

EXHIBIT C

YM-SAAB
青年-萨博

Framework Agreement

投资要点协议

December 16th 2011

2011年12月16日

This framework agreement (“Framework Agreement”) is entered into by and between Saab Automobile AB (“Saab”), Swedish Automobile N.V. (“SWAN”) and Zhejiang Youngman Lotus Automobile Co., Ltd (“YM”).

Background

- A. Saab is involved in the research and development, manufacturing, sales and distribution of passenger cars and automobile parts as well as related automobile services under the brand SAAB.
- B. Saab and YM have formed the Swedish Saab Automobile Development AB (the “JVB”) with each of Saab and YM holding 50% of the issued and outstanding shares in JVB each.
- C. Saab is the owner of all issued and outstanding shares in Saab Automobile Powertrain AB (“Saab Powertrain”).
- D. Saab is operating a Technology Development Center (“Saab Engineering”), responsible for the development and design of SAAB branded cars being produced by Saab at its factory in Trollhättan, Sweden.
- E. Saab and Saab Powertrain have on 21 September 2011 entered into reorganization in accordance with the Swedish Company Reorganisation Act (Sw: *Lagen om företagsrekonstruktion*) (the “Reorganization”).
- F. Saab and YM wish to enter into a number of agreements contemplating to, *inter alia*, permit Saab to grant or assign to YM and JVB a series of rights in and to its technology, trademark and certain other assets and properties, in exchange for YM and other financial institution’s financial support in respect of short term reorganization funding and long term working capital, so that Saab may carry out the Reorganization and start production at its factory in Trollhättan.

- G. To achieve the goals set out in Item F above, Saab and YM intend to enter into a number of agreements and carry out a number of actions as further detailed in this Framework Agreement and as described on a high level in the picture attached hereto as Schedule G.
- H. YM has every intention to see Saab overcome the financial difficulties that it unfortunately is facing, and to discuss with Saab on how to assist it in procuring post-reorganization funding in a long run to finance Saab's global development (including its entry into China market and future expansion) against corresponding release of pledge over shares and other assets in Saab group companies.

IT IS AGREED as follows:

1. Definitions

The following capitalised words and expressions shall have the meanings ascribed to them below:

Back-to-Back Agreement	The Back-to-back Agreement entered into by and between Saab and the NDO originally dated 23 February 2010, as amended and supplemented on 26 January 2011 and amended and restated on 7 July 2011, with all schedules and exhibits attached thereto.
Closing Agreements	The Agreements anticipated to be entered into under this Framework Agreement, including but not limited to those set out in Section 2 below.
Closing	The entering into the Closing Agreements and completion of the other actions set out in this Framework Agreement.
Existing SAAB 9-3	The vehicle model introduced in 2002, identified with a GM Program code 440.
Existing SAAB 9-4X	The vehicle model introduced in 2011 identified with a GM Program code 168.
Existing SAAB 9-5	The vehicle model introduced in 2010 identified with a GM Program code 650.
EIB	European Investment Bank.
General Distribution Agreement	The general distribution agreement between Saab, Saab Automobile Parts AB and Beijing Zhongji Leye Automobile Sales Co., Ltd., a subsidiary of PD, dated August 30, 2011.

GM	General Motors Holdings LLC or any relevant member of the General Motors group of companies.
JVB	Swedish Saab Automobile Development AB, in which each of Saab and YM currently holds 50% of the shares each.
JVB AoA	Articles of Association of JVB dated 22 August 2011.
JVB SHA	Shareholders' Agreement related to JVB dated 30 June 2011 by and between YM and Saab.
JVB Vehicles	All vehicle models developed, designed and/or engineered based on Phoenix platform, including but not limited to: (1) Euro Car Segment A-segment car (the 9-1 model) (meaning a car model that is a competitor of Audi A1 and is about four meters long) and Euro Car Segment B/C-segment car (the 9-2 model) as well as the 9-6 model and the 9-7 model (both are Euro Car Segment E or above E-segment car) (including improvements, modifications, facelift and next generation products and body styles), (2) the current next generation 9-3 being developed, and the extended next generation 9-3 and/or the shortened next generation 9-3 (named 9-2) derived from the current next generation 9-3, and (3) 9-4X, and 9-5 models to be developed based on Phoenix platform and their respective extended versions.
NDO	The National Debt Office of the Kingdom of Sweden.
NDRC	National Development and Reform Committee of the People's Republic of China or its relevant local branches, as required.
PD	Pangda Automobile Trading Co., Ltd.
Saab	Saab Automobile AB.
Saab Engineering	The Technology Development Center operated by Saab.
SAAB NG9-3	Saab next generation 9-3 which is being developed by Saab (Saab internal program code: 540).
Saab Powertrain	Saab Automobile Powertrain AB, a wholly owned subsidiary of Saab.
Saab Vehicles	The following current vehicle models of Saab: (1) Existing SAAB 9-3

