

NORDIC
UNMANNED

Investor presentation

February 2023



Today's presenter

Knut Roar Wiig

Chief Executive Officer (CEO)

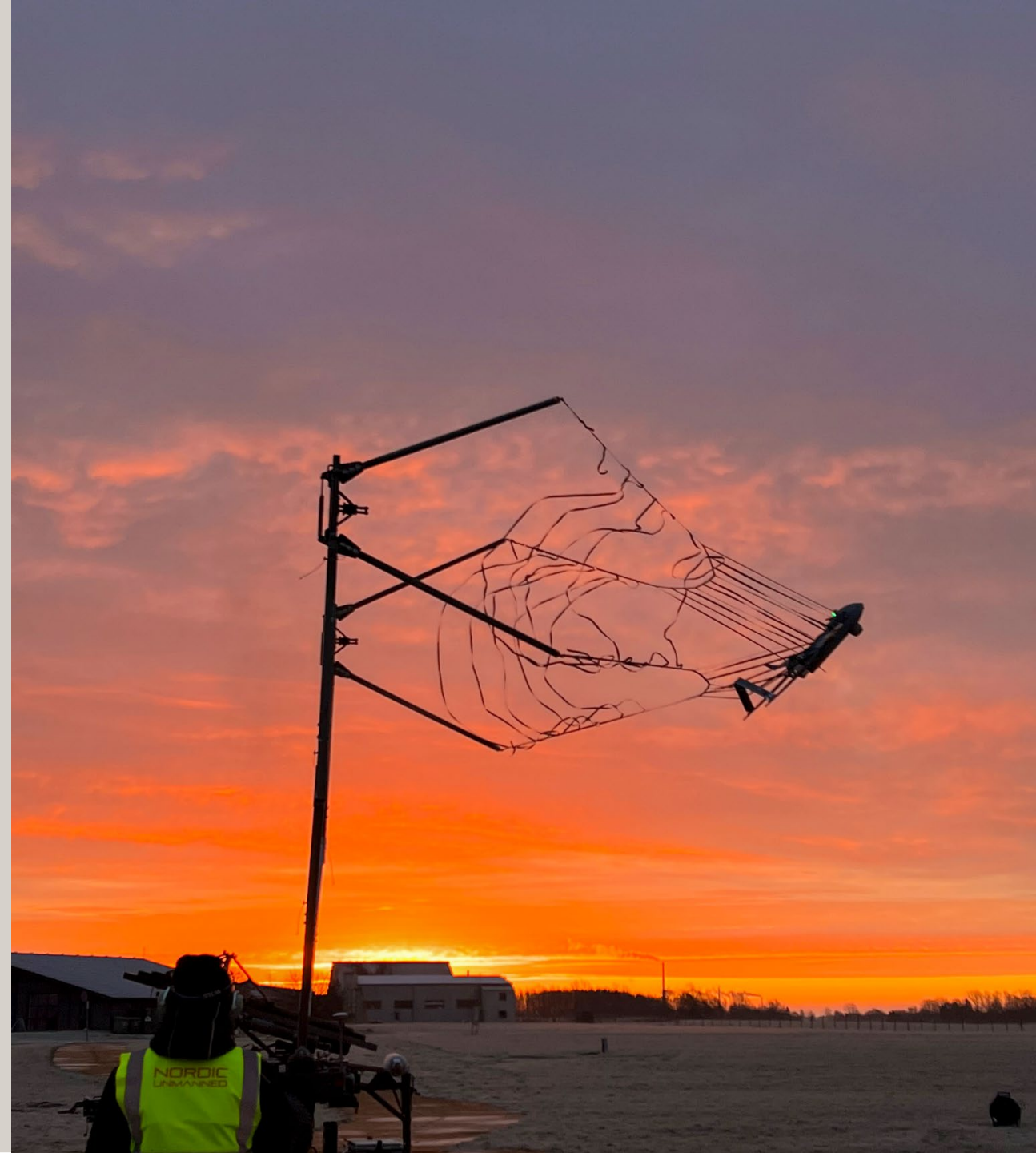
Agenda

01 Introduction

02 Global provider of cutting-edge drone services and products

03 Growth supported by increased backlog

04 Improving financials demonstrating growth and resilience potential



Introduction

- Leading operator of advanced drone systems, supporting governments and corporates across Europe with pollution monitoring, fishery control, maritime, border and perimeter surveillance
- Developer and producer of own drone technology with leading industrial and defense customers with a significant pipeline for deliveries in 2023
- 150 employees active on three continents
- Established in 2014 and listed on Euronext Growth Oslo in 2020

