



KONGSBERG

Investor presentation Q4 2021 & preliminary full year 2021

Geir Håøy, President & CEO

Gyrid Skalleberg Ingerø, EVP & Group CFO



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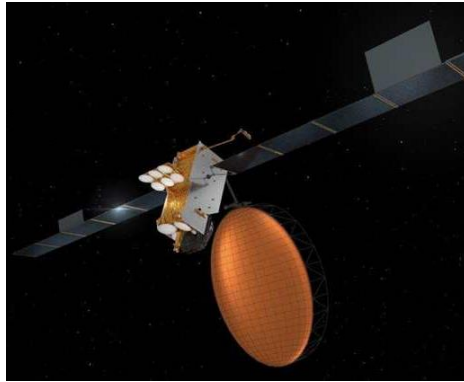
Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements



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Highlights – full year 2021

- Excellent operational performance



ESG industry top rated

Order backlog of BNOK 50

Continued scaling

Strong cashflow from operations

Proposed dividend of NOK 15.30 per share and up to 500 MNOK in share buy back



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Highlights 4th quarter



- Positive trend in aftermarket continues, and improving revenue from new build segment in Maritime
- Solid order intake in Defence with book/bill of ~2.5, driven by missile contracts of more than 5 BNOK
- Continued roll-out of Kognitwin and Vessel Insight, and scaling to deliver on future commitments and opportunities



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Important contracts awarded in 4th quarter



Remote weapon systems (RWS)
to the U.S Marine Corps (USMC)



Naval Strike Missile (NSM)
to the Norwegian Navy



Joint Strike Missile (JSM)
to Norway's fleet of F-35



Digital twin for deep-sea operation
to The Metals Company



Six HUGINs
to Ocean Infinity



C4 integration
to Australia



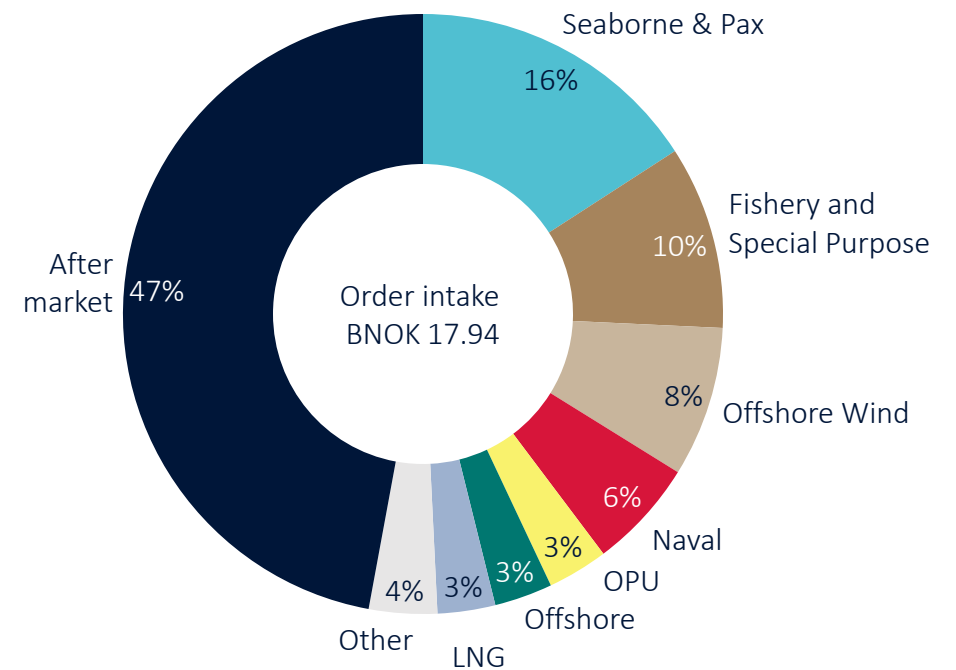
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Business update Kongsberg Maritime

Comments

- After market at pre-pandemic levels
- Positive sentiment in new-build market
- Extensive product portfolio enhances scope on vessels in key segments
- Diversified customer exposure reduces single market dependency
- “Green shift” and regulations further strengthen demand for KM’s products and solutions

Order intake by shipping segment 2021





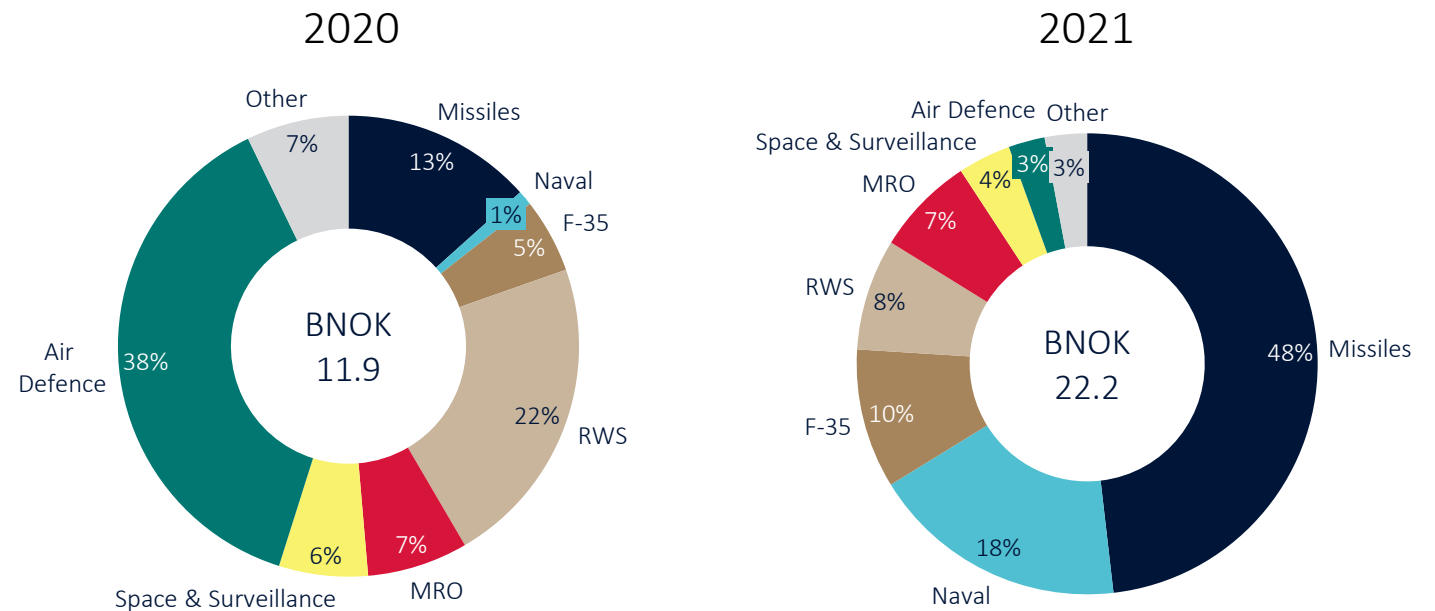
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Business update Kongsberg Defence & Aerospace

