

An aerial photograph of a ship's wake in deep blue water. The wake is a prominent white, foamy trail that curves from the bottom right towards the center of the frame. The water's surface is textured with small ripples and larger waves, creating a complex pattern of light and dark blue. The overall tone is cool and professional.

Kongsberg Maritime

Investor Presentation

3rd quarter

2026

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

Agenda

01 Welcome

Jon Berge

02 Highlights from the 3rd quarter

Lisa Edvardsen Haugan

03 Financial status

Jan Erik Hoff

04 Lifecycle offerings

Bård Bjørnløw

05 Outlook and Q&A



Lisa Edvardsen Haugan
Chief Executive Officer



Jan Erik Hoff
Chief Financial Officer



Bård Bjørnløw
Executive Vice President



Jon Berge
Vice President Communications

An aerial photograph of a ship moving across a deep blue sea, leaving a prominent white wake that splits into two main channels. The ship is a small speck in the distance, centered vertically. The text "Positioned for growth" is overlaid in white, sans-serif font, centered horizontally and partially overlapping the wake.

Positioned for growth



Highlights Q3 2026

Continued newbuild growth

Deliveries up 16% year-on-year

Solid project execution

Newbuild scaling

Strong order intake

Book-to-bill of 1.25

Record order backlog

Supporting forward visibility

Revenues Q3

MNOK 6,639

EBITDA Q3

MNOK 1,041

Order Intake Q3

MNOK 8,323

Total Order Backlog

MNOK 29,753

Newbuild order intake led by Offshore and Cargo



Gas Carriers



Cargo



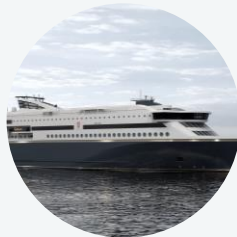
Naval &
Government



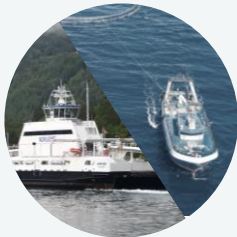
Offshore
Energy



Tug



Passenger



Other

Market characteristics

Sharp focus on energy efficiency and digitalisation

Focus on cost, energy and sustainability

Entering a defence-driven cycle

Demand for new tonnage, upgrades and life extensions

Solid new build market growth driven by fleet modernization with electric era emerging

