

Marcus Wallenberg's Speech at Saab's AGM 2017

THE SPOKEN WORD APPLIES!

Dear shareholders,

As Chair of the Board for Saab AB, I would like to wish you all a warm welcome to Saab's 2017 Annual General Meeting.

It is heartening to see that so many of you have gathered here today to take part in this important dialogue between shareholders and the Board.

Over recent years, the world has suffered sizeable political turmoil and conflicts, and we've witnessed a disconcerting increase in protectionist tendencies. The geopolitical situation has put focus on the need for security and the right of every nation to defend itself. Defending fundamental human rights and freedoms is of utmost importance in tumultuous times.

For Saab, partnership is a way to bring together people, technology and business – and to contribute to domestic and international security. To safeguard security and development. Relationships and partnerships also furnish Saab with new knowledge and experience which pave the way for new business.

Saab is a company that combines its strong national roots in Sweden with a potent driving force towards openness and globalisation. Openness and trade between nations. Working closely with customers and local businesses – whether in Brazil, Poland or India – is the linchpin in Saab's long-term business strategy.

Partnership is particularly important in times such as this, when technological advancements are progressing at an ever-faster rate and amid bolstered competition. The current momentum of technological development is both fascinating and difficult to comprehend. Attempting to predict how the world will have changed in 5, 10 or 50 years is impossible, but something we must continuously consider nonetheless.

These perspectives demand an organisation which, at every level, stands ready to face tomorrow's challenges head-on. An organisation that has the capability, strength and courage to make progressive and judicious decisions. Every time I meet Saab employees – in Sweden or in the other 35 Saab locations worldwide – I encounter

interested, driven and professional workers. Diverse competencies, backgrounds and experiences serve to forge a formidable Saab, and contribute to excellent results.

Another factor conducive to good results is sustainable business. Sustainable business, pursuant to international and national law, is an absolute necessity for Saab's competitiveness in the challenging global markets for defence and security products. This is a prerequisite if we are to create lasting value for our shareholders, customers, and employees, as well as for the communities and societies in which we operate. Saab has a zero-tolerance policy for all forms of business that do not acquiesce to conscientious business ethics.

There remain many exciting challenges ahead, and strict requirements to fulfil. A few days ago, Saab celebrated the 80th anniversary of its founding. Over these eight decades, Saab has invested in innovation and technology development, which has resulted in a company with world-leading products.

Evidence of our capability was showcased throughout 2016, owing to the unveiling of the new version of Gripen E, the new T-X trainer aircraft developed with Boeing, and the next-gen airborne radar system GlobalEye.

On behalf of the Board, I would like to extend a warm thanks to Saab's CEO, Group Management and all of our employees.

I now offer the floor to Advocate Sven Unger, whom the Board has requested to open Saab's 2017 Annual General Meeting.