- (2) Existing SAAB 9-4X
- (3) Existing SAAB 9-5

SWAN	Swedish Automobile N.V., formerly known as Spyker Cars N.V.
SPV	A company to be incorporated in which YM holds part of the shares and a third party financier will own the remaining part.
YM	Zhejiang Youngman Lotus Automobile Co., Ltd.
YM Passenger	Zhejiang Youngman Passenger Car Group Co., Ltd.

2. Closing and Best Efforts

To achieve the goals set out in this Framework Agreement, Saab and YM intend to negotiate and enter into, or cause to enter into, as the case may be, a number of agreements and commitments. Saab and YM agree to use their best efforts to agree on the content of such agreements and commitments and execute such at Closing to take place as soon as possible following the signing of this Framework Agreement. The intention is that all parties will negotiate in good faith and seek to execute all such agreements on or by December 19, 2011. Unless Closing has taken place by 31 December 2011, Saab and YM may each terminate this Framework Agreement.

At the time of this Framework Agreement, Saab and YM envisage the following agreements and commitments to be entered into on or prior to the Closing:

Share Transfer Agreement	Regarding the transfer of the shares in Saab Powertrain from Saab to JVB.
Asset Transfer Agreement	Regarding the transfer of the assets related to Saab Engineering from Saab to JVB.
Convertible Loan Agreement	Regarding the convertible loan to be advanced by SPV to Saab Automobile AB.
JVB Technology License Agreement	Regarding license granted by Saab to JVB for it to use the Phoenix automobile platform and the technologies contained in and relating to SAAB NG 9-3 and other vehicles developed or to be developed by or on behalf of Saab based on Phoenix platform (including but not limited to next generation 9-2, next generation 9-4X and next generation 9-5) for the purpose of developing the JVB Vehicles and for the purpose of developing the Saab Vehicles for Saab under the Technology Services Agreement.
JVB Trademark License Agreement	Regarding JVB's right to use the SAAB brand to market, sell or distribute JVB Vehicles globally.

Amendment	Regarding the amendment to the JVB SHA and AoA by and between YM Passenger and Saab.
Technology Services Agreement	Regarding JVB providing Saab with engineering and other technology services for the modification of existing Saab Vehicles which are being sold in the market, including Existing SAAB 9-3, Existing SAAB 9-4X, Existing SAAB 9-5.
Distribution Agreement	Regarding appointment of YM as distributor within the Territory of Asia Pacific (specific countries to be agreed upon), to the extent not prohibited by the existing distribution agreements between Saab and distributors in such Territory.
China Joint Venture Agreements	Regarding manufacturing and distribution joint ventures for the Chinese market, including: <ul style="list-style-type: none"> (a) MJVC; (b) DJVC; (c) Side Letter regarding continuation to finalize pending issues; (d) Certain ancillary agreements including China JV Trademark License Agreement, Technology License Agreement, and General Distribution Agreement.
TLA3	Technology License Agreement No. 3 regarding YM to purchase license to all the technologies contained in and relating to Phoenix platform other than those have been licensed to YM under the TLA1 and TLA2, agreements similar to TLA3 and entered into prior to the entering into the TLA3.

Saab and YM agree that the following outline shall be the basis for the agreements to be entered into and other actions to be taken to achieve the intent of this Framework Agreement.

