



KONGSBERG

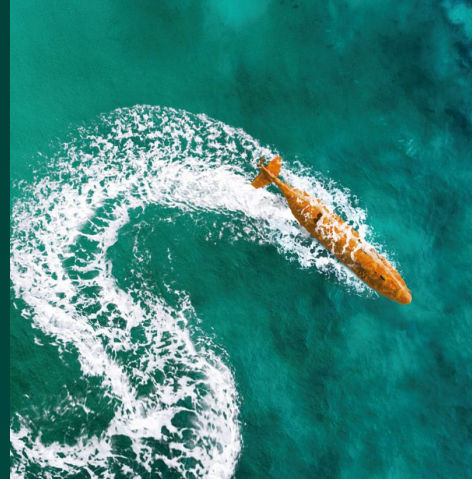
Capital Markets Day 2024

Geir Håøy, President & CEO KONGSBERG

#protectingpeopleandplanet

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



CMD 2024



Security and Sustainability drive development and market demand

NATO 2% target

**KONGSBERG is
strongly 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

Fluid Dynamics

Software
Engineering

Mechanical
Engineering

CMD 2024

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



KONGSBERG

See Statement of Proprietary information

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

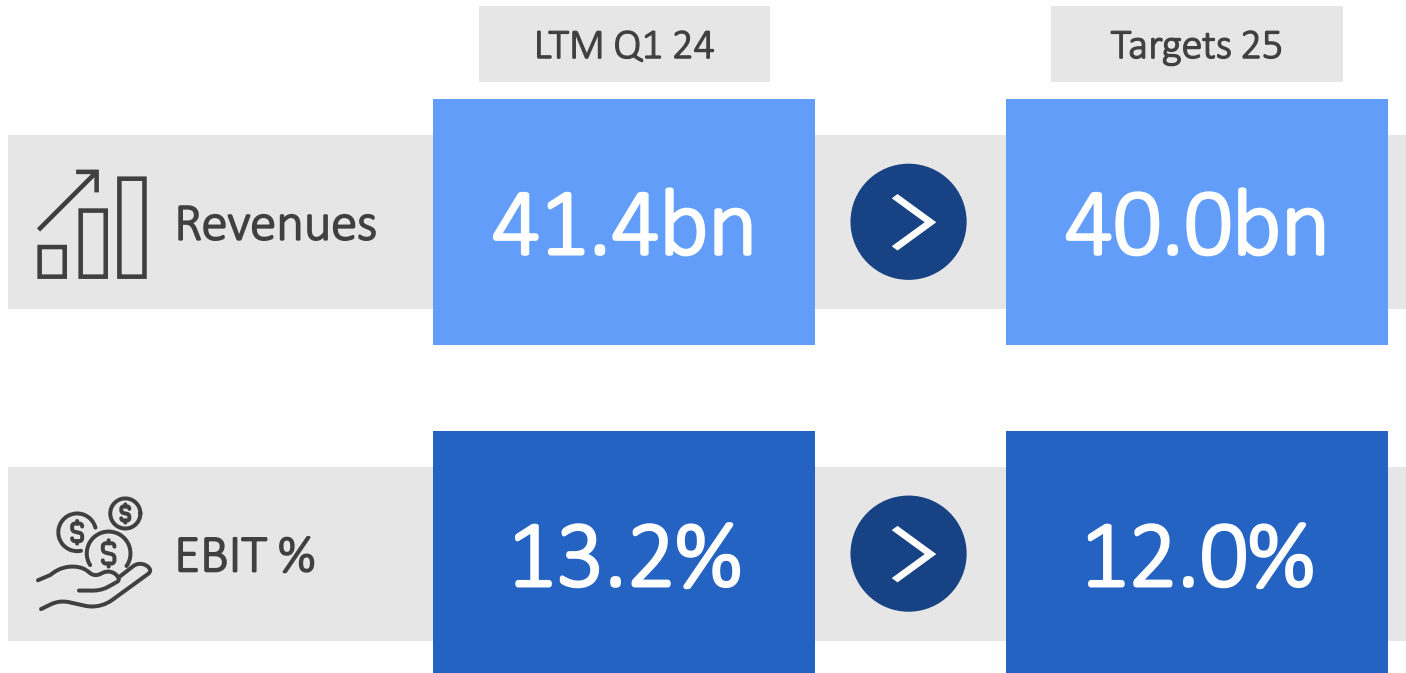
Mette Toft Bjørgen, CFO KONGSBERG

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Status 2025 targets

2025 targets met ahead of plan

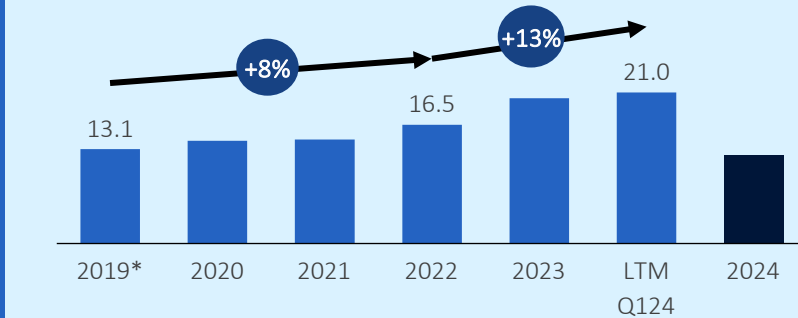


Protecting
people
and planet

Revenue development

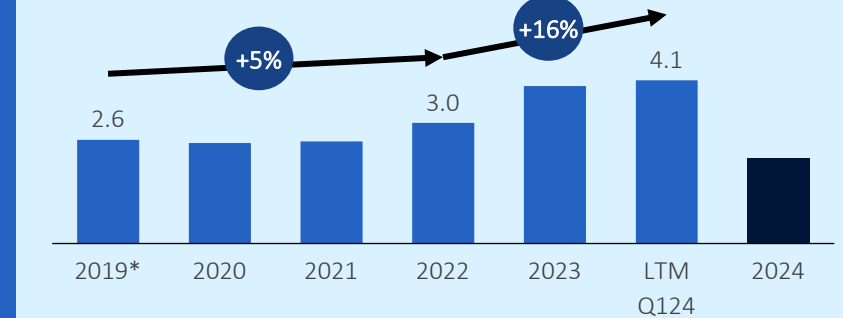
Solid performance in all Business Areas, well positioned for further growth

Kongsberg Maritime



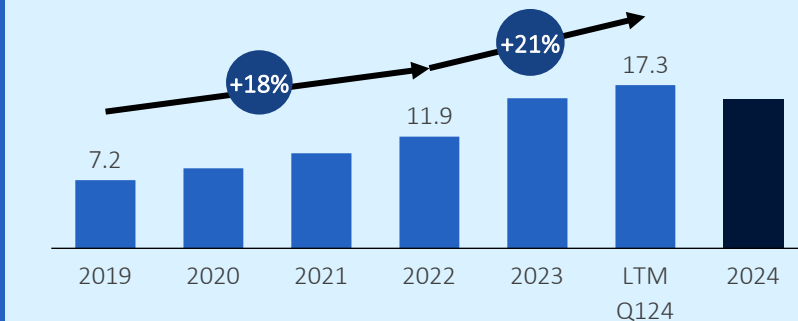
*Proforma Kongsberg Maritime/Kongsberg Discovery

