



Kongsberg Maritime

Transforming maritime operations

Integrating technology
throughout the vessel lifecycle

Kongsberg Maritime company presentation
6 February 2026

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This presentation contains certain “forward-looking information and statements” within the meaning of applicable laws and regulations. These statements include, but are not limited to, statements regarding the Company’s expectations, plans, strategies, business outlook, market opportunities, financial projections, and assumptions underlying any of the foregoing. Such forward-looking information and statements are based on the current, estimates and projections of the Company or assumptions based on information currently available to the Company. Such forward-looking information and statements reflect current views with respect to future events and are subject to risks, uncertainties and assumptions. The Company cannot give assurance to the correctness of such information and statements. These forward-looking information and statements can generally be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use terminology such as “targets”, “believes”, “expects”, “aims”, “assumes”, “intends”, “plans”, “seeks”, “will”, “may”, “anticipates”, “would”, “could”, “continues”, “estimate”, “milestone” or other words of similar meaning and similar expressions or the negatives thereof.

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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



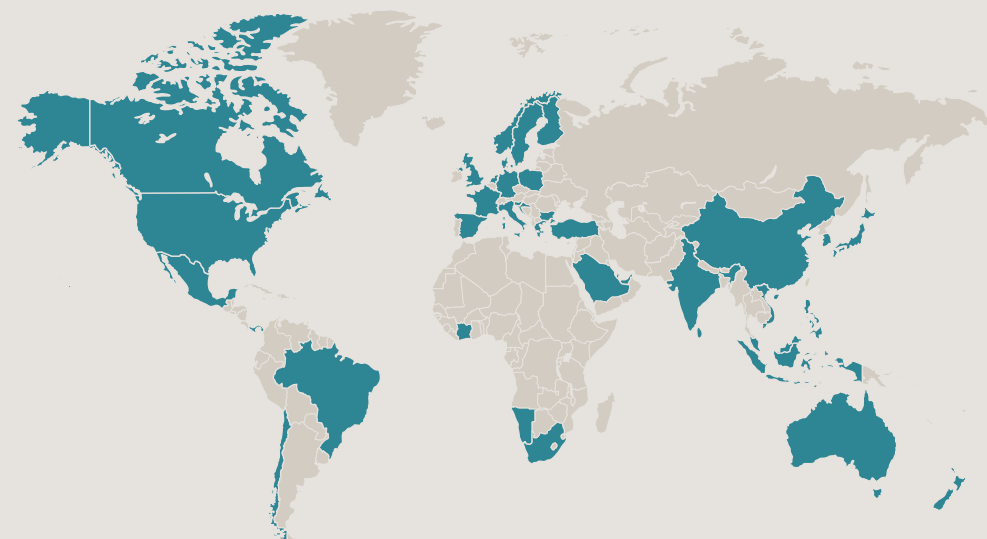
53%
engineers



24/7
global
operations



30,000+
installed
vessels



Our global network is a unique competitive advantage

Regional growth strategies

Europe, Middle East, Africa

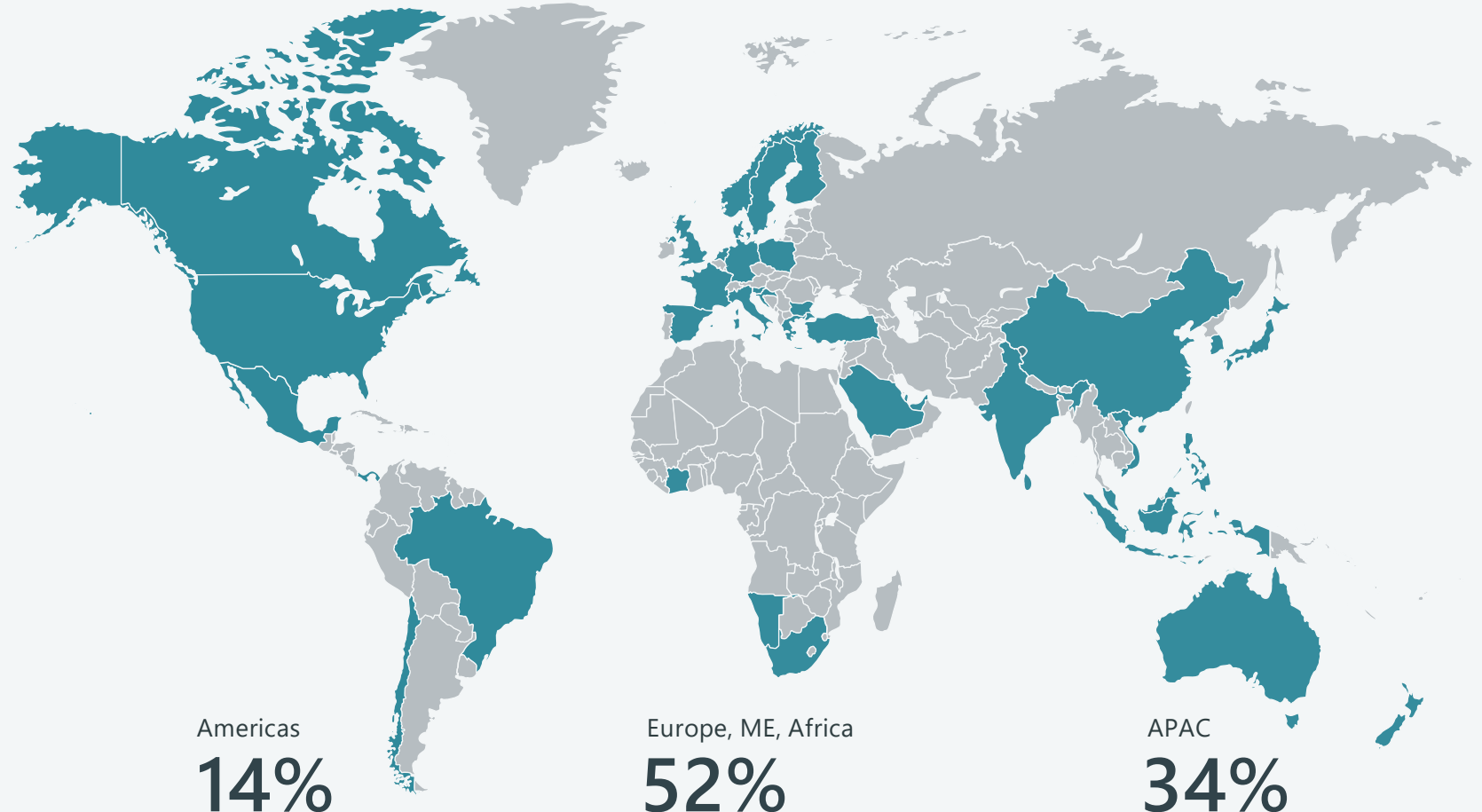
- Core competence, technology and product centres
- Increasing geopolitical importance
- Shipowners and yards expanding

