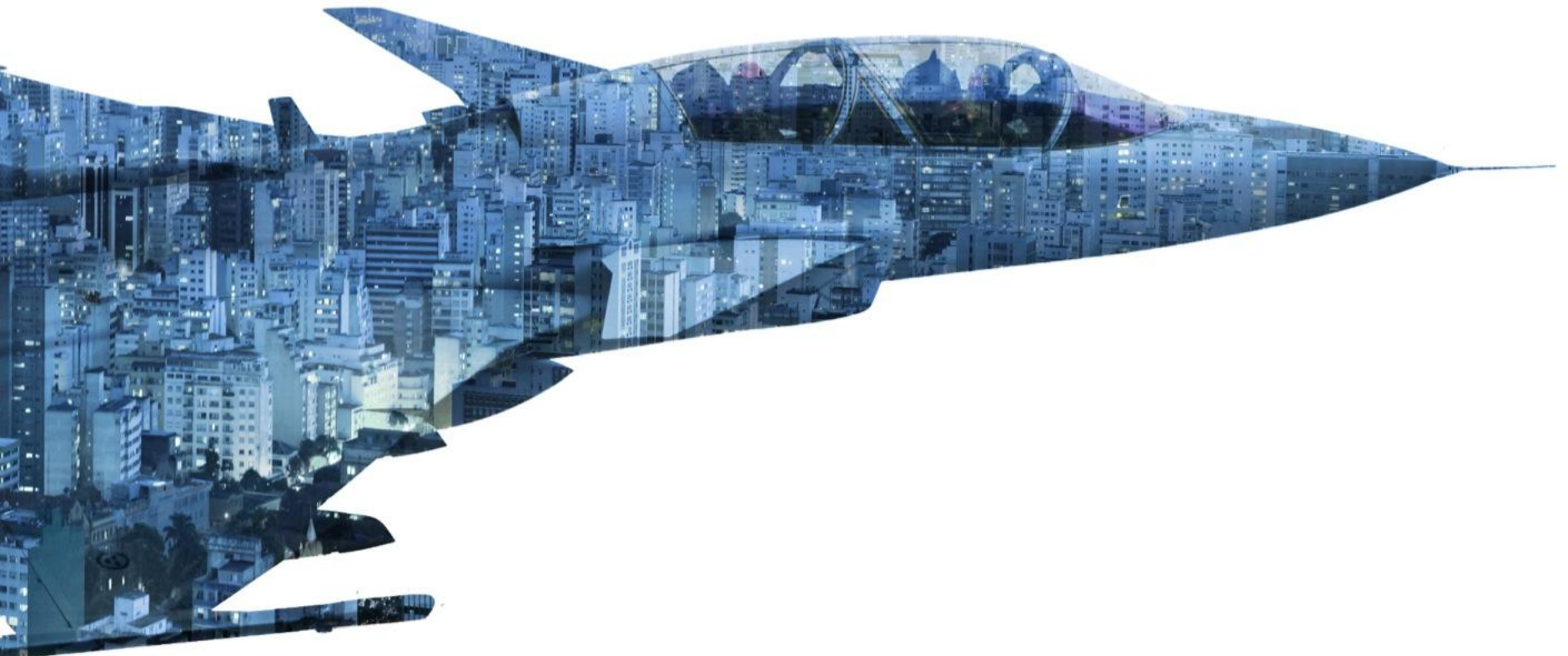


# SAAB AGM 2014

Håkan Buskhe, President and CEO



# 2013 – A HISTORIC YEAR FOR SAAB

- ▶ Order for development and production of Gripen E for Sweden
- ▶ Swiss parliament approved procurement of Gripen, referendum on the issue to be held in May
- ▶ Brazil announced the selection of Gripen NG as their next fighter system
- ▶ Growing international interest in Gripen