NORDIC
UNMANNED

*Strong track
record of growth*

+91%

EUR 12.8MILLION
YTD REVENUE

Compared to YTD 2021

+101%

EUR 5.5 MILLION
Q3 REVENUE

Compared to Q3 2021

*Leading player
in the drone
industry*

EUR 85m

CONTRACT
BACKLOG⁽¹⁾

End of November 2022

EUR 100m+

AWAITING TENDER
DECISIONS

Next 6 months

Proven capability to grow fast, strong platform established and imminent opportunity to take a leading global position in the rapidly growing market

Note: (1) Including EUR 20m OP/5/2022 award, signed in December 2022

EU's Drone Strategy 2.0

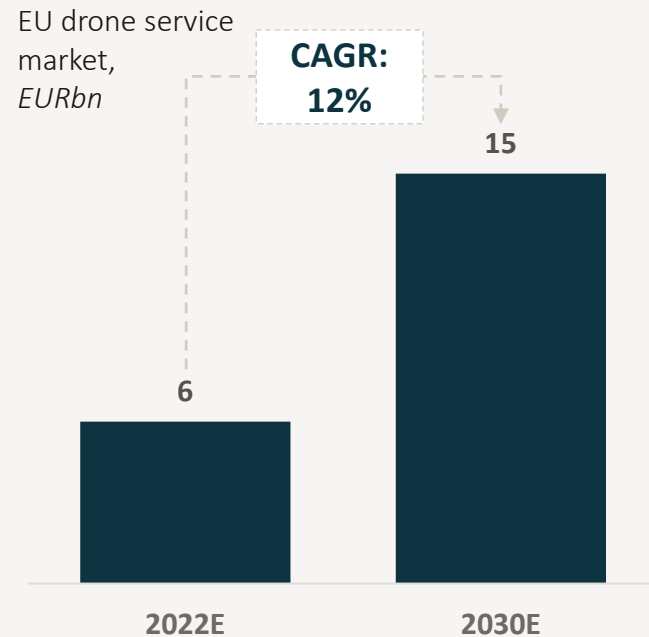
“With the right framework in place, the drone services market in Europe could be worth €14.5 billion, and create 145,000 jobs, by 2030”

Adina Vălean, Commissioner for Transport - 29/11/2022 ([LINK](#))

