



Kongsberg Maritime

Advancing maritime operations

Kongsberg Maritime overview
6 February 2026

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Kongsberg Maritime

Technologies for sustainable oceans

Kongsberg Maritime

A global technology partner delivering integrated
maritime solutions across the vessel lifecycle



Kongsberg Maritime

Global scale and technological depth, applied
in real-world maritime operations

Maritime technology expertise

Deep maritime domain expertise and a large installed base, delivering complex integrated systems at scale.

Full lifecycle coverage

A broad portfolio of products, services and integrated solutions, supporting both newbuild and aftermarket.

24/7 global operations

Supporting commercial, offshore and naval operations, with strong local presence worldwide.

Driving maritime transformation

Supporting more efficient and digitalised maritime operations across the industry.

Proven performance globally

~16% average revenue growth and ~24% average order backlog growth over the past five years.

Leadership

Experienced leadership with deep engineering and operational expertise



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



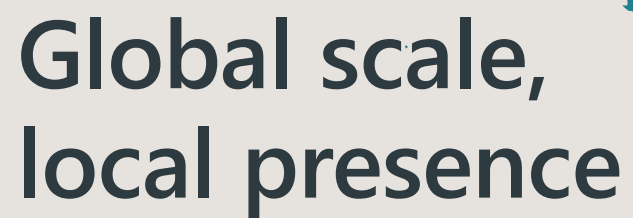
Per Håvard Siljan Hjukse
Executive Vice President
Propulsion & Handling



Alexandra Koefoed
Executive Vice President
Digital & Emerging



Jouni Raatikainen
Executive Vice President
Customer Support

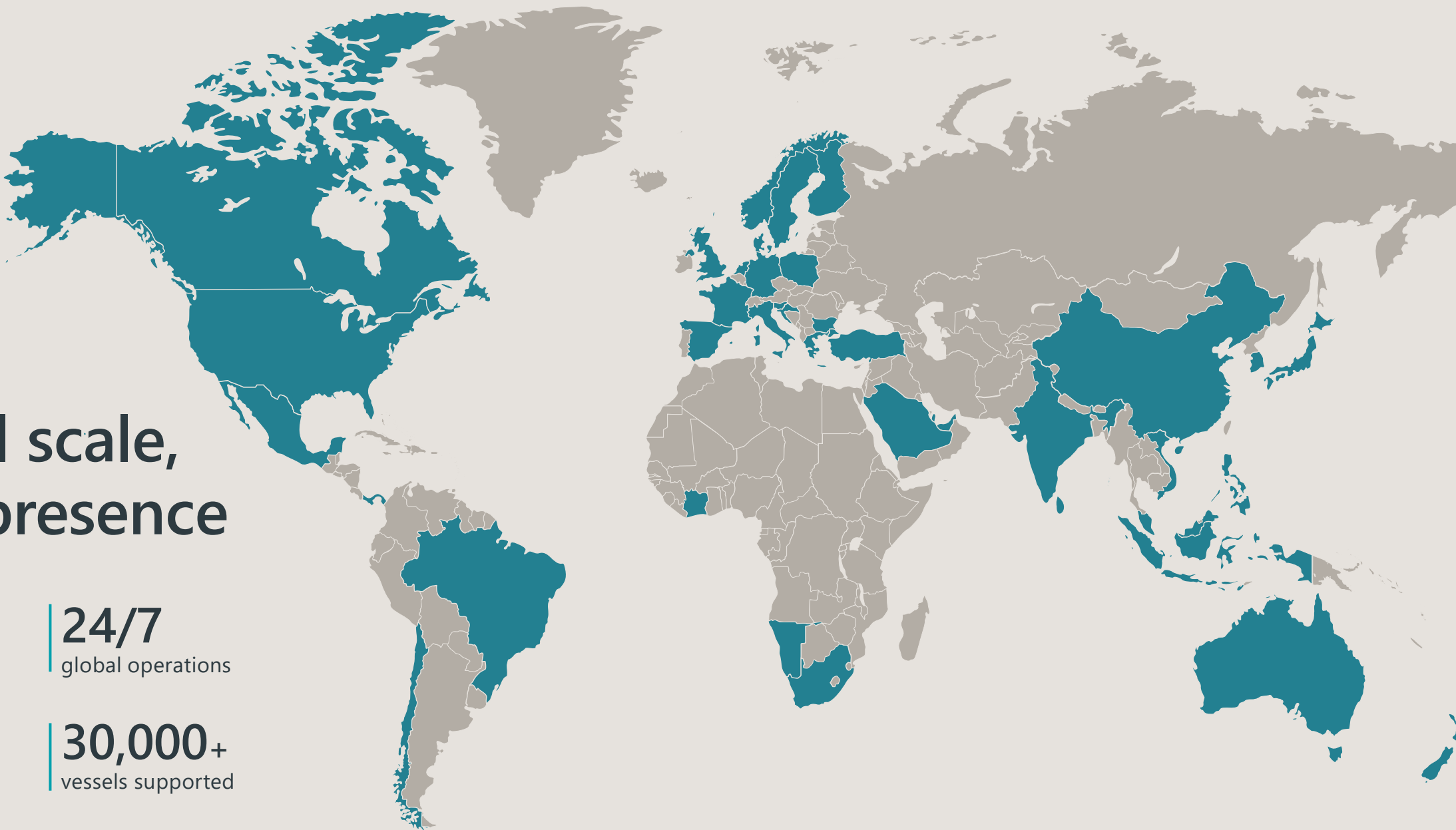


8,300
employees

24/7
global operations

53%
engineers

30,000+
vessels supported



Global network and regional focus

Regional priorities

Europe, Middle East, Africa (EMEA)

