



KONGSBERG

KONGSBERG MARITIME

—
Egil Haugsdal, President

CMD²⁰₁₆
CAPITAL MARKETS DAY

DISCLAIMER



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This presentation contains certain forward-looking information and statements. Such forward-looking information and statements are based on the current, estimates and projections of the Company or assumptions based on information currently available to the Company. Such forward-looking information and statements reflect current views with respect to future events and are subject to risks, uncertainties and assumptions. The Company cannot give assurance to the correctness of such information and statements. These forward-looking information and statements can generally be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use terminology such as "targets", "believes", "expects", "aims", "assumes", "intends", "plans", "seeks", "will", "may", "anticipates", "would", "could", "continues", "estimate", "milestone" or other words of similar meaning and similar expressions or the negatives thereof.

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Given the aforementioned uncertainties, prospective investors are cautioned not to place undue reliance on any of these forward-looking statements.



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WE ACT IN A WEAK MARKET

We introduce new products and
solutions for the future

We approach new markets, expand
our scope, maintain strong order intake

We align cost and capacity

We maintain our strong
customer focus

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AGENDA



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THIS IS KONGSBERG MARITIME

MARKET

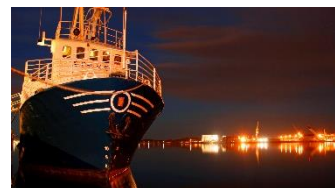
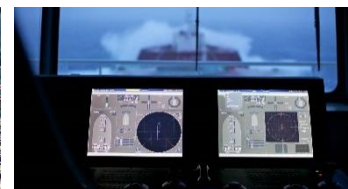
DEVELOPMENT SINCE CMD 2015

KEY TAKEAWAYS



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KONGSBERG MARITIME



An ocean of opportunities

59 offices in
20 countries

4,345 employees

Revenues LTM 9.2 BNOK

Order backlog 6.0 BNOK

Installed base more
than 18,000 vessels

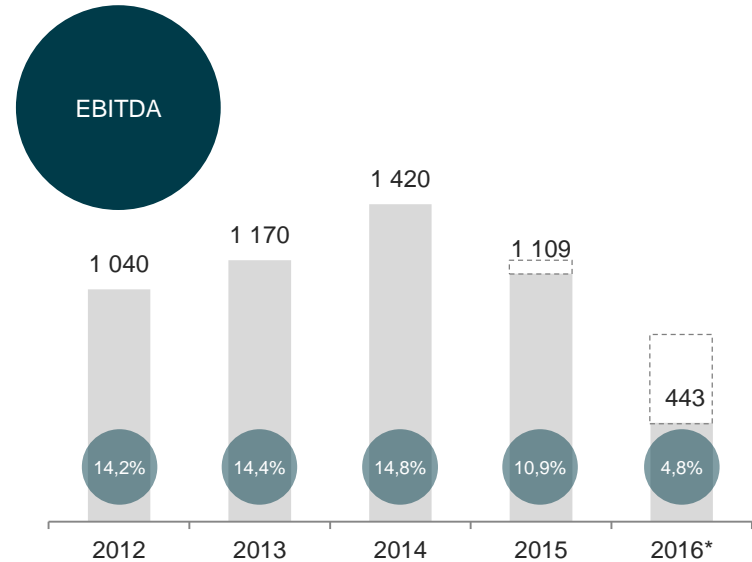
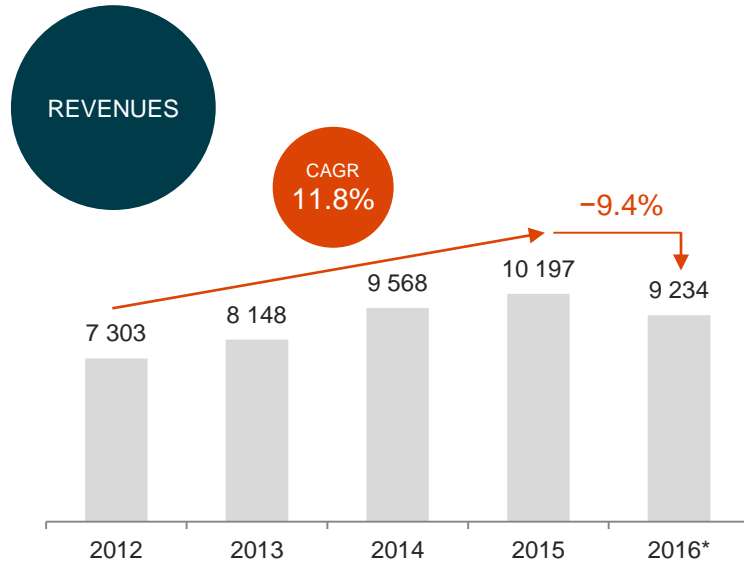
Offshore,
Merchant Marine, Subsea
and Emerging Business

