

# Capital Markets Day 2025

Karlskoga, Sweden  
26-27 May

# Welcome



**08:30** Strategically positioned to capture market growth

*Micael Johansson  
President and CEO*

**09:15** Growth, investments & value creation

*Anna Wijkander, CFO*

**09:40** Q&A

**10:00** Break

**10:20** Dynamics: Strategic deep dive

*Görgen Johansson  
Head of Business Area Dynamics*

**10:45** Surveillance: Strategic deep dive

*Carl-Johan Bergholm  
Head of Business Area Surveillance*

**11:10** Group Q&A

**11:30** Lunch

**12:00** Site tour and product demonstration



**Micael Johansson**  
President and CEO



**Anna Wijkander**  
CFO



**Görgen Johansson**  
Head of Business Area Dynamics



**Carl-Johan Bergholm**  
Head of Business Area Surveillance

# Strategically positioned to capture market growth

**Micael Johansson,**  
President & CEO



# Changing geopolitics

## Emerging world order

- Multi-polar world
- US vs China
- Russian aggression



## New cooperations

- Europe larger role
- Sweden and Finland in NATO
- Purpose-driven new alliances

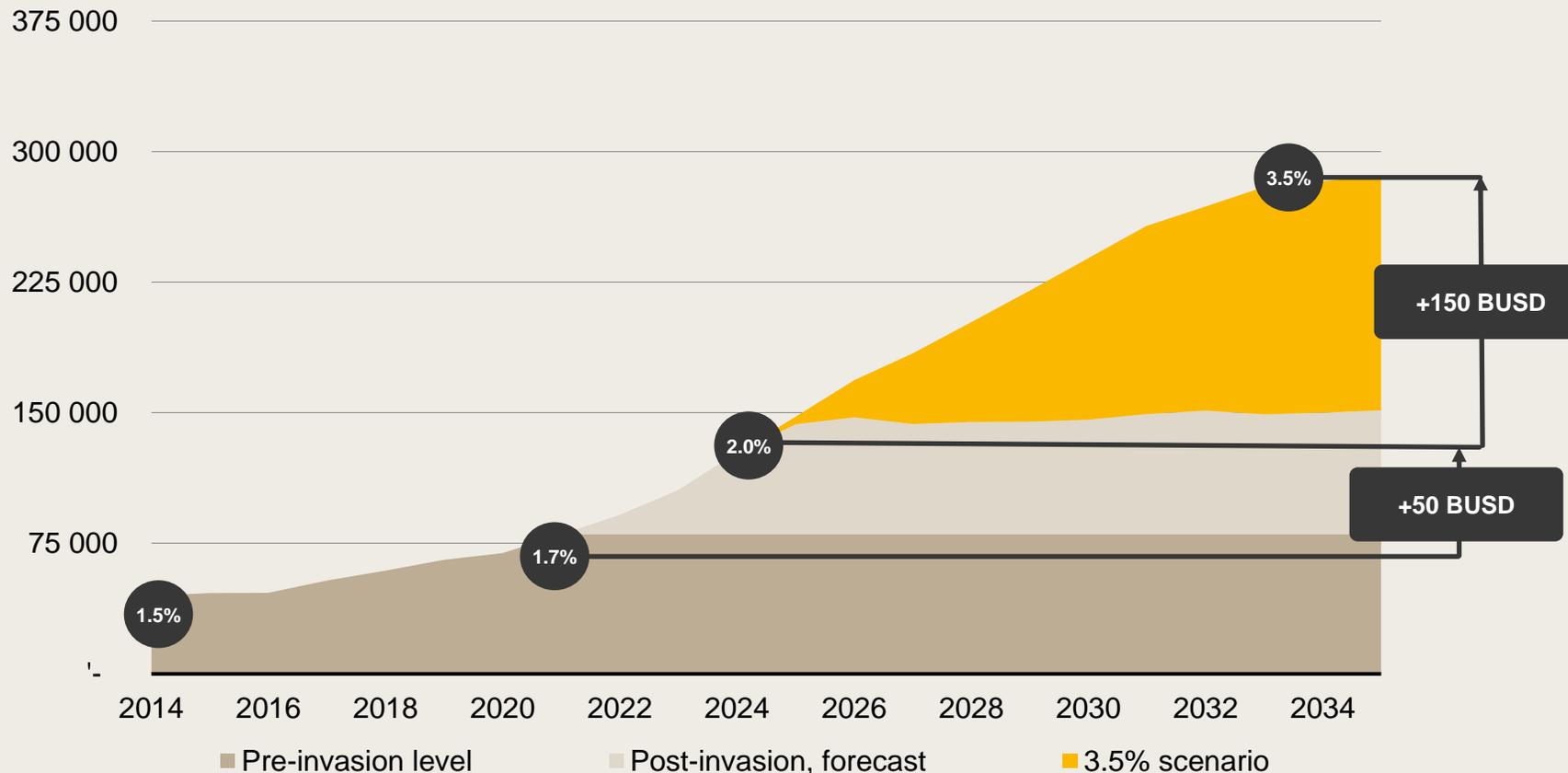


## New priorities

- Security centre stage
- Control of technologies and supply resources
- European defence industrial base in focus

# Increasing defence spending

**NATO Europe defence procurement budgets**  
 USD million, % defence budgeted spending of GDP



**Significant increase ahead**  
 Moving to 3.5% of GDP implies a x3 increase, compared to the increase seen after the invasion

**Key uncertainties**  
 Timing and size of European ramp-up. Relieving US in Europe

**Additional multiplicative effect**  
 EU policy to increase “Buy European”, and increased share of European procurement

**Historical reference**  
 Sweden 4.0% share of GDP 1963, and combined EU countries 4.0% same year

Note: 3.5% scenario based on Janes estimates of GDP, and share of procurement stable at 30%.  
 Source: Janes, NATO, own analysis.

# Several long-term drivers of growth in Europe

## A rearming of Europe

- Triggered 2014, accelerated 2022
- Scale up forces and stock piles
- Urgency in border states



## Supporting Ukraine

- Triggered by invasion 2022
- Support to win
- Long-term rebuild



## Less US capabilities in Europe

- Relieve US forces (volume)
- Procure strategic systems



## Increasing European autonomy

- ✓ Increase share of European procurement
- ✓ Build industry base and surge capacity

# A fast growing defence company

**64**

SEK bn in sales, 2024

**24%**

Sales Growth, 2024

**189**

SEK bn in order backlog

**25,400**

Employees

**3,000**

New employees, 2024

**30**

Countries with operations



## Aeronautics



### Key products

Gripen E/F fighter system, advanced pilot training system T-7A with Boeing and aircraft support solutions

## Dynamics



### Key products

Ground combat weapons, ground-based air defence, anti-ship missile, camouflage systems, and training & simulation

## Surveillance



### Key products

Airborne Early Warning and Control system GlobalEye, surface radars, command and control systems, electronic warfare, cyber security solutions and air traffic management

## Kockums



### Key Products

Submarines, surface vessels, combat boats and underwater systems

# Strategic direction

Keeping people and society safe



## Scaling up

- Deliver on customer commitments
- Capacity ramp-up
- Industrialisation
- Supply chain resilience



