurchase a maximum of 5,700,000 shares in the company in one or several instalments by using funds in the company's unrestricted equity, however, taking into account the provisions of the Finnish Limited Liability Companies Act concerning the maximum number of own shares held by the company. The company's own shares may be repurchased to be used as consideration in possible acquisitions or in other arrangements related to the company's business, to finance investments, as a part of the company's incentive scheme, to develop the company's capital structure as well as to be conveyed for other purposes, to be held by the company or to be cancelled. The authorisation also includes the right to pledge the company's own shares. The company's own shares may be repurchased in public trading organised by Nasdaq Helsinki Ltd otherwise than in proportion to the shareholdings of the shareholders, at the market price at the time of repurchase. The shares will be repurchased and paid in accordance with the rules of Nasdaq Helsinki Ltd and Euroclear Finland Oy. The Board of Directors decides in all other respects on the terms and conditions of the repurchase of own shares. The authorisation is effective until 30 June 2026, and it cancels the corresponding authorisation given to the Board of Directors by the Annual General Meeting on 7 May 2024. The minutes of the Annual General Meeting are available on the company's website.

The most significant near-term business risks and risk management

The goal of KH Group's risk management is the comprehensive and proactive management of risks. The company aims to detect and identify factors that may have a negative impact on the achievement of the company's goals in a long or short term and to take necessary measures to manage these factors. Risk management at the Group's business level plays a key role in risk management, as risk management is mainly organised as part of business operations. KH Group's management promotes and monitors the risk management of the businesses through active group-level steering and participation in the board work of the group companies.

The company's Board of Directors confirms the company's strategy and action plan, which defines goals related to the development of the business areas, among other things. The Board of Directors oversees the implementation of operations. Due to the nature of the company's operations, a significant proportion of KH Group's material risks are related to the company's business areas and their activities.

The company risk of the business areas of, among other things, risks associated with market and competitive situations, strategic risks, operational risks and financial risks, with the material risks including, for instance, liquidity and interest rate risks. At the end of the review period, KH Group had two business areas, both of which are of significant size. It cannot be guaranteed that the business areas or sectors that are within the scope of KH Group's structure will develop as expected in the future. The financial results of the business areas have a direct effect on KH Group's result. Changes in the operations of a single business area may have a material negative impact on KH Group's business operations, financial position, results or future outlook. Pandemics and inflation may also have significant direct and indirect impacts on the development of the business areas and, consequently, on KH Group.

KH Group's operational risks include, for instance, dependence on the parent company's and business areas' key personnel's competence and input. The company's key personnel play a central role in the establishment, implementation and management of the company's strategy. Measures with which the company tries to protect itself from the key personnel risk include incentive schemes, among other things.

Liquidity risk is the most significant financial risk that KH Group is exposed to. The management of liquidity risk ensures that the company has sufficient funds to make any payments falling due and for potential additional capitalisation of the business areas in line with the company's value creation strategy.

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Financial objectives and future outlook

KH Group updated its strategy in October 2025. According to the strategy published in December 2022, KH Group's objective was to become an industrial group built around the KH-Koneet business and to divest other business areas in line with the Group's strategy.

Following the strategy update, KH Group will not actively pursue the sale of Nordic Rescue Group. The KH-Koneet and NRG businesses will be developed as part of a group focusing on earth-moving equipment and rescue vehicles.

During the next few years, the aim is to invest in the growth of the core business and pay dividends within the limits established by the balance sheet structure and financing agreements.

The guidance for 2026 is as follows: the company expects both the net sales and the comparable operating profit to increase in 2026 compared to 2025.

The Board of Directors' proposal for the distribution of profit and Annual General Meeting 2026

The Annual General Meeting 2025 resolved, in accordance with the proposal of the Board of Directors, that no dividend be distributed for the financial year that ended on 31 December 2024.

