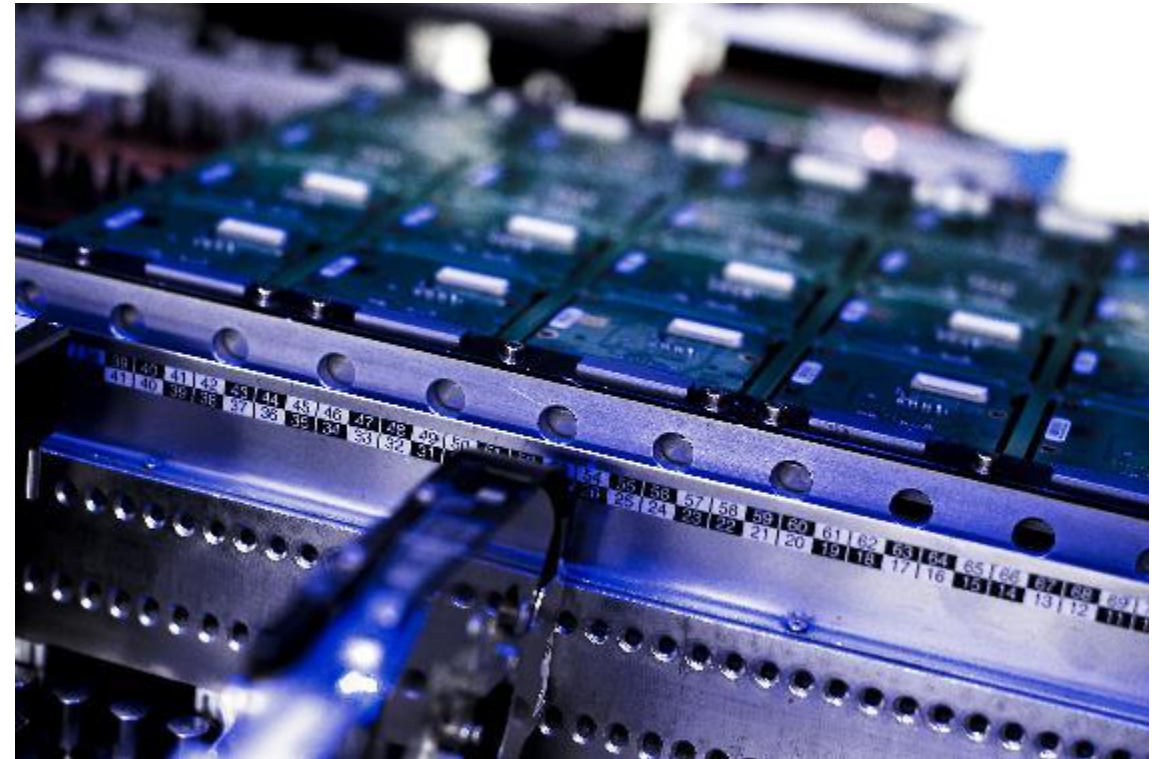




2022 Q1 Presentation

Highlights

- Revenue of 1.429 BNOK¹ (0.931 BNOK 1Q 2021)
 - Growth of 52.5%, Growth L-F-L 20%, Organic 4%
- Demand R12 increased to 6.6 BNOK from 3.3 BNOK
 - Growth of 100% Growth L-F-L 50%, Organic 33%
- EBIT 78.5 MNOK (65.6 MNOK in 1Q 2021)
 - EBIT Margin at 5.5% (7.0%)
- Cash flow – 128 MNOK (78 MNOK in Q1 2021)