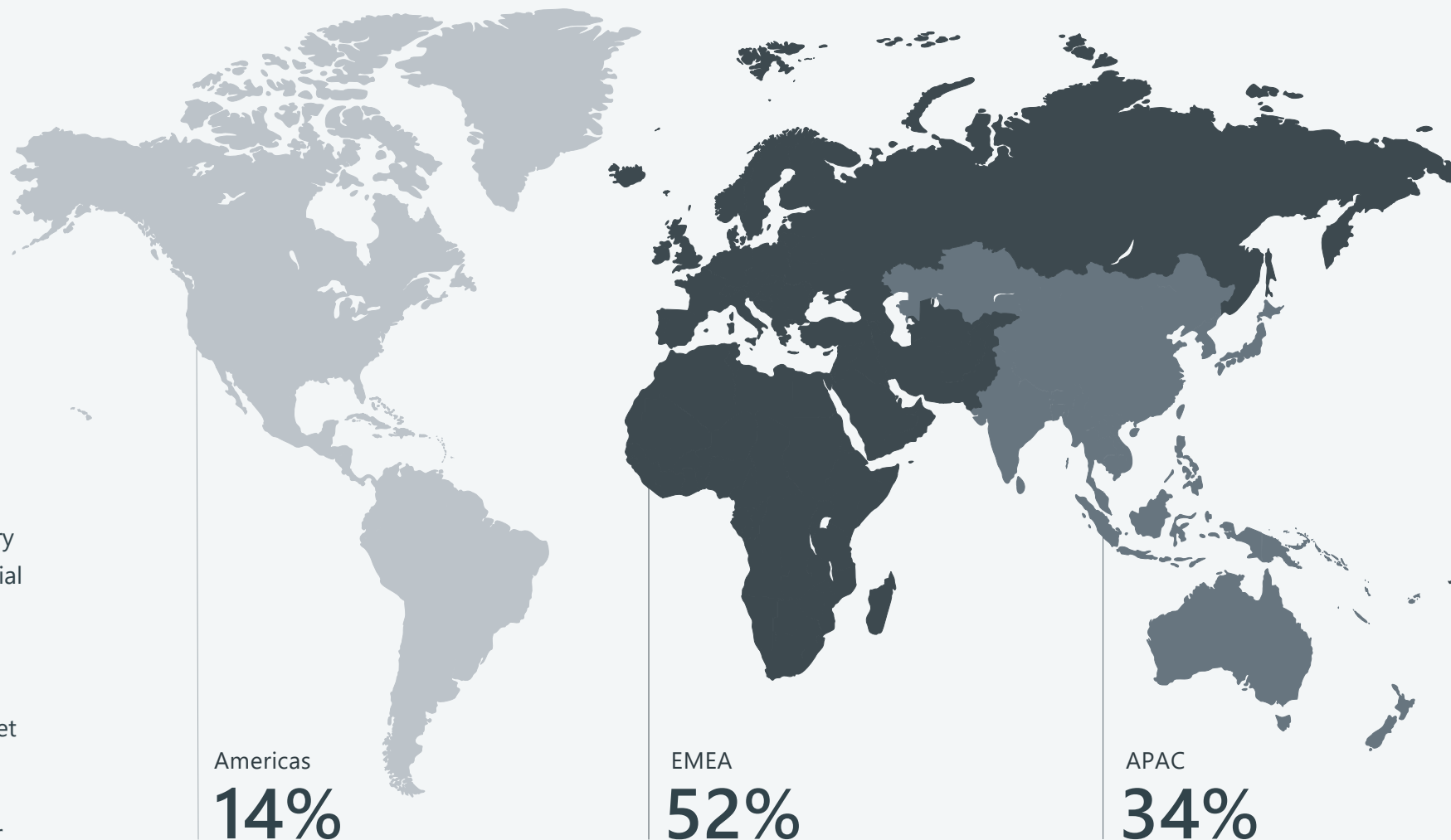
- Core competence, technology and product centres
- Growing strategic importance
- Shipowners and yards expanding

Asia-Pacific (APAC)

- Home of the largest shipyards with global ambitions
- Local presence through integrated delivery
- 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 as a key operational factor

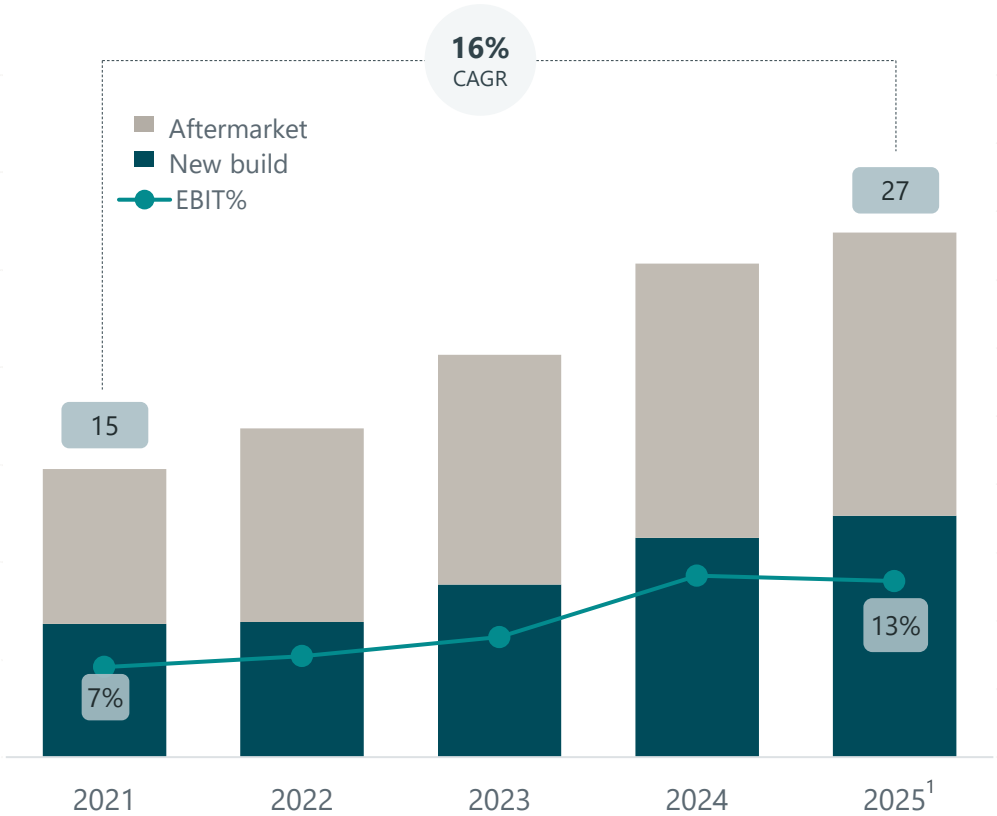


Share of revenue (2025)

