

An aerial photograph of a blue car driving on a multi-lane bridge over a body of water. The water is a deep blue with white foam from the bridge's supports. The bridge has multiple lanes with yellow and white markings. The car is positioned in the middle of the bridge, moving away from the viewer.

**KONGSBERG
AUTOMOTIVE**
Q3 2021
EARNINGS CALL
OCTOBER 29, 2021



KONGSBERG
AUTOMOTIVE

AGENDA

SUMMARY AND HIGHLIGHTS

PRESIDENT & CEO JOERG BUCHHEIM

FINANCIAL UPDATE

CFO FRANK HEFFTER

OUTLOOK

PRESIDENT & CEO JOERG BUCHHEIM

Q&A

TODAY'S PRESENTERS



JOERG BUCHHEIM

CEO // Zurich (Switzerland)



FRANK HEFFTER

CFO // Zurich (Switzerland)



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.



SUMMARY & HIGHLIGHTS

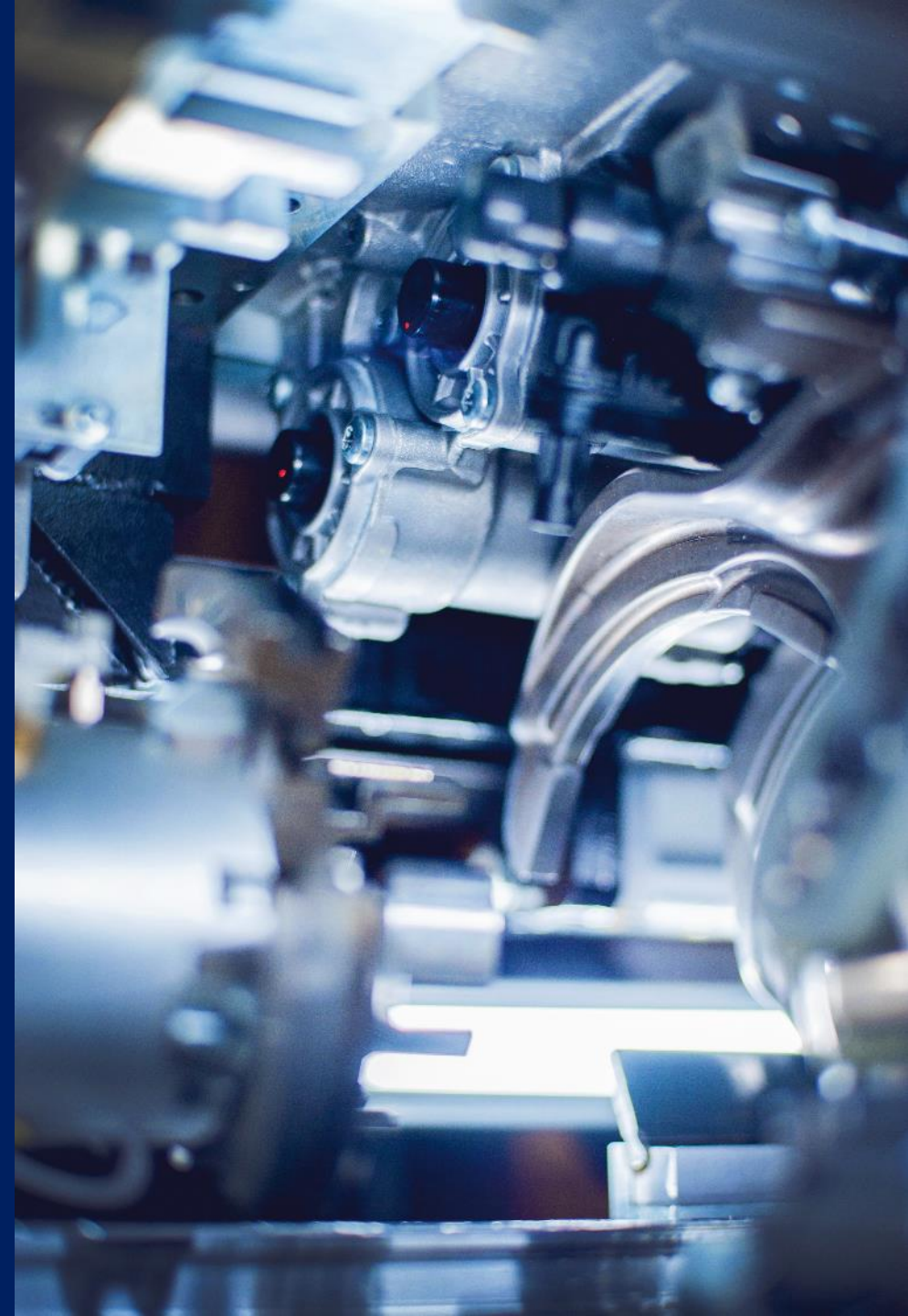
PRESIDENT & CEO JOERG BUCHHEIM



EXECUTIVE SUMMARY

Q3 2021

| | |
|--|---|
| <p>€267.4M REVENUES</p> <p>Growth of 4.8% vs. Q3 2020</p> | <p>€5.7M ADJ. EBIT</p> <p>Impacted by supply chain situation</p> |
| <p>1.5 BOOK-TO-BILL RATIO</p> <p>Compared to 1.3 in Q2 2021</p> | <p>€7.6M POSITIVE FREE CASH FLOW</p> <p>Liquidity reserve further increased due to positive cash flows</p> |



AT A GLANCE BUSINESS UPDATE

SHIFT GEAR



- > **Company-wide transformation program**
- > First gear focused on performance improvement
- > Second gear focused on portfolio modernization
- > Third gear to focus on sustainability

RAW MATERIALS SHORTAGE



- > **Shift Gear has offset part of the supply chain situation impacts**
- > Interior segment most impacted
- > Improvements include second sourcing of raw materials and streamlining production and supply chain processes beside commercial and operational excellence measures
- > Annual target of 20 MEUR on sustainable effects

PORTFOLIO TRANSFORMATION



- > **Shift Gear portfolio transformation aims to ensure KA is a top-3 supplier in all its product areas**
- > Two divestments signed (*after the balance-sheet date*)
- > Leverage the significant growth opportunities of KA's On Highway and Off-Highway Portfolio
- > Build on KA strengths of engineering excellence, innovation and strong customer relationships



AT A GLANCE

BUSINESS SEGMENTS UPDATE

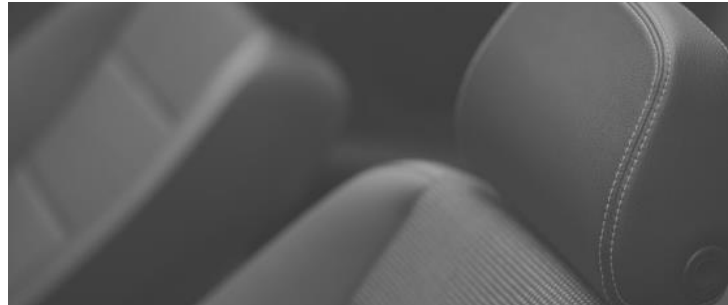
POWERTRAIN & CHASSIS

- > **Solid performance despite the impacts of supply chain situation**
- > Revenues remained stable compared to Q3 2020 and amounted to MEUR 102.1
- > Adj. EBIT was impacted by material shortages and decreased by MEUR 1.6 versus Q3 2020 to MEUR 5.0
- > Business wins amounted to MEUR 122.6 of lifetime revenues (MEUR 40.2 in annualized revenues)



INTERIOR

- > **Q3 2021 Revenues and Earnings still negatively impacted by semiconductor situation**
- > Revenues decreased by MEUR 2.3 (-3.1% vs. Q3 2020) to MEUR 72.0
- > Adj. EBIT declined by MEUR 3.9 to MEUR -2.9 in Q3 2021
- > Business wins in Q3 2021 amounted to MEUR 223.3 of lifetime revenues (MEUR 40.1 in annualized revenues)



SPECIALTY PRODUCTS

- > **Strong growth, profitability impacted by supply chain and raw material situation**
- > Revenues increased by MEUR 15.1 (+19.3% vs. Q3 2020) to MEUR 93.3
- > Adj. EBIT decreased by MEUR 2.3 versus Q3 2020 to MEUR 12.0
- > Business wins amounted to MEUR 76.2 of lifetime revenues (MEUR 28.5 in annualized revenues)



NEW BUSINESS WINS HIGHLIGHTS

POWERTRAIN & CHASSIS

€29.3M

EXPECTED
LIFETIME
REVENUES

€9.8M

EXPECTED
ANNUALIZED
REVENUES

Gear Shift Systems to a major **European** automobile manufacturer

€27.7M

EXPECTED
LIFETIME
REVENUES

€3.5M

EXPECTED
ANNUALIZED
REVENUES

Gear Shift Systems to a major **Chinese** automobile manufacturer, start of production in Q4 2022