Dynamic positioning, navigation,
automation, engineering, subsea
and seismic instrumentation,
marine robotics, sustainable
fisheries, handling and
energy solutions

STENA ICEMAX

OFFSHORE MARKET DECLINE IMPACTS

2016 REVENUES



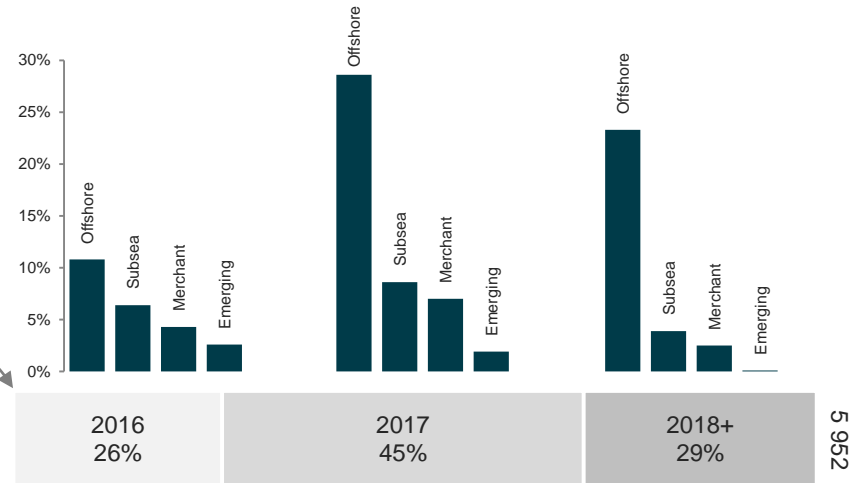
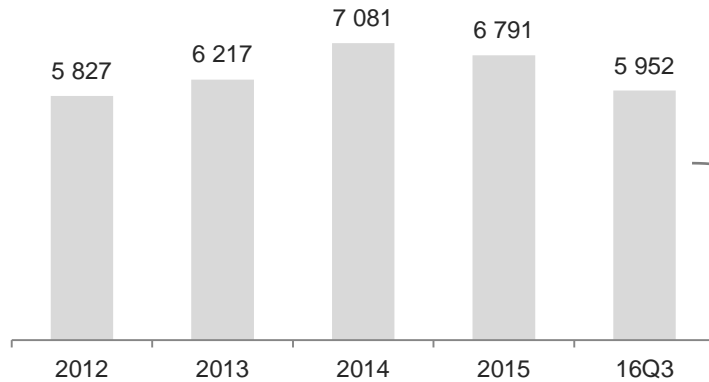
EBITDA 2015 reflects net non-recurring costs of MNOK 60
 EBITDA 2016* reflects net non-recurring costs of MNOK 402



* Last 12 months

RELATIVELY RESILIENT ORDER INTAKE SO FAR DESPITE THE WEAK MARKET

BACKLOG



BREAKDOWN BY DELIVERY DATES

Life-cycle business and framework agreements not converted into delivery contracts are not included in the backlog.

