



# Second quarter report 2024

**Connectivity**

**Electrification**

**Industry**

**Medical Devices**

**Defence/Aerospace**

Norway  
Sweden  
Denmark  
USA

Germany  
Lithuania  
Poland  
Czech Republic

China  
Malaysia  
India

# Message from our CEO

Kitron is well-positioned for growth over the next 12 months. With robust performance in the Defense & Aerospace sector and strategic cost-saving measures, the company is well-placed to capitalize on emerging opportunities in key growth areas such as AI, green technologies, and increased activities in the industrial base.

Our Nordic and U.S. facilities are very busy. So far this year the growth has been over 15%. Growth is expected to continue. At the end of the quarter, we announced orders of NOK 500 million from Kongsberg Defence & Aerospace for electronics for the Naval Strike Missile (NSM). Deliveries will start in 2025 and continue into 2026. Production will take place at Kitron's facility in Norway. To support the increasing demand for production in Norway, the project to build a new production facility was launched. The new 7,500 square meter site will be completed during the first half of 2026.

Our Central and Eastern Europe (CEE) operations have met the soft market challenges with effective cost initiatives while retaining capabilities for rapid future growth. Although consumer demand for EVs and green home technologies has been subdued due to rising interest rates and reduced government subsidies, we expect demand to slowly return towards the end of the year and in 2025. Other technologies show promising growth as well as new customer acquisition, implementation and ramp-up.

Demand has stabilized in Asia, particularly in China and previous demand reductions are being replaced by new orders yielding optimism for the future. Significant restructuring efforts have produced expected results positioning the three sites for success in an increasingly cost competitive market.

We are encouraged by our progress so far and maintain a long-term perspective, focusing on strong growth opportunities, both through new markets and customers as well as increased targeted M&A activities in key markets.

For the third quarter, we see slightly lower activities, largely due to the normal four-week slowdown in European industry activity. We anticipate that the fourth quarter will maintain the trends observed in the first half of the year and benefit from recovery in weaker sectors.

For the full year, we anticipate revenues to be between €660M and €710M, with an operating profit (EBIT) of €53M to €60M, including €5M in restructuring costs incurred in the first quarter.

By maintaining a long-term outlook and utilizing strategic initiatives, Kitron is well-equipped to navigate the current market environment and seize emerging opportunities.



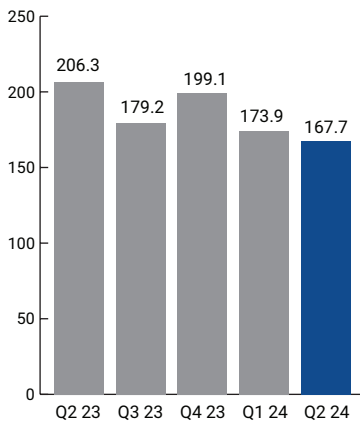
Peter Nilsson

Second quarter report 2024

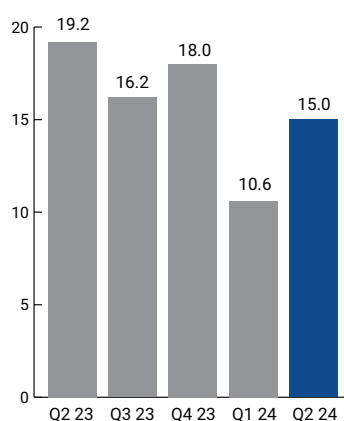
## Robust profitability and positive outlook despite sector challenges

- Continued growth in key markets
- Robust profitability
- Signs of market turnaround
- Restructuring program nears completion

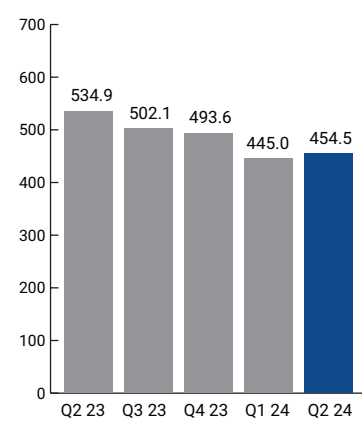
**REVENUE Group**  
EUR million



**EBIT Group**  
EUR million



**ORDER BACKLOG Group**  
EUR million



### Continued growth in key markets

Kitron's revenue for the second quarter was EUR 167.6 million, compared to 206.3 million last year. There was strong growth within the Defence/Aerospace market sector, but the other market sectors declined.

