

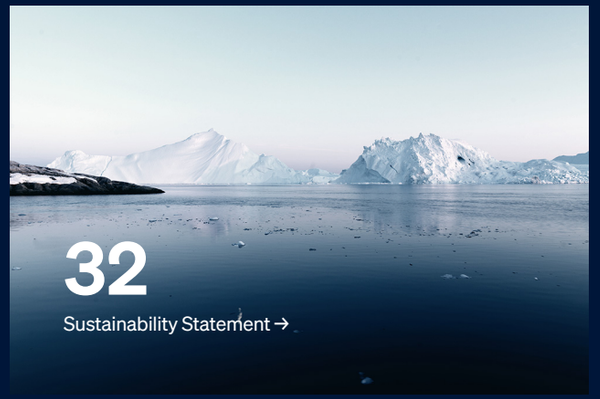
KONGSBERG

Annual Report 2025









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* Chapter 1 and 2 constitute the 2025 Report of The Board of Directors.

Explanation for the annual report

On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA approved the plan to demerge Kongsberg Maritime from KONGSBERG and to list the company on Euronext Oslo Stock Exchange. The demerger was approved by the Extraordinary General Meeting on 22 January 2026. The plan is to list Kongsberg Maritime ASA as an independent company on 23 April 2026.

In accordance with applicable accounting regulations, Kongsberg Maritime is presented in the annual financial statements (chapter 3) as a discontinued operation, separate from continuing operations in the income statement, and as assets and liabilities held for distribution in the balance sheet. See Note 2 Basis for preparation of the consolidated financial statements and Note 4 Discontinued operations and held for distribution for a more detailed description of how Kongsberg Maritime is included in the financial statements and notes.

Kongsberg Maritime has been part of KONGSBERG throughout 2025, and chapters 1 and 2 of the report therefore include Kongsberg Maritime in the description of KONGSBERG in both figures and narrative unless otherwise specified.

Chapters 1 and 2 constitute the Board of Directors' Report for 2025.

Chapter 1

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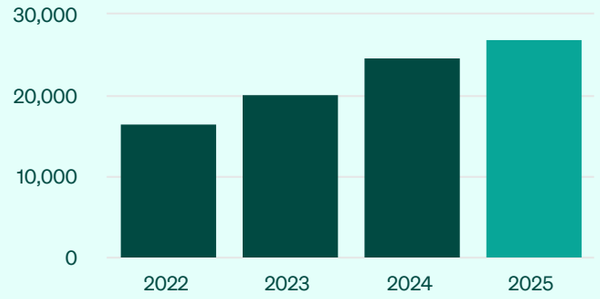
Key figures 2025

	2025[2]	2024[2]	The numbers includes business held for distribution									
			2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Sales												
Operating revenues	31,562	24,648	58,599	48,872	40,617	31,803	27,449	25,612	23,245	13,807	14,490	15,845
Order intake	56,750	59,563	87,595	87,809	65,401	45,150	40,979	28,818	31,413	15,879	13,430	14,319
Order backlog	129,683	104,617	157,419	127,893	88,550	63,256	49,535	35,947	32,347	16,707	15,629	16,914
Book-to-bill ratio	1.80	2.42	1.49	1.80	1.61	1.42	1.49	1.12	1.35	1.15	0.90	0.90
Performance												
EBITDA[1]	5,876	4,180	11,024	8,028	6,037	4,602	4,086	3,250	2,113	1,126	1,092	988
Earnings before interest and taxes (EBIT)[1]	4,694	3,197	9,296	6,507	4,600	3,309	2,862	1,905	1,029	701	585	462
Earnings before taxes (EBT)	5,333	3,377	9,857	6,584	4,675	3,497	2,922	1,855	833	780	654	729
Earnings after tax	7,922	5,144	7,922	5,144	3,715	2,809	2,290	2,932	717	704	559	651
Profitability												
EBITDA %	18.6%	17.0%	18.8%	16.4%	14.9%	14.5%	14.9%	12.7%	9.1%	8.2%	7.5%	6.2%
EBIT %	14.9%	13.0%	15.9%	13.3%	11.3%	10.4%	10.4%	7.4%	4.4%	5.1%	4.0%	2.9%
Balance												
Equity	23,212	19,269	23,212	19,269	16,465	13,744	13,618	13,301	12,810	12,626	7,365	6,725
Equity ratio %	28.1%	27.8%	28.1%	27.8%	30.9%	31.8%	34.6%	33.9%	32.8%	45.7%	35.6%	31.7%
Net interest-bearing debt	(14,830)	(9,604)	(14,892)	(9,604)	(1,085)	466	(5,668)	(3,949)	(1,565)	(5,706)	384	2,195
Working kapital[1]	(13,511)	(7,241)	(11,987)	(7,241)	(445)	565	(2,003)	(458)	17	(14)	955	2,533
Roace[1]	100.9%	44.6%	94.6%	46.8%	30.3%	33.9%	32.7%	20.8%	10.0%	12.5%	9.1%	8.2%
Employees												
Number of employees	7,586	6,852	16	14,629	13,341	12,187	11,122	10,689	10,893	6,842	6,830	7,159
Number of reported injuries per million hours worked (TRI)			0.8	2.2	1.9	2.0	2.2	1.7	2.3	1.6	3.2	3.5
Number of lost time days per million hours worked (ISR)			10.5	19.1	14.3	12.7	30.0	21.2	31.4	17.6	16.2	32.0
The environment												
Energy consumption (GWh)			177.8	183.6	174.4	170.0	170.7	149.9	159.6	131.2	124.4	122.8
CO2 emissions (metric tonnes, scope 1 and 2)			19,890	23,544	29,979	52,063	55,503	52,110	56,229	11,120	10,735	10,901
Total waste (metric tonnes)			7,384	6,597	6,370	5,801	4,586	7,420	7,830	1,888	1,884	1,986
Owners' value												
Market capitalisation			227,467	225,180	81,874	73,691	51,146	31,714	24,839	21,167	18,120	14,940
Earnings per share after tax (EPS) in NOK			9.04	29.14	21.08	15.64	12.06	16.08	3.89	5.58	4.62	5.44
P/E in NOK			28.61	43.93	22.08	26.57	23.71	10.82	34.64	30.20	32.70	22.95
Dividend per share in NOK[4]			5.70	22.00	14.00	12.00	15.30	8.00	12.50	2.50	3.75	3.75

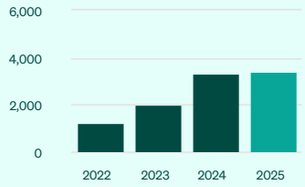
1. For definitions, see the section Alternative Performance Measures and Definitions.
2. The figures are excluding discontinued business.
3. Profit, order intake, and order backlog for 2018 and 2019 have been adjusted for operations divested in 2020. Corresponding figures for earlier years have not been adjusted.
4. On 7 May, the General Meeting approved a share split with a split ratio of 1 share into 5 shares. due to this the dividend per share for 2025 will be lower, because the number of shares are higher than previous years

Kongsberg Maritime

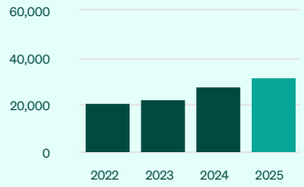
Operating revenues



EBIT



Order intake



8,151

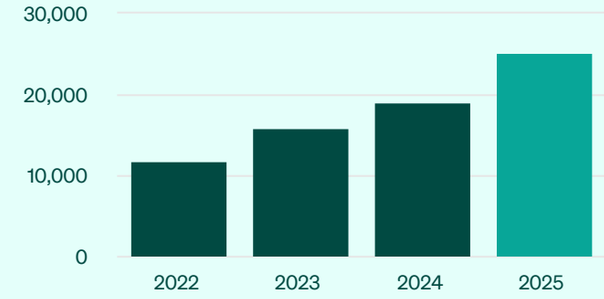
Number of employees

34

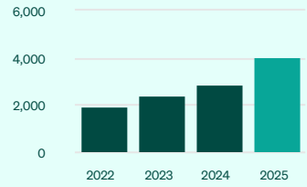
Present in number of countries

Kongsberg Defence & Aerospace

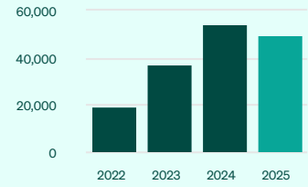
Operating revenues



EBIT



Order intake



5,271

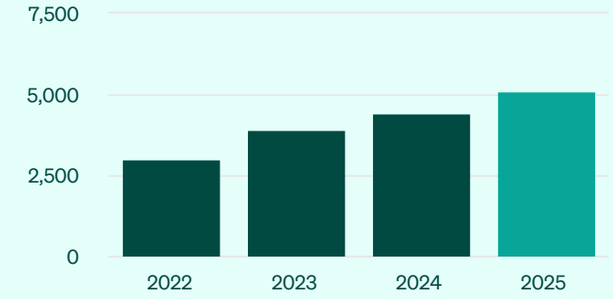
Number of employees

20

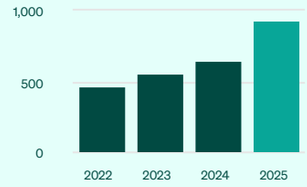
Present in number of countries

Kongsberg Discovery

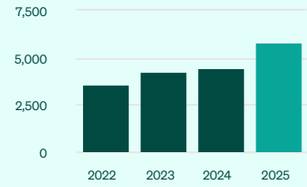
Operating revenues



EBIT



Order intake



1,376

Number of employees

7

Present in number of countries

A strong foundation for the years ahead

2025 was another strong year for KONGSBERG, marked by solid revenue growth, robust profitability, and high activity across all business areas. Demand for our solutions remained strong among both defence and civilian customers, driving substantial order intake and a resilient order backlog. In a global landscape shaped by rising geopolitical tension, heightened security needs, and rapid technological change, our performance underscores the relevance of our portfolio and our ability to deliver solutions that meet critical customer requirements.



Geir Håøy
President & Chief Executive Officer
Kongsberg Gruppen ASA

All business areas reported higher operating revenues compared to the previous year. Growth was driven by increased deliveries of missiles, air defence systems, and other defence technologies, continued high activity within maritime newbuilding and aftermarket services, and strong demand for subsea and sensor-based solutions. The breadth of our activities, combined with a historically long order horizon, has made KONGSBERG more resilient to short-term market fluctuations and well positioned for long-term value creation.

At year-end 2025, our order backlog stood at a record NOK 157 billion. This underlines the strong confidence placed in KONGSBERG across our markets. At the same time, we view this position with a strong sense of responsibility for delivering on the commitments we have made to our customers.

The defence market remained particularly strong in 2025. Several countries made significant investments in air defence, naval systems, and secure communication solutions. During the fourth quarter, we signed a number of important contracts with customers in Norway, Denmark, Sweden, Germany, Japan, the Netherlands, and the United States. These included additional deliveries of air defence systems, missiles, coastal defence systems, remote weapon stations, submarine combat and navigation systems, and communications. Together, these contracts highlight the trust placed in KONGSBERG as a long-term partner for national defence and security.

To meet growing demand, we continued to invest in increased capacity and industrial capability. During the year, we progressed major expansion initiatives in several markets and prepared further investments to support higher production volumes and shorter delivery times. Beyond capacity expansion, we made significant investments in product development. Together with strategic partnerships and technological collaboration, this strengthened innovation across the portfolio.

In the maritime and ocean domains, demand for energy-efficient, advanced, and digitally enabled solutions remained strong. Despite lower overall vessel ordering compared to the previous year, the composition of the order book continued to develop favourably, with a higher share of advanced vessels and systems.

The maritime industry is undergoing one of the most significant transformations in its history. Three drivers dominate: decarbonization, digitalization and automation. Regulations and governmental requirements are accelerating the shift toward lower-emission fuels and more energy-efficient vessel designs. At the same time, digital technologies such as data integration, remote operations and AI-driven optimization are redefining performance, safety and lifecycle management. This development is favourable for Kongsberg Maritime.

In 2025, we continued our efforts to build competence in sustainability work across our business areas. This was important to ensure higher quality environmental and climate data, strengthen ownership of the transition within the business areas, and reinforce our position as a preferred partner in the energy transition. Over the course of the year, all business areas either initiated or completed their own transition plans, which will help improve the quality and pace of our sustainability work, both internally and in our engagement with customers.

In October, we proposed a new corporate structure to strengthen KONGSBERG's long-term positioning. To further consolidate KONGSBERG's position within these substantial opportunities, we assessed that focused and specialized businesses will be best suited. As a result, it was proposed that Kongsberg Maritime be listed as an independent maritime technology company. Furthermore, Kongsberg Defence & Aerospace and Kongsberg Discovery will be consolidated into a single technology- and defence-focused KONGSBERG. The separation of Kongsberg Maritime was approved by the Group's extraordinary general meeting in January 2026.

As I conclude my time as President and CEO of KONGSBERG, I would like to express my sincere thanks to all colleagues across the organisation for their commitment and dedication. I am also grateful to our Board, our customers, partners, suppliers, and owners for the trust and cooperation that have characterised our work together.

It has been a privilege to lead KONGSBERG through a period of significant development and change, and I am confident that the two new companies are well positioned to create long-term value in a world where security and technology, together with responsibility, are high on the agenda.

“It has been a privilege to lead Kongsberg Gruppen through a period of significant development and change.

This is KONGSBERG

KONGSBERG is an international technology company that delivers advanced, sustainable and reliable solutions that contribute to safety and efficiency in complex operations under extreme conditions. We collaborate with global players in the defence, energy, maritime, fisheries and aerospace industries.

The extraordinary general meeting in January 2026 approved the demerger of Kongsberg Maritime as an independently listed company. This demerger entails that the maritime business will continue as a separate entity, while the remaining KONGSBERG will be further focused and positioned as a global defence and technology company.



Kongsberg Maritime is a leading technology partner to the maritime industry. From advanced offshore vessels to cruise ships, and from fishing vessels to complex marine vessels, we strengthen the entire maritime industry with cutting-edge technology and solutions.

Together with customers and research partners, we solve technological challenges in new markets and make smart improvements to existing fleets and offshore installations. Customers include, among others, shipyards, shipowners, and operators across the various maritime segments, as well as research institutions and other public entities.



Kongsberg Defence & Aerospace's solutions protect people and critical infrastructure in countries around the world. Our defence systems in air defence, surveillance, tactical communications, weapon stations and missiles are at the forefront of development, helping to strengthen countries' ability to defend themselves against external threats. We are a growing player in space exploration, where we deliver microsatellites and solutions for maritime surveillance. Key customers include governments, defence organisations and militaries in Europe, the United States and NATO countries, along with commercial aviation customers.



Kongsberg Discovery develops technology to ensure sustainable management of ocean resources, monitor climate change and critical infrastructure, and safeguard national security. The technology and solutions are applied in areas such as offshore operations, fisheries, ocean research, maritime operations, sea-based energy production, as well as naval defence. Products include sonars, underwater communication equipment, positioning systems and autonomous vehicles. Customers include businesses within offshore operations, fisheries, marine research, maritime operations, offshore energy production and the navy.

Vision and purpose

OUR VISION

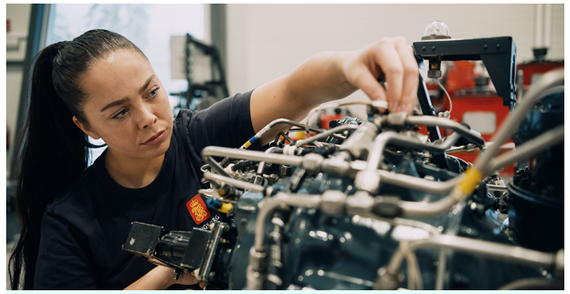
WORLD CLASS –
through people, technology
and dedication

Our purpose is to protect people and the planet by innovating technology today, for a better tomorrow, in collaboration with companies and nations.

Protechting people and planet

Our values

Our values describe KONGSBERG's identity and how our organisation and we as individuals conduct. At KONGSBERG, values are regarded as an integral part of the business operations, and we expect all employees to live up to the prevailing standards.



→ Determined

What we start, we finish. We don't give in.

We are known for our drive and persistence. We work hard to support our customers' missions and to meet stakeholder's expectations. We set ambitious goals where our purpose is to make a difference for people and the planet.



→ Innovative

We relentlessly pursue improvements, new ideas and new solutions.

We have been an industrial pioneer for more than 200 years. On our journey we have always pursued improvements and redefined the standards of excellence in everything we do. We are dynamic by heart and being curious lies in our very core. We constantly strive to create value for our customers, shareholders and the society at large by pushing boundaries of what is possible.



→ Collaborative

We collaborate as individuals and as an organisation.

Our collaborative and inclusive behaviour is fundamental to our business. We work closely with our customers and share knowledge with our colleagues, suppliers and partners across the globe - to the benefit of our customers and our own competitiveness. Our people are our most valued asset, and we pride ourself to attract and develop world class employees. We are ONE KONGSBERG, making the impossible possible by performing together.



→ Reliable

We are reliable people. We are responsible citizens.

Our customers and partners can trust us to deliver - always. We are an organisation characterised by our corporate responsibility, integrity, and concern for health, safety and the environment. We are a part of the solution - proudly creating products for a safer and more sustainable future.

Board of Directors



Eivind Reiten
Chair of the Board



Per A. Sørlie
Deputy of the Board



Kristin Færøvik
Member of the Board



Merete Hverven
Member of the Board



Morten Henriksen
Member of the Board



Kjersti Rød
Employee-elected member of the Board



Rune Fanøy
Employee-elected member of the Board



Oda Ellingsen
Employee-elected member of the Board*



Vegard Ryen Skullerud
Employee-elected member of the Board

**Oda Ellingsen resigned from the Board on 7 May 2025. Vegard Ryen Skullerud was elected on 31 March 2025 and joined the Board on 7 May 2025.*

Corporate Executive Management 2025



Geir Håøy
President & CEO



Mette Toft Bjørgen
Group EVP & CFO



Even Aas
Group EVP Public Affairs & Communication



Iver Christian Olerud
Group EVP Corporate Development



Christian Karde
Group EVP General Counsel & Chief of Staff



Lisa Edvardsen Haugan
EVP KONGSBERG & President Kongsberg Maritime



Eirik Lie
EVP KONGSBERG & President Kongsberg Defence & Aerospace



Martin Wien Fjell
EVP KONGSBERG & President Kongsberg Discovery

Strategy and ambitions

Security and sustainability are high on the international agenda, influencing the markets in which KONGSBERG operates. This has contributed to strong growth over the past decade, and it will continue to create growth opportunities going forward. In 2025, KONGSBERG decided to separate Kongsberg Maritime and list the company as an independent maritime technology company. At the same time, Kongsberg Defence & Aerospace and Kongsberg Discovery are being brought together into a single technology- and defence-oriented KONGSBERG. With this structure, both businesses gain a clearer strategic direction and better conditions for execution and continued growth in their respective markets.

A more focused portfolio

KONGSBERG will refine its position as a supplier of advanced technology within defence, security, space, digitalisation and industrial solutions. By separating Kongsberg Maritime, the portfolio becomes less complex, freeing up capacity and capital to strengthen our competitive advantages and develop new growth areas.

More focused strategic direction

Our strategic direction is built on long-term value creation, technological development, and responsible contribution to society. With Kongsberg Maritime as a standalone company, KONGSBERG is taking a strategic step that strengthens its position as a globally leading technology and industrial competence environment. The separation makes the Group more focused and better equipped to deliver strong and profitable growth in the years ahead.

Strengthened operational agility

The separation creates a more streamlined Group with faster decision-making processes and improved ability to scale solutions in both new and established markets. It also increases our capacity to seize opportunities in growth segments such as defence modernization, advanced sensor platforms, satellite-based services, and industrial software.

The key priorities going forward are:

Focused investment in core areas

We are strengthening our position within defence and security technology, space systems, and industrial digitalization solutions. These are areas with significant global demand and strong market prospects.

Targeted investments and innovation

With a more focused portfolio, we are increasing our ability to invest in technology that delivers the greatest strategic impact – from autonomy and sensors to software-based platforms and data intelligence.

Partnerships and ecosystems

Collaboration with customers, authorities, academia and industry partners is an important part of KONGSBERG's strategy. This strengthens our ability to develop solutions that enhance safety, efficiency and sustainability across the sectors in which we operate.

Sustainability as a competitive advantage

Sustainability is an integrated part of the Group's strategy. Responsible use of resources and a focus on societal security are important elements of our technology development.

Risk and Risk Management

At KONGSBERG, risk management is an integral part of our daily operations and an important tool for ensuring the long-term achievement of our ambitions. We work continuously to identify and mitigate potential threats, while actively seeking opportunities that can strengthen our competitiveness. KONGSBERG applies a holistic approach to risk and risk management, supported by systems and processes that ensure effective management of risk across the Group.



KONGSBERG views risk management as an opportunity to promote innovation and continuous improvement. Through systematic identification and analysis of risks, we are able to remain flexible and adaptable in response to market developments, geopolitical shifts and technological advancements. We believe that effective risk management not only helps protect the business from potential threats, but can also provide a competitive advantage.

The Board monitors the Group's overall risk landscape through quarterly risk reporting. This reporting is based on input from the business areas and helps ensure transparency, structure and consistent reporting across the Group.

Follow-up of the operational portfolio is carried out through effective and structured project management and continuous monitoring of ongoing projects. At the same time, training and further development within project management are prioritised across the business areas. This supports continuous improvement and efficiency gains, with the aim of strengthening future competitiveness and operational performance.

KONGSBERG is in a phase of significant growth and is actively working to secure delivery commitments through close follow-up of the supply chain, expansion of production capacity, process efficiencies, and ensuring access to critical competence. The Group has made substantial investments in increased production capacity and is conducting active recruitment campaigns targeting universities and professional environments to secure the necessary expertise.

KONGSBERG operates in a global market for high-technology systems and solutions and maintains an active understanding of the markets and environments in which we operate. Clear processes for managing risk are therefore essential, particularly in situations where external conditions may change rapidly. Many of these risks lie outside the Group's direct control, but we work systematically to understand how changes in the external environment affect our operations and what measures should be implemented.

The Group's deliveries are primarily directed toward customers in the maritime and defence markets, where market risk may vary between these segments. At the same time, significant international presence and global dependencies make the Group vulnerable to factors affecting international trade, security, political developments, currency fluctuations, and the global economy. In recent years, the geopolitical situation has led to frequent changes in tariff rates. KONGSBERG conducts global transactions related to both sales and supply chains, which exposes the Group to such changes. To mitigate this risk, KONGSBERG has established a proactive approach to risk management, where global events are continuously monitored and potential consequences assessed. A dedicated team works across business areas to coordinate measures and build experience and expertise from the Group's global operations. KONGSBERG is also exposed to financial uncertainty through currency risk, interest rate risk, credit risk, and liquidity risk. The Group's financial risk is managed centrally in accordance with guidelines set by the Board of Directors in the Group's financial policy. Financial risk management is described in more detail in note 3 to the annual financial statements, Capital and financial risk management.

Follow-up of strategic initiatives is an integrated part of the Group's risk management. Strategic risks relate particularly to the company's ability to capture growth opportunities and achieve long-term objectives. These risks are managed through close follow-up of projects with clear, short-term milestones that help ensure progress and support the realisation of long-term ambitions.

KONGSBERG is also exposed to climate-related financial risk. The Group works systematically to identify both risks and opportunities associated with climate change and the transition to a low-emission society. For further details, see chapter 3 Sustainability Report and note 3 to the annual financial statements.

Financial performance

2025 was a year marked by growth, solid profitability and a strong order intake of nearly NOK 57 billion. This brings the Group's total order backlog to NOK 130 billion, which is 24 per cent higher than one year ago. The results, order backlog and market positions at the end of 2025 provide a solid foundation for 2026. The financial figures described below are in accordance with the official group financial statements according to IFRS (R).

KONGSBERG is a publicly traded company headquartered in Kongsberg, Norway. The Group had the following three operating segments in 2025: Kongsberg Defence & Aerospace, Kongsberg Discovery and Kongsberg Digita, in addition to Kongsberg Msritime which is presented as discontinued business. Kongsberg Digital is not subject to be a separate reportable operating segment according to size and is reported as a part of "Other". The Group is administrated through its parent company Kongsberg Gruppen ASA.

The Group's order backlog increased from MNOK 104,617 at the end of 2024 to MNOK 129,683 at the end of 2025. Kongsberg Defence & Aerospace orderbacklog increased by MNOK 24,752 and Kongsberg Discovery's by MNOK 707. Kongsberg Maritime, which is presented as a discontinued operation, had an order backlog of NOK 27,887 million. In total, the Group's order intake came in at MNOK 56,750, compared to MNOK 59,563 in 2024. The book/bill was 1.80.

Operating revenues

The Group's operating revenues were MNOK 31,562 in 2025, an increase of 28,1 per cent from MNOK 24,648 in 2024. Kongsberg Defence & Aerospace had operating revenues of MNOK 25,320, Kongsberg Discovery had operating revenues of MNOK 5,130.

EBIT-development

EBIT was MNOK 4,694 in 2025 with an EBIT-margin of 14.9 per cent, compared to MNOK 3,197 with an EBIT-margin of 13.0 per cent in 2024. Both business areas increased the EBIT compared to last year. Advantageous project mix, volume effects and efficient project execution contributed to the increased margin. The EBIT in Kongsberg Defence & Aerospace increased from MNOK 2,903 to MNOK 4,076. The EBIT in Kongsberg Discovery increased from MNOK 653 to MNOK 933 in 2025.

Performance

Earnings before tax from continuing business was MNOK 5,333, compared to MNOK 3,377 in 2024. Earnings after tax was MNOK 7,922, corresponding to NOK 9.04 per share in 2025, compared to MNOK 5,144 corresponding to NOK 5.82 per share in 2024. Return on average capital employed (ROACE) was 100.9% in 2025 compared to 44.6% in 2024.

KONGSBERG has a solid financial position, and on this basis the Board of Directors will propose a dividend of NOK 5,70 per share, MNOK 5,014 in total to the Annual General Meeting on 13 April 2026. NOK 2,20 is according to the ordinary dividend policy and NOK 3,50 is in addition. Approval date is on 13 April 2026 with the ex. dividend date 14 April 2026 . Correspondingly, a dividend of MNOK 3,870 in total was paid out in 2025.
At year-end, the number of outstanding shares, including shares owned by KONGSBERG, was 879,609,245 after the share split was carried out in 2025.

Cash flow

KONGSBERG (including Kongsberg Maritime) had a positive cash flow from operating activities of MNOK 12,732 in 2025 compared to MNOK 13,744 in 2024 . This mainly consisted of EBITDA of MNOK 5,876 and changes in current assets and other operating items of MNOK 2,914.

In 2025, there was a negative cash flow related to investing activities of MNOK -1,103 compared to MNOK -1,762 last year. The largest outgoing cash flows related to investing activities were MNOK -2,409, pertaining to investments in property, plant and equipment, such as production facilities and MNOK -523 related to capitalised internal development and other intangible assets. Proceeds from sale of business of MNOK 1,365 and interest received of MNOK 727 have the opposite effect on cash flow from investing activites.

Cash flow from financing activities were negative by MNOK -4,781 compared to MNOK -3,862 in 2024 , mainly related to dividends paid, payment of leasing liabilities and interest expenses.

The net change in cash and cash equivalents, after the effect of changes in exchange rates, was MNOK 6,757 compared to MNOK 8,318 in 2024.

Capital structure

KONGSBERG aims to maintain a solid balance and to remain "Investment Grade", which normally provides access to the debt capital markets. A solid balance sheet also helps secure the confidence of customers and suppliers in KONGSBERG. This is important, as KONGSBERG is involved in deliveries that extend over many years.

The capital allocation priorities also take the company's dividend policy into account and are further explained in Note 3 Management of capital and financial risks to the consolidated financial statements in the annual report.

As of 31 December 2025, the Group's equity was MNOK 23,212, equal to 28.1 per cent of total assets compared to 27.8 per cent last year. Net interest-bearing debt was MNOK -14,830 compared to MNOK -9,604 in 2024. Long-term interest bearing loan was made up of three long-term bonds as of year-end, totalling MNOK 2,500.

The Group's syndicated loan facility of MNOK 2,500 was unused at the end of 2025.

Historically, KONGSBERG has experienced substantial fluctuations in working capital due to varying payment structures for major projects in Kongsberg Defence & Aerospace. This is expected to continue.

Technology and product development

KONGSBERG develops and delivers high-tech solutions both in Norway and abroad. Our technology platform has been systematically built up over many years and is an important prerequisite for our competitiveness. Sustainable innovation is an important part of the Group's business strategy and KONGSBERG has developed and invested considerably in future-oriented technology expertise in digitisation. We are also actively working together with our key technology partners to further develop our technology platform. KONGSBERG continuously invests in product and system development, both self-financed and through customer-funded programmes. In total, the Group spends about 10 per cent of its operating revenues on product development over time. This includes both self-financed and customer-financed developments.

The total self-financed product development and maintenance work amounted to MNOK 1,195 in 2025, of which MNOK 282 was capitalised. As of 31 December 2025, the capitalised own development work equalled a total of MNOK 1,205 for KONGSBERG.

Foreign exchange

The Group's financial policy states that contract above a certain size is to be currency hedged when entered, and this is mainly done using forward exchange contracts (fair value hedges). In special cases, forward exchange contracts or options are used as cash flow hedges, for example in the event of large tenders with a high probability of winning. The Group employs hedge accounting for established forward exchange contracts, which means that changes in the value of hedging instruments and objects are capitalised.

At the end of 2025 net sales of foreign exchange as fair value hedges amounted to MNOK 27,525, measured at agreed exchange rates. These forward exchange contracts had a net fair value of MNOK 159. In addition, the Group had net sales of currency equivalent to MNOK -442 as cash flow hedges measured at agreed exchange rates, consisting of forward exchange contracts. At year-end, the cash flow hedges had a total net negative fair value of MNOK -51.

Profit for the year and its allocation

The business in the parent company, Kongsberg Gruppen ASA, primarily consists of providing group services to subsidiaries as well as handling other administrative tasks.

In 2025, the revenues were MNOK 2,968 compared to MNOK 243 in 2024. The large change since last year is due to gain from sale of shares in subsidiaries both external and internal. Earnings after tax in 2025 is MNOK 6,508 compared to MNOK 4,228 last year. The change is due to the mentioned gain from sale of subsidiaries.

The balance has increased by MNOK 8,983 , related to an increase in cash and cash equivalents, increase in long-term loans to subsidiaries, short-term loans from subsidiaries and increased provision for dividend. As of 31 December 2025 , the total capital is MNOK 38,547.

The board proposes the following allocation of the annual result in Kongsberg Gruppen ASA.

Provisions for dividend	5,014 MNOK
To equity	1,494 MNOK
Total allocated	**6,508 MNOK**

The proposed dividend amounts to 63,3 per cent of The Group's annual result.

Going concern

In accordance with section 2-2 , eight paragraph. of the Norwegian Accounting Act, it is confirmed that the going concern assumptions continue to apply for both Kongsberg Gruppen ASA and the Group and that the financial statements are prepared on the assumption of a going concern. This is based on forecasts of future profits and the Group's long-term strategic forecasts. The Group is in a healthy economic and financial position.



The KONGSBERG share and Shareholder relations

KONGSBERG aims to provide the stock market with relevant and comprehensive information, forming the basis of a balanced and correct share valuation. We emphasise an open dialogue with the stock market and the media.



The General Meeting approved a share split in 2025 whereby one share was split into five shares. As a result, the number of shares increased from 176 million shares to 880 million shares, and the nominal value per share was reduced from NOK 1.25 to NOK 0.25. This may affect the comparability between current-year figures and historical figures in certain parts of the report. The KONGSBERG-share price increased from NOK 256 at the end of 2024 to NOK 258.60 at the end of 2025, adjusted for the 5-for-1 stock split. This corresponds to a market capitalisation of NOK 227,467 million. Including a dividend of NOK 4.40 per share, the total return in 2025 was 3 per cent. The Oslo Stock Exchange Benchmark Index (OSEBX) increased by 18.4 per cent in the corresponding period.

As of 31 December 2025, KONGSBERG had 73,136 shareholders (47,690). The company had 3,389 (2,513) foreign shareholders that owned a combined share of 25.41 per cent of the outstanding shares (24.85 per cent). The Norwegian state, represented by the Ministry of Trade, Industry and Fisheries, is the largest shareholder with 50.004 per cent. The ten largest shareholders held a total of 64.6 per cent (68.1) of the shares at year-end. The number of outstanding shares was 879.61 million, each with a nominal value of NOK 0.25. At the end of 2025, KONGSBERG owned a total of 16,867 (14,654) treasury shares.

KONGSBERG has paid dividends to its shareholders every year since its listing in 1993, apart from 2000 and 2001. The company's dividend policy is states: "KONGSBERG's aim is to pay an ordinary dividend per share that is stable or growing from one year to the next. Additional dividends and/or repurchases of own shares can be used to supplement ordinary dividends. All payments to shareholders will be subject to the company's assessment of future capital requirements.

In 2025, 196.3 million (55.1) KONGSBERG-shares were traded in 1,205,350 (589,303) transactions. The company is actively working to promote interest in the share through activities aimed at the investor market. KONGSBERG is frequently represented at roadshows, meetings and conferences in Norway and abroad. The ambition for 2026 is to maintain a high degree of availability and continued activity towards the investor market. Investor presentations are held subsequent to the issuance of each quarterly report.

The Board regards employee share ownership as positive. Each year, employee share programmes are offered so that Group employees can purchase shares in the company.

In the spring of 2025, the Group's annual employee share programme was carried out for the 28th time. Shares were sold to employees at a 25 per cent discount to the market price. All employees were offered shares for up to NOK 100,000 before the 25 per cent discount (taxable discount). A total of 1,038,364 shares were sold to 8,915 employees who participated in the programme.

On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA resolved to demerge and list Kongsberg Maritime on Euronext Oslo Børs. The demerger was approved by the General Meeting on 22 January 2026. The demerger is carried out by transferring KONGSBERG's assets, rights, and obligations that primarily relate to the maritime business to the newly established company Kongsberg Maritime ASA. As demerger consideration, shareholders in Kongsberg Gruppen ASA will, upon completion of the demerger, receive new shares in Kongsberg Maritime ASA, where each share in Kongsberg Gruppen ASA entitles the holder to receive one share in Kongsberg Maritime ASA. The shareholder structure will therefore, immediately following completion of the demerger, mirror the shareholder structure of Kongsberg Gruppen ASA

Key figures

NOK 258.60
Share value
at the end of 2025

227,467 MNOK
Market value
at the end of 2025

73,136
Shareholders
as of 31.12.2025

NOK 4.40
Dividend paid per share 2025

Outlook

KONGSBERG will, following the demerger of Kongsberg Maritime, become a pure-play, global defence and technology company with a strong position in markets characterised by increasing geopolitical tensions and high investment activity.

Strong performance and record-high order backlog

KONGSBERG has, over the past several years, experienced positive development, demonstrated strong adaptability, and delivered significant growth and solid results. In 2026, the company will become a pure-play, world-leading technology and defence company, with a portfolio that addresses a broad range of critical security and preparedness needs in a world marked by increasing geopolitical tension. The strong performance throughout 2025, with substantial growth in deliveries of air-defence systems, missiles, and naval capabilities, has confirmed the Group's position as a strategic partner to both national and international defence customers. The order backlog reached a record level at the end of the year.

Clear strategic profile following the demerger

The demerger of Kongsberg Maritime means that the remaining listed KONGSBERG will be fully centered on the former business areas Kongsberg Discovery and Kongsberg Defence & Aerospace. The Group will thus present a clear strategic profile in markets that are growing rapidly due to geopolitical developments, increased requirements for national preparedness, and demand for advanced systems for surveillance and protection. This includes everything from air-defence and missile systems to remote weapon stations, satellites, sensors, sonar systems, and autonomous underwater vehicles.

Strong market drivers going forward

KONGSBERG, through its new structure, has a solid foundation for continued growth and long-term value creation. The organisation is well positioned to meet the high demand in the defence market and to deliver on the extensive, multi-year contracts that are now currently being executed. The geopolitical landscape, combined with the growing recognition of technology's role in modern defence, indicates that the level of investment will remain high in the years ahead. This provides the Group with strong prospects, a robust delivery horizon, and a clear industrial role in strengthening security and preparedness for customers both nationally and internationally.

Good prospects for continued growth

The world is facing major challenges related to climate and security, as well as a geopolitical situation that is constantly changing. KONGSBERG is well positioned to help address many of these challenges. This, combined with a strong order backlog and a solid financial position, provides a strong foundation for continued solid growth in 2026.





Business areas

The business areas are managed through a central governance model but operate with a high degree of autonomy. The organisation is connected through competence and technology synergies, and a shared culture based on common values. We are an innovative and customer-focused organisation that delivers advanced systems and technologies for use under extreme conditions.

Kongsberg Maritime

Maritime technology partner

Kongsberg Maritime is a global technology partner with equipment installed on more than 30,000 vessels worldwide. We deliver solutions for merchant vessels, offshore energy vessels, ferries and cruise ships, fishing vessels and aquaculture vessels, tugs, workboats, and naval vessels.

We invest heavily in new technology and digital solutions, and work closely with customers and shipyards to ensure high quality and cost- and energy-efficient deliveries. As a trusted partner, we offer world-class customer support and services to owners and operators across the globe.

Kongsberg Maritime constitutes the main part of the discontinued operations. The presentation in this section of the report follows the business area's organisation and operations as they were in 2025.



Highlights and key figures

2025



Kongsberg Maritime becomes a publicly listed company

- In October 2025, it was announced that Kongsberg Maritime will be separated from Kongsberg Gruppen and become an independent publicly listed company.
- With more than 8,000 employees worldwide and broad expertise and experience, Kongsberg Maritime is well positioned for continued growth.
- The figures for Kongsberg Maritime are presented in the financial statements as discontinued operations and are disclosed in note 4.



Digitalisation and autonomy

- Kongsberg Maritime is delivering its first 24-metre Uncrewed Surface Vessel (USV) and has signed a contract for two additional vessels. This expands the pioneering Reach Remote fleet and marks an important step forward in remotely operated and autonomous offshore technologies.
- The digital focus is further strengthened as Kongsberg Digital's maritime operations are transferred and integrated into Kongsberg Maritime.



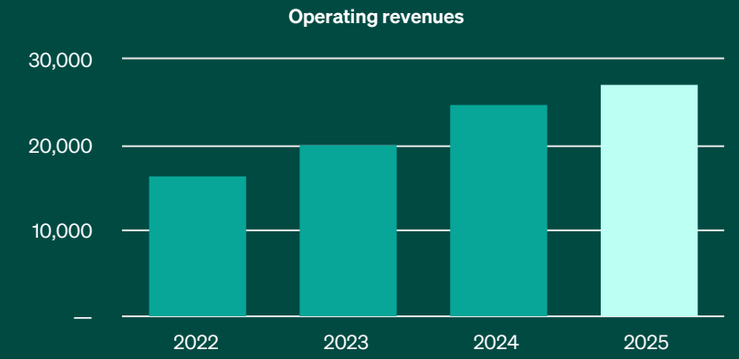
Innovation and technology

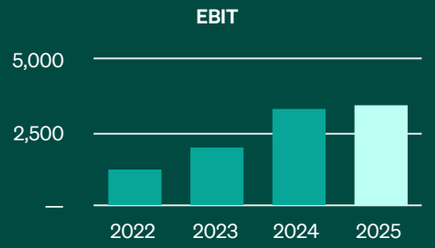
- Kongsberg Maritime celebrates the 50th anniversary of its first Dynamic Positioning system – a groundbreaking technology that enables vessels to maintain position without anchoring. Today, more than 4,000 KM DP systems are installed on vessels worldwide.
- In 2025, it is also ten years since the launch of our rim-drive permanent magnet thruster technology, offering increased efficiency, quiet operation, and precise manoeuvring.
- During Nor-Shipping, we launched CEMS and K-Sail. CEMS enables shipowners and operators to monitor and control emissions, while K-Sail helps shipowners select and integrate wind-assisted technology efficiently.



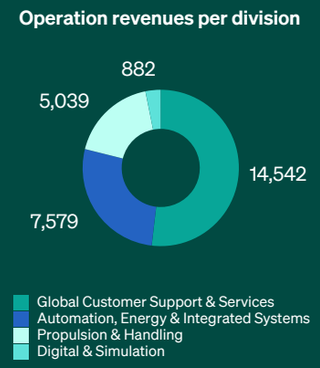
Energy-efficient offshore vessels

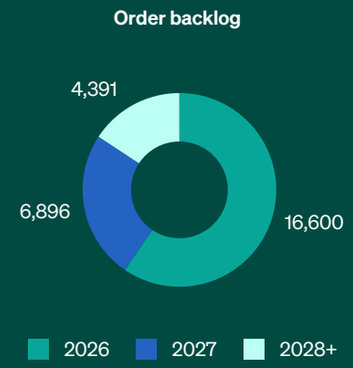
- IThe IWS Seawalker was named “Offshore Energy Vessel of the Year” in London. The vessel sets a new industry standard for energy efficiency in offshore maritime operations. The offshore wind vessel is designed and equipped by Kongsberg Maritime.
- We will also deliver a comprehensive equipment package to Bibby Marine’s new eCSOV – the world’s first electric offshore service vessel.
- In addition, we have signed a contract for design and equipment packages for two construction vessels for the Norwegian shipowner Olympic. The vessels will be methanol-ready and equipped with hybrid battery technology, setting a new benchmark for energy consumption.











Divisions

Kongsberg Maritime has made organisational changes during 2025. In April, the division Digital & Simulation was established, while Integration & Energy and Automation & Control were merged into a single division: Automation, Energy & Integrated Systems.



Automation, Energy & Integrated Systems

- Kongsberg Maritime delivers intelligent control and sensor technologies, smart energy solutions, and electrical systems that optimise performance and energy efficiency.
- Employees in AEIS develop next-generation bridge concepts based on advanced positioning and remote technologies to support smarter, safer, and more efficient maritime operations.
- With our experience in ship design, broad portfolio, and strong maritime domain expertise, we deliver integrated solutions that improve efficiency, safety, and sustainability across all vessel types and offshore energy production units.
- Through innovation and digital leadership, we are redefining operational models and creating sustainable value for customers worldwide. .

Operating income:

7,579 MNOK

Number of employees:

2,094



Digital & Simulation

- Digital & Simulation delivers digital systems, applications, advisory services, and simulators to maritime customers, with the goal of improving operational performance, efficiency, and safety across their fleets.
- By establishing a centre of excellence for digital technology and maritime simulation, the division ensures that Kongsberg Maritime's digital offering is aligned and consistent.
- The goal is to develop a scalable solution tailored to the number of systems sold, offering a unified approach to digital services and simulation solutions.

Operating income:

882 MNOK

Number of employees:

449



Propulsion & Handling

- Kongsberg Maritime is a world-leading supplier of propulsion systems, manoeuvring systems, and handling systems.
- We offer a wide range of products and systems within safety-critical deck machinery, all tested to perform under extreme conditions.
- Within propulsion, we supply propellers, waterjets, and thrusters — ranging from mechanical to electrical solutions. The products deliver high efficiency, reduce energy consumption and greenhouse gas emissions, and can be customised to minimise noise.
- Our hydrodynamics experts work closely with customers to deliver energy-efficient propulsion systems tailored to their operational needs.

Operating income:

5,039 MNOK

Number of employees:

1,022



Global Customer Support

- Global Customer Support assists customers through a worldwide network of service engineers, technical support, spare parts sales, and upgrades for existing vessels.
- We work closely with customers to ensure cost-effective upgrades, safe operations, and environmentally friendly solutions tailored to their operational profiles.
- Through digital solutions, we also provide remote support and service without going on board, ensuring uptime and reducing the need for travel.

Operating income:

14,542 MNOK

Number of employees:

4,003

Growth and climate transition in the maritime industry

Maritime transport is the backbone of global trade, with more than 80 per cent of the world's goods transported by sea. According to several reports, including those from the OECD, the maritime industry is expected to grow significantly toward 2035. Kongsberg Maritime is uniquely positioned to take part in this value creation. We have the people and the expertise needed to solve the technological challenges the maritime sector will face in the years ahead.

The climate crisis, increased geopolitical tensions and great-power rivalry have created unpredictability and rising protectionism. Navigating such waters is demanding for a global company like Kongsberg Maritime. At the same time, challenges also create opportunities: geopolitical developments increase the need for maritime transport, accelerate demand for energy, and drive investment in naval and marine vessels.

Kongsberg Maritime sets sail

In October 2025, it was announced that Kongsberg Maritime will be separated from Kongsberg Gruppen and become an independent publicly listed company. With more than 8,000 employees worldwide and broad competence and experience, we are ready for further growth.

The headquarters will remain in Norway, but since more than 80 per cent of our revenues come from the global market, the company will continue to expand its footprint and follow customers wherever they operate.

A solid foundation

The company can point to strong revenue growth and gradually improved operating margins over time. Revenue for 2025 amounted to NOK 27.1 billion, with an operating margin of 12.7 per cent. The business model is built on long-term customer relationships and a strong lifecycle economy. Approximately 50 per cent of revenue comes from newbuilds and 50 per cent from aftermarket services, giving resilience through market cycles. The order backlog amounted to NOK 27.9 billion at year-end – primarily linked to the newbuild market.

This development is driven by a highly experienced leadership team and more than 8,000 skilled employees with deep maritime and offshore expertise.

Looking ahead, we see clear and lasting structural tailwinds: an aging global fleet with an average age of 23 years, stricter environmental regulations, increased demand for energy efficiency, alternative fuels, electrification and digitalisation. These are areas in which we are very well positioned. Demand for advanced vessels – in naval, offshore energy and cruise segments – is growing faster than the total global fleet, directly aligning with our strengths.

Research Collaboration

Research and development are essential for Kongsberg Maritime to remain at the forefront. As a technology provider, we support customers with solutions that contribute to energy efficiency and emissions reductions, in line with long-term goals for sustainable shipping. A key element of our innovation efforts is close collaboration with shipowners, shipyards, and research and educational institutions.

In 2025, Kongsberg Maritime invested MNOK 1.672 in research and development, working with partners such as Sintef, NTNU, UiO, USN and Chalmers. We participate actively in programmes run by the Research Council of Norway, Horizon Europe, the European Defence Fund and similar organisations.

Digital Strengthening and Sale of Manufacturing Sites

To strengthen the digital part of Kongsberg Maritime, it was decided in the first quarter of 2025 to transfer the maritime operations of Kongsberg Digital to Kongsberg Maritime from December 2025.

In the first quarter, KONGSBERG sold its steering gear and rudder business to a fund managed by the Nordic private equity firm Norvestor. In the second quarter, Kongsberg Maritime's factory in Gniew, Poland, was also sold to the Polish manufacturer IN-BUL.

Naval Systems

2025 has been a year of increased focus on the maritime defence market within Kongsberg Maritime. A dedicated business unit, Naval Systems, was established on 1 July to strengthen this strategic focus and leverage several major opportunities, including the upcoming Norwegian programme for standardised vessels and the close defence cooperation between Norway and the United Kingdom. Naval Systems belongs to the Propulsion & Handling division.

> **We have the people and the expertise needed to solve the technological challenges the maritime sector will face in the years ahead.**

Kongsberg Defence & Aerospace

Protecting people and Infrastructure

Kongsberg Defence & Aerospace develops and delivers technology and systems that protect people and critical infrastructure in countries around the world. Our solutions help strengthen countries' security and defence capabilities. Through innovation and state-of-the-art industrial production, we create jobs and value for our suppliers, partners, customers and shareholders.



Highlights and key figures

2025



Record high order book

High demand led to several large new contracts in the past year, bringing the total order book to NOK 125 billion at the end of the year. New countries ordered key solutions such as NSM, JSM, NASAMS and PROTECTOR weapon stations, while existing customers placed orders for upgrades and expansions, in line with increased defence investment in NATO countries.

Germany ordered new 212CD submarines and became the fifth country to select the Joint Strike Missile for its F-35 fleet. Denmark ordered NASAMS air defense, NSM missiles and coastal artillery from KONGSBERG. Growth outside Europe was also significant. The US Marine Corps awarded KONGSBERG a contract for full-scale production of unmanned 30 mm turrets for the Amphibious Combat Vehicle 30mm (ACV-30) program. The US and Japan both purchased additional JSM, which helped to take the missile order book to a record NOK 62.5 billion.



New colleagues and facilities

In 2025, we hired the highest number of new colleagues in the company's modern era. In total, we welcomed 850 new employees during the past year. The recruitment was distributed across the three divisions. KONGSBERG also initiated the construction of "Utsikten", a new head office in Kongsberg, which will house more than 2,000 employees when completed. In line with the company's international growth, KONGSBERG opened new offices in Berlin, Madrid and Kyiv in 2025, to connect more closely with customers, partners and end users. Construction of the new missile factory in Australia continued throughout the year. In October, Kongsberg Aviation Maintenance Services opened a new facility, called the National Air Vehicle Depot, for the maintenance of F-35 fighter aircraft at Rygge.



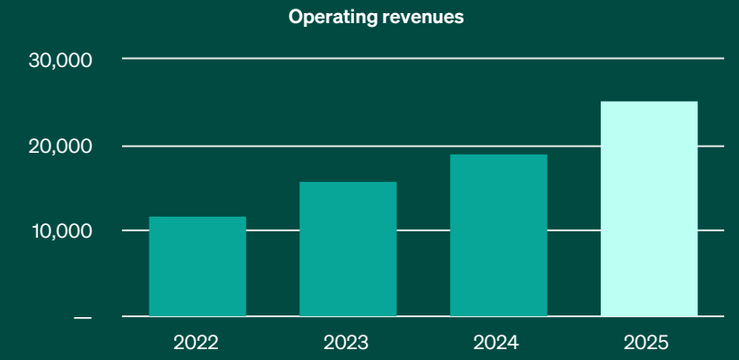
Demerge Kongsberg Maritime from KONGSBERG

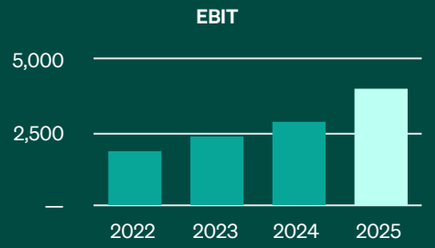
In October, the Board of Directors proposed to combine Kongsberg Defence & Aerospace and Kongsberg Discovery into a defence and technology-focused KONGSBERG, while at the same time separating Kongsberg Maritime from the group into a separately listed company. KONGSBERG will have more than 7,500 employees and will further develop its operations in existing markets, while seeing great opportunities for value creation by combining military and civilian technology and increasing the pace of innovation. The Board's proposal was approved by the shareholders on 22 January 2026.



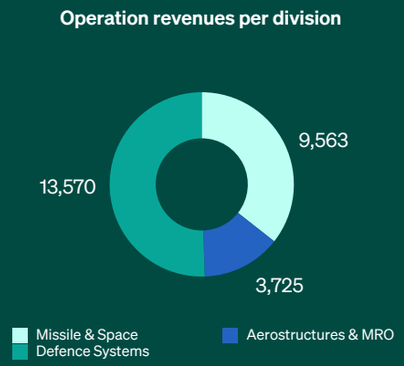
Transactions and collaboration

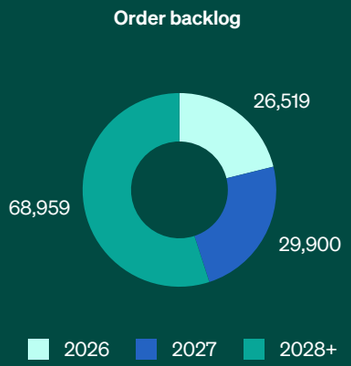
During the summer 2025 KONGSBERG and THALES announced an agreement to establish a new joint venture - Kongsberg Thales Defence Communications - in defence communications in Norway. In December, KONGSBERG announced an agreement to acquire California-based missile company Zone 5 Technologies, which designs and manufactures cost-effective, long-range, high-precision missiles and anti-drone solutions that are suitable for large-scale production. Both transactions are subject to customary approvals by relevant authorities. KONGSBERG also entered into an agreement with Helsing of Germany to strengthen the development of critical European space capabilities.











Divisions



Defence Systems

The division develops and manufactures air defence systems, remotely operated weapon stations, command and control systems, communication solutions and digital, remotely operated airport towers for customers worldwide.

The air defence system NASAMS (National Surface-to-Air-Missile-System) is one of KONGSBERG's signature products, developed in collaboration with Raytheon of the US and Norwegian authorities. 14 nations are currently users of the system. More recently, the air defence capacity has been further expanded with NOMADS (National Manoeuvre Air Defense system), which is a mobile solution. KONGSBERG supplies combat systems for submarines, including the 212CD submarines from TKMS, which are under construction for Norway and Germany.

KONGSBERG delivers remotely operated weapon stations and turrets for military vehicles and platforms. We have so far delivered more than 23,000 systems to 29 nations. The weapon stations are also used in Counter-UAS (Unmanned Aerial Systems) solutions to combat drones.

Operating revenues:

13,570 MNOK

Number of employees:

1,966



Aerostructures & MRO

The main business is the production of products for the F-35 fighter aircraft and KONGSBERG-developed systems in the defence sector. This includes deliveries of the JSM and NSM missiles, NASAMS air defence systems and radar systems, as well as maintenance, overhaul and testing of critical dynamic components for helicopters.

The division also operates maintenance services, modifications and upgrades of aircraft and vessels. Kongsberg Aviation Maintenance Services performs, among other things, repair and overhaul of the Pratt & Whitney F135 engine, which powers all three variants of the F-35 fighter aircraft. Kongsberg Naval Services has a contract for the maintenance of the Norwegian frigates.

Operating revenues:

3,725 MNOK

Number of employees:

1,066



Missiles & Space

KONGSBERG has more than 50 years of experience from a number of missile programs and today delivers high-tech missiles for ships, vehicles, helicopters and aircraft.

The division develops our two missiles, the Naval Strike Missile (NSM) and the Joint Strike Missile (JSM). The NSM is a long-range and precision-guided anti-ship missile that hits enemy targets at a distance of more than 300 km. The JSM is based on the NSM and is a fifth-generation cruise missile designed for integration into the weapons bay of the F-35A fighter aircraft. The missiles have been selected by a total of 15 nations.The division is also developing the Super Sonic Strike Missile (3SM), which will feature high speed and long range, and is positioning to deliver low-cost missiles at high volume.

The Space & Surveillance area delivers a wide range of equipment, systems and services related to space and maritime surveillance, in more than 40 countries. We develop and manufacture small satellites through our wholly owned subsidiary Kongsberg NanoAvionics.

Operating revenues:

9,563 MNOK

Number of employees:

1,931



Jointly controlled entities and associated companies

Patria – We own 49.9 per cent of the Finnish group Patria, an international supplier of systems and services for defence, security and aviation. Patria's strong growth continued in 2025. A large part of the operational focus has been on building production capacity for the new vehicle orders, as well as developing and increasing productivity.

Kongsberg Satellite Services (KSAT) – We own 50 per cent of Kongsberg Satellite Services (KSAT), a world-leading provider of communication services for spacecraft and launch platforms and advanced surveillance services via satellites. The company has over 300 antennas at ground stations worldwide.

Positioned for growth

Kongsberg Defence & Aerospace develops and delivers technology and solutions to the Norwegian Armed Forces and Norway's allies to protect people and critical infrastructure. Through advance technology and solutions, we support nations in defending themselves against threats and maintaining security and stability.

We are a strong innovation hub, combining creativity, innovation, research and development with extensive industrial experience to deliver new products, technology and solutions. The triangular cooperation between the armed forces, the Norwegian Research Establishment (FFI) and the defence industry in Norway has produced unique and world-leading technology.

Kongsberg Defence & Aerospace helps build strong communities by creating attractive jobs, safe workplaces and great value for employees, owners and our many suppliers throughout Norway and in the countries where we are present.

Collaboration is one of our four values and an important contributor to our international success in recent years. We work closely with the largest players in the defence industry to develop and deliver products.

Outlook

Kongsberg Defence & Aerospace has grown significantly in recent years.

The world is characterised by increased geopolitical uncertainty, with the war in Ukraine now in its fifth year. Defence budgets are rising in Norway, across NATO countries and among other allies. We expect defence investments to increase further in the coming years, as NATO countries have raised their investment ambitions to 5 per cent of GDP by 2035.

The increase in defence budgets reinforces a trend that has lasted for a decade, and that has been accelerated in part by the war in Ukraine. The trend is broad-based and demand impacts several of our core products, from air defence to missiles and weapon stations. New investments in increased defence capabilities contributed to Kongsberg Defence & Aerospace's order backlog reaching a record high of NOK 125 billion in 2025. Revenues increased 32. per cent to NOK 25 billion and the EBIT margin ended at 16.1 per cent.

To ensure the capacity required to deliver on existing commitments and meet the significant demand, we are investing in increased production capacity and a more robust supply chain. The scale-up in 2025 proceeded according to the company's plans.

The construction of a new missile facility in Australia continued throughout the year, in addition to preparations for the start of construction of a similar facility in the U.S. Both facilities are based on the factory in Kongsberg, which opened in 2024. Combined, these new facilities will increase our ability to deliver larger volumes of NSM and JSM missiles to meet rising demand.

In the future, we plan to continue to invest internationally, driven by, among other things, the demands and expectations of more customers for industrial collaboration across borders. We strengthen our presence in countries such as Australia, Canada, Poland, Germany and the United States.

Profitability varies between different product groups and geographies. The composition of projects in delivery is therefore an important driver of profitability in the business area.

We are well positioned for several significant orders in the short and medium term, supporting expectations of an high order backlog in the coming years. The high level of activity has also created local value where we operate, through new jobs and increased across our supply chains. Last year, we spent about NOK 17 billion on our subcontractors and suppliers, including NOK 6 billion in Norway alone.

Over the past three years, we have recruited 2,150 new employees. We expect to continue recruiting in the coming years to handle the increased workload.

With a strong and motivated organisation and a favourable position in our key markets, Kongsberg Defence & Aerospace is well positioned to seize the opportunities that arise in a rapidly growing market.



Collaboration is one of our four values and has been an important contributor to our international success in recent years. We work closely with the leading players in the defence industry to develop and deliver products.

Kongsberg Discovery

Explorer of the sea

Kongsberg Discovery develops world-leading technology to increase knowledge about the ocean. The ocean's vast size, depth, cold, darkness, and water pressure make exploration of the ocean, the water column, and the seabed challenging.

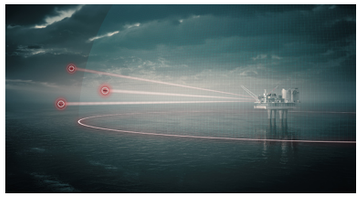
We are one of the world's largest producers of acoustic instruments for seabed mapping at all ocean depths. Our echo sounders are used for fish stock estimation worldwide. In addition, we develop technology to ensure safe and secure navigation in areas without GPS signals, as well as positioning and communication solutions that enhance the safety of maritime operations.

The technology and solutions we develop help ensure sustainable marine resource management, monitor climate change, protect critical infrastructure, and safeguard national security.



Highlights and key figures

2025



Situational awareness and drone detection systems

In 2025, we experienced strong demand for our drone detection systems. The system uses modern radar technology to monitor and protect critical infrastructure and is expected to have a significant impact on the industry. Our situational awareness systems also gained a solid foothold, with applications ranging from control of unmanned surface vessels to large LNG tankers, contributing to increased operational safety. This is reinforced by the fact that contracts were signed for a total of 100 vessels for the year 2025.



Strong growth in the market for uncrewed platforms

IInterest in our autonomous underwater vehicles (AUVs) remains strong. The market is steadily growing due to increasing demand from research, industry and defence. Technological advances such as AI, improved sensors and longer battery life are enhancing capabilities.

Unmanned surface vessels (USVs) are increasingly being used for seabed mapping. With advanced sensor technology from Kongsberg Discovery, these vessels can now explore deep-sea environments efficiently and collect critical data at lower cost. One example is the EM2042 system, launched in 2023, which has since been delivered to many customers with excellent results.



Strong demand for research vessels

The year 2025 was an important year for the research segment, marked by three major projects: Inkfish RV6000 in Norway, Polarstern II in Germany, and Polarmax #2 in Canada. Together, these projects represent order intake of more than NOK 300 million and underline our ability to deliver comprehensive hydroacoustic solutions for advanced research platforms. We have strengthened our role as a leading supplier to research vessels within both polar research and deep-sea operations.

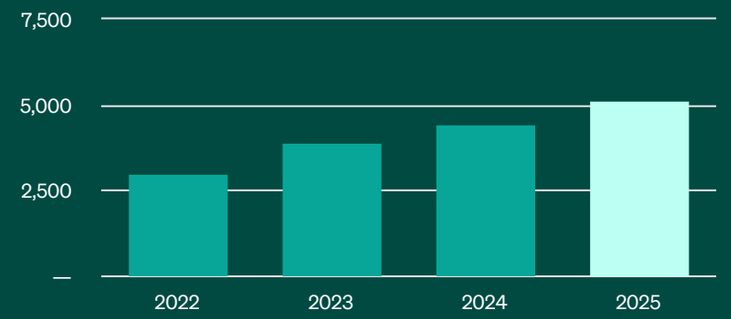


Acquisitions and partnerships

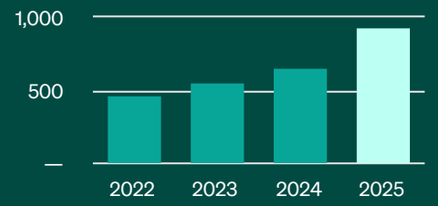
Throughout 2025, both acquisitions and partnerships have been important drivers in the development of our business and technology. In the first quarter, we acquired Naxys Technologies, a leading company in passive hydroacoustics for environmental monitoring. The acquisition expands our markets and strengthens technological synergies. In June 2025, KONGSBERG announced the acquisition of Sonatech, a US company with 50 years of experience in underwater acoustics. The transaction is expected to be completed in the first half of 2026, pending the necessary approvals from US authorities.

Strategic partnerships with organisations such as the Institute of Marine Research, FFI, and other research communities are driving our innovation and supporting growth within defence and ocean research. In 2025, we strengthened existing collaborations and established new ones.

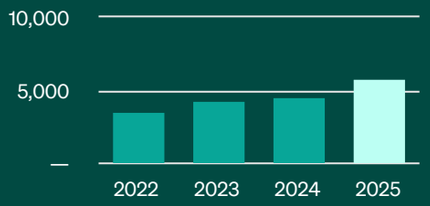
Operating revenues



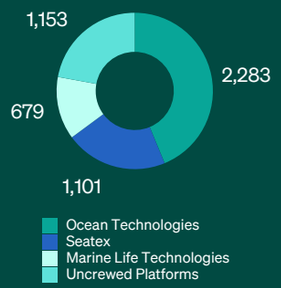
EBIT



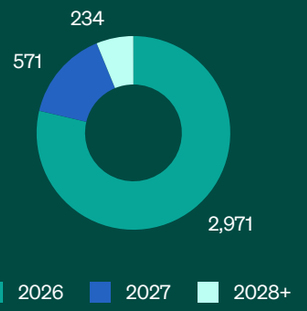
Order intake



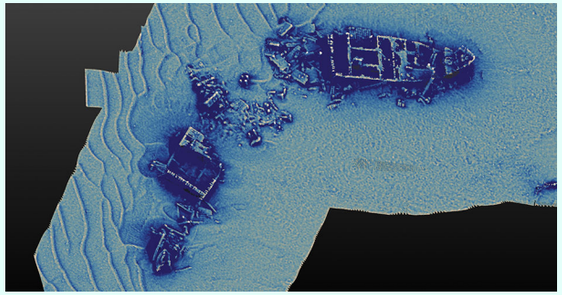
Operation revenues per division



Order backlog



Divisions



Ocean Technologies

Ocean Technologies is one of the world's leading environments developing technology in subsea positioning and communication. Using hydroacoustic, we provide exact position and send data to and from underwater infrastructure, such as self-propelled underwater vehicles, or remotely operated underwater robots. This technology is used in a wide range of industries and applications where high precision and extreme performance are required. There is also an ever-increasing interest in our latest digital solution for the collection and best possible sharing of data and analysis, Blue Insight. Smart and automatic data sharing provides increased access to information and a better basis for analysis. Ocean Technologies has several interesting collaborative projects underway with the private sector, authorities and independent research communities.

Revenues:

2,283 MNOK

Employees:

368



Seatex

Seatex delivers products that combine deep technology expertise and application understanding. Technology related to inertial navigation, navigation satellite systems, microwaves and radio technology, provides our customers with valuable information about position, speed, acceleration and heading. In addition, our solutions contribute to increased situational awareness at sea, in the air, from space and from land. This provides security and efficiency, both during each individual work operation, but also in a larger societal perspective, such as when monitoring critical infrastructure and climate and environmental changes in the ecosystem. Seatex also provides advanced solutions that enable precise positioning and navigation in areas where reliable GPS signals are not available.

Revenues:

1,101 MNOK

Employees:

156



Marine Life Technologies

Marine Life Technologies has a leading position as the world's leading supplier of technology that ensures sustainable management of the world's most important resource. This includes products that locate fish, of the right species and size, in the most suitable sea areas. This makes the fishing industry more competitive and sustainable and helps to solve societal challenges in the areas of climate and the environment. In recent years, the division has increased its market position in sport fishing, and medium-sized fisheries and coastal players.

Revenues:

679 MNOK

Employees:

201



Uncrewed Platforms

Uncrewed platforms deliver autonomous underwater and surface vessels for research, defense and commercial use. The vessels are equipped with advanced technology that facilitates efficient and environmentally friendly data collection. Additionally, this technology ensures access to data from previously inaccessible locations. The vessels can be equipped with a tailor-made range of sensors that enable the acquisition of the desired information and data. Our HUGIN vessels are the world's foremost of their kind, and they can conduct deep water cruises with technology that ensures high-quality data.

HUGIN Endurance is our newest addition to the HUGIN family. The AUV has the capacity to dive down to 6,000 metres and can carry out autonomous missions covering 2,200 km and survey 1,100 km² in a single dive.

Revenues:

1,153 MNOK

Employees:

159

Knowledge base and need for data

There is a widespread perception that we know the surface of the Moon better than the seabed. Although this is not entirely accurate, it illustrates the challenges associated with obtaining reliable and detailed data from the deep sea. To date, roughly one quarter of the world's seabed has been mapped at relatively high resolution. Despite significant progress, substantial work remains before global ocean areas are sufficiently mapped for management, safety, and research purposes.

Framework conditions in 2025

The year 2025 was marked by record-high global temperatures, as well as the negative effects of climate change, pollution, and overfishing. In addition, increasing geopolitical tensions and international conflicts have placed security, preparedness, and resilience high on the global agenda. This development underscores the importance of technologies that can support monitoring, resilience, and the protection of critical infrastructure in and around ocean areas.

International activity and collaboration

In 2025, Kongsberg Discovery continued to strengthen its international presence. The company participated in key conferences and trade fairs, and actively collaborated on a range of research and innovation projects. Seabed 2030 is among the most important initiatives, aiming to complete a global seabed map by 2030. This work is essential for safe maritime navigation, effective resource management, and improved climate understanding.

The company also participates in the High Arctic Ocean Observation System (HIAOOS), an EU-funded research project that enhances the data foundation in the Arctic, one of the world's least mapped and most vulnerable marine regions.

Kongsberg Discovery is regarded as an attractive international collaboration partner. This reflects the company's strong technological position while also committing it to continued development and competitiveness.

Autonomy and robotics as strategic priority areas

Demand for autonomous systems and robotic solutions continues to increase, driven by requirements for safety, efficient operations and more sustainable use of resources. Autonomy and robotics therefore represent key elements in the company's technological and commercial development.

The geopolitical situation also influences technology development. Threats to communication, navigation and sensor networks reinforce the need for solutions that can operate safely under demanding conditions. The company works systematically to develop technology that ensures availability and continuity of operations on the surface, in the air and underwater.

Technological development and data-driven insight

Despite the progress made in international seabed mapping, 75 per cent of the world's oceans remain unmapped in detail. Acoustic data collection is the most effective method for achieving the required precision, and multibeam echo sounders play a central role in this work. Kongsberg Discovery continues to advance sensor technology with the aim of improving data quality, increasing collection efficiency and accelerating the conversion of data into decision-relevant information.

Reliable data is a prerequisite for sound decision-making in resource management, infrastructure, environmental monitoring, preparedness and defence.

Strategic positioning and future development

Kongsberg Discovery builds its competitive advantage on a broad technological foundation spanning hydroacoustics, robotics, inertial navigation, positioning, laser, radar and communication. Combined with extensive application expertise and advanced software development, this provides a strong basis for continued innovation.

The company's ambition is to strengthen its position as a leading player in ocean technology. Innovation, quality and responsible technology development are central principles in this work and support further growth in a market characterized by significant change and increasing expectations.

“The company works systematically to develop technology that ensures the availability and continuity of operations on the surface, in the air and underwater.”

Chapter 2

Sustainability in KONGSBERG

33 General Information

44 Environment

67 Social

84 Governance



General information

General basis for this preparation

Kongsberg Maritime will be demerged and listed as a separate company during 2026. The sustainability report for 2025 therefore covers the entire KONGSBERG Group, including Kongsberg Maritime. The reporting also includes Kongsberg Defence & Aerospace, Kongsberg Discovery, Kongsberg Digital, as well as other subsidiaries and support functions that form part of the consolidated financial statements. All references to sustainability work, key figures and materiality assessments therefore apply to the Group as a whole, as it was organised in 2025.

Consolidation

The EU's Corporate Sustainability Reporting Directive entered into force on 5 January 2023 and was implemented into Norwegian law on 1 November 2024. As a listed company, KONGSBERG is required to comply with the regulation for the 2025 reporting period.

The 2025 sustainability report is prepared on a consolidated basis.

Over several years, we have built the capacity and competence needed to meet the reporting requirements under the CSRD and ESRS. In 2025, the business areas updated their double materiality analyses, and the results have been consolidated and assessed at Group level. The process has resulted in some adjustments compared with last year, and the section on Management of supplier relationships under governance matters has therefore been removed.

Value chain

This sustainability report covers KONGSBERG's value chains both upstream and downstream. The value chains were mapped in 2023 and form the basis for the double materiality analysis. For the 2025 reporting cycle, we have assessed that the 2023 value chain representation remains relevant and appropriate for the Group's business activities and risk profile. The identification of impacts, risks and opportunities is linked to relevant activities in the value chain, as well as our own operations.

Our governing documents, measures and targets apply across the value chain for several reporting topics. Suppliers are required to comply with our Principles of Supplier Conduct, and we have internal guidelines describing due diligence requirements for both upstream and downstream value chain activities. Achieving our targets and implementing measures depends on collaboration with relevant stakeholders in the value chain, including in areas such as Scope 3 emissions and workers' rights in the supply chain.

Estimation

The metrics presented in this report generally apply to KONGSBERG's own operations. However, some metrics under E1 Climate change (scope 3 emissions) and E5 Resource use and circular economy include the upstream- and downstream value chains. Estimations are disclosed with the relevant metrics where they are applied.

Omitted information

As an actor in the defence sector, we are subject to the Norwegian Security Act. As such, it is important that we do not provide information that could help identify supplier or production locations. This affects the level of detail in information related to who is particularly vulnerable to our impact for our own employees, workers in the value chain and affected communities. We refer to countries and geographies to avoid the possibility of identifying locations.

For certain disclosure requirements, phase-in provisions apply under the ESRS. We have chosen not to include information related to these in this year's report, except a data point related to training and competency development for our own employees (number of employee surveys performed). An overview of omitted datapoints is provided on page 190.

Disclosures in Relation to Specific Circumstances

We disclose the required information necessary to understand the basis for our reporting as prescribed by the ESRS alongside the respective disclosure requirements. This includes:

- Deviations from ESRS definition of short-, medium-, and long-term time horizons
- Estimations related to upstream or downstream value chain data
- Quantitative and monetary amounts that are subject for a high level of measurement uncertainty
- Changes in preparation or presentation of sustainability information
- Errors in previous reports
- Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

The sustainability report is prepared in accordance with sustainability reporting standards adopted pursuant to Section 2-6 of the Norwegian Accounting Act, and in accordance with rules established under Article 8(4) of the EU Taxonomy Regulation.

Incorporation by reference

The table of data points stemming from other EU legislation (IRO-2) is included as an integrated part of the sustainability reporting and can be found in the appendix to the Annual Report on page 189.

Description of significant groups of products and services, and significant markets and customers is reported on under the chapter on About KONGSBERG on page 8. An overview of head count by geographical areas is presented in the Own workforce chapter on page 68.

Sustainability Governance

Board of Directors



Eivind Reiten 1
Chair of the Board
Compensation Committee (chair)



Per A. Sørlie 1
Deputy of the Board
Audit and Sustainability Committee



Kristin Færøvik 1
Member of the Board
Audit and Sustainability Committee (acceded on 30 May 2024)
Compensation Committee (resigned on 30 May 2024)



Merete Hverven 1
Member of the Board
Compensation Committee



Morten Henriksen 1
Member of the Board
Audit and Sustainability Committee (chair)



Kjersti Rød 2
Member of the Board
Audit and Sustainability Committee



Rune Fanøy 2
Member of the Board
Compensation Committee



Oda Ellingsen 2
*Member of the Board**
Audit and Sustainability Committee



Vegard Ryen Skullerud 2
*Member of the Board**
Audit and Sustainability Committee

*Oda Ellingsen resigned from the Board on 7 May 2025. Vegard Ryen Skullerud was elected on 31 March 2025 and joined the Board on 7 May 2025. Rune Fanøy resigned from the Compensation Committee and joined the Audit and Sustainability Committee on 27 May 2025. Vegard Ryen Skullerud joined the Compensation Committee on 27 May 2025.

1 Independent, non-executive
2 Employeeelected

KONGSBERG's Board is a unitary board that consists of eight members, including five independent, shareholder-elected members, and three employee-elected members. 37.5 per cent of the Board members are women. 62.5 per cent of the Board are independent, and all members are non-executive. The Board is composed to ensure that expertise with regard to sectors and geographic locations we operate in, our products, corporate governance, risk management, financial and non-financial compliance, and sustainability and ESG issues are covered as a whole. The Board members have extensive experience from related sectors such as offshore, resource-based industries, oil, energy, and software. All members are Norwegian citizens with backgrounds from Norwegian businesses with a strong international presence.

The Board actively engage to gain insight into the Group's business activities. In that connection, the Board makes excursions to different locations with the purpose to improve the Board's insight into the different commercial activities of the business.

See the separate report on corporate governance available from our website.

Roles and responsibilities

The Audit and Sustainability Committee is a preparatory body for the Board and consists of at least two shareholder-elected directors and one employee-elected director. Group Executive Vice President & CFO and the Auditor normally participate in the meetings. The President & CEO and the other Board Members are entitled to attend if they wish.

Sustainability related impacts, risks, and opportunities are the overarching responsibility of the Board. The Audit and Sustainability Committee monitors progress on sustainability and compliance, including relevant internal control mechanisms, in accordance with its mandate. This follow-up is delegated to the Group Executive Vice President & CFO, who reports to Group Executive Management and the Board, and participates in the meetings of the Audit and Sustainability Committee. Targets and progress related to material impacts, risks and opportunities are addressed in the Committee's meetings.

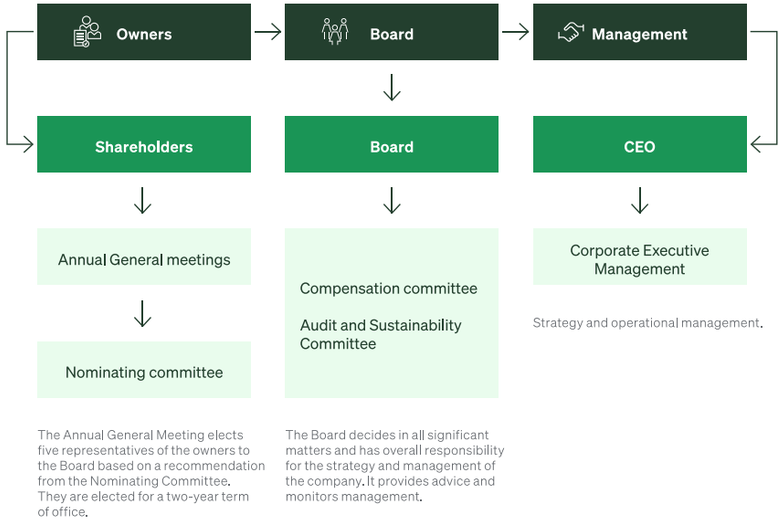
We have a decentralised management model featuring delegated responsibility for operations. The control environment is structured in accordance with this model, and each unit is responsible for ensuring sufficient capacity and competence to carry out internal control activities. The Corporate Management Team and the functional owners at the corporate centre are responsible to ensure that the business areas have established the appropriate internal controls. The Directive for Internal Control over Financial Reporting has been updated to also include sustainability, and will apply for the 2025 reporting.

Directors' liability insurance

Kongsberg Gruppen ASA has a directors' liability insurance applicable to the company's board members, CEO, and senior employees. This insurance covers legal and financial claims directed at the board or management based on their actions in their respective roles. It applies to both the parent company and all subsidiaries of KONGSBERG where KONGSBERG holds more than a 50 per cent ownership stake. The insurance is placed with a reputable insurance company with a good rating.

