

2025 STRATEGY UPDATE

Definitions

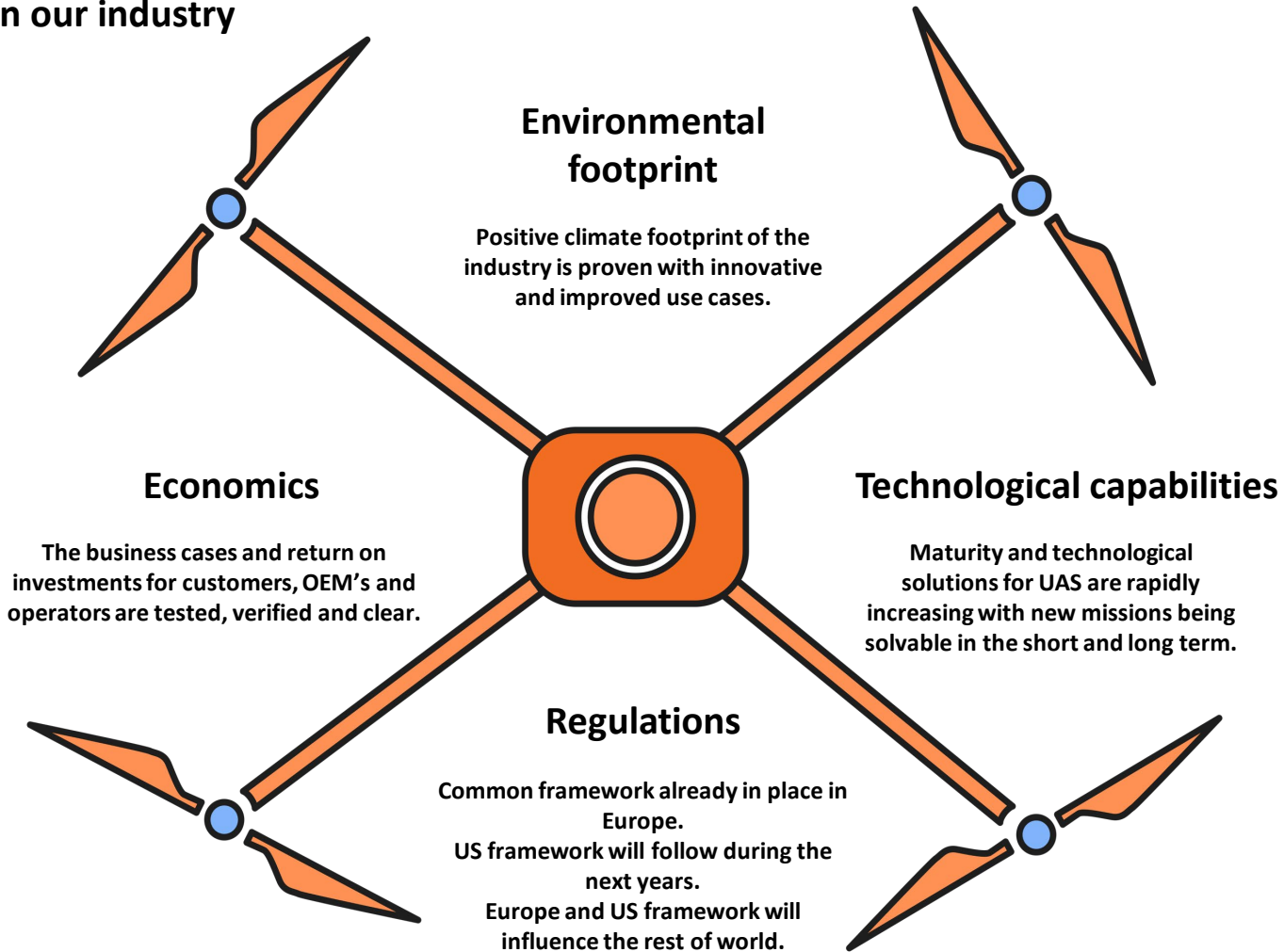
- Macro factors
- Market verticals
- Solution horizons
- Segment model
- Roadmap
- How to win?

Strategic Landscape



MACRO INFLUENCERS MATURING

4 Factors driving the growth in our industry





MARKET VERTICALS

We have arranged our company according to major existing market verticals that involves domains prone for disruption, optimization or innovation of drone services.

MARITIME
Sea related operations

SECURITY
Actionable insight for X and Y

INFRASTRUCTURE
Critical infrastructure monitoring and analysis

LOGISTICS
Urgency and convenience

Factors

Business risk: Low-Medium
Market maturity: Medium-High

- Emission monitoring
- General surveillance of maritime activities
- Fishery control
- Pollution detection

Business risk: Low-Medium
Market maturity: Medium-High

- System integrator
- Life cycle suport.
- Training and MRO
- R&D.

Business risk: Medium
Market maturity: Medium-Low

- Rail maintenance
- Rail intelligence
- Telecom masts
- Hydro electrical assets
- Offshore Energy
- Road assets

Business risk: Medium-High
Market maturity: Low

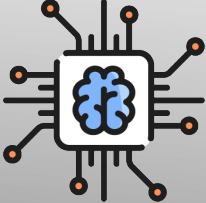


- System integrator of Staaker and Skid systems
- Urgent and high value same day delivery offshore and for niche applications onshore



SOLUTION HORIZONS

To the defined market verticals, we will deliver services in three main solution horizons.