Growth market with strong cost discipline

Mixed – including fishing and special purpose segments

Share of KM's newbuild order intake YTD 2026

9%

17%

17%

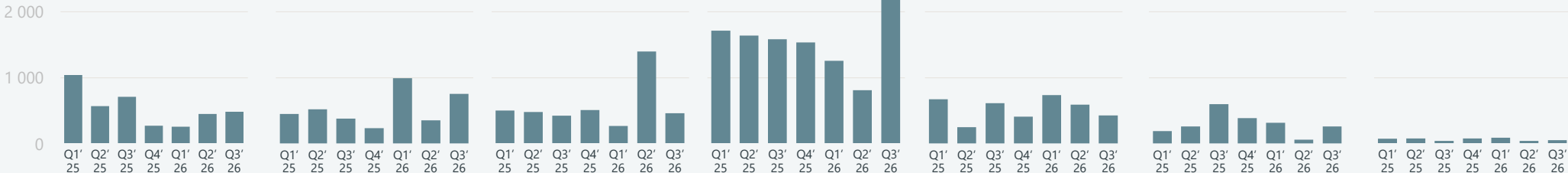
36%

14%

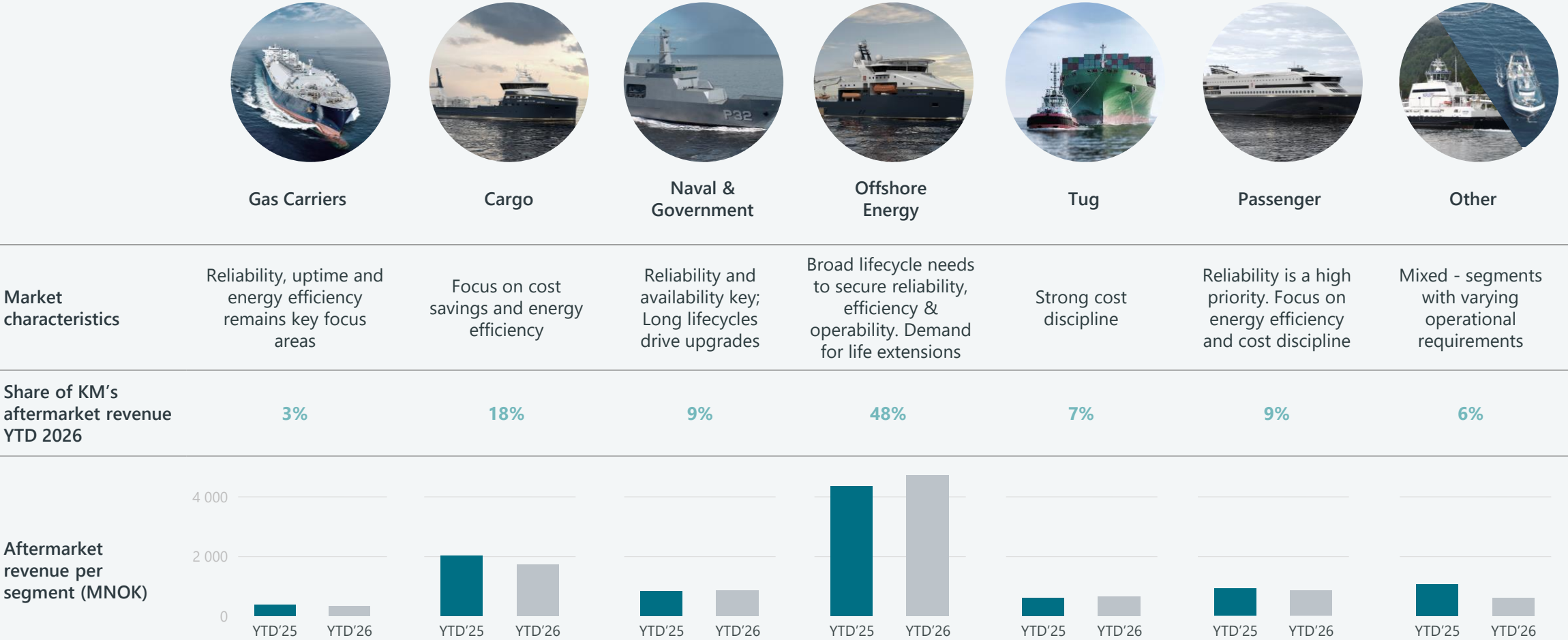
5%

2%

Newbuild order intake value per segment (MNOK)

