



SAAB

SAAB' AGM 2011

ADDRESS BY PRESIDENT & CEO HÅKAN BUSKHE



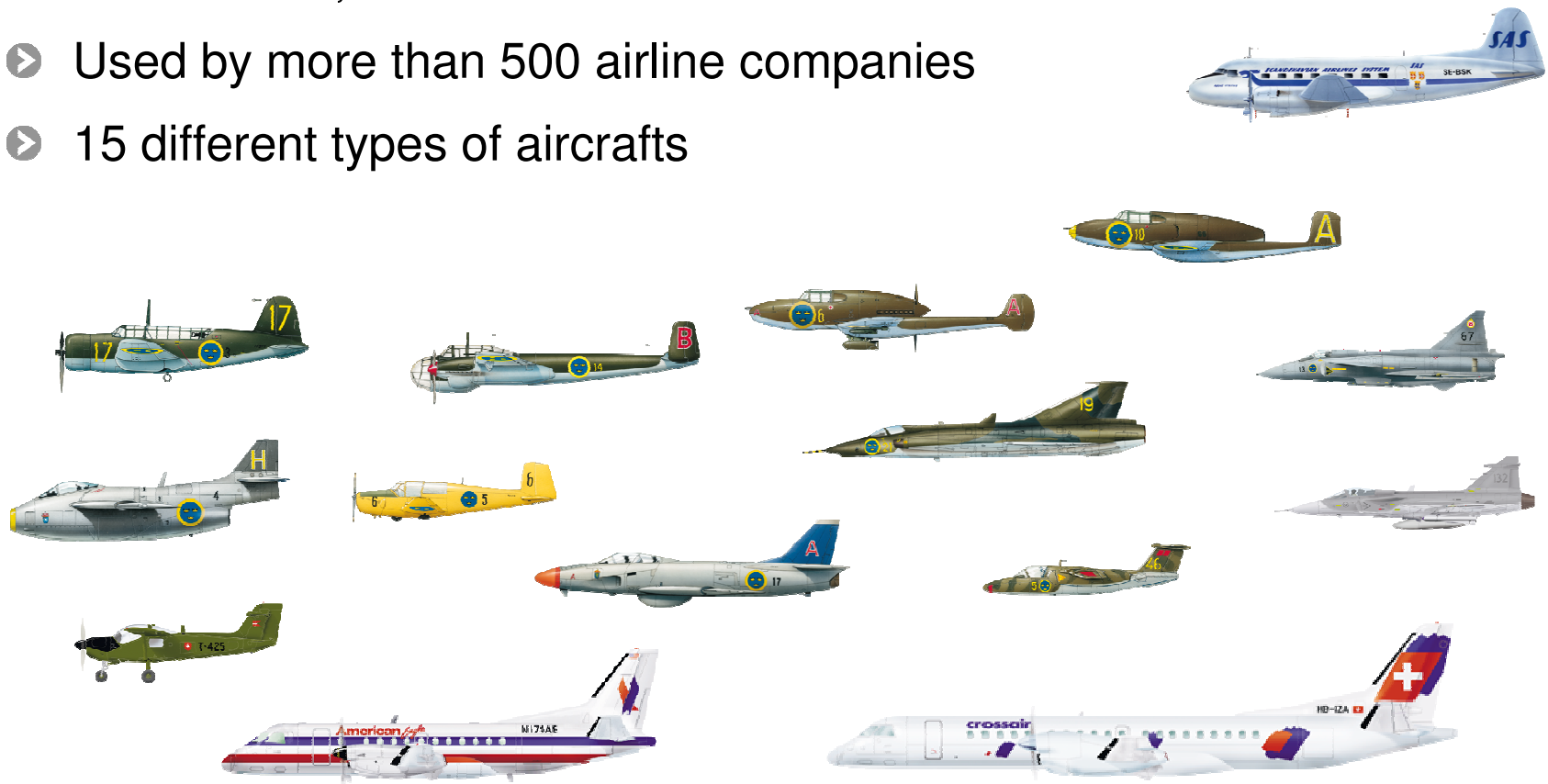
Håkan Buskhe, President and CEO, Saab AB

April 7 2011

Saab's Annual General Meeting 2011

1937-2011

- ▶ More than 4,000 manufactured aircrafts
- ▶ Used by more than 500 airline companies
- ▶ 15 different types of aircrafts



