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► MODELS FOR COOPERATION IN SHIPBUILDING





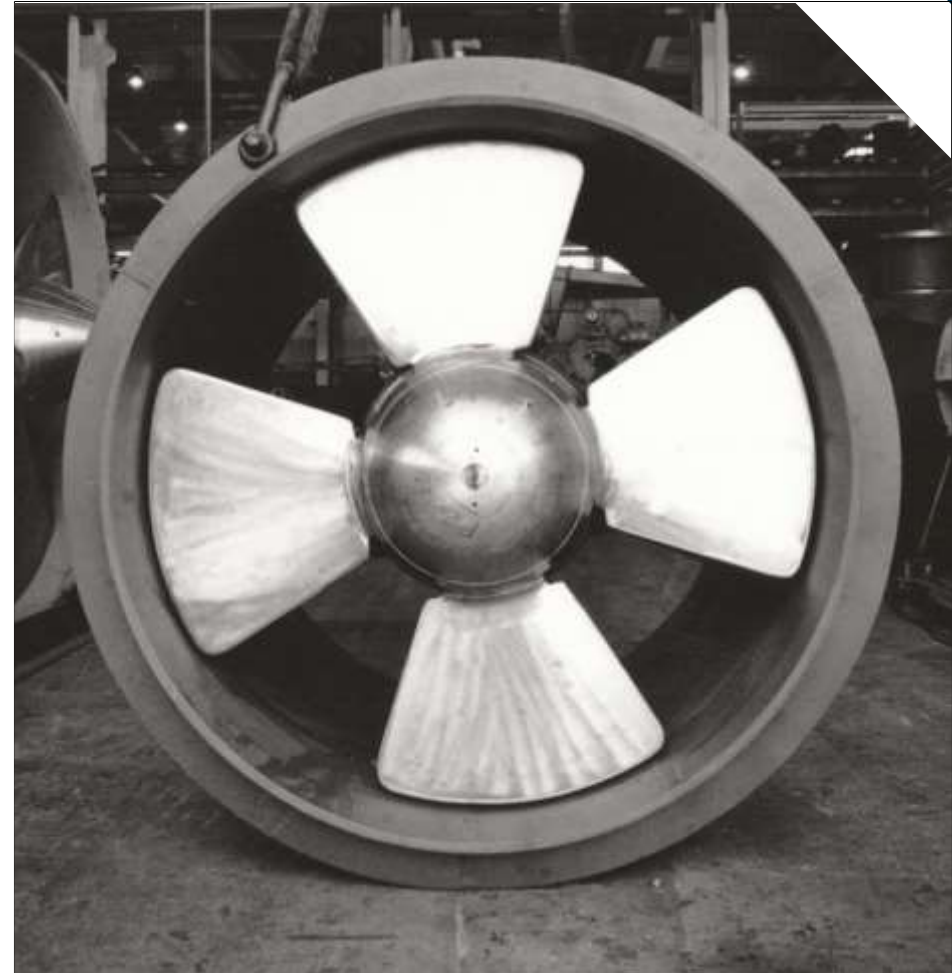
ULSTEIN®

A STRONG POSITION

- ▶ Over the years –a large supplier of ship design, equipment and shipbuilding

- ▶ Acquired May 1999 by Vickers* excluding the shipbuilding business

** Rolls-Royce later acquired Vickers*



1999 - A NEW BEGINNING

- The new ULSTEIN
- Dock hall
- New designs
- X-BOW®
- Hybrid solutions
- Partner yards
- Package concept
- Heavy offshore
- Equipment solutions



