

CORPORATE GOVERNANCE REPORT

Introduction

Saab AB is a Swedish public limited liability company listed on the NASDAQ OMX Stockholm and governed by Swedish law. Saab AB is the parent company of the Group with 71 subsidiaries globally.

Saab's corporate governance is based on Swedish legislation, primarily the Swedish Companies Act, the listing agreement with NASDAQ OMX Stockholm – which also includes the Swedish Code of Corporate Governance – and other relevant Swedish and foreign laws and guidelines. Saab strives to maintain the highest standards in its corporate governance.

Swedish Code of Corporate Governance

According to the listing requirements of NASDAQ OMX Stockholm, all Swedish companies that are registered on NASDAQ OMX

Stockholm shall apply the Swedish Code of Corporate Governance ("the Code").

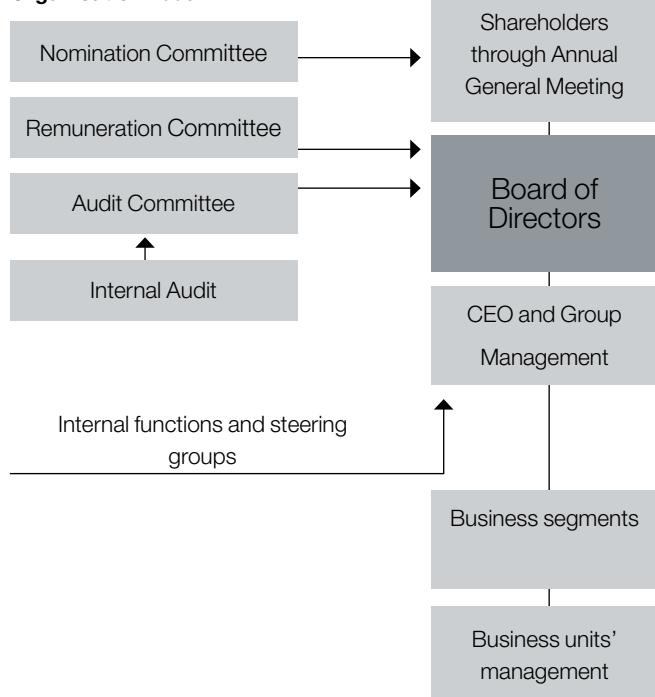
Saab applies the Code. Accordingly, this corporate governance report describes how Saab applied the Code during the financial year 2009. Moreover, the Annual General Meeting will be planned and carried out in accordance with the provisions of the Code. Saab's website has a special area for corporate governance issues, which is updated in accordance with the Code.

The Board annually issues a report on how the internal control of financial reporting is organised, which can be found at the end of this report.

The contents of this corporate governance report have not been reviewed by the company's auditors.

Saab reported no deviations from the Code in 2009.

Organisation 2009



Ownership structure

Saab's capital stock amounted to SEK 1,746,405,504 on 31 December, 2009 and consisted of 103,896,041 listed Series B shares and 5,254,303 unlisted Series A shares. The Saab shares are registered with Euroclear Sweden AB. Series A shares have ten votes each, while Series B shares have one vote each. The quota value per share is SEK 16. The Series B share is listed on the NASDAQ OMX Stockholm on the large cap list. Of the total number of shares, 52,098,153 are Series B shares available via the stock market, representing 48 per cent of the capital and 34 per cent of the votes. A round lot consists of 100 shares. The company's Series A shares are owned by Investor (4,207,123) and BAE Systems (1,047,180).

According to the ownership registry, Saab had 32,555 shareholders as of year-end. Swedish investors accounted for 60 per cent of the capital stock and 65 per cent of the votes. Swedish equity funds owned approximately 13 per cent of the capital stock and 9 per cent of the votes. Individual Swedish investors held approximately 7 per cent of the capital stock and 5 per cent of the votes.

A large share of those shares held by foreign investors are registered by nominees through a foreign bank or other trustees not affiliated with Euroclear Sweden AB. Approximately 40 per cent of the total capital stock was held by foreign shareholders at year-end, according to SIS Ägarservice.

Largest shareholders

	Share of capital, %	Share of votes, %
BAE Systems	20.5	20.8
Investor AB	19.8	38.9
Wallenberg Foundations	8.7	6.2
Swedbank Robur funds	4.8	3.4
Nordea funds	2.8	2.0
Odin funds	2.8	2.0
SEB funds	2.6	1.9
Orkla ASA	1.5	1.0
Forth AP fund	1.3	0.9
SHB funds	1.2	0.9
SEB Foundation	0.9	0.7

Saab held 3.3 percent of the capital as treasuryshares at the end of December 2009. For additional information about the ownership structure, see page 141.