Kongsberg Discovery

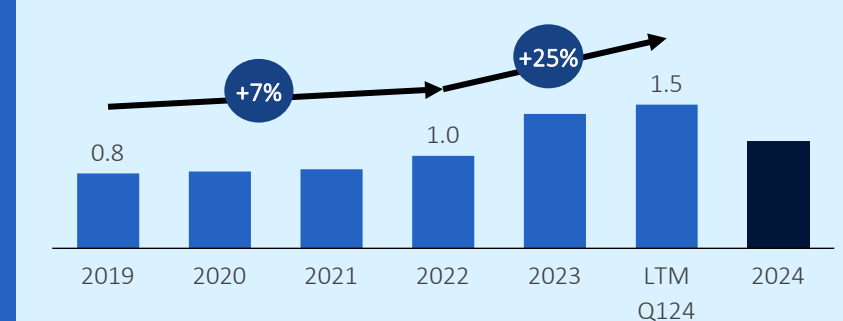


*Proforma Kongsberg Maritime/Kongsberg Discovery

Kongsberg Defence & Aerospace



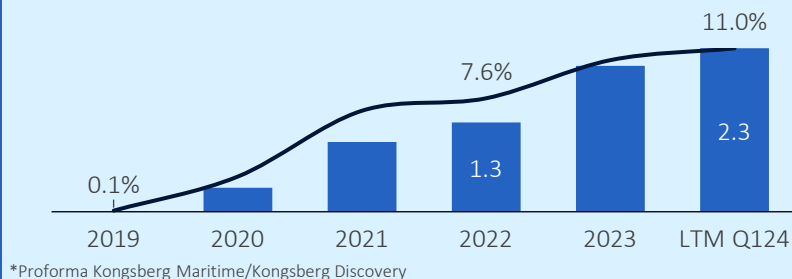
Kongsberg Digital



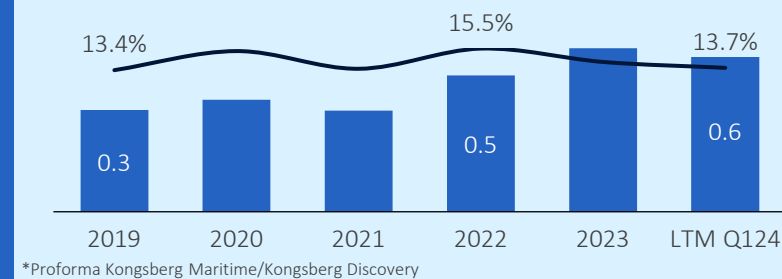
EBIT development

Strong profit development

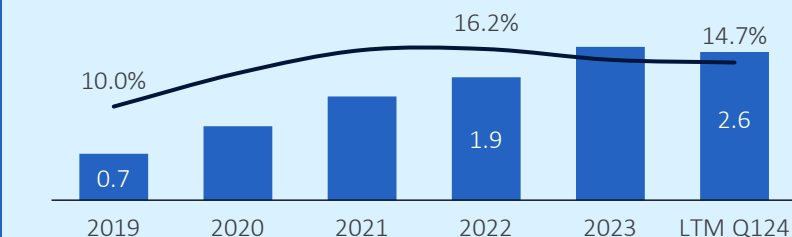
Kongsberg Maritime



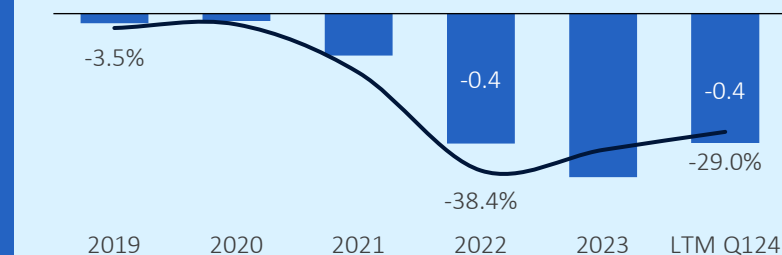
Kongsberg Discovery



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**

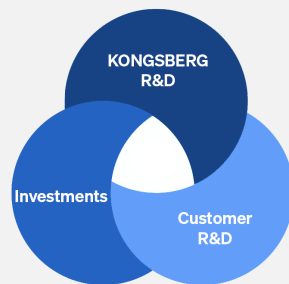
LONG-TERM RATING
A-

UNCHANGED



2. Invest for organic growth

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

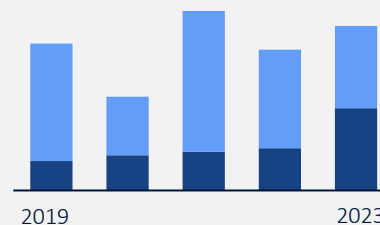


INCREASED LEVEL



3. Shareholder Remuneration

- Healthy shareholder remuneration
- Policy remains unchanged

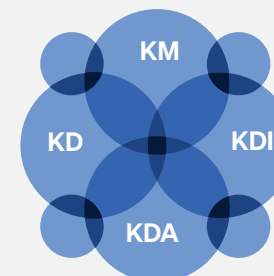


UNCHANGED



4. Portfolio Management

Active portfolio management to support development



UNCHANGED

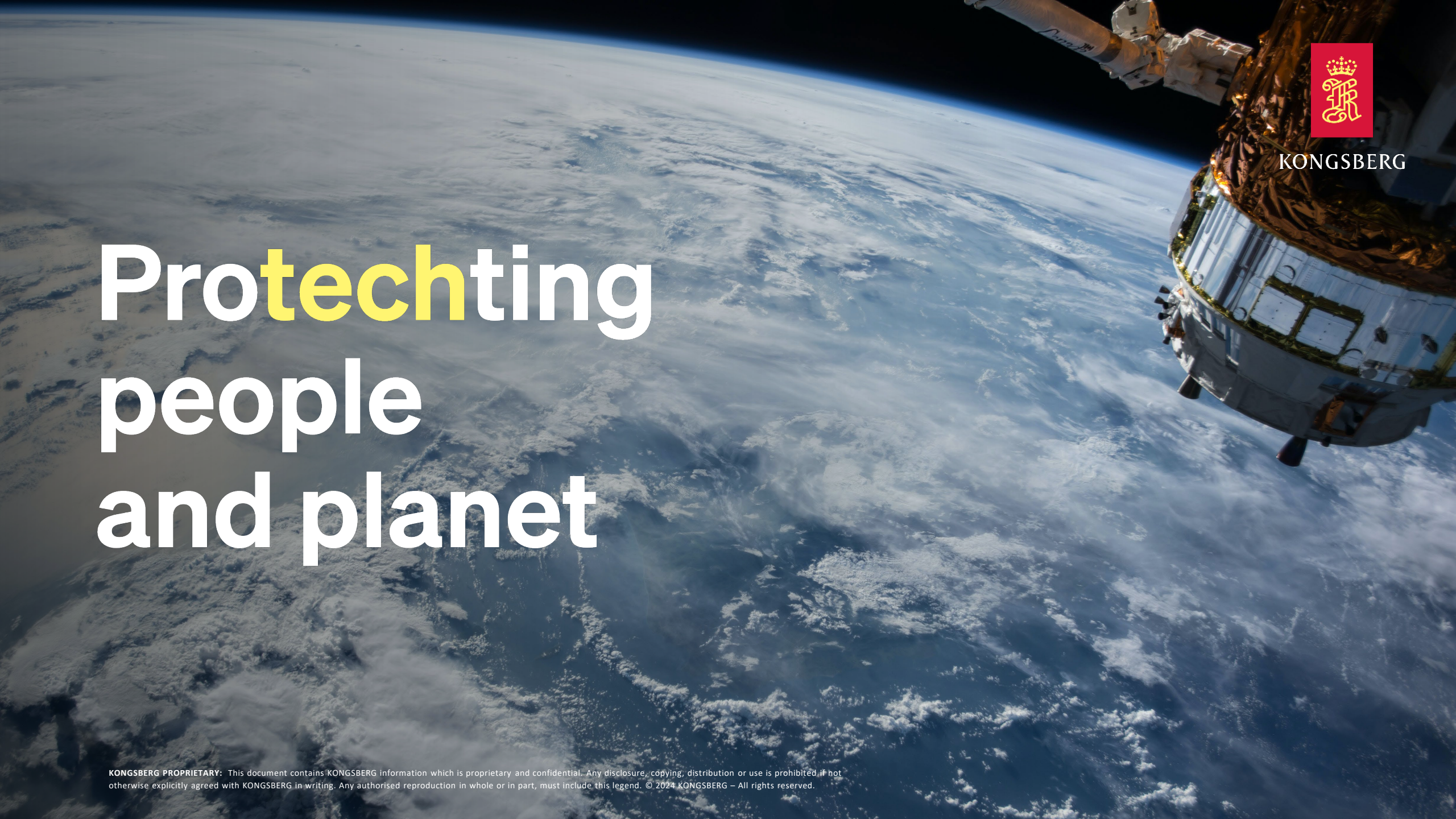
Our journey towards 2033

KONGSBERG 2033 Revenue > BNOK 120

Continued strong demand in existing markets (footprint)

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 Kongsberg Defence & Aerospace

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CMD 2024

Kongsberg Defence & Aerospace



4,365
employees



16.8 BNOK
revenues*



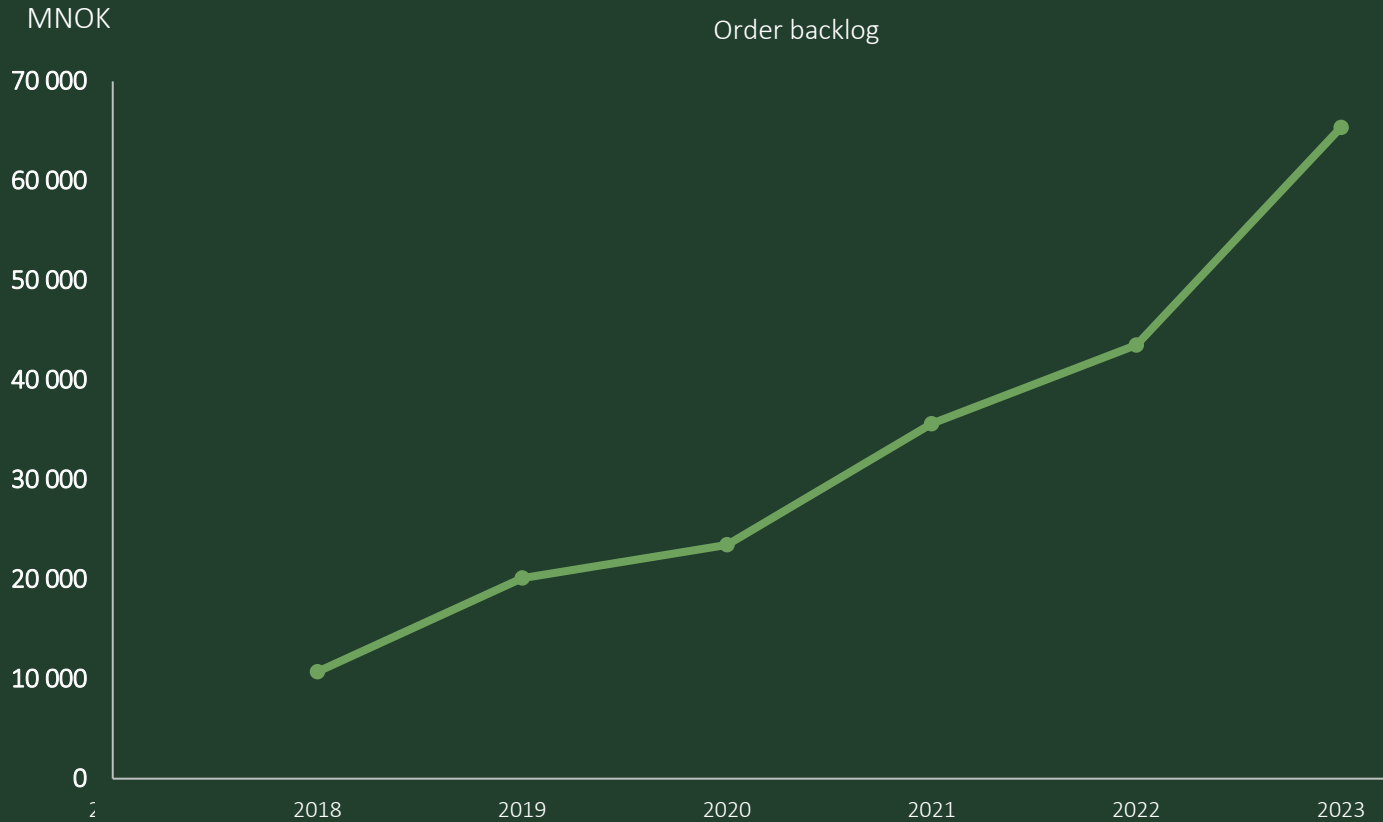
16
countries

1. Delivering on record high order backlog



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

Arsenalet Industry Park, Kongsberg

- New strike missile production plant, opening June 2024

International growth

- 2,500 sqm facility in Adelaide, Australia opening Sept 2024
- Further locations underway



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

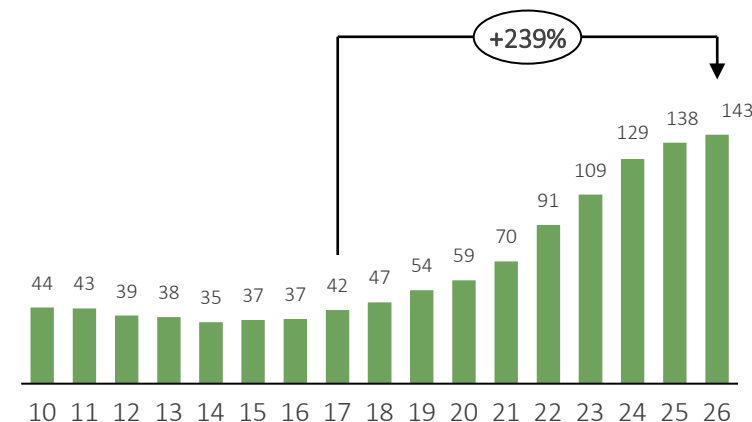
After a decade of slow growth, Europe has entered a new investment phase

Asia continues strong growth track

US levels remain high

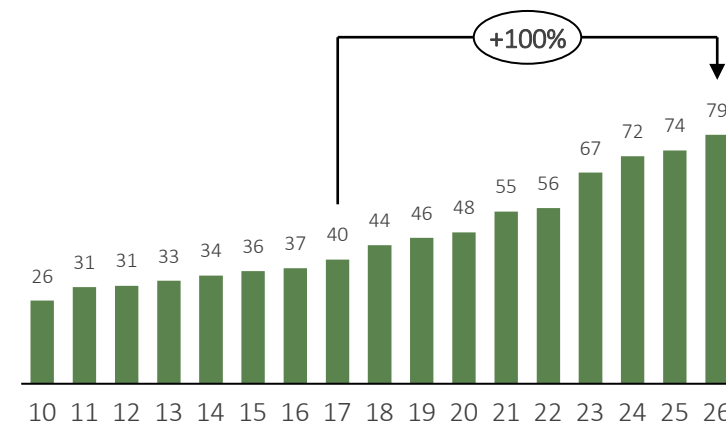
Europe

Procurement, USD bn

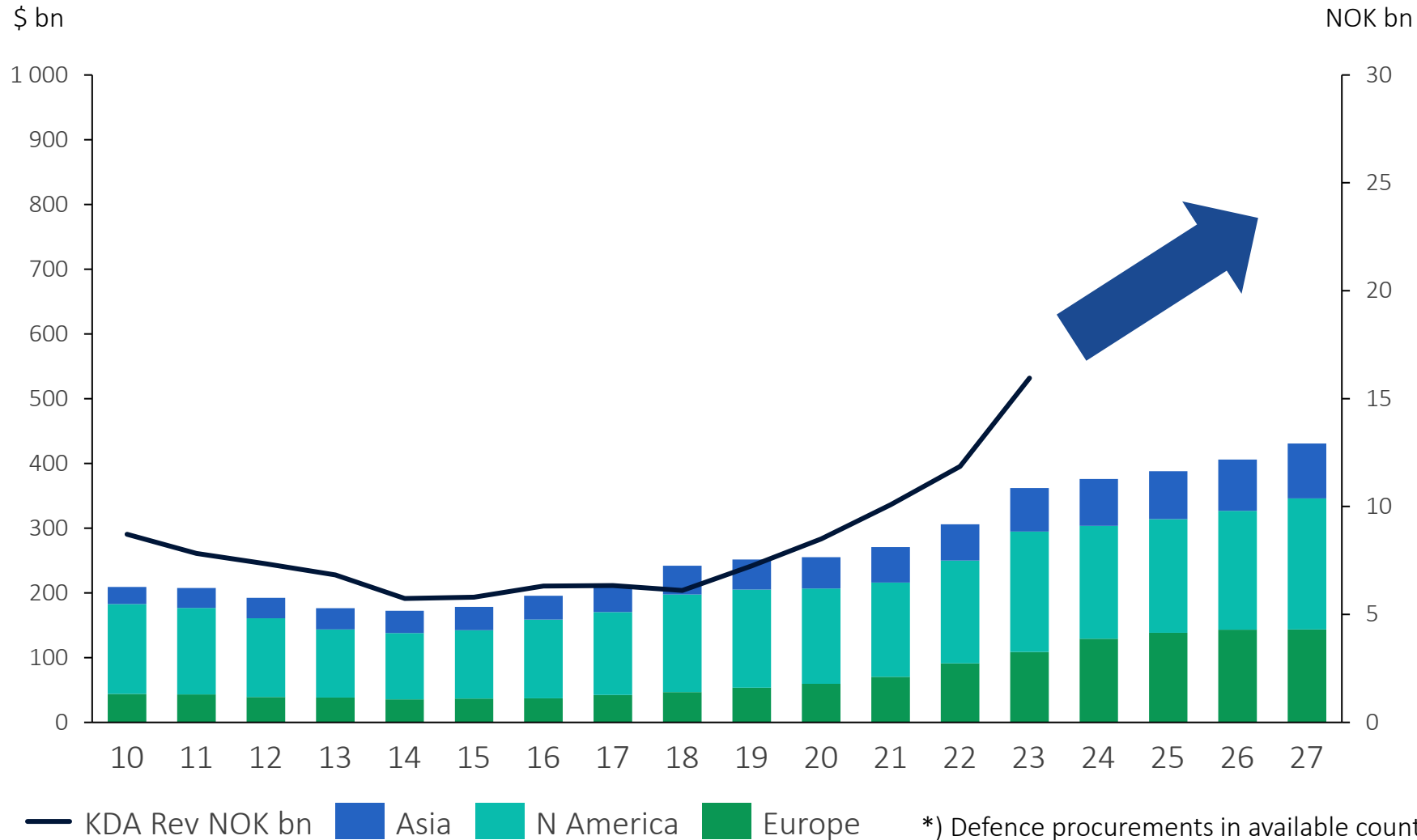


Asia

Procurement, USD bn



Well positioned in current defence market



Market trends

- Industrial warfare
- Nation conflicts

Kongsberg Defence & Aerospace developments

- Backlog
- Credible prime
- Product portfolio

3. Building the future Kongsberg Defence & Aerospace

Preparing Kongsberg Defence & Aerospace for the future



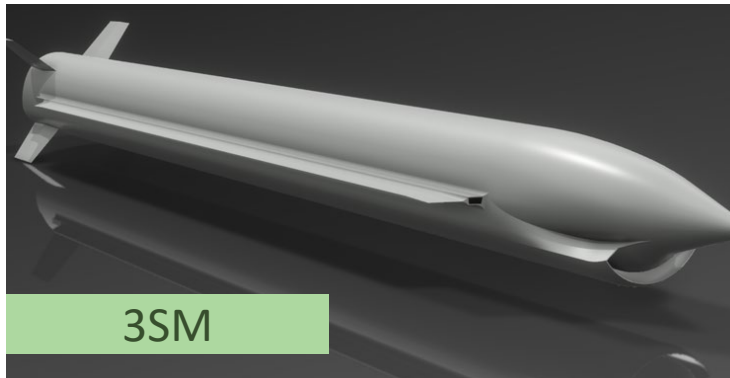
Air Defence



Space for Defence



MRO



3SM



Vanguard



NASAMS

Ground based air defence system



NASAMS Air Defence

CMD 2024

World class Medium Range Air Defence (MRAD) system



 KONGSBERG

See Statement of Proprietary Information



Photo: PTE Nicholas Marquis

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

CMD 2024



NASAMS Air Defence

Full Spectrum Air Defence (FSAD)

