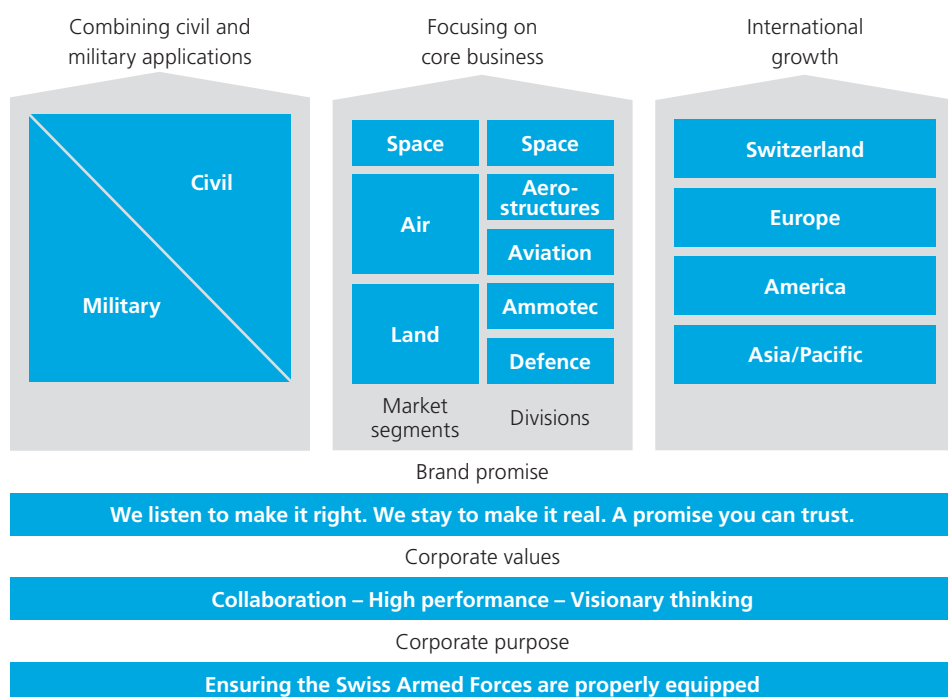


We listen to make it right. We stay to make it real. A promise you can trust.

One strategy – three key areas

RUAG develops and markets civil and military technology applications for use in space, in the air and on land. With its five

divisions and locations in 16 countries, RUAG has a strong international market presence.



In space, in the air and on land

In space

RUAG is the leading supplier of products for the space industry in Europe, and its presence in the USA is growing. With its close customer focus and market-driven products, RUAG is the partner of choice for manufacturers of satellites and launch vehicles throughout the world. Today, RUAG is equally successful in both the commercial and the institutional segments of the market for space travel.

In the air

As a supplier, support provider and integrator of systems and components for civil and military aviation, RUAG is one of the leading companies in this field. It is also the manufacturer (OEM) of the Dornier 228. Moreover, RUAG specializes in the development, production and final assembly of fuselage sections for passenger aircraft as well as wing and control surface components.

On land

RUAG is a leading company in the area of maintenance and upgrade services for heavy weapon systems. It develops and performs simulations (virtual, live and constructive), maintains and implements communication. It is also an important supplier and expert in the cyber security field. RUAG is a market leader in small-calibre ammunition, pyrotechnic elements and components in the hunting & sports and defence & law enforcement segments, as well as for the construction industry. In addition, RUAG operates and develops integrated, thematically focused industrial and business parks at six main locations in Switzerland.

