



KONGSBERG

Protecting people and planet

2026-03-17 Maintech-konferansen
Audun Abrahamsen, Vice President Global Supply Chain

En viktig del av norsk sikkerhet i over 200 år

KONGSBERG GRUPPEN



“Et Folk, der vil være frit, maa selv kunne smede sine Vaaben.”

Paul Steenstrup, 1814

- Norges sikkerhet har i over 200 år hengt sammen med Kongsberg Gruppens historie.
- Vi startet med produksjon av rifler allerede på slutten av 1800-tallet, som både forsynt den norske hæren med våpen og ble eksportert internasjonalt.
- Allerede når NATO ble dannet fikk Kongsberg Gruppen en viktig oppgave med å utvikle teknologi og kapasiteter for Norge og alliansen.

Kongsberg Gruppen er med å sikrer norsk suverenitet og demokrati

- Suverenitet forutsetter opprettholdelse og vedlikehold av norsk kompetanse.
- I en krigssituasjon må vi kunne forsvare oss frem til hjelpen kommer.
- Vi kan ikke bli fullstendig avhengig av andre land.
- I krig vil alle nasjoner prioritere seg selv.

KONGSBERG size and scope



15 600

Employees

Q4 2025



40

Countries



58.6

BNOK, Revenues

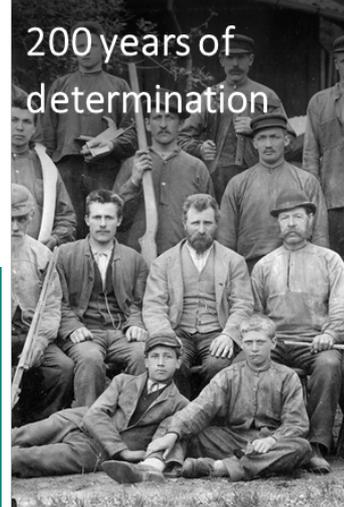
6,0 BUSD 2025



3

Business areas

200 years of
determination



Innovative
breakthroughs



Global player of
strategic importance

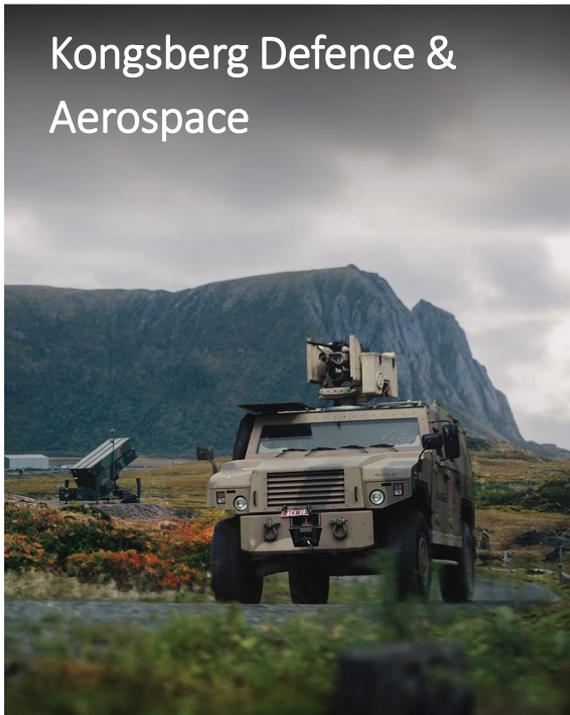
Protecting people and planet by innovating technology today, for a better tomorrow

A technology powerhouse with 3 strong business areas

Kongsberg Maritime



Kongsberg Defence & Aerospace



Kongsberg Discovery



Capital Markets Day 2024

Three main objectives



Delivering on record high order backlog



Position for further growth



Building the future Kongsberg Defence & Aerospace

Several potential risks may impact ability to deliver on backlog and securing growth.

