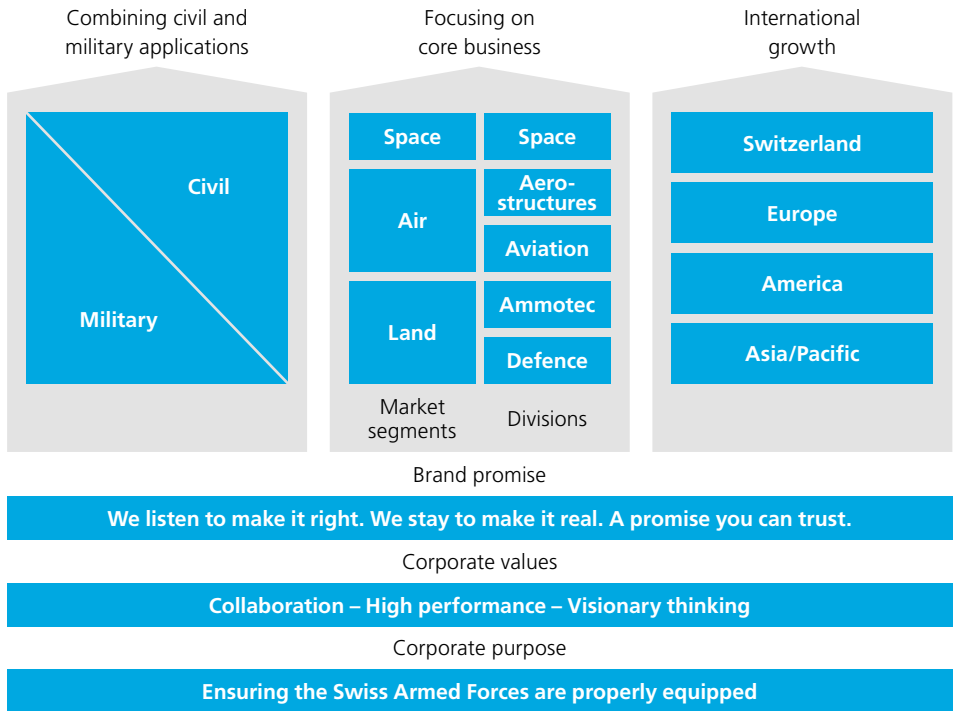


We listen to make it right. We stay to make it real. A promise you can trust.

One strategy – three key areas

To ensure it is strongly positioned in the face of international competition – both now and in the future – RUAG is pursuing its tried and tested corporate strategy based on three key areas: “Combining civil and military applications”, “Focusing on core business” and “International growth”.



Competencies in aerospace, security and defence

RUAG develops trailblazing innovations and internationally sought-after cutting-edge technology in the aerospace sector as well as in security and defence. In 2016, RUAG posted net sales of CHF 1,858 million, of which 63% was earned outside the Swiss home market.

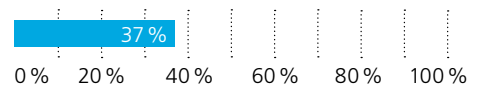
The civil and military sectors are closely bound up with each other at RUAG. These close ties are a source of valuable synergies. Thanks to its dual-track strategy, RUAG is able to harness new impulses from civilian technology, such as realistic visualization for virtual simulators and high-end telecommunications technologies, and make them available to its defence-sector customers

swiftly and professionally. Among other things, clients benefit from RUAG’s vast expertise in security issues and from the expansion of its cyber-security, space and aerostructure activities

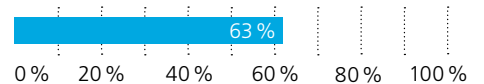
To continually meet the demand among its customers and partners for unusual innovations, RUAG invests roughly 9% of sales in research and development. The Group is closely integrated with the following international technology partners, among others: Airbus, Boeing, Bombardier, Dassault, European Space Agency (ESA), United Launch Alliance, Hilti, Krauss-Maffei Wegmann, Rheinmetall and Saab.

