

# Nyskapning og omstilling

*«Innovate or Die»*

*2. Mars 2016*



KONGSBERG

*Walter Qvam*  
*President and CEO*  
**KONGSBERG**



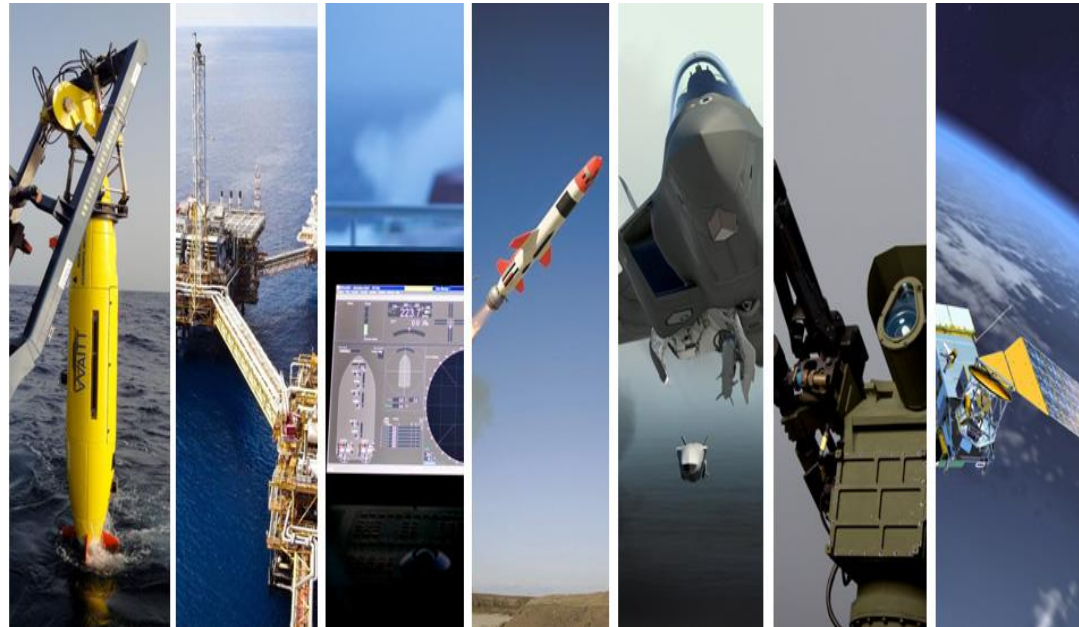
KONGSBERG

# “FROM WROUGHT IRON TO DATA”

## - 200 YEARS OF TECHNOLOGY INNOVATION