Comments

- Strong missile order intake
- MRO business continues to expand scope
- Continues ramp-up and establish engineering hub at Rygge
- Critical components delivered to several satellite launches

Order intake by business segment





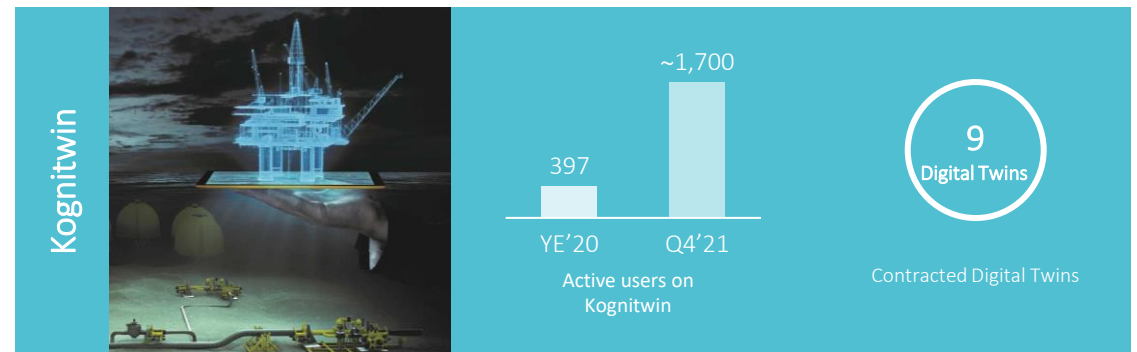
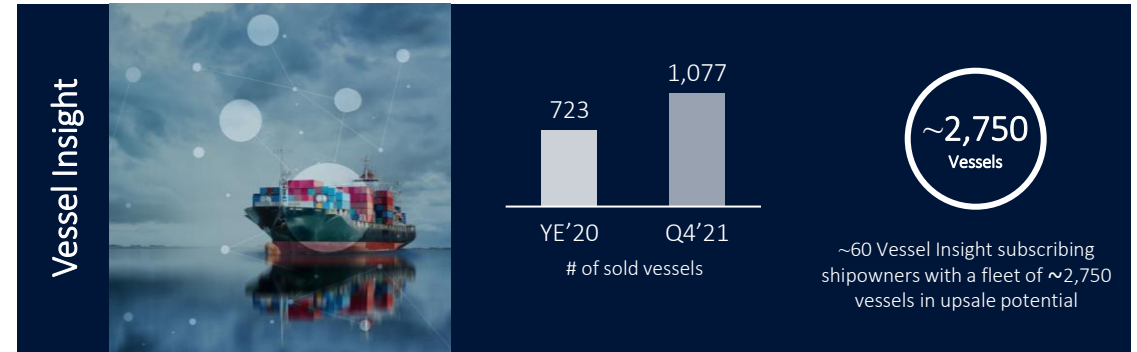
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Business update Kongsberg Digital

Comments

- Roll-out of Kognitwin and Vessel Insight
- Digital twin partnership with FutureOn
- Demand for traditional maritime -and cloud-based training solutions is “*picking-up*”
- Collaboration agreement with Aker BP for SiteCom Enterprise Cloud
- Continued ramp-up to deliver on existing commitments and seize new opportunities

Kongitwin and Vessel Insight





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Financial status

Gyrid Skalleberg Ingerø, EVP & Group CFO

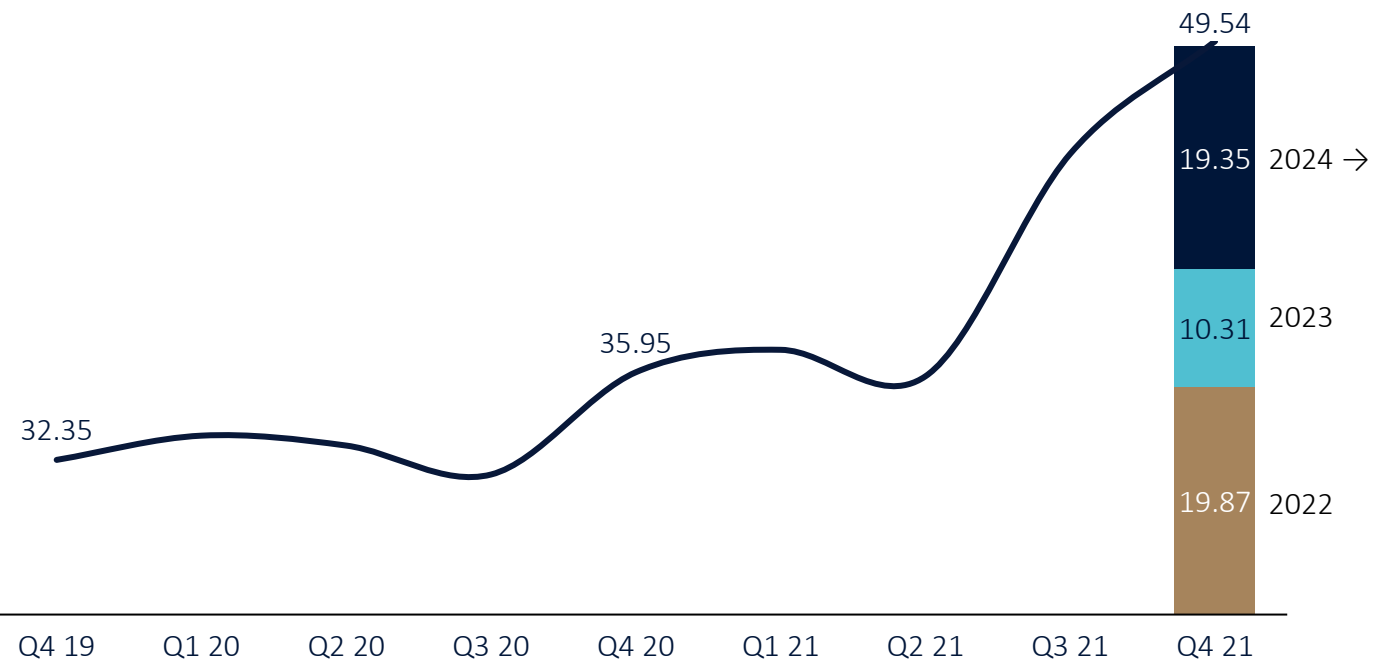


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Continues to build backlog

Order backlog

(BNOK)



