Kongsberg Maritime

Transforming maritime operations

Integrating technology throughout the vessel lifecycle

Kongsberg Maritime company presentation
6 February 2026

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Historical figures may be subject to inaccuracies due to changes in business structure and internal transactions.

Kongsberg Maritime

A global technology partner, positioned to deliver integrated maritime solutions throughout the vessel lifecycle

Kongsberg Maritime

Our global scale and unmatched technological depth turn strategy into consistent value creation

Market leader in maritime technology

Unmatched technological depth and maritime domain knowledge, with a proven ability to deliver complex, integrated systems at scale and a large installed base.

Covering the entire lifecycle

A unique portfolio of products, services and integrated solutions, with a balanced mix of newbuild and aftermarket revenues.

24/7 global operations

Broad exposure across commercial shipping, offshore and naval markets, supported by a strong local presence worldwide.

Structural growth tailwinds

Well positioned to transform maritime operations, driven by vessel performance, energy efficiency and digitalisation.

Resilient business model, consistent value creation

A strong growth track record, with ~16% average revenue growth and ~24% average order backlog growth over the past five years.

Experienced leadership, global operations

A global organisation with deep engineering and operational capability

Lisa Edvardsen Haugan
Chief Executive Officer

Mette Toft Bjørgen
Chief Financial Officer

Bjørn Jalving
Chief Technology Officer

Kjersti Nystad Skeie
Chief People & Corporate Affairs Officer

Johnny Aarseth
Executive Vice President
Energy & Control

Per Håvard Siljan Hjukse
Executive Vice President
Propulsion & Handling

Alexandra Koefoed
Executive Vice President
Digital & Emerging

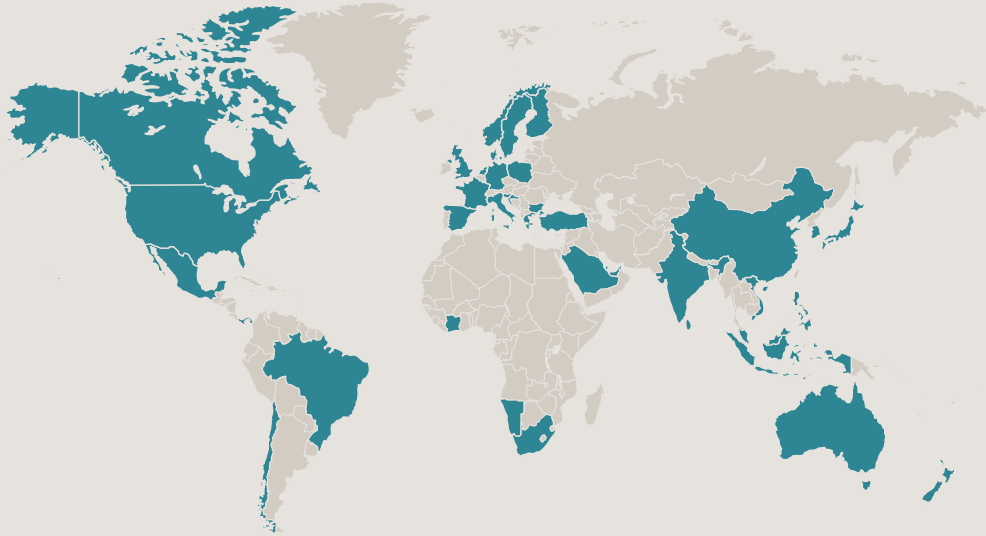
Jouni Raatikainen
Executive Vice President
Customer Support

~8,300
employees

53%
engineers

24/7
global operations

30,000+
installed vessels



Our global network is a unique competitive advantage

Regional growth strategies

Europe, Middle East, Africa

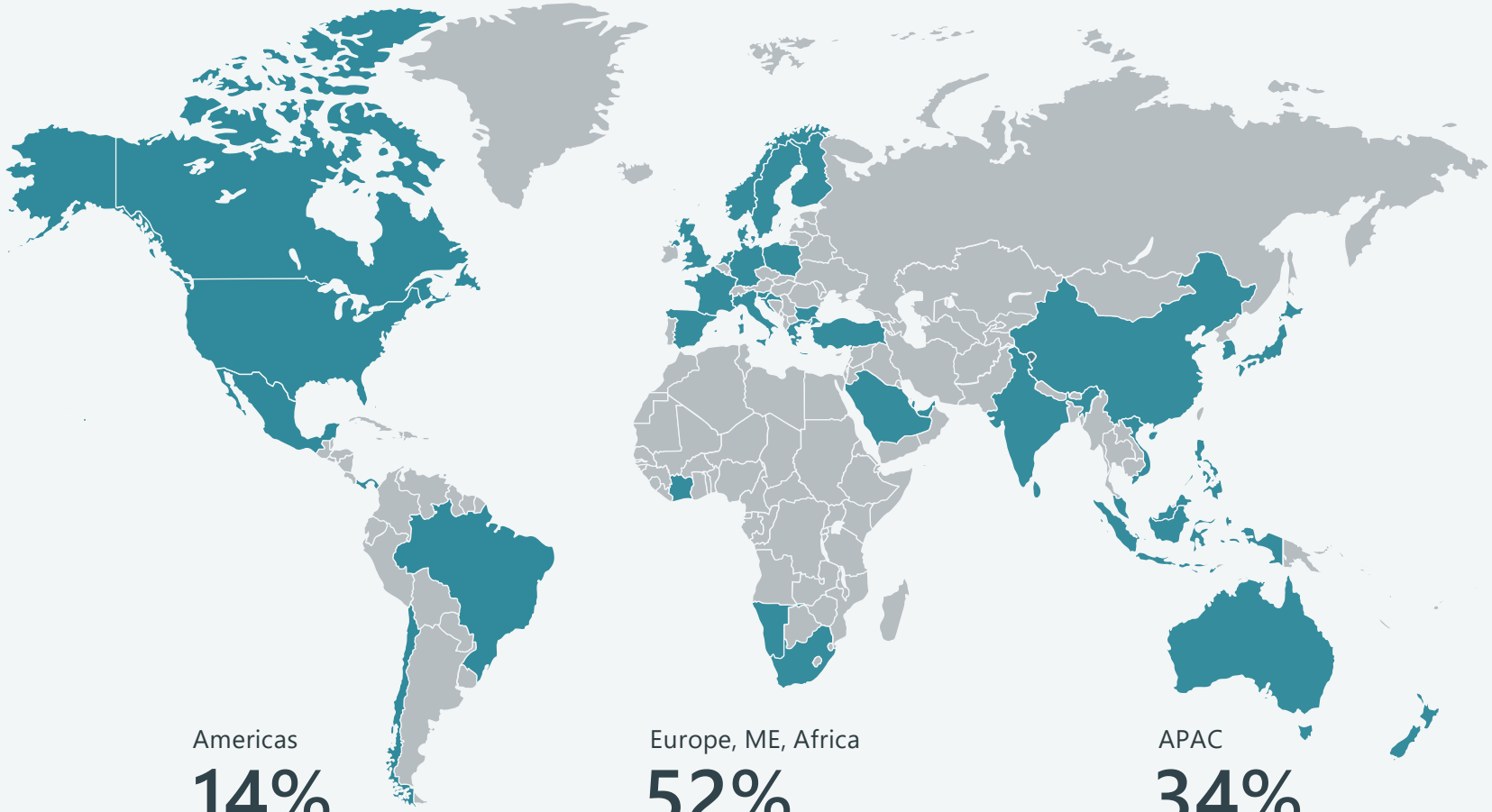
- Core competence, technology and product centres
- Increasing geopolitical importance
- Shipowners and yards expanding