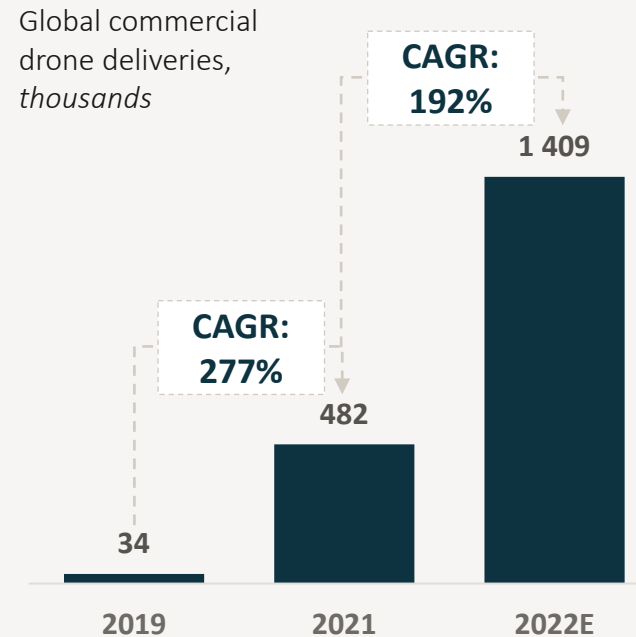


The global drone market is growing rapidly

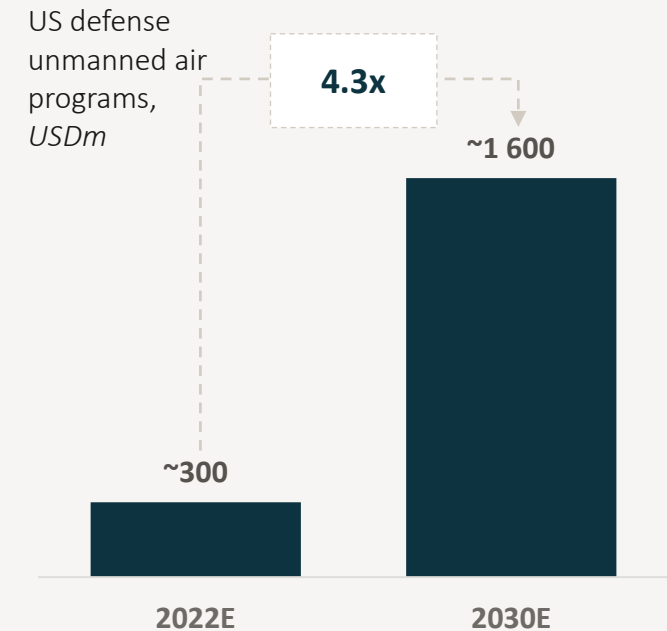
The drone market is growing rapidly...



...with massive growth across use cases, incl. deliveries...



...and defense use



Growth in drone market driven by both commercial and defense applications with mass-adoption underway

Investment highlights



Nordic Unmanned is the #1 European operator of large and high-end drone systems



The market is growing rapidly across the company's current segments. Strong position in Europe as operator and proprietary technology position has enabled platform expansion to the Americas



Significant operational experience and one of the world's most comprehensive permits to fly BVLOS
Trusted partner to EMSA, national coast guards, Bundeswehr, Lockheed Martin and Equinor



Record high quarterly and LTM revenue as of Q3'22
Expect to be profitable and cash positive from operations in 2023



Flagship contracts with EMSA and Lockheed Martin UK signed in December 2022.
Active in additional high value tenders with decisions next 6 months.

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Drone-as-a-service

Nordun - Trusted by governments

- Europe's leading operator of rotary and fixed wing drone systems, Beyond Visual Line of Sight
- Demanding customers, including coast guards, intelligence services and government agencies
- Service based on sophisticated sensors for pollution monitoring, fishery control, maritime and border surveillance
- Multiple long-term contracts (3-5 years framework) with the EU
- EU-approved Light UAS operator Certificate (LUC); market with high barriers to entry
- Pilots and technicians are trained and certified through the company
- Trusted partner of Tier 1 OEMs Lockheed Martin, Textron Systems and Schiebel
- Developing offshore logistics, with oil major Equinor and JV with OMNI Helicopters for Brazilian market

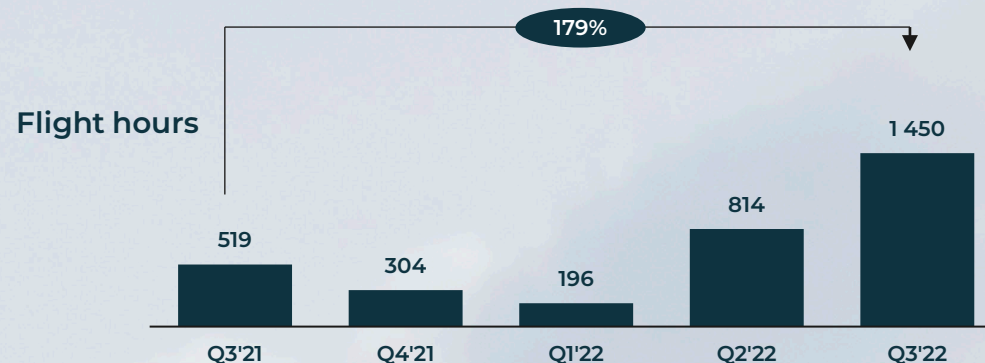
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EUR 4.1m
Q3 revenue

EUR 0.5m
Q3 EBITDA

~EUR 55m+
Backlog per Q4'22

EMSA (EU) contract overview

Contract	Expires	Remaining CV	Countries of deployment to date
OP/1	Q1 2026	EUR 6.7 m	PR, RO, SE, BE, GR, FR, ES, CY, HR, DE
OP/10	Q2 2023	EUR 1 m	ES, FR, DE, LT, DK, GR
OP/12	Q2 2023	EUR 0.3 m	PR, RO, SE, BE, GR, FR, ES, CY, HR, DE
OP/46	Q2 2026	EUR 17.8 m	FI, EST, LV
OP/5	Q2 2027	EUR 20.5	



Proprietary technologies

NUTech – High-end small drones and systems

AirRobot

- Producer of small reconnaissance systems, sensors (e.g. gimbals), software, robotic stations and other hardware
- Based in Arnsberg, DE. EN9100 and ISO 9001 production
- Long-term supplier to Bundeswehr. 145 AR-100H drone deliveries from Q2 2023 under MIKADO II program
- Order for sensor and software to be delivered to Lockheed Martin UK Ltd. and integrated with the Indago 4 drone for delivery under the 10-year TIQUILA program for the UK MOD