## Focused market expansion

- Portfolio focused on Core Areas
- Multi-domestic growth
- Partnerships and M&A



## Accelerating Future Capabilities

- Focused innovation
- R&D Investments
- Software-defined
- Autonomy and AI



## Empowered workforce

- Retain and attract
- Onboarding, training
- Growth mindset

Digital transformation

Sustainable business

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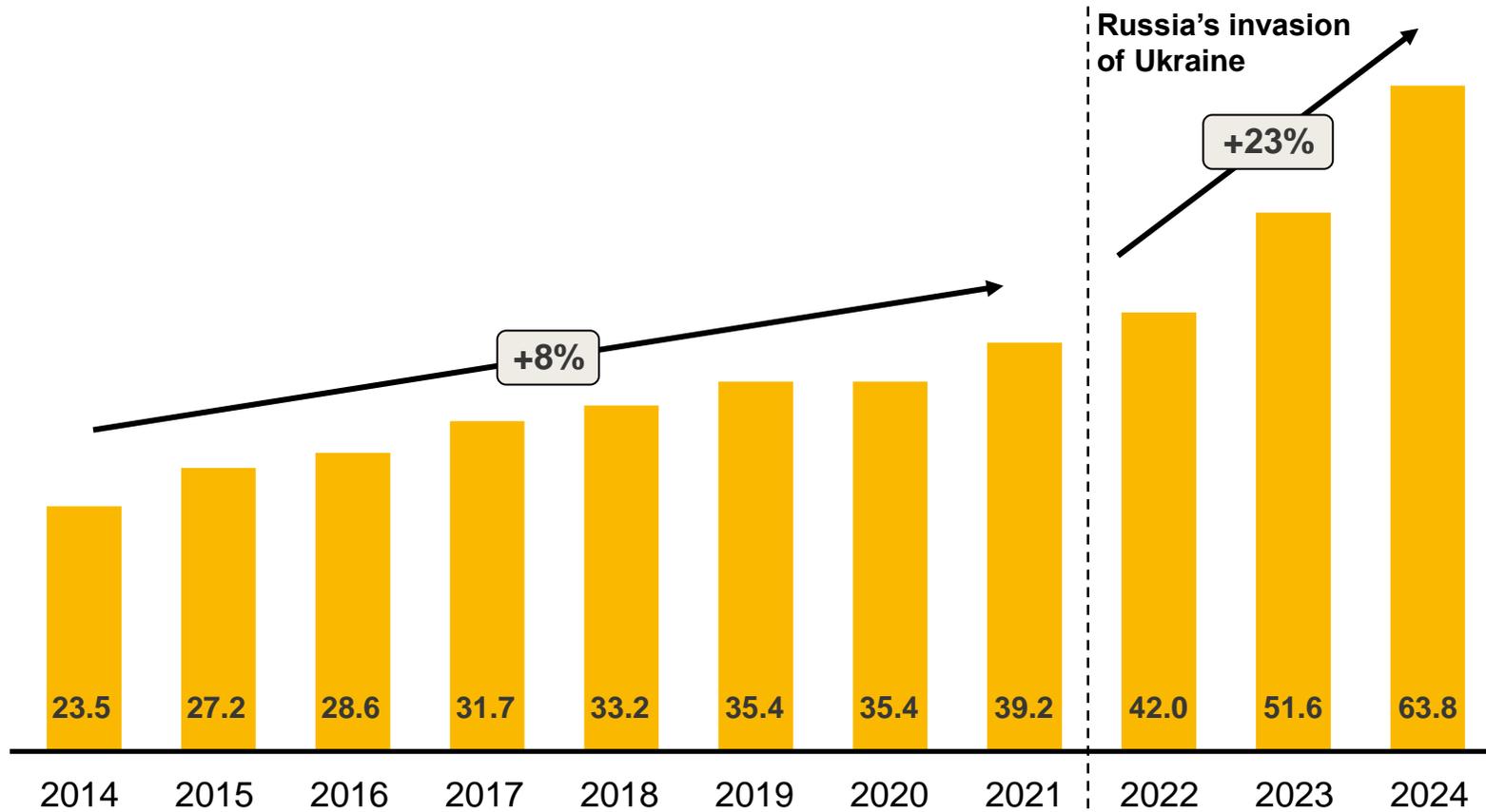
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# Track record of growth and deliveries

Sales in SEK billion, and Sales CAGR %



# Investing and building capacity



## Aeronautics

- ✓ Gripen production capacity
- ✓ T-7 Redhawk ramp-up



## Surveillance

- ✓ Ramp-up in US and Sweden
- ✓ Production facility in UK Fareham
- ✓ Production facility in Finland Tammerfors



## Dynamics

- ✓ Ground Combat and Missile Production capacity
- ✓ Production facility in US Grayling
- ✓ Production facility in India



## Kockums

- ✓ Landskrona expansion
- ✓ Expanding production facility in Karlskrona
- ✓ Partnerships

# Scaling production

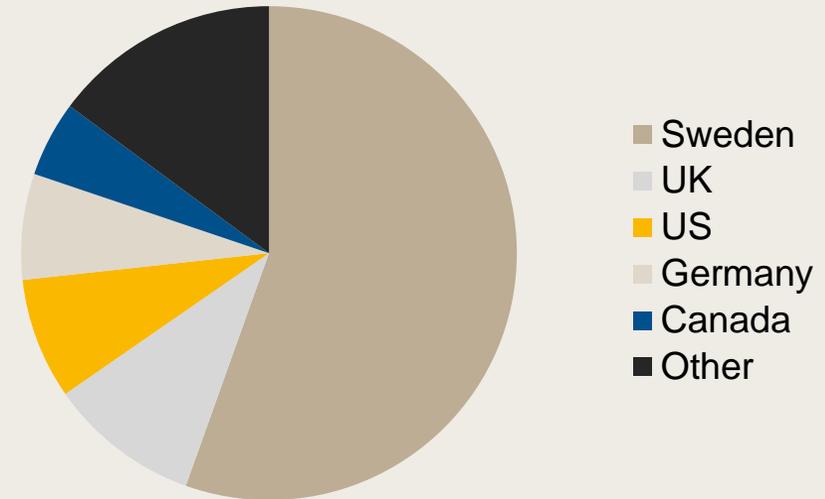
## Industrialisation and automation



- Focus on high demand products, such as ground combat ammunition, missiles and live training
- Investments both in re-design for production and automation of processes

## Resilient supply chains

Supplier by country, 2024, % of spend



- Close supplier coordination to identify risks and industrialisation opportunities
- Pre-ordering of long lead items, stockpiling critical material
- Aim to secure supplies from allied countries, localise Tier 1 suppliers in the same region as production facilities

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# Cutting edge capabilities in all domains

**Fighter  
Systems**



**Advanced  
Weapon Systems**



**Sensors**



**Command  
and Control**

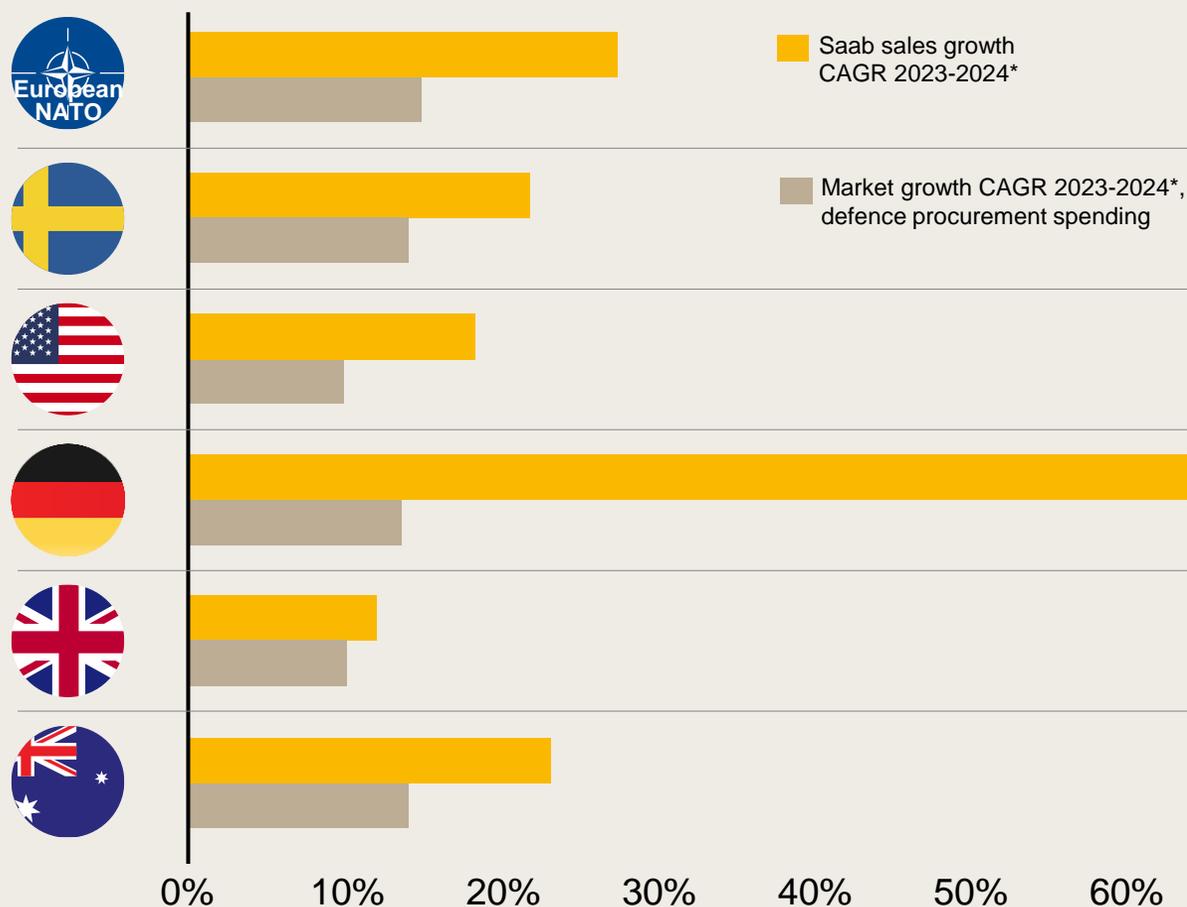


**Underwater  
Systems**



# Outperforming in key markets and an attractive outlook

## Historically: Outpacing our key markets CAGR 2023-2024\*



## Future: Defence spending increases

	Significant defence spending discussed, moving beyond <b>3% GDP</b> , equivalent <b>CAGR 8-12% in spend</b>
	Government ambition growing to <b>3.5% of GDP</b>
	Policy proposal aiming at \$1trillion by 2026, implying <b>13% increase from 2025</b>
	New defence policy, supporting rearming Europe, targeting <b>2.5% of GDP by 2027 and 3% of GDP 2030</b> , with recent statement of <b>5% of GDP</b>
	Raising defence spending's to <b>2.5% of GDP by 2027</b> and ambition to later reach <b>3% of GDP</b>
	National defence strategy aims at increasing from <b>2% to 3% of GDP by 2029</b>

\* CAGR calculation from end 2022 to end 2024, 2 years  
 Note: Market data based on Janes Market Forecast that contains industry addressable spending  
 Source: Janes Market Forecast, Saab financials, media, team analysis

