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Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements.
KONGSBERG
MARITIME


~7 000 employees
17 BNOK revenues
Footprint in 34 countries
Equipment on 30 000 + vessels
Kongsberg Maritime
Technology for a greener ocean space

24/7 GLOBAL CUSTOMER SUPPORT

DECK MACHINERY & MOTION CONTROL

SENSORS & ROBOTICS

INTEGRATED SOLUTIONS

PROPULSION & ENGINES
Strong growth and increasing profitability

Order Backlog (BNOK)

Revenues (BNOK)

EBITDA (BNOK) and margin (%)

Note: EBITDA excluding income from associated companies.
Our market is the Ocean Space
Energy - food - transportation - research - minerals - leisure travel

- Offshore E&P
- Communication
- Subsea installations
- Remote control
- OSV & Wind Installation
- tanker
- Aquaculture
- Fishing
- AUV and USV
- Research & Naval vessels
- Cargo & Cruise transport

WORLD CLASS – Through people, technology and dedication
KM strategic objectives
Our goal remains unchanged

The leading global supplier of maritime technology
Shaping the maritime future

1
Deliver on target, profitable in 2019
Short-term
~12-18 months

1.5
Navigate the crisis, convert to opportunity
Mid-term
~24-36 months

2
Increase market share by delivering customer value through an enlarged portfolio
Mid-term
~24-36 months

3
Navigate the crisis, convert to opportunity
Long-term
36 months and onwards
The advantage of being large & leading
Choosing the right technology path that brings competitive advantage to our customers

Operational efficiency, sustainability, safety & reliability
A diverse business with many strong footholds

- New building: 40%
- Sailing vessels/Aftermarket: 51%
- Other: 9%

Market Segments:

- Seaborne & PAX: 17%
- Other: 17%
- LNG: 32%
- Fishery & SPV: 10%
- Offshore: 8%
- OPU: 16%
- Naval: 7%

Geographical Segments:

- EMEA: 28%
- Americas: 21%
- APAC: 33%
- Nordics: 18%

KONGSBERG PROPRIETARY - See Statement of Proprietary information
Market Overview
Market development and current “temperature”

NEWBUILDING MARKET DEVELOPMENT

HISTORICALLY LOW LEVELS OF ACTIVITY

• Market was showing signs of recovery in 2020 before COVID-19
• Expect replacement need and environmental regulation to drive renewal in mid-term

CURRENT MARKET SITUATION

VOLUME SEGMENTS DOWN, BUT STILL OPPORTUNITIES

• Offshore, Seaborne and Pax, volumes most impacted by COVID-19 situation
• Several segments still active and with less impact (e.g. Naval, Wind)
• Broad KM scope in active segments can offset negative impact of volume segments
Ready to capitalize on the future market

BUILDING ON EXISTING STRENGTHS
- Excellent products & technology
- Strong and long relationships
- Global presence
- 24/7 support

STRONGER TOGETHER
- Coming together as teams
- Increasing our digital capabilities
- Choosing the best of both worlds

IMPROVING OPERATIONS
- Key areas back in black
- Profitable projects
- Hands-on management
**The DMMC example**

Deck Machinery and Motion Control - ~700 employees

- New organizational set-up – right shape and size
- Sales and project execution
- Product review and production set-up optimization
- Supply chain improvements

### Revenue and EBITDA 2017-2020

- **EBITDA**
- **Revenue incl aftersales**
- **Closing date**

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA</th>
<th>Revenue incl aftersales</th>
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<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
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<tr>
<td>2018</td>
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<td>2020</td>
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Cross-sales opportunities – larger scope of delivery

Service Operation Vessel (SOV) as an example

Deliveries from KONGSBERG before the acquisition:

Full Electrical System + Batteries - DP3 - Automation
Cross-sales opportunities – larger scope of delivery

Service Operation Vessel (SOV) as an example

Deliveries from KONGSBERG after the acquisition:

Full Electrical System + Batteries - DP3 - Automation

+ Propulsion, full thruster set - Deck machinery, including LARS - Ship design
Upgrade opportunities

Helping ship owners answer to changing demands
Two major drivers
Sums up to one: Green Shipping
IMO strategy:
Reduction of Green House Gas (GHG) emissions
Levels of ambition compared to 2008

- **2050**
  - Total annual GHG emissions from international shipping
  - -50%

- **2030**
  - CO₂ emissions per transport work, as an average across international shipping,
  - -40%

- **2050**
  - -70%
How to reduce GHG footprint from shipping

- Use clean energy sources/fuels
- Minimise the energy consumption
- Maximise the energy conversion efficiency
ONE KONGSBERG – Stronger together
Conclusions

- We deliver positive results in a challenging market
- We deliver value from a successful integration
- We aim to be a leading integrator of green technologies

We are positioned to capture future market opportunities
Thank you!