



Nammo

SECURING THE FUTURE

NORDIC INDUSTRY ACCESS IN THE US AND EUROPE

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NAMMO

WHO WE ARE

1998:



Saab 27.5% Patria 27.5% Norway 45%

2006:

Patria 50% Norway 50%

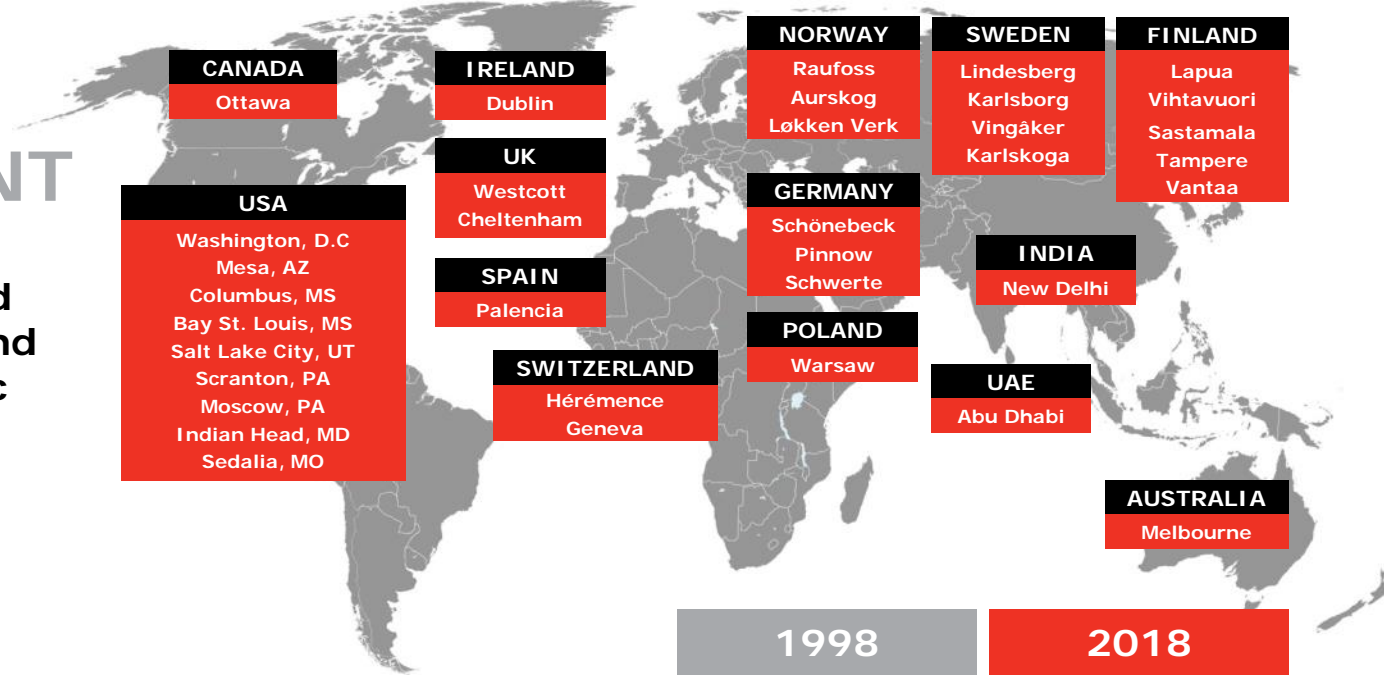
International
company

Nordic
ownership

Norwegian
headquarters

WIDE FOOTPRINT

We have expanded significantly beyond our original Nordic base.



	1998	2018
People	1 100	2 300
Countries	4	14
Locations	8	35*)

*) Incl. 7 offices

REVENUE DISTRIBUTION

Nearly 90% of revenue generated by US and European markets.

In 1998 it was only 30%

COMMERCIAL

20%

DEFENSE & AEROSPACE

80%



NORTH AMERICA

41%

NORDIC COUNTRIES

18%

REST OF EUROPE

29%

OTHERS

12%

PART OF THE US INDUSTRIAL BASE

Been present in the US since 2006.

US citizens constitute the second largest nationality among Nammo employees.

- 20% of total number of employees.
- >40% of revenues.



Nammo

HOW DID WE GET MARKET ACCESS?



PATIENCE AND ENDURANCE

Be prepared for a long term investment of time and skills.

5-10 year horizon.