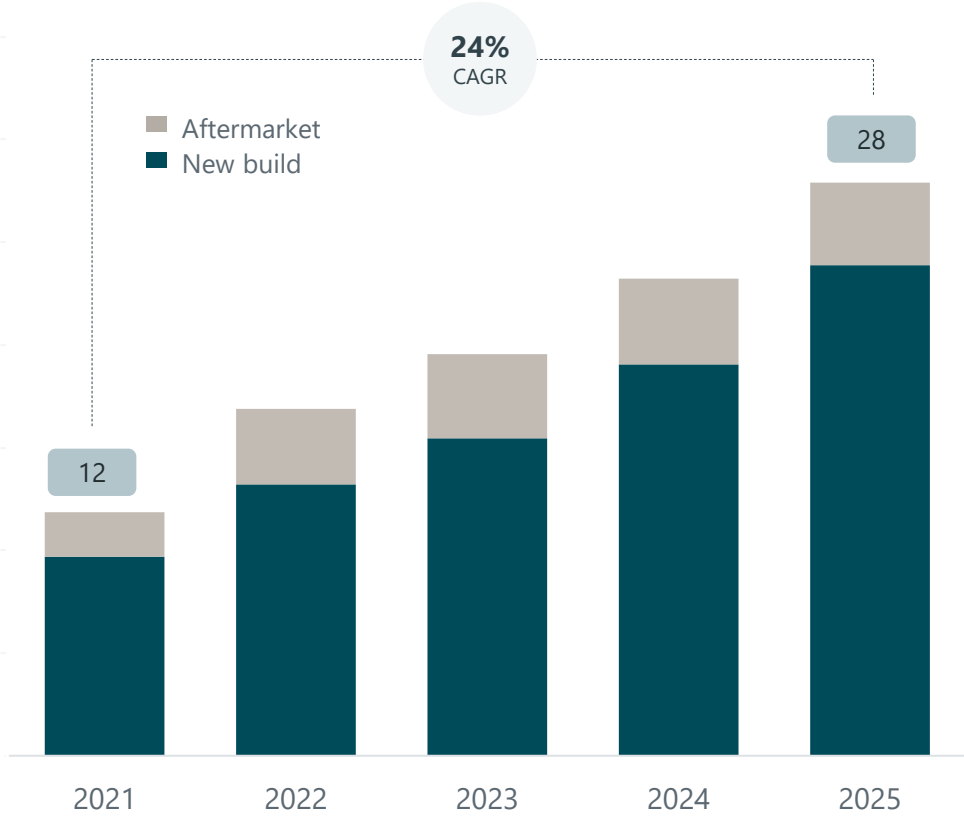
Revenue growth over time

Supported by a growing order backlog

Revenue (NOKbn) and EBIT (%)

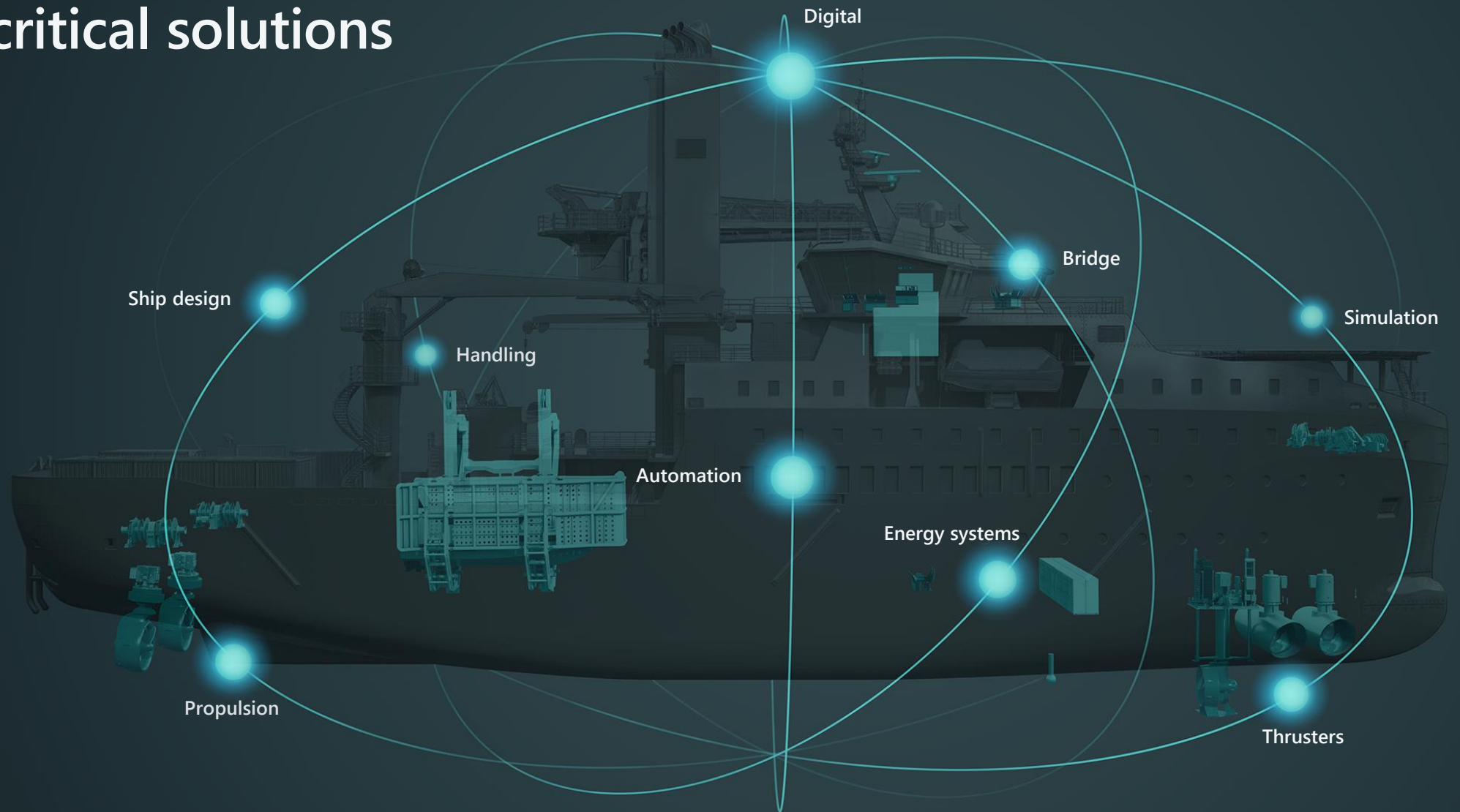


Order backlog (NOKbn)



