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AGENDA FOR CAPITAL MARKETS DAY 2019

12:00 Lunch
12:30 Welcome
Jan Erik Hoff, VP IR
12:35 KONGSBERG
Geir Håøy, President & CEO
Gyrid Skalleberg Ingerø, CFO
13:30 Break

13:45 Kongsberg Defence & Aerospace
Eirik Lie, President
14:15 Kongsberg Digital
Hege Skryseth, President
14:35 Kongsberg Maritime
Egil Haugsdal, President
15:10 Q&A and final remarks
15:30 End
STATE OF KONGSBERG

24/09/2019

Geir Håøy,
President & CEO
AN EVENTFUL YEAR
Part 1: KONGSBERG Technology Power House

Part 2: Strategy update

Part 3: Our roadmap to create competitive power

Part 4: How we will create shareholder value
TECHNOLOGY
POWER HOUSE
MORE THAN
200 YEARS OF EXCELLENCE

200 YEARS OF DETERMINATION
INNOVATIVE BREAKTHROUGHS
COLLABORATIVE GLOBAL PLAYER
RELIABLE OPERATIONS
WE ARE A WORLD LEADING TECHNOLOGY GROUP
WITH A COMMON CORE

KONGSBERG MARITIME

KONGSBERG DIGITAL

KONGSBERG DEFENCE & AEROSPACE

WORLD CLASS – Through people, technology and dedication

KONGSBERG PROPRIETARY - See Statement of Proprietary information
OUR TECHNOLOGY LEADERSHIP CREATES SYNERGIES ACROSS INDUSTRIES

BASELINE TECHNOLOGIES

- CYBER RESILIENCE
- RELIABLE ELECTRONICS
- ADVANCED CONTROL SYSTEMS
- INTELLIGENT SIGNAL PROCESSING
- MISSION CRITICAL SW
- COMPLEX SYSTEM SOLUTIONS

SYNERGIES BETWEEN OUR INDUSTRIES

- DEFENCE SYSTEMS & SOLUTIONS
- VESSEL SYSTEMS & SOLUTIONS
- DIGITAL TECHNOLOGIES
- MARINE ROBOTIC SYSTEMS
AN EXAMPLE ON HOW OUR BASELINE TECHNOLOGIES ARE UTILIZED

BASELINE TECHNOLOGIES

- Cyber Resilience
- Reliable Electronics
- Advanced Control Systems
- Intelligent Signal Processing
- Mission Critical SW
- Complex System Solutions

SW CONTROL SYSTEM
Open Tactical Framework (OTF)
OTF UTILIZED AND DEVELOPED ACROSS ALL BUSINESS AREAS

SW CONTROL SYSTEM
Open Tactical Framework (OTF)

NASAMS

Remote Tower

Submarines & Combat Vehicles

KCS Johan Sverdrup

Vessel systems

CMD | 2019
HOW OUR TECHNOLOGIES ENABLES SUSTAINABLE HARVESTING OF THE OCEANS

ENABLING TECHNOLOGIES
- AUVs
- SONARS
- ECCO SOUNDERS
- SURVEILLANCE
- DESICION SUPPORT

SPIN OFF

AUVs
SONARS
ECCO SOUNDERS
SURVEILLANCE
DESICION SUPPORT
Part 1: KONGSBERG Technology Power House

Part 2: Strategy update

Part 3: Our roadmap to create competitive power

Part 4: How we will create shareholder value
WHAT WE SAID AT CMD 2017

GROUP STRATEGIC PRIORITIES
Adapting to changing markets while pursuing significant opportunities

- MARKET EXPANSION: Expand scope from our leading positions
- DEFENSE: Increase market penetration with a modern product portfolio
- TECHNOLOGY OPPORTUNITIES: Drive our competitive technology base for new positions
STRATEGY UPDATE

DELIVER ON FINANCIAL TARGETS

TECHNOLOGY POWER HOUSE
SUSTAINABILITY
PORTFOLIO MANAGEMENT

MARITIME
DEFENCE AND AEROSPACE
DIGITAL

WORLD CLASS – Through people, technology and dedication
ENVIROMENTAL, SOCIAL AND GOVERNANCE - OUR LICENSE TO OPERATE -

LOW EMISSION FOOTPRINT

ANTI-CORRUPTION

HEALTH AND SAFETY

HUMAN RIGHTS

EXPORT AND COMPLIANCE

DIVERSITY AND INCLUSION
Part 1: KONGSBERG Technology Power House

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THE WORLD IS CHANGING
LONG TERM STRATEGY
– DEVELOP COMPETITIVE POWER

FINANCIAL STRENGTH

PLAY TO OUR STRENGTHS ➔ GLOBAL #1

WIN—WIN PARTNERSHIPS

MARKETS WHERE WE SOLVE SOCIETY CHALLENGES
OCEAN EXPERT
SOLVING GLOBAL CHALLENGES

Our Technology Leadership makes a difference to people and the planet
THE HUNT FOR FUTURE TALENTS INTENSIFY

SUMMER STUDENT PROGRAMMES

RANKED #3 AS MOST ATTRACTIVE

CAMPUS VISIBILITY

YOUR EXTREME NTNU

YOUNG PROFESSIONALS

STUDENTS MEET TOP MANAGEMENT
Part 1: KONGSBERG Technology Power House

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KEY DRIVERS FOR VALUE CREATION

ONE KONGSBERG TECHNOLOGY POWER HOUSE

HARVEST TECHNOLOGY SYNERGIES ACROSS GROUP

CAPITAL ALLOCATION

SOLID BALANCE SHEET. INVEST FOR ORGANIC GROWTH
SHAREHOLDER RETURN

SUSTAINABLE GROWTH

GROW AT OR ABOVE MARKET
BNOK >30 IN 2022

IMPROVE PROFITABILITY

INCREASED PROFITABILITY
EBITDA-MARGIN >12 % IN 2022
OUR INDUSTRIES ARE
CHANGING – WE ARE GOING
TO LEAD THE CHANGE
CAPITAL MARKETS DAY 2019