



NKT

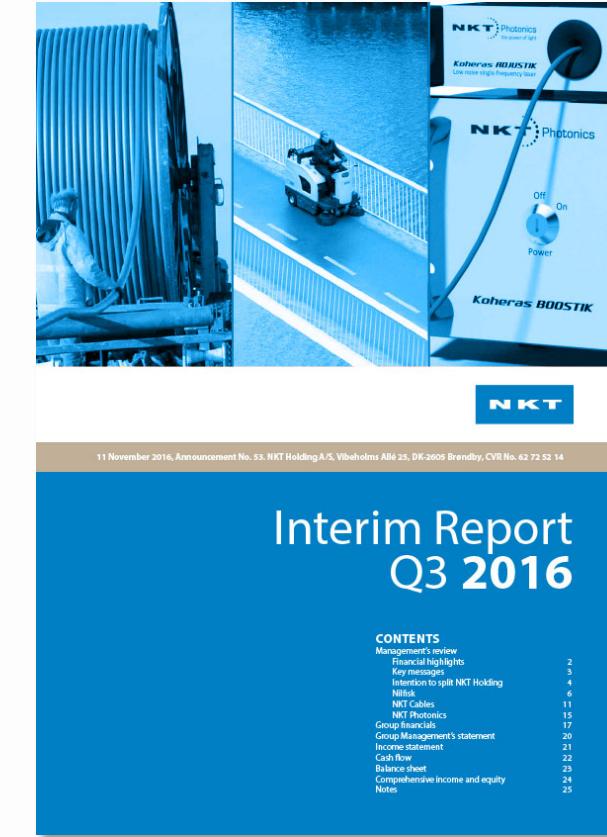
Interim report Q3 2016

Webcast, 11 November 2016, 09:30 CET

Forward looking statements

This presentation and related comments contain forward-looking statements

Such statements are subject to many uncertainties and risks, as various factors of which several are beyond NKT Group's control, may cause that the actual development and results differ materially from the expectations



Today's presenters



Michael Hedegaard Lyng

NKT Holding NKT Cables

Group Executive President &
Director CEO



Jonas Persson

Nilfisk

President & CEO



Basil Garabet

NKT Photonics

President & CEO

Agenda

Highlights Q3 2016

Business units

- Nilfisk
- NKT Cables
- NKT Photonics

Questions & Answers

Highlights Q3 2016



Organic growth of 4% and oper. EBITDA margin up by 1.3%-points

- Organic growth driven by EMEA (+4%) and Americas (+11%)
- Operational EBITDA improved by 1.3%-points
- Roll-out of new organisational structure and cost savings of EUR 35m on track with full effect from 2019



Organic growth of 1% and oper. EBITDA margin* up by 3.0%-points. Acquisition of ABB HV Cables

- Organic growth driven by Projects (+10%), but partly offset by Products and APAC
- Operational EBITDA margin* also driven by the Projects business
- Acquisition of ABB HV Cables, with expected closing in Q1 2017. Automotive business (3 Oct) and Chinese operations to be divested



Financial performance as expected. Satisfactory order intake and backlog

- Organic growth of -6%, with double-digit growth in Sensing & Energy being offset by Imaging & Metrology
- Order intake was satisfactory and a number of significant frame contracts awarded earlier this year were executed



Satisfactory Q3 financial performance. Intention to split into two separately listed entities, subject to closing of acquisition of ABB HV Cables

- Organic growth of 2% in Q3 as expected
- Operational EBITDA margin* of 10.4% in Q3 in line with expectations
- Working capital significantly reduced , driven by both NKT Cables and Nilfisk

- Free cash flow improved to EUR 28.2m and net-interest bearing debt remain at low level
- Equity raise of 9.99%

- Outlook 2016 revised with operational EBITDA margin* of ~9.6%, and negative organic growth of 2-3%
- Underlying assumptions specified

- NKT Cables Oper. EBITDA, %*	9.0-9.3%
Org. growth, %	neg. 5-10%

* std. metal prices



Outlook 2016 revised, improved profitability despite slightly lower growth

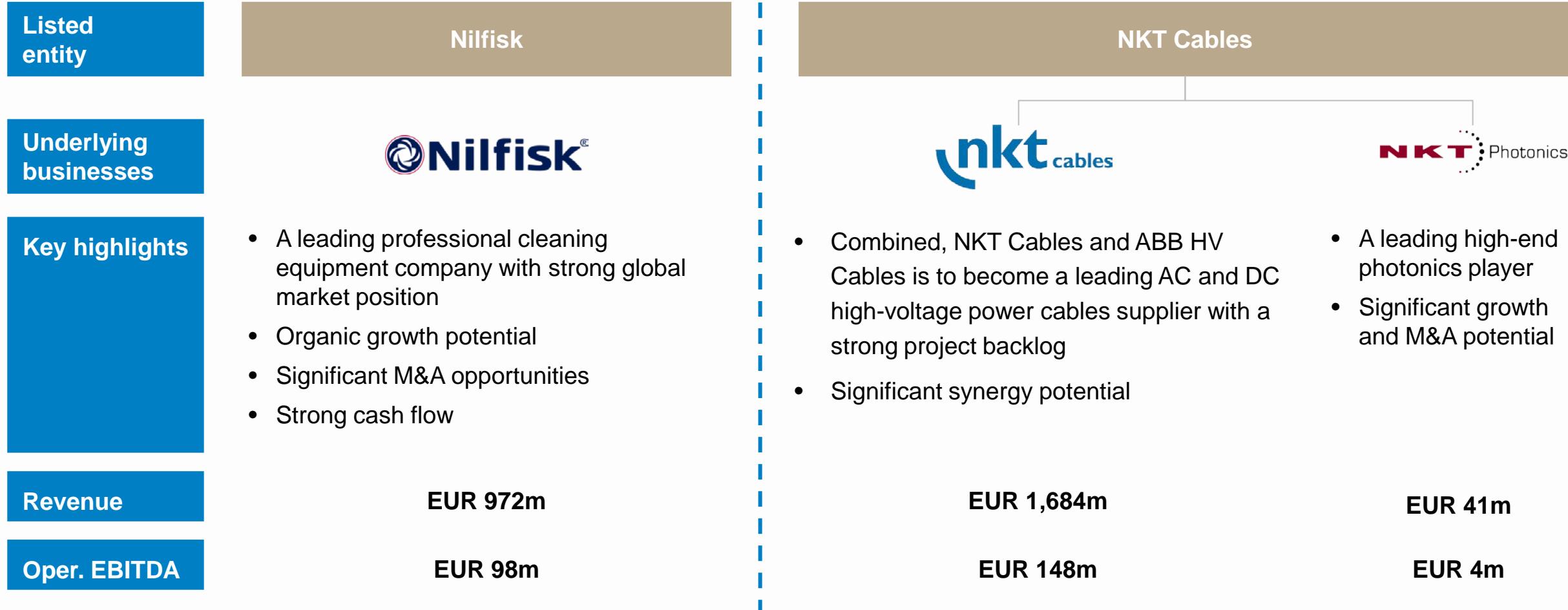
	2016	Latest	Specified Q3
NKT			
- Organic growth		~ 0%	neg. 2 - 3%
- Operational EBITDA, %*	On par with 2015 (~ 9.4%)		~ 9.6%
			Revised
Nilfisk			
- Organic growth		1 - 3%	unchanged
- Operational EBITDA, %		10 - 10.5%	unchanged
NKT Cables			
- Organic growth		~ neg. 5%	neg. 5 - 10%
- Operational EBITDA, %*		~ 9.0%	9.0 - 9.3%
			Revised
NKT Photonics			
- Organic growth		~ 10%	unchanged
- Operational EBITDA, %		12 - 14%	unchanged