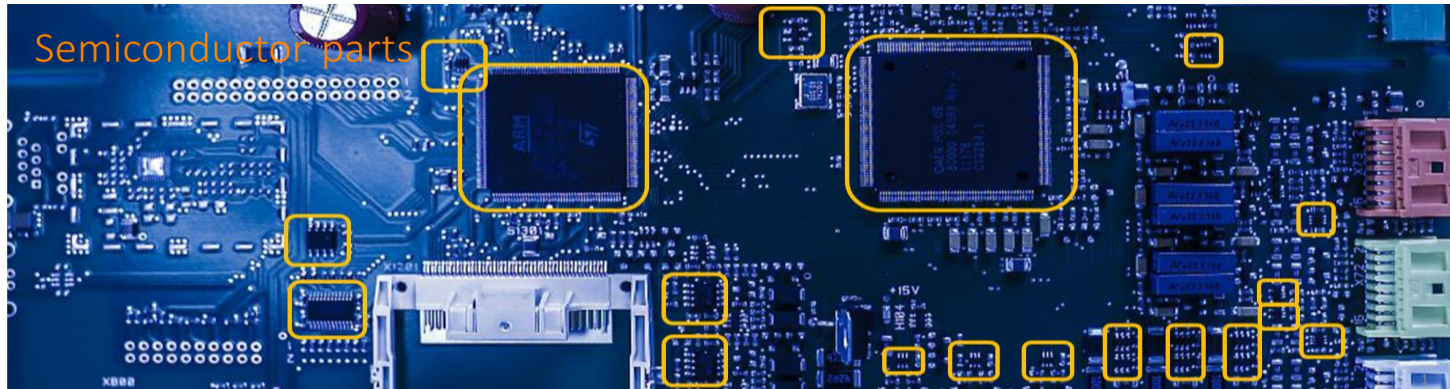
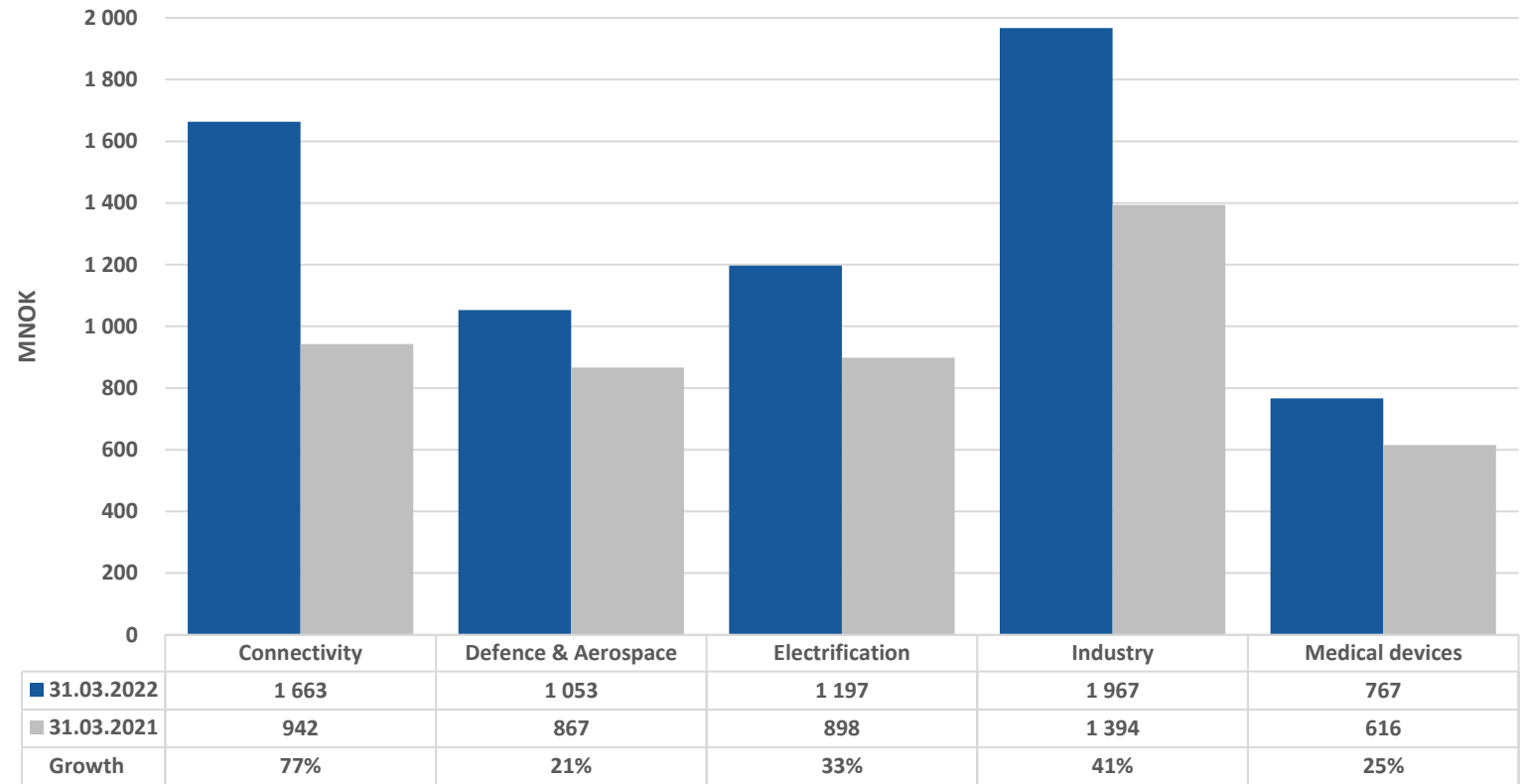
- The order backlog is record-high, and we could have grown more, but the component challenges continue to affect what we can deliver. Nevertheless, many areas of our business show their best first quarter ever.
- Material, energy and freight cost increases affects the results