INTERIOR

€132.7M

EXPECTED
LIFETIME
REVENUES

€22M

EXPECTED
ANNUALIZED
REVENUES

Seat support to a major **European** automobile manufacturer

€77.2M

EXPECTED
LIFETIME
REVENUES

€15.4M

EXPECTED
ANNUALIZED
REVENUES

Heat systems to a major **European** automobile manufacturer

SPECIALTY PRODUCTS

€15M

EXPECTED
LIFETIME
REVENUES

€5.0M

EXPECTED
ANNUALIZED
REVENUES

Couplings - contract with a major **German** OEM

€13.5M

EXPECTED
LIFETIME
REVENUES

€3.4M

EXPECTED
ANNUALIZED
REVENUES

FTS - contract with a **British** OEM

€5.6M

EXPECTED
LIFETIME
REVENUES

€1.0M

EXPECTED
ANNUALIZED
REVENUES

Off-Highway - contract with major **German** OEM

FINANCIAL UPDATE

CFO FRANK HEFFTER

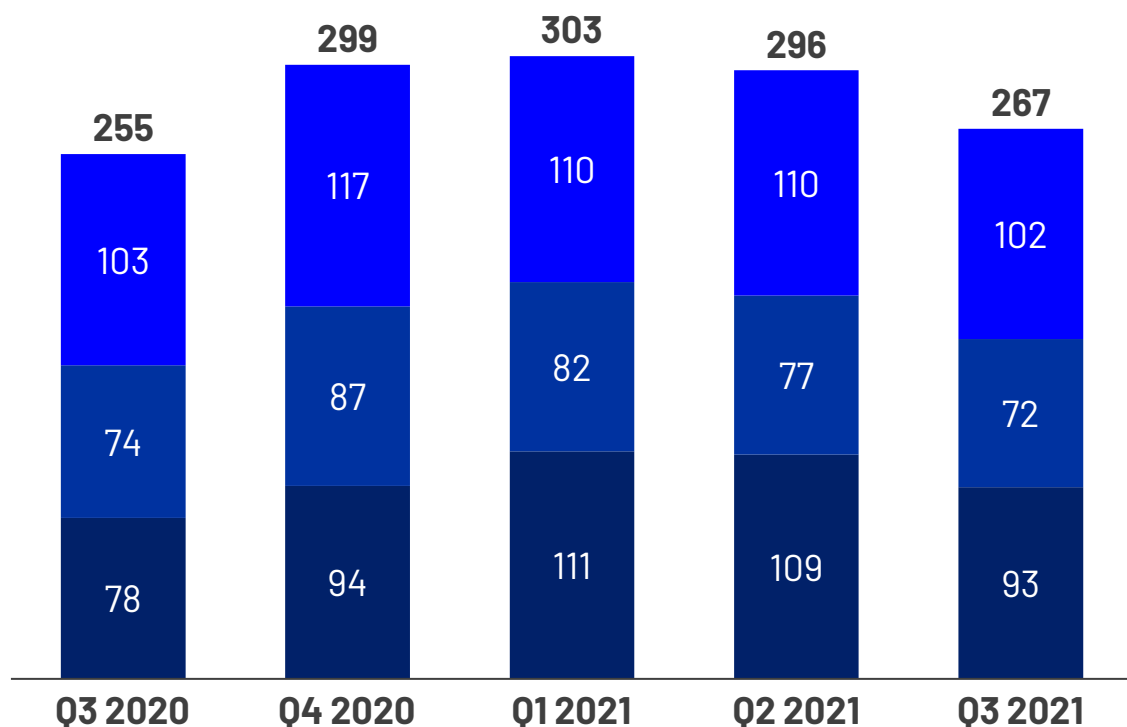


REVENUES & ADJUSTED EBIT

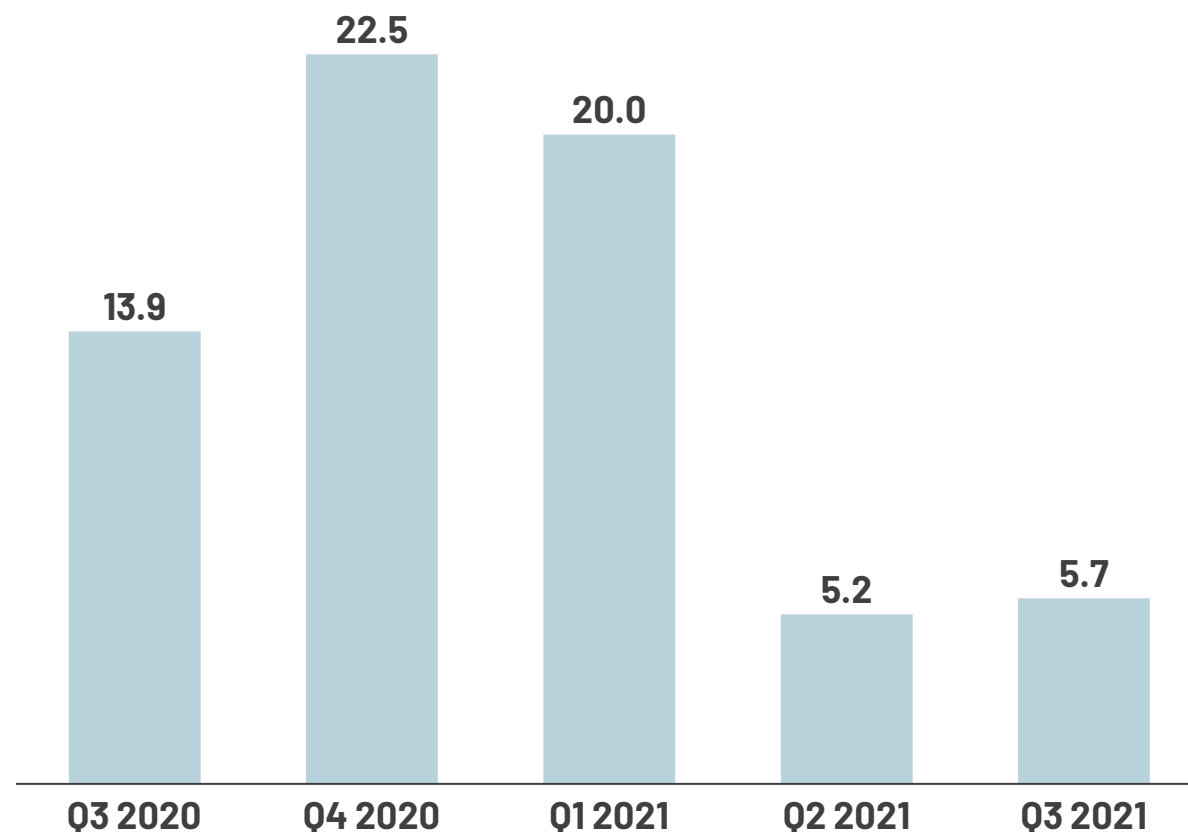
SEMICONDUCTOR AND RAW MATERIAL SITUATION
IMPACTING BOTH QUARTERLY REVENUES AND EARNINGS

REVENUES, MEUR

■ P&C ■ INT ■ SPP

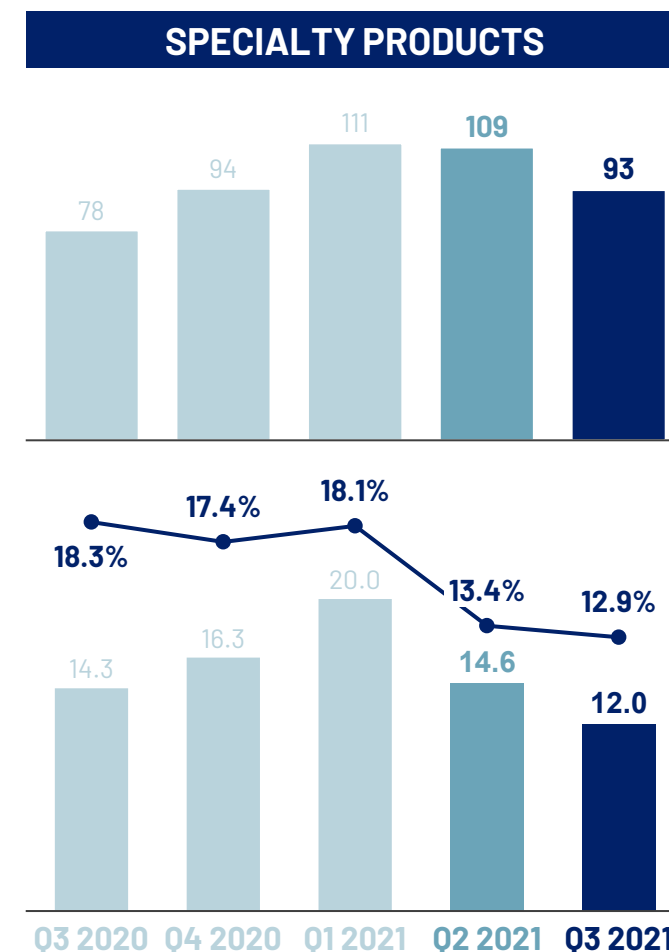
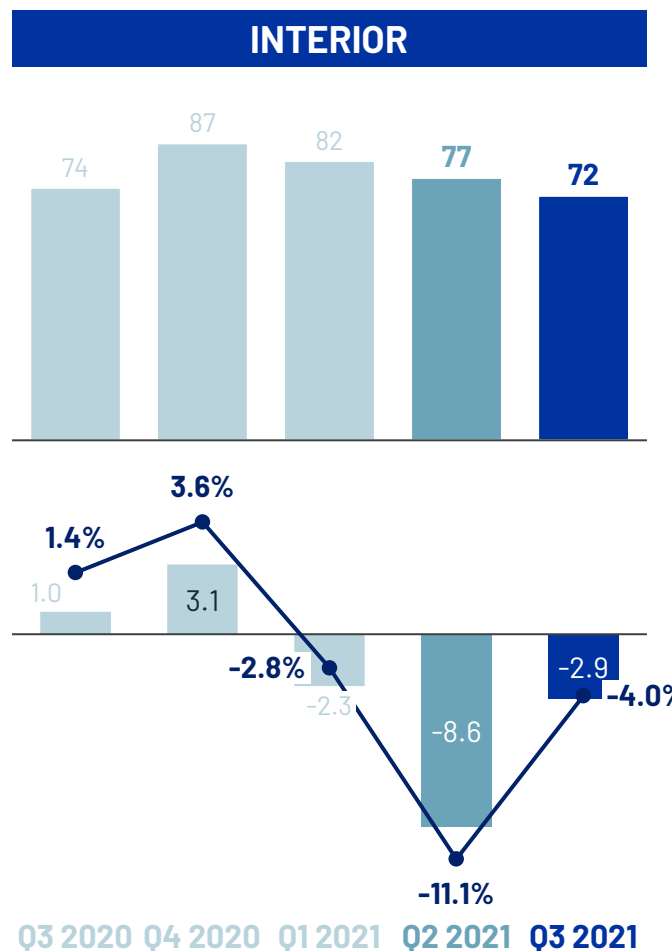
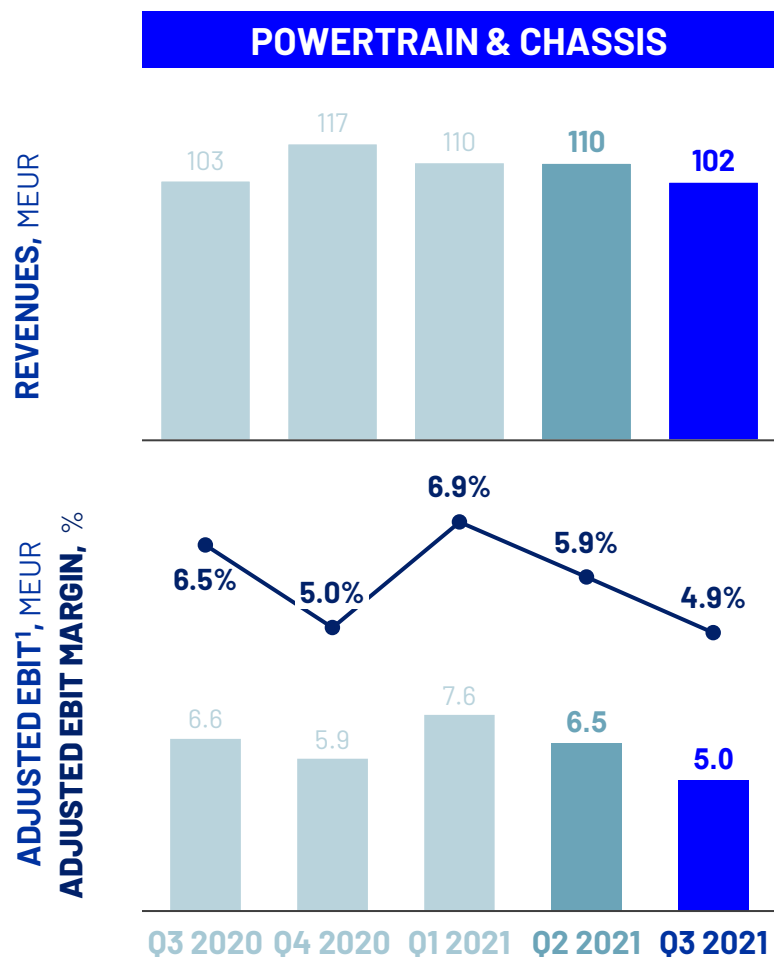


