



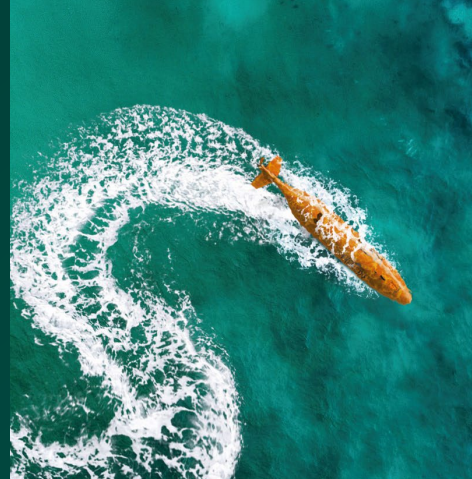
KONGSBERG

Capital Markets Day 2024

Geir Håøy, President & CEO KONGSBERG

#protectingpeopleandplanet

Protecting people and planet by innovating technology today, for a better tomorrow



Security and Sustainability drive development and market demand

CMD 2024

NATO 2% target

KONGSBERG
strong positioned

IMO 30% by 2030

CMD 2024

Big Data & Analytics

Power Systems

**Cloud
Technologies**

Autonomy

Cybernetics

**Artificial
Intelligence**

Cyber Security

KONGSBERG

Energy Systems

Communications

**Shaping the future through
leading technology innovations**

Sensors

Materials

**Human Machine
Interaction**

Integrated Systems

**Production
Technology**

**Systems
Engineering**

Electronics

**Software
Engineering**

**Mechanical
Engineering**

Fluid Dynamics

 **KONGSBERG**

Technology and sensor fusion accelerating new solutions protecting ocean space



We have the competence
proven record, and mindset
to grow further

Our revenue ambition: **120 BNOK in 2033**

Join us pioneer change
to protect people and planet
by innovating technology today,
for a better tomorrow



KONGSBERG

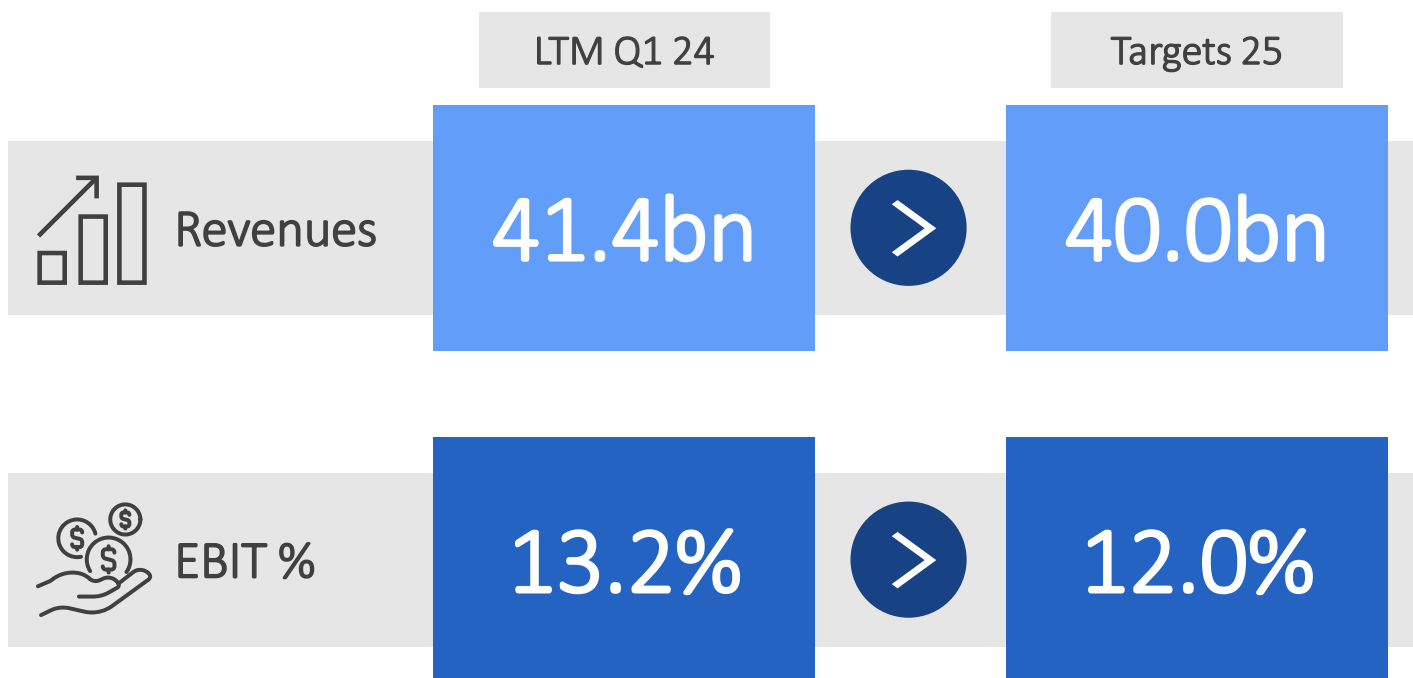
Capital Markets Day 2024

Mette Toft Bjørgen, CFO KONGSBERG

#protectingpeopleandplanet

Status 2025 targets

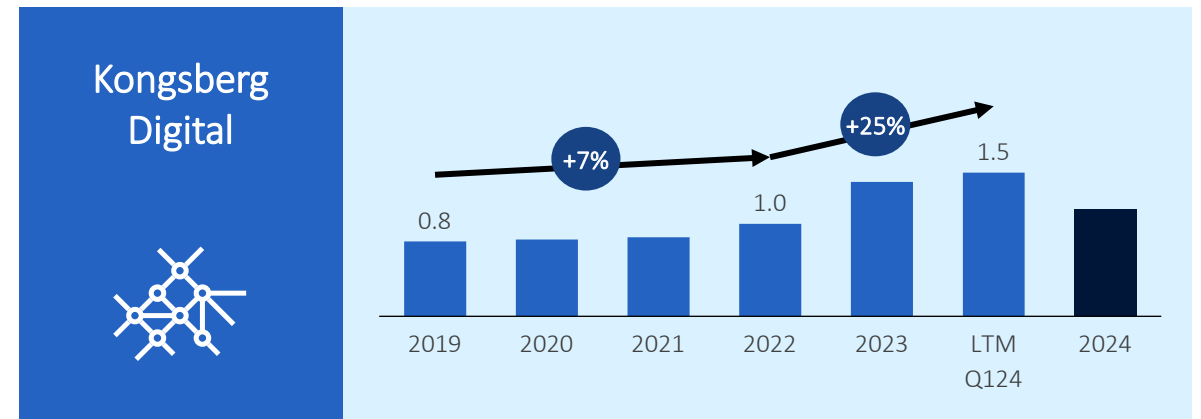
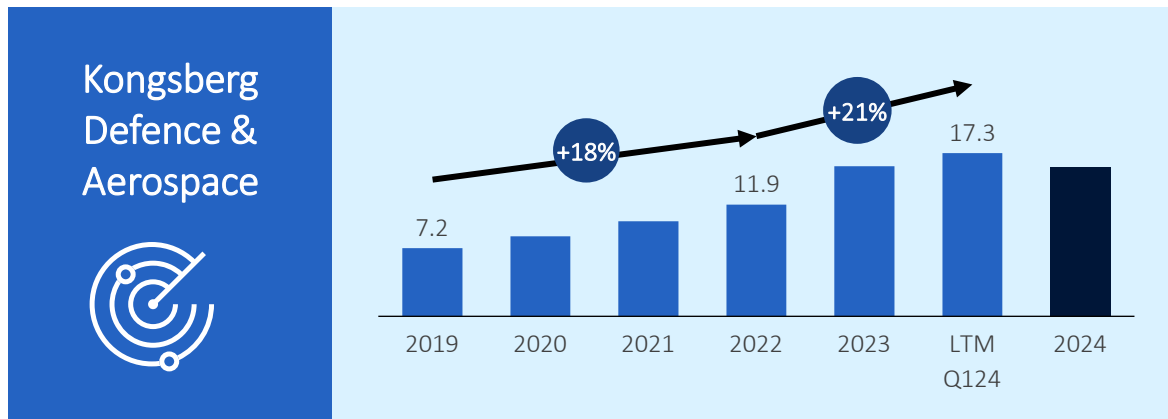
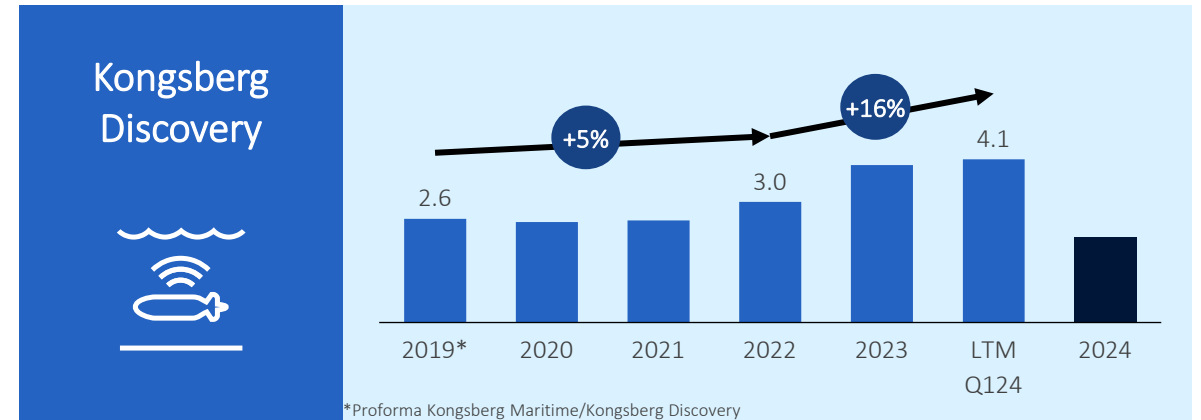
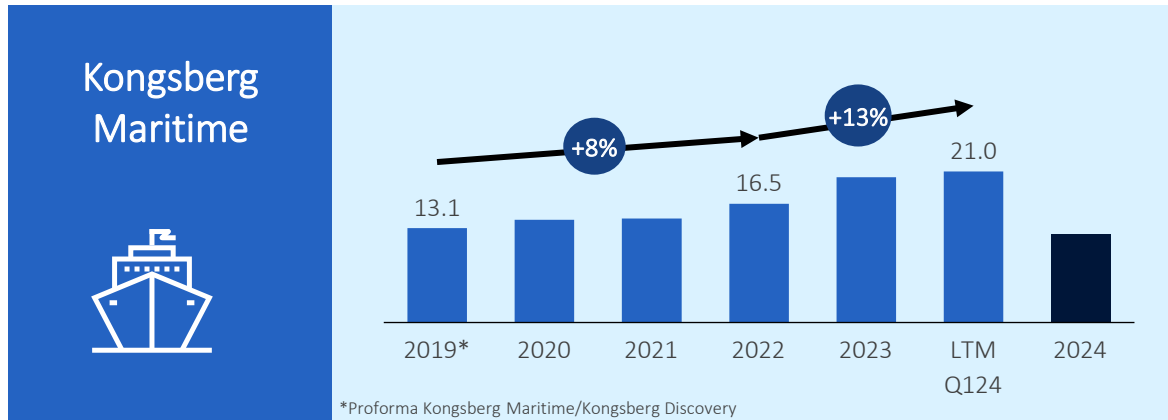
2025 targets met ahead of plan



Protecting
people
and planet

Revenue development

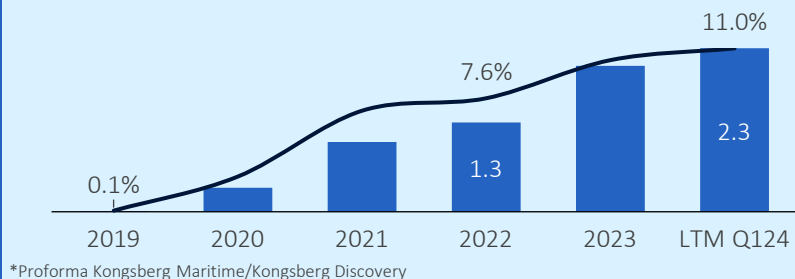
Solid performance in all Business Areas, well positioned for further growth



EBIT development

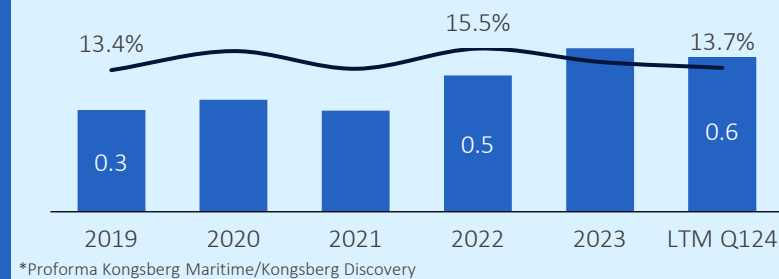
Strong profit development

Kongsberg Maritime



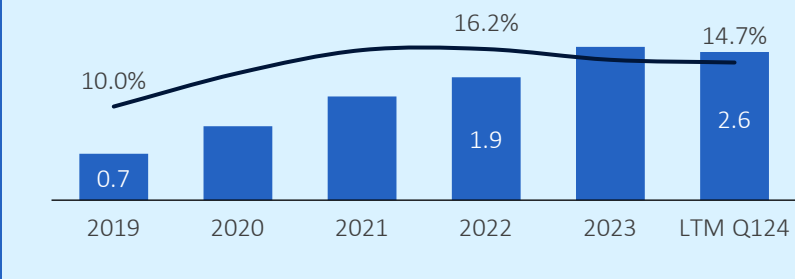
*Proforma Kongsberg Maritime/Kongsberg Discovery