Comments

- Backlog increased with BNOK 13.59 during 2021
- All-time high order backlog
- Solid visibility
- Significant orders from defence division increases “long-term backlog” (3 years +)

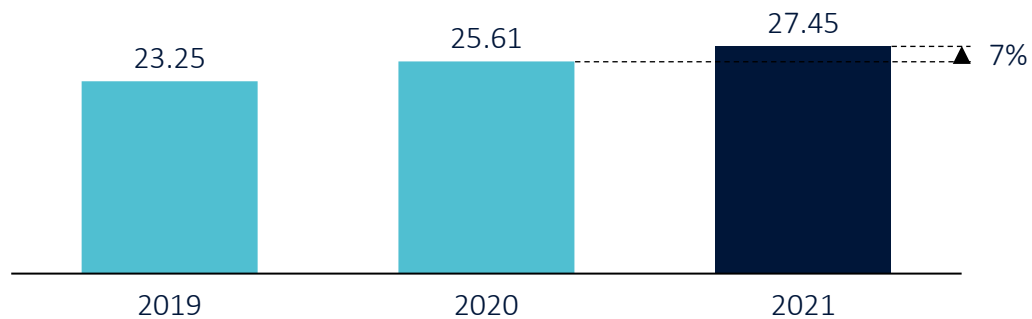


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Profitable growth in 2021

Revenues

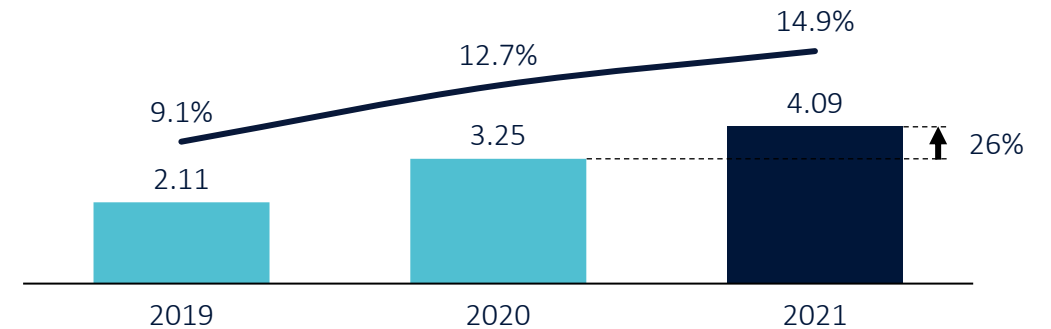
(BNOK)



- Revenue growth in all business areas
- Growth in all divisions in Defence segment
- Maritime growth driven by after market

EBITDA

(BNOK, %)



- Increased EBITDA and margin in both KM and KDA
- Main drivers for increased EBITDA;
 - Favourable project mix
 - Solid project execution

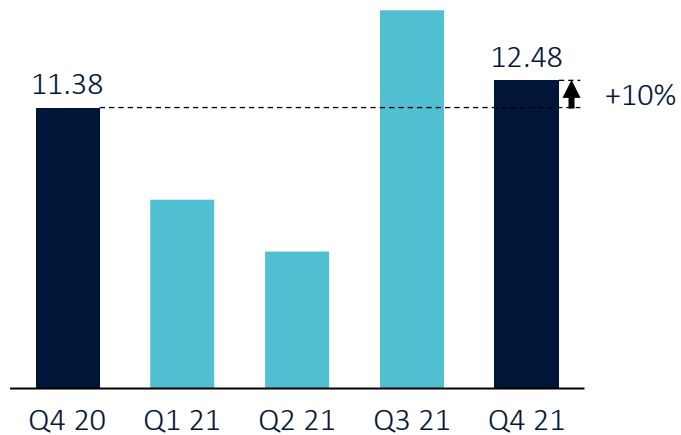


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Double digit growth in order intake, revenue and EBITDA in Q4

Order intake and backlog

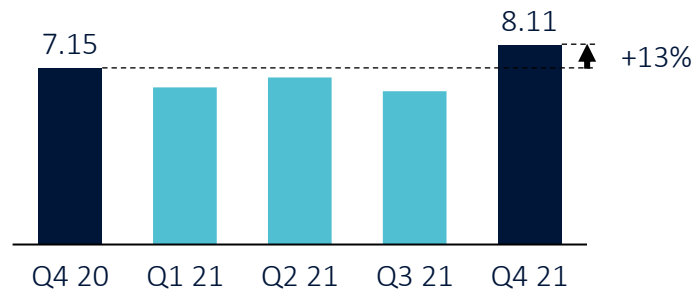
(BNOK)



- Order Intake 2021 BNOK 40.98 (+42.2%)

Revenues

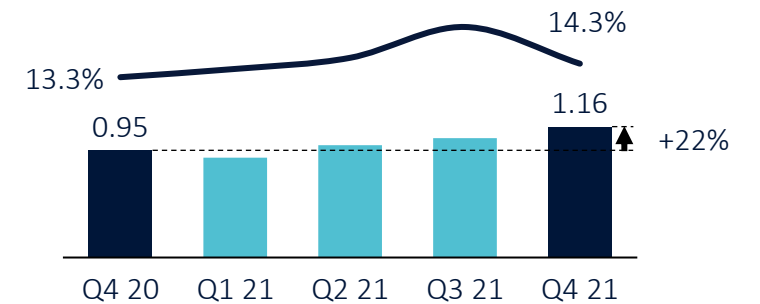
(BNOK)



- 2021 BNOK 27.45 (+7.2%)

EBITDA

(BNOK, %)



- 2021 BNOK 4.09 (+25.7%)