Asia-Pacific

- Home of the largest shipyards with global ambitions
- Local presence with an integrated delivery organisation
- Significant untapped potential for industrial collaborations across the value chain

Americas

- Major opportunities in the US naval market
- Strong offshore sector with growth prospects in Brazil
- Local presence and content as a key competitive factor



Americas
14%

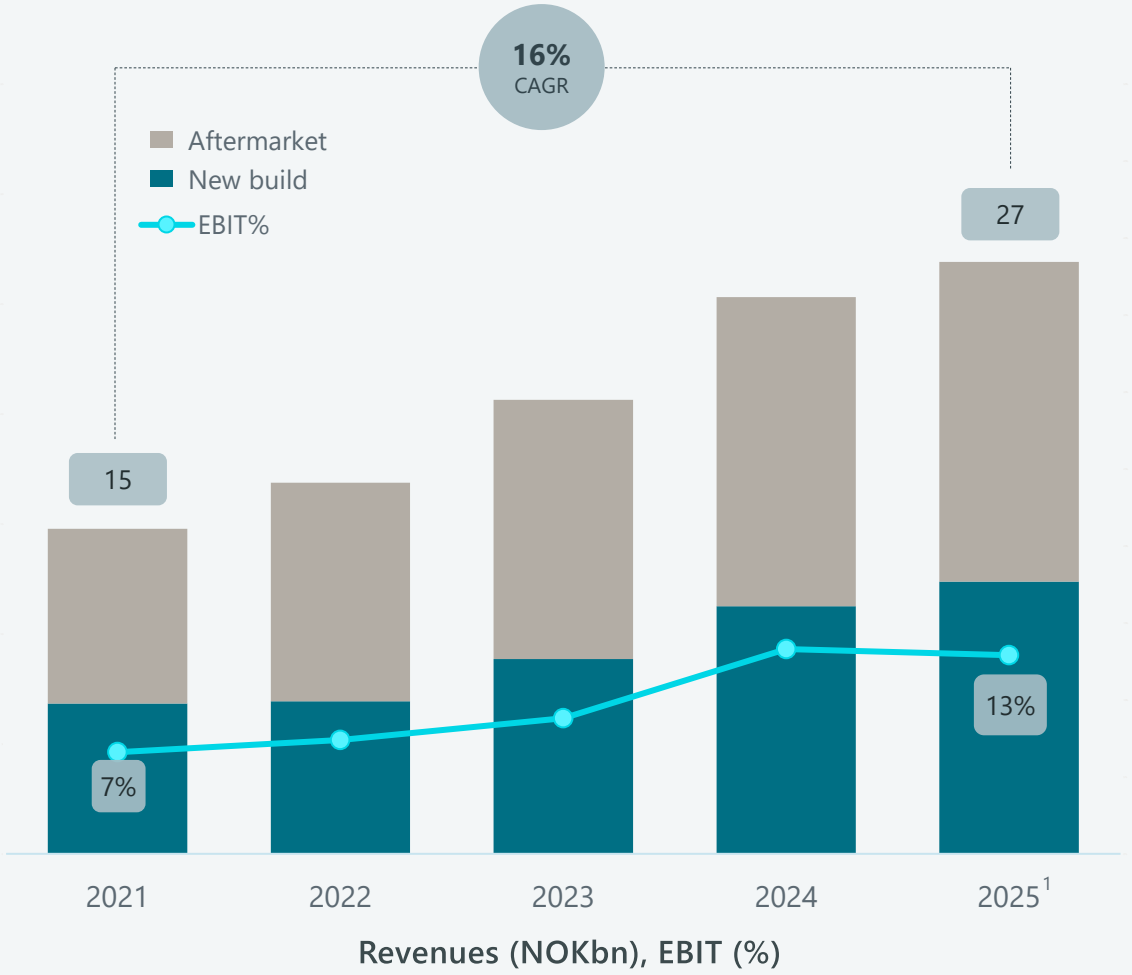
Europe, ME, Africa
52%

APAC
34%

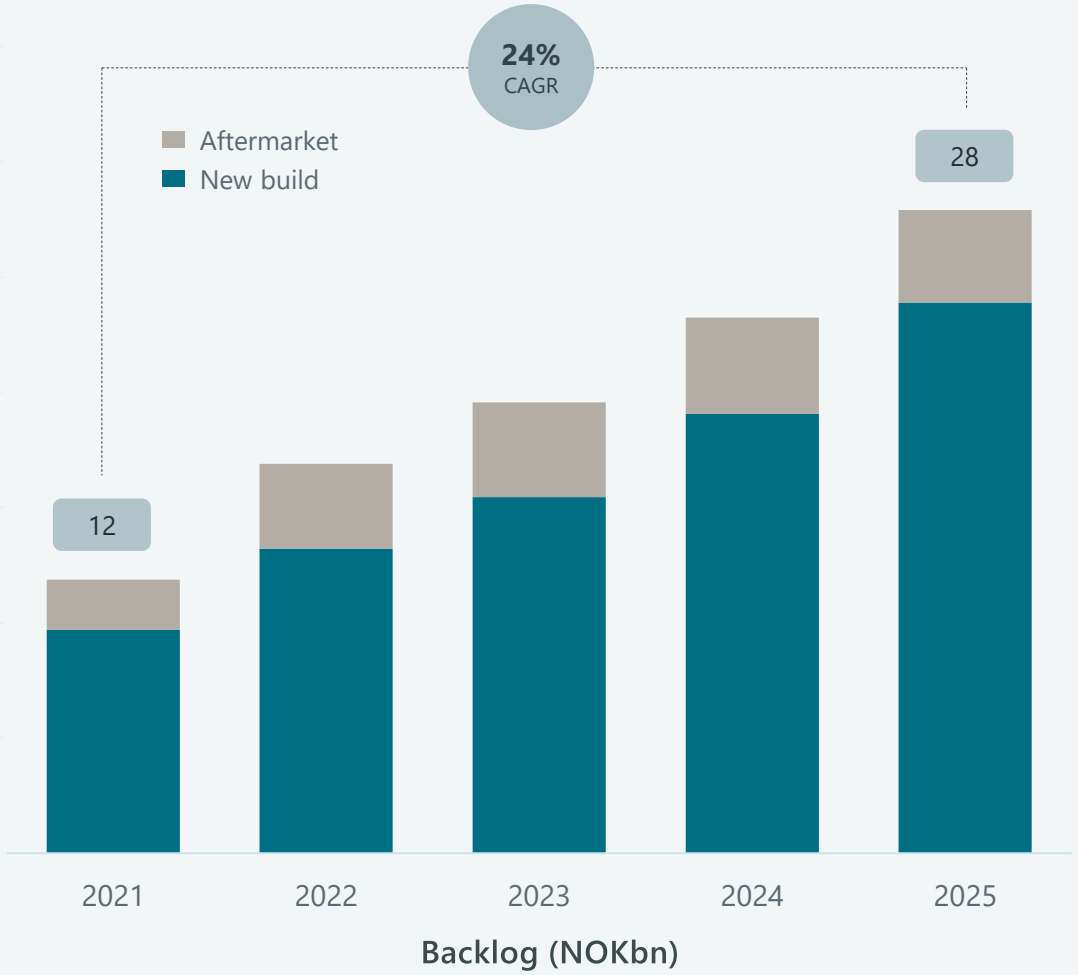
2025 revenues

Sustained revenue growth

Backed by a continuously expanding order backlog