# Partnering to win



**GKN AEROSPACE**



**DIEHL**



**NORTHROP GRUMMAN**



**AIRBUS Helsing**



**BOEING**



**MBDA**



**babcock™**



... and future partners



Differentiating capability and market access

Three levels: nations, defence organisations, industry

# M&A to build on strategic position

## Framework



Clear strategic fit, strengthening our core areas



Enhancement of our capabilities and accelerates business growth



A clear ROI and financial rationale



In operating countries and strategic markets



Bolt-on type acquisitions



Focused on our future capability areas

## Update on acquired companies and partnerships



Fully integrated part of our San Diego Innovation Hub; Skapa



Established as a concept development center for UAV technologies



Collaboration on AI-enabled Electronic Warfare for Eurofighter in Germany and pilot support for Gripen progressing



Partnership within sensors and defence electronics. Still at early stages

### Other:

Divestment of Combitech AS in 2024 and acquisition of assets and personnel within Composites from RISE in 2024

### M&A activities

- ✓ Structured pipeline management, with ~25 targets considered by the business areas
- ✓ Entered in to 5 acquisition processes in 2024-2025 at different stages
- ✓ Ongoing processes in the areas of GPS-free navigation as well as critical supply chain

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## Empowered workforce

- Retain and attract
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Digital transformation

Sustainable business

# Accelerating Future Capabilities

## Focus areas

## Examples on progress

Air Autonomy



Collaborative combat aircraft concept under development

AI-based C2



Swarming drone concept demonstrated (Gnadd)

Distributed Sensors



Compact electronic warfare product launched (Sirius Compact family)

Advanced Weapons



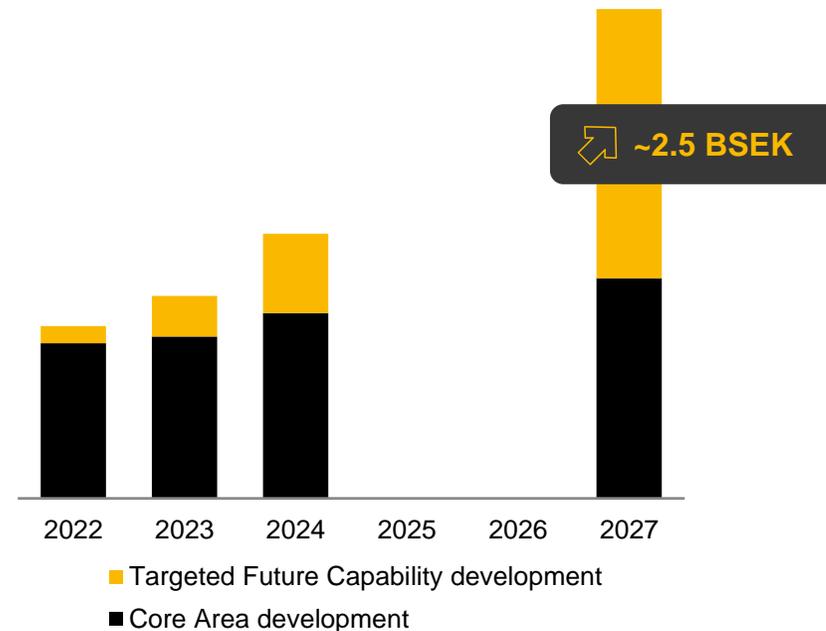
Counter UAS system (Loke)

Naval Autonomy



Saab Autonomous Ocean Core launched

Significant increase in R&D spend targeting Future Capabilities



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Sustainable business

# A fast growing tech company through an empowered workforce

## Growing our workforce

**~3,000**

Net new employees in 2024 (FTE)

20% increase in strategic countries outside Sweden

## High retention and engagement

**~95%**

Retention during 2024

Increased engagement index score in 2024

## Strong technical competence

**~11,500**

Engineers

Largest employer of engineers in Sweden. 400+ in AI expert cluster. 270 PhDs

## Attracting broad competences

**~200,000**

Applications in 2024

#1 ranking among engineering students in Sweden



## Strong culture, growth mindset

Drive change

Speed is key

Step up

Dare to try

Take decisions

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**Digital transformation**

**Sustainable business**

# Accelerating a digital transformation



## Customer value

To see, understand and act → faster and more cost effective than the qualified opponent

## Saab solution

### Ready when needed

Short lead-time from need to delivery

**1 + 1 = 3**

Interoperable and integrated, using broad portfolio

### Easy to adopt

Intuitive and reliable, quick to field

### Adapt fast, stay ahead

Improved over time

### Data-driven capability

From use to insight, and continuous development

### Autonomy-enabled

Achieve unprecedented performance levels

## Significant investments across all parts

Customer & Offering

Tech & Architecture

Operations & Process

Organisation & Culture

Security & compliance

Software

Data

AI

Targeted R&D and investments

Example: Recently announced AI factory with NVIDIA

# Sustainable business

**Ambition to be a sustainability leader within the defence sector**





**SAAB**

# Priorities going forward



## **Deliver on customer commitments**

by increasing efficiency and capacity to meet increased demand



## **Accelerate Future Capabilities**

by increased investments in joint innovation, and leveraging SW, data, AI and external technology supply



## **Transform the way we work**

for efficiency, scalability and efficient software design



# Considerations on mid-term targets



- We see a **sustained growth potential** backed by strong market demand
- Saab growth story **not limited to 2027**, will continue beyond, and we have a strong track record of capturing significant growth
- Our **ongoing investments** are aiming at enabling high future growth. In several areas, the industry is capacity-limited, and the ability to quickly ramp up and increase production is key
- Political decisions **take time to materialise**. Key future events include NATO defence spend targets in June, and NATO capability targets for Sweden and other key markets

# Well-positioned for further growth

Medium-term targets (2023-2027)

Comments

**Organic sales growth**

**18% CAGR**

**Strong growth not limited to 2027, will continue beyond**

**Operating income (EBIT)**

**EBIT growth > sales growth**

**Sustained profitability improvement**

**Cash conversion**

**> 60% accumulated**

**Continued positive cash flow long-term**



# Thank you!

# Growth, investments & value creation

**Anna Wijkander**  
CFO



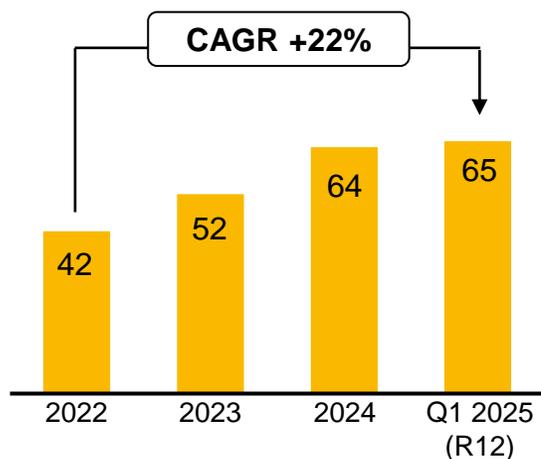
# Tracking towards our medium-term targets

## Medium-term targets 2023-2027

### Growth

**~18%**

Organic sales growth (CAGR)