2021-2025 Risk profile








	<div>INTELLIGENCE</div> <p>Data collection, storage, filtering, analysis, distribution, visualisation and insight. Multiple data layers to users that need specific situational awareness or high value data.</p>	<p>The low carbon footprint, efficiency, manpower and cost reduction of UAV platforms removes the boundaries currently associated with planes, helicopter and satellite services. Intelligence solution horizon is all about data.</p>
	<div>INTEGRATIONS</div> <p>Systems integrations of hardware and software. Compliance and reliance systems.</p>	<p>To solve complex client problems with a system of systems, integrations becomes a crucial component. Both hardware and software needs to be compliant and integrated with existing standards and norms.</p>
	<div>DELIVERY</div> <p>Logistics solutions, UAV transportation of objects, Point2Point or multipoint. First, last and medium mile transportation.</p>	<p>Carbon footprint and risk reduction through a full delivery solution that offers same day delivery of urgent parcels and for valuable convenience parcels.</p>

Business risk: Low
Technology risk: Low

Business risk: Low
Technology risk: Low-Medium

Business risk: Medium-High
Technology risk: Medium

SEGMENT MODEL: EXPLAINED

			 MARITIME	 SECURITY	 INFRASTRUCTURE	 LOGISTICS
	INTELLIGENCE	ENVIRONMENTAL	✓	✗	✓	✗
		SAFETY	✓	✓	✓	✗
	INTEGRATIONS	OWN AND PARTNER PORTFOLIO	✓	✓	✓	✓
	DELIVERY	LONG RANGE	✓	✗	✗	✓
		SHORT RANGE	✓	✗	✗	✓

Explanation

- The market verticals and solution horizon meet in our segment model.
- The horizontal axes includes all of our three main service areas.



MARKET VERTICAL TARGETS

We have arranged our company according to major existing market verticals that are domains prone for disruption, optimization or innovation of drone services.

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Key market
metrics
est. 2021-2025

Our 2025 Target: 800 mNOK

- 21 % Large Rotary wing
- 36 % Large Fixed wing
- 43 % Small Rotary or Fixed wing

40 % Emission monitoring

Current CRM Pipeline: 2.044 mNOK
CAGR estimate: 15%-25%

Our 2025 Target: 1.100 mNOK

- 53 % Own IPR
- 25 % Reseller
- 8 % Life Cycle Support
- 9 % Operations

Current CRM Pipeline: 5.597 mNOK
CAGR estimate: 12%-18%

Our 2025 Target: 600 mNOK

- 70 % Rail services
- 60 % Rail maintenance
- 40 % Intelligence
- 30 % Telecom and others

65 % Own IPR based services

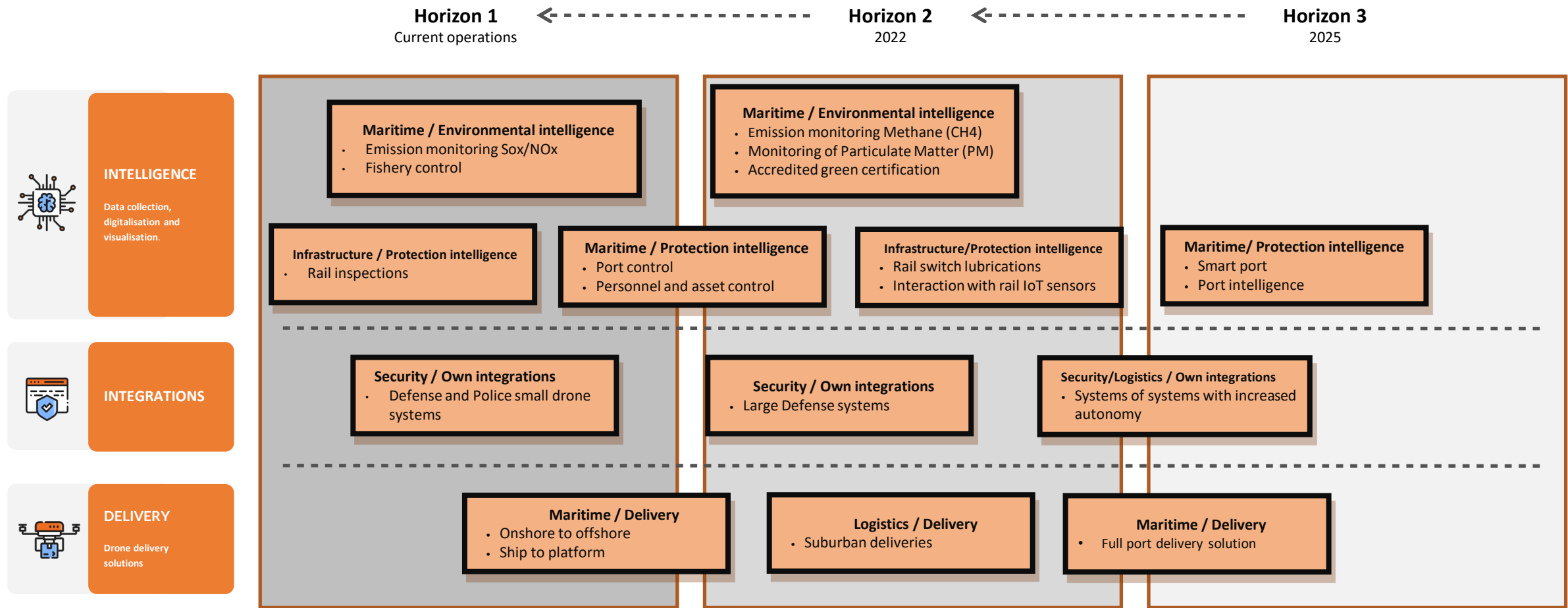
Current CRM Pipeline: 78 mNOK
CAGR estimate: 20%-30%

Our 2025 Target: 1.500 mNOK

- 85% System integrator
- 15% Operations B2B and B2G

Current CRM Pipeline: 562 mNOK
CAGR estimate: 21% - 53%

ROADMAP, HORIZON MODELING



HOW TO WIN

How to win with this strategy? How to fit between activities in these new areas create competitive advantage.