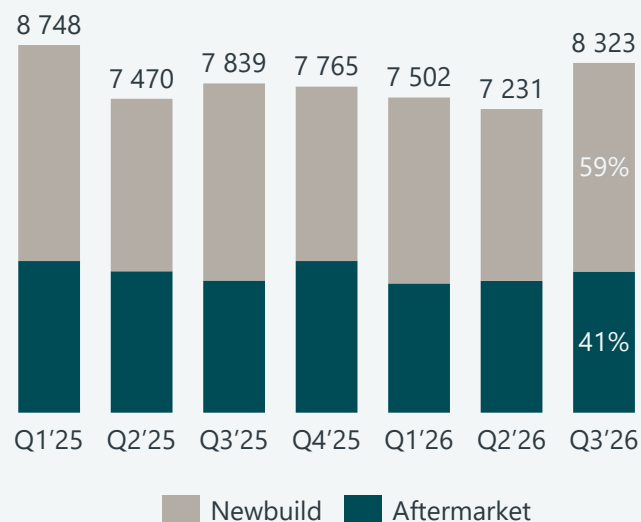


Stable aftermarket, high Offshore activity

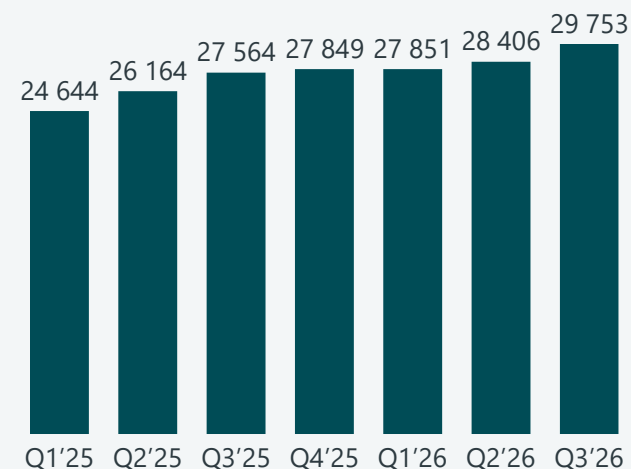


Strong order intake provides visibility through a record-high backlog

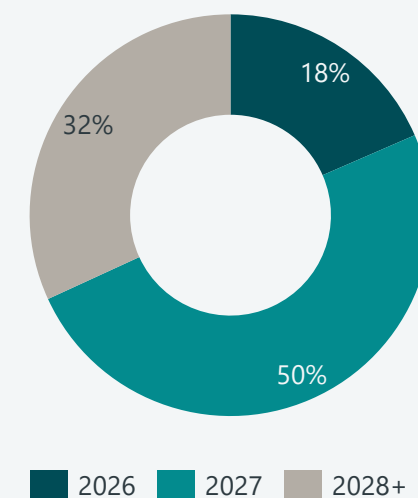
Order intake (MNOK)



Order backlog (MNOK)



Order backlog by delivery



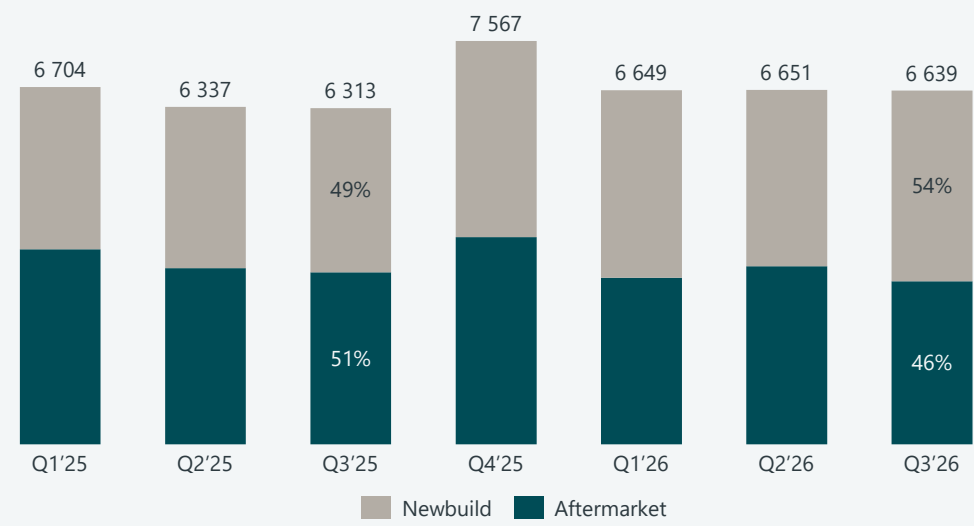
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Financial Status

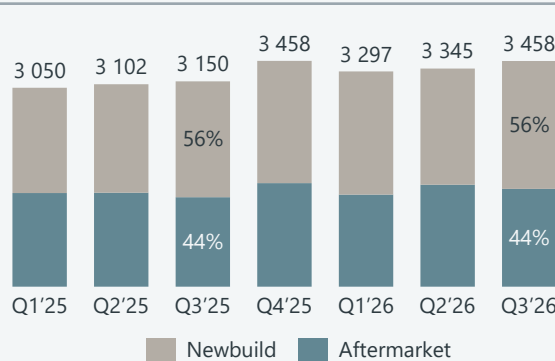


Revenue growth driven by newbuild deliveries

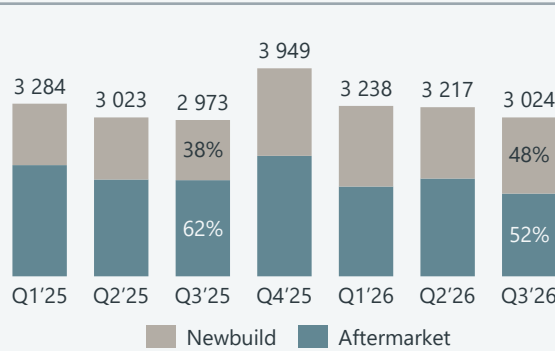
Revenues (MNOK)