Revenues (NOKbn), EBIT (%)



Backlog (NOKbn)

1) Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

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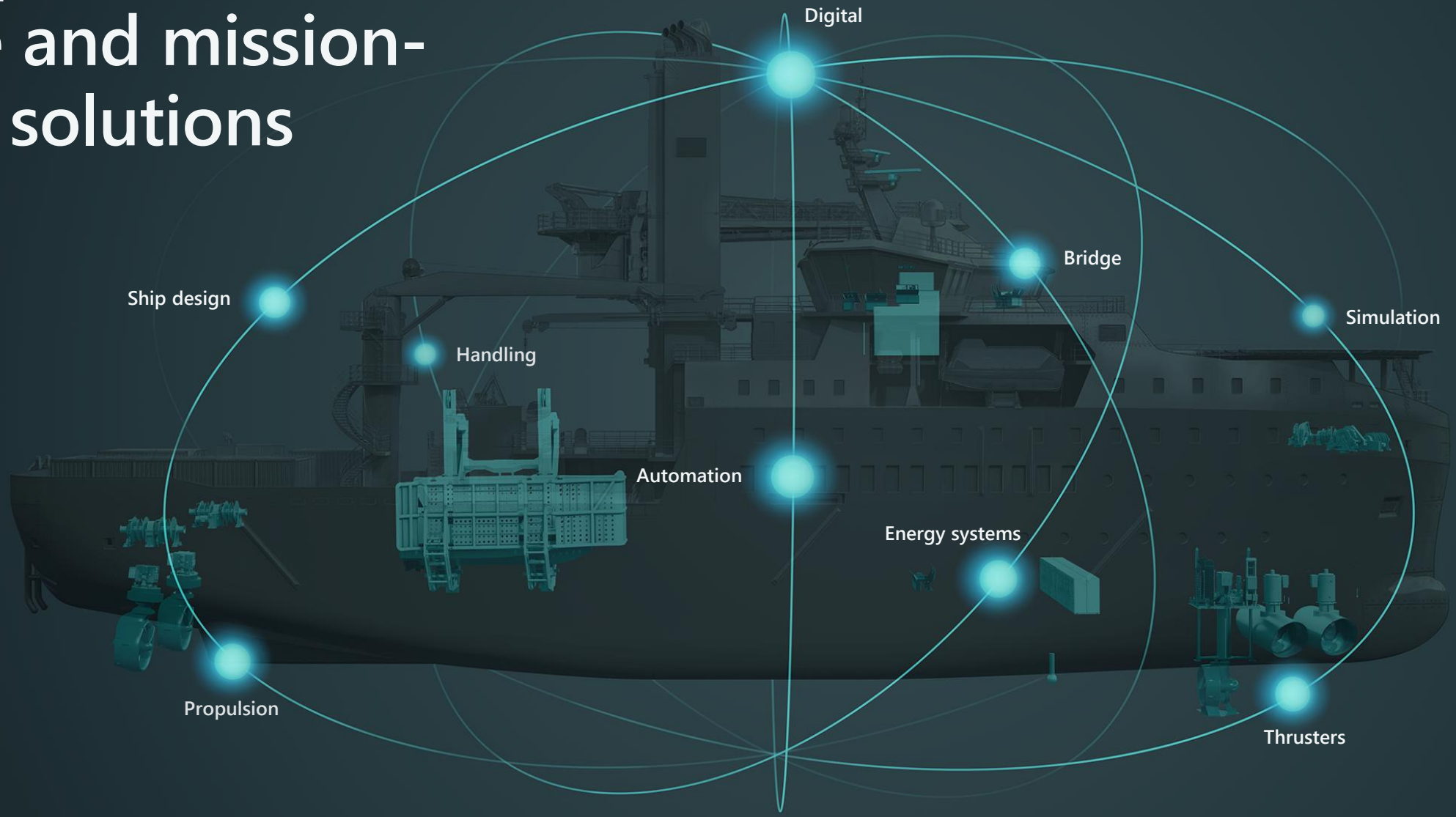
Broad portfolio of unique and mission-critical solutions



A key partner across the vessel lifecycle

Supporting shipowners and yards from design and newbuilds through operations, service and upgrades

Newbuilds

~50% share of annual revenue

0 - 5+ years

- Ship design
- Products
- Digital and software
- System integration

Aftermarket

~50% share of annual revenue

5 – 40+ years[1]