The parent company's distributable funds on 31 December 2025 amounted to EUR 15,370,903.88. The Board of Directors proposes to the Annual General Meeting that no dividend be distributed for the past financial period. The profit distribution proposal of the Board of Directors takes into account the company's liquidity situation at the time of making the profit distribution proposal and the expected cash flows during the new year.

KH Group Plc's Annual General Meeting is scheduled for 5 May 2026. A notice of the Annual General Meeting will be published later as a stock exchange release.

Events after the review period

In February 2026, KH Group announced that Tuomas Myllynen will take up the post of CEO of KH-Koneet on 1 August 2026 at the latest. The leadership transition was initiated after the company's long-standing CEO and co-founder Teppo Sakari announced his intention to step down during 2026 and continue as a strategic advisor to the company.

Helsinki, 19 March 2026
KH Group Plc
Board of Directors

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Tables

Accounting principles

This unaudited interim report has been prepared in compliance with the IAS 34 Interim Financial Reporting standard.

The preparation of consolidated financial statements in accordance with the IFRS requires the use of management estimates and assumptions, which affects the amounts of assets and liabilities on the balance sheet, as well as income and expenses. Although the estimates are based on the management's best current knowledge, it is possible that the actual outcomes differ from the estimates and assumptions used.

The consolidated financial statements are drawn up in euros, which is the company's operating currency and the reporting currency of the company and the Group. All figures are presented in millions of euros (EUR million) and rounded to the nearest EUR 0.1 million. Consequently, the sum of individual figures may deviate from the presented amounts.

Consolidated income statement, IFRS

EUR million	10-12/2025	10-12/2024	1-12/2025	1-12/2024
Net sales	63.3	61.7	204.5	194.0
Other operating income	0.3	0.2	0.8	0.6
Materials and services	-46.3	-45.8	-150.3	-141.1
Personnel expenses	-6.8	-6.3	-24.7	-22.7
Other operating expenses	-2.9	-3.0	-10.5	-10.5
Depreciation, amortisation and impairment	-3.6	-3.7	-14.7	-14.5
Operating profit/loss	3.9	3.1	5.2	5.8
Financial income	0.2	1.6	0.8	2.2
Financial expenses	-1.4	-1.6	-4.6	-6.3
Profit before taxes	2.8	3.0	1.3	1.7
Income taxes	-0.7	-0.3	-0.3	-0.2
Profit from continuing operations	2.1	2.7	1.0	1.4
Profit from discontinued operations	-0.9	-29.3	-0.9	-31.4
Net profit for the period	1.2	-26.6	0.1	-29.9
Distribution of the net profit for the period:				
Parent company shareholders	0.8	-23.3	-0.6	-24.6
Non-controlling interest	0.3	-3.3	0.6	-5.3
Earnings per share				
Continuing operations, €				
Undiluted and diluted	0.06	0.04	0.01	0.02
Discontinued operations, €				
Undiluted and diluted	-0.03	-0.44	-0.03	-0.44
Continuing and discontinued operations, €				
Diluted and undiluted	0.03	-0.40	-0.02	-0.42

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Consolidated statement of comprehensive income, IFRS

EUR million	10-12/2025	10-12/2024	1-12/2025	1-12/2024
Net profit for the period	1.2	-26.6	0.1	-29.9
Comprehensive income items that may be later recognised through profit and loss				
Translation differences	0.2	-0.1	0.6	-0.3
Items not transferred to profit or loss:				
Defined-benefit pensions	-	0.0	-	0.0
Other comprehensive income after taxes for the financial period	0.2	-0.1	0.6	-0.3
Consolidated statement of comprehensive income, total	1.3	-26.7	0.6	-30.2
Distribution				
Parent company shareholders	1.0	-23.4	0.0	-24.9
Non-controlling interest	0.3	-3.3	0.7	-5.3

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Consolidated balance sheet, IFRS