ADVANCED TECHNOLOGY AND INNOVATION



1941
First B17 delivered



1948
Tunnan – first flight



1979
First order for RBS 15



1990
First laser simulator BT46



1993
First Gripen delivered



2002
First contract for NLAW



2005
Contract for Neuron



2006
Saab 2000 ERIEYE™ AEW&C



2008
Gripen Demo – first flight



● **1937** Saab is founded

● **1990** Saab Automobile independent company

● **2000** Saab acquires Celsius

● **2005** Saab acquires Grintek

● **2006** Saab acquires EMW

1646

Bofors Järnbruk is founded



1894

Alfred Nobel acquire Bofors



1948

First order for Carl Gustaf



1998

StriC in operation



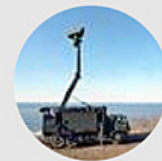
1950-

Development of fighter radar



1970-

Development of GIRAFFE



1980-

Development of ARTHUR

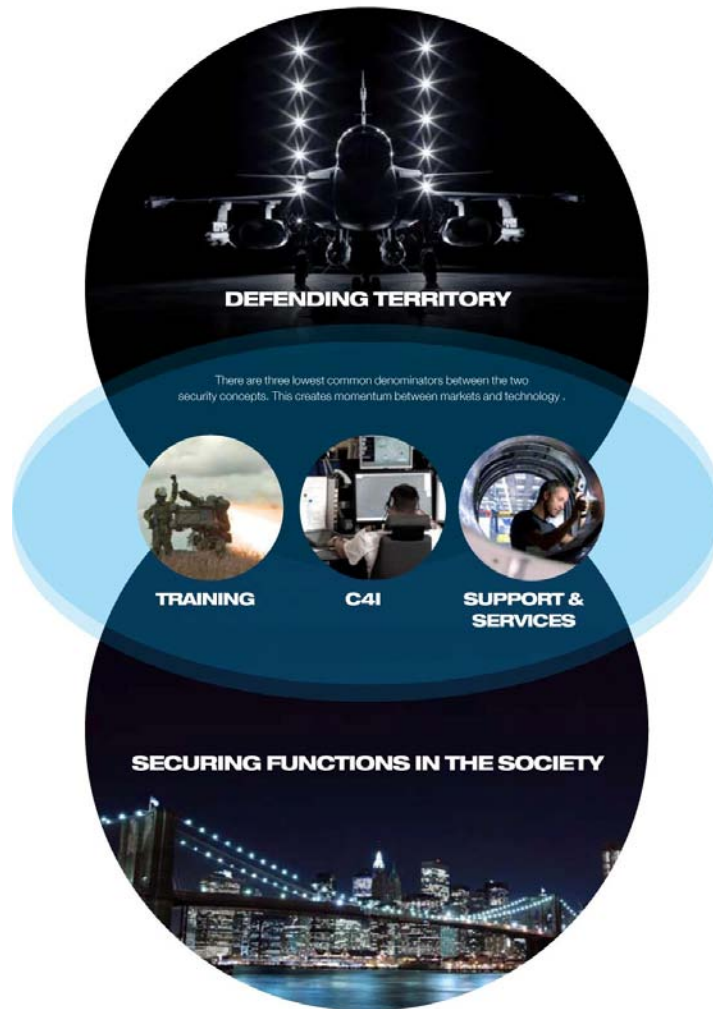


1990-

Sea Giraffe AMB is launched



A CHANGING WORLD



- From one customer to several customers
- International interoperability
- Defending borders and protecting flows

A NEW WORLD

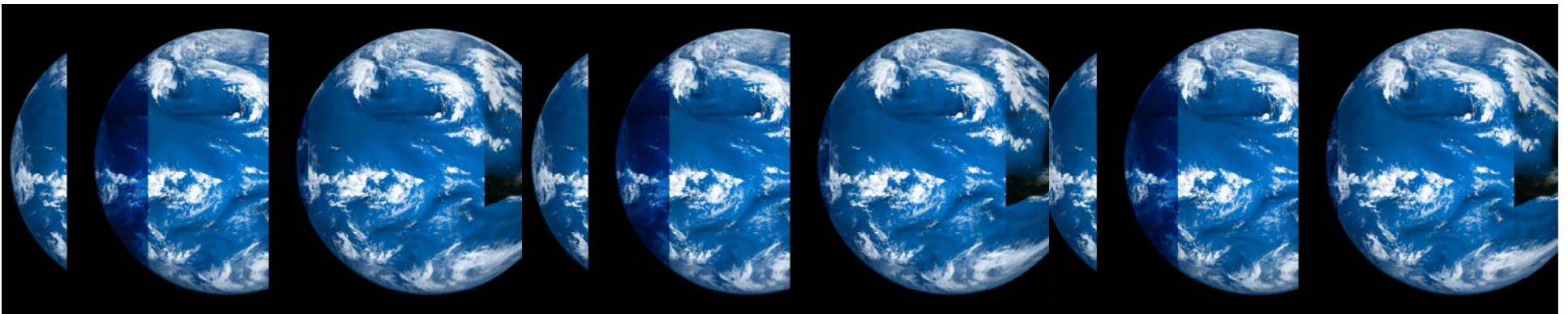


FOCUS ON SUSTAINABILITY

➤ UN's Global Compact

- Ten principles

➤ Commitment to society is part of our operations wherever we are



SAAB'S VISION & MISSION

- ▶ It's a human right to feel safe
- ▶ To make people safe by pushing intellectual and technological boundaries