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



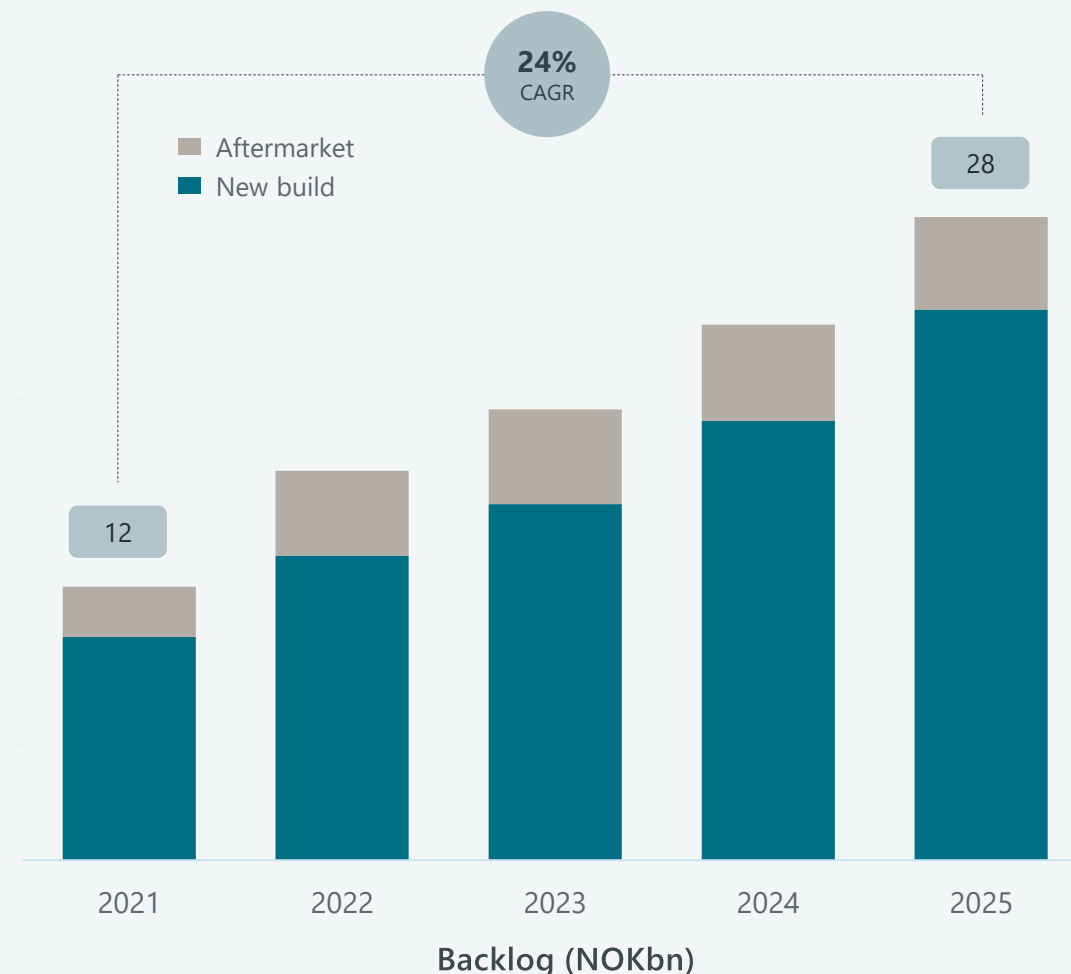
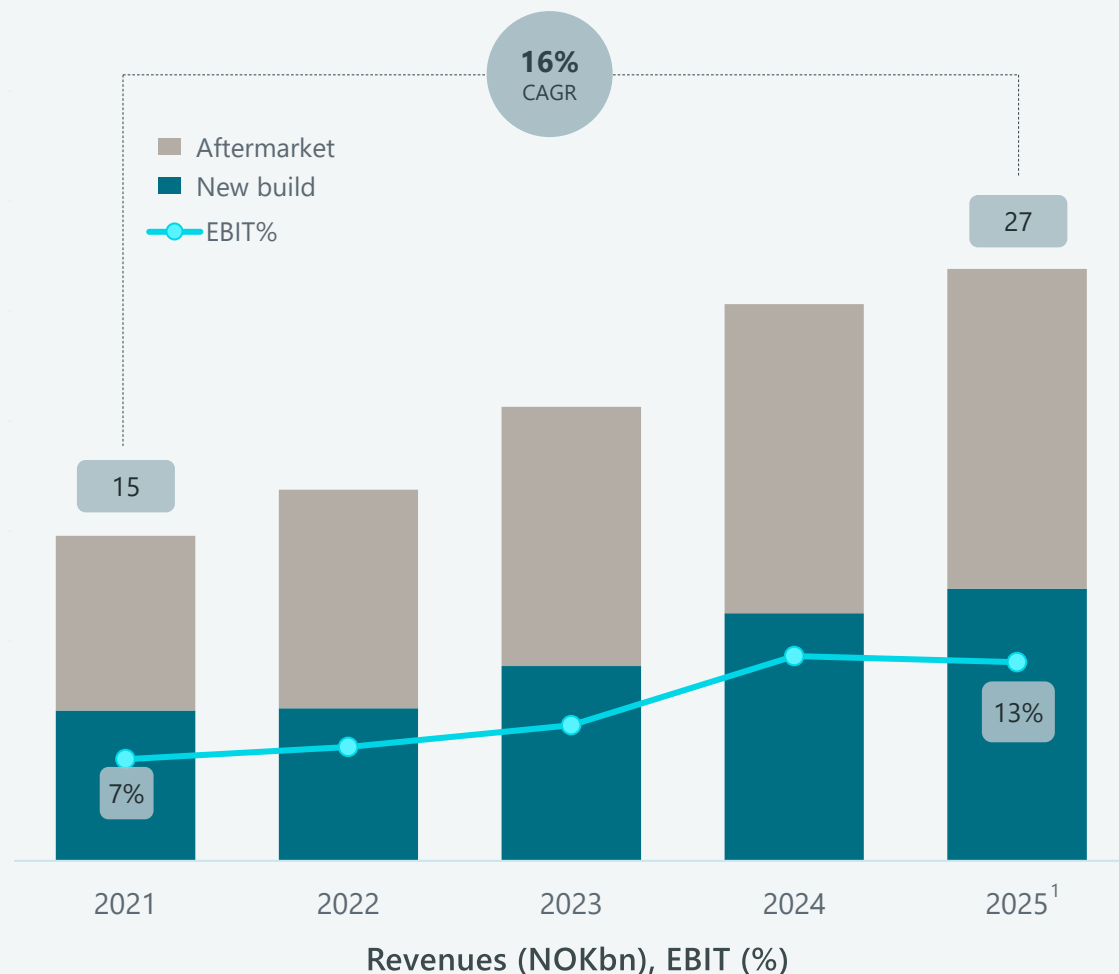
Americas
14%