Planning assumptions

1) Updated in relation to Q2 interim report

* std. metal prices

Intention to split NKT Holding into two separately listed entities

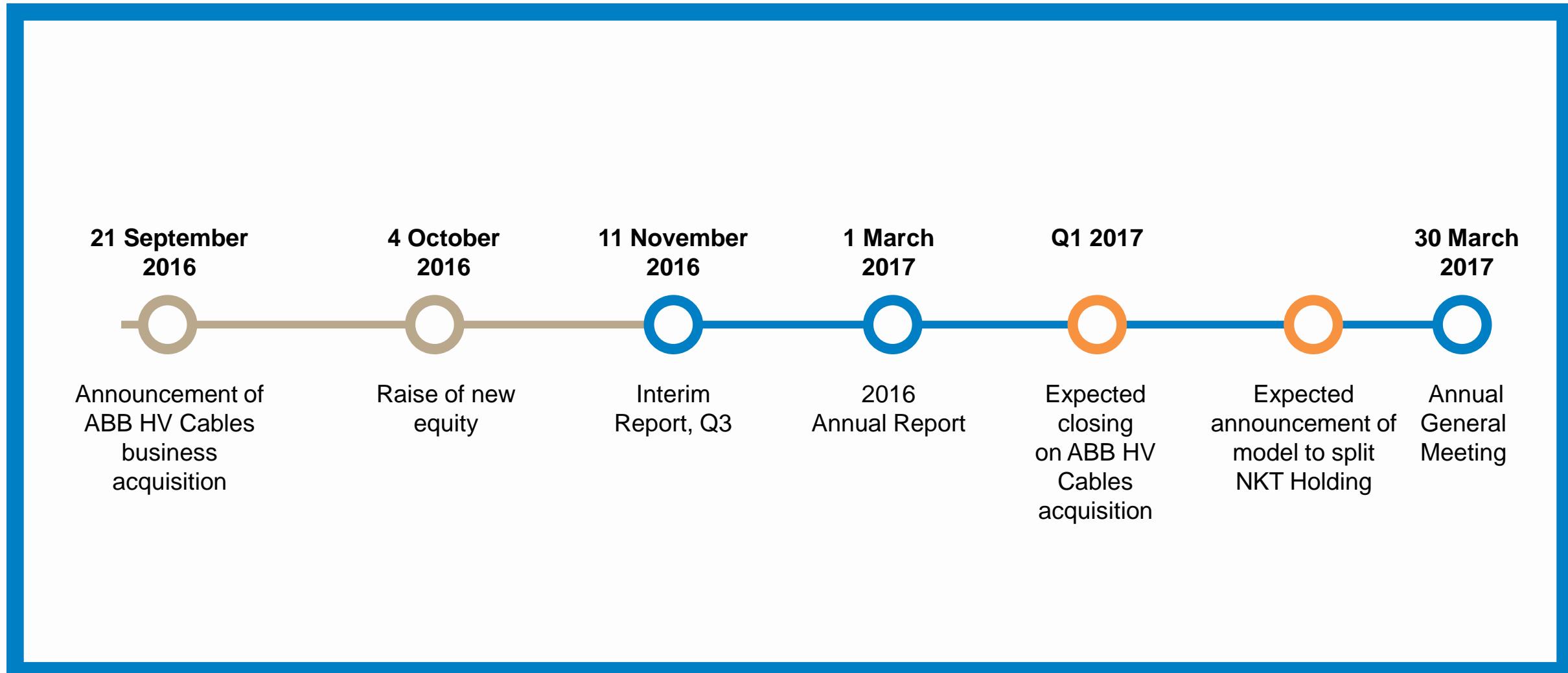


* Pro forma

Note: Figures are 2015 actuals, combined with 2015 proforma figures for ABB HV Cables. Revenue is in market prices and no synergies are included



Indicative timeline for split of NKT Holding



Financial highlights Q3 2016

Revenue EUR 519.0m (Q3 2015: EUR 523.3m)

Organic growth	Q3 2016
NKT	2%
Nilfisk	4%
NKT Cables	1%
NKT Photonics	-6%

Operational EBITDA EUR 47.4m, 10.4% (std. metal prices)
(Q3 2015: EUR 36.7m, 8.4%)

One-off costs impacting EBITDA EUR 41.2m, Nilfisk EUR 9.1m; NKT Cables EUR 32.1m, mainly related to write down of the Chinese operations (Q3 2015: EUR 4.9m)

Profit after tax EUR -24.8m (Q3 2015: EUR 9.3m)

Working capital amounted to EUR 286.0m and LTM at 14.8%
(Q2 2016: EUR 318.8m and 15.4%)

- Nilfisk 18.8% (Q2 2016: 19.6%)
- NKT Cables 10.5% (Q2 2016: 11.0%)

Cash flow from operating activities driven by improved working capital

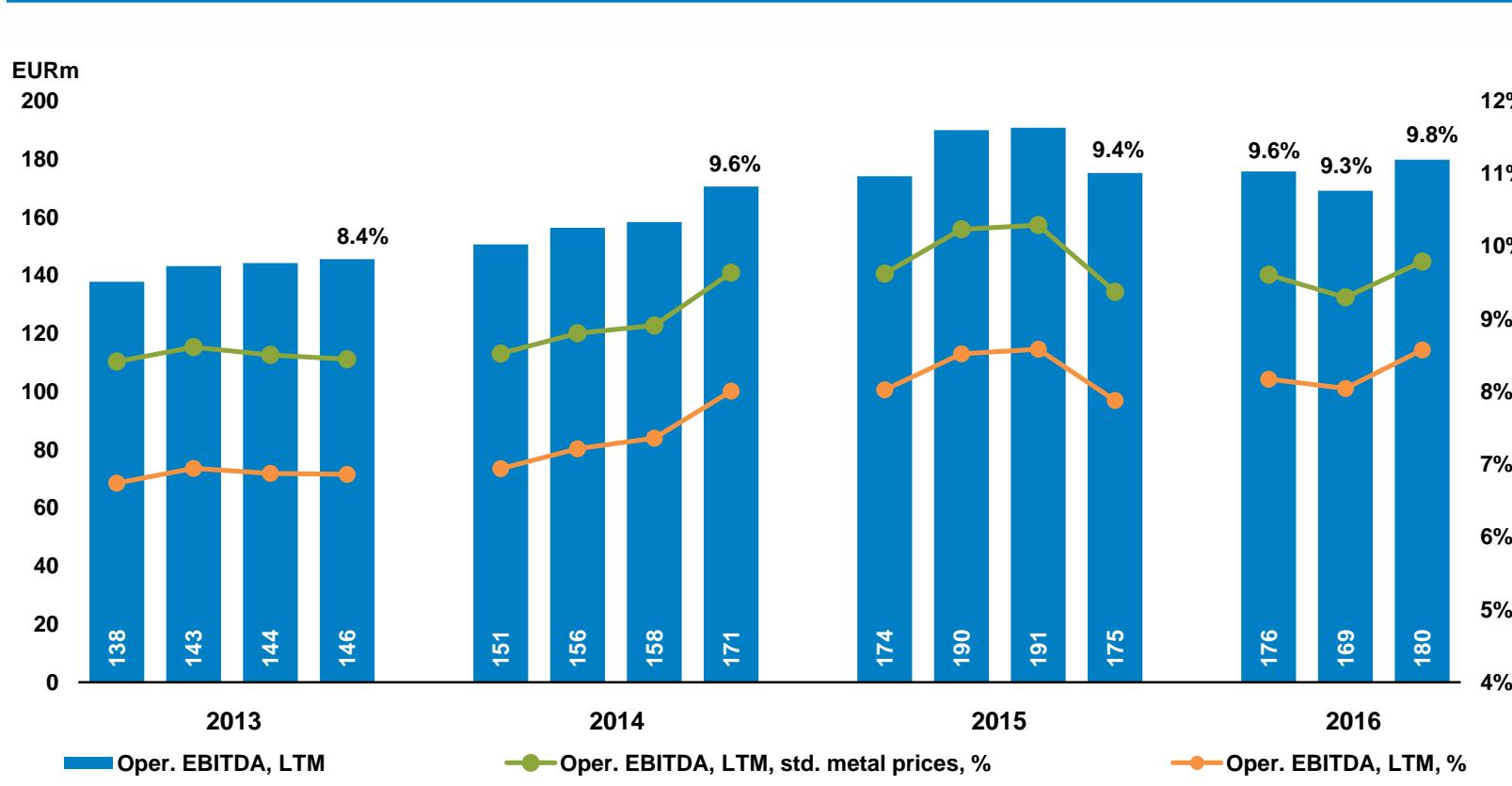
- Operating activities EUR 48.1m (Q3 2015: EUR 36.4m)
- Investing activities EUR -19.9m (Q3 2015: EUR -11.5m)
- Free cash flow EUR 28.2m (Q3 2015: EUR 24.9m)

