SPACE NORWAY

Annual report

2025

01

Table of Contents

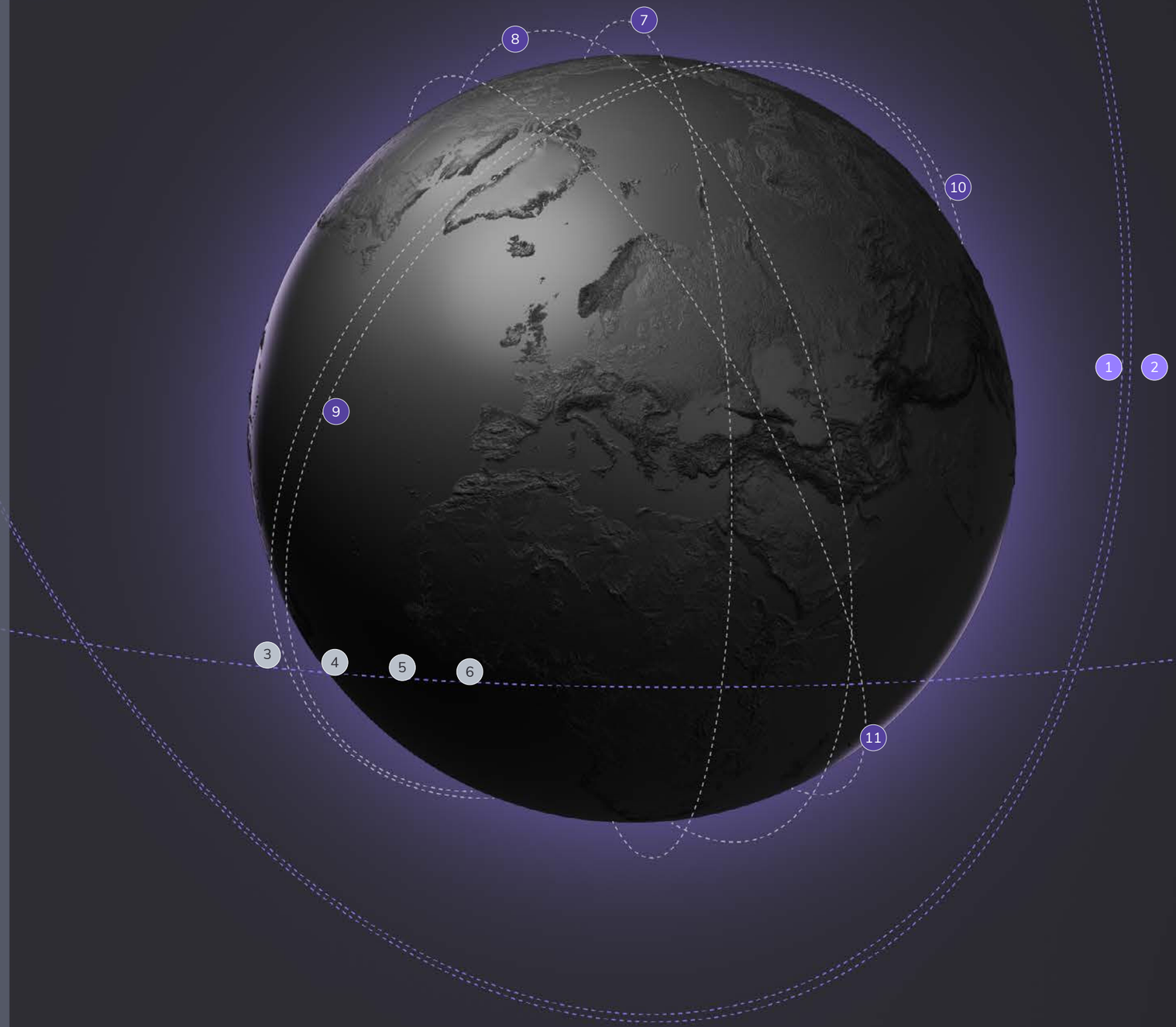
Space Norway at a glance

- Space Norway is a leading satellite operator with a recognised position within the government and commercial sectors.
- Space Norway has a multi orbit strategy for the ownership and operation of satellites in Highly Elliptical, Geostationary and Low Earth Orbit (abbreviated as HEO, GEO, and LEO, respectively).
- Our portfolio of communications satellites, the THOR fleet and Arctic Satellite Broadband Mission (ASBM), enable us to sell and deliver broadband communications in the Arctic, Europe, the Middle East and the North Atlantic, as well as broadcasting services in the Nordic region and Europe. The THOR 8 satellite, ordered from Thales Alenia Space for launch in 2027, has extensive capabilities that will replace THOR 5, THOR 6 and THOR 10-02. In addition, it will provide significant growth capacity in existing and new coverage areas.
- In the field of Earth observation, we operate, through our wholly owned subsidiary Statsat, the low Earth orbit satellites of the Norwegian Coastal Administration and the Norwegian Space Agency. The satellite Mimir is a highly flexible test platform that will pave the way for future services. Space Norway also has a unique radar satellite under development, to be launched in 2027. The satellite is intended to form part of a constellation to meet increasing governmental needs for maritime surveillance in Norwegian areas of interest.
- In addition, Space Norway owns and operates two subsea fibre optic cables between Svalbard and mainland Norway. On behalf of the Norwegian Government, Space Norway will establish Arctic Way, a new subsea fibre optic cable to Jan Mayen and Svalbard. Arctic Way is scheduled to be operational in 2028.

1 ASBM 1
2 ASBM 2

3 THOR 5
4 THOR 6
5 THOR 7
6 THOR 10-02

7 NorSat-1
8 NorSat-2
9 NorSat-3
10 NorSat-4
11 NorSat-TD



Key financials

	2023	2024	2025
Key financials			
Revenues	1 039	2 195	1 357
EBITDA	226	775	718
EBITDA margin	21,7 %	35 %	53 %
Profit/loss for the year	–240	691	195
Operating cash flow	174	857	870
Net interest-bearing debt	–2 885	–896	-540
Equity ratio	52,0 %	55,4 %	57,4 %
Return on equity	5 %	6,2 %	4,1%
Value of infrastructure		4 560	5 221

Operations			
Uptime Satcom	na.	99,994 %.	99,999%
Uptime Earth observation	96,4 %	98 %	98,8 %
Uptime Subsea fibre optic cable	100 %	100 %	100 %

Organisation			
Number of employees	58	172	188
Sick leave absence	2,14 %	3,11 %	2,4 %

Environment			
CO_2 emissions (tonnes)	6 895	14382	19789

The figures for 2023 are pro forma numbers that include Telenor Satellite AS, which was not part of the Space Norway Group at that time. For further details on the figures, please see 64.

A word from our CEO

2025 has been an eventful and important year for Space Norway. We have delivered strong financial results, based on customer focus and quality of delivery.

Following the acquisition of Telenor Satellite in 2024, we are now operating as a single company with common goals. The main priority in 2025 related to the integration of the companies has been to establish shared frameworks and a common culture for the Group. We have defined a vision and values that provide clear direction for our further development as an integrated and effective organisation.

The satellite communications market is undergoing major change, with increasing competition from low Earth orbit satellite constellations. In 2025 we initiated measures to strengthen and develop our revenue base going forward. We place strong emphasis on meeting our customers with high professional competence, flexible solutions and close follow up.

Public sector entities, particularly the defence sector, are important customer groups for our further growth, especially within Earth observation and maritime situational awareness, with stringent requirements for security, availability and resilience Space Norway plays a key role in satellite solutions that support national and allied security needs in the High North. Our governmental customers know that we have the expertise and experience to develop and deliver secure, complex systems and capacities, with high uptime and availability across our services.

Our radar satellite Saga has been under development since 2022 and is the result of significant innovation within the company. The service is specifically designed for maritime situational awareness and will contribute to far more efficient monitoring in Norwegian and allied areas of interest.

Security work is at the core of Space Norway, and we work systematically to strengthen security in our IT solutions, infrastructure and personnel. This is fundamental to safeguarding national interests and the trust of customers, authorities and allies.

In 2025, Stortinget (Norwegian Parliament) decided to establish the new subsea fibre optic link to Svalbard and Jan Mayen, Arctic Way. Just two days after the decision, we signed the contract for the production and installation of the cable. The project strengthens Norway's digital preparedness in the north and underscores Space Norway's role as a reliable delivery partner for critical national infrastructure.

Space Norway aims to be the leading satellite operator in Northern Europe for communications services, and a key player in Norwegian and allied areas of interest for maritime situational awareness. To succeed, we must continue to build an efficient, profitable and sustainable company. The foundation for our position and our ambitions is our employees. Further growth depends on our ability to attract, develop and retain highly skilled professionals. We are working systematically to ensure that Space Norway is an attractive workplace, with an engaging and customer focused working environment.

Finally, I would like to thank all employees for their outstanding efforts and strong results in 2025. Together, we will continue to develop Space Norway as a relevant, responsible and leading player in the space sector.

Space Norway plays a key role in providing satellite solutions that support national and allied security needs in the High North..
Photo: Kilian Munch

Morten Tengs

Key milestones of the year

2025 has been the first full year in which we have operated as one entity with shared functions across the company. We have given priority to establishing common systems, frameworks and culture for Space Norway. We have defined a vision and values that give us clear direction going forward. Defining progress has been made and agreements have been entered into for new products, and there is solid progress in our long term projects.

THOR 8
Construction of the THOR 8 satellite is progressing well, and Space Norway has established two Field offices in France. Our employees in these offices are closely monitoring the construction process in cooperation with the supplier, Thales Alenia. In addition, Space Norway signed a contract with SpaceX this year for the launch of THOR 8, planned for 2027. Intelsat was also signed as anchor customer for THOR 8 in 2025.

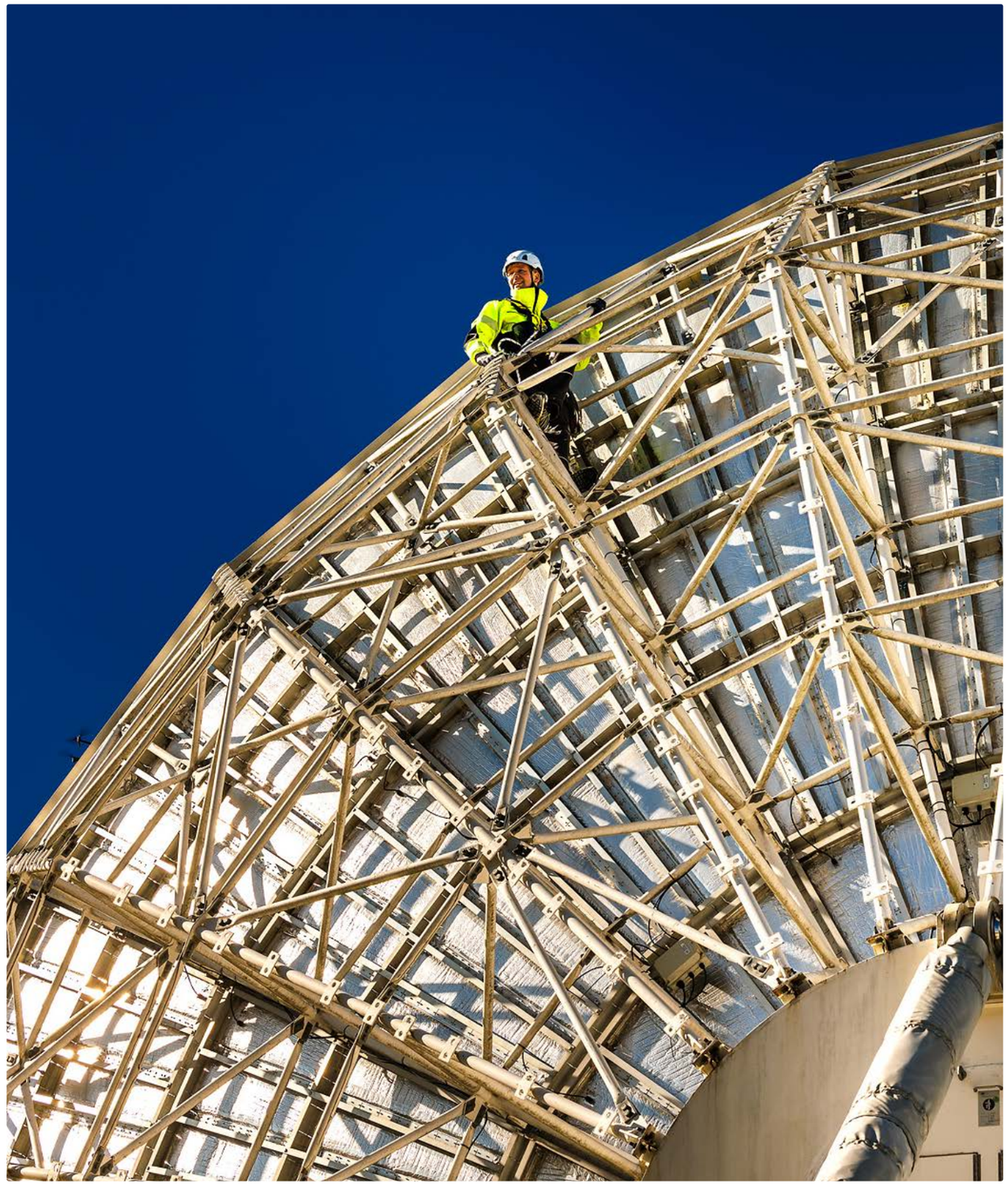
Reseller of low-Earth-orbit communications services
In 2025, Space Norway became an official reseller of Starlink services. We combine the Starlink offering with our own geostationary satellites to provide customers with a broader portfolio of communications services that combines robustness, national control and high performance. This step is key to our strategy as a provider of multi orbit communications services. In parallel, Space Norway is working to include additional low Earth orbit systems in the service portfolio, including a letter of intent with Telesat Lightspeed. We are well equipped to serve our customers in defence, as well as maritime and land based sectors.

Broadcasting
In September, Space Norway renewed an agreement with Allente for the delivery of TV services to customers throughout the Nordic region. Additionally, in September, the agreement with Telenor for services to the pay TV markets in Norway, Sweden and Finland was extended. These important contracts further strengthen Space Norway's ability to meet the requirements for cost effectiveness and quality in a continuously evolving market.

New products for emergency communications
Space Norway has developed communications services specifically aimed at public sector in Norway and the Nordic region that require solutions for emergency communications. We deliver robust satellite communications solutions using our nationally controlled THOR satellites in combination with Starlink or other low Earth orbit constellations.

SAGA – strategic partnership with SSTL - "No Vessel Unseen"
In September, Space Norway signed a teaming agreement with Surrey Satellite Technology Limited (SSTL) for the construction, development and sale of our ground breaking radar satellites, Saga. The two companies will pursue joint business opportunities with tailor made services and satellite sales for international customers. SSTL has extensive experience in the design and manufacture of both satellites and payloads.

New subsea fibre-optic cable to Svalbard and Jan Mayen
On 25 March 2025, Stortinget (Norwegian Parliament) adopted the decision to establish a new subsea fibre optic link to Svalbard and Jan Mayen – Arctic Way. The contract with the US company SubCom for the production and installation of Arctic Way became effective on 31 March. SubCom carried out seabed surveys along the entire cable route during the summer and autumn of 2025.



September was a busy month, as Space Norway renewed its agreement with Allente and signed a teaming agreement with Surrey Satellite Technology Limited for Saga. Photo: Killian Munch

Our goals and strategy

Space Norway's strategic goal is to be Norway's leading player in security critical space infrastructure. We aim to be the leading satellite operator in Northern Europe for communications services, and in Norwegian and allied areas of interest for maritime situational awareness.

We will grow in the satellite-based communications and earth observation markets, including capturing market share in those service segments with the greatest market potential.

The commercial market is characterised by rapid change that challenges traditional ways of operating. New entrants such as Starlink are gaining ground, and several new players and technologies are on the way. We must develop an early understanding of these developments in order to respond in a timely manner. This also means that our business models must be adapted to changing market needs, technological shifts and geopolitical developments, with a targeted focus on maximising long-term returns within sustainable parameters. To realise our ambitions, the Group must deliver high-quality services based on existing and new space infrastructure to both current and new customers.

Our growth will be driven through our own sales and marketing activities and through strategic alliances and partnerships. Space Norway will explore opportunities for non-organic growth and strategic investments that strengthen the Group's market position, capacity and technological breadth.

Government customers are becoming increasingly important for Space Norway's success. We must solve their challenges in innovative, efficient and trustworthy ways. The authorities' confidence in the company also depends on our ability to deliver services across the full spectrum of conflict. To succeed in the governmental market, we must establish closer and earlier dialogue with governmental decision-makers and key stakeholders.

Our overall Group targets

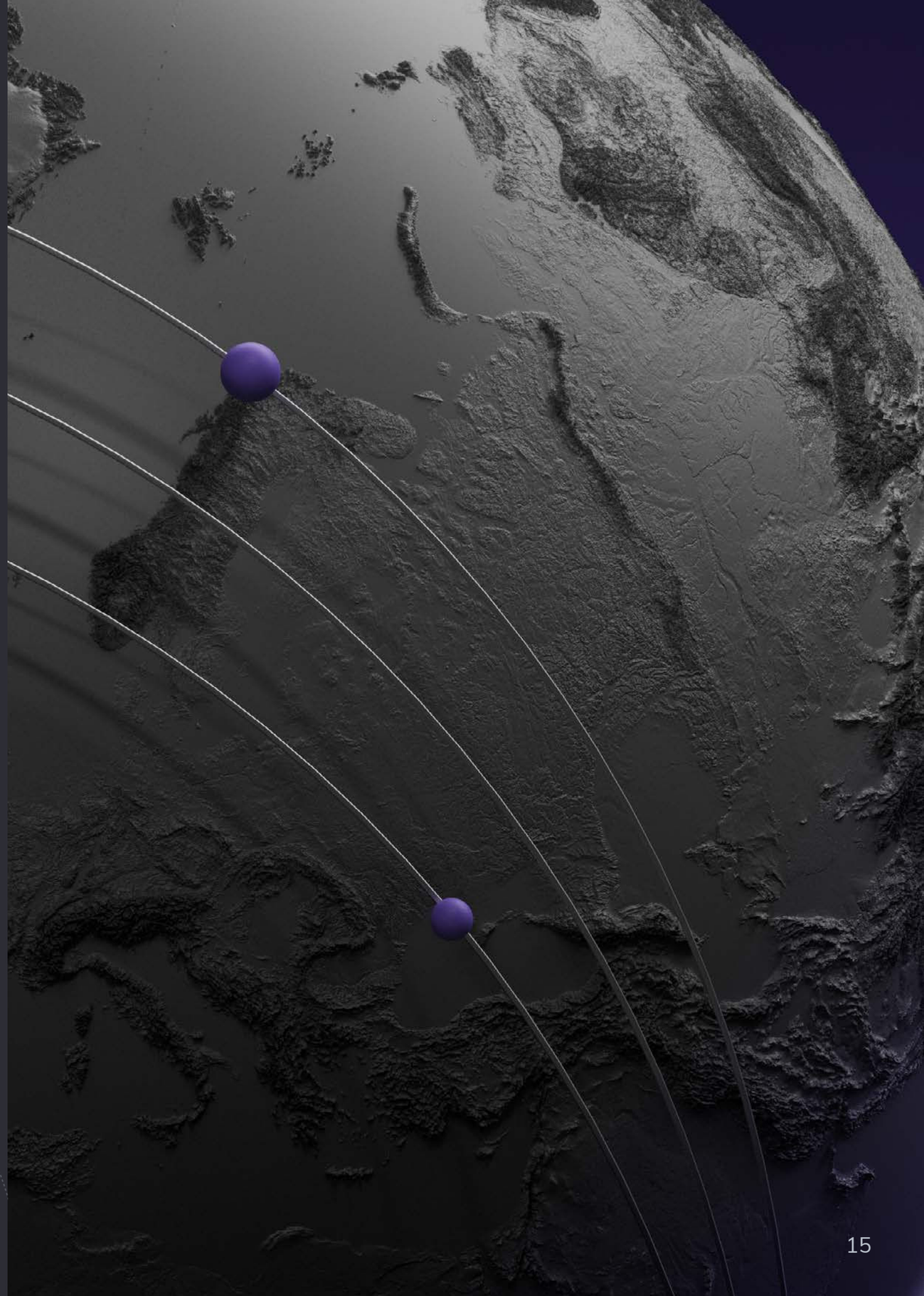
Long-term goals	Indicator	2025	Goal 2026–2030
Infrastructure development	Book value of fixed assets in use and under development, NOK billion (1)	5,221	>5,221
Profitability	Return on equity (per cent per year) (2)	4,1%	>7,5 %
Operational reliability	Uptime communications satellites (3)	99,999 %	99,95 %
	Uptime Earth observation satellites (4)	98,8 %	97,0 %
	Uptime Subsea fibre-optic cable	100 %	99,99 %
Bærekraft	Climate targets: Scope 1 and 2: 40 per cent reduction in net emissions towards 2035 despite substantial planned growth. Net zero by 2050. Net emissions (Scope 1 and 2) Scope 3: Emissions reduced by 30 per cent by 2035. Measured as emissions intensity: emissions per NOK million of purchases (inflation-adjusted). 2025 is the baseline year. Emissions per NOK million of purchases (Scope 3)	223 tCO_2e tCO_2e per mill. in procurement: 14.0	TBD
Employee engagement	Job satisfaction (5)	N.A.	Improvement

(1) Defined as total fixed assets minus goodwill and intangible assets.
(2) Profit/loss for the year adjusted for reversal of impairment/equity (average) as reported in accordance with applicable accounting principles.
(3) Average for the satellites THOR 5, THOR 6, THOR 7 and ASBM 1 and 2.
(4) The AIS satellites for the Norwegian Coastal Administration.
(5) Employee survey to be conducted jointly for Space Norway, including Satcom (formerly Telenor Satellite), from 2026.

02

Our business areas

Space Norway has structured its operations into three business areas: Satcom, Earth observation and innovation, and Subsea fibre optic cables.



Satcom

Our largest business area

Satcom is our largest business area and consists of:

- **Broadcasting,** which sells transmission capacity to major broadcasting aggregators in the Nordic region and Eastern Europe
- **Arctic Satellite Broadband Mission (ASBM),** which delivers wholesale communications payloads in the Arctic
- **Data Services,** which sells data communications services and satellite capacity through a broad network of distributors across Europe and the Middle East

Activities within Satcom are based on the sale of capacity from the company's satellite fleet in geo-stationary and highly elliptical orbits, combined with associated ground based service production. The THOR satellites in geostationary orbit are controlled from Oslo, with the exception of THOR 10-02, which is controlled by SES in Washington D.C., while the ASBM satellites in highly elliptical orbit are controlled from Tromsø.