Europe, ME, Africa
52%
2025 revenues

APAC
34%

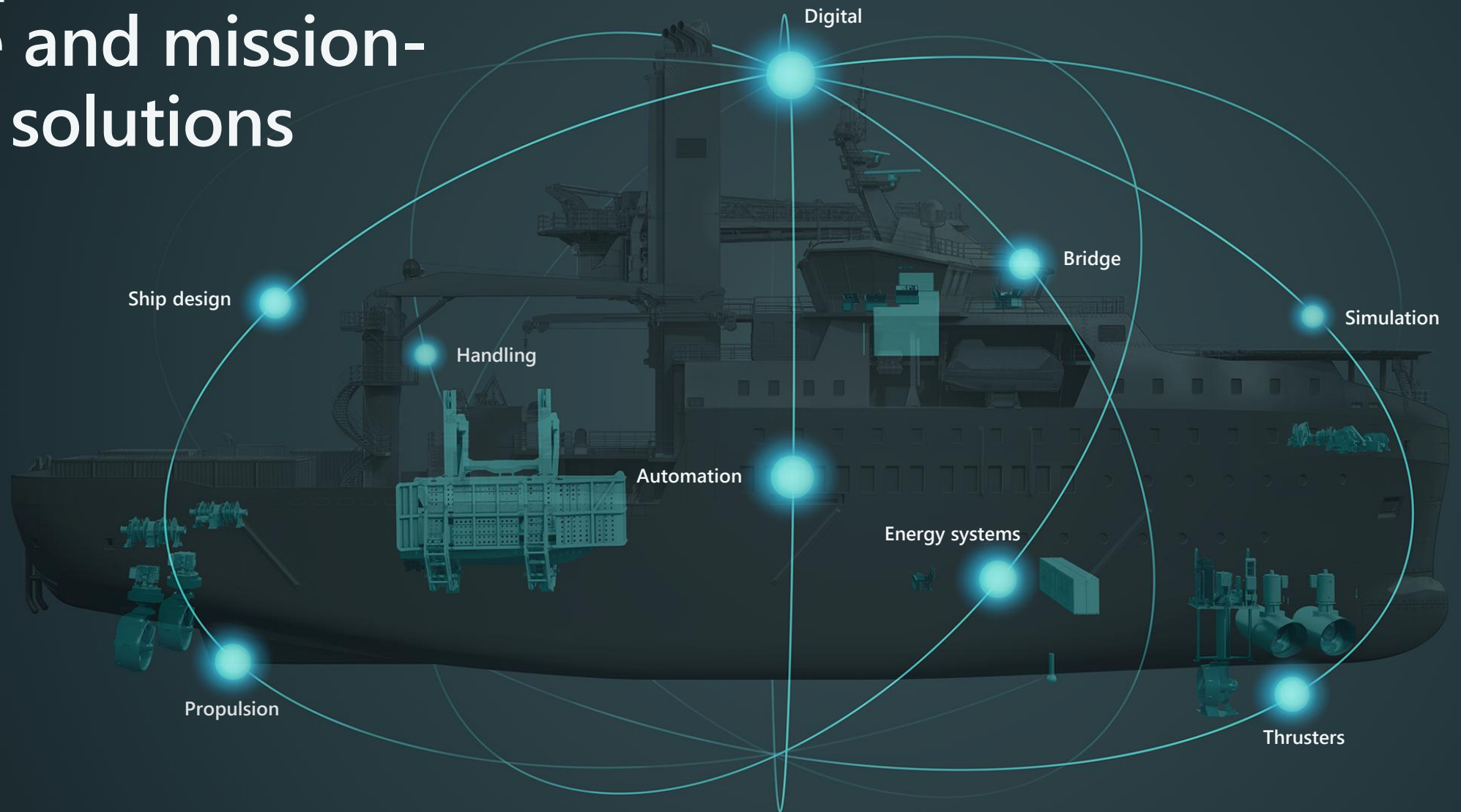
Sustained revenue growth

Backed by a continuously expanding order backlog



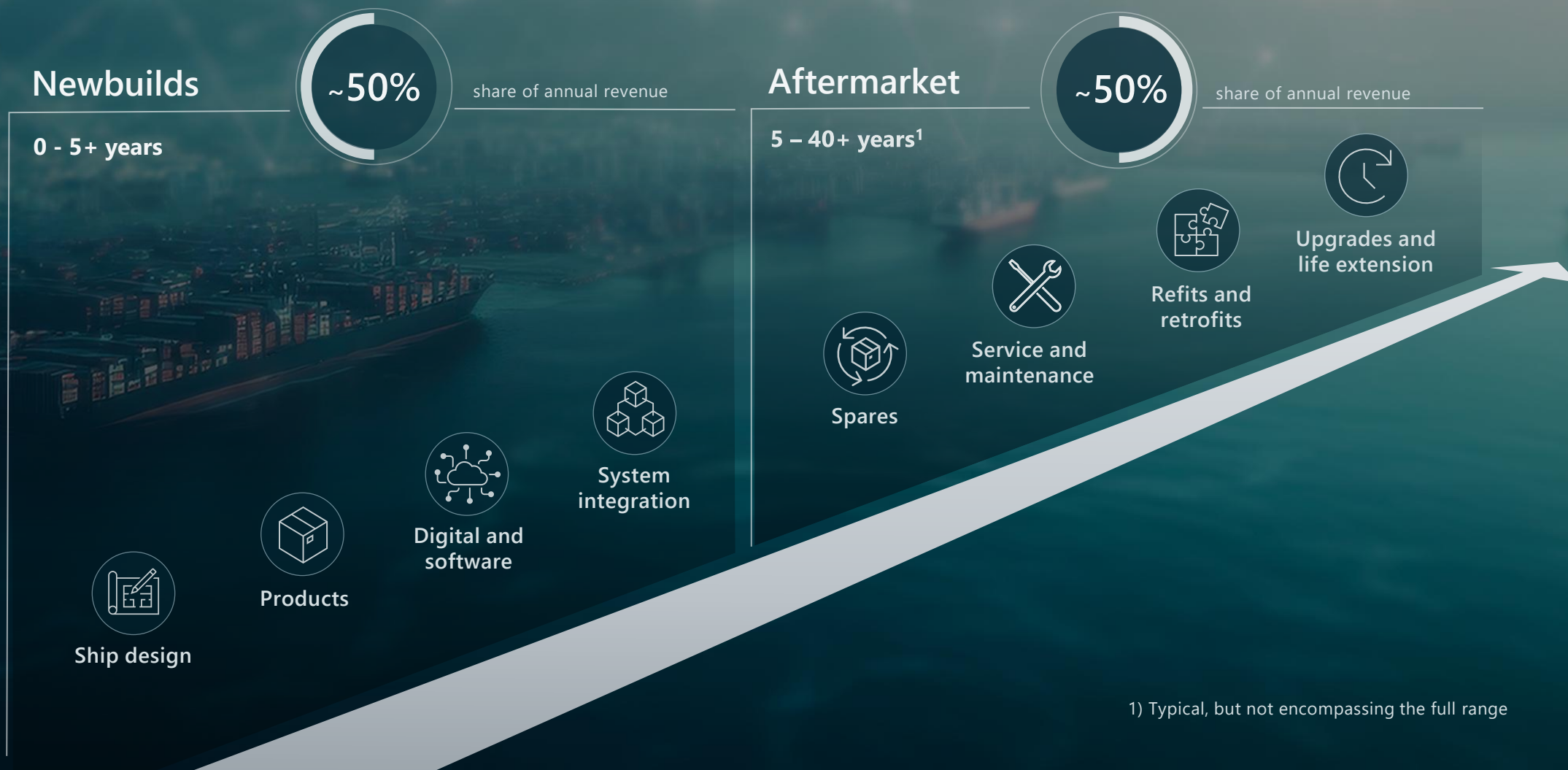
1) Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025
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Broad portfolio of unique and mission-critical solutions



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 &
Government