Net cash flow EUR -5.4m (Q3 2015: EUR -24.3m) impacted by share buyback programme (EUR 17.0m)

Net interest-bearing debt amounted to EUR 174.6m
(Q2 2016: EUR 188.2m). Equity raise of 9.99% new shares

Operational EBITDA in Q3 improved by 2.0%-points

Operational EBITDA, LTM



**Q3 Operational EBITDA
of EUR 47.4m**
(Q3 2015: EUR 36.7m)

**Operational EBITDA margin,
LTM, increased to 9.8%**
(Q2 2016: 9.3%)

Changes Q3 2016 vs. Q3 2015

EURm	Q3		Change	FY 2015
	2016	2015		
Revenue	519.0	523.3	-4.3	2,223.6
Revenue, std.metal prices	457.4	438.5	18.9	1,869.2
Operational EBITDA	47.4	36.7	10.7	175.2
Oper. EBITDA margin, std.metal prices	10.4%	8.4%	2.0%	9.4%
One-off's	-41.2	-4.9	-36.3	-23.2
EBITDA	6.2	31.8	-25.6	152.0
Depreciation/Amortisation	-20.3	-19.6	-0.7	-76.9
Impairment	-6.7	0.9	-7.6	-40.9
EBIT	-20.8	13.1	-33.9	34.2
Financial items, net	-2.1	-3.4	1.3	-6.1
EBT	-22.9	9.7	-32.6	28.1
Tax	-1.9	-0.4	-1.5	-26.9
Profit after tax	-24.8	9.3	-34.1	1.2
RoCE, LTM	10.5%	11.2%	-0.7%	10.1%
CAPEX	20.5	14.8	5.7	70.1
PPE	9.0	7.8	1.2	39.1
Intangible assets	11.5	7.0	4.5	31.0
Working capital	286.0	354.5	-68.5	269.2
NIBD	174.6	167.7	6.9	88.9

***01**

EURm	
Revenue decreased by	-4.3
Metal prices	-23.2
FX changes	-4.0
Acquisitions/divestments	13.3
2% organic growth	9.6
- Nilfisk	4%
- NKT Cables	1%
- NKT Photonics	-6%

***02**

EURm	
Operational EBITDA increased by	10.7
Nilfisk	- Margin 10.6% (Q3 2015: 9.3%)
NKT Cables	- Margin 10.4% (Q3 2015: 7.4%)
NKT Photonics & Other	-0.5

