DIGITALIZING THE WORLD’S INDUSTRIES

12/11/20
Hege Skryseth, President Kongsberg Digital & EVP
KONGSBERG
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Our business

DIGITAL OCEAN

DIGITAL ENERGY

DIGITAL WELLS

INDUSTRIAL AND COMMERCIAL PARTNERSHIPS

ECOSYSTEM

Built in cyber security
Scalable market offering with open ecosystem

SaaS and recurring revenue business

Kongsberg Digital apps
- 30K vessels install base
- 11K vessels with KONGSBERG automation system
- Advanced simulators and models

3rd party apps
- 100 IOC assets with installed simulators
- Enterprise agreement with Shell Global
- Upstream, integrated gas and downstream manufacturing assets

Customer owned apps
- 20K users on Sitecom
- 15K wells

Kognifai

VESSEL INSIGHT

KOGNITWIN

ENERGY

SITECOM
Kongsberg Digital highlights

2019

~800 MNOK Revenue
26% YoY growth

95% external revenue
~70% international business

2020

Kongsberg Digital
~35% recurring revenue*

Maritime
~37% recurring revenue*

Energy
~35% recurring revenue*

12% growth in ARR*

*Rolling 12 months, Sep 19/20

WORLD CLASS – Through people, technology and dedication
Kongsberg Digital - ARR growth

KDI

**ENERGY**

- Target ARR
- EoP ARR

<table>
<thead>
<tr>
<th>Year</th>
<th>Target ARR</th>
<th>EoP ARR</th>
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<tbody>
<tr>
<td>2020</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>61%</td>
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<tr>
<td>2023</td>
<td>70%</td>
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<tr>
<td>2024</td>
<td>78%</td>
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**MARITIME**

- Target ARR
- EoP ARR

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<th>Year</th>
<th>Target ARR</th>
<th>EoP ARR</th>
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<tbody>
<tr>
<td>2020</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
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<td>2022</td>
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<td>2023</td>
<td>79%</td>
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<tr>
<td>2024</td>
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* External revenue

WORLD CLASS – Through people, technology and dedication

KONGSBERG PROPRIETARY - See Statement of Proprietary information
Key achievements 2020
Strategic milestones and focus areas
Enterprise framework agreement
Kognitwin Energy for Shell

Our collaboration with Kongsberg Digital in developing digital twins brings in a new era of visually interacting with data and models at the asset, equipment and component level. Digital twins drive efficiency by enabling remote operations, automation and significantly improved collaboration. It supports our front-line operations to better leverage insights from big data, transforming ways of working to unlock value and increase resilience in the changing business environment.

Yuri Sebregts, Chief Technical Officer Shell
Digital transformation is reshaping the Energy industry

Digital transformation success is not just about rolling out technology; it is about people and their ability to adapt to and adopt new technology.
Kognitwin Energy
The working surface of the future

- Decreased carbon footprint
- Data driven decisions
- Common organizational insight
- Energy management
- Remote operations

- Increased safety
- Operational efficiency
- Production optimization
- Increased automation
- Autonomous operations
Digital transformation is reshaping the maritime industry

- Sustainability and emissions
- Autonomous operations
- New regulations
- Decreasing margins
Vessel Insight data infrastructure and ecosystem
## Fuel Consumption

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<th>Vessel Name</th>
<th>Vessel State</th>
<th>Connection</th>
<th>Fuel (T/NM)</th>
<th>Course (°)</th>
<th>Speed (kn)</th>
<th>Origin</th>
<th>Destination</th>
<th>ETA</th>
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<td>RAS LAFAN</td>
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Ensuring scalability for customers and vendors
Maritime software landscape 2020
Ambitions for Kongsberg Digital

Targeting 10% of world fleet
Targeting 15% of assets
Market leader, upsell with applications

~ 3 bn revenue and 80 % SaaS in 2024
Thank you