| People | Leadership | License to operate | Market & Business Development | Organizational Efficiency | Operations | IT | Internationalization | M&A |
|-------------------------------|-------------------------------|----------------------|-------------------------------|--|---|--|----------------------------------|-----------------------------|
| Lack of sufficient capacity | Lack of leadership capacity | High security threat | Reduced competitiveness | Suboptimal organization structure | Inability to ramp-up production efficiently | Suboptimal IT Applications | Suboptimal international growth | Non-profitable acquisitions |
| Lack of sufficient competence | Lack of leadership competence | Compliance breaches | Reduced market opportunities | Unclear and suboptimal processes, roles, responsibilities and mandates | Underinvestment in indirect cost | Delay in IT Projects | Unfit governance of subsidiaries | Non-effective integration |
| Lack of motivation | | | Insufficient partnerships | | Lack of sufficient facilities | IT projects not meeting Business needs | Ineffective global collaboration | |
| | | | | Lack of adherence to governance model | Insufficient scalability in supply chain | | | |

Risk mitigating work streams with high priority.

Site expansion

Expand our footprint within certain areas, e.g. establishment of a new sites

IT

Make sure we have IT infrastructure and systems that support growth

Leadership development

Revitalize roles and development programs for our leaders

Smart working

Increase efficiency by implementing fit-for-purpose processes and tools

Recruitment

Continue our ambitious recruitment pace to onboard new colleagues

Governance model

Ensure that decision-making process and follow-up are suitable for a company of our size

Employee development

Strengthen competence development opportunities for all employees

Secure long-term business prosperity

Secure our long-term project pipeline



Organization & Efficiency



People



Leadership



IT & Information Management



Operations & Supply Chain



Market and Business Development



Compliance



Finance

The Top 10 Most Overlooked Supply Chain Cyber Risks in 2026

In this article, we highlight the top 10 most overlooked supply chain cyber security risks business leaders should be aware of – and suggest actions to mitigate these risks.

Everstream predicts top four supply chain disruptions for 2026



Likely threats include trade regulations, extreme weather, critical infrastructure, and cyberattacks, report says.

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Here are the Biggest Supply Chain Risks of 2026



5 Global Supply Chain Trends Executives Need to Watch for 2026

After a tumultuous first half of the decade, 2026 is certain to usher in its own share of new risks and opportunities.

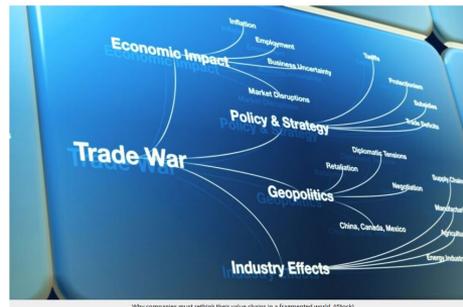
TEC

Global Supply Chains Risks in 2026 and Beyond

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Geopolitics: The Dominant Meta-Risk Shaping Global Supply Chains in 2026

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The Supply Chain Challenges that Refuse to Go Away in 2026

Tariffs, AI gaps, viral demand and fraud are all keeping supply chain leaders in reactive mode as we head into the new year

Moody's: tariff policies pose supply chain risks for 2026

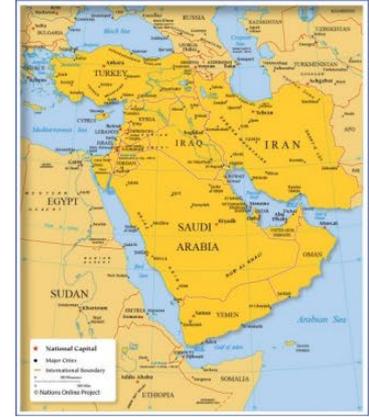


Forecast predicts three continued costs on U.S. companies: supplier price negotiations, sourcing paralysis, and sourcing reconfigurations.

CDP: Companies facing \$120bn in environmental supply chain risks by 2026

Trend observations

The world today...



