



KONGSBERG

CMD 2020
**MAKING A
DIFFERENCE**

12/11/2020

Geir Håøy
CEO & President



KONGSBERG

DISCLAIMER

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Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements.



KONGSBERG



MARITIME



DEFENCE



DIGITAL



11 000
EMPLOYEES



40
COUNTRIES



24 BNOK
REVENUES

WORLD CLASS – Through people, technology and dedication

From deep sea to outer space

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OUTER
SPACE



AIRBORNE



SEABORNE

DIGITAL
FRONTIER



LAND-
BASED



DEEP SEA



ADAPTING TO A CHANGING WORLD



- COVID-19
- Geopolitics / protectionism
- Security and cyber high on the agenda
- Sustainability – ESG



- Manoeuvring in a changing world
- Growth and improved financials
- Long term value creation and returns
- Delivering on our promises
- Lifetime commitment to ESG



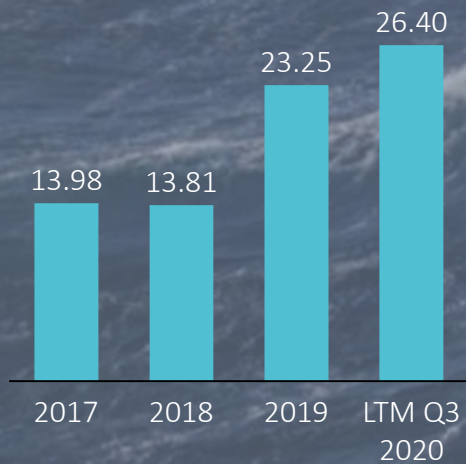
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GROWTH AND IMPROVED FINANCIALS

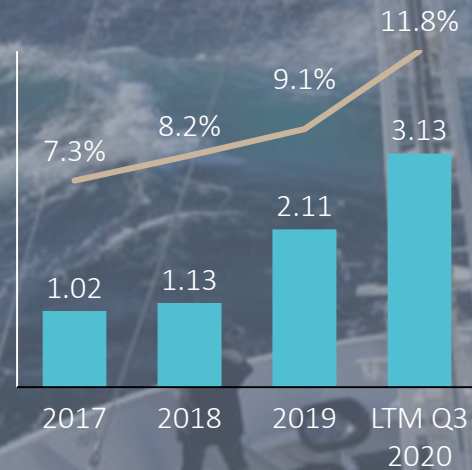
REVENUES

(BNOK)



EBITDA

EBITDA (BNOK) and EBITDA margin (%)



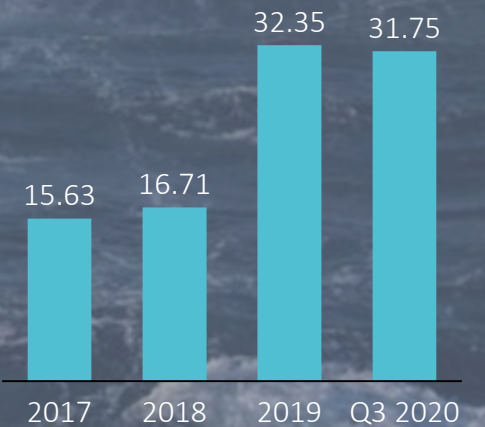
ORDER INTAKE

(BNOK)



BACKLOG

(BNOK)



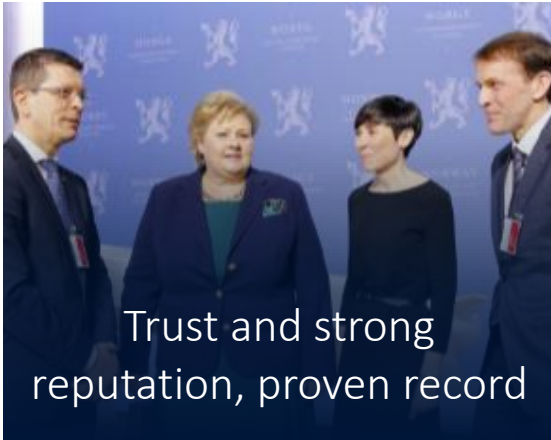


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STRATEGIC PLATFORM

CREATING LONG TERM COMPETITIVE POWER

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Trust and strong reputation, proven record



