



KONGSBERG

CMD 2020

# KONGSBERG DEFENCE & AEROSPACE

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President Kongsberg Defence & Aerospace



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# KEY TAKEAWAYS

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# 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.



~3,000  
Employees



8 BNOK  
Revenues



More than 80  
percent export



World-Class  
Defence Products



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# KDA DIVISIONS AND ACQUIRED COMPANIES

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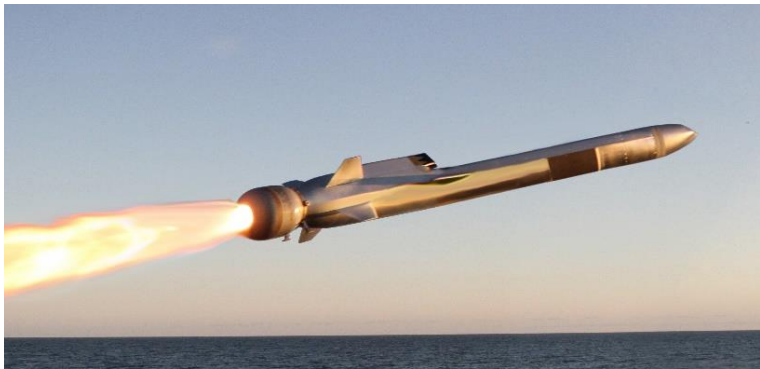
INTEGRATED DEFENCE SYSTEMS



AEROSTRUCTURES & MRO



LAND SYSTEMS



MISSILE SYSTEMS



SPACE AND SURVEILLANCE

**Patria nammo**



KONGSBERG AVIATION MAINTENANCE SERVICES  
A KONGSBERG-PATRIA COMPANY

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**KSAT**  
KONGSBERG SATELLITE SERVICES



**kta**  
naval systems



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# REACHING MILESTONES – PUSHING BOUNDARIES



