



KONGSBERG

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# KONGSBERG DEFENCE & AEROSPACE

24/09/2019

Eirik Lie

President Kongsberg Defence & Aerospace



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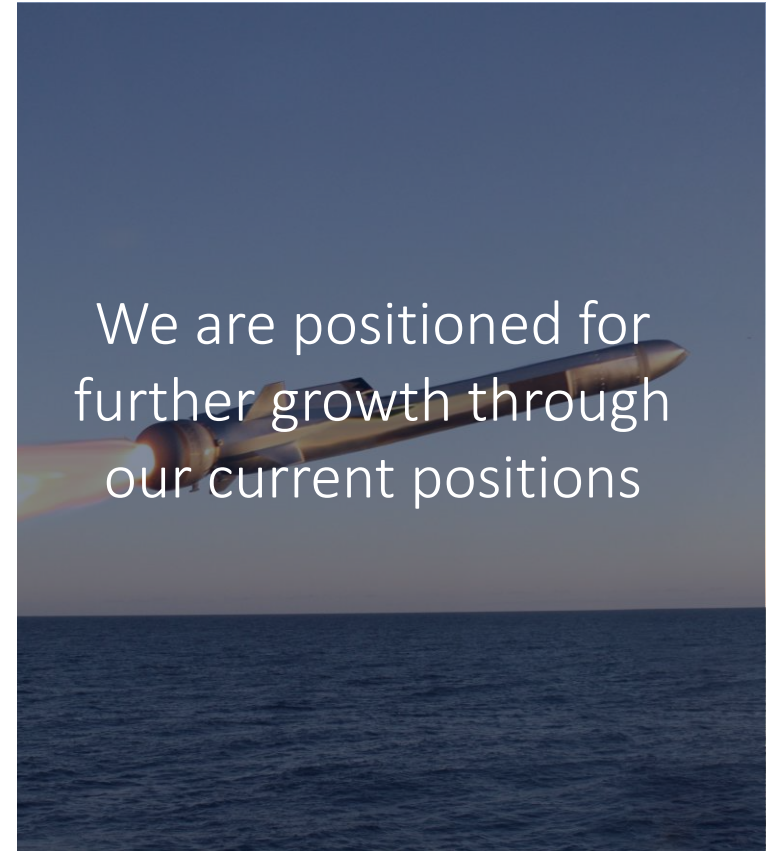
Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements.



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# KEY TAKEAWAYS

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# AGENDA

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1. A PREMIER SUPPLIER OF MISSION CRITICAL DEFENCE AND SPACE SYSTEMS
2. THE DEFENCE WORLD
3. STRATEGIC DIRECTION
4. STRONG POSITIONS FOR CURRENT AND FUTURE GROWTH

# KONGSBERG DEFENCE & AEROSPACE

Two centuries of innovation, transformation and delivering results, has made Kongsberg Defence & Aerospace, a recognized global technology leader. We take pride in developing advanced technology and products of strategic importance, to nations around the world.



Employees  
2,448 people



6,1 BNOK  
Revenues



33 offices in  
17 countries



Experience  
200+ years



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# KONGSBERG DEFENCE & AEROSPACE

Business units\*

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INTEGRATED DEFENCE SYSTEMS



AEROSTRUCTURES INCL. MRO



PROTECH SYSTEMS



MISSILE SYSTEMS



SPACE AND SURVEILLANCE



DEFENCE COMMUNICATION



***A HIGHLY MODERN DEFENCE  
PORTFOLIO WITH #1 POSITIONS***





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# SOME EVENTFUL LAST TWELVE MONTHS

