

**KONGSBERG  
AUTOMOTIVE**  
CAPITAL MARKETS DAY

DECEMBER 9, 2021



**KONGSBERG**  
AUTOMOTIVE



# **CAPITAL MARKETS DAY**

## CEO PRESENTATION / PART I

DECEMBER 9, 2021



**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 2020 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.



## **TOPICS FOR TODAY**

- > INTRODUCING OUR NEW VISION**
- > KONGSBERG AUTOMOTIVE CURRENT STATUS**
- > SHIFT GEAR - CORE IMPACT AREAS**
- > FINANCIAL TARGETS**
- > ROADMAP**
- > KEY TAKEAWAYS**



## TOP MANAGEMENT TEAM



### **JOERG BUCHHEIM**

*PRESIDENT & CEO // Zurich (Switzerland)*

*// previously  
CEO INALFA Roof systems Group (2016-2021),  
CEO HELLA China and Member of the Group  
Management Board (2012-2016)*



### **FRANK HEFFTER**

*CHIEF FINANCIAL OFFICER // Zurich (Switzerland)*

*// previously  
Head Group Controlling OC Oerlikon  
CFO of an affiliate entity of Siemens PT&D*



### **DR. CHRISTIAN AMSEL**

*CHIEF TECHNOLOGY OFFICER // Zurich (Switzerland)*

*// previously  
CFO INALFA Roof Systems  
Executive Board of Electronic at HELLA*



**INTRODUCING  
OUR NEW TAGLINE,  
VISION AND MISSION**





**KONGSBERG**  
A U T O M O T I V E

**MOBILITY SOLUTIONS  
FOR THE FUTURE**

TAGLINE

VISION

**WE DRIVE THE GLOBAL TRANSITION  
TO SUSTAINABLE MOBILITY**

MISSION

**ON OUR PATH TO BECOMING A TRUE GLOBAL LEADER, WE PUT  
ENGINEERING, SUSTAINABILITY, AND INNOVATION INTO PRACTICE.**

We seek to constantly improve our products, leverage our experience in cutting-edge engineering, and widen our scope to find new solutions and technologies that make mobility safer and cleaner.

Our ambition is to be second to none in all we do. This is how we unlock growth potential and create substantial value for our customers, our employees, and shareholders.

We take responsibility as a strong global team. We are committed to making a difference by developing our skillset and delivering excellent products.

# **KONGSBERG AUTOMOTIVE CURRENT STATUS**





# GLOBAL FOOTPRINT



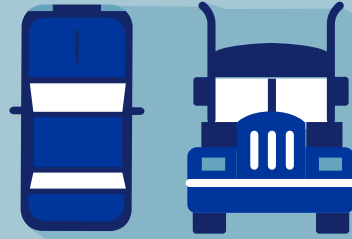
**40**  
LOCATIONS  
**11,000**  
EMPLOYEES IN  
**19**  
COUNTRIES  
WORLDWIDE

- ▲ HEADQUARTERS
- PLANT
- ◻ SITE OFFICE
- ◻ TECHNICAL CENTER
- ◊ WAREHOUSE

## POWERTRAIN & CHASSIS

35% REVENUE

CLUTCH AND GEARSHIFT  
SYSTEMS, ACTUATORS  
AND VEHICLE DYNAMICS  
APPLICATIONS



APPROXIMATELY  
**ONE OUT OF FIVE**  
VEHICLES CONTAINS  
OUR PRODUCTS



HEADQUARTERED IN ZURICH,  
SWITZERLAND AND LISTED ON  
THE OSLO STOCK EXCHANGE



## SPECIALTY PRODUCTS

38% REVENUE

COUPLINGS,  
FLUID TRANSFER SYSTEMS,  
AND OFF-HIGHWAY  
APPLICATIONS



## INTERIOR

27% REVENUE

INTERIOR COMFORT SYSTEMS  
AND LIGHT DUTY CABLES

*Interior divestment ongoing  
(all figures pre-divestment)*



**FULL IN-HOUSE**  
PROTOTYPE, TEST AND  
VALIDATION  
CAPABILITY

# AT A GLANCE KA BUSINESS UNITS AND PRODUCTS

## POWERTRAIN & CHASSIS

DRIVER CONTROL AND DRIVELINE PRODUCTS

€420M  
REVENUES



40%



## SPECIALTY PRODUCTS

FLUID TRANSFER SYSTEMS, AIR COUPLINGS  
SYSTEMS, AND OPERATOR CONTROL SYSTEMS

€400M  
REVENUES



10%



## INTERIOR

SEAT COMFORT SYSTEMS AND MECHANICAL  
AND ELECTRO-MECHANICAL LIGHT-DUTY  
MOTION CONTROLS

€320M  
REVENUES

INTERIOR DIVESTMENT ONGOING

- 2022 - start of product portfolio transformation
- Strategic move, coping with vertical integration trend.

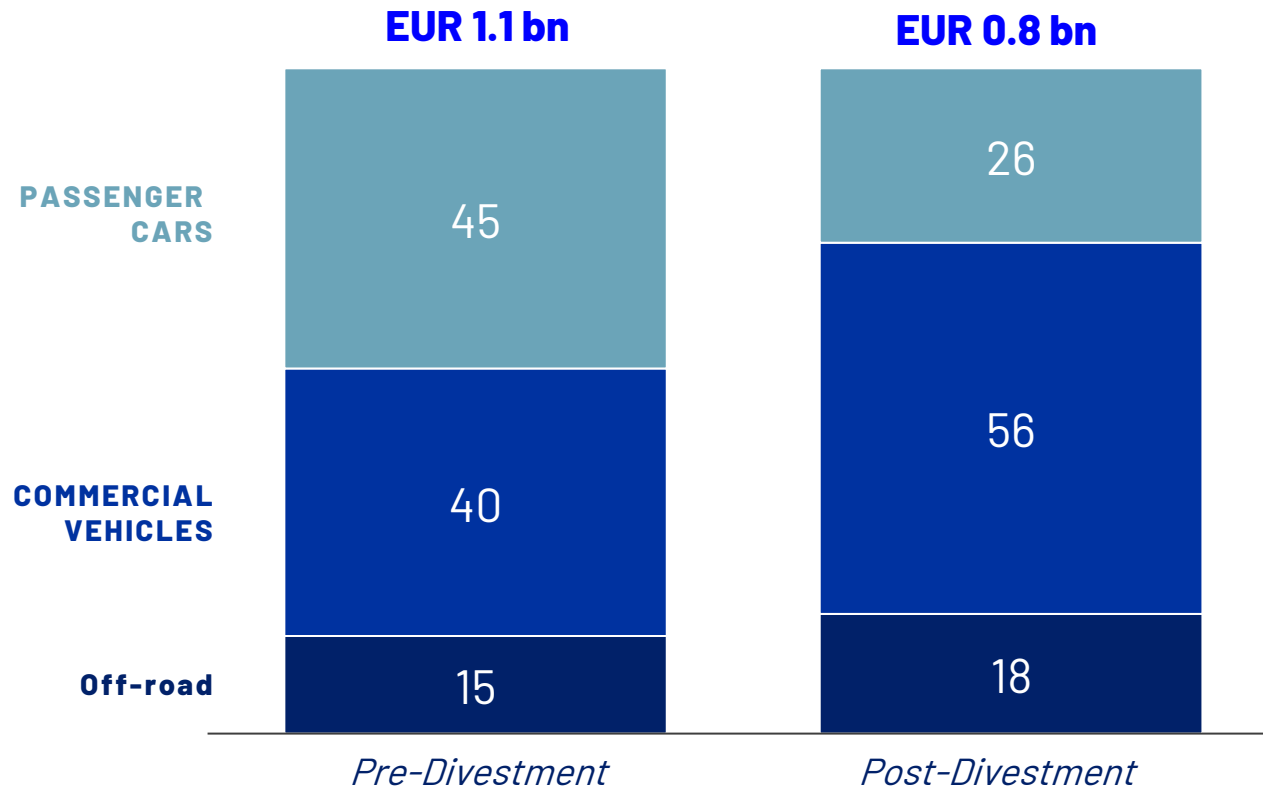


100%



## THE DIVESTMENT STRENGTHENS OUR EXPOSURE TO COMMERCIAL VEHICLE AND OFF-ROAD SEGMENTS

REVENUE IN EUR bn / REVENUE SHARE BY CUSTOMER SEGMENT IN %



After our divestment we generate ~75% of our revenue in the CV and Off-road business

Current status

# NEW KA - BUSINESS UNITS AND PRODUCTS

## SEGMENT VIEW

**Passenger Car products are mostly delivered by DRIVELINE (DRL) - ON-HIGHWAY (ONH) and FLUIDS (FTS) mostly focus on Commercial Vehicles, while OFF-HIGHWAY (OFH) and COUPLINGS (COU) largely focus on SPP**

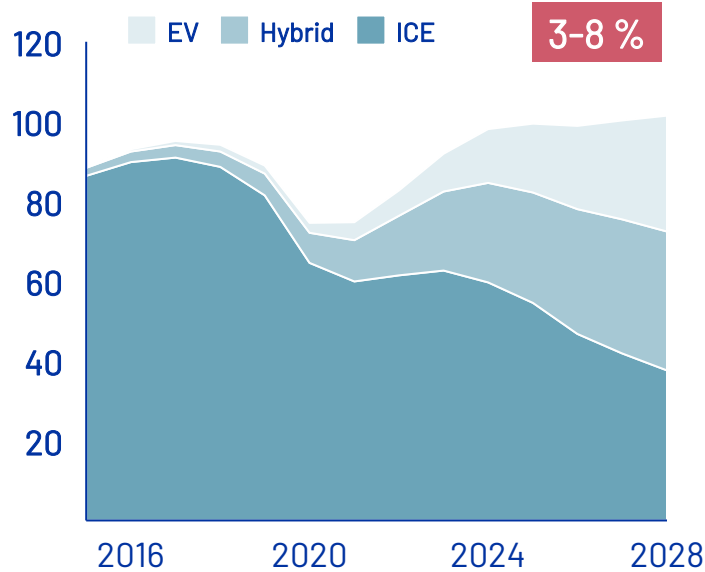
PASSENGER CARS	LVP (DRL)	COMMERCIAL VEHICLES	CVP (ONH,FTS)	OFF HIGHWAY	SPP (OFH,COU)						
											
											



# PERSISTENT MARKET TRENDS SHOW POWERTRAIN SHIFT AND HIGHER PROFITABILITY IN CV AND OFF-ROAD SEGMENTS

NUMBER OF VEHICLES SOLD, IN MLN; x% x% PROFITABILITY

## PASSENGER VEHICLES (INCL. LCV)



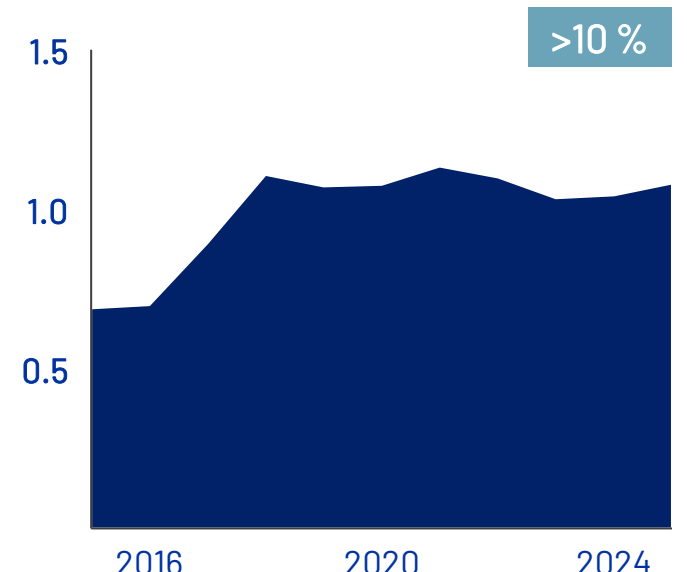
- Shift in powertrain solutions towards EV
- Strong competition and high number of suppliers
- EV investment increases strongly at supplier's shoulders along entire supply chain with uncertain ROI
- Highly volatile and crisis impacted

## MEDIUM AND HEAVY COMMERCIAL VEHICLES



- Industry consolidation due to competition where long term partnerships and fairness counts
- Growing Segment with increasing technology content **less volatile**
- Higher emission standards drives higher quality products (TOC)

## OFF-ROAD



- Fueled by infrastructure projects across the globe
- Strong Growth forecast as Construction/ Industry/Agro Economy/Outdoor-Powersports Actively level expected to grow Post Corona
- Autonomy of the construction & mining value chain



## SHORT-TERM SUPPLY CHAIN DIFFICULTIES PUT THE AUTOMOTIVE INDUSTRY UNDER PRESSURE

### RAW MATERIAL PRICES



>130% y-o-y  
price increase for steel

>130% y-o-y  
price increase for copper

### COST INFLATION



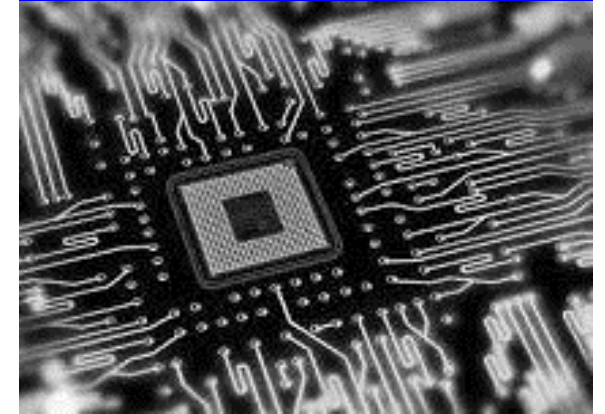
Significant y-o-y price  
increases for freight, labor  
salaries, electricity, oil,  
and others

### VOLATILE PRODUCTION



Automotive sales plummeted  
during COVID and only  
recovered:  
80% in Europe,  
70% in China, and  
50% in the US