EUR million	31 Dec. 2025	31 Dec. 2024
Assets		
Non-current assets		
Goodwill	7.7	7.7
Intangible assets	9.2	10.3
Tangible assets	41.3	41.8
Right-of-use assets	9.5	9.6
Non-current receivables and other financial assets	0.1	0.4
Deferred tax assets	4.5	4.1
Non-current assets, total	72.2	73.9
Current assets		
Inventories	60.2	60.2
Trade receivables	17.2	15.8
Accrued income and other receivables	3.5	2.7
Cash and cash equivalents	3.6	9.0
Current assets, total	84.5	87.8
Assets classified as held for sale	-	110.0
Assets, total	156.7	271.7
Shareholders' equity and liabilities		
Equity attributable to equity holders of the parent company		
Share capital	15.2	15.2
Reserve for invested unrestricted equity	12.9	12.9
Translation differences	0.3	-0.3
Retained earnings	21.4	21.9
Equity attributable to the owners of the parent company	49.7	49.7
Non-controlling interest	0.0	-0.6
Total equity	49.7	49.1
Non-current liabilities		
Interest-bearing financial liabilities	11.2	19.7
Financial liabilities for rental equipment	28.6	30.0
Lease liabilities	6.3	6.2
Deferred tax liabilities	1.9	2.1
Non-current liabilities, total	48.0	58.0
Current liabilities		
Interest-bearing financial liabilities	10.1	8.8
Financial liabilities for rental equipment	12.3	10.8
Lease liabilities	3.5	3.7
Advances received	0.5	1.1
Trade and other liabilities	32.5	30.2
Current liabilities, total	58.9	54.7
Liabilities relating to assets held for sale	-	110.0
Liabilities, total	106.9	222.6
Shareholders' equity and liabilities, total	156.7	271.7

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Consolidated cash flow statement, IFRS

EUR million	1-12/2025	1-12/2024
Cash flow from operating activities		
Net profit for the period	0.1	-29.9
Adjustments to the net profit for the period		
Depreciation, amortisation and impairment	27.5	64.6
Financial income and expenses	3.7	8.8
Income taxes	-0.7	-1.1
Other adjustments	0.3	-6.5
Adjustments, total	30.9	65.7
Increase (-)/decrease (+) in trade and other receivables	-5.8	-0.1
Increase (-)/decrease (+) in inventories	5.1	8.0
Adjustment for rental equipment from inventories	-6.8	-13.9
Increase (+)/decrease (-) in trade payables and other liabilities	13.8	-7.5
Changes in working capital	6.3	-13.5
Interest received	0.1	0.1
Interest paid and other financial expenses	-7.5	-11.3
Income taxes paid	-1.6	-1.8
Net cash flow from operating activities, total	28.2	9.4
Cash flow from investing activities		
Acquisitions of subsidiaries (non-controlling interest)	-2.0	-2.9
Sale of subsidiaries, net of cash disposed	-2.6	12.0
Investments in tangible and intangible assets	-2.1	-1.8
Sale of tangible and intangible assets	1.0	5.0
Net cash flow from investing activities, total	-5.7	12.3
Cash flow from financing activities		
Proceeds from loans	-	7.4
Repayment of loans	-10.8	-16.4
Withdrawals of financial liabilities for rental equipment	13.6	21.6
Repayments of financial liabilities for rental equipment	-14.7	-13.8
Repayments of lease liabilities	-16.8	-21.9
Dividends paid	-	-
Net cash flow from financing activities, total	-28.7	-23.1
Change in cash and cash equivalents	-6.2	-1.3
Cash and cash equivalents at the beginning of the period	9.8	11.1
Cash and cash equivalents at the end of the period	3.6	9.8

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Consolidated statement of changes in equity, IFRS

