

kontron

The Power of IoT



Investor Presentation

April 2024



Who we are

Leader of Smart Industrial IoT Solutions

8,000

Employees*

1.9bn

Revenue (EUR)*

100m

Net Result (EUR)*

>10%

Organic growth p.a.*

Member of SDAX®

Member of TecDAX®

HQ in Austria; listed in Germany

*Management estimates for 2024 and organic growth mid-term guidance.

Focused on large and growing B2B-IoT market

Number of connected IoT devices grows globally by 30%

Fully integrated technology platform

Integrated (SW+HW) solutions

Driven by customers success, blue-chip customers

>4,500 customers in total

Leading provider of disruptive IoT connectivity technology

Real time 5G/6G connectivity, susietec® toolset, KontronOS, Kontron Grid

Kontron's IoT: In the heart of many industries



End-to-end communication for mission-critical networks



Autonomous Driving



In-flight entertainment & communication systems



Industrial IoT – Smart Factory



GreenTec

The IoT Market

Key Metrics

64 billion

connected IoT devices by 2025 worldwide (from 29 billion in 2022)

\$ 254 billion

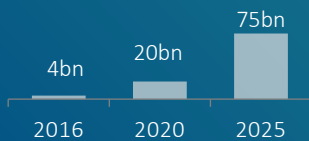
Industrial IoT revenues in FY23; expected 13% CAGR (2024-2028)

31% growth

machines connected to the Internet by 2025

21% adoption

of 5G across mobile internet connections by 2025



Focus Industries



Smart Factories



Transportation



Green/Clean Energy



Aerospace

High entry barriers: single source customization – real time software – expensive customer products with low volume

FY2023 at a glance

Revenues

EUR 1,226m
+15%

EBITDA

EUR 126m
+15%

OpCF

EUR 117m
+163%

Net Income

EUR 75.3m
+36%

EPS

EUR 1.23

Backlog

EUR 1,686m
+16%

Regional distribution:
DE 17%, AT 11%, Europe
Rest 53%, NA 11%, Asia 9%

FY22 comparable figures had been impacted by extraordinary effects in connection with the sale of the IT service business. Adjustment of FY22 revenues due to changed assessment of principal/agent status: EUR 30m lower revenues, no effect on EBITDA, Net Income from Continuing Operations.

Successful Year 2023 – Above expectations

Strong Results, FY23 guidance beat

- › Net income higher than guidance (EUR >72m) and consensus (EUR 72.3m)
- › Solid revenue growth of 15.3%
- › Strong book-to-bill ratio of 1.18 -> backlog of EUR 1,686 million
- › Strong operating Cash Flow of EUR 117 million
- › 30% net income growth expected in 2024 after 36% growth in 2023

We closed: EUR 700m revenues to expand IoT-Business

- › Major acquisition of Katek group (Q1 2024) & financing with subsidized OeKB loan
- › Hartmann + Comlab + Bsquare strengthen “Software + Solutions”, Telit for connectivity

Strategy

- › Leader in specialized IoT vertical markets (smart trains, aerospace, green energy)
- › Launch of KontronOS: Operating System with supreme security, K-grid: connectivity

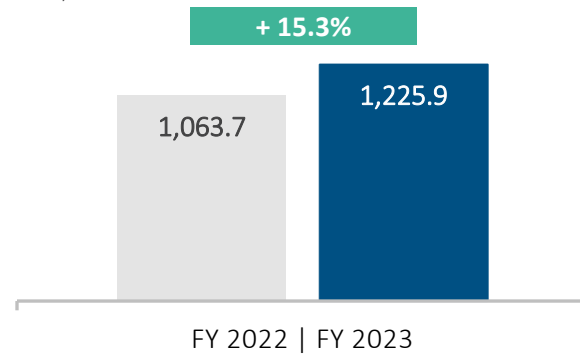
Capital Markets

- › Member of TecDax® and SDAX®
- › 8 analysts' share price targets at EUR 28.7 (average)

KPIs FY 2023

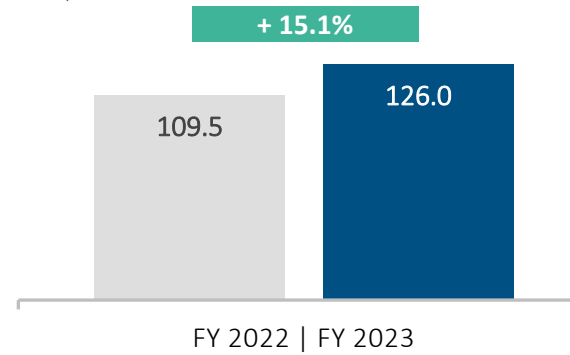
Revenue

(in EUR m)



EBITDA

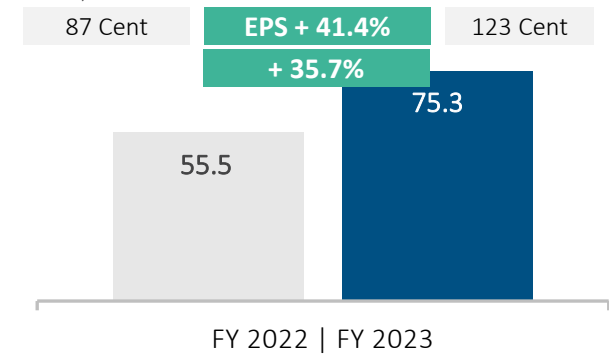
(in EUR m)



* 2022 adj for DCO/sold IT, reported EBITDA EUR 70.0 Mio.

Operating Net Income after NCI*

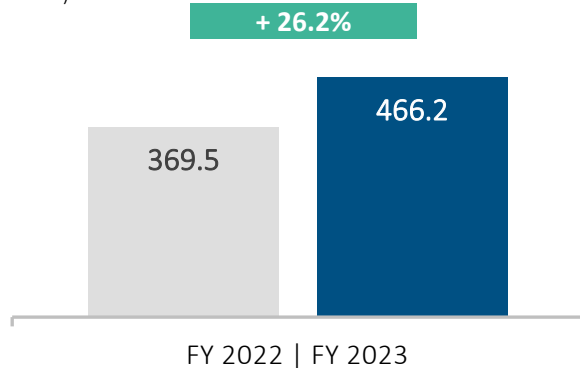
(in EUR m)



* 2022 adj for DCO/sold IT, reported Net Income EUR -12.3 Mio.

