

Saab Supplier Handbook

SAAB TECHNOLOGIES

SAAB

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About this Supplier Handbook

This handbook provides an overview of Saab's expectations and serves as a source of information and guidance for suppliers. Its purpose is to support efficient, sustainable, and quality-assured collaboration.

Please note that this handbook is provided for information and guidance purposes and does not, in itself, create legally binding obligations for either Saab or its suppliers. Certain requirements described in this handbook may, however, constitute criteria for becoming or remaining an approved supplier to Saab. The specific terms and conditions governing the relationship between Saab and your company will be set out in the applicable Agreement(s)* between the parties. In the event of any inconsistency between this handbook and such Agreement(s), the Agreement shall prevail.

*Contract, frame agreement, order form, or any other form of written understanding applicable between Saab and the Supplier (henceforth 'Agreement(s)'



"Saab supplies complex products to demanding customers. To be successful together, Saab expects its suppliers to deliver fully conforming products on time. Fully conforming products and high quality are key success factors."

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Overview

Introduction

Saab is a global company consisting of several legal entities, business areas, and operating units. The specific Saab entity or entities with which a supplier conducts business will be identified in the applicable Agreement(s).

While this handbook describes common supplier requirements and expectations across Saab, certain entities, business areas or operating units may have additional or different requirements. Such requirements will be set out in the applicable Agreement(s).

Suppliers are expected to familiarise themselves with the requirements and expectations described in this handbook, as well as with any additional requirements specified in the applicable Agreement(s) governing their relationship with the relevant Saab entity or entities.



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> "Saab is continually pushing boundaries and breaking conventions to safeguard our way of life. This requires an agile and flexible supplier capability that can evolve to meet new challenges through continuous improvements in all relevant areas."

Keeping people and society safe

Today, Saab holds a world-leading position introducing technology every step of the way. No matter how quickly the world changes, Saab remains dedicated to one aim; keeping people and society safe. Our commitment to society is at the core of Saab, where sustainability, the UN's Race to Zero initiative and the setting of science-based climate targets represents the very basis for the company's development.

Pushing boundaries

To achieve our commitment to society, we cannot rely on conventional thinking or higher spending. That is why Saab is continually pushing boundaries and breaking conventions to safeguard our way of life. This requires an agile and flexible supplier capability that can evolve to meet new challenges through continuous improvements in all relevant areas.

Crucial areas

Saab supplies complex products to demanding customers. To be successful together, Saab expects its suppliers to deliver fully conforming products on time. Fully conforming products and high quality are key success factors. To achieve this, communication, robust process control, proactive risk management and traceability are critical factors to ensure.

Expectations

This handbook is designed to give you a clear understanding of Saab's expectations for its suppliers. It highlights key principles, standards, and practices that help ensure a successful and smooth collaboration.

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Letter from Saab's Chief Supply Chain Officer

Let's make a difference together

At Saab, our purpose is to help keep people and society safe. Delivering on that purpose depends not only on the commitment and expertise of our own employees, but also on a strong network of trusted suppliers and business partners who share our ambition to create value for customers and contribute to a safer world.

As a global technology and defence company, Saab operates in an increasingly complex and rapidly changing environment. Security of supply, operational resilience, quality, sustainability and innovation are more important than ever. The strength of our supply chain is fundamental to our ability to meet customer expectations, support growth and deliver on our commitments.

Whether you are an established supplier or exploring opportunities to work with Saab for the first time, we seek relationships built on trust, transparency, accountability and a shared commitment to excellence. Together, we can develop the capabilities, technologies and solutions needed to address both today's requirements and tomorrow's challenges.

This Supplier Handbook describes the expectations, requirements and principles that form the foundation of our collaboration. It reflects Saab's values, our commitment to responsible business practices and our ambition to maintain a resilient, sustainable and high-performing supply chain across all our operations.

Long-term success is built through collaboration, continuous improvement and a common focus on delivering value to our customers. By working together, we can strengthen competitiveness, drive innovation and make a meaningful difference for customers, stakeholders and society.

We look forward to building strong partnerships and achieving success together.

Let's make a difference together.



Kristofer Ternstedt
Chief Supply Chain Officer
Saab

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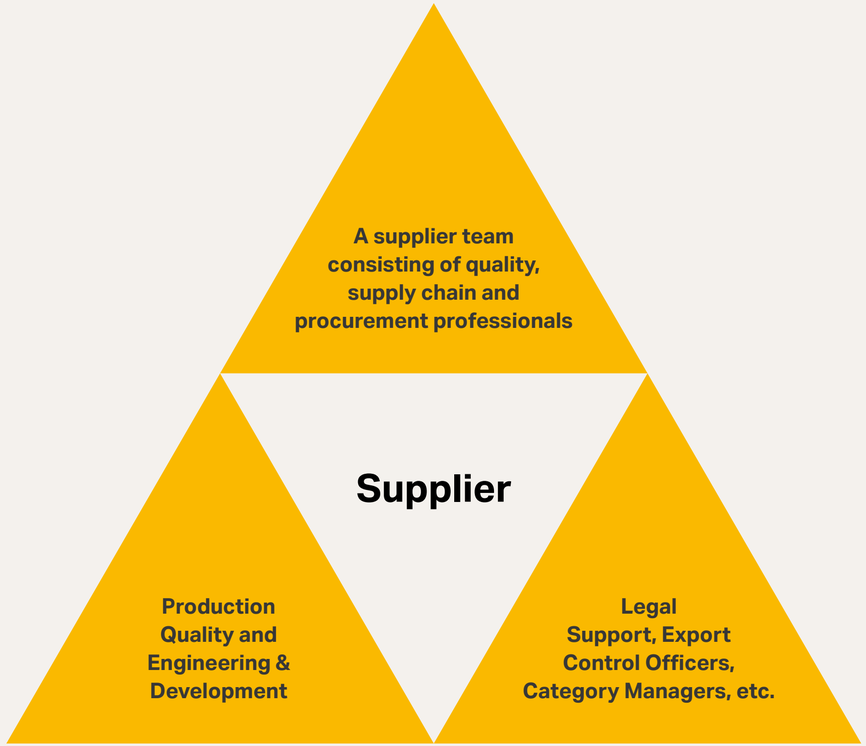
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Ensuring strong and successful partnerships

Saab supplier team

“A cross-functional supplier team is assigned to manage and develop supplier relationships.”



- At Saab, we are committed to building and maintaining strong, long-term relationships with our suppliers. Our dedicated supplier team is here to support and ensure effective collaboration throughout the partnership.
- A cross-functional supplier team is assigned to manage and develop supplier relationships. The team typically includes representatives from purchasing, supply chain, quality, and other relevant functions, depending on the Business Area, company, and business needs. Its objective is to ensure high-quality deliveries, efficient processes, competitive commercial conditions, and continuous improvement.
- When needed, we expand our supplier team to include Production Quality and Engineering & Development, providing additional expertise and support to help resolve challenges and drive progress together.
- Supporting the supplier team, we also have the Procurement Legal Support, Export Control Officers and various group functions, ensuring compliance with regulations and Agreements.
- Additionally, our Category Managers oversee procurement categories, providing a strategic perspective and ensuring alignment across different areas of supply management.

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Supplier Code of Conduct

- Saab's mission is to keep people and societies safe. We believe this is best achieved through sustainable and responsible practices, in partnership with those who share our values. Our Code of Conduct (CoC) sets out the standards and principles to which we hold ourselves accountable, ensuring responsible and ethical conduct in everything we do. We expect our suppliers to share our commitment, and have developed a Supplier Code of Conduct (SCoC) to guide our collaboration.

- The Supplier Code of Conduct outlines the expectations for suppliers to operate in alignment with Saab's values and standards. The requirements in the SCoC are based on relevant international frameworks, including the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and the ILO Core Conventions.



Saab expects suppliers to:

- Comply with all applicable laws and regulations in accordance with the SCoC.
- Adopt their own CoC to guide employees and operations.
- Communicate the requirements in the SCoC to their own suppliers, ensuring the requirements are adhered to throughout the value chain.
- Conduct sustainability due diligence and risk assessments in their own operations and across their value chain.
- Implement management systems to ensure compliance with the SCoC.
- Upon request, provide information to Saab regarding their work, and permit Saab to conduct audits by accessing premises and relevant documentation, to ensure compliance with the SCoC.
- Establish whistleblowing channels for reporting concerns without fear of retaliation.

If a supplier fails to meet our requirements as set out in the SCoC, Saab's general approach is to encourage improvement. However, critical deviations or repeated unwillingness to improve may jeopardise the supplier's relationship with Saab.

For more detailed requirements, to read our SCoC and watch our e-learning for suppliers, please visit:

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Non-Disclosure Agreement

- Before any confidential information is shared, Saab requires a signed Non-Disclosure Agreement (NDA).
- NDAs are essential for safeguarding sensitive and valuable information, ensuring the information is not misused or disclosed to any third party.

Terms and Conditions

- At Saab, we are committed to making the procurement process as efficient and straightforward as possible for both parties. Our goal is to reduce the administrative burden, mitigate risk, and minimise uncertainty in our business relationships.
- For standard products, Saab generally applies its General Conditions of Purchase. For more complex products, projects, or strategic partnerships, tailored Agreements may be used to reflect the specific circumstances and support long-term collaboration.
- All Terms and Conditions are carefully developed with the aim of providing a strong foundation for effective and sustainable cooperation.