1–12/2025

EUR million	Equity attributable to equity holders of the parent company						Non-controlling interest	Total equity
	Share capital	Reserve for unrestricted equity	Translation differences	Retained earnings	Total			
Equity 1 Jan. 2025	15.2	12.9	-0.3	21.9	49.7	-0.6	49.1	
Net profit for the period	-	-	-	-0.6	-0.6	0.6	0.1	
Other comprehensive income items								
Translation differences	-	-	0.6	-	0.6	0.0	0.6	
Comprehensive income for the period	-	-	0.6	-0.6	0.0	0.7	0.7	
Equity 31 Dec. 2025	15.2	12.9	0.3	21.4	49.7	0.0	49.7	

1–12/2024

EUR million	Equity attributable to equity holders of the parent company						Non-controlling interest	Total equity
	Share capital	Reserve for unrestricted equity	Translation differences	Retained earnings	Total			
Equity 1 Jan. 2024	15.2	12.9	0.0	46.6	74.6	4.7	79.3	
Net profit for the period	-	-	-	-24.6	-24.6	-5.3	-29.9	
Other comprehensive income items								
Translation differences	-	-	-0.2	-	-0.2	0.0	-0.3	
Defined-benefit pensions	-	-	-	0.0	0.0	0.0	0.0	
Comprehensive income for the period	-	-	-0.2	-24.6	-24.9	-5.3	-30.2	
Equity loan and interest	-	-	-	-0.1	-0.1	0.1	0.0	
Equity 31 Dec. 2024	15.2	12.9	-0.3	21.9	49.7	-0.6	49.1	

1) Other shareholders' additional investment in Indoor Group

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Assets classified as held for sale, and discontinued operations

Indoor

KH Group divested its holding in Indoor Group by selling all of its shares on 20 November 2025 to a company controlled by Indoor Group's CEO Kati Kivimäki. The shares subject to the transaction comprised 58.3 per cent of all shares in Indoor Group, and a nominal purchase price was paid to KH Group for them. In addition, in a financing arrangement carried out in connection with the transaction, KH Group repaid Indoor Group's debt to a financing bank by EUR 2.0 million and waived the receivable from Indoor Group resulting from said repayment, as well as other loan receivables from Indoor Group totalling EUR 3.5 million, for which KH Group had already previously written down a portion equal to EUR 2.4 million in the financial year 2024. As a result of the arrangement, KH Group recognised a loss of EUR 0.9 million for discontinued operations in 2025. This includes expenses of EUR 3.3 million related to the arrangement and the reversal of a provision of EUR 2.4 million recognised on 31 December 2024.

HTJ

In June 2024, KH Group Plc, together with the other shareholders of the construction management company HTJ Holding Oy (HTJ), agreed on the sale of the company's shares to XPartners Finland Holding Oy, which is part of the XPartners Group. The transaction was completed in July 2024. The debt-free value of the transaction was EUR 23.0 million, with KH Group's final share amounting to EUR 13.1 million. The capital gain recognised on the transaction was EUR 2.6 million.

Continuing and discontinued operations are presented separately in the consolidated income statement. Comparative information has been adjusted accordingly in the income statement.

Income statement of discontinued operations

EUR million	2025 Indoor	2025 Total	2024 Indoor	2024 HTJ	2024 Total
Net sales	118.0	118.0	161.6	12.9	174.5
Other operating income	1.7	1.7	6.1	0.0	6.1
Materials and services	-69.3	-69.3	-94.8	-0.9	-95.7
Personnel expenses	-24.0	-24.0	-31.5	-9.0	-40.5
Other operating expenses	-14.8	-14.8	-23.2	-1.7	-24.9
Depreciation	-	-	-49.5	-0.5	-50.1
Operating profit	11.7	11.7	-31.4	0.7	-30.6
Financial income and expenses	0.1	0.1	-4.3	-0.4	-4.6
Profit before taxes	11.8	11.8	-35.7	0.4	-35.3
Income taxes	1.0	1.0	1.5	-0.2	1.3
Net profit/loss before measurement at fair value	12.9	12.9	-34.2	0.2	-34.0
Measurement at fair value less expenses arising from sale	-12.9	-12.9	-	-	-
Net profit for the period from discontinued operations	-	-	-34.2	0.2	-34.0
Capital gain on discontinued operations	-0.9	-0.9	-	2.6	2.6
Result of discontinued operations, total	-0.9	-0.9	-34.2	2.8	-31.4

