

BREAKFAST MEETING

DECEMBER 17, 2024



KONGBERG
AUTOMOTIVE

FORWARD-LOOKING STATEMENTS AND NON-IFRS MEASURES

FORWARD-LOOKING STATEMENTS

This presentation contains certain “forward-looking statements”. These statements are based on management’s current expectations and are subject to risks, uncertainty and changes in circumstances, which may cause actual results, performance, financial condition or achievements to differ materially from anticipated results, performance, financial condition or achievements. All statements contained herein that are not clearly historical in nature are forward-looking and the words “anticipate,” “believe,” “expect,” “estimate,” “plan,” and similar expressions are generally intended to identify forward-looking statements. We have no intention and are under no obligation to update or alter (and expressly disclaim any such intention or obligation to do so) our forward-looking statements whether as a result of new information, future events or otherwise, except to the extent required by law. The forward-looking statements in this presentation include statements addressing our future financial condition and operating results. Examples of factors that could cause actual results to differ materially from those described in the forward-looking statements include, among others, business, economic, competitive and regulatory risks, such as conditions affecting demand for products, particularly in the automotive industries; competition and pricing pressure; fluctuations in foreign currency exchange rates and commodity prices; natural disasters and political, economic and military instability in countries in which we operate; developments in the credit markets; future goodwill impairment; compliance with current and future environmental and other laws and regulations; and the possible effects on us of changes in tax laws, tax treaties and other legislation. More detailed information about these and other factors is set forth in the 2023 Kongsberg Automotive Annual Report and the Kongsberg Automotive Quarterly Reports.

NON-IFRS MEASURES

Where we have used non-IFRS financial measures, reconciliations to the most comparable IFRS measure are provided, along with a disclosure on the usefulness of the non-IFRS measure, in this presentation.



AGENDA AND TODAY'S PRESENTERS

**INTRODUCTION AND STRATEGIC
DIRECTION**

CUSTOMER AND MARKET UPDATE

PRODUCT UPDATE

FINANCIAL UPDATE

KEY TAKEAWAYS

Q&A



LINDA NYQUIST-EVENRUD
PRESIDENT & CEO



CHRISTIAN JOHANSSON
CHIEF FINANCIAL OFFICER



CHRISTIAN AMSEL
CHIEF TECHNOLOGY OFFICER



DAVID REDFEARN
CHIEF SALES OFFICER



SUPPLYING GLOBALLY RECOGNIZED INDUSTRY BRANDS



STELLANTIS



PREVOST

SCANIA

TRATON



IVECO GROUP



ISUZU



CIMC



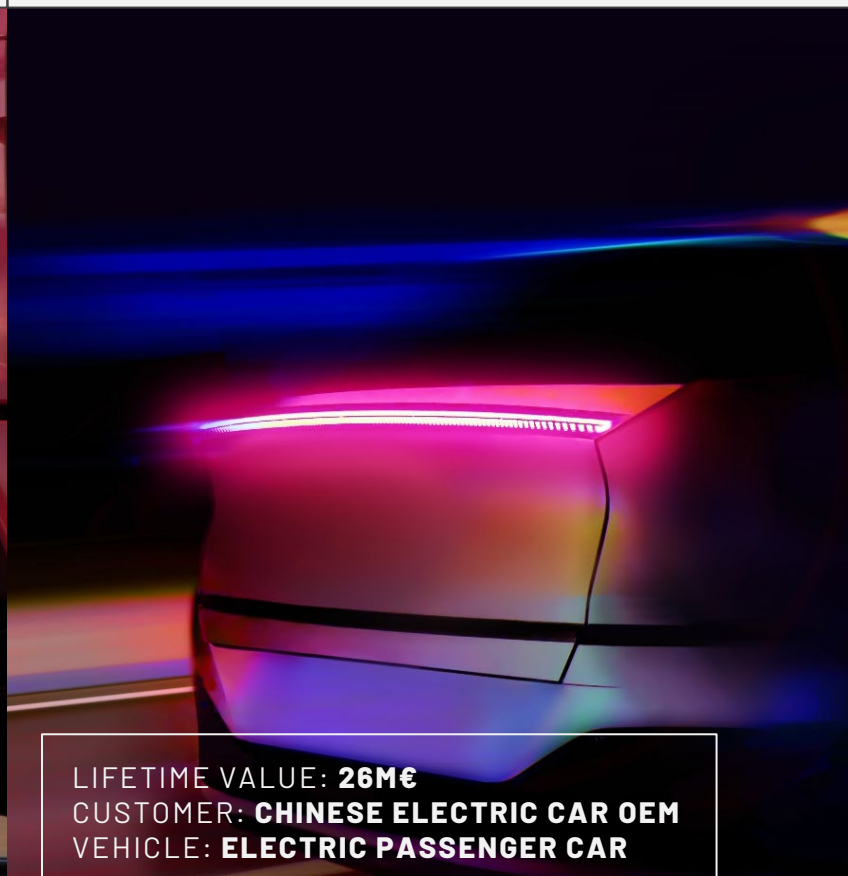
PRODUCTS THAT HIT THE ROAD IN 2024

GEAR CONTROL UNIT



LIFETIME VALUE: **523M€**
CUSTOMER: **AMERICAN TIER1 POWER
MANAGEMENT COMPANY**
VEHICLE: **SEMI-TRUCK FOR AMERICAN AND
CHINESE MARKET**

ARC ROTARY ACTUATOR



LIFETIME VALUE: **26M€**
CUSTOMER: **CHINESE ELECTRIC CAR OEM**
VEHICLE: **ELECTRIC PASSENGER CAR**

FLUID TRANSFER ASSEMBLIES



LIFETIME VALUE: **34M€**
CUSTOMER: **EUROPEAN OFF-ROAD OEM**
VEHICLE: **OFF-ROAD UTILITY VEHICLE**

GLOBAL PROVIDER OF AUTOMOTIVE AND INDUSTRIAL APPLICATIONS

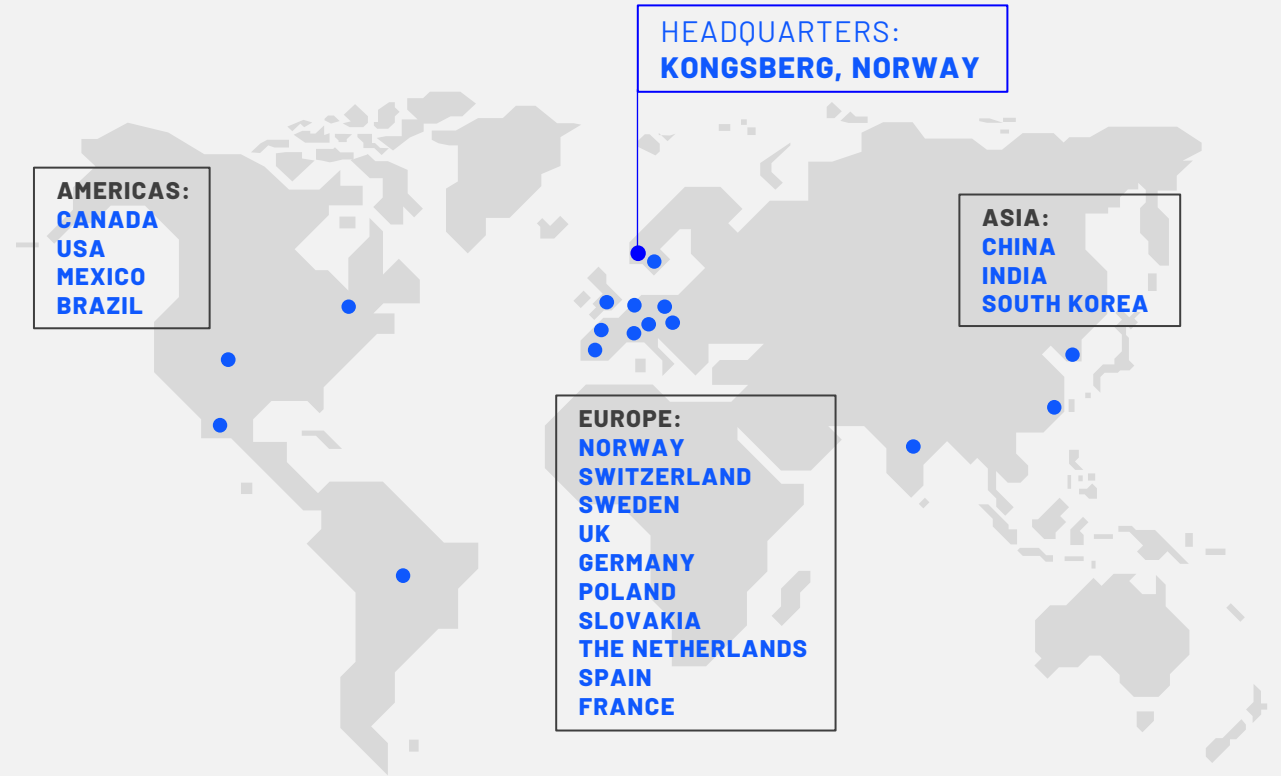
OVER 65 YEARS OF ENGINEERING EXCELLENCE



HEADQUARTERED
IN KONGSBERG
LISTED ON THE
OSLO STOCK EXCHANGE

814€M

LTM Q3 2024 REVENUES



2

BUSINESS AREAS:
DRIVE CONTROL SYSTEMS
FLOW CONTROL SYSTEMS

32

LOCATIONS
IN 17 COUNTRIES



STRATEGIC TURNAROUND WELL UNDERWAY

BUILDING A COST-EFFICIENT PLATFORM

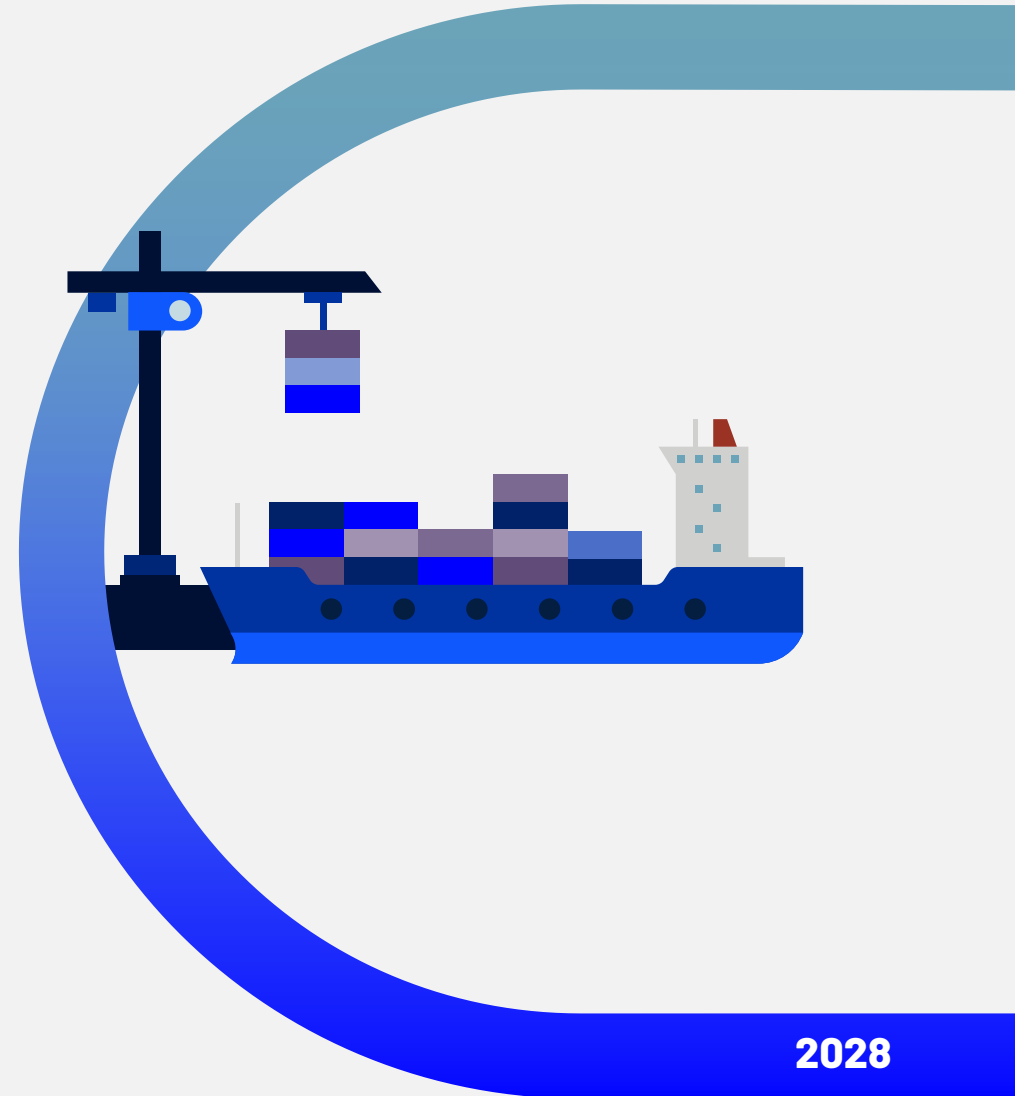
- ✓ Cost reductions with EUR <17 M in annual savings
- ✓ Headquarter reestablished in Kongsberg, Norway
- ✓ Refinancing and issuance of new Nordic bond

SECURING THE ORDERBOOK

- ✓ New Business Wins (NBW) of EUR 1.64 bn last 12 months
- ✓ Growth in higher-margin products – shift towards commercial vehicles

SETTING NEW LONG-TERM GOALS

- > Revenues of above EUR 1 bn in 2028
- > EBIT margin at or above 8.5%



1) Last Twelve Months (LTM), per Q3 2024



AND MORE TO COME

FURTHER OPTIMIZATION

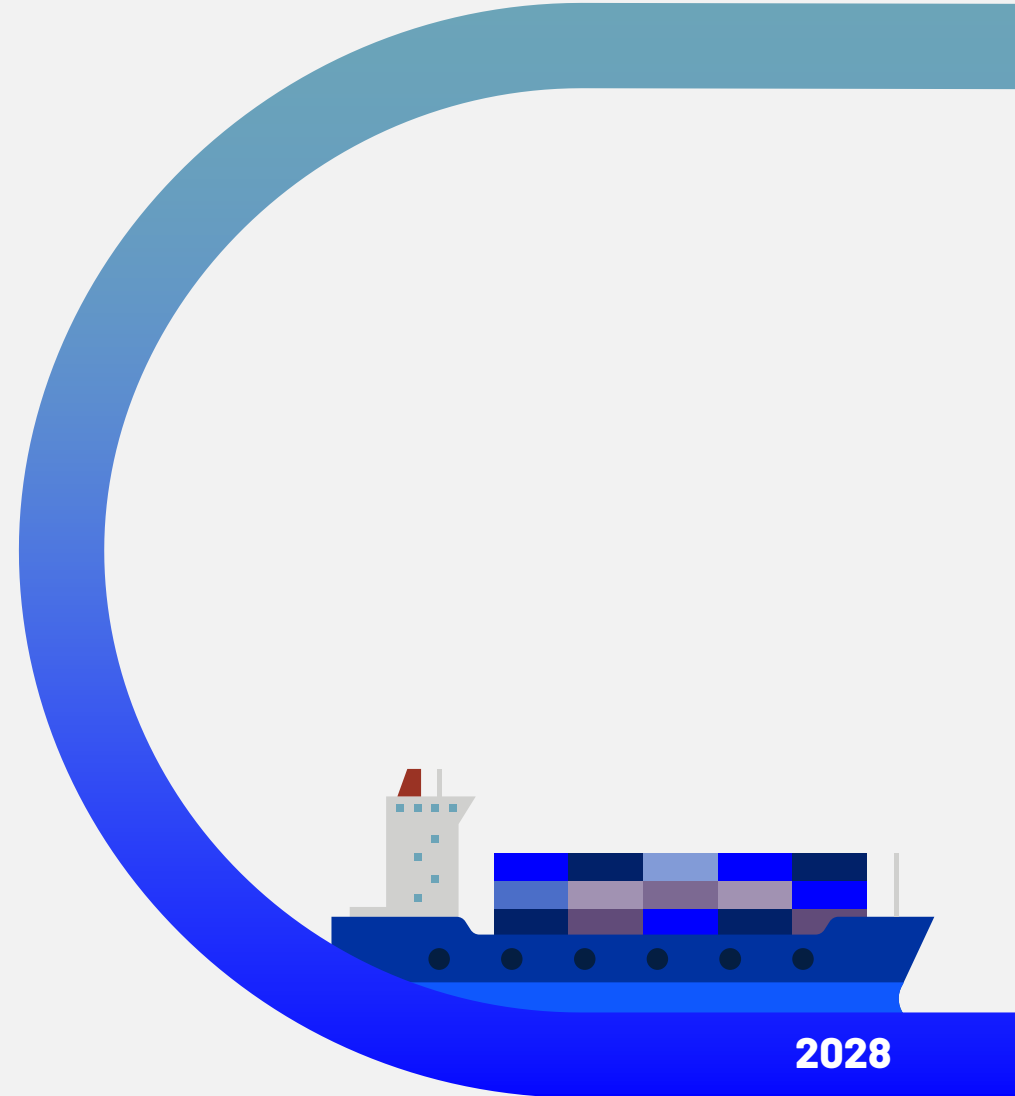
- New cost initiatives with annual savings of MEUR ~10
- Ongoing assessment of global footprint

FOCUSED PRODUCT PORTFOLIO

- Prioritizing based on margins and KA's competitive advantages
- Separate focus on industrial area

BUILDING A WINNING TEAM

- Strengthening the commercial mindset
- Cross functional team approach
- Driving continuous improvement

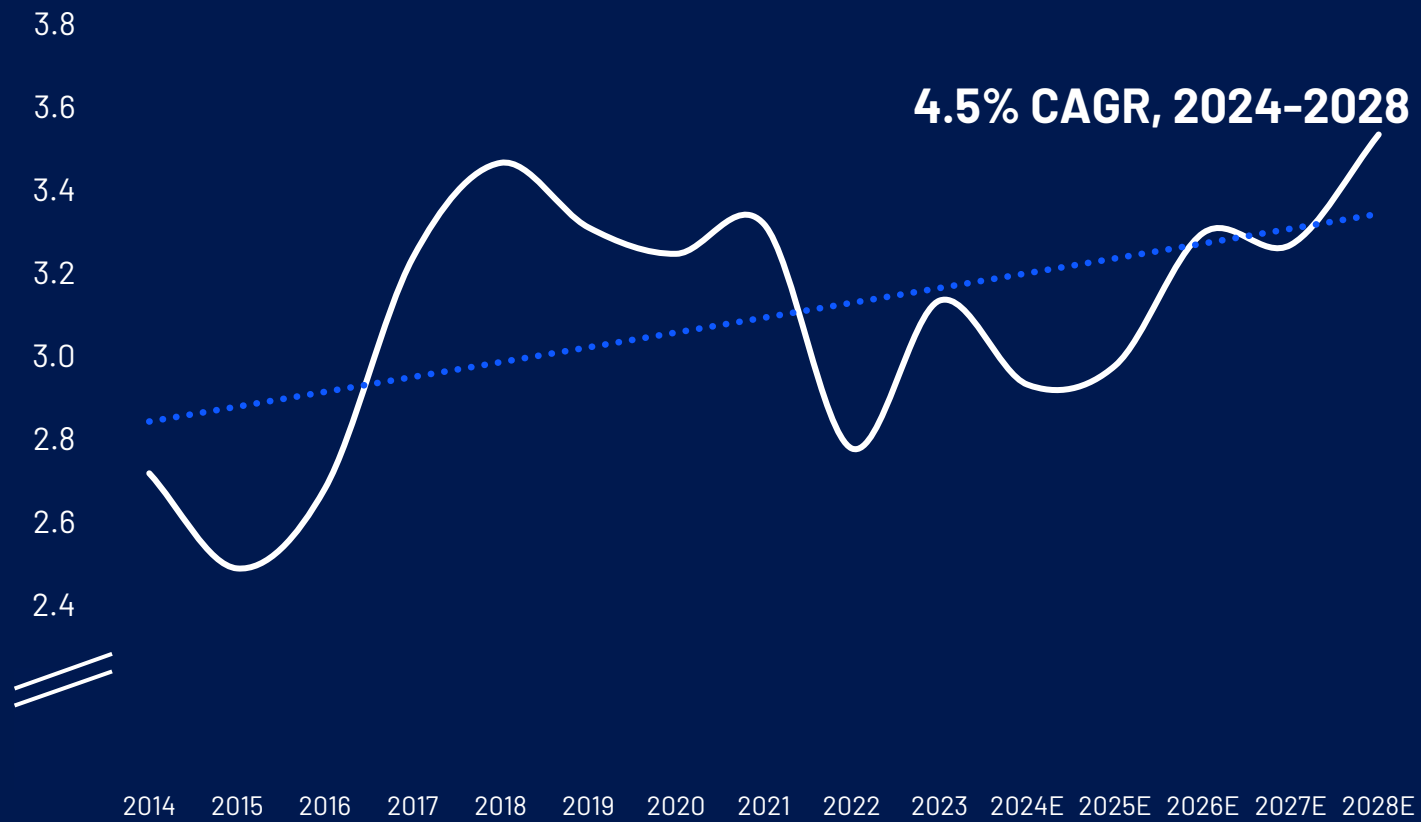


2028



UNDERLYING DEMAND GROWTH FOR COMMERCIAL VEHICLES

Global commercial vehicles production, million



Source: LMC Global Commercial Vehicle Forecast (November 2024)



WE HAVE THE RIGHT PRODUCTS TO MEET THE MARKET TRENDS



ELECTRIFICATION

The global vehicle fleet is being transformed from ICE to electricity-powered powertrains.



