CMD 2020

KONGSBERG DEFENCE & AEROSPACE

12/11/2020

Eirik Lie,
President Kongsberg Defence & Aerospace
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KEY TAKEAWAYS

STRONG POSITIONS

GROWTH

STRATEGIC STEPS
KONGSBERG DEFENCE & AEROSPACE

Two centuries of innovation, transformation and delivering results, has made Kongsberg Defence & Aerospace, a recognized global technology leader. We take pride in developing advanced technology and products of strategic importance, to nations around the world.

~3,000 Employees
8 BNOK Revenues
More than 80 percent export
World-Class Defence Products
KONGSBERG PROPRIETARY - See Statement of Proprietary information

KDA DIVISIONS AND ACQUIRED COMPANIES

INTEGRATED DEFENCE SYSTEMS

AEROSTRUCTURES & MRO

LAND SYSTEMS

MISSILE SYSTEMS

SPACE AND SURVEILLANCE

WORLD CLASS – Through people, technology and dedication
REACHING MILESTONES – PUSHING BOUNDARIES
F-35 LIGHTNING II PROGRAM STATUS AND FAST FACTS

F-35 PRODUCTION

9 29 35 36 45 46 66 91 131

PROGRAM OF RECORD

USA
USAF 1,763 F-35As
DoN 693 F-35B/Cs
IOC: USMC: 7/15, USAF 8/16, USN 2/19

UK
RAF/RN 138 F-35s
IOC: 1/19

ITALY
60 F-35As/30 F-35Bs
IOC: 12/18

THE NETHERLANDS
46 F-35As

AUSTRALIA
100 F-35As

NORWAY
52 F-35As
IOC: 11/19

DENMARK
27 F-35As

CANADA
88 F-35As

Foreign Military Sales: 6 nations

WORLD CLASS – Through people, technology and dedication
STRONG GROWTH AND INCREASING PROFITABILITY

Order Backlog (BNOK)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>11.8</td>
<td>10.9</td>
<td>10.0</td>
<td>10.7</td>
<td>20.1</td>
<td>18.8</td>
</tr>
</tbody>
</table>

Revenues (BNOK)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>LTM Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5.8</td>
<td>6.3</td>
<td>6.3</td>
<td>6.1</td>
<td>7.2</td>
<td>8.4</td>
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</tbody>
</table>

Note: EBITDA% excluding income from associated companies

EBITDA (BNOK) and margin (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>LTM Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.70</td>
<td>0.59</td>
<td>0.41</td>
<td>0.68</td>
<td>1.12</td>
<td>1.59</td>
</tr>
</tbody>
</table>

Note: EBITDA% excluding income from associated companies
LONG-TERM DEFENCE MARKET

Protectionism?

Crisis affecting national budgets?

Investments in modernizing / optimising platforms
SIGNIFICANT OPPORTUNITIES AHEAD

- **NASAMS**: 3 – 5 new contracts/awards
- **QATAR** vehicles programme
- **NSM**: GERMANY and other new users
- **JSM**: F-35 as marketing channel
- **Submarines**: Norway and Germany
- **MCT**: Sales to existing and new users
- **MRO**: New and expanded opportunities

**Framework agreements**
- 2022 → 8.2
- 2021 → 8.0
- Q4 2020 → 2.6

**Backlog**
- 18.7

Preferred or selected supplier for BNOK 100 + contracts
STAYING AHEAD OF THE CURVE

NASAMS

Remote Weapon Station

NSM
KEY STRATEGIC PRIORITIES

MRO efforts — increasingly important and profitable

Space — as response to market opportunity

US strategy — global with strong partnerships, but also local

Ramp-up — to deliver on major projects, with people and facilities
ONE KONGSBERG – JOINT EFFORTS

REMOTE TOWER IN BODØ

VANGUARD

WORLD CLASS – Through people, technology and dedication
POSITIONED TO WIN
PROGRAMS VALUED AT
BNOK 100+ OVER NEXT
10 YEARS
CAPITAL MARKETS DAY 2020