CMD 2024

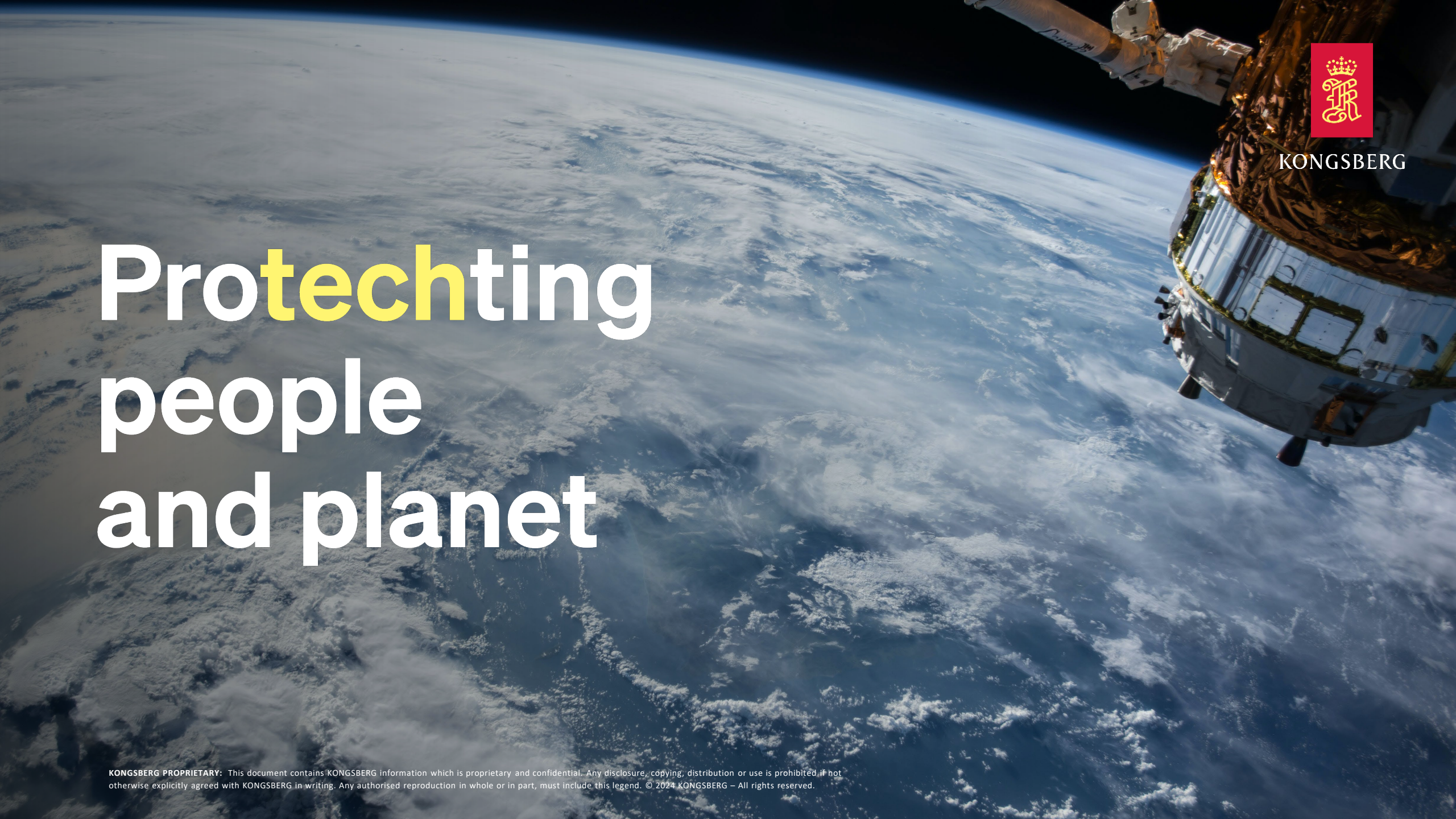
One system – Layered capability

SHORAD

MRAD

LRAD and anti-TBM

CUAS & VSHORAD



Protecting people and planet



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Lisa Edvardsen Haugan, President Kongsberg Maritime

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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

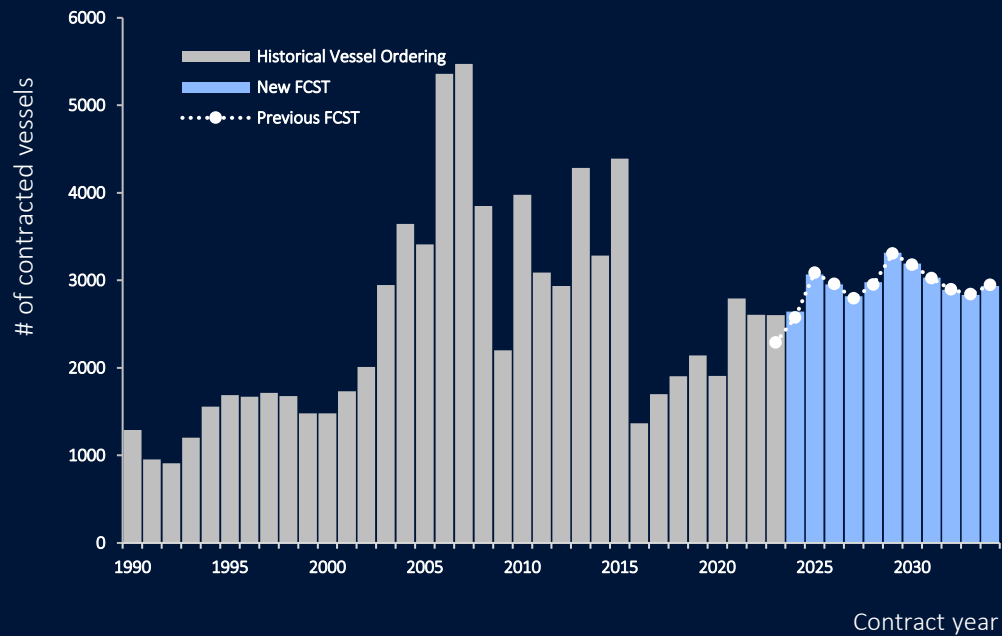
Automation & Control

Propulsion & Handling

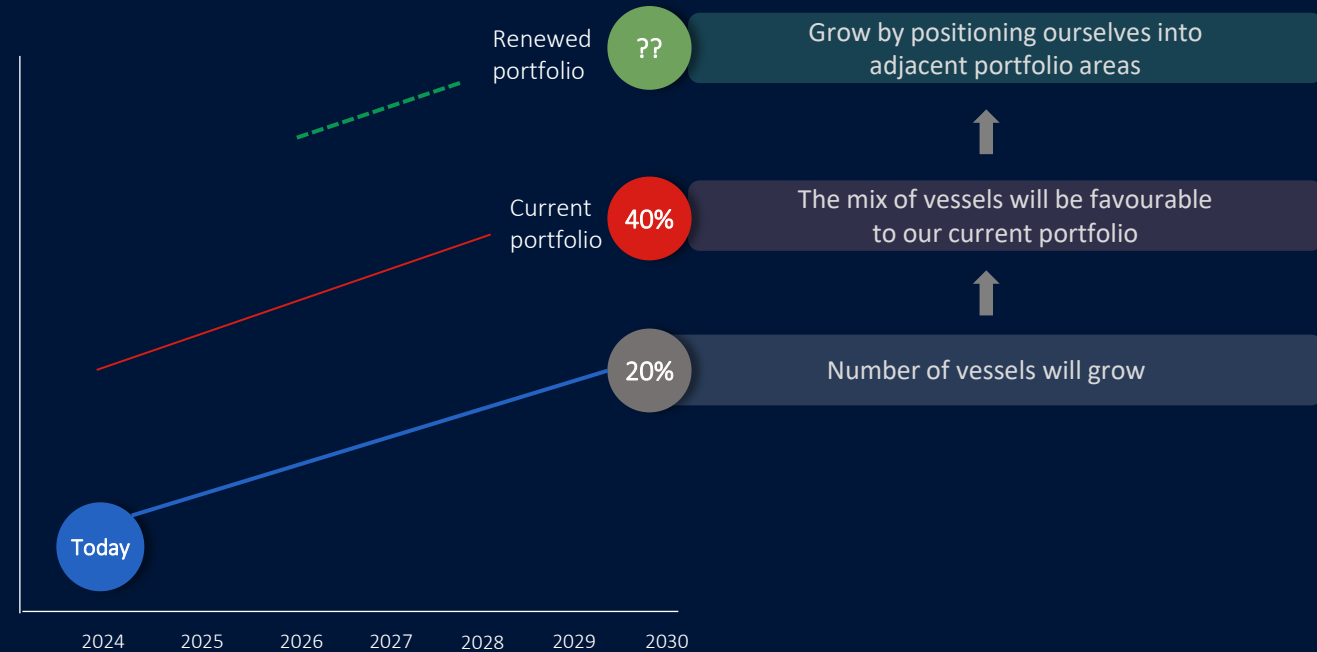
Global Customer Support

Building on our broad portfolio

NEWBUILDING MARKET DEVELOPMENT

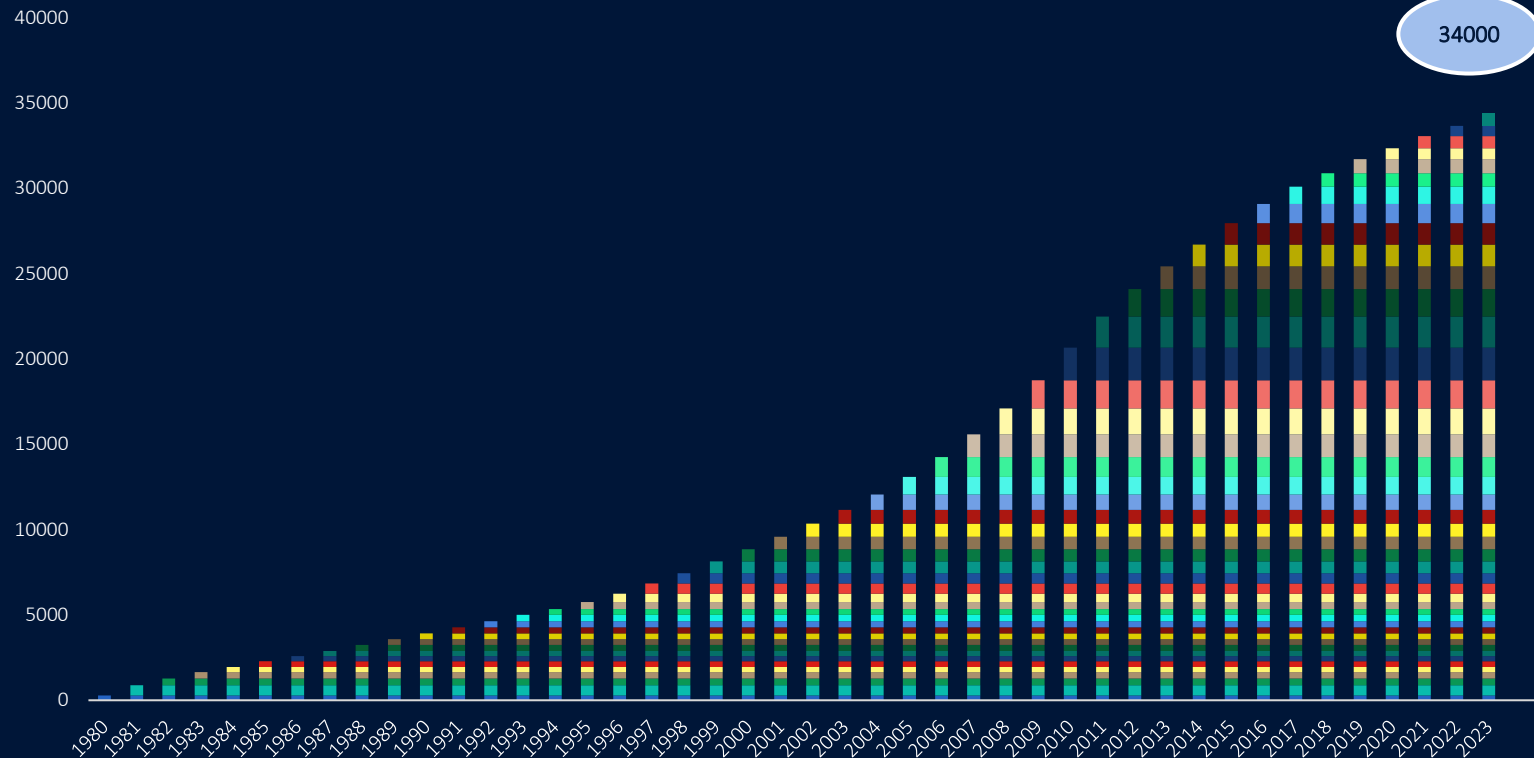


MARKET SIZE INDICATOR



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

A satellite in orbit over Earth, with the Kongsberg logo in the top right corner.

