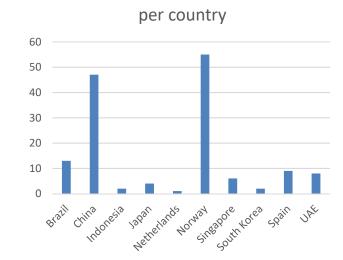




COLLAPSE IN TRADITIONAL MARKET

- In 2015 Ulstein had a large portfolio of various vessel types BUT ALL RELATED TO OIL AND GAS ACTIVITY
- Success in providing design and equipment packages to yard internationally
- Infrastructure and people in place for such activity
- Existing business relations with many yards

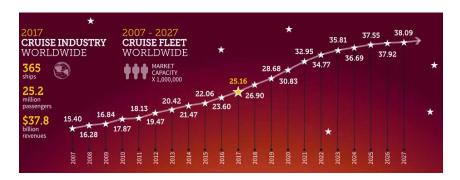


No of Ulstein vessels built

WHY EXPLORATION CRUISE?

ULSTEIN°

- General growth in the cruise market
- New regulations expected to boost new-build activity for Exploration Cruise Vessel
- Relevant Offshore experience
 - Energy efficiency
 - Noise and Vibrations
 - Harsh weather vessel motions
 - High redundancy levels
- Potential for continued sale of design and equipment packages



FROM "WORKHORSE" TO HOLIDAY DESTINATION

- Focus changed from technical solutions to creating an attractive holiday destination
- Providing the good experience and memories
- > The ship can make a difference
 - Vessel movements
 - Noise and Vibrations
 - Interior layout

















• Early discussions with ship designer or interior architect

PRICE INDICATION

- Several yards indicate price and delivery time
- Drawings, specification, reference ship (standard)

LOI Letter of intent

- Verification and detailing of solution
- Confirmation of price and delivery time

Shipbulding

 Technical documents, production plans, performance guaranties, financing and security

Production

Detailed / production design, procurement, detailed project planning

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TYPICAL DESIGN CHALLENGE:

- Owners brand profile
- Operation profile
- Accommodate 150 passengers and 130 crew in a safe and comfortable environment
- Exclusive hotel with 1 or more 5 star restaurant
- Polar expedition capability
- Strong environmental focus
- Optimizing operational cost
- Investment Budget

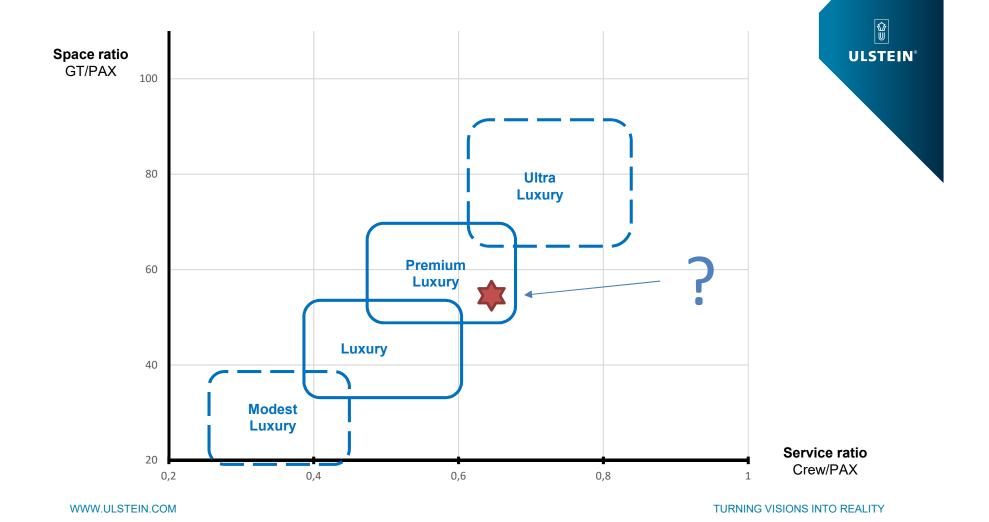
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FAMILIAR DESIGN TASKS

- General concept drawings
- Weight and Stability
- Vessel movements
- Operational redundancy (duplication of systems)
- Reduction of noise and vibrations
- Energy efficiency
- Endurance (fuel, provisions, etc.)
- Cost estimates

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ON ORDER 1

OWNER: SUNSTONE (USA)

YARD: CHINA MERCHAT HEAVY INDUSTRY

VESSELS: 1+9 OPTIONS

ULSTEIN DELIVERS:

DESIGN AND MAIN MACHINERY



ON ORDER 2

OWNER: LINDBLAD (NATIONAL GEOGRAPHIC EXPEDITIONS)

