



## A Successful Launch and Operation of AMOS 2 Communications Satellite

**\$1.1 Billion Contract  
for Three Airborne  
Early Warning Aircraft  
Signed with India**

### Inside This Quarter's Edition:

- Airborne Early Warning Aircraft to India
- IAI's President & CEO's Message
- Interview with VP Marketing & Business Development
- Successful Operation of AMOS 2 Communications Satellite
- IAI's Participation in Recent Asian Air and Defense Shows



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# IAI and Indian Ministry of Defense Sign \$1.1 Billion Contract for Three Airborne Early Warning Aircraft



A silhouette of the AEW aircraft



Multi-purpose command & control ground station



Airborne operator stations (onboard the aircraft)

IAI and the Indian Ministry of Defense signed a \$1.1 billion contract in New Delhi, India, on March 5th, 2004, for the sale of three Airborne Early Warning (AEW) aircraft to the Indian Air Force.

The early warning electronic subsystems were designed and manufactured by IAI's Elta Systems Group and Subsidiary. They will be installed onboard three Russian IL-76 aircraft and will include radars, electronic intelligence systems and communications equipment. Aircraft missions will include tactical surveillance of airborne targets and gathering of Electronic Intelligence (ELINT) missions.

Elta has proven experience in the development of AEW systems, including the Chilean Air Force Condor aircraft, which has been operating in service since 1995.

Israel Livnat, IAI's Corporate VP and President of Elta Systems, said: "Signing this contract is full recognition of Elta's state-of-the-art technologies and Elta's position in developing electronic defense systems. The Indian Air Force will receive an excellent product, which will assist in safeguarding India. I congratulate all of the people who worked hard to achieve this contract signing, especially the three IAI and Elta employees shown below."



**Abraham Bahar**  
Director of IAI's Liaison office in India



**Jehezkel Grizim**  
General Manager Elta AEW Division



**David Troim**  
Deputy Director of Elta System's Sales Division





George Fernandes, Indian Minister of Defense (right), shakes hands with Moshe Keret, IAI's President & CEO (left), at the DEFEXPO 2004 Air Show that took place in New Delhi, February 2004.

## Message from Moshe Keret, IAI's President & CEO:

# "I am Confident that we are Ready to Meet the Challenge of the Future"

In general, the year 2003 was a difficult and mixed year for aerospace industries worldwide and for Israel Aircraft Industries as well. While the commercial aviation industry was going through a recession, the Gulf War provided a venue for the deployment of cutting-edge military technologies such as unmanned aerial vehicles, precision guidance munitions and satellites.

Israel was not involved in the war with Iraq, but the type of products and technologies that were put to use by America and its allies, corresponded with the direction of leading areas of business that IAI started to follow several years ago. These included the ability to conduct day and night warfare, real-time intelligence, command and control and the afore mentioned precision guidance munitions and UAVs.

In the past, IAI also focused on developing a sophisticated Airborne Early Warning system and this resulted in a contract to supply AEW systems to the Indian Air Force. The contract was achieved after very positive efforts in the political, marketing and engineering areas. This contract will strengthen the bond between IAI and the Indian Ministry of Defense and Indian industry.

In 2003 IAI intensified its involvement in cooperative projects with various customers. We expanded IAI's presence in new geographical regions, either via direct sales or through projects carried out with local industries in those regions. The combination of finding a local partner and transferring knowledge provides a springboard for further growth and development of IAI in existing and newer markets.

IAI will continue to invest extensively in research and development programs. Contracts for broad scope development projects have already been signed and several others are in the final stages

of completion. The R&D projects will have a marked effect on IAI's capability to produce products containing the latest aerospace technology. We have worked tirelessly during the past two years, to make IAI more efficient from within. Our customers will of course be the main beneficiary of this effort. The process of "Lean Thinking" that IAI has undergone, from the most senior executive down to the very last employee, has proved its worth. We set objectives to provide a better quality of work, to reduce costs and to shorten supply lead time and we have accomplished those objectives and will continue to even do better in the future.