Skills and expertise

The need for relevant competence and experience for our Board and supervisory bodies is evaluated through the Boards annual self-assessment and the Nominating Committee makes evaluation in connection with nomination of new Board members. The Board has relevant experience related to the material sustainability topics from an industrial and strategic perspective. In-house specialist competence on climate-related risks and frameworks such as the GHG Protocol is available at both the administrative and management levels. In addition, we have general competence on compliance, anti-corruption, export control, sanctions and security and cybersecurity. External specialists across all Environment, Social and Governance (ESG) topics are available through framework agreements. Administrative functions within sustainability and finance have undergone extensive external training. Courses and other relevant activities are offered as needed to secure that the Board has the appropriate ESG skills and expertise to secure sufficient monitoring of the relevant sustainability matters identified by our materiality assessment.



Governance related to business conduct

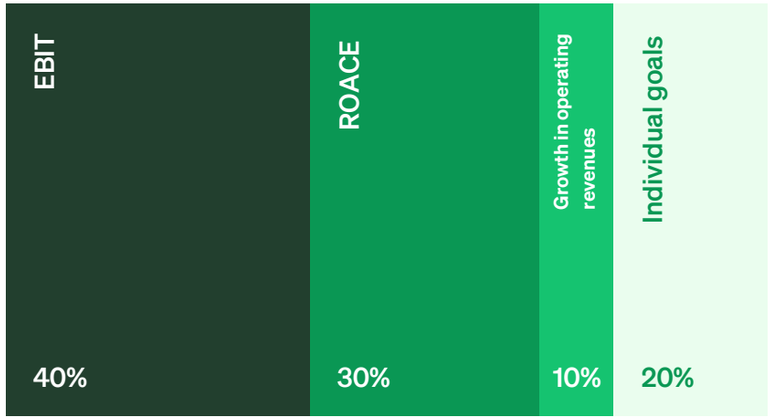
The Group has compliance functions at both a corporate level and in the business areas and these functions maintain a close collaboration. Similar to the financial reporting, the internal control is established in accordance with a decentralised management model. Our compliance programme is coordinated and monitored from a corporate level where routines have been established for notification and follow-up of any alleged misconduct. Our guidelines are continuously updated to ensure compliance with the Norwegian Working Environment Act and other relevant legislation. We have a whistleblower system with a web-based notification channel available to all stakeholders globally, which allows for external notifications and secure anonymity for whistleblowers.

The Board follows up risk management and internal controls through its annual plan. This includes a quarterly review of strategic and operational risks, and central items related to financial reporting and non-financial compliance. Our values, and Code of Ethics and Business Conduct are an integral part of our operations, and we expect our employees and partners to demonstrate high ethical standards and compliance with applicable rules and regulations. We continuously work on systematic development and follow-up of important areas for compliance with regulations, rules and internal guidelines. We focus on the anti-corruption programme with emphasis on employee training, cooperation with business partners on anti-corruption measures, as well as training and review of market representatives. Further, we have a particular focus on export control and sanctions, along with robust processes to ensure compliance with Data Privacy regulations.

Sustainability-Related Performance in Incentive Schemes

The Board's Compensation Committee functions as a preparatory body for the Board in cases relating to the remuneration of the President & CEO, and other members of the Corporate Management Team (CMT). The committee annually assesses whether the salary and remuneration schemes are appropriate and competitive. The remuneration shall be composed in such a way that it motivates to make an extra effort to the continuous improvement of the business and the company's financial performance. In addition, the remuneration shall be regarded as clear and acceptable both internally and externally. The schemes must therefore be transparent and in line with the principles of good corporate governance. Further, the remuneration shall be flexible to allow for adjustments when change is required, while also promoting a system that encourages collaboration. Detailed information on remuneration to the management and the Board will be presented in a separate Executive Management remuneration report 2025. The report will be published on our website in connection with the notice of the Annual General Meeting.

Remuneration for members of the CMT consists of fixed and variable compensation elements. Variable compensation is made up of a bonus scheme (short-term incentive: STI) and a share scheme (long-term incentive: LTI). The purpose of the STI scheme is to motivate the participants to achieve the short-term targets that support the company's long-term strategic objectives and sustainable development. The scheme consists of four key performance indicators (KPIs) as illustrated below.



The President & CEO and Executive Vice Presidents have individual goals related to several sustainability topics, which account for 46 per cent of individual goals. Climate-related goals account for eight per cent of individual goals and are linked to Group climate targets to reduce absolute GHG emissions in own operations, as well as to achieve the annual target for the Supplier Engagement Program to contribute to have our suppliers to set their own science based targets aligned with the Paris agreement.

Governance of Sustainability Matters

The Board and the Audit and Sustainability Committee receive regular updates from the sustainability functions at corporate on material impacts, risks, opportunities (IROs), due diligence implementation, and the outcomes and effectiveness of policies, actions, metrics, and adopted targets. As an example, the Board of Directors and the Audit and Sustainability Committee have received briefings on the update of the climate baseline and the adjusted climate targets. During 2025, sustainability matters have been on the agenda at the Audit and Sustainability Committee at five meetings throughout the year. The chair of the committee informs the Board on the minutes of meeting from these meetings. The functions in charge of the sustainability reporting have also presented to the Board the process related to the update of the double materiality assessment for 2025. Through these interactions, the Board is informed about both financial and non-financial impacts.

Sustainable change and operational excellence are core philosophies that underpin all our activities and processes in seeking to achieve long-term sustainable improvements that create value. Further, we have several Corporate directives that aim to include evaluation of sustainability in our decisions on major transactions and risk management processes:

- Directive for sustainability assessments in decision making, such as mergers & acquisitions, investments in financial positions, fixed assets and facilities
- Directive for compliance due diligence, risk management and follow-up of the supply chain
- Directive for compliance due diligence of business partners
- Directive regarding corporate approval of significant bids contracts and framework contracts

During 2025, the Board and its supervisory bodies have been kept informed about the work on material IROs. The Board has formally approved the update of the double materiality assessment and has been involved in due diligence processes related to mergers and acquisitions.

Sustainability Due Diligence

The following table shows where and how the application of the main steps in our due diligence process are reflected in the sustainability statement. We have established due diligence processes for sustainability assessments that target selection of suppliers and market representatives, as well as processes related to mergers, acquisitions, larger bids and contracts. The activities towards the supply chain is the main focus of the sustainability statement.

Core elements of due diligence	Paragraphs in the sustainability statement
(a) Embedding due diligence in governance, strategy and business model	• Sustainability related performance in incentive schemes, page 35 • Governance over sustainability matters page 35
(b) Engaging with affected stakeholders in key steps of the due diligence	• Governance over sustainability matters page 35 • Stakeholder engagement page 39 • Double materiality assessment page 41 • Process for engagement for own workforce page 68 and 76 • Process of engagement for workers in the value chain page 80
(c) Identifying and assessing adverse impacts	• Double materiality assessment page 41 • Material impacts, risks and opportunities for; – Climate change page 45 – Resource use page 59 – Own workforce page 68 and 76 – Workers in the value chain page 79 – Affected communities page 83 – Business conduct page 86 and 89 – Security and cybersecurity page 90
(d) Taking actions to address those adverse impacts	• Actions and resources for; – Climate change page 49 – Own workforce page 71 and 77 – Workers in the value chain page 81 – Security and cybersecurity page 91
(e) Tracking the effectiveness of these efforts and communicating	• Targets and metrics for; – Climate change targets page 47 – Own workforce targets page 73 and 73 – Workers in the value chain page 82 – Security and cybersecurity page 91

Risk Management and Internal Control Related to Sustainability Reporting

Sustainability reporting in accordance with the ESRS requires disclosures on environmental, social and governance matters and involves several functional areas across the Group. The Group's risk management system covers sustainability-related, financial and strategic risks and is monitored through quarterly reviews by the Board. Findings and updates from risk assessments are communicated regularly to the Board to ensure continuous oversight and alignment with strategic objectives.

From 2025, the Directive for Internal Control also covers sustainability data, including an enhanced methodology for risk prioritisation and requirements to integrate findings from risk assessments and controls into the overarching internal control function. The Directive for Environmental Reporting requires quarterly reporting of key climate indicators and waste management as from 2025. The reporting is based on defined assumptions and recently established processes, and will be subject to further controls during the 2025 cycle.

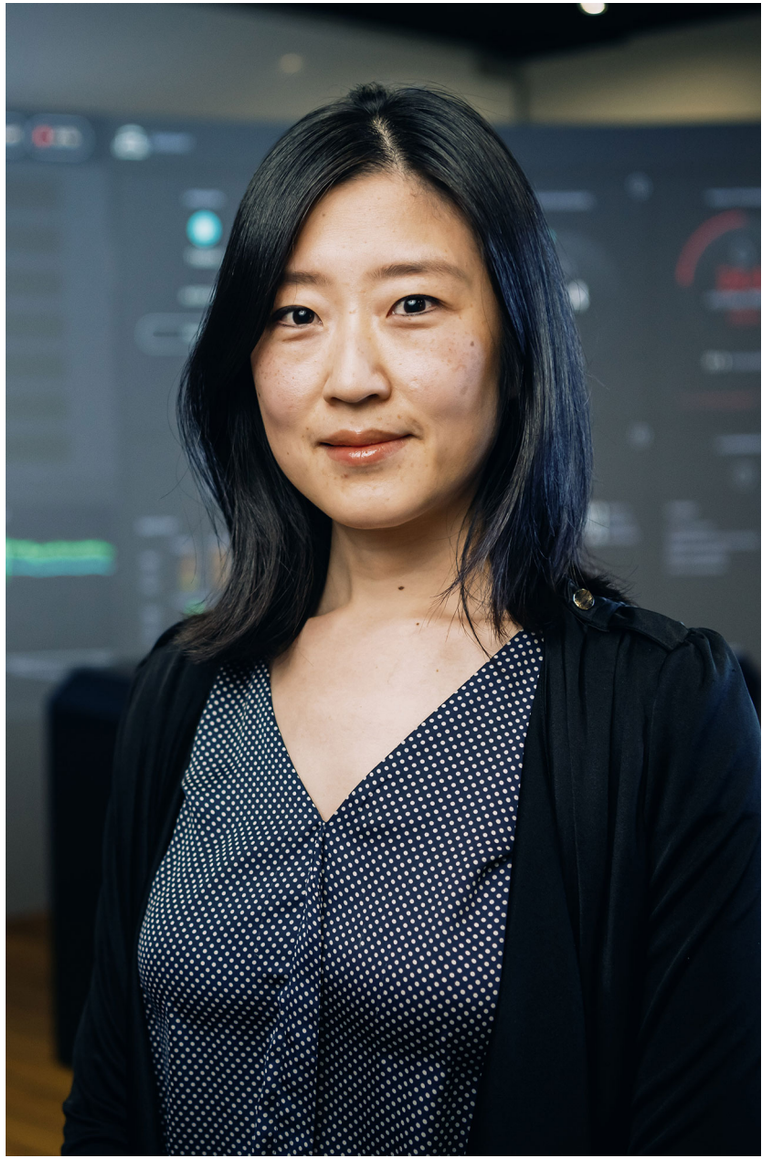
In more general terms, the following key risks and mitigation strategies have been identified:

Key risks

- Completeness and integrity of data
- Accuracy of estimations
- Availability of upstream and downstream value chain data
- Timing and availability of information

Mitigation strategies

- Upskilling and raising awareness among staff
- Reporting from key locations and units
- Continuous improvement of data and methodologies
- Engagement with the Sustainability Forum



Sustainability Strategy, Business Models and Value Chain

Sustainability Related Goals and Strategy

Connection to strategy and main challenges ahead

KONGSBERG's strategic ambition in 2025 was to be a group of leading technology companies, delivering advanced technology solutions to solve critical challenges for our customers that enhance and support the security and safety of people in our society and contribute to a more sustainable future. The planned demerger in 2026 means that the new companies' strategic focus areas will be adjusted in line with the changed structures and new materiality thresholds. The descriptions in this report reflect the strategy as it applied to the combined organisation throughout 2025.

"Sustainable change and operational excellence" and "A thriving workplace" are two of the focus areas of our strategy that relate to our impact on environment, employees and societies. Sustainable change and operational excellence are core philosophies that underpin all our activities and processes. We aim to move the company in a sustainable direction and focus on improvements and solutions that create lasting value for our customers and society as a whole. We value our people as our most important resource. We shall have a skilled, dedicated, and diverse workforce and a safe and thriving culture that encourages for agility and collaboration which allows for our employees to perform at their best.

Meeting our growth ambitions while simultaneously delivering on our sustainability-related goals will raise challenges for us. From a climate perspective, we have ambitions to reduce our GHG emissions across the entire supply chain. Throughout 2025, we worked to manage a larger and more complex value chain in growth. In connection with the demerger, the work to reduce value-chain emissions will be continued within the respective independent companies. We must ensure that we continue to build a robust and resilient supply chain with suppliers who are also committed to sustainable change. Collecting and analysing sufficient and relevant operational data remains a challenge in being able to measure our progress to achieving our goals.

Our customers and suppliers can be affected by changes in attitude and market sentiment towards sustainability-related themes. This can have an impact on the speed of transition and the willingness to pay for more sustainable solutions. It is key that reliable and clear requirements, regulations and incentives are in place to assist in the uptake of solutions, technologies and practices that support sustainable change.

As we continue to evolve, we must ensure that we are correctly organised and prepared for an increasingly diverse workforce, with a broader range of demands and needs.

Sustainability goals

Throughout 2025, our sustainability targets applied across all our business areas and across all geographical regions. The goals are not dedicated to specific product or services, customer categories or relationships with stakeholders. We are well positioned to capture leading positions in fields such as green shipping, offshore wind, security and surveillance, sustainable ocean management, environmental monitoring, and digitisation of heavy industry. Circularity and decarbonisation form a basis in the development and design of new technology. Each of our business areas contributes to the decarbonisation and digitalisation transitions, and capturing relevant opportunities is a core part of our strategy.

Further details on our work across environmental, social and governance-related matters are presented in the respective chapters of this sustainability report.



Business Model and Value Chain

We collaborate with over 13,800 global suppliers, including more than 5,000 based in Norway. Our suppliers are key in our value creation, just as we are in theirs. In the supply chain, we depend on workers in the value chain, the communities surrounding our suppliers, as well as nature as a silent stakeholder. Our own operation involves a range of activities, such as product and system assembly, product testing, software and product development, as well as design and prototyping. Our employees, academic and research institutions, investors, and customers represent some of the most critical stakeholders related to our own operations.

Our products and services reach the market through various distribution channels, including direct sales, partnerships and alliances, online platforms, market representatives and dealers. At the end of our value chain are our customers and end-users, which include ship- owners and yards, energy companies, governments and public institutions, and defence organisations. Our customers, governments, and communities that are impacted by the use of our products are important stakeholders in our downstream value chain. At our products end of life, we aim to ensure effective waste management. This includes promoting circularity through maintenance, overhauls and repairs to enhance product lifetimes, as well as recycling and material recovery.

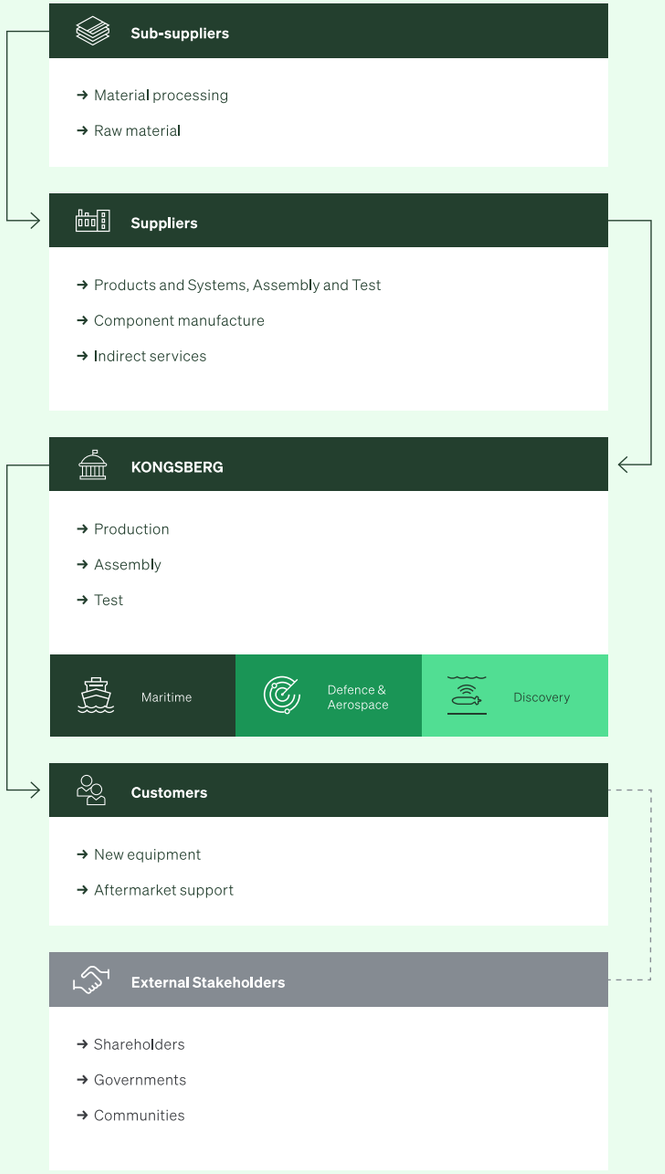
Inputs

Raw materials, such as steel, copper, aluminium, and, iron, are inputs for developing our advanced technologies and solutions. Several of these materials are classified as critical or vulnerable due to geopolitical risk. To reduce our exposure, we see a clear link to our work on circular economy measures to ensure the reuse of these resources. These raw materials are processed into critical components, including parts and assemblies, castings and forgings, electrical equipment and cables, and hydraulics.

The supply chain for these input factors involves a network of direct and indirect suppliers. To ensure a secure and reliable supply, our business areas implement rigorous supplier risk assessment processes and systems. Suppliers are categorised into risk classes based on criteria such as purchase volume, country of origin, and dependency on the supplied goods and services. We have identified suppliers in high- and very high-risk countries, and follow-up is carried out through the Supplier Conduct Principles and audits..

We maintain active engagement with our suppliers through daily operations, as well as through conferences and webinars that address commercial, and environmental, social, and governance (ESG) aspects of our business relationships. Our procurement practices are aligned with industrial and security policies, ensuring that we uphold high standards of integrity and sustainability throughout our supply chain. By fostering open dialogue and collaboration with our suppliers, we aim to enhance the resilience and sustainability of our operations. We have identified suppliers located in high- and very-high-risk countries, and follow-up is carried out through our Supplier Conduct Principles and audits.

KONGSBERG is a group consisting of companies who delivers advanced technology solutions to solve critical challenges for our customers. Our organisation is built on knowledge and expertise, valuing our people as our most important resource in delivering our strategy and purpose and creating value for our customers and stakeholders. The commitment, expertise, and cooperation from all our employees is essential to providing the best solutions to our customers. Therefore, we invest in their development, well-being, and career growth, striving to be an employer that offers opportunities, challenges, and recognition to allow our employees to perform at their best.



Outputs

Delivering advanced and reliable solutions that enhance safety, security, and performance in complex operations and extreme conditions is at the core of our mission. Our business model is centred around innovation and sustainability to provide superior benefits to our customers, investors, and other stakeholders.

For our customers, we offer cutting-edge technology and comprehensive support, ensuring operational efficiency and reliability. Investors benefit from our strong financial performance, diversified portfolio, and commitment to sustainable growth. Additionally, we foster employee development and maintain robust supplier relationships. We believe that long-term shareholder value is best achieved by addressing risks and opportunities from environmental, social, and economic perspectives, and by engaging openly and transparently with all stakeholders. Our purpose, "to protect people and planet by innovating technology today, for a better tomorrow," guides our actions and ensures that we continue to create value for all.

Engagement with Stakeholders

Feedback from our internal and external stakeholders plays an important role in forming priorities, actions and ambitions to create sustainable value. As part of the double materiality assessment, the perspectives of stakeholders were considered by an internal working group that engage directly with our most important stakeholders. The members of the working group are in regular dialogue with stakeholders, which gives us valuable insight into their interests and expectations. This makes it possible to establish relationships built on respect and trust, which are essential to realise our ambition and deliver our strategy effectively. In addition, these dialogues are enhanced by desktop research on topics relevant for stakeholders to ensure we gain a thorough understanding of their interests. The Board and supervisory bodies are informed about the views and interests of stakeholders through the double materiality assessment and regular updates. Our whistleblowing channel also serves as an important listening post for all stakeholders, including employees, business partners and affected communities, and provides the opportunity to report concerns anonymously.

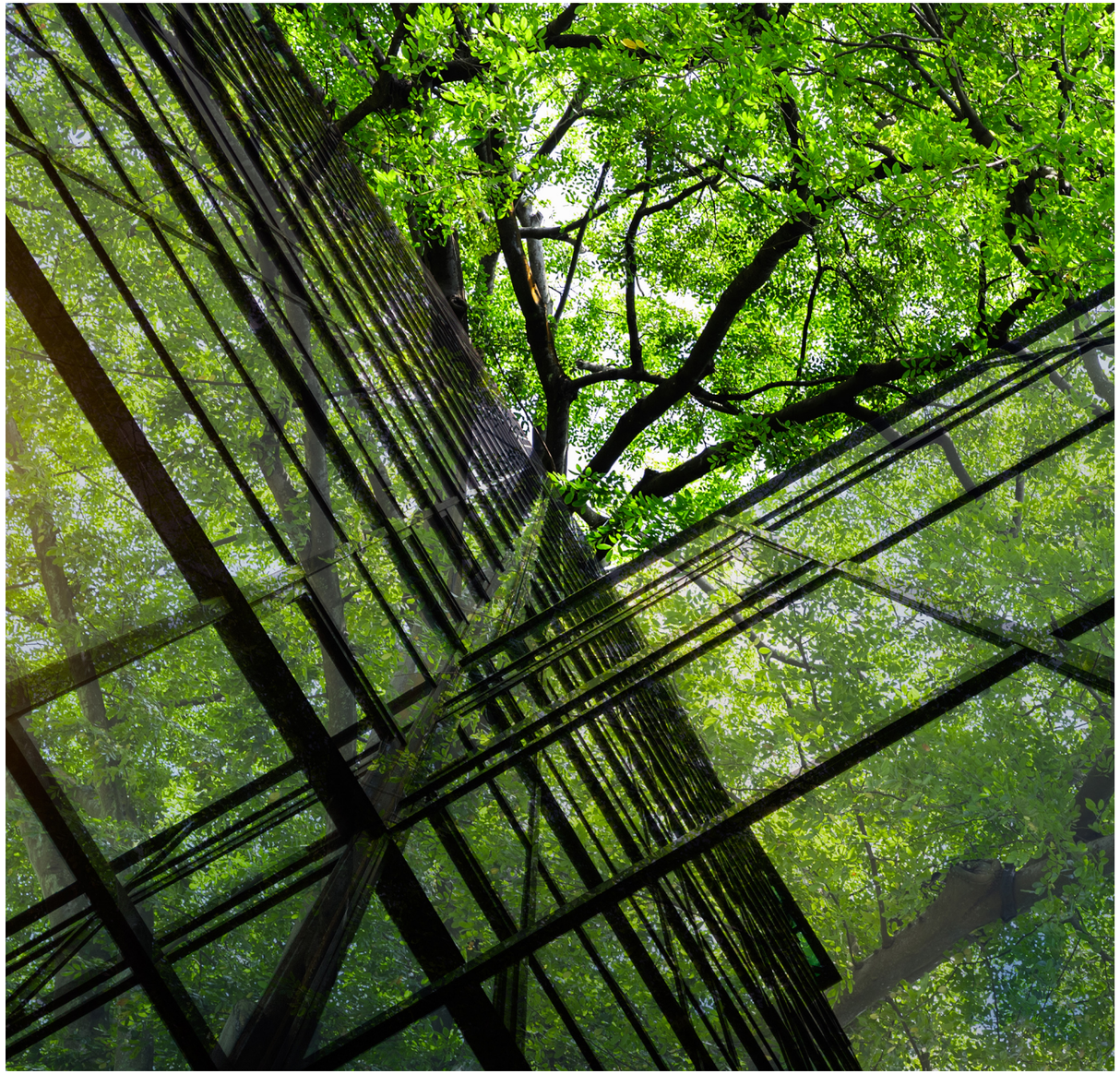
Stakeholders	Why we engage	How we engage	Prioritised topics	Outcome of engagement
Employees	To create an understanding of our employees' needs and expectations, to ensure that their interests are taken care of, to inform about the strategic goals of the organisation, and facilitate for high performance and well-being. Nurture a value based culture. Secure a competent workforce that contribute to our growth ambitions.	Regular performance dialogues, employee surveys, townhalls, team building events, development initiatives, collaboration in various arenas, recruitment activities towards students and other potential employees.	Work-life balance, purpose driven company culture, flexible working arrangements, health and well-being, diversity and inclusion, equal opportunities, and responsible business conduct.	• Monitoring of employees' well-being, and motivation through performance dialogue and engagement surveys • Investment in a learning platform, security programme and HR system • Offer flexibility to ensure a good work-life balance • Focus on diversity and social responsibility in recruitment • Summer project and summer jobs for students • Affected communities identified as material topic • Creating a thriving workplace is one of the focus areas of KONGSBERGs strategy
Shareholders/investors	To communicate specific, regular, and consistent information about our company's activities that support our shareholders/investors in taking informed decisions.	Dialogue through stock exchange disclosures, press releases, general assemblies, presentations and one-to-one meetings with both investors and analysts. External information on our website, such as annual reports, quarterly reports, and company presentations.	Climate and environment, supply chain, cybersecurity and governance.	• Established and developed climate targets for Scope 1 and 2 in accordance with the SBTi methodology • Expanding our Cyber Security Center
Governments	To understand and impact regulatory frameworks affecting KONGSBERG.	Direct dialogue through meetings and other arenas, public hearings, and public debates at events and in media.	Regulations and framework conditions, including technology development, market access, education, energy transition, and others.	• Continuously strengthening ESG reporting and developing first CSRD aligned report for 2024 • EU Taxonomy reporting • Interaction and collaboration with Norway's leading trade unions, business organisations, NGOs and think tanks • Product development • Participation in EU research programme and access to funding
Customers	To create a good understanding of our products and services, capabilities, and deliveries, and to build good relationships, partnerships, and trust.	Regular live and digital meetings with customers. Exhibitions, conferences, and other industry-specific arenas.	Technology, system integration and product offerings. Look after customer needs and deliveries.	• Product development that focuses on energy saving, electrification, and digitalisation.
Suppliers	We engage with our suppliers through daily business interface and strategic relationships to ensure a good and productive collaboration, working towards responsible supply chain.	Direct engagement through meetings, webinars, site visits, and conferences.	Responsible supply chain, inducing quality, health, environment, safety, human rights, compliance, security and export control	• Global deployment of risk-based supplier due diligence, including self-assessments and audits • Supplier engagement and collaboration to meet business and governance requirements • Integration of requirements in procurement processes and training
Academic and research institutions	To create knowledge exchange, promote research, influence new areas of study, and motivate students.	Direct dialogue, collaboration initiatives and research programs.	Climate change, innovative technologies, research and development, and collaboration.	• Collaboration and partnerships with leading research environments worldwide • Collaboration to promote competence development in Kongsberg together with USN • Access to funding from the Research Council • Yearly case competition at universities (USN and NTNU): Your extreme
Civil society	To inform, enhance and challenge our sustainability priorities. We exchange views and knowledge on relevant climate and environmental policies to align with the goals of the Paris Climate Agreement and promote sustainable ocean management.	Regular dialogue in meetings, locally and internationally. We engage in several arenas, including labour unions, industry associations, NGOs, and the UN system.	Sustainability related themes where we have a significant opportunity for positive impact such as climate change and threats to the environment and ecosystems. Topics across the ESG agenda such as responsible business conduct, employee relations and human rights.	• Increased engagement in UNs Ocean Stewardship Coalition • Improved sustainability reporting • Added focus on human rights • Improved communication of values and ambitions

Resilience of Strategy

KONGSBERG is committed to ensuring the resilience of our strategy and business model across environmental, social, and governance (ESG) dimensions. Our approach includes regular updates to both the Board and the Corporate Management Team on global macro trends, supported by an annual strategy process. We have completed an evaluation of the resilience of our strategy, which includes a comprehensive review of macroeconomic, geopolitical, and social developments, focusing on identifying material impacts, risks, and opportunities related to ESG factors such as resource scarcity, market shifts and regulatory developments. We employ scenario testing and engage external consultants to provide insights and validate our strategies, allowing us to anticipate potential challenges and adapt accordingly. Our analysis considers various time horizons to ensure both short-term agility and long-term sustainability.

As a Group, we maintain a dynamic approach to external changes and developments. We perform regular quarterly reporting, ensuring that the Corporate Management Team and business areas are informed of developments that may impact our operations. Our Public Affairs team and subject-matter specialists across the Group stay updated on trends relevant to their areas of expertise. A sustainability forum has been established to assist in coordinating ESG-related discussions across the Group. The Group's Enterprise Risk Management process covers the full risk landscape, ensuring that financial, strategic, and operational risks are assessed holistically together with sustainability-related risks.

Through our resilience analysis, we address material impacts and risks while capitalising on opportunities across the ESG spectrum. In line with our climate-risk analysis, we applied the same time horizons. Qualitative assessments contribute to identifying key areas for strategic focus, ensuring that our business model remains robust and competitive. Quantitative insights, where applicable, support decision-making and strategic planning. The results of our analyses, including scenario descriptions and the assessment of the strategy's resilience in light of climate change, are described in more detail in the Climate Change chapter on page 47.



Double Materiality Assessment

In 2025, we updated our double materiality assessment using a bottom-up approach. The business areas have owned the process and carried out their own assessments to validate and update the Group's analysis. This approach has provided more detailed insights into impacts, risks, and opportunities related to both our own operations and the value chain. The process has comprised the identification, assessment and prioritisation of actual and potential impacts on people and the environment, as well as risks and opportunities with financial effects for the company. The methodologies and assumptions applied in the double materiality assessment are consistent with the principles and guidance of the ESRS. The management of impacts and risks is integrated into our risk management system and forms part of our overall risk management process.

Previous work to map stakeholders and value chains has been reviewed and updated. The management of impacts has considered relevant activities, business relationships, geographies and other contextual factors across the business areas. We apply a dynamic approach to how our business relationships are considered in the impact assessment, based on their relative significance and dependencies. Insights from stakeholder dialogues, value chain analysis and media monitoring have informed our evaluation of actual and potential impacts. To enhance our understanding of stakeholders, we have in 2025 combined internal assessments with external experts and publicly available sources, and we have laid the foundation for more direct engagement with affected communities in the years ahead. The materiality of impacts has been determined in accordance with ESRS 1, section 3.4 Impact materiality.

The process for managing risks and opportunities is guided by relevant impacts and dependencies. Risks and opportunities identified through the double materiality assessment are evaluated and reported as part of our overall risk management process. We apply consistent thresholds for magnitude and likelihood across both the materiality assessment and the risk management framework. The materiality of risks and opportunities has been determined in accordance with ESRS 1, section 3.5 Financial materiality.

The business areas have been responsible for identifying and assessing impacts, risks and opportunities within their respective domains. Their involvement has contributed to a more detailed and robust understanding of the topics. Sustainability resources at Group level have coordinated the process and ensured balanced reporting of both positive and negative impacts, as well as risks and opportunities.

The results of the assessment were presented to the Corporate Management Team, the Audit and Sustainability Committee, and the Board. These groups provided valuable input before the assessment was concluded and approved by the Board. The involvement of subject matter experts across the business areas and Group functions, together with Group management, has been crucial to ensuring robust internal controls in updating the material topics for the 2025 reporting year.

Evaluation related to material topics

Climate change continues to be assessed as a material topic, driven by our ambition to achieve net-zero emissions across the value chain by 2050 and the risks associated with physical climate change and the green transition. Scenario analyses (SSP1 and SSP3) confirm that climate-related factors affect our strategy, particularly relating to market risks and demand for low-emission solutions. Due to the ongoing demerger and reorganisation of the Group, full quantification of financial effects has been deferred to 2026, when the new corporate structure is established.

Resource use and the circular economy are assessed as material topics, as access to raw materials and efficient resource utilisation are critical to our production. Materiality relates both to dependencies on scarce upstream resources and opportunities to integrate circular principles into product development to reduce environmental footprint and costs.

Given our global presence and deliveries to the defence sector, business ethics is considered a fundamentally material topic. The risk assessment is based on geography, sector and transaction types, and the management of these risks is fully integrated into the Group's ongoing risk management processes.

Material Topics

The results of the 2025 double materiality assessment confirm that six of the ten ESRS topical standards are material for KONGSBERG. In addition, security and cybersecurity have been identified as a material entity specific topic.

Phase 1: Understand

In this phase, we mapped our value chain activities within a sustainability context. The value chain was divided into main activities, each associated with various impacts, risks, and opportunities across environmental, social, and governance topics.

Phase 2: Identify

Actual and potential impacts, risks, and opportunities across the entire value chain were identified. This was achieved by leveraging existing sustainability knowledge and engaging in dialogue with internal and external stakeholders. The focus was on mapping impacts and dependencies, and identifying risks and opportunities linked to these.

Phase 3: Evaluate

In this phase, we evaluated and scored the identified impacts, risks, and opportunities based on their consequence and likelihood. This evaluation followed a structured methodology, assessing the significance of each impact, risk and opportunity to determine its priority level.

Phase 4: Decide

We established thresholds for material topics using a matrix approach. This allowed for the inclusion of high consequence but low likelihood impacts, ensuring a nuanced and precise analysis. The matrix helped identify which impacts, risks and opportunities were material and required further attention.

E1 Climate change

Climate change is one of the topics with the greatest impact on our business. Our own manufacturing, assembly, testing and office operations require energy, while both direct and indirect procurement generate greenhouse gas emissions in the supply chain and through logistics. Our products also have a positive impact by enabling the installation and operation of renewable energy, such as offshore wind.

Negative impacts are primarily relevant in the short term, whereas opportunities linked to increased demand for low-carbon technologies are expected to materialise in the medium to long term. Value-chain risks include regulatory changes and physical climate risks that may affect production and logistics.

S1 Own workforce
S2 Workers in the value chain

Our policies and practices affect more than 15,800 permanent employees globally. We have more than 13,800 suppliers globally which employ a significant number of workers in our value chain. The risk of breaches of decent working conditions is higher in certain countries and regions where we operate, particularly in the supply chain. Internally, parts of our workforce are exposed to production processes with higher health and safety risks.

To reduce the risk of breaches of decent working conditions in the supply chain, we set clear requirements for our suppliers through our Principles of Supplier Conduct, carry out risk-based supplier audits, and maintain an open reporting channel for workers in the value chain. We invest systematically in skills development and inclusive work practices, including offering work placements for individuals outside the labour market. This supports personal development and strengthens our access to qualified labour.

G1 Business conduct

As an international technology group, we are subject to strict regulations and expectations related to business ethics. We work to promote our high standards of business conduct in all markets where we operate.

The use of market representatives and agents, particularly in the defence and maritime sectors, entails risks related to corruption and undue influence. A complex geopolitical landscape also contributes to rapidly changing sanctions regimes, increasing short-term risks in our supply chain.

Security and cybersecurity have been identified as a material entity-specific topic. Given the nature of our products and the geopolitical environment, safeguarding technology, data and infrastructure is critical for our operational capability and national security.

E5 Resource use and circular economy

Resource use and the circular economy is an important strategic area for the Group. We use primary and critical raw materials such as steel, copper, aluminium and iron in our products, which affects the environment, material availability and associated costs. We also generate waste throughout the value chain and use packaging materials and IT equipment that require responsible end-of-life management.

Our deliveries to the defence and space industries are subject to strict regulatory requirements, which may affect the potential for resource efficiency and circular solutions.

S3 Affected communities

We develop technology that promotes security and stability in a changing geopolitical landscape. Our solutions contribute positively to safeguarding nations' defence capabilities and peace. At the same time, our products may negatively affect communities during situations of war and crisis, particularly when civilians are impacted.

We may face reputational risks and reduced stakeholder trust over a long-term horizon. Without strict controls, such risks may disrupt operations and lead to legal challenges and financial penalties.

Financial Effects of Risks and Opportunities

Our impacts, risks and opportunities, including climate-related risks and opportunities, inform our financial planning. Current and anticipated future financial effects are mainly related to the material topic Climate change. To achieve our targets linked to our material impacts, risks and opportunities, investments are required both in existing technologies to reduce GHG emissions and in the development of new technologies, solutions and business models that can drive the energy transition. Most of our investments are linked to product development, where sustainability, safety and efficiency are key factors.

For 2025, no financial effects related to addressing risks and opportunities were assessed as exceeding the significance threshold established during the 2025 update of the double materiality assessment. An evaluation of which risks and opportunities are likely to be materially adjusted in the next reporting period has not been carried out for 2025.

Disclosure Requirements in ESRS Covered by the Sustainability Statement

Our sustainability statement is prepared in accordance with the outcome of the double materiality assessment. The data reported have been assessed for materiality by the relevant functional areas across the Group, in line with ESRS 1, section 3.2.

Please refer to the Appendix on page 189 for a content index of the Disclosure Requirements complied with, and for a table of datapoints that originate from other EU legislation.



Environment



Climate Change

E1

We are committed to, and acknowledge the need to take an active role in the transition to a net-zero society. To achieve the global climate targets, we must move quickly from words to action. KONGSBERG is a technology company with relatively low emissions from our direct operations. Therefore, it is our ambition to contribute to ensuring that our value chain reaches its goals by 2050. We are both affected by and contribute to climate change through our operations. Exposure to physical climate risk in all future scenarios is a reality for the Group, although the degree of exposure varies across business areas. We aim to develop low-emission solutions, such as green shipping, sustainable ocean management and offshore wind, and to contribute actively to the energy transition. Addressing these challenges and leveraging the associated opportunities are essential to achieving strategic growth and sustainable innovation.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified several material impacts, risks, and opportunities for the sub-topics climate change mitigation, climate change adaptation, and energy.

ESRS sub-topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Climate change mitigation	Actual negative impact	KONGSBERG's sourcing of materials and components, such as steel, iron, and aluminium, results in emissions from production and transportation, negatively impacting climate change mitigation.	**Upstream**	Contributes indirectly	Short term
Climate change mitigation	Actual negative impact	Our activities necessitate staff travel by air and ground, both locally and internationally, contributing to increased emissions.	**Own operations**	Contributes indirectly	Short term
Climate change mitigation	Potential positive impact	Delivering solutions to renewable and green industries, such as wind power and carbon capture, contributes to reducing GHG emissions. Additionally, our technology can aid high-emission industries in lowering their operational GHG emissions.	**Downstream**	Contributes indirectly	Medium term
Climate change mitigation	Risk	Carbon pricing may lead to increased costs due to the additional expenses associated with emissions from our operations and supply chain.	**Upstream** **Own operations**	Not relevant for risks	Medium term
Climate change mitigation	Risk	Failure to meet our climate ambitions can have financial impacts across several areas, such as reduced access to capital or higher capital costs, and reputational risks that could lead to decreased sales.	**Upstream**	Not relevant for risks	Medium term
Climate change mitigation	Opportunity	The green transition will increase the demand for green business solutions. If effectively monitored and addressed, this presents an opportunity for KONGSBERG to strengthen our competitive advantage by positioning us as a leader in green solutions.	**Downstream**	Not relevant for opportunities	Medium term
Energy	Actual negative impact	We deliver solutions that depend on data centres, which rely on significant amounts of energy.	**Downstream**	Contributes directly	Short term
Energy	Actual negative impact	The assembly and manufacturing of KONGSBERG's products, along with the use of servers and IT infrastructure, result in significant energy consumption.	**Own operations**	Contributes directly	Short term
Energy	Risk	A lack of energy, or limited access to it, can hinder our growth ambitions, as energy is essential for the production of our products and services.	**Upstream**	Not relevant for risks	Long term
Climate change adaptation	Risk	There is a risk that increased extreme weather events may affect unprepared production facilities of our suppliers, potentially leading to significant production and delivery delays, which could impact our revenue.	**Upstream**	Not relevant for risks	Medium term

Climate Change Mitigation and Energy

Our production and assembly processes rely on energy and the use of materials that emit greenhouse gases, and therefore contribute to climate change. Many of our products require fuel to operate, resulting in significant greenhouse gas emissions downstream in our value chain. In addition, we are responsible for indirect scope 3 emissions from purchased goods and services in our upstream activities, including transport and distribution. Part of our product portfolio comprises a significant amount of secondary raw materials and energy-intensive input factors, including categories such as fabrications, castings, forgings and electronics, made from materials including steel, copper, iron and aluminium.

Some of our products are fuel- and energy-agnostic, meaning they can operate using various energy sources. This flexibility allows them to adapt to different energy sources across land, sea and space. Our products are designed to be long-lasting and efficient, supported by infrastructure for repairs and retrofitting, which helps keep materials and equipment in use for longer.

We identify and measure greenhouse gas emissions from our own operations and from significant parts of our value chain. Our methodologies align with international standards, including the GHG Protocol and the Science Based Targets Initiative (SBTi).

Climate Adaptation

Our ability to adapt to climate change is essential for maintaining the resilience and efficiency of our operations and value chain. Key risks include physical risks such as extreme weather events and regulatory changes, while opportunities lie in developing innovative, energy-efficient solutions.

We face physical climate risks across all future scenarios, with varying degrees of exposure in the different business areas. Acute and chronic risks, such as hurricanes, extreme weather events, and changes in precipitation patterns, pose threats to personnel, operations, and supply chains. These risks can lead to operational disruptions and increased costs. Our transition risks are particularly related to increased costs of production inputs and regulatory changes. The transition to a renewable society presents uncertainty in both timing and scope, and may affect the demand for our products and services. Regulatory frameworks, such as the International Maritime Organization's (IMO) climate strategy and the EU's emission-reduction targets, are driving a shift toward cleaner fuel alternatives. We can play a role in this transition by offering products that contribute significantly to energy savings, electrification, and efficiency improvements, such as energy-efficient vessel designs and advanced propulsion systems

Our strategic adaptability is explained in further detail in the Strategy, Business Model, and Value Chain chapter on page 37.

Governing documents

Type and name of governing document	Overall summary of content	Relevance for climate change
Code of Governance	Main governing document for KONGSBERG.	Establishes that KONGSBERG has a strategic focus in driving innovation to provide technical solutions that support the climate transition. Sustainability is acknowledged as a Group wide business priority.
Code of Ethics and Business Conduct	Outlines the principles for business conduct, including a chapter on reducing footprint in own operations and value chain.	Principles included for climate change mitigation and adaptation in own operations and value chain.
Directive for Environmental Reporting	Describes the methodology used to calculate KONGSBERG's GHG emissions and how climate and environmental data should be reported.	Establishes quarterly reporting for GHG emissions to integrate with the financial reporting cycle, main tool to monitor progress for climate change mitigation.
Sustainability assessment in decision-making	Outlines the principles for sustainability assessments in relation to decisions regarding investments and business development.	Establishes main principles for investment decisions including: 1) Climate targets (GHG emission reduction targets), 2) Impact on EU Taxonomy eligibility and alignment (CAPEX, OPEX and revenue). 3) Identification of, and eligibility towards relevant project categories towards KONGSBERG's sustainable finance framework, 4) Circularity, 5) Environmental risk assessment.
Supplier Conduct Principles	Describes KONGSBERG's expectations for suppliers.	A paragraph included on expectations for suppliers in terms of a precautionary approach to climate challenges and minimising adverse effects on the environment and natural resources.
Directive for Compliance due diligence, risk management and follow-up of the supply chain	Establishes the process to conduct supplier due diligence.	Mapping of climate and environment-related risks among KONGSBERG's suppliers.

All policies included in this overview apply to the whole Group, including all business areas, and are published on KONGSBERG's internal platforms. The documents that are relevant for suppliers and business partners are made available in appropriate channels. Business areas may have additional policies, strategies and procedures in relation to climate change mitigation and adaptation. In addition, certain business areas have developed their own sustainability strategies to support our overarching goals. The highest senior level accountable for all policies is the President & CEO, except for Code of Governance and Code of Ethics and Business Conduct, which is the responsibility of the Board. The execution and implementation of all KONGSBERG sustainability related policies is the responsibility of the sustainability leads of all relevant business areas and functions. The interest of key stakeholders is considered by placing emphasis on safeguarding affected communities and ensuring robust supplier relations and conditions in the content of the governing documents[1].

Overall, climate change mitigation and adaptation are covered in multiple aspects in our governing documents, as seen in the table above. Energy efficiency and renewable energy deployment are not mentioned specifically but are included as part of our climate goals approved by the Board and followed up by regular reporting. The policies are monitored through regular reporting (as specified in the governing documents), the business areas' business reviews, internal systems for monitoring and internal control, and control by external auditors specifically for climate accounting and reports.

[1] https://www.kongsberg.com/kda/Who-we-are/sustainability/

Climate Change Mitigation

As of 31 December 2025, we have not developed a plan that is fully in accordance with the requirements of the ESRS.

In the Annual Report for 2024, we presented a transition plan that was approved by the Board of Directors in March 2025. In developing the climate transition plan, we defined a set of measures to achieve our climate targets. In addition, we developed a package of instruments addressing how we influence downstream scope 3 emissions. This plan formed the basis for our work in 2025.

The net-zero strategy and transition efforts are an integrated part of our overall business strategy. The Board has the overarching responsibility for reviewing and approving the Group strategy and the related transition measures. This section outlines the targets, actions and resources allocated in 2025 to deliver on our climate ambitions.

In 2025, each business area initiated the development of transition plans for their own operations. This was part of our strategy to build climate actions from the bottom up. In connection with the demerger, these transition plans were not consolidated at Group level, as the Boards of Directors in the new companies must adopt their respective transition plans for their own operations in 2026. The work on transition plans within each business area, and the consolidation of these, was not addressed by the Group Board because:

- The Group's Board does not have the mandate to bind the new companies to a transition plan after the demerger has been completed.
- The demerger significantly changes the materiality of different emissions categories. One example is that the substantial emissions the Group has identified in Scope 3, category 11, largely belong to Kongsberg Maritime. The removal of these emissions will therefore change the materiality of a number of emissions categories in KONGSBERG after the demerger.

The financial implementation of the work in 2025 has been calculated for a few specific measures, but not for the plan as a whole. It is important to emphasize that KONGSBERG has very low emissions from its own operations. Measures to achieve targets in Scope 1 and 2 will therefore not involve significant financial amounts from a Group perspective. The business areas were expected to incorporate this into their financial planning routines from 2025, but this work has been postponed to 2026 due to the demerger. We are transparent about the status quo and about the CAPEX and OPEX allocations for which we have calculations.

The overall responsibility for executing the transition plan within the business areas lies with the sustainability function.

Targets

Due to the demerger, KONGSBERG's long-term targets are no longer relevant, but the short-term targets have defined the level of ambition and the pace of emissions-reduction measures in 2025. The short-term targets were part of the SBTi targets approved in 2023, under which Scope 1 and 2 were assessed as being aligned with a 1.5-degree pathway.

The transition work in 2025 is based on three main objectives to reduce the climate impact of our operations and to create business opportunities by enabling our customers and other stakeholders to do the same. Our targets for reducing greenhouse gas emissions include::

- Reduce absolute scope 1 greenhouse gas emissions from 2019 by 55 per cent by 2030
- Increase annual procurement of renewable energy certificates from 0 per cent in 2019 to 100 per cent by 2030 (scope 2, market-based).
- Engage 67 per cent of KONGSBERG's suppliers to set their own science-based targets by 2027 (scope 3), using 2021 as the base year.

In addition, we have established the following intensity targets:

- 25 per cent reduction in energy consumption per employee through energy efficiency measures from 2019 by 2030.
- 25 per cent reduction of greenhouse gas emissions from transport and distribution from 2020 by 2030 through optimization of the mode of transport, in collaboration with our carriers to reduce the total emissions per tonne-kilometre.
- 30 per cent reduction in greenhouse gas emissions per employee from business travel by air from 2019 by 2030.

In 2025, quarterly reporting of climate and environmental data was introduced across all business areas. This has significantly improved KONGSBERG's ability to monitor progress towards the targets.

All targets address our impacts and risks related to climate change. Our intensity measures are not approved by SBTi. The targets are not explicitly described in any of our governing documents but are approved by the Board and communicated through the 2023 and 2024 annual and sustainability reports. The effectiveness of our actions is tracked through our quarterly climate accounting, illustrating progress towards our targets. Our climate change targets are based on a scientific approach, approved by the Science Based Targets Initiative.



The targets cover all our activities across the Group, including our upstream and downstream value chain. Our targets align with the Paris Agreement's goal of limiting global warming to 1.5 degrees, in scope 1 and 2, and therefore also align with the political goals in Norway and the EU.

The target for Scope 3, Category 11

In 2025, the following target, approved by the SBTi in 2023, was reassessed by a working group within Kongsberg Maritime and KONGSBERG:

- Reduce absolute greenhouse gas emissions from the use of sold products by 25 per cent by 2030 compared to 2021 (Scope 3, Category 11).

The working group concluded that the target, as originally formulated, was unrealistic. An absolute target for a category over which KONGSBERG does not have direct control can only be achieved if the sale of a number of products is restricted or discontinued. The working group's conclusions were discussed with key stakeholders and external third-party experts. The parties involved acknowledged that the target was not fit for purpose and should be replaced by a target more closely aligned with KONGSBERG's own operations.

On 4 September 2025, the Board of KONGSBERG decided that the target for Scope 3, Category 11 should not be resubmitted to the SBTi. As a result, KONGSBERG does not have a Board-approved target for this category in 2025.

At the same time, the working group developed a new target for Scope 3, Category 11. The framework for this target was approved by the executive management team of Kongsberg Maritime on 3 November 2025. The target was not submitted for approval to the Board of KONGSBERG, as approval of such a target will fall to the Board of Kongsberg Maritime in 2026.

As of 31 December 2025, KONGSBERG therefore does not, on an overall basis, have climate targets that meet the criteria of the SBTi.

Targets for Climate Transition at KONGSBERG

55%
Reduction in absolute Scope 1–2 emissions by 2030

100%
Renewable energy in electricity procurement by 2030

67%
Of KONGSBERG's suppliers (by spend) to be engaged to set their own science-based targets by 2027

25%
Reduction in energy consumption per employee through energy-efficiency measures from the 2019 baseline by 2030

Climate targets	Scope	Decarbonisation measures	Action packages and measures	Progress towards target
Reduce absolute scope 1 greenhouse gas emissions from 2019 by 55% by 2030	1	Reduce the use of fossil fuels by switching to environmentally friendly fuels and energy sources	**Package 1: Operational Improvements and Package 2: Facility Programme**	A 29% reduction in absolute greenhouse gas emissions since the base year. A 4% reduction from 2024 to 2025. Emissions in the base year were 2,000 tCO2e, and in 2025 emissions were 1,417 tCO2e.
Increase annual procurement of renewable energy from 2019 to 100% by 2030	2	Procurement of certified renewable electricity. 80% by 2025 and 100% by 2030	**Package 2: Facility Programme**	The target of 80% guaranteed renewable electricity was achieved in 2025. Actual emissions in the base year were 59,974 tCO2e, and 18,474 tCO2e in 2025. Emissions in 2030 will be zero.
Engage 67% of KONGSBERG's suppliers to set their own science-based targets by 2027, using 2021 as the base year	3	Program for our suppliers which includes conferences and webinars with information on how to set science-based climate targets and requirements for climate accounting. Follow up is conducted through IntegrityNext. This will contribute to the reduction of emissions from our purchased products and services.	**Package 3: Scope 3 Upstream**	By the end of 2025, 45% of our suppliers by spend are committed to the SBTi or equivalent science-based targets
Reduce absolute greenhouse gas emissions from the use of sold products by 25% by 2030	3	Research and development of optimal solutions for, and together with customers. Strategic projects for increasing electrification, partnerships for the maritime transition and digitalisation.	**Measures for Scope 3 Downstream**	The target was not resubmitted to the SBTi in 2025 and is therefore no longer valid.
25% reduction in energy consumption per employee through energy efficiency measures from 2019 by 2030.	1 & 2	Continuous energy analysis for existing buildings to identify and prioritise opportunities, costs, and investments in energy efficiency. This includes both maintenance and major investments such as the transition to alternative energy sources for buildings and sites. Assessment of the most climate-friendly solutions in the lease or purchase of new buildings. This is part of the KONGSBERG Facility Programme.	**Package 2: Facility Programme**	24% reduction per employee from the base year.
25% reduction of greenhouse gas emissions from transport and distribution from 2020 by 2030 through optimization of the mode of transport in cooperation with our carriers to reduce the total emissions per tonne-kilometre.	3	Optimise the mode of transport in cooperation with our carriers to reduce the total emissions per tonne-kilometre.	**Package 3: Scope 3 Upstream**	The year-on-year intensity reduction plan has been followed, and the reduction in 2025 was 35%. Actual emissions in the base year were 18,051 tCO2e, and 20,833 tCO2e in 2025. Actual emissions in 2030 have not been estimated.
30% reduction in greenhouse gas emissions per employee from business travel by air from 2019 by 2030	3	Reduce flights per employee through use of online meetings, reduce the number of employees travelling to conferences etc.	**Not Relevant**	A 55% reduction in relative emissions per employee from the base year. Actual emissions in the base year were 33,782 tCO2e, reduced to 21,919 tCO2e in 2025. Estimated emissions in 2030 are 41,314 tCO2e.

Process of setting targets

The work to define our emissions-reduction targets was initiated by Group management and the sustainability functions in 2021. The targets were developed without direct involvement from external stakeholders. However, the Ministry of Trade, Industry and Fisheries has clearly stated that state-owned Norwegian companies, such as KONGSBERG, are expected to set reduction targets aligned with the Paris Agreement. A science-based approach is therefore required in the target-setting process.

Progress towards targets

We are in the process of strengthening internal competence and assigning increased responsibility for our climate targets to the business areas to ensure the desired progress. 2025 is the third year in which we have a complete Scope 3 inventory.

Through this work, data quality has improved, which led to adjustments to the 2019 Scope 1 baseline. This is further explained under recalculations on page 51.

In our own operations (Scope 1), emissions in 2025 were 29 per cent lower than in the 2019 base year. This demonstrates that KONGSBERG, despite strong growth in both revenue and number of employees during the same period, has reduced its emissions.

The emission reductions achieved in our own operations result from systematic phase-out of fossil emission sources, continuous energy-efficiency efforts and the transition to HVO and biodiesel at Kongsberg Technology Park.

Progress toward our targets is presented in the table above. We are progressing toward our SBTi targets that are not included in Scope 3, category 11. It is also worth noting that although the Group grew in 2025, electricity consumption remained at approximately the same level as in 2024. The climate targets therefore contribute to more efficient operations across KONGSBERG.

KONGSBERG has in 2025 an ambition to reach net zero by 2050, equivalent to a 90 per cent reduction in absolute emissions. At the time of reporting, this ambition has not been formalised in a transition plan, and the full implications have not yet been assessed. Nevertheless, it sets a clear direction for our work, and the work will continue in the new companies. The largest emission sources in our GHG inventory are linked to our value chain, particularly purchased goods and services (Scope 3, category 1) and use of sold products (Scope 3, category 11). In 2025, our transition work did not require the use of nature-based solutions, carbon credits or carbon storage.

Actions and Resources

We understand action packages as a structured approach to ensure that planned measures are sufficiently effective to achieve our reduction targets. In 2025, we worked on the basis of these packages, supported by the climate-risk analysis conducted in autumn 2024. The analysis assessed two scenarios, including one aligned with the 1.5-degree target. The analysis mapped relevant environmental and societal developments, including both physical and transition risks. The action packages are as follows:

- **Scope 1, 2 and 3, Operational improvements:** Transition from a top-down to a bottom-up approach in the sustainability strategy to improve data quality, ensure more targeted initiatives, strengthen competence in business areas and improve integration with financial functions.
- **Scope 1 and 2, Facility programme:** A working group consisting of sustainability and facility managers from the business areas and other relevant functions.
- **Scope 2, Renewable energy certificates:** Purchase of guarantees of origin for all market-based Scope 2 emissions in Norway and internationally. We have also secured additional certificates to cover estimated consumption of market-based electricity through 2030.
- **Scope 3, Upstream:** Supplier engagement, upstream transportation and distribution, including business travel and commuting.

All actions in these categories are either approved or pending approval by relevant Group functions or business areas to ensure allocation of necessary resources.

Financial calculations have been carried out for some specific measures but not for the overall plan. In 2024, we reported that the business areas were to integrate this work into their financial planning routines from 2025. This was not concluded due to the need for new transition plans to be approved by the new companies following the demerger. As of 31 December 2025, we have not developed a plan aligned with the EU Taxonomy.

Operational improvements (scope 1, 2 and 3)

In 2025, sustainability functions within the business areas were strengthened as part of the shift from a top-down to a bottom-up sustainability strategy. The purpose is to improve data quality and ensure more targeted actions. This shift began in 2023, and in 2025 the business areas were responsible for:

- Carry out and complete the double materiality assessment to be aggregated at Group level.
- Prepare autonomous and complete climate accounts for scope 1, 2 and 3.
- Prepare business-area–specific transition plans to support and strengthen the Group's transition measures.
- In 2024, we implemented quarterly reporting of climate and environmental data, and throughout 2025 this has been reported on a quarterly basis.

We also had a target to conduct business-area-specific climate-risk analyses in 2025. This was not carried out because a Group-level analysis was completed in late autumn 2024, and our ERM reporting in 2025 did not indicate significant deviations from 2024. As it also became clear that Kongsberg Maritime would be demerged from KONGSBERG, it was appropriate for the new companies to conduct their own analyses once established in 2026.

These actions do not require significant financial investment, but they do require additional resources in the business areas. We have not calculated the expected emission reductions from these operational improvements.

Facility Programme (scope 1 and 2)

Reductions in our own emissions will primarily be achieved through fuel switching from fossil fuels to biofuels, increased electrification of operations, active energy-management efforts and continued transition to electric vehicles. In 2023, we assessed our portfolio of Norwegian-owned buildings to map and plan climate and environmental measures. This work continued in the Facility Programme, a working group consisting of facility managers from the business areas and other relevant functions. The programme is responsible for implementing the necessary measures to ensure that we are positioned to meet our Scope 1 and 2 targets and achieve a 25 per cent reduction in energy-consumption intensity by 2030. Our goal is to increase revenue and number of employees without a corresponding increase in energy use, enabling growth while reducing emissions in line with our SBTi targets. Participants from all business areas met quarterly throughout 2025 to review progress and identify new measures. Key initiatives have been implemented, but additional measures will be required. A complete CAPEX plan has not yet been developed, and we do not expect CAPEX costs to be significant.

Key measures completed or initiated in 2025 Kongsberg Defence & Aerospace

Utsikten – Kongsberg, Norway (Construction start May 2025)

The new administrative building Utsikten is being developed to achieve BREEAM "Excellent", ensuring high performance in energy efficiency, materials, pollution, transport, water and ecology. The project is aligned with EU taxonomy requirements and aims for Energy Class A. The design and execution strategy explicitly commits to a fossil-free construction site, setting high expectations for the supply chain and embedding measurable performance requirements in project management. The measures will collectively contribute to energy efficiency and cost-effective operations, while ensuring that the project complies with applicable standards.

Missile Factory – Newcastle, Australia
The Commonwealth of Australia is financing and will own the building, while KONGSBERG will have operational control.

The new KONGSBERG missile factory in Williamtown commenced groundworks in late 2025, with building completion planned for Q1 2027. The facility is designed with sustainability as a core principle, targeting LEED Gold certification and with an ambition to achieve LEED Platinum. Key environmental measures include the elimination of fossil fuels from building-technical systems, extensive integration of renewable energy through a solar power installation, access to renewable electricity from external sources, a high-performance building envelope with strong airtightness, and smart energy management via a Building Management System.

The facility also incorporates sun-shading systems, louvres and landscaping to reduce solar heat gain while maximising natural daylight. Additional sustainability measures include waste and recycling plans, use of native landscaping, electric-vehicle charging infrastructure, bicycle parking, water-storage tanks, and careful ecological management during groundworks, including cultural-heritage assessments and fauna relocation. These measures align with the New South Wales Net Zero strategy and position the factory to meet or exceed the ambition of achieving LEED Gold.

Johnstown Production – Pennsylvania, USA
In 2025, we took a further step in modernising the Johnstown facility through a series of targeted investments. The programme included an upgrade to LED lighting (approx. MNOK 1.5), important improvements to the electrical system (MNOK 0.75), and substantial HVAC upgrades valued at MNOK 12.8, supporting the transition to more energy-efficient and low-emission operations. These upgrades support the reduction of natural gas dependence, improve overall energy performance, and align the site with KONGSBERG's long term decarbonization goals.

These measures do not require significant financial investments. We have not calculated expected emission reductions from these operational improvements.

Examples of Facility Programme measures in Kongsberg Maritime 2025

Energy well / BMS system in Ulsteinvik:
Energy consumption was reduced by approximately 1.2 GWh by connecting production areas to energy wells and implementing a new control-system solution.

Solar Energy
Three solar-power installations were implemented in 2025 in the Netherlands (Spijkenisse), Finland (Rauma) and Norway (Grilstad). These installations produced 0.29 GWh of electricity during the year.

LED Lighting
In 2025, we reduced energy consumption by 0.15 GWh across two Norwegian locations by replacing lighting systems with LED solutions.

These measures do not require significant financial investments. We have not calculated expected emission reductions for these operational improvements.

Renewable energy certificates - 100 per cent renewable energy in ow operations
In 2024, the Group's sustainability and finance functions structured the plan to increase annual purchases of renewable electricity to 100 per cent by 2030. The plan includes a roadmap to cover electricity consumption across all Norwegian and international sites, as well as the financial planning framework for the purchase of renewable electricity from 2025 to 2030. The roadmap was further refined in 2025.

The current plan began in 2023, when we purchased 75,078 MWh of guarantees of origin for renewable electricity, covering 60 per cent of total electricity consumption. In 2024, 97,013 MWh of electricity consumption was guaranteed renewable, corresponding to 71 per cent of total consumption. In 2025, 106,713 MWh of our electricity consumption was guaranteed renewable, equivalent to 80 per cent of total electricity consumption. Of this volume, 97 per cent consisted of unbundled guarantees of origin and the remaining 3 per cent of bundled certificates. The purchase of 103,888 MWh unbundled certificates in 2025 corresponds to an emission reduction of 55,580 tCO2e using the market-based method.

We reached 80 per cent renewable electricity in 2025 and remain on track toward 100 per cent in 2030. Operating expenses of MNOK 6.3 were used for the purchase of renewable energy certificates in 2025.

In 2025, we entered into an agreement with a supplier for the purchase of energy certificates for the period 2026–2030. The contracted volume was determined following an analysis of expected market-based electricity consumption, adjusted for growth and efficiency measures. The agreement will be allocated between the new companies based on a predefined distribution key.

Activities related to indirect GHG emissions (scope 3)

Upstream action packages
We have committed to a target that 67 per cent of our suppliers (based on spend) shall have science-based targets aligned with the Paris Agreement by 2027. This target applies to all business areas. Supplier engagement is supported through IntegrityNext, a digital ESG and compliance platform that includes a greenhouse-gas reporting module. Stepwise KPIs have been established to achieve the 2027 target. Group performance in 2025 was 45 per cent, compared with a target of 35 per cent. This work did not require significant capital or operating expenditures in 2025.

For upstream transport, we have also set a target to reduce our carbon intensity (gCO2e/tkm) by 25 per cent by 2030. In 2025, we achieved a 35 per cent reduction, placing us ahead of schedule. Initiatives contributing to this reduction include shifting from air freight to transport modes with lower carbon intensity, volume consolidation and logistics optimisation in collaboration with our strategic logistics partners.

This action did not require significant monetary amounts to implement.

In addition to these action packages, we have measures that demonstrate our active contribution to emission reductions in the value chain:

Downstream measures
This set of instruments covers our engagement and collaboration with public authorities, research institutions, key trade unions, industry and business organisations, as well as non-governmental organisations that collectively work towards a net-zero society. Since the majority of Scope 3, category 11 emissions are linked to products sold by Kongsberg Maritime, these measures are specific to Kongsberg Maritime. It is difficult to measure the direct impact of scientific research on our Scope 3, category 11 emissions, but such research must be financed and undertaken in order to support greenhouse-gas emission reductions in line with the Paris Agreement.

In 2025, Kongsberg Maritime continued to play an important role as a stakeholder in relevant organisations, forums and scientific research initiatives working collectively to achieve the International Maritime Organization's (IMO) climate objectives and to support the maritime energy transition.

SEAEurope (Shipyards' & Maritime Equipment Association of Europe): SEA Europe represents the European civil maritime and marine technology industries. Kongsberg Maritime is represented on the board and in 7 of the organisation's 10 working groups, including the technology and environment working groups. This provides an opportunity to raise and contribute input to the IMO climate strategy and to the EU's Net-Zero Industry Act.

Waterborne Technology Platform: The European research and innovation platform for waterborne industries. Kongsberg Maritime is represented on the partnership board and in relevant working groups.

Maritime Cleantech (Norwegian Centre of Innovation and Expertise): Kongsberg Maritime is a member and is represented on the board. We also participate in several collaborative research projects under this initiative.

FME MarTrans: Kongsberg Maritime is a member and holds the chair of the board. MarTrans is an eight-year research and innovation collaboration involving 65 partners from the maritime industry and academia. The project is funded by the Research Council of Norway under the FME programme and aims to accelerate the energy transition in the shipping industry, as well as strengthen value creation and export opportunities for the Norwegian maritime sector. With more than MNOK 300 in total funding, MarTrans is the world's largest maritime research programme of its kind.

The Green Shipping Programme: A Norwegian public-private collaboration with the ambition of creating the world's most efficient and environmentally friendly maritime sector. This includes cooperation to identify sustainable logistics solutions, cost-effective emissions-reduction opportunities and green jobs. Kongsberg Maritime participated in a pilot project under the programme in 2025.

Maritimt Forum: A stakeholder organisation that unites all segments of the Norwegian maritime cluster, representing both employers and employees, and serving as the cluster's collective voice toward national decision-makers. KONGSBERG currently holds the chair of the central organisation. In 2025, Maritimt Forum continued to play a central role in collaboration between the government and the maritime industry on the development of measures to reach national climate objectives. The ambition is for the maritime climate partnership to accelerate the maritime transition while supporting the export of green technology.

This set of instruments did not involve significant financial expenditures in 2025.

Scientific collaboration and research:

Project name	Scope	Objective	Relevance for scope 3
VIND	Total budget of 15 MNOK with 12 MNOK support from the Research Council. Project owner is Sintef Ocean. Kongsberg Maritime is an industry partner.	Optimisation of wind-assisted propulsion.	Reduce energy consumption by optimally utilising wind-assisted propulsion potential.
AirOcean	Total budget of 15 MNOK with 12 MNOK support from the Research Council. Project owner is Sintef Ocean.	Study the effect of air lubrication on ship resistance and identify solutions for optimal utilisation of this technology.	Reduced resistance through water to lower energy consumption.
PulsJet	Total budget of 13 MNOK with 6 MNOK support from the Research Council. Project owner is Kongsberg Maritime.	Utilise hydrodynamic effects known from the animal kingdom (e.g., squid) to achieve higher efficiency in propulsion systems during DP	Reduced energy consumption in DP operations.
CALIPSO	Total budget of 25 MEUR, 100% funded by the European Defence Fund (EDF).	Integrate green technology developed in civilian applications into military ships and vehicles, adapting them to military requirements. Focus on green fuels and energy efficiency.	The goal is that military ships and vehicles also meet Green Deal requirements
OpenZero	The total project budget is 15 MNOK, with 12 MNOK in funding from the Research Council of Norway. The project owner is the Oslo School of Architecture and Design (AHO).	Develop digital user interfaces for vessels, with a focus on supporting energy-efficient and safe operations	Reduce energy use and emissions.
FME Martrans	The total budget for the research centre is 300 MNOK, with 150 MNOK in funding from the Research Council of Norway. The project owner is Sintef.	Research and innovation focused on accelerating the energy transition in the maritime sector.	Reduced energy consumption and transition to carbon-neutral or zero-emission fuels.
Cable Pull- in test	The total project budget is 21.9 MNOK, with 5.5 MNOK in funding from ENOVA. The project owner is Kongsberg Maritime	Innovative system and operation for installing cables on floating offshore wind turbines.	Reduce cost of renewable energy.

Recalculations

Recalculation of base year Scope 1

In 2025, we carried out a quality review of Scope 1 data for the 2019 base year. The review indicated that certain material emission sources had not been included in the original dataset, including fuel consumption and Scope 1 emissions from selected locations. This forms the basis for a recalculation of the 2019 Scope 1 base year. The recalculation results in an increase of 745 tCO2e in reported Scope 1 emissions for 2019, and the updated Scope 1 baseline for 2019 amounts to 2,000 tCO2e.

The change is linked to developments in internal reporting requirements. Fuel consumption was not included in internal reporting requirements in 2019, but was incorporated from 2022 onwards. In addition, the reporting threshold for locations has since been adjusted, from covering locations with more than 45 employees to also including those with more than 10 employees. This has affected the data basis for certain locations and is included in the recalculation.

Scope 3, category 6 Business travel

In 2025, the calculation of emissions from business travel mainly includes air travel registered through travel agencies. We have worked to expand the data basis to also include taxi, rental cars, hotels and other travel types. This expansion was not completed in 2025 due to the demerger. Further work to broaden the data scope for business travel is planned for 2026 for the respective companies.

Potential locked-in emissions

Our emissions from Scope 3, category 11, constitute our most significant greenhouse gas emissions. The emissions are calculated based on the sales volume of products in the reporting year multiplied by the sum of estimated direct greenhouse gas emissions during the use phase, over an estimated lifetime of 25 years. The emissions amount to 24 million tCO2e if the current fuel mix is used, discounted to 2025. In accordance with the GHG Protocol, the total emissions from the entire lifetime of a product must be allocated back to the year of sale. This means that a product sold in 2025 will have emissions from the years 2025–2050 allocated back to the 2025 reporting year.

We do not consider these greenhouse gas emissions to be locked in, as our products are fuel-agnostic. Our thrusters and controllable pitch propellers can operate on both fossil and renewable energy sources, and with an estimated 25-year lifetime, they will remain in service throughout the maritime green transition. In our 2025 climate accounts, we therefore present emissions adjusted for the IMO targets for Scope 3, category 11 (Use of sold products), illustrating how emissions from 2025 sales decline towards 2050, when the international fleet is expected to operate with net-zero technologies. Because our products are agnostic, we have not identified any business activities in our portfolio that are incompatible with the transition to a net-zero society.

Metrics for Climate Change Mitigation

Energy Consumption and Mix

Energy consumption and mix related to own operations	2025
Coal and coal products (MWh)	0
Crude oil and petroleum products (MWh)	1,943
Natural gas (MWh)	3,196
Other fossil sources (MWh)	1,143
Purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	41,227
Total fossil energy consumption (MWh)	**47,509**
Share of fossil sources in total energy consumption	*27%*
Nuclear sources (MWh)	**0**
Share of nuclear sources in total energy consumption	*—%*
Renewable sources, incl. biomass (MWh)	1,683
Purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	110,167
Self-generated non-fuel renewable energy (MWh)	18,450
Total renewable energy consumption (MWh)	**130,300**
Share of renewable sources in total energy consumption	*73%*
Total energy consumption (MWh)	**177,809**
Total energy intensity (MWh/MNOK)[1]	*3.03*

[1] All KONGSBERG activities are classified as climate-intensive. Therefore, intensity is calculated based on total energy consumption relative to the company's total net revenue as reported in the financial statements on page 165.

Energy production and mix	2025
Non-renewable energy production (MWh)	0
Renewable energy production (MWh)	28,164
Total energy production (MWh)	**28,164**

Gross scope 1, 2, 3 and total GHG emissions

GHG Emissions (tCO2e)

	Retrospective				Milestones and target years			
	Base year	2024	2025	Change from 2024	2025	2030	2050	Annual % Target / base year
Scope 1 GHG emissions[1]								
Gross scope 1 GHG emissions (tCO2eq)	2,000	1,473	1,417	-4%		-55%		
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)		0	0					
Scope 2 GHG emissions[1]								
Gross location-based scope 2 GHG emissions (tCO2eq)	9,582	8,100	6,779	-16%				
Gross marked-based scope 2 GHG emissions (tCO2eq)[1]	54,974	22,071	18,474	-16%		-100%		-80%
Significant scope 3 GHG emissions								
Total gross indirect (scope 3) GHG emissions (tCO2eq)[2]		13,561,458	11,621,730	-14%				
1 Purchased goods and services	1,456,421	1,826,892	2,063,493	13%				
2 Capital Goods	8,447	575	223	-61%				
3 Fuel and energy-related activities (not included in scope 1 or 2)	2,485	2,944	2,697	-8%				
4 Upstream transportation and distribution	18,051	21,584	20,833	-3%	n.a.	-25% intensity	n.a.	n.a.
5 Waste generated in operations	206	42	42	—%				
6 Business travel[3]	33,782	13,795	21,111	53%				
7 Employee commuting	10,890	5,360	6,086	14%				
8 Upstream leased assets	0	791	487	-38%				
9 Downstream transportation and distribution	14,881	19,257	17,590	-9%	n.a.	n.a.	n.a.	n.a.
11 Use of sold products	28,171,443	28,327,337	24,310,386	-14%				
11 Use of sold products (IMO adjusted)	13,307,272	11,570,713	9,364,311	-19%				
12 End-of-life treatment of sold products	160	134	229	71%				
13 Downstream leased assets	5	335	570	70%				
15 Investments[4]	12,766	99,035	124,058	25%				
Total GHG emissions								
Total GHG emissions (location-based) (tCO2eq)	n.a.	13,571,031	11,629,926	-14%				
Total GHG emissions (market-based) (tCO2eq)	n.a.	13,585,002	11,641,621	-14%				
GHG intensity, location based (tCO2e/mill NOK net revenue)[5]	n.a.	278	198	-29%				
GHG intensity, marked based (tCO2e/mill NOK net revenue)[5]	n.a.	278	199	-28%				

[1] Achievement of the Scope 2 target is measured as the percentage of purchased guarantees of origin relative to total electricity consumption. The target for 2025 was 80 per cent.
[2] Total Scope 3 emissions are based on category 11 (Use of sold products, IMO-adjusted). Reported Scope 3 emissions are based on a combination of supplier-specific primary data and estimates derived from static data and generic emission factors. See detailed descriptions under the Methodology chapter below.
[3] Includes emissions from business air travel, based on reports from the travel agencies that handle the majority of our business travel.
[4] KONGSBERG's share of emissions from KSAT (50 per cent ownership), Patria (49.9 per cent ownership) and Massterly (50 per cent ownership). For KSAT and Patria, emissions include Scope 1, Scope 2 (market-based) and Scope 3. For Massterly, the calculation is based on average data in accordance with the GHG Protocol.
[5] Total greenhouse gas emissions (Scope 1, 2 and 3) relative to net revenues as reported in the Group's financial statements. See the Income Statement on page 165.

Biogenic CO2 emissions from the use of HVO and other biodiesel in KONGSBERG units are calculated at 745 tonnes of CO2 in 2025, based on reported consumption and conversion factors from Defra. Biogenic emissions from HVO and other biodiesel are not included in reported Scope 1 emissions.

Only categories 4, 6 and 15 are based on primary data received directly from suppliers and actors in the value chain. These represent just 1.4 per cent of total Scope 3 emissions in 2025. The remaining Scope 3 categories are calculated using direct data from our own activities, including production and consumption data combined with conversion factors from sources such as Defra and Emisoft. See further methodological descriptions for each category under Methodology below.

Methodology

The purpose of this section is to describe the methods we apply, the emission factors used, how the value chain is covered in the inventory, the key uncertainties, and the processes for data collection, assumptions and extrapolations used for greenhouse gas emissions data.

Our GHG inventory is prepared in accordance with the GHG Protocol, specifically the GHG Corporate Standard, the Corporate Value Chain (Scope 3) Standard, the Scope 2 Guidance and the Scope 3 Calculation Guidance. We apply the operational control consolidation approach, which means that emissions from companies we control are included. In our case, this applies to companies in which we own more than 50 per cent. We report on all locations that are not offices, and on offices with more than 10 full-time equivalents (FTEs) as a minimum. Reporting covers more than 98 per cent of all FTEs, and emissions from excluded entities are estimated to represent less than two per cent.

The reporting period for our GHG calculations aligns with our financial reporting period, from 1 January to 31 December for each reporting year. Quarterly reporting of environmental and climate data was introduced in 2024 to strengthen internal controls and the strategic capabilities of each business area.

Emission calculations are based on emission factors from the UK Department for Environment, Food and Rural Affairs (Defra), the Association of Issuing Bodies (AIB), the U.S. Energy Information Administration (EIA), and climate transparency reports, among others. The global warming potential (GWP) for the emission factors applied in CO2e calculations is based on the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report over a 100-year time horizon. The GHG inventory reports greenhouse gas emissions in CO2 equivalents (CO2e), including the GHGs CO2, CH_4 and N2O. Emissions of other greenhouse gases are not significant.