DroneMatrix Drone-In-A-Box

- Developer of drone-in-box solutions and software. YACOB system for continuous monitoring services
- Based in Hasselt, BE. Fully compliant with EASA regulations
- Framework agreements with Port of Antwerp and Infrabel, with first deliveries in Q1 2023

Staaker® Rail Rover and Logistics drones

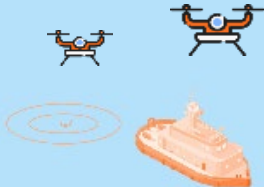


- Offshore testing (onshore-to-platform)
- Developed in Sandnes, Norway and Arnsberg, DE

EUR 0.6m
Q3 revenue

EUR (0.4)m
Q3 EBITDA



Tangible social and ESG contributions in Q3 2022

	<h3>Search & Rescue Operations</h3> <p>90+ Search and Rescue operations in Q3 2022</p> <p>3,000+ people involved in 2022 YTD</p>
	<h3>General Maritime Surveillance</h3> <p>175 maritime surveillance missions in Q3 2022</p>
	<h3>Emission Monitoring</h3> <p>836 vessels overflown</p> <p>471 Measurements done</p> <p>167 Environ- mental flights</p>


Source: Company

~175x


Less emission from Nordic Unmanned's fleet compared to its manned alternatives in Q3'22

~2 400t CO₂


Amount CO₂ emissions saved by fleet compared to S92 and MC-12 King Air doing same flight hours in Q3'22