Saab General Conditions of Purchase



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Requirements for suppliers

These are the fundamental requirements that must be met in order to become, and where applicable, remain an approved supplier to Saab. Additional requirements may be set depending on Business Area and commodity.

Requirement area	Requirement
Basic	Registered company compliant with applicable legislation
Export control	No sanctioned party or a party in a sanctioned country
Financial status	The supplier is required to have satisfactory financial health
Supplier Code of Conduct	Confirm acceptance to Saab Supplier Code of Conduct and Sanction Statement
Quality	ISO 9001 certified and additional requirements depending on Business Area and commodity
Environment	Adhere to the requirements of ISO 14001 and comply with Saab's environmental base requirements
Security	If applicable, NDA and Security Requirements
Sustainability	Suppliers are required to actively work towards meeting Saab's sustainability approach and continuously improve their sustainability performance
Capability	Resources and competence to meet distributed forecast and requirements
Service level	The supplier needs to have a proactive and open dialogue with Saab, ensuring they inform Saab about any problems occurring within the material flow, along with operational and management responsiveness on issues.

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Steps to become a Saab supplier

We are transitioning to Ivalua for Supplier Management and Onboarding. For more information go to our Supplier Portal. Please note that not all steps are always carried out, and additional steps may be added. The order of the steps may also vary.



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Forecast process

Our forecast process is designed to provide suppliers with clear, data-driven visibility of upcoming demand. Forecast horizons may vary between Business Areas, programmes and commodities.

While forecasts do not constitute a commitment, they serve as an important planning tool to support capacity planning, resource allocation, and timely delivery. Where forecasts are provided, suppliers are expected to review the information and communicate any capacity constraints, risks, or other limitations to enable further joint planning.

All suppliers, regardless of whether forecasts are provided, are expected to maintain an active planning dialogue. Available information should be reviewed regularly, questions should be raised at an early stage, and relevant constraints or insights should be communicated. This includes maintaining a formal end-of-life (EOL) and obsolescence management process.

Proactive supplier collaboration contributes to improved supply reliability, reduced risk, and a more efficient and resilient supply chain for both parties.



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Our sustainability approach

Sustainability is a core part of our business strategy, and we are committed to adopting responsible practices that drive long-term value while creating a positive impact on society and the environment.

We recognise that our suppliers play a crucial role in helping us achieve these sustainability goals. Therefore, we expect our suppliers to share this commitment and align with the following two key initiatives: EcoVadis and the Science Based Targets initiative (SBTi).

By working together, we can achieve our common sustainability goals and drive positive change across our supply chain.

Link to Sustainability Strategy

Supply chain sustainability risk & Performance

Managing sustainability risks within the supply chain is an important part of our procurement and sustainability approach. As part of the International Aerospace Environmental Group (IAEG) and EcoVadis sector initiative, we use EcoVadis as a tool to assess and monitor sustainability-related risks and opportunities across our supplier base. EcoVadis is a globally recognised sustainability assessment platform that evaluates companies using a methodology aligned with internationally recognised standards, including the Global Reporting Initiative (GRI), the United Nations Global Compact, and ISO 26000. Through this approach, we strengthen transparency, support continuous improvement, and evaluate supplier performance across four key themes:

- **Environment:** Includes aspects such as greenhouse gas emissions, resource use, waste management and hazardous substances.
- **Labour & human rights:** Covers fair labour practices, working conditions, and human rights.
- **Ethics:** Encompasses anti-corruption measures, responsible information management, and fair competition.
- **Sustainable procurement:** Focuses on the responsible sourcing of materials and services.

We expect our suppliers to undergo an EcoVadis assessment and maintain a rating that reflects a commitment to continuous improvement in these areas, ensuring that Saab's



sustainability expectations are met. By using EcoVadis, suppliers can assess, monitor, and improve their practices and share their scorecards with multiple business partners. Suppliers are encouraged to use EcoVadis feedback to identify areas for improvement and strengthen their sustainability performance.

In the quotation or proposal, suppliers must specify whether EcoVadis or another sustainability performance tool is being used, or if there are plans to implement such a tool. Suppliers demonstrating strong sustainability performance through EcoVadis may receive higher ratings during supplier performance evaluations and be given preference during supplier selection.

To complete an assessment or share a scorecard, visit

Saab's EcoVadis site

Info

The EcoVadis platform helps businesses manage sustainability risk and compliance, meet sustainability goals, and drive impact at scale by guiding the sustainability performance improvement of your company and value chain.

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Info
Science-based targets define how much and how quickly businesses need to reduce their greenhouse gas (GHG) emissions to mitigate the most serious impacts of climate change.

Supplier climate action
Addressing climate change requires collaboration across the value chain. Within the framework of our broader sustainability strategy, we have committed to setting science-based targets through the Science Based Targets initiative (SBTi). This global initiative helps organisations set greenhouse gas (GHG) emissions reduction targets in line with the latest climate science. Our commitment reinforces our dedication to limiting global warming to 1.5°C, in line with the Paris Agreement, and achieving net-zero emissions by 2050. Within the scope of this commitment, we expect our suppliers to set science-based targets and implement measures that support the transition to a low-carbon economy, and preferably through SBTi, ensuring alignment with global climate goals.

In the quotation or proposal, suppliers must account for measures taken to reduce GHG emissions generated by their operations and outline plans to meet climate targets. Any commitment to, or plans to commit to the SBTi must also be included. Suppliers who have committed to the SBTi or are actively working on science-based emissions reduction targets will be given higher ratings during supplier performance evaluations and preference in supplier selection.

Environmental responsibility and hazardous substances
A major part of our environmental work concerns hazardous substances in both our products and operations. Alongside assuring compliance to current legislation and common customer requirements, our ambition is to proactively identify hazardous or restricted substances for substitution in order to reduce our environmental impact.

- To aid in compliance with legislation such as REACH, ozone-depleting substances, F-gases, RoHS, POPs, PPWR, WEEE, WFD, and EU Battery as well as common customer requirements such as the Swedish Defence Sectors Criteria Document, Saab maintains a List of Hazardous Chemical Substances (GMS-0110). A full version of GMS-0110, based on both existing and anticipated environmental legislation as well as customer requirements, is available on Saab.com.
- The products Saab provides have a substantial longevity. As such, we strive for Full Material Declarations of parts in our systems. Assembling Full Material Declarations on purchased parts enables us to strategically support both our product compliance, and our product environmental footprint. In addition, Full Material Declarations enable us to work more efficiently with our supply chain. The more comprehensive material declarations enable this by reducing the frequency that we require updated documentation. The Full Material Declarations also enable us to proactively monitor and support our suppliers to meet anticipated legal requirements with respect to hazardous substances.
- When sourcing complex objects and assemblies, we may, in addition to a Material Declaration, be requesting an Environmental & Health Hazardous Materials Report to verify the agreed-upon environmental compliance.

Environmental base requirements
- GMS-0110
- Swedish Defence Sectors Criteria Document
- EU Legislations

Responsible sourcing of raw materials

The extraction and sourcing of raw materials can have significant impacts on people, local communities and the environment. To support responsible sourcing practices and improve supply chain transparency, Saab maintains a company-wide conflict minerals due diligence process aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (CAHRAs).

Our due diligence activities focus on tin, tantalum, tungsten and gold (3TG), which may be present in products and materials supplied to Saab. Through a risk-based approach, we collect and assess supply chain information using the Conflict Minerals Reporting Template (CMRT), identify and review smelters and refiners, assess relevant country-of-origin information, and implement appropriate mitigation measures where risks related to responsible mineral sourcing are identified.

Saab's Supplier Code of Conduct forms part of the applicable requirements in supplier Agreements. In accordance with the Code, suppliers are expected to exercise reasonable due diligence concerning their use of minerals and other raw materials. Suppliers shall also inform Saab if products or services supplied to Saab are subject to legislative due diligence or reporting requirements related to responsible sourcing, and where applicable, provide sufficient information regarding the source and chain of custody of relevant minerals.



