

SAFRAN IN 2011

KEY MISSIONS, KEY TECHNOLOGIES



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 **SAFRAN**
AEROSPACE · DEFENCE · SECURITY

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Safran is a leading international high-technology group and a Tier-1 supplier of systems and equipment for aerospace, defense and security. Operating worldwide, the Safran group has more than 54,000 employees and generated sales of 10.8 billion euros in 2010. Through its global presence Safran not only enhances its competitiveness, but also builds industrial and commercial relations with the world's leading prime contractors and operators, while providing fast local service to customers around the world. Working alone or in partnership, Safran holds world or European leadership positions in its core markets.

AEROSPACE PROPULSION



AIRCRAFT EQUIPMENT



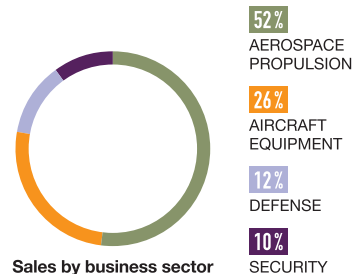
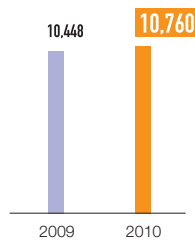
DEFENSE SECURITY



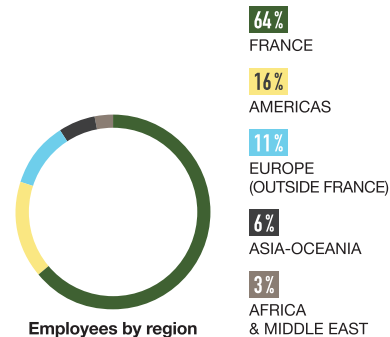
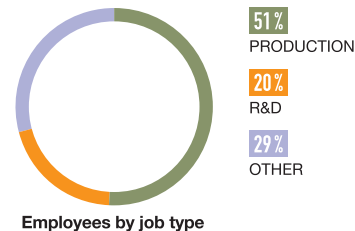
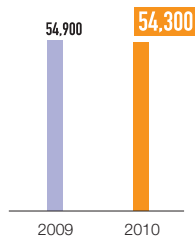
2010 FINANCIAL AND OPERATING HIGHLIGHTS

SALES

in €M



EMPLOYEES



STANDING OUT THROUGH INNOVATION

Safran filed nearly 600 patent applications in 2010 alone. Whether designing quieter and cleaner aircraft engines, or developing the secure identification systems of tomorrow, the Group invests heavily in innovation; 11% of its revenue and 20% of its workforce are dedicated to Research and Development.

SAFRAN'S CORE BUSINESS AREA – HIGH-TECH

In order to maintain its competitive advantage, and to focus on the future while meeting the environmental and social challenges of the 21st century, Safran has adopted a strategy of constant innovation. With footholds in diverse markets, the Group ensures its role as a key business leader. Safran identifies, initiates and promotes major developments in air transport: composite materials for propulsion systems and equipment, noise reduction, inertial navigation, lower fuel consumption and more widespread use of electrically-driven systems, with the “more electric” aircraft. The Group puts its skill with key security and biometric technologies to work, protecting individual identity and privacy, while also respecting political and social rights.

FINGER ON THE FLY
RECEIVED SAFRAN'S GRAND
PRIZE FOR INNOVATION
IN 2010

SYNERGY AT WORK

Safran's research model is designed specifically to build strong synergy between diverse business areas. Networks of experts within the Group work to bring diverse technological sectors together, facilitating collaboration between aerospace, defense and security. This cross-organizational approach between teams also applies more broadly. It is at work in Safran's relationships with academic researchers, particularly through close collaboration with top laboratories. Safran's teams include 450 doctoral scientists and 150 doctoral students, making the Group an active participant in major domestic and international research programs, both in Europe and North America.



A STRONG AND INTEGRATED GROUP

The performance of an advanced technology Group such as Safran depends primarily on the creativity and skills of its teams which are constantly developed and sustained.

A DISTINCT CORPORATE IDENTITY

Safran's strategy in the field of human resources is shaped by the growth of its international customer base and facilities, and also by the constant development of its employees' skills. The mobility charter facilitates and supports international career opportunities and boosts professional development through mobility among companies and businesses. The acquisition of new skills is vital in businesses characterized by continuous technological advances. To attain this objective, we need to communicate processes, network more effectively and share best practices. Safran University, which offers training to all Group employees, is an effective way of promoting the Safran corporate identity.

ENCOURAGING DIVERSITY

The Group identity is also the result of our shared belief in a set of common values, for instance, team unity as a driving force, the recognition of our female and male employees and corporate social responsibility. These values are seen in numerous initiatives that promote diversity, such as equal opportunity for the disabled, gender equality and the integration of disadvantaged persons. As signatory to the diversity charter, Safran has also committed itself to improving senior employment by signing a Group agreement.