Kongsberg Discovery

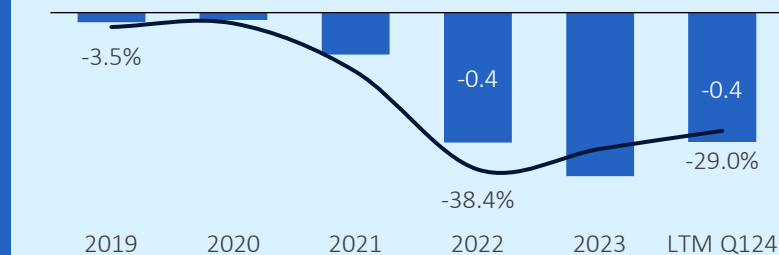


*Proforma Kongsberg Maritime/Kongsberg Discovery

Kongsberg Defence & Aerospace



Kongsberg Digital



Capital allocation is a key to secure profitable growth



1. Solid Balance sheet

Our operation requires good liquidity and predictable access to capital

**Nordic
Credit
Rating**

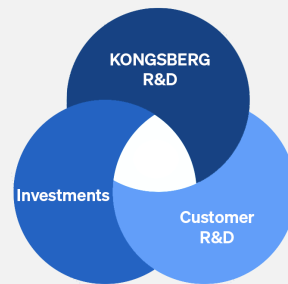
LONG-TERM RATING
A-

UNCHANGED



2. Invest for organic growth

- R&D funded by KONGSBERG
- R&D Funded by customers
- Investments in capacity and processes

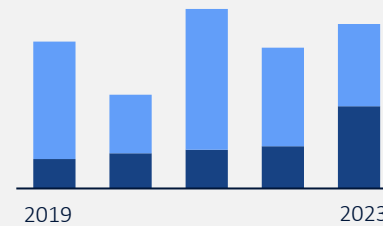


INCREASED LEVEL



3. Shareholder Remuneration

- Healthy shareholder remuneration
- Policy remains unchanged

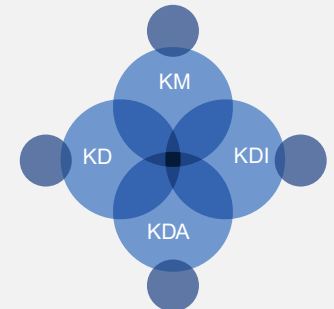


UNCHANGED



4. Portfolio Management

Active portfolio management to support development



UNCHANGED

KONGSBERG 2033
Revenue > BNOK 120

Continued strong demand in existing markets (footprint)

Our journey towards 2033

KONGSBERG 2033
EBIT > 15%

Increased margins driven by performance management (scale and efficiency)



KONGSBERG

Protecting people and planet



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Capital Markets Day

2024

Eirik Lie, President KDA

#protectingpeopleandplanet

Kongsberg Defence & Aerospace

1. Delivering on record high order backlog



16
countries



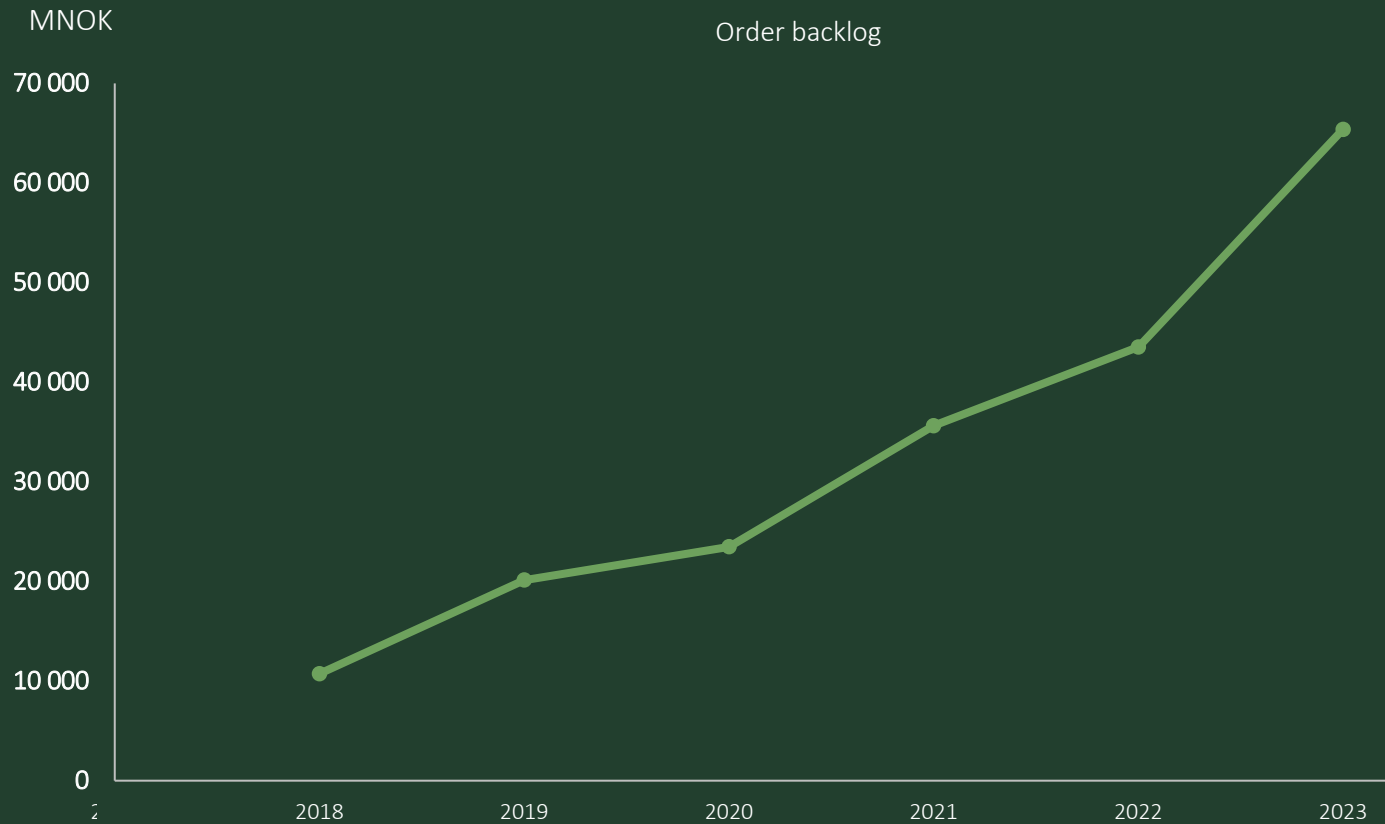
16.8 BNOK
revenues*



4,365
employees

Kongsberg Defence & Aerospace

Record high order backlog of NOK 65 bn



Strong demand since 2018, driven by new orders for air defence and missiles

Total order intake in 2023 was NOK 38 bn, leading to an order backlog above NOK 65 bn – an increase of ~90% from CMD 2022

Strengthening delivery muscles and capabilities



Production

Building capacity in Norway

- Extensions Arsenalet, Air Defence, Cosmos
- New strike missile production plant - June 2024
- KAMS, F-35 depot and 2nd site Moss

International growth

- 2,500 sqm facility in Australia - Sept 2024
- Planning missile plant in US



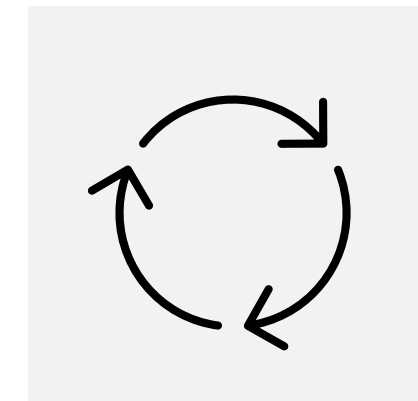
Supply Chain



Partnerships



Recruitment



Processes

2. Positioned for further growth



Geopolitical unrest puts defence on top of agenda



The defence industry is transforming

Industrial warfare

- More production
- Lower cost/higher volumes
- Faster innovation



Changing battlefields

- From counter-insurgency
- Nation conflicts
- Future Air-Sea-Space

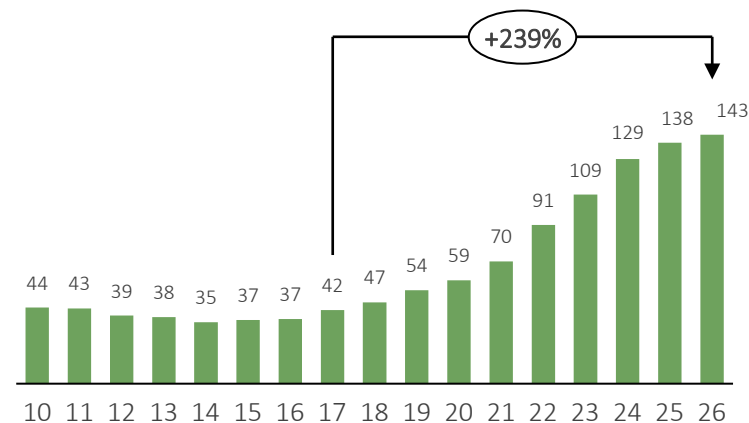


Defence budgets are rising

After a decade of slow growth, Europe has entered a new investment phase

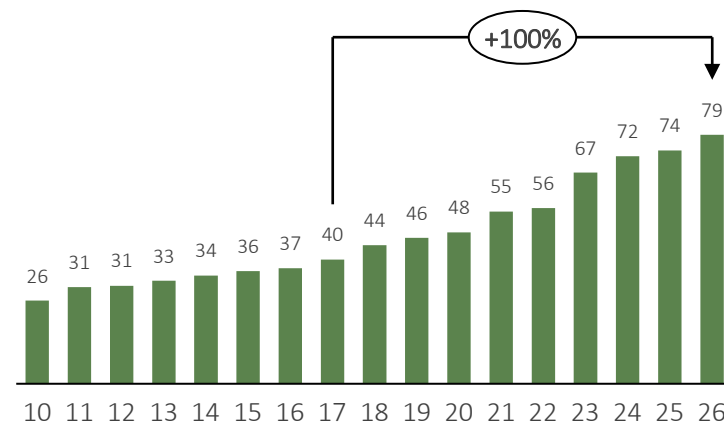
Asia continues strong growth track

Europe



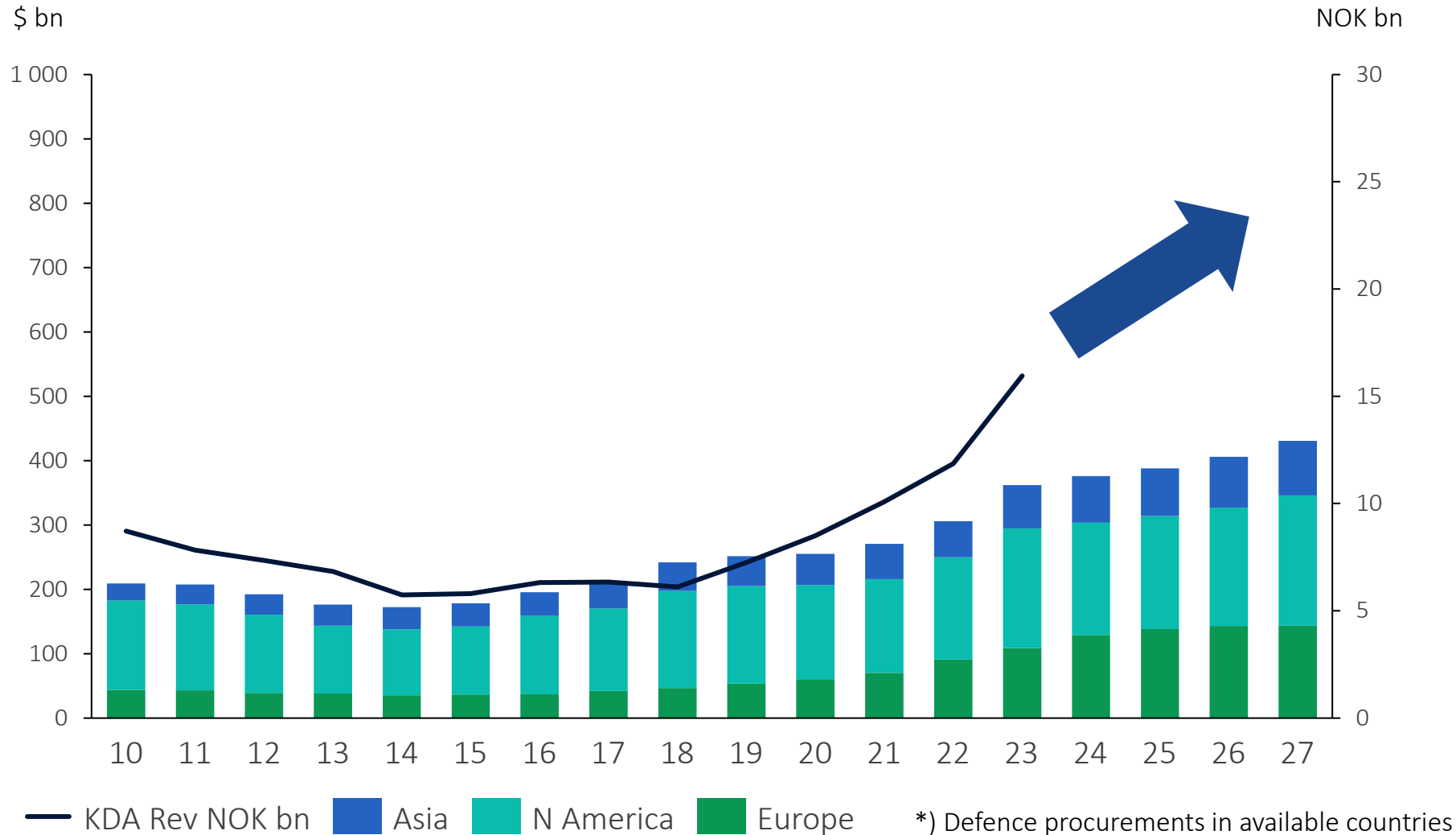
Procurement, USD bn

Asia



Procurement, USD bn

Well positioned in current defence market



Market trends

- Industrial warfare
- Nation conflicts

KDA developments

- Backlog
- Credible prime
- Product portfolio

3. Building the future KDA



Preparing KDA for the future



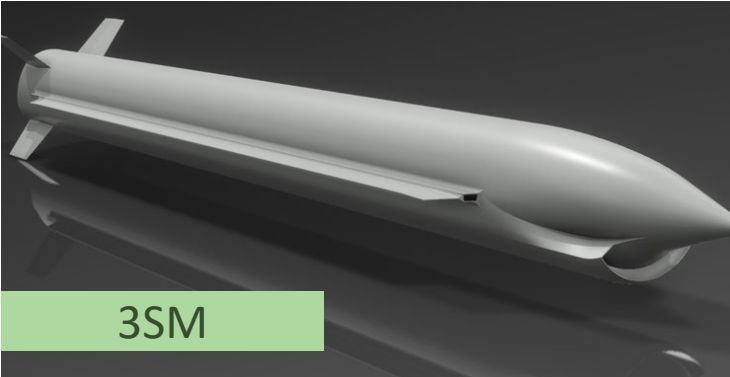
Air Defence



Space for Defence



MRO



3SM



Vanguard



NASAMS

Ground based air defence system

2024-06-04 CMD



NASAMS Air Defence

World class Medium Range Air Defence (MRAD) system



NASAMS Air Defence

Multi-missile capability – A complex challenge for adversaries



AIM-9X-2

AMRAAM (AIM-120)