Operations

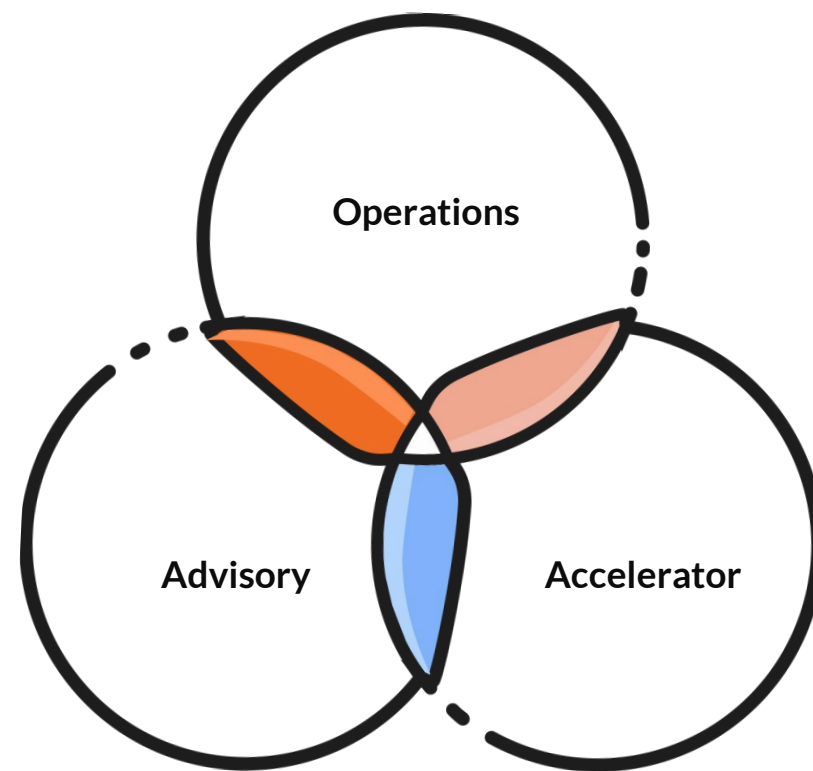
- What we do. Our heritage and daily operation.

Accelerator

- Exploration into new growth
 - Solution development lab.
 - Corporate venture.
 - Business model exploration.

Advisory

- Structuring our know-how as we grow so we can continue to learn fast.
- Supporting the growth with center of excellence so we continue to be a front runner.





GROWTH

Organic growth is our key focus

- Long-term relationships with large governmental clients and large companies.
- Expanding our geographical footprint.
- Expanding our portfolio of services and products.
- Exploring new opportunities.

Mergers and acquisitions

- We are looking for enablers for our future growth.
 - Current revenue driving technology.
 - Teams we believe in.
 - Market and client access.



EMISSION MONITORING

Maritime / Environmental Intelligence

The maritime green wave has created a huge demand for understanding and monitoring of emissions across sea and land.

Emerging areas

- Port authorities.
- Oil&Gas industry.
- Green certification.

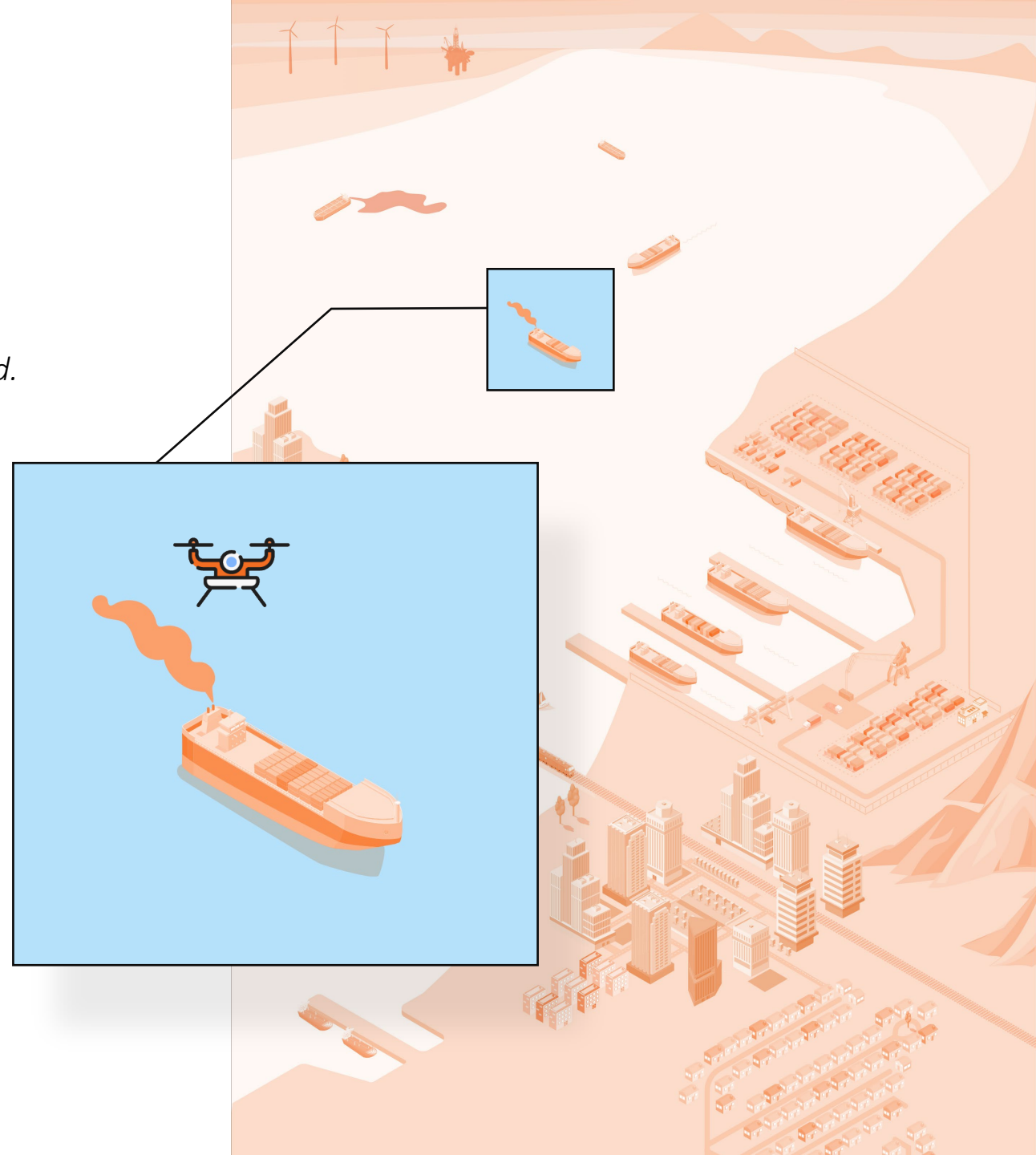
Geographical areas

- Europe, North America, Brazil.
- Panama, Singapore, Middle East, Egypt.