Nomination Committee

The Annual General Meeting in April 2009 resolved that Saab shall have a Nomination Committee consisting of one representative of each of the four shareholders or groups of shareholders with the greatest number of votes, along with the Chairman of the Board. The names of the four owners' representatives and the shareholders they represent shall be announced at least six months prior to the Annual General Meeting 2010 based on known voting rights as per 31 August 2009. The resolution includes procedures, where necessary, to replace a member who leaves the committee before its work has been completed.

According to a resolution by the Annual General Meeting 2009, the Nomination Committee shall provide recommendations on the following issues, to be presented to the Annual General Meeting 2010 for resolution:

- (a) recommendation on the Chairman of the meeting,
- (b) recommendation on the Board of Directors,
- (c) recommendation on the Chairman of the Board,
- (d) recommendation on the remuneration to the members of the Board, allocated between the Chairman and other members of the Board, and remuneration for committee work,
- (e) recommendation on audit fees, and
- (f) recommendation on the appointment of a new Nomination Committee for the Annual General Meeting 2011.

Before the Annual General Meeting of Saab AB on 15 April 2010, it was announced through a press release that, in addition to Chairman of the Board Marcus Wallenberg, the following shareholder representatives had been appointed to Saab's Nomination Committee

(shareholder's name in parentheses): Petra Hedengran (Investor), Peter Wallenberg Jr (Knut and Alice Wallenberg Foundation), Peter Rydell (Swedbank Robur Funds) and Erik Feldt (Nordea Funds).

Petra Hedengran is the Chairman of the Nomination Committee.

These persons represent in the aggregate approximately 50 per cent of the votes in Saab based on the ownership structure as of 31 August 2009. BAE Systems has waived the right to representation on the Nomination Committee.

The recommendations of the Nomination Committee will be presented not later than in connection with the notice of the Annual General Meeting 2010.

Members of the Nomination Committee for Annual General Meeting 2010

Member	Representing	% of votes 31-8-2009	% of capital 31-8-2009
Petra Hedengran	Investor	38.9	19.8
Peter Wallenberg Jr	Knut and Alice Wallenberg Foundation	6.1	8.7
Peter Rydell	Swedbank Robur Funds	3.1	4.3
Erik Feldt	Nordea Funds	2.9	4.1
Marcus Wallenberg	Chairman Saab AB	-	-

Board of Directors*Composition of the Board*

According to Saab's articles of association, the Board of Directors shall, in addition to the employee representatives, consist of at least six and not more than twelve members with no deputies. Members of the Board shall be elected annually at the Annual General Meeting. Saab's Board of Directors consists of ten members elected by the Annual General Meeting and three members, with an equal number of deputies, appointed by employee organisations.

At the Annual General Meeting on 16 April 2009, Erik Belfrage, Sten Jakobsson, Lennart Johansson, Peter Nygård, Michael J. O'Callaghan, George Rose, Per-Arne Sandström, Lena Treschow Torell, Marcus Wallenberg and Åke Svensson were re-elected.

Marcus Wallenberg was elected Chairman of the Board of Directors. Only Åke Svensson, President of Saab, is employed by the company.

Information on the remuneration to the members of the Board resolved by the Annual General Meeting 2009 is set forth in the annual report, note 37.

Members of the Board elected by the Annual General Meeting

Marcus Wallenberg	Peter Nygård
Åke Svensson	Michael J. O'Callaghan
Erik Belfrage	George Rose
Sten Jakobsson	Per-Arne Sandström
Lennart Johansson	Lena Treschow Torell

Other significant professional commitments, work experience, etc. are set forth in the presentation of the Board of Directors.

Employee representatives and deputies

Regulars	Deputies
Stefan Andersson	Göran Gustavsson
Catarina Carlqvist	Jan Kovacs
Conny Holm	Nils Lindskog

Independence requirement

The following table sets forth the members of the Board elected by the Annual General Meeting who, according to the definition of the Code, are considered independent in relation to the company and the management, as well as in relation to the company's major shareholders.

