The projects run by FMV each year have similar needs for both business and marketing skills. They also have similar needs for technical, legal and military expertise, as well as for project management skills and for people with both the knowledge and the ability to find solutions to difficult problems. For the past year, having all this expertise has allowed us to increase our delivery capacity, adding to an already high level.
Our Mission

The Swedish Defence Materiel Administration, FMV, is a civil authority. On behalf of the Swedish Government, we develop products, services and systems for the Swedish Armed Forces and other agencies, often in collaboration with several other actors. Through the combination of technical expertise and business expertise, we ensure that the equipment will be of the needed quality and performance level, at the right cost. That is FMV’s contribution to Swedish defense capability. Every year we handle up to a thousand various projects. Here we give a description of some of them and some of our 1,500 employees.
In 2011 FMV procured a mobile water plant able to produce 700 PET-bottles of clean drinking water every hour. It is one out of the thousand or so deliveries that was made that year. This report represents some examples showing our work, and this is one of them.
They are to be able to perform in roadless terrain, snow, mud, swamps, and sand. They are also to be able to “swim” across lakes and rivers. At the same time they are to protect the passengers and crew from enemy fire and mines. They should also be easy to repair and maintain. These were the requirements for the new all-terrain vehicles that FMV is procuring for the Swedish Defense.

Autumn mists sweep across a lake in southern Sweden as an all-terrain vehicle steers straight down into the water. It is time for the all-terrain vehicle involved in the FMV procurement to prove itself, can it swim?

It is nearing the end of the evaluation. A competitive procurement usually begins with requirement specification being documented. This means that FMV together with its customer, the Swedish Armed Forces, decides what capabilities the all-terrain vehicles should have, how big they should be, and a thousand other details.

Then the request for quotations is sent out, and the replies are analyzed and compared to the very last detail in accordance with the valuation model formulated for procurement. About 30 people were involved in the project of formulating requirements, reviewing bids, evaluating the price, costs and conditions and testing the vehicles.

“We evaluated all the requirements, and also conducted field tests of the two all-terrain vehicles that participated in the tender. In addition we examined the question of price, which of course was important, says Peter Elmund, project manager at FMV.

After evaluation and an overall assessment of the various vehicles’ performance, price and life cycle cost, FMV decided to give the order to BAE Systems Hägglunds and their model BvS 10 MkIIB.

– From the start of the project to deciding on the supplier, it took less than a year. It is a very short time for such an extensive procurement, says Peter Elmund.

Hägglunds will deliver the first all-terrain vehicles in the autumn of 2012. After validation and verification, FMV will deliver them to the Swedish Armed Forces.

“Getting to make a good business agreement for the Swedish Government in accordance with applicable laws and regulations, and at the same time making the bidders feel that they are being treated objectively, has been very stimulating.”

Peter Elmund, Project Manager
Better Protection

Soldiers on patrol will now have improved protection. By using the new weapons station’s camera, both in daylight and in darkness, they can now sit inside the vehicle and reconnoiter the surrounding area.

The Weapons Station is a gyro-stabilized unit mounted on the roof of a vehicle. The station has three sensors on one axle: camera, night camera and laser rangefinder. On another axle is either a machine gun or a grenade launcher.

Those who patrol using the off-road vehicle, Galten, equipped with a weapons-station will enjoy very good protection. Just the fact that the operator can sit inside the vehicle enhances safety, says Lena Jansson, project manager at FMV. The scouting possibilities are also increased significantly.

The soldier on patrol steers the unit via a monitor with a control panel and a trimming device. In addition to the soldier being sheltered, the principal features provided by the Weapons Station 01 are both expanded darkness and scouting capabilities. Compared to operating the machine gun manually, using the Weapon Station 01 provides improved precision.

The vehicle will be stationed in Afghanistan from November 2011. When Berndt Grundevik, Army Inspector of the Swedish Armed Forces, received the first Galten with a mounted weapon station, he noted it to be an important contribution to increasing the safety of Swedish soldiers.

– Using the right equipment, such as the new battle vest, tactical UAV’s, and now the Galten equipped with a weapons station, we can increase the security of our soldiers. A close partnership between the Armed Forces and FMV, led to these new additions in a short time, says Army Inspector Grundevik.