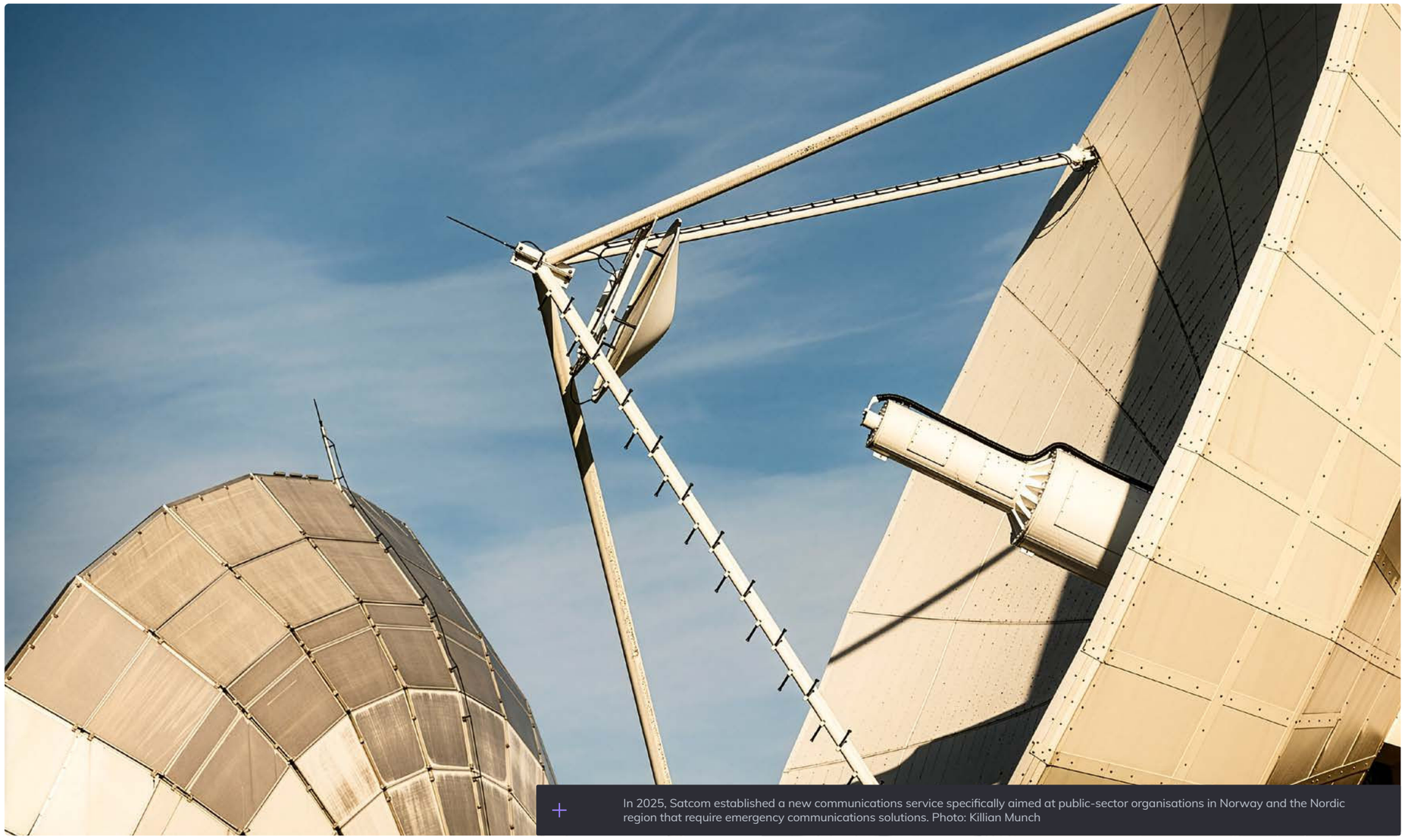
We place strong emphasis on providing highly competent customer support and flexible, solution oriented customer service, and on this basis, we consistently achieve high levels of customer satisfaction.

The satellite communications market is under-going significant structural changes. "Over the top" streaming services and other distribution technologies are gradually eroding the market for Broadcasting, while LEO constellations such as Starlink are affecting the service offering, pricing and demand in the Data Services market.

In 2025, revenues in the business area increased by 16%, driven by the first full year of revenue contributions from ASBM. Broadcasting had flat revenue development, which is a very strong result given the structural changes taking place in the industry. Data Services faced strong competitive pressure from Starlink combined with some one off effects and recorded a 21% decline in revenue.

Several important structural initiatives were launched in 2025 with the aim of lifting revenues in the years ahead, combining new, attractive capacity on THOR 8 with extensive resale of external LEO capacity:

- **THOR 8,** which is being built by Thales Alenia Space, is scheduled for launch in the second half of 2027. THOR 8 will replace three older satellites, which together generate substantial revenue. THOR 8 will deliver broadcasting and data services to commercial and governmental customers. The satellite ensures national capability and control within satellite communications.
- The business area is also pursuing diversification of its service offering and in 2025 achieved status as an authorised distributor of Starlink for the enterprise and maritime markets. Diversity and strategic autonomy are important, and we have established a non binding strategic collaboration with Canadian company Telesat with the aim of building a strong position also as distributor of the LEO broadband system Lightspeed.
- In 2025, Satcom established a new communications service that specifically aims at public sector entities in Norway and the Nordic region that need solutions for emergency communications. In this context, we assume full responsibility for installation, operation and maintenance. The solution uses our own capacities on the THOR satellites, which are operated under national control, in combination with LEO services from Starlink. This delivers a highly robust service combining security with performance and resilience. Space Norway already has several customers in this new segment.



In 2025, Satcom established a new communications service specifically aimed at public-sector organisations in Norway and the Nordic region that require emergency communications solutions. Photo: Killian Munch

Earth observation and innovation

An important part of Space Norway's mandate is the further development of security critical space related infrastructure. The Earth observation and innovation business area develops new satellite based solutions for future customer needs.

Space Norway focuses on developing capabilities that meet the needs of Norwegian authorities. At the same time, the business area is to generate commercial value through global sales of data and services.

We work closely with the European Space Agency (ESA) and Norwegian technology companies on the development and testing of satellite based solutions for maritime surveillance, maritime safety and emergency preparedness. The company is also working on new concepts to increase robustness and improve utilisation of the existing fleet.

The main strategic focus relates to maritime surveillance and is based on specific needs for maritime situational awareness in Norwegian areas of interest. **Saga** is an in house developed satellite solution with synthetic aperture radar (SAR)[1]. The objective is to establish a constellation capable of delivering a service with the capacity to classify small and large vessels across vast ocean areas almost continuously. The first satellite, **MicroSAR-1** (Test&Demo), is being built in England, while the payloads are primarily developed by Norwegian suppliers. Launch is planned with SpaceX in 2027.

The satellite **Mimir** has a software defined radio that can be used for communications, Earth Observation and navigation, and a **VDES**[2]- payload that will improve maritime safety and enable two way communication.

Space Norway is also working on new satellite based solutions related to precise positioning, navigation and timing (PNT), which today rely on GPS and have clear vulnerabilities. Space Norway is participating in ESA projects on new concepts for this, based on LowEarth orbit satellites but also in combination with our existing geostationary satellites.

The Saga radar satellite enables classification of all vessels across large ocean areas

Statsat

Statsat is a wholly owned (100%) subsidiary established in 2013 to support the Norwegian Space Agency with satellite expertise and operation of satellites owned by the Norwegian Space Agency and the Norwegian Coastal Administration.

2025 was an active year for Statsat. In January, NorSat 4 was launched. All activities related to the satellite after launch were handled by Statsat. In May, the satellite NorSat TD re-entered the atmosphere and burned up. Statsat successfully tracked the satellite during re entry and collected valuable data on the conditions in and around the satellite until approximately one hour before burn up. These data form the basis for a larger research and analysis project that Statsat is conducting for ESA.

At the end of 2025, Statsat was operating four satellites in low Earth orbit. Throughout the year, preparations were also made for an additional satellite, **AISSat 4**, which will be launched in 2026. This satellite will strengthen the Norwegian Coastal Administration's monitoring of maritime traffic.

[1] ***Synthetic aperture radar (SAR)*** *uses radio waves and a specific processing method to create detailed images of the Earth's surface. By combining data from multiple positions as the satellite or aircraft moves, the radar achieves an apparently larger antenna, or "aperture", which provides higher resolution. SAR operates independently of weather and lighting conditions. This technology is often used for mapping, surveillance and remote sensing.*

[2] ***VHF Data Exchange System (VDES)****, a communications system used in maritime contexts for exchanging data over the VHF frequency band.*

Subsea fibre-optic cable

Space Norway owns and is responsible for the operation of the company's two subsea fibre optic cables between Harstad and Longyearbyen. Additionally, Space Norway is responsible for establishing Arctic Way, a new subsea fibre connection from Bodø to Jan Mayen and Svalbard.

The Svalbard cables
The subsea fibre-optic connection to Svalbard was commissioned in 2004 and consists of two cables from Harstad via Andøya to Longyearbyen on Svalbard. This connection was originally established to provide transmission capacity for satellite data downloaded at the Svalbard Satellite Station (SvalSat). Since then, the subsea fibre connection has become increasingly important for maintaining normal public services and functions for the population, businesses, research institutions and Norwegian authorities on Svalbard.

The expected technical lifetime of the two existing cables will be reached at the end of 2028. However, the plan is to continue operating the cables for as long as this is technically and economically viable.

Arctic Way

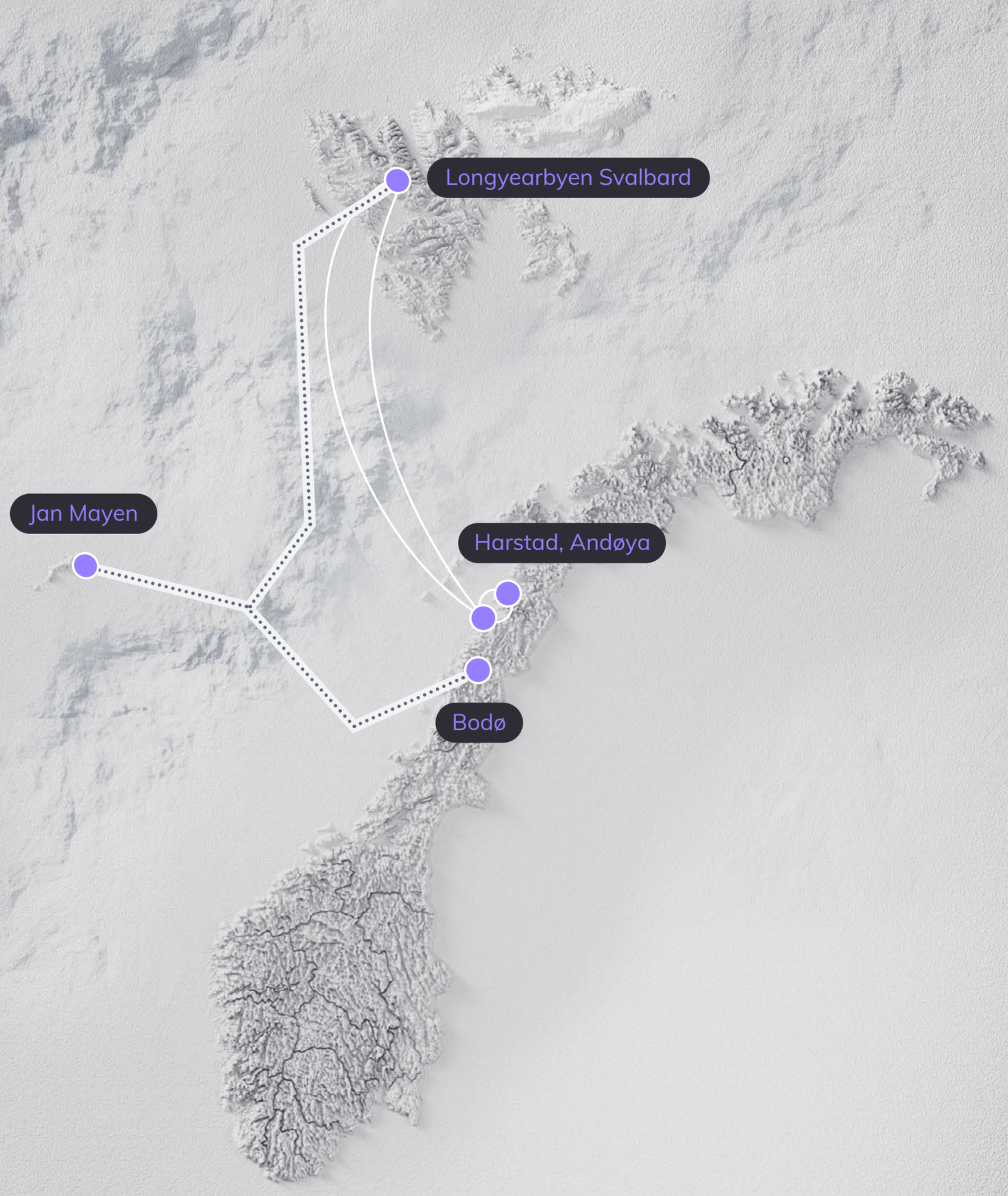
Subsea fibre optic communication cable

On 25 March 2025, Stortinget (Norwegian Parliament) decided to establish a new subsea fibre optic link to Svalbard and Jan Mayen – The Arctic Way. The Ministry of Trade, Industry and Fisheries (NFD) will be the owner of Arctic Way during the construction phase, while Space Norway will act as main contractor for the establishment of the system. The future ownership and operational responsibility for Arctic Way will be assessed by NFD. Space Norway and NFD have entered into a back to back agreement for the implementation phase.

The contract with US company SubCom for the production and installation of Arctic Way became effective on 31 March. As part of the delivery and as a basis for cable production, SubCom carried out seabed surveys along the entire cable route during the summer and autumn of 2025. During the year, the project has devoted substantial time to obtaining the necessary permits for the cable route and the establishment of onshore infrastructure. In September, Space Norway entered into an agreement with the supplier of the cable landing stations for the three landing points: Bodø, Jan Mayen and Longyearbyen.

Arctic Way is scheduled to be operational from 2028 and will form part of a redundant subsea fibre connection, with continued use of the existing subsea cables for as long as it is economically viable to keep them in operation.

+ The illustration shows both existing and planned (dotted line) subsea cables to Jan Mayen and Svalbard.



KSAT

Kongsberg Satellite Services (KSAT) is a jointly controlled entity owned 50/50 by Space Norway and Kongsberg Defence and Aerospace. KSAT is a world leader in its markets. The company has two main business areas: **ground station services (GN)**, which is the company's largest business area, and **Earth Observation (EO)** services based on satellite information. The company provides services to public authorities through its Government Programs division.

KSAT's operations include running ground stations for satellite communications, satellite operations, reception and near real time processing of data, and services related to the operational use of such data. KSAT particularly prioritises on marine applications.

The company is headquartered in Tromsø, and it operates 28 ground stations in various countries. Operations are managed from the Tromsø Network Operations Center (TNOC), which is affiliated with the headquarters. KSAT has branch offices on Svalbard, in Oslo, Stockholm and Denver. Additionally, KSAT operates permanent sites in several countries.

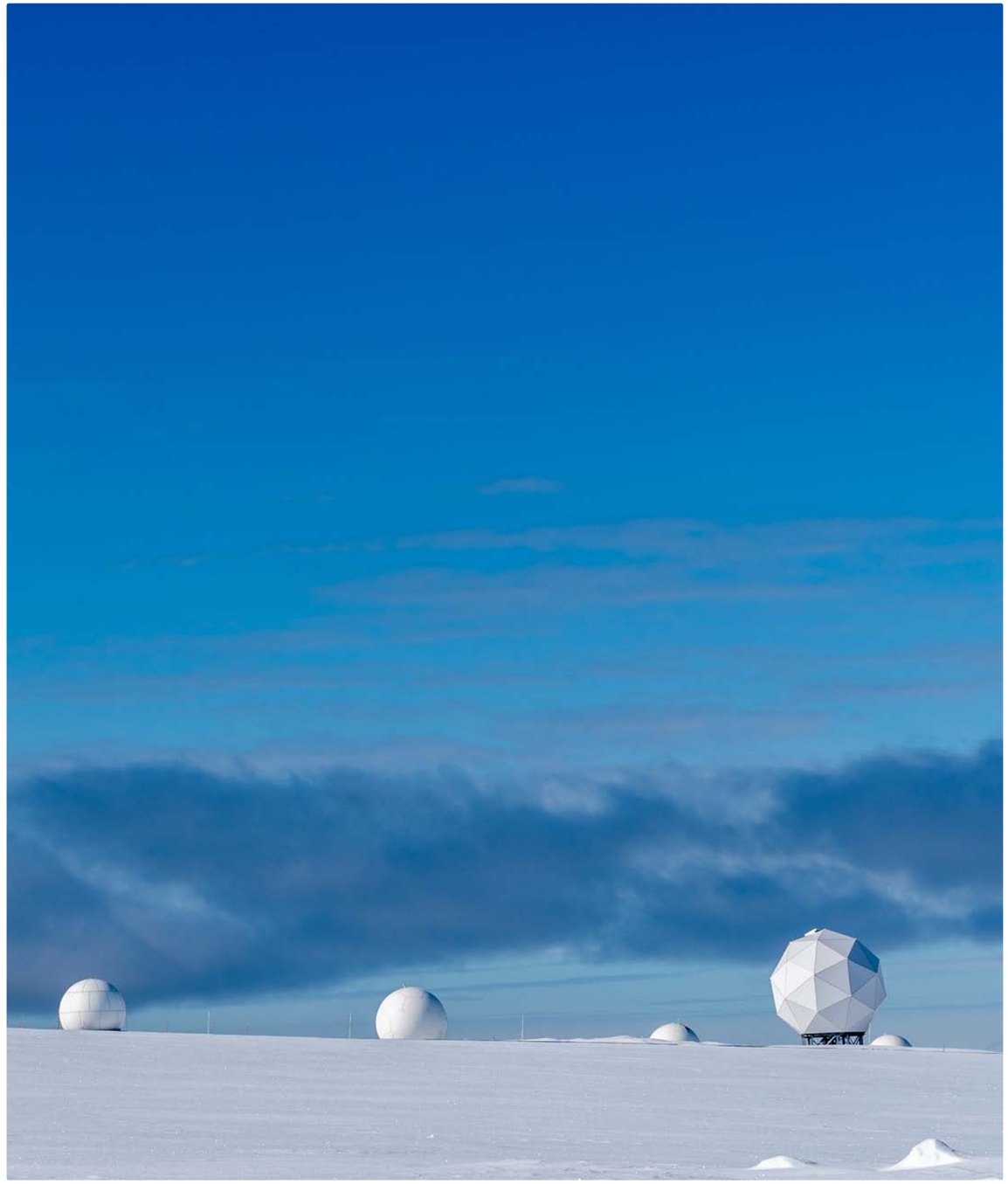
KSAT had 584 employees at the end of 2025. KSAT has experienced significant growth over several years and has delivered strong results. Revenues in 2025 were NOK 2,361 million, compared with NOK 2,236 million in 2024. Of total revenues, 91% came from customers outside Norway. The focus on the small satellite market has produced good results, and KSAT Lite has become important to Space Norway's overall business.

KSAT has long term contracts with most of the world's leading space organisations, in addition to key commercial players. KSAT's leading international position is built on extensive operational experience, technical expertise and cost efficient infrastructure with unique geographic locations. This is combined with more than 20 years of experience in developing and delivering satellite based services with an emphasis on maritime applications. The customer base is stable, and the operational horizon is long term. Key figures for the last two financial years are shown in the table below.

KSAT has continued its strong growth as a company. SvalSat is the company's largest and most important station in an international network of downloading stations.

Our ownership of 50 per cent of the shares in KSAT is a strategically important part of Space Norway. We have chosen to add important activities to the company, including those related to ASBM and Saga.

Kongsberg Satellite Services AS – key figures (MNOK)	2025	2024
Operating revenues	2 361	2 236
EBITDA	724	635
Operating profit/loss	457	388
Profit after tax	**356**	**306**
Total fixed assets	2 460	2 165
Total current assets	1 106	910
Total assets	3 566	3 075
Total equity	2 170	1 967
Total liabilities	1 396	1 107
Number of employees	584	522



KSAT is experiencing strong growth as a company. The satellite station in Svalbard is the company's largest and most important within an international network of downlink stations.

03

Corporate governance

Compliance with the Norwegian Code of Practice for Corporate Governance

The Norwegian Corporate Governance Board (NCGB) has published the Norwegian Code of Practice for Corporate Governance. The Code of Practice contains recommendations on corporate governance for companies listed in Norway and clarifies the respective roles of shareholders, the board, and executive management beyond what is required by law. The Code of Practice is intended to strengthen trust in companies among shareholders, the capital market, and other stakeholders. It is primarily intended for publicly traded companies, though most of the principles are also applicable to unlisted companies.

Recommendation			Space Norway's approach
1	*Implementation and reporting on corporate governance*	The board must ensure that the company implements sound corporate governance. A joint report shall cover each section of the Code of Practice. Deviations shall be explained	Space Norway complies with the recommendations that are relevant to us. Any deviations or non-applicability are explained.
2	*Business*	The company's articles of association should clearly describe the business that the company shall operate. The board should define clear objectives, strategies and risk profiles for sustainable value creation. These are to be evaluated annually.	Space Norway's Articles of Association state that the company's purpose is "to manage and further develop security critical and cost effective space related infrastructure that meets important Norwegian societal needs". The Board sets the company's goals, strategies and risk profile. These support the State's overall objective as owner that the company shall deliver "the highest possible return over time within sustainable frameworks". When needed, and at least once a year, the Board undertakes assessments and processes to ensure that the Group's goals, strategy and risk profile are firmly anchored. Sustainability considerations are integrated in these processes and assessments.
3	*Equity and dividends*	The Board shall ensure: • a capital structure adapted to the company's goals, strategy and risk profile • a clear and predictable dividend policy. Any authorisation to the Board to distribute dividends should be justified. Any authorisation to the Board to increase the share capital should relate to a specific purpose and be time limited to the next Annual General Meeting.	Space Norway is 100 per cent owned by the Norwegian State. As a shareholder, it sets expectations for the level of dividends and also has the opportunity to decide on dividends in its wholly owned companies. The company continually emphasises that equity shall be adapted to the company's objective, strategy and risk profile. The Board continuously monitors the company's equity and liquidity positions, which serve as the basis for its dividend recommendations.
4	*Equal treatment of shareholders*	If the pre emptive rights of existing shareholders are waived in capital increases, this should be publicly justified. Transactions in own shares should be carried out on the stock exchange or otherwise at market price.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore not relevant.

Recommendation			Space Norway's approach
5	*Shares and negotiability*	The company should not limit any party's ability to own, trade or vote for shares in the company. An account should be provided of any restrictions.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore not relevant.
6	*General Meeting*	The board should ensure that the company's shareholders can participate in the general meeting.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore not relevant.
7	*Nomination committee*	The company should have a nomination committee, and the committee should be established in the Articles of Association. The Code also provides several recommendations on how the committee should be organised.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore not relevant.
8	*Board of Directors – composition and independence*	The composition of the Board should safeguard: • the interests of the shareholder community • the company's need for competence, capacity and diversity • independence from executive management and material business contacts • independence from the main shareholder(s). The General Meeting should elect the Chair of the Board. Board members should not be elected for more than two years at a time. In the annual report, the Board should provide information on: • attendance at Board meetings • factors that may shed light on competence • which Board members are considered independent. Board members should be encouraged to own shares in the company.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore only partially relevant. Space Norway's Board has broad expertise covering a number of disciplines that are particularly relevant to the company. This includes tele communications, satellite operations, finance, management, security and corporate governance. All board members are considered to be independent. The General Meeting elects the Chair of the Board, and board members are elected for up to two years at a time. The shareholder-elected members of Space Norway's Board consist of three men and three women. Their experience is described in the chapter Board of Directors of Space Norway AS on page 35. Seven board meetings were held in Space Norway in 2024. As Space Norway is 100 per cent owned by the Norwegian State, it is not possible for board members to own shares in the company.

Recommendation			Space Norway's approach
9	*The work of the Board*	The Board should adopt instructions for the Board and the executive management, including guidelines for how agreements with related parties are handled. This shall be explained in the Board of Directors' report. Board members and executive personnel shall disclose any material interests they may have in matters to be considered by the Board. The Board should consider establishing an audit committee and a remuneration committee and provide information on any such committees in the annual report. The Board should evaluate its work and competence annually.	The Board has adopted Rules of Procedure for the Board of Space Norway, most recently updated in April 2025. These are considered to cover and safeguard the recommendations in the NCGB Code of Practice. The Board adopts an authorisation matrix for the Group. The Board has established an audit committee and a remuneration committee. The Board conducts an annual self evaluation.
10	*Risk management and internal control*	The board must ensure that the company has sound internal control and systems for risk management that are appropriate in relation to the extent and nature of the company's activities. The board should carry out an annual review of the company's most important areas of exposure to risk and its internal control arrangements.	The Group's governing documents, including the Board's Rules of Procedure, Governing Principles and Code of Conduct, define how management and governance in the Group shall be exercised. These documents set Group wide requirements for conduct in key areas and processes. Common policies, frameworks and procedures have been established for the companies in the Group. Twice a year, a consolidated assessment of the Group's risks is carried out and presented to the Board. Risks are assessed and managed based on probability and impact across several dimensions: strategic, financial, operational, reputation and HSE.
11	*Remuneration of the Board*	Remuneration of the Board should reflect the Board's responsibility, competence, time commitment and the complexity of the business. The remuneration of the board should not be linked to the company's performance. The company should not grant share options to board members. Members of the board and/or companies with which they are associated should not take on specific assignments for the company in addition to their appointment as a member of the board.	The General Meeting approves the remuneration paid to board members. Board remuneration is not linked to the company's performance. Owner-elected board members normally do not have additional duties for the company. No fees have been paid for other assignments.

