

## GRIPEN TEAM SUPPORTS POLISH CELEBRATIONS

**1998 marks a significant anniversary for the Polish aviation industry, which celebrates 80 years of operations. The Saab-British Aerospace Gripen team based in Warsaw is helping it to celebrate in style. A number of important new sponsorships and involvement in events and activities across Poland are planned for the year ahead.**

A year-long program of activities was launched during February with a Gripen-sponsored Aviators' Ball in Central Warsaw. Hosted by General Kazimierz Dziok, Chief of the Polish Air Force, the event was attended by senior Air Force officers, government VIPs, representatives of the Polish aviation industry and the specialist Polish aviation press.

Commemorating the long and historic links between Poland and the United Kingdom, home of Gripen partner

British Aerospace, a historic World War II Spitfire fighter, in Polish markings of course, provided a guard of honor outside the main entrance.

"The Aviators' Ball helped the Polish aviation industry launch its year of celebrations in style and we look forward to developing an even closer rela-



**Gripen display pilot Major Ken Lindberg and Commander Zbigniew Smolarek at Baby Doly air base in Poland.**

tionship with industrialists and the Air Force during this important year of celebration", said Simon Carr, director of British Aerospace Poland.

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## GRIPEN IN CHILE



Sig Holmström

Two years ago the full-scale replica of Gripen was shown for the first time, but in 1998 it is the real thing. Gripen is making its debut in the skies over South America in connection with the FIDAE '98 air show in Chile. Two aircraft from the Swedish Air Force were invited, one manned by the Air Force display pilot Major Ken Lindberg and the other with the new Saab-British Aerospace Gripen display pilot, Fredrik Mühler (see story, p.8). This is not the first important Swedish visit to Chile this year. In January the Swedish Prime Minister, Göran Persson, led a high-level political, economic and industrial delegation during a four-day visit (see story, p.3). ■

## GRIPEN MOVIE STAR

**Saab Automobile is using the Gripen as an eye-catcher in its world-wide launch of the new Saab 9-5. The car was presented for the first time in mid-1997, with European sales starting later in the year. The car will very shortly also be on the American market.**

European television audiences have already seen a Saab Automobile Chief Engineer standing beside a Gripen and talking about how to master the laws of physics. "There should be no forces outside your control."

Another TV commercial was made for the American market showing a meeting between two Saabs – a car on the ground and a Gripen in the air. Saab pilot Ola Rignell spent three days in the north of Sweden flying as low and as fast as the rules permitted. They did not have to ask him twice.

The aircraft heritage is important to Saab Automobile. Saab is the Swedish abbreviation for Swedish Aircraft Company, which manufactured aircraft for several years before it began producing automobiles after the end of World War II. The links have continued into the 1990s, with some of the design concepts

behind the Saab 9-5 and Saab 9-3 being traceable to Saab aircraft design.

Aerodynamics is of course important for cars, as it is for aircraft. Safety is another top priority for Saab – whether it is a 9-5 or a Gripen, the customer must be able to rely on his vehicle 100 percent. Other important features are reliability of the man-machine interface and how information is presented to the driver or pilot, topics that are increasingly featured in automobile magazines all over the world. ■



# A YEAR IN THE LIFE OF ...

"The program for the Swedish Air Force gives us a rock-solid base to stand on for the future," says Krüger. "I don't know of any other aircraft program having firm orders through the year 2007. The continuous development is also a guarantee that the Gripen is a weapon system for the future. Well able to win today's combat challenges, the Gripen has the growth and development potential to remain the backbone of the Swedish Air Force for 30 years and more."

The Swedish Air Force is now converting one squadron a year to the Gripen, mainly from the third-generation Saab Viggen although there is one squadron of second-generation Draken fighters that will also convert directly to Gripen. In a major milestone for the program, the first Gripen squadron was declared operational by the Commander-in-Chief of the Swedish Air Force, Lt.Gen. Kent Harrskog, in October 1997.

According to Gen. Harrskog the introduction of the Gripen is important not only because the Air Force is introducing a new, fourth-generation aircraft. In order to face the constraints of a shrinking defense budget in the coming years, the Air Force C-in-C is counting on the Gripen's low life-cycle costs compared with those of second- and third-generation aircraft currently in service.