Book/bill YTD 1.04



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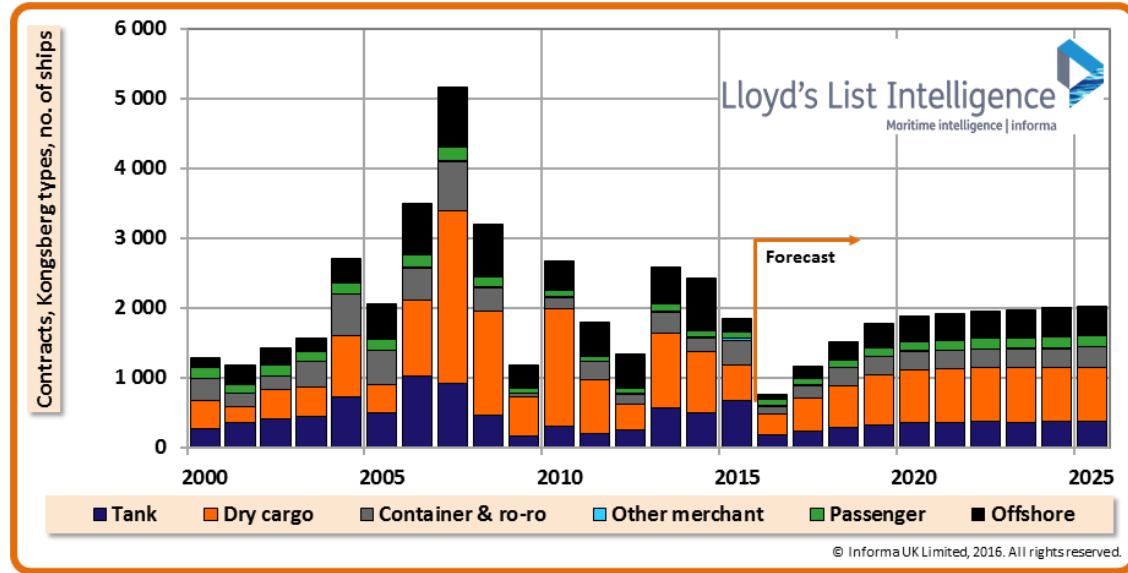
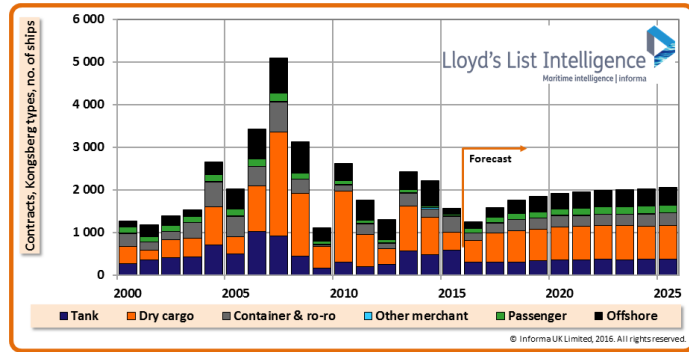
MARKET OUTLOOK



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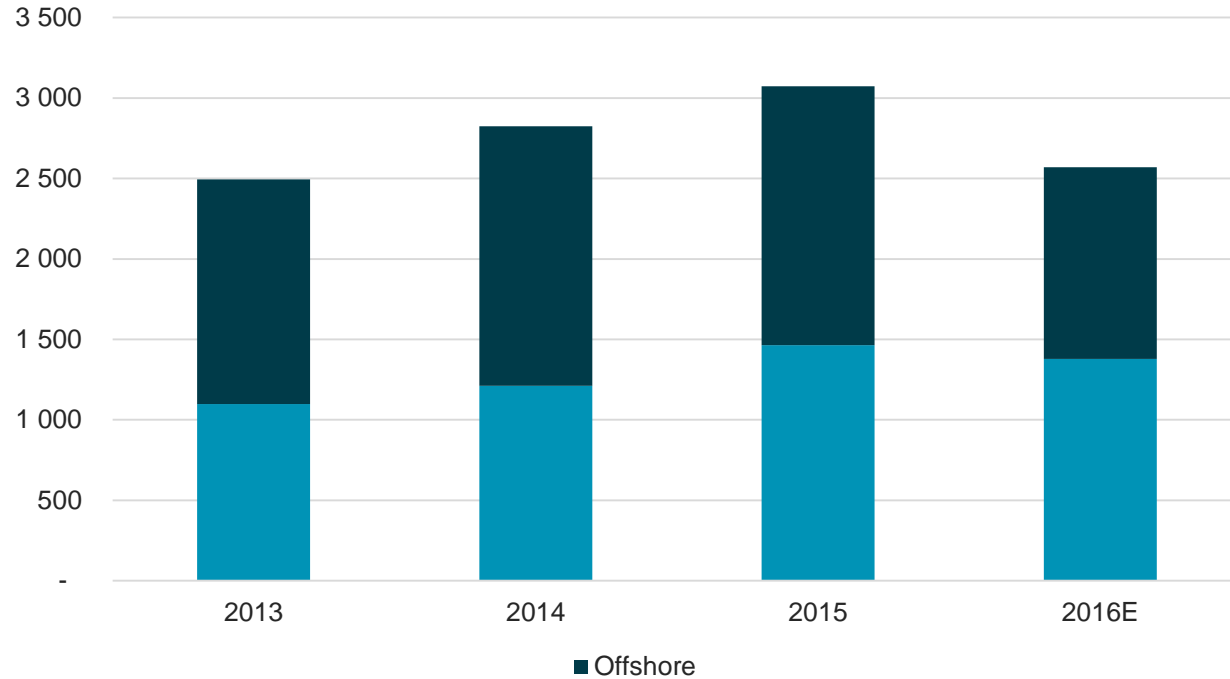
SEPTEMBER 2016 FORECAST: 763