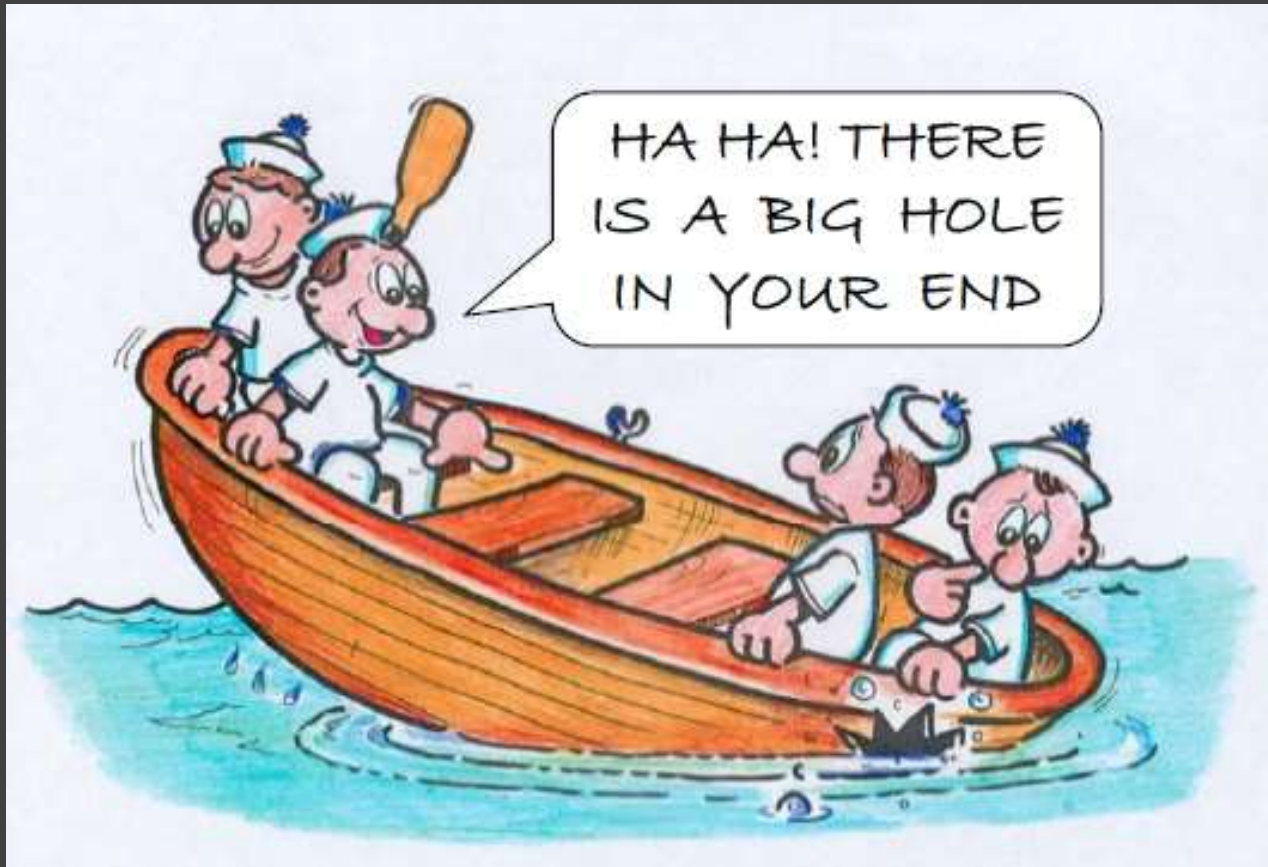


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ULSTEIN YARD HAS ESTABLISHED COOPERATION WITH POLISH PARTNER YARD



TO BE A PARTNER ...