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Assets classified as held for sale	2025	2024
Goodwill	-	-
Intangible assets	-	42.8
Tangible assets	-	1.5
Right-of-use assets	-	37.5
Non-current receivables and investments	-	0.0
Deferred tax assets	-	3.8
Inventories	-	21.1
Trade receivables	-	0.3
Other current receivables	-	2.2
Cash and cash equivalents	-	0.7
Total	-	110.0

Liabilities relating to assets held for sale	2025	2024
Deferred tax liabilities	-	9.1
Non-current interest-bearing liabilities	-	-
Non-current lease liabilities	-	24.4
Pension obligations	-	0.1
Provisions	-	0.1
Current interest-bearing liabilities	-	27.5
Current lease liabilities	-	17.8
Advances received	-	8.0
Current trade and other liabilities	-	22.9
Total	-	110.0

Cash flows of discontinued operations

The expenses incurred from the divestment of Indoor, less cash and cash equivalents at the time of sale, are presented in cash flow from investing activities.

EUR million	2025 Indoor	2025 Total	2024 Indoor	2024 HTJ	2024 Total
Cash flow from operating activities	15.4	15.4	4.2	1.0	5.2
Cash flow from investing activities	-2.6	-2.6	3.7	12.1	15.8
Cash flow from financing activities	-16.7	-16.7	-15.7	-1.2	-16.9
Cash flows, total	-3.9	-3.9	-7.9	12.0	4.1

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Segment reporting and revenue

KH Group's continuing operations' business segments and reporting segments are KH-Koneet and Nordic Rescue Group. The parent company's share is included in the Unallocated column

Continuing operations 1–12/2025

EUR million

	KH-Koneet	Nordic Rescue Group	Non-allocated	Internal items	Group, total
Net sales	162.8	41.8	0.0	0.0	204.5
Net sales share, %	79.6%	20.4%	-	-	100.0%
Other operating income	0.8	0.0	0.1	-0.1	0.8
Materials and services	-119.9	-30.4	0.0	-	-150.3
Personnel expenses	-17.6	-6.2	-0.9	-	-24.7
Other operating expenses	-7.8	-1.2	-1.5	0.1	-10.5
EBITDA	18.2	4.0	-2.4	0.0	19.9
Depreciation	-13.5	-1.1	0.0	-	-14.7
Comparable operating profit (EBIT)	5.5	3.3	-2.4	0.0	6.4
PPA depreciation	-0.8	-0.4	-	-	-1.2
Operating profit (EBIT)	4.7	2.9	-2.4	0.0	5.2
Financial items, net	-3.3	-0.8	0.2	0.0	-3.9
Profit before taxes	1.4	2.1	-2.2	0.0	1.3
Cash and cash equivalents 31 December	127.2	26.4	6.8	-3.7	156.7
Interest-bearing net debt 31 December	62.3	7.9	-1.9	0.0	68.4
Lease liabilities on 31 December	8.4	1.4	-	-	9.8
Financial liabilities for rental equipment on 31 December	40.8	-	-	-	40.8
Interest-bearing net liabilities, excluding lease liabilities and financial liabilities for rental equipment on 31 December	13.1	6.6	-1.9	-	17.7

More information on the comparable key figures is presented later in the sections "Alternative performance measures" and "Reconciliation of key figures".

Financial assets and liabilities

The table below shows the book values, measurement categories and fair value hierarchy of the Group's financial assets and liabilities. For assets and liabilities that are not recognised at fair value through profit or loss, the book value corresponds to the fair value to a material extent.