In the years ahead, there will be numerous business opportunities for IAI. But only by anticipating customer requirements, together with proven performance, we will be able to reap the benefits of these opportunities.

We must remember that even if world economies and markets improve for the international aerospace companies, only those organizations with initiative, ingenuity and imagination will succeed. I am confident that IAI is such an organization and we are ready to meet the challenge of the future.

Moshe Keret, IAI's President & CEO (right), and Maj. Gen. (Ret.) Yosi Ben Hanan - Director of SIBAT, Israel MOD, at the Asian Aerospace 2004 exhibition





## Interview with Shimon Eckhaus, IAI's VP Marketing & Business Development:

# "IAI is in an Excellent Business Position for the Years Ahead"

### Do you feel IAI is well positioned for 2004?

Eckhaus: "I am optimistic about 2004 because of several reasons, primarily that our backlog continues to grow. We ended 2003 with a backlog of \$4.5 billion, which represents two full years of work. And now, after the first quarter of 2004, our backlog has reached an all-time record of \$5.6 billion."

### Besides backlog, what other factors will affect 2004 business?

Eckhaus: "I believe that with the upcoming elections in the United States, there will be an upswing in the U.S. economy, which will affect also numerous other economies throughout the world. We watched Turkey become more stable economically and politically and India continues to flourish.

Both these nations represent important existing and future examples of IAI customers.

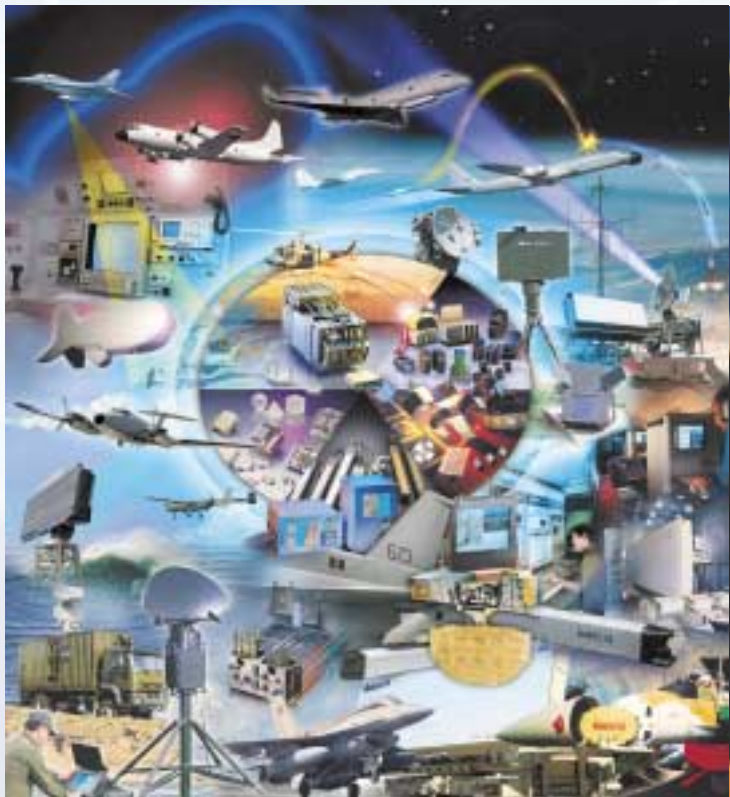
I also see an increase in budget allocations for countries who realize as a result of the war in Iraq that they are not well equipped with the systems and technologies that worked so well in the Gulf War. We see NATO nations prepare to equip themselves for Low Intensity Conflicts (LIC), which requires them to acquire systems that are compact, sophisticated, portable and versatile, most of which IAI is involved with."

### What else occurred in 2003 that will affect IAI business in the future?

Eckhaus: "A major change occurred in the last few years that I believe will be one of the major factors for future IAI growth. In the past,

80 percent of IAI's business was generated from only five or six countries. Our sales are now spread out over a larger number of countries. In the years to come we will be able to grow both in the existing markets and the new markets which we have penetrated in the last two years."