Supply chain risk management

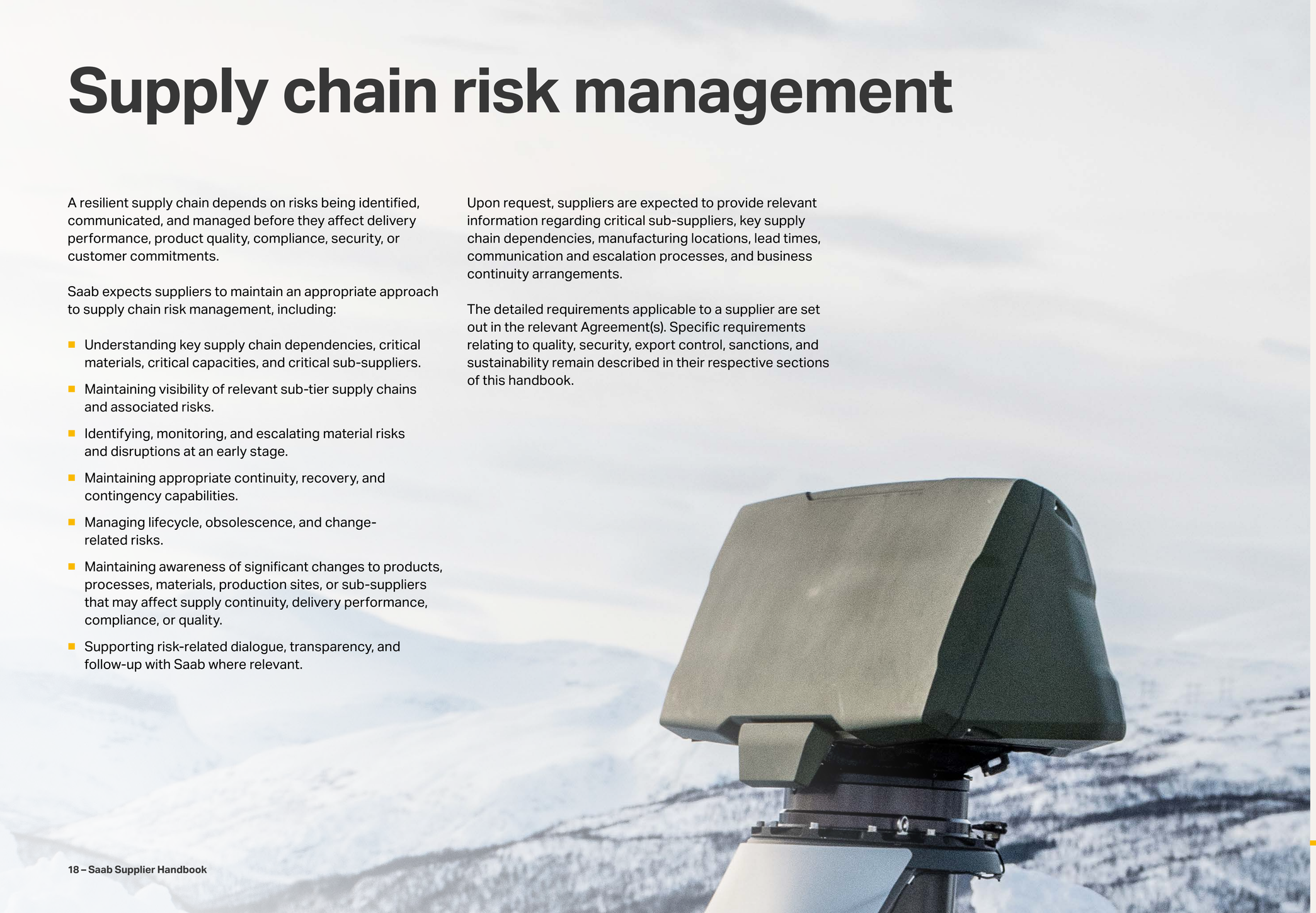
A resilient supply chain depends on risks being identified, communicated, and managed before they affect delivery performance, product quality, compliance, security, or customer commitments.

Saab expects suppliers to maintain an appropriate approach to supply chain risk management, including:

- Understanding key supply chain dependencies, critical materials, critical capacities, and critical sub-suppliers.
- Maintaining visibility of relevant sub-tier supply chains and associated risks.
- Identifying, monitoring, and escalating material risks and disruptions at an early stage.
- Maintaining appropriate continuity, recovery, and contingency capabilities.
- Managing lifecycle, obsolescence, and change-related risks.
- Maintaining awareness of significant changes to products, processes, materials, production sites, or sub-suppliers that may affect supply continuity, delivery performance, compliance, or quality.
- Supporting risk-related dialogue, transparency, and follow-up with Saab where relevant.

Upon request, suppliers are expected to provide relevant information regarding critical sub-suppliers, key supply chain dependencies, manufacturing locations, lead times, communication and escalation processes, and business continuity arrangements.

The detailed requirements applicable to a supplier are set out in the relevant Agreement(s). Specific requirements relating to quality, security, export control, sanctions, and sustainability remain described in their respective sections of this handbook.



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Security requirements

Introduction
At Saab, security is critical to protect Saab's information, assets, systems, and products through appropriate security measures. We expect our suppliers to align with our high standards and adhere to specific security requirements.

Suppliers that will work with, or otherwise be exposed to security-sensitive activities, such as handling classified information, will be required to enter into one or more protective security agreements with the operators designated by Saab.

It is essential that suppliers maintain a proactive approach to security by incorporating threat landscape analysis into their ongoing risk management processes and act upon security incidents.

The security requirements vary between suppliers and can also vary between different engagements with one supplier.

Core security requirements
There are a few core requirements that apply to all suppliers:

- **Confidentiality:** Protect information received from Saab in accordance with the clauses in the Agreement.
- **Immediate notification:** Immediately notify Saab of security incidents involving Saab assets, systems, products or confidential information. Suppliers need to provide necessary support during potential security investigations.
- **Use of sub-suppliers:** All sub-suppliers must meet the same applicable security conditions and standards as the primary supplier.

By meeting these requirements, suppliers contribute to a secure and resilient supply chain. This collaboration supports Saab's mission and strengthens trust across our partnerships.

Applicability of requirements
Security requirements may vary based on the nature of the collaboration. The following conditions determine applicability:

- **Access to Saab sites or IT infrastructure:** Suppliers with personnel accessing Saab facilities or IT infrastructure must ensure their personnel are assessed through Saab's onboarding process or a comparable process following ISO 27002:2002 section 6.1 guidelines. Personnel must complete security and safety briefings and agree to adhere to Saab's policies for Cyber, IT and Physical access. In certain cases, access may be subject to specific nationality, citizenship, security clearance or other security-related requirements, where applicable.
- **Handling of information:** Suppliers that store, process or handle Saab confidential information or Saab assets in their own environment, will need to follow Security requirements for Suppliers, Cyber policy and maintain Industry standard cyber hygiene. More specific security requirements may also apply depending on the nature of the collaboration.
- **Deliverables:** Specific products or services may have additional security requirements. For example, IT service providers must ensure availability, integrity, confidentiality, and traceability, achieved through specific requirements.
- **Compliance:** Saab may perform audits and controls to ensure adherence to security requirements. Suppliers must demonstrate compliance and address any findings with corrective action plans.
- **Customer requirements:** Depending on the scope, additional customer requirements might apply to suppliers.



Classified information is information or material that has been given a security classification because it requires special protection. Unauthorised access, disclosure, loss, or compromise of such information could harm national security. Security classification markings are applied in accordance with national laws and regulations.

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Protective security process for suppliers

Where a supplier will work with, or otherwise be exposed to, security-sensitive activities, such as handling classified information, the supplier will be required to enter into one or more protective security agreements with the operator(s) designated by Saab.

The specific requirements, approval process, and associated timelines may vary depending on the nature of the assignment, the security-sensitive activities involved, and the applicable protective security agreement. Details of the process and applicable obligations will be communicated by Saab and are governed by the protective security agreement associated with the activity or contract.

The process may include, but is not limited to:

- **Initiation by Saab:** Saab identifies a need for a supplier to perform work related to, or otherwise be exposed to, security-sensitive activities. Saab will inform the supplier of the applicable requirements and request the information and documentation necessary to assess compliance with the relevant protective security agreement.
- **Information and documentation review:** Depending on the applicable protective security agreement and the requirements of the designated operator, the supplier may be required to provide corporate documentation, ownership information, governance details, personnel information, and other documentation necessary to support the security assessment.
- **Security assessment and approval:** The designated operator, or another authorised party acting in accordance with applicable protective security requirements, reviews the submitted information and determines whether the supplier may be approved for access to the relevant security-sensitive activities.
- **Personnel requirements:** Where required, the supplier shall ensure that personnel meet the applicable security requirements, including any required vetting, screening, training, authorisation, or security clearance processes specified in the relevant protective security agreement.
- **Authorisation to proceed:** Once all relevant requirements have been fulfilled and any necessary approvals have been obtained, the supplier may be authorised to participate in the work or activities covered by the applicable agreement.

This process is intended to ensure compliance with applicable protective security requirements and to maintain a secure and resilient supply chain. The exact process, required documentation, responsibilities, and approval mechanisms may differ between activities and are defined in the protective security agreement applicable to the specific work.

"Where a supplier will work with, or otherwise be exposed to, security-sensitive activities, such as handling classified information, the supplier will be required to enter into one or more protective security agreements with the operator(s) designated by Saab."



Classified information is information or material that has been given a security classification because it requires special protection. Unauthorised access, disclosure, loss, or compromise of such information could harm national security. Security classification markings are applied in accordance with national laws and regulations.

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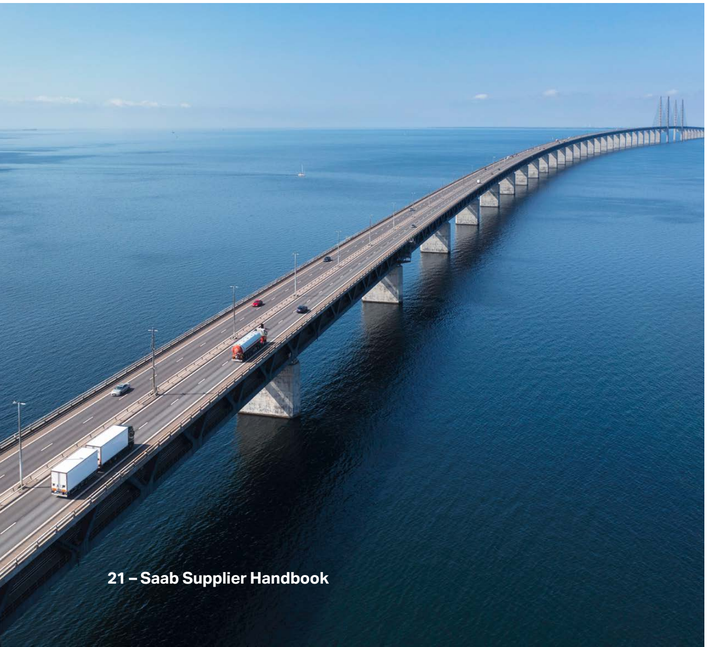
Export control

Saab is committed to comply with applicable export control and sanction prohibitions, restrictions and obligations. It is critical that we conduct our business compliantly to ensure our ability to continue doing business.

