



SAAB

THE POWER OF **PARTNERSHIP**



WHAT COULD POSSIBLY BEAT A WIN-WIN SITUATION? - A GROW-GROW PARTNERSHIP

At Saab, we believe that an investment in the security of your nation should be an investment in your future. When we look at the future, we see an improved economy, a cleaner environment, greater employment opportunities and improved healthcare. Growth. We like to see growth, and we think you would too.

In fact, when teaming with our customers to create solutions for a safer society, this is foremost in our minds – in addition, of course, to providing the best defence solutions available.

This brochure is much more than offset and industrial cooperation. It is about people and relationships that go to creating long-lasting partnerships. This results in not merely win-win situations but something even more valuable – grow-grow partnerships.

The reason is simple. At Saab we want to grow with you – our customer.



OFFSET EXPLAINED

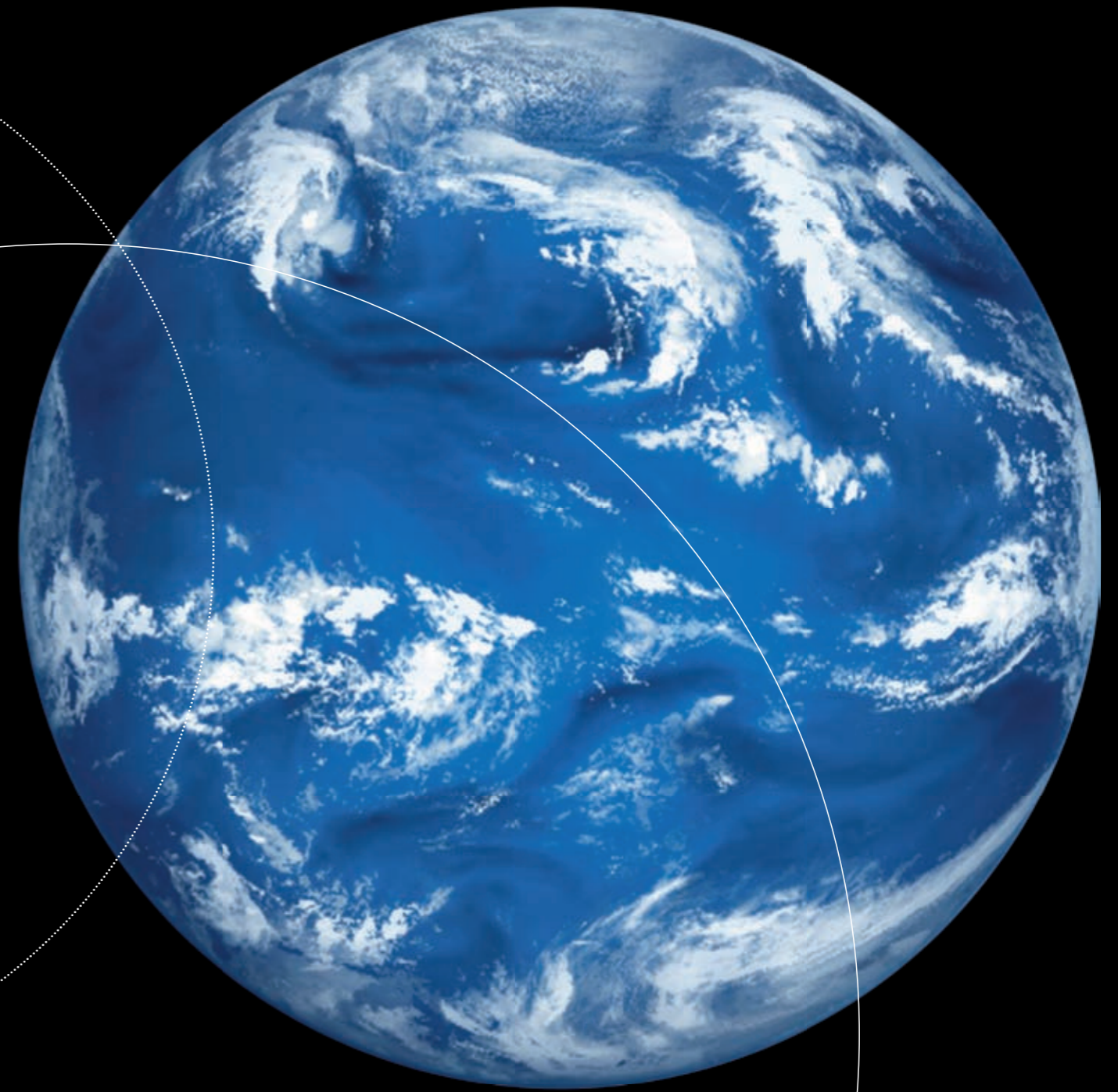
In general terms offset/industrial cooperation is aimed at generating values in the customer country through business-driven initiatives, supporting a political desire to:

- Enhance the defence technology industrial base
- Promote micro-economic development
- Contribute to macro-economic advancement

Based on the customers' needs, industrial cooperation can generate values on a project level, on a business level as well as on a national level.