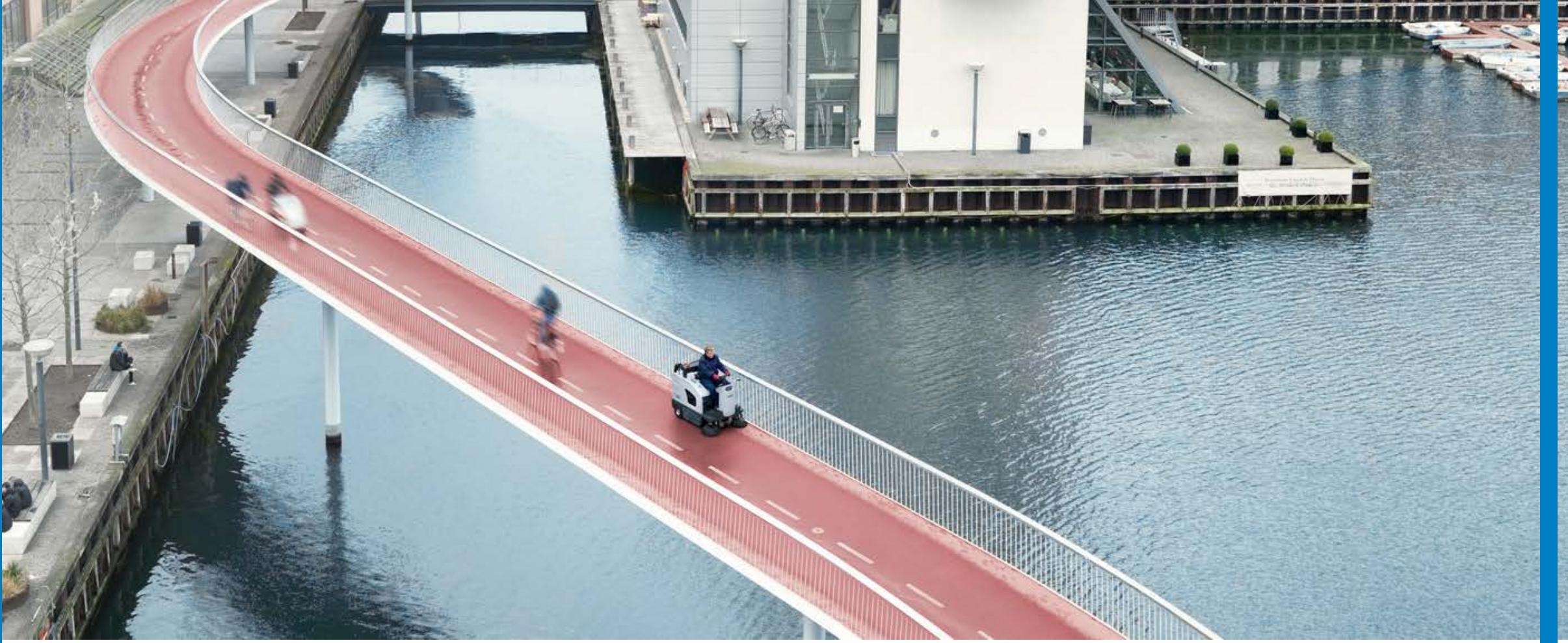
Agenda

Highlights Q3 2016

Business units

- Nilfisk
- NKT Cables
- NKT Photonics

Questions & Answers



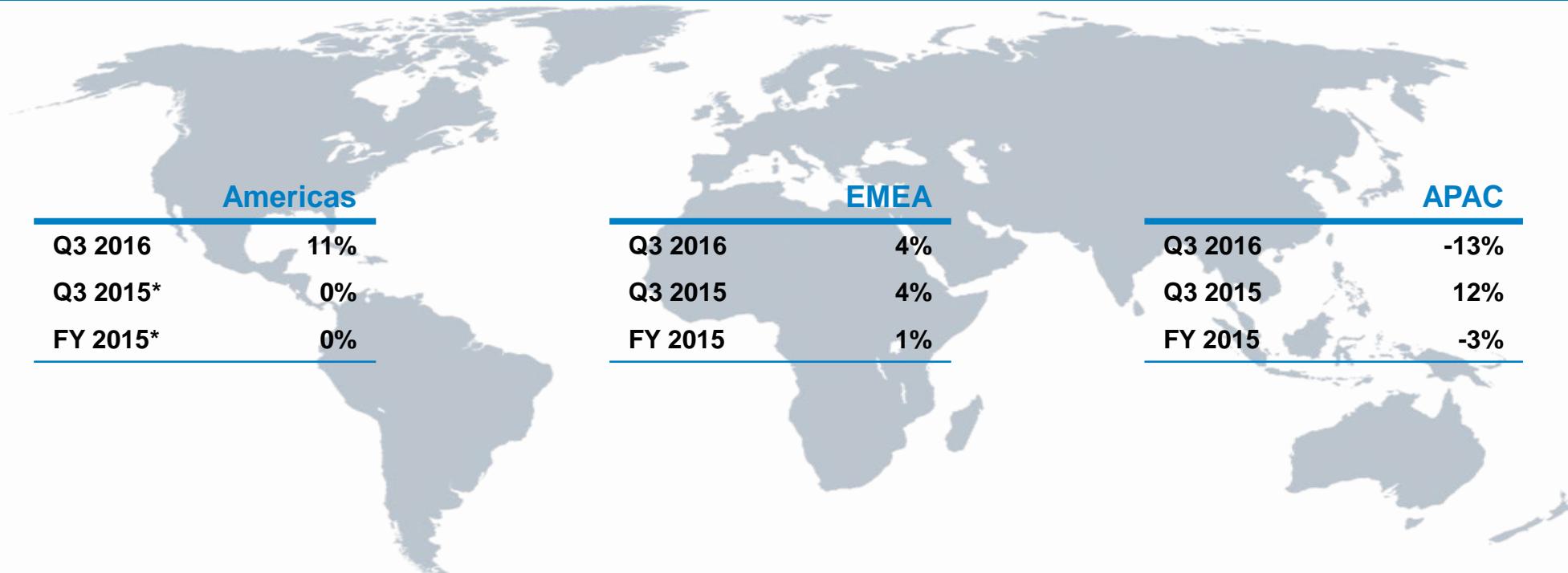
Nilfisk

 **Nilfisk®**

Nilfisk organic growth of 4% driven by EMEA and Americas APAC below expectations

Organic growth

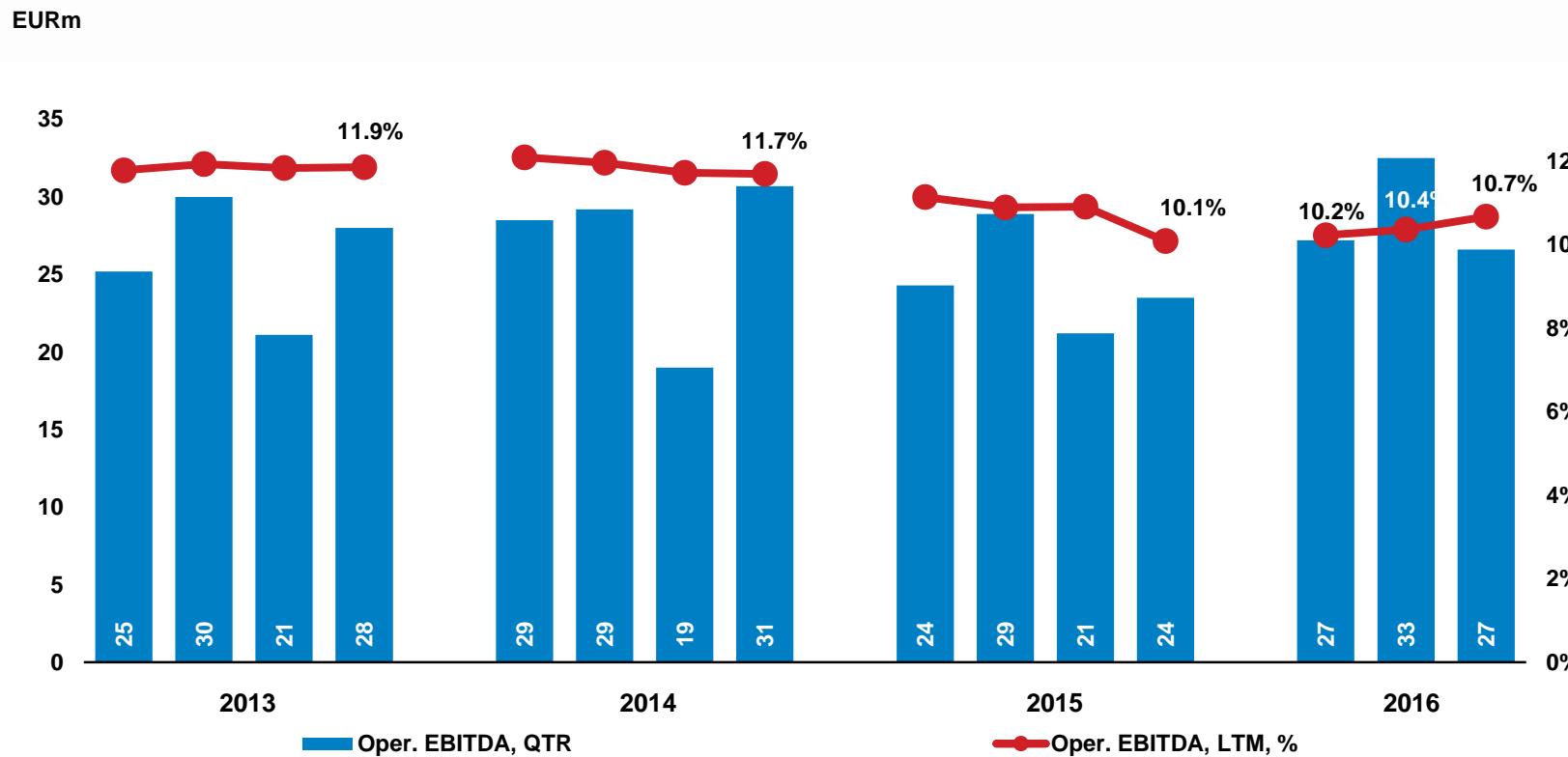
	2013				2014				2015*				2016			
- Quarterly (Y/Y)	1%	4%	7%	1%	9%	4%	0%	9%	0%	0%	4%	-2%	-1%	3%	4%	
- Annually	3%				6%				0%				2%			



* Adjusted for the impact of the divested floor sanding activities by 4%-points for the Americas for 2015

Improved gross margin increase earnings

Operational EBITDA, QTR



Gross margin increased to
41.6% (Q3 2015: 40.4%)

Overhead cost ratio stable at
34.2% (Q3 2015: 34.3%)

Specification of EUR 35m cost saving programme

EBITDA improvements (EURm)	Run-rate* Q3 2016	Estimated FY 2016	Full potential 2019
Overheads	5	1	17
Operations	0	0	12
Other	0	0	6
Total	5	1	35
One-offs	Q3 2016		
Implementation of new organisation structure	2	5	5
Implementation of cost savings	3	7 - 10	35
Total	5	12 – 15	40
Capex	0	0	12

* 12 months savings impact of executed levers

The Horizon Program

- Long-term strategic program
- Intelligent, connected and technologically advanced cleaning solutions
- Partnership with Carnegie Robotics, LLC, leading provider of advance robotics sensors and software
- Multiple product launches
- First product is autonomous scrubber *Nilfisk Liberty A50*
- Prototype showcased at ISSA October 2016
- Launch in selected markets to selected customers in Spring 2017