### Signs of market turnaround

Despite initial setbacks, there are promising signs of recovery in several key markets, including Asia and Europe. New NOK 500 million defence order was received in June. The order backlog ended at EUR 454.5 million, a decrease of 15 per cent compared to last year but an increase of 2 per cent from the preceding quarter.

### Robust profitability

The cost initiatives announced in the first-quarter report have been largely completed and contribute to an EBIT margin in the second quarter in line with the strategic target of 9 per cent.

Second quarter EBITDA\* was EUR 19.6 million (EUR 23.5 million), a decrease of 17 per cent compared to last year. Operating profit (EBIT)\* for the second quarter ended at EUR 15.0 million (EUR 19.2 million). Profitability expressed as EBIT margin\* was 8.9 per cent (9.3 per cent). Profit after tax was EUR 10.4 million (EUR 15.7 million), corresponding to EUR 0.05 earnings per share (EUR 0.08).

Kitron's revenue for the first half year was EUR 341.5 million (EUR 396.9 million), a decrease of 14 per cent compared to last year. First half year

EBITDA\* was EUR 34.8 million (EUR 44.8 million), a decrease of 22 per cent from last year. Operating profit (EBIT)\* for the first half year ended at EUR 25.5 million (EUR 36.5 million). Profitability expressed as EBIT margin\* was 7.5 per cent (9.2 per cent), including the restructuring charges of 4.8 million EUR in the first quarter. Profit after tax was EUR 16.9 million (EUR 29.0 million), corresponding to EUR 0.09 earnings per share (EUR 0.15).

In the second quarter Kitron paid dividend to shareholders of EUR 12.8 million compared to EUR 8.7 million last year.

### Restructuring program nears completion

The restructuring efforts have been effective, with expected cost-saving benefits largely materializing in the quarter. Final savings are expected when full integration of IT systems is achieved in the third quarter.

### Solid operating cash flow

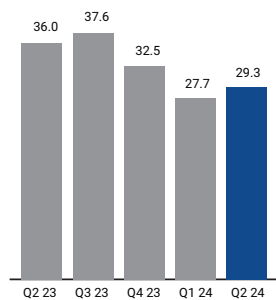
Operating cash flow was EUR 18.8 million (EUR 12.7 million) for the second quarter. Net working capital was EUR 188.0 million, a decrease of 1.0 per cent compared to the same quarter last year. Cash conversion cycle R3\* was up from 84 days to 112 days, and net working capital R3\* as a percentage of revenue was 28.4 per cent compared to 22.3 per cent last year. Return on operating capital (ROOC) R3\* was 22.3 per cent compared to 28.2 per cent in the same quarter last year. Capital efficiency ratios have stabilized. Our focus continues to be on improving the supply situation, as well as managing resources, cash and deliverables.