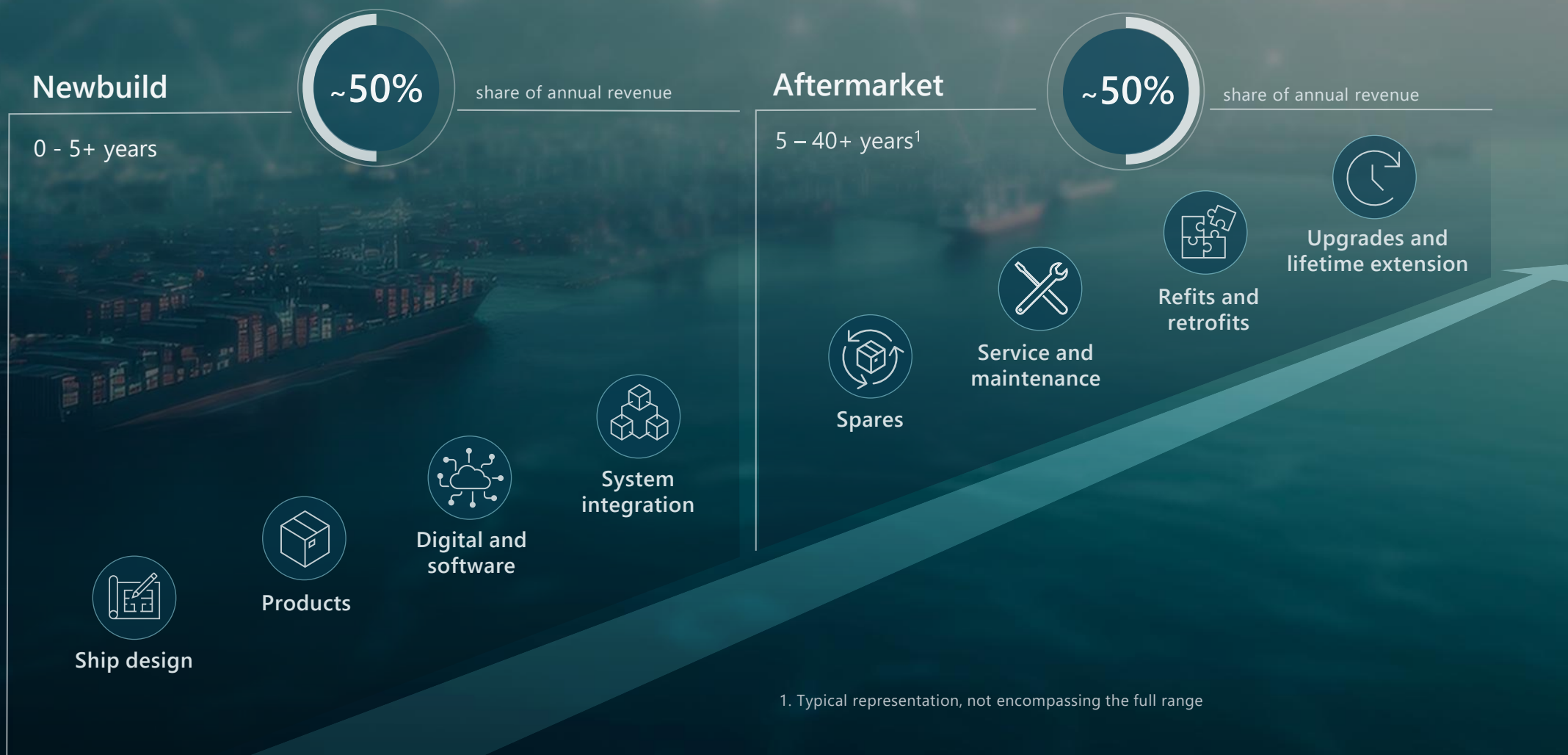
1. Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025.
Disclaimer: Historical figures may be subject to inaccuracies due to changes in business structure and internal transactions

Broad portfolio of unique and mission-critical solutions



A partner across the vessel lifecycle

From design and newbuild through operations, service and upgrades



Kongsberg Maritime

Market developments and strategic drivers



A changing maritime market



Market fundamentals

Supporting growth in both newbuild and aftermarket



More advanced vessels

Demand grows faster than the number of vessels



Structural drivers of growth

Energy optimisation, connectivity and digitalisation are key drivers, with increased activity in naval markets



Innovation and strategic focus

Supporting continued growth and performance

Across major offshore and shipping segments



Gas Carriers



Cargo

Naval &
GovernmentOffshore
Energy

Tug



Passenger



Other

Market overview

Sharp focus on energy efficiency and digitalisation

Focus on cost, energy and sustainability

Increasing defence-driven demand

Demand for new tonnage, upgrades and life extensions

Emerging electric era – upgrade demand for existing vessels

Growth market with strong cost discipline

Mixed – including fishing and special-purpose segments

Share of newbuild order intake (2025)

16%

10%

12%

39%

12%

9%

2%

Typical newbuild contract value (NOKm)¹

5 – 50

1 – 80

50 – 200

10 – 500

10 – 20

20 – 200

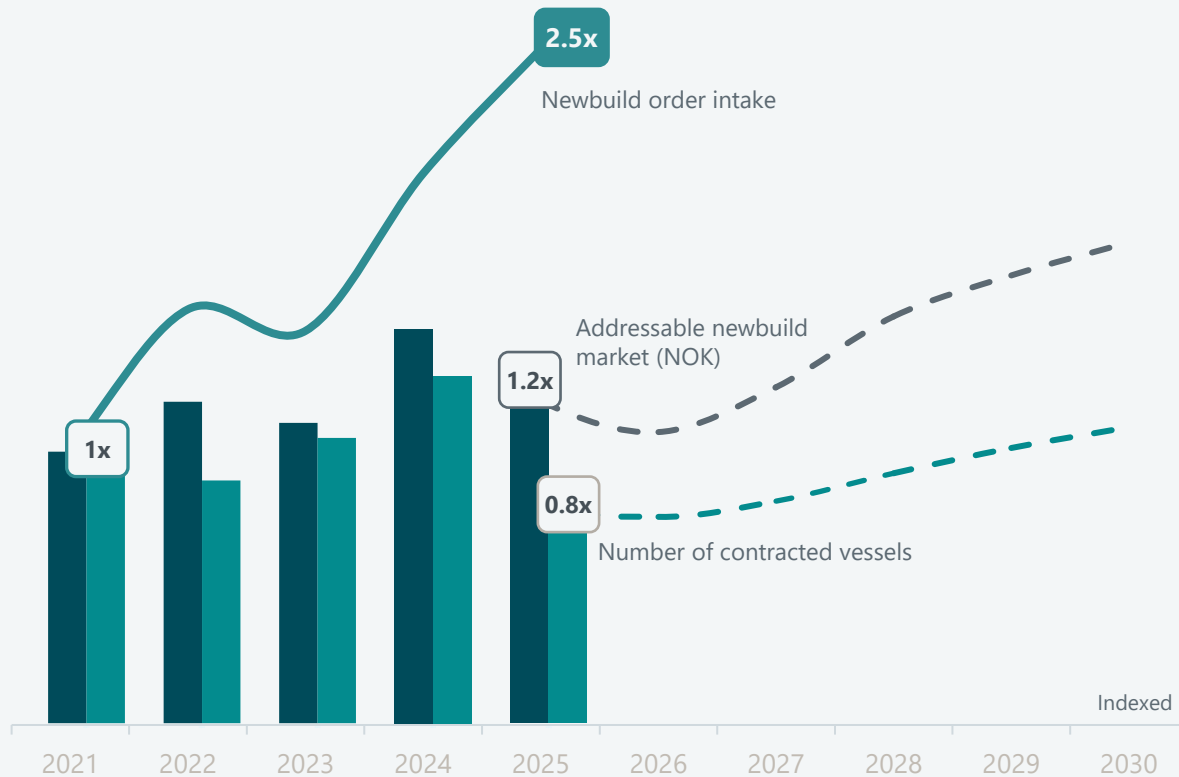
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1. Typical values. Actual range varies by scope



Growth in commercial shipping and offshore markets

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



Strong order backlog increase over the past five years

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)

Agile and consistent approach in a diversified market

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

Vessel mix supports growth

Large variations in contract value per vessel.