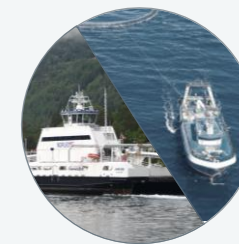
Offshore
Energy



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)

16%

10%

12%

39%

12%

9%

2%

Typical newbuild contract value range (NOKm)¹

5 – 50

1 – 80

50 – 200

10 – 500

10 – 20

20 – 200

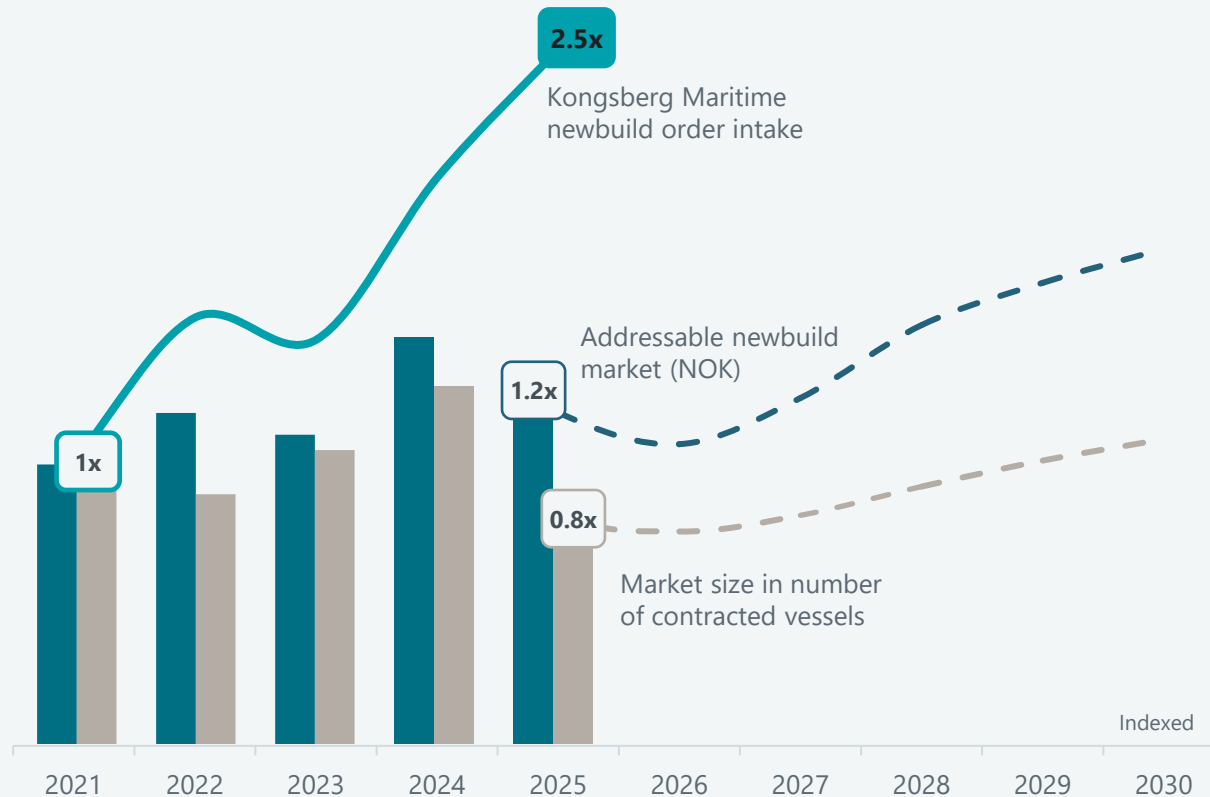
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1) Typical newbuild contract values. Actual range varies by scope and does not represent the full span