"Additional accomplishments in 2003 that will affect 2004 include: Elta Group's acquisition from NICE Systems Ltd., of their COMINT/DF capabilities; setting up a partnership to develop and convert Boeing 747-400 aircraft from passenger to freighter configuration; a cooperation agreement with Russian companies to refurbish MI type helicopters; and a joint venture project with the Indian company HAL to



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**“We are involved in the area of simulators, and when you combine these with our activity in approximately 100 countries worldwide, you realize this market has immense potential”**

tems, and we are in good position to meet their needs, because of both the economic and military situation. The Eastern Bloc countries may find it difficult to divert large budgets to procure new, extremely high-cost Western technology. These countries will prefer to upgrade existing platforms. IAI is already well positioned because of its experience in upgrading existing equipment, and its relationship and cooperation with a number of Russian companies. I believe the Eastern European market holds great potential for IAI.”

**What additional areas are on IAI’s agenda for 2004?**

Eckhaus: “We will continue to aggressively maintain our position as a world leader in converting passenger aircraft into freighter con-

**“I see an increase in budget allocations for countries who realize as a result of the war in Iraq that they are not well equipped with the systems and technologies that worked so well in the Gulf War. We see NATO nations prepare to equip themselves for Low Intensity Conflicts (LIC), which requires them to acquire systems that are compact, sophisticated, portable and versatile, most of which IAI is involved with”**

market their Advanced Light Helicopter (ALH) on a worldwide basis.”

**Will IAI maintain the joint projects trend over the next few years?**

Eckhaus: “Definitely. During recent years, Israel in general, and IAI in particular, have become more amenable to transferring knowledge and technology. Our increased flexibility in this area allows us to set up local industries in different countries, thereby furthering our position in individual countries.”

**What about Eastern European countries?**

Eckhaus: “Many Eastern European countries want to equip themselves with advanced sys-

figurations. We will also continue to expand our space activities, especially following the success of the AMOS 2 launch.

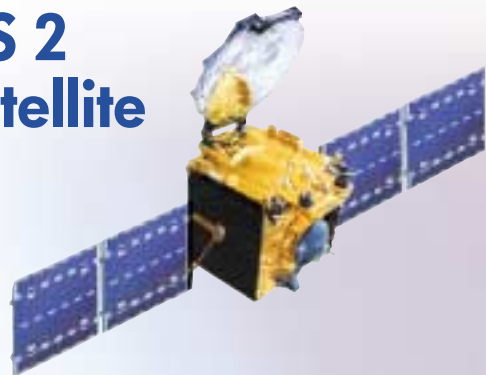
I think there will be good opportunities for our position in the training arena. Our EHUD advanced Autonomous Air Combat Maneuvering Instrumentation System (AACMI) is already operational in many countries. In addition, we have a training school for various qualifications. We are involved in the area of simulators, and when you combine these with our activity in approximately 100 countries worldwide, you realize this market has immense potential.”

# IAI's MBT Space Division Pleased with Successful Launch and Operation of AMOS 2 Communications Satellite

The AMOS 2 communications satellite, which was launched on December 28, 2003, had reached its designated orbital slot and all systems are functioning properly. The post-launch tests to check transmission output and quality for coverage in the Middle-East, Europe and the United States, have all been successful. Following completion of all tests, Spacecom Satellite Communications, the owner of AMOS 2, began providing communication services to its various customers. MBT Space Division, a Division within IAI's Missiles Systems & Space Group is the designer and manufacturer of the AMOS 2 satellite, and also responsible for operating the AMOS 2 throughout its 12-year mission life.

Joseph Weiss, General Manager of MBT Space Division, said: "We are very pleased with the positive operational test results for AMOS 2. This was a harder than usual launch for us, because of the last minute change in the launcher type and in the launching site. Originally the satellite was to be launched by the Ariane 5 launcher from French Guiana. Then, owing to a delay with the Ariane 5, we had to launch the AMOS 2 into orbit by the Soyuz launcher from Baikonur, Kazakhstan. A last minute change in the launching plan is not customary in the space industry. MBT Space's employees implemented, in a short time, a major organizational, technical and engineering effort to make it happen."