Value propositions

With our current expertise, we deliver:

- Emission monitoring.
- Green certification.



OIL SPILL DETECTION

Maritime / Environmental Intelligence

There are increasing requirement and demand to have efficient solutions in place to detect oil spills.

Emerging areas

- Energy industry.
- Maritime industry.

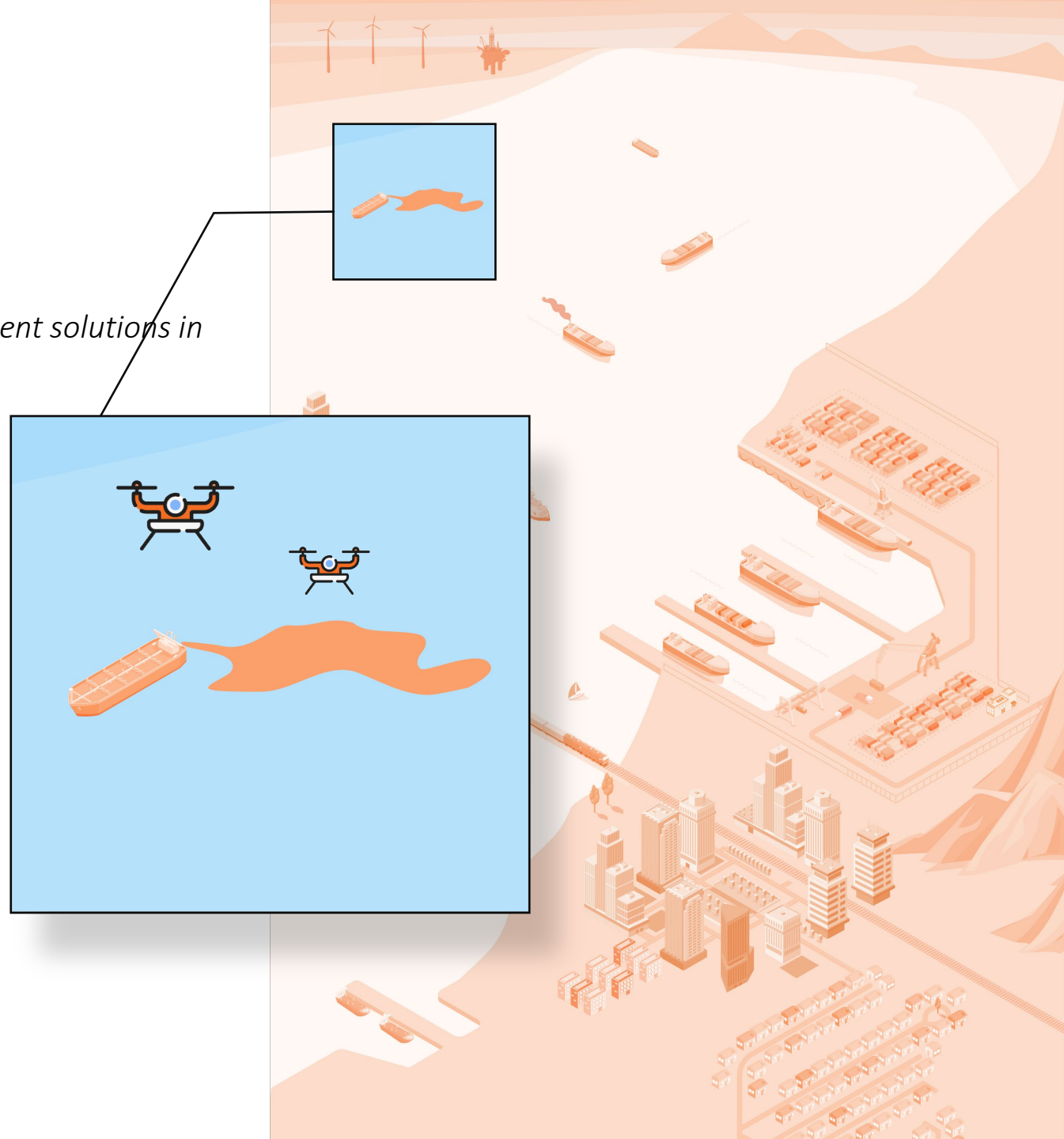
Geographical areas

- Europe, Middle East, Brazil.

Value propositions served

With our current expertise we deliver:

- Fast detection of oil spills.
- Support in clean up of oil spills.



SEARCH AND RESCUE (SAR)

Security / Protection integrations

- *The need of making the current SAR services better for the same cost is always relevant and ongoing*

Opportunities

- Governments.
- Offshore energy sector.