Another highlight during the year came when the first two-seat Gripen was delivered to FMV, the Swedish Defence Materiel Administration, and immediately hired back to Saab-British Aerospace Gripen which is now using it for evaluation flights. Defense ministers, air force chiefs and pilots from several countries have visited Saab in Sweden to get first-hand experience of flying the aircraft. There have also been a few civilians lucky enough to don a G-suit for a Gripen flight.

"I have had the pleasure of greeting five Commanders-in-Chief of foreign air forces after their first flight in the Gripen," says Krüger. "I can tell you they were happy, smiling pilots all of them."

Unlike Saab CEO Bengt Halse, who came to Saab from Ericsson, Krüger was not recruited from a company in the Investor Sphere. Investor is one of

**Hans Krüger became Vice-President and General Manager for Saab AB Gripen one year ago, and he can celebrate a very successful first year. The jewel in the crown is the order for 64 more aircraft for the Swedish Air Force, together with an extensive program to explore the growth potential of Gripen after the total Swedish orders for 204 aircraft have been fulfilled in 2007.**



Nils-Göran Wirth

the largest industrial groups in the world with full or major holdings in companies like Ericsson, ABB, Electrolux, SKF, Scania and Astra, in addition to Saab. Instead, Krüger had made himself known as the chief negotiator for the Industry Group JAS, the industrial consortium behind development of the Gripen for the Swedish Air Force and which provided the interface with FMV, the procurement arm of the defense ministry. Previously he had been the head of military business within Volvo Aero Corporation, which together with General Electric supplies the Gripen's RM12 engine.

"When we offer the Gripen to customers around the world," says Krüger, "it is good to know that the aircraft is supported by the Investor Group and its companies as well as by British Aerospace, the largest defense company in Europe."

"We should not forget that there also are a number of other big international companies behind Gripen, General Electric and Volvo being two of those. This is one of the major strengths of a Gripen offer – it is supported not by just a few big companies but by a network of big companies from around the world."

Krüger emphasises the support from other sectors of industry but, at the same time, he is clear about Saab and British Aerospace responsibilities. On the export market, Gripen is not a Saab, Investor, Industry Group JAS or British Aerospace product, it is a Saab-British Aerospace Gripen product. Formed more than two years ago, this joint venture company has since the beginning of 1998 also had a single-manager joint team management with Krüger as chairman of the Executive Management Team.

"I think the single-manager structure is a matter of common sense," he says. "Let the best person available do the job, without first having to ask if he is English or Swedish. This includes everything from being the campaign leader in a customer country to designing a part of the inflight-refueling system for the export Gripen."

This said, Krüger is quick to point out that, whatever the size or organization of the company, it must be backed by a crucial element, government support. A fighter procurement program today is such a big affair that it has to be, in one way or another, a government-to-government deal. Both Sweden and the UK have strict export regulations when it comes to defense materiel. Everything has to be in order to get a stamp of approval but, once there, it guarantees the full support of the Swedish and UK Governments as well as both countries' credit institutions.

"Reliable long-term government support commitments are crucial because this is a long-term investment," says Krüger. "With every new generation of fighter, the lifespan of the aircraft has got longer and longer. Now with the fourth generation, highly computerized already from the design stage, there is no doubt that the Gripen will outlive all of us that are working with the aircraft today." ■

# SWEDISH PRIME MINISTER VISITS CHILE

**In January, Swedish Prime Minister Göran Persson made an official visit to Chile. The Swedish leader had meetings in Santiago with Chilean President Eduardo Frei and the Minister of Defense, Edmundo Pérez Yoma.**

During his visit Prime Minister Persson was accompanied by a delegation of Swedish industry leaders, including top executives from Saab, Boliden, Investor, Volvo, Scania and Atlas Copco.

The main purpose of the visit was to create a collaboration agreement between Sweden and Chile. The agreement contains new features like mutual assistance projects addressed to third countries. It also contains industrial and economic collaboration plans. A new agreement was signed by the Swedish International Development co-operation Agency and its Chilean counterpart.

The political and economic bonds between the two countries are of a long-term nature. During the visit, Prime Minister Persson also met Chilean Minister of Foreign Affairs José Miguel Insulza and Minister for the Public Sector Ricardo Lagos. The Swedish Prime Minister completed his official

visit to Chile with a trip to Isla Negra, to meet the author Pablo Neruda.