Recommendation			Space Norway's approach
12	*Remuneration of executive personnel*	The guidelines on the salary and other remuneration for executive personnel must be clear and easily under-standable. They must contribute to the company's commercial strategy, long term interests and financial viability. The company's arrangements in respect of salary and other remuneration should help ensure that executive personnel and share-holders have convergent interests. Performance-related remuneration should be subject to an absolute limit.	Space Norway adheres to the central government's guidelines for executive remuneration. The Group's executive remuneration report and guidelines for the remuneration of senior executives are available on our website spacenorway.com.
13	*Information and communication*	The board should establish guidelines for the company's reporting and contact with shareholders based on openness and requirements of equal treatment of shareholders.	Space Norway is 100 per cent owned by the Norwegian State. This recommendation is therefore not relevant
14	*Take overs*	The board should establish guiding principles for how it will act in the event of a take-over bid, including to ensure equal treatment of shareholders.	Space Norway is 100 per cent owned by the Norwegian State. This re-commendation is therefore not relevant
15	*Auditor*	The board should: • ensure that the auditor submits an annual audit plan • invite the auditor to meetings that deal with the annual accounts • review the company's internal control procedures with the auditor at least once a year • establish guidelines for the executive management's right to use the auditor for non-audit services.	The auditor is Deloitte. In accordance with the agreement, the auditor shall present a plan for the work each autumn. The plan is presen-ted to the Board. The auditor participates in board me-etings where the Board considers the annual accounts. The agreement with the auditor assumes that other assistance is agreed separately in a separate engagement letter, and that prior authorisation is obtained from the Board for such engagements.

Risk Management

Good risk management plays a key role in the governance of Space Norway. An overall assessment of the Group's risk is carried out twice a year. The assessment is brought before the Board. Risk is assessed and managed on the basis of probability and consequence in several dimensions: strategic, financial, operational, reputational and HSE. Risk mitigation measures are implemented for all significant risks, to the extent that the risks can be managed. The effect of the measures is assessed continuously. We have a strong culture of security and extensive experience in complying with the requirements of the Norwegian Security Act. This is discussed in more detail in the chapter on National security (X2) on page 59.

Risik analysis
In the figure below, we have included our most significant risks.

Market risk
Market risk represents a significant exposure for Space Norway. We operate in a globally competitive market. This applies especially to Satcom broadly, and to Data Services specifically. This reflects a significant impact from LEO constellations, primarily Starlink. They have significantly impacted prices and demand in certain segments.

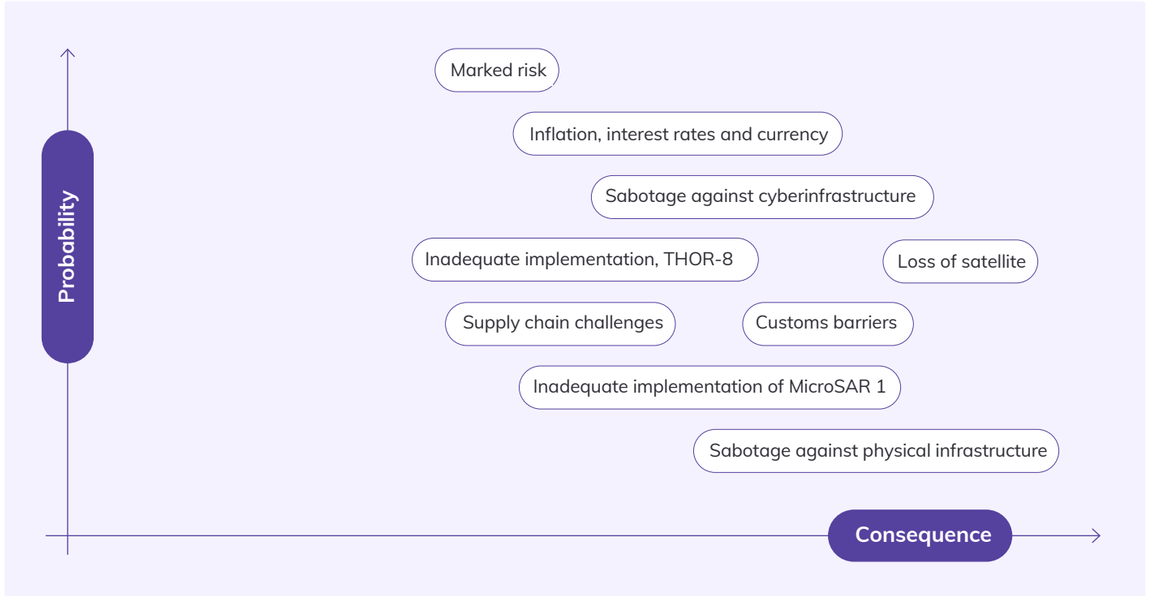
Loss of a satellite
Downtime is probably the most important risk factor for any satellite operator. The probability of losing a satellite is low, but the consequences of loss can be significant. The risk is managed partly by insuring fixed assets and partly through reserve capacity. The loss of a satellite would still have an adverse net effect for Space Norway.

In 30 years of satellite operations, the company has never experienced the loss of a satellite or significant operational disruptions related to the company's satellites.

Inflation, interest rates and currency
The business has significant revenues and expenses in other currencies, particularly US dollars (USD) and euros (EUR).

Currency hedging is an important tool for large contracts, and a significant portion of the currency exposure over the next 3–4 years will be hedged through forward contracts. This applies, for example, to the main contract for THOR 8 and to dollar revenues related to ASBM. The joint venture, Kongsberg Satellite Services (KSAT), has a large part of its revenues in USD and EUR and is therefore exposed to currency risk.

The company had limited interest rate risk at the end of 2025.



Interruption of subsea fibre-optic services
Svalbard is dependent on stable connections for electronic communications, with subsea fibre optic cables forming a central part of the infrastructure. Technical failures or sabotage of subsea fibre optic cables could result in loss or severe disruption of our services, with consequences for operations, customer deliveries and emergency preparedness.

State actors are showing increasing interest in critical underwater infrastructure, including subsea fibre optic cables that carry large parts of Norway's and Europe's digital communications. National security and threat assessments describe how state actors possess specialised capabilities to map and potentially sabotage Western underwater infrastructure, including through the use of military and apparently civilian vessels. Such capabilities mean that seabed cables may be used as instruments in security policy conflicts, with a risk of loss or serious disruption of electronic communications and other critical societal services.

Sabotage against cyber infrastructure
Threats to IT systems are a growing challenge for both businesses and the public sector. In addition, it is part of the national threat picture, which is relevant to Space Norway.

Any disruptions resulting from accidents, errors, sabotage, or deliberate hacking of IT systems can lead to operational interruptions, loss of information, reputation damage and significant adverse financial consequences.

The group's operations particularly involve active work with security in the areas of technology and safety-critical infrastructure. Efforts to improve resilience and mitigate IT-related risk are ongoing and systematic in a landscape where the risk situation is constantly changing.

Space Norway works actively to prevent disruptions, whether aused by accidents, errors, or sabotage. Photo: Killian Munch

Supply chain challenges
Our infrastructure relies on highly specialised equipment, which can at times result in significant dependence on individual suppliers. We are also seeing an increase in demand for components in the market, resulting in longer lead times for components we rely on.

Inadequate implementation – THOR 8
A satellite project of THOR 8's scale and technological complexity will always involve a significant risk, as unforeseen changes and delays have potentially serious financial consequences. Space Norway has considerable experience with similar projects, and by following the company's best practice, it is well placed to handle the project.

Inadequate realisation of MicroSAR 1 (Test&Demo)
If MicroSAR 1 is not realised, Space Norway and Norway will lose an important opportunity to obtain their own, nationally controlled SAR capacity for maritime surveillance, emergency preparedness and defence. If the first satellite is not realised, the technological and operational risk associated with any future constellation of SAR satellites will increase.

Without a dedicated in orbit test and demonstration phase, key solutions for the satellite platform, radar, data links and ground segment will not be verified before any larger constellation is established.

Sabotage against physical infrastructure
The geopolitical situation has demonstrated that the risk of sabotage is significant. Important physical assets must be secured, both physically and through redundant solutions. Space Norway manages important systems consisting of digital solutions, physical assets and infrastructure that require protection.

Management and Board presentation

The Board of Space Norway AS

Space Norway's Board of Directors, left to right: Ann Kari Heier, Per Atle Våland, Ingelin Drøpping, Svein Olav Munkeby, Helga Cotgrove, Tore Olaf Rimmereid and Tom Westby. Photo: Killian Munch

Svein Olav Munkeby,

Chair of the Board and Chair of the Remuneration Committee, born 1967

Master of Management (NTNU) / Global Management (INSEAD)

Svein Olav Munkeby has extensive management experience in strategy and business development in his roles as executive vice president, CEO and sales and marketing director in various groups in the IT, telecoms and energy industries. He also has extensive experience with board work in various companies and has contributed to the establishment and development of startups, scaleups, and research and innovation clusters. Munkeby is educated in engineering and economics, with a master's degree from the Norwegian University of Science and Technology (NTNU) in addition to management education from INSEAD

Tore Olaf Rimmereid,

Board Member and Chair of the Audit Committee, born 1962

Master of Science in economics and business administration and authorised financial analyst (Norwegian school of economics)

Tore Olaf Rimmereid is currently a Project Director at Hafslund. His previous positions include CEO of E-CO Energi, Deputy CEO of Hafslund E-CO and CFO of the Norwegian Broadcasting Corporation (NRK). He has also held senior positions in banking and finance, including CFO of the SpareBank1 Group and Bank Manager at Kreditkassen (now part of Nordea). Rimmereid has extensive experience with board work and sits on the boards of Bane NOR, Eksportfinans ASA, Veas, Industrifinans Direkteinvesteringer and Stiftelsen Asplan

Ann-Kari Heier,

Board Member, born 1966

Chartered engineer (NTNU, Technical Cybernetics)

Ann-Kari Heier is the Executive Vice President of Arendals Fossekompani ASA. She has more than 35 years of experience in the industry and from international research institutions such as CERN and ESA. She has practical experience with development work and management of technically and commercially demanding projects. Over the past 20 years, Heier has held various senior executive roles in the supplier industry for the maritime and offshore industry and has held several board positions, like COO of Telenor Maritime. Heier is Board member of Tekna Holding ASA, NSSL Global Inc, Csub AS, and Chair of the Board in Bøylestad Energipark AS.

Helga Cotgrove,

Board Member, born 1967

Advanced Auditing Programme and Executive MBA, Norwegian School of Economics (NHH)

Cotgrove is the Chief Executive Officer of Eidesvik Offshore ASA. She has previously held positions as Chief Financial Officer in listed companies and has extensive international experience, including in mergers and acquisitions within the oilfield services sector. Cotgrove is Chair of the Board of InflowControl and holds several other board positions.

Board presentation continues

Morten Haga Lunde,

Board Member, born 1960

Lieutenant General (R)

Lunde was head of the Norwegian Intelligence Service from January 2016 to November 2020. He was also Head of the Norwegian Joint Headquarters in Bodø from 2013 to 2016. Lunde has 41 years of service in the Royal Norwegian Air Force and various joint staffs in the Armed Forces. This includes serving as the Head of Department of Operations and Emergency Preparedness in the Ministry of Defence / Defence Staff.

Ingelin Drøpping,

Board Member, born 1967

Chartered engineer (NTNU, Information Technology) and Executive MBA (Stockholm School of Economics)

Ingelin Drøpping has extensive experience as a manager and adviser. She has more than 30 years of experience from technology-intensive businesses and has, among other things, served as Division Director for Society and Business at Innovation Norway, and EVP Space and Surveillance at Kongsberg Defence and Aerospace. In addition, she has held various VP roles at Panasonic and Telenor. Drøpping has extensive experience with board work. She serves as Chair of the Board of Zaptec, and is a member of the boards of Construction Equipment Group, Vixel and Interwell, respectively.

Per Atle Våland,

Board Member and Employee Representative, born 1964

Chartered engineer (NTNU)

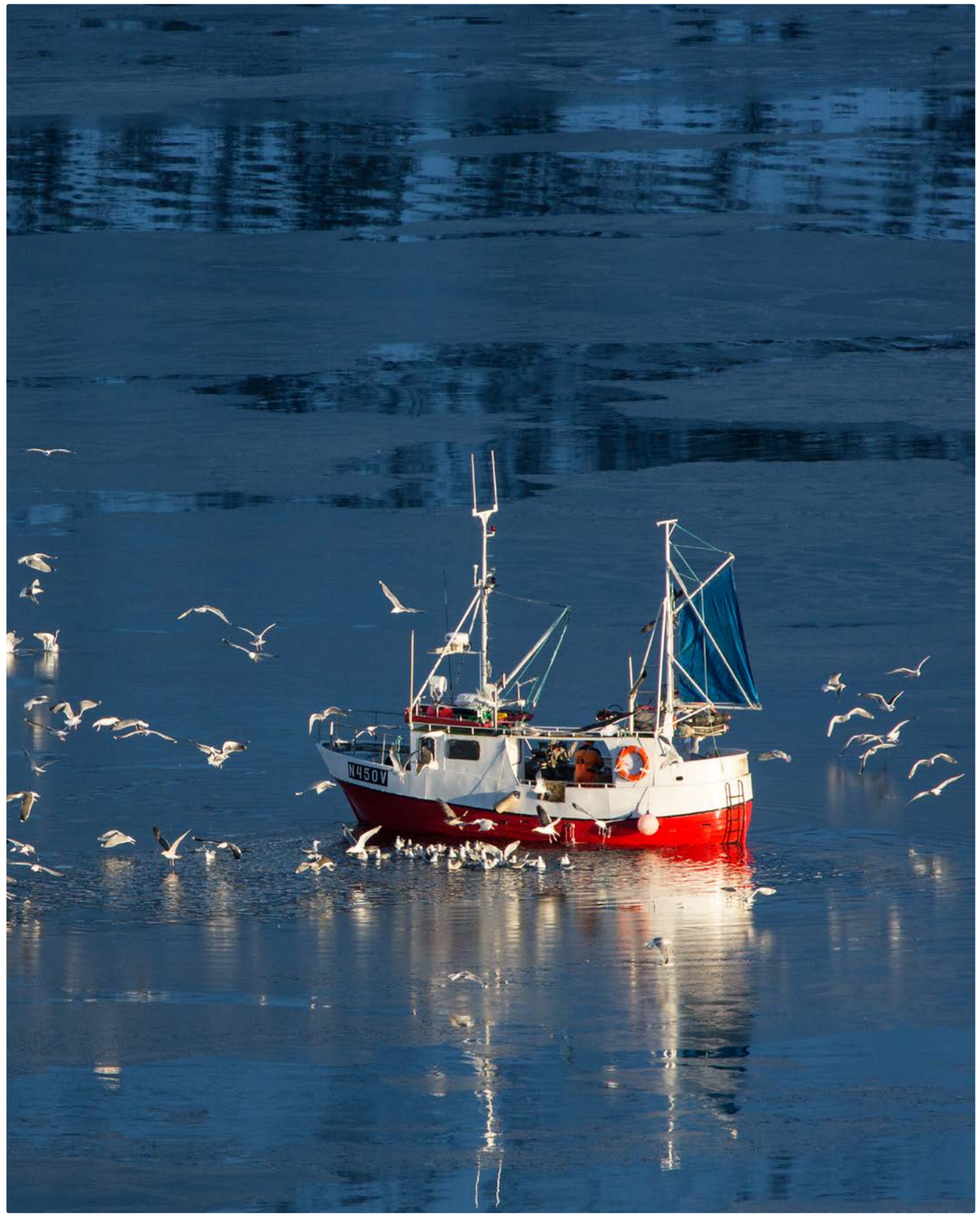
Per Atle Våland specialises in radar and electronic warfare and has contributed to the development of a number of radar systems. He has extensive experience with complex projects both nationally and internationally. For more than 30 years, he has held executive roles in technical and business development. He has also held the role of general manager. Våland is currently Technical Manager of the Saga programme.

Tom Westby,

Board Member and Employee Representative, born 1967

Chartered engineer (Horten College of Engineering/ University of Wyoming) and MBA (University of New Orleans)

Tom Westby is part of the Contracts and Legal team at Space Norway Satcom. He has almost 30 years of experience with contract work and negotiations related to sales, business development and procurement.



Executive Management Team, Space Norway AS

Morten Tengs, CEO

Master of Science in economics and business administration (BI Norwegian Business School) and chartered engineer (Agder College of Engineering)

Morten Tengs assumed the role of CEO of Space Norway in June 2024. He has an extensive background in the satellite industry, having previously served as CEO of Telenor Satellite and Telenor Satellite Services. At Telenor, Tengs served as Senior Vice President of Telenor Asia, CEO of Telenor Global Services, CEO of Cinclus Technology, and Senior Vice President of Telenor Corporate Development.

Martin Foss, CFO

Master of Science in economics and business administration (Norwegian School of Economics)

Martin Foss assumed the role of CFO at Space Norway shortly after the acquisition of Telenor Satellite, where he held a similar position. He has a long track record with the Telenor Group, and has served in various roles in analysis, strategy, business development, and finance. Prior to joining Telenor, Foss worked as a financial journalist for the Norwegian financial daily, Finansavisen.

Gro Undrum, Director, Administration

Master of Science in economics and business administration (BI Norwegian Business School)

Gro Undrum has been responsible for HR and administration at Space Norway for over a decade. She has many years of experience in economics/finance, HR and administration in Norwegian industry, the energy industry, banking and finance.

Rune Jensen, Vice President Cable Systems

Master's degree in Military Studies (USMC University, USA)

Rune Jensen assumed the role as Director, Subsea Cable Systems in August 2023. He previously served as the Norwegian Polar Institute's local manager in Ny-Ålesund, Svalbard, and spent more than 35 years as an officer in the Norwegian Armed Forces. Jensen has also held positions in the Ministry of Defence and related to ICT procurement.

Peter Olsen, Vice President Business Market & Sales

Chartered engineer (NTNU)

Peter Olsen has held the role as Director of the Satcom business area, including the role as CEO of Space Norway Satcom AS, since June 2024. He has experience from ESA and EUMETSAT, but mostly from various roles in Satcom. Olsen played a key role in the procurement of THOR 5, 6, 7, and 8, and he has extensive technical and commercial knowledge of the satcom industry in GEO, HEO and LEO.

Marte Kalveland, Vice President Technology & Innovation

Master's degree in Astrophysics (University of Oslo)

Marte Skogvoll Kalveland joined Space Norway Executive Management Team in 2023 as the Director of Earth Observation, and she now manages this Technology & Innovation area. She previously worked as a research scientist and Research Manager at the Norwegian Defence Research Establishment. Kalveland specialises in radar and passive RF systems.

Odd-Harald Hagen, Vice President Defence Market and Sales

Lieutenant General (R), Master of Science in Business and Administration, Master in International Security and Strategy (Kings College London).

Odd-Harald Hagen joined the company in November 2024 after 38 years of extensive and varied service in the Armed Forces, both in Norway and abroad. He has held his current position since 1 February 2026.

Torstein Losnedahl, General Counsel

Cand.jur. (University of Bergen)

Torstein Losnedahl joined Space Norway in 2020 and is the company's Legal Counsel. He is also responsible for regulatory matters. Losnedahl has many years of experience as a lawyer. He has also served as Assistant Director General at the Ministry of Transport and specialises in the regulation of electronic communications.

Agnete Wethal, CHRO, Chief Human Resources Officer

Agnete Wethal assumed responsibility for Human Resources in Space Norway in 2025. Prior to this, she served for five years as HR Director at Telenor Satellite and for ten years in other companies within the Telenor Group. Agnete has studied economics at BI Norwegian Business School, as well as media and communications. She has experience from HR and management roles in both the public and private sectors, including industry, administration and retail, and has previously held positions in IKEA, NSB/VY, Elopak and Zanda.

Trude Larstad, CCO, Chief Communications Officer

MSc, London School of Economics

Trude Larstad joined Space Norway in the spring of 2025. She has broad strategic and operational experience from communications work in international industry (Nexans Norway), the consulting sector and the public sector, including serving as Head of Communications at the Ministry of Justice and Public Security.

04

Sustainability report

Status and ambitions for our sustainability efforts

Space Norway's sustainability reporting is an integral part of the Group's Annual Report and is based on the consolidated financial statements for the period 1 January 2025 to 31 December 2025. The reporting covers Space Norway AS and wholly owned subsidiaries. The report has been reviewed and approved by the Board.

Until the Ministry of Finance decided on 3. July 2025 to implement the EU "stop-the-clock" decision, which postpones the phase-in of the new Corporate Sustainability Reporting Directive (CSRD), Space Norway was working towards reporting in accordance with the directive from 2025. In the annual report for 2024, the sustainability report was structured in line with the requirements of the European Sustainability Reporting Standards (ESRS), although further work remained before the requirements were fully met. This structure will be maintained, and the reporting will be aligned with the requirements of the CSRD to the extent deemed appropriate, with an ambition of continuous improvement.

Throughout 2025, Space Norway has carried out analyses, developed policies, set targets and established action plans for our focus areas, which were identified when we conducted a double materiality assessment (DMA) in 2024.

Management of sustainability efforts
Sustainability is integrated in all parts of the business. Our most important strategic ambitions involve managing and further developing security critical space-related infrastructure that meets important Norwegian societal needs. We emphasise due care and consideration in our interactions with society, people, nature and the environment. As part of our sustainability efforts, we strive to develop resilient solutions that ensure that critical societal functions continue to operate even in challenging times.

The CEO is responsible for the day-to-day management of the company. The Board has the overall responsibility for the management of the company, including the CEO's mandate and the establishment of a sustainable strategy and ethical guidelines. The Board monitors the implementation of the company's strategy, which emphasises that sustainability shall be a key consideration in decision-making. Our sustainability efforts are presented to the Board and Executive Management at least once a year.

Sustainability efforts shall be guided by an overarching policy, supported by specific guidelines for each material sustainability topic. For each topic, targets have been set and are supported by an action plan.

The fundamental basis for how we work in Space Norway is described in our Code of Conduct. The Code of Conduct addresses our key activities and applies to all our employees.

Double materiality analysis
Space Norway conducted a double materiality analysis in 2024. The analysis is based on the CSRD's methodology and covers Space Norway and its wholly owned subsidiaries. The analysis consists of an impact materiality analysis that identifies the positive or negative impacts the company has on the climate, environment and people, and a financial materiality analysis that identifies external risks and opportunities that may affect future value creation in the company.

In the analysis, our value chains and stakeholders are mapped. Through 15 stakeholder interviews conducted in the first half of 2024, a total of 183 impacts were identified and consolidated into a net list of 154 impacts. These are also assessed in a financial context. In addition, four financial external impacts have been identified. Impact materiality is assessed in relation to four parameters:

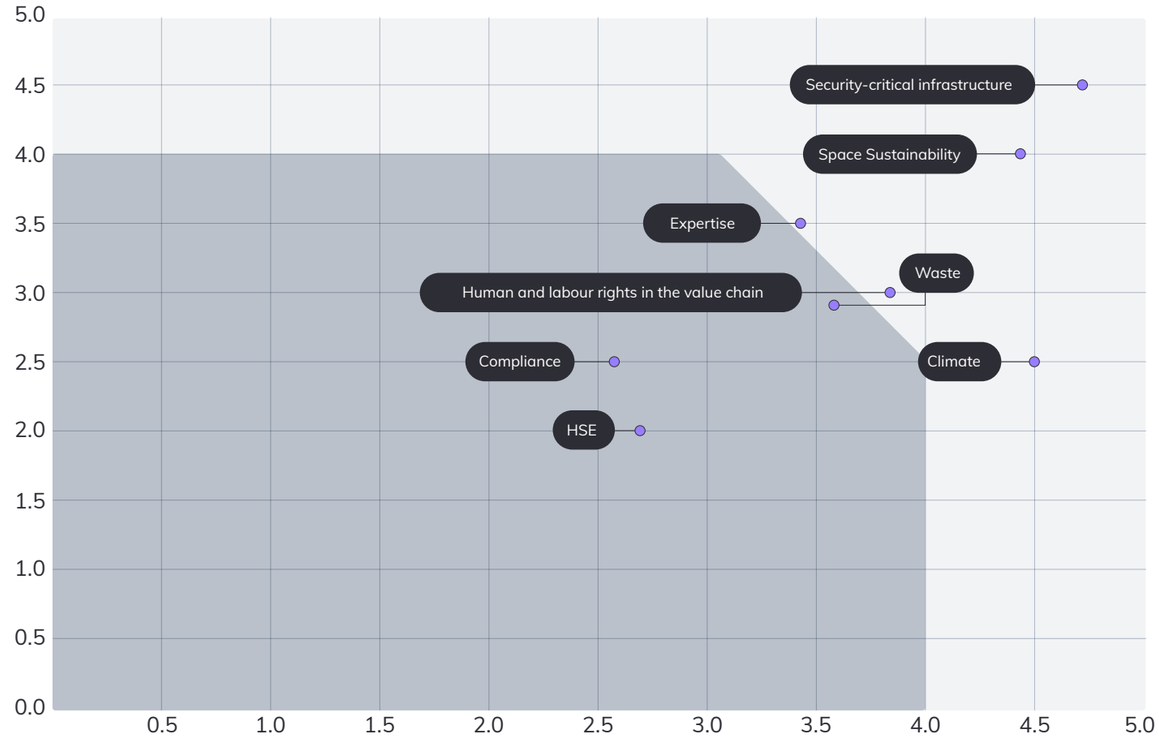
1) probability (50 per cent)
2) significance
3) scope
4) possibility of recovery

Financial materiality is assessed based on two parameters, each accounting for 50 per cent:

1) probability
2) significance (applying the Group's risk matrix to assess weight.)

