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

THIS IS KONGSBERG MARITIME

MARKET

DEVELOPMENT SINCE CMD 2015

KEY TAKEAWAYS
Offshore, Merchant Marine, Subsea and Emerging Business

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

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

KONGSBERG MARITIME

An ocean of opportunities
OFFSHORE MARKET DECLINE IMPACTS
2016 REVENUES

REVENUES

CAGR 11.8%

\[ \text{REVENUES} \]

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
</tr>
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<tbody>
<tr>
<td>Value</td>
<td>7,303</td>
<td>8,148</td>
<td>9,568</td>
<td>10,197</td>
<td>9,234</td>
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EBITDA

<table>
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<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,040</td>
<td>1,170</td>
<td>1,420</td>
<td>1,109</td>
<td>443</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>16Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5,827</td>
<td>6,217</td>
<td>7,081</td>
<td>6,791</td>
<td>5,952</td>
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</tbody>
</table>

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

Breakdown by delivery dates:

- **2016**: 26%
- **2017**: 45%
- **2018+**: 29%

Book/bill YTD 1.04
AGENDA

THIS IS KONGSBERG MARITIME MARKET
DEVELOPMENT SINCE CMD 2015
KEY TAKEAWAYS
MARKET OUTLOOK

APRIL 2016 FORECAST: 1,401

SEPTEMBER 2016 FORECAST: 763
CUSTOMER SUPPORT IS MORE IMPORTANT THAN EVER
AGENDA

THIS IS KONGSBERG MARITIME MARKET

DEVELOPMENT SINCE CMD 2015

KEY TAKEAWAYS
DEVELOPMENT SINCE CMD 2015

- Adapting costs and capacity worldwide
- Expanding our scope – new concepts
- Power
- Handling
- Subsea – marine robotics
- Autonomous ships
- Aquaculture
- Digital solutions and services
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
EXPANDING OUR SCOPE

Handling
Energy
Operational Performance
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
K-WHEEL

Mode Wheel

Response Wheel
INFORMATION MANAGEMENT

Smart Data in Ocean Space
AGENDA

THIS IS KONGSBERG MARITIME MARKET DEVELOPMENT SINCE CMD 2015

KEY TAKEAWAYS
KEY TAKEAWAYS.... WE ACT!

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