

KITRON GROUP

Q2 2026 Results

Resilience by design

Investor presentation / July 2026

Peter Nilsson, President & CEO / Cathrin Nylander, CFO

A quarter that delivered

Record revenue, all five sectors growing, strong cashflow

REVENUE

€295.7m

+72% YoY (€172.2m)

EBIT

€28.3m

+89% YoY (€15.0m)

EBIT MARGIN

9.6%

+90 bps (8.7%)

ORDER BACKLOG

€794.3m

+56% YoY / -1.5% QoQ

BOOK-TO-BILL ORGANIC

1.05

Group above 1.0x

OP. CASH FLOW

€47.1m

+144% YoY (€19.3m)

THE STORY OF Q2

All five market sectors and all three regions grew year on year. Defence & Aerospace more than tripled and now represents around half of group revenue. EBIT margin of 9.6% is above our 9% target — and Q2 delivered €47.2m of operating cash: the growth is converting to cash.

Operations & growth

Strong execution through a tight supply market, 2026 outlook reaffirmed

01 EXECUTION

Operational momentum holding

Customer ramp-ups progressing across all sites. CEE delivered a 14.7% EBIT margin as capacity converts the Defence ramp; Malaysia reached break-even in June. Quarter 2 was the strongest in our history. In Norway, the new Longum site came into service early in the quarter, and we have now largely completed the production transfers from Kilsund.

02 SUPPLY CHAIN

Tight all quarter — managed, not absorbed

The electronics supply chain tightened further, and allocation conditions are expected to persist into H2. Our response is discipline: long-horizon purchase orders, inventory commitments backed — and in many cases funded — by our customers, dual sourcing and early escalation. Late supplier de-commitments remain part of daily life; we have planned for them.

03 NEW BUSINESS

Demand with depth

A broad set of new programs booked across all five sectors in the quarter — split evenly between new and existing customers. New customers welcomed in Autonomous Defence, 5G Connectivity and Solid-State Power Units; new programs in Ruggedized Edge Computing and Quantum Security. Rolling demand outlook strengthened further.

04 2026 OUTLOOK

Reaffirmed with confidence

Now trending to the top end Revenue €900–1,050m / EBIT €84–108m — backed by a strong organic order book with book-to-bill above 1.x, with capacity expanding where demand is. Supply chain is tight - Demand is strong. Our task in the second half is converting demand through a tight supply market.

Sector revenue

All five sectors grew year on year — Defence & Aerospace tripled

Defence & Aerospace

+234% YoY

Now ~50% of group revenue and 60% of order backlog. European rearmament, unmanned systems, missile programs, combat vehicles and naval hardware. Tactical communications growth over several years.

Connectivity

+18% YoY

Wireless module volumes inflecting; industrial IoT and smart sensor solutions growing structurally.

Medical devices

+16% YoY

Critical care and patient care leading; the steady compounder through the cycle.