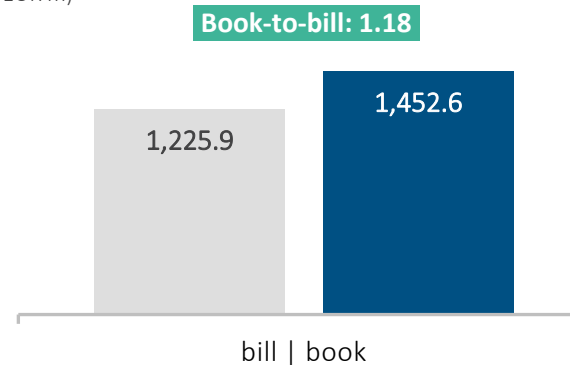
Gross Margin

(in EUR m)



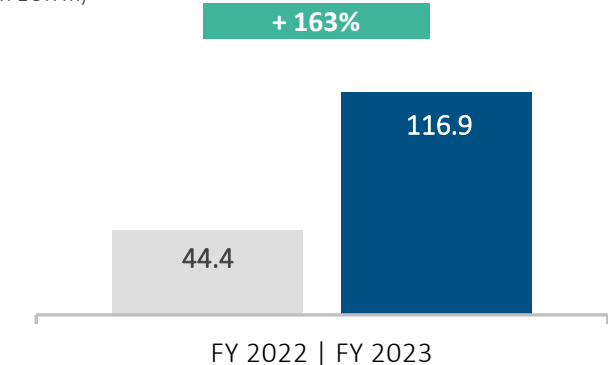
Order Entry vs. Revenues

(in EUR m)



Operating Cash Flow

(in EUR m)




Kontron Group Balance Sheet

Equity and liquidity very strong

in m EUR	12/31/2023	12/31/2022
NON-CURRENT ASSETS	492.5	412.1
Fixed Assets	449.4	379.0
as of Property, plant and equipment	110.4	95.5
as of Goodwill	216.6	189.4
Other Assets	43.1	33.1
CURRENT ASSETS	878.2	1,028.8
Inventories	229.1	192.6
Trade receivables	213.6	148.1
Contract Assets from Customers	38.1	54.2
Cash and cash equivalents	332.2	437.8
Other receivables and prepayments	65.2	189.7
assets classified as held for sales	0.0	6.3
Total Assets	1,370.7	1,440.9

in m EUR	12/31/2023	12/31/2022
EQUITY	604.0	635.7
accumulated results	462.8	449.6
as of Treasury shares	-43.0	0.0
NON-CURRENT LIABILITIES	136.1	252.6
Long-term loans and borrowings	60.1	193.8
Other Non-Current Liabilities	76.0	58.9
CURRENT LIABILITIES	630.6	552.6
Trade payables	273.1	226.3
Contract Liabilities from Customers	69.6	78.5
Short-term loans and borrowings	150.9	125.7
Other Current Liabilities	137.0	117.3
liabilities classified as held for sale	0.0	4.8
Total Liabilities & Equity	1,370.7	1,440.9

Equity Ratio	44.1%	44.1%
Total Net Cash/(Net Debt)*	121.2	118.3
Working Capital excluding IFRS 15**	169.6	114.4

 In 2023: EUR 118m of debt repaid, EUR 109m of SBB and dividend paid

* Definition Net Cash: Cash and cash equivalents less non-current and current financing liabilities (excl. liabilities from leasing according to IFRS 16)

** Definition Working Capital: Inventories plus trade receivables less trade payables (excl. IFRS 15 contract assets and liabilities)

Strong cash generation

Liquidity further expanded

Status liquidity

- › EUR 332m cash on hand
- › EUR 19m ST receivables from Vinci (in Q2)
- › EUR 130m available lines
- › EUR 90m additional lines amidst Katek integration

➤ **Liquidity amounts to EUR 600m after Katek acquisition but used only cautiously in strengthening of business**

Shareholder participation

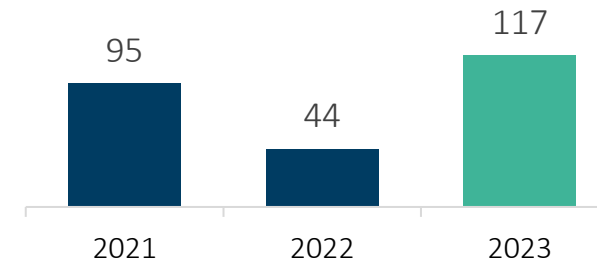
- › Rule: Spend 50% of net earnings in Dividend or SBB
- › EUR 31m: Proposed dividend

➤ **2024 est. proposed dividend of 50 EUR Cent/share in May**

2023: special dividend of EUR 1/share due to the sale of the IT service business; 2022: EUR 0.35, 2021: EUR 0.30

Cash generation (op CF)

(In EUR m)



We will maintain cash conversion target of 75% in 2024

Kontron: Major KPIs

Strong operational development

in EUR m	2023	2022	Comment
Revenues	1,225.9	1,063.7	+15% growth driven by strong demand, organic growth: +9.5%
Gross Margin (in %)	38.0%	34.7%	Target: 40%
EBITDA	126.0	109.5*	One-time restructuring effect of IT service business; 2025 even higher margin expected
Net profit CO	75.3	55.5*	Higher than expected net profit, 36% vs. 2022 (adjusted)
Equity ratio	44%	44%	Stable equity ratio, will go down in 2024 due to Katek acquisition, back to 40% in 2025
Working Capital	169.6	114.4	Still high due to supply chain, shrinking since 3 months
Operating CF	116.9	44.4	Very strong cashflow generation; cash conversion rate of 93% exceeding target of 75%
FTE / engineers	4,838	4,475	As of 2/3 engineers
Net cash	121.2	118.3	2024e: Net debt of EUR 95m after Katek, target back to net cash in 2025

Adjustment of FY22 revenues due to changed assessment of principal/agent status: EUR 30m lower revenues, no effect on EBITDA