14 LIFE BELOW WATER



13 CLIMATE ACTION







9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



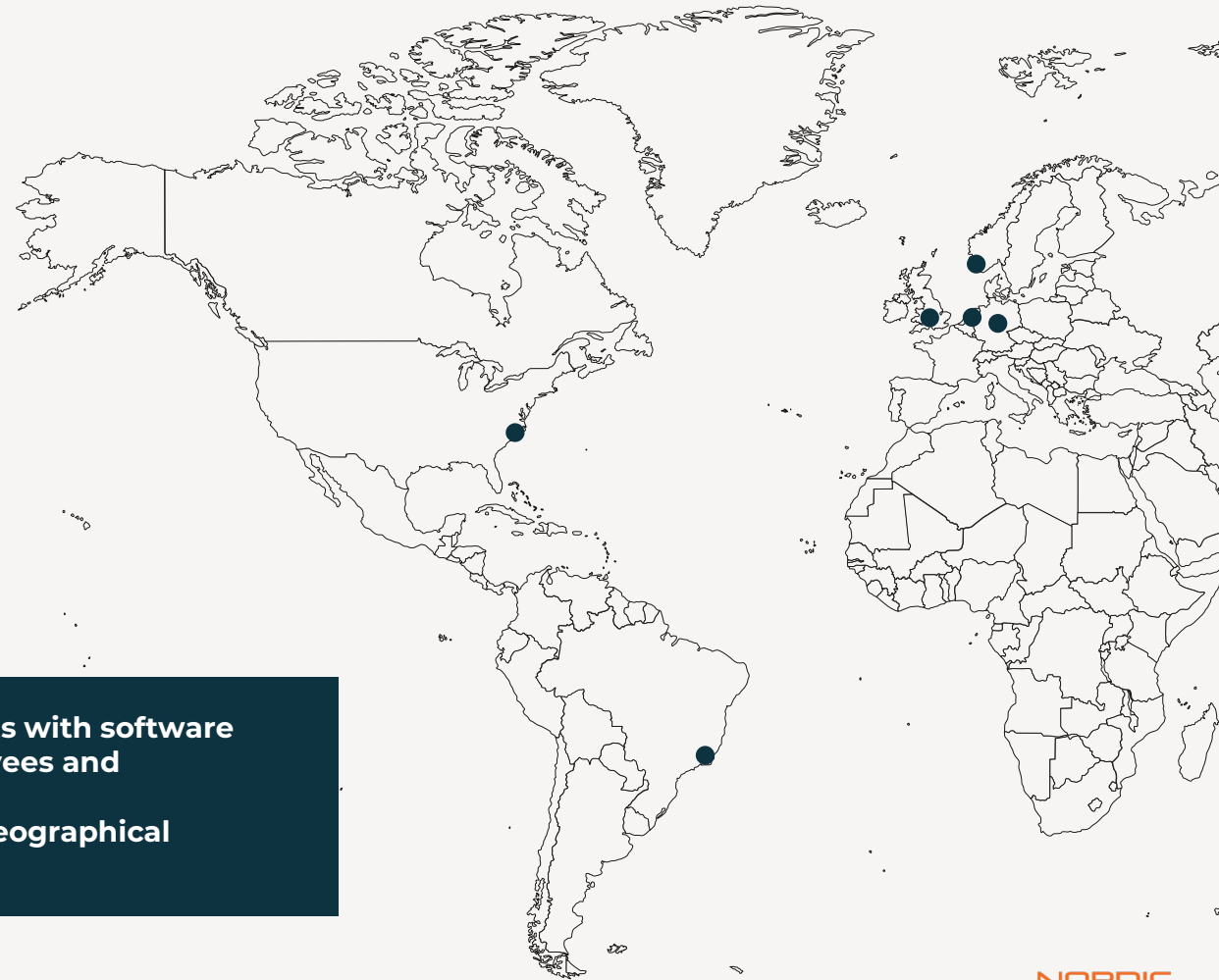
3 GOOD HEALTH AND WELL-BEING

Specialized organization with unmanned aerial vehicle expertise

HQ	Norway	
Sales office	Norway, Maryland (US), Belgium, Germany OMNI TÁxi Aéreo JV partner in Rio de Janeiro (Brazil)	
Product development	Norway, Belgium, Germany	
Production facilities	Germany	
Operations 2022	Spanish coast, Southern Finnish coast, Baltic coast, English channel, Mediterranean, Black Sea, Atlantic Ocean, North sea (NCS)	



- Industrialized operational organization of 150 FTEs with software engineers, pilots, technicians, production employees and administration
- In process of expanding market reach through geographical expansion and partner network



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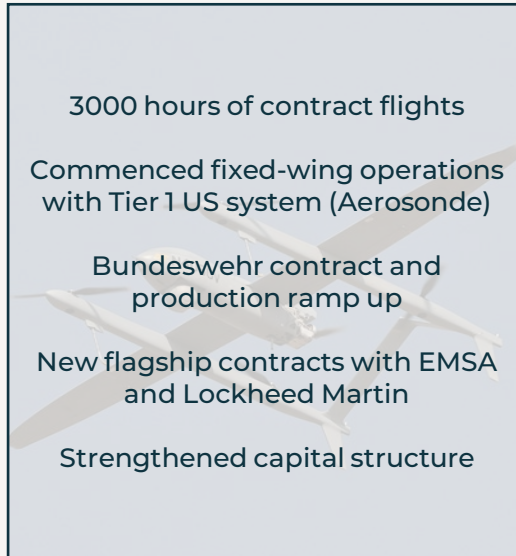


Key company updates in H2 2022

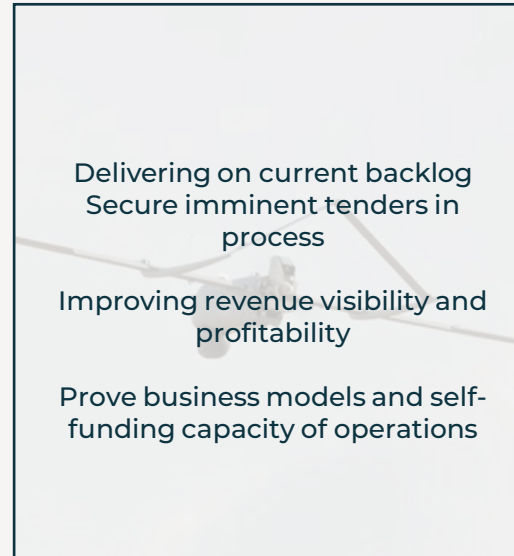
Negative events causing poor profitability during high season	<ul style="list-style-type: none"> • Delayed start-up of deployments for OP/1 and OP/46 operations, resulting in low utilization on high cost base • Higher costs related to start-up and training in relation to new Aerosonde Fixed Wing system 	➤	<ul style="list-style-type: none"> • Higher costs, lower margins and lower benefits of scale
Significant additions to contract backlog	<ul style="list-style-type: none"> • Awarded 4-year OP/5 contract with EMSA, for maritime surveillance with medium-range drones • Awarded upto 10 year contract with Lockheed Martin UK 	➤	<ul style="list-style-type: none"> • OP/5 increases backlog by EUR 20.5m⁽¹⁾ • Fleet and working capital investments • Production of Heimdal based on existing product
Concluding successful year with Equinor, demonstrating offshore capabilities of drones in harsh environments	<ul style="list-style-type: none"> • Awarded breakthrough onshore and offshore logistics demonstration contract utilizing Camcopter S-100 onshore and the proprietary Staaker logistics platform offshore and onshore 	➤	<ul style="list-style-type: none"> • Revenue of EUR 1.3m • Matured the Staaker as an offshore logistics platform for platform-to-platform and platform-to-vessel logistics
Built production capacity to serve 2023 cash flow generating Bundeswehr MIKADO project	<ul style="list-style-type: none"> • Built processes and capacity to manufacture high volumes of AIR-100H in production facility in AirRobot to support Bundeswehr MIKADO project with 145 drones and additional governmental customers 	➤	<ul style="list-style-type: none"> • All key components secured and fully financed through EUR 3.5m credit facility
Significant tender activity, expected to materialize in large awards in 2023	<ul style="list-style-type: none"> • Increasing scope of opportunities to serve the EU going forward • Partnering with leading defence players in large processes • Significant interest related to Ukraine conflict, on the back of smaller drone sale to NATO country earlier this year • Open office in Baltimore, Maryland (US) 	➤	<ul style="list-style-type: none"> • Assigned significant resources across the organization to sales and tenders • Establishment costs related to the US • Potential awards of up to EUR 120m in relatively imminent situations