Financial assets and liabilities classified at fair value hierarchy level 3 consist of unquoted equity investments and liabilities related to the redemption of non-controlling interests recognised in connection with acquisitions.

The measurement of equity investments is based on the management's estimate of future cash flows and the measurement of liabilities related to the redemption of non-controlling interests on the amounts specified in the

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purchase agreements, as well as the management's case-by-case assessment of whether the redemption will take place.

EUR million	Fair value hierarchy	31 Dec. 2025	31 Dec. 2024
Non-current financial assets			
Financial assets recognised at amortised cost			
Other non-current financial assets	2	0.1	0.4
Non-current financial assets, total		0.1	0.4
Current financial assets			
Financial assets recognised at amortised cost			
Trade receivables	2	17.2	15.8
Cash and cash equivalents	2	3.6	9.0
Current financial assets, total		20.8	24.8
Financial assets, total		20.9	25.3
Non-current financial liabilities			
Financial liabilities recognised at amortised cost			
Loans from financial institutions	2	10.8	17.0
Lease liabilities	2	6.3	6.2
Financial liabilities for rental equipment	2	28.6	30.0
Other non-current financial liabilities	2	0.4	2.6
Non-current financial liabilities, total		46.0	55.8
Current financial liabilities			
Financial liabilities recognised at fair value through profit or loss			
Liabilities to non-controlling interests	3	-	2.0
Financial liabilities recognised at amortised cost			
Loans from financial institutions	2	7.7	8.0
Lease liabilities	2	3.5	3.7
Financial liabilities for rental equipment	2	12.3	10.8
Trade payables	2	20.6	14.6
Current financial liabilities, total		44.1	39.1
Financial liabilities, total		90.1	95.0

Level 1: Fair value is determined on the basis of quoted market prices.

Level 2: The fair value is determined by using measurement methods. Fair value refers to the value that is observable from the market value of the components of the financial instrument or corresponding financial instruments; or the value that is observable using measurement models and techniques that are generally accepted financial market, if the market value can be reliably determined by using them.

Level 3: The fair value is determined by using measurement methods in which the inputs used have a significant effect on the recognised fair value, and these inputs are not based on observable market data.

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Transactions with related parties

Parties are considered to be related if one party has the ability to exercise control over the other party or to exercise joint control or significant influence over the other party in making financial and operational decisions.

The Group's related parties include its subsidiaries and key management personnel. Key management personnel include the members of the Board of Directors, the CEO, other members of the Management Team and their close family members. In addition, related parties include shareholders that control or have significant influence over the KH Group and companies over which they have control.

Items and transactions between the parent company and subsidiaries have been eliminated in the consolidated financial statements, and they are not presented as transactions with related parties. The Group did not have any transactions with related parties during the review period.

Off-balance sheet liabilities and loan covenants

Business mortgages, EUR million	31 Dec. 2025	31 Dec. 2024
KH-Koneet	47.6	47.0
Indoor Group	-	65.5
Nordic Rescue Group	19.1	19.0
Parent company	-	-
Group, total	66.7	131.5

KH-Koneet Group Oy has provided a general guarantee of SEK 200,000,000 as collateral for S-Rental AB's leasing financing limit and a separate guarantee of EUR 4,800,000 as collateral for KH-Maskin AB's loans.

In addition to debts secured by business mortgages, KH-Koneet Group has provided guarantees as security for lease agreements of the Group's subsidiary Crent Oy. The guarantees are partially joint and several among certain companies belonging to KH-Koneet Group. The total amount of the guarantees is EUR 28,000,000.

NRG has provided a warranty-period guarantee of EUR 412 (950) thousand and has an invoice credit collateralised by trade receivables under the arrangement. The loan was not in use at the time of the financial statements.

KH-Koneet and NRG met the financial covenants of their financing agreements in December 2025.