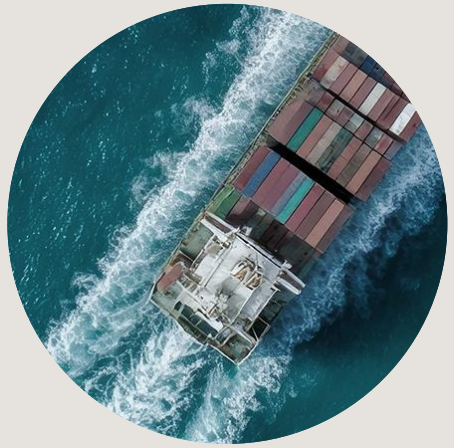
- Spares
- Service and maintenance
- Refits and retrofits
- Upgrades and life extension

1) Typical, but not encompassing the full range

Kongsberg Maritime

Market developments and strategic drivers

A transforming and growing maritime market



Market fundamentals support sustained growth

Supporting both the newbuild market and aftermarket

More advanced vessels increase the market size

Addressable market grows faster than the number of vessels

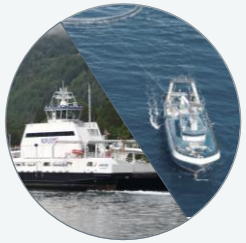
Structural market tailwinds

Energy optimisation, connectivity and digitalisation are key drivers, and Naval enters a supercycle

Innovation and strategic growth initiatives

Enabling Kongsberg Maritime to outperform the market

Diversified across all major offshore and shipping segments



	Gas Carriers	Cargo	Naval & Government	Offshore Energy	Tug	Passenger	Other
Market characteristics	Sharp focus on energy efficiency and digitalisation	Focus on cost, energy and sustainability	Entering a defence-driven supercycle	Demand for new tonnage, upgrades and life extensions	Emerging electric era, solid upgrade market for existing vessels	Growth market with strong cost discipline	Mixed – including fishing and special-purpose segments
Share of KM's newbuild order intake (2025)	**16%**	**10%**	**12%**	**39%**	**12%**	**9%**	**2%**
Typical newbuild contract value range (NOKm)[1]	**5 – 50**	**1 – 80**	**50 – 200**	**10 – 500**	**10 – 20**	**20 – 200**	**--**

1) Typical newbuild contract values. Actual range varies by scope and does not represent the full span

TERNTANK
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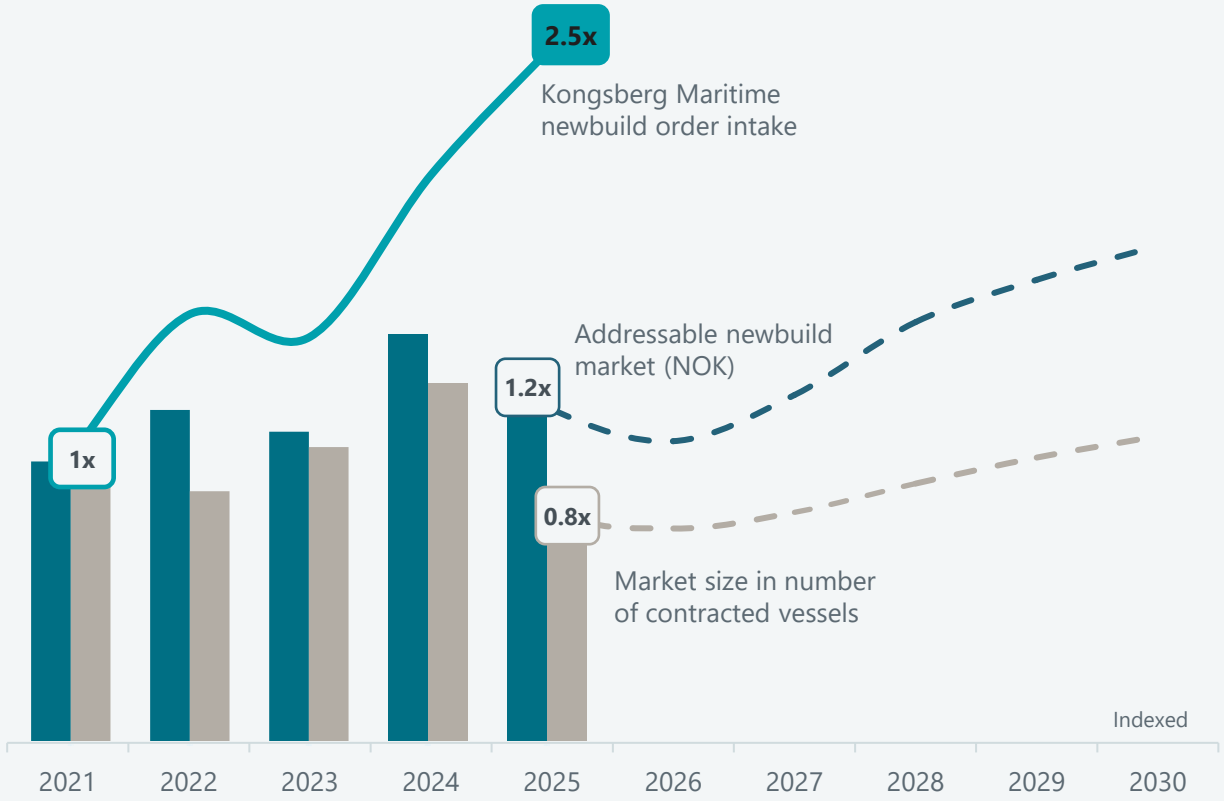
TERNTANK
ECONOWIND
TERN VIK
HYBRID SOLUTION
NO SMOKING

Outpacing the commercial shipping and offshore market

Growth driven by increasing system scope per vessel, not vessel count alone



Strong order backlog increase over the past five years

Agile and innovative approach in a diversified market

Continuous innovation and rapid deployment of new solutions across many different vessel segments

Vessel mix supportive for Kongsberg Maritime's growth

Large variations in contract value per vessel

High growth for advanced vessels

Across all shipping segments, new vessels are increasingly sophisticated and require a fully integrated digital ecosystem – increasing the scope per vessel

