



KONGSBERG

CMD 2020

KONGSBERG MARITIME

12/11/2020

Egil Haugsdal, President – Kongsberg Maritime



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User-friendly. Innovative. Reliable. Solutions that work. Our approach to product design maximise performance by providing THE FULL PICTURE. Our products and services cover on- and offshore, merchant marine, subsea, navy, coastal marine, aquaculture, training and more.



~7 000
employees



17 BNOK
revenues



Footprint in
34 countries



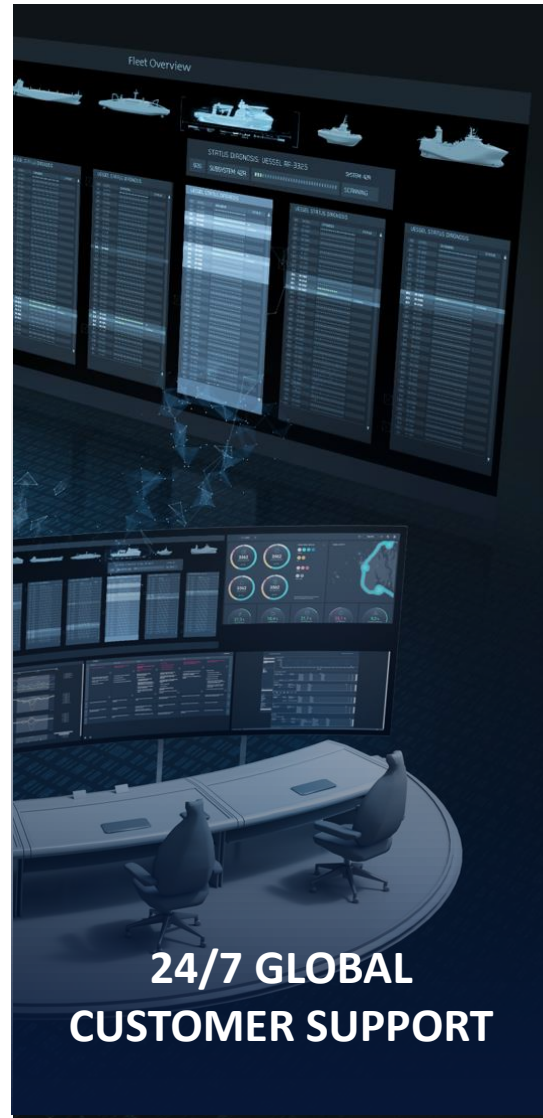
Equipment on
30 000 + vessels



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Technology for a
greener ocean space



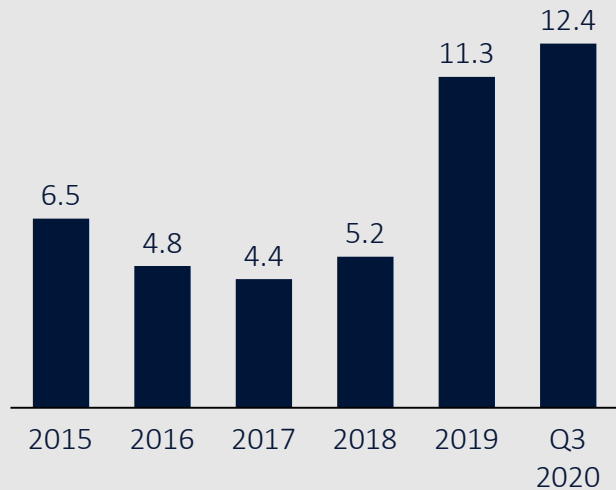


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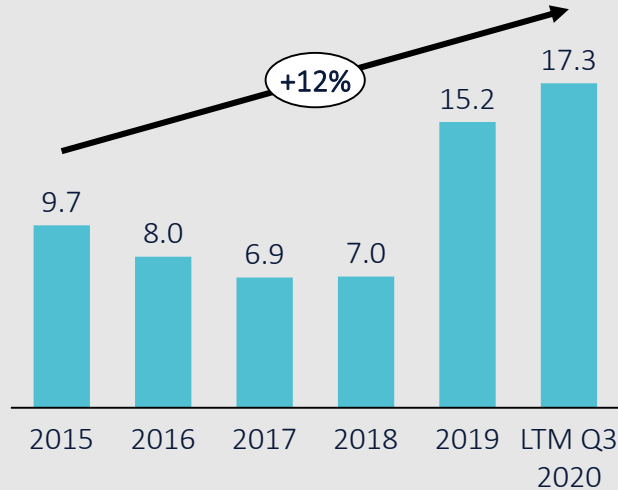
Strong growth and increasing profitability

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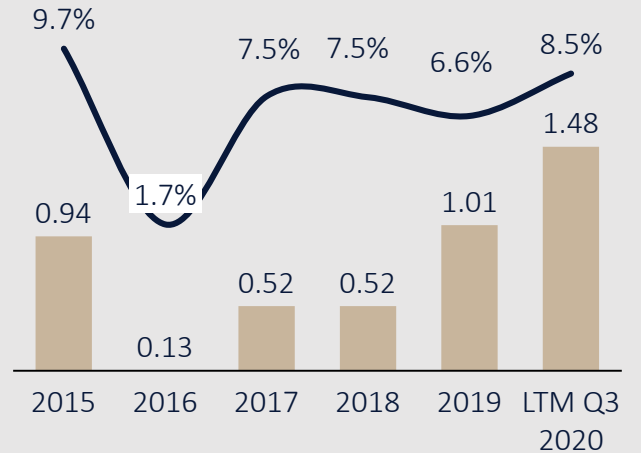
Order Backlog (BNOK)