Protecting people and planet



KONGSBERG



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Capital Markets Day

2024

Martin Wien Fjell, President Kongsberg Discovery

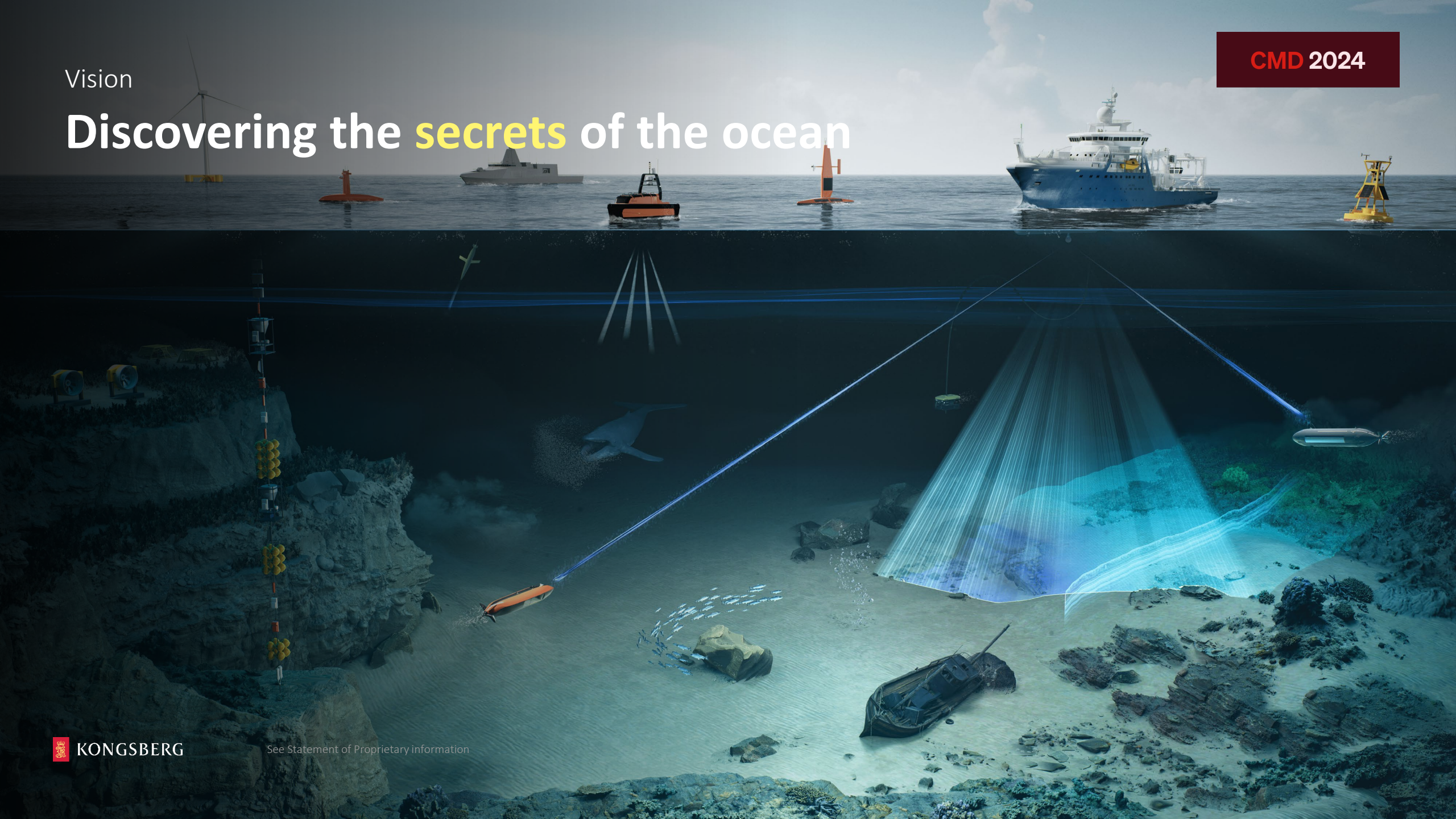
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Vision

Discovering the secrets of the ocean

CMD 2024



Discovering the secrets of the ocean



Food



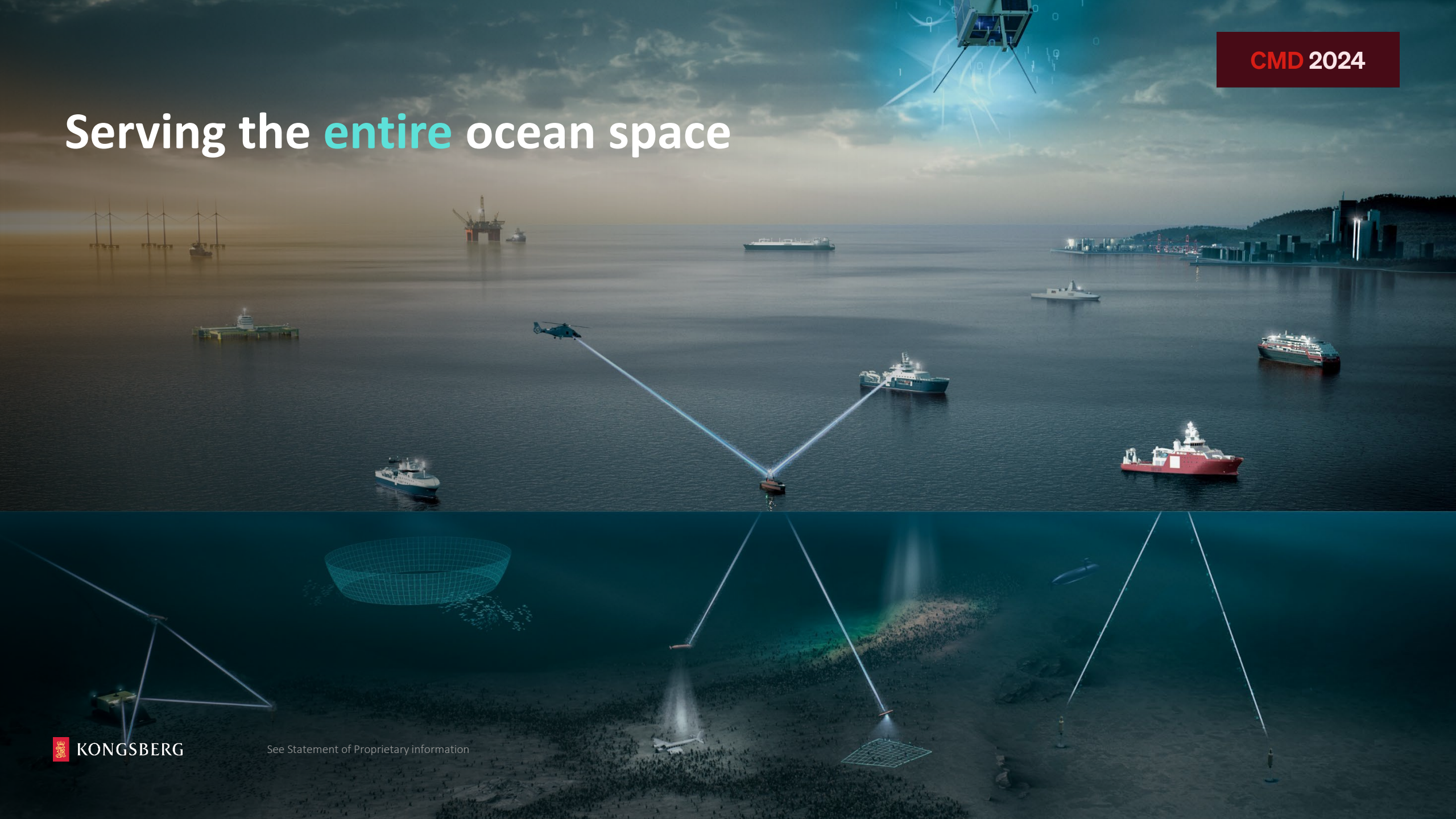
Climate / Energy



Security

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Serving the **entire** ocean space



Kongsberg Discovery



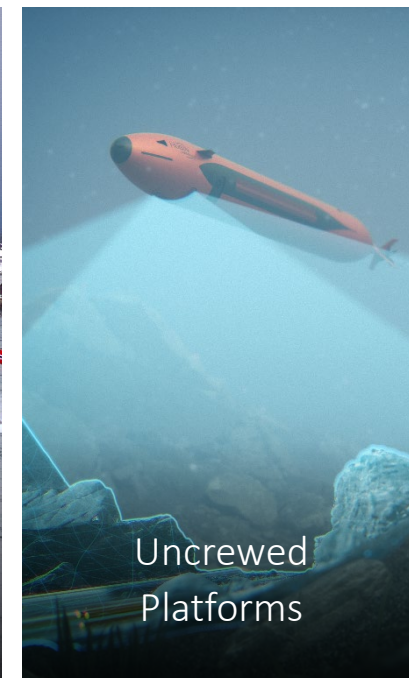
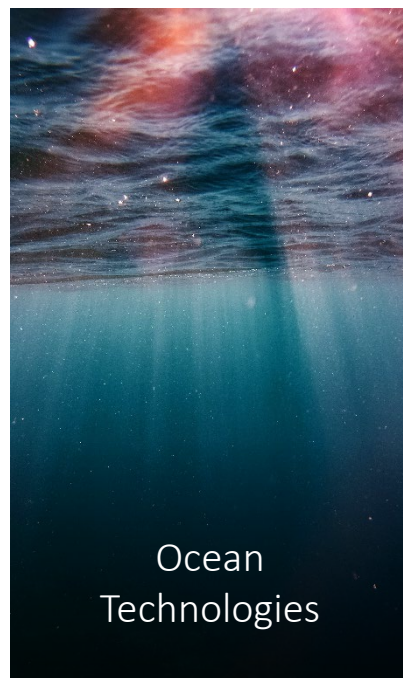
~1100 employees