Industry

+13% YoY

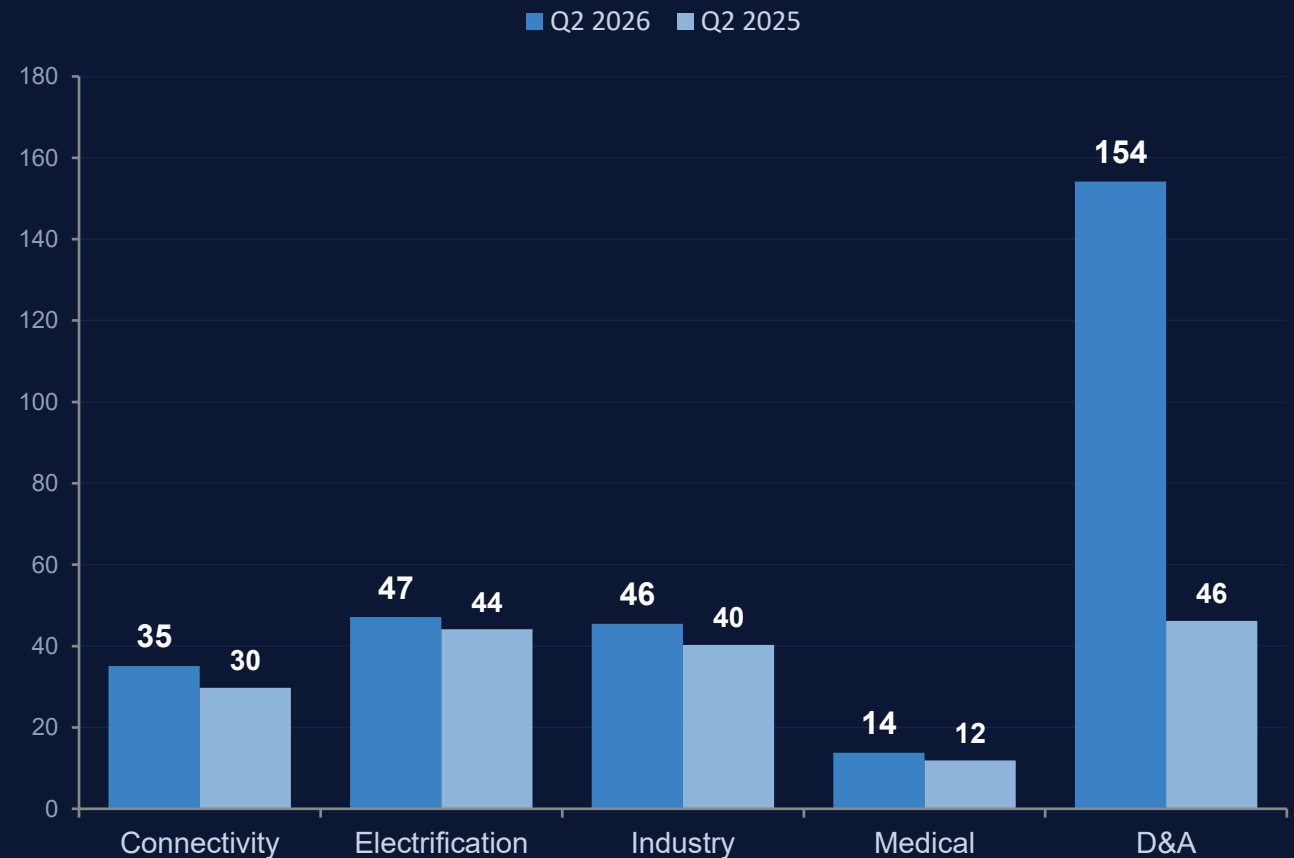
Book-to-bill of 1.4x YTD — the group’s strongest intake ratio; for pure industrial Tier 2 and lower customers - cost pass-through hardest here.

Electrification

+7% YoY

Data-center demand intact; Q2 doubled vs. Q1 with orders to stay on that level. A major grid programme enters serial production in H2.

Revenue by sector (€m)



Two quarters in a row with every sector growing — the pattern is the portfolio, not the quarter. Defence carries the headline; Industry’s intake says the non-defence recovery is being ordered now.

Backlog & forward demand

Backlog converting into record revenue — and refilling at a 1.15x YTD book-to-bill