Strong international partnerships



Global footprint, close to customers



Agile and flexible employees



World class #1 defence products



World leading maritime supplier



Frontrunner in industrial digitalization



Technology for solving global challenges



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WE HAVE TAKEN LEADING INDUSTRIAL POSITIONS IN GROWING MARKETS

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Ocean space
Green shipping
Digitalization
Surveillance &
Security



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MARKET OPPORTUNITIES IN GREEN TRANSFORMATION

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COMMERCIALISING AUTONOMOUS SHIPPING

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INCREASED DEMAND FOR DYNAMIC DIGITAL SOLUTIONS AND REMOTE OPERATIONS

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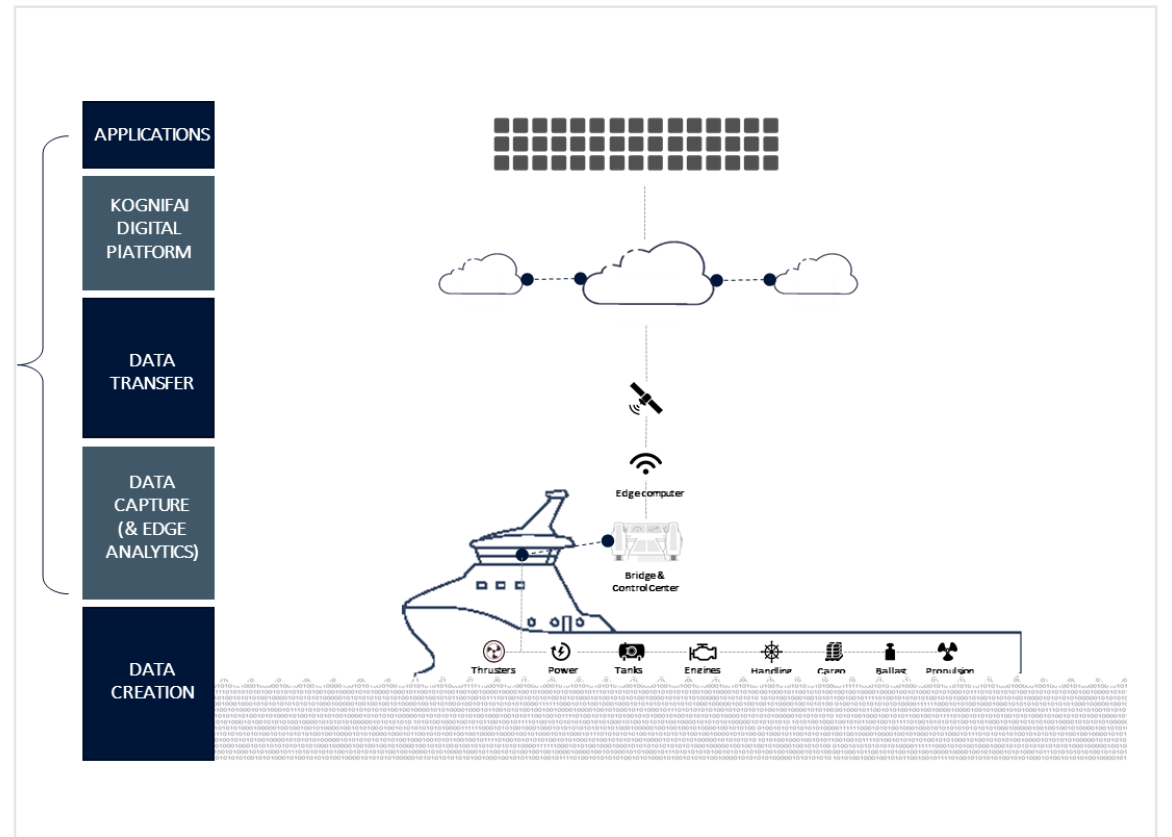




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MARKET FOR DIGITAL VESSELS MATURING

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DEFENCE AND NATIONAL SECURITY HIGH ON THE AGENDA – INTERNATIONAL DEMAND FOR #1 DEFENCE SYSTEMS