Protector, which was developed by the Norwegian company Kongsberg, has been produced in various versions for a period of ten years. The collaboration between Sweden and Norway for the Swedish-developed Archer artillery system, has led to FMV procuring Protector not only for Galten, but also for Archer, Armoured Wheeled Vehicle 203 and the Armoured Wheeled Vehicle 360.

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The Baltic link

According to the model “the more participants, the lower the costs” FMV has created a contract with Estonia regarding cooperation concerning defense equipment. Desert Boots became the first cooperative purchase, and this opened the door for future ones as well.

The collaboration is based on a framework agreement that among other things describes the collective approach and payment terms. In a Swedish-Estonian management group, possible joint needs and procurements are explored – both short and long term. A steering committee then decides which procurements are to be purchased cooperatively.

– Each cooperative buying nation pays a share of the administrative cost for the procurement, which of course varies depending on the volume and complexity, says Martin Andrae of FMV.

The more participant buyers, the lower the costs for everyone involved. Another cost-saving part is the volume discounts that may come through more joint orders.

No separate solutions

Martin Andrae and Elisabeth From of FMV are in charge of the Estonian contacts as well as of exploring the possibility of future cooperative procurements.

When buying cooperatively no changes are made in the Swedish specification. The contract includes a price range for the product or service, the price of FMV’s administrative services, a payment date and a planned delivery schedule.

Only when FMV has decided who has won the tender, do both the price and delivery schedule become definite. If the price is outside the price range, the cooperative buying country can choose not to make the purchase.

Increased interest in cooperative buying

– Several other countries have quickly embraced our model and approach to cost sharing for procurement. There quite simply are others who want to buy cooperatively, says Elisabeth From.

Interest is being shown across the Baltic Sea. A number of joint procurements with Estonia are already underway. Interest to participate in this model, with FMV as a driving force for cooperative buying, is also being shown by other countries.

“There are huge opportunities for savings by conducting cooperative procurements.”

Elisabeth From, Controller
The Watchful Eye

They rotate 6 times per minute. With each station covering an area of up to 300 km. By providing combat command centers with data information of about any movement in the air, the remote reconnaissance radar keeps round the clock watch on our territorial integrity.

FMV is now working to upgrade the Armed Force’s fixed radar system. The Remote Reconnaissance Radar System, PS 860, has been in operation since 1980 and used for high altitude surveillance, now has a wider scope, and the ability to detect smaller targets. Weather data can also be separated and sent to the military weather service.

— The system has performance on par with completely newly acquired technology, at a fraction of what a new system would cost, says Ove Norman, radar product manager at FMV.

After modification, the radar system is equipped for autonomous operation. This means that there is no need for staffing at the stations. This provides a significant cut back in operating costs.

— The biggest change has been in the receiver/digital processor, which apart from the frequency generating components, has been completely replaced. Control of the radar’s scanning patterns, and the processing of the received signals are done fully by software, says Ove.

After having modified the 3-dimensional radar surveillance remote and given it a longer life expectancy, FMV is now working on radar system PS 870. The PS 870 radar system is used for air surveillance, low altitude command control, and sea level monitoring. Its range is about 100 km.

FMV has also developed a maintenance system, easy to adapt to organizational and technological changes. Requests for change of the directive are followed up in a configuration management system which allows any changes in the radar system to be implemented in a controlled and traceable manner.

“The biggest challenge has been to coordinate the renovation work so that the incident preparedness is disrupted as little as possible.”

Ove Norman, Product Manager Radar
It took FMV 18 months to procure the first copies of a new medium-weight helicopter system. That is little short of world record.

When the first two Swedish Black Hawk helicopters were flown in on a C-17 transport aircraft in December of 2012, it had only been a year and a half since the Government took the decision that Sweden would have a new helicopter system. To a private person buying a new car or a washing machine, one and a half years is not a short time, but if you’re buying new military helicopters, it’s almost a world record.

Project Manager Magnus Larsson, FMV is not sure he wants to call the procurement of the new helicopter system a World Record.

– Well, I don’t know really, ask me again in the second quarter of 2013. So far however, it has gone better than expected.