Melting Arctic to Open Up New Trade Routes and Geopolitical Flashpoints

Ocean workers identify climate change as the greatest safety risk



The Future of AI: How Artificial Intelligence Will Change the World



World Bank sees slowest global growth outside recession since 2008

Export restrictions on critical raw materials rise sharply amid growing demand

License to operate

Requirements driven by external stakeholders

LAWS AND REGULATIONS



CUSTOMERS



OWNER



KONGSBERG



Security



S&ESG



Certifications



Trade compliance



Corporate values & culture



LICENSE TO OPERATE

Trend observations

A continuous increase in 'License to operate'-requirements

[Nyheter](#) [Meninger](#) [Podkast](#) [A-magasinet](#)

Søk



Meny ☰

[Politikk](#) | [Statlig eierskap](#)

Regjeringen varsler nye grønne krav til de statlige selskapene

Dersom kravene ikke innfris, må «vi gjøre oss noen tanker om hvem som styrer disse selskapene», sier næringsministeren.

NRK

Nyheter

[Norge](#) [Site nytt](#) [Dokumentar](#) [Klima](#) [NRK Ytring](#)

Vestre om nye klimamål: - Dette vil forandre verden

For første gang skal det stilles klimakrav til statens egne selskaper. Næringsministeren sier den nye eierskapsmeldingen vil endre verden. Men for Hydro blir det ikke den helt store forandringen.



58:00

Mats Rønning

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Journalist

Publisert 21. okt. kl. 08:49

Oppdatert 23. okt. kl. 11:29



Meld. St. 6

(2022–2023)

Melding til Stortinget

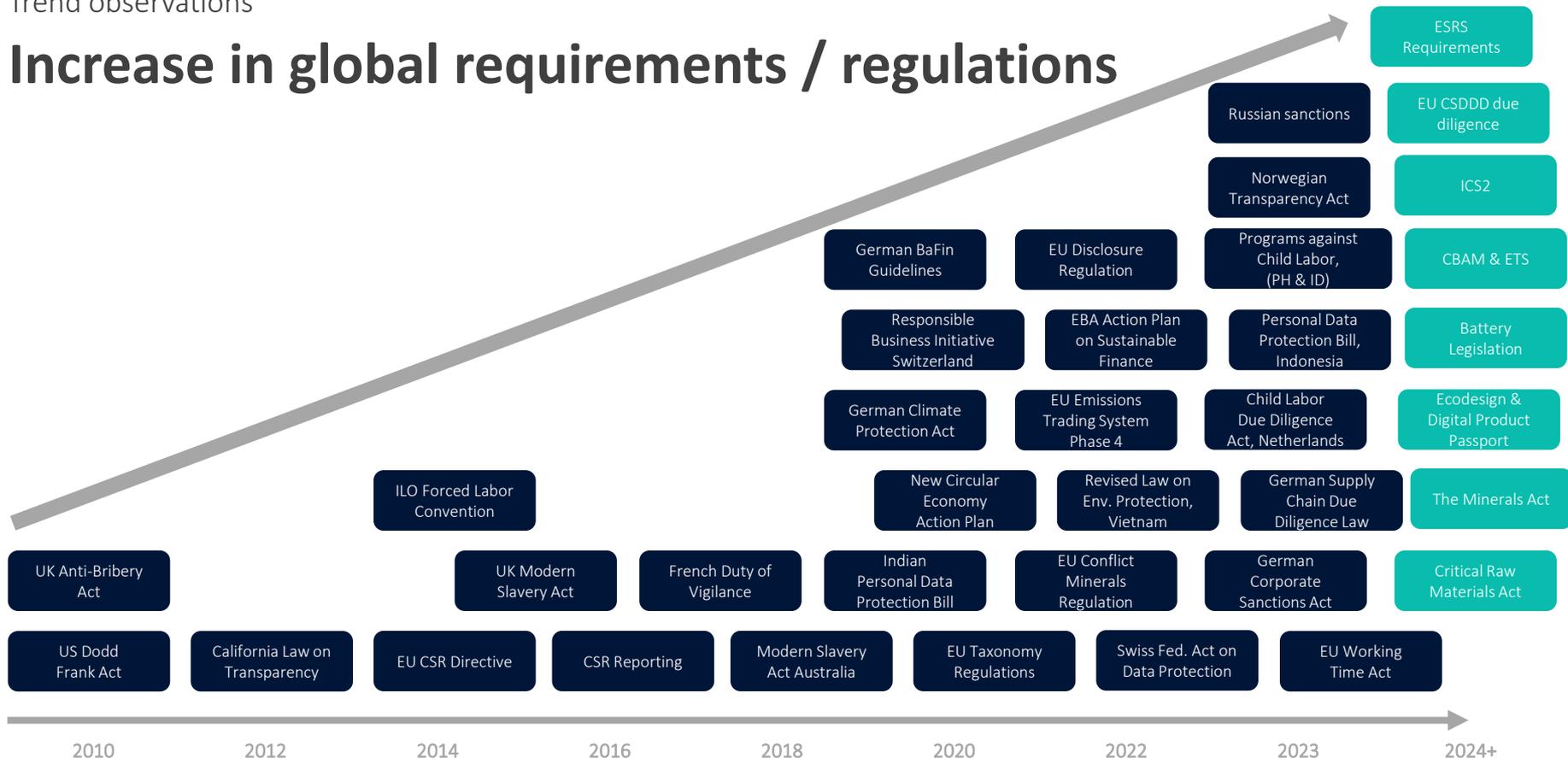
Et grønnere og mer aktivt statlig eierskap

