



KONGSBERG

To the shareholders in Kongsberg Gruppen ASA

NOTICE OF THE ANNUAL GENERAL MEETING 2026

The Board of Directors notice of Annual General Meeting of Kongsberg Gruppen ASA.

Time: Monday, 13 April 2026 at 14:00 - held digitally

IMPORTANT MESSAGE:

The General Meeting is held as a digital meeting, without shareholder's physical attendance.

The General Meeting online can be found here:

<https://dnb.lumiconnect.com/100-501-062-697> and/or here:
www.kongsberg.com/investor-relations/general-meeting/

Once you have accessed this website, you identify yourself with the Reference Number and PIN code formed in the VPS for this General Meeting.

Further information is provided by the attached proxy form and at the last page of this notice, as well as the attached Online Guide.

The General Meeting will be opened and chaired by the Chair of the Board in accordance with § 5-12, first paragraph of the Public Limited Liability Companies Act and § 8 of the Company's Articles of Association.

The following items are on the agenda:

1. Approval of the Notice and Agenda

The Board of Directors proposes that the Annual General Meeting adopts the following resolution:

"The Notice and agenda are approved."

2. Election of a co-signer for the minutes

According to KONGSBERG's Articles of Association the Chair of the Board of Directors will lead the Annual General Meeting. At the AGM, the Chair will propose a co-signer of the minutes.

3. CEO's briefing

4. Processing of Corporate Governance report

The Board's statement for Corporate Governance is available on the company's internet page www.kongsberg.com.

5. Approval of the Annual Report including the Annual Accounts and Annual Report for the Parent Company and the Group for the financial year 2025

The Board's proposal for the Annual Report, the annual accounts and the annual report for the parent company and the Group for the financial year 2025, as well as Auditor's report, are available on the company's website www.kongsberg.com.

The Board of Directors proposes that the Annual General Meeting adopts the following resolution:

*"The Annual Report, Annual Accounts and Annual Report for the parent company and the Group for the financial year 2025 is approved.
Auditor's report is noted."*

6. Distribution of dividends

The parent company, Kongsberg Gruppen ASA, reported a net profit of MNOK 6,508 for 2025. The Group reported a net profit of MNOK 7,922 in 2025, corresponding to earnings per share of NOK 9.04. Financial strength is considered satisfactory.

The Board proposes to the General Meeting that the total dividend for the financial year 2025 is set at NOK 5.70 per share, of which NOK 3.50 is beyond the company's ordinary dividend policy.

The dividends NOK 5.70 will be applicable to the company's shareholders as of 13 April 2026 (as listed in the VPS Registry per 15 April 2026). The company's shares will be traded on Oslo Stock Exchange exclusive dividends as from 14 April 2026 and will be paid 22 April 2026.

The Board of Directors proposes that the Annual General Meeting adopts the following resolution:

*"The Board's proposal of a total dividend of NOK 5.70 per share for 2025 is approved.
The dividend will be paid on 22 April 2026."*

7. Remuneration to the members of the Board, the Board Committees, and the Nomination Committee

The Nomination Committee has proposed that total remuneration to the members of the Board, applicable from 13 April 2026 until next Annual General Meeting, be set at NOK 4,255,400.

The Chair of the Board will receive NOK 1,008,900, the Deputy Chair NOK 515,900 and other Board members NOK 455,100 per year. Deputy Directors will receive NOK 18,190 per meeting.

The members of the Audit & Sustainability Committee will receive NOK 149,300 per year, Chair NOK 218,800 per year.

The members of the Compensation Committee will receive NOK 66,800 per year, Chair NOK 99,200 per year.

The members of the Nomination Committee will receive NOK 7,300 per meeting, Chair NOK 10,300 per meeting.

In addition, an additional remuneration per physical meeting is proposed for board members resident abroad, as compensation for inconvenience caused by longer travel times. This is proposed to be set at NOK 46,725 per physical meeting.

The Nomination Committee has held 13 meetings during the previous period.

The proposal of the Nomination Committee is available in its entirety on the company's internet page www.kongsberg.com.

