



Finland Software Day, 15th Nov 2011

Creating Successful Global Software business

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Matti Salo



President, NAPA for Operations

- Naval Architect, M.Sc. 1988
- Research Scientist at Technical Research Centre of Finland, Ship Laboratory 1985-1992
- Joined Napa Ltd. 1992
- Manager of Onboard applications 1992-1995
- Managing director of Onboard-Napa Ltd 1996-2000
- President of Napa Group Ltd 2001 – 2011
- President of NAPA for Operations 2011 ->

**WORLD'S LARGEST CONTAINER
VESSEL**

&

**ONE OF WORLD'S LARGEST
SHIPBUILDING CORPORATION**

&

NAPA

What do they have in common?

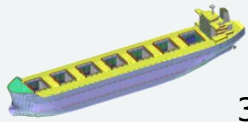
A large blue Maersk Triple-E container ship is shown from a low angle, sailing on the ocean. The ship is heavily loaded with colorful shipping containers. The Maersk logo, a white star inside a shield, is visible on the side of the hull. The sky is overcast and the water is dark blue.

Maersk Triple-E

**World's largest container vessel:
What can actually fit inside its belly?**

NAPA - world's leading software solutions company for ship design and operation

Improve the safety and performance of the global marine industry



3D modelling



Loading & stability
Energy optimisation
Fleet management

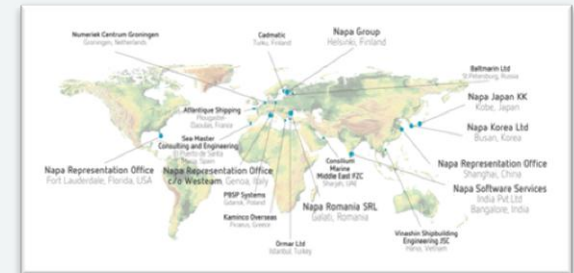
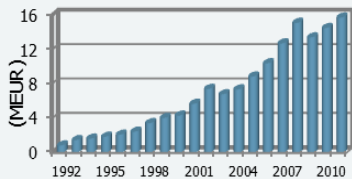
Reliability first
Commitment builds trust
Courage leads the way
Enjoy working together
Success through knowledge



Commitment to ecological sustainability and energy efficiency for ships

Global reach – Finland, China, Korea, Japan, India, Romania, Italy, USA & worldwide agents