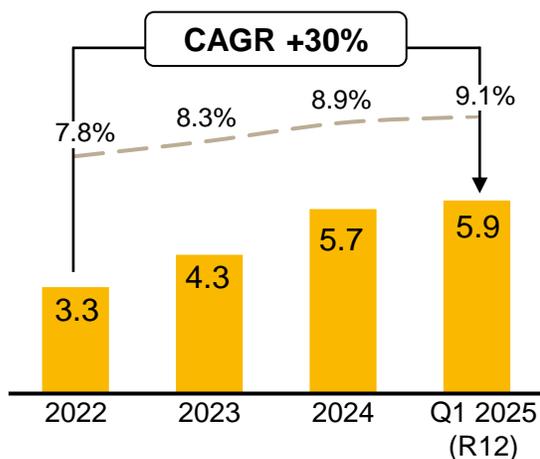


■ Sales, SEK bn

### Profitability

**EBIT >** Organic sales growth

Operating income growth higher than organic sales growth

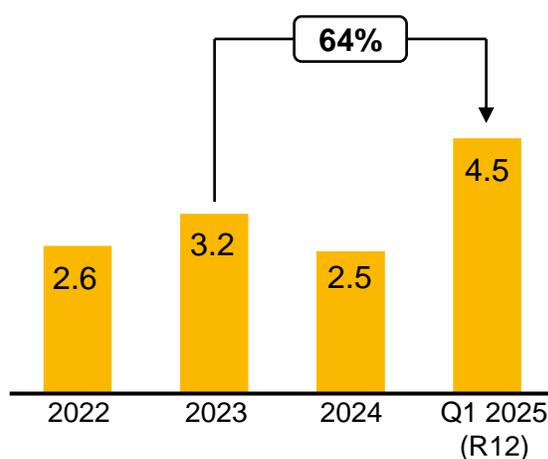


— EBIT% ■ EBIT, SEK bn

### Cash flow

**>60%** Cumulative for the 5-year period

Cash conversion %



■ Operational cash flow, SEK bn

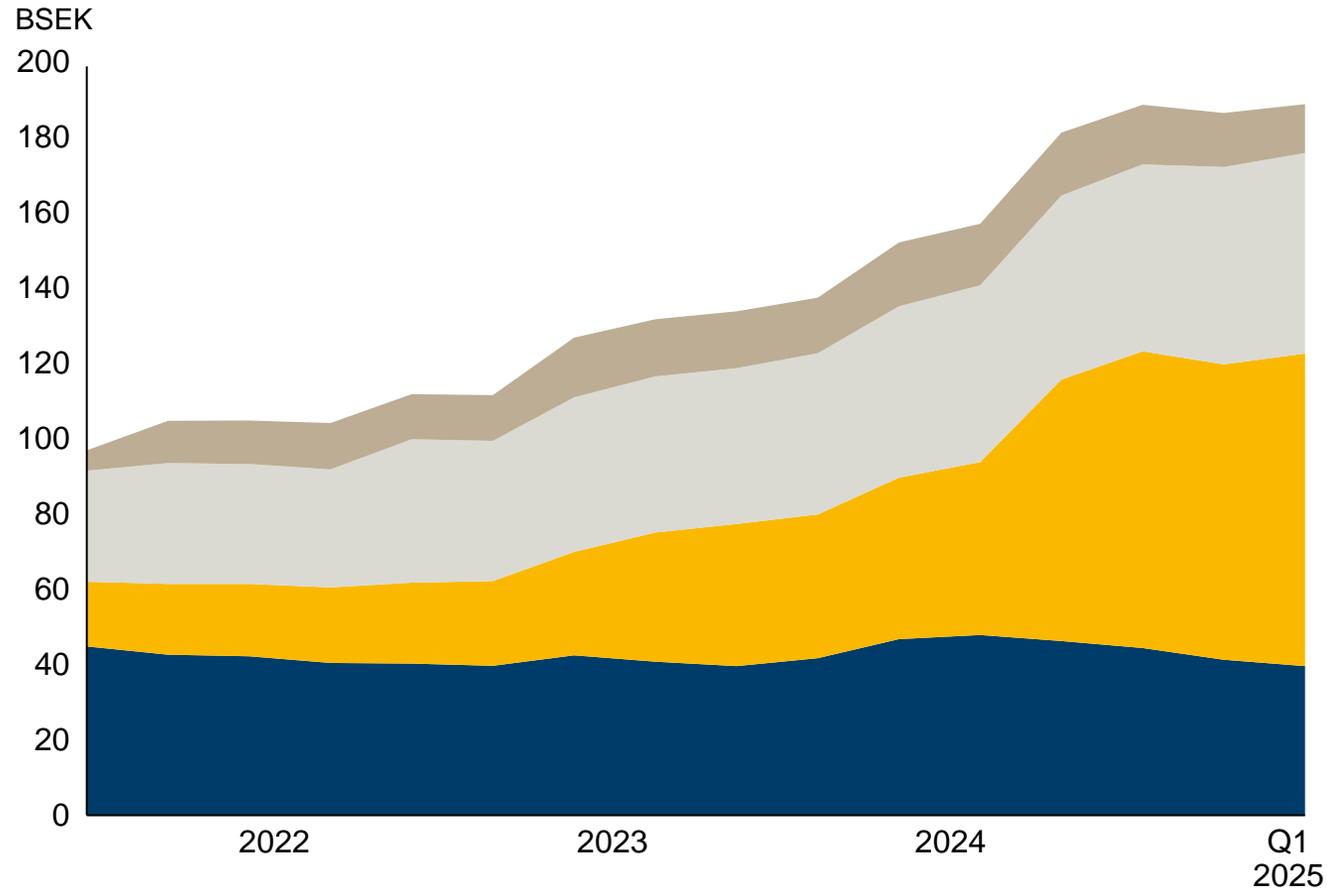


### Outlook 2025

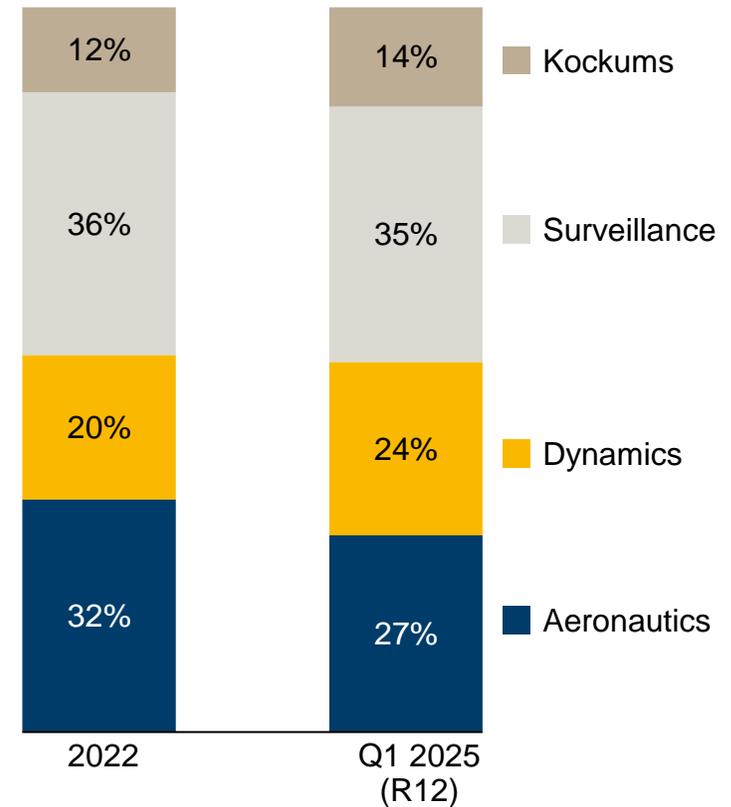
- Organic sales growth between 12-16%
- EBIT growth higher than organic sales growth
- Positive operational cash flow

# Our business mix is shifting

### Order backlog per Business Area



### Sales contribution per Business Area



# Steady progress on scale and efficiency



## Profitability model

### Scale effects

- Volumes from organic growth and M&A
- Scale effects on OPEX growth (excl. R&D)
- Improve utilisation of production facilities

### Efficiency

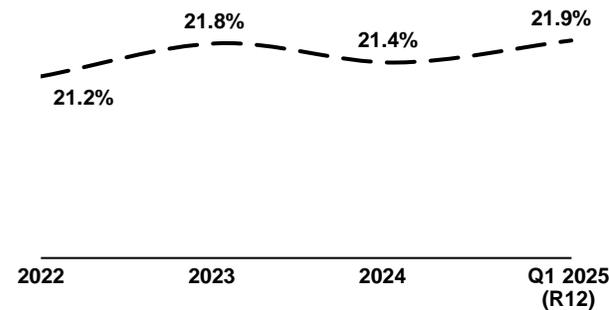
- Improve project execution
- Contract management
- Cost efficiency
- Supply chain

### Portfolio management

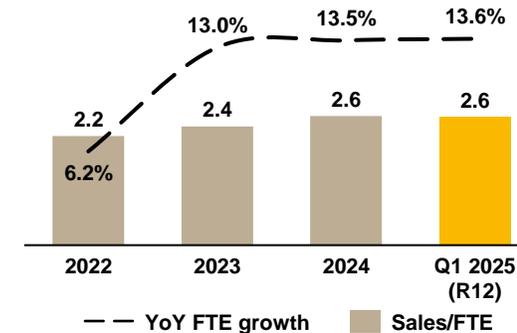
- Turnaround or exit non-profitable business
- Divest non-core business

## Progress made

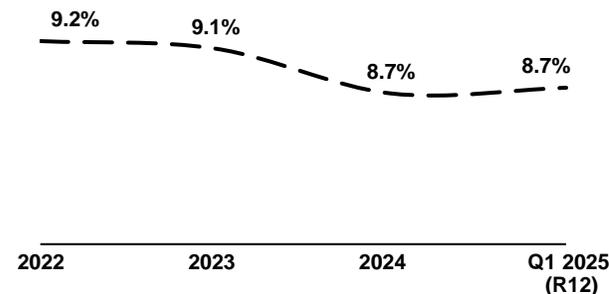
### Gross margin development



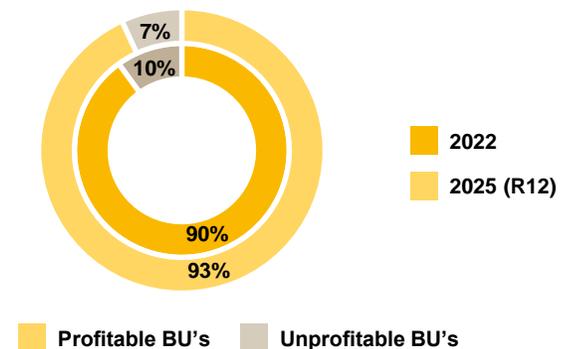
### Sales per FTE and FTE growth, MSEK & %