~4 BNOK revenue



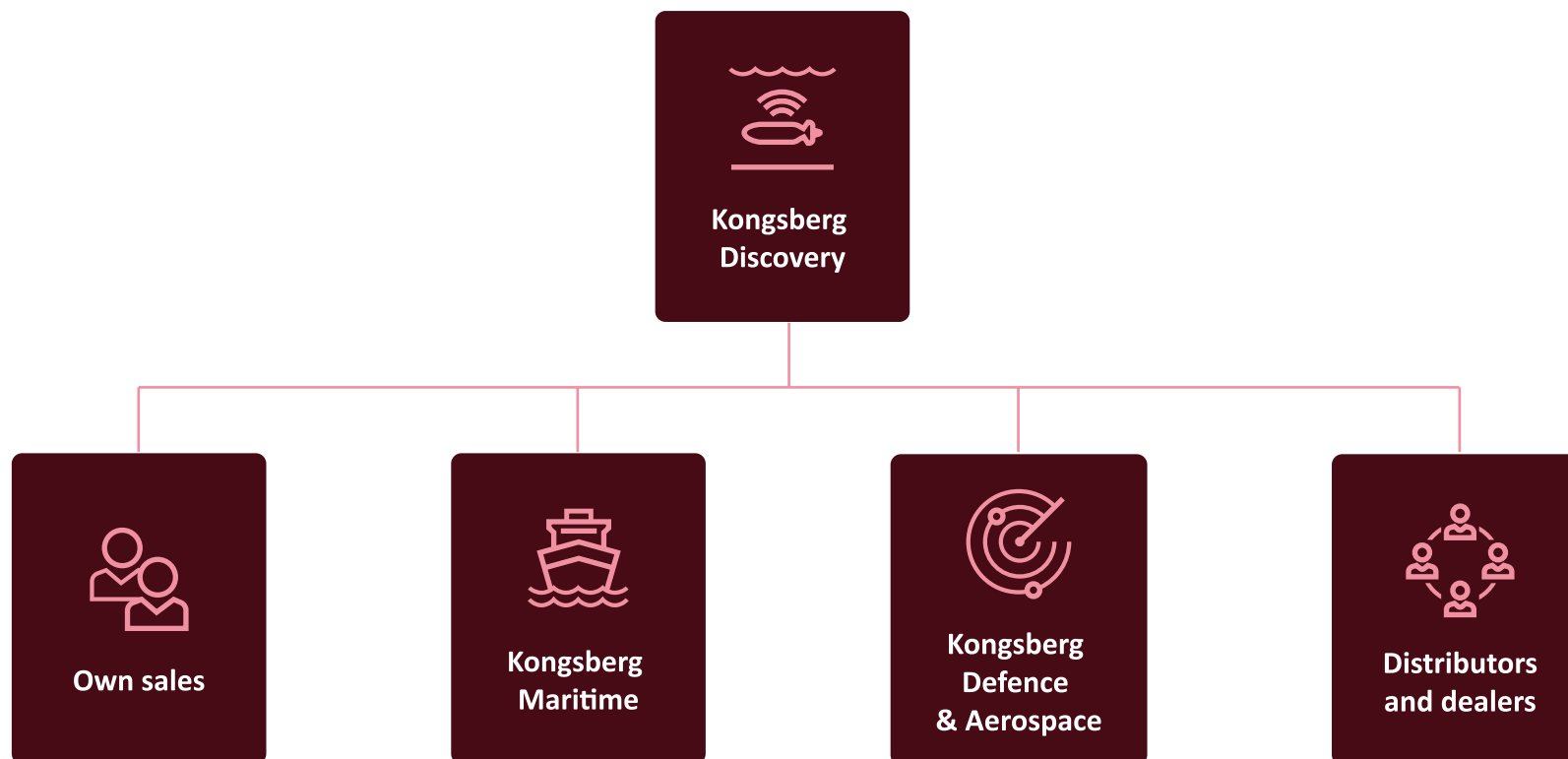
Strong technology backbone



Generating value through product development and partnerships

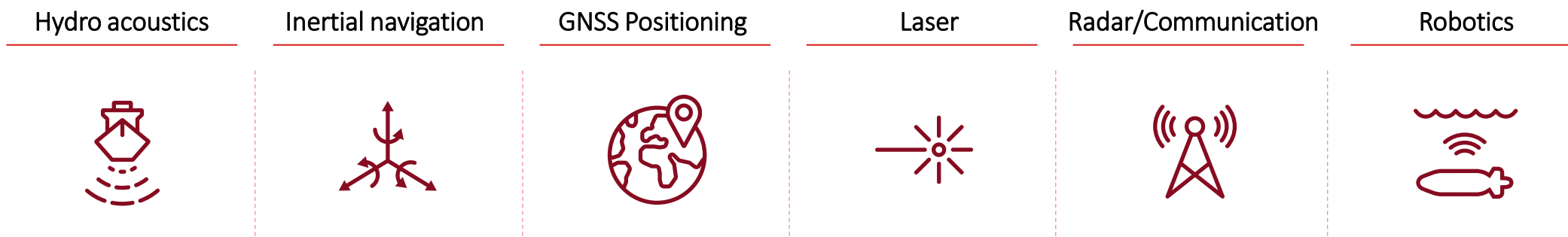


Market access

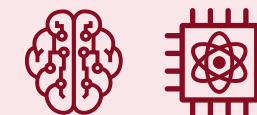


Technology based value creation based on a strong technology backbone

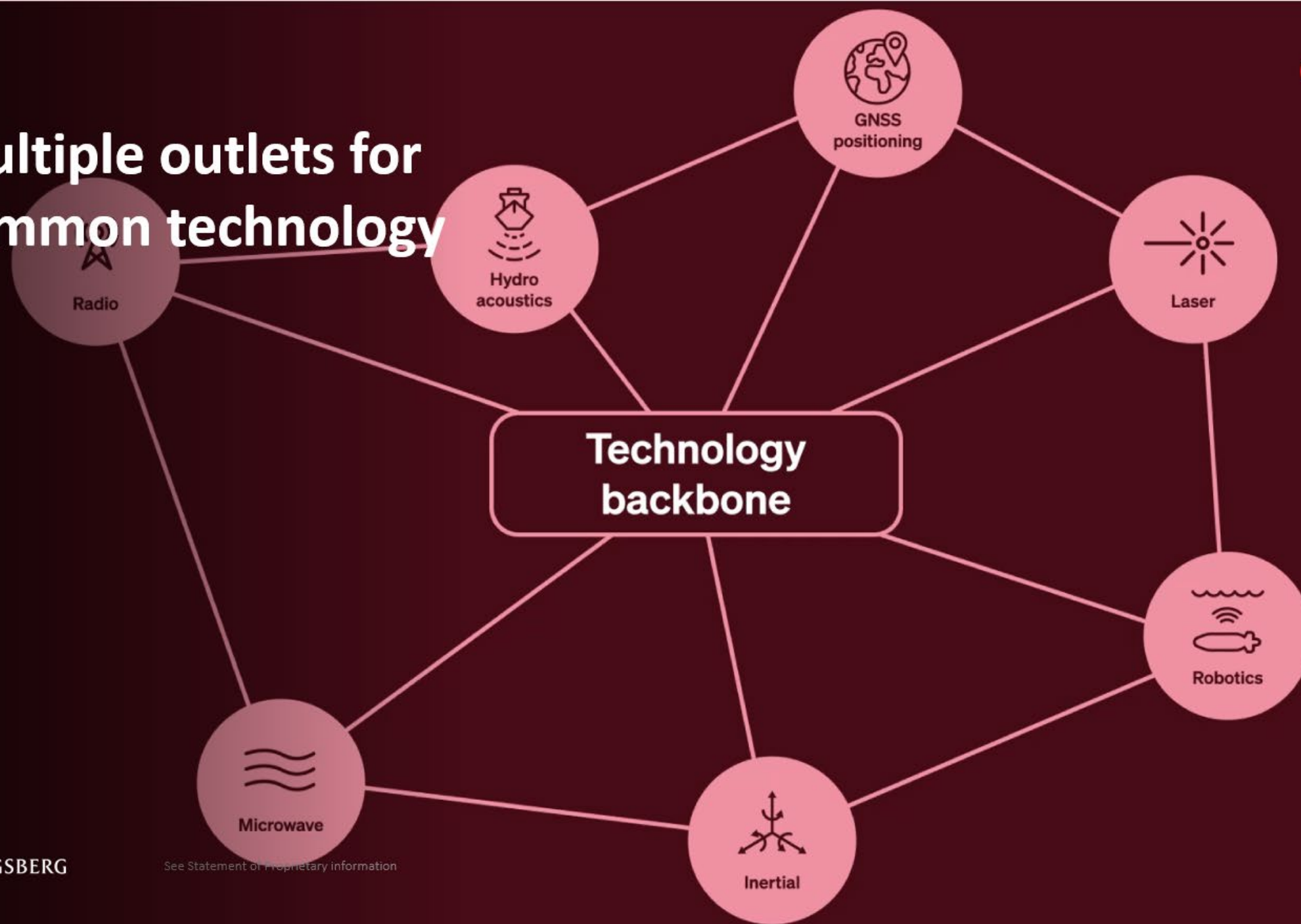
Mastering advanced technologies



...while keeping an eye out for new technologies



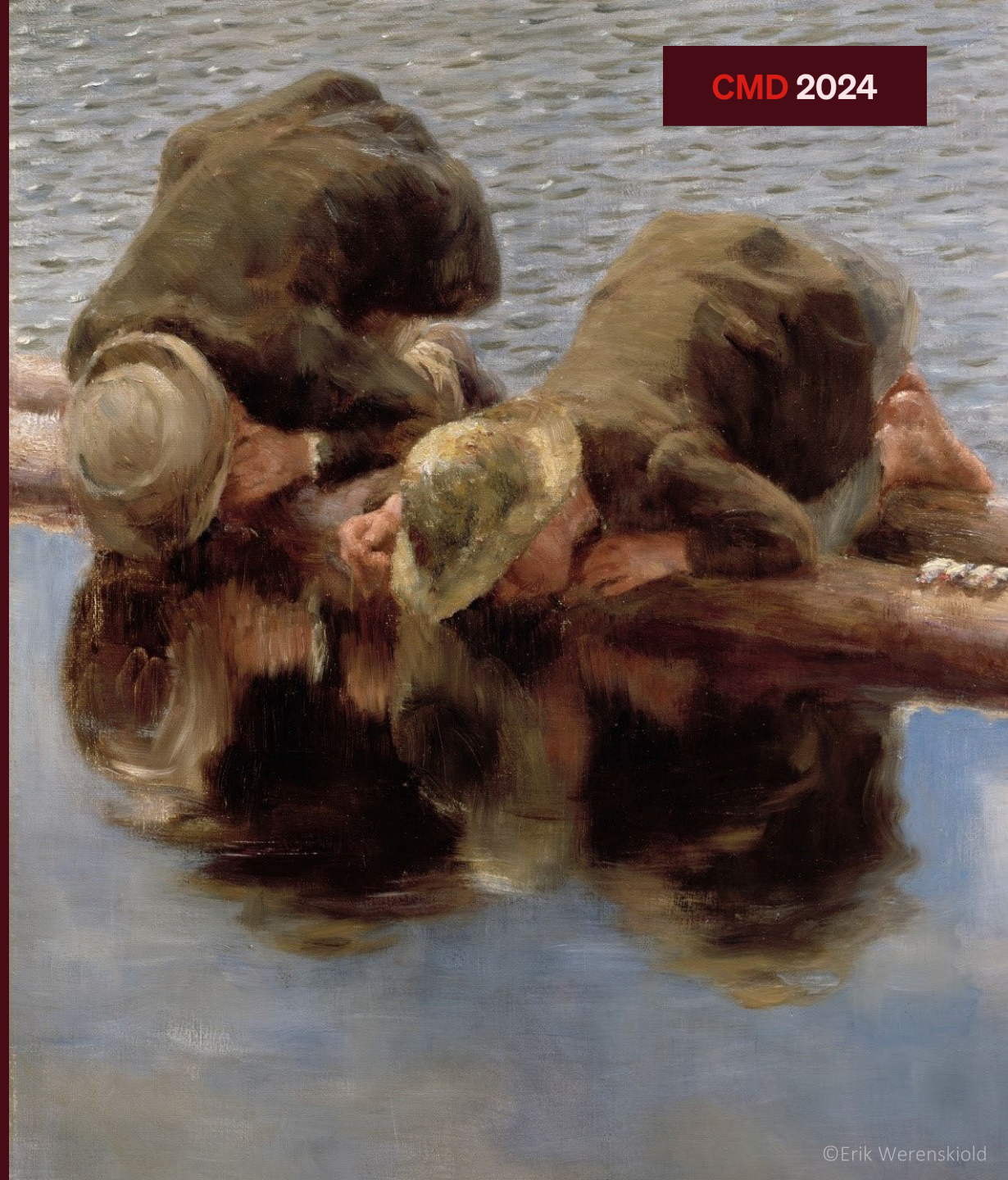
Multiple outlets for common technology



Illuminating the ocean with sound



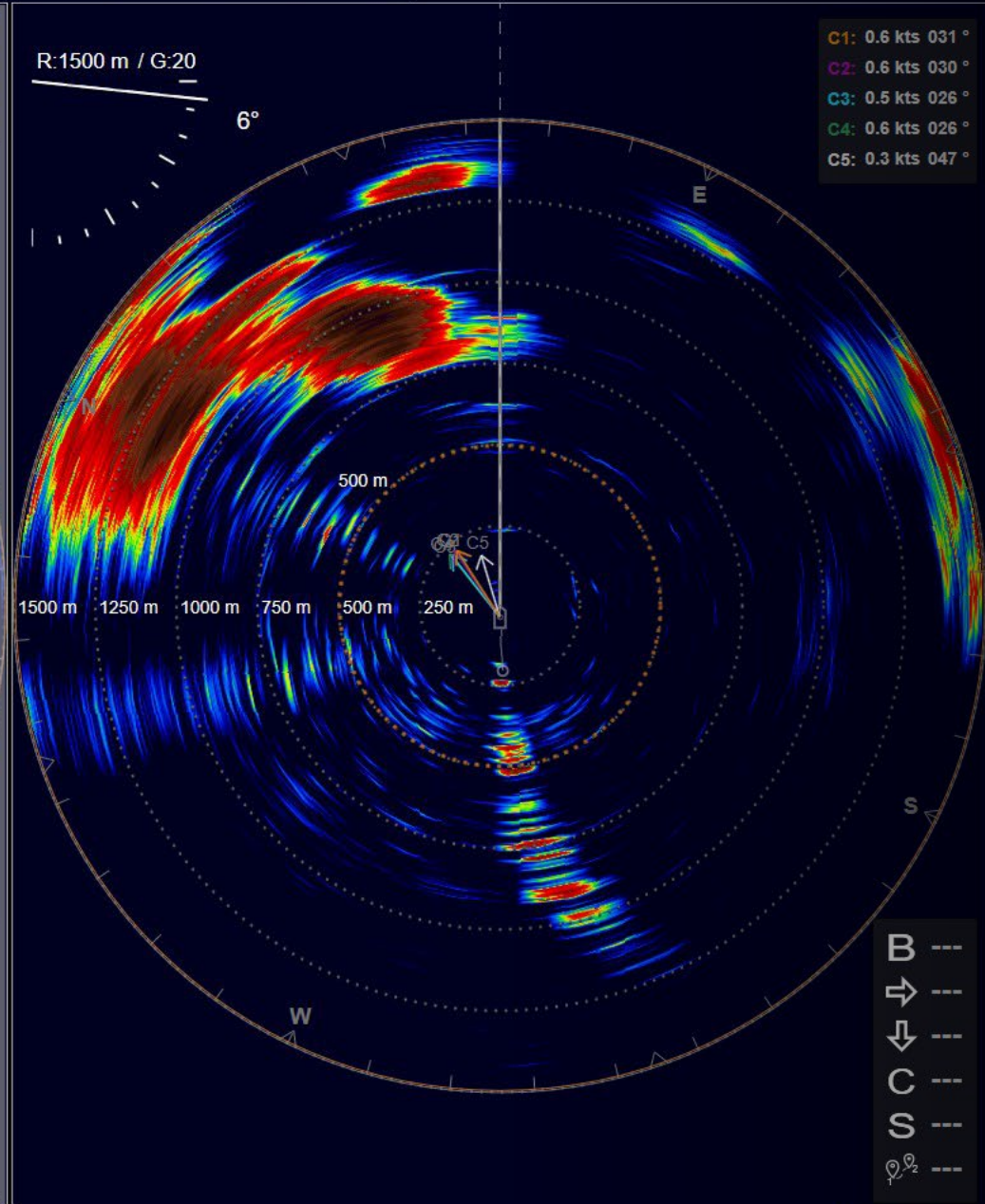
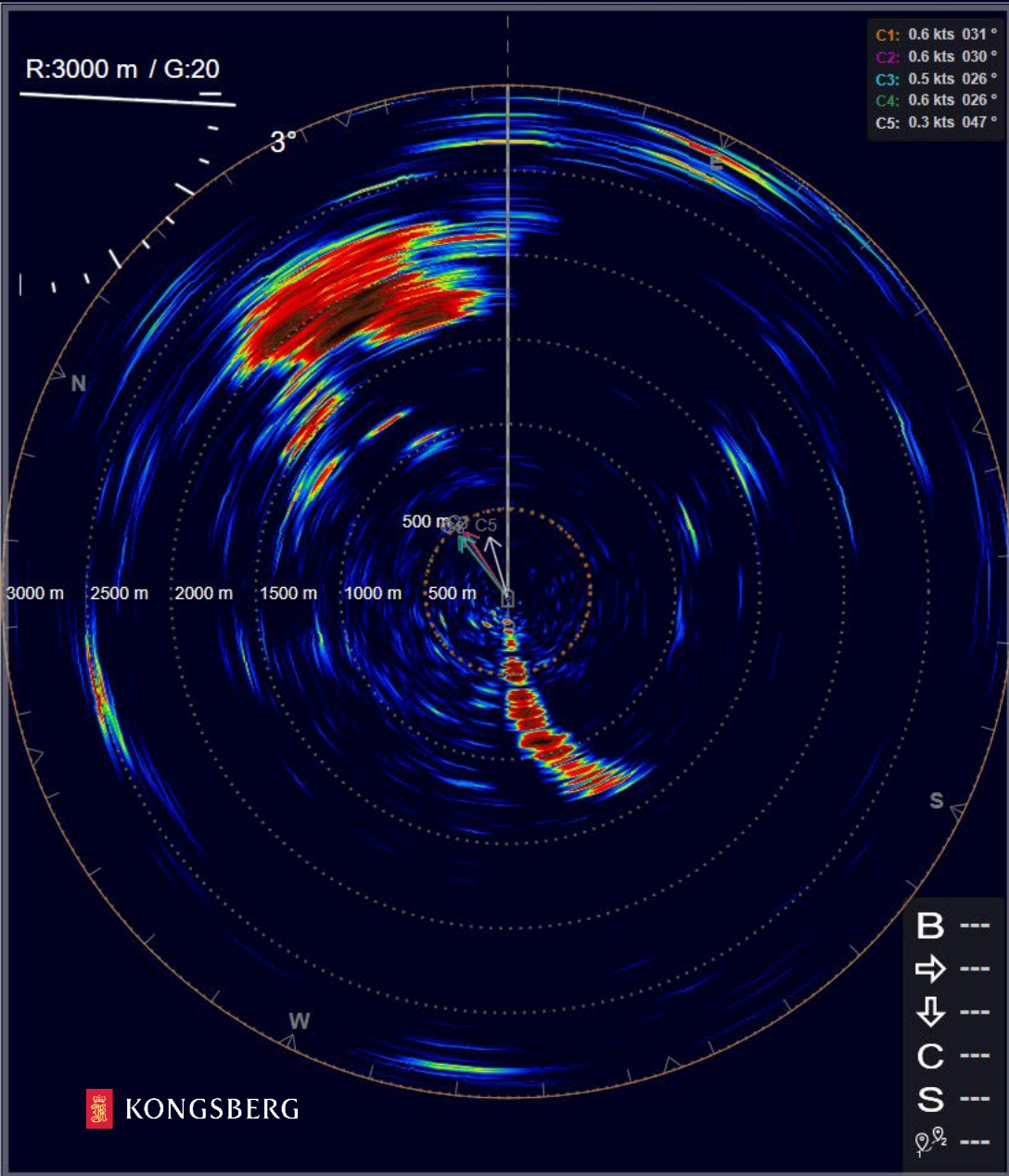
Hydro
acoustics