AMRAAM ER

NASAMS Air Defence

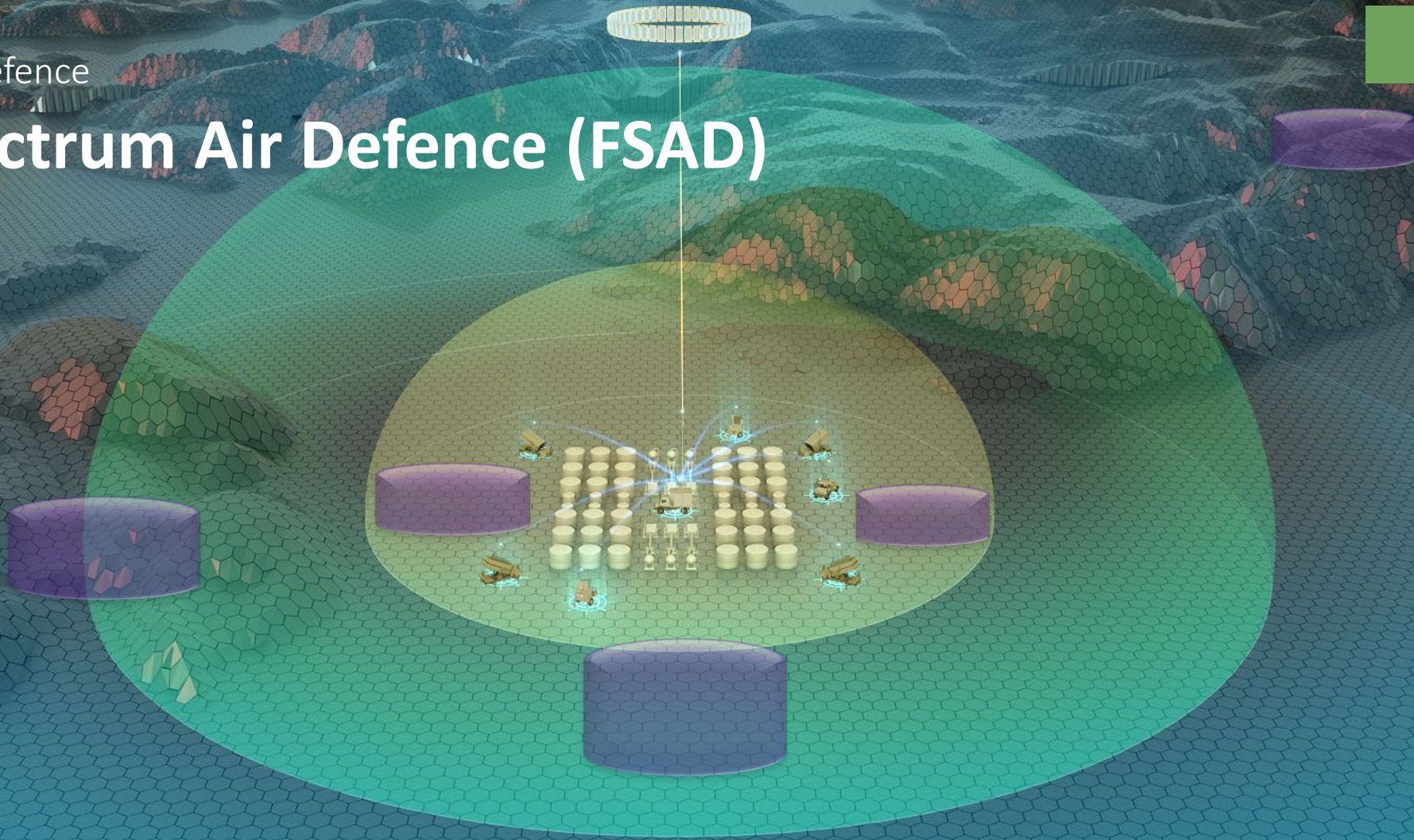
Dual-use missiles



NASAMS Air Defence

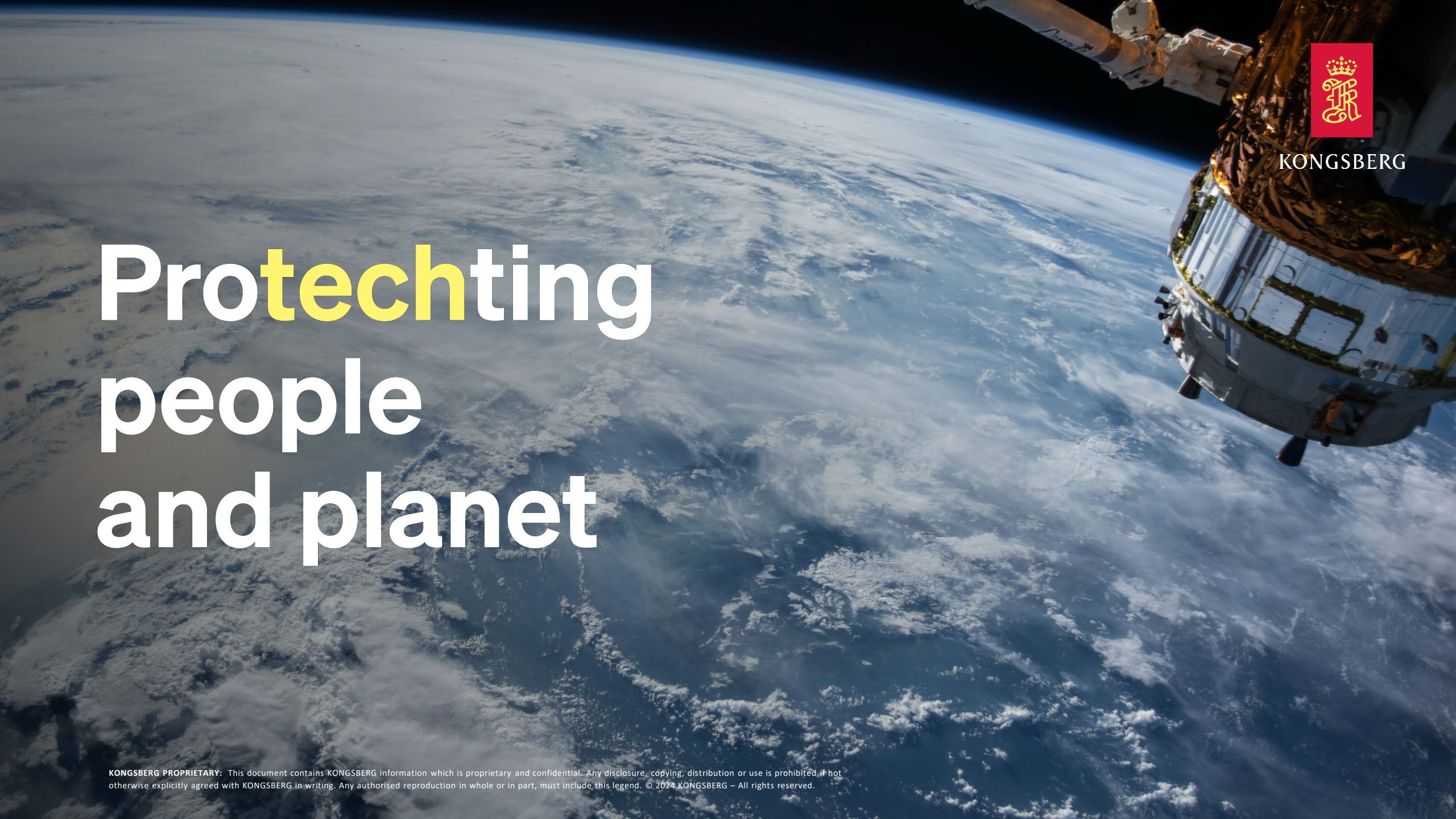
Full Spectrum Air Defence (FSAD)