ADJ. EBIT, MEUR



SEGMENT FINANCIALS

SEGMENTS DIFFERENTLY IMPACTED BY SEMICONDUCTOR AND RAW MATERIAL SITUATION

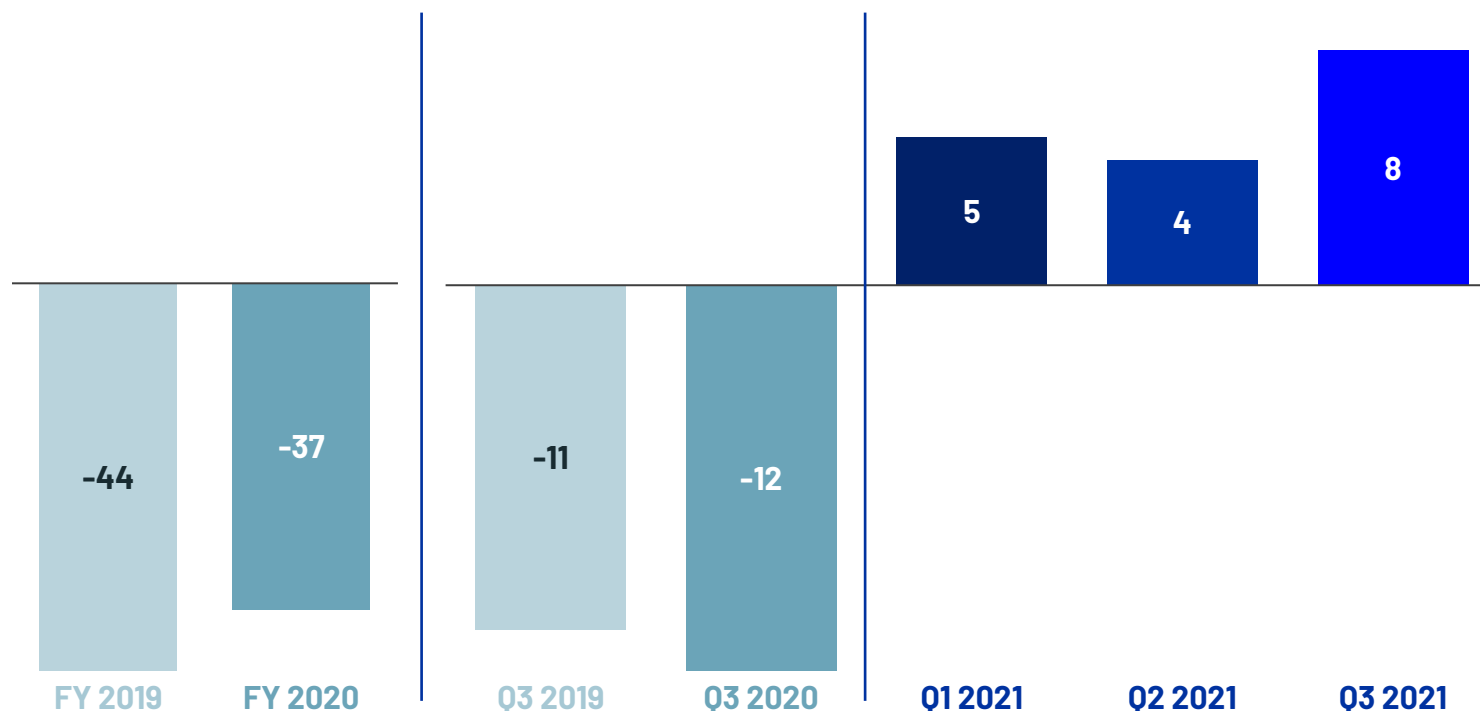


1. Excluding restructuring costs and impairment in Q2 2020, see details in the quarterly report

FREE CASH FLOW

POSITIVE CHANGE IN NET WORKING CAPITAL AND STRICT CONTROL OVER CAPEX CONTRIBUTED TO A POSITIVE CASH FLOW

FREE CASH FLOW¹, MEUR



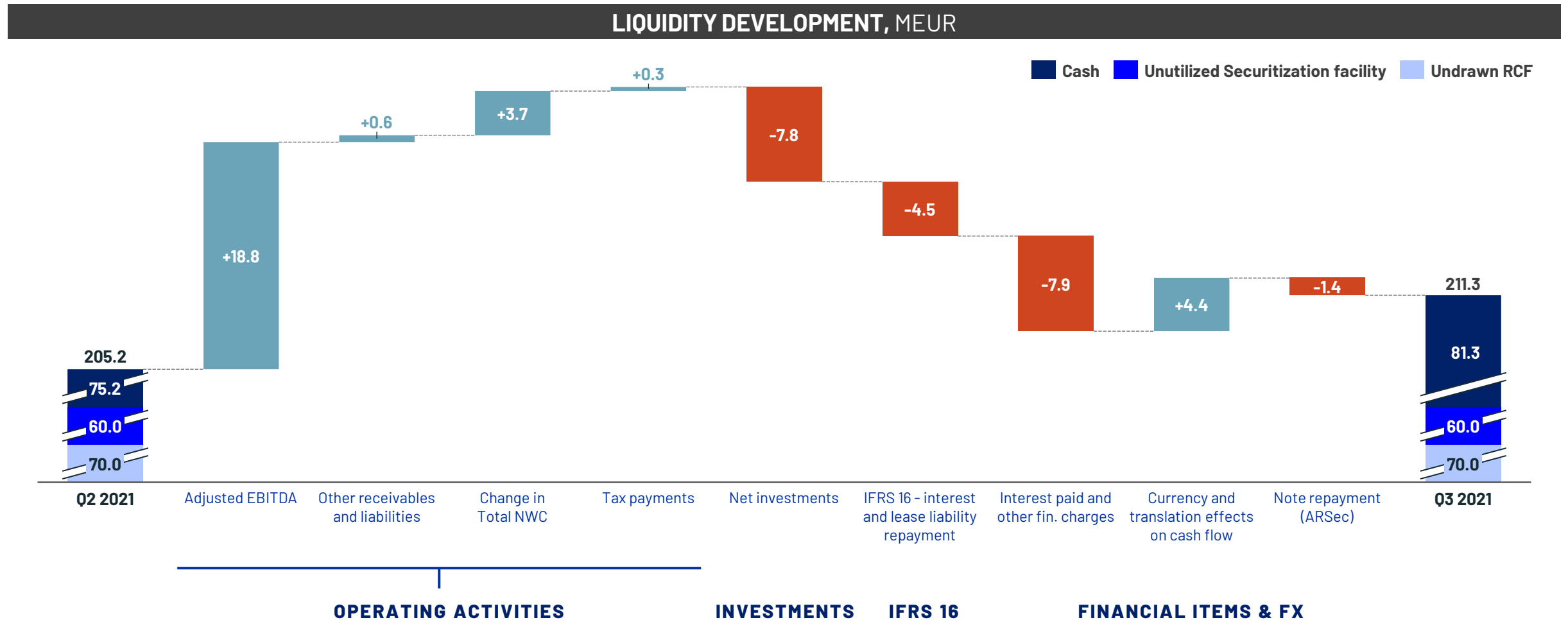
Q3 2021 FCF DETAILS

| | |
|--|------------|
| Operating activities | +23 |
| Therein: Overall NWC decrease | +4 |
| Investing activities | -8 |
| Financing activities | -12 |
| Therein: payments of interests on bond and lease liabilities | -9 |
| Therein: Repayment of IFRS 16 lease liabilities | -3 |
| Currency and translation effects on cash flow | +5 |
| Total | +8 |

1. Free Cash Flow is measured based on sum of cash flow from operating activities, investing activities, financial activities and currency effects on cash (together described as Change in cash), excluding net draw-down/repayment of debt and proceeds received from capital increase/purchase of treasury shares.

LIQUIDITY DEVELOPMENT

FURTHER INCREASE OF THE LIQUIDITY RESERVE IN Q3 2021



OUTLOOK

PRESIDENT & CEO JOERG BUCHHEIM



SHIFT GEAR PROGRAM

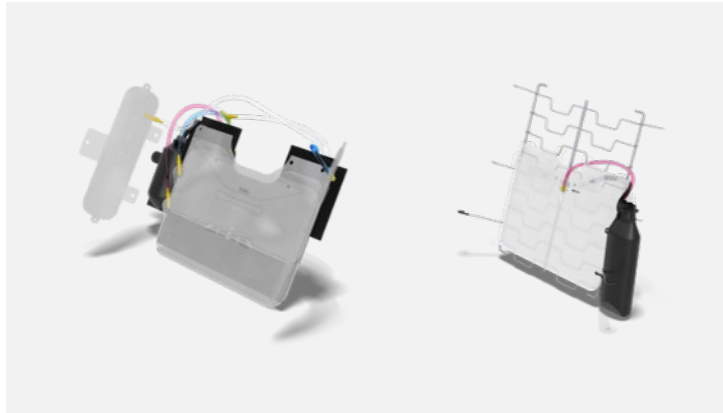
PORTFOLIO TRANSFORMATION IS UNDERWAY

SHIFT GEAR



- > **Transactions after the balance sheet date are a key part of the second gear, portfolio transformation**
- > Proceeds will allow us to deleverage and accelerate our strategy for shareholder value creation
- > Allows KA to streamline and focus

INTERIOR COMFORT SYSTEMS



- > **Sale agreed of Interior Comfort Systems (ICS) business unit to Lear Corporation**
- > **KA reacts early** to a market trend of **vertical integration** of seat suppliers
- > **Lear Corporation, a market leader in the seating business**, can better compete in this highly competitive business with an "all in" intelligent seat system approach

LIGHT-DUTY CABLES



- > **Sale agreed of Light Duty Cable (LDC) business unit to Suprajit**
- > **Suprajit's economies of scale** in this area will be further enhanced by adding the LDC unit's facilities, employees and engineering capabilities



KEY FIGURES OF BUSINESSES TO BE DIVESTED

ENHANCED FOCUS IMPROVES FUTURE PROFITABILITY

RATIONALE

- > We are evaluating and developing our technology-driven business towards e-mobility in order to position the company effectively and sustainably for the future
- > The divested business units do not fit with our aim to be a top global supplier in the areas where we operate
- > Transactions are strongly value-accretive on both revenue/employee and earnings/employee basis

ICS DIVESTMENT

€175M

TRANSACTION
VALUE

€~240M*
UNIT REVENUE

€-8M*
ADJ. EBIT

* Preliminary Outlook for 2021

LDC DIVESTMENT

€37.7M

TRANSACTION
VALUE

€~80M*
UNIT REVENUE

€3M*
ADJ. EBIT

* Preliminary Outlook for 2021

OUTLOOK Q3 – Q4 2021

UPDATING GUIDANCE FOLLOWING THE TRANSACTIONS

RAW MATERIAL SUPPLY SITUATION

- > The lack of sufficient global semiconductor industry capacity is creating **high stress on all automotive suppliers and OEMs** who depend on these products
- > For KA, **this concerns primarily the Interior Comfort Systems business unit and the P&C passenger car business**, which both have a high share of advanced, innovative products containing semiconductors
- > The shortage causes much longer lead-times, spot-market purchases at significantly higher costs and potentially production shortfalls in case the required materials cannot be secured in time

GUIDANCE UPDATED

- > As a result of the transactions, we expect FY 2021:
 - > **Revenue of MEUR ~800 (vs. MEUR 1,100 previously),**
 - > **Adj. EBIT to remain at around MEUR ~50,**
 - > **Cash flow slightly positive, incl. over MEUR –15 related to discontinued businesses** (the majority being one-time payments).
- > As already demonstrated throughout this year, the current order book will enable us to deliver **very solid production and topline numbers**
- > Guidance for FY 2022 will be provided in conjunction with the presentation of the annual results 2021

PORTFOLIO TRANSFORMATION

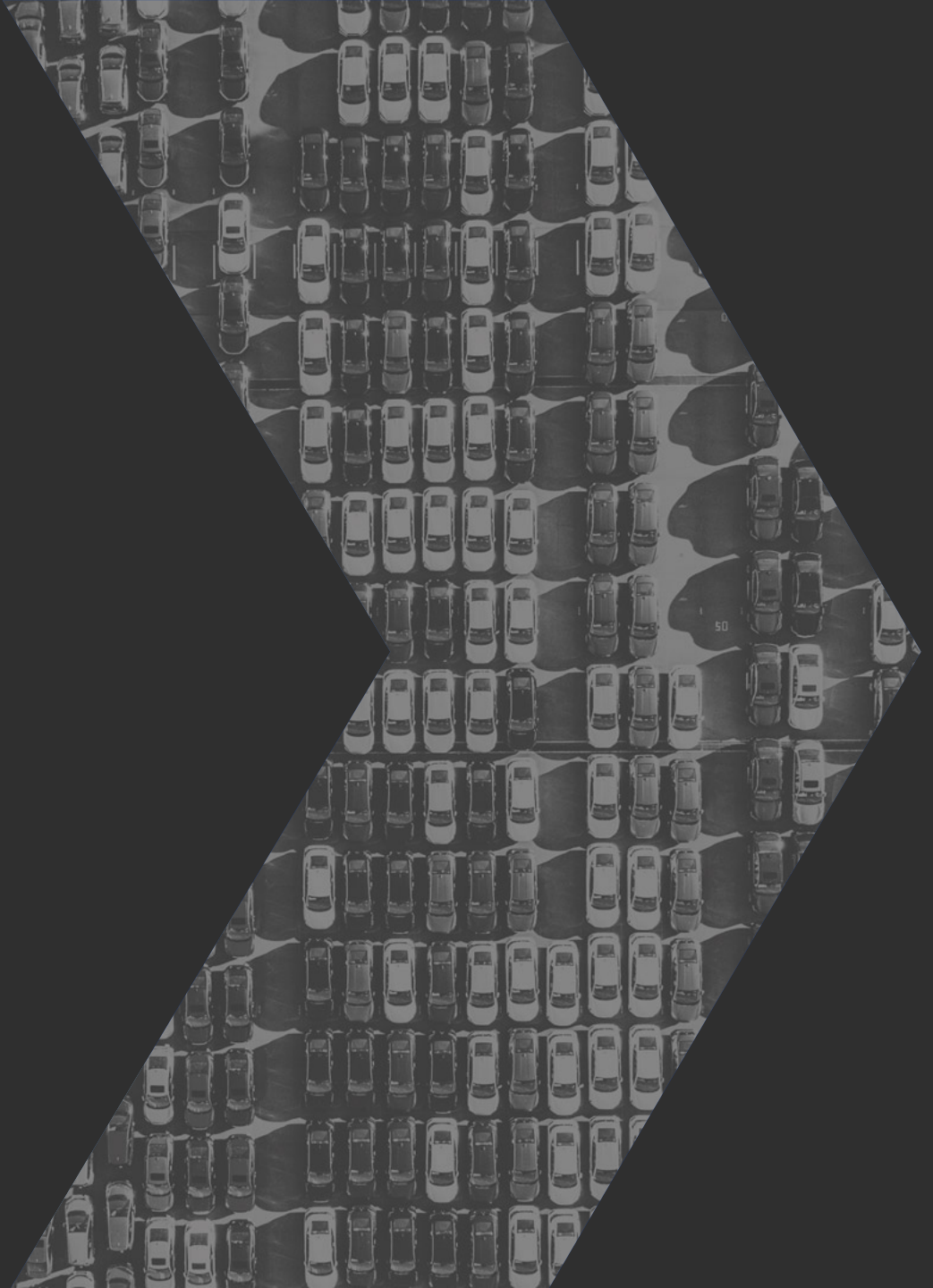
- > The second gear in the Shift Gear program **will focus on areas where KA has the potential to grow significantly** further and to remain or become second to none
- > The program **aims to make KA a highly competitive, top global partner** for our customers
- > The program is ongoing, with the aim to strengthen KA's future roadmap and clear positioning
- > More details will be presented at our Capital Markets Day on December 9th