## Key figures

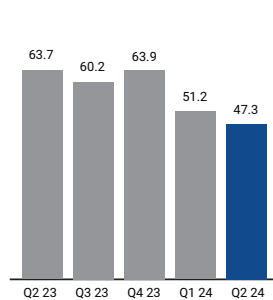
EUR million	Q2 2024	Q2 2023	Change	30.06.2024	30.06.2023	Change	Full year 2023
Revenue	167.6	206.3	(38.7)	341.5	396.9	(55.5)	775.2
EBIT	15.0	19.2	(4.2)	25.5	36.5	(11.0)	70.7
Order backlog	454.5	534.9	(80.3)	454.5	534.9	(80.3)	493.6
Operating cash flow	18.8	12.7	6.1	27.3	23.2	4.1	59.0
Net working capital	188.0	189.2	(1.3)	188.0	189.2	(1.3)	193.8

\* For definition – See Appendix «Definition of Alternative Performance Measures»

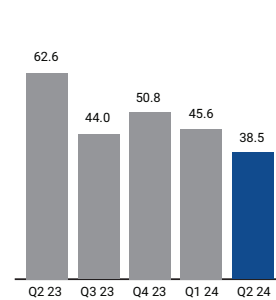
## REVENUE Connectivity EUR million



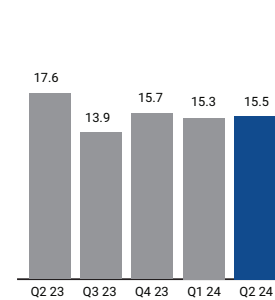
## REVENUE Electrification EUR million



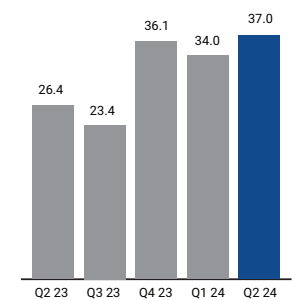
## REVENUE Industry EUR million



## REVENUE Medical Devices EUR million



## REVENUE Defence/Aerospace EUR million



### Order intake

Order intake in the quarter was EUR 177.1 million, which is 14 per cent higher than for the second quarter 2023. The order backlog ended at EUR 454.5 million, which is 15 per cent lower than at the same time last year.

Four-quarter moving average order intake was up from EUR 154.4 million at the beginning of the second quarter to EUR 159.8 million at the end of the quarter. Kitron's order backlog includes four months committed customer forecast plus all firm orders for later delivery.

## Markets

### Connectivity

Kitron's Connectivity sector is focused on connected devices. Many of these devices are sensors, continuously feeding data into increasingly advanced software, utilizing artificial intelligence to make predictions and improve efficiency and safety. Examples are multiplying, in everything from industrial control systems to medical devices monitoring vital functions and modern cars, containing many sensors communicating with the Internet. Another part of the connectivity market sector is communication, which supplies the backbone for sensors and IOT. Typical products here are wireless communication, optical transmission and networking products.

### Electrification

Kitron's Electrification sector is focused on the megatrend that sees the world increasingly moving to renewable energy and electrification. Examples are battery management, power grid transmission, power and electric drive management, charging and fuel cell technology. Kitron is involved with electrification from the power grid to end-user products, from control systems for offshore wind power to battery management systems and charging stations.

### Industry

Within the Industry sector, Kitron operates and delivers a complete range of services within industrial applications like automation, environmental, material warehousing and security. The Industry sector consists of three main product areas: control systems, electronic control units and automation.

### Medical devices

The medical device sector consists of the product areas diagnostics, life support, surgical, hospital and home care. Kitron is especially strong in ultrasound and cardiology systems, respiratory medical devices and Lab/IVD (In-Vitro Diagnostics).

### Defence/Aerospace

Aerospace is mainly navigation and communication equipment for civil and military avionics. Defence is primarily communication, encryption, and surveillance systems. The Defence/Aerospace sector is in general characterized by project deliveries.