An Intensive work period

Following the government’s decision, an intense period of work began for both the personnel at FMV and at the Swedish Armed Forces. The to-do lists were very long: scan the market for medium-weight helicopter systems, negotiate prices with the different possible suppliers, study the possibilities of implementing education and training programs for technicians and pilots which are to be completed in time for the new system to be used, and last but not least, negotiate prices for the training programs.

Concurrently was the need to consider different maintenance and logistics solutions, and so on. The to-do lists went on page after page, also including flight safety aspects, and the most important question of all: how do you get at least some helicopters ready to be delivered to the Swedish Armed Forces by about Christmas Eve 2011.

Several alternatives

There were several possible options, but in early 2011 FMV decided to start the final negotiations with the U.S. authorities regarding the purchase of 15 fifteen UH-60M Black Hawks from The Sikorsky Aircraft Corporation.

The final contract was negotiated and signed in August of 2011. The standard delivery time for a UH-60 M is 36 months, but in November of 2011 FMV’s Director General, Gunnar Holmgren, could receive the first Swedish helicopters from the U.S. Army at Sikorsky’s helicopter plant in Stratford, outside New York City, only a few months after the order had been signed.

“With good arguments, a portion of diplomacy, and keen business skills we were able to negotiate favorable terms on behalf of Sweden.”

Magnus Larsson, Project Manager
Clean Water – Not Always a Given

Water being our most common and most important resource, is easy to take for granted. In war and in disaster-prone areas, the availability of clean water is not as common.

Magnus Holmgren, development officer of the Logistics Regiment, who received the water plant from FMV, knows what problems dirty water can cause.

“Without clean water it will be extremely difficult to carry out the task. Our people need water for hygiene and food. They also need be able to drink it. This system allows us to avoid having to transport water over long distances. Instead, we can take it with us to where we are stationed, and purify the water that is already there.”

The purification of water occurs through a process called reverse osmosis, it ensures that all micro-organisms, bacteria and viruses disappear. The water is even cleaner than Swedish tap water.

Clean water in PET bottles

After purification, the water goes through the buffer tank to the packaging container. The container then produces PET bottles which are then filled with clean water, UV-irradiated, sealed and labeled. This entire process is completely automatic. In other words, it is a miniature water plant. The system can, for example, be placed at a base camp, and within a day it is possible to produce 700 1-liter bottles of clean water per hour. Magnus Holmgren is very positive when it comes to the mobile water plant.

“In cases when there is a shortage of water, it is not appropriate for us to use the water that the residents need to get by. Using the mobile water plant, we can, more or less take any water and make it useful to both ourselves and others.”

FMV finds new ways

FMV concluded from studies that there were few systems on the market. In consultation with the Armed Forces, after making adaptations in accordance with the stated requirements, it was possible to procure the system through NAMSA, the NATO procurement organization.

“That we could go through NAMSA made the cost considerably lower than other alternatives. It also provides opportunities for cooperation with other countries, because several countries are using the system, says Joakim Nyström, project manager at FMV.

“Within the project work at FMV there are great opportunities to find new solutions, which is very stimulating.”

Joakim Nyström, Project Manager

With a mobile water plant, 700 liters of dirty water per hour become pure bottled drinking water, thanks to a procedure where reversed osmosis ensures that all micro-organisms, bacteria and viruses disappear. The water then becomes even cleaner than Swedish tap water.
Tests That Provide Answers

250 landings on a minimal helicopter pad in darkness, heavy wind and in rough seas – when FMV tests the limits of Helicopter 15, there is only one thing that counts – realistic conditions.

We are out on the Baltic Sea. There is heavy wind, and in the darkness a helicopter approaches. To be specific, it is the Swedish Armed Force’s ship, the HMS Carlskrona. Headlights dance over the ship’s helicopter pad as it moves in multiple dimensions simultaneously. The pilot has no easy task ahead of him, with limited reference points in the turbulent environment.

– This is probably one of the more advanced tests that can be done with a helicopter. Everyone involved must know exactly what to do for takeoff and landing to work, says Gunnar Lindell, FMV’s project manager.