### SHORTAGES



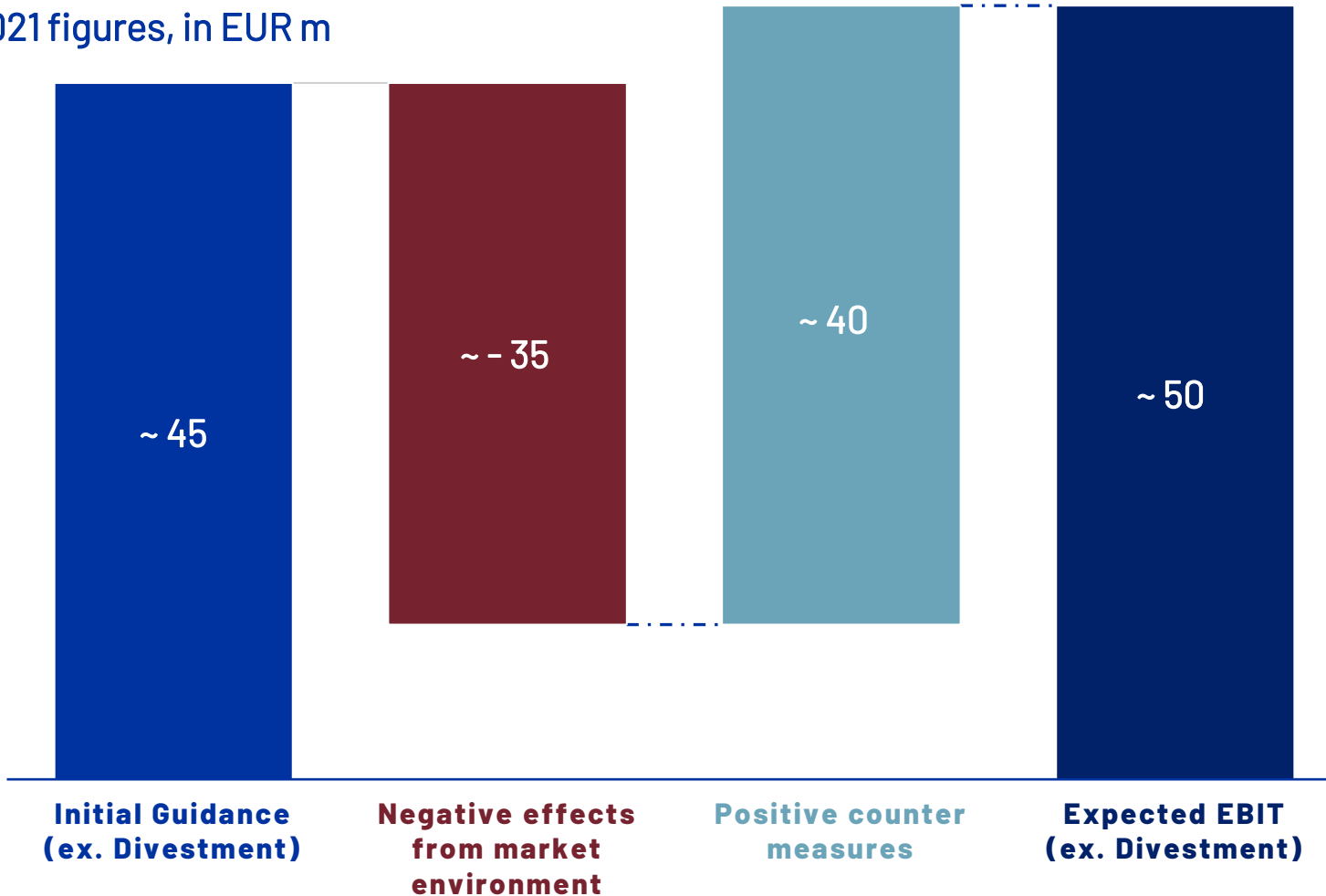
Since first quarter of 2021  
**semiconductor shortage**  
has halted assembly lines



Current status

## MARKET HEADWINDS COUNTERED WITH STRINGENT COUNTER MEASURES

2021 figures, in EUR m



**SHIFT**  
GEAR

### MARKET HEADWINDS INCLUDE:

- Raw material shortage and price increases
- Higher freight costs
- Dynamic demands from customers

### COUNTER MEASURES INCLUDE:

- Customer negotiations
- Operational excellence
- Supplier negotiations



Current status

## KA FINANCIALS SHOW RESILIENCE IN DYNAMIC ENVIRONMENT

✓ <b>€~800 M</b> REVENUE  On continuing business	✓ <b>€~50M</b> ADJ. EBIT  On continuing business
✓ <b>1.1</b> BOOK-TO-BILL RATIO  On continuing business	✓ <b>€ ≥1 M</b> FREE CASH FLOW  On continuing business

✓ achieved

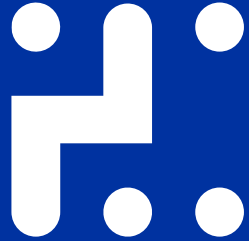
**WE EXPECT TO RECEIVE  
€175M NET PROCEEDS  
BY END OF Q1 2022**



# SHIFT GEAR CORE IMPACT AREAS



## KA FOCUSES ON THREE IMPACT AREAS TO SHAPE ITS FUTURE



**SHIFT  
GEAR**

**GEAR I**



**OPERATIONAL EXCELLENCE AND PERFORMANCE**  
Focus on profitability improvement

**GEAR II**



**STRATEGIC SHIFT TO GROW IN PROFITABLE SEGMENTS**  
Clear strategic roadmap for each business including M&A activities

**GEAR III**



**SUSTAINABLE TRANSFORMATION**  
Sustainable organization preparing for future market trends

KA-wide performance improvement program launched in May with central program management office ensuring BU and central targets are being reached





## **MASTERPLAN: 6 SPECIFIC WORK PACKAGES ON THE WAY TO A NEW KA TO ACHIEVE MAXIMUM IMPACT**

### **GEAR I**



**1**

**PERFORMANCE  
IMPROVEMENT  
PROGRAM**

**2**

**ORGANIZATION  
AND OPERATING MODEL**

### **GEAR II**



**3**

**SECURE & INNOVATE  
(P&C)**

**4**

**ACCELERATE  
& INNOVATE  
(SPECIALTY PRODUCTS)**

### **GEAR III**



**5**

**ENVIRONMENT, SOCIAL,  
AND GOVERNANCE**

**6**

**DIGITIZATION &  
AUTOMATION OF CORE  
PROCESSES**



We aim for **superior results** with an EBIT margin > 10%, a **winning portfolio** focused 75% on commercial vehicles and off-road customers, as well as a diverse management to drive our **sustainable future**



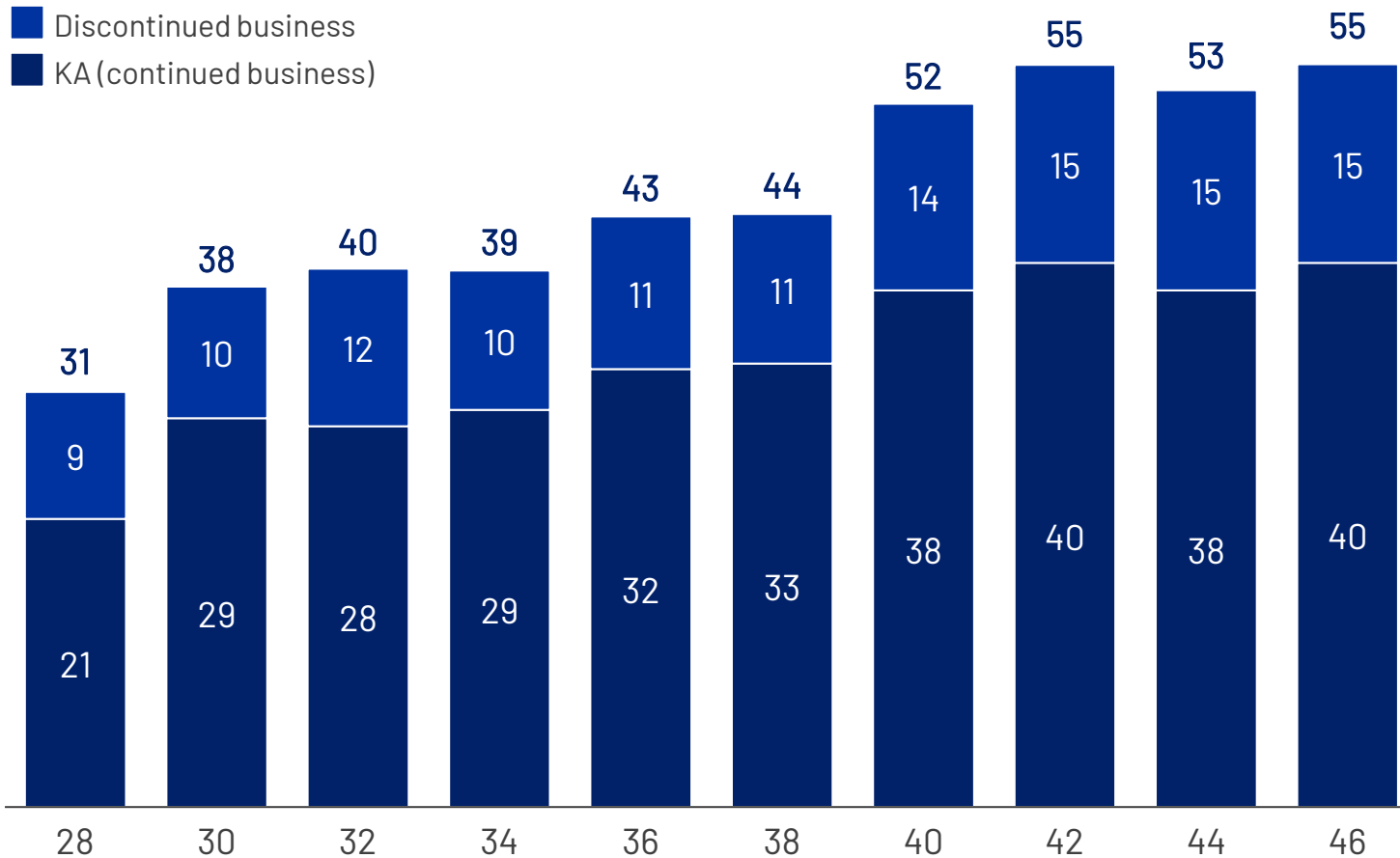
# 1 THE PERFORMANCE PUSH

- **5 core workstreams:** Commercial Excellence, Direct and Indirect Purchasing, Operations, and Cash Management
- **Strong performance infrastructure** including a rigorous drumbeat, KA-wide cloud-based measure tracking tool, clear targets, and regular performance reviews
- **Mobilization of all organizational units**, ensuring KA's full potential is reached and capabilities are utilized as best as possible
- **Focus on short-term improvements** (e.g., via implementation of spend control tower) as well as **structural measures** (e.g., renegotiation of supplier contracts)



# 1 THE MEASURES WE HAVE IMPLEMENTED IN 2021 WILL HAVE SIGNIFICANT CARRY-OVER EFFECTS TO 2022 AND BEYOND

Group measure impact for 2021 per calendar week, in EUR m



- KA-wide performance improvement
- EUR 56m in measures already implemented
- Most measures with positive carry-over effects for 2022 onwards

## 2 AFTER OUR DIVESTMENT WE HAVE IMPROVED PROFITABILITY, AND ARE WORKING ON RESHAPING AND RIGHTSIZING OUR ORGANIZATION

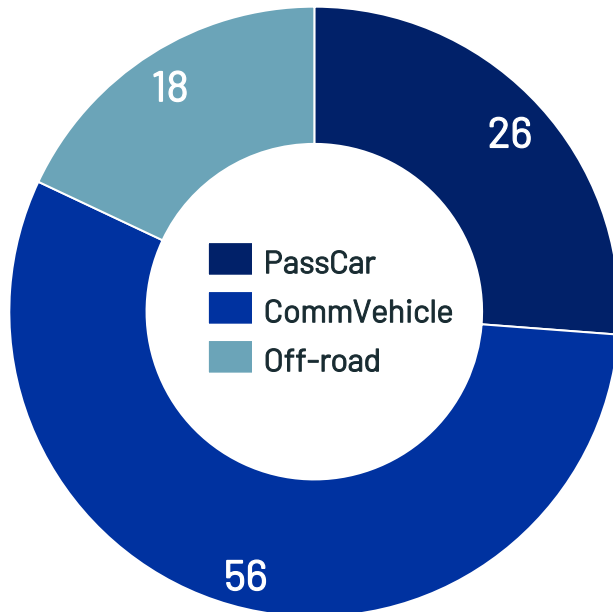
### OUR NEW KEY FIGURES

**SALES 2021:** EUR 0.8bn

**ADJ. EBIT 2021:** EUR ~ 50m (6%)

**CAPEX / SALES:** 3.3%

**SALES SPLIT, in %:**



### DIVESTMENT IMPLICATION

### STATUS

EBIT and cash flow improved by divestment of low-margin and cash-intensive business



Rightsizing to match new KA structure



Adapted operating model, with strong regional footprints, and cross-BU centers of competence



## 2 WE WILL FOCUS ON HIGHLY PROFITABLE SPECIALTY PRODUCTS IN NICHE MARKET SEGMENTS WITH A REGIONAL PRESENCE (GLOBAL)

### MAINTAIN & STRENGTHEN STRONG MARKET POSITION



### ESTABLISH KA AS CORE PLAYER AND ENTER WHITE SPOTS



### LONG-TERM ADDITIONAL POTENTIAL MARKETS



KA is in the process to set up **regional sales companies** target customers in our adapted operating model based on regional market knowledge and the full KA product portfolio





## WE AIM IN 2030 FOR A HIGHLY PROFITABLE BUSINESS WITH 2.0-2.5X THE REVENUE OF TODAY

Revenue and EBIT trajectory, vs. 2021 post-divestment

MID-TERM PLAN 2024		LONG-TERM AMBITION 2026	
ASIA +90%	TOPLINE 1.3 - 1.5x	TOPLINE 1.7 - 2.0x	
AMER +50%			
EMEA +40%	ADJ. EBIT 9% - 10%	ADJ. EBIT 11%-12%	

OUR GROWTH AND PROFITABILITY TRAJECTORY IS ACCOMPANIED BY A TOP-POSITION IN COVERED MARKETS, AND A SUSTAINABLE FREE CASH FLOW

### TAKE AWAY

*Second to None Wherever we are operating, we want to be positioned among the TOP 3 within the Industry in Market share and Technology. This unlocks strong growth potential*