AUTONOMIZATION

Vehicles are becoming more advanced and increasingly autonomous with new software, sensors and AI technologies.



SAFETY

Safety continues to be a key concern amongst end-customers and regulators.



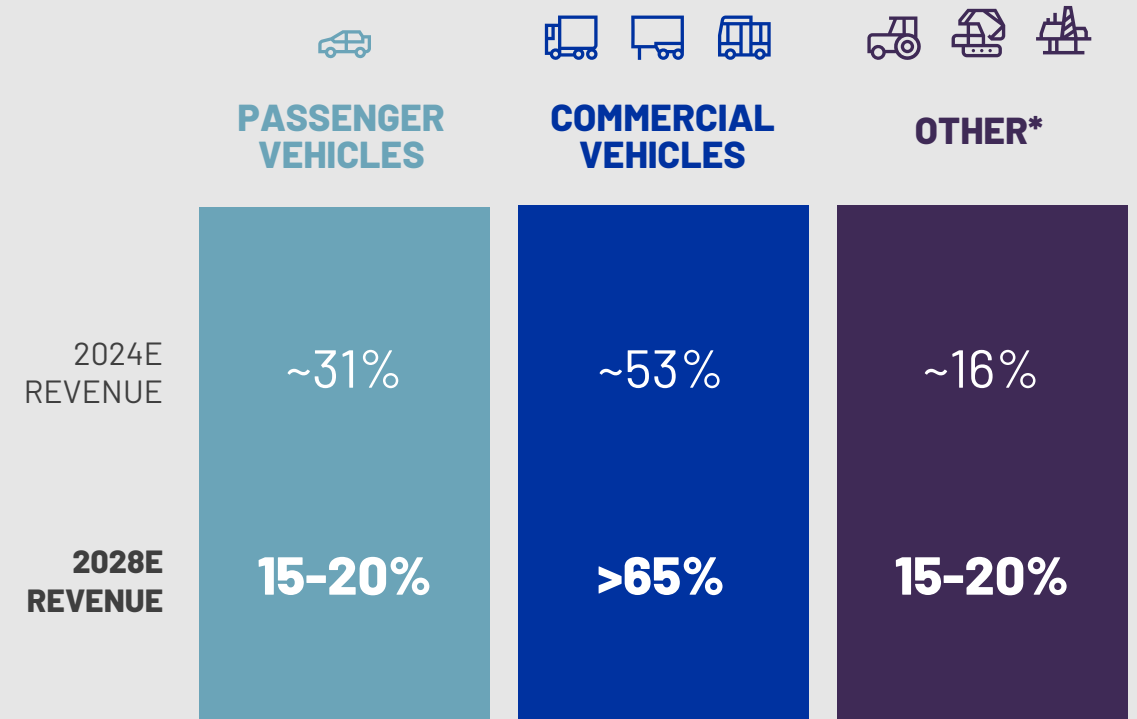
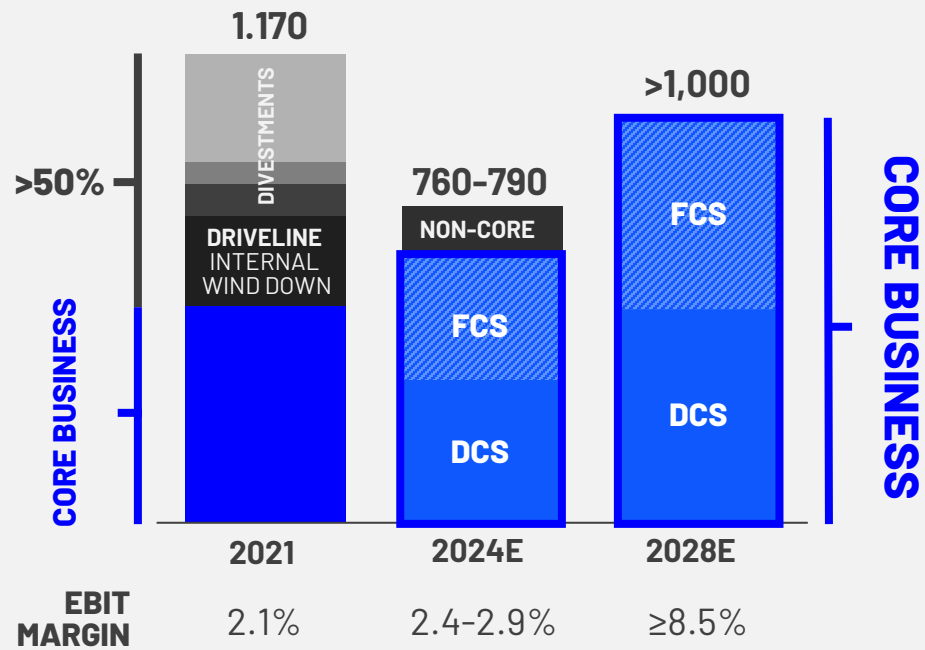
SUSTAINABILITY

Legislation is forcing the whole supply chain to find new ways to reduce ICE vehicles' CO₂ emission.



STRATEGY FOR PROFITABLE GROWTH

REVENUES, MEUR

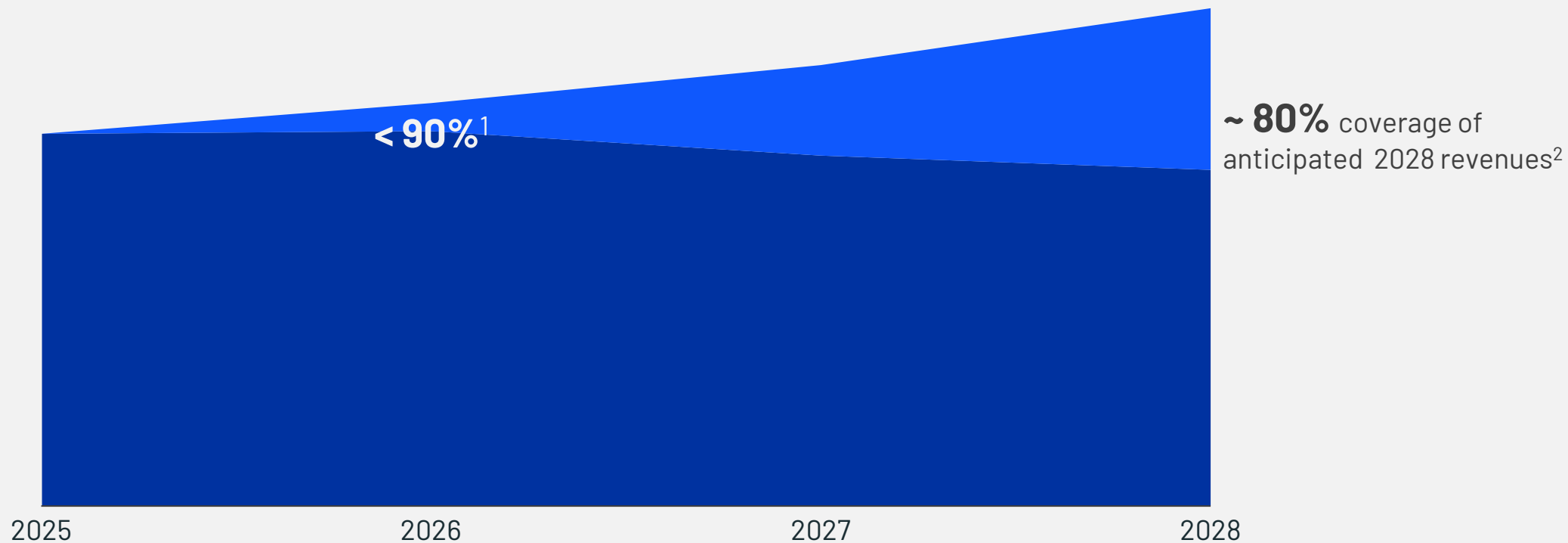


*Industrial & Off-Highway

NEW BUSINESS WINS SUPPORTING LONG-TERM AMBITIONS

TOTAL REVENUES BY STATUS, 2025-2028 (ILLUSTRATIVE)

- ONGOING CONTRACTS
- EXPECTED WINS



1) % of anticipated revenues from on-going contracts and awards

2) Sum of anticipated revenues from on-going contracts and upcoming contract extensions deemed highly likely

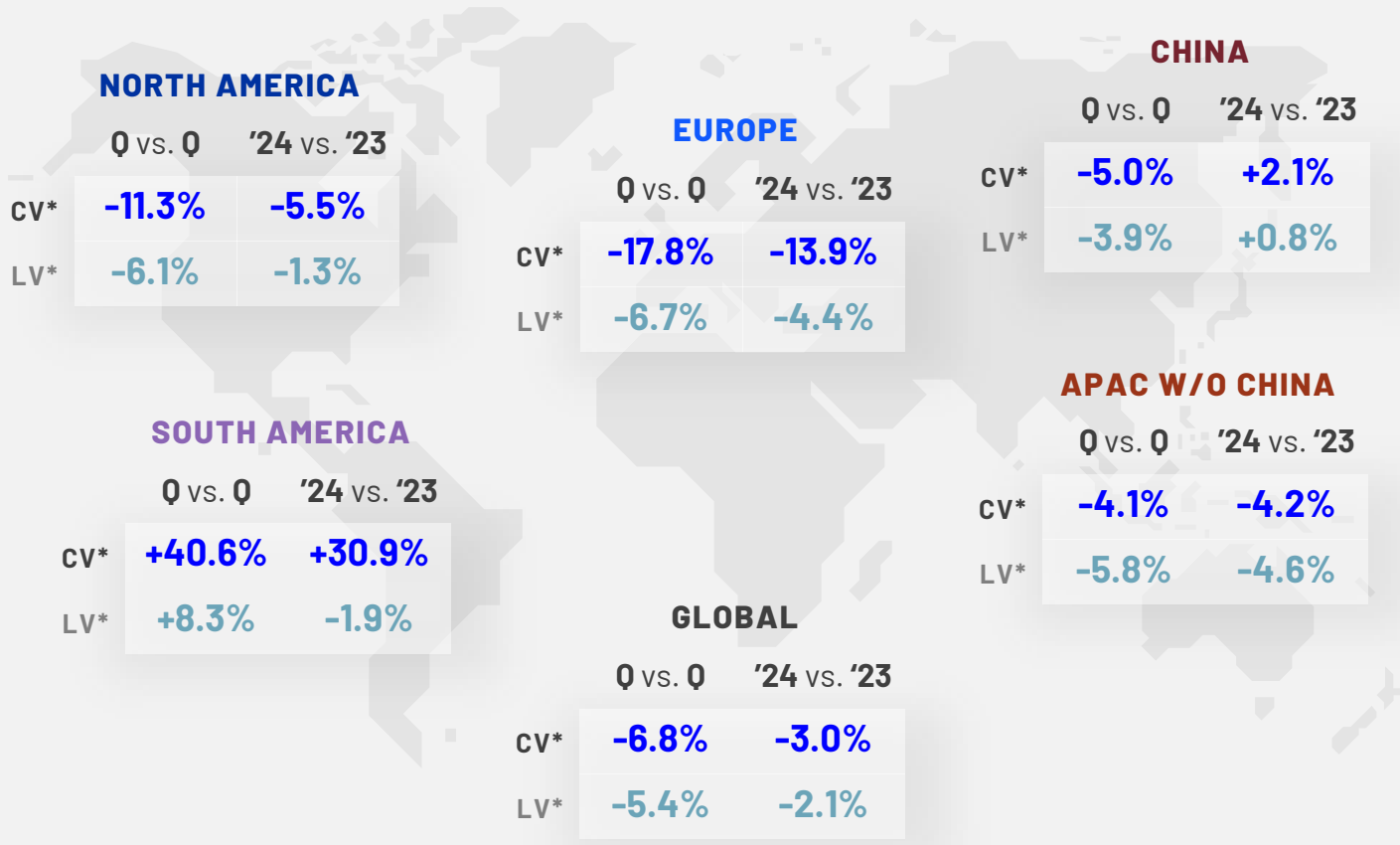


CUSTOMER AND MARKET UPDATE

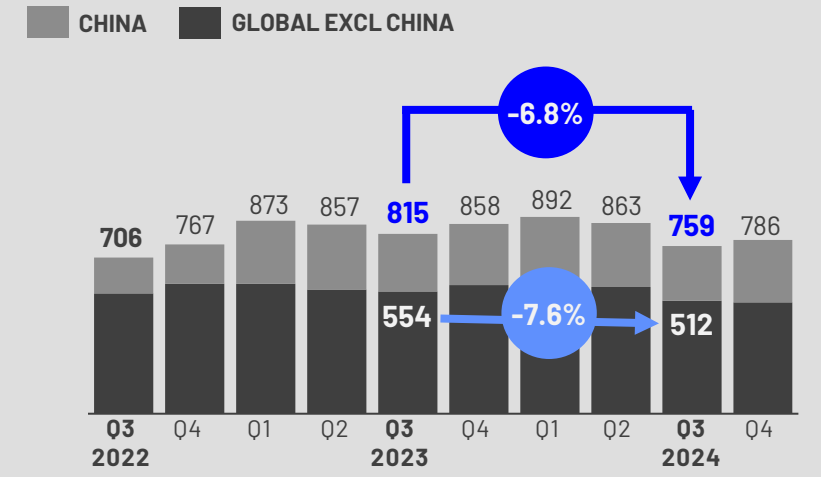


MARKET DEVELOPMENT

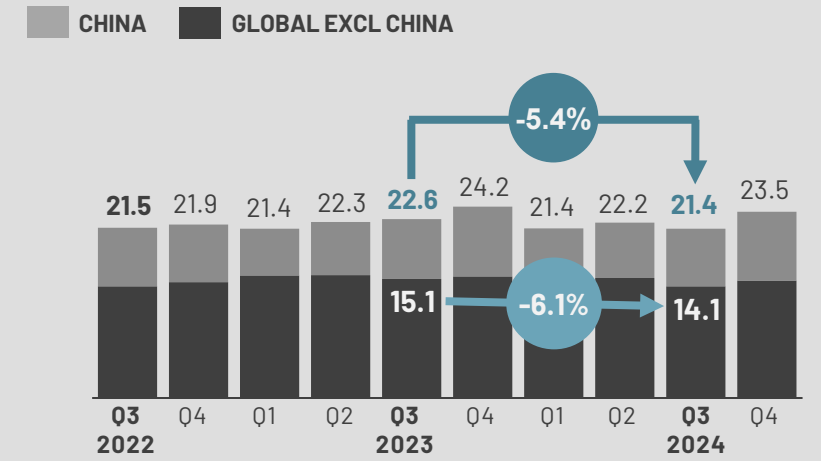
COMMERCIAL VEHICLE AND PASSENGER CAR MARKET ARE PRESENTLY WEAK



GLOBAL COMMERCIAL VEHICLES PRODUCTION, thousand units



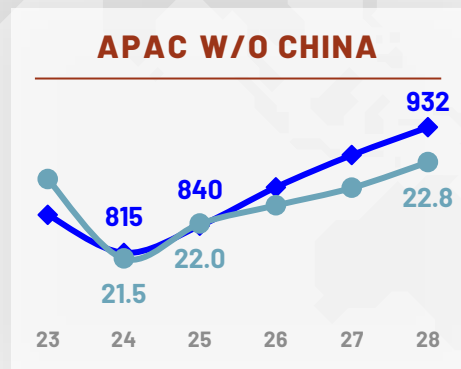
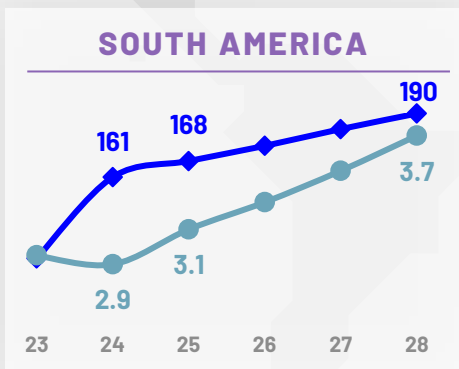
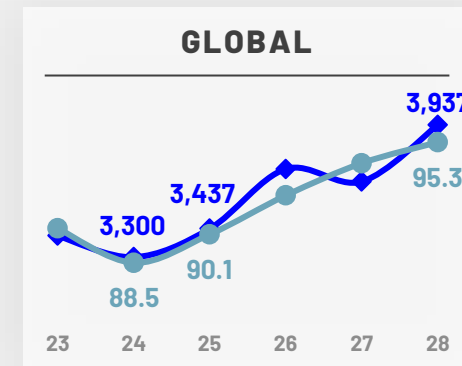
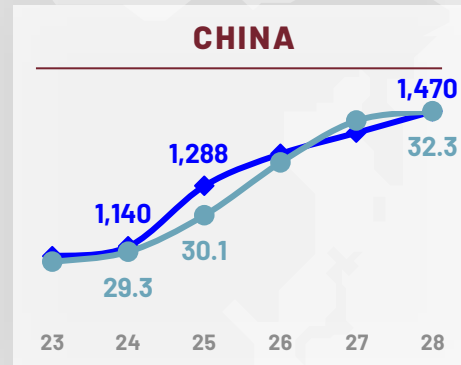
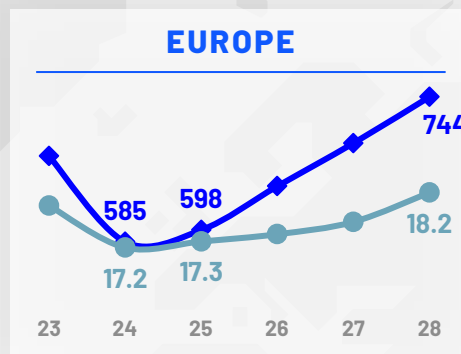
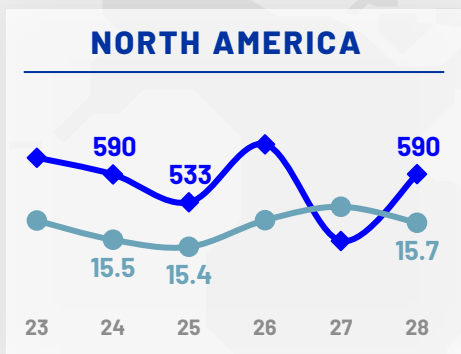
GLOBAL PASSENGER CAR PRODUCTION, million units



* CV: Commercial vehicles; LV: Passenger cars
Source: LMC Global Commercial Vehicle Forecast (September 2024); IHS Light Vehicle Production Base (September 2024)