CMD 2024



Hydro
acoustics



Active

Horizontal

-

TVG

*20 Log R

+

-

Ping-Ping Filter

*Medium

+

-

Pulse Type

LFM / 30.9ms

+

-

Bandwidth

0.1 kHz

+

-

Frequency

16 kHz

+

-

Horizontal Tx Sector

*Omni

+

-

Vertical Tx Sector

Narrow

+

-

Range Projection

*True

+

-

AGC

*Medium

+

-

RCG

*Medium

+

-

Target Threshold

0

+

-

Noise Filter

Weak Medium

+

Activate Windows

Go to Settings to activate Windows.

CMD 2024



Hydro
acoustics



KONGSBERG

Ecosystem assessment

CMD 2024



Hydro
acoustics

 KONGSBERG

Ocean currents

CMD 2024

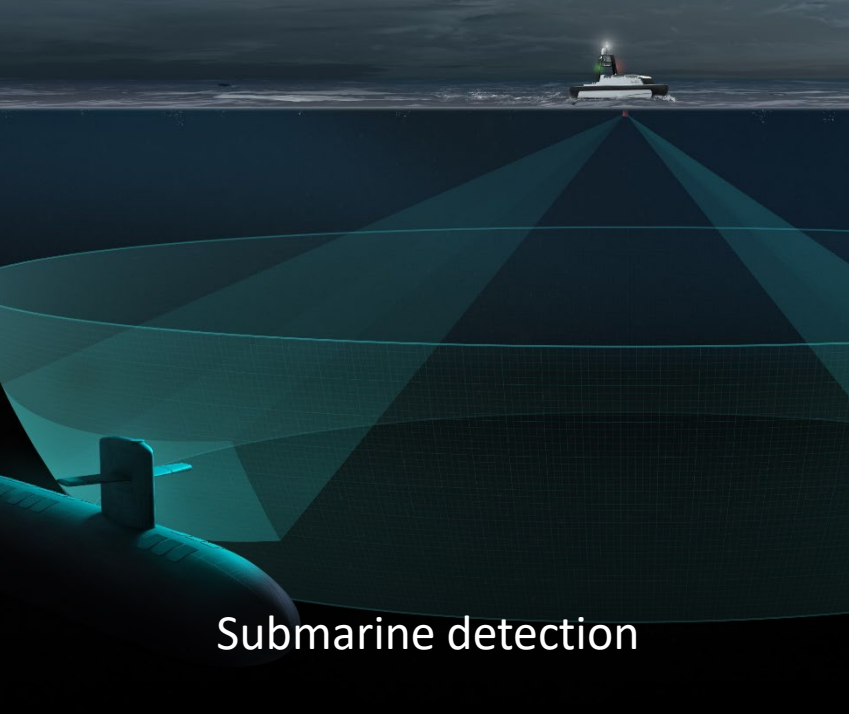


Hydro
acoustics

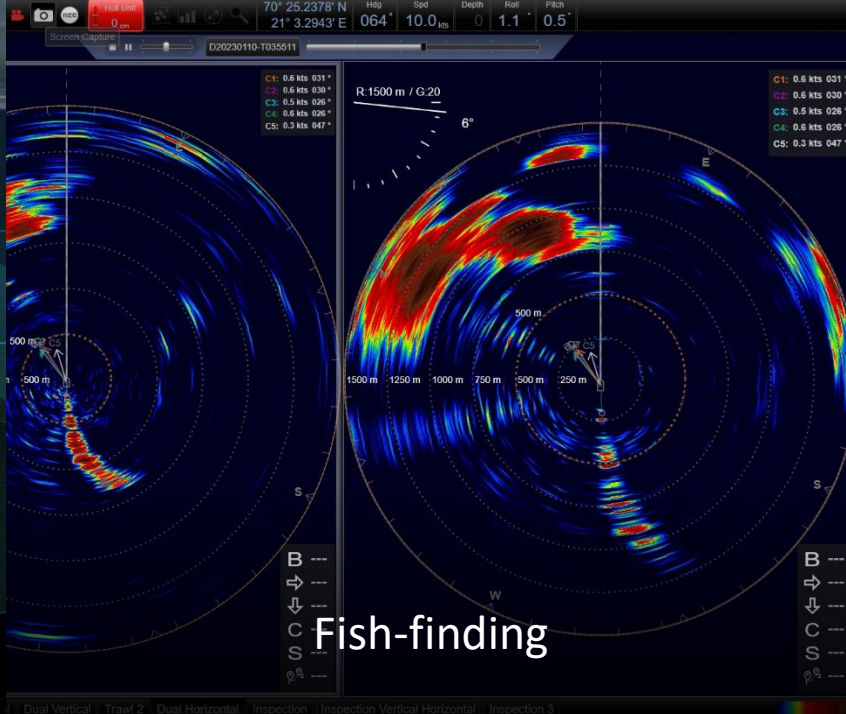
CMD 2024



Hydro
acoustics



Submarine detection



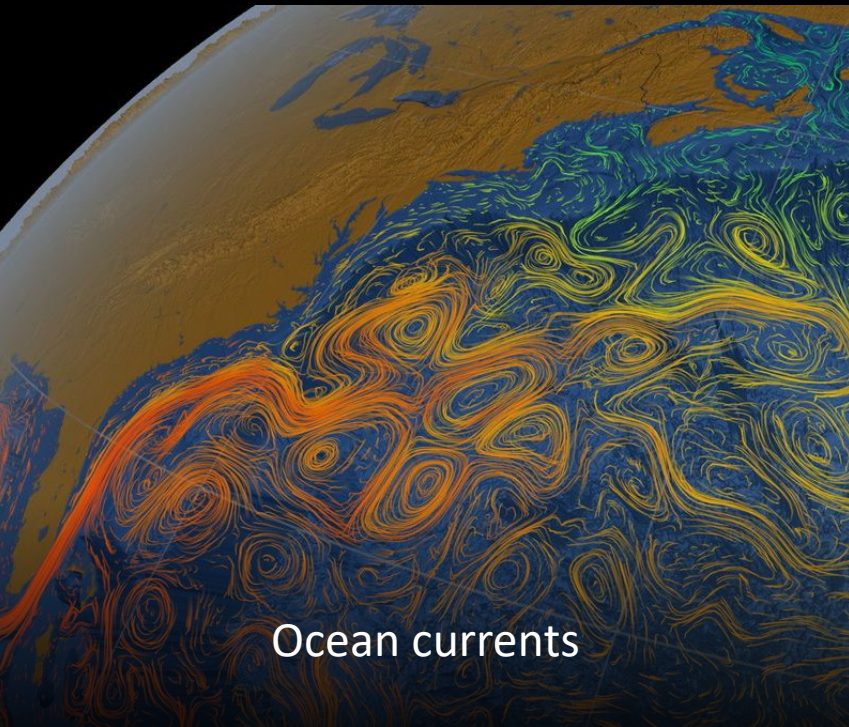
Fish-finding



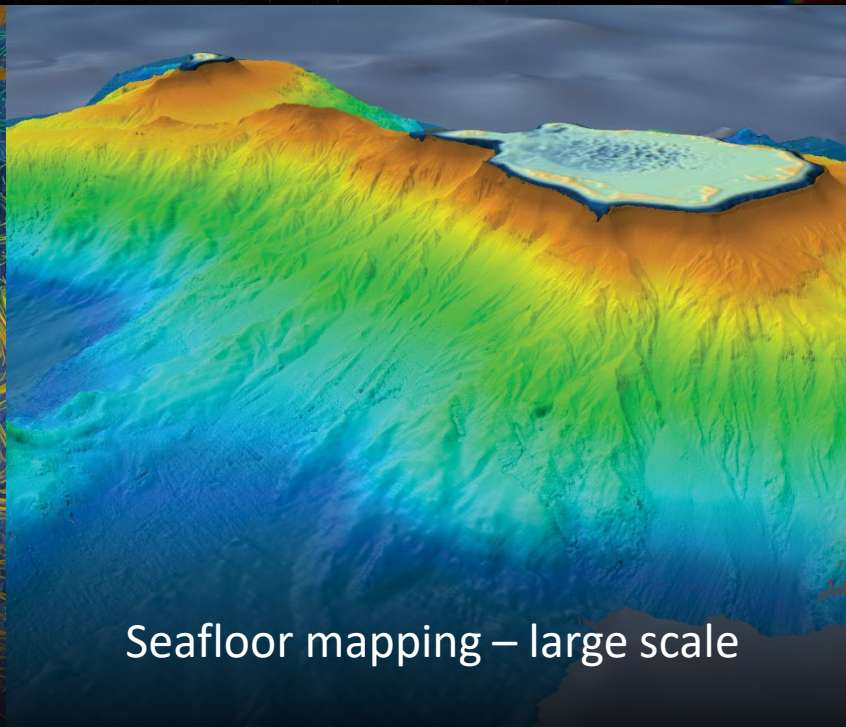
CMD 2024

Hydro
acoustics

Ecosystem assessment



Ocean currents



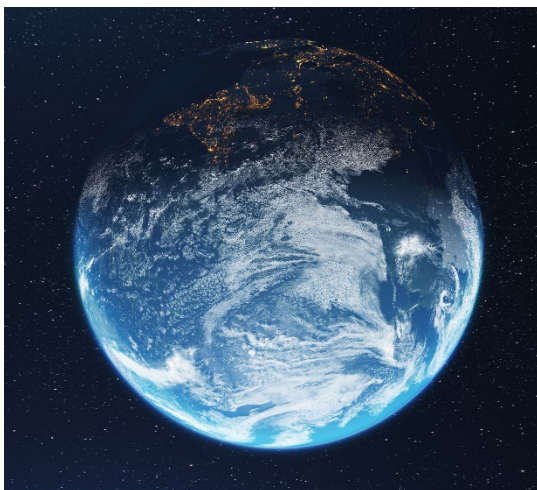
Sea floor mapping – large scale



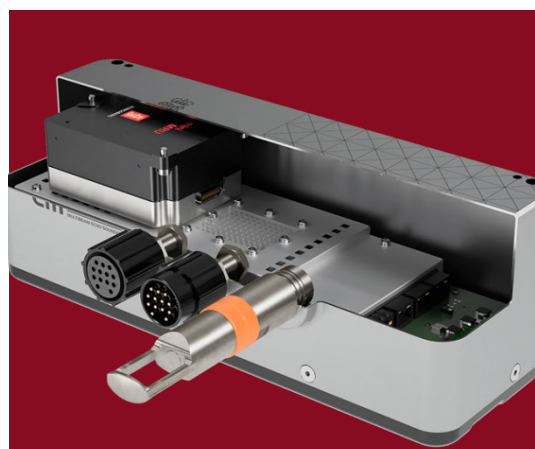
Sea floor mapping - inspection

Positioned for growth

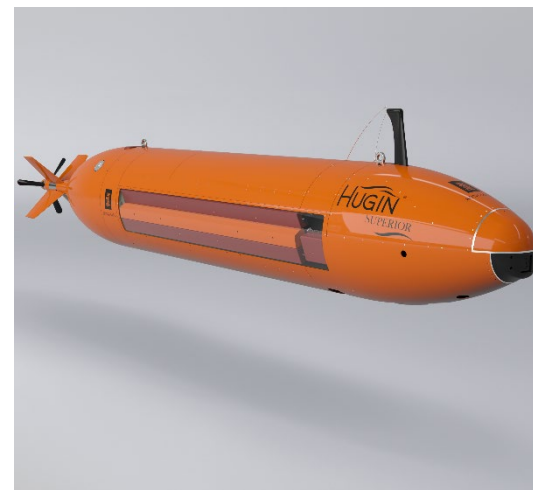
Sustainability and security



Limited knowledge about
life in the ocean



Smarter and improved
sensors



Autonomy and robotics



Reliable data

A satellite in orbit over Earth, with the Kongsberg logo in the top right corner.