Specialty product business to be developed and adapted

*"We consolidate our strengths across the BUs to accelerate growth"*





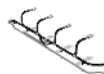














Strong growth in Asia Pacific -  
*China Korea and India - untapped*

# 3 4 COMPETITIVE & PERFORMANCE CHECK – SECOND TO NONE UNLOCKS STRONG GROWTH POTENTIAL

COUPLINGS		OFF-HIGHWAY	
<p>REVENUE 115 (EST. 2021)</p> <p>EMPLOYEES 400</p> <p>CAGR 2019-2021 7%</p> <p><b>SECOND TO NONE INDEX</b></p> <p>#RANKING (based on market share): 2 ✓</p> <p>#RANKING (based on technology): 1 ✓</p> <p><i>Self assessment</i></p> <p>SEGMENTS OPERATIVE: 3</p> <p><i>Automotive, Industry, OFH</i></p> <p>CUSTOMERS +100</p>	<p><b>COUNTRY FOCUS!:</b></p> <p> 74%</p> <p> 4%</p> <p> GROW 19%</p> <p> 3%</p>	<p>REVENUE 165M</p> <p>EMPLOYEES 600</p> <p>CAGR 2019-2021 7%</p> <p><b>SECOND TO NONE INDEX</b></p> <p>#RANKING (based on market share): 2 ✓</p> <p>#RANKING (based on technology): 2 ✓</p> <p><i>self assessment</i></p> <p>SEGMENTS OPERATIVE: 4</p> <p><i>automotive, industry, ofh</i></p> <p>CUSTOMERS +25</p>	<p><b>COUNTRY FOCUS!:</b></p> <p> 16%</p> <p> 84%</p>
<p><b>GROWTH AMBITION UNTIL 2025 x2</b></p> <p> <b>POLE POSITION IN ELECTRICAL VEHICLE SEGMENT</b></p>		<p><b>GROWTH AMBITION UNTIL 2025 x2</b></p>	
<p>CAGR '21 - '25</p> <p>EMEA: 13 %</p> <p>AMERICAS: 60 %</p> <p>APAC: 35 %</p>	<p>NEW PRODUCTS / MARKETS</p> <p> AIR SUSPENSION</p> <p> SMART SYSTEMS (E.G. THERMAL MGMT.)</p> <p> MEDICAL (UNDER REVIEW)</p>	<p>CAGR '21 - '25</p> <p>EMEA: 12 %</p> <p>AMERICAS: 11 %</p> <p>APAC: 26 %</p>	<p>NEW PRODUCTS / MARKETS</p> <p> AGRICULTURE <b>+200%</b></p> <p> CONSTRUCTION <b>+95%</b></p> <p> EPS <b>+100%</b></p>



# 3 4 COMPETITIVE & PERFORMANCE CHECK – SECOND TO NONE UNLOCKS STRONG GROWTH POTENTIAL

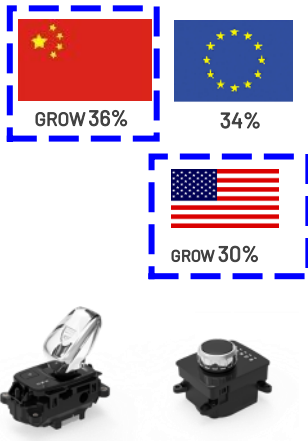
FTS			ON-HIGHWAY		
<p>REVENUE EMPLOYEES CAGR 2019-2021</p> <p><b>132MEUR</b> <b>1000</b> <b>20%</b></p> <p><b>SECOND TO NONE INDEX</b> #RANKING (Fluoropolymer based hose products): #RANKING (Fluoro-comp® product based): # INDUSTRIAL PTFE</p> <p><i>Self assessment</i> SEGMENTS OPERATIVE: <i>Passenger cars, Commercial vehicles, Off-road, Industry</i> CUSTOMERS</p>	<p><b>Top 3</b> ✓ <b>Top 2</b> ✓</p> <p><b>4</b> <b>+100</b></p>	<p><b>COUNTRY FOCUS!:</b></p> <p>  51% 46%</p> <p>  Grow 2%</p> <p>  </p>	<p>REVENUE EMPLOYEES CAGR 2019-2021</p> <p><b>205M</b> <b>800</b> <b>7%</b></p> <p><b>Second To None Index</b> #RANKING (based on MARKET SHARE): #RANKING (based on Technology):</p> <p><i>Self assessment</i> SEGMENTS OPERATIVE: <i>Automotive, Industry, OFH</i> CUSTOMERS</p>	<p><b>2</b> ✓ <b>2</b> ✓</p> <p><b>4</b> <b>+25</b></p>	<p><b>COUNTRY FOCUS!:</b></p> <p>  43% 36%</p> <p> 21%</p> <p>  </p>
<p><b>GROWTH AMBITION UNTIL 2025 x 1,6</b></p> <p>CAGR '21 - '25</p> <p>EMEA: 11 % AMERICAS: 8 % APAC: 16 %</p> <p>NEW PRODUCTS / MARKETS</p> <p> <b>TRUCK +85%</b>  <b>PC +35%</b>  <b>INDUSTRIAL +35%</b></p>			<p><b>GROWTH AMBITION UNTIL 2025 x 1,6</b></p> <p>CAGR '21 - '25</p> <p>EMEA: 11 % AMERICAS: 5 % APAC: 38 %</p> <p>NEW PRODUCTS / MARKETS</p> <p> <b>SMART SYSTEMS</b>  <b>E-ACTUATORS</b>  <b>THERMAL MANAGEMENT</b></p>		

# 3 4 COMPETITIVE & PERFORMANCE CHECK – SECOND TO NONE UNLOCKS STRONG GROWTH POTENTIAL

## DRIVELINE

REVENUE 210M  
 EMPLOYEES 2,760  
 CAGR 2019-2021 -10%

### COUNTRY FOCUS!



### SECOND TO NONE INDEX

#RANKING (based on market share): 6   
 #RANKING (based on technology): 6

*Self assessment*  
 SEGMENTS OPERATIVE: 4  
*Automotive, Industry, DRL*  
 CUSTOMERS +25

## GROWTH AMBITION UNTIL 2025 x1,2

### CAGR '21 - '25

EMEA: -3 %  
 AMERICAS: 12 %  
 APAC: 2 %

### REGIONAL

SHIFT BY WIRE  
 (EMEA & AMER)