*FY22 adjusted for effects from sale of IT service business

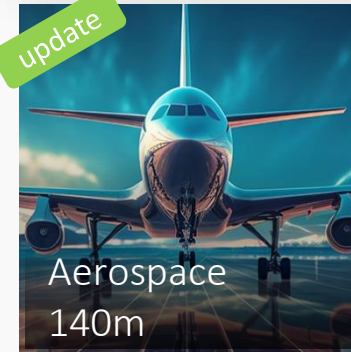
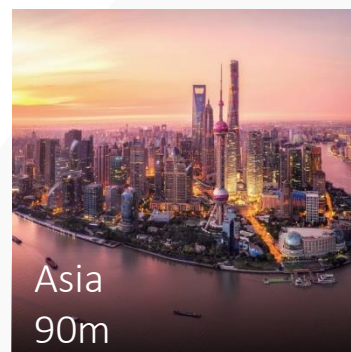
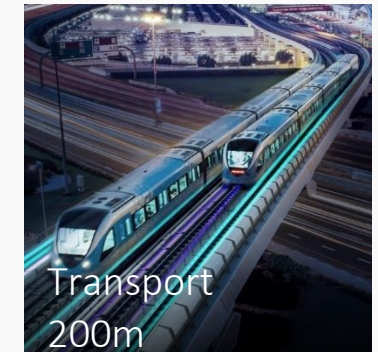
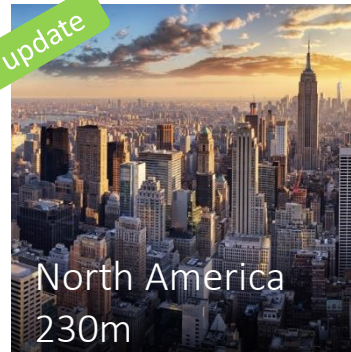
Kontron 2024 structure