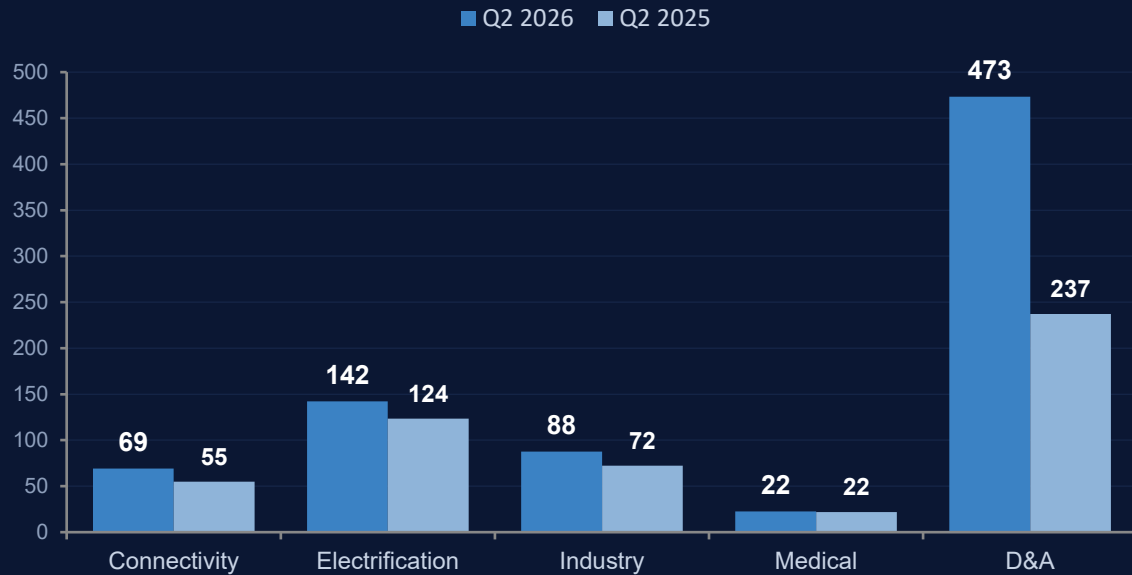
ORDER BACKLOG
€794.3m
 +56% YoY / -1.5% QoQ

BOOK-TO-BILL ORGANIC
1.05x
 Group above 1.0x

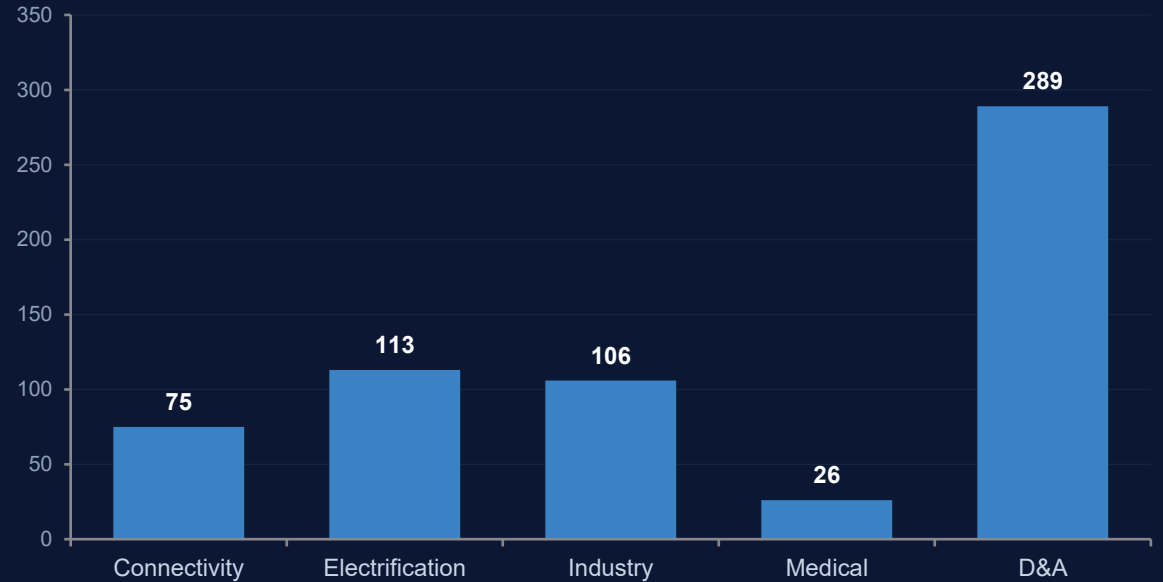
R6 DEMAND OUTLOOK
~€609m
 front-loaded by ~10%

D&A SHARE OF BACKLOG
60%
 from 45% a year ago

Order backlog by sector (€m)



R6 forward demand outlook (€m)



Note: R6 outlook is intentionally front-loaded with ~10% flexibility to absorb supply variability; normal seasonality softens Q3. The -1.4% QoQ backlog move sits at the sites where Perennial Autonomy and Epiroc are shipping — backlog converting to revenue, refilled by a 1.15x YTD book-to-bill.