Outpacing the commercial shipping and offshore market

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



Strong order backlog increase over the past five years

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

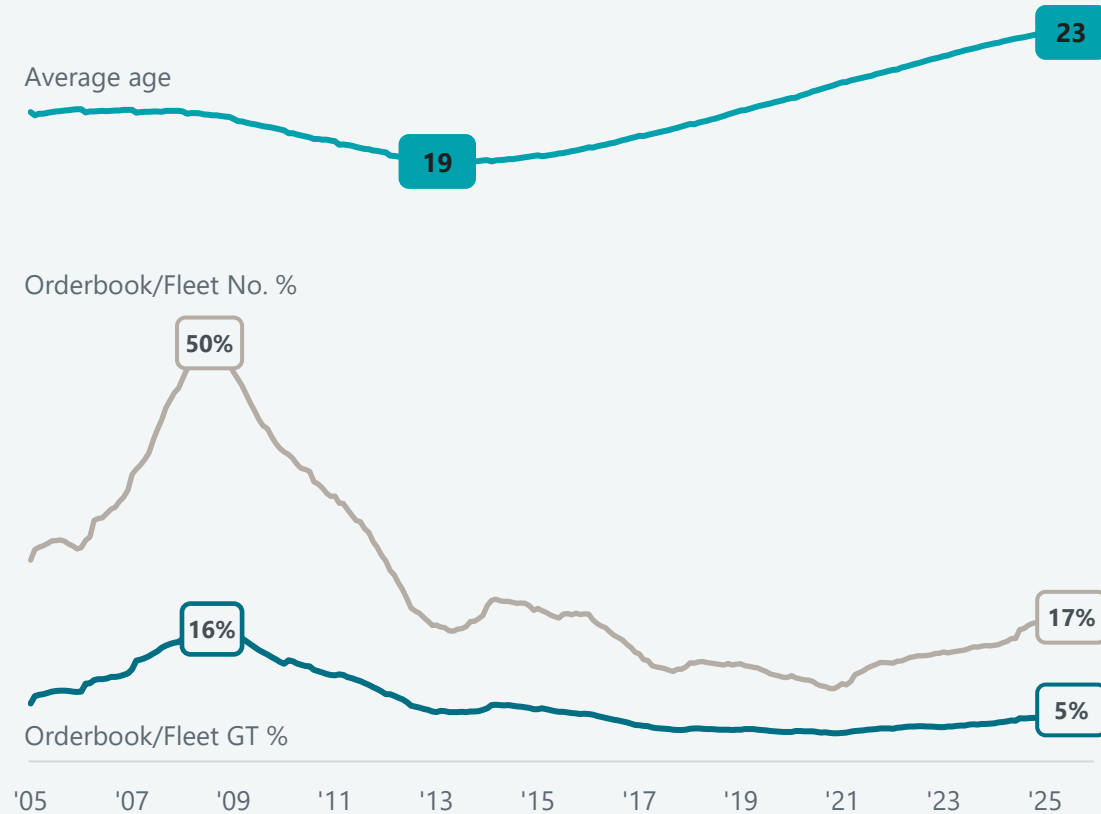
Across all shipping segments, new vessels are increasingly sophisticated and require a fully integrated digital ecosystem – increasing the scope per vessel

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



More than 50,000 vessels require upgrading over the next 5 years¹ 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

Fleet ageing and renewal dynamics are accelerating aftermarket demand



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*.

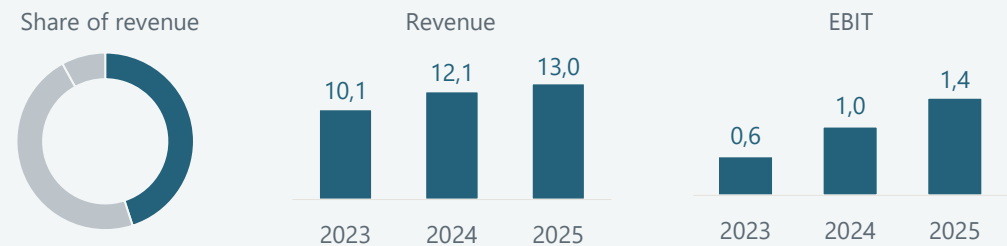
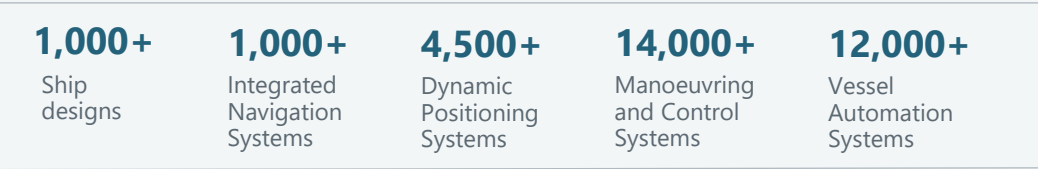