10 new divisions in 3 segments

Europe

Global

Software + Solutions



Rev FC 24* EBITDA** 10%
GM 35%

€ 1,350m

Rev FC24* EBITDA** 8%
GM 30%

€ 320m

Rev FC24* EBITDA** 15%
GM 50%

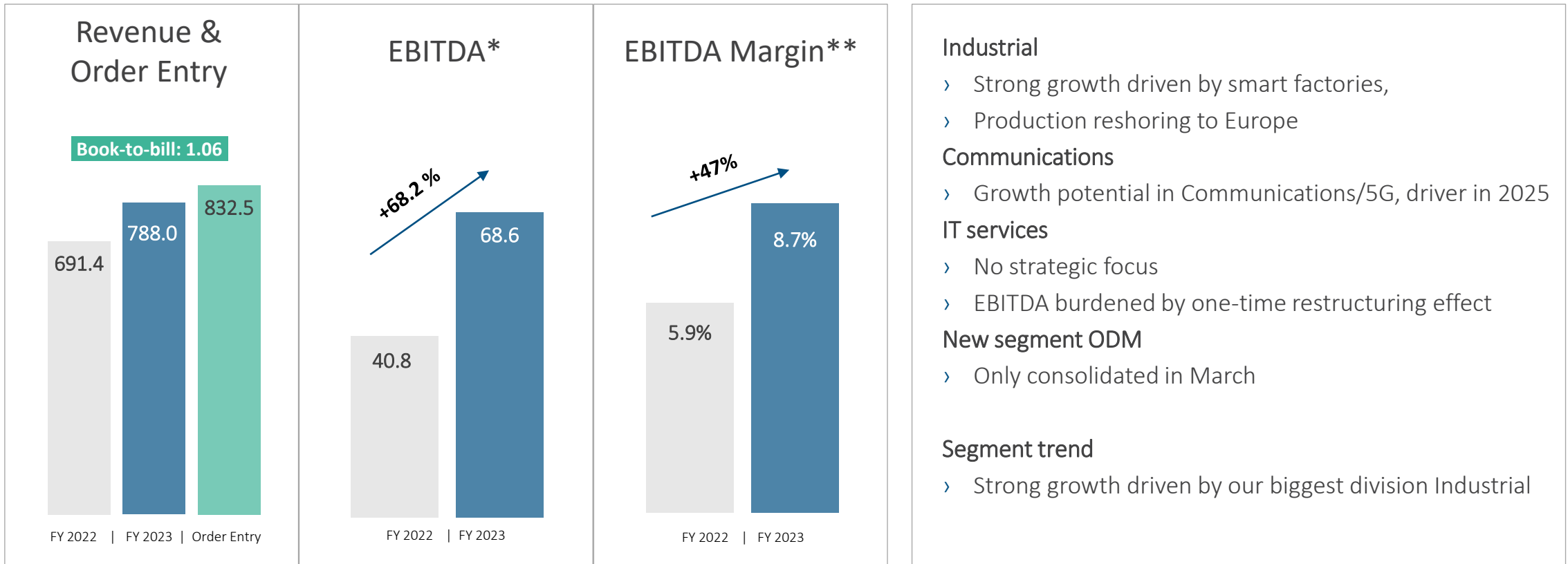
€ 750m

* incl. EUR 1,900m external and EUR 520m IC revenues

** Margin on external revenues

before HQ fee in % of external revenue

Europe: Strong growth in basic IoT technology

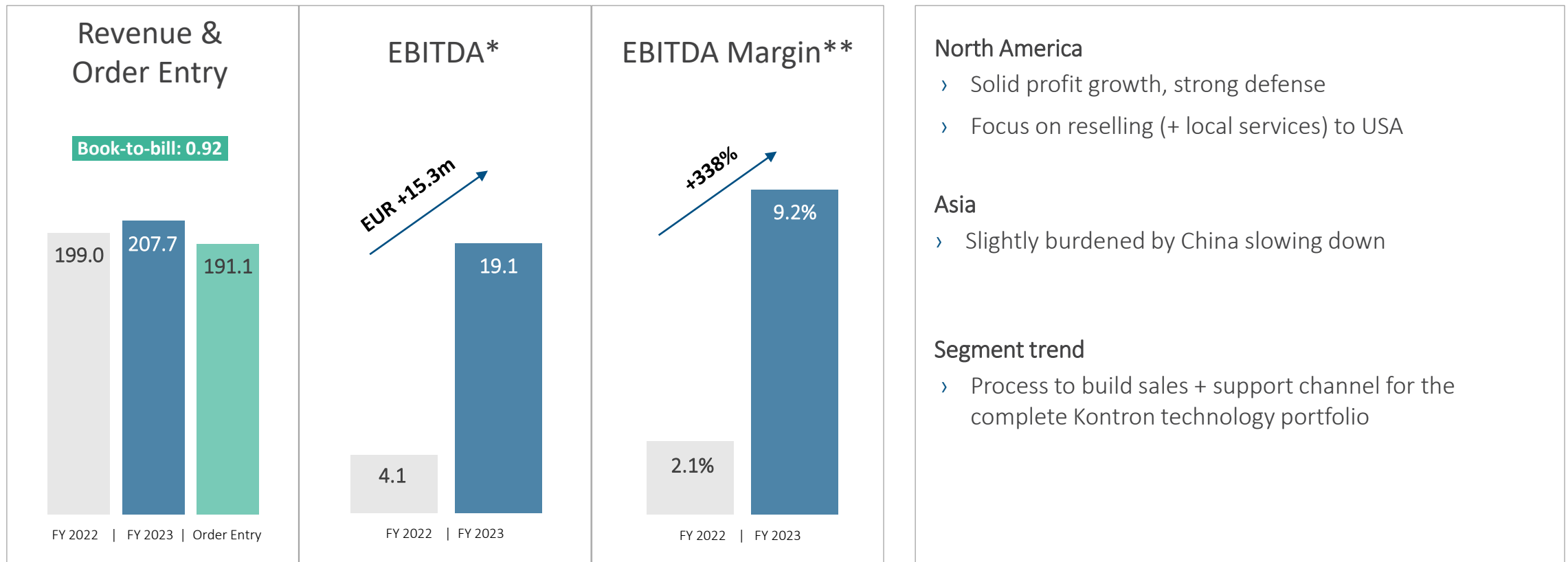


➤ Cash cow for Kontron Group

* EBITDA before Intercompany HQ fees (part of Europe Segment)
 ** EBITDA before HQ fee in % of external revenue

Global: Back to normal profitability

Sales channel to sell European technology & customizing

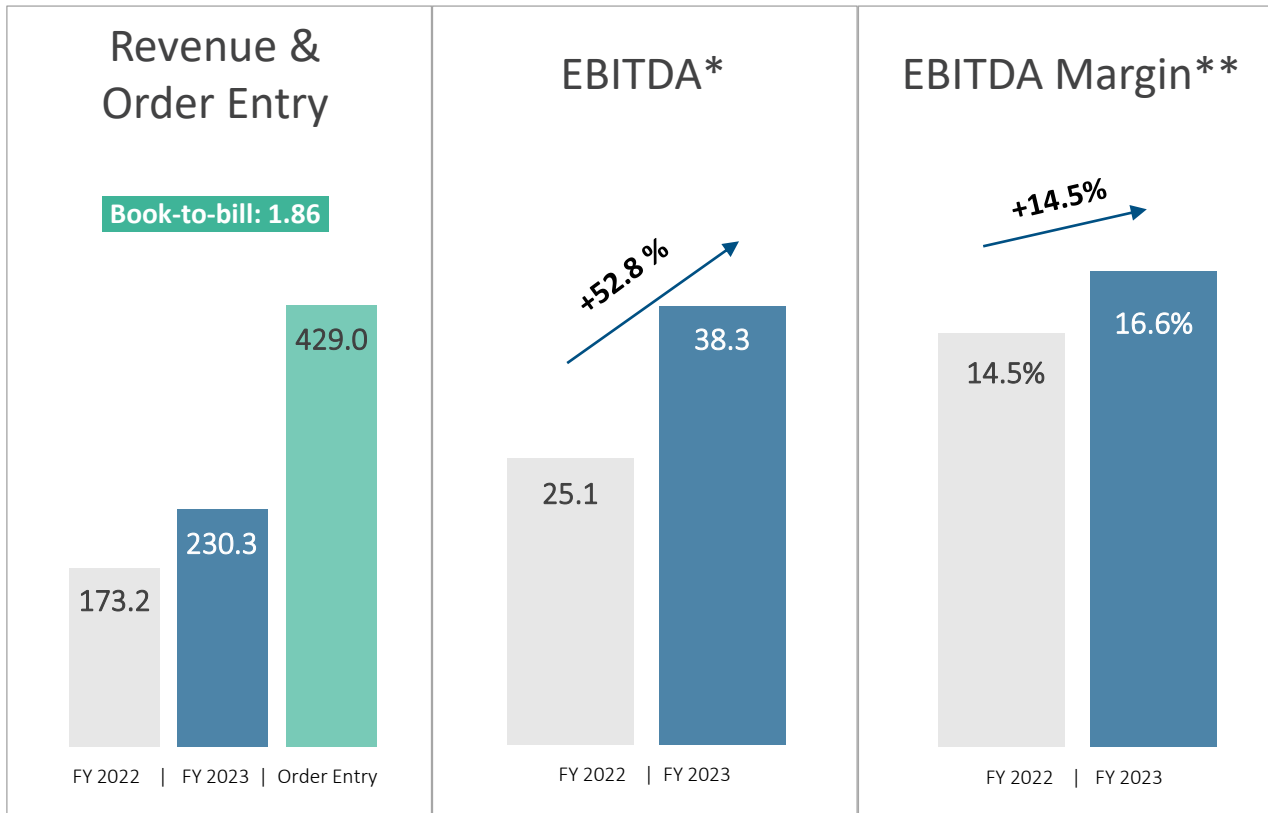


➤ Today 20% of revenues in North America + Asia; target 30% mid-term driven by superior technology

* EBITDA before Intercompany HQ fees (part of Europe Segment)
** EBITDA before HQ fee in % of external revenue

Software + Solutions: Fast growing

Strongest growing segment with strongest margin



Software (susietec®)

- › Launch KontronOS and KontronGrid
- › Become Windows standard for machines

Transportation (high-speed trains)