Q2 2026 financial highlights

Performance measures expressed in €m, prior year comparators in brackets

REVENUE

€295.7m

+72% (€172.2m)

EBIT

€28.3m

+89% (€15.0m)

EBIT MARGIN

9.6%

+90 bps (8.7%)

EBITDA

€35.1m

+79% (€19.6m)

NET INCOME

€21.4m

+114% (€10.0m)

EPS

€0.10

+100% (€0.05)

OP. CASH FLOW

€47.1m

+144% (€19.3m prior year)

ROOC R3

39.0%

+16 ppts (23.0%)

NWC R3 / SALES

15.4%

from 26.8%

CASH CYCLE R3

60 days

from 104 days

NIBD / EBITDA

0.3x

from 1.4x

EQUITY %

39.2%

from 36.3%

H1 2026 financial highlights

Performance measures expressed in €m, prior year comparators in brackets

REVENUE

€568.4m

+69% (€336.8m)

EBIT

€53.9m

+96% (€27.5m)

EBIT MARGIN

9.5%

+130 bps (8.2%)

EBITDA

€66.9m

+81% (€36.7m)

NET INCOME

€41.4m

+135% (€17.6m)

EPS

€0.19

+111% (€0.09)

OP. CASH FLOW

€52.1m

+66% (€31.4m prior year)

ROOC R3

39.0%

+16 ppts (23.0%)

NWC R3 / SALES

15.4%

from 26.8%

CASH CYCLE R3

60 days

from 104 days

NIBD / EBITDA

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EQUITY %

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from 36.3%

Business sectors by region

Revenue, EBIT and headcount across our three operating regions

REVENUE (€m)

Business sectors	Q2 2026	Q2 2025	Change	31.12.2025
Nordics & North America	131.0	96.0	+35.0	391.7
CEE	140.2	56.7	+83.5	265.7
Asia	27.8	22.3	+5.4	91.9
Group and eliminations	-3.3	-2.8	-0.5	-11.0
Revenue	295.7	172.2	+123.5	738.3

EBIT (€m)

Business sectors	Q2 2026	Q2 2025	Change	31.12.2025
Nordics & North America	10.6	9.4	+1.2	36.3
CEE	20.6	5.4	+15.2	27.8
Asia	2.7	2.1	+0.6	11.1
Group and eliminations	-5.6	-1.9	-3.6	-10.7
EBIT	28.3	15.0	+13.4	64.5

HEADCOUNT (FTE)

Region	Q2 2026	Q2 2025	Change	31.12.2025
Nordics & North America	1 362	1 061	+300	1 150
CEE	1 391	929	+462	1 406
Asia	607	484	+123	534
Total FTE	3 359	2 474	+885	3 090

REGIONAL VIEW

CEE: revenue +147% YoY

Now the largest region by revenue. Capacity expansion paying off; key customer ramps performing.

Nordics & NA: revenue +36% YoY

Steady growth but margin at 8.1% — slightly below target. Supply-gated phasing concentrated here; timing, not demand.

Asia: revenue +25% YoY

Margin close to 10%. Malaysia maturing as a non-China alternative.

FTEs: 3 359

+885 vs Q2 2025 (+36%), reflecting capacity to support backlog conversion.

Organic and inorganic growth

Kitron Eltech (formerly DeltaNordic) consolidated from 1 January 2026 — zero prior-year comparables

Q2 REVENUE (€m)

Sector	Q2 2025	Organic	Eltech	Q2 2026	Org. Δ%
Connectivity	29.7	35.1	-	35.1	+18.2%
Electrification	44.1	46.8	0.3	47.1	+6.1%
Industry	40.3	38.6	6.9	45.5	-4.2%
Medical	11.9	13.7	-	13.7	+15.0%
D&A	46.2	144.9	9.3	154.2	+213.6%
Total	172.2	279.2	16.5	295.7	+62.1%

ORDER BACKLOG 30.06 (€m)