Reporting segments

We enable an efficient maritime future

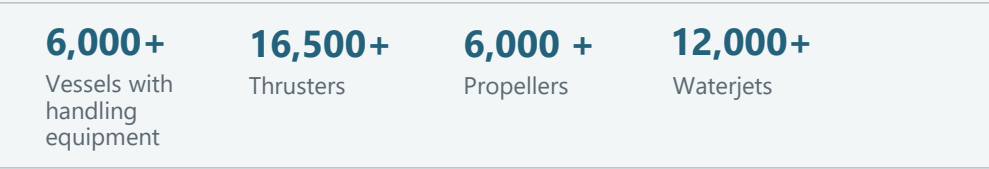
Energy & Control

- **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

Kongsberg Maritime

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

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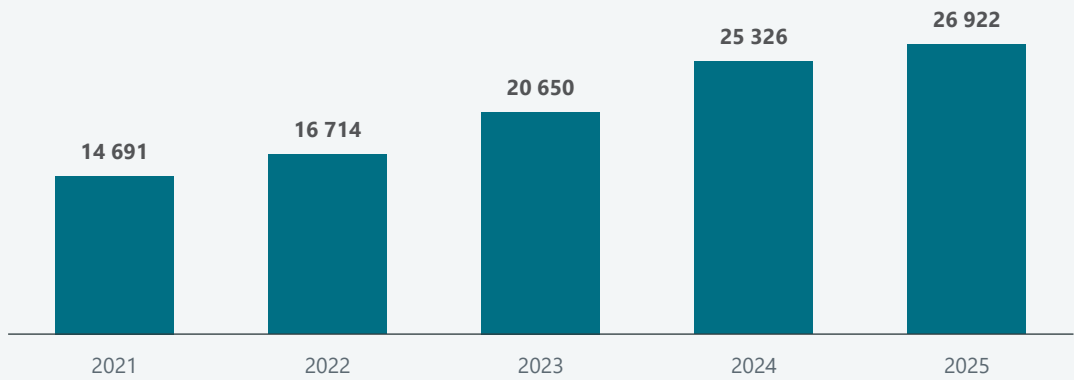
Built on the strength and
expertise of our people.



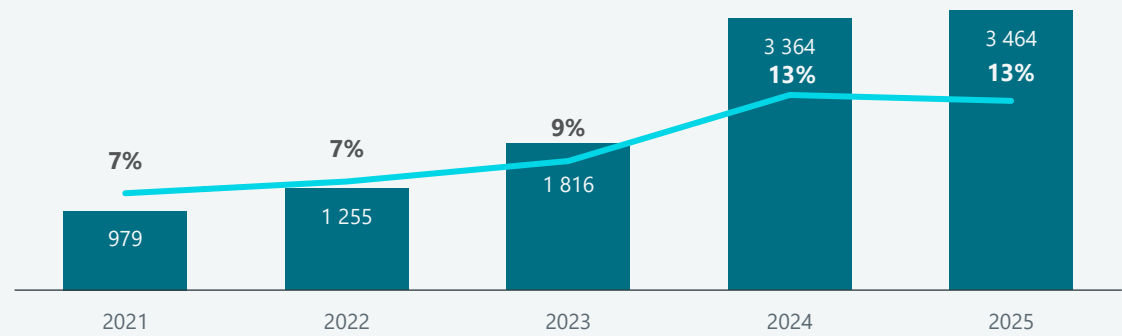
Appendix

Key financials: Attractive lifecycle economics with proven scale and margins

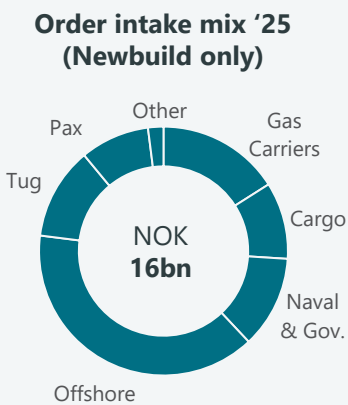
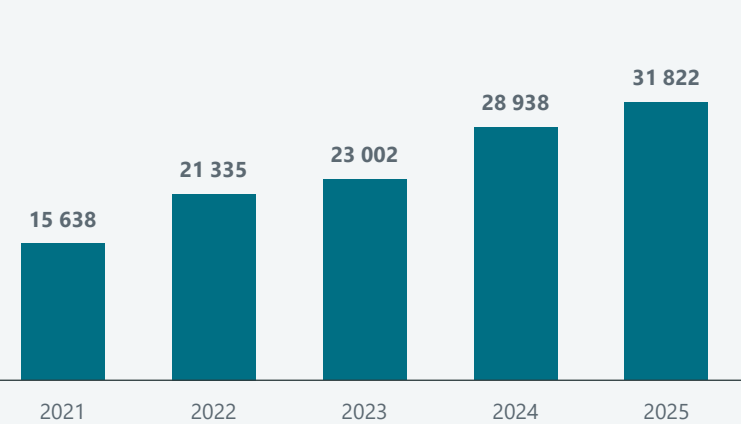
Revenues (NOKm)



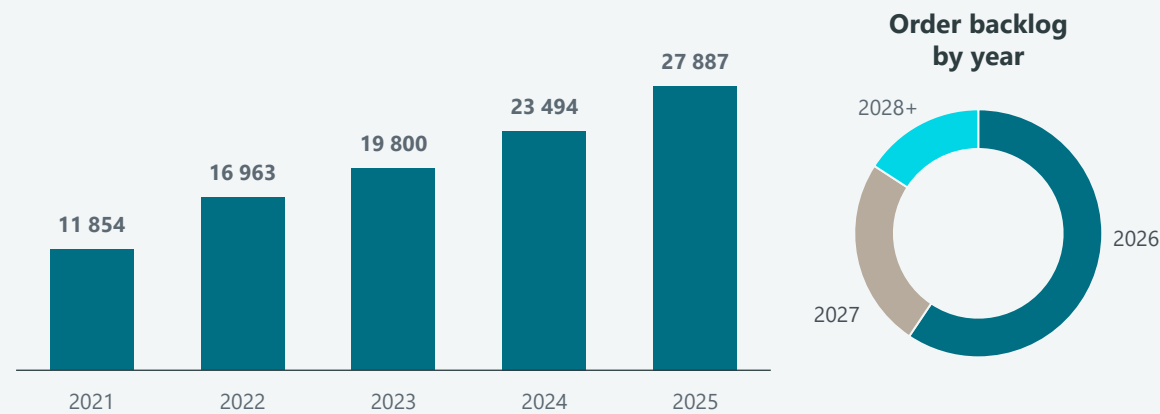
EBIT and EBIT-margin (NOKm, % of revenue)