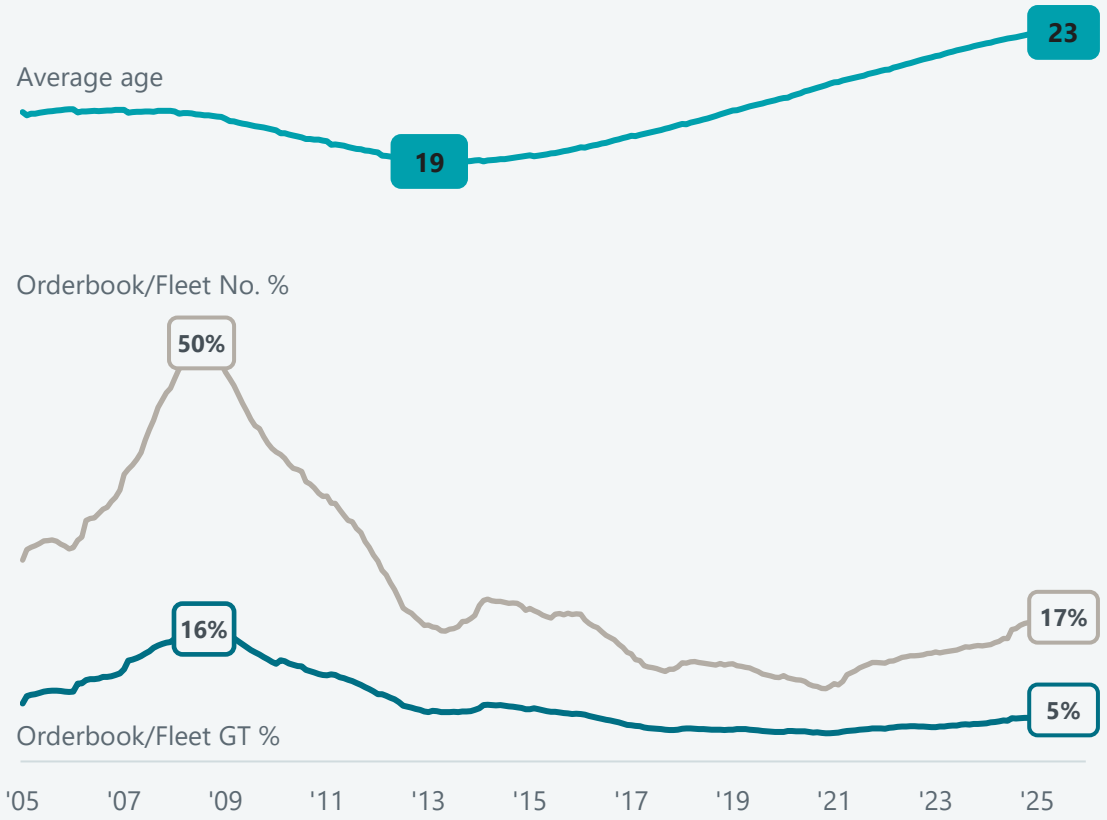
Clear strategies to expand the addressable market

Broader product and solutions portfolio to grow value of deliveries in all vessel segments

Market size in number of contracted vessels: (Clarksons)
Addressable newbuild market NOK: Kongsberg Maritime's scope of deliveries per vessel segment (not including future changes in delivery scope) (KM Business Intelligence)

Large installed base supports aftermarket growth

Ageing fleet and lifecycle upgrades underpin long-term demand



Fleet ageing and renewal dynamics are accelerating aftermarket demand

More than 50,000 vessels require upgrading over the next 5 years[1]

to comply with regulations, with Kongsberg Maritime acting as a key partner across the vessel lifecycle

Kongsberg Maritime has an installed base of ~30,000 vessels

across automation systems, propulsion systems and thousands of other products and solutions

Increasing demand for new technologies

to improve energy efficiency, reduce OPEX, and enhance operational integrity as rising newbuild and secondhand values increase incentives to extend lifetimes

Unique solutions and integration capabilities

across energy and control, propulsion and handling, remote & autonomous operations, simulation and digitalisation

Fleet data (Clarksons)

1) Forum on Trade, Environment, & the SDGs (TESS)

HÖEGH AUTOLINERS
RICHARD WITH

Naval is an evolving and fast-growing vessel segment

Equipped more than 1,000 Naval vessels

Kongsberg Maritime has equipped over 1,000 large navy and coast guard vessels, including Type 26 frigates for the UK, Canada and Australia.

With more than 20 different naval vessel designs delivered, we are a trusted partner to multiple nations.

Large untapped Naval potential

We bring world-leading commercial vessel solutions across ship design, automation, electrification and digitalisation.

These proven, cost-efficient system integration capabilities are now being deployed in naval applications.

Pioneering remote and autonomy

Unmanned surface vessels with remote and autonomous capabilities represent a fast-growing sub-segment within Naval.

We are a frontrunner in this space, with proven solutions already in operation, including *Reach Remote*.

Kongsberg Maritime

Reporting segments

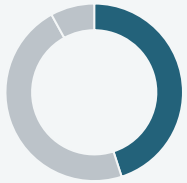
We enable an efficient maritime future

Energy & Control

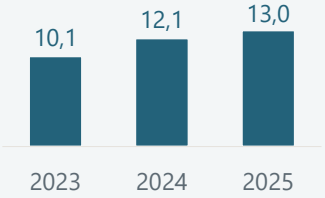
- **Delivers:** Automation, electrical systems, bridge and remote control, and integrated solutions
- **Structural strengths:** Broad vessel segment exposure and system integration capabilities
- **Growth levers:** Electrification and hybridisation, advanced control, and USV platforms

1,000+	1,000+	4,500+	14,000+	12,000+
Ship designs	Integrated Navigation Systems	Dynamic Positioning Systems	Manoeuvring and Control Systems	Vessel Automation Systems

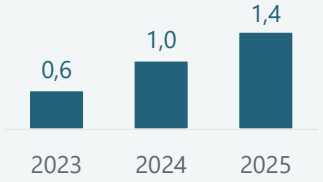
Share of revenue



Revenue



EBIT

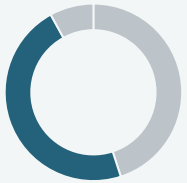


Propulsion & Handling

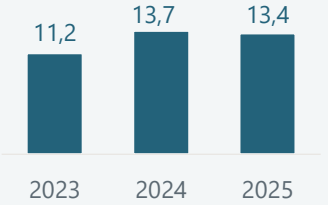
- **Delivers:** Thrusters, waterjets, propellers and handling systems
- **Structural strengths:** Deep hydrodynamic competence, the industry's broadest product portfolio, and mission-critical solutions
- **Growth levers:** Vessel segment expansion, closer customer proximity, and energy savings

6,000+	16,500+	6,000 +	12,000+
Vessels with handling equipment	Thrusters	Propellers	Waterjets

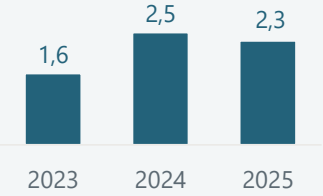
Share of revenue



Revenue



EBIT



Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

Company-wide enablers

Digital solutions and simulation improving efficiency, sustainability and safety

IT, software and services supporting modern vessel operations

Emerging concepts and pilots across all divisions

Kongsberg Maritime

Our global scale and unmatched technological depth turn strategy into consistent value creation

Market leader in maritime technology

Unmatched technological depth and maritime domain knowledge, with a proven ability to deliver complex, integrated systems at scale and a large installed base.