Nilfisk Liberty A50

- Unique combination of sensing technologies
- Unique self-learning features
- Most easy-to-use autonomous scrubber yet introduced



Combining four different sensing technologies

Flexible operation: Unmanned or operated

Three cleaning modes: Copy-Cat™, Fill-in and Manual



Self-learning: Autonomous sensor systems and software integration guide the machine while detecting and avoiding obstacles

Growth of 4% driven by EMEA and Americas

Financials

EURm	Q3		Q1-Q3		FY
	2016	2015	2016	2015	2015
Revenue	250.3	230.5	782.2	724.7	971.5
Organic growth	4%	4%*	2%	1%*	0%*
Gross margin	41.6%	40.4%	41.8%	41.0%	40.4%
Overhead cost ratio	34.2%	34.3%	33.8%	33.5%	33.1%
Operational EBITDA	26.6	21.2	86.3	74.4	97.9
Operational EBITDA margin	10.6%	9.3%	11.0%	10.3%	10.1%
RoCE, LTM	13.5%	14.8%	13.5%	14.8%	12.9%
CAPEX	11.1	8.5	34.5	28.1	44.2
PPE	4.0	4.4	15.5	12.4	21.7
Intangible assets	7.1	4.1	19.0	15.7	22.5
Capital employed	520.1	513.9	520.1	513.9	501.6
Working capital	180.1	199.4	180.1	199.4	173.4
Full-time employees, end of period	5,604	5,419	5,604	5,419	5,545

Highlights and summary

- **Growth of 4% overall** driven by EMEA of 4%, Americas of 11% and APAC of -13% in the quarter
- **Oper. EBITDA margin**, LTM, improved driven by price increases and procurement initiatives improving gross margin and from overhead cost savings
- **Improved working capital** despite acquisitions
- **One-offs costs of EUR 15.8m**, hereof EUR 5.3m related to implementation of the Accelerate+ strategy, EUR 3.1m related to the divestment of Cyclone and EUR 7.4m impairment loss related to the Cleaning and Restoration business.

* Adjusted for the impact of the divested floor sanding activities by 4%-points for the Americas for 2015

125
YEARS
1891-2016



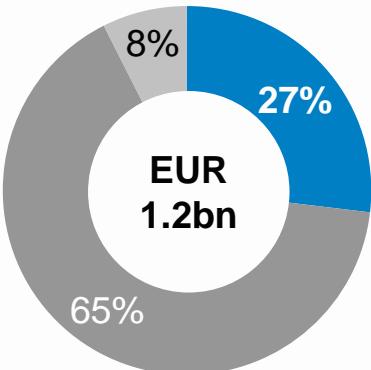
NKT Cables

ABB HV Cables acquisition will create a leading HV power cables company

2015 revenue split

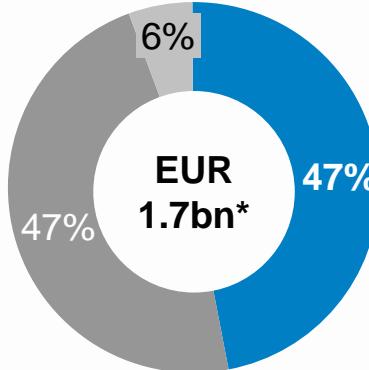
EURm, market prices

Higher margin business



nkt cables

Higher margin business



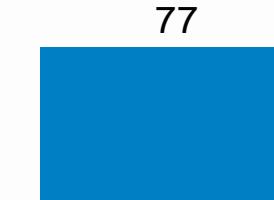
nkt cables
+
ABB HV Cables

■ Projects ■ Products ■ APAC

2015 operational EBITDA

EURm, margin in std. metal prices

9.0%



nkt cables

11.4%



nkt cables
+
ABB HV Cables

* Pro forma

Note: Figures are 2015 actuals, combined with 2015 proforma figures for ABB HV Cables. Revenue is in market prices and no synergies are included

nkt cables

Divestment of Automotive and Chinese operations to focus on core

Automotive (3 Oct 2016)



- Divestment of all automotive cable activities to a subsidiary of the German-based Wilms Group
- Includes automotive cables, flexible and special cables and a plant in Vrchlabí, Czech Republic
- Closing is subject to regulatory approval and is expected to take place in Q1 2017

Chinese operations



- Divestment of all Chinese business activities to Srising, owned by CAC, a Chinese private equity fund
- Enterprise value amounts to EUR 14.3m
- Closing subject to Chinese governmental approval and expected by November 2016

1% organic growth, in line with expectations

Projects growth of 10%, partly offset by Products and APAC

Organic growth	2013				2014				2015				2016			
- Quarterly (Y/Y)	4%	10%	-2%	4%	6%	-11%	1%	-12%	16%	13%	-12%	2%	-24%	-13%	1%	
- Annually		4%				-5%				4%				-13%		

Projects	
Q3 2016	10%
Q3 2015	-32%
FY 2015	15%
Market	
Offshore	↔
Onshore	→

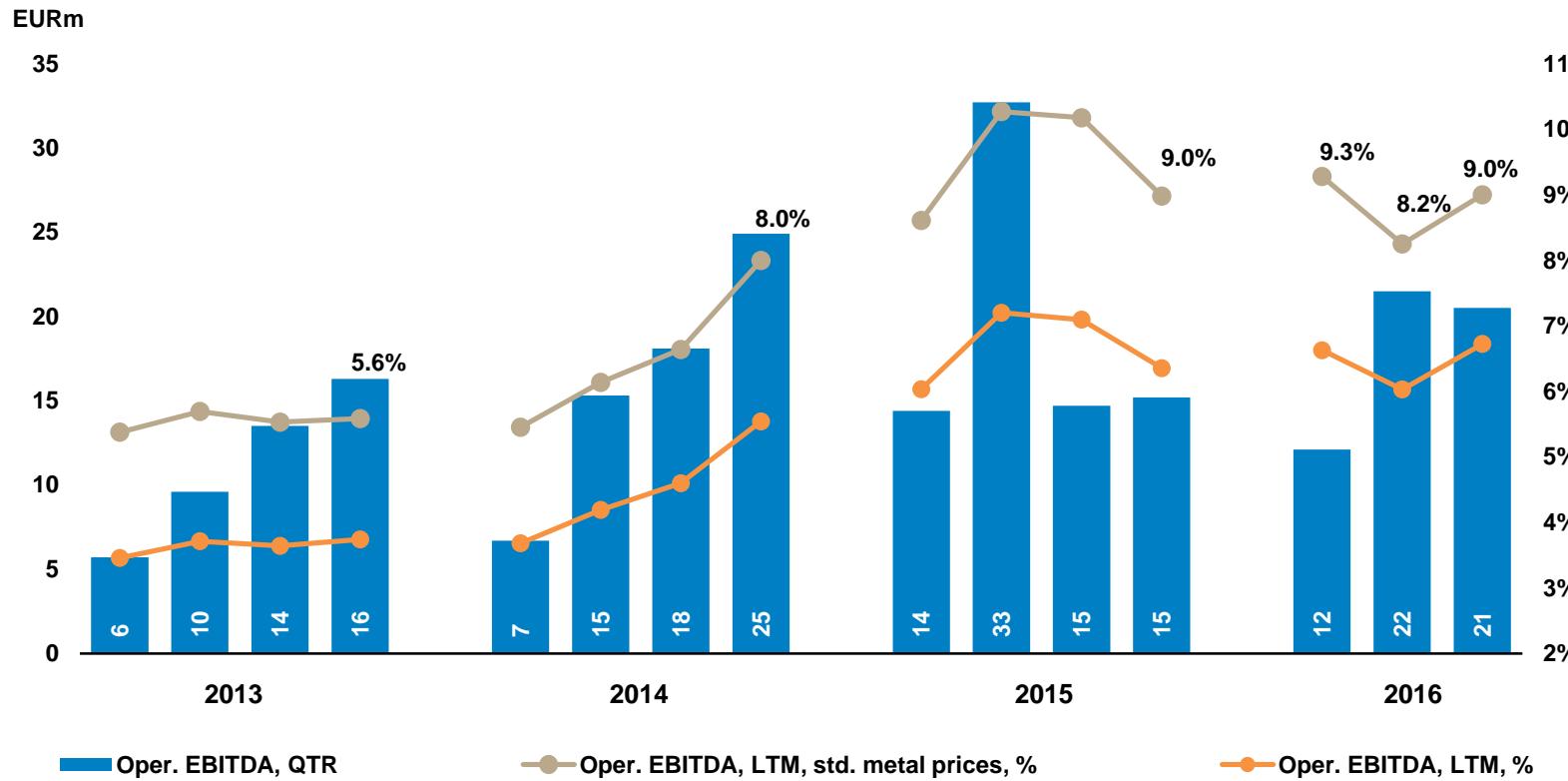
Products	
Q3 2016	-1%
Q3 2015	10%
FY 2015	5%
Market	
Nordics	→
Central Europe	↓
Specialties	→

