

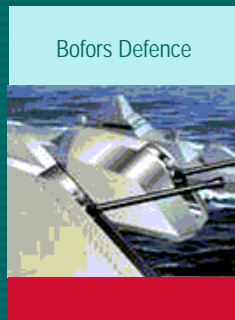
10<sup>th</sup> US-Sweden Defense Industry Conference

Trans-Atlantic Acquisitions –  
Lessons Learned

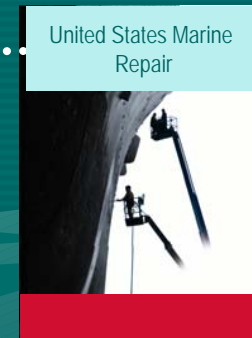
**Trans-Atlantic Acquisitions –  
Lessons Learned in the Marketplace  
through  
United Defense Industries’  
Acquisition of Bofors Defence**

David K. Wallestad, President  
Bofors Defence US

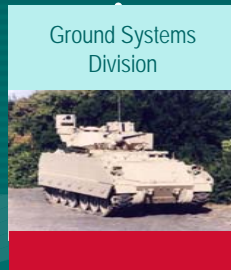
# United Defense Industries



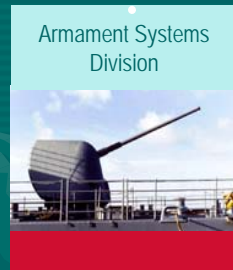
Karlskoga, Sweden  
Stockholm, Sweden



Norfolk, VA  
San Diego, CA  
San Pedro, CA  
San Francisco, CA  
Ingleside, TX  
Pearl Harbor, HI