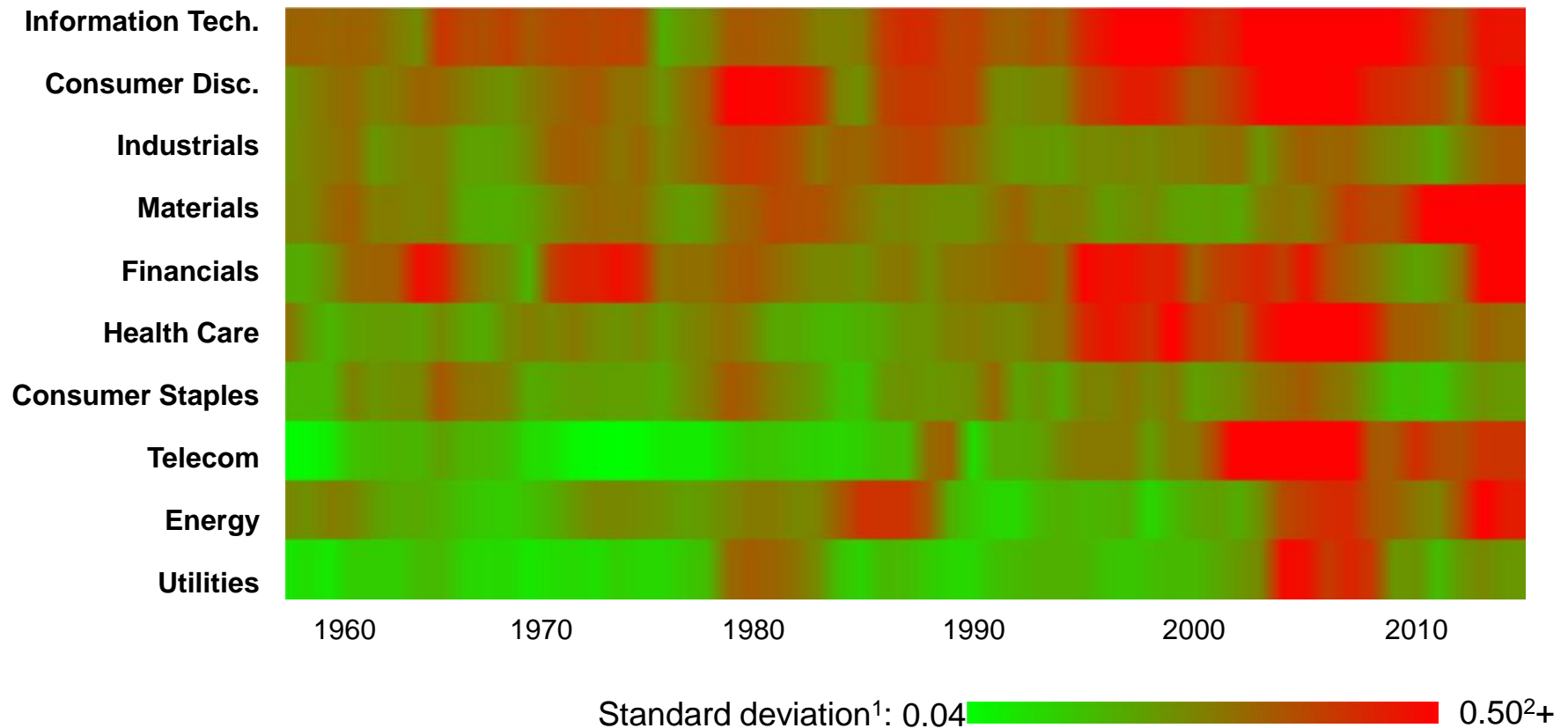


KONGSBERG  
200



*Today, KONGSBERG essentially is a software,  
electronics and data corporation*

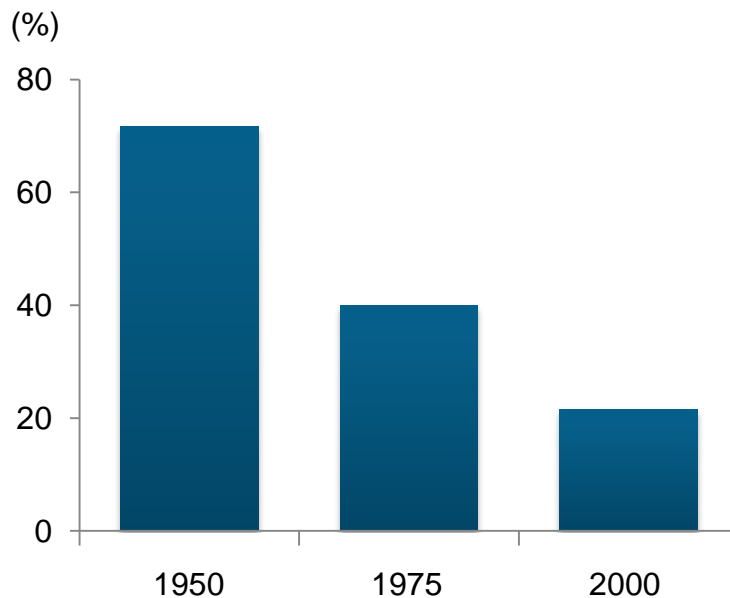
# THE COMPETITIVE LANDSCAPE IS CHANGING EVER FASTER



Source: BCG, KONGSBERG:

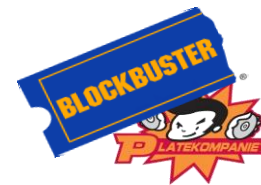
# GLOBALISATION AND TECHNOLOGY CHALLENGES ALL INDUSTRIES

## SIZE VERSUS MARKET POSITION



Source: Compustat; BCG analysis

## FROM CONSUMER SECTOR TO INDUSTRIAL SECTOR





# STATISTICALLY WE ARE APPROACHING ONE OR MORE DISRUPTIVE SHIFTS



**Automation of knowledge work**



**The Connectivity of Things**



**Advanced robotics**



**Autonomous and near-autonomous vehicles**



**Energy storage**



**Advanced materials**



**Advanced O&G exploration and recovery**



**Renewable energy**

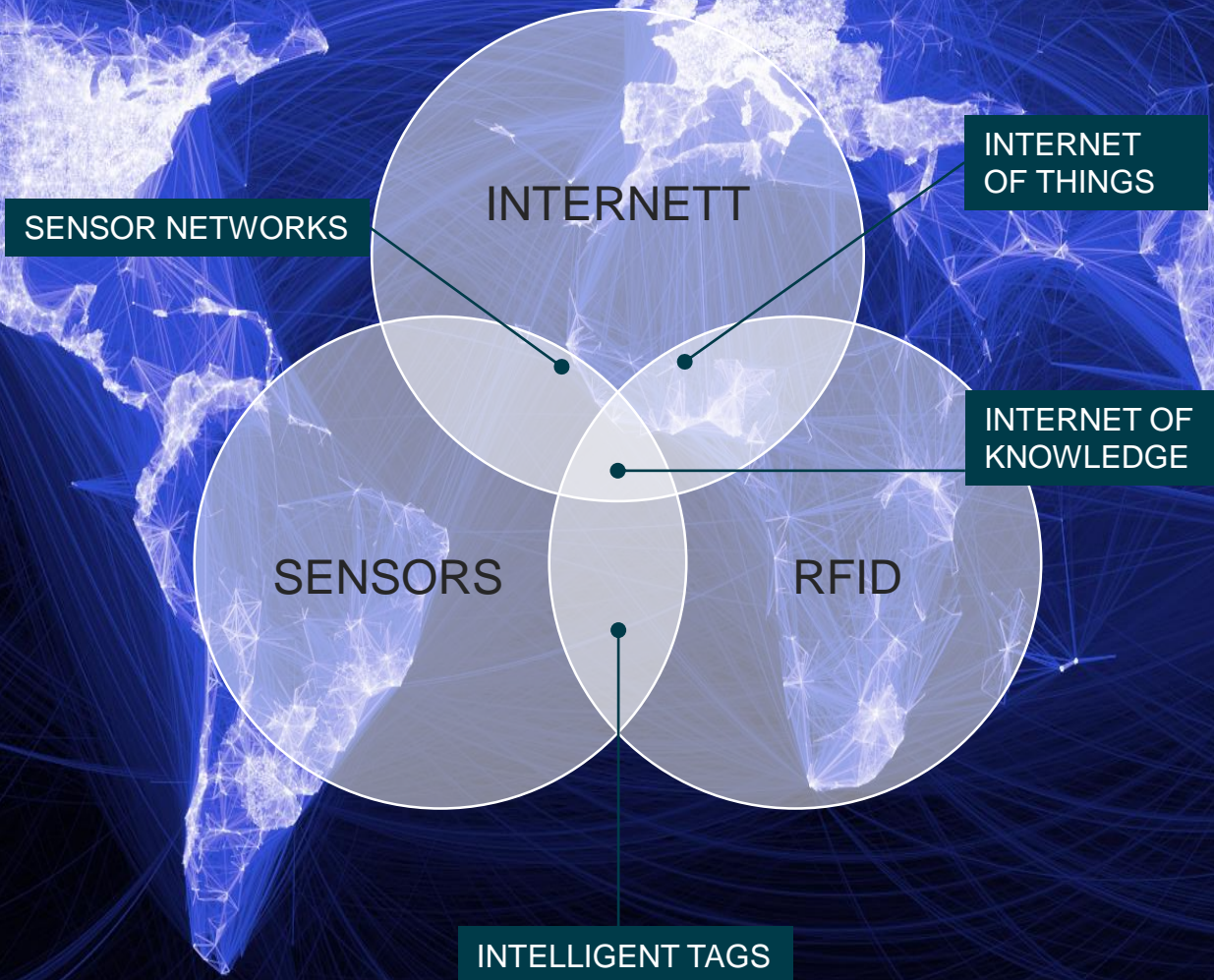




# CONNECTIVITY AND DIGITALIZATION - A NEW WORLD PARADIGM



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# BIG DATA, 3D PRINTING, REMOTE OPERATIONS, AUTOMATION AND THE INTERNET OF THINGS ARE INDUSTRIAL TECHNOLOGY SHIFTS WITH GREAT POTENTIAL





# WE HAVE LIVED THROUGH BIG SHIFTS BEFORE....



Steve Sasson, 1975, Kodak

*Rol = Risk of Ignorance.....*  
*«If Kodak only knew what Kodak knows.....»*  
*Big technological shifts creates winners and losers....*

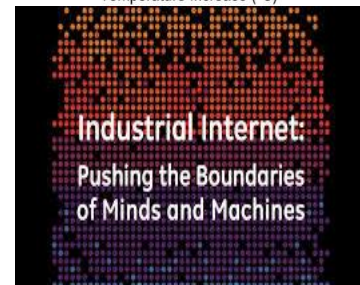
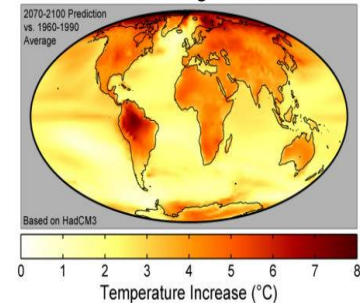
# WE ARE FACING MANY ASPECTS OF A CHANGING WORLD

## Global Trends

- Geopolitical shifts – new security landscape
- Radical Islamist groups on the offensive
- Record number of refugees
- Low and uncertain economic growth
- Low oil prices
- Global climate changes
- The Paris agreement
