



KONGSBERG

# CAPITAL MARKETS DAY 2019



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# AGENDA FOR CAPITAL MARKETS DAY 2019

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12:00

Lunch

12:30

Welcome

Jan Erik Hoff,  
VP IR

12:35

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Geir Håøy, *President & CEO*  
Gyrid Skalleberg Ingerø, *CFO*

13:30

Break

13:45

Kongsberg  
Defence &  
Aerospace

Eirik Lie,  
President

14:15

Kongsberg  
Digital

Hege Skryseth,  
President

14:35

Kongsberg  
Maritime

Egil Haugsdal,  
President

15:10

Q&A and  
final  
remarks

15:30

End



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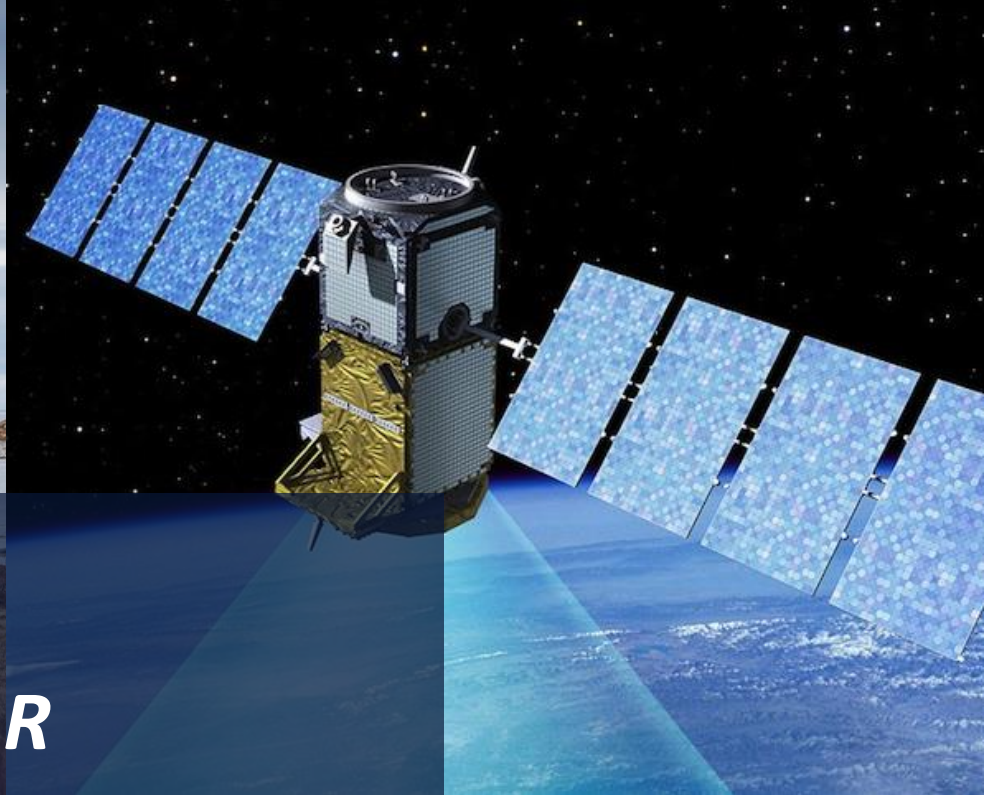
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# STATE OF KONGSBERG

24/09/2019

Geir Håøy,  
President & CEO





***AN EVENTFUL YEAR***





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Part 1: KONGSBERG Technology Power House

Part 2: Strategy update

Part 3: Our roadmap to create competitive power

Part 4: How we will create shareholder value



# TECHNOLOGY POWER HOUSE



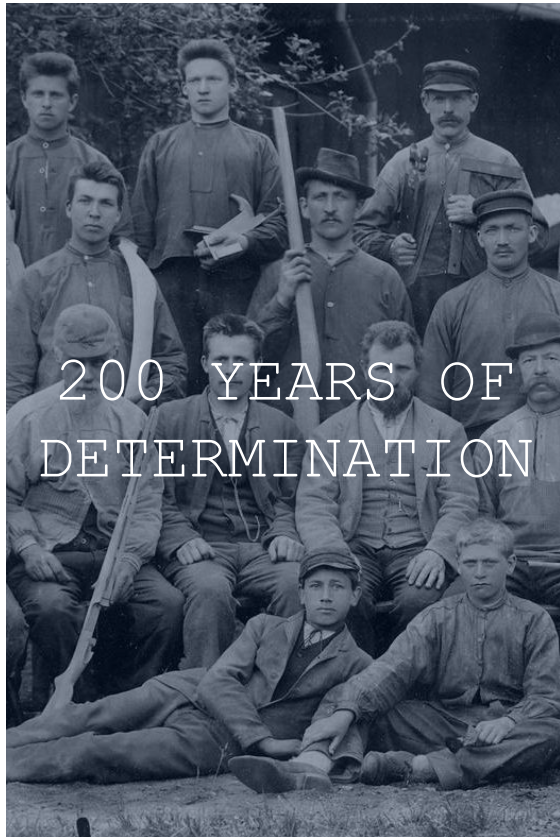




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# MORE THAN 200 YEARS OF EXCELLENCE