### Admin and M&S expenses as % of sales



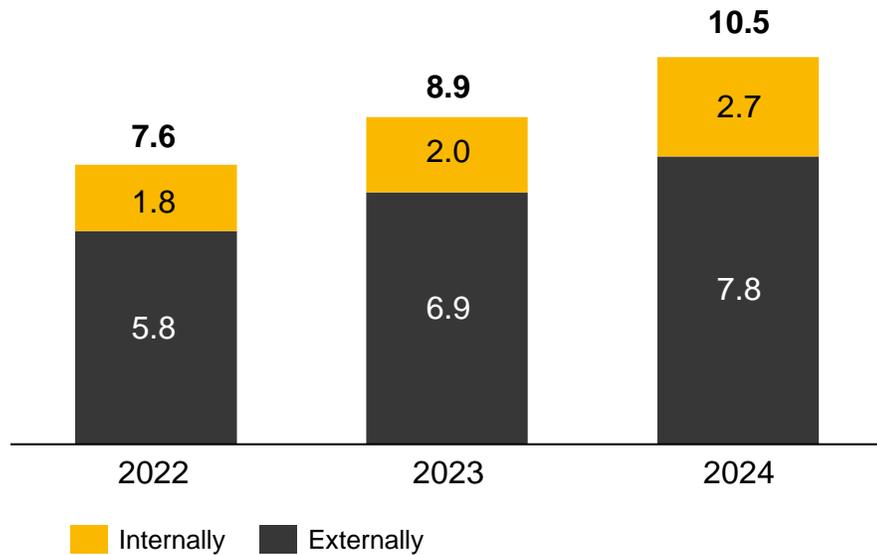
### Share of total sales split by business



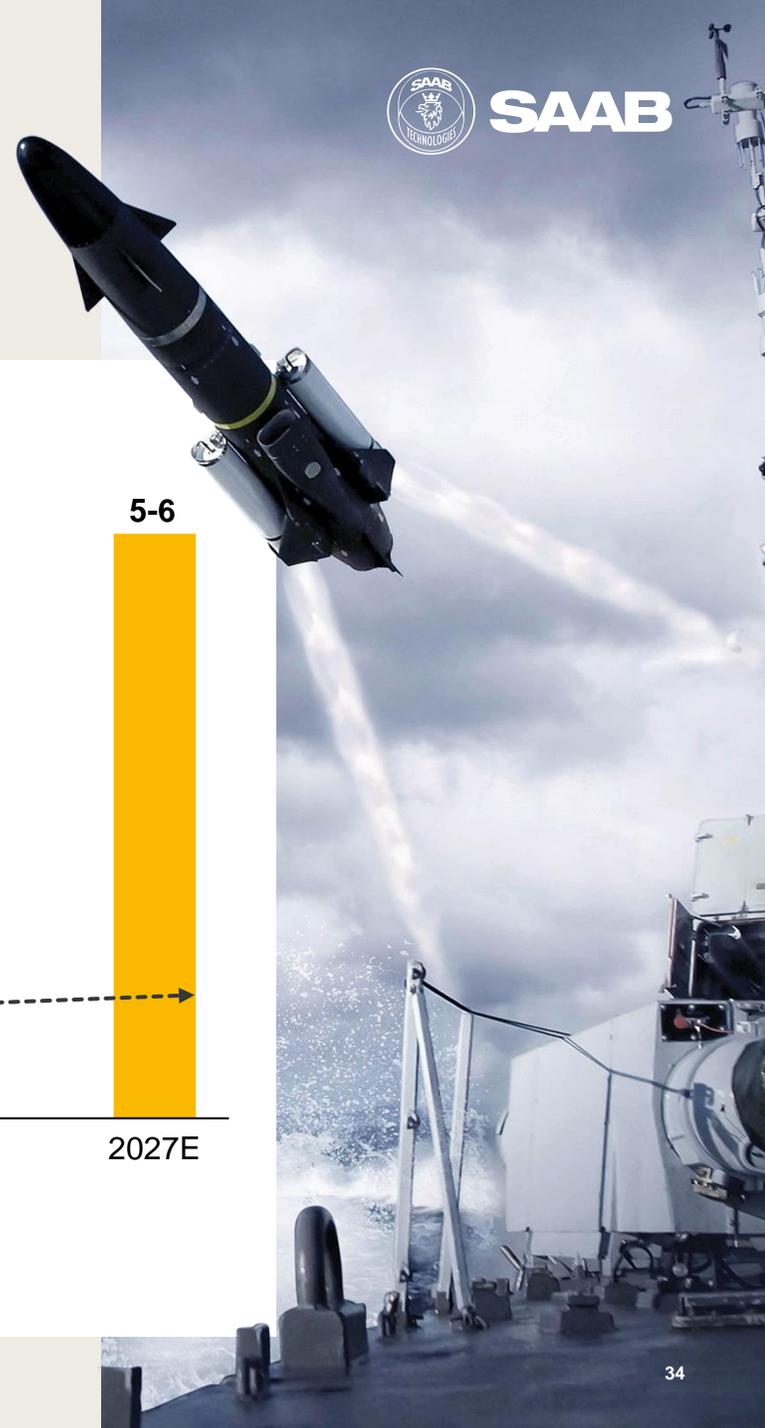
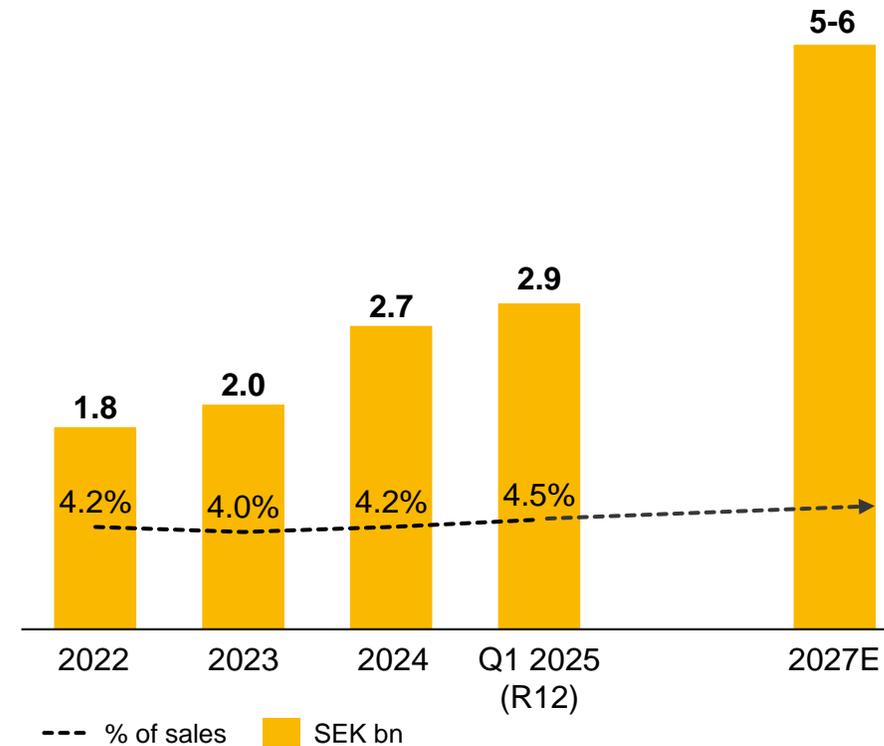
# Ramp up in R&D expenses to push technical and product development