Not surprisingly, questions arose about the prospective Chilean purchase of the Gripen. The Swedish Prime Minister and Government have faced criticism from, among others, former US President Jimmy Carter for creating "goodwill" for the Gripen and seeming to be favorable to re-armament in the South American region.

In fact, the Swedish Prime Minister does not see a problem with selling the Gripen to Chile. Persson emphasizes that the Chilean people are entitled to decide their own security and defense policies. Relations between the two countries are close and Chile is a growing export market for Swedish companies.

Prime Minister Persson is not the only prominent Swede to have visited Chile recently. In 1996 the Royal Couple



**President Eduardo Frei and Prime Minister Göran Persson.**

and a delegation from Swedish industry were invited to the country and, in late 1997, the Swedish Minister of Foreign Affairs, Lena Hjelm-Wallén, also visited Chile. A further sign of good relations came in mid-1997 when Chilean Defense Minister Edmundo Pérez Yoma visited Sweden with a study group to have a close look at the Gripen.

In October the Commander-in-Chief of the Chilean Air Force, General Fernando Rojas Vender, was invited to Saab in Linköping. In addition to extensive briefings, a key element of the visit was an evaluation flight in a two-seat Gripen, which retains the combat capabilities of the single-seater. ■

## SWEDEN-SOUTH AFRICA BUSINESS CENTER LAUNCHED

**Saab and British Aerospace have established Sweden-South Africa Business Partnership Centre to coordinate match-making in long-term business ventures between the two countries.**

Saab CEO Bengt Halse launched the center at a briefing for South African journalists in Cape Town January 8th. Also on hand was British Aerospace's Managing Director for Southern Africa, Allan MacDonald.

South Africa's Ministry of Defense has shortlisted the Gripen as a contender to replace its aging Atlas Cheetah (refurbished Mirage III) and Mirage F1AZ and F1CZ fighters. A pre-condition for any purchase order by South Africa is that all of the bidders must set in place substantial direct and indirect industrial offset programs with de-

tailed business plans explaining how these will work.

Saab and British Aerospace have been negotiating the terms of possible direct industrial participation in the export version of the Gripen with South African aerospace and defense firms. The South African MoD has a requirement for 38 fighters.

Using the global network and business activities of supporting companies, the Sweden-South Africa Business Partnership Centre will identify indirect (non-defense) offset ventures that would flow from a South African Gripen order. Several such ventures proposed to date would already make a combined contribution of R20 billion (about US\$4 billion) to South Africa's economy over the next 10 years. Halse said he expected the number of business ventures to increase substantially, more than doubling the initial export revenues for South Africa.

"The center will enjoy the full support of other Investor Sphere companies such as ABB, Atlas Copco, Electrolux, Ericsson, Gambro, Scania and SKF, in addition to other major Swedish companies including Volvo and IKEA," Halse explained. "In particular, the Business Partnership Center will work to facilitate partnerships with previously disadvantaged groups to promote economic growth of small and medium-sized enterprises. It will further South Africa's industrial and economic transformation from an exporter of raw materials to an added-value product export powerhouse," he said.

It will also facilitate and promote a variety of training and education programs required to provide the skills necessary to fulfil the industrial ventures established through the center. ■

## The Gripen Radar

**Thanks to Ericsson's continuous engagement since the 1950s in the development and production of fighter radars, the PS-05/A radar in the Gripen benefits from more than 40 years' experience of advanced airborne radar technology.**

The experience and feedback from the Viggen fighter radar, the first European-built pulse-Doppler radar optimized for medium-PRF (pulse-repetition frequency) operation, have been especially beneficial for the PS-05/A, which is the "eyes and the brain" of Gripen's target acquisition system.

Ericsson also has long experience of computers, cockpit display systems and electronic warfare equipment. The latter two are supplied for the Gripen by Ericsson Saab Avionics.

The Gripen radar features the operating modes required for all missions. They are software-driven and include in the air-to-air role:

- Long-range search
- Multiple-target track-while-scan
- Multiple-priority target tracking
- Short-range, wide-angle search and track for close air combat
- Single-target tracking
- Raid assessment

The air-to-surface modes include:

- Stationary and moving target indication
- Ground and sea priority-target tracking
- Mapping, including high-resolution mapping
- Air-to-surface ranging

Fully programmable signal and data



**Ericsson PS-05/4, Gripen radar.**

processors enable the radar to handle all the Gripen's air defense, attack and reconnaissance missions. They also give the radar a very high growth potential to meet future requirements. Flexible waveforms make it possible to avoid ambiguities and allow performance characteristics to be optimized

for all operating modes. The radar also matches the data-link requirements imposed by radar-guided medium-range air-to-air missiles.