Our reporting processes aim to provide data that are complete, accurate and relevant to our operations. If data are later found to be materially incorrect or if conversion factors have changed significantly, this will be clearly indicated and the data will be updated.

Baseline years for climate change submission inventory

Our emission reductions targets include reducing Scope 1 emissions by 55 per cent by 2030 from a 2019 base year. For Scope 2, we have committed to purchasing guarantees of origin for renewable electricity (100 per cent) by 2030, starting in 2023. The choice of 2019 as the base year for Scope 1 and 2 reflects that it was the last year with comparable operations before Covid-19. We have selected 2021 as the base year for our Scope 3 targets due to challenges in obtaining reliable and complete historical data. There are, however, two exceptions. Business travel uses 2019 as its base year, as it was the last year with comparable activity prior to the Covid-19 pandemic. Transport and distribution use 2020 as the base year, as this was the first year with comparable data. The supplier engagement target, requiring 67 per cent of our suppliers (by spend) to have science-based targets, is to be achieved by 2027 (covering categories 1, 2 and 4).

Recalculations principles

To ensure consistency, comparability and accuracy over time, the GHG inventory and targets must be reviewed and, where necessary, recalculated and revalidated. A retrospective recalculation will take place in the event of material changes or identified errors from previous periods that increase or reduce base-year emissions by at least the five per cent materiality threshold. Our principles follow the GHG Protocol's guidance on tracking emissions over time.

SBTi methodology

KONGSBERG has applied the methodologies and guidance documents from SBTi in its target-setting. This ensures that Scope 1 and 2 reduction commitments are aligned with the latest climate science and the Paris Agreement's 1.5-degree ambition. As KONGSBERG is not defined within any sector for which SBTi has developed a Sectoral Decarbonization Approach (SDA), our targets follow a general methodology. These methods are built on three core components: a GHG budget, a set of emissions scenarios, and an allocation approach. SBTi's procedure for developing a method begins with determining a representative set of emission scenarios that are considered plausible, responsible, objective and consistent, and which align with a specific temperature goal (1.5°C or well below 2°C). SBTi scenarios are primarily drawn from the Integrated Assessment Modeling Consortium (IAMC) and the International Energy Agency (IEA).

Updated methodology on Use of sold products (scope 3, category 11)

In 2025, we report this category in line with the IMO's adopted emission pathways towards 2050. In 2023, we reported using a significantly more conservative approach, as described below. In 2024, we reported using both methodologies but adopted the IMO-adjusted calculations for our GHG inventory. The difference in methodology explains the variation in emissions between 2023 and 2024–2025.

1. Conservative method: The methodology applied in the 2023 Annual and Sustainability Report. Estimates assume no change in emissions intensity within the maritime sector.
2. Method with adopted emission reductions: A methodology that incorporates the IMO's adopted emission reduction pathway towards 2050. This is the method applied in the 2024 and 2025 GHG inventories.

Achieving the required reductions in Scope 3, category 11 depends on innovation and collaboration across the value chain. We also depend on suppliers and markets developing in line with global climate goals. A key element is the IMO's 2023 strategy for reducing GHG emissions from international shipping, which includes the following checkpoints:

- 2030: Reduce total annual GHG emissions from international shipping by at least 20 per cent compared with 2008.
- 2040: Reduce total annual GHG emissions from international shipping by at least 70 per cent and pursue efforts to reach 80 per cent compared with 2008.

The development of emission reduction targets in Scope 3, category 11 is therefore subject to externalities over which we have limited influence.

Direct GHG emissions (scope 1)

Scope 1 includes emissions from the use of fuel and gas for heating processes and fuel for vehicles and equipment, as well as from the production of district heating at Kongsberg Technology Park. Small volumes of emissions from the combustion of biofuels are included in Scope 1, while their value chain emissions are included in Scope 3 (Fuel and energy related activities). Biogenic emissions are not reported in other Scope 3 inventories. Emissions outside the scopes are not calculated or included in this report. Currently, zero per cent of Scope 1 emissions are regulated under emissions trading schemes. The higher heating value is applied for fuels used in Scope 1 reporting.

Indirect GHG emissions from purchased electricity, heat and cooling (scope 2)

Scope 2 includes emissions from consumption of electricity, district heating and district cooling from external suppliers. CO2e emission factors for electricity include both the market-based and location-based approaches, in accordance with the GHG Protocol Scope 2 Guidance. Emission factors for district heating are location and supplier specific. Guarantees of origin for electricity are purchased using approved certificates, aligned with electricity consumption in kWh and by country. 80 per cent of electricity consumption is covered by guarantees of origin.

Value chain GHG emissions (scope 3)

Scope 3 emissions cover indirect emissions from sources occurring in our value chain. We have screened all categories and established a GHG inventory that covers all relevant value chain categories. Categories not relevant are: 10 Processing of sold products and 14 Franchises. KONGSBERG does not supply products that undergo further processing or development by customers, nor do we operate a franchise structure as of 31 December 2025.

All relevant categories are calculated and included in the inventory. Our calculations and estimates show that category 1 (Purchased goods and services) and category 11 (Use of sold products) account for more than 90 per cent of total GHG emissions (Scope 1, 2 and 3).

Purchased goods and services and Capital goods

We apply a spend-based method in which each expenditure is classified according to the relevant category (Purchased goods and services or Capital goods), then categorised, mapped and matched with emission factors per product type. Expenditures covered by Scope 1, Scope 2 or other Scope 3 categories are excluded to avoid double counting. Capital goods are defined as property, plant and equipment (PP&E). In financial reporting, capital goods are typically depreciated or amortised over their useful life. For Scope 3 category 2, we account for the total emissions from the production through delivery of purchased capital goods in the year of acquisition, in accordance with GHG Protocol methodology. We apply spend-based emission factors in the 2025 reporting.

Fuel and Energy related activities

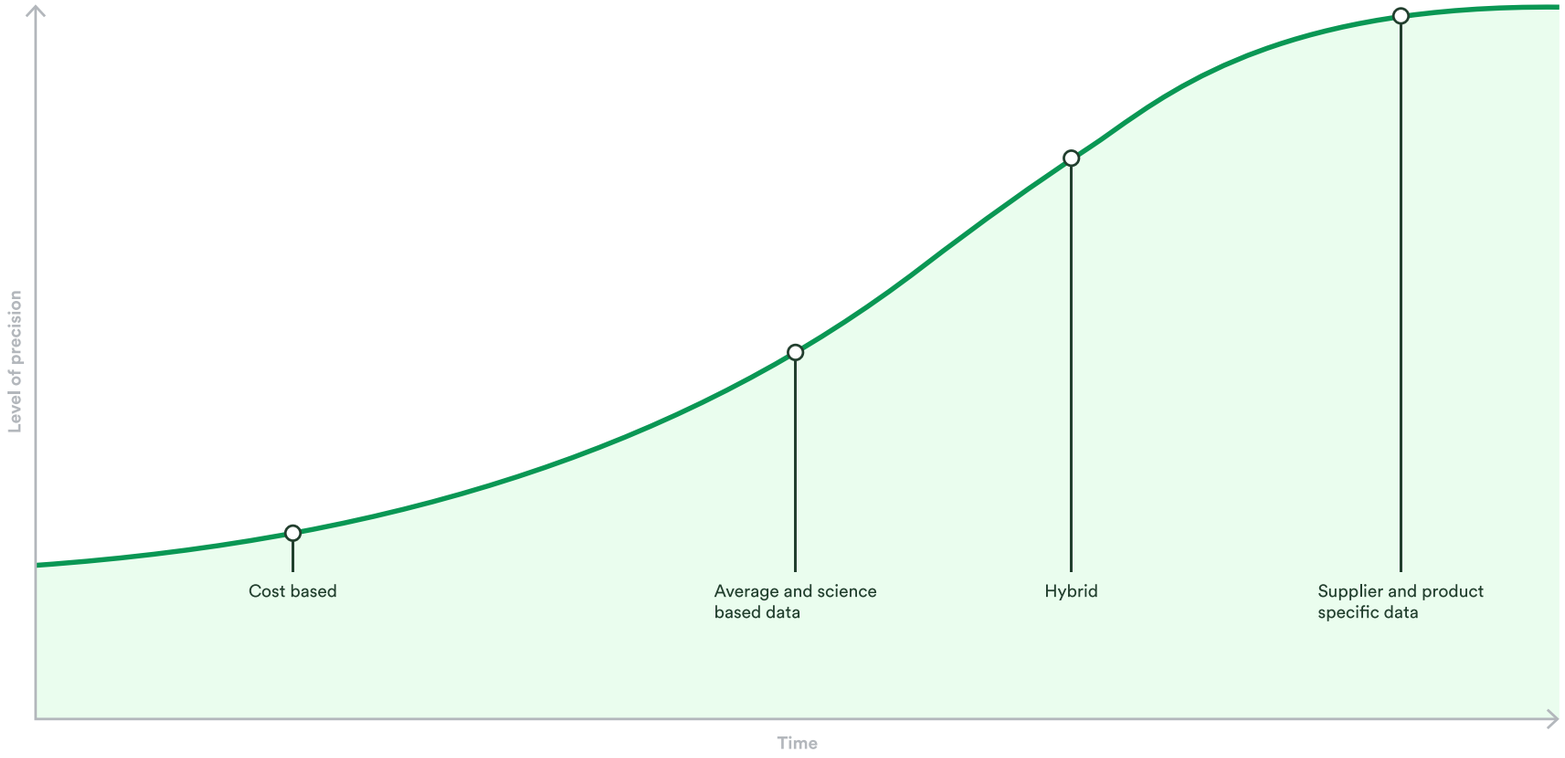
Calculations use the same consumption data reported in Scope 1 and 2, based on internal data sources (such as invoices). Value chain emission factors (well-to-tank) for all fuels reported in Scope 1 are applied. For electricity consumption reported in Scope 2, we apply emission factors for electricity production and losses in transmission and distribution. Emission factors for Scope 3 emissions from electricity are country specific. The source for emissions factors is Carbon Footprint - Country specific electricity grid greenhouse gas emission factors - 2025[2].

Upstream transportation and distribution

Category 4 (Upstream transport and distribution) calculations use supplier-specific data and GHG calculations. Transport service providers apply fuel-based calculations.

Waste generated in operations

Waste data are collected from each reporting site in KONGSBERG. The data include waste type, weight and disposal method, and we apply emission factors using a waste-type specific approach. The source for emission factors is Defra 2025 data[3].



[2] Refer to "Country specific electricity grid greenhouse gas emission factors - 2025".
[3] Refer to "Greenhouse gas reporting: conversion factors 2025", published by the Department for Energy Security and Net Zero (UK Government).

Business travel
For flight bookings, we use several travel agencies. These agencies calculate CO2 emissions for all flights and report passenger kilometres and associated emissions to KONGSBERG.

Employee commuting
For 2024, we updated our methodology for calculating employee commuting based on an internal global survey covering most business units. The survey provided information on commuting patterns across all regions. We applied specific emission factors for different transport modes in the four largest countries by number of FTEs. For employees outside these countries, international standard factors were used. These emission factors, expressed in gCO2e per kilometre, are multiplied by commuting distance. Emissions are adjusted for the average number of weekly home-office days reported in the survey. The same methodology is applied for calculating commuting emissions in 2025.

Upstream leased assets
This category includes emissions from the operation of assets leased by a KONGSBERG entity that are not already included in the Scope 1 or Scope 2 inventories. Emissions are calculated based on the reported leased area (square metres), an average estimated electricity consumption per square metre, and country-specific location-based emission factors for electricity.

Downstream transportation and distribution
Emissions from downstream transportation are calculated in line with the GHG Protocol Scope 3 Guidance. The average result from category 4 calculations is used as a proxy for generic emission factors. This average is combined with the number of shipments, assuming similar emission levels and transport modes for shipments paid by us and by customers.

Use of sold products
This category covers indirect emissions associated with lifetime emissions occurring during the use phase of products sold within the reporting year. Products from Kongsberg Maritime and Kongsberg Defence & Aerospace are generally treated as final products, each with its own assumptions regarding use and lifetime emissions. The summary below describes the methodology applied for products sold by Kongsberg Maritime. The number of units delivered is determined using data from our ERP system and sales orders. The most significant emission sources (propulsion and winch systems) are included. Certain ERP data have been assessed as insignificant and therefore excluded; these products typically consist of electronic equipment with low energy consumption

MDO (Marine Diesel Oil) is used as the fuel basis for reporting, in accordance with the IMO DCS report.

For some products, maximum nominal power values are based on assumptions due to unavailable data, and these assumptions are validated by product owners.

A 25-year lifetime is assumed for all units, in line with the GHG Protocol methodology for calculating category 11 (Use of sold products).

Internal sales, spare parts and upgrades are excluded to avoid double counting.

End-of-life treatment of sold products
All products sold during the reporting year are included. Calculations are based on product weight, distributed into relevant waste categories. Assumptions regarding treatment methods are combined with waste-type specific emission factors consistent with those used for category 5.

Downstream leased assets
This category includes emissions from the operation of assets owned by a KONGSBERG entity and leased to third parties, where emissions are not already included in Scope 1 or Scope 2. Emissions are calculated using leased area (square metres), average estimated electricity consumption per square metre, and country-specific location-based emission factors for electricity.

Investments
Reported emissions represent greenhouse gas emissions from jointly controlled operations, associated companies, and subsidiaries in which we have an ownership interest but do not have operational control. Emissions are included proportionally to our equity share and are obtained directly from the companies.

GHG removals and GHG mitigation projects
We have several targets that set a clear trajectory towards net-zero by 2050. However, we have not yet determined the specific methods or frameworks to neutralise residual emissions by 2050. This includes achieving approximately 90–95 per cent emissions reductions, with potential sectoral variations aligned with recognised decarbonisation pathways. We will continue to assess options for neutralising residual emissions.

Internal carbon pricing
Not relevant.

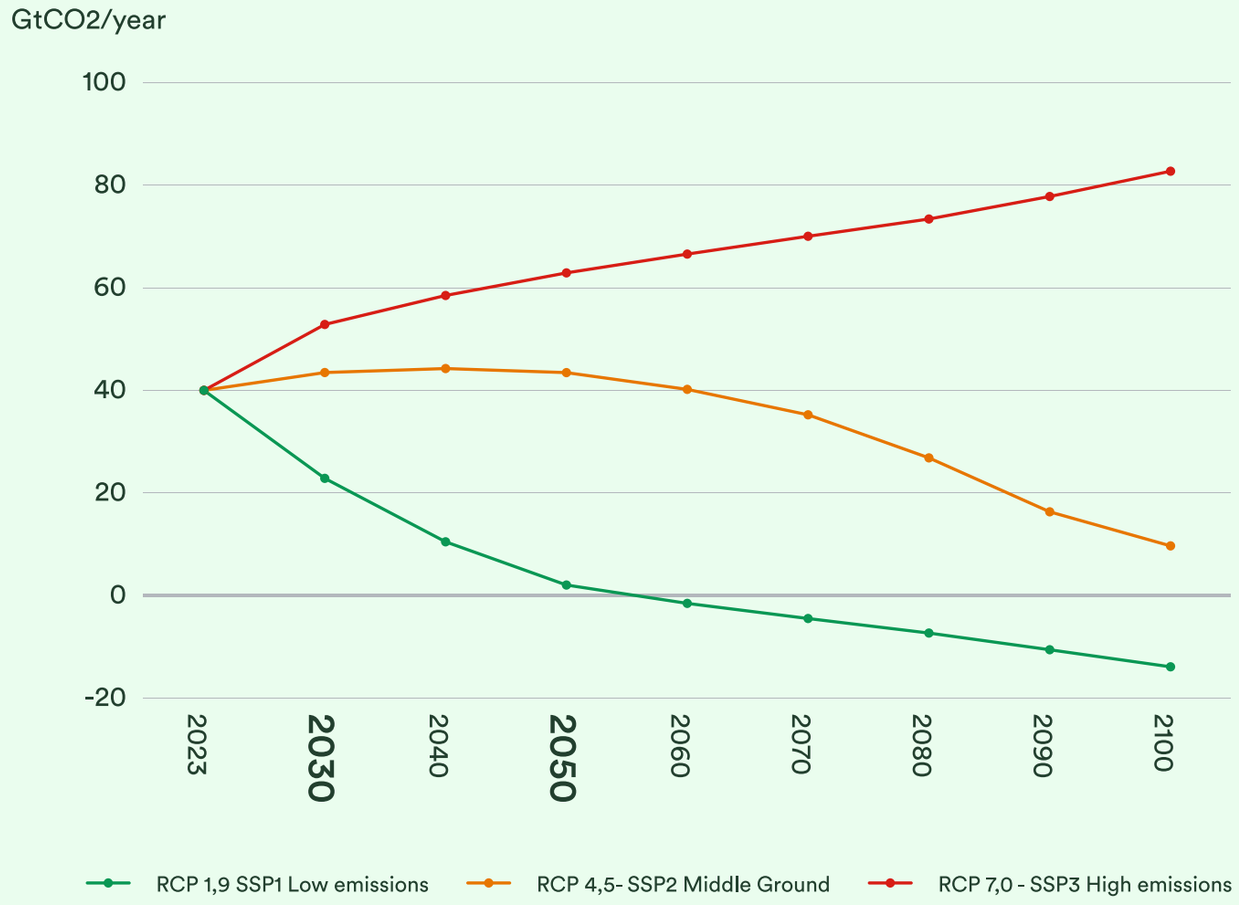
Climate Change Adaptation

In responding to climate change, our approach to climate adaptation is essential to ensuring long-term resilience. We have identified material climate risks through analyses based on IPCC scenarios and we work continuously to integrate these into our strategic planning. To assess the resilience of our strategy in relation to our material topics, we have carried out a climate risk analysis to gain insight into the risks we face. We have not established specific targets or actions related to climate adaptation, but we continue to monitor and manage the risks identified.

We conducted our first climate risk analysis in 2022. At that time, we introduced low-emission and high-emission scenarios. In 2023, we added a “middle-ground scenario” based on current trends. The well-established global scenarios published by the IPCC – SSP1-RCP1.9 (low emissions), SSP2-RCP4.5 (medium emissions) and SSP3-RCP7.0 (high emissions) – formed the basis for the analyses. In 2023, we also expanded the assessment to include scenario evaluations towards 2050. These scenarios are compatible with the climate-related assumptions applied in our financial statements.

To build the necessary competence across the business areas, a workshop and climate risk analysis were conducted in the autumn of 2024 with representatives from Group and business-area sustainability functions, HSE, compliance and subject-matter specialists on the supply chain. Relevant finance functions in the business areas and Group Finance also participated as part of our preparations for reporting on the financial effects of climate change.

In 2025, due to the Omnibus process and the planned demerger, this work is being further developed by the new companies in 2026. Throughout 2025, there were no material changes in climate risks reported to the Group through the quarterly ERM process. In November 2025, we conducted a review of our resilience. The process was led by external experts with participation from relevant functions across all business areas. The 2024 climate risk analysis served as the basis for assessing resilience in each business area and it provided a foundation for continued work on climate-related risk and resilience in the new companies following the demerger in 2026. The climate risk analysis forms the basis for reporting climate-related risks in Note 3 of the annual financial statements, Management of capital and financial risk.



Summary of our Assessment of Climate Risks and Opportunities in 2024-2025

With this background, we can summarise our analysis of climate risks and opportunities for 2025. We have identified transition and market risks, as well as physical risks that may affect our operations. This insight will be essential for shaping our future strategy and ensuring that we remain well positioned to meet the challenges and opportunities associated with climate change.

- In the transition scenario, we expect to experience net costs in the three assessed years, 2025, 2030 and 2050. Opportunities related to technology development have been identified, where KONGSBERG delivers technologies and meets the demand for increased volumes of sustainable products. However, the potential risks are considered to be greater than the opportunities.
- Market risks and opportunities are expected to present the greatest challenges for KONGSBERG. This includes declining revenues from oil and gas, increasing costs for components and materials, and the possibility that sustainable products may become less competitive in markets outside Europe.
- Risks related to changes in guidelines, regulations and regulatory requirements are expected to increase over time.

Physical risks and opportunities

As climate change continues, this may lead to increased demand for some of our technologies and products. Increasing storms and extreme weather events can increase the demand for solutions and technology of particularly high quality and robustness. However, the opportunities are expected to be smaller than the consequences of the physical risks, which may result in a net negative effect.

Our process for identifying, assessing and addressing climate risks and opportunities was in 2025 carried out by the business areas on a quarterly basis as part of the ordinary risk management process in accordance with ISO 14001. Both risks and opportunities are assessed and potential economic or strategic effects and actions are identified. These assessments are elevated to relevant decision-making levels and evaluated quarterly by the Board.

We have focused on the vulnerabilities and opportunities considered to have the greatest impact on us, and those with the highest degree of uncertainty.

Negative change in EBITDA related to risks

1	2	3	4	5

Positive change in EBITDA related to opportunities

1	2	3	4	5

Scenario	Category	Description	Risk / opportunity	2025	2030	2050
High emissions	Physical risks and opportunities	Acute risk pose physical threats to personnel and asset operations, creating barriers to fulfil contract agreements	Risk	1	2	4
		Acute and chronic, such as extreme weather events and precipitation changes, risks cause supply chain disruptions	Risk	2	3	4
		Increased demand for e.g., communication and surveillance technology and products adapted to extreme weather conditions	Opportunity	1	3	4
Low emissions	Market risks and opportunities	Need to establish new revenue streams, such as renewable energy, to replace decline in oil and gas revenue	Risk	2	3	4
		Lost competitiveness in markets outside the EU that have less stringent sustainability-related requirements	Risk	1	2	3
		Reduced supply of components and materials due to geopolitical conditions, changes in global value chains or physical risk	Risk	2	3	4
		Reduced access to capital due to inability to meet sustainability requirements or targets	Risk	1	2	3
		May manage to benefit from early entry or supply to new industries or technologies (e.g. aquaculture, offshore wind, hydrogen)	Opportunity	2	3	4
		Increased demand for service and MRO-activities.	Opportunity	2	3	4
Low emissions	Technology risks and opportunities	Transition to renewable revenue streams and green investments not balanced with market demands for new technologies	Risk	2	3	4
		Increased demand for sustainable and circular products make existing products and services more attractive and competitive	Opportunity	2	3	4
		Disruptive technologies (maritime transition/low-carbon) contribute to increased demand for integrated solutions and products	Opportunity	2	3	4
Low emissions	Policy & legal risks and opportunities	Introduction or increase of carbon tax, carbon pricing, volatile energy prices	Risk	2	4	4
		More stringent criteria related to energy efficiency and sustainability for real estate and facilities	Risk	1	1	2
		Reduced access to public funding for R&D due to stricter requirements for sustainable solutions/climate-related projects	Risk	1	1	2
		Increased requirements for documentation and reporting related to climate and sustainability	Risk	2	3	3
		Tougher regulatory requirements (e.g., IMO, EU ETS, Fit for 55) create demand for our solutions	Opportunity	1	3	3
		Increased access to public funding for sustainable R&D due to prioritisation by governments on energy transition	Opportunity	2	3	3
Low emissions	Reputation risks and opportunities	Insufficient contribution to the green transition can make us less attractive to critical talent and other stakeholders	Risk	1	2	2
		Transparency and commitment to sustainability, such as impact documentation of products and ambitious climate targets	Opportunity	2	2	3

We are working to adapt our business to the consequences of climate change, although we do not yet have formalised targets and actions. We continue to identify opportunities related to climate change, and we adapt our business model accordingly. We see clear opportunities linked to innovation and new business areas.

In 2023, we carried out an assessment of physical climate risk at our ten most important locations in Norway with the aim of implementing necessary measures to protect employees, property and business operations. The analysis ranked the priority locations based on nine risks such as flooding, rising sea levels and landslides. The main conclusions of the assessment indicated that the short-term risk was not acute. We considered these conclusions to remain valid in 2025 and will encourage the new companies to continue monitoring these risks in 2026.

We have also assessed that acute and chronic risks may cause disruptions in the supply chain, site closures, contract breaches and similar consequences. Considering that many of our deliveries are critical for ensuring national security and defence capability, it is a high priority to identify, manage and mitigate risks that may affect our ability to deliver as agreed. We have therefore identified critical components and suppliers in order to establish alternative procurement strategies, qualify secondary suppliers, adjust project planning and inventory management, and adapt products to identify alternatives to current single-sourced components.

We see increasing demand for communication and surveillance equipment adapted to extreme weather conditions across all future scenarios. Our product portfolio across the business areas is well positioned to meet this demand.

Market and technology risks and opportunities

Parts of our business are exposed to the oil and gas industry and may therefore be particularly susceptible to transition risks related to climate change. This risk is balanced by the fact that our broad maritime product portfolio is well positioned to deliver technologies that contribute to a net-zero ocean economy.

Policy and legal risk

We monitor regulatory developments together with external experts and distribute monthly newsletters to relevant business areas on these developments. The sustainability functions in the business areas are responsible for implementing necessary actions to comply with stricter and more comprehensive environmental legislation.

Reputational risk

Our science-based climate targets were approved by the Science Based Targets initiative in 2023. Although we did not submit a new Scope 3, Category 11 target in 2025, we continue to take an active role in the transition to a zero-emission society. We have not identified any material areas where reputational risk is expected to be significant for KONGSBERG.



Resource use and Circular Economy

E5

Our ambition is to take an active role in the global transition toward a circular economy and to enhance the circularity of our products. We aim to integrate circular principles across our operations and value chain.

To fulfil our commercial commitments, we rely on stable access to raw materials, including rare and primary resources. Efficient resource use and circular solutions are essential to maintain and further develop our business model, as well as to meet the market's growing expectations for sustainable solutions.

Our approach is anchored in definitions from the OECD and the CSRD. This ensures alignment with EU regulations, promotes transparency, and is consistent with international sustainability standards.

Material Impacts, Risks, and Opportunities

Our double materiality assessment has identified several impacts, risks and opportunities related to resource use and the circular economy. Those assessed as material are described in the table to the right. These are particularly significant for Kongsberg Defence & Aerospace and Kongsberg Maritime, as these business areas depend on substantial resource volumes to meet long-term contractual obligations.

Following the separation of Kongsberg Maritime into an independent company in April 2026, responsibility and ownership of the IROs will remain with KONGSBERG.

ESRS sub-topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Resource inflows	Actual negative impact	We use critical and strategic raw materials such as steel, copper, aluminium and iron as key inputs in our products. To support the decarbonisation of energy systems, significant amounts of critical minerals like lithium, nickel, cobalt, copper, and rare earth elements (REEs) are required. These materials are associated with high risks of human rights violations and poor environmental management. The demand for CRMs can affect the global availability and prices of these materials, potentially leading to supply chain challenges and increased costs.	Upstream	Contribute indirectly	Short term
Resource inflows	Actual negative impact	Our revenue depends on the delivery of resource-intensive products, which require the procurement of raw materials, including primary materials, and components for production. Many of these materials are limited, and their extraction and use can have significant negative environmental impacts. This dependency poses a risk to sustainable resource management and can lead to increased costs and supply chain challenges.	Upstream	Contribute indirectly	Short term
Resource outflows	Actual negative impact	We use materials such as plastic, paper, cardboard, and wood to package products sent to customers. Packaging is essential to protect goods during transport and upon arrival. However, the need for packaging poses environmental risks, particularly concerning waste management and recycling. Additionally, improper handling of packaging materials can increase waste and potentially violate environmental regulations.	Downstream	Contribute directly	Short term
Resource outflows	Actual negative impact	Many of our deliveries to the defence and aerospace industries are subject to regulations, including export restrictions, safety stock requirements, delivery reliability, and limited product lifespans. These regulations can in some cases lead to inefficient resource use and environmental challenges, such as overproduction. This poses a risk, as it can impact both operational efficiency and environmental considerations.	Downstream	Contribute directly	Short term
Resource outflows	Actual negative impact	We generate waste throughout the entire value chain, from the procurement of raw materials to the production and delivery of finished products. This waste generation poses a risk of environmental impact, including challenges related to waste management, recycling, and compliance with environmental regulations.	Upstream, Own operations and Downstream	Contribute directly and indirectly	Short term
Waste	Actual negative impact	We rely on IT equipment for the delivery of our products and services. This equipment has a limited lifespan and eventually becomes waste. In the defence sector, there are also special considerations for electronic waste containing memory, which requires these products to be incinerated upon disposal. This process poses a risk of environmental impact and can present challenges related to secure waste management and regulatory compliance.	Own operations	Contribute directly	Short term

How we work with Resource use and Circularity

We have not established a comprehensive, group-wide governance system for resource use and circularity. This means that we currently lack formal governing documents and defined measures to address the identified IROs. We have also not established action plans to reduce the use of primary raw materials or increase the share of reused or renewable materials in our products. As of today, no overarching targets or indicators have been set to measure the effectiveness of policies or activities initiated.

We have not yet set a timeline for establishing a comprehensive framework for policies, measures and performance indicators. This is largely due to the planned separation of Kongsberg Maritime in 2026 and the company's significant influence on the Group's resource use and circular economy.

Despite not yet having governance documentation and measures that meet the reporting requirements of ESRS E5, we have nevertheless chosen to describe the work that has been initiated in this area. We therefore do not respond to the minimum requirements related to MDR-P, MDR-A and MDR-T. As of today, the available documentation and initiated measures address the material IROs only partially and at an overall level.

Guidelines and governing principles

KONGSBERG's Supplier Conduct Principles are mandatory requirements that we expect all our suppliers to follow. Key requirements related to circularity include reducing waste, reusing materials, safe handling of hazardous materials, and compliance with waste legislation. These principles are further described in the chapter Workers in the value chain on page 79. In addition, Kongsberg Maritime has established its own purchasing terms based on these principles, tailored to the needs of its operations.

The directive Sustainability Assessments in Decision-Making Processes integrates sustainability considerations into all decision-making processes, including investments, mergers, acquisitions and property decisions. The directive applies to all entities where we have dominant influence and at all decision-making levels. In line with the CSRD definition of the circular economy, the directive encourages designing products and materials according to circular principles aligned with the EU's 9R framework[4]. It also highlights sustainability principles such as durability, reusability, reparability, disassembly, remanufacturing or upgrading, and recycling. The directive is further described under Governing documents, in the chapter Climate change on page 45.

Kongsberg Defence & Aerospace's strategy

Kongsberg Defence & Aerospace has established a circular economy strategy governing resource use and circularity within the business area. The guidelines specify that ecodesign shall be integrated into product development to enable modular design, reparability and remanufacturing, thereby extending product lifetimes. The strategy further describes circular business models such as return schemes, refurbishment and service-based contracts. Management of critical raw materials is integrated into the sustainability work to reduce supply risk and strengthen value chain resilience, with requirements for mapping, monitoring and internal risk assessment in line with the EU Critical Raw Materials Act (CRMA). The strategy also emphasises increased material recovery and material substitution to reduce dependency on virgin inputs.

Kongsberg Maritime's guidelines and procedures

Kongsberg Maritime has established requirements for packaging used during transport by suppliers. These requirements encourage the use of recycled and recyclable materials. Packaging must be appropriately dimensioned to minimise material use and waste while ensuring product safety.

Kongsberg Maritime has its own guidelines for sustainable product development and the circular economy, with particular emphasis on increased use of secondary raw materials. The guidelines require compliance with applicable legislation and the Group's strategy, and refer to standards and regulations such as ISO 14001, Life Cycle Assessment (LCA), the EU Waste Framework Directive (WFD), the REACH Regulation and the RoHS Directive.

Kongsberg Maritime has established a waste management procedure setting minimum requirements for waste handling across wholly-owned companies and subsidiaries. Local management is responsible for providing the necessary resources for compliance. The procedure incorporates applicable legal requirements, including the EU Waste Framework Directive, as well as HSE principles and relevant industry standards. Roles and responsibilities are clearly defined, and compliance is monitored through gap assessments and periodic HSE inspections. The use of authorised waste contractors ensures environmentally sound disposal. The procedure is based on circular economy principles, including source separation of waste fractions and the waste hierarchy, prioritising prevention, reuse and recycling before disposal. Source separation and appropriate storage support material recovery and reuse, promote sound resource management and increase the use of secondary resources.

Focus areas

Specific measures or action plans have not been formalised through dedicated policies. Nonetheless, measures are implemented outside such policies through other processes and initiatives.

Kongsberg Defence & Aerospace circular design and Life Cycle Assessment (LCA)

In 2025, Kongsberg Defence & Aerospace strengthened its strategic focus on the circular economy. A climate transition plan has been established with clear prioritisation of resource efficiency and emissions reductions, where circular design guidelines are incorporated into the product development process for new products. A new LCA pilot has been initiated within communications equipment to build knowledge and competence on the methodology and provide a better decision-making basis for integrating tool support. The aim of using LCA includes strengthening the evaluation basis for product development and design decisions. Kongsberg Defence & Aerospace is actively working to reduce the environmental impact from its own resource use and has a targeted, long-term approach to minimising waste in internal processes.

Work on the circular economy strategy and the climate transition plan is anchored through cross-disciplinary workshops across KONGSBERG and within the value chain, focusing on robustness and practical implementation of measures. Kongsberg Defence & Aerospace has strengthened the management of critical raw materials through planned mapping and monitoring, development of internal risk assessment methodologies, and alignment with the EU Critical Raw Materials Act. In parallel, the business unit cooperates with external stakeholders to contribute to strategic autonomy and secure access to necessary materials.

[4] https://circulareconomy.europa.eu/platform/sites/default/files/categorisation_system_for_the_ce.pdf

Kongsberg Maritime Thruster Pool and Life Cycle Assessment (LCA)

Kongsberg Maritime has established a Thruster Support Pool to meet customer demand for high quality and efficiency, and to ensure the longest possible life cycle for our products. When a thruster is removed, it is sent to one of our specialised workshops, where it is cleaned, sandblasted and primed. The unit is disassembled, inspected and overhauled according to our specifications using original parts. Any model upgrades are included. The unit undergoes spin testing to identify potential leaks, and vibration and temperature measurements are performed before final adjustments. The thrusters then enter the support pool with new zinc anodes, approved coating, and the same warranty and classification as new thrusters. In 2025, a total of 200 thrusters were refurbished and replaced, with a combined weight of 1,630 tonnes.

In 2025, Kongsberg Maritime's LCA project established comprehensive functional requirements and defined use scenarios for life-cycle assessments. The requirements were communicated to several suppliers as part of a structured evaluation process, which included demonstrations of proposed solutions. The project conducted an extensive assessment of system dependencies and highlighted potential business benefits to support the decision-making basis for procuring and implementing a specialised LCA tool integrated with Kongsberg Maritime's data platform. At the time of reporting, no formal decision has been made regarding the acquisition of an LCA tool.

In April 2026, Kongsberg Maritime will be separated into an independent company. Responsibility and ownership for measures decided and valid for the 2025 reporting year will remain with KONGSBERG. Whether measures and action plans will be continued into the upcoming reporting years is not yet determined and is expected to be decided within the new organisation. Any potential changes will be addressed in the next reporting period.

Resource inflows

Metrics resource inflows

The reported figures for inbound resources are disaggregated to provide visibility into our different categories of inputs. Inbound resources consist of 44,041 tonnes of purchased goods and 1,630 tonnes of refurbished and reused thrusters from Kongsberg Maritime's Thruster Support Pool. As of the reporting date, we do not have the data available to calculate the requirements in E5-4 31 c.

Resource Inflows	Metric ton	Per cent
Inflows Kongsberg Maritime	40,300	88.24%
Parts for reuse (ref. Thruster Support Pool)	1,630	3.57%
Reused packaging (pure wood)	0	—%
Total Kongsberg Maritime	**41,930**	**91.81%**
Inflows Kongsberg Defence & Aerospace	2,745	6.01%
Total Kongsberg Defence & Aerospace	**2,745**	**6.01%**
Inflows Kongsberg Discovery	915	2.00%
Total Kongsberg Discovery	**915**	**2.00%**
Inflows Kongsberg Digital	82	0.18%
Total Kongsberg Digital	**82**	**0.18%**
Total KONGSBERG	**45,672**	**100.00%**

The calculations are based on the table above, with the exception of parts intended for reuse. We have assumed that 90 per cent of the weight constitutes direct materials supplied through the supplier chain. The remaining share is assumed to relate to assembly and packaging materials.

Material Resource Inflows	Metric ton
Steel	24,842
Copper	6,251
Aluminium	4,743
Iron	2,208
Total materials	**38,044**

Method of estimation

Weight data for purchased goods are sourced from our logistics companies and suppliers and consolidated in the Sustainability Logistics Dashboard. The data represent the actual weight of all inbound deliveries from all suppliers in 2025, and we assume that goods purchased in 2025 were also used in production during the same year. Weight data for the Thruster Support Pool are based on actual measurements from Kongsberg Maritime's workshops. Weight data for reused packaging (clean wood) are set to zero as a conservative methodological assumption, as available system data do not enable a verifiable calculation of reuse rates.

Biological materials constitute very small volumes in our products (mainly wood and cardboard used for packaging, rubber, and small quantities of lubricants). The purchasing cost of timber and rubber combined represents less than one per cent of the Group's total procurement value. Based on this, we assess that biological materials constitute a marginal share of our inbound resources, and we therefore assume that nearly 100 per cent of purchased materials are technical materials. We further assume that biofuels are not used for purposes other than energy in production processes. As of the reporting date, no certification schemes are available that allow traceable verification of biological content across the Group's entities.

The distribution across material categories is based on raw material consumption measured in procurement value, and we assume that this distribution is also representative of the material mix measured in weight. The weight data are primarily based on information from logistics companies and suppliers. The materiality threshold for reporting material categories is set at 1,000 tonnes. The method combines available weight data with estimates, as we currently do not receive complete material data from all suppliers.

Going forward, we will continue improving transparency in supplier data through supplier dialogue and new digital solutions.

Kongsberg Maritime's resource inflows

Approximately 90 per cent of our inbound resources are used in the maritime business area. The primary materials used in maritime components, systems and IT equipment include metals such as steel, aluminium, copper and iron, in addition to smaller quantities of rubber, oils and lubricants. We therefore base the description of KONGSBERG's inbound resources on Kongsberg Maritime's activities. This includes upstream activities in the value chain as well as our own operations. The description also includes materials associated with the Thruster Support Pool, as well as reused packaging that Kongsberg Maritime uses when transporting goods to customers downstream. The material profile is largely representative of other business areas as well.

Resource outflows

We integrate sustainable and circular principles across our business areas. To meet current industry requirements and anticipated regulatory expectations, each area focuses on product life cycle, recyclability and compliance with relevant international standards. Below, we describe Kongsberg Defence & Aerospace and Kongsberg Maritime, which account for the majority of our outbound resources.

Kongsberg Defence & Aerospace's resource outflows

Kongsberg Defence & Aerospace's products are developed to meet strict requirements within the defence and space sectors, with emphasis on reliability and long service life. Although they are not specifically designed for circularity, they contribute to the circular economy through planned maintenance, repairs and upgrades. Military products typically have a lifespan of 15–30 years, with integrated life-cycle management and end-of-life processes, including secure decommissioning and recycling where feasible. Space products are designed for more than 15 years of operation and use recyclable packaging materials, including aluminium.

Material use includes metals that are well suited for material recovery, such as aluminium, steel and copper. Due to military waste regulations, certain waste streams may be limited to energy recovery; however, selected product lines have a high potential for recycling. Given the long service life, disposal of today's products is expected to occur mainly between 2050 and 2060. To meet emerging requirements, we continue to develop life-cycle assessment methodologies in line with ISO 14040/44. There is currently no established assessment system for measuring repairability, nor any industry-wide average lifespan for the types of products delivered by Kongsberg Defence & Aerospace.

Kongsberg Maritime's resource outflows

Kongsberg Maritime develops and maintains equipment and systems for maritime applications with long operational lifetimes, often extending up to 40 years. Life-cycle management is integrated across the entire value chain, from material selection and production, through use, maintenance and upgrades, to safe handling when equipment reaches end-of-life. Digital solutions are used for condition monitoring, enabling efficient planning and execution of service and upgrades. The Thruster Support Pool is a key initiative. This extends product life, reduces material consumption and supports circular solutions.

In accordance with the EU Ship Recycling Regulation, Kongsberg Maritime aligns its practices with industry standards for safe and environmentally sound recycling. For the products Kongsberg Maritime delivers, no established industry-wide average product lifespan exists.

Material recycling and data quality

Products and packaging from Kongsberg Defence & Aerospace and Kongsberg Maritime are generally suitable for material recycling, particularly because well-established markets and available solutions exist for recycling clean material fractions. Packaging is also reused, especially clean wood packaging that protects and stabilises products during transport. At the time of reporting, we nevertheless estimate that the actual share that is reused and recycled across our outbound resource streams is limited. The estimate is deliberately conservative because we currently lack sufficiently structured data to calculate the actual proportion that is recycled. This reduces the risk of overstating the recycling level. As of the reporting date, we do not have the available data needed to calculate the requirements in E5-5 36 c.

Waste

Metrics waste

The disclosed waste data cover all business areas.

Waste generated (tonnes)	Non-hazardous	Hazardous	Total
a. Preparation for reuse	138	26	164
b. Recycling	3,090	436	3,525
c. Other recovery	1,121	195	1,315
A. Total diverted from disposal (a. + b. + c.)	4,348	656	5,004
d. Incineration	1,059	10	1,068
e. Landfill	409	28	438
f. Other disposal	318	555	873
B. Total directed to disposal (d. + e. + f.)	1,786	593	2,379
TOTAL WASTE (A. + B.)	6,134	1,249	7,383
Non-recycled waste (d)			3,695
% Non-recycled waste (d)			50 %
"Non-recycled waste" means any waste not recycled within the meaning of "recycling". "Recycling" means any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It includes the reprocessing of organic material but does not include energy recovery and the reprocessing into materials that are to be used as fuels or for backfilling operations			
Total amount of radioactive waste			0

In line with the EU Circular Economy Action Plan, we categorise waste into material-related streams such as metal, glass, paper, cardboard, clean wood and plastic, as well as product-specific streams including electronic waste, cables and batteries. Waste data are collected from our production and office locations. Based on feedback from these sites, we estimate that 94 per cent of the reported figures are based on measured weights, while the remaining six per cent are estimates derived from comparable sites, activity levels and number of employees.

Waste composition

The table below presents the waste categories relevant to our sector and operations and highlights the largest waste categories, together with an overall description of the remaining waste fractions.

Waste relevant to KONGSBERG's sector and operations	Tonnes	Waste composition
Metals	1,900	Over 50% consists of iron and ferrous alloys. The rest is various mixed metals and specific metals. All metal waste is delivered for recycling.
Wood	1,264	Mainly clean wood. Less than 2% CCA treated wood.
Mixed residual waste	1,420	Unsorted mixed waste is sent to incineration with energy recovery or to landfill depending on the waste's content and local regulations and established practices in relevant geographies.
Oil waste	601	Various oils delivered to approved hazardous waste recipients.
Paper and cardboard	324	Sorted paper and cardboard delivered for recycling.
Acids and bases	40	Various acids and bases, for example from surface treatment of metals. Delivered to approved hazardous waste recipients.
Other waste	1,834	Various other waste fractions, such as EE waste, plastic materials, solvents and paint, construction waste, etc.
TOTAL WASTE	7,383	

EU Taxonomy

Our Scope of Reporting

KONGSBERG reports for 2025 in accordance with applicable regulations and the European Commission's simplification package. For 2025, we report KPIs for turnover and capital expenditure. The KPI for operating expenditure is omitted following a materiality assessment, in line with the simplification available for non-financial undertakings.

We assess economic activities against the activity descriptions in the EU Taxonomy. Activities without defined technical screening criteria are classified as not covered. Activities assessed as not covered may still be sustainable, but no criteria exist to evaluate them under the EU Taxonomy framework.

KONGSBERG's turnover for 2025 amounted to NOK 58.6 billion. This figure represents the Group's total operating revenues and includes deliveries from all business areas. In the consolidated financial statements for KONGSBERG, turnover is reported excluding Kongsberg Maritime. Turnover for KONGSBERG excluding Kongsberg Maritime amounted to NOK 31.6 billion for 2025. See the annual financial statements on page 92 and notes 6 and 7 on pages 106 and 110.

Total relevant capital expenditures under the EU Taxonomy for KONGSBERG amounted to NOK 5.1 billion. Total relevant capital expenditures for KONGSBERG excluding Kongsberg Maritime amounted to NOK 4.7 billion for 2025. See notes 12, 13 and 14 in the annual financial statements on pages 124, 126 and 129.

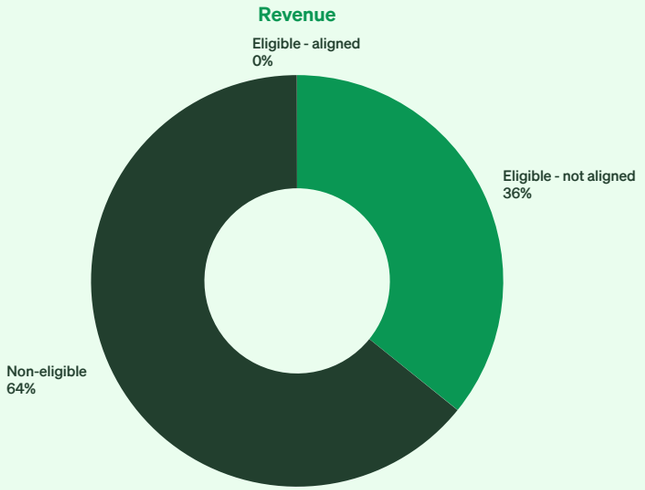
For KONGSBERG including Kongsberg Maritime, the portion of operating expenditure that meets the definition in EU Regulation 2021/2178 Annex I, section 1.1.3.1, is estimated at NOK NOK 2.3 billion.

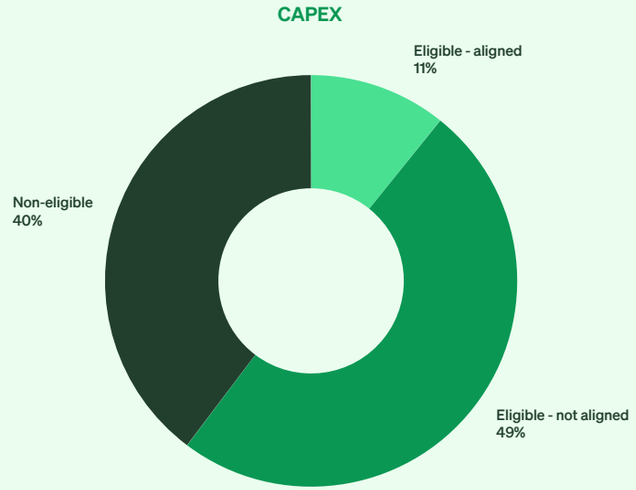
The reporting includes only capital expenditures that can be included without a CAPEX plan, as we have not prepared a plan in accordance with the requirements described in the Taxonomy, nor do we have data on purchases of Taxonomy-aligned activities.

In preparing the 2025 reporting, KONGSBERG has assessed certain economic activities as non-material for the relevant KPIs under the EU Taxonomy. This includes activities related to electrical and electronic equipment, data-driven solutions and circular or performance-based business models. These activities individually and collectively represent only a limited share of the Group's turnover, capital expenditure and operating

Financial year 2025

KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy-aligned activities in previous financial year 2024	Proportion of Taxonomy-aligned activities in previous financial year 2024
					Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Text	Currency	%	Currency	%	%	%	%	%	%	%	%	%	%	Currency	%
Turnover	58,599	35.8 %	0	0.0 %							0.0 %	0.0 %	7.0 %	0	0.0 %
CapEx	5,114	60.3 %	551	10.8 %	10.8 %						0.0 %	0.0 %	3.4 %	0	0.0 %
OpEx	2,304												9.1 %		





expenditure, and have therefore not been assessed further for Taxonomy eligibility or alignment in this year's reporting.

In line with the simplification options available in the EU Taxonomy framework for the 2025 reporting year, the Group has chosen not to report operating expenditure under the EU Taxonomy, as this is assessed to be non-material for KONGSBERG's business model. Only a limited share of total operating costs is covered by the definition of Taxonomy-relevant operating expenditure under EU Regulation 2021/2178. Furthermore, most of the Taxonomy-relevant operating expenditure relates to activities that are neither covered by nor aligned with the EU Taxonomy, and the largest covered activity represents only a very small share of the Group's total operating costs. On this basis, reporting Taxonomy operating expenditure is considered unlikely to provide decision-useful information for users of the financial statements, and such reporting is therefore omitted.

The evaluation of relevant activities has been carried out by the business areas with support from relevant Group functions to ensure consistent reporting and consolidation for KONGSBERG. The business areas have identified relevant activities from the EU Taxonomy, and the financial data related to covered activities have been extracted from the respective ERP systems for reporting purposes. Economic activities are assessed only against the most relevant environmental objective, which ensures that double counting is avoided.

In 2025, five economic activities were identified as falling within the EU Taxonomy's defined activity descriptions (covered activities). These have been assessed against the requirements for Taxonomy-aligned activities in accordance with the Taxonomy Regulation. The share of the Group's operations classified as not covered remains substantial at 64 per cent, reflecting that a significant portion of KONGSBERG's value creation lies in sectors that are not yet included within the EU Taxonomy's activity framework. This is consistent with the Taxonomy's objective of prioritising sectors with the greatest potential to contribute to environmental goals.

Manufacturing of aircraft
(Climate Change Mitigation – 3.21)

Kongsberg Defence & Aerospace manufactures airframe components for the F-35 fighter aircraft and performs maintenance, repair and overhaul (MRO) of helicopters and aircraft.

Our activities are directed towards military, search and rescue aircraft and helicopters, where factors other than greenhouse gas emissions are prioritised. None of the activities are considered aligned, as they do not meet the criteria for Substantial Contribution. No assessment against the Do No Significant Harm criteria has been performed due to the lack of compliance with Substantial Contribution criteria. The activity is therefore reported as Eligible.

Retrofitting of sea and coastal freight and passenger water transport
(Climate Change Mitigation – 6.12)

Kongsberg Maritime delivers projects related to the retrofit and upgrade of vessels used for sea and coastal transport of goods or passengers, as described in the EU Taxonomy.

We continue to apply the definition of relevant vessels established in previous years' reporting. For example, we do not limit our assessment of Eligible activities to tugboats dedicated exclusively to port operations. We also include Offshore Supply and similar vessels on the basis that they transport goods between shore and offshore operations. Vessels that do not have the primary function of transporting goods or passengers, such as naval, fishing and research vessels, are not considered Eligible in our reporting. We also exclude vessels without their own propulsion, such as barges.

We have assessed the Do No Significant Harm criteria relevant to this activity and concluded that we cannot report compliance with the requirements, as several of them require vessel-specific data that we do not have access to or do not assess. The activity is therefore reported as Eligible.

We have assessed only deliveries that provide improved functionality compared with the original design. Activity 5.1 Repair, overhaul and upgrade under the environmental objective Circular Economy covers additional aspects.

Construction of new buildings
(Climate change mitigation – 7.1)

To meet increasing demand for our products, we are expanding our capacity, including through investments in new buildings. In 2025, we invested in the new Utsikten building in Kongsberg, which remains under construction. The project has been developed to BREEAM-NOR Excellent standards, and the supplier has confirmed that the building meets the EU Taxonomy requirements.

Acquisition and ownership of buildings
(Climate Change Mitigation – 7.7)

KONGSBERG owns and leases properties that primarily support our own operations. We incur operating and capital expenditures related to these properties and also generate income from leasing to external parties, particularly at Kongsberg Technology Park (KTP).

We report capital expenditures by indicating investments made in our own buildings, as well as changes or new lease contracts. For each property, we assess whether the investment meets the criteria for Acquisition and ownership of buildings under the EU Taxonomy. This means that both property purchases and modifications to lease arrangements are assessed against the environmental criteria applicable to this category. As a consequence, we assess external rental income from subleasing against this activity to ensure symmetry. In 2025, IFRS 16 capital expenditures represented the majority of the capital expenditures under this activity.

No properties have been assessed to meet the Substantial Contribution criteria defined by the EU Taxonomy.

No assessment has been conducted against the Do No Significant Harm criteria, as no activities have been assessed to meet Substantial Contribution. The activity is therefore reported as Eligible.

Provision of IT/OT data-driven solutions
(Transition to a Circular Economy – 4.1)

Both Kongsberg Maritime and Kongsberg Digital provide data-driven solutions. Activities related to subscription services, required hardware, and system setup and installation have all been assessed as meeting the criteria for Eligibility under the EU Taxonomy. We continue to rely on the activity-specific criteria to assess relevant lock-in effects.

Kongsberg Digital provides data-driven solutions that enable more efficient use of assets and reduce undesired impacts from future events. K-IMS and Vessel Insight are digital solutions offered by Kongsberg Maritime that provide data and analytics to support customer decision-making and improve the operational performance of vessels. We have also reported Health Management services from Kongsberg Maritime as Eligible, as these services ensure that assets receive maintenance and service follow-up that allow them to operate under optimal conditions.

The relevant products and solutions have been assessed against the Substantial Contribution criteria and found to meet the applicable requirements.

However, we cannot confirm that the relevant products and solutions meet the Do No Significant Harm criteria related to pollution prevention. The activity is therefore reported as Eligible.

Repair, refurbishment and remanufacturing
(Transition to a Circular Economy – 5.1)

Repair, overhaul and upgrade is a relevant activity for most of our business areas. The activity description specifies that "the goods have been used for their intended purpose before", which we interpret as any product that has been in use, meaning it is no longer new "out of the box". We understand the purpose of the activity to be the extension of product lifetimes.

Activities related to repair, maintenance, upgrade and technical support are carried out across the Group's business areas. Several units deliver services that include service, spare parts, field support and overhaul of products and systems. These activities support the Group's objectives of extending the lifetime of installed equipment, ensuring reliable performance and contributing to efficient resource use. The scope of reported activities includes both services performed internally and activities linked to product portfolios within maritime, digital and technology-related solutions.

Since waste-management plans have not yet been formalised in operations, none of the activities meet the criteria for Substantial Contribution and the Do No Significant Harm criteria have therefore not been assessed. The activity is therefore reported as Eligible.

Sale of spare parts
(Transition to a Circular Economy – 5.2)

The sale of spare parts is another activity that is relevant for most of our business areas. Spare parts are separate components of a product that can replace an existing part with the same or similar function. The product cannot operate as intended without that component.

The largest contributor to Eligible turnover under this activity is Kongsberg Maritime and the Global Customer Support division. Kongsberg Discovery reports Eligible turnover related to the Ocean Technologies and Seatex product portfolios. The Defence Systems division in Kongsberg Defence & Aerospace also reports Eligible turnover under this activity.

Kongsberg Maritime and Kongsberg Discovery report that packaging does not meet the Substantial Contribution criteria. Kongsberg Defence & Aerospace meets the Substantial Contribution criteria. However, the use of substances such as cadmium and lead results in non-compliance with EU Directive 2011/65/EU (RoHS). As a result, the Do No Significant Harm criteria are not met. The activity is therefore reported as Eligible.

Minimum Safeguards

Minimum safeguards criteria are outlined in the EU Taxonomy regulation (EU 2020/852) Article 3 and 18 and establish that compliance is required on entity level to qualify activities as environmentally sustainable. We rely on the final report advice presented by the Platform on Sustainable Finance on the application of Minimum safeguards[5] to evaluate compliance. In their advice, four criteria are identified where compliance is required: Human Rights, Corruption, Taxation, and Fair Competition.

We have not been convicted of violating laws within these areas in 2025.

Human Rights
We have conducted a gap analysis between the Norwegian Transparency Act and the requirements set out by the Platform on Sustainable Finance, and concluded that there is overlap between the two. We therefore consider ourselves in compliance with the human-rights requirements in the minimum safeguards under the EU Taxonomy through our adherence to the legal obligations of the Transparency Act.

Corruption
KONGSBERG has zero tolerance for corruption, and our position is explicitly stated in our Code of Ethics, which all employees accept upon employment and regularly attest to. We are also a participant in the UN Global Compact and follow the OECD Guidelines for Multinational Enterprises. KONGSBERG is a member of Transparency International, the International Forum on Business Ethical Conduct (IFBEC) and the Maritime Anti-Corruption Network (MACN). Every three years, the programme undergoes an external assessment. In 2023, the programme was reviewed by a U.S. law firm, which found it to be adequate and effective. They noted significant improvements since the previous assessment in 2020. We therefore consider ourselves in compliance with the anti-corruption requirements under the minimum safeguards of the EU Taxonomy.

Tax
Our international presence requires compliance with a wide range of tax regimes across many countries. We consider a responsible approach to taxation essential for our long-term operations. This includes identifying and complying with applicable tax laws, reporting all necessary information to relevant authorities and establishing defensible tax positions where legislation allows different interpretations or choices.

We have a central Tax Department that reports to Group management. Its primary objective is to ensure compliance with our tax policy across the Group. The Tax Department and local management in Group companies ensure compliance with local tax-reporting requirements in the countries where we operate, in cooperation with internationally recognised tax advisers. The Tax Department performs regular oversight of these advisers.

KONGSBERG is prioritising the development of an enhanced tax-governance framework, with increased emphasis on roles, responsibilities and internal controls. This aligns with growing regulatory expectations that companies not only follow responsible tax policies but also document compliance. On this basis, we consider ourselves in compliance with the taxation requirements of the minimum safeguards under the EU Taxonomy.

Fair Competition
Upon employment, all employees accept our Code of Ethics, which includes a chapter on fair competition. Regular, targeted training and awareness activities related to competition laws and regulations are conducted for employees in managerial roles and for other roles identified as particularly relevant. We therefore consider ourselves in compliance with the fair-competition requirements of the minimum safeguards under the EU Taxonomy.

[5] Platform on Sustainable Finance, (October 2022) 'Final Report on Minimum Safeguards': https://finance.ec.europa.eu/system/files/2022-10/221011-sustainable-finance-platform-finance-report-minimum-safeguards_en.pdf

Revenue KPI

Financial year 2025

Economic activity	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible Turnover)	Taxonomy-aligned KPI (monetary value of Turnover)	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned Turnover)	Breakdown by environmental objectives of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Text		%	MNOK	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacturing of aircraft	CCM 3.21	3.3 %	0	0.0 %								T	0.0 %
Retrofitting of sea and coastal freight and passenger water transport	CCM 6.12	5.5 %	0	0.0 %								T	0.0 %
Provision of IT/OT data-driven solutions	CE 4.1	10.2 %	0	0.0 %							E		0.0 %
Repair, refurbishment and remanufacturing	CE 5.1	6.5 %	0	0.0 %									0.0 %
Sale of spare parts	CE 5.2	10.3 %	0	0.0 %									0.0 %
Sum of alignment per objective													
Total KPI (Turnover)		35.8 %	0	0.0 %							0.0 %	0.0 %	0.0 %

CAPEX KPI

Financial year 2025

Economic activity	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible CapEx)	Taxonomy-aligned KPI (monetary value of CapEx)	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned CapEx)	Breakdown by environmental objectives of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Text		%	MNOK	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacturing of aircraft	CCM 3.21	9.8 %	0	0.0 %								T	0.0 %
Construction of new buildings	CCM 7.1	16.1 %	551.4	10.8 %	10.8 %								66.9 %
Acquisition and ownership of buildings	CCM 7.7	34.3 %	0	0.0 %									0.0 %
Sum of alignment per objective					10.8 %								
Total KPI (CapEx)		60.3 %	551.4	10.8 %	10.8 %						0.0 %	0.0 %	17.9 %

Social



Own Workforce

Working Conditions and Equal Treatment for all

S1

Introduction to the Topic

We aim to be a workplace where people thrive. We view our employees as a key prerequisite for our success, and our ambition is to attract, develop and retain a competent, dedicated and diverse workforce. We work to promote a safe and inclusive working culture that supports flexibility and collaboration, enabling our employees to perform at their best. As a company built on knowledge and expertise, our employees are essential to achieving our strategic objectives. We are committed to fostering diversity and inclusion to strengthen belonging, innovation and growth. Our shared values guide how we collaborate and lead, and we strive to be an attractive employer that contributes positively to our people.

To fully leverage the competence of our employees, we work to ensure a working environment in which they can succeed. We are committed to promoting equality and preventing discrimination in line with the Equality Act.

A description of Health and Safety follows in the next chapter.

Material impacts, risks, and opportunities

The double materiality assessment identified positive and negative impact, risks and opportunities related to working conditions, equal treatment and equal opportunity for all .

We identified no material potential negative or positive impacts on our workforce related to our ambition to be an active participant in sustainable change and energy transition. Other work-related rights, such as forced labour and child labour, were not deemed material for our workforce. Therefore, information regarding types of incidents, countries, and geographic areas with significant risks is not relevant to disclose. Unless otherwise specified, all descriptions apply to all employees within the Group.

ESRS sub-topic	ESRS sub-sub topic	Type	Description	Value chain location	KONGSBERG's involvement with the impact	Time horizon
Working conditions	Working time, adequate wages, social dialogue, freedom of association, works councils and workers' rights to information, consultation and participation, collective bargaining, including the share of workers covered by collective bargaining agreements.	Potential negative impact	We operate in countries and regions where the risk of breaches in work-related rights is high. This is especially related to our own operations in Asia, Middle East, and South America. In these regions labour unions are less common, which may increase the potential systematic risk of breaches in rights related to working hours, adequate wages and the possibility to unionise. Thus, we may contribute to poor working conditions for employees if not handled correctly.	Own operations	Contribute directly	Medium term
Working conditions	Working time and work-life balance	Risk	We have high growth ambitions and work with time-critical deliveries, which in turn may lead to long working days for our employees. Risks to our operations are linked to extended working hours, primarily affecting production personnel. This may result in reduced productivity and high turnover due to health issues or lower levels of wellbeing and engagement among employees. We depend on having an engaged workforce to deliver on our strategic objectives.	Own operations	Not relevant for risks	Medium term
Equal treatment and opportunities for all	Gender equality and equal pay for equal value, Diversity	Potential negative impact	The industries we operate in are widely characterised by relatively low representation from women and minority groups. Lack of diversity may have a negative impact on groups that are most likely to be discriminated against, such as minorities and women. Lack of diversity within the workforce may lead to negative economic consequences for the impacted people.	Own operations	Contribute directly	Medium term
Equal treatment and opportunities for all	Training and skills development, Diversity	Risk	If we do not invest in training and competence development for our employees, this may lead to lower capability within the organisation and higher turnover, as employees will seek growth and development opportunities elsewhere.	Own operations	Contribute directly	Short term
Equal treatment and opportunities for all	Training and skills development, Diversity	Actual positive impact	We focus on including people who have been left outside the job market. When these people become a part of our workforce, it prepares them for further challenges and equip them with the necessary skills and experience to succeed in their careers.	Own operations	Contribute directly	Short term
Equal treatment and opportunities for all	Diversity	Risk	A lack of diversity may lead to homogeneous thinking, stifling creativity and problem-solving. We rely on being perceived and experienced as a workplace that values diversity to ensure we come up with the best solutions.	Own operations	Not relevant for risks	Medium term

Description and Characteristics of Own Workforce

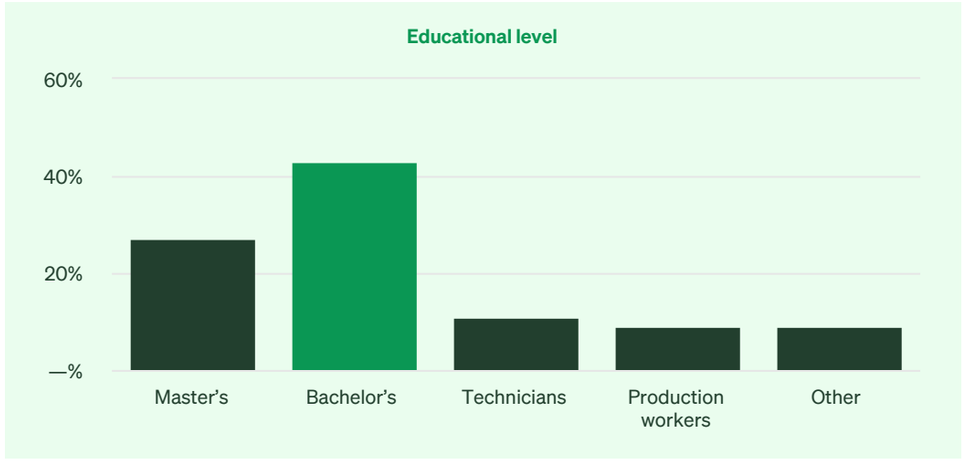
Description of type of workers included in own workforce

We are a global company with a strong culture that has been developed over many years. This helps us attract and retain the right people to address the challenges we face. Developing a diverse workforce is essential to us. Employees and non-employees in our own workforce may be significantly affected by our operations. We cover the entire value chain from engineering to production, with the majority of our activities within engineering. The tables below describe who our employees and non-employees are.

Characteristics of our employees

		Definition
Employee	**Permanent employee**	A person who works permanently in KONGSBERG. Includes employees on maternity leave and long term absence.
Employee	**Temporary employee**	A person on a temporary contract, where start- and end date is defined.
Employee	**Full-time**	A person who is employed in a full position during the year.
Employee	**Part-time**	A person who is employed in a part time position during the year.
Employee	**Non-guaranteed hours**	A person without a guaranteed minimum number of working hours who works on demand according to our workload in the business. These are students, trainees (as part of a post-graduation trainee programme) or retirees who work on an as-needed basis.
Non-employee	**Agency Worker (temporary agency person)**	A person who is hired from an agency company to cover an increased workload or gaps in capacity.
Non-employee	**Contractor**	A person who is hired in project work with defined deliverables, the work is typically result oriented and time-limited. Self-employed employees is counted in this category.

Management level (0-3)	Description
Level 0	President & CEO
Level 1	Corporate Management Team
Level 2	Business Area Management Team
Level 3	Managers reporting to level 2



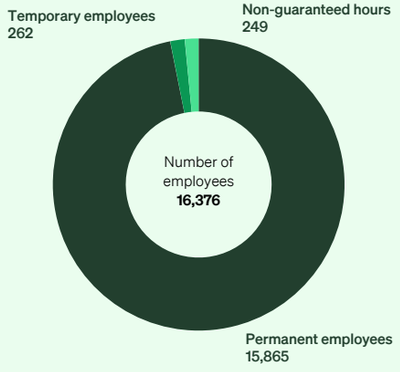
Total employees
(Number of permanent employees)

15,865

Share of permanent employees outside Norway

40%





	Number of employees
Gender	(head count)
Male	12,222
Female	3,623
Other	20
Not Reported	—
Total employees	**15,865**

Comment: Data reported are headcount of permanent employees (not full-time equivalents)

	Number of permanent
Country	(head count)
Norway	9,510
Other countries with less than 10% of employees	6,355
Total employees	**15,865**

Comment: Data reported are headcount of permanent employees (not full-time equivalents)

2025

	Female	Male	Other	Not disclosed	Total
Number of employees	3,732	12,623	21	—	16,376
Number of permanent employees	3,623	12,222	20	—	15,865
Number of temporary employees	66	195	1	—	262
Number of non-guaranteed hours employees	43	206	n/a	—	249
Number of full-time employees	3,483	11,945	20	—	15,448
Number of part-time employees	140	277	—	—	417

2025

	Norway	Other Europe	America	Asia	Africa	Australia	TOTAL
Number of employees	9,788	3,389	1,203	1,810	36	150	16,376
Number of permanent employees	9,510	3,280	1,102	1,787	36	150	15,865
Number of temporary employees	156	71	12	23	—	—	262
Number of non-guaranteed hours employees	122	38	89	—	—	—	249

	Total
Number of employees who have left during the reporting period	1,100
Rate of employee turnover in the reporting period	7.5%

All data is reported as headcount at the end of the reporting period. Gender reporting is based on employees' self-disclosure. The reporting of the total number of employees who left during the reporting period includes permanent employees who left voluntarily, due to dismissal, retirement, or death in service. Employee turnover is calculated as number of employees who left KONGSBERG, divided by the number of permanent employees at the start of the reporting period (1 January). Headcount numbers are not presented in the financial statements, however average FTE is reported in Note 9 Personnel expenses, remuneration to Executive Management and the Board on page 119.

Policies

Respecting human rights is a fundamental value for KONGSBERG and is an integral part of all policies related to our employees. These policies are developed in line with internationally recognised human rights, including, but not limited to, those outlined in the International Bill of Human Rights and International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

Directive for Human Resources

The directive is intended to support the company's objectives and strategy, and HR activities shall contribute to developing and following up competent and engaged employees. We use data and analysis to identify and prioritise areas for improvement.

The directive includes guidelines related to our work on diversity, leadership and competence development. It applies globally and is available to all employees through the intranet. The document is owned by the President & CEO and maintained by the Group HR function. The business areas are responsible for implementing the directive, ensuring compliance and integrating its requirements into relevant HR processes and management systems.

Employee handbook

The employee handbook outlines rights, obligations and expectations related to the employment relationship. It provides employees with an overview of applicable rules related to working hours and overtime, absence, salary, pension and insurance, as well as procedures for ending employment. The employee handbook is managed by the HR functions in the business areas and is available to all employees. The guidelines form the basis for a range of measures related to working conditions, equal treatment and inclusion.

The employee handbook ensures clear and predictable working conditions, equal treatment and consistent practices across the business areas. The measures described on page 71 are based on, or supported by, the principles and practical implementation of the employee handbook.

Employment contract

All employees, including part-time and temporary employees, must have a signed employment contract in accordance with local legislation. The contract must be written in a language the employee understands. KONGSBERG requires that employees are informed of their rights and obligations related to their employment. The employment contract is based on the principles described in the employee handbook.

Code of Ethics and Business Conduct

The Code of Ethics and Business Conduct sets out expectations for how employees and managers shall act, as well as expectations for suppliers and business partners. The guidelines cover topics related to labour rights, including;

- a safe and secure working environment,
- the prevention of child labour and forced labour,
- non-discrimination, based on gender, ethnicity, religion, and sexual orientation,
- acceptable working hours and reasonable wage conditions,
- freedom of association and the right of collective bargaining

We monitor completion rates for the mandatory training on the Code of Ethics and Business Conduct. Further details can be found in the Governance chapter on page 85.

Process for Engagement

We have established processes to follow up on employee needs and expectations, including regular performance dialogues and employee surveys. The Executive Vice President Business Support in each business area has the operational responsibility for facilitating engagement with the workforce. The effectiveness of the process is evaluated by reviewing the results of the employee survey, including questions on employees' awareness of how they can engage and report concerns within KONGSBERG.

Engagement through unions

We have established forums for cooperation with trade unions and organisations. About half of our employees are unionised. In some countries, employers do not have the right to ask employees for this type of information. The Corporate Committee has been established to ensure communication and coordination between KONGSBERG's management and the various trade unions in Norway. Regular meetings are held to discuss issues of common interest. The committee consists of the President & CEO, central managers at corporate and at the business area levels, in addition to union representatives from each of the business areas.

Engagement survey

We measure employee engagement globally to identify strengths and areas for improvement across the organisation. In 2025, we introduced Peakon, a platform that collects continuous feedback throughout the employee journey and provides real-time insights into the development of engagement levels.

Performance dialogues, including exit interviews

The business areas are responsible for ensuring that a formalised process for performance dialogues is in place. The performance dialogue is conducted annually for all employees and is intended to clarify expectations and requirements for the role. Topics such as working hours, life phase, mobility, competence development and career planning may be addressed during the dialogue, and employees may raise any concerns with their manager.

Employees leaving the company are invited to provide feedback through an exit survey and an exit interview. This process provides important insights into the reasons for turnover and supports continuous improvement of KONGSBERG as an employer.

Process to Remediate negative impacts and Reporting Channels

We adhere to the OECD principles of responsible business conduct, in line with our Directive for Human Rights risk assessments and the Norwegian Transparency Act, which require us to prevent or mitigate adverse impacts where necessary. Each case is assessed individually to determine appropriate actions and follow-up.

The Group has a management response plan which ensures that we respond in a timely manner to incidents and minimise adverse consequences. The plan describes the procedure and internal responsibilities between the Board and management for handling compliance incidents. When a concern about a potential negative impact is reported, an investigation is started. The Corporate Compliance Officer (CCO) evaluates if the incident is high-risk and consults with the General Counsel (GC). An independent investigation lead and team are then assigned to submit an interim report, including a summary of facts, conclusions, root cause analysis, and remedial actions. The CCO and GC review the report and submit recommendations for further follow-up to the President & CEO, including any sanctions or other responses against a company and employee, or others acting on behalf of KONGSBERG.

We work proactively to prevent our activities from causing or contributing to material negative impacts on our own workforce through clear guidelines and regular follow-up. Our HR processes include monitoring and improving working conditions and training on ethical guidelines. A dedicated reporting channel is established to capture and address concerns.

When we detect incidents that require remediation, the case will be assigned to a dedicated action owner who is responsible for taking appropriate actions and management will be kept updated as necessary according to internal procedures. The effectiveness of the actions is assessed against the desired effect of the change and possible unintended consequences this may have had on other parties. The same process is followed regardless of whether the incident concerns our own employees, suppliers, workers in the value chain, affected communities or other stakeholder groups.

A more detailed description of the reporting channel is provided in the Governance section on page 85.

Actions and Resources

The HR functions in the business areas have the operational responsibility for implementing the necessary measures to safeguard our employees. Each business area prepares action plans linked to its HR objectives. The effectiveness of actions is measured through ongoing feedback from employees, either directly through dialogue with managers or indirectly through employee surveys and engagement with employee representatives. Unless otherwise specified, the measures apply across our global organisation.

Below we describe the key actions carried out in 2025, with particular emphasis on working conditions, equal treatment and equal opportunities. These actions are part of regular operations and continuous improvement, and no specific financial allocation has been calculated for each initiative.

Actions to limit negative impact

In response to findings on harassment and discrimination, we have implemented several measures, including prevention training, ensuring protection for those using the reporting channels, and reducing barriers for reporting concerns. Employee feedback has been a key focus in business area leadership meetings.

Actions for good working conditions

The guidelines in the employee handbook form the basis for ensuring appropriate working conditions, especially during periods of high workload. We therefore offer flexible working hours and the possibility of remote work where operationally feasible. Working hours are addressed in the performance dialogue to support a healthy work-life balance.

The effectiveness of these measures is assessed through employee surveys and continuous dialogue between employees and managers. This systematic follow-up ensures that practices are aligned with the principles of the employee handbook and adapted to the needs of the business areas.

We monitor developments in turnover closely, with particular attention to employees leaving within two years of joining the company. Retaining employees and their competence is important to us. Our guidelines for probation-period dialogues, performance dialogues, exit interviews and improvements to onboarding processes are central to understanding and reducing turnover, particularly among employees with short tenure. Through these processes, we can identify needs early and take corrective measures. Turnover trends are monitored quarterly and have shown a significant decline in recent years.

Actions to ensure equal treatment and equal opportunities

We aim to increase the proportion of women in the workforce, particularly in leadership positions. To support this goal, we actively ensure that qualified female candidates are considered in recruitment processes, and managers receive training on diversity and inclusive leadership. Female role models are promoted in recruitment campaigns and at internal events. The effectiveness of these measures is monitored through developments in gender balance and the proportion of women in leadership positions at levels 1–3.

Actions to support inclusion of vulnerable groups

We place emphasis on labour-market inclusion by offering job-training and supported employment opportunities for individuals outside the workforce. This is carried out in close cooperation with NAV and other partners (e.g., Unicus and Fontenehuset), and includes individuals with gaps in their CV, partially reduced work capacity or participation via wage-subsidy schemes through NAV.

We do not have standalone guidelines or specific governing documents dedicated solely to the inclusion of vulnerable groups in society, but inclusion remains important to us. For employees requiring workplace adjustments, related measures are governed through the employee handbook. The effectiveness of inclusion measures is assessed by the number of participants in these initiatives annually.

For further information on gender equality efforts and fulfilment of the duty to promote equality in the parent company, see the 2025 Gender Equality report for Kongsberg Gruppen ASA, published on our website.

Actions planned

In 2026, no Group-wide initiatives are planned due to the demerger of Kongsberg Maritime. The objective is to establish two focused and independent companies that are positioned to capture global growth opportunities in their respective markets.

Target	Measured by (metric)	Status 2023 (base year)	Status 2024	Status 2025	Target 2025	Connection to IRO
92 % of employees globally should have at least one formal performance dialogue with immediate manager in 2025	Number of total completed annual performance dialogues registered/ number of employees who are entitled to have a performance dialogue[1]	89 %	90 %	84 %	92 %	• Impact connected with Working conditions
Not exceed voluntary turnover of 4.5 % in 2025	Number of terminates during the year divided by the number of employees at the beginning of that period[2]	5.3 %	4.5 %	3.9 %	4.5 %	• Impact connected with Working conditions
Increase the share of women in organisation to 22.1 % in 2025	Number of female representation divided by total number of all employees	21.6 %	22.1 %	22.8 %	22.1 %	• Impact and risk connected with Equal treatment and opportunities for all
Maintain share of women recruited to managerial positions of 35 % in 2025	Number of female managers with personnel responsibility on level 1-3 divided by total number of managers on level 1-3[3]	39.7 %	31.9 %	39.4 %	35.0 %	
Engage 100 people for job training for 2025	Number of engagements through the year[4]	80	87	144	100	

[1] Employees who are ineligible are primarily due to long-term absence or new hires undergoing the probationary follow-up process, etc.
[2] Voluntary turnover is not total (as defined by CSRD); it only includes employees who have chosen to resign voluntarily, excluding retirees, involuntary terminations, or employees transferring internally within KONGSBERG.
[3] Recruited leaders include both internal and external hires.
[4] This includes individuals in job training or positions where we receive partial or full support from the authorities while they work in the company. Employees supported by NAV or those requiring accommodations are also included in this number.