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NASAMS AUSTRALIA /QATAR



KONGSBERG AVIATION  
MAINTENANCE SERVICES



CONTINUED SOLID DEVELOPMENT IN KSAT



JSM - FIRST COMMERCIAL CONTRACT



F-35 FULL RATE PRODUCTION



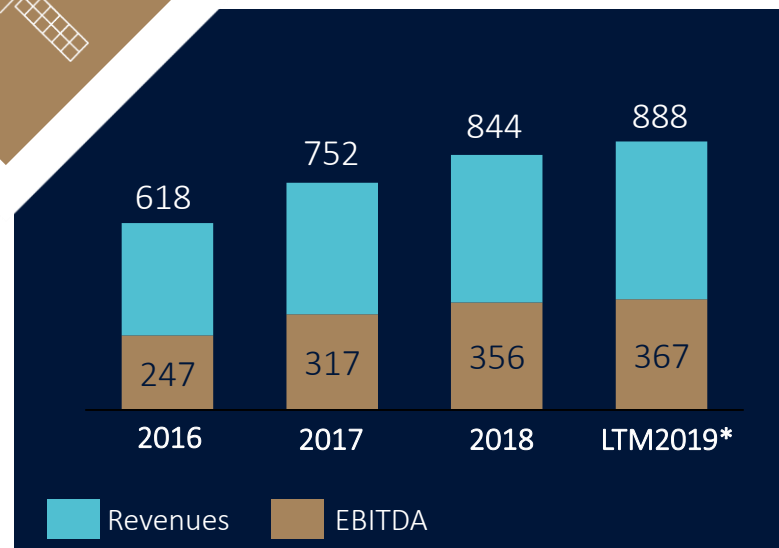
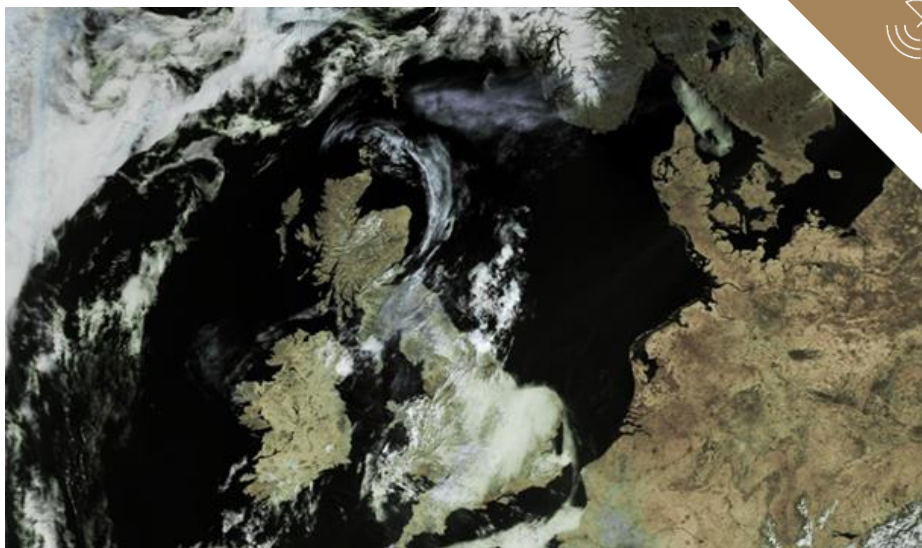
CROWS ORDERING INCREASE





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# KONGSBERG SATELLITE SERVICES



\*) as per 2019-Q2



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## MAINTENANCE REPAIR & OVERHAUL (MRO)

*- A strategic move  
towards MRO*





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# STRATEGIC ROADMAP MAINTENANCE REPAIR OVERHAUL (MRO)

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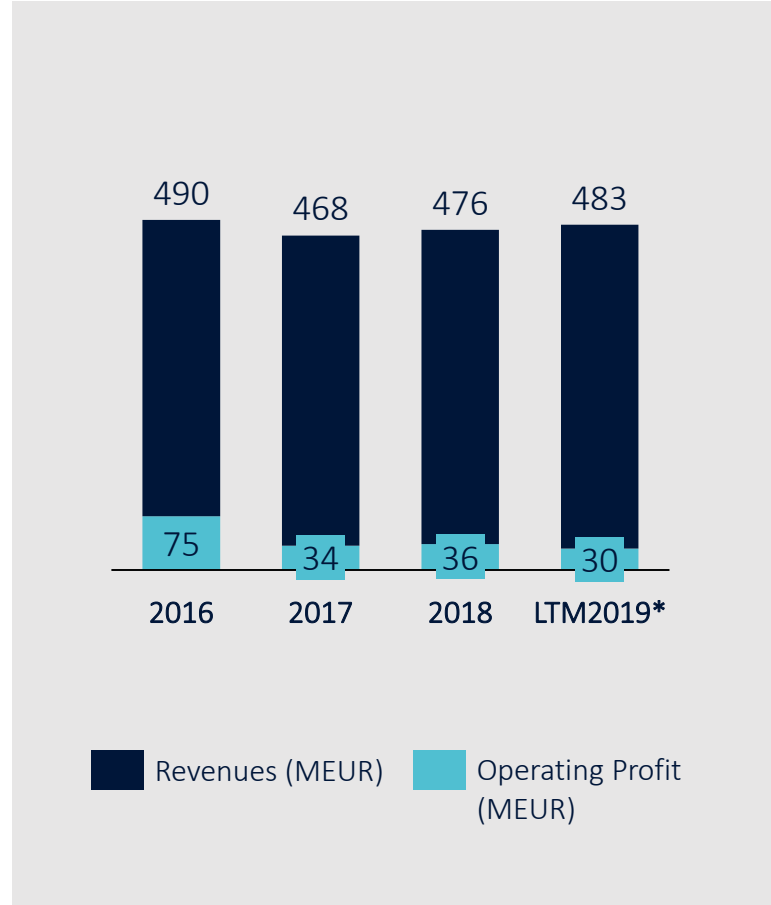