Covering the entire lifecycle

A unique portfolio of products, services and integrated solutions, with a balanced mix of newbuild and aftermarket revenues.

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Built on the strength and
expertise of our people.

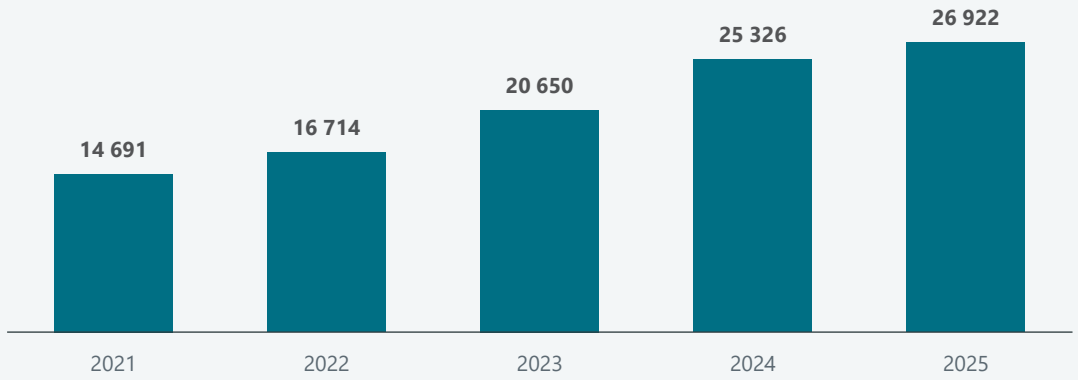
Kongsberg Maritime

Appendix

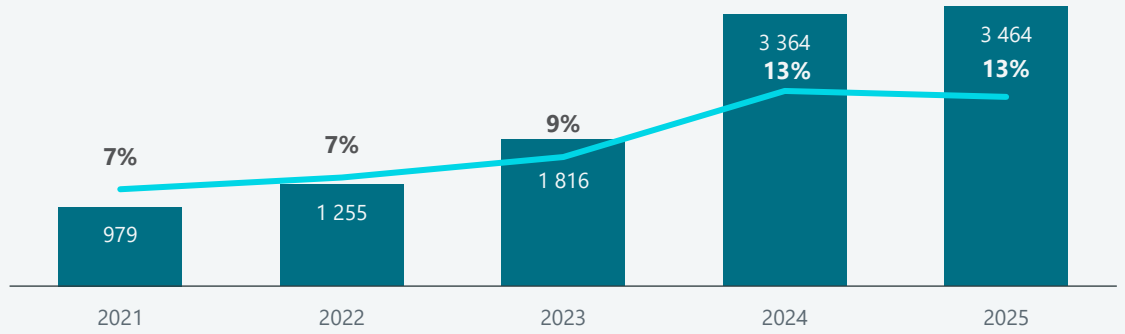
Key financials: Attractive lifecycle economics with proven scale and margins

Kongsberg Maritime

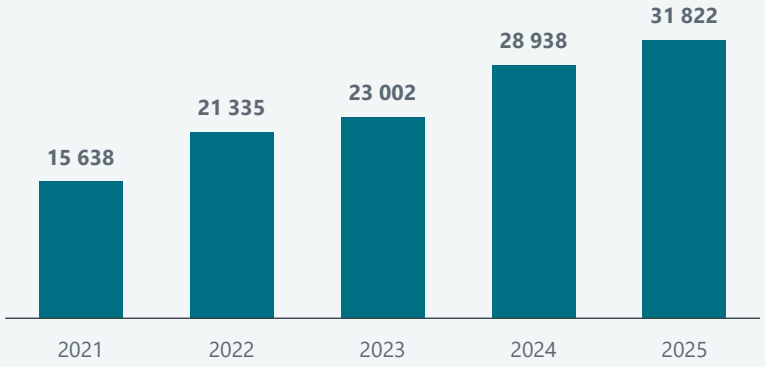
Revenues (NOKm)



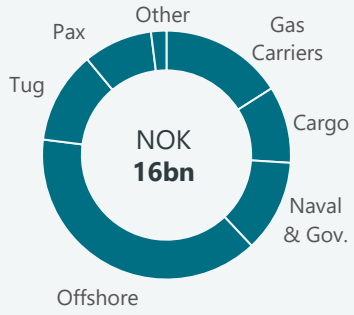
EBIT and EBIT-margin (NOKm, % of revenue)



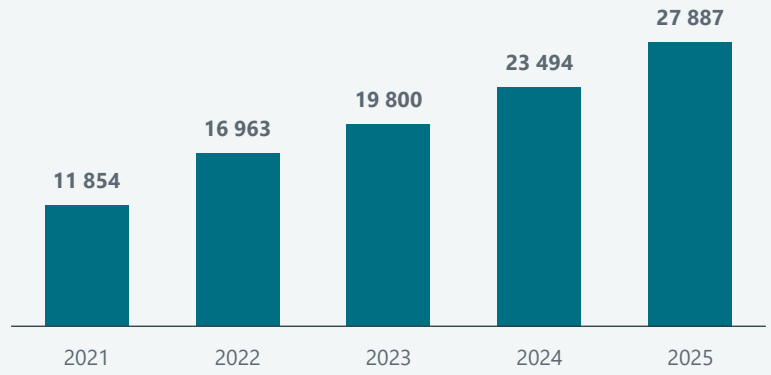
Order intake (NOKm)



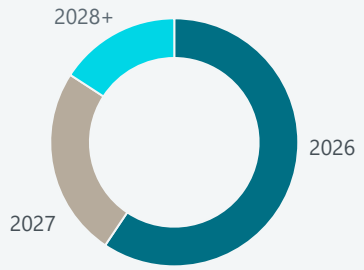
Order intake mix '25 (Newbuild only)



Order backlog (NOKm)



