

# CAPITAL MARKETS DAY

MAY 13, 2024



**KONGSBERG**  
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.



# TODAY'S PRESENTERS



**LINDA NYQUIST-EVENRUD**  
PRESIDENT & CEO



**FRANK HEFFTER**  
CHIEF FINANCIAL OFFICER



**CHRISTIAN AMSEL**  
CHIEF TECHNOLOGY OFFICER



**DAVID REDFEARN**  
CHIEF SALES OFFICER



**DIRK ECKERT**  
CORPORATE SUSTAINABILITY  
MANAGER



# AGENDA

## PART 1

 **EXECUTIVE SUMMARY**

 **BUSINESS STRATEGY**

 **SUSTAINABILITY**

 **FINANCIAL UPDATE**

 **BREAK**

## PART 2

 **MARKET UPDATE**

 **GROWTH STRATEGY**

 **PRODUCT PORTFOLIO**

 **KEY TAKEAWAYS**

 **Q&A**

# EXECUTIVE SUMMARY



# WHO WE ARE

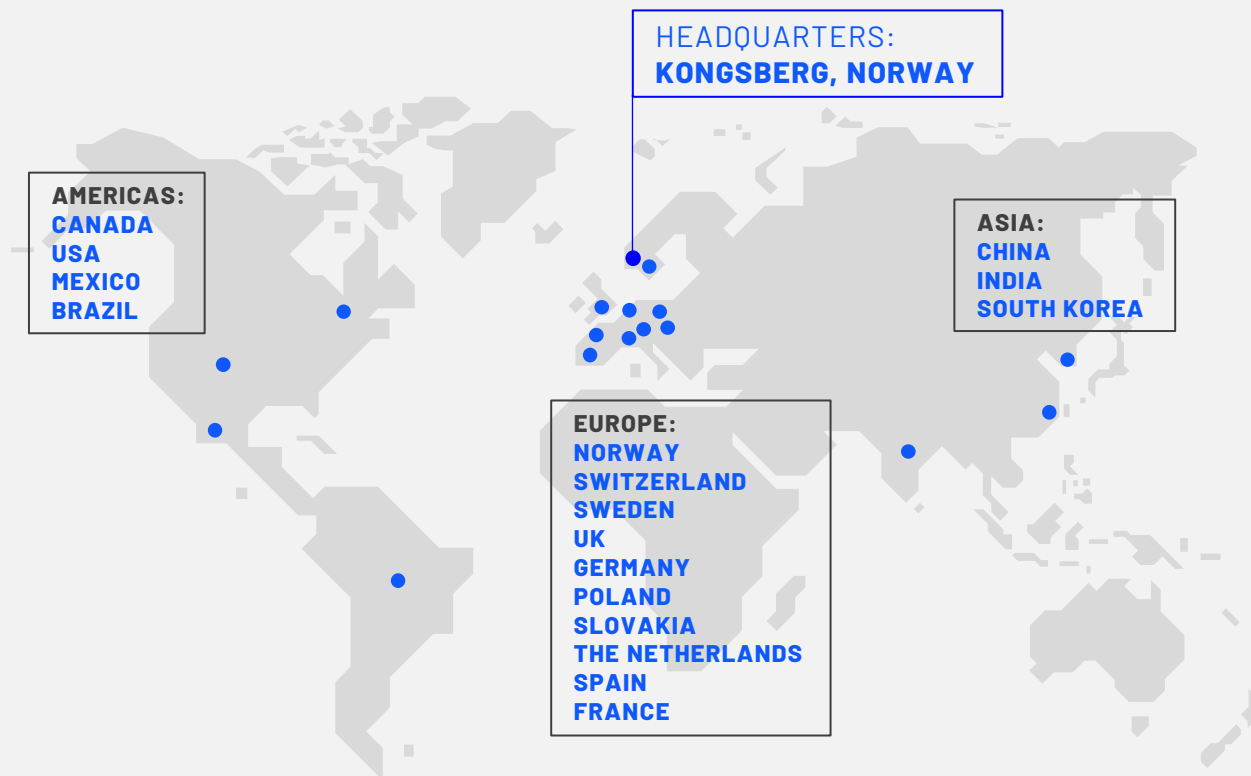
**GLOBAL AUTOMOTIVE AND INDUSTRIAL APPLICATIONS PROVIDER WITH OVER 65 YEARS OF ENGINEERING EXCELLENCE**



**HEADQUARTERED IN KONGSBERG LISTED ON THE OSLO STOCK EXCHANGE**

**885 € M**

**2023 REVENUES**



**2** BUSINESS AREAS:  
**DRIVE CONTROL SYSTEMS**  
**FLOW CONTROL SYSTEMS**

**~5300**  
EMPLOYEES ACROSS  
**32 LOCATIONS IN 17 COUNTRIES**

Executive summary

# KONGSBERG REESTABLISHED AS THE HEADQUARTERS



**KONGSBERG AUTOMOTIVE'S (KA) BOARD OF DIRECTORS, ALONG WITH THE CEO AND EXECUTIVE MANAGEMENT, HAS DECIDED TO OPERATE THE COMPANY OUT OF KONGSBERG, NORWAY.**

Going forward, Kongsberg will be the headquarters for KA, with Zurich, Switzerland, serving as the company's financial center.

With this decision, KA moves back to its origins that date back to 1957 and strengthens its ties to two of KA's main Tech Centers in Kongsberg and Raufoss as well as key production facilities in Hvittingfoss and Raufoss.



## WHAT WE DO



**POWERTRAIN SOLUTIONS**  
**ELECTRIC ACTUATORS**  
**VEHICLE DYNAMICS**  
**COMPRESSED AIR MANAGEMENT**

**FLUID AND THERMAL MANAGEMENT**  
**PEDALS AND HAND CONTROLS**  
**STEERING SYSTEMS**  
**INDUSTRIAL FLUID APPLICATIONS**

**6** TECH CENTERS  
IN SCANDINAVIA, NORTH  
AMERICA AND CHINA

**343**   
HIGHLY SKILLED  
ENGINEERS GLOBALLY

 EXPERTISE IN  
ELECTRONICS AND  
MECHATRONICS

**WE INNOVATE AND  
DELIVER COST-EFFECTIVE  
SOLUTIONS ENGINEERED  
FOR SUSTAINABILITY  
AND SAFETY**



# HOW WE DO IT

**WE DESIGN EFFICIENT PRODUCTS THAT ARE SAFER AND MINIMIZE ENVIRONMENTAL IMPACT.**



**CARBON NEUTRAL PRODUCTS BY YEAR 2039**

**100% RENEWABLE ENERGY BY YEAR 2030**

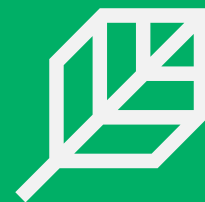
# 10

**LANDFILL-FREE MANUFACTURING LOCATIONS**



# 21%

**REDUCTION IN SCOPE 1 AND 2 CO2e EMISSIONS**



# 45%

**RENEWABLE ENERGY USED ACROSS KA'S PRODUCTION PLANTS COMPARED TO 40% IN 2022**

# WITH WHOM



STELLANTIS



TRATON

SCANIA

NAVISTAR



IVECO GROUP



ISUZU



CIMC



# 2023 HIGHLIGHTS



REVENUES

**885** €M



BUSINESS WINS LIFETIME SALES

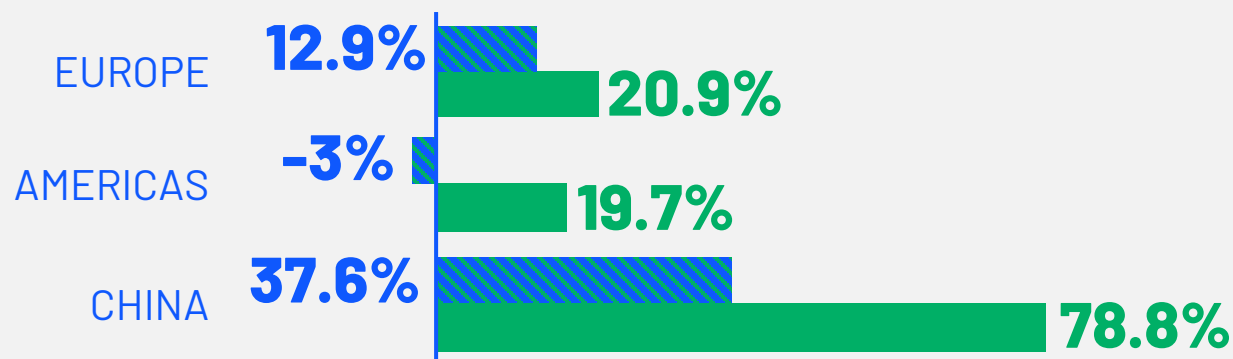
**989** €M



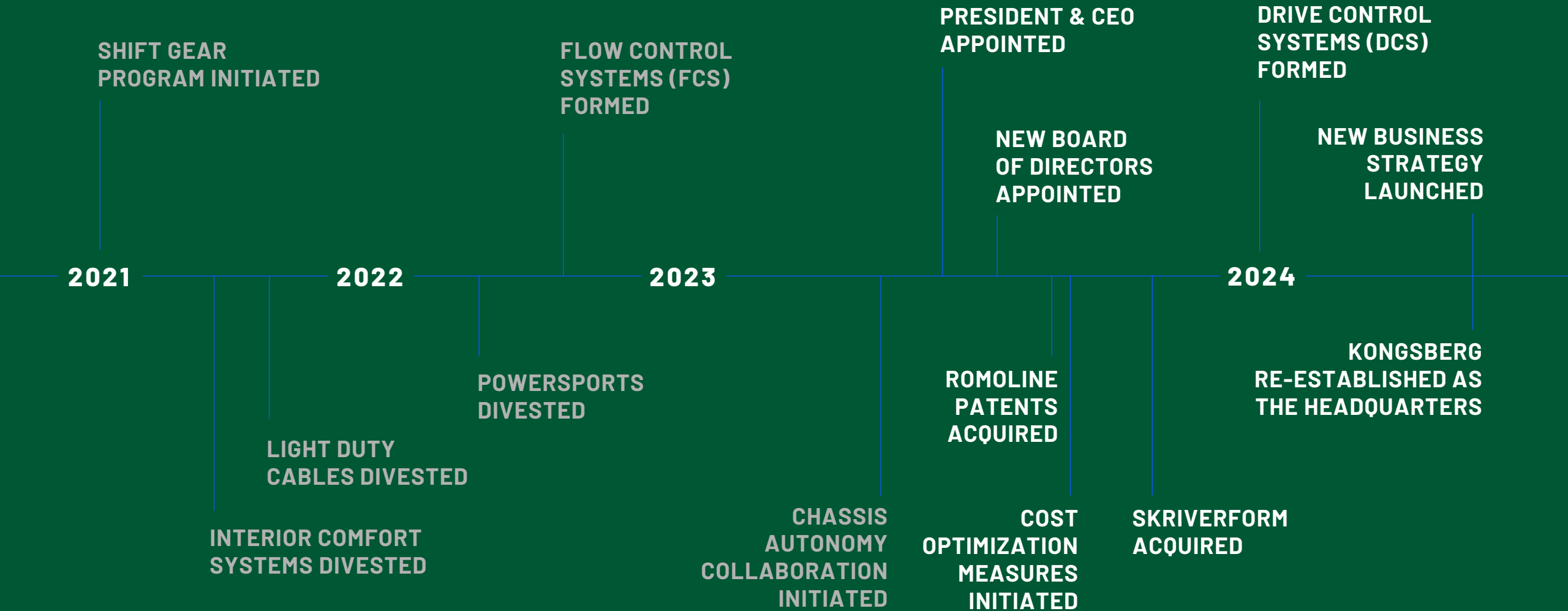
**REVENUE GROWTH IN THE  
COMMERCIAL VEHICLES MARKET  
WAS ABOVE MARKET FOR THE  
THIRD YEAR IN A ROW**

## ■ COMMERCIAL VEHICLES MARKET VS KONGSBERG AUTOMOTIVE ■

REVENUE GROWTH FULL YEAR 2023

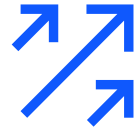


# MILESTONES SINCE 2021



# 2024 – A TURNAROUND YEAR

**IMPROVE EARNINGS AND CASHFLOW**



**COST OPTIMIZATION**

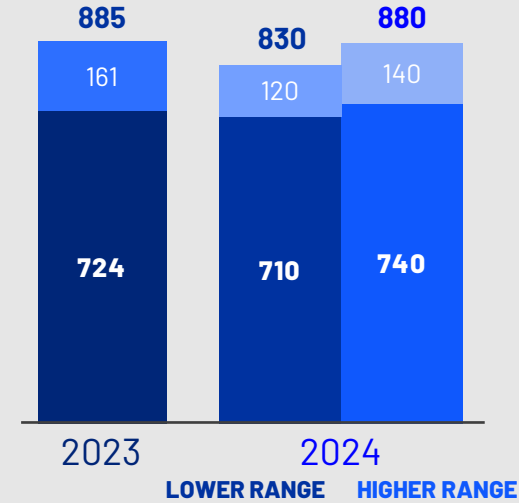


**FOCUSED AND COMPETITIVE  
PRODUCT PORTFOLIO**

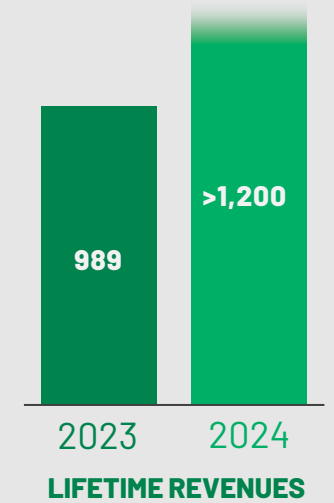


## GUIDANCE FOR 2024

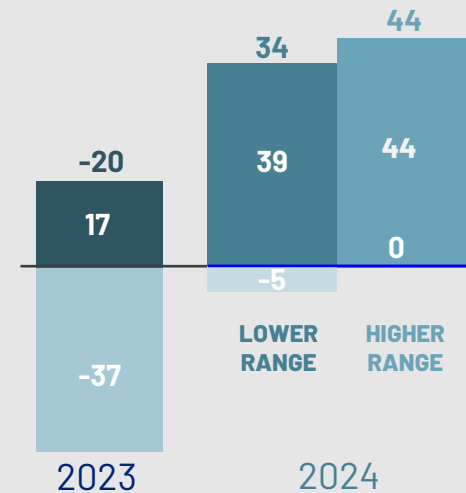
### REVENUE SPLIT, MEUR



### NBW, MEUR



### EBIT, MEUR



### BOOK-TO-BILL



# GLOBAL FOOTPRINT OPTIMIZATION

**REDUCED HEADCOUNT  
IN ALL REGIONS**



## POLAND

**BRZESC KUJAWSKI NEW PLANT OPENED  
6100 M<sup>2</sup>  
OPERATIVE SINCE Q4 2022  
FLOW CONTROL SYSTEMS**

## JAPAN

**TOKYO OFFICE CLOSED**

## CHINA

**SHIYAN PLANT OPENED  
2800 M<sup>2</sup>  
OPERATIVE SINCE Q1 2024  
DRIVE CONTROL SYSTEMS**



## INDIA

**PLANT PLANNED  
7800 M<sup>2</sup>  
DRIVE CONTROL SYSTEMS,  
FLOW CONTROL SYSTEMS**

## NORWAY

**HEADQUARTERS  
REESTABLISHED AT  
KONGSBERG**

## GERMANY

**DORTMUND OFFICE CLOSED**

## SWITZERLAND

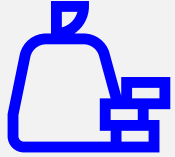
**ZURICH  
RELOCATION TO A  
SMALLER OFFICE**

## MEXICO

**RAMOS ARIZPE NEW PLANT OPENED  
EXTENDED FROM 4500 TO 15 500M<sup>2</sup>  
OPERATIVE SINCE Q4 2023  
FLOW CONTROL SYSTEMS**



## LONG TERM AMBITIONS - 2028



### REVENUES

**ABOVE EUR 1.0 BN**

*By organic growth, representing a double-digit % CAGR for the core business, being higher than the expected industry growth*