APRIL 2016 FORECAST: 1,401





CUSTOMER SUPPORT IS MORE IMPORTANT THAN EVER



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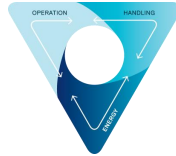
DEVELOPMENT SINCE CMD 2015



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ADAPTING COSTS AND CAPACITY WORLD WIDE



EXPANDING OUR SCOPE – NEW CONCEPTS



POWER



HANDLING

SUBSEA
– MARINE ROBOTICS



AUTONOMOUS SHIPS



AQUACULTURE



DIGITAL SOLUTIONS AND SERVICES



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PROACTIVELY ADAPTING TO CHANGING MARKETS

CEASING NEW OPPORTUNITIES

PROACTIVE CAPACITY ADJUSTMENTS



World-wide capacity adjustments

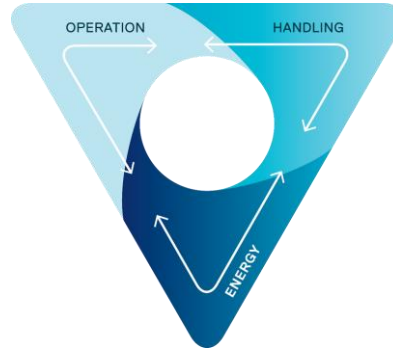
Permanent staff and consultants

- Reduced ~600 at Q3 2016
- Reduced ~800 at year end
- From peak in Q2 2015

Other adjustments

- Locations
- Other OpEx

EXPANDING SCOPE



- Introducing unique, integrated vessel concepts that deliver optimal operational benefits for our clients
- The concepts unite advanced operations, energy and handling solutions on a single platform

ALIGNING ORGANISATION TO THE CHANGING MARKET



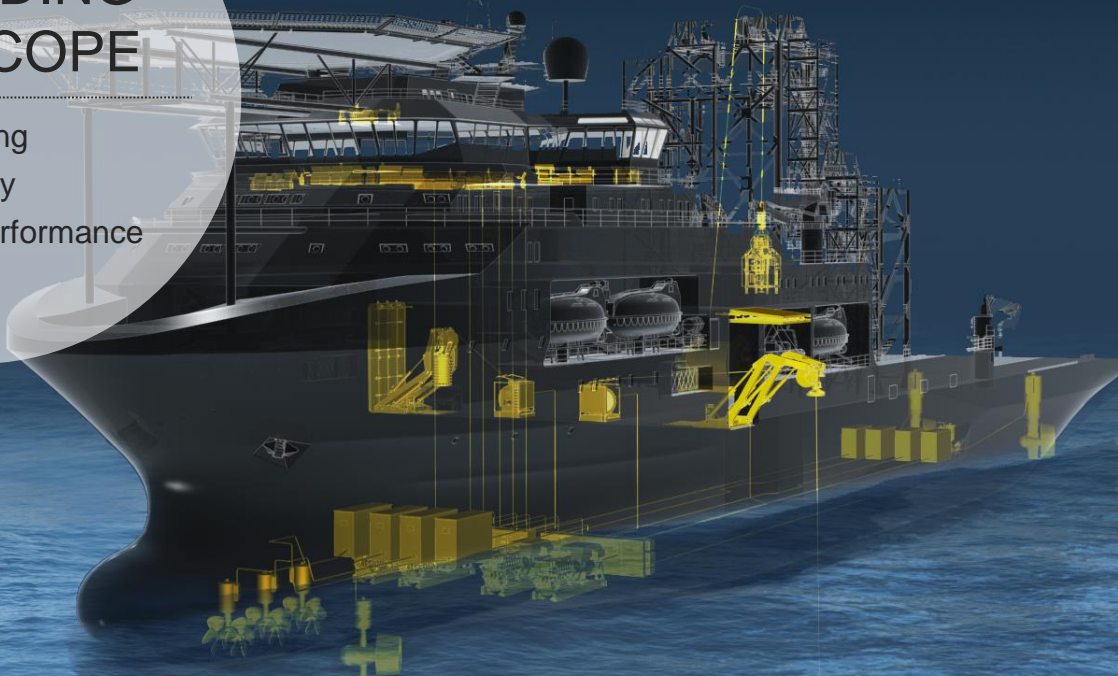
- Proactively adapting to the new market situation
- New organisation structure will be presented the first week of December