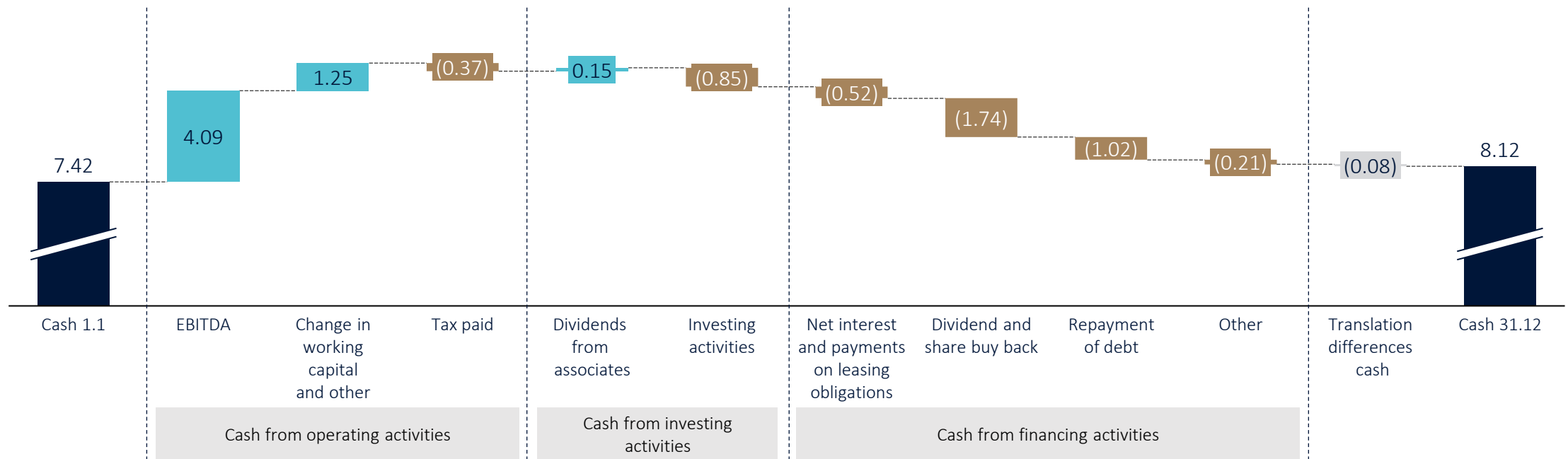
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Cashflow 2021

EBITDA cash conversion ratio >1.2

Strong cashflow from operations

(BNOK)

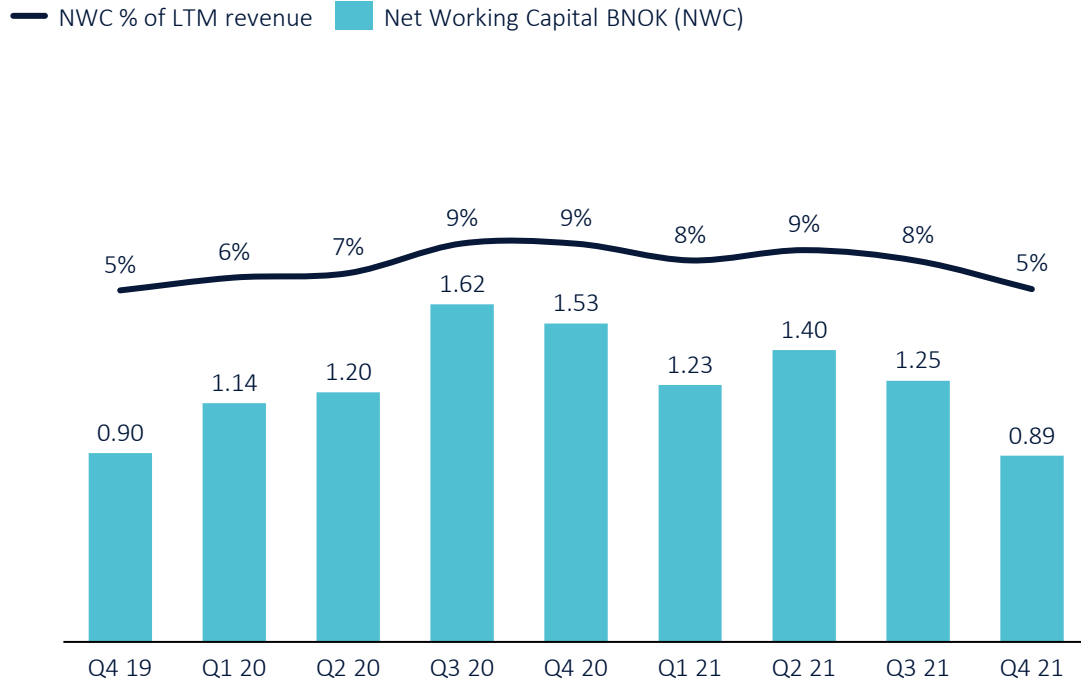




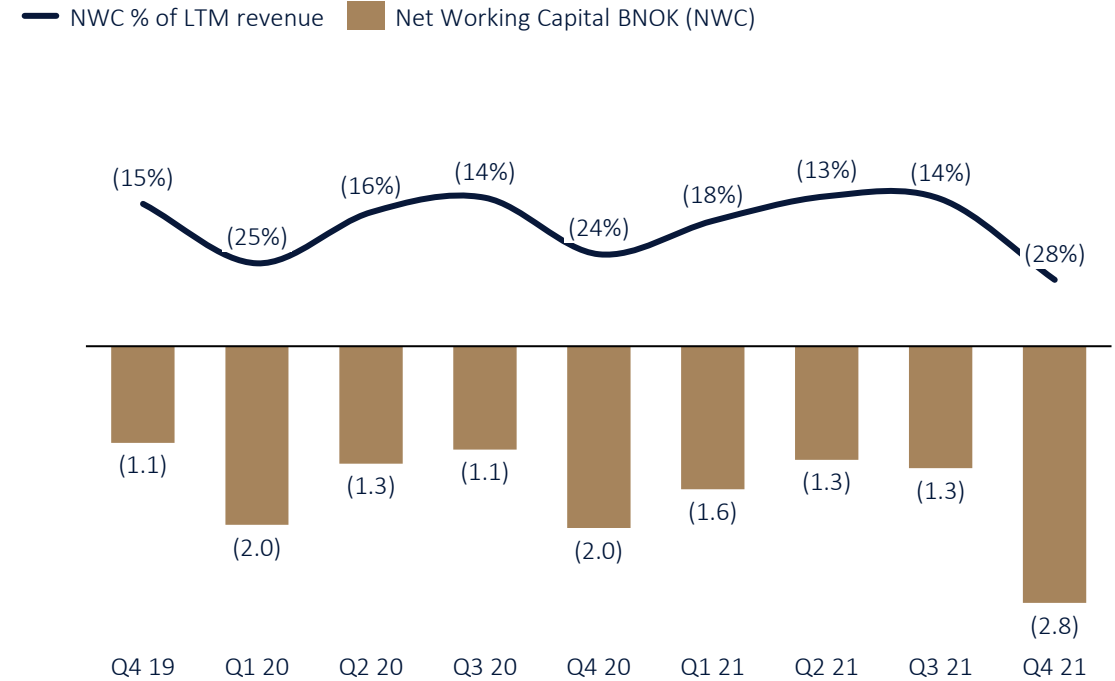
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Net working capital

