

Q4 2025

EARNINGS CALL PRESENTATION



FEBRUARY 25, 2026

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 2024 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 PRESENTERS



TROND FISKUM
PRESIDENT & CEO



ERIK MAGELSSSEN
CFO

AGENDA

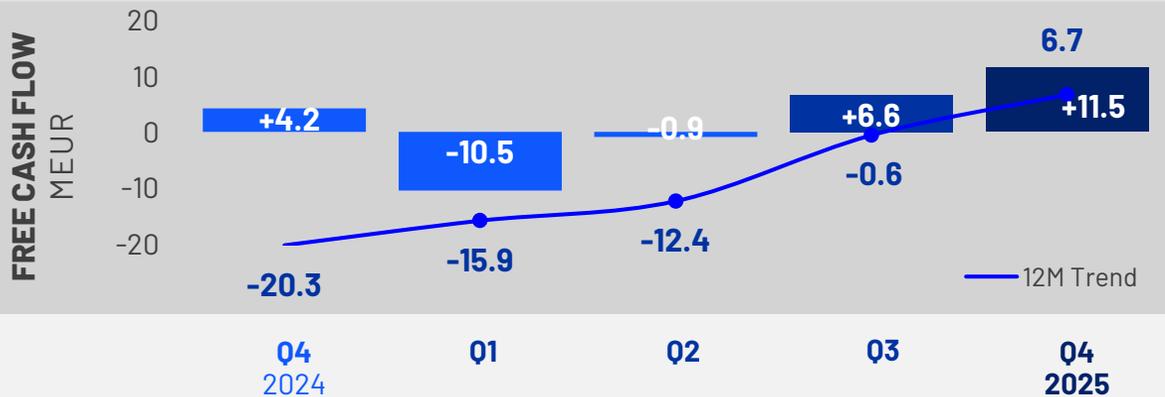
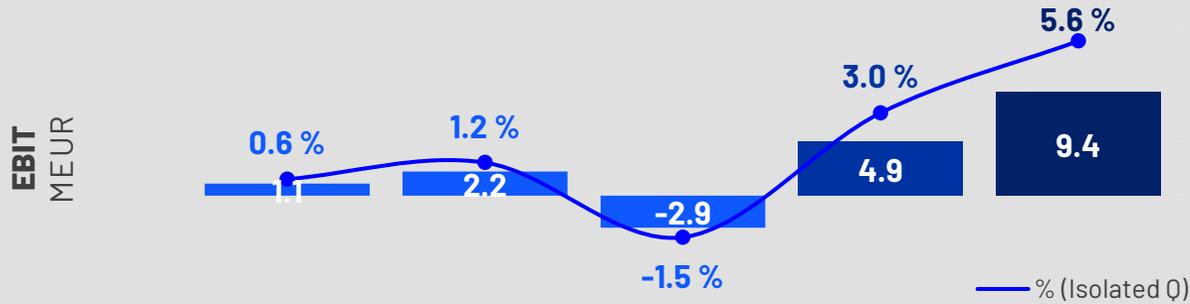
EXECUTIVE SUMMARY
FINANCIAL UPDATE
SUMMARY & OUTLOOK
Q&A

EXECUTIVE SUMMARY

STRONG EARNINGS MOMENTUM AND CASH GENERATION IN A STABILIZING MARKET

- Q4 revenue was MEUR 167.5, down 9.6% from 2024 Q4 of MEUR 185.2
 - Up 2.8% from Q3 2025, reflecting a stabilized market environment
- Q4 EBIT was MEUR 9.4 (EBIT margin 5.6%), significantly up from Q4 2024 of MEUR 1.1 (EBIT margin 0.6%), driven by structural cost improvement and one-time positive effects of MEUR 4.9
- Q4 cash flow was MEUR 11.5, Q4 2024 was MEUR 4.2, an improvement of MEUR 7.3
- Risk of certain warranty liabilities remains
- Capital Market Day was held in December 2025 where a long-term EBIT target of 6.5% was presented
- Slightly improved market outlook for second half of 2026

Q4 FINANCIALS – INCREASE IN EBIT ON LOWER REVENUE LEVEL POSITIVE CASH FLOW AND SIGNIFICANT INCREASE IN 12M TREND



- > **Q4 revenues at MEUR 167.5** down MEUR 17.7 (-9.6%) from Q4 2024, including negative currency impact of MEUR -6.7, resulting from a weaker market primarily in North America. The market improved from Q3 2025 to Q4 2025, which reflects that the market has stabilized
- > **EBIT at 9.4 MEUR.** Strong improvement vs Q4 2024 - primarily driven by cost savings, lower warranty accruals and reversal of prior period accruals related to customer contracts and operating costs
- > **Free Cash Flow at MEUR 11.5.** Significantly improved vs prior year's Q4 by MEUR 7.3, mainly due to reduced cost base and improved operational efficiency, improved NWC development and lower investment level

RISK OF CERTAIN WARRANTY LIABILITIES REMAINS

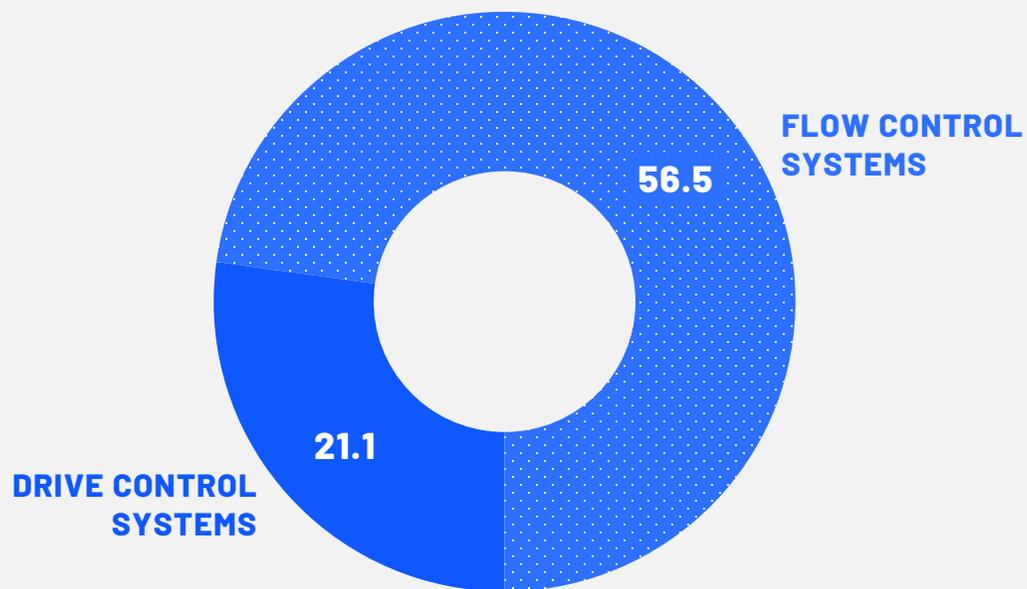
- > As previously reported, a comprehensive review during 2025 has revealed risk of additional future liabilities**
- > Problems stem primarily from certain legacy contracts and suboptimal warranty management practices**
- > Financial impact cannot yet be reliably estimated due to complexity and variability of potential outcomes**
- > Proactive measures implemented: stronger warranty management and contractual safeguards**
- > Further details will be shared once there is greater clarity on potential exposure**
- > The handling of the warranty cases is a top priority for KA management**