ENDLESS POSSIBILITIES

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AT SAAB, **BUY NEVER MEANS BYE**

At Saab we recognise that each customer is unique. Imagine the power of combining our unique strengths. We can and we have.

Consequently, we know exactly the outcome of such close partnerships, be they related to industry, trade & commerce, life science, science & education or energy &

environment. Saab has contributed to a wide range of successful projects in all of these areas.

So now the question is: what are your priorities? Which areas are you looking to develop? Let us identify these areas together.



INDUSTRY

Are you looking to attract new industrial projects? We introduce and support the most suitable business partner from our vast network to become your partner. When it comes to industry, we have knowledge and experience we can share – and together we can build the foundation for the industry of tomorrow.



TRADE & COMMERCE

Looking to expand your trade & commerce activities on the international market? With our network, we can help you do just that. From agricultural to high-tech products – we can provide the expertise and the tools necessary to achieve your goals. On new markets. World-wide.



LIFE SCIENCE

A fascinating area, life science has huge growth potential. By making use of our industry and science network, we can introduce this exciting business area to our customers.



SCIENCE & EDUCATION

Investing in education and technology is the key to any successful venture. In fact, investments in this area will most certainly create positive values at every level within society. By making use of our network, we can assist our customers in initiating such progress.



ENERGY & ENVIRONMENT

Increasing pollution. Global warming. Consumption of scarce resources. Reversing these negative trends is one of the greatest challenges of our time. At Saab, we take our responsibility in this area very seriously. We are actively introducing new concepts aimed at protecting the environment and introducing environmentally-friendly technology for the industrial and energy sectors.

“Partnership is what made so many of our solutions a reality. Having realized the power of partnership, let us continue to move forward together.”

SEVERAL SUCCESSFUL DECADES **AND MANY MORE TO COME**



The Australian and New Zealand Navies had a clear idea of what they wanted. Instead of a traditional purchase of vessels from overseas, the ten new ANZAC class frigates were to be constructed in Australia in order to develop Australian industrial capability. In 1988, when Saab bid on the \$400 million combat systems integration contract, a key requirement was extensive transfer of both technology and skills.

THE COMPANY

One of the key success factors was the formation of a new Saab company based in Australia; Saab Systems Pty Ltd. The company quickly established a working relationship between Australia and Sweden. Cooperating closely with Saab in Sweden, extensive technology transfer could be facilitated.

With its Swedish legacy, Saab Systems Pty Ltd quickly established a unique corporate culture blending Australian work ethic and local understanding with Swedish ingenuity.

The results truly speak for themselves. The company grew to become a top ten Australian defence company with nearly 300 employees – a trusted partner in capability development and sustainment for the Australian Defence Force.

THE BENEFITS

As a direct result of the ANZAC ship project, the Australian defence industry has become more innovative – both through their own research and development and by gaining access to foreign technology.

Business practices have improved, leading to a culture change of continuous improvement. Moreover, export opportunities have increased significantly, and with its new capabilities, the defence industry now plays an even greater role in Australia's national security.

THE FUTURE

In Australia, Saab has continued to further develop its systems integration capabilities. In 2006 the Australian based company was awarded a new contract for an upgraded version of the famous 9LV combat management system for the ANZAC class, and in 2007 another 9LV contract for the new CANBERRA class amphibious warfare ship.

Also, in a formal alliance with the Australian Defence Material Organisation and the shipyard Tenix, the ANZAC programme will be in continuous development up until the year 2022.

Today combat systems integration is just one of several successful business areas for Saab in Australia, which has now diversified its operations into developing numerous army battlefield systems, as well systems for civil security.

FACTS ABOUT THE ANZAC PROGRAMME

- The ANZAC ship contract was the largest single defence contract ever awarded in Australia and New Zealand
- The combat systems integration contract alone was \$400 million
- For this contract, Saab in Australia was formed in 1988
- It grew to be a top ten defence company in Australia
- The ANZAC programme is one of Australia's most successful defence procurements
- The frigate itself is one of the most capable in the world

TRUE SUCCESS IS CUSTOM-MADE



AIMING FOR GROWTH

When Saab was awarded the contract to deliver vital parts and systems for the CV9035NL vehicle for the Royal Netherlands Army, Saab identified a number of growth opportunities in a completely un-related but fascinating area: life science.