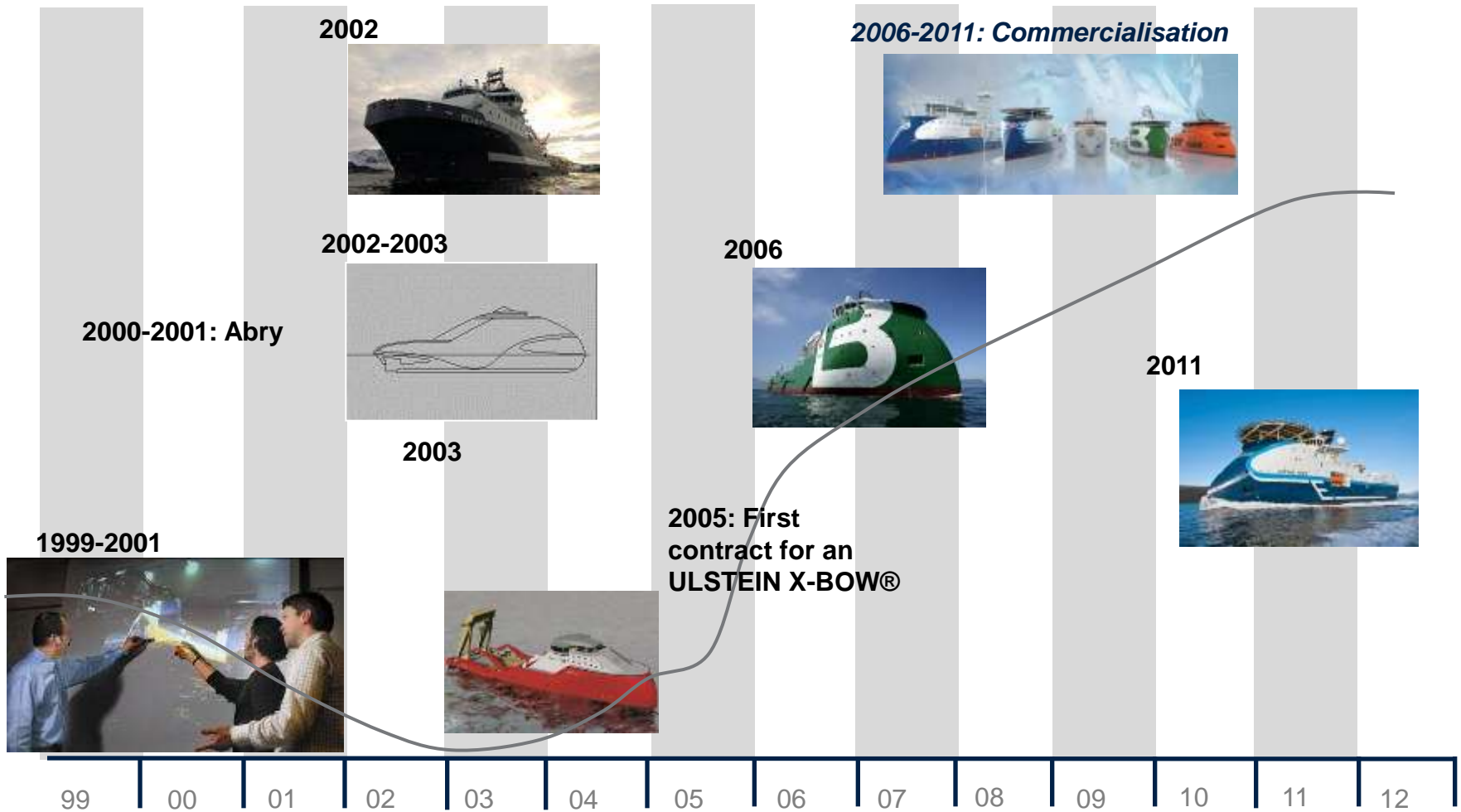




2005



THE X-BOW® STORY



DESIGN THAT ADVANCES THE INDUSTRY

➤ Offshore Support Vessels

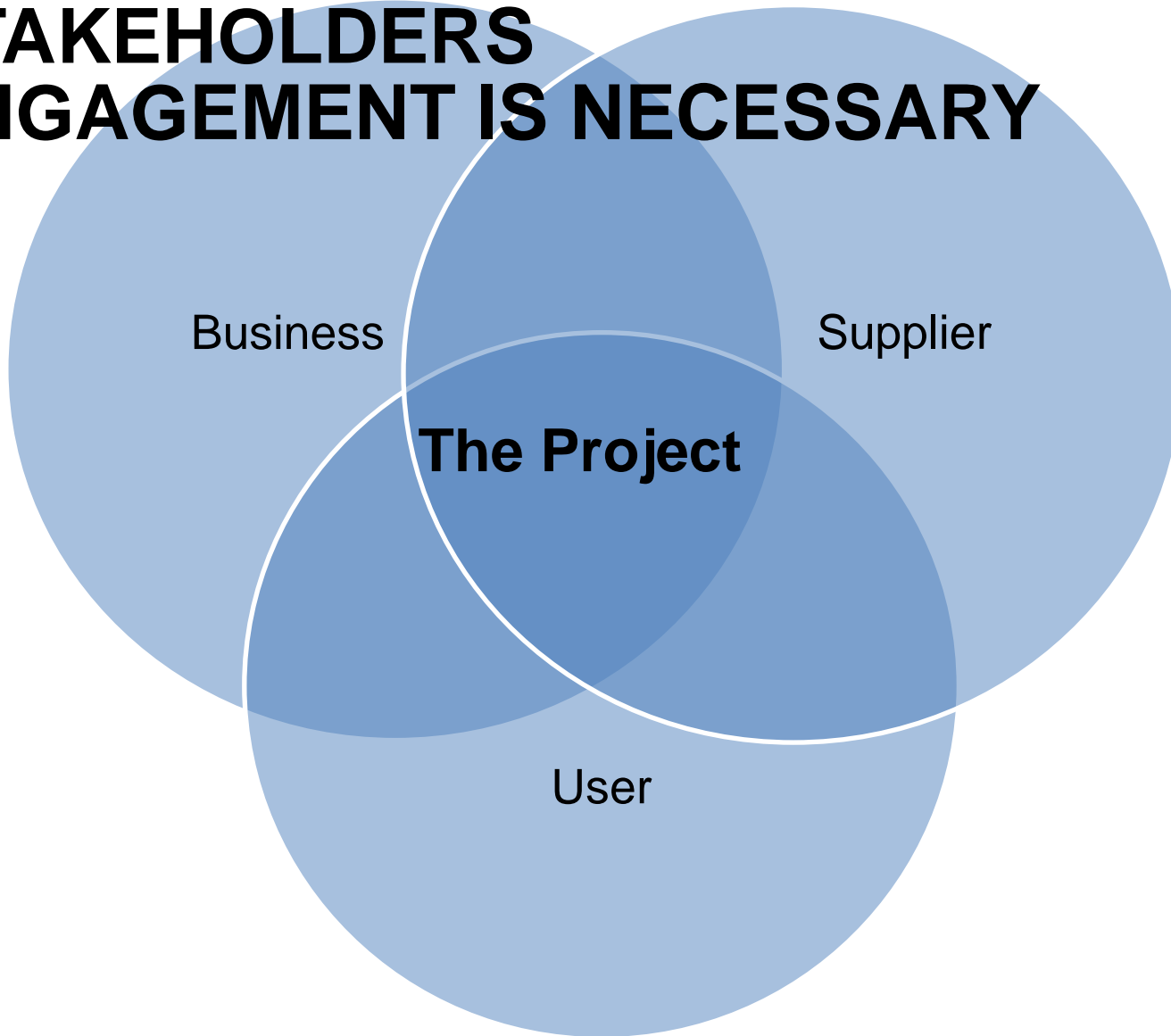


➤ Heavy Offshore Vessels

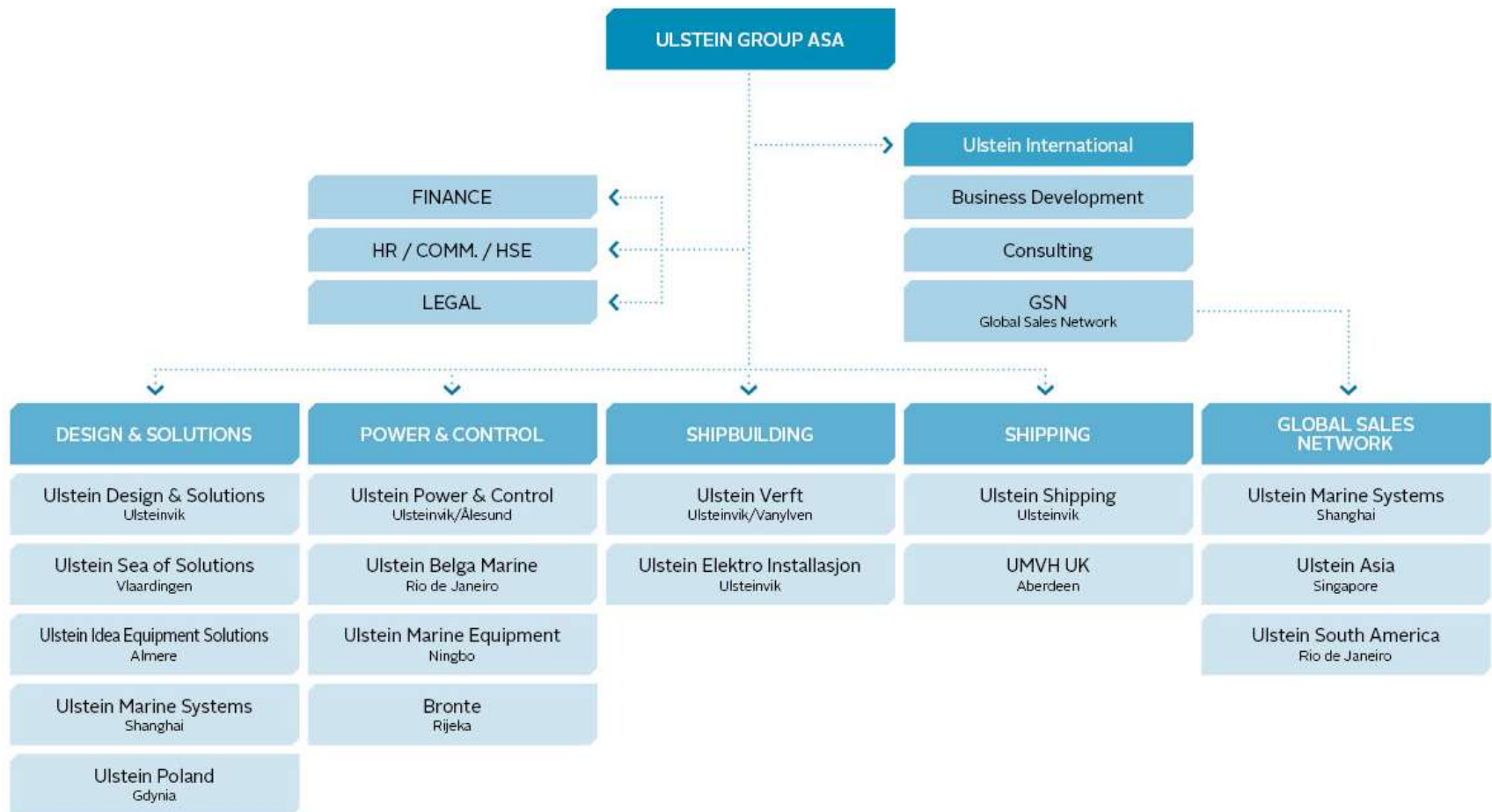




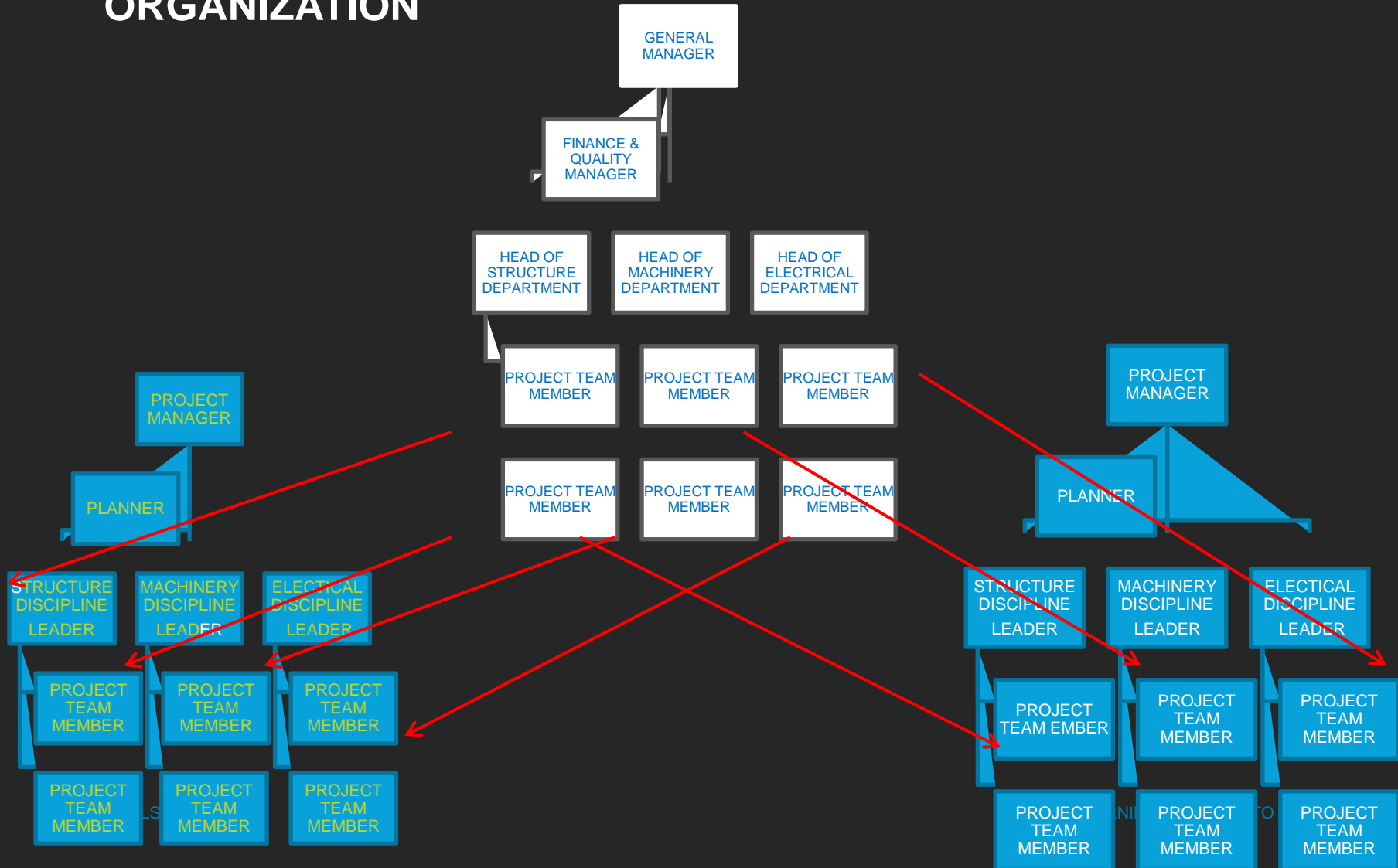