BUSINESS WINS Q4 2025

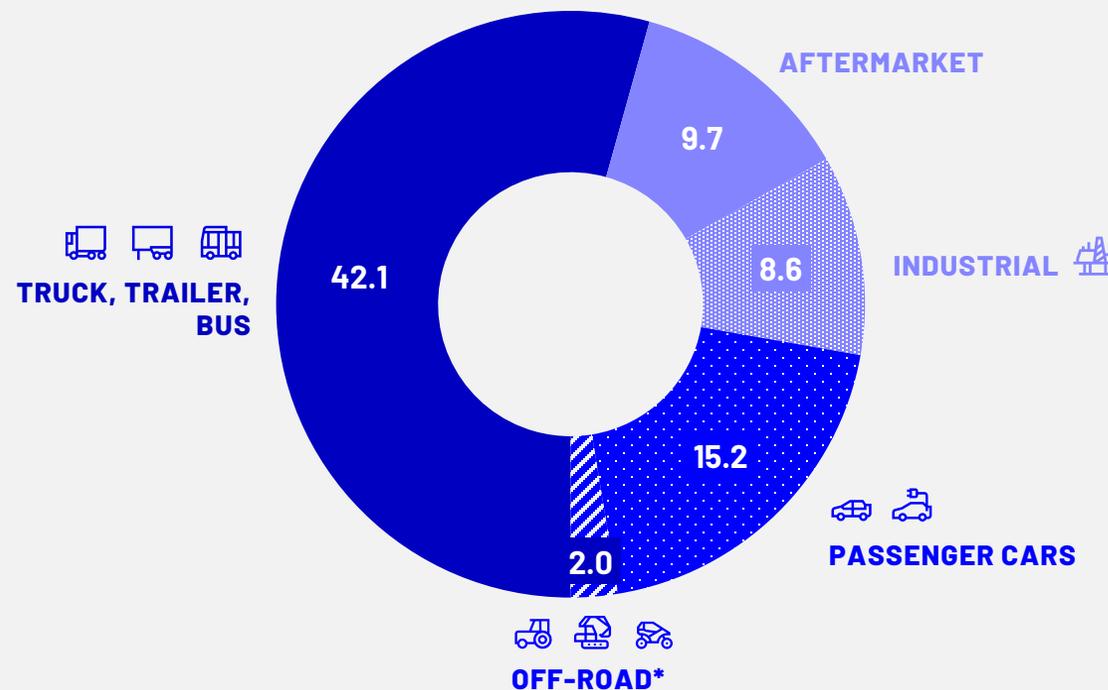
LIFETIME REVENUES, MEUR

77.6M€

PER BUSINESS AREA



PER CUSTOMER SEGMENT

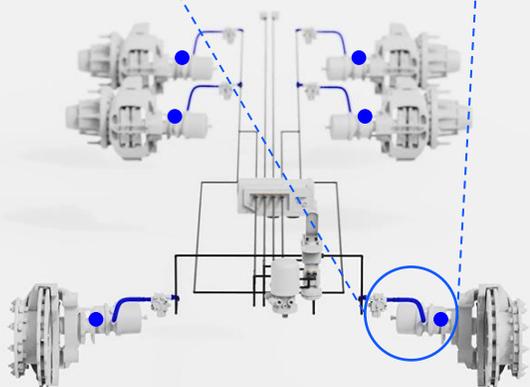


- **Estimated lifetime revenues from contracts awarded in Q4 amounted to MEUR 77.6**
- **During the year 2025, KA secured contracts worth MEUR 339.0 in lifetime revenues**

As communicated in Q3, KA will only announce strategically important business wins. Investor Policy is updated to reflect this

* Includes agriculture, construction, power sports and leisure vehicles

Q4 NEW BUSINESS WIN: **KONGSBERG AUTOMOTIVE TWISTLOCK™ COUPLING SOLUTION** **SELECTED BY LEADING GLOBAL TRUCK OEM IN A MEUR 22* CONTRACT AWARD**



Twistlock™ is the next evolutionary step in Kongsberg Automotive's proven and world leading Raufoss ABC™ air coupling system to improve safety, vehicle uptime, and remove complexity, risks and costs from commercial vehicle air brake systems.

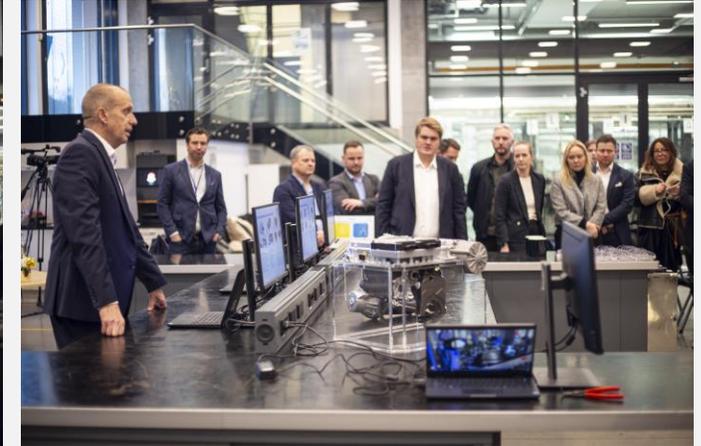
KEY FEATURES

- > **A READY-TO-INSTALL QUICK-CONNECT MODULE**
 - > IMPROVED EFFICIENCY AND QUALITY IN THE OEM PRODUCTION LINE
 - > SAFER ASSEMBLY WITHOUT TOOLS
 - > REDUCED COMPLEXITY FOR OEM
- > **ROBUST, DURABLE WITH OUTSTANDING SERVICEABILITY**
 - > IMPROVED TOTAL COST OF OWNERSHIP FOR TRUCK OWNER
- > **PATENTED SOLUTION**
 - > UNIQUE OFFERING BY KONGSBERG AUTOMOTIVE