Composition of the Board in 2009

Board member	Elected	Independent of the company/ management	Independent of major shareholders
Marcus Wallenberg	1992	Yes	No ¹⁾
Åke Svensson	2003	No ²⁾	Yes
Erik Belfrage	1991	Yes	No ³⁾
Sten Jakobsson	2008	Yes	Yes
Lennart Johansson	2006	Yes	No ⁴⁾
Peter Nygård	2000	Yes	Yes
Michael J. O'Callaghan	2007	Yes	No ⁵⁾
George Rose	1998	Yes	No ⁵⁾
Per-Arne Sandström	2005	Yes ⁶⁾	Yes
Lena Treschow Torell	2005	Yes	No ⁷⁾

1) Former President and CEO of Investor

2) President and CEO

3) Former member of Investor's board

4) Employed by Investor

5) Employed by BAE Systems

6) From September 2009 consulting agreement with the company for a defined period of time

7) Member of Investor's board

Accordingly, the company fulfils the requirements of the Code that a majority of the Board members appointed by the Annual General Meeting are independent of the company and the management, and that at least two of them are independent of the major shareholders.

Work of the Board

According to the Board's rules of procedure, five ordinary meetings are normally held each year, in addition to the statutory meeting. The

Board may also meet whenever circumstances demand. During 2009, the Board held one statutory meeting, five ordinary meetings and four extraordinary meetings, totalling ten meetings.

The Board annually adopts rules of procedure and an instruction on the allocation of work between the Board and the President and CEO, as well as an instruction on financial reporting to the Board.

The rules of procedure contain, e.g., provisions on the number of board meetings to be held, a list of matters to be considered at the meetings, reporting from the auditors and special decisions to be taken at the statutory meeting. The rules of procedure and special instruction for the President set forth the delegation of responsibilities between the Board and its two committees, the Remuneration Committee and the Audit Committee, as well as between the Board and the President. The instruction for the President sets out the President's duties and authority. The instruction also includes policies on investments, financing and reporting.

During the course of the year, the Board was assisted by the Board Secretary, General Counsel Anne Gynnerstedt, who is not a member of the Board.

In 2009, the Board of Directors considered the establishment of a budget and business plan.

The monthly financial reports which are discussed at each Board meeting are an important part of the Board's work. These reports are presented at each Board meeting and before the quarterly reports and year-end report. To further adapt Saab to the significant changes in the global defence industry, the Board during the year worked on a thorough strategic review, as a result of which a reorganisation will take effect as of 1 January 2010. The aim is to create a more market-oriented Saab with an increased focus on the future needs and requirements of customers. The organisation will also ensure good customer support and an even more competitive product offering, while creating prerequisites to further streamline business operations. The Board has also devoted time during the year to significant export opportunities and related marketing investments.

The efficiency of the cost-savings programme is monitored regularly. Committee work represents a substantial part of the Board's work. After meetings of the Audit and Remuneration Committees, the issues that have been treated are reported to the Board and resolutions are taken in accordance with the committees' recommendations.

Board of Directors' committee work**Audit Committee**

The Board of Directors has appointed an Audit Committee consisting of three members. The work of the Audit Committee is mainly of a preparatory nature, i.e., it prepares matters for ultimate resolution by the Board. However, the Audit Committee has decision-making power on some issues in limited areas.

Since the Annual General Meeting in April 2009, the Audit Committee has consisted of the following members: Peter Nygård (Chairman), Per-Arne Sandström, and Lennart Johansson, of whom Peter Nygård and Per-Arne Sandström are independent of the company and the management as well as of the major share-

holders. The General Counsel, Anne Gynnerstedt, is secretary to the Audit Committee.

The Audit Committee's assignment is set forth in the Board's rules of procedure. Among other things, the Audit Committee shall be responsible for preparing the work of the Board to ensure the quality of the company's financial reporting, assist the Nomination Committee in making recommendations for auditors and audit fees, monitor the focus of audits, co-ordinate the external and internal audits, evaluate the external audit and review the effectiveness of the internal control systems for financial reporting. The company's internal and external auditors are both co-opted to the meetings of the Audit Committee. During 2009, the Audit Committee focused particularly on Saab's restructuring, the financial reporting and the operational excellence programme.

The Audit Committee keeps minutes of its meetings, which are promptly communicated to the other members of the Board.

In 2009, the Committee held seven meetings.

Remuneration Committee

The Board of Directors has appointed a Remuneration Committee consisting of three members: Marcus Wallenberg, George Rose and Lena Treschow Torell. Lena Treschow Torell is Chairman of the committee. The General Counsel, Anne Gynnerstedt, is secretary to the committee.