- › Strong political support, no macroeconomic influences
- › Market leader for GSM-R, EUR 130m design wins

Defense and aerospace

- › Strong growth in defense communications and high performance VPX systems

New segment GreenTec

- › Only consolidated in March
- › Extreme growth potential due to strong political support

Segment trend

- › Highest amount of recurring revenues and SLAs

➤ Generates currently 42% of Group EBITDA, will be leading segment in 2025

* EBITDA before Intercompany HQ fees (part of Europe Segment)
** EBITDA before HQ fee in % of external revenue

Design win volume increases to EUR 4.1 billion

Kontron AG: New year begins with major new orders and new brand identity

10.01.2023 | Austria

Linz, 10.01.2023: Technology group Kontron (www.kontron.com, ISIN AT0000A0E9W5, WKN AOX9EJ, KTN) has seen a successful end to the

Kontron announces two design wins in the field of energy management amounting to a total of EUR 25 million

23.10.2023 | Austria

Kontron is pleased to announce two design wins with combined lifetime revenues of approximately EUR 25 million, Kontron will support its customers with solutions in the field of energy management.

Kontron signs a contract over EUR 30m for optical network solutions

05.12.2023 | Austria

Kontron, a pioneering force in IoT technology, announces the signing of a contract exceeding EUR 30m for fiber optic solutions. The new client is a significant player in the telecommunications sector in Germany. Kontron's Slovenian subsidiary for broadband solutions will support the Telco operator with cutting-edge server systems and software for the operation and optimization of the optical broadband rollout in Germany.

Fibre-to-the-home for many households in Austria

29.06.2023 | Austria

Contract in the mid double-digit million range between Kontron and Speed Connect Austria signed

Kontron group contributes to the access to modern fibre-to-the-

Strong growth in the avionics market: Kontron announces two design wins amounting to a total volume of EUR 100m

10.10.2023 | Austria

Kontron announces the securing of two design wins with a combined volume of approximately EUR 100m. These wins involve Kontron providing IFEC systems to be installed on aircraft operated by multiple airlines, including one that utilizes satellite-based

Contract wins: Kontron signs 3 major railway contracts worth exceeding EUR 100m

07.02.2024 | Austria

Vienna, February 07, 2024 – Kontron announces contract wins in Ireland, Austria, and Slovenia worth exceeding EUR 100m. With these milestone contracts, Kontron Transportation underlines its strong capability to deploy mission-critical communication systems along current customer requirements and acts as a reliable and long-term partner along the technology evolution from GSM-R

Contract win - Kontron signs contracts with romanian railways

13.09.2023 | Austria

Kontron and Thales GTS România S.R.L. signed new contracts in the lower double-digit million range on implementing a new GSM-R system in Romania.

Kontron: Another design win of over EUR 50 million from a heavy machinery manufacturer – Design win volume increases to EUR 3.7 billion

23.11.2023 | Austria

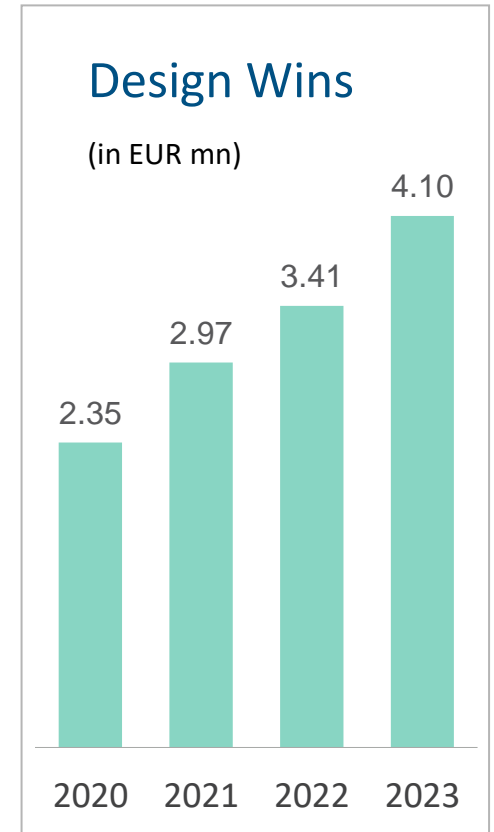
• Development contract for autonomous driving and operational

Kontron wins a EUR 34 Mio contract for a GSM-R system in the Czech Republic

13.03.2024 | Austria

Kontron Transportation, a company of Kontron group won the public procurement for the construction of a GSM-R (Global System for Mobile Communication-Railways) system in the Czech Republic.

The construction extends the existing GSM-R digital radio network operated by the state organization SŽ (Správa železnic) on the line between the city Hranice and the border with the Slovak Republic. This

