DISCLAIMER

This presentation contains certain forward-looking information and statements. 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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Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements.
HIGHLIGHTS

*)

~0,8 BNOK
Revenue
21% YoY growth
73% YoY growth
order intake

~30%
Recurring
revenues

>530 Employees
300 developers with scalable setup

95%
External revenue
~70%
International business

22%
of annual turnover in
R&D Investments

25
Nationalities

*) LTM as per July 2019
THE JOURNEY TOWARDS INDUSTRIAL DIGITALIZATION

BUSINESS IMPACT

- Near autonomous and autonomous operations
- Increase automation and remote operations
- New business models, transformed value chains
- Insight and data driven decisions

COMPLEXITY / TIME

CMD | 2019
OUR BUSINESS UNITS

MARITIME DIGITAL SOLUTIONS
MARITIME SIMULATIONS
PRODUCTION DYNAMIC DIGITAL TWIN
DRILLING & WELLS
RENEWABLES & UTILITIES
LAUNCH AT NOR-SHIPPING 2019
Vessel Insight - The gateway to next generation shipping
THE MARITIME INDUSTRY IS ON THE DOORSTEP OF AN INDUSTRIAL DIGITAL TRANSFORMATION, DRIVEN BY SEVERAL UNDERLYING MARKET DRIVERS

Strong market drivers push the maritime sector towards digitalization...

1. High cost focus from low margin business
2. More accessible and attractive technology
3. New regulations on safety and environment

...demonstrated by record high investments in maritime applications
>80% OF DATA GENERATED ON A MODERN SHIP RUNS THROUGH ITS AUTOMATION & CONTROL SYSTEM, WHERE KDI LEVERSAGES KM’S UNIQUE POSITION

Challenges
Lack of common data standards
All ships are unique
A huge amount of different equipment inside a ship
Expensive collecting sensor data

Solution
AUTOMATION & CONTROL SYSTEM

~80% of the data runs through its automation system which structures the data

KONGSBERG is a market leader within automation & control systems, with a 20% global market share¹

¹ 7,000 vessels

WORLD CLASS – Through people, technology and dedication
KONGNIFAI MARITIME ECOSYSTEM
- An attractive value offering both to customers and partners

**CUSTOMER VALUE OFFERING**
- Capture and aggregate holistic quality data from their asset in a cost-efficient and secure way
- Full ownership and control of data and able to share data with 3rd parties platforms and partners
- Access to a broad range of applications and services through an open marketplace

**PARTNER VALUE OFFERING**
- Part of a rapidly growing ecosystem of customers which enables more scalability of own applications and services
- Reduced investment cost on infrastructure that can be re-invested in applications and services to enhance end-customer value
- Access to a leading industrial cloud and edge solution with ability to influence roadmap to ensure own requirement are covered

WORLD CLASS – Through people, technology and dedication
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Digital twins in its simplest form visualize assets and/or processes in 3D and 2D

... adding asset-related data to facilitate a single source for asset information and documentation

... adding real-time data, combined with high fidelity physical models enables improved planning, operations and maintenance activities

... layering on machine learning algorithms and combining those with high fidelity physics provides increased model accuracy and drives data-driven decision making

... automate decisions, and drive towards autonomy
DYNAMIC DIGITAL TWINS

Key advantages

- Visibility and insight across disciplines and value chains – improved organizational productivity
- Real time virtual monitoring and work safety
- Predictive diagnostics – early diagnoses of any developing faults – predicting possible failures and prevent downtime
- Production optimization and energy efficiency
- Enable remote operations, increased automation and autonomy
KEY DIFFERENTIATORS

- Technology frontrunner
  - Global leading positions, combining existing high end technology with digital services.
  - Maritime market: 40K vessels.
  - Oil & gas investments in digitalization: USD 4.3 billion in 2025.\(^1\)
  - For maritime simulation, naval segment: USD 0.8 billion.\(^2\)

- Large addressable market
  - Building on a strong market position + 30K vessels with KONGSBERG solutions.
  - Broad install base in oil & gas with 100 installations of high-fidelity simulators.
  - Market leading position in Drilling real-time data software.

- Market footprint
  - Scalable business model and software development organization.

- Scalability
  - Deep domain and digital knowledge.
  - Market footprint in combination with global technology frontrunner positions.

- Uniqueness

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\(^1\) McKinsey & Company, Accuray Research Analysis
\(^2\) Global Military Simulation Training Market, by Solution, 2018
KEY TAKEAWAYS

Solid growth and strong market positions
Scalable SaaS business model

Open ecosystem for maritime industry

Leading player within energy digitalization
CAPITAL MARKETS DAY 2019