



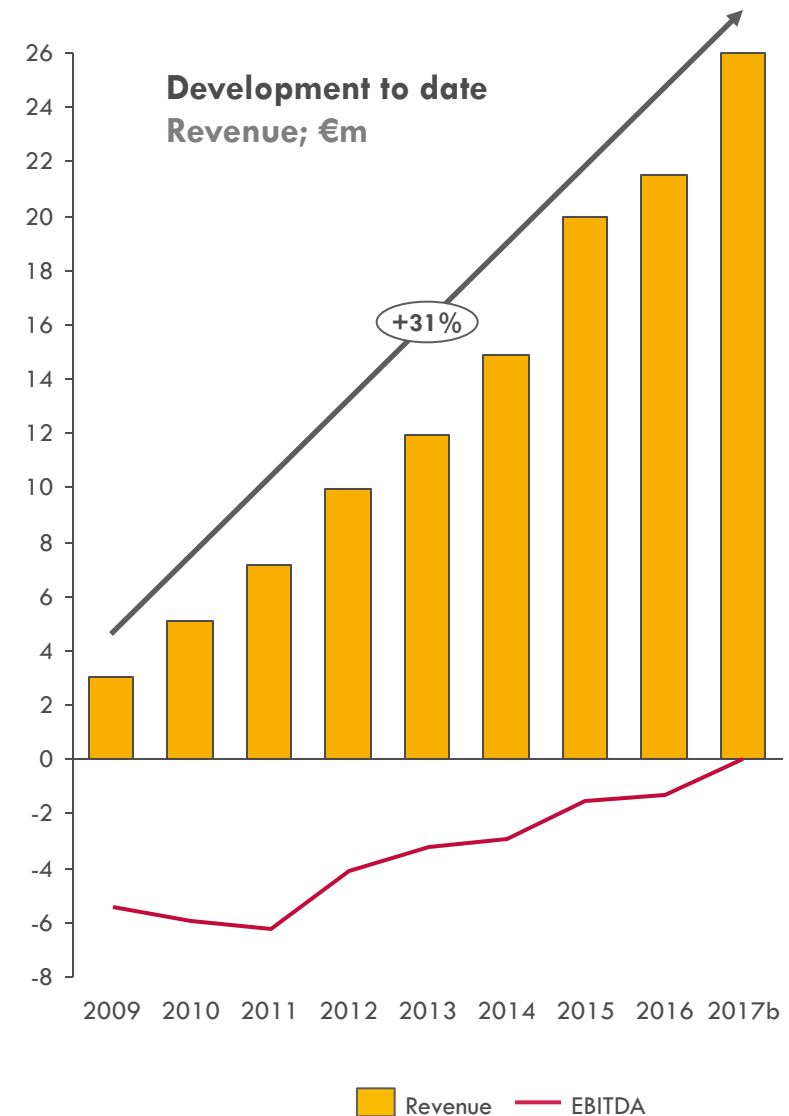
BI - GREEN GROWTH INNOVATION

COMPANY PRESENTATION

MAY 2017

WHO WE ARE

- A leading wood modification technology company
 - wide range of patents and IP protections
- Produced at industrial scale since 2009 - currently produced in Norway, new factory under construction in Belgium
- Distribution network in major markets in Europe and the US
 - Kebony sold to 32 countries in 2016
- Headquarters in Oslo, Norway with 76 employees
- Embraced by leading international architects and developers
- Recognized as a Technology Pioneer by the World Economic Forum and listed as a Global Cleantech 100 company



AMBITION UNDERPINNED BY GLOBAL MACRO TRENDS

- 1 Increasing awareness and scrutiny on use of tropical hardwoods**
 - Use and sale of tropical hardwoods is increasingly becoming a liability to brands and retailers –
 - Increased regulatory requirements for sustainable certification of products (eg. EU Timber Regulation)
- 2 Increasing attention on the environmental impact of traditional, toxic impregnation technologies**
 - Stricter regulations on use of chemicals reduces effectiveness of traditional impregnation
- 3 Increasing focus on environmental and economic lifecycle costs increase willingness to pay for durability**
 - Total lifecycle environmental and economic lifecycle costs are typically very different from initial investment costs
 - Increasing focus on lifecycle costs has led to a higher acceptance for more expensive wood products with lower lifecycle costs

WHAT KEBONY IS

- The Kebony technology is an environmentally friendly patented process which enhances the properties of typical softwoods using a bio based liquid
- The process permanently modifies the wood cell walls giving Kebony premium hardwood characteristics and a rich brown colour
- As a result the wood's cell structure is permanently modified adopting highly attractive characteristics:

 <p>REAL WOOD</p> <p>With enhanced and strengthened cell structure</p>	 <p>REFINED & BEAUTIFUL</p> <p>Develops a natural patina after exposure to sun and rain</p>	 <p>MAXIMUM HARDNESS</p> <p>Hardness level increased to levels of the best hardwoods</p>	 <p>OUTSTANDING STABILITY</p> <p>Swelling and shrinkage reduced by 40-60%</p>	 <p>GUARANTEED LONG LIFE</p> <p>Outdoor life time warranty for 25/30* years</p>
 <p>LOW MAINTENANCE</p> <p>No additional treatment needed beyond normal cleaning</p>	 <p>HIGH RESISTANCE</p> <p>Against fungi, rot and other wood destroying micro-organisms</p>	 <p>SAFE & TOXIN-FREE</p> <p>No toxins or harmful impregnation substances</p>	 <p>ECO-TECHNOLOGY</p> <p>Bio-based liquid used for Kebony technology</p>	 <p>SUSTAINABLE SOURCES</p> <p>Raw material only from sustainably managed forests, all suppliers hold certificates</p>

* Differs by region

WHAT WE HAVE ACHIEVED



Phase 1: Prove technology and product quality

- Full scale manufacturing since 2009
- Products tested and documented in multiple research centers internationally



Phase 2: Prove Customer Acceptance

- CAGR of 36% since 2009 – Order income, order reserves, interest generated and multiple macro factors indicate accelerated growth rates going forward



Phase 3: Prove Industrial Scale Manufacturing Plant

- Industrial scale plant with strong operational performance
- Continued margin improvement through manufacturing optimization and price increases
- Fixed cost base unchanged over last three years



Phase 4: Roll-out of global business model

- Expansion with extremely compelling economics for capacity additions

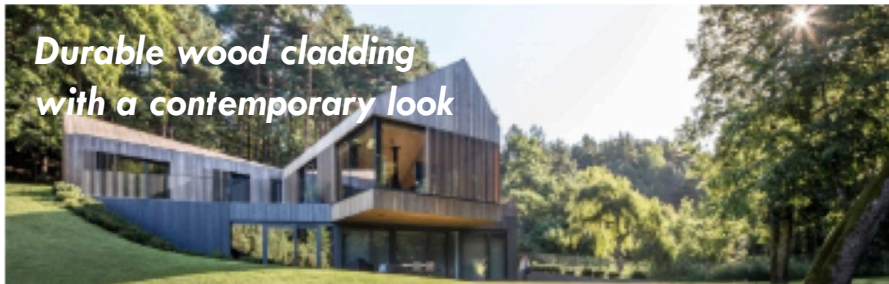
THREE KEY MARKETS FOR KEBONY

High-end decking products



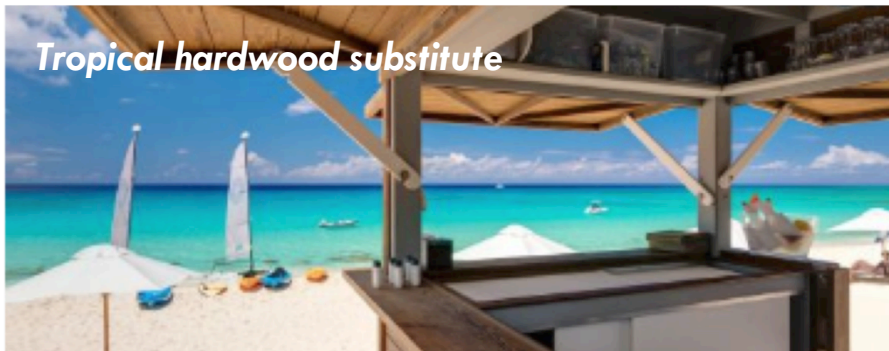
- A differentiated decking product with a clear brand and positioning supported by marketing

Durable wood cladding with a contemporary look



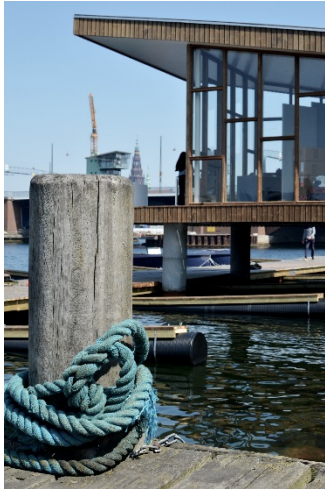
- Provides a unique contemporary, natural appearance
- Low lifecycle costs given low maintenance / long lifetime
- Supported by an extensive marketing portfolio of high profile projects

Tropical hardwood substitute

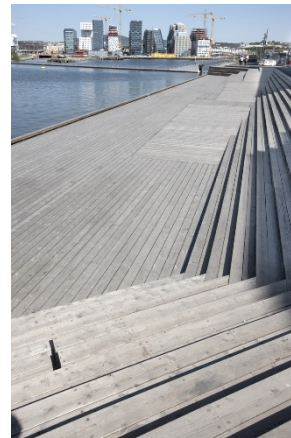


- Product characteristics enable 'drop-in' replacement of high-end tropical hardwood on outdoor projects
- In particular important for commercial projects / brand owners given increasing reputation risk and general negative perception around use of tropical hardwoods

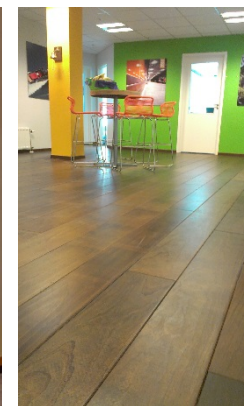
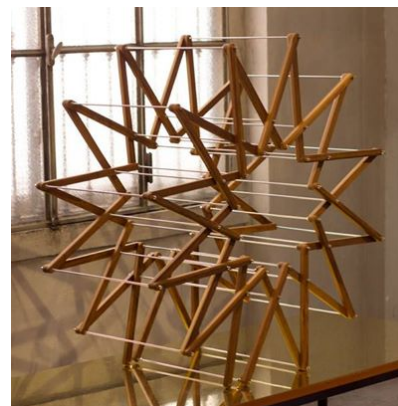
KEBONY CLADDING



KEBONY DECKING



OTHER PRODUCTS USED AS MARKETING TOOLS



KEBONY IS POSITIONED AS A BRANDED PRODUCT: 5 KEY SUCCESS FACTORS

1

Positioning: Recommended by leading architects

Snøhetta

thomas**balsley**associates

WEISS / MANFREDI

Foster + Partners

HENNING**LARSEN**ARCHITECTS

2

High profile reference projects



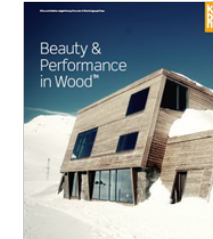
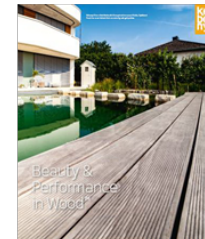
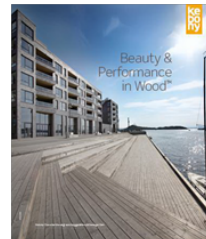
3

Differentiated & consistent corporate design

Beauty & Performance in Wood™

4

Classical advertising in key publications



5

Professional PR work producing 1.500 articles in the last 2 years

Kebony cladding exceeds expectations

Posted by Billy Shanley on Tuesday, October 18, 2016 · Leave a Comment

Kebony adds sustainability to city hang-out

August 22, 2016 News

Kebony wood used to front Europe's largest cross laminated timber structure

Posted by Billy Shanley on Wednesday, September 14, 2016 · Leave a Comment

KEBONY IS RECOGNIZED BY CUSTOMERS AND THE GLOBAL BUSINESS COMMUNITY



High profile projects



Global recognition of the potential

WORLD ECONOMIC FORUM



Technology
Pioneer
2014



The
Economist

"One way out of this problem would be an environmentally friendly way of making softwood harder and more durable – which Kebony has now achieved"



"The potential for this, the impact, is enormous, isn't it?"



"50 things that will change your world in 2010"

"Europe's 20th most creative companies"

Bloomberg
NEWS

Meet Kebony, the High-Tech Wood of the 21st Century



"..might ultimately spell the end of Europe's five billion Euros import of tropical hardwoods"



"Guests at the TTJ Awards couldn't miss the impact Kebony is having in the UK market being nominated in three classes"

"Certainly the highest profile PR campaign the judges has ever seen"

KEBONY – THREE MAIN PRIORITIES

Expand sales and distribution internationally

- Given limited sales resources, focus is on the primary markets: Scandinavia, US and core EU (specifically, Germany, France and UK)
- All other markets are served based on ingoing demand only – With no outgoing sales effort on Kebony's behalf, we still sold to 25 non-prioritized countries in 2016

Develop Kebony as an international brand

- Continue to build our position as 'The only sustainable alternative to tropical hardwood' globally
- Continue to use editorials (on-line/off-line) through high-profile projects as main channel

Expand production capacity

- Leverage existing factory for rapid and economical capacity increase
- Establish new production capacity outside Scandinavia – in proximity of major demand



THANK YOU!