Q&A



APPENDIX



BALANCE SHEET & INCOME STATEMENT

| (MEUR) | 30.09.21 | 30.09.20 | 31.12.20 |
|---|--------------|--------------|--------------|
| Intangible assets | 95.3 | 94.9 | 93.2 |
| Property, plant and equipment | 232.0 | 208.7 | 228.8 |
| Right-of-use assets | 87.4 | 87.8 | 94.3 |
| Deferred tax assets | 34.7 | 26.2 | 28.7 |
| Other non-current assets | 11.4 | 11.5 | 11.1 |
| Non-current assets | 460.8 | 429.1 | 456.1 |
| Inventories | 131.2 | 83.4 | 88.9 |
| Accounts receivable | 214.4 | 221.8 | 237.9 |
| Other short-term receivables | 44.7 | 43.6 | 47.7 |
| Cash and cash equivalents | 81.3 | 70.8 | 67.4 |
| Current assets | 471.7 | 419.6 | 441.9 |
| Total assets | 932.5 | 848.7 | 898.0 |
| Share capital | 103.7 | 94.9 | 100.5 |
| Share premium reserve | 214.2 | 196.5 | 208.1 |
| Other equity | (52.3) | (62.0) | (67.2) |
| Non-controlling interests | 4.4 | 4.0 | 4.1 |
| Total equity | 270.0 | 233.4 | 245.5 |
| Long-term interest-bearing liabilities | 354.2 | 354.5 | 363.1 |
| Deferred tax liabilities | 18.5 | 20.6 | 14.9 |
| Other long-term liabilities | 19.8 | 20.3 | 21.3 |
| Non-current liabilities | 392.5 | 395.4 | 399.3 |
| Short-term interest-bearing liabilities | 14.2 | 12.8 | 13.8 |
| Accounts payable | 142.5 | 104.5 | 137.8 |
| Other short-term liabilities | 113.3 | 102.7 | 101.6 |
| Current liabilities | 270.0 | 220.0 | 253.2 |
| Total liabilities | 662.5 | 615.4 | 652.5 |
| Total equity and liabilities | 932.5 | 848.7 | 898.0 |

| (MEUR) | Q3 2021 | Q3 2020 | YTD 2021 | YTD 2020 | FY 2020 |
|-------------------------------------|--------------|--------------|--------------|----------------|----------------|
| Revenues | 267.4 | 255.2 | 866.1 | 670.8 | 969.3 |
| OPEX | (250.7) | (232.9) | (800.6) | (651.1) | (913.0) |
| Impairment losses | 0.0 | 0.0 | 0.0 | (82.7) | (82.7) |
| EBITDA | 16.6 | 22.3 | 65.5 | (63.0) | (26.3) |
| <i>in % revenues</i> | 6.2% | 8.8% | 7.6% | -9.4% | -2.7% |
| Depreciation and amortization | (13.1) | (11.1) | (36.9) | (34.9) | (49.9) |
| Operating profit / EBIT | 3.6 | 11.2 | 28.6 | (97.9) | (76.2) |
| <i>in % revenues</i> | 1.3% | 4.4% | 3.3% | -14.6% | -7.9% |
| Adjusted EBIT¹ | 5.7 | 13.9 | 31.0 | (11.8) | 10.7 |
| <i>in % revenues</i> | 2.1% | 5.5% | 3.6% | -1.8% | 1.1% |
| Net financial items | (5.0) | (10.7) | (9.9) | (34.7) | (47.0) |
| Profit / (loss) before taxes | (1.5) | 0.6 | 18.8 | (132.6) | (123.2) |
| Income taxes | 1.9 | 1.2 | (4.7) | 5.5 | 5.2 |
| Net profit / (loss) | 0.4 | 1.7 | 14.1 | (127.1) | (118.0) |

CHANGES IN EQUITY & CASH FLOW STATEMENT

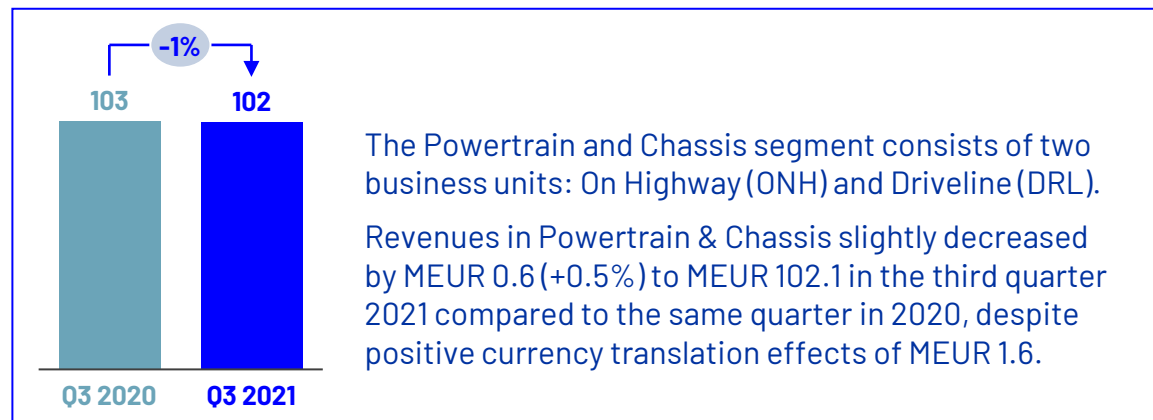
| (MEUR) | 30.09.21 | 30.09.20 | 31.12.20 |
|--|--------------|----------------|----------------|
| Equity as of start of period | 245.5 | 282.9 | 282.9 |
| Net profit / (loss) for the period | 14.1 | (127.1) | (118.0) |
| Translation differences | 9.3 | (18.2) | (12.2) |
| Tax on translation differences | 0.0 | 3.9 | 1.4 |
| Remeasurement of the net pension benefit obligation | 0.0 | 0.0 | (0.1) |
| Tax on remeasurement of the net pension benefit obligation | 0.0 | 0.0 | 0.0 |
| Total comprehensive income | 23.4 | (141.4) | (129.0) |
| Share-based compensation | 1.1 | 1.6 | 2.1 |
| Increase in equity | 0.0 | 90.3 | 90.7 |
| Purchase of treasury shares | (0.0) | 0.0 | (1.3) |
| Equity as of end of period | 270.0 | 233.4 | 245.5 |

| (MEUR) | Q3 2021 | Q3 2020 | YTD 2021 | YTD 2020 | FY 2020 |
|--|---------------|---------------|---------------|---------------|---------------|
| <i>Operating activities</i> | | | | | |
| Profit / (loss) before taxes | (1.5) | 0.6 | 18.8 | (132.6) | (123.2) |
| Depreciation & Write-off of tangible assets | 12.1 | 10.1 | 34.7 | 32.1 | 43.7 |
| Amortization & Write-off of intangible assets | 1.0 | 3.4 | 2.2 | 5.2 | 6.2 |
| Impairment losses | 0.0 | (0.0) | 0.0 | 82.7 | 82.7 |
| Interest income | (0.0) | (0.0) | (0.1) | (0.1) | (0.2) |
| Interest and other financial expenses ¹ | 5.9 | 5.5 | 17.4 | 17.5 | 24.2 |
| Taxes paid | 0.3 | (1.4) | (7.2) | (4.9) | (11.9) |
| (Gain) / loss on sale of non-current assets | (0.0) | 0.1 | 0.4 | (0.1) | (0.3) |
| Changes in receivables | 32.5 | (71.9) | 23.5 | (5.0) | (21.1) |
| Changes in inventory | (15.2) | 4.0 | (42.3) | 19.5 | 14.0 |
| Changes in payables | (13.6) | 48.6 | 4.6 | (26.1) | 7.3 |
| Currency (gain) / loss | (1.5) | 5.2 | (3.7) | 17.3 | 23.0 |
| Difference between pension funding contributions paid/pensions paid and the net pension cost | (0.1) | 0.0 | (0.3) | 0.0 | (1.0) |
| Changes in other items ² | 3.5 | 9.3 | 14.8 | 31.6 | 30.7 |
| Cash flow - Operating activities | 23.3 | 13.4 | 62.7 | 37.0 | 74.1 |
| <i>Investing activities</i> | | | | | |
| Investments | (7.8) | (10.8) | (23.4) | (33.9) | (60.6) |
| Sale of fixed assets | (0.0) | 0.0 | 0.2 | 1.8 | 1.8 |
| Interest received | 0.0 | 0.0 | 0.1 | 0.1 | 0.2 |
| Cash flow - Investing activities | (7.8) | (10.7) | (23.1) | (31.9) | (58.6) |
| <i>Financing activities</i> | | | | | |
| Proceeds from increases in equity | 0.0 | 27.3 | 0.0 | 90.3 | 89.7 |
| Sale/purchase of treasury shares | 0.0 | (0.4) | 0.0 | (0.4) | (1.3) |
| Net draw down of debt | (1.4) | (0.0) | (2.4) | (10.0) | (9.3) |
| Interest paid and other financial items | (9.1) | (10.7) | (20.1) | (22.4) | (24.1) |
| Repayment of lease liabilities and other | (3.3) | (2.9) | (9.9) | (9.2) | (13.5) |
| Cash flow - Financing activities | (13.8) | 13.2 | (32.4) | 48.3 | 41.6 |
| Currency and translation effects on cash flow | 4.4 | (1.4) | 6.7 | (7.8) | (14.9) |
| Change in cash | 6.1 | 14.5 | 13.9 | 45.6 | 42.2 |
| Cash as of beginning of period | 75.2 | 56.3 | 67.4 | 25.2 | 25.2 |
| Cash as of end of period | 81.3 | 70.8 | 81.3 | 70.8 | 67.4 |
| <i>Of this, restricted cash</i> | <i>0.4</i> | <i>0.4</i> | <i>0.4</i> | <i>0.4</i> | <i>0.4</i> |

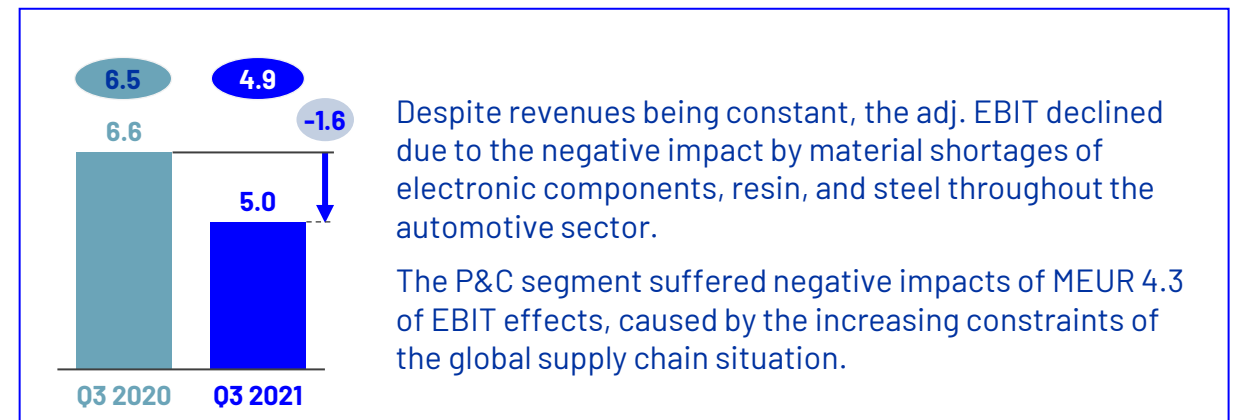
POWERTRAIN & CHASSIS (P&C) SEGMENT

STABLE REVENUES AND ADJ. EBIT IMPACTED BY SEMICONDUCTOR SITUATION

REVENUES, MEUR



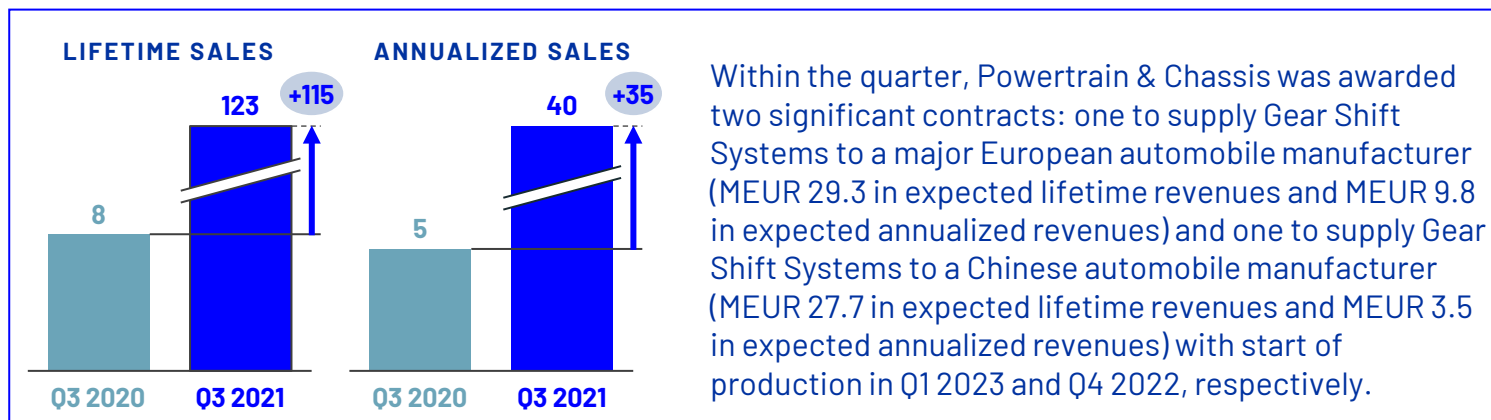
ADJ. EBIT, MEUR



OPERATIONS

Raw material shortages and OEM plant shutdowns due to chip shortages continued in Q3. An additional challenge of rolling power outages for our China operations was overcome. Shift Gear workshops in our plants contributed to continuous improvement / cost reductions in our labor utilization.