I. As to immediate funding

Timing	YM and Saab enter into TLA3 on December 16, 2011.
Payment	EUR 10 million payable by December 16, 2011.
TLA3	YM to purchase license to all the technologies contained in and relating to Phoenix platform other than those have been licensed to YM under the TLA1 and TLA2 (as described above), and grant such license to JVB for an aggregate price of EUR 10 million payable by December 16, 2011. .
Timing of License Grant	Immediately upon license fee is paid up.
Proceeds	Proceeds hereunder shall be used for funding of payment of salaries

for November 2011.

II. As to the JVB

Amendment to JVB SHA and AoA	YM Passenger and Saab to enter into an Amendment regarding necessary amendments to the existing Shareholders' Agreement and Articles of Association of the JVB to reflect the transactions set out in this Framework Agreement. The Parties agree to enter customary right of first refusal, tag-along and drag-along clauses into the JVB SHA.
Share Transfer to SPV	Saab agrees to YM Passenger transferring its shares in JVB to SPV and hereby waive its right of first refusal to such transfer it may have under the JVB SHA or Swedish law.
Bank Account	JVB to open a bank account with Frankfurt branch of Bank of China promptly for the purpose to receive reorganization funding in the future.
Additional Contribution to JVB	Saab to pay its committed contribution of USD 9.9 million in cash to JVB at a time requested by YM.
Technology License	<p>Saab to grant JVB under the JVB Technology License Agreement a technology license (term and terms to be agreed) free of charge for JVB to complete the development of Phoenix platform and utilize the Phoenix platform for independent and exclusive development, manufacturing and/or contract manufacturing of JVB Vehicles. Licence will be part of Saab's contribution to the JVB.</p> <p>To the extent Saab is permitted to do so, Saab shall permit all of its suppliers, and such supplier shall have the right to (i) design, develop, engineer or manufacture for or on behalf of JVB, and supply to it, such vehicle parts and accessories as contemplated in the TLA1, TLA2 and TLA3; (ii) continue to develop for or on behalf of JVB those vehicle parts and accessories for which Saab has paid or assumed development cost, and JVB shall not be under any obligation, or be required to compensate Saab for such development cost already paid. JVB shall have the right to directly source and purchase foregoing vehicle parts and accessories from Saab's suppliers.</p>
Production, use of sales network and royalties	Without prejudice to any right conferred on JVB by the JVB SHA, the JVB Vehicles shall firstly be manufactured at Saab's factory in Trollhättan as long as the capacity allows for it and, if so agreed between Saab and JVB, alternatively at the manufacturing factory operated by China JV or at a third party location. Sharing of IPR, use of sales and distribution network and production facilities and payment of royalty shall be in accordance with <u>Appendix 1</u> . The JVB shall have the right to utilize the distribution and sales network of Saab for JV

	Vehicles. The Parties shall discuss and agree on capacity reservation, manufacturing cost and other issues related thereto.
Undertaking	Saab undertakes to use its best efforts to procure Saab AB and Saab Scania (counterparts to the tri-party agreement regarding the use of the Saab brand) grant a trademark license to JVB on no less favourable terms than those offered to Saab.
Trademark License	Saab shall grant JVB a trademark license (term and terms to be agreed) to the SAAB brand and trademarks free of charge for the purpose to design, develop, engineering, market, sell or distribute the JVB Vehicles and provide services associated with such activities, unless and until the above independent license from Saab AB and Saab Scania is granted. Saab shall deliver to JVB a legal opinion issued by a reputable Swedish law firm confirming Saab has full power and right to sublicense SAAB brand and trademarks to JVB, and such license is legally binding and enforceable. This Trademark License will terminate in case the above independent Trademark License is granted to JVB. Licence will be part of Saab's contribution to the JVB.
Right of First Refusal	The Parties shall agree on possible rights in relation to the following (i) YM's possible right of first refusal to the JVB shares held by Saab in case of a bankruptcy of Saab; and (ii) Saab's possible option right to purchase YM's JVB shares in case YM does not fulfil its obligations to fund Saab and JVB. More detailed Terms and conditions for such option to be agreed in definitive agreements.
Distribution of Dividends	YM shall receive 70% and Saab 30% of eventual dividends every calendar year.
Exclusivity	Saab shall not, without YM Passenger's consent, either alone or jointly with, through (which includes by ownership of any shares or direct or indirect control) or on behalf of (whether as a partner, designer, contractor, consultant, agent or otherwise) any other person design, develop or manufacture any passenger cars and other automotive products other than itself and through the JVB.
Funding	The Parties shall agree on the obligations to and responsibility for funding of the operations of JVB.
Board of Directors	The Board of Directors of JVB shall consist of 3 directors, two of which are appointed by YM and one by Saab. Mr. Pang shall be one of YM's nominated directors and shall be appointed as chairman. Signatory rights shall be decided upon by majority vote at the board.
Third Party Consent	Saab to obtain the Reorganization Administrator's, NDO's and EIB's consent on the agreements and arrangements contemplated by this Framework Agreement.
Merger	The Parties shall agree on the form and terms for a merger of Saab and