Saab relies on suppliers to provide all applicable export control and sanctions-related information and restrictions to ensure compliant management of delivered hardware, software and technology.

Export control
Suppliers shall comply with the following export control requirements:

License to operate
Hold necessary national authorisations required to manufacture and trade with export controlled products, software and technology.



Export control codes
Classify products, software and technology in accordance with applicable national export control regulations (military or dual-use) and assign export control classifications. Retrieve applicable classifications and restrictions from the supply chain for all deliverables provided to Saab, including embedded parts and software.

Authorisations
Timely obtain all necessary export, re-export, transfer and retransfer authorisations required for Saab to deliver in accordance with customer demands as well as ensure that all necessary supply chain authorisations are timely obtained or exemptions are available.

Provision of restriction and codes
At the latest on delivery, provide Saab with applicable national and supply chain restrictions (license copies are preferred but a letter detailing the license number, the restrictions and country or exemption is sufficient) as well as all applicable export control codes for all deliverables from all applicable countries.

End-user undertakings
Provide mandatory end-user undertaking templates from applicable authorities in your country and from authorities in your supply chain. Specify who should sign the undertakings and where. Sign and return any end-user undertakings requested by Saab in order to receive products, software or technology required for the performance of the Agreement.

Change of end-user
Apply for re-export authorisations if a change of end-user is necessary as well as apply for third-party transfer authorisations if necessary.

Marking
Mark information carriers (documents, software/technology external hard drive, etc.) so that Saab can distinguish which controls apply to which information.

Problem solving
Inform Saab immediately of any suspected non-compliance or other issue that may affect deliveries to Saab and cooperate with Saab to resolve the situation.

Sanctions
Suppliers shall comply with the following sanctions requirements:

Ownership and control
Immediately inform Saab if a sanctioned party is suspected of gaining majority ownership or control of the company.

Sanctioned party in the supply chain
Ensure that the supply chain related to Saab does not include any party that is majority owned or controlled by a sanctioned party.

Sanctioned deliverables
Ensure that no products, software, technology or services delivered to Saab are subject to any applicable sanctions.

Due diligence
Perform due diligence and provide Saab with a signed sanctions statement, or include a contractual clause warranting compliance with applicable sanctions, including sanctions applicable to Saab.

Mandatory "No re-export clause"
Include a "No re-export to Russia and Belarus" clause in Agreements when mandated by the EU sanctions.

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Control of ISP – applies to Saab's Swedish suppliers

Suppliers in Sweden
All companies in Sweden that manufacture or trade with military equipment are subject to the Inspectorate of Strategic Products (ISP) control.

Manufacturing or supply licence
All Swedish companies must have a type of "license to operate" if they manufacture or trade with military goods, software or technology. All Saab's suppliers are encouraged to contact ISP to determine if they need a license, and if so, which licenses.

The exemption
Companies that manufacture or supply components only for or to a company that holds a manufacturing or supply licence are exempt from needing a license. If using the exemption, inform Saab.

Reporting
All companies that hold a manufacturing or supply licence must do the following reporting to ISP:

- Delivery report (end of January)
- Fee declaration (end of January)
- Marketing report (quarterly or as decided by ISP)
- Report of ownership in foreign legal entities (end of January)
- Report of use of exempted suppliers (end of January)
- Ongoing §8 cooperation agreements (end of January)
- Ongoing §7 licence manufacturing agreements (end of January)

→ Note: A report must be submitted even if there is nothing to report for the time period.

ISP control
All companies that have a manufacturing- or supply licence are under the control of ISP. ISP audits these companies regularly and usually picks representative business transaction examples to follow up.

Tender notification
Swedish companies that provide foreign parties with offers to provide military products or software need to submit a tender notification. ISP will respond to the tender notification within 30 days.

Controlled Agreements
Before entering into an Agreement to provide manufacturing licenses or controlled technology or to develop military equipment or together with a foreign party manufacture military equipment, a license from ISP is required unless an exemption is available.

Brokering authorisation
Swedish companies that broker, sell or otherwise provide a foreign party with military equipment that is located abroad need a brokering licence for each transaction.

Information on ISP homepage:

- Classification
- Manufacturing-/ supply licenses and audits
- Export licenses
- Other activities that require authorisation
- Obligations for authorisation holders
- Export control framework

Contact information ISP:

- Contact details

Please visit ISP's homepage for more detailed information.

The legal framework takes precedence over anything written herein.



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Secure communication of export-controlled information

Purpose and scope
These requirements describe how export-controlled information shall be communicated and handled when exchanged in connection with Saab contracts, business activities, products, or services.

These requirements apply to export-controlled information exchanged in connection with Saab business activities, regardless of whether the information originates from Saab or the supplier.

Depending on the communication scenario, either Saab or the supplier may be responsible for ensuring compliance with applicable export control requirements.

Suppliers are responsible for complying with applicable export control regulations and other legal requirements concerning their own information, exports, and business activities.

Export-controlled information shall only be exchanged through communication channels approved by Saab for that purpose.

General principles
When handling export-controlled information:

- Use only communication methods approved by Saab.
- Ensure that access is limited to authorised persons with a legitimate business need.
- Do not share export-controlled information with third parties unless authorised to do so, and all applicable contractual and regulatory requirements have been fulfilled.
- Contact your Saab purchasing contact if you are unsure how export-controlled information should be communicated or handled.

Receiving export-controlled information from Saab
Saab uses approved solutions for the distribution of export-controlled information to suppliers.

Suppliers located in Sweden
Export-controlled information is normally made available through the Saab Supplier Documentation Portal.

The Supplier Documentation Portal is Saab's approved platform for sharing supplier-related documentation and information with suppliers located in Sweden. While the specific Supplier Documentation Portal may vary between Business Areas, all portals are Saab-approved platforms for the distribution of supplier-related documentation and information.

Suppliers located outside Sweden
Export-controlled information is normally distributed through Saab's approved secure transfer solution (XCT).

XCT provides a controlled method for transferring export-controlled information to suppliers located outside Sweden.

Alternative methods
Where required, Saab may use other approved communication methods, such as secure courier services or other specifically authorised solutions.

Sending export-controlled information to Saab
Export-controlled information shall not be transmitted to Saab using standard email services. Saab requires export-controlled information to be exchanged through approved communication channels that support secure handling, access control, traceability, and compliance with applicable regulatory requirements.

If export-controlled information needs to be provided to Saab, contact your Saab purchasing contact for instructions regarding the appropriate communication method.

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Secure communication of export-controlled information continued

Changes affecting export control status
Inform Saab without undue delay if the export control classification, licensing requirements or applicable restrictions for delivered products, software, technology or technical data change after delivery.

Online meetings and collaboration tools
When using online meetings or collaboration tools, including Microsoft Teams, special care shall be taken when export-controlled information may be displayed, discussed, or exchanged.

Before sharing export-controlled information during a meeting, ensure that:

- all participants are authorised to access the information;
- the communication method is approved for the intended purpose;
- any applicable contractual, security and export control requirements are fulfilled.

If there is uncertainty regarding whether information may be shared in a meeting, guidance shall be obtained from Saab before the information is disclosed.

Sharing export-controlled information with sub-suppliers
Where export-controlled information exchanged in connection with Saab business is shared with a sub-supplier, suppliers are responsible for ensuring that the transfer is performed in accordance with:

- applicable export control regulations;
- contractual obligations and restrictions associated with the information;
- any authorisations, licences or approvals required for the transfer.

Before sharing export-controlled information with a sub-supplier, suppliers shall verify that all applicable requirements have been fulfilled.

Where information originated from Saab, additional restrictions or conditions may apply. Suppliers shall therefore ensure that any applicable Saab requirements are satisfied before further distribution.

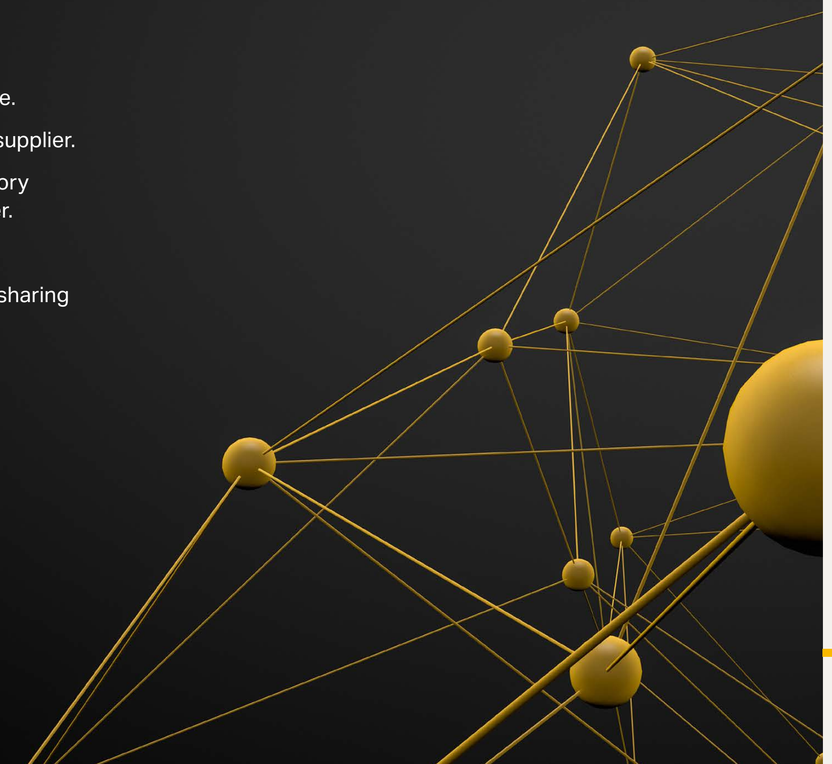
Communication method selection
Use the following principles when exchanging export-controlled information:

- Receiving export-controlled information from Saab.
  → Supplier Documentation Portal (Sweden) or XCT (outside Sweden).
- Sending export-controlled information to Saab.
  → Use a Saab-approved communication method. Contact your Saab purchasing contact if unsure.
- Sharing export-controlled information with a sub-supplier.
  → Verify that all contractual, security, and regulatory requirements have been fulfilled before transfer.
- Unsure how information should be handled.
  → Contact your Saab purchasing contact before sharing the information.