Share plan for key employees

On 5 May 2025, the Board of Directors of KH Group Plc resolved to establish a performance share plan for KH-Koneet's key employees. The plan replaces the performance-based matching share plan announced on 31 May 2024. The target group of the scheme consists of approximately 20 people, including the members of the Management Team of KH-Koneet. The bonuses paid on the basis of the scheme are estimated to correspond to a maximum of 1,094,000 KH Group shares in total, including the portion paid in cash. The members of the Management Team of KH-Koneet are obliged to hold 50 per cent of the reward shares received, until the total value of their shareholding in KH Group is equal to 50 per cent of their annual base salary for the year preceding

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the payment of the reward. The CEO of KH-Koneet is obliged to hold 50 per cent of the reward shares received, until his shareholding in KH Group is equal to his annual base salary for the year preceding the payment of the reward. This number of KH Group shares must be held for as long as the membership of the Management Team or the position as CEO continues.

The performance-based share scheme has one (1) performance period of two (2) years, corresponding to the financial periods 2025–2026. The costs of the share plan will be recognised as personnel expenses and retained earnings in equity during the share plan's period of validity. Based on the management's estimate, no expenses were recognised for 2025.

Alternative Performance Measures

KH Group adheres to the guidelines issued by the European Securities and Markets Authority (ESMA) concerning Alternative Performance Measures (APM) when reporting certain other widely used performance measures in addition to IFRS performance measures. The accounting principles for these alternative performance measures are not defined in the IFRS standards. Consequently, they may not be fully comparable with the alternative performance measures presented by other companies.

KH Group believes that presenting alternative performance measures provides the users of the financial statements with better insight into the Group's financial performance, profitability and financial position. Comparable EBITDA and comparable operating profit (EBIT) are used to follow the profitability of the business in order to improve comparability between periods. Other alternative performance measures used by the company include return on equity (%), return on capital employed (%), gearing (%) (including lease liabilities and excluding lease liabilities) and equity ratio (%) and equity per share. All of the alternative performance measures and their comparison figures are calculated consistently between reporting periods unless otherwise mentioned.

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The Group's key indicators

EUR million	1-12/2025	1-12/2024
Net sales	204.5	194.0
EBITDA	19.9	20.3
EBITDA %	9.7%	10.5%
Comparable EBITDA	19.9	20.3
Comparable EBITDA %	9.7%	10.5%
Operating profit (EBIT)	5.2	5.8
Operating profit (EBIT) %	2.5%	3.0%
Comparable operating profit (EBIT)	6.4	7.2
Comparable EBIT %	3.1%	3.7%
Return on equity, %, rolling 12 months	0.1%	-46.6%
Return on capital employed, %, rolling 12 months	2.5%	-11.2%
Gearing, %	137.5%	283.4%
Gearing, excluding lease liabilities, %	117.8%	177.3%
Equity ratio, %	31.8%	18.7%
Personnel, average, continuing operations	324	325
Personnel, average, discontinued operations	404	544
Earnings per share, EUR, undiluted, continuing operations	0.01	0.02
Earnings per share, EUR, diluted, continuing operations	0.01	0.02
Earnings per share, EUR, undiluted, discontinued operations	-0.02	-0.44
Earnings per share, EUR, diluted, discontinued operations	-0.02	-0.44
Earnings per share, EUR, undiluted, total	-0.01	-0.42
Earnings per share, EUR, diluted, total	-0.01	-0.42
Shareholders' equity per share, EUR	0.86	0.84
Lowest share price, EUR	0.39	0.52
Highest share price, EUR	0.59	0.89
Share price at the end of the period, EUR	0.46	0.54
Market capitalisation at the end of the period, EUR million	26.9	31.2
Number of shares at the end of the period, 1,000	58,079	58,079
Average number of shares, undiluted, 1,000	58,079	58,079
Average number of shares, diluted, 1,000	58,079	58,079

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Reconciliation of key indicators