Kongsberg Maritime



Kongsberg Defence & Aerospace

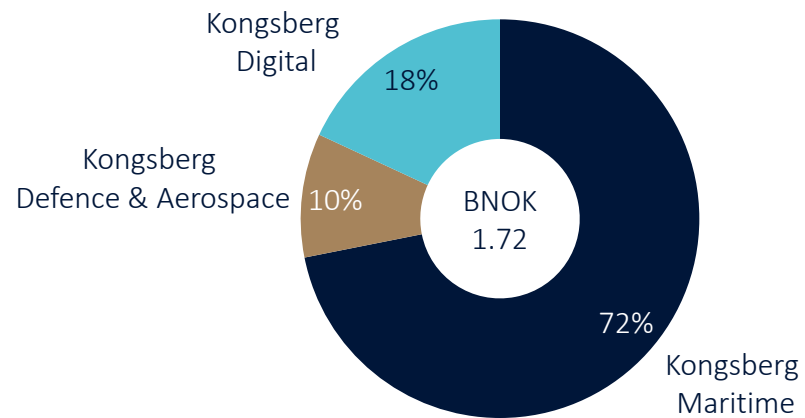




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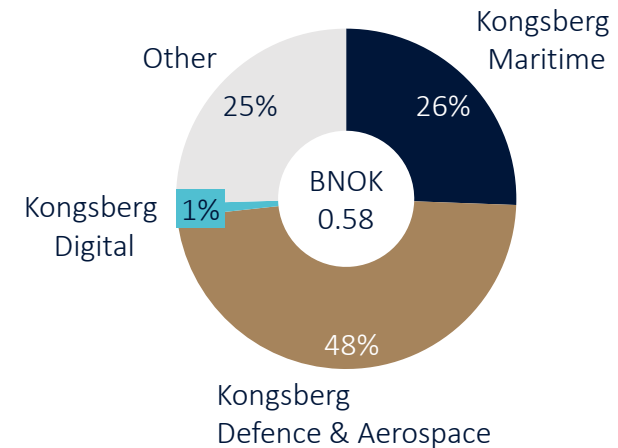
Investing for growth

R&D spend per business area



- R&D spend includes both expensed and capitalised R&D
- ~17% of R&D spend is capitalized with the majority in KDI
- External funding not included in R&D spend

CAPEX (PPE) per business area



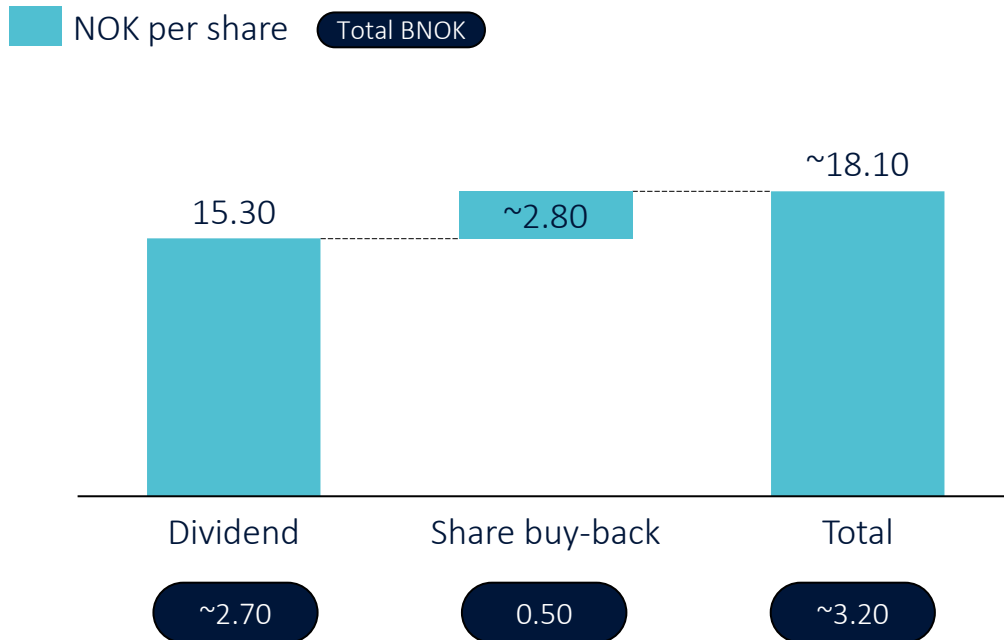
- Major share of capex related to property/production facility and IT modernization
- Ramp-up in Kongsberg Aviation Maintenance Service (KAMS)
- Other mainly related to KOG property division



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Proposed dividend and share buyback

Total remuneration



Details

- Last day including: 11 May 2021
- Ex. dividend date: 12 May 2021
- Record date: 16 May 2021
- Payment date: 26 May 2021 (“on or about”)

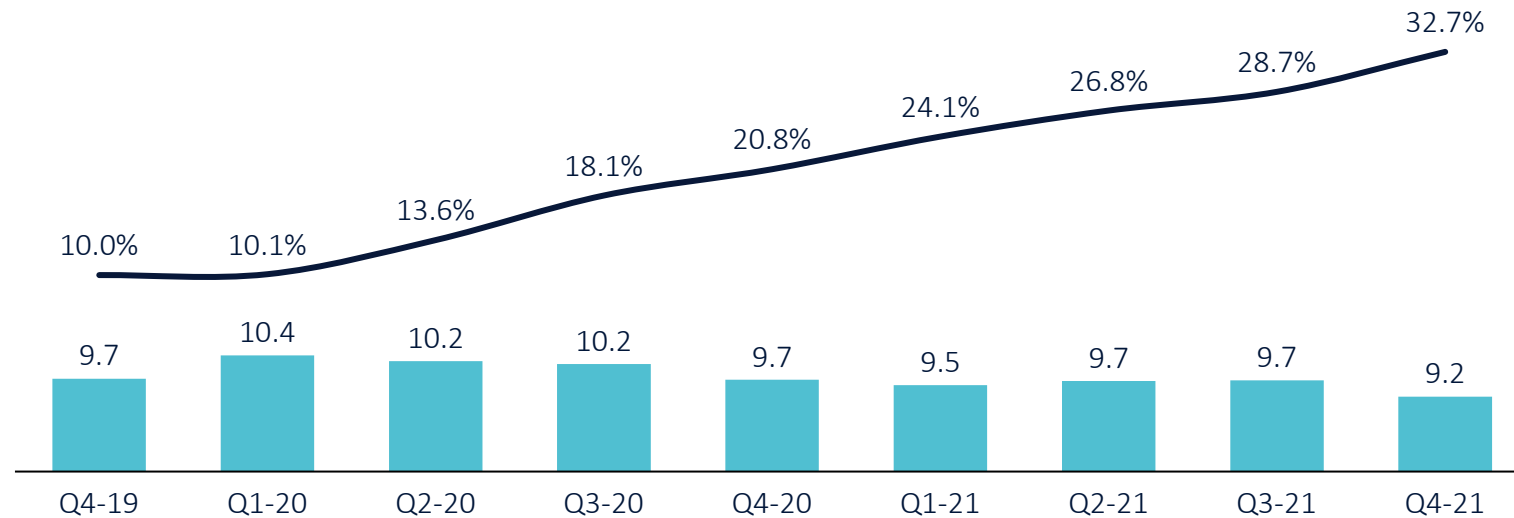


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Return on capital employed continues to increase