Sector	Q2 2025	Organic	Eltech	Q2 2026	Org. Δ%
Connectivity	54.8	69.0	-	69.0	+25.9%
Electrification	123.5	141.9	0.3	142.2	+18.4%
Industry	72.2	77.0	10.6	87.6	+6.6%
Medical	21.7	22.4	-	22.4	+3.2%
D&A	237.1	426.7	46.5	473.2	+88.0%
Total	509.3	737.0	57.4	794.3	+44.7%

ORDER INTAKE Q2 (€m)

Sector	Organic	Eltech*	Q2 2026	BtB org.	BtB total
Connectivity	39.9	0	39.9	1.14	1.14
Electrification	35.1	-0.2	34.9	0.75	0.74
Industry	56.9	-15.1	41.8	1.47	0.92
Medical	16.9	-	16.9	1.22	1.22
D&A	143.3	7.0	150.6	0.99	0.98
Total	292.1	-8.0	284.1	1.05	0.96

REVENUE

Organic growth: +62.1%

Even excluding Eltech, revenue grew 62% year on year. D&A organic revenue tripled (+214%). Industry shows a -4% organic dip — the Eltech contribution of €6.9m creates the reported +12.9% total growth. All other sectors are essentially pure organic.

ORDER BACKLOG

Organic backlog: +44.7%

Organic backlog of €737.0m is up 44.7% YoY — record-level visibility even without the acquisition. Eltech adds €57.4m. Total backlog €794.4m, -1.5% from the Q1 record as large Defence and Industry programmes ship.

ORDER INTAKE

Organic BtB: 1.05x

Organic intake of €292.1m supports a 1.05x BtB — organic backlog still building. Group total 0.96x in the quarter reflects backlog converting into record revenue; YTD book-to-bill stands at 1.15x. Eltech's intake reflects multi-year framework agreements booked on consolidation.

* Eltech adjustments to previously reported order backlog create negative orders received in the quarter.

Cash flow & working capital

The cash engine has turned on — €47m of operating cash in Q2; H1 operating cash flow 78% of EBITDA

CASH FLOW (€m)

Cash flow	Q2 2026	Q2 2025	FY 2025
Profit before tax	26.6	12.7	55.1
Depreciations	6.8	4.5	18.6
Change in inventory, AR, contract assets, AP	15.6	9.2	52.5
Change in other operating items	-1.8	-7.2	-32.6
Net cash from operating activities	47.1	19.3	93.6
Net cash from investing activities	-5.8	-2.0	-12.4
Net cash from financing activities	-19.1	-10.4	17.6

NET WORKING CAPITAL (€m)

Net working capital	Q2 2026	2Q 2025	31.12.25
Inventory	191.6	144.1	155.1
Contract assets	100.8	81.5	98.9
Trade receivables	192.4	132.1	150.1
Trade payables	327.1	177.0	268.7
Net working capital	157.7	180.7	135.4

OPERATING CASH FLOW

€47.2m in Q2 vs €19.3m last year — collections converted the spring's record deliveries and payables rebuilt in step. YTD €52.1m — close to our strategic target of 80% of EBITDA. even while funding ~69% growth.

NET WORKING CAPITAL

€157.7m, down 12.7% YoY. NWC R3 as % of sales improved to 15.4% (from 26.8%). One strong collections month is not a run-rate — the structural story is the cash conversion cycle, nearly halved from 117 to 60 days over five quarters.

INVESTING and FINANCING CASH FLOW

In Q1 €-59m DeltaNordic settlement (in January). In Q2 underlying capex which remains disciplined.

Dividend of €-14m was paid in Q2 (€-6m last year).

Financial ratios

Capital efficiency and balance-sheet quality

KEY RATIOS

Ratios	30.06.2026	Q2 2025	31.12.2025
R3 NWC % of sales	15.4%	26.8%	15.9%
R3 ROOC % of EBIT	39.0%	23.0%	39.3%
R3 Cash conversion cycle	60 days	104 days	55 days
Net interest-bearing debt (€m)	30.5	96.0	-31.6
Net gearing	0.08	0.51	-0.10
NIBD / EBITDA	0.3	1.4	-0.4
Equity %	39.2%	36.3%	42.4%
EPS quarter (€)	0.10	0.05	0.08
EPS YTD (€)	0.19	0.09	0.22

RETURN ON OPERATING CAPITAL

ROOC R3 at 39.0% — consistently strong. Operating leverage on a stable cost base.