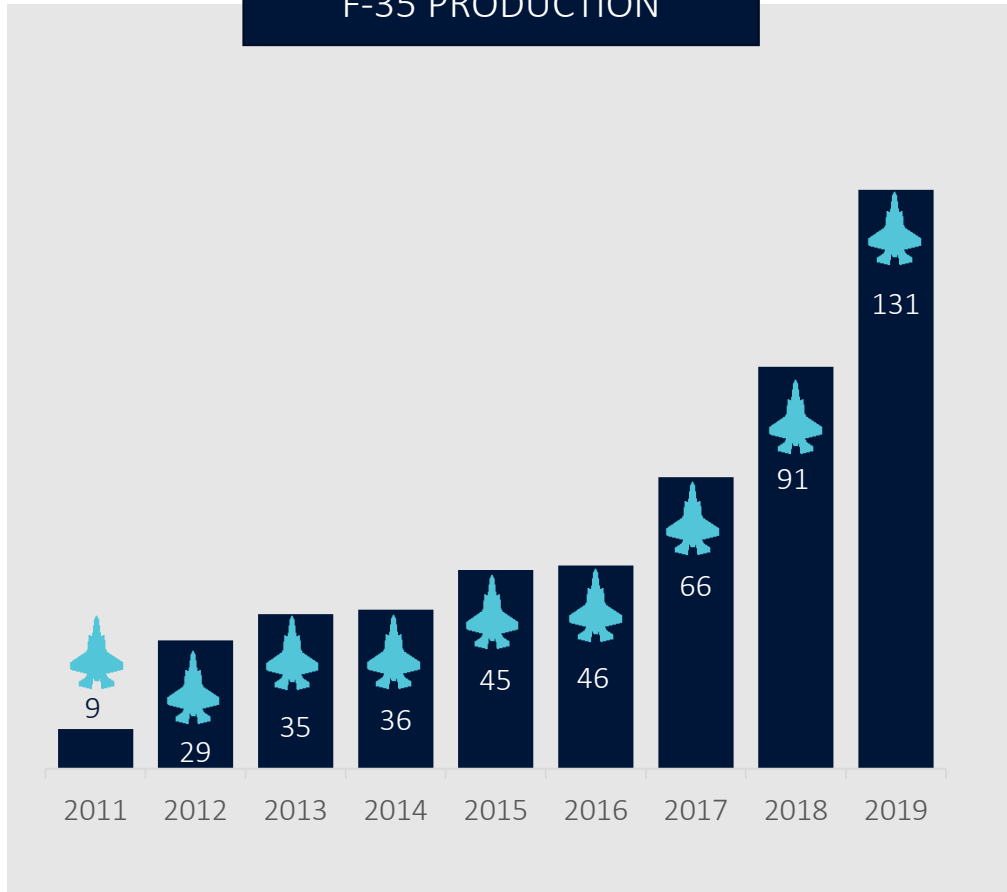


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# F-35 LIGHTNING II PROGRAM STATUS AND FAST FACTS

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## F-35 PRODUCTION



## PROGRAM OF RECORD



**USA**

USAF 1,763 F-35As  
DoN 693 F-35B/Cs  
IOC: USMC: 7/15,  
USAF 8/16, USN 2/19



**UK**

RAF/RN 138 F-35s  
IOC: 1/19



**ITALY**

60 F-35As/30 F-35Bs  
IOC: 12/18



**THE NETHERLANDS**

46 F-35As



**AUSTRALIA**

100 F-35As



**NORWAY**

52 F-35As  
IOC: 11/19



**DENMARK**

27 F-35As



**CANADA**

88 F-35As

Foreign Military Sales:  
6 nations

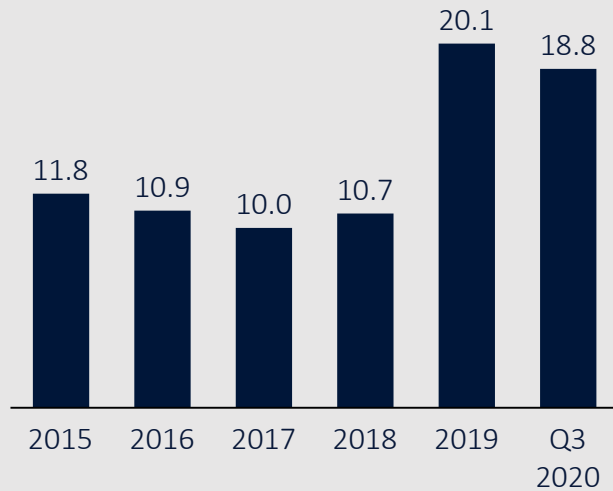


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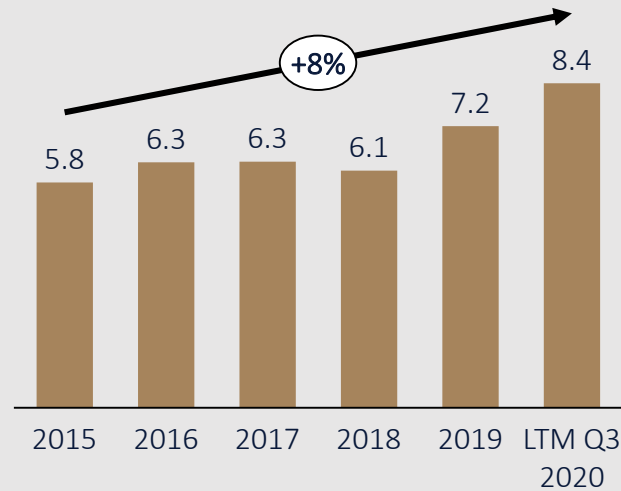
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# STRONG GROWTH AND INCREASING PROFITABILITY

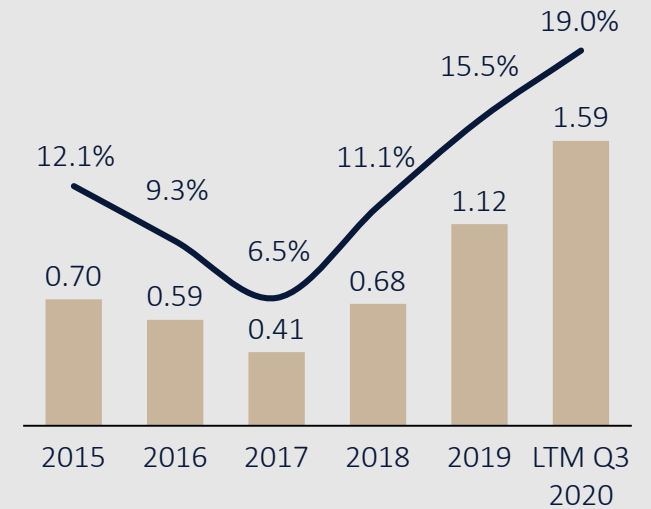
Order Backlog (BNOK)