Targets and Metrics

KONGSBERG has several key HR targets designed to help us manage both our impacts and risks related to our own workforce, and to measure the effectiveness of the actions we implement. These targets are based on the focus areas in the HR Directive and support our overall objective of ensuring access to qualified employees.

With regard to working conditions, we aim to ensure that all employees have good development opportunities and experience motivation in their work. The annual performance dialogue is an important tool that allows employees to provide feedback on their job satisfaction and raise issues related, among other things, to working hours.

Targets related to equal treatment and diversity are particularly relevant because we operate in an industry with low female representation. We therefore seek to actively contribute to increasing the share of women. In addition, we work with initiatives aimed at including people who are currently outside the labour market.

Process of setting targets

HR representatives from each business area are involved in setting the HR targets, alongside the People Committee, which includes a representative from corporate management, a representative from the corporate HR function, and the Executive Vice President Business Support from each business area. HR targets are updated and presented quarterly to the Board. Our employees are indirectly involved in the development of targets through regular performance dialogue and employee surveys, which ensure that their perspectives and needs are reflected in our HR goals and strategies.

Progress towards targets

To ensure employees are prioritised in training, skills, and development, close dialogue between employees and managers is essential. Performance dialogues facilitate this interaction, both through annual reviews and ongoing feedback. Employees do not participate in tracking progress towards the goals directly, but through elected representatives and employee representatives. Through performance dialogues, they contribute with possible areas for improvement.

The share of completed annual performance dialogues decreased from 90 per cent in 2024 to 84 per cent in 2025. This decline is mainly due to the implementation of a new system in one of our largest companies, where the 2025 process will be completed in the first quarter of 2026. There is continued focus on the annual performance dialogue in each business area, even though we did not fully reach our target of 92 per cent.

Looking at the HR target for turnover, the downward trend from previous years continued, ending at 3.9 per cent for 2025. This shows that in 2025 we performed better than our target, which was to maintain the level from the previous year (4.5 per cent). We closely follow up employees who leave within their first two years with the company. Through the exit process, we gather insight into why they choose to leave. At the same time, we place strong emphasis on a robust onboarding process to ensure that all new employees get the best possible start.

The share of women in the company has increased gradually in recent years, and in 2025 women account for 22.8 per cent of employees. This indicates that recruitment efforts have had an effect. Going forward, we will continue our efforts to be an attractive workplace for both women and men.

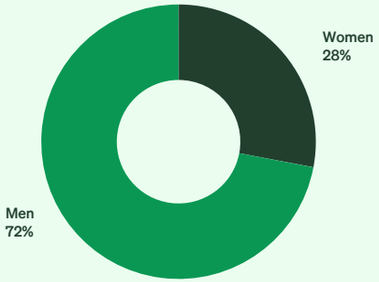
The share of women in leadership positions (levels 1–3) is 28 per cent. Recruitment of women into leadership positions increased to 39.4 per cent in 2025, up from 31.9 per cent in 2024.

We also have a target to include people outside the labour market through work-training and supported employment. In 2025, we included 144 people, exceeding our target by 44 people.



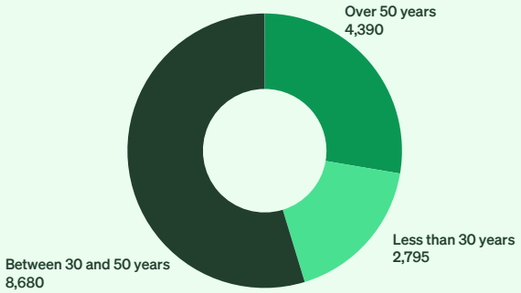
Gender diversity

The proportion of female leaders in top and middle management (levels 1-3) in the company is 28 per cent in 2025, up from 25 per cent in 2024.



Age diversity

Average age is 42 years. We maintain an internal age limit of 72 years in most parts of our business.



Number of women in management

81

Number of men in management

206

Share of completed performance dialogues

83.6%



Metrics for Working Conditions

Collective bargaining coverage and social dialogue

We adhere to legal regulations concerning collective bargaining agreements, which cover 100 per cent of our employees in the EEA. In some countries, different arrangements apply in accordance with country-specific practices, traditions and local labour legislation. We have established well-founded forums for cooperation with trade unions and organisations, providing valuable contributions to address our challenges in a constructive manner. All employees in Norway are represented by union representatives in the corporate and company committees. All employees in EU countries are represented by union representatives in the European Works Council.

Adequate wages

We offer a competitive compensation to all our employees. Regardless of location, we will ensure that wages and working conditions comply with local laws and regulations. We remunerate our employees based on both achieved results and desired behaviours. We have a global compensation policy to maintain a fair, competitive and financially responsible remuneration structure across the organisation. We also utilise the Korn Ferry salary benchmark database to maintain an up-to-date understanding of current standards across different regions. This approach allows us to ensure consistency and fairness in our compensation practices globally.

Metrics for Equal Opportunities for All

To fully leverage the extensive knowledge of our employees, we offer a workplace with a strong focus on diversity, inclusion and belonging. We believe this creates an environment where all employees can perform at their best. We are committed to promoting gender equality and preventing discrimination in violation of the Norwegian Gender Equality Act. As previously described, short- and long-term goals have been established to increase the proportion of women in recruitment and leadership positions.

Remuneration metrics

We strive to maintain a gender-neutral pay system. Our ambition, outlined in our global compensation guideline, is to achieve equal pay for women and men in equivalent positions with comparable competence and experience. In 2025, the average compensation for women was 6.3 per cent lower than for men, a reduction of 2.1 per cent from 2024. This calculation is based on actual base salary. Figures beyond base salary, such as bonuses, car allowances, overtime pay, pensions, and insurance, are based on actual financial data with assumptions for gender distribution. These calculations are representing 90 per cent of permanent staff.

The remuneration ratio between the highest-paid individual and the median of the remaining employees is calculated at 14.9. The highest-paid employee is the President & CEO, while the median remuneration for the remaining employees is estimated using the same data basis as the compensation gap described above.

Training and skill metrics

It's essential that all our employees have clear performance and development goals and a solid understanding of our guidelines and procedures. We believe a systematic approach facilitates successful development, including identifying training needs and opportunities for internal transfers. Strong development opportunities are crucial incentives for recruiting and retaining valuable employees. We invest in knowledge and skill sharing through internal and external training programs, as well as on-the-job development. Many of our training programs are digitalised, particularly for onboarding new employees and leaders. We have also implemented game-based training, especially for process and IT system training.

All employees should have at least one formal performance dialogue with their line manager annually. In 2025, 84 per cent of employees globally completed this dialogue.

	Collective bargaining		Social dialogue
Coverage rate	Employees EEA (significant countries)	Employees non-EEA (significant regions)	Workplace representation (significant EEA countries only)
0-19%		n/a	
20-39%		n/a	
40-59%		n/a	
60-79%		n/a	
80-100%	Norway	n/a	Norway

	Employees at top management level	
Gender	Number (head count)	Percentage
Female	81	28 %
Male	206	72 %
Other		n/a
Not reported		n/a

Comment: Data reported are headcount of permanent employees (not full-time equivalents)

Distribution of employees by age group	
Age group	Number of employees (head count)
Under 30 years old	2,795
Between 30 and 50 years old	8,680
Over 50 years old	4,390

Comment: Data reported are headcount of permanent employees (not full-time equivalents)

	Share of completed performance appraisals
Gender	%
Male	86.3 %
Female	76.7 %
Other	n/a
Total employees	**83.6 %**

Comment: The proportion of employees who have completed their performance dialogue is calculated based on the number of employees who had completed the process by the end of the reporting period, divided by the number of permanent employees who were sent the process

Own workforce

Health and Safety

S1

Introduction to the Topic

Safety comes first at KONGSBERG. The integration of health, safety and environment (HSE) into strategic planning is intended to support the Group's ability to manage risk and adapt to change over time. Through this work, we seek to enable sustainable value creation and promote a safe and inclusive working environment that supports our long-term growth ambitions. We are fully aware of the importance of this effort, and we work actively to foster a safe and inclusive workplace and to reduce unhealthy work-related stress.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified material impact and risks related to the health and safety sub-sub topic.

ESRS sub-topic	ESRS sub-sub topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Working conditions	Safety	Potential negative impact	We operate in several labour intensive sectors that involve exposure to hazardous materials, working at heights, operating heavy machinery and dealing with complex electronic systems. A physically challenging job can cause physical injuries, health issues, stress and anxiety in employees.	Own operations	Contribute directly	Short term
Working conditions	Health	Potential negative impact	Psychological health issues can occur. A physically challenging job, extensive travels, chemical exposure, and ergonomic work tasks can cause health issues, stress, and anxiety in employees. For some employees this may cause negative impacts on workers mental health.	Own operations	Contribute directly	Long term
Working conditions	Health and safety	Risk	As a global company we depend on compliance with various legislations related to health, safety and working conditions to operate. Non-compliance with legislation is a risk that can have significant consequences for KONGSBERG including legal penalties, and may lead to suspended operations and negative publicity that can harm our reputation. We depend on protecting our employees from harm, to foster a positive, productive and sustainable work environment.	Own operations	Contribute directly	Short term

Policies

KONGSBERGs Directive for Occupational Health and Safety sets out the minimum requirements to ensure the protection of the health, safety and work environment (HSE) for our employees, customer, contractor and partner across all business areas. The directive details purposes, roles and responsibilities, overarching goals, mandatory KPIs, and risk management prerequisites. It is based on ISO 45001 and ISO 14001, both recognised international standards. The purpose of the HSE Directive is to prevent accidents and to define requirements for the management system and relevant insurance schemes. It is developed in collaboration with HSE functions in business areas, responsible for its implementation in their management systems. The directive is owned by the corporate HR and HSE functions, and employees can access it via our internal systems and intranet.

Process of Engagement

At KONGSBERG, we encourage the reporting of HSE incidents and work proactively to promote a safe working environment by highlighting HSE topics in various forums, committees and events. We emphasise the importance of reporting near misses, observations and accidents at all levels of the organisation and in dialogue with suppliers and contractors. Relevant employee-related reports form part of the company's internal reporting and management reporting. By underlining the importance of HSE, we aim to support an open working environment where employees feel safe to report hazardous conditions and concerns. Managers are responsible for facilitating the involvement of their teams.Each year, we gather around 100 of our subcontractors for a conference where we share HSE best practice and highlight our requirements and expectations. The purpose of this work is to contribute to fewer incidents over time and to promote a healthy and safe working environment.

Process to Remediate Negative Impacts and Reporting Channels

KONGSBERG's incident reporting system for HSE events is called SYNERGI. High-risk incidents and personal injuries must be reported within 48 hours, and high-risk incidents must be investigated to identify underlying causes. How incidents are handled depends on the severity and type of occurrence. All employees in Norway have access to occupational health services, and business areas outside Norway follow local practices and legislation. In addition, employees are covered by relevant insurance schemes. Our HSE functions work closely with relevant HR functions and local managers on matters related to occupational health, mental health and wellbeing. Managers are responsible for ensuring that appropriate measures are assessed and implemented when needed. Root causes, contributing factors and preventive actions are compiled in relevant learning reports. The Group's HSE Director distributes relevant HSE reports, incidents, plans, strategies and status updates to Group management and the Board of Directors. We also seek insights and best practices outside our own organisation, including through participation in working groups in collaboration with the Confederation of Norwegian Enterprise.

Actions and Resources

HR in each business area is operationally responsible for implementing adequate measures to support our employees. Each business area has action plans linked to specific goals. The effectiveness of actions related to health and safety is evaluated by reviewing our progress towards set targets. As these actions are part of general operations and improvement, we have not calculated the financial resources allocated to each action. These measures apply globally unless specified otherwise.

Actions related to health and safety

To create a robust HSE culture and proactive work environment, actions are required at all levels of the organisation. Training is fundamental, and all employees, contractors, and suppliers must receive relevant health and safety training. Information about risks, rules and requirements should be available before work can commence. Relevant HSE training is mandatory for all employees and can be conducted as e-learning, classroom learning, or role-playing, depending on the scope and location of the work.

In 2022, we invested in a new reporting tool, and in 2025 we strengthened our focus on reporting across all business areas. The new tool has contributed to a record number of submitted reports by our employees. Corporate HSE functions conduct regular health and safety audits in selected business areas to support and review internal controls, especially after accidents and high-risk incidents, enhancing employee awareness, openness, and proactivity.

We have continued the roll-out of the Human and organisation performance (HOP) principles into our safety culture. HOP emphasises the interaction between people, technology and organisational conditions to achieve safe, efficient and psychological safe workplace.

Actions related to mental health

We mark the World Mental Health Day annually, as health and well-being are crucial to us. All business areas have collaborated on the roll-out and development of our mental health campaign, including communication on how to give and receive help. President & CEO Geir Håøy emphasised the importance of caring, asking, listening, and opening up to all employees. To measure the impact of our initiatives, employee satisfaction has become a key company goal, creating a systematic focus on mental health issues. We have also implemented several risk-reducing measures:

- Leadership training for all managers consistent and reliable management
- Voluntary training focused on well-being and time management
- A mental health campaign in October with internal and external contributions
- Audits and controls covering employee mental health topics
- Serious cases are handled according to internal procedures with the employee and their manager

Actions related to the environment

Our environmental processes and management systems monitor compliance with regulations, standards and legal requirements. Our internal reporting confirms no major environmental incidents, conflicts or accidents in 2025. We have also reviewed our environmental reporting processes to improve reporting quality. More information about our environmental work and our commitments can be found in the section on Environment on page 44.

Actions planned in 2026

Kongsberg Maritime and KONGSBERG will continue the global roll-out of the HOP principles across the organisation. The companies will also continue to communicate that all employees and contractors working for both Maritime and KONGSBERG have both the right and the mandate to stop any work that poses an acute threat to life or health.

Another important action is the review of the HSE organisation, competence and training registers, and the verification of the robustness of these processes. The companies will also continue identifying and reducing all operational routine tasks with high risk, and update our processes for reporting contractor incidents. Furthermore, the companies will review minimum requirements related to training of contractors and suppliers.

Targets and Metrics

We have a "Vision Zero" ambition related to health, safety and environment: no employees, customers, contractors, partners, or the environment should be involved in accidents and incidents. This target aligns with the objective of the Directive for Occupational Health and Safety, addressing identified impacts, risks, and opportunities related to health and safety. By evaluating our progress towards these targets, we assess the effectiveness of our actions in mitigating identified health and safety impacts and risks.

Target	Measured by (metrics)	Status 2024 (base year)	Status 2025	Goal 2025	Connection to IROs
Reduce total recordable injuries (TRI) in 2025	Total recordable injuries per 1 million hours worked, extending first aid[1]	2.24	1.45	no goal defined	Impact and risk related to safety
Increase focus and awareness to high-risk incident (HRI) rate	High-risk incidents per 1 million hours worked[2]	0.65	0.71	no goal defined	Impact and risk related to safety
Reduce sick leave globally	(Total days hours to absence / Total available working hours) × 100	3.4%	2.7%	no goal defined	Impact and risk related to safety
Reduce sick leave to less than 3.7% for 2025 for operation in Norway	(Total days hours to absence / Total available working hours) × 100	4.0%	3.5%	3.7%	Impact and risk related to safety
Ensure that at least 75% of reported HSE cases are handled within deadline in 2025	Percentage of reported HSE cases that are closed within the defined deadline[3]	69%	85%	>70%	Impact and risk related to safety

Comment: Our reporting system for HSE incidents covers all employees and non-employees.
[1] TRI includes injuries beyond first aid.
[2] The HRI rate is based on 20 incidents in 2025.
[3] Normal deadline is 14 days, which may be adjusted depending on the nature and complexity of the case.

Health and safety metrics

	Status 2025
The percentage of own workforce covered by health and safety management system	100%
The number of work-related fatalities, including own workforce and other workers on our sites	0
The amount of recordable work-related lost-time injuries for own workforce (LTI)	41
The rate of recordable work-related lost-time injuries, per million hours worked, for own workforce (LTI)	1.45
The number of cases of recordable work-related ill health for own workforce	Cases of work-related illness are followed up at the individual level. We are currently working on reviewing the reporting processes.
The number of days lost to work-related ill-health, injuries and fatalities for own workforce	422

Process of setting targets

The Group's overall targets and strategic work are based on risk assessments and collaboration with the business areas through the Group HSE Committee. Group management has the overall responsibility for HSE across the Group, including setting overarching targets and priorities, and following up performance, challenges, opportunities, accidents and high-risk incidents. The Board of Directors holds the ultimate responsibility for overseeing and reviewing the targets.

Progress towards targets

The TRI rate decreased in 2025 due to a reduction in the number of injuries. The majority of injuries were classified as minor, with 39 classified as medium severity and two as severe. Our underlying injury statistics have improved and are now at their best level since 2016. We have identified root causes and implemented strategies to reduce the severity of our incidents. We maintain additional focus on high-risk incidents (HRI) due to the elevated risk and damage potential. This contributes to protecting both people and the environment from serious incidents. The HRI rate is gradually increasing due to improved reporting and increased awareness.

Global sick leave has decreased from 3.4 per cent in 2024 to 2.7 per cent in 2025. Sick leave in Norway is better than the target, improved from 4 per cent in 2024 to 3.5 per cent in 2025. All business areas perform better than the average in Norsk Industri. Our employees reported a record number of HSE observations and improvement suggestions in 2025, and 85 per cent of all reported HSE cases were handled and closed within the deadline. The target is more than 75 per cent. All TRI and HRI incidents and sick leave results are reported and followed up in accordance with our procedures. HSE status reports are distributed to Group management and the Board, as well as other leadership teams and employees.

Workers in the Value Chain

S2

Introduction to the Topic

Our suppliers play a critical role in the value chain, ensuring that we can deliver products and services to our customers. How we and our supply chain manage workers in the value chain is therefore essential to achieving our strategic objectives. Sustainability and ESG requirements are integrated into our procurement processes and strategies to ensure effective supplier follow-up and risk management. Our impact on workers in the value chain is linked to our global sourcing of products and materials, including from high-risk countries.

We are committed to respecting and promoting all internationally recognised human rights, including, but not limited to, the prohibition of forced labour, child labour, and the protection of workers' rights as set out in the UN International Bill of Human Rights. We also adhere to the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, as well as applicable international humanitarian law standards. We require our suppliers to ensure that compensation practices align with international standards and regulations, respect workers' rights, and provide a safe and healthy working environment.

Material Impacts, Risks and Opportunities

Our double materiality assessment identified material actual and potential negative impacts and risks in KONGSBERG's value chain related to working conditions and human rights (other work-related rights).

ESRS sub-topic	ESRS sub-sub topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Working conditions	Secure employment, Working time, Adequate wages, Social dialogue, Freedom of association/ participation rights, Collective bargaining	Potential negative impact	Our extensive supply chain includes suppliers in countries where the systematic risk for breaches in work-related rights is high, particularly concerning working time and fair payments. In these regions, labour unions are less prevalent, potentially increasing the risks that could impact workers' health.	Upstream	Contribute indirectly	Medium term
Working conditions	Health and safety	Potential negative impact	Our suppliers produce components, products, and systems that involve higher-risk HSE operations, such as casting, forging, welding, machining, electrical, and heavy products. High levels of systematic HSE performance in the supply chain are crucial to ensure the health and well-being of all workers.	Upstream	Contribute indirectly	Medium term
Other work-related rights	Child labour and forced labour	Potential negative impact	Some of our suppliers are located in countries where the risk of human rights breaches is relatively high, which can significantly impact both individual workers and communities.	Upstream	Contribute indirectly	Medium term
Other work-related rights	Child labour and forced labour	Risk	We may face reputational risks if poor labour conditions or human rights violations are identified in our supply chain. This risk arises from the identified potential negative impacts.	Upstream	Not relevant for risks	Short term

Comment: Our identified potential negative impacts cover all products and services, including those related to our green transition.

Description of Workers in the Value Chain

Our suppliers deliver both direct and indirect products and services to our sites and customers. These suppliers employ workers to meet our requirements. Value chain workers consist of blue-collar and white-collar workers employed by our suppliers. Blue-collar workers are considered to be at a higher risk of potential negative impacts due to their roles in manufacturing and production operations. Our direct procurement categories include fabrications, machining, castings, forgings, hydraulics, electrical, power products, and reference systems. Our indirect sourcing categories include logistics, IT, facility management, professional services, engineering services, production expenses, travel, and marketing.

As part of our due diligence requirements for supplier compliance risk management, country risk factors and sourcing categories are applied to identify very high- risk and high-risk countries with regard to identifying workers at greatest risk related to compliance, human rights and forced labour. The country risk factors are externally validated to provide latest risk information based on available external information and indices. To assess risks for forced and child labour, we use a cumulative risk rating based on the 2021 ITUC index, US Department of Child Labour and Forced Labour lists, Corruption Perception Index ratings, and the Global Gender Gap Report (WEF) country ratings. In 2025, 94 per cent of suppliers (by spend) are in low or medium risk countries. Our inherent risk assessment identifies all direct procurement categories as having a high priority due to the type of products being managed in the supply chain. The Human Rights report for 2025 provides more detailed information on our human rights due diligence and can be found on our webpage.

Policies

All our supplier policies are implemented by the business areas. Supplier due diligence self-assessments and supplier audits are conducted by the business areas and are based on our Supplier Conduct Principles and Supplier Quality Requirements documents. These policies address how we manage potential impacts and risks related to workers in the value chain. The Supply Chain Vice President in each business area is responsible for ensuring that both documents are communicated to suppliers and that suppliers comply with the requirements.

Supplier Conduct Principles

The Supplier Conduct Principles (SCP) describe mandatory requirements for all our suppliers, communicated through purchase orders and contracts The objective is to ensure safe working conditions throughout our supply chain, ensuring that workers are treated with respect and dignity, impartially and fairly, that business operations are environmentally sound, and that business is conducted in accordance with internationally recognised principles and relevant international conventions relating to responsible business conduct. The SCP includes sections on human and labour rights, that suppliers should not practice retaliation on anyone raising or helping raise concerns quality and continuous improvement, the environment, business integrity, and implementation and administration. The directive explicitly addresses topics such as non-retaliation, human trafficking, forced, compulsory and child labour, alongside all the material topics related to working conditions identified in the double materiality assessment. The principles have been developed in accordance with OECD Guidelines for Multinational Enterprises and suppliers are expected to adhere to the core convention of the International Labour Organization (ILO). KONGSBERG Supplier Conduct Principles are available to suppliers in six languages on our webpage, to enable our supply chain to comply with the Norwegian Transparency Act requirements.

Supplier Quality Requirements

To meet our directives, business areas have established product-specific mandatory requirements for suppliers, in addition to the Supplier Conduct Principles. These are communicated through purchase orders and contracts. The documents, known as Kongsberg Maritime and Kongsberg Discovery Supplier Quality Requirements (SQR) and Kongsberg Defence & Aerospace Supplier Quality Assurance Requirements (SQAR), require compliance with regulations, ISO standards, and specific quality, HSE, sustainability, conflict minerals, security, export control, and business continuity requirements. These documents are available to suppliers on our webpage.

Process for Engagement

In accordance with the Supplier Conduct Principles and due diligence requirements, we engage with suppliers through meetings, site visits, self-assessments and audits. However, we do not engage directly with value chain workers employed by suppliers, unless invited to by the supplier. Risk management is integrated into our procurement processes and strategies, including handling, mitigating, or escalating specific risks. This risk-based approach considers factors such as country risk, spend, and product or category type to identify risks that need addressing. The business areas are responsible for managing the due diligence process with their supply chains. Our due diligence requirements are described in our Directive for Compliance due diligence, risk management and follow-up of the supply chain and addresses working conditions, human rights and other sustainability topics.

We regularly engage with key suppliers to ensure that our supply chain impacts and risks are identified and addressed. Since we do not have direct contact with value chain workers, we work with our suppliers to enable transparency and collaboration to ensure that our risk assessments and engagement strategies are effective. We evaluate outcomes of our assessments on an ongoing basis to improve our work.

Process to Remediate Negative Impacts and Reporting Channels

As part of our supplier due diligence process, we provide remediation to affected parties when required. Preventive work is crucial to ensure that we do not cause harm to workers in the value chain and to manage risks. We regularly conduct human rights due diligence with a risk-based approach to proactively mitigate risks before they require remediation. Country risks factors are applied with focus on very high- and high-risk countries. Other factors as part of the evaluation include spend, and sourcing- or product category type. In 2025, 36 high-risks were identified in our supply chain related to HSE, ESG compliance and human rights, with 21 closed with corrective actions in 2025 and 15 are in-process (as registered in Q4 2025). The identified high-risks as defined by theme: Human Rights & IntegrityNext flags to follow up (14), HSE (6), Supplier compliance screening (7), export control and trade compliance (9), with none considered to be severe human rights violations among suppliers associated with our own product portfolio.

In cases where negative impacts have been identified that require remediation, the appropriate remediation action is evaluated on an individual case-by-case basis. All incidents are handled according to a standardised process, that follows the same steps as for incidents related to own workforce. The general approach, and how effectiveness is evaluated is described in more detail in the chapter Own Workforce on page 68.

Workers in the value chain can engage with us through our whistleblowing channel, available to everyone on our webpage. Information about the channel is shared with suppliers through regular communications, including conferences and webinars, and is part of our Supplier Conduct Principles. We expect suppliers to inform their employees about the channel, though we do not have processes to ensure this information is forwarded. No supplier whistleblower cases were registered in 2025. Further description of the channel and how to access it is provided in the Channels to raise concerns section under the Governance chapter on page 85.

Supplier Due Diligence

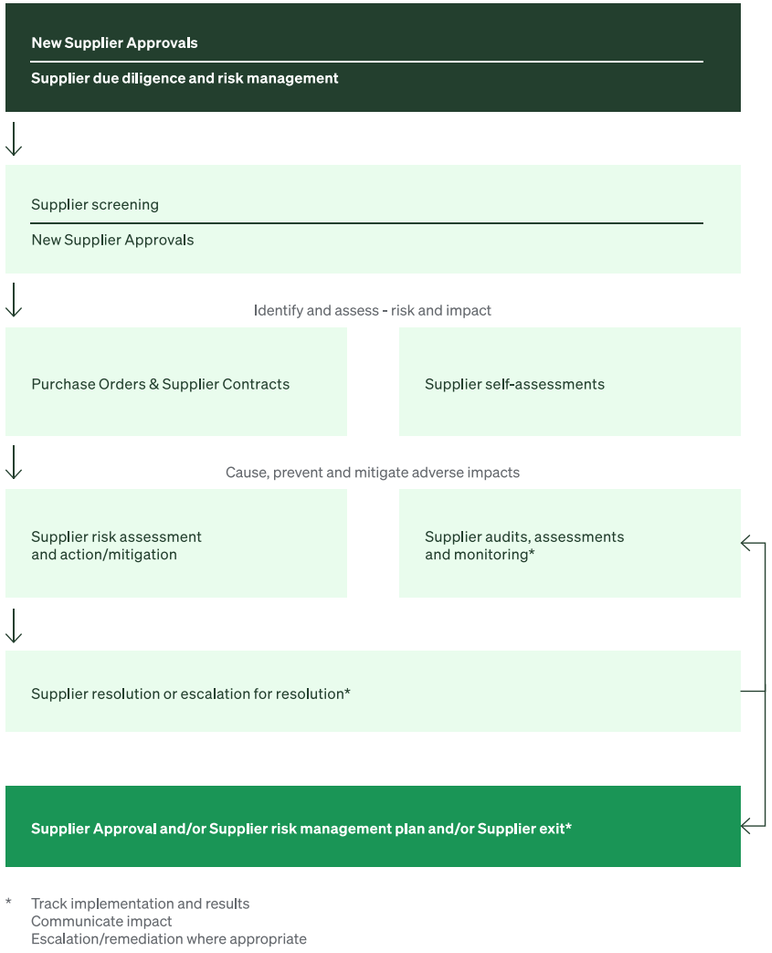
We have a risk-based approach, aligned with OECD's due diligence principles in our selection of suppliers. The process includes supplier screening, requirements flow-down through contracts and purchase orders, supplier self-assessments via the IntegrityNext system, and supplier audits. Identified risks are evaluated and addressed as part of the procurement process. Several factors, referred to as "key principles", are evaluated including environmental, social and governance aspects.

KONGSBERG cooperates with suppliers that adhere to values aligned with our ethical standards. Suppliers must comply with all applicable laws and regulations. We conduct continuous due diligence and risk management when selecting, renewing, or managing supplier relationships, in accordance with OECD Guidelines for Multinational Enterprises.

Actions and Resources

In 2025, KONGSBERG strengthened supplier control in high-risk countries through continued implementation of the Supplier Conduct Principles, self-assessments in IntegrityNext, and supplier audits. Supplier control is based on a risk-based approach for tier-1 suppliers. We expect our tier-1 suppliers to manage due diligence with their subcontractors, as described in our Supplier Conduct Principles and included in our audit processes. In 2025, IntegrityNext coverage increased by 24 per cent, supplier audits increased by 23 per cent and 42 supplier audits were conducted in very high and high risk countries. We have also added training on the Norwegian Transparency Act to our website. Furthermore, we launched an updated IntegrityNext module for cybersecurity, which includes requirements from NIS 2 and the Cyber Resilience Act (CRA).

Actions are managed through our due diligence requirements for suppliers, including measures resulting from supplier screening, self-assessment, and audits. We had no incidents requiring remediation during 2025.



* Track implementation and results
Communicate impact
Escalation/remediation where appropriate



Targets and Metrics

We have not set, nor do we plan to set, targets that directly measure how we reduce our potential impact or manage material risks related to value chain workers. We engage with suppliers at a company level and not directly with workers. The principles outlined are mandatory requirements, and we expect suppliers to communicate them to workers and subcontractors, but we cannot measure the effectiveness of these guidelines and actions in reducing our potential impact and risk. However, we have set targets for risk-based supplier due diligence to follow up on ESG requirements, including human and labour rights. These targets are in line with the mandatory Supplier Conduct Principles and Supplier Quality Requirements documents and relate to all business areas. Steps to be taken for supplier self-assessment of ESG requirements and supplier audits are described in detail in the Directive for Compliance due diligence, risk management and follow-up of suppliers.

Process of setting targets

Targets have been developed in-compliance, sustainability and governance functions in KONGSBERG. We have not directly engaged with value chain workers or their representatives, all supplier interactions are managed with designated supplier contacts. All targets are monitored and reviewed regularly and are part of the Supply Chain Management Reviews by Supply Chain Vice President.

Progress towards target

In 2025, 71 per cent of suppliers (by spend) completed the human rights and labour requirements module in our IntegrityNext system, ahead of the 70 per cent target. Supplier audits increased to 165 in 2025, up from 134 in 2024, reflecting increased risk-based supplier due diligence.

The Supply Chain Vice President in each business area is responsible for monitoring progress towards our targets, and value chain workers are not directly or indirectly involved in this process. Overall, we have achieved the goals set for 2025. This work has laid the foundation for the actions planned for 2026 to enhance our activities with suppliers and workers within our value chain.



Target	Measured by (metric)	Status 2023 (base year)	Status 2025	Goal 2025	Connection to IROs and actions
70 per cent of suppliers should be assessed for human rights and working conditions in IntegrityNext in 2025	Percentage of suppliers registered in IntegrityNext who have completed the human rights and labour rights questions asked[1]	70%	71%	70%	• Impacts and risks related to human rights and working conditions
A total of 130 supplier audits were completed globally based on risk-based assessments and impact prioritisation	Number of suppliers audits conducted[2]	119	165	130	• Impacts and risks related ESG (including human rights and working conditions)

Comment: All numbers are collected by the business areas and consolidated at the Group level.
[1] The percentage is based on 3,083 suppliers who have completed the human rights and labour rights module in IntegrityNext. Through the module, suppliers conduct a self-assessment of their work.
[2] Supplier audits include climate, environmental, social and governance requirements and are a key part of our supplier due diligence requirements.

Affected Communities

S3

Introduction to the Topic

KONGSBERG protect people and critical infrastructure and promote security and stability in a complex and dynamic geopolitical landscape. We recognise the potential impact and the human element in the use of our products, and how this may affect communities. The sale of defence-related products is governed by stringent regulations established and enforced in Norway and in the countries where we operate. Regulatory perspectives are built into our products. Our role as a supplier of defence solutions and technology is linked to Norway's national security policy and its international obligations as a member of the UN and NATO. Additionally, we deliver defence solutions from other countries we operate in with similar considerations.

Our reporting on affected communities is a relatively recent development, and the relevant processes, targets and metrics are therefore not yet standardised or fully documented. Parts of our business, such as suppliers and production locations, are subject to the Norwegian Security Law and will therefore not be reported on.

Definition of Affected Communities

KONGSBERG is present in over 40 countries worldwide, and our potential impact on affected communities may be widespread. Our affected communities range from residents near manufacturing and testing facilities to those in areas where our products are produced and used. Our most vulnerable affected communities are civilians living in conflict areas. People in conflict areas are always vulnerable due to the compounded threats to their security and livelihoods, which may lead to unwanted negative consequences and a lack of access to basic necessities and rights.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified risks and opportunities that KONGSBERG may have in relation to our affected communities. These are described in the table below.

ESRS sub-topic	ESRS sub-sub topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Communities economic, social and cultural rights	Adequate housing, Adequate food, Water and sanitation, Land-related impacts, Security-related impacts	Potential negative impact	As a global actor, our products may have unintended negative impacts on communities and civilians, potentially resulting in loss of access to land, injuries, fatalities, or loss of livelihood.	Downstream	Contribute indirectly	Long term
Communities economic, social and cultural rights	Security-related impacts	Potential positive impact	Our defence solutions can protect people, communities, critical infrastructure, land, promoting security and stability worldwide in a complex geopolitical landscape.	Downstream	Contribute indirectly	Long term
Communities economic, social and cultural rights	Security-related impacts	Risk	Incorrect or irregular use of our products pose a potential reputational risk, which could weaken stakeholder trust. Without robust and stringent controls in place, this could impact operations, lead to legal challenges, and result in financial consequences.	Downstream	Not relevant for risks	Long term

Policies

KONGSBERG does not have any internal policies or processes specifically concerning affected communities. However, our commitment to these communities is ensured, as in previous years, through adherence to international legislation, regulations and conventions, such as the Universal Declaration of Human Rights, International Humanitarian Law, UNGP, and the ILO Conventions. Going forward, we will assess whether adjustments to existing policies are needed. These principles are embedded in the KONGSBERG Code of Ethics and Business Conduct, guiding all our actions. More information about the guidelines can be found on page 86.

Controversial weapon declaration

KONGSBERG has signed a controversial weapons declaration, committing us to not be involved in the production, development, storage, trade, or sale of non-conventional weapons (e.g., cluster bombs, landmines, biological and chemical weapons, blinding laser weapons, incendiary weapons, depleted uranium weapons). Nor we have involvement in nuclear weapons production, storage, or maintenance activities. The declaration is available on our website.

Export control

Our approach to running a global business requires a strong focus on compliance with all applicable export, import, transit and trade regulations.

Norwegian rules for exporting defence material are among the most restrictive in the world and forms the core of our approach and risk management. Transparency around defence material exports is an important principle in Norway. KONGSBERG consistently complies with all requirements set by DEKSA regarding the application process, reporting, and statistics.

The Norwegian Parliament has decided that defence products shall only be sold to countries that are approved for export through an export application. The current Norwegian export control regulations are strict and clear, and provide necessary predictability. This has become more important after Russia's invasion of Ukraine, which is also perceived as a threat to the peace in Europe. Stable and predictable export control regulations are crucial to ensuring a credible defence that contributes to the security of the nation and its citizens, and to giving the armed forces access to technology, expertise, and infrastructure in times of peace, crisis, and war.

KONGSBERG also holds shares in companies, and has partners, suppliers, and customers in other countries. Compliance with export control regulations in other countries must therefore also be ensured. KONGSBERG has a comprehensive program for internal control and training in connection with our export activities.

Dialogue, routines and raising concerns notification channel for affected communities

Currently, we do not have a formalised process to engage directly with our affected communities, which limits their influence on our decision making. However, our Code of Ethics and Business Conduct states that we will provide for or co-operate in remediation of negative impacts to society when appropriate. As described in the chapter on our own employees (page 68), the Group has a response plan to ensure that we limit negative consequences and find appropriate remediation. The same process also applies to incidents related to affected communities and human rights in general.

Our channel of raising concerns is open to everyone, including affected communities. We are continually working to improve our outreach to these communities, a commitment that will continue in the coming years. For more information about the channel and how KONGSBERG protects whistleblowers, please refer to the Governance chapter page 85.

Actions and Resources

We have not assessed specific actions that directly address the identified impacts, risks, and opportunities. Since our affected communities can be negatively affected in situations of war and crisis, it is difficult to implement measures aimed at these. However, we have launched a collaborative project with Patria, with the goal of collaborating on export controls.

Launch of Trade Compliance Project with Patria

The Trade Compliance Project is a collaboration between Patria and KONGSBERG. The export of defence materiel is strictly regulated by national legislation and international treaties. Companies in the defence sector operating in international markets must therefore be well-versed in these regulations and continuously develop their expertise. This is why we launched a joint Trade Compliance project with Patria that seeks to strengthen both companies' expertise and operating models in the field of export control. For defence companies, having a strong compliance program is crucial. It demonstrates, to both the authorities and other stakeholders, that the company takes these matters seriously and is engaged in systematic efforts to comply with legislation and regulations.

Targets and Metrics

We do not have any targets and metrics concerning affected communities, but we consistently monitor the whistleblowing channel for issues raised that might be relevant to these communities.



Governance



Business Conduct and Anti-Corruption

Introduction to the Topic

We are dedicated to ensuring responsible business conduct throughout our operations and value chain. Our values are embedded in our Code of Ethics and Business Conduct, which provides the foundation and principles that underpin everything we do. We expect everyone in KONGSBERG, as well as our business partners, to demonstrate integrity and uphold high ethical standards. Our value creation relies on high ethical standards to build trust with employees, owners, partners and local communities. The Compliance function at KONGSBERG is responsible for commercial compliance, trade regulations, privacy and human rights.

A strong corporate culture and ethics are essential for achieving our goals and are integrated into our values. They guide employee behaviour and shape our identity and reputation. As a global company with an extensive supply chain, our approach to anti-corruption, bribery, and business conduct has implications for many people along our value chain. We have a robust quality and compliance regime to ensure that we adhere to the laws, rules, and requirements set by the industries and countries that we operate in. We are committed to compliance with laws and regulations, ethical behaviour, sustainability, good governance and respect for human rights, maintaining an open dialogue on ethical issues. We aim to lead with a best-practice mindset, across the entire Group in reporting and transparency requirements. We will never compromise our values for results, and our Code of Ethics and Business Conduct is fully integrated into our business operations at every level of the organisation.

We have clear guidelines and principles towards internal compliance risk assessment, covering environmental, social, and governance (ESG) topics and these are applied in all business decisions and processes throughout the organisation. We align our processes with the UN Global Compact and the OECD Guidelines for Multinational Enterprises.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified material impact and risks for the sub-topics corporate culture and avoiding corruption and bribery.

ESRS sub-topic	Type	IRO description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Corporate culture	Potential positive impact	Our culture is defined by our corporate responsibility, and we strive to positively influence our global supply chain by holding them to high standards of integrity.	Upstream	Contribute directly	Short term
Corporate culture	Risk	An inherent risk in our operations is the potential lack of independence or falling victim to bribery and fraud. This can lead to financial losses and indirect effects through time spent managing incidents and the resulting productivity losses.	Own operation	Not relevant for risks	Short term
Corruption and bribery	Risk	As a global company, we operate in countries with high corruption risks. Without measures to mitigate this risk, we could face both financial losses and reputational damage.	Own operation	Not relevant for risks	Short term
Corruption and bribery	Risk	The highest risk for corruption and bribery is identified for downstream value chain, as the use of market representatives and agents limits our control. If not mitigated, this could also result in financial and reputational repercussions.	Downstream	Not relevant for risks	Short term

Fostering a Strong Corporate Culture

Operating with integrity is not only essential to our licence to operate, but it also embodies our values. KONGSBERG's Code of Ethics and Business Conduct clearly outlines the culture and expectations for fundamental attitudes, setting standards for how to interact with employees, leaders, customers, suppliers, business partners, and society in general. Everyone who works at KONGSBERG, and all our business partners, must sign our Code of Ethics and Business Conduct, which is available on our website. The Code is approved by the Board and fully implemented throughout the organisation. The Code includes a description of our responsibilities, principles for how we treat people, commitment to sustainable operations, and reliable business practices. Topics covered include anti-corruption, avoiding conflicts of interest, fair competition, trade regulations and sanctions, anti-money laundering, and whistleblowing principles. The guidelines clearly state that no retaliation shall be carried out against individuals who report concerns about wrongdoing, and our established whistleblowing mechanisms and protective measures are designed in accordance with the requirements of Directive (EU) 2019/1937 on the protection of whistleblowers. The Code is based on international standards and regulations, and guidelines related to social responsibility, including the UN Global Compact, the OECD Guidelines for Multinational Enterprises, the ILO Conventions, and membership of Transparency International.

We have a robust compliance program with over 60 dedicated employees with effective tools for due diligence, traceability monitoring, and auditing. Our Ethics and Compliance Program ensures that our business practices are aligned with our values and applicable laws and regulations in the countries where we operate. We focus on three pillars:

1. Prevention
We seek to embed a culture of integrity and ethics across the Group and with the business partners in our value chain.

2. Detection
We encourage and support employees and third parties to speak up and raise concerns. We perform control and monitoring to measure compliance and to provide assurance.

3. Response
We have tools to investigate and perform due diligence. We take a risk-based approach and where appropriate, sanction confirmed breaches of our Code or governance. We also use concerns and due diligence to manage risk and improve our program. We continuously monitor our program to align with good practice and legal and legislative requirements.

We regularly review and monitor our programme to adopt it to best practice, and legal and regulatory requirements.

How our business partners behave can have a direct impact on our operations. It is critical to manage our relationships well, including how we select, contract and monitor them. We are committed to working with business partners who share our values and focus on integrity. Our processes include due diligence engagement processes, ongoing monitoring and assurance activities including, but not limited to, audits. Where we identify actual or potential risks, we manage or mitigate them as appropriate. Due diligence is being performed on all of our third parties using a risk-based approach. That means that those with a high-risk profile are getting more attention and a more thorough analysis than those with a low risk profile. This approach helps us stay efficient while still handling risks appropriately.

Compliance Training

In 2025, more than 80 per cent of employees confirmed that they had reviewed and committed to our Code of Business Ethics. We conduct regular compliance training, both general and tailored, based on employees' role within the company and business area. KONGSBERG employees are informed of our expectations regarding business conduct and anti-corruption efforts as part of the onboarding process. Our guidelines require all employees to make annual declarations regarding any actual or potential conflicts of interest.

We offer targeted training based on company functions, delivered through both regular classrooms and web-based formats. The topics covered include, anti corruption and bribery, gifts and hospitality, and conflicts of interest. Members of Group Executive Management and the Board of Directors receive regular training and updates on anti-corruption and compliance to ensure that senior leadership is always aware of applicable regulations and internal requirements. All business areas are committed to conducting and reporting on the training program, which follows a three-year cycle.

All employees in positions assessed as high-risk receive regular training. The Board received training in 2023, and administrative bodies have received regular compliance updates alongside their training.

Combating Corruption and Bribery

KONGSBERG has a robust anti-corruption program with established policies, preventative measures, and audits to ensure vigilance in this critical area. Concerns about unlawful behaviour or breaches of our Code of Ethics and Business Conduct are primarily identified through our whistleblower channel and supplier due diligence process. Our country risk analysis, part of the due diligence process, has identified the highest corruption risk among suppliers in Asia and South America. More information about our procedures for ensuring independence and objectivity can be found in the description of our whistleblower channel in the next chapter.

We work to prevent unlawful behaviour by providing appropriate training and clear guidelines for employees on expected conduct. At a Group level, we have established a control environment that ensures the proper work routines, attitudes, capacity and skills, while business areas manage and implement these processes. Our anti-corruption training includes employees, business partners, and suppliers, focusing on follow-up routines particularly related to human- and worker's rights. We encourage our employees to report any unlawful or unethical conduct through our channels. Monitoring, audits, and follow-ups are our primary activities to identify, detect, and investigate potential corruption incidents. The corporate ethics and compliance team include independent investigators and conducts periodic quality assurance activities. A law firm is engaged to audit the program every three years.

The business areas provide the Chief Compliance Officer (CCO) with a comprehensive compliance report annually, as well as quarterly status reports. These reports cover all aspects of the compliance function, preventive actions, and KPI status. The CCO reports to the Board twice a year, the Audit and Sustainability Committee three times a year, and the Corporate Management Team on a regular basis. The compliance function is an independent organisation, with the CCO reporting to the President & CEO, the Audit and Sustainability Committee, and the Board.

We have not been fined or convicted for any corruption or bribery-related crimes during the year.

Channels for Raising Concerns

KONGSBERG encourage all employees and stakeholders to report any potential ethical concerns or misconduct. We own and operate an openly available reporting channel on our website for employees and external stakeholders. Alternatively, concerns can be emailed to ethics@kongsberg.com. The channel is anonymous to ensure that users feel safe to report concerns. Employees can also raise concerns through KONGSBERG's compliance management system, directly to managers, local HR representatives, business area or our corporate ethics and compliance team. We believe that fostering an environment where employees and suppliers feel comfortable raising issues and concerns without fear of retaliation promotes openness, leading to improved business performance and supporting our values.

Information about the channel is made available to employees through internal information channels, training related to the Code of Ethics and Business Conduct, and anti-corruption training. All concerns raised are registered in our internal compliance management system and are categorised and assessed by KONGSBERG's dedicated Group-level compliance team to ensure independence and consistent case handling. This process is described in more detail in the Own Workforce chapter on page 68.

We promptly, independently, and objectively investigate business conduct incidents, including corruption and bribery. The ethics and compliance teams regularly train on investigation processes to ensure proper procedures are followed.

Our suppliers are informed about the channel as part of the onboarding process and when Supplier Conduct Principles requirements are flow-down through contracts and purchase orders. Currently, we do not have a specific process to ensure affected communities are aware of the channel, as this is a new focus for us. In 2025, 3 cases were raised by actors from the supply chain, which is an increase from the previous years when the number was 0.

We find that the number of concerns reported to generally be low, especially related to the supply chain. To ensure that we receive reports from suppliers, we are working to strengthen the competence related to human rights and reporting for those who conduct supplier audits. Additionally, we provide information about the channel in dialogue with suppliers and make the information available by offering guidelines in multiple languages. To ensure a good reporting culture internally, we maintain a high focus on training related to ethical guidelines.

Establishment of the whistleblowing institute

Since 1 January 2025, the Group has implemented significant changes to strengthen our work on accountability and transparency, with a particular focus on establishing a whistleblowing institute. The institute is organised at Group level to ensure independence and objectivity in the handling of reports. Robust processes have been developed for receiving, assessing and following up concerns, including clear criteria for severity and formal investigation procedures. This work has been carried out in close cooperation with Compliance Officers in each business area and in collaboration with HR functions to ensure a holistic and consistent approach. Internal guidelines have been updated, competence has been strengthened through training, and new systems for documentation and reporting have been implemented. These measures contribute to increased transparency, improved risk management and a culture where integrity and ethics are at the forefront. The establishment of the whistleblowing institute marks an important step in KONGSBERG's continuous improvement efforts and underscores our commitment to protecting both employees and the organisation from unacceptable conditions.

Number of Incidents and Complaints Reported

In 2025, KONGSBERG had a total of 146 concerns raised through various channels. 28 of the cases concerned accusations of discrimination and harassment. We received a total of 49 complaints related to human rights and social rights from our own workforce. No cases of severe human rights violations were identified. We had eight cases related to corruption and bribery, all of which were closed as unsubstantiated and no wrongdoing was found.



Political Engagement

We actively engage in political processes in line with our commitments and strategic ambitions. Close collaboration with public and private parties has always been important in KONGSBERG's history and is crucial for delivering on our strategic ambition to create long-term value. Our government relations work provides an opportunity to enhance our positive impact on our surroundings, in line with our purpose and values. Our political engagement aligns with our business strategy and priorities, including our commitment to developing the company in a sustainable direction.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified one material risk for the sub-topic political engagement.

ESRS sub-topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Political engagement	Risk	The defence industry primarily conducts business with the public sector and is heavily regulated. Our business is a highly politicised, and if our activities are perceived as inappropriate, it could damage our reputation.	Own operation	Not relevant for risks	Medium term

Political Influence and Lobbying Activities

The Group Executive Vice President Public Affairs is responsible for overseeing our government relations. In line with our strategy, we regularly interact with external stakeholders on the following key themes and topics:

- **Global trends and developments:** We collaborate with authorities in the United States, the European Union Institutions, think tanks, NGOs and the United Nations on issues related to security and sustainability.
- **European Union policy and regulations:** We focus on issues related to the defence industry, space, maritime, oceans, EU Taxonomy, and critical infrastructure.
- **Norwegian authorities:** We engage with the government, parliament, and public support systems on various policy areas, such as Norway's Long-Term Plan on Defence, green maritime strategy, Norway's Climate Action Plan, the export control system, space policy, and critical infrastructure.
- **International engagement:** Participation and coordination with the Norwegian government during state and official visits, as well as expo engagements, are priorities to showcase KONGSBERG's technologies in emerging markets.

Our goal is to increase participation in public debates on climate, the environment, and social issues, especially where collaboration and dialogue between public and private actors are crucial for developing leading technological solutions and practices.

A key part of our government relations efforts is interaction and close collaboration with trade unions, business organisations, NGOs and think tanks. These efforts will be increasingly important to mitigate risks, enhance the Group's reputation and brand value, and build strong relationships with key stakeholders.

We do not provide financial or in-kind contribution to political parties, their elected representatives, or individuals seeking political office. However, we are a member of various business organisations that actively influence decisions at both the Norwegian national, and EU levels. We are part of the Norwegian Confederation of Enterprise (NHO) and several of its subordinate trade associations, such as Norsk Industri. We are also members of Maritimt Forum, an interest organisation for the Norwegian maritime cluster. Our total financial contribution to industry and interest organizations amounted to MNOK 15 in 2025. This amount includes membership fees exclusively. Additionally, three KONGSBERG representatives have been appointed to serve on the boards in these business associations. We also carry out interest-based political work through other channels, but costs related to internal time use or special activities outside of memberships are integrated into the general operations and are not separated or estimated in this reporting period.

No members of the Board have held comparable position in public administration (including regulators) in the two years preceding 2025. Our subsidiary Kongsberg Defence & Aerospace is registered in the EU Transparency Register with registration number 385881749297-85.

Security and Cybersecurity

Introduction to the Topic

With our long-standing heritage of delivering mission-critical high-tech solutions to defence, space, maritime, and energy industries, we have consistently prioritised security. This includes the protection of personnel, information and property. In today's digital age and complex geopolitical landscape, addressing these security concerns has become increasingly vital for businesses. Security and privacy by design are fundamental principles in our software development and lifecycle management. Security is essential to deliver high-quality services, meet safety requirements and is a crucial element of our strategy and operations.

Through the Kongsberg Cyber Security Center (KCSC), we also actively contribute to national total defence capability. Our coordination and information sharing with national security authorities represent a significant positive impact by strengthening civil protection and national resilience against digital threats beyond our own operations.

In the current geopolitical climate, KONGSBERG faces increased security challenges. As a provider of mission-critical high-tech solutions, we are especially exposed to cyber and physical threats from foreign intelligence services. Additionally, the rapid development of artificial intelligence introduces a new layer of uncertainty to the cyber domain. This chapter will focus on KONGSBERG's efforts related to security, including cyber-, personnel- and physical security.

Material Impacts, Risks, and Opportunities

The double materiality assessment identified two material risks and one potential positive impact for the entity-specific topic of security and cybersecurity.

Entity specific topic	Type	Description	Value chain location	KONGSBERG's involvement with impact	Time horizon
Security and cybersecurity	Potential positive impact	Kongsberg Cyber Security Center shares information and coordinates closely with the National Cyber Security Centre, the Police Security Service (PST), the Norwegian National Security Authority (NSM) and the police. This collaboration strengthens civil security, national preparedness and resilience against digital threats.	Own operation	Contribute directly	Short term
Security and cybersecurity	Risk	We may be subjected to cybersecurity risks as we manage sensitive customer information, including data related to national defence. Failure to mitigate these risks could lead to operational disruptions, substantial financial losses, and reputational damage.	Own operation	Not relevant for risks	Short term
Security and cybersecurity	Risk	We face increasing risks of potential physical sabotage to property and assets. Companies involved in weapon donations to Ukraine are particularly at risk. The consequences can be operational, financial, and reputational.	Own operation	Not relevant for risks	Short term

Policies

We have established governing documents to ensure security, cybersecurity, and emergency preparedness across the organisation. These documents are accessible via the management system or intranet and apply to all employees. While some business areas have additional security-related directives and policies, this overview focuses on Group-level directives. The directives apply to all companies in Kongsberg Gruppen ASA in accordance with the "Code of Governance" directive.

Directive for Security Management

KONGSBERG's Directive for Security Management outlines roles and responsibilities related to security management and covers all security disciplines. Its purpose is to set minimum requirements that all business areas must follow to ensure adequate protection of KONGSBERG. Our President & CEO is responsible for security and delegates the implementation and monitoring responsibilities to the EVP & President of each business area, which is followed up by the Group Chief Security Officer (Group CSO). The directive manages material impacts, risks and opportunities related to security and cybersecurity through a risk-based approach, regular threat and risk assessments, and clearly defined roles and governance processes. The management system followed by KCSC also defines KCSC's mandate for operational cooperation with national authorities to safeguard common security interests. This supports continuous improvement through KPI requirements, incident reporting and internal/external interaction.

Directive for Emergency Response Management

KONGSBERG's Emergency Response Management directive provides a structured approach to crisis management, aiming to establish a clear framework reflecting best practices in emergency response. It ensures all personnel understand their roles and responsibilities during an emergency and applies to all business units and subsidiaries where we own 50 per cent share or more. The Group CSO is responsible for this document and ensures a holistic approach to emergency preparedness.

Travel Directive

KONGSBERG's Travel Directive outlines policies and procedures for business travel to ensure personell safety during business travel. It aims to facilitate safe, efficient, and cost-effective travel for all employees and managers. Executive managers in the respective business areas are mutually responsible for this document.

Actions and Resources

Security is a high priority in KONGSBERG and an integrated part of our risk management system to balance our business goals and efficiency. We will now describe the most important measures we have worked on in 2025 and where not described, we have not measured the effect of the measure. As these measures are considered part of general operations and continuous improvement, we have not calculated the financial resources allocated to each measure.

Kongsberg Cyber Security Center (KCSC) has carried out a significant capacity increase in 2025. All planned resources for 2025 are now in place, and the centre has established two new capabilities: Cyber Threat Intelligence and Threat Hunting. As part of realising our positive contribution to civil security, KCSC has in 2025 maintained ongoing information exchange and operational coordination with relevant national stakeholders. This collaboration strengthens our joint ability to anticipate and manage threats. These capabilities enhance our ability for proactive monitoring, early threat identification and converting intelligence into concrete actions, and will be further developed in 2026. Kongsberg Defence & Aerospace has in 2025 revised its Cybersecurity Maturity Model Certification (CMMC) and NIST programme in line with updated requirements from the US Department of Defense. Cybersecurity is now part of supplier follow-up through a new module in the IntegrityNext system, ensuring that our suppliers comply with our security requirements.

In 2025, we strengthened physical security at our new office in Kyiv, including access control and procedures for employees in high-risk areas. Security at certain Norwegian facilities has been reinforced as a result of activism linked to international conflicts. Travel security has been a central focus area, with continued Hostile Environment Awareness Training (HEAT) and security briefings prior to travel to high-risk countries. This will be further formalised in 2026.

We have carried out crisis-management scenario exercises in all business areas, with a focus on rapid response and clear local ownership of responsibilities. Security Advisory & Services has strengthened its role in preparedness training and crisis management, with the aim of increasing the Group's resilience. October is designated as our security month, featuring articles and presentations from external experts to raise employee awareness of security. In October, the topics included preparedness, threats such as social engineering, sabotage, power outages and insider threats. Reported incidents have been incorporated into training for 2026, together with previous topics and updated threat assessments from Norwegian authorities.

All employees are regularly required to complete training to stay informed about cyber and physical security at KONGSBERG. In addition, emergency personnel must complete four physical emergency response training sessions annually. We measure the effect of this initiative by tracking how many employees complete the training each year. All personnel nominated to positions in an Emergency Response Team (ERT) must have the necessary personal and professional qualifications. A minimum of four training sessions per year is required for each ERT member.

KONGSBERG has adopted Binding Corporate Rules (KONGSBERG BCR). These provide a legal basis for transferring personal data from group companies established within the EEA to group companies established outside the EEA. The Binding Corporate Rules have been approved by the Norwegian and other relevant data protection authorities, and are an important mechanism for demonstrating compliance with the GDPR.

Targets and Metrics

KONGSBERG has developed three targets to assess how effectively our measures reduce risks related to security and cybersecurity. The targets related to auditing and training in the table below align with the objectives of the Directive for Security Management, while the target related to emergency training aligns with the Directive for Emergency Response Management.

Target	Measured by (metric)	Status 2024 (base year)	Status 2025	Goal 2025	Connection to IROs
External audit of all business areas according to ISO/IEC 27001 each year	Share of business areas with external audit[1]	100%	100%	100%	• Risks related to cybersecurity • Conduct ISO audits
80% of employees should conduct security e-learning each year (Followed up at Group level)	Share of employees completing e-learning on security and cybersecurity[2]	86%	81%	80%	• Risks related to cyber, personnel, and physical security • Mandatory training • Marking October as security month
100% of the business areas shall conduct a minimum of four strategic crisis-management exercises or incidents per year (Followed up at Group level)	Number of strategic crisis-management exercises or incidents per business area per year[3]	75%	100%	100%	• Risks related to personnel and physical security • Improvement of physical security at offices and facilities

[1] The share of business areas is based on the four business areas. During the ISO 27001 lifecycle, an annual surveillance audit conducted by a third party is required. Audit firms that have carried out these audits include Nemko Scandinavia, LRQA and DNV.
[2] The training figures include employees across all business areas. The process, expectations and requirements are the same for all business areas, but the training content may vary to ensure relevance for different industrial sectors.
[3] Conducted at management level. The emergency preparedness training is developed in line with recommendations from the Norwegian Industrial Security Organisation. A report is prepared after each emergency preparedness exercise.

Follow-up of the identified positive impact related to KCSC's contribution to national civil protection is carried out through ongoing operational cooperation. The activity includes participation in relevant information-sharing forums, as well as the exchange of security-relevant information with national security authorities when needed. We have not established a public quantitative target for this activity, as the work is governed by the prevailing threat landscape. We also do not publish detailed figures for the volume of information shared. This is in accordance with the exemption provision in ESRS 1, section 7.7, as disclosure of details regarding capabilities, the volume of alerts or specific preparedness mechanisms could compromise the security and effectiveness of this work.

Process of setting targets

Security managers and information security managers have been involved in setting the targets. The target related to training has been developed in accordance with the requirements of ISO/IEC 27001.

Progress towards targets

Targets for security and cybersecurity were established for the first time in 2024. In line with these targets, all business areas have undergone third-party audits. In addition, an average of 81 per cent of our employees have completed security training, and all emergency preparedness personnel across all business areas have completed the mandatory preparedness training. External audits in accordance with ISO/IEC 27001 have been maintained across all business areas.

Chapter 3

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Consolidated Statement of Income

KONGSBERG (Group)

MNOK	*Note*	*2025*	*2024*
Operating revenues	6, 7	31,562	24,648
Total Revenues		**31,562**	**24,648**
Material cost	9	(12,873)	(9,129)
Personnel expenses	10, 11	(8,822)	(7,721)
Other operating expenses		(3,992)	(3,618)
EBITDA	6	**5,876**	**4,180**
Depreciation property, plant and equipment	12	(502)	(396)
Depreciation leasing assets	13	(360)	(325)
Amortisation intangible assets	14	(316)	(247)
Impairment of intangible assets	14	(4)	(15)
Earnings before interest and taxes (EBIT)	6	**4,694**	**3,197**
Share of net income from joint arrangements and associated companies	8	617	447
Financial income	16	812	400
Financial expenses	16	(644)	(566)
Interest expenses leasing on liabilities	13,16	(147)	(100)
Earnings from continued business before tax		**5,333**	**3,378**
Income tax expense	17	(1,191)	(735)
Earnings from continuing business after tax		**4,142**	**2,642**
Earnings from discontinued business after tax	4	3,780	2,502
Earnings after tax		**7,922**	**5,144**
Attributable to:			
Equity holders of the parent		7,953	5,126
Non-controlling interest		(31)	18
Earnings per share / Earnings per share diluted, in NOK			
– from continuing business	18	4.74	2.98
– from continuing business, diluted	18	4.74	2.98
– from discontinued business	18	4.30	2.84
– from discontinued business, diluted	18	4.30	2.84
– for the period's result	18	9.04	5.82
– for the period's result, diluted	18	9.04	5.82

Consolidated Statement of Comprehensive Income

KONGSBERG (Group)

MNOK	*Note*	*2025*	*2024*
Earnings after tax		**7,922**	**5,144**
Specification of other comprehensive income:			
Items to be reclassified to profit or loss in subsequent periods:			
Change in fair value, cash flow hedges			
– Hedging of signed customer and supplier contracts	21C	20	(134)
– Cross-currency swaps	21B, C	1	(105)
Tax effect cash flow hedges	17	(5)	53
Translation differences	21B	(138)	376
Total items to be reclassified to profit or loss in subsequent periods		**(121)**	**190**
Items not to be reclassified to profit or loss:			
Actuarial gains/losses, pensions	11	59	(51)
Tax effect on actuarial gain/loss on pension	17	(13)	11
Total items not to be reclassified to profit or loss		**46**	**(40)**
Other comprehensive income		**(75)**	**150**
Comprehensive income after tax		**7,847**	**5,294**
Attributable to:			
Equity holders of the parent		7,880	5,277
Non-controlling interest		(33)	17

Consolidated Statement of Financial Position as of 31 December

KONGSBERG (Group)

MNOK	*Note*	*2025*	*2024*
Assets			
Non-current assets			
Property, plant and equipment	12	6,636	6,804
Leasing assets	13	2,647	1,959
Goodwill	14,15	2,330	3,891
Other intangible assets	14	1,431	2,066
Deferred tax assets	17	179	509
Shares in joint ventures and associated companies	8	5,084	4,634
Other non-current assets	19	219	378
Total non-current assets		**18,526**	**20,240**
Current assets			
Inventories	9	6,062	7,274
Trade receivables	20	4,065	10,662
Customer contracts, assets	7	11,650	13,435
Financial derivatives	21A	1,888	2,356
Other short-term receivables	20	718	1,154
Cash and cash equivalents	22	20,189	14,293
Assets held for distribution	4	19,429	—
Total current assets		**64,001**	**49,174**
Total assets		**82,527**	**69,414**

KONGSBERG (Group)

MNOK	*Note*	*2025*	*2024*
Equity, liabilities and provisions			
Equity			
Issued capital		5,928	5,928
Retained earnings		15,399	11,377
Other reserves		413	1,372
Reserve of operations held for distribution	4	840	—
Equity attributable to owners of the parent		**22,579**	**18,677**
Non-controlling interest		633	593
Total equity	23	**23,212**	**19,269**
Non-current liabilities and provision			
Long-term interest-bearing loans	21D	1,000	2,500
Long-term leasing liabilities	13	2,365	1,762
Pension liabilities	11	210	637
Provisions	24	61	73
Deferred tax liabilities	17	1,731	1,425
Other non-current liabilities		11	52
Total non-current liabilities and provisions		**5,379**	**6,449**
Current liabilities and provisions			
Customer contracts, liabilities	7	31,124	29,158
Financial derivatives	21A	1,848	4,100
Provisions	24	703	1,490
Short-term interest-bearing loans	21D	1,600	—
Short-term leasing liabilities	13	394	427
Other current liabilities	25	5,047	8,521
Liabilities and provisions related to assets held for distribution	4	13,220	—
Total current liabilities and provisions		**53,936**	**43,696**
Total liabilities and provisions		**59,315**	**50,145**
Total equity, liabilities and provisions		**82,527**	**69,414**

Kongsberg, 19 March 2026

Eivind Reiten	**Per A. Sørlie**	**Merete Hverven**	**Morten Henriksen**	**Kristin Færøvik**	**Rune Fanøy**	**Vegard Ryen Skullerud**	**Kjersti Rød**	**Geir Håøy**
Chairman of the Board	Deputy of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	President & CEO

Consolidated Statement of Changes in Equity

KONGSBERG (Group)

		Equity related to shareholders of the parent							Non-controlling interest	Total equity
		Issued capital		Other reserves		Retained earnings	Reserve of operations held for distribution	Total		
MNOK	*Note*	*Share capital*	*Other issued capital*	*Hedging reserve*[1]	*Translation difference*					
Equity as of 1 January 2024		**220**	**5,708**	**(143)**	**1,326**	**8,856**	**—**	**15,968**	**497**	**16,465**
Earnings after tax		**—**	**—**	**—**	**—**	**5,126**	**—**	**5,126**	**18**	**5,144**
Other comprehensive income		**—**	**—**	**(186)**	**374**	**(37)**	**—**	**151**	**(1)**	**150**
Transactions with treasury shares related to employee share program		—	—	—	—	(3)	—	**(3)**	—	**(3)**
Dividend paid	22	—	—	—	—	(2,463)	—	**(2,463)**	—	**(2,463)**
Purchase/sale, non-controlling interests		—	—	—	—	(102)	—	**(102)**	78	**(23)**
Equity as of 31 December 2024		**220**	**5,708**	**(329)**	**1,699**	**11,377**	**—**	**18,677**	**593**	**19,269**
Equity as of 1 January 2025		**220**	**5,708**	**(329)**	**1,699**	**11,377**	**—**	**18,677**	**593**	**19,269**
Earnings after tax		**—**	**—**	**—**	**—**	**7,953**	**—**	**7,953**	**(31)**	**7,922**
Other comprehensive income		**—**	**—**	**17**	**(136)**	**46**	**—**	**(73)**	**(3)**	**(75)**
Transactions with treasury shares related to employee share programme		—	—	—	—	9	—	**9**	—	**9**
Dividend paid	22	—	—	—	—	(3,870)	—	**(3,870)**	—	**(3,870)**
Operations held for distribution		—	—	—	(840)	—	840	**—**	—	**—**
Share buy-back related to share buy-back programme		—	—	—	—	(115)	—	**(115)**	73	**(42)**
Equity as of 31 December 2025		**220**	**5,708**	**(312)**	**723**	**15,399**	**840**	**22,579**	**633**	**23,212**

1) For more details on hedge reserves see note 21C Cash flow hedges and hedging of net investment in foreign entity.

Consolidated Statement of Cash Flow

KONGSBERG (Group)

MNOK	*Note*	*2025*	*2024*
Earnings after tax		**7,922**	**5,144**
Depreciation/impairment of property, plant and equipment	12	703	577
Depreciation of leasing assets	13	534	485
Amortisation/Impairment of intangible assets	14	491	459
Shares of net income from joint ventures and associated companies	8	(628)	(441)
Net finance items	16	68	364
Income tax expenses	17	1,935	1,441
Gain on sale of business	4	(1,206)	—
Adjusted for			
Change in customer contracts, assets		(7,586)	(5,319)
Change in customer contracts, liabilities		13,412	12,691
Change in other current liabilities		184	923
Change in inventories		(3,165)	(425)
Change in trade receivables		1,998	(1,817)
Change in other current receivables		(162)	(195)
Change in provisions and other accurals		(319)	723
Income taxes paid	17	(1,448)	(865)
Change in net current assets and other operations-related items		2,914	5,716
Net cash flows from operating activites		**12,732**	**13,744**
Dividends from joint ventures and associated companies	8	246	184
Proceeds from sale of property, plant and equipment	12	101	120
Purchase of property, plant and equipment	12	(2,409)	(1,787)
Capitalised internal development and other intangible assets	14	(523)	(459)
Interests received	16	727	322
Investments in subsidiaries and associated companies	8	(486)	(84)
Investments in financial assets		(125)	—
Proceeds from sale of business and capital increase in subsidiaries		1,365	53
Settlement of cross-currency swaps	21B	—	(109)
Net cash flow from investing activities		**(1,103)**	**(1,762)**
Proceeds from interest-bearing loans	21D	100	—
Repayment of interest-bearing loans	21D	—	(500)
Payment of principal portion of lease liabilities	13	(532)	(480)
Interest paid		(192)	(171)
Interest paid on leasing liabilities	13, 16	(196)	(148)
Transactions with treasury shares related to employee share programme		(90)	(100)
Share buy-back related to share buy-back programme		—	—
Dividends paid to equity holders of the parent	23	(3,870)	(2,463)
of which dividends from treasury shares		—	—
Net cash flow from financing activities		**(4,781)**	**(3,862)**
Total cash flow		**6,849**	**8,120**
Effect of changes in exchange rates on cash and cash equivalents		**(92)**	**198**
Net change in cash and cash equivalents		**6,757**	**8,318**
Cash and cash equivalents as of 1 January		**14,293**	**5,975**
Cash and cash equivalents as of 31December [1)2)]	22	**21,051**	**14,293**

1) MNOK 20,189 is cash from continuing business, while MNOK 861 is from discontinued business
2) MNOK 10,708 of the cash at the end of the period is placed in liquidity fund

Notes

KONGSBERG (Group)

1 General information

KONGSBERG is an international technology group. The parent company Kongsberg Gruppen ASA is a public limited company headquartered in Kirkegårdsveien 45, Kongsberg, Norway. The company's shares are traded on the Oslo Stock Exchange. The Board approved KONGSBERG's consolidated financial statements for the accounting year 2025 at its meeting on 19 March 2026. The consolidated financial statements for 2025 include the parent company and subsidiaries (collectively referred to as "KONGSBERG" or "the Group"), as well as the Group's investments in associated companies and joint arrangements.

2 Basis for the preparation of the consolidated financial statements

The consolidated financial statements are presented in Norwegian kroner (NOK), and all figures have been rounded to the nearest million, except when otherwise indicated. Due to roundings, the figures in one or more lines or columns in the consolidated financial statements may not be summed to the total in the line or column.

The consolidated financial statements have been prepared in accordance with IFRS (R) Accounting Standards (IFRS) as adopted by the European Union (EU) and related interpretations, as well as the Norwegian disclosure requirements according to the Accounting Act applicable. The consolidated financial statements have been prepared on a historical cost basis except for the following assets and liabilities:

- Financial derivatives (forward exchange contracts, currency options and interest swap agreements), measured at fair value
- Other financial assets measured at fair value

Consolidation

The consolidated financial statements present the parent company and all the subsidiaries as one entity. When new subsidiaries are acquired, the profit and loss, assets and liabilities are recognised in the consolidated accounts from the date of acquisition. The date of acquisition is the date when KONGSBERG obtains control of the acquired company. Control normally exists when KONGSBERG has more than 50 per cent of the voting rights through ownership or agreements. Subsidiaries disposed of during the year are included in the consolidated statement of income until the date on which the control ceases.

On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA approved the plan to demerge Kongsberg Maritime from KONGSBERG and to list the company on Euronext Oslo Stock Exchange. The demerger was approved by the extraordinary general meeting on 22 January 2026. Due to this decision, the maritime business must be presented as discontinued operations and operations held for distribution to the owners in the annual financial statement. Profit and loss from the maritime business is extracted from KONGSBERG's profit and loss figures for 2025 and 2024 and is presented collectively in the profit and loss line "Earnings after tax from discontinued business" in the income statement. In KONGSBERG's balance sheet as of 31 December 2025, the balance sheet figures from the maritime business are extracted from KONGSBERG's balance sheet figures and presented on the balance sheet lines "Assets held for distribution", "Liabilities held for distribution" and "Reserves of operation held for distribution". The balance sheet as of 31 December 24 remains unchanged compared to previously reported. The figures from the maritime business are included in both 2025 and 2024 in the cash flow statement.

In some cases, KONGSBERG does not own all the shares in the subsidiaries. The share of profit and equity in the subsidiaries that do not accrue to KONGSBERG are included in the consolidated earnings for the year but are specified as non-controlling interests after earnings after tax in the income statement, after comprehensive income after tax in the statement of comprehensive income and in the equity in the statement of financial position. In the case of acquisitions where there are non- controlling ownership interests, goodwill is normally limited to KONGSBERG's share.

Assets and liabilities in foreign subsidiaries applying functional currencies other than Norwegian kroner are translated into NOK at the exchange rates at the balance sheet date. Revenues and expenses are translated into NOK at the average exchange rates on a monthly basis.

Companies that constitute the Group are listed in note 28 List of Group companies.

Joint arrangements and associated companies are recognised in the income statement with KONGSBERG's share of the earnings after tax on the accounting line Share of net income from joint arrangements and associated companies.

Foreign currency

The Group's consolidated financial statements are presented in Norwegian kroner (NOK), which is also the parent company's functional currency. Customer contracts, above a certain threshold, in currencies different from the functional currency are hedged and recognised as income on the basis of the hedged exchange rate. Gains and losses related to foreign exchange items in the normal operating cycle are included in EBITDA. Other gains and losses related to items in non-functional currencies are classified as financial income or financial expenses.

Estimation uncertainty and assessment of accounting assumptions

During the preparation of the financial statements, the company's management has applied its best estimates and assumptions considered to be realistic based on experience and market conditions. Situations can arise which alter the estimates and assumptions, which will affect the company's assets, liabilities, revenues and expenses. The estimates are reviewed on an ongoing basis and are recognised in the period in which they occur. In the preparation of the consolidated financial statements, management has made some significant judgements relating to the application of accounting policies.

For more detailed information about estimation uncertainty and areas for application of judgement that could have a significant impact on the amounts recognised in the following financial period, please see the following notes:

- Note 7 Revenue recognition of customer contracts
- Note 14 Intangible assets
- Note 15 Impairment testing
- Note 17 Income tax
- Note 21 Financial instruments
- Note 24 Provisions

Going concern

The consolidated financial statement has been prepared on the assumption of a going concern. This is based on forecasts of future profits and the Group's long-term strategic forecasts. The Group is in a healthy economic and financial position.

Changed standards in IFRS that have not yet been implemented

There are no standards or interpretations that are not yet effective that would be expected to have a material impact on KONGSBERG's consolidated financial statement, with the exception of the new IFRS(R) Accounting Standard IFRS 18 "Presentation and Disclosure in Financial Statements which enter into force on 1 January 2027. This standard introduces new requirements for income statements, information on management-defined performance measures and new guidance on aggregation and disaggregation in financial statements and notes. For KONGSBERG, this change will primarily lead to some restructuring of the consolidated statement of income. The new standard introduces three new categories and required subtotals in the statement for profit and loss. The new categories are operating, investing and financing. The investing category includes profit and loss items related to investments in joint ventures and associates in addition to income and expenses from cash and cash equivalents. In the current income statement the share of net income from joint ventures and associates are presented after EBIT and IFRS 18 will not have a significant effect on the presentation of this. The financing category separates all income and expenses related to financing and to other liabilities. The operating category is a residual category for everything that does not fall into the other categories. The most significant effect for KONGSBERG's income statement will be that the currency gains and losses will be allocated to a larger extent to the different categories as the currency gains and losses shall be presented in the same category as the revenues and expenses from the underlying transaction. Currency gains and losses related to hedging derivatives shall be presented in the same category as revenues and expenses from the hedging object. KONGSBERG already present it like this in the income statement as such currency gains and losses are included in EBIT. Other finance items will also to a larger extent be divided between the categories. The categories taxation and discontinued operations continues as today in the income statement.

IFRS standards implemented with the effect from 1 January 2025

Amendments to the accounting standards IAS 21 The Effects of Changes in Foreign Exchange Rates have not had any significant effect on KONGSBERG's financial statements.

There are no other changes that have had significant effect on KONGSBERG's financial statements.

3 Management of capital and financial risks

KONGSBERG has a centralised finance function responsible for the Group's capital structure and financing, currency risk, liquidity management, interest rate risk, credit risk, financial counterparty risk, trade finance, insurance schemes, management of the company's business portfolio and capital allocation principles.

The Group's subsidiaries have limited opportunities to establish independent funding or assume financial risk. The Board has adopted guidelines for financial risk management which have been included in the Group's financial policy.

Funding and capital management

KONGSBERG's policy is to allocate capital according to the following principles and sequence:

Maintain a solid statement of financial position

The working capital requirement can vary significantly in KONGSBERG, which requires good liquidity and predictable access to capital. The Group therefore aims to maintain a solid balance and to remain Investment Grade, which normally provides access to the debt capital markets. A solid balance sheet also helps secure the confidence of customers and suppliers in KONGSBERG. As of 31 December 2025 KONGSBERG had a long-term issuer rating of "A-" with a "Watch Developing" from Nordic Credit Rating due to the coming demerger .

