

# Transforming maritime operations

Integrating technology  
throughout the vessel lifecycle

Kongsberg Maritime company presentation  
6 February 2026

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Historical figures may be subject to inaccuracies due to changes in business structure and internal transactions.

# Kongsberg Maritime

A global technology partner, positioned to deliver integrated maritime solutions throughout the vessel lifecycle



# Kongsberg Maritime

Our global scale and unmatched technological depth  
turn strategy into consistent value creation

## Market leader in maritime technology

Unmatched technological depth and maritime domain knowledge, with a proven ability to deliver complex, integrated systems at scale and a large installed base.

## Covering the entire lifecycle

A unique portfolio of products, services and integrated solutions, with a balanced mix of newbuild and aftermarket revenues.

## 24/7 global operations

Broad exposure across commercial shipping, offshore and naval markets, supported by a strong local presence worldwide.

## Structural growth tailwinds

Well positioned to transform maritime operations, driven by vessel performance, energy efficiency and digitalisation.

## Resilient business model, consistent value creation

A strong growth track record, with ~16% average revenue growth and ~24% average order backlog growth over the past five years.

# Experienced leadership, global operations

A global organisation with deep engineering and operational capability



**Lisa Edvardsen  
Haugan**  
Chief Executive Officer



**Mette Toft Bjørgen**  
Chief Financial Officer



**Bjørn Jalving**  
Chief Technology Officer



**Kjersti Nystad Skeie**  
Chief People & Corporate  
Affairs Officer



**Johnny Aarseth**  
Executive Vice President  
*Energy & Control*



**Per Håvard Siljan  
Hjukse**  
Executive Vice President  
*Propulsion & Handling*



**Alexandra Koefoed**  
Executive Vice President  
*Digital & Emerging*



**Jouni Raatikainen**  
Executive Vice President  
*Customer Support*



~8,300  
employees



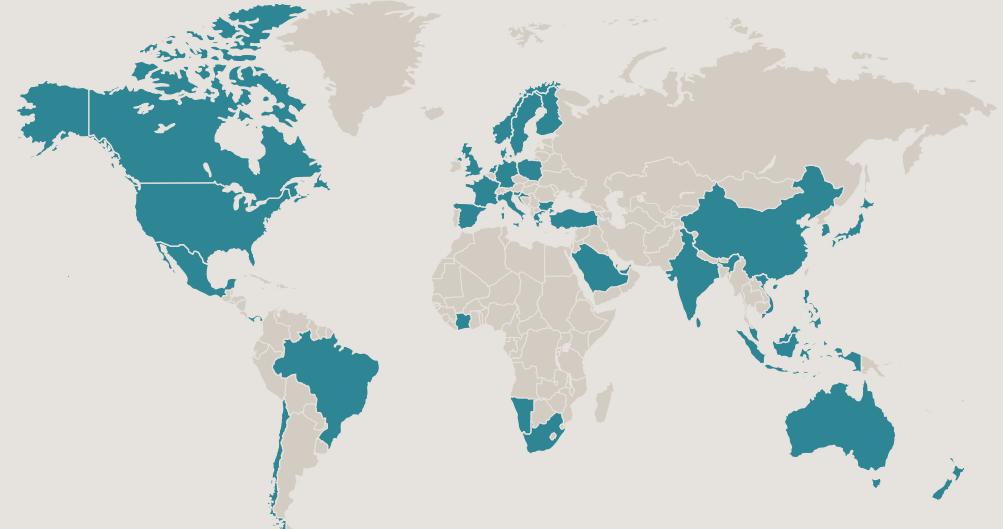
53%  
engineers



24/7  
global  
operations



30,000+  
installed  
vessels



# Our global network is a unique competitive advantage

## Regional growth strategies

### Europe, Middle East, Africa

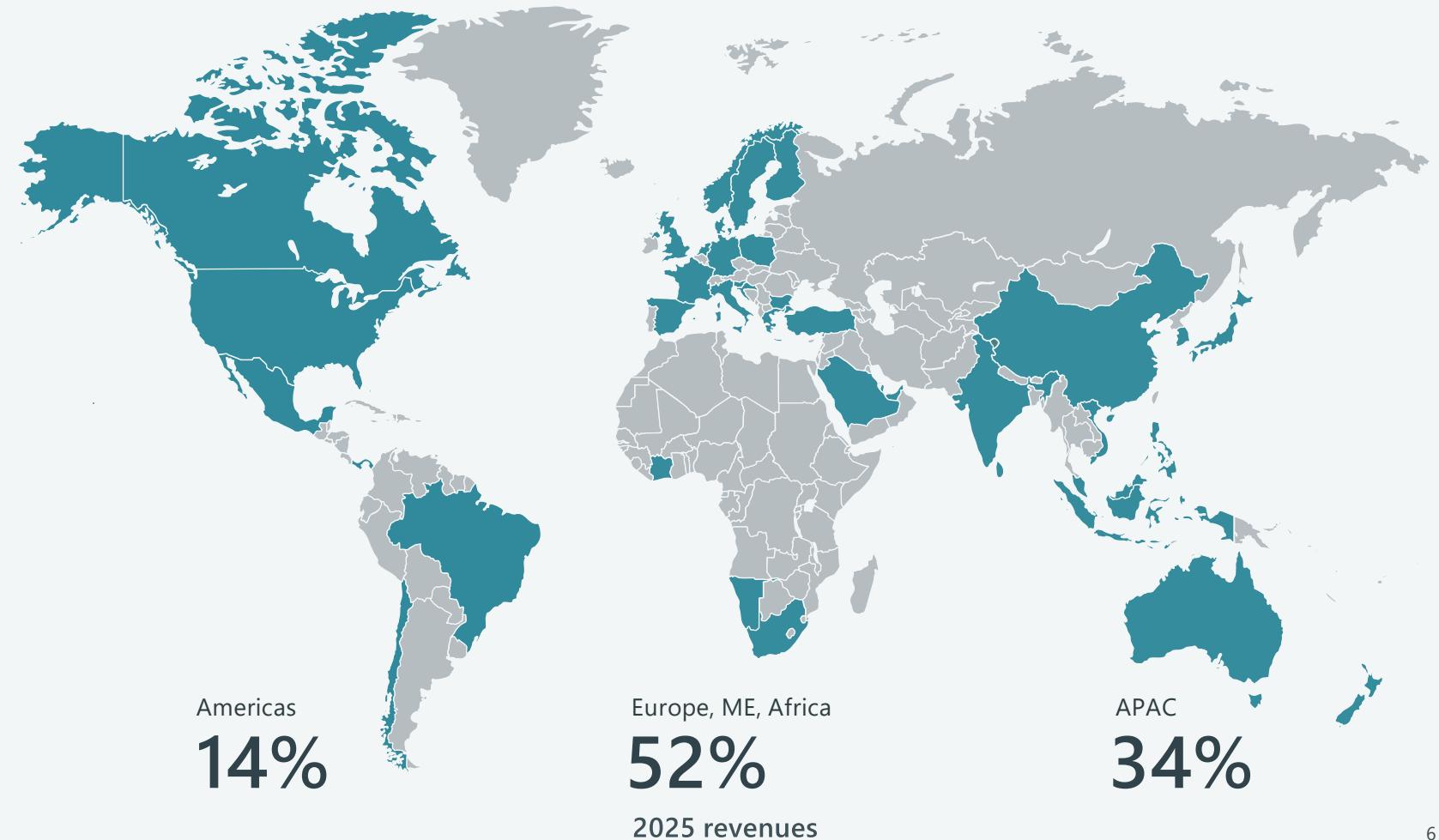
- Core competence, technology and product centres
- Increasing geopolitical importance
- Shipowners and yards expanding