¹BB Electronics included in accounts from Q1 2022

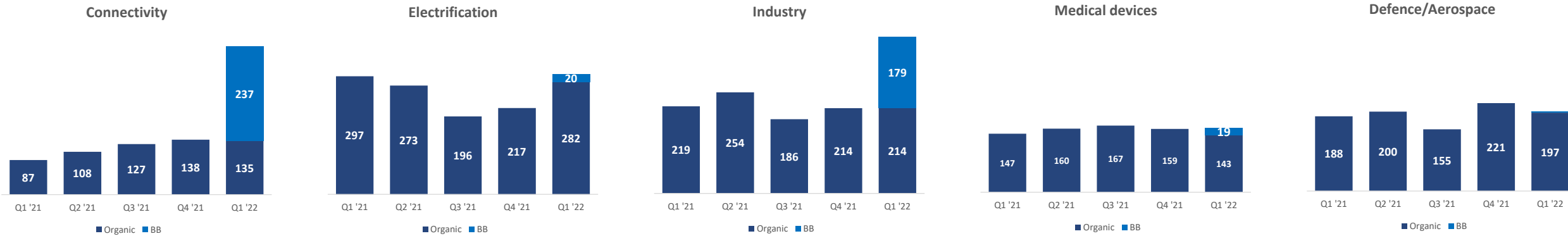
Market and operations

- Demand continues to grow to new all-time high levels.
- Availability of material is a key bottleneck to higher growth:
- Balancing of plans towards component availability and customer expectations
- Secure improved cash flow. Inventory management continues to critical in 2022.

R12 Demand (MNOK)



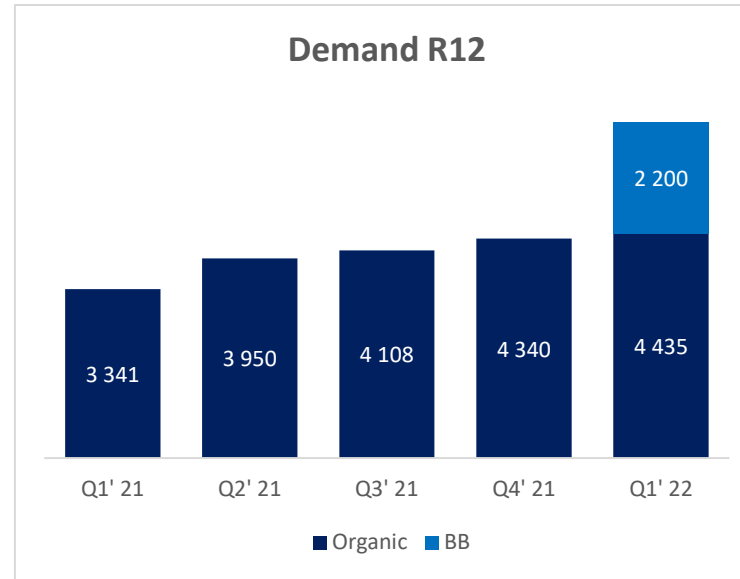
Revenues



- BB Electronics products mainly in connectivity and Industry
- Fairly stable by sector, but growth in NOK and % in connectivity
- Revenue growth dependent on timing of component availabilities

Demand and Order backlog

- Demand R12 increased to 6.6 BNOK from 3.3 BNOK
 - Growth of 100%
 - Growth L-F-L 50%
 - Organic 33%