Invest for organic growth

KONGSBERG's technology platforms have been built up over years and are prerequisites for being competitive. In recent years, the Group has invested around five per cent of its revenue in development, and in order to maintain its competitiveness, the Group must continue to allocate capital to this and other essential investments.

Ensure competitive shareholder remuneration

KONGSBERG aims to generate a competitive remuneration to its shareholders. The target is to pay a stable or growing ordinary dividend on a per share basis year over year, supplemented by the possibility of paying special dividends in excess of the ordinary dividend policy and share buy-back of own shares. Together and over time these components shall be competitive for the shareholders. When determining the size of remunerations to the shareholders, management and the board will take into account future capital requirements.

Active management of the company's business portfolio

KONGSBERG shall actively manage its business portfolio, which entails acquisition, disposals and restructurings. The Group's businesses are primarily assessed for their value creation ability, but also for the way in which they fit KONGSBERG's strategy, their ability to hold leading market positions, and the potential for synergies across the Group.

The capital structure of the Group consists of interest-bearing debt and equity which is primarily attributable to the shareholders of Kongsberg Gruppen ASA. The Group's equity as of 31 December 2025 was MNOK 23,212, which corresponds to 28.1 per cent of total assets. The Group's net interest-bearing debt, at year-end was MNOK -14,830.

KONGSBERG primarily uses debt instruments in the Norwegian capital market as a debt financing source. The Group considers that its access to capital is satisfactory. See also the reference to interest rate risk below.

Interest rate risk

KONGSBERG is primarily exposed to interest rate changes as a result of the financing of the business and the management of liquidity. All bonds and deposits of excess liquidity were at yearend in Norwegian kroner. The bonds have been issued with both fixed and floating interest rates, whereas the major deposits have floating interest rates. Deposits with banks are normally subject to floating interest rate.

KONGSBERG shall give priority to minimizing interest rate expenses on its outstanding debt and has a policy of keeping the interest rate duration below 2.5.

The need for interest rate swaps is assessed in light of the duration policy. As of year-end, the Group had two interest rate swaps from fixed to floating interest rate related to the bond KOG15. 20 per cent of the issued debt had floating interest rate (20 per cent in 2024), while the remaining 80 per cent had fixed interest rate (80 per cent in 2024), before the interest rate swaps are included. If the interest rate swaps are included, then 60 per cent of the issued debt had floating interest rate. The interest rate duration was 0.3 (0.6 in 2024).

External debt will normally be refinanced well before it matures. The Group also seeks to hold a spread maturity profile on its bonds to mitigate refinancing risk. It is an ongoing process of evaluating refinancing of the bond that fall due in 2026.

See note 21D Interest rate risk on loans for further information.

Liquidity risk

Liquidity risk is related to the Group's solvency as financial liabilities fall due for payment. For KONGSBERG, this means having a financial framework and liquidity that is adapted to the operating and investment plans at all times. The centralised treasury department is responsible for managing the Group's liquidity risk.

Short-term liquidity requirements are covered by bank deposits and other cash equivalents. Any additional liquidity requirements may be covered by the syndicated and committed loan facility of MNOK 2,500 and an overdraft facility of MNOK 1,500 per 31 December 2025. During 2024 the committed loan facility was extended by one year through the exercise of the last of the extension options in the agreement which means that the committed loan facility falls due in March 2029. KONGSBERG has a Group cash pool structure to which most subsidiaries are connected. This structure increases availability and flexibility of the liquidity management.

The Group's liquidity is routinely monitored through monthly rolling liquidity forecasts from the largest business units and reporting by segment for major investments. For further information see note 21E Liquidity risk.

Currrency risk

KONGSBERG has a global presence with subsidiaries in many countries. The Group has a high proportion of its revenues from contracts in currencies other than Norwegian kroner, with a relatively low proportion of procurement in the same currency. The individual business areas identify exposure for each contract, whilst the centralised treasury function offers instruments that reduce currency risk.

The Group's financial policy states that contracts above a certain threshold shall be subject to currency hedging upon award, and these are primarily hedged using forward exchange contracts (fair value hedges) towards the entity's functional currency. In special cases, the Group uses forward exchange contracts as cash flow hedges, e.g. in large tenders where contract award is highly probable. The Group will normally have some open currency exposure related to minor contracts, as well as other revenues and expenses in foreign currency. This exposure is reduced through frequent spot transactions and/or forward exchange contracts. Cash holdings in currency considered to be part of the businesses' working capital are normally not hedged. KONGSBERG has the highest exposure towards US dollar and euro, but also has minor exposure towards other currencies. Future cash flows from entities outside of Norway with functional currency other than Norwegian kroner (net investment hedging) are normally not hedged. The Group assesses ongoing the need for hedging this currency exposure, based on risk and materiality.

Currency options are used to some extent, mainly in tenders, after an assessment of probability for contract award. Currency accounts in the cash pool structure are used for the natural hedging of smaller amounts with short tenors.

KONGSBERG's partly owned subsidiaries and joint arrangements may enter into service agreements to use the group's central finance function to carry out foreign exchange transactions on their behalf based on a standard pricing model. Foreign exchange contracts and associated risk under the service agreement will be borne by KONGSBERG's balance sheet.

In addition to the use of financial instruments the entities and the centralised treasury function implement operational measures to reduce the foreign exchange risk. One measure could be to ensure that expenses incurred are in the same currency as the sales contract.

KONGSBERG uses a reputable Treasury Management System and a separate platform for trading foreign exchange and recording of financial instruments. See note 21B Currency risk and currency hedging for more information.

Credit/Counterparty risk

Counterparty risk is the risk that the Group's contractual counterparty will be unable to meet its obligations to KONGSBERG, or the settlement of financial instruments such as foreign exchange contracts and deposits. The Group's financial policy requires financial institutions to hold a certain credit rating as prerequisite to being counterpart in financial contracts. The company's core relationship banks, which are counterparties in most derivative transactions and in which most of KONGSBERG's liquidity is placed, have credit ratings from A- to AA- (Standard & Poor's).

Credit risk relates to trade receivables, and the business areas are responsible for managing this risk. The receivables carry varying degrees of risk depending on the customer, term to maturity and whether any payment guarantees have been provided. For major, long-term projects, credit risk related to customers and subcontractors is assessed throughout the contract period. These projects are monitored in accordance with agreed milestones.Historically, KONGSBERG has had low losses on accounts receivable.

The business in KONGSBERG which has the greatest exposure to credit risk is Kongsberg Discovery. The business area has customers primarily from the private sector and the market in which it operates is cyclical. Credit insurance is used only to a limited extent but is considered in certain cases. Kongsberg Defence & Aerospace has mostly government customers and therefore has limited credit risk exposure.

The Group strives to maintain a fair balance between increasing sales with acceptable margins and the risk of losses. In addition, large parts of the Group operate on the basis of credit manuals including routines for debt collection. See note 20 Receivables and credit risk for more information.

Climate risk

KONGSBERG is committed to and recognises the need to take an active role in the transition to a net-zero emissions society. Our ambitions is to achieve net-zero emissions across our value chain by 2050. In KONGSBERG we are both affected and affect the climate changes through our business.

KONGSBERG has taken significant steps towards completing a comprehensive resilience analysis, starting with our climate risk assessments. We applied two scenarios for our analysis: low emissions and high emissions. Our scenario analysis assesses risks over short, medium, and long-term horizons, focusing on high-impact vulnerabilities and opportunities. Transition risks involve regulatory changes and increased production costs. KONGSBERG's opportunities related to climate changes are further described in note 15 Impairment testing . The opportunities are expected to be smaller than the consequences of physical risks, leading to a net negative effect.

As a group, KONGSBERG is exposed to physical climate risks in all future scenarios, while the business areas face varying degrees of exposure.

The following risks are identified for the Group:

- Physical risk related to extreme weather events. Extreme weather events can lead to downtime or reduction in production as a result of production facilities being damaged or working conditions not being safe. The same applies to the Group's suppliers, which may lead to reduced access to raw materials or supplies that KONGSBERG needs in the deliveries. This may result in lost revenues due to production downtime, increased expenses due to ensuring safe working conditions or due to higher cost of raw materials or due to sourcing alternative raw materials at higher cost. This may also lead to claims from customers due to inability of KONGSBERG to deliver according to contractual obligations.
- Transition risk related to market. The Group can experience lost competitiveness in markets that have less stringent sustainability-related requirements due to higher production expenses. Challenges related to reduced supply of components and materials due to change in global value chains may also affect us. In addition, reduced access to capital as a consequence of KONGSBERG's, or our subcontractor's, inability to sufficiently meet sustainability requirements represents a risk. The first risk may result in reduced revenues, in addition to reduced margins due to possibly lower margins for renewable technology solutions. The risk of reduced access to raw materials may lead to higher cost of raw materials while the risk of reduced access to capital may lead to higher cost of capital. The latter may also indirectly lead to higher cost of raw materials if the suppliers experience higher cost of capital.
- Transition risk related to technology. Risk has been identified related to the Group's ability to adapt the technology development to the market demand and ensure that the Group is not too early or too late. The green technology development must be balanced against market demand. Both, too early and too late entry may lead to reduced revenues. It may also lead to increased expenses due to expenses spent on developing solutions that will not be the future winners.
- Transition risk related to policy & legal. This could materialise in the form of legislative changes that will change carbon cost and taxes, more stringent criteria related to energy efficiency and emissions from real estate, stricter requirements to get access to public funding for innovation and development, and increased reporting requirements related to climate and sustainability topics. These risks may result in increased cost of raw materials, real estate facilities, product development, and administration expenses.

- Transition risk related to reputation. If KONGSBERG's contribution to the green transition is insufficient, or is perceived to be so, this can make the Group a less attractive employer and result in lack of critical expertise. This may result in increased recruitment expenses and lost revenues due to lack of skilled labour to meet growth expectations.

For further descriptions of opportunities, risks and scenario analysis see chapter 3 Sustainability at KONGSBERG in the Annual Report.

Other risks

Geopolitical Uncertainty

KONGSBERG has a significant international presence and is affected by global changes. 2025 has been affected of geopolitical uncertainties and war in large parts of the world, combined with threats of trade wars and tariff barriers. We see a risk of Norway being outside EU and are actively working to mitigate the effects of this risk on our operations.

The inflation growth of recent years has stabilized at a somewhat lower level, while uncertainty about possible tariffs could lead to increased raw material prices. KONGSBERG is exposed to price changes in energy, wages, and material costs, and we continue to implement measures already initiated to ensure profitability in delivery contracts.

The geopolitical situation leads to rapid changes in tariffs. KONGSBERG has global transactions related to both sale and supply chains. This makes the Group exposed to changes in global tariff regimes. KONGSBERG has established a proactive risk management approach where global changes are monitored and the related consequences and possible measures are constantly evaluated to reduce the risk. A joint team across the business areas are working together to coordinate measures and build experience and competence from the global business.

4 Discontinued business and operations held for distribution

On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA approved the plan to demerge Kongsberg Maritime from KONGSBERG and to list the company on Euronext Oslo Stock Exchange. The demerger was approved by the extraordinary general meeting on 22 January 2026. . The demerger will be carried out by transferring KONGSBERG's assets, rights and liabilities primarily related to the maritime business to the newly established company Kongsberg Maritime ASA. The values to be demerged constitute in total of 24% of the values in Kongsberg Gruppen ASA. As demerger consideration, the shareholders of Kongsberg Gruppen ASA as of the time of completion of the demerger will receive new shares in Kongsberg Maritime ASA, where each share in Kongsberg Gruppen ASA entitles the holder to receive one share in Kongsberg Maritime ASA. The shareholder structure will thus immediately after the completion of the demerger mirror the shareholder structure of Kongsberg Gruppen ASA. The IPO is scheduled for 23 April 2026. Due to this decision, the maritime business must be presented as discontinued business and operations held for distribution to the owners in the financial statement as of Q4 2025. The result from the maritime business is extracted from KONGSBERG's profit and loss figures for 2025 and 2024 and is presented collectively in the profit and loss line "Earnings after tax from discontinued business" in the income statement. In KONGSBERG's balance sheet as of 31 December 2025, the balance sheet figures from the maritime business are extracted from KONGSBERG's balance sheet figures and presented on the balance sheet lines "Assets held for distribution" and "Liabilities held for distribution". The balance sheet as of 31 December 24 remains unchanged in KONGSBERG. The figures from the maritime business are included in both 2025 and 2024 in the cash flow statement. The specification of the result, financial position as of 31 December 25 and net cash flow from the maritime operations are presented in the tables below.

Specification of earning after tax from Kongsberg Maritime presented as discontinued business

MNOK	*Note*	*2025*	*2024*
Operating revenues		27,058	25,463
Gain from distribution of business		1,206	—
Operating expenses		(22,951)	(21,453)
EBITDA		**5,313**	**4,014**
Earnings before interest and taxes (EBIT)		**4,669**	**3,364**
Share of net income from associated companies		11	(6)
Net financial items		(157)	(155)
Earnings before tax from discontinued business		**4,524**	**3,202**
Tax		(744)	(705)
Earnings after tax from discontinued business		**3,780**	**2,502**
Other comprehensive income from discontinued business		(127)	222

Gains from sale of business is related to the sale of the steering gear and rudder business which has been a part of the division Propulsion & Handling in Kongsberg Maritime. The buyer is a fund managed by the Nordic private equity firm Norvestor. The transaction was executed 3. March 2025. I 2024, the business generated revenues of approximately NOK 950 million. The business was sold for NOK 1,667 million and the gain from the sale was NOK 1,206 million.

Net cash flow from Kongsberg Maritime

MNOK	*Note*	*2025*	*2024*
EBITDA		5,313	4,014
Endring i netto omløpsmidler og andre driftsrelaterte poster		(1,171)	(470)
Netto kontantstrøm fra driftsaktiviteter		4,142	3,544
Netto kontantstrøm fra investeringsaktiviteter		(279)	(181)
Netto kontantstrøm fra finansieringsaktiviteter		(635)	(306)

Assets and liabilities in Kongsberg Maritime classified as held for distribution as of 31 December 2025:

MNOK	*Note*	*2025*
Assets		
Non-current assets		
Property, plant and equipment		1,720
Leasing assets		685
Goodwill		1,815
Other intangible assets		810
Deferred tax assets		107
Shares in joint arrangements and associated companies		21
Other non-current assets		185
Total non-current assets		**5,343**
Current assets		
Inventories		4,377
Trade receivables		4,402
Customer contracts, assets		3,844
Financial derivatives		—
Other short-term receivables		602
Cash and cash equivalents		861
Total current assets		**14,087**
Total assets held for distribution		**19,429**

MNOK	*Note*	*2025*
Non-current liabilities and provision		
Non-current liabilities and provision		
Long-term interest-bearing loans		—
Long-term leasing liabilities		642
Pension liabilities		381
Deferred tax liabilities		241
Other non-current liabilities		40
Total non-current liabilities and provisions		**1,304**
Current liabilities and provisions		
Customer contracts, liabilities		7,375
Provisions		605
Short-term interest-bearing loans		—
Short-term leasing liabilities		158
Other current liabilities		3,777
Total current liabilities and provisions		**11,916**
Total liabilities and provisions related to assets held for distribution		**13,220**
Net assets held for distribution		**6,209**

5 Transactions

Naxys Technologies AS

KONGSBERG Discovery signed 20 December 2024 an agreement to acquire Naxys Technologies, and the acquisition was completed 20 January 2025. The company has 30 employees in Bergen and had MNOK 124 in revenues in 2024. The company is included in the division Ocean Technologies from the date of acquisition. Naxys Technologies is among the foremost in the world with its technology for underwater environmental monitoring and specialises in recognising the sound of oil and gas leaks through the use of passive hydroacoustic. The company has departments for productions, research and development in addition to sale and service. The company was merged into Kongsberg Discovery AS in September 2025, with accounting effect from 1 January 2025.

MNOK	*Book value prior to acquisition*	*Fair value adjustment*	*Incorporated values upon acquisition*
Technology		28	28
Customer relations		94	94
Order backlog		38	38
Total intangible assets excluding goodwill		**160**	**160**
Property, plant and equipment	1	14	15
Current assets excluding cash and cash equivalents	22		22
Cash and cash equivalents	138		138
Total assets excluding goodwill	**162**	**174**	**335**
Deferred tax		(38)	(38)
Other short-term liabilities	(36)		(36)
Total liabilities	**(36)**	**(38)**	**(74)**
Net identifiable assets and liabilities	**126**	**136**	**261**
Goodwill at time of acquisition		333	332
Consideration			**593**
Cash and cash equivalents acquired			(138)
Net outgoing cash flow			**455**

6 Operating segments

KONGSBERG has four operating segments; Kongsberg Maritime, Kongsberg Defence & Aerospace, Kongsberg Discovery and Kongsberg Digital, of which the reporting requirements as an operating segment do not apply to Kongsberg Digital according to size and is therefore reported in "Other". Kongsberg Maritime is not included in the operating segment note due to the fact that this business is reported as discontinued business after the decision to demerge the maritime business. Reporting of operating segments are based on the reporting to the Corporate Executive Management.

Kongsberg Defence & Aerospace consists of three divisions, which primarily supply various systems and services to the defence industry. The three divisions are Defence Systems, Missile & Space and Aerostructures & MRO (Maintenance, Repair & Overhaul). The Defence Systems division develops and supplies air defence systems, combat systems, sonars and navigation for marine vessels and submarines, integrated command and control systems and remote control weapon stations for land-based vehicles and marine vessels. The division also develop remote tower solutions for airports, in addition to supply products for military tactical communication. The division Missile & Space develops and supplies naval strike missiles and air-to- surface missiles, components and services to the space industry, as well as port monitoring systems. The Aerostructures & MRO division produces and supplies advanced lightweight composite and titanium components for F-35 combat aircraft, as well as maintenance and lifecycle services for military and civil capabilities.

Kongsberg Discovery develops technology to ensure sustainable management of marine resources, monitor climate change and critical infrastructure and safeguard national security. The technology and solutions are aimed at areas such as offshore operations, fisheries, marine research, maritime operations, ocean-based energy production, and monitor critical infrastructure as well as for naval defence and navy. The business area consist of four divisions. The division Ocean Technologies is a developer of subsea positioning and communication technology. Using hydroacoustic an exact position is given and data are sent to and from underwater infrastructure, such as self-propelled underwater vehicles, or remotely operated underwater robots. The division Seatex delivers products that combine deep technology expertise and application understanding. Technology related to inertial navigation, navigation satellite systems, microwaves and radio technology, provides valuable information about position, speed, acceleration and heading. In addition, the solutions contribute to increased situational awareness at sea, in the air, from space and from land. The division Marine Life Technologies is a supplier of technology that ensures sustainable management of the world's most important resource. This includes products that locate fish, of the right species and size, in the most suitable sea areas. The division Uncrewed Platforms deliver autonomous underwater and surface vessels for research, defense and commercial use. The vessels are equipped with advanced technology that facilitates efficient and environmentally friendly data collection. Additionally, this technology ensures access to data from previously inaccessible locations.

Other

Other activities consist of Kongsberg Digital, real property, Kongsberg IT, group functions and eliminations between the business areas.

Kongsberg Digital is an industrial software company that optimises the way companies develop, operate and maintain their installations and assets. The technology contributes to safer, smarter and more sustainable industries by making industrial data accessible and contextualized, primarily within the energy, maritime and renewable industries. Customers include companies operating in process industries, such as oil and gas and renewable energy.

The funding of the Group is based on evaluations for the Group as a whole. Consequently, financial items, net interest-bearing debt and cash are not assigned to segments. The same applies to tax expenses and balance sheet items associated with tax, as these items are influenced by tax-related transfers between the business areas.

The management monitors the operating segments' EBIT on a regular basis and uses this information to analyse the various operating segments' performance and to make decisions regarding allocation of resources. The operating segments' performance is assessed based on EBIT and return on capital employed.

Information on the Group's operating segments that are required to report is presented on the following page.

Operating segment data

	2025					2024					
MNOK	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery*	*Other*	*Eliminations*	*Consolidated*	*Kongsberg Defence & Aerospace*[4]	*Kongsberg Discovery*	*Other*	*Kongsberg Maritime*	*Eliminations*	*Consolidated*
Operating revenues from external customers	25,138	5,014	1,410	—	31,562	19,042	4,415	1,191	—	—	24,648
Operating revenues from Group companies	182	116	601	(899)	—	81	12	451	—	(543)	—
Total revenues	**25,320**	**5,130**	**2,011**	**(899)**	**31,562**	**19,123**	**4,427**	**1,642**	**—**	**(543)**	**24,648**
Material cost	(11,155)	(1,834)	(168)	285	(12,873)	(7,387)	(1,731)	(78)	—	67	(9,129)
Personnel expenses	(6,185)	(1,550)	(1,086)	—	(8,822)	(5,338)	(1,352)	(1,031)	—	—	(7,721)
Other operating expenses	(3,166)	(642)	(798)	614	(3,992)	(2,852)	(585)	(657)	—	476	(3,618)
EBITDA	**4,814**	**1,103**	**(41)**	**—**	**5,876**	**3,545**	**759**	**(124)**	**—**	**—**	**4,180**
Depreciation property, plant and equipment	(284)	(64)	(154)	—	(502)	(215)	(55)	(126)	—	—	(396)
Depreciation leasing assets	(349)	(59)	48	—	(360)	(302)	(51)	29	—	—	(325)
Amortisation and impairment intangible assets	(105)	(47)	(168)	—	(320)	(124)	—	(138)	—	—	(262)
EBIT	**4,076**	**933**	**(315)**	**—**	**4,694**	**2,903**	**653**	**(359)**	**—**	**—**	**3,197**
Segment assets[1]	29,760	6,117	9,103	(4,350)	40,630	25,220	5,074	5,580	16,668	(1,284)	51,258
Segment investment[2]	1,066	705	1,212	—	2,983	1,047	133	679	388	—	2,246
Current segment liabilities and provisions[3]	33,432	2,152	935	(347)	36,172	26,147	1,742	1,045	10,661	(457)	39,139

1) Segment assets do not include derivatives and cash and cash equivalents, as these assets are assessed for the Group as a whole.

2) Investments comprise acquired property, plant and equipment, intangible assets and goodwill, excluding leasing. Including investments related to acquisition of business.

3) Segment liabilities do not include deferred tax liabilities, tax payables, interest-bearing liabilities (exclusive short-term leasing liabilities), other non-current liabilities or provisions and derivatives, as these liabilities are assessed for the Group as a whole.

None of KONGSBERGs customers account for more than 10 per cent of the Group's total revenues either in 2025 or 2024.

The same principles and measurement methods are applied at the segment level and in the consolidated financial statements. The different operating segments' EBITs include income and expenses from transactions with other operating segments within the Group.

Transactions between the segments are based on market prices. Intercompany transactions between the different segments are eliminated upon consolidation.

Reconciliation of assets

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Segment assets		**40,630**	**51,258**
Deferred tax asset	17	179	509
Financial derivatives	21A	1,888	2,356
Fair value financial instruments		211	999
Cash and cash equivalents	22	20,189	14,293
Assets held for distribution		19,429	—
Total assets		**82,527**	**69,414**

Reconciliation of liabilities and provisions

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Current segment liabilities and provisions		**36,172**	**39,139**
Short-term interest-bearing loans	21D	1,600	—
Financial derivatives	21A	1,848	4,100
Fair value financial instruments		342	(607)
Calculated income tax payable	25	754	1,064
Liabilities and provisions related to assets held for distribution		13,220	—
Total current liabilities and provisions		**53,936**	**43,696**

Geographical information

In presenting information by geographical segments, revenues are distributed based on the customers' geographical location, while the fixed assets are based on the location of the physical investment or relationship to the relevant acquisition. The Group's activities are generally divided into Norway, the rest of Europe, America and Asia. Fixed assets include property, plant and equipment, intangible assets and goodwill. Financial instruments, deferred tax assets, pension funds and rights following from insurance agreements are not included.

	2025								2024							
MNOK	*Norge*	*Europe*	*North America*	*South America*	*Asia*[1)]	*Australia*	*Africa*	*Total*	*Norway*	*Europe*	*North America*	*South America*	*Asia*[1)]	*Australia*	*Africa*	*Total*
Operating revenues from external customers	8,894	9,527	9,880	117	1,780	1,260	105	31,562	5,989	6,784	8,794	197	1,525	1,356	4	24,648
Operating revenues as % of the total	28%	30%	31%	—%	6%	4%	—%		24%	28%	36%	1%	6%	6%	—%	
Fixed assets	12,343	163	335	—	31	172	—	13,044	12,211	1,324	587	53	336	202	6	14,720

1) Middle-East is included in Asia

7 Revenue recognition of customer contracts

Revenue recognition of customer contracts consists of five steps that must be assessed to determine the correct revenue recognition of customer contracts according to IFRS 15:

Step 1: Identifying customer contracts

Identified customer contracts in KONGSBERG must have commercial substance, and key terms of delivery must be agreed between the parties (the parties' rights and obligations, terms of payment etc.). It must also be probable that KONGSBERG will receive settlement for the delivery. In principle, a customer contract does not have to be in writing, but KONGSBERG has established this as a requirement.

Step 2: Identifying separate performance obligations

Kongsberg Defence & Aerospace's deliveries are often development projects, where the end project consists of many components and sub-systems integrated into a single system. The contracts therefore typically consist of a single performance obligation, which is the integrated system approved by the customer through final testing.

Kongsberg Defence & Aerospace also has series of identical deliveries that are covered by a single contract. These are treated as a single performance obligation.

Kongsberg Discovery delivers some major integrated solutions that are treated as one performance obligation. The business area also has stand-alone equipment deliveries. These deliveries are treated as separate performance obligations.

Kongsberg Defence & Aerospace and Kongsberg Discovery supply equipment and services to the aftermarket. These deliveries are treated as separate performance obligations.

Certain areas in KONGSBERG use contracts that are normally divided into parts which are various products in a single contract that are used by the customer independently of one another, goods with service agreements, licences and services. This does not represent a significant proportion of KONGSBERG's turnover.

Step 3: Determining the transaction price

KONGSBERG's customer contracts often apply fixed prices. However, there are certain cases which need to be assessed. This largely applies to different forms of discounts and incentive schemes, financing items in the contracts and options. Best estimate is used as basis for discounts and incentives schemes when determining the transaction price. For contracts where the financing element is more than one year and at the same time is material, the financing element is separated from the contract income. In some customer contracts, KONGSBERG has customer advances with a significant financing element in excess of one year as of 31 December 2025. The effect of the financing element has little impact on operating revenues in 2025, while other interest expenses are affected to a greater extent. These effects will be offset over the duration of the contracts. There may also be cases involving income reduction as a result of financial penalties for delays or other variable components. Penalties for delays are recognised when calculating the transaction price unless it is highly probable that they will not occur.

Step 4: Allocating the transaction price

When the transaction price has been determined, it will be allocated to each individual performance obligation as identified under step 2, based on the stand-alone selling price. The stand- alone selling price is normally the price of the product when it is sold separately, less any discounts that are to be distributed. If this price cannot be observed directly, it must be estimated. This will often apply to the allocation of revenues between licences and services, but also to the distribution of revenues between different products that are supplied as an integrated solution. Integrated solutions are mainly considered as a single performance obligation under step 2. This is because the systems operate together and because the delivery is usually approved as a whole.

Step 5: Recognition when the performance obligation is fulfilled

The principle stated in IFRS 15 is that control over the asset will then be transferred to the customer before KONGSBERG can recognise revenue. Control normally means that the customer can use an asset directly, is able to achieve most of the remaining benefits of an asset and is able to prevent other parties from using or achieving benefits of an asset. This is considered for each individual performance obligation. A large number of KONGSBERG's contracts are recognised according to level of progress (over time), where the physical handover of the products is not done on an ongoing basis, but when the products are completed and often towards the end of the contract period. Assessments are based on different criteria were the most important ones are:

- various degrees of customer-specific adaptations,
- there is a limited market for similar products,
- the systems are installed/integrated on the customer's property on an ongoing basis or at the end of the project, and,
- remanufacturing the products for another customer requires considerable work.
- KONGSBERG has an enforceable right to payment for performance completed to date.

Kongsberg Defence & Aerospace's customer contracts primarily concern deliveries that are combined in a system and must operate together. Most customer contracts in the business area are recognised as revenue according to progress over time. This is because the deliveries are extensively customised and it will demand considerable rework to meet an alternative area of use for Kongsberg Defence & Aerospace. The customer contracts are normally long-term and large. Kongsberg Defence & Aerospace is entitled to payment for work performed to date. "Cost to cost" is primarily used as a measure of progress, but accrued hours, progress made by subcontractors and, in some cases, milestones are also used. Deliveries of this type are air defence systems, missile systems, command and control systems and monitoring systems.

Series of identical units within the same contract are recognised as revenue over time. These are then treated as a single delivery obligation. The condition is that they would have individually qualified for revenue recognition over time. Revenue measures for such contracts could be delivery/withdrawals from inventories to customers, as this represents the progress that has been made, because the manufacturing period is relatively short. Many of the contracts concerning weapons stations are recognised as revenue according to these principles. The same applies to contracts related to the F-35 programme.

Kongsberg Defence & Aerospace has also revenue recognition upon delivery, for instance in connection with the delivery of communication equipment and equipment for the space industry.

In addition, Kongsberg Defence & Aerospace has deliveries of service and maintenance. These services are primarily recognised as revenue as the hours/goods are delivered.

For a more detailed description of the divisions and deliveries in Kongsberg Defence & Aerospace see note 6 Operating segments.

Just above 61 per cent of Kongsberg Discovery's contract revenues in 2025 are recognised according to level of progress over time. This is due to the deliveries being extensively customised and have no alternative use for Kongsberg Discovery. In most cases, the level of progress used in revenue recognition over time is "cost to cost", but hours can also be used. Kongsberg Discovery also has stand- alone equipment deliveries with a short time horizon. These are recognised as revenue upon delivery.

KONGSBERG has contracts that give KONGSBERG a legal right to coverage of costs incurred plus a margin in the event that the customer terminates the contract without sufficient reasons.

	2025				2024			
MNOK	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery*	*Other*	*Total*	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery*	*Other*	*Total*
Revenues								
Revenue recognition based on progress in the projects (over time)	20,304	2,946	350	23,601	14,563	2,455	258	17,276
Revenue recognition upon delivery of goods and services	1,600	1,292	144	3,035	1,328	1,074	87	2,488
Revenue recognition based on progress, aftermarket[1)]	1,317	128	673	2,118	1,563	81	624	2,267
Revenue recognition upon delivery of goods and services, aftermarket[1)]	1,916	641	—	2,558	1,584	792	(7)	2,369
Total external revenues from customer contracts	**25,137**	**5,008**	**1,167**	**31,312**	**19,037**	**4,402**	**961**	**24,401**
Revenue from rental of property, plant and equipment	—	3	228	232	—	—	226	227
Gains from sale of property, plant and equipment	1	3	15	19	5	13	3	21
Total external revenues	**25,138**	**5,014**	**1,410**	**31,562**	**19,042**	**4,415**	**1,191**	**24,648**

1) Revenues from aftermarket activities includes revenues from service, maintenance, upgrades, spare parts, accessories and training related to previously delivered system and are recognised upon delivery or over time based on the terms in the customer contracts. Spare parts and upgrades are reflected in the order backlog while the remaining are not included in the summary of revenues for future periods; see the table below.

The table shows the anticipated data on which remaining performance obligations as of 31.12.25 are recognised as income:

	2025				2024			
		Date of revenue recognition				Date of revenue recognition		
MNOK	*Order backlog 31 Dec 25*	*2026*	*2027*	*2028 and later*	*Order backlog 31 Dec 24*	*2025*	*2026*	*2027 and later*
Kongsberg Defence & Aerospace	125,378	26,519	29,900	68,959	100,626	18,581	19,047	62,999
Kongsberg Discovery	3,776	2,971	571	234	3,069	2,512	377	179
Other/elimination	530	381	125	25	922	382	174	366
Total order backlog[1)]	**129,683**	**29,870**	**30,596**	**69,218**	**104,617**	**21,475**	**19,597**	**63,544**

1) Se section for alternative performance measures and definitions for the definition of order backlog.

Operating revenues by division

MNOK	*2025*	*2024*
Divisions		
Defence systems	13,570	10,592
Missile & Space	9,563	6,496
Aerostructures & MRO	3,725	3,361
Other/elimination	(1,538)	(1,326)
Kongsberg Defence & Aerospace	**25,320**	**19,123**

MNOK	*2025*	*2024*
Divisions		
Ocean Technologies	2,283	2,217
Marine Life Technologies	679	657
Uncrewed Platforms	1,153	920
Seatex	1,101	766
Other/elimination	(86)	(133)
Kongsberg Discovery	**5,130**	**4,427**
Other/elimination	1,112	1,098
Total operating revenues	**31,562**	**24,648**

For a more detailed description of the various divisions and their deliveries, see note 6 Operating segments.

Geographic distribution of external revenues from customer contracts

MNOK	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery*	*Other*	*Total*
2025				
Norway	5,684	2,567	643	8,894
Europe	8,099	1,199	229	9,527
North America	8,813	722	345	9,880
South America	6	75	36	117
Asia[1)]	1,294	369	116	1,780
Africa	27	39	39	105
Australia	1,216	42	3	1,260
Total external revenues from customer contracts	**25,138**	**5,014**	**1,410**	**31,562**

MNOK	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery[2)]*	*Other*	*Total*
2024				
Norway	4,046	1,518	425	5,989
Europe	5,479	1,077	228	6,784
North America	7,407	1,080	307	8,794
South America	19	144	33	197
Asia[1)]	863	491	171	1,525
Africa	(49)	43	10	4
Australia	1,276	63	16	1,356
Total external revenues from customer contracts	**19,043**	**4,414**	**1,191**	**24,648**

1) Middle -East is included in Asia.

Contract balances

Specification of contract balances[1)2)]

MNOK	31 Dec 25	31 Dec 24
Customer contracts in progress	4,374	4,071
Prepayments received from customers	(30,804)	(28,104)
Accrued assets, customer contracts	11,873	12,403
Accrued liabilities, customer contracts	(4,917)	(4,093)
Net contract balances	**(19,474)**	**(15,722)**

[1)] The table above on the left shows the gross amounts before netting between the income- and the expense side of the customer contracts. The table above to the right shows balance sheet items for each customer contract, with the exception of trade receivables netted and presented on the corresponding balance sheet line. Each contract is represented by one debit or one credit amount.

[2)] The figures for 2024 have been reclassified between the lines as a misclassification is revealed in the 2024 figures

MNOK	*31 Dec 25*	*31 Dec 24*
Customer contracts, assets	11,650	13,435
Customer contracts, liabilities	(31,124)	(29,158)
Net contract balances	**(19,474)**	**(15,722)**

The carrying value of customer contracts in the statement of financial position is based on an assessment of the financial status of each individual customer contract. The classification is determined on a contract-to-contract basis unless netting has been agreed. If this is the case, the contracts can be considered together. In the consolidated financial statement, all balances are netted for each customer contract in the Group accounts and presented on one line in the statement of financial position, with the exception of trade receivables (presented on the line “Receivables”). Individual customer contracts are then presented as either “Customer contracts, assets” or “Customer contracts, liabilities”.

“Customer contracts, assets”

On the line “Customer contracts, assets”, KONGSBERG has collected all asset items associated with customer contracts, except trade receivables. This includes accrued, non-invoiced revenue, prepayments to subcontractors, goods which have been purchased or allocated to customer contracts, but which have not been processed or led to progress being made on the project, and work in progress for projects that are recognised upon delivery.

Most of KONGSBERG’s customer projects that are recognised over time apply cost-to-cost as a measure of progress. Cost-to- cost is calculated comparing the actual costs with the estimated total costs of the projects. Some areas use cost-to-cost-like approaches and this may give positive inventories in the projects. This normally happens when production has commenced without revenue being recognised because production has not been allocated to a concrete order, or when revenue, due to significance, is only recognised when each component is completed. The reason for this is that goods are often moved from inventories to projects without any transfer of control to the customer taking place. Alternative measures of progress might then be necessary, such as hours incurred, as a cost-to-cost approach. If the profit on a contract cannot be estimated reliably, the project will be recognised without a profit until reliable estimates are available. Recognised accrued contract profit is classified as “Customer contracts, assets” in the balance sheet. When the customer is invoiced the “Customer contracts, assets” are reclassified to trade receivables.

In special cases, work on projects will be started and expenses incurred before a contract has been signed with the customer. This requires a high probability that the contract will be signed. Capitalised costs of this kind are classified as inventories until a contract has been signed.

“Customer contracts, liabilities”

In some cases, advances are received from customers or customers are invoiced before control is transferred. This is presented as a “Customer contracts, liabilities”. “Customer contracts, liabilities” will also arise as a result of cost accruals performed during the fulfilment of the customer contracts. With the exception of trade payables, all liabilities relating to customer contracts are collected together on this line. In the same way as with assets, balance sheet items for customer contracts that are recognised according to progress are presented together with assets that are recognised upon delivery.

In the business areas customer contracts have different payment terms, depending on the product, market and negotiations with the customer. Many customer contracts that are recognised over time include an advance paid by the customer upon contract signing, followed by payments as milestones are achieved. There are considerable differences between the contracts. For goods and service deliveries, including aftermarket deliveries, customers are primarily invoiced upon delivery and payment takes place after an agreed credit period, which depends on the individual agreement.

Just under NOK 12 billion of advances registered in the opening balance sheet have been recognised as income in the 2025 financial year.

At the end of the year, an advance of just under NOK half a billion kroner was registered in Kongsberg Defence & Aerospace. At the time of the year-end, this advance had not been paid, so that the corresponding amount is included in the accounts receivable. The amount has been paid in 2026.

Revenue recognition from customer contracts includes:

MNOK	*2025*	*2024*
Prepayments from customers included in "Customer contracts, liabilities" at the beginning of the year and which are recognised as revenue in the fiscal year	11,910	6,177
Revenue from performance obligations completed before the financial year	2	5

Estimation uncertainty related to customer contracts

The recognition of customer contracts is associated with uncertainty related to the determination of the type of performance obligation and the transaction price. The type of performance obligation will impact on the timing of revenue recognition, while in cases where the transaction price must be estimated, estimates will impact on the size of the consideration that is to be recognised as revenue. Contract revenue is normally in accordance with the agreement. Variable considerations and financial penalties for delays can impact on the transaction price. Uncertainty related to the probability that variable considerations or financial penalties for delays will occur and also regards the estimation of the magnitude of these.

Progress of completion is normally calculated on the basis of costs incurred compared to total expected cost to complete or incurred hours measured against the expected time consumption.

Expected total costs are estimated, based on a combination of experience- based estimates, systematic estimation procedures and follow-up of efficiency metrics and good judgement. Normally, a high proportion of the total costs will relate to the number of hours remaining that employees must spend developing or completing the project. Uncertainty in the estimates is affected by the project's duration and technical complexity. Principles have been established for categorising projects in terms of technological complexity and degree of development. This forms the basis for an assessment of risk and recognition of revenue in the projects.

8 Shares in joint arrangements and associated companies

KONGSBERG has a few investments in joint ventures and associated companies. Based on the business size and strategic importance to KONGSBERG, Patria Oyj and Kongsberg Satellite Services AS are specified in more details below.

	2025				2024			
MNOK	*Patria Oyj*	*Kongsberg Satellite Services*	*Andre*	*Sum*	*Patria Oyj*	*Kongsberg Satellite Services*	*Andre*	*Sum*
Net holding 1 January	3,546	981	106	4,634	3,331	855	72	4,259
Acquisitions/disposals	—	—	(3)	(3)	—	—	17	17
Share of net income[1)]	449	179	(10)	617	274	151	22	447
Share of net income from associated companies related to operations held for distribution	—	—	—	—	—	—	(6)	(6)
Dividends received	(196)	(50)	—	(246)	(159)	(25)	—	(184)
Other items and comprehensive income[2)]	82	—	—	82	100	—	—	100
Net holding 31. December	**3,881**	**1,110**	**93**	**5,084**	**3,546**	**981**	**106**	**4,634**

1) The share of net income is recognised after tax and amortisation of excess value. The share of net income from Patria includes amortisation of MNOK 10 (MNOK 10 in 2024). In addition, the share of net income from Patria is adjusted for non-controlling interest and net income from Kongsberg Aviation Maintenance Service AS.
2) Other items and comprehensive income comprise translation differences mainly related to translation differences of excess values. See note 21B "Currency risk and currency hedging".

Investments in joint ventures and associated companies as of 31 December 2025 includes goodwill and other excess value of MNOK 1,842 and MNOK 9 (MNOK 1,835 and MNOK 7 as of 31 December 2024).

The table below shows assets, liabilities and profit and loss for Patria Oyj and Kongsberg Satellite Services AS per 100 per cent basis.

	Patria Oyj		**Kongsberg Satellite Services AS**	
Location	*Helsinki, Finland*		*Tromsø, Norge*	
	Associated company		*Joint arrangement*	
Ownership per cent	*49.9%*		*50.0%*	
	MEUR		**MNOK**	
	2025	*2024*	*2025*	*2024*
Operating revenues	1,087	826	2,360	2,237
Earnings after tax	91	64	365	310
The majority's share of the earnings after tax	83	55	365	310
Non-current assets	697	525	2,448	2,160
Current assets	1,059	542	1,110	791
Long-term liabilities	290	183	167	172
Short-term liabilities	1,074	553	1,035	709

Patria is Finland's leading supplier of defence maintenance services and covers all defence aspects within MRO (Maintenance, Repair and Overhaul). Patria is an international organisation approximately 3,600 employees and owns 50 per cent of the shares in Nammo. The headquarter is located in Helsinki and Patria is owned by the Finish State (50.1 per cent) and KONGSBERG (49.9 per cent).

Kongsberg Satellite Services (KSAT) is a world-leading supplier of communication services for spacecraft and launch platforms and advanced monitoring services via satellites. In addition, KSAT delivers services within environment, safety and climate monitoring among others based on satellite data from the traditional space programmes and also satellite constellations within New Space segments. KSAT has close to 600 employees and is headquartered in Tromsø. The company is owned by KONGSBERG (50 per cent) and Space Norway (50 per cent) which is owned by the Norwegian State.

Share of net income and dividend from associated companies per business area:

	Share of net income		**Dividend**	
MNOK	*2025*	*2024*	*2025*	*2024*
Kongsberg Defence & Aerospace	641	445	(246)	(184)
Kongsberg Discovery	—	—	—	—
Others	(24)	1	—	—
Total	**617**	**447**	**(246)**	**(184)**

9 Inventories

KONGSBERG defines goods as inventories of raw materials, work in progress and finished products that are not related to specific customer contracts. Inventories are measured at the lower of acquisition cost and net realisable value. For raw materials and work in progress, net realisable value is calculated as the estimated selling price in ordinary operations of finished products less remaining production costs and the costs of the sale. For finished goods, net realisable value is the estimated selling price in ordinary operations less estimated costs of completion of the sale. For work in progress and finished products, the acquisition cost is calculated as direct and indirect costs. Inventories are valued based on the average acquisition cost.

The Group's total inventories include the following:

MNOK	*2025*	*2024*
Raw materials	3,348	4,086
Work in progress	1,243	766
Finished products	1,471	2,422
Total as of 31 December	**6,062**	**7,274**
Value changes in inventory recognised through profit and loss	**92**	**70**
Cost of goods sold in the year amounts to	**12,873**	**9,129**

10 Personell expenses, remuneration to Executive Management and the Board

Salaries and other personnel expenses represent expenses associated with the remuneration of personnel employed by the Group.

MNOK	*Note*	*2025*	*2024*
Salaries		6,851	5,959
Long-term incentive scheme (LTI)		22	22
Share program employees		49	51
Employer's National Insurance contributions on salaries		984	907
Pension expenses, defined benefit plan	11	6	(2)
Pension expenses, defined contribution pension schemes	11	471	397
Other benefits		439	387
Total personnel expenses		**8,822**	**7,721**
Average no. of full-time equivalents		**7,115**	**6,582**

Share transactions with employees

For a number of years, the Group has been conducting a share programme for all employees, offering shares at a discounted price. Discounts on shares are recognised as personnel expenses. The Group also has a share programme for leading employees.

Total remuneration to the members of the Executive Management for 2025 and 2024[1)]

Amounts in TNOK	*Salary paid[2)]*	*Other benefits[3)]*	*Paid pension compensation[4)]*	*Accrued long-term incentive plan (LTI)[5)]*	*Accrued performance related pay during the financial year (STI)[6)]*	*Pension accrual during the year[7)]*	*Pension right for salary exceeding 12G paid out*	*Outstanding amount, loans*	*Shares acquired during the financial year linked to the LTI scheme*	*Total number of shares inc. LTI as of 31 Dec*
Year										
2025	**34,414**	**2,871**	**325**	**7,099**	**15,649**	**2,692**	**0**	**0**	**77**	**643,309**
2024	30,371	2,870	317	5,557	13,975	2,402	0	0	30	649,830

1) Compensation and other benefits to members of Corporate Executive Management are based on their time served as part of the Corporate Executive management.
2) Salary paid during the period, including holiday pay
3) The amount includes benefits such as communication, car arrangements, taxable share of insurance, expensed discounts on shares in connection to KONGSBERG's share program, possible Directors remuneration as well as other taxable benefits. The 2024 figures are changed for two of the members of the Executive Management as earlier reported figures did not include Directors remuneration.
4) Paid pension compensation related to transition from defined benefit pension plan to defined benefit contribution scheme as of 1 January 2008
5) Accrued LTI including tax compensation is, for accounting purposes, accrued on a linear basis over three years since the shares can be managed freely only after three years. The 2025 figure consist therefore of 1/3 of the 2023 award, 1/3 of the 2024 award and 1/3 of the 2025 award.
6) Accrued performance-based part of salary (STI) in the financial year. To be paid when the financial statement for this year have been approved by the Board.
7) The amount includes accrued pension during the year in the benefit contribution scheme related to salary under 12G and accrued pension related to salary above 12 G as well as early retirement pension for those in the Corporate Executive Management entitled to this. Further described in the remuneration report for the Corporate Executive Management.

Detailed information about remuneration to the Executive Management and the Board will be presented in a separate report on remuneration to the Executive Management in KONGSBERG 2025. It is the Board's Compensation Committee that prepare significant matters related to salary and other remuneration to the Executive Management before the formal Board discussion and resolution. The remuneration report will be published at kongsberg.com in relation with the notice of the Annual General Meeting.

Compensation and share holdings members of the Board

Amounts in NOK	*Number of shares*	*Fixed Board remuneration*	*Remuneration for committee meetings*	*Total Board remuneration*	*Number of Board meetings*
Year					
2025	**88,621**	**3,573**	**976**	**4,549**	**20**
2024	86,605	3,039	810	3,849	12

11 Pensions

KONGSBERG has a service pension plan that complies with legislation and consists of a defined contribution plan. The service pension plan includes all employees of the Group in Norway. As of 31.12.25 8,765 employees in Norway are covered by the plan. KONGSBERG aims to ensure that as many of its employees abroad also are covered by a pension scheme.

Defined contribution pension scheme

The Group has a defined contribution pension scheme for all employees in Norway with some exceptions. The contribution rates are five per cent of salary up to 7.1G, and 11 per cent of salary from 7.1G up to 12G. In addition, the Group has a closed collective, unfunded contribution plan for salaries exceeding 12G. This means that the money required for the pension payments are not paid to a pension fund, but the company is obliged to cover the pension payments from own funds when the payments are executed. The Group's deposits in this plan is 18 per cent of the portion of the base salary exceeding 12G. The return reference is a savings profile with 50 per cent shares. KONGSBERG keeps track of the pension additions to the employees and the return together with our pension provider. KONGSBERG's companies abroad generally have defined contribution plans. As of 31 December 2025 approximately 8,765 employees in Norway and the majority of the employees abroad were covered by these plans. The contributions are expensed as incurred and are recognised as personnel expenses in the consolidated statement of income.

Defined benefit plan

The Group has a closed collective defined benefit pension plan for salaries exceeding 12G for a few employees. The defined pension plan is collective for all the members and they receive pension payments based on a common setup. The collective defined benefit plan corresponds to about 60 per cent of the share of the final salary that exceeds 12G until the age of 77, and then the benefit is reduced by 50 per cent for the remaining lifetime.

To ensure a uniform calculation of KONGSBERG's pension liabilities, all corporate companies, except Kongsberg Aviation Maintenance Services AS, have used the same actuary for the calculations. In the consolidated statement of income, the year's net pension expenses, after a deduction for the net interest expenses of the liability and the expected return on pension plan assets, have been recognised as Personnel expenses. The pension liabilities are presented net including social security contributions in the statement of financial position. The financial and actuarial assumptions are subject to annual review. The discount rate is stipulated on the basis of the covered bond interest rate, that reflects the duration of the pension liability. Actuarial gains or losses related to changes in the basis data, estimates and changes in assumptions are recognised in other comprehensive income.

Net pension liabilities have decreased somewhat since 2024. This is mainly due to increased discount rate and actuarial losses. In addition, the pension liability is reduced by the pension liability related to discontinued business.

Terms and conditions for the Corporate Executive Management are described in he Board's guideline for determining salary and remuneration to executive management.

Risk coverage

Disability pension from the Group will provide an addition to the estimated disability benefits from national insurance. National insurance will cover 66 per cent of the pension basis up to 6G, while the Group plan covers 66 per cent of the pension basis between 6G and 12G. The Group plan also provides an additional three per cent of the pension basis from 0G to 12G, a pay increase of 25 per cent of G and any child supplement of four per cent per child (maximum three children). The disability pension is a one-year risk cover and the premiums will be expensed as they accrue. The risk pensions are unfunded for the share of salary that exceeds 12G. In practice this implies that KONGSBERG is self-insurer for the risk pension for future periods.

Early retirement schemes

KONGSBERG does not any longer offer early retirement schemes, but employees included in these schemes before 1 October 2015 had this continued. The Group still has outstanding obligations related to such early retirement pension agreements for a few people.

Pension assumptions

The calculation of future pensions in the benefits plan is based on the following assumptions:

Economic assumptions	*31 Dec 25*	*31 Dec 24*
Discount rate, Norway	4.40 %	4.00 %
Wage adjustment	3.25 %	2.75 %
Pension base level (G) adjustment	3.75 %	3.25 %
Pension adjustment	1.00 %	1.00 %

Other Norwegian assumptions	*31 Dec 25*	*31 Dec 24*
Mortality	K2013	K2013
Disability	IR73	IR73
Voluntary turnover	4,5 % for all ages	4,5 % for all ages

The year's pension costs were calculated as follow:

MNOK	*2025*	*2024*
Expenses, defined benefit plans	6	-2
Expenses of defined contribution plans in Norway	414	359
Expenses of defined contribution plans abroad	57	38

Net interest expenses are classified as finance expenses.

Change in net pension liabilities

	2025			2024		
MNOK	*Funded*	*Unfunded*	*Total*	*Funded*	*Unfunded*	*Total*
Changes in gross pension liabilities						
Gross pension liabilities as of 1 January	**117**	**541**	**659**	**107**	**499**	**606**
Reclassification	(83)	83	—	—	—	—
Present value of current year's contribution	—	6	6	—	3	3
Interest expenses on pension liabilities	1	7	8	4	17	21
Actuarial losses/gains	(1)	(15)	(17)	13	29	42
Payments of pensions/paid-up policies	(2)	(26)	(28)	(9)	(13)	(22)
Net change in social security expenses	(12)	1	(11)	2	1	3
Translation differences	—	—	—	—	6	6
Gross pension liabilities as of 31 December	**21**	**210**	**231**	**117**	**541**	**659**
Changes in gross pension fund assets						
Fair value, pension plan assets as of 1 January	**22**	**—**	**22**	**28**	**—**	**28**
Expected return on pension funds	1	—	1	1	—	1
Actuarial losses/gains	—	—	—	(5)	—	(5)
Premium payments	—	—	—	—	—	—
Payments of pensions/paid-up policies	(2)	—	(2)	(2)	—	(2)
Settlement of pension scheme	—	—	—	—	—	—
Fair value, pension plan assets as of 31 December	**21**	**—**	**21**	**22**	**—**	**22**
Net carrying amount pension liabilities as of 31 December	**—**	**210**	**210**	**95**	**541**	**637**

The secured pension scheme is insured through an insurance company, and the Group's pension funds are thereby regulated by an insurance policy. The insurance policy cannot be traded, and the value is determined in accordance with the legislation on insurance businesses. The insurance has an interest guarantee, implying that the insurance company carries the risk for the return on the pension funds. The funds have primarily been invested in bonds, with some being invested in shares and property.

Historical information

MNOK	*2025*	*2024*	*2023*	*2022*	*2021*
Gross pension liabilities as of 31 December	231	659	606	2,662	2,808
Fair value, pension plan assets as of 31 December	21	22	28	1,557	1,671
Net pension liabilities as of 31 December	**(210)**	**(637)**	**(578)**	**(1,105)**	**(1,137)**
Actuarial gains/losses pension liabilities as of 31 December	(17)	42	70	147	148
Actuarial gains/losses pension assets as of 31 December	—	(5)	18	22	3
Accumulated estimated gains/losses recognised in the statement of comprehensive income after tax	**(1,456)**	**(1,469)**	**(1,429)**	**(1,387)**	**(1,672)**
Of which, constitutes experience deviations	(1,089)	(1,111)	(1,097)	(1,057)	(1,044)

Contractual early retirement plan

The AFP scheme is a collectively bargained pension arrangement for the private sector, and KONGSBERG is a participating member of the scheme. The general contractual early retirement plan gives a life-long supplement to the ordinary pension. Employees can choose to draw on the plan from the age of 62, even if they continue to work. The plan is a defined benefit multi-employer pension plan, and it is funded through premiums established as a percentage of wages. For the moment, there is no reliable measurement or allocation of liabilities and funding as regards the plan. For accounting purposes, the plan is therefore considered to be a defined contribution pension scheme in which premium payments are expensed against income on an ongoing basis, and no provisions are made in the financial statements. A premium is paid to the plan of the total payments made between 1G and 7.1G to the Group's employees. In 2025 the premium was 2.6 per cent (2.6 per cent in 2024) (estimated at MNOK 142). There is no accumulation of capital in the plan and further increases in the premium level are expected over the coming years.

Other

Expected pension payments within the defined benefit pension scheme are as follows:

	MNOK
2026	10
2027	10
2028	11
2029	9
2030	6
Next 5 years	41

12 Property, plant and equipment

Property, plant and equipment are recognised at acquisition cost, net of accumulated depreciation and/or any accumulated impairment losses. Such cost includes expenses that are directly attributable to the acquisition of the assets. Property, plant and equipment are depreciated on a straight-line basis over their expected useful life. When individual parts of a property, a plant or equipment have different useful lives, and the cost is significant in relation to total cost, these are depreciated separately. Any expected residual value is taken into account when stipulating the depreciation schedule.

The remaining expected useful life and expected residual value are reviewed annually. Gains or losses on the disposal of property, plant and equipment are the difference between the sales price and the carrying amount of the unit, and recognised to net value in the income statement. Expenses incurred after the asset is in use, e.g., day-to-day maintenance costs, are expensed as they are incurred. Other expenses expected to result in future economic benefits and that can be reliably measured, are recognised in the statement of financial position.

KONGSBERG has production sites and offices all over the world. Some of these may be more vulnerable to extreme weather and climate change than others. The Group has contingency plans and alternative delivery lines for those locations that may be affected by extreme weather. In 2023, an analysis was carried out in collaboration with an external company where physical climate risk was assessed for the ten most important locations in Norway. The analysis ranked the priority locations based on nine risks, such as flooding, rising sea levels and landslides. This gave us important insight into which locations that are most exposed and what risks make them vulnerable. The Group's climate risk assessment indicates that there is low physical climate risk associated with KONGSBERGs property, plant and equipment. The conclusions are still valid in 2025. Therefore, no impairment or adjustment of depreciation have been made related to climate risk on own property. KONGSBERG has property damage and interruption insurance that safeguards risk adapted to the Group's exposure.

	Note	2025 Land	2025 Buildings and other real property	2025 Machinery and plant	2025 Equipment and vehicles	2025 Plant in progress	2025 Total	2024 Land	2024 Buildings and other real property	2024 Machinery and plant	2024 Equipment and vehicles	2024 Plant in progress	2024 Total
Aquisition cost													
Acquisition cost as of 1 January		**460**	**4,485**	**3,864**	**2,264**	**1,252**	**12,326**	**403**	**3,713**	**3,073**	**1,895**	**1,513**	**10,598**
Transferred operations held for distribution		(78)	(1,273)	(655)	(780)	(189)	(2,974)	—	—	—	—	—	—
Reclassification		—	(2)	17	2	—	16	12	100	30	—	(161)	(18)
Additions		48	499	812	305	513	2,177	49	768	729	343	(102)	1,787
Disposals		(39)	(15)	(41)	(283)	—	(378)	(7)	(198)	(17)	(9)	—	(231)
Translation differences		(2)	(30)	(21)	(20)	(8)	(82)	3	102	48	36	1	190
Acquisition cost as of 31 December		**390**	**3,664**	**3,976**	**1,488**	**1,568**	**11,086**	**460**	**4,485**	**3,864**	**2,264**	**1,252**	**12,326**
Accumulated depreciations and impairment													
Total accumulated depreciation and impairment as of 1 January		**(5)**	**1,636**	**2,265**	**1,624**	**3**	**5,522**	**(5)**	**1,574**	**2,020**	**1,419**	**2**	**5,010**
Transferred operations held for distribution		(2)	(331)	(345)	(553)	—	(1,231)	—	—	—	—	—	—
Reclassification		—	(6)	(43)	3	52	6	—	(11)	(9)	(3)	—	(23)
Depreciation for the year	6	—	126	225	151	—	502	—	109	166	121	—	396
Depreciation for the year from operations held for distribution		—	—	—	—	—	—	—	50	66	64	—	180
Accumulated depreciation through disposal		—	(13)	(40)	(242)	—	(295)	—	(123)	(15)	(7)	—	(145)
Translation differences		—	(20)	(14)	(15)	(6)	(54)	—	38	36	29	—	103
Total accumulated depreciation and impairment as of 31 December		**(7)**	**1,392**	**2,048**	**968**	**48**	**4,449**	**(5)**	**1,636**	**2,265**	**1,624**	**3**	**5,522**
Carrying amount as of 31 December		**397**	**2,272**	**1,928**	**520**	**1,520**	**6,636**	**466**	**2,849**	**1,598**	**640**	**1,249**	**6,804**
Useful life			**10-33 år**	**1-10 år**	**1-10 år**				**10-33 år**	**1-10 år**	**1-10 år**		

13 Leases

KONGSBERG has leases which are primarily related to land and buildings, as well as leases for machinery, vehicles and equipment. The leases are hedged with the underlying asset. KONGSBERG recognises the value of leases as leasing assets and leasing liabilities if it is considered that the lease contains a right to control the use of the asset. The Group applies uniform principles in the recognition and measurement of leases. Other performances in the leases such as shared costs related to leasing of property or service agreements concerning vehicles and leases concerning intangible assets are not recognised, in accordance with the rules in IFRS 16.

Leasing assets

Leasing assets are recognised from the date the underlying assets are made available for use to KONGSBERG.

Leasing assets are considered for impairment according to the principles described in Note 15 Impairment testing.

Leasing liabilities

Leasing liabilities are recognised from the date the underlying assets are made available for use to KONGSBERG.

Most leasing agreements in KONGSBERG regard leasing of property. The incremental borrowing rate is determined based on yield. The property yield is therefore used in the discounting of the lease payments to calculate the present value since the interest rate implicit in the lease is not normally readily determinable.

The lease term includes the non-cancellable period of a lease. In addition, periods covered by extension options are also included if it is reasonably certain that KONGSBERG will exercise the option and periods covered by termination options if they most likely will not be exercised. KONGSBERG has a number of leases which include extension options. These options have been negotiated to secure flexibility as regards the handling of the lease portfolio according to KONGSBERG's ongoing needs.

Short-term leases and leases of low-value assets

KONGSBERG applies the recognition exemption to leases that have a lease term of less than 12 months for property, machinery, vehicles and equipment. KONGSBERG applies the recognition exemption to leases of low-value assets primarily on office equipment. Lease payments related to the above mentioned leases, are recognised as expense on a straight-line basis over the lease term and are therefore not recognised in the consolidated statement of financial position.

Sale and leaseback transactions

KONGSBERG has a few sale and leaseback transactions related to property. In the event of the sale of a property, if the sale is considered as an actual sale, the property is derecognised and a leasing asset and a leasing liability are recognised, along with a gain or loss on the transferred rights for use of the asset. If the leaseback only is considered to be a financial transaction the asset will not be derecognised.

Fair value

Leases are recognised at cost which corresponds to the fair value at the time the agreement is signed. When acquiring a business, lease contracts are measured at fair value on the date of acquisition. The market value is determined using the implicit interest rate in the lease contract or the incremental borrowing rate. For lease of property yield obtained from external parties is used.

Leasing assets

	2025			2024		
MNOK	*Real property*	*Machinery and plant*	*Total*	*Real property*	*Machinery and plant*	*Total*
Acquisition cost						
Acquisition cost as of 1 January	**3,697**	**37**	**3,734**	**3,310**	**33**	**3,343**
Transferred operations held for distribution	(1,383)	(16)	(1,399)	—	—	—
Additions	1,688	4	1,692	814	11	826
Disposals	(25)	(3)	(28)	(505)	(9)	(514)
Translation differences	(35)	—	(35)	79	1	79
Total acquisition cost as of 31 December	**3,943**	**21**	**3,964**	**3,698**	**37**	**3,735**
Accumulated depreciation and impairment						
Accumulated depreciation and impairment as of 1 January	**1,758**	**17**	**1,775**	**1,660**	**14**	**1,675**
Transferred operation held for distribution	(769)	(7)	(776)	—	—	—
Depreciation for the year	355	5	360	319	6	325
Accumulated depreciation through disposals	(22)	(3)	(24)	(412)	(9)	(421)
Translation differences	(18)	—	(18)	38	—	38
Total accumulated depreciation and impairment as of 31 December	**1,305**	**13**	**1,318**	**1,760**	**17**	**1,776**
Carrying amount as of 31 December	**2,639**	**8**	**2,647**	**1,939**	**20**	**1,959**
Lease term	**1-37 år**	**1-10 år**		**1-21 år**	**1-5 år**	
Depreciation period	**Linear**	**Linear**		**Linear**	**Linear**	

Leasing liabilities

MNOK	*2025*	*2024*
Carrying amount as of 1 January	2,189	1,890
Transferred operations held for distribution	(752)	—
Additions	1,692	826
Interests on leasing liabilities	147	100
Lease payments	(504)	(628)
Disposals	(4)	(95)
Translation differences	(10)	48
Carrying amount as of 31 December	**2,759**	**2,189**
Short-term leasing liabilities	394	427
Long-term leasing liabilities	2,365	1,762

Recognised in the income statement

MNOK	*2025*	*2024*
Depreciation on leases during the year	360	325
Interest expenses on leasing liabilities	147	100
Expenses related to short-term leases and leases on assets of low value	41	48
Total recognised in profit/loss	**548**	**473**

See note 24 Provisions regarding non-current liabilities associated with properties that have been sold and leased back. The total outgoing cash flows for leases was MNOK 543 in 2025 (MNOK 478 in 2024)), which consist of calculated interest on leasing liabilities of MNOK 147, payment of principal portion of leasing liabilities of MNOK 357 and payment for leasing contracts not recognised in the financial position of MNOK 41.

For information on due dates for leases payments, see Note 21E Liquidity risk.

14 Intangible assets

Goodwill

Goodwill arises at the acquisition of a business (business combination) and is not depreciated. Goodwill is recognised in the statement of financial position at acquisition cost less any accumulated impairment losses. Goodwill does not generate cash flows independent of other assets or groups of assets, and is allocated to the cash-generating units that are expected to gain financial benefits from the synergies that arise from the business combination from which the goodwill is derived. In KONGSBERG, the cash-generating units are defined as operating segments in accordance with 6 Operating segments. Cash-generating units that are allocated goodwill are tested for impairment (loss) annually at the end of the year, or more frequently if there is any indication of impairment.

Development

Costs related to development activities, including projects in the development phase, are recognised in the statement of financial position if the development activities or project meet the defined criteria for capitalisation. Development comprises activities related to planning or designing the manufacturing of new or significantly improved materials, devices, products, processes, systems or services before being placed in commercial production or use. When assessing whether a project constitutes the development of a new system, functionality or module, the object being developed must be able to operate independently of existing systems/products that are sold. Significant improvements to already capitalised development must also be considered in relation to the defined requirements to capitalisation. KONGSBERG has considered the criteria for significant improvements to be an increase of more than 20 per cent in value from before being developed in relation to the replacement cost of the system. Capitalisation requires development costs to be measured reliably, that the product or process is technically and commercially feasible, that future economic benefits are likely and that KONGSBERG intends, and has sufficient resources, to complete the development and to use or sell the asset. Other development costs are expensed as they are incurred.

When the criteria for capitalisation are met, accrued costs are recognised in the balance sheet. Costs include raw materials, direct payroll expenses and a portion of indirect costs that are directly attributable to the development.

Capitalised development costs are recognised at cost less accumulated amortisation and impairment losses in the statement of financial position. Amortisation is based on the expected useful life. The amortisation starts when the asset is available for use. The main principle is linear amortisation. The remaining expected useful life and expected residual value are reviewed annually.

The calculation of financial benefits is based on the same principles and methods as for the impairment testing. The calculation is based on long-term budgets approved by the Board. Note 15 Impairment testing has more details on the calculation.

Assessments of the fulfilment of the criteria for capitalising development costs are made on an ongoing basis throughout the completion of the development projects. Based on technical success and market assessments, a decision is made whether to complete development and start recognition in the statement of financial position.

The business area Kongsberg Defence & Aerospace has per 31 December 2025 just above MNOK 550 of the carrying amount related to capitalised internal development projects in KONGSBERG. This includes technology associated to weapon stations, missile systems, control systems and communication equipment.

Kongsberg Digital has ongoing capitalised development projects among others related to KogniTwin. Kongsberg Digital has per 31 December 2025 just above MNOK 600 of the carrying amount related to capitalised internal development projects in KONGSBERG.

Development projects financed by customers are not capitalised, but KONGSBERG seeks to obtain ownership rights to the developed products.

Maintenance

Maintenance is the work that must be performed on products or systems to secure their expected useful life. If a significant improvement is made on the product or system that could result in a prolonged life cycle, or if the customer is willing to pay more for the improvement, this is to be considered as development and must be included in the presentation of financial position. Costs related to maintenance are expensed as incurred.

Technology and other intangible assets

Technology and other intangible assets with determined useful lives are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is based on the expected useful life, according to the principle of linear amortisation. The expected useful life and the determination of the amortisation rate are reviewed during each period. In KONGSBERG ”Other intangible assets” consists primarily of customer relations and trademarks acquired through acquisitions, as well as proprietary software.

Fair value

The fair value of intangible assets, e.g., technology, software and customer relations acquired through acquisitions, is calculated at the net present value of the estimated future cash flow from the asset, discounted by a risk-adjusted discount rate.

Brand names are calculated at the net present value of the estimated savings of royalty costs by using the brand name.

The fair value of customer relations is based on the discounted net excess earnings on the related asset. In the valuation, the Multi-Period-Excess-Earnings-Method (MEEM) is used. The value of the customer relationships is based on the expected incremental cash flow after tax related to long-term customer relationships.

		2025					2024				
MNOK	*Note*	*Goodwill*	*Technology*	*Capitalised internal development*	*Other intangible assets*	*Total*	*Goodwill*	*Technology*	*Capitalised internal development*	*Other intangible assets*	*Total*
Aquisition cost											
Acquisition cost as of 1 January		**4,794**	**1,263**	**2,934**	**1,045**	**10,036**	**4,788**	**1,276**	**2,546**	**956**	**9,565**
Transferred operations held for distribution		(2,078)	(851)	(582)	(895)	(4,406)	—	—	—	—	—
Reclassification		(40)	—	(2)	—	(42)	—	(20)	18	—	(3)
Additions through acquisition		332	28	—	131	491	—	—	—	—	—
Additions		—	7	282	26	315	—	—	369	90	459
Disposals		—	—	(14)	—	(14)	—	(2)	—	(1)	(3)
Translation differences		(3)	(14)	—	—	(17)	6	9	2	1	17
Acquisition cost as of 31 December		**3,005**	**433**	**2,619**	**307**	**6,363**	**4,794**	**1,263**	**2,935**	**1,045**	**10,036**
Accumulated amortisation and impairment											
Total accumulated amortisation and impairment as of 1 January		**903**	**911**	**1,525**	**740**	**4,079**	**903**	**796**	**1,218**	**698**	**3,613**
Transferred operations held for distribution		(188)	(523)	(362)	(668)	(1,741)	—	—	—	—	—
Reclassification		—	—	6	—	6	—	17	—	(17)	—
Amortisations of the year	6	—	18	248	50	316	—	12	222	13	247
Amortisations of the year from operations held for distribution		—	—	—	—	—	—	79	63	47	189
Impairment	6	—	—	4	—	4	—	—	15	—	15
Impairment of the year from operations held for distribution		—	—	—	—	—	—	—	7	—	7
Disposals		—	—	(8)	—	(8)	—	(2)	—	(1)	(3)
Translation differences		—	(14)	—	—	(14)	—	9	—	2	10
Total accumulated amortisation and impairment as of 31 December		**714**	**392**	**1,414**	**122**	**2,641**	**903**	**911**	**1,525**	**741**	**4,079**
Carrying amount as of 31 December		**2,290**	**41**	**1,205**	**185**	**3,721**	**3,891**	**351**	**1,409**	**305**	**5,957**
Useful life			**1-10 years**	**1-10 years**	**1-10 years**			**1-10 år**	**1-10 år**	**1-10 år**	

Product maintenance and development recognised in profit and loss

	2025			2024		
MNOK	*Product Maintenance*	*Development costs*	*Total*	*Product Main-tenance*	*Development costs*	*Total*
Kongsberg Defence & Aerospace	16	198	215	3	195	197
Kongsberg Discovery	88	464	551	92	373	465
Kongsberg Digital	24	122	146	21	112	132
Total	**128**	**785**	**913**	**115**	**679**	**794**

Estimation uncertainty

KONGSBERG has strict criteria that must be satisfied before capitalisation can start. The decision to start to capitalise a development program is based on assessments made by the management of the relevant business area. Management makes assessments of future market opportunities, ability to achieve the desired technological solution and of development costs that will be incurred. These are conditions that can change over time.

Capitalised development costs are amortised according to the estimated lifetime. Estimated lifetime may change over time. This is considered annually, and the amortisation is adjusted when considered necessary. No impairment needs have been identified for existing technology and capitalised development as a result of the fact that this could potentially become outdated in the development of new technology that will contribute to solving climate challenges. When testing the value of capitalised development costs, the Group applies the same principles and methods as used for impairment testing of goodwill. Regarding estimate uncertainty associated with this matter, see Note 15 Impairment testing.

15 Impairment testing

All non-financial assets are reviewed for each reporting period to determine whether there are any indications of impairment. If this is the case, recoverable amounts are calculated. The Group uses the value in use to determine the recoverable amount of the cash flow-generating units.

The calculation of net present value is based on a discount rate after tax and reflects current market assessments of the time value of money and the risks specific to the asset. The pre-tax discount rate has been calculated using an iterative method.

Non-financial assets subject to impairment losses are reviewed during each period to determine whether there are indications that the impairment loss has been reduced or no longer exists. Reversals of previous impairment are limited to the carrying value the asset would have had after depreciation and amortisation, if no impairment loss had been recognised.

Goodwill

Goodwill acquired through acquisitions is allocated to the Group's operating segments and is followed up and tested collectively for the group of cash flow-generating units included in the operating segment. Goodwill is followed up for groups of cash flow generating units that are similar to those defined as operating segments in accordance with Note 6 Operating segments.

Goodwill is allocated to the operating segments as follows:

MNOK	*31 Dec 25*	*31 Dec 24*
Kongsberg Maritime[1)]		1,775
Kongsberg Defence & Aerospace	631	633
Kongsberg Discovery	1,418	1,086
Kongsberg Digital	282	397
Total	**2,330**	**3,891**

[1)] Goodwill belonging to Kongsberg Maritime is included on the balance sheet line Assets held for distribution as of 31.12.25

The Group tests goodwill for impairment annually or more frequently if there are indications of impairment. Goodwill write- downs cannot be reversed in a later period if the recoverable amount of the cash flow-generating unit increases. Any impairment is recognised as impairment in the income statement.

The Group has used value in use to determine recoverable amounts for the cash flow-generating entities. Value in use is determined by using the discounted cash flow method. The expected cash flow is based on the business areas' long-term plans, which are approved by KONGSBERG's executive management and Board. The long-term plans cover a five-year period (explicit prognosis period). Approved long-term plans are adjusted for cash flows related to investments, restructuring, future product improvements and new development, if the elements are considered significant for the impairment test. After the five years of explicit plans, the units' cash flows are stipulated by extrapolation. At the beginning of the extrapolation period, the entity is assumed to be in a steady state. To calculate value in use, the Group has used anticipated cash flows after tax and, correspondingly, discount rates after tax. The recoverable amount would not have been significantly different if cash flows before tax and the discount rate before tax had been used. The discount rate before tax has been stipulated using an iterative method and is shown in a separate table.

Key assumptions for impairment testing

Key assumptions per cash flow-generating unit

Percent	*Kongsberg Defence & Aerospace*	*Kongsberg Discovery*	*Kongsberg Digital*
Discount rate before tax	9.00	10.50	10.51
Discount rate after tax	7.27	8.84	8.84
Long-term nominal growth rate	2.00	2.00	2.00
Inflation	2.00	2.00	2.00

The calculation of value in use for the business areas is most sensitive to the following assumptions:

Discount rate

The discount rates are based on a weighted average cost of capital (WACC) method, whereby the cost of equity and the cost of liabilities are weighted according to an estimated capital structure. The discount rates reflect the market's required return on investment at the time of the test and in the industry to which the cash-generating unit belongs. The estimated capital structure is based on the average capital structure in the industry in which the cash generating unit operates and an assessment of what is a reasonable and prudent long-term capital structure. The CAPM model is used to estimate the cost of equity. In accordance with the CAPM model, the cost of equity consists of risk-free interest as well as an individual risk premium. The risk premium is the entity's systematic risk (beta), multiplied by the market's risk premium. The risk-free interest is estimated on a 10-year Norwegian government bond interest rate and is based on all cash flows being translated to NOK. The cost of liabilities represents an expected long-term after- tax interest rate for comparable liabilities and consists of risk-free interest and an interest spread.

Profit margin (EBIT)

The profit margin is reviewed for each of the cash flow-generating entities that are based on expectations of future development. The explicit five- year period is based on moderate growth.

Growth rate

Growth rates in the explicit prognosis period are based on management's expectations of market trends in the markets in which the undertaking operates. The Group uses stable growth rates to extrapolate cash flows in excess of five years. The long- term growth rate beyond five years is not higher than the expected long-term growth rate in the industry in which the undertaking operates.

Climate risk and opportunities

KONGSBERG assess both climate risk and opportunities in the determination of recoverable amount. At the moment we assess that the Group is not significantly affected by physical climate risk, but there is a risk that the recoverable amount can be affected by climate-driven changes in demand for the Group's products, and laws and regulations.

Market risks are expected to pose the greatest challenges for KONGSBERG. This includes increased costs for components and materials, and the possibility that sustainable products may become less competitive in markets outside Europe.

On the other hand, opportunities related to technology development have been identified, where KONGSBERG delivers cutting-edge technologies. The Group sees increased demand for communication and surveillance equipment adapted to extreme weather conditions in all future scenarios. KONGSBERG is well positioned to capture leading positions in fields such as security and surveillance, sustainable ocean management, environmental monitoring, and digitisation of heavy industry. This can lead to increased revenues from existing technology solutions but also revenues from new solutions and products.

For further description of climate risks and opportunities please refer to chapter 2 Sustainability statement and Note 3 Management of capital and financial risks.

Revenues and market opportunities

KONGSBERG will in 2026 become a pure-play, world-leading technology and defence company, with a portfolio that addresses a broad range of critical security and preparedness needs.

The Group is exposed to market segments that provide significant growth potential going forward and is uniquely positioned with a technological portfolio covering needs from the deep ocean to space. The demand for the Group's solutions has remained strong throughout the year, from both defence and civilian customers. This has lead to a substantial order intake and a robust order backlog of MNOK 129,683.

The breadth of our activities, combined with a historically long order horizon, has made KONGSBERG more resilient to short-term market fluctuations and well positioned for long-term value creation.

Kongsberg Defence & Aerospace

The activity in Kongsberg Defence & Aerospace is closely related to the geopolitical situation in the world. The business area's solutions protect people and critical infrastructure in countries around the world. The defence market remained particularly strong in 2025. Several countries made significant investments in air defence and secure communication solutions. European countries increase their defence budgets to achieve NATO's ambition of allocating 3.5 per cent of GDP on military capabilities and additional 1.5 per cent to broader security and preparedness by 2035. The Kongsberg Defence & Aerospace develops and delivers technology and solutions to the Norwegian Armed Forces and Norway's allies. The business area's product and system portfolio is targeted towards future needs and is further developed where this is strategically appropriate.

At yearend 75 per cent of the order backlog related to European customers including Norway. In addition, the business area has a strong position in USA and Australia. It is a strong demand for the business area's core products such as air defence, missiles and weapon stations.

