Group highlights for Q1 2014

- **REVENUES**
  - Revenues of EUR 255.8 million in Q1, up EUR 3.6 mill. from Q1 2013
  - Market outlook for Q2 indicates revenue level of EUR 250 million

- **FINANCIALS**
  - EBIT of EUR 18.1 million (7.1%) in Q1, up EUR 4.6 mill. from Q1 2013
  - Reduced NIBD/EBITDA ratio to 2.4
  - Improved profitability, due to operational improvements & operational gearing effects from higher top line

- **MARKETS**
  - Europe: Commercial vehicles pre-buy correction less significant than expected in Q1
  - North America: Steady growth in light vehicle segment
New business wins last 4 quarters

- Booked EUR 42 million in Q1 2014 of new business
- Annualized level of business wins needs to be above 20% of sales to grow above market growth
- Increased focus on BRIC and innovations to gain momentum
Q1 2014: Business areas overview

**Interior**
30% of revenues

**MARKET**
Safety and comfort related products for vehicle interiors

**Driveline**
26% of revenues

**MARKET**
Gear shift systems for light duty vehicles

**Driver Control**
25% of revenues

**MARKET**
Driver control systems, cabin suspension and vehicle dynamics for commercial vehicles

**Fluid Transfer**
17% of revenues

**MARKET**
Fluid handling systems for commercial vehicles and passenger cars

**EBIT-margin**

<table>
<thead>
<tr>
<th>MARKET</th>
<th>1Q13</th>
<th>1Q14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interior</td>
<td>7.9%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Driveline</td>
<td>1%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Driver Control</td>
<td>10.7%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Fluid Transfer</td>
<td>9.6%</td>
<td>13.2%</td>
</tr>
</tbody>
</table>
Highlights and performance

- **Operational update**
  - Overtime & maintenance cost at Norwegian DCS plants contained
  
  - Driver Control launched 2 new programs from Shanghai facility for Dong Feng and CAMC
    - Combined average volume of 35,000 clutch servo units per year
  
  - Final agreement between Dong Feng and Volvo signed 22 January. Volvo taking 45% ownership position in DFCV
  
  - New program launch for Fluid Transfer
    - Powertrain lines for DAF Trucks delivered from Epila (Spain) facility
Highlights and performance

- Operational update
  - Driveline capacity adjustments & cost reductions continue
  - New program launch for Renault/Nissan for shift towers
    - Volume 300,000 units annually from Gurgaon (India) facility
  - New program launches for PSA for seat heaters to be delivered from KA facility in Wuxi (China) for Interior
  - Final agreement between PSA & Dong Feng for 14% ownership in PSA signed March 26
BRINGING INNOVATIONS TO THE MARKET
First contract for On-Board Chargers

- On-Board Chargers for European OEM
  - Based on technology developed by ePower
  - For use in Plug-in Hybrid City Buses
    - Later for other vehicles to be sold worldwide
  - Value EUR 10 million over contract duration
  - Start of production Q4 2015 in Mullsjö, Sweden
KA acquires e-Power Nordic AB

- KA increases ownership from a 60% to 100% stake in e-Power
  - Strengthens electric- & hybrid powertrain focus

- ePower develops Power Electronics
  - units between battery & electric motor in electric, hybrid & fuel cell electric vehicles

- Confirms KA’s long-term commitment to the segment and ambition to become a significant player by 2020
Innovative technology for Volvo Cars Concept Estate

- Innovative KA technology and expertise in Shift by wire systems for Volvo Cars Concept Estate,
  - Shown at Geneva Motor Show
- Shifter equipped with state of the art technology
  - Sets new standard in terms of safety, weight, compact packaging & styling
- Follows KA’s SBW delivery to Volvo’s Concept Coupe
  - Unveiled at IAA in Frankfurt last year
Trond Stabekk, CFO

FINANCIAL UPDATE
Revenue and EBIT

Revenues
EUR million

Q1 2013: 252
Q2 2013: 262
Q3 2013: 235
Q4 2013: 242
Q1 2014: 256

EBIT and EBIT margin
EUR million and percent

Q1 2013: 13.5% (5.3%)
Q2 2013: 17.7% (6.7%)
Q3 2013: 13.6% (5.8%)
Q4 2013: 8.4% (3.5%)
Q1 2014: 18.1% (7.1%)
Segment financials Q1 2014