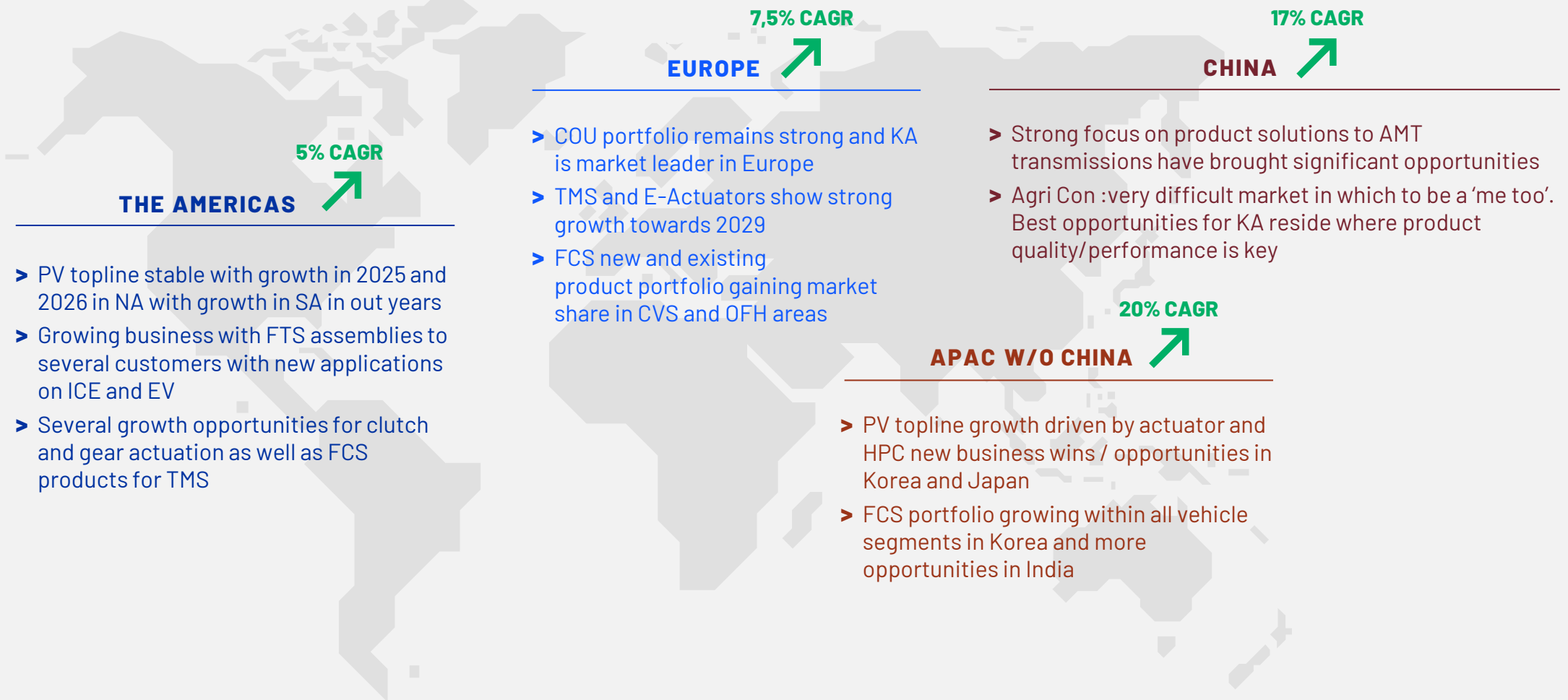
MARKET FORECASTS

FOLLOWING NEGATIVE DEVELOPMENT IN 2024, KA KEY MARKETS WILL REMAIN FLAT IN 2025, THERAFTER UNDERLYING GROWTH IN THE COMMERCIAL VEHICLE MARKET WILL RETURN



◆ COMMERCIAL VEHICLES [THOUSAND UNITS]
● PASSENGER CARS [MILLION UNITS]

REGIONAL GROWTH AND MARKET DRIVERS/KEY TRENDS



SELECTED CUSTOMERS



STELLANTIS



PREVOST

SCANIA

TRATON



IVECO GROUP



ISUZU



CIMC

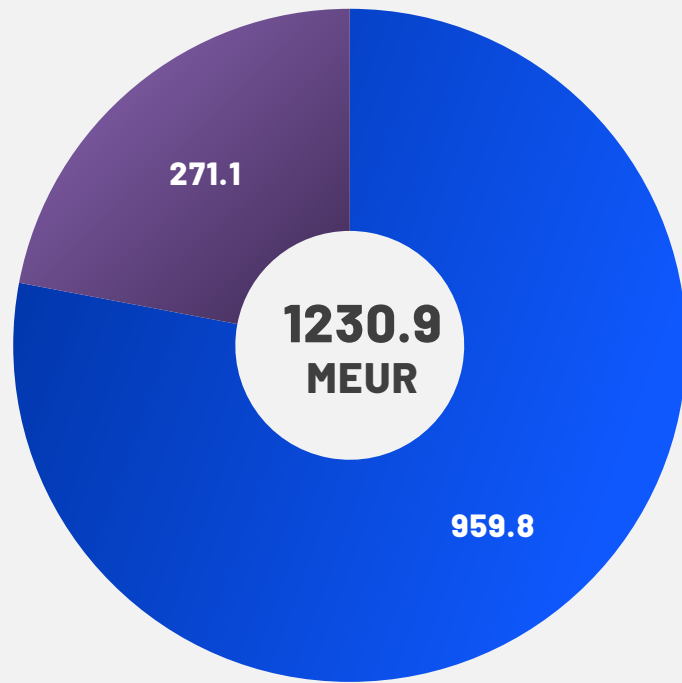


GROWING AND WINNING



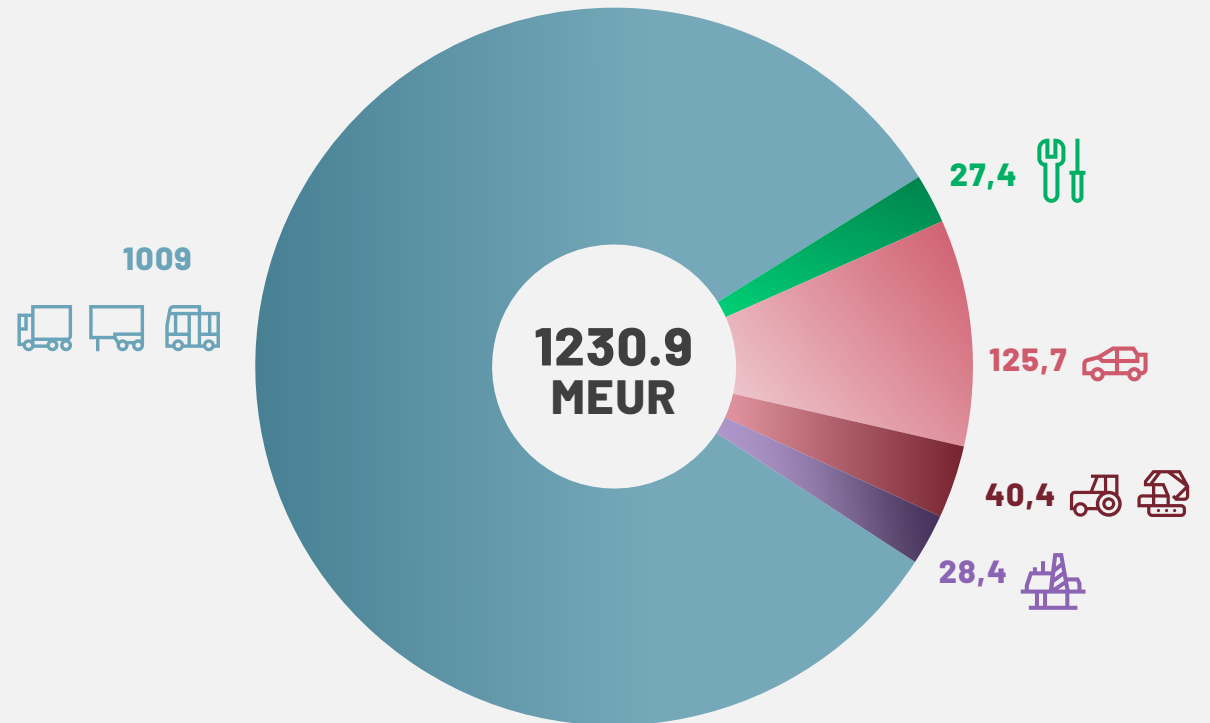
NEW BUSINESS WINS Q1-Q2-Q3 2024 LIFETIME REVENUES, MEUR

PER BUSINESS SEGMENT



- DRIVE CONTROL SYSTEMS
- FLOW CONTROL SYSTEMS

PER AREA



- TRUCK, TRAILER, BUS & COACHES
- PASSENGER CARS
- INDUSTRIAL
- AFTERMARKET
- AGRICULTURE & CONSTRUCTION

Growing and winning

Q4 2024 NEW BUSINESS WIN ON THERMAL MANAGEMENT SYSTEMS

OVER **MEUR 24** IN ESTIMATED LIFETIME REVENUE

ANNOUNCED ON DECEMBER 13, 2024

- > **NYLON COOLANT SYSTEM ASSEMBLIES USED IN EV**
- > **STRATEGICALLY IMPORTANT PRODUCT FOR KA**

- > **OUTSTANDING SERVICEABILITY**
- > **WEIGHT SAVINGS**
- > **EASY ROUTING (TIGHT PACKAGING)**



Growing and winning

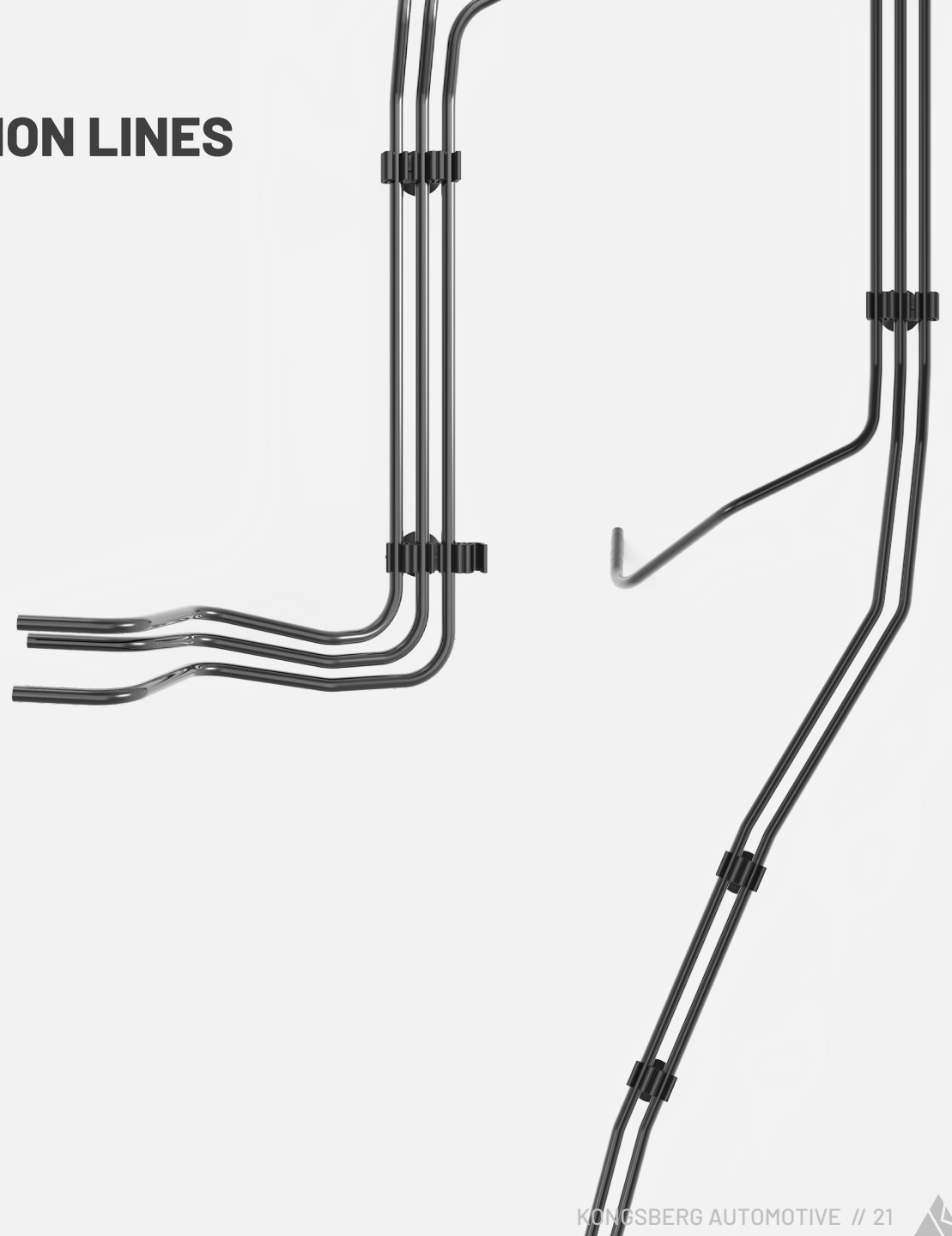
Q4 2024 NEW BUSINESS WIN ON AIR SUSPENSION LINES

OVER **MEUR 25.5** IN ESTIMATED LIFETIME REVENUE

ANNOUNCED ON DECEMBER 17, 2024

- > **NYLON LINES AND CONNECTORS**
- > **PLAYING A CRUCIAL ROLE IN DISTRIBUTING AND REGULATING AIR WITHIN THE AIR SUSPENSION SYSTEM**
- > **ENSURING OPTIMAL COMFORT AND DRIVING QUALITY, PERFORMANCE, AND SAFETY IN ELECTRIC VEHICLES**

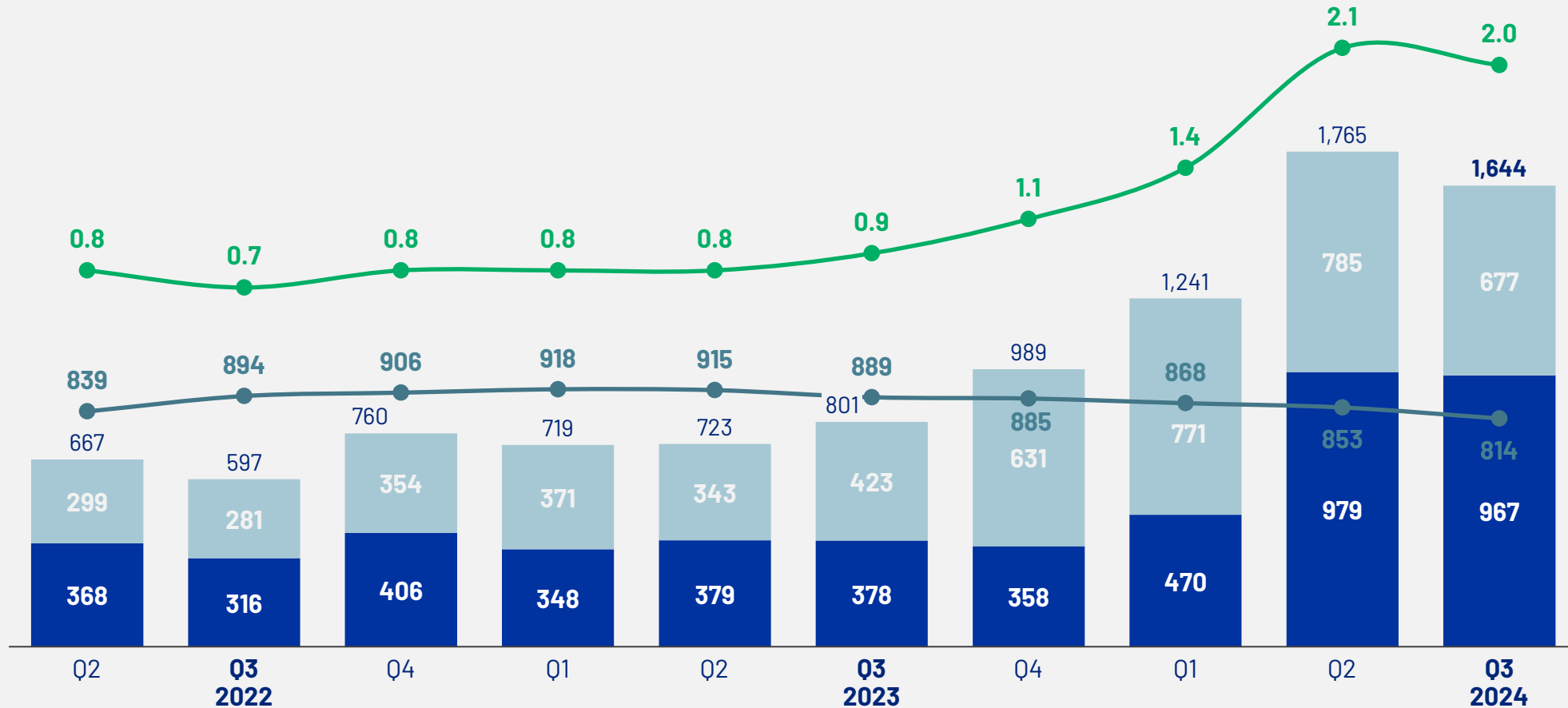
- > **ADVANCED PRODUCTION METHODS ALLOW MULTIPLE FORMED BENDS AND LONG LENGTHS WHILST MEETING THE HIGHEST CLEANLINESS STANDARDS**
- > **CHOICE OF MATERIALS TO SUIT CUSTOMER REQUIREMENTS, I.E. TEMPERATURE RESISTANCE AND COLOR-CODING**



NEW BUSINESS WINS OF EUR 1.23BN YEAR TO DATE SUPPORTING LONG-TERM AMBITIONS

BOOK-TO-BILL PERFORMANCE, MEUR

● Revenues (LTM)
 ■ NBW Incremental (lifetime sales, LTM)
 ■ NBW Extensions (lifetime sales, LTM)
 ● Book-to-bill ratio

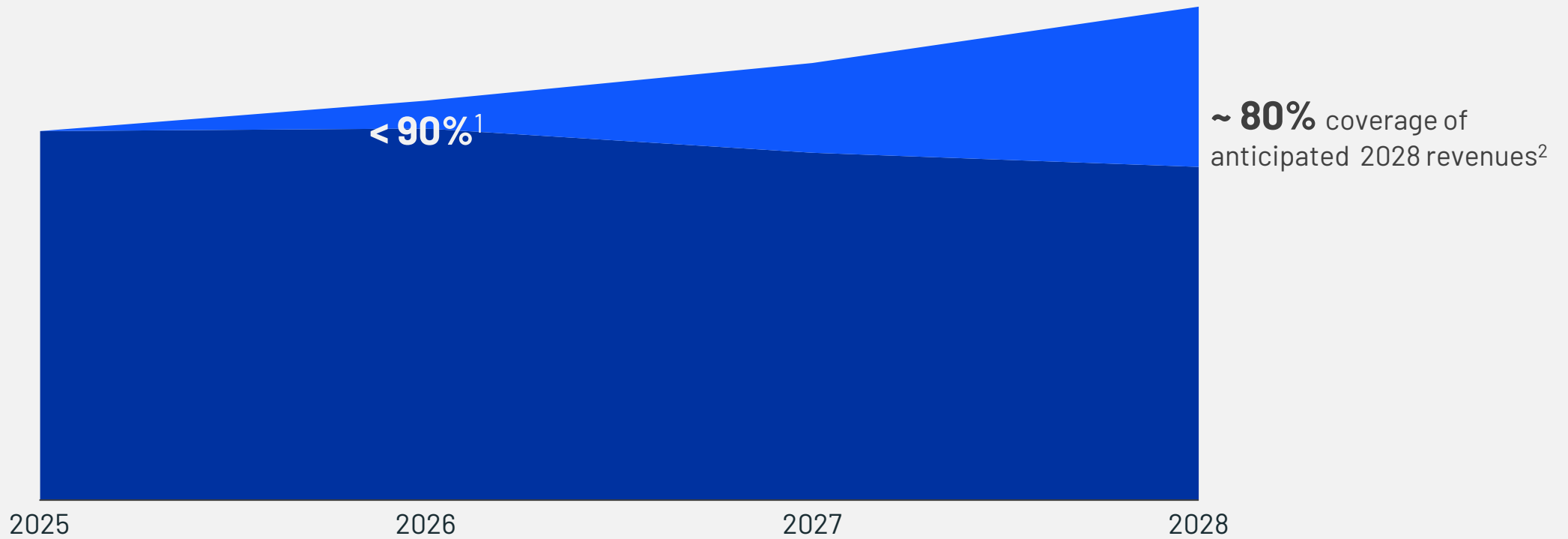


1.Lifetime sales assumptions are based on IHS and LMC production estimates at the time of the booking

NEW BUSINESS WINS SUPPORTING LONG-TERM AMBITIONS

TOTAL REVENUES BY STATUS, 2025-2028 (ILLUSTRATIVE)