Increasing demand for advanced vessels

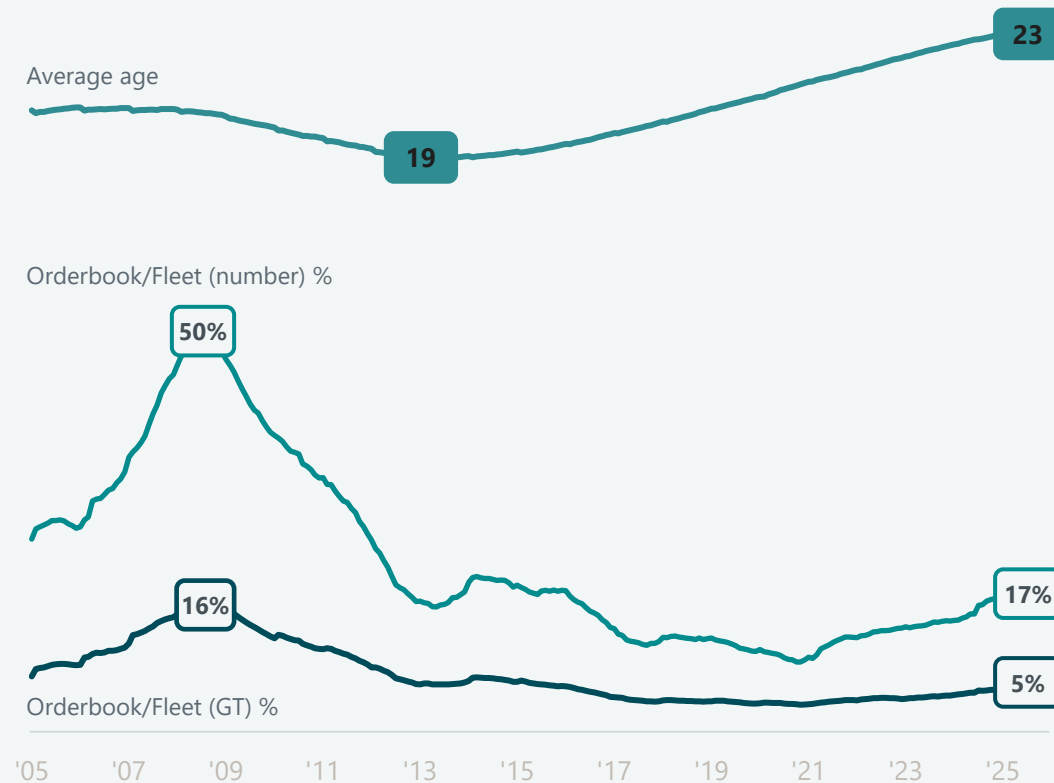
New vessels are increasingly sophisticated and require integrated digital systems, increasing scope per vessel.

Expanding the addressable market

Broader product and solutions portfolio increases value per delivery.

Installed base supports aftermarket growth

Ageing fleet and lifecycle upgrades support long-term demand



Fleet ageing and renewal dynamics are increasing aftermarket demand

More than 50,000 vessels expected to require upgrades over the next 5 years¹

to comply with regulations, with Kongsberg Maritime supporting vessels across the 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

Solutions and integration capabilities

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

Fleet data (Clarksons)

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



Naval - an evolving and growing segment

Increasing demand, broader capabilities and new operational models

1,000+ naval vessels equipped

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

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

Significant naval potential

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

Proven, cost-efficient system integration capabilities are being applied in naval applications.

Remote and autonomous operations

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

We have established capabilities in this space, with solutions already in operation, including *Reach Remote*.



Kongsberg Maritime

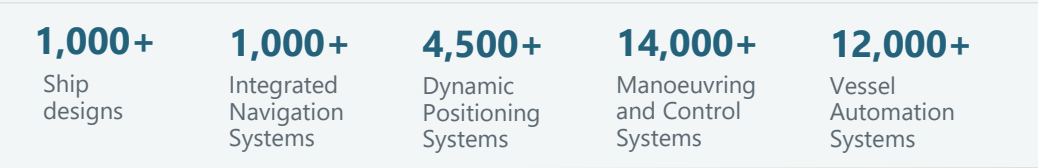
Reporting segments



Supporting efficient maritime operations

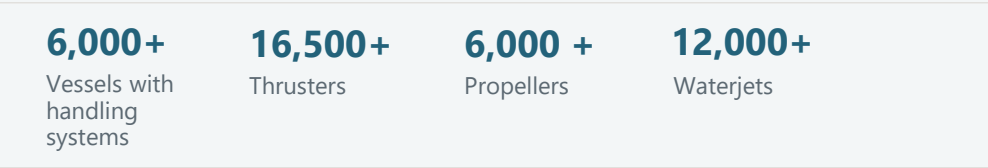
Energy & Control

- Automation, electrical systems, bridge and remote control, and integrated solutions
- Broad vessel segment exposure and strong system integration capabilities
- Electrification, hybridisation and advanced control supporting future development

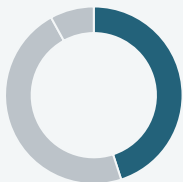


Propulsion & Handling

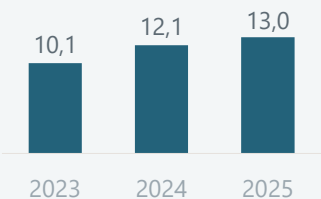
- Thrusters, waterjets, propellers and handling systems
- Deep hydrodynamic competence and a broad product portfolio for mission-critical operations
- Expansion across vessel segments, closer customer proximity, and energy efficiency improvements