APAC*	
Q3 2016	-25%
Q3 2015	-53%
FY 2015	-37%
Market	
Railway	↓
Medium-/ high-voltage	↓

* APAC sale agreed, signed 29 September with closing end November 2016

Operational EBITDA in Q3 up by 3.0%-points

Operational EBITDA, QTR



Q3 Operational EBITDA
increased to EUR 20.5m
(Q3 2015: EUR 14.7m)

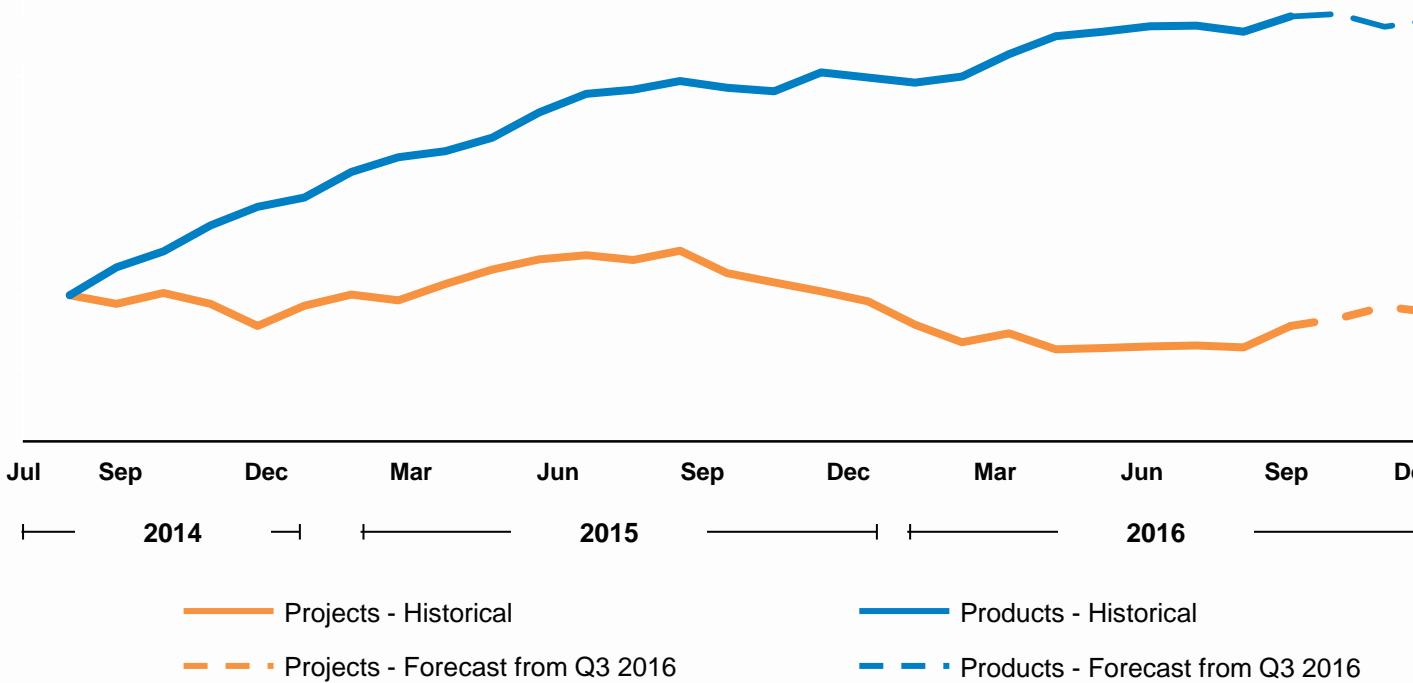
Driven by **robust execution in Projects**

Products' profitability improvement continued

Projects better than expected

Business unit profitability development*

Index = 100



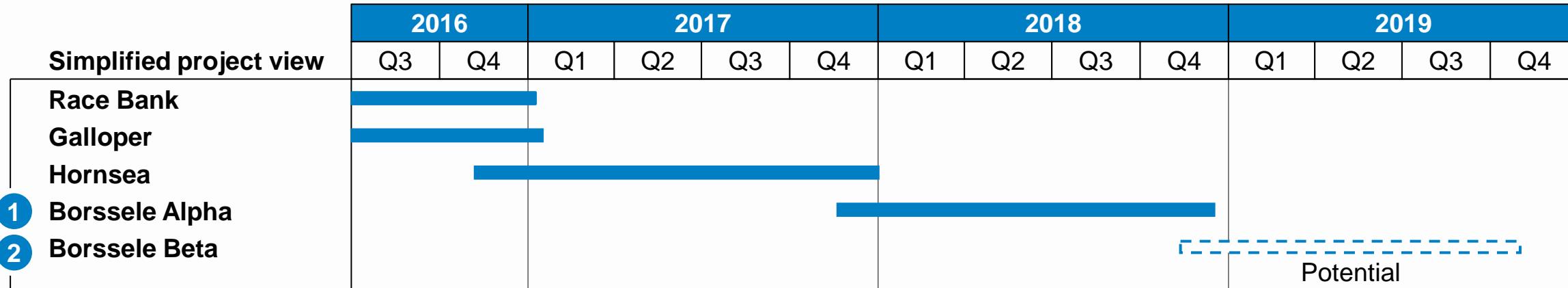
Products continued **profitability improvement** in Q3 2016 as planned

Projects delivered **lower profitability** in 2016 due project portfolio

Projects' profitability expected to further improve during Q4

* LTM rolling oper. EBITDA per business unit indexed to July 2014 = 100. APAC excluded

Offshore: Borssele Alpha order provides full visibility until 2018



1 Borssele Alpha

- Dutch government planned to build 4 windfarms under TenneT responsibility, **Borssele 1 and 2** (Alpha)
- Contract value for nkt cables of EUR 77m (market prices)
- **Won in consortium with Boskalis subsidiary, VBMS** (cable installation)
- **~125 kilometres of 220 kV** high-voltage offshore cables

2 Borssele Beta

- Contract with TenneT contains the **option to deliver on Borssele 3 + 4** (Beta), subject to financial close
- **~136 kilometres of 220 kV** high-voltage offshore cables