JANUARY – DECEMBER 2010 IN BRIEF

MSEK	2010	2009
Order intake	26,278	18,428
Order bookings	41,459	39,389
Sales	24,434	24,647
Operating income	975	1,374
Operating margin, %	4.0	5.6
Net income	454	699
Earnings per share (SEK)	4.12	6.45
After dilution	3.97	6.28
Operating cash flow	4,487	1,696
No. of employees	12,536	13,159



STRATEGIC PRIORITIES 2010

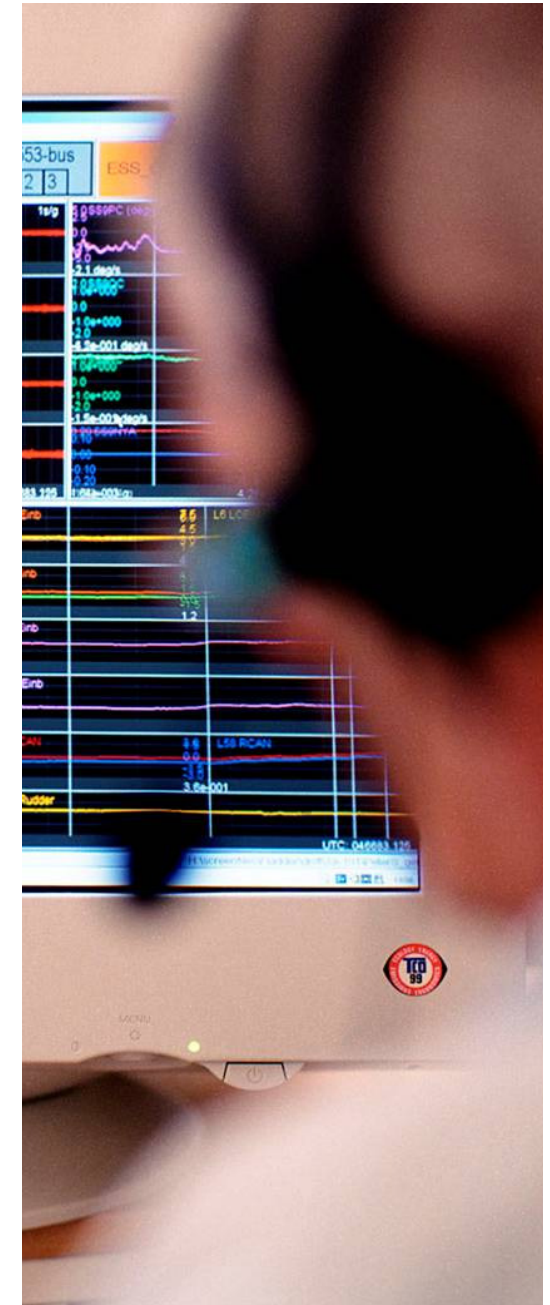
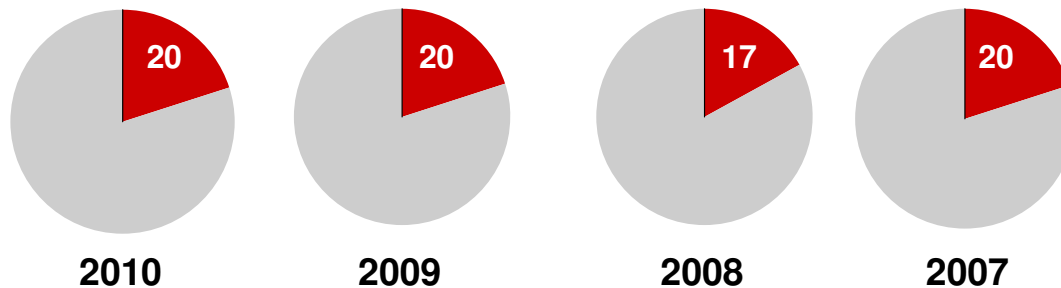


Profitable growth	Performance	Portfolio
<p>Future growth opportunities identified</p> <p>Stronger local presence established</p> <p>- North America, Brazil, India and Thailand</p>	<p>Further streamlining</p> <p>Restructuring</p> <p>Billion+ program</p>	<p>Restructuring of Saab Underwater Systems</p> <p>Eskilstuna site closed</p> <p>New strategic partner in South Africa</p>