The Remuneration Committee is responsible for preparing matters concerning remuneration principles, including programmes for variable compensation and pension terms for Group Management, and preparing the design and proposal of Saab's Share Matching Plan. As of 2006, all decisions regarding such principles shall be made by the Annual General Meeting in accordance with the recommendation by the Board. Matters concerning employment terms, compensation and other benefits for the President are prepared by the Remuneration Committee and adopted by the Board, which is

responsible for interpretation and application of the principles. The Remuneration Committee has no decision-making powers of its own. During the year, the Remuneration Committee was particularly involved in the creation of a performance share plan for senior executives and key employees, which was adopted by the Annual General Meeting in April.

The Remuneration Committee keeps minutes of its meetings, which are promptly communicated to the other members of the Board.

In 2009, the Committee held four meetings.

Evaluation

The Chairman of the Board annually performs an evaluation of the quality of the Board's work and possible improvements to the forms and efficiency of its work. This is done by having members fill out a questionnaire on their opinions of how well the Board is functioning. The results are then compared with previous years. The questionnaire consists of five parts covering the breadth of competence represented in the Board, the manner in which its work is performed, the Chairman, the Board's composition and the co-operative atmosphere. The purpose of the evaluation is to understand how members feel about the Board's work. The results are then discussed by the Board. No external consultants are involved in the evaluation.

The Nomination Committee is also informed of the results of the evaluation in connection with its analysis, evaluation and appointment of Board representatives.

The Board continuously evaluates the President's work by monitoring business results in relation to established objectives.

President and CEO

President Åke Svensson is also a member of the Board of Directors. His significant professional commitments outside the company, work experience, etc. are set forth in the presentation of the Board.

Attendance and Board remuneration in 2009

Name	Audit Committee	Remu- neration Committee	Attendance Board-meetings ¹⁾	Committee meetings ²⁾	Board fees kSEK ³⁾	Audit Com- mittee fees, kSEK	Remuneration Committee fees, kSEK	Total remu- neration kSEK
Marcus Wallenberg		x	10	4	1,100		80	1,180
Åke Svensson				10				
Erik Belfrage				10		425		425
Sten Jakobsson				9		425		425
Lennart Johansson	x			10	7	425	100	525
Peter Nygård	x			9	6	425	150	575
Michael J. O'Callaghan				10		-		-
George Rose		x		9	3	-		-
Per-Arne Sandström	x			10	6	425	100	525
Lena Treschow Torell		x		10	4	425	135	560

1) Of a total of 10 meetings.

2) Of a total of 7 meetings for Audit Committee and 4 meetings for Remuneration Committee.

3) BAE Systems' board members do not receive a fee.

Åke Svensson does not own shares in any enterprises with which Saab has material business ties.

Auditors

On behalf of the shareholders and in accordance with current laws and regulations, the external auditors examine the financial statements, group accounts, annual report and administration and management of the company by the Board of Directors and the President. In addition, the semi-annual report has been reviewed by the auditors. The auditor in charge also presents an auditors' report to the Annual General Meeting.

The Annual General Meeting elects the auditors. The auditors elected by the Annual General Meeting are the registered accounting firms Ernst & Young and Deloitte.

Ernst & Young AB

- Re-elected in 2007 for the term 2007-2010
- Member of Ernst & Young's global organisation with operations in around 140 countries
- Auditor in charge since 2007, Erik Åström
- Other audit engagements: Apoteket, Hakon Invest, Hennes & Mauritz, Modern Times Group and Svenska Handelsbanken.

Deloitte AB

- Elected in 2009 for a term not exceeding three years
- Member of Deloitte's global organisation with operations in around 140 countries
- Auditor in charge since 2005, Tommy Mårtensson
- Other audit engagements: Björn Borg, FastPartner, Fortum, Industrifonden and Svevia. Also experience as auditor for SJ and Tele2.

Ernst & Young and Deloitte both have competence and experience in areas important to Saab: auditing of large, listed companies, accounting issues, industry experience and international businesses.

The Audit Committee is responsible for ensuring that the independent position of the auditors is maintained, e.g., by staying informed of ongoing consulting assignments. The Audit Committee has also established guidelines for the services other than auditing that the company may procure from its auditors.

Guidelines for remuneration and other benefits to members of the senior management

Details about the guidelines can be found in the administration report.

Audit fees

Saab's auditors receive a fee according to approved invoices as resolved by the Annual General Meeting.