- Industrial internet and digitalization



### Global Warming Predictions



KONGSBERG is directly affected by these developments



# KONGSBERG'S HISTORY IS ALL ABOUT CHANGE AND INNOVATION



# TODAY WE ARE A LEADING TECHNOLOGY CORPORATION



## KONGSBERG MARITIME

*Global market leader within both offshore and merchant marine applications*

- Dynamic positioning
- “Full picture” integrated automation and control systems
- Hydro acoustic technologies
- Solutions for sustainable fisheries
- Autonomous underwater vehicles, underwater robotics



## KONGSBERG DEFENCE SYSTEMS

*Modern product portfolio in growing defence and aerospace niches*

- Missiles
- Air defence
- Command & control systems for land and naval applications
- Complex lightweight structures for the F-35
- Space technologies, satellite services and surveillance



## KONGSBERG PROTECH SYSTEMS

*Unrivalled global market leader in remote weapon stations*

- PROTECTOR RWS M151/M153
- MCT-30 medium caliber turret
- Other specialized remote weapon stations

(From H2 2016)



## KONGSBERG DIGITAL

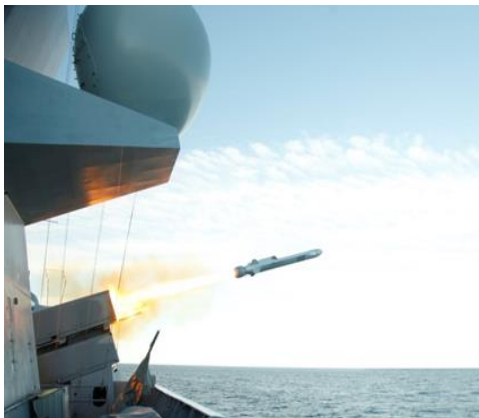
*A leading industrial software environment*

- An important step in the Group's strategy for developing the next generation of digitalized products and services
- Building on existing software and simulation environments in KOGT and KM
- Group responsibility for developing new digital solutions and related technology alliances