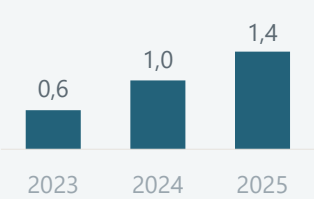
Share of revenue



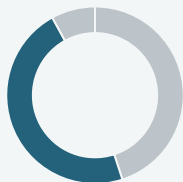
Revenue



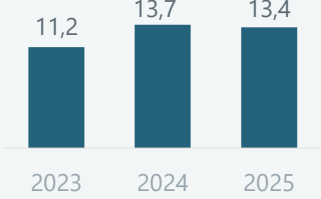
EBIT



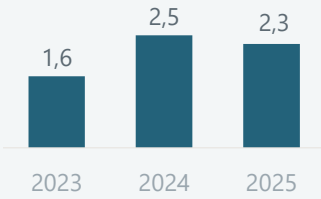
Share of revenue



Revenue



EBIT



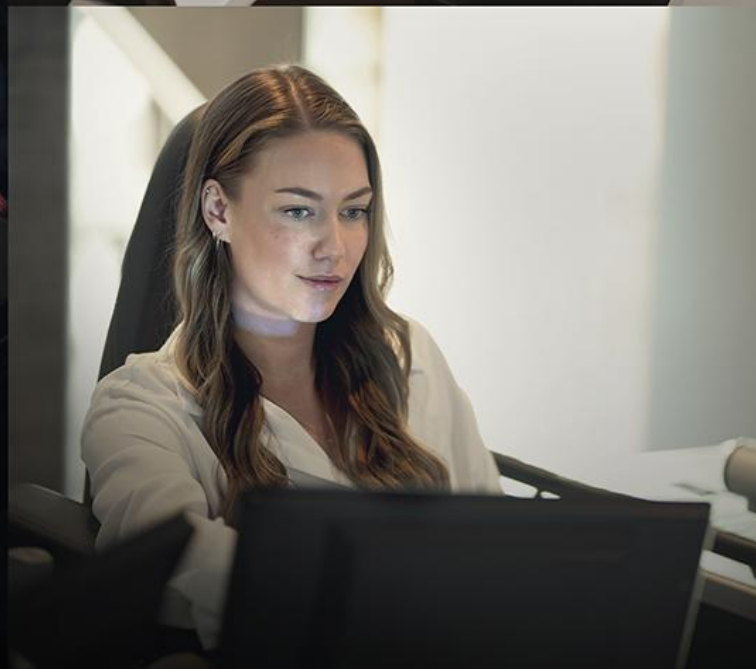
Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

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



Built on the strength and
expertise of our people.

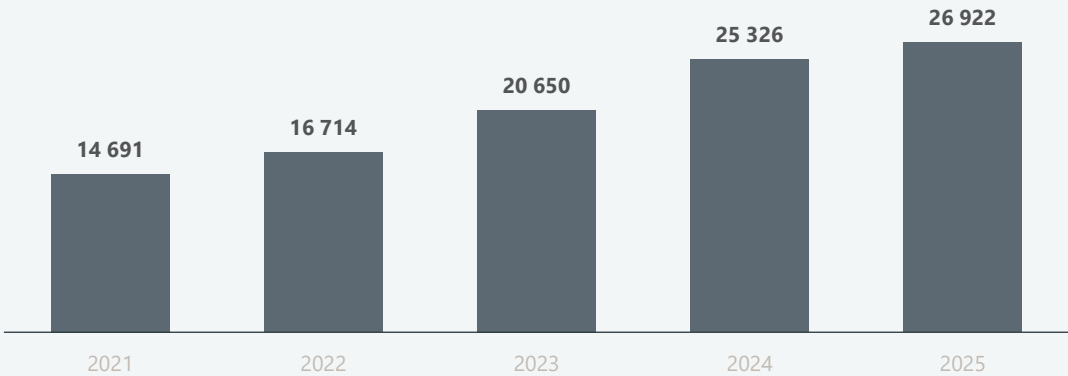
Kongsberg Maritime

Appendix

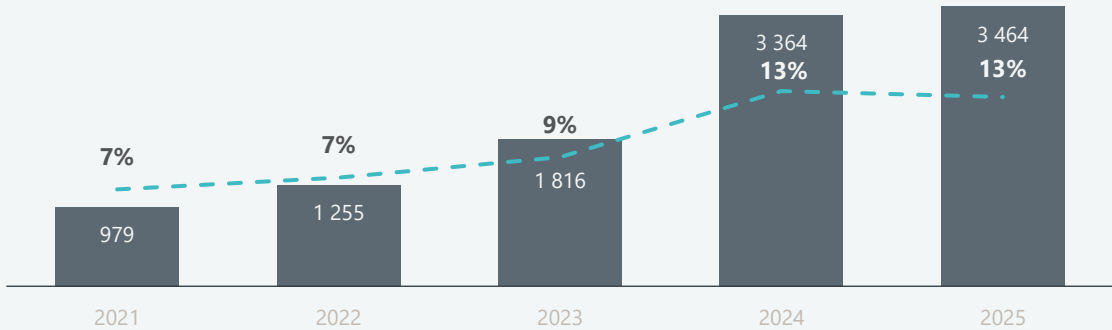


Proven growth, scale and margins

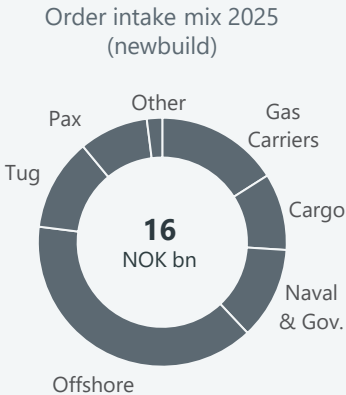
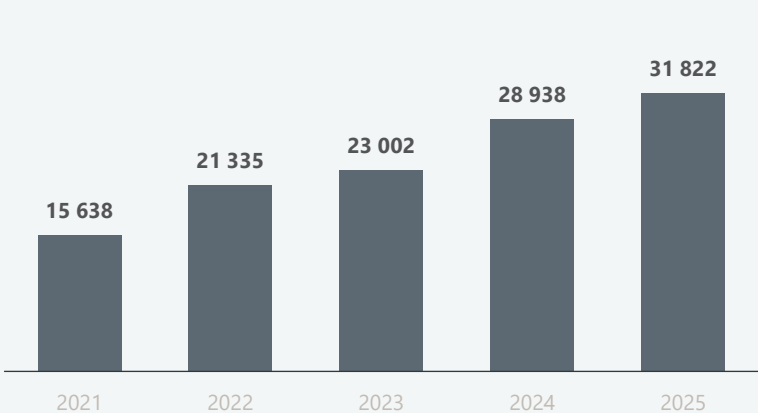
Revenue (NOK m)



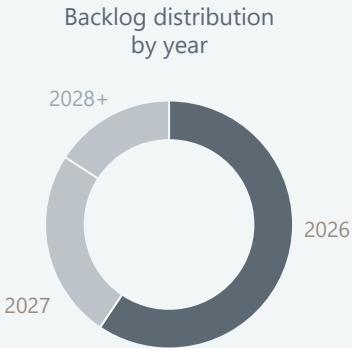
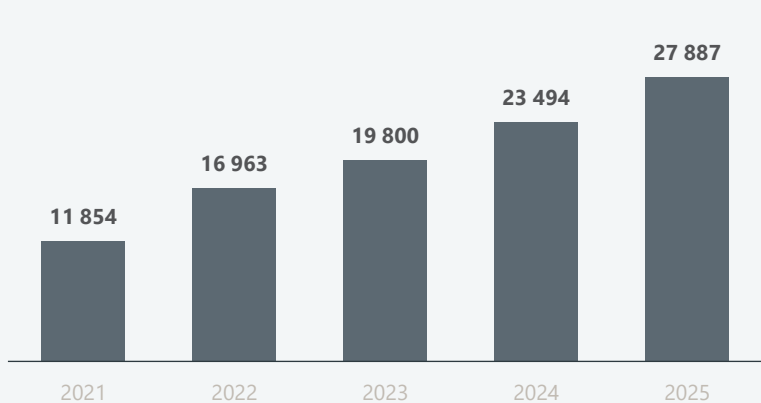
EBIT and margin (NOK m, % of revenue)



Order intake (NOK m)