Order backlog by year



Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

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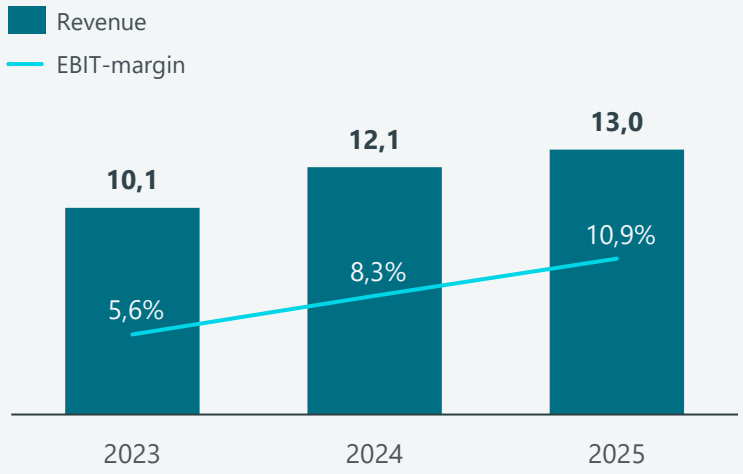
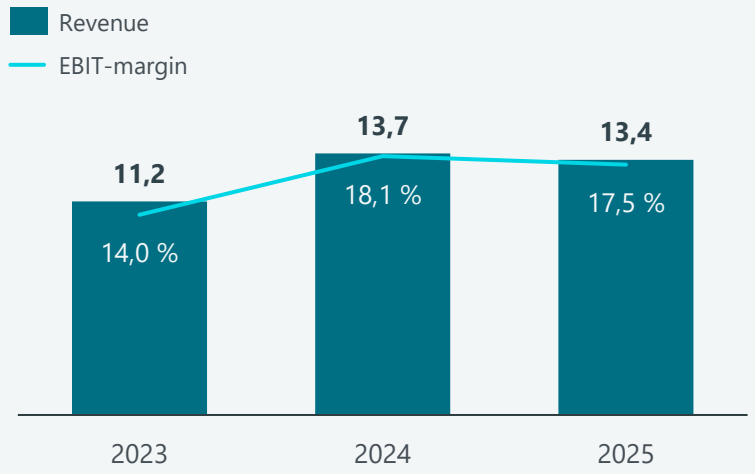
Delivering consistent growth and robust profitability across business segments

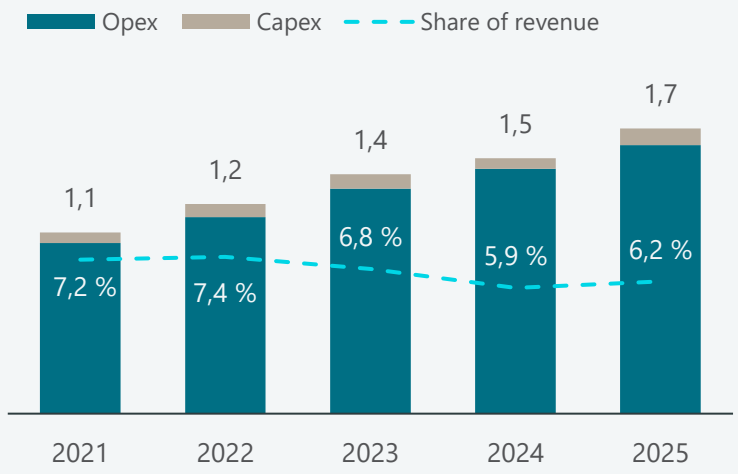
Energy & Control (NOKbn)



Propulsion & Handling (NOKbn)



R&D (NOKbn, % of revenue) – Group

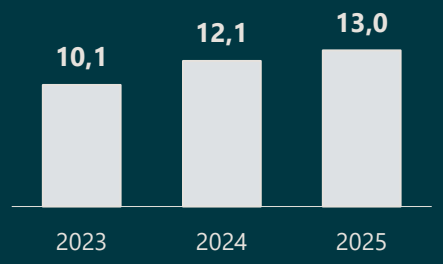


Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

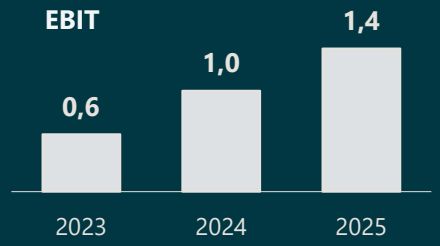
Key financials

NOK billion

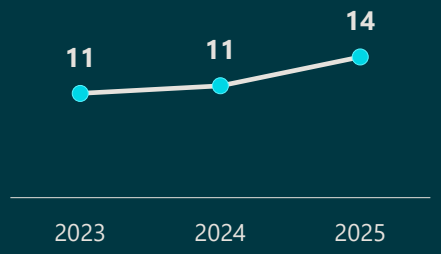
Revenue



EBIT



Backlog



Energy & Control

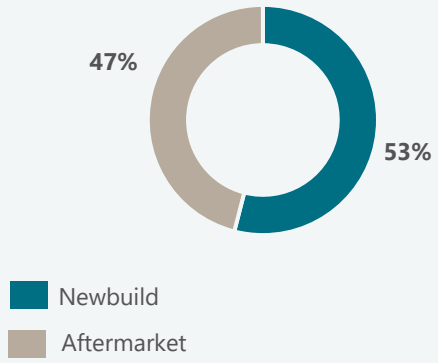
Kongsberg Maritime

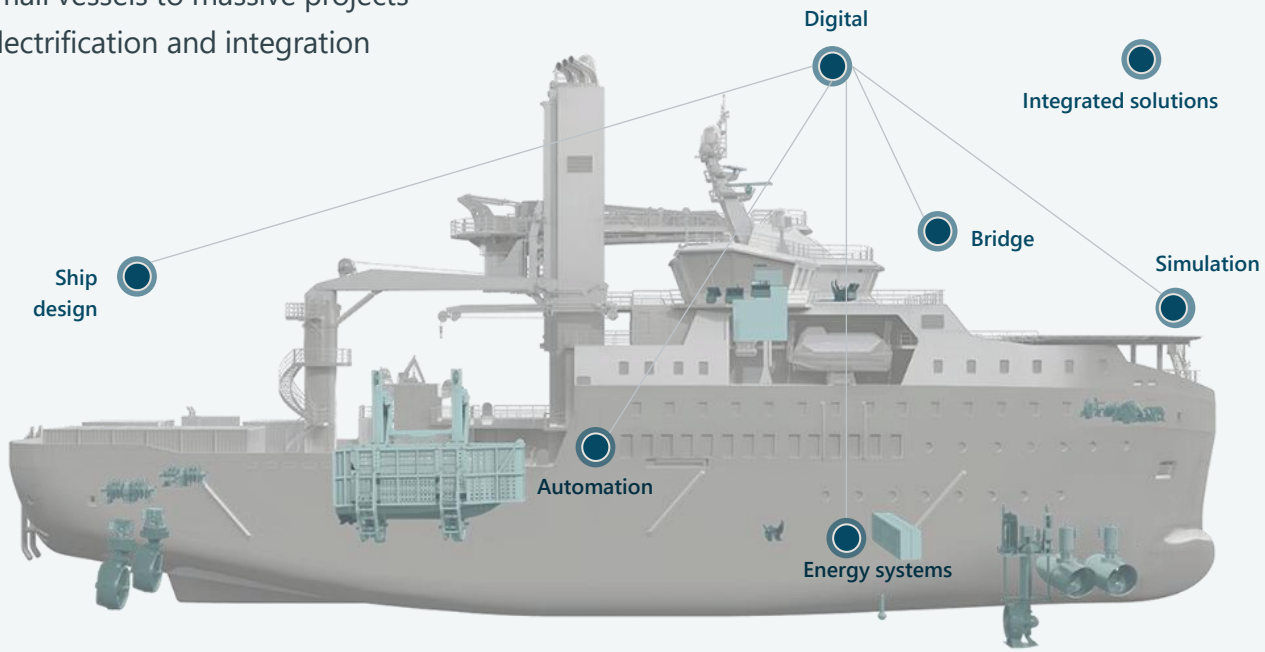
Driving maritime automation and energy transition

- Expanding market driven by increased vessel complexity and efficiency requirements
- Delivering end-to-end energy management for maritime performance
- World-leader in automation systems, having delivered 12,000+ systems
- Ship design & integrated solutions - key enablers for other Kongsberg Maritime products and offerings
- Diversified vessel exposure, high degree of service and engineering solutions
- Large variety in contract deliveries from small vessels to massive projects
- Strategic growth areas: energy systems, electrification and integration

Segments

Sales by lifecycle





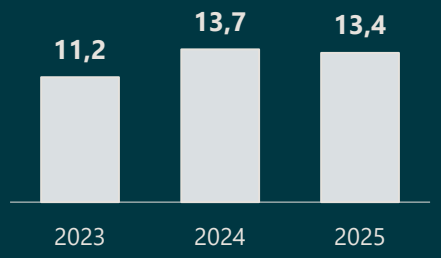
Example products

Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

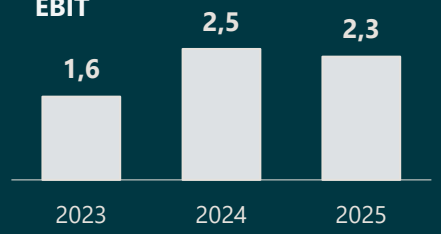
Key financials

NOK billion

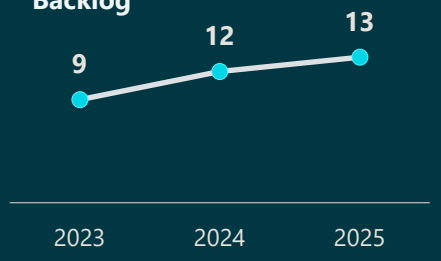
Revenue



EBIT



Backlog



Propulsion & Handling

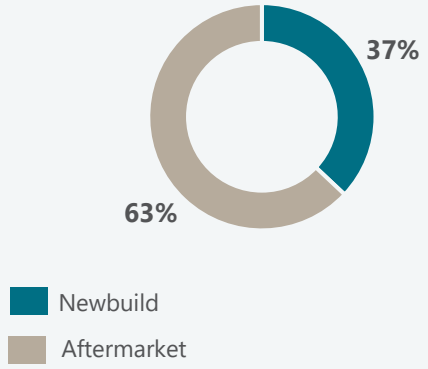
Kongsberg Maritime

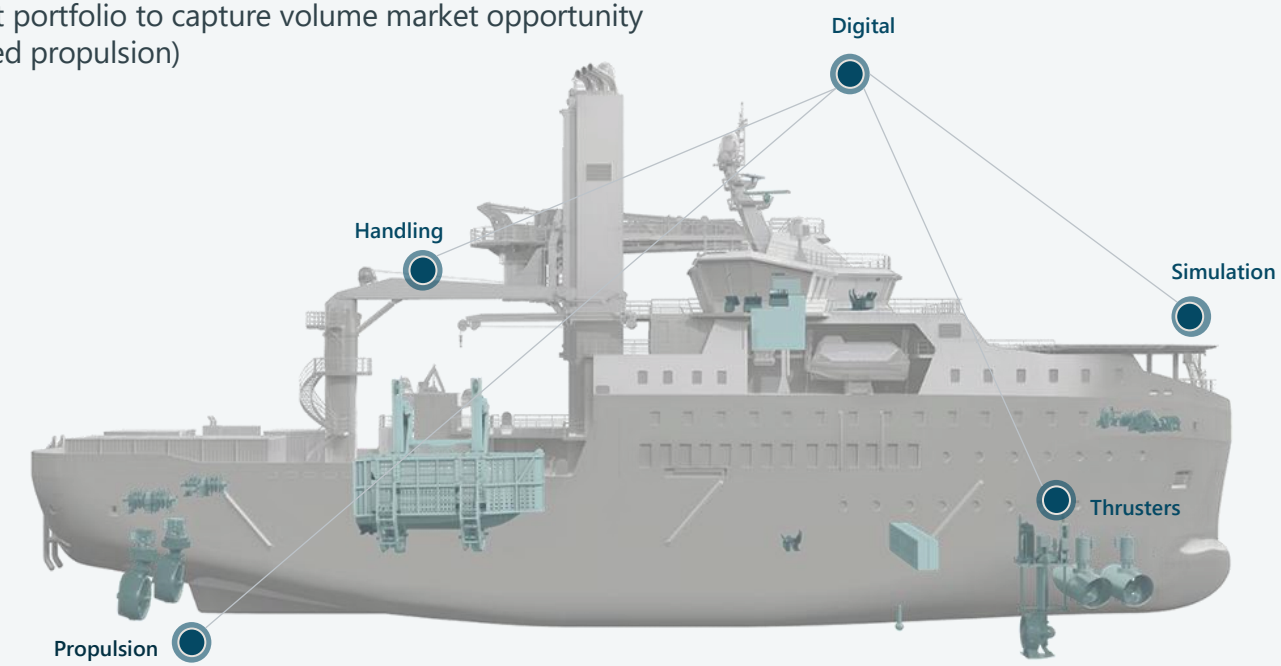
Defining the future of propulsion and handling

- Installed base of over 6,000+ propellers and 16,500+ thrusters
- Broadest propulsion portfolio in the market, including thrusters, propellers and waterjets
- High equipment and product intensity, and high deliveries of aftermarket spare parts
- Main vessel segments: Offshore, Naval, Tug, Special purpose
- Strategic growth segments: Naval, Cargo, LNG
- Strategic growth areas: broaden product portfolio to capture volume market opportunity and energy savings (such as wind assisted propulsion)

Segments

Sales by lifecycle





Example products

Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

Kongsberg Maritime

End