Ernst & Young and Deloitte have in the past three years carried out services on behalf of the company in addition to their audit assignments. These consultations, which were closely associated with the audits, involved accounting and tax issues in connection

with acquisitions and restructurings, and the structure and implementation of Saab's Share Matching Plan for the employees.

Auditors' fees 2007–2009, the Group

MSEK	2009	2008	2007
Audit assignments:			
Ernst & Young AB	14	14	13
Deloitte AB	4	4	4
Other assignments:			
Ernst & Young AB	2	2	4
Deloitte AB	2	3	2

Financial reporting

The Board documents the manner in which it ensures the quality of the financial reports and how it communicates with the company's auditors.

The Board ensures the quality of financial accounting through its Audit Committee, according to the report submitted above. The Audit Committee considers not only critical accounting questions and the financial reports presented by the company, but also matters of internal control, regulatory compliance, potential material uncertainty in reported values, post-statement events, changes in assessments and evaluations and other circumstances that may affect the quality of the financial statements. The auditors participate in all regular meetings of the Audit Committee except when the election of external auditors is discussed.

The entire Board reviews the interim reports before they are published.

The company's auditors attend the Board meeting when the annual accounts are approved.

The Board has met with the auditors to discuss their review of the company for the financial year 2009.

The Board's report on internal control of the financial reporting

According to the Swedish Companies Act and the Swedish Code of Corporate Governance, the Board is responsible for internal control. This report on internal control of the financial reporting has been drafted on the basis of the code.

Control environment and corporate governance

Saab's system of internal control is designed to assist the business achieve the targets of the operations and manage risks. The system allows for reasonable but not absolute insurance against material errors in the financial reporting.

The delegation of responsibilities is based on the Board's rules of procedure and an instruction, which sets forth the roles, responsibilities and activities of the Board and the President.

Internal control is based on Saab's organisation, where operating responsibilities and powers were delegated in 2009 to business units and support units, which also received support and were supervised by segment managers and Group corporate staffs with specific competencies. These Group Staffs issue Group guidelines that clarify responsibilities and powers and constitute part of the internal control in specific areas such as finance, accounting, investments and tenders.

The Internal Audit department, which is part of the internal control structure, is a dedicated resource for independent review of the efficiency of internal control processes. At the same time, Internal Audit supports locally applied internal controls and serves as a resource to monitor financial reporting routines.

Internal Audit's assignment is initiated by the Audit Committee, Group Management and its members, and at its own initiative.

Risk assessment

Saab's operations are mainly characterised by the development, production and supply of technologically advanced hardware and software for customers around the world. The international part of the business dominates. As a rule, projects entail considerable sums of money, stretch over long periods of time and involve technological development or refinement of products.

Based on Saab's operations, the material risk areas in financial reporting are project accounting, acquisitions and goodwill, development costs, hedging and other financial transactions, leasing operations, taxes and accounting for pensions.

In addition to business risks, the processes are also assessed on the basis of the risk of exposure to any improprieties.

Corporate Financial Control continuously co-ordinates an overall risk assessment of the financial reporting. The current risk assessment is reconciled with Saab's Internal Audit, which adjusts its annual audit plan accordingly. Information on developments in essential risk areas and a report on activities planned and executed in these areas are communicated regularly to Saab's Audit Committee. Saab's risk assessment is also communicated regularly to Saab's external auditors.

Communication and control activities

The Board's oversight of internal control is based on the rules of the Swedish Companies Act, the listing agreement with NASDAQ OMX Stockholm, including the Code, the ethical guidelines adopted by the Board, the Board's rules of procedure, the instruction on the delegation of duties between the Board and the President, and the instruction on financial reporting to the Board.

Internal control within Saab is based on clearly defined areas of responsibility and authority, issued Group guidelines, processes and controls.

Uniform handling of financial reporting is assured by adopting and issuing Group guidelines approved by the President or by function managers appointed by the President. All Group directives are updated on an ongoing basis, are clearly communicated and are available on the internal website.

In 2008, a revised Corporate Treasury Policy was approved by the Board and implemented in operations. In 2009, a corporate directive and processes for financial risk management were implemented. The directive gives an overview of how the company shall treat financial, credit and political risks. The Corporate Treasury Policy is revised by the Board on a yearly basis. No significant changes were made in 2009.

Control and monitoring of the operations were performed in 2009 by steering groups in the business units and a stronger manage-

ment at the business segment level. The steering groups and business segment's management were also responsible for implementation of Group guidelines and compliance within each organisation.

Each business unit designed its risk management routines and structure for internal control based on overall routines and Group guidelines.