AMOS 2 is the sixth IAI-manufactured satellite that has been



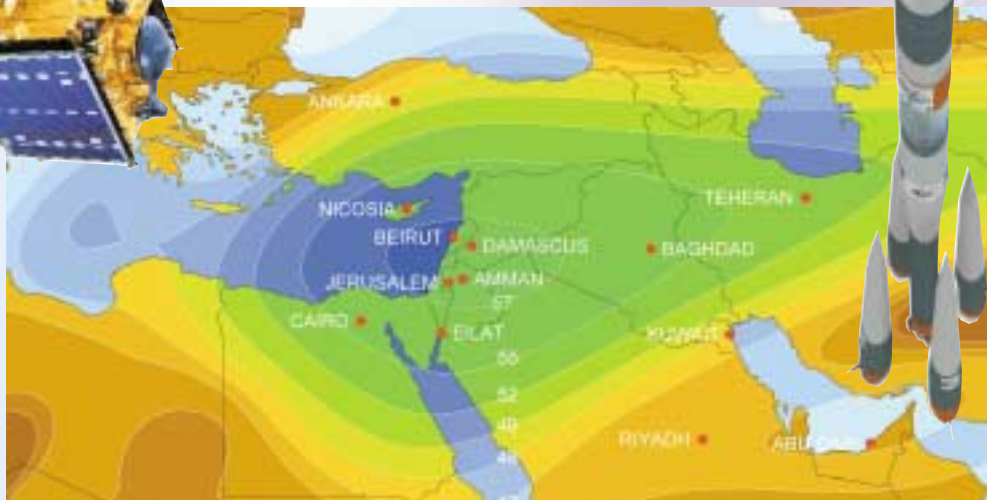
Joseph Weiss

launched and is operating in space successfully.

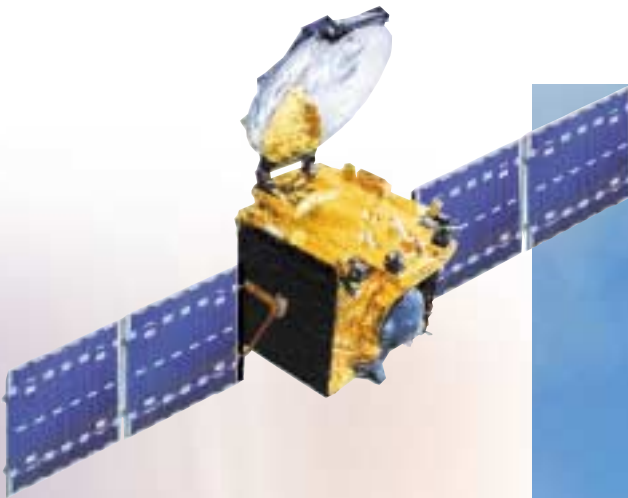
"AMOS 1, which was launched in May 1996 is working at more than full capacity," said Tsvi Kopelman, Director of Communications

Satellite Directorate at MBT Space. "We needed to launch AMOS 2 because of the ever increasing demands of the communications market."

Zion Sagiv, AMOS 2 Project Manager, said, "This launch was a new experience for us at MBT Space Division, since it was the first time that a communications satellite was sent into a geo-stationary orbit (GEO) with the Soyuz launch vehicle. The Soyuz has proved itself through hundreds of successful launches in the past, but what made this launch different was that it was a four stage launch in-







stead of a three stage launch. Everything worked as planned and we are very pleased with the Soyuz launch vehicle by Starssem, a company partly owned by Ariane and partly owned by Russian interests.”

Kopelman, in comparing AMOS 2 to larger communications satellites said, “Small satellite has several advantages. It can provide special applications, such as services for a new



Zion Sagiv

frequency for multimedia applications and transmissions received through small satellite dishes. We can also tailor the satellite to meet customer requirements, such as service area, type of coverage, transmission power and switching between areas, according to the customer’s exact specifications. This is what we did for Spacecom with the AMOS 2, when they requested adding another beam to cover the East Coast of the United States for their high speed Internet requirements. Another advantage of smaller satellites is that the lead up time for launching can be shorter, because of launching vehicle availability.”