ROACE and Average Capital Employed

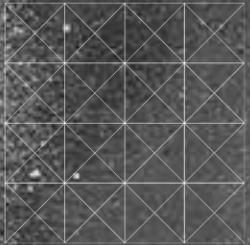
— ROACE % ■ Average Capital Employed (BNOK)





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Kongsberg Maritime



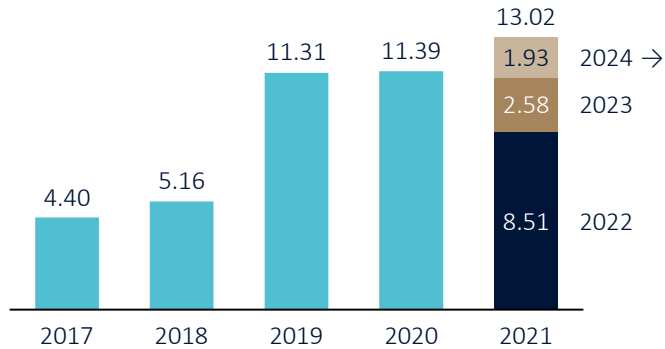


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Increased order backlog and continuous improved EBITDA margin

Order backlog

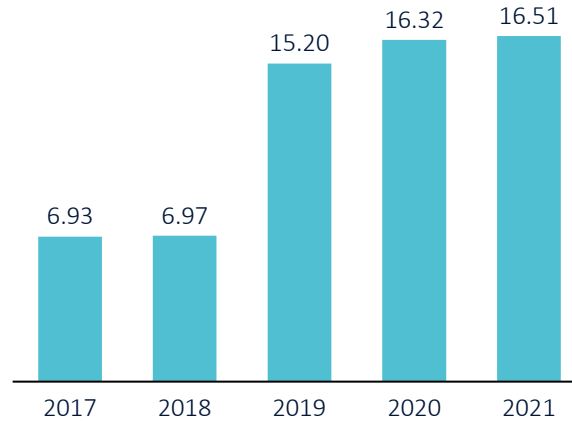
(BNOK)



- Strong order intake especially from offshore wind and tugs contributed to increased backlog

Revenues

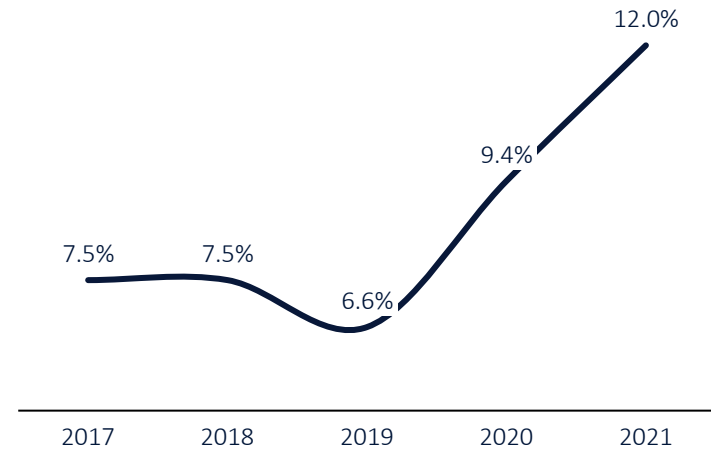
(BNOK)



- Increased revenues from aftermarket drove overall revenue growth

EBITDA margin

(%)



- Strong project execution
- Favourable project mix
- Full-year effects from integration process

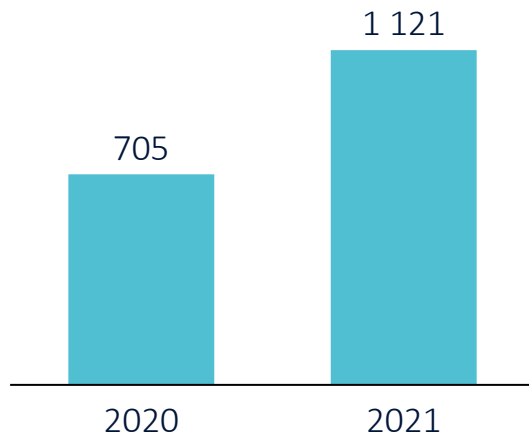


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Cross sales from combined portfolio

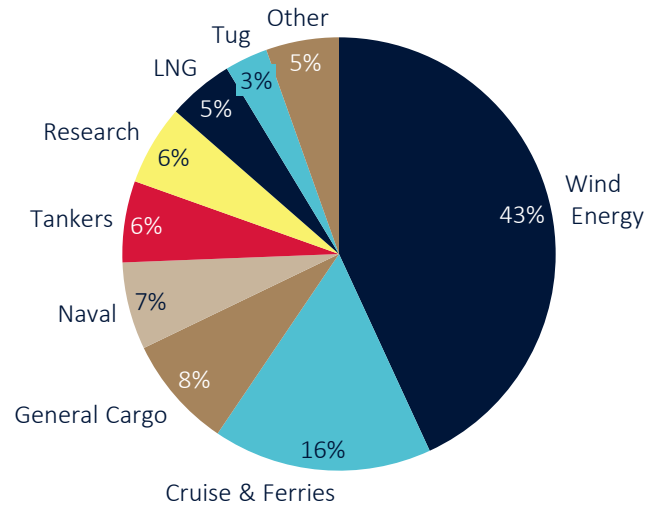
Order intake from cross sales

(MNOK)



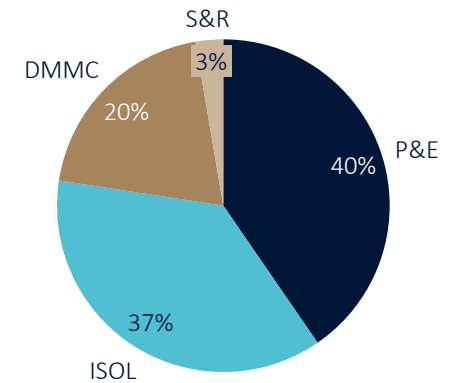
Cross sales by Vessel category

(MNOK)



Cross sales by division

(%)



Figures represent order intake from new build, in addition some MNOK 300 + per year is obtained from after market



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KONGSBERG DEFENCE & AEROSPACE