BALANCE SHEET STRENGTH

NIBD/EBITDA 0.3x, net gearing 0.08. Conservative leverage even after the DeltaNordic settlement.

EARNINGS PER SHARE

Q2 EPS €0.10 vs €0.05 — doubled YoY; €0.19 YTD. Translating revenue growth into shareholder return.

Why €1.5 billion is credible

Booked demand, deeper customer engagement, structural themes

MEDIUM-TERM AMBITION

€1.5

billion annual revenue

ANCHORED IN

- A €794m order book (+56% YoY) and €1,255m of R12 order intake
- The deepest 2026 / 2027 / 2028 opportunity pipeline in our history
- Customers engaging earlier, on larger and longer programmes
- Eight sites building Defence & Aerospace today — a platform engineered for speed and scale

STRUCTURAL THEME 01

European defence rearmament

NATO commitments rising toward 3.5%+ of GDP — and EU defence instruments now disbursing real money. Multi-year programme cycles, not point orders.

STRUCTURAL THEME 02

Grid & data-centre electrification

Power conversion, grid modernisation and data-centre infrastructure underpin a multi-year demand cycle. Recovery of the Electrification base is visible through H1.

STRUCTURAL THEME 03

Industrial digitalisation

Industry 4.0 retrofit, advanced sensors, mining & infrastructure automation. Industry book-to-bill of 1.4x YTD — the strongest intake ratio in the group.

Key takeaways

Five things to remember about Q2 2026

01

All five sectors, all three regions — a broad-based record

€295.7m revenue (+71.7% YoY), organic growth +62%. All five sectors and all three regions grew. Defence & Aerospace tripled and is now around half of group revenue.

02

The cash engine has turned on

EBIT €28.3m at 9.6% margin (H1: 9.5%). Q2 delivered €47.1m of operating cash — YTD operating cash flow now close to strategic target of 80% OF EBITDA

03

Backlog converting — and refilling

Backlog €794.3m (+56% YoY), YTD Book-to-Bill 1.15x. R6 demand outlook ~€609m, front-loaded for flexibility.

04

Expanding where the demand is

Eltech contributed €16.5m in Q2. Kungsängen extended, Jönköping accredited for Eltech Defence, Örnsköldsvik new-build planned for early 2028.

05

On the road to €1.5 billion

2026 outlook now trending to be in the top end of €900–1,050m revenue / €84–108m EBIT. The task for the second half is converting demand through a tight supply market. The medium-term pipeline supports our €1.5bn ambition.

KITRON GROUP

Q&A

Thank you.

Next reporting: Q3 2026 / October 22, 2026

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Appendix — Alternative performance measures

Definitions of key APMs used in this presentation

Order backlog	All firm orders and four months of committed customer forecast at revenue value.
EBIT / EBITDA	Operating profit / Operating profit + depreciations and impairments.
EBIT margin	EBIT / Revenue.
Net working capital (NWC)	Inventory + accounts receivable – accounts payable.
Operating capital	Other intangible assets + tangible fixed assets + net working capital.
ROOC R3	$(\text{Last 3 months EBIT} \times 4) / (\text{Last 3 months operating capital} / 3)$.
NWC R3 % of sales	Last 3 months NWC / annualised revenue.
Cash conversion cycle (CCC) R3	Days inventory outstanding R3 + days receivables R3 – days payables R3.
Net interest-bearing debt (NIBD)	Interest bearing debt + Lease liabilities (Non-current liabilities) + Interest bearing debt + Lease liabilities (Current liabilities) less Cash and cash equivalents
Net gearing	NIBD / Equity.
Book-to-Bill	Order intake / revenue, single quarter.
R6 demand outlook	Six-month forward demand, including firm orders and committed customer forecast, front-loaded.