### Asia-Pacific

- Home of the largest shipyards with global ambitions
- Local presence with an integrated delivery organisation
- Significant untapped potential for industrial collaborations across the value chain

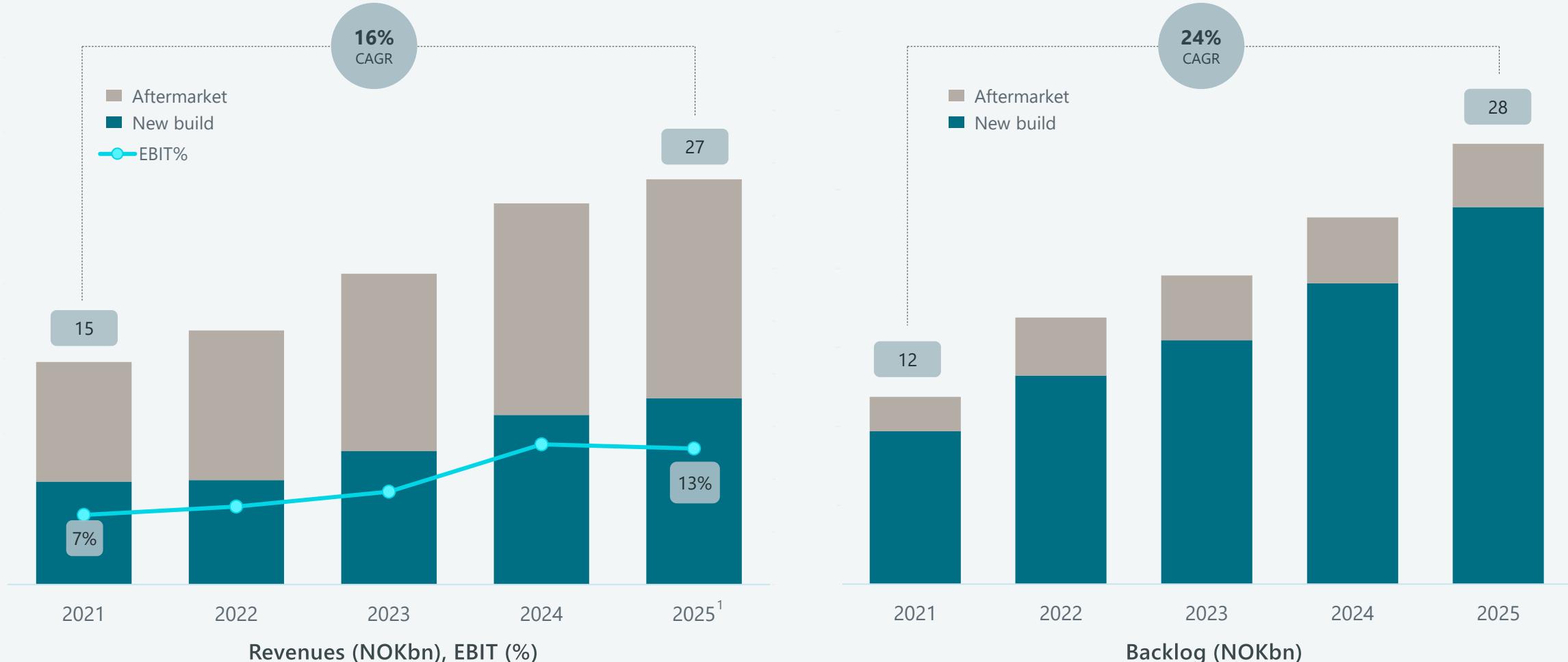
### Americas

- Major opportunities in the US naval market
- Strong offshore sector with growth prospects in Brazil
- Local presence and content as a key competitive factor