Order intake (NOKm)



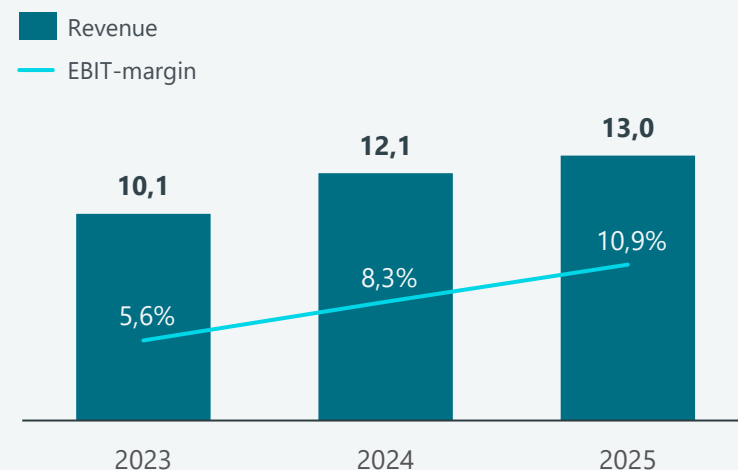
Order backlog (NOKm)



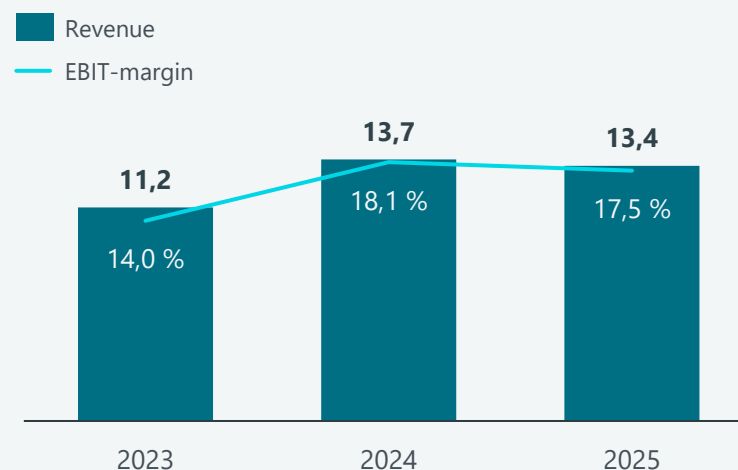
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Delivering consistent growth and robust profitability across business segments

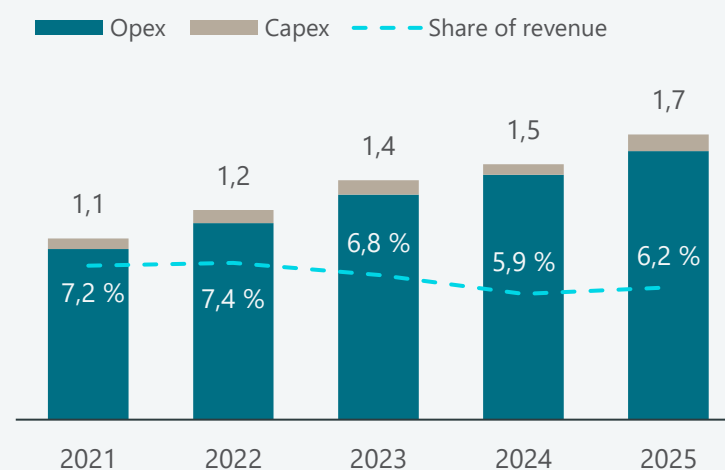
Energy & Control (NOKbn)



Propulsion & Handling (NOKbn)