In general, the impacts are categorised under the main ESG themes: Environmental (E), Social (S) and Governance (G): E1-E5, S1-S4, and G1. Some of our impacts are not easily categorised within the framework. This is because: 1) we have emissions/pollution to space (does not fall under either soil, air or water) and 2) Space Norway manages and further develops security-critical space-related infrastructure that meets important Norwegian societal needs and supports national security (this is not a local community perspective or purley a customer perspective). Separate themes have therefore been created to cover these issues: X1 - Space sustainability and X2 - National security.

To make the results as accessible and useful as possible, we have grouped the impacts by topic and workflow. Each group is positioned according to the most material impact in the group's score in both dimensions, which are assessed on a scale from 1 to 5. This has resulted in the following matrix:



X: Impact materiality Y: Financial materiality

Simplified representation of Space Norway's double materiality analysis. The impacts are grouped, and the most important groups are displayed in the diagram. A group is positioned according to the most significant impact in the group's score across both dimensions on a scale from 1 to 5.

We have defined all topics scoring four or higher in any one dimension as material. In addition, we have defined several topics with scores just below four in both dimensions as material. We have consolidated these topics into five material topic groups:

1. Security-critical Infrastructure
2. Space Sustainability
3. Climate Change
4. Human and Labour Rights
5. Competence development

The ground station in Nittedal, just outside Oslo. Photo: Kilian Munch

Out of scope:
A number of topics have emerged as moderately important for Space Norway. What these topics typically have in common is that they either score very high on probability and irreversibility but are very limited in scope (this includes, for example, "pollution from our operations" and "waste"), or they score low on probability – partly because the topic is being addressed systematically and effectively (this includes, e.g., HSE topics, "compliance" and "data security") – yet would have high significance should they occur. We consider this last group of topics to represent our "licence to operate" – issues that, while not designated as priority areas in the double materiality assessment, will be addressed systematically and reported on.

About reporting on the Corporate Sustainability Reporting Directive (CSRD) and our priority areas:
In the following, we report on topics in the order required by the European Sustainability Reporting Standards (ESRS). Our priority areas are highlighted and introduce the chapters on the topics they fall under.

Impact on which of the UN Sustainable Development Goals (SDGs) we prioritise

Priority area	Relevant UN SDGs	Explanation
Security-critical Infrastructure	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Our infrastructure is of considerable importance to society, and we are working to make it as robust as possible. In addition, we invest in development and innovation to create tomorrow's solutions. This particularly supports targets 9.1 and 9.5.
Space Sustainability	17 PARTNERSHIPS FOR THE GOALS	We will work on regulatory issues to promote security and sustainable use of space. This particularly supports targets 17.13, 17.14, and 17.15.
Climate Change	13 CLIMATE ACTION	Climate is an important topic for us, and we will work to limit our emissions. This particularly supports target 13.2.
Human and Labour Rights	8 DECENT WORK AND ECONOMIC GROWTH	We will work actively with our value chain to mitigate the the risk of violations of labour and human rights This particularly supports targets 8.7 and 8.8.
Competence development	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 17 PARTNERSHIPS FOR THE GOALS	Expertise is crucial if we are to succeed in our efforts to develop robust infrastructure that is critical to society. This is also important if we are to succeed in promoting cooperation for a more sustainable use of space, cf. the priority areas above.

Link to the UN SDGs: https://fn.no/om-fn/fns-baerekraftsmaal?lang=nno-NO

Environmental information (E)

Klima (E1)
Climate is also an important topic for Space Norway. The company calculated Scope 3 emissions for the first time in 2024. We use our purchasing transactions to calculate these emissions – a so-called spend-based calculation – supported by functionality in the purchasing tool "Ignite". Over time, we aim to increase the proportion of activity-based calculations.

In line with our priorities for 2025, we have reviewed our emissions and identified opportunities for reductions across the various areas. Based on this work, we have set climate targets for the Group.

- Scope 1 and 2: 40% reduction in net emissions towards 2035 despite significant planned growth. Net zero by 2050.
- Scope 3: Emissions to be reduced by 30% by 2035. Here we measure emission intensity: emissions per million of purchases (inflation-adjusted)

2025 is the baseline.

The target set for Scope 3 emissions is based, among other things, on a report prepared by the French space agency CNES in cooperation with the French space industry, in which various scenarios for emission reductions from different parts of the sector are assessed.

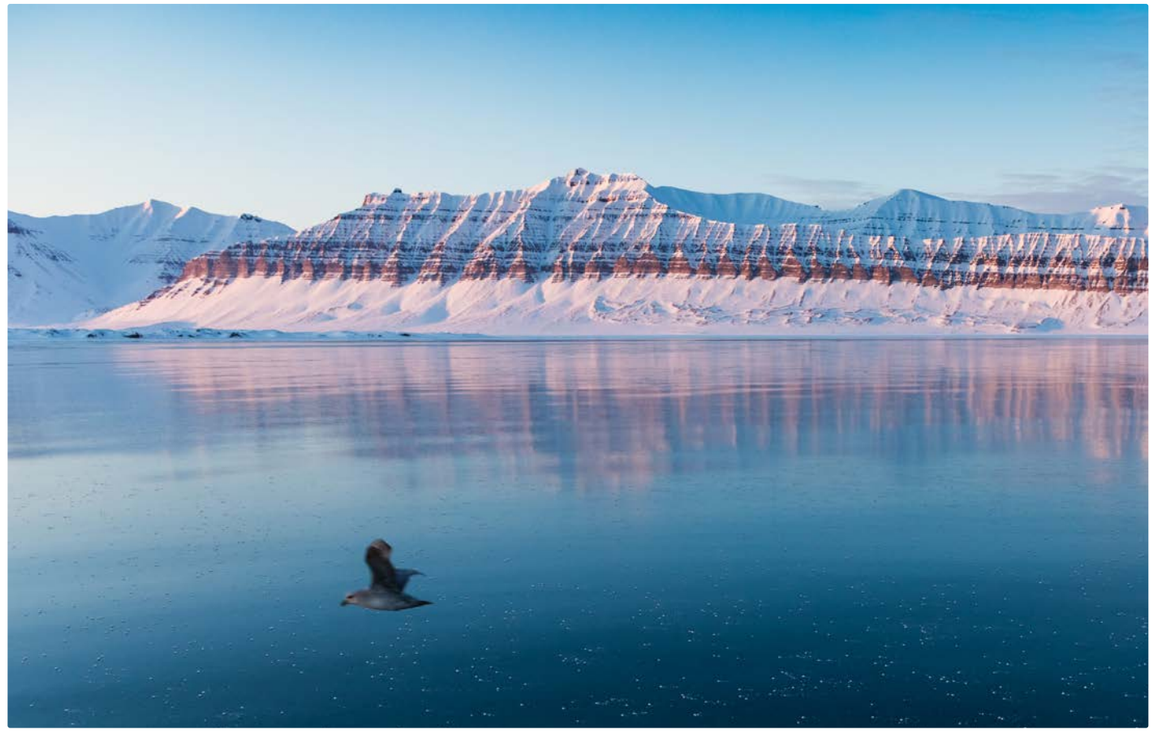
Space Norway's by far largest emissions are related to the construction and launch of our satellites. The AI tool we use is not specialised in the space sector, and we therefore apply general emission factors related to the production of advanced technology. This represents a potential source of error. We are considering carrying out a life-cycle analysis (LCA) for a satellite under construction in order to obtain better insight and establish a basis for an activity-based climate account for our largest capital goods. An LCA is both costly and labour-intensive, and we are working to identify the most appropriate way of conducting such an analysis.

We have carried out work to classify the majority of our purchases. As a result, the emissions we report for 2024 have been adjusted marginally upwards compared with last year's report. The nature of our business, with major infrastructure projects that have significant emissions in parts of their development, implies that our emissions will be highly volatile from year to year.

Greenhouse gass emissions*	2025	2024	2023	What is included in the scope?
Scope 1	103	185	–	Direct emissions from own operations
Scope 2	120	118	49	Emissions from the purchase of energy for own use
Scope 3	19 566	14 302	6 846	Indirect emissions from purchased goods and services
TOTAL	**19 789**	**14 382**	**6 895**	

tonnes of CO_2 equivalents

Scope 3 categorised	2025	2024
Capital goods	17 583	9 649
Purchased goods and services	1 717	4 067
Travel for business	7	7
Unclassified	259	580
Intensity (tCO_2e per mill. Acquisition	14,0	12,5



Other potential environmental impacts (E2, E3,E4 og E5)

Through pollution, Space Norway has a relatively modest impact (E2) on water and marine resources (E3) and biodiversity and ecosystems (E3). However, where we do have an impact, we shall act with due care and consideration. This is addressed in our environmental policy, which also sets out our commitments to sustainable resource use and a circular economy in our own operations and value chain to the extent practicable (E5).:

- we shall conduct necessary analyses before projects are implemented
- identify sensitive habitats, both on land and in water, and take these into account in an appropriate manner
- avoid, as far as possible, areas with particularly sensitive ecosystems
- plan project implementation in a way that takes due account of people, nature and the environment, and ensure that execution is carried out as carefully and prudently as possible
- cooperate with authorities and stakeholders
- comply with regulatory requirements
- where relevant, cooperate with research institutions to strengthen the information base
- plan for the full life cycle of our system components, including assessing the need to provide for the restoration of any affected natural areas to their original state prior to the project, the clean-up after the end of their service life, and the recycling of materials where possible

The environmental policy was established in 2025 in line with our communicated priorities in these areas. We comply with the requirements of the Eco-Lighthouse scheme for waste management at our Teleport in Nittedal (see separate box on Eco-Lighthouse certification).

Priorities in 2026

- *As part of our efforts to achieve our climate targets:*
  - *to carry out an assessment of the possibilities and implications of replacing part of the diesel generator power at the Teleport with electricity from the grid.*
- *to explore the possibilities of carrying out a life cycle analysis (LCA) for one or more of our satellites currently under construction, in order to obtain better data on what is driving our largest Scope 3 emissions.*
- *Conduct due diligence assessments on all existing and new projects and take such assessments into account.*

Space Norway's Nittedal Teleport is Eco-Lighthouse certified

Nittedal Teleport has been Eco-Lighthouse certified since 2010. Eco-Lighthouse is a Norwegian certification scheme for businesses seeking to document their efforts to operate in an environmentally friendly and sustainable manner. The certification is recognised by Norwegian and EU authorities and provides companies with concrete tools to improve their environmental performance and reduce their environmental impact. Businesses that achieve EcoLighthouse certification must meet specific criteria in areas such as working environment, waste management, energy consumption, purchasing and transport. The Teleport underwent a comprehensive recertification in 2025.

The Eco-Lighthouse certification is approved as documentation of environmental management in accordance with the EU's Eco-Management and Audit Scheme (EMAS) and the ISO 14001 standards.

From the ground station in Nittedal. Photo: Killian Munch

Social conditions (S)

We have a responsibility for how we impact the people around us, whether it is our own workforce (S1), workers in the value chain (S2), people living in affected communities (S3), or customers who depend on what we deliver (S4). Some of the topics that fall under S3 and S4, together with all of the topics under X2 (National Security), involve developing and managing security-critical infrastructure. Most of our work in these areas are described in the chapter National Security (X2) on page 59.

Own workforce (S1)

We rely on competent employees to succeed in our goals and strategies. We prioritise ensuring well-being, safety and development at work. The workforce consists primarily of engineers at various levels and with diverse backgrounds, with operational and innovative environments working side by side.

The priorities for 2025 were to establish common frameworks for the new combined company. Measures have been implemented in a number of areas. New management systems have been established, including ERP, HR and payroll systems, new procedures have been implemented, a new employee handbook and HSE manual have been put in place, as well as a joint Working Environment Committee. In addition, common insurance schemes and a pension plan have been established, as well as a new shared occupational health service. A leadership development programme has been carried out for all managers, and all employees have been involved in identifying common values and a shared vision.

Expertise

Space Norway's solutions are complex and highly knowledge-intensive. Being a leading centre of expertise in Norway in the development and operation of satellite systems represents a significant opportunity for the Group. It also represents a dependency and a potential risk if we fail to retain and further develop our expertise. We have a challenging age distribution that must be managed appropriately. We work to ensure that our employees have good development opportunities, which includes the following measures:

- As a general rule, all vacancies shall be advertised internally concurrently with external announcements. We actively encourage those who have expressed a desire for continued development to apply. Job rotation is generally welcomed.
- A new module in the HR system was implemented at the end of 2025. This is intended to ensure systematic follow-up of employees and proper documentation of this. Going forward, we will work with a broad platform for feedback, including frequent ad hoc conversations and larger surveys and processes. Individual development plans will be prepared for each employee in consultation with their manager.

Working conditions

Sickness absence:
The sickness absence rate for the Group was 2.6% for doctor-certified absence in 2025. This represents a reduction from 2024, when the sickness absence rate was 3.1%.

HSE
Our objective is that no one shall become ill or be injured as a result of working for Space Norway. General HSE measures covering all employees include, among other things, a Working Environment Committee, employee surveys and performance appraisal interviews. Influenza vaccinations are offered to all employees, and we provide ergonomic adaptations of office workstations.

At the Nittedal Teleport for instance, we have certain work tasks with an inherent risk of personal injury. The company works systematically to identify risks through Job Safety Analyses (JSAs). Risk is mitigated through detailed procedures for how hazardous work shall be carried out. Annual risk assessments are carried out in relation to working conditions in a broad sense. All suppliers working at the Teleport are required to sign and comply with our Safety and Security Manual

Space Norway organises regular HSE courses for managers, and in 2025 13 managers completed such courses. In addition, two safety representatives completed HSE/OHS courses for safety representatives.

No HSE incidents were reported in 2025.

An agreement has been entered into with a new provider of employee surveys, pulse surveys and the possibility of department-level or project-based surveys, in order to better comply with all requirements under the Working Environment Act. A new employee survey will be conducted in April 2026.

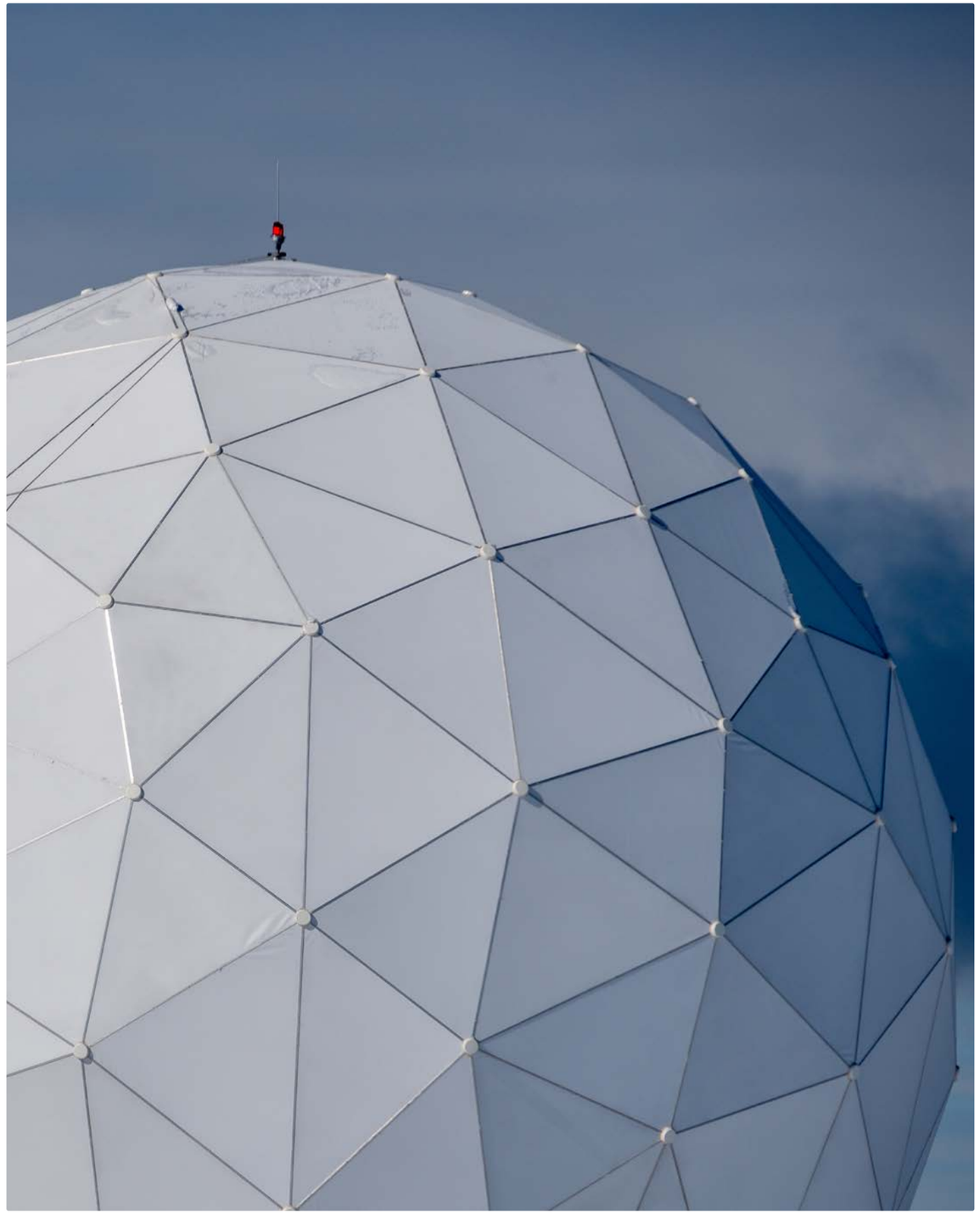
Equality and equal treatment:
Space Norway is committed to being an inclusive employer.

Accessibility for persons with reduced mobility has been taken into account in the design of the Group's new head office at Skøyen. Flexible arrangements regarding the place of work help employees with disabilities to have an easier everyday life by reducing travel time to and from work.

Following the merger, the entire Group is subject to the Norwegian Security Act. As a result of this work, several of our employees have not obtained the necessary security clearance. We understand that this is partly due to strict requirements relating to ties to Norway. The requirement for security clearance may at times limit the recruitment pool and challenge our ambitions for diversity.

Women's share of men's base salary is 86 per cent at Group level in 2025. This is an increase of 3 percentage points from 2024. The main reason for the pay difference is that men are over-represented in senior roles.

Of the company's 188 employees, 22 per cent are women. Nine per cent of Space Norway's employees hold a management position, of whom 23 per cent are women.



Workers in the value chain (S2)

Human rights, including labour rights, for workers in the value chain

Our most significant impact on human rights, including labour rights, in the value chain is considered to be in our upstream value chain, related to the fixed assets required to deliver the services produced by our core business. Satellites, antennas, subsea fibre-optic cables, and their supporting infrastructure contain large quantities of electronic and ICT products. Electronic and ICT products generally involve a challenging value chain. ICT products are included in the Norwegian Agency for Public and Financial Management's (DFØ) High Risk list of product categories involving a high risk of violating fundamental human rights.

We acknowledge this challenge and aim to mitigate the associated risks. In 2025, the Board approved the following revised key governing documents, which apply to the entire Group:

- Code of Conduct
- Governing Principles
- Supplier Conduct Principles
- Whistleblowing procedures

The governing documents mentioned above help ensure that Space Norway's employees conduct their activities in an ethical manner and in accordance with the company's standards and applicable legislation, and that suppliers are followed up in an appropriate manner. On the basis of these governing documents, new Group policies and procedures have been established, setting mandatory requirements for risk areas related to compliance and sustainability. The new policies and procedures will support a common practice and a more coherent approach to compliance across the Group, and will replace the existing policies and procedures in the various companies within the Group.

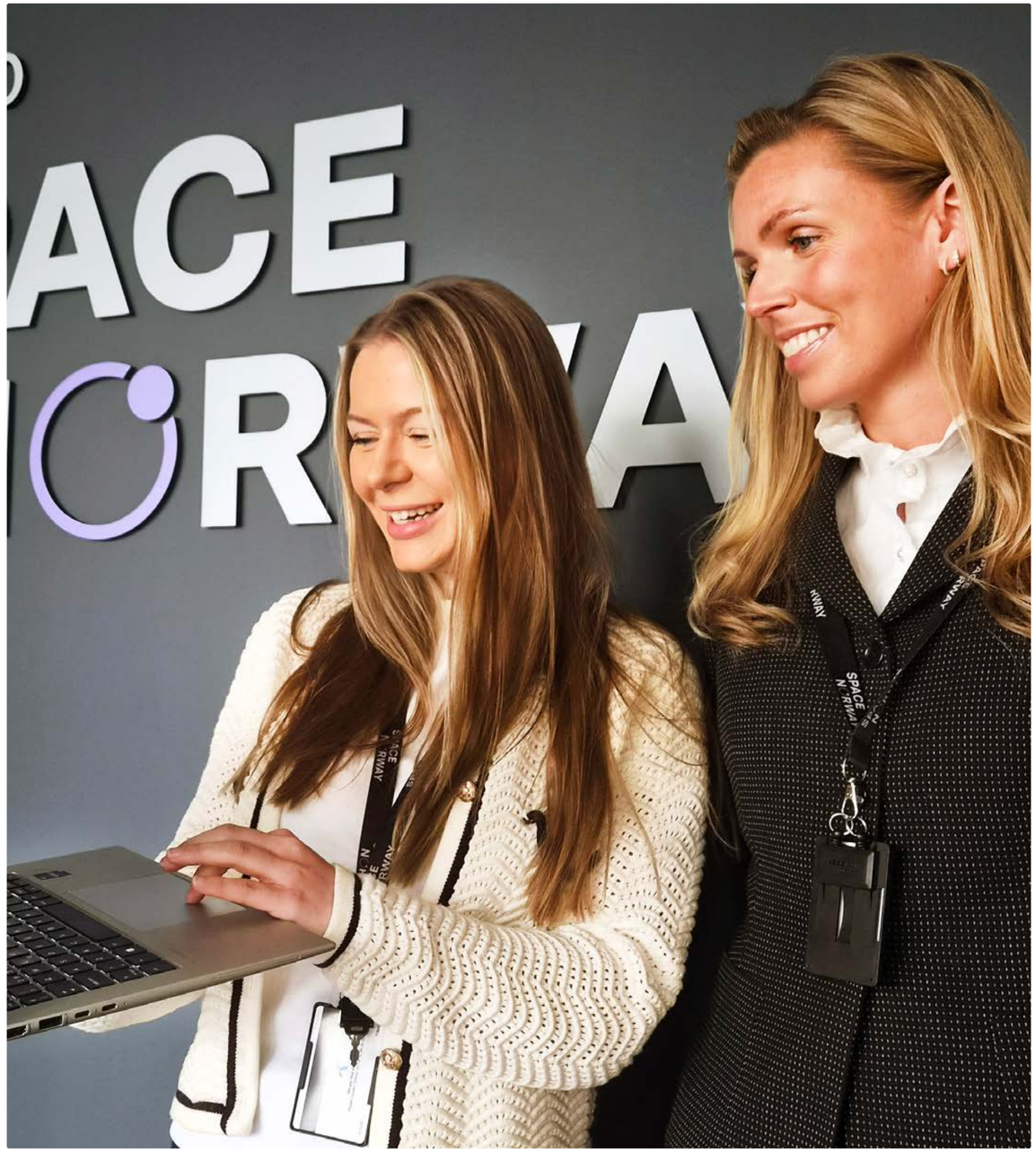
Status 2025 – Statement on Compliance with the Transparency Act

Space Norway conducts due diligence in accordance with the OECD Guidelines for Multinational Enterprises. Due diligence assessments are carried out in connection with both direct and indirect procurement, and suppliers are classified on the basis of risk indicators such as geographical location, sector and contract value. A new procedure, the "Space Norway Business Partner Policy", has been established to ensure that the company meets the requirements to perform and report on due diligence assessments, and that we comply with the disclosure obligations set out in the Transparency Act. The procedure will also address other types of risk in the supply chain. The company is in the process of procuring a system to support this procedure. All material existing business partners will be registered and classified in this system once implemented. The system will be implemented in Q2 2026. Going forward, we will review risk classifications once a year and continuously assess and classify new suppliers before entering into contractual relationships. For all supplier relationships with a high risk, mitigating measures will be considered to limit or avoid negative impact or harm. The practices and measures are presented to the Chief Executive Officer and the Board of Directors at least once a year.