If you are unsure
If there is uncertainty regarding:

- whether information is export-controlled;
- which communication method should be used;
- whether information may be shared with a sub-supplier; or
- whether additional authorisations are required,

Contact your Saab purchasing contact before transferring the information.



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Saab end-customer requirements

As a supplier to Saab, it is important to understand that Saab is often not the end-user of the products and services we procure. Instead, many purchases are made as part of fulfilling obligations under Agreements with our own customers, often in a highly regulated and standardised environment. This means that certain requirements, standards, or obligations from Saab's customer contracts may need to be passed down ("flowed down") to our suppliers. These may include, for example:

FMV
FMV (the Swedish Defence Materiel Administration) is the authority responsible for procurement for the Swedish Armed Forces and operates under LOU/LUFS.

Here you can read more about FMV's approval process for suppliers when classified information is involved.

Read more here

FAR/DFARS
Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS) regulates all procurement of products and services for U.S. government contracts.

Where specific FAR or DFARS requirements are applicable to a supplier, the relevant requirements or clauses will be identified in the applicable Agreement(s).

Watch our e-learning for suppliers, please visit:

For suppliers at Saab.com

AQAP
Allied Quality Assurance Publications (AQAP) is NATO's quality assurance standards and consists of several parts.

If AQAP is applicable, it will be specified in applicable Agreements with references to the applicable clauses.

Other customer requirements
Saab has customers from all over the world and, depending on the relevant customer and delivery, additional customer-specific requirements may apply. Where such requirements are applicable to a supplier, Saab will communicate them through the relevant Agreement(s).

It is important for suppliers to ensure that all requirements, as applicable, are met.

Saab will inform you of any such flow-down requirements as relevant to your delivery. Suppliers are expected to carefully review and comply with all customer requirements made applicable to their delivery through the relevant Agreement(s). Compliance with such requirements is important to Saab's ability to meet its obligations towards its customers and to maintain trust in our customer relationships.

→ Contact your Saab purchasing contact if you need more information.



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1. Purchase order
Purchase orders are sent by email or as agreed between the parties, and drawings and/or specifications are provided via encrypted files (XCT/Supplier Documentation Portal) to fulfil export control requirements.

2. Purchase order acknowledgment
The purchase order acknowledgment should preferably be done by returning a signed copy of Saab's purchase order via email, or as agreed, to the purchase order reference. If a signed copy of Saab's purchase order is not used for the acknowledgment, the supplier shall include corresponding information from the purchase order in their acknowledgment.

3. Deviation, returns and non-conformity
The supplier shall handle returns and reclaims professionally, and should acknowledge the fact that Saab can be put in a severe situation as a consequence of a defective delivery.

4. Evaluation of supplier
If a supplier fails to deliver according to the Agreement on multiple occasions, Saab will require an action plan from the supplier on how to improve the performance. Depending on the defect and the severity of the impact, Saab may have the right to terminate the order and/or Agreement. The supplier performance is evaluated in the areas:

- Delivery;
- Quality;
- Commercial;
- Technical;
- Sustainability.

5. Price
Prices are firm and fixed unless otherwise agreed between the parties. As a basis, all prices shall include taxes, fees, or other charges, e.g. costs for packaging and preparation for shipment.

6. Invoice
Payment terms are governed by the relevant Agreement(s).

Invoices must refer to the relevant purchase order number and line item. Invoices not referring to a purchase order will not be accepted and consequently not paid.

Read more: Invoicing Saab

7. Export control
Saab relies on suppliers to provide Saab with export restriction information about the hardware, software, information and services. Information such as delays in export control licences, must be communicated to Saab as soon as the supplier is aware of the problem. This is for Saab to be able to plan and control its internal processes to be compliant.

Read more: Export control

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Zero defect principle & Perfect Order Fulfilment

Zero defect principle
The zero defect principle is valid for all supplier interactions with Saab. This principle implies that the supplier is expected to continuously improve it's part(s) and processes with the vision of reaching zero defects (0 Parts Per Million) of delivered parts to Saab and its partners.

Saab continually monitors its supplier key performance indicators (KPIs) such as on-time delivery and zero defect delivery, where the supplier's performance is an input to supplier evaluation. Non-satisfactory KPIs will initiate supplier escalation, with a final step the termination of business.

In case of a claim, Saab expects the supplier to promptly apply a structured root cause analysis and corrective action process to address the issue, eliminate the underlying cause, and prevent recurrence.

Perfect Order Fulfilment
At Saab, we utilise globally accepted methods and tools for supply chain management, evaluating and comparing supply chain activities and their performance.

The methods link business metrics, processes, industry best practice, technology solutions, and skill development into a unified structure.

Saab works continuously to improve the performance of the supply chain. This is done in close cooperation with our suppliers. In order to measure supply chain performance, Saab uses the term Perfect Order Fulfilment (POF).

POF is defined as the performance of the supply chain in delivering the correct product, to the correct place, at the correct time, in the correct condition and packaging, in the correct quantity, and with the correct documentation.

"Saab works continuously to improve the performance of the supply chain. This is done in close cooperation with our suppliers. In order to measure supply chain performance, Saab uses the term Perfect Order Fulfilment."



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Deviations

At Saab, we strive for the highest standards in quality and process control. To maintain and improve quality, all deviations must be handled systematically and professionally.

Deviation management and root cause analysis
As soon as a deviation or a negative trend occurs, a root cause analysis (RCA) must be performed to identify and eliminate the underlying cause. Tools such as 5-Why analysis and Ishikawa diagrams (fishbone diagrams) are recommended to ensure that the root cause is addressed, rather than attributing the issue to an operational error.

To detect and manage deviations before they occur, suppliers are encouraged to use control charts to monitor trends and predict potential issues.

Supplier claim analysis
When a non-conformity is identified, Saab expects suppliers to initiate a structured problem-solving process aimed at containing the issue, identifying the root cause, implementing effective corrective actions, and preventing recurrence.

As part of this process, suppliers are expected to:

- Establish and implement immediate containment actions to protect Saab from further non-conforming deliveries.
- Conduct a systematic root cause analysis to identify and eliminate the underlying cause(s) of the deviation.
- Define, implement, and verify the effectiveness of corrective actions.
- Assess potential impacts on previously delivered products, products in production, inventory, and products in transit.
- Implement sustainable measures to prevent recurrence.

Saab may request information regarding investigation progress, root cause analysis activities, corrective actions, and verification of effectiveness. Suppliers are expected to provide reasonable support and relevant documentation in accordance with applicable contractual requirements.

Following the implementation of corrective actions, suppliers are expected to monitor subsequent deliveries through enhanced controls to verify effectiveness. Where similar defects continue to be identified, enhanced controls should remain in place until the effectiveness of the corrective actions has been demonstrated.

Suppliers are expected to take appropriate actions to prevent further non-conforming products from being delivered to Saab. Products in production, inventory, and transit that may be affected should be identified and appropriately controlled until the investigation has been completed and the associated risks have been addressed.



Concessions – in exceptional circumstances

The supplier shall make every reasonable effort to avoid the need for a concession request.

In exceptional circumstances, Saab may consider a supplier request for a concession where a product does not fully comply with the applicable requirements relating to health, safety, performance, durability, reliability, interchangeability, form, fit or function, or where the product is otherwise non-conforming. Any such request shall be submitted by the supplier immediately upon detection of the non-conformance.

Concession requests are reviewed by Saab on a case-by-case basis and may be accepted or rejected depending on the nature and impact of the non-conformance. Approval of a concession does not change the supplier's responsibility to comply with applicable contractual and product requirements.

When a concession has been approved, the concession reference shall be recorded on the applicable certificates and documentation, including reference to Saab's approval. A copy of the approved concession shall accompany the products upon delivery. Products or parts covered by an approved concession shall be clearly identified by label or other suitable means.

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Packaging requirements & guidelines

Packaging must comply with the EU Packaging and Packaging Waste Regulation (PPWR), applicable industry standards, and be fit for purpose.