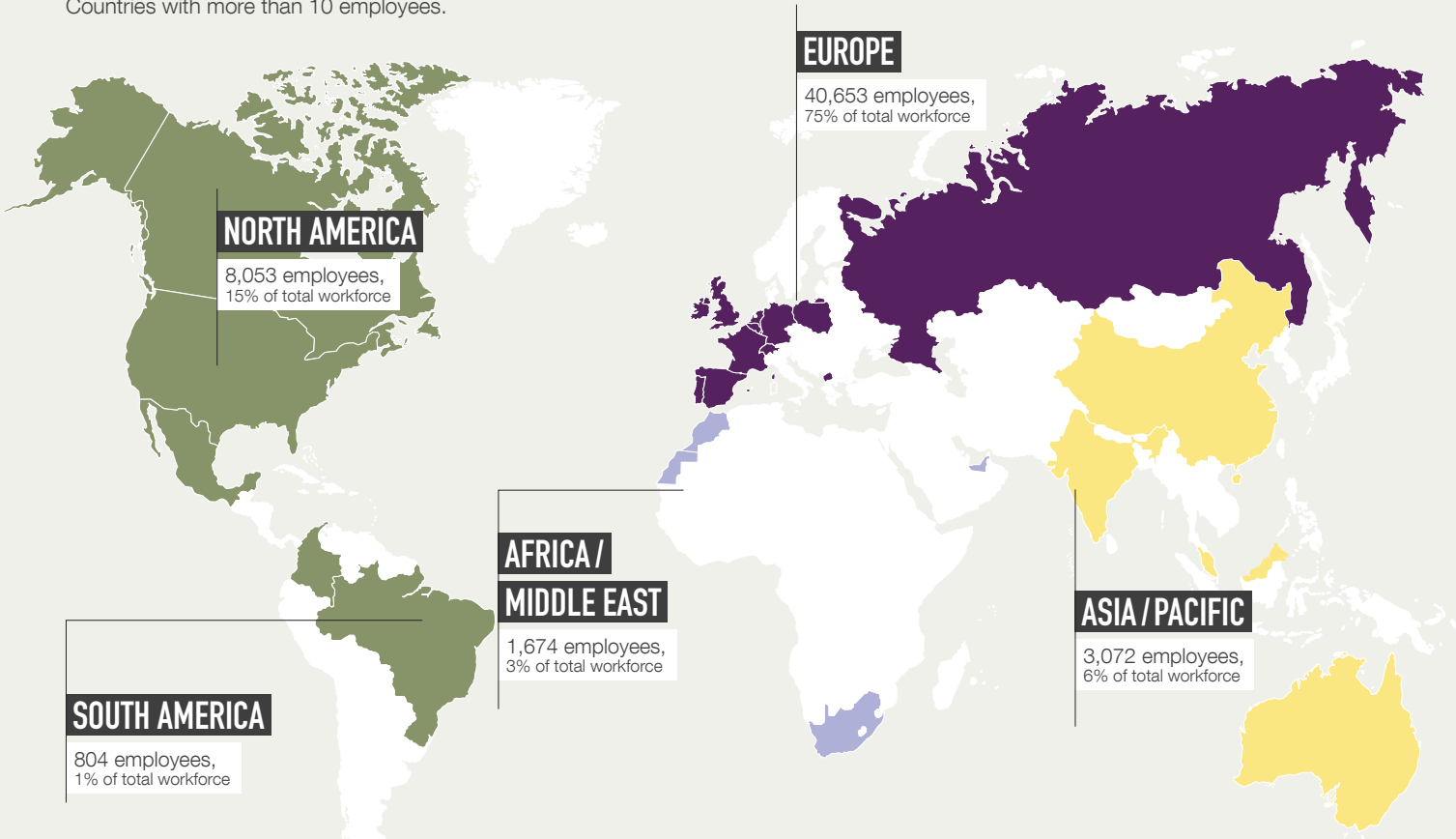


WORKING ON WIRING
IN CHIHUAHUA
(MEXICO)

FRENCH ROOTS, GLOBAL FOOTPRINT

Safran has continually expanded to keep pace with the development of global business over the years, and now operates in more than 50 countries around the world.

Countries with more than 10 employees.



AEROSPACE PROPULSION

Safran's Aerospace Propulsion business covers the entire life cycle of propulsion systems for airplanes, helicopters, missiles and launch vehicles, in both civil and military markets: design, production, sales, testing and support. The Group's companies provide both original equipment and services for the world's leading air and space programs.

The CFM56 engine is the product of an equal joint venture with GE, which kicked off in the 1970s and has now been extended to 2040. With over 20,000 CFM56 engines delivered to date, it's the best-selling engine in the history of aviation. A CFM56-powered aircraft (Boeing 737, Airbus A320 and more) takes off somewhere in the world every 2.5 seconds.

