



KONGSBERG

SUSTAINABLE VALUE CREATION

CMD 2022

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Two centuries as technology pioneer

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3
BUSINESS AREAS



40
COUNTRIES



11 122
EMPLOYEES



27.5
BNOK, REVENUES

WORLD CLASS – Through people, technology and dedication

KONGSBERG PROPRIETARY - See Statement of Proprietary information



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Delivering on our key strategic priorities

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Profitable growth and strong balance sheet ✓

Expand scope and become the world leading maritime supplier ✓

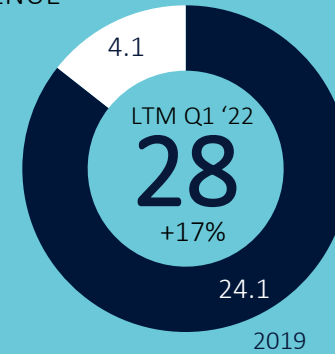
Capitalize on our strong defence positions, built strong backlog ✓

Scale up our digital SaaS business by leveraging on our maritime and energy domain knowhow ✓

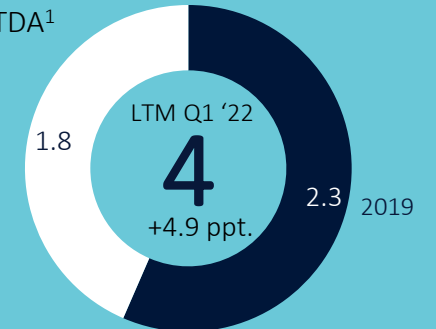
ESG: top rated on ESG benchmark ✓

Enabling our customers to meet their security and sustainability challenges ✓

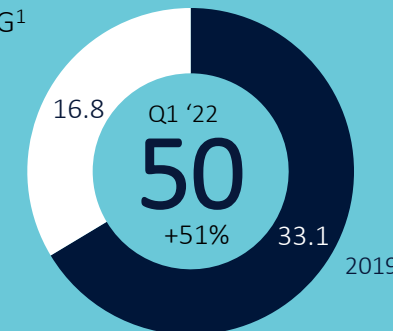
REVENUE¹



EBITDA¹



BACKLOG¹



¹ as reported in 2019



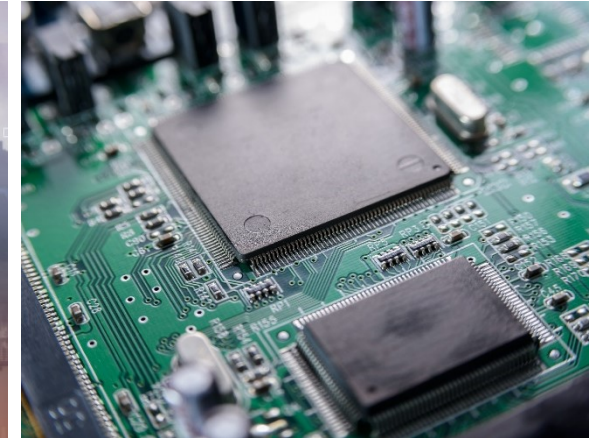
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A more uncertain and faster changing world

Requires adaptability, agility and world class innovation

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WORLD CLASS – Through people, technology and dedication



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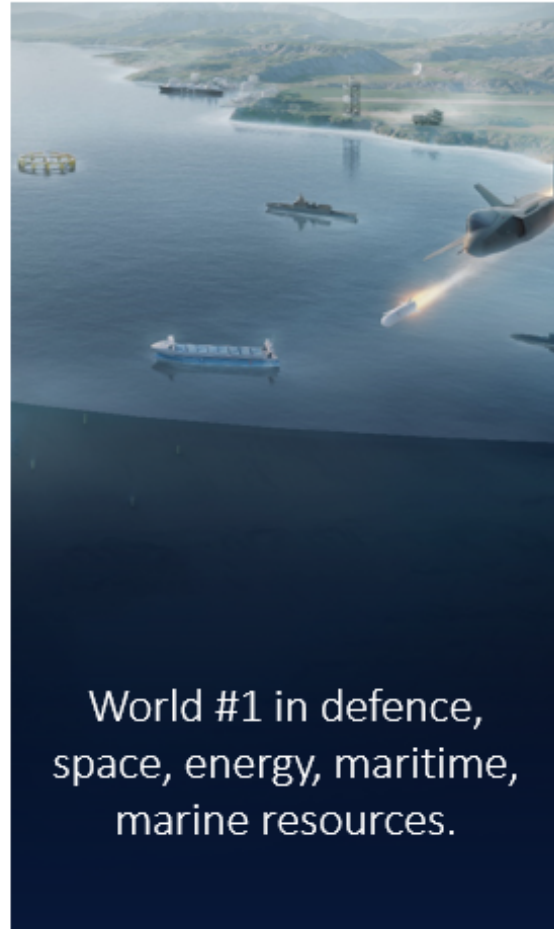
KONGSBERG's business platform – strong foundation for further value creation