### EBIT MARGIN

**AT OR ABOVE 8,5%**

*Reach and maintain EBIT-margin, aiming for sustainable profitability*



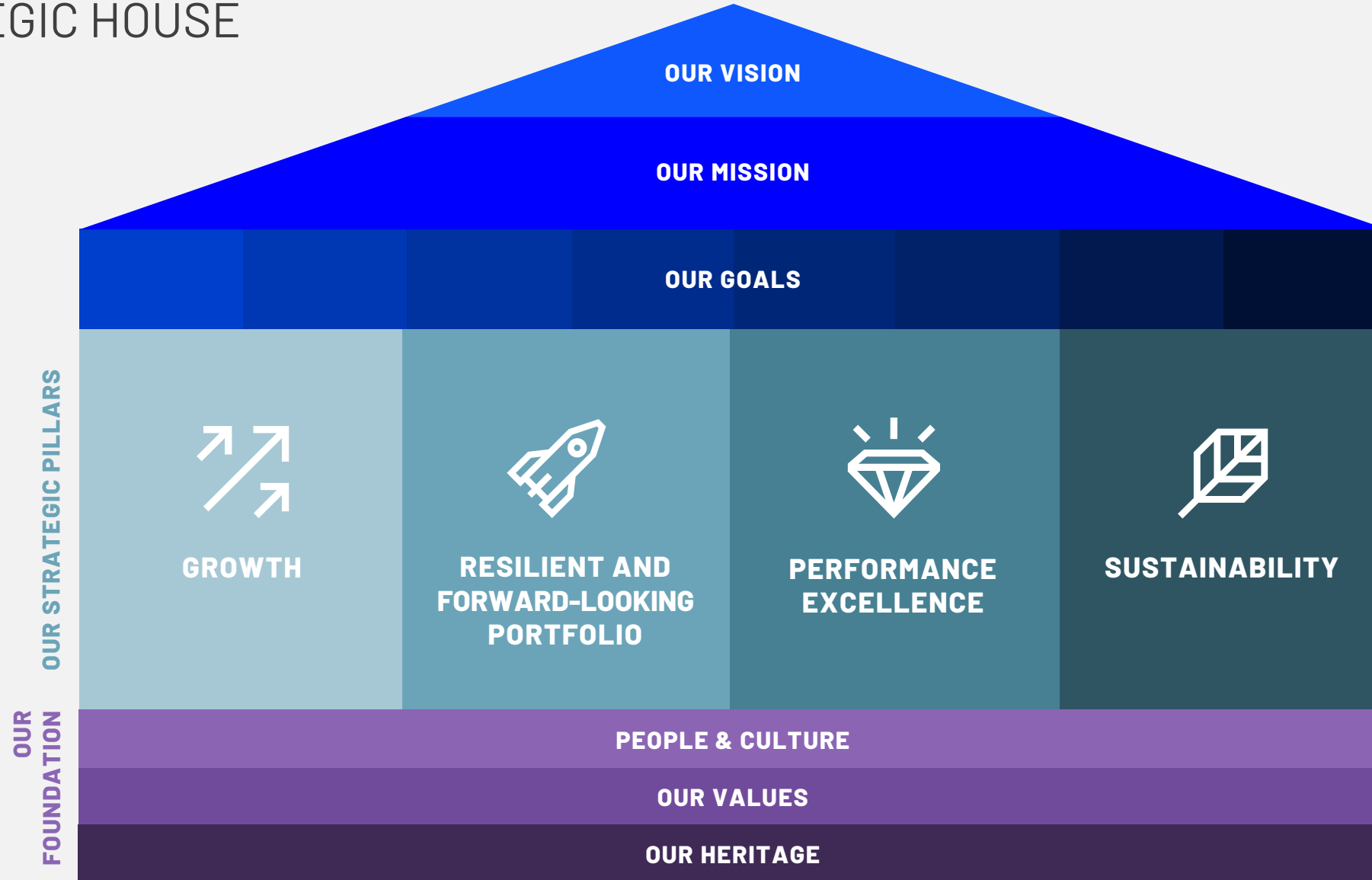
**BUSINESS  
STRATEGY**





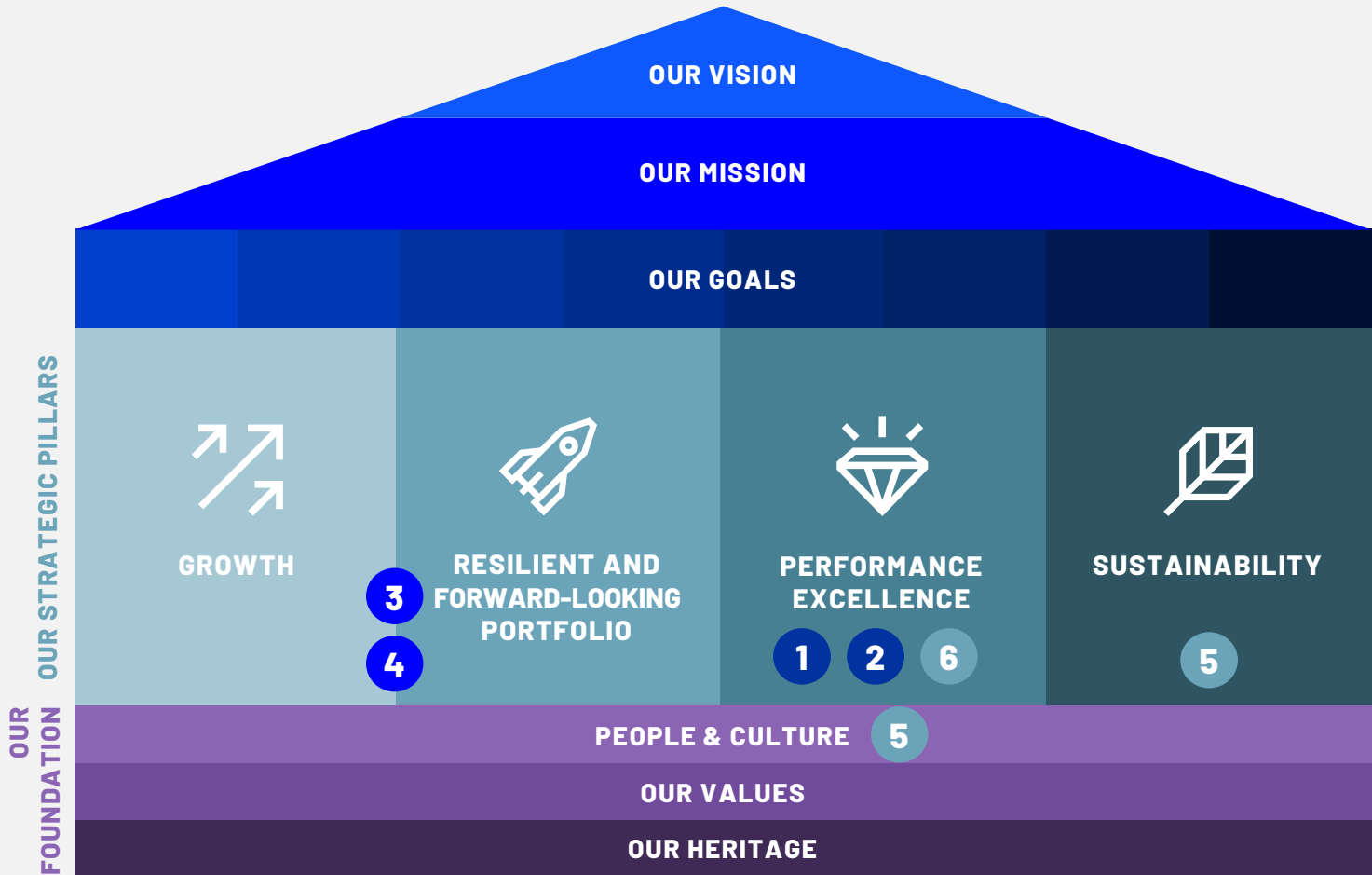
# KA'S BUSINESS STRATEGY

## STRATEGIC HOUSE



# KA'S BUSINESS STRATEGY

## SHIFT GEAR PROGRAM INTEGRATION



### GEAR I

- 1 PERFORMANCE IMPROVEMENT PROGRAM
- 2 ORGANIZATION AND OPERATING MODEL

### GEAR II

- 3 SECURE & INNOVATE (P&C)
- 4 ACCELERATE & INNOVATE (SPP)

### GEAR III

- 5 ENVIRONMENT, SOCIAL, AND GOVERNANCE
- 6 DIGITALIZATION & AUTOMATION OF CORE PROCESSES

**SUSTAINABILITY**



# OUR APPROACH CLEAR TARGETS AND TRANSPARENCY

## TARGETS





LONG TERM TARGETS		
<b>2030</b> 100% renewable energy	<b>2039</b> Carbon neutral products	<b>Forever</b> Zero Accidents

MID TERM TARGETS 2025			
10% energy use reduction*	10% landfill waste reduction*	10% water use reduction*	50% renewable energy

ONGOING INITIATIVES & PROGRAMS			
SUPPLY CHAIN	SAFETY	PEOPLE	CLIMATE
WASTE	BUSINESS ETHICS	WATER	HUMAN RIGHTS

\*base year 2019

## TRANSPARENCY

RATINGS	
 <b>B- Score</b> <small>DISCLOSURE INSIGHT ACTION</small>	 <b>18.8 score / low risk</b>
 <b>53 Score</b> <small>BRONZE 2023 Sustainability Rating</small>	 <b>~B 85% score per plant</b>

REPORTING	
	<p>Yearly publication of GRI based sustainability reports (in the future CSRD reporting)</p>

MEMBERSHIPS	
	<p>Responsible Minerals Initiative</p>






# PERFORMANCE 2023






## ENVIRONMENT

### CLIMATE

- > 45% share of Renewable Electricity 
- > 6% Energy use reduction\* 
- > 21% Scope 1+2 CO<sub>2</sub>e emissions reduction\* 




### WASTE

- > Overall Waste amount remained stable 
- > 8% Disposed waste increase\* 
- > 10 plants landfill-free 






## SOCIAL

### PEOPLE

- > Launch of learning platform 
- > 340 learning hours provided to ka employees 
- > ESG performance included in LTI\*\* 

### SAFETY

- > 0 Fatalities or high-consequence injuries 
- > 9 reported injuries > improvement of 35%\* 
- > 86% of plants ISO 45001 certified 





## GOVERNANCE

### SUPPLY CHAIN

- > 78% of direct spend with sustainability assessed suppliers 

### COMPLIANCE

- > No confirmed incidents of corruption have been reported or identified 
- > 100% of new employees received Code of Conduct training 

\*compared to previous year / \*\*Long Term Incentive Plan

# HIGHLIGHTS 2023

## ESG STRATEGY

- 1. **DOUBLE MATERIALITY**
- 2. **SUSTAINABILITY FRAMEWORK**
- 3. **SUSTAINABILITY TARGETS AND ROADMAPS**
- 4. **IMPLEMENTATION AND INTEGRATION**



### SUSTAINABILITY PROJECT HAS BEEN KICKED OFF IN 2023.

First achieved Milestones: Double Materiality Analysis according to the EU/ESRS disclosure requirements and internal sustainability framework



## ZERO CO<sub>2</sub>e

Ljungsarp (Sweden) is KA's first plant operating with zero CO<sub>2</sub>e emissions (Scope 1 + 2)

## SAFETY

With only 9 reported injuries in 2023 the best safety performance has been achieved in 10 years

## SCOPE 3 EMISSION DATA

**FIRST CALCULATION OF SCOPE 3 (UPSTREAM) CO<sub>2</sub>E DATA.** Important step for supply chain decarbonization

-25k

OWN EMISSIONS

~300k tons CO<sub>2</sub>e

UPSTREAM EMISSIONS

## RATINGS



**IMPROVEMENT OF CDP CLIMATE CHANGE RATING** from C Level ("Awareness") to B- Level ("Management")

## PEOPLE DEVELOPMENT

### LAUNCH OF KA'S LEARNING LAB.

As a first step, an online learning and development platform called Percipio has been introduced.

# OUR PRODUCT PORTFOLIO SUPPORTS THE TRANSITION TO SUSTAINABLE MOBILITY

## PERFORMANCE VIEW

LESS FUEL CONSUMPTION AND REDUCTION OF CO<sub>2</sub> EMISSIONS

Products with improved performance, and light-weight and low CO<sub>2</sub> footprint materials and design:

- > **AIR MANAGEMENT**
- > **FLUID AND THERMAL MANAGEMENT**
- > **CLUTCH ACTUATION SYSTEMS**
- > **GEARSHIFT SYSTEMS AND MORE**

## APPLICATION VIEW

LOW OR ZERO-CO<sub>2</sub> DRIVE SYSTEMS

ICE

HEV

PHEV

BEV / FCEV

THERMAL MANAGEMENT

GEARSHIFT SYSTEMS  
CLUTCH ACTUATION SYSTEMS  
FLUID MANAGEMENT ICE

ELECTRIC ACTUATORS  
VEHICLE DYNAMICS  
AIR MANAGEMENT  
STEERING COLUMNS  
PEDALS

# OUTLOOK

## KA COMMITS TO THE GOAL OF 100% RENEWABLE ENERGY AT ALL PRODUCTION PLANTS BY 2030

- Ongoing switch of electricity contracts to renewable electricity
- Focus on energy efficiency measures
- Analyze options for biogas, biomass and further electrification
- Net zero target development for Scope 1 and 2 CO<sub>2</sub>e emissions until Q4/2024

xxx

## KA COMMITS TO THE GOAL OF CARBON NEUTRAL PRODUCTS BY 2039

- Ongoing calculation of carbon footprints for entire product portfolio
- Analyze options for reducing purchasing related CO<sub>2</sub> emissions (e.g. green steel) and development of reduction roadmaps
- Net zero target development for Scope 3 emissions until Q4/2024
- Potential Science Based Target Initiative (SBTi) commitment under review

## KA DEFINED CLEAR AMBITION LEVELS FOR DIFFERENT ESG TOPICS

- Clear focus on occupational health and zero accidents
- Circularity approach for materials and production processes
- People focus on culture, training and development
- Human and Labor Rights focus in the value chain





# **FINANCIAL UPDATE**



# THE CFO AGENDA

**IMPROVE PROFITABILITY AND CASH GENERATION**



**PROVIDE FINANCIAL STABILITY AND FLEXIBILITY**

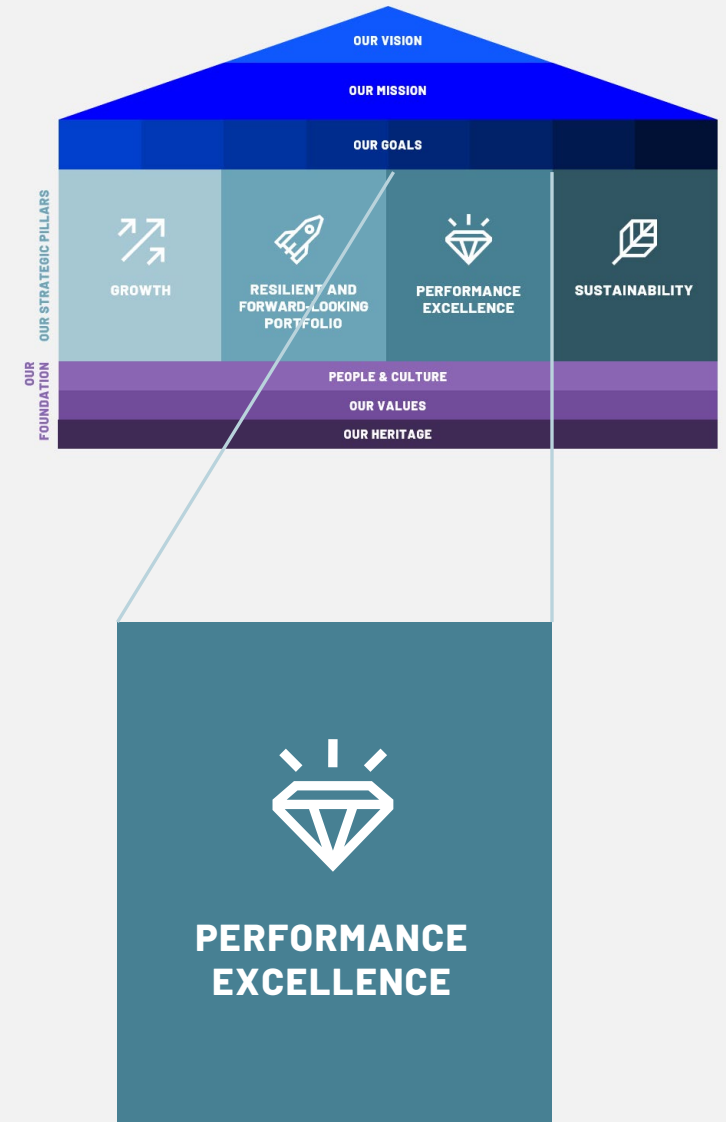
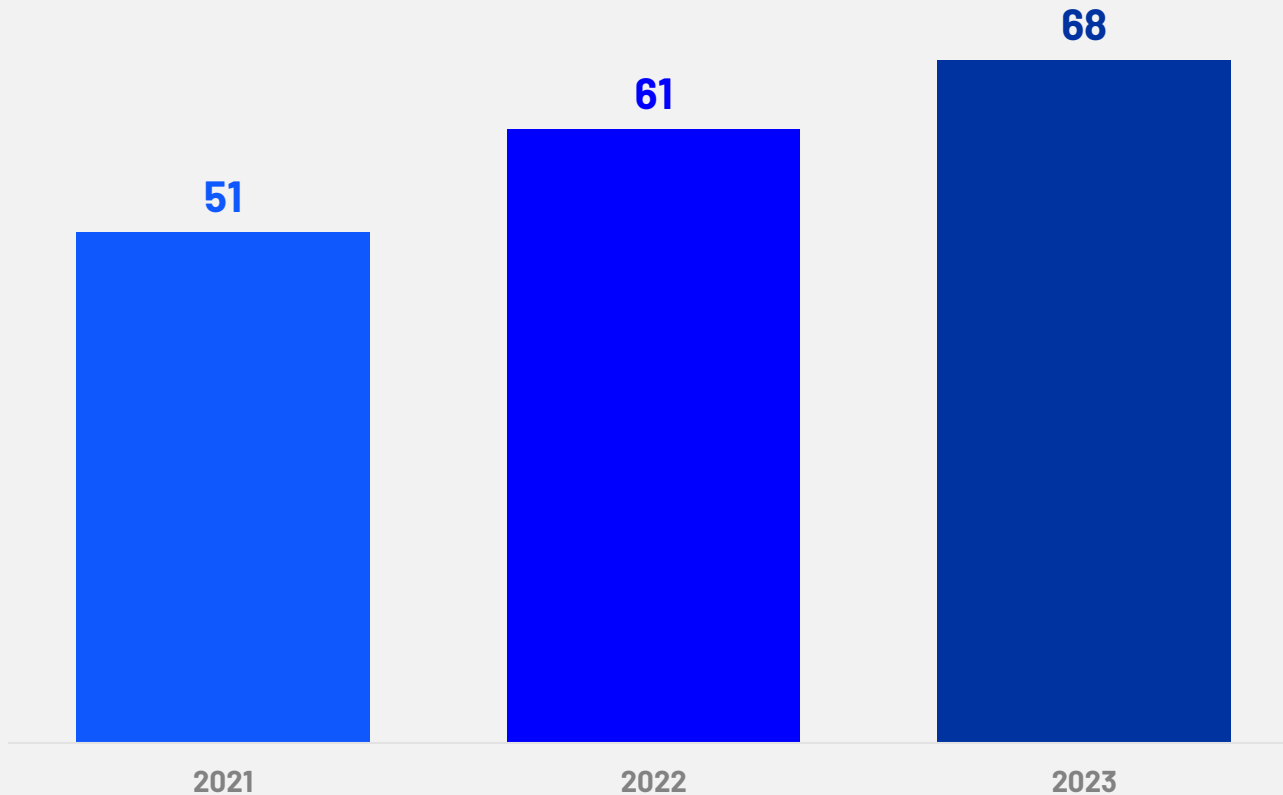


**INCREASE RETURNS**



# IMPROVE PROFITABILITY AND CASH GENERATION PROGRAM CONTRIBUTIONS (IN MEUR)

## IMPROVEMENT PROGRAM CONTRIBUTIONS



# IMPROVE PROFITABILITY AND CASH GENERATION

## WHAT WE AIM FOR IN 2024

TARGETED  
2024 IMPACTS



### IMPROVING THE BOTTOM-LINE

#### **Overhead Cost / Support Function Optimization Benchmark / Organizational Effectiveness / Right sizing**

- Around 110 positions reduced, 40 replaced in best cost locations
- Closure of our office in Dortmund (GER) and Tokyo (JAP)

> EUR 17m



### OFFSETTING NEGATIVE EFFECTS

#### **Direct and Indirect Material Cost Optimization Resourcing / VA/VE / Commercial / Bundling**

- Near-Shoring
- Supplier Days and workshops
- Insurance Brokerage centralization

> EUR 10m



#### **Operational Excellence / Footprint Optimization Shopfloor improvements / Make or Buy / Relocation**

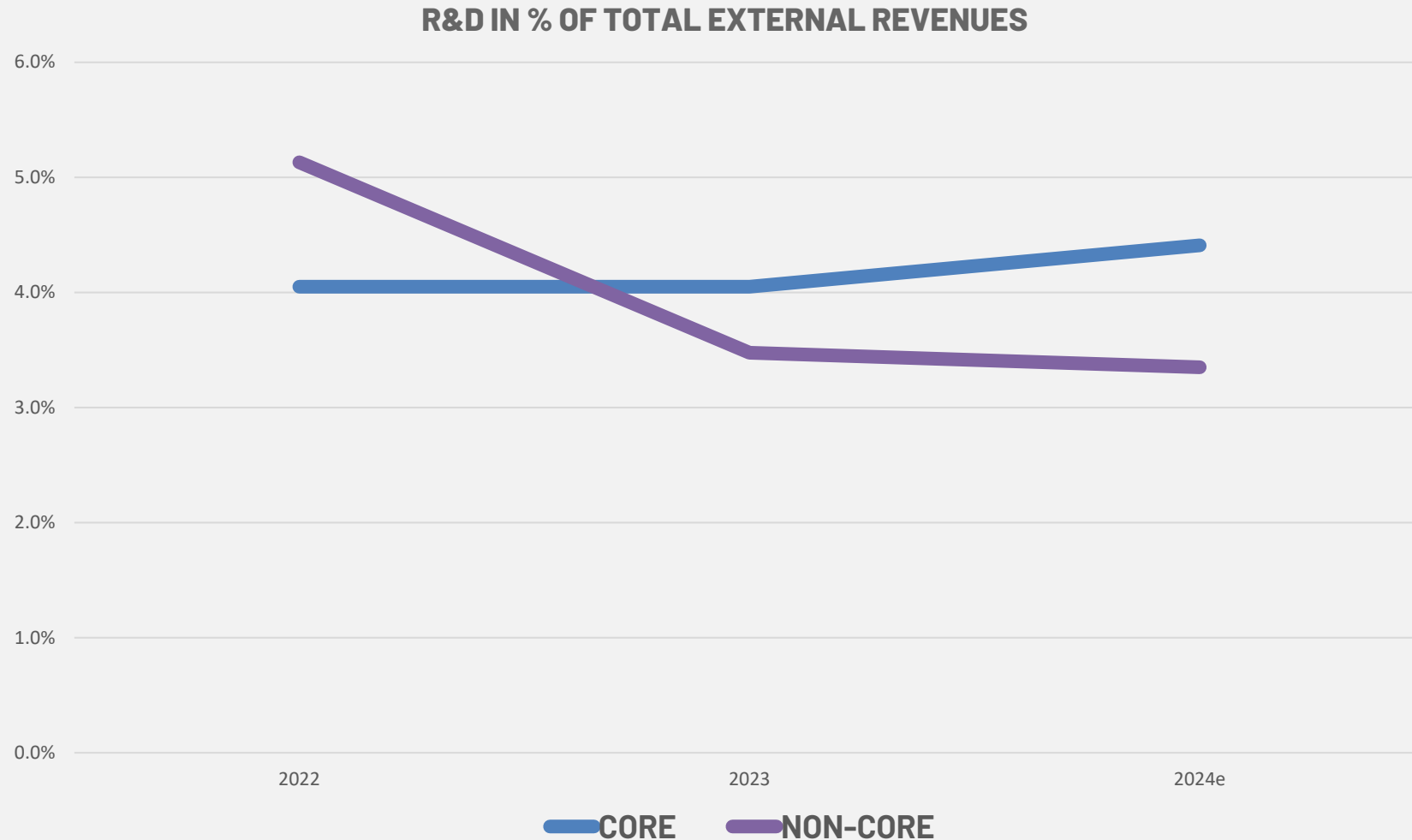
- Semi-automated and fully automated assembly lines
- Insourcing of brazing
- Move of labor-intensive production to best cost countries