Revenues (BNOK)



EBITDA (BNOK) and margin (%)



Note: EBITDA excluding income from associated companies

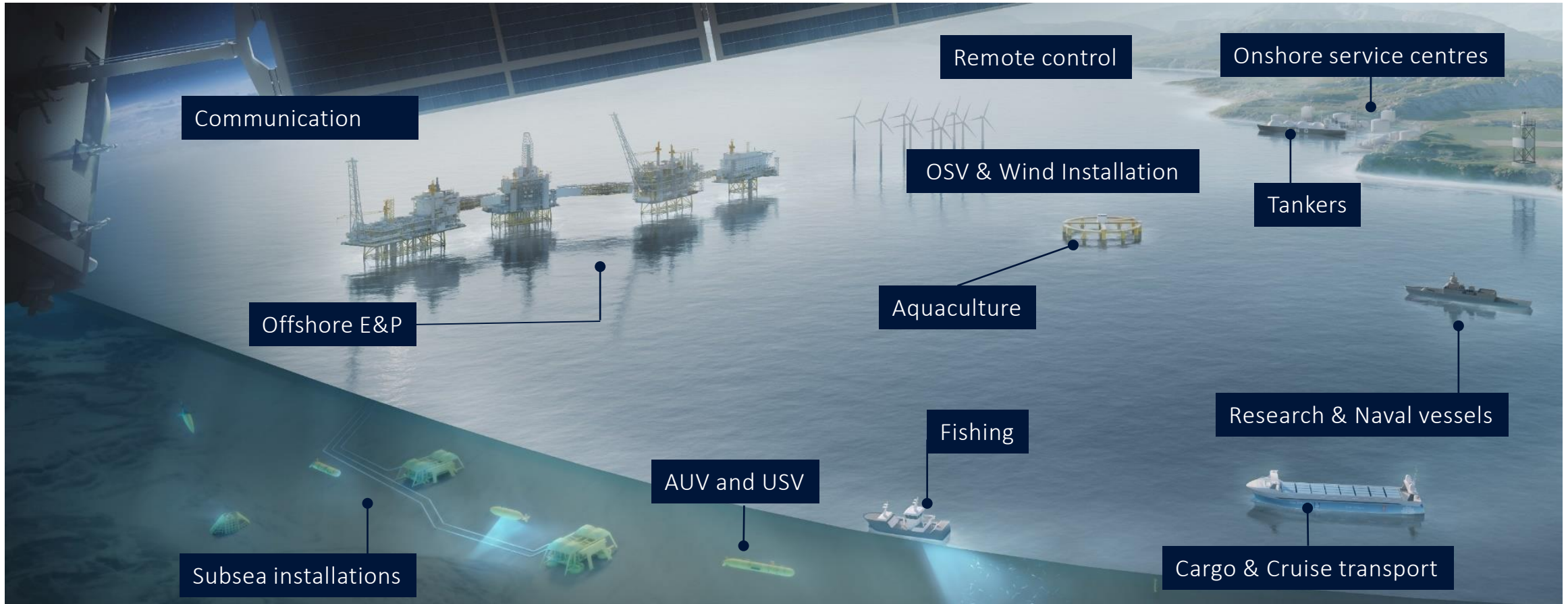


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Our market is the Ocean Space