## Revenue market sectors

EUR million	Q2 2024	Q2 2023	Change	01.01-30.06.2024	01.01-30.06.2023	Change	Full year 2023
Connectivity	29.3	36.0	(6.7)	57.1	70.1	(13.0)	140.4
Electrification	47.3	63.7	(16.4)	98.5	121.1	(22.6)	245.1
Industry	38.5	62.6	(24.1)	84.1	116.4	(32.3)	211.1
Medical devices	15.5	17.6	(2.1)	30.8	37.1	(6.3)	66.7
Defence/Aerospace	37.0	26.4	10.5	70.9	52.3	18.7	111.8
<b>Total group</b>	<b>167.6</b>	<b>206.3</b>	<b>(38.7)</b>	<b>341.5</b>	<b>396.9</b>	<b>(55.4)</b>	<b>775.2</b>

## Order backlog market sectors

EUR million	30.06.2024	30.06.2023	Change	31.12.2023
Connectivity	67.4	72.8	(5.3)	48.0
Electrification	145.1	193.4	(48.3)	174.4
Industry	59.3	120.7	(61.5)	93.2
Medical devices	20.1	25.9	(5.8)	22.2
Defence/Aerospace	162.7	122.1	40.6	155.8
<b>Total group</b>	<b>454.5</b>	<b>534.9</b>	<b>(80.3)</b>	<b>493.6</b>

## Operations

### Organisation

The Kitron workforce corresponded to 2 547 full-time employees (FTE) on 30 June 2024. This is a decrease of 729 FTE since the second quarter of 2023. The company's total payroll expenses in the second

quarter were EUR 3.5 million lower than in the corresponding period in 2023. The relative payroll costs ended at 16.8 per cent, up from 15.3 per cent of revenue in the second quarter last year.

## Revenue Business Sectors

EUR million	Q2 2024	Q2 2023	Change	01.01- 30.06.2024	01.01- 30.06.2023	Change	Full year 2023
Nordics & North America	94.1	81.7	12.4	186.1	160.8	25.3	325.0
CEE	50.7	84.9	(34.2)	112.6	155.4	(42.8)	304.8
Asia	24.8	43.2	(18.4)	47.4	88.1	(40.7)	157.4
Group and eliminations	(1.9)	(3.5)	1.6	(4.6)	(7.4)	2.8	(12.0)
<b>Total group</b>	<b>167.6</b>	<b>206.3</b>	<b>(38.7)</b>	<b>341.5</b>	<b>396.9</b>	<b>(55.4)</b>	<b>775.2</b>

## EBIT Business Sectors

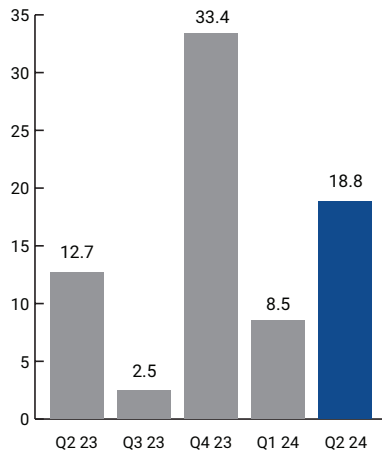
EUR million	Q2 2024	Q2 2023	Change	01.01- 30.06.2024	01.01- 30.06.2023	Change	Full year 2023
Nordics & North America	8.7	7.0	1.7	16.8	14.3	2.5	27.3
CEE	4.7	9.0	(4.3)	9.8	16.2	(6.4)	29.2
Asia	2.9	5.7	(2.8)	4.9	10.3	(5.4)	19.8
Group and eliminations	(1.3)	(2.5)	1.2	(6.0)	(4.3)	(1.7)	(5.6)
<b>EBIT</b>	<b>15.0</b>	<b>19.2</b>	<b>(4.2)</b>	<b>25.5</b>	<b>36.5</b>	<b>(11.0)</b>	<b>70.7</b>

## FTE Business Sectors

	30.06.2024	30.06.2023	Change	31.12.2023
Nordics & North America	1 088	997	91	994
CEE	955	1 488	(533)	1 376
Asia	504	791	(287)	631
<b>FTE</b>	<b>2 547</b>	<b>3 276</b>	<b>(729)</b>	<b>3 001</b>