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200 YEARS OF  
DETERMINATION



INNOVATIVE  
BREAKTHROUGHS



COLLABORATIVE  
GLOBAL PLAYER



RELIABLE  
OPERATIONS



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# WE ARE A WORLD LEADING TECHNOLOGY GROUP WITH A COMMON CORE

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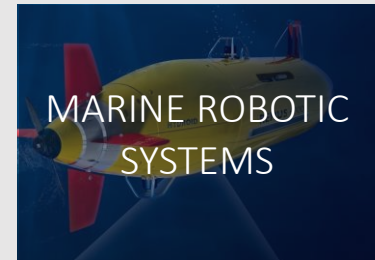
# OUR TECHNOLOGY LEADERSHIP CREATES SYNERGIES ACROSS INDUSTRIES

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## BASELINE TECHNOLOGIES



## SYNERGIES BETWEEN OUR INDUSTRIES



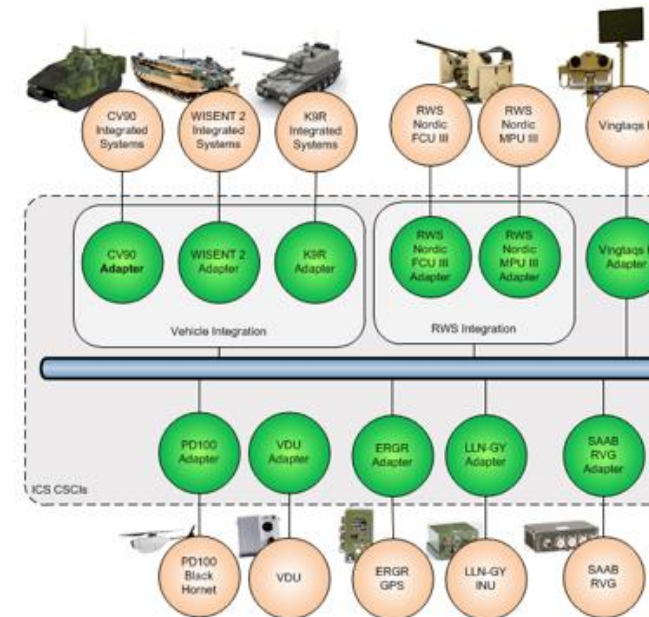


# AN EXAMPLE ON HOW OUR BASELINE TECHNOLOGIES ARE UTILIZED

## BASELINE TECHNOLOGIES



## SW CONTROL SYSTEM Open Tactical Framework (OTF)





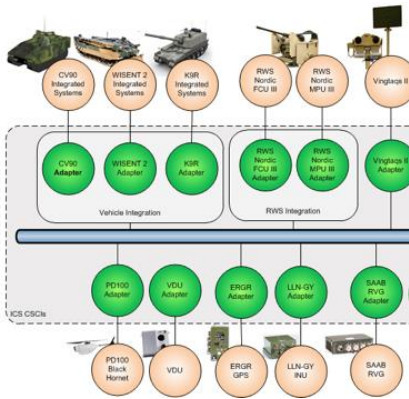


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# OTF UTILIZED AND DEVELOPED ACROSS ALL BUSINESS AREAS

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## SW CONTROL SYSTEM Open Tactical Framework (OTF)