Protecting people and planet



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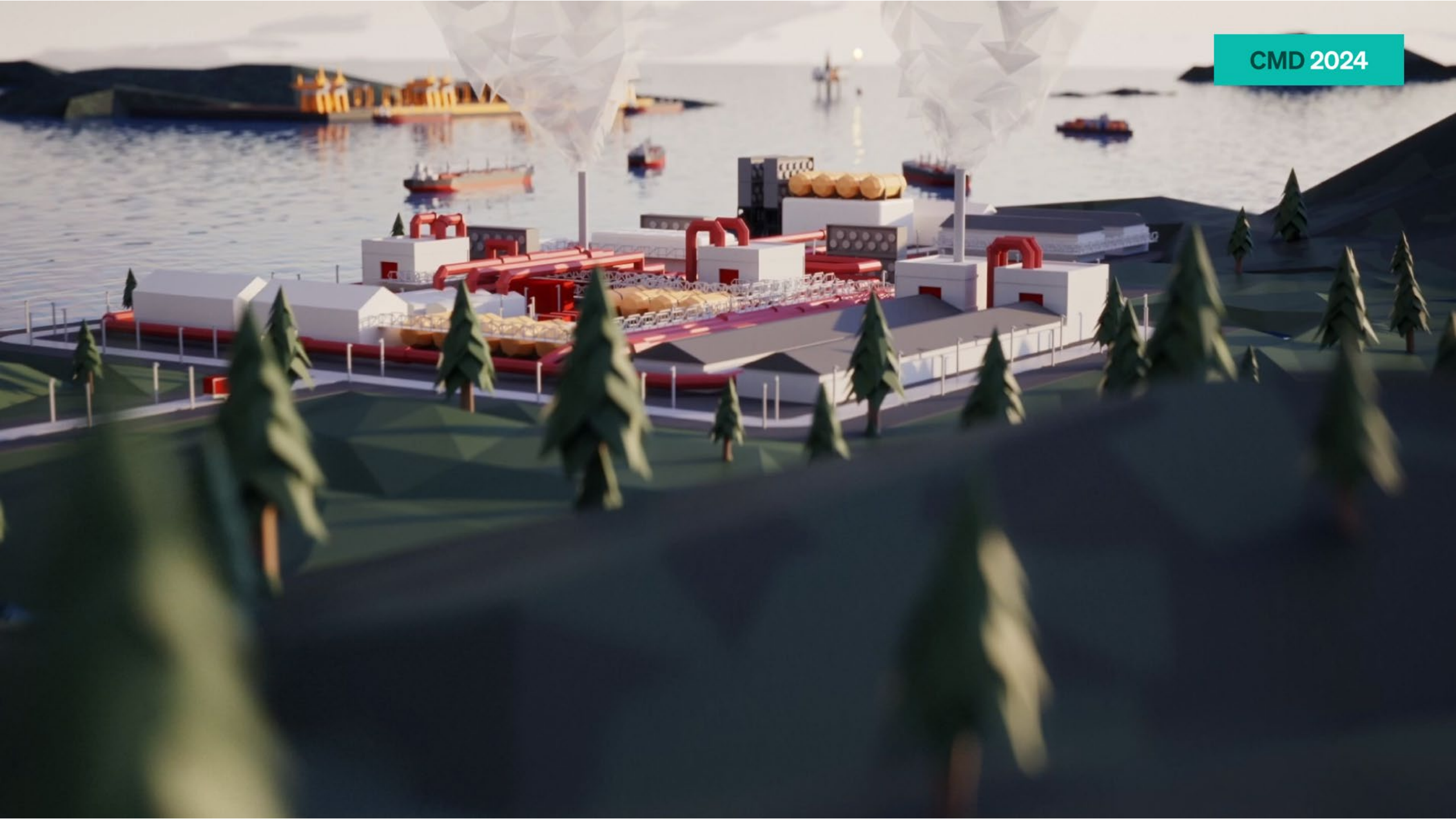
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Shane McArdle, President Kongsberg Digital

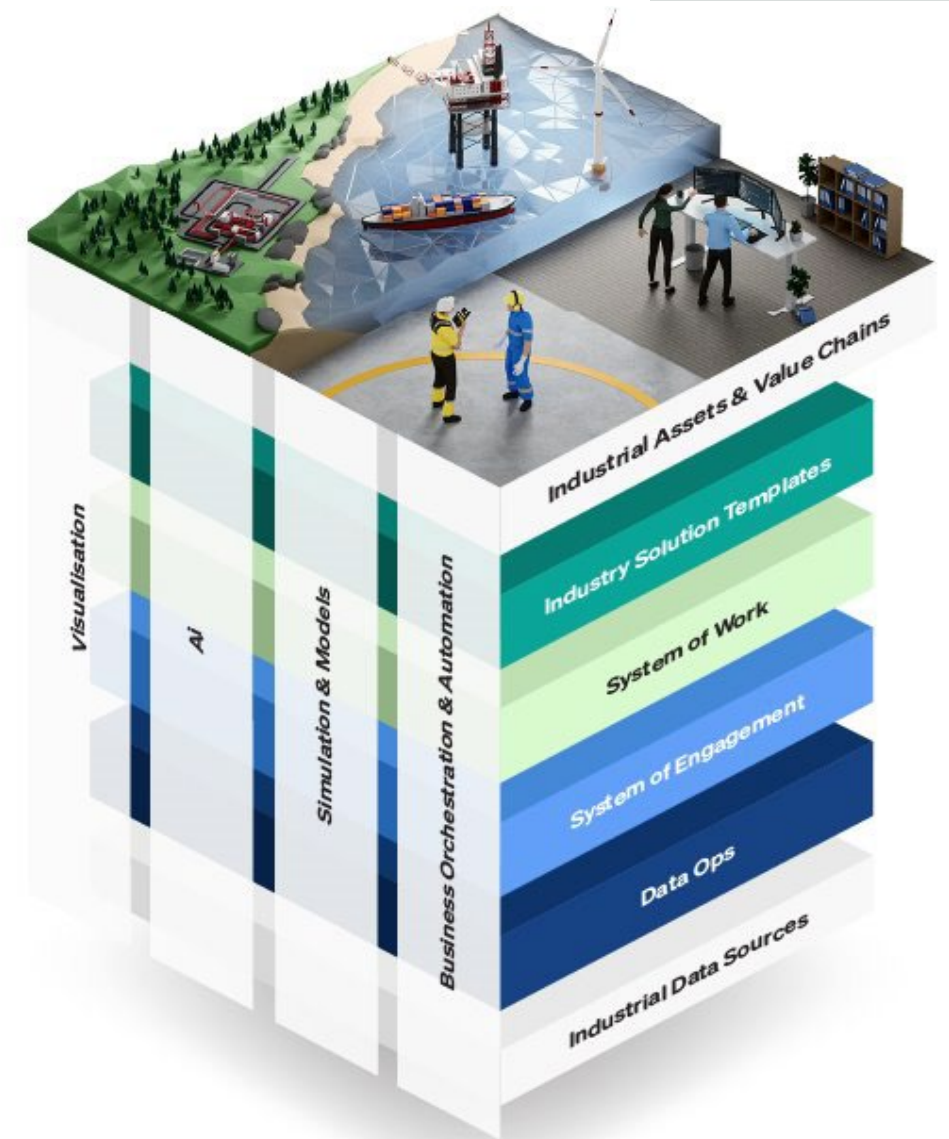
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Shaping the Future of Work

...we make industrial data more
accessible and **meaningful** to
humans and machines to **unlock**
better ways of working



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

Maritime

Traditional energy

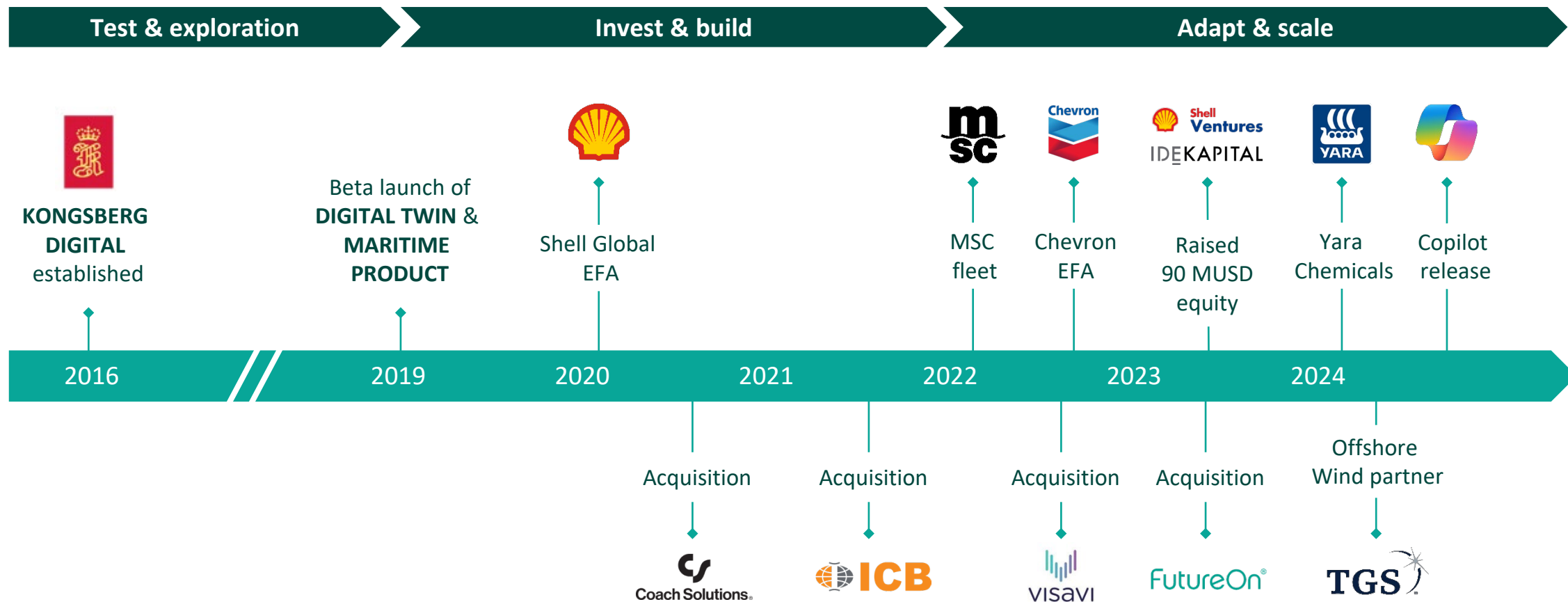
Grid

Offshore wind

CCUS

Chemicals

Kongsberg Digital is rigged for the future



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

Delivered robust growth



Building on a solid foundation



>1.4 BNOK

Revenue



>3.000

connected assets



>50.000

users



~1.200

FTEs globally

Put AI to work

embedded in the core of our product

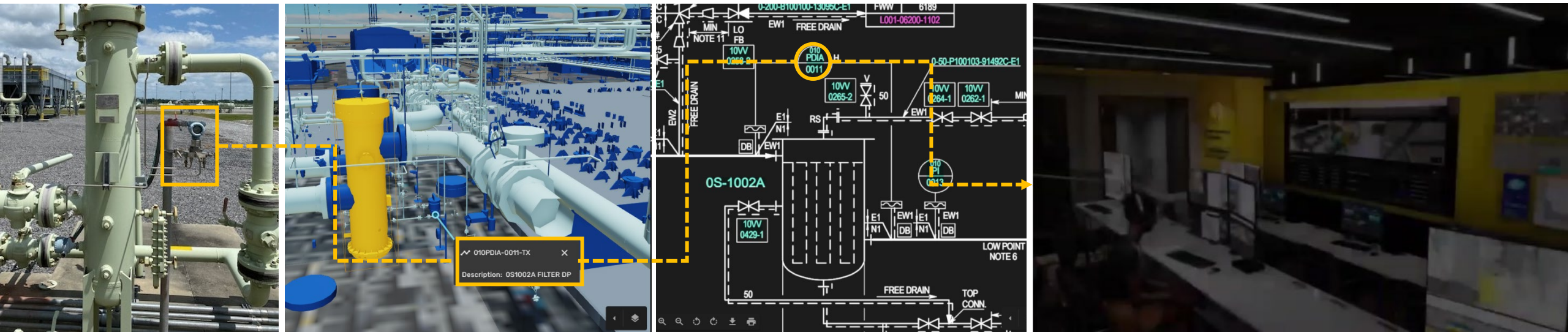
Intuitive human
interactions with data
and systems