CMD 2024



One system – Layered capability

SHORAD
MRAD
LRAD and anti-TBM
CUAS & VSHORAD



KONGSBERG

Protecting people and planet



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Capital Markets Day 2024

Lisa Edvardsen Haugan, President KM

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6,700 employees



20 BNOK revenues*



34 countries



34,000 vessels

Kongsberg Maritime

The ocean space experts

CMD 2024

Integration & Energy

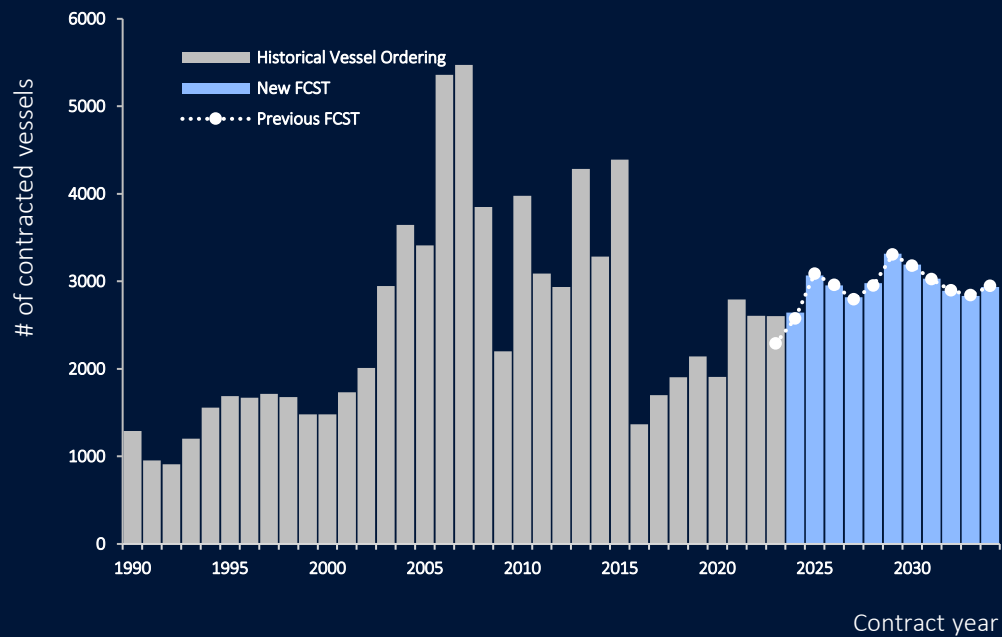
Automation & Control

Propulsion & Handling

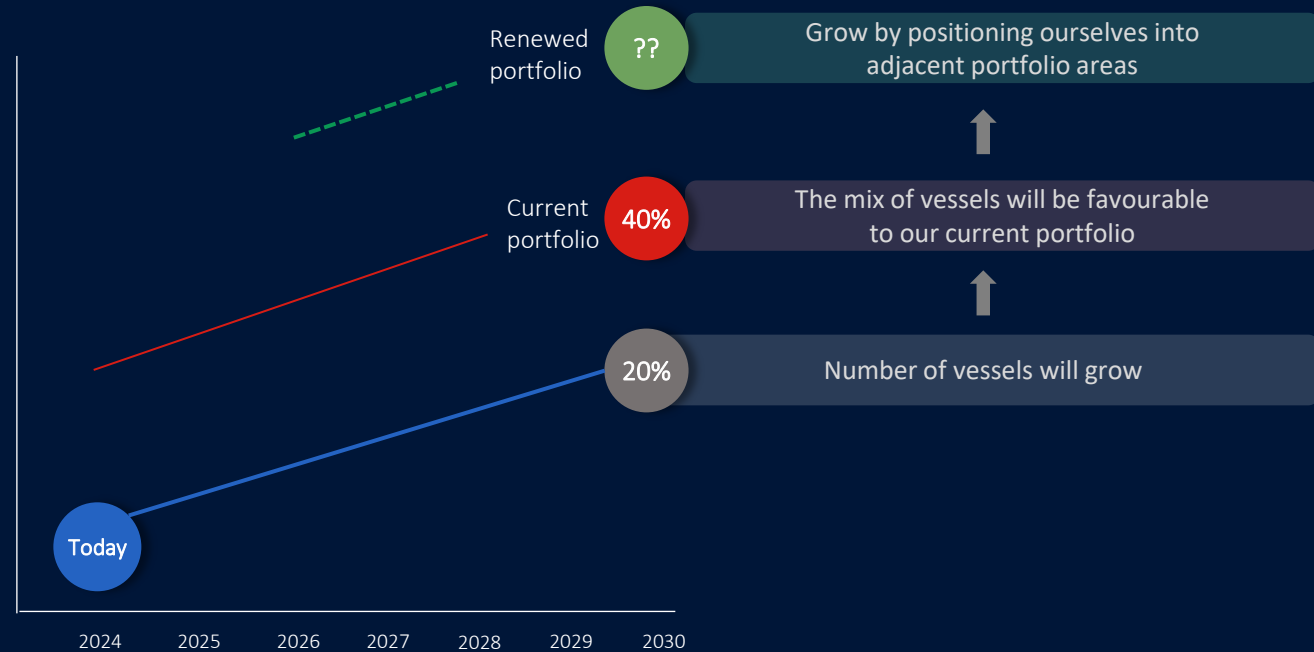
Global Customer Support

Building on our broad portfolio

NEWBUILDING MARKET DEVELOPMENT

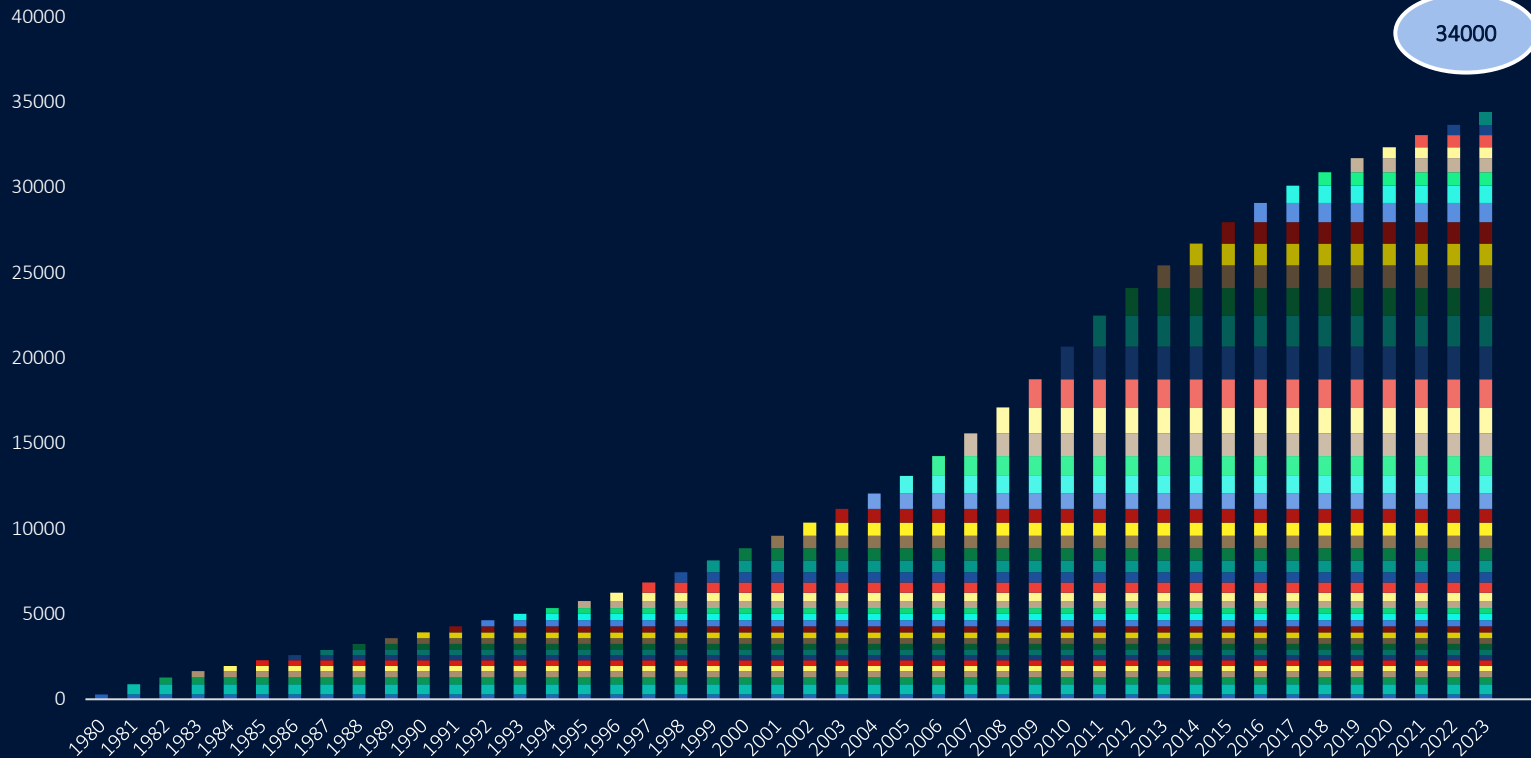


MARKET SIZE INDICATOR



Securing our position as the life cycle partner

of vessels installed YoY 1980-2023



RECENT INITIATIVES SECURING GROWTH:

- Sustainability partnership signed with **Solstad**.
- Upgrades for **SEACOR** cementing KM position as the number 1 hybrid integrator for the sailing fleet.
- Collaborating with **Høegh Autoliners** to improve propulsive efficiency and upgrades reducing emissions & costs.
- High volume of sustainability **partnerships** in pipeline across multiple vessel segments.



Our five strategic priorities

ENERGY TRANSITION
PARTNER



INTEGRATED SYSTEMS

MISSION CRITICAL
PRODUCTS



DIGITALISATION

EMERGING
OCEAN SPACE



People & competence

Knowledge about marine operations

Technology

Strategic projects

	ENERGY TRANSITION PARTNER
	INTEGRATED SYSTEMS
	MISSION CRITICAL PRODUCTS
	DIGITALISATION
	EMERGING OCEAN SPACE

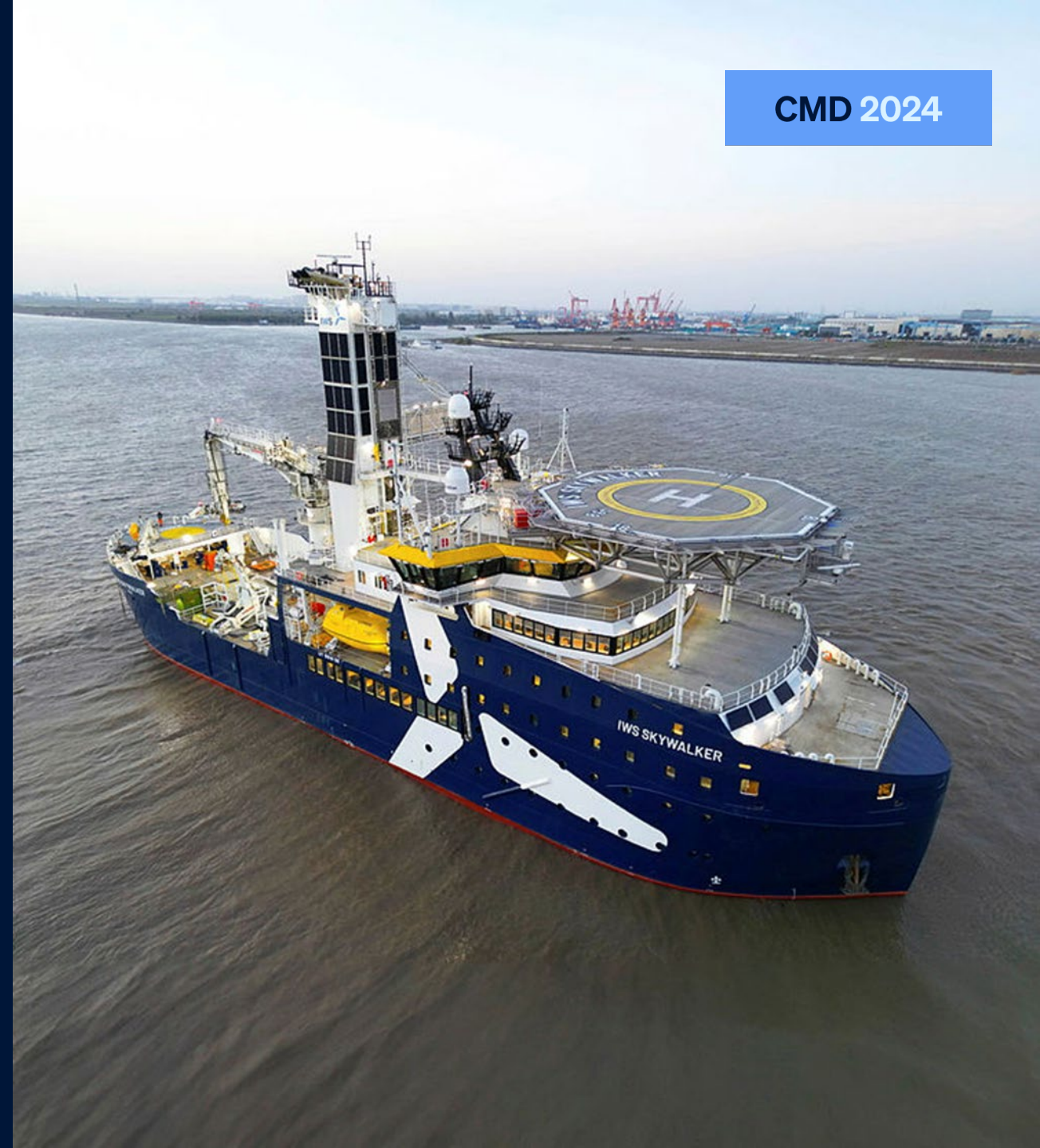
Strengthen our propulsion range

Grow integrated electrical solutions

Secure growth opportunities within naval

CMD 2024

The ocean space experts



A holistic approach, domain knowledge and industry leading technologies make us

The trusted energy transition partner



Kongsberg Maritime's next generation platform supply and anchor handler vessels



Energy-efficient upgrade for Solstad's Normand Sentinel - anticipating energy savings of up to 16% during transits and up to 40% in DP-mode



