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 2018 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 Presenter

Henning Jensen, Chief Executive Officer

Professional experience

Kongsberg Automotive
President and Chief Executive Officer
June 2016 - Present

Kistefos AS
Chief Executive Officer
2011 - 2015

RHI AG
Chief Executive Officer, Chief Financial Officer and Chairman
2010 – 2011

Tyco Electronics
SVP, Divisional Head (Automotive), Chief Financial Officer (Electronic Components) and other senior level management positions
2001 – 2009

General Motors
Managerial and executive positions
1995 – 2001

Education

Hochschule St. Gallen (Switzerland)
Doctoral Studies

University of San Francisco (USA)
BA & MBA
Kongsberg Automotive at a glance

Overview
- Headquartered in Zurich, Switzerland and listed on the Oslo stock exchange
- 3 segments: Interior, Powertrain & Chassis, Specialty Products
  ▪ Interior: interior comfort systems and light duty cables
  ▪ Powertrain & Chassis: gearshift systems and vehicle dynamics applications
  ▪ Specialty Products: air couplings, FTS and off-highway applications
- We estimate that approximately one out of five LD or HD vehicles contain our products
- Diverse customer and end-market exposure

Selected KPIs

Revenue (2017A / 2018A / 2019Q2 LTM)
- 1,057mm / €1,123 mm / €1,148mm

Adj. EBIT (2017A / 2018A / 2019Q2 LTM)
- €50mm / €75mm / €76mm

- 6% / 49% & 6% / 23%

- 1.4x

2018A revenue breakdown

By geography
- Europe 50%
- North America 34%
- Asia 12%
- Other 2%

By customer
- LDV 53%
- HDV 28%
- Power Sports 7%
- Other 9%

By end-market
- Heavy Equipment 3%
- Other 9%
- Power Sports 7%
- Aftermarket 6%
- OE HDV 25%
- OE LDV 51%

By channel
- Total OE 76%

Total revenue 2018A: €1,123mm
Starting from a period of low growth post Teleflex acquisition, Kongsberg Automotive initiated a number of changes in 2016
- Elected New Board of Directors
- Changed majority of senior management
- Initiated operational improvements taking out costs and planning closure of plants
- Implemented organizational changes creating a new structure
- Focused market approach
- Cleaned up product portfolio
- Changed the legal structure
- Moved the headquarters
- Started the transition to become a company with a performance based culture

Kongsberg Automotive is on track to deliver on its targets
Kongsberg Automotive benefits from a well diversified customer base

Share of KA's Total Revenue

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Share of KA's Total Revenue</th>
<th>OEM customers</th>
<th>Tier 1 customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4.1%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5%</td>
<td></td>
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<td></td>
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<tr>
<td>2.2%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2.0%</td>
<td></td>
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</tr>
</tbody>
</table>

Contribution of top 10 customers

Revenue 2018A: €1,123mm

Single customer exposure is limited

1 Product portfolio of Bombardier Recreational Products (BRP) includes snowmobiles, watercrafts, on-and off-road vehicles and engines for karts, motorcycles and recreational aircrafts
2 For Tier 1 customers the products go to a wide variety of OEMs
New business wins - Group
Booking momentum remains despite softening markets

New business wins per quarter (per annum revenues) MEUR

Q1-17  Q2-17  Q3-17  Q4-17  Q1-18  Q2-18  Q3-18  Q4-18  Q1-19  Q2-19
36      71      62      122     121     99      77      65      110

New business wins LTM (per annum revenues) MEUR

Q1-17  Q2-17  Q3-17  Q4-17  Q1-18  Q2-18  Q3-18  Q4-18  Q1-19  Q2-19
281     292     288     291     321     372     364     363     352

New business wins per quarter (lifetime revenues*) MEUR

Q1-17  Q2-17  Q3-17  Q4-17  Q1-18  Q2-18  Q3-18  Q4-18  Q1-19  Q2-19
139     349     288     537     323     459     561     338     339

New business wins LTM (lifetime revenues*) MEUR

Q1-17  Q2-17  Q3-17  Q4-17  Q1-18  Q2-18  Q3-18  Q4-18  Q1-19  Q2-19
1,435   1,485   1,429   1,312   1,497   1,607   1,880   1,681   1,697

*Lifetime revenue assumptions are based on IHS and LMC production estimates at the time of the booking.
Revenues and Adjusted EBIT

Revenue and adj. EBIT figures have improved substantially over the last years.