# Sustained revenue growth

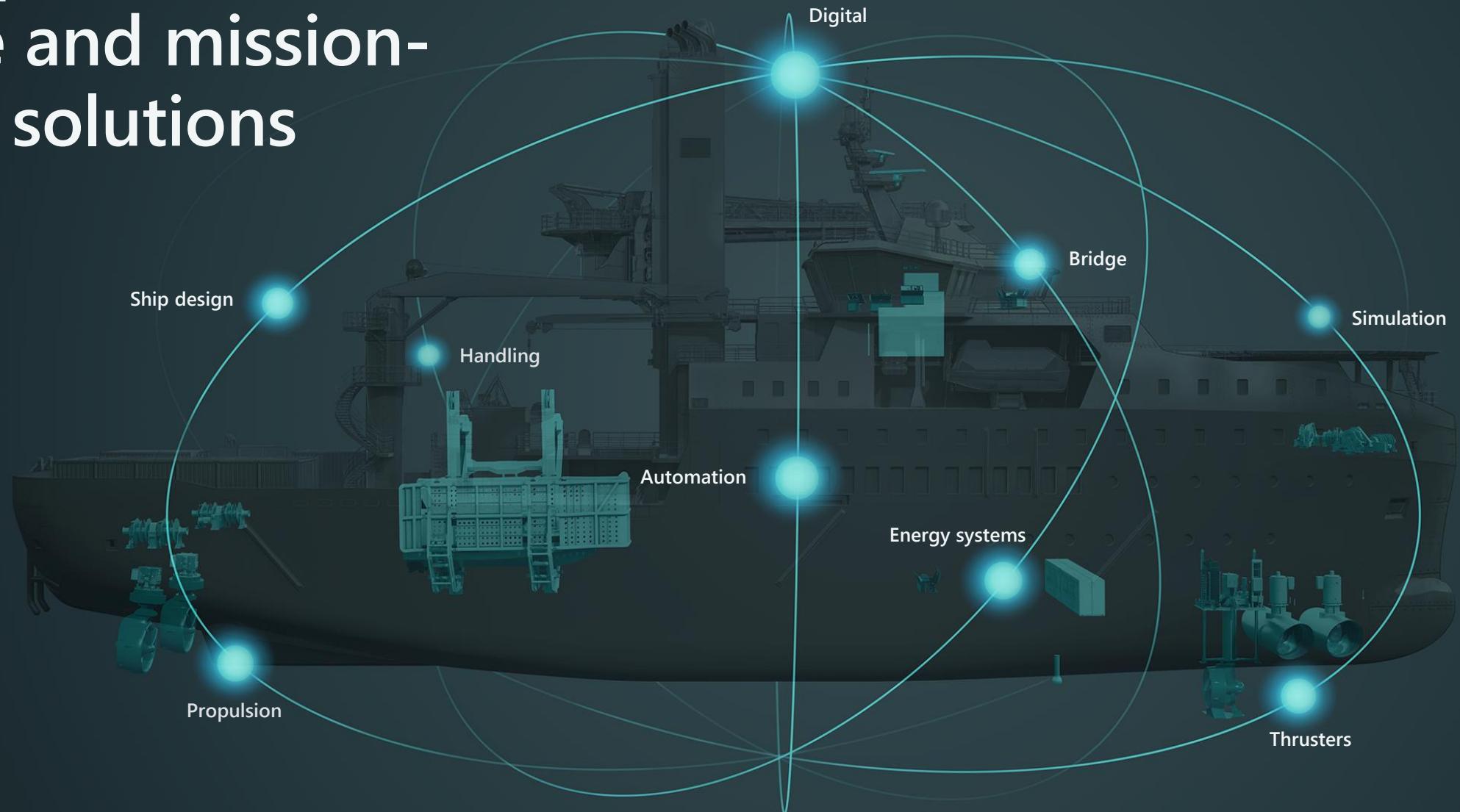
Backed by a continuously expanding order backlog



1) Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

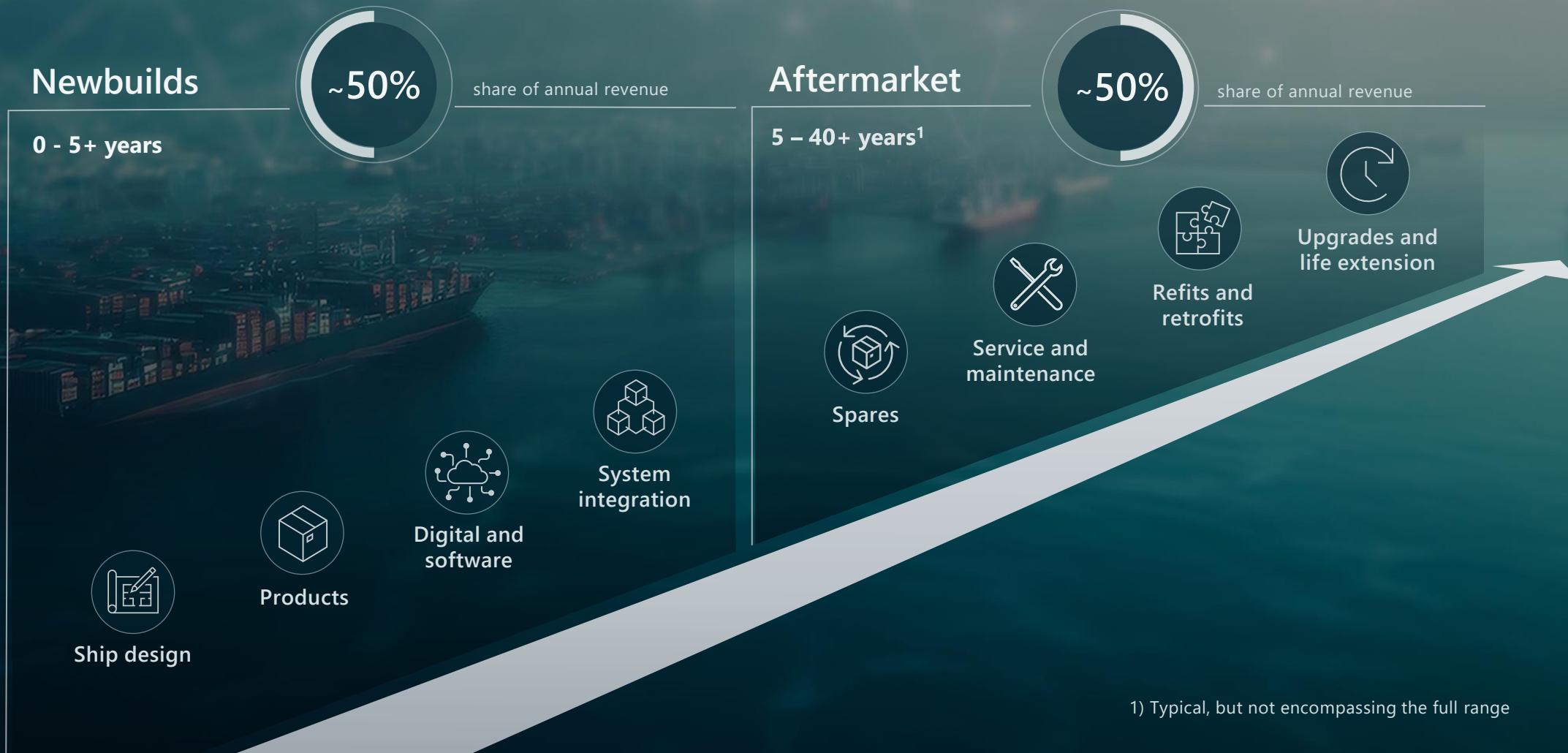
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# Broad portfolio of unique and mission-critical solutions