Positioning the company for long-term growth

2022



2023

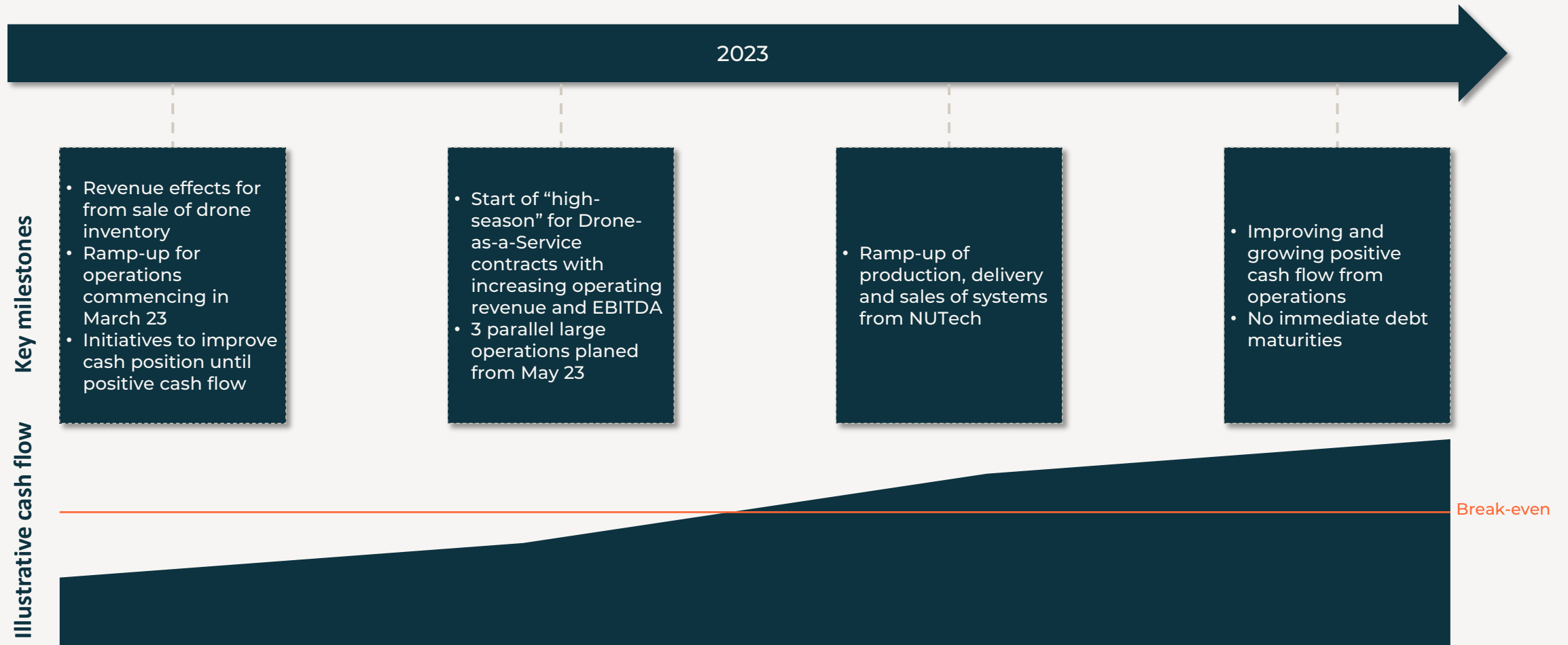


2024




Cement position as full-service unmanned vehicle operator and proprietary technology supplier for the high-end professional market