Energy - food - transportation - research - minerals - leisure travel

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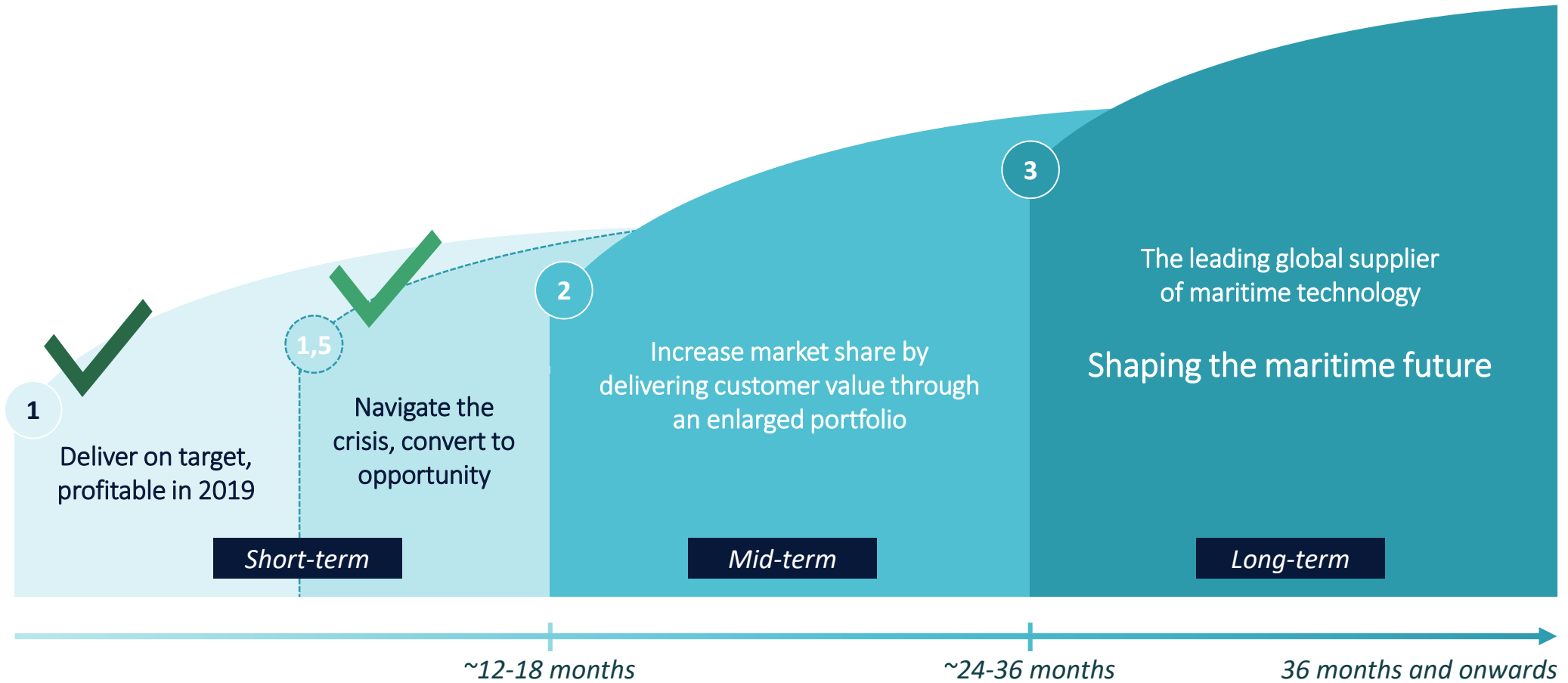


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KM strategic objectives

Our goal remains unchanged

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The advantage of being large & leading

Choosing the right technology path that brings competitive advantage to our customers

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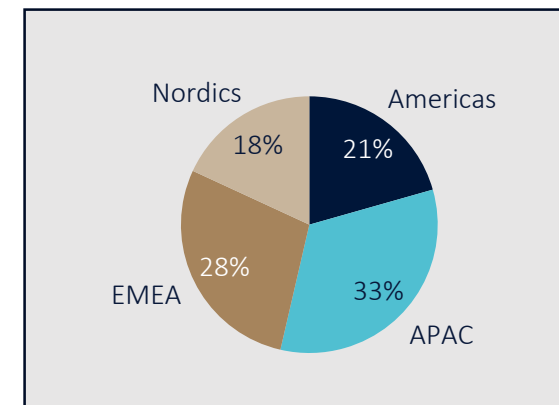
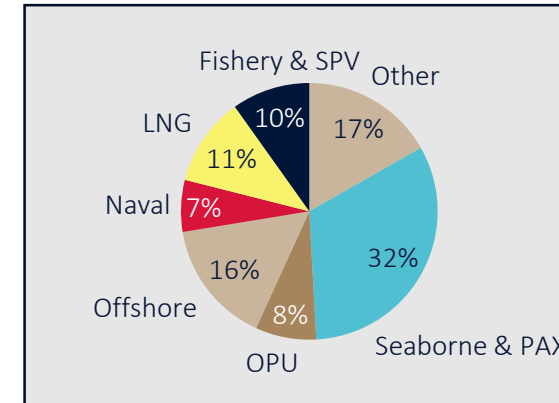
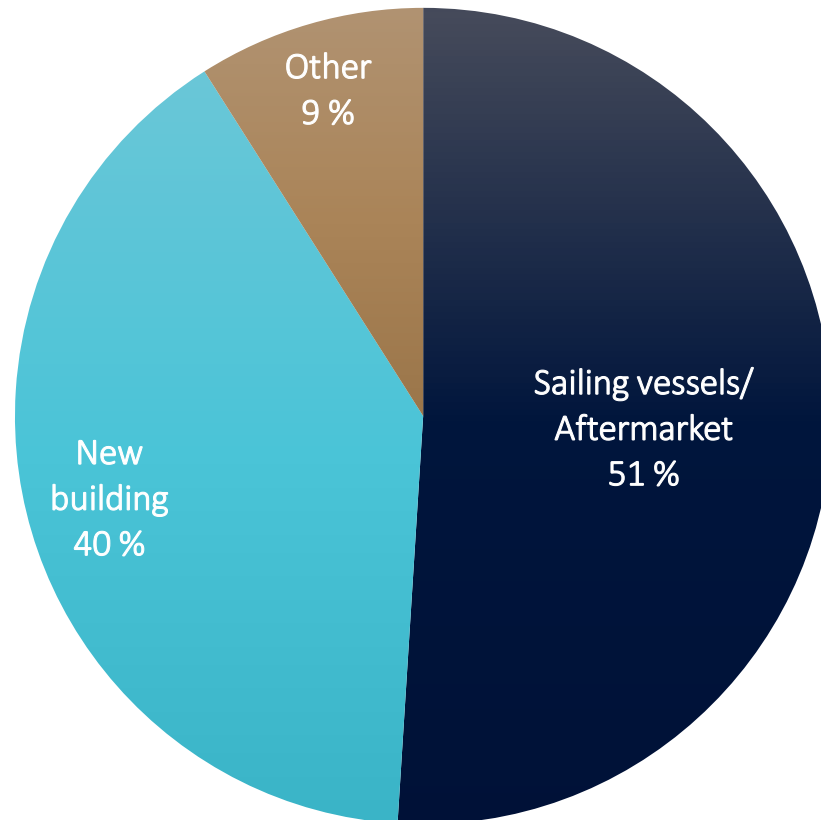
*Operational efficiency,
sustainability, safety & reliability*