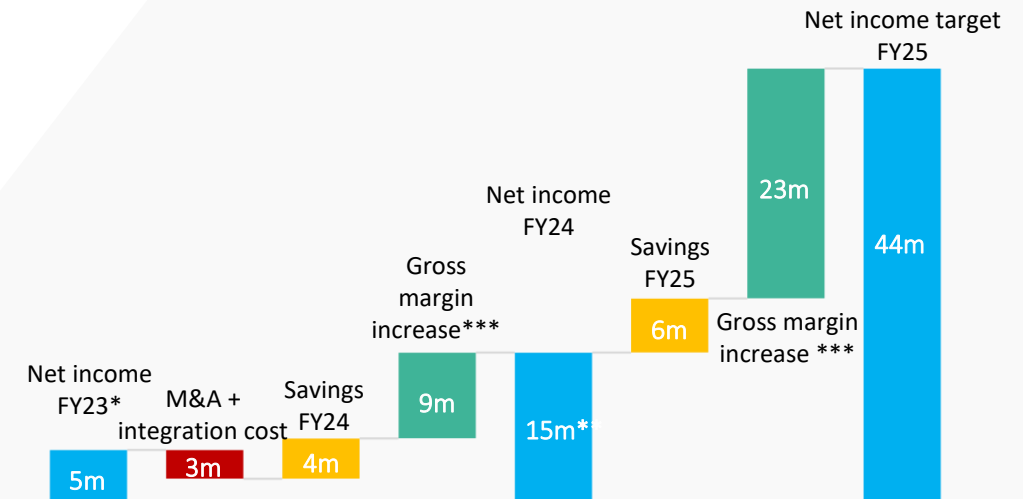


Katek integration

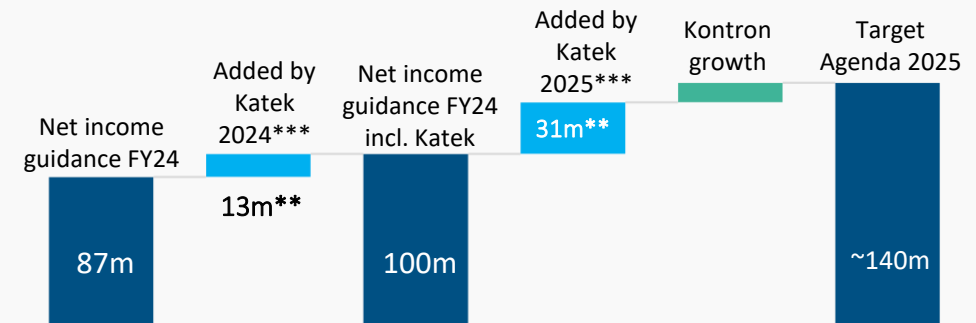
Jan 18	Signing: 60% in Katek for EUR 129m	✓
March	Closing & consolidation	✓
March	EUR 125m acquisition loan	✓
Mid April	EUR 15/share tender offer launched	
May	Tender offer completed & delisting	
Q2 2024	Integration completed	
Q4 2024	New product line incl. software	
2025	Group Gross Margin of 40%	
2025/26	Potentially Squeeze out	

→ Katek is a game changer for increasing profit and revenues by 40% until 2025

Road to Net Income improvement Katek



Road to Net income improvement Kontron



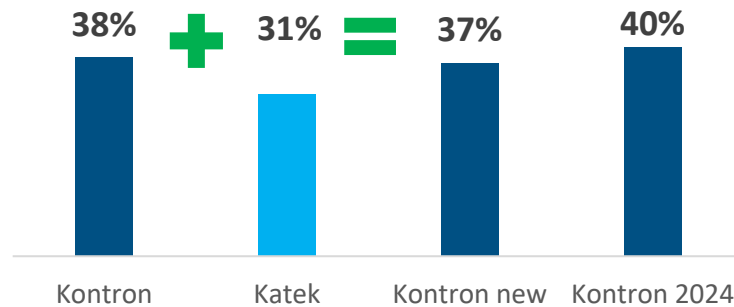
* Katek consensus ** Minorities remaining *** Based on Kontron technology

Investment Rationale: Complementary solutions

Transforming Green Technologies with IoT software



Product Synergies (Gross Margin)



Major product synergies (EUR 32m)

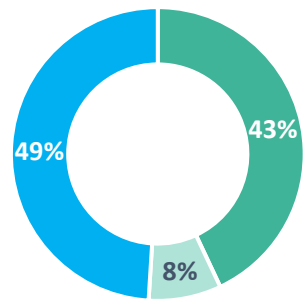
- › Add Kontron IoT Software = security, grid control, remote maintenance
- › Katek solar inverters + Kontron SW = smart IoT solar inverter
- › Katek EV chargers + Kontron SW = smart IoT EV charger

➔ Increase gross margin by 5% (EUR 32m)

Limited Cost synergies (EUR 10m) – no major layoffs

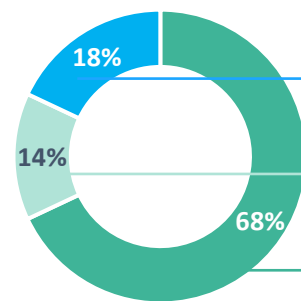
- › Benefitting from favorable financing terms of Kontron
- › Only one stock exchange listing
- › Administrative cost savings

Katek: Revenue share



GreenTec Aerospace Manufacturing services

EBITDA share



EBITDA margin

2.1%

10.2%

9.1%



Katek generated 2023 82% of its EBITDA in solutions with EBITDA margin of approx. 10%

Strong brainpower for unique industry solutions

3,600 engineers (incl. Katek)

Software for all IoT end devices

- High margins and long-term service contracts

Basic IoT software



- ✓ KontronOS (highest security standard, remote maintenance, remote control)
- ✓ Kontron Grid connects up to 1mn devices to smart grids
- Target install on all Kontron and other IoT devices => “Windows for machines”

Artificial Intelligence

- ✓ HAILO chips for customized scalable applications
- ✓ Video surveillance, defect detection, robotics
- ✓ Target get IoT applications smarter and simpler to operate



Smart solutions for vertical markets

- High margins and long-term service contracts

Mission-critical control systems for high-speed trains

- ✓ European Train Control System Level 3
- ✓ New standard FRMCS will accelerate migration and requires 5G



GreenTec with IoT software

- ✓ Solar systems connected to the IoT grid (smart home)
- ✓ Smart e-mobility chargers connected to the grid