In 2009, Saab had a chain of controllers from the Group and business segment level through business units to profit units and projects. They were responsible for ensuring that routines are in place for internal control, that the Group's control processes have been implemented, that any risk exposure is reported, and that the financial reports are correct, complete and delivered on time.

All operating units report monthly and quarterly according to a standardised reporting routine. This quarterly reporting serves as the basis for Saab's external financial reporting. Operating reports were based in 2009 on measurements of the profitability and financial position of each business unit, which are consolidated to measure the total profitability and financial position of the business segments and the Group.

Accountants and controllers are in continuous contact with the Group Accounting Staff regarding accounting and reporting questions. Once a year, the Group Accounting Staff holds a conference to discuss amendments to rules and guidelines in the financial area, as well as planning for information flows.

Financial reporting and information

Saab has an information policy that complies with the rules and regulations of a listed company.

Financial information:

- Year-end reports and interim reports, published as press releases.
- Annual report.
- Press releases on important events considered essential to Saab's valuation.
- Presentations for the media and financial analysts in connection with year-end or quarterly reports can be viewed through a live webcast at Saab's website, www.saabgroup.com, investor relations, where all presentation material can be found.

Monitoring and evaluation

The Board of Directors of Saab AB is ultimately responsible for internal control. The Audit Committee appointed by the Board is responsible for ensuring the quality of the company's financial reporting, monitoring the focus of audits, co-ordinating the external and internal audits, and reviewing the effectiveness of the internal control systems for financial reporting. The Audit Committee has the internal control structure on the agenda of all its meetings.

To assist it in evaluating internal control in each business unit, it uses an annual self-assessment. In addition to the processes that serve as a basis for the financial reporting, these assessments cover operating risks, reputational risks and compliance with laws, regulations and internal rules.

BOARD OF DIRECTORS



MARCUS WALLENBERG
 Chairman of the Board since 2006,
 Deputy Chairman of the Board 1993–
 2006 and Member of the Board since
 1992. Member of Saab's Remu-
 neration Committee
 Born 1956
 Bachelor of Science of Foreign
 Service, Lieutenant in Royal Swedish
 Naval Academy
 Shares in Saab: 85,150

Other board commitments:
 Chairman of SEB and Electrolux AB,
 Deputy Chairman of Telefonaktie-
 bolaget L M Ericsson, Honorary
 Chairman of ICC (International
 Chamber of Commerce). Board
 member of AstraZeneca PLC, Stora
 Enso Oyi, the Knut and Alice Wallen-
 berg Foundation and Temasek Hold-
 ing Ltd

**Former employment
 and positions:**
 President and CEO, Investor AB;
 Director, Stora Feldmühle AG,
 Düsseldorf; Skandinaviska Enskilda
 Banken, Stockholm and London;
 Citicorp (Hong Kong) and Citibank
 N.A. (New York)



ÅKE SVENSSON
 Member of the Board since 2003
 President and CEO of Saab
 Born 1952
 M.Sc.
 Shares in Saab: 9,425

Other board commitments:
 Council member (and past President)
 of the AeroSpace and Defence In-
 dustries Association of Europe (ASD),
 Board member of the Association of
 Swedish Engineering Industries, the
 Confederation of Swedish Enterprise,
 Micronic Laser Systems AB and the
 Royal Swedish Academy of Engi-
 neering Sciences. Member of the
 Royal Swedish Academy of War
 Sciences

**Former employment
 and positions:**
 General Manager, business area
 Saab Aerospace, Saab AB
 General Manager, business unit
 Future Products and Technology,
 Saab AB Project Manager for
 RBS15, Saab Dynamics AB
 Other positions in the Saab Group.



PER-ARNE SANDSTRÖM
 Member of the Board since 2005
 Member of Saab's Audit Committee
 Born 1947
 Upper secondary engineering school
 Shares in Saab: 2,500

Other board commitments:
 Chairman of Infocare AS and board
 member of Human Care AB, Cellmax
 AB, Note AB and Incentive AB

**Former employment
 and positions:**
 Chairman of Spring Mobil AB;
 Deputy CEO and COO, Telefona-
 aktiebolaget L M Ericsson; President
 and CEO, Ericsson Inc., USA; Vice
 President and General Manager,
 GSM business unit, Ericsson Radio
 Systems AB; Executive Vice Presi-
 dent and Managing Director, Cellular
 Systems, Ericsson Ltd, UK ; Vice
 President and General Manager,
 GSM Western Europe, Ericsson
 Radio Systems AB; Vice President
 and General Manager, Airborne
 Radar Division, Ericsson Microwave
 Systems AB; Department Manager,
 Naval Command and Control
 Systems, Ericsson Microwave
 Systems AB