STAKEHOLDERS ENGAGEMENT IS NECESSARY



BUSINESS ORGANISATION



BUSINESS ORGANISASJON VS. PROJECT ORGANIZATION





INTERNATIONALISATION



- Ulstein Group companies
- ULSTEIN designs built at external yards



MAIN STRATEGIES

- **Sustainable growth**
- **Internationalisation**
- **Innovation**



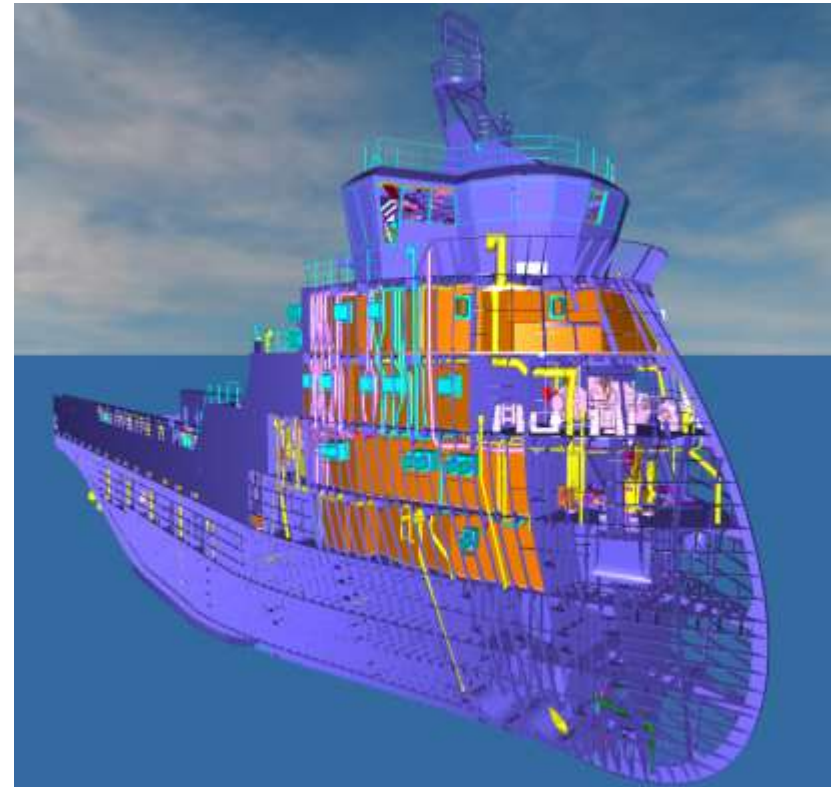
ULSTEIN TODAY

- A family-owned company
- A renowned provider of ship design, ships and system solutions for ships
- About 800 employees
- Headquarters in Ulsteinvik, Norway
- Offices in seven countries
- Value of orders in process NOK 2.5 billion



ULSTEIN POLAND

- **We are the maritime equipment integrator**
- **Our capability as per today is 60 000 engineering hours yearly**
 - **Full scope of a vessel engineering**
 - **4 flexible, well motivated teams**