By pressing a single button, the pilot can select combinations of waveform modes in order to obtain the longest possible detection range; high situation awareness (SA); the best possible SA in long-range search; or a special close-combat mode.

Ericsson has started a development program to upgrade the PS-05/A multimode radar, and it has already been possible to incorporate some of the improvements as new, faster and more powerful processors and components have become available on the market. An essential part of these upgrades is a new data processor, which will also replace the D80 Systems Computer in the third batch of Swedish Air Force Gripens.

Ericsson AESA (Active Electronically Scanned Array) is a new airborne radar project currently in development. This radar is utilizing new, active phased-array technology involving 1,000 or more transmitter/receiver modules.

The project is now in the first laboratory testing phase and a demonstrator is expected to fly around the year 2002. To extend the azimuth limits, the antenna will be mounted on a moving platform, an almost unique feature for this type of antenna, which will significantly increase the search area. A potential future application for this radar is a Gripen mid-life update beyond the year 2010.

The AESA technology will improve

# FOR YOUR



the radar's overall performance drastically, especially its target detection and tracking performance. For example, beam direction can be changed instantaneously, detection range will be considerably increased and jamming suppression further improved.

The AESA radar will feature multi-beam capability, with all beams individually and simultaneously controlled. It can also operate simultaneously as a fire-control and obstacle-warning radar, and be used both in intercept and ground-attack missions. The multi-beam concept also allows for radar operation, data linking, radar warning and jamming simultaneously. ■



**AESA radar for the future.**

# EYES ONLY



Anders Nyhlén

## ERIEYE AEW & C Systems

**Ericsson Microwave Systems has been studying Airborne Early Warning & Control (AEW&C) systems for nearly 20 years. The result is Erieye, a state-of-the-art, long-range AEW&C system with a new approach that has totally changed the affordability of high-performance AEW&C systems.**

The Erieye AEW&C Mission System features an active, phased-array Doppler radar. The antenna is fixed and the radar beam is electronically scanned through 360°. The beam is controlled by an intelligent and automatic energy management system which has the ability to transmit in any direction from pulse to pulse. It optimizes beam position for quicker detection verification, increased range and improved tracking compared with a traditional rotodome-mounted radar solution.

The Erieye dual-sided fixed antenna is a single unit that places much less demand on aircraft size than was previously possible for high-performance AEW&C systems. In fact, it is the world's first high-performance AEW&C system especially designed for commuter-type aircraft. This means drastically reduced acquisition as well as operating costs.

Erieye detects and tracks air and sea targets out to the horizon and beyond. Instrumented range is 450 km. Typical detection range against a fighter-size target is in excess of 350 km.

## Introducing large color displays in Gripen

**Gripen already has one of the world's most ergonomic cockpits. Now it will be even further improved by the introduction of large multi-function color displays, giving a true "glass" cockpit.**



Pilot information overload, situation awareness and flight safety are areas of concern in all modern aircraft. Information plays a major role in modern warfare. The pilot must be able to acquire and use all required and available information in the best way. The new displays, larger than in almost all other combat

aircraft and offering an advanced combination of flight and tactical display modes, are an important contribution to giving the Gripen pilot information superiority.

The new cockpit has three large multi-function color displays now under development at Ericsson Saab Avionics AB. Benefiting from the most advanced flat-panel AMLCD technology, they each have a screen size of 6.2in x 8.3in and a resolution of 600 x 800 color pixels. Image quality, visibility and performance in all light conditions and the challenging environment of a combat aircraft cockpit have been the leading requirements.

The three color displays cover the entire front instrument panel. This means that back-up instruments have to be included in the multi-function displays. For extended operator functions in the rear seat of the Gripen two-seater, one display is equipped with a high-performance computer and graphics generator, including digital mapping. ■

The onboard command-and-control (C2) system is built with Commercial Off The Shelf (COTS) computers in an open system architecture, offering maximum flexibility and future growth potential.