JVB shall take place and on which terms once YM holds no less than 70% of the shares and voting power in Saab.

III. As to the Sale and Purchase of Saab Engineering and Saab Powertrain

Saab Powertrain Acquisition Saab to sell and JVB to acquire 100% shares held by Saab in Saab Powertrain with full title and free from any encumbrance, and excluding any undisclosed and/or unfairly disclosed indebtedness and liabilities (“Powertrain Shares”).

Saab Engineering (TDC) Purchase Saab to sell and JVB to acquire following assets and properties (to be more particularly specified in the Asset Transfer Agreement, owned by Saab with full title and free from any encumbrance (“Engineering Business Assets”):

-) Properties and business assets related to the Saab Engineering;
-) Business carried on by Saab Engineering;
-) Intellectual property rights relating to or used in connection with the businesses of Saab Engineering (except any IP belonging to GM); and

Other properties, assets, interest and benefit agreed between Saab and YM.

Upon completion of the sale and purchase of Engineering Business Assets, JVB to take the transfer of employees currently employed by the Saab Engineering and agreed by Saab and YM. Saab shall be responsible for settlement of all liabilities and obligations accrued until July 2012 in connection with employment by Saab of the employees working with Saab Engineering, including but not limited to the payment of the salary, bonus, pension.

Purchase Price The aggregate purchase price for the sale and purchase of Powertrain Shares and Engineering Business Assets shall be the fair market value as at the date of the transfer, it being acknowledged that the book value of Powertrain Shares and Engineering Business Assets as at the date hereof being those noted in the books of Saab.

Proceeds Proceeds generated from the sale hereunder shall be used solely for reorganization funding, restart of production.

Conditions Saab to obtain the Reorganization Administrator’s, NDO’s and EIB’s consents. YM’s due diligence on Powertrain Shares and Engineering Business Assets is completed to its reasonable satisfaction.

For the avoidance of doubt, JVB has the discretion to elect whether or not to sign the Share Transfer Agreement and Asset Transfer Agreement, and

not to provide the immediate funding and Convertible Loan if third party permissions from e.g. NDO and EIB have not been obtained or YM has reason to believe NDO and EIB permissions cannot be obtained.

Completion	Powertrain Shares and Engineering Business Assets to be transferred to JVB on December 22, 2011. Purchase price to be paid after PRC approval and other relevant approval(if applicable) are obtained.
Warranty	Customary warranty with respect to Powertrain Shares and Engineering Business Assets.
PartsCo Sale	The Parties shall agree on possible rights for YM with respect to a purchase of the shares in Saab Automobile Parts AB.

IV. Technology Services Agreement

Exclusive Service Provider	Saab shall engage JVB as its sole and exclusive engineering service provider.
Scope and funding	The parties shall agree on the scope and funding of the engineering services to be provided.
IPR	Foreground IPR created under the Technology Services Agreement shall be owned by the party who pays, for the avoidance of doubt, save as otherwise provided in this Framework Agreement and engineering service agreement, Saab will own the IPR of Phoenix platform which have been developed or are being developed as at 31 December 2011, and JVB shall own the foreground IPR of Phoenix platform resulting from the further development by JVB of the same. Saab shall receive a licence to such foreground IPR owned by JVB.