Revenues (BNOK)



EBITDA (BNOK) and margin (%)



Note: EBITDA% excluding income from associated companies





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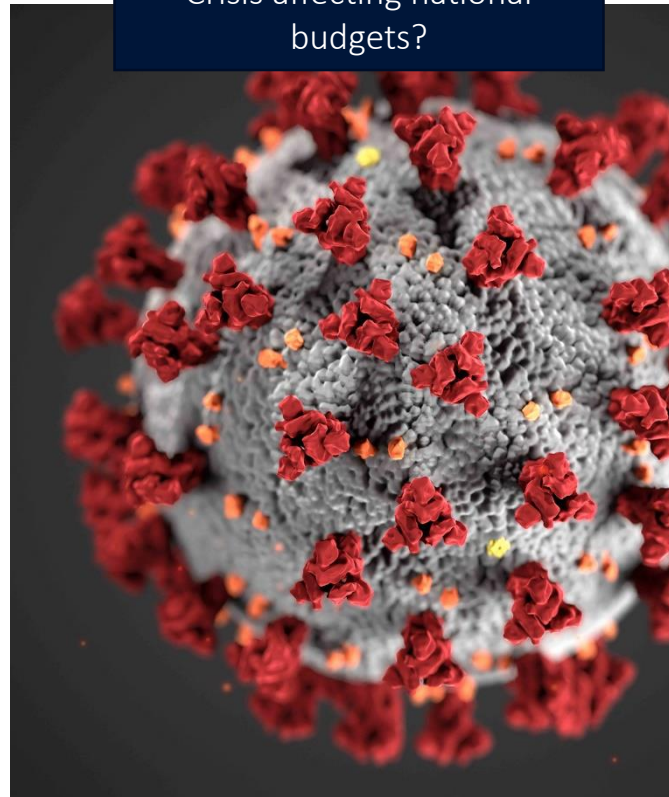
# LONG-TERM DEFENCE MARKET

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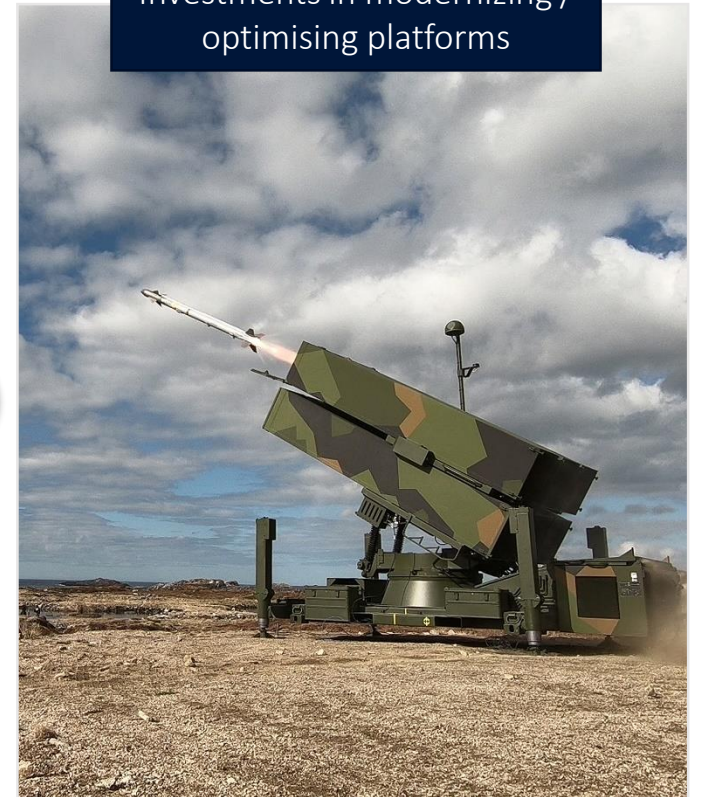
Protectionism?