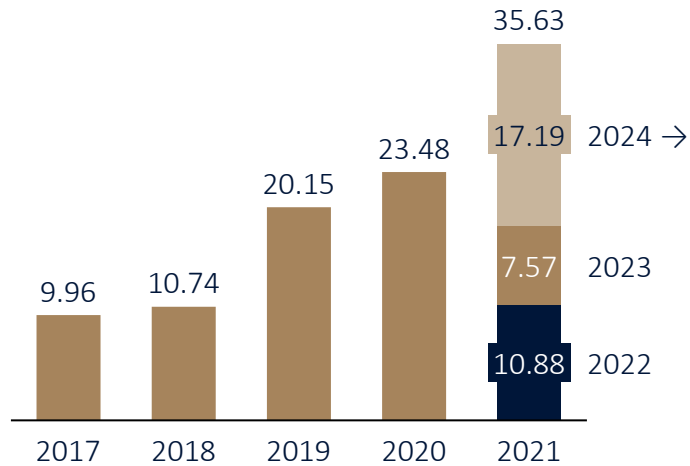


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Consecutive growth in order back log, revenue, and EBITDA

Order backlog

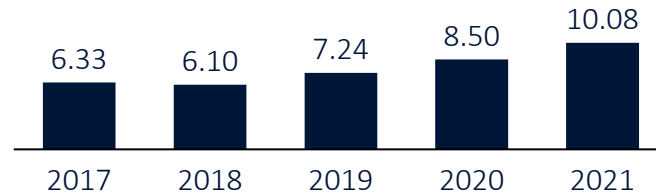
(BNOK)



- Growth driven by major submarine and missile contracts in 2021
- Backlog for 2022 delivery secures growth

Revenues

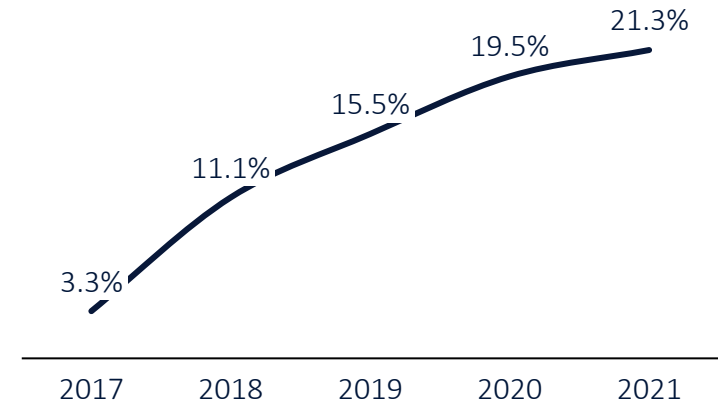
(BNOK)



- 18.5 per cent growth from 2020
- Double digit growth in all divisions

EBITDA margin

(%)



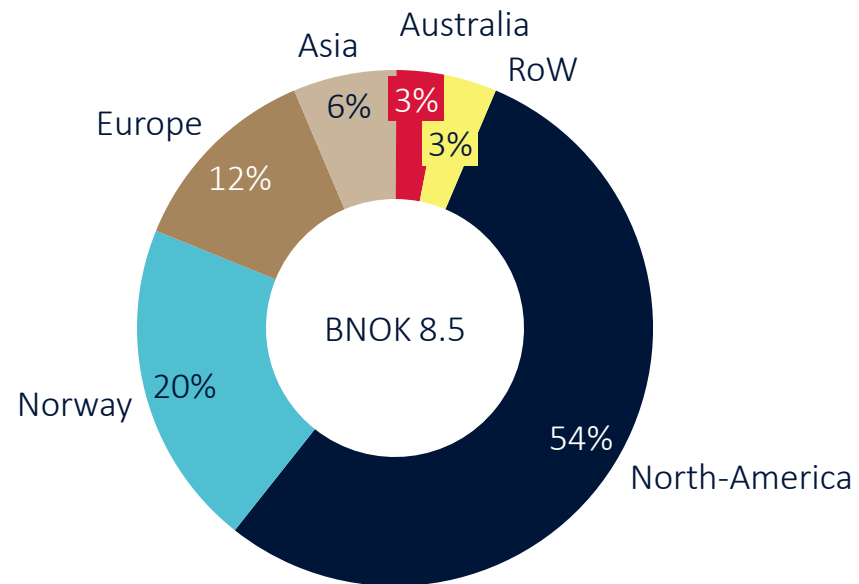
- Strong project execution
- Favourable project mix
- Increased volume



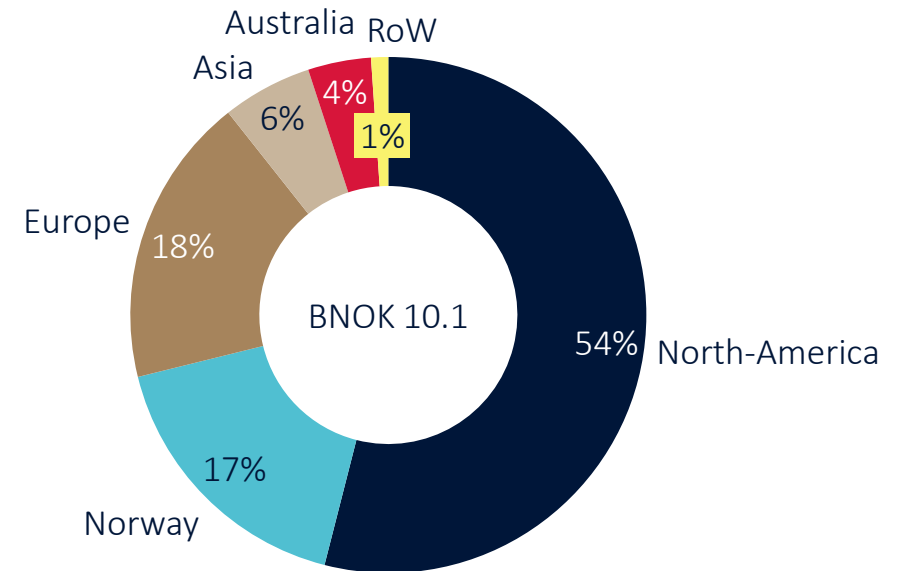
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Revenue by region

