Investor roadshows

May 2016
Leading market positions

### Aerospace
- **#1 worldwide**
  - Turbofans for single aisle commercial aircraft\(^1\)
  - Helicopter turbines
  - Landing gear, wheels and carbon brakes\(^2\)
  - Aircraft electrical interconnection system
  - Power transmission
  - Space launchers\(^3\)
- **#2 worldwide**
  - Engine nacelles
- **#4 worldwide**
  - Military engines

### Defence
- **#1 Europe**
  - Optronic systems
  - Inertial navigation systems
- **#1 worldwide**
  - Flight control systems for helicopters
  - Engine control systems\(^4\)

### Security
- **#1 worldwide**
  - Biometric ID solutions
  - Automated multi-biometric ID systems
  - CTX (tomographic explosive detection) systems for checked baggage
- **#4 worldwide**
  - Smart cards

~80% of revenue coming from civil activities

(1) Through CFM International (50-50 JV with GE)
(2) Aircraft >100 passengers
(3) Through Airbus Safran Launchers (JV with Airbus)
(4) For civil aircraft, in partnership with BAE systems
/ 5 key themes /