> EUR 10m



# IMPROVE PROFITABILITY AND CASH GENERATION

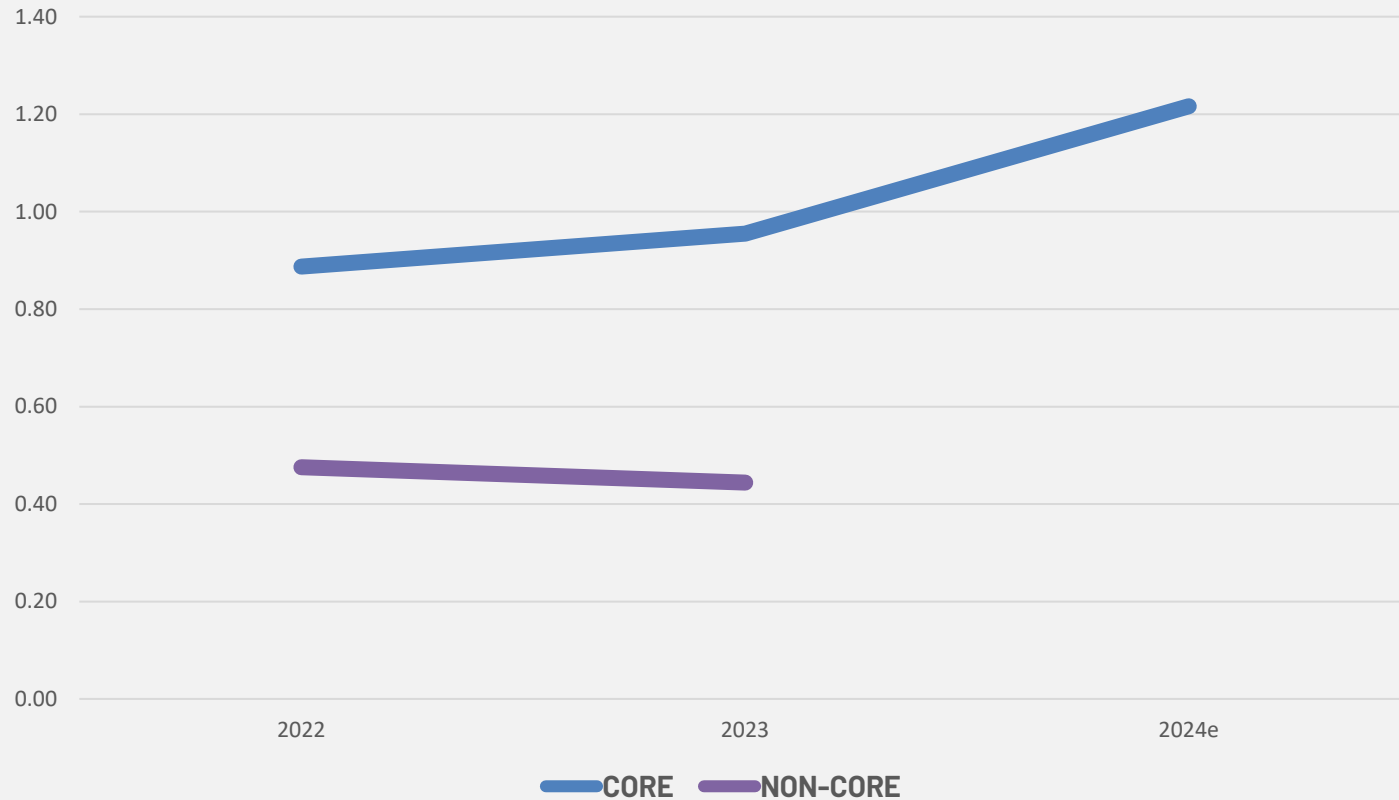
## REALLOCATION OF NON-CORE R&D RESOURCES TO BOOST INNOVATION IN THE CORE



# IMPROVE PROFITABILITY AND CASH GENERATION

## CAPEX ALLOCATION BASED ON PROFIT POTENTIAL

CAPEX / D&A



### MEASURES

#### Stringent Approval Process

- K-brief for Engg.
- CER1 before quotation
- CER2 @ award
- interim review @ SOP
- CERX when deviation

#### Tight management

- annual Fixed Asset count
- Preventive Maintenance
- Asset relocation
- (Leasing)

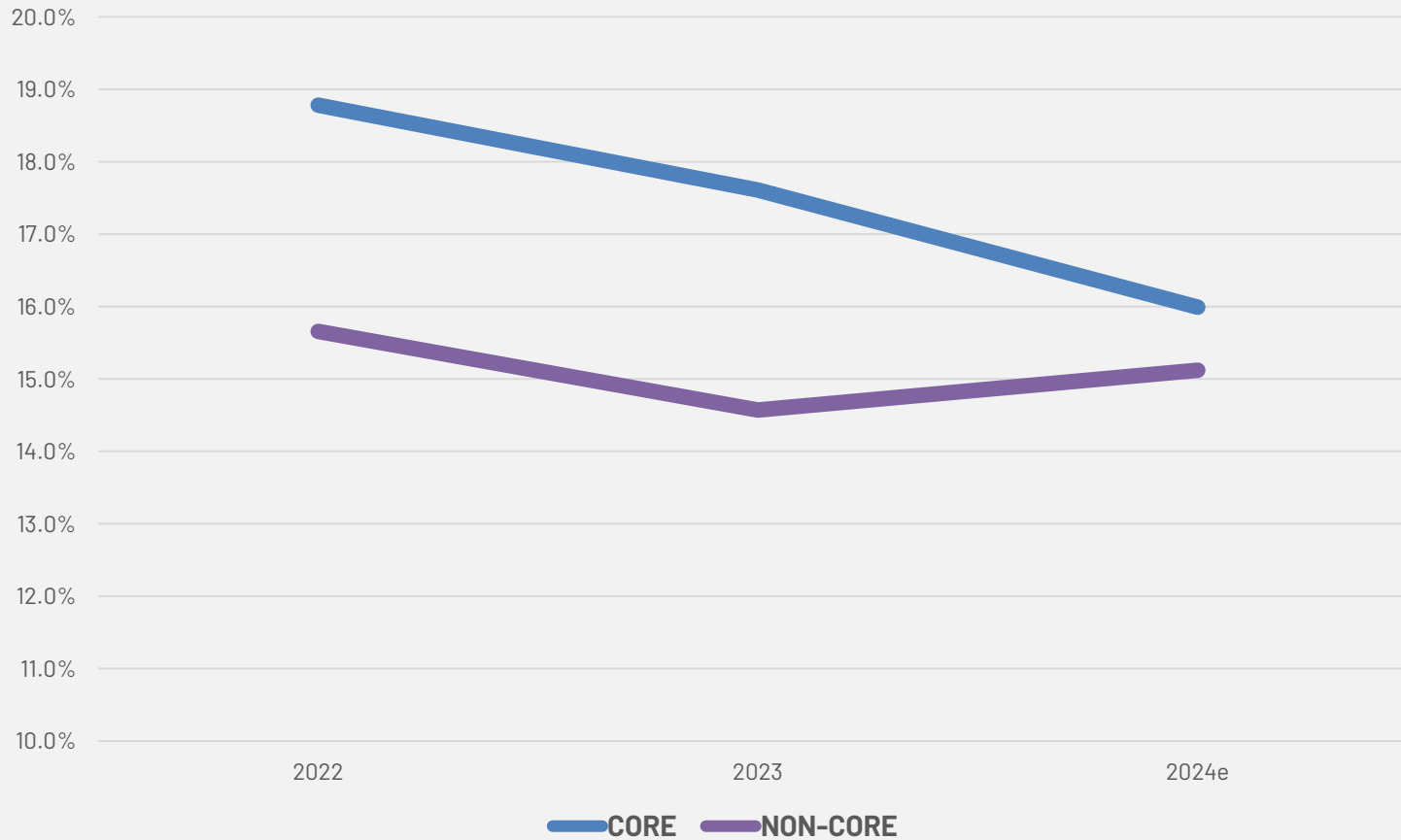
#### R&D Capitalization

- increase to >10% in 2024 from <5% in 2022

# IMPROVE PROFITABILITY AND CASH GENERATION

## REDUCE NWC FROM ELEVATED LEVELS

**NWC IN % OF TOTAL EXTERNAL REVENUES**



## MEASURES

### INVENTORY

- Consignment Stock
- Payment / Incoterms
- Near Shoring

### ACCOUNTS RECEIVABLES

- Payment / Incoterms
- Overdue collection
- P-Notes to Suppliers
- (Factoring)

### ACCOUNTS PAYABLES

- Payment / Incoterms

# IMPROVE PROFITABILITY AND CASH GENERATION

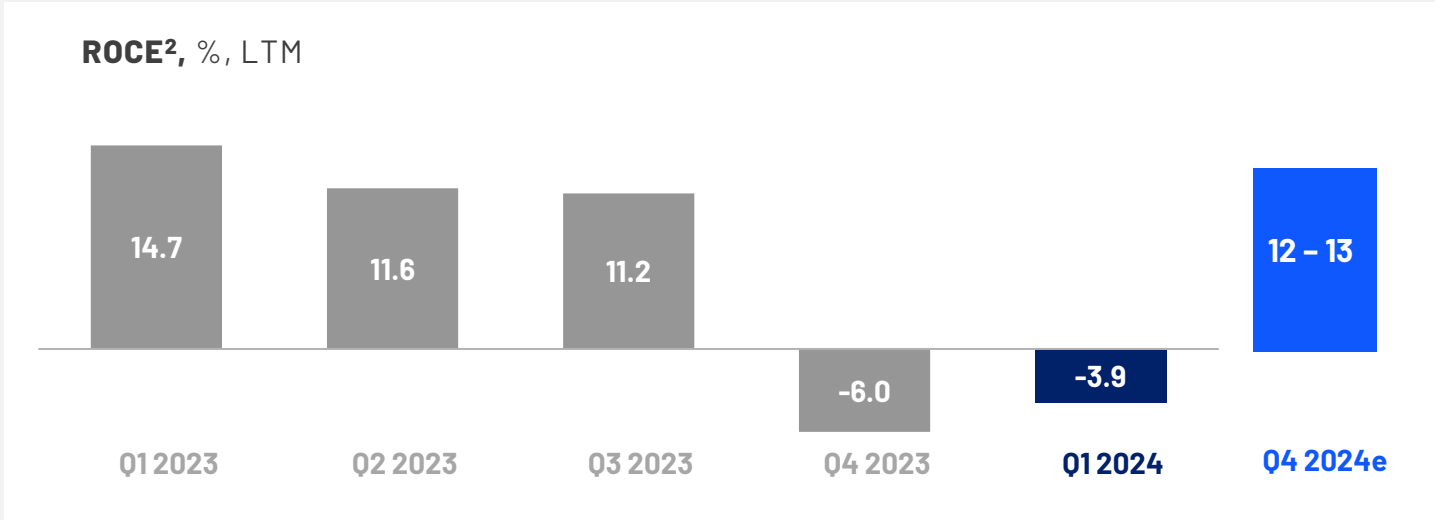
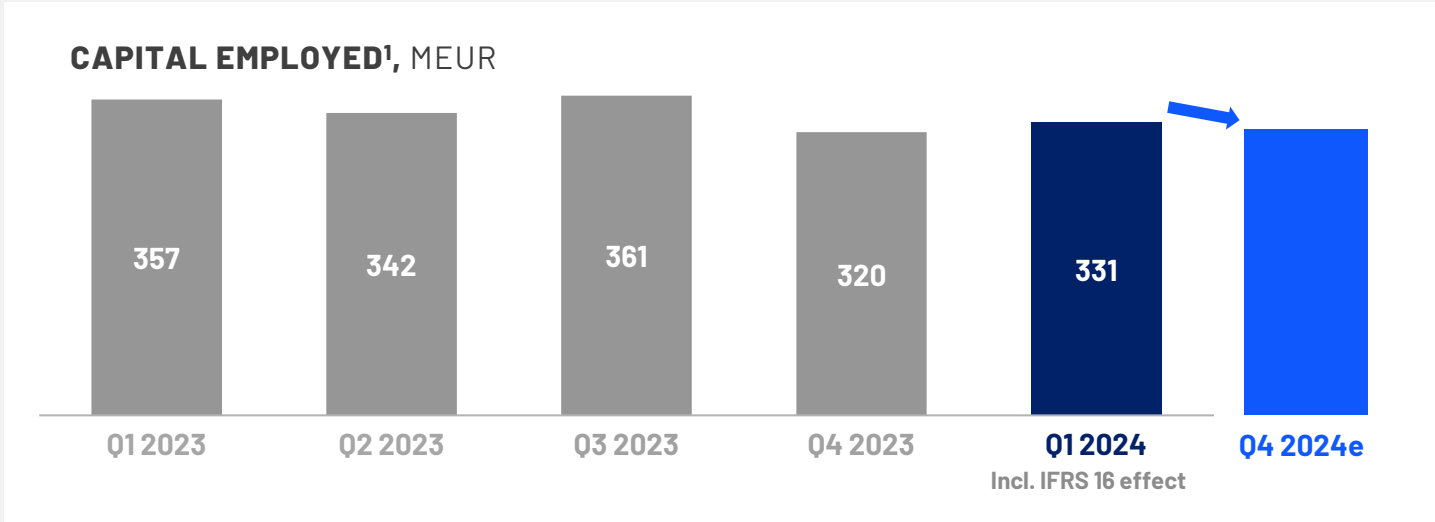
## REDUCE CE TO INCREASE ROCE

**2024**

Impairments and write-offs taken in Q2 and Q4 2023 are currently negatively impacting ROCE based on last twelve months EBIT.

Q1 2024 only is at 12.4%.

With EBIT expectations of EURM 39 – 44 for 2024, ROCE will improve through the year to a level of 12 – 13% by Q4 2024, supported also by a reduced average Capital Employed.

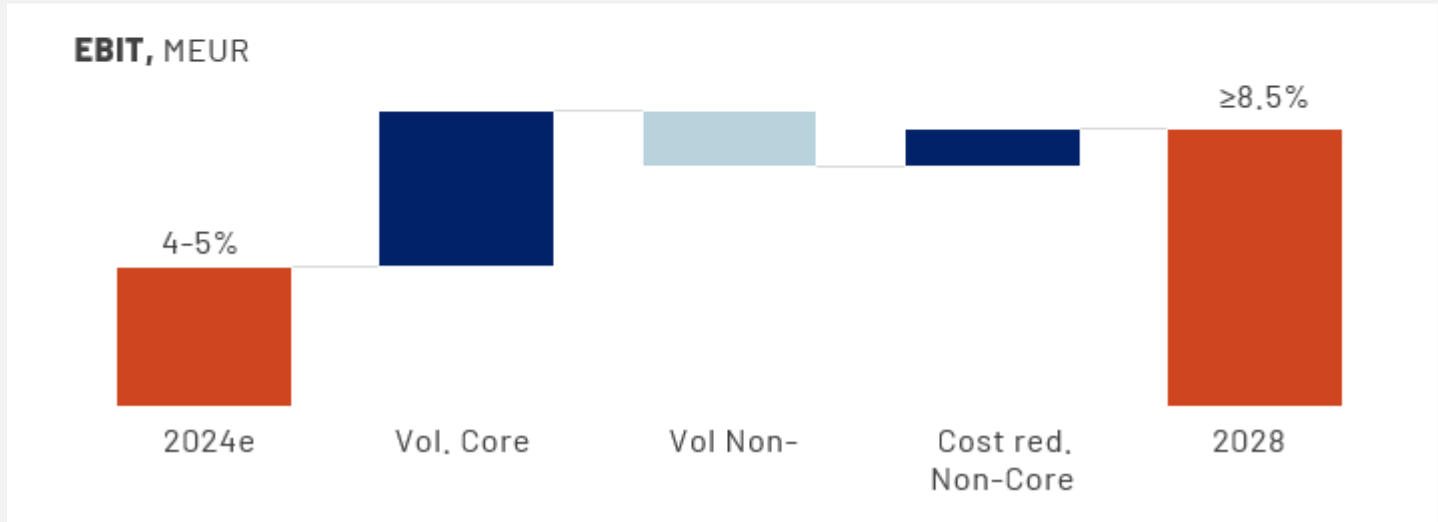
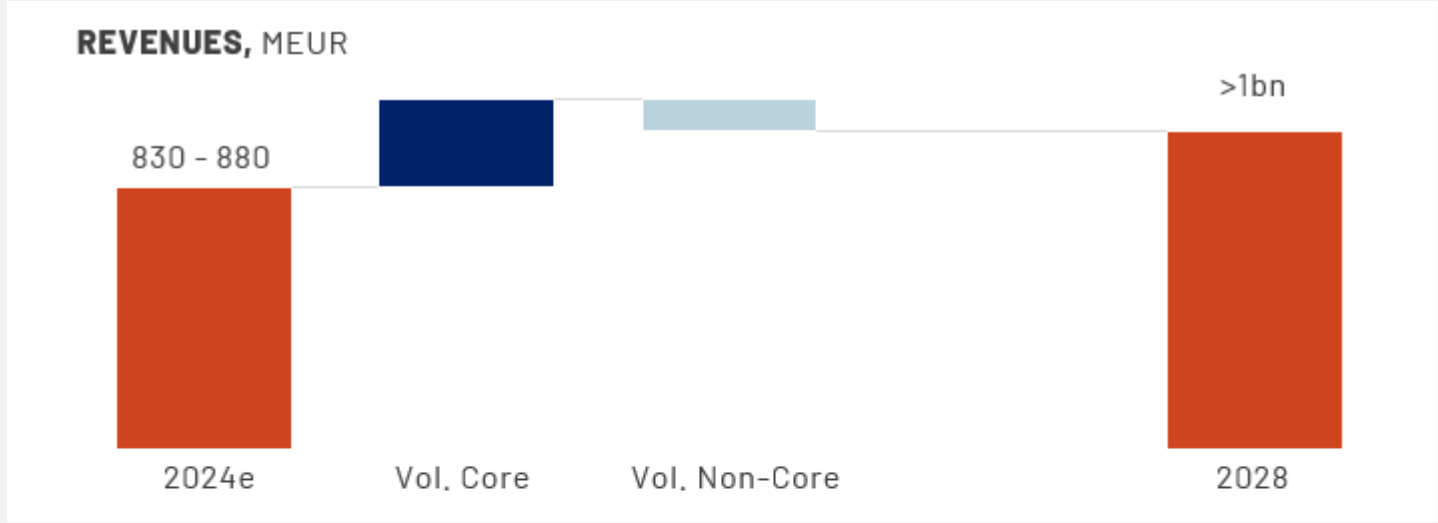


<sup>1</sup> Capital employed consists of Intangible Assets, PPE's, Right-of-use assets, Net Working Capital less Lease liabilities at quarter end <sup>2</sup> EBIT (LTM) / Average capital employed



# SECURE ACHIEVEMENT OF MID-TERM AMBITIONS GROWTH THE MAIN DRIVER TO SUCCEED

2024 - 2028



Strong revenue growth in the core businesses with higher contribution will more than compensate for the expected decline in the non-core business.