TWISTLOCK™ SYSTEM

- > Connects air brake valves on the chassis to brake chambers on the axles, ensuring a secure, leak-tight air supply while allowing continuous axle movement
- > Prevents hose twisting, maintaining braking performance, and ensuring long-term durability over vehicle lifetime

CAPITAL MARKETS DAY AT KONGSBERG IN DECEMBER 2025



- Held in Kongsberg Automotive's HQ and Tech Center in Kongsberg, Norway, December 16, 2025
- Approximately 50 participants from investor community
- Long-term EBIT margin target of 6.5% was presented
- Presentation of key products lines
- Tour in the Tech Center
- Demo car with KA's Steer-by-Wire



FROM CMD DECEMBER 16, 2025: LEADERSHIP RENEWAL- NEW BOD AND EXECUTIVE LEADERSHIP TEAM



> NEW BOARD OF DIRECTORS

- » **Olav Volldal** – Chair of the Board since December 2024. Previous experience as CEO of Kongsberg Automotive during 1987-2010



- » **Bård Klungseth** – Deputy Chair of the Board since December 2024. Previous experience as COO and other leadership positions in Kongsberg Automotive during 1994-2011



> NEW EXECUTIVE LEADERSHIP TEAM

- » **Trond Fiskum** – CEO since April 2025. Previous experience as EVP for one of the business areas, and other leadership positions in KA during 2005-2015



- » **Erik Magelssen** – CFO since June 2025. Previous experience as CFO of Kongsberg Automotive during the period 1998-2006



- » **Thomas Danbolt** – EVP Flow Control Systems since October 2025. Previous experience as Plant Manager at KA's Raufoss facility.

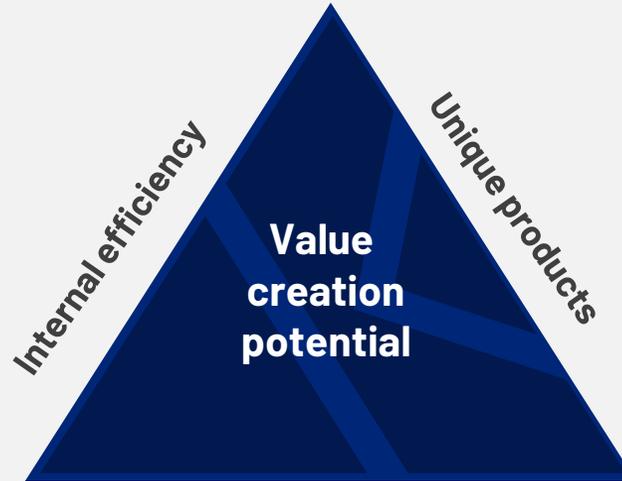
- > A team that brings deep industry knowledge, proven execution capability, strong determination and personal commitment to creating long-term shareholder value.
- > And importantly, that understands what it takes to make KA successful.

FROM CMD DECEMBER 16, 2025: KA'S BUSINESS CONCEPT

A performance-oriented KA culture



KA will achieve **internal cost efficiency** through continuous improvements, operational excellence, make-buy strategies, and manufacturing in best cost countries



KA will develop **unique products and solutions** that offers significant customer value

Market segments

KA will compete in **growing** market segments and **be a recognized leader** in each product area

FROM CMD DECEMBER 16, 2025: KA AT AN INFLECTION POINT TO AN IMPROVED TRAJECTORY

New leadership driving change

- A turnaround program is ongoing with a renewed management team and streamlined organizational structure

Focused on execution & performance

- Disciplined cost management and operational excellence to deliver stronger financial results

Investing in innovation & growth

- Strategic initiatives to strengthen core technologies and accelerate market opportunities

Becoming leaner, more agile, customer-centric

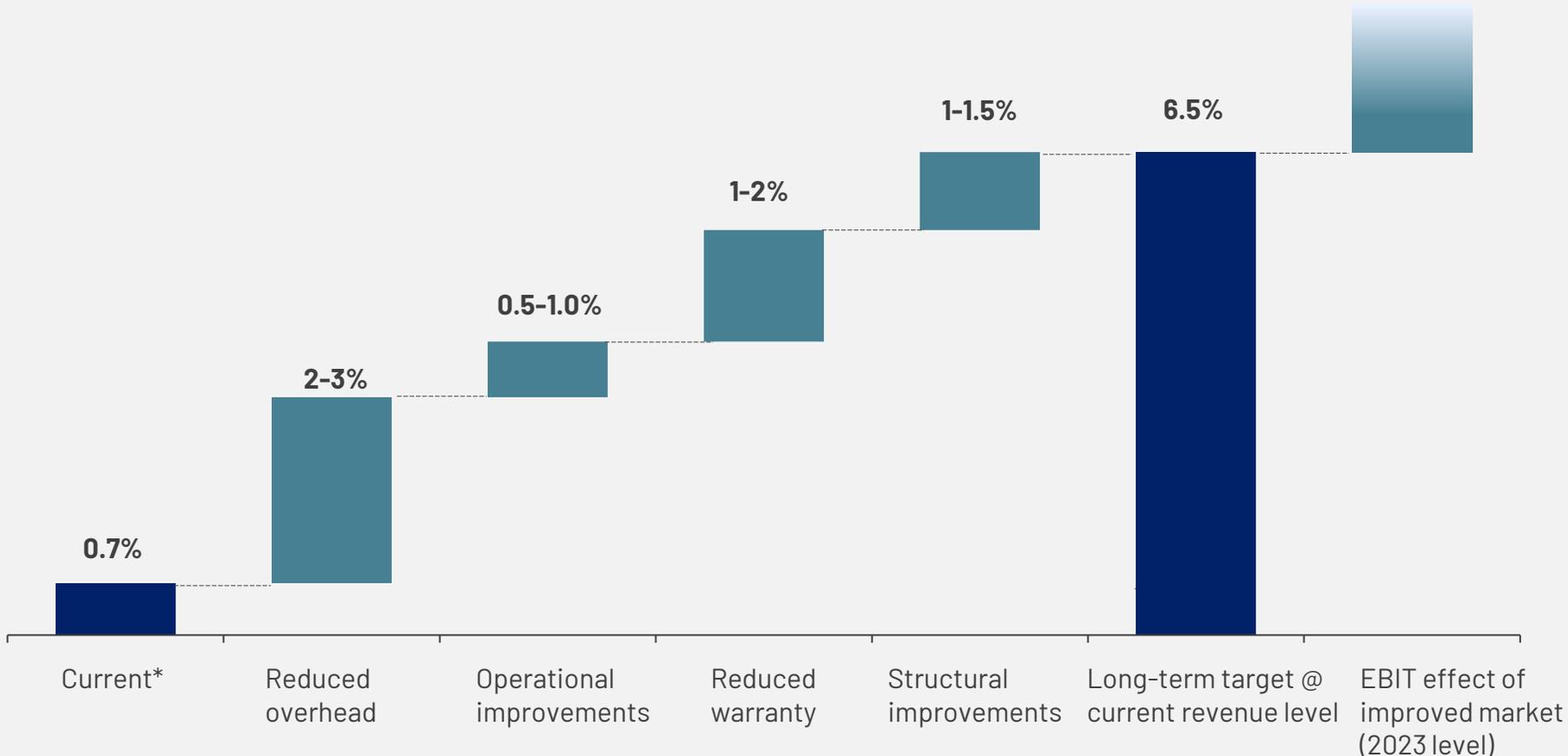
- Building a culture of speed, flexibility, and customer focus to create sustainable value