Crisis affecting national budgets?



Investments in modernizing / optimising platforms



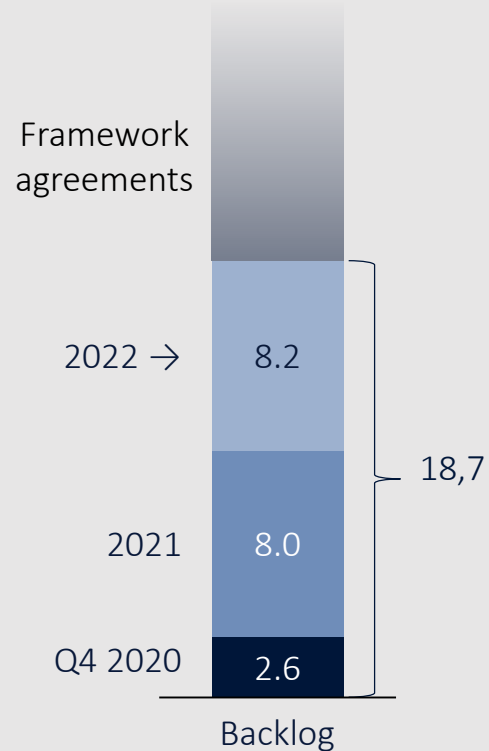


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# SIGNIFICANT OPPORTUNITIES AHEAD

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## Identified opportunities



## Preferred or selected supplier for BNOK 100 + contracts

- **NASAMS:** 3 – 5 new contracts/awards
- **QATAR** vehicles programme
- **NSM:** GERMANY and other new users
- **JSM:** F-35 as marketing channel
- **Submarines:** Norway and Germany
- **MCT:** Sales to existing and new users
- **MRO:** New and expanded opportunities



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# STAYING AHEAD OF THE CURVE

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NSM



NASAMS

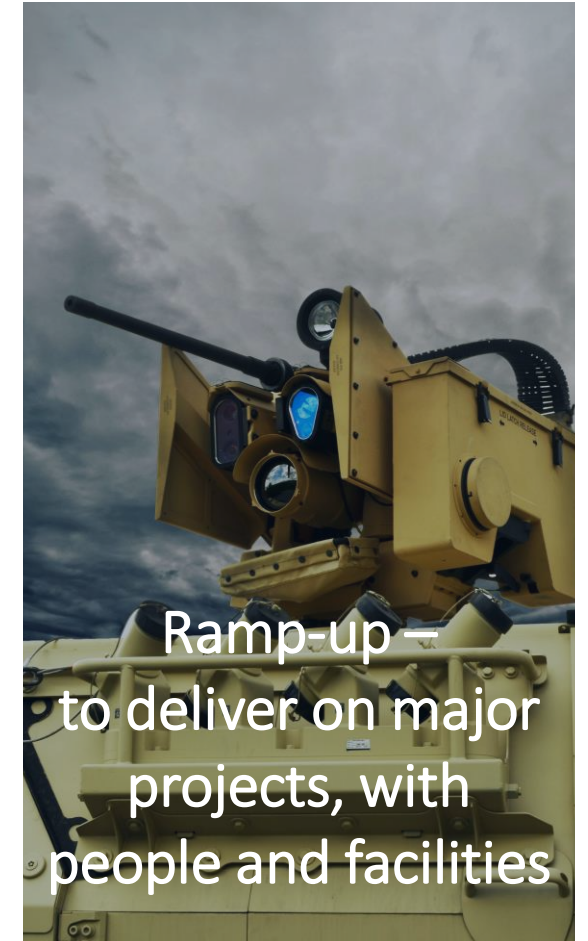
Remote Weapon Station



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# KEY STRATEGIC PRIORITIES

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# ONE KONGSBERG – JOINT EFFORTS

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REMOTE TOWER IN BODØ



VANGUARD



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



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