## Internally & externally funded R&D

BSEK



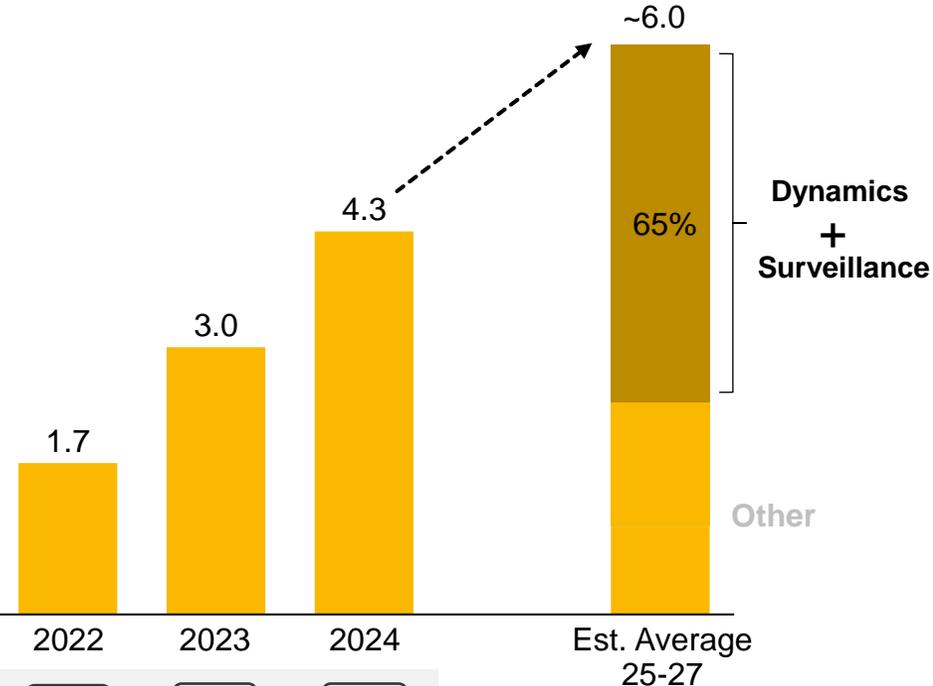
## Internally funded R&D expenses



# Dynamics and Surveillance main drivers of increased investments

## Group investment distribution (excl. R&D)

BSEK



## Capex initiatives for future growth



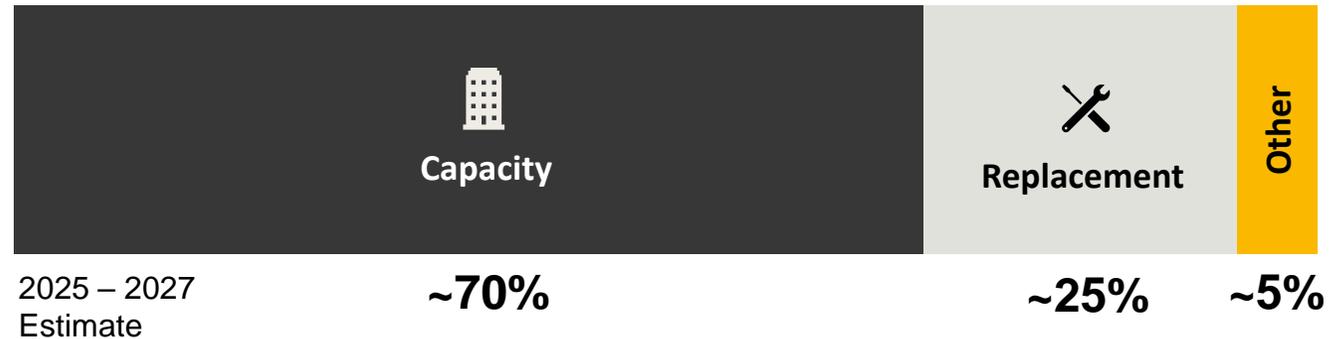
Factories



Offices



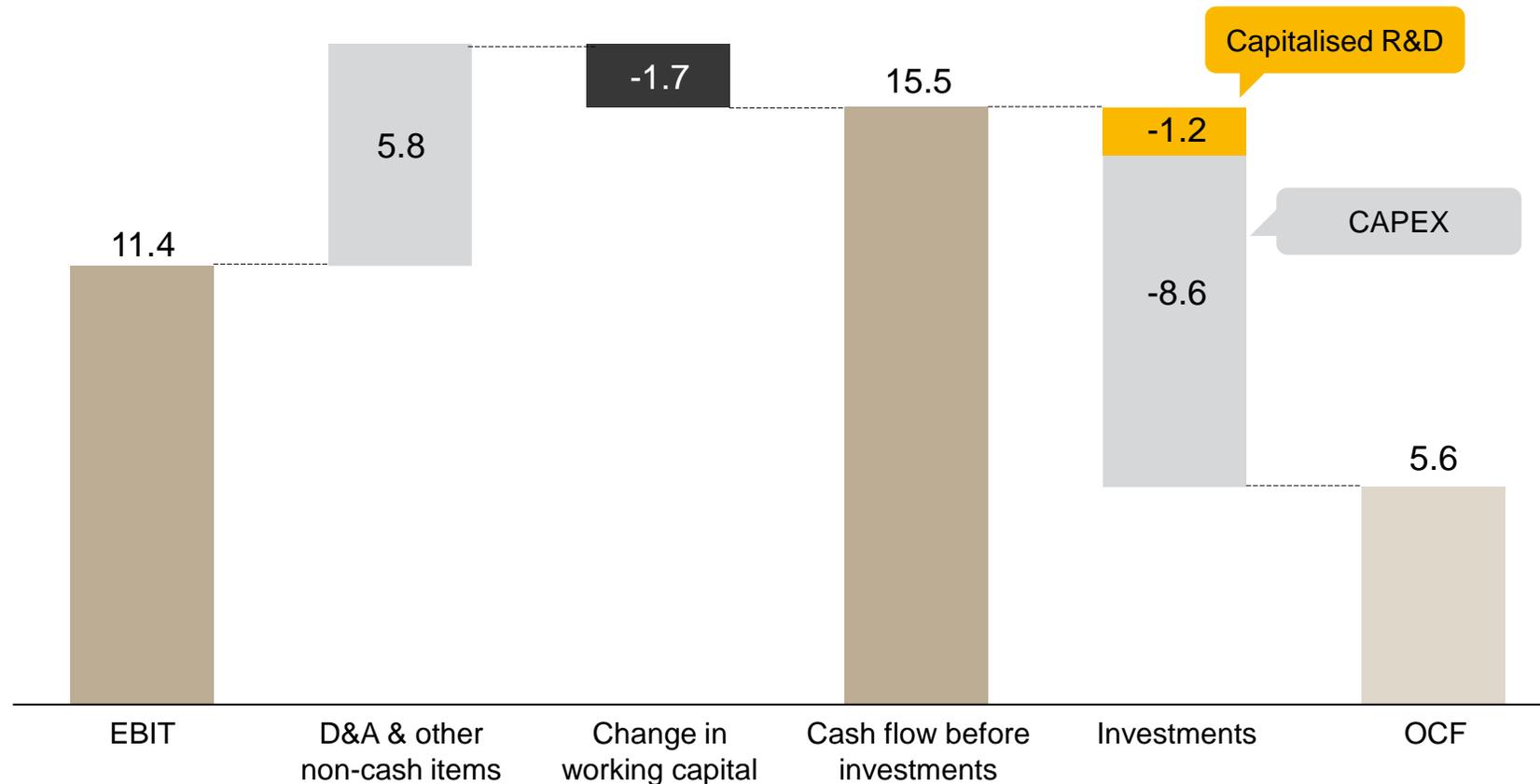
Automation



2025 – 2027  
Estimate

# Cash generating business enables investments for future growth

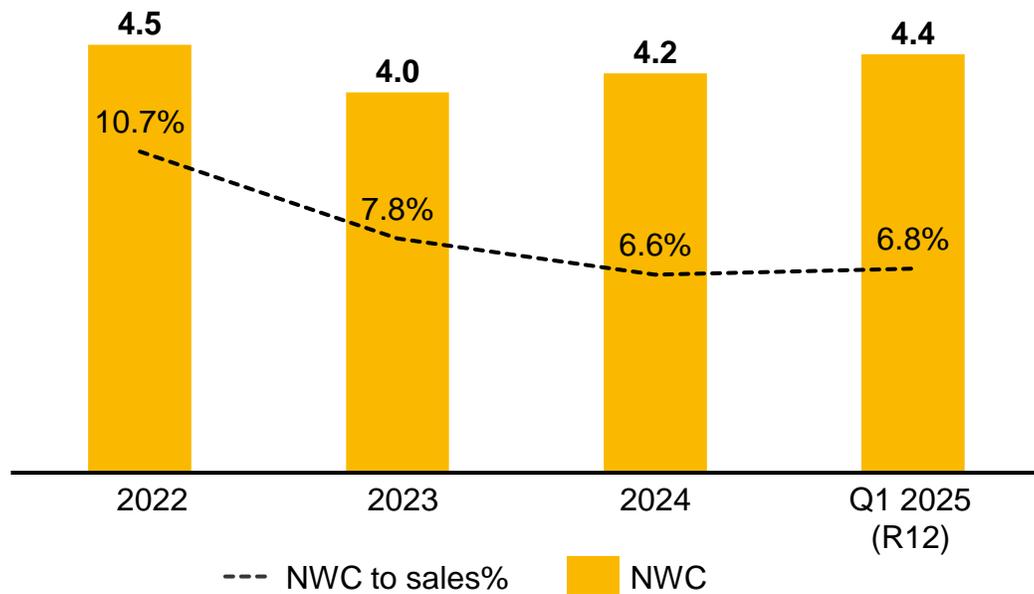
Accumulated cash flow 2023 - Q1 2025, BSEK



# Capital efficiency

## Decreasing NWC to sales trend despite product capacity ramp-up

Net working capital (NWC), BSEK



## Drivers of capital efficiency improvements

-  Terms & conditions to customers and suppliers
-  Inventory management
-  Project execution
-  Training and accountability

# Leveraging our financial position to fuel further growth and shareholder value

## Solid financial position

**BBB+**

Investment grade rating

**12.7** BSEK

Gross cash

**6.0** BSEK

Revolving Credit Facility

**-0.3<sub>x</sub>**

Net debt/EBITDA ratio (Q1 2025)

## Shareholder value

### Growth investments

- Capex in capacity for future growth
- R&D in future capabilities for improved competitiveness
- Capex for digitalisation and industrialisation

### M&A

- Selective bolt-on acquisitions in core areas
- Accelerate future technology capabilities and expand presence in strategic markets
- Divestments of non-core assets

### Dividends

- Dividend policy: 20-40% of net income
- Cash payout of 1.1 BSEK in 2025
- Dividend growth in the last 5 years

# Thank you!



**SAAB**

# Strategic **deep dive** Dynamics

**Görgen Johansson,**  
Head of Business Area Dynamics



# Dynamics in numbers



**15**

SEK bn in sales, 2024

**84**

SEK bn in order backlog

**23%**

Share of Saab sales, 2024

**31%**

Sales growth, 2024

**18%**

EBIT margin, 2024

**740**

New employees, 2024

**4,465**

Employees



# Market-leading product portfolio



## Ground Combat

World leader in Infantry Support Weapons



## Missile Systems

National sovereignty enhanced by European partner programs



## Barracuda

World leader in Advanced Signature Management



## Training & Simulation

World leader in Live Training for Land Forces



## Tactical Support Solutions

Integration and Support Partner to Swedish Armed Forces



# Strategy for **market leadership**

## → #1

Strengthen our leading position in markets where we already are market leading in Infantry Support Weapons, Live Training and Advanced Camouflage

## → Partnership to be #1

Sustain market leadership in the missile domain through strategic partnerships

## → Support Home market

Enhancing Sweden's national operational capability



## Future Capabilities

Investing in Future Capabilities to keep our market-leading position by using our large customer base in existing domains

# Our foundation for competitive advantage



# Strategic direction **forward**

Keeping people and society safe



## Scaling up

- Deliver on customer commitments
- Capacity ramp-up
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## Focused market expansion

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## Accelerating Future Capabilities

- Focused innovation
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## Empowered workforce

- Retain and attract
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**Digital transformation**

**Sustainable business**



**SAAB**

# Scaling up Ground Combat to meet **record customer demand**

→ **Record customer demand:**

Aim to 4x production capability by the end of 2025 (compared to the pre-war)

→ **Rapid capacity expansion:**

40+ construction projects in progress

→ **New ways of working:**

Scaling up goes beyond infrastructure – also investing in automation/digitalisation across the full value chain (from contract to design to production)

→ **Building for the future:**

This scale-up is a critical enabler for meeting increased customer demand, delivery precision, and strengthening long-term competitiveness

# 4x

Capacity ramp-up  
in Ground Combat  
to end of **2025**



# Björkborn – a key production facility site for **scaling up production volumes**

- ✓ One of several key production and development sites for **Ground Combat** and **Missile Systems**
- ✓ Strategically located **close to the supply chain** – both geographically and through strong partnerships

**40**

Ongoing facility projects

**1,000**

Employees in Björkborn

**2028**

Expected completion

● Circles represents an ongoing facility project  
Factories, warehouses, office spaces and support facilities.