The business area ends 2024 with a record-high order backlog of NOK 125 billion, of which 21 per cent of the order backlog is to be delivered in 2026, while 79 per cent is to be delivered in 2027 and later. The profitability varies across different product groups and geographical region and the project composition within the delivery portfolio significantly impacts the profitability of the business area. and will also vary between quarters. The demand is expected to remain high across all divisions.

In addition, Kongsberg Defence & Aerospace operates in the space technology segment and has been the largest space-industry player in the Nordics. With this technology KONGSBERG delivers solutions used for monitoring illegal fishing, deforestation and oil spill as well as deliveries of climate related data which allows for a better understanding of and fight against the climate change.

Kongsberg Discovery

Kongsberg Discovery operates within a diverse array of sectors and technologies, engaging with both commercial and defence markets. The business area's operations are influenced by macro trends such as climate change, resource dependence, security concerns, and growth opportunities in the ocean economy.

Kongsberg Discovery is well positioned for seabed mapping and sustainable management of marine resources. In addition, there is an increasing exposure to safety below the sea surface. These are global trends that will drive demand further, including in market segments such as offshore energy generation, commercial fishing, seabed mapping, security and monitoring of critical infrastructure. The demand comes from both commercial actors, public administration and defence customers.

Demand for technology to protect against various underwater threats, including submarines and mines, is on the rise. There is considerable international attention related to the need to protect and monitor critical infrastructure, both above and below sea level. With its sensor technology and other product portfolio, Kongsberg Discovery is well positioned to meet these needs. Going forward, a shift is expected in the project mix with a higher share of defence contracts.

Sensitivity analysis

In connection with impairment tests of goodwill, sensitivity analyses are carried out for each individual cash generating unit.

The cash generating units will not be in an impairment situation before relatively large changes in the key assumptions, and these changes are considered to be outside the reasonable outcome.

Estimation uncertainty

There will always be uncertainty related to the estimate of value in use. The assessments are based on key assumptions as described above and are to a large degree influenced by market data for comparable companies, interest rates, population and economic growth, geopolitical risks, macro-economic uncertainty, technology development and other risk conditions. In a world characterised by greater uncertainty related to an unstable energy market, high inflation, the transition to a circular economy and climate risk, which can lead to increased commodity prices and reduced access to subsidies, it is even more challenging to predict/calculate future cash flows, even though KONGSBERG has initiated measures to limit the negative effects of this. The best estimate based on the latest available information and judgment has been used in relation to future earnings and operations. Significant deviations in these can affect accounting estimates such as economically useful life of assets and value in use calculation.

16 Financial income and financial expenses

Financial income consists of interest income, dividends, currency gain, gain on realisation of Assets at fair value through profit and loss and other financial income. Interest income is recognised as it accrues using effective rate, while dividends are recognised at the date of approval of the Annual General Meeting.

Financial expenses consist of interest expenses, currency losses, losses on realisation of Assets at fair value through profit and loss, interest expenses related to financing elements in customer contracts and other financial expenses. Interest expenses are recognised as they accrue using effective rate.

In addition, there are interest expenses on leasing liabilities (see Note 13 Leases).

MNOK	*Note*	*2025*	*2024*
Interest income from assets at amortised cost		779	360
Foreign exchange gain		30	29
Discounts of non-current provisions		2	3
Other financial income		1	8
Total financial income		**812**	**400**
Interest expense from liabilities at amortised cost		604	376
Foreign exchange loss		17	16
Discounts of non-current provisions		—	—
Other financial expenses		22	174
Total financial expenses		**644**	**566**
Interest expenses on leasing liabilities	12	**147**	**100**
Net finance item recognised in income statement		**22**	**(266)**

17 Income tax

Income tax expense

MNOK	*2025*	*2024*
Current tax on profits for the year (including withholding tax)	564	798
Adjustment in respect of prior years - current tax	(1)	(9)
Current income tax	**563**	**789**
Current year change in deferred tax	567	(59)
Adjustment in respect of prior periods	61	4
Deferred income tax	**628**	**(55)**
Income tax	**1,191**	**735**

Change in deferred tax recognised in other comprehensive income

MNOK	*2025*	*2024*
Tax (expense)/ credit on cash flow hedges	(5)	53
Tax (expense)/ credit on pension	(13)	11
Change in deferred tax recognised in comprehensive income	**(18)**	**64**

Taxes paid

		2025			**2024**		
MNOK	*Note*	*Total*	*Norway*	*Abroad*	*Total*	*Norway*	*Abroad*
Income tax		743	701	42	838	311	527
Withholding tax		7	—	7	26	—	26
Total taxes paid		**750**	**701**	**49**	**864**	**311**	**553**

Effective tax rate

The table below reconcile the reported income tax expenses to the tax expenses if the tax rate of 22 per cent in Norway was applied:

	2025		2024	
	MNOK	Per cent	MNOK	Per cent
Earnings before tax	5,333		3,377	
Expected tax calculated at Norwegian tax rate of 22%	1,173	22.0 %	743	22.0 %
Tax effects of:				
Change in tax rate	(2)	— %	(3)	— %
Equity transactions	1	— %	(2)	— %
Adjustments in respect of prior years	60	0.6 %	(5)	(0.1)%
Previously unrecognised tax losses and accruals	107	1.1 %	37	0.6 %
Net income from joint arrangements and associated companies	0	— %	(97)	(1.5)%
Different tax rates abroad	(11)	(0.1)%	(27)	(0.4)%
Withholding tax	7	0.1 %	26	0.4 %
Other permanent differences	(144)	(1.5)%	63	1.0 %
Income tax expense and effective tax rate	**1,191**	**22.2 %**	**735**	**21.9 %**

Changes in deferred tax assets and liabilities

MNOK	*Opening Balance*	*Transferred operations held for distribution*	*Tax recognised in income statement*	*Changes in tax rate*	Tax recognised in total comprehensive income	Foreign exchange and reclassifications	Closing Balance
Property, plant and equipment	403	6	(563)	2	—	21	(131)
Customer contracts	(293)	46	381	—	—	—	135
Pension	89	(21)	(9)	—	(13)	—	46
Provisions / currency	672	(311)	(8)	—	—	—	353
Losses carried forward	81	(52)	—	—	—	—	29
Derivatives assets	(258)	19	(19)	—	—	—	(258)
Derivatives liability	(1)	—	282	—	(5)	—	276
Contracts under construction	(1,604)	303	(699)	—	—	—	(1,999)
Carried forward interest deductions	(5)	(3)	8	—	—	—	(1)
Net deferred tax assets / (Liability)	**(916)**	**(13)**	**(628)**	**2**	**(18)**	**21**	**(1,551)**

Customer contracts/Temporary differences

For customer contracts that are recognised over time, fiscal revenue recognition will occur when the control and risk has been transferred to the customer and KONGSBERG has a substantial right to the contract consideration. This has no effect on the tax expense in the income statement, but as a consequence, tax payable will fluctuate over time. KONGSBERG has large and long-term ongoing contracts often resulting in significant temporary differences. This is because the revenues are recognised over time in accordance to the accounting principles, while for tax purposes the revenues are recognised at delivery to the customer.

Global Anti-Base Erosion Rules (Pillar 2)

KONGSBERG has performed an assessment of its potential exposure to Pillar Two taxes based on 2024 financial information for the Group's entities operating in low-tax jurisdictions. KONGSBERG does not anticipate any significant increase in tax in Norway and/or other countries where the group operates. KONGSBERG does however not rule out some increase in small- size operations in countries with very low taxes. However, this should not have a significant impact on the profit after tax, effective tax or tax payable for KONGSBERG.

The Group continues to follow Pillar Two legislative developments to evaluate the potential future impact on its consolidated result of operations, financial position and cash flows.

Deferred tax

MNOK	*31 Dec 25*	*31 Dec 24*
Deferred tax asset	179	509
Deferred tax liability	(1,731)	(1,425)
Net deferred tax	**(1,551)**	**(916)**

Tax loss carry-forward (gross amounts)

MNOK	*Norway*	*Abroad*	*Other*	*Sum*
Less than five years	—	—	105	105
5-10 years	—	2	41	43
10-20 years	—	—	9	9
Without time limit	1,261	358	81	1,700
Total	**1,261**	**360**	**236**	**1,857**

Unrecognised Deferred Tax Assets

MNOK	*31 Dec 25*	*31 Dec 24*
Unrecognised tax loss carry-forward	280	98
Unrecognised other tax assets	—	—
Total not recognised	**280**	**98**

Estimation uncertainty

KONGSBERG is subject to income taxes in numerous jurisdictions, and expose us to multiple tax regimes and their interaction. Management judgement may be involved when determining the taxable amount. Tax authorities in different jurisdictions may challenge KONGSBERGS' calculation of taxes payable from prior period, and as required the management has made provisions for such risk. Management judgement is required when assessing the valuation of unused tax losses, interests, and tax credits. The recoverability is assessed by estimating future profits, foreign revenue and the entities tax positions.

18 Earnings per share

Annual earnings per share are calculated as the ratio of net profit/(loss) attributable to the ordinary shareholders and the weighted average number of ordinary shares outstanding. The diluted earnings per share is the profit attributable to the ordinary shareholders, and the weighted number of shares outstanding, adjusted for all diluting effects related to share options. There are no dilution effects.

MNOK	*2025*	*2024*
Earnings attributable to the ordinary shareholders		
Earnings from continued business after tax	4,142	2,641
Earnings from discontinued business after tax	3,780	2,502
Earnings after tax	7,922	5,144
Non-controlling interests' share of the result	31	-18
Earnings for the year/diluted earnings attributable to the ordinary shareholders	**7,953**	**5,126**

Number of shares	Note	*2025*	*2024*
Number of shares outstanding as of 1 January	23	879.54	879.52
Number of shares as of 31 December	23	879.59	879.54
Average number of shares	23	879.56	879.53

NOK	*2025*	*2024*
Earnings per share from continued business	4.74	2.98
Earnings per share from continued business, diluted	4.74	2.98
Earnings per share from discontinued business	4.30	2.84
Earnings per share from discontinued business, diluted	4.30	2.84
Earnings per share	9.04	5.82
Earnings per share for the year, diluted	9.04	5.82

19 Other non-current assets

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Shares at fair value through profit and loss	20	201	101
Loans to employees		—	8
Prepaid land rental		1	1
Long-term loans, associated companies		2	2
Other non-current assets		15	266
Total other non-current assets		**219**	**378**

20 Receivables and credit risk

Trade receivables and other receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such financial assets are measured at amortised cost using the effective interest method, but due to the brief term to maturity, accounts receivable and other receivables will in practice be recognised at their nominal values less impairment. Trade receivables in foreign currencies are recognised at the exchange rates at the balance sheet date. The trade receivables are significantly reduced due to operations held for distribution are not included in the balance as of 31 December 2025.

Credit risk

Exposure to credit risk

For an explanation of KONGSBERG's credit risk and the handling of this, see Note 3 Management of capital and financial risks. Carrying amount of financial assets represents the maximum credit exposure:

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Trade receivable[1)]		4,120	11,058
Other short-term receivables		718	1,154
Customer contracts in progress	7	4,374	4,071
Other non-current assets	19	18	277
Cash and cash equivalents	22	20,189	14,293
Forward contracts and interest rate swaps that are used as currency hedging	21A	1,888	2,356
Total exposure to credit risk		**31,307**	**33,210**

[1)] Trade receivables are significantly reduced due to the demerge of the maritime business.

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Trade receivables		4,120	11,058
Provision for bad debts		*(55)*	*(396)*
Net trade receivables		**4,065**	**10,662**

Trade receivables distributed by region

MNOK	*31 Dec 25*	*31 Dec 24*
Norway	1,576	1,678
Europe	1,228	5,110
North America	623	1,702
South America	36	263
Asia	221	1,684
Other countries	438	621
Total	**4,120**	**11,058**

KONGSBERG makes provision for expected credit losses on financial assets not classified as fair value through profit and loss. Expected credit loss is calculated based on the present value of all cash flows over the remaining expected useful life, i.e. the difference between the contractual cash flows and the cash flows the Group expects to receive, discounted by the effective interest rate applicable to the instrument. The expected cash flows shall include cash flows from the sale of collateral or other credit enhancements integrated into the contract terms.

Credit exposure on the Group trade receivables

	31 Dec 25		**31 Dec 24**	
MNOK	*Gross*	*Provisions for bad debts*	*Gross*	*Provisions for bad debts*
Not due	2,620	(1)	7,604	(16)
Past due 1–30 days	757	(2)	1,684	(1)
Past due 31-90 days	271	—	617	(8)
Past due 91-180 days	117	(5)	303	(50)
Past due more than 180 days	355	(47)	850	(321)
Total	**4,120**	**(55)**	**11,058**	**(396)**

Trade receivables distributed by customer type

MNOK	*31 Dec 25*	*31 Dec 24*
Public	1,864	4,845
Private	2,256	6,213
Total	**4,120**	**11,058**

The Group uses the simplified method to calculate loss provisions for accounts receivable and contract assets. Accounts receivables are subject to individual assessments. The Group measures loss provision based on expected credit loss over the lifetime of each reporting period. The expected credit loss provision is based on historical credit losses, adjusted for future customer specific factors and the general economic situation.

Change in provision for bad debts

MNOK	*31 Dec 25*	*31 Dec 24*
Provisions as of 1 January	(396)	(338)
Transferred to operations held for distribution	356	—
Actual losses	7	21
Additions	(23)	(113)
Dissolved	1	49
Additions/Dissolved operations held for distribution	—	(14)
Provision as of 31 December	**(55)**	**(396)**

21 Financial instruments

Financial assets and liabilities

Financial assets and liabilities consist of derivatives, investments in shares, accounts receivable and other receivables, customer contracts in progress, cash and cash equivalents, interest-bearing debt, accounts payable and other liabilities.

Classification

The Group classifies assets and liabilities upon initial recognition based on the type of instrument and the intended purpose of the instrument. These are classified in the following categories:

i. Fair value with changes in value through profit and loss
ii. Financial assets measured at amortised cost
iii. Derivatives earmarked as hedging instruments measured at fair value
iv. Financial liabilities measured at amortised cost

A) Fair value hedges

Derivatives

Derivatives in KONGSBERG are comprised mainly of forward exchange contracts and currency swaps. Currency options and cross-currency swaps are used to some extent. Upon initial recognition, derivatives are measured at fair value, and identifiable transaction costs are recognised through profit and loss as incurred. KONGSBERG applies the rules for hedge accounting to the extent that the requirements of IFRS 9 are fulfilled. Changes in the fair value of derivatives are recognised through profit and loss should they not qualify for hedge accounting.

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Current assets			
Forward exchange contracts, cash flow hedges (a)		26	822
Forward exchange contracts, fair value hedges (b)		1,859	1,534
Cross-currency swaps and/or interest rate swap		3	—
Total derivatives, current assets		**1,888**	**2,356**
Current liabilities			
Forward exchange contracts, cash flow hedges (c)		77	1,069
Forward exchange contracts, fair value hedges (d)		1,700	2,962
Cross-currency swaps and/or interest rate swap		71	68
Total derivatives, current liabilities		**1,848**	**4,100**
Net forward exchange contracts, cash flow hedges (a) - (c)	21C	(51)	(247)
Net forward exchange contracts, fair value hedges (b) - (d)	21B	159	(1,428)
Total net forward exchange contracts		**108**	**(1,675)**

B) Currency risk and currency hedging

Derivatives earmarked as hedging instruments measured at fair value

Derivatives are recognised in the balance sheet at fair value. Changes in the value of cash flow hedges are recognised through other comprehensive income, while changes in the value of fair value hedges are recognised against both the hedged item and the hedging instrument with the opposite effect, resulting in a net effect of zero in the profit and loss statement.

Hedging

The Group's financial policy states that contracts above a certain threshold shall be subject to currency hedging upon establishment, and these are primarily hedged using forward exchange contracts (fair value hedges). KONGSBERG's currency risk and management of this risk are explained in Note 3 Management of capital and financial risks. In special cases, the Group uses forward exchange contracts or to some degree currency options as cash flow hedges, e.g. in large tenders where contract award is considered highly probable.

Before hedge accounting can be applied, KONGSBERG documents all qualification criteria for the use of hedge accounting. These include the identification of hedging instruments and objects, the risk to be hedged, and how the Group will assess whether the hedge relationship meets the requirements for hedge effectiveness.

KONGSBERG determines whether a derivative (or another financial instrument) should be used to:

i. Hedging of a firm commitment (fair value hedges)

ii. Hedging of a future cash flow from a recognised asset or liability, or an identified highly probable future transaction (cash flow hedges)

Fair value hedges

Fair value hedges are intended to secure contracted currency flows. This means that the fair value hedge secures trade receivables as well as remaining contractual amount on contractual transactions in a currency other than the entity's functional currency. Using fair value hedges the change in fair value of the hedge instrument is recognised against the hedged object. For currency hedges of future contractual transactions, this implies that the change in value of the future transaction due to changes in the exchange rate are recognised in the balance sheet. Since the hedging instrument is also recognised at fair value, this entails symmetrical recognition of the hedged object and the hedging instrument. For customer contracts, this implies that revenue is recognised at the hedged exchange rate.

KONGSBERG is exposed to multiple currencies, with the most significant exposure in USD, EUR and GBP against NOK.

	Average exchange rate		Spot rate as of 31 Dec	
MNOK	*2025*	*2024*	*2025*	*2024*
USD	10.36	10.79	10.06	11.37
EUR	11.68	11.63	11.81	11.77
GBP	13.64	13.78	13.55	14.22

As of 31 December, the group had the following hedges of net sales in foreign currencies, listed by hedge category:

Currency hedging, fair value hedges

	2025										2024									
	Due in 2026		*Due in 2027 and later*		*Total*						*Due in 2025*		*Due in 2026 and later*		*Total*					
Amounts in millions	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 25*	Value in MNOK on agreed rates	Fair value in MNOK at 31 Dec 25	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 25*	*Total hedged amount*	*Average hedged rate*	*Fair value 31 Dec 24*	*Change in fair value from 31 Dec 24*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 24*	*Value in MNOK on agreed rates*	Fair value in MNOK at 31 Dec 24	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 24*	*Total hedged amount*	*Average hedged rate*	*Fair value 31 Dec 23*	*Change in fair value from 31 Dec 23*
USD	3,681	111	11,329	215	15,009	326	1,451	10.34	(1,029)	1,355	5,360	(440)	6,732	(589)	12,092	(1,029)	1,167	10.36	212	(1,241)
EUR	7,654	(58)	6,712	(99)	14,365	(157)	1,204	11.93	(304)	148	6,097	(91)	5,021	(214)	11,118	(304)	950	11.70	107	(411)
GBP	(320)	11	(1,046)	(7)	(1,366)	4	(101)	13.53	(11)	15	463	(73)	(1,318)	63	(855)	(11)	(61)	14.08	4	(15)
Others	267	4	(751)	(19)	(484)	(16)	—	—	(84)	68	312	(39)	(96)	(45)	216	(84)	—	—	(6)	(78)
Sum	**11,281**	**68**	**16,243**	**90**	**27,525**	**159**			**(1,428)**	**1,586**	**12,232**	**(643)**	**10,338**	**(785)**	**22,570**	**(1,428)**			**316**	**(1,744)**

Cash flow hedges

Cash flow hedges are hedges of highly probable future cash flows. Given hedge effectiveness, changes in fair value are recognised through other comprehensive income, and are categorized at Level 2 in note 21G Assessment of fair value. Currency options and cross-currency swaps are classified as cash flow hedges.

When a hedged transaction occurs, accumulated changes in fair value of the hedging instrument is transferred from other comprehensive income to profit for the year. If the hedged transaction leads to recognition of an asset or liability, the hedging instrument is accrued concurrently with the hedged transaction.

Hedges of future customer contracts are allocated to the specific contract upon signing and are rolled forward from cash flow hedges to fair value hedges. Gains and losses previously included in other comprehensive income are recognised in the income statement concurrently with the contract progress. This means that customer contracts that are hedged before signing are recognised at the originally hedged exchange rate. If a hedging instrument expires without having been rolled forward or if the hedge relationship is discontinued, the accumulated gains and losses are recognised directly through profit and loss when the hedged transaction takes place. In the event that the hedged transaction is no longer expected to occur, the accumulated unrealised gains or losses on the hedging instrument previously recognised in other comprehensive income will be transferred to profit and loss.

In some cases, hedging of investments outside of Norway is applicable (net investment hedge). Net investment hedges are recognised equivalent to cash flow hedges. Profit or loss on the hedging instrument related to the effective share of the hedging that has been recognised through other comprehensive income as a part of the translation difference, shall be included in profit and loss by realisation of the foreign entity.

Currency hedging, cash flow hedges

	2025										2024									
	Due in 2026		*Due in 2027 and later*		*Total*						*Due in 2025*		*Due in 2026 and later*		*Total*					
Amounts in millions	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 25*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 25*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 25*	*Total hedged rate*	*Average hedged rate 1)*	*Fair value 31 Dec 24*	*Change in fair value from 31 Dec 24*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 24*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 24*	*Value in MNOK on agreed rates*	*Fair value in MNOK at 31 Dec 24*	*Total hedged amount*	*Average hedged rate*	*Fair value 31 Dec 23*	*Change in fair value from 31 Dec 23*
USD	1,033	(28)	(494)	(15)	539	(43)	58	9.32	(253)	210	(1,623)	(19)	1,670	(233)	47	(253)	28	1.69	(328)	75
EUR	(369)	(2)	(152)	(1)	(521)	(3)	(43)	12.08	3	(7)	(134)	3	(47)	—	(181)	3	(15)	11.72	30	(27)
GBP	(168)	(3)	(141)	—	(309)	(3)	(23)	14	1	(3)	(43)	—	(64)	—	(107)	1	(8)	14.12	12	(11)
Others	(65)	(1)	(87)	(1)	(152)	(1)	—	—	1	(3)	(30)	1	(11)	—	(42)	1	—	—	—	1
Sum	**431**	**(34)**	**(873)**	**(17)**	**(442)**	**(51)**			**(247)**	**197**	**(1,830)**	**(15)**	**1,549**	**(233)**	**(281)**	**(247)**			**(286)**	**38**

1) Average hedged rate in USD is influences by the presentation of net figures. Average hedged rate for gross outflow and gross income is 9,81 (9,67) and 9,89 (9,94), respectively.

Fair value is referring to the net present value of the variance between the forward rate at 31 December and the forward rate at the time of entering the forward exchange contract, and are categorized at Level 2 in note 21G Assessment of fair value. Values in the table related to value in NOK on agreed rates and fair value in NOK also include other currencies.

Due date profile, hedges

As of 31 December, the group had the following hedges of net sales in foreign currencies, listed by hedge category:

Amount in million	*Nominal currency ampunt*	*Due in 2026*	*Due in 2027 and later*
Hedge category			
Forward exchange contracts, fair value hedges			
USD	1,451	355	1,096
EUR	1,204	646	558
GBP	(101)	(24)	(77)

MNOK	*Nominal currency amount*	*Due in 2026*	*Due in 2027 and later*
Hedge category			
Forward exchange contracts, cash flow hedges			
USD	58	105	(47)
EUR	(43)	(31)	(12)
GBP	(23)	(12)	(10)

Follow-up of hedging effectiveness and hedge ineffectiveness

Ineffective fair value hedges may occur due to changes in timing of currency inflow or outflow. In order to maintain the hedge effectiveness currency swaps are used to balance cash inflow and outflow. At shorter time differences between the maturity of the forward contracts and the receipts/payments, KONGSBERG uses bank accounts in foreign currency to maintain the hedge effectiveness. As a result, the exchange of foreign currency from the foreign currency bank account takes place in the same period as the final maturity of the forward contract or the receipts/ payments. Hedge effectiveness will therefore be very high throughout the entire contractual period. Ineffective cash flow hedges may occur if the highly probable transaction hedged as a cash flow hedge no longer is considered highly probable and therefore terminated.

Changes in fair value for hedge effective cash flow hedges are recognised in other comprehensive income. Any hedge ineffectiveness will be recognised through profit and loss.

The total change in value of hedged projects is MNOK 1,586 during 2025 (MNOK -1,744 in 2024). Derivatives used for hedging projects do at 100 per cent hedge effectiveness carry the equivalent negative value through the year. Changes in fair value is recognised in accounts receivable and as construction contracts in progress (assets and liabilities).

The Group had no ineffective hedges during 2025.

Currency options

As of 31 December 2025, KONGSBERG had no currency options.

Cross-currency swaps

Subsequent to the acquisition of shares in Patria Oyj in 2016, cross-currency swaps were entered in order to partially hedge net investment in foreign entity. The net investment in Patria is now hedged with cross-currency swaps of MEUR 164.
Per 31 December 2025 the cross-currency swaps had a fair value of MNOK -71 (MNOK -68 per 31 December 2024).

Sensitivity analysis

A weakening of the NOK against USD and EUR as of 31 December of 10 per cent would have changed other comprehensive income by the amount listed in the table below.

Estimated effect on other comprehensive income (after tax):

MNOK	*2025*	*2024*
Forward exchange contracts in USD	45	25
Forward exchange contracts in EUR	(40)	(14)
Cross-currency swaps in EUR	(151)	(151)
Total	**(145)**	**(140)**

Given hedge effective cash flow hedges, the full effect of any currency rate fluctuations will be recognised in other comprehensive income. For fair value hedges, neither other comprehensive income nor the profit and loss will be affected as long as the hedges are effective. The currency hedging strategy of KONGSBERG, that generally hedges all contractual currency flows and receivables in foreign currencies, results in only minor effects on the profitability of existing contracts subsequent to any currency rate fluctuations.

Translation differences currency

MNOK	*2025*	*2024*
Translation differences Patria	82	100
Translation differences subsidiaries	(220)	276
Total	**(138)**	**376**

C) Cash flow hedges and hedging of net investment in foreign entity

List of the periods in which the cash flows related to derivatives that are cash flow hedges are expected to occur:

	31 Dec 25				31 Dec 24			
MNOK	*Carrying amount*	*Expected cash flow*	*2026*	*2027 and later*	*Carrying amount*	*Expected cash flow*	*2024*	*2026 and later*
Currency forward exchange contracts								
Assets	26	26	26	—	822	862	386	862
Liabilities	(77)	(79)	(60)	(18)	(1,069)	(1,125)	(401)	(1,125)
Total	**(51)**	**(52)**	**(34)**	**(18)**	**(247)**	**(264)**	**(15)**	**(264)**

List of the periods in which the cash flows related to derivatives that are cash flow hedges are expected to affect results:

	31 Dec 25				31 Dec 24			
MNOK	*Carrying amount*	*Expected cash flow*	*2025*	*2027 and later*	*Carrying amount*	*Expected cash flow*	*2024*	*2026 and later*
Currency forward exchange contracts								
Assets	26	26	8	19	822	862	241	620
Liabilities	(77)	(79)	(23)	(56)	(1,069)	(1,125)	(315)	(810)
Total	**(51)**	**(52)**	**(15)**	**(37)**	**(247)**	**(264)**	**(74)**	**(190)**

Cash flow hedges and net investment in foreign entity - hedge reserve

Hedging reserve includes total accumulated net changes in fair value for financial instruments used as cash flow hedges which are recognised in other comprehensive income.

MNOK	*2025*	*2024*
Opening balance 1.1	**(330)**	**(143)**
Changes in fair value during the period		
- Forward exchange contracts and roll-over effects 1)	20	(134)
- Cross-currency swaps	1	(105)
Tax on items recognised directly in other comprehensive income	(5)	53
Closing balance 31.12	**(312)**	**(330)**
Recognised gains/losses in the period		
Amount reclassified from the cash flow hedges to fair value hedges[1)]	153	379

1) Accrual occurs when cash flow hedges are realised and new forward exchange contracts, fair value hedges, are entered into for the projects (roll-over). The capitalized currency roll-over effects for cash flow hedges were MNOK -176 during the year, while the change in fair value was MNOK 197 since 2024.

If an expected project is contracted and a fair value hedge is established, the hedge reserve is recognised as transferred from other comprehensive income to the capitalised value of the hedged project. If an expected cash flow occurs and does not result in a fair value hedge, the hedge reserve is recognised in the income statement at the same time as the hedged transactions.

No ineffective cash flow hedges were recognised in the ordinary result in 2025 (MNOK 0 in 2024).

D) Interest rate risk on loans

	2025			2024	
MNOK	*Due date*	*Nominal interest rate*	*Carrying amount [1)]*	*Nominal interest rate*	*Carrying amount [1)]*
Long-term loans					
Bond issue KOG09 - fixed interest rate	02.06.26	3.20 %	—	3.20 %	1,000
Bond issue KOG14 - floating interest rate	26.02.26	5.09 %	—	5.56 %	500
Bond issue KOG15 - fixed interest rate	31.05.30	4.85 %	1,000	4.85 %	1,000
Total long-term loans			**1,000**		**2,500**
Short-term loans:					
Bond issue KOG09 - fixed interest rate	02.06.26	3.20 %	1,000	— %	—
Bond issue KOG14 - floating interest rate	26.02.26	5.09 %	500	— %	—
Other short-term loans			100		
Total short-term loans			**1,600**		**—**
Total interest-bearing loans			**2,600**		**2,500**

	2025		2024
MNOK	*Due date*	*Nominal amount*	*Nominal amount*
Syndicated credit facility (unutilised borrowing limit)	22.03.29	2,500	2,500
Overdraft facility (unutilised)		1,500	1,500

1) Value is equal to nominal amount. For long-term bond loans, the carrying amount is equal to the nominal amount.

MNOK	*2025*	*2024*
Carrying amount as of 1 January	2,500	3,000
Debt in acquired companies	100	—
Repayment of debt	—	(500)
Carrying amount as of 31 December	**2,600**	**2,500**

Kongsberg Gruppen ASA held three bond loans at the end of 2025. The bond loans were issued in Norwegian kroner and listed on the Oslo Stock Exchange. The interest rate terms on the loan with floating rates are 3M NIBOR with a margin of + 0.86 per cent for KOG14. The fixed interest rates are 3.20 per cent for KOG09 and 4.85 per cent for KOG15. The group holds an overdraft facility of MNOK 1,500. As of 31 December 2025, this remains unutilised.

Sensitivity analysis interest rate risk

Simulated annual effect on net income of an interest rate increase of 50 bp in NIBOR:

MNOK	*2025*	*2024*
Investments with floating interest rates	105	71
Variable interest rate loans	(17)	(22)
Cash flow sensitivity (net)	**88**	**49**

Kongsberg Gruppen ASA has a syndicated credit facility with Danske Bank, DNB, JP Morgan, Nordea and SEB. The credit facility is for general corporate purposes, and has an applicable Termination Date 22 March 2029. The interest rate is 3M NIBOR + a margin that depends on the ratio of net interest-bearing debt/EBITDA and can vary from 0.5 per cent to 2 per cent. The credit facility requires that net interest- bearing debt does not exceed 4.75 times EBITDA, but can be up to 5.25 times EBITDA for a maximum of four quarters, of which three quarters may be consecutive. The covenants in the loan agreements have been met. The facility was unutilised as of 31 December 2025.

	2025				**2024**	
MNOK	*Due date*	*Interest Rate*	*Nominal amount 2025*	*Fair value 31 Dec 25*	*Nominal amount 2024*	*Fair Value 31 Dec 24*
Interest rate swap agreements, fixed to floating rate[1)]	31.05.30	4.85 %	1,000	3	1,000	(4)
Total interest rate swap agreements			**1,000**	**3**	**1,000**	**(4)**

1) KONGSBERG has entered into two interest rate swaps from fixed to floating interest rates for a nominal amount each of MNOK 500. The agreements were entered into in connection with the bond loan KOG15, which is a fixed rate loan. The value change for these interest rate swap agreements is adjusted in the same period as the change in value of the loans as a fair value hedge. The floating rate coupon is 3M NIBOR + 1.36 per cent p.a. Fair value of the interest rate swap agreements is categorized at Level 2 in note 21G Assessment of fair value.

E) Liquidity risk

The table shows due dates in accordance with the contract for financial liabilities, including interest payments. Liabilities such as government fees and taxes are not financial liabilities and are therefore not included. The same applies to prepayments by customers and project accruals.

	31 Dec 25							31 Dec 24						
MNOK	*Carrying amount*	*Contractual cash flows*	*2026*	*2027*	*2028*	*2029*	*2030 and later*	*Carrying amount*	*Contractual cash flows*	*2025*	*2026*	*2027*	*2028*	*2029 and later*
Financial liabilities that are not derivatives														
Unhedged bond issues	2,500	(2,731)	(1,566)	(49)	(49)	(49)	(1,020)	2,500	(2,840)	(109)	(1,566)	(49)	(49)	(1,068)
Leasing liabilities	2,759	(3,437)	(535)	(445)	(394)	(350)	(1,680)	2,189	(2,659)	(560)	(487)	(362)	(303)	(947)
Other loans and long-term liabilities	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Accounts payable	1,750	(1,750)	(1,750)	—	—	—	—	3,292	(3,292)	(3,292)	—	—	—	—
Financial liabilities that are derivatives														
Currency derivatives	1,777	(1,892)	(898)	(458)	(406)	(112)	(18)	4,032	(4,314)	(1,728)	(1,368)	(472)	(383)	(362)
Basis swaps	71	(71)	(71)	—	—	—	—	68	(68)	(68)	—	—	—	—
Total	**8,856**	**(9,881)**	**(4,819)**	**(952)**	**(849)**	**(511)**	**(2,718)**	**12,082**	**(13,173)**	**(5,756)**	**(3,421)**	**(883)**	**(735)**	**(2,378)**

F) Summary financial assets and liabilities

Financial assets at fair value with changes in value in the profit and loss statement

Except for investments in subsidiaries, joint ventures or associated companies in the balance sheet, all shares are defined as fair value with changes in value through profit and loss.

Financial assets measured at amortised cost

The Group measures financial assets at amortised cost provided the following conditions have been met:

- The financial asset is part of a business model where the intention is to receive contractual cash flows, and
- The contractual terms for the financial asset give rise to cash flows solely consisting of the payment of principal and interest on given dates.

Subsequent measurement of financial assets measured at amortised cost is performed using the effective interest rate method and is subject to loss provisions. Profits and losses are recognised when the asset has been derecognised, modified or written down.

Receivables related to operations are measured at amortised cost, which in practice implies their nominal value and provision for expected losses.

Financial liabilities measured at amortised cost

The company's financial liabilities are recognised at amortised cost, except for financial derivatives, which are recognised at fair value through other comprehensive income.

Fair value of interest-bearing debt is calculated by using market values of the bond loans, and are categorized at Level 1 in note 21G Assessment of fair value. Estimated cash flows are discounted by the interest rate KONGSBERG would expect to pay for equivalent funding at the balance sheet date. The reference market interest rate before credit margin is 3M NIBOR. The credit margin is then estimated for KONGSBERG for remaining tenors.

Financial assets and liabilities divided into different categories for accounting purposes as of 31 December:

		2025					2024				
MNOK	*Note*	*Amortised cost*	*Hedge derivatives*	*Fair value with change in value through*	*Total*	*Fair value*	*Amortised cost*	*Hedge derivatives*	*Fair value with change in value through*	*Total*	*Fair value*
Assets - non-current assets											
Other non-current assets	19	18	—	201	**219**	219	277	—	101	**378**	378
Assets- current assets											
Derivatives	21A	—	1,888	—	**1,888**	1,888	—	2,356	—	**2,356**	2,356
Receivables	20	4,782	—	—	**4,782**	4,782	11,816	—	—	**11,816**	11,816
Customer contracts in progress	7	4,374		—	**4,374**	4,374	4,071		—	**4,071**	4,071
Cash and cash equivalents	22	20,189	—	—	**20,189**	20,189	14,293	—	—	**14,293**	14,293
Financial liabilities - non-current											
Interest-bearing loans	21D	1,000	—	—	**1,000**	1,006	2,500	—	—	**2,500**	2,476
Leasing liabilities	13	2,365	—	—	**2,365**	2,365	1,762	—	—	**1,762**	1,762
Other non-current liabilities		11	—	—	**11**	11	—	—	—	**—**	—
Financial liabilities - current											
Interest-bearing loans	21D	1,600	—	—	**1,600**	1,495	—	—	—	**—**	—
Leasing liabilities	13	394	—	—	**394**	394	427	—	—	**427**	427
Derivatives	21A	—	1,848	—	**1,848**	1,848	—	4,100	—	**4,100**	4,100
Accounts payable	25	1,750	—	—	**1,750**	1,750	3,292	—	—	**3,292**	3,292

G) Assessment of fair value

The following table lists the Group's assets and liabilities measured at fair value

		2025				2024		
MNOK	*Note*	*Level 1*	*Level 2*	*Level 3*	*Note*	*Level 1*	*Level 2*	*Level 3*
Assets								
Shares at fair value through profit and loss	19	—	—	201		—	—	101
Derivatives	21A	—	1,888	—		—	2,356	—
Total assets at fair value		**—**	**1,888**	**201**	**—**	**—**	**2,356**	**101**
Liabilities								
Derivatives	21A	—	1,848	—		—	4,100	—
Interest-bearing liabilities (intended for note purposes)	21F	2,502	—	—		2,476	—	—
Total liabilities at fair value		**2,502**	**1,848**	**—**	**—**	**2,476**	**4,100**	**—**

The calculation of fair value on forward currency contracts is based on observable market data. KONGSBERG uses market prices from Refinitiv for each individual forward currency. Market prices are based on supply and demand in the foreign exchange market. The fair value for each individual forward currency is calculated using the present value of the difference between the agreed rate on the forward contract and the forward rate on the balance sheet date for the same maturity date. Fair value of the interest rate swaps, interest rate and currency swaps and currency options is based on market prices from Refinitiv or updated valuations from the transaction counterparty.

The levels are defined as described below:

Level 1: Fair value is measured by using quoted prices from active markets for identical financial instruments. No adjustment is made with respect to these prices.

Level 2: Fair value is measured based on data other than the list prices covered by the level 1, but which is based on observable market data either directly or indirectly. These methods have some uncertainty in the determination of fair value.

Level 3: Fair value is measured using models that substantially employ non-observable market data. This involves more uncertainty connected to the determination of fair value.

H) Estimation uncertainty

KONGSBERG has a range of financial instruments that are recognised at fair value. When market prices cannot be observed directly through traded prices, fair value is estimated by using different models that either build on internal estimates or information from professional counterparties or market players. The assumptions for such assessments may include spot prices, forward prices or interest rate curves.

The assessments are always based on KONGSBERG's best estimates, but it is still likely that the observable market information and assumptions will change over time. Such changes can affect the calculated values of financial instruments considerably, and thereby result in gains and losses that will affect future periods' income statements. How such changes affect the income statement depends on the type of instrument and whether it is included in a hedge relation.

22 Cash and cash equivalents

Cash and cash equivalents comprise bank deposits and short- term liquid funds, that can be immediately converted into a given sum of money and with immaterial risk of changes in value and is held to satisfy short-term cash commitments. Overdraft on cash pool is included in cash and cash equivalents in the statement of cash flow.

MNOK	*31 Dec 25*	*31 Dec 24*
Bank deposits	9,481	9,225
Liquidity fund	10,709	5,068
Total	**20,189**	**14,293**

In addition, the Group has an overdraft credit facility of MNOK 1,500 which is unused as of 31 December 2025. Bank guarantees have been furnished for funds related to withholding tax for employees of MNOK 584 (MNOK 511 in 2024). The Group's liquidity management is handled by the Group's corporate treasury unit.

23 Share capital

As of 31 December 2025, share capital consists of 879,609,245 shares, each with a nominal value of NOK 0.25.

Share capital trends

	Date	Number of shares	Nominal NOK	Amount, NOK	Corr. Factor	Share capital MNOK
Expansion type						
Stock exchange introduction	13.12.93	5,850,000	20	117		117
Private placement for employees	1996	6,000,000	20	3		120
Share split	1997	24,000,000	5		01:04	120
Issue	1999	30,000,000	5	30		150
Share split	2009	120,000,000	1.25		01:04	150
Preferential share issue	2018	179,990,065	1.25	75		225
Capital reduction, cancellation of own shares	2021	178,833,446	1.25	(2)		223.5
Capital reduction, cancellation of own shares	2022	177,313,072	1.25	(2)		221.6
Capital reduction, cancellation of own shares	2023	175,921,849	1.25	(2)		219.9
Share split	2025	879,609,245	0.25		01:05	219.9

At the Annual General Meeting on 7 May 2025, the Annual General Meeting of Kongsberg Gruppen ASA resolved on a share split with a split ratio: One (1) share becomes five (5) shares. Effective date was 3 June 2025.

List of major shareholders as of 31 December 2025

Shareholders	*Number of Shares*	*%-holding*
Ministry of Trade, Industry and Fisheries	439,840,630	50.004%
National Insurance Fund	51,875,365	5.90%
BlackRock	33,992,670	3.86%
Must Invest AS	22,250,000	2.59%
Vanguard	17,914,771	2.04%
DNB Asset Management AS	17,168,123	1.95%
KLP Kapitalforvaltning AS	9,501,978	1.08%
Storebrand Asset Management	9,297,160	1.06%
Alfred Berg Kapitalforvaltning AS	6,769,212	0.77%
WisdomTree Asset Management	6,103,001	0.69%
Øyvin A. Brøymer with companies	5,616,065	0.64%
Fidelity Investments (FMR)	5,524,383	0.63%
ODIN Fonder	4,917,031	0.56%
Quebec Deposit and Investment Fund (CDPQ)	4,222,475	0.48%
State Street Investment Management	4,085,910	0.46%
Eika Kapitalforvaltning AS	3,842,715	0.44%
Danske Invest AS	3,827,849	0.44%
Goldman Sachs Asset Management	3,802,871	0.43%
Government of Japan Pension Investment Fund	3,426,185	0.39%
MP Pensjon PK	2,824,809	0.32%
Total	**656,803,203**	**74.67%**
Other	222,806,042	25.33%
Total number of shares	**879,609,245**	**100.00%**

Shareholdes listed according to share holding size

Shareholding interval	*Number of owners*	*Number of shares*	*%-holding*
1–1 000	64,078	8,514,309	0.96%
1 001–10 000	7,309	23,266,350	2.65%
10 001–100 000	1,378	34,736,384	3.95%
100 001–1 000 000	295	92,979,095	10.57%
1 000 001–10 000 000	72	194,909,306	22.16%
Over 10 000 000	4	525,203,801	59.71%
Total	**73,136**	**879,609,245**	**100.00%**

Of the 73,136 shareholders as of 31 December 2025, 3,389 were foreign, with a total holding of 25.41 per cent of the shares.

Treasury shares

When treasury shares are reacquired, the cost including direct attributable costs is recognised as changes in equity. Treasury shares are presented as a reduction in equity. Any gain or loss on treasury share transactions is not recognised in profit and loss.
As of 31 December 2025, KONGSBERG had a holding of 16,867 treasury shares.

MNOK	*Quantity*
Holding of treasury shares as of 31 December 2024	14,654
Purchase of treasury shares in connection with employees share programme and long-term incentive scheme[1)]	1,038,364
Treasury shares sold to employees in connection with the share programme[2)]	(1,035,366)
Treasury shares sold to employees in connection with the long-term incentive scheme	(785)
Holding of treasury shares as of 31 December 2025	**16,867**

1) Purchases of own shares for share programmes and the long-term incentive scheme are measured at the price at the time of acquisition.
2) The price is measured at the average price of all acquisitions made in connection with the share programme.

Dividends

	2025	*2024*
Dividends paid in NOK per share	4.40	2.80
Dividends paid in MNOK	3,870	2,463
Of which, dividends treasury shares in MNOK	0.07	0.19

The Board has proposed a dividend for the 2025 accounting year of MNOK 5,014, equivalent to NOK 5.70 per share, of which NOK 3.50 per share is addition to the ordinary dividend policy. Approval date is on 13 April 2026 with the ex. dividend date 14 April 2026 . The dividend will be paid out on 22 April 2026.

24 Provisions

Provisions are recognised when the Group has an obligation as a result of a past event, and when it is probable that there will be a financial settlement as a result of this obligation and the amount can be reliably measured. Estimates should be based on the basis of historical data and a weighting of results against their probability.

When historical information is not available, other sources are used to estimate the provisions. If the time value is material, provisions are determined at the net present value of the liability.

Non-current provision

KONGSBERG has in the period from 2005 to 2014 sold properties in the Kongsberg Technology Park. The properties have been leased back on long-term lease and expire from 2025 to 2030. In connection with the sale and leaseback it was agreed that KONGSBERG guarantees for entry costs and for the maintenance of the buildings in the leaseback period. The current value of future warranty liability is allocated in the accounts. In addition, provision has been made for lack of rental. The remaining provision requirement will need to be assessed each quarter. The effects of discounting cost are transferred as financial expenses.

MNOK	*Sale and leaseback*
Carrying amount as of 1 January 2025	**73**
Dissolved	(12)
Carrying amount as of 31 December 2025	**61**

Current provisions

Warranty provisions

Warranty provisions are provisions for warranty costs on completed deliveries. Unused warranty provisions are dissolved upon the expiration of the warranty period.

Warranty provisions are estimated based on a combination of experience figures, specific calculations and judgement. The warranty periods normally last from one to five years, but some defence contracts may in special cases have a significantly extended warranty period. Warranty costs are expensed concurrently with the percentage of completion of the customer contracts and are reclassified as provisions for warranty upon delivery.

Other provisions

Other provisions apply to conditions where there is disagreement between contractual parties, uncertainty related to product liability or products that are in an early life-cycle phase. In addition, onerous contracts are classified as other provision. The estimated amount shall cover the lower of the cost of fulfilling the customer contract and any compensation or penalties arising to fulfil it. There must be an actual loss rather than just a reduced profit. When a customer contract is expected to result in a loss, the loss is recognised in its entirety immediately.

Included in other provisions are also provisions for restructuring.

MNOK	*Warranty*	*Other*	*Total*
Carrying amount as of 1 January 2025	**921**	**570**	**1,490**
Transferred operations held for distribution	(435)	(309)	(745)
Reclassified from other accounting lines	8	1	9
Allocation	224	21	245
Provisions used	(48)	(52)	(100)
Dissolved	(184)	-13	(197)
Currency	(1)	—	—
Carrying amount as of 31 December 2025	**485**	**219**	**703**

Estimation uncertainty

Assessments are based on a combination of experience figures, technical evaluations and judgement. Evaluations of the estimates are made each quarter. There is significant uncertainty related to these provisions with respect to amounts and time.

25 Other current liabilities

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Accounts payable		1,750	3,292
Public charges owing		290	489
Income tax payable		754	1,064
Accrued holiday pay		676	1,127
Withholding tax owed for employees		284	461
Other accruals[1)]		1,293	2,089
Total		**5,047**	**8,521**

1) Other accruals relate to costs incurred for which invoices have not yet been received, salaries owed to employees and other non-interest-bearing liabilities.

26 Assets pledged as collateral and guarantees

Assets pledged as collateral

The Group's loan agreements, both bond loan agreements and the agreement on the syndicated credit facilities, are based on the negative collateral.

Prepayment and completion guarantees

Group companies have provided guarantees for prepayments and completion related to customer contracts. The guarantees are issued by Norwegian and foreign banks and insurance companies and by Kongsberg Gruppen ASA (parent company guarantees). Kongsberg Gruppen ASA is responsible for all guarantees.

MNOK	*31 Dec 25*	*31 Dec 24*
Guarantees issued by banks and insurance companies	9,179	10,758
Guarantees issued by Kongsberg Gruppen ASA (parent company)	37,933	26,181
Prepayments from and completion guarantees to customers	**47,112**	**36,939**

Kongsberg Gruppen ASA has non-committed framework agreements for guarantees with banks and insurance companies.

27 Auditor's fees

	2025				2024[1]			
TNOK	*Parent company*	*Subsidiaries in Norway*	*Subsidiaries outside Norway*	*Total*	*Parent company*	*Subsidiaries in Norway*	*Subsidiaries outside Norway*	*Total*
Group auditor EY								
Statutory audit	2,845	15,557	14,184	32,586	2,997	14,300	14,662	31,958
Other assurance services	7,743	2,118	88	9,949	3,641	3,040	222	6,903
Tax consultancy	1,298	1,766	1,117	4,182	2,929	82	905	3,916
Other non-audit services		114		114		2,776	0	2,776
Total fees, EY	**11,886**	**19,555**	**15,390**	**46,831**	**9,567**	**20,198**	**15,789**	**45,553**
Other auditors								
Estimated audit fees			2,113	2,113			2,406	2,406

1) Statutory audit fee for 2024 is adjusted compared to reported last year.

28 List of Group companies

The Group had 103 companies in total that operates in more than 40 different countries at year-end 2025. The following companies have been consolidated:

Name of company	*Country of origin*	*Ownership stake 31 Dec 25*	*Ownership stake 31 Dec 24*
Companies included in continued operations			
Kongsberg Gruppen ASA	Norway	Parent	Parent
Kongsberg Defence & Aerospace AS	Norway	100	100
Kongsberg Discovery AS	Norway	100	100
Kongsberg Digital AS	Norway	79	83
Kongsberg Digital Holding ASA	Norway	79	83
FutureOn AS	Norway	90	90
Kongsberg Eiendom Holding AS	Norway	100	100
Kongsberg Teknologipark AS	Norway	100	100
Kongsberg Næringseiendom AS	Norway	100	100
Kongsberg Næringsparkutvikling AS	Norway	100	100
Kongsberg Næringsbygg 2 AS	Norway	100	100
Kongsberg Næringsbygg 5 AS	Norway	100	100
Kongsberg Næringsbygg 17 AS (tidl. Kongsberg Real Estate AS)	Norway	100	100
Kongsberg Næringsbygg 11 AS	Norway	100	100
Kongsberg Næringsbygg 15 AS	Norway	100	100
Kongsberg Næringsbygg 16 AS	Norway	100	100
Kongsberg Norcontrol AS	Norway	100	100
Kongsberg Næringsbygg 18 AS	Norway	100	—
Kongsberg Aviation Maintenance Services AS	Norway	50	50
Rygge 2 AS	Norway	50	50
Rygge Eiendom AS	Norway	50	50
Kongsberg Renewables Technologies AS	Norway	100	100
Kongsberg Naval Services AS	Norway	100	100
Kongsberg Defence Communication AS	Norway	100	—
Kongsberg Defence Sp. z o.o.	Poland	100	100
Kongsberg Discovery Spain S.L.U. (tidl. Kongsberg Maritime Spain S.L.)	Spain	100	100

Name of company	*Country of origin*	*Ownership stake 31 Dec 25*	*Ownership stake 31 Dec 24*
Kongsberg Defence Oy	Finland	100	100
Kongsberg Defence Switzerland AG	Switzerland	100	100
Kongsberg Norcontrol Ltd.	Great Britain	100	100
NanoAvionics UK Ltd	Great Britain	99	99
Kongsberg Discovery UK Limited	Great Britain	100	100
FutureOn Ltd.	Great Britain	90	90
Kongsberg NanoAvionics UAB (tidl. NanoAvionics)	Lithuania	100	99
Kongsberg Defence & Aerospace Germany Gmbh	Germany	100	—
Kongsberg Defence & Aerospace Ukraine LLC	Ukraine	100	—
Kongsberg Geospatial Ltd.	Canada	100	100
Kongsberg Discovery Canada Ltd.	Canada	100	100
Kongsberg Discovery LLC (tidl. Kongsberg Underwater Technology LLC)	USA	100	100
Kongsberg Defence & Aerospace Inc. (tidl. Kongsberg Protech Systems USA Inc.)	USA	100	100
Kongsberg Digital Inc.	USA	100	100
Kongsberg Defence & Aerospace Inc.	USA	100	100
Kongsberg Defense Systems Inc.	USA	100	100
Kongsberg Geospatial Corperation	USA	100	100
Kongsberg Integrated Tactical Systems Inc.	USA	Phased out	100
NanoAvionics US LLC	USA	99	99
FutureOn LLC	USA	90	90
Kongsberg Discovery US Holdco	USA	100	—
Kongsberg Missile Systems LLC	USA	100	—
FutureOn Ltda	Brazil	90	90
Kongsberg Defence Chile SpA	Chile	100	100
Kongsberg Digital Technology Services Co. Ltd	China	100	100
Kongsberg Norcontrol Pte. Ltd.	Singapore	100	100
Kongsberg Discovery Pte. Ltd. (tidl. Kongsberg Maritime Pte. Ltd.)	Singapore	100	100

Name of company	*Country of origin*	Ownership stake 31 Dec 25	Ownership stake 31 Dec 24
Kongsberg Digital Pte. Ltd	Singapore	100	100
Kongsberg Digital Private Limited	India	100	100
Kongsberg Digital Software & Services Private Ltd.	India	100	100
Kongsberg Norcontrol Surveillance Private Ltd.	India	100	100
Kongsberg Maritime Arabia for Maintenance	Saudi Arabia	100	100
Kongsberg Defence Malaysia Sdn. Bhd.	Malaysia	100	100
Kongsberg Discovery Malaysia Sdn. Bhd. (tidl. Kongsberg Maritime Malaysia Sdn. Bhd.)	Malaysia	100	100
Kongsberg Defence Australia Pty Ltd.	Australia	100	100
Kongsberg Defence Australia Mawson Lakes Property Pty Ltd.	Australia	100	100
FutureOn Pty Ltd	Australia	Sold	90
Companies included in operations held for distribution			
Kongsberg Maritime AS	Norway	100	100
KNB12 Ulsteinvik AS	Norway	100	100
KNB13 Brattvåg AS	Norway	100	100
Simrad AS	Norway	100	100
Kongsberg Maritime Italy S.R.L	Italy	100	100
Kongsberg Maritime Netherlands B.V	Nederland	100	100
Kongsberg Maritime CM Sp. z o.o.	Poland	100	100
Kongsberg Maritime Polen Sp. z.o.o.	Poland	100	100
Kongsberg Maritime GCS S.L.U	Spain	100	100
Kongsberg Maritime Finland OY	Finland	100	100
Kongsberg Maritime Germany GmbH	Germany	100	100
Kongsberg Maritime France SARL	France	100	100
Kongsberg Maritime Ltd.	Great Britain	100	100
Kongsberg Hungaria Kft.	Hungary	100	100
Navis Consult d.o.o.	Croatia	100	100
Kongsberg Maritime Hellas SA	Greece	100	100

Name of company	*Country of origin*	*Ownership stake 31 Dec 25*	*Ownership stake 31 Dec 24*
Kongsberg Maritime Denmark A/S	Denmark	100	100
Coach Solutions A/S	Denmark	100	100
Kongsberg Maritime Sweden AB	Sweden	100	100
Kongsberg Maritime Turkey Denizcilik Sanayi Ve Ticaret Limited Şirketi	Turkey	100	100
Interconsult Bulgaria Ltd	Bulgaria	100	100
Kongsberg Digital Simulation Ltd.	Canada	100	100
Kongsberg Maritime Canada Ltd.	Canada	100	100
Kongsberg Digital Simulation Inc.	USA	100	100
Kongsberg Maritime Inc.	USA	100	100
Kongsberg Maritime do Brazil Ltda	Brazil	100	100
Kongsberg Maritime Mexico SA DE CV	Mexico	100	100
Kongsberg Maritime Chile SpA	Chile	100	100
Kongsberg Maritime Panama Corporation	Panama	100	100
Kongsberg Maritime Holdings Hong Kong Ltd	Hong Kong	100	100
Kongsberg Maritime Hong Kong Ltd.	Hong Kong	100	100
Kongsberg Maritime China Shanghai Ltd.	China	100	100
Kongsberg Maritime China Jiangsu Ltd.	China	100	100
Kongsberg Maritime China Ltd.	China	100	100
Kongsberg Maritime Korea Ltd.	South-Korea	100	100
Kongsberg Maritime Japan Co Ltd.	Japan	100	100
Kongsberg Maritime India Private Ltd. (fusjonert med Kongsberg Maritime CM India PVT Ltd.)	India	100	91
Kongsberg Maritime CM India PVT Ltd.	India	Merged	100
Kongsberg Maritime Arabia for Maintenance	Saudi Arabia	**100**	**100**
Kongsberg Maritime Services LCC	Qatar	**100**	**100**
Kongsberg Maritime Middle East DMCCO	UAE	**100**	**100**
Kongsberg Maritime Pty Ltd.	Australia	**100**	**100**
Kongsberg Maritime South Africa Pty. Ltd.	South-Africa	**100**	**100**
Kongsberg Maritime Namibia Pty Ltd.	Namibia	**100**	**100**

29 Transactions with related parties

The Norwegian State as the largest owner

The Norwegian State as represented by the Ministry of Trade, Industry and Fisheries is KONGSBERG's largest owner (50.004 per cent of the shares in Kongsberg Gruppen ASA). The State represented by the Ministry of Defence is an important customer for the Group. Sales to the Armed Forces are regulated by the EEA agreement and the Procurement Regulations for the Armed Forces, which guarantee equal treatment for all vendors.

As of 31 December 2025, KONGSBERG had an outstanding balance from state-owned customers of MNOK 761, while other liability items in respect of state suppliers amounted to MNOK 10 as of 31 December 2025.

In 2025, KONGSBERG issued invoices to state customers for a total of MNOK 3,916. Goods and services purchased from state suppliers in 2025 , amounted to MNOK 471.

Please refer also to the Board's report related to the "Norwegian Code of Practice for Corporate Governance" item 4 "Equal treatment to shareholders and related party transactions" in the separate report on "Corporate Governance", where the State as a customer and shareholder is described in more detail.

Transactions with the associated companies

Trade receivables from associated companies amounted to MNOK 492 as of 31 December 2025,while trade payables amounted to MNOK 431 as of 31 December 2025.

In addition, KONGSBERG has a long-term receivable from associated companies of MNOK 4.

In 2025, KONGSBERG issued invoices to associated companies for a total of MNOK 181. Goods and services purchased from associated companies in 2025 amounted to MNOK 132.

30 Events after the balance sheet date

On 22 January 2026, the Extraordinary General Meeting resolved to approve the demerger of KONGSBERG's maritime operations

On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA approved the plan to demerge Kongsberg Maritime from KONGSBERG and to list the company on Euronext Oslo Stock Exchange. The demerger was approved by the Extraordinary General Meeting on 22 January 2026. The demerger will be carried out by transferring KONGSBERG's assets, rights and liabilities primarily related to the maritime business to the newly established company Kongsberg Maritime ASA. The values that are separated account for a total of 24% of the values in Kongsberg Gruppen ASA. For further information see note 4 Discontinued business and operations held for distribution

Geopolitical tensions in the Middle East

On 28 February 2026, a military attack on Iran was initiated, resulting, in the killing of the country's supreme leader. The attack triggered significant retaliation from Iran, including missile strikes directed at several countries in the Middle East. At the time of the escalation, KONGSBERG had employees located in multiple countries across the region. On 1 March 2026, the company's executive management decided to evacuate a number of employees and their family members from Qatar, the United Arab Emirates, and Kuwait. With additional personnel remaining in the region, the corporate crisis management team remained fully mobilised at the date of this report. KONGSBERG has not identified any direct financial impact on the reported figures for 2025. However, the developments may influence market conditions relevant to the Group's business areas if the situation develops further and over a longer period.

Alternative Performance Measures and definitions

KONGSBERG uses terms in the consolidated financial statements that are not anchored in the IFRS accounting standards. Our definitions and explanations of these terms follow below.

Kongsberg considers *EBITDA* and *EBIT* to be normal accounting terms, but they are not included in the IFRS accounting standards. EBITDA is the abbreviation of "Earnings Before Interest, Taxes, Depreciation and Amortisation". In KONGSBERG the term comprise earning before interest, taxes, depreciation, amortisation and impairment of property, plant and equipment and intangibles. KONGSBERG uses EBITDA in the income statement as a summation line for other accounting lines. These accounting lines are defined in our accounting principles, which are part of the 2025 financial statements. The same applies to EBIT.

Reconciliation of revenues, EBITDA and EBIT to the amounts presented in KONGSBERG's official statement:

2025	*KONGSBERG including discontinued business*	*Discontinued business*	*Adjustment*	*KONGSBERG*
Revenues	58,599	(28,264)	1,227	31,562
EBITDA	11,024	(5,313)	165	5,876
EBIT	9,296	(4,669)	67	4,694

2024	*KONGSBERG including discontinued business*	*Discontinued business*	*Adjusment*	*KONGSBERG*
Revenues	48,872	(25,463)	1,239	24,648
EBITDA	8,028	(4,014)	166	4,180
EBIT	6,507	(3,364)	54	3,197

Restructuring costs consist of salaries and social security tax upon termination of employment (such as severance pay and gratuity) in connection with workforce reductions. In addition to this, are rent and other related costs and any one-off payments in the event of the premature termination of tenancy agreements for premises that are not in use.

Net interest-bearing debt is the net amount of the accounting lines "Cash and cash equivalents" and "Short- and long-term interest- bearing liabilities".

MNOK	*KONGSBERG including discontinued business*	*Discontinued business*	*KONGSBERG*
Cash and cash equivalents	(21,051)	861	(20,189)
Long-term interest-bearing loans	1,000	—	1,000
Long-term leasing liabilities	3,007	(642)	2,365
Short-term interest-bearing loans	1,600	—	1,600
Short-term leasing liabilities	552	(158)	394
Net interest bearing debt	**(14,891)**	**61**	**(14,830)**

Net interest-bearing debt/EBITDA is net interest-bearing debt divided by 12-months rolling EBITDA.

Order intake refers to the aggregate value of newly secured, legally binding customer orders, contracts, or service agreements within a defined financial period. Framework agreements are recognized as order intake only when individual orders covered by the agreement are received. Order intake encompasses the value of all confirmed orders, whether scheduled for immediate or future delivery.

Order backlog refers to the revenue from legally binding customer orders that have been accepted but not yet shipped, delivered, or recognized as revenue. Given short delivery times, order intake from the aftermarket is included in the order backlog only to a limited extent. Framework agreements are incorporated into the order backlog only when specific orders under those agreements are received. The order backlog at the end of a reporting period is determined as follows: Opening balance order backlog + Order intake - Order cancellations - Revenue recognized during the period.

Return On Average Capital Employed (ROACE) is defined as the 12-months rolling EBIT including share of net income from joint arrangements and associated companies divided by the 12-month mean of recognised equity and net interest-bearing debt

Working capital is defined as current assets (except cash and cash equivalents) minus non-interest-bearing liabilities (except taxes payable). Financial instruments recognised at fair value are not included in working capital.

Working capital is calculated as follow:

MNOK	*31 Dec 25*	*31 Dec 24*
Current assets ex assets held for distribution	44,572	49,174
Current liabilities and provisions ex. liabilities held for distribution	(40,716)	(43,696)
Adjusted for:		—
Cash and cash equivalents	(20,189)	(14,293)
Short-term interest-bearing loans	1,600	—
Short-term leasing liabilities	394	427
Net tax payable	738	1,009
Financial instruments classified as cash flow hedges	91	138
Working capital	**(13,511)**	**(7,241)**

Reconciliation of working capital presented in KONGSBERG's official statement:

MNOK	*KONGSBERG including discontinued business*	*Discontinued business*	*KONGSBERG*
Current assets	58,659	(14,087)	44,572
Current liabilities and provisions	(52,633)	11,916	**(40,716)**
Adjusted for:			
Cash and cash equivalents	(21,051)	861	(20,189)
Short-term interest-bearing loans	1,600	—	1,600
Short-term leasing liabilities	552	(158)	394
Net tax payable	795	(57)	738
Financial instruments classified as cash flow hedges	91	—	91
Working capital	**(11,987)**	**(1,525)**	**(13,511)**

Book/bill is order intake divided by revenues.

Statement of Income

Kongsberg Gruppen ASA

MNOK	*Note*	*2025*	*2024*
Operating revenues from subsidiaries	9	296	242
Gain from sale of subsidiaries	10	2,672	1
Total revenues		**2,968**	**243**
Personnel expenses	4,5	(210)	(161)
Depreciation		(5)	(3)
Other operating expenses	4	(199)	(175)
Total operating expenses		**(414)**	**(339)**
Earning before interest and taxes (EBIT)		**2,554**	**(96)**
Interests from group companies		2,438	1,652
Net currency gains		20	13
Interests to Group companies		(2,876)	(1,805)
Interest income, bank and investment		710	283
Interest expenses, external loans		(174)	(161)
Impairment group companies		17	(119)
Other financial expenses		(8)	(9)
Group contribution		1,389	1,919
Dividend		2,624	2,950
Net finance items		**4,140**	**4,723**
Earning before tax		**6,694**	**4,627**
Income tax expense	6	(186)	(399)
Earnings after tax		**6,508**	**4,228**
Allocations and equity transfers			
Proposed dividend		**5,014**	**3,870**
Transfer to other equity		**1,494**	**358**

Statement of Financial Position as of 31 December

Komgsberg Gruppen ASA

MNOK	*Note*	*2025*	*2024*
Assets			
Non-current assets			
Deferred tax assets	6	—	50
Fixed assets		15	11
Shares in subsidiaries	3	9,898	9,228
Shares in associated companies		77	11
Interest-bearing loans to Group companies	9	3,760	2,276
Other long-term receivables		4	4
Total non-current assets		**13,754**	**11,580**
Current assets			
Receivables from Group companies	9,12	4,501	4,947
Other short-term receivables		483	416
Cash and cash equivalents	12	19,809	13,340
Total current assets		**24,793**	**18,703**
Total assets		**38,547**	**30,283**

KONGSBERG Gruppen ASA

MNOK	*Note*	*2025*	*2024*
Equity and liabilities			
Equity			
Shares capital		220	220
Share premiums		4,876	4,876
Total paid-in capital		**5,096**	**5,096**
Other equity		2,750	1,231
Total retained earnings		**2,750**	**1,231**
Total equity	2	**7,846**	**6,327**
Non-current liabilities			
Deferred tax	6	2	—
Pension liabilities	5	210	223
Long-term interest-bearing loans	7	1,000	2,500
Total non-current liabilities		**1,212**	**2,723**
Current liabilities			
Dividend		5,014	3,870
Short-term interest-bearing loans	7	1,500	—
Liabilities to group companies	9,12	22,582	16,718
Other current liabilities		393	645
Total current liabilities		**29,489**	**21,233**
Total equity and liabilities		**38,547**	**30,283**

Kongsberg, 19 March 2026

Eivind Reiten	**Per A. Sørlie**	**Merete Hverven**	**Morten Henriksen**	**Kristin Færøvik**	**Rune Fanøy**	**Vegard Ryen Skullerud**	**Kjersti Rød**	**Geir Håøy**
Chairman of the Board	Deputy of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	President & CEO

Statement of the Cash Flow

Kongsberg Gruppen ASA

MNOK	*Note*	*2025*	*2024*
Earnings before tax		**6,694**	**4,627**
Gain from sale of subsidiaries	10	(2,671)	—
Depreciation		5	3
Income taxes paid	6	(386)	(11)
Net finance items		(4,140)	(4,724)
Changes in accruals, etc.		(104)	12
Net cash flows from operating activities		**(602)**	**(93)**
Cash flow from investing activities			
Purchase of equipment		(8)	(5)
Purchase of shares		(878)	(98)
Interests received		3,133	1,876
Settlement of cross-currency swaps		—	(109)
Proceeds from sale of shares		1,667	—
Dividends received		2,351	639
Group contribution received		1,919	1,777
Net cash flow used in investing activities		**8,184**	**4,080**

Table continued on next column.

MNOK	*Note*	*2025*	*2024*
Cash flow from financing activities			
Repayment of loans to associated companies		—	12
Repayment of interest-bearing loans		—	(500)
Interests paid		(3,076)	(1,956)
Other financial items paid		(6)	(8)
Dividends paid		(3,870)	(2,463)
– of which dividends from treasury shares		—	—
Net disbursements for purchase/disposal of treasury shares		9	(5)
Share buy-back related to share buy-back programme		—	—
Changes in intercompany balances		5,830	9,759
Net cash flow from financing activities		**(1,113)**	**4,839**
Total cash flow		**6,469**	**8,826**
Cash and cash equivalents as of 1 January		**13,340**	**4,514**
Cash and cash equivalents as of 31 December		**19,809**	**13,340**

1 Accounting policies

The financial statements for Kongsberg Gruppen ASA have been prepared in accordance with the Norwegian Accounting Act and generally-accepted accounting practices in Norway.

Subsidiaries and associated companies

Subsidiaries and associated companies are measured at cost in the statutory accounts. The investment is evaluated at acquisition cost less any impairment.

Impairment of such assets to fair value is done when a decrease in value cannot be considered to be temporary and is required pursuant to generally accepted accounting principles. Impairments are reversed when the basis for the impairment no longer applies.

Classification and valuation of statement of financial position items

Current assets and current liabilities include items due for payment within one year after the date of acquisition. Other items are classified as non current assets/non-current liabilities. Current assets are measured at the lower of cost and fair value. Current liabilities are recorded at their nominal values on the date of acquisition. Fixed assets are measured at acquisition cost less depreciation, but are written down when a decrease in value is not expected to be of temporary nature. Non-current liabilities are measured at nominal value at the date they are incurred.

Revenues

Revenues are recognised in the period when the services are rendered.

Hedges

Kongsberg Gruppen ASA enters into hedging contracts on behalf of subsidiaries and undertakes back-to-back agreements with external banks. See also note 10 Currency hedging, og note 21B Currency risk and currency hedging of the consolidated financial statement.

Receivables

Trade receivables and other receivables are capitalised at nominal values less provisions for expected loss. Provisions for bad debt are made on the basis of individual assessments of each receivable.

Foreign currency

Monetary items in a foreign currency are assessed using the exchange rate applicable at year-end. Gains and losses related to items in a foreign currency and that are part of the goods circulation are included in the operating profit/loss. Other gains and losses related to items in foreign currency are classified as financial income or costs.

Short-term investment

Short-term investments (shares and other items considered to be current assets) are measured at the lower of the acquisition cost and fair value at the date of the balance sheet. Dividends and other distributions from the companies are recognised as other financial income.

Pensions

The defined contribution scheme

Kongsberg Gruppen ASA has a defined contribution pension scheme for all the employees in the company. In addition, the company has a closed collective, unfunded contribution plan for salaries exceeding 12G. The contributions are expensed as incurred.

The defined benefit plan

Kongsberg Gruppen ASA has a closed defined pension plan for salaries exceeding 12G for a few employees. The calculation is based on a number of assumptions including discount rates, future salary adjustments and actuarial assumptions on mortality and voluntary retirement. See also Note 5 Pensions for further information.

Income tax

Income tax expense in the financial statements includes tax payable and the change in deferred tax for the period. Deferred tax/tax assets are calculated at 22 per cent on all temporary differences between the book value and tax value of assets and liabilities, and loss carried forward at the end of the reporting period. Taxable and deductible temporary differences that reverse or may reverse in the same period are offset. Deferred tax assets are recognised when it is probable that the company will have adequate profit for tax purposes in subsequent periods to utilise the tax asset.

Statement of cash flow

The cash flow statement was prepared using the indirect method. Cash and cash equivalents comprise bank deposits and other short-term liquid cash equivalents.

2 Equity reconciliation

MNOK	*Shares capital*	*Premiums*	*Other equity*	*Total equity*
Equity as of 31 December 2023	**220**	**4,876**	**883**	**5,979**
Earnings after tax	**—**	**—**	**4,228**	**4,228**
Transactions with treasury shares	—	—	(2)	(2)
Dividend	—	—	(3,870)	(3,870)
Actuarial gain/loss pensions	—	—	(8)	(8)
Equity as of 31 December 2024	**220**	**4,876**	**1,231**	**6,327**
Earnings after tax	**—**	**—**	**6,508**	**6,508**
Transactions with treasury shares	—	—	9	9
Dividend	—	—	(5,014)	(5,014)
Actuarial gain/loss pensions	—	—	16	16
Equity as of 31 December 2025	**220**	**4,876**	**2,750**	**7,846**

Other information about the company's share capital is provided in Note 23 Share capital of the consolidated financial statements.

The total number of treasury shares as of 31 December 2025 is 16,867.

3 Shares in subsidiaries

MNOK	*Date of acquisition*	*Business office*	*Owner/voting share %*	*Carrying amount as of 31 Dec*
Kongsberg Defence & Aerospace AS	1997	Kongsberg	100	1,218
Kongsberg Maritime AS	1992	Kongsberg	100	4,046
Kongsberg Eiendom Holding AS	2015	Kongsberg	100	1,457
Kongsberg Hungaria Kft[1)]	2003	Budapest	10	—
Kongsberg Digital Holding ASA	2021	Lysaker	100	589
Kongsberg Renewables Technologies AS	2022	Lysaker	100	12
Kongsberg Discovery AS	2023	Horten	100	2,563
Kongsberg Defence Systems AS	2025	Kongsberg	100	—
Kongsberg Maritime ASA	2025	Kongsberg	100	1
KNB12 Ulsteinvik AS	2025	Kongsberg	100	6
KNB13 Brattvåg AS	2025	Kongsberg	100	6
Total				**9,898**

1) The remaining shares in Kongsberg Hungaria Kft. are owned by Kongsberg Defence & Aerospace AS.

4 Personnel expenses and auditor's fees

For information on salary and remuneration to the Executive Management and Board members please refer to Note 9 Personell expenses, remuneration to Executive Management and the Board in the consolidated financial statements and the "Remuneration report for Executive Management in KONGSBERG".

Personnel expenses

MNOK	*2025*	*2024*
Salaries	96	79
Social security expenses	19	14
Pension	13	12
Performance-based part of salary	30	29
Other benefits	52	28
Total personnel expenses	**210**	**162**
Average no. of full-time equivalents	**70**	**59**

Auditor's fees

TNOK	*2025*	*2024*
Group auditor EY		
Statutory audit	2,845	2,997
Other assurance services	7,743	3,641
Tax consultancy	1,298	2,929
Other non-audit services	—	—
Total fees, EY	**11,886**	**9,567**

5 Pensions

KONGSBERG has a service pension plan that consists of a defined contribution scheme and a closed defined benefit plan that is in compliance with laws and regulations. The service pension plans include all employees of the Group in Norway.

The defined contribution pension scheme

Kongsberg Gruppen ASA has a defined contribution pension scheme for all employees. The contribution rates are five per cent up to 7.1G and 11 per cent of salary between 7.1G and 12G. The company also has a collective, unfunded contribution plan for salaries exceeding 12G. This means that the money required for the pension payments are not paid to a pension fund, but the company is obliged to cover the pension payments from own funds when the payments are executed. The Group's deposits in this plan are 18 per cent of the portion of the base salary that exceeds 12G. The return reference is a savings profile with 50 per cent shares. KONGSBERG keeps track of the pension additions to the employees and the return together with our pension provider. Special terms and conditions apply for executives. This is described in the "Remuneration report for Executive Management in KONGSBERG". The contributions are expensed as incurred.

The defined benefit plan

The Group has a collective defined benefit pension plan for salaries exceeding 12G for a few employees. The defined pension plan is collective for all the members and they receive pension payments based on a common setup. The collective defined benefit plan corresponds to about 60 per cent of the share of the final salary that exceeds 12G until the age of 77, and then the benefit is reduced by 50 per cent for the remaining lifetime. Special terms and conditions apply for Executive Management and are described in the 'Remuneration report for Executive Management in KONGSBERG'.

Risk coverage

Disability pension from the Group will provide an addition to the estimated disability benefits from national insurance. National insurance will cover 66 per cent of the pension basis up to 6G, while the Group plan covers 66 per cent of the pension basis between 6G and 12G. The Group plan also provides an additional three per cent of the pension basis from 0G to 12G, a pay increase of 25 per cent of G and any child supplement of four per cent per child (maximum three children). The disability pension is a one-year risk cover and the premiums will be expensed as they accrue. The risk pensions are unfunded for the share of salary that exceeds 12G. In practice this implies that KONGSBERG is self-insurer for the risk pension for future periods.

Pension expenses for the year are calculated on the basis of the financial and actuarial assumptions that apply at the beginning of the year. Gross pension liabilities are based on the financial and actuarial assumptions made at year-end.

The year's pension expenses were calculated as follows:

MNOK	*2025*	*2024*
Expenses, defined benefit plans	5	5
Expenses, defined contribution scheme	8	7

Net pension liability appears as follows:

MNOK	*2025*	*2024*
Gross pension liabilities	182	197
Gross value of pension assets	—	—
Net pension liabilities	**182**	**197**
Social security expenses	28	26
Net carrying amount pension liabilities	**210**	**223**

6 Income tax

Income tax expense

MNOK	*2025*	*2024*
Tax payable (incl. witholding tax)	138	386
Change in deferred tax	48	13
Tax expense	**186**	**399**

MNOK	*2025*	*2024*
Earnings before tax	**6,694**	**4,627**
Expected tax calculated at 22% of earnings before tax	1,473	1,018
Adjustment in respect of prior years	(2)	—
Group contribution without tax effect	(116)	(508)
Dividend	(141)	—
Net permanent differences	(596)	30
Tax income-/expense	**186**	**399**

Deferred tax and deferred tax asset

MNOK	*2025*	*2024*
Pensions	46	49
Other	(48)	1
Net carrying amount deferred tax asset	**(2)**	**50**
Tax rate in Norway	22 %	22 %

Change in deferred tax recognised directly in equity is as follows:

MNOK	*2025*	*2024*
Pensions	4	2
Other	—	24
Total	**4**	**26**

7 Long-term interest-bearing loans and credit facilities

As of 31 December 2025, Kongsberg Gruppen ASA had the following loans and credit facilities:

	31 Dec 25			31 Dec 24	
MNOK	*Due date*	*Nominal interest rate*	*Carrying amount* [1]	*Nominal interest rate*	*Carrying amount* [1]
Long-term loans					
Bond issue KOG09 - fixed interest rate	02.06.26	3.20 %	—	3.20 %	1,000
Bond issue KOG14 - floating interest rate	26.02.26	5.09 %	—	5.56 %	500
Bond issue KOG15 - fixed interest rate	31.05.30	4.85 %	1,000	4.85 %	1,000
Total long-term loans			**1,000**		**2,500**
Short-term loans:					
Bond issue KOG09 - fixed interest rate	02.06.26	3.20 %	1,000	—	—
Bond issue KOG14 - floating interest rate	26.02.26	5.09 %	500	—	—
Total short-term loans			**1,500**		**—**
Total interest-bearing loans			**2,500**		**2,500**

	2025		2024
MNOK	*Due date*	*Nominal amount*	*Nominal amount*
Syndicated credit facility (unutilised borrowing limit)	22.03.29	2,500	2,500
Overdraft facility (unutilised)		1,500	1,500

1) Value is equal to nominal amount. For long-term bond loans, the carrying amount is equal to the nominal amount.