Darkness Ability for Helicopters and Ship Airports

FMV produces graphs that describe the maximum way in which the ship can move in both roll and pitch. The graphs also describe maximum wind speed in different wind directions in connection with the landing.

The graphs show the preconditions for takeoff and landing in daylight and darkness for three different weight ratios on the helicopter.

Data over the helicopter’s movements, wind speed and direction were transferred via a data link from the ship to the helicopter. Inside the helicopter were measuring tools where the ship’s data and helicopter’s data were presented.

– While testing the operational limits of flight limits from the command ship, Carlskrona, at night, we successfully qualified the airport function of the ship.

Many people involved

Maintenance of the helicopters must be possible to carry out on board; therefore one of the tasks was to validate different types of maintenance equipment on board the ship.

– The prerequisites for such tests include of course, good cooperation between all involved both at FMV and at the Swedish Armed Forces. About a hundred people were involved. We tried several different functions during the same test campaign, which resulted in both financial benefits and in time saving, says Gunnar Lindell.

“We need these tough tests to identify the boundaries within which the helicopter can both take off and land safely.”

Gunnar Lindell, Project Manager
Simulated dives to the depth of 160 meters with varying descent and ascent speeds, from icy temperatures to tropical temperatures, FMV has delivered a pressure chamber system for research and testing.

The Swedish Armed Force’s diving and naval medical center in Karlskrona, Sweden will use the pressure chamber system for research, tests and exercises. This may involve studies of decompression tables and the long-term testing of equipment.

– Using this pressure chamber, The Swedish Armed Forces can simulate, under extremely controlled conditions, very advanced diving exercises, and conduct the long-term testing of equipment and anything else related to the underwater work and equipment. It will contribute to increased safety for divers, says FMV’s project manager, Mikael Ericsson.

The pressure chamber is completely horizontal and divided into two parts, a residential and an experimental part. The part that is used for testing consists of a large basin of 21 cubic meters. Pressurization of the chamber down to 16 bar pressure is done in less than eight minutes. The control and monitoring system in the chamber is fully automated.

In late 2011 Mikael Ericsson gave the go-ahead for installation of the pressure chamber system in Karlskrona. Factory tests that both the classification society Germanischer Lloyd and FMV have done confirmed that it has all the features that FMV had asked for.

– This will be a highly sophisticated facility. The supplier who won the procurement argued that there is none like it anywhere else in Europe.

“A very enjoyable project to work on. The entire chain from market analysis and specification to installation and start-up.”

Mikael Ericsson, Project Manager
Örnen Keeps Watch

When Örnen flies, real time video is linked down to the ground control station. From there it is sent to the container in which the processing equipment is located. It is all about quickly analyzing sensor information and producing the photos and intelligence reports that form the basis for the unit’s planning.

UAV System Shadow 200 from the AAI Corporation forms the basis of the acquisition. In addition to this, comes the development and integration of the imaging equipment from Saab.

– To get the capabilities of image processing to Afghanistan from the start, we had to develop an interim version in parallel to the regular equipment, says project manager, Stefan Tenor.

Since the objective was that the system would be operational in Afghanistan in July of 2011, training and drills had to be accommodated within the schedule. Armed Forces personnel received theoretical preparation at the factory in the U.S., followed by practical drills at FMV’s test establishment in Vidsel, Sweden during the winter and spring of 2011.

– It was a triumph that we, despite a tight schedule, managed to deliver and deploy on time, said Stefan Tenor.

In addition to system specifications, FMV has worked with delivery monitoring and system verification. Apart from this, there has been the work to certify the system in accordance with the Rules of Military Aviation, and to accredit the system for confidentiality use.

“Good cooperation is a must. Customer, supplier – everybody must be on track in order to succeed with this type of project in such a short time.”

Stefan Tenor, Project Manager

Facts Aircraft

Weight: ~ 170 kg
Wingspan: ~ 4 m
Endurance: ~ 6 hours
Range: ~ 125 km

FMV developed the tactical UAV system Örnen in just over a year a very short time when developing a flying system.
For Magnus Nilsson one day at work can be very different from the next. One day he can be writing speeches for the State Secretary preparing for a summit with NATO. The next day, he can receive a delegation from the Indian Defense Ministry, to discuss cooperation in the area of defense.