Targeting positive operating cash flow from mid-2023



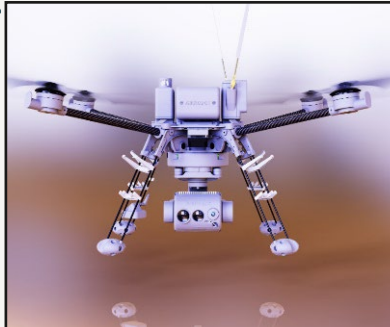
Detailed short-term operational measures and initiatives to reach break-even




- Deliver on contracts with EMSA
- EUR 44m remaining value




- Delay and/or lease certain planned investments in profitability-driving equipment for Aerosonde-operations



- Supply own and third-party OEM products according to agreed timelines, such as the first batch of AirRobot AR-100H to Bundeswehr and Heimdal to Lockheed Martin UK
- Growth in NUTEch and sale of own IP improves margin



- Diligently work on, and give priority to, all tender and sales/distribution opportunities that may convert cash in the next 6-8 months
- Most recently signed contracts have been with increased pricing and contract return



- Retain key personnel
- Cost reduction program with full effect from Q1 2023 with 17% reduction in FTE's.
- No new R&D/ development projects, unless funded by partners

Significant pipeline with numerous opportunities



Maritime
surveillance

Drone-as-a-service for government
customers in Europe



Offshore energy

Several offshore logistical concepts, shore
to offshore / in-field offshore (Europe and
South America)



Sale of unmanned systems
(as distributor)

System integration
for government customer



Sale of AirRobot Heimdal
sensor

Long-term supply agreement

EUR 1.3bn
total CRM Pipeline

EUR 100m+
awaiting tender decisions next
6 months

55%
value-adjusted win rate⁽¹⁾

Note: (1) Based on 99 historical opportunities with value above EUR 200.000

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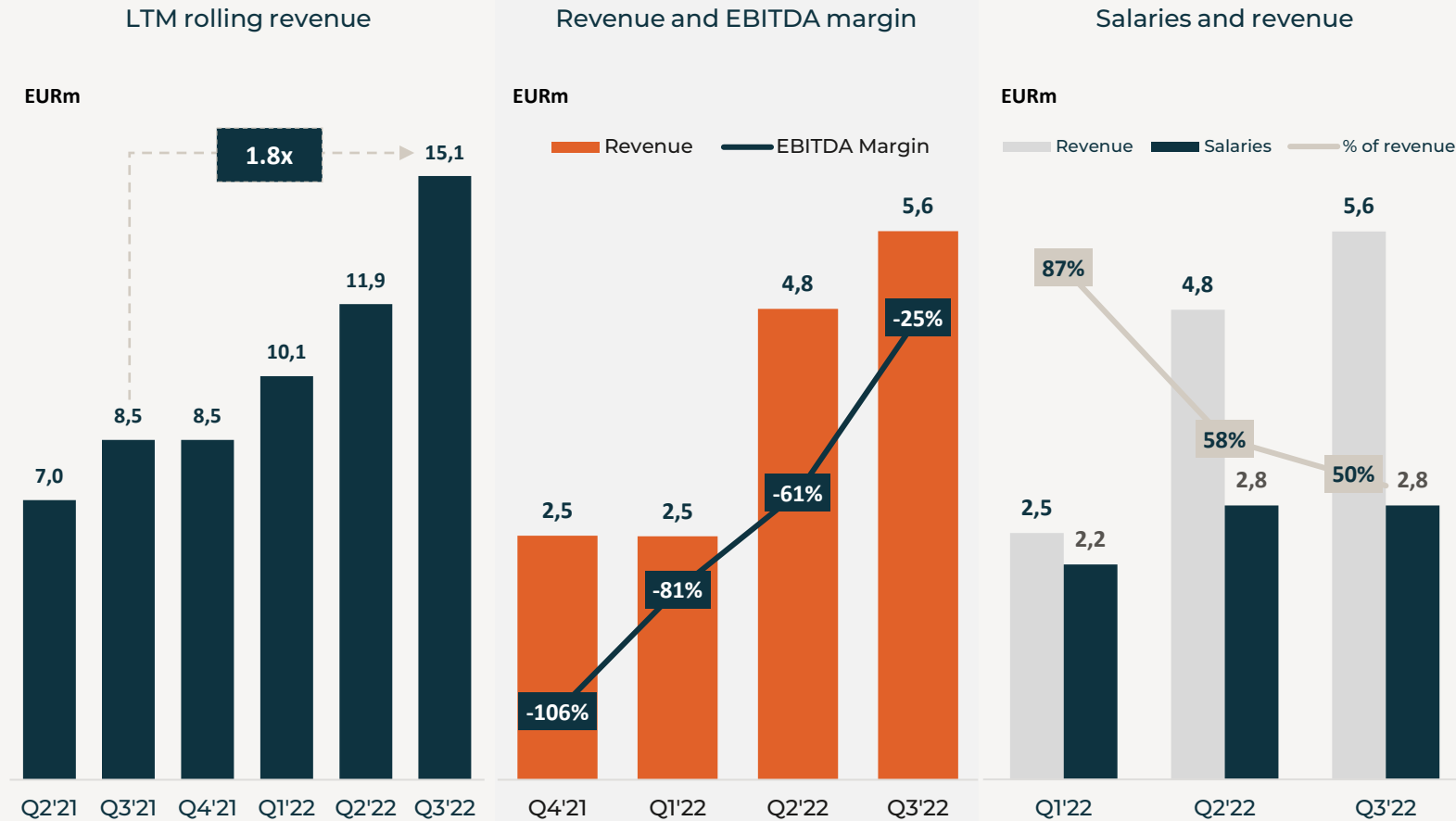
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Strong growth and improving EBITDA



