Group highlights for Q4 and 2013

REVENUES
- 2013 revenues of EUR 991 million, in line with guiding
- Q4 revenues of EUR 242 million
  - EUR 9.4 million (4.1%) up from Q4 2012
- 2013 EBITDA of EUR 97.1 million (9.8 %), up EUR 20.1 million from 2012 despite lower revenues

Financials
- Q4 EBITDA of EUR 19.0 million, in line with Q4 2012
- Gearing ratio further reduced to 2.5 x NIBD/EBITDA
- Improved financial flexibility through amended loan agreement

MARKET
- Europe: Commercial vehicle sales lifted by Euro 6 pre-buy in Q4
- North America: Steady growth in light vehicle segment
New business wins last 4 quarters

- EUR 200 million per annum of new business booked in 2013 and EUR 53 million in Q4 2013 confirms good order intake
- KA needs to secure business wins above 15% of annual revenue to compensate for expiring programs
Enhancing the driving experience

Hans Peter Havdal, CEO
OPERATIONAL REVIEW
Q4 2013: Business areas overview

**PASSENGER CARS**

- **INTERIOR**: 30% of total revenues
- **DRIVELINE**: 28% of total revenues

**COMMERCIAL VEHICLES**

- **FLUID TRANSFER**: 19% of total revenues
- **DRIVER CONTROL**: 23% of total revenues

**Market**

- Safety and comfort related products for vehicle interiors
- Gear shift systems for light duty vehicles
- Fluid handling systems for passenger cars, industrial and commercial vehicles
- Driver control systems and chassis related products to commercial vehicles

**EBITDA-margin**

- 11.1%
- 3.1%
- 18.3%
- 6.9%
Highlights and performance

▷ Operational update
  – Q4 result hampered by costly overtime & unscheduled maintenance at Rollag & Hvittingfoss plants in Norway. Volumes were up due to Euro 6 pre-buy effect.
  – Higher capital expenditure for 2013 due to investments in new capacity and equipment upgrades.
  – New program launch for Leyland on clutch servo with volume of 9,000 units per year, from Hvittingfoss facility.

▷ Market & Trends
  – Stronger On-Highway demand partially driven by Euro 6 pre-buy effects and strong Brazilian market.
Highlights and performance

▸ Operational update
  – Major extension to plant in Normanton, UK
    • To meet demand from customers like Jaguar-Land Rover
    • Creates over 100 new jobs in 2014
  – Fluid transfer continued to win contracts globally
    • Strengthening position as a niche expert in passenger car & commercial vehicles segments

▸ Market & trends
  – Strong European commercial vehicle and North American passenger cars markets gave 10% growth for the year
Highlights and performance

▶ Operational update

- Several actions related to capacity adjustments and cost reductions are implemented

- New program launch for PSA for shift towers with 700,000 units annually to be delivered from Cluses, France facility

- Continued to win significant global contracts with strong momentum in BRIC countries

▶ Market & Trends

- Decline in revenue mainly due to general sales decline in Europe
New contracts in Brazil & India – life time value of EUR 33 million

- Complete manual gearshift system for major European OEM for popular B segment car in India & South America
- Start of production in 2nd half of 2015; 4 year contract duration
- Production from KA’s facilities in Gurgaon (India) and Jundiai (Brazil)

KA’s global footprint and full system capability provides BRIC growth
Highlights and performance

- **Operational update**
  - Secured a major program with new Electro-Mechanical actuation system for automatic folding & tumbling of seats
    - Fold & tumble systems on rows 2 + 3
  - New program launch for seat support from KA’s Reynosa, Mexico facility

- **Market & trends**
  - Launched European Tour with KA’s innovation vehicle
    - Demonstrating innovative and premium features to key customers
## Global business wins for Interior