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A diverse business with many strong footholds

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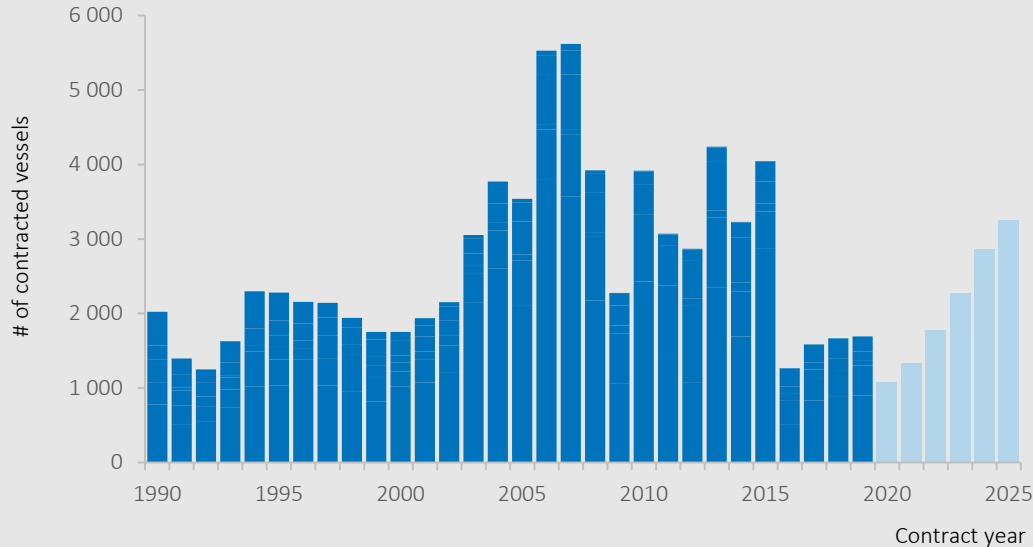
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Market Overview

Market development and current “temperature”

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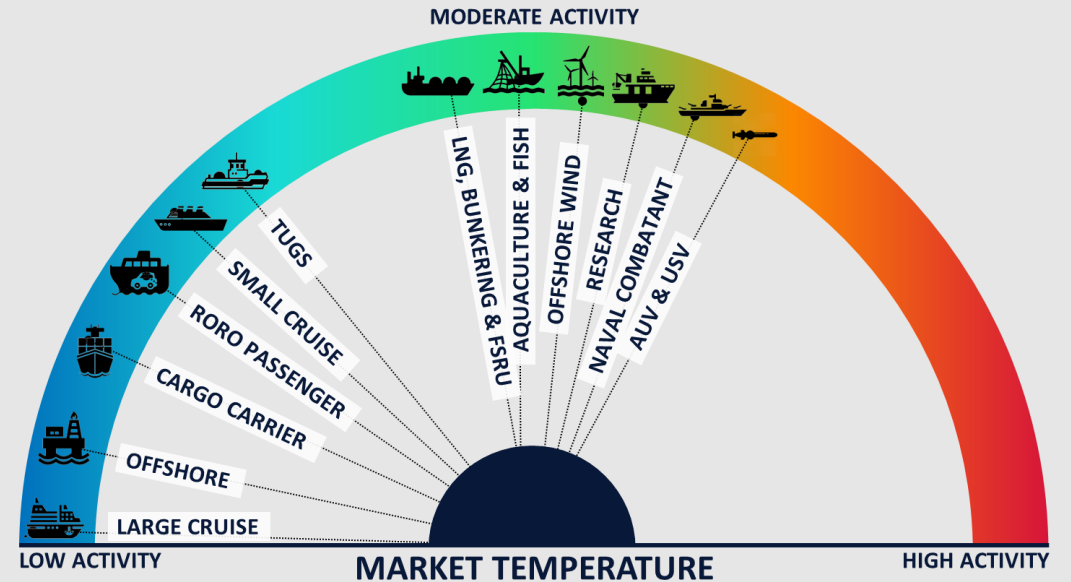
NEWBUILDING MARKET DEVELOPMENT



HISTORICALLY LOW LEVELS OF ACTIVITY

- Market was showing signs of recovery in 2020 before COVID-19
- Expect replacement need and environmental regulation to drive renewal in mid-term