- 12 months revenue growth continues and accelerating
- Q3'22 EBITDA improved by EUR 1.8 million from Q2 as overhead costs were reduced and scale effects on operational platform starting to kick in
- Cost saving program of EUR 2 million concluded with full effect from Q1 2023
- On track to break-even with current contract base in 2023

Consolidated balance sheet

EURm	30-09-22	31-12-21		30-09-22	31-12-21
ASSETS			EQUITY AND LIABILITIES		
Non-current assets			Equity		
Goodwill	3.4	1.7			
Other intangible assets	15.3	11.8	Equity attributable to equity holders of the parent	27.7	26.6
Deferred tax assets	5.1	2.9	Non-controlling interest	0.7	1.0
Total intangible assets	23.7	16.4	Total equity	28.4	27.5
			Non-current liabilities		
Aircraft and spare parts	20.4	9.0	Interest bearing loans and borrowings	10.0	6.9
Assets under construction	0.1	5.8	Non-current lease liabilities	0.8	0.9
Fixtures and fittings	1.8	1.8	Other non-current liabilities	2.1	0.4
Right-of-use assets	1.0	1.3	Deferred tax liabilities	1.1	0.8
Total tangible assets	23.4	17.8	Total non-current liabilities	14.0	9.0
			Current liabilities		
Investment in associated companies	0.0	0.0	Trade payables	2.4	1.2
Total financial non-current assets	0.0	0.0	Interest bearing loans and borrowings	7.1	3.1
Other non-current assets	0.2	-	Current lease liabilities	0.4	0.4
Total non-current assets	47.4	34.3	Public duties payable	0.7	0.7
			Other current liabilities	4.6	3.5
Current assets			Total current liabilities	15.3	8.9
Inventory	2.5	2.8			
Trade receivables	2.3	0.4	Total liabilities	29.3	17.9
Other short-term receivables	4.8	2.3			
Cash and cash equivalents	0.7	5.6			
Total current assets	10.3	11.2			
TOTAL ASSETS	57.7	45.5	TOTAL EQUITY AND LIABILITIES	57.7	45.5

- Significant investments made in the business to date
- Equity ratio of 50%
- Liquidity in form of cash and committed credit lines of EUR 4.7 million as of 30 September 2022
 - Including EUR 3.5 million credit line in AirRobot for the purpose of historic and future financing of the MIKADO II project with Bundeswehr
- Majority of receivables at 30.09 relates to EU Agency EMSA
- Aiming to grow on a lighter capital base going forward (fleet adjustments, project financing)

Investor presentation

Q&A