York, PA  
San Jose, CA  
Aiken, SC  
Fayette County, PA  
Orlando, FL



Minneapolis, MN  
Aberdeen, SD  
Louisville, KY



Anniston, AL  
Oxford, AL



Santa Clara, CA  
Ankara, Turkey

# Four Foundations of Success

Internal development of new products and technologies



Superb Program Execution



Global Focus

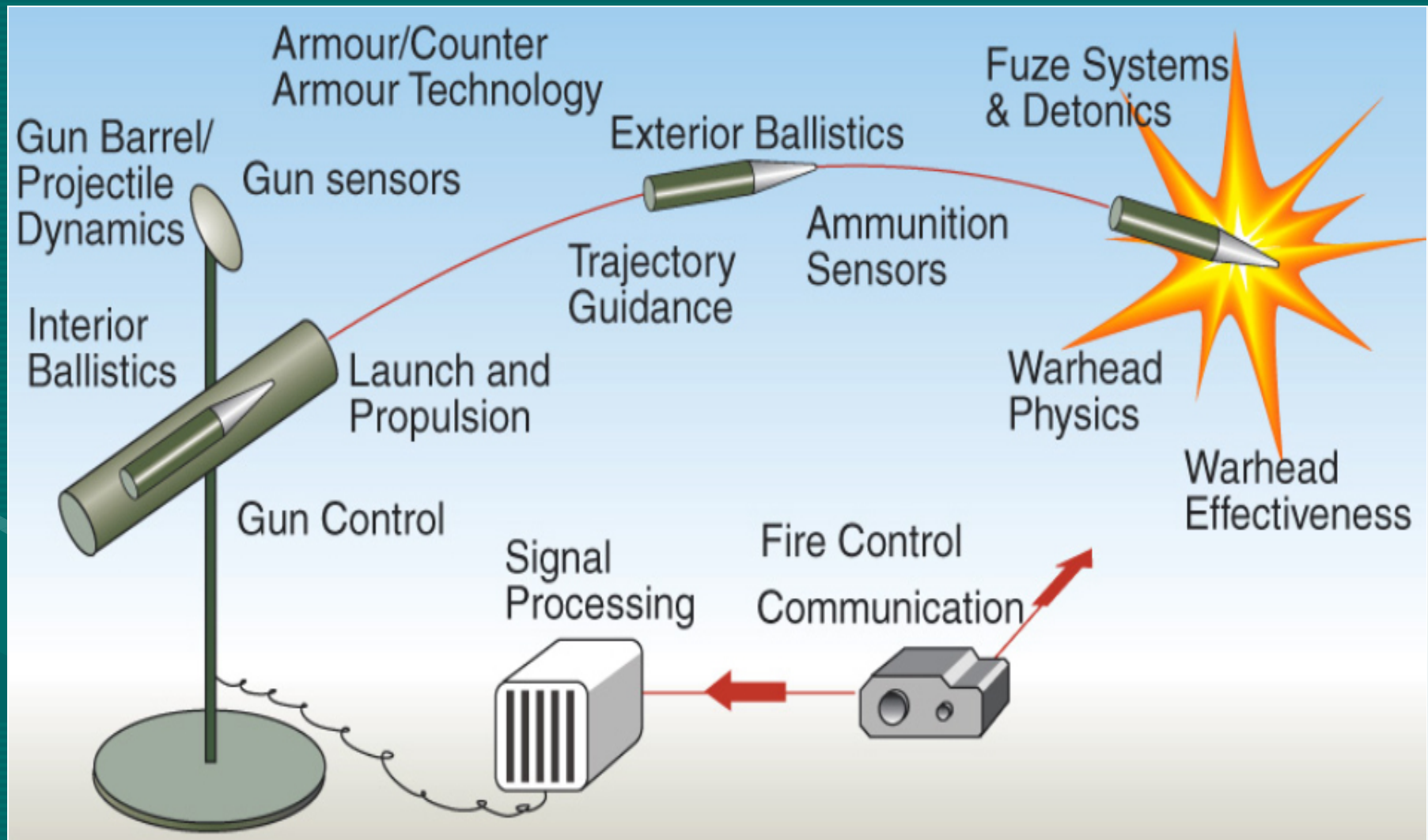


Growth through Strategic Acquisitions

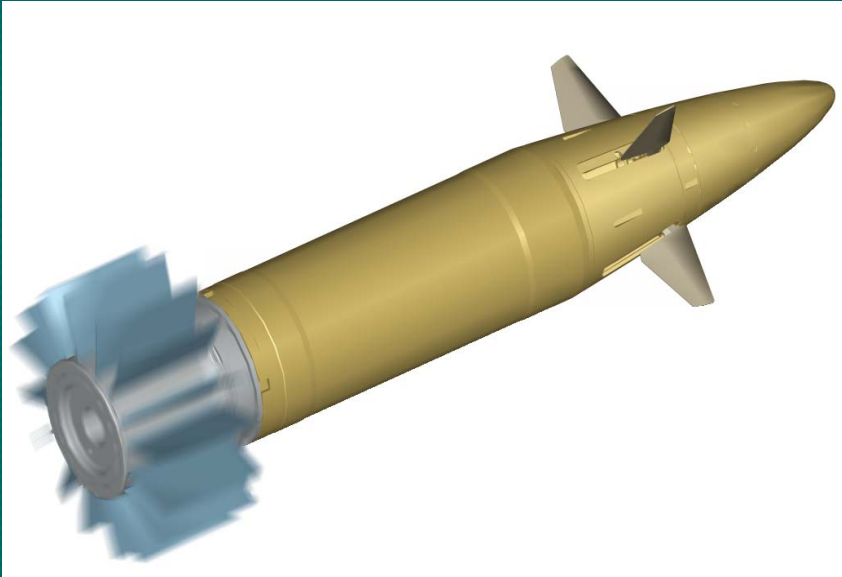




# Bofors Defence's R&D Emphasis



# Trans-Atlantic Cooperation Frustrating but Fruitful !

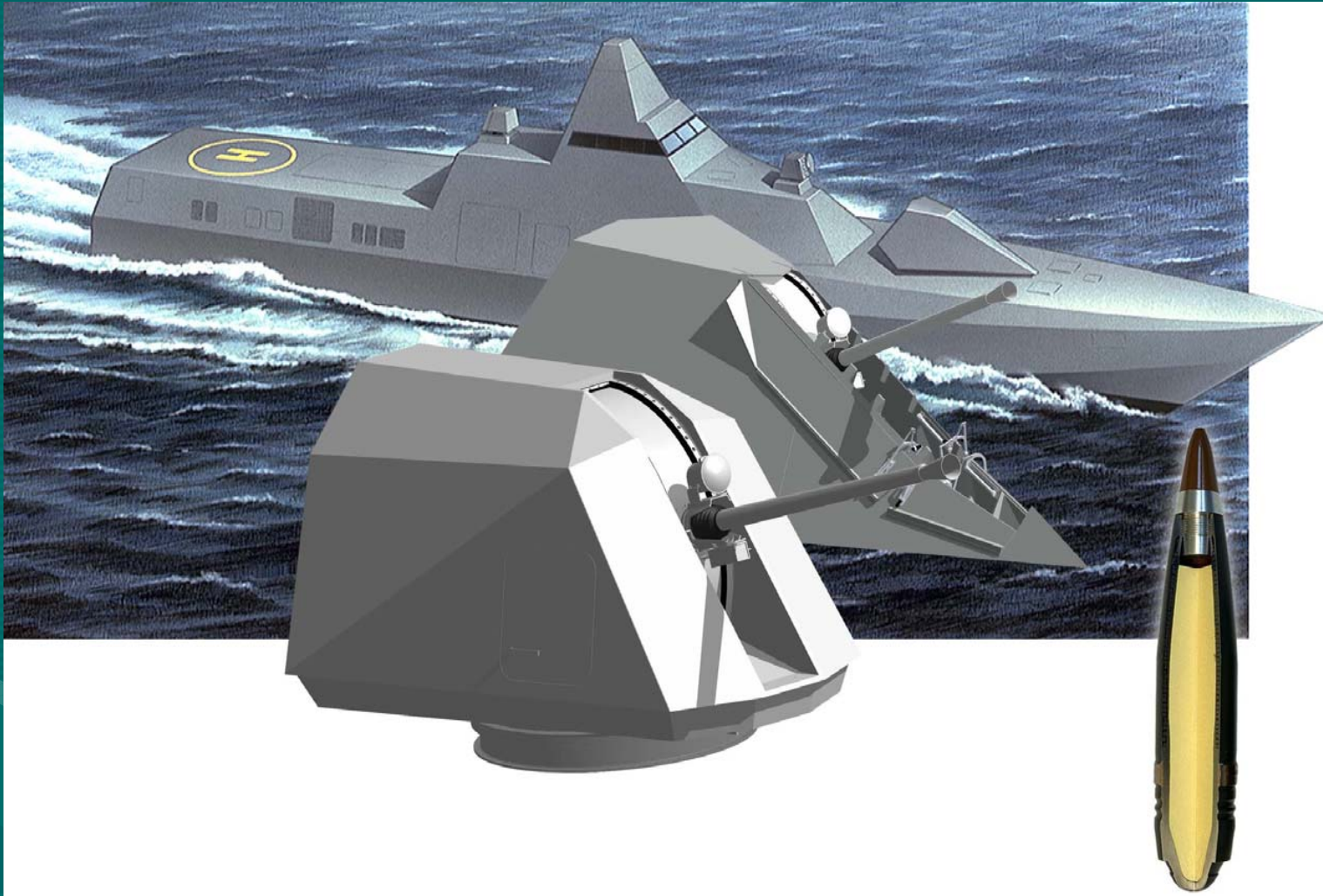


XM 982 Projectile incorporating  
The Bofors Defence's Spinning  
Base. Contract awarded and  
system design and development is  
underway in Sweden and the US!



Bofors Defence's 57MM Mk3 being  
evaluated by the United States Navy  
within United Defense's Louisville  
Facility. Contract awarded, and  
production being initiated!

# Lessons Learned in the US Market



# Market Lessons Learned

- Competence is Necessary but Insufficient



# Market Lessons Learned

- Competence is Necessary but Insufficient
- Access and Communications are Critical

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- Competence is Necessary but Insufficient
- Access and Relationships are Critical
- Cultural Differences Matter

# Market Lessons Learned

- Competence is Necessary but Insufficient
- Access and Relationships are Critical
- Cultural Differences Matter
- A Partner is Frequently Necessary