OFFSHORE SUPPORT VESSELS

Ship of the Year 2013





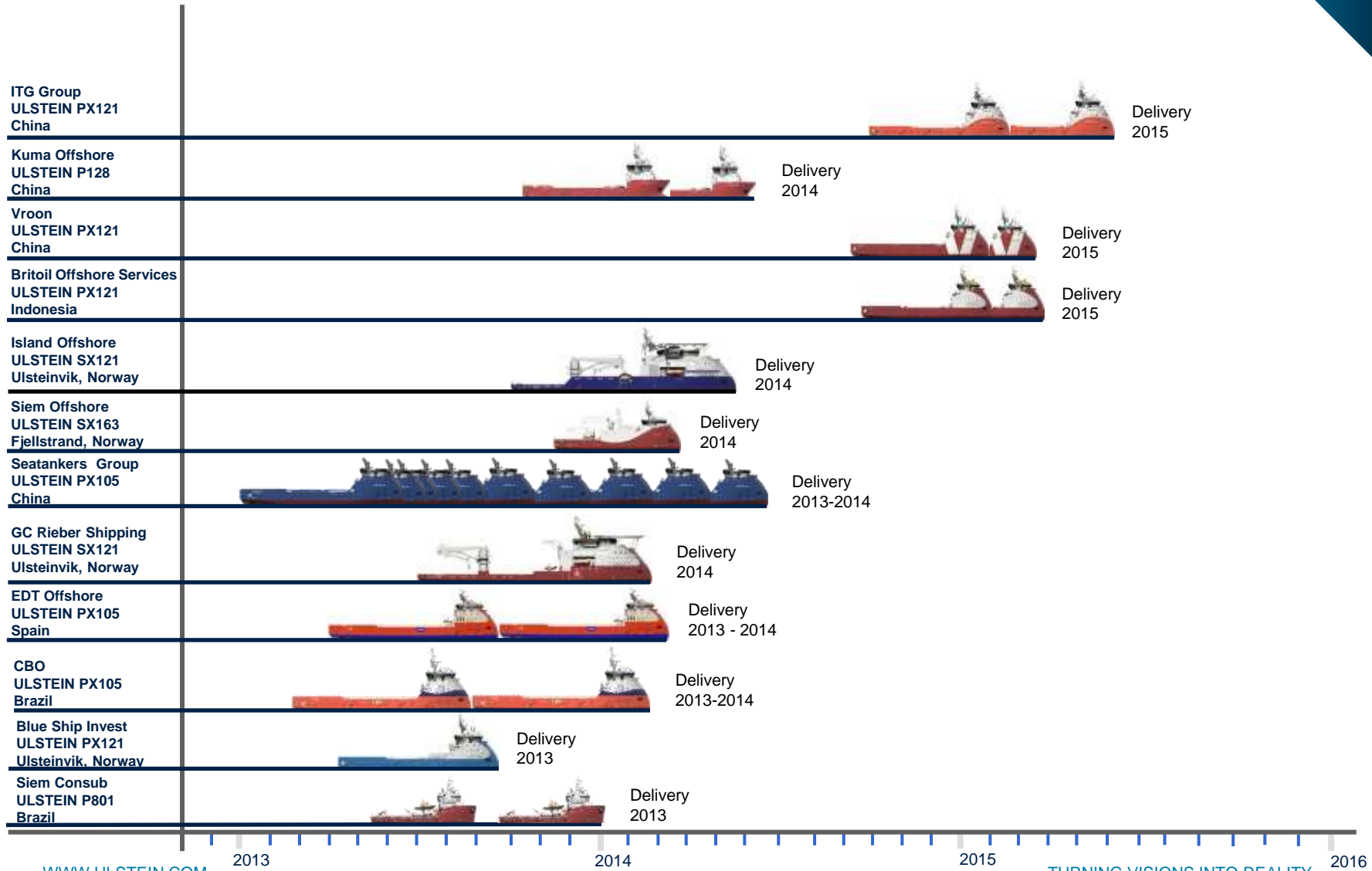
VALUES

Innovate

Engage

Advance

ORDER VOLUME OFFSHORE SEGMENT



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SHIP OF THE YEAR WINNERS /NOMINEES 2006-2013





ULSTEIN®



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