# Ability to ramp up Missile Systems capacity **through supply chain and partners**

- **Capital-efficient expansion** by optimizing and repurposing existing industrial assets to rapidly meet increased demand
- **Rapid competence build-up** through targeted recruitment and retention of critical skills
- **End-to-end ramp-up** enabled through close collaboration with key suppliers across the value chain
- **Key missile partnerships** including collaborations with Diehl, Boeing, MBDA and more



# Expanding in Grayling to strengthen market presence and operational capacity

- ✓ Final assembly, integration of shoulder-launched weapons and precision fire systems
- ✓ Part of Saab's growing U.S. industrial footprint – 10th facility in the U.S.
- ✓ Located near Camp Grayling for proximity to training operations and end users

**140,000** sq ft  
Facility area

**2026**  
Initial manufacturing starting



# Future capabilities

## Loitering Munition

### Future Capabilities

- ✓ Creating a full product family in the **Loitering Munition** domain
- ✓ Part of broader **Future Capabilities** portfolio
- ✓ Builds on **strong relationships** with existing customers
- ✓ Development driven by **close operational dialogue** and **real user needs**



# Sustainable business

## Ammunition Casing

**25% less raw material  
used per product**

=

Increased resource-efficiency  
and reduced cost

**>50% reduction of lead  
times through multiple  
raw material sources**

=

Improved supply  
chain resilience

**33% shorter transport  
distances**

=

Lowered emissions, faster  
delivery and reduced cost

**50% reduction in scrap**

=

Less waste, higher efficiency  
and reduced cost

**8%**  
cost reduction

# Strong outlook for the Land Domain



**SAAB**



## **Strategic priority**

Land remains central in national defence planning



## **Sustained demand**

Expected for at least next 10 years



## **Saab is ready**

Proven portfolio and momentum to scale up



# Thank you!

# Strategic **deep dive** Surveillance

**Carl-Johan Bergholm**

Head of Business Area Surveillance



# Surveillance in brief



**22**  
SEK bn in sales, 2024

**54**  
SEK bn in order backlog

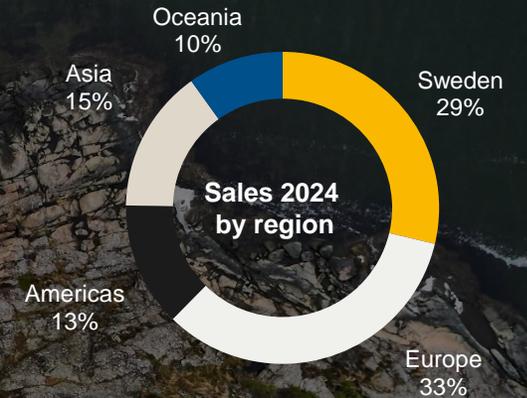
**1,000**  
New employees, 2024

**7,400**  
Employees

**34%**  
Share of Group sales, 2024

**19%**  
Sales growth 2024

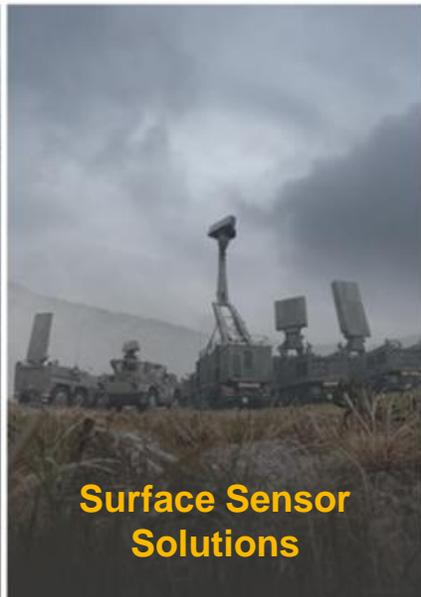
**9%**  
EBIT margin, 2024



## Business units



**Airborne Early Warning**



**Surface Sensor Solutions**



**Naval Combat Systems**



**Fighter Core Capabilities**



**Digital Battlespace Solutions**



**Safety and Security Solutions**

Saab unveils first airborne surveillance system for Poland



Saab opens new UK radar production site in Fareham



Saab signs support contract with South Korea for Arthur systems



## Saab receives order from Sweden for Giraffe 1X surface radar



Saab delivers fifth GlobalEye to the United Arab Emirates



Saab's new navigation system approved for the Panama Canal



Saab signs GlobalEye support contract with UAE



Saab has signed a letter of intent regarding the letting of Nöten 4



## Saab signs contract with Swedish FMV for a third GlobalEye



Saab signs strategic cooperation agreement and makes investment in Helsing



Saab acquires BlueBear



## Saab delivers British Army's next generation artillery hunting radars



Saab receives order for Araxis sensor suite for German Eurofighters



Saab's new Deployable Digital Tower revealed



Saab launches a new mobile high-mast solution for the Giraffe 4A radar



Saab Signs Contract for Two Signal Intelligence Ships for Poland



Saab Receives Order for Two GlobalEye for Sweden



Saab's Future Operator Workspace concept first shown at DSEI 2023



## Saab in new partnership with FMV digitalizing the ground forces of the Swedish Armed Forces (FM).



Satellite with Saab technology launched by SpaceX



Saab receives order from Sweden for mobile short-range air defence



Saab reveals Giraffe 1X Compact Radar Module



Saab's Giraffe 1X wins UK Ministry of Defence orders



Saab receives additional mobile air defence order from Lithuania



Saab's Sirius Compact Offers New Flexibility for EW Users



Saab receives order for sight- and fire control capability



Saab receives order to modernise German Navy's F123 frigates



Saab presents new compact sensor for communication surveillance



# Three business dimensions for growth

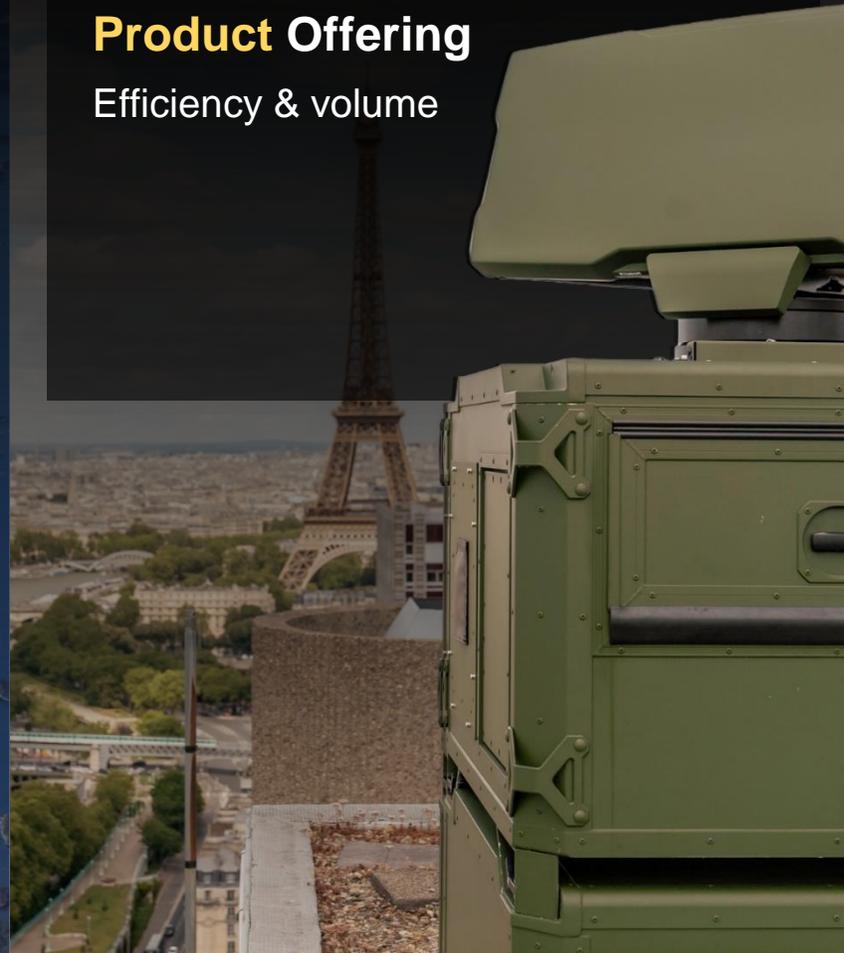
## Large System Integration Projects

Long term & margin stability



## A Scalable Product Offering

Efficiency & volume



## Innovative Support Solutions

Increased availability  
& volume



# Large **system integration** Preparing for a ramp up of GlobalEye

- ✓ Capable and modern **state-of-the art** technology
- ✓ Features **deep vertical integration** sensor solutions
- ✓ **Significant interest** in Europe and NATO both short term and beyond 2030+
- ✓ The only AEW&C capability **currently in production**
- ✓ Address a significant, global market need