KONGSBERG

Protecting people and planet



KONGSBERG

Capital Markets Day

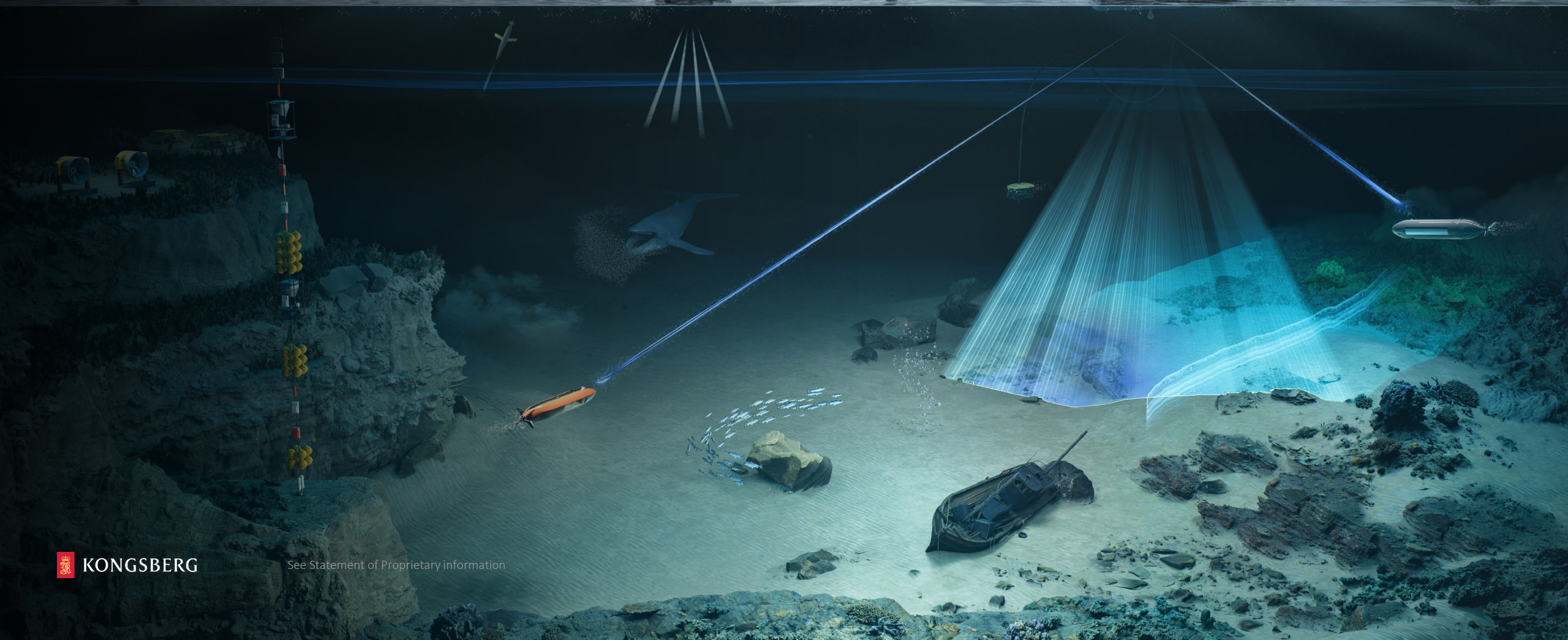
2024

Martin Wien Fjell, President Kongsberg Discovery

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Vision

Discovering the secrets of the ocean



Discovering the secrets of the ocean



Food

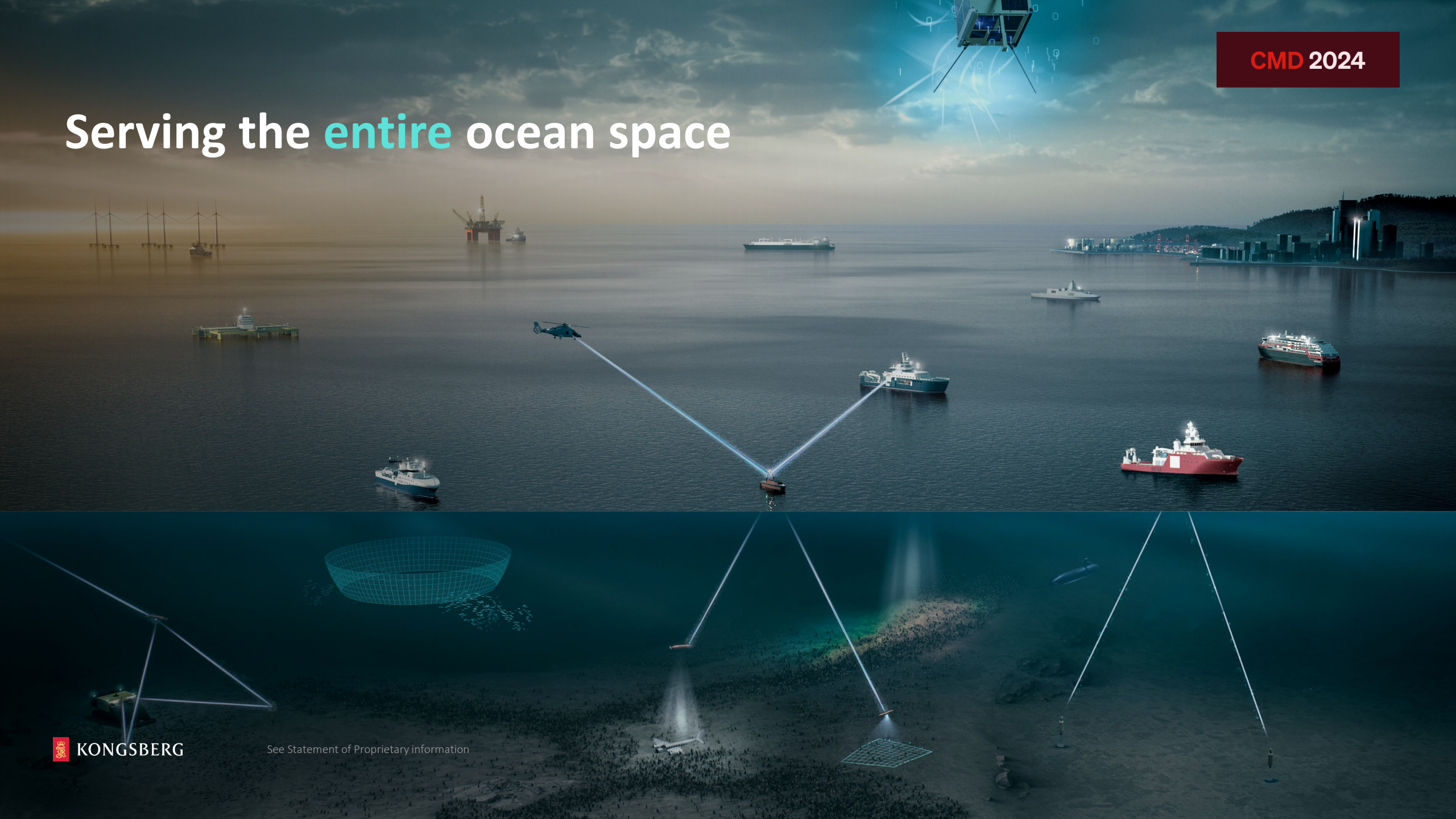


Climate / Energy



Security

Serving the **entire** ocean space



Kongsberg Discovery



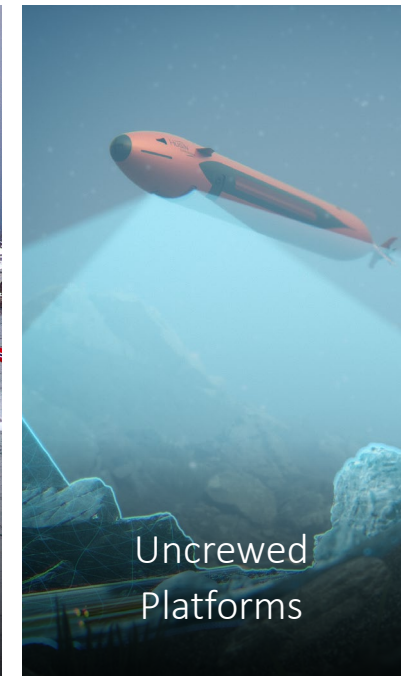
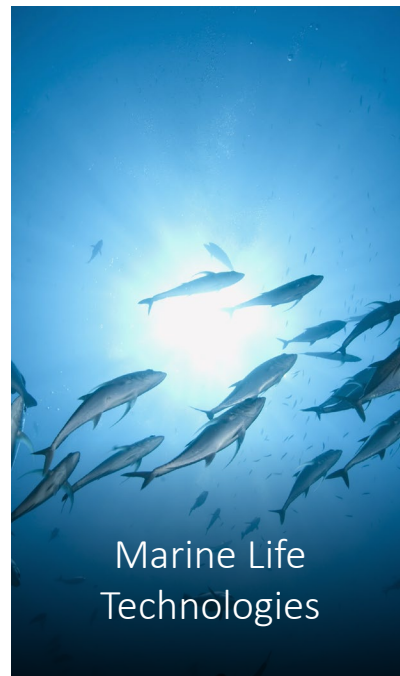
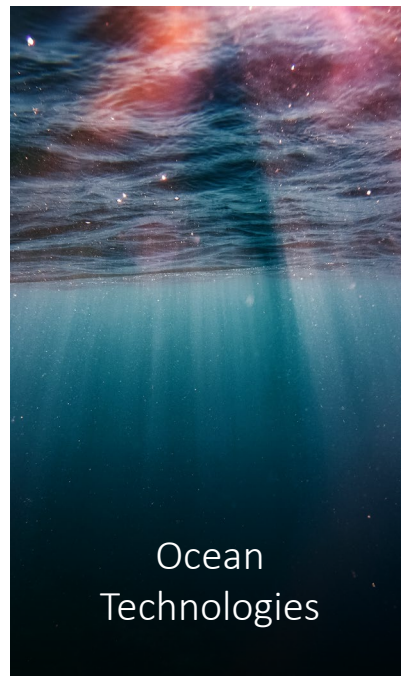
~1100 employees