- The packaging instructions define the user requirements for packaging and must be strictly followed by the supplier.
- The supplier is required to participate in the development and technical validation of the packaging instructions. When changes are necessary, updated instructions will be distributed to the supplier. A Packaging Engineer from Saab is responsible for initiating and making the final decision regarding the technical packaging instructions. If no feedback is received from the supplier by the specified deadline, the packaging instruction will be considered automatically approved and must be implemented accordingly
- Returnable packaging owned by Saab must only be used for the purposes stated in the packaging instructions.
- The supplier is responsible for notifying their Saab purchasing contact of any damage to specific packaging units.
- Single-use packaging and/or consumables, such as bubble wrap and corrosion protection paper, are the responsibility of the supplier.

1. Packaging
The supplier is required to pack each product to ensure safe transportation and delivery to Saab without any damage to the product. Packaging must be designed to protect the product from external influences such as moisture, light, air, and physical damage. Depending on the nature of the product, different types of packaging may be required:

- **Primary packaging:** This is the packaging that comes into direct contact with the product. It protects the product from external factors such as moisture, light, air, and damage. Examples include compartment trays, plastic bags, and blister packs.
- **Secondary packaging:** This packaging is used to group or protect multiple units of primary packaging. It can be a carton or plastic box containing products already packed in primary packaging, facilitating handling and transportation.
- **Tertiary/outer packaging:** This packaging is used to protect and organise larger quantities of products during transport and storage. Examples include pallet collars, large cartons, or plastic wraps enclosing groups of secondary packaging, ensuring easier handling, storage, and loading onto transport vehicles.
- **Transport packaging:** This packaging is used to prepare products for shipment or delivery. It may include packaging that secures products during transport, such as pallets and boxes designed to stabilise goods on shipping platforms.
- **Protective packaging:** This type of packaging is specifically designed to protect products from mechanical or physical damage during handling and transportation. Examples include bubble wrap, foam, air cushions, or other shock-absorbing materials.
- **Functional packaging:** This packaging is designed to enhance usability, such as resealable bags or packaging that can be used for product storage after opening.

Some products may require special packaging, which will be defined in the Agreement or the packaging instructions.

2. Marking
Each delivery must be properly marked and accompanied by the documentation agreed in the Agreement and in accordance with applicable laws and regulations. Two labels should be attached, one inside and one outward facing. The supplier is required to also enclose two sets of packing lists and Certificates of Conformity (if applicable). One should be enclosed inside and one attached outside on one of the packages. The packing list must state the above information in digits (human readable). The package containing the attached documentation must be clearly marked and easy to identify.

Primary, secondary, and transport packaging must be clearly and legibly marked to ensure easy identification and traceability throughout handling, transportation, and storage.

3. Responsibility
The supplier is required to provide information on whether a product is covered by any form of producer responsibility or other provisions that involve special handling on disposal. This may mean that a product must be returned to the supplier for end-of-life treatment.

4. Material
Materials used for packaging are required to be compliant with the PPWR. All wood packaging material shall comply with applicable requirements such as ISPM 15, where relevant.

→ For questions, contact your Saab purchasing contact regarding packaging.

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Delivery & transportation

For Saab, it is of the utmost importance that the company delivers quality products to its customers on time. This means that any deviation in the supply chain, whether an early or delayed delivery, could potentially impact the relationship between Saab and its customers. Suppliers must therefore deliver the right product, at the right time, and with the right quality. Early deliveries are not allowed unless Saab has given prior written approval. If there is a risk of delay or the need for an early delivery, Saab requires information from the supplier in order to properly prepare and mitigate any impact.



Delivery
The delivery should be performed according to agreed terms of delivery.

Partial deliveries
Partial deliveries are prohibited, unless agreed otherwise, and any deviation needs to be approved by Saab prior to delivery. The supplier is required to promptly inform Saab when it suspects or has knowledge of such a deviation.

On-time delivery
A delivery shall be considered on-time if the delivery has been fulfilled in accordance with the terms of delivery agreed between the parties, generally when delivery is fulfilled in accordance with the agreed Incoterm ('terms of sale').

Early and late deliveries
Suppliers exhibiting poor performance may be required to submit corrective and preventive action plans and shall not refuse such requests.

Early delivery
Early deliveries are not allowed unless Saab has given prior written approval. If the supplier anticipates or has reason to believe that an early delivery may occur, it must immediately notify Saab in writing, explaining the reason and requesting approval. Without Saab's written consent, the supplier remains responsible for delivering according to the agreed schedule. Unauthorised early deliveries may result in Saab rejecting the delivery or taking other actions as outlined in the Agreement. Saab's acceptance of an early delivery does not alter the original delivery terms or relieve the supplier of its obligations.

Delay in delivery
If the supplier anticipates or has reasonable cause to believe that a delay in delivery may occur, the supplier must immediately notify Saab in writing stating the cause of the delay and the supplier's best estimate of when the delivery can be made. Such notice must not limit the supplier's liability for the delay. In the event of any delay in the delivery the supplier is expected to, in addition to submitting a notification, use all efforts to mitigate the delay in delivery and ship via expedited routing.

In the case of a delivery delay, Saab may be entitled to liquidated damages to be payable according to the Agreement. However, the supplier's payment of liquidated damages must not relieve the supplier from the obligation to deliver products. Saab may, in accordance with the Agreement or applicable law, also be entitled to other remedies such as termination of the applicable Agreement or any part thereof.

Transportation
Booking of transport
Transport is required to be booked and sent according to the purchase order. The standard Incoterm may vary depending on Business Area, supplier category and contractual arrangement.

Delivery address
The shipment must be delivered to the address stipulated in the purchase order unless otherwise agreed between the parties.

Delivery notification
If requested by Saab, the supplier is required to, and in an agreed electronic format, notify Saab of a shipment. This notification should, as a minimum, include information on purchase order number, delivered part number(s), quantity, dispatch date and shipment tracking number.

Special logistics requirements
Special logistics requirements may vary depending on Business Area, supplier category and contractual arrangement.

Shipment documentations & AEOS

Certificate of Conformity (CoC)
When requested by Saab, the supplier shall provide a Certificate of Conformity (CoC) with each delivery, confirming that the products supplied conform to the purchase order, approved specifications and drawings, and all applicable contractual, statutory and regulatory requirements.

For aerospace products, the CoC shall comply with EN/AS9163, where specified in the Agreement or purchase order. For other products, ISO/IEC 17050 shall apply where specified.

Other documentation
Material/surface treatment/painting/heat treatment/measurement and similar certificates specified by Saab in the purchase order, Agreement or technical specification are required to be included in the shipment.

Missing documentation
Missing, incomplete or faulty required shipment documentation (including but not limited to CoC, certificates and measurement report) is seen as missing documentation by Saab and as a result, Saab may issue a claim.

AEOS
Saab operates under the EU's AEO programme (Authorised Economic Operator) to enhance global security and create an efficient and standardised customs handling process.

There are two types of AEO authorisations:
- AEO-C (Customs simplifications) – Simplifications in customs handling and permits.
- AEO-S (Security and Safety) – Focus on security within the global supply chain.

Saab holds a combined authorisation, AEO-F.

Benefits of AEO for Saab and suppliers:
- Shorter lead times in customs handling.
- AEO compliance establishes conditions for future customs simplifications, e.g., "Trust and Check Traders."

To benefit from AEO advantages, certified companies must comply with applicable compliance requirements. For AEO-S, Saab must secure its global supply chain and ensure that all involved parties are aware of the requirements regardless of the applicable delivery term.

Security awareness
To strengthen security awareness among Saab's suppliers and ensure a secure international supply chain, Saab can take different measures depending on the type of supplier. For example:
- The supplier can confirm their own AEO-S or equivalent certification;
- Sign a separate security Agreement; or
- Sign a tailored security declaration.

This process ensures that Saab's suppliers handle goods securely and responsibly in accordance with AEO requirements.

For more information on which measure is suitable, please contact your Saab purchasing contact.



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In today’s competitive market, increasing volumes, shorter lead times, and rising customer expectations leave little room for error. Every defect, delay, or inefficiency affects safety, customer satisfaction, cost, and business performance.

Quality is more than a compliance requirement. It is a key enabler of sustainable growth and operational excellence. Our ambition is clear: zero defects through robust processes, proactive risk management, and a culture of continuous improvement.

This section of the handbook provides practical guidance and proven quality practices to help build quality into products and processes. By applying these principles, organisations can reduce variation, prevent defects, improve efficiency, and strengthen overall performance. Together, we can build a more resilient, capable, and competitive supply chain.

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Supplier requirements & quality foundation

Quality management system (QMS)
The supplier shall maintain a quality management system certified to the latest applicable version of ISO 9001. For specific projects, conformity with AQAP 2110, AQAP 2210, or AQAP 2310 may also be required. Upon request, the supplier shall provide Saab with a description of the QMS, including relevant procedures, detailed documentation, work instructions, and controls for managing sub-suppliers.

Audits
Saab reserves the right to conduct supplier audits and assessments before contract award and throughout the contract period. Identified nonconformities shall be addressed through a structured corrective-action process that includes containment, root-cause analysis, implementation of corrective actions, and verification of effectiveness. Appropriate tools may include 5-Whys and an Ishikawa diagram.

Supply chain transparency
Representatives from Saab and its end customers are expected to have the rights to visit the supplier and its sub-suppliers in order to audit the QMS, including but not limited to the following information:

- Manufacturing lead time of tiered suppliers
- Manufacturing location of tiered suppliers
- Transportation lead time between the tiers
- Communication process between the tiers.

Documentation from supplier at delivery
See shipment documentation.

Documented information
All documentation shall be stored, handled, and archived in accordance with applicable legal and Saab requirements. Verified quality records may be required to be retained for the operational life of the product plus a specified retention period. The supplier shall make such records available to regulatory authorities and Saab's authorised representatives upon request and in a timely manner. No records shall be destroyed without Saab's prior written approval.