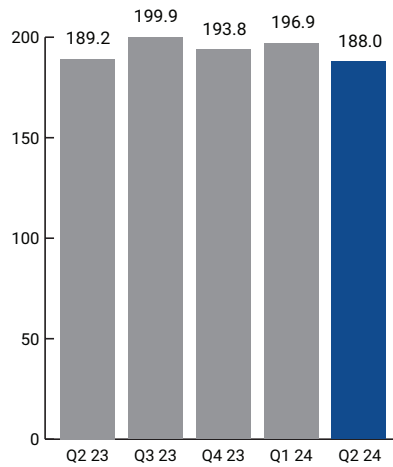
## OPERATING CASH FLOW Group

EUR million



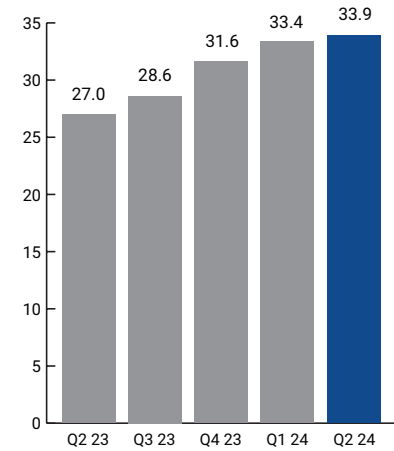
## NET WORKING CAPITAL Group

EUR million



## EQUITY RATIO Group

EUR million



## Finance

### Net financial items

During the quarter, net financial items amounted to a net cost of EUR 2.4 million. The corresponding figure for the second quarter last year was a net income of EUR 0.1 million. Net disagio for the second quarter amounted to EUR 0.05 million (2023: agio EUR 2.4 million).

### Balance sheet

Kitron's gross balance sheet as of 30 June 2024 amounted to EUR 551.8 million, compared to EUR 581.2 million at the same time in 2023.

Equity was EUR 187.0 million (EUR 157.0 million), corresponding to an equity ratio of 33.9 per cent (27.0 per cent). Return on equity was 22.2 per cent (40.4 per cent). Equity is influenced by foreign exchange effects from consolidation of foreign subsidiaries.

Inventory was EUR 148.6 million as of 30 June 2024 (EUR 183.1 million). Inventory turns\* was 2.6 in the second quarter 2024 (2023: 2.8). Deposits from customers are collected to partially offset the increased inventory.

Accounts receivables amounted to EUR 126.0 million at the end of the second quarter of 2024. The corresponding amount at the same time in 2023 was EUR 154.1 million. Contract assets were EUR 72.5 million as of 30 June 2024, compared to EUR 66.9 million at the same time in 2023.

Right-of-use assets amounted to EUR 23.9 million at the end of the second quarter compared to EUR 24.3 million at the same time last year. Right-of-use assets consist of buildings, land and vehicles amounting to EUR 11.6 million (2023: EUR 10.8 million) and machinery and equipment amounting to EUR 12.3 million (2023: EUR 13.5 million). Depreciation and interest costs related to leased buildings, land and vehicles were EUR 0.9 million and EUR 0.3 million respectively for the second quarter (2023: EUR 0.8 million and EUR 0.1 million respectively).

The group's reported net interest-bearing debt\* amounted to EUR 122.9 million as of 30 June 2024 (2023: EUR 142.5 million). Net gearing of the company was 0.7 (0.9). Net interest-bearing debt/ EBITDA is 1.6 for 12 months rolling compared to 1.8 for the same period last year. The net gearing and net interest-bearing debt / EBITDA exclusive IFRS 16 effects are 0.6 and 1.5 respectively.

## Outlook

For 2024, Kitron reiterates its outlook from the first-quarter report and expects revenue to be between EUR 660 and 710 million with an operating profit (EBIT) between EUR 53 and 60 million, including EUR 4.8 million in restructuring costs in the first quarter.