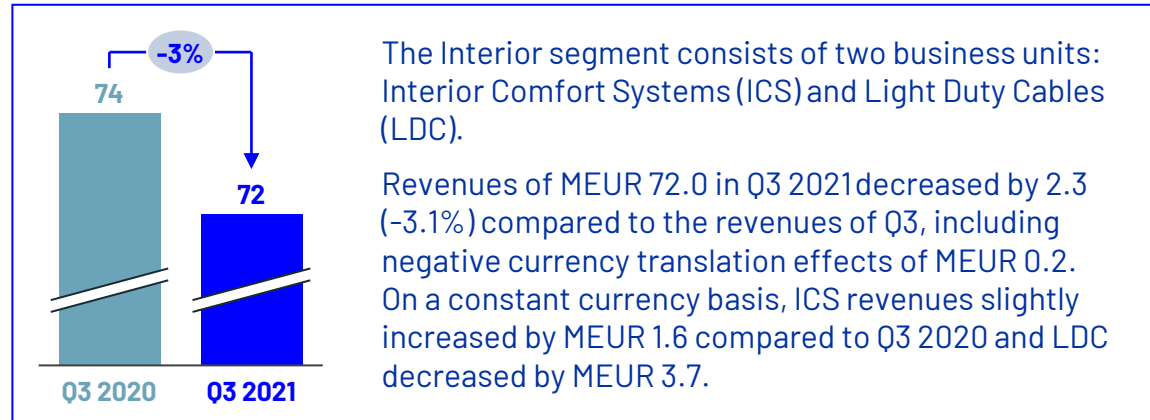
NEW BUSINESS WINS, MEUR



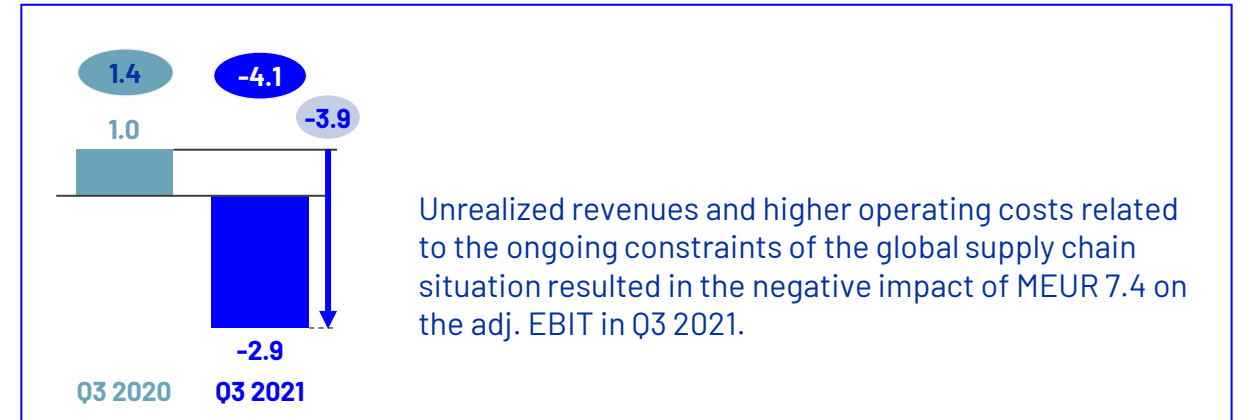
INTERIOR (INT) SEGMENT

REVENUES AND EARNINGS IN Q3 2021 STILL NEGATIVELY IMPACTED BY SEMICONDUCTOR SITUATION

REVENUES, MEUR



ADJ. EBIT, MEUR

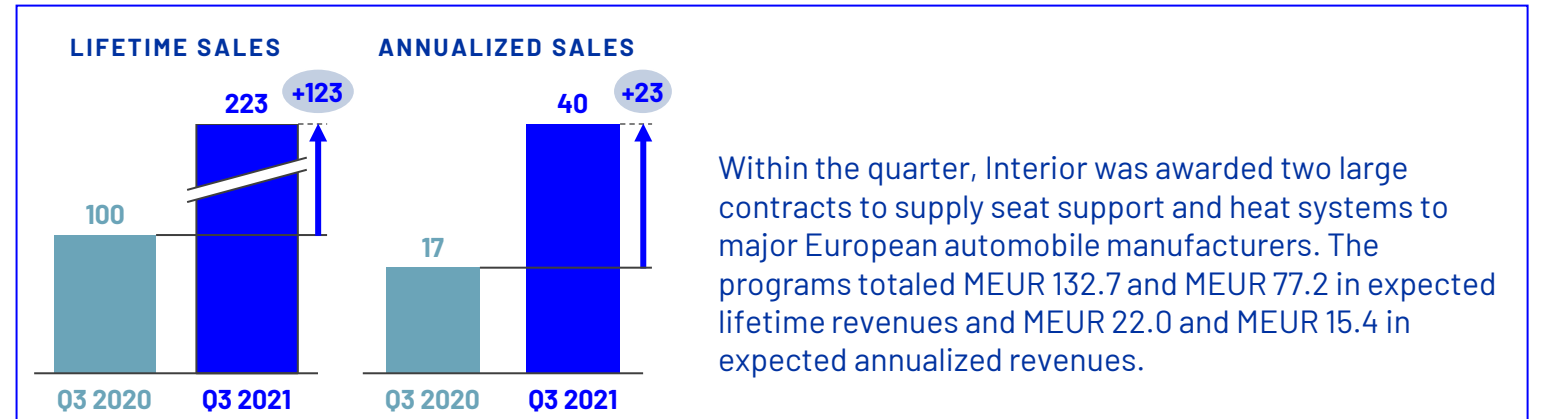


OPERATIONS

In Q3 the capacity utilization in EU dropped because of multiple plant shutdowns of our customers due to the electronic shortage. The move of the ICS operations to the new plant in Shuofang was successfully concluded.

The transfer project of the Injection Molding production from Mullsjö to Pruszkow has been kicked off. This project is part of our vertical integration strategy.

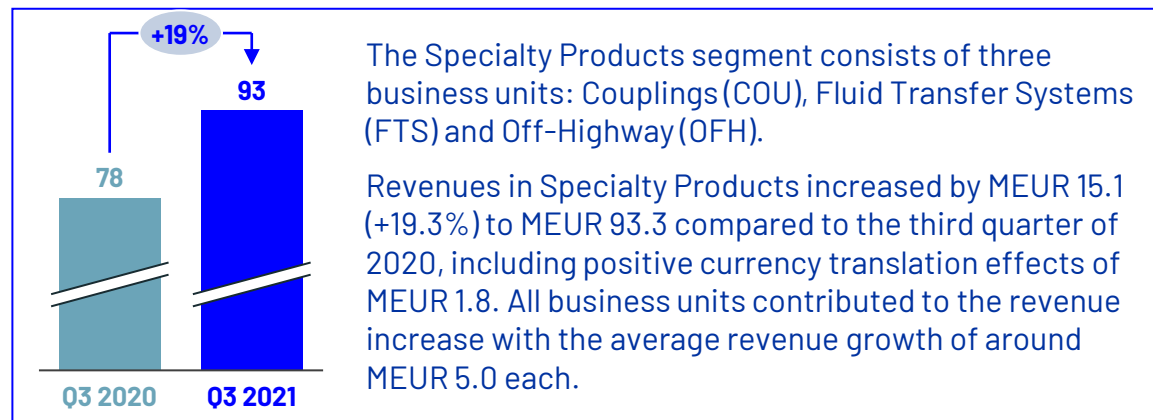
NEW BUSINESS WINS, MEUR



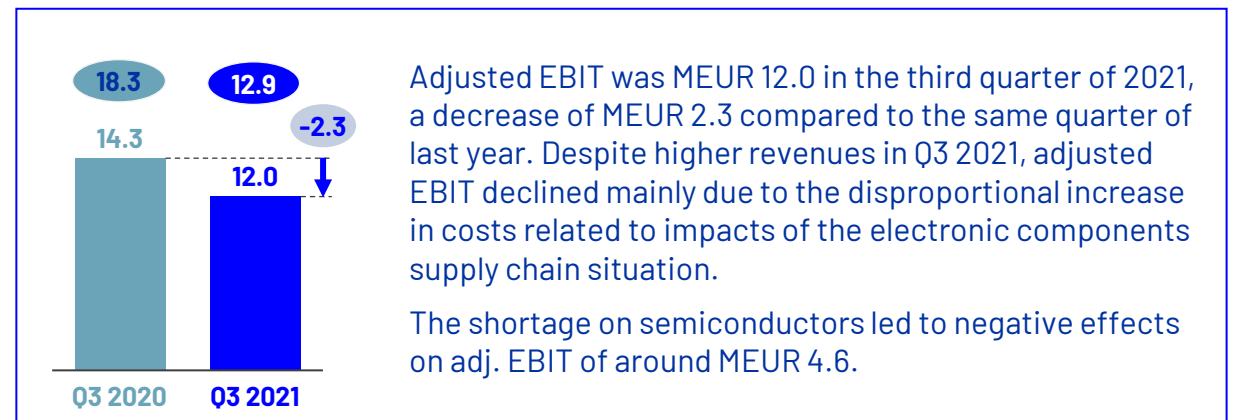
SPECIALTY PRODUCTS (SPP) SEGMENT

CRISIS-RESISTANT SEGMENT WITH STRONG REVENUES AND MARGINS

REVENUES, MEUR



ADJ. EBIT, MEUR



Adj. EBIT margin (%)

OPERATIONS

Many customers in Europe are impacted by semiconductor situation which results in rapid change of their demand. The supply chain and transportation slowdown had greater impact than in previous quarters. However, the capacity increased in multiple KA plans to support the growth in the coming years. Many projects and initiatives launched as part of the Shift Gear project helped to offset supply chain and labor challenges KA is currently facing.

