

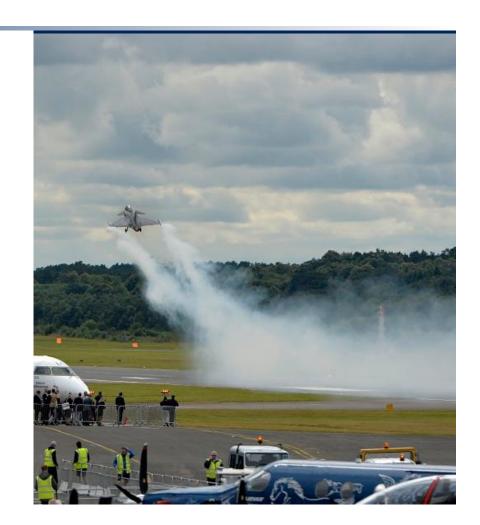
AGENDA

- Background
- Partner Agreement
- Challenges
- Key Success Factors
- Questions?



BACKGROUND

- About 18 to 20 years ago Saab began to market the Gripn A/C in Brazil
- Embraer is one of the world's largest suppliers of commercial, executive and military aircraft, as well as a major provider of integrated defence systems to the Brazilian Government and foreign countries.
- Saab is a leading supplier of defence systems and services, including multi-role fighter systems, special mission aircraft and unmanned vehicles, as well as systems and services for civil security.
- On the 24th of October 2014, the Federal Government of Brazil and Saab entered into a
 contract according to which the Federal Government of Brazil shall acquire from Saab 36
 Gripen Aircraft (28 one-seat and 8 two-seat) in a Brazilian configuration and associated
 systems and services. With the acquisition follows an obligation on Saab to deliver offset in
 the form of technology transfer and industrial co-operation in accordance with an offset
 agreement of even date.
- Saab and Embraer have mutually complementary capabilities that can benefit the design, development and production of the Gripen NG Brazil Aircraft and the discharge of Saab's associated offset obligations and
- On the 23rd of October 2014 the Parties entered into a provisional Heads of Agreement setting out the main principles for their co-operation in the Gripen NG Brazil Program.
- The Parties replaced the Heads of Agreement with the Program Partner Agreement (PPA) including Ancillary Agreements to govern the Parties co-operation in the Gripen NG Brazil Program. The PPA was signed 13th April 2015.



CHALLENGES

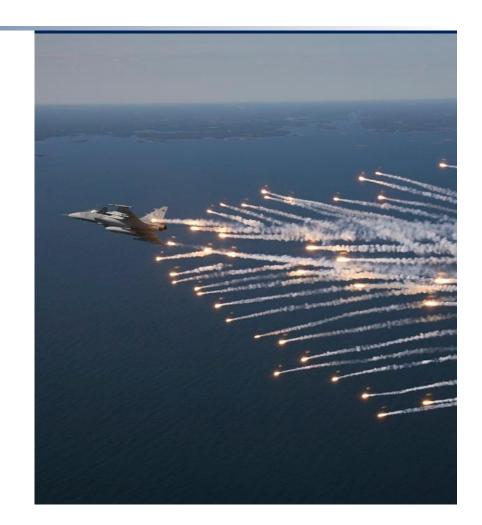


Complexity

KEY SUCCESS FACTORS

Good Communication

- Common Goal
- Integrated Program Management
- Clear and well defined escalation routine
- People
- Joint KPI:s
- Joint process development
- Agreed and defined interpretation of the meaning of "Partnership"





QUESTIONS?



Henrik Mårtensson

+46 730 58 08 05 henrik.martensson@embraer.com.br

Linus Narby

+46 734 18 34 21 linus.narby@saabgroup.com