V. As to the China Joint Venture

JV Contracts	On the date hereof, YM and Saab shall enter into MJV joint venture contract in the form set forth in Schedule 4 hereto (“MJVC”) and DJV joint venture contract in the form set forth in Schedule 5 hereto (“DJVC”), and side letter in the form set forth in Schedule 6 hereto respectively.
Capitalization	YM 50%, Saab 50%
Dividend Distribution	YM 70%, and Saab 30%. After the merger of JVB and Saab, 50%/50%.
Location of MJV and DJV	To be determined by YM at its discretion.

YM Contribution	<p>Cash;</p> <p>Factory buildings;</p> <p>Land use right;</p> <p>Machinery and equipment.</p> <p>Against making contribution of the above elements, YM will be entitled to 50% of the equity interest in the MJV.</p>
Saab Contribution	<p>Ownership to those current 9-3 tools;</p> <p>Technology license and trademark license based on their respective value.</p> <p>Against making contribution of the above elements, Saab will be entitled to 50% of the equity interest in the MJV.</p>
Trademark and Technology License	<p>To be inserted in JV Agreement and the China JV trademark license contribution agreement.</p>
Solution of PD Issue	<p>The parties shall agree on possible actions to be taken with respect to Saab's current distribution agreement with PD.</p>

VI. As to the Distribution within the Territory of Asia Pacific

Exclusive Distributor	<p>Saab agrees to appoint YM as the general distributor of Saab-branded vehicles within the Territory of Asia Pacific (countries to be defined) to the extent not prohibited by the existing distribution agreements between Saab and distributors in such Territory.</p>
Pricing	<p>Supply terms offered by Saab to YM shall not be less favorable than the terms enjoyed by other dealers throughout the world.</p>

VII. As to the Saab Funding Commitments

SPV	<p>SPV extends to Saab a convertible loan ("Convertible Loan") from the SPV, which is convertible into Saab's shares upon occurrence of any Trigger Event (defined below).</p>
Principal	<p>The parties shall agree on the size and form of funding contribution by YM to Saab and JVB and the forms thereof, including license payment under TLA3, purchase price for Saab engineering and Powertrain Shares.</p>
Interest Rate	<p>10% annual rate. The parties shall agree on how and when this interest will be paid.</p>
Disbursement	<p>As required to pay the debt owing to suppliers according to the</p>

Schedule	composition agreement confirmed by the SPV and to fund working capital.
Maturity	The parties to agree on maturity.
Collateral	The Convertible Loan will be secured by a secondary pledge in shares held by SWAN in Saab. The Parties to agree on possible other security. Swan undertakes not to sell or offer to sell, or otherwise dispose of any shares in Saab to any person, nor to grant any encumbrance over such shares.
Seniority	The Convertible Loan is senior and shall rank in priority to all obligations of Saab and its subsidiaries other than NDO and GMAC floating charges. Saab shall not enter into any agreement inconsistent with or in breach of, this stipulation.
Use of Proceeds:	Saab shall apply the proceeds exclusively towards capital expenditure in connection with expansion of its manufacturing capacity, as well as for working capital, upon prior written consent of SPV, up to EUR 60 million can be used to redemption from GM the preference shares.
Conversion	<p>The Convertible Loan shall become convertible at any time upon or after the occurrence of a Triggering Event including:</p> <p>“SoP” and start of sale of the vehicle versions based on Phoenix Platform whereby Saab no longer has a need to rely upon technology licenses granted by GM.</p> <p>Upon the occurrence of a Triggering Event, SPV will be entitled to convert the amount of the Convertible Loan into such number of common shares representing fully diluted 70% of Saab’s issued and outstanding shares at the conversion subject to anti-dilution adjustment.</p>
Anti-Dilution Protection:	<p>Conversion of the loans shall be subject to customary anti-dilution adjustments for stock splits, stock dividends, recapitalization and other similar events involving Saab.</p> <p>Reclassification of any issued and outstanding equity securities of Saab, or any action that increases, decreases or alters in any way the existing issued equity securities of Saab, or the issue, sale, pledge, disposal or creation of equity securities of any class convertible or exchangeable into share capital of Saab shall require YM’s prior written consent.</p>
Board Composition	As of Closing YM shall be entitled to nominate one member of the Board of Directors of Saab with adequate information right and supervision right.
Supervision Committee	Following the Closing, Saab to establish a Supervision Committee composed of members nominated by YM with the authority to supervise (however, not making decisions on) the activities and matters of Saab that the Parties shall identify and agree upon.