Net sales by market

Switzerland 37%

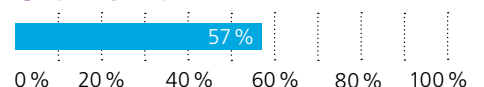


Abroad 63%

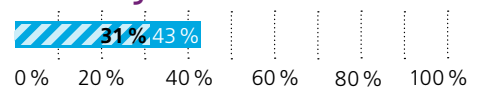


Civil and military applications

Civil 57%



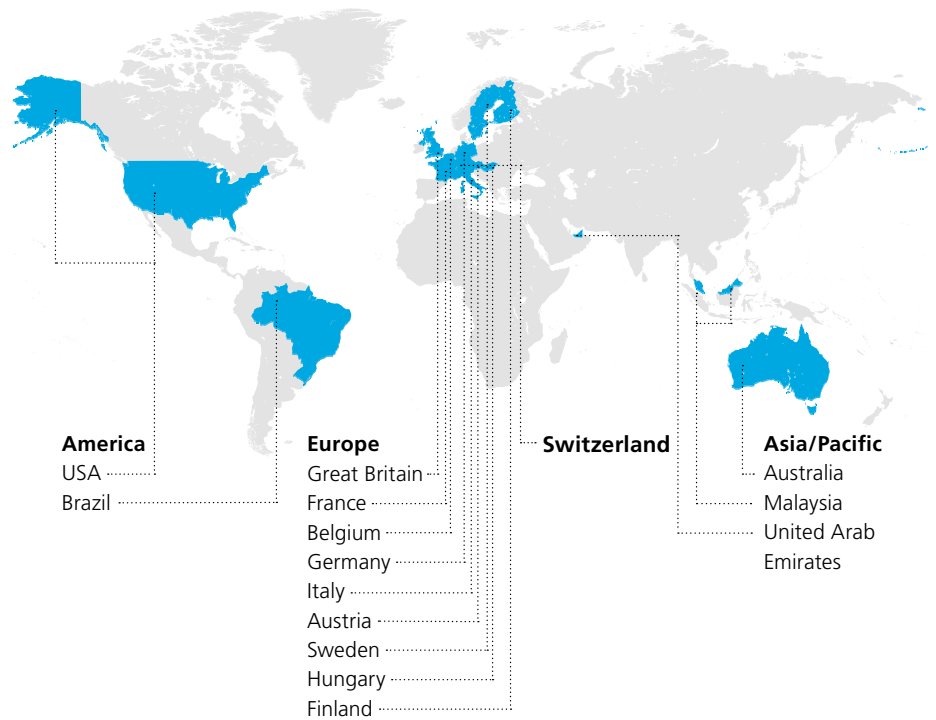
Military 43%



Swiss Armed Forces

RUAG locations

Technological expertise and a wide range of specialist skills are vital to RUAG's success. Some 8,700 employees worldwide develop and produce the innovative RUAG products and services in use around the world on land, in the air and in space. 48 nationalities are involved in designing the technologies of tomorrow. To maintain and strengthen its skill base, RUAG provides specialist training in 28 different occupations.



RUAG Space

RUAG Space is the leading supplier of products for the space industry in Europe and has a growing presence in the United States as well. With twelve production sites in six countries, the division specializes in components for use aboard satellites and launch vehicles. Its capabilities fall into four areas: structures and separation systems for launch vehicles, structures and mechanisms for satellites, digital electronics for satellites and launch vehicles, and satellite communications equipment.

Customers/partners

ESA, NASA, Arianespace, Airbus Safran Launchers, European Launch Vehicle, Airbus Defence & Space, OHB, Thales Alenia Space, United Launch Alliance, Space Systems Loral, Orbital ATK, Boeing, Lockheed Martin

Numbers and facts

Net sales 2016	CHF 345 m
EBIT 2016	CHF 32 m
Employees	1,257
Based in	Switzerland, Sweden, Austria, Finland, USA, Germany



RUAG Aerostructures

RUAG Aerostructures is a global tier 1 supplier of aerostructures for civil and military customers. Key activities include the development, production and final assembly of complete fuselage sections, wing and control surface components as well as sophisticated component assemblies and parts for civil and military aircraft. The division has a special competency in managing complex supply chain networks. Among other things, it is responsible for the complete global fuselage section supply chains for Airbus and Bombardier.

Customers/partners

Airbus, Boeing, Bombardier, Dassault Aviation, GE Aviation, Northrop Grumman, Pilatus Aircraft, Saab

Numbers and facts

Net sales 2016	CHF 236 m
EBIT 2016	CHF 12 m
Employees	1,104
Based in	Switzerland, Germany, Hungary



RUAG Aviation

RUAG Aviation is a leading supplier, support provider and integrator of systems and components for civil and military aviation. Servicing aircraft and helicopters throughout their entire life cycle, the company's core competencies include maintenance, repair and overhaul services, upgrades, and the development, manufacturing and integration of subsystems. RUAG Aviation is also manufacturer (OEM) of the Dornier 228, a versatile aircraft for special missions as well as passenger and cargo operations.

Customers/partners

Swiss Air Force, German Bundeswehr, Royal Australian Air Force, Bombardier, Dassault, Embraer, Airbus, Pilatus Aircraft, Boeing, General Electric, Northrop Grumman, Saab

Numbers and facts

Net sales 2016	CHF 469 m
EBIT 2016	CHF 44 m
Employees	2,211
Based in	Switzerland, Germany, USA, Australia, Malaysia, Brazil



RUAG Ammotec

RUAG Ammotec, with its Hunting&Sport and Armed Forces&Law Enforcement business units, is the European market leader in small-calibre ammunition, pyrotechnic elements and components. Its precision ammunition for special forces is in high demand worldwide. The division is also the leader in heavy-metal-free primer technologies as used in actuator cartridges in the construction industry and automotive safety system applications. The product range also includes large-calibre training systems, hand grenades and environmentally safe disposal of pyrotechnic products.

Customers/partners

Swiss Armed Forces, German Bundeswehr and other foreign armed forces, law enforcement organizations, hunters and sporting marksmen, industrial partners

Numbers and facts

Net sales 2016	CHF 385 m
EBIT 2016	CHF 31 m
Employees	2,218
Based in	Switzerland, Germany, Sweden, Hungary, USA, Austria, UK, France, Belgium, Brazil, Italy



RUAG Defence

RUAG Defence develops internationally sought-after technologies for armed forces, law enforcement and rescue and security organizations. Its core business includes products and services for tracked and wheeled vehicles, realistic military training, and reliable command, information and communication infrastructures. It also encompasses protection systems to counter ballistic and electromagnetic threats. The division supports operators of critical ICT infrastructures with state-of-the-art cyber-security solutions. Integration, maintenance, operation and innovative upgrades to relevant systems are also part of its comprehensive portfolio.

Customers/partners

Swiss Armed Forces, armed forces worldwide, rescue and protection agencies and organizations, operators of critical ICT infrastructure, industrial partners

Numbers and facts

Net sales 2016	CHF 388 m
EBIT 2016	CHF 24 m
Employees	1,612
Based in	Switzerland, Germany, France, UK, United Arab Emirates