The due diligence assessments cover not only Space Norway's own operations, but also the activities of its subsidiaries. The exception is Kongsberg Satellite Services (KSAT), which is jointly controlled (50 per cent owned by Space Norway).

+ Priorities for 2026

- *Keeping sickness absence below 3 %*
- *Ensure that women are included in the final round of recruitment processes where well-qualified candidates are available.*
- *Identify and monitor potential disparities in our management systems, including employee surveys and salary reviews.*
- *Operationalise and embed new Group policies and procedures*



+ At present, the vast majority of employees at Space Norway are men. The group is working to increase the proportion of women and to strengthen diversity across the organisation. Photo: Marius Falt-Vannum

Affected communities (S3)

Space Norway's infrastructure is of considerable importance to some affected communities. This applies in particular to the fibre-optic connection to Svalbard. In addition, we have the only satellite connection to the Troll Research Station in Antarctica, and we are a relatively large employer in Nittedal Municipality.

Svalbard
The current fibre-optic connection between the mainland and Svalbard consists of two geographically separate cables that connect Longyearbyen with the mainland. The distance of approximately 1,400 km roughly corresponds to the distance between Oslo and Paris. The cables are buried as deep as two metres into the seabed in selected areas. This protects the cables against fish trawling or the anchoring of ships. The expected technical lifetime of the cables is 25 years, i.e., at the end of year 2028. The planned renewal of the Arctic Way subsea fibre-optic system will ensure that the connection to Svalbard is maintained.

The operational history of the Svalbard fibre link has been very good, with few serious incidents resulting in interruptions to the connection. Between 2018 and 2025, Space Norway has carried out a significant security upgrade of the link.

Today, the fibre-optic connection constitutes critical societal infrastructure and provides the Svalbard community with modern electronic communication services. These services are necessary to maintain and develop civil society and the business sector.

Major national and international values and important societal functions depend on the functioning of the Svalbard connection. Information that is downloaded to Platåberget outside Longyearbyen and distributed via the fibre-optic connection is important for a number of societal functions such as weather forecasting services, monitoring of maritime traffic, environmental monitoring, preparation of ice maps for the Arctic and communication services in the critical phase of rocket launches.

The connection is also an important input factor in Kongsberg Satellite Services' (KSAT) contribution to Europe's navigation satellite system, Galileo[1].

Space Norway is acutely aware of the value of the fibre-optic cable for the Svalbard community. How we work with security and resilience is described in greater detail in the chapter on National Security (X2) on page 59.

The Troll Research Station
Space Norway contributes communication solutions for KSAT to the Troll Research Station in Antarctica through a dedicated capacity on THOR 7. The capacity is leased to KSAT, which is the only company that can offer satellite data downloads near both the south and north poles

Nittedal
Our earth station is a relatively large employer in Nittedal Municipality. We are committed to supporting the local business sector by selecting local subcontractors.

End users (S4)

Space Norway only has corporate and government customers. Our services are critical for our customers to maintain their operations and deliver to their end users. Therefore, we prioritise reliability and uptime for our services, and providing good services to our customers.

Depending on the nature of the systems and services, uptime requirements are set to meet customer needs.

Photo: Kilian Munch

System	Requirements for uptime	Uptime in 2025
Broadcasting DTH	> 99,95 %	99,984 %
Broadcasting IPTV	> 99,9 %	99,992 %
Broadcasting OTT	> 99,9 %	99,983 %
Data Services	> 99,5 %	99,996 %
Communication to Troll	> 99,85 %	> 99,9 %
Fibre-optic connection to Svalbard	> 99,995 %	100 %
AIS satellite constellation	> 95 %	98 %
ASBM	99,95 %	> 99.95 %

We maintain close relationships with our customers and strive to understand their value drivers. We are continuously working to engage with our customers in a positive way.

Some end-user and local community perspectives, where the most significant impact is on national security, are also addressed within the national security dimension – cf. the section on national security (X2) on page 59.

[1] *Galileo is a system for satellite navigation established by the European Union and the European Space Agency. The system is intended as an alternative to the military and U.S. controlled Global Positioning System (GPS) and the Russian GLONASS*

Governance (G)

Good business conduct and corporate governance are essential to ensure that the Group operates responsibly, legally, ethically, and within sustainable frameworks.

Since the acquisition of Telenor Satellite AS in 2024, the main focus in 2025 has been to establish a common framework of guidelines for the companies within the Space Norway Group. Establishing a shared framework is essential to ensure efficient operations and realise synergies. Well-coordinated processes reduce duplication of efforts, operational risk and internal friction. Risk management and internal control are to be integrated into the Group's processes, and further operationalisation of routines and processes to ensure this will continue in 2026.

Overarching governance issues are also discussed in the chapter on Corporate Governance on page 26.

Anti-corruption
Space Norway and its employees shall act in accordance with national and international laws and regulations. Therefore, Space Norway has zero tolerance for corruption. Corruption includes various activities, all aimed at obtaining or providing illegal advantages. Space Norway prohibits any form of bribery, inappropriate payments, gifts or other benefits.

In its Code of Conduct, which all employees must certify that they have familiarised themselves with, Space Norway has stipulated clear expectations for how each individual shall conduct themselves in order to avoid incidents involving corruption. The Code of Conduct also describes where to turn in case of doubt or need for further guidance. Space Norway has also drawn up anti-corruption requirements that apply to suppliers wishing to enter into an agreement with Space Norway (Supplier Code of Conduct).

To ensure a common understanding and awareness of anti-corruption efforts, a new Group-wide anti-corruption policy was prepared in 2025, together with a new anti-corruption handbook providing training and guidance to employees on corruption-related matters. In 2026, the Group will focus on operationalising the new policy and procedures in this area, as well as on training related to anti-corruption. No incidents of corruption were uncovered in Space Norway in 2025.

Culture
The Code of Conduct is underpinned by the Group's values, which state that at Space Norway we are to be:

1. **Innovative** – We embrace change and remain curious about our customers' needs, market developments and technological opportunities.

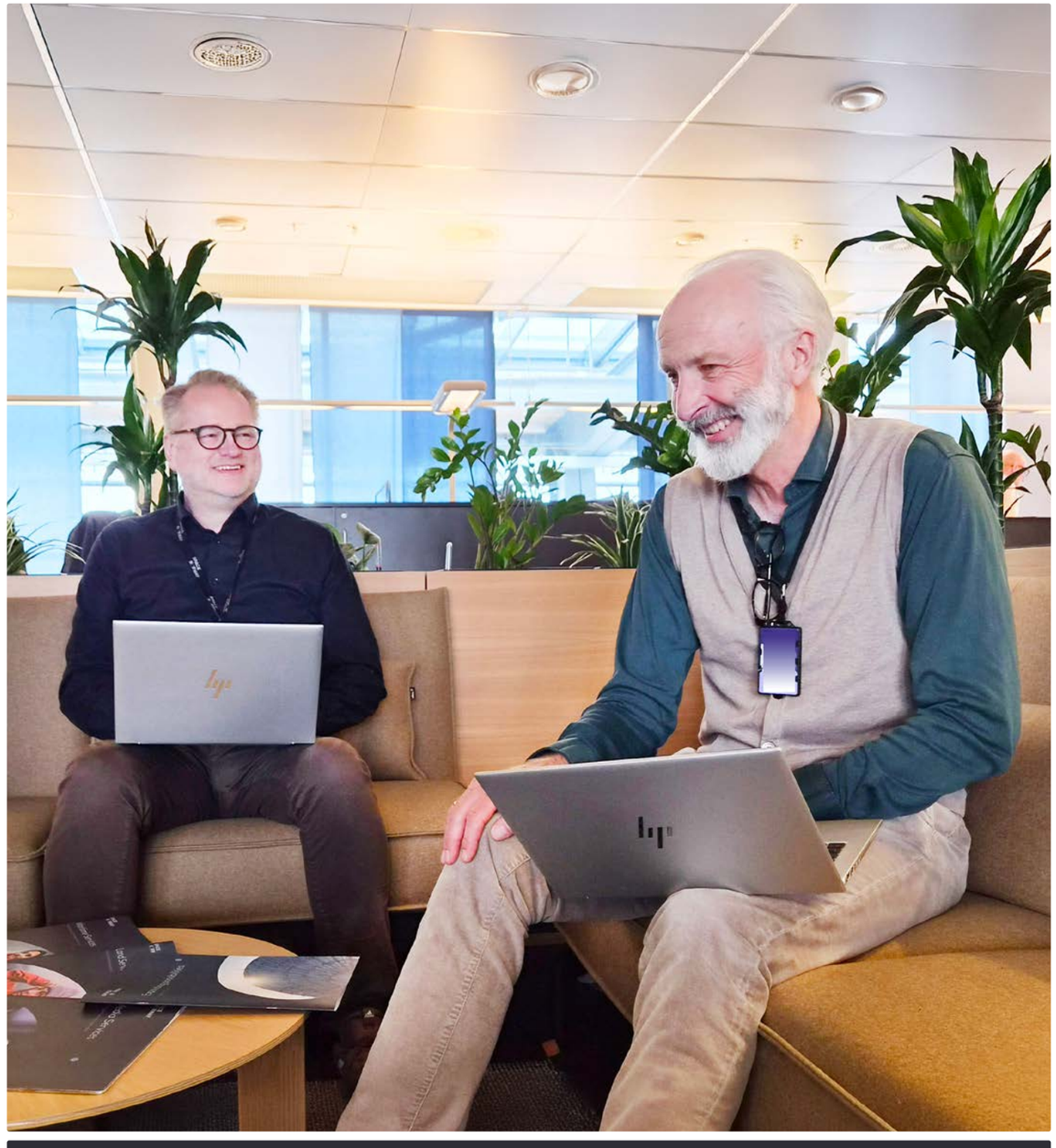
2. **Responsible** – We take shared responsibility for delivering on our promises, owning our actions, making sustainable choices and prioritising safety.

3. **One team** – We bring out the best in each other by sharing knowledge, working towards common goals and fostering a positive work environment.

Whistleblowing
Space Norway encourages internal and external stakeholders to notify of any objectionable conduct. In connection with the integration of the former Telenor Satellite AS into Space Norway AS, a new common whistleblowing procedure has been prepared for the companies owned by Space Norway AS. This new procedure, which replaces the previous procedures in Telenor Satellite and Space Norway AS respectively, has been presented to the Board and is available on the company's intranet. The new procedure allows for anonymous notification. No whistleblowing reports were received in 2025.

Priorities in 2026

- *Implement and ensure training in new policies and procedures.*



The ethical guidelines are underpinned by the Group's values, which state that we at Space Norway shall be: Innovative, Responsible, and One Team. Photo: Marius Falt-Vannum

Space Sustainability (X1)

Our business model depends on space remaining accessible for space-related capabilities in the future. There are aspects of our industry that are not sustainable, which could jeopardise this possibility. Space Norway's work on space sustainability follows two main tracks:

- **Regulatory:** Space Norway participates in international forums and has extensive international contacts. These are actively used in frequency coordination and to respond to events that may affect our satellites and filings. This work is key to ensuring predictability, service development and secure operations. There are also forums where we have the opportunity to work to influence future regulations.
- **Technological:** Through technological choices and innovation and by setting requirements for the cooperation with suppliers, Space Norway can ensure that its satellites are as sustainable as possible.

In 2025, we developed a policy for this area. In line with our priorities, we have gained a better understanding of the opportunities within the two tracks we are pursuing.

In the regulatory sphere, it is challenging to set concrete targets beyond acting as a responsible player ourselves, as changes must be made in an international community. However, we can use our voice to help steer developments in a more responsible direction. In the technological sphere, there is more we can do by "putting our own house in order". In the newly established policy, we set ambitions for Space Norway to develop satellites that are robust and can be operated safely within their specified lifetime. The satellites must have a plan for the post-operational phase/disposal (graveyard orbit or re-entry). We will assess and take into account greenhouse gas emissions and other pollution to the atmosphere at launch, the generation of space debris at launch and throughout the satellite's life cycle, consider satellite design to withstand the space environment, and assess the satellites' reflective properties (light pollution). Due to the high cost of building satellites and the relatively high level of risk involved, particularly the largest satellites are subject to extensive testing and quality assurance. This drives both costs and emissions. The industry as a whole must find a way to manage its own sustainability in this area. We are in dialogue with our partners about the opportunities and challenges in this field. Conducting a life-cycle analysis for one or more of our satellites under construction may provide some answers on how this can be addressed.

+ Priorities in 2026

- *Explore opportunities to conduct life cycle analysis (LCA) for one or more of our satellites under construction.*
- *Maintain and further strengthen our situational awareness in this area.*

National security (X2)

Space Norway's greatest impact on the world around us is society's benefit and dependence on the space related infrastructure we develop, own and operate. Given the severe societal impact if our solutions were to fail, strict requirements are imposed on accessibility and resilience. The ever-increasing need for space related infrastructure represents major opportunities for new business and growth for the Group.

Building new security-critical infrastructure is a core task for the Space Norway Group. This means that the goals under this priority area will overlap with the Group's strategic initiatives.

Key to this priority area are also continuous efforts to strengthen the resilience and accessibility of our critical offerings. Overall, this entails that:

- Security is one of Space Norway's core areas of expertise.
- We shall actively work to identify and understand national needs, threats and risks.
- We shall closely engage with and involve our stakeholders.

Security and emergency preparedness

Space Norway builds, owns and operates critical infrastructure. Security is a high priority, and Space Norway follows national and international best practices for security management. The company is subject to the Norwegian Security Act.

Space Norway's business relies on delivering high-quality infrastructure and services securely, reliably, and on schedule

This work will ensure that Space Norway fulfils statutory requirements and that deliverables are in accordance with signed agreements.

Goals
The goal of security work at Space Norway is to safeguard and secure:

- the assets that the business manages
- our ability to fulfil prioritised tasks and service deliveries
- the accessibility, integrity and confidentiality of Space Norway's information against intentional and unintentional actions

Key principles
Risks shall be identified through risk assessment. The threat picture shall be assessed on an ongoing basis, and security measures shall always be proportionate to the acceptable risk level.

In the event of adverse incidents, emergency preparedness measures shall contribute to limiting damage and facilitating a swift restoration of normal operations. Security work shall be integrated into the work of the organisation, and employees shall receive the necessary training to fulfil their security responsibilities. All access to information and assets shall be based on a need-to-know basis.

Threat picture
Threat assessments are based on national threat reports, openly available information and threat assessments from security providers. Selected topics from the national threat reports that we have identified and are actively working to counter and protect against include the following:

- **Sabotage** – Physical security: Deliberate actions to damage or destroy infrastructure and technology. This can include both cyberattacks such as malware and ransomware, as well as physical attacks on facilities and equipment to disrupt operations and delay development projects. Threat assessments for 2025 indicate that attempted sabotage in Norway is likely. The geopolitical situation has shown that the threat of sabotage is significant, and critical physical assets must be secured, both through physical protection measures and redundant solutions.

- **Insider threat** - Personnel security: The risk that individuals with legitimate access to information, systems or premises may misuse this access – deliberately or negligently – in a way that harms the organisation. The Norwegian National Security Authority (NSM) highlights the insider threat as one of the most serious threats to classified/protected information and critical functions. Key elements in managing this threat include background checks and recruitment procedures, security clearance and authorisation, training and awareness-raising, need-to-know based access control and physical security.

- **Cyber threat** – Cyber security: The risk that digital attacks affect the organisation's systems, data and services, with the aim of stealing, manipulating, destroying or rendering them unavailable. The cyber security effort is based on international frameworks, using ISO/IEC 27001 for information security management and NIST 800-53 for selected operational deliveries. Recommendations from public authorities, such as the NSM and the Norwegian Communications Authority (Nkom), are assessed for implementation as needed.

Continuous security monitoring is a key measure to ensure a justifiable level of security.

Emergency preparedness and incidents
Space Norway's ability to handle serious and adverse incidents is key. The company regularly carries out exercises at various levels, ranging from strategic to tactical exercises. Security-threatening incidents are reported to the authorities when necessary. The threshold for reporting such incidents is low.

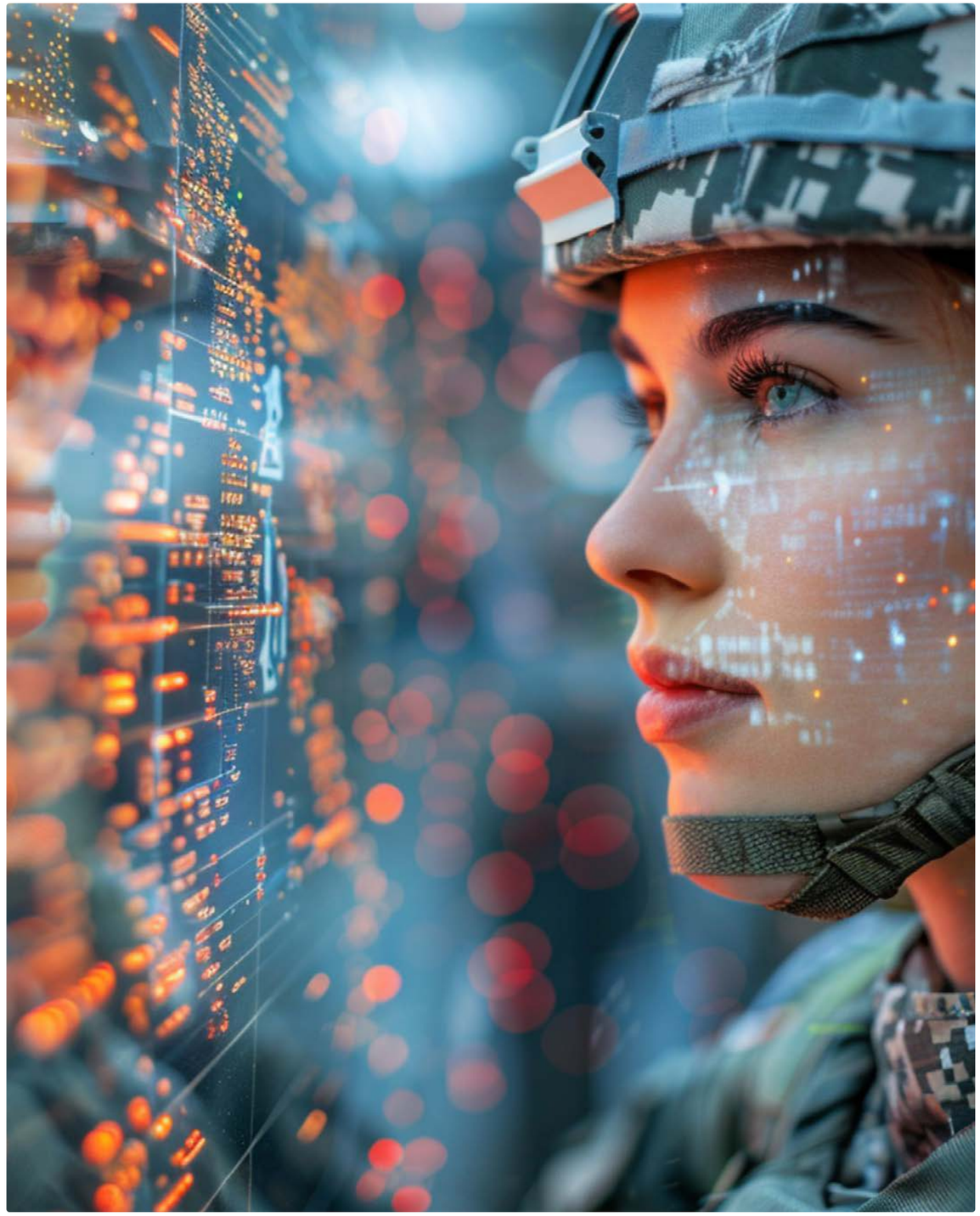
Priority areas in 2025
Throughout 2025, the Group has prioritised security work for the following tasks:

- Follow up on the sabotage threat with a focus on risk assessment of physical locations
- Work on security clearance and authorisation of employees
- Establish a common security and monitoring solution for the company's ICT systems
- Review contingency plans in light of different types and phases of crises

Continuous improvement of security is an ongoing endeavour to keep security up to date with new threats and knowledge of vulnerabilities.

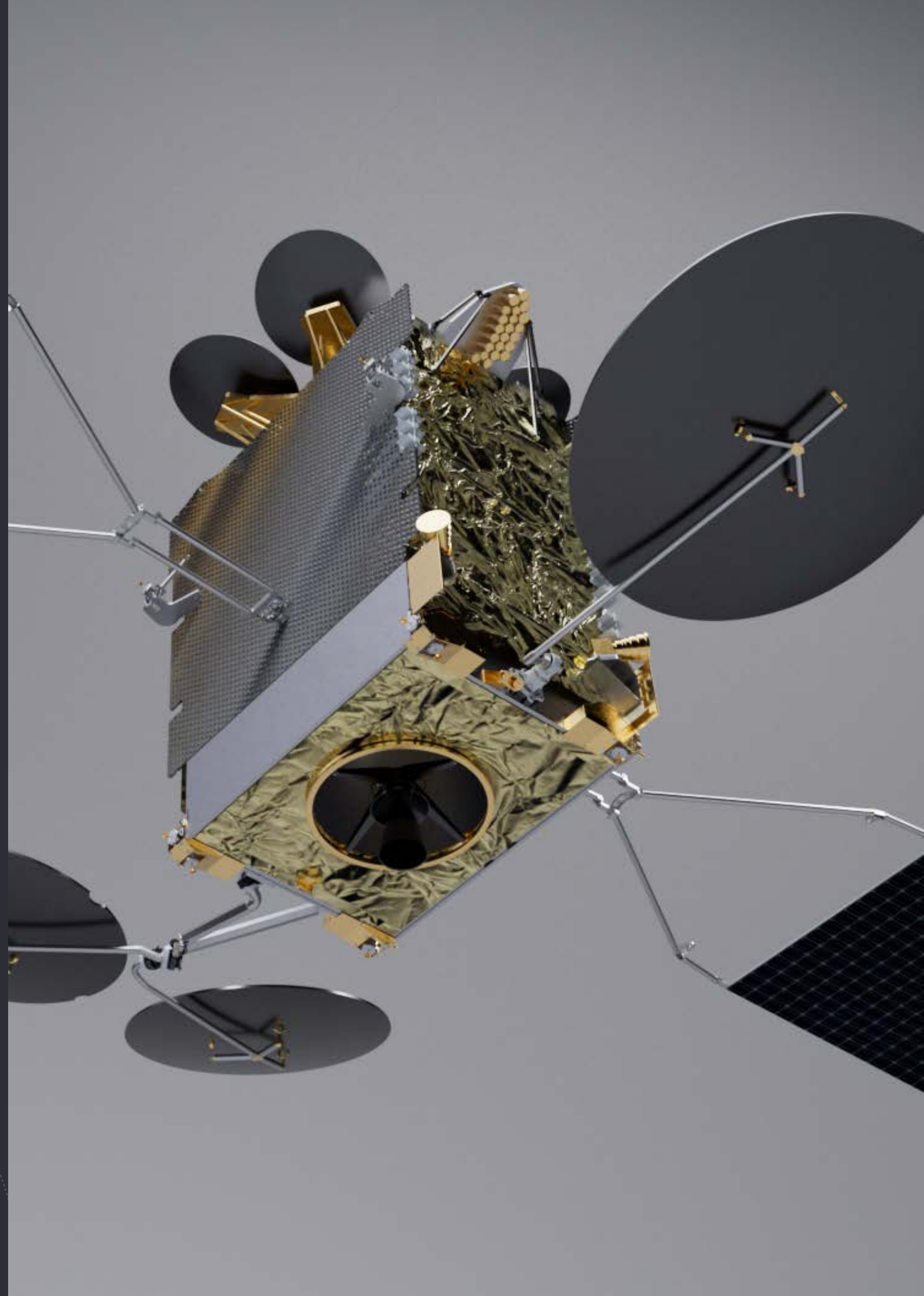
+ Priorities in 2026

- *Preparedness across different phases of the crisis spectrum*
- *Fundamental national functions – damage assessments*
- *Personnel security – authorisations*



05

The Board of Directors' Report



Introduction
The Group comprises the parent company Space Norway AS and the wholly owned subsidiaries Space Norway Satcom AS (Satcom), Space Norway HEOSAT AS (HEOSAT), and Statsat AS. In addition, Space Norway holds a 50 per cent ownership interest in the joint venture Kongsberg Satellite Services AS (KSAT). KSAT is consolidated into the Group based on the equity method.