- Order backlog increased to 4.2 BNOK from 2.1 BNOK
 - Growth of 105% Growth L-F-L 59%, Organic 53%

| | 31.03.2022 | 31.03.2021 | Change | 31.12.2021 | 31.03.2021 | BB |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----|
| Order backlog | | | | | | |
| Connectivity | 940.2 | 167.5 | 772.6 | 303.5 | 628.0 | |
| Electrification | 1 137.2 | 533.2 | 604.1 | 1 024.4 | 43.3 | |
| Industry | 1 096.4 | 355.8 | 740.6 | 473.8 | 367.6 | |
| Medical Devices | 306.7 | 239.2 | 67.5 | 264.1 | 30.3 | |
| Defence & Aerospace | 741.7 | 764.7 | -23.0 | 761.2 | 2.1 | |
| Net working capital | 4 222.2 | 2 060.4 | 2 161.8 | 2 827.0 | 1 071.3 | |

Business sectors

- Nordics; Norway, Sweden and Denmark
- CEE: Lithuania Poland and Czech
- Rest of the world: China, US
- Revenue affected overall by material delays and CEE more vulnerable due to high degree of Electronics.
- Material, energy and freight cost increases affects the results.

| Revenue Business Sectors | Q1 2022 | Q1 2021 | Change | Q-Q growth | Full year 2021 | BB Q1 2022 |
|--------------------------|----------------|--------------|--------------|---------------|----------------|--------------|
| Nordics | 572.0 | 423.8 | 148.2 | 35.0 % | 1 819.0 | 115.3 |
| CEE | 438.4 | 366.6 | 71.8 | 19.6 % | 1 297.8 | 91.2 |
| Rest of the world | 456.7 | 167.9 | 288.8 | 172.0 % | 696.3 | 250.8 |
| Group and eliminations | -38.5 | -20.8 | -17.7 | 85.1 % | -101.4 | 0.0 |
| Revenue | 1 428.6 | 937.5 | 491.1 | 52.4 % | 3 711.7 | 457.3 |

| EBIT Business Sectors | Q1 2022 | Q1 2021 | Change | Full year 2021 | BB Q1 2022 |
|------------------------|-------------|-------------|-------------|----------------|-------------|
| Nordics | 38.1 | 29.9 | 8.2 | 134.7 | 9.3 |
| CEE | 28.2 | 36.4 | -8.1 | 96.7 | 5.5 |
| Rest of the world | 24.4 | 3.8 | 20.6 | 37.7 | 10.0 |
| Group and eliminations | -12.7 | -4.7 | -8.0 | -28.3 | -6.4 |
| EBIT | 78.1 | 65.4 | 12.7 | 240.8 | 18.5 |

| FTE | Q1 2022 | Q1 2021 | Change | Full year 2021 | BB Q1 2022 |
|-------------------|-------------|-------------|------------|----------------|------------|
| Nordics | 744 | 533 | 211 | 556 | 172 |
| CEE | 1070 | 956 | 114 | 839 | 196 |
| Rest of the world | 974 | 318 | 656 | 354 | 625 |
| FTE | 2788 | 1807 | 981 | 1749 | 993 |



Cash flow and working capital

- Acquisition of BB Electronics closed in beginning of January
 - Net MNOK 872 paid, financed by share issue in Dec 2021 and loans in 2022.
- Cash flow operating activities at -106.9 MNOK (78.3 MNOK).
- Cash flow effect of networking capital is -162 MNOK (28.3 MNOK)
- Less utilization of factoring debt reduces operating cash flow

| Cash Flow | Q1 2021 | Q1 2020 | Change | 31.03.2021 |
|--|---------------|--------------|---------------|--------------|
| Profit before tax | 54.4 | 52.3 | 2.1 | 204.2 |
| Depreciations | 38.2 | 24.8 | 13.3 | 101.0 |
| Change in inventory, accounts receivable, contract assets and accounts payable | -161.5 | 28.3 | -189.8 | -163.9 |
| Change in net other current assets and other operating related items | 30.9 | -19.0 | 49.9 | -102.6 |
| Change in factoring debt | -68.8 | -8.1 | -60.7 | 87.7 |
| Net cash flow from operating activities | -106.9 | 78.3 | -185.2 | 126.3 |
| Investments | -13.0 | -5.0 | -8.0 | -46.0 |
| Acquisition | -872.0 | | -872.0 | |
| Net cash flow from investing activities | -885.0 | -5.0 | -880.0 | -46.0 |
| Net cash flow from financing activities | -716.8 | -32.3 | -684.5 | 221.4 |