Further topline impact from additional price adjustments to compensate for potential material cost increases / inflation. In combination with internal productivity measures, the bottom-line effect needs to be eliminated.

Aggressive cost reduction in the non-core further contributing.

# THE CFO AGENDA

**IMPROVE PROFITABILITY AND CASH GENERATION**



**PROVIDE FINANCIAL STABILITY AND FLEXIBILITY**



**INCREASE RETURNS**



# REFINANCING

## NORDIC BOND + RCF THE MOST ATTRACTIVE OPTION

### CONSIDERATIONS

- Reduce Main Facility to base requirements  
MEUR 100 – 140
- Flexibility through RCF (and ARS/Factoring)  
~20-30% of Main Facility
- Main Facility – Nordic Bond
- Tenure: 4 years
- Target: Annual interest costs equal or lower  
than today (“within today’s range”)

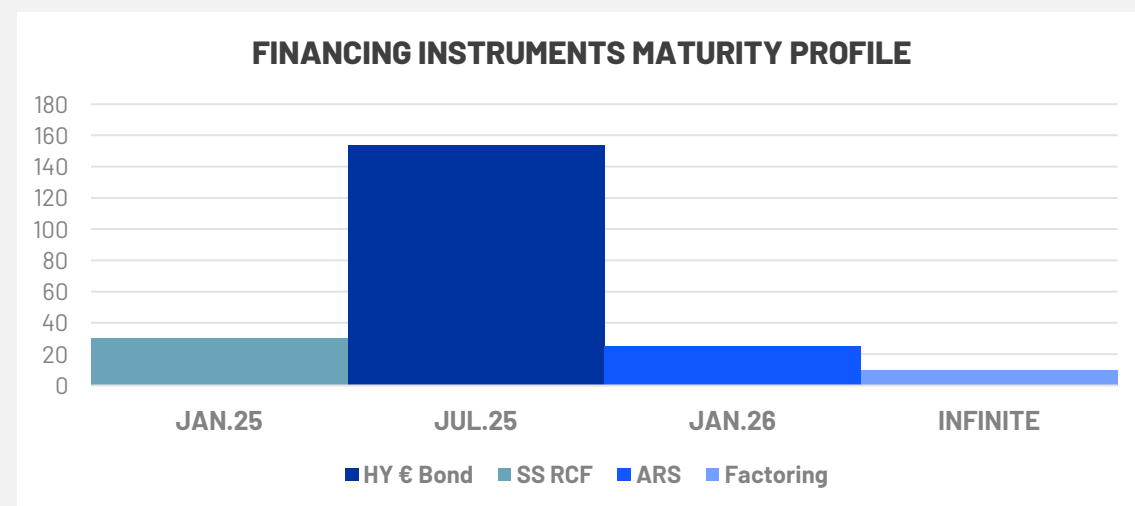
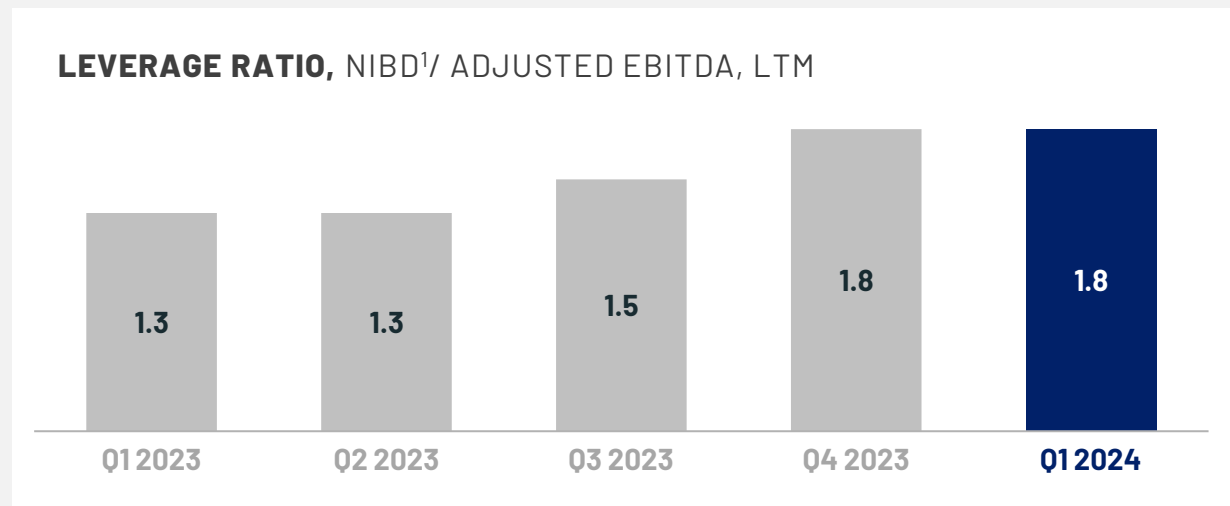
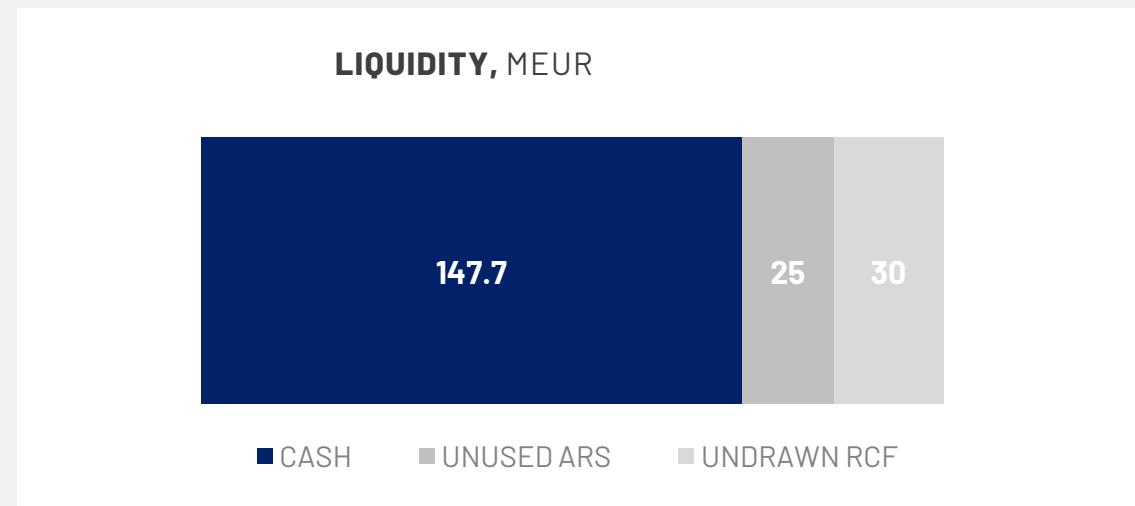
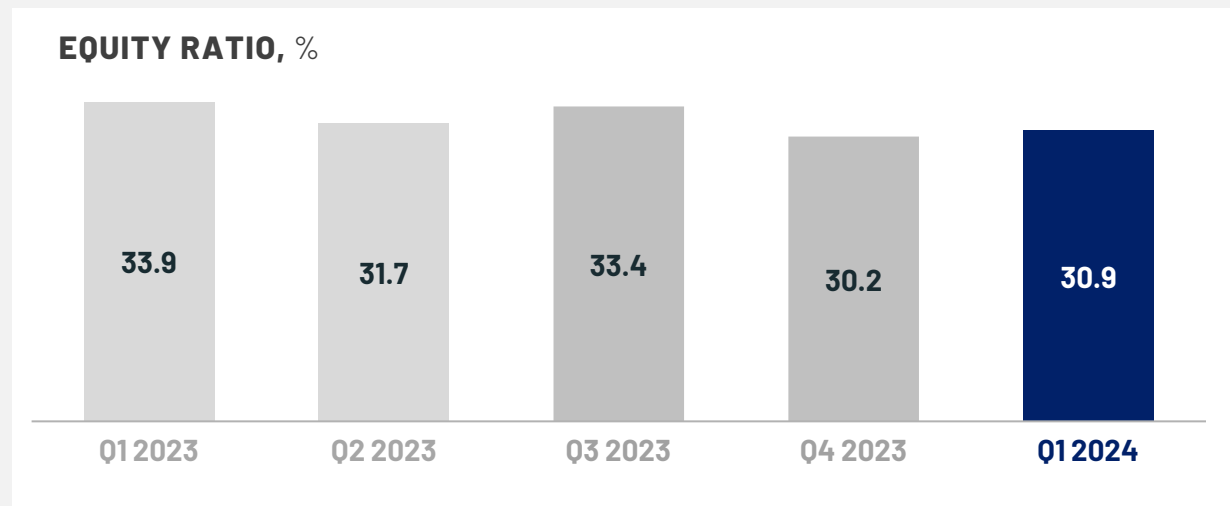
### TIMELINE

- Work in progress with advisors
- Go to market either pre or post  
summer break
- Refinancing concluded in 2024



# PROVIDE FINANCIAL STABILITY AND FLEXIBILITY

## SECURE MINIMUM EQUITY, SUFFICIENT LIQUIDITY AND LIMIT LEVERAGE



1. Net interest-bearing debt



# THE CFO AGENDA

**IMPROVE PROFITABILITY AND CASH GENERATION**



**PROVIDE FINANCIAL STABILITY AND FLEXIBILITY**



**INCREASE RETURNS**



# INCREASE RETURNS

## SHARE BUY BACK AND BOND REDEMPTION / REPURCHASE

### SHARE BUY BACK

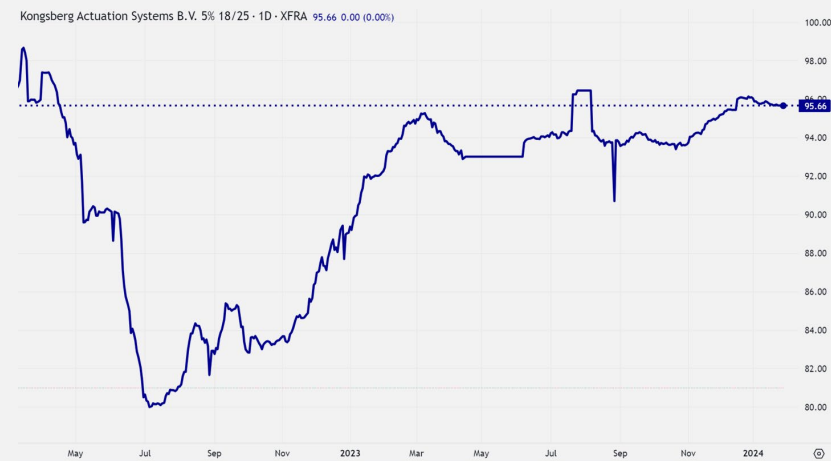
- 10% Share Buy Back (May '22 – Jan. '23)
- 2.5% Share Buy Back (Nov. '23 – Mar. '24)

2024, a year of consolidation,  
no more share buy backs



### BOND REDEMPTION / REPURCHASE

- MEUR 75m redemption
- MEUR 10m repurchase in open market
- MEUR 36m tender offer launched,



## LIQUIDITY POLICY

### FINANCING STRATEGY

#### CONSERVATIVE, EFFICIENT AND EFFECTIVE

- sufficient accessible liquidity at all times
- limit financial risks and secure financial independence
  - » aim to maintain a Net Interest-Bearing Debt / EBITDA LTM ratio of below 2.0
  - » always maintain a minimum equity ratio of >25%
- leverage a diverse set of financing instruments
  - » access to the equity and debt capital markets
  - » combine revolving and fixed lines
  - » utilize accounts receivable securitization facilities, factoring and other available instruments

### CAPITAL ALLOCATION

- 1) Support Organic growth (CAPEX & R&D)
- 2) Provide flexibility to engage in equity investments, JV's, acquisitions

### RETURN POLICY

Return to shareholders by way of increasing the share price, share buy back programs or dividends - determined from time to time - with a target of returning up to 50% of net profits, provided that financing strategy conditions are met.



**MARKET  
UPDATE**



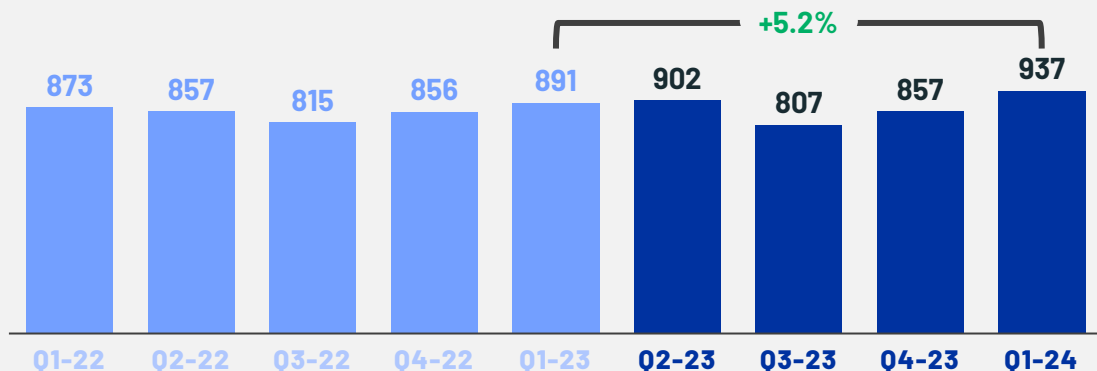


# MARKET TRENDS

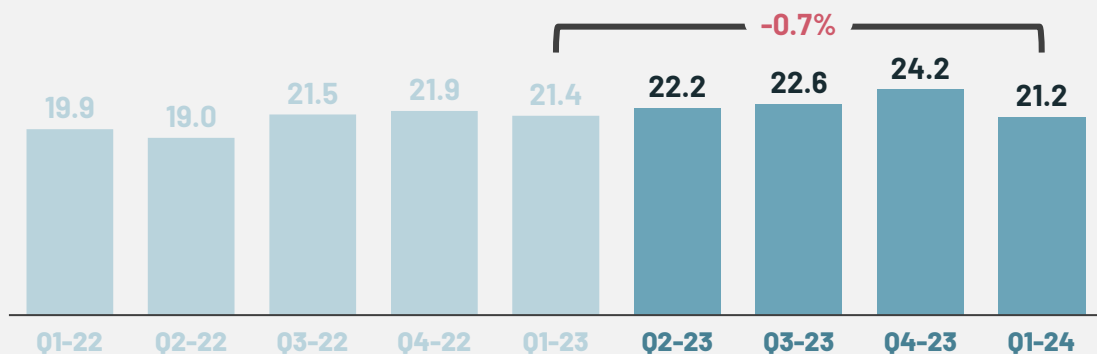
## COMMERCIAL VEHICLE MARKET WITH GROWTH VS. A WEAKER PASSENGER CAR MARKET

### MARKET DEVELOPMENT

**GLOBAL COMMERCIAL VEHICLES PRODUCTION, thousand units**



**GLOBAL PASSENGER CAR PRODUCTION, million units**



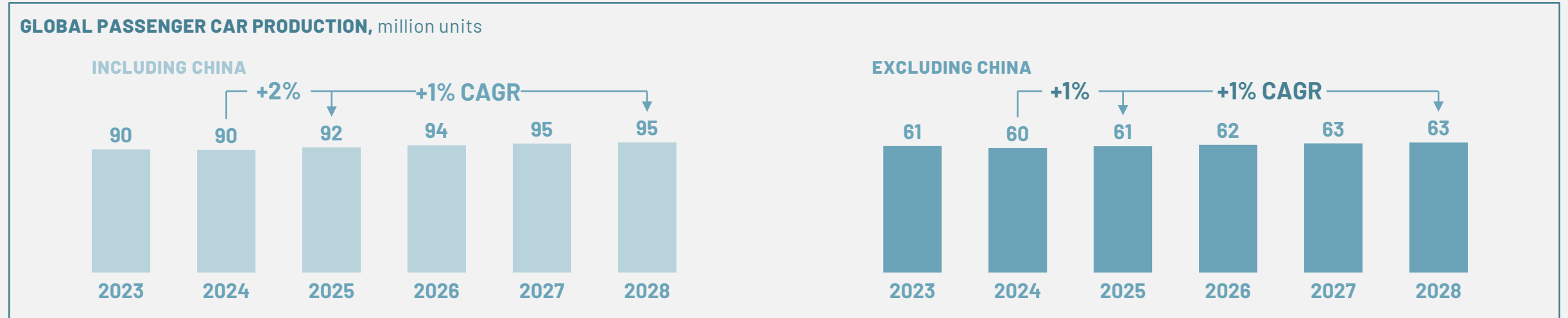
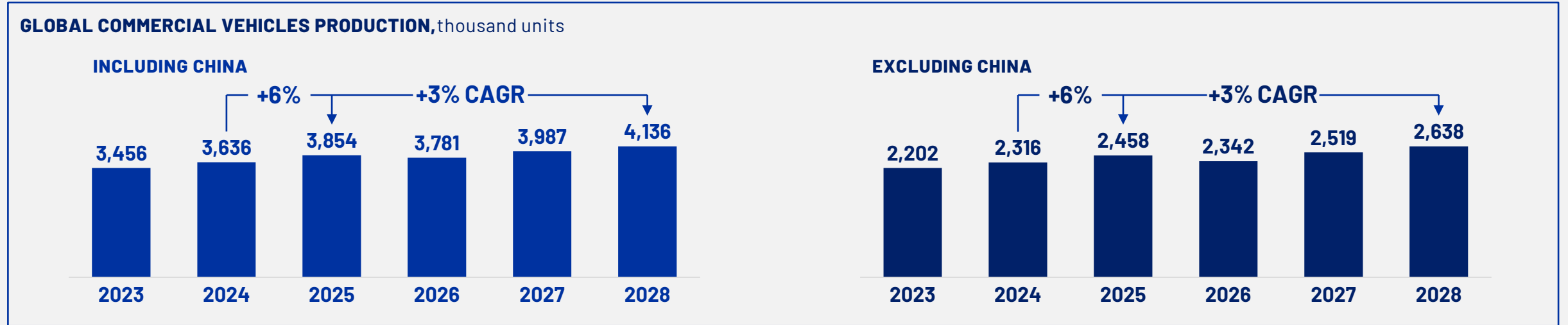
REGION	Δ Q1-24 vs. Q1-23	Δ 2024 vs. 2023
China	+4.8%	+5.2%
APAC w/o China	+14.8%	+5.6%
Europe	+6.6%	+4.9%
North America	-8.4%	+4.8%
South America	+4.9%	+4.9%
Rest of World	+4.7%	+4.7%
<b>Total</b>	<b>+5.2%</b>	<b>+5.2%</b>
<b>Total (excl. China)</b>	<b>+5.5%</b>	<b>+5.2%</b>

China	+7.8%	+2.3%
APAC w/o China	-7.1%	-2.6%
Europe	-4.5%	-2.6%
North America	+0.3%	+0.6%
South America	-6.3%	-0.3%
Rest of World	+7.3%	-0.9%
<b>Total</b>	<b>-0.7%</b>	<b>-0.4%</b>
<b>Total (excl. China)</b>	<b>-3.9%</b>	<b>-1.6%</b>



# MARKET FORECASTS

## REDUCED DEPENDENCY ON CHINA IN COMING YEARS



Source: LMC Global Commercial Vehicle Forecast (March 2024); IHS Light Vehicle Production Base (March 2024)