FROM CMD ON DECEMBER 16, 2025: LONG-TERM EBIT TARGET OF 6.5%

EBIT BRIDGE in %

From current* level to long-term target



- The assessment is based on the current* EBIT and revenue levels
- Improvements are based on identified initiatives in the revised strategic plan
- The EBIT bridge illustrates the estimated impact of each cost element; actual outcomes per element may vary
- Long-term EBIT target has been revised to 6.5%
- The target is based on the current* revenue level
- There is a potential for additional EBIT performance with higher revenues
- KA has ambition to grow. A specific revenue target is not defined due to market uncertainties

* Current = Last 12 months (Q4 2024 - Q3 2025). EBIT: 0.7%. Revenues: 730 MEUR.

KEY PRIORITIES 2026

-  **DRIVE COST-EFFICIENCY AND OPERATIONAL IMPROVEMENTS**
-  **IMPROVE POSITIVE CASH FLOW**
-  **STRENGTHENING THE LEADERSHIP TEAMS AND KA CULTURE**
-  **ACCELERATE INNOVATION AND PROFITABLE GROWTH**

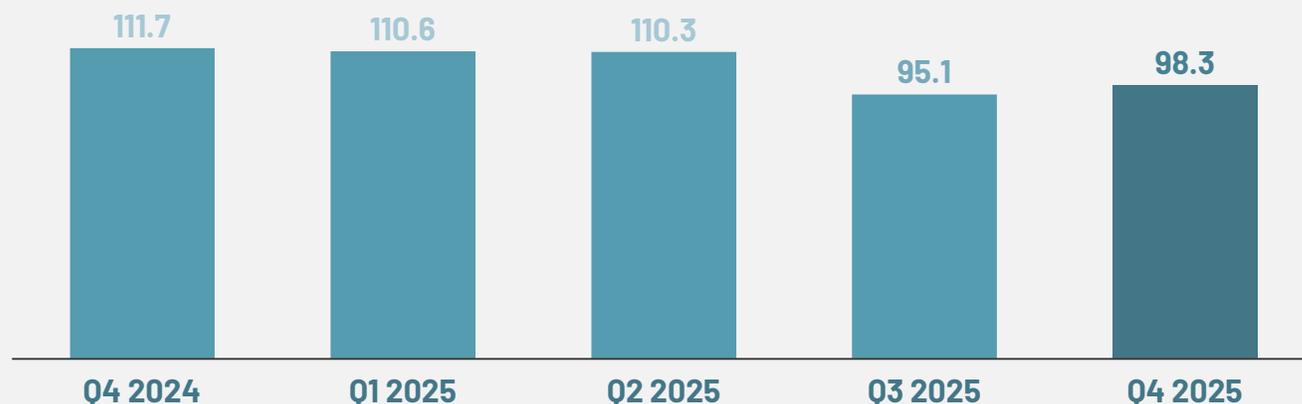
- KA continues to take decisive actions to deliver on these priorities
- This is a marathon, not a sprint, but we are firmly underway
- Multiple initiatives are in execution, with strong momentum and tangible results expected ahead

FINANCIAL UPDATE

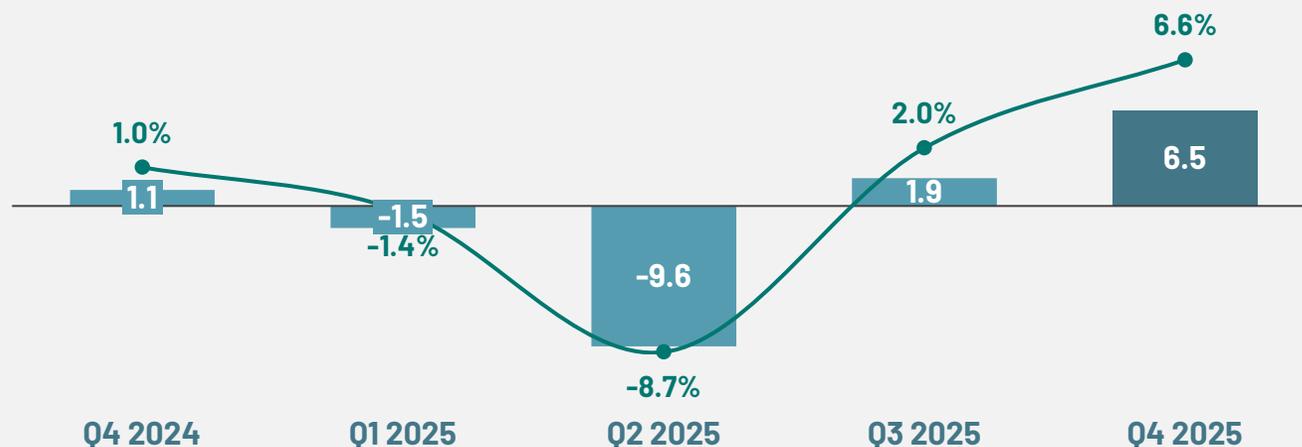
DRIVE CONTROL SYSTEMS

BUSINESS AREA UPDATE

REVENUES, MEUR



EBIT & EBIT MARGIN, MEUR / %



Q4 2025 vs. Q4 2024

Revenues:

- Negative currency translation effect of MEUR -4.6
- Lower sales in the heavy-duty vehicles markets in Europe and North America, partially offset by growth in Chinese market
- Lower revenues in passenger car market in China and Europe, partially offset by higher sales in North America
- Off-road and industrial markets up due to increases in North America and Europe

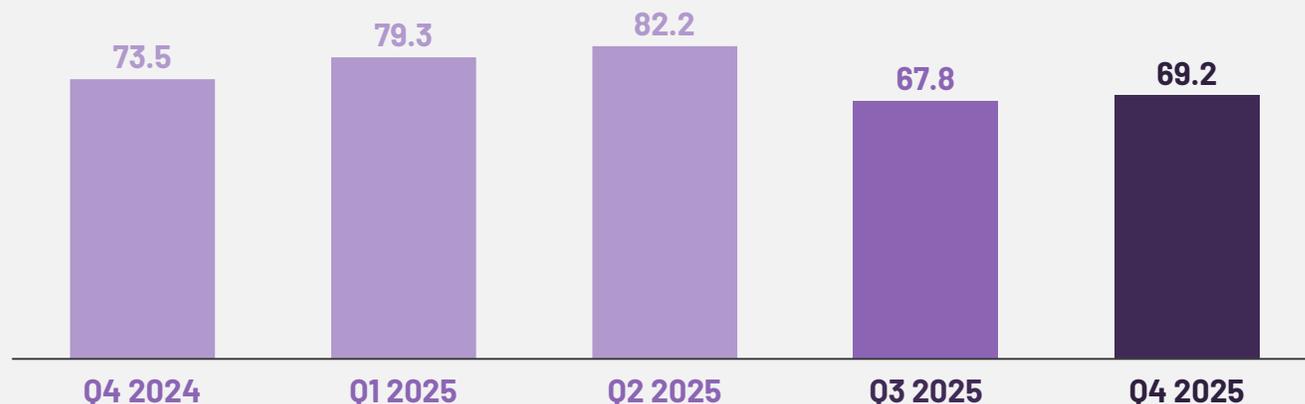
EBIT:

- Missing contribution from reduced sales volumes, partially offset by positive mix margin effects
- Reduction of manufacturing overhead & administrative costs within Business area
- Lower additions to warranty accrual
- Reversal of prior period accruals related to customer contracts and operating costs
- Reduction in corporate costs compared to Q4 2024, resulting in a lower allocation to business area

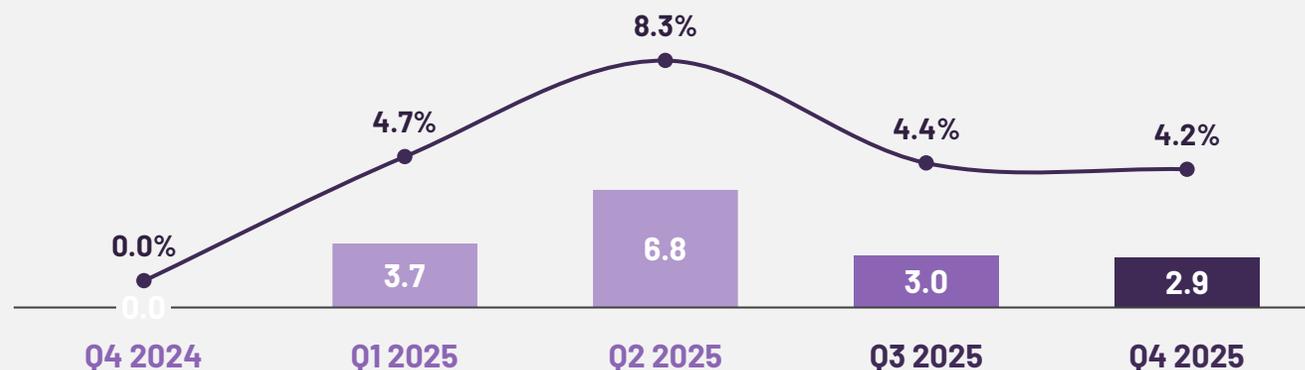
FLOW CONTROL SYSTEMS

BUSINESS AREA UPDATE

REVENUES, MEUR



EBIT & EBIT MARGIN, MEUR / %



Q4 2025 vs. Q4 2024

> Revenues:

- > Negative currency translation effects of MEUR -2.1
- > Declining sales in the European and North American passenger car markets as well as in the commercial vehicle market in North America
- > Higher sales in the European commercial vehicle market
- > Higher sales in North American industrial applications market

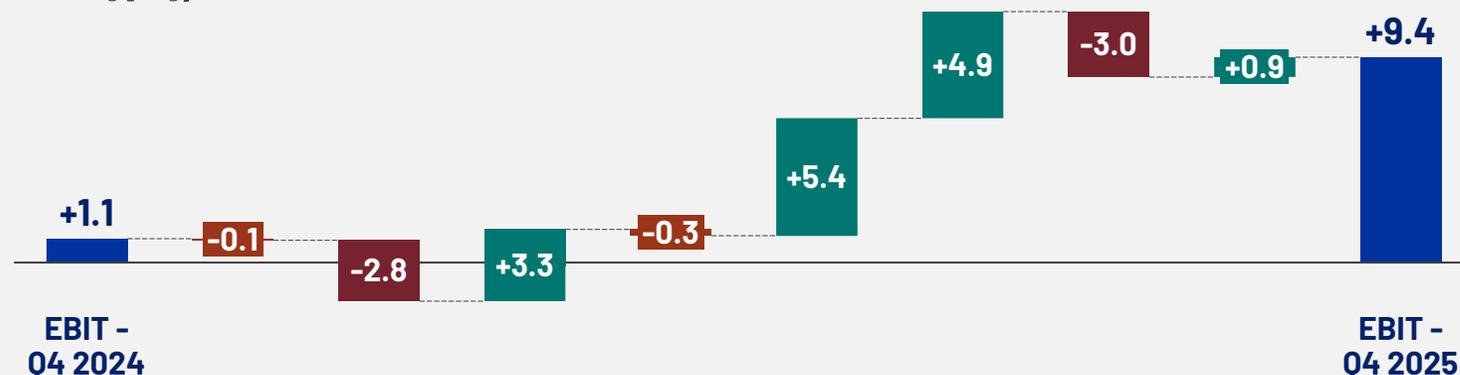
> EBIT:

- > Lost contribution due to decreased sales (volume effect)
- > Favorable product mix effects
- > Reduction of manufacturing & administrative costs within Business area
- > Negative tariffs effects and impairment charge
- > Reduction in corporate costs compared to Q4 2024, resulting in a lower allocation to business area

EBIT BRIDGE (Q4 & FULL YEAR)

COST SAVINGS OFFSETTING MARGIN LOSS FROM LOWER SALES

EBIT (Q4), MEUR



EBIT (FULL YEAR), MEUR



Adjusting items – as explained in the Q4 2025 Quarterly Report (page 5 and the APM section)

Q4 2025 vs. Q4 2024

VOLUME & MIX

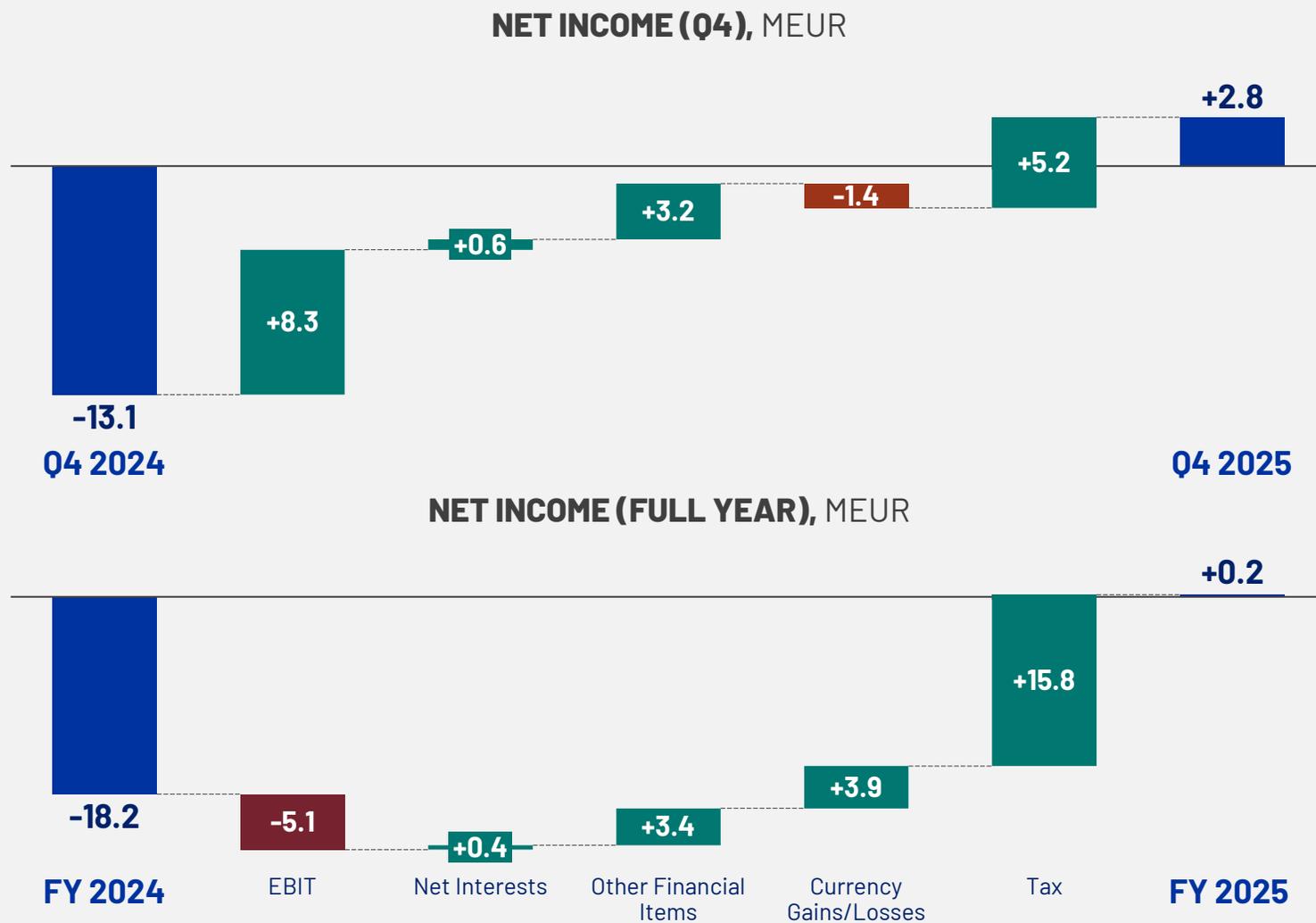
- Reduced contribution due to lower revenue levels in Drive Control Systems and Flow Control Systems, partially offset by positive mix effects in both Business areas (predominantly in FCS)

COSTS AND OTHER

- Continued cost savings in manufacturing overhead and administrative expenses
- Prior-period accruals related to customer contracts and operating costs released in Q4 2025
- The warranty costs for the full year in line with 2024. For the quarter the warranty costs were lower than in 2024
- The results for Q4 2024, and earlier quarters, included a reversal of prior period impairments, which explains a significant part of the higher net impairment cost in 2025. Certain impairment done within FCS during 2025 related to development assets, and to fixed assets within DCS related to a customer contract

NET INCOME BRIDGE (Q4 & FULL YEAR)

SIGNIFICANT IMPROVEMENT IN NET INCOME IN Q4 2025



CURRENCY GAINS/LOSSES

> The net currency loss in Q4 2025 was MEUR -0.7, compared to net currency gain of MEUR +0.7 in Q4 2024, giving the negative variance of MEUR -1.4. 2024 mainly impacted by the weakening NOK against EUR.

OTHER FINANCIAL ITEMS

> Q4 2024 was impacted by impairment of certain equity investments and loans, explaining the majority of the positive Net income effect under Other Financial items.