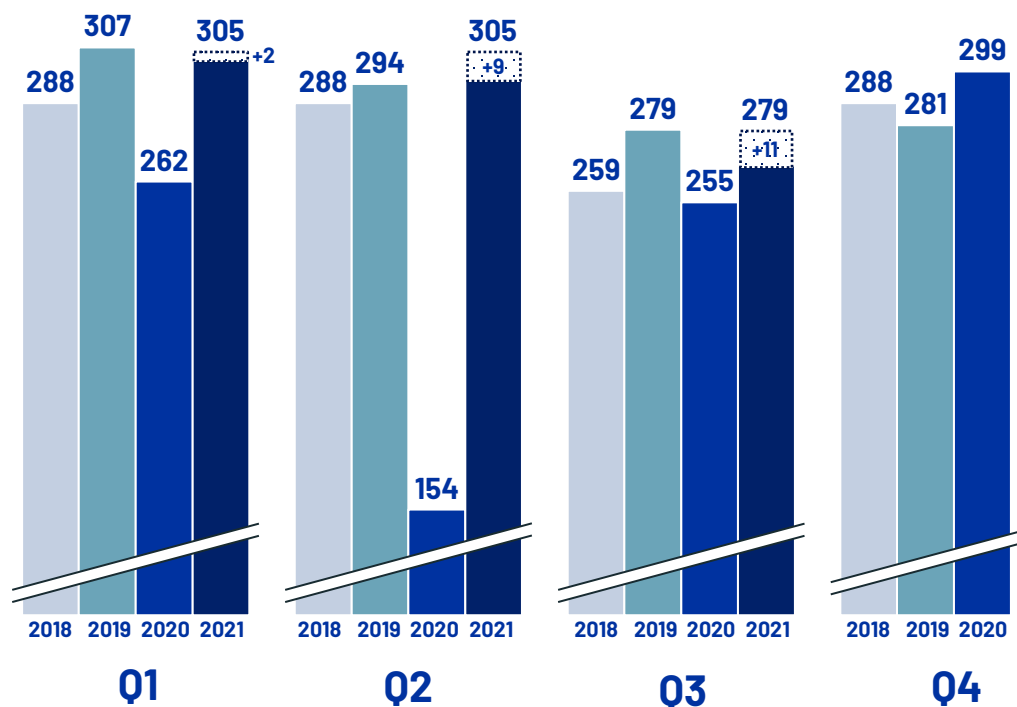
NEW BUSINESS WINS, MEUR



QUARTERLY REVENUES & ADJUSTED EBIT

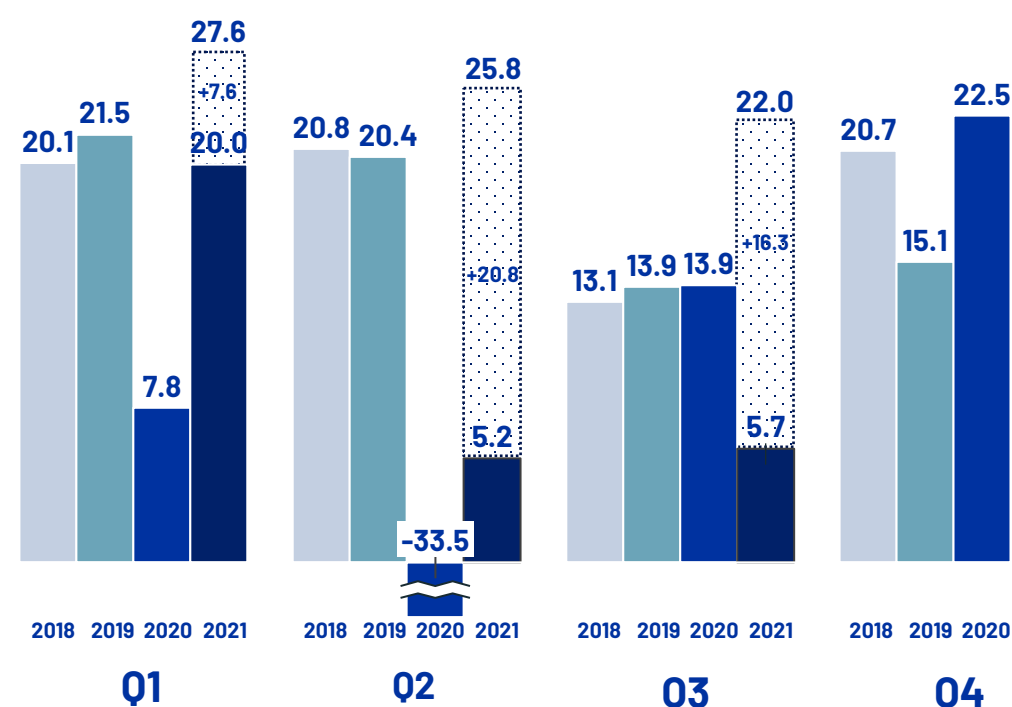
QUARTERLY REVENUES, MEUR

2018 2019 2020 2021  Impact of global supply chain situation



QUARTERLY ADJ. EBIT, MEUR

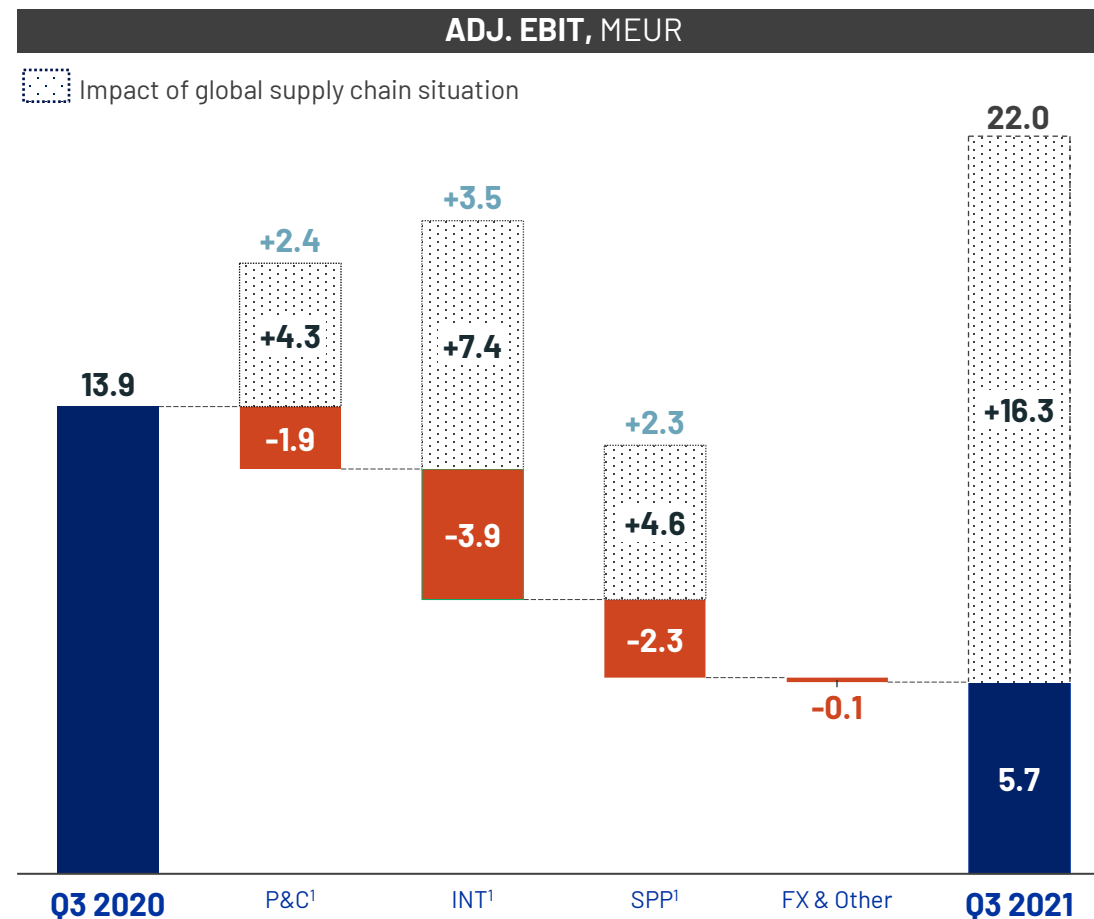
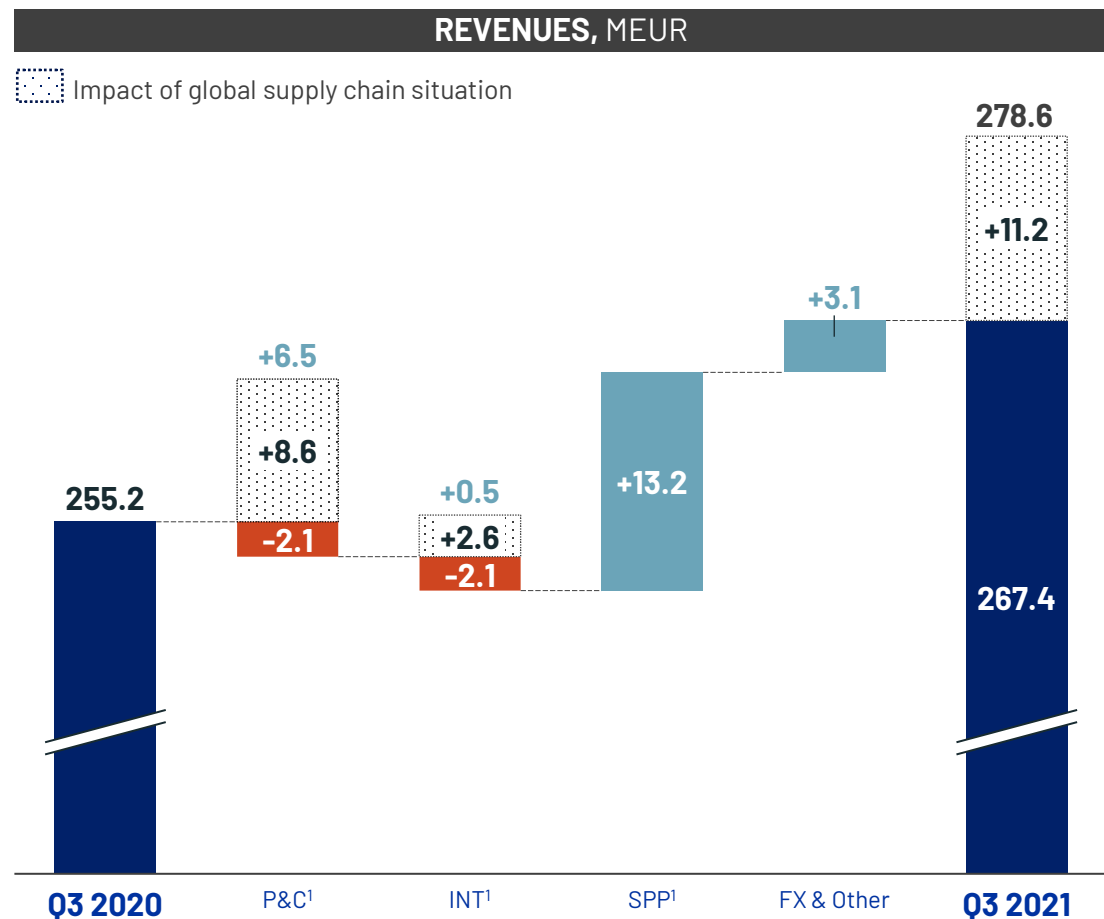
2018 2019 2020 2021  Impact of global supply chain situation



The impact of supply chain situation on adj. EBIT shown here does not include the shortfall in revenues.



Q3 2021 REVENUES AND ADJ. EBIT



1. Variances excluding FX translation effects

NET FINANCIAL ITEMS

FOREX GAINS/LOSSES

The foreign exchange effects in Q3 2021 are made up of:

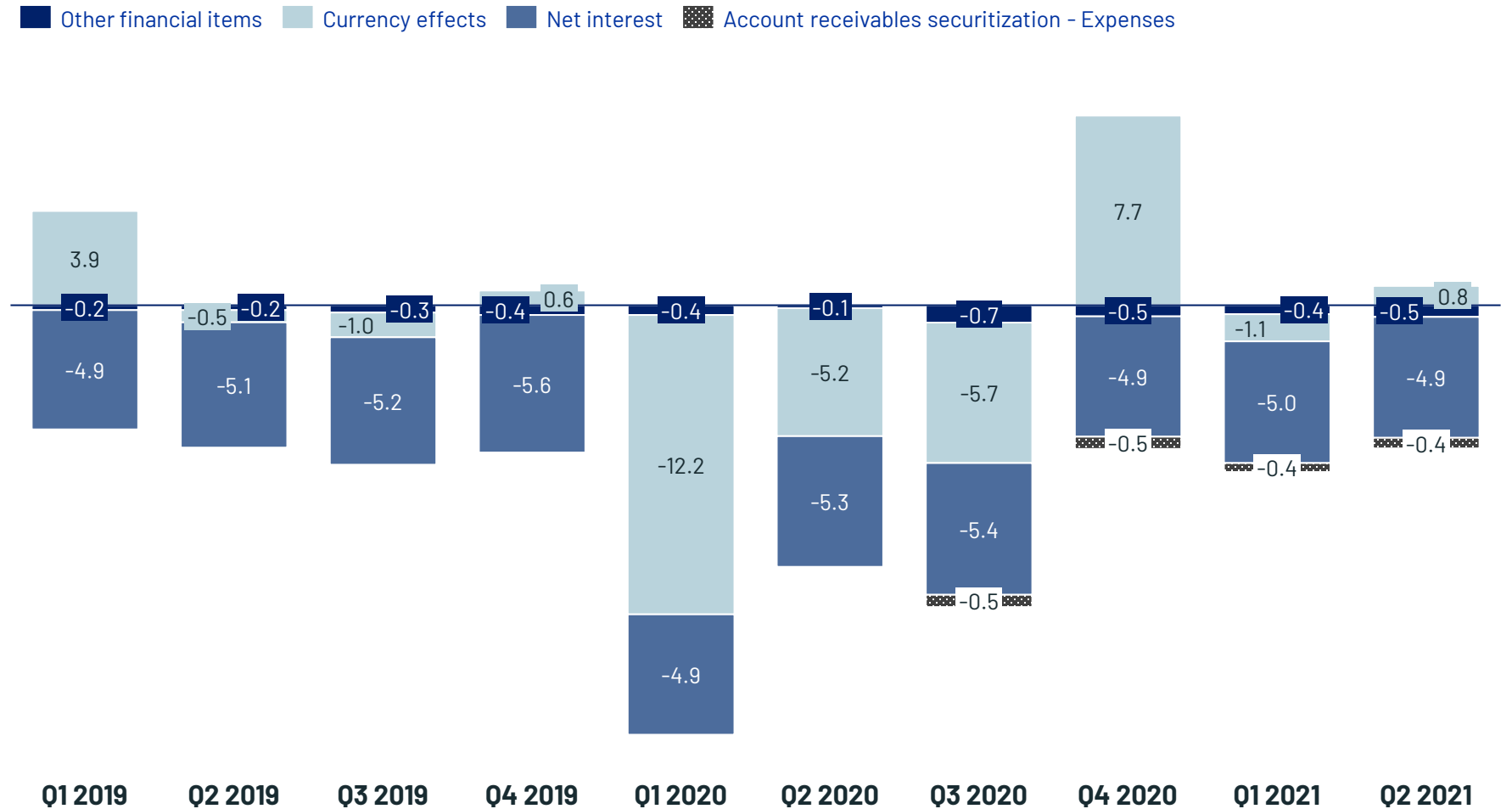
- realized foreign exchange losses of MEUR 0.7
- unrealized foreign exchange gains of MEUR 1.5