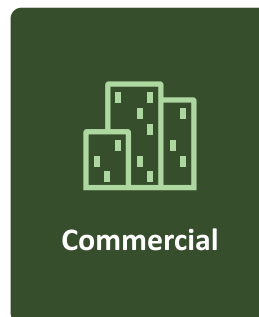
~4 BNOK revenue



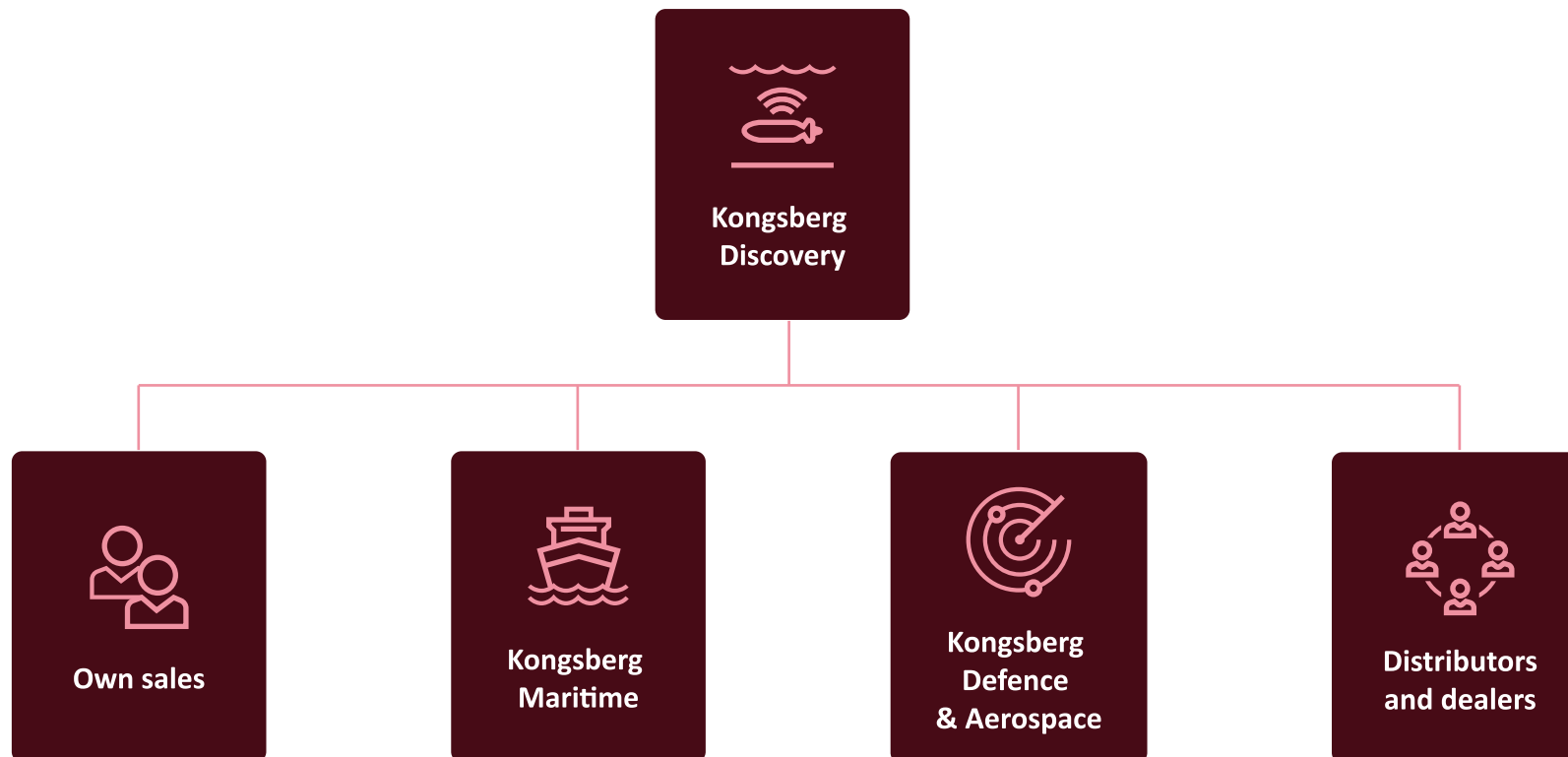
Strong technology backbone



Generating value through product development and partnerships

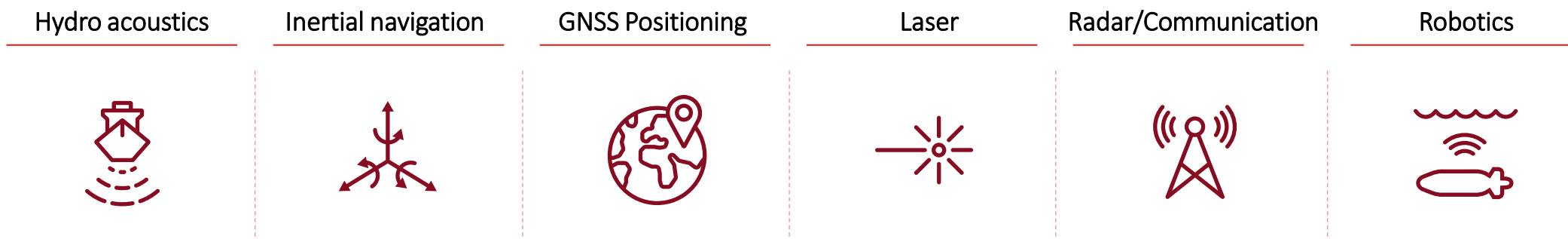




Market access



Technology based value creation based on a strong technology backbone

Mastering advanced technologies

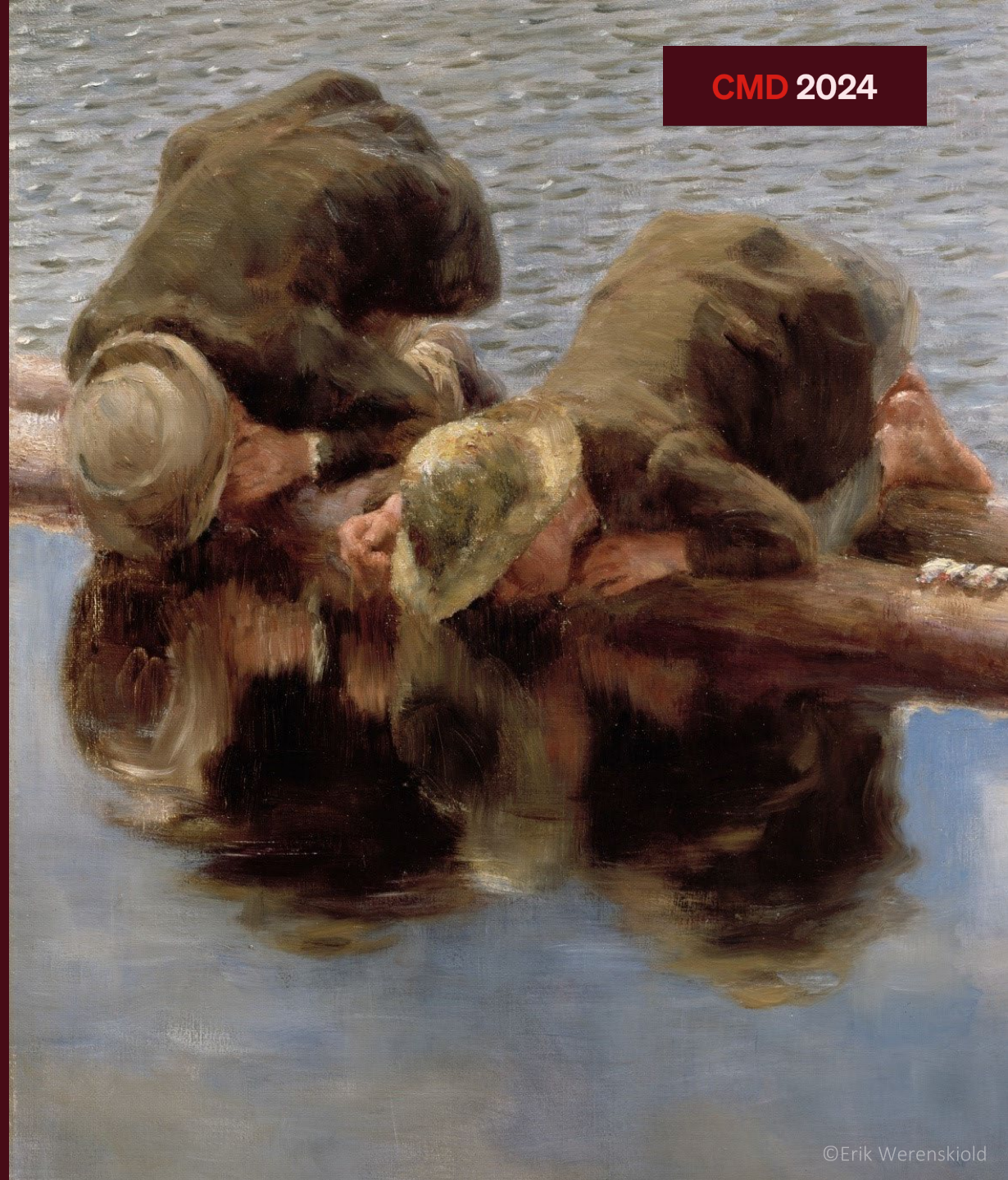


...while keeping an eye out for new technologies  

Illuminating the ocean with sound

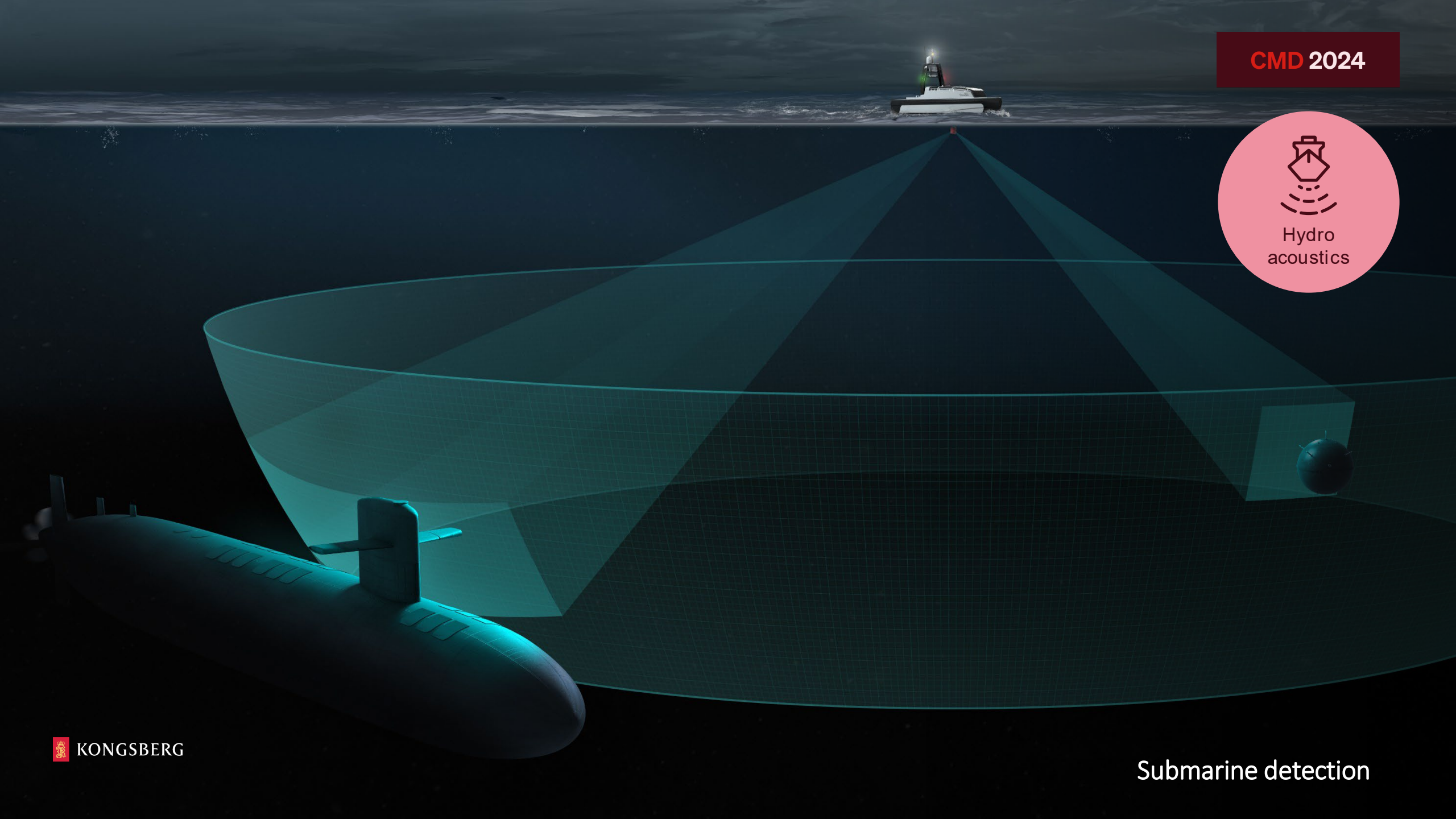


Hydro
acoustics

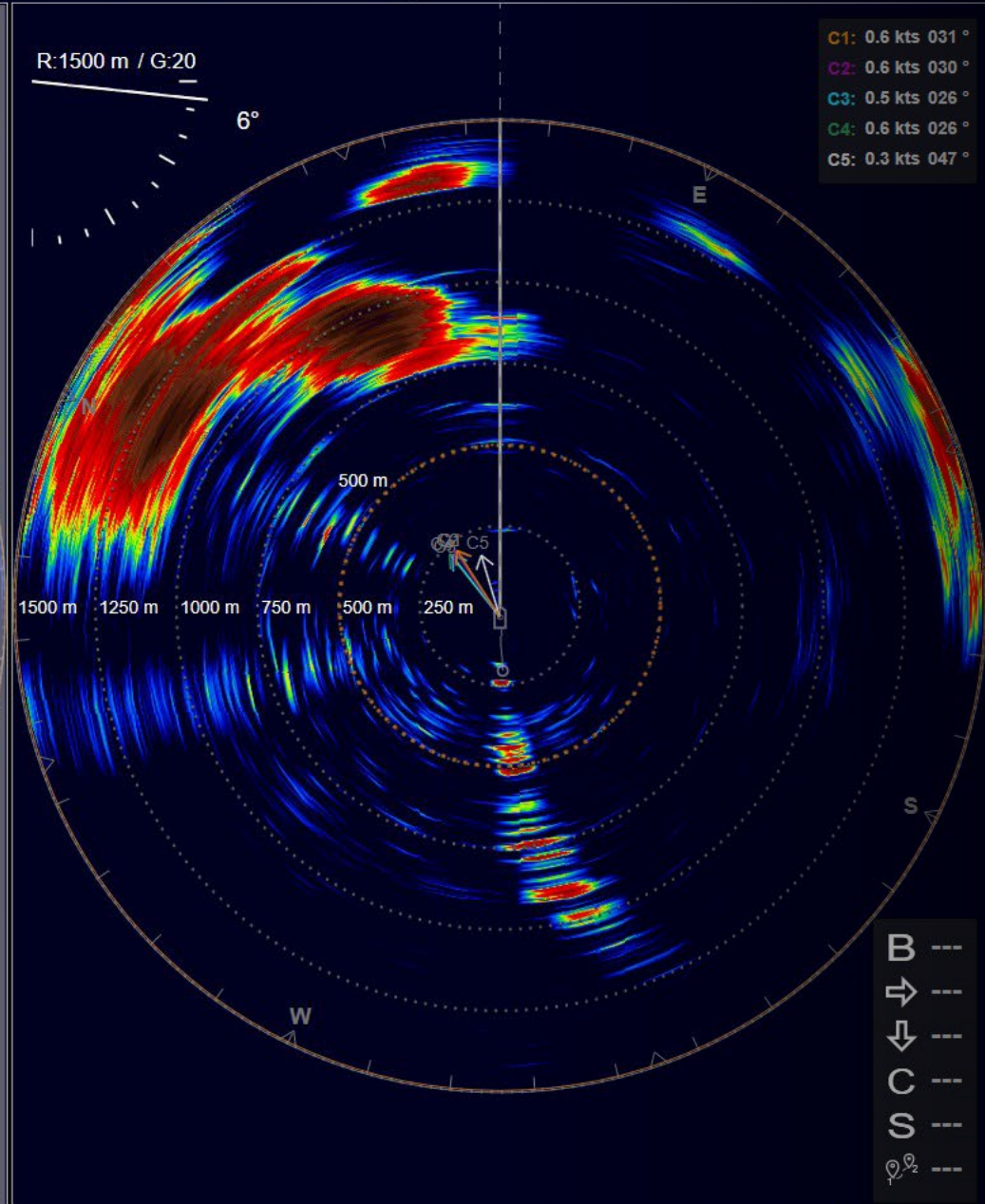
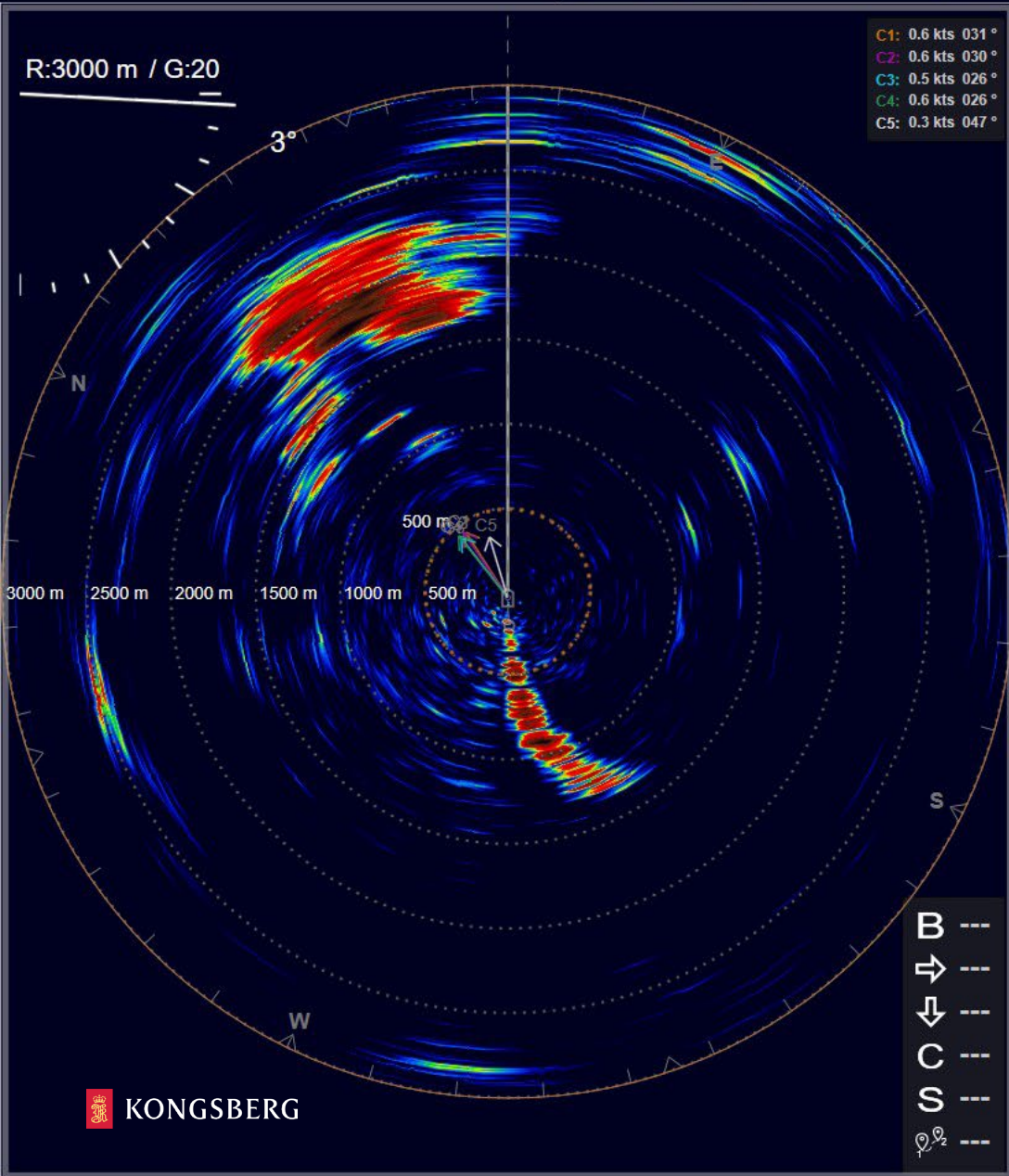