Export-controlled documentation, including drawings, must not be transmitted through unapproved online channels. XCT shall be used to export and import controlled information. Unauthorised transmission of export-controlled documentation may have legal consequences.

Read more here

Changes
The supplier is required to have a documented change process in place to control changes (including process changes) that may affect the part(s). Records of all changes should be retained. Changes must be approved in writing by Saab and communicated well in advance. In some cases, changes may also require approval from Saab's end customer.

Changes include, but are not limited to:

- New machine(s)
- New tool(s)
- Change of sub-supplier
- Change of raw material, surface treatment or painting
- Change in special process(es)
- New production process(es)
- Change of production site(s)
- Changes in chemicals.

Saab-owned tools
Tools such as molds, fixtures, special tools, dies, measurement equipment, and similar items that have been developed by suppliers using Saab funds or have been provided by Saab to the supplier are the property of Saab (unless otherwise agreed). These tools must be returned upon request. Saab-owned tools must be permanently marked to clearly indicate Saab's ownership.

Warranty
The supplier is expected to provide a warranty commitment covering defects arising from design, material, or workmanship, as well as any nonconformity with agreed specifications.

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Product & process development

The supplier is required to include relevant quality activities in the project planning and preserve documentation of the activities. Quality planning should follow an established methodology such as AIAG APQP or an equivalent approach.

The supplier is required to produce, unless otherwise agreed with Saab, quality documentation in written form for every manufactured part number. Family documentation is acceptable for products/processes that are closely related to each other.

As part of the industrialisation process, the supplier is expected to actively contribute with proposals for design and production improvements to enhance both production quality and delivery reliability.

Through close collaboration between the supplier and Saab, the product should be optimised to ensure a seamless and secure process from order to delivery.

Quality plan
The supplier is required to draft a written quality plan before the start of the contract and submit it to Saab for agreement. The plan should fulfil ISO 10005 (alt. AQAP 2105) and contain, as a minimum:

- A description of the contract-specific quality management system requirements to fulfil the Agreement.
- A description of the planning of the industrialisation in terms of quality requirements for product and process, resources, control activities (verification, validation, monitoring, inspection and testing) including acceptance criteria.
- The requirements and activities to assure traceability, including a requirement matrix showing the fulfilment of all contractual requirements.

New product evaluation
For new products, additional activities are required as part of the evaluation process. Suppliers are expected to critically review the requirements in the technical documentation and use their expertise to propose alternatives that simplify or improve the product. Suppliers should also identify cost-critical requirements. The requirements shall be evaluated through a TFR (Technical Feasibility Review) to confirm that they are understood, complete, achievable, verifiable, and supported by capable manufacturing and measurement processes.

TFR
The purpose of a TFR is to ensure that the supplier has the capability and capacity to meet the technical requirements and specifications set by Saab for a specific project or part. The TFR is conducted by the supplier, which is then assessed by Saab. The TFR is conducted in connection with the supplier preparing an offer in response to Saab's request. The TFR becomes part of Saab's decision-making basis for selecting the right supplier. As a supplier, it is important to ensure that the TFR documentation is returned to Saab in accordance with the instructions.

Special characteristics / classification of properties
Special characteristics are product or process characteristics whose variation may significantly affect safety, compliance, functionality, performance, reliability, producibility or customer satisfaction. Therefore, they require enhanced controls to ensure consistent conformity.

The classification requires that the suppliers perform documented quality controls of the production and assembly of new – or developed products. The requirements have been established in order to achieve common interpretation of actions needed according to the different classes. More details about the classifications can be found in the design documents.

PRR
The purpose of a PRR (Production Readiness Review) is to ensure that a product or process is fully prepared for full-scale production. The final review of the PRR is conducted in conjunction with the start of production and prior to delivery to confirm that the manufacturing process is properly qualified. The development of the activities to reach the PRR should be described in the quality plan. Saab, or an appointed representative, reserves the right to monitor the supplier's production process to verify compliance with production requirements. The supplier is responsible for notifying Saab when a PRR can be conducted

The PRR should, at a minimum, include:

- A process flow chart
- Risk analysis (Failure Mode and Effects Analysis (FMEA) or similar)
- A control plan.

Requirements are applied where relevant to the supplied product or service.

→ **For more information, please contact your Saab purchasing contact.**

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FAI and PPAP
The purpose of an FAI (First Article Inspection) is to provide objective evidence that the supplier has understood and met all requirements for the part, including critical dimensions, capability requirements, and inspection frequencies. This ensures compliance before serial production begins.

For products intended for serial production, an approved FAI or PPAP (see PPAP below) must be performed before production starts. For FAI guidance, see EN 9102.

PPAP (Production Part Approval Process) is a structured methodology used to demonstrate that product and process requirements can be consistently fulfilled during serial production. Saab applies PPAP to selected products to strengthen proactive quality assurance and reduce quality-related costs for both suppliers and Saab. Although FAI may form part of the evidence used within a PPAP submission, PPAP has a broader scope and addresses process readiness, capability, control, and ongoing production conformity.

A new FAI or PPAP is required for new products, revisions, or significant manufacturing process changes. If conducted on-site, the production process may also be reviewed.

KPIs and project monitoring
Suppliers are encouraged to monitor progress on the project and share relevant information as agreed in the quality plan. Any additional KPIs agreed by the parties should be documented in the quality plan and will serve as the basis for the definition of targets and implementation of continuous improvement plans.

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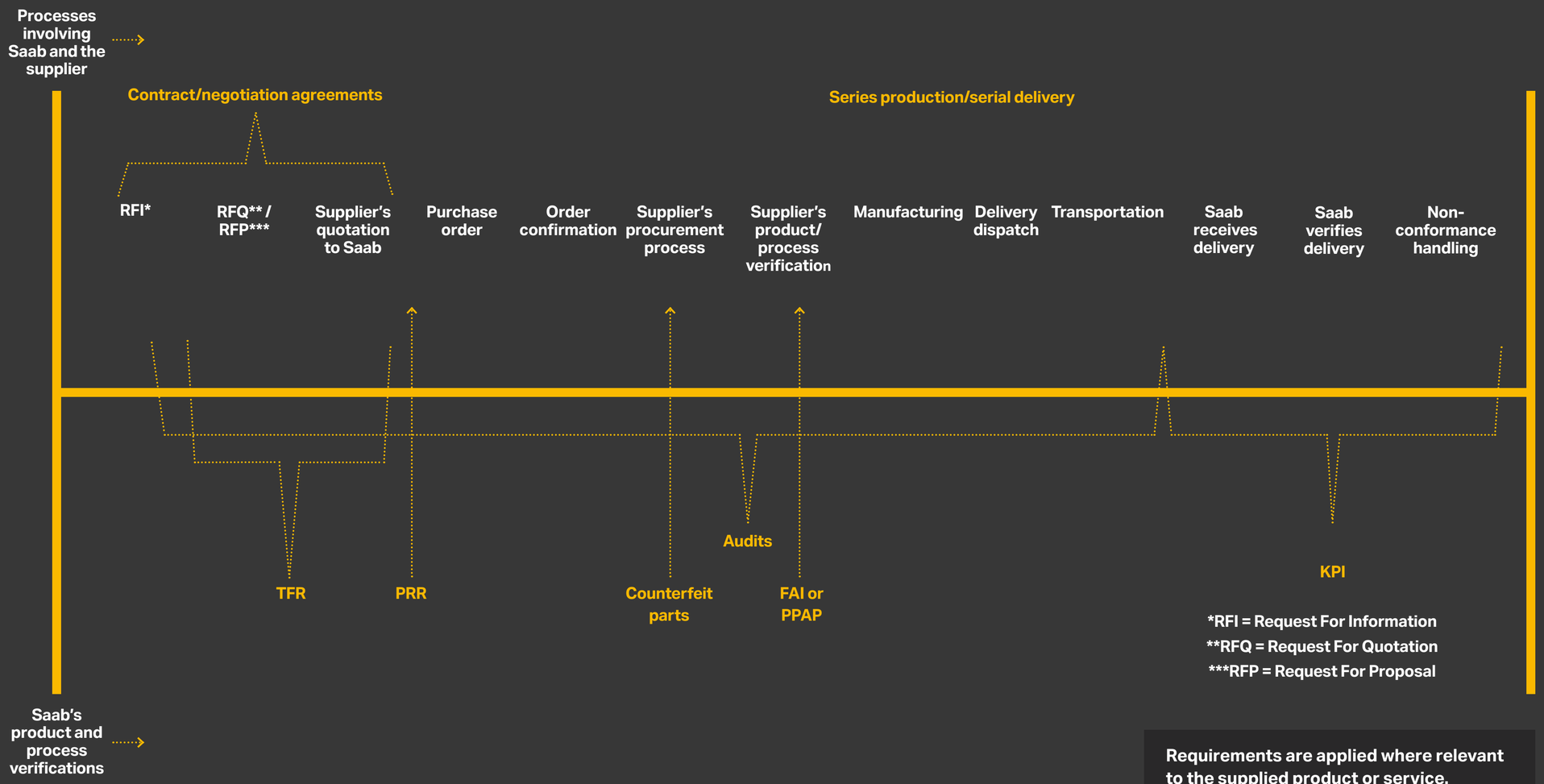
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When does Saab conduct product and process development with the supplier?

This diagram illustrates when Saab collaborates with the supplier on product and process development.