## KONGSBERG DIGITAL



# DEVELOPING LEADING SOLUTIONS FOR THE NEXT DECADES



# WE HAVE TWO LONG TERM INNOVATION FOCUS AREAS

## Ocean Space

- Leveraging our's and Norway's unique position to take a leading role in exploring innovative opportunities in the ocean space

## Smart communities

- KONGSBERG technologies enabling and protecting the intelligent – but vulnerable – society. Optimizing, securing and protecting critical interests, such as supply-, distribution- and consumption of resources

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# AUTONOMOUS UNDERWATER VEHICLES

Hugin, Munin, Remus,  
Seaglider™







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# FISHERIES





# TECHNOLOGY TO BETTER UNDERSTAND THE PROCESSES RELATED TO CLIMATE CHANGE

*Two “K-Lander” observatories from KONGSBERG were deployed offshore Svalbard in summer 2015, to try to unveil the secrets of natural release of the climate gas*





# SATELLITE COVERAGE, SENSORS, BUNDLING AND COLLABORATION ARENA

*Connecting and sharing relevant data, systems and resources*

- SAR, Resource Exploration, Traffic, Environmental Monitoring, Research, etc
- Surface, sub-surface





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# AVINOR SELECTS KONGSBERG FOR REMOTE TOWER





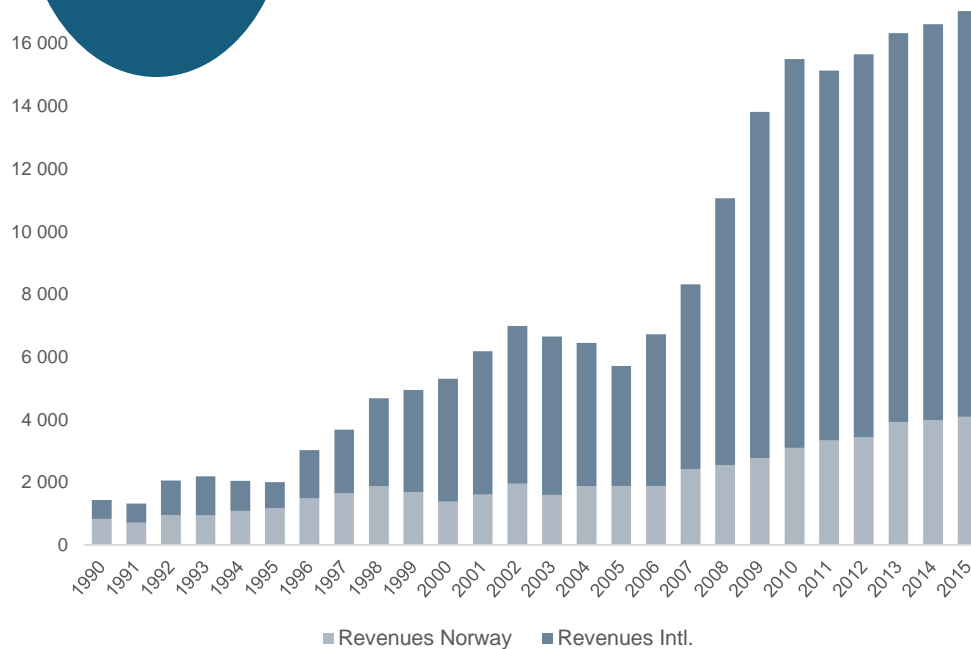
# KONGSBERG DEVELOPED A NEW TECHNOLOGY FOR REMOTE AIRPORT OPERATIONS





# FOCUS ON INNOVATION AND CHANGE HAS FORMED THE BASIS FOR OUR INTERNATIONAL GROWTH

## REVENUES 1990-2015



## COMPANY DATA



7 688 EMPLOYEES



76 % REVENUES FROM  
OUTSIDE NORWAY



MORE THAN  
25 COUNTRIES

**INNOVATE WITH KONGSBERG**



**KONGSBERG**

***Takk for oppmerksomheten!***  
***Twitter: @WQvam***