Revenues
MEUR

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
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<tbody>
<tr>
<td>2016</td>
<td>257</td>
<td>280</td>
<td>288</td>
<td>307</td>
</tr>
<tr>
<td>2017</td>
<td>251</td>
<td>268</td>
<td>288</td>
<td>294</td>
</tr>
<tr>
<td>2018</td>
<td>228</td>
<td>241</td>
<td>259</td>
<td>250</td>
</tr>
<tr>
<td>2019</td>
<td>267</td>
<td>267</td>
<td>288</td>
<td>268</td>
</tr>
</tbody>
</table>

Adjusted EBIT
MEUR and percent

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>12.6</td>
<td>15.2</td>
<td>13.9</td>
<td>13.1</td>
</tr>
<tr>
<td>2017</td>
<td>13.9</td>
<td>13.9</td>
<td>13.9</td>
<td>13.9</td>
</tr>
<tr>
<td>2018</td>
<td>7.7</td>
<td>9.1</td>
<td>7.7</td>
<td>7.4</td>
</tr>
<tr>
<td>2019</td>
<td>-0.8</td>
<td>-0.8</td>
<td>7.7</td>
<td>7.4</td>
</tr>
</tbody>
</table>

Revenues including HRAR

EBIT adjusted for restructuring - see details in the quarterly report.
EBIT and Net Income

Net Income continues to grow YoY driven by fundamentals and reduction of restructuring expenses
Historical financials overview

Revenue performance (€mm)

- CAGR 2016 - LTM Q2-19: 6.3%
- FY 2016: 986
- FY 2017: 1,057
- FY 2018: 1,123
- LTM Q2 2019: 1,148

Key financials (€mm)

<table>
<thead>
<tr>
<th>P&amp;L</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>LTM Q2 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>986</td>
<td>1,057</td>
<td>1,123</td>
<td>1,148</td>
</tr>
<tr>
<td>% growth</td>
<td>(3.0%)</td>
<td>7.2%</td>
<td>6.2%</td>
<td>NA</td>
</tr>
<tr>
<td>Adj. EBITDA</td>
<td>73</td>
<td>92</td>
<td>110</td>
<td>116</td>
</tr>
<tr>
<td>% margin</td>
<td>7.4%</td>
<td>8.7%</td>
<td>9.8%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

- Adj. EBIT
  - FY 2016: 28
  - FY 2017: 50
  - FY 2018: 75
  - LTM Q2 2019: 76
  - % margin: 2.9% - 4.7% - 6.7% - 6.6%

- Capex
  - FY 2016: (51)
  - FY 2017: (53)
  - FY 2018: (68)
  - LTM Q2 2019: (69)
  - % of revenue: (5.2%) - (5.0%) - (6.1%) - (5.9%)%

- Adj. EBITDA - Capex
  - FY 2016: 22
  - FY 2017: 40
  - FY 2018: 42
  - LTM Q2 2019: 47
  - % cash conversion: 29.7% - 43.0% - 38.0% - 40.5%

- Change in NWC
  - FY 2016: (3)
  - FY 2017: (27)
  - FY 2018: (17)
  - LTM Q2 2019: (49)

1 Defined as Trade receivable + Inventories – Trade payable; 2 Includes the divested HRAR business accounting for €42mm revenue in 2016 and one quarter of €10mm revenue in 2017.
Financial ratios

**Adjusted gearing ratio (NIBD/EBITDA, LTM*)**

![Adjusted gearing ratio chart](chart)

**Adjusted ROCE* (%)** (LTM)

![Adjusted ROCE chart](chart)

**Equity Ratio** (%)

![Equity Ratio chart](chart)

**Capital Employed (MEUR)**

![Capital Employed chart](chart)

*Excluding restructuring costs; **Q2 2018 has accounted for the ~MEUR 40 equity increase; ***Capital employed at end of quarter
Bond pricing and summary

### Bond price development

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 Jul 18</td>
<td>103</td>
</tr>
<tr>
<td>12 Aug 18</td>
<td>101</td>
</tr>
<tr>
<td>11 Sep 18</td>
<td>99</td>
</tr>
<tr>
<td>10 Oct 18</td>
<td>97</td>
</tr>
<tr>
<td>9 Nov 18</td>
<td>95</td>
</tr>
<tr>
<td>8 Dec 18</td>
<td>93</td>
</tr>
<tr>
<td>7 Jan 19</td>
<td>91</td>
</tr>
<tr>
<td>6 Feb 19</td>
<td>90</td>
</tr>
<tr>
<td>5 Mar 19</td>
<td>89</td>
</tr>
<tr>
<td>4 Apr 19</td>
<td>87</td>
</tr>
<tr>
<td>3 May 19</td>
<td>87</td>
</tr>
<tr>
<td>2 Jun 19</td>
<td>85</td>
</tr>
<tr>
<td>1 Jul 19</td>
<td>89</td>
</tr>
<tr>
<td>1 Aug 19</td>
<td>91</td>
</tr>
</tbody>
</table>