Requirements are applied where relevant to the supplied product or service.

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Production, verification & measurement

Reliability and validity
Compliance with technical documentation
Product conformity with the applicable technical documentation must be verified through appropriate inspections, tests, and measurements performed by the supplier. The scope and frequency of these activities should be defined in the supplier's control plan and determined with consideration of:

- The reliability of the manufacturing process
- Results from the tests
- Process capability and process monitoring
- Results from audits
- Risk analysis.

Quality verification
Saab expects suppliers to apply procedures to ensure/verify that the quality of purchased products conforms to the established technical documentation.

Part quality assurance
The supplier is required to have quality assurance processes/ routines in place for material sourcing, preparation, production and verification of new or changed parts/ products, covering:

- Review of technical documentation
- Process flow, manufacturing plan
- Design & process risk analysis
- Control / inspection
- Tooling, gauges, equipment
- Preventive maintenance
- Calibration of measuring equipment
- Operator instructions, control instructions
- 2nd tier material
- Packaging instruction
- First Article Inspection (FAI)
- Training programme / competence plan
- Handling, storage
- Traceability.

The supplier shall maintain documented processes for material and product traceability so that nonconformities identified at a later stage can be traced to their source, and the affected products can be identified.

Preventive maintenance
To ensure reliability, operation, and capability of the manufacturing process, there must be procedures for preventive maintenance. This maintenance system should be documented.



Measurement equipment and systems



"Measurement System Analysis (MSA) helps quantify this uncertainty coming from equipment and operators and evaluate the confidence of the measurement result."

Assure availability
The supplier shall ensure that suitable measuring and test equipment is available. Equipment shall be calibrated or verified at defined intervals according to a documented schedule. Where required, calibration results shall be metrologically traceable to national or international measurement standards. The measurement-management process should conform to applicable requirements of ISO 10012.

Assure competence
The supplier is required to ensure competence in data collection (measurement), analysis of measurement results, as well as handling and maintenance of the equipment.

Measurement uncertainty
The value measured is not the same as the true value. Every measurement contains some uncertainty, which means the actual value may be slightly different from the displayed result. When a measurement is close to a specification limit, a part can appear to meet the requirement even though its true value is outside the specification.

MSA (Measurement System Analysis) helps quantify this uncertainty coming from equipment and operators and evaluate the confidence of the measurement result. This is particularly important near specification limits, where measurement uncertainty can lead to incorrect accept/reject decisions.

Standard for measurement equipment
Measurement equipment and calibration is required to comply with relevant standards, such as ISO/IEC 17025/ ISO 10012, to ensure the traceability and reliability of measurement results.

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Early warnings
If a nonconformance is identified in a product, production process, or other quality-related activity, and there is a risk that a nonconforming product may be delivered to Saab or has already been delivered, the supplier shall immediately inform Saab and provide all available information regarding the issue, its potential impact, and current status. Saab may also require the supplier to promptly report significant product or process nonconformities, even when no nonconforming product is expected to be delivered to Saab.

Early notification is expected even when the root cause, scope, or full extent of the issue has not yet been determined.

KPIs and process monitoring
Suppliers are expected to have documented methods and KPIs to monitor and analyse trends and levels of product quality, process performance, delivery reliability, and customer satisfaction. Additionally, suppliers are required to have a structured process for regularly evaluating FMEA (Failure Mode and Effects Analysis) and control plans to ensure continuous improvement and process stability. They must also ensure that sub-suppliers perform suitable controls. This especially applies to special processes where it might be difficult to measure quality without destructive testing, such as surface treatment processes.

Continuous improvements
In order to achieve zero defects, suppliers should work on their internal quality in a professional and proactive way, adopting continuous improvements.

Internal audits
Suppliers shall conduct internal audits, including product and process audits, to verify process effectiveness, ensure compliance, and identify opportunities for continuous improvement. Suppliers are expected to monitor, measure, and continuously improve all processes in line with the PDCA (Plan-Do-Check-Act) cycle or equivalent methodologies, and in accordance with ISO 9001 requirements. This shall ensure robust process controls, reduce the risk of disturbances, and maintain a high and consistent quality level. All corrective actions shall be implemented in a timely manner, verified, and assessed for effectiveness to ensure that identified issues are permanently addressed and do not recur.

Sub-suppliers
The supplier must not outsource any part or purchase order without Saab's written approval. The supplier is responsible for the compliance of any applicable requirements impacting its supply chain and shall take appropriate quality assurance activities to ensure the quality of purchased parts. Note that the responsibility also covers when Saab is appointing a sub-supplier to be used.

The supplier is required to have a documented process for evaluating and selecting sub-suppliers, and to constantly monitor and record their performance as a baseline for continuous improvement of sub-suppliers.

Supply chain transparency
The supplier shall maintain appropriate visibility of critical sub-suppliers and sub-tier supply chains. The supplier shall actively identify, assess, mitigate, and monitor risks that may affect continuity of supply, quality, delivery performance, or compliance with applicable Saab requirements.

Upon request, the supplier must be able to provide Saab with relevant information regarding:

- Manufacturing locations of critical sub-suppliers
- Critical material, component, and capacity dependencies
- The supply chain for critical products, including relevant lead times between tiers
- Communication and escalation processes between supply-chain tiers
- Business continuity, risk-mitigation, and recovery measures within the sub-tier supply chain.

The supplier is responsible for ensuring that applicable Saab requirements are communicated, implemented, and adhered to throughout its supply chain.

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Counterfeit parts

"Counterfeit parts" means materiel whose origin, age, composition, configuration, certification status etc. has been falsely represented by:
(a) Misleading marking of the materiel, labelling or packaging
(b) Misleading documentation
(c) Any other means, including failing to disclose information.

The supplier shall not deliver counterfeit/suspected counterfeit parts to Saab. The suppliers are required to only purchase products to be delivered to Saab directly from the original component manufacturer, original equipment manufacturer, or through an authorised distributor chain. Parts should not be acquired from independent distributors/ brokers unless approved in advance in writing by Saab.

Quality competence

The supplier is expected to ensure that sufficient competence is available to fulfil Saab's quality requirements, which may vary depending on the Business Area, supplier category, and Agreement(s). As a minimum the supplier should have competence in:

- 8D
- Root cause analysis such as 5 Why and Ishikawa diagram
- Capability analysis
- Statistical process control
- Measurement System Analysis (MSA)
- Failure Mode and Effects Analysis (FMEA)
- Relevant quality standards
- Continuous improvement.

Saab's recommendation is that suppliers have Six Sigma and LEAN competence and use these competences to facilitate continuous improvements.

The supplier is required to ensure that all personnel, including short-term contracts, consultants and contractors have relevant and sufficient competence to perform their tasks and ensure product quality. Records of competence should be created, maintained, and preserved.

The supplier should ensure that all relevant employees, consultants and contractors have sufficient language skills in English to be able to understand relevant specifications and instructions. The supplier should also ensure that appropriate language skills are maintained in the working language(s) used within the organisation to support clear internal communication and the understanding of requirements.

The competencies required will vary depending on the Business Area, supplier category, and Agreement(s).



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Invoicing guidelines

Each Saab legal entity will provide invoicing instructions through the applicable purchase order, Agreement or Supplier Documentation Portal.

Saab is currently phasing out the use of PDF invoices as part of our transition to fully electronic invoicing.

We strongly encourage all suppliers to submit invoices via EDI. PDF invoices will no longer be accepted once the transition is complete.

For further information on how to get started with EDI invoicing, please visit our electronic invoicing partner, Pagero.

Swedish F-tax approval

Foreign suppliers performing work in Sweden may be subject to Swedish withholding tax if they do not hold a valid Swedish F-tax approval or an exemption decision issued by the Swedish Tax Agency. Any tax withheld will be remitted to the Swedish Tax Agency and will reduce the amount paid to the supplier. To avoid unnecessary withholding and administrative complications, suppliers should ensure that all relevant registrations, approvals, or exemption decisions are obtained before commencing work in Sweden. The Swedish tax agency has good guides regarding this.

Invoice handling

The Saab Group is a large group of companies where the Business Area structure and the legal structure is not always comparable with each other. Saab has a number of different legal entities. Each legal unit will be handling their own supplier invoices. The addresses for offices, shipping and billing are not always the same. Please ensure that the invoicing address is correct. You will find all current billing addresses listed in the links below.

Definitions of addresses:

- Billing address - is the invoicing address only
- Delivery address (freight) - is the address for delivery
- Postal address - is the address for other correspondence
- Invoice e-mail address – is the e-mail address strictly for invoices and other correspondence to accounts payable.

Invoicing addresses

Invoice addresses Sweden
Invoice addresses Global

Must have on an invoice:

- Legal company name and VAT registration number within Saab Group
- Billing address
- Invoice date
- Due date
- Invoice number
- Reference to purchase order number. Note! Each invoice may only refer to one purchase order number
- Line item numbers
- Project activity is mandatory when purchase order number is missing
- Article number
- Scope/Quantity
- Total amount and currency/Total amount excluding VAT/Tax Rate
- Swedish suppliers invoicing in foreign currency need to also write the VAT amount in SEK
- Supplier company name
- Supplier address
- Supplier VAT registration number or Business registration number
- Supplier BG/PG (for payments in SEK in Sweden), IBAN and Swift code (for payments made in currencies other than SEK) or other bank account information.

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Questions or thoughts?

Get in touch with your Saab purchasing contact.



Let’s make a difference together.

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