The Board of Directors proposes that the Annual General Meeting adopts the following resolution in accordance with the Nomination Committee's recommendation:

"The Members of the Board and the Nomination Committee receive the following remuneration from 13 April 2026 to the next Annual General Meeting:

The Board of Directors:

Chair of the Board: NOK 1,008,900 per year (up NOK 66,000)

Deputy Chair: NOK 515,900 per year (up NOK 86,000)

Board members: NOK 455,100 per year (up NOK 52,400)

Deputy member: NOK 18,190 per meeting

The Audit & Sustainability Committee:

Chair: NOK 218,800 per year (up NOK 10,400)

Member: NOK 149,300 per year (up NOK 7,100)

The Compensation Committee:

Chair: NOK 99,200 per year (up NOK 4,700)

Member: NOK 66,800 per year (up NOK 3,200)

The Nomination Committee:

Chair: NOK 10,300 per meeting (up NOK 450)

Member: NOK 7,300 per meeting (up NOK 345)

*Additional remuneration per physical meeting for Board members living abroad
NOK 46,725 per meeting."*

8. Remuneration to the Auditor

During 2025, NOK 2,845,000 has been accrued for audit-related services for the parent company Kongsberg Gruppen ASA from the company's auditor Ernst & Young AS. For the Group a total of NOK 32,586,000 has been accrued for audit-related services and NOK 14,245,000 for other services.

The Board proposes that the remuneration to the company's auditor for 2025 of NOK 2,845,000 for the ordinary audit of the parent company be approved.

The Board of Directors proposes that the Annual General Meeting adopts the following resolution:

"The remuneration for 2025 of NOK 2,845,000 to the company's Auditor for ordinary audit of the parent company is approved."

9. Consideration of Executive Management Remuneration Report 2025

A report on remuneration to the Executive Management is presented in a separate document published on the company's website. The report shall be considered by the General Meeting and an advisory vote on the report shall be held.

The Board of Directors proposes that the Annual General Meeting makes the following resolution:

"The General Meeting endorses the Executive Management Remuneration Report 2025."

10. Election of members of the Nomination Committee

All members of the Nomination Committee are up for election. The Nomination Committee of Kongsberg Gruppen ASA has made a reasoned proposal for the election of members of the Nomination Committee. The recommendation is available in its entirety on the company's internet page www.kongsberg.com.

In accordance with the Nomination Committee's recommendation, the Board proposes that the Annual General Meeting makes the following resolution:

"The following are to be elected as members of the Nomination Committee of Kongsberg Gruppen ASA:

Wenche Agerup (Chair), Christian Must, Torkel Storflor Halmø og Bjarte Espedal."

11. Election of shareholders-elected Board members (Directors)

Board members Kristin Færøvik and Per A. Sørliie resign from the board. The Nomination Committee of Kongsberg Gruppen ASA has prepared a reasoned proposal for the election of new shareholder-elected Board members, to replace Færøvik and Sørliie. The recommendation from the Nomination Committee in its entirety is available on the company's internet page www.kongsberg.com.

In accordance with the Nomination Committee's recommendation, the Board og Directors proposes that the Annual General Meeting makes the following resolution:

"Marianne Wiinholt and Pål Eitrheim are elected as new shareholders-elected members of the Board of Kongsberg Gruppen ASA."

12. Authorization for the acquisition of own shares - incentive program etc.

The Annual General Meeting 7 May 2025 gave the Board the authorization to buy own shares up to a total nominal value of NOK 8 750 000, with a duration until the Annual General Meeting 2026, and concerned the acquisition of own shares for use in connection with the share programme for the Group's employees, for the incentive programme (for leading persons), and as full or partial payment in connection with the acquisition of business – or disposed of.