– I work mainly with international relationships, which means that I try to find areas where Sweden can cooperate with other countries and organizations.

Magnus is in charge of contacts with both India and the U.S., and he is project manager for the Swedish material cooperation with NATO. In addition, he helps the Ministry of Defence with international issues related to defense materiel. It may, for example, involve business studies of a particular market or a specific product, unmanned airborne vehicles or all-terrain vehicles.

Profit from working together

Defense equipment is expensive, and few countries today have the means to develop and purchase new products single-handedly. The systems that Swedish soldiers are using must also work with other equipment, especially in focus areas such as Afghanistan and Libya.

– My job is to identify areas in which we can cooperate with other countries and share experiences. Cynically put, it is about reducing costs and maximizing the ways in which Sweden can benefit.

Right now Magnus and his colleagues are arranging a visit from India along with representatives from The Department of Defense and the Swedish Armed Forces.

International Relations

– I like the fast pace and the international environment. I travel a lot and I'm learning new things all the time.

In the area of the equipment sector, Magnus acts as the Swedish Government Office's right-hand man. Apart from his contacts there, he also has daily contact with foreign counterparts, in among other countries, the U.S. and Brussels.

International relations are all about people and new cultures, something that requires certain skills.

– It is not easy to develop a good relationship. It is important that I am well informed about the country in question. I get great support from our embassies overseas and also from the foreign Departments of Defense located here in Stockholm.

Name: Magnus Nilsson
Position: A business analysis and coordination adviser
Education: BA in Military Science (The Swedish Officer's Program) MA in Economics

"We build relationships to ultimately reduce the cost, and maximize the benefits for Sweden."

International Cooperation
FMV provides the Swedish Government Office with continuous and broad support in questions of material procurement. Among other things we do so by, coordinating different types of activities and carrying out different, studies, and answering specific questions or referrals. FMV also offers the Swedish Government Office support by interchanges of expertise and coordination of the MoU (Moucharand) of understanding collaboration with other countries. Projects directly aimed at the development or procurement of collective systems have as their main objective to share both risks and costs and to ensure interoperability. Some examples from 2011 are:

• Studying of the impact of EU’s defense and security directive, and measures needed to meet Sweden’s new law on this matter.
• Studying of the defense industrial market and the situation for a number of Swedish and international defense and security companies considered to be of significance for the supplying of equipment.
• Preparation for the need to develop strategies within the air defense sector, the helicopter sector, and the service life lengthening of strategic air support.
• Technical business intelligence to identify and describe in its early stages, the development within the defense sector. Areas of focus have been protection, the providing of electricity, and user-centered development of technology and management systems from the soldier’s perspective.
• Joint development of the Archon Artillery System with Norway, the continued development of the Excalibur artillery shell with the U.S., a number of projects in the JAS 39 Gripen Program where costs are shared with Hungary and the Czech Republic, as well as the joint development and procurement of the armored bulkhead NLAW with Great Britain.

In Sweden’s bilateral cooperation there have been 50 meetings, out of which 13 were MoU meetings, where FMV has served as secretary.

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In Sweden’s bilateral cooperation there have been 50 meetings, out of which 13 were MoU meetings, where FMV has served as secretary.
Catharina Hallström leads the commercial activities at one of FMV’s seven business units, a role which she has had for almost four years now. She has worked at FMV on two different occasions, her total time at FMV being 12 years.

When you started working at FMV, was it the way you had envisioned it?
– To a great extent, but I had more responsibility than expected as a new employee. It was challenging and positive. At FMV you are expected to take responsibility and independently early on. This is something which I think makes FMV stand out. For me, it has also been rewarding to work in on international missions, which was something that originally attracted me to FMV.

What is your role now?
– I am the business manager for one of our units. This means that I am responsible for matters relating to the business unit’s business. This includes managing and coordinating the commercial and business activities, ensuring that contracts are established and maintained in accordance with our guidelines, to ensuring that our procurements are cost effective and minimizing business risks.

What is enjoyable about your job?
– I have a challenging job in an engaging environment, and I have many nice colleagues. It is stimulating to do business within the regulatory framework we have to follow, and I meet new challenges every day.