Saab has its own venture capital unit, typically investing in early stage companies with international market ambitions, as well as national venture capital funds – such as, in this case, the BioGeneration Ventures fund.

Working closely with scientists, academic institutions, entrepreneurs and industry experts, the BioGeneration Ventures fund helps accelerate development, optimizing the commercial potential of the companies within its portfolio.

By investing in the fund and taking part in the supervisory board, Saab helps the next generation of Dutch life science companies grow to become internationally recognized. Building wealth – in the interests of health.

A SEA OF OPPORTUNITIES

The CEROS 200 Fire Control System for ship guns has been delivered to the Swedish Navy as well as to a number of foreign navies. Saab Systems has also been awarded a contract for the development of the Tracking Radar System from the Korean Navy.

The offset commitment related to the Development Phase and the delivery of prototype systems was concluded in one year's time through extensive Transfer of Technology relating to the software and hardware design of the system.

A NEW OUTLOOK FOR GREECE

As a direct result of Greece procuring the Erieye system, Saab started cooperating with Greek defence company ISI Hellas.

Since then, ISI Hellas has helped develop a number of state-of-the-art systems in the framework of the Hellenic Air Force Erieye AEW&C programme. Based on this experience, and having been recognized as a reliable partner to both the Hellenic Ministry of Defence and international primes, the company has also been successful in developing new and innovative exporting capabilities.

In financial terms, the cooperation has resulted in a substantial worth of sub-contracting work for ISI Hellas – and this is only the beginning.

LOCATING NEW POSSIBILITIES

As a continuation of the fruitful cooperation established under the Greek Erieye programme, Saab and Greek defence company Intracom made joint efforts to support the sales, development and manufacturing of Arthur WLR systems for Greece.

After contract award, Intracom undertook the responsibility for main part of the manufacturing, assembly and testing of the Arthur systems.

Development and deliveries of the communication infrastructure also formed part of Intracom responsibilities. The solution was based on Intracom WISPR communication system which afterwards became the standard intercom/communication solution for the Arthur WLR product. In response to customer requests, a number of WISPR systems were also granted for use in other customer vehicle installations in Greece.

The cooperation between Saab and Intracom has been successful to both parties delivering future opportunities of common interest.

THE WINGS OF YOUR NATION

ONE GOOD THING LEADS TO ANOTHER

We believe that a true multi-role fighter should have more than just three roles. That is why Gripen has four. Not only is Gripen one of the world's most capable fighter, attack and reconnaissance aircraft – it is also a launch-pad for economic growth.

Truly demonstrating the power of partnership, Gripen is the evidence. The same commitment we put into building our systems, we are also contributing to your future growth.

A GROWTH PLATFORM FOR SOUTH AFRICA

When South Africa chose the Gripen platform for its future defence, it did in many ways mark a new beginning. Through technology transfer, education and the formation of two new defence and aerospace companies – Saab Grintek and Denel Saab Aerostructures – the procurement of the Gripen system has enabled growth in the South African economy.

The industrial sector is just one example that has benefitted through long-term partnership with Saab. Saab established a relationship with Tshwane South College, the aim being to support technological development by, for example, introducing new technology, training lecturers and supporting students to increase employability. Recently, Tshwane South College received a Ministerial Award in recognition of the project and its importance for South Africa's future.

OPPORTUNITIES FOR CENTRAL EUROPE

In Central Europe flourishing new businesses have grown, not least in part to the relationships that exist with Saab through the procurement of the Gripen aircraft.

In the Czech Republic, for example, the brake disc manufacturer BAK has doubled its production since entering Saab's industrial cooperation programme.

Pacific Direct, a cosmetics manufacturer, has doubled both its business turnover and the number of employees since 2006 – also thanks to the support and expertise provided by Saab.

As a direct partner in the Gripen programme, Walter Engines has increased production as well as turnover, whilst at the same time reducing costs.

In Hungary, several new and additional production capacities have been established in the framework of Saab's industrial cooperation programme. The greenfield investments cover various industries such as the new production plants that have been set-up in the white-goods and automotive arenas.

PLANS FOR THE FUTURE

Interest in procuring the Gripen System has never been stronger. Saab is proactively working to identify and develop industrial cooperation opportunities in many markets throughout Europe and the World. As part of this, Saab has signed cooperation agreements with leading companies to generate business values as part of future contractual agreements.



PROTECTING THE FUTURE WE'RE BUILDING



ENDLESS POSSIBILITIES

Looking ahead, we see a number of possibilities – many of which are related to developing new technologies that help reduce environmental impact.