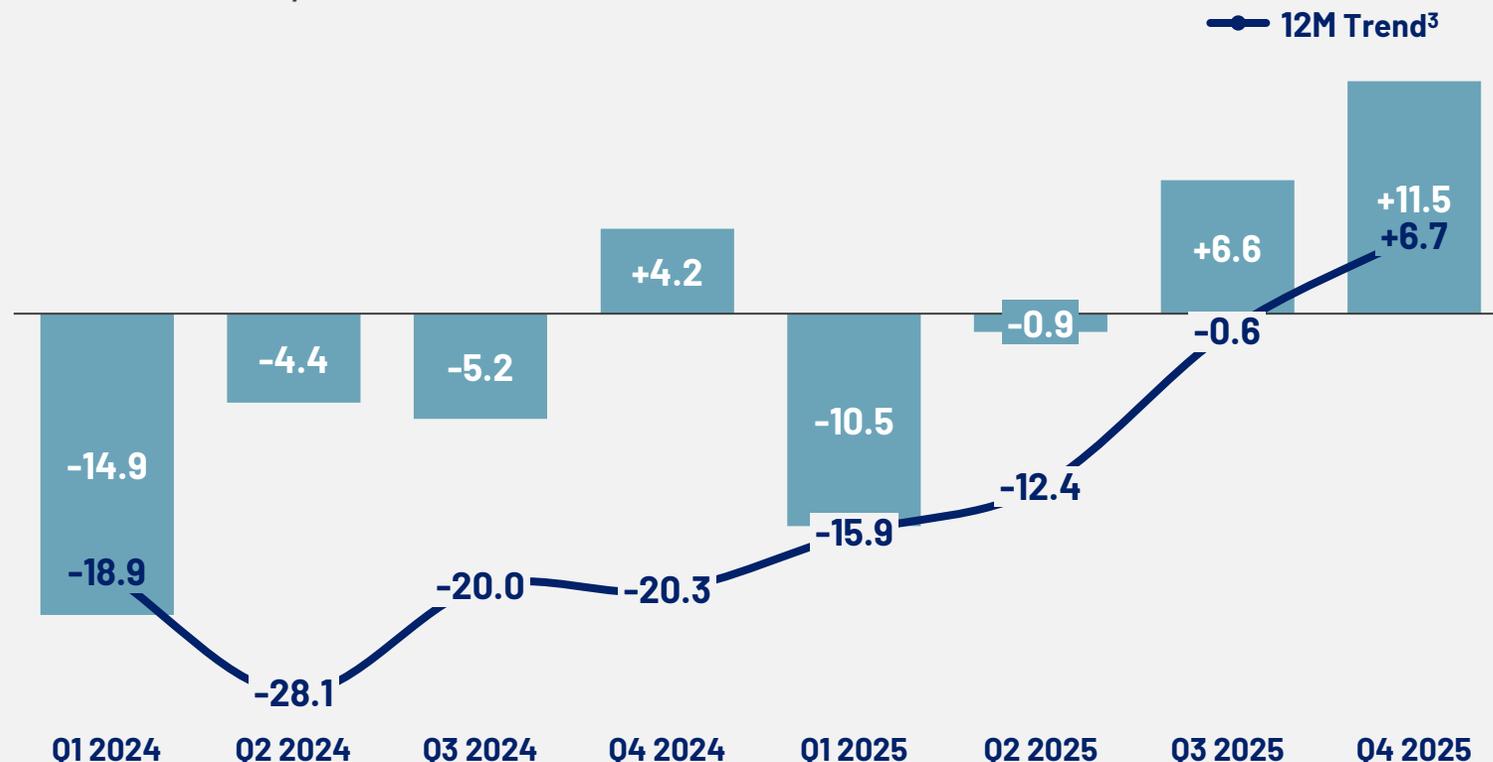
TAX

> Tax expenses in 2024 were significantly impacted by higher current tax expenses and withholding taxes (MEUR 3.3) and higher deferred tax expenses (MEUR 12.5), as Deferred Tax Assets could not be recognized. In 2025 effective tax rate was 33%.

FREE CASH FLOW

POSITIVE Q4 CASH FLOW – CONTINUED UPLIFT IN 12M TREND

FREE CASH FLOW¹, MEUR



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, net effects of repayment of old bond and issuing new bond, proceeds received from capital increase and purchase of treasury shares. Thus, it includes payments for interests.

FREE CASH FLOW

	Q4 2025	Q3 2024
Operating activities	+22.4	+13.7
Investing activities	-4.3	-6.9
Financing activities	-6.7	-9.0
Currency and translation effects on cash flow	-0.1	+6.2
Total	+11.3	+4.0
Add back / less:		
Other Refinancing related activities (2024) and other debt repaid (2025)	+0.2	+0.2
Free Cash Flow	+11.5	+4.2

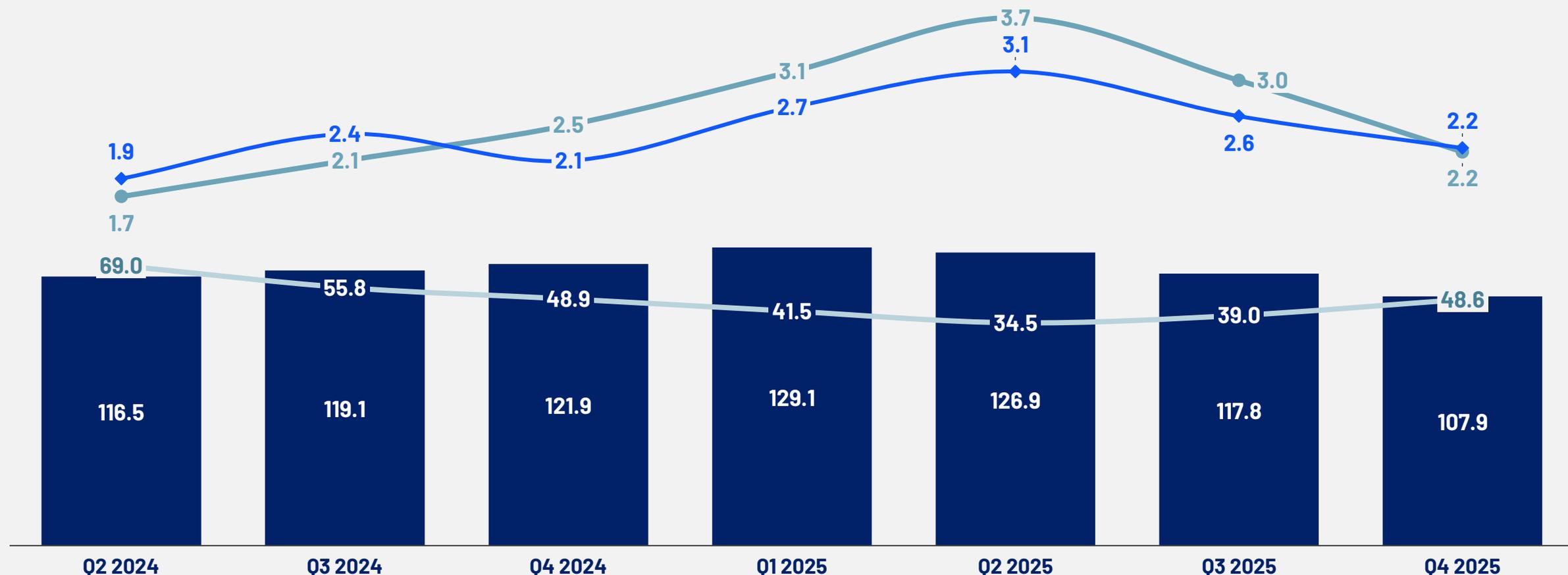
	FY 2025	FY 2024
Operating activities	+58.5	+32.4
Investing activities	-14.8	-21.4
Financing activities	-27.6	-92.8
Currency and translation effects on cash flow	-9.6	+1.4
Total	+6.5	-80.4
Add back / less:		
Repayment of old bond and proceeds from issuing new bond & purchase of treasury shares (2024) and other debt repaid (2025)	+0.2	+60.1
Free Cash Flow	+6.7	-20.3