Space Norway AS is 100 per cent owned by the Norwegian Ministry of Trade, Industry and Fisheries. The main mission for the company is to develop, own and operate security-critical space-related infrastructure.

Space Norway is a project developer with a long term horizon, working in cooperation with other space industry players.

The company focuses on the High North, the North Atlantic and the maritime areas of Europe, including the Mediterranean. Priority is also given to the mainland in the Nordic countries and Central Europe (CEE). 2025 has been the first normal year following the two major milestones in 2024: the acquisition of Telenor Satellite and the launch of the Arctic Satellite Broadband Mission (ASBM).

Business areas
Space Norway delivers services and infrastructure within three business areas: satellite communication, earth observation and subsea fibre-optic cables.

Through its subsidiaries Space Norway Satcom and Space Norway HEOSAT, satellite transmission and related ground-based services for data and broadcasting are offered. The companies own and operate the satellites THOR 5, THOR 6, THOR 7, ASBM 1, and ASBM 2. The company also holds an interest in the THOR 10-02 satellite. The THOR satellites are positioned in geostationary orbit above the equator, while ASBM is a system based on two satellites in Highly Elliptical Orbit with special capacity for Arctic regions.

Through the THOR satellites, transmission and related services are provided for, Allente in the Nordic countries and similar television distributors in Central and Eastern Europe. With the THOR satellites, the company also delivers various data services, primarily to the maritime market in Northern Europe and the Mediterranean. ASBM entered into operation in November 2024 and delivers capabilities to the Norwegian Armed Forces, the US Space Force, Viasat and the European Commission.

In 2025, the company entered into an agreement with the French company Thales Alenia Space for the construction of THOR 8, a new geostationary satellite scheduled to enter into operation in 2028. THOR 8 will replace satellite capacity in the existing THOR fleet and, in addition, provide growth capacity for new markets and regions.

Satellite operations are conducted from several locations, with the operations centre for the THOR fleet at Fornebu serving as the main hub. The main teleport is located in Nittedal outside Oslo.

Earth Observation is a strategic priority with several major development projects underway. Through the subsidiary Statsat AS, which is operated under an extended self-management model, several small satellites are operated to serve governmental purposes, primarily the Norwegian Coastal Administration's AIS satellites. Within Earth Observation, the MicroSAR 1 (Test&Demo) project is the most significant investment. The first satellite is currently under construction, with launch planned for 2027, and the ambition is to develop a constellation for maritime surveillance.

SPN owns and operates the subsea fibre connection between mainland Norway and Svalbard. In addition to transmitting satellite data to customers worldwide, the subsea fibre system is the primary communications link between Svalbard and the outside world. The subsea fibre connection is a key prerequisite for the local community, public authorities and Kongsberg Satellite Services' (KSAT) operations on Svalbard. Revenues are based on wholesale sales of transmission capacity delivered on fixed, long-term contracts. The Svalbard fibre connection was brought into operation in January 2004. In 2025, the Storting resolved to establish a new subsea fibre connection, Arctic Way, to Svalbard and Jan Mayen to replace the existing fibre system. Space Norway is acting as project manager for the establishment of the new fibre connection on behalf of the Ministry of Trade, Industry and Fisheries (NFD). Arctic Way is expected to be completed by 2028, when the technical lifetime of the existing subsea fibre system expires.

KSAT is owned 50/50 by Space Norway AS and Kongsberg Defence & Aerospace AS. KSAT is the world's largest provider of services for satellite control and data reception from satellites in polar orbits. At the end of 2025, KSAT operated approximately 375 antennas and conducted around 2.1 million satellite contacts during the year. KSAT delivers services to, among others, Galileo and Copernicus, which are important ESA/EU-funded programmes. KSAT has delivered solid growth and results over a long period of time. Revenue in 2025 was NOK 2,361 million (2024: NOK 2,236 million). In 2025, 91 per cent of revenue was generated from customers outside Norway. Earnings before interest, taxes, depreciation, and amortisation (EBITDA) was NOK 724 million (2024: NOK 635 million). Demand for KSAT's services is strong, and continued growth is expected.

Key Figures from the 2025 Financial Report

1 357 MNOK
The Group's total Revenues

4 899 MNOK
Total equity

718 MNOK
EBITDA

201 MNOK
Profit before tax

Result and financial position
The Group's total Revenues in 2025 were NOK 1,357 million, a reduction from NOK 2,195 million in 2024. The reduction is primarily due to extraordinary income in 2024 related to the launch and completion of ASBM. Earnings before interest, taxes, depreciation, and amortisation (EBITDA was NOK 718 million in 2025, compared with NOK 779 million in the previous year. Net financial items amounted to NOK 145 million on a consolidated basis, compared with NOK 172 million in 2024.

Profit before tax was NOK 201 million in 2025, compared with NOK 652 million in 2024. The reduction is largely due to the reversal of impairment for ASBM in 2024. Tax expenses in 2025 amounted to NOK 7 million. Satcom has made group contributions for tax purposes to Space Norway of NOK 33 million and to Heosat of NOK 359 million in order to utilise tax loss carryforwards and optimise the tax position within the Group. At the same time, Heosat has made a group contribution of NOK 280 million back to Satcom so that Heosat's equity is not affected. The Group's profit after tax was NOK 195 million in 2025, compared with NOK 691 million in 2024.

At the end of 2025, total assets in the Group amounted to NOK 8,540 million, compared with NOK 8,452 million in 2024. Assets under construction were recognised at NOK 1,610 million at the end of 2025, compared with NOK 368 million in 2024. The change is largely attributable to the THOR 8 project. The investment in the associated company KSAT amounted to NOK 1,131 million at the end of 2025. The Group's current assets amounted to NOK 1,402 million at the end of 2025, a reduction from NOK 1,981 million in 2024.

Total equity at the end of 2025 was NOK 4,899 million, an increase from NOK 4,690 million at the end of 2024. The equity ratio at the end of 2025 was 57 per cent, compared with 56 per cent in 2024. The Group's liabilities as of 31 December 2025 amounted to NOK 3,640 million, of which NOK 2,600 million is related to the subsidiary HEOSAT. At the end of 2025, HEOSAT's non-current liabilities consisted of bank loans (NOK 655 million) and advances from customers (NOK 1,657 million).

Net cash flow from operating activities was NOK 869 million in 2025, compared with NOK 857 million in 2024. Cash flow from investing activities was negative at NOK 1,226 million in 2025, compared with negative NOK 2,756 million in 2024. The main reason for the change relates to the acquisition of Telenor Satellite AS in 2024. Cash flow from financing activities was negative at NOK 196 million in 2025. The net change in the Group's cash position was a reduction of NOK 553 million in 2025, and cash and cash equivalents at the end of 2025 amounted to NOK 1,195 million.

The investment programme for THOR 8 in Satcom will involve significant cash outflows in 2026, and a substantial portion of the Group's liquid funds is committed to payments under contracts related to THOR 8. There is no basis for a dividend from the parent company for 2025. The Board considers the Group's liquidity to be satisfactory.

Space Norway AS is the parent company of the Group. The parent company's profit after tax for 2025 was NOK 712 million, compared with NOK 668 million in 2024. Group contributions from Satcom amounted to NOK 33 million. Dividends of NOK 674 million recognised from Heosat in 2024 were recognised as income in 2025. The profit for the year is transferred to equity. Following the allocation, the parent company's total equity amounts to NOK 4,514 million, corresponding to an equity ratio of 89 per cent. In accordance with Section 3-3 of the Norwegian Accounting Act, it is confirmed that the financial statements have been prepared on the going concern assumption.

The Board considers the results to be satisfactory. The Board believes that the financial statements presented provide a true and fair view of the assets, liabilities, financial position and results of the company and the Group at year-end.

Tax policy
The company and its wholly owned subsidiaries conduct their main operations in Norway and operate in accordance with Norwegian tax rules and regulations. The subsidiary Space Norway Satcom UK Ltd in London has five employees and performs services that are invoiced to Space Norway Satcom AS. The company has no other income. KSAT has activities in several countries outside Norway. The main activity is subject to Norwegian tax legislation (including separate tax legislation on Svalbard). Activities in other parts of the world are subject to local tax legislation.

Innovation and development
An important part of the Group's mandate is the further development of security-critical space-related infrastructure. Continuous efforts are made to identify, assess, and develop new projects that are relevant to future customer needs.

We work closely with the European Space Agency (ESA) and Norwegian technology companies on the development and testing of satellite-based solutions for ocean surveillance, maritime safety and emergency preparedness. These activities contribute to further building expertise both within the company and with our business partners. A key project is the satellite Mimir, a concept developed by Space Norway.

Through Mimir, Space Norway will establish a strategic infrastructure for research, innovation and development in space. This infrastructure will be available for the company's own development projects and for other parties that require access to satellite infrastructure for their projects.

Employees
In line with the Board's plans, Space Norway AS has in 2025 strengthened its organisation and Executive Management Team. The business has also acquired the expertise to manage existing commitments and develop new space-related infrastructure projects.

At year-end 2025 Space Norway AS, including wholly owned subsidiaries, had 188 employees. KSAT had 584 employees. The Group's Executive Management team consists of six men and four women.

Other staff resources are contracted on a consultancy basis. Remuneration levels at Space Norway AS are not market leading, but competitive. The company seeks to meet the requirement for gender equality for new hires.

Risk management and internal control
The Group maintains a strong focus on risk assessments and measures to manage risk in operational activities and new projects. Risk assessments are carried out on an ongoing basis based on consequences in various dimensions with particular emphasis on financial consequences. Risk management is also discussed in a separate chapter in the company's Annual Report.

The framework for corporate governance, internal guidelines and process descriptions was to a large extent updated in 2025. Together with new IT systems for ERP and business support, this framework is designed to support efficient operations, internal control and sound risk management.

A sound assessment of potential risk factors affecting the Group forms the basis for proper and systematic risk management. The company's management actively participates in this process. Some of the most important risk factors for the Group and the industry are discussed below.

Market risk: The Group operates in different markets with different risk factors. A significant proportion of the company's contracts are long-term, and revenues are relatively predictable. This applies, e.g., to the areas broadcasting, ASBM and subsea fibre-optic cables. Some markets are characterised by shorter contracts. This includes parts of the market for data services, especially mobile services. There has been relatively intense competition for several years, including from Starlink.

Risk of loss of satellite: The probability of losing a satellite is low but there can be a significant consequence in the event of a loss. The risk is managed partly by insuring fixed assets and partly through restoration capacity. The loss of a satellite would still have an adverse net effect for Space Norway.

Risk of operational disruptions: The Group has delivery obligations, and operational interruptions may result in additional costs related to repairs. This is relevant for the fibre-optic connection to Svalbard. Space Norway has emergency preparedness agreements in place to enable swift action in the event of operational interruptions. Operational interruption will in many cases result in loss of revenue for Space Norway, or compensation to customers who experience insufficient quality of services.

Project risk: The Group has a substantial project portfolio, comprising major strategic projects as well as numerous initiatives aimed at operational improvements. The Group has its own processes for assessing and reporting project risk.

Cyber risk, IT security and sabotage: Threats to IT systems are a growing challenge for both businesses and the public sector. In addition, parts of the national threat picture are relevant to Space Norway. Any disruptions resulting from accidents, errors, sabotage, or deliberate hacking of systems can lead to operational interruptions, loss of information, reputation damage and significant adverse financial consequences. The Group's activities within technology and critical infrastructure security necessitate a particular focus on security. Efforts to improve resilience and mitigate IT related risk are ongoing and systematic in surroundings with a constantly changing risk situation.

Anti-corruption and whistleblowing: The Group has zero tolerance for corruption and has ethical guidelines, including anti-corruption procedures. The rules and procedures are reviewed with employees annually, and a separate whistleblowing procedure has been established.

Currency risk: The business has significant revenues and expenses in other currencies, particularly US dollars (USD) and euros (EUR). Currency hedging is an important tool in relation to large contracts, and a significant portion of the currency exposure over the next 3–4 years will be hedged through forward contracts. This applies, for example, to the main contracts related to THOR 8 and to dollar revenues related to ASBM.
The 50 percent owned entity KSAT has a large part of its revenues in USD and EUR, and the company is therefore exposed to currency risk. KSAT secures its contractual income streams through futures contracts.

Interest rate risk: The company has approximately USD 65 million in loans related to Heosat, but had no other interest-bearing debt as of 31.12.25. There is an interest rate risk associated with this loan. KSAT has a net positive cash position.

Liquidity risk: Space Norway had a positive cash position as of 31.12.25. The company is facing significant investments, including those related to THOR 8. In the years ahead, Space Norway will increase its loan exposure. The liquidity will be vulnerable to factors that could have an adverse impact on cash flow in the coming years. The company seeks to manage liquidity risk through currency hedging, insurance, and an adequate capital buffer.

Credit risk: The Group's customers consist of government agencies as well as small and large private companies. Historically, losses on receivables have been relatively low. The Group has not experienced any payment problems among customers who account for a significant proportion of revenue. Space Norway has some major customers who, in the event of payment problems, could have a significant impact on the Group's revenues.

Resource risk: The Group possesses a high level of expertise, but resources are scarce. Space Norway is dependent on utilising resources across the organisation where they are needed the most. The workload is occasionally high, and the Group is vulnerable in the event of illness or the departure of key personnel. To some extent, this is compensated for by using consultants.

Sustainable value creation
Sustainability is integrated into all parts of the business. Our most important strategic ambitions involve managing and further developing security-critical space-related infrastructure that meets important Norwegian societal needs. The geopolitical and security developments over the past year have reinforced the importance of Space Norway's existing and future solutions. We are focused on robustness and are conscious of the risks to our stakeholders in the event of any failure or loss of our solutions. We see significant opportunities in delivering new, capable solutions in markets that are expanding in times of global instability.

We place emphasis on acting with care and consideration towards society, people, nature, and the environment. Although Space Norway is no longer subject to the Corporate Sustainability Reporting Directive (CSRD), we have chosen to maintain a reporting structure in line with the requirements of the ESRS, and during 2025 we have established policies, targets and action plans for the topics identified as material to us.

Our priority areas are:

1. Security-critical Infrastructure
2. Space Sustainability
3. Climate Change
5. Human and Labour Rights
6. Competence development

The Sustainability Report is a separate part of the Annual Report. We account for our sustainability responsibilities on our website https://spacenorway.com/about-space-norway/about-us/sustainability/

The Norwegian Transparency Act
An account of our work related to the Norwegian Transparency Act is included as part of the Sustainability Report, but it is also available as a stand-alone document on our website (https://spacenorway.com/norwegian-transparency-act/)

An attractive workplace
Space Norway is dependent on being an attractive workplace if we are to succeed in delivering on our strategic objectives. The Group's double materiality analysis revealed that expertise is a material topic for the Group, and this is one of our priority areas.

We aim to ensure that no employee falls ill or sustains injuries as a result of working at Space Norway. This means that we work systematically on health promotion and preventive measures. In 2025, the sickness absence rate in the Group was 2.4 per cent (2024: 3.75 per cent). No HSE incidents were reported in 2025.

We view a favourable and inclusive environment as a key success factor. That is why we systematically promote gender equality and work to avoid all forms of discrimination. There is generally a significant gender imbalance in the organisation, with a strong predominance of men at all levels. This imbalance is particularly pronounced in technology-intensive roles, which account for most positions in the company. In recent years, we have achieved an even gender balance in our recruitment and are working to achieve a more even gender balance in the Group. Efforts to be a good and attractive employer are discussed in the chapter Own workforce (S1) in the Sustainability Report and in the Gender Equality Report. In line with regulatory requirements, this report will be made available in its entirety at https://spacenorway.com/about-space-norway/about-us/sustainability/

Shareholder relations
The share capital consists of 2,600,000 shares, each with a nominal value of NOK 130. All shares are owned by the Norwegian Ministry of Trade, Industry and Fisheries. The company's Articles of Association were updated at the General Meeting in June 2025, following the change to a Category 1 company in 2024.

The Board of Directors
The Board comprised eight members at year-end, six of whom were elected by the shareholders and two elected by the employees. Deputy members have been elected for the employee representatives. In 2025, the Board held seven meetings. The most significant matters resolved by the Board in 2025 were the investment decision for THOR 8 and the initiation of the construction of a new subsea fibre cable to Svalbard and Jan Mayen, in addition to the approval of the 2024 annual financial statements and the strategic plan. Other matters reviewed by the Board mainly include ongoing financial and project reporting, status reports on strategic initiatives, and risk assessments.

The Board of Directors adheres to the Norwegian Code of Practice for Corporate Governance to the extent it is relevant, cf. the chapter on Corporate Governance in the Annual Report. Board members are elected for two-year terms.

Guidelines for the remuneration of senior executives and the executive remuneration report for 2025 can be found on the company's website: https://spacenorway.com/about-space-norway/about-us/reporting-and-publications/general-meetings-and-official-documents/. Instructions have been established for the Board and the CEO, emphasising a clear division of responsibilities and tasks. The Board evaluates its work and expertise annually.

Liability insurance has been taken out for the board members and executive management team in each of the four companies: the parent company and the three wholly owned subsidiaries.

Financial prospects
Based on the above comments, the company's and Group's market, credit, and financial risks are regarded as moderate.

The Board believes that the Company and the Group are well positioned for the coming years. 2025 has been the first normal year of operations following the acquisition of Space Norway Satcom AS the initiation and deliveries related to ASBM in 2024. Several expanded agreements have been signed within the broadcasting area, strengthening the order backlog in 2025, and a continued stable earnings development is expected in 2026.

Events occurring after the balance sheet date
There have been no events after the balance sheet date that materially affect the assessment of the Company's financial position or results.

Skøyen 29.04.2026

Svein Olav Munkeby
Chair of the Board

Tore Olaf Rimmereid
Board Member

Ann-Kari Heier
Board Member

Morten Haga Lunde
Board Member

Helga Cotgrove
Board Member

Ingelin Drøpping
Board Member

Tom Westby
Board Member

Per Atle Våland
Board Member

Morten Tengs
CEO

06

Consolidated financial statements

Space Norway AS

All amounts are stated in NOK unless otherwise indicated.

Income statement 2025

		PARENT COMPANY		GROUP	
OPERATING INCOME AND OPERATING EXPENSES	**NOTE**	**2024**	**2025**	**2024**	**2025**
Revenues	2, 3, 4	86 146 012	143 527 230	2 150 035 626	1 355 520 975
Other operating revenues		45 238 724	8 823 449	45 238 724	1 063 029
Total operating revenue		**131 384 736**	**152 350 679**	**2 195 274 351**	**1 356 584 004**
Variation in stocks of produced non-current assets		–125 373 762	-12 456 055	–566 238 439	-28 523 074
Cost of materials	5	19 456 919	10 316 565	942 567 705	67 817 845
Personnel expenses	6	70 540 819	90 843 064	268 865 791	291 438 408
Depreciation of tangible assets and amortisation of intangible assets	9, 10	17 690 445	18 785 804	601 909 546	669 475 209
Impairment losses Write-downs of tangible assets and intangible assets	10	0	0	–307 000 000	0
Other operating expenses	6	228 753 039	90 608 947	775 026 535	307 396 001
Total operating expenses		**211 067 459**	**198 098 325**	**1 715 131 137**	**1 307 604 389**
Operating profit		**–79 682 723**	**-45 747 647**	**480 143 214**	**48 979 615**
FINANCIAL INCOME AND FINANCIAL EXPENSES					
Income from investment in subsidiaries and associated companies	5, 11	722 389 585	756 904 135	152 821 500	178 217 000
Interest income from group companies		0	1 268 226	0	0
Other financial income	7	56 829 679	30 997 383	290 573 037	377 594 782
Other financial expenses	7	–31 620 004	-35 268 769	–271 444 880	-402 959 855
Net financial result		**747 599 261**	**753 900 975**	**171 949 657**	**152 851 927**
Net profit for the year before taxes		**667 916 538**	**708 153 329**	**652 092 870**	**201 831 542**
Taxes	8	0	-4 137 947	–39 116 140	6 527 697
NET PROFIT FOR THE YEAR		**667 916 538**	**712 291 276**	**691 209 010**	**195 303 845**
Profit attributable to owners of the parent				**691 209 010**	**195 303 845**
TRANSFERS					
Transferred from/to other equity	17	667 916 538	712 291 276	691 209 010	195 303 845
Total transfers		**667 916 538**	**712 291 276**	**691 209 010**	**195 303 845**

Balance sheet at 31 December

		PARENT COMPANY		GROUP	
ASSETS	**NOTE**	**2024**	**2025**	**2024**	**2025**
Non current assets					
Intangible assets					
Other intangible assets	9	0	0	294 745 748	267 735 793
Deferred tax assets	8	0	4 137 947	0	0
Goodwill	9	0	0	307 791 585	230 843 689
Total intangible assets			**4 137 947**	**602 537 333**	**498 579 482**
Tangible assets					
Property, buildings and other real estate	10	1 645 489	1 17 5668	19 861 980	17 811 748
Machinery and equipment	10	71 252 911	59 780 623	4 170 478 825	3 551 875 814
Operating movable property, furniture, tools, other	10	783 053	641 401	1 338 198	41 224 021
Assets under construction	10	331 829 182	513 018 830	367 953 269	1 609 915 802
Total tangible assets		**405 510 636**	**574 616 522**	**4 559 632 272**	**5 220 827 385**
Financial non-current assets					
Investment in subsidiaries	11	3 255 470 043	3 255 470 043	0	0
Loans to group companies	5	32 771 059	25 583 747	0	0
Investments in associated companies	11	2 892 000	2 892 000	1 003 572 000	1 131 789 000
Deposits	12	0	0	32 187 343	28 974 249
Pension rights	13	0	0	46 851 155	12 442 064
Other long-term receivables	3	0	0	226 498 174	244 680 566
Total financial non-current assets		**3 291 133 102**	**3 283 945 790**	**1 309 108 672**	**1 417 885 879**
Total non-current assets		**3 696 643 738**	**3 862 700 258**	**6 471 278 277**	**7 137 292 746**
Current assets					
Inventories		0	0	0	9 642 351
Receivables					
Accounts receivable	5	14 056 799	19 842 733	214 962 929	156 954 503
Consolidated receivables	5	354 694 611	387 350 068	0	0
Other short-term receivables	5	4 210 790	7 500 143	18 416 403	40 967 948
Total receivables		**372 962 200**	**414 692 944**	**233 379 332**	**197 922 451**
Cash and deposits		336 709 516	824 329 565	1 747 308 508	1 194 794 782
Total current assets		**709 671 716**	**1 239 022 510**	**1 980 687 840**	**1 402 359 585**
TOTAL ASSETS		**4 406 315 454**	**5 101 722 768**	**8 451 966 117**	**8 539 652 331**