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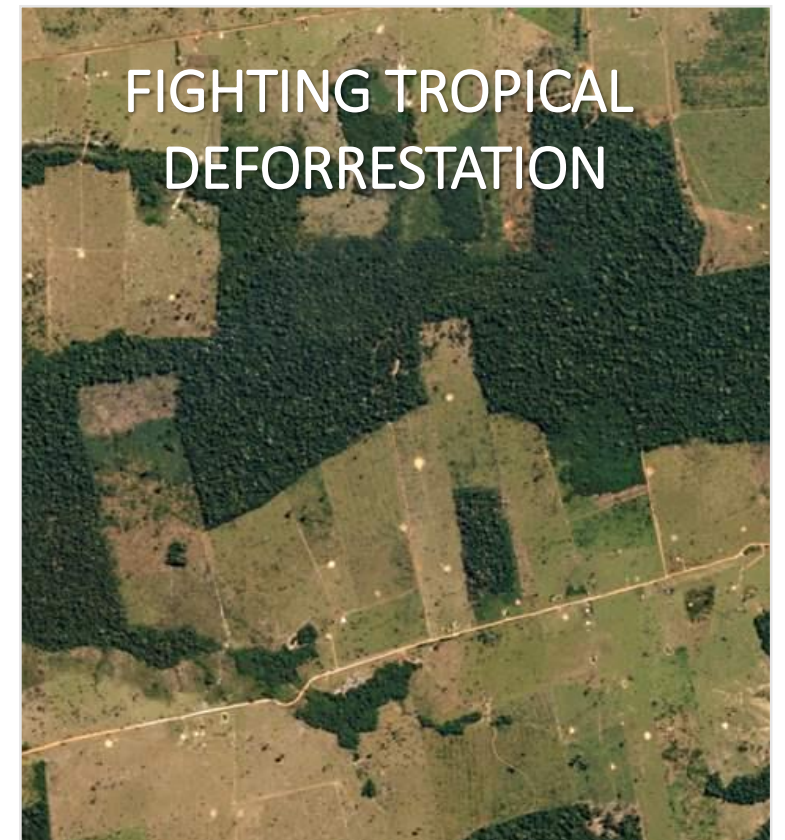




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OUR STRONG SPACE POSITION OPENS UP NEW MARKETS AND NEW CUSTOMERS

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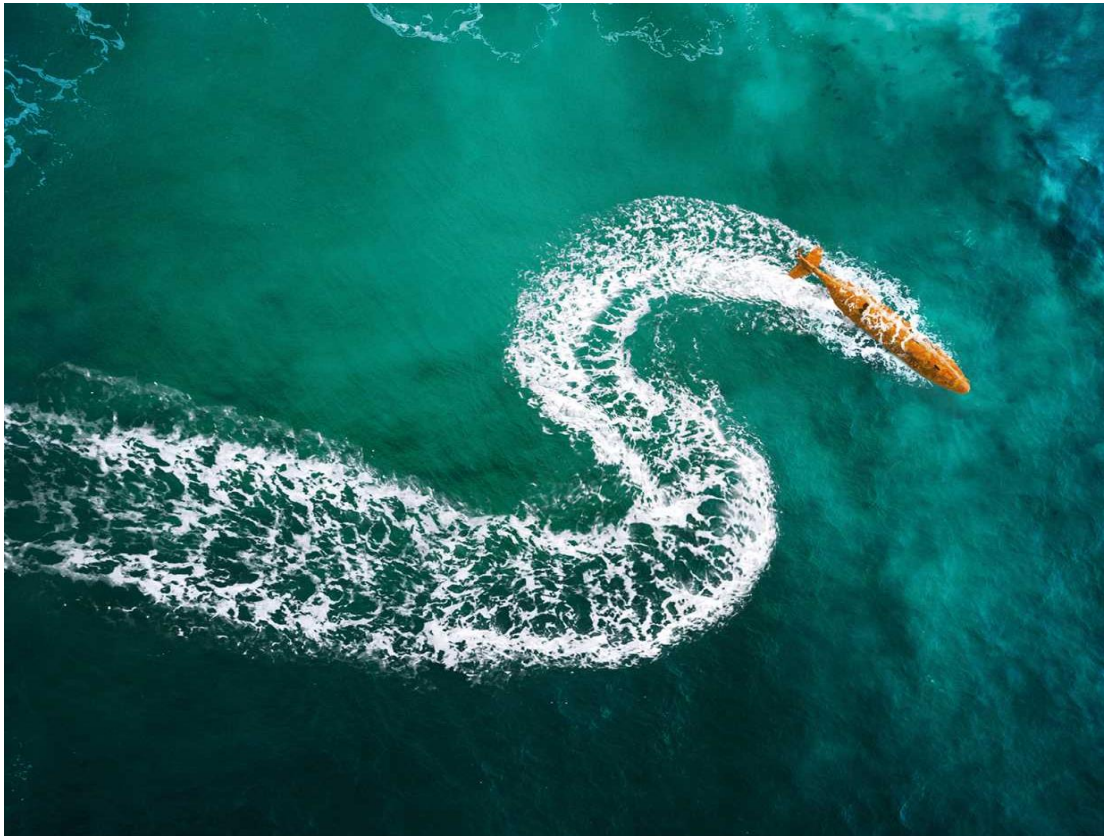