In case of any deviation from or noncompliance with the requirement of Convertible Loan agreement in respect of the above activities, Saab must on YM demand cure such noncompliance within a time limit specified by YM, otherwise the loan becomes repayable immediately.

VIII. Loan to Saab

Loan	SPV extends to Saab a loan (“Loan”) in an amount of EUR 50 million.
Principal	EUR 50 million
Interest Rate	10% annual rate. The parties shall agree on how and when the interest shall be paid.
Disbursement Schedule	As required to pay the debt owing to suppliers according to the composition agreement confirmed by the SPV and to fund working capital.
Maturity	The parties to agree on maturity.
Collateral	The Parties to agree on collateral.
Seniority	The Loan is senior and shall rank in priority to all obligations of Saab and its subsidiaries other than NDO and GMAC floating charges. Saab shall not enter into any agreement inconsistent with or in breach of, this stipulation.
Use of Proceeds:	Saab shall apply the proceeds exclusively towards capital expenditure in connection with expansion of its manufacturing capacity, as well as for working capital.

IX. Other

Covenant regarding Reproduction	Saab to use best efforts to restart production at Trollhättan as soon as possible upon receiving the purchase price for Powertrain Shares and Engineering Business Assets and in any event, not later than April 1, 2012.
Pre-conditions	Pre-conditions to to the Closing are: No material adverse effect compared to the current situation of Saab, regulatory approvals, no acceleration of EIB loan, Saab stays in reorganization.
Approvals	Saab to procure consent of EIB, NDO and Swedish Government.
Regulatory Approvals	YM to procure MOFCOM, NDRC, SAFE and other requisite regulatory approvals.
Exclusivity	During the term of this Framework Agreement, Saab and SWAN

undertake not to initiate, be interested in or be involved in any discussion, negotiation or entry into of association or cooperation with any other parties with respect to the subject matters contemplated herein.

Confidentiality

Saab (on behalf of itself and all its shareholders and affiliates) and YM agree that, from and after the execution of this Framework Agreement, they shall (i) keep the Confidential Information confidential; (ii) not disclose the Confidential Information to any other person other than with the prior written consent of the other party; and (iii) not use the Confidential Information for any purpose other than in connection with the transactions contemplated by this Framework Agreement; provided, however, that each party may disclose the Confidential Information (a) to any director, officer or employee of, or professional adviser to, such party and, with respect to disclosures by YM, any person that, directly or indirectly, holds or controls any general partnership or limited partnership interest in YM on a reasonable need-to-know basis or (b) as required by law or any regulatory authority.

For purposes of the foregoing provision, “Confidential Information” means all information of a confidential nature disclosed (whether in writing, verbally or by any other means and whether directly or indirectly) by one party to any other party whether before or after the date of this Framework Agreement, including any information regarding the existence and terms of this Framework Agreement or the transactions contemplated by this Framework Agreement.

Law

This Framework Agreement shall be governed by and construed in accordance with the substantive laws of: (1) Chinese law with respect to China JV (as referred to in Section V of this Framework Agreement); (ii) Hong Kong law with respect to Asia Pacific distribution (as referred to in Section VI of this Framework Agreement); (iii) Swedish law with respect to JVB, Convertible Loan, Sale and Purchase Agreement, Assets Purchase Agreement; Technology Services Agreement, JVB Trademark License Agreement, JVB Technology License Agreement; and (iv) Hong Kong law with respect to the other parts of this Framework Agreement.