		PARENT COMPANY		GROUP	
EQUITY AND LIABILITIES	**NOTE**	**2024**	**2025**	**2024**	**2025**
Equity					
Paid-up equity					
Share capital	16, 17	338 000 000	338 000 000	338 000 000	338 000 000
Premium	16, 17	2 991 218 284	2 991 218 284	2 991 218 284	2 991 218 284
Total paid-up equity		**3 329 218 284**	**3 329 218 284**	**3 329 218 284**	**3 329 218 284**
Retained earnings					
Other equity	16, 17	472 398 625	1 184 689 901	1 360 552 043	1 570 209 547
Total retained earnings		**472 398 625**	**1 184 689 901**	**1 360 552 043**	**1 570 209 547**
Total equity		**3 801 616 909**	**4 513 908 185**	**4 689 770 327**	**4 899 427 831**
Liabilities					
Allowances for liabilities					
Pension liabilities	13	0	0	13 844 546	21 367 672
Deferred taxes	8	0	0	392 730 584	377 748 236
Other allowances for liabilities	18	4 000 000	4 000 000	5 161 371	5 161 371
Total allowances for liabilities		**4 000 000**	**4 000 000**	**411 736 501**	**404 277 279**
Other long-term liabilities					
Debt to credit institutions	18	0	0	851 505 000	655 141 500
Prepayment from customers	19	500 393 189	482 746 412	2 134 260 349	2 139 802 570
Other long-term liabilities	18	0	0	38 635 956	26 012 748
Total other long-term liabilities		**500 393 189**	**482 746 412**	**3 024 401 305**	**2 820 956 818**
Short-term liabilities					
Accounts payables	5	16 170 598	42 577 654	32 776 191	70 552 589
Tax payable	8	0	0	221 338	9 578 498
Public duties payable		0	4 291 164	81 645 696	36 283 306
Other short-term liabilities	5	84 134 758	54 199 353	211 414 759	298 576 009
Total short-term liabilities		100 305 356	101 068 171	326 057 984	414 990 402
Total liabilities		**604 698 545**	**587 814 583**	**3 762 195 790**	**3 640 224 499**
TOTAL EQUITY AND LIABILITIES		**4 406 315 454**	**5 101 722 768**	**8 451 966 117**	**8 539 652 331**
Guarantee provisions	12	64 374 686	57 098 759	64 374 686	57 098 759

Skøyen 29.04.2026

Svein Olav Munkeby
Chair of the Board

Tore Olaf Rimmereid
Board Member

Ann-Kari Heier
Board Member

Morten Haga Lunde
Board Member

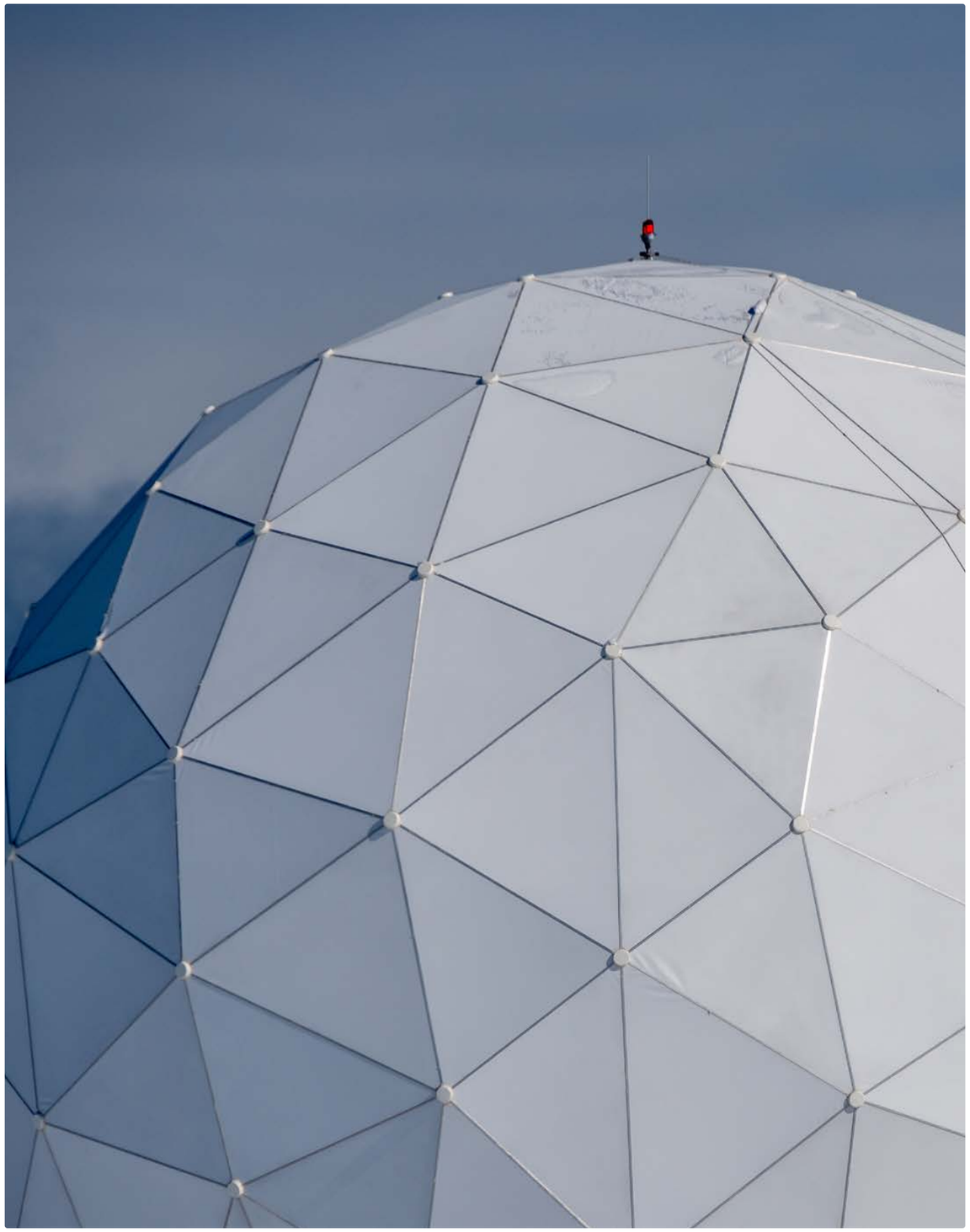
Helga Cotgrove
Board Member

Ingelin Drøpping
Board Member

Tom Westby
Board Member

Per Atle Våland
Board Member

Morten Tengs
CEO



Cash flow statement

		PARENT COMPANY		GROUP	
CASH FLOWS FROM OPERATING ACTIVITIES:	**NOTE**	**2024**	**2025**	**2024**	**2025**
Net profit for the year before taxes		667 916 538	708 153 329	652 092 870	201 831 542
Paid taxes during the period	8	0	0	-137 928 275	-221 338
Ordinary depreciations	9, 10	17 690 445	18 785 804	601 909 545	669 475 209
Impairment of property, plant and equipment (PP&E)		0	0	-307 000 000	0
Change in goods		0	0	851 042 747	-9 642 351
Change in accounts receivable		2 311 692	-5 555 696	-149 766 502	58 008 426
Change in accounts payables		-40 984 234	26 407 056	-53 129 226	37 688 426
Investment in associate	11			0	-128 217 000
Non-cash pension expense		0	0	0	7 523 126
Items classified as investing or financing activities		-350 000 000	0	0	-12 623 208
Changes in intercompany balances	5	-358 928 600	-32 655 455	0	0
Change in advances on projects	19	101 020 928	7 187 312	-790 853 942	88 364 274
Change in other current assets and other liability items	11	42 860 866	-46 810 612	190 680 155	-42 447 426
Net cash flows from operating activities		**81 887 635**	**675 511 739**	**857 047 372**	**869 739 679**
CASH FLOWS FROM INVESTMENT ACTIVITIES:					
Disbursements for purchase of tangible assets	9, 10	-128 646 780	-187 891 690	-626 317 019	-1 216 270 447
Disbursements for purchases of intangible assets		0	0	0	-9 619 458
Net cash effect of Satcom acquisition		0	0	-2 001 685 443	0
Payments for the purchase of financial fixed assets		-2 359 017 688	0	0	0
Proceeds from investments in financial fixed assets	11	0	0	-127 821 500	0
Net cash flows from investment activities		**-2 487 664 467**	**-187 891 690**	**-2 755 823 963**	**-1 225 889 905**
CASH FLOWS FROM FINANCING ACTIVITIES:					
Proceeds from the issuance of new long-term liabilities		0	0	383 574 600	0
Disbursement for repayment of long-term liabilities	18	0	0	-42 992 126	-196 363 500
Net cash flow from financing activities		**0**	**0**	**340 582 474**	**-196 363 500**
Net change in cash and deposits		-2 405 776 832	487 620 049	-1 558 194 116	-552 513 726
Cash and cash equivalents at 01.01.		2 742 486 349	336 709 516	3 305 502 624	1 747 308 508
Cash and cash equivalents at 31.12.		**336 709 516**	**824 329 566**	**1 747 308 508**	**1 194 794 782**

Note 1 Accounting principles

The annual accounts have been prepared in accordance with the Norwegian Accounting Act and Generally Accepted Accounting Principles in Norway. These financial statements are presented in Norwegian kroner (NOK). All amounts are stated in NOK unless otherwise indicated.

Basis for consolidation
The Group consists of:

- Space Norway AS – parent company
- StatSat AS – 100 per cent owned subsidiary
- Space Norway HEOSAT AS – 100 per cent owned subsidiary
- Space Norway Satcom AS – 100 per cent owned subsidiary
- Kongsberg Satellite Services AS (KSAT AS) - associated company 50 per cent

The consolidated financial statements have been prepared as if the Group were one economic entity. Intra-Group transactions and balances are eliminated. The consolidated financial statements have been prepared in accordance with uniform principles in that the subsidiaries adhere to the same accounting principles as the parent company. Subsidiaries and associated companies are recognised according to the cost method in the financial statements of Space Norway AS. StatSat AS, Space Norway HEOSAT AS, and Space Norway Satcom AS are consolidated in their entirety, while KSAT AS is recognised using the equity method in the consolidated financial statements.

Revenues
Revenue is recognised when goods are delivered or services rendered. Revenue is recognised at the value of the consideration at the time of the transaction.

Construction contracts
For construction contracts, revenue is recognised as the project progresses (percentage of completion method). The percentage of completion is calculated as costs incurred on the balance sheet date, as a percentage of the estimated total cost. For construction contracts that are expected to result in a loss, a provision is recognised for the net cost of remaining contractual production.

Expenses
Expenses are generally recognised in the same period as the related revenue. In cases where there is no clear correlation between expenses and revenue, the allocation is determined according to discretionary criteria. Other exceptions to the matching principle are indicated where applicable.

Taxes
The tax expense is matched with the accounting profit before tax. Tax related to equity transactions is recognised in equity. The tax expense consists of tax payable (tax on the year's directly taxable income) and changes in net deferred tax. Deferred tax and deferred tax assets are presented net in the balance sheet.

No allowances are made for tax on recognised share of profits from Norwegian subsidiaries or Norwegian associated companies due to the tax exemption method.

Main rule for assessment and classification of assets and liabilities
Assets intended for permanent ownership or use are classified as non-current assets. Other assets are classified as current assets. Receivables to be repaid within one year are classified as current assets. The classification of short-term and long-term liabilities is based on similar criteria.Current assets are recognised at the lower of cost and fair value. Non-current assets are valued at acquisition cost, but are written down to the recoverable amount if this is lower than the book value and the decline in value is not expected to be temporary. Current assets with a limited useful life are depreciated according to plan.Other short-term and long-term liabilities are recognised at nominal value.

Intangible assets
Expenses for in-house research are expensed directly. Expenses for in-house development is capitalised when it is probable that the future economic benefits associated with the assets will flow to the company and the cost can be measured reliably. Intangible assets that are purchased individually are recognised at acquisition cost. Intangible assets acquired through the acquisition of a business are recognised in the balance sheet at acquisition cost when the criteria for recognition are met. Intangible assets with a limited useful life are depreciated according to plan. Intangible assets are written down to their recoverable amount if the expected economic benefits do not cover the carrying amount and any remaining production costs.

Shares and participations in associated companies and subsidiaries
Investments in subsidiaries are recognised using the cost method. Investments are written down to fair value if the impairment is not temporary and it is deemed necessary in accordance with Generally Accepted Accounting Principles. Dividends and group contributions received from subsidiaries are recognised as other financial income. The same applies to investments in associates, which are valued according to the cost method in the company accounts and the equity method in the consolidated accounts.

Receivables
Accounts receivable and other receivables are recognised at nominal value less allowances for expected losses. Allowances for losses are made on the basis of an individual assessment of each receivable.

Assets and liabilities in foreign currency
Cash and deposits include cash, bank deposits and other means of payment with a maturity date of less than three months from acquisition.

Assets and liabilities in foreign currency
Monetary items in foreign currencies are translated in the balance sheet at the exchange rate on the balance sheet date. Forward exchange contracts are recognised at fair value on the balance sheet date.

Note 2 Revenues

	PARENT COMPANY		GROUP	
By geographical market	**2024**	**2025**	**2024**	**2025**
Norway	123 994 919	142 289 249	1 839 362 457	852 837 716
Europe excl. Norway	8 522 478	10 061 430	296 792 702	470 456 045
Asia	–	–	33 575 049	20 547 323
America	–	–	21 479 865	6 146 345
Other	–	–	4 064 277	6 596 576
Total	**132 517 397**	**152 350 679**	**2 195 274 351**	**1 356 584 005**

The Group has a contract with a third party for ongoing service provision during the life of the asset. This is estimated at 15 years. The contract with the third party is complex. There is no clearly identified price for the asset, and the ongoing service and cash flows are largely uncorrelated with the deliverables. Therefore, a discretionary judgement/estimate has been made as to how much of the revenue in the contract with the third party is related to the delivery of asset and how much is related to subsequent service deliveries. The company has assessed the market value/market margin of the various deliverables when exercising its discretionary judgement. Delivery of the asset was completed in 2024 and resulted in a significant revenue recognition, compared with 2025 where revenues are related to operational service deliveries.

Note 3 Construction contracts

Accrued contract revenue for ongoing projects with continuous delivery is recognised gross as other receivables (earned, non-invoiced revenue) and other short-term liabilities (unearned, invoiced revenue).

Advances from customers total NOK 2,139 million and are linked to the fibre-optic connection to Svalbard, Earth observation and ASBM. Revenue is accrued over the expected useful life.

Note 4 Construction contracts

	PARENT COMPANY		GROUP	
	2024	2025	2024	2025
Revenue recognised on construction contracts in progress	16 102 576	657 597	16 102 576	657 597
Costs related to earned income/loss allowances	-13 820 414	-411 728	-13 820 414	-411 728
Net recognised income on work in progress	2 282 162	245 869	2 282 162	245 869
Production invoiced in advance included in other short-term liabilities*	27 897 424	25 039 827	27 897 424	25 039 827

*The Group has one ongoing project that is regarded as a construction contract and recognised using the percentage of completion method.

Note 5 Transactions and balances with related entities

Transactions with related entities:

		Accounts receivable and other receivables		Trade creditors and other liabilities	
Counterpart	**Relationship**	**2025**	**2024**	**2025**	**2024**
Space Norway HEOSAT AS	Subsidiary	511 500	9 216 227	–	–
Statsat AS	Subsidiary	630 405	1 099 755	15 540	–
Space Norway Satcom AS	Subsidiary	382 047 453	387 465 670	1 017 144	4 431 000
KSAT AS	Associated company	6 891 128	3 442 007	152 684	76 253 035
Total		**389 568 986**	**392 007 432**	**1 185 368**	**80 684 035**

Transactions with related entities recognised in profit or loss:

Transaction/ transaction group	Belongs to line item	Counterpart	Relationship	2025	2024
Sales	Sales	KSAT AS	Associated company	20 597 398	4 856 526
Expenses	Cost of materials	KSAT AS	Associated company	43 177 033	–750 307
Total				**20 597 398**	**4 106 219**

Note 6 Personnel expenses, number of employees, remuneration, loans to employees etc.

	PARENT COMPANY		GROUP	
	2025	2024	2025	2024
Salaries	65 933 366	51 588 490	225 018 551	222 600 553
National Insurance contribution	10 532 998	8 943 542	33 659 019	28 985 577
Pension expenses (see note 14)	5 569 766	5 440 541	21 589 474	14 638 428
Other benefits	8 806 934	4 568 245	11 293 979	29 663 011
Variation in stocks of assets under construction*	-12 456 055	–	-28 266 062	–27 021 778
Total	**78 387 009**	**70 540 819**	**263 294 961**	**268 865 791**
Number of full-time equivalents employed in the financial year	59	48	187	173

** Personnel expenses in Space Norway Satcom AS are capitalised as assets under construction*

No loans or security have been provided to the CEO, board members or other related entities.

The company is under no obligation to provide senior executives, board members or the Chair of the Board with special remuneration upon termination or change of employment or office.

The Board members have no agreements on special remuneration on termination or change of office, agreements on bonuses, profit sharing, options or similar.

Management personnel in Space Norway Satcom AS have annual bonus agreements with a maximum limit of three months' fixed remuneration.

The company has no obligation to grant the Board of Directors options or rights that entitle employees or employee representatives to subscribe to, purchase or sell shares.

Note 6 Personnel expenses, number of employees, remuneration, loans to employees etc.

The Board of Directors has issued a separate declaration on executive compensation

	Salary and board remuneration	Other benefits	Pension contributions paid	Loans/comments
Chair of the Board	499 200	-	-	
CEO	3 014 000	1 158 000	627 000	
CFO	1 788 000	365 000	149 000	
Director BD (7 months)	1 106 000	38 000	124 000	
Director BD (5 months)	688 000	-	116 000	
CEO Satcom	1 834 000	737 000	144 000	
Director, Legal Counsel	1 670 000	38 000	141 000	
Director, Subsea Cable Systems (7months)	1 121 000	38 000	87 000	
Director Earth Observation and Innovation	1 576 000	38 000	134 000	
Director Innovation and Development (6 months)	735 000	38 000	64 000	
Director, Human Resources & Administration	1 563 000	324 000	147 000	
Director Administration	1 576 000	38 000	138 000	

Auditor

Remuneration to Deloitte AS and cooperating companies breaks down as follows:

	PARENT COMPANY		GROUP	
	2025*	2024	2025	2024
Statutory audit and accounting technical assistance*	643 260	1 326 613	1 242 209	3 069 523
Tax-related assistance	-	–	-	–
Other assistance	136 235	–	136 235	–
Total	**779 495**	**1 326 613**	**1 378 444**	**3 069 523**

* *Expensed audit fees relate to the finalisation of the 2023 financial statements from the previous auditor, and preliminary expensed audit fees to the current auditor for the 2024 financial statements. Fees for 2025 relate entirely to Deloitte.*

Note 7 Financial items

	PARENT COMPANY		GROUP	
	2025	2024	2025	2024
Interest income group companies	1 268 226	1 894 815	–	–
Other interest income	27 747 134	36 649 931	135 742 515	93 353 489
Reversal of impairment of financial assets	–	350 000 000	–	–
Foreign exchange gains	3 250 249	18 284 934	241 852 267	172 153 737
Received group contributions	–	347 389 585	–	–
Other financial income	–	–	–	25 065 811
Income from investment in subsidiary and associate	756 904 135		178 217 000	152 821 500
Total financial income	**789 169 744**	**754 219 264**	**555 811 782**	**443 394 537**

	PARENT COMPANY		GROUP	
	2025	2024	2025	2024
Other interest expenses	26 171 982	21 719 607	–	83 418 345
Impairment of financial assets	–	–	–	–
Foreign exchange losses	9 096 787	9 900 397	401 726 958	180 443 405
Other financial expenses			1 232 897	7 583 131
Total financial expenses	**35 268 769**	**31 620 004**	**402 959 855**	**271 444 880**
Net financial result	**753 900 976**	**722 599 261**	**152 851 927**	**171 949 657**

Note 8 Taxes

	PARENT COMPANY		GROUP	
Tax expense for the year	**2025**	**2024**	**2025**	**2024**
Tax payable	–	–	9 578 498	221 338
Change in deferred tax/tax assets	-4 137 947	–	-12 458 712	–34 990 296
Tax effect recognised directly in equity			9 407 911	–4 347 183
Tax expense	**-4 137 947**	**–**	**6 527 697**	**–39 116 140**

	PARENT COMPANY		GROUP	
Taxable income	**2025**	**2024**	**2025**	**2024**
Result before tax	708 153 329	667 916 538	201 831 542	652 092 870
Permanent differences	-754 830 912	–720 968 674	-37 875 241	–182 576 571
Change in temporary differences	–	7 355 171	-120 417 672	–575 809 653
Received group contributions	32 837 394	347 389 585	–	–
Group contribution	–	–	–	–
Utilisation of loss carryforwards	–	–301 692 620	–	–301 692 620
Basis for calculation of tax payable	**–**	**–**	**43 538 629**	**–**

	PARENT COMPANY		GROUP	
Tax payable in the balance sheet	**2025**	**2024**	**2025**	**2024**
Tax expense payable for the year	–	–	9 578 498	221 338
Tax payable in the balance sheet	**–**	**–**	**9 578 498**	**221 338**

	PARENT COMPANY		GROUP	
Basis for deferred tax/tax assets	**2025**	**2024**	**2025**	**2024**
Fixed assets	-5 257 735	–208 875	1 691 705 379	1 876 582 859
Gain/loss account	58 842	73 553	3 772 728	4 715 910
Receivables	-9 609 959	–4 833 340	-1 502 021	–1 372 363
Accounting allowances for liabilities	-4 000 000		-21 793 815	–7 221 371
Financial instruments	–	–	54 874 796	–
Net plan assets recognised in the balance sheet	–	–	-8 925 608	33 006 609
Losses carried forward	–	–	-1 094 023	–121 787 501
Total	**-18 808 852**	**–4 968 663**	**1 717 037 436**	**1 783 924 143**
Differences not included in temporary differences	–	4 968 663	–	4 968 663
Basis for calculation of deferred tax/tax assets	**-18 808 852**	**–**	**1 717 037 436**	**1 788 892 806**
Recognised deferred tax/tax assets at 31.12	**-4 137 947**	**–**	**377 748 236**	**393 556 417**

Note 9 Intangible assets

Acquisition of Space Norway Satcom AS (formerly Telenor Satellite AS)
On 16 November 2023, Space Norway AS announced an agreement to acquire Telenor Satellite AS from Telenor Networks Holding AS. The transaction closed on 4 January 2024.The rationale for the transaction was to strengthen Norway's position in the space industry by combining expertise and resources to initiate the procurement process for new satellites. This would ensure continuity and quality of satellite services while allowing Telenor to focus on its core business.

Furthermore, as Space Norway is wholly owned by the Ministry of Trade, Industry and Fisheries, the acquisition secures Norway's strategic control over critical satellite infrastructure, promotes growth in the space sector, strengthens national security and positions Norway as a significant actor in the global satellite market. The closing date for the transaction was 4 January 2024, and as a practical approximation, 31 December 2023 is used as the transaction date. The base compensation was set at NOK 2.36 billion. Identified fair value adjustments in the acquisition relate to customer relationships (331 MNOK) and satellites (932 MNOK), with goodwill amounting to 385 MNOK.