Revenues and EBIT margin
EUR million and percent

### Interior
- **Revenues**
  - Q1 2013: 76
  - Q2 2013: 78
  - Q3 2013: 71
  - Q4 2013: 74
  - Q1 2014: 78
- **EBIT**
  - Q1 2013: 6.0
  - Q2 2013: 6.5
  - Q3 2013: 5.2
  - Q4 2013: 5.4
  - Q1 2014: 8.3

### Driveline
- **Revenues**
  - Q1 2013: 72
  - Q2 2013: 72
  - Q3 2013: 67
  - Q4 2013: 69
  - Q1 2014: 69
- **EBIT**
  - Q1 2013: 1.0%
  - Q2 2013: 1.1%
  - Q3 2013: 1.6%
  - Q4 2013: -0.6%
  - Q1 2014: 0.9%

### Driver Control
- **Revenues**
  - Q1 2013: 67
  - Q2 2013: 72
  - Q3 2013: 58
  - Q4 2013: 60
  - Q1 2014: 67
- **EBIT**
  - Q1 2013: 10.7%
  - Q2 2013: 12.0%
  - Q3 2013: 8.4%
  - Q4 2013: 2.6%
  - Q1 2014: 9.8%

### Fluid
- **Revenues**
  - Q1 2013: 45
  - Q2 2013: 48
  - Q3 2013: 47
  - Q4 2013: 48
  - Q1 2014: 50
- **EBIT**
  - Q1 2013: 9.6%
  - Q2 2013: 12.0%
  - Q3 2013: 13.1%
  - Q4 2013: 12.9%
  - Q1 2014: 13.2%
## Consolidated income statement

<table>
<thead>
<tr>
<th>EUR Million</th>
<th>Twelve months ending</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>Revenues</td>
<td>985.4</td>
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<tr>
<td>OPEX</td>
<td>-906.6</td>
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<tr>
<td>EBITDA</td>
<td>78.9</td>
</tr>
<tr>
<td>EBITDA (%)</td>
<td>8.0%</td>
</tr>
<tr>
<td>D&amp;A</td>
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<tr>
<td>EBIT</td>
<td>31.4</td>
</tr>
<tr>
<td>EBIT (%)</td>
<td>3.2%</td>
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<tr>
<td>Financial items</td>
<td>-31.1</td>
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<tr>
<td>Profit before taxes</td>
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<tr>
<td>Tax</td>
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<tr>
<td>Net profit</td>
<td>-3.4</td>
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</table>

- Revenue run rate in line with full year guiding.
- EBIT run rate continue to improve
- NET PROFIT improved through higher EBIT and lower net financials
ROCE (Ltm)

Revenues (Ltm)
EUR million

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
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</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>985</td>
<td>986</td>
<td>982</td>
<td>991</td>
<td>995</td>
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</tbody>
</table>

ROCE (Ltm)
Percent

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<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
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</thead>
<tbody>
<tr>
<td>ROCE</td>
<td>5.9%</td>
<td>8.1%</td>
<td>10.3%</td>
<td>10.9%</td>
<td>11.8%</td>
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</table>

EBIT and EBIT margin (Ltm)
EUR million and percent

<table>
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<tr>
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<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>3.2%</td>
<td>4.3%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.8%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>31.4</td>
<td>42.3</td>
<td>52.5</td>
<td>53.2</td>
<td>57.8</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Employed</td>
<td>1.85</td>
<td>1.90</td>
<td>1.93</td>
<td>2.04</td>
<td>2.03</td>
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<tr>
<td>Turnover</td>
<td>532</td>
<td>520</td>
<td>508</td>
<td>486</td>
<td>490</td>
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</table>
Financial items

- Interest rate margin reduced as a consequence of lower gearing
- Lower net financial items, due to positive unrealized foreign currency effects, as opposed to negative effects last year
# Cash flow and facility development

## Available funds

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>59.6</td>
<td>64.6</td>
<td>42.1</td>
<td>54.4</td>
<td>54.4</td>
</tr>
<tr>
<td>Unutilized facility</td>
<td>42.9</td>
<td>34.7</td>
<td>64.2</td>
<td>52.1</td>
<td>65.6</td>
</tr>
</tbody>
</table>

## Cash flow

- **Q1 2013:** 102.5 EUR Million
- **Q2 2013:** 99.2 EUR Million
- **Q3 2013:** 106.3 EUR Million
- **Q4 2013:** 106.5 EUR Million

## Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>28.5</td>
<td>(15.0)</td>
<td>(5.3)</td>
<td>(4.2)</td>
</tr>
</tbody>
</table>

## Change in total NWC, and taxes paid

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in total NWC, and taxes paid</td>
<td>(13.6)</td>
<td>13.6</td>
<td>1.2</td>
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## Investments

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Net financial expenses

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net financial expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Change in drawn amount incl. overdraft

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in drawn amount incl. overdraft</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Change in unutilized facility

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unutilized facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Other

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>1.2</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

## Q1 2014

<table>
<thead>
<tr>
<th></th>
<th>Q1 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>111.6</td>
</tr>
<tr>
<td>Unutilized facility</td>
<td>65.6</td>
</tr>
</tbody>
</table>

Enhancing the driving experience
Financial ratios

### NIBD

**EUR million**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>297</td>
<td>275</td>
<td>265</td>
<td>241</td>
<td>239</td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NIBD/EBITDA

**Times**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>3.8</td>
<td>3.1</td>
<td>2.7</td>
<td>2.5</td>
<td>2.4</td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Equity

**EUR million**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>189.0</td>
<td>189.4</td>
<td>193.4</td>
<td>189.6</td>
<td>198.6</td>
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<tr>
<td>Q2</td>
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<tr>
<td>Q3</td>
<td></td>
<td></td>
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<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Equity ratio

**Percent**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>24.8%</td>
<td>25.2%</td>
<td>27.4%</td>
<td>27.6%</td>
<td>28.7%</td>
</tr>
</tbody>
</table>
Philippe Toth, VP Investor Relations and M&A
MARKET UPDATE
Light vehicle production – Q1 2014 forecast

**Europe:** Main markets (Germany, UK) grew by +5% benefiting from heavy manufacturer discounts. Spain has scrapping incentives which are pulling forward sales.

**North America:** Stabilized growth based on continuing demand, growing export and increasing localization of production.

**China:** Despite purchase restriction in 8 major cities, governmental support of domestic consumption growth led to high passenger car sales in all other areas.

**Total production:** High growth in Q4-13 contained some pull forward sales from Q1-14, and the quarter ended up with 2.7% growth instead (previously forecast of 4.5%). Total 2014 production is expected to be around 87.7 million Light Duty Vehicles.

Source: LMC Automotive – April 2014
Commercial vehicle production – Q1 2014 forecast

World Wide: Growth mainly driven by China and North America. 2014 global production expected to grow by 3.1%, to 2.89 million vehicles.

- **Europe**: EURO6 pre-buy effect has pulled forward some 2014 sales. Market expected still to be weak in 2014
- **North America**: Strong start of 2014 compared to a weak Q1 2013
- **China**: Strong end to 2013 continues into the first half of 2014.

Source: LMC Automotive – April 2014
Sales by region

Sales in MEUR by region*

<table>
<thead>
<tr>
<th>Region</th>
<th>1Q13</th>
<th>1Q14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>129</td>
<td>19</td>
</tr>
<tr>
<td>NA</td>
<td>253</td>
<td>143</td>
</tr>
<tr>
<td>Europe</td>
<td>92</td>
<td>96</td>
</tr>
<tr>
<td>ROW</td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

* Adjusted for currency effect

Sales in % by region

- ROW: 54%
- Asia: 36%
- Europe: 7%
- NA: 3%

Expected 2014 market Growth

- ROW: 1.5% - 5.8%
- Asia: 2.6% - 10.9%
- Europe: 5.7% - 3.9%

Source: LMC Automotive – April 2014
Summary and outlook

First quarter EBIT margin of 7.1 %, due to operational improvements & operational gearing

Markets: North America & China remain positive while European outlook is still uncertain

KA expects Q2 2014 revenues of approx. EUR 250 million
Questions & Answers
Our values

Passionate

Accountable

Prepared
APPENDIX
Share price and shareholders

Data: 31.03.2014

<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>12.366.087</td>
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<td>MORGAN STANLEY &amp; CO S/A MSIL IPB CLIENT</td>
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<td>12.097.395</td>
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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 Tallberg 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 Tillitsmann 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 barnebynerNorge, Henie OnstadKunstsenter 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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<th>Quarter</th>
<th>Interim Reports</th>
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<td>Q2 2014</td>
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For more information, see: [http://www.kongsbergautomotive.com/investor-relations/](http://www.kongsbergautomotive.com/investor-relations/)
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