**NEW BUSINESS WINS  
CUSTOMER UPDATE**



New business wins, customer update

## SELECTED CUSTOMERS



STELLANTIS



TRATON

SCANIA

NAVISTAR



IVECO GROUP



ISUZU

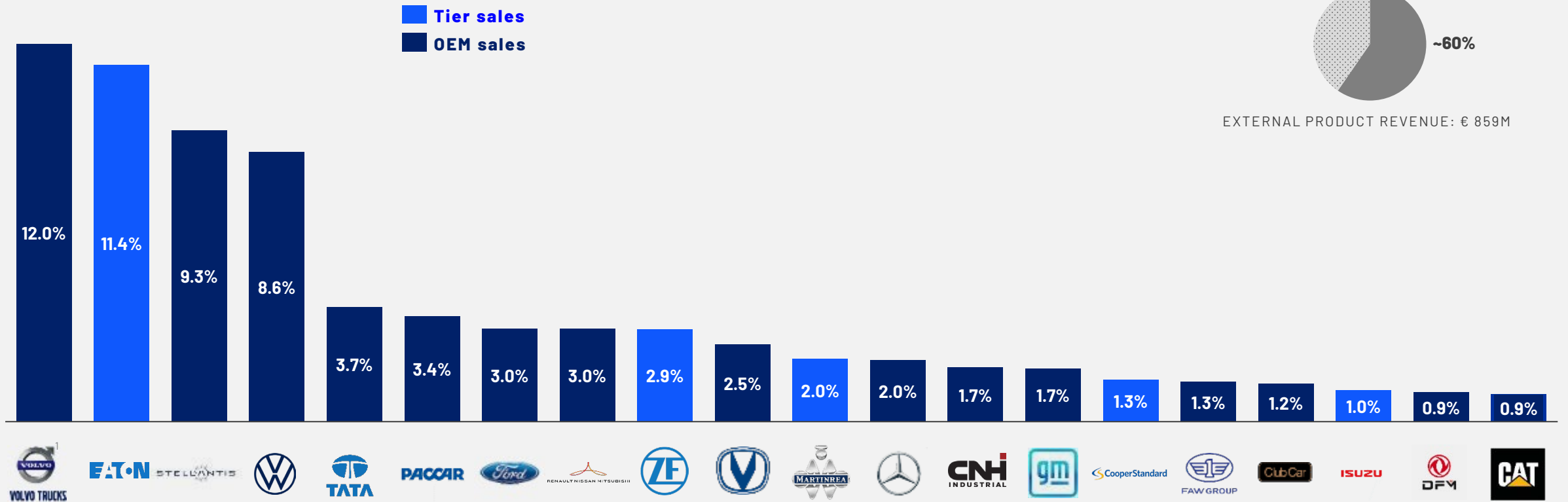


New business wins, customer update

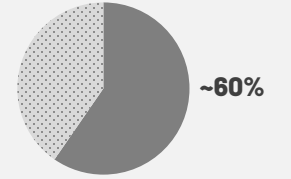
# TOP 20 CUSTOMERS

\*CUSTOMERS AS HIGHLIGHTED IN ANNUAL REPORT 2023

TOP 20 CUSTOMERS, SHARE OF KA'S EXTERNAL PRODUCT REVENUE



CONTRIBUTION OF TOP 10 DIRECT CUSTOMERS



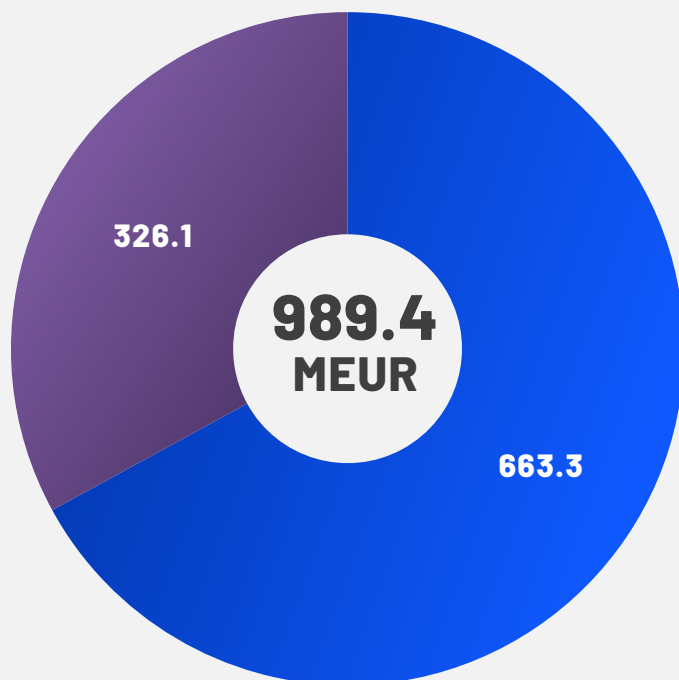
EXTERNAL PRODUCT REVENUE: € 859M

New business wins, customer update

# NEW BUSINESS WINS - FY 2023

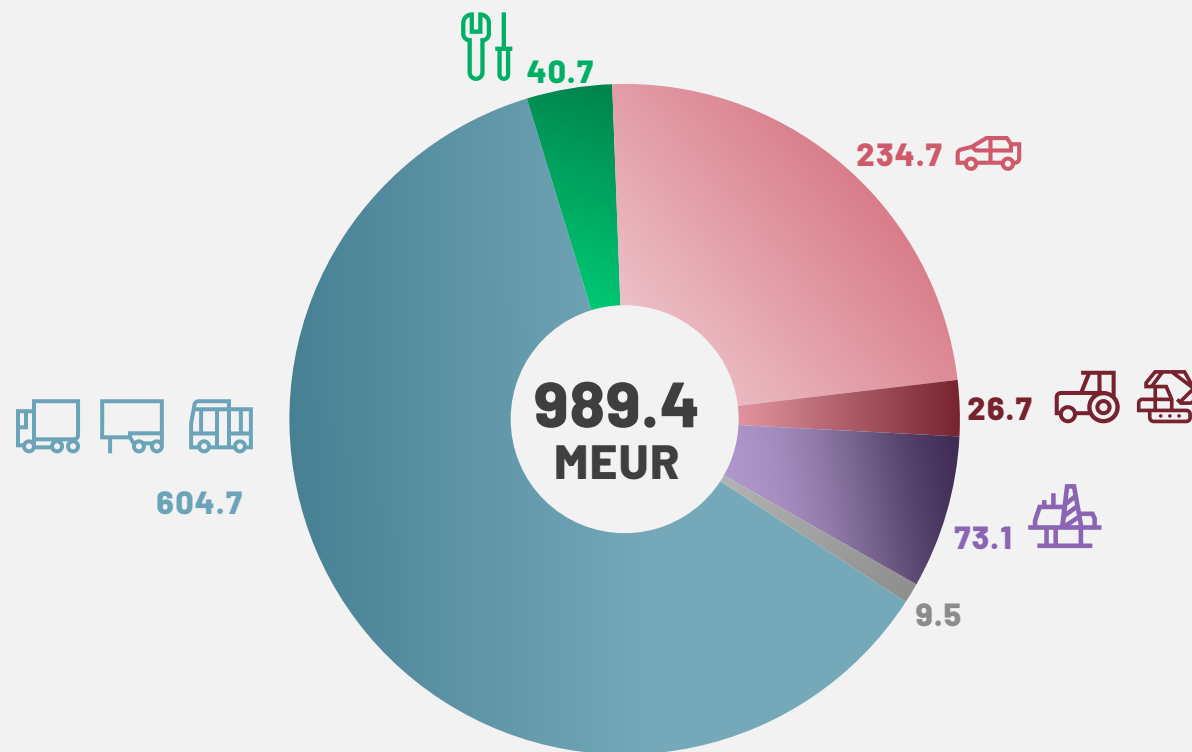
## LIFETIME REVENUES, MEUR

PER BUSINESS SEGMENT



- POWERTRAIN & CHASSIS
- SPECIALTY PRODUCTS

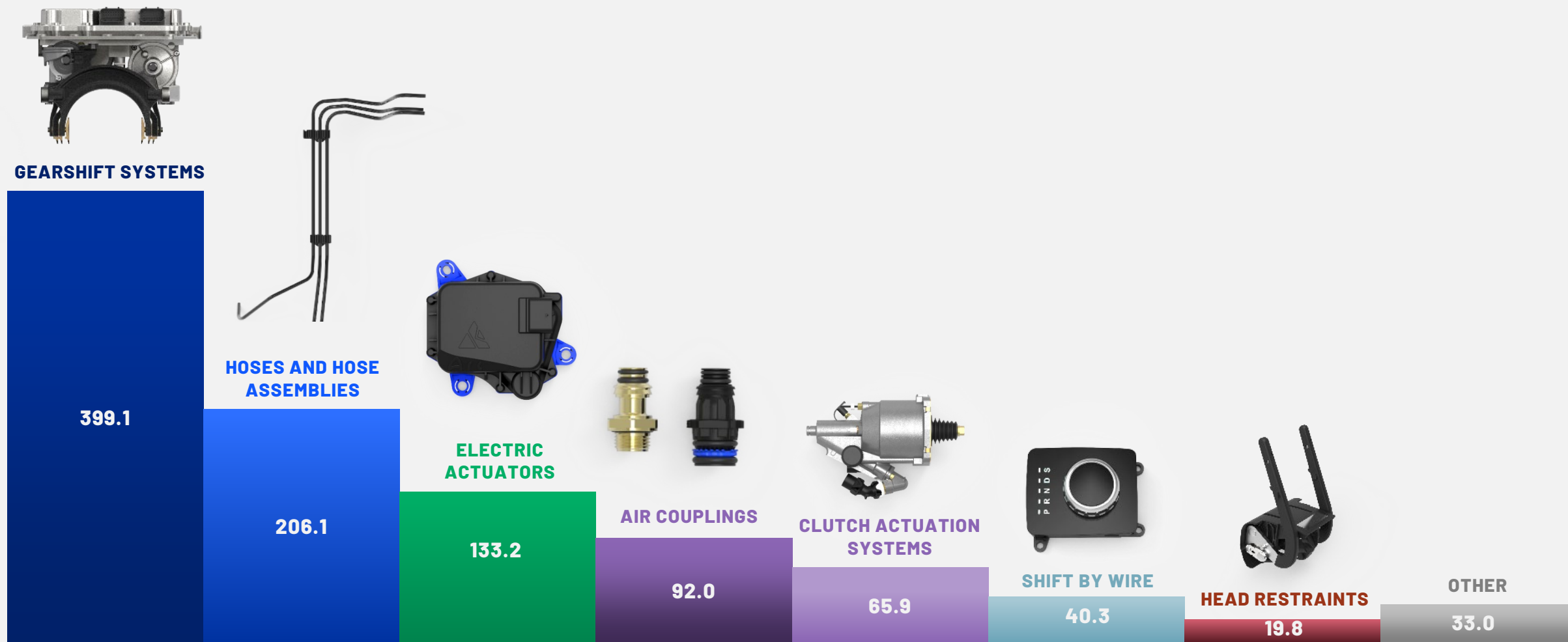
PER AREA



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

# NEW BUSINESS WINS - FY 2023

## PRODUCT RANGES OVERVIEW



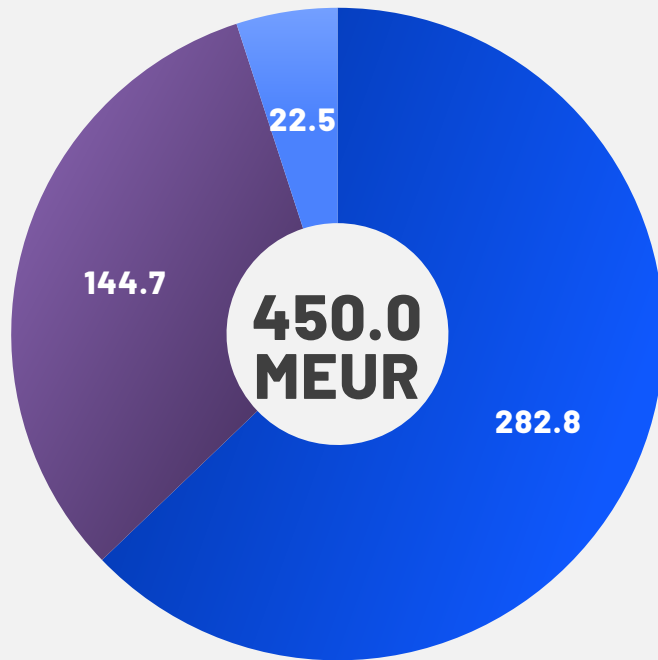
LIFETIME REVENUES, MEUR

The product images are illustrative.

# NEW BUSINESS WINS – Q1 2024

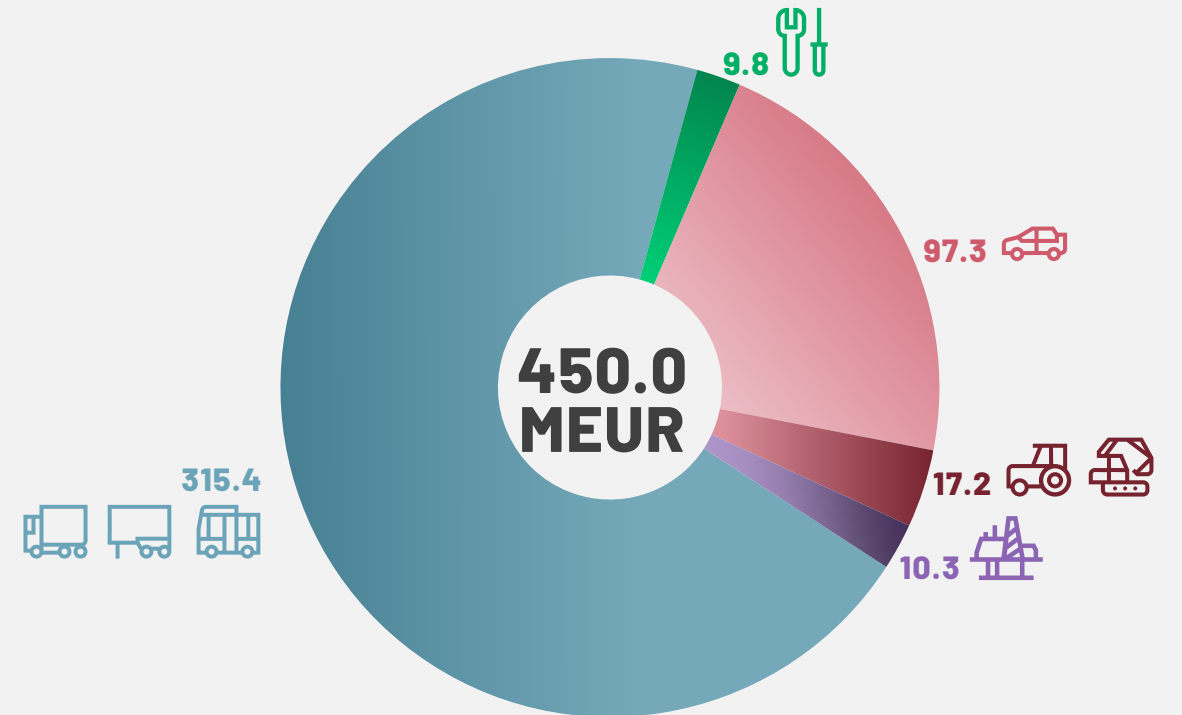
## LIFETIME REVENUES, MEUR

PER BUSINESS SEGMENT



- DRIVE CONTROL SYSTEMS
- FLOW CONTROL SYSTEMS
- OTHER OPERATIONS

PER AREA

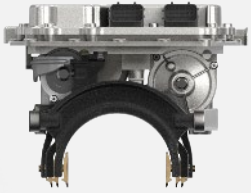


- TRUCK, TRAILER, BUS & COACH
- PASSENGER CARS
- AGRICULTURE & CONSTRUCTION
- INDUSTRIAL
- AFTERMARKET



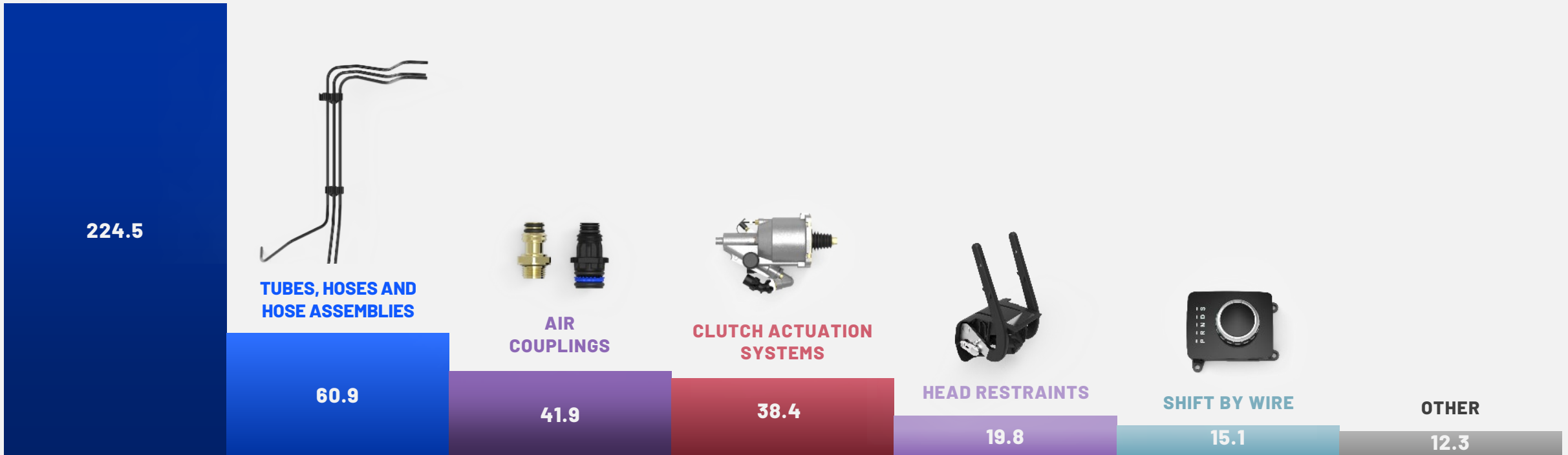
New business wins, customer update

# NEW BUSINESS WINS – Q1 2024 PRODUCT RANGES OVERVIEW



GEARSHIFT SYSTEMS

**TRENDING FOR RECORD YEAR  
WITH NEW BUSINESS WINS**



LIFETIME REVENUES, MEUR

The product images are illustrative.



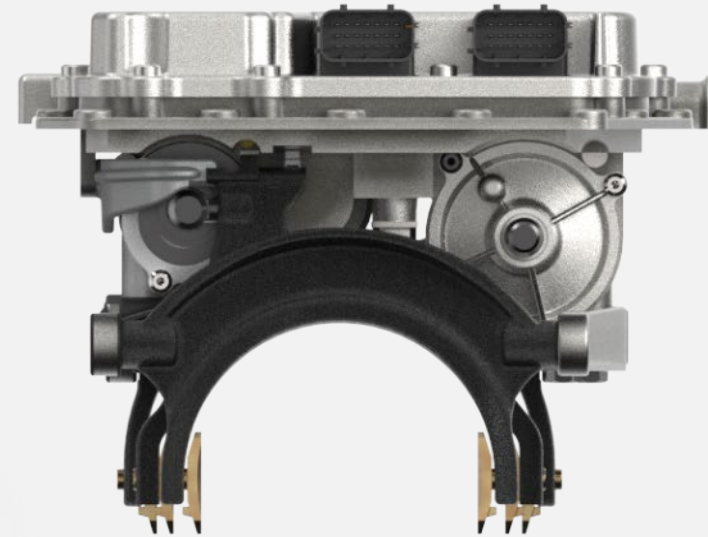
New business wins, customer update

## **Q2 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**
- > **ONLY GCU IN THE MARKET WITH SELF-ADJUSTING CLUTCH ACTUATOR**
- > **OUTSTANDING SERVICEABILITY**



The product shown is only a visual representation for reference. Actual product developed may slightly vary.