INTEREST

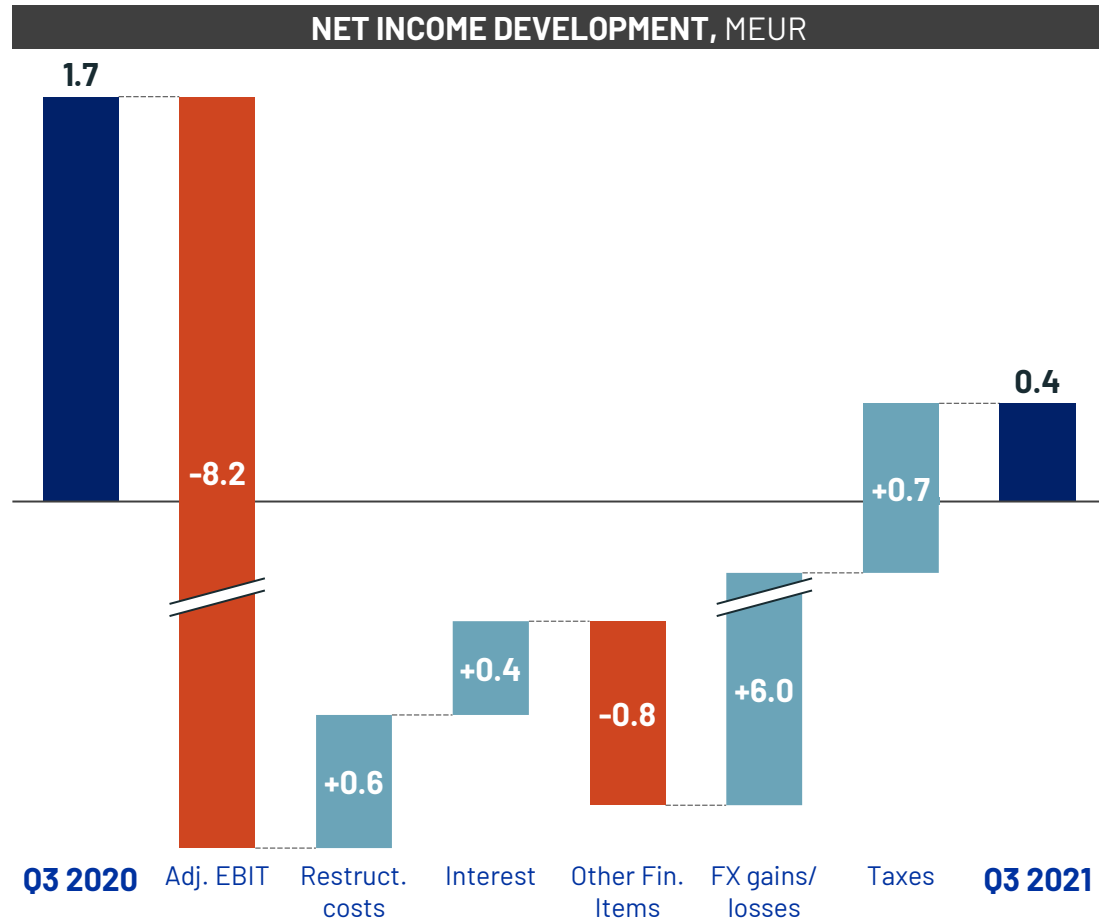
The main elements were the IFRS16 interest of MEUR 1.2 and accrued interest for the bond and RCF of MEUR 3.7

ACCOUNT RECEIVABLES SECURITIZATION - EXPENSES

This position includes expenses related to AR Securitization such as Commitment fees, Administrator fees, Servicing fees



Q3 2020 VS Q3 2021 NET INCOME DEVELOPMENT



ADJUSTED EBIT

- > Adj. EBIT lower by MEUR 8.2 compared to Q3 2020 due to the extremely negative impact of the global supply chain situation

INTEREST

- > The interest expenses in Q3 2021 remained at the comparable level as in Q3 2020 (MEUR 5.0 in Q3 2021 vs. MEUR 5.3 in Q3 2020)

FOREX GAINS/LOSSES

- > Foreign currency gains were MEUR 0.8 in Q3 2021 compared to the losses of MEUR 5.2 in Q3 2020.

TAXES

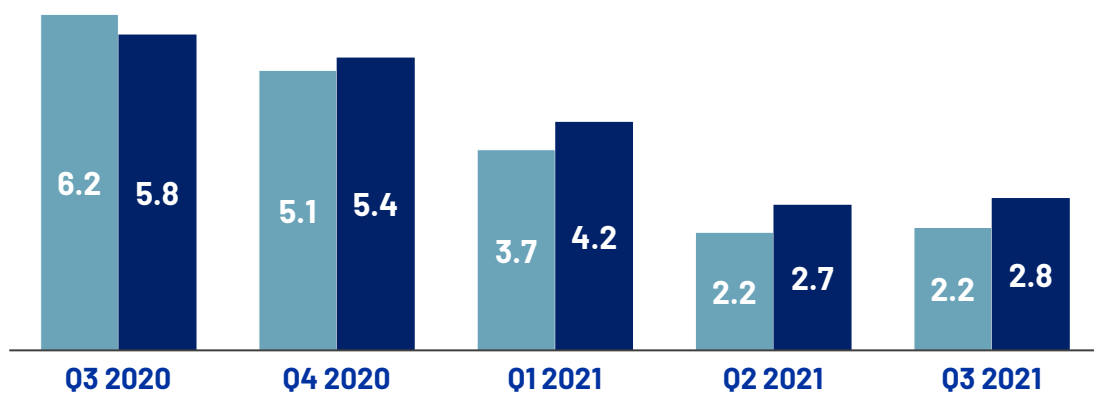
- > Tax income in Q3 2021 amounted to MEUR 1.9 compared to MEUR 1.2 in Q3 2020. The tax income in Q3 2021 is driven by reduction of valuation allowance on Deferred Tax Assets.

FINANCIAL RATIOS

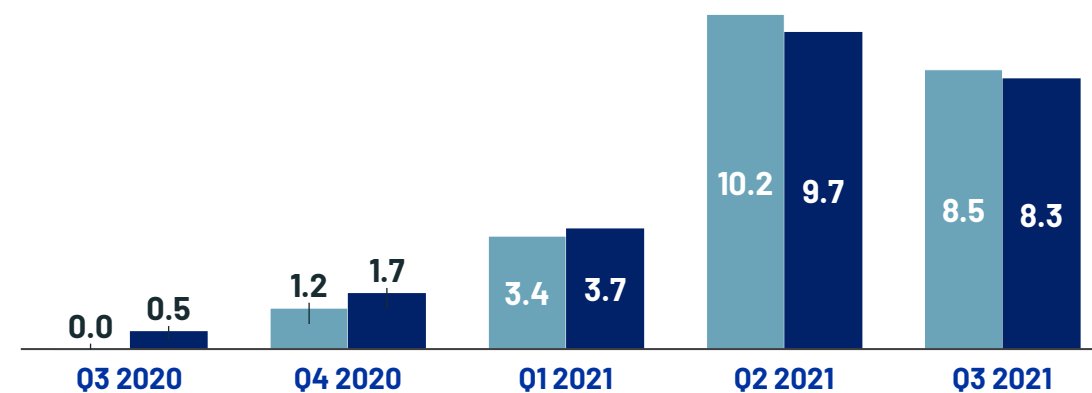
RECOVERED FROM COVID-19

Excluding IFRS16
Incl. IFRS 16 effect

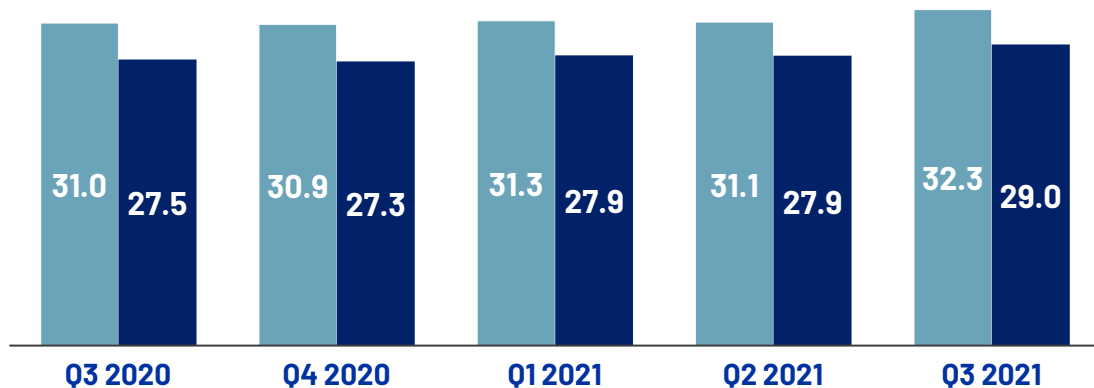
ADJUSTED GEARING RATIO¹, NIBD²/EBITDA, LTM