Revenue €16M
Continuously profitable

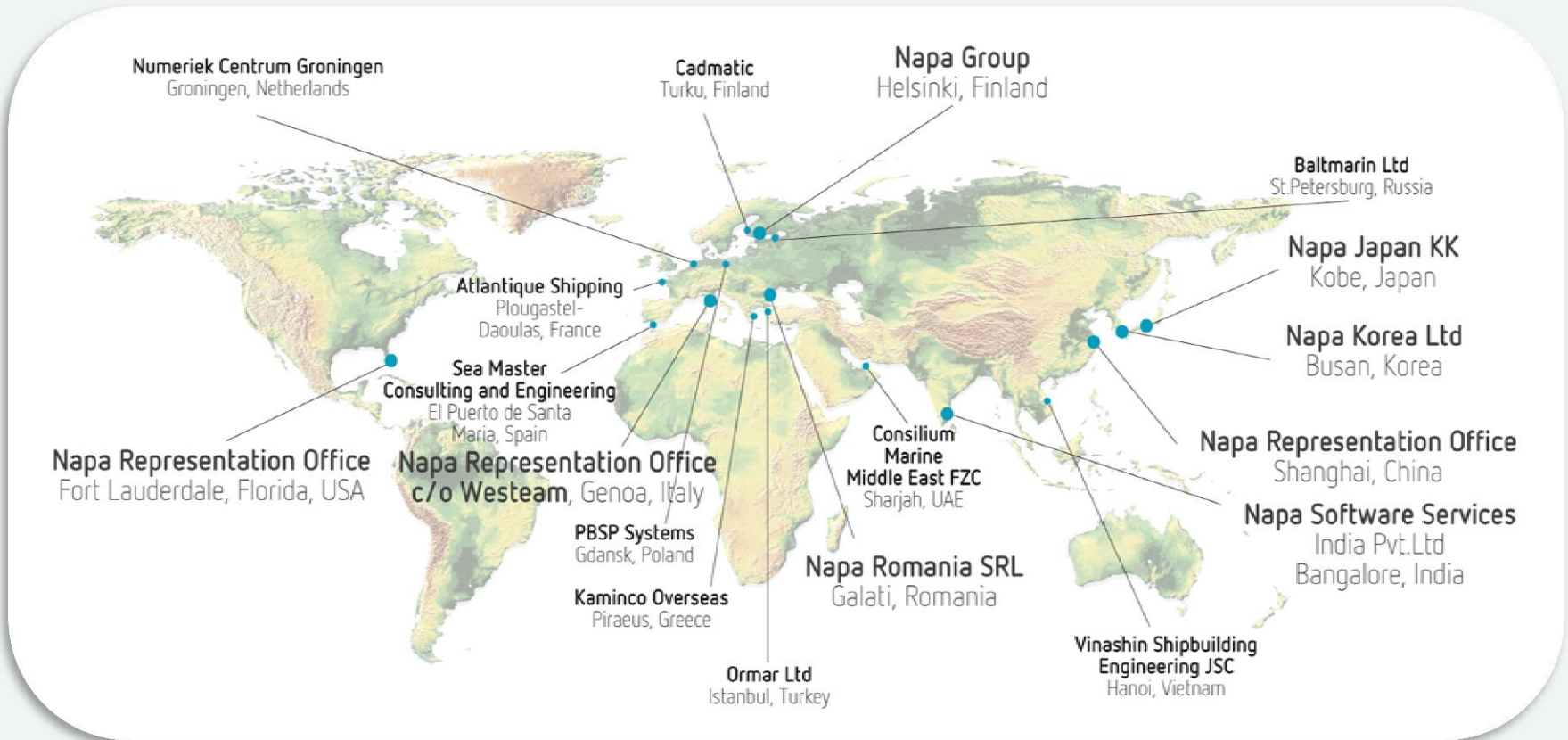


Established in 1989
70% owned by employees
Staff 130, 90 in Helsinki, Finland

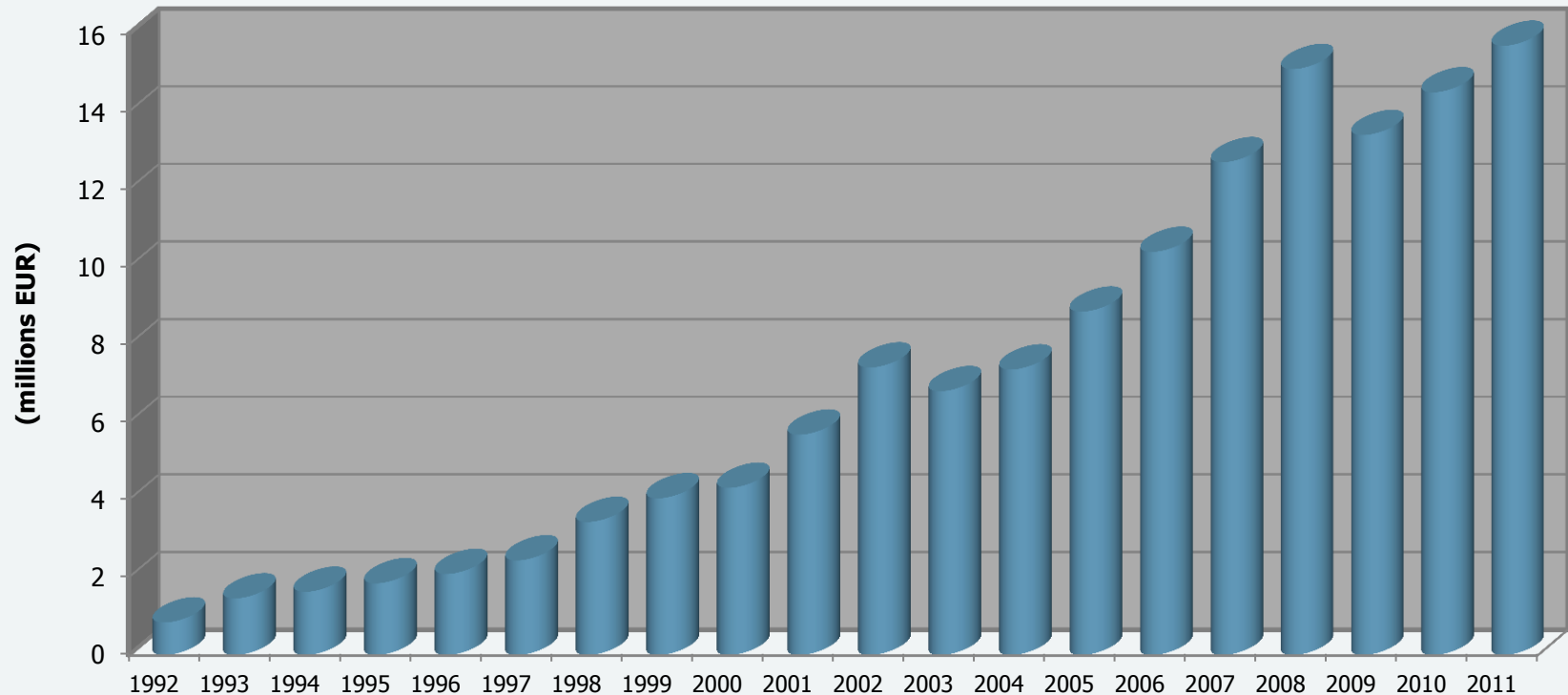
Shipyards and ship owners
Design companies, institutes and authorities