EUR million	1-12/2025	1-12/2024
EBITDA	19.9	20.3
Depreciation, amortisation and impairment	-14.7	-14.5
Operating profit (EBIT)	5.2	5.8
Items affecting comparability (EBIT)		
Depreciation of intangible assets arising from acquisitions	1.2	1.4
Comparable operating profit (EBIT)	6.4	7.2
Profit before taxes, rolling 12 months	0.3	-33.6
Financial expenses, rolling 12 months	-3.7	-8.8
Equity at the beginning of the period	49.1	79.3
Interest-bearing liabilities, including lease liabilities, at the beginning of the period	148.8	166.0
Equity at the end of the period	49.7	49.1
Interest-bearing liabilities, including lease liabilities, at the end of the period	71.9	148.8
Return on capital employed (ROCE), %	2.5%	-11.2%
Net profit for the period, rolling 12 months	0.1	-29.9
Equity at the beginning of the period	49.1	79.3
Equity at the end of the period	49.7	49.1
Return on equity (ROE), %	0.1%	-46.6%
Total equity	49.7	49.1
Balance sheet total	156.7	271.7
Advances received	-0.5	-9.1
Equity ratio, %	31.8%	18.7%
Interest-bearing liabilities, including lease liabilities	71.9	148.8
Cash and cash equivalents	-3.6	-9.8
Interest-bearing net liabilities	68.4	139.1
Lease liabilities	-9.8	-52.1
Interest-bearing net liabilities, excluding lease liabilities	58.6	87.0
Total equity	49.7	49.1
Gearing, %	137.5%	283.4%
Gearing, excluding lease liabilities, %	117.8%	177.3%

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Alternative Performance Measure	Calculation formula	Purpose
Comparable EBITDA	Comparable operating profit (EBIT) + Depreciation, amortisation and impairment	Comparable EBITDA is considered to provide a comparable view of the operating result as compared to previous periods.
EBITDA	EBIT + Depreciation, amortisation and impairment	EBITDA is considered to provide an operative view of the business results.
Comparable operating profit (EBIT)	Operating profit - Items affecting comparability	Comparable operating profit EBIT is considered to provide a comparable view of the operating result as compared to previous periods.
Equity ratio, %	Total equity / (Balance sheet total - advances received) x 100	The equity ratio provides information on the debt financing used by the Group to finance its assets.
Interest-bearing liabilities	Loans from financial institutions + Lease liabilities + Other financial liabilities	The component is used in the calculation of gearing.
Interest-bearing net liabilities	Interest-bearing liabilities - Cash and cash equivalents	Interest-bearing net liabilities illustrate the total amount of the Group's external debt financing.
Gearing, %	Interest-bearing net liabilities / Total equity x 100	Gearing indicates the ratio of interest-bearing net debt to equity. It illustrates the company's capital structure.
Return on equity, %	Net profit for the period (rolling 12 months) / Total equity (average) x 100	The return on equity (ROE) percentage indicates how much return the company is able to generate on the equity invested in it by its owners.
Return on capital employed, %	(Profit before taxes + financial expenses) (rolling 12 months) / (Balance sheet total - non-interest-bearing liabilities) (average) x 100	The return on capital employed (ROCE) percentage indicates how much return the company is able to generate before taxes with the invested equity and financial liabilities in it.
Equity per share	Total equity / Number of shares at the end of the period	Equity per share indicates the amount of equity per share.

KH Group's financial disclosures in 2026

Annual Report 2025: week 13

Interim Report January–March: 5 May 2026

Half-Year Report January–June: 14 August 2026

Interim Report January–September: 30 October 2026

KH Group Plc is a Nordic corporation supporting sustainable construction and society's critical functions with two business areas: KH-Koneet, supplier of construction and earth-moving machinery, and Nordic Rescue Group, rescue vehicle manufacturer. KH Group's share is listed on Nasdaq Helsinki.