



**DET KONGELIGE
FORSVARSDPARTEMENT**

Gripen International
SE-58188 Linköping
Sweden

Your ref

Our ref
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Date

08 OKT 2007

**NORWEGIAN FUTURE COMBAT AIRCRAFT CAPABILITY PROJECT -
ETHICAL GUIDELINES FOR INDUSTRY RELATIONS**

The Norwegian Ministry of Defence and the Armed Forces have an elevated focus on ethical values. Our objective is a relationship based on trust, both with external partners as well as industry.

The Armed Forces business strategy is covered by the Ministry's ethical guidelines. These guidelines promote sound practise between the Armed Forces and industry. This first and foremost involves our employees' duty to stay within the boundaries of the ethical norms when in contact with industry, or others, to ensure equal and fair treatment of all contractors. We expect that our partners familiarise themselves with, and respect these guidelines, posted on our website.

If approved, the purchase of a future Norwegian combat aircraft capability is expected to be the largest Norwegian public investment ever, and is a process that attracts interest from a number of parties.

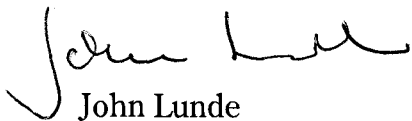
We expect an orderly process in the future combat aircraft capability project, and will therefore request all involved bidders to inform us what agencies and advisers they make use of in their bidding process, so that both the public and the Ministry of Defence and the Armed Forces at all time will be informed of who they are addressing and what part they play concerning this procurement. When received, we will make the list publicly open on our website and in our view such transparency will serve all parties.

The consequences of a breach of the outlined transparency will be dealt with on a case to case basis. However, and in general, a breach will affect the trusted relationship that all parties depend upon to accomplish a reliable process. Failure to reach acceptable levels of common trust will reduce the credibility of the tasks ahead. In sum, and as an ultimate consequence, a breach might influence the final evaluation of the Request for Binding Information.

The Ministry of Defence will, in cases where we register that certain bidders operate outside acceptable ethical standards, address the issue directly with the party involved. Other candidates might be informed of the Ministry's response to such actions if it serves the purpose in general.

In conclusion, we would like to emphasize that we hope and believe in a constructive and solid process ahead. This includes informing the Ministry of which agencies and advisers that you are in contact with, as well as any other party that might represent you in any way until the final decision is taken.

Yours sincerely,


John Lunde
Secretary General


Jørgen Berggrav
Rear Admiral