€5,604 MILLION

SALES

MARKET POSITIONS

COMMERCIAL AIRCRAFT ENGINES

No. 1 worldwide (mainline commercial jets with over 100 seats, in partnership with GE)

MILITARY AIRCRAFT ENGINES

No. 4 worldwide

HELICOPTER TURBINE ENGINES

No. 1 worldwide

SPACE ENGINES

No. 2 worldwide in liquid propulsion

No. 2 worldwide for solid propulsion

CFM56 ENGINE



AIRCRAFT EQUIPMENT

Safran's Aircraft Equipment business covers the entire life cycle for major systems and equipment on civil and military airplanes and helicopters: design, production, sales, testing and support. The Group's companies provide both original equipment and services for today's leading aircraft.

In the near future, whether airlines choose the Boeing 787 or the Airbus A350 XWB, they will be touching down on Safran landing gear.

€2,834 MILLION

SALES

MARKET POSITIONS

LANDING GEAR
No. 1 worldwide

WHEELS AND CARBON BRAKES
No. 1 worldwide (mainline commercial jets with over 100 seats)

AIRCRAFT ENGINE NACELLES
Top two worldwide

AIRBORNE POWER ELECTRONICS
A world leader

AIRCRAFT WIRING
A world leader

LANDING SYSTEM ON THE
BOEING 787



DEFENSE

SECURITY

Safran's Defense business spans optronics, avionics, navigation, electronics and safety-critical software for both civil and military applications. In particular, we offer advanced solutions for the digital battlefield, including the FELIN soldier modernization system, tactical unmanned aerial vehicle (UAV) systems and more.

Safran's Security business covers identification and detection solutions, as well as electronic documents. We have developed broad expertise in the key enabling technologies for security systems, including biometrics, shape recognition, secure data processing, smart cards, cryptography, printing of secure documents, tomography, mass spectrometry, etc. Our solutions help ensure the safety and security of people, goods, data, transportation and countries.

DEFENSE

€1,240 MILLION

SALES

SECURITY

€1,041 MILLION

SALES

MARKET POSITIONS

DEFENSE

HELICOPTER FLIGHT
CONTROLS
No. 1 worldwide

INERTIAL NAVIGATION
No. 3 worldwide
No. 1 in Europe

OPTRONIC SYSTEMS
No. 1 in Europe

TACTICAL UAVS
No. 1 in Europe

SECURITY

BIOMETRIC ID DOCUMENTS
No. 1 worldwide

AUTOMATED FINGERPRINT
RECOGNITION SYSTEMS
(AFIS)
No. 1 worldwide

COMPUTED TOMOGRAPHY
EXPLOSIVE DETECTION
SYSTEMS
No. 1 worldwide

ASSEMBLY OF UAV
AT SAGEM



AEROSPACE PROPULSION

SNECMA

Jet engines for commercial and military aircraft, maintenance, repair and overhaul (MRO) services, liquid and electric rocket propulsion systems and equipment for launchers, satellites and orbital vehicles.

TURBOMECA

Turbine engines for civil and military helicopters, jet engines for missiles, target drones and unmanned aerial vehicles (UAV), maintenance, repair and overhaul (MRO) services.

SNECMA PROPULSION SOLIDE

Solid rocket motors for missiles and launchers, thermostructural composite materials for aerospace and industrial applications.

SME*

Propellant grains, energetic equipment, half-finished products for high-performance composite materials for defense, aeronautics, space and automotive industries. Energetic raw materials for solid and liquid propulsion.

TECHSPACE AERO

Major components for aircraft engines. Equipment for aircraft and spacecraft. Test cells and equipment for engine testing.

AIRCRAFT EQUIPMENT

AIRCELLE

Complete nacelle systems for aircraft engines, associated support services, composite materials for aerostructures.

MESSIER-BUGATTI-DOWTY

Aircraft landing and braking systems. Capabilities encompass the life cycle of the products, ranging from design and manufacture to in-service support, repair and overhaul.

HISPANO-SUIZA

Power transmissions for commercial and military airplane and helicopter engines, electronic power controllers and electrical systems.

LABINAL

Electrical wiring for commercial and military aircraft, engineering services for the aerospace, defense, automobile and rail industries.

DEFENSE SECURITY

SAGEM**

Solutions and services for air, land and defense systems, including optronics, avionics and navigation. Electronics and safety-critical software for aerospace and defense applications.

MORPHO

Multibiometric identification solutions (fingerprint, iris and facial recognition), identity management solutions, smart cards, secure transactions, explosives and narcotics detection solutions.

* Company acquired by Safran April 5, 2011.

** Sagem is the commercial name of the company Sagem Défense Sécurité.

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