The Board of Directors proposes that the Annual General Meeting adopts the following resolution for authorization for the acquisition of own shares:

- "(a) Pursuant to § 9-4 of the Norwegian Companies Act, the Board is authorized to acquire treasury shares with a total nominal value of maximum NOK 8,750,000.*
- (b) The authorization may be used several times.*
- (c) The Board's acquisition of shares pursuant to this authorization can only take place between a minimum price of NOK 100 per share and a maximum price of NOK 5,000 per share.*
- (d) Shares acquired under the authorization can be used in relation to the share program for the Group's employees, to the incentive program (for leading persons), as full or partial payment upon acquisition of business, or disposed of.*
- (e) The authorization shall apply until the next Annual General Meeting, but no later than 30 June 2027.*
- (f) The acquisition of shares pursuant to the authorization shall take place in the market. The disposal of the shares acquired will take place on the Oslo Stock Exchange, unless the shares are used in connection with employee share program, as part of the Management's fixed-wage, or as full or partial payment upon acquisition of Business."*

The Annual Report including the Annual Accounts, the Director's Report and Auditor's Report, the Board's statement on corporate governance, the Executive Management Remuneration Report, as well as the recommendation from the Nomination Committee, is available on the Company's internet page www.kongsberg.com. You may also contact the company on +47 468 27 499 and require the Annual Report and other documents regarding the General Meeting delivered by post.

On the date of notification, Kongsberg Gruppen ASA had 879,609,245 shares issued. Each share gives right to one vote at the General Meeting. At the time of this Notice, the company owns 45,686 own shares, for which voting rights cannot be exerted. Only they who are shareholders on 1 April 2026 (the record date) are entitled to attend and vote at the AGM and are hereinafter considered a shareholder. All shareholders have the right to attend and speak at the General Meeting, either by themselves or by proxy. Shareholders have the right to bring an adviser and can give the right to speak to one adviser. Shareholders have on certain conditions also the right to make alternative proposals to the decision in the Items the General Meeting shall process. Shareholders may require that Board members and the Managing Director at the General Meeting gives available information about conditions that may influence the assessment of Items that are referred to the shareholders for decision. The same applies to information about the company's financial position and other issues that the General Meeting shall process, unless the information required cannot be given without disproportionately damaging to the Company. Information relating to the Annual General Meeting, including this notification with attachments and the Company's Articles of Association, are available on the Company's web page www.kongsberg.com.

Registration and participation

Shareholders are only allowed to participate online, and registration is not required. Shareholders must be logged in before the meeting starts, and the log-in opens well before the Annual General Meeting starts at 14:00.

If you are not logged in before the General Meeting starts, you will not be counted as represented and cannot vote, only be a listener.

Only they who are shareholders on 1 April 2026 (the record date) are entitled to attend and vote at the General Meeting. For shares held in custodian accounts, see below.

Bounded proxy

Shareholders who do not wish to participate online can give a **bounded authorization** to another person by using the enclosed proxy-form and fill this out as explained.

Proxy with voting instructions to the Chair of the Board must be sent to genf@dnb.no (scan the form) or by post to *DNB Bank ASA, Securities Service, P.O. Box 1600 Sentrum, NO-0021 OSLO*.

The Proxy must be received within 9 April 2026 at 15.00. The company's representatives will ONLY accept authorizations that are bounded, stated how the proxy shall vote in each individual Item, and which has been received within the said deadline. Proxy may **only** be granted as described above. **A proxy issued electronically (and thus without voting instructions) will be rejected/deleted.**

Advance voting

Shareholders can also submit their advance vote via VPS or Investor Relations by 9 April 2026.

Shares held in custodian accounts

According to the Public Limited Liability Companies Act § 1-8, as well as regulations on intermediaries covered by the Central Securities Act § 4-5 and related implementing regulations, Notice is sent to custodians who pass on to shareholders for whom they hold shares. Shareholders must communicate with their custodians, who are responsible for conveying votes, proxy or enrollment. Custodians must according to Section 5-3 of the Public Limited Liability Companies Act register this with the company no later than 9 April 2026.

Kongsberg, 23 March 2026
For the Board of Directors of Kongsberg Gruppen ASA



Eivind K. Reiten
Chairman of the Board



KONGSBERG

Ref. no.:

Pin code:

**Annual General Meeting of
Kongsberg Gruppen ASA to be held on
13 April 2026, at 14:00 - DIGITALLY**

The shareholder is registered with the following number of shares upon notice: _____.
The shareholder votes for the number of shares owned by Record date: 1 April 2026.