# A key partner across the vessel lifecycle

Supporting shipowners and yards from design and newbuilds through operations, service and upgrades

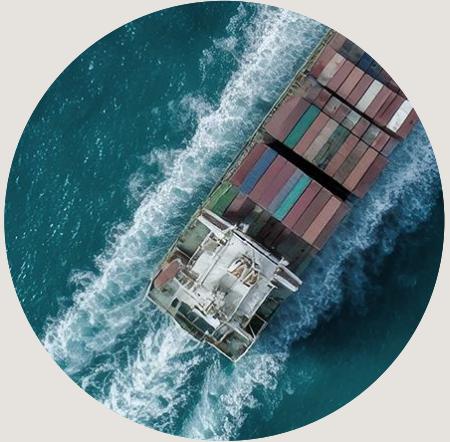


1) Typical, but not encompassing the full range

# Market developments and strategic drivers



# A transforming and growing maritime market



## Market fundamentals support sustained growth

Supporting both the newbuild market and aftermarket



## More advanced vessels increase the market size

Addressable market grows faster than the number of vessels



## Structural market tailwinds

Energy optimisation, connectivity and digitalisation are key drivers, and Naval enters a supercycle



## Innovation and strategic growth initiatives

Enabling Kongsberg Maritime to outperform the market

# Diversified across all major offshore and shipping segments



Gas Carriers



Cargo



Naval &amp; Government



Offshore Energy



Tug



Passenger



Other

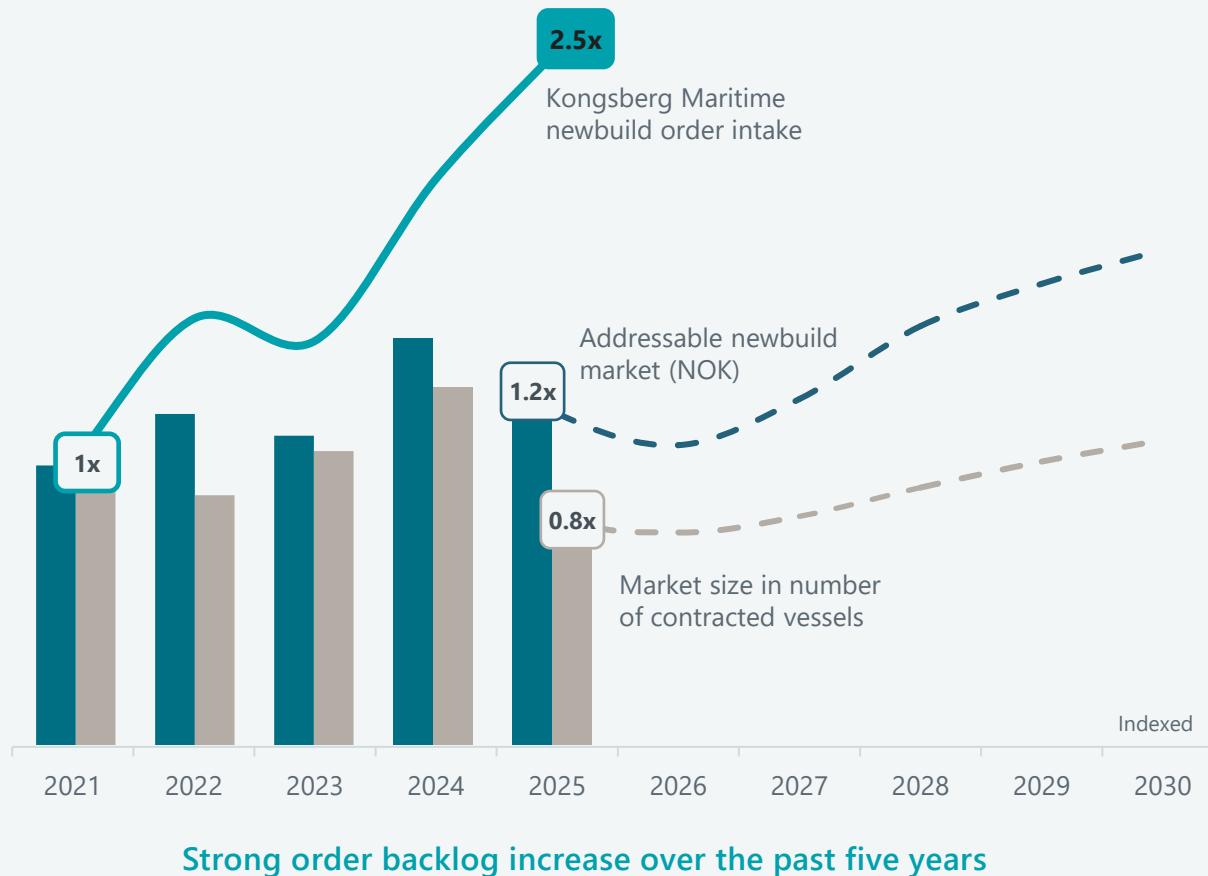
Market characteristics	Sharp focus on energy efficiency and digitalisation	Focus on cost, energy and sustainability	Entering a defence-driven supercycle	Demand for new tonnage, upgrades and life extensions	Emerging electric era, solid upgrade market for existing vessels	Growth market with strong cost discipline	Mixed – including fishing and special-purpose segments
Share of KM's newbuild order intake (2025)	<b>16%</b>	<b>10%</b>	<b>12%</b>	<b>39%</b>	<b>12%</b>	<b>9%</b>	<b>2%</b>
Typical newbuild contract value range (NOKm) <sup>1</sup>	<b>5 – 50</b>	<b>1 – 80</b>	<b>50 – 200</b>	<b>10 – 500</b>	<b>10 – 20</b>	<b>20 – 200</b>	--