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# PATRIA THE FIRST STEP IN OUR MRO-STRATEGY

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\*) as per 2019-Q2





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# KONGSBERG AVIATION MAINTENANCE SERVICES (KAMS) - THE SECOND STEP IN OUR MRO-STRATEGY

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WORLD CLASS – Through people, technology and dedication

KONGSBERG PROPRIETARY - See Statement of Proprietary information



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# MRO OPPORTUNITIES

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1. KDA: MISSION CRITICAL DEFENCE AND SPACE SYSTEMS
2. THE DEFENCE WORLD
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# OUR MODERN PORTFOLIO FITS WELL WITH THE CURRENT DEFENCE LANDSCAPE

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# AGENDA

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1. A PREMIER SUPPLIER OF MISSION CRITICAL DEFENCE AND SPACE SYSTEMS
2. THE DEFENCE WORLD
3. STRATEGIC DIRECTION

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4. STRONG POSITIONS FOR CURRENT AND FUTURE GROWTH



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# SOLID HOME MARKET, STRONG INTERNATIONAL PARTNERSHIPS

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Home Market  
Defence Partnership



Leading position in Northern Europe



Strong US alliances

**Raytheon**



N-Europe campaigns



US & International campaigns



Strengthened  
International  
Competitive Power



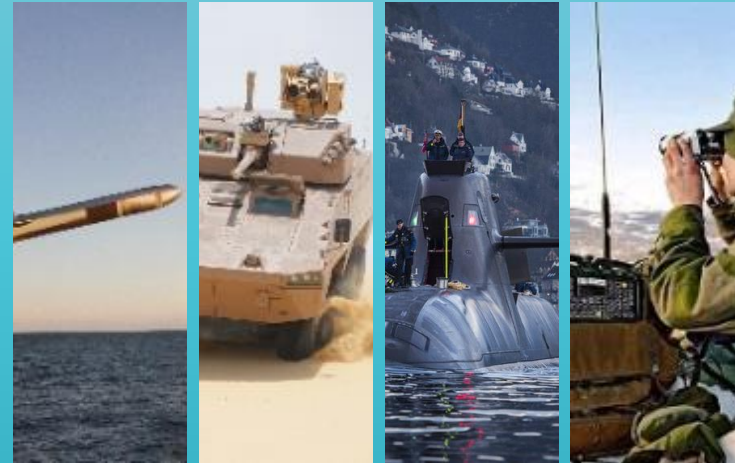
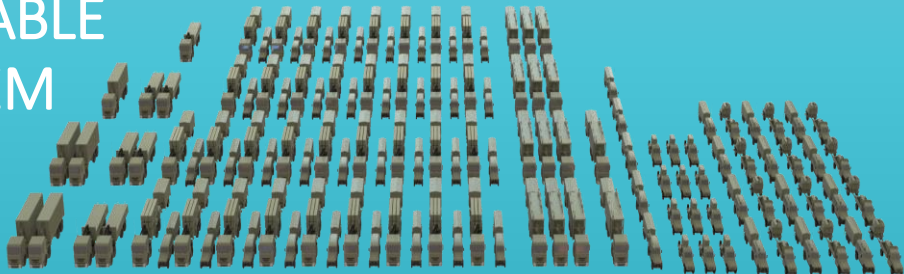


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# COMMON ARCHITECTURE AND SYSTEMS OF SCALE