New business wins, customer update

## **NEW BUSINESS WIN ON ROTARY ACTUATOR USED IN ELECTRIC VEHICLES**

- > **COMPACT AND LIGHT**
- > **MAIN FUNCTION: DECOUPLING OF AN ELECTRIC MOTOR AND PARK LOCK**
- > **FIRST EU PRODUCTION FOOTPRINT OF AN ELECTRONIC ACTUATOR FROM KA**



**MEUR 40**

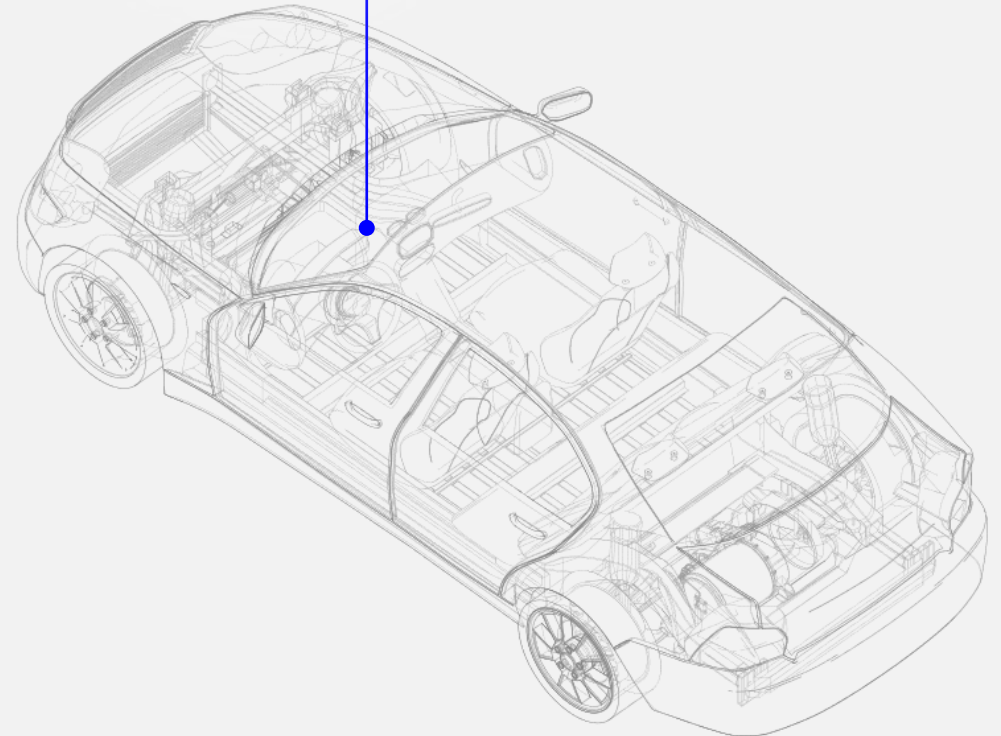
**ESTIMATED  
LIFETIME  
REVENUES**



**MARCH 14,  
2024**



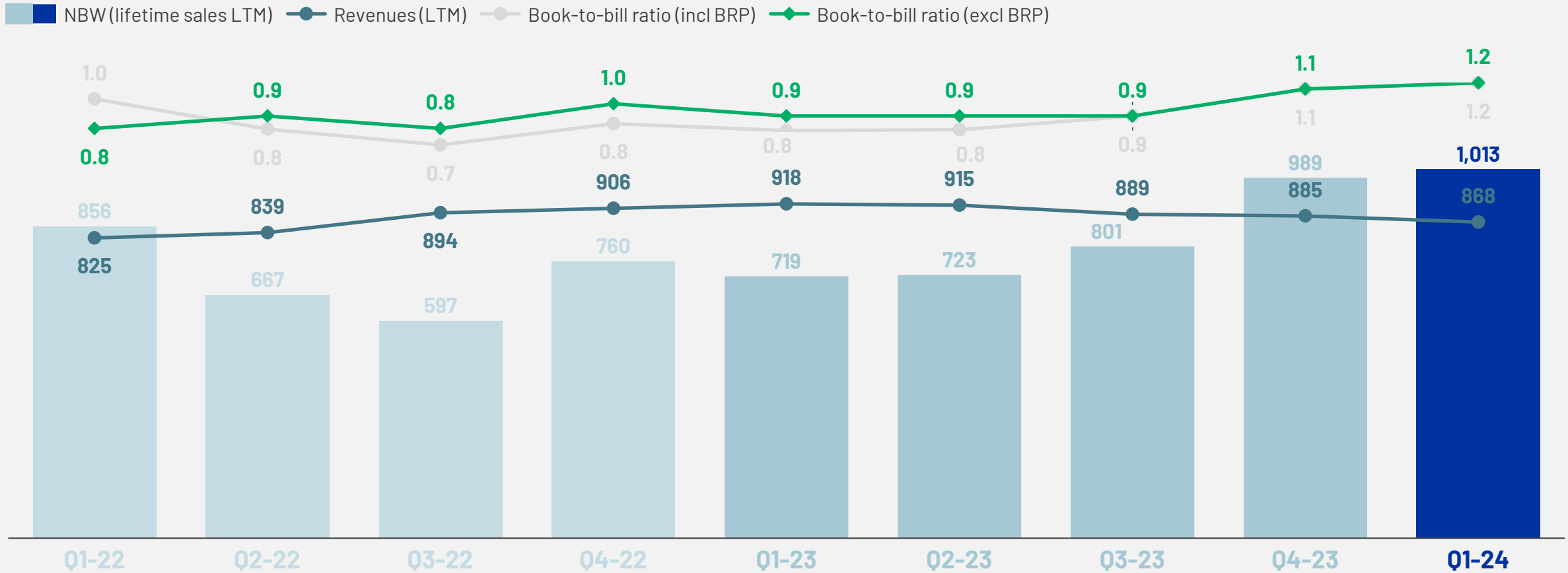
**MULLSJO,  
SHAWINIGAN**



# BOOK-TO-BILL

## BOOK-TO-BILL RATIO ABOVE 1 AS GUIDED, SECURING FUTURE GROWTH

### BOOK-TO-BILL PERFORMANCE, MEUR



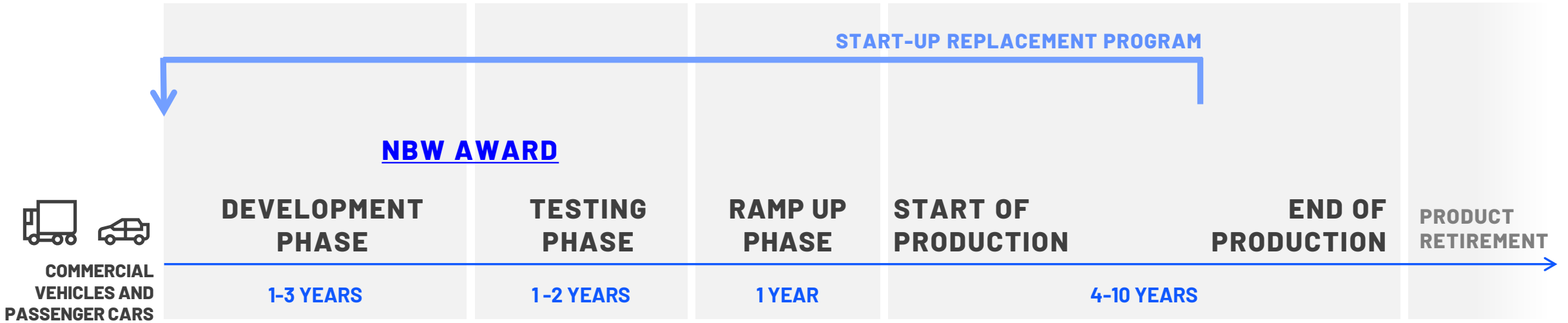
1. Lifetime sales assumptions are based on IHS and LMC production estimates at the time of the booking



**GROWING  
AND WINNING**



# NEW BUSINESS WINS LIFECYCLE / SALES PROCESS



Growing and winning

# PRODUCT RANGE

## COMMERCIAL VEHICLES

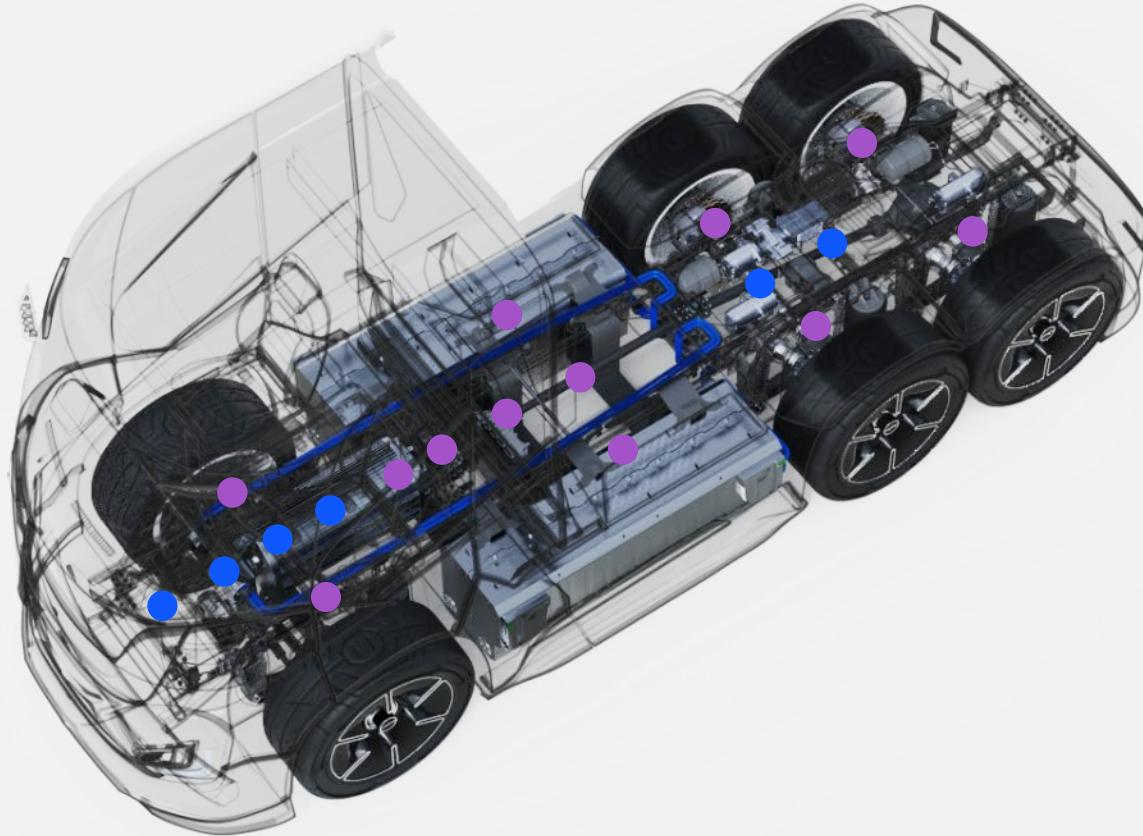
### POWERTRAIN AND CHASSIS SOLUTIONS

**ELECTRIC ACTUATORS**

**GEAR CONTROL UNITS**

**SHIFT-BY-WIRE SHIFTERS**

**VEHICLE DYNAMICS**



### FLUID AND THERMAL MANAGEMENT

**CLEAN POWERTRAIN FLUID ASSEMBLIES**

**CHASSIS COOLANT**

**BATTERY COOLANT**

**FUEL CELL COOLANT**

### AIR MANAGEMENT

**AIR SUSPENSION**

**AIR BRAKE SYSTEMS**



Growing and winning

# PRODUCT RANGE

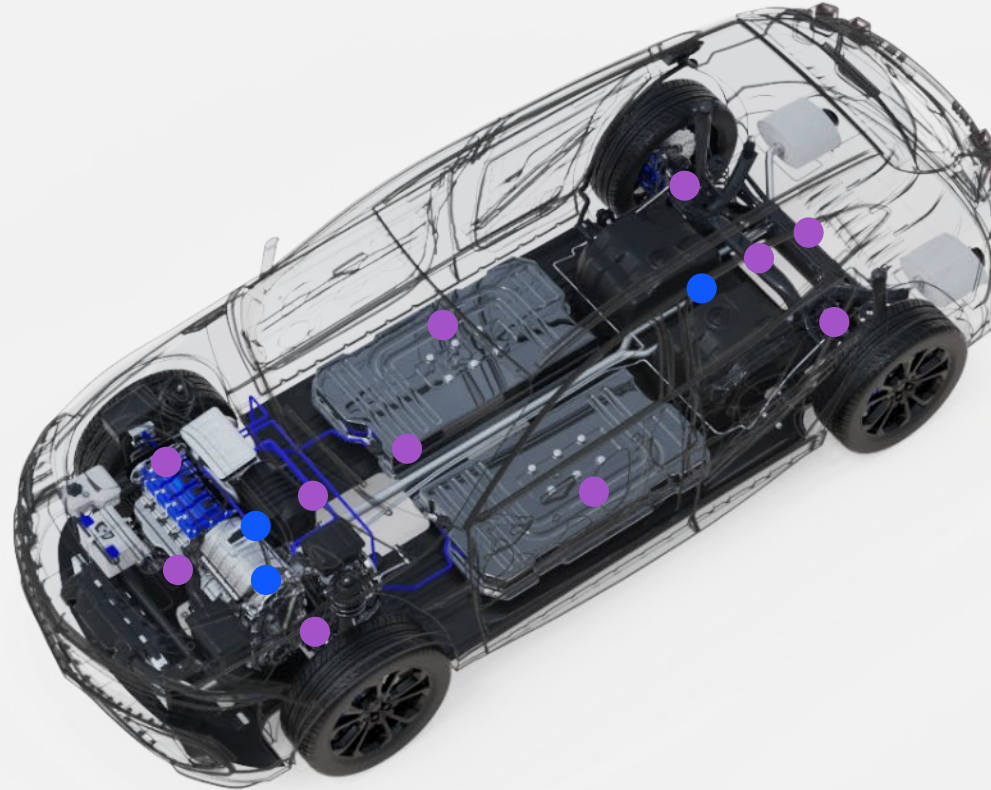
## PASSENGER CARS

### POWERTRAIN AND CHASSIS SOLUTIONS

**ELECTRIC ACTUATORS**

### AIR MANAGEMENT

**AIR SUSPENSION**



### FLUID AND THERMAL MANAGEMENT

**CLEAN POWERTRAIN FLUID ASSEMBLIES**

**CHASSIS COOLANT LINES**

**BATTERY COOLANT LINES**

**FUEL CELL COOLANT LINES**





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**

**COOLANT LINES**

### AIR MANAGEMENT

**AIR BRAKE SYSTEMS**

### OTHER APPLICATION EXAMPLES



Growing and winning

# PRODUCT RANGE

## INDUSTRIAL APPLICATIONS



### FLUOROPOLYMER HOSES



CHEMICAL,  
OIL, GAS



FOOD AND  
BEVERAGE



BREATHING  
EQUIPMENT



SEMICONDUCTOR  
AND POWER



PHARMA, MEDICAL,  
COSMETICS



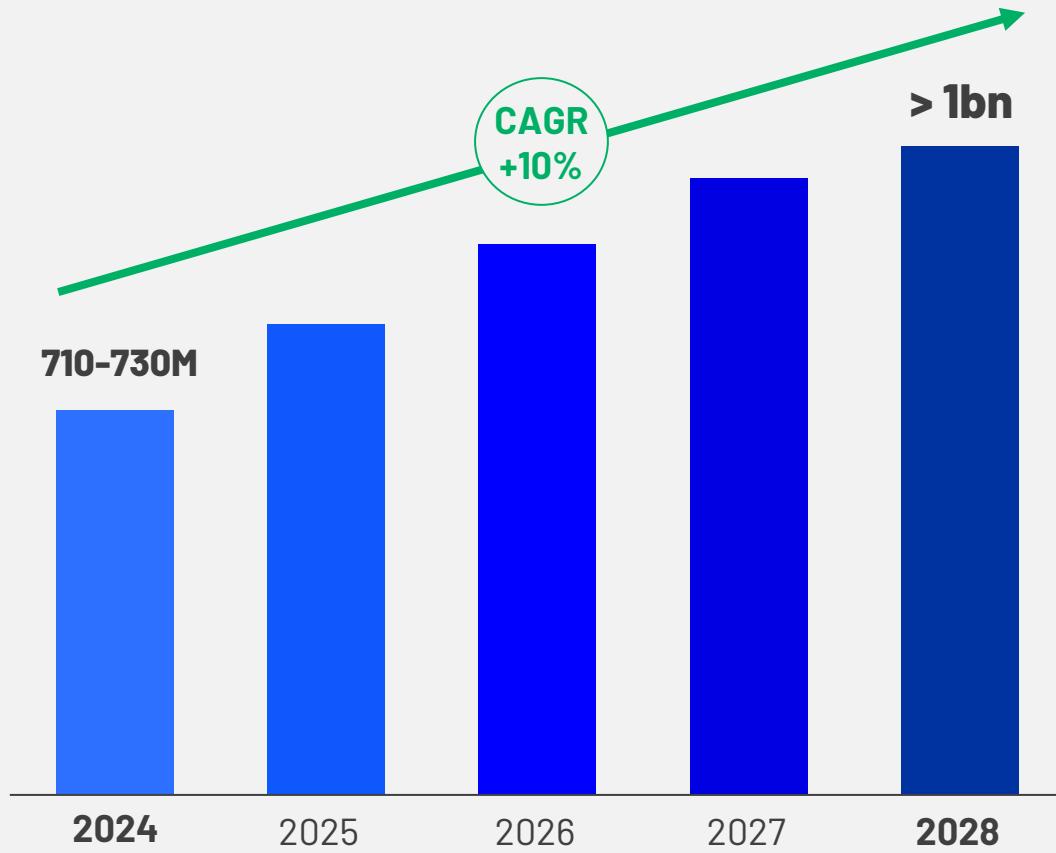
MARINE

**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.**

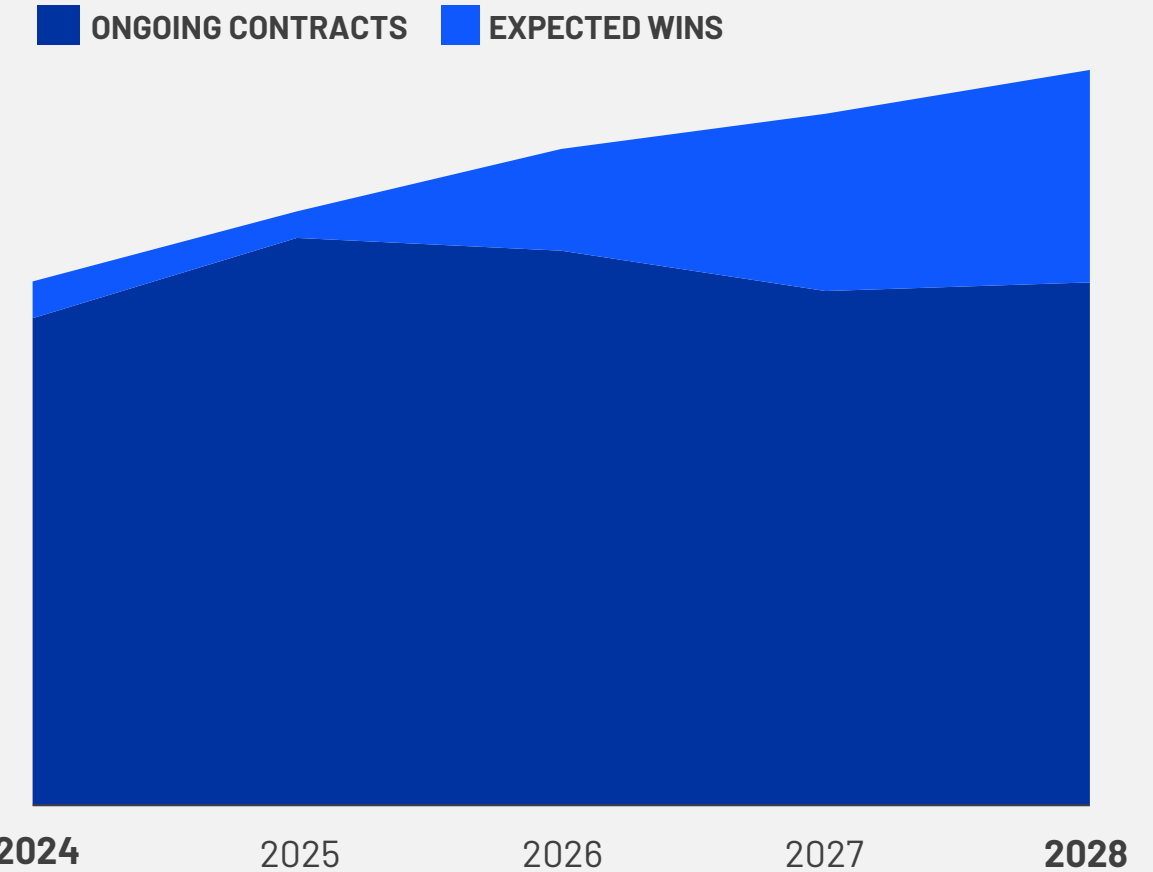


## KA GROWTH AMBITIONS

### TOTAL EXTERNAL REVENUES (MEUR), 2024 - 2028



### PRODUCT SALES REVENUE BY STATUS, 2024 - 2028



## KEY TAKEAWAYS



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



**BUSINESS WINS HAVE PRIMED THE FORWARD ORDER BOOK FOR FURTHER GROWTH IN KEY GROWTH AREAS**



**ENVIABLE CUSTOMER LIST WITH GLOBAL HEADROOM FOR MARKET SHARE EXPANSION**



**NEW BUSINESS WINS TRENDING AT RECORD LEVELS WITH SPECIFIC WINS IN ACTUATION, GCU AND TECHNICAL HOSE ASSEMBLIES**



**INDUSTRIAL AREA PRIMED FOR GROWTH WITH PRODUCT LAUNCHES IN NEW SEGMENTS**



**EFFICIENT SALES FORCE TRAINED TO CROSS SELL FULL KA PORTFOLIO WHILE REFLECTING THE BEST COST MODEL**



# **GROWTH STRATEGY**



# MARKET MEGATRENDS



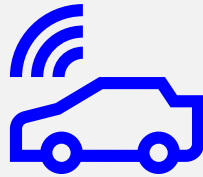
## ELECTRIFICATION

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

**+30%**

Global EV fleet CAGR  
(2022-2030E)

