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.
From deep sea to outer space

- OUTER SPACE
- AIRBORNE
- SEABORNE
- LAND-BASED
- DEEP SEA

11 000 EMPLOYEES

40 COUNTRIES

24 BNOK REVENUES
ADAPTING TO A CHANGING WORLD

THE WORLD

- COVID-19
- Geopolitics / protectionism
- Security and cyber high on the agenda
- Sustainability – ESG

KONGSBERG

- Manoeuvring in a changing world
- Growth and improved financials
- Long term value creation and returns
- Delivering on our promises
- Lifetime commitment to ESG
# Growth and Improved Financials

## Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>LTM Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (BNOK)</td>
<td>13.98</td>
<td>13.81</td>
<td>23.25</td>
<td>26.40</td>
</tr>
</tbody>
</table>

## EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>LTM Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA (BNOK)</td>
<td>1.02</td>
<td>1.13</td>
<td>2.11</td>
<td>3.13</td>
</tr>
<tr>
<td>EBITDA Margin (%)</td>
<td>7.3%</td>
<td>8.2%</td>
<td>9.1%</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

## Order Intake

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>LTM Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (BNOK)</td>
<td>12.79</td>
<td>15.88</td>
<td>31.41</td>
<td>24.08</td>
</tr>
</tbody>
</table>

## Backlog

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (BNOK)</td>
<td>15.63</td>
<td>16.71</td>
<td>32.35</td>
<td>31.75</td>
</tr>
</tbody>
</table>
STRATEGIC PLATFORM
CREATING LONG TERM COMPETITIVE POWER

Trust and strong reputation, proven record
Stong international partnerships
Global footprint, close to customers
Agile and flexible employees

World class #1 defence products
World leading maritime supplier
Frontrunner in industrial digitalization
Technology for solving global challenges
WE HAVE TAKEN LEADING INDUSTRIAL POSITIONS IN GROWING MARKETS

Ocean space
Green shipping
Digitalization
Surveillance & Security
MARKET OPPORTUNITIES IN GREEN TRANSFORMATION
COMMERCIALISING AUTONOMOUS SHIPPING

WORLD CLASS – Through people, technology and dedication
INCREASED DEMAND FOR DYNAMIC DIGITAL SOLUTIONS AND REMOTE OPERATIONS
MARKET FOR DIGITAL VESSELS MATURING
DEFENCE AND NATIONAL SECURITY HIGH ON THE AGENDA – INTERNATIONAL DEMAND FOR #1 DEFENCE SYSTEMS
OUR STRONG SPACE POSITION OPENS UP NEW MARKETS AND NEW CUSTOMERS

COPERNICUS

FIGHTING ILLEGAL FISHING

FIGHTING TROPICAL DEFORRESTATION
THE WORLD IS DEMANDING MORE SEAFOOD AND KNOWLEDGE ABOUT THE OCEANS
GROWTH AMBITIONS AND PROFITABILITY 2022

SUSTAINABLE GROWTH
GROW AT OR ABOVE MARKET
BNOK >30 IN 2022

IMPROVE PROFITABILITY
INCREASED PROFITABILITY
EBITDA-MARGIN >14% IN 2022

KONGSBERG MARITIME
EBITDA-margin >13%

KONGSBERG DEFENCE & AEROSPACE
EBITDA-margin >16%

KONGSBERG DIGITAL AND OTHER
EBITDA-margin >14%
STRATEGIC PRIORITIES

• Focus on cost efficiency
• Drive digital transformation
• Strong commitment to ESG

• Deliver on strong project portfolio
• Secure the opportunity pipeline
• Foster our partnerships

• Lead the market for integrated maritime green solutions
• Strengthen footprint within sensors and robotics
• Lead the Intelligent Vessel revolution

• Secure our leading position in Dynamic Digital Twins
• Vessel Insight as leading digital platform for Maritime
• Focus on growth through SaaS business model

DELIVER ON TARGET

POSITIONED FOR TOMORROW
OUR COMMITMENT:
CREATING VALUE THROUGH PEOPLE, TECHNOLOGY AND DEDICATION
CAPITAL MARKETS DAY 2020