Submarines & Combat Vehicles



KCS Johan Sverdrup

Vessel systems

Remote Tower



NASAMS

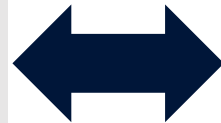
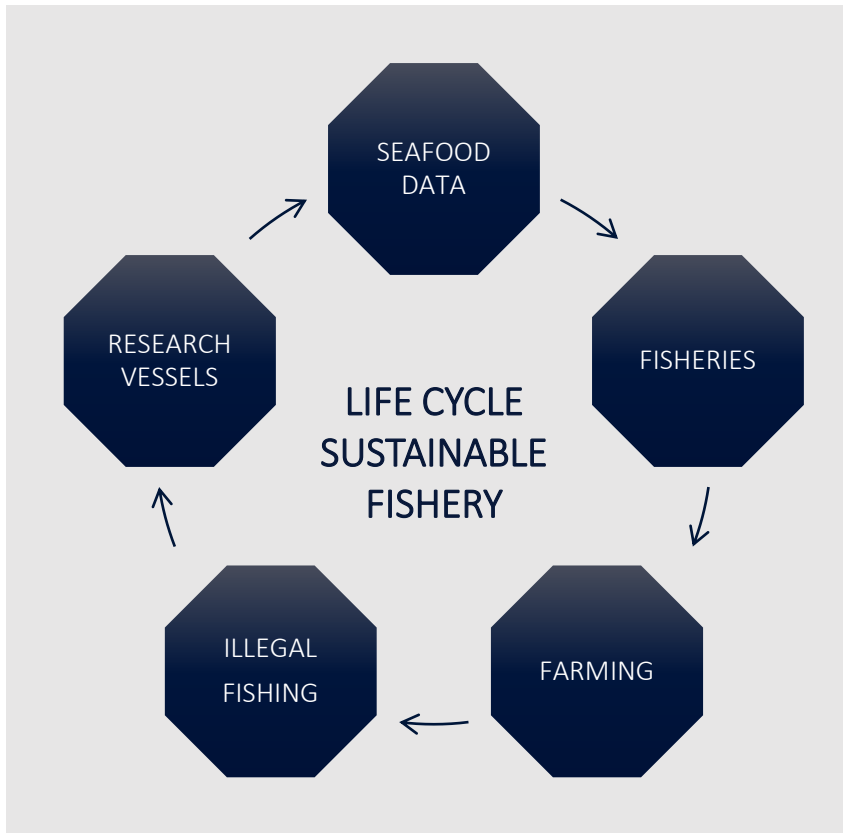





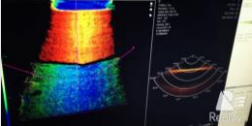



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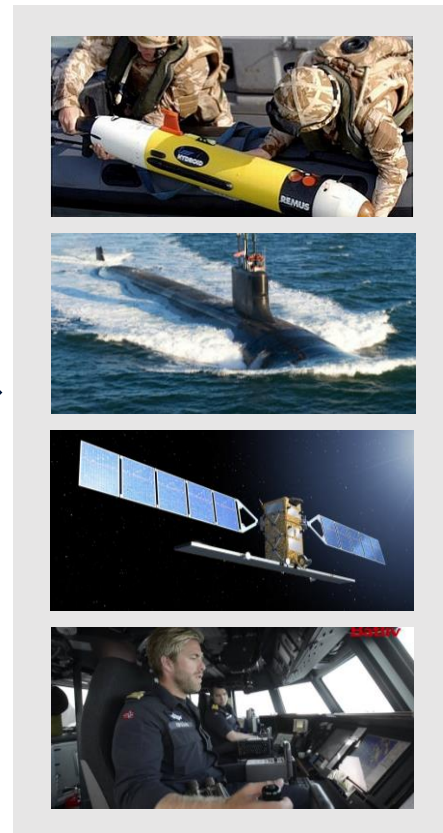
# HOW OUR TECHNOLOGIES ENABLES SUSTAINABLE HARVESTING OF THE OCEANS

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### ENABLING TECHNOLOGIES

-  AUVs
-  SONARS
-  ECCO SOUNDERs
-  SURVEILLANCE
-  DECISION SUPPORT







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Part 1: KONGSBERG Technology Power House

Part 2: Strategy update

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Part 3: Our roadmap to create competitive power

Part 4: How we will create shareholder value



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# WHAT WE SAID AT CMD 2017

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## GROUP STRATEGIC PRIORITIES

*Adapting to changing markets while pursuing significant opportunities*



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### MARKET LEADERSHIP

Expand scope from our leading positions



### DEFENCE

Increase market penetration with a modern product portfolio



### TECHNOLOGY OPPORTUNITIES

Drive our competitive technology base for new positions

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CMD<sup>2017</sup>  
CAPITAL MARKETS DAY





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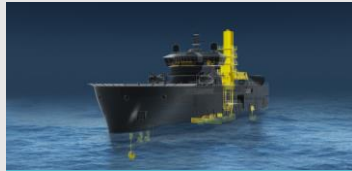
# STRATEGY UPDATE