Positive growth driven by Projects

Financials

EURm	Q3		Q1-Q3		FY
	2016	2015	2016	2015	2015
Revenue	257.9	282.0	748.7	929.9	1,211.9
Revenue, std.metal prices	196.3	197.2	559.7	647.0	857.5
Organic growth	1%	-12%	-13%	5%	4%
Operational EBITDA	20.5	14.7	54.1	61.8	77.0
Operational EBITDA margin, std.metal prices	10.4%	7.4%	9.7%	9.5%	9.0%
RoCE, LTM	8.0%	9.0%	8.0%	9.0%	8.2%
CAPEX	8.2	5.3	18.9	12.1	22.5
<i>PPE</i>	4.6	3.2	11.0	8.4	16.5
<i>Intangible assets</i>	3.6	2.1	7.9	3.7	6.0
Capital employed	374.4	437.6	374.4	437.6	381.3
Working capital	94.7	145.1	94.7	145.1	87.1
Full-time employees, end of period	3,151	3,243	3,151	3,243	3,208

Highlights and summary

- **Positive organic growth of 1% driven by Projects (+10%)**
- **Organic growth of -1% in Products:** Positive in the Nordics, but offset by Central Europe and Specialties. APAC with -25%
- **Acquisition of ABB HV Cables** - China and Automotive business divested (as non-core)
- **Execution of EXCELLENCE 2020 strategy** progressed as planned
- **New Chief Operating Officer (COO)** to drive operational excellence agenda



NKT Photonics

Organic growth of -6% driven by Sensing & Energy

Imaging & Metrology



Focused growth area

- As expected, Imaging & Metrology segment delivered negative growth against a strong Q3 2015
- Order intake and backlog at satisfactory level

Revenue split

~45%

Sensing & Energy



Established area

- Strong growth across all sub-segments
- Awarded Distributed Temperature System (DTS) for an export cable of an offshore windfarm in the North Sea



~42%

Material Processing



New growth area

- Negative Q3 growth, but still positive YTD organic growth

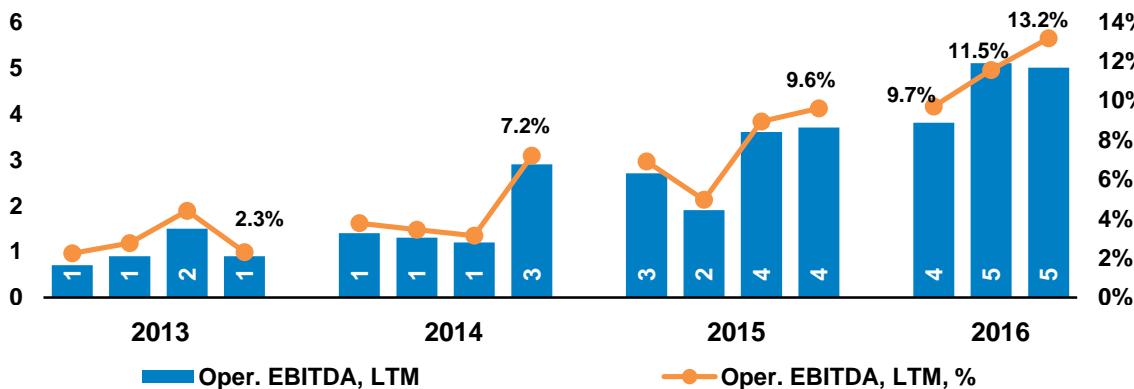


~13%

Organic growth of -6%, integration process as planned

Financials

EURm	Q3		Q1-Q3		FY
	2016	2015	2016	2015	2015
Revenue	10.8	10.8	26.9	27.9	40.6
Organic growth	-6%	31%	4%	4%	9%
Operational EBITDA	0.9	1.4	0.3	0.4	3.7
Capital employed	45.0	20.8	45.0	20.8	19.2
Working capital	10.6	9.5	10.6	9.5	8.5
Full-time employees, end of period	239	174	239	174	180



Highlights and summary

- Overall, -6% organic growth with double-digit organic growth in Sensing & Energy being offset by negative growth in Imaging & Metrology, where Q3 performance strong growth for the acquired Fianium business
- EBITDA amounted to EUR 0.9m
- New generation of **Koheras™ BOOSTIK lasers** was launched targeting the scientific market for high precision metrology
- Integration of Fianium going as planned

Agenda

Highlights Q3 2016

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- NKT Photonics

Questions & Answers

Financial calendar

2017

1 March 2016 Annual Report

30 March Annual General Meeting

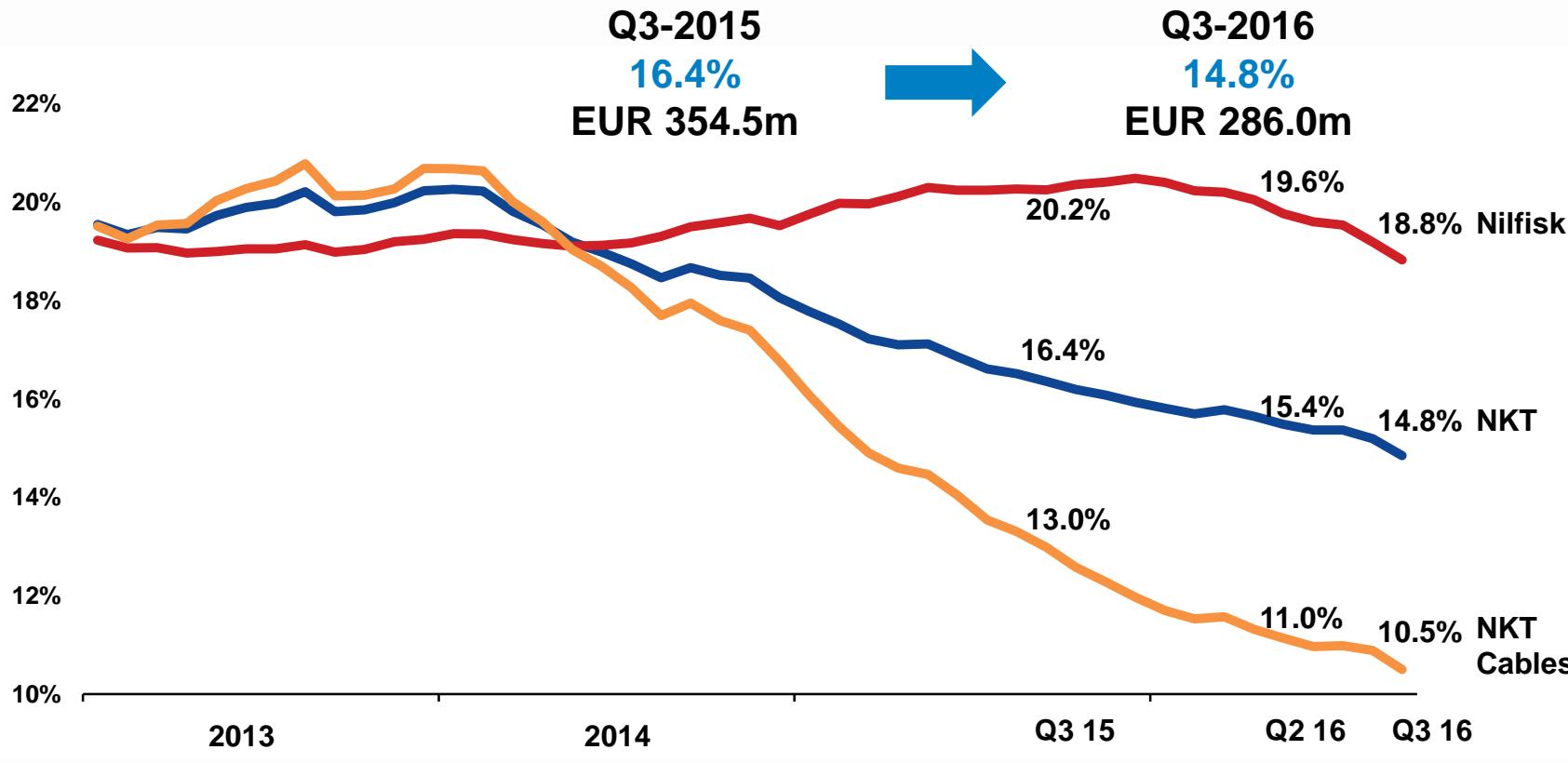


For list of Investor Relations events, go to www.nkt.dk

Appendix

Working capital reduction continued, driven by both NKT Cables and Nilfisk

Working capital development



Working capital ratio, LTM
reduced to 14.8%
(Q2 2016: 15.4%)