Statens direkte eierskap i selskaper



Trend observations

Increase in global requirements / regulations

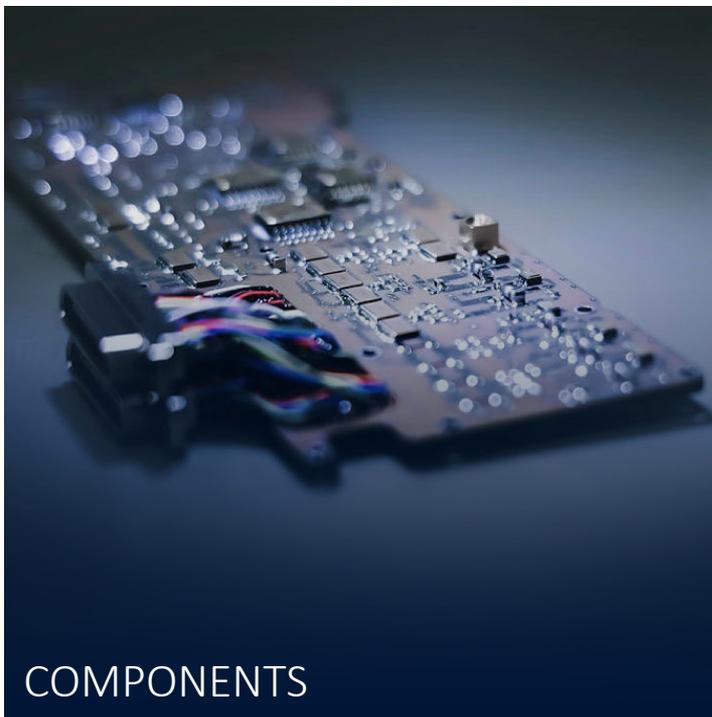


A GLOBAL SUPPLIER NETWORK



Supply chain risks

Global challenges



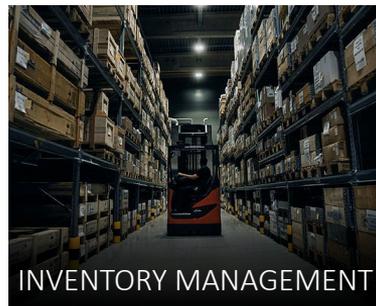
Supply chain risks

Other main challenges



Supply chain risks

Mitigating actions





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Thank you.

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