- ONGOING CONTRACTS
- EXPECTED WINS

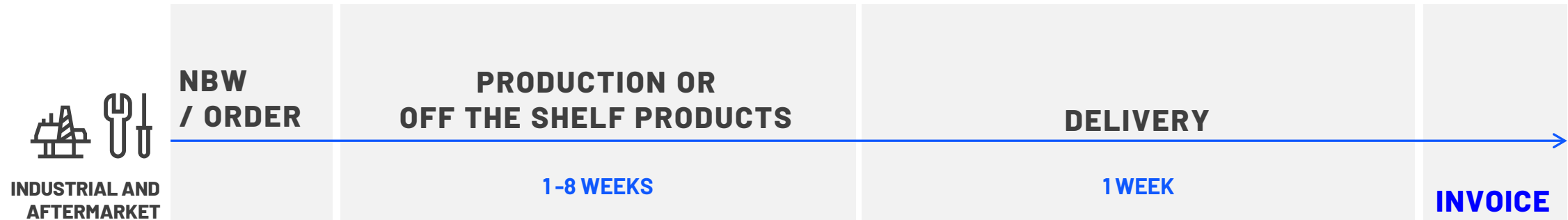
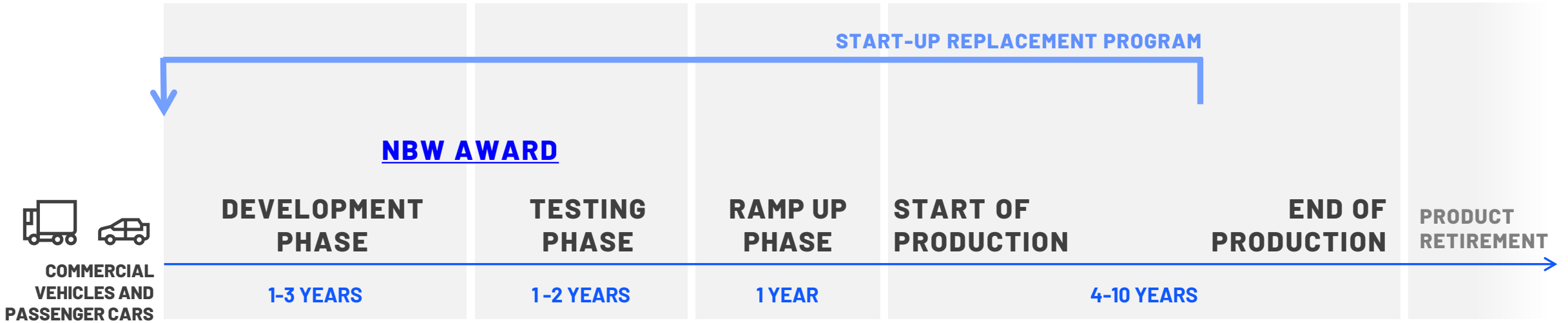


1) % of anticipated revenues from on-going contracts and awards

2) Sum of anticipated revenues from on-going contracts and upcoming contract extensions deemed highly likely



NEW BUSINESS WINS LIFECYCLE / SALES PROCESS



Growing and winning

PRODUCT RANGE

COMMERCIAL VEHICLES

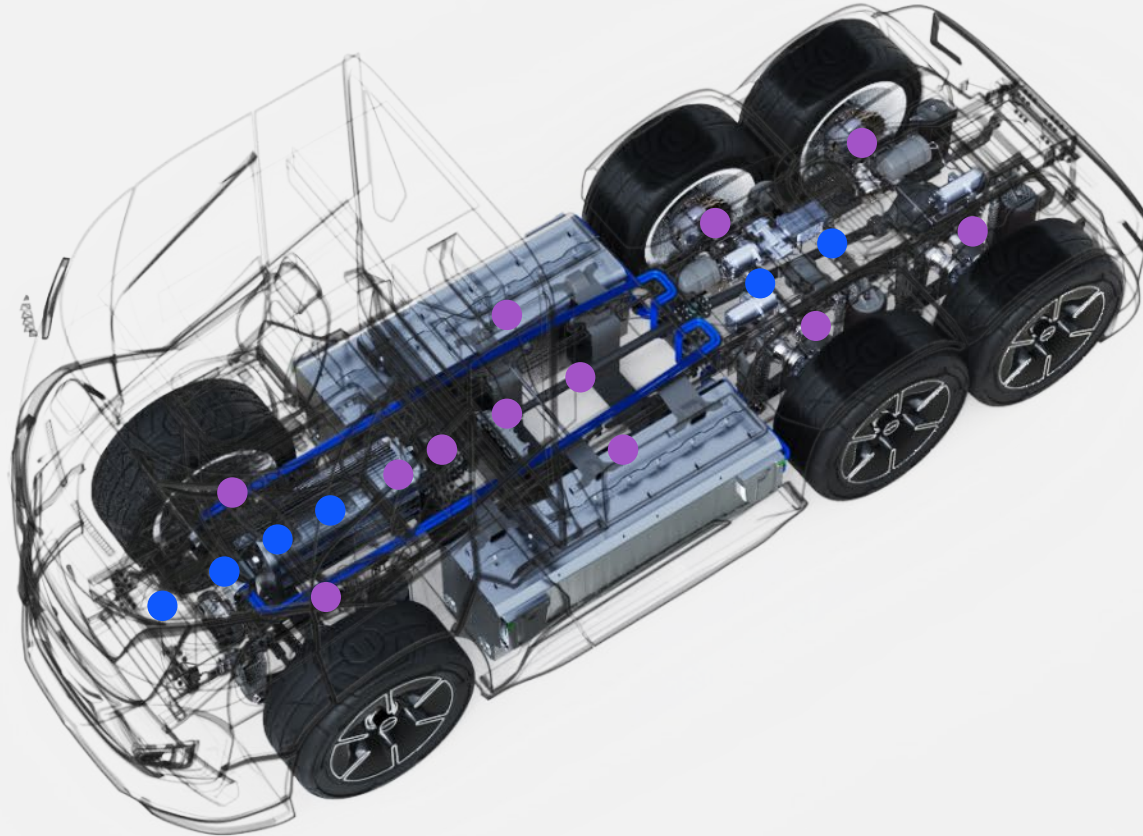
POWERTRAIN AND CHASSIS SOLUTIONS

ELECTRIC ACTUATORS

GEAR CONTROL UNITS

SHIFT-BY-WIRE SHIFTERS

VEHICLE DYNAMICS



FLUID AND THERMAL MANAGEMENT

CLEAN POWERTRAIN FLUID ASSEMBLIES

TMS CHASSIS COOLANT

BATTERY COOLANT

FUEL CELL COOLANT

AIR MANAGEMENT

AIR SUSPENSION

AIR BRAKE SYSTEMS



PRODUCT RANGE

COMMERCIAL VEHICLES

- 
- > **FOCUS MARKET AREA FOR KA**
 - > **TRANSITION TO CLEAN ENERGY = MORE CONTENT FOR FCS AND DCS PORTFOLIO**
 - > **WORLD CLASS PRODUCT TECHNOLOGIES**
 - > **GLOBAL CUSTOMER REACH WITH MAIN PRODUCTS**
 - > **MANUFACTURING ACROSS FOUR CONTINENTS**



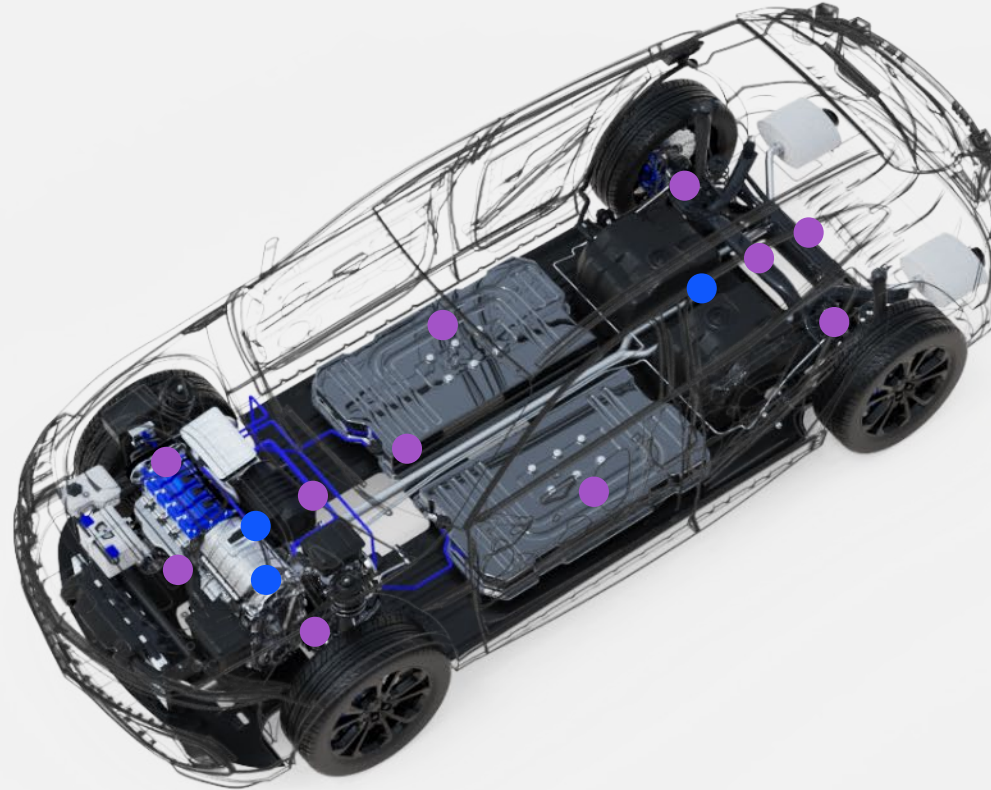
Growing and winning

PRODUCT RANGE

PASSENGER CARS

POWERTRAIN AND CHASSIS SOLUTIONS

**ELECTRIC
ACTUATORS**



FLUID AND THERMAL MANAGEMENT

**CLEAN
POWERTRAIN FLUID
ASSEMBLIES**

**TMS CHASSIS
COOLANT**

**BATTERY COOLANT
LINES**

**FUEL CELL
COOLANT LINES**

AIR MANAGEMENT

AIR SUSPENSION



PRODUCT RANGE

PASSENGER CARS

- 
- **STRONG ACTUATOR GROWTH IN CHINA**
 - **KA PRODUCTS MEET E TRANSITION NEEDS**
 - **HPC SUPPORT GROWTH IN AIR SUSPENSION APPLICATION AREA**
 - **KA FOCUS IN HIGHER MARGIN / NICHE AREAS**
 - **BEST IN CLASS FUEL LINES SUPPORT “CLEAN” ICE DEVELOPMENT AND HYBRIDS**



Growing and winning

PRODUCT RANGE

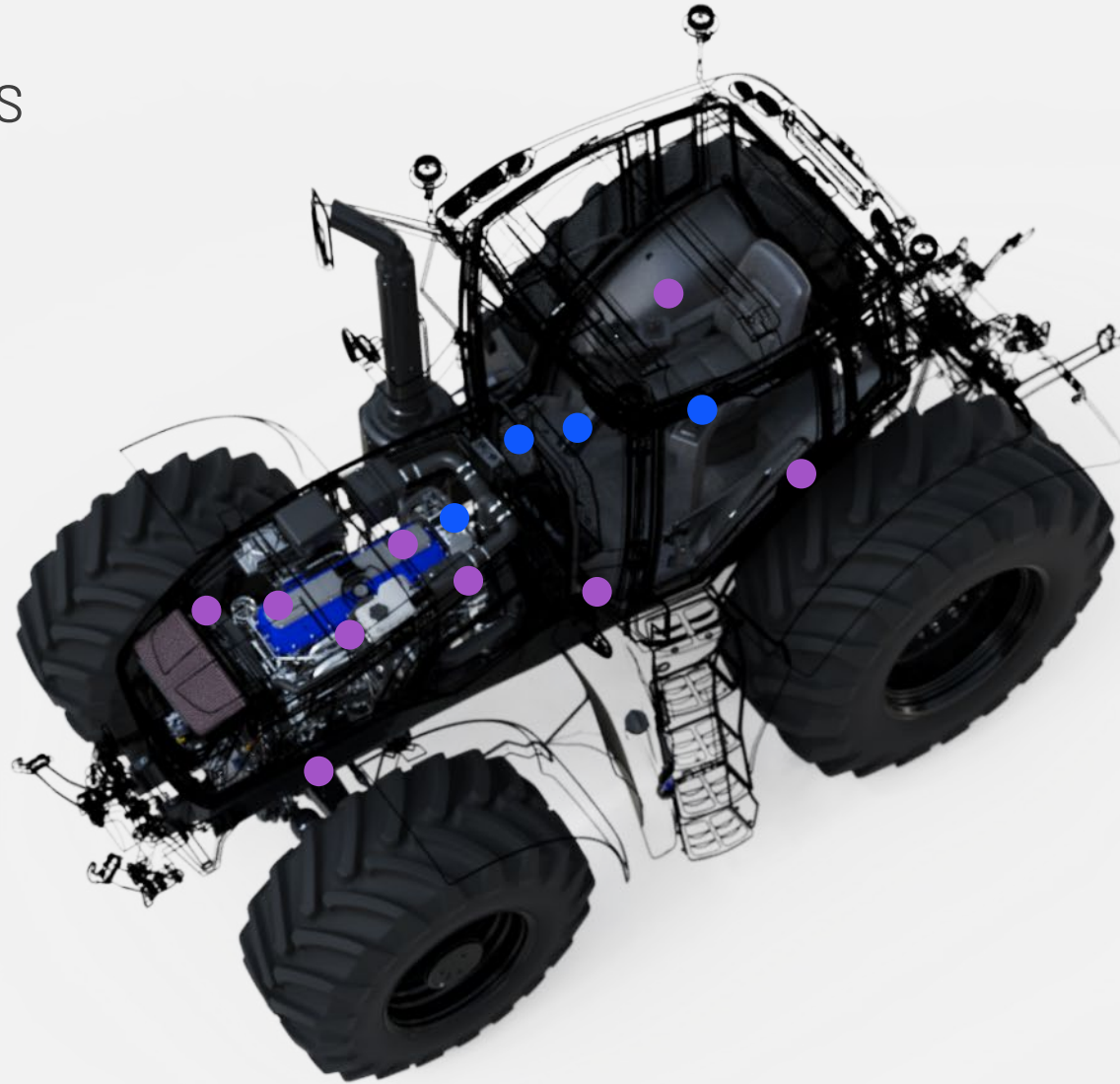
OFF-HIGHWAY VEHICLES

OFF-HIGHWAY SOLUTIONS

ELECTRIC ACTUATORS

STEERING COLUMNS

PEDALS AND THROTTLE CONTROLS



FLUID AND THERMAL MANAGEMENT

CLEAN POWERTRAIN FLUID ASSEMBLIES

TMS COOLANT LINES

AIR MANAGEMENT

AIR BRAKE SYSTEMS

OTHER APPLICATION EXAMPLES



PRODUCT RANGE

OFF-HIGHWAY VEHICLES

- 
- > **MARKET LEADERS ARE KA CUSTOMERS**
 - > **FUTURE PROOFED FOR E TRANSITION**
 - > **CROSS SELLING GROWTH OVER 5-YEAR FRAME**
 - > **MATERIAL HANDLING - NEW SEGMENT**
 - > **MARKET RECOVERY EXPECTED MID 2025**



PRODUCT RANGE

INDUSTRIAL APPLICATIONS



FLUOROPOLYMER HOSES



CHEMICAL,
OIL, GAS



FOOD AND
BEVERAGE



BREATHING
EQUIPMENT



SEMICONDUCTOR
AND POWER



PHARMA, MEDICAL,
COSMETICS



MARINE

Fluoropolymer hoses are an ideal problem solver for fluid transfer applications involving aggressive chemicals, extremes of temperature and pressure, extreme movement and vibration, or where hygiene is paramount.



Growing and winning

PRODUCT RANGE

INDUSTRIAL APPLICATIONS



- > **GROWING SEGMENT IN ALL REGIONS**
- > **DIVERSE PRODUCT OFFERING**
- > **ASSEMBLY GROWTH OVER 5-YEAR FRAME**
- > **NEW PRODUCTS SUPPORT PHARMA AND SEMI-CON MARKETS**
- > **ASIA DEVELOPMENT HIGH FOCUS**



KEY TAKEAWAYS



STRONG BUSINESS WINS WITH AMBITION FOR DOUBLE DIGIT % REVENUE GROWTH CAGR FROM 2024 TO 2028, RESULTING IN EXPECTED REVENUES OF > MEUR 1 BILLION



FORWARD ORDER BOOK REFLECTS GROWTH IN THE KEY STRATEGIC AREAS



ENVIABLE CUSTOMER LIST / HEADROOM FOR MARKET SHARE EXPANSION IN ALL REGIONS



BUSINESS WINS TRENDING AT RECORD LEVELS WITH SPECIFIC WINS IN ACTUATION, GEAR CONTROL AND FLUID TRANSFER ASSEMBLIES



INDUSTRIAL AREA AND AFTERMARKET PRIMES FOR GROWTH OVER THE SHORT / MIDTERM



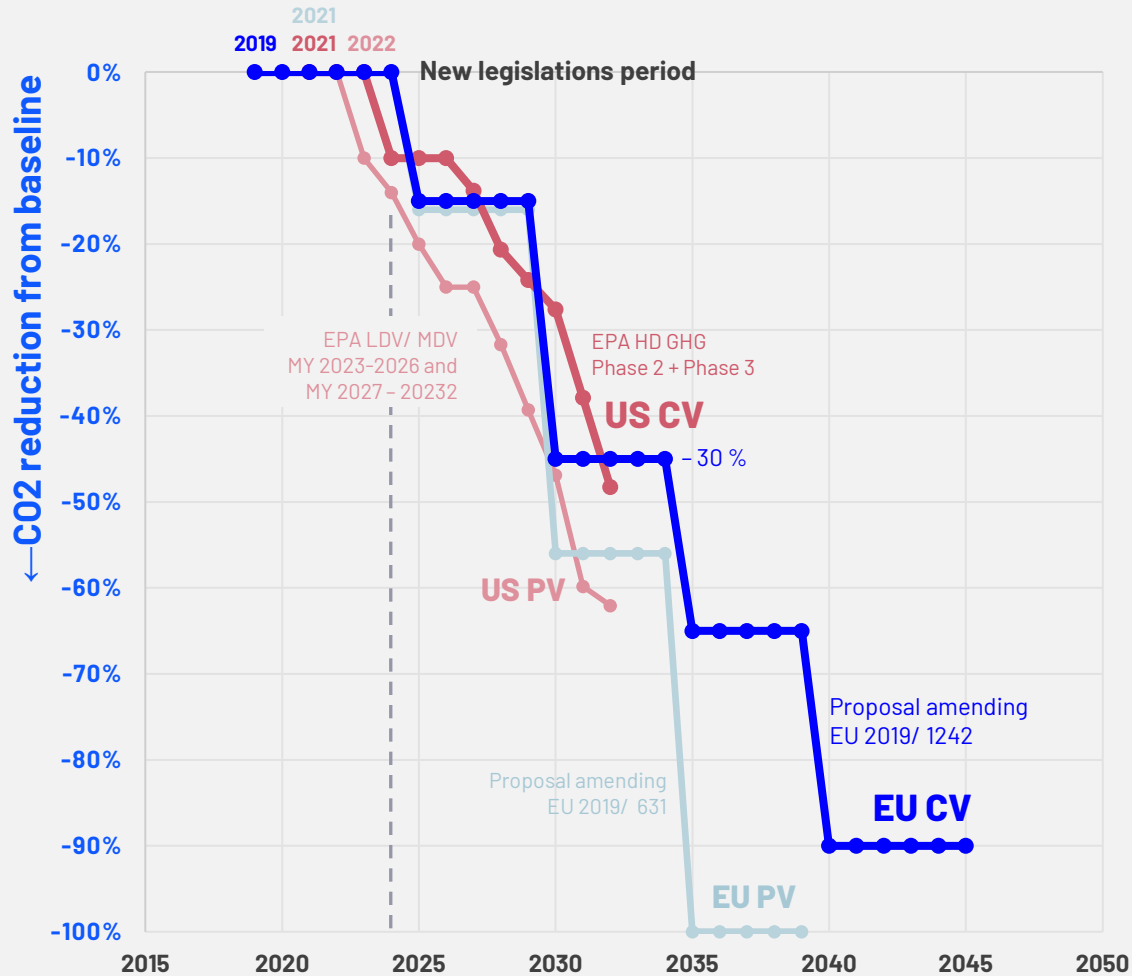
EFFICIENT SALES FORCE TRAINED TO CROSS SELL FULL KA PORTFOLIO WHILE REFLECTING A LOW OVERALL COST AS % OF TURNOVER



PRODUCT PORTFOLIO UPDATE



REGULATIONS INFLUENCING MARKET DEVELOPMENT



Updated regulations for passenger vehicle (PV) and commercial vehicle (CV) markets drive further enhancements in conventional ICE engines and increase pressure on OEMs to accelerate introduction of CO₂ neutral vehicles.