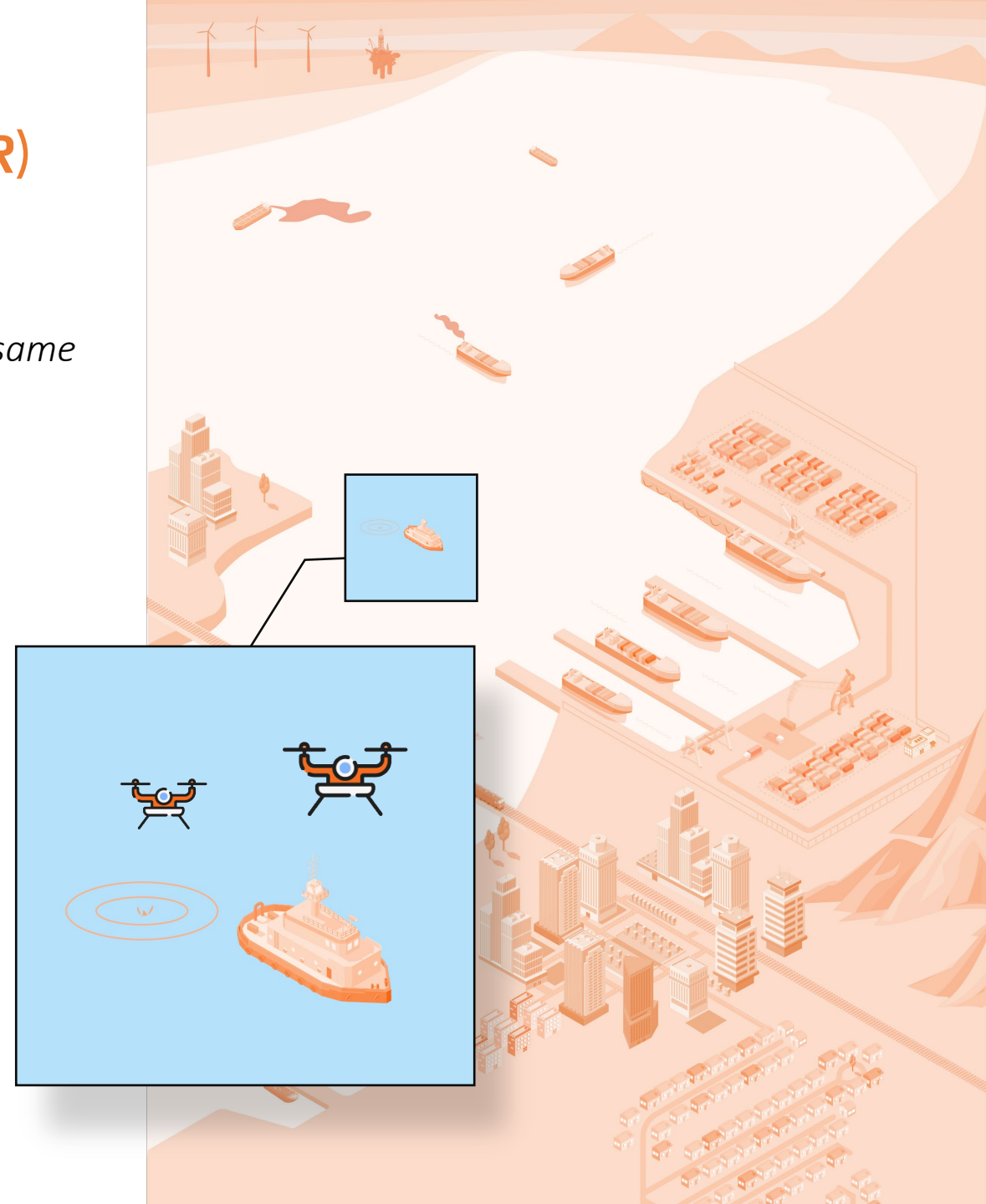
Geographical areas

- Europe, Middle East, Brazil.
- UK, France, Spain, Norway, Denmark.

Value propositions served

With our current expertise we deliver:

- Day and night 365 maritime search.
- On station live stream during rescue.



RAIL MAINTENANCE & INSPECTION

Infrastructure / Protection

- *More modern solutions for maintaining the rail are needed in order to fit more goods and trains into the rail system.*

Opportunities

- Drone based and IoT activated lubrication of rail switches.
- Digitalization of the rail infrastructure with surroundings.