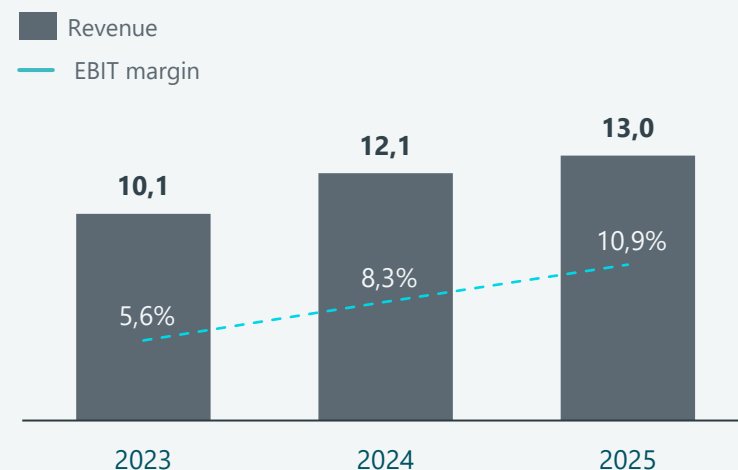
Order backlog (NOK m)



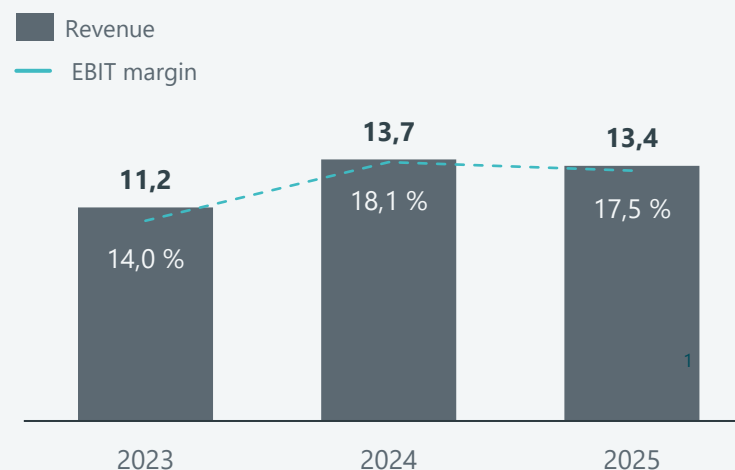
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Consistent growth and profitability across segments

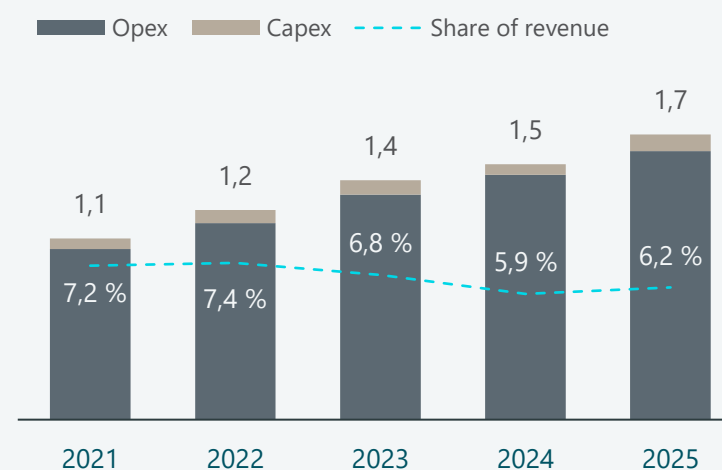
Energy & Control (NOK bn)



Propulsion & Handling (NOK bn)



R&D – Group (NOK bn, % of revenue)

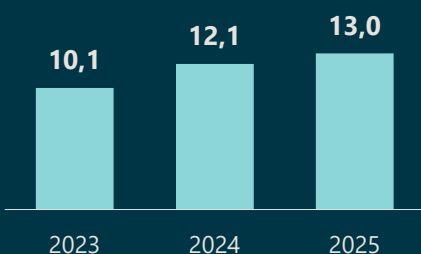


Financials exclude the gain (NOK 1.2bn) from the sale of the steering gear and rudder business effective March 2025

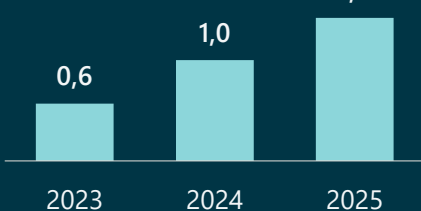
Key financials

NOK bn

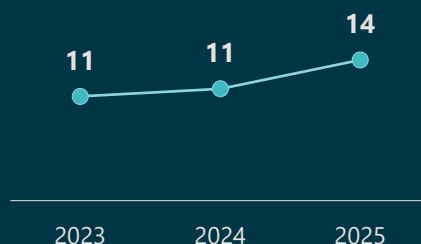
Revenue



EBIT



Backlog



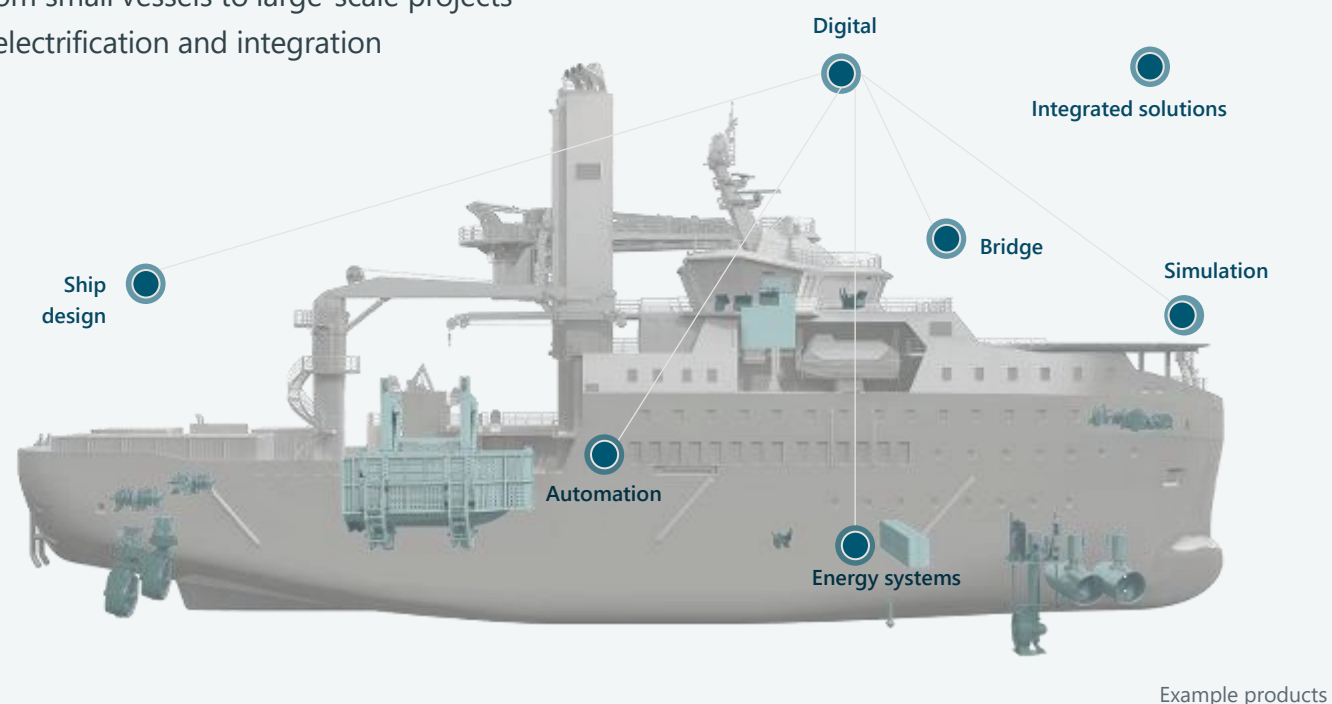
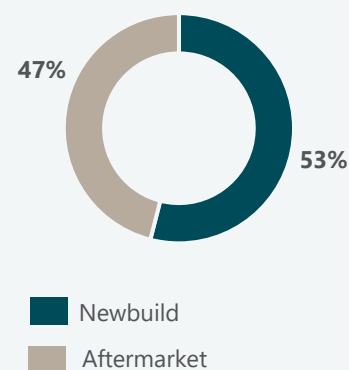
Energy and Control