Arbitration

Any dispute, controversy or claim arising out of or in connection with this Framework Agreement, including any dispute as to its existence, interpretation, performance, breach, termination, interpretation or validity or the consequence of its nullity and any dispute relating to any non-contractual obligations arising out of or in connection with it (for the purpose of this paragraph, a **Dispute**), shall be referred to and finally and exclusively settled by arbitration in accordance with the Hong Kong International Arbitration Centre Administered Arbitration Rules (in force when the notice of arbitration is submitted in accordance with those rules) (the **Rules**) of the Hong Kong International Arbitration Centre

(“HKIAC”) then in force. The seat, or legal place of arbitration, shall be Hong Kong. Arbitration shall be conducted in the English language at the HKIAC by a single arbitrator. The appointing authority shall be the HKIAC. The award of such arbitrator shall be in writing and shall be final and binding upon the parties. The parties agree to waive any right of appeal against the arbitration award.

Validity

This Framework Agreement remains valid only as long as there is no order, decision or direction issued by a Swedish court to cease or discontinue the reorganization (Sw. företagsrekonstruktion) of Saab on its own accord or following an application by any person.

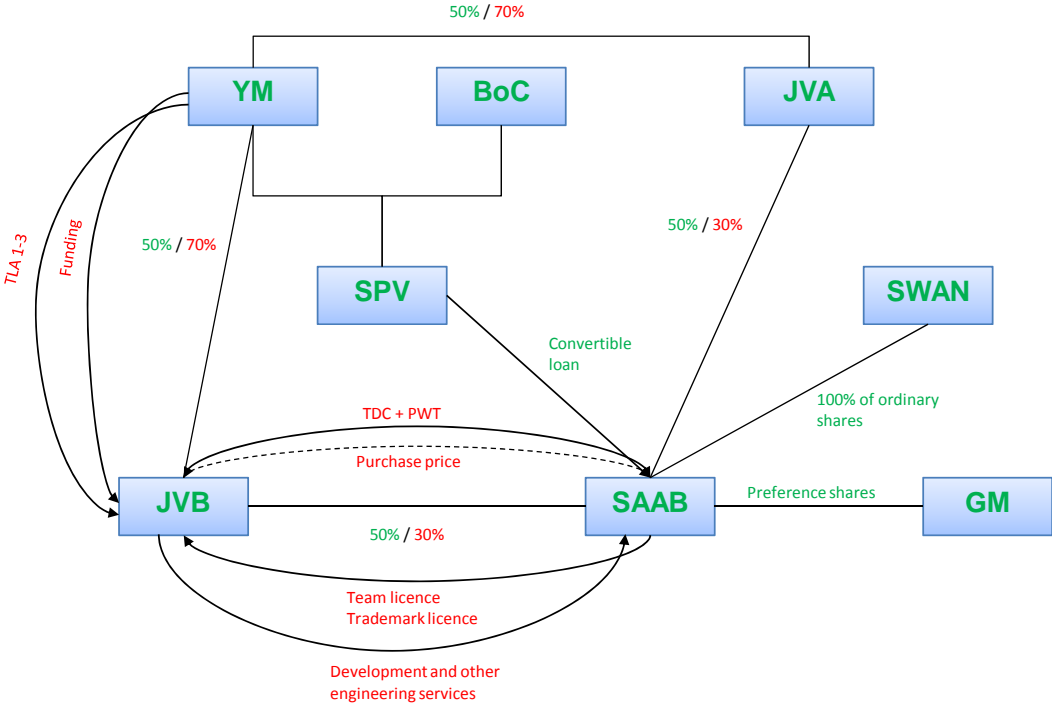
IN WITNESS whereof, the parties hereto have executed this Framework Agreement as of the day and year first written above.

Saab Automobile AB

Swedish Automobile N.V.