**PROXY FOR THE ANNUAL GENERAL MEETING OF
KONGSBERG GRUPPEN ASA Monday, 13 April 2026, at 14:00**

IMPORTANT MESSAGE:

The Annual General Meeting is held as a digital meeting without physical attendance for the shareholders.

Please log in at <https://dnb.lumiconnect.com/100-501-062-697>

Identify yourself using the reference number and the PIN code from VPS found in Investor Services (Event - General Meeting – ISIN) or sent by post (for non-electronic actors). Shareholder may also obtain a reference number and PIN code by contacting DNB Bank Securities Service by phone +47 23 26 80 20 (08:00-15:30) or by e-mail genf@dnb.no

On the Company's website www.kongsberg.com (and enclosed postally) you will find an online guide describing in detail how you as a shareholder can attend the digital General Meeting.

Registration

Shareholders are only allowed to participate online, and registration is not required.

To be able to vote the shareholders must be signed in before the meeting starts.

If you are not logged in before the General Meeting starts, you will not be counted as represented and cannot vote, only be a listener.

Proxy/Authorization with voting instructions - BOUNDED PROXY

Proxy with voting instructions to the Chair of the Board cannot be registered electronically and **must** be sent to; genf@dnb.no (scan this form), or by mail to DNB Bank ASA, Securities Service, P.O. Box 1600 Sentrum, NO-0021 OSLO.

The form must be received no later than 9 April 2026 at 15:00.

*The company's representatives will only accept authorizations that are bound, so it is stated how the proxy shall vote on each item, and which has been received within the said deadline. Authorization may **only** be granted as described before (not via Investor Services or the company's website). **A proxy granted electronically (and thus without voting instructions) will be rejected/deleted.***

Shareholders may also submit **advance voting** via VPS or Investor Services.
Regarding shares held in **custodian accounts**, see information in the notice.

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.

**PROXY WITH INSTRUCTIONS – ANNUAL GENERAL MEETING 13 APRIL 2026
– KONGSBERG GRUPPEN ASA**

The undersigned _____ Ref.nr. _____	
shareholder of Kongsberg Gruppen ASA hereby authorizes (tick off)	
	Chair of the Board Eivind K. Reiten or the person he authorizes
	The proxy's name:

to act as proxy and vote for my/our shares at the Annual General Meeting of Kongsberg Gruppen ASA on 13 April 2026.

If an authorization is submitted without naming the proxy, the authorization is deemed to have been given to the Chair of the Board or a person he empowers.

This authorization is a BOUNDED PROXY (i.e., you MUST specify how the proxy shall vote on each individual item). For each item on the agenda, you MUST tick off whether you vote in favor of or oppose the Board/Nominating Committee/Chair's proposals, or whether you wish to abstain, by filling in items 1 through 12 in the table below. If one or more crosses are missing, your vote will be deemed as abstained for this (these) item(s).

Neither Kongsberg Gruppen ASA nor the Chair of the Board can be held liable for losses that may arise because of the authorization not reaching the proxy in time.

Kongsberg Gruppen ASA and the Chair of the Board cannot guarantee that votes will be cast in accordance with the authorization and accept no responsibility in connection with the vote cast in accordance with the authorization or because of a vote not being cast.

Voting shall take place in accordance with the instructions below:

Item:	In favor	Opposed	Abstain
1. Approval of the Notification and Agenda			
2. Election of a co-signer for the minutes – to be proposed by the Chair at the General Meeting			
3. CEO's briefing	<i>No voting</i>		
4. Processing of Corporate Governance report	<i>No voting</i>		
5. Approval of the Annual Report, Annual Accounts and Annual Report for the Parent Company and the Group for the financial year 2025			
6. Distribution of dividends			
7. Remuneration to the members of the Board, the Board Committees, and the Nomination Committee			
8. Remuneration to the Auditor			
9. Consideration of Executive Management Remuneration Report 2025			
10. Election of members of the Nomination Committee			
11. Election of shareholders-elected Board members (Directors) – the Nomination Committee's recommendation overall:			
Or individual voting:			
11.1 Marianne Wiinholt			
11.2 Pål Eitrheim			
12. Authorization for the acquisition of own shares - incentive program etc.			

Shareholder's name and address: _____

Date: _____ Place: _____

Shareholder's signature: _____