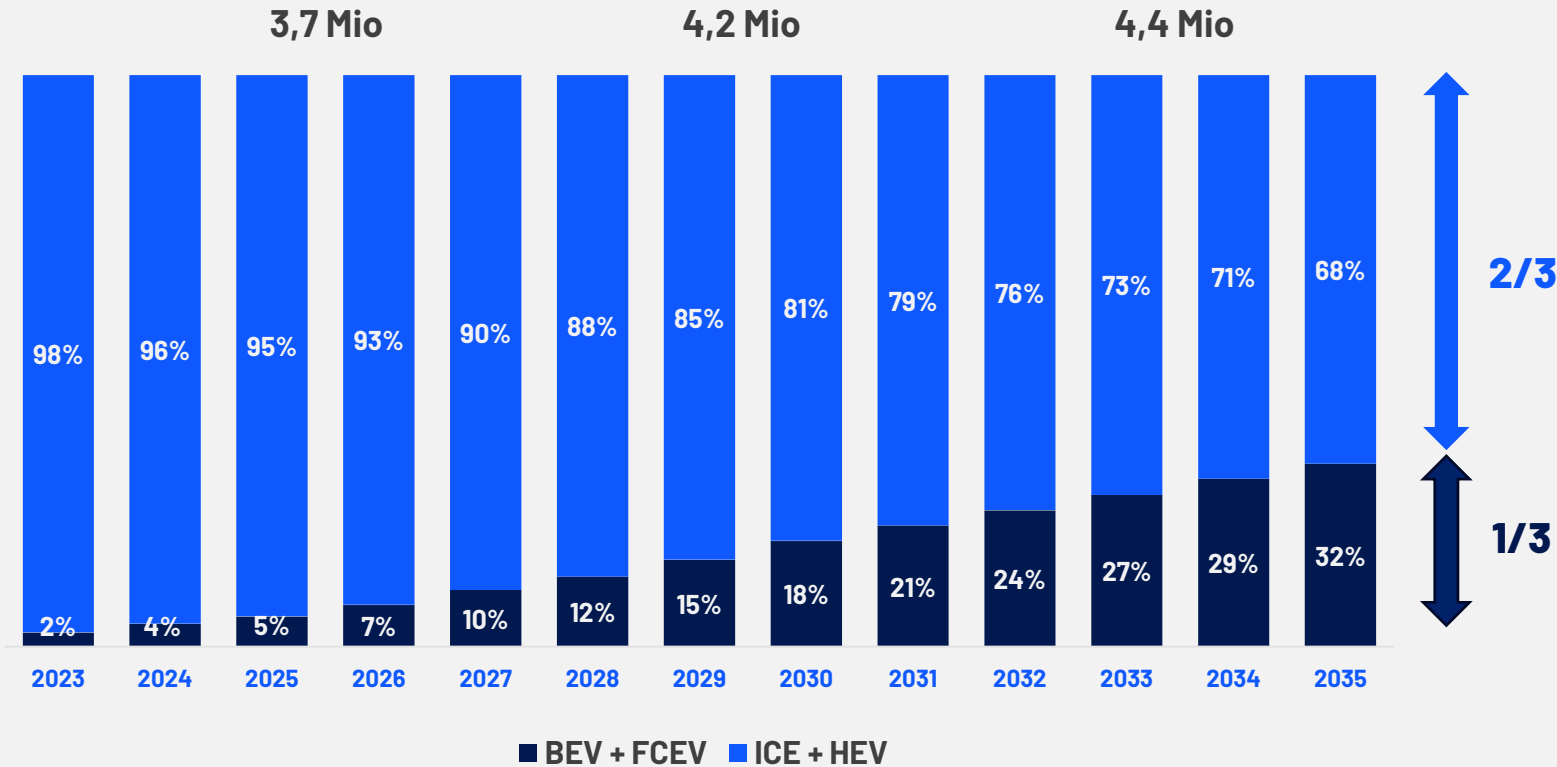
Consumer behavior and development of needed infrastructure to support certain technologies (electrification, hydrogen) is challenging, forcing to deploy a diverse range of technologies.

- > CV won't achieve 100% reduction within the next 20 years
- > As BEV penetration is too slow, many OEMs are forced to go for additional technologies short-term to close the gap
- > Alternatives are synthetic-, bio-fuels and fuel cell vehicles

MANAGING ALL THE TRANSFORMATION PHASES IN COMMERCIAL VEHICLES

GLOBAL COMMERCIAL VEHICLES

TOTAL PRODUCTION IN MILLIONS AND FITMENT OF ELECTRIFICATION TYPE IN %

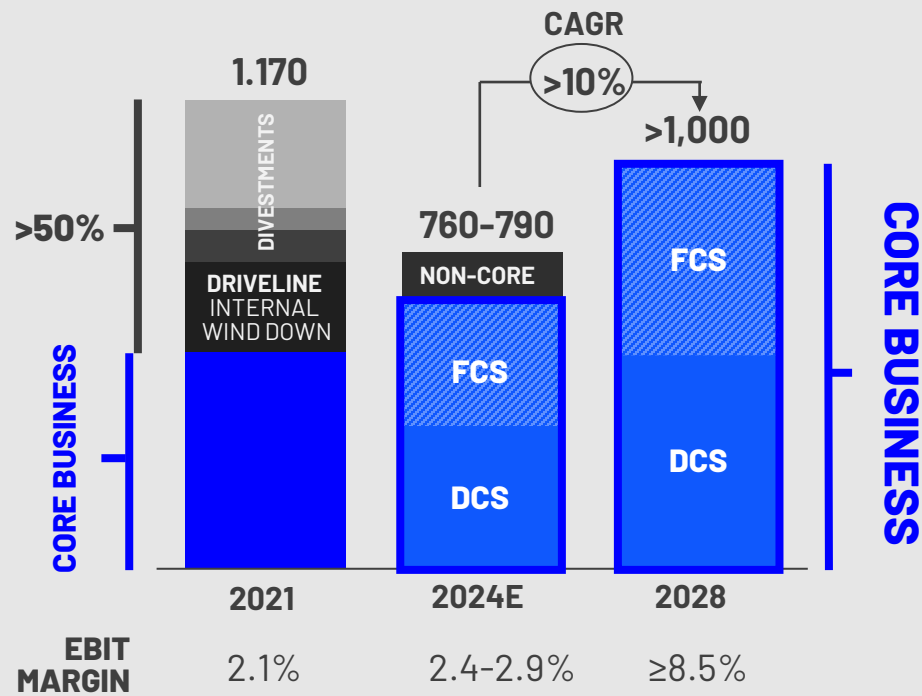


Current prognosis shows approximately 1/3 of the global trucks in 2035 being BEV or FCEV driven.

High pressure on improvements in conventional ICE systems (e.g. Euro 7). KA continues harvesting and is growing market share in ICE Cooling Systems.

STRATEGY FOR PROFITABLE GROWTH

REVENUES, MEUR



FLEXIBLE PRODUCT MIX WITH THREE PILLARS

RESILIENT

- > Products that are independent from the type of powertrain in a vehicle (ICE, EV, hydrogen etc.), e.g.
 - » Air management
 - » Driver interface
 - » Vehicle dynamics
- > Industrial products (non-automotive market)

ICE-RELATED

- Products for modern ICE and HICE (hydrogen ICE) vehicles, compliant with strict requirements and sustainability legislation, e.g.
- > Gear control
 - > Powertrain fluid assemblies

GROWTH

- Products related to the newest and emerging megatrends, like electric and hydrogen electric powertrains, autonomous and smart mobility, e.g.
- > Electric actuation
 - > Thermal management

~ 2028 REVENUE

PASSENGER VEHICLES

~18%

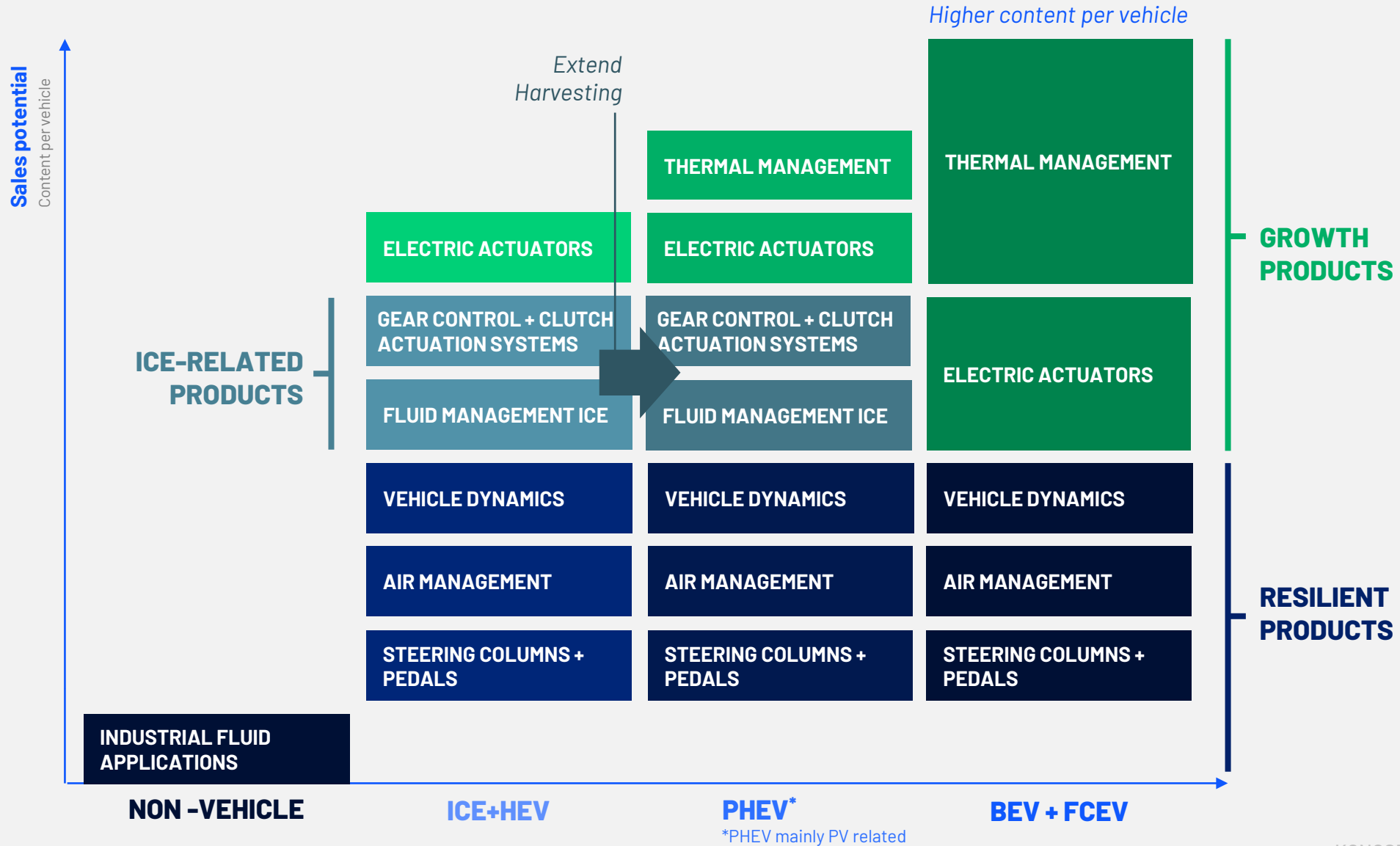
COMMERCIAL VEHICLES

~65%

OTHER*

~17%

KA HAS A HEALTHY MIX OF RESILIENT, HARVESTING AND NEW PRODUCTS



**PRODUCT
PORTFOLIO
DEEP DIVES**



KA'S CORE PRODUCT GROUPS

DRIVE CONTROL SYSTEMS

MEGA TRENDS: REGULATIONS:

MEGA TRENDS: REGULATIONS:

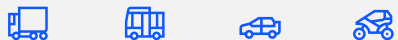
POWERTRAIN AND CHASSIS SOLUTIONS

ELECTRIC ACTUATORS

GEAR CONTROL UNIT

SHIFT-BY-WIRE SHIFTERS

VEHICLE DYNAMICS

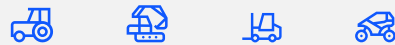


OFF-HIGHWAY SOLUTIONS

ELECTRIC ACTUATORS

STEERING COLUMNS

PEDALS AND THROTTLE CONTROLS



AIR MANAGEMENT

AIR SUSPENSION

AIR BRAKE SYSTEM



FLOW CONTROL SYSTEMS

MEGA TRENDS: REGULATIONS:

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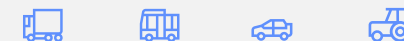
FLUID AND THERMAL MANAGEMENT

CLEAN POWERTRAIN FLUID ASSEMBLIES

TMS CHASSIS COOLANT

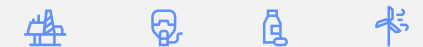
BATTERY COOLANT

FUEL CELL COOLANT



INDUSTRIAL FLUID APPLICATIONS

HIGH PERFORMANCE HOSES



HIGHER-MARGIN PRODUCTS DRIVING PROFITABILITY

EXAMPLES

>40% OF 2028 REVENUE



AIR COUPLINGS

Safe, flexible and sustainable system.

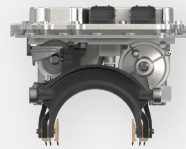
Expanding the technology to other applications like air suspension and thermal management.

Next generation under development.

New fir-tree product line growing in emerging markets.



RESILIENT



GEAR CONTROL UNITS

Proven track record and very successful order intake.

Technology quickly scalable to emerging markets.

Competitive technology and implementation quick enough to outperform Chinese competitors.



ICE-RELATED



POWERTRAIN ACTUATORS

Scaling the existing know-how to PV, CV and Off-highway applications.

Unique expertise to design customized products based on proven building blocks.



GROWTH



AIR COUPLINGS



AIR BRAKE SYSTEMS BACKGROUND

FUNCTIONALITY

BRAKES IN TRUCKS AND TRAILERS USE COMPRESSED AIR TO ACTUATE SERVICE AND PARKING BRAKES

SYSTEMS SUCH AS SUSPENSION, ACCESSORIES AND AUXILIARY SYSTEMS IN THE CHASSIS, CABIN AND ENGINE ARE DRIVEN BY AIR AS WELL

TRUCKS SUPPLY COMPRESSED AIR TO CONTROL THE BRAKING SYSTEM OF THE TRAILER

AGRICULTURAL VEHICLES USE AIR BRAKES IN SOME WEIGHT / SPEED CLASSES DUE TO REGULATION CHANGES

MARKET

- > **Compressed air-based braking technology is being transferred from ICE to electric vehicles**
- > **Technology part of homologation of vehicle**
- > **Very high entrance barrier for new technology and/or competitors due to long validation cycles**
- > **Two major technologies shape the market: Firtree and Push-in**
- > **Low-cost solutions for emerging markets is needed**
- > **Local production and technical support is required**

MARKET DYNAMICS



SAFETY REGULATIONS



CO₂ EMISSION LEGISLATIONS FOR ICE VEHICLES



COMPETITIVE POSITIONING



GLOBAL FOOTPRINT



SUSTAINABILITY

KA'S RAUFOSS® ABC SYSTEM PRODUCT VISION



PUSH-IN TECHNOLOGY WILL BECOME THE GLOBAL STANDARD IN ALL DEVELOPED AND EMERGING MARKETS



NEW MARKETS IN AGRICULTURE VEHICLES DUE TO HIGH-PERFORMANCE BRAKING REQUIREMENTS



FIRTREE TECHNOLOGY STILL PLAYS A ROLE IN MARKETS WHERE PUSH-IN IS NOT YET ESTABLISHED



FUNCTIONS SUCH AS PLATES WITH INTEGRATED COUPLINGS WILL BE A VERY ATTRACTIVE SOLUTION FOR BRAKE VALVE SUPPLIERS



- > KA is a market leader in Europe for push-in technology
- > We will grow with our current customer base in new markets as they are further localizing their production
- > Entering new markets allows us to attract further local customers
- > KA continues to diversify the product portfolio to become a full-service supplier in all compressed air applications



KA'S RAUFOSS® ABC SYSTEM FEATURES AND BENEFITS

KEY CHARACTERISTICS OF KA'S PUSH-IN TECHNOLOGY

ASSEMBLY SECURITY

INTEGRATED ASSEMBLY SIGNAL
AND SAFETY FEATURE FOR EOL-TEST

OPTIMIZED AIR FLOW

- > LOWER BRAKE STOPPING DISTANCE
- > REDUCED BRAKE RESPONSE TIME

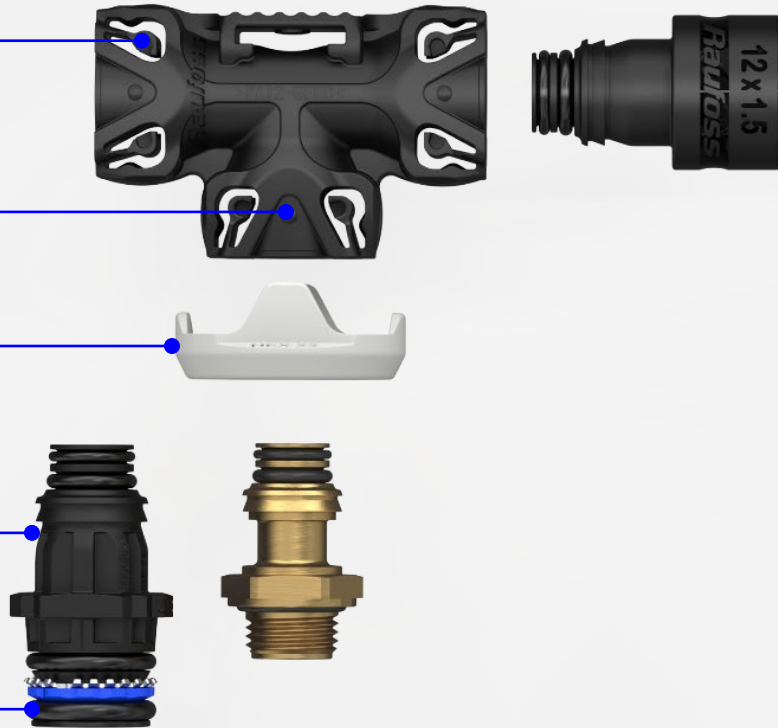
DESIGN FLEXIBILITY AND MODULARITY

LEAKAGE-FREE

SAVES ENERGY AND ELIMINATES
START-UP TIME OF BY 3-6 MIN

SUSTAINABILITY

100% RECYCLABLE
COMPOSITE MATERIALS



ASSEMBLY TIME REDUCTION

- > NO PREASSEMBLY OF TUBE
- > MORE EFFICIENT THAN FIXED BLOCKS



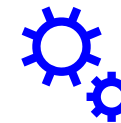
REDUCED TOTAL SYSTEM COST

- > REDUCED ASSEMBLY COST
- > REDUCED LOGISTIC COST
- > MAINTENANCE-FREE



OPTIMIZED WEIGHT

UP TO 6 KG SAVING COMPARED
TO METAL SYSTEMS



EASE OF DISASSEMBLY

- > EASY RELEASE
- > RE-USE OF TUBE AND COUPLING



Product portfolio update

KA'S RAUFOSS® ABC SYSTEM FUTURE

NEW PRODUCTS TO SUPPORT SUCCESS IN TARGET MARKETS

- > ABC Firtree family
- > ABC Inch family
- > Hose module with Twistlock
- > Drain valve 2.0

SECURE AND FURTHER GROW IN ESTABLISHED MARKET

- > ABC 2.0 (new generation) - 2028
- > ABC KArtridge 2.0 - 2025
- > ICM (Integrated Coupling Module)

SECURE PRODUCT ATTRACTIVENESS

- > Fusion of push-in and firtree families for better modularity
- > New IP protected feature upgrades of our products
- > Weight and system cost reduction by reducing brass content and introducing new materials
- > Sustainable materials, 100% recyclable and energy saving features

Products shown are only a visual representation for reference. Actual product developed may slightly vary.