Energy & Control

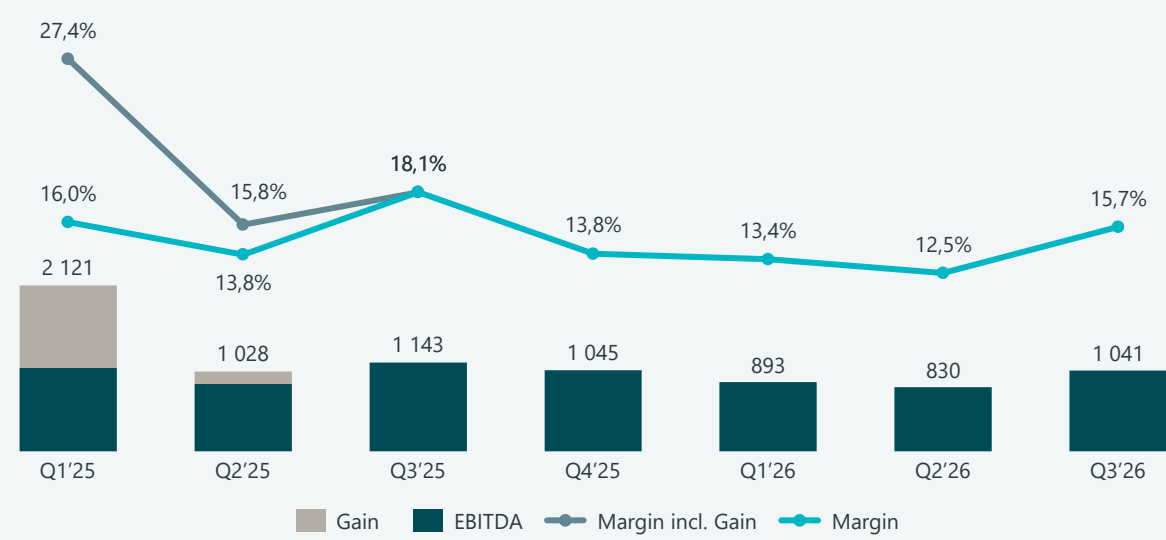


Propulsion & Handling

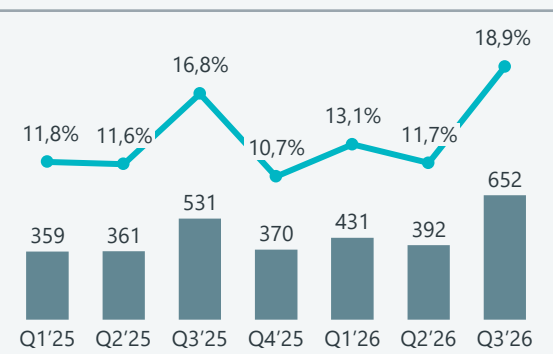


EBITDA margins impacted by revenue mix

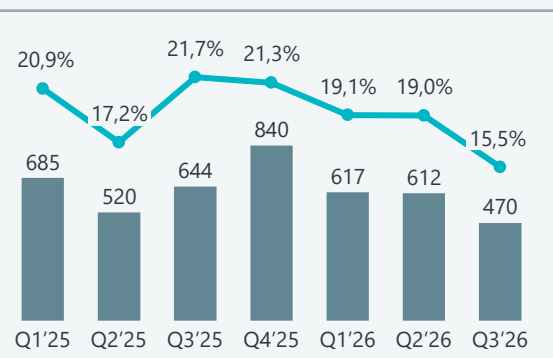
EBITDA and EBITDA margin (MNOK, % of revenue)



Energy & Control



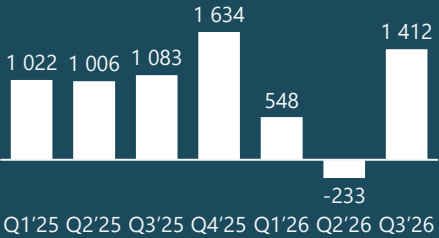
Propulsion & Handling



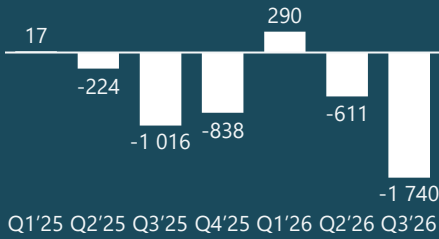
Solid cash flow and improved working capital