Illustrative observation



## AUTONOMIZATION

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

**12%**

Expected share of new sales with autonomous vehicle functions in 2030

Illustrative observation



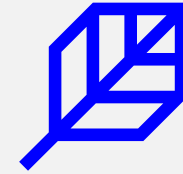
## SAFETY

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

**+11%**

Automotive active safety system market CAGR (2022-2032)

Illustrative observation



## SUSTAINABILITY

Legislation is forcing the whole supply chain to find new ways to reduce ICE vehicles' CO<sub>2</sub> emission

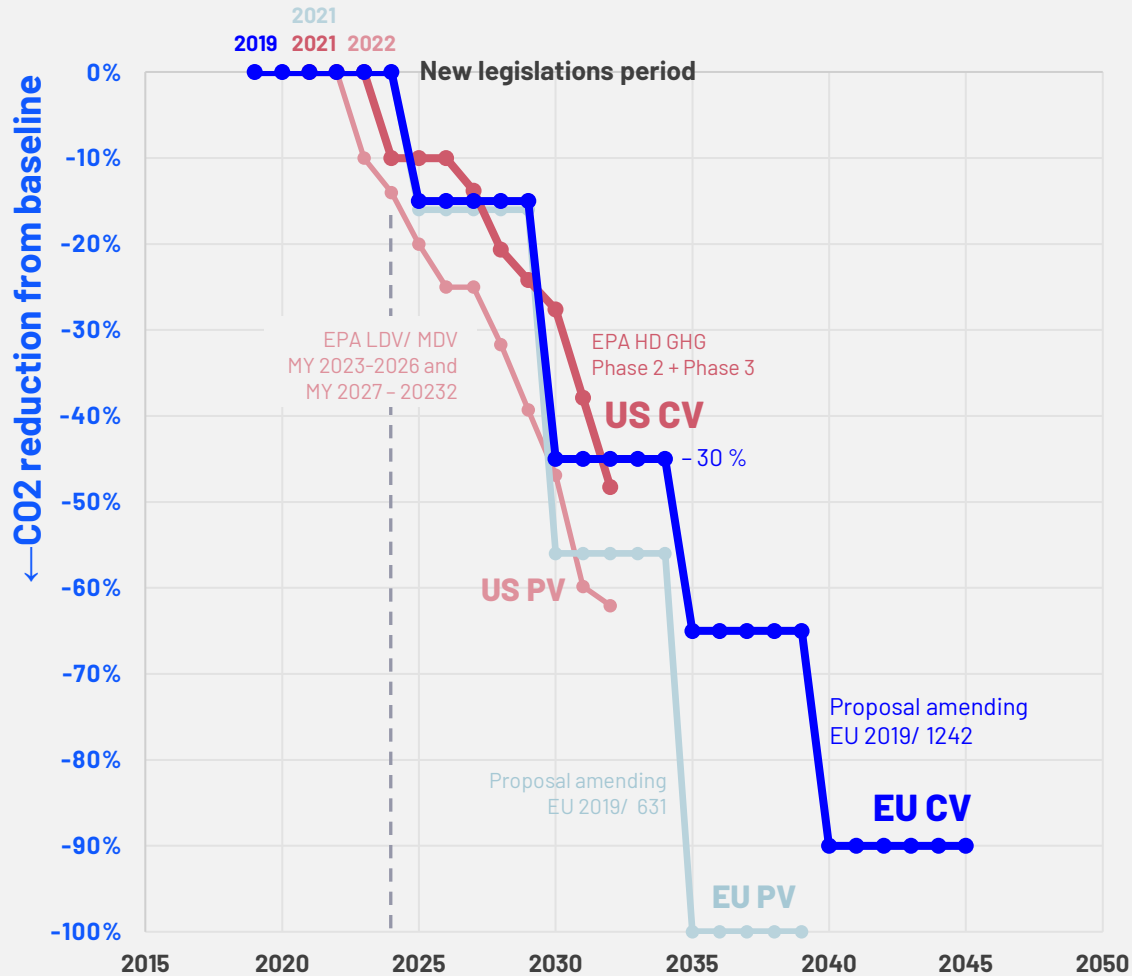
**(38%)**

EU car fleet CO<sub>2</sub> reduction target from 2030 on vs. 2021 (per car manufacturer)

Illustrative observation



# 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 CO<sub>2</sub> 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.


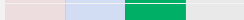
- > CV won't achieve 100% reduction within the next 20 years
- > As BEV penetration is too slow, many OEMs are forced to go for additional technologies short-term to close the gap
- > Alternatives are synthetic-, bio-fuels and fuel cell vehicles

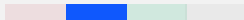
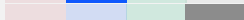


# KA'S KEY CORE PRODUCT GROUPS

CONSISTING OF MISSION-CRITICAL PRODUCTS SUPPORTING MEGA TRENDS AND REGULATIONS

## DRIVE CONTROL SYSTEMS

MEGA TRENDS:   
REGULATIONS: 

MEGA TRENDS:   
REGULATIONS: 

### POWERTRAIN AND CHASSIS SOLUTIONS

ELECTRIC ACTUATORS

GEAR CONTROL UNITS

SHIFT-BY-WIRE SHIFTERS

VEHICLE DYNAMICS



### OFF-HIGHWAY SOLUTIONS


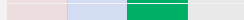
ELECTRIC ACTUATORS

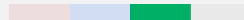
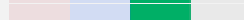
STEERING COLUMNS

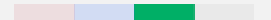
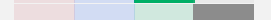
PEDALS AND THROTTLE CONTROLS



## FLOW CONTROL SYSTEMS

MEGA TRENDS:   
REGULATIONS: 

MEGA TRENDS:   
REGULATIONS: 

MEGA TRENDS:   
REGULATIONS: 

### AIR MANAGEMENT

AIR SUSPENSION

AIR BRAKE SYSTEMS



COUPLINGS, TUBES AND SENSORS

### FLUID AND THERMAL MANAGEMENT

CLEAN POWERTRAIN FLUID ASSEMBLIES

CHASSIS COOLANT

BATTERY COOLANT

FUEL CELL COOLANT



COUPLINGS, TUBES, HOSES, SENSORS AND VALVES

### INDUSTRIAL FLUID APPLICATIONS

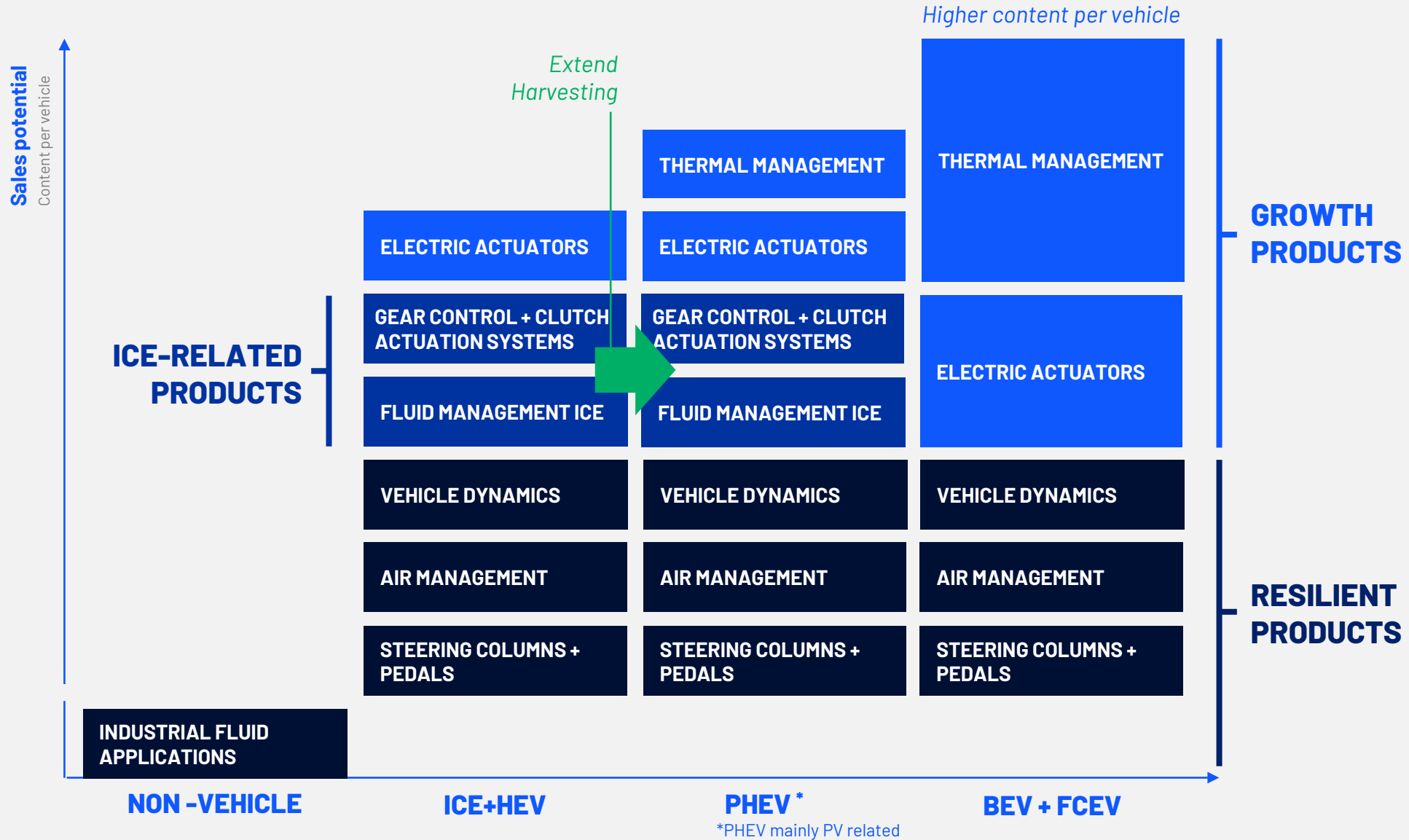
HIGH PERFORMANCE HOSES



HOSES, FITTINGS, ASSEMBLIES



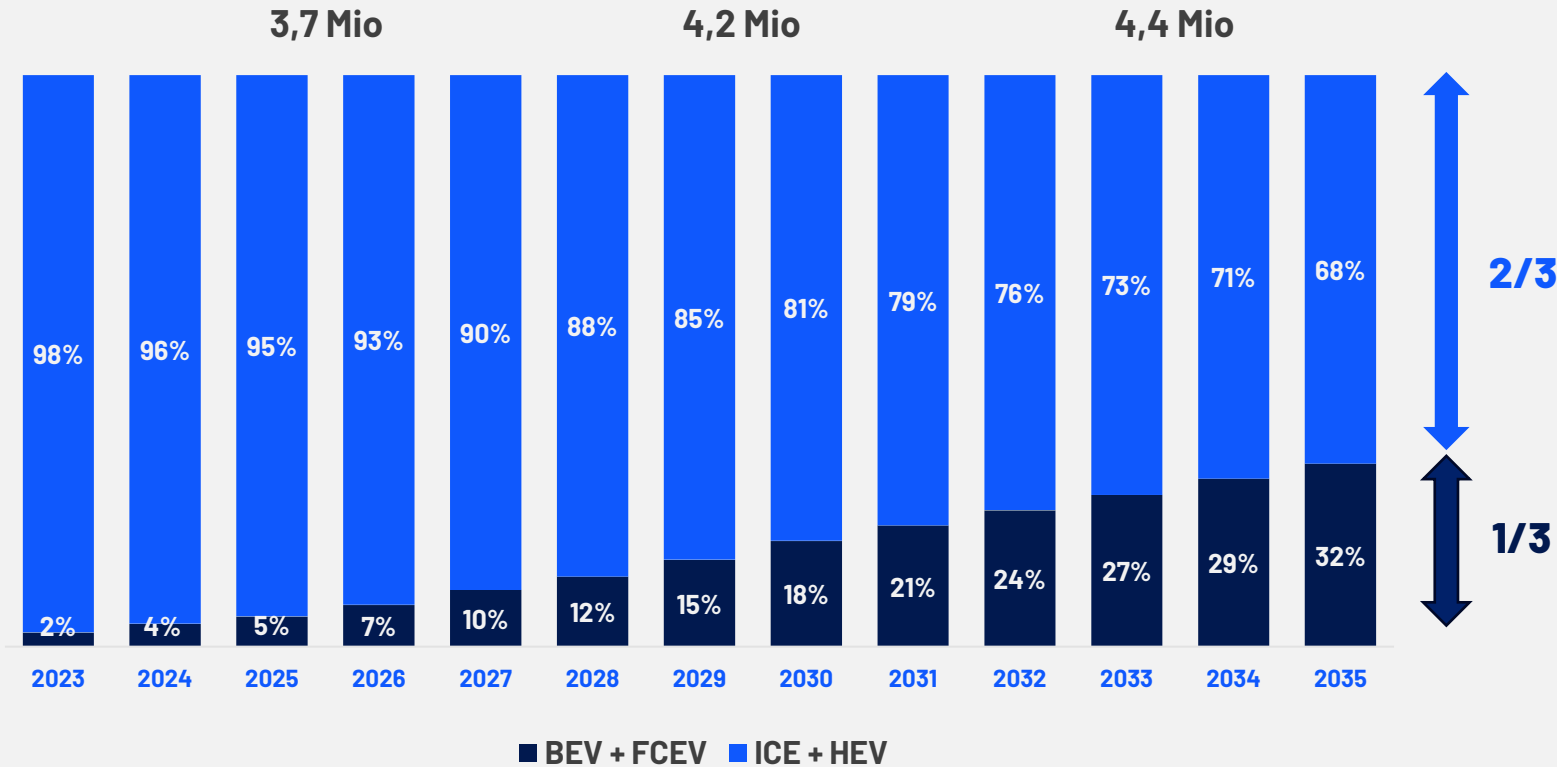
# KA HAS A HEALTHY MIX OF RESILIENT, HARVESTING AND NEW PRODUCTS



# 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.



# PRODUCT PORTFOLIO





# DRIVE CONTROL SYSTEMS

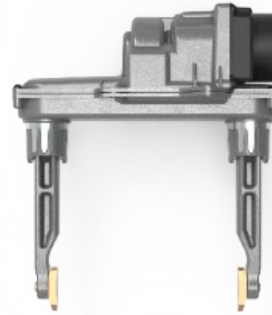
The Drive Control Systems business area is a global leader in designing and manufacturing products for both the automotive and commercial vehicle markets, as well as for off-highway industry.

Selected customer references

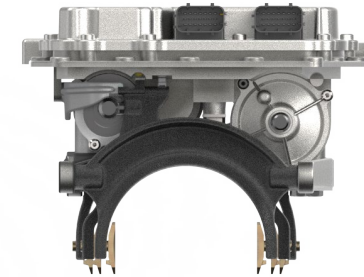


## POWERTRAIN AND CHASSIS SOLUTIONS

### ELECTRIC ACTUATORS



### GEAR CONTROL UNITS



### SHIFT-BY-WIRE SHIFTERS



### VEHICLE DYNAMICS



## OFF-HIGHWAY SOLUTIONS

### STEERING COLUMNS



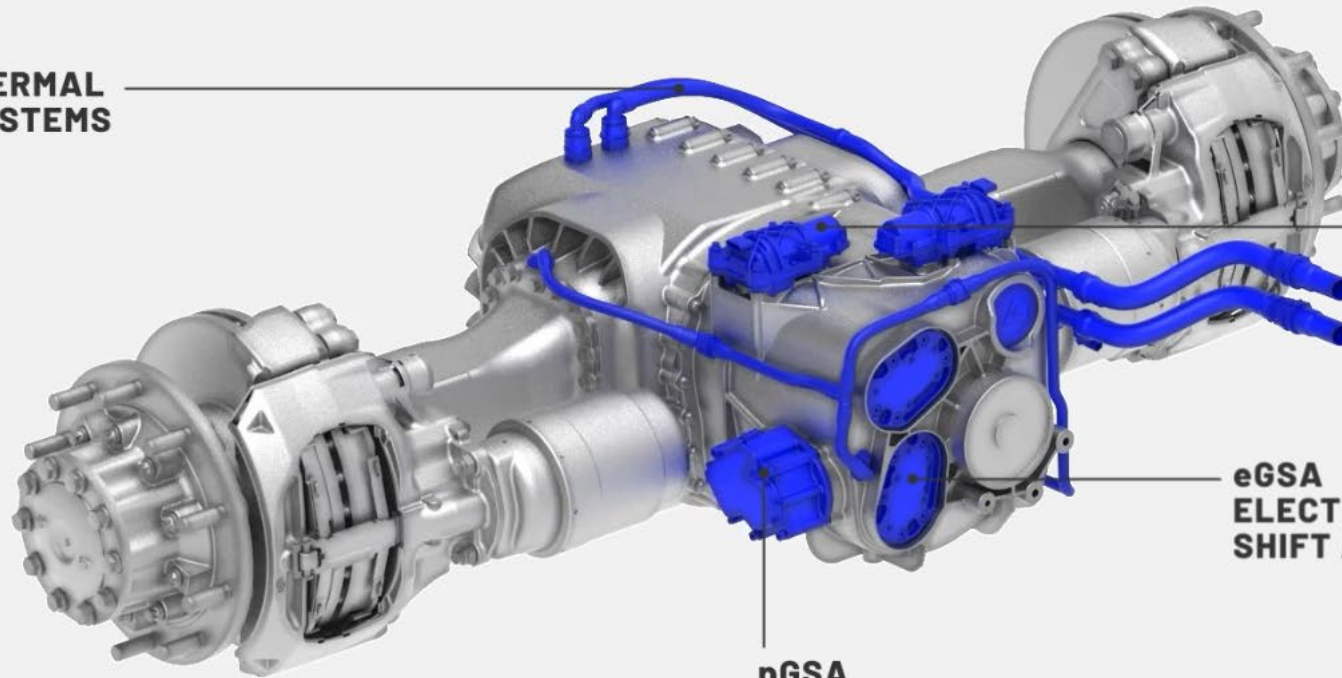
### PEDALS AND THROTTLE CONTROLS



# ELECTRIC ACTUATORS

## eAXLE APPLICATIONS

EV THERMAL  
MANAGEMENT SYSTEMS



DCA  
DOG CLUTCH  
ACTUATOR

eGSA  
ELECTRIC GEAR  
SHIFT ACTUATOR

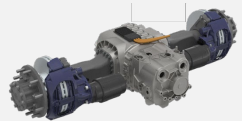
pGSA  
PNEUMATIC GEAR  
SHIFT ACTUATOR



# POWERTRAIN AND CHASSIS SOLUTIONS

## LEADING FUTURE PRODUCT ROADMAP – SELECTED CORE PRODUCTS

### FUTURE TRENDS



**MULTI-SPEED E-AXLE**



**MULTI-SPEED CENTRAL DRIVE AND TRADITIONAL REAR AXLE**



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



**AUTONOMOUS DRIVING**



### KA'S SOLUTION EXAMPLES

**SHIFT-BY-WIRE SHIFTERS**

**In production**

Next generation stalk shifter contract signed with American OEM



**ELECTRIC ACTUATORS**

**In production, up to ASIL C<sup>2</sup>**

Development contracts for pace setting, future E-axle actuators signed with OEMs and tier-1s in all regions (AMER, EMEA & APAC)