### NEW PRODUCTS / MARKETS

E-ACTUATORS  
**+95%**

THERMAL  
 MANAGEMENT

potential move to ONH



# WE EXPECT STRONG GROWTH IN OUR MOST PROFITABLE SEGMENTS, THANKS TO OUR STRUCTURED INNOVATION PROCESS

## SEGMENT GROWTH RATES 2022-2026

**P&C**

**7 to 9%**

**SPP**

**10 to 12%**

*Average Per annum*

## SEGMENT PROFITABILITY TARGET 2026

**ONH**

**6 to 10%**

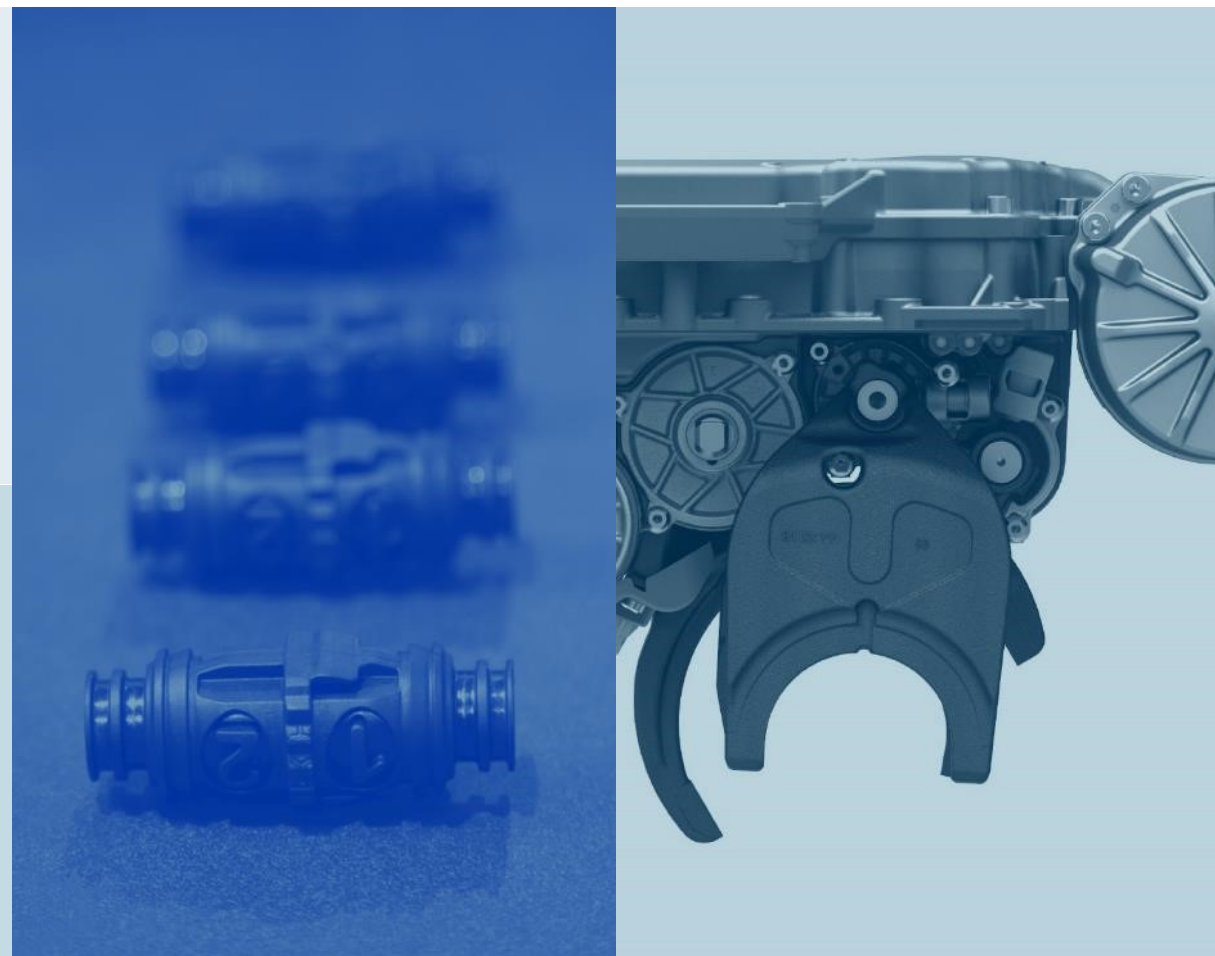
**DRL**

**3-5%**

**SPP**

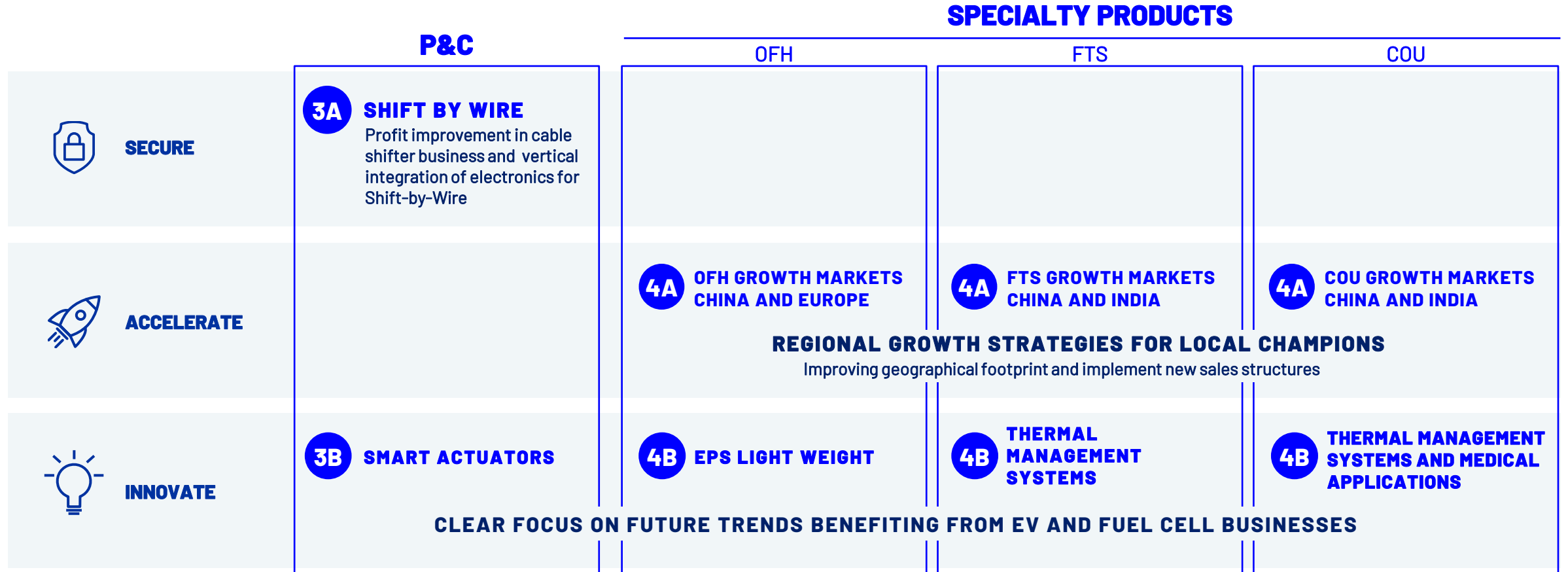
**14 to 16%**

*Adjusted EBIT Margin*



**3 4**

**STRATEGIC SHIFT TO GROW IN PROFITABLE SEGMENTS**  
 EXAMPLES FOR PORTFOLIO PRODUCT STRATEGIES



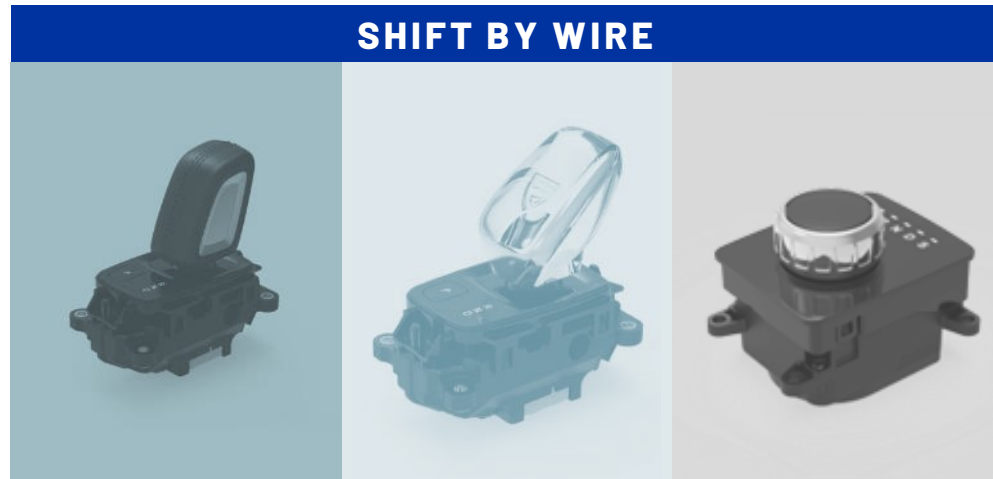
**X** Deep dives on the following pages

Radically re-assess and innovate business model along mega trends

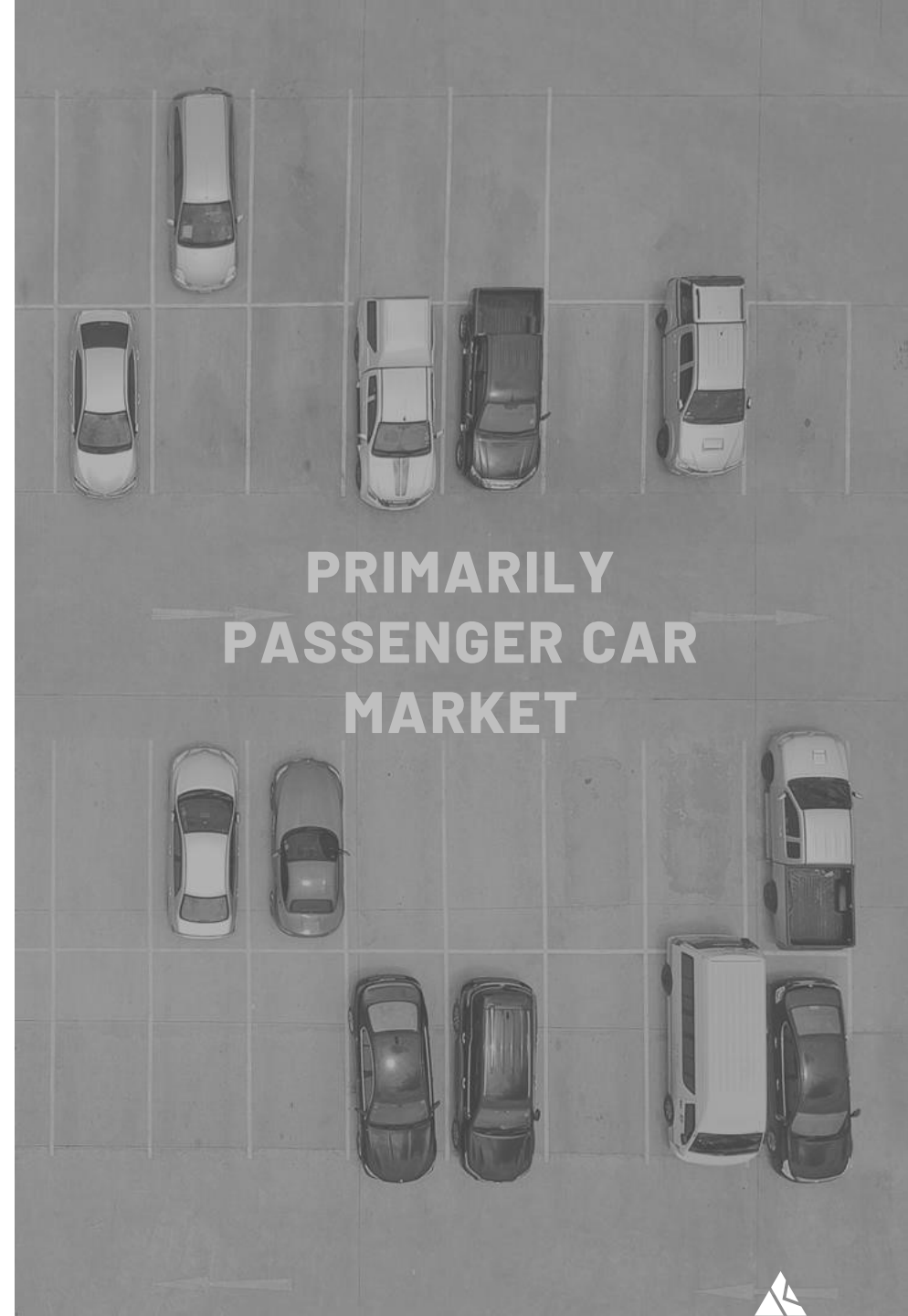
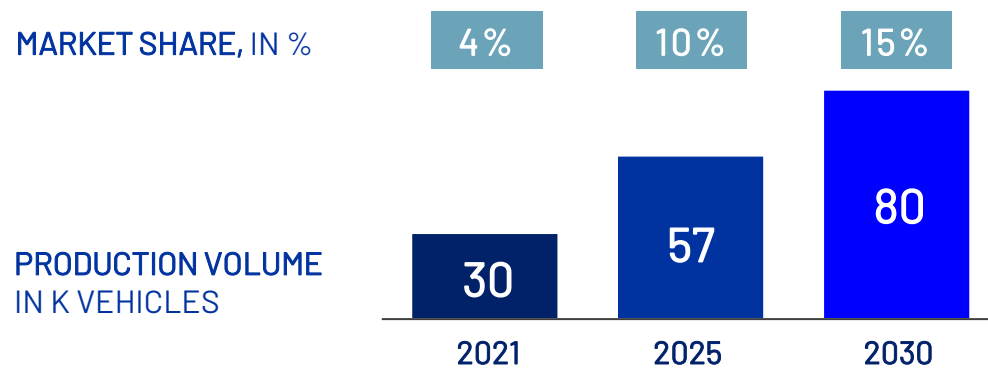
Focus on highly profitable specialty products in niches favored by market trends and addressed through an adapted operating model with regional presence (global)



# 3A P&C SECURE: DRIVELINE BUSINESS AS LPV SEGMENT WITH FURTHER FOCUS ON COST IMPROVEMENT AND ABOVE-AVERAGE GROWTH POTENTIAL IN CHINA



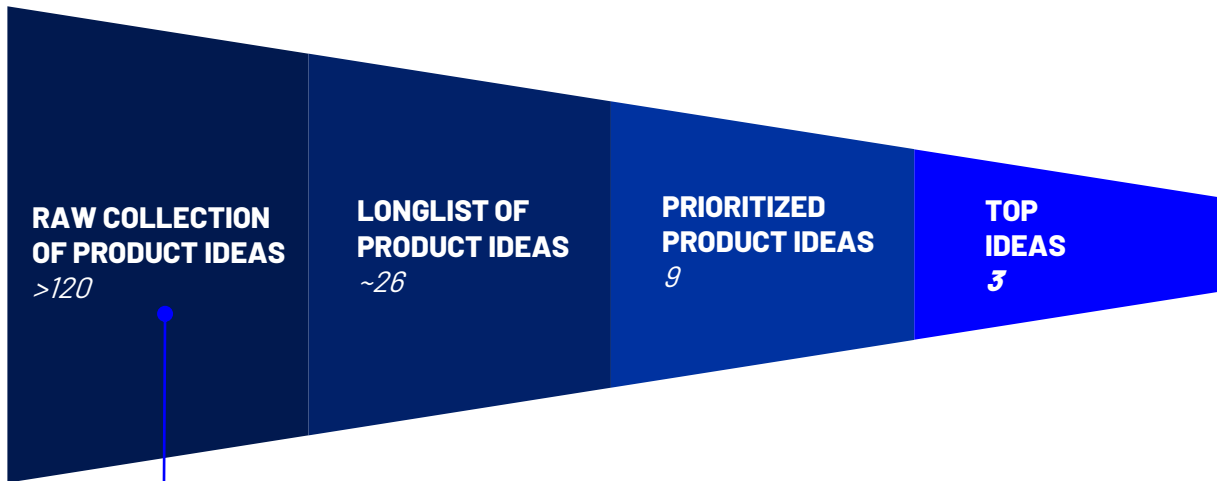
## TARGET MARKET SHARE, INCL. RESULTING VOLUMES





# STRATEGIC SHIFT TO GROW IN PROFITABLE SEGMENTS

## INNOVATION PROJECTS EVALUATED AND DEVELOPED ALONG LEVELS OF MATURITY OF R&D PIPELINE (DEVELOPMENT HORIZONS)



8 ideation sessions w/ 24 stakeholders from different BUs, functions and regions

## FOCUS REGIONS

GR. CHINA



NA



EU 27+3



## FOCUS CV SEGMENTS



MDT



HDT



TRAILER






BUS



**3B 4B**

**... AS SHOWN BY THESE OPPORTUNITIES WE HAVE IDENTIFIED BY LEVERAGING OUR EXISTING PORTFOLIO**

TOP-INNOVATION OPPORTUNITIES	KA STRENGTHS AND APPLICATIONS
<p data-bbox="504 482 779 511">SMART ACTUATORS</p> 	<p data-bbox="1006 511 1875 621">Park Lock actuator in production, currently Dog-Clutch actuator in pre-development. Application also possible for Linear (High Force) Actuators; builds on strength</p>
<p data-bbox="428 714 868 742">ELECTRONIC POWER STEERING</p> 	<p data-bbox="1006 756 1821 863">Currently in use at Off-Highway in Power Sports application. Scaling within Power Sports and other customer segments like Material Handling intended.</p>
<p data-bbox="428 956 907 985">THERMAL MANAGEMENT SYSTEMS</p> 	<p data-bbox="1006 985 1770 1092">Not in production now, but new product family of High Performance Couplings (HPC) designed to meet Thermal Management and Air Suspension demands</p>



Top-opportunities are thoroughly developed along the R&D funnel and clustered into innovation centres. This leverages KA-wide core competences and knowledge from existing portfolio applications

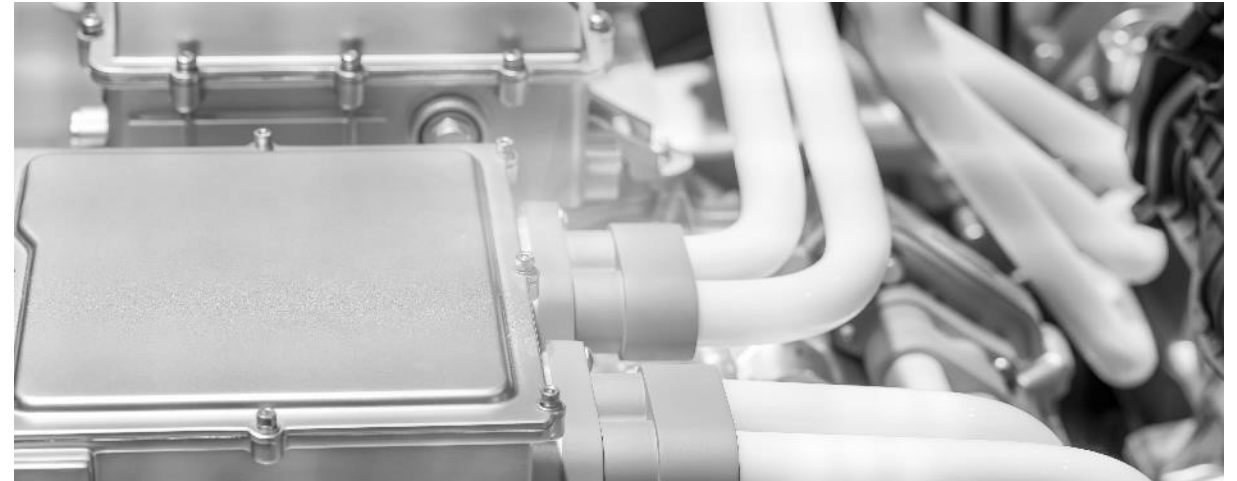
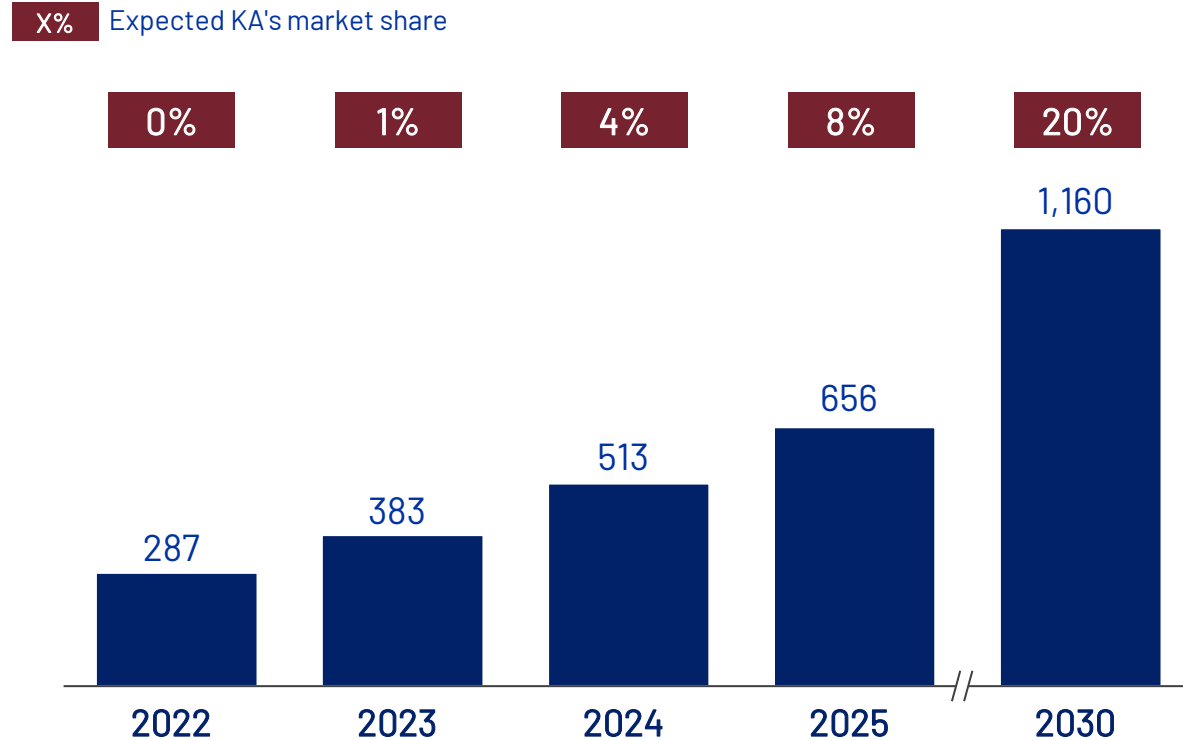


**4B**

**REFOCUSING BUSINESS MODEL TOWARDS GROWTH IN HIGH MARGIN BUSINESSES OF NICHE AREAS (BTMS)**

**FTS/COU: BATTERY THERMAL MANAGEMENT SYSTEMS (BTMS)**

BTMS Market Estimate & KA Couplings Target Market Share, in M€



**MARKET CAGR**

2022-25		2025-30	
VALUE	VOLUME	VALUE	VOLUME
32%	28%	12%	11%

BTMS market linked correlated to electrified vehicles sales.