<table>
<thead>
<tr>
<th>Country/region</th>
<th>Product</th>
<th>Content</th>
<th>Customer</th>
<th>Production Facility</th>
<th>Est. life time value EUR million</th>
<th>Planned SOP</th>
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<tbody>
<tr>
<td>USA</td>
<td>Lumbar support system to a high-end vehicle platform and seat cables to a very popular D segment sports car</td>
<td>Global Brand</td>
<td>Matamoros and Reynosa, Mexico</td>
<td>24MEUR*</td>
<td>Lumbar support system :2015 Seat cables: 2014</td>
<td></td>
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<tr>
<td>EU</td>
<td>Highly advanced massage system for driver and passenger seats in a premium car</td>
<td>Global Brand</td>
<td>Pruszkow, Poland</td>
<td>62.5MEUR</td>
<td>2015</td>
<td></td>
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<td>China</td>
<td>New generation seat actuator</td>
<td>Global Brand</td>
<td>Siofok, Hungary</td>
<td>25MEUR</td>
<td>2014</td>
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Customers value Kongsberg Automotive’s seat comfort portfolio
Speeding up the annual report process

- Changed the annual report process
  - Now: Simultaneous release of the Q4 report and 2013 Annual Report

- Benefits:
  - More efficient use for resources
  - All audits closed, and no open issues
Revenue and EBITDA

| Year   | Revenues (EUR million) | EBITDA (EUR million) | EBITDA Margin (%)
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<thead>
<tr>
<th></th>
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<tr>
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<td>19.0</td>
<td>8.1</td>
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<tr>
<td>Q1 2013</td>
<td>252</td>
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<td>9.9</td>
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<tr>
<td>Q2 2013</td>
<td>262</td>
<td>28.6</td>
<td>10.9</td>
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<tr>
<td>Q3 2013</td>
<td>235</td>
<td>24.4</td>
<td>10.4</td>
</tr>
<tr>
<td>Q4 2013</td>
<td>242</td>
<td>19.0</td>
<td>7.9</td>
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</table>
## Segment financials Q4 2013

### Revenues and EBITDA margin
EUR million and percent

<table>
<thead>
<tr>
<th>Interior</th>
<th>Driveline</th>
<th>Driver Control</th>
<th>Fluid</th>
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<tr>
<td><strong>Revenues</strong></td>
<td><strong>Revenues</strong></td>
<td><strong>Revenues</strong></td>
<td><strong>Revenues</strong></td>
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<tr>
<td>72</td>
<td>78</td>
<td>80</td>
<td>72</td>
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<tr>
<td><strong>EBITDA</strong></td>
<td><strong>EBITDA</strong></td>
<td><strong>EBITDA</strong></td>
<td><strong>EBITDA</strong></td>
</tr>
<tr>
<td>8.4</td>
<td>9.8</td>
<td>9.7</td>
<td>8.2</td>
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<td><strong>EBITDA margin</strong></td>
<td><strong>EBITDA margin</strong></td>
<td><strong>EBITDA margin</strong></td>
<td><strong>EBITDA margin</strong></td>
</tr>
<tr>
<td>11.7%</td>
<td>12.6%</td>
<td>12.1%</td>
<td>11.3%</td>
</tr>
<tr>
<td>EUR Million</td>
<td>Twelve months ending</td>
<td></td>
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<tr>
<td>-------------</td>
<td>----------------------</td>
<td></td>
<td></td>
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<tr>
<td>Revenues</td>
<td>1001.1</td>
<td>985.4</td>
<td>985.8</td>
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<tr>
<td>OPEX</td>
<td>-924.1</td>
<td>-906.6</td>
<td>-898.3</td>
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<tr>
<td>EBITDA</td>
<td>77.0</td>
<td>78.9</td>
<td>87.5</td>
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<tr>
<td>EBITDA (%)</td>
<td>7.7%</td>
<td>8.0%</td>
<td>8.9%</td>
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<tr>
<td>D&amp;A</td>
<td>-46.3</td>
<td>-47.5</td>
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<tr>
<td>EBIT</td>
<td>30.7</td>
<td>31.4</td>
<td>42.3</td>
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<tr>
<td>EBIT (%)</td>
<td>3.1%</td>
<td>3.2%</td>
<td>4.3%</td>
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<tr>
<td>Financial items</td>
<td>-18.7</td>
<td>-31.1</td>
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<tr>
<td>Profit before taxes</td>
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<td>0.3</td>
<td>12.7</td>
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<tr>
<td>Tax</td>
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<td>-3.6</td>
<td>-6.9</td>
</tr>
<tr>
<td>Net profit</td>
<td>5.3</td>
<td>-3.4</td>
<td>5.8</td>
</tr>
</tbody>
</table>
**ROCE (Ltm)**

