PATRIA - A TRUSTED STRATEGIC PARTNER
PATRIA - A TRUSTED STRATEGIC PARTNER

• Patria Aviation, Patria’s subsidiary Millog and co-owned Nammo are strategic partners of the Finnish Defence Forces in times of peace, crisis and war.

• Maintenance partnerships with Norwegian, Swedish etc. defence forces.

• Patria is also a supplier of defence systems (vehicles, mortars, C4ISTAR) and aerostructures to the global marketplace.

• International growth opportunities exist in all these segments.
SINCE 1921
Key figures

Net sales* EUR million

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>415,0</td>
<td>514,2</td>
<td>589,5</td>
<td>462,0</td>
<td>427,7</td>
</tr>
</tbody>
</table>

Operating profit* EUR million

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>52,1</td>
<td>78,3</td>
<td>87,8</td>
<td>56,0</td>
<td>46,8</td>
</tr>
</tbody>
</table>

Gross investments in fixed assets* EUR million

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>15,1</td>
<td>13,1</td>
<td>12,5</td>
<td>8,1</td>
<td>23,9</td>
</tr>
</tbody>
</table>

Order Stock* EUR million

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1418,4</td>
<td>1021,5</td>
<td>780,6</td>
<td>1201,7</td>
<td>1056,4</td>
</tr>
</tbody>
</table>

Equity ratio* %

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>49,7</td>
<td>55,8</td>
<td>56,1</td>
<td>45,3</td>
<td>49,8</td>
</tr>
</tbody>
</table>

Net sales outside Finland* %

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>48</td>
<td>44</td>
<td>54</td>
<td>50</td>
<td>31</td>
</tr>
</tbody>
</table>

* The years 2010–2013 pro forma due to the change of Nammo's consolidation method. From the year 2014 onwards, in Patria's financial statements, Nammo is consolidated using the equity method.

Copyright Patria. All rights reserved.
Norway, Sweden and other countries in Europe are evaluating possibilities for defence logistics partnering using the Finnish "Millog-model" for a strategic partnership.

Finland is replacing its F/A-18 combat aircraft in 2025-30 with up to a 10 B€ program and acquiring new corvettes for the Navy worth 1.2 B€. These facilitate also growth to related international markets eg. in Systems Integration and C4ISTAR areas.
Patria AMV is a high end 8x8 armored vehicle with amphibious capabilities.

Established market position in Eastern Europe.

In strong position to win Middle East and also high-end (Australia, UK) tenders.

Cost effective business model utilizing a network of capabilities in customer countries.

Patria Nemo is a unique turreted mortar system with superior performance compared with traditional floor mounted versions.

Product already in service in UAE and Finland (twin-barrel AMOS) and sold via the US Foreign Military Sales Program.

Fits a large variety of vehicles and vessels.
KONGSBERG OWNERSHIP MEETING PATRIA’S EXPECTATIONS FOR GROWTH

• Keeping Patria’s position in the Finnish Defence Forces key procurements.

• Adapting the Finnish Strategic Partnership concept to other countries in life-cycle support.

• Strengthening global Land Systems commercial reach.

• Growing Aerostructures.

• Developing competence in C4ISTAR, Naval Systems etc.
RESPONSIBLE OPERATIONS FORM THE FOUNDATION

Embedding ethical conduct throughout the organization.

Zero tolerance towards bribery.

Providing employees with continuous training.

Developing processes in support of the Code of Conduct.

No support to any political parties.

Identifying, investigating and monitoring any violations of the Code of Conduct.

Good partner

Ethical industry player

Good employer

Profitable operations form the basis of business continuity

Values
We want to succeed
Our operations are customer oriented
Together we create success

Copyright Patria. All rights reserved.
THANK YOU!