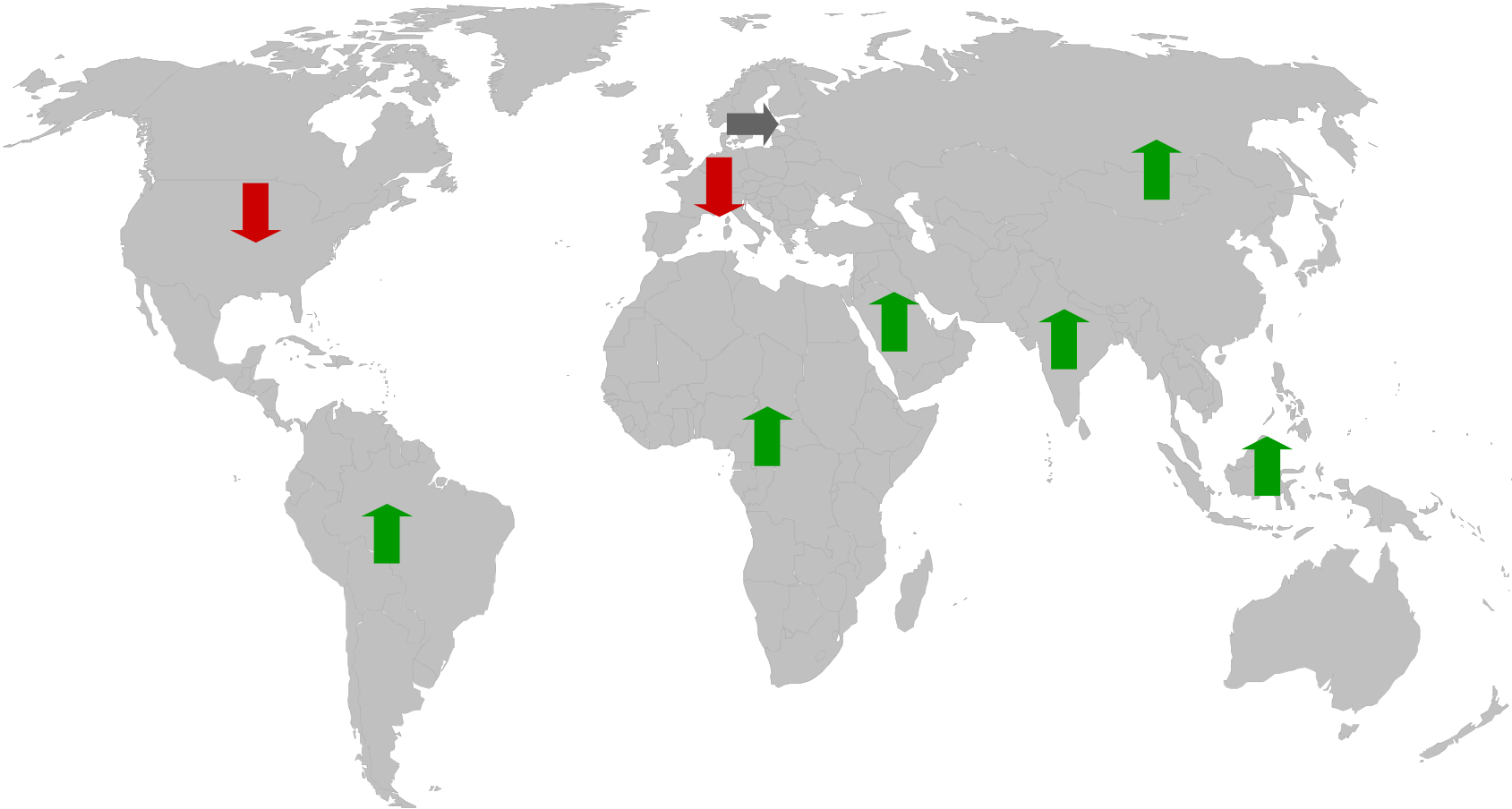
# 2013 – A HISTORIC YEAR FOR SAAB



- ▶ Brazil – Upgrade of airborne surveillance system Erieye
- ▶ Thailand – development and integration of radar and combat management system for a new frigate
- ▶ Australia – upgrade of steering system for the Collins class submarines
- ▶ Development and production of a new training aircraft together with Boeing