**Revenues (Ltm) EUR million**

- Q4 2012: 1,001
- Q1 2013: 985
- Q2 2013: 986
- Q3 2013: 991

**ROCE (Ltm) Percent**

- Q4 2012: 5.8%
- Q1 2013: 5.9%
- Q2 2013: 8.1%
- Q3 2013: 10.3%
- Q4 2013: 10.9%

**EBIT and EBIT margin (Ltm) EUR million and percent**

- Q4 2012: 30.7 (3.1%)
- Q1 2013: 31.4 (3.2%)
- Q2 2013: 42.3 (4.3%)
- Q3 2013: 52.5 (5.3%)
- Q4 2013: 53.2 (5.4%)

**Avg. Capital Employed and turnover (Ltm) EUR million and Times**

- Q4 2012: 530 (1.89)
- Q1 2013: 532 (1.85)
- Q2 2013: 520 (1.90)
- Q3 2013: 508 (1.93)
- Q4 2013: 486 (2.04)
Financial items

Net financial items
EUR million

Q4 2012  Q1 2013  Q2 2013  Q3 2013  Q4 2013
-5.3  -4.4  -4.5  -3.3  -3.0
-1.5  -0.8  -1.9  -2.6

Interest rate margin reduced as a consequence of lower gearing
Further financial flexibility improvement

- Negotiated changes to current loan agreement
- The revolver will be frozen at the current level
  - EUR 206 million and USD 182 million
  - No more mandatory amortization of the revolver, which previously was EUR 40 million per year
Available funds and utilization

Liquidity reserve EUR million

- Gross Q4 2012
  - Cash: 57.1
  - Unutilized revolving credit facility: 76.4
  - Overdraft: -2.7
- Net Q4 2013
  - Cash: 54.4
  - Unutilized facility: 52.1
  - Overdraft: -24.3

Credit utilization RRCF EUR Million

- Q4 2013: Changes in facility agreement: 261
- Q2 2014: Available credit: 338
- Q4 2014: Drawn credit: 318
- Q2 2015: Changes in facility agreement: 298
- Q4 2015: Available credit: 278

Drawn credit

Restrict
Cash flow and facility development

Available funds
EUR Million

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash</th>
<th>Unutilized facility</th>
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<tbody>
<tr>
<td>Q4 2012</td>
<td>106.0</td>
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<td>Q1 2013</td>
<td>102.5</td>
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<td>Q2 2013</td>
<td>99.2</td>
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<td>106.3</td>
<td>64.2</td>
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<tr>
<td>Q4 2013</td>
<td>106.5</td>
<td>52.1</td>
</tr>
</tbody>
</table>

Cash flow

- Change in total NWC, and taxes paid: 19.0
- Investments: 17.3
- Net financial expenses: (10.4)
- Change in drawn amount incl. overdraft: (4.2)
- Change in unutilized facility: (8.2)
- Scheduled reduction in facility: 8.2
- Other: (20.0)
- Total: (1.4)
## Financial ratios

### NIBD

<table>
<thead>
<tr>
<th>Period</th>
<th>EUR million</th>
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<tbody>
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<tr>
<td>Q1 2013</td>
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<td>Q2 2013</td>
<td>275</td>
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<tr>
<td>Q3 2013</td>
<td>265</td>
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<tr>
<td>Q4 2013</td>
<td>241</td>
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### Equity

<table>
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<tr>
<th>Period</th>
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<td>Q2 2013</td>
<td>189.4</td>
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<tr>
<td>Q3 2013</td>
<td>193.4</td>
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<tr>
<td>Q4 2013</td>
<td>189.6</td>
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</tbody>
</table>

### NIBD/EBITDA

<table>
<thead>
<tr>
<th>Period</th>
<th>Times</th>
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<tbody>
<tr>
<td>Q4 2012</td>
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<td>Q2 2013</td>
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<td>Q3 2013</td>
<td>2.7</td>
</tr>
<tr>
<td>Q4 2013</td>
<td>2.5</td>
</tr>
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</table>