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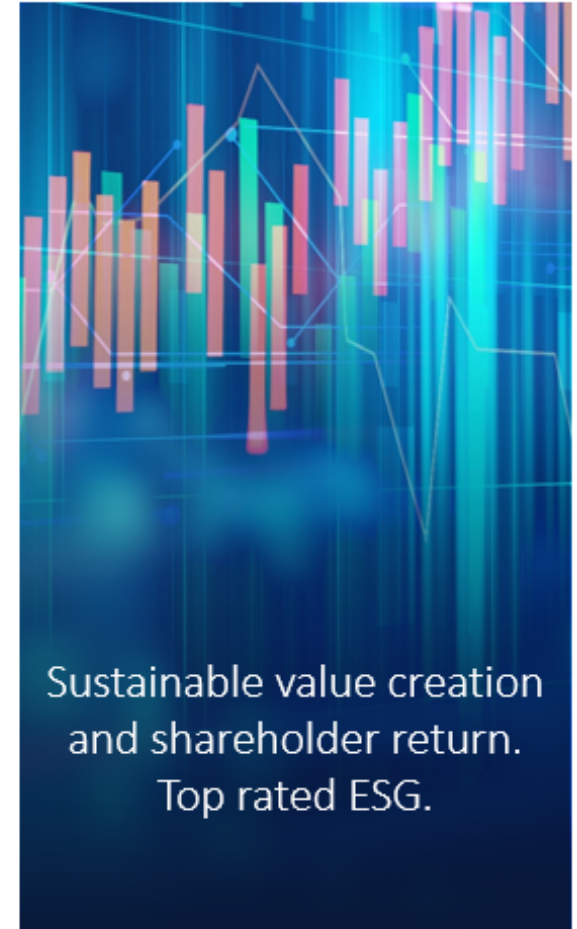
Our people – agile and strong performance culture.



World #1 in defence, space, energy, maritime, marine resources.



Preferred by customers. Strong partnerships and trust.



Sustainable value creation and shareholder return. Top rated ESG.



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Key Macro drivers

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KONGSBERG part of the solution to global security challenges



Solving global climate and environmental challenges by shaping the maritime future with our technology





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Sustainable long-term value creation

In line with the ambitions of the Paris agreement

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REDUCE THE CO₂ EMISSIONS FROM OUR OWN OPERATIONS

Near 100% reduction of CO₂
emissions (scope 1&2) by 2030¹



REDUCE EMISSIONS FROM OUR VALUE CHAIN

2/3 of our suppliers will set
science-based CO₂ emission
reduction targets within the
next 5-year period¹



THE PRODUCT AND MARKET PERSPECTIVE

Technology and expertise for
innovative and sustainable
solutions

1: Preliminary targets

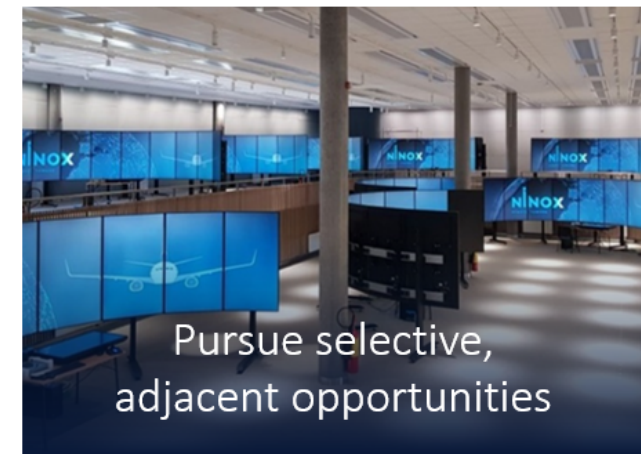


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M&A strategy – what are we looking for?