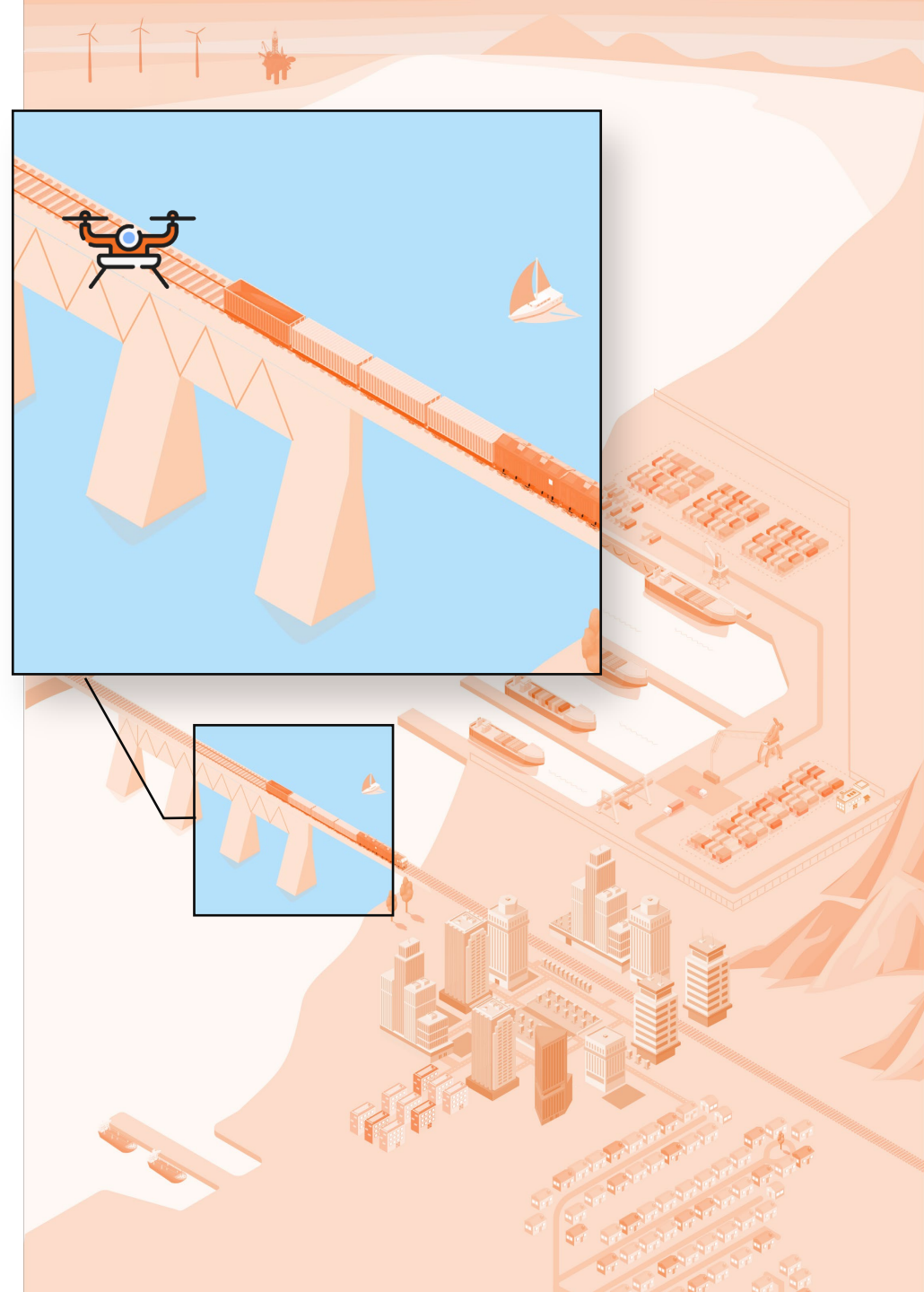
Geographical areas

- Norway, Germany, UK, France, Spain, US.

Value propositions served

With our current Staaker BG-300 drone:

- Land and drive on the rail
 - Lubrication of rail switches.
 - Data of gauge, surfaces, tunnels, bridges, heating and catenary line.



SMART PORTS

Infrastructure / Protection

Smart Ports will follow smart cities, but as ports are fenced, critical, and commercially controlled, the adaption of new tech is faster.

Opportunities

- Port authorities, port operators, vessel owners.

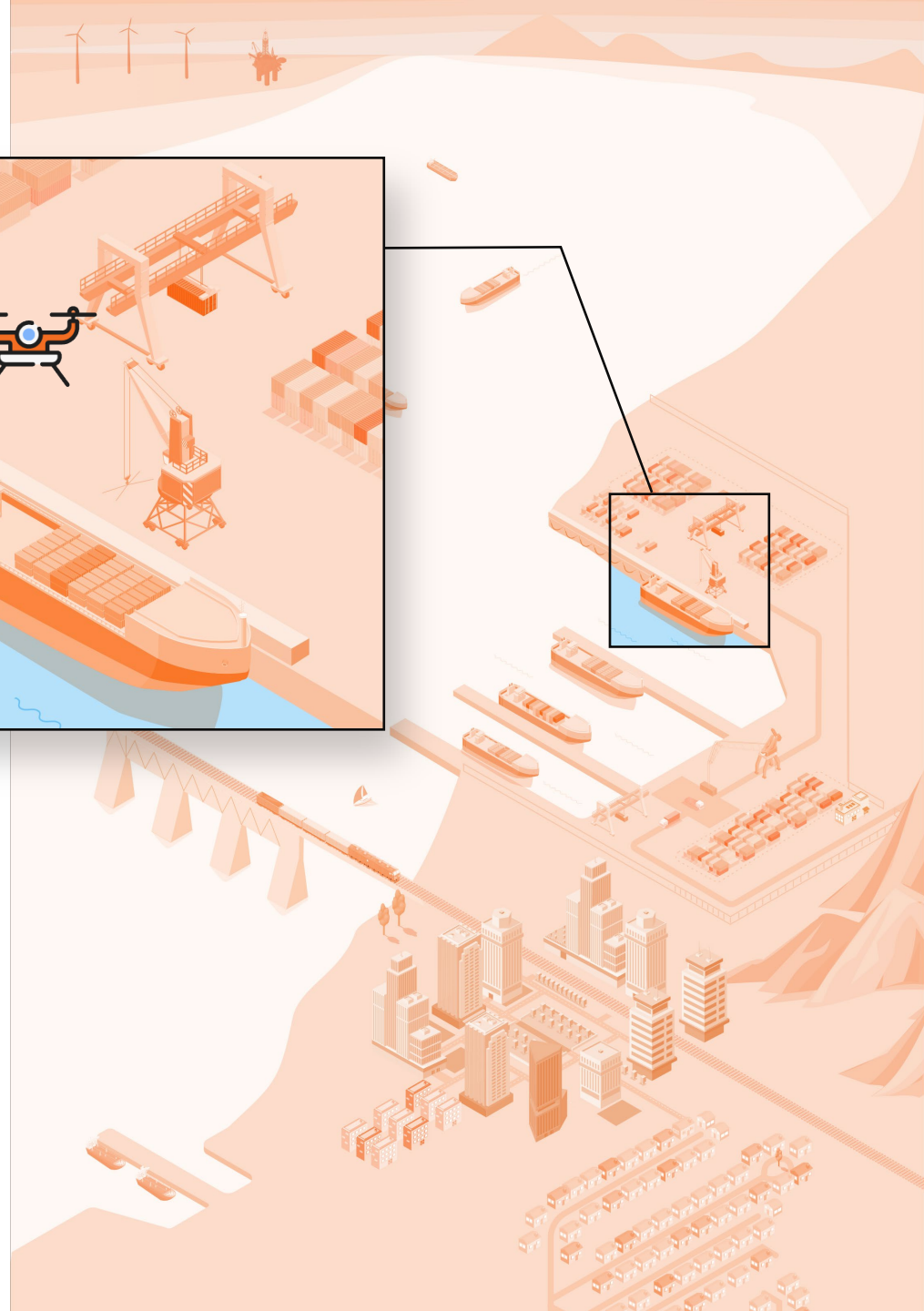
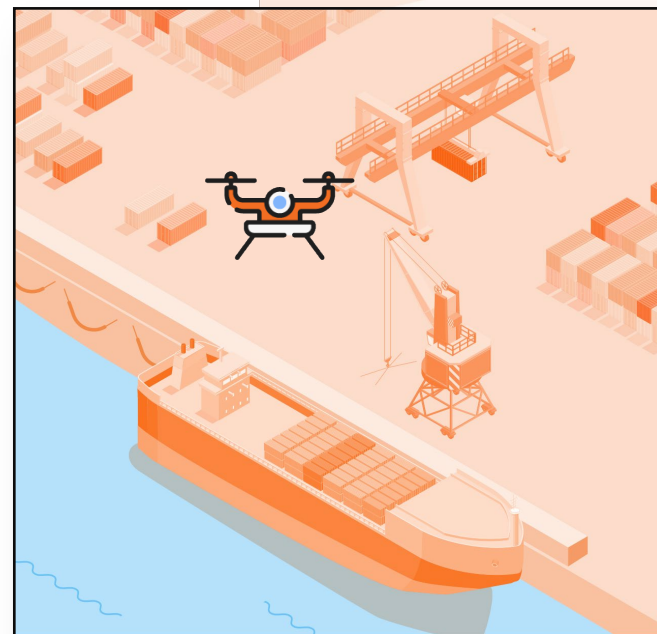
Geographical areas