Hydro
acoustics



CMD 2024



Active **Horizontal**

TVG *20 Log R

Ping-Ping Filter *Medium

Range Projection *True

AGC *Medium

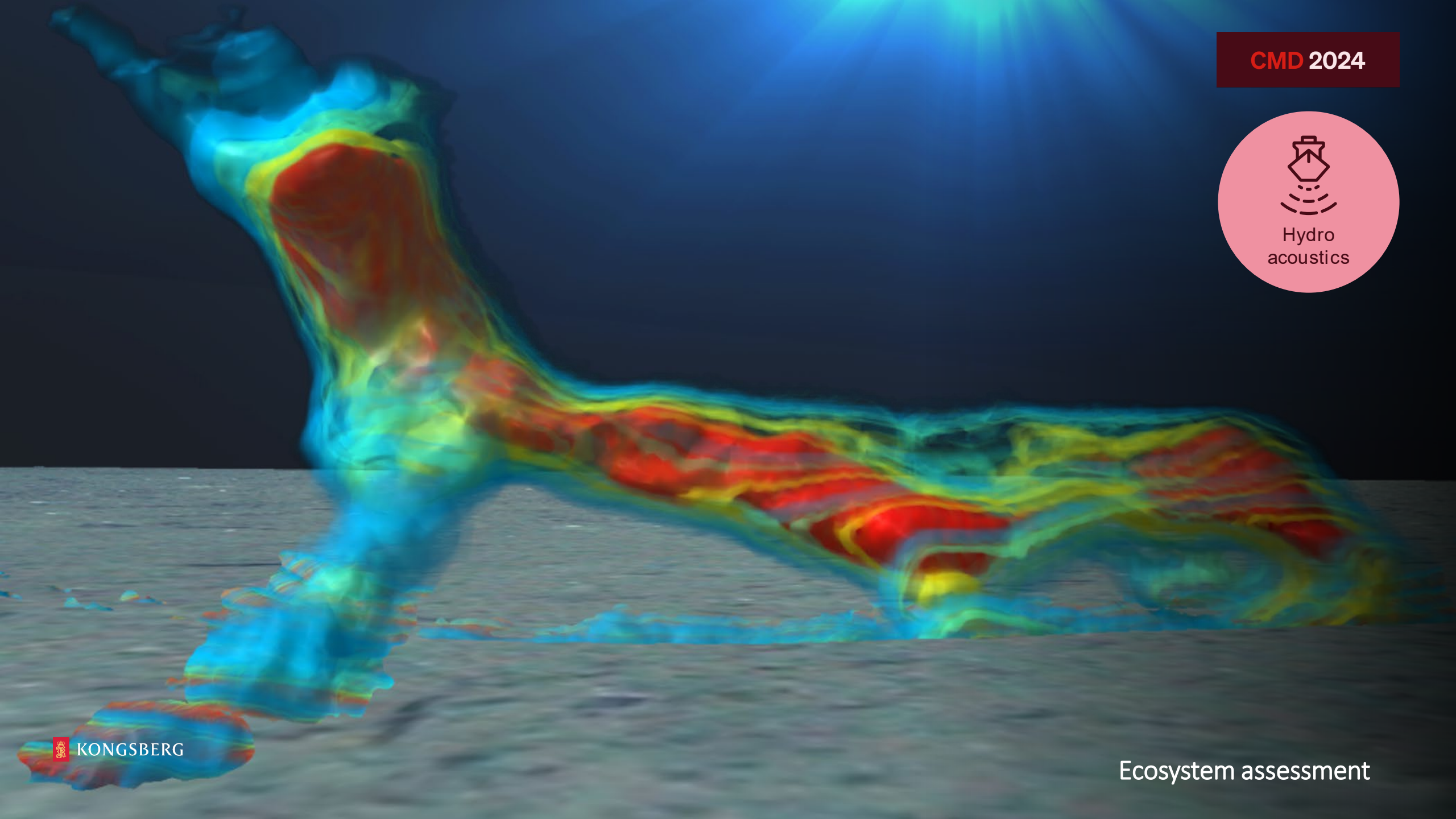
RCG *Medium

Activate Windows

Fish-finding



Hydro
acoustics



CMD 2024



Hydro
acoustics

 KONGSBERG

Ocean currents

CMD 2024



Hydro
acoustics

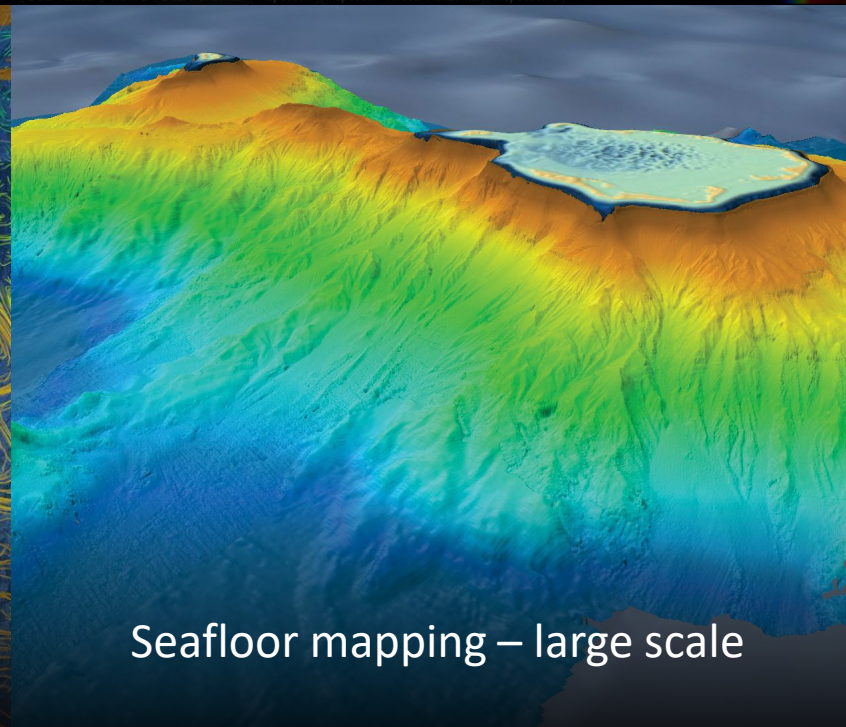
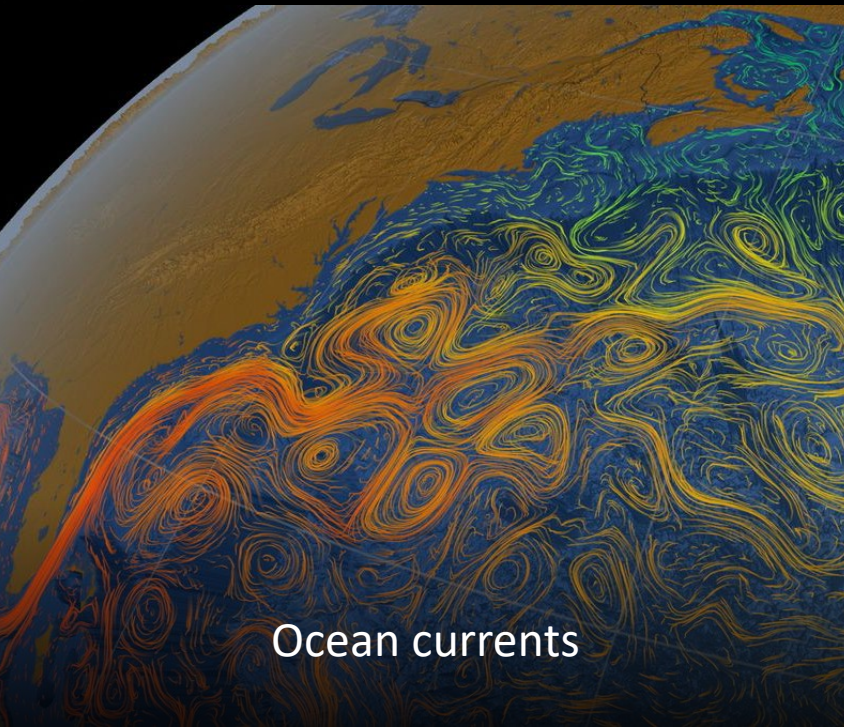
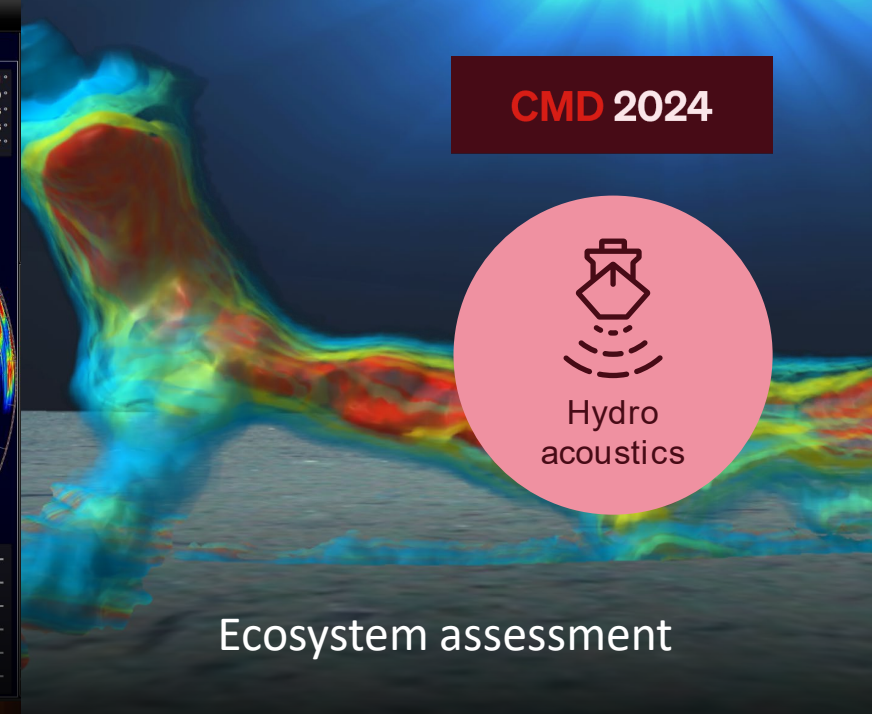
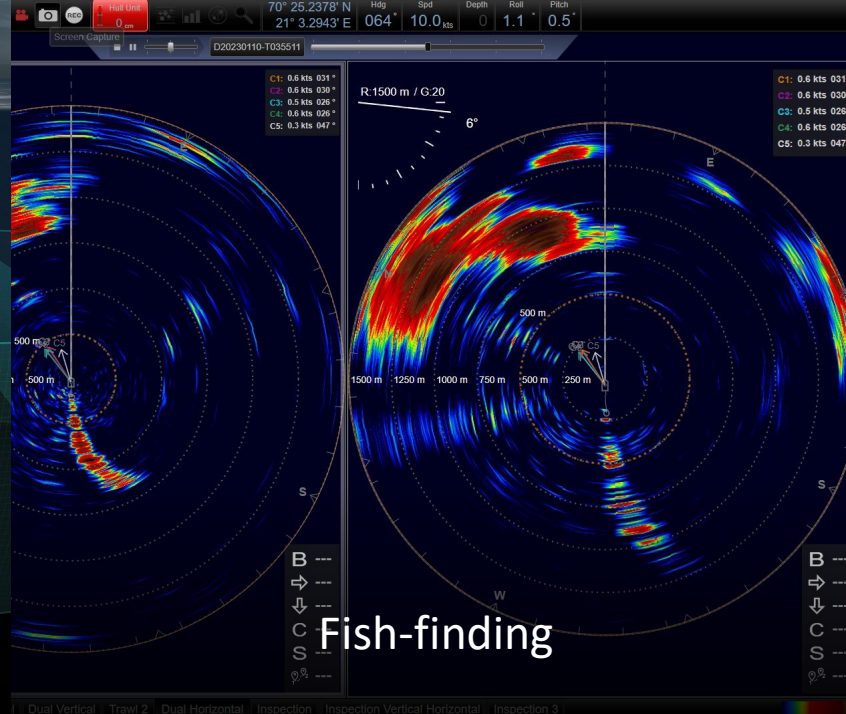
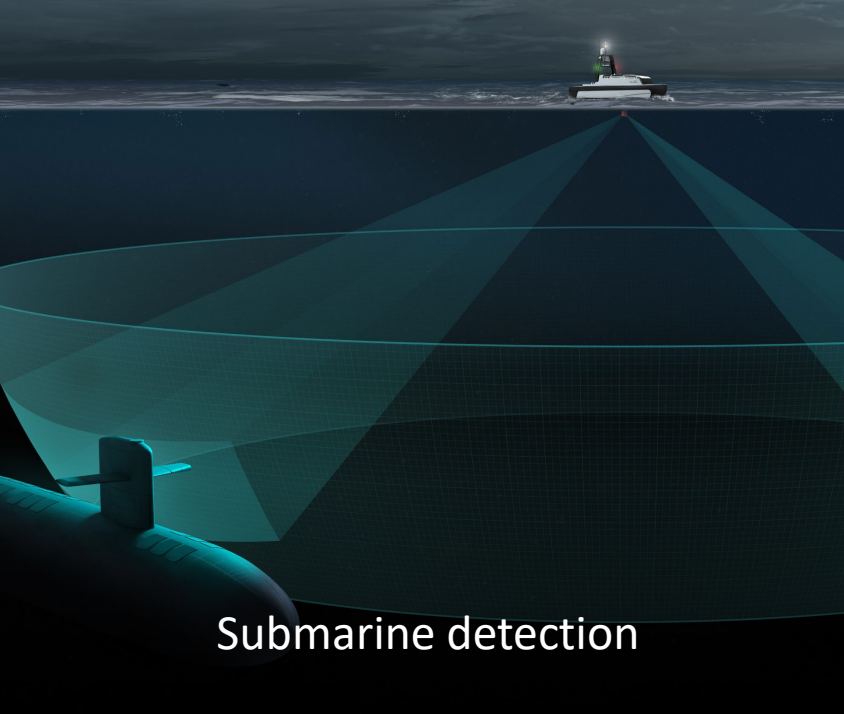
 KONGSBERG