**GEAR CONTROL UNITS**

**In production**

Key LTA with customer signed as announced, new customer contracts awarded



**STEER-BY-WIRE**

**In development**

Joint development with Chassis Autonomy



# POWERTRAIN AND CHASSIS SOLUTIONS

## KA BENEFITS FROM BOTH ICE AND BEV/FCEV TRENDS MID-TERM AND SHOWS A SUSTAINABLE PRODUCT PORTFOLIO LONG TERM

### RELEVANCE

	ICEV TODAY	ICEV FUTURE	PHEV	BEV	FCEV
SHIFT-BY-WIRE	✓✓	✓✓	✓✓	✓✓	✓✓
GEAR CONTROL + CLUTCH ACTUATION SYSTEMS	✓✓✓	✓✓✓	✓✓	✓	✓
VEHICLE DYNAMICS	✓✓	✓✓	✓✓	✓✓	✓✓
ELECTRIC ACTUATORS	✓✓	✓✓	✓✓	✓✓✓	✓✓✓
STEER-BY-WIRE		✓✓	✓✓	✓✓	✓✓

### PRODUCT TRENDS

#### System supplier capabilities

- » Actuation and shifters including software

#### Functional safety and cybersecurity

- » Integrated electronics

#### Less noise

- » Transfer towards electric actuators as pneumatic actuators make whistling noise

#### Compact integration

- » Platform approaches for various application areas with compact design

#### Quick response and precise operation

- » Advanced position and force control

#### Spring assistance for dog-to-dog scenarios

- » Integrated and adjustable spring mechanism
- » Supportive differential lock functions

### MARKET DYNAMICS



SAFETY REGULATIONS



CO<sub>2</sub> EMISSION LEGISLATIONS FOR ICE VEHICLES



ELECTRIFICATION



AUTONOMOUS DRIVING



COMPETITIVE POSITIONING

# OFF-HIGHWAY PRODUCTS

## LEADING FUTURE PRODUCT ROADMAP – SELECTED CORE PRODUCTS

### FUTURE TRENDS IN OFF-HIGHWAY VEHICLES

**ADOPTION OF MULTIPLE FUNCTION  
ELECTRIC ACTUATORS**



**E-CABINS  
(REPLACING PILOT HYDRAULICS)**



**ICEV FUTURE EMISSIONS REGULATIONS  
(STAGE VI / TIER 5)**



**GROWTH OF ALTERNATIVE POWERTRAINS:  
PHEV, BEV, FCEV**



### KA'S SOLUTION EXAMPLES

**ELECTRIC ACTUATORS  
FOR DIFFERENTIAL LOCKS,  
POWER STEERING (EPS)  
AND STEER-BY-WIRE**

***In development***

>15 years experience with EPS products, development contracts with leading OEMs signed



**ELECTRONIC THROTTLE  
CONTROLS AND PEDALS**

***In production***

Continuously expanding portfolio, including development of steer by wire joystick with haptic feedback



**STEERING COLUMNS**





# OFF-HIGHWAY PRODUCTS

## GROWING BUSINESS FOLLOWING ELECTRIFICATION AND SMART FARMING

### RELEVANCE

	ICEV TODAY	ICEV FUTURE	PHEV	BEV	FCEV
ELECTRIC ACTUATORS	✓	✓✓	✓✓	✓✓	✓✓
STEERING COLUMNS	✓✓	✓✓	✓✓	✓✓	✓✓
DIFF-LOCK ACTUATORS	✓	✓	✓	✓✓	✓✓
ELECTRONIC THROTTLE & CONTROL PEDALS	✓✓	✓✓	✓✓	✓✓	✓✓
ELECTRONIC HAND CONTROLS	✓	✓✓	✓✓	✓✓	✓✓

### PRODUCT TRENDS

#### Autonomous driving modes

- » Steer by wire systems enabling optional use of autonomous driving modes

#### Steering profile development

- » Increasing demand for overlaying different steering characteristic profiles

#### Tighter packaging

- » Increased need for compact, lightweight actuators

#### Increasing safety requirements

- » Increasing interest in functional safety performance

### MARKET DYNAMICS



**SAFETY REGULATIONS**



**CO<sub>2</sub> EMISSION LEGISLATIONS FOR ICE VEHICLES**



**DYNAMIC STEERING**

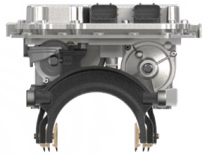


**BETTER ERGONOMICS**



**COMPETITIVE POSITIONING**

# NEXT-GENERATION GREEN PRODUCT SOLUTIONS IN ELECTRIC VEHICLES AND OFF-HIGHWAY GROWTH MARKET SEGMENTS



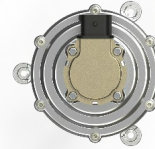
## GEAR CONTROL UNIT *ICE, HEV, PHEV*

- > Q2 2024 New business win over MEUR 523 in estimated lifetime revenue
- > New business award in Asia with SOP 2026
- > Further roll out plans defined



## ELECTRIC ACTUATORS *ICE, PHEV, BEV, FCEV*

- > First SOP in Asia Q2 2024, further will follow 2024/25
- > Two series nominations in EMEA signed
- > Development contracts with various customers signed



## ELECTRIC ACTUATORS, POWER STEERING, STEER-BY-WIRE *Off-Highway Applications*

- > Development contract with lead customer signed for electronic actuator
- > Further business fields within close customer exchange



## STEERING COLUMN MODULES, PEDALS & THROTTLE CONTROLS *Off-Highway Applications*

- > Several biddings running further broadening leading market position in steering column modules as well as pedals & throttle applications
- > Concept developments for further customers ongoing





# FLOW CONTROL SYSTEMS

The Flow Control System business area designs and manufactures products for both the automotive and commercial vehicle markets, as well as industrial applications.

Selected customer references



ASTON MARTIN



Mercedes-Benz

**PACCAR**

**SCANIA**

**DAF**

Swagelok

**Quooker**  
THE POLYMER WATER TAP

**SCHMITZ CARGOBULL**  
The Trailer Company.

**EATON**  
AUTOMATED TRANSMISSION TECHNOLOGIES

**DEUTZ**

## AIR MANAGEMENT

### AIR SUSPENSION



### AIR BRAKE SYSTEMS



## FLUID AND THERMAL MANAGEMENT

### CLEAN POWERTRAIN FLUID ASSEMBLIES



### COOLANT LINES



## INDUSTRIAL FLUID APPLICATIONS

### HIGH PERFORMANCE HOSES



## THERMAL MANAGEMENT SYSTEMS

### EV THERMAL MANAGEMENT SYSTEMS

#### SAFETY

- > BEST-IN-CLASS TECHNOLOGY
- > LIFETIME DURABILITY

#### EFFICIENCY

- > SIMPLIFIED ASSEMBLY AND DISASSEMBLY
- > WEIGHT REDUCTION AND DIMENSIONS



# FLOW CONTROL SYSTEMS

## HIGHLY FOCUSED ON FLUID TRANSFER, THERMAL MANAGEMENT AND INDUSTRIAL PRODUCTS

### FUTURE TRENDS

HIGHLY EFFICIENT AIR MANAGEMENT



FLUID- AND THERMAL MANAGEMENT



INDUSTRIAL FLUID APPLICATIONS:  
TECHNICAL SUPPORT, 1-STOP SHOP, DURABILITY,  
WEIGHT, LOW CO<sub>2</sub> EMISSIONS, GREEN TRANSITION

### KA'S SOLUTION EXAMPLES

ABC COUPLINGS SYSTEM

ASSEMBLIES

HIGH  
PERFORMANCE  
COUPLINGS

***In production, patented solutions***

Technology leader with up to 50% market share for commercial vehicle Europe

CHASSIS CIRCUITS

FUEL CELL CIRCUITS

BATTERY  
DISTRIBUTION  
CIRCUITS

POWERTRAIN  
CIRCUITS

***First contracts with truck OEMs signed***

Ongoing acquisition with clear go-to-market strategy

INDUSTRIAL  
HOSES

ASSEMBLIES

ULTIFLEX

***Market introduction***

UltiFlex product range with improved flow and cleaning characteristics

# FLOW CONTROL SYSTEMS

## GROWING BUSINESS BENEFITING FROM EV TRANSITION





### RELEVANCE

	ICEV TODAY	ICEV FUTURE	PHEV	BEV	FCEV
AIR BRAKE LINES	✓	✓	✓	✓	✓
HYDRAULIC BRAKE LINES	✓	✓	✓	✓	✓
AIR SUSPENSION LINES	✓	✓✓	✓	✓✓	✓✓
FUEL LINES (BIOFUELS, HYDROGEN)	✓	✓	✓✓		✓
EMISSION CONTROL LINES	✓	✓✓	✓✓		
TURBO LINES	✓	✓✓	✓✓		
THERMAL COOLANT LINES	✓	✓	✓✓✓	✓✓	✓✓✓

### PRODUCT TRENDS

- Weight savings**
  - » Replacement of steel and rubber by high-performance plastic fluid transfer lines
- Tighter packaging**
  - » Increasing need for flexible high-performance plastic fluid transfer lines
  - » For ICEV increased temperature resistance fluid transfer lines
- Increased durability**
  - » High performance plastic fluid transfer lines
- Reduced CO2 footprint**
  - » Use of materials and processes with a low CO2 emission
- Increased safety**
  - » Increased crash and flammability resistance by high-performance plastic fluid transfer lines
- Increased cleanliness**
  - » Supports fuel savings and enables hydrogen fuel cell technology

### MARKET DYNAMICS

-  **CO2 EMISSION LEGISLATIONS DRIVING SHIFT TO X-ELECTRIC VEHICLES**
-  **TAILPIPE EMISSIONS LEGISLATION DRIVING ICE ENGINE TECHNOLOGY**
-  **SAFETY REGULATIONS**
-  **COMPETITIVE POSITIONING**



# INDUSTRIAL HOSE PRODUCTS AND MARKETS

## INDUSTRIAL FLUID PRODUCTS EXAMPLES

<b>FITTINGS</b>	<b>ASSEMBLIES</b>	<b>CUT PIECES</b>
<b>SMOOTH BORE</b>	<b>FLEXIBLE CONVOLUTED BORE</b>	
<b>ULTIPURE</b>	<b>(HIGH) PRESSURE GAS</b>	
<b>MARINE</b>	<b>BRAKE HOSE</b>	

## IMPROVING PRODUCT FEATURES

- > Lower gas permeability giving less emissions and lower costs
- > High flow/ low flow resistance saving (pump) energy
- > Flexibility for tighter packaging giving lower material usage and shorter installation time
- > Better thermal isolation saving energy
- > Better cleanability saving waste and energy
- > Improved durability saving maintenance
- > Reducing weight saving handling time

MARKET SEGMENTS	EXAMPLES OF APPLICATIONS
<b>CHEMICAL , OIL &amp; GAS, BIOFUELS</b> 	INDUSTRIAL GAS DISTRIBUTION
	OIL & GAS WINNING AND REFINING
	CHEMICAL PRODUCTION
	SAFETY BREATHING EQUIPMENT
<b>PHARMACEUTICAL, MEDICAL, COSMETIC</b> 	PROCESSING
	TRANSFER AND DISTRIBUTION
	CLEANING & STERILIZATION
<b>FOOD &amp; BEVERAGE</b> 	PROCESSING AND FILLING
	TRANSFER AND DISTRIBUTION
<b>SEMICONDUCTOR &amp; POWER</b> 	POWER PLANT
	WIND ENERGY
	MANUFACTURING OF SEMICONDUCTORS
<b>INDUSTRIAL MANUFACTURING</b>	FURNITURE
	INDUSTRIAL ROBOTS
	MANUFACTURING OF TIRES, METALS, PAPER
<b>VEHICLES</b> 	MOTOR SPORTS
	MOTORBIKES & ATV
	MARINE



## NEXT-GENERATION GREEN PRODUCT SOLUTIONS



### AIR MANAGEMENT

- > ABC 2.0 and high-performance couplings
- > Light weight materials and designs
- > Generation after next-generation already in concept development



### FLUID MANAGEMENT

- > Light weight & high-performance materials
- > Replacing steel and rubber
- > First serial orders for Euro7 powertrains



### THERMAL MANAGEMENT SYSTEMS

- > Highly modular and smart valves with integrated proven Kongsberg Automotive actuator technology
- > First development orders within fuel cell applications



### INDUSTRIAL APPLICATIONS

- > Entering new areas in Industrial
- > Ultiflex with unmatched durability and superior cleanability
- > From €40m to €100m in sales by 2028





## KEY TAKEAWAYS



**KA HAS COMPLETED THE PORTFOLIO CLEAN UP AND IS NOW WELL POSITIONED INTRODUCING 5 STRONG, INNOVATIVE AND WELL-BALANCED CORE PRODUCT GROUPS**



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



**PRODUCT AND MARKET SPLIT UNIQUELY POSITIONED TO BENEFIT FROM MEGA-TRENDS IN ELECTRIFICATION AND SUSTAINABLE TRANSPORTATION**



**INDUSTRIAL AREA PRIMED FOR GROWTH WITH PRODUCT LAUNCHES IN NEW MARKET SEGMENTS**



**BUSINESS WINS HAVE PRIMED THE FORWARD ORDER BOOK FOR FURTHER GROWTH IN KEY GROWTH AREAS**



**BOLT-ON ACQUISITIONS IN THE COMING YEARS TO STRENGTHEN BUSINESSES IN CORE PRODUCT GROUPS.**

**KEY  
TAKEAWAYS**



Key takeaways

# KEY TAKEAWAYS



**HIGH FOCUS ON INNOVATION AND IMPROVEMENT**



**CONTINUED FOCUS ON COST AND FOOTPRINT OPTIMIZATION**



**LONG-TERM FINANCIAL AMBITIONS 2028 OF REVENUES ABOVE EUR 1.0 BN AND EBIT MARGIN AT OR ABOVE 8.5%**



**REESTABLISHMENT OF KONGSBERG, NORWAY AS THE HEADQUARTERS**



**ON THE WAY TO ACHIEVING 100% RENEWABLE ENERGY IN ALL SITES BY 2030 AND CARBON NEUTRAL PRODUCTS BY 2039**



**BECOME A TECHNOLOGY AND MARKET LEADER WITHIN OUR CORE BUSINESS AREAS**



# KEY INVESTMENT HIGHLIGHTS



**FOCUSED AND RESILIENT PRODUCT PORTFOLIO**



**HEALTHY BALANCE SHEET AND SIZEABLE AND SECURE ORDERBOOKS**



**FIT TO CAPITALIZE ON THE GROWTH WITHIN COMMERCIAL VEHICLES**



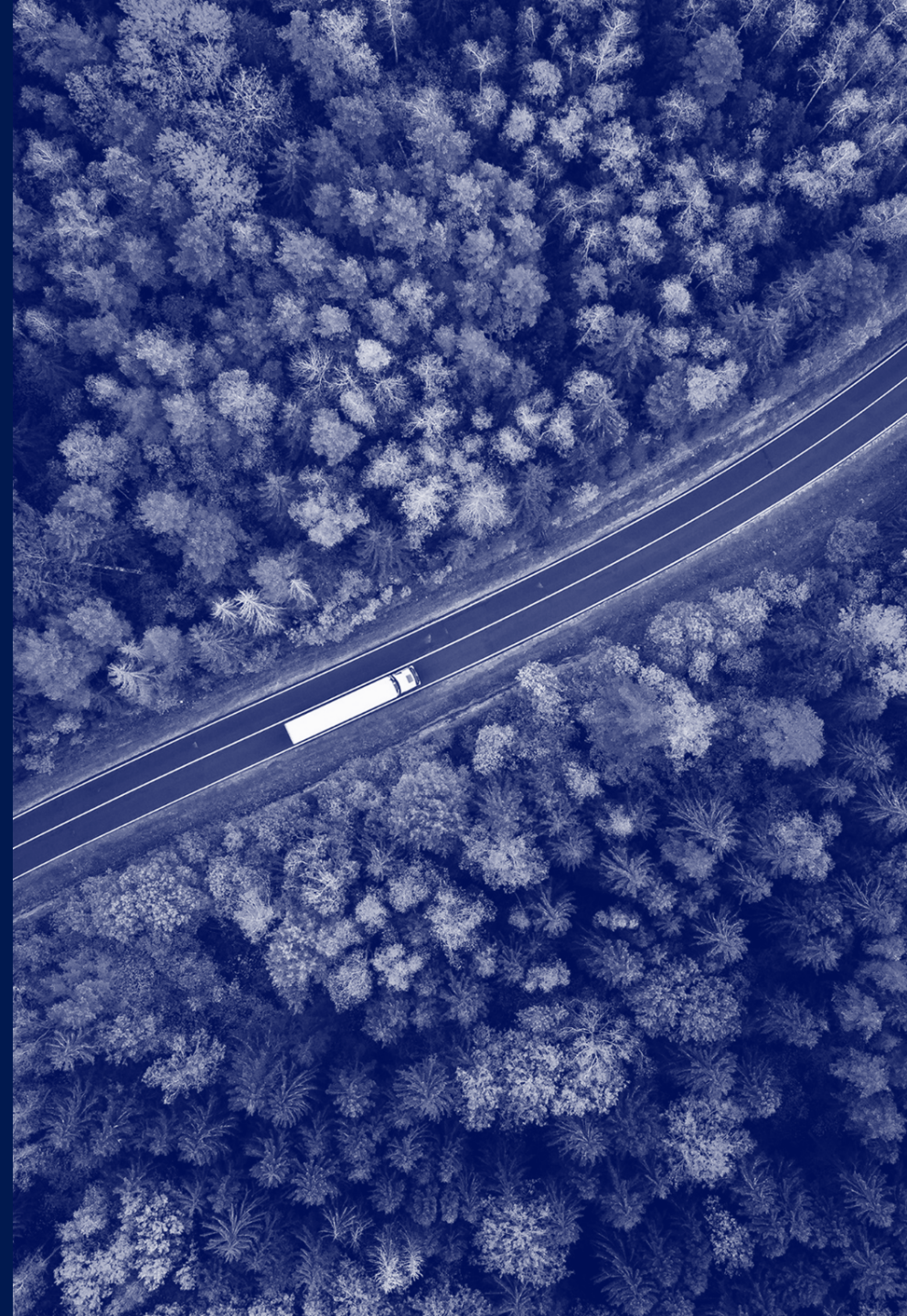
**STRATEGICALLY PLACED IN THE MARKET TO LEVERAGE THE GROWTH OF ELECTRIC VEHICLES**



**WELL-POSITIONED TO TAKE ON BOLT-ON ACQUISITIONS**



**LOYAL AND LONG-TERM RELATIONSHIPS WITH TIER1 AND OEM CUSTOMERS**



**Q&A**



**MOBILITY  
SOLUTIONS  
FOR THE  
FUTURE**