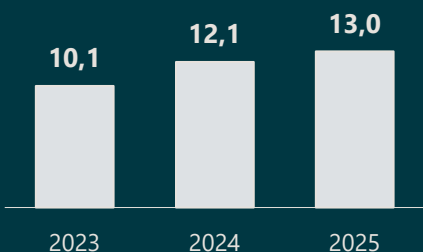
R&D (NOKbn, % of revenue) – Group



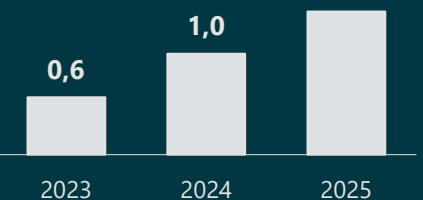
Key financials

NOK billion

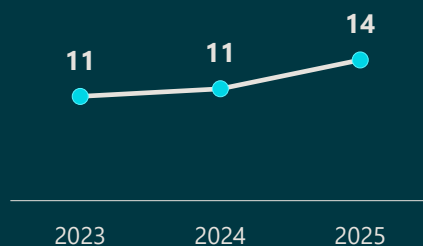
Revenue



EBIT



Backlog



Energy & Control

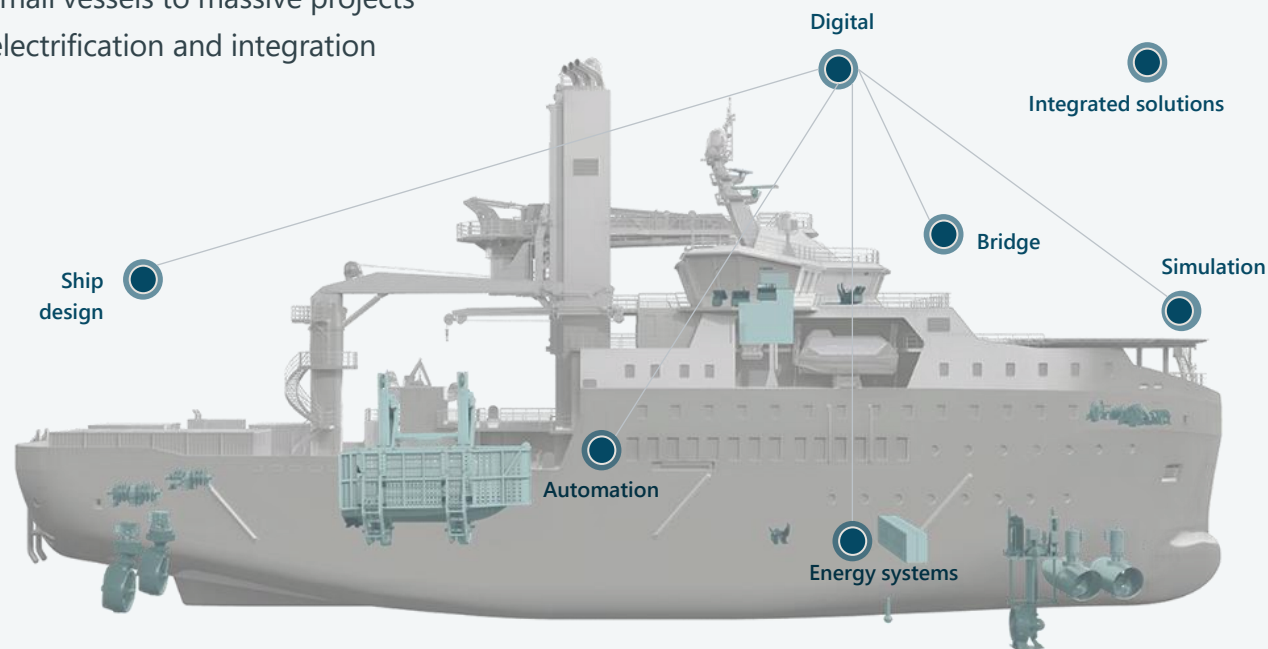
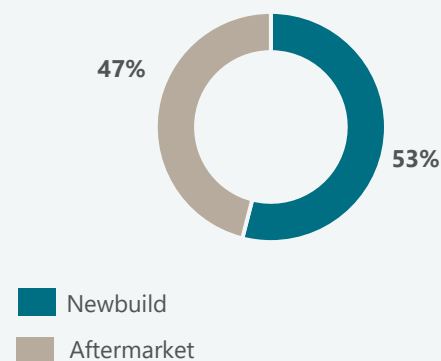
Kongsberg Maritime

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



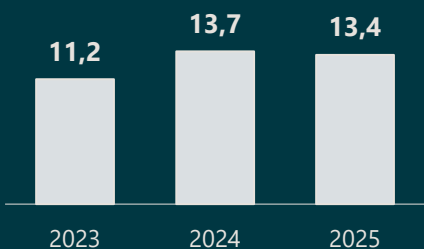
Example products

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

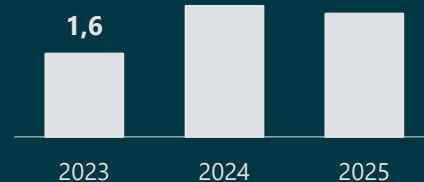
Key financials

NOK billion

Revenue



EBIT



Backlog



Propulsion & Handling

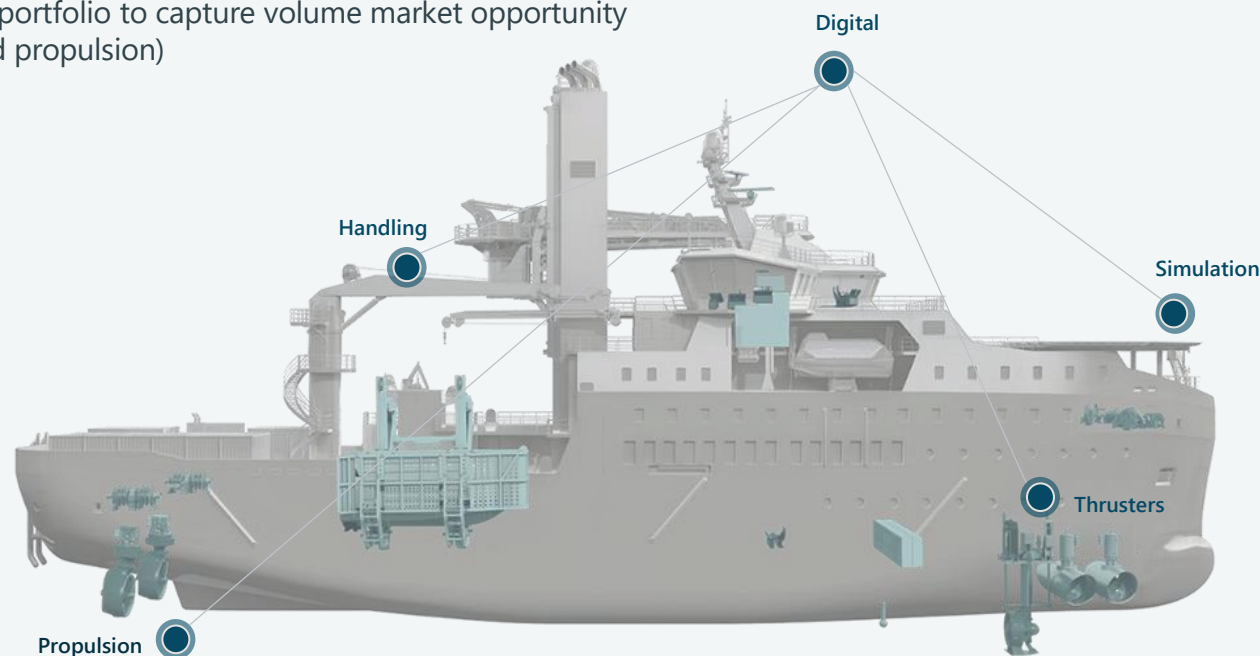
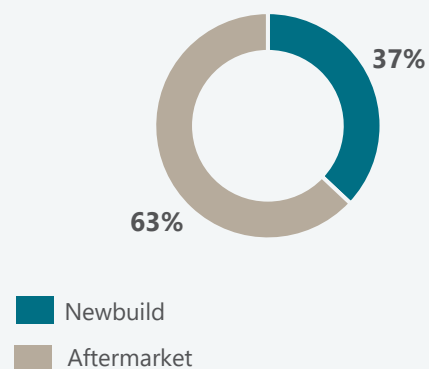
Kongsberg Maritime

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



Example products

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

End