Used by 400 organizations, installed in 1200 ships

Worldwide Network



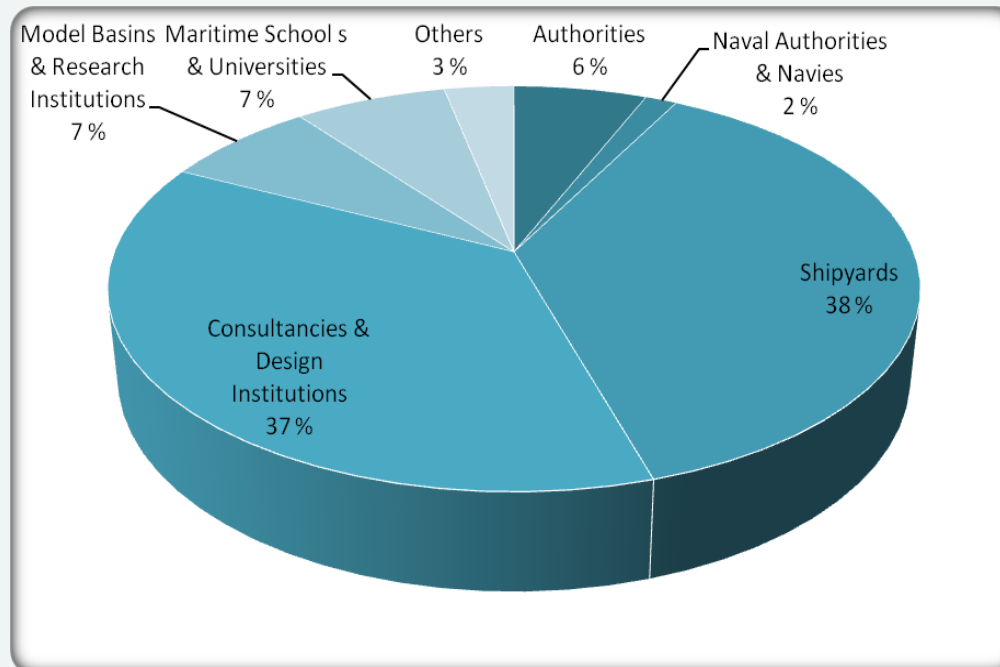
Financial Track Record



- Annual increase in **Turnover** (1992-2011) = **18%**
- Operating **Profit** average (1992-2011) = **20%**
- Current plan is to **double** the turnover (organic) until 2016 (>30m€)

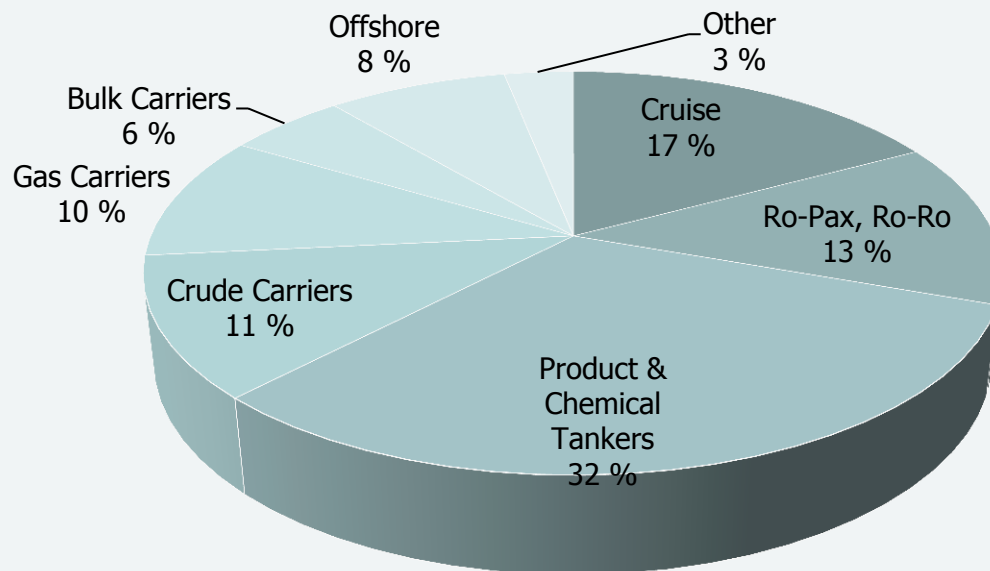
References of NAPA for Design

- NAPA is being used worldwide by **over 350 leading maritime organizations**
- Customers base represents **95% of the shipbuilding (turnover) in the world**