Purchase price allocation
The purchase price allocation identified the following assets and liabilities at the acquisition date:

Assets:	**MNOK**
Intangible assets	331 299 277
Tangible assets	2 115 117 017
Other assets	429 667 645
Total assets	**2 876 083 938**

Liabilities:	**MNOK**
Deferred taxes	427 799 539
Other liabilities	483 023 881
Total liabilities	**910 823 421**
Net identified assets	**1 965 260 518**

Goodwill:	**MNOK**
Final compensation	2 350 000 000
Net identified assets	–1 965 260 518
Goodwill	**384 739 482**
Total net assets	**2 350 000 000**

Remuneration:	**MNOK**
Cash remuneration	2 360 000 000
Adjustment of remuneration	–2 600 000
Pension-related adjustments	–7 400 000
Final compensation	**2 350 000 000**

Specification of intangible assets

2024	Goodwill	Fair value adjustments customer relationship	Software	TOTAL
Acquisition costs at 31.12.2024	–	–	–	–
Additions	384 739 482	331 104 737	10 131 004	725 975 223
Disposals	–	–	–	–
Acquisition cost at 01.01.2024	**384 739 482**	**331 104 737**	**10 131 004**	**725 975 223**
Accumulated depreciation at 31.12.24	76 947 896	36 494 201	9 995 793	123 437 890
Book value at 31.12.24	**307 791 585**	**294 610 536**	**135 212**	**602 537 333**
Depreciation for the year	76 947 896	36 494 201	59 328	113 501 425

2025	Goodwill	Fair value adjustments customer relationship	Software	TOTAL
Acquisition cost at 01.01.2025	384 739 482	331 104 737	10 131 004	725 975 223
Additions	–	–	10 586 342	10 586 342
Disposals	–	–	–	–
Acquisition cost at 31.12.2025	**384 739 482**	**331 104 737**	**20 717 346**	**736 561 565**
Accumulated depreciation at 31.12.25	153 895 793	72 988 403	11 097 888	237 982 083
Book value at 31.12.25	**230 843 689**	**258 116 335**	**9 619 458**	**498 579 482**
Depreciation for the year	76 947 896	36 494 201	1 102 095	114 544 193
Useful life	5 year	9-10 years	0-5 years	
Depreciation schedule	Straight line	Straight line	Straight line	

Note 10 Tangible assets - Parent Company

Parent Company 2024	Buildings and property	Machinery and equipment	Operating movable property furniture, etc.	Assets under construction	TOTAL
Acquisition costs at 01.01.2024	4 194 464	309 740 558	1 246 996	217 525 673	532 707 691
Additions	–	13 717 017	626 253	114 303 509	128 646 780
Disposals					–
Acquisition costs at 31.12.2024	**4 194 464**	**323 457 575**	**1 873 249**	**331 829 182**	**661 354 471**
Accumulated depreciation at 31.12.24	2 548 975	252 204 664	1 090 196	–	255 843 834
Book value at 31.12.24	**1 645 489**	**71 252 911**	**783 053**	**331 829 182**	**405 510 636**
Depreciation for the year	509 563	17 013 669	167 213	–	17 690 445

Parent Company 2025	Buildings and property	Machinery and equipment	Operating movable property furniture, etc.	Assets under construction	TOTAL
Acquisition cost at 01.01.2025	2 010 903	323 457 575	3 378 488	331 829 182	660 676 148
Additions	–	6 607 500	94 545	181 189 648	187 891 693
Disposals					–
Acquisition cost at 31.12.2025	**2 010 903**	**330 065 075**	**3 473 033**	**513 018 830**	**848 567 841**
Accumulated depreciation at 31.12.25	835 235	270 284 452	2 831 632	–	273 951 319
Book value at 31.12.25	**1 175 668**	**59 780 623**	**641 401**	**513 018 830**	**574 616 522**
Depreciation for the year	72 852	18 079 788	633 164	–	18 785 804
Useful life	25 years	25 years	5 years		
Depreciation schedule	Straight line	Straight line	Straight line	None Depreciations	

Note 10 Tangible assets - Group

Group 2024	Buildings and property	Machinery and equipment	Operating movable property furniture, etc.	Assets under construction	TOTAL
Acquisition costs at 01.01.2024	4 194 464	309 740 558	1 979 508	2 350 009 110	2 665 923 640
Additions	96 296 972	4 441 881 450	24 617 411	591 292 271	5 154 088 105
Fair value adjustment of tangible assets	–	932 192 959	–	–	932 192 959
Additions	–	2 573 348 112	–	–2 573 348 112	–
Disposals	–	–	–	–	–
Acquisition cost at 01.01.2024	**100 491 436**	**8 257 163 080**	**26 596 919**	**367 953 269**	**8 752 204 704**
Accumulated depreciation at 31.12.24	80 629 456	3 883 286 340	16 340 849	–	3 980 256 646
Amortisation of fair value adjustment	–	212 315 791	–	–	
Book value at 31.12.24	**19 861 979**	**4 161 560 948**	**10 256 071**	**367 953 269**	**4 559 632 268**
Amortisation for the year	1 592 763	482 814 704	4 000 654	–	488 408 120
Write-downs for the year	–	–	–	–	
Reversed write-downs for the year	–	307 000 000	–	–	307 000 000
Useful life	20-50 years	15-25 years	5-10 years		
Depreciation schedule	Straight line	Straight line	Straight line	None Depreciations	

Group 2025	Accumulated cost 01.01	Additions	Accumulated cost 31.12	Depreciation/ impairment for the year	Accumulated depreciation/ impairment	Book value 31.12
Buildings (30 years)	91 705 194	–	91 705 194	-1 615 278	-80 403 104	11 302 090
Land (no depreciation)	6 509 658	–	6 509 658	–	–	6 509 658
Fixed technical installations in buildings (10 years)	42 141 130	2 666 886	44 808 016	-3 630 891	-33 573 552	11 234 464
Technical production equipment (3-5 years)	282 552 864	12 290 608	294 843 472	-12 719 965	-262 105 475	32 737 997
RF Antennas and equipment (10 years)	272 014 135	1 343 720	273 357 856	-13 923 698	-230 816 281	42 541 575
Furniture and fixtures (5 years)	7 835 828	90 250	7 926 078	-1 342 547	-6 292 214	1 633 864
Vehicles (4 years)	–	120 388	120 388	-2 508	-2 508	117 880
IT equipment (3-5 years)	3 693 050	–	3 693 050	-764 186	-2 901 468	791 582
IT Hardware (5 years)	13 249 140	2 305 590	15 554 730	-1 996 483	-9 494 153	6 060 578
Cable infrastructure (25 years)	323 457 575	6 607 500	330 065 075	-18 079 788	-270 284 452	59 780 623
Low Earth Orbit (LEO) satellites (5 years)	–	–	–	–	–	–
Geostationary (GEO) satellites (15-17 years)	6 408 538 699	-51 376 183	6 357 162 516	-288 565 595	-3 426 522 621	2 930 639 895
Excess value (5 years)	932 192 959	–	932 192 959	-212 315 791	-424 631 582	507 561 378
Assets under construction *)	367 694 228	1 242 221 575	1 609 915 802	–	–	1 609 915 802
TOTAL	**8 751 584 460**	**1 216 270 333**	**9 967 854 794**	**-554 956 729**	**-4 747 027 409**	**5 220 827 386**

** Acquisition cost as at 01.01 is adjusted by the allocated portion of ASBM associated with the cost of payload (see note on inventories).*

Reversal of write-down is based on a discounted cash flow analysis. This shows a positive value surplus (headroom) related to the asset, and last year's write-down has therefore been fully reversed in 2024.

Note 11 Subsidiaries, associated companies, etc.

Company name		Business office	Number of shares	Ownership share	Voting share	Book value 31.12.2025
Space Norway HEOSAT AS	Subsidiary	Oslo	100	100 %	100 %	871 311 824
Statsat AS	Subsidiary	Oslo	1 000	100 %	100 %	2 000 000
Space Norway Satcom AS	Subsidiary	Fornebu	192 591	100 %	100 %	2 382 158 219
KSAT AS	Subsidiary	Tromsø	1 000 000	50 %	50 %	2 892 000
Total investments in shares in other companies						**3 258 362 043**

Companies recognised according to the equity method*	2025	2024
Original acquisition cost	2 892 000	2 892 000
Equity recognised in the balance sheet at the time of acquisition	2 892 000	2 892 000
Opening balance 01.01.	1 003 572 000	875 750 500
Share of profit for the year	178 217 000	152 821 500
Transfers to/from the company (dividend, group contribution)	-50 000 000	–25 000 000
Closing balance 31.12	**1 131 789 000**	**1 003 572 000**

Note 12 Pledges and guarantees etc.

The Group has provided a guarantee of USD 6 million and paid a deposit of USD 3 million to the FCC for market access in the USA. If the market access that ASBM is intended to cover is not realised, the deposit/ guarantee paid will be regarded as a loss for the company. No allowances have been recognised in the financial statements for this scenario. The guarantee and paid deposit are currency adjusted at the exchange rate on the balance sheet date.

Note 13 Pension costs, assets and liabilities

The company is obliged to have an occupational pension scheme in accordance with the Norwegian Act relating to mandatory occupational pension schemes, and has a pension scheme that satisfies the requirements of this Act. All companies in the Group have defined contribution pensions. Space Norway Satcom AS also has defined benefit pension schemes with future pension liabilities that are closed to new members.

Defined contribution pension
The company's defined contribution scheme is organised in accordance with the Norwegian Act relating to defined contribution pension schemes. The scheme covers all employees in the Group. The benefits that the employee receives are based on the contributions from the employer and gains or losses from investing the capital. Contributions to defined contribution pension schemes are recognised as an expense in the income statement when they are incurred.

Defined benefit pension
A defined benefit scheme is a pension scheme where the employer promises an annual pension on retirement based on a percentage of the salary on retirement and the employee's earnings history, years of service and age. Pension liabilities are determined by discounting estimated future pension payments less the fair value of the pension assets. The discount rate is based on yields of high-quality corporate bonds in the same currency and with a maturity corresponding to the related pension liability. The defined benefit liability is calculated annually by independent actuaries using a straight-line accrual model. Costs for current and past service in addition to non-routine pension settlements are presented as personnel expenses. Net interest expense is recognised as a financial expense in the income statement. Changes in estimates, including actuarial gains and losses and returns on plan assets exceeding the discount rate, are recognised in total comprehensive income and are not subsequently reclassified to the income statement.

Key assessments and estimates
The present value of the pension liabilities depends on a number of actuarial assumptions, including the discount rate, expected salary growth, inflation, and return on capital, as well as demographic factors such as mortality, retirement rates, disability, and early retirement. Assumptions about all these factors are based on the situation at the time of the assessment, while it is expected that such factors will change over the long periods for which pension calculations are made. Any changes in these assumptions will affect the calculated pension liabilities with immediate recognition in other comprehensive income.

Significant pension schemes
Space Norway Satcom AS is obliged to have an occupational pension scheme under the Norwegian Act relating to mandatory occupational pension schemes. The company's pension schemes fulfil the requirements of this Act. The company is a member of a defined benefit pension scheme, Telenor Pensjonskasse. This scheme was closed to new members in 2006. In the same year, a collective defined contribution pension scheme was established for new employees in the company and employees who, as of 1 June 2006, voluntarily opted to transfer from a defined benefit scheme in Telenor Pensjonskasse to a defined contribution pension scheme. 28 employees in the company are covered by the pension fund as of 31 December 2024. In addition, 75 active employees are part of the defined contribution pension scheme. Space Norway Satcom AS has a contractual early retirement scheme (new AFP). The scheme essentially entitles all Norwegian employees to a supplementary pension from the age of 62 for the rest of their lives. This is in addition to other pension schemes. The scheme is funded through a partnership in which private sector employers contribute two-thirds of the funding and the Norwegian central government contributes one-third. The scheme is recognised as a defined contribution scheme. Risk table K2013 is applied for death and life expectancy, while the risk table for disability in the main scheme is based on previous experience in Telenor Pensjonskasse.

The actuarial calculations of the defined benefit pension liabilities were performed by independent actuaries. The present value of the defined benefit pension liabilities, as well as the current and prior periods' pension entitlements, were calculated using a linear accrual method.

Note 13 Pension costs, assets and liabilities

Group

Financial assumptions (defined benefit schemes)	2025	2024
Discount rate in per cent	3,90	3,50
Annual salary growth in per cent	3,75	3,25
Annual adjustment of pensions in per cent	2,80	2,25
Retirement rate in per cent	2,86	2,86
Expected average remaining service period, in years	6	7
Increase in basic amount (G) in per cent	3,75	3,25

The discount rate for 2025 has been determined in accordance with guidance from NRS and based on the market rate for covered bonds (OMF).

Percentage distribution of pension assets by investment category at 31.12:

Investment category	2025	2024
Bonds	60,4	58
Shares	34,3	37
Other	5,3	5
Total	**100**	**100**

Total pension costs recognised in profit or loss for the year are as follows:

Defined contribution plans and early retirement schemes	2025	2024
Defined contribution plans	7 085 000	6 067 000
Early retirement schemes	50 000	50 000
AFP, NHO contribution – head premium per employee	1 939 000	1 749 000
Total defined contribution plans and early retirement schemes	**9 075 000**	**7 866 000**

Defined benefit plans:	2025	2024
Cost of pension accrual in the current period	5 109 000	5 685 000
Total defined benefit plans	**5 109 000**	**5 685 000**

Interest income and interest expenses:	2025	2024
Interest income on plan assets	-6 669 494	5 295 000
Interest expense on pension liabilities	5 378 000	–4 827 000
Net interest income and interest expense	-1 291 494	468 000

Total change in pension estimates (included in other comprehensive income)	15 475 494	13 083 000

Changes in pension estimates	2025	2024
Effect of changes in financial assumptions	3 804 630	–4 848 000
Fact-based changes	27 316 773	–19 240 000
Return on plan assets (excluding net interest expenses)	11 641 830	4 328 000
Total change in pension estimates (included in other comprehensive income)	**42 763 233**	**–19 760 000**

Pension liabilities and assets are recognised as follows:

Changes in estimated defined benefit pension liability	2025	2024
Gross defined benefit pension liability 01.01.	154 212 223	146 594 000
Business transfer 1)	–	–
Cost of pension accrual in the current period	5 109 167	5 684 000
Interest expenses on pension liabilities	5 378 000	4 827 000
Effect of changes in financial assumptions	15 446 461	–520 000
Benefit payments and paid-up policies, employer	-860 043	–1 075 000
Employer's national insurance contributions	-578 100	–973 000
Gross defined benefit pension liability 31.12.	**178 707 708**	**154 537 000**

Change in plan assets:	2025	2024
Fair value of plan assets 01.01.	187 542 746	157 178 000
Business transfer 1)	–	–
Interest income on plan assets	6 669 494	5 296 000
Premium payments	4 678 100	7 774 000
Benefit payments and paid-up policies	-860 043	–971 000
Employer's national insurance contributions	-578 100	–974 000
Return on plan assets (excluding interest expenses)	-27 316 773	19 240 000.00
Fair value of plan assets 31.12.	170 135 424	187 543 000

Net recognised defined benefit plan assets including employer's national insurance contributions 31.12.	-8 572 284	33 006 000

TNOK 21 368 is classified as pension liability and TNOK 12 442 is classified as pension fund.

1) The business transfer relates to assets and liabilities related to Space Norway Satcom AS's pensioners that have been transferred to Telenor ASA as a result of the business transfer from Telenor Networks AS to Space Norway AS in 2024.

Note 16 Share capital and shareholder information

The share capital of Space Norway AS
as of 31.12.2025 consists of:

	Number	Nominal value	Book value
Ordinary shares	2 600 000	130	338 000 000
Total	**2 600 000**		**338 000 000**

Ownership structure

	Ordinary shares	Total	Ownership share	Voting share
Ministry of Trade, Industry and Fisheries	2 600 000	2 600 000	100 %	100 %
Total number of shares	**2 600 000**	**2 600 000**	**100 %**	**100 %**

Note 17 Equity

PARENT COMPANY 2024

	Share capital	Premium	Adopted, not registered equity	Other equity	Total
Equity 01.01.24	**99 300 000**	**869 918 284**	**2 360 000 000**	**–195 517 913**	**3 133 700 371**
Change in equity for the year:					
Capital increase/decrease	238 700 000	2 121 300 000	–2 360 000 000	–	–
Profit for the year	–	–	–	667 916 538	667 916 538
Equity 31.12.24	**338 000 000**	**2 991 218 284**	**–**	**472 398 625**	**3 801 616 909**

PARENT COMPANY 2025

	Share capital	Premium	Other equity	Total
Equity 01.01.25	**338 000 000**	**2 991 218 284**	**472 398 625**	**3 801 616 909**
Change in equity for the year:				
Capital increase/decrease	–	–	–	–
Profit for the year	–	–	712 291 276	712 291 276
Equity 31.12.25	**338 000 000**	**2 991 218 284**	**1 184 689 900**	**4 513 908 185**

GROUP 2024

	Share capital	Premium	Adopted, not registered equity	Other equity	Total
Equity 01.01.24	**99 300 000**	**869 918 284**	**2 360 000 000**	**669 362 819**	**3 998 581 103**
Change in equity for the year:					
Capital increase/decrease	238 700 000	2 121 300 000	–2 360 000 000	–	–
Profit for the year	–	–	–	691 209 010	691 209 010
Pension estimate deviations				–4 347 183	–4 347 183
Translation differences*	–	–	–	4 327 396	4 327 396
Equity 31.12.24	**338 000 000**	**2 991 218 284**	**–**	**1 360 552 042**	**4 689 770 326**

GROUP 2025

	Share capital	Premium	Other equity	Total
Equity 01.01.25	**338 000 000**	**2 991 218 284**	**1 360 552 042**	**4 689 770 326**
Change in equity for the year:				
Capital increase/decrease	–	–	–	–
Profit for the year	–	–	195 303 845	195 303 845
Pension estimate deviations	–	–	-33 355 321	-33 355 321
Cash flow hedge accounting	–	–	46 291 956	46 291 956
Translation differences*	–	–	1 417 025	1 417 025
Equity 01.01.25	**338 000 000**	**2 991 218 284**	**1 570 209 547**	**4 899 427 831**

* *Translation differences relate to accumulated equity effects from the conversion from simplified IFRS in Space Norway Satcom AS to NGAAP.*

Note 18 Other long-term liabilities

Liabilities falling due in more than five years after the end of the financial year	PARENT COMPANY		GROUP	
	2025	2024	2025	2024
Debt to credit institutions*	0	0	655 141 500	851 505 000
Other long-term liabilities	0	0	-26 012 748	1 660 432
Total other long-term liabilities	**0**	**0**	**629 128 752**	**853 165 432**

* *Space Norway Heosat AS has a repayment loan agreement of USD 75 million, which was reduced to USD 65 million by the end of 2025. The remaining portion of the loan will be repaid under a 10-year repayment schedule commencing on 30 April 2026. A substantial part of the interest rate risk is hedged through an interest rate swap of USD 30 million, which amortises in line with the repayment of the loan.*

Note 19 Prepayment from customers

Advance payments for projects relate to the following ongoing projects as of 31.12.2025:

	PARENT COMPANY		GROUP	
	2025	2024	2025	2024
Fibre-optic cable	55 706 585	72 695 765	55 706 585	72 695 765
Earth Observation	427 039 827	427 697 424	427 039 827	427 697 424
ASBM	–	–	1 657 056 158	1 633 867 160
Total other long-term liabilities	**482 746 412**	**500 393 189**	**2 139 802 570**	**2 134 260 349**

Prepayment, fibre-optic cable
The long-term debt is to the Norwegian Space Agency in connection with the investment in a fibre-optic cable between Svalbard and the mainland. Together with the Norwegian Space Agency, the company has undertaken to supply satellite data to NOAA and NASA over a 25-year period. The receivables to NOAA and NASA as a result of this service were sold to the American financial service provider Hannon Armstrong. On this basis, Norsk Romsenter Eiendom AS granted a loan for investment in the fibre-optic connection. The loan from Hannon Armstrong has been repaid. The amount in this item now represents the parent company's and the Group's remaining obligations in relation to NOAA and NASA

Prepayment ASBM
The long-term debt for ASBM at the end of 2025 consists of prepayments from customers for the provision of services to be utilised over the expected useful life of the satellite system.

Prepayment Earth observation
The long-term debt for Earth observation at the end of 2025 consists of prepayments from customers for the provision of services to be utilised from the time the satellite system becomes operational.

Note 20 Events after the balance sheet date

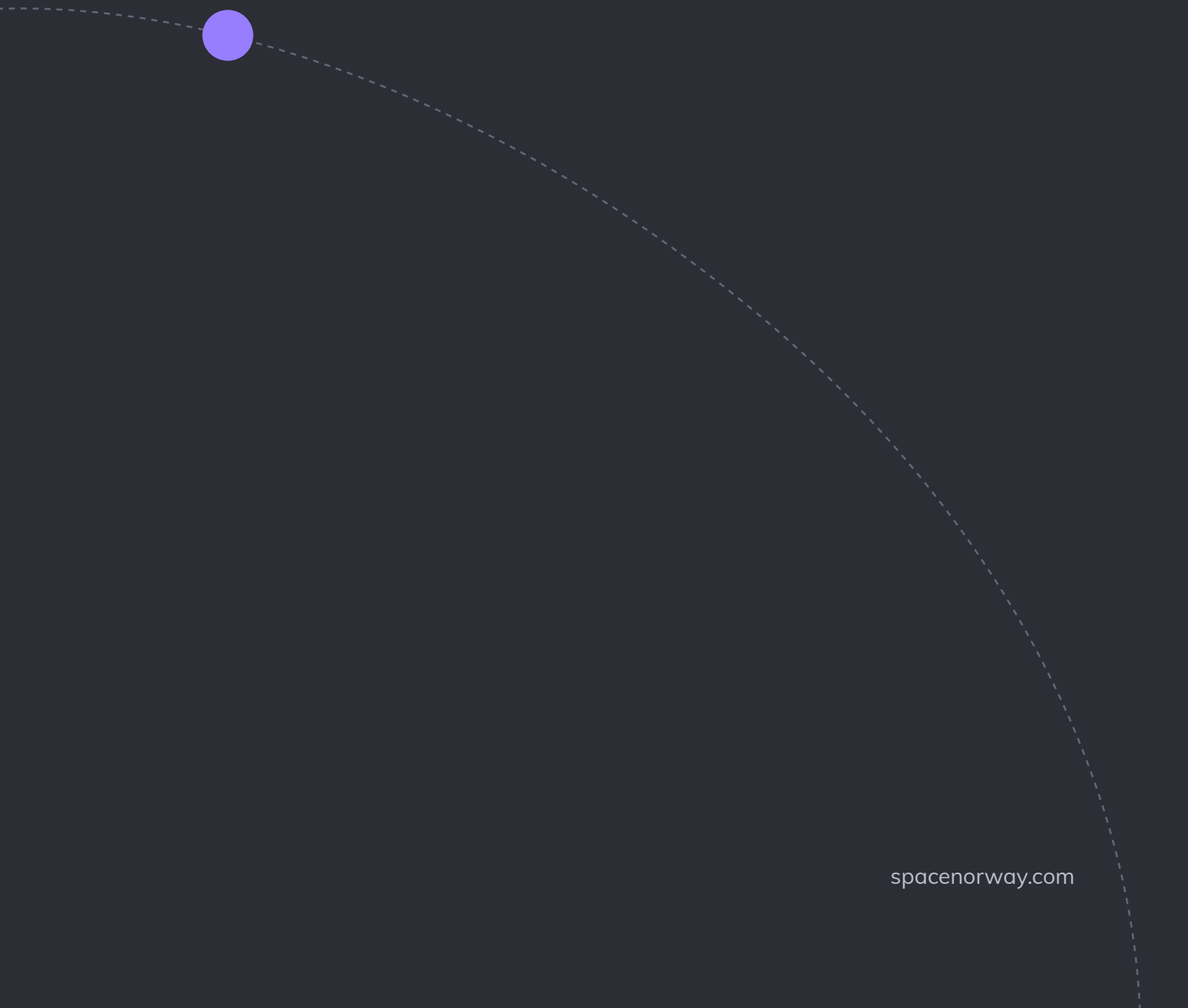
No events have occurred after the balance sheet date that are considered to have a material effect on the Group's results for 2025 or its financial position at year end.

Oddveig Tretterud, Programme Director THOR 8, Space Norway. Photo: Marius Falt-Vannum

SPACE NORWAY | Space for More

Space Norway is an innovative company that develops and provides communication and surveillance services to governments and businesses in an increasingly interconnected digital world. Space Norway offers commercial and public solutions for broadcasting, satellite communication, and data services. The group owns and operates a fleet of satellites. Additionally, Space Norway owns and operates the Svalbard connection, a cable system that is vital for businesses and the population on Svalbard.

The group is owned by the Ministry of Trade, Industry and Fisheries and operates under the Security Act.



spacenorway.com