INNOVATIONS

AIR BRAKE SYSTEM



ABC INCH FAMILY



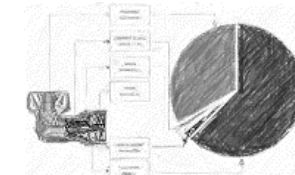
ABC FIRTREE



TWISTLOCK HOSE MODULE



DRAIN VALVE 2.0



ABC 2.0 GENERATION



ABC KARTRIDGE 2.0

AIR SUSPENSION



HPC COUPLINGS



HPC TREADED

KEY TAKEAWAYS



TECHNOLOGY: BEST IN CLASS PERFORMANCE, MARKET REFERENCE



COST: BEST COST PER VALUE RECOGNIZED BY KEY CUSTOMERS



DESIGN-TO-COST SOLUTION ABC2.0 GENERATION UNDER DEVELOPMENT (LOWER COST, HIGHER PERFORMANCE, LESS WEIGHT)



MULTIPLE PATENTS RELATED TO NEXT GENERATION ABC COUPLINGS



SUSTAINABILITY: 100% RECYCLABLE



KA WILL CONTINUE ITS PATH TO SUCCESS AND FURTHER EXPAND THE LEADING MARKET POSITION GLOBALLY



GEAR CONTROL UNIT



AUTOMATED MANUAL TRANSMISSION (AMT) SYSTEMS

BACKGROUND

FUNCTIONALITY

AMT SYSTEMS AUTOMATE GEAR SHIFTING AND CLUTCH CONTROL OF MANUAL TRANSMISSIONS

5-10% REDUCED FUEL CONSUMPTION THROUGH INTELLIGENT SHIFTING STRATEGIES AND THE PREVENTION OF INEFFICIENT DRIVING BEHAVIOR

HUMAN ERRORS ARE AVOIDED, WHICH INCREASE LIFETIME OF TRANSMISSION

DRIVER BEHAVIOR AND ROUTE DATA CAN BE ANALYZED TO FURTHER OPTIMIZE SHIFTING STRATEGIES

MARKET

- > Early regulatory push in developed markets like Europe and Americas to lower emissions favoring efficient AMT transmission systems in the last 10-15 years
- > OEMs pushed AMT technology to the market to increase robustness and lifetime of transmission systems
- > Larger logistics companies globally have replaced older manual fleets with AMT to improve total cost of ownership (TCO)
- > Integration with advanced telematics and IoT systems for optimized fleet management

MARKET DYNAMICS



SAFETY REGULATIONS



CO₂ EMISSION LEGISLATIONS FOR ICE VEHICLES



COMPETITIVE POSITIONING



TOTAL COST OF OWNERSHIP



DIGITALIZATION OF FLEET MANAGEMENT

GEAR CONTROL UNIT PRODUCT VISION

AMT WILL LIKELY BECOME THE STANDARD FOR HEAVY-DUTY TRUCKS GLOBALLY, REPLACING MANUAL TRANSMISSIONS IN MOST MARKETS

PRODUCTION SCALE AND ADVANCEMENTS IN TECHNOLOGY WILL LOWER COSTS, MAKING AMT A VIABLE CHOICE EVEN IN COST-SENSITIVE MARKETS LIKE CHINA, INDIA, AND LATIN AMERICA

STRICTER EMISSION AND EFFICIENCY REGULATIONS AS WELL AS GOVERNMENT INCENTIVES IN MAJOR MARKETS WILL PUSH MANUFACTURERS AND FLEETS TOWARD AMT SYSTEMS

NEW TREND: HYBRID DRIVETRAINS COMBINING TODAY'S DIESEL ENGINE AND ELECTRIC MOTORS FOR HIGHER EFFICIENCY



- > KA is a well-established AMT supplier with production locations in Mexico and China**
- > KA has recently successfully acquired a new customer project in Asia based on our design-to-cost GCU generation with significantly shortened time-to-market outperforming local competitors**
- > KA will continue to scale its mature AMT technology to emerging markets and serving upcoming hybrid drivetrains in developed markets**



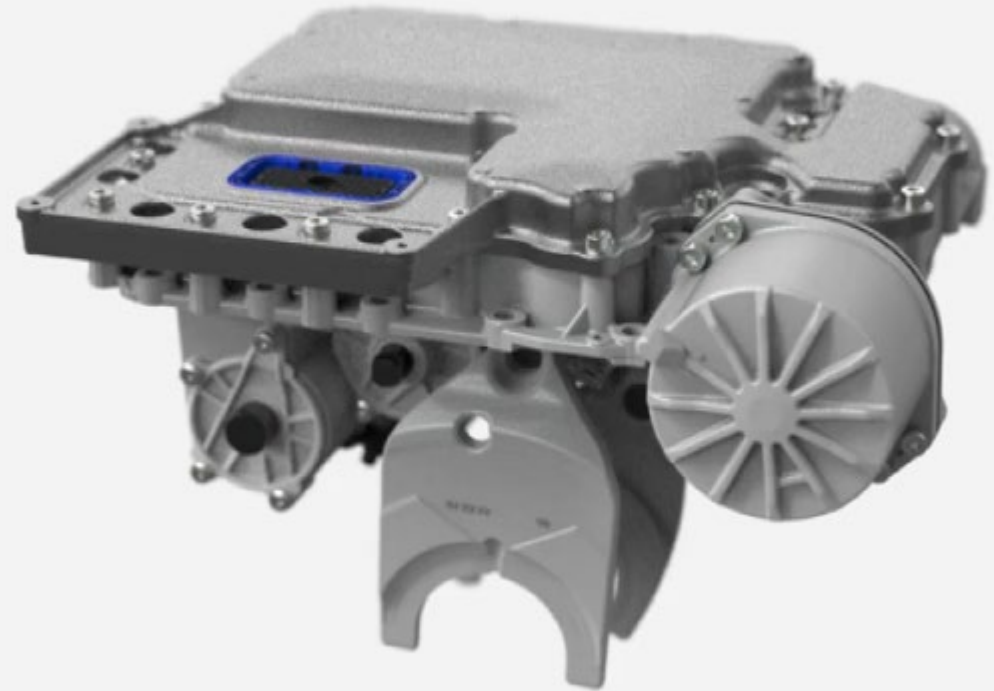
Product portfolio update

Q2 2024 NEW BUSINESS WIN ON GEAR CONTROL UNIT (GCU)

OVER **MEUR 523** IN ESTIMATED LIFETIME REVENUE

ANNOUNCED ON APRIL 26, 2024

- > **ROBUST AND DURABLE DESIGN**
- > **MAXIMUM COMFORT AND PERFORMANCE FOR THE DRIVER**
- > **HIGH PERFORMANCE**
- > **LOW TOTAL COST OF OWNERSHIP**
- > **THE ONLY GCU IN THE MARKET WITH SELF-ADJUSTING CLUTCH ACTUATOR**
- > **OUTSTANDING SERVICEABILITY**



KEY TAKEAWAYS



TECHNOLOGY QUICKLY SCALABLE TO EMERGING MARKETS AND CUSTOMER SPECIFIC REQUIREMENTS



SPEED: FROM DESIGN FREEZE TO START OF PRODUCTION WITHIN 18 MONTHS – OUTPERFORMING EVEN LOCAL SUPPLIERS



COST: KEY SUCCESS FACTORS ARE PROVEN BUILDING BLOCKS WHICH SECURE BEST IN CLASS FUNCTIONALITY AT COMPETITIVE COST LEVEL



MULTIPLE PATENTS RELATED TO GEAR ACTUATOR DESIGN, VALVE INTEGRATION AND SELF-ADJUSTING MECHANISM



DESIGN-TO-COST SOLUTION FOR HYBRID AMT SYSTEMS AVAILABLE



KA WILL CONTINUE TO PLAY A SIGNIFICANT ROLE IN THE AMT MARKET CONTINUING HARVESTING THIS TECHNOLOGY



POWERTRAIN ACTUATORS

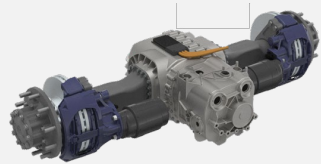


ELECTRIFIED DRIVETRAINS IN COMMERCIAL VEHICLES

BACKGROUND

ELECTRIFIED POWERTRAIN PLATFORMS

FUNCTIONALITY



**MULTI-SPEED ELECTRIC AXLE
(E-AXLE)**



AN E-AXLE COMBINES ELECTRIC MOTORS, GEARBOXES, AND POWER ELECTRONICS INTO A SINGLE COMPACT UNIT



MULTI-SPEED CENTRAL DRIVE AND TRADITIONAL REAR AXLE



FOR BETTER EFFICIENCY MULTI-SPEED GEARBOXES ARE INTRODUCED PROVIDING FLEXIBILITY FOR HIGH-PERFORMANCE APPLICATIONS



E-AXLE WITH SEPARATE ELECTRIC MOTORS FOR BUS APPLICATIONS (LOW FLOOR)



BY REDUCING MECHANICAL COMPLEXITY, IT MINIMIZES ENERGY LOSSES, IMPROVING OVERALL EFFICIENCY.



ELECTRIFIED DRIVETRAINS IN COMMERCIAL VEHICLES

BACKGROUND

FUNCTIONALITY

AN E-AXLE COMBINES ELECTRIC MOTORS, GEARBOXES, AND POWER ELECTRONICS INTO A SINGLE COMPACT UNIT

FOR BETTER EFFICIENCY MULTI-SPEED GEARBOXES ARE INTRODUCED PROVIDING FLEXIBILITY FOR HIGH-PERFORMANCE APPLICATIONS

BY REDUCING MECHANICAL COMPLEXITY, IT MINIMIZES ENERGY LOSSES, IMPROVING OVERALL EFFICIENCY.

MARKET

- > Updated regulations for commercial vehicle (CV) market drive further enhancements in conventional ICE engines and increase pressure on OEMs to accelerate introduction of CO2 neutral vehicles.
- > Key focus areas of all OEMs around the globe will be the introduction of electrified powertrains which will replace diesel engines.
- > Hybrid systems combining diesel engines and electrified powertrains will enter the market to reduce emissions short-term.
- > All OEMs globally are currently working on the 3rd generation electrified trucks which require optimized solutions for fully electric powertrains

MARKET DYNAMICS



SAFETY REGULATIONS



CO₂ EMISSION LEGISLATIONS FOR ICE VEHICLES



COMPETITIVE POSITIONING



POWERTRAIN ACTUATORS

PRODUCT VISION

ELECTRIC ACTUATORS WILL COMPLEMENT EXISTING PNEUMATIC GEAR SHIFT (E.G. AMT SYSTEMS) AND CLUTCH ACTUATION SYSTEMS MID AND LONG TERM

SMART ACTUATORS PROVIDE SUPERIOR FUNCTIONS COMPARED TO TRADITIONAL SIMPLE ON/OFF PNEUMATIC ACTUATION SYSTEMS

MULTIPLE ACTUATORS ARE NEEDED FOR TRUCK APPLICATIONS: 1 TO 3 GEAR ACTUATORS, DIFFERENTIAL-LOCK-, PARK-LOCK- AND POWER DISENGAGE ACTUATOR

ASIA WILL BE THE FRONT RUNNER WHEN IT COMES TO NEW TECHNOLOGY – DEVELOPED MARKET REQUIRE STEPWISE NEW TECHNOLOGY INTRODUCTION



- > **KA is a successful global player introduced in electric actuation systems for park-lock applications**
- > **Our electric actuation product portfolio is developed for new electric drivetrains**
- > **KA is first to market with a dual Dog Clutch Actuator in Asia launched in 2024**
- > **Several bilateral customer projects running to prepare roll out of our newly developed unique eGSA technology**



Product portfolio update

DOG CLUTCH ACTUATOR **FIRST-TO-MARKET**

FULL-FUNCTION 2- OR 3-POSITION PIVOTING ACTUATOR FOR GEAR SHIFT OR OTHER ENGAGE/DISENGAGE POWERTRAIN APPLICATIONS.

UNIQUE CAM AND SPRING DESIGN

FOR EFFICIENT TEETH-TO-TEETH ALIGNMENT AND STRONG HOLDING FORCE IN THE GEAR MECHANISM

FAST GEAR SHIFTS

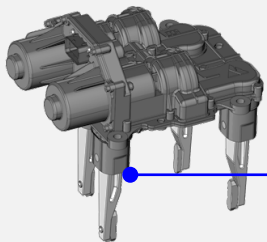
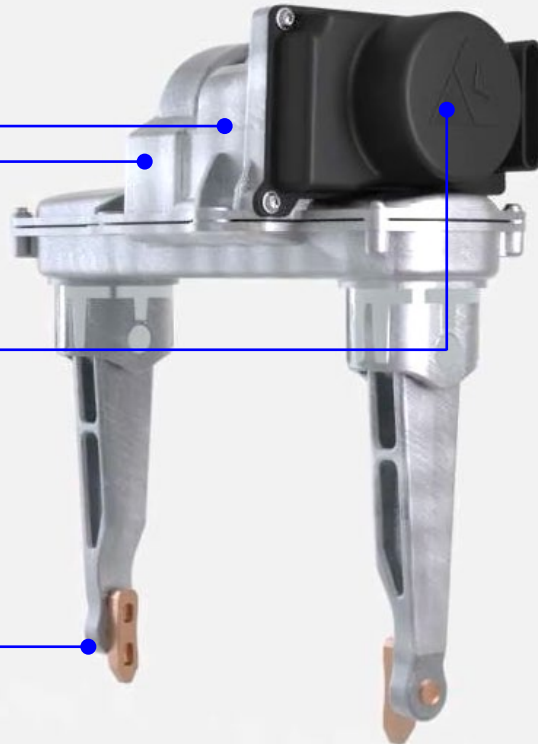
SPRING CHARGED SYSTEM ENABLES FAST RESPONSE TO FULL ENGAGEMENT

BRUSHLESS MOTOR

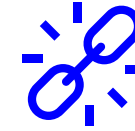
FOR HIGH POWER AND VIBRATION RESISTANCE

INTEGRATED SHIFT FORK

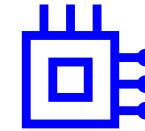
COST EFFICIENT INTEGRATION TO TRANSMISSION MECHANISM



4-SPEED DCA VERSION



RESISTANT TO HEAVY DUTY LEVELS OF VIBRATION AND SHOCK



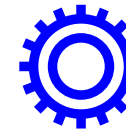
INTEGRATED CUSTOMIZED CONTROL ELECTRONICS



SIMPLE INSTALLATION DUE TO INTEGRATED SHIFT FORK



EFFICIENT, PRECISE AND SECURE GEAR ENGAGEMENT



COST EFFICIENT SOLUTION DUE TO SIMPLE INTEGRATION



ELECTRIC GEAR SHIFT ACTUATOR

3-POSITION LINEAR ELECTRIC ACTUATOR FOR GEAR SHIFT APPLICATIONS.

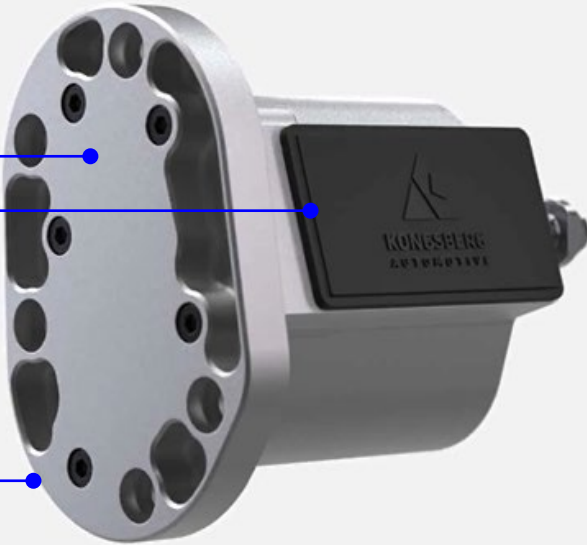
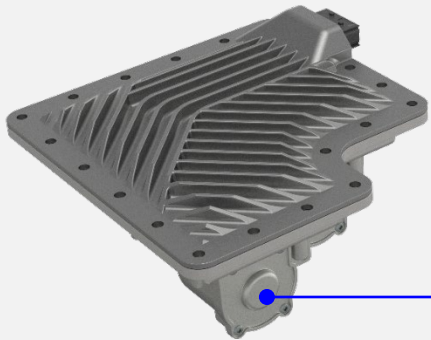
EASY ADAPTATION OF FUNCTIONALITY

TO MANY DIFFERENT APPLICATIONS
(SYNCHRONIZED / UN-SYNCHRONIZED GEARSHIFT,
DIFF-LOCK / PARK-LOCK ENGAGEMENT ETC.)

SMART CONTROL ALGORITHMS

FOR OPTIMAL GEAR SHIFTS AND REDUCED
TRANSMISSION WEAR, INCREASED RELIABILITY
AND TRANSMISSION LIFETIME BY 10%-20%

MODULAR, COMPACT PACKAGING



WIDE RANGE OF TRANSMISSION APPLICATIONS

(BEV, HEV, FCEV, ICE)

VARIOUS INTEGRATION LEVELS

MULTIPLE ACTUATORS CAN BE INTEGRATED IN ONE
GCU (GEAR CONTROL UNIT)



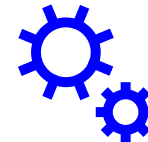
HIGH PERFORMANCE ACTUATION

EXTREMELY RESPONSIVE AND ACCURATE
GEAR ENGAGEMENT WITHOUT HIGH POWER
CONSUMPTION DUE TO THE INTEGRATED
SPRING- AND CAM MECHANISM



PROTECTION OF TRANSMISSION

ENGAGEMENT FORCE AND SPEED CAN BE
ADAPTED TO FIT THE DRIVING CONDITIONS TO
MINIMIZE WEAR AND OPTIMIZE COMFORT, BUT
RETAIN PERFORMANCE



INTEGRATED RIGID DETENT MECHANISM

GEAR "JUMP-OUTS" AT HIGH SHOCK LEVELS
ARE OMITTED BY THE PATENTED RIGID
MECHANICAL LOCKING IN GEAR AND NEUTRAL
POSITIONS



SIMPLE INTEGRATION

THE DESIGN IS MADE TO ENABLE
INTEGRATION BOTH INSIDE AND OUTSIDE
THE TRANSMISSION





Product portfolio update

KEY TAKEAWAYS



KA IS READY TO MEET THE MARKET DEMAND WITH ELECTRIC ACTUATION SYSTEMS ENABLING FUTURE SUSTAINABLE MOBILITY



KA IS ADDING SMARTNESS TO EXISTING TECHNOLOGY FOR IMPROVED FUNCTIONALITY BOTH FOR PNEUMATIC AND ELECTRIC ACTUATION SYSTEMS



KA PROVIDES SIMPLIFIED CUSTOMER INTERFACE AND IMPROVED FUNCTIONALITY THROUGH INTEGRATED ELECTRONICS AND SMART SOFTWARE CONTROL ALGORITHMS



SPEED: FROM DESIGN FREEZE TO START OF PRODUCTION WITHIN 18 MONTHS - OUTPERFORMING EVEN LOCAL SUPPLIERS



COST: KEY SUCCESS FACTORS ARE PROVEN BUILDING BLOCKS WHICH SECURE BEST IN CLASS FUNCTIONALITY AT COMPETITIVE COST LEVEL



IP: MULTIPLE PATENT PENDING SOLUTIONS



KA WILL BE ONE OF THE MARKET LEADERS FOR CUSTOMIZED SMART ELECTRIC ACTUATION TECHNOLOGY FOR ELECTRIC DRIVETRAINS



FINANCIAL UPDATE



REVENUES

LOWER DEMAND IN COMMERCIAL VEHICLE MARKET DAMPEN LAST YEARS GROWTH IN CORE BUSINESS

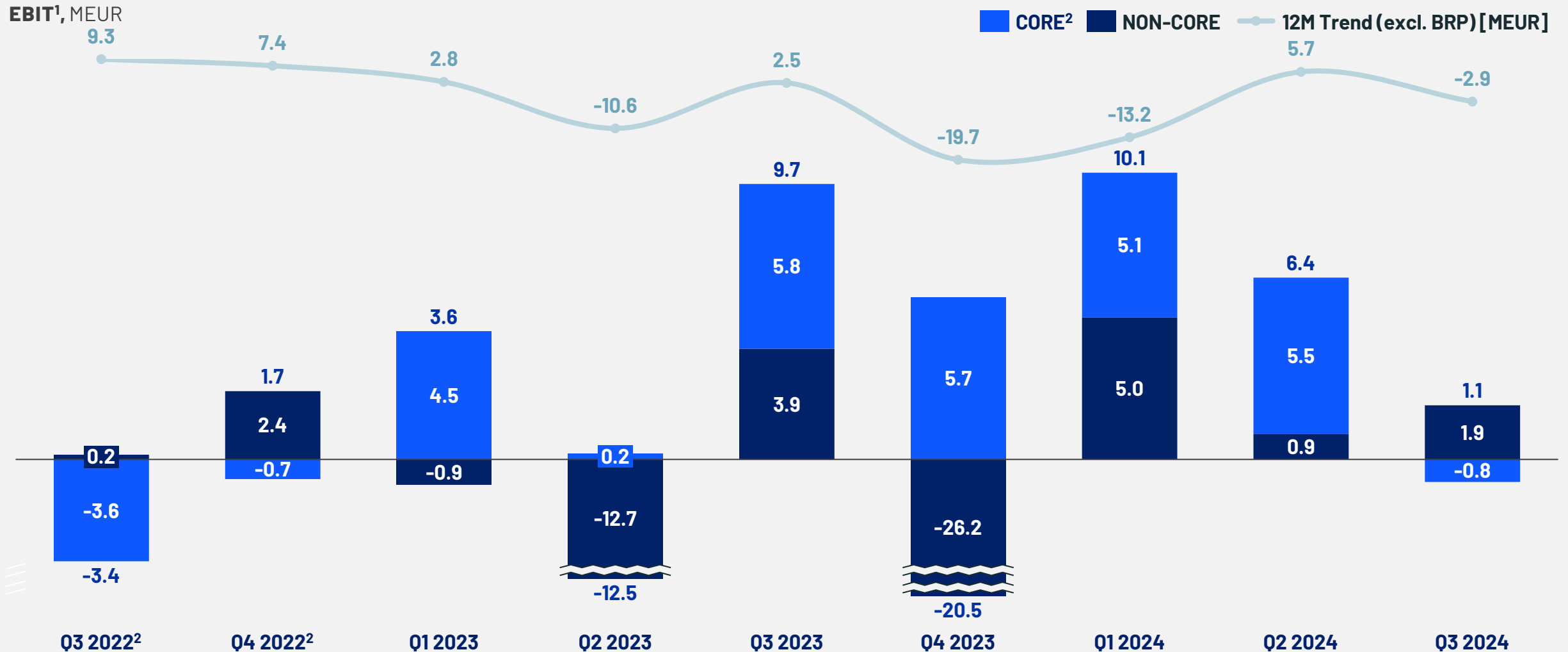
REVENUES¹, MEUR



1. Revenues from discontinued operations (related to the divested business) were excluded in 2021 and 2022 accordingly.
 2. Excludes Revenues from ordinary business with BRP in Q3 and Q4 2022