### Bond summary

**Issuer:** Kongsberg Actuation Systems B.V.

**Issue:** Senior secured notes ("the Notes")

**Amount:** €275mm

**Maturity:** 7 years

**Expected corporate // issue ratings:** Ba3 / B+ // Ba3 / BB-

**Call protection:** Non-callable for 3 years

**Optional redemption:**
- T + 50 bps make whole during non-call period
- Equity claw-back allowing redemption of up to 40% of the Notes, at a premium equal to par plus the coupon, with the proceeds of an equity issue during NC period

**Use of proceeds:** Refinance existing indebtedness, transaction fees and expenses and general corporate purposes (which may include acquisitions)

**Ranking:** The Notes will be senior obligations of the Company and will rank pari passu with all present and future senior indebtedness (provided that the SSRCF and certain hedging obligations will receive proceeds from enforcement on the collateral in priority to the Notes under the Intercreditor Agreement)

**Security:** Pledges over the shares of the Issuer and all Guarantors (other than Kongsberg Automotive ASA), as well as a security assignment of intercompany loan receivables by the Issuer and the Guarantors

**Covenants:** The Notes will contain customary covenants for corporate bond financings. Covenants will particularly include:
- Limitation on Indebtedness
- Limitation on Liens
- Limitation on Restricted Payments
- Limitations on Payment Restrictions Affecting Restricted Subsidiaries
- Limitation on Sales of Assets
- Limitation on Affiliate transaction

**Distribution:** Reg S, 144A for life

**Governing law:** New York law

**Listing:** The International Stock Exchange

**Sole Global Coordinator and Physical Bookrunner:** J.P. Morgan Securities plc

**Joint Bookrunner:** Danske Bank
2019 Outlook
Passenger Car Unit production estimates are declining
The main driver is the Chinese market

CMD 2018

<table>
<thead>
<tr>
<th>Units in millions</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>28.0</td>
<td>28.3</td>
<td>29.4</td>
</tr>
<tr>
<td>South America</td>
<td>22.2</td>
<td>22.4</td>
<td>22.8</td>
</tr>
<tr>
<td>North America</td>
<td>22.0</td>
<td>22.4</td>
<td>22.7</td>
</tr>
<tr>
<td>Europe</td>
<td>22.0</td>
<td>22.2</td>
<td>21.8</td>
</tr>
<tr>
<td>Rest of World</td>
<td>17.1</td>
<td>17.1</td>
<td>17.1</td>
</tr>
<tr>
<td>Total</td>
<td>95.2</td>
<td>96.4</td>
<td>98.3</td>
</tr>
</tbody>
</table>

September 2019

<table>
<thead>
<tr>
<th>Units in millions</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>28.0</td>
<td>26.9</td>
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<tr>
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<td>21.4</td>
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<td>Europe</td>
<td>17.0</td>
<td>22.4</td>
<td>22.8</td>
</tr>
<tr>
<td>Rest of World</td>
<td>17.1</td>
<td>17.0</td>
<td>16.6</td>
</tr>
<tr>
<td>Total</td>
<td>90.1</td>
<td>94.2</td>
<td>96.4</td>
</tr>
</tbody>
</table>

Source: IHS August 2019

-8.3%
How our business works – margin perspective

(Illustrative example)
Revenue Projections

The product/model cycles in the automotive industry vary from three to ten years, primarily depending on the end-market. For KA, the average length of a program is somewhere between five to seven years.

Reported new business wins turn into revenue with delay of up to two to three years, depending on the customer nomination process and development requirement.

Given the current and booked programs, the revenue is, to a large extent, «set» well ahead in the future, but still depends on market development of end customers products.

Our revenue projection for the out years includes business not yet booked which we will compete for. However, such non-booked projected revenues have been discounted with a success factor.