## 5 ESG IS INCREASINGLY A LICENSE-TO-PLAY FOR OUR INVESTORS, CUSTOMERS, AND TALENTS



OEMS INCREASE REQUIREMENTS

### Multiple

increase in OEM supply chain decarbonization commitments in last 24 months



INVESTORS DEMAND SUSTAINABLE RETURNS

### Trillions

of assets are managed by ESG investors, and growing at 15+% p.a.



TALENTS PREFER "GREEN" COMPANIES

### Majority

of millennials say ESG purpose and performance are a litmus test for employers

**Significant share of corporate profits at risk with environmental requirements**



KONGSBERG  
AUTOMOTIVE

Some of our customers are pushing for 100% clean energy in production by 2025

Green initiatives allow cheaper financing through green bonds; potential green-bond issue under investigation; sustainability-linked bonds can reward us for achieving targets.

Especially at European sites employees are increasingly reluctant to work for companies which do not align with their values

## 5 THE SHIFT GEAR PROGRAM HELPS US ACHIEVE OUR SUSTAINABILITY TARGETS WHILE IMPROVING OUR BUSINESS

### OUR ESG-TARGETS

Carbon neutral products by 2039

100% carbon free energy used in production by 2030

Responsible sourcing

### PROGRESS OF OUR INITIATIVES

- > Work with suppliers towards carbon neutrality
- > 40% renewable energy in 2020, 7 plants already at 100%
- > Only suppliers with NQC rating  $\geq 70\%$  threshold approved by sourcing board



### NEXT STEPS

Install carbon emissions management system, across own operations and scope 3

Expand LCA activities to broader product portfolio

Further develop ESG strategy to be at the leading edge of sustainability / mega trends

# 5 DIGITALIZATION & AUTOMATION OF CORE PROCESSES IMPROVES EFFICIENCY, QUALITY AND TIME TO MARKET

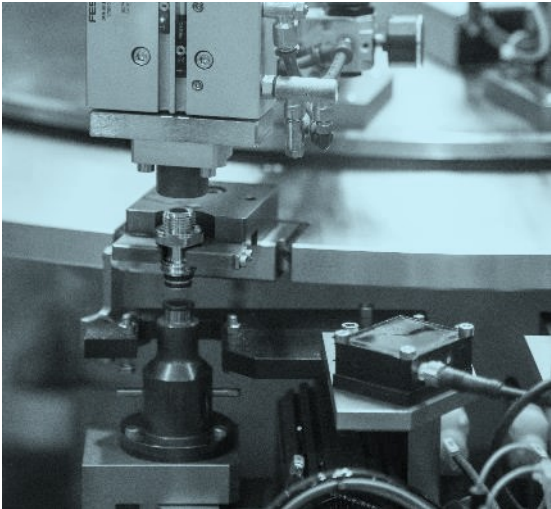


Smart manufacturing can increase productivity by 20 % while reducing cost of non-quality by 30 %



Combining these elements gives high-quality data on a fully traceable value chain

Digital engineering and product lifecycle management can reduce time to market by 40 % and increase on-time-delivery by 20 %



Digitally connected supply-chain management can improve process efficiency by 20% and reduce inventories by 25%



KA will invest up to EUR 1m in 2022 to further develop our ESG Roadmap



# COFFEE BREAK



# TRANSFORMATION OF THE AUTOMOTIVE SECTOR: TRENDS AND OPPORTUNITIES

DR. CHRISTIAN AMSEL, CTO

DEC 9, 2021



**KONGSBERG**  
AUTOMOTIVE

## CASE THEMES STILL THE DRIVER FOR THE AUTOMOTIVE TRANSFORMATION



Connected



Automated



Smart Mobility \*)



Electric

**“CASE themes continue to drive the Automotive Transformation – ELECTRIC currently has greatest impact”**

\*) Smart Mobility describes a transportation ecosystem where stakeholders use data and connectivity to move people and goods sustainably and efficiently. Shared mobility remains as a sub-segment and an important value pool in this ecosystem focusing on people transport with passenger vehicles.



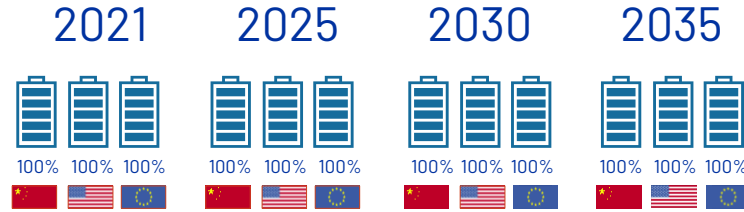


# TRANSFORMATION OF THE AUTOMOTIVE SECTOR IS HAPPENING EVERYWHERE, BUT AT DIFFERENT SPEEDS. ELECTRIC HAS GREATEST IMPACT

Total vehicle parc and technology penetration of new car sales - expected new car sales in 2030 in million: China 31, USA: 17, Europe: 17



## Smart Mobility

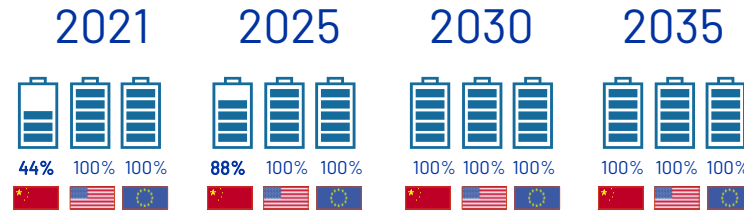


- Smart mobility modes **beyond vehicle ownership** are expected to **grow in the long term**.
- With rising number of car-subscription offerings, **share-active** (e.g. rental subscription) is expected to **grow strongest in Europe** (10% of total km by 2025), while **shared-passive** (e.g. ride hailing) is expected to **grow significantly more in China** (10%) vs. USA or Europe 1-3%).



## Connected

(eCall, % new LV sales)

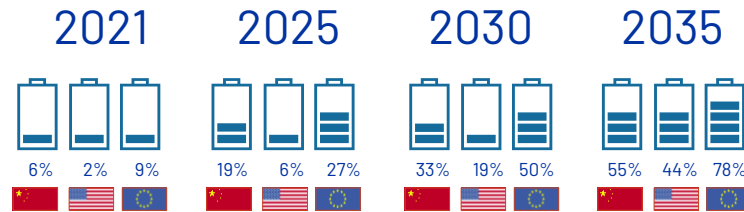


- **Vehicle connectivity** is advancing, with **50% of total parc connected** in Europe by 2025, US by 2023, China by 2029
- While OEMs are **reaching a critical size** with their connected service customer base, they will **struggle with reliable service at scale** (over-the-air update functionality)



## Electric

(BEV, % new LV sales)

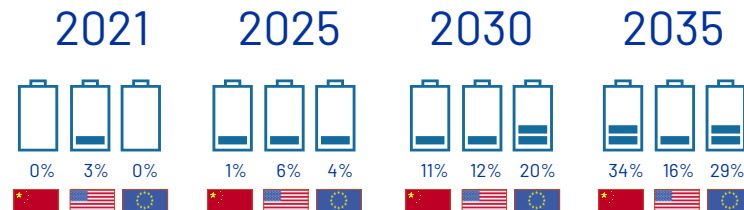


- **E-mobility is at an inflection point in Europe**, driven by strong government drive (incentives and regulation), with **27% BEV shares of new car sales** in 2025 – ahead of China (19%), US (6%).
- **Slow charging infrastructure** build-up will soon become the **biggest growth hurdle**



## Automated

(L3/L4/L5, % new LV sales)



- **Automated driving** will enter the market in passenger transport with a range of **specific use cases** that are **difficult to scale**.
- **L4 share of new cars** at **14-15% by 2035** in Europe & China.
- **Industrial and logistics** applications likely to **grow faster**.



## 3 MAJOR DRIVING FORCES ARE INFLUENCING THE TRANSFORMATION SPEED DRIVEN BY ELECTRIC. MAIN CHALLENGES:



**Electric**

BEV - Battery

**By the end of the decade BEVs will be the most effective powertrain solution for almost all Light Vehicle (LV) segments**

### CONSUMERS

- Range anxiety and charging options are the biggest obstacles to buy an electric car
- Further aspects are:
- Availability of Electric vehicles at the dealer
- Costs
- Performance
- Image
- ...

### TECHNOLOGY

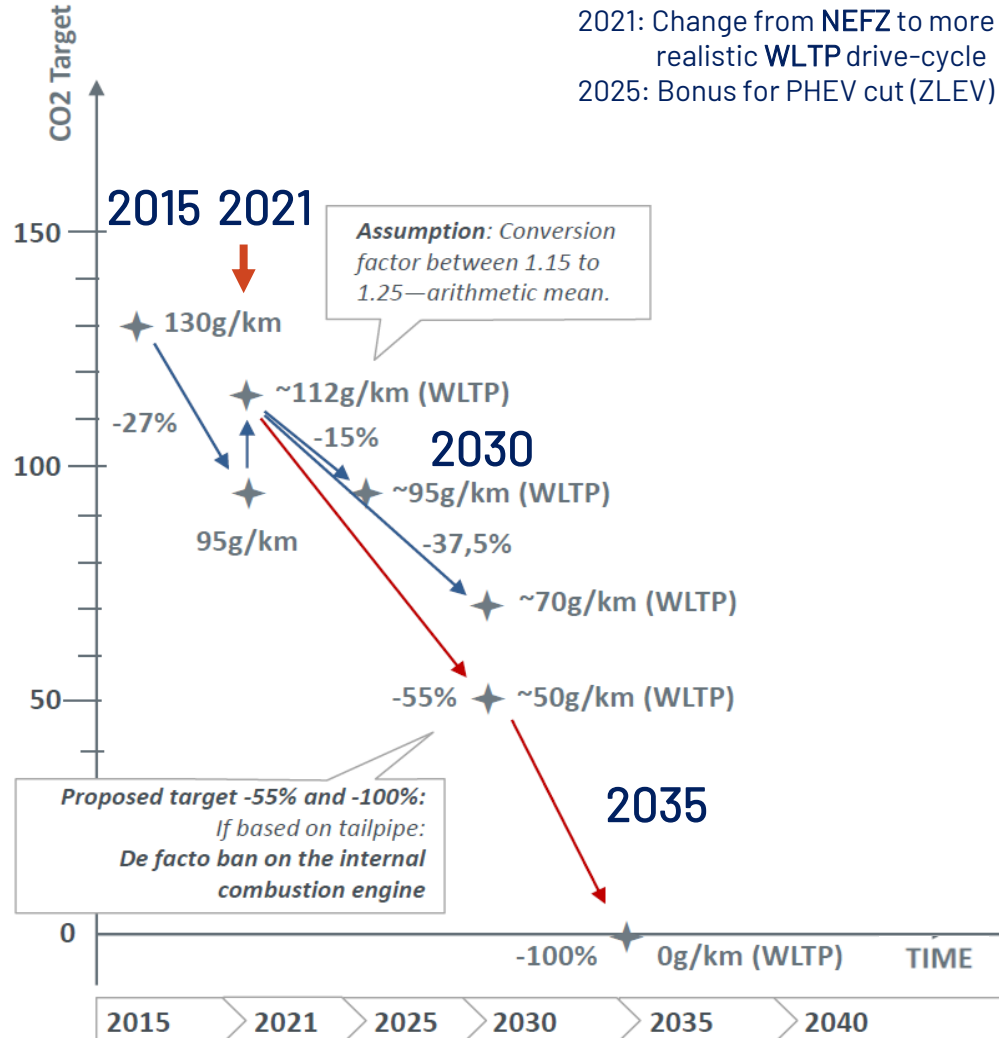
- Battery Electric
- Efficiency improvement and cost reductions
- High voltage system and architecture for development, production and service
- High voltage battery: system design and cell innovation
- Fuel Cell
- "Green" hydrogen and charging infrastructure
- Stack and tank optimization

### ACCELERATION

#### REGULATION

- EC adopted a package under **European Green Deal** (07/21) aiming for climate neutral in 2030
- EC promoting **alternative fuels infrastructure ... and Strategic Roll Out Plan**
- China **New Energy Vehicle Industrial Development Plan** (2021-35)(10/20)
- US lagging behind but recently measures to **accelerate charging infrastructure**

## LEGISLATION IS GOING TO ACCELERATE THE TRANSFORMATION, EXAMPLE OF EUROPEAN COMMISSION: SIGNIFICANT INCREASE OF CO2 FLEET TARGETS



➤ Top-Down simulations show that further strengthening of the CO2 reduction targets is needed until 2030 to achieve the wholistic climate neutral target in 2050:

- » LV -37,5% → -55% (70g/km)
- » LCV -31,0% → -50%
- » HDT: -30,0% in discussion
- » 2035: -100% what is more or less "STOP of ICE Technology" for new vehicles!

➤ What is the approach to achieve the targets?