<sup>1)</sup> Typical newbuild contract values. Actual range varies by scope and does not represent the full span



# Outpacing the commercial shipping and offshore market

Growth driven by increasing system scope per vessel, not vessel count alone



## Agile and innovative approach in a diversified market

Continuous innovation and rapid deployment of new solutions across many different vessel segments

## Vessel mix supportive for Kongsberg Maritime's growth

Large variations in contract value per vessel

## High growth for advanced vessels

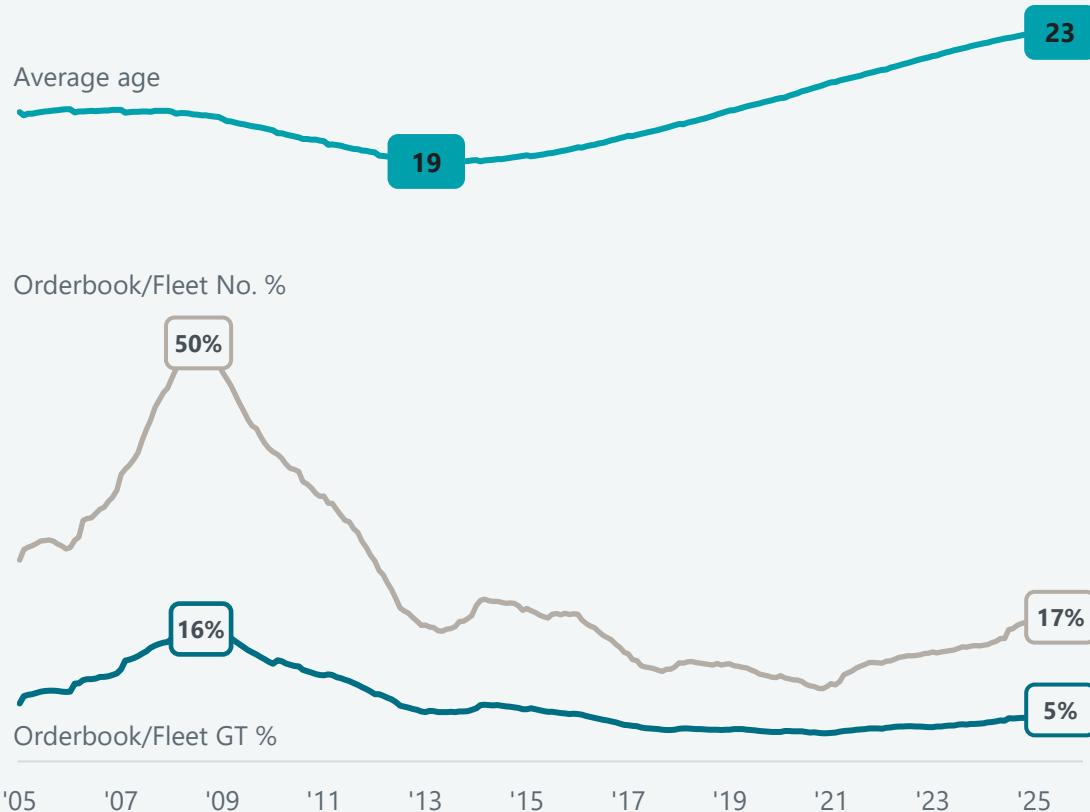
Across all shipping segments, new vessels are increasingly sophisticated and require a fully integrated digital ecosystem – increasing the scope per vessel

## Clear strategies to expand the addressable market

Broader product and solutions portfolio to grow value of deliveries in all vessel segments

# Large installed base supports aftermarket growth

Ageing fleet and lifecycle upgrades underpin long-term demand



Fleet ageing and renewal dynamics are accelerating aftermarket demand

Fleet data (Clarksons)

1) Forum on Trade, Environment, & the SDGs (TESS)

**More than 50,000 vessels require upgrading over the next 5 years<sup>1</sup>**  
to comply with regulations, with Kongsberg Maritime acting as a key partner across the vessel lifecycle

**Kongsberg Maritime has an installed base of ~30,000 vessels**  
across automation systems, propulsion systems and thousands of other products and solutions

**Increasing demand for new technologies**  
to improve energy efficiency, reduce OPEX, and enhance operational integrity as rising newbuild and secondhand values increase incentives to extend lifetimes

**Unique solutions and integration capabilities**  
across energy and control, propulsion and handling, remote & autonomous operations, simulation and digitalisation



# Naval is an evolving and fast-growing vessel segment

## Equipped more than 1,000 Naval vessels

Kongsberg Maritime has equipped over 1,000 large navy and coast guard vessels, including Type 26 frigates for the UK, Canada and Australia.

With more than 20 different naval vessel designs delivered, we are a trusted partner to multiple nations.

## Large untapped Naval potential

We bring world-leading commercial vessel solutions across ship design, automation, electrification and digitalisation.

These proven, cost-efficient system integration capabilities are now being deployed in naval applications.

## Pioneering remote and autonomy

Unmanned surface vessels with remote and autonomous capabilities represent a fast-growing sub-segment within Naval.

We are a frontrunner in this space, with proven solutions already in operation, including *Reach Remote*.