Oslo, 10 July 2024, Board of directors, Kitron ASA

## Condensed profit and loss statement

EUR million	Q2 2024	Q2 2023	01.01- 30.06.2024	01.01- 30.06.2023	Full year 2023
Revenue	167.6	206.3	341.5	396.9	775.2
Cost of materials	111.8	141.3	225.6	270.9	528.3
Payroll expenses	28.1	31.6	62.4	62.9	122.4
Other operational expenses	8.2	9.8	18.6	19.0	37.2
Other gains / (losses)	(0.0)	(0.2)	(0.1)	0.7	1.1
<b>Operating profit before depreciation and impairments (EBITDA)</b>	<b>19.6</b>	<b>23.5</b>	<b>34.8</b>	<b>44.8</b>	<b>88.3</b>
Depreciation	4.6	4.3	9.3	8.4	17.6
<b>Operating profit (EBIT)</b>	<b>15.0</b>	<b>19.2</b>	<b>25.5</b>	<b>36.5</b>	<b>70.7</b>
Net financial items	(2.4)	0.1	(4.3)	(0.9)	(6.0)
<b>Profit (loss) before tax</b>	<b>12.6</b>	<b>19.2</b>	<b>21.2</b>	<b>35.6</b>	<b>64.7</b>
Tax	2.2	3.6	4.3	6.6	13.7
<b>Profit (loss) for the period</b>	<b>10.4</b>	<b>15.7</b>	<b>16.9</b>	<b>29.0</b>	<b>51.1</b>
Earnings per share-basic	0.05	0.08	0.09	0.15	0.26
Earnings per share-diluted	0.05	0.08	0.08	0.15	0.26

## Condensed balance sheet

EUR million	30.06.2024	30.06.2023	31.12.2023
<b>ASSETS</b>			
Goodwill	44.7	44.6	44.8
Other intangible assets	27.0	27.7	27.2
Property, plant and equipment	50.8	36.9	47.8
Right-of-use assets	23.9	24.3	26.9
Deferred tax assets	6.1	8.2	6.2
Other receivables	0.9	1.0	0.9
<b>Total non-current assets</b>	<b>153.5</b>	<b>142.8</b>	<b>153.9</b>
Inventory	148.6	183.1	166.4
Accounts receivable	126.0	154.1	131.3
Contract assets	72.5	66.9	77.9
Other receivables	10.5	13.5	12.2
Cash and cash equivalents	40.8	20.8	39.0
<b>Total current assets</b>	<b>398.3</b>	<b>438.4</b>	<b>426.9</b>
<b>Total assets</b>	<b>551.8</b>	<b>581.2</b>	<b>580.8</b>
<b>LIABILITIES AND EQUITY</b>			
Equity	187.0	157.0	183.5
<b>Total equity</b>	<b>187.0</b>	<b>157.0</b>	<b>183.5</b>
Deferred tax liabilities	5.3	5.9	5.4
Interest bearing debt	114.9	116.6	113.3
Pension commitments	0.5	0.5	0.5
Other liabilities	1.1	1.1	1.1
<b>Total non-current liabilities</b>	<b>121.8</b>	<b>124.1</b>	<b>120.3</b>
Accounts payable	159.0	214.9	181.9
Other payables	29.6	31.5	33.8
Tax payable	5.6	7.2	6.3
Interest bearing debt	48.8	46.7	55.1
<b>Total current liabilities</b>	<b>243.0</b>	<b>300.2</b>	<b>277.1</b>
<b>Total liabilities and equity</b>	<b>551.8</b>	<b>581.2</b>	<b>580.8</b>