CURRENT MARKET SITUATION



VOLUME SEGMENTS DOWN, BUT STILL OPPORTUNITIES

- Offshore, Seaborne and Pax, volumes most impacted by COVID-19 situation
- Several segments still active and with less impact (e.g. Naval, Wind)
- Broad KM scope in active segments can offset negative impact of volume segments



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Ready to capitalize on the future market

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BUILDING ON EXISTING STRENGTHS

- Excellent products & technology
- Strong and long relationships
- Global presence
- 24/7 support



STRONGER TOGETHER

- Coming together as teams
- Increasing our digital capabilities
- Choosing the best of both worlds



IMPROVING OPERATIONS

- Key areas back in black
- Profitable projects
- Hands-on management



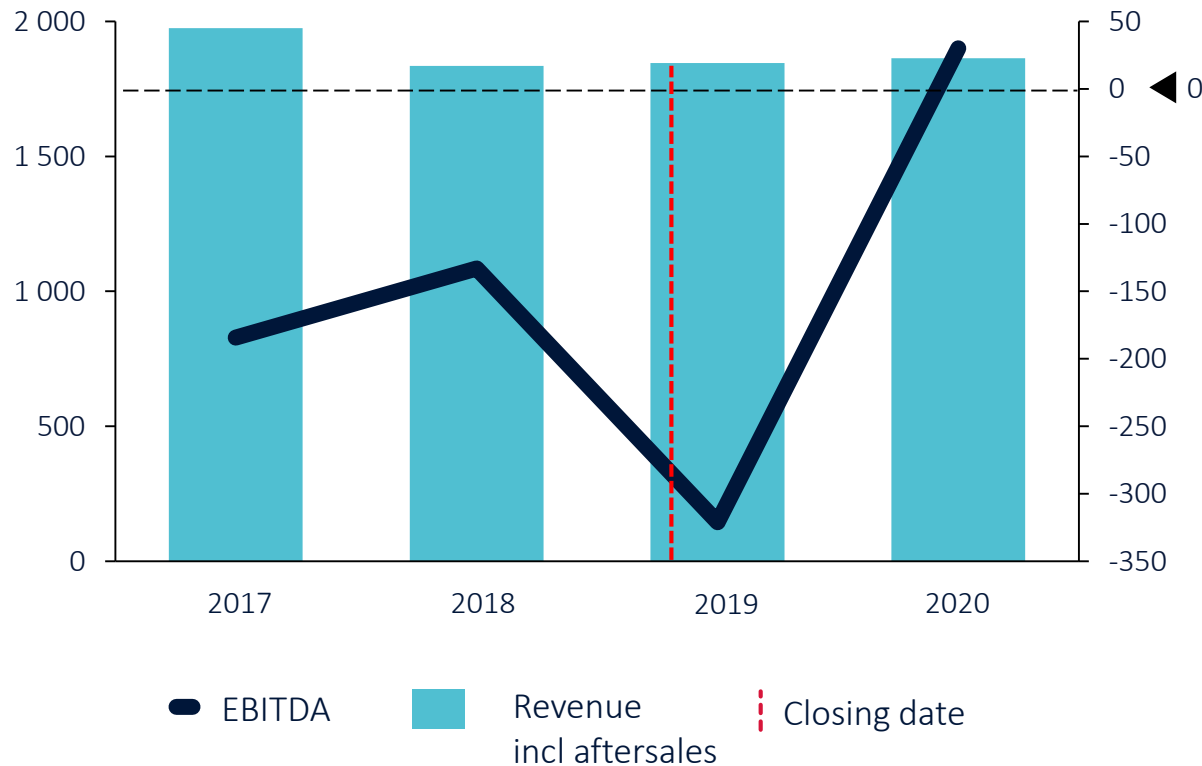
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The DMMC example

Deck Machinery and Motion Control - ~700 employees

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Revenue and EBITDA 2017-2020



- New organizational set-up – right shape and size
- Sales and project execution
- Product review and production set-up optimization
- Supply chain improvements



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Cross-sales opportunities – larger scope of delivery

Service Operation Vessel (SOV) as an example

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Deliveries from KONGSBERG before the acquisition:

Full Electrical System + Batteries - DP3 - Automation

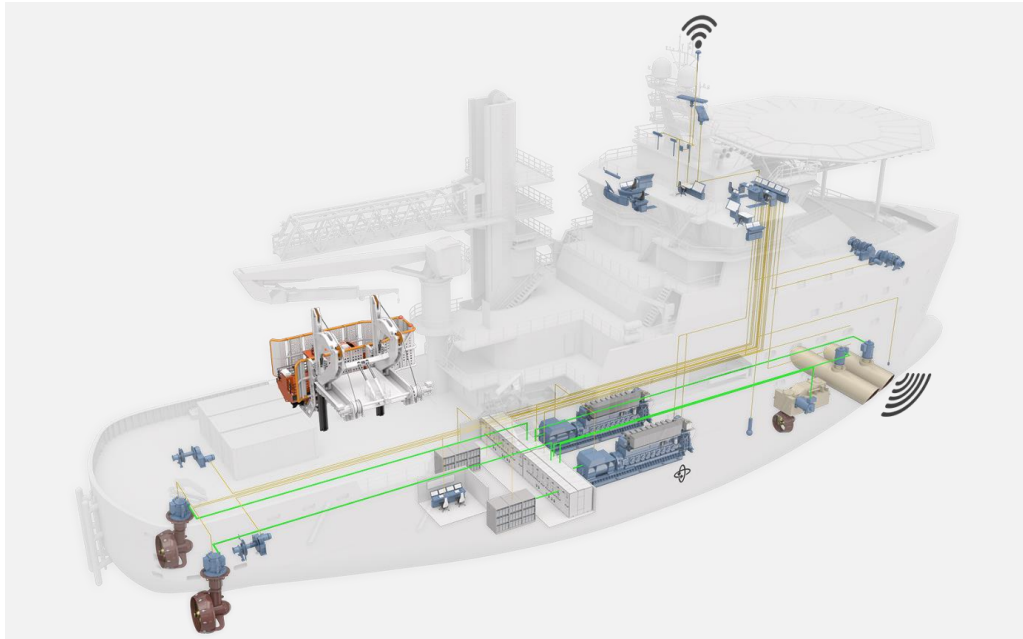


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Cross-sales opportunities – larger scope of delivery

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Service Operation Vessel (SOV) as an example



Deliveries from KONGSBERG after the acquisition:

Full Electrical System + Batteries - DP3 - Automation

+ Propulsion, full thruster set - Deck machinery, including LARS - Ship design



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Upgrade opportunities

Helping ship owners answer to changing demands



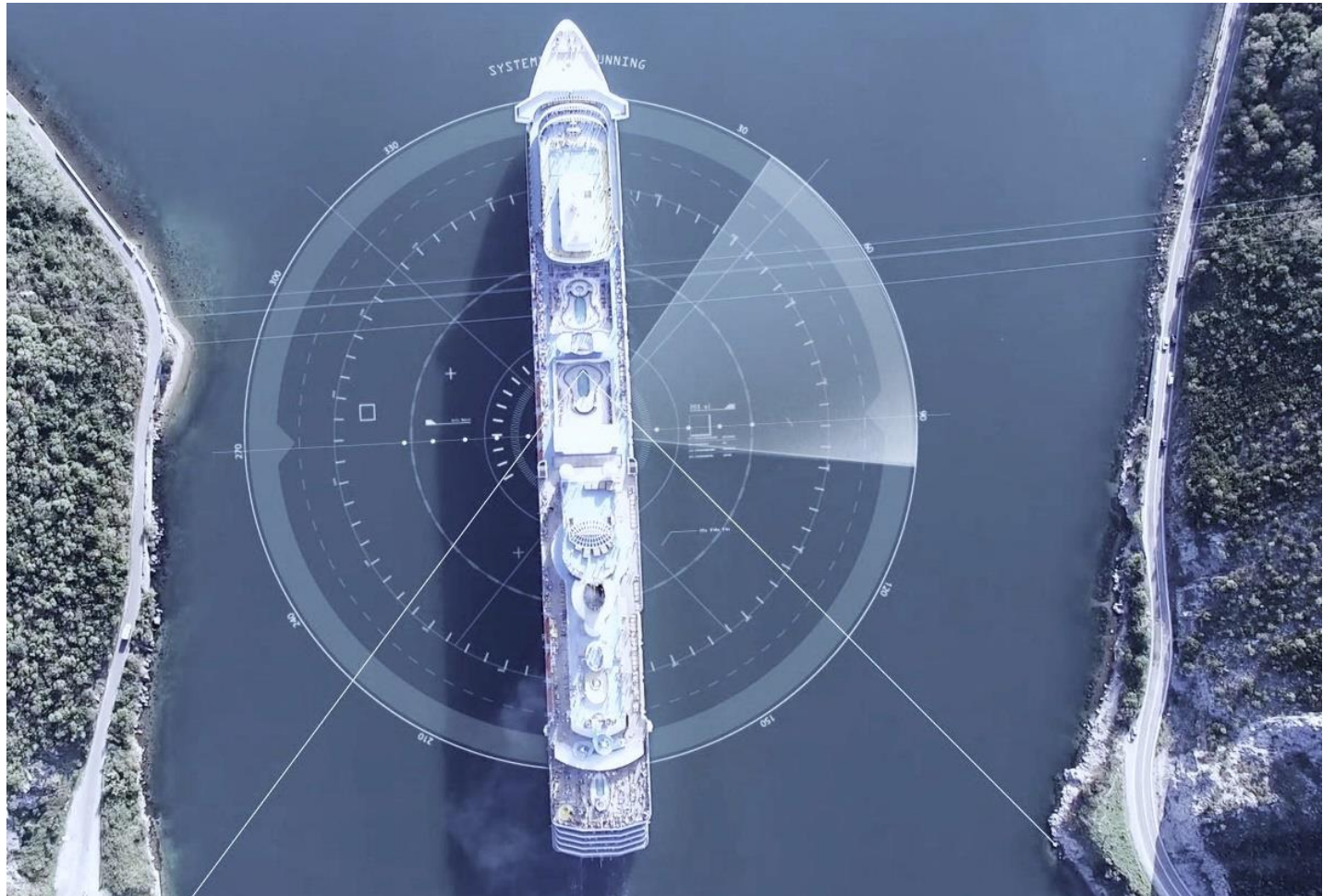


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Two major drivers

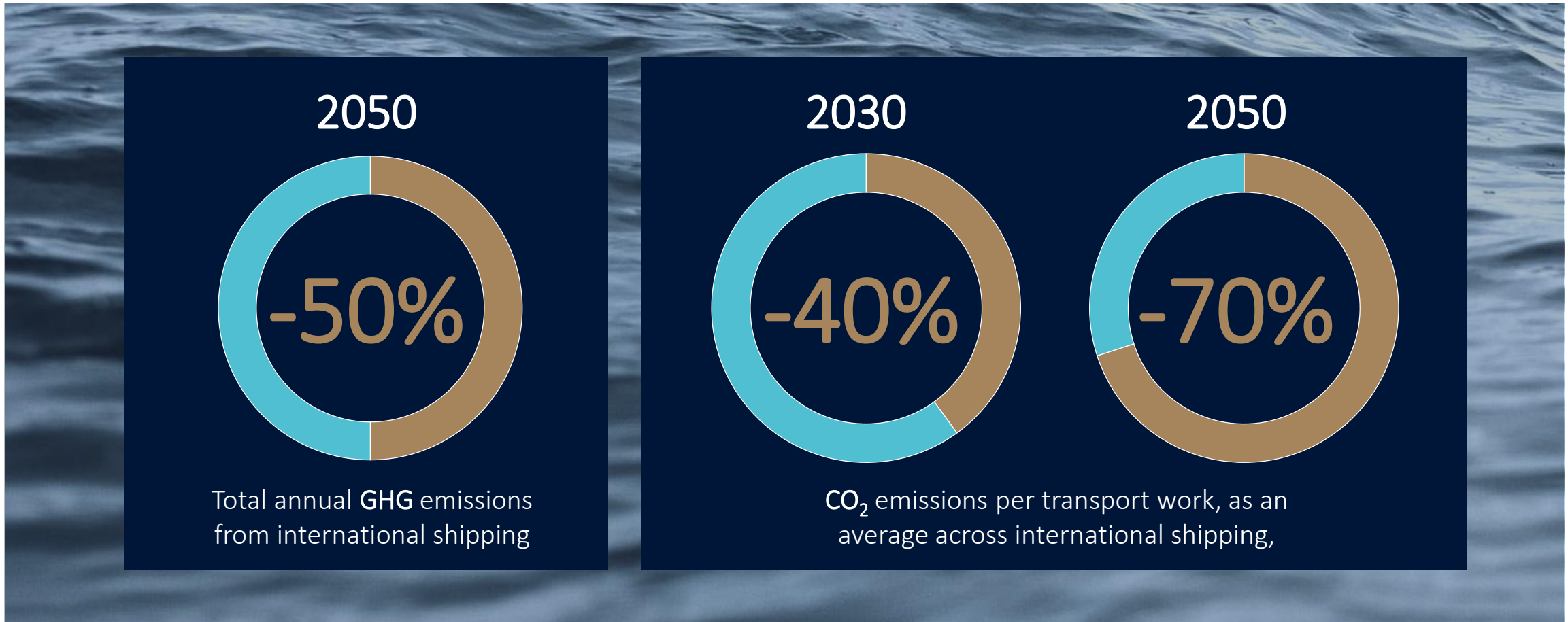
Sums up to one: Green Shipping

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IMO strategy: Reduction of Green House Gas (GHG) emissions