| Net working capital | 31.03.2022 | 31.03.2021 | Change | 31.12.2021 | BB 31.03.2021 |
|----------------------------|----------------|----------------|--------------|----------------|------------------|
| Inventory | 1 494.1 | 551.8 | 942.3 | 880.3 | 540.5 |
| Contract assets | 552.3 | 367.3 | 185.0 | 400.6 | 76.2 |
| Trade receivables | 1 072.1 | 849.2 | 222.9 | 864.6 | 232.2 |
| Trade payables | 1 409.3 | 732.8 | 676.4 | 917.8 | 404.4 |
| Net working capital | 1 709.3 | 1 035.5 | 673.8 | 1 227.7 | 444.5 |

Ratios

- Capital efficiency continues to be challenged by the material situation
- Positive development on CCC and NWC % sales since last quarter.
- Equity variations due to share capital issue in last quarter and acquisition of BB in this quarter
- Earnings per share a decline compared to last year.

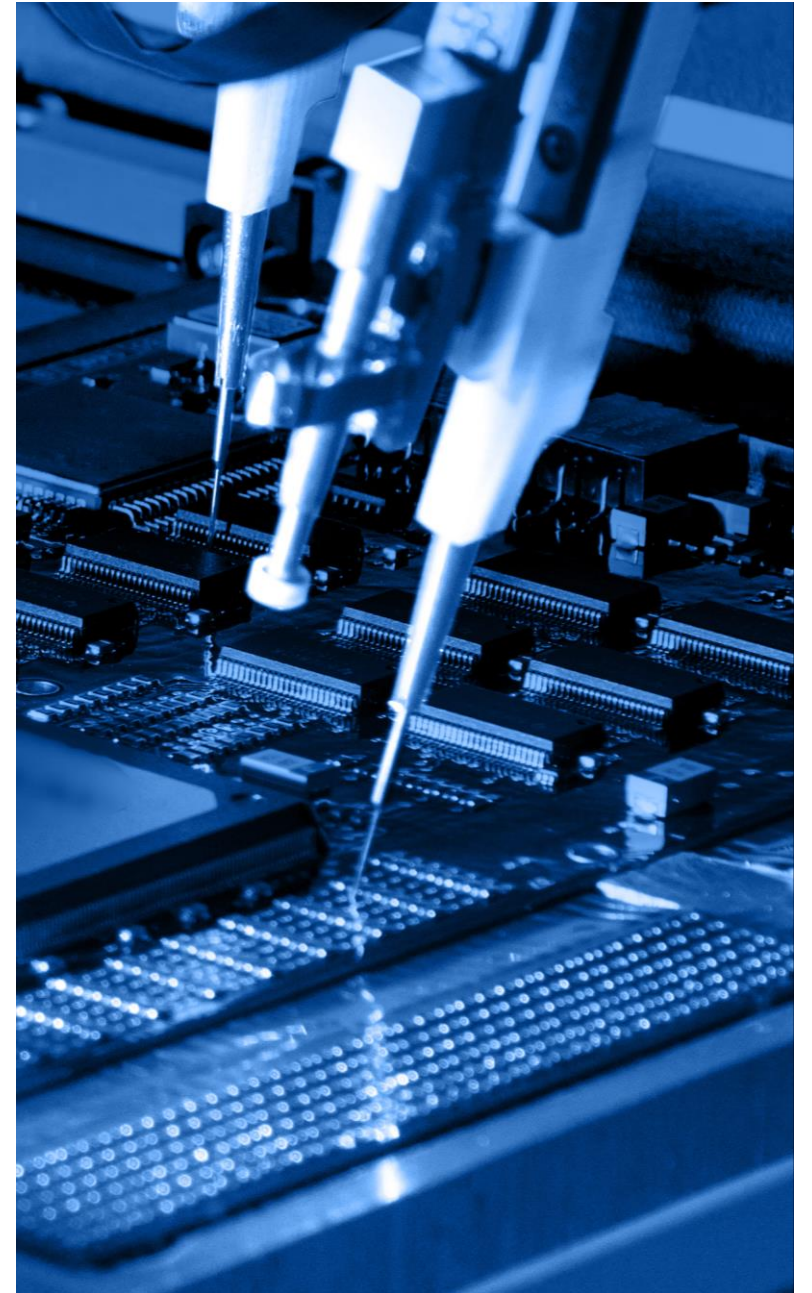
| Ratios | 31.03.2022 | 31.03.2021 | Change | 31.12.2021 |
|--------------------------|------------|------------|--------|------------|
| R3 NWC % sales | 29.2 % | 27.9 % | 1.3 % | 31.7 % |
| R3 ROOC % sales | 11.1 % | 16.6 % | -5.5 % | 12.3 % |
| R3 Cash Cycle conversion | 119 | 103 | 16 | 126 |
| Net gearing | 1.30 | 0.74 | 0.56 | 0.47 |
| NIBD/EBITDA | 3.5 | 1.6 | 1.9 | 1.7 |
| Equity percent | 25.5 % | 34.1 % | -8.6 % | 37.1 % |
| Earnings per share | 0.23 | 0.25 | -0.02 | 0.78 |