What qualities are important in your job?
– The ability to have a holistic approach: to be able to see both the bigger picture and its smaller parts. You must be able to make choices and priorities while keeping focus on the main issue.

What is FMV like, as a place to work?
– It is an exciting and challenging world. I like the combination of business and technology, and the fact that there are new challenges every day.
The Director General’s statement

FMV is to provide the Swedish Defense with defense equipment and services. This should be done in a cost effective manner. This is how we contribute to the capability of Swedish defense.

FMV works according to the strategy that we first and foremost must obtain fully developed materiel already on the market. If there is no fully developed, easily adaptable solution, it is development in cooperation with other countries that applies.

Collaborations with other countries are a necessity in terms of both development and acquisition. If none of the options are possible, we need to further develop the equipment and materiel ourselves. In order to be cost effective, to as much of an extent as possible, costs and risks are to be multiply shared. That is the equipment acquisition strategy that FMV lives by.

In 2011, FMV completed several acquisitions that could not have been implemented without this new way of approaching the procurement of different materiel. To name a few: a new official government aircraft, the brand-new helicopter 16 system, and the new tactical UAV Örnen. These are some of the nearly one thousand different projects FMV handles each year. All are not as complex, but contain the same need for business and marketing skills, technical, legal and military expertise, project management knowledge and the ability to find solutions to difficult problems.

Action program in 2012, to save SEK 500 million

FMV constantly works to revise our work procedures and reduce costs. In our 2012 Action Program the results of sub-projects began to be included in the line organization.

Some examples are the new training programs in entrepreneurship that have been developed and major contracts with large suppliers. Consultancy agreements have been revised, new head hunting practices focusing on skills have been introduced, and an extensive program has been launched applying the Lean approach, to shorten lead times. The goal is to save SEK 500 million.

Continued high deliverability

At FMV we measure our results using a variety of key indicators. All are important to gauge how FMV operates, how we keep the balance between delivering the current demands, and how we prepare for the future.

Two examples of key indicators are the ability to deliver, and skills development. In 2011 FMV’s ability to deliver was 93 percent. It is the same high delivery level as in 2010, and slightly better than in 2009. Concurrently the time allocated to the development of skills has increased from 3.2 percent to 3.5 percent of the working time.

It is very gratifying that FMV shows a good result for 2011. We have low absenteeism. We are increasing the development of skills. Large infrastructure projects are being implemented, while most importantly, we are delivering at a continued high level.

Gunnar Holmgren
Director General

“The shortened delivery time from 36 to 10 months, decreasing the total cost by about SEK 30 million, and creating a training program for pilots and technicians according to the job requirement specification but at a lower cost – that is how we provide defense capability.”

Said by Director General, Gunnar Holmgren, when speaking about professionalism, negotiation abilities, and diplomacy in connection with the Helicopter 16-project.
“It is very gratifying that FMV can show good results for 2011. It is also gratifying that we have low absenteeism in relation to illness, and an increase in skills development. We carry out large infrastructure projects and most importantly, we do it while delivering at a high level.”

Gunnar Holmgren, Director General, FMV

Financial reporting in brief

Earnings for 2011

Since the year 2010, both internal costs per charged hour and capacity utilization have increased marginally. However if we look at the time period between the years 2008 and 2011, it becomes clear that these costs have decreased. FMV will continue, despite decreased manpower, to operate at high efficiency. All sub-indicators have either increased or remained at a high level. An overall assessment shows continuous good results.

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<th>2011</th>
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<td>Invoicing, billion SEK</td>
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<td>Capacity utilisation rate, percent</td>
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Source: FMV’s production management system.

Delivery capacity

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<th>Delivery capacity</th>
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<td>59 850</td>
</tr>
<tr>
<td>whereof Swedish Armed Forces</td>
<td>37 376</td>
<td>53 545</td>
<td>52 769</td>
</tr>
<tr>
<td>FMV’s delivery capacity, percent</td>
<td>91</td>
<td>93</td>
<td>94</td>
</tr>
</tbody>
</table>

Source: FMV’s production management system.