A high level of revenue projections are backed up by current and booked programs
Market decline leads to an increasing share of “new programs”

- Declining markets typically affect mature programs rather than new programs.
- Unusual high share of “new programs” offsets the market driven decline in the mature products. However, this leads to an unfavorable mix effect on margin.
- We estimate the margin impact to be €3m from 2018-2019.
# Financial overview

## 2019 Outlook Development

### In Mill. Euro

<table>
<thead>
<tr>
<th>In Mill. Euro</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>1,057</td>
<td>1,123</td>
<td>1,194</td>
</tr>
<tr>
<td><strong>EBIT adj.</strong></td>
<td>50</td>
<td>75</td>
<td>78</td>
</tr>
<tr>
<td>% of sales</td>
<td>4.7%</td>
<td>6.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td><strong>Restructuring &amp; One Off cost</strong></td>
<td>-26</td>
<td>-21</td>
<td>-7</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>24</td>
<td>54</td>
<td>75</td>
</tr>
<tr>
<td>% of sales</td>
<td>2.2%</td>
<td>4.8%</td>
<td>6.2%</td>
</tr>
<tr>
<td><strong>Financial Items</strong></td>
<td>-17</td>
<td>-14</td>
<td>-15</td>
</tr>
<tr>
<td><strong>Profits Before Taxes</strong></td>
<td>6</td>
<td>42</td>
<td>75</td>
</tr>
<tr>
<td>% of PBT</td>
<td>-225,0%</td>
<td>-42,0%</td>
<td>-26,5%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>-8</td>
<td>24</td>
<td>55</td>
</tr>
<tr>
<td><strong>EPS (NOK)</strong></td>
<td>-0.19</td>
<td>0.51</td>
<td>1.17</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>In Mill. Euro</th>
<th>2017</th>
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<td>59</td>
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<td>-38.0%</td>
<td>-26.5%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>-8</td>
<td>24</td>
<td>44</td>
</tr>
<tr>
<td><strong>EPS (NOK)</strong></td>
<td>-0.19</td>
<td>0.53</td>
<td>0.94</td>
</tr>
</tbody>
</table>

### Bridging FY 2018 to the FY 2019 outlook, the following account for the main deviations:

- Revenue growth of +71. Expected Adj. EBIT Effect: +15
- Margin decline due to change in growth mix. Expected Adj. EBIT Effect: (3)
- Fixed cost absorption effect due to lower than planned revenues. EBIT Effect: (8)
- Increase in Mexican labor rates. Expected Adj. EBIT Effect: (3)
- Increase in raw material prices and tariffs. Expected Adj. EBIT Effect: (4)
- FX effects drive an increase in revenues of +2. Expected Adj. EBIT Effect: (2)
- Effect from implementing IFRS 16. Expected Adj. EBIT Effect: +3
  - Note that the IFRS16 implementation negatively affects net income by (1)
- Launch issues with a new program in the P&C segment. Expected Adj. EBIT Effect: (3)
- Erosion and economics offset by cost savings. Expected Adj. EBIT Effect: +9

### Even in this challenging macro environment, assuming our Current Macro Expectations remain unchanged, in 2019, we plan to deliver:

- top line growth of ~ 6%,
- adj. EBIT growth of ~ 4%, and
- NI growth of ~45% in 2019
## Key financial policies and governance

| Leverage targets | ▪ Leverage target: 1.5x net debt / EBITDA  
▪ Further deleveraging  
▪ Target equity ratio\(^1\) of 35% |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquidity</td>
<td>▪ Minimum operational cash on balance sheet: €30mm</td>
</tr>
<tr>
<td>Investments</td>
<td>▪ Select investments in key product / niche areas based on strict return performance</td>
</tr>
<tr>
<td>Dividend policy</td>
<td>▪ Reinvestment of proceeds and debt reduction to maintain future prospects and achieve leverage targets take priority over dividends / share buy-backs</td>
</tr>
</tbody>
</table>
| Liabilities and risk management | ▪ Benefits from natural hedging with relatively limited revenue / cost exposure  
▪ Currently no use of derivatives |
| Compliance       | ▪ Adhere to strict compliance standards                                                          |
| M&A policy       | ▪ No urgency to do M&A; we will only engage in opportunistic M&A activities  
▪ No transaction will take place if not accretive to the Company  
▪ Criteria for potential M&A targets:  
▪ Technology based  
▪ Enabling stronger vertical integration and synergies  
▪ We will continue our portfolio pruning process |

\(^1\)Defined as Equity / total Assets
Kongsberg Automotive –
Key highlights & Conclusion