Key figures for 2017

Net sales
in CHF m

1955_m

EBIT
in CHF m

119_m

R+D investments
in % of net sales

9%

Net sales by application
in %

Civil

56%

Military

44%

31% for the Swiss Armed Forces

Net sales by geographical market
in %

Switzerland

38%

Other countries

62%

Employees

Positions

9189

of which trainee positions

401

RUAG locations

Switzerland

Europe

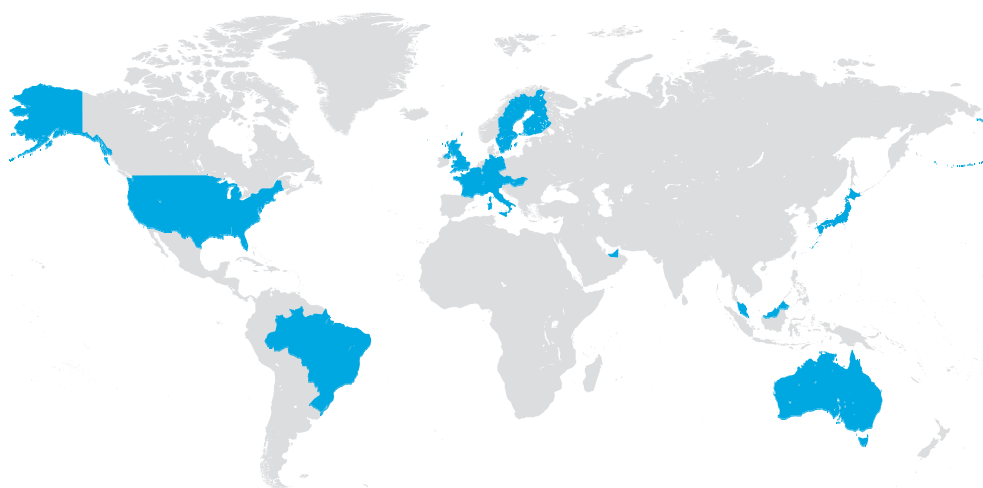
UK
France
Belgium
Germany
Italy
Austria
Sweden
Hungary
Finland

Asia/Pacific

Australia
Malaysia
United Arab Emirates
Japan

America

USA
Brazil



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 14 production sites in six countries, the division specializes in components for use aboard satellites and launch vehicles. Its competencies fall into three areas: electronics for all space applications, mechanical and thermal products for satellites, and structures and separation systems for launch vehicles.

Customers and partners

ESA, NASA, ArianeGroup, Airbus Defence & Space, Thales Alenia Space, OHB, United Launch Alliance, Space Systems Loral, Orbital ATK, Boeing, Lockheed Martin

Numbers and facts

Net sales 2017	CHF 365 m
EBIT 2017	CHF 34 m
Employees (FTE)	1,350
Based in	Switzerland, Sweden, Austria, Finland, USA, Germany



RUAG Aerostructures

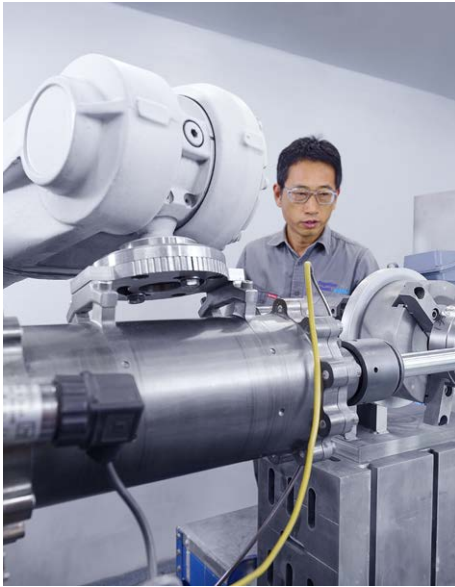
RUAG Aerostructures is a global first-tier supplier of aerostructures for civil and military customers. Key activities include the development, production and final assembly of complete fuselage sections, wing and control surface components as well as sophisticated component assemblies and parts for civil and military aircraft. One of the division's strengths lies 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 and partners

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

Numbers and facts

Net sales 2017	CHF 256 m
EBIT 2017	CHF 8 m
Employees (FTE)	1,251
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 and partners

Swiss Air Force, German Bundeswehr, Royal Australian Air Force, Bombardier, Dassault, Embraer, Airbus, Pilatus Aircraft, Boeing, General Electric, Northrop Grumman, Saab, Lockheed Martin, British Aerospace, Honeywell, United Technology, Rheinmetall Air Defence, Elbit

Numbers and facts

Net sales 2017	CHF 515 m
EBIT 2017	CHF 39 m
Employees (FTE)	2,296
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 and 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 2017	CHF 397 m
EBIT 2017	CHF 28 m
Employees (FTE)	2,257
Based in	Germany, Switzerland, Hungary, Sweden, France, USA, Austria, UK, Italy, Belgium, Finland, Brazil



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. Its comprehensive portfolio also includes protection systems to counter ballistic threats and integration, maintenance, operation and innovative upgrades to relevant systems.

Customers and partners

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

Numbers and facts

Net sales 2017	CHF 389 m
EBIT 2017	CHF -3 m
Employees (FTE)	1,597
Based in	Switzerland, Germany, France, UK, United Arab Emirates