Distribution of order stock 2011

<table>
<thead>
<tr>
<th>Percent</th>
<th>Swedish Armed Forces</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>86.6</td>
<td>13.4</td>
<td>0</td>
</tr>
</tbody>
</table>
The proportion of competitive tendering for segments goods, resource consultants and service products

<table>
<thead>
<tr>
<th>Year</th>
<th>Targeted procurement</th>
<th>Number of orders to suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>2006</td>
<td>80</td>
<td>120</td>
</tr>
<tr>
<td>2007</td>
<td>60</td>
<td>200</td>
</tr>
<tr>
<td>2008</td>
<td>40</td>
<td>300</td>
</tr>
<tr>
<td>2009</td>
<td>20</td>
<td>400</td>
</tr>
</tbody>
</table>

The activities are conducted mainly in Stockholm. FMV also has units at locations including Arboga, Enköping, Karlstorp, Karlskrona, Linköping, Skövde, Vidsel and Östersund.
A Board of Directors with extensive experience from private as well as public organizations.

FMV is led by a board whose members are appointed by the Swedish Government. Gunnar Holmgren was appointed as Director General of the Swedish Defence Materiel Administration by the Swedish Government. He leads the Authority in accordance with the directives and guidelines set out by the Board. He also makes decisions on matters outside the Board’s domain. The Director General is the Authority’s highest operational executive.

CHAIRMAN OF THE BOARD: SVEN-CHRISTER NILSSON

Born in 1944

B.Sc. in Mathematics and Theoretical Physics at the University of Lund.

CEO of Ripasso AB and previously MD and CEO of telecommunications company Ericsson. Occupied various managing positions in the Group between 1982 and 1997 and was CEO for the Group 1996-1999.

Board member of Assa Abloy AB, Sprint Nextel Corporation and CEVA, Inc. Up to December 31 2011 chairman of the Board for the Management Foundation of the public service companies Sveriges Radio AB, Sveriges Television AB and Sveriges Utbildningsradio AB.

Member of the Royal Swedish Academy of Engineering Sciences and the Royal Swedish Academy of War Sciences.

Extensive experience from leading large high-tech and global industrial companies. Has been especially committed to corporate management and similar issues within the official administration.
GUNNAR HOLMGREN
Born in 1957
Dr. of Economics at Åbo Akademi.
Director General of FMV and previously in positions including CEO for the trade association the Swedish Insurance Federation and Secretary of State in the Ministry of Finance.
Extensive experience from owner management issues from private as well as public organizations.
Experience from board missions within banking and insurance, public authorities and the area of infrastructure.

MONICA WIDEGREN
Born in 1944
B.A., M.A. in Political Science at the University of Uppsala.
Between 1992 and 2011 head of Department at the Swedish Competition Authority for EU and international issues and during a number of years also for strategic issues.
Has been working as teacher in economics, as trading advisor, and with competition issues for 20 years, within the EU and international trading. Swedish delegate at OECD, WTO and other international organizations. Since 2007, the Swedish Competition Authority is also the authority monitoring public calls for tenders.

KERSTIN PAULSSON
Born in 1962
Civil Engineer in Electro-Technology at the Faculty of Engineering, University of Lund.
Since 1999, CEO and partner of Netsoft Lund AB, which develops and markets control and monitoring solutions for telecom networks in the international market. Is also Board member of Elanders AB and the Swedish Agency for Economic and Regional Growth. Previous board missions include Getinge AB, Lifo AB, KK-stiftelsen and NUTEK.

JOHAN ADOLFSSON
Born in 1960
Academic degree in business administration and economics with doctorate studies. The research project treats the exchange rate’s effect on share prices and the predictability of the quality measurements regarding the development of share prices. Has published a range of scientific articles and written two books in business administration.
Partner of BDO AB.
Works as authorized accountant with audits of companies listed on stock markets and as consultant specializing in procurement of risk equity, valuation of companies and restructuring of larges companies.
Has also worked with similar subjects internationally for UNDP, SIDA and OECD. Teacher at the University of Stockholm within accounting and financing since 1992. It also a reserve officer and served for example for the UN in Sudan in 2005 as administrative officer for the Joint Military Commission.