### Equity ratio

<table>
<thead>
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<th>Period</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>Q4 2012</td>
<td>24.8%</td>
</tr>
<tr>
<td>Q1 2013</td>
<td>24.8%</td>
</tr>
<tr>
<td>Q2 2013</td>
<td>25.2%</td>
</tr>
<tr>
<td>Q3 2013</td>
<td>27.4%</td>
</tr>
<tr>
<td>Q4 2013</td>
<td>27.6%</td>
</tr>
</tbody>
</table>
Philippe Toth, VP Investor Relations and M&A
MARKET UPDATE
Production and revenue growth (YoY change)

North America
CV production growth * -3.2 %
LV production growth ** 5.0 %
KA revenue growth*** 0.4%

Europe
CV production growth * -1.0 %
LV production growth ** -1.1 %
KA revenue growth*** 3.6%

Asia
CV production growth * 4.4 %
LV production growth ** 4.1 %
KA revenue growth*** -12.5%

Source: LMC Automotive – Jan 2014

* CV: Commercial Vehicles (GVW>6t) estimates by LMC
** LV: Light Vehicle (GVW<6t) estimates by LMC
***: adjusted for currency effect

KA is holding its position in NA
KA is doing better than the market in EU, but still challenging

China drop compounded by phase-out of certain non-profitable businesses

35% of KA sales
54% of KA sales
8% of KA sales
Light vehicle production – 2013 summary

Europe (incl. Russia): Started to rebound slightly from August. Positive trend in 2nd half. In the end, 2013 ended up slightly better than feared, with a decline to 19.2 million units, or 1.1% compared to 2012.

North America: Continued the trend from Q3. Q4 ended with 6.3% growth. The sharp recovery in 2012 lost some momentum in 2013, but continued at a more sustainable pace, with 16.17 million vehicles produced, up 5% from 2012.

China: Continued its strong growth, rising 12.5% in 2013 to a world-leading 20.5 million vehicles.

Total production revised up from 83.4 million to 83.9 million vehicle in 2013 mainly due to a turn in Europe and better than expected growth in China compared to the beginning of 2013.

Source: LMC Automotive – Jan2014
Commercial vehicle production – 2013 summary

Total production of medium and heavy-duty commercial vehicles grew by 4.3% to 2.75 million in 2013. The main increase came in China, as truck purchase again accelerated after a decline in 2012.

Europe (incl. Russia): Now also see results of the pre-buy effect leading to Jan. 14 EURO6 introduction. Q4 ended with a production increase of +16% (vs. Q4 2012), and 2013 looks now to end down 1% compared to 2012

North America: Continued strong growth trend from Q3 (+8.6%), but total for 2013 still showed a decline following strong growth in 2012 (+10%). 2013 ended with -3.2% to 449k units.

China: 13% growth in 2013 to 994k units

Source: LMC Automotive – Jan 2014
### Market summary and outlook

#### Global industry growth

<table>
<thead>
<tr>
<th>Country/region</th>
<th>Expected 2014 growth rate</th>
<th>Outlook</th>
</tr>
</thead>
</table>
| Europe         | ![Flag]                   | - Europe looks to be turning the corner, but some time before reaching 2008 levels.  
                | ![Car]                    | - With the positive turn of GDP growth, we expect a slightly positive development, but still far off reaching 2008 levels. |
| United States  | ![Flag]                   | - Favorable outlook but various threats to the forecast remain. |
                | ![Truck]                  | - North American market expected to continue good development from H2-13 into 2014. |
| China          | ![Flag]                   | - China outlook is good with some risks linked to ownership level restriction.  
                | ![Car]                    | - Forecasted GDP growth to be similar to 2013, combined with increased need for replacements, should see good growth in 2014. |

Source: LMC Automotive – Jan 2014
Hans Peter Havdal

SUMMARY & OUTLOOK
KA expects Q1 2014 revenue of approx. EUR 250 million

• KA delivered improved margins and reduced gearing in 2013
  – Gearing ratio cut from 2.7 to 2.5 x NIBD/EBITDA