References of NAPA for Operations

- **NAPA for Operation solutions are used worldwide by Over 350 Shipping Company and Maritime Organizations**
- **Over 1 200 installations for various ship types**



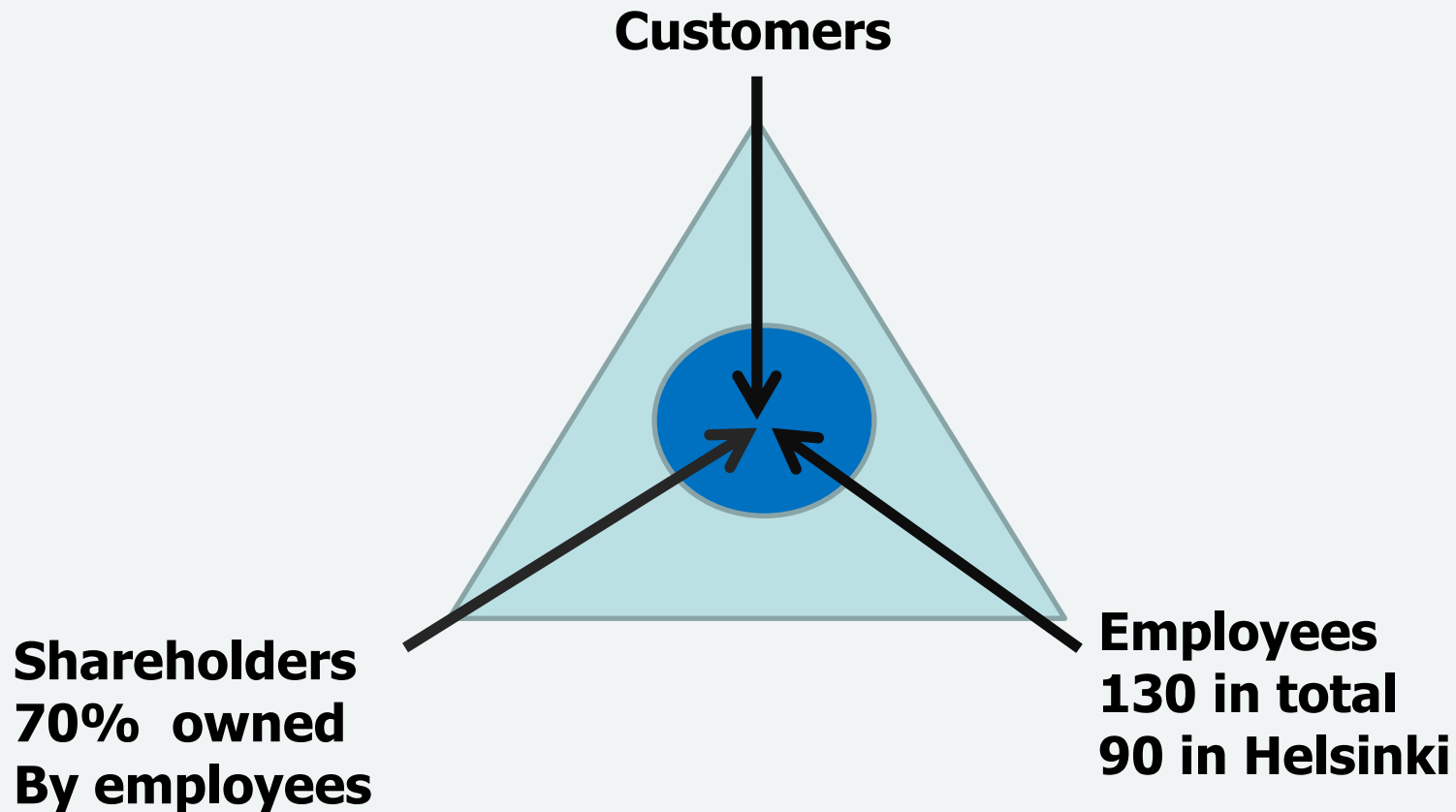
NAPA GROUP, success factors

- **Top level domain knowledge on ship design & IT**
- **Software development in real shipbuilding environment**
- **“SMALL GIANT” strategy
(=global technology leader in selected segment)**

NAPA GROUP, success factors

- **Market penetration Step by Step (Scandinavia, Europe, Asia, US) global market leadership in 15 years!**
- **Sustainable long term business development (customers, personnel, shareholders)**

KEEPING BALANCE BETWEEN THREE INTEREST GROUPS



NAPA User Meeting 2011

Keeping close contact with NAPA users in Levi.....





Thank you! Any questions?