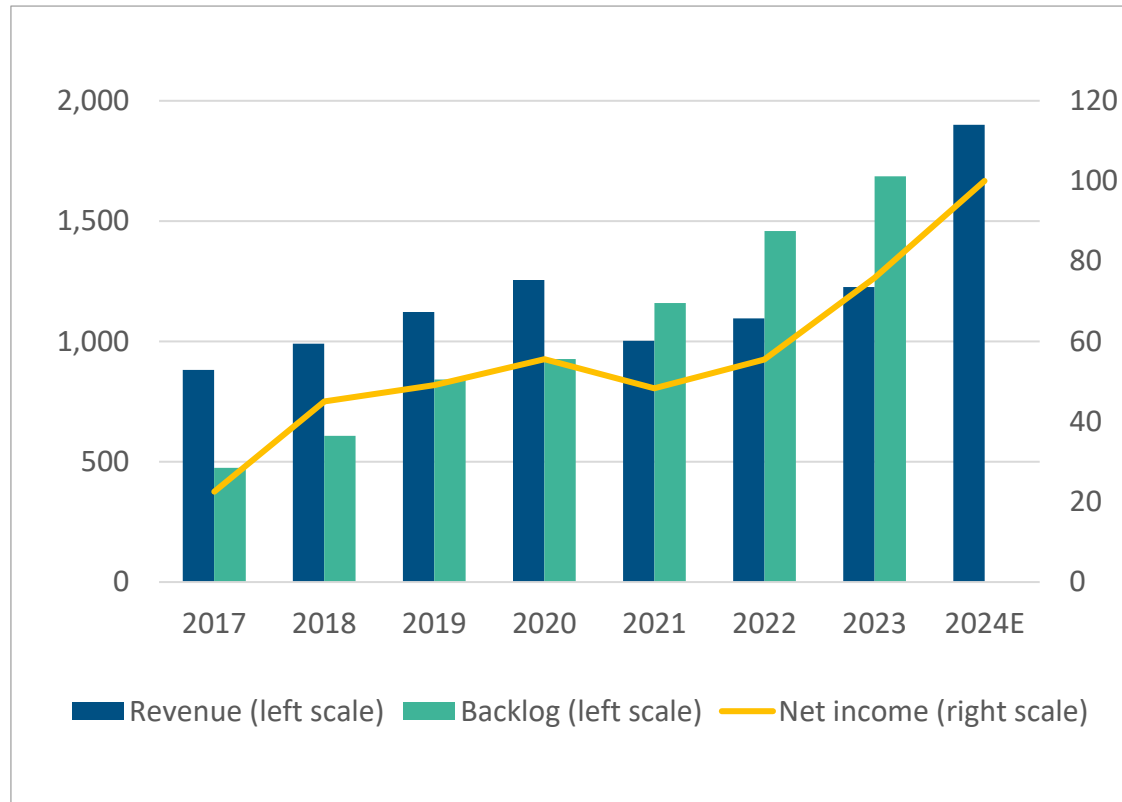
Aerospace and defense

- ✓ Mission critical
- ✓ VPX - highest performance for defense
- ✓ SGOS installed in 4,000 planes



History and 2024 forecast

Continuous strong growth of revenues and net income



(in EUR million)	Results 2023	Guidance 2024
Revenue	1,226	1,900
Net Income	77.7	100

➤ **Agenda 2025 (released 2022):** EUR 2bn revenues (will be exceeded) and EUR 140m net income

Why invest in Kontron?

Profitable long-term growth



- › Excellent position to profit from the megatrends digitalisation, AI and sustainability via IoT products
- › EBITDA margin improvement of GreenTec products through IoT software (remote maintenance, security firewall etc.)
- › Utilise European technology and security worldwide
- › Highly diversified, global and long-term customer base in a niche market with high entry barriers

Strong financial position



- › Cash conversion rate target of 75%
- › Solid tax shield in Austria
- › Favorable low debt profile in high-interest environment
- › <0.75x Net debt/EBITDA expected, will improve in view of planned inventory reduction

Engineering excellence



- › Unmatched R&D power of 3,600 engineers (incl. Katek) and annual spending of EUR 200m
- › Cost-efficient in-house engineering resources in CEE (average salary: 47k p.a.) as an attractive Western employer
- › Increasing share of software in portfolio (proprietary IoT toolset susietec®) and GreenTec products (solar inverters, E-Mobility)
- › Customised IoT solutions for Smart Factories, Medical, Defense, 5G Connectivity, Aerospace, Transportation, GreenTec

Attractive shareholder return



- › Strong cash-generating business
- › 50% of net income distributed to shareholders
- › Dividend proposal to the AGM 2024 of EUR 0.50 per share
- › Upside potential: PE ratio of 13.7 (2024E)*

Disclaimer

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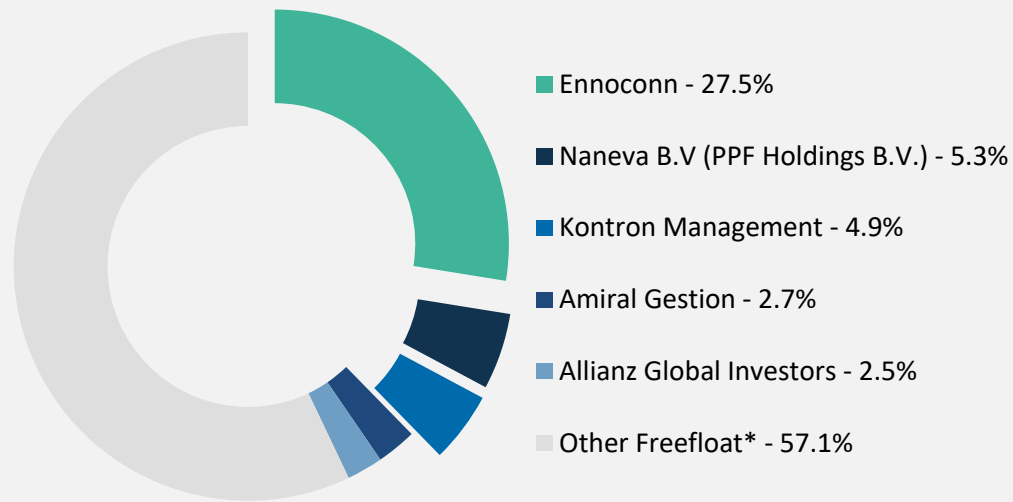
kontron
The Power of IoT

APPENDIX

The Kontron Share

SDAX® & TecDAX® member

Shareholder Structure



Target: Increase strategic shareholder base

Coverage**

Erste Group	Buy: EUR 26.50
Hauck & Aufhäuser	Buy: EUR 30.00
Jefferies	Buy: EUR 29.00
Kepler Cheuvreux	Buy: EUR 25.00
mwb research (prev. Alster)	Buy: EUR 34.00
Pareto Securities	Buy: EUR 31.00
Stifel	Buy: EUR 27.00
Warburg Research	Buy: EUR 26.00