Strong operating cash flow of EUR 48.1m

EURm	Q3		FY
	2016	2015	2015
EBITDA	6.2	31.8	152.0
Financial items, net	-2.1	-3.4	-6.1
Change in working capital	35.4	9.2	31.4
Other	8.6	-1.2	-4.1
Cash flows from operating activities	48.1	36.4	173.2
Acquisition of business	-0.2	-1.8	-29.1
Divestment of business	-	4.5	6.0
Inv./disp. of property, plant and equipment, net	-8.9	-6.9	-35.1
Other investments, net	-10.8	-7.3	-29.7
Cash flows from investing activities	-19.9	-11.5	-87.9
Free cash flow	28.2	24.9	85.3
Change in long- and short term loans	-17.0	-49.2	-79.3
Non-Controlling interest	-0.8	-	-
Share buyback programme	-17.0	-	-
Dividend paid	-	-	-13.0
Cash from exercise of share-based options etc.	1.2	-	11.3
Cash flows from financing activities	-33.6	-49.2	-81.0
Net cash flow	-5.4	-24.3	4.3

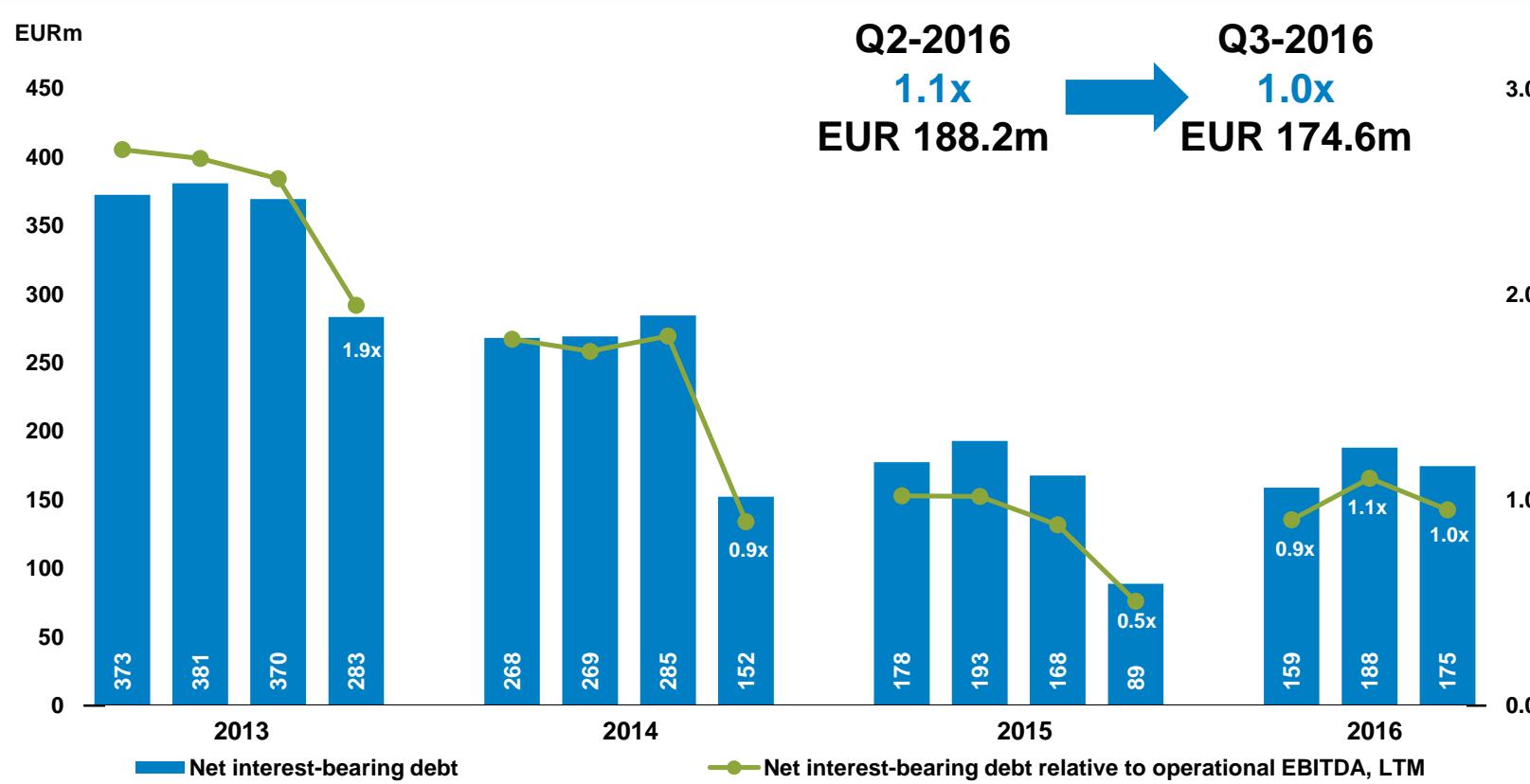
Operating cash flow of EUR 48.1m (Q3 2015 EUR 36.4m)

Cash flow from investing of EUR -19.9m
(Q3 2015 EUR -11.5m)

Free cash flow of EUR 28.2m
(Q3 2015 EUR 24.9m)

Net interest-bearing debt still low (prior to new equity issue)

Net interest-bearing debt



Positive free cash flow of EUR 28.2m, offset by **share buyback programme** (EUR 17.0m)

Transaction overview of ABB HV Cables acquisition

Enterprise Value

- **Enterprise value (EV)**: EUR 712m (DKK 5.3bn) at closing
- **Total Enterprise value**: EUR 836m (DKK 6.2bn), incl. ABB HV Cables' investment in new cutting-edge vessel to be delivered and paid in Q1 2017
- **Implied transaction multiples**: 9.0x EBITDA average 2014-2016 (expected)
6.5x EBITDA (incl. run-rate synergies) average 2014-2016 (expected)

Financing

- **Nordea and Danske Bank** has committed to finance the transaction
- **Group pro forma NIBD/EBITDA of ~3.0x** at closing with expected strong deleverage within following 12 mths.
- **Raise new equity of up to 9.99%** of the company's share capital
- **Sale of treasury shares** currently held, equal to 3.89% of the share capital

Synergies and value creation

- Significant value creation for NKT Cables with **expected EUR ~30m in EBIT synergies** by end-2018

Timing

- **Closing is expected in Q1 2017**
- Conditional upon regulatory approvals and fulfilment of certain other conditions related to the transfer of ABB HV Cables

Other

- **Cancellation of current share buyback programme and no dividend** for financial year 2016
- **Operational 2016 outlook unchanged**. One-off costs EUR 2m related to transaction will be incurred in 2016, in addition to EUR 30m already communicated in Q2 2016. Further EUR 9m expected at closing of transaction