Tsvi Kopelman

Another advantage of smaller satellites is that the lead up time for launching can be shorter, because of launching vehicle availability.”

Joseph Weiss summed up on the results of the successful AMOS 2 launch and looked ahead towards future programs. “The AMOS 2 satellite has strengthened IAI’s position for future space programs. We have already entered into negotiations with Spacecom for AMOS 3 communications satellite, and hope to sign a contract within this year. We anticipate that AMOS



3 will be launched towards the end of 2007, to replace the AMOS 1 satellite. In addition, the French company Alcatel and IAI recently agreed to further strengthen the cooperation between the two companies on the navigational Galileo satellite,” added Weiss.

“Current trends in the space-related world markets are showing a preference for smaller satellites,” concluded Weiss. “However, there are only a few small satellite options, and the success of the AMOS 2 satellite is very important in placing IAI firmly on the map as a designer and manufacturer of small, customized satellites for the international market.”

IAI’s MBT Space Division has developed a number of other product lines, including observation satellites with electro-optical systems and Synthetic Aperture Radars (SAR). Five of these types of satellites have already been launched in space.



## IAI and HAL Sign Agreements for the Supply of Avionics Package and Marketing of the "Dhruv" Advanced Light Helicopter

IAI and Hindustan Aeronautics Limited (HAL) have announced the signing of two agreements, involving HAL's designed and manufactured "Dhruv" Advanced Light Helicopter program, that will expand cooperation between the two companies.

Under the terms of the first agreement, IAI will develop and supply an advanced avionics package for the "Dhruv" helicopter, valued at tens of millions of dollars.

The second agreement between IAI and HAL establishes a joint venture company to lead the worldwide marketing and product support for the international version of the "Dhruv" helicopter. IAI expects a multi-year order from the Indian Armed Forces for hundreds of helicopters that will be equipped with an avionics package supplied by IAI.

IAI and HAL received very positive feedback

from potential customers for the "Dhruv" Helicopter when a demonstrator prototype was displayed at the 2003 Paris Air Show and at the Aero-India Exhibition held in Bangalore, India, last February.

The Advanced Light Helicopter demonstrator features IAI's integrated avionics package that was developed by IAI's Lahav Division. The system utilizes a comprehensive electronic warfare suite, day and night observation capability, a targeting system and a flexible armaments carrying system. IAI will supply a "Glass Cockpit" avionics package to HAL, especially designed to meet the requirements of both the Indian Armed Forces and other international customers.

Lahav's combat proven helicopter "Glass Cockpit" avionics package will enable the "Dhruv" to operate effectively and safely in modern battlefield conditions.

## Roll Out of E-2C Hawkeye Refurbished by IAI for the Mexican Navy

The "Roll Out" ceremony of the first refurbished E-2C Hawkeye Aircraft for the Mexican Navy took place on January 21st, 2004 at the facilities of IAI's Bedek Aviation Group.

The Aircraft is one of three former Israeli Air Force E-2C Aircraft that were sold to Mexico by the Israeli Government through SIBAT, the Foreign Defense Assistance and Defense Export Organization, of Israel's Ministry of Defense.

Bedek Aviation Group is performing the refurbishment and reconditioning of the three Aircraft, including their mission systems.

IAI's Bedek Aviation Group also conducts extensive training courses to the Mexican Navy Air Crews and Ground Crews aimed at qualifying and certifying them in the operation and maintenance of the E-2C aircraft upon their arrival to Mexico.

The ceremony was held in the presence of the Ambassador of Mexico to Israel, H.E Andres Valencia, the Mexican Navy Chief of Staff, Vice Admiral Alberto Castro Rosas, Maj. Gen. (Ret.) Yosi Ben Hanan, Director of SIBAT, Moshe Keret, President and CEO of Israel Aircraft Industries, and high ranking officials from Israel's Ministry of Defense, Israel Air Force and IAI.