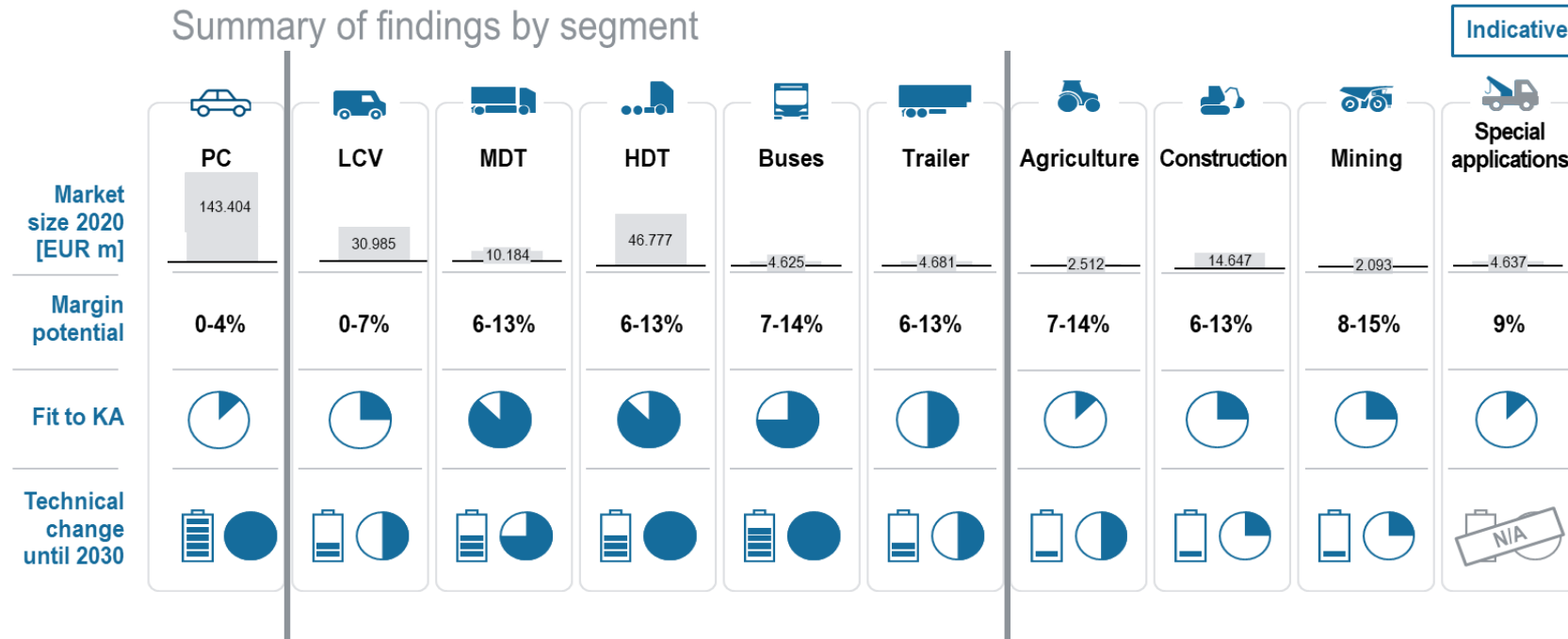
- » Efficiency improvements (48V architecture, CNG and LPG, hybridization, recuperation, ...)
- » Emission free drive trains
  - › PHEV as accelerator
  - › Push for synthetic ("E-Fuels") and Bio-Fuels as interim solution but no long-term approach
  - › FCEV for specific LV, LCV and HDT applications

BEV = Battery Electric Vehicle  
PHEV = Plug-in Hybrid Electric Vehicle  
FCEV = Fuel Cell Electric Vehicle

LCV = Light Commercial Vehicle < 6t  
HDT = Heavy Duty Truck  
ZLEV = Zero and Low emitting vehicles



# AS PART OF OUR PORTFOLIO MODERNIZATION, WE HAVE MADE A STRUCTURED ASSESSMENT OF THE DIFFERENT SEGMENTS

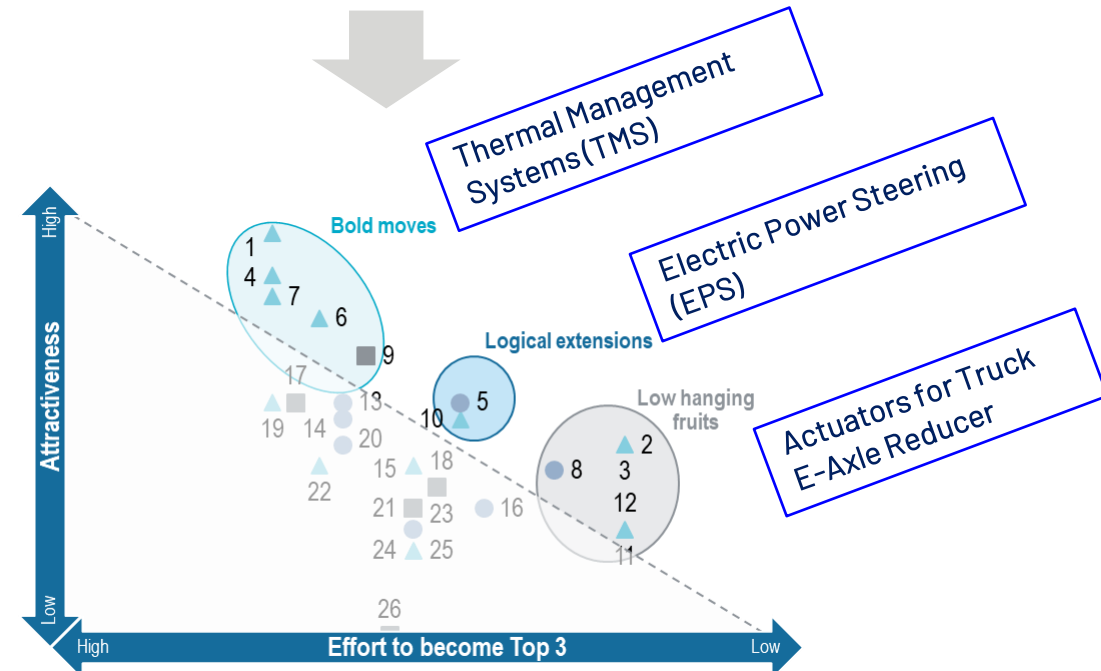
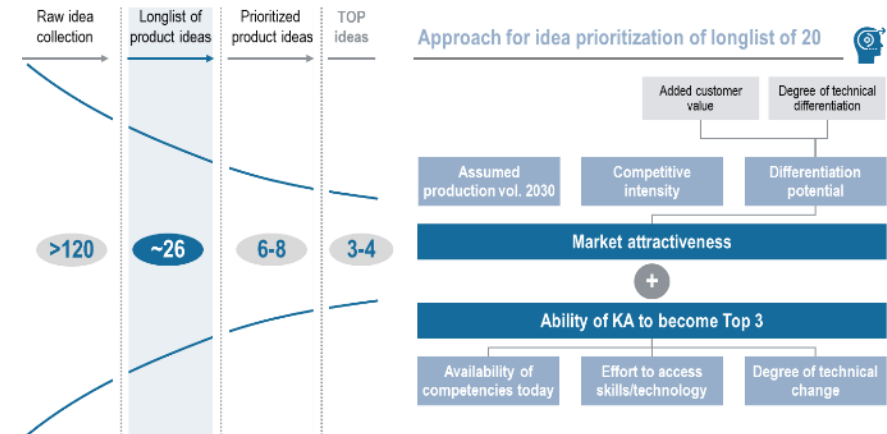


- General market size and margin potential as representation for financial attractiveness
- Fit to KA's current customers and technical capabilities as indicator for chances to reach aspired TOP 3 position
- Technical change until 2030

- Innovation involves uncertainty – we are managing our risk using a structured methodology, ensuring a cost-efficient development process
- We have identified areas where there will be a
  - » high degree of technical change,
  - » high margin potential and a
  - » good fit to our existing technology, production and customer base
- Major disruptions act as door opener for suppliers to access new clients and segments

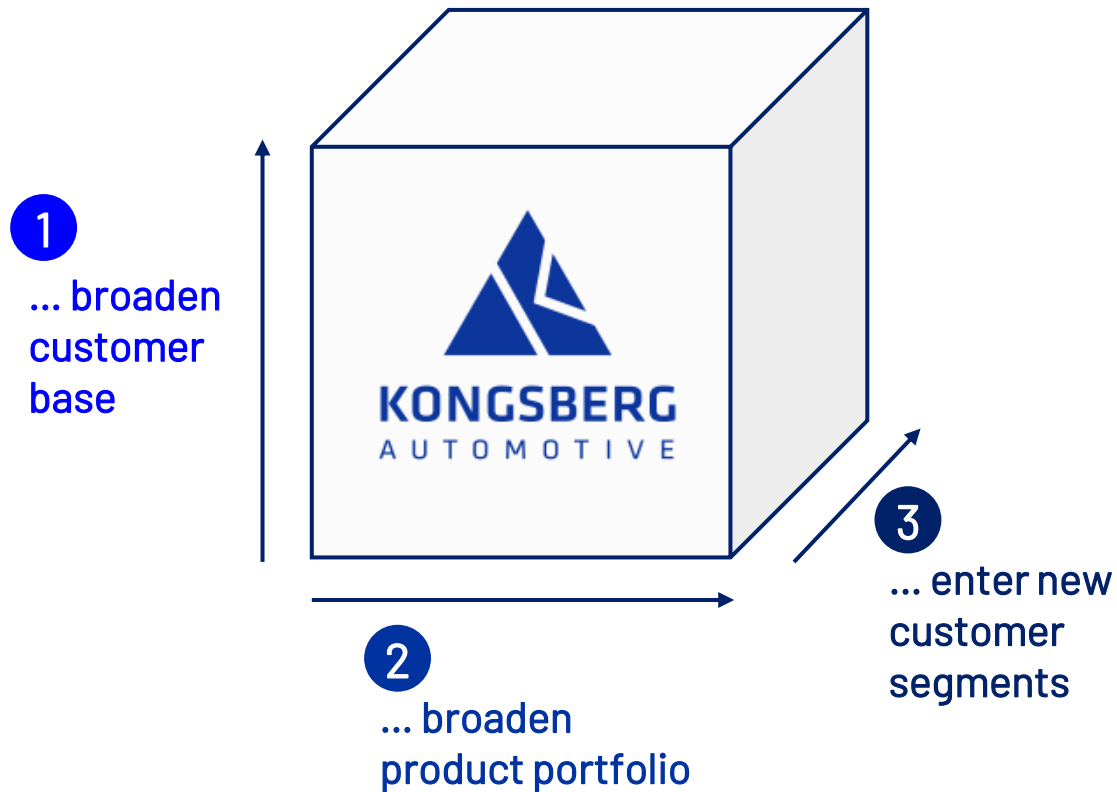
# AS PART OF OUR PORTFOLIO MODERNIZATION, WE SELECTED THE MOST PROMISING PRODUCTS FOR KA

- The chosen structured methodology led to a longlist with more than 120 ideas for KA
- A stringent prioritization of the longlist clustered into:
  - “Bold Moves”,
  - “Logical Extensions” and
  - “Low Hanging Fruits”
- led to 3 growth trajectories in the areas of
  - Thermal Management Systems,
  - Electric Power Steering and
  - Actuators for Truck E-axle Reducers
- All growths initiatives will be performed as Innovation Cells in order to minimize Time-to-Market



# KA WILL LEVERAGE STRENGTHS IN MORE PROFITABLE SPECIALTY PRODUCT SEGMENT (SPP) BASED ON 3 GROWTH PILLARS:

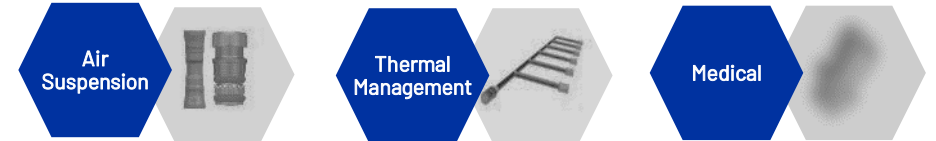
Systematic approach to...



**1** Broaden customer base in current application fields



**2** Broaden Product Portfolio for selected applications – e.g. for Couplings



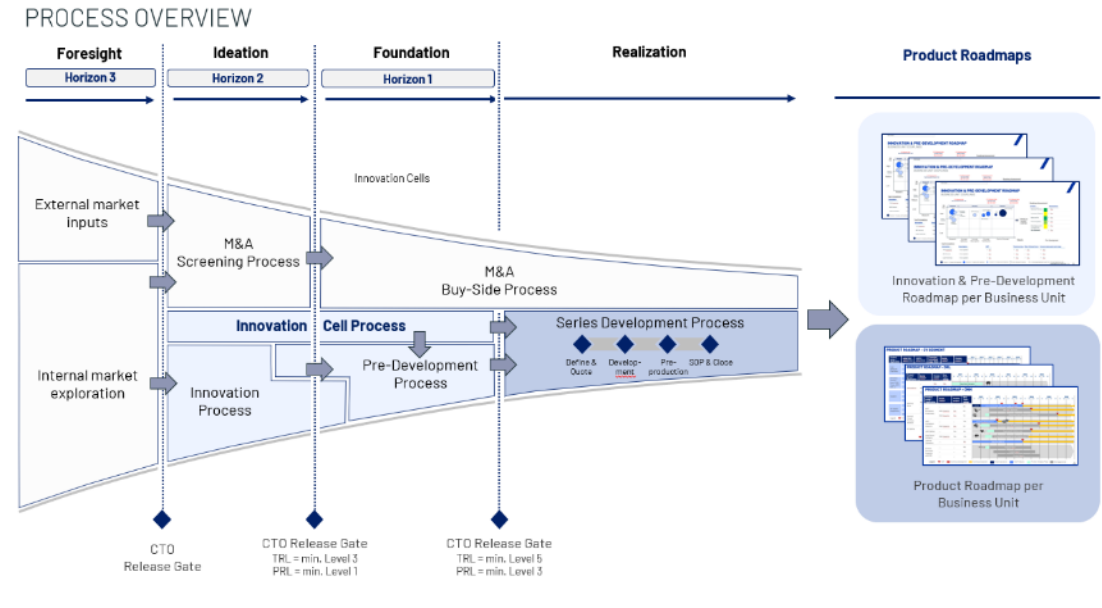
**3** Enter new customer segments – to increase potentials e.g. in:



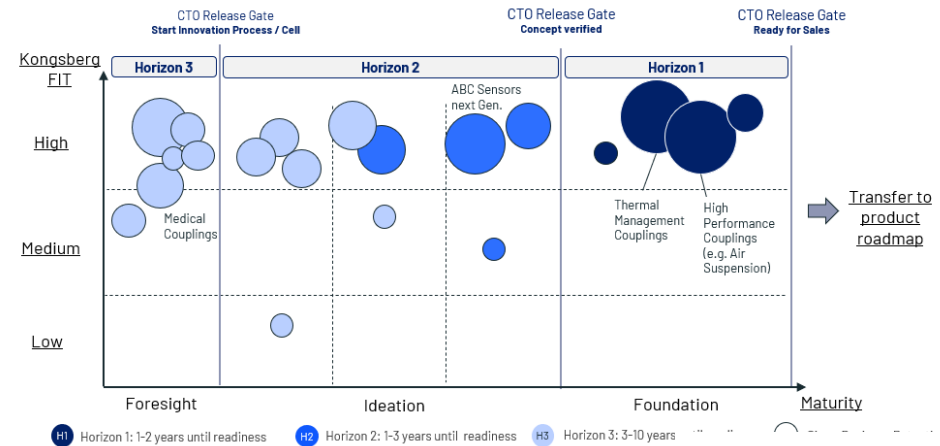
> The future of our product portfolio lies in profitable niche segments closely related to our current markets with clear second to none strategy

# WE STREAMLINED OUR INNOVATION AND R&D PROCESSES TO SHORTEN TIME-TO-MARKET SIGNIFICANTLY

- The newly defined innovation process provides clear structure for
  - » Agile and Focused innovations to shorten Time-to-Market and
  - » for selected M&A activities
  
- Structured Gate Releases to ensure needed maturity levels
  
- Our approach is to grow mainly organically but selectively also via M&A in case of product/ technological gaps



## INNOVATION ROADMAP – E.G. COUPLINGS



Couplings EV products

# "NO 1 CHOICE FOR ELECTRICAL VEHICLE MANUFACTURERS"

## HIGHER SYSTEM REQUIREMENTS OPEN NEW DOORS

- > Pneumatic brake systems continues to shift from ICE to EV. No negative effect on air couplings
- > No air leakage saves energy - increasing driving distance
- > Optimal airflow leads to shorter time for braking, suspension and auxiliary systems
- > «Click-click» assembly and disassembly improve installation cost and reduce vehicle down time
- > Light weight materials contributes for light weight vehicle and increased payload