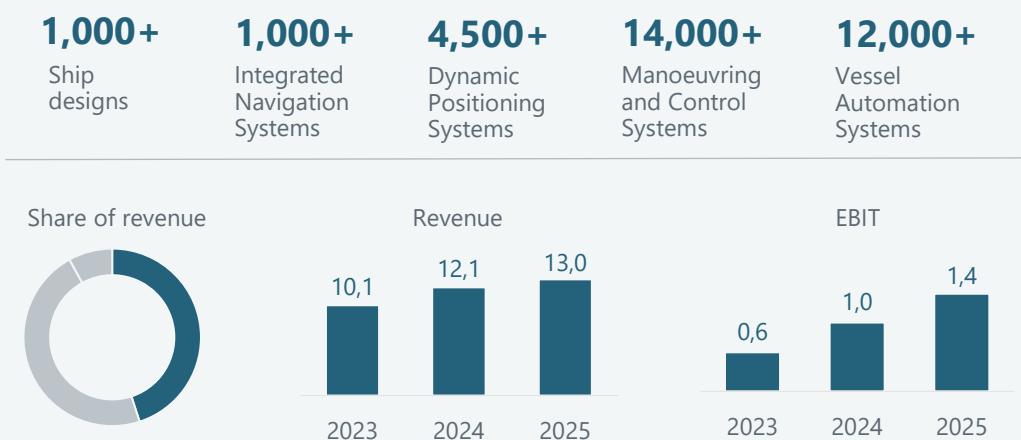


# Reporting segments

# We enable an efficient maritime future

## Energy & Control

- **Delivers:** Automation, electrical systems, bridge and remote control, and integrated solutions
- **Structural strengths:** Broad vessel segment exposure and system integration capabilities
- **Growth levers:** Electrification and hybridisation, advanced control, and USV platforms



## Propulsion & Handling

- **Delivers:** Thrusters, waterjets, propellers and handling systems
- **Structural strengths:** Deep hydrodynamic competence, the industry's broadest product portfolio, and mission-critical solutions
- **Growth levers:** Vessel segment expansion, closer customer proximity, and energy savings



Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

## Company-wide enablers

Digital solutions and simulation improving efficiency, sustainability and safety

IT, software and services supporting modern vessel operations

Emerging concepts and pilots across all divisions

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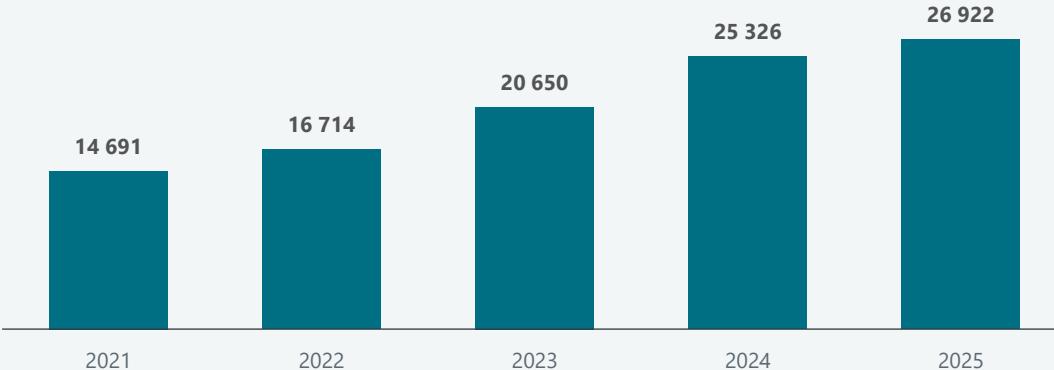


Built on the strength and  
expertise of our people.

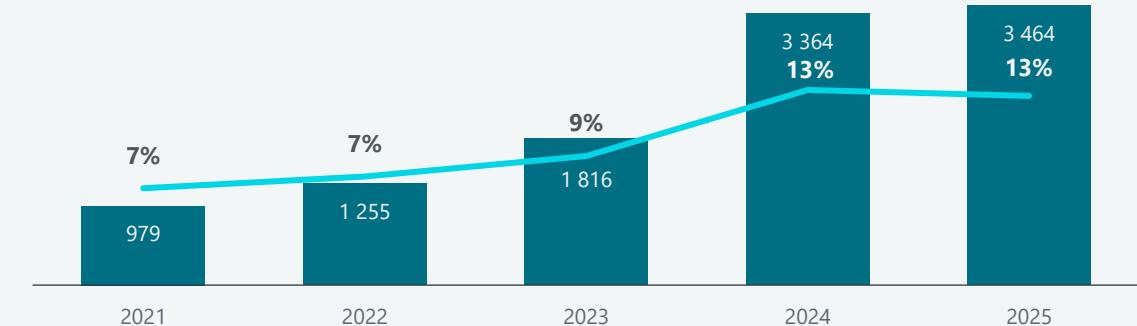
# Appendix

# Key financials: Attractive lifecycle economics with proven scale and margins

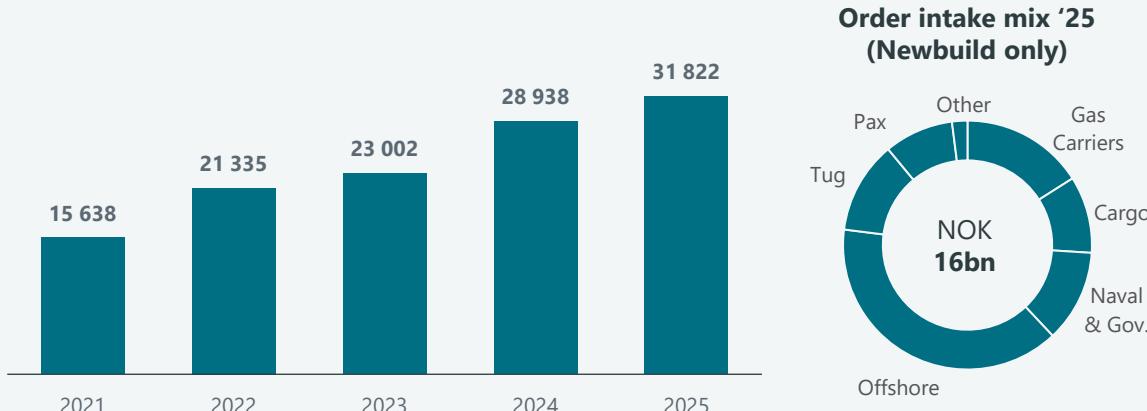
Revenues (NOKm)