Create **commercial
value** by solving
business challenges

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

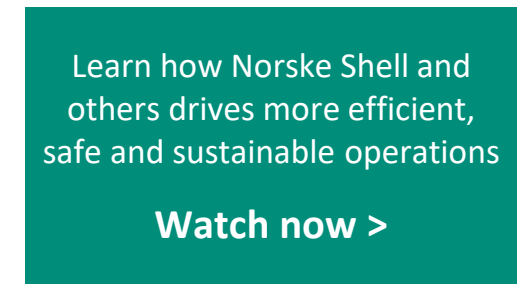
Rewire operating models at scale

Autonomous monitoring & performance assessment



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

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





KONGSBERG

Thank you

shane.mcardle@kongsbergdigital.com



KONGSBERG

Reliable industrial AI Asset Copilot

Stein-Roar S. Bjørnstad, CPO Kongsberg Digital



ChatGPT



Google Gemini



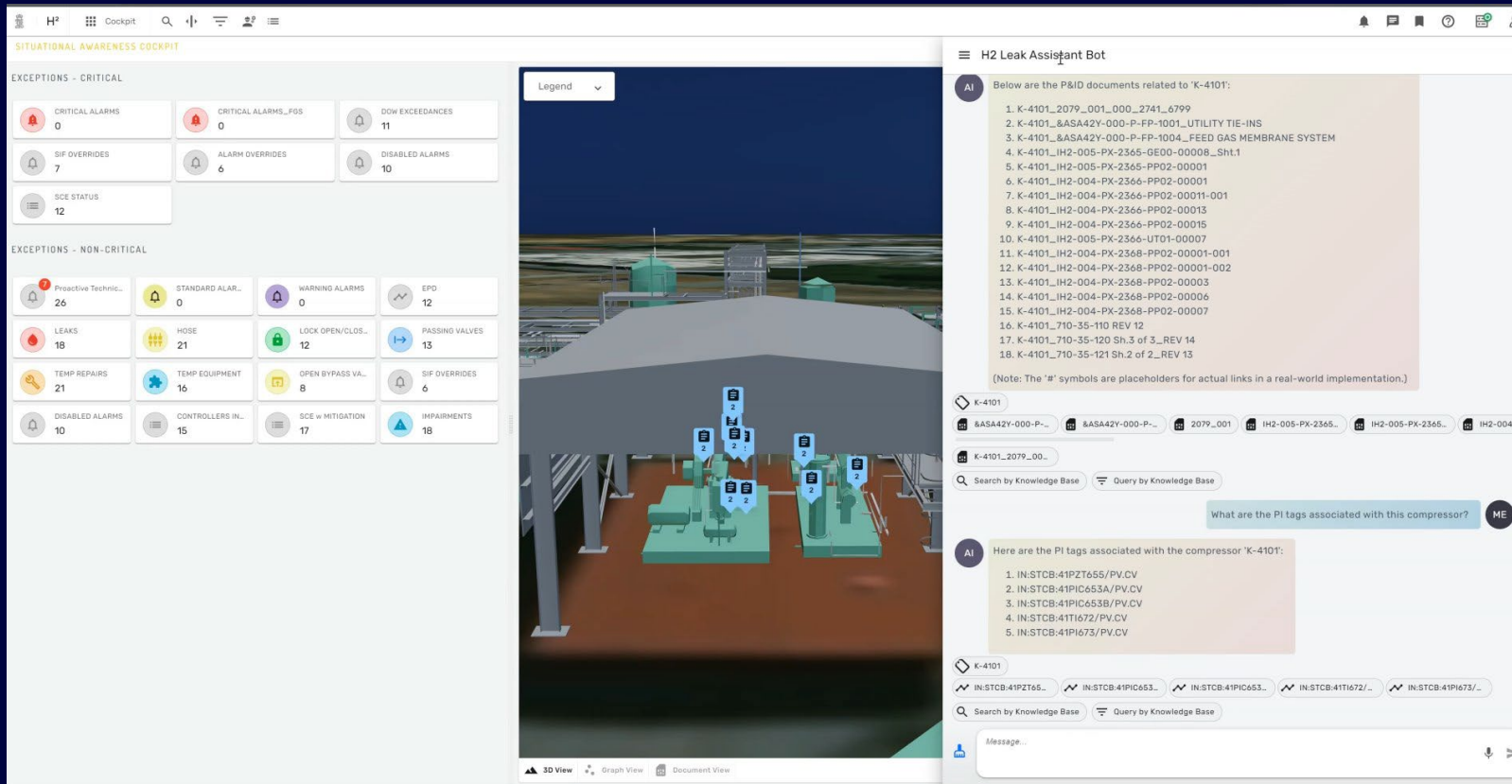
GitHub Copilot



Microsoft 365 Copilot

Asset Copilot

A better way of operating your facility



Empowering industrial operators and engineers with better facility and process insight, better decision support, and the next level of user experience.

“Show me previous and planned maintenance”

“Show me the documentation for this equipment”

“What are the real-time sensor values?”








“What could be the reasons for this behavior?”

“Has this happened before?”

















“What are the recommended next steps now?”

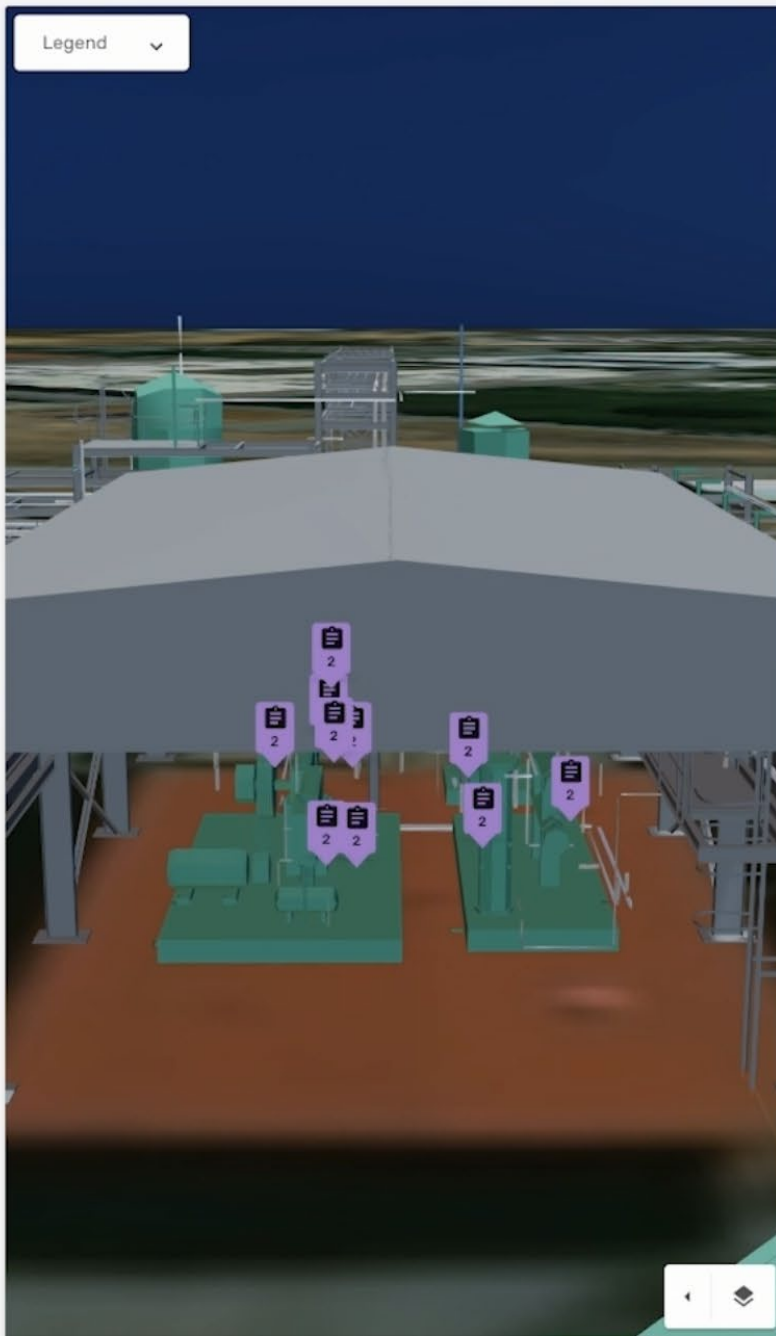
SITUATIONAL AWARENESS COCKPIT

EXCEPTIONS - CRITICAL












 CRITICAL ALARMS 0	 CRITICAL ALARMS_FGS 3
 DOW EXCEEDANCES 11	 SIF OVERRIDES 7
 ALARM OVERRIDES 6	 DISABLED ALARMS 10
 SCE STATUS 12	

EXCEPTIONS - NON-CRITICAL

 Proactive Technical ... 26	 STANDARD ALARMS 0	 WARNING ALARMS 0
 EPD 12	 LEAKS 18	 HOSE 21
 LOCK OPEN/CLOSED 12	 PASSING VALVES 13	 TEMP REPAIRS 21
 TEMP EQUIPMENT 16	 OPEN BYPASS VALVES 8	 SIF OVERRIDES 6
 DISABLED ALARMS 10	 CONTROLLERS IN MA... 15	 SCE w MITIGATION 17
 IMPAIRMENTS 18		



UPCOMING

 SCHEDULED ROUNDS 0	 ROUNDS TASK EXCEPTION 0
 SCHEDULED DYNAMIC TASKS 0	 DYNAMIC TASK EXCEPTION 0
 PENDING APPROVALS 0	 DYNAMIC TASK MISSED 0
 Z1 - WORK REQUEST 0	 PERMIT: CONFINED SPACE 0
 PERMIT: CRITICAL WORK 0	 TODAY'S SCHEDULED MTCE 0
 HSSE 0	

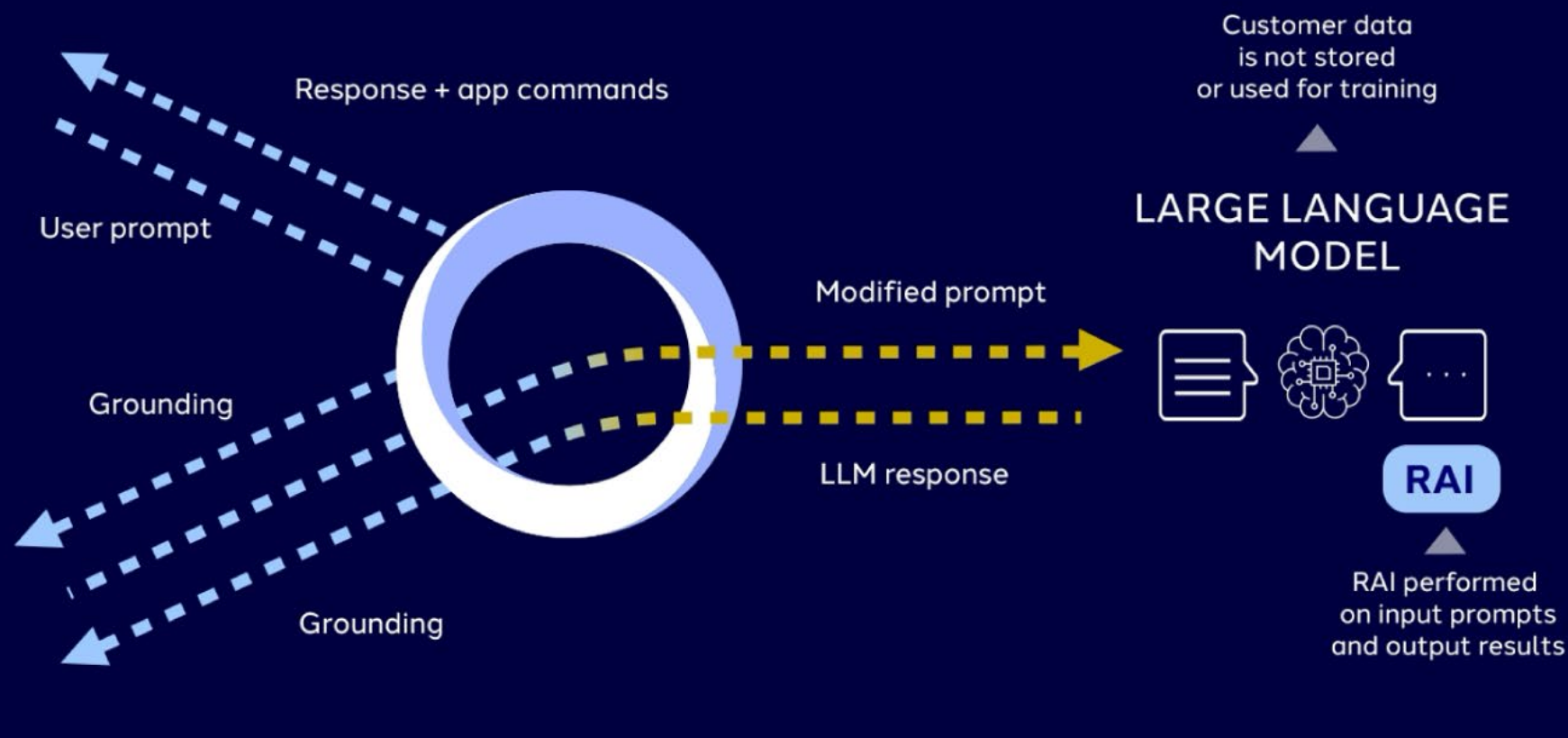
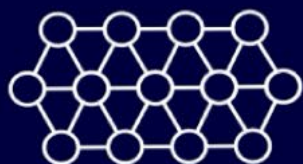
Asset Copilot

Reliable AI empowers more efficient operations and better decisions

APPLICATIONS + DATA



INDUSTRIAL DATA MESH





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Thank you!

Stein-Roar Skånhaug Bjørnstad
CPO Kongsberg Digital

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