## COMPETITIVE POSITIONING

- > Leverage relationship with already existing OEMs to enter new, electrical based platforms
- > Provide "best in class performance" to capture new customers entering electrical vehicle market
- > Meet future zero emission and safety critical performance requirements which results in higher quality standards and product differentiation
- > High focus on developing new products and enter new markets

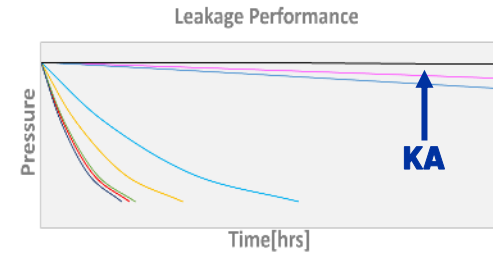


**POLE POSITION  
IN ELECTRICAL  
VEHICLE SEGMENT**

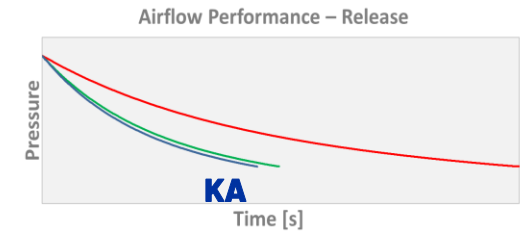
## INCREASED GLOBAL MARKET SHARE

## FEATURES & BENEFITS

### BEST IN CLASS - LEAKAGE LEVEL



### OPTIMAL AIRFLOW



### EASY BUILDING BLOCK SYSTEM



### COMPOSITE MATERIAL BASE



 LIGHT WEIGHT

 INSTALLATION  
COST BENEFITS

 PERFORMANCE  
BENCHMARKING

## UPDATE - UPDATED PORTFOLIO



**AIR SUSPENSION**



**TWIST-LOCK**



# GROWING BUSINESS BENEFITING FROM EV TRANSITION

## RELEVANCE

RELEVANCE	ICEV TODAY	ICEV FUTURE	PHEV	BEV	FCEV
AIR SUSPENSION LINES	✓	✓✓	✓	✓	✓✓
(FLEXIBLE) HYDRAULIC BRAKE LINES	✓	✓	✓	✓	✓
FUEL LINES (BIOFUELS, HYDROGEN)	✓	✓	✓✓		✓
EMISSION CONTROL LINES	✓	✓	✓		
(FLEXIBLE) TURBO LINES	✓	✓✓	✓✓		
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
- > **Increased safety**
  - » increase crash and flammability resistance by high performance plastic fluid transfer lines
- > **Increased cleanliness**
  - » supports fuel savings and enables hydrogen fuel cell technology

## MARKET DYNAMICS



**SAFETY REGULATIONS**



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



**MILES-PER-GALLON LEGISLATION DRIVING NEW ENGINE TECHNOLOGY**

## COMPETITIVE POSITIONING



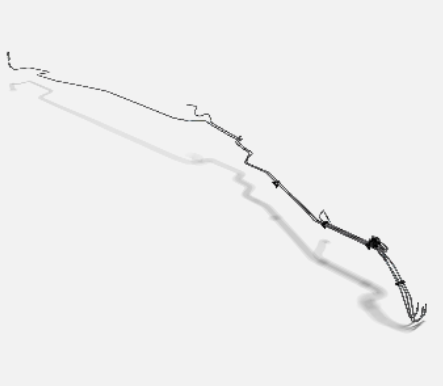
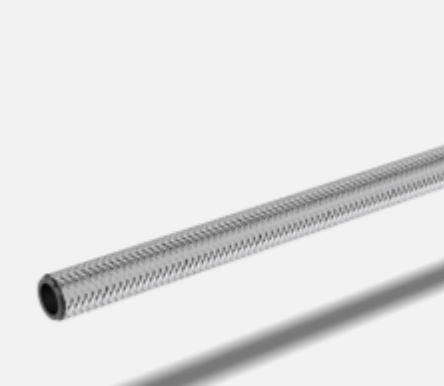
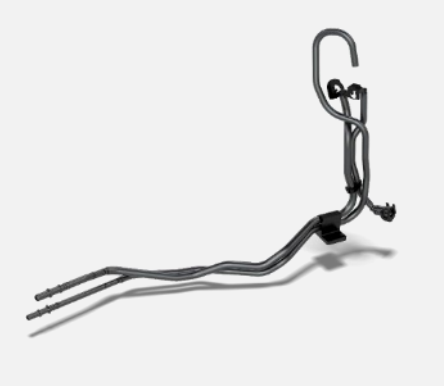

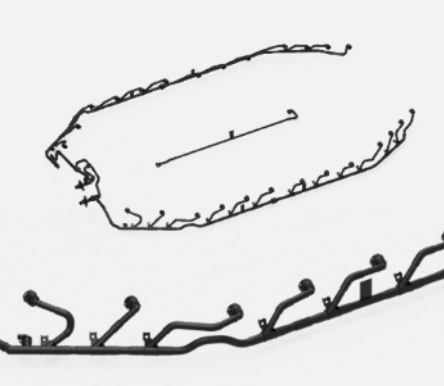
**#1**

**IN HIGH PERFORMANCE LINES**

# PRODUCT LINES

1<sup>st</sup> Rfi's received on  
Fuel Cell truck  
System Cooling

B-Sample order for  
next generation EV  
truck at European OEM

AIR SUSPENSION	HYDRAULIC BRAKE	FUEL	EMISSION CONTROL+ TURBO	COOLANT
				
<ul style="list-style-type: none"> <li>➤ Increasing comfort by leveling capability</li> <li>➤ Extending driving range by optimizing the aerodynamics drag depending driving speed</li> <li>➤ Personalizing driving feeling depending actual road conditions</li> <li>➤ Improving battery cooling conditions</li> </ul>	<ul style="list-style-type: none"> <li>➤ Guaranteed safety in addition to electrical brake system</li> <li>➤ Ultra low volumetric expansion for amazing brake 'feel'</li> <li>➤ Negligible water ingress, no loss of brake power over time</li> <li>➤ FMVSS-106 compliance</li> <li>➤ State of art manufacturing ensuring customers efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Resistance to all (aggressive) biofuels</li> <li>➤ Meeting the (increasing) vehicle emission legislations for fossil fuels and hydrogen</li> <li>➤ Mid to high purity to avoid blockage of fuel injectors or poisoning the fuel cells</li> <li>➤ Increased crash resistance and easier to built on vehicle against rigid steel lines</li> </ul>	<ul style="list-style-type: none"> <li>➤ Fluorocomp™ Unique hose design</li> <li>➤ Weight savings</li> <li>➤ Tight packaging capabilities to enable double drivelines in PHEV and downsizing of engines</li> <li>➤ Superior temperature resistance to enable tight packages and emission sensor lines</li> </ul>	<ul style="list-style-type: none"> <li>➤ Battery coolant lines</li> <li>➤ Chassis coolant lines to the electrical engines and in/convertors</li> <li>➤ Light weight, tight packaging, leak-tight, serviceable</li> <li>➤ OEMs exploring various design concepts and philosophies</li> <li>➤ FTS in/depth vehicle hose competencies are key</li> </ul>



# ELECTRIC VEHICLE MARKET

## MARKET DYNAMICS



ELECTRIFICATION,  
AUTONOMOUS  
& DIGITIZATION

## PRODUCTS & OPPORTUNITIES

- > Electric Power Steering
  - » STD EPS for Powersport Vehicles
  - » Lightweight EPS for applications sensitive to size, weight, and power consumption.
- > Electronic Pedals and Hand controls:
  - » Brake by wire
  - » Throttle by wire
  - » Shift by wire
  - » Driver input/button modules
- > Battery Management Systems:
  - » Supporting key customer developing battery management subsystems and components
- > Other compatible devices
  - » Such as power efficient solid-state relays, programmable modules, and sensors

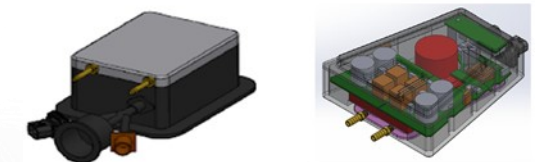
## PRODUCT HIGHLIGHTS

### ELECTRIC PEDALS AND HAND CONTROLS



- > X by wire products: Throttle, Shift, and Brake
- > Multiple signal and communication protocols supported, including CAN, analog, and PWM
- > Designed specifically for Off Highway Vehicles

### BATTERY MANAGEMENT SYSTEMS



- > Manufacturing services for sub-components, such as PCBA assembly
- > Battery Chargers, monitoring & diagnostics, inverters



# AUTONOMOUS VEHICLE MARKET

## MARKET DYNAMICS



ELECTRIFICATION,  
AUTONOMOUS  
& DIGITIZATION

## PRODUCTS & OPPORTUNITIES

- > Electric Power Steering
  - » Demonstrated on agricultural vehicle
  - » Provides precise fine movement and sufficient torque to drive existing hydraulic steering systems
- > GPS + Steering actuator
  - » Demonstrated on a watercraft to provide a functional auto-pilot
- > Other compatible devices
  - » Such as power efficient solid-state relays programmable modules, and sensors

## PRODUCT HIGHLIGHTS

### STEERING ACTUATOR



- > Contactless torque sensor with a rigid shaft
- > Optional integrated torque sensor
- > Multi-mode capability
- > Designed specifically for Off Highway Applications

### GPS + STEERING ACTUATOR



- > Small light weight package
- > Can be sold as a standalone actuator w/o electronics



# DRIVELINE SEGMENT WITH HIGH MARKET DYNAMIC AND NEW EMERGING CUSTOMERS

## MARKET DYNAMICS



**SHIFT FROM ICE TO XEV**



**SHIFT IN CAR PARC MIX**



**TRANSFER TO DRIVE AND SHIFT-BY-WIRE SYSTEMS**



**MARKET CONSOLIDATION**

## COMPETITIVE POSITIONING

- > Leverage deep skilled R&D team at Mullsjo, Sweden innovation center
- > Build upon 15% shift-by-wire market share in China with innovative products for shift-by-wire shifters and actuators
- > Continue winning new BEV-related applications
- > Sustainably improve customer relationship with existing OEMs
- > Double-down on patents in application process



**STRONG POSITION IN ACTUATION SYSTEMS**

## PRODUCT HIGHLIGHTS

### SHIFT-BY-WIRE



#### TOGGLE SHIFTER

- > Small packaging & compact design
- > Low noise level vs. competition
- > Designed for BEV and ICE vehicles



#### ROTARY SHIFTER

- > New locking mechanism w/ low current consumption and quick response
- > Low noise level
- > Designed for BEV and ICE vehicles



#### DOG CLUTCH ACTUATOR

- > Complete gearshift actuator for BEV T/M
- > Incl. spring assistance and shift fork
- > High performance
- > Compact design



#### DECOUPLING UNIT

- > Actuator to decouple eAWD to save energy when in 2WD mode
- > Incl. spring assistance



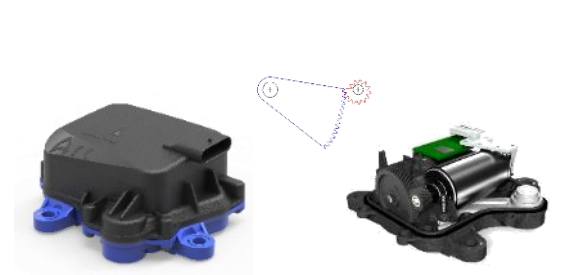
# P&C DRIVELINE PRODUCTS & TECHNOLOGY FOR PHEVs & EVs

VEHICLE TYPE	SBW GEAR & FORWARD/REVERSE SHIFTER	TRANSMISSION ACTUATOR	PARK LOCK ACTUATOR	CONNECT / DISCONNECT E-DRIVE AXLE
PHEV Plug-in Hybrid Electric Vehicle	YES Lever, Stalk, Rotary, Toggle SBW Shifter	YES (PRND) KA ARC <i>Some transmissions</i>	YES KA ARC <i>Some transmissions</i>	YES KA DCA <i>Electrified 2<sup>nd</sup> axle</i>
EV Electric Vehicle	YES Lever, Stalk, Rotary, Toggle SBW Shifter	YES (2/3 speed EV) KA DCA <i>Some transmissions</i>	YES KA ARC <i>Some transmissions</i>	YES KA DCA <i>4WDEVs</i>

## DECOUPLING ACTUATOR FOR ELECTRIC DRIVE



## KA ARC GENERIC ROTARY ACTUATOR *for PRND & Park Lock applications*



## ROTARY ACTUATOR FOR DECOUPLING APPLICATION



## KA DCA GENERIC DOG CLUTCH ACTUATOR



## CUSTOM SBW SHIFTERS



# ON-HIGHWAY HIGH PERFORMING TRANSMISSION BUSINESS

## MARKET DYNAMICS



**SHIFT TO ELECTRIC POWERTRAIN**



**INCREASING MODULARIZATION**



**ADOPTION OF AIR SUSPENSION YIELDS OPPORTUNITIES**



**FUEL ECONOMY AND ENERGY SAVINGS DRIVING AMT\* DEMAND**



**INCREASING TOTAL COST OF OWNERSHIP CONSCIOUSNESS**

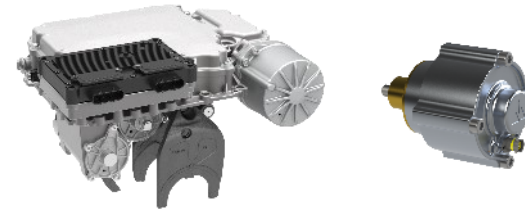
\* Automated manual transmission

## COMPETITIVE POSITIONING

- > Leverage deep skilled R&D team at Kongsberg Automotive, Norway innovation center
- > Further enhance system supplier capabilities
- > Leverage significant transmission knowledge
- > Push high performance actuators
- > Double-down on systems applicable for MD and HD commercial vehicles

## PRODUCT HIGHLIGHTS

### GEAR ACTUATION SYSTEMS



- > Pneumatic actuation can also be used for BEV trucks in addition to ICE based powertrains like AMT
- > Full electric actuator solutions based on existing technology in development
- > High performance and precise actuation