Kongsberg Gruppen ASA had three bond loans at the end of 2025. The bond loans were issued in Norwegian kroner and listed on the Oslo Stock Exhange. The interest rate terms on the loan with floating rates are 3M NIBOR with a margin of + 0.86 per cent for KOG14. The interest conditions for the loans with fixed interest are 3.2 per cent for KOG09 and 4.85 per cent for KOG15.

Kongberg Gruppen ASA has a syndicated credit facility with Danske Bank, DNB, JP Morgan, Nordea and SEB. The credit facility is for general corporate purposes, and has an applicable Termination Date 22 March 2029. The interest rate is 3M NIBOR + a margin that depends on the ratio between net interest-bearing loans/EBITDA and can vary from 0.5 per cent to 2 per cent. The credit facilities require that net net interest-bearing debt shall not exceed 4.75 times the EBITDA, but can be up to 5.25 times the figure for four quarters, of which three consecutive quarters at the most. The covenants in the loan agreement have been met. There were no borrowings on the facility as of 31 December 2025.

The Group holds an overdraft facility of MNOK 1,500. As of 31 December 2025, this remains unutilised.

All loans in the Group are primarily centralised to Kongsberg Gruppen ASA and handled by the Group's treasury unit.

8 Guarantees

Kongsberg Gruppen ASA has, in the period from 2005 to 2014, sold properties in the Kongsberg Teknologipark. The properties have been leased back on long-term lease and expire from 2024 to 2030. The leaseback contracts have been entered into by Kongsberg Næringsparkutvikling AS, which is a wholly-owned subsidiary of Kongsberg Eiendom Holding AS, which in its turn is owned 100 per cent by Kongsberg Gruppen ASA. The leaseback contracts are classified as operating leasing agreements.

In addition to lease payments, Kongsberg Gruppen ASA is responsible for certain expenses related to taxes and maintenance of the properties. With the exception of the properties sold in 2007 and 2014, the properties are mainly leased to external tenants. The leases have durations ranging from three months to 15 years. Kongsberg Næringsparkutvikling AS is responsible for these obligations, but Kongsberg Gruppen ASA guarantees that the obligations are observed. Further information on provisions related to these leases is given in Note 23 Provisions of the consolidated financial statements.

Prepayment and completion guarantees

Group companies have provided guarantees for prepayments and completion related to customer contracts. The guarantees are issued by Norwegian and foreign banks and insurance companies and Kongsberg Gruppen ASA (parent company guarantees). Kongsberg Gruppen ASA is responsible for all guarantees.

MNOK	*31 Dec 25*	*31 Dec 24*
Guarantees issued by banks and insurance companies	9,179	10,758
Guarantees issued by Kongsberg Gruppen ASA (parent company)	37,933	26,181
Prepayments from and completion guarantees to customers	**47,112**	**36,939**

Kongsberg Gruppen ASA has non-committed framework agreements for guarantees with banks and insurance companies.

9 Related parties

Operating revenues

MNOK	*2025*	*2024*
Kongsberg Maritime AS	148	107
Kongsberg Defence & Aerospace AS	98	107
Kongsberg Digital AS	3	3
Kongsberg Eiendom Holding AS	3	3
Kongsberg Discovery AS	17	20
Kongsberg Næringsbygg 18 AS	26	—
Other Group companies	1	1
Total operating revenues - related parties	**296**	**242**

Operating revenues from related parties mainly comprises corporate charge and guarantees.

Interest-bearing loans to group companies

MNOK	*31 Dec 25*	*31 Dec 24*
Kongsberg Teknologipark AS	50	50
Kongsberg Næringseiendom AS	144	144
Kongsberg Næringsparkutvikling AS	97	97
Kongsberg Næringsbygg 2 AS	54	54
Kongsberg Næringsbygg 5 AS	253	253
Kongsberg Næringsbygg 11 AS	153	153
Kongsberg Næringsbygg 12 AS	102	102
Kongsberg Næringsbygg 13 AS	7	7
Kongsberg Næringsbygg 15 AS	53	53
Kongsberg Næringsbygg 16 AS	280	280
Kongsberg Næringsbygg 17 AS	150	
Kongsberg Norcontrol Pte. Ltd.	8	8
Kongsberg Maritime do Brasil LTDA	23	26
Kongsberg Maritime AS	1,300	—
Kongsberg Maritime Finland OY	827	824
Kongsberg Martime Inc.	28	55
Kongsberg Martime Germany GmbH	29	29
Kongsberg Martime Sweden AB	94	88
Kongsberg Maintenance Services AS	100	
Kongsberg Maritime France SARL	—	2
Kongsberg Defence Communication AS	8	—
Kongsberg Digital Holding ASA	—	50
Other companies	—	1
Total	**3,760**	**2,276**

Current receivables from group companies

MNOK	*2025*	*2024*
Kongsberg Maritime AS	28	1,522
Kongsberg Defence & Aerospace AS	2,213	820
Kongsberg Discovery Canada Ltd	—	1
Kongsberg Maritime Ltd (Canada)	—	1
Kongsberg Maritime Sweden AB	1	1
Kongsberg Digital AS	—	5
Kongsberg Defence Systems AS	1,389	1,919
Kongsberg Discovery AS	401	16
Kongsberg Aviation Maintenance Services AS	8	—
KTA Naval Systems AS	2	—
Kongsberg Renewables Technologies AS	—	17
Kongsberg Maritime Finland OY	6	9
Kongsberg Næringsbygg 11 AS	3	3
Kongsberg Næringsbygg 12 AS	2	2
Kongsberg Næringsbygg 15 AS	1	1
Kongsberg Næringsbygg 16 AS	5	5
Kongsberg Næringsbygg 2 AS	1	1
Kongsberg Næringsbygg 5 AS	4	3
Kongsberg Næringseiendom AS	2	2
Kongsberg Teknologipark AS	1	1
Kongsberg Næringsparkutvikling AS	2	2
Kongsberg Næringsbygg 18 AS	26	—
Kongsberg Maritime Inc.	1	2
NanoAvionics	—	3
Other companies	3	10
Subsidiaries draft cash pool	402	602
Total	**4,501**	**4,947**

Current liabilities to group companies

MNOK	*2025*	*2024*
Kongsberg Defence & Aerospace AS	74	40
Kongsberg Maritime AS	28	34
Kongsberg Discovery AS	21	—
Kongsberg Teknologipark AS	—	2
Other companies	3	2
Subsidiaries deposits cash pool	22,458	16,619
Total	**22,582**	**16,718**

10 Gain from sale of subsidiaries

Prior to the sale of Kongsberg Maritime's steering gear and rudder business, this business was demerged from Kongsberg Maritime to a sister company of Kongsberg Maritime, which was sold to a fund managed by the Nordic private equity firm Norvestor. The transaction was completed on 3.3.25.

In the first quarter of 2025, ownership interests in Kongsberg Digital Holding ASA were sold to the two non-controlling ownership interests in the company. The ownership interest in Kongsberg Digital Holding ASA was reduced from 83% to 79%.

Gains on the sale of shares in subsidiaries of NOK 2,672 million relate to the two transactions mentioned above.

11 Currency hedging

As of 31 December, the company had the following net sale of foreign currency hedges, divided by hedge category:

	2025								2024							
Amounts in millions	*Value in MNOK based on agreed rates 31 Dec 25*	*Fair value in MNOK 31 Dec 25*	*Total hedged amount in MUSD 31 Dec 25*	*Average hedged rate in USD 31 Dec 25*	*Total hedged amount in MEUR 31 Dec 25*	*Average hedged rate in EUR 31 Dec 25*	*Total hedged amount in MGBP 31 Dec 25*	*Average hedged rate in GBP 31 Dec 25*	*Value in MNOK based on agreed rates 31 Dec 24*	*Fair value in MNOK 31 Dec 24*	*Total hedged amount i MUSD 31 Dec 24*	*Average hedged rate in USD 31 Dec 24*	*Total hedged amount in MEUR 31 Dec 24*	*Average hedged rate in EUR 31 Dec 24*	*Total hedged amount in MGBP 31 Dec 24*	*Average hedged rate in GBP 31 Dec 24*
Hedge Category																
Forward exchange contracts, cash flow hedges	(442)	(51)	58	9.3	(43)	12.1	(23)	9.3	(234)	(250)	32	2.9	(15)	11.7	(8)	—
Forward exchange contracts, fair value hedges	27,525	132	1,451	10.3	1,204	11.9	(101)	13.5	22,381	(1,397)	1,241	10.4	873	11.7	(64)	14.1
Total	**27,083**	**81**	**1,509**		**1,161**		**(123)**		**22,147**	**(1,647)**	**1,274**		**858**		**(71)**	

Fair value is referring to the net present value of the variance between the forward rate at 31 December 2025 and the forward rate at the time of entering the forward exchange contract. Values in the table related to value in NOK on agreed rates and fair value in NOK also include other currencies.

Currency options

As of 31 December 2025, Kongsberg Gruppen ASA had no currency options.

Cross-currency swaps

Subsequent to the acquisition of shares in Patria Oyj in 2016 (MEUR 284.9), cross-currency swaps were entered in order to partially hedge net investment in foreign entity. The net investment in Patria is hedged with a cross-currency swap of MEUR 164.
As of 31 December 2025 the cross-currency swaps had a fair value of MNOK -71 (MNOK -68 per 31 December 2024). Fair value changes have not been included in Kongsberg Gruppen ASA's statement in accordance with Norwegian GAAP, but the roll forward effect is recognised in the statement of financial position.

Currency transactions, related parties

Subsidiary

	2025					2024				
Amounts in millions	*Value in MNOK based on agreed rates 31 Dec 25*	*Fair value in MNOK 31 Dec 25*	*Total hedged amount i MUSD 31 Dec 25*	*Total hedged amount in MEUR 31 Dec 25*	*Total hedged amount in MGBP 31 Dec 25*	*Value in NOK based on agreed rates 31 Dec 24*	*Fair value in MNOK 31 Dec 24*	*Total hedged amount in MUSD 31 Dec 24*	*Total hedged amount in MEUR 31 Dec 24*	*Total hedged amount in MGBP 31 Dec 24*
Forward exchange contracts, cash flow hedges										
Kongsberg Defence & Aerospace	(442)	(51)	58	(43)	(23)	(234)	(250)	32	(15)	(8)
Total cash flow hedges	**(442)**	**(51)**	**58**	**(43)**	**(23)**	**(234)**	**(250)**	**32**	**(15)**	**(8)**
Forward exchange contracts, fair value hedges										
Kongsberg Maritime AS	9,219	186	543	312	—	6,249	(290)	384	202	1
Kongsberg Digital AS	198	5	18	1	—	766	(41)	44	15	3
Kongsberg Defence & Aerospace AS	15,617	(35)	860	722	(101)	12,345	(1,004)	620	582	(67)
Kongsberg Discovery AS	1,508	1	25	98	—	2,102	(80)	108	77	2
(No internal counterparty)	983	(26)	5	71	—	919	17	86	(4)	(3)
Total fair value hedges	**27,525**	**132**	**1,451**	**1,204**	**(101)**	**22,381**	**(1,397)**	**1,241**	**873**	**(64)**
Total	**27,083**	**81**	**1,509**	**1,161**	**(123)**	**22,147**	**(1,647)**	**1,274**	**858**	**(71)**

Associated company

	2025				2024			
MNOK	*Value in MNOK based on agreed rates 31 Dec 25*	*Fair value in MNOK 31 Dec 25*	*Total hedged amount i MUSD 31 Dec 25*	*Total hedged amount in MEUR 31 Dec 25*	*Value in MNOK based on agreed rates 31 Dec 24*	*Fair value in MNOK 31 Dec 24*	*Total hedged amount in MUSD 31 Dec 24*	*Total hedged amount in MEUR 31 Dec 24*
Forward exchange contracts, fair value hedges								
Kongsberg Satellite Services	1,875	67	148	22	2,043	(150)	159	29

12 Cash and cash equivalents

MNOK	*Note*	*31 Dec 25*	*31 Dec 24*
Net deposit cash pool		3,043	2,559
Deposits outside cash pool		6,057	5,713
Liquidity fund		5,068	—
Total		**19,809**	**13,340**
Specifications on net deposit cash pool			
Subsidiaries deposit cash pool	9	22,458	16,619
Subsidiaries draft cash pool	9	(402)	(602)
Parent's draft cash pool		(19,013)	(13,458)
Net deposit cash pool		**3,043**	**2,559**

Bank guarantees amounting to MNOK 15 have been furnished for funds related to withholding tax for employees.

The Group's liquidity management is centralised in Kongsberg Gruppen ASA and handled by the treasury department.

Kongsberg Gruppen ASA has cash pools with Danske Bank and JP Morgan in which several of the subsidiaries are included. Net deposits cash pool, represent total net deposits in the cash pools for all companies included in the cash pools. Total deposit on the cash pools for the parent company in 2025 is MNOK 19,013 compared to total draft 2024 MNOK 13,458.

Statement from the Board and the CEO

The Board of Directors and the CEO have today considered and approved the integrated report for Kongsberg Gruppen ASA ("Company") and KONGSBERG ("Group") for the 2025 calendar year and as of 31 December 2025.

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards and related interpretations as adopted by EU as well as additional information requirements as per the Norwegian Accounting Act. The financial statements for the Company have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting practice in Norway.

We confirm to the best of our knowledge that:

- The financial statements for the period 1 January 2025 to 31 December 2025 for the Group and the Company have been prepared in accordance with applicable accounting standards
- The information in the financial statements gives a true and fair view of the Company's and the Group's assets, liabilities, financial position and result as a whole.
- The Directors' Report that consist of chapter 2 and 3 in the Annual Report 2025 gives a true and fair view of the development, performance and financial position of the Company and the Group, including a description of the principal risks and uncertainty factors facing the Company and the Group.
- The Directors' Report, chapter 3 in the Annual Report has been prepared in accordance with applicable standards for sustainability reporting pursuant to Section 2-3 of the Norwegian Accounting Act and Article 8 (4) in the EU Taxonomy Regulation.

Kongsberg, 19 March 2026

Eivind Reiten	**Per A. Sørlie**	**Merete Hverven**	**Morten Henriksen**	**Kristin Færøvik**	**Rune Fanøy**	**Vegard Ryen Skullerud**	**Kjersti Rød**	**Geir Håøy**
Chairman of the Board	Deputy of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	Members of the Board	President & CEO

Auditor's Report 2025

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Statsautoriserte revisorer
Ernst & Young AS

Stortorvet 7, NO-0155 Oslo
Postboks 1156 Sentrum, NO-0107 Oslo

Foretaksregisteret: NO 976 389 387 MVA
Tlf: +47 24 00 24 00

www.ey.no
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To the General Meeting in Kongsberg Gruppen ASA

INDEPENDENT AUDITOR'S REPORT

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Kongsberg Gruppen ASA (the Company), which comprise:

- The financial statements of the company, which comprise the statement of financial position as at 31 December 2025, the statement of income and statement of cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies, and
- The financial statements of the group, which comprise the statement of financial position as at 31 December 2025, the statement og income, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and notes to the financial statements, including material accounting policy information.

In our opinion:

- the financial statements comply with applicable statutory requirements,
- the financial statements of the company give a true and fair view of the financial position of the company as at 31 December 2025, and its financial performance and cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and
- the financial statements of the group give a true and fair view of the financial position of the group as at 31 December 2025, and its financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU.

Our opinion is consistent with our additional report to the audit committee.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company and the Group in accordance with the requirements of the relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (the IESBA Code) as applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

To the best of our knowledge and belief, no prohibited non-audit services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided.

We have been the auditor of the Company for 39 years from the election by the general meeting of the shareholders on 1987 for the accounting year.

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Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we dnot provide a separate opinion on these matters.

Recognition of revenue from customer contracts over time

Basis for the key audit matter

58% of the Group's operating revenues are related to the sale of goods and services from customer contracts where revenues are recognised over time. The process of measuring progress on performance obligations and selecting the appropriate method for measuring progress involves judgement. There may be uncertainty related to the determination and allocation of transaction price as well as the estimation of expenses related to the fulfillment of customer contracts.

The recognition of revenues from customer contracts over time is a key audit matter due the extent and complexity of ongoing projects, and that management must exercise judgement to estimate progress of the projects, including the expected transaction price and expenses to fulfil the contracts.

Our audit response

We gained an understanding of the company's process related to the follow-up and accounting for customer contracts with fulfillment of performance obligations over time and assessed whether relevant controls have been established. We have assessed the application of accounting principles, and selection of method for measuring the progress of the projects. For a sample of customer contracts, we have obtained estimates of total project costs and assessed the estimates developed by project management. We assessed the accuracy of the estimates over time and the estimates against comparable projects and analysed the development of profitability over the project period.

For a selection of contracts, we have tested project revenues against signed agreements, and incurred costs against project reports, cost of materials against invoices and wage costs against time sheets. For revenues recognised from the selected customer contracts, we have recalculated estimated progress based on accrued costs against estimated total project costs.

We refer to note 7 Revenue recognition of customer contracts in the consolidated financial statements for further information.

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Other information

The Board of Directors and the President & CEO (management) are responsible for the information in the Board of Directors' report and the other information presented with the financial statements. The other information comprises annual report other than the financial statements and out auditor`s report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report and the other information presented with the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the information in the Board of Directors' report and for the other information presented with the financial statements. The purpose is to consider if there is material inconsistency between the information in the Board of Directors' report and the other information presented with the financial statements and the financial statements or our knowledge obtained in the audit, or otherwise the information in the Board of Directors' report and for the other information presented with the financial statements otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report and the other information presented with the financial statements. We have nothing to report in this regard. Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Our statement that the Board of Directors' report contains the information required by applicable law does not cover the sustainability report, for which a separate assurance report is issued.

Responsibilities of management for the financial statements

Management is responsible for the preparation of financial statements of the Company that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for the preparation of the consolidated financial statements of the Group that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU. Management is responsible for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or the Group, or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company and the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit and Sustainability Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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Report on other legal and regulatory requirement

Report on compliance with regulation on European Single Electronic Format (ESEF)

Opinion

As part of the audit of the financial statements of Kongsberg Gruppen ASA we have performed an assurance engagement to obtain reasonable assurance about whether the financial statements included in the annual report, with the file name kongsberg-2025-12-31-1-nb.zip, have been prepared, in all material respects, in compliance with the requirements of the Commission Delegated Regulation (EU) 2019/815 on the European Single Electronic Format (the ESEF Regulation) and regulation pursuant to Section 5-5 of the Norwegian Securities Trading Act, which includes requirements related to the preparation of the annual report in XHTML format and iXBRL tagging of the consolidated financial statements.

In our opinion, the financial statements, included in the annual report, have been prepared, in all material respects, in compliance with the ESEF Regulation.

Management's responsibilities

Management is responsible for the preparation of the annual report in compliance with the ESEF Regulation. This responsibility comprises an adequate process and such internal control as management determines is necessary.

Auditor's responsibilities

Our responsibility, based on audit evidence obtained, is to express an opinion on whether, in all material respects, the financial statements included in the annual report have been prepared in accordance with the ESEF Regulation. We conduct our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information". The standard requires us to plan and perform procedures to obtain reasonable assurance about whether the financial statements included in the annual report have been prepared in accordance with the ESEF Regulation.

As part of our work, we perform procedures to obtain an understanding of the company's processes for preparing the financial statements in accordance with the ESEF Regulation. We test whether the financial statements are presented in XHTML-format. We evaluate the completeness and accuracy of the iXBRL tagging of the consolidated financial statements and assess management's use of judgement. Our procedures include reconciliation of the iXBRL tagged data with the audited financial statements in human-readable format. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 19 March 2026
ERNST & YOUNG AS

Anders Gøbel
State Authorised Public Accountant (Norway)

(This translation from Norwegian has been prepared for information purposes only.)

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	G1-1	86
	G1-3	87
	G1-4	87
	G1-6	89

Comment: [1] Parts of the disclosure requirement refer to disclosures outside the Sustainability statement.

Datapoints That Derive from Other EU Legislation

Disclosure requirement	Datapoint		SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS 2 GOV-1	21 (d)	Board's gender diversity	X		X		34
ESRS 2 GOV-1	21 (e)	Percentage of Board Members who are independent			X		34
ESRS 2 GOV-4	30	Statement on due diligence paragraph	X				36
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	X	X	X		Not relevant
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to fossil fuel activities	X		X		Not relevant
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to fossil fuel activities	X		X		84
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to fossil fuel activities			X		Not relevant
ESRS E1-1	14	Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II				X	47
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		X	X		47
ESRS E1-4	34	GHG emission reduction targets	X	X	X		47
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	X				52
ESRS E1-5	37	Energy consumption and mix	X				52
ESRS E1-5	40-43	Energy intensity associated with activities in high climate impact sectors paragraphs	X				52
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	X	X	X		52
ESRS E1-6	53-55	Gross GHG emissions intensity	X	X	X		52
ESRS E1-7	56	GHG removals and carbon credits				X	54 and 55
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			X		57
ESRS E1-9	66 (a), 66 (c)	Disaggregation of monetary amounts by acute and chronic physical risk, Location of significant assets at material physical risk		X			57
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		X			Phase-in
ESRS E1-9	69	Degree of exposure of the portfolio to climate- related opportunities			X		57
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E- PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	X				Not material
ESRS E3-1	9	Water and marine resources	X				Not material
ESRS E3-1	13	Dedicated policy	X				Not material
ESRS E3-1	14	Sustainable oceans and seas	X				Not material
ESRS E3-4	28 (c)	Total water recycled and reused	X				Not material
ESRS E3-4	29	Total water consumption in m 3 per net revenue on own operations	X				Not material
ESRS 2 SBM3 - E4	16 (a)		X				Not material
ESRS 2 SBM3 - E4	16 (b)		X				Not material
ESRS 2 SBM3 - E4	16 (c)		X				Not material
ESRS E4-2	24 (c)	Indicator number 14 Table #2 of Annex 1	X				Not material
ESRS E4-2	24 (d)	Policies to address deforestation	X				Not material
ESRS E5-5	37 (d)	ESRS E4-2	X				62
ESRS E5-5	39	Hazardous waste and radioactive waste	X				62
ESRS 2 SBM3 - S1	14 (f)	Risk of incidents of forced labour	X				79
ESRS 2 SBM3 - S1	14 (g)	Risk of incidents of child labour	X				79

Disclosure requirement	Datapoint		SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS S1-1	20	Human rights policy commitments	X				Not material
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		Not material
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	X				Not material
ESRS S1-1	23	Workplace accident prevention policy or management system	X				77
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	X				87
ESRS S1-14	88 (b), 88 (c)	Number of fatalities and number and rate of work-related accidents	X		X		78
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	X				78
ESRS S1-16	97 (a)	Unadjusted gender pay gap	X		X		75
ESRS S1-16	97 (b)	Excessive CEO pay ratio	X				75
ESRS S1-17	103 (a)	Incidents of discrimination	X				87
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	X		X		87
ESRS 2 SBM3 - S2	11 (b)	Significant risk of child labour or forced labour in the value chain	X				79
ESRS S2-1	17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1	X				80
ESRS S2-1	18	Policies related to value chain workers	X				80
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	X		X		87
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		80
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	X				80
ESRS S3-1	16	Human rights policy commitments	X				84
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	X		X		87
ESRS S3-4	36	Human rights issues and incidents	X				87
ESRS S4-1	16	Policies related to consumers and end-users	X				Not material
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	X		X		Not material
ESRS S4-4	35		X				Not material
ESRS G1-1	10 (b)	United Nations Convention against Corruption	X				86
ESRS G1-1	10 (d)	Protection of whistleblowers	X				87
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	X		X		87
ESRS G1-4	24 (b)	Standards of anti- corruption and anti- bribery	X				86

Auditor's Assurance Report Sustainability

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Statsautoriserte revisorer
Ernst & Young AS

Stortorvet 7, 0155 Oslo
Postboks 1156 Sentrum, 0107 Oslo

Foretaksregisteret: NO 976 389 387 MVA
Tlf: +47 24 00 24 00

www.ey.no
Medlemmer av Den norske Revisorforening

To the General Meeting in Kongsberg Gruppen ASA

INDEPENDENT SUSTAINABILITY AUDITOR'S LIMITED ASSURANCE REPORT

Limited assurance conclusion

We have conducted a limited assurance engagement on the consolidated sustainability statement of Kongsberg Gruppen ASA («the Company») included in chapter 2 – Sustainability Statement in the Board of Directors' report (the "Sustainability Statement"), as at 31 December 2025 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not prepared, in all material respects, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the Company to identify the information reported in the Sustainability Statement (the "Process") is in accordance with the description set out in the subsection Double Materiality Assessment within the section General Information, and
- compliance of the disclosures in the subsection EU Taxonomy within the Environment section of the Sustainability Statement with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("ISAE 3000 (Revised)"), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Sustainability auditor's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements as required by relevant laws and regulations in Norway and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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Responsibilities for the Sustainability Statement

The Board of Directors and The President & CEO (management) are responsible for designing and implementing a process to identify the information reported in the Sustainability Statement in accordance with the ESRS and for disclosing this Process in the subsection Double Materiality Assessment within the section General Information of the Sustainability Statement. This responsibility includes:

- understanding the context in which the Group's activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the, Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

Management is further responsible for the preparation of the Sustainability Statement, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the ESRS;
- preparing the disclosures in subsection EU Taxonomy within the Environment section of the Sustainability Statement, in compliance with the Taxonomy Regulation;
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the Sustainability Statement

In reporting forward-looking information in accordance with ESRS, management is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Company. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Sustainability auditor's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Statement as a whole.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgement and maintain professional scepticism throughout the engagement.

Our responsibilities in respect of the Sustainability Statement, in relation to the Process, include:

- Obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process;
- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and

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- Designing and performing procedures to evaluate whether the Process is consistent with the Company's description of its Process set out in the subsection Double Materiality Assessment within the section General Information.

Our other responsibilities in respect of the Sustainability Statement include:

- Identifying where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the Sustainability Statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Statement. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statement, whether due to fraud or error.

In conducting our limited assurance engagement, with respect to the Process, we,

- Obtained an understanding of the Process by:
  - performing inquiries to understand the sources of the information used by management (e.g., stakeholder engagement, business plans and strategy documents), and
  - reviewing the Company's internal documentation of its Process, and
- Evaluated whether the evidence obtained from our procedures with respect to the Process implemented by the Company was consistent with the description of the Process set out in the subsection Double Materiality Assessment within the section General Information.

In conducting our limited assurance engagement, with respect to the consolidated Sustainability Statement, we:

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Sustainability Statement by
  - obtaining an understanding of the Group's control environment, processes, control activities and information system relevant to the preparation of the consolidated Sustainability Statement, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control; and
  - obtaining an understanding of the Group's risk assessment process.
- Evaluated whether the information identified by the Process is included in the Sustainability Statement;
- Evaluated whether the structure and the presentation of the Sustainability Statement is in accordance with the ESRS;
- Performed inquires of relevant personnel and analytical procedures on selected information in the Sustainability Statement;

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- Performed substantive assurance procedures on selected information in the Sustainability Statement;
- Where applicable, compared disclosures in the Sustainability Statement with the corresponding disclosures in the financial statements and other sections of the Board of Directors' report;
- Evaluated the methods, assumptions and data for developing estimates and forward-looking information;
- Obtained an understanding of the Group's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Sustainability Statement;
- Evaluated whether information about the identified taxonomy-eligible and taxonomy-aligned economic activities is included in the Sustainability Statement; and
- Performed inquiries of relevant personnel, analytical procedures and substantive procedures on selected taxonomy disclosures included in the Sustainability Statement.

Oslo, 19 March 2026
ERNST & YOUNG AS

Anders Gøbel
State Authorised Public Accountant (Norway) – Sustainability Auditor

(This translation from Norwegian has been prepared for information purposes only)

Independent Sustainability Auditor's Limited Assurance Report – Kongsberg Gruppen ASA

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Financial Calendar

Annual general meetings
The ordinary Annual General Meeting will be held on Monday 13 April 2025.

Presentation of quarterly results
Q1: 6 May 2026

Q2: 13 July 2026

Q3: 29 October 2026

Ticker code: KOG (Oslo Stock Exchange)

Publication to stock exchange
Release date for the Annual Report 2025 is 23 March 2026.

Contact Details

Kongsberg Gruppen ASA
Street adress:

Kirkegårdsveien 45, 3616 Kongsberg

Mailing adress:

P.O. Box 1000, N-3601 Kongsberg
Phone: +47 32 28 82 00

E-mail: office@kongsberg.com

Org. nr. 943 753 709

Jan Erik Hoff

Group Vice President Investor Relations & Sustainability

Kongsberg Gruppen ASA

Phone: +47 991 11 916

E-mail: jan.erik.hoff@kog.kongsberg.com

Ivar Simensen

Vice President Communication

Kongsberg Defence & Aerospace AS

Mobil: +47 464 02 317

E-mail: ivar.simensen@kongsberg.com

Corporate Governance

2025



The Board's Report on Corporate Governance

KONGSBERG's objective is to safeguard and enhance stakeholder value through profitable, sustainable and growth-oriented industrial development in a long-term and international perspective.

Good corporate governance and corporate management shall reduce business-related risk, while the Group's resources will be utilised in an effective and sustainable manner. The Group will achieve its goals through further developing of first-class competency centres, deliveries of market-leading systems, products and services in its international market segments, and by operating the business in an ethical, sustainable and socially responsible manner. KONGSBERG is listed on the Oslo Stock Exchange and is subject to Norwegian securities legislation and stock exchange regulations. On 17 December 2025, the Board of Directors of Kongsberg Gruppen ASA resolved to demerge and list Kongsberg Maritime on Euronext Stock Exchange. The demerger was approved by the General Meeting on 22 January 2026. As demerger consideration, the shareholders of Kongsberg Gruppen ASA will, upon completion of the demerger, receive new shares in Kongsberg Maritime ASA, where each share in Kongsberg Gruppen ASA entitles the holder to receive one share in Kongsberg Maritime ASA. The shareholder structure will therefore, immediately after completion of the demerger, mirror the shareholder structure of Kongsberg Gruppen ASA.

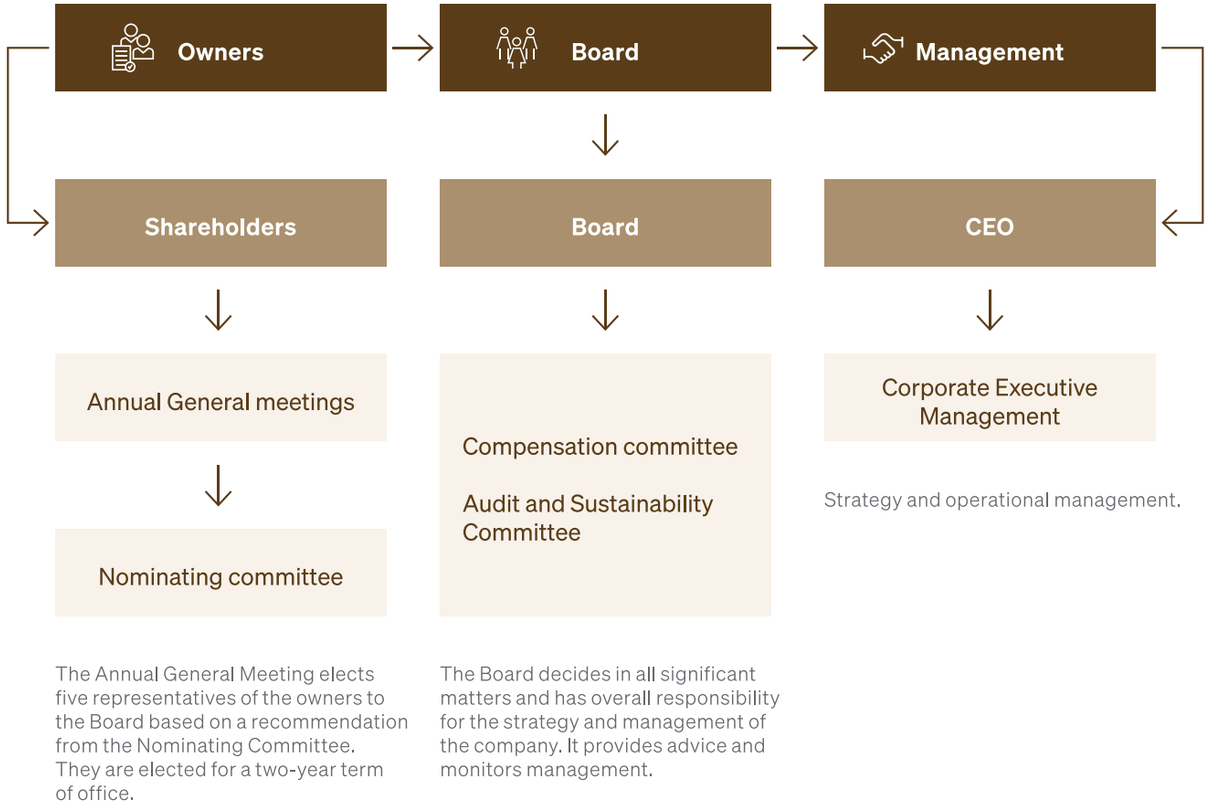
How KONGSBERG understands the concept

Corporate governance deals with issues and principles related to the allocation of roles between the governing bodies of a company, and the responsibilities and authority assigned to each of the bodies. Good corporate governance is characterized by responsible interaction between owners, the Board and Management seen in a long-term value-creating and sustainable perspective. It calls for effective cooperation, defined responsibilities and roles between shareholders, the Board and Management, respect for the Group's other stakeholders, and open, reliable communication with the world around us. The Group's core value platform and ethical guidelines are a fundamental premise for KONGSBERG's corporate governance.

How the topic has been addressed in 2025

The topic of corporate governance is subject to annual evaluation and discussions by the Group's Board of Directors. Among other things, the Group's governance documents are reviewed and revised periodically.

KONGBSERG's model for Corporate Governance:



Policy

KONGSBERG

KONGSBERG is subject to reporting requirements regarding corporate governance according to the Norwegian Accounting Act, Section 2-9, and the “Norwegian Code of Practice for Corporate Governance”, cf. ongoing obligations for listed companies, Section 4. The Accounting Act is available at www.lovdata.no. The “Norwegian Code of Practice for Corporate Governance”, most recently revised on 28 August 2025, is available at www.nues.no.

This report will, in accordance with Section 5–6 of the Norwegian Public Limited Companies Act, be subject to consideration at KONGSBERG’s Annual General Meeting on 13 April 2026. The Group's compliance with and any deviations from the Code of Practice will be commented on and made available to the Group's stakeholders.

The Norwegian state, which is our largest owner with a 50.004 per cent ownership stake, expresses its stance on various topics as an owner through parliamentary reports, including White Paper No. 6 (2022-2023) “Greener and more active ownership - The State's direct ownership of companies”, and No. 8 (2019-2020) “The Norwegian State's direct ownership of companies - Sustainable value creation”, and the Norwegian State’s “Ten principles for good corporate governance”. Furthermore, our largest owner assumes that companies with state ownership stakes follow the "Norwegian Code of Practice for Corporate Governance". The Group adheres to these guidelines, as well as the OECD guidelines on Corporate Governance of State-Owned Enterprises.

The Policy has been decided by the Group's Board of Directors.

The following elements are fundamental to KONGSBERG's corporate governance policy:

- KONGSBERG shall maintain open, reliable and relevant communication with the outside world about the company's business activities and matters related to corporate governance.
- KONGSBERG’s Board shall be autonomous and independent from the Group's management.
- Emphasis will be placed on avoiding conflicts of interest between the owners, the Board and the administration.
- KONGSBERG shall have a clear definition of responsibilities between the Board and the Administration.
- All shareholders will be treated equally.
- The Group's work on sustainability and social responsibility is considered as an integral part of the principles of good corporate governance. This is in line with our largest owner’s view as stated in the "White paper on ownership policy".



Articles of Association

Kongsberg Gruppen ASA

Articles of Association applicable for 2025, revised based on resolution at the Annual General Meeting 7 May 2025 [1]

(This is an English office translation of the original Norwegian version of this document. In case of discrepancy between the Norwegian language original text and the English language translation, the Norwegian text shall prevail.)

§1. The name of the Company is Kongsberg Gruppen ASA. The company is a public company.

§2. The Company's registered office is in Kongsberg (Norway).

§3. The object of Kongsberg Gruppen ASA is to engage in technological and industrial activities within maritime, defense and related areas. The Company may participate in and own other companies.

§4. The Company's share capital is NOK 219,902,311 divided among 879,609,245 shares, each with a nominal value of NOK 0.25. The Company's shares shall be registered with the Norwegian Registry of Securities.

§5. The Board shall have from five to eight members (Directors). Up to five Directors and up to two Deputy Directors shall be elected by the Annual General Meeting. According to regulations laid down pursuant to the provisions of the Norwegian Companies Act regarding employee representation on the Board of Directors in public limited companies, three members and their alternate Directors and their Deputies shall be elected directly by and among the employees.

§6. The Chair of the Board has the power to sign for the Company alone, or the Deputy Chair and another Director may sign jointly for the Company.

§7. General Meetings are held in Kongsberg or Oslo, and shall be convened in writing with at least 21 days' notice. Documents that apply to items on the agenda for the General Meeting do not need to be sent to shareholders if the documents are made available to shareholders on the Company's website. This also applies to documents which are required by law to be included in or attached to the notification of the General Meeting. A shareholder can nevertheless ask to receive documents that apply to items on the agenda at the General Meeting.

§8. The Annual General Meeting shall:

1. Adopt the Financial Statements and the Director's Report, including the payment of dividends.
2. Discuss other matters which, pursuant to legislation or the Articles of Association, fare the province of the General Meeting.
3. Elect the shareholders' representatives and their deputies to the corporate Board of Directors.
4. Elect the members of the Nominating Committee.
5. Elect one or more auditors, based on nominations made by the General Meeting.
6. Stipulate the Board's compensation and approve compensation to the Auditor.
7. Deal with the Board's declaration regarding the stipulation of salary and other compensation to key management personnel.

The General Meeting shall be chaired by the Chair of the Board, or, in his/her absence, by the Deputy Chair. In the absent of both, the General Meeting shall elect a moderator.

The Board can decide that shareholders shall be able to cast votes in writing, including by electronic communication, in a period prior to the general meeting

§9. The Nominating Committee shall consist of three or four members who shall be shareholders or representatives of the shareholders. The members of the Nominating Committee, including the Chair, shall be elected by the General Meeting. The term of office for the members of the Nominating Committee is two years. If the Chair of the Nominating Committee resigns his Commission in an election period, the Nominating Committee can choose the new Chair among the members of the Nominating Committee with the function of time for the remaining part of the new Chair's period. The Nominating Committee shall present to the General Meeting its recommendation on the election for, and remuneration to, the Directors and Deputy Directors of the Board and the Nominating Committee. The General Meeting sets out instructions for the Nominating Committee.

[1] Revised and updated based on resolution at the Extra Ordinary General Meeting 2026, 22th January, please visit https://www.kongsberg.com/

The Board's Report related to the “Norwegian Code of Practice for Corporate Governance”

The Kongsberg Gruppen ASA Board actively supports the principles for good corporate governance, and attaches importance to KONGSBERG’s compliance with the Norwegian Code of Practice for Corporate Governance and to explain any deviations.

The following is a detailed discussion of each individual section of the Norwegian Code of Practice. The review is based on the latest revised version of the recommendation, dated 28 August 2025.

Information that KONGSBERG is required to disclose pursuant to the Accounting Act Section 2-9 (2) regarding corporate governance is taken into account in this report, and follows the systematics of the Code of Practice's approach where this is natural.
A more detailed description of the location of the disclosures required by the Accounting Act Section 2-9 (2) is provided below:

1. “a statement of the recommendations and regulations concerning corporate governance that the Group is subject to or otherwise chooses to comply with”: The report’s section “Policy KONGSBERG ” The introductory section “Deviations from the Code of Practice” justifies such deviations.
2. “information on where recommendations and regulations as mentioned in (1) are publicly available: The section of the report “Policy KONGSBERG”.
3. “a justification for any deviations from recommendations and regulations as mentioned in no. 1”: The introductory section of the report “Deviations from the recommendation”.
4. “a description of the main elements of the Group, and for enterprises that prepare consolidated accounts, if relevant also the Group’s internal control and risk management systems linked to the financial reporting process”: Section 10 of the report, “Risk management and internal control”.
5. “articles of association provisions that completely or partially extend or depart from provisions in the Public Limited Companies Act, Chapter 5”: Section 6 of the report, “Annual General Meeting”.
6. “the composition of the Board of Directors, corporate assembly, shareholders’ committee/supervisory board and control committee and any working committees that these bodies have, as well as a description of the main elements in prevailing instructions and guidelines for the bodies and any committees work”: Section 8 of the report, “The Board, its composition and independence” and Section 9, “The Board’s work”.
7. “Articles of Association that regulate the appointment and replacement of board members”: Section 8 of the report, “The Board, its composition and independence”.
8. “Articles of Association and authorisations that allow the Board to decide that the company shall buy back or issue its own shares or equity certificates”: Section 3 of the report, “Share capital and dividends”.
9. “a description of the company’s guidelines for equality and diversity with regard to gender and other factors such as age, disability and educational and professional background for the composition of the board, management and supervisory bodies and their subcommittees, if any. The objectives of the guidelines, how they have been implemented and their effect during the reporting period shall be disclosed. If the company does not have such guidelines, this shall be justified.”: Section 8 of the report, “The board, composition and independence”.

For a complete overview of the Code with comments, see The Oslo Stock Exchange, or NUES (Norwegian Committee for Corporate Governance).



Deviations from the Code of Practice

According to the Group's own assessment, KONGSBERG deviates from the recommendation on one major point:

Item 6 – General Meeting
There are two deviations on this point:

1. Normally, the entire Board has not attended the General Meeting. Matters to be considered at the General Meeting have not so far created a need for this. The Chair of the Board is always present to respond to questions. Other Board members participate as needed. The Group considers this to be sufficient.

2. Article 8 of the Articles of Association states that the General Meetings are to be chaired by the Chair of the Board. If the Chair of the Board is unable to attend, the General Meeting is chaired by the Board's Deputy Chair. If both are unable to attend, the General Meeting elects a Chair. This is a deviation from the recommendation regarding an independent chair. The arrangement has been adopted by the shareholders through a unanimous resolution in the General Meeting, and has so far worked satisfactorily.

1 Report on corporate governance

The description is mainly structured according to the Code of Practice. In addition, as recommended, a higher level of detail has been provided on certain points. Item 16, "Management and internal procedures", is not covered by the recommendation. KONGSBERG has nevertheless chosen to include this, as the Group considers it a central point in the discussion around corporate governance.

KONGSBERG seeks to comply with international best practice standards when preparing governance documents. The Group sees a close correlation between high quality governance systems and value creation.

The topic of corporate governance is subject to annual evaluation and discussion by the Board. This report was adopted at the Board meeting on 19 March 2026.

2 Operations

Articles of Association
Kongsberg Gruppen ASA is a company whose objective is to engage in technological and industrial activities within the maritime and defence sectors and related areas. The Company may participate in and own other companies. The above is stated in the company's Articles of Association § 3. The company's Articles of Association to be found on the Group's website www.kongsberg.com and on page 4 in this report.

Objectives, strategy and risk
Kongsberg Gruppen ASA aims to be an international technology company headquartered in Norway. KONGSBERG objective is to secure and increase stakeholder value through profitable and growth-oriented industrial development in a long-term, sustainable and international perspective. Shareholder value is protected and managed by leveraging the Group's high level of expertise in order to develop attractive solutions for the market, meet important needs for a sustainable society, and focus on continuous improvement of our operations.

KONGSBERG will ensure its competitiveness and at the same time lay the foundation for sustainable and profitable growth. Growth will come through a combination of organic growth and acquisitions.

To achieve the ambitions, the Board and management have prepared strategies, targets and priorities for the Group and each Business Area. The targets include, among other things, marketing, acquisitions, expertise, social responsibility and sustainability, technology and finance, including capital structure.

The Group's risk management is further described in section 10. Strategy, goals and risk profile are subject to annual evaluation and revision by the Board, and are also monitored continuously throughout the year.

Sustainability and social responsibility
The Group's policy for sustainability and corporate social responsibility is part of our governance model, which is adopted by the Board. Sustainability and corporate social responsibility are integrated into the Group's strategic processes, and are discussed in more detail in the Group's Annual and Sustainability Report and on the Group's website.

3 Share capital and dividends

Equity
The group's equity as of 31 December 2025 was MNOK 23,212 (MNOK 19,269), which constituted 28.1 (27.8) per cent of total capital.

Net interest-bearing debt as of 31 December 2025 was MNOK -14,830 (MNOK -9,604). Of this, cash and cash equivalents was to MNOK 19,809 (MNOK 14,293). Working capital as of 31 December 2025 was MNOK -13,511 (MNOK -7,241).

Total assets as of 31 December 2025 was MNOK 82,120 (MNOK 69,414). The Board considers the company's capital structure to be satisfactory. The company's need for financial strength is assessed at all times in light of the company's objectives, strategy and risk profile.

Dividend policy
The company updated its dividend policy, decided by the board in 2020: "KONGSBERG's ambition is to pay an ordinary dividend per share that is stable or growing from one year to the next. Additional dividends and/or buybacks of own shares may be used as a supplement to the ordinary dividend. All payments to shareholders will be subject to the company's assessment of future capital needs."

The General Meeting approves the annual dividend based on the Board's recommendation. The proposal is the upper limit for what the General Meeting can approve. For the financial year 2024 , the General Meeting decided on an ordinary dividend of NOK 22.00 per share, of which NOK 12.00 per share was in excess of the Group's ordinary dividend policy (before split of shares.).

The Board proposes to the General Meeting a dividend for the financial year 2025 of NOK 5.70 per share (total MNOK 5,014 of which NOK 3.50 is in excess of the Group's ordinary dividend policy).

Board authorisations
Capital increase

The Board has not been granted any authorisation to issue shares

Purchase of own shares for employee programs and incentive programs.

According to Section 9-4 of the Public Limited Companies Act, the General Meeting may authorize the Board to buy back its own shares if the total holding of its own shares does not exceed 10 per cent of the share capital (Section 9-2 of the Public Limited Companies Act).

At the Annual General Meeting on 7 May 2025, the Board was authorised to acquire own shares for up to a maximum nominal amount of MNOK 8.75, which constitutes 4% per cent of the share capital. The authorisation can be used several times, and is valid until the next Annual General Meeting, however, no later than 30 June 2026. The Board's acquisition of own shares may only take place under this authorisation between a minimum price of NOK 100 and a maximum price of NOK 5,000 per share. The shares have been purchased for the share program for all employees, and in connection with the company's long-term incentive scheme (LTI). The shares can also be used as full or partial payment in the acquisition of a business or disposed of in the market. The shares under the Group's employee share savings scheme are offered to all employees at a reduced price, and have a retention period of one year from the time they were acquired. The LTI scheme is discussed in note 10 of the annual financial statement, and in the "Executive Management Remuneration Report" and item 12 of this report.

4 Equal treatment of shareholders and related party transactions

Class of shares

The Group's shares consist only of A-shares. All shares give the same rights in the company. At General Meetings, each share carry one vote. The nominal value per share is NOK 0.25. The Articles of Association place no restrictions on voting rights.

Transactions in own shares

The Board's authorisation to acquire own shares is based on the assumption that acquisitions will take place in the market. Acquired shares shall be disposed in the market, as payment for acquisitions, as well as for the share savings scheme for the Group's employees and the LTI scheme.

Related party transactions

The Board is not aware of any transactions between the company and shareholders, board members, senior executives or their related parties in 2025 that could be described as material transactions. Should such a situation arise, the Board will ensure that an independent third-party valuation is carried out. See also note 10 and note 29 to the annual financial statements for 2025.

The Norwegian Government as customer and shareholder

The Norwegian Government, represented by the Ministry of Trade, Industry and Fisheries (NFD), has a 50.004 per cent ownership in KONGSBERG. The Government is also a significant customer, especially with regard to deliveries to the Norwegian Armed Forces. The relationship with the Armed Forces is of purely commercial nature and is not affected by the ownership relationship.

The Group holds quarterly meetings with NFD. The topics addressed at these meetings are primarily the Group's financial development and orientation on strategic issues related to KONGSBERG. The Government's expectations regarding investment performance and dividends are also communicated. These "one-to-one" meetings with NFD are in line with what is common between a private company and its largest shareholders. The meetings comply within the provisions specified in company and securities legislation, not least with a view to equal treatment of shareholders. Once a year, a separate meeting is held on sustainability and corporate social responsibility.

The requirement for equal treatment of shareholders limits the possibility of exchanging information between the company and NFD. The Government, as a shareholder does not usually have access to more information than is publicly available to other shareholders. However, this does not prevent matters of social importance from being addressed. Under special circumstances where Government participation is required and the Government must obtain authorisation from the Norwegian Parliament (Stortinget), it will occasionally be necessary to give NFD inside information. In such cases, NFD is subject to general rules for dealing with such information.

5 Shares and negotiability

The shares are freely negotiable, with the exception of shares purchased by employees at a reduced price, and shares awarded under the company's LTI scheme, see point 3 and 12. The Articles of Association have no restrictions on negotiability.

6 Annual General Meeting

Through the Annual General Meeting, the shareholders are assured participation in the Group's highest governing body. The General Meeting adopts the Articles of Association. Shareholders representing at least five per cent of the shares can call for an Extraordinary General Meeting.

In 2025, the Annual General Meeting was held on 7.5.2025, and 82.4% per cent (80.6) of the total share capital was represented. A total of 94 (64) shareholders were present digitally, in addition to those represented by proxy.

Notification

The Annual General Meeting is normally held before 1 June of each year, and is set to 13 April 2026.

- Notification to be given no later than 21 days before the Annual General Meeting. The relevant documents, including the Nominating Committee's recommendation, are available on the Group's website, www.kongsberg.com.
- Emphasis is placed on ensuring that the documents contain all necessary information so that shareholders can take a position on all items on the agenda.
- All shareholders registered in the Euronext Securities Oslo (VPS) receive the notice and have the right to submit proposals and vote directly or by proxy. The financial calendar is published both through stock exchange announcements and on the Group's website.

Registration and proxies

Registration can be done written by letter, e-mail or internet. The Board wishes to make it possible for as many shareholders as possible to participate. Shareholders who cannot participate in person are encouraged to participate by proxy, or advance voting. A separate proxy form has been prepared that allows a proxy to be given for each individual item on the agenda. One person is appointed to vote as a proxy for the shareholders. Representatives from the Board, at least one representative from the Nominating Committee and the Auditor will attend at the General Meeting. From the administration, at least the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) will participate.

Agenda and execution

The agenda is set by the Board, where the main items are specified in Article 8 of the Articles of Association. The same article also states that the General Meeting is chaired by the Chair of the Board.

The CEO and other members of the Corporate Management Team inform about the status of the Group.

All shareholders have the right to have their cases considered at the General Meeting. Cases must be submitted in writing to the Board at least seven days before the deadline for sending the notification of the General Meeting. The reason for wanting the case being added on the agenda should also be specified.

The minutes of the General Meeting are submitted to the stock exchange and published on the Group's website.

KONGSBERG has identified two deviations from the recommendation related to section 6 – General Meeting. These concern the full Board's participation in the General Meeting and an independent chair. The deviations are described in more detail in the introduction to this chapter.

7 Nominating Committee

The Group's Articles of Association, Article 9, specifies that the Group shall have a Nominating Committee. The Committee's tasks are regulated in separate instructions adopted by the General Meeting. These were last revised at the annual general meeting on 7 May 2025.

The main task is to make a recommendation to the General Meeting regarding the election of shareholder-elected members to the Board. The recommendation must be reasoned and shall specifically recommend a nominee for the Chair of the Board. In the work of finding candidates for the Board, the Committee has contact with relevant shareholders, board members and the CEO.

In addition, the Nominating Committee shall propose remuneration for the Board members and their deputies, as well as for members of the Audit and Sustainability Committee and the Compensation Committee, and the members of the Nominating Committee, as well as conduct an annual evaluation of the Board's work.

The committee consists of three to four members who shall be shareholders or representatives of shareholders. The General Meeting shall elect all members of the Nominating Committee, including the Chair. It is the Nominating Committee itself that recommends to the General Meeting the election of members to the Committee. The remuneration of the Nominating Committee is approved by the General Meeting based on the recommendation from the Nominating Committee.

Composition

The current Committee was elected at the Annual General Meeting on 7 May 2025 and consists of:

- Vigdis M. Almestad, Senior Portfolio manager at ODIN Forvaltning AS
- Torkel Storflor Halmø, Director, Ownership Department Norwegian Ministry of Trade, Industry and Fisheries (NFD)
- Erik Must, investor, chairman of the board of Must Holding AS, Fondsfinans AS and others.
- Bjarte Espedal, Portfolio manager in Folketrygdfondet
- Almestad is elected as Chair of the Committee. The Nominating Committee is elected for two years, and the next election will be held at the Annual General Meeting in 2026.

None of the Committee members represent the daily management or the Board of KONGSBERG.

The members are considered to be independent of daily management and the board. Torkel Storflor Halmø is employed at the Ministry of Trade, Industry and Fisheries, which as of 31 December 2025 had a 50.004 per cent ownership stake in KONGSBERG. Vigdis M. Almestad is employed at ODIN Forvaltning AS, which as of 31 December 2025 had a total ownership of 0.56 per cent in KONGSBERG through its funds. Erik Must had, as of 31 December 2025, an ownership of 2.53 per cent through his company Must Invest AS and a personal ownership of 0.06 per cent. Bjarte Espedal is employed at Folketrygdfondet, which as of 31 December 2025 had a total ownership of 5.90 per cent in KONGSBERG. The nomination committee is considered to have a composition that reflects the interests of the shareholder community.

Information about the Nominating Committee, a form for nominating candidates for the Board/Nominating Committee and deadlines are made available on the Group's website.

8 The Board, its composition and independence

At the Annual General Meeting in 1999, it was decided to discontinue the Corporate Assembly. The reason for this was an agreement between the employee unions and the Group that increased the number of employee representatives on the Board from two to three.

Composition of the Board

The Board consists of eight members, and currently has the following composition:

Eivind K. Reiten (Chairman), Per A. Sørlie (Deputy Chairman), Kristin Færøvik, Morten Henriksen, and Merete Hverven. Kjersti Rød, Rune Fanøy, Oda Ellingsen (resigned the board 7 May 2025) and Vegard Ryen Skullerud (joined the board 7 May 2025) are Board members elected by and among the employees. Detailed information about each Board member can be found on the Group's website.

The Board held a total of 20 meetings in 2025, of which 8 were extraordinary and 3 of these were board proceedings without a physical meeting.

It is important that the entire Board has expertise in board work and the Group's main business activities. In addition, the board members must have the capacity to perform their duties.

According to the Articles of Association, the number of board members shall be between five and eight. The CEO is not a board member.

Eivind K. Reiten is elected Chair of the Board. All board members were up for election in 2025.

The Board's independence

All shareholder-elected board members are considered autonomous and independent of the Group's administrative management. The same applies in relation to significant business associates. The Election Supervision for the election of employee representatives to the Board complies with the Representation Ordinance and ensures that the recommendation on independence is addressed through nomination and elections. It is important that there are no conflicts of interest between owners, the Board, management and the Company's other stakeholders.

Among the shareholder-elected board members, there are three men and two women, i.e. 40 per cent women.

Election of the Board

The General Meeting elects the five shareholder-elected representatives to the Board. The election of board members is by simple majority. The Nominating Committee prepares a recommendation for shareholder-elected representatives in advance of the General Meeting. The recommendation is made available to the shareholders at the same time as the notice of the General Meeting. The Norwegian state owns 50.004 per cent of the shares in KONGSBERG, and can in principle exercise control over the election of the shareholders' board members. The members are elected for two-year terms, and are eligible for re-election.

Three of the board members are elected by and among the employees of the Group. Ordinary elections of employee representatives to Kongsberg Gruppen ASA's Board was held first quarter of 2025.

Board members' shareholdings

Board members are strongly encouraged to own shares in the company, but this is not an absolute requirement. The shareholder-elected board members have the following holdings of shares in the Group as of 31 December 2025:

- Eivind K. Reiten owns 19,250 (3,850) shares through his 100 per cent owned company Mocca Invest AS.
- Per A. Sørlie owns 17,000 (3,400) shares.
- Krisitin Færøvik owns 5,000 (1,000) shares.
- Morten Henriksen owns 24,800 (4,960) shares.
- Merete Hverven owns 0 (0) shares.

The employee-elected board members have the following holdings of KONGSBERG shares as of 31 December 2025:

- Kjersti Rød owns 11,194(2,213) shares.
- Rune Fanøy owns 1,569 (288) shares.
- Vegard Ryen Skullerud owns 6,629 (1,440) shares.
- Oda Ellingsen owns 3,179 (1,610) shares.

9 The Board's work

The Board's responsibilities

The Board of directors has overall responsibility for the management of the Group and for monitoring the day-to-day administration and the Group's business activities. This means that the Board is responsible for ensuring that control systems have been established and for ensuring that the Group is operated in compliance with established values, ethical guidelines and the owners' expectations for sustainable and socially responsible operations. The Board shall primarily protect the interests of all shareholders, but is also responsible for safeguarding the interest of the Group's other stakeholders.

The Board's main tasks are to contribute to the Group's competitiveness, and to developing and creating value. Furthermore, the Board shall participate in the framing and adopting the Group's strategy, perform necessary control functions and ensure that the Group is satisfactorily managed and organised. The Board sets targets for the financial structure and adopts the Group's plans and budgets. The Board also handles items of major strategic and/or financial importance to the Group.

In matters of a significant nature where the Chair of the Board or other Board members have been actively engaged, this will be disclosed in the case processing and dealt with by the Board on a case-by-case basis. The tasks are not static, and the focus will depend on the Group's needs at any given time. The Board appoints the CEO, defines work instructions and powers of attorney, and determines his/her salary.

Board instructions

The Board's instructions are subject to review by the Board every second year and revised as necessary. The current instructions were last presented to the Board in July 2025. The instructions cover the following items: notice of a Board meeting, notification deadlines, administrative preparations, the Board meetings, the Board's decisions, the keeping of minutes, the Board's competence and matters to be dealt with by the Board, the segregation of work between the Board and the CEO, the relationship between subsidiaries and the parent company, independence and disqualification, main principles for the Board's work in the event of a possible takeover, confidentiality and professional secrecy, and the relationship to legislation, articles of association and instructions. The Board's instructions can be read on the Group's website. The Board may decide to deviate from the instructions in individual cases.

Instructions for the CEO

There is a clear segregation of duties between the Board and executive management. The Chair is responsible for ensuring that the Board's work is carried out in an efficient and correct manner in compliance with the Board's responsibilities.

The CEO is responsible for the Group's operational management. The Board has prepared a separate instruction for the CEO. The instruction is reviewed by the Board every second year and revised as necessary. The current instruction was last presented to the Board in December 2023, and no changes were decided.

Financial reporting

The Board receives financial reports twelve times a year, where the Group's financial and economic status is described. The report is a financial presentation that describes what has happened in the Group's operational and administrative functions during the reporting period. The financial report forms the basis for internal control and communication about status and necessary measures. Each quarter, a quarterly external financial report is prepared.. This report is reviewed by the Group's Audit and Sustainability Committee before being presented to and approved by the Board. The report is made publicly available after Board approval.

Participation in meetings 2025	*Board*	*Audit- and Sustainability Committee*	*Compensation Committee*
Eivind K. Reiten	18	0	3
Per Arthur Sørlie	17	7	0
Kristin Færøvik	20	7	0
Morten Henriksen	18	7	0
Merete Hverven	18	0	3
Oda Ellingsen (Resigned the Board on the 7 May and the Audit- and Sustainability Committee on the 27 May, 2025)	5	3	0
Rune Fanøy (joined the Audit- and Sustainability Committee and resigned from the Comp.Comittee on the 27 May, 2025)	20	4	1
Kjersti Rød	20	7	0
Vegard Ryen Skullerud (joined the Board on the 7 May and the Comp.Comittee on the 27 May, 2025)	15	0	2

Notice of meetings and discussion of items

The Board schedules regular board meetings each year. Ordinarily, eight meetings are held each year. In addition, extra meetings are noticed as needed. In 2025, a total of 20 (12) board meetings were held. The board meetings had 95 (93) per cent attendance in 2025.

All board members receive regular information about the Group's operational and financial development well in advance of scheduled Board meetings. The Group's business plan, strategy and risks are regularly reviewed and evaluated by the Board. Board members have free access to consult the Group management as needed. The Board prepares and establishes an annual plan, including set topics for the Board meetings. Normally, the CEO proposes the agenda for each Board meeting. The final agenda is decided in consultation between the CEO and the Chair of the Board.

In addition to the Board members themselves, the Board meetings are attended by the CEO, CFO, other Group directors as required, as well as the General Counsel (Board secretary). Other participants are convened as required.

The Board adopts decisions of significant importance to the Group. This includes, among other things, approval of the annual and quarterly financial statements, strategy and strategic plans, approval of investments and contracts, as well as acquisitions and divestitures of businesses where the Group's authorisation matrix or the Group's directive regarding significant offers, contracts or framework agreements requires this.

New Board members are briefed on the Group's current strategy and historical circumstances related to the Group's current situation.

Duty of confidentiality – communication between the Board and shareholders

The Board's proceedings and minutes are in principle confidential, unless the Board decides otherwise or it is obvious that there is no need for such treatment. This follows from the Board instructions.

Competence

The entire Board has completed a program to gain insight into the Group's business activities. In this connection, trips are made to various parts of the Group's locations. The purpose of the excursions is to increase the Board's insight into the commercial activities in the area. The Board is composed so that expertise in operations, corporate governance, risk management, financial and non-financial compliance, sustainability and climate, etc., is covered by the Board as a whole.

Disqualification

The Board and CEO cannot handle matters in which they have a significant special interest, and are bound by the rules regarding disqualification as set out in Section 6–27 of the Norwegian General Companies Act (ASAL) and in the Board's own instructions.

Guidelines for Board members and senior executives

The topic of conflict of interest is discussed in the Group's Code of Ethics and Business Conduct, section 5.11. The same applies to the Board's instructions, which states that the Board shall act independently of special interests.

The Board has defined independence in this context as follows:

- Board members shall normally not receive any other remuneration from the company than the Board fee and fees for work on Board committees. Any deviation from the general rule shall be approved by a joint Board and recorded in the minutes. In the event of a material transaction between the company and a Board member or the CEO, an independent assessment shall be obtained from a third party.
- Board members shall inform the entire Board of any relationships with, or interests in, KONGSBERG's significant business relationships or its transactions.
- The Board fee shall not be performance-related, and options shall not be granted to Board members.
- Cross-relationships between Board members, the CEO or the rest of the administration shall be avoided.
- The Board members shall not have, or represent, significant business relationships with the Group.

If a Board member has doubts about own competence, the question shall be raised for consideration by a full Board. The conclusion on the question of disqualification shall be recorded in the minutes.

Use of board committees

The Board has two subcommittees: an Audit and Sustainability Committee and a Compensation Committee. Both committees act as preparatory bodies for the Board, are only responsible to the Board as a whole and only have recommendatory authority to it. In addition, committees are established as needed.

The Board's Audit and Sustainability Committee

The Audit and Sustainability Committee shall act as a preparatory body for the Board of Directors and support the Board in exercising its responsibility related to financial reporting, auditing, internal control, compliance with the rules of conduct, sustainability and overall risk management, cf. Sections 6-12 and 6-13 of the Public Limited Liability Companies Act. The Audit and Sustainability Committee is also a preparatory body with regard to non-financial management and control. The Group's CFO and the Group's elected auditor normally attend the meetings. The CEO and other Board members have the right to attend at their own request.

During 2025, 7 (7) meetings were held. Members are: Morten Henriksen (Chair), Per A. Sørlie, Kristin Færøvik, Oda Ellingsen (resigned 27 May 2025) and Rune Fanøy (joined 27 May 2025).

The Board's Compensation Committee

The committee shall prepare the Board's consideration of issues related to compensation, leadership development and diversity. This includes, among other things, consideration of matters related to the CEO's terms and conditions, and questions of principles related to salary levels, bonus systems, pension systems/terms, employment contracts and similar for senior employees.

The Committee also prepares matters regarding other conditions related to compensation that the Committee finds to be of particular importance to the Group's competitive position, profile, recruitment ability, reputation, etc. Furthermore, the Committee prepares the consideration of the Group's leadership development plans, performance reviews and succession plans for leaders, with particular emphasis on ensuring diversity.

The Committee is composed of the Chair of the Board, one shareholder-elected Board member and one employee-elected Board member. The CEO has the right to participate in the Committee's meetings whenever he/she wishes, except when dealing with his/her personal matters. The Group EVP General Counsel and Chief of Staff is the Committee's secretary. During 2025, 3 (3) meetings were held.

Members are: Eivind K. Reiten (Chair), Merete Hverven, Rune Fanøy (resigned 27 May 2025), and Vegard Ryen Skullerud (joined 27 May 2025). Instructions for the compensation committee can be found on the Group's website.

The Board's self-evaluation

Each year, the Board holds an extended meeting where the Board evaluates its own and the CEO's work. In this connection, the Board also assesses itself in relation to recommendations for corporate governance in the Norwegian Code of Practice for Corporate Governance (NUES). The Board's evaluation is made available to the Nominating Committee. Annual, individual discussions are held between the Chair of the Board and the other Board members.

10 Risk management and internal control

The Board's responsibility and purpose of internal control
KONGSBERG builds its internal control and risk management system for financial reporting on the internationally recognized COSO framework.

The Group has established a decentralised management model with delegated performance responsibility. The control environment is therefore distributed in accordance with the Group's management model, and it is the responsibility of each unit to ensure that there is sufficient capacity and expertise to carry out sound internal control. The Group's executive management and the Group Subject Matter responsible shall overlook that the Business Areas have implemented sound internal control.

The Administration prepares monthly operating reports and quarterly risk analyses that are sent to the Board members. In addition, quarterly financial reports are published to the financial market. The Audit and Sustainability Committee reviews the Group's quarterly report in advance of the Board meetings. The Auditor participates in the Audit and Sustainability Committee meetings, and meets with the entire Board when presenting the preliminary annual accounts and for approval of the Group accounts, and otherwise as needed.

The Board's follow-up
The Board, through its annual plan and agenda, continuously monitors risk management and internal control. This includes a quarterly review of strategic and operational risks, key assessment items related to financial reporting and non-financial compliance, as well as climate related risks. The Board processes and approves major customer offers in accordance with the Group's authorisation matrix. The Board is also continuously involved in the Group's strategy processes.

The Group's financial position and risks are thoroughly described in the Director's report.

The Board annually reviews the Group's key governance documents to ensure that these are updated and adequate for the relevant areas.

Compliance with values, ethics and social responsibility
KONGSBERG emphasises that our values and ethical guidelines shall be an integral part of our business operations. We expect our employees and partners to demonstrate high ethical standards and comply with applicable rules and regulations.

The work on systematic further development and follow-up of important areas for compliance with laws, regulations and internal guidelines has been continued in 2025. The Group focuses on the anti-corruption program, where training of employees, cooperation with business partners on anti-corruption measures, as well as training and auditing of market representatives have been the most important elements. We also have a particular focus on export control and sanctions as well as good processes and guidelines to ensure compliance with Data Privacy regulations. The Group has compliance functions both at the Group level and in the Business Areas that cooperate closely. KONGSBERG's compliance program is coordinated and monitored from the Group level.

Routines have been established for notification and follow up on any alleged misconduct. The Group has a web-based reporting channel that is available to all employees globally, and which allows for external reporting and anonymity for whistleblowers.

11 Remuneration to the Board of Director

The General Meeting determines the Board's remuneration annually. Proposals for remuneration are submitted by the Nominating Committee. From the General Meeting in 2025 until the next ordinary general meeting, the total remuneration to the board members is NOK 3,789,000 (NOK 3,139,000).

The remuneration is distributed as follows:

- Chairman of the Board NOK 942,900 (NOK 781,200)
- Deputy Chairman of the Board NOK 429,900 (NOK 356,200)
- Other Board members NOK 402,700 (NOK 333,600)
- Deputy members NOK 18,190 (NOK 15,070) per meeting
- In addition, the members of the Audit and Sustainability Committee receive NOK 142,200 (NOK 134,500) per year. The chairman of the committee receives NOK 208,400 (NOK 180,100).
- The members of the Compensation Committee receive NOK 63,600 (NOK 60,200). The committee chair receives NOK 94,500 (NOK 89,400).

The board members' fees are not linked to performance, option programs or similar. No remuneration has been paid in addition to the ordinary board fee. None of the shareholder-elected members of the Board have any duties for the company beyond their board position, and none have an agreement on a pension scheme or severance pay from the company.

12 Remuneration of executives management

The Board has established guidelines for determining the salary and other remuneration for senior executives at KONGSBERG. The guidelines shall be reviewed by the General Meeting in the event of any significant changes and at least every four years. The guidelines were last reviewed and approved by the General Meeting on 7 May 2025.

The Board's position with regard to remuneration to executive management is that this should be competitive and motivating, but not leading in terms of level. At the same time, the Board attaches importance to moderation, transparency, opportunities for adaptation and that remuneration should promote cooperation.

The CEO's terms and conditions are determined by the Board of Directors. The Board conducts an annual thorough assessment of the CEO's salary and other remuneration. The assessment is based on market research for comparable positions. The terms and conditions of the other members of the Group management shall be determined by the President and CEO after consultation with the Chair of the Board.

KONGSBERG's reward system consists of basic salary, pension, insurance, other benefits, performance-based pay scheme (STI) and long-term incentive scheme (LTI). The details of the schemes are described in the "Report on remuneration for senior executives in KONGSBERG", which are available at kongsberg.com.

Every year, KONGSBERG publishes a report showing how remuneration to the Board of Directors and Group Executive Management of KONGSBERG has been paid and earned in accordance with the "Report on remuneration for senior executives in KONGSBERG". The report will be available at kongsberg.com, in connection with the Notice of AGM. The report is presented to the General Meeting annually for consideration and advisory vote.

13 Information and communication

Annual Report and Director's Report – periodic reporting
The Group normally presents a preliminary annual report in February. The Annual Report is made available to shareholders and other stakeholders in March/April. In addition, financial results are reported quarterly. Other information related to sustainability and corporate social responsibility to be found on the Group's website. The Group's Financial Calendar is made public through stock exchange announcements, on the Group's website and in the Annual Report.

Other market information
Open investor presentations are held in connection with the presentation of the Group's annual and quarterly results. Here, the CEO and CFO review the results. In addition, the CEO comments on markets and future prospects. Other members of the Group Management participate as needed.

Capital Markets Days and other arrangements are held where the Presidents of the Business Areas will participate. At the Capital Markets Day, the entire Group Management is normally present.

The presentations in connection with the annual and quarterly results are made available on www.newsweb.no (Oslo Stock Exchange) and the Group's website at the same time as the presentation. The annual and quarterly results are also made available via video transmission. In addition, there are ongoing dialogues and presentations for analysts and investors.

The Group considers it very important to inform owners and investors about the Group's development and economic and financial status. Emphasis is placed on ensuring that the stock market receives equal and simultaneous information. In discussions with shareholders and analysts, the precautionary principle is applied with regard to the pre-distribution of information.

The Group has directives regarding communication with the investor market and the handling of inside information. Equal treatment of all shareholders is emphasised.

14 Take-overs

The Group has no defence mechanisms against takeover bids in its Articles of Association, nor is it implemented other measures that limit the possibility of purchasing shares in the company. The Norwegian state owns 50.004 per cent of the shares. The marketability of these shares is subject to parliamentary discretion. The Board's instructions contain a section that deals with the main principles for how the Board should act in the event of any takeover bids. This section states, among other things, that the Board should ensure that shareholders in KONGSBERG are treated equally and that the business is not unnecessarily disrupted. If a bid is made for all or part of the company, the board shall issue a statement with a reasoned assessment of the bid and, if necessary, an independent assessment by a third party shall also be issued. The assessment shall, among other things, take into account how a potential acquisition will affect the long-term value creation in KONGSBERG.

If a bid is made for the Company's shares, the Company will not restrict others from making similar bids for the Company's shares, unless this can be clearly justified in the common interest of the Company and the shareholders. In the event of a bid for the Company's shares, the Company will publish information that is subject to disclosure requirements in accordance with laws and regulations for companies listed on the Oslo Stock Exchange.

15 Auditor

Auditor's relationship with the Board
The Group's Auditor is elected by the General Meeting. A summary of the Auditor's planned work are presented to the Audit and Sustainability Committee once a year.

The Auditor always participates in the Board's consideration of the annual accounts. In this connection, the Board is informed about the annual financial statements and matters of particular concern to the Auditor, including any disagreements between the Auditor and the Administration. The Auditor also normally participates in the meetings of the Audit and Sustainability Committee.

The Audit and Sustainability Committee holds annual meetings with the Auditor where the report from the Auditor is reviewed, which addresses the Group's accounting principles, risk areas and internal control routines.

At least once a year, a meeting is held between the Auditor, the Audit and Sustainability Committee and the Board, without the CEO or others from the Group's Management or Administration being present.

The Auditor has submitted a written statement to the Board on the fulfilment of the established independence requirements between the Auditor and the Group, pursuant to the Auditors Act. The Board has approved guidelines for the business relationship between the Auditor and the Group.

The auditing firm Ernst & Young AS (EY) has been the Group Auditor for 2025. Some smaller companies in the Group use other auditing firms. Some foreign subsidiaries do not have an auditor as this is not part of the local requirements. In addition to the ordinary audit, the company EY has performed consulting. Reference is made to note 26 in the consolidated financial statements.

The Board will regularly assess whether the Auditor is sufficiently performing a satisfactory control function, and the Auditor's overall competitiveness.

16 Management and internal procedures

The Group's subsidiaries have as a main rule their own Board of Directors consisting of internal managers and employees. The managing director of the parent company, or the person authorised by the managing director, will be the chair of the Board in the subsidiaries. The appointment and the work of the Board in the subsidiaries shall be in accordance with the Group's principles of good corporate governance.

Guidelines for share trading
The Group has established internal guidelines for trading in the company's shares, primarily aimed at the company's primary insiders. These guidelines are regularly updated to maintain compliance with the laws and regulations in force at any given time. The guidelines impose an internal clearance obligation on primary insiders with the CEO before buying or selling KONGSBERG shares.

Directors' liability insurance

Kongsberg Gruppen ASA has a directors' liability insurance applicable to the company's board members, CEO, and senior employees. This insurance covers legal and financial claims directed at the board or management based on their actions in their respective roles. It applies to both the parent company and all subsidiaries of KONGSBERG where KONGSBERG holds more than a 50 percent ownership stake. The insurance is placed with a reputable insurance company with a good rating.



Human Rights Report 2025

CEO Geir Håøy

Leading with purpose

In 2025, KONGSBERG continues its legacy of over 210 years by focusing on innovation, responsibility, and trust. Our history gives us pride—but even more importantly, it gives us direction and purpose. As we look ahead, our commitment remains clear: to develop technology that protects what matters most: people, societies, and the planet we all depend on.

As global challenges intensify—from conflicts to climate change—our commitment to developing technology which makes a difference remains resolute. We recognize respect for human rights as fundamental to our operations and strongly believe responsible business should set a positive example beyond our organization.

We see transparency and collaboration as powerful drivers of change. The Norwegian Transparency Act has strengthened dialogue across industries and value chains, opening doors to greater openness and shared solutions. By addressing challenges together, we can achieve far more than any single company acting alone.

As we move forward, we will continue to build on a strong foundation and to improve our systems, processes, and practices. Our ambition is to ensure that respect for human rights is not only embedded in our policies, but lived every day in decisions, partnerships, and innovation.

Our goal is clear and ambitious: to create a significant and meaningful impact for people, the environment, and the planet. By integrating human rights into the core of our business, we aim to contribute to a future that is safer, fairer, and more sustainable for generations to come.

Geir Håøy,
President & CEO



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Our Approach

Respect for Human Rights at the Core of Our Goals

Setting goals and standards for our human rights work has been and continues to be of strategic importance for KONGSBERG. We have integrated human rights into our governance, strategies, audit programs, daily operations, and due diligence assessments.