EBIT

EARNINGS IMPROVEMENT TREND REVERSED WITH A DIFFICULT Q3 AND ONE-TIME EFFECTS IN Q3 2023

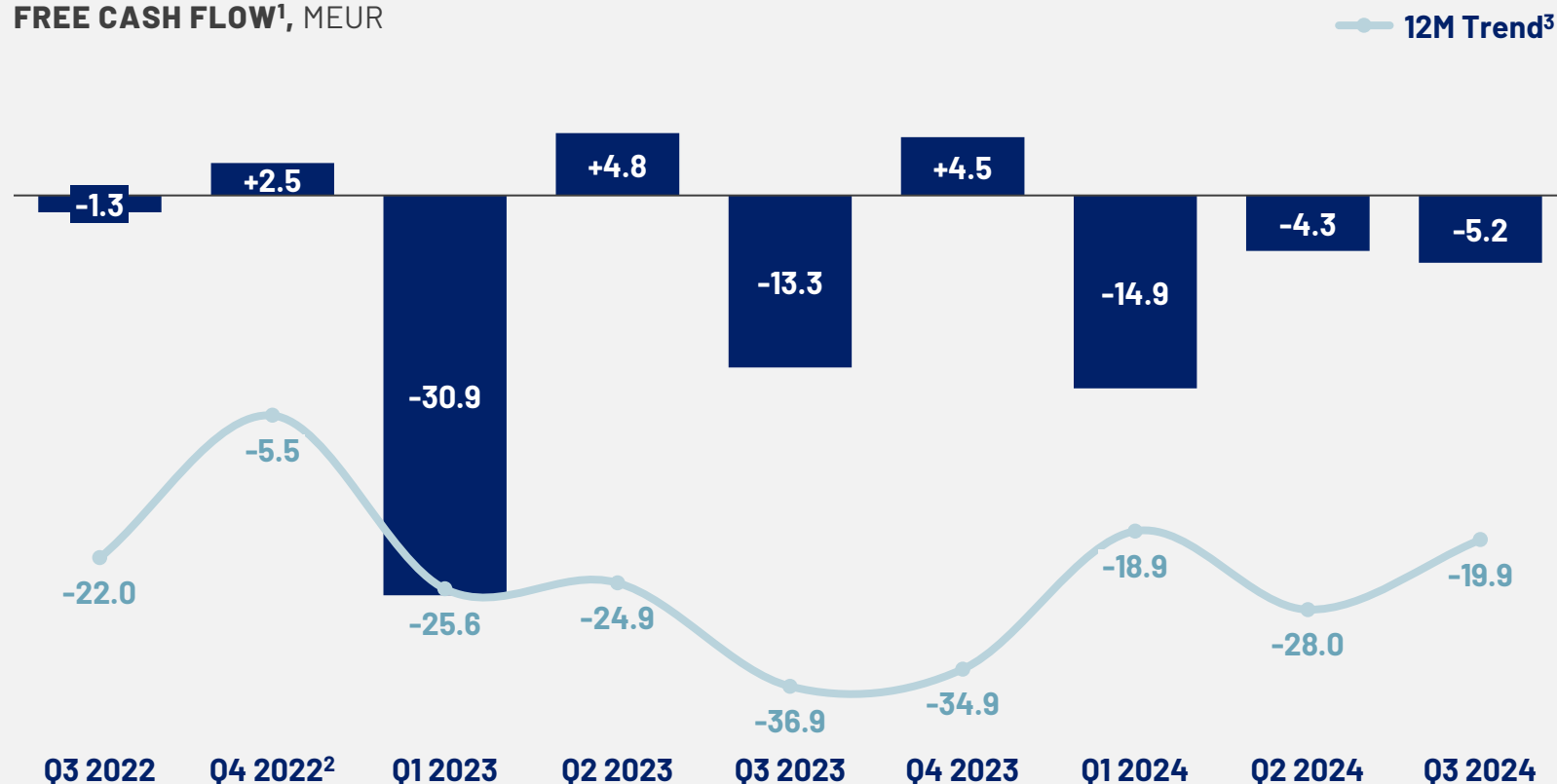


1. EBIT from discontinued operations (related to the divested business) was excluded in 2021 and 2022 accordingly.
 2. Excludes EBIT from ordinary business with BRP in Q3 and Q4 2022 as well as gain from sale of the Powersports business to BRP recorded in Q4 2022

FREE CASH FLOW

CASH FLOW FROM OPERATIONS STRONGLY IMPROVED NEGATIVE CURRENCY EFFECTS IMPACT Q3

FREE CASH FLOW¹, MEUR



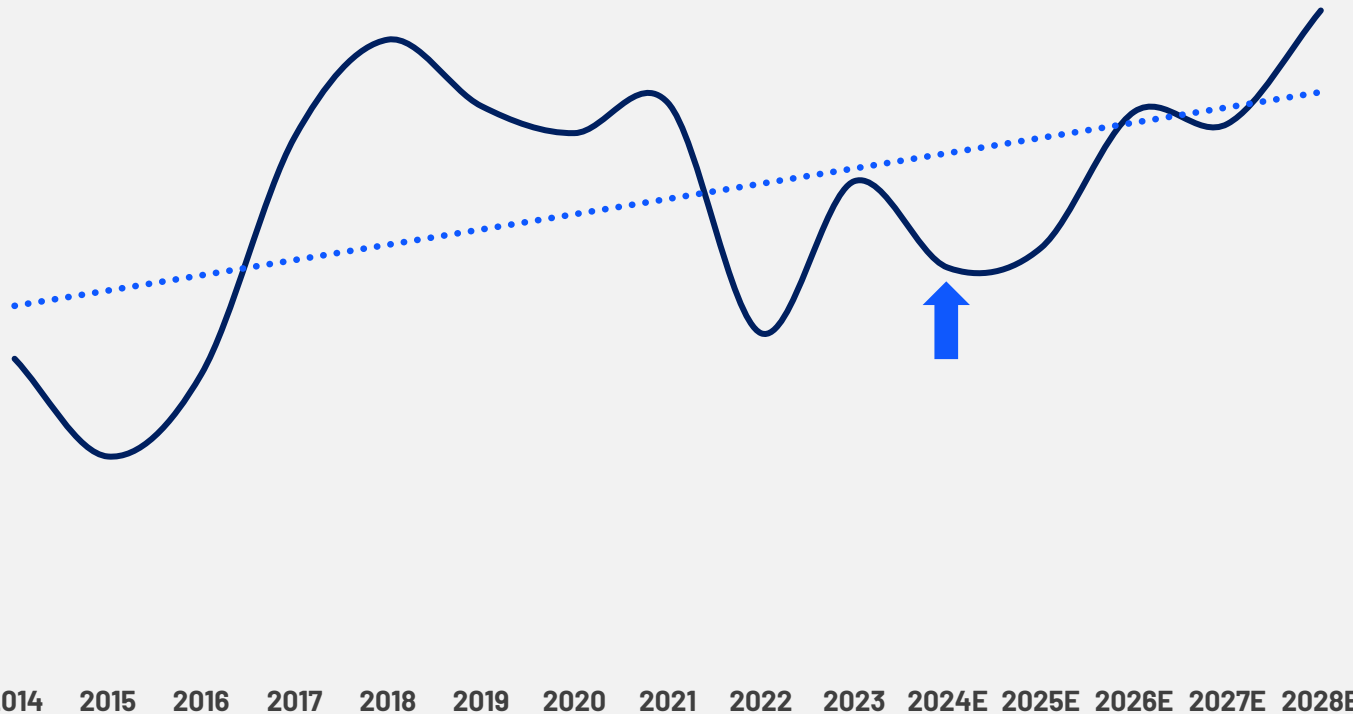
FREE CASH FLOW

| | Q3 2024 | YTD 2024 |
|---|-------------|--------------|
| Operating activities | +11.9 | +18.7 |
| Investing activities | -5.1 | -14.5 |
| Financing activities | -7.6 | -83.8 |
| Currency and translation effects on cash flow | -4.7 | -4.8 |
| Total | -5.5 | -84.4 |
| Add back / less: | | |
| Refinancing related activities | +0.4 | +57.6 |
| Purchase of treasury shares and others | -0.1 | +2.3 |
| Free Cash Flow | -5.2 | -24.5 |

1. Free Cash Flow is measured based on sum of cash flow from operating activities, investing activities, financial activities and currency effects on cash (together described as change in cash), excluding net draw-down/repayment of debt, net effects of repayment of old bond and issuing new bond, proceeds received from capital increase and purchase of treasury shares. Thus, it includes payments for interests.
 2. Excludes proceeds of MEUR 82.0 received for the sale of the Powersports business to BRP in Q4 2022
 3. 12M Trend for Q3-Q4 2022 and Q1-Q3 2023 excludes proceeds of MEUR 82.0 received for the sale of the Powersports business to BRP in Q4 2022, however includes the cash flow received from ordinary business with BRP

BUSINESS CYCLE MANAGEMENT – A KEY SUCCESS FACTOR IN AUTOMOTIVE

GLOBAL COMMERCIAL VEHICLES PRODUCTION



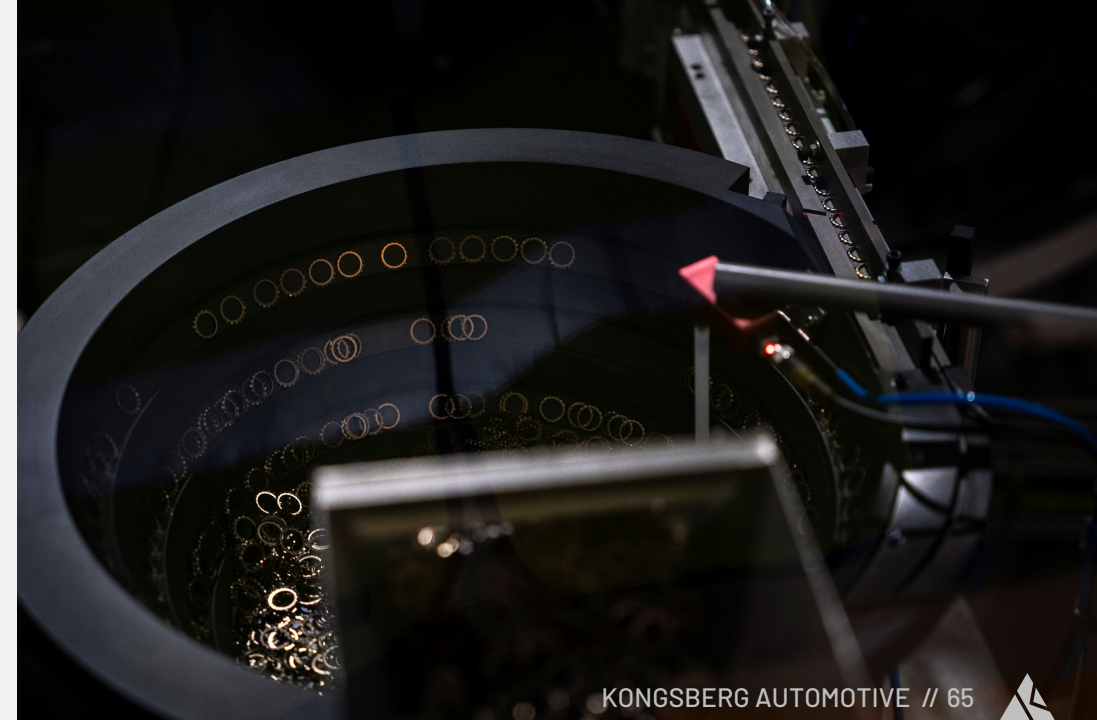
Source: LMC Global Commercial Vehicle Forecast (November 2024)

- > Be aware of your current situation and take proper action without delay
- > KA prompt action in summer 2024 – additional cost reduction activities and focus on improved cash flow management
- > KA are closely following orderbook, customer feedback, and external information, responding swiftly to new information
- > Maximum flexibility – local solutions
- > LMC indicate to start preparation for an upturn in later part of 2025



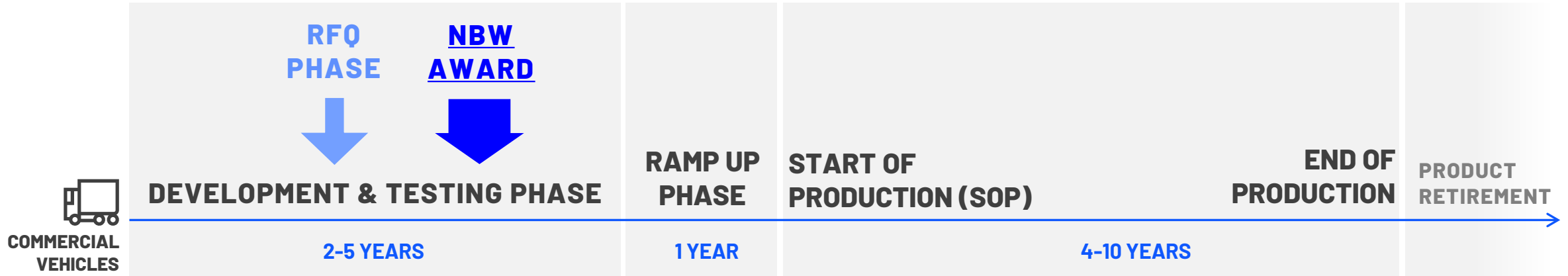
IMPROVE PROFITABILITY – A STRUCTURED APPROACH OVER TIME – NO QUICK FIX

- **Innovation is key in Automotive – clear focus and sufficient resources**
- **Growth**
- **Profitability on new business in automotive are set well before start of production**
- **Improve margin on existing business – cross functional responsibility (sales, purchasing, engineering, operations)**
- **Increase capacity utilization – incl footprint optimization (make your assets sweat)**
- **Cost optimization – lean and efficient organization**



PROFITABILITY ON NEW BUSINESS IN AUTOMOTIVE ARE SET WELL BEFORE START OF PRODUCTION

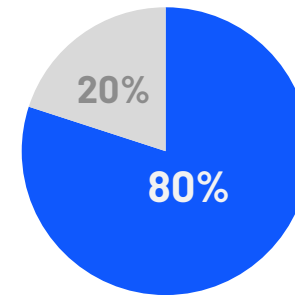
A WELL MANAGED PROCESS IS A KEY SUCCESS FACTOR



KEY DECISIONS AND COMMITMENTS MADE PRIOR TO SOP:

- Pricing established for the contract duration
- Product cost committed at SOP (80% of total costs)
- Product-related CAPEX (depreciation)
- Engineering and development expenses confirmed

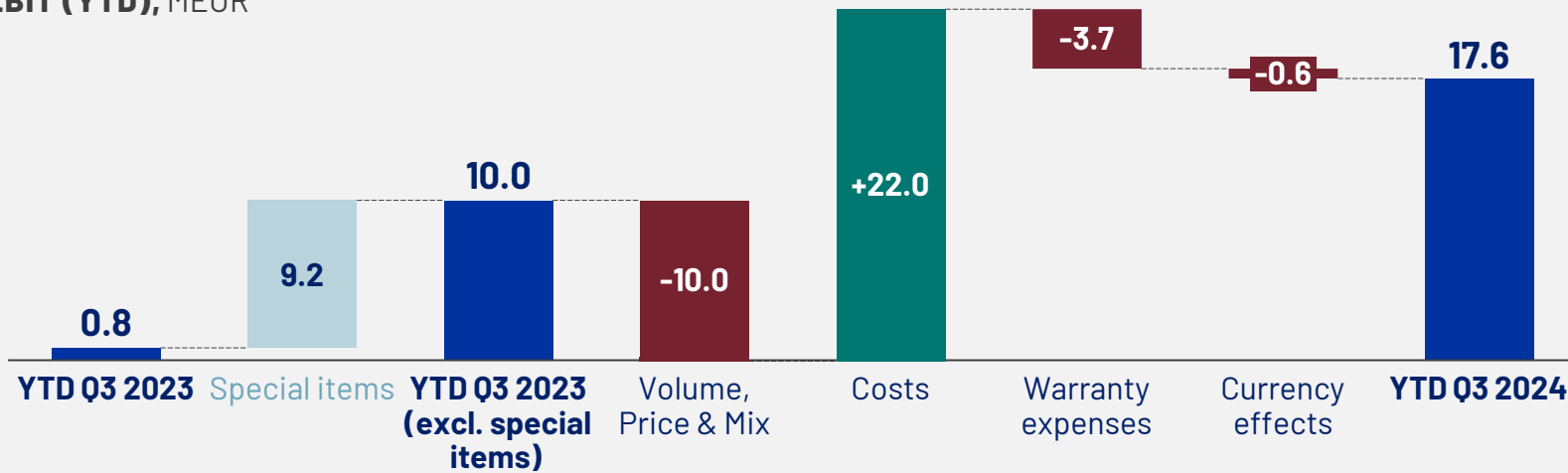
COST STRUCTURE



■ Product related ■ Non-product related

COST REDUCTIONS ARE IMPLEMENTED - WHILE KEEPING OUR INNOVATION CAPACITY

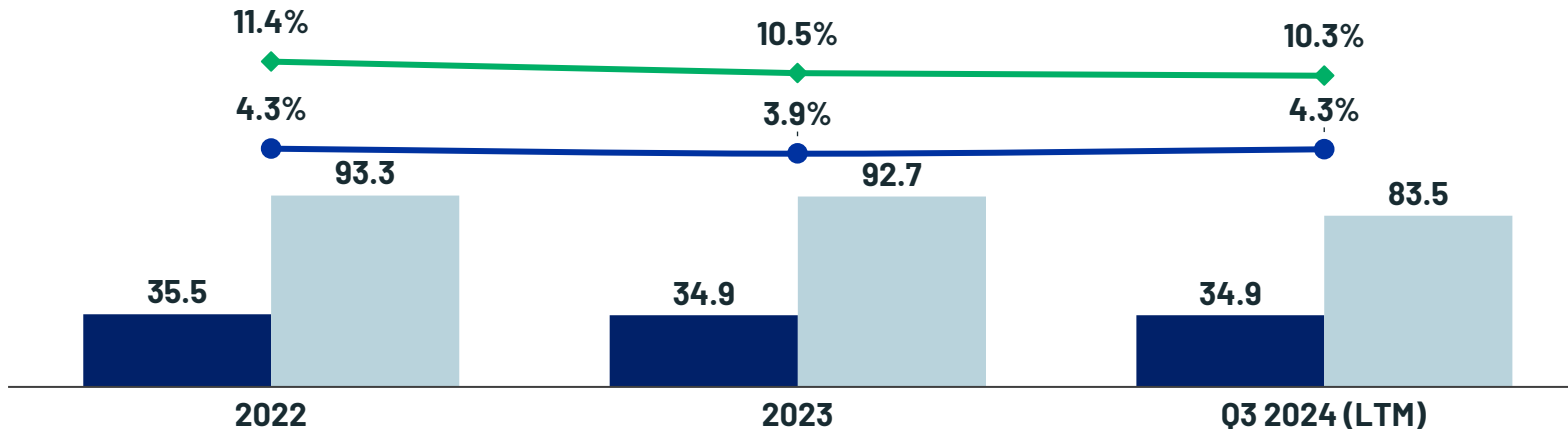
EBIT (YTD), MEUR



Cost reductions YTD 2024 have more than offset the lower market demand

ENGINEERING & SG&A EXPENSES, MEUR

■ Engineering expenses ● Engineering expenses % of revenue ■ SG&A expenses ◆ SG&A expenses % of revenue