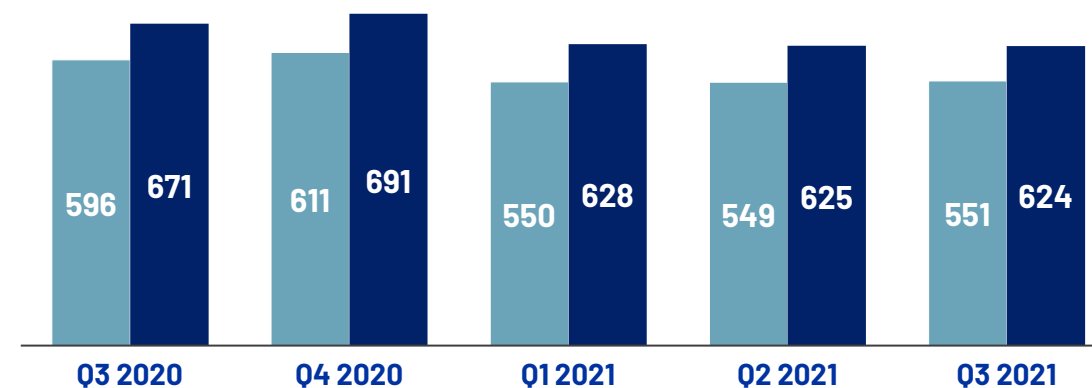
ADJUSTED ROCE¹, %, LTM



EQUITY RATIO⁴, %



CAPITAL EMPLOYED³, MEUR



1. Excluding restructuring costs and impairment losses in Q2 2020

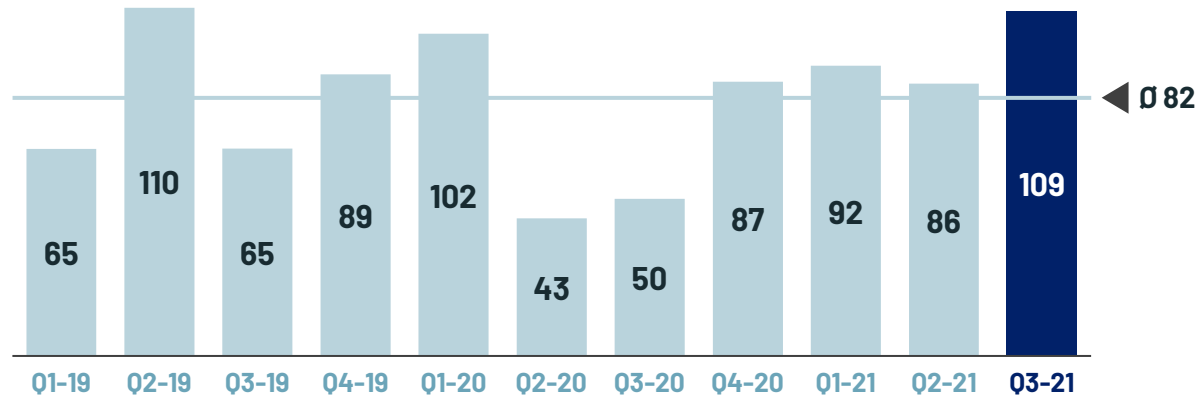
2. Net interest-bearing debt

3. Capital employed at quarter end

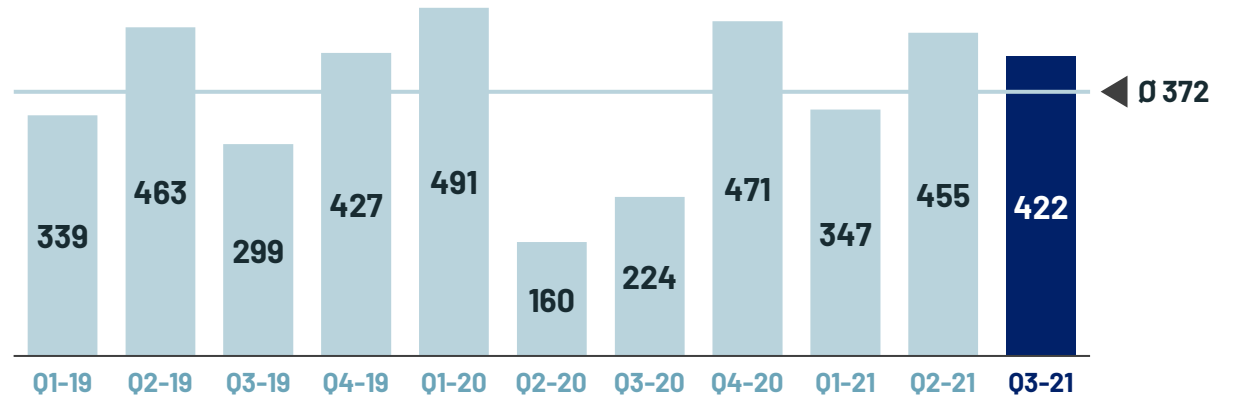
4. As the indices are calculated based on the figures from last 12 months, they are impacted by the capital increases in Q2 and Q3 2020

NEW BUSINESS WINS

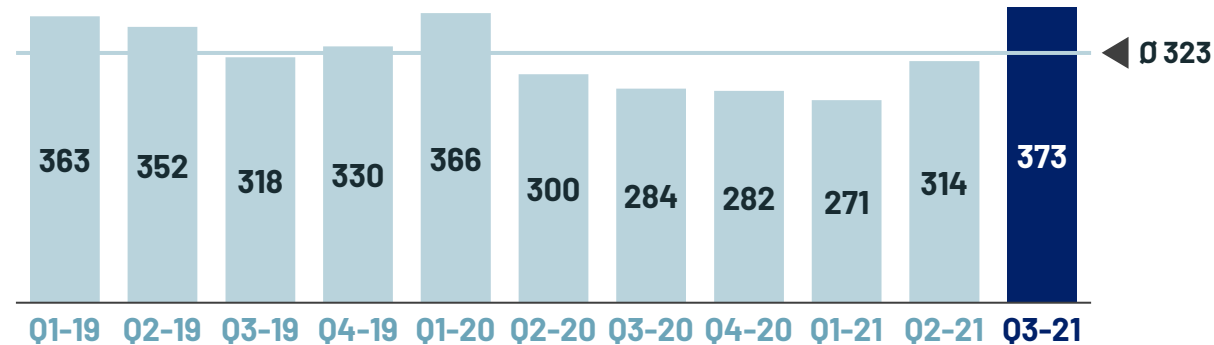
NEW BUSINESS WINS PER QUARTER, PER ANNUM SALES, MEUR



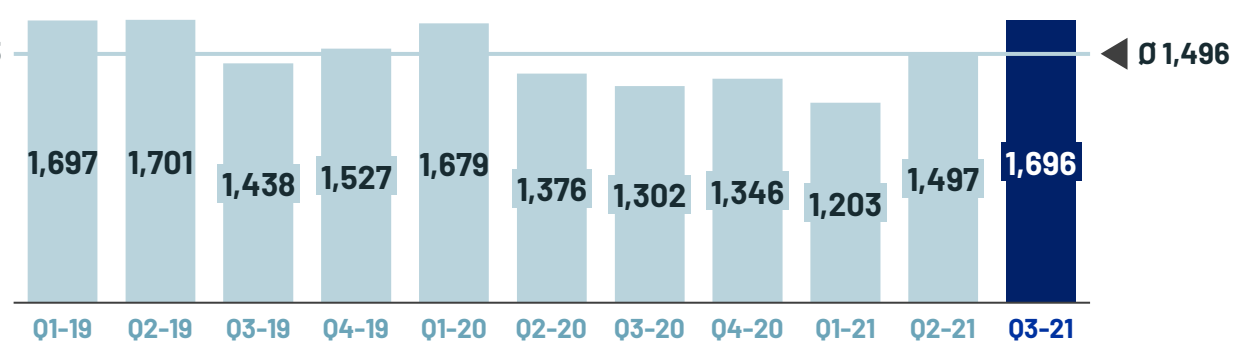
NEW BUSINESS WINS PER QUARTER, LIFETIME SALES¹, MEUR



NEW BUSINESS WINS LTM, PER ANNUM SALES, MEUR



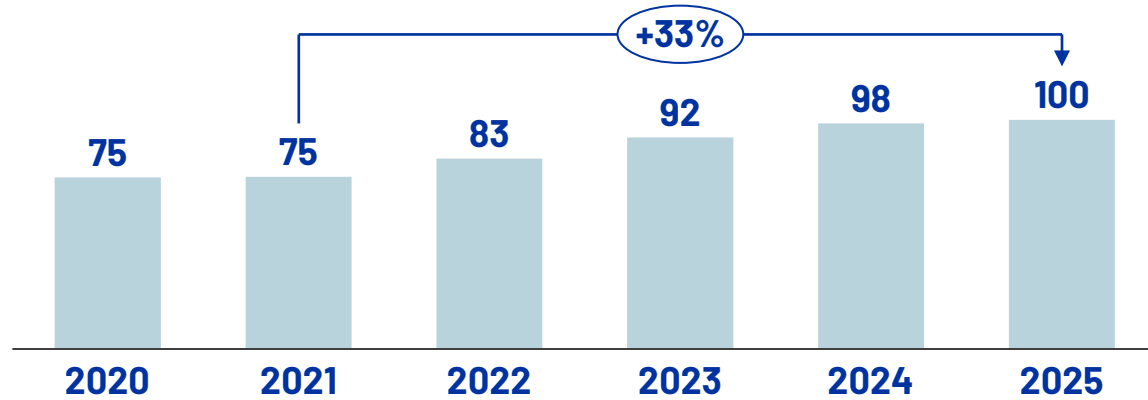
NEW BUSINESS WINS LTM, LIFETIME SALES¹, MEUR



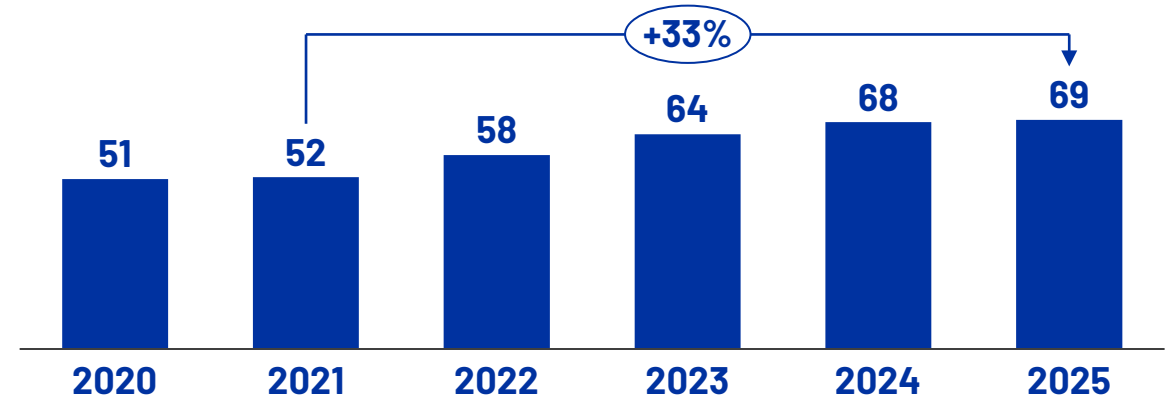
1. Lifetime sales assumptions are based on IHS and LMC production estimates at the time of the booking

MARKET FORECASTS

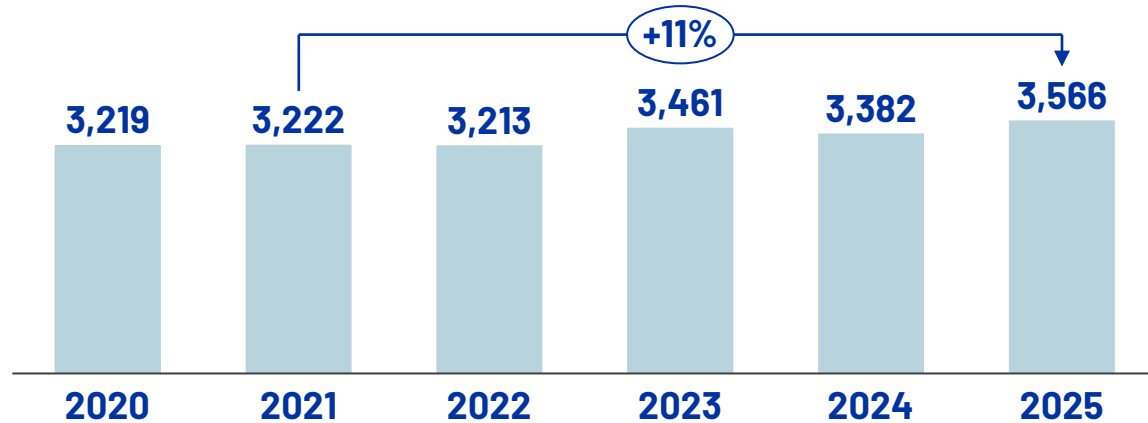
GLOBAL PASSENGER CAR PRODUCTION, SALES IN MILLION UNITS, INCLUDING CHINA



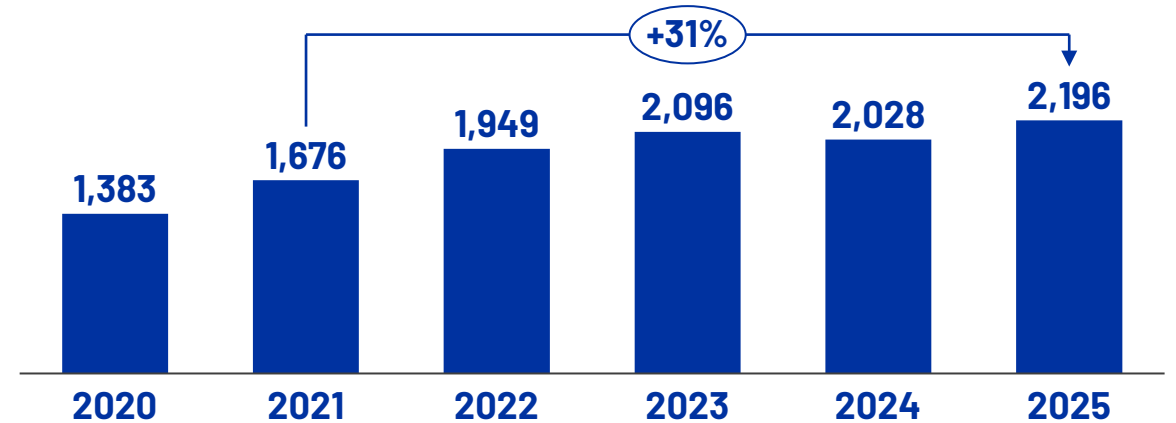
GLOBAL PASSENGER CAR PRODUCTION, SALES IN MILLION UNITS, EXCLUDING CHINA



GLOBAL TRUCK PRODUCTION, SALES IN THOUSAND UNITS, INCLUDING CHINA



GLOBAL TRUCK PRODUCTION, SALES IN THOUSAND UNITS, EXCLUDING CHINA



Source: IHS Light Vehicle Production Base (September 2021); LMC Global Commercial Vehicle Forecast (Q3 2021)



KONGSBERG
AUTOMOTIVE