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SCALABLE  
SYSTEM



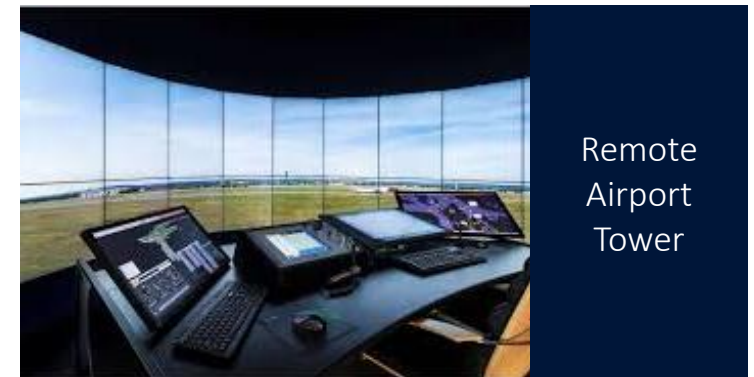
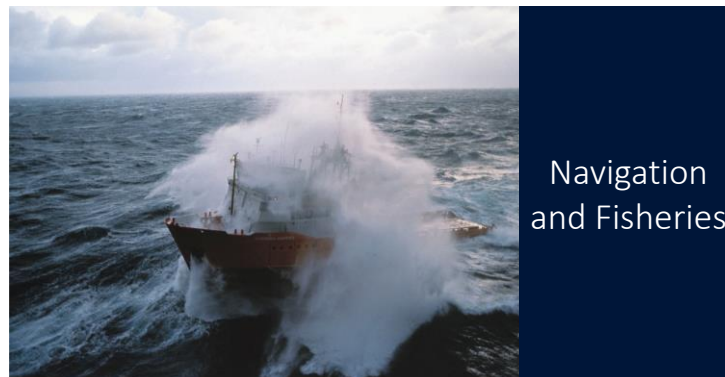
SYNERGIES  
FROM BASE