Mexican Navy Chief of Staff, Vice Admiral Alberto Castro Rosas, explained that Mexico has a challenge to secure its shores and naval space, which are a target for terrorists. In order to impose full control, the Mexican Navy procured IAI-upgraded Hawkeye aircraft. "We accept, with great pleasure, the aircraft which will soon be operational and will assist us in our missions," said Vice Admiral Rosas.





## News Items from IAI's Elta Systems

### Israel's MOD Awards \$94 Million Contract to Elta Systems to Upgrade "Green Pine" Radar

Israel's Ministry of Defense (IMOD) awarded a \$94 million contract to Elta Systems, a Group and Subsidiary of IAI, to expand the operational capabilities of the "Green Pine" radar system that is part of the "Arrow" anti tactical ballistic missile system.

The upgrade will include increasing the radar's capabilities, providing better interoperability



with other air defense systems and extending the radar's life cycle.

The "Green Pine" radar, designated the EL/M-2080 by Elta, is a transportable, ground-based, multimode, solid-state, phased array radar. The radar is designed to autonomously detect and simultaneously track dozens of incoming tactical ballistic missiles from long ranges, under all weather conditions.

The "Green Pine" radar is operational in the Israel Air Force and supported Israel's readiness during the recent fighting in Iraq.



### Korean Airspace Research Institute Selects Elta's Super Instrumentation Radar System for its Test Range

The Korean Airspace Research Institute (KARI) has selected the Elta Systems' Super Instrumentation (radar) System (SIS) to monitor its test range activities.

The SIS radar will support space activities, weapon developments and testing, ammunition evaluations and aircraft systems trials.

Elta's SIS radar combines coherent, high precision, high performance instrumentation radar with a high accuracy to measure a variety of airborne targets. The system provides real-time precise measurement data on a targets location and trajectory.

## "Hunter UAV Achieves 3000 Flight Hours in Iraq", Announces Northrop Grumman

The Hunter Unmanned Aerial Vehicle (UAV) has achieved 3000 flight hours, in nearly 600 combat sorties, since its deployment to Iraq in January 2003. Hunter's missions are surveillance, reconnaissance, target acquisition and damage assessment. Hunter weighs approximately 700 kg (1600 lb), and is capable of flying 12 hours non-stop. Its wingspan is 8.9 meter (29 ft) and its maximum altitude is 18,000 ft.

In a November 25, 2003 press release, Northrop Grumman, the prime contractor for the program, announced that "Hunter's outstanding

performance in Operation Iraqi Freedom has helped us identify several potential new mission opportunities for the system, including border patrol and homeland security."

The Hunter UAV was designed and built by Israel Aircraft Industries' Malat Division. To date, seven Hunter UAV systems were delivered to the U.S Army, one system delivered to the French Air force and three systems to the Belgian Army. All Hunter UAVs are operating, including combat deployment, with full customer satisfaction.

# IAI Demonstrated the HERON/EAGLE UAV at Asian Aerospace 2004

Event was the first flight of a strategic UAV at Asian Exhibition

IAI's Malat Division demonstrated the Heron/Eagle Unmanned Aerial Vehicle (UAV) at the Asian Aerospace 2004 exhibition, that took place in Singapore, February 24-29, 2004.

The aerial demonstration of the Heron/Eagle UAV marked the first time a strategic UAV participated as an integral part of the air show at the exhibi-



tion. The Heron/Eagle UAV carried an electro-optical payload system and maritime patrol radar.

IAI demonstrated the Heron/Eagle at Asian Aerospace 2004 in cooperation with the European Aeronautic Defence and Space Company (EADS). This UAV system is based on a fusion of technologies and mature systems developed by both companies. It combines the extensive UAV design, manufacturing and integration experience of IAI's Malat Division with EADS proven capability in electronic intelligence systems.