# CHALLENGING MARKET SITUATION

*Military expenditure trends:*



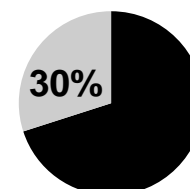
# RESULT 2013

MSEK	Jan-Dec	Change, %	Jan-Dec
	2013		2012
Order bookings	49,809	141	20,683
Order backlog	59,870	75	34,151
Sales	23,750	-1*	24,010
Operating income	1,345	-34	2,050
Operating margin, %	5.7**		8.5
Net income	742	-52	1,560
Net liquidity	1,013	-49	1,996
Operating cash flow	-1,480		-396

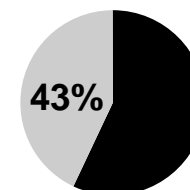
\* Organic growth of -2 per cent

\*\* Excluding material non recurring items, the operating margin was 6.6 (7.7) per cent

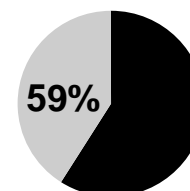
## Order bookings



## Order backlog



## Sales

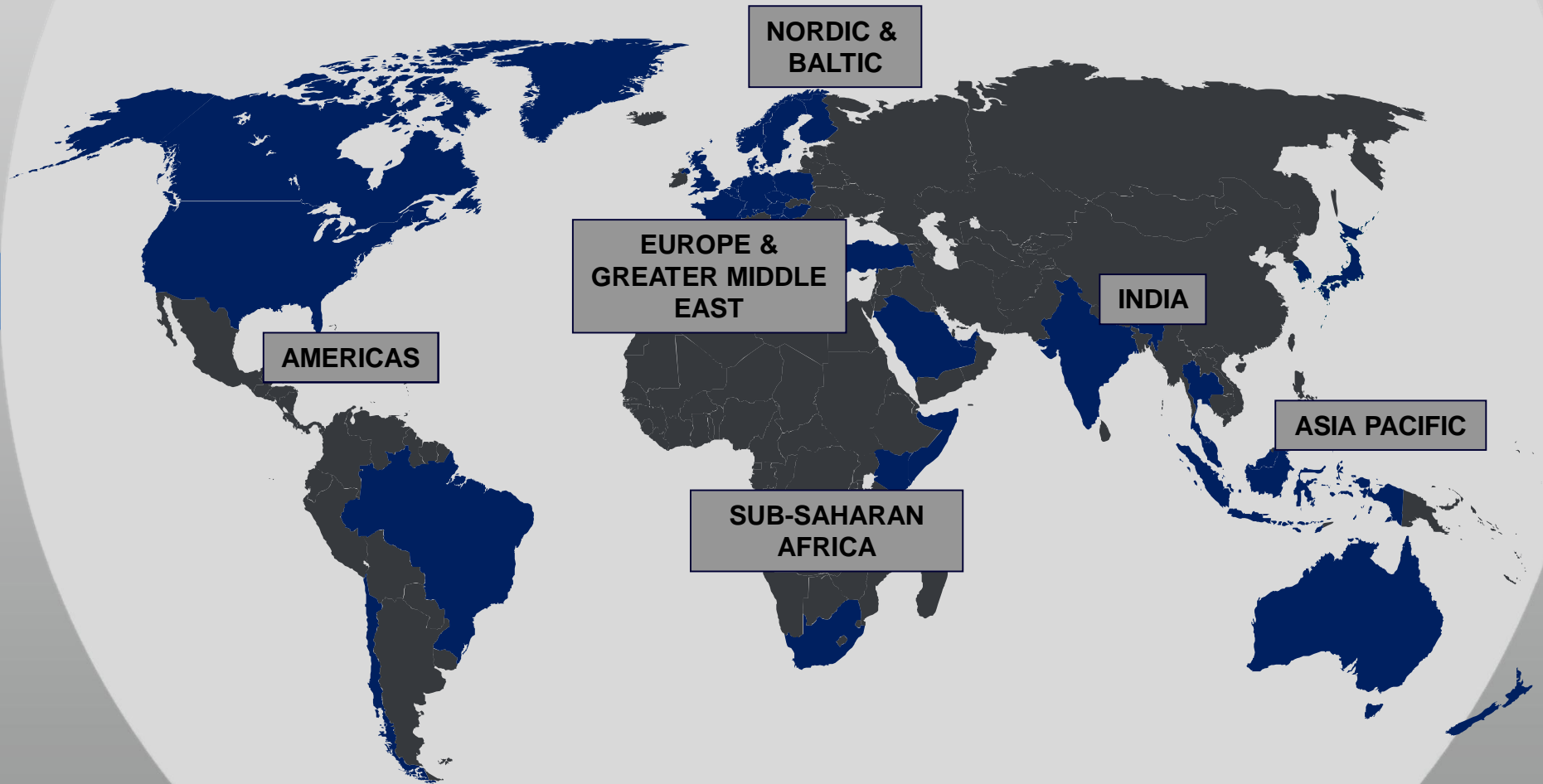


Sweden  
 International

# SAAB'S UNIQUE COMPETITIVE ADVANTAGES



# OUR MARKET AREA ORGANISATION





# GLOBAL, BUT LOCALLY BASED

- ▶ More than 11,500 employees in Sweden
- ▶ Located in more than 50 cities across the country
- ▶ The largest employer in many cities
- ▶ Approx. 90 per cent of our R&D investments made in Sweden

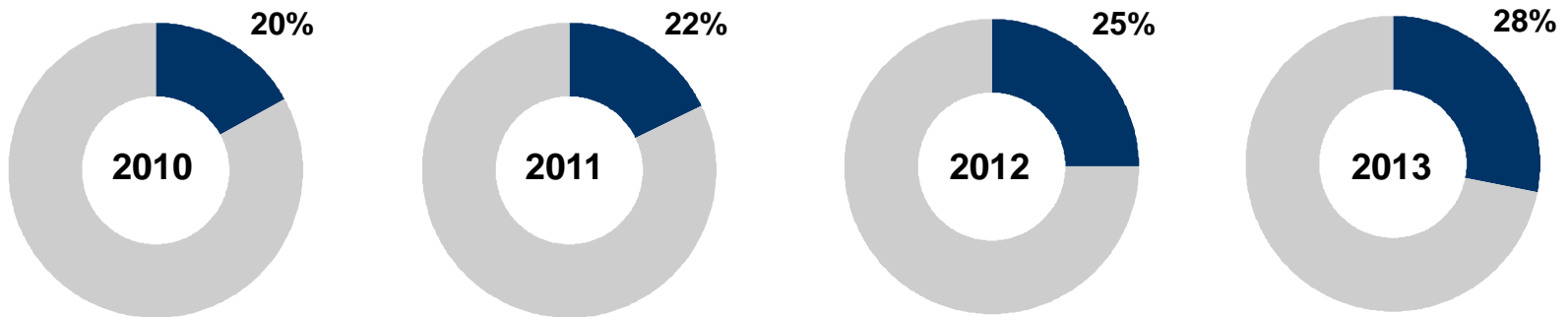




# INVESTMENTS IN RESEARCH AND DEVELOPMENT

- ▶ In 2013, we invested 28 per cent of sales in research and development
- ▶ Ambition to create a competitive business offering
- ▶ Today, we have more than 28 different product areas of which 12 are key areas that together generate 80 per cent of sales

## *R&D investments as share of sales*





# LOCAL PRESENCE IMPORTANT FOR BUSINESS

- By being local, we achieve better control and transparency in how we conduct business
- Local presence contribute to us playing a larger part in the development of safer societies
- Saab takes part in local society development, e.g. by close and active co-operation with universities



# OUR EMPLOYEES MAKE SAAB



Every year, Saab presents the award "Female Engineer of the Year".

In 2013, the award was presented to Emelie Andrén Meiton and Marie Lagström. They have founded the organization Womengineer, that has the goal that by 2030, 50% of all graduated engineers in Sweden should be women.

# OUTLOOK STATEMENT 2014

- ▶ In 2014, we estimate sales to be in line with 2013.
- ▶ The operating margin, excluding material net capital gains and other non-recurring items, is estimated to be slightly higher in 2014 compared to 2013.





**THANKS FOR LISTENING!**