Erieye is operational in the Swedish Air Force using the Saab 340B as the platform. First delivery to the Swedish Defence Materiel Administration was made in 1996. In the Swedish AEW&C role, tracked target data is down-linked to existing ground-based C2 systems. Erieye has also been selected as the airborne system in the Brazilian SIVAM project for surveillance of the Amazon Basin. It will primarily be used for surveillance of suspected drug shipments by air over the Amazon.

Discussions about further sales of the Erieye system are currently ongoing with countries in Asia, Europe and Latin America. ■

# JOBS IN HUNGARY

**Saab-British Aerospace Gripen has joined forces with two industrial parks in Hungary to invest foreign capital and create job opportunities in the country.**

In February this year, Saab AB Gripen signed an agreement with the Mayor of Nyiregyháza, Mrs. Judit Csabai, and the Managing Director of Nyiregyháza Industrial Park, Mr. Korvin Balazs. Also present at the ceremony at Nyiregyháza was the Swedish Ambassador to Hungary, Mr. Jan Lundvik, who impressed the local journalists by speaking Hungarian.

Nyiregyháza is the capital of a north-eastern region of Hungary, having borders with Romania, Ukraine and Slovakia. With a population of 120,000, it has an impressive city-center built at the turn of the last century. The Industrial Park is just outside the city

and, located between two highways and the railway, has excellent infrastructure.

The aim of the Industrial Park is to create 500–1,000 new jobs. Saab-British Aerospace Gripen is part of the largest industrial consortium in the world and will use its network to attract foreign investment and companies as part of the Gripen industrial co-operation program with Hungary.

Last year Saab-British Aerospace Gripen signed another agreement with a similar industrial park in the city of



**Nyiregyháza Mayor, Mrs Judit Csabai, and Saab-British Aerospace Gripen Regional Director Industrial Co-operation, Mr Torbjörn Nordström, seal the deal with a handshake.**

Peter Belánszky-Demhó

Szentes, and in February the Swedish Prime Minister, Mr. Göran Persson, inaugurated a new Electrolux factory in Jaszberény. Since the first pre-offset protocol between the Gripen contractors and the Hungarian Government was signed in 1995, more than US\$180 million have been registered as investments and export growth in connection with the potential purchase of Gripen fighters. ■

## TEST PILOTS SHARE EXPERIENCE

**The Gripen partnership between Saab and British Aerospace is turning out to be of wider interest for the companies' test pilots. An opportunity to exchange experience and knowledge has become possible through an agreement between Saab and the flight operations department at British Aerospace Warton.**

The collaboration with British Aerospace started when Paul Hopkins, Chief Test Pilot at Warton, came to Sweden to fly the Gripen. It was then decided that the two companies would share their knowledge and flight experience, and take the opportunity to have a closer look at each other's activities.

Ola Rignell, a Gripen test pilot, is involved in the project. He has flown the British Aerospace Harrier, both in the simulator and the two-seat variant. More Harrier flights for Swedish pilots will be discussed with the Royal Air Force in the near future. According to Ola, the knowledge-sharing exercise is

very useful, especially when it comes to FLIR (Forward-Looking Infra Red) operations and flying the Harrier with Night-Vision Goggles (NVG). These are techniques where the Swedish Air Force has less experience, but the systems will be offered in the Gripen. The Swedish pilots have also been briefed on air-to-air refueling and delivery flights.

Ola Rignell says that British Aerospace has long and solid experience of delivery flights. He and his colleague, Magnus Ljungdahl, have had the opportunity to take part in two delivery flights to Saudi Arabia. Two aircraft were delivered on each occasion, the trip lasting three days. They flew from Warton via Nice (France), Heraklion (Crete) and Luxor (Egypt) to Dahrán in Saudi Arabia.

The Swedish test pilots and their British colleagues will continue the collaboration. In another example of sharing experience, Paul Hopkins also will take part in simulations with color displays. ■

**Ola Rignell with "his" British Aerospace Hawk.**



## M I S C E L L A N Y

**Next two-seater in line**

The second two-seat Gripen for delivery to the Swedish Air Force has taken off from Saab Airfield in Linköping. Aircraft 39.802, the second production two-seater, will be delivered later this spring. The first two-seat Gripen has been used by Saab-British Aerospace Gripen for evaluation flights during the past year. The fully operational Gripen two-seaters will be used in the Swedish Air Force for advanced tactical training and special missions. Basic training for new pilots is carried out in single-seaters.