Levels of ambition compared to 2008

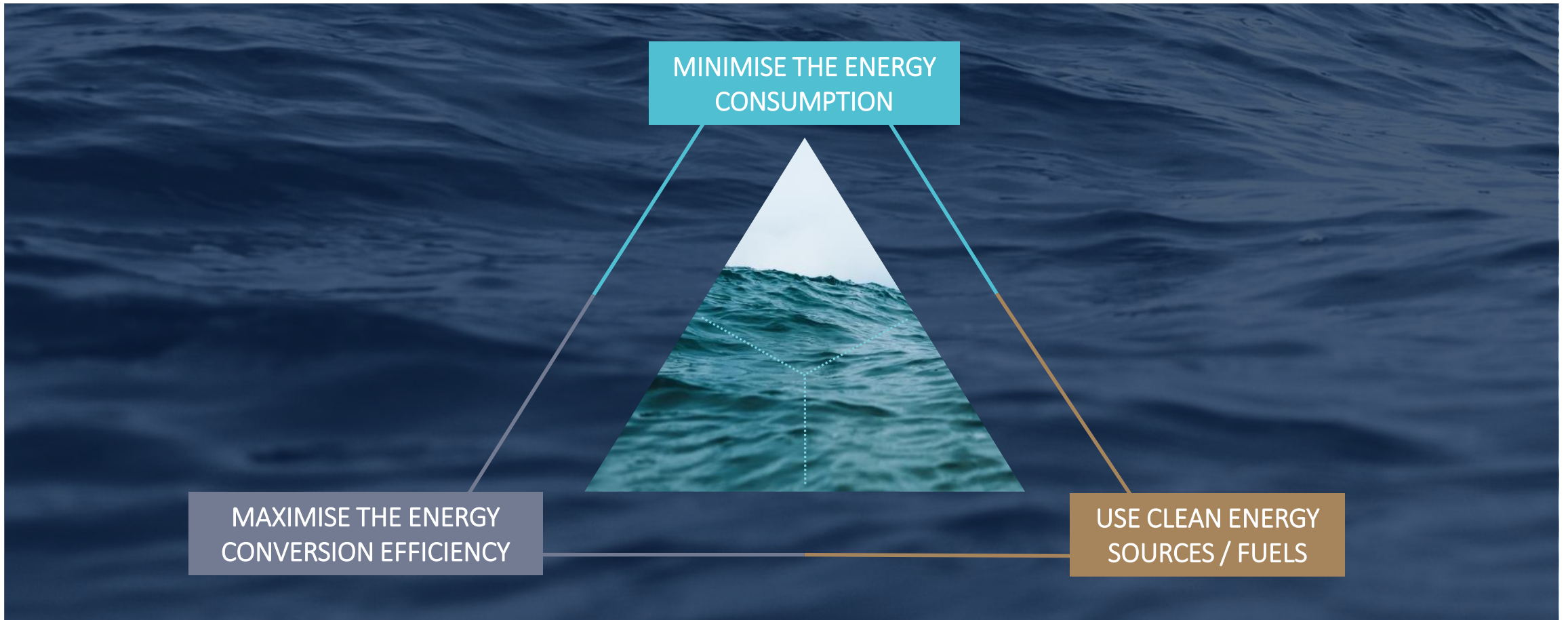




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How to reduce GHG footprint from shipping

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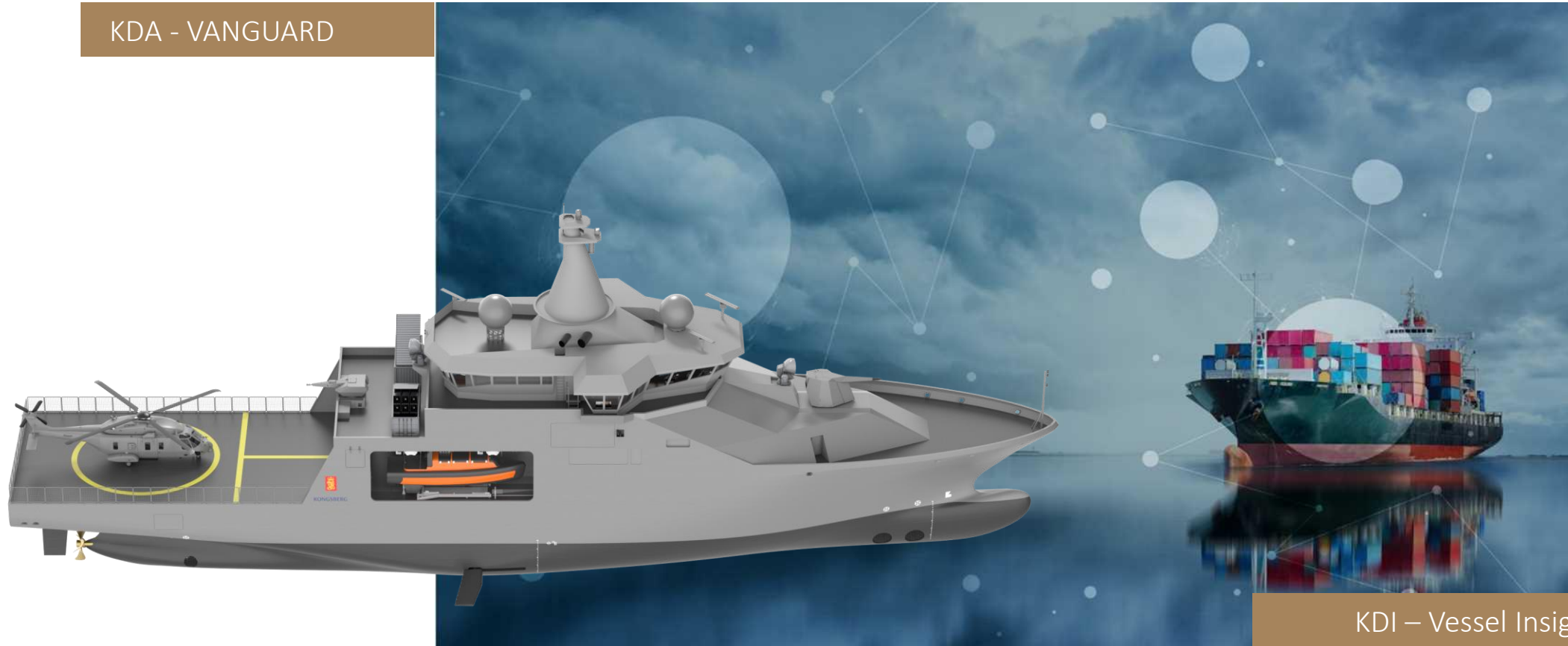


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ONE KONGSBERG – Stronger together

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KDA - VANGUARD



KDI – Vessel Insight



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Conclusions

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- We deliver positive results in a challenging market
- We deliver value from a successful integration
- We aim to be a leading integrator of green technologies





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Thank you!