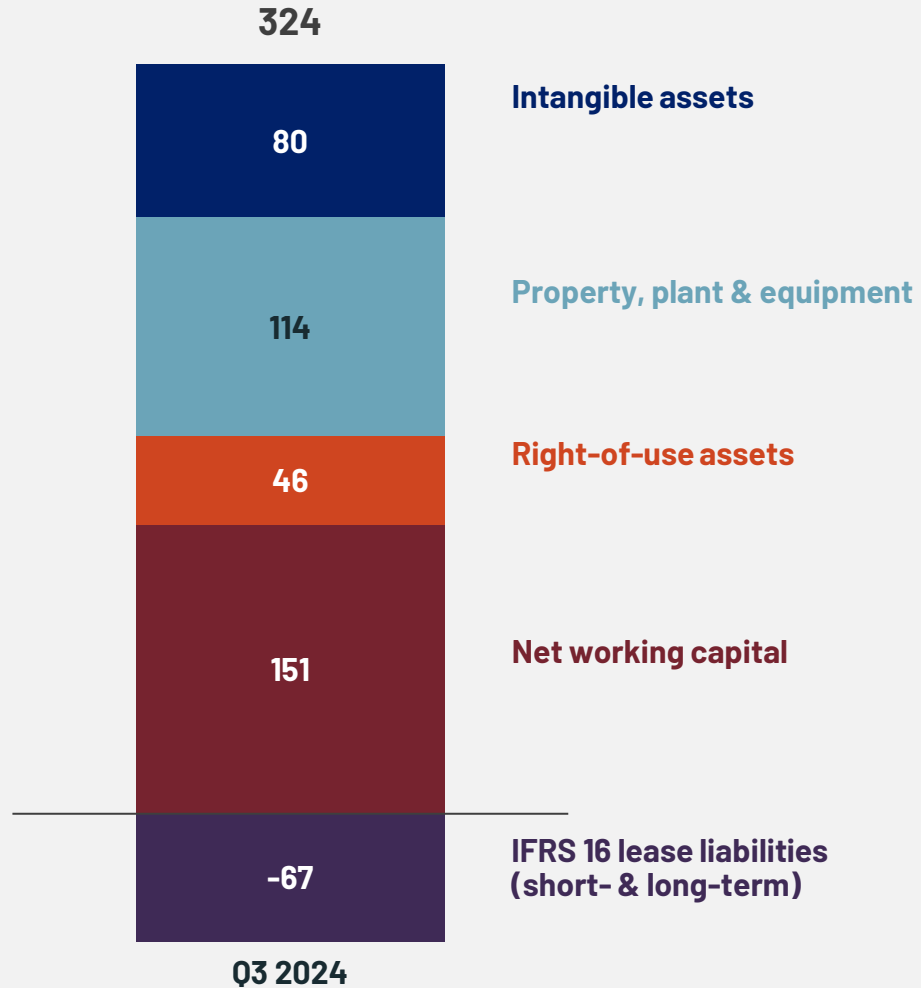


Engineering resources kept on appropriate level



IMPROVE CASH GENERATION

CAPITAL EMPLOYED, MEUR



> Improve profitability

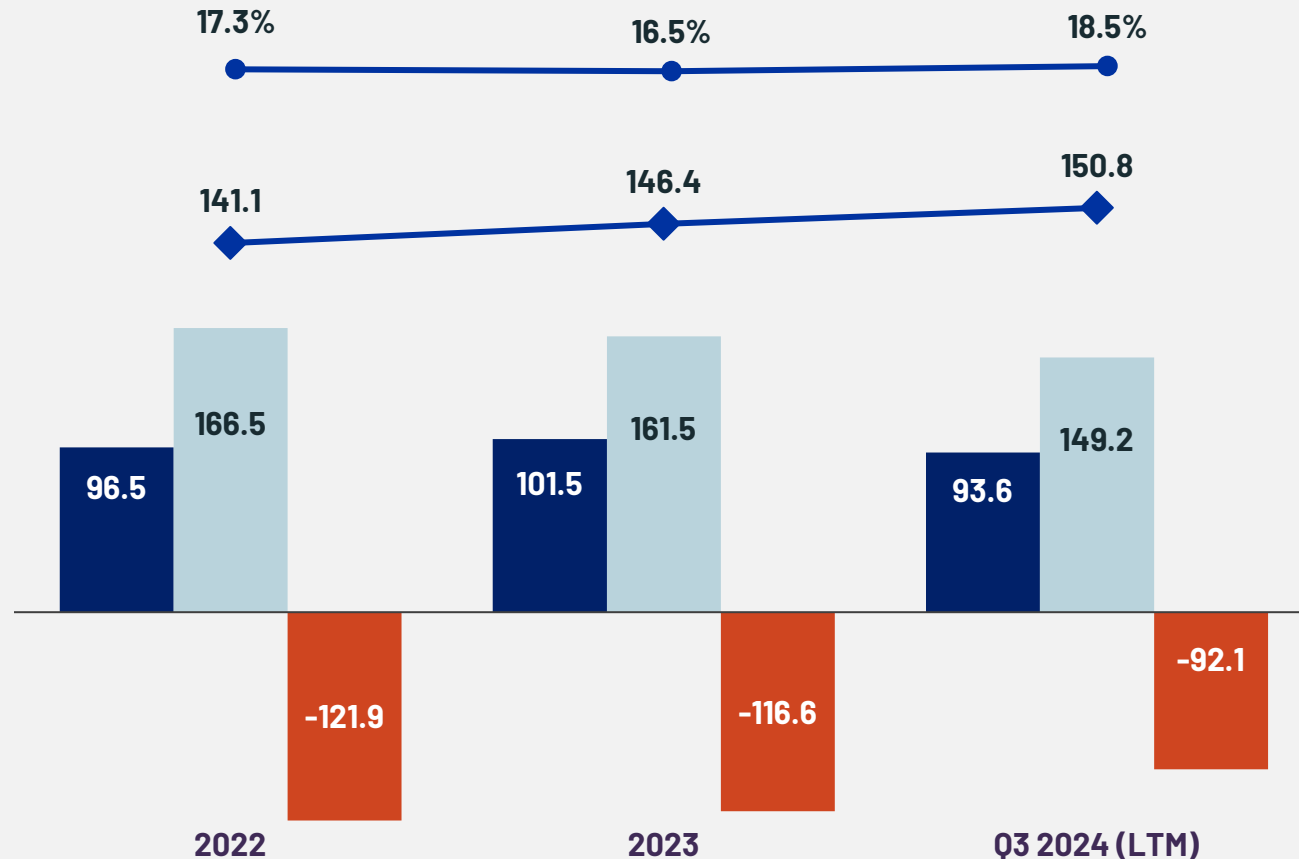
> Minimize capital employed



REDUCE NET WORKING CAPITAL

NET WORKING CAPITAL, MEUR

■ Inventory
 ■ Account receivables
 ■ Account payables
 ◆ Total NWC
 ● % of revenue



INVENTORY

- Globally coordinated effort to adjust stock levels to reduced market demand
- S&OP process improvement incl customer dialogue
- Project to work on forecast process accuracy

ACCOUNTS RECEIVABLES

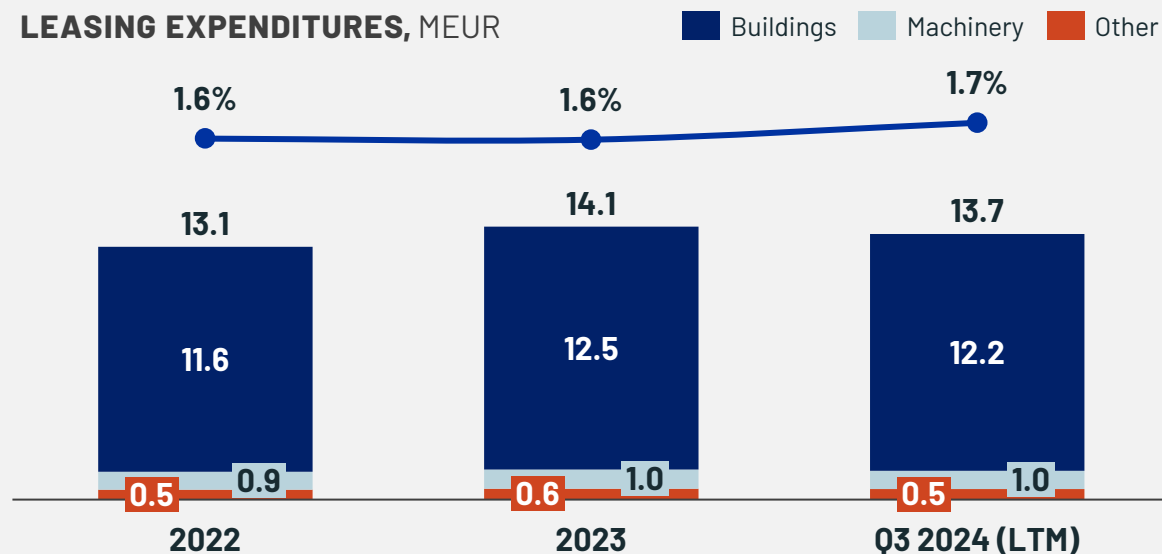
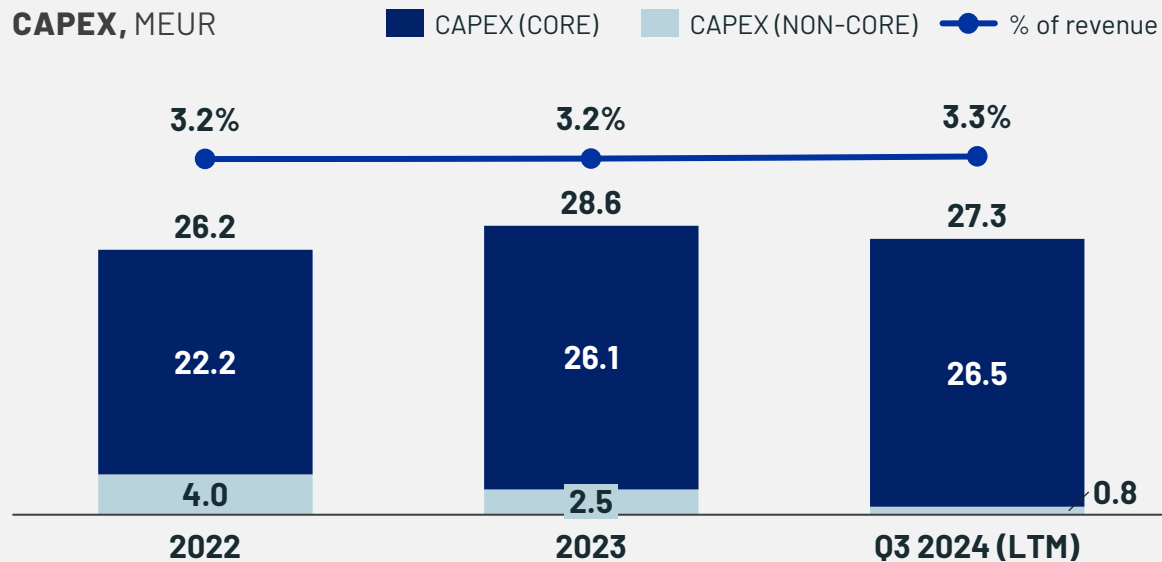
- Order-2-Cash Taskforce including new escalation processes and measures (example delivery stop and penalty interest)
- Shortening of payment terms (PT) for late payers
- Group Treasury approval of PT for new customers incl Credit Limits
- Review & Adjustment of PT for existing customers as part of commercial analysis processes

ACCOUNTS PAYABLES

- Re-Negotiation of Minimum Order Quantity (MOQ)
- Preference for regional / local suppliers (near-shoring)
- Consignment stock for larger suppliers
- Change of Incoterms



PROPERTY, PLANT & EQUIPMENT AND RIGHT OF USE ASSETS



CAPEX needs

- > Stable level with growth related (customer project, capacity) as the dominant driver
- > Negotiation on capex funding responsibility in customer-specific projects
- > Review of existing machine park based on utilization (e.g. intercompany machine transfer)
- > Replacement capex < EUR 5m

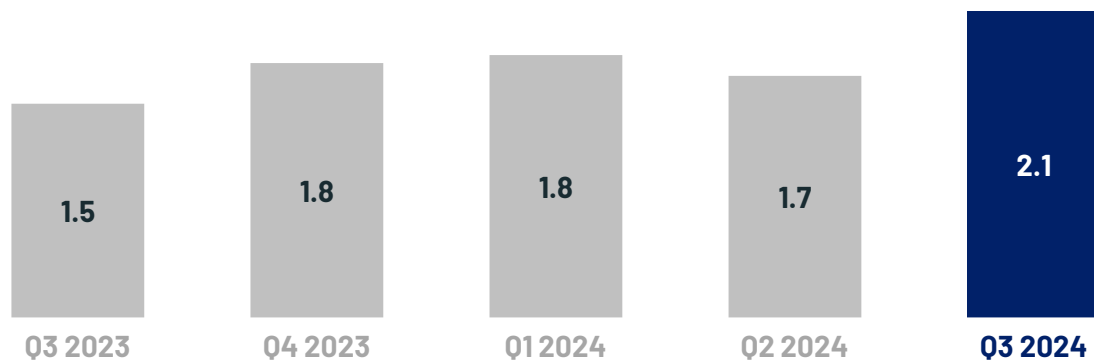
Funding of new CAPEX

- > Buy or lease decisions based on local cost of funds managed by Group Treasury (local funding sources v.s group resources)

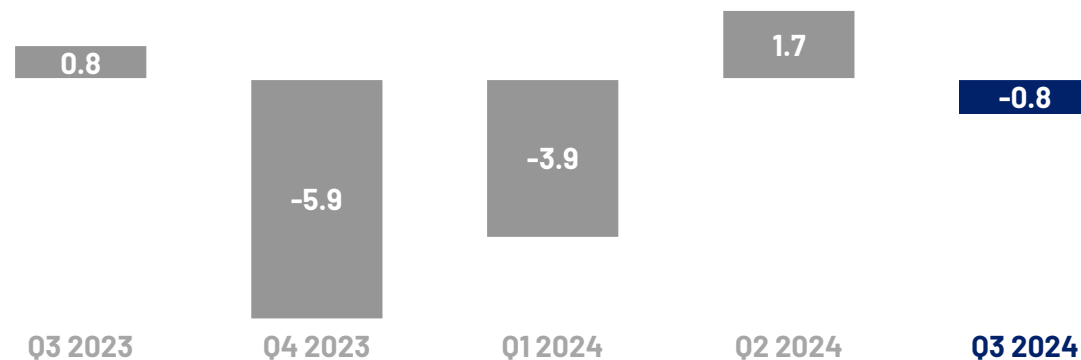
FINANCIAL RATIOS

Incl. IFRS 16 effect

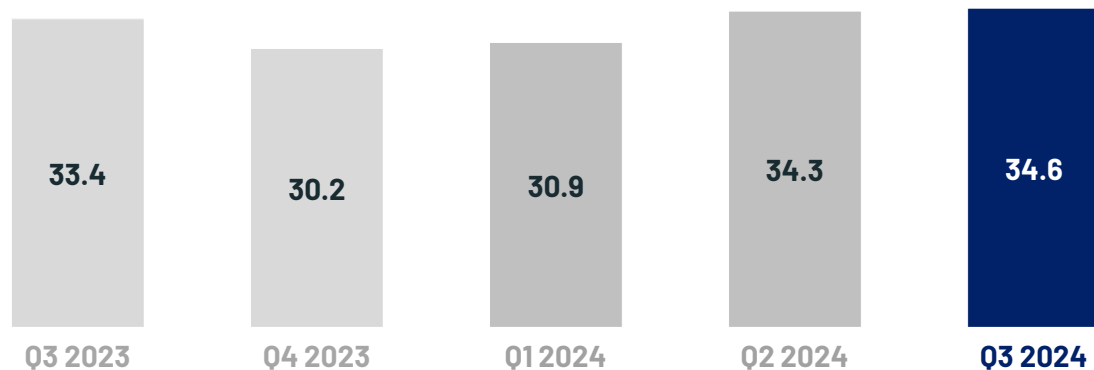
LEVERAGE RATIO, NIBD¹/ ADJUSTED EBITDA, LTM



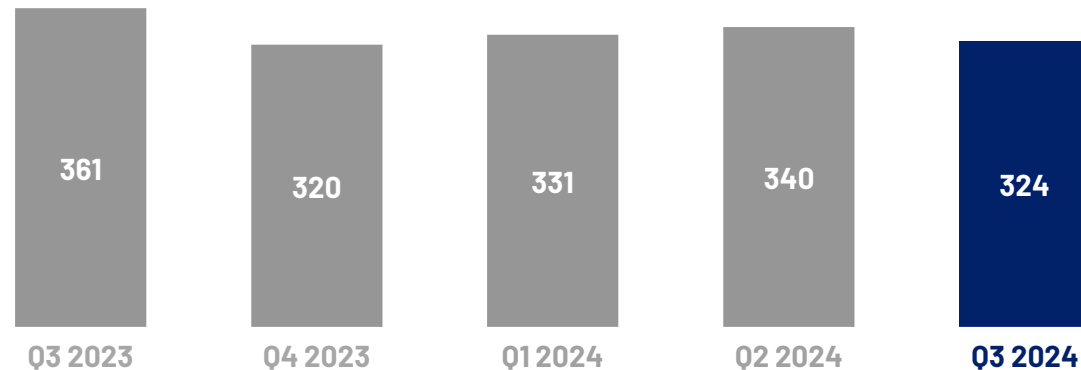
ROCE², %, LTM



EQUITY RATIO, %



CAPITAL EMPLOYED³, MEUR



1. Net interest-bearing debt

2. EBIT (LTM) / Average capital employed; EBIT used to calculate ROCE in Q3 2023 does not include the gain on sale of the Powersports business to BRP recorded in Q4 2022

3. Capital employed consists of Intangible Assets, PPE's, Right-of-use assets, Net Working Capital less Lease liabilities at quarter end

AVAILABLE FINANCING

MAIN INSTRUMENTS

- > **Nordic Bond N00013260943: EUR 160m**
 - > EUR 110m issued in June 2024
 - > 4 years (June 2024, tenor June 2028)
 - > Euribor 3m + 525 bps
- > **Super Senior Revolving Credit Facility: EUR 15m**
 - > 3,5 years (June 2024, January 2028)
 - > Pricing depending on leverage
 - > Same collateral package as the Nordic Bond
- > **Account Receivables Securitisation Facility: EUR 25m**
 - > Certain US / European Receivables
 - > Currently capped at EUR 25m

ANCILLARY INSTRUMENTS

- > **Customer Financing Solutions**
 - > From certain customers at right terms
 - > Funding related to our receivables
 - > Amounts between EUR 6-8m



INCREASING INVESTOR RELATIONS AND CAPITAL MARKETS FOCUS

INCREASED MARKET VISIBILITY

- Two brokers/investment banks with active coverage, up from one a year-ago
- Ongoing dialogue with additional brokers/banks
- Conducted Capital Markets Day in May and today's second annual breakfast meeting

PLAN FOR 2025

- Initiating **quarterly award** announcement, starting in 2025
- Expect further analysts to start coverage

FINANCIAL CALENDAR FOR 2025

FEBRUARY 25

MARCH 27

MAY 7

MAY 23

AUGUST 12

NOVEMBER 5

Q4 2024

Annual report

Q1 2025

AGM

Q2 2025

Q3 2025



KEY TAKEAWAYS



KEY TAKEAWAYS

- > **Strong market position supplying globally recognized industry brands**
- > **Strategic turnaround well underway and more to come**
- > **Long-term underlying demand growth for commercial vehicles**
- > **Cost efficient platform for providing the right products to meet the market trends**
- > **On track for delivering on 2028 ambitions**

MOBILITY SOLUTIONS FOR THE FUTURE