Our Human Rights Standards

Human rights are an integral part of our business, where we continuously work both preventively and reactively to ensure compliance with our external and internal requirements.

We are committed to respecting internationally recognized human rights, including the prohibition of forced labor, child labor, and the safeguarding of fundamental workers' rights, as set out in the UN International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

Risk Assessment for Human Rights Impact

Each business area conducts risk assessments to identify actual and potential negative impacts on human rights. The goal of these risk assessments is to align our business with internationally recognized human rights and to conduct a comprehensive assessment of our entire value chain to better understand inherent, current, and potential risks for negative impacts on human rights.

We have conducted human rights impact assessments across all our business areas together with a wide variety of different functions. These assessments enhance our ability to apply a risk-based approach in managing both actual and potential risks. We take this work seriously and in 2025, an updated human rights risk assessment was part of the annual KPI's for the business areas.

Our Standards

- Child labour
- Diversity, inclusion and belonging
- Environment and Climate
- Fair reward
- Health and Safety
- Humanitarian Law
- Minority Rights
- Privacy
- Resourcing and Mobility
- Slavery, Human Trafficking and Forced Labour
- Working time

Read more about out standards on our website

Governance

We have well established guidelines for our human rights work, anchored in our Code of Ethics and Business Conduct. The due diligence work related to human rights is integrated into our due diligence process for for third parties, direct customers, suppliers and our audit programs.

Our routine for human rights work is adopted by the board and sets the standard for how we treat people. The routine underpins our commitment to responsible business by actively working to avoid causing or contributing to negative impacts on human rights. Governance and leadership are determined with the tone from the top at the corporate level, and the requirements are communicated down to the business areas through their business management systems.

We also extend fundamental principles in our human rights work routine to suppliers through our Supplier Conduct Principles (SCP). SCP is published on our websites and translated into six languages: English, Norwegian, Mandarin, Polish, Portuguese, and Finnish. Our human rights standards apply to all companies in the KONGSBERG group that are wholly or majority-owned and each business area is responsible for compliance and implementation of the human rights guidelines.

We have established channels for our employees as well as external parties to report and raise concerns, and we have a dedicated link for human rights inquiries on our website.

If negative impacts on human rights are identified, we take appropriate steps to address and mitigate them. In our supply chain, this is done either bilaterally with our business partners or in collaboration with other stakeholders, depending on our influence and the extent of our ability to impact.

Risk assessment

Data identification and collection 1

- Employees and own operations
- Supply chain: first tier suppliers and market representatives

Data analysis 2

- Analysis in excel which combines Kongsberg data and risk information from public, internationally recognized sources.

Risk overview 3

The output of the risk analysis is a overview of risk related to:

- Own operation and subsidiaries
- Suppliers and market representatives

Risk prioritization 4

- Risk verification workshop for input and prioritization
- This report provides overview of salient human rights risks and recommendations for next steps.

Risk assessment 5

Due Diligence Assessments

Our risk assessments for human rights are supported by the due diligence assessments we conduct. KONGSBERG conducts due diligence assessments of all our business partners in accordance with the OECD guidelines for responsible business conduct. The goal of the due diligence assessments is to identify, assess, reduce, and mitigate negative impacts on human rights. Our due diligence assessments are risk-based, and our business partners are subject to ongoing dialogue, periodic reviews, and, if necessary, audits.

When human rights risks are identified, they are assessed, managed, and/or remedied when required. Given the complexity and interconnection that human rights often have with regulatory compliance and integrity in general, our due diligence assessments include a wide range of compliance topics. Therefore, our due diligence assessments also include, among other things, anti-corruption and bribery, sanctions and export control regulations, as well as enforcement.

Risk Management

Significant risks are managed through our risk management process (Enterprise Risk Management Process), which is implemented in all our business areas. An important part of the process is that findings are communicated upwards to ensure a unified, holistic, and resource-strong approach from KONGSBERG. The board follows up on risk management and internal controls through their annual plan and agenda. This includes quarterly reviews of strategy and operational risks, key discretionary items related to financial reporting, and non-financial compliance such as human rights and climate-related risks.





Our Business

Our Business

KONGSBERG is an international technology group that delivers advanced and reliable solutions that enhance safety, security, and performance in complex operations and under extreme conditions. KONGSBERG collaborates with global customers in the defense, energy, maritime, fisheries, renewable, and aerospace sectors.

Kongsberg Gruppen as a group employed 15,865 people in 2025. We have a presence in over 40 countries, but the headquarters and a significant part of the business are established throughout the Nordic region and are a significant employer with a large presence and support for local communities.

We have four established business areas: Defence & Aerospace, Maritime, Discovery, and Digital. Other activities include real estate, renewable energy, and corporate.

Through our activities, we create jobs – both directly through our own activities and indirectly through our supply chain. This contributes to promoting economic growth, welfare, and the development of people and communities. KONGSBERG is proud of the positive impact we have on local communities, but we also recognize the social responsibility that comes with the ability to influence.

Our human rights risk assessment conducted by the various business areas reveals a wide range of potential risks for negative impacts on human rights, and the risks mentioned in this report are a summary of these risks.

15 865

Number of employees in 2025

over 40

Presence in number of countries in 2025

4

Number of business areas

Maritime | Defence & Aerospace | Discovery | Digital



Supply Chain

The compliance due diligence of the supply chain is managed in accordance with our internal guidelines and is a risk-based approach that follows the OECD principles. The requirements are integrated into the business areas' supply chain and procurement processes.

KONGSBERG's mandatory requirements for suppliers are outlined in our Supplier Code of Conduct (SCP) and the business areas' quality requirements for suppliers.

Supplier assessment is managed through internal screening, country/industry risk assessment, supplier self-evaluation (IntegrityNext), and on-site supplier audits, with identified risks evaluated and managed as part of the procurement process.

Supplier compliance due diligence

New Supplier Approvals

Supplier due diligence and risk management

↓

Supplier screening

New Supplier Approvals

↓

Identify and assess - risk and impact

Purchase Orders & Supplier Contracts

Supplier self-assessments

↓

Cause, prevent and mitigate adverse impacts

Supplier risk assessment and action/mitigation

Supplier audits, assessments and monitoring*

↓

Supplier resolution or escalation for resolution*

Supplier Approval and/or Supplier risk management plan and/or Supplier exit*

* Track implementation and results
Communicate impact
Escalation/remediation where appropriate

Environmental

- Environmental Protection
- Carbon Footprint (GHG)
- Energy Management
- REACH
- RoHS
- Cobalt & Mica
- EU SRR (IHM)
- PBT5 (TSCA)

Social

- Carbon Footprint (GHG)
- Cobalt & Mica
- REACH
- PBT5 (TSCA)

Governance

- Environmental Protection
- Carbon Footprint (GHG)
- Energy Management
- REACH
- RoHS
- Cobalt & Mica
- EU SRR (IHM)
- PBT5 (TSCA)

Supply Chain Highlights

KONGSBERG's inherent risk assessment includes purchasing spend, country risk, and industry risk factors.

Total KONGSBERG purchases increased by **14%** compared to 2024, with the 100 largest suppliers accounting for **69%** of spend.

Direct product categories are defined as high-risk industries.

→ 75% of KONGSBERG's purchasing spend are related to direct product categories **(3,577 suppliers).**

→ Direct product categories include **fabrications, machining, castings, forgings, hydraulics, electrical products, power products, reference systems, digital hardware/software, composites, cables, system components.**

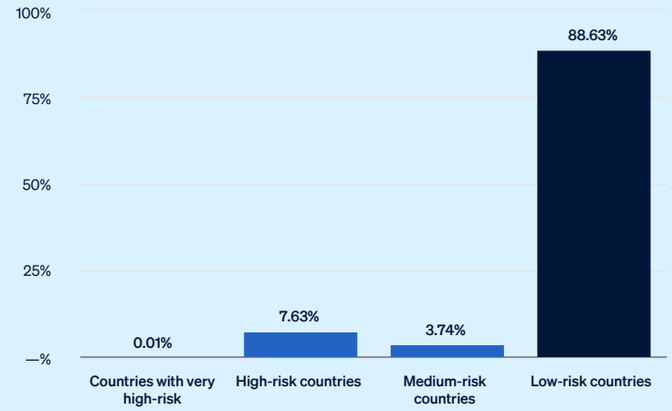
The total number of suppliers is 13,824, including 5,385 suppliers in Norway (39% of spend).

→ In 2025, an improvement project is underway to enhance the transparency of subcontractors through the use of digital tools and analyses.





Country risk based on human rights factors:



→ **2** suppliers in countries with very high-risk **(0.01% of spend)**

→ **1,918** suppliers in high-risk countries **(14% of spend)**

→ **888** suppliers in medium-risk countries **(6% of spend)**

→ **11,016** suppliers in low-risk countries **(80% of spend)**

Suppliers self assessment (IntegrityNext)

→ **3,752 suppliers** have been self-evaluated for human rights and labor requirements in IntegrityNext, representing 71% of spend, ahead of 70% target.

Supplier audits*

→ **165 supplier audits** completed globally in 2025, representing an increase of 23% compared to 2024 and ahead of 130 supplier audit target.

→ **42 supplier audits** completed in very high-risk or high-risk countries, representing an increase of 29% compared to 2024.

High risks identified based on the supplier's due diligence, including the supplier's self-evaluations (IntegrityNext) and supplier audits.

→ **36 high risks identified** related to HSE, ESG, and human rights, including 31 high-risks identified in high-risk countries.

→ **21 high risks** have been closed with corrective actions and 15 are under treatment (registered in Q4 2025).

→ **High risks** by theme: Human Rights & IntegrityNext red flags for follow-up (14), HSE (6), Supplier compliance screening (7), Export control and trade compliance (9).

KONGSBERG's Supplier Conduct Principles

→ 51 suppliers were approved by KONGSBERG in 2025 to follow similar documents as the Supplier Conduct Principles.

→ Three whistleblowing cases from suppliers were registered in 2025.

Low-value and high-volume indirect suppliers represent 5.5% of purchasing expenses (6,071 suppliers).

→ In 2025, KONGSBERG implemented improvements in the indirect procurement system Jaggaer, including a new user interface module to increase adoption and deployments in USA and Spain. Continued focus in 2026 to improve management of low value purchases globally.

*Supplier audits are conducted in accordance with the KONGSBERG defined demands coming from the following documents:

- Supplier Conduct Principles (SUPPLIERS – KONGSBERG)
- Supplier Quality Requirements (Kongsberg Maritime and Kongsberg Discovery Supplier Quality Requirements, Supplier Quality Assurance Requirements - Kongsberg Defence & Aerospace)



Improvement of Human Rights in the Supply Chain

Human rights in the supply chain continues to be a major focus area, including supplier due diligence, HSE and training.

We have focused in 2025 on increasing our supplier due diligence in high risk areas including country, product, compliance, human rights, HSEQ, export control, security, sustainability and safety risk. Our supplier due diligence includes supplier self-evaluations through the IntegrityNext system, screening, supplier audits and supply chain governance. Identified risks have been managed according to our processes and business management systems.

In 2025, we communicated human rights, HSE and supplier due diligence requirements to suppliers in the following forums:

- KONGSBERG Agenda, Group Indirect Supplier Forum – June 2025
- Kongsberg Maritime Supplier Conference – October 2025
- Kongsberg Defence & Aerospace Supplier Conference – October 2025
- Group Logistics Forum - December 2025

In 2025, we have:

- Increased the number of self-evaluations from suppliers and audits (including human rights) in high-risk and very high-risk countries
- Conducted human rights training globally, including Norwegian Transparency Act training in multiple languages
- Increased the focus on safety in our due diligence with suppliers
- Continued the prioritization of HSE, ESG, and human rights in our due diligence, in collaboration with our suppliers

All of these areas continue to be a priority in 2026.



Kongsberg Maritime

Kongsberg Maritime is Kongsberg Group's largest business area and is a leading supplier of maritime equipment. Kongsberg Maritime has operations in many parts of the world and has equipment on more than 34,000 ships and installations worldwide. Kongsberg Maritime is a growing company and is expected to continue growing in 2026 and beyond.

In the company, the Compliance function is primarily responsible for the practical work on human rights. Together with Compliance, Supply Chain, HSE, and HR are the most central contributors to the human rights work in 2025.

EVP People and Business Support is the sponsor for the human rights work in the business area. In 2025, all employees at Kongsberg Maritime again had the opportunity to express their opinions on topics such as harassment, a safe workplace, modern slavery, and other elements through the follow-up survey to all employees.

Kongsberg Maritime conducted two location based Human Rights Impact Assessments in 2025.

For Supply Chain in 2025 we increased our supplier due diligence in high risk areas including supplier self-evaluations and supplier audits. Supplier self-evaluations through our IntegrityNext system increased by 35% for high risk countries (Brazil, South Korea, Malaysia, UAE, Indonesia, Nigeria) and were maintained at over 80% for China and India combined. 72 supplier audits were completed in 2025 which achieved our target, including 40 supplier audits in high risk countries. Supply Chain risks identified have been managed according to our risk management processes, with 14 risks identified related to human rights. Of these 11 have been closed with mitigation actions completed and 3 are open with action plans in place. Our supply chain audits include HSEQ, human rights, ESG and sustainability requirements according to our KONGSBERG Supplier Conduct Principles. We held our KM Supplier Conference in October 2025, where we communicated and reviewed our requirements with our strategic suppliers. Norwegian Transparency Act Training was completed in global locations including a China training video released on our webpage for suppliers to access.

Countries in operation

34

Number of employees

8,151

Suppliers

8,765

Our offerings to the maritime sector include:

Passenger Vessels
Our solutions prioritize safety, efficiency, and reliability in a segment with high capital costs and variable market conditions.

Offshore Energy
We support the industry with engineering expertise backed by our leading knowledge in the domain through digital technology and operational experience.

Merchant
We deliver efficiency and fleet management solutions that reduce operating expenses, creating a decisive advantage in a market driven by emission regulations.

Special Purpose
We find technical solutions for workboats, marine vessels, research vessels, and fishing boats that ensure efficiency and reliability.

Risk Management

Kongsberg Maritime operates in several countries with inherent risks of human rights violations and has a supply chain that also operates in countries with little recognition of human rights. Additionally, the maritime industry is an area with inherent risks of gender imbalance, work that poses health risks and, in some cases, life risks, as well as a dependence on raw materials such as steel, which involves mining at the lower end of the supply chain.

Our Goal

Our goal is to use risk analyses to identify the areas within our operations where there is the greatest risk of violations of international human rights and to compile this with data we have on our inherent risks. Together, this forms the basis for our work to identify focus areas to prevent or detect and remedy potential negative impacts on human rights.

Due Diligence Assessments

We conducted extensive due diligence assessments of our own operations within human rights in 2025.

The 2025 assessment includes, among other things, a survey sent to all employees as a follow-up of last years actions. It also includes two Human Rights Impact Assessment of our own operational locations. In addition, through our audits of our own operations in countries, the supply chain, and third parties, we have collected data on what can be defined as the most pressing risks for us.

The due diligence assessments are based on a combination of our established standard from KONGSBERG's directives and internal processes. We use several tools in our work to uncover possible risks, such as GAN Integrity, Compliance Catalyst 2, and Integrity Next. We also introduced a new tool, Sayari, enabling us to further understand the movements of goods and the underlying layers and potential risks of some of our Business Partners. Additionally, we make an assessment based on cases that come into our case management system, in relation to category and location. We compile this data with data on country risk and categories for the type of work performed, also called industry risk, from Human Resources. Together, this forms a risk matrix for human rights in Kongsberg Maritime.

We will prioritize work at locations and with third parties that, based on our due diligence assessments, represent a high or very high risk.

Inherent Risk

At Kongsberg Maritime, we have an inherent risk that is considered high-risk in 13 countries. This is based on a compilation of several human rights standards, calibrated by both consulting firms and our Corporate Compliance. The number is consistent with 2024, even though we have assessed new locations as well.

Based on inherent risk only, we have certain third parties, such as market representatives or dealers, that represent an increased risk for us. These are representatives of Kongsberg Maritime who are located in countries/locations with an elevated risk of human rights violations. Of these, we have 6 third parties operating in high-risk countries.

Actual Risk

Based on the total sum of available data and due diligence assessments conducted, Kongsberg Maritime will focus on the following areas in 2026:

- Harassment/discrimination
- Operations in areas with an increased risk of human rights violations
- Supply chain in areas with an increased risk of human rights violations



0	13	4	15
Locations with potential **very high risk**	Locations with potential **high risk**	Locations with potential **medium risk**	Locations with potential **low risk**

The selected focus areas above are further supported by findings through whistleblowing cases, of which we had 54 in 2025, where some form of alleged harassment represents one of the main categories. We find that many of these cases are unsubstantiated after investigations, but the focus should remain high regardless. These findings are mainly in countries with low inherent risk, as expected, since the company's headquarters are in Norway together with the majority of workers. We also have findings in other areas that cannot be directly linked to human rights but are still relevant for determining focus areas for the way forward with our risk-based approach.

As a result of the findings in 2024 and 2025 we have conducted two internal human rights risk impact assessments on our locations. We have 27 findings , of which 5 are closed, and 22 that are still being followed-up as a result from these. The finding relate to areas such as fair wages, equal treatment across locations and labor rights. The reason for the open findings is that the assessment was done late in 2025.

A third assessment was planned in 2025, however it had to be cancelled due to unrest and security concerns in the area.

Locations which collectively pose a risk based on all available data have been designated for an assessment in 2026. The goal is to conduct 2 internal human rights audits over the next year.

Suppliers and third parties

Number of audits on third parties:
In addition to the audits conducted on our supply chain (see details below), Kongsberg Maritime has conducted three audits on other high-risk third parties. This accounts for audits on 10% of our third parties. In these audits, no actual or potential findings of human rights violations were found. These are third parties that undergo a thorough process before we enter into a partnership with them, so the lack of findings here confirms that the process works as intended.

In the audits of our supply chain, 72 audits were conducted in 2025, of which 40 were carried out in areas with high or very high-risk. In these, actual negative consequences or potential risks for negative impacts on human rights were found in 14 cases (11 closed, 3 ongoing).

Some of the findings were only improvement suggestions (6), while others constituted a serious deviation from the standard Kongsberg Maritime sets for its suppliers. Follow-up plans were created for these, and in some cases, the supplier was blocked until the deviations were corrected.

The findings varied from a lack of safety equipment for the supplier's employees to deviations in following our Supplier Conduct Principles and ensuring the flow-down of these requirements to their own suppliers. All findings are recorded in our systems, with a target date for closing the findings and a requirement for documentation of correction from the supplier.

Next year, we plan to continue our focus on human rights for suppliers, through supplier self assessments, reviews and audits.



Measures

At Kongsberg Maritime, efforts have been made to reduce the risk of human rights violations in several areas. We had no severe breaches of Human Rights in 2025:

- Although we have internal operations in several countries with inherent high-risk, all our employees and temporary workers have employment contracts that meet at least the legal requirements in the area and often exceed them. Kongsberg Maritime also has mandatory training for all new employees that includes a focus on living by our Code of Ethics and Business Conduct. We also introduced the use of an employee engagement tool in 2025, where employees can anonymously report their views on several factors which make up workplace environment, including safety, trust in our ability to take action and perceived satisfaction at work.
- Within HSE (Health, Safety, and Environment), work continues to register deviations, improvements, incidents, and ”near-misses” in the Synergy tool. HSE has also had campaigns throughout the year to improve the focus on a safe working environment. The risk matrix has resulted in increased focus on certain types of risks employees can be exposed to, such as electrical work which has potential severe consequences. Stop Work is used by employees in situations that may pose a danger to life and/or health and has been used 146 times in 2025. The HSE function in the company continuously analyzes the reports that come into Synergy and works on measures to ensure a safe working environment for all our employees. Many employees work in shipyards or on board ships where there is sometimes insufficient safety and lack of satisfactory conditions. In these cases, employees are encouraged to communicate both to the customer and back to Kongsberg Maritime.
- We had 13 High Risk Incidents in HSE in 2025. These were mainly related to electrical work, which is why HSE launched a campaign on this type of work towards exposed employees to increase awareness on risks and safe ways of working.
- Kongsberg Maritime follows the KONGSBERG Supplier Conduct Principles and requires that these requirements are passed down the supply chain. Within our supply chain, efforts are being made to ensure that all high-risk suppliers are required to register in IntegrityNext, as a self assessment on human rights . Overall 79% of Kongsberg Maritime suppliers were assessed in the IntegrityNext Human Rights, HSE and Anti-Bribery and Corruption modules, exceeding the 70% 2025 target. Communications took place with suppliers, reinforcing our requirements at the KONGSBERG Group Indirect Forum in June 2025 and the Kongsberg Maritime Supplier Conference in October 2025.
- In 2025 we suspended one agreement with a Third Party where we were unable to exclude the possibility of potential risk to Human Rights.

Expected Impact of Measures

The measures Kongsberg Maritime took in 2025 have had the following effects:

- More employees report unsafe working conditions, and these are then properly handled.
- In the supply chain, as well as with third parties, continuous monitoring of possible alerts/hits in tools indicating a change in the risk picture for Kongsberg Maritime is carried out. In addition, there is an audit program that is continuously evaluated throughout the year. Through audits, we will be better equipped to work proactively with gaps in the supply chain. At the same time, Kongsberg Maritime has a large number of suppliers, so proper prioritization of who should be audited is important.
- Findings made at internal locations may lead to changes in processes and regulations internally in 2026, as well as an improved working environment for employees.
- In 2026 we will continue the focus on ensuring all employees have the chance to speak up and raise their concerns.
- Kongsberg Maritime will also continue the work that has been started with training leaders and employees on an inclusive work environment and increased awareness of harassment and discrimination.
- In relation to our supply chain, we expect more findings as a result of our expanded work in 2025. These findings will be addressed through corrective action requirements from Kongsberg Maritime to the suppliers in the same way as this year’s findings.

Remidiation

- On the finding related to harassment and discrimination in the workplace, we have a slight decrease on percentages of cases in this category in 2025, but we will continue the focus with the measures described in 2026.
- We have launched several remedial measures, such as a company wide brochure on Anti-harassment, employee engagement tool which better equips leaders on following up their employees, and continued focus and training.
- Supply chain has increased its assessment in Integrity next, and have also followed up on all findings both through audits and in Integrity Next to ensure we close findings with our Suppliers.

Harassment and Sexual Harassment – progress made in 2025

Despite continued preventive work on harassment and discrimination, Kongsberg Maritime continues to find issues in this area. Therefore, several measures have been introduced to mitigate the risk in the company.

We continue our focus through training, employee engagement tools, speak-up campaigns and surveys. We also started the launch of a company wide brochure on Anti-Harassment in 2025. The plan is to roll this out to all locations in 2026, along with targeted communications on the effect of our Raising Concerns measures, to further build trust in the system.

The responsibility and ownership of this training are well anchored in top management to ensure a clear stance that we want a culture characterized by openness, inclusion, and belonging at Kongsberg Maritime.

Kongsberg Defence & Aerospace

Kongsberg Defence & Aerospace (KDA) is one of four business areas within the Kongsberg Group. KDA belongs to the defence and space industry and is Norway's leading supplier of defence products and systems for command and control, surveillance, space, tactical communications, remote weapon stations and missile systems nationally and internationally.

KDA is headquartered in Kongsberg, Norway, and consists of three divisions that are responsible for different product areas and services. KDA has a presence in 18 countries including majority-owned subsidiaries in which KDA holds over 50% of the shares. KDA has its largest presence in Norway, the USA, Canada, Australia and Lithuania.

This report covers KDA AS and our majority-owned subsidiaries. The due diligence assessment applies correspondingly to the subsidiaries that are subject to KDA's governance and frameworks. KDA works systematically with compliance with human rights and decent working conditions across the entire business. KDA has a holistic and risk-based approach regardless of location. KDA's goal in conducting due diligence assessments is to reduce the risk of potential negative impacts and stop actual negative impacts in our value chain.

KDA including several majority-owned subsidiaries is subject to reporting requirements under the Transparency Act and local obligations such as the UK Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018. The reporting obligations and the explanation of these are incorporated in this report as well as the annual and sustainability reporting at group level.

Countries in operation

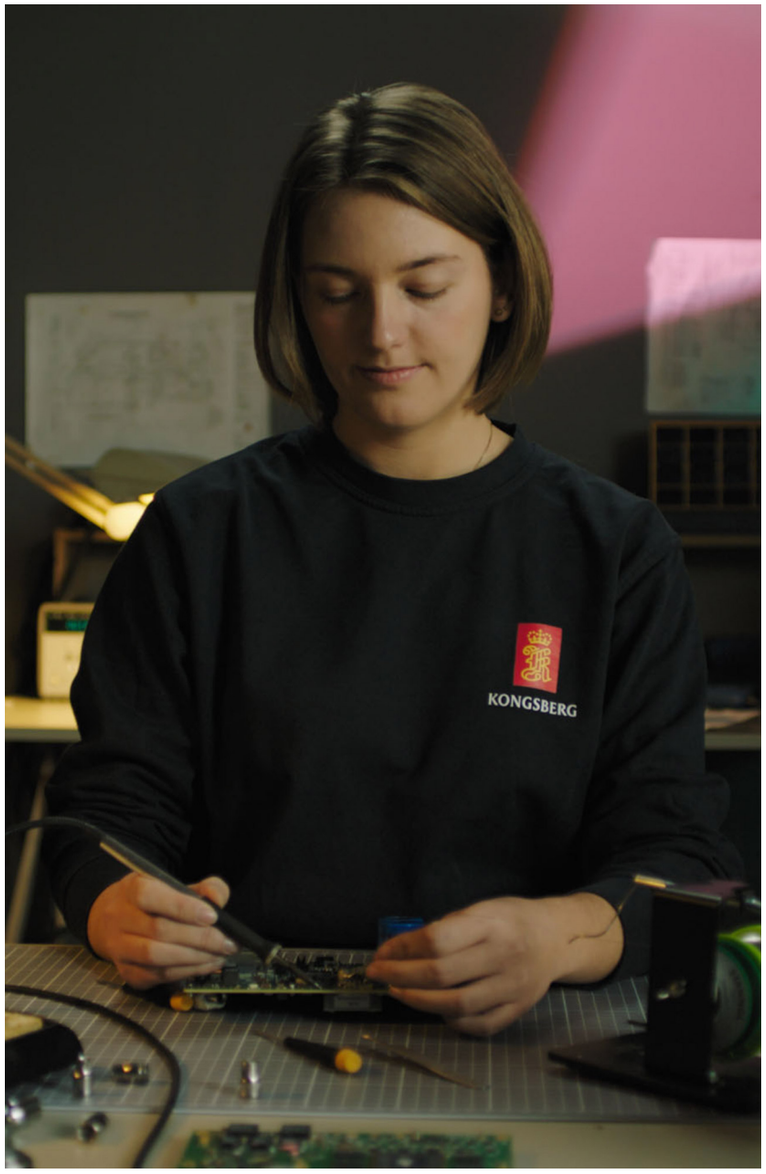
20

Number of employees

5,271

Suppliers

2,143



Risk Work

Organization and accountability

KDA has established responsible business conduct that safeguards human rights and decent working conditions in our value chain. The overall responsibility belongs to the CEO and the board, and Compliance has the operational responsibility by following up, coordinating and ensuring compliance in practice. Compliance in KDA is responsible for conducting due diligence assessments, advising, following up on measures and reporting to management and the board.

To ensure a holistic approach, KDA has established a multidisciplinary group with dedicated employees from different disciplines centrally. This contributes to better and more effective follow-up, anchoring and implementation of measures. There is also a network of dedicated resources from KDA's subsidiaries and divisions that function as local contact points ensuring better implementation, follow-up and reporting in their respective units.

Guidelines and management systems

KDA has established a strong framework that supports the purpose of running the company responsibly and promoting work with fundamental human rights and decent working conditions. The framework consists of documents such as our business ethics guidelines, Supplier Conduct Principles, policies, standards and processes in various disciplines. Including, but not limited to disciplines such as Compliance, Procurement, HR, HSE, Sustainability, Safety and Market and Sales, which contribute to interdisciplinary anchoring. These governance documents support the purpose of promoting fundamental human rights and decent working conditions throughout the company. The documents are reviewed and updated regularly to ensure continuous adaptation to applicable regulations, internal procedures and the company's risk profile.

KDA is also subject to Norwegian export regulations and the Norwegian Security Act. These laws play a central role in the establishment of KDA's framework and guidelines. KDA has obligations to conduct thorough assessments of the recipient, the use of defense equipment and risk analyses of all export licenses. Factors such as the protection of people and society are part of the analyses from both KDA and the authorities.

Reporting mechanisms and routines

KDA has established routines for reporting in line with the group's directive. In addition, KDA provides regular training and frequent communication on reporting globally for our employees and third parties. Further information and details for reporting can also be found in the annual and sustainability report.

Due diligence assessments

KDA's report includes a comprehensive description of the company's due diligence assessment process through the year 2025. The process is based on the OECD's six steps for due diligence assessments and is carried out with a holistic and risk-based approach. KDA's report presents the potential and actual negative consequences that have been identified and have the highest priority. Furthermore, it has been considered which potential or actual negative consequences have the most significant consequences in our value chain. The consequences that have been considered the most significant have been given the highest priority. The potential negative consequences that were identified were assessed in more detail in order to further map where the business has the most significant risk of negative consequences in our value chain



1 Locations with potential **very high risk**

3 Locations with potential **high risk**

2 Locations with potential **medium risk**

12 Locations with potential **low risk**

*Discrepancy in number of sites depending on the discipline's responsibilities

As part of the due diligence assessments, documentation was obtained from the business, suppliers, business partners and other associated connections. The documentation contained data from various tools, disciplines and approaches from both operational and management levels. The data base included, but was not limited to, reported deviations, sick leave, contracts, audits, welfare schemes, work-related injuries, training, working hours, notifications, supplier evaluations and signing of company guidelines. The documentation was used as the basis for all steps in the due diligence assessment. The results of the initial analyses identified potential and actual negative consequences in our value chain. The results identified discrimination, work-life imbalance and forced labour in the supply chain as the highest priorities.

In KDA's value chain, there is a risk that employees, suppliers or other business partners may experience discrimination based on gender, ethnicity, nationality, religion, sexual orientation or sex. By being a company that has presence internationally, there will be different cultures and norms that may conflict. KDA has implemented measures to reduce potential negative consequences.

KDA's measures have a risk-based approach and include investigations, audits, collaboration, training and communication. In addition to our existing measures, all individuals in our value chain can report incidents through our public reporting channel. This open access helps us identify issues quickly, enabling us to investigate and implement further corrective actions as needed.

Work-life balance has been identified as an inherent risk, especially during periods of high activity, rapid growth, or global operations. Factors such as varying time zones, frequent travel, and increased labor demands can impact employees. Through KDA's already established measures, there are opportunities for flexible working hours, hybrid offices and training of managers to identify and minimize employees who may be affected. In addition to this, new measures are regularly assessed. KDA's risk assessment for 2025 indicates that the company has three inherent risks that are a result of operating in an international defense company. Through continuous monitoring, strong governance, proactive measures, transparency and clear commitments, assignment of responsibility and prioritization, KDA reduces the likelihood of the risk occurring.

Actual negative consequences and measures

A survey has uncovered incidents within various areas that can be considered to have directly or indirectly contributed to actual negative consequences for our employees, suppliers or other business partners through our operations, products or services.

The survey has identified actual negative consequences based on whistleblowing cases and health, environment and safety incidents that have been reported. All reported incidents are handled on an ongoing basis, as well as in light of the overall due diligence assessment and subsequent measures. In 2025, the number of notifications in the raising concerns channel has increased to 58 reported cases of different levels and topics. In 2024, there were 21 reported cases. The majority of the notifications reported in 2025 concern management and communication internally within the company, and are considered low risk in scope. There has been an increase in the number of cases in 2025, which indicates that the measures to raise awareness about the raising concerns channel that have been implemented during the year have worked. KDA has focused on measures such as courses for managers, better follow-up and increased communication and awareness for all employees about raising concerns. KDA will continue with focus on this also in 2026. In addition, 90 HSE incidents have been registered globally in 2025 in KDA's HSE reporting system. There are different levels of incidents that have been reported. There are 5 of these incidents that have been considered as incidents of greater magnitude. KDA reviews all reported incidents and implements measures to prevent recurrence. In 2025, the HSE reporting tool was further rolled out and will continue to be used in 2026. Ongoing priorities include raising awareness, improving communication, and providing training, especially on high-risk incidents and psychological safety, to reduce future incidents. In 2025, the focus on awareness, communication and training has been on high-risk incidents and psychological safety in the workplace. These measures have been a focus to reduce the risk and number of incidents that have occurred.

In 2025, one of our suppliers experienced the death of an employee while working at their location. The accident did not occur during the production of KDA's products. KDA has followed up the accident and plans to conduct an audit at the supplier to establish better internal routines, proper notification routines and further follow up on the incident.

Kongsberg Defence & Aerospace sine leverandører





Significant impact of negative consequenses

In 2025, KDA assessed that 28 suppliers had a too high a risk to cooperation with them. The assessments include factors such as country risk, media findings, economy, product, quality and environmental standards, size of companies and other factors, working conditions and human rights. KDA strictly evaluates and regularly audits both potential and existing suppliers to minimize risks and prevent negative impacts in the value chain.

KDA's main suppliers are located in Scandinavia where the inherent risk of negative consequences is considered to be low.

KDA has employees in all over the world. In some countries where KDA operates, labor laws and working conditions differ from those in Norway.

In 2025, KDA prioritized strengthening employee rights and conditions globally. Key actions included updating employment contracts and handbooks, improving facilities, expanding parental rights, and converting temporary roles to permanent positions. This ongoing work will continue in 2026, aiming to reduce risks and enhance security and support for all employees.

Suppliers

KDA has 2,143 direct suppliers with a presence all over the world. KDA assesses its suppliers as low, medium, high, or very high risk.

Most suppliers are located in Scandinavia and the USA, which are considered low-risk countries. For higher-risk suppliers, KDA applies strict due diligence, including information gathering, background checks, audits, and close collaboration to mitigate potential risks..

Third parties

KDA has 33 active market representatives located in various locations. Market representatives are part of our business by operating on behalf of KDA. Their task is to represent the company in areas where KDA does not have its own offices or employees. Market representatives are considered high-risk business partners based on the fact that they represent the company directly to customers and authorities.

11 market representatives have been identified as potentially high risk. The majority of these are located in various countries in Asia. Inherent risks have been identified based on a combination of structural, geographical and regulatory factors. On international corruption indices, many Asian countries are measured as having a high risk of bribery, gifts and influence. These risks can have indirect negative consequences for human rights through these potential activities that may occur.

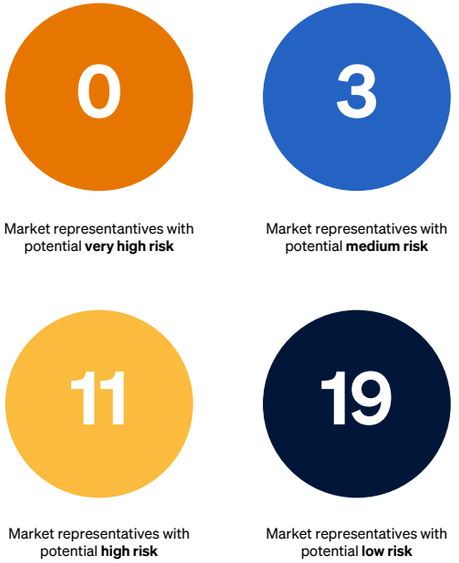
KDA has a comprehensive process to reduce the risk of potential negative impacts. This includes background checks by the Compliance team and external partners, training and interviews with business partners, and financial analysis by the finance department. Multiple internal departments contribute to the final assessment before entering into any agreements.

Throughout the business relationship, market representatives are subject to audits, regular reporting, and continuous monitoring. KDA provides additional follow-up as needed and requires all representatives, through contractual agreements, to operate in line with our values, guidelines, and requirements.

During 2025, eight market representatives were audited where human rights and labor conditions were parts of the audit. An agreement with one market representative was terminated in 2025.

In 2026, eight market representative audits are planned.

Kongsberg Defence & Aerospace's market representatives





Suppliers in Scandinavia accounts for 74%, and is a region with low human rights risk



64% of our suppliers are located in Norway, which is a country with low human rights risk



There are 28 potential suppliers who have not been recommended for partnerships

Actions

KDA is committed to continuously raising awareness, prioritizing training, and updating both internal and external procedures related to human rights and decent working conditions. This work is a daily priority, with increasing focus and ongoing improvements identified through our risk assessments. A structured work plan is in place, assigning clear responsibilities, regular meetings, and status updates to ensure sustained attention.

In the coming year, KDA will further implement HSE reporting tools at more locations and increase the number of supplier audits, with a particular focus on human rights and working conditions. Training and communication efforts will also be expanded to promote a holistic and well-informed approach. KDA will maintain and enhance the effective measures already in place.

Expected impact of measures

KDA expects these measures to have a broad impact, strengthening commitment and driving continuous improvement. The initiatives are designed to raise awareness and build competence across the organization, ensuring employees and key personnel clearly understand their roles and responsibilities. Additionally, these efforts aim to empower both internal and external stakeholders in our value chain to more effectively identify, report, and address any concerns or deviations.

By implementing additional tools, KDA expects more consistent and higher-quality reporting, as well as an increased reporting rate. This will improve our ability to analyze data and respond quickly to incidents or deviations. Ongoing updates to internal routines will help ensure they are effectively communicated and applied in practice, leading to more consistent compliance across all locations and cultures. Enhanced focus on human rights and working conditions in supplier audits is also expected to drive greater maturity and compliance, providing better insight and follow-up on supplier risks. Promoting human rights and decent working conditions will remain an integrated and prioritized part of our business.

Remediation

KDA implements ongoing measures to address and remediate actual or potential negative impacts in our operations. We identify and assess significant risks within our value chain, taking corrective actions as needed. These measures are followed up until issues are resolved, and systems are strengthened to prevent recurrence.

Further anchoring in management and strengthened ownership

Continuous improvement

Strengthened supplier follow-up

Robust processes

Strengthened system support

Effective reporting

Increased awareness and competence

Cloud-based collaboration

In a collaboration between the Supply Chain and Compliance, a cloud-based tool has been implemented to generate a better and more correct risk profile for our suppliers. This is a collaboration project that consists of implementing systems, inviting suppliers, training personnel and updating the process, procedures and KPIs. This service is free for suppliers, increasing participation and providing us with better data for monitoring. It automates tasks, reduces workload for buyers, and improves data quality, including human rights evaluations. The goal is to boost response rates, enabling more comprehensive information and more accurate risk assessments of suppliers regarding human rights and working conditions.

Kongsberg Discovery

Kongsberg Discovery (KD) develops technology to ensure the sustainable management of marine resources, monitor climate change, protect critical infrastructure, and safeguard national security. Our technology and solutions are designed for offshore operations, fisheries, marine research, maritime operations, ocean-based energy production, and defense.

Kongsberg Discovery was established as a business area in 2023. As a business area, Kongsberg Discovery has conducted its due diligence assessments to map, assess and reduce risk to identify whether our business or supply chain leads to negative impacts on human rights or decent working conditions. Our goal is to prevent, stop and reduce any negative impact on our business activities for the people we employ, in our supply chain, with our business partners, and in communities and society incidentally.

Work on the risk assessment has been ongoing through 2025. Inherent risk to country, industry and presence from Kongsberg Discovery was the starting point for our assessment. The result of inherent risk was used as input for further assessment of actual risk.

The 2025 work with human rights risk in KD did not identify any severe human rights findings and these were our salient issues for 2025

Support and follow up our supply chain with focus regarding safe working conditions.

Ensure that our subsidiaries have implemented local measurements mitigating human right risks.

Provide our intermediaries with updated compliance training within the topic basic compliance, human rights, and conflict of interest.

For Supply Chain in 2025 we continued our focus on supplier due diligence including supplier self-evaluations and supplier audits. 17 supplier audits were completed in 2025 which exceeded our target. Risks identified have been managed according to our risk management processes. 1 Supplier was blocked following supplier due diligence oversight and actions taken. Our supply chain audits include such as HSEQ, human rights, ESG and sustainability requirements, with auditors undergoing more training on the audit topic throughout 2025.

Countries in operation

7

Number of employees

1,376

Suppliers

2,385



Risk Work

Inherent risks in Kongsberg Discovery's business model have been identified in relation to the development and distribution of our products through partners, the supply chain, and where we have legal entities and employees in countries with low scores on indices such as ITUC, EPI, CPI, DOI, FFFI WEF. Through analysis of identified inherent risks, we have identified the most prominent human rights risks our business potentially faces and affects.

KD has implemented heightened due diligence in our operations where necessary. Based on structured assessment, if a decision is identified to impact not only financial risk, but also risk related to conditions not in terms with our Code of ethics and business conduct and compliance, the decision is escalated to the highest management level in KONGSBERG. For these categories of decisions, the process requires a more detailed, in depth documented due diligence that follows the case for decision.

Our goal

Our objective is to identify actual or potential human rights risks arising from our business activities or supply chain. When Kongsberg Discovery identifies negative impacts on human rights or decent working conditions that we can prevent, halt, or mitigate, we will act in accordance with the established processes within our business management system. Identification of risk can be provided and detected through human right risk work and different tools and processes like risk reporting, HSE, internal and external audits and raising concerns both from internal and external 3rd parties.

Due diligence assessments

The initial due diligence assessments are based on inherent risks focusing on inherent high and very high-risk. This report has assessed KD related to our own operation (including legal entities and employees, raising concern and HSE incidents), KD supply chain and KD intermediaries. The inherent risk for KD 2025 was that we had one subsidiary in a country with inherent high-risk, KD have 16 intermediaries, 1 located in an inherent very high-risk country and 15 in inherent high-risk countries. KD had no suppliers in inherent very high-risk countries in 2025, however 66 were located in inherent high-risk countries.

When assessing inherent risks, we have looked at what operations we have in the country in question and what measures we have implemented to mitigate inherent risks.

Inherent risks

The identified inherent risks have been assessed by Kongsberg Discovery's process owners and subject matter experts in the areas to which the risk applies in relation to our context. The responsible function has evaluated inherent risks and identified which processes and requirements are implemented in our management system that reduce risk. Furthermore, we have assessed whether inherent risk constitutes an actual risk to our operations from the perspective of human rights. Identified actual risks are established in a risk matrix with defined goals and defined measures that are to be followed up and evaluated to see if mitigation measures produce the expected results. We have used the OECD method for the Due Diligence process and support measures.



0	1	0	6
Locations with potential **very high risk**	Locations with potential **high risk**	Locations with potential **medium risk**	Locations with potential **low risk**

Actual risks

No sever actual breaches of human rights or decent working conditions were found in 2025.

Business Partners

Due diligence assessments of our business partners are carried out in accordance with the defined process before they are established as intermediaries/distribution links for us.

The assessment is documented by defining business needs, obtaining information from third parties, compliance due diligence and obtaining an external report where identified risks are described. If the identified risk cannot be reduced to an acceptable level, the agreement will not be signed with the third party. If the identified risk can be reduced, Kongsberg Discovery will establish actions together with the third parties. Throughout the agreement period, third Parties are monitored and in the event of a single sale, they are subject for compliance screening. The portfolio of KD business partners is constantly screened in our compliance tool that provides notification if new information has been identified regarding the requirements defined in our contract (ABC regulations, adherence to Kongsberg Code of ethics and business conduct, OSINT information related to different topics). The process is documented in our Compliance Management System.

Approval of business partners in KD is elevated based on the risk the business partner presents for Kongsberg Discovery.

Kongsberg Discovery's business partners are audited on a regular basis, and the scope of the audit is based on the contract requirements and our Code of Business Ethics, which also includes our principles related to human rights.

Kongsberg Discovery Legal entities

Kongsberg Discovery has no legal entities in countries with an inherently very high-risk. Kongsberg Discovery has one fully owned subsidiary in Malaysia, which has high inherent country risk. In Malaysia, we have an office with 16 Kongsberg Discovery employees and 1 Kongsberg Digital employee.

KD Malaysia is fully integrated with Kongsberg Discovery's global compliance management system including Code of Ethics and Business Conduct, HSE policy, and anti-discrimination and harassment policies. The annual Code attestation with the obligation for employees to confirm that they have read and understood the code shows that KD Malaysia has 100% successfully signed the Code.

The Malaysia office has completed training on Compliance and HSE. In 2025, KD Malaysia, delivered 6 HSE observations and 3 HSE near miss cases in the global non-compliance system. Employees are included in the KONGSBERG career system in terms of pay, and working hours are regulated in accordance with the Employment Act 1955 (Section 60A), which regulates working hours, overtime and holidays. For our employees in high-risk countries, we ensure that they have standard employment contracts, working conditions, training, wages, benefits, etc. that satisfy local law or international standards, following the one that sets the highest requirements.

Supply chain

Due diligence of our supply chain is conducted before entering a contract through assessment of country risk and industry risk as well as other due diligence assessments. When approving a supplier, Kongsberg Discovery enforces requirements through the Supplier Conduct Principles. Suppliers with annual purchases exceeding NOK 500,000 must also be included in Integrity Next, where they are responsible for reporting on various elements, including human rights. Kongsberg Discovery is conducting audits of our subcontractors and in 2025 we carried out 17 audits. All audits of suppliers were in countries with low inherent risk, however due to other factors they were chosen for 2025's audit program. The 6 identified nonconformities are all related to safe working conditions and training. Safe working conditions are across international law, ILO principles and our own framework firmly considered as an important part of human rights. The findings are recorded and followed according to our audit process. The suppliers are responsible for and required to close the identified nonconformities within a reasonable time.

In 2025, Kongsberg Discovery did not have any purchases from subcontractors in very high-risk countries. The total purchases from high-risk countries represent 0.3% of Kongsberg Discovery's total purchases in 2025.

Audits

Kongsberg Discovery has an annual audit program, including auditing our business partners. Audits of Kongsberg Discovery's business partners are selected through a risk-based approach. The criteria for selection are Corruption Perceptions Index, Human Rights Index, Category Products for Distribution, Category End Customer, Commission Payout, Sales Revenues and Total Risk Profile. In 2025, Kongsberg Discovery carried out 3 audits of its business partners.

In all three business partner audits performed, it was identified areas for improvement relating to flow down statement requirements of human rights standards in their supply chain. One of the business partners was asked to improve their statement of legal age for employment in their human right ethics management procedure. Two of the business partners are located in countries with inherent high risk and one in a country with inherent low risk.

The audit findings are followed up in the internal process, Auditing Management and audit execution.

Raising concerns cases

Raising concerns cases are delivered to KD by usage of the CMS or the web portal and the cases are registered in the CMS. Investigation of raising concern cases have been centralized to corporate level with a team assessing the reported cases, defining the level of the cases and including the right stakeholders according to the defined risk level. The two highest risk levels cases are managed by the corporate team. For 2025 KD received 22 raised concerns, which is an increase of 19 received cases compare to 2024.

The reported raising concerns was related to 4 countries with inherent high risk and 4 countries with inherent low risk.

The categories of reported concerns are distributed between 12 different categories.

44,44% of the cases were considered substantiated.

7 of the reported concerns are not related to human rights, the other 15 case are related to categories as harassment, respect and fair treatment, conflict of interest, labor rights and other. Out of the 22 reported cases, 21 of them are closed in January 2026.

Based on the reported Health, Safety and Environmental status for KD

In 2025, KD received a total of 88 HSE-related cases from employees. Of these, 5 were classified as Total Recordable Incidents (TRI). All TRI cases were reported by employees in Norway and required medical treatment. All incidents were categorized and handled in accordance with internal processes. All cases for 2025 have status closed. None of the TRI cases were related to human rights breaches. In addition, KD received 76 first-aid cases (FAI), none of which required medical treatment by authorized health personnel. Overall, 88 HSE cases (TRI and FAI) were recorded in KD's HSE system for 2025, and none resulted in absence from work.

Further, KD registered 125 near-miss events and 669 observations for potential improvements during 2025. All reported cases were managed in accordance with internal processes and documented in the HSE reporting system.

The TRI rate for 2025 was 1.844, showing a clear improvement compared to 4.601 in 2024. This positive trend indicates that ongoing efforts related to reporting, follow-up, and near-miss management are contributing to fewer injuries among KD employees.

KD did not receive HSE report related to external incidents in 2025.

Actions

Business Partners

Regarding business partners, Kongsberg Discovery has offered and conducted human rights training for some of our partners. The training will be extended in 2026. Human rights consideration has been included in the audits of our business partners and is a part of our integrated process. Compliance has been interacting with our business partners through compliance training, audits and onboarding and renewal of business partners. As a result of the 2025 compliance due diligence process, five business partners were rejected or not renewed based on identified risk.

KD will in 2026 provide our intermediaries with updated basic compliance training, human rights training and conflict of interest training, all will be provided as e-learning with option for follow up.

Legal entities

Regarding Kongsberg Discovery's inherent high-risk legal subsidiary in Malaysia, previous identified human right risks are followed up, and internal audit could be used to provide assurance of compliance. By ensuring compliance with our management system, process owners and stakeholders will be able to uncover actual risks in relation to human rights so that we can actively prevent, stop and reduce any negative impact.

Kongsberg Discovery's management system is constantly improving to be able to meet requirements and always represent our best practice. To provide assurance of compliance, central functions will provide our subsidiaries with training, support, assessments and audits with focus on human rights.

Supply chain

One area Supply Chain will continue to strengthen is the risk-based approach through its due diligence steps and supplier audits, including a focus on human rights and training. The focus for 2025 was to strengthen the auditor skills by providing training to auditors throughout 2025. Supporting training was provided for both internal and external use on the Kongsberg.com web page (Conducting business with us - Kongsberg Discovery). The training goal is to increase the awareness of the supplier due diligence based on the Norwegian transparency act.

Supply Chain is also looking to improve the knowledge of human rights and the transparency act with our suppliers through audits, information campaigns and training in 2026. Auditing of our suppliers will continue in 2026 according to a defined program. Supply chain will work together with our suppliers to strengthen the focus on safe working conditions by providing campaign material and training of the topic.

Raising concerns cases

In 2025 KD launched a speak up and raising concerns campaign and survey in January. The survey provided valuable information where 1/3 of the employees provided anonymous input. The same survey will be re-launched again in Q1 2026. Continued focus from Compliance and management has also taken place, to provide training and presentation material for all managers through the year by Managers e-guide and compliance moment "how to report a concern".

The increase of raised concerns cases through our reporting channels are considered positive, and the status of closed cases provide information that 44% of the reported cases were substantiated. KD assess the number of received raising concern cases for 2025 to be at a more accurate level, considering the size and headcount of the business area, than for previous years. The conclusion of the closed cases also provide support that the right concerns are raised. Most cases are reported from Norway, but cases were received from 7 other countries as well.

The continual focus of the topic needs to be emphasised in the organization with the support of the top management. The planned survey in Q1 2026 will again provide an output of information for analysis. We see the need to keep a strong focus on informing about the raising concern when an employee observe or experience elements that should be informed by raising a concern.



Kongsberg Digital

Kongsberg Digital is an industrial software company delivering digital solutions that support safer, more efficient, and more sustainable operations for heavy industry. KDI's core activities include the development and delivery of industrial software, software-as-a-service (SaaS) solutions, digital platforms, consultancy, and support services.

The company's business model is technology and data-driven, with increasing use of advanced analytics and artificial intelligence (AI) to enable data-informed decision-making across industrial value chains.

KDI operates in 15 countries and is headquartered in Norway. The company has subsidiaries in Norway, India, China, and the United States, as well as FutureOn operations in Norway, United States, United Kingdom, and Brazil. All subsidiaries operate under the same governing documents, internal requirements, and Business Management System (BMS) as the headquarters, ensuring a consistent approach to governance, compliance, and human rights across the organization.

As of 2025, KDI employed 712 permanent employees. The workforce is primarily located in Norway and India followed by the United States and China. The remaining employees are distributed across several countries, each representing less than 10% of the total workforce. KDI's employees are highly qualified and primarily work in an office-based environment.

Countries in operation

15

Number of employees

712

Suppliers

531



Risk Management

Our Goal

Kongsberg Digital is committed to conducting business responsibly, transparently, and in alignment with internationally recognized human rights standards, contributing to sustainable, ethical, and people-centered operations across its value chain.

KDI recognizes that human rights due diligence is a continuous process. In 2026, the company will further strengthen its approach through targeted supplier audits, enhanced privacy-by-design practices, reinforced diversity and inclusion initiatives, and continued development of responsible AI governance.

Due diligence

Kongsberg Digital's human rights due diligence framework is supported by established governance structures, directives, and tools that guide the identification, assessment, management, and follow-up of human rights risks across the company's operations, supply chain, and business relationships.

KDI applies a risk-based approach to human rights due diligence, ensuring that resources and efforts are focused on areas with the highest risk exposure. All customers, suppliers, and other third parties undergo due diligence prior to engagement and throughout the business relationship. Where risks are identified, KDI assesses whether such risks can be prevented or mitigated through appropriate measures.

The Human Rights Risk Assessment 2025 performed in Kongsberg Digital was conducted in accordance with OECD methodology and in compliance with the Norwegian Transparency Act.

Inherent risk

Based on its operational footprint and business model, KDI's most significant human rights risk areas are related to mental health and employee wellbeing, non-discrimination, equal opportunity and diversity, speak up culture, and privacy. In addition, the presence of suppliers and business partners in higher-risk countries increases the importance of solid due diligence, monitoring, and supplier oversight. These risks are assessed and managed through KDI's Human Rights Risk Assessment, governance framework, and continuous improvement processes.

Inherent country-level human rights risks were identified in 7 countries, where Kongsberg Digital has supplier relationships.

All of these are characterized by high political risk. From a social risk perspective four countries are classified as very high risk, two are high risk and one is medium risk. From an environmental risk perspective, one country is assessed as very high, one is classified as a high risk and the remaining five are medium and low risk.

These relationships are subject to enhanced controls, including stricter contractual requirements, targeted monitoring, and escalation procedures.

Consistent with the UN Guiding Principles and OECD Guidelines, our conclusion is framed in terms of risks to people: while systemic risks cannot be eliminated entirely in global value chains, KDI demonstrates reasonable prevention and mitigation through supplier screening, ongoing monitoring, and escalation processes. Where risks cannot be adequately mitigated, KDI may suspend or terminate the relationship. If KDI causes or contributes to harm, we will provide or cooperate in remediation in line with international standards.





Locations with potential **very high-risk**

Locations with potential **high-risk**

Locations with potential **medium-risk**

Locations with potential **low-risk**

Salient Human Rights Risk - Actual risk

Kongsberg Digital has identified a set of salient human rights risks across its own operations, supply chain, and business relationships. These risks reflect the nature of our business as a technology company, our global footprint, and the jurisdictions in which we operate or source services:

- Exposure to suppliers and partners in higher-risk jurisdictions.
- Risks of forced labour, human trafficking, and child labour in the supply chain.
- Privacy, data protection, and responsible use of artificial intelligence.
- Mental health and employee wellbeing.
- Non-discrimination, equal opportunity, and diversity.

Raising Concerns

KDI encourages all employees and stakeholders to report any potential ethical concerns or misconduct.

KDI has an effective and reliable whistleblower channel, providing a secure and confidential way to raise concern without fear of retaliation. It operates independently, is easy to access, and ensures that all reports are handled promptly, fairly, and in accordance with legal and ethical standards.

KDI believes that creating an environment where people are comfortable raising concerns enables openness, which can lead to improved business performance and supports demonstrating KDI's values.

In 2025, a total of 11 concerns were raised at KDI. None were related to human rights issues involving suppliers. All cases were investigated and closed within the same year.

Privacy & AI

As a software-as-a-service (SaaS) company, Kongsberg Digital processes personal data relating to both employees and customers, making the protection of privacy and personal data a core human rights priority.

The company's main human rights risks are therefore also linked to how personal data is processed, secured, and used throughout operations and products. Kongsberg Digital approaches privacy governance from a global perspective, ensuring compliance not only with GDPR, but also with other applicable data protection laws.

In relation to Artificial Intelligence, Kongsberg Digital has conducted an AI ACT Impact Assessment and evaluated potential human rights risks related to AI use. Based on this assessment, mitigations have been implemented, including contractual terms and responsible AI guidance. KDI actively prioritizes the responsible development and application of AI and continuously works to identify, assess, and mitigate any fundamental rights risks that may arise from the use of AI technologies.



Supply Chain

Kongsberg Digital applies compliance due diligence, risk management and follow-up of the supply chain as the main framework for assessing third-parties.

The due diligence requires supplier screening, self-assessments against the Supplier Conduct Principles, country and risk evaluations, and, where relevant, audits and follow-up actions.

Identified risks are addressed through mitigation measures, escalation processes, and, where necessary, remediation or disengagement, ensuring that suppliers meet KDI's requirements for responsible business conduct, including respect for human rights.

The company uses IntegrityNext, Compliance Catalyst 2, and GAN Integrity to collect and manage information about its suppliers.

KDI's supply chain is primarily service based, with a significant share of expenditure related to software and professional services. Based on the information assessed, the human rights risks identified for these suppliers are similar to those identified in KDI's own operations. Suppliers providing software and consultancy services are assessed as presenting the most significant human rights risks for KDI, as these risks are closely linked to core business activities and are therefore difficult to fully eliminate.

Country Risk

In 2025, 90,7% of the suppliers with the highest amount of expenditure are in low- and medium-risk jurisdictions.

A limited number of suppliers operate in seven higher-risk countries. These relationships are subject to enhanced controls, including stricter contractual requirements, targeted monitoring, and escalation procedures.

Main supplier: Microsoft Norge AS

Microsoft Norge AS is a supplier of computer software to all Kongsberg companies.

As our main supplier of computer software, this is the supplier that handles the greatest human rights risks on behalf of Kongsberg Digital.

In accordance with the principle of largest user, this framework agreement is administered centrally for all KONGSBERG business areas.

In its 2024 report under the Norwegian Transparency Act, Microsoft documents an active management of its human rights risks through a structured governance framework, a comprehensive compliance program, targeted training for employees and suppliers, engagement with stakeholders, grievance mechanisms for handling complaints and non-conformities, and ongoing measures for continuous improvement.



Actions

Key Actions Implemented in 2025

- Integrated human rights into quarterly management review meetings and ERM processes.
- Expanded supplier monitoring through IntegrityNext.
- Conducted 18 audits, including 3 with human rights scope.
- Launched mental health awareness program.
- Strengthened global HR processes, including pay equity reviews and leadership training.
- Enhanced privacy governance with AI risk assessments and updated Data Processing Agreements.

HR management and training

During 2025, Kongsberg Digital strengthened leadership practices, people processes and organizational structures to support fair treatment, consistent management, and improved employee engagement. Key improvements include:

- Leadership development: A dedicated leadership gathering was held to support knowledge-sharing and strengthen management capabilities. Digital learning modules for leaders were introduced, and regular leadership briefings were established to ensure preparedness for company updates.
- Career framework and organizational clarity: continuous improvement in career paths and overall role clarity across the organization. These efforts support more predictable development opportunities and a more consistent understanding of roles and expectations.
- Global HR processes: Performance and compensation review processes continued to mature and became more embedded in daily leadership routines. This contributes to more consistent and well-documented people's decisions globally.
- Employee feedback and engagement: The importance of anonymous employee feedback was reinforced, highlighting raising concerns channel and speaking up culture. This supports visibility and provides useful organizational insight that can guide ongoing discussions about the working environment.
- Learning and development: Implementation of an internal learning platform, offering modules on communication, collaboration, leadership, compliance, and other relevant skills.

Auditing our operations

- In 2025, a total of 18 audits of Kongsberg Digital were carried out, of which four were external audits conducted by third parties.
- Twelve of the audits included ISO 45001 (Occupational Health and Safety Management) in scope, and three of these also covered human rights specifically.
- Both standards are relevant for the assessment of human rights under the Norwegian Transparency Act.
- There were no high-risk audit findings related to human rights and health, safety, and environment (HSE).

In 2025, human rights were included in the scope of selected audits, and no actual or potential breaches were identified.

Policies and procedures

Training and awareness

QHSE

Human rights included in the management's review

Due diligence

Control and monitoring

Investigations and inspections

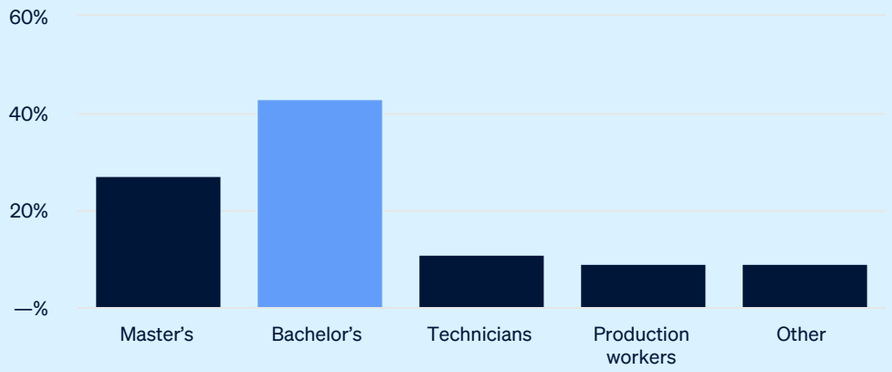
Analytics and reporting

Continuous improvement



2025: Achieved Goals

Educational level

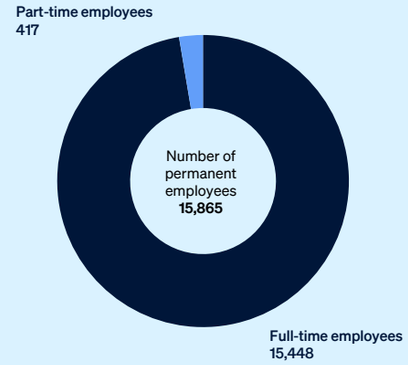


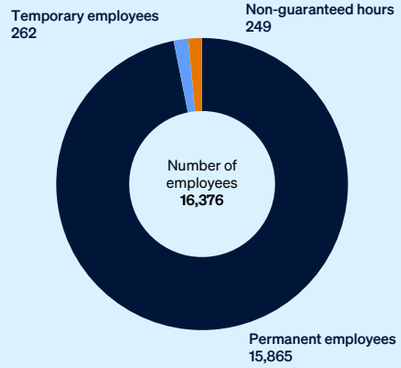
Total employees
(Number of permanent employees)

15,865

Proportion of employees who have left during the reporting period

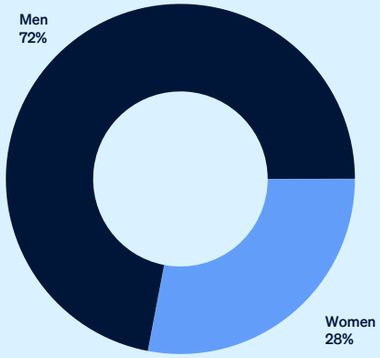
6,3%





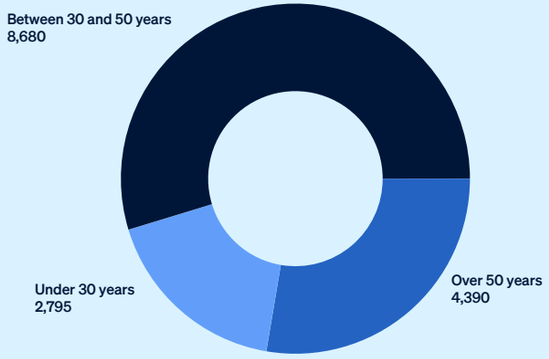
Gender distribution

The proportion of female leaders in top and middle management (levels 1–3) in the company is 25 percent in 2024, down from 26 percent in 2023.



Age distribution

The average age is 42.5 years. We maintain an internal age limit of 72 years in most parts of our operations.



Share of completed performance appraisals

83,6%

Number of women in Management

81

Number of men in Management

206

Health and Safety

Actions planned in 2026

Kongsberg Maritime and KONGSBERG will continue the global roll-out of the HOP principles across the organisation. The companies will also continue to communicate that all employees and contractors working for both Maritime and KONGSBERG have both the right and the mandate to stop any work that poses an acute threat to life or health. Another important action is the review of the HSE organisation, competence and training registers, and the verification of the robustness of these processes. The companies will also continue identifying and reducing all operational routine tasks with high risk, and update our processes for reporting contractor incidents. Furthermore, the companies will review minimum requirements related to training of contractors and suppliers.

Targets and Metrics

We have a "Vision Zero" ambition related to health, safety and environment: no employees, customers, contractors, partners, or the environment should be involved in accidents and incidents. This target aligns with the objective of the Directive for Occupational Health and Safety, addressing identified impacts, risks, and opportunities related to health and safety. By evaluating our progress towards these targets, we assess the effectiveness of our actions in mitigating identified health and safety impacts and risks.

Target	Measured by (metrics)	Status 2024 (base year)	Status 2025	Goal 2025	Connection to IROs
Reduce total recordable injuries (TRI) in 2025	Total recordable injuries per 1 million hours worked, extending first aid[1]	2.24	1.45	no goal defined	Impact and risk related to safety
Increase focus and awareness to high-risk incident (HRI) rate	High-risk incidents per 1 million hours worked[2]	0.65	0.71	no goal defined	Impact and risk related to safety
Reduce sick leave globally	(Total days hours to absence / Total available working hours) × 100	3.4%	2.7%	no goal defined	Impact and risk related to safety
Reduce sick leave to less than 3.7% for 2025 for operation in Norway	(Total days hours to absence / Total available working hours) × 100	4.0%	3.5%	3.7%	Impact and risk related to safety
Ensure that at least 75% of reported HSE cases are handled within deadline in 2025	Percentage of reported HSE cases that are closed within the defined deadline[3]	69%	85%	>70%	Impact and risk related to safety

Comment: Our reporting system for HSE incidents covers all employees and non-employees.
[1] TRI includes injuries beyond first aid.
[2] The HRI rate is based on 20 incidents in 2025.
[3] Normal deadline is 14 days, which may be adjusted depending on the nature and complexity of the case.

Health and safety metrics

	Status 2025
The percentage of own workforce covered by health and safety management system	100%
The number of work-related fatalities, including own workforce and other workers on our sites	0
The amount of recordable work-related lost-time injuries for own workforce (LTI)	41
The rate of recordable work-related lost-time injuries, per million hours worked, for own workforce (LTI)	1.45
The number of cases of recordable work-related ill health for own workforce	Cases of work-related illness are followed up at the individual level. We are currently working on reviewing the reporting processes.
The number of days lost to work-related ill-health, injuries and fatalities for own workforce	422

Process of setting targets

The Group's overall targets and strategic work are based on risk assessments and collaboration with the business areas through the Group HSE Committee. Group management has the overall responsibility for HSE across the Group, including setting overarching targets and priorities, and following up performance, challenges, opportunities, accidents and high-risk incidents. The Board of Directors holds the ultimate responsibility for overseeing and reviewing the targets.

Progress towards targets

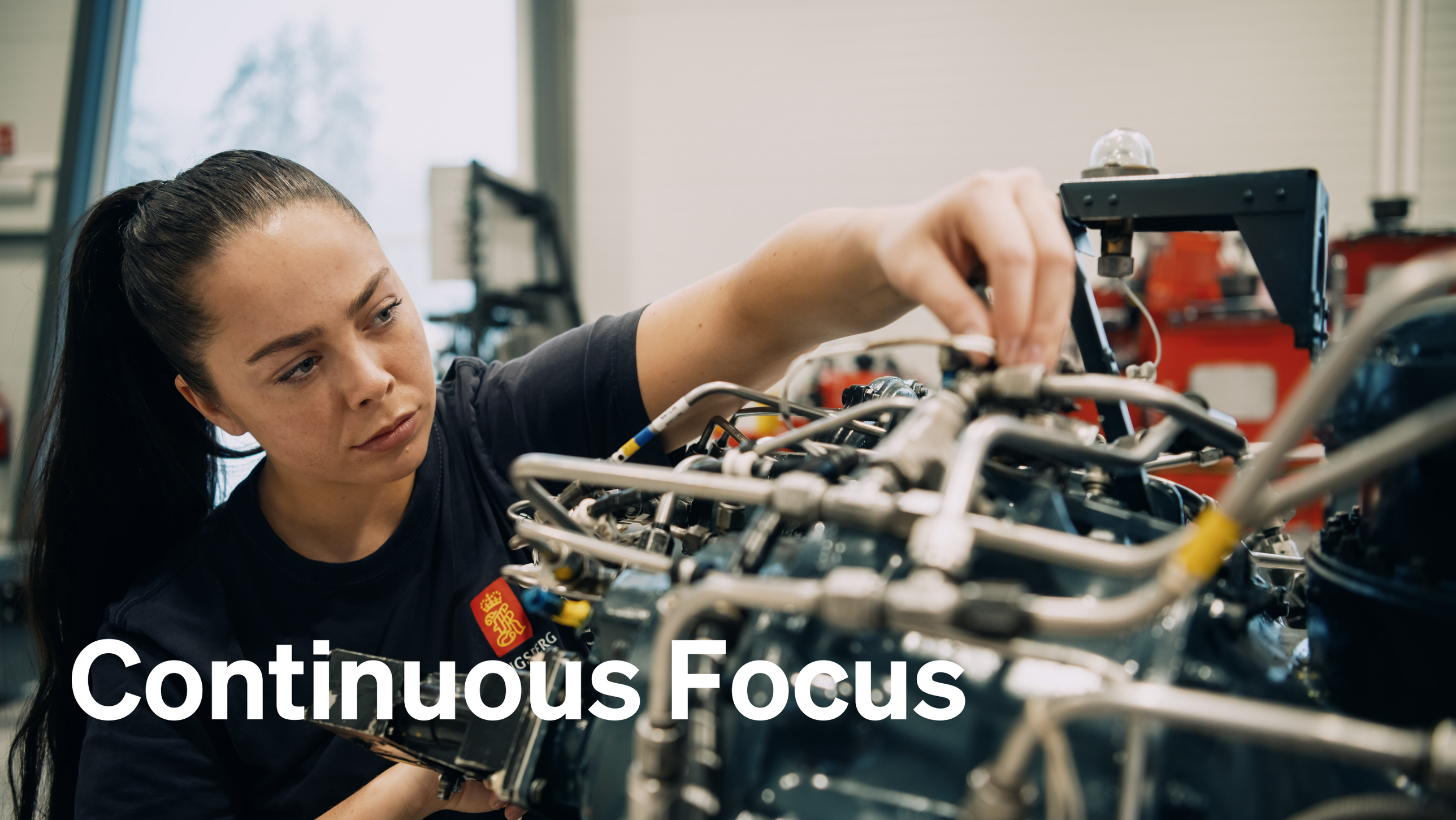
The TRI rate decreased in 2025 due to a reduction in the number of injuries. The majority of injuries were classified as minor, with 39 classified as medium severity and two as severe. Our underlying injury statistics have improved and are now at their best level since 2016. We have identified root causes and implemented strategies to reduce the severity of our incidents. We maintain additional focus on high-risk incidents (HRI) due to the elevated risk and damage potential. This contributes to protecting both people and the environment from serious incidents. The HRI rate is gradually increasing due to improved reporting and increased awareness.

Global sick leave has decreased from 3.4 percent in 2024 to 2.7 percent in 2025. Sick leave in Norway is better than the target, improved from 4 percent in 2024 to 3.5 percent in 2025. All business areas perform better than the average in Norsk Industri. Our employees reported a record number of HSE observations and improvement suggestions in 2025, and 85 percent of all reported HSE cases were handled and closed within the deadline. The target is more than 75 percent. All TRI and HRI incidents and sick leave results are reported and followed up in accordance with our procedures. HSE status reports are distributed to Group management and the Board, as well as other leadership teams and employees.

Dialogue with Stakeholders

Stakeholders	Why we engage	How we engage	Prioritised topics	Outcome of engagement
Employees	To create an understanding of our employees' needs and expectations, to ensure that their interests are taken care of, to inform about the strategic goals of the organisation, and facilitate for high performance and well-being. Nurture a value based culture. Secure a competent workforce that contribute to our growth ambitions.	Regular performance dialogues, employee surveys, townhalls, team building events, development initiatives, collaboration in various arenas, recruitment activities towards students and other potential employees.	Work-life balance, purpose driven company culture, flexible working arrangements, health and well-being, diversity and inclusion, equal opportunities, and responsible business conduct.	• Monitoring of employees' well-being, and motivation through performance dialogue and engagement surveys • Investment in learning management system and HMS system • Offer flexibility to ensure a good work-life balance • Focus on diversity and social responsibility in recruitment • Summer project and summer jobs for students • Affected communities identified as material topic • Creating a thriving workplace is one of the focus areas of KONGSBERGs strategy
Shareholders/investors	To communicate specific, regular, and consistent information about our company's activities that support our shareholders/investors in taking informed decisions.	Dialogue through stock exchange disclosures, press releases, general assemblies, presentations and one-to-one meetings with both investors and analysts. External information on our website, such as annual reports, quarterly reports, and company presentations.	Climate and environment, supply chain, cybersecurity and governance.	• Setting a SBTi climate target • Expanding our Cyber Security Center
Governments	To understand and impact regulatory frameworks affecting KONGSBERG.	Direct dialogue through meetings and other arenas, public hearings, and public debates at events and in media.	Regulations and framework conditions, including technology development, market access, education, energy transition, and others.	• Continuously strengthening ESG reporting and developing first CSRD aligned report for 2024 • EU Taxonomy reporting • Interaction and collaboration with Norway's leading trade unions, business organisations, NGOs and think tanks • Product development • Participation in EU research programme and access to funding
Customers	To create a good understanding of our products and services, capabilities, and deliveries, and to build good relationships, partnerships, and trust.	Regular live and digital meetings with customers. Exhibitions, conferences, and other industry-specific arenas.	Technology, system integration and product offerings. Look after customer needs and deliveries.	• Product development that focuses on energy saving, electrification, and digitalisation.
Suppliers	We engage with our suppliers through daily business interface and strategic relationships to ensure a good and productive collaboration, working towards responsible supply chain.	Direct engagement through meetings, webinars, site visits, and conferences.	Responsible supply chain, inducing quality, health, environment, safety, human rights, compliance, security and export control	• Global deployment of risk-based supplier due diligence, including self-assessments and audits • Supplier engagement and collaboration to meet business and governance requirements • Integration of requirements in procurement processes and training
Academic and research institutions	To create knowledge exchange, promote research, influence new areas of study, and motivate students.	Direct dialogue, collaboration initiatives and research programs.	Climate change, innovative technologies, research and development, and collaboration.	• Collaboration and partnerships with leading research environments worldwide • Collaboration to promote competence development in Kongsberg together with USN • Access to funding from the Research Council • Yearly case competition at universities (USN and NTNU): Your extreme
Civil society	To inform, enhance and challenge our sustainability priorities. We exchange views and knowledge on relevant climate and environmental policies to align with the goals of the Paris Climate Agreement and promote sustainable ocean management.	Regular dialogue in meetings, locally and internationally. We engage in several arenas, including labour unions, industry associations, NGOs, and the UN system.	Sustainability related themes where we have a significant opportunity for positive impact such as climate change and threats to the environment and ecosystems. Topics across the ESG agenda such as responsible business conduct, employee relations and human rights.	• Increased engagement in UNs Ocean Stewardship Coalition • Improved sustainability reporting • Added focus on human rights • Improved communication of values and ambitions

As part of the double materiality assessment, affected communities and workers in the value chain were identified as stakeholder groups. Currently, we do not have a process to engage directly with these groups. Our channel of raising concerns is open for everyone, including affected communities.



Continuous Focus

Continuous Focus

In 2025 we have put significant effort in human rights training for staff that have the responsibility and possibility to discover potential human rights problems in our own operations, at third parties' or at suppliers'. The trainings have been well received and we face great interest both internally but also externally when discussing these topics. All business areas are in strong growth with a steady increase of staff, and the human rights trainings will therefore also continue into 2026 to secure a good and comprehensive understanding of the topic.

Our work with due diligence assessments is constantly improving as access to information with the help of new technology advances. In 2026 several of the business areas will start the implementation of a new due diligence tool, Sayari, which has proven to have much valued data on human rights, and given us a new dimension on information.

The environment in which we conduct our business is constantly evolving. As a result, our due diligence assessments will be a continuous process, enabling us to proactively identify new and emerging issues as they arise. This ongoing approach ensures that we remain vigilant and responsive to changes, allowing us to address potential challenges promptly and effectively. By regularly updating our assessments, we can better anticipate risks and adapt our strategies to maintain compliance and uphold our commitment to responsible business practices.

Looking ahead, we anticipate an increase in both internal and external audits that will specifically address human rights considerations. Given our company's size and geographic footprint, we have observed relatively few instances of potential or actual adverse human rights impacts to date. However, we acknowledge the importance of continuously improving our approach to human rights evaluation. As a result, we are actively exploring innovative and effective methods to assess human rights risks within our operations.

Our goal is to enhance our risk-based framework, ensuring that our processes remain robust and responsive to emerging human rights issues. By adopting new evaluation techniques, we aim to strengthen our ability to identify, monitor, and mitigate any potential human rights concerns, thereby supporting our commitment to responsible business practices and ongoing compliance with relevant standards and regulations.

You can request further information under the Transparency Act by contacting us at human.rights.requests@kog.kongsberg.com

If you identify a concern regarding KONGSBERG's business, you can raise it through our Raising Concerns platform.