FOCUS ON RESEARCH AND DEVELOPMENT

- A research intensive company
- R&D in close co-operation with customers
- Commercialization of new technology
- Co-operation with universities

R&D as part of sales



SAAB WORLDWIDE

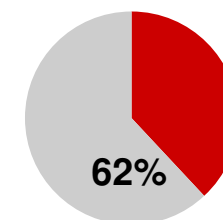
Employees 2010

Sweden	10,372
South Africa	1,086
Australia	349
USA	194
UK	117
Finland	74
Denmark	72
Norway	50
Switzerland	50
Germany	34
Other	138
Total	12,536

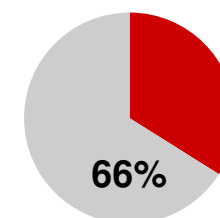


Jan-Dec 2010

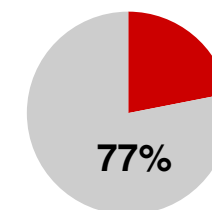
- Sweden
- International



Sales



Order intake



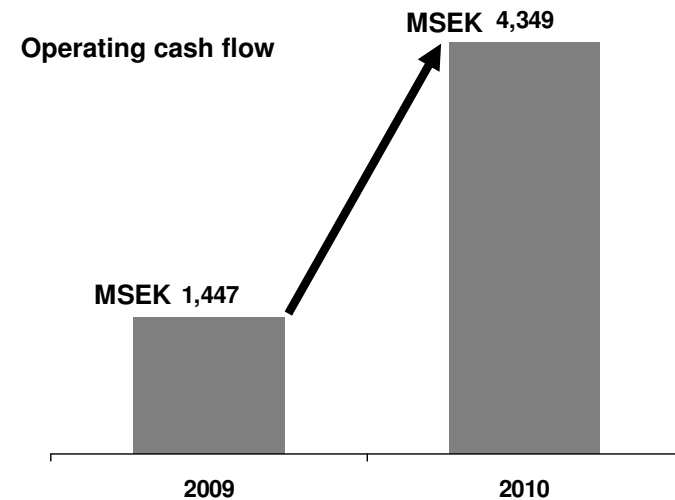
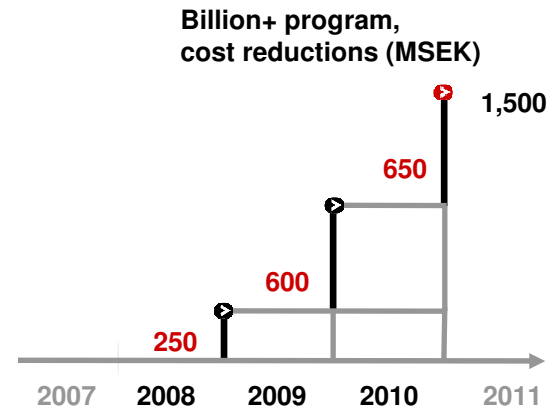
Order bookings

A WHOLE **NEW** LEVEL
OF **INDEPENDENCE**

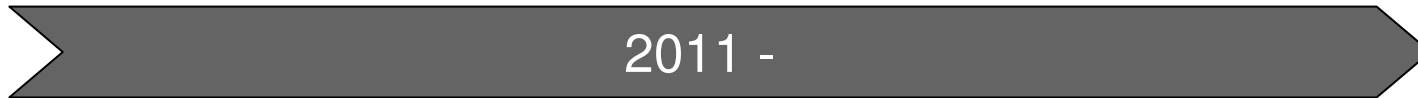
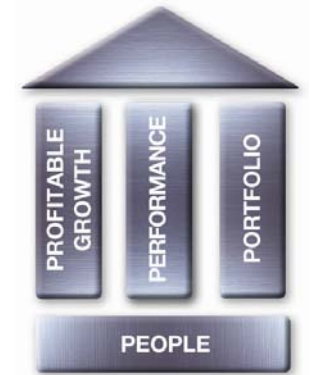


OPERATIONAL EXCELLENCE

- Underlying profitability strengthened
- Improved operating cash flow



STRATEGY FOR THE FUTURE



Profitable growth

- Continuous focus on strang markets
- Increase presence on selected markets

Portfolio

- Invest in R&D
- Prioritize areas with superior technology

Performance

- Lower administrative costs
- More effective sales and marketing

People

- Culture based on trust
- Sweden's leading house of innovation

A GOOD START



PEOPLE BUILDS OUR FUTURE





SAAB

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