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Our value proposition

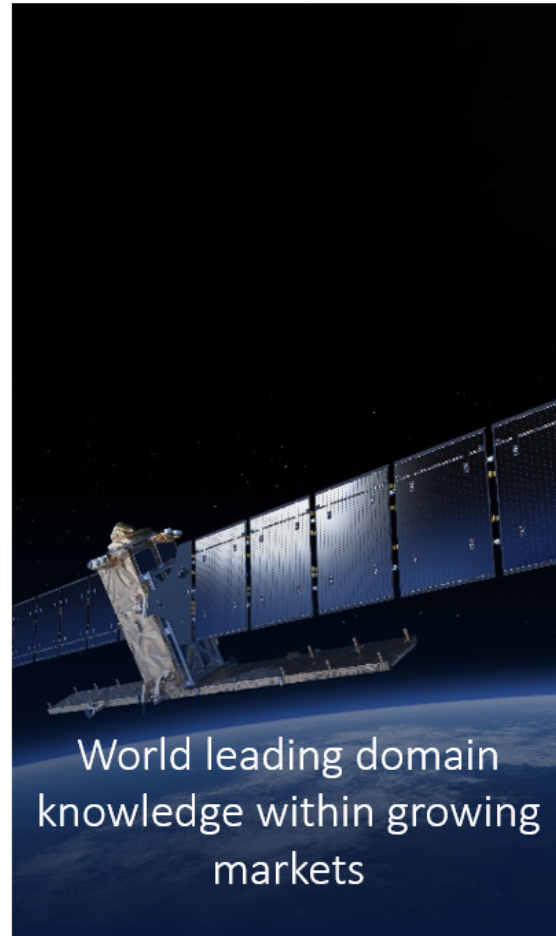
Diversity delivers: Robust and resilient business positioned for further growth

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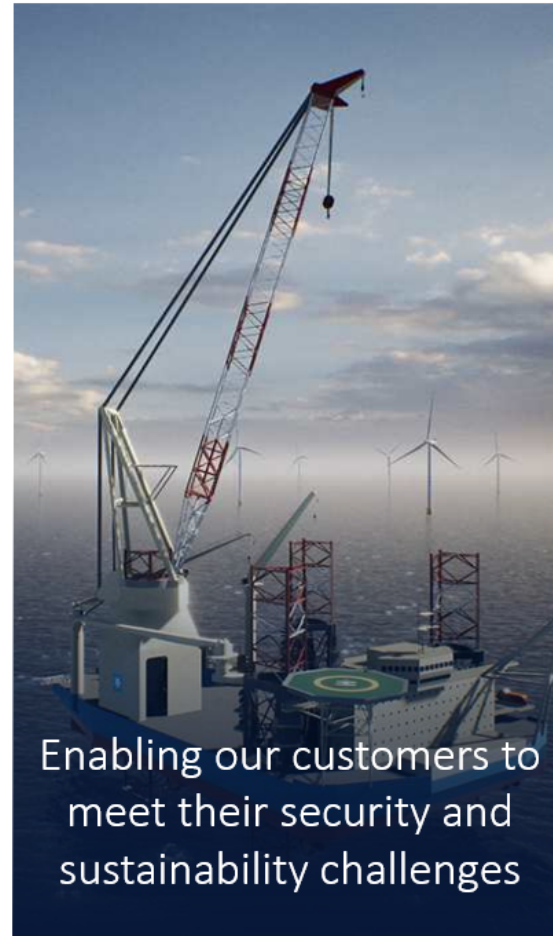
2022



Focused on
value creation



World leading domain
knowledge within growing
markets



Enabling our customers to
meet their security and
sustainability challenges



Robust order backlog and
growing pipeline



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