Outlook

Outlook

- For 2022, Kitron expects revenue between NOK 5 200 and 5 800 million, including BB Electronics.
The operating profit (EBIT) is expected to be between NOK 330 and 430 million.
- Growth is driven by the Electrification, Connectivity and Industry market sectors.
- Currently, the growth is constrained by the material supply situation.



Key take-ways

- Growth in 2022 is propelled by acquisition of BB Electronics.
- Order backlog and 2022 demand outlook 2022 and 2023 supports strong continued growth.
- In addition, new programs are being introduced to sufficiently to follow our strategic trajectory.



Q&A

Appendix: Definition of alternative performance measures

Order backlog

All firm orders and 4 months of committed customers forecast at revenue value as at balance sheet date.

Foreign exchange effects

Group consolidation restated with exchange rates as comparable period the previous year. Change in volume or balance calculated with the same exchange rates for the both periods are defined as underlying growth. Change based on the change in exchange rates are defined as foreign exchange effects. The sum of underlying growth and foreign exchange effects represent the total change between the periods.

EBITDA

Operating profit (EBIT) + Depreciation and Impairments

EBIT

Operating profit

EBIT margin (%)

Operating profit (EBIT) / Revenue

Net working capital

Inventory + Accounts Receivable – Accounts Payable

Operating capital

Other intangible assets + Tangible fixed assets + Net working capital

Return on operating capital (ROOC) %

Annualised Operating profit (EBIT) / Operating Capital

Return on operating capital (ROOC) R3 %

(Last 3 months Operating profit (EBIT))*4 / (Last 3 months Operating Capital /3)

Return on capital employed (ROCE)

EBIT/(Total assets - short term debt)

Return on equity

Net Income/Equity

Direct Cost

Cost of material + Direct wages (subset of personnel expenses only to include personnel directly involved in production)

Days of Inventory Outstanding

360/ (Annualised Direct Costs/Inventory)

Days of Inventory Outstanding R3

360/ ((Last 3 months Direct Costs *4) / (Last 3 months Inventory/3))

Days of Receivables Outstanding

360/ (Annualised Revenue/Trade Receivables)

Days of Receivables Outstanding R3

360/ (((Last 3 months Revenue*4)/(Last 3 months Trade Receivables/3))

Days of Payables outstanding

360/ ((Annualised Cost of Material + Annualised other operational expenses) / Trade Payables)

Days of Payables Outstanding (R3)

360/ (((Last 3 months (Cost of Material + other operational expenses)*4) / (Last 3 months Trade Payables/3))

Cash conversion cycle (CCC)

Days of inventory outstanding + Days of receivables outstanding – Days of payables outstanding

Cash conversion cycle (CCC) R3

Days of inventory outstanding (R3) + Days of receivables outstanding (R3) – Days of payables outstanding (R3)

Net Interest-bearing debt

- Cash and cash equivalents + Loans (Non- current liabilities) + Loans (Current liabilities)

Interest-bearing debt

Loans (Non- current liabilities) + Loans (Current liabilities)

Net gearing

Net Interest-bearing debt / Equity

Free Cash flow

Net Cash Flow from operating activities – Cash flows from acquisition of tangible fixed assets – Cash flows from acquisition of other intangible assets

Equity ratio

Total Equity / Total Assets

EPS

Earnings Per Share