### CLUTCH ACTUATION SYSTEMS

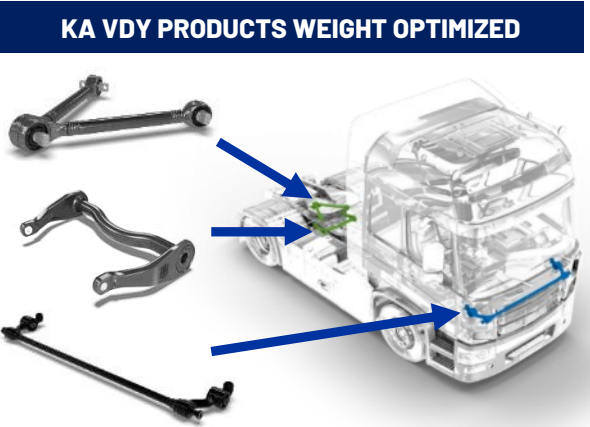


- > First high performance full electric clutch actuator for HD transmissions launched
- > Qualified for extreme requirements related to robustness and durability to secure uptime for the vehicles
- > Spin off and knowledge can be utilized for other actuators as gear actuation etc.
- > Can be used for hybrid trucks



# P&C ON-HIGHWAY PRODUCTS & TECHNOLOGY FOR HEVS & EVS

VEHICLE TYPE	CLUTCH ACTUATOR	TRANSMISSION ACTUATOR	PARK LOCK ACTUATOR (24 V)	CONNECT / DISCONNECT E-AXLE AND/OR E-MOTOR(S)	VEHICLE DYNAMICS, CAB AND AXLE SUSPENSION
HEV Hybrid Electric Vehicle	Yes Electric clutch actuator	Yes Electric or pneumatic actuators	N/A	Yes KA DCA	Yes V-Stay, Cab stabilizer and rear axle stabilizer
EV Electric Vehicle	N/A No clutch in a EV	Yes Electric or pneumatic actuators	Yes KA ARC <i>Some transmissions on LDCV</i>	Yes KA DCA	Yes V-Stay, Cab stabilizer and rear axle stabilizer



**KA ARC ROTARY ACTUATOR**  
*Park Lock applications*

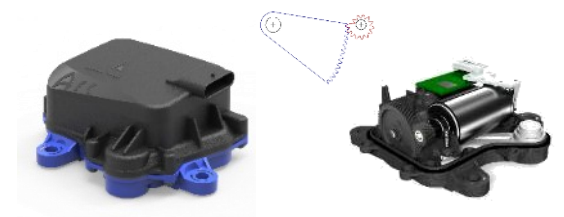
**ROTARY ACTUATOR FOR DECOUPLING APPLICATION**

**KA DCA GENERIC DOG CLUTCH ACTUATOR**

**ELECTRIC CLUTCH ACTUATOR**

**ELECTRIC GEAR ACTUATOR**

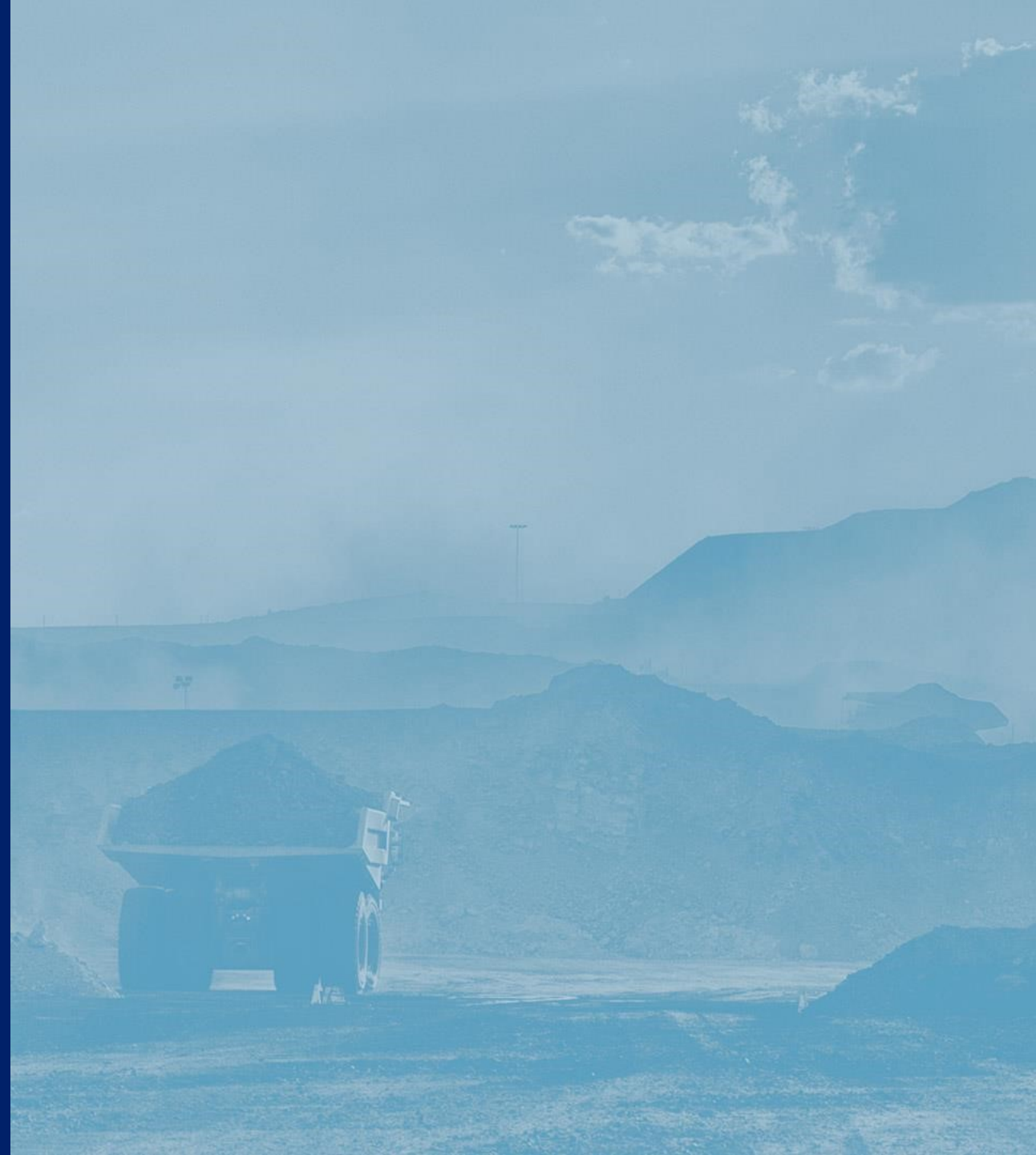
**PNEUMATIC GEAR ACTUATOR**





## **WE ARE LEVERAGING OUR STRENGTHS AND IMPROVING OUR FOCUS TO ENSURE WE CAN GROW PROFITABLY INTO THE FUTURE OF THE AUTOMOTIVE INDUSTRY**

- > We are transforming our product portfolio to better match the future of our industry
- > Our key markets will continue to be commercial vehicles and off-highway, with selected exposure to passenger cars
- > The future of our product portfolio lies in profitable niche segments closely related to our current markets
- > There are segments outside the automotive sector which may also be a good fit





# **CAPITAL MARKETS DAY**

## CEO PRESENTATION / PART II

DECEMBER 9, 2021



**KONGSBERG**  
AUTOMOTIVE

## TOPICS

- > INTRODUCING OUR NEW VISION
- > KONGSBERG AUTOMOTIVE CURRENT STATUS
- > SHIFT GEAR - CORE IMPACT AREAS
- > **FINANCIAL TARGETS**
- > **ROADMAP**
- > **KEY TAKEAWAYS**



# FINANCIAL TARGETS



## MAIN FINANCIAL PILLARS TO SUPPORT THE NEW KA

### PROFITABLE Growth

- Our long-term goal is to be “second to none” in the sectors where we operate
- This is supported by recent divestments of lower-margin, capex-intensive business

### INNOVATIVE Growth

- We will reach this goal through targeted **growth in high-margin sectors**
- Finance supports the **innovation process** by setting and monitoring important **metrics**

### MANAGED Growth

- Without careful management of liquidity and leverage, our growth and profitability targets will be jeopardized
- Avoiding negative liquidity events is key to preserving and growing shareholder value



## THE DIVESTMENTS WE HAVE MADE WILL IMPROVE MOST OF OUR KEY METRICS

SELECTED LINE ITEMS		PRE-DIVESTMENT	POST-DIVESTMENT	CHANGE
<b>P&amp;L</b>	Sales	1,150	820	(29%)
	CM (%)	34 %	35 %	+3%
	GM (%)	20 %	22 %	+8%
	R&D / Sales	5.1%	4.8%	(5%)
	Adj. EBIT	~39	~50	+26%
<b>BS / CF</b>	Free cash flow	~(25)	≥1	
	Capex / Sales	3.8%	3.3%	(13%)
	Sales/Assets	1.2	1.1	(9%)
<b>ROCE</b>		6.4%	11.6%	+81%
<b>SALES TO FTE</b>		0.11	0.15	+33%




(Negative numbers in brackets)

Attractive increase on major KPIs despite 2021

- All CORONA limitations
- With significant turmoil in the sub-component supply chain
- Still with the full STRANDED COST included

## IN THE LONG TERM WE ARE AIMING TO BE "SECOND TO NONE" ALSO IN FINANCIAL METRICS

### COMPETITOR KPIS VS. OUR TARGETS

SELECTED KPIS				MID-TERM 2024	IN 2026
	Revenue, EURm	6,380	5,809	1,480	1,250
Gross Margin	24%	9%	19%	25%	30%
Adj. EBIT, EURm	510	175	28	>120	>175
R&D / Sales	10%	2%	5%	4%	4.5%
FCF, EURm	148	178	104	55-75	95-120
ROCE	12%	3%	2%	11%-12%	13%-15%
FTE, k	37	38	10	8	9
Sales per FTE, EURm	0.17	0.15	0.15	0.15	0.18

# ROADMAP





# THE OVERALL KA TRANSFORMATION PLAN UNTIL END OF 2022

PROJECT ELEMENT

OCT. 2021

DEC. 2021

MAR. 2022

JUN. 2022

SEPT. 2022

DEC. 2022

Operational Excellence and performance



**1** PERFORMANCE PUSH

**2** ORGANIZATION AND OPERATING MODEL

New management team

Strategic shift to grow in profitable



**3** SECURE AND INNOVATE (P&C)

**4** ACCELERATE & INNOVATE (SPECIALTY PRODUCTS)

Sustainable transformation



**5** ENVIRONMENT, SOCIAL, AND GOVERNANCE

**6** DIGITIZATION & AUTOMATION OF CORE PROCESSES



# NET PROCEEDS WILL DELEVERAGE THE COMPANY, REWARD SHAREHOLDERS AND INVEST IN OUR FUTURE GROWTH

<b>DELEVERAGE</b>	<b>RETURN</b>	<b>INVEST</b>
<p data-bbox="428 515 800 558"><b>DE-LEVERAGING:</b></p> <p data-bbox="428 743 812 786">Bond Call 75M EUR</p> <p data-bbox="428 858 772 901">Cost 2.5% of call</p> <p data-bbox="428 972 889 1129">Potential reduction in gearing (NIBD/EBITDA ratio) from 2.8 to 1.75</p>	<p data-bbox="1014 515 1386 615"><b>CASH RETURN TO SHAREHOLDERS:</b></p> <p data-bbox="1014 715 1518 815">10% of the Market Cap in share buybacks</p> <p data-bbox="1014 915 1513 1129">We will continue to look for opportunities to buy back shares when the stock is undervalued.</p>	<p data-bbox="1651 515 2117 558"><b>LIQUIDITY TO INVEST:</b></p> <p data-bbox="1651 629 2104 729">CAPEX to fuel organic growth</p> <p data-bbox="1651 801 2142 901">Accelerate productivity improvement measures</p> <p data-bbox="1651 972 2147 1072">Investments into environmental footprint</p> <p data-bbox="1651 1143 1747 1186">M&amp;A</p>
<p data-bbox="466 1279 815 1322">Generate flexibility</p>	<p data-bbox="1103 1279 1447 1322">Continuous Option</p>	<p data-bbox="1676 1250 2135 1336">Stay flexible w/ room for maneuver</p>



# KEY TAKEAWAYS



## EXECUTIVE SUMMARY: IN 2021 WE HAVE WEATHERED THE STORM AND PREPARED FOR THE FUTURE...

### FOUNDATION

- › Despite CORONA Year 2 – Kongsberg Automotive limited the damages and delivered in 2021 on their revised Guidance by **Performance Improvement**
- › Beside this, Kongsberg Automotive has started to execute the **Product Transformation process** by successfully Divesting Interior in Q1/22
- › By this, Kongsberg Automotive consequently is going to increase their Liquidity in 2022 and can start to **Deleverage their debt, Buying back shares** while keeping sufficient **Liquidity** for further Growth and Innovations
- › This has laid successfully the runway in 2021 towards the NEW KONGSBERG AUTOMOTIVE “Mobility solutions for the future” determining the companies focus clearly on **ONH and OFH** within our Product Portfolio SPP & P&C
- › This strategy aims to make Kongsberg Automotive **more independent from low-margins passenger car business** and to a large degree – from critical semiconductor dominated products
- › The clear Focus on **more niche business group**, will reduce volatility and provide strong **cash generation capabilities**

2023

8-9% EBIT

2024

9-10% EBIT

2025

≥10% EBIT

WITH A SUSTAINABLE CASH FLOW, WHICH SUPPORTS GROWTH AND AN ATTRACTIVE SHAREHOLDER RETURN



## ... IN 2022 AND BEYOND WE WILL COMPLETE OUR DIVESTMENTS AND CONTINUE TO EXECUTE OUR PLANS

FORWARD

- In 2022 we will successfully close the divestments and make Kongsberg Automotive further fit for the future.
- This includes post-divestment restructuring, streamlining the organization with a motivating **S2N DNA, strengthening our processes** (best-in-class and meaningful digitalization), and going for ROI-oriented **innovation and highly efficient business development**
- 2022-2025 we will foster growth in these niche segments by unlocking **untapped growth opportunities** within “**Regions - New Segments - Customer bases - Product extensions**” supported by innovation and a clear focus on electrification, all in a structured and controlled way
- **Beside this, we will invest into necessary sustainability, corporate governance and carbon reduction to support global environmental targets**
- We are looking forward to **generating shareholder value every day** and telling our shareholders about it!

2026

11-12% EBIT

WITH A SUSTAINABLE CASH FLOW WHICH SUPPORTS GROWTH AND AN ATTRACTIVE SHAREHOLDER RETURN





**KONGSBERG**  
AUTOMOTIVE

**WE DRIVE THE GLOBAL TRANSITION  
TO SUSTAINABLE MOBILITY**