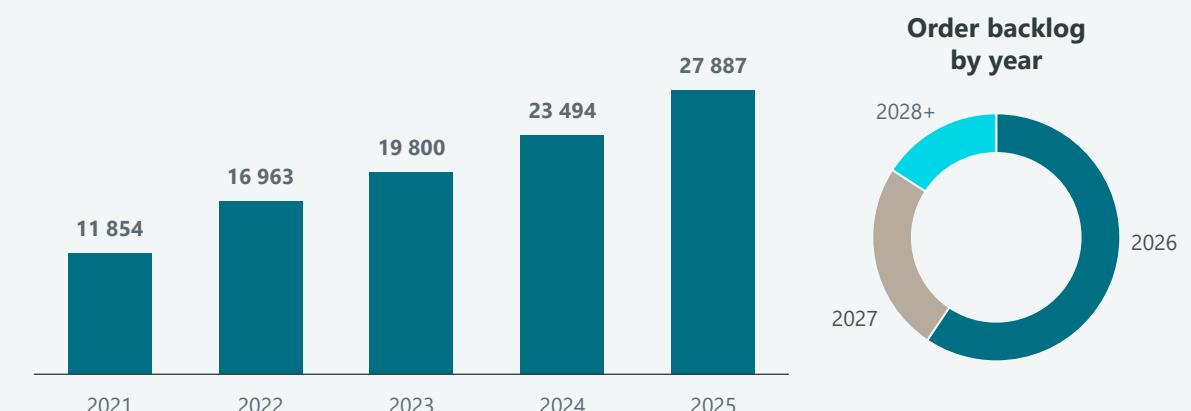
EBIT and EBIT-margin (NOKm, % of revenue)



Order intake (NOKm)



Order backlog (NOKm)



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# Delivering consistent growth and robust profitability across business segments

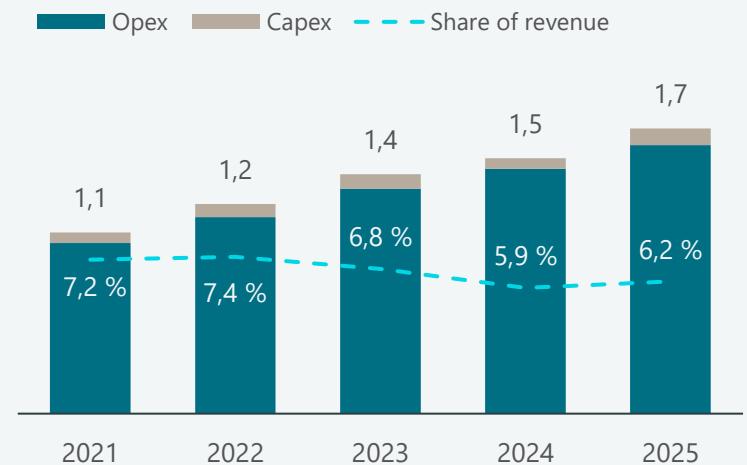
## Energy & Control (NOKbn)



## Propulsion & Handling (NOKbn)



## R&D (NOKbn, % of revenue) – Group



# Key financials

NOK billion

## Revenue



## EBIT



## Backlog



# Energy & Control

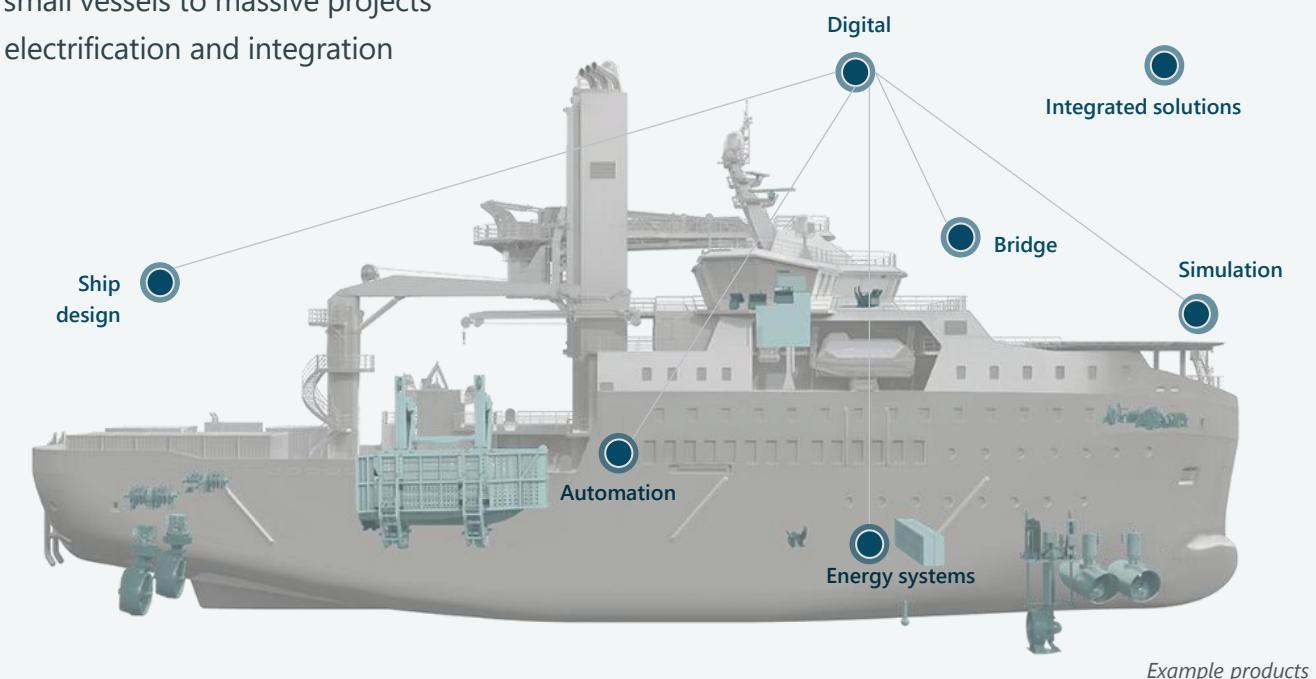
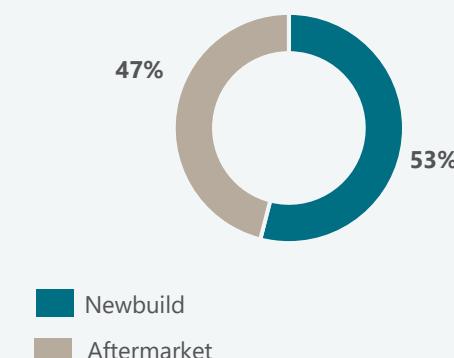
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## Driving maritime automation and energy transition