ERIK BELFRAGE
 Member of the Board since 1991
 Director of SEB
 Born 1946
 MBA
 Shares in Saab: 3,100

Other board commitments:
 Chairman of Sigtuna Skolstiftelse, the
 International Council of Swedish In-
 dustry (NIR) and the International
 Chamber of Commerce's (ICC)
 Commission on Business in Society.
 Vice Chairman the International
 Chamber of Commerce's (ICC)
 Finance Committee. Board member
 of Eramet Steel and the Centre for
 European Policy Studies (CEPS).
 Member of the Trilateral Commission.
 Associate Member European Round-
 table (ERT)

**Former employment
 and positions:**
 Board member of Investor AB;
 Swedish Embassies in Geneva,
 Washington, Bucharest and Paris;
 Foreign Ministry, Stockholm



STEFAN ANDERSSON
 Member of the Board since 2008
 Chairman of the Industrial Salaried
 Employees' Association local at Saab
 Underwater Systems, Motala
 Born 1974
 B.Sc
 Shares in Saab: 472

DEPUTIES

GÖRAN GUSTAVSSON

Deputy Board member since 2008
 Chairman of the Engineering
 Workers' Union local at Saab AB,
 Linköping
 Born 1953
 Shares in Saab: 338

JAN KOVACS

Deputy Board member since 2008
 Chairman of the Industrial Salaried
 Employees' Association local at
 Saab AB, Linköping
 Born 1960
 Upper secondary technical school
 Shares in Saab: 376

NILS LINDSKOG

Deputy Board member since 2007
 Member of the Swedish Association
 of Graduate Engineers' local at Saab
 Microwave Systems, Göteborg
 Born 1955
 M.S.E.E. from Chalmers University of
 Technology
 Shares in Saab: 201

AUDITORS

ERNST & YOUNG AB
ERIK ÅSTRÖM

DELOITTE AB
TOMMY MÅRTENSSON

The shares held by Board members include any holdings by closely affiliated persons.



PETER NYGÅRDS

Member of the Board since 2000
Chairman of Saab's Audit Committee
Director of Swedbank
Born 1950
B.A.
Shares in Saab: 2,950

Other board commitments:

Board member of the Swedish Environmental Research Institute (IVL), Bothniabanan AB and the Swedish Tourist Association

Former employment and positions:

President, Swedish Nuclear Fuel and Waste Management Company (SKB); State Secretary, Ministry of Trade and Industry



LENA TRESCHOW TORELL

Member of the Board since 2005
Chairman of Saab's Remuneration Committee
Professor in Physics
Born 1946
B.Sc. and Ph.D. in Physics
Shares in Saab: 4,300

Other board commitments:

Vice Chairman of ÅF AB and Micronic Laser Systems AB, Board member of Investor AB, SKF AB, Dagens Industri AB and the Chalmers University of Technology Foundation; Chairman of the European Council of Applied Sciences and Engineering (Euro-Case) the Foundation for Strategic Environmental Research (MISTRA) and the Royal Swedish Academy of Engineering Sciences (IVA)

Former employment and positions:

President of the Royal Swedish Academy of Engineering Sciences (IVA); board member of Getinge AB, Telefonaktiebolaget L M Ericsson and Gambo AB; Director, Joint Research Centre, European Commission (Brussels); Vice President, Chalmers; Professor of Material Physics, Chalmers; Professor of Solid State Physics, Uppsala University



CATARINA CARLQVIST

Member of the Board since 2007
Member of the Swedish Association of Graduate Engineers' local, Saab Bofors Dynamics, Karlskoga
Born 1964
Luleå University of Technology
Shares in Saab: –



GEORGE ROSE

Member of the Board since 1998
Member of Saab's Remuneration Committee; Finance Director, BAE Systems PLC; Non-Executive Director of National Grid plc
Born 1952
B.A.
Shares in Saab: –

Other board commitments:

Board member of National Grid plc; Chairman, National Grid plc Audit Committee; Member, National Grid plc Remuneration Committee and National Grid plc Nomination Committee; Member, Industrial Development Advisory Board

Former employment and positions:

Finance Director, Leyland DAF UK; Director Group Control, DAF NV, Netherlands; Company Controller, Rover Group; Non Executive Director, Orange PLC



LENNART JOHANSSON

Member of the Board since 2006
Member of Saab's Audit Committee
Managing Director Investor AB, Operating Investments
Born 1955
MBA
Shares in Saab: 6,000

Other board commitments:

Board member of Gambo AB and related businesses, and of Mölnlycke AB.