Torbjörn Caspersson

**US debarment of South Africa lifted**

The debarment of South African companies from US defense trade was lifted on 28 February in a joint

statement from South African Deputy President Thabo Mbeki and US Vice President Al Gore. According to the statement, this opens the door for normalized defense trade

and every new request to the US Government will be treated on a case-by-case basis. ■



Ulf Fabiansson

Defense Minister Onyszkiewicz, center, with Swedish Defense Minister von Sydow, right.

**Polish Defense Minister visits F7 Air Force Wing**

During a visit to Sweden, Polish Defense Minister Janusz Onyszkiewicz took time off from meeting his Swedish colleagues spent a day at the first Gripen Wing in the Swedish Air Force. During his visit to F7 in Sätenäs, Mr. Onyszkiewicz had the opportunity to see Gripen and to meet with air force personnel who have first-hand experience of Gripen operations. ■

**Gripen chief hosts Czech investment meeting**

Senior directors from companies within the Investor Sphere and representatives from other major Swedish companies visited Prague last month to discuss support for Gripen marketing activities and inward investment opportunities in the Czech Republic.

The meeting, hosted by Hans Krüger, chairman of Saab-British Aerospace Gripen Executive Management Team, discussed how future investment opportunities could be coordinated with Gripen marketing.

Following the meeting, Hans Krüger said: "Companies within Investor, backed by other Swedish companies such as Volvo and IKEA, are already among the largest industrial investors in the Czech Republic. In the past three years alone, Swedish business has invested more than US\$400 million, securing more than 13,000 jobs across a wide range of industries.

"Europe is already the Czech Republic's biggest customer, accounting for 60 per cent of export trade. Any additional investments in support of our Gripen marketing activi-

ties will naturally strengthen the Czech Republic's position within Europe and further increase export opportunities, boosting the nation's economy through increased export earnings."

Gripen marketing activities in the Czech Republic were given a further boost during February when Swedish Minister of Defence Björn von Sydow visited Prague to hold meetings with his Czech counterpart Michal Lobkowicz and with Foreign Minister Jaroslav Sedivy. ■

# FLYING SOLO



Torbjorn Caspersson

**The first Saab-British Aerospace Gripen display pilot is ready for action. His name is Fredrik Muehler and from now on he will take turns with Swedish Air Force Gripen display pilot Ken Lindberg at air shows around the world.**

After 12 years in the Swedish Air Force, Fredrik Muehler considered it time to try something new. His work as a Saab test pilot is certainly a bit different. He finds his new occupation more independent, with increased personal responsibility.

All test pilots at Saab have specific areas of responsibility – Fredrik's will be tactics and presentation. But until

now his first priority has been to fly and to become a Gripen display pilot. Fredrik Muehler's international debut will be in Santiago de Chile during FIDAE.

At the age of 32, Fredrik is already an experienced display pilot. He has been a member of Team 60, a group of Swedish Air Force display pilots flying Saab 105/SK60 jet trainers. A qualified flying instructor on the SK60 and

challenging maneuvers to perform, he says, are the rolls while keeping the aircraft centered over the display line in front of the spectators. You also have to keep in mind the audience's attention span, doing as much as possible in a short time. Right now Fredrik is practicing two display programs, both of less than six minutes.

When composing a program, Fredrik naturally wants to show off all the advantages of the Gripen. The aircraft is very easy to maneuver, its low drag and quick acceleration making it turn



and roll extremely fast. Using a standard production aircraft, rather than one specially modified for air displays, is according to Fredrik another sign of strength from the most modern aircraft in the world. ■



the Draken, he has also been a solo display pilot for both types.

In September 1997, Fredrik began flying the Gripen, and by November it was time to start practicing the high-level display program. After 35–40 sessions in the Gripen, he is now cleared down to a minimum display height of 100 m.

Fredrik points out three key words when it comes to Gripen air displays: Height, Speed and Attitude – the ground is the biggest threat! The most

Cont from page 1

"As the Polish aviation industry seeks to identify its objectives for the future and a role for the new millennium, it is our belief that a strategic involvement within the new, emerging, consolidated European defense and aerospace industry offers the best way forward. As leaders of this restructuring, British

Aerospace and Saab can help the Polish aviation industry continue to develop well into the next millennium within a strong European industrial team that will share the challenge, share the risk and, more importantly, share the benefits."

## GRIPEN NEWS

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