Seafloor mapping – large scale

CMD 2024

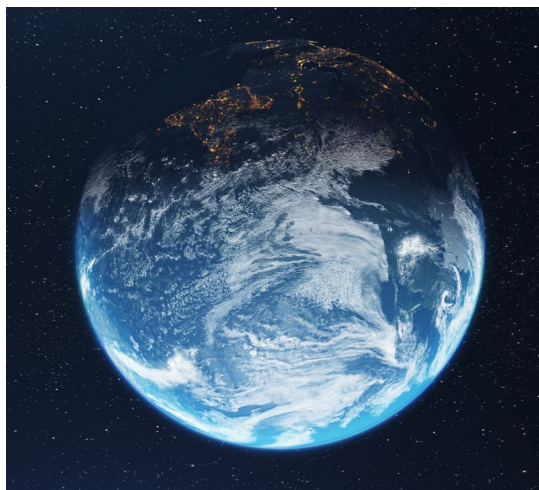


Hydro
acoustics

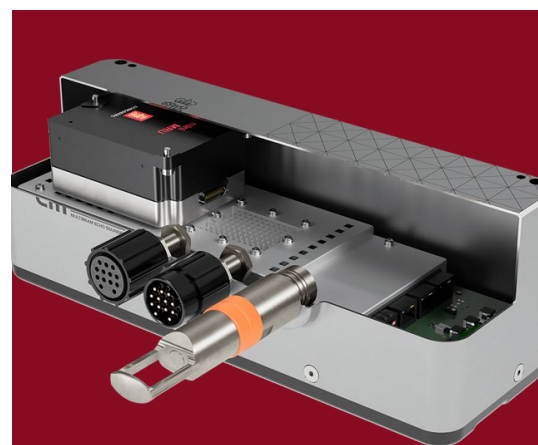


Positioned for growth

Sustainability and security



Limited knowledge about
life in the ocean



Smarter and improved
sensors



Autonomy and robotics



Reliable data



KONGSBERG

Protecting people and planet



KONGSBERG

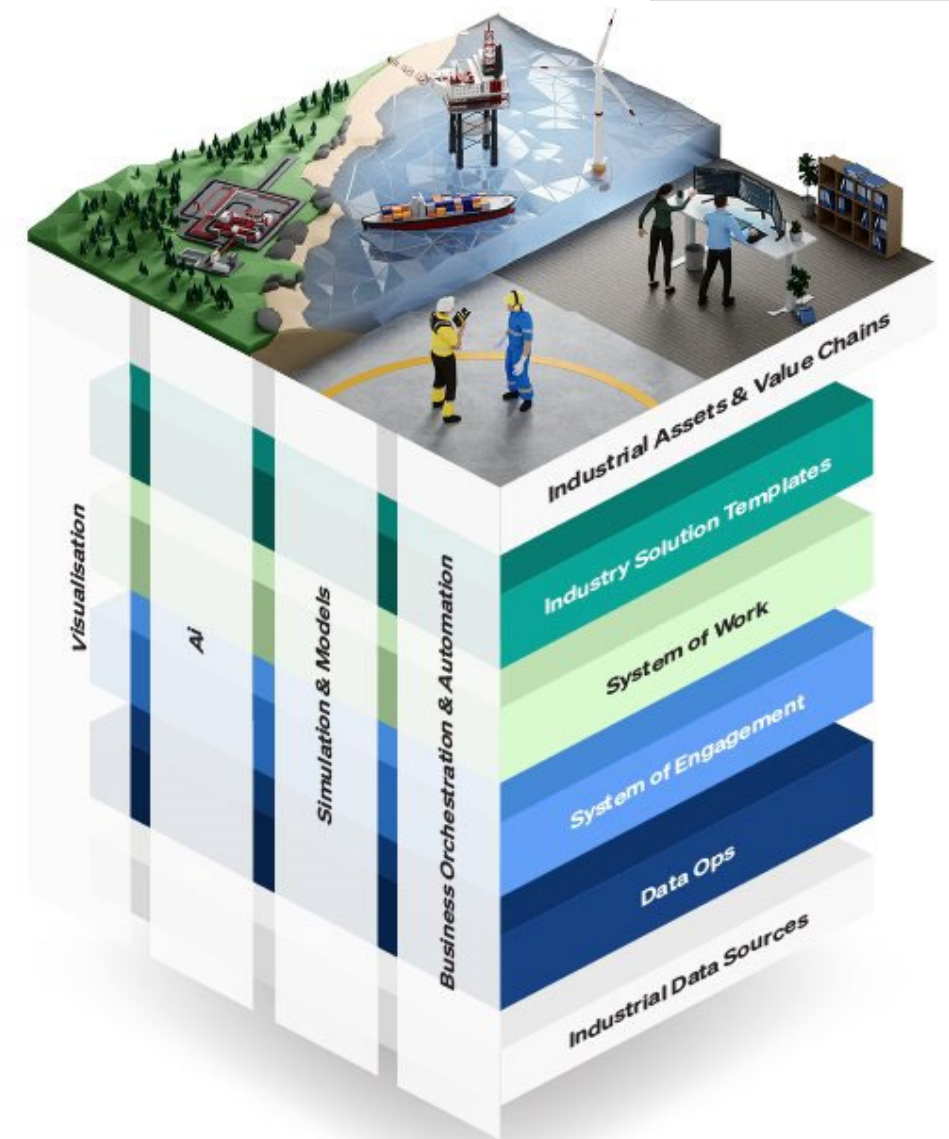
Capital Markets Day 2024

Shane McArdle, President Kongsberg Digital

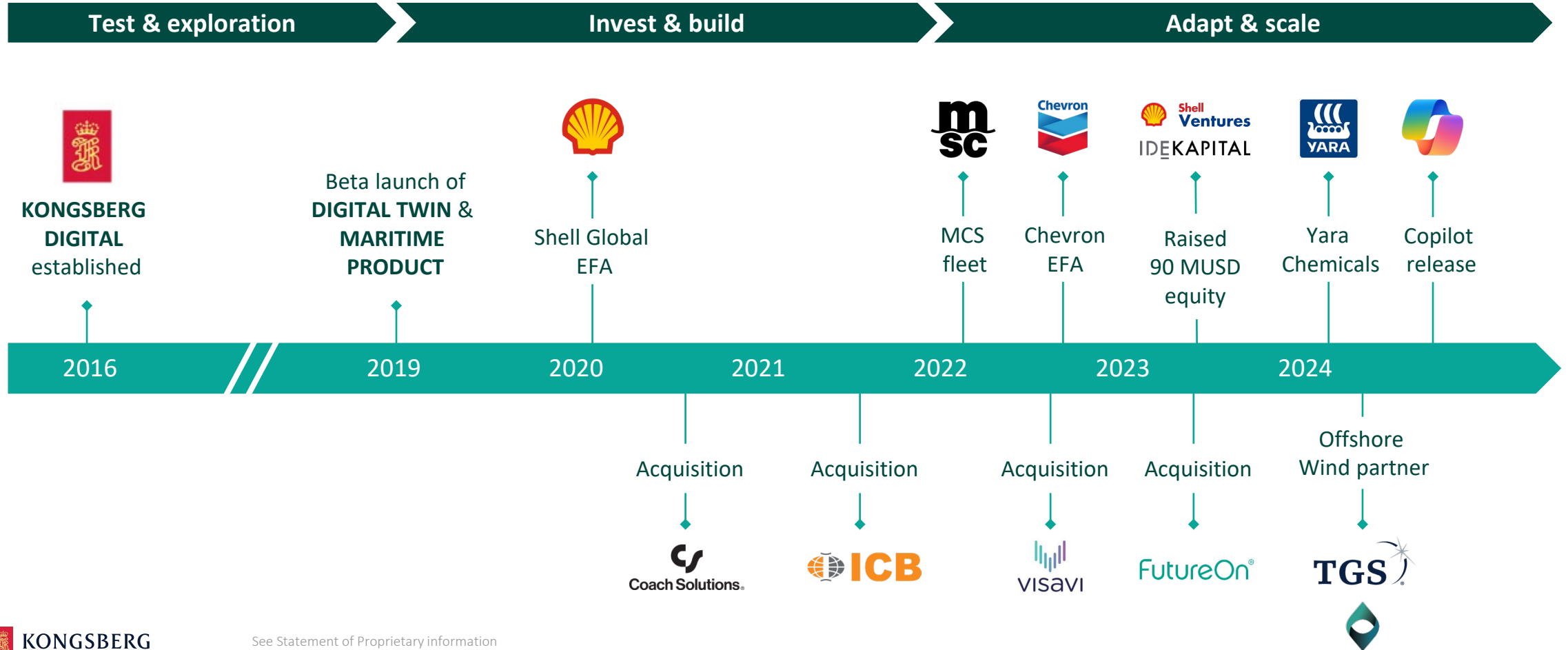
#protectingpeopleandplanet

Shaping the Future of Work

...through our Digital Twin, we make industrial data more **accessible** and **meaningful** to humans and machines, such as AI, to **unlock better ways of working**



Kongsberg Digital rigged for the future



Building on a solid foundation



>1.4 BNOK

Revenue



>3.000

connected assets



~1.200

FTEs globally



>50.000

users

Delivered robust growth



The digital twin market is large and rapidly growing

Total addressable DIGITAL TWIN market (2024)



...WITH expected HIGH GROWTH ACROSS INDUSTRIES



...Driven by SEVERAL market trends

- ✓ Human centric technology
- ✓ Integrated value chains
- ✓ Increasing system complexity
- ✓ Significant AI advancements
- ✓ Energy Transition

Our product is scalable across industry verticals



Our competitive advantage
derives from key
differentiators

...where we combine domain
and software knowledge to
serve as trusted digital
partners to our customer



Domain knowledge



Ai driven industrial software



Agile and global tech organisation



DIGITAL partner FOR BLUE-CHIP CLIENTS



Eco system of world leading partners

Put AI to work

embedded in the core of our products

Intuitive human
interactions with data
and systems

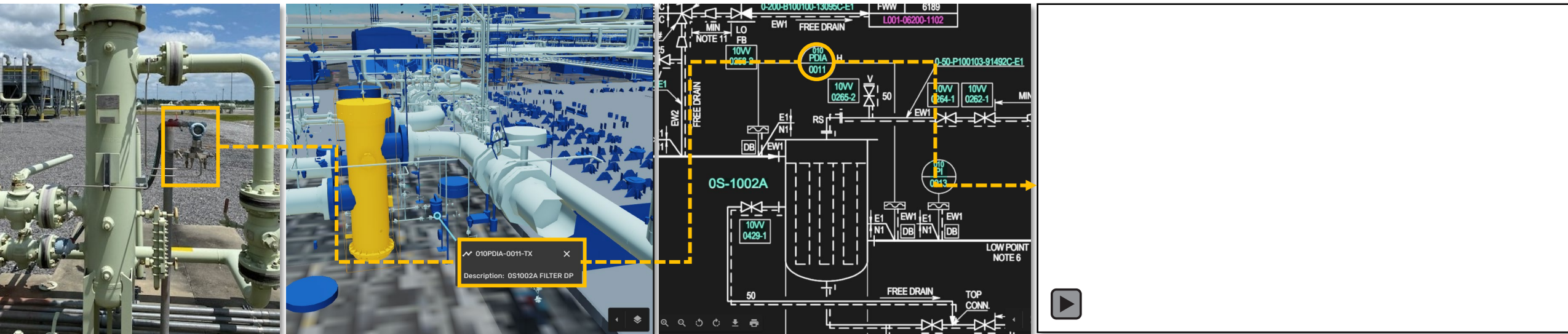
Solves a business
challenge

Reliable and safe
with responsible
integration, usage, and
representation of AI

Rewiring operating models at scale

Autonomous monitoring & performance assessment

AI reasoning engine



We automate and eliminate manual tasks for 1000's of users every single day

Realising customer value



"..for our greenfield asset the digital win enable us to see the same, at the same time, in the same way – and ultimately work together across the globe"



HÖEGH AUTOLINERS

"..in pursuit a zero-emission fleet we are actively digitalizing our fleets using Kongsberg Digital's technology"



"..with Kognitwin we get the right information to the right people and can make much faster and much better decisions."

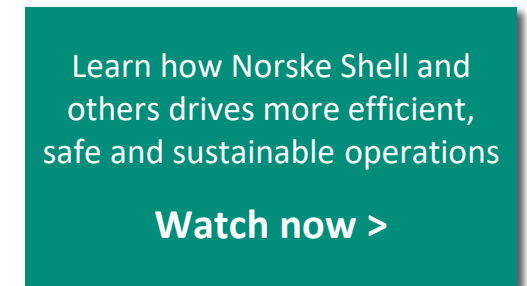
"...it really change the way our engineers get the work done"



"Digital twin is considered a key enabler on the road to remote operations"



Listen to how our users leverage the digital twin in their day-to-day work





KONGSBERG

Thank you

shane.mcardle@kongsbergdigital.com