Revenue by region 2020



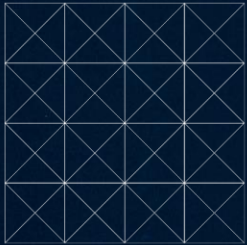
Revenue by region 2021





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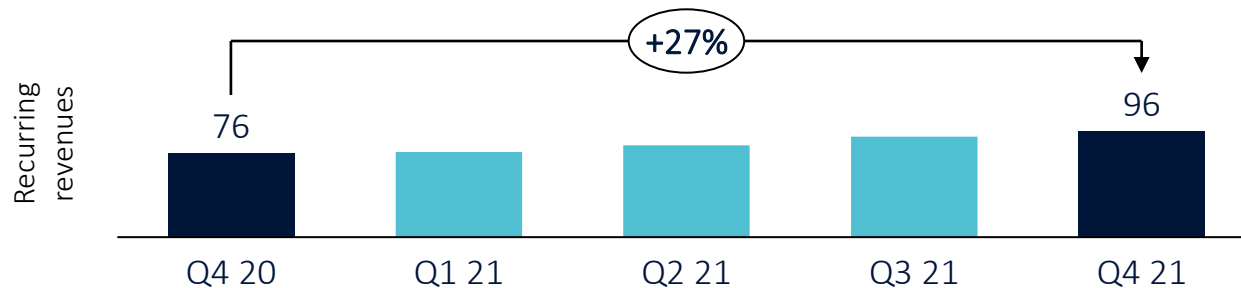
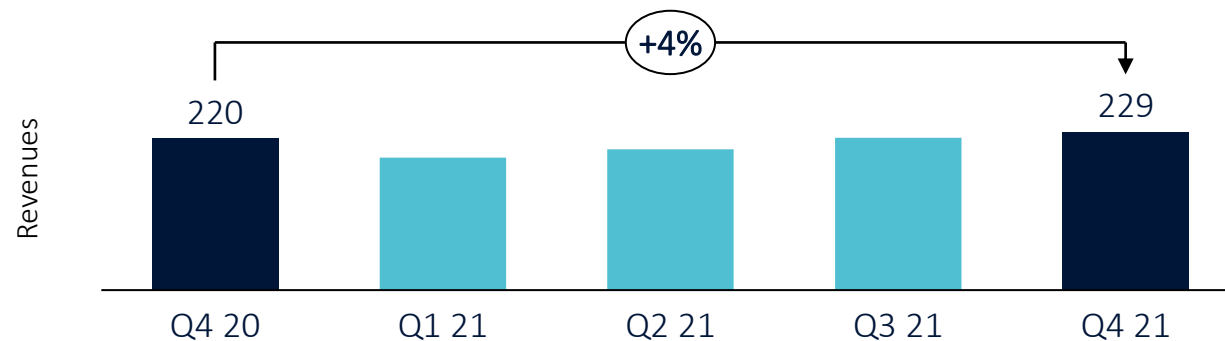


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Recurring revenues continue to grow in KDI

Key figures

(MNOK)



Highlights

- Recurring revenue increased 27% from Q4 2020 to Q4 2021
 - MNOK 347 recurring revenue in 2021 vs. MNOK 278 last year (+25%)
- Roll-out of new dynamic digital twins and onboarding of users continue
- SiteCom's transitions towards SaaS business model started
- Positive development in order intake and revenue from Maritime Simulations in H2

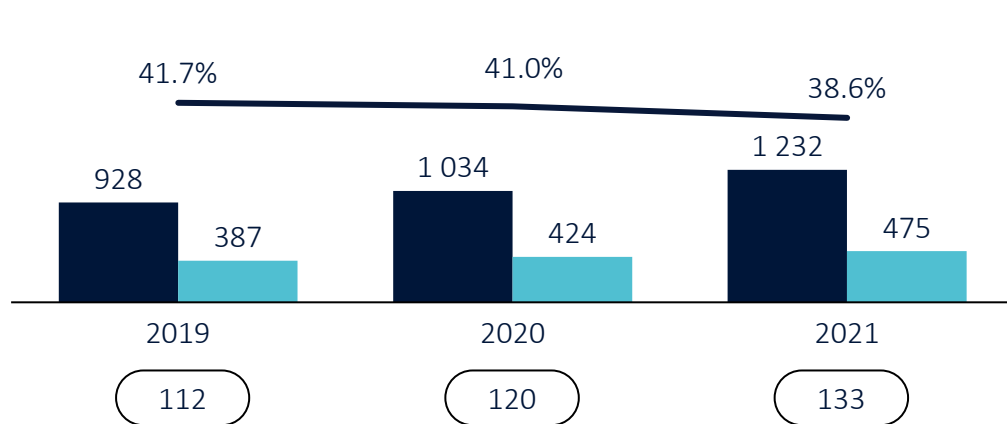


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Associated Companies

KSAT

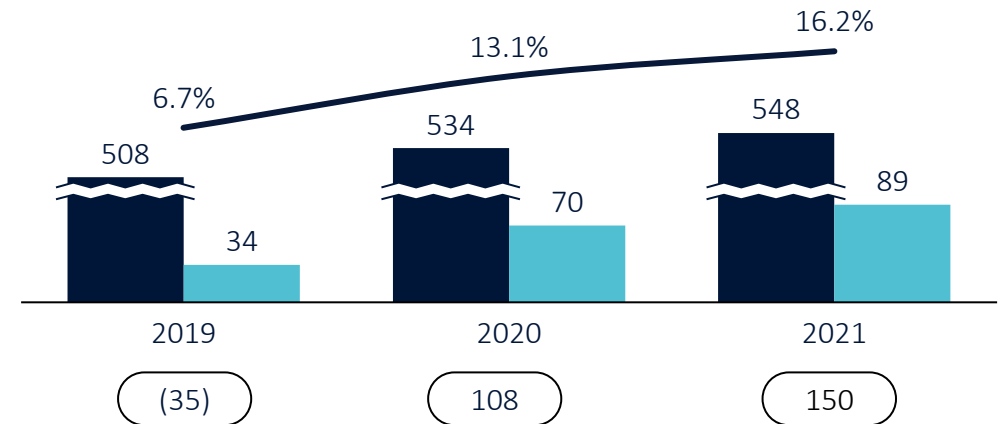
— EBITDA % ■ Revenue (MNOK) ■ EBITDA (MNOK) ○ KOG's share of net profit (MNOK)



- 3.6 BNOK in order backlog
- Annual capex/sales 2021 ~37%

PATRIA

— EBITDA % ■ Revenue (EURm) ■ EBITDA (EURm) ○ KOG's share of net profit (MNOK)



- 1.5 EURb in order backlog



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OUTLOOK



KONGSBERG DEFENCE & AEROSPACE

Current backlog secures growth in 2022
Continued favorable project mix
support H1 2022 EBITDA-margins in line
with H1 2021



KONGSBERG MARITIME

Positive sentiment in new-building
Healthy order backlog coverage and
solid lifecycle business
Commodity prices and components
shortage might impact growth



KONGSBERG DIGITAL

Continued roll-out of KOGNITWIN® and
Vessel Insight to existing and new
customers
Scaling for growth both organic and
inorganic

Solid balance sheet and BNOK 49.5 in order backlog, whereof BNOK 19.9 for delivery in 2022 give solid prospects for growth



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INVESTOR PRESENTATION

Q&A