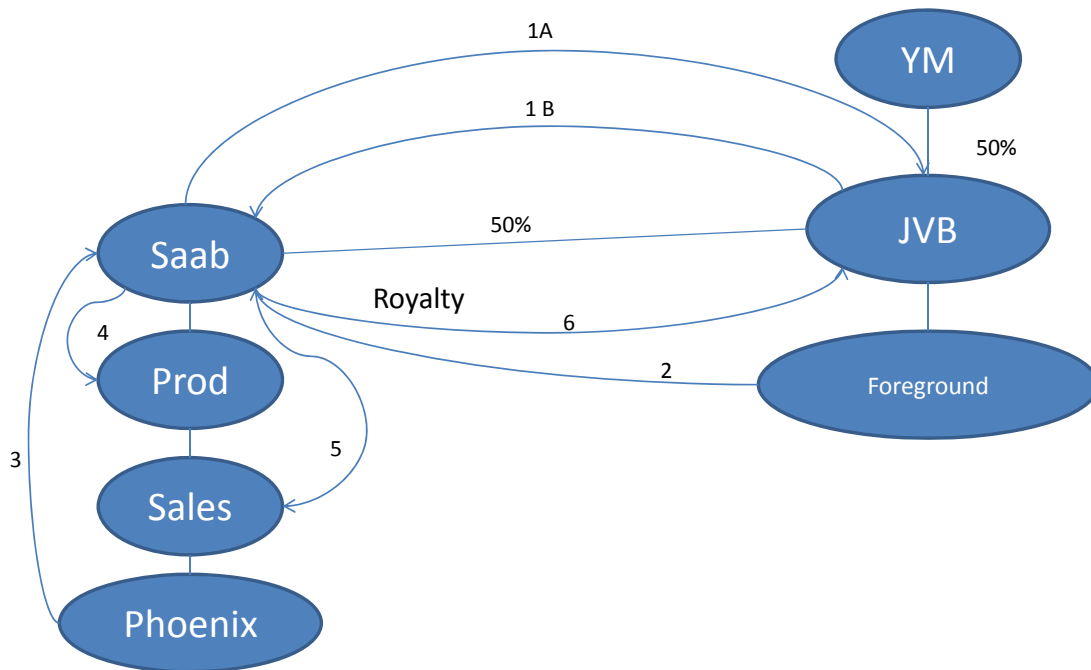
Zhejiang Youngman Lotus Automobile Co., Ltd.

Overall structure



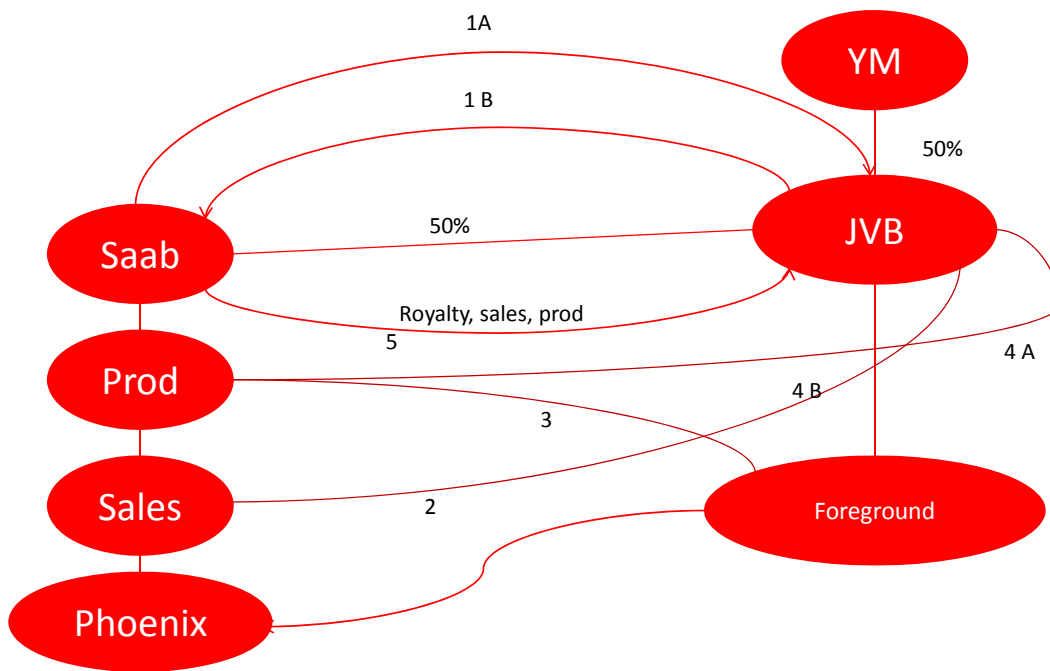
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Flows – Saab Vehicles



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Flows – JVB Vehicles



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