Former employment and positions:

CEO, b-business partners BV and Emerging Technologies ET AB; Executive Vice President, Atlas Copco AB; other positions in accounting, control and auditing, Nordic Management AB



MICHAEL J. O'CALLAGHAN

Member of the Board since 2007
Operations Group Managing Director, BAE Systems Regional Aircraft
Born 1952
MBA
Shares in Saab: –

Former employment and positions:

Group Managing Director, Aircraft Services; Managing Director, BAE Systems Regional Aircraft; Deputy Chief Executive Officer, Airbus Industrie Asia; Managing Director, Commercial Aircraft; Managing Director, Jetstream Aircraft, Manufacturing Director, Jetstream Aircraft; Head of Operations, Jetstream Aircraft, Ford Motor Company; various roles in finance, manufacturing and operations



STEN JAKOBSSON

Member of the Board since 2008
President and CEO, ABB Sweden
Born 1949
M.Sc.
Shares in Saab: 3,060

Other board commitments:

Board member of Teknikföretagen, Stena Metall AB and World Childhood Foundation



CONNY HOLM

Member of the Board since 2008 and deputy member since 1995
Chairman of the Engineering Workers' Union local at Saab Avionics, Jönköping
Born 1947
Upper secondary engineering education
Shares in Saab: 344

GROUP MANAGEMENT



ÅKE SVENSSON

President and Chief Executive Officer (CEO)
Born 1952, M.Sc.
Employed 1976
Shares in Saab: 9,425



LENA OLVING

Executive Vice President and Chief Operating Officer (COO)
Born 1956, M. Sc., Mechanical Engineering
Employed November 2008
Shares in Saab: 3,224



LENNART SINDAHL

Executive Vice President and Head of Business Area Aeronautics
Born 1956, M.Sc.
Employed 1986
Shares in Saab: 1,268



THOMAS SAMUELSSON

Senior Vice President and Head of Business Area Dynamics
Born 1953, M.Sc.
Employed 2000
Shares in Saab: 1,257



MICHAEL JOHANSSON

Senior Vice President and Head of Business Area Electronic Defence Systems
Born 1960, B.Sc.
Employed 1985
Shares in Saab: 602



GUNILLA FRANSSON

Senior Vice President and Head of Business Area Security and Defence Solutions
Born 1960, M.Sc. and PhD (Tec. Lic)
Employed 2008
Shares in Saab: 472



LARS-ERIK WIGE

Senior Vice President and Head of Business Area Support and Services
Born 1954
Employed 2001
Shares in Saab: 714



LARS GRANLÖF

Senior Vice President and Chief Financial Officer (CFO), Head of Group Finance
Born 1962, MBA
Employed 2007
Shares in Saab: 5,838



ANNE GYNNERSTEDT

Senior Vice President and Head of Group Legal Affairs, Secretary of the Board of Directors
Born 1957, LLB
Employed 2004
Shares in Saab: 2,734



MIKAEL GRODZINSKY

Senior Vice President and Head of Group Human Resources
Born 1958, M.Sc.
Employed 1985
Shares in Saab: 2,683



JONAS HJELM

Senior Vice President and Chief Marketing Officer (CMO), Head of Group Marketing & Business Development
Born 1971
Employed 2006
Shares in Saab: 1,139



CECILIA SCHÖN JANSSON

Senior Vice President and Head of Group Communications
Born 1956
Employed 2007
Shares in Saab: 2,328



DAN JANGBLAD

Senior Vice President and Chief Strategy Officer (CSO), Head of Group Strategy
Born 1958, M.Sc.
Employed 2000
Shares in Saab: 3,811



PETER SANDEHED

Senior Vice President and Head of Group Corporate Investments
Born 1952, MBA
Employed 1981
Shares in Saab: 8,854

Group Management also included the following persons in 2009:

Dan-Åke Enstedt Executive Vice President and head of the business segment Defence and Security Solutions, and Mats Warstedt, Group Senior Vice President, Marketing

The following individuals were not included in group management 2009:

Thomas Samuelsson, Mikael Johansson, Gunilla Fransson and Lars-Erik Wige