The Heron/Eagle is a Medium-Altitude Long-Endurance (MALE) type

UAV that can operate at a distance of more than 1,000 km and at altitudes above 25,000 feet for more than 24 hours. With this type of performance, the Heron/Eagle can provide deep penetration, wide area and real time intelligence to all operational echelons. The Heron/Eagle system features automatic take-off and landing, integrated mission planning and leading edge sensor technology. The Heron/Eagle can simultaneously carry a wide range of payloads.

#### Specifications:

Max Range: 3,300 km. ■ Endurance: more than 30 hours. ■ Max Altitude: 32,000 ft (10 km).

#### Technical Data:

Max Take-off Weight: 1,150kg. ■ Max Payload Weight: 250kg. ■ Wing Span: 16.60m. ■ Over-



all Length: 8.94m. ■ Power plant Rotax 914 115 hp. ■ Speed: 84-112 ktas.

#### Additional characteristics:

- Ability to carry five different payloads at the same time.
- Provides long endurance flight enabling long-term missions of more than 24 hours at a medium altitude of 25,000 feet and higher.
- Automated air vehicle flight modes.
- The system is designed for integration with civil or military Air Traffic Control (ATC).

## IAI's Bedek Aviation Group Will Provide Maintenance Services to AirTran Airways

IAI's Bedek Aviation Group (Bedek) and AirTran Airways have entered into a multi-year, multi-million dollar contract under which Bedek will provide total maintenance services for landing gear and selected components on AirTran's fleet of B717 aircraft. Bedek has been a maintenance, repair, and overhaul supplier for AirTran since 1997. AirTran Airways, a leading low cost airline, currently operates a fleet of seventy-five (75) B-717s, which comprise one of the youngest and most modern commercial aviation fleets in the world.

IAI's Bedek Aviation Group is a leading supplier of aviation maintenance, repair, overhaul and conversion services on a variety of commercial and military aircraft, engines and components. Bedek provides cost-effective, total maintenance support packages through its Full Service Provider Programs.



# IAI's Systems Missiles & Space Group is Awarded Prestigious Israel "Quality in Industry" Citation

Citation presented by Deputy Prime Minister and Minister of Industry, Trade, Labor and Communications, Ehud Olmert

IAI's Systems Missiles & Space Group has been awarded a "Quality in Industry" citation by Ehud Olmert, Israel's Deputy Prime Minister and Minister of Industry, Trade, Labor and Communications.

The award was accepted by Itzhak Nissan, IAI's Corporate VP and General Manager of the Systems Missiles & Space Group, in a ceremony held at the Ministry of Trade and Industry in Jerusalem.

In presenting the citation, Minister Olmert said: "The reputation of Israel Aircraft Industries is respected throughout the world and the Systems Missiles & Space Group is a representative of the company's reputation."



At the ceremony (from left to right): Yacob Haham - Director of Quality Management at Systems Missiles and Space Group, Itzhak Nissan - IAI's Corp. VP & GM Systems Missiles and Space Group, Ehud Olmert - Deputy PM & Minister of Industry, Trade & Labor and Communications, and Michael Ratzon - Deputy Minister of Industry and Trade.

**Minister Olmert: "The reputation of Israel Aircraft Industries is respected throughout the world and the Systems Missiles & Space Group is a representative of the company's reputation"**

In accepting the award, Itzhak Nissan said: "I am very proud to accept this citation and certificate of recognition for 'Quality in Industry', which recognizes our quality standards, on behalf of all the employees in our Group."

"We dedicate a lot of attention to quality and consistent improvement in development and production processes, to meet our goals for

high-quality products." The panel of judges that se-

lected the Systems Missiles & Space Group for this award cited the philosophy

**Itzhak Nissan: "We dedicate a lot of attention to quality and consistent improvement in development and production processes, to meet our goals for high-quality products"**

within the Group that strives for quality in all phases of development and produc-

tion. They also cited the structured methods that measure customer satisfaction with the Group's products. The judges also cited the Group's extensive use of the Kaizen process that generates organizational changes that support improvements in quality and other issues involved in development and production. The Kaizen proc-

ess is being implemented in all of IAI's Groups and Divisions.

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