PARTNERSHIPS

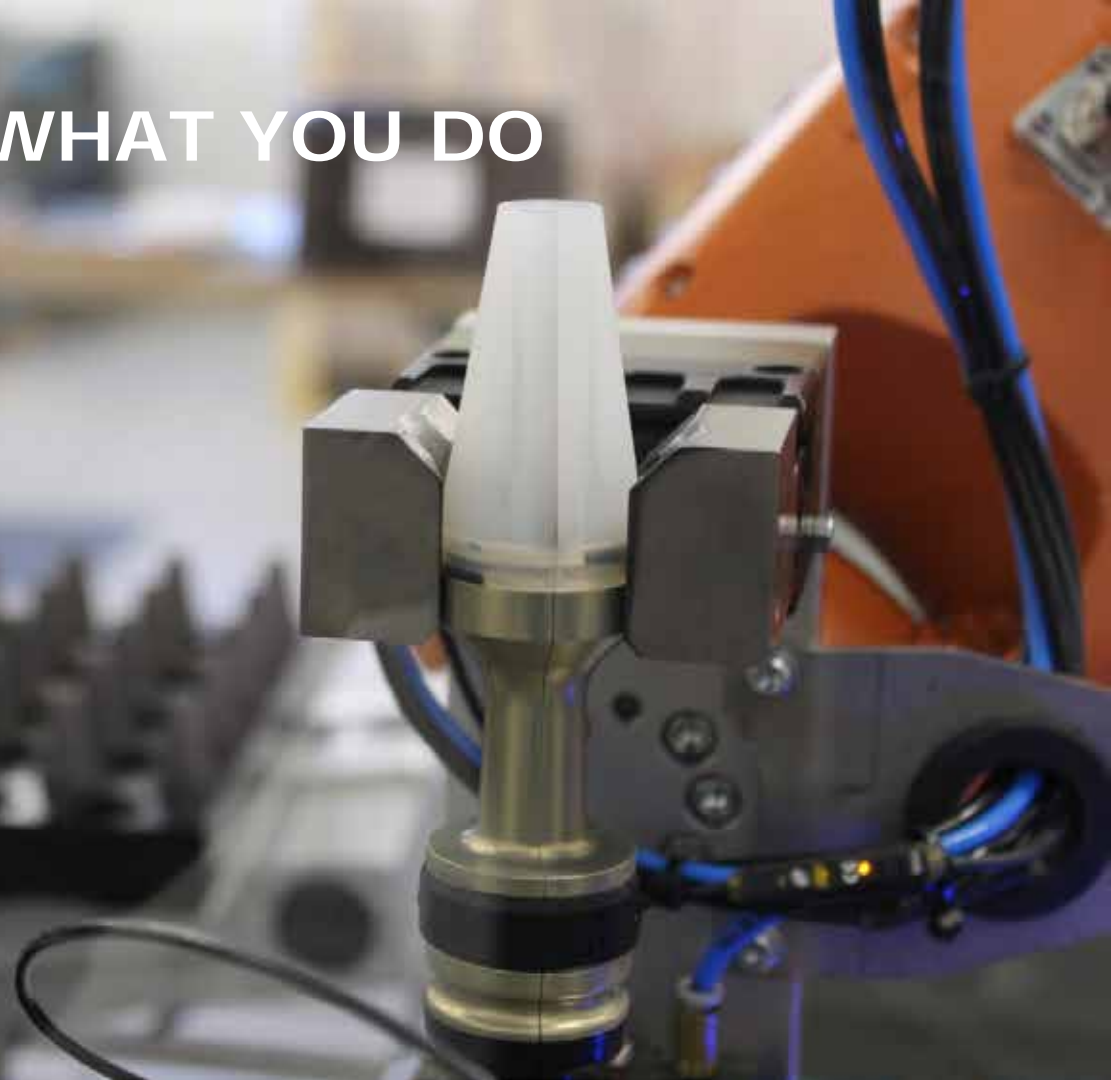
Find and build long term partnerships with industry and governments.

Avoid transactional relationships – build on mutual interests.

BE THE BEST AT WHAT YOU DO

Nordic industry cannot
grow as “one of many.”

Dare to specialize, offer
something unique.



CULTURE IS KEY

Be the ones people WANT to work with.

Work closely with customers – help them solve problems.

NAMMO EXAMPLE #1



Been developing medium caliber aircraft ammunition since the 1960s.

Enabled in-house tech-development, and built long-term relationship with General Dynamics.

NAMMO EXAMPLE #1

Today we are world leading in medium caliber ammunition.

Partnership with General Dynamics has allowed us to become the main supplier of 30 mm anti-armor ammunition for the US Army and Navy.



NAMMO EXAMPLE #2

Been providing
Sidewinder rocket motors
since the 1960s.



NAMMO EXAMPLE #2



Today one of the main providers of rocket motors for Raytheon, the world's largest manufacturer of guided missiles.



SUMMARY

Long term perspective.

Build partnerships.

Develop your niche.

Culture is key.





THANK YOU

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www.nammo.com