## COMMON BASE TECHNOLOGIES

SENSORS | RADARS | COMMUNICATION  
| COMMAND & CONTROL | MODULARITY

# COLLABORATION CREATES COMPETITIVE POWERHOUSE OF CROSS OVER TECHNOLOGIES





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# AGENDA

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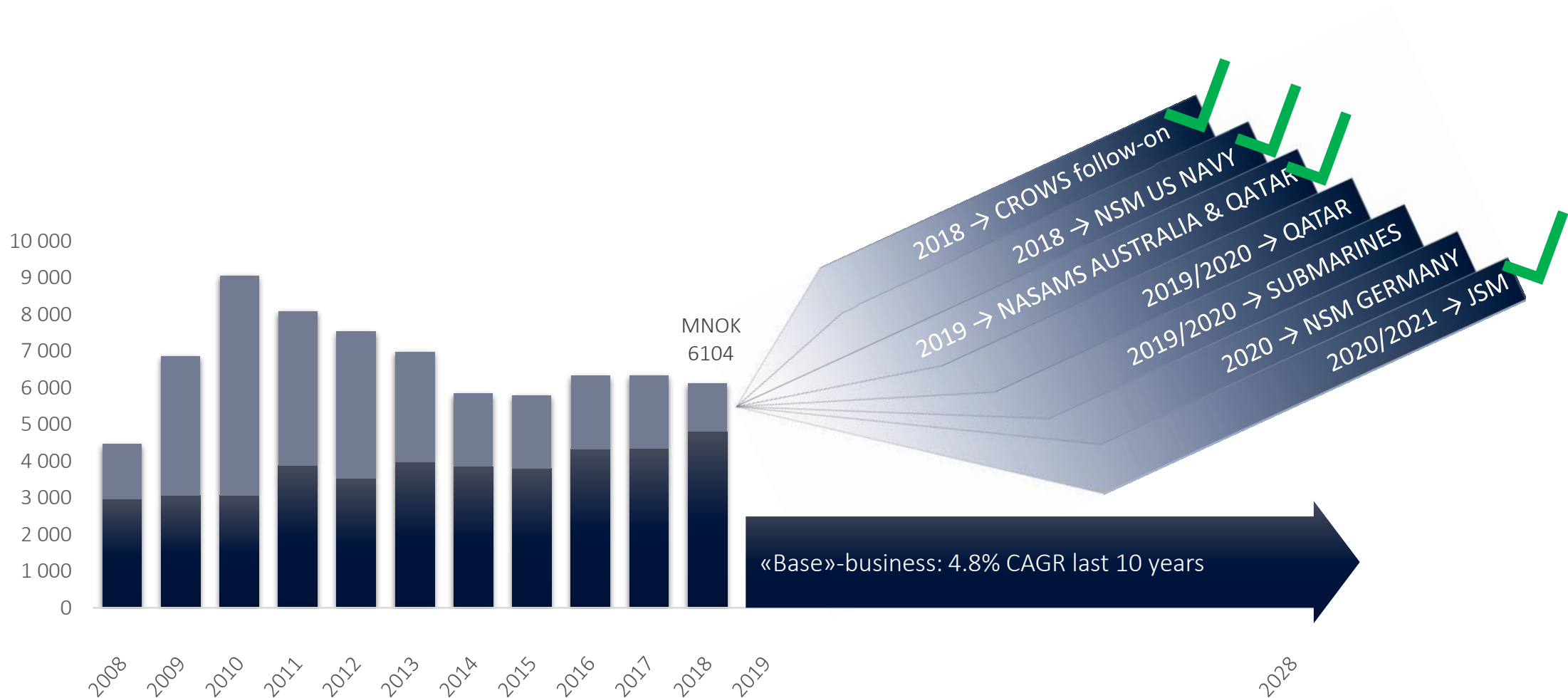
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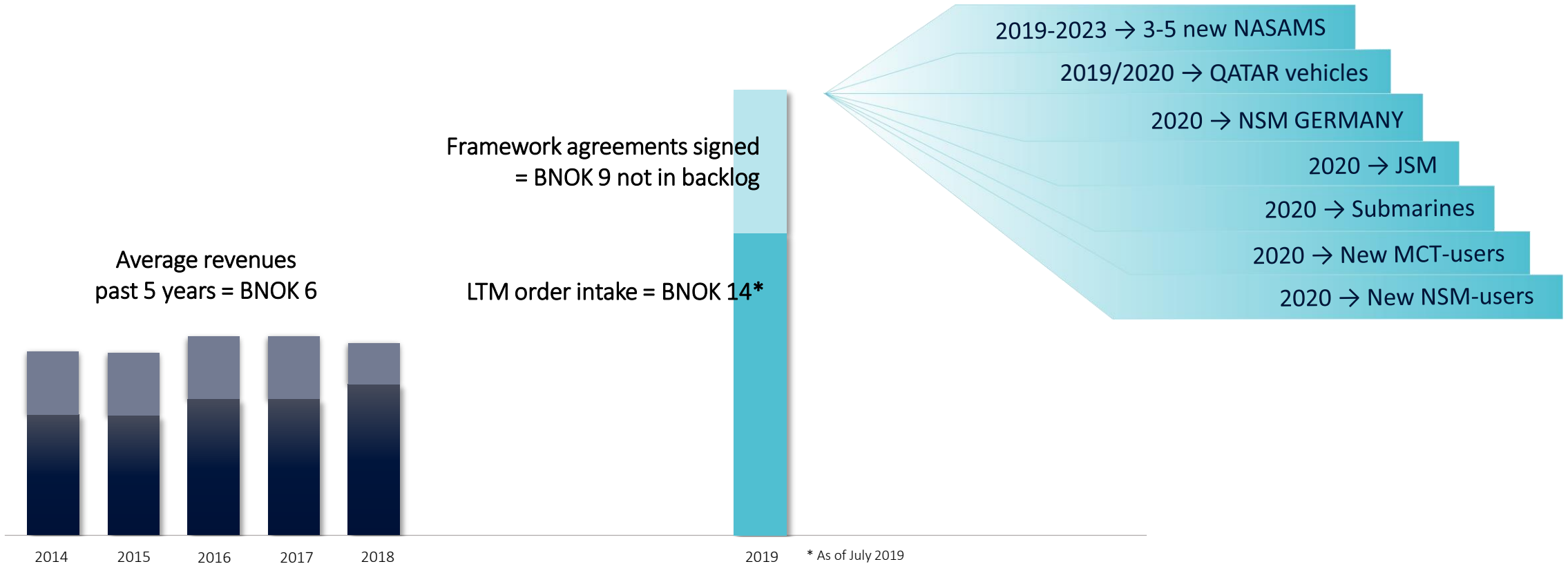
# A YEAR AGO WE SHOWED YOU THIS...

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# ...AND WE SEE EVEN LARGER OPPORTUNITIES AHEAD





***POSITIONED TO WIN  
PROGRAMS VALUED AT  
BNOK 100+  
OVER NEXT 10 YEARS***







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# CAPITAL MARKETS DAY 2019