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EXPANDING OUR SCOPE

Handling
Energy
Operational Performance



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HANDLING

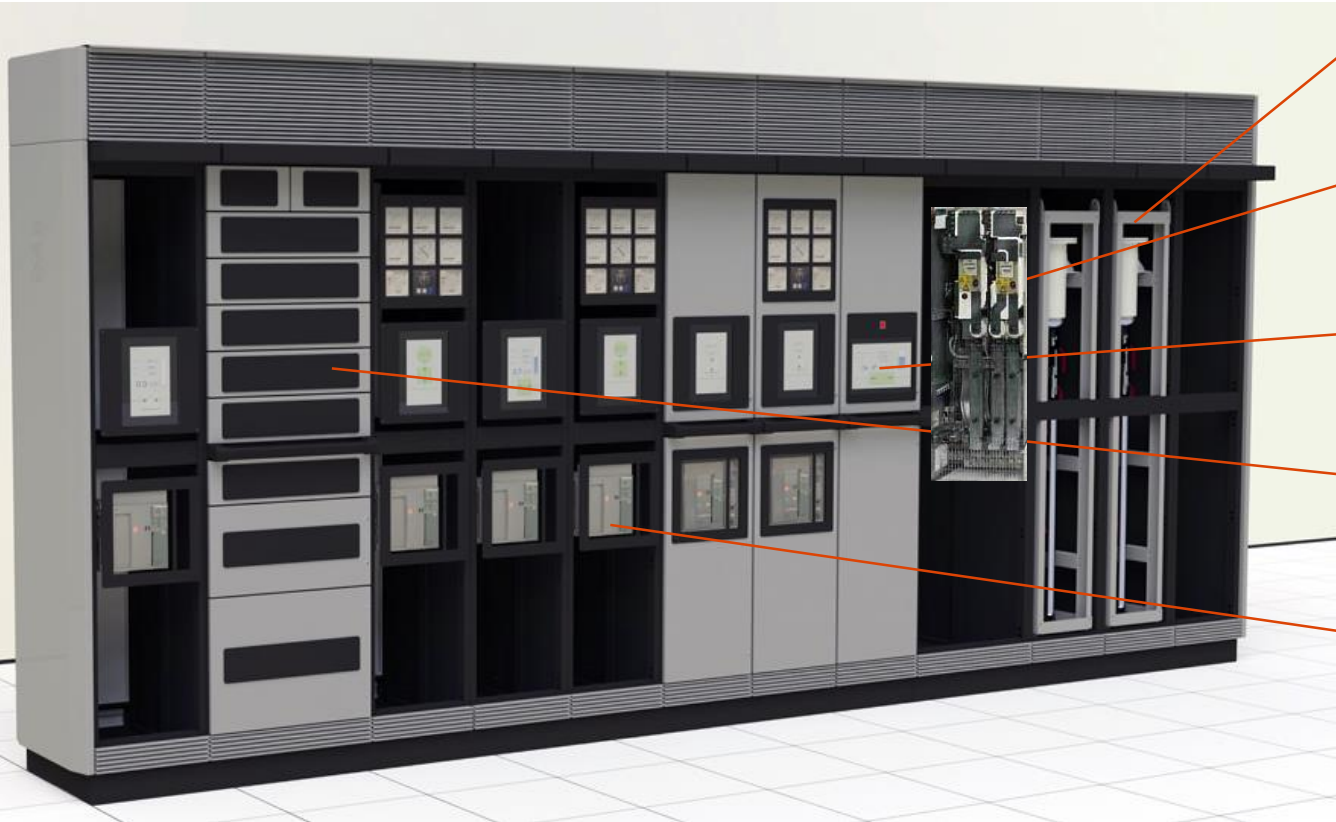


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K-POWER PRODUCTS – SWITCHBOARDS & DRIVES



Water Cooled Unit
Designed by
KONGSBERG

Power Electronics
by SIEMENS

Digital Configuration Unit
Developed by KONGSBERG

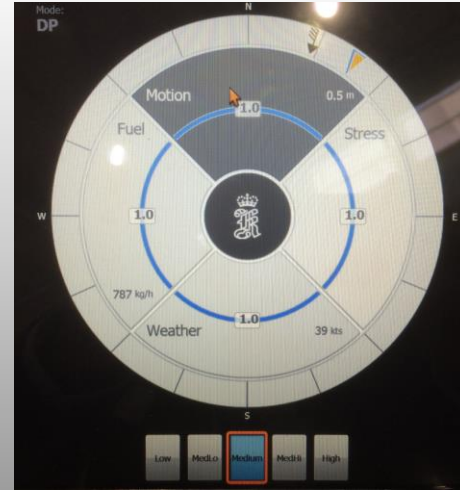
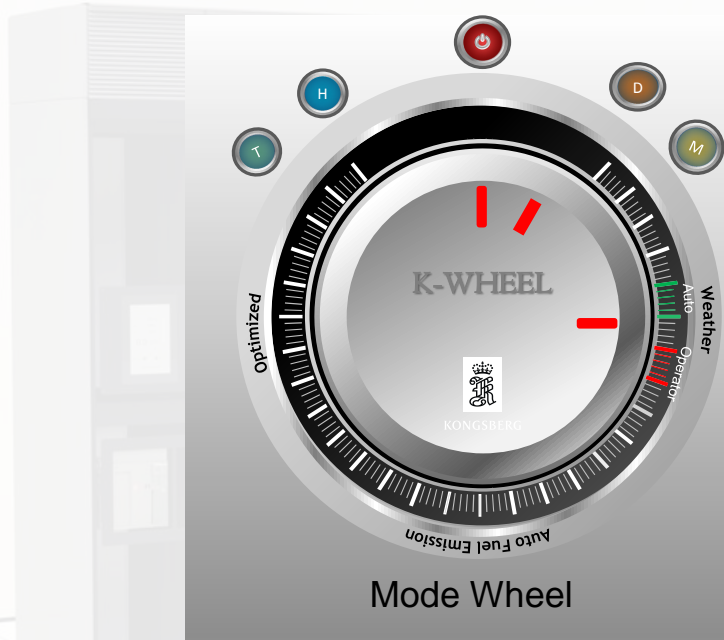
Starters & Feeders
by SCHNEIDER

ACB (Breakers)
by SCHNEIDER

K-POWER APPLICATION SWITCHBOARDS & DRIVES



K-WHEEL



Water Cooled Unit
Designed by
KONGSBERG

Power Electronics
by SIEMENS

Digital Configuration Unit
Developed by KONGSBERG

Starters & Feeders
by SCHNEIDER

ACB (Breakers)
by SCHNEIDER

CONDITION
MONITORING



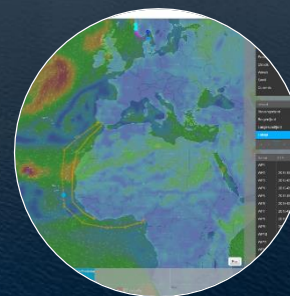
REMOTE SERVICES



INFORMATION MANAGEMENT

Smart Data in Ocean Space

VESSEL & FLEET
PERFORMANCE



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