- Expanding market driven by increased vessel complexity and efficiency requirements
- Delivering end-to-end energy management for maritime performance
- World-leader in automation systems, having delivered 12,000+ systems
- Ship design & integrated solutions - key enablers for other Kongsberg Maritime products and offerings
- Diversified vessel exposure, high degree of service and engineering solutions
- Large variety in contract deliveries from small vessels to massive projects
- Strategic growth areas: energy systems, electrification and integration

## Segments

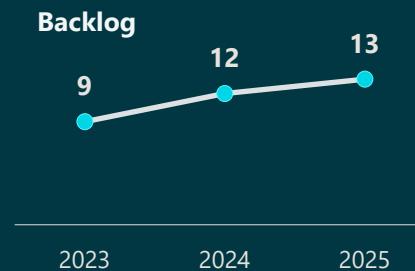
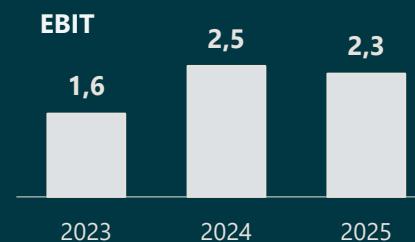
### Sales by lifecycle



Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

# Key financials

NOK billion



# Propulsion & Handling

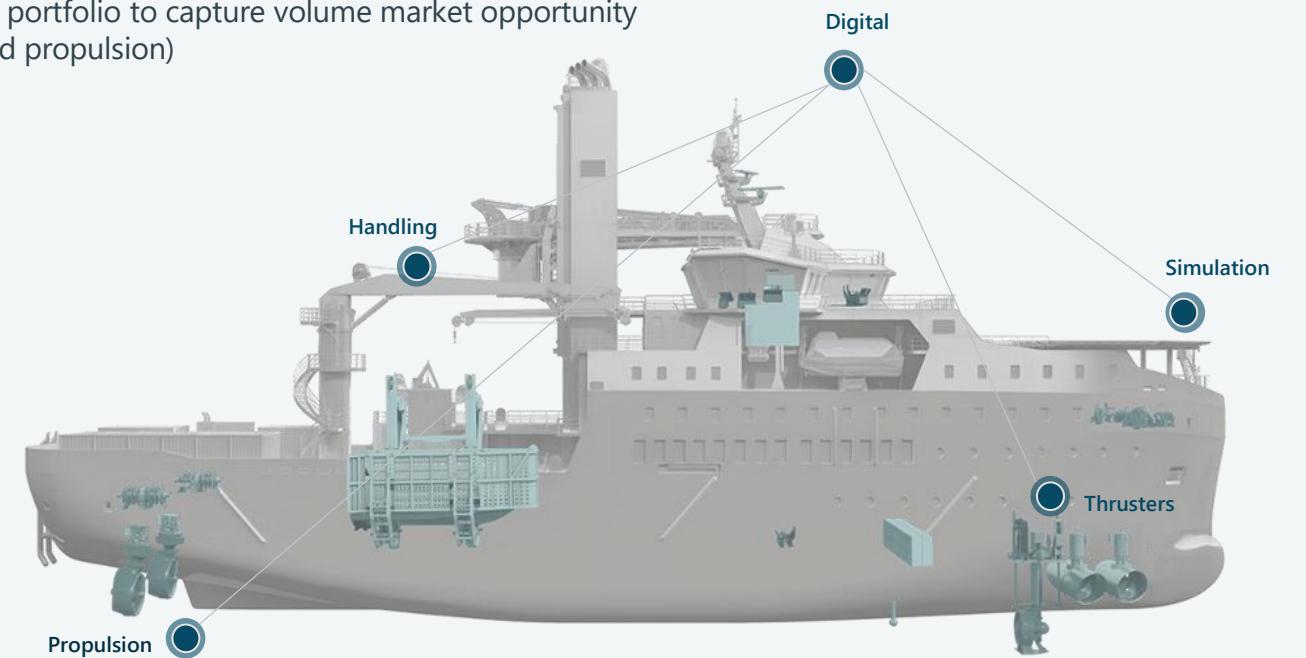
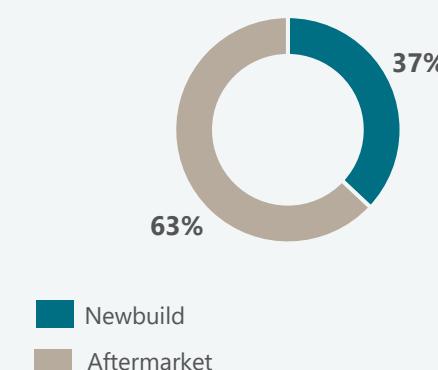
Kongsberg Maritime

## Defining the future of propulsion and handling

- Installed base of over 6,000+ propellers and 16,500+ thrusters
- Broadest propulsion portfolio in the market, including thrusters, propellers and waterjets
- High equipment and product intensity, and high deliveries of aftermarket spare parts
- Main vessel segments: Offshore, Naval, Tug, Special purpose
- Strategic growth segments: Naval, Cargo, LNG
- Strategic growth areas: broaden product portfolio to capture volume market opportunity and energy savings (such as wind assisted propulsion)

## Segments

### Sales by lifecycle



Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

End