## Condensed cash flow statement

EUR million	Q2 2024	Q2 2023	01.01- 30.06.2024	01.01- 30.06.2023	Full year 2023
Profit before tax	12.6	19.2	21.2	35.6	64.7
Depreciations	4.6	4.3	9.3	8.4	17.6
Change in inventory, accounts receivable, contract assets and accounts payable	8.9	(5.7)	5.8	(5.7)	(10.2)
Change in net other current assets and other operating related items	(7.3)	(5.1)	(9.0)	(15.1)	(13.2)
<b>Net cash flow from operating activities *)</b>	<b>18.8</b>	<b>12.7</b>	<b>27.3</b>	<b>23.2</b>	<b>59.0</b>
<b>Net cash flow from investing activities</b>	<b>(2.1)</b>	<b>(3.6)</b>	<b>(4.7)</b>	<b>(7.0)</b>	<b>(16.3)</b>
<b>Net cash flow from financing activities *)</b>	<b>(23.4)</b>	<b>(14.9)</b>	<b>(21.2)</b>	<b>(21.0)</b>	<b>(29.5)</b>
Change in cash and cash equivalents	(6.7)	(5.8)	1.3	(4.9)	13.3
Cash and cash equivalents opening balance	47.6	26.0	39.0	25.9	25.9
Currency conversion of cash and cash equivalents	(0.1)	0.6	0.6	(0.2)	(0.2)
<b>Cash and cash equivalents closing balance</b>	<b>40.8</b>	<b>20.8</b>	<b>40.8</b>	<b>20.8</b>	<b>39.0</b>

\*) Change in factoring debt is reclassified from net cash flow from operating activities to net cash flow from financing activities

## Condensed statement of comprehensive income

EUR million	Q2 2024	Q2 2023	01.01- 30.06.2024	01.01- 30.06.2023	Full year 2023
Profit (loss) for the period	10.4	15.7	16.9	29.0	51.1
Actuarial gain / losses pensions	-	-	-	-	(0.0)
Gain / losses forward contract	-	-	-	-	(0.1)
Exchange differences on translation	(1.6)	(3.3)	(1.8)	(5.9)	(1.9)
<b>Total comprehensive income for the period</b>	<b>8.8</b>	<b>12.4</b>	<b>15.2</b>	<b>23.1</b>	<b>49.0</b>
<b>Allocated to shareholders</b>	<b>8.8</b>	<b>12.4</b>	<b>15.2</b>	<b>23.1</b>	<b>49.0</b>

## Changes in equity

EUR million	30.06.2024	30.06.2023	31.12.2023
<b>Equity opening balance</b>	<b>183.5</b>	<b>143.3</b>	<b>143.3</b>
Profit (loss) for the period	16.9	29.0	51.1
Paid dividends	(12.8)	(8.7)	(8.4)
Issue of ordinary shares	0.0	0.0	0.0
Employee share schemes	1.1	(0.7)	(0.5)
Other comprehensive income for the period	(1.8)	(5.9)	(2.0)
<b>Equity closing balance</b>	<b>187.0</b>	<b>157.0</b>	<b>183.5</b>



## Notes to the financial statements

### Note 1 – General information and principles

The condensed consolidated financial statements for the second quarter of 2024 have been prepared in accordance with International Financial Accounting Standards (IFRS) and IAS 34 for interim financial reporting. Kitron has applied the same accounting policies as in the consolidated financial statements for 2023. The interim financial statements do not include all the information required for a full financial report and should therefore be read in conjunction with the consolidated financial statements for 2023, which were prepared in accordance with the Norwegian Accounting Act and IFRS, as adopted by the EU. The consolidated financial statements for 2023 are available upon request from the company and at [www.kitron.com](http://www.kitron.com).

### Note 2 - Estimates

The preparation of the interim financial statements requires the use of evaluations, estimates and assumptions that affect the application of the accounting principles and amounts recognised as assets and liabilities, income and expenses. The actual results may deviate from these estimates. The important assessments underlying the application of Kitron's accounting policy and the main sources of uncertainty are the same for the interim financial statements as for the consolidated statements for 2023.

### Note 3 – Financial risk management

Kitron's business exposes the company to financial risks. The purpose of the company's procedures for risk management is to minimise possibly negative effects caused by the company's financial arrangements.