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TECHNOLOGY POWER HOUSE

SUSTAINABILITY

PORTFOLIO MANAGEMENT



MARITIME



DEFENCE AND AEROSPACE



DIGITAL

DELIVER ON  
FINANCIAL  
TARGETS



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# ENVIROMENTAL, SOCIAL AND GOVERNANCE - OUR LICENSE TO OPERATE -

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LOW EMISSION  
FOOTPRINT



ANTI-  
CORRUPTION



HEALTH  
AND SAFETY



HUMAN  
RIGHTS



EXPORT AND  
COMPLIANCE



DIVERSITY AND  
INCLUSION



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# THE WORLD IS CHANGING





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# LONG TERM STRATEGY – DEVELOP COMPETITIVE POWER

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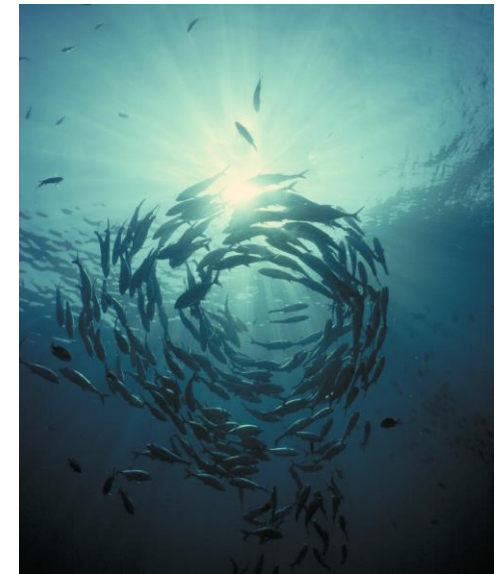
FINANCIAL  
STRENGTH



PLAY TO OUR STRENGTHS  
→ GLOBAL #1



WIN –WIN PARTNERSHIPS



MARKETS WHERE WE SOLVE  
SOCIETY CHALLENGES





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# OCEAN EXPERT SOLVING GLOBAL CHALLENGES

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*Our Technology Leadership  
makes a difference to people  
and the planet*







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# THE HUNT FOR FUTURE TALENTS INTENSIFY

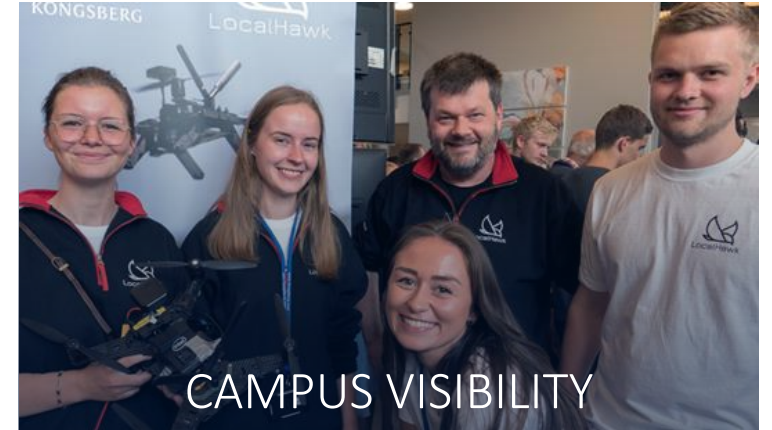
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SUMMER STUDENT PROGRAMMES



RANKED #3 AS MOST ATTRACTIVE



CAMPUS VISIBILITY



YOUR EXTREME NTNU



YOUNG PROFESSIONALS



STUDENTS MEET TOP MANAGEMENT



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# KEY DRIVERS FOR VALUE CREATION


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ONE KONGSBERG  
TECHNOLOGY  
POWER HOUSE

HARVEST TECHNOLOGY  
SYNERGIES ACROSS  
GROUP



CAPITAL  
ALLOCATION

SOLID BALANCE SHEET.  
INVEST FOR ORGANIC  
GROWTH


SHAREHOLDER RETURN



SUSTAINABLE  
GROWTH

GROW AT OR ABOVE  
MARKET

BNOK >30 IN 2022



IMPROVE  
PROFITABILITY

INCREASED  
PROFITABILITY

EBITDA-MARGIN  
>12 % IN 2022



A futuristic industrial landscape. In the foreground, several offshore oil rigs are visible in the water. In the middle ground, a row of wind turbines stands in the water. To the right, an LNG ship is docked at a pier. Further right, a jet fighter is flying over the water, with a missile being launched. In the background, there are mountains and a satellite dish. In the bottom left, several submersibles are visible underwater, connected by a network of lines.

***OUR INDUSTRIES ARE  
CHANGING – WE ARE GOING  
TO LEAD THE CHANGE***





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