- Europe, Americas, Middle East, Asia.

Value propositions served

With our expertise, we can:

- Monitor the port environment.
- Do emission monitoring in port.
- Do time/cost critical deliveries.



SHORT RANGE SUBURBAN DELIVERIES

Logistics / Delivery

Huge opportunities are to be explored in the drone logistics market. Urgency, convenience, same day delivery and environmental footprint are key drivers.

Opportunities

- Full system delivery to 3PL clients.
- Delivery of urgent high value parcels.

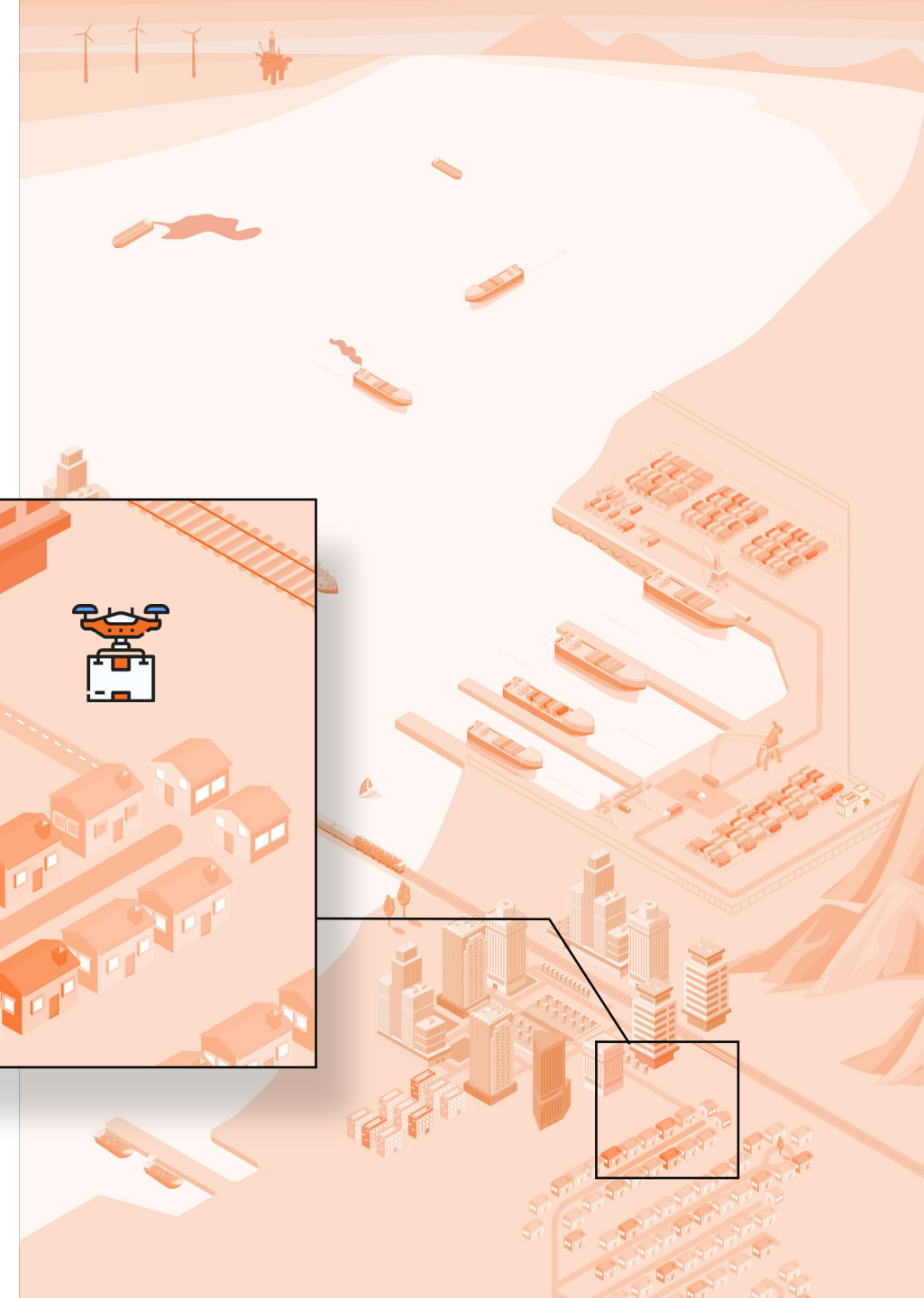
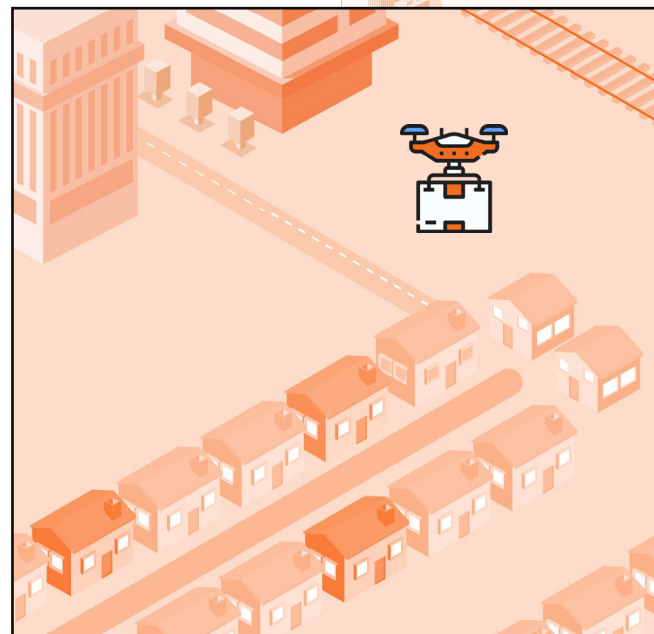
Geographies