NET INTEREST-BEARING DEBT (NIBD) & LEVERAGE RATIO

IMPROVED CASH FLOW AND PROFITABILITY REDUCING LEVERAGE RATIO

NET-INTEREST BEARING DEBT, MEUR
LEVERAGE RATIO

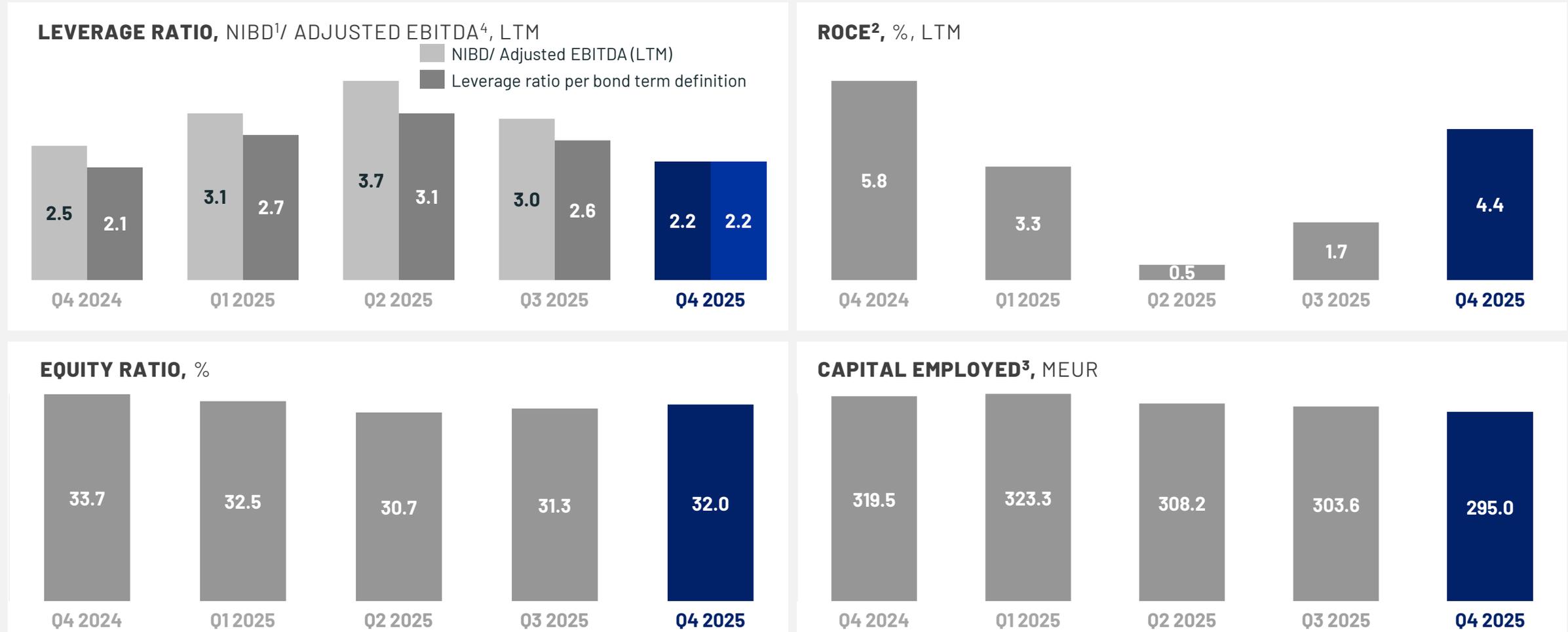
● NIBD/ Adjusted EBITDA (LTM)¹ ◆ Adjusted EBITDA (LTM)¹ ■ NIBD
◆ Leverage ratio per bond term definition²



1. Adjusted EBITDA as defined in the APM section of the Quarterly Report
2. Definition in relation to the MEUR 110 bond issued in 2024. Maximum allowed level (covenant) is 4.0

FINANCIAL RATIOS

SIGNIFICANT IMPROVEMENTS IN LEVERAGE RATIO AND ROCE,
FOCUS ON FURTHER REDUCTIONS IN CAPITAL EMPLOYED



1. Net interest-bearing debt 2. EBIT (LTM) / Average capital employed

3. Capital employed consists of Intangible Assets, PPE's, Right-of-use assets, Net Working Capital less Lease liabilities at quarter end

4. Adjusted EBITDA as defined in the APM section of the Quarterly Report

SUMMARY & OUTLOOK

SUMMARY

- Strong Earnings momentum and cash generation in a stabilizing market
- Revenue development reflects a stabilizing market
- Cost reduction programs progress according to schedule
- Risk of certain warranty liabilities remains; more information will be provided when KA has more clarity on the potential financial impact
- Reaffirmed long-term value creation ambition: Long-term EBIT goal of 6,5% shared at Capital Markets Day on December 16, 2025, in Kongsberg

Restoring value creation for shareholders remains top priority

We strongly believe in the future of KA and are determined to make changes required to realize KA's full potential

OUTLOOK

- EBIT margin for 2026 is expected to continue an overall positive trend from 2025 levels
- The market outlook has slightly improved for the second half of 2026. We remain cautiously optimistic, as uncertainties persist

Q&A



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