Driving the automation and energy transition

- Market growth driven by increasing vessel complexity and efficiency requirements
- End-to-end energy management supporting vessel performance
- Leading provider of automation systems, with 12,000+ delivered
- Ship design and integrated solutions enabling the broader Kongsberg Maritime portfolio
- Diversified vessel exposure with strong service and engineering capabilities
- Wide range of contract sizes, from small vessels to large-scale projects
- Growth areas: energy systems, electrification and integration

Segments

Revenue by lifecycle

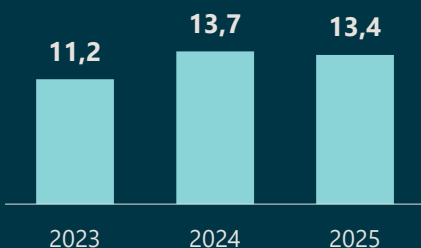


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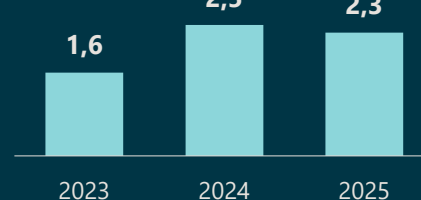
Key financials

NOK bn

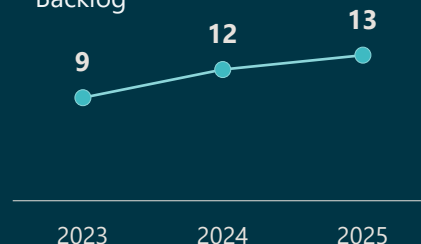
Revenue



EBIT



Backlog



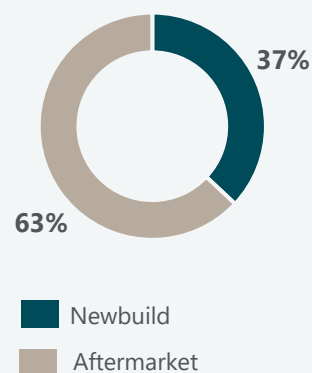
Propulsion & Handling

Leading propulsion and handling systems

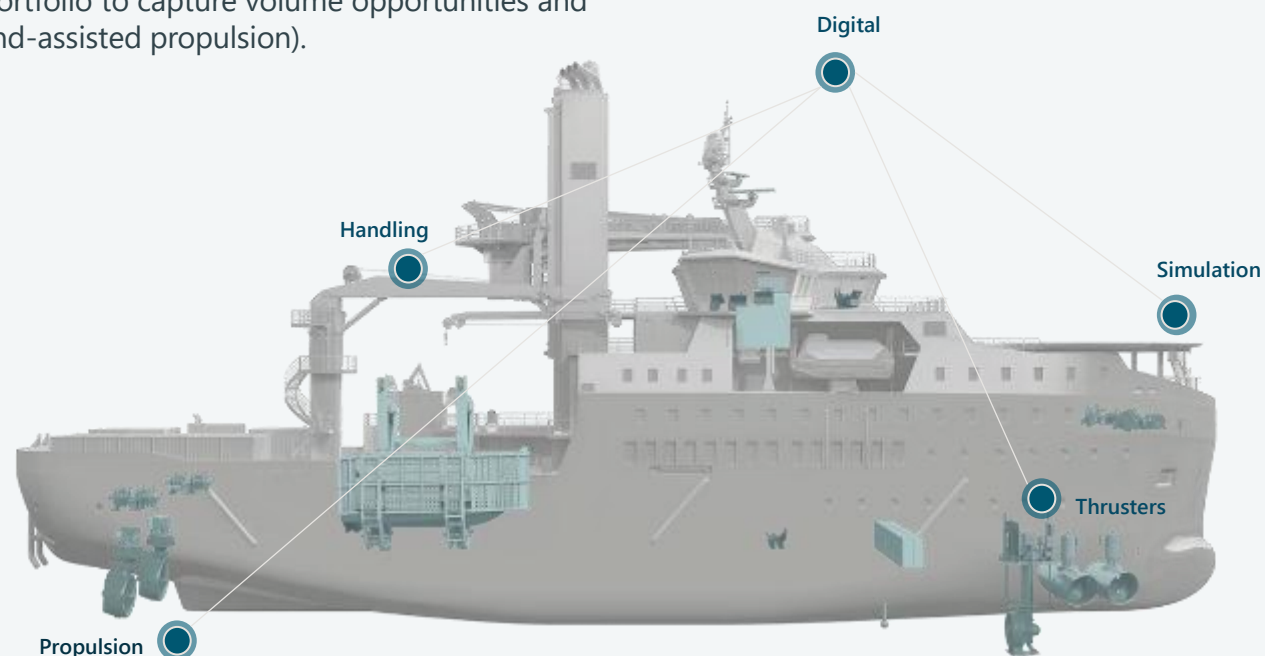
- Installed base of 6,000+ propellers and 16,500+ thrusters
- Broad propulsion portfolio, including thrusters, propellers and waterjets
- High equipment intensity and strong aftermarket spare parts deliveries
- Core vessel segments: offshore, naval, tug and special purpose
- Growth segments: naval, cargo and LNG
- Growth focus: expanding the portfolio to capture volume opportunities and energy efficiency gains (e.g. wind-assisted propulsion).

Segments

Revenue by lifecycle



■ Newbuild
■ Aftermarket



Example products

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

Thank you

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