- US, Europe, Middle East and Brazil.

Value propositions served

Based on maturing our current IPR:

- Supply delivery fleet solutions.
- Conduct deliveries in niche sectors driven by urgency, convenience and shopping experience.



OFFSHORE LOGISTICS

Maritime / Delivery

To support the reduce of carbon footprint and cost in the Energy sector new logistic solutions are needed to replace helicopters and vessels.

Opportunities

- Brownfield and Greenfield Oil & Gas.
- Offshore wind plants.

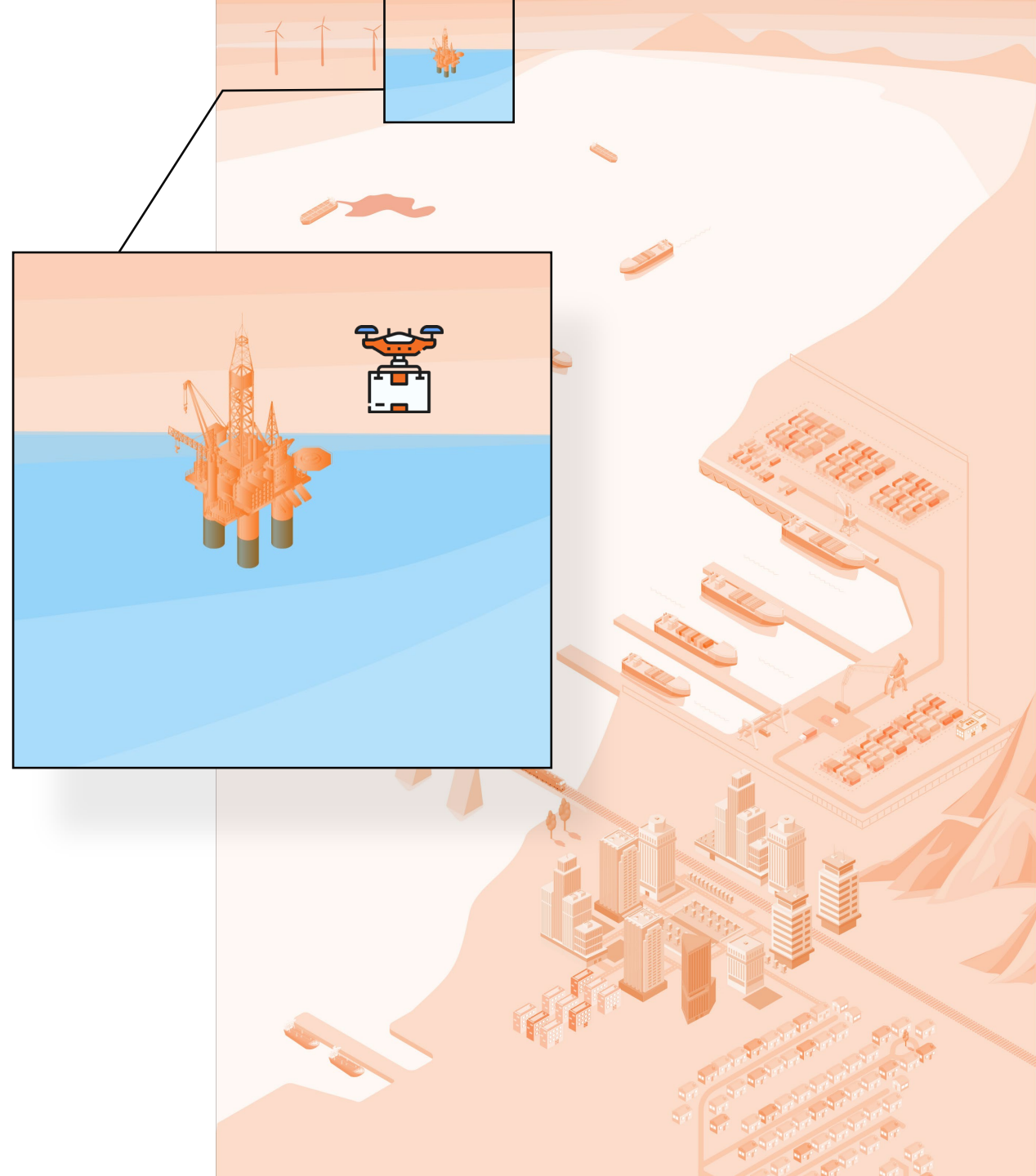
Geographies

- North Sea, Brazil, Middle East.

Value propositions served

With our current expertise, we:

- Deliver with up to 200 km range;
 - Shore to offshore.
 - Offshore to offshore.
 - Vessel to platform.





OUR STRATEGIC APPROACH

- We have found obvious opportunities based on **our know-how**.
- We have looked at where we can **compete as an early disruptor**.
- How can we deliver the client **more data for money**.
- How can we maintain **acceptable margins over time**.
- Whatever we do, it needs to be **scalable on a global level**.