### Note 4 – Other gains and losses

Other gains and losses consist of net currency gains and losses.

## Responsibility statement

We confirm, to the best of our knowledge, that the condensed set of financial statements for the period 1 January to 30 June 2024 has been prepared in accordance with IAS 34 - Interim Financial Reporting, and gives a true and fair view of the group's assets, liabilities, financial position and profit or loss as a whole. We also confirm, to the best of our knowledge, that

the interim management report includes a fair review of important events that have occurred during the first six months of the financial year and their impact on the condensed set of financial statements, a description of the principal risks and uncertainties for the remaining six months of the financial year, and major related parties transactions



**Tuomo Lähdesmäki**  
Chairman



**Michael Lundgaard Thomsen**  
Board Member



**Petra Grandinson**  
Board Member



**Maalfrid Brath**  
Board Member



**Gyrid Skalleberg Ingerø**  
Board Member



**Tone Aas**  
Employee Elected Board Member



**Henriette Stene**  
Employee Elected Board Member



**Jarle Larsen**  
Employee Elected Board Member



**Peter Nilsson**  
CEO of Kitron ASA

## Appendix

### Definition of Alternative Performance Measures

Kitron uses terms in the consolidated financial statements that are not anchored in the IFRS accounting standards. As being an Electronics Manufacturing Services company, Kitron uses Alternative Performance Measures which are relevant for understanding and evaluation of performance within manufacturing.

Our definitions and explanations of these terms follow below.

#### 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 + Contract assets + Accounts Receivables – 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 %

$(\text{Last 3 months Operating profit (EBIT)} \times 4) / (\text{Last 3 months Operating Capital} / 3)$

#### Direct Cost

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

#### Days of Inventory Outstanding

$360 / (\text{Annualised Direct Costs} / (\text{Inventory} + \text{Contract assets}))$

#### Days of Inventory Outstanding R3

$360 / ((\text{Last 3 months Direct Costs} \times 4) / (\text{Last 3 months Inventory and Contract assets} / 3))$

#### Days of Receivables Outstanding

$360 / (\text{Annualised Revenue} / \text{Trade Receivables})$

#### Days of Receivables Outstanding R3

$360 / ((\text{Last 3 months Revenue} \times 4) / (\text{Last 3 months Trade Receivables} / 3))$

#### Days of Payables outstanding

$360 / ((\text{Annualised Cost of Material} + \text{Annualised other operational expenses}) / \text{Trade Payables})$

#### Days of Payables Outstanding (R3)

$360 / (((\text{Last 3 months (Cost of Material} + \text{other operational expenses)} \times 4) / (\text{Last 3 months Trade Payables} / 3))$

#### 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)

#### Inventory turns

Annualised direct costs / (Inventory + Contract assets)

#### Variable contribution

Revenue - Direct cost

#### Net gearing

Net interest bearing debt / Equity

#### Equity Ratio

The ratio of Equity to Total Assets

#### Return on Equity

$(\text{Last 3 months Profit (loss) for the period} \times 4) / (\text{Last 3 months Equity} / 3)$



Kitron is a leading Scandinavian Electronics Manufacturing Services company. The company has manufacturing facilities in Norway, Sweden, Denmark, Lithuania, Poland, the Czech Republic, India, China, Malaysia and the US and has about 3 000 employees. Kitron manufactures both electronics that are embedded in the customers' own product, as well as box-built electronic products. Kitron also provides high-level assembly (HLA) of complex electromechanical products for its customers.

Kitron offers all parts of the value chain: From design via industrialisation, manufacturing and logistics, to repairs. The electronics content may be based on conventional printed circuit boards or ceramic substrates.

Kitron also provides various related services such as cable harness manufacturing and components analysis, and resilience testing, and source any other part of the customer's product. Customers typically serve international markets and provide equipment or systems for professional or industrial use.