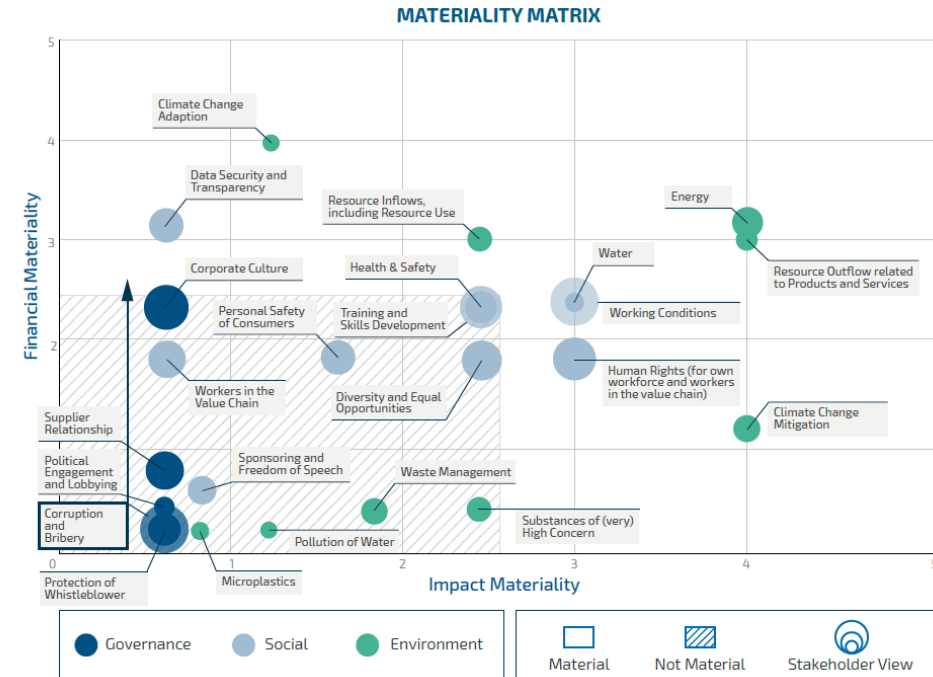
Average Target Share Price **EUR 28.70**

1 additional analyst will take on coverage of Kontron

Update on ESG: Achievements

Recognition of Kontron's ESG efforts

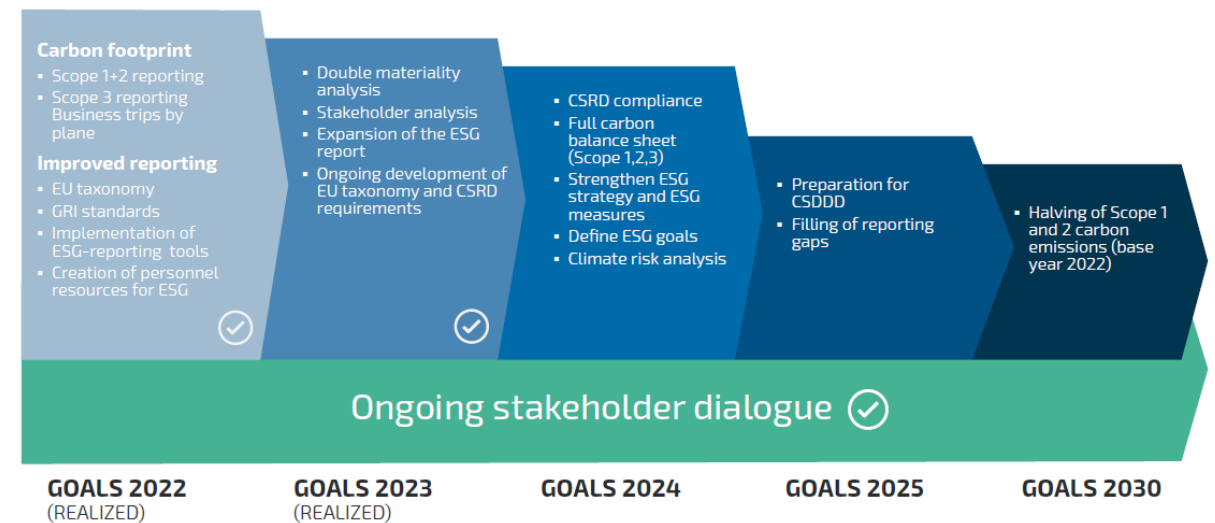
- › MSCI: BBB (stable since 2021)
- › EcoVadis: 50 - rated above industry average
- › Sustainalytics: 20.2 (low risk starts at 20)
- › Moody's: 38 – improvement by 4 points since 2022
- › ISS ESG: C- (stable)



- › Double Materiality Analysis (CSRD requirement) was completed – 10 material topics identified
- › Education
 - Kontron Sustainable Leadership Academy 2024 (focus on female employees)
 - Data Security Training Focus
- › Employee Survey – conducted among approx. 4,700 employees

Update on ESG: Outlook & Targets

- › Corporate Carbon Footprint (Full disclosure on Scope I, II, III)
- › Climate Risk Analysis
- › EU Taxonomy alignment
- › CSRD compliance – Sustainability Statement 2024 (ESRS) based on Double Materiality Analysis
- › Kontron’s Green Products – communicating our products better (product carbon footprint)
- › Kontron’s Green Products – Connecting sustainable Energy and ESG for higher performance
- › GreenTec – Upgrading GreenTec with IoT
- › CSDDD preparation
- › Compliance targets – update of policies (Supplier Code of Conduct, Code of Conduct, etc), increase in number of participants and participation rate of compliance trainings, integration of acquired companies



Competitive landscape

FY 2023 results

Leap forward in 2024 with Katek

Selected competitors in Industrial IoT	Revenue (in USD m)	Region
Curtiss Wright*	2,845	North America
Advantech	2,100	Asia
Beckhoff**	1,600	Europe
Kontron	1,400	Europe
ABB B&R	1,100	Europe
Mercury*	1,000	North America
Adlink	370	Asia
Seco	230	Europe
Eurotech	100	Europe
% as of total market (USD 254bn)	4%	

* Also not Industrial IoT revenues

** FY22 revenues

Our distinctive competitive advantages

- › Unmatched R&D scale: EUR 200m annual investments
- › Cost efficient solutions: EUR 47k p.a. average salary
- › Differentiated technology platform for high-value low-volume use cases
- › Deep and established relationships in the ecosystem: Intel, ARM, FoxConn, Microsoft, Siemens, GE, Nvidia, Hailo