▪ Kongsberg Automotive – truly global mid-sized automotive supplier with diversified customer base

▪ Kongsberg Automotive is a manufacturer and supplier of components, systems and aftermarket products primarily for the automotive (light duty and heavy duty vehicle) markets. We also serve the power sports and heavy equipment industries, with leadership positions in niche markets

▪ Diversified revenue base with ~75% from OE auto and ~25% from non-auto markets including aftermarket

▪ Strong and improving financial performance driven by the improvement program initiated in 2016

▪ Kongsberg Automotive is outperforming the general automotive supplier market from a top line and bottom line perspective. In 2019, we plan to deliver:
  ▪ top line growth of ~6%,
  ▪ adj. EBIT growth of ~4%, and
  ▪ NI growth of ~60%”

▪ Even in this challenging macro environment (trade wars, raw material price increases, overall market declines), we continue to deliver YoY earnings growth.

▪ Strong recent business wins ensures high degree of short and medium term top line confidence.
# Interior Segment

<table>
<thead>
<tr>
<th>Description</th>
<th>% of Interior revenue</th>
<th>Product</th>
<th>End-markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Exclusively focused on LDV market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Core Interior Comfort Systems – strong market growth</td>
<td></td>
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<tr>
<td>– Technology leader in integration of the various seat functionalities</td>
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<tr>
<td>– Ability to offer full models or individual products</td>
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<tr>
<td>➢ Cables represent core competence</td>
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<td></td>
</tr>
<tr>
<td>– Strong product technology and knowledge base</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>– Traditional LDC applications moving towards actuators</td>
<td></td>
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<tr>
<td>– Uses actuator designs from other business units, thus offering competitive benefits vs other pure LDC players</td>
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</tr>
</tbody>
</table>

Revenue 2018A: €286mm

1. % 2018 revenue; 2. Includes other revenue of 3%
Powertrain & Chassis Segment

**Transmission control**

- Technology shift from mechanically based systems towards electronically controlled actuation systems
- Product range include:
  - AMT Actuators and PRND Actuators
  - Clutch Actuation Modules
  - Shift-By-Wire Shifters and Manual Gear Shifters
  - Shift Cables
- Focus:
  - Profitable growth for new technology
  - Maintain share in conventional mechanical systems
- Well positioned on both HDV and LDV actuators

**Vehicle dynamics**

- Product range consists of 3 technologies
  - Chassis Stabilizer
  - V-Stays
  - Cabin Anti-roll Bar
- Well positioned in the market
- No ICE exposure

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1  % 2018 revenues; 2 Includes other revenue of 4%
Specialty Products segment

**Air Couplings**
- Focused on air brake applications for HDVs
- Technology leader with growing market share
  - Premium priced products
  - Savings to OEMs through simplified processes
  - Potential for growth in NA and Asia

**Fluid Transfer Systems**
- Specialty hoses for harsh applications
- Market and technology leader in PTFE hoses
- Growing market with strong competition in assemblies
- Focus on product differentiation and scale benefits
- Fragmented market in assemblies segment

**Off Highway**
- Target: become largest supplier of steering system products for the Power Sports, Agriculture, and Construction markets
- Steering columns, displays, pedals and hand controls
- Supplier of HMI and custom electronic products

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Revenue 2018A: €400mm

1% 2018 revenue
# Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMT</td>
<td>Automated Manual Transmission</td>
</tr>
<tr>
<td>CMD</td>
<td>Capital Markets Day</td>
</tr>
<tr>
<td>EV</td>
<td>Electric Vehicle</td>
</tr>
<tr>
<td>FTS</td>
<td>Fluid Transfer System</td>
</tr>
<tr>
<td>HDV</td>
<td>Heavy Duty Vehicle</td>
</tr>
<tr>
<td>HMI</td>
<td>Human Machine Interface</td>
</tr>
<tr>
<td>HR / AR</td>
<td>Headrest / Armrest</td>
</tr>
<tr>
<td>ICE</td>
<td>Internal Combustion Engine</td>
</tr>
<tr>
<td>LDC</td>
<td>Light Duty Cable</td>
</tr>
<tr>
<td>LDV</td>
<td>Light Duty Vehicle</td>
</tr>
<tr>
<td>OE</td>
<td>Original Equipment</td>
</tr>
<tr>
<td>OEM</td>
<td>Original Equipment Manufacturer</td>
</tr>
<tr>
<td>PRND</td>
<td>Park Reverse Neutral Drive</td>
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