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THE WORLD IS DEMANDING MORE SEAFOOD AND KNOWLEDGE ABOUT THE OCEANS

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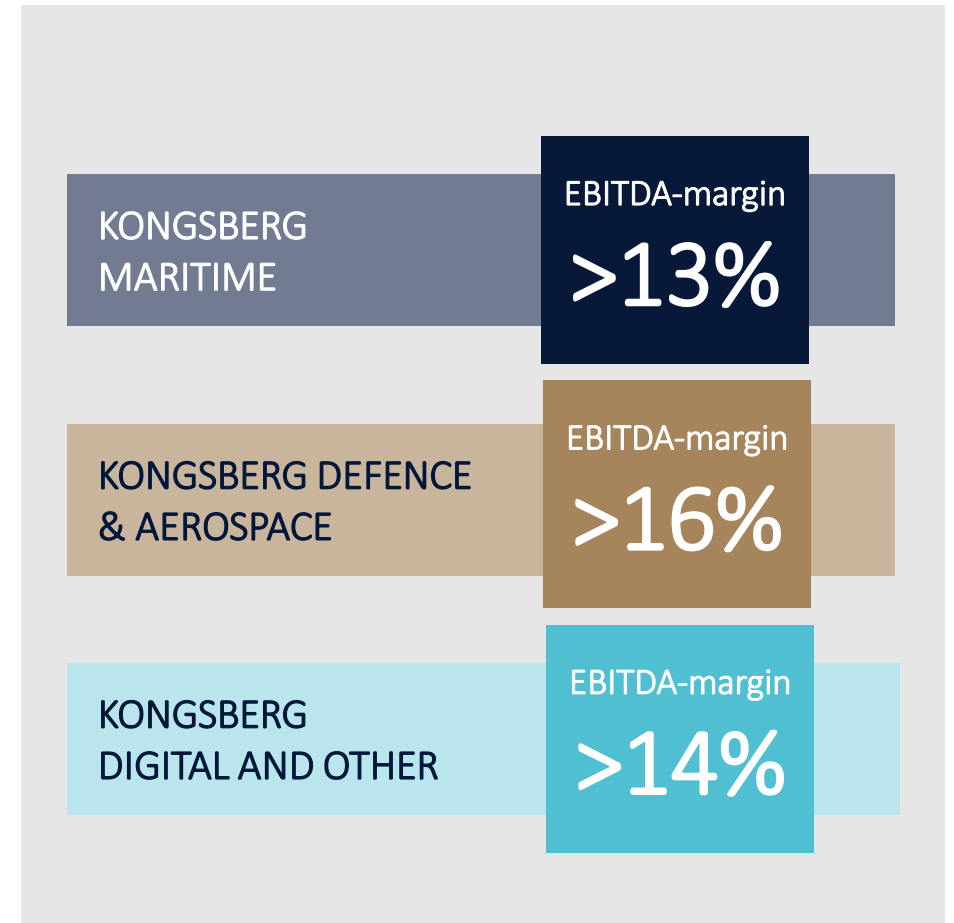
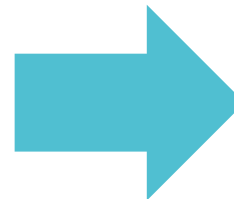




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GROWTH AMBITIONS AND PROFITABILITY 2022

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STRATEGIC PRIORITIES

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KONGSBERG

- Focus on cost efficiency
- Drive digital transformation
- Strong commitment to ESG



Kongsberg
Defence &
Aerospace

- Deliver on strong project portfolio
- Secure the opportunity pipeline
- Foster our partnerships



Kongsberg
Maritime

- Lead the market for integrated maritime green solutions
- Strengthen footprint within sensors and robotics
- Lead the Intelligent Vessel revolution



Kongsberg
Digital

- Secure our leading position in Dynamic Digital Twins
- Vessel Insight as leading digital platform for Maritime
- Focus on growth through SaaS business model

DELIVER ON TARGET

POSITIONED FOR TOMORROW



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**OUR COMMITMENT:
CREATING VALUE THROUGH
PEOPLE, TECHNOLOGY AND
DEDICATION**



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