ENVIRONMENTAL INITIATIVES

For instance, Saab have invested in a company called Usitall, specialising in waste management and energy recovery. Thus, we are able to offer industrial cooperation and export of environmental knowledge within an area where several of our current and future markets are facing some of their greatest challenges ever.

Saab has initiated a new environmental cooperation project called the **Nordic Climate Cluster**. The objective is to stimulate a number of projects focusing on developing future solutions in the energy and environmental areas. Currently we are examining optimal use of biological raw materials, Carbon Capture and Storage and energy efficiency – and this is only the beginning.

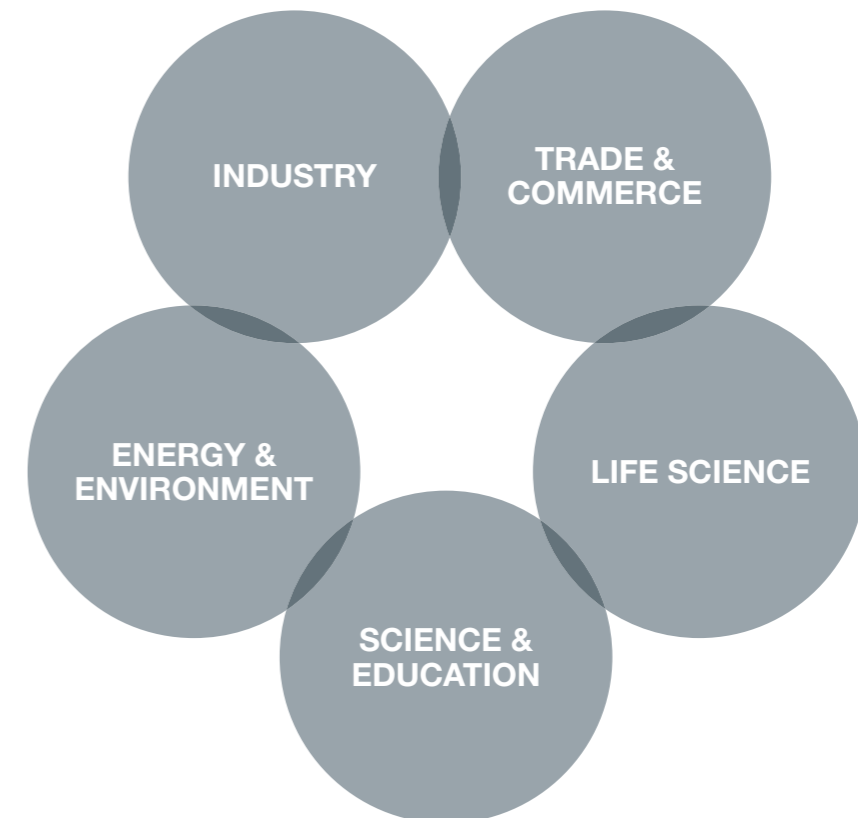
ECO-FRIENDLY AVIATION

As a world-leader within the field of aviation, Saab is also investing heavily in reducing the impact that air traffic has on our climate. One example is the project

Clean Sky, in which we are playing an active role as one of 12 European aviation companies.

Thanks to the technological advances made in recent decades, the emissions from aircraft have already been reduced considerably. With Clean Sky, however, we are looking to further reduce the emissions of carbon dioxide by some 20-40 per cent by the year 2020.

Wherever there's a need, there's an opportunity. And what could be a better way of producing growth, than by helping to create a better environment?



MEET YOUR PARTNER'S PARTNERS

Sweden is the base of many leading international companies and over the years the Swedish business community has demonstrated a unique ability to employ new ideas and innovations, adapt to changing business conditions and counter international competition by increasing productivity.

Included in the Investor AB and the Wallenberg Foundation business network, Saab has unmatched resources to draw upon when it comes to assisting its customers. Through long-term industrial cooperation programmes, Saab helps create new business opportunities in a wide range of sectors, producing a positive influence on the customer nation's economy as a whole.



“Together we can build a safer society. We can improve economies, help create a better environment and protect the future we’re building.”

AS OUR NETWORK GROWS
SO DOES YOUR BUSINESS



No matter what challenges you are facing, with Saab's own powerful network of multi-national supplier partnerships, you can only begin to imagine the number of possibilities we can create.

Together.

When delivering an industrial cooperation commitment, we not only draw upon the resources and experience of our owner companies – we are also cooperating closely with our industrial network, our partners and suppliers.

With our long experience from joint projects with leading industries across the globe, we know just how to facilitate long-term mutually-beneficial partnerships in a number of different sectors.

From environment to forestry, from ship building to automotive, communication and infrastructure – with Saab at your side, you can develop almost any area of interest.

In short: as our network grows, so does your business.

“If it can be
imagined,
it can
be done.”





SAAB

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