• 2014 revenues expected to be in line with 2013

• Outlook for main addressable markets in North America & Europe shows 1-2% growth in 2014

KA expects Q1 2014 revenue of approx. EUR 250 million
Questions & Answers
“Enhancing the driving experience”

Passionate  Accountable  Prepared
Appendix
## Share price and shareholders

Data: 31.12.2013

<table>
<thead>
<tr>
<th>Current Position</th>
<th>% Share Outstanding</th>
<th>Investor Name</th>
<th>Nationality</th>
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</thead>
<tbody>
<tr>
<td>11 485 050</td>
<td>2.82</td>
<td>MJP PENSION PK</td>
<td>NOR</td>
</tr>
<tr>
<td>10 167 813</td>
<td>2.58</td>
<td>CITIBANK, N.A. S/A DFA INTL SMILE CAP</td>
<td>USA</td>
</tr>
<tr>
<td>10 086 252</td>
<td>2.48</td>
<td>KLP AKSJON NORG. VPF</td>
<td>NOR</td>
</tr>
<tr>
<td>8 672 063</td>
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<td>EUROCLEAR BANK S.A. / 25% CLIENTS</td>
<td>BEL</td>
</tr>
<tr>
<td>8 419 558</td>
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<td>VPF NORDEA KAPITAL C/O JPMORGAN EUROPE</td>
<td>NOR</td>
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<tr>
<td>7 995 329</td>
<td>1.97</td>
<td>JP Morgan Chase Bank HANDELS BANKEN NORDIC</td>
<td>SWE</td>
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<tr>
<td>7 575 000</td>
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<td>7 325 350</td>
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<tr>
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<td>7 010 732</td>
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<tr>
<td>6 572 268</td>
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<tr>
<td>3 220 973</td>
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</table>
The Board of Directors of Kongsberg Automotive Holding ASA

Ulla-Britt Fräjdin-Hellqvist
- Chairwoman of the Board since 2010
- Other Corporate Affiliations:
  - Chairman of Data Respons ASA and SinterCast AB
  - Board member, Castellum, e-man, Fouriertransform, MicronicMydata, SEI and Taliberg Foundation

Thomas Falck
- Member of the Board since 2010
- Other Corporate Affiliations:
  - Chairman of Making Waves AS and Filmparken AS
  - Board member, EMS Seven Seas ASA, Vizrt ASA
  - Board of several fund-of-fund investment companies

Maria Borch Helsengreen
- Member of the Board since 2012
- Other Corporate Affiliations:
  - CFO, TV2
  - Board member, Norsk Tilitismann and GIEK

Magnus Jonsson
- Member of the Board since 2011
- Other Corporate Affiliations:
  - Board member, Powercell AB, LeanNova AB and Senseair AB

Halvor Stenstadvold
- Member of the Board since 2011
- Other Corporate Affiliations:
  - Chairman of SOS barnebyerNorge, Henie OnstadKunstcenter and Civita AS
  - Board member, Storebrand ASA, Statkraft SF/Statkraft AS, Navamedic ASA, SosChildrens Villages International and SOS CV USA

Eivind Holvik
- Member of the Board (Employee representative)
- Manager Research and Development, Kongsberg Automotive

Tonje Sivesindtajet
- Member of the Board (Employee representative)
- Measuring Operator, Kongsberg Automotive

Kjell Kristiansen
- Member of the Board (Employee representative)
- HSE, Kongsberg Automotive
# Financial calendar and Investor Relations contacts

## Financial calendar 2014

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<tr>
<th>Quarter</th>
<th>Interim Reports</th>
<th>Presentation</th>
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<td>11 April 2014</td>
</tr>
<tr>
<td>2nd Quarter 2014</td>
<td>10 July 2014</td>
<td>11 July 2014</td>
</tr>
<tr>
<td>4th Quarter 2014</td>
<td>TBD</td>
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## IR contacts

**Hans Peter Havdal**
President & CEO
- Telephone: +47 92 06 56 90
- E-mail: Hans.Havdal@ka-group.com

**Trond Stabekk**
EVP & CFO
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