MNOK

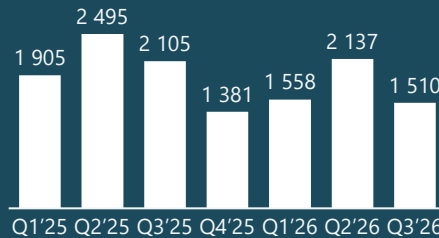
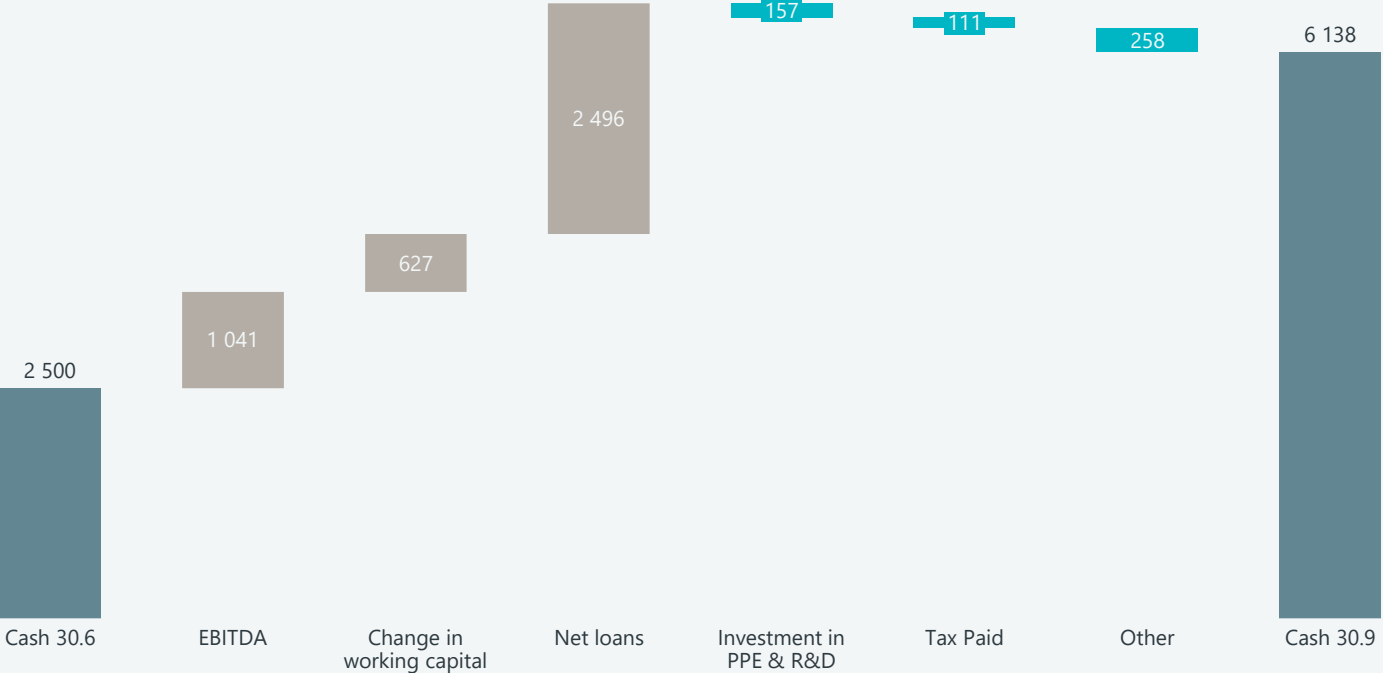
Net Cash flow from operating activities



Net interest-bearing debt



Net working capital



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Lifecycle Offerings



The preferred partner throughout the lifecycle of our customers' assets

Aftermarket business at a glance

+35

Countries

+12,000

Vessels served per year with field service and spares

+2,200

Engineers across field service, critical engineering & specialist support

+25,000

Technical support sessions (LTM)

+33,500

Spares orders handled (LTM)