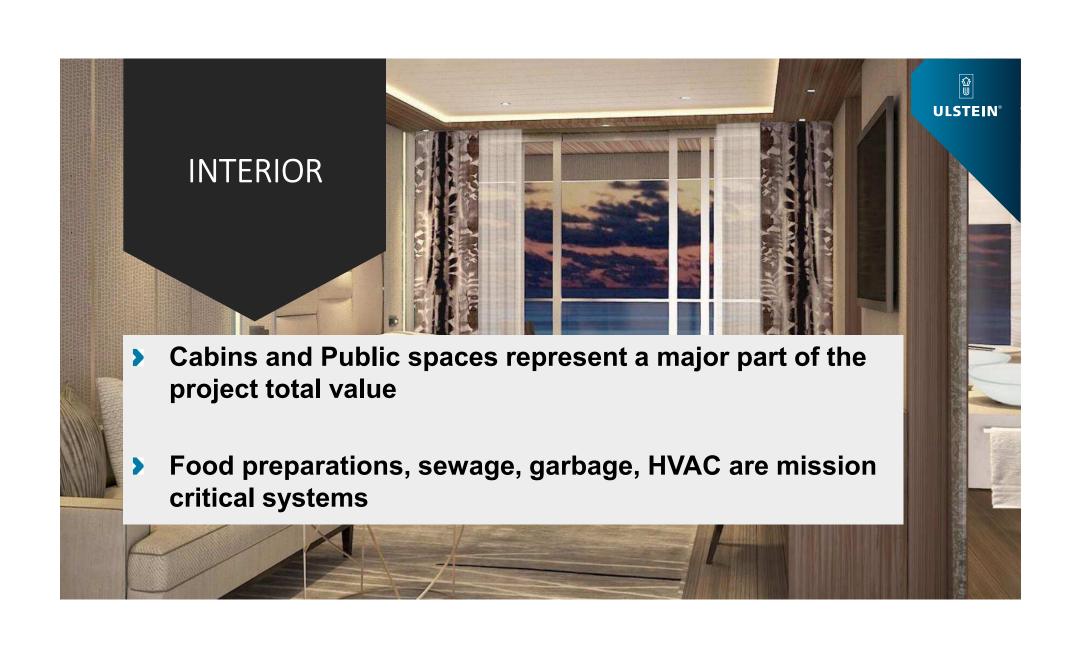
YARD: ULSTEIN VERFT

VESSELS: 1 + OPTIONS



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PURCHASING STRATEGY INTERIOR OUTFITTING

- To reduce risk we are using a few major suppliers taking system responsibility. (Engineering, materials and labour)
- For future projects we will consider to purchase single elements from multiple suppliers
- We consider to increase the package deliveries to also include interior outfitting, furniture, etc. for future projects at e.g. Chinese yards



LOCAL SUPPLIERS ARE WELCOME!

Project specific INDOORS:

- Fixed and loose furniture
- Decorative wall elements
- Decorative ceilings
- Cabinets, counters, etc.



Project specific OUTDOORS:

- Furniture
- Railings
- Decorative trim
- Expedition clothes and equipment
- Wooden deck coverings ?



EQUIPMENT PACKAGES SUPPLIED TO FOREIGN YARDS

> Typical scope:

- Propulsion equipment
- Power generation
- Ship automation
- HVAC
- Waste treatment
- Design & Equipment Package from ULSTEIN ensures a reliable marine platform.
 (Owner will be involved in equipment selection prior to shipbuilding contract).
- Interior design
- Galley and provision and other USPH equipment
- Interior materials and installation, selected in cooperation with interior architect / owner.



ELEMENTS TO CONSIDER

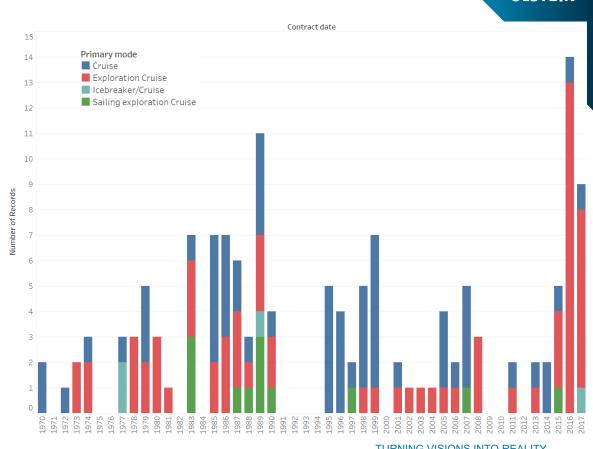
- Understand rules and regulations
- Capability to be project specific and adapt to interior designers ideas
- Weight control
- Timely delivery!

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ORDER ACTIVITY (50 – 750 PAX)

ULSTEIN®

- On average, 3 small cruises (50 to 750 pax) were contracted per year since 1970
- 2016 and 2017 have shown an outstanding new-build order activity, with 14 and 9 vessels respectively
- 19 options and 3 letters of intent are pending of final contracting



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