**4**

GlobalEye systems per year in delivery capacity planned

**30+**

AEW&C systems delivered to 10 countries

**2027**

First, of three, contracted GlobalEye platforms delivery to Sweden

Large **system integration** projects

# Global expansion in Naval Combat Systems



## F123 German frigates

- 9LV Combat Management
- Sea Giraffe 4A radar
- Sea Giraffe 1X radar
- Ceros 200 radar and Optronic tracking fire control director

# 2027

The first frigate is scheduled for delivery



## Colombian Navy's new frigates

- 9LV Combat Management and Fire Control System
- Sea Giraffe 4A radar
- Ceros 200 radar and Optronic tracking fire control director
- EOS 500 electro-optical fire control director

# 2030

The frigate is scheduled for delivery

Large **system integration** projects

# Fighter Sensors and Avionics

- ✓ Relevance in **next generation** fighter capabilities
- ✓ Contracted for modernization of **German Eurofighters**
- ✓ **Proven and fully integrated** into Gripen E/F

Saab's Arexis Electronic Warfare (EW) suite delivers crucial situational awareness. Whether fully integrated on-board an aircraft, in a missionised pod, or as payload on an unmanned vehicle, it gives unrivalled defensive and offensive electronic warfare capabilities.

# A scalable product offering

- A broad portfolio of scalable products with short order to delivery process
- Significant investments in capacity and delivery lead times to capture market demand



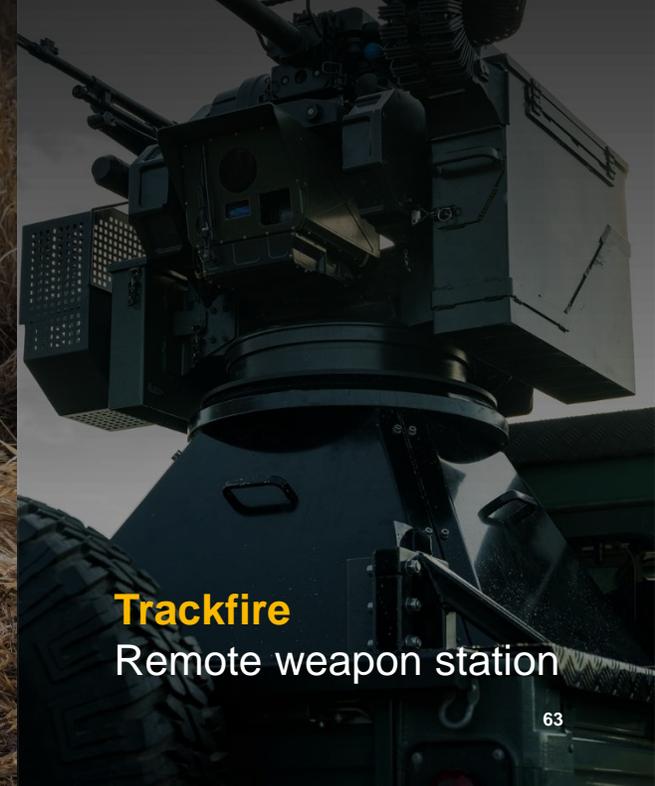
**Giraffe 1X**  
3D multi-mission radar



**UTAAS**  
Sight and fire control system



**Sirius Compact**  
Modular and scalable passive EW system



**Trackfire**  
Remote weapon station

Case:

# Giraffe 1X

- Small, lightweight high performing 3D radar
- Enables unique flexibility and redundancy in Ground Based Air Defence solutions
- Covers the entire search volume every second

**100+**

Delivered systems

**180**

Yearly capacity target



In serial production



Proven in operations



Global market footprint

Case:

# Sirius Compact

- Compact passive surveillance for tactical applications
- Accurate Angle of Arrival measurements
- Platform agnostic

# 600

Yearly capacity target



In serial production and ongoing deliveries



Several customers contracted



# Increasing capacity to meet higher demand

- ✓ Ongoing global uncertainty drives long-term defence needs
- ✓ Significant investments in capacity to capture market demand

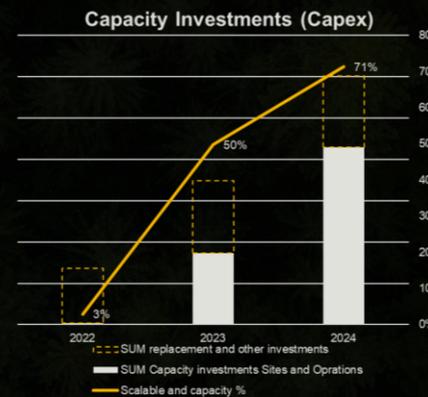
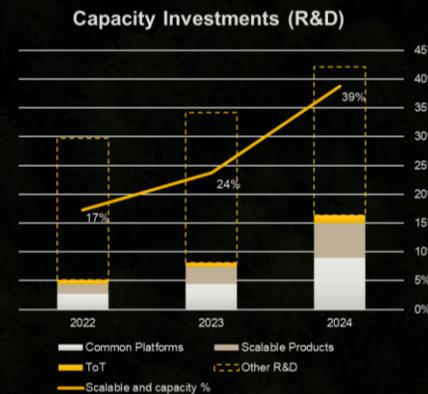
## R&D

- ✓ Scalable products
- ✓ Portfolio synergies/shortened lead times
- ✓ International Capability distribution/ToT

## Capex

- ✓ International capability build up
- ✓ International facility expansion

### Capacity investments 2022-2024



### Yearly capacity targets

Giraffe 1X	<b>180</b>	Giraffe 4A	<b>12</b>
UTAAS	<b>180</b>	Arexis	<b>30</b>
Track Fire	<b>360</b>	GlobalEye	<b>4</b>
Sirius Compact	<b>600</b>		

Focused market expansion

# Leverage new investments for market expansion





**SAAB**

## Accelerating Future Capabilities

# Prepared for the future

- Real-time understanding for faster and more informed decisions
- Sensors everywhere, from drones and satellites to soldier mounted, real-time data gathering and sharing
- Artificial intelligence for threat identification, enemy movement predictions and strategic recommendations
- Instant and secure communication between soldiers, commanders, and even autonomous systems, regardless of their location
- The level of connectivity and intelligence will transform warfare



## Accelerating Future Capabilities

# Legacy reloaded

- Saab Counter-sUAS system
- Domain expertise and integration of existing HW and SW capabilities to counter the threats of tomorrow – from observation to action
- Rapid capability development in close cooperation with industry and end-user



## Accelerating Future Capabilities

# The connected and integrated defence

## Integrated Air Missile Defence (IAMD)

- A layered and interconnected system of sensors, interceptors and command & control systems
- A vital component of European and NATO security, will grow in importance in the coming years
- Designed to protect against a wide range of aerial threats

## Multi Domain Operations (MDO)

- A military doctrine for seamless integration of operations across land, air, sea, cyberspace, space and the civil domain
- Aims to create an integrated and synergistic force that can operate effectively in the increasingly complex battlespace

Our offering will **lead the transformation of defence** – leveraging domain expertise and world class capabilities in **Command & Control and Sensors, today and tomorrow**

Empowered workforce

# Driving growth through accelerating **continuous learning**

**~170**

new managers since 2023

**~2,000**

new employees since 2023



## “To lead in change”

- A global learning experience for managers and project leaders
- Understanding strategic drives and enhanced growth mindset

# Strategic priorities

⇒ **Lead System Integrator and strategic partnership with Sweden**

⇒ **Customer deliveries and meeting strong demand**

⇒ **Workforce onboarding and upskilling**

⇒ **R&D investments in future technologies**

⇒ **Role in EU/NATO, Global market footprint and industrial/bilateral partnerships**

⇒ **Capacity and production ramp-up**

⇒ **Mitigating supply chain risks and security of supply**

⇒ **Digitalisation and growth transformation**

# Thank you!

# Site tour and product demonstration

**11:30** Lunch

**12:00** Bus to production site-tour (from Stallet to Björkborn)

- **Bus 1** – Group 1A+ 1B  
(led by Merton Kaplan and Görgen Johansson)
- **Bus 2** – Group 2A+ 2B  
(led by Adam Solberg and Anna Wijkander)

**13:25** Buses to product demonstration (from Björkborn to Saab Bofors Test Center)

**13:30** Product demonstration at Saab Bofors Test Center

**15:00** Buses depart to Arlanda / Stockholm (from Saab Bofors Test Center)

- **Bus 1** – Arlanda
- **Bus 2** – Stockholm