+130

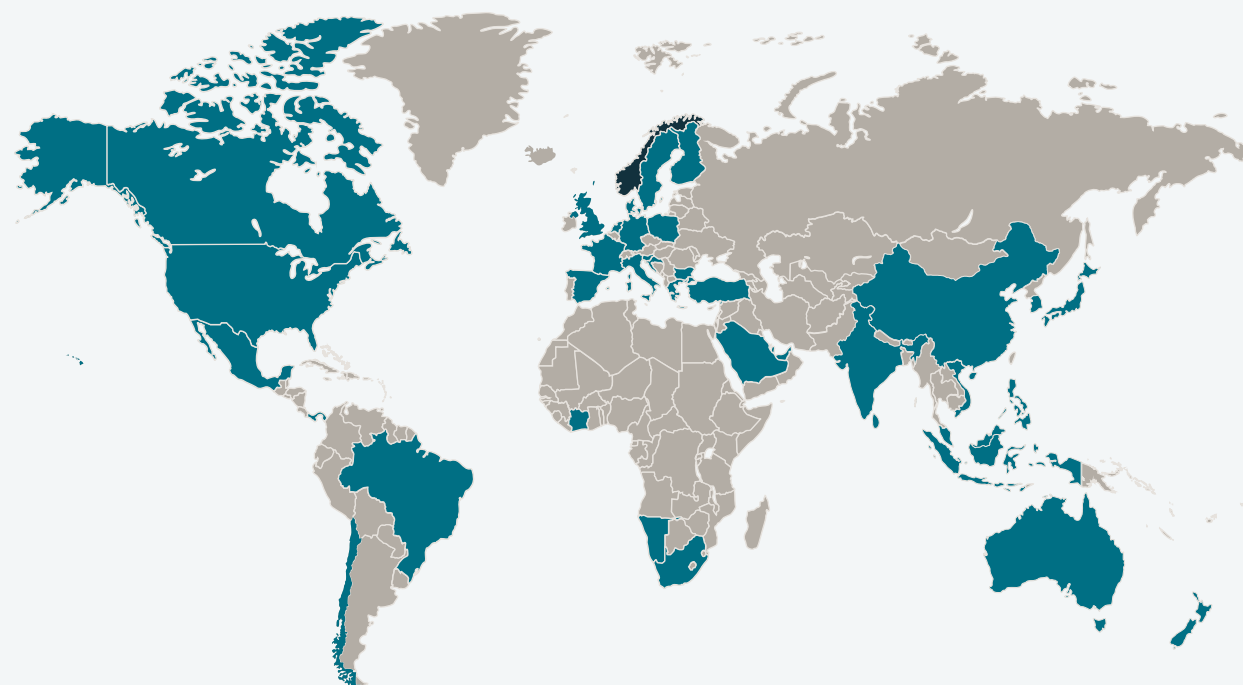
Product families served

14

Repair & overhaul workshops

21

Training centres



Serving the sailing fleet through a significant global capability

Securing uptime, operability and long-term performance

Key aftermarket activities



**Spare parts
& Logistics**



**Maintenance
& Repair**



**Lifecycle
Support**



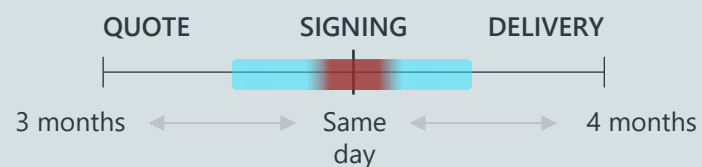
**Upgrades
& Retrofits**

Supporting customers from day-to-day operations and maintenance to major upgrades, modernisation and life extension

Aftermarket business is short-term by nature

Lead times vary across offerings, but are typically short, limiting forward visibility

Spares



Service



Projects



Short-cycle demand creates natural short-term variability, while long-term activity is supported by robust underlying demand

Structural drivers underpinning long-term demand

Aftermarket business drivers



Installed
Base



Docking
Activity



Fleet Age &
Technology
Lifecycle



Owner
Economics



Regulatory
Requirements

Structurally robust long-term demand, with natural short-term variability

Navigating complexity to deliver profitable growth

Revenue **navigated** by innovation, domain knowledge and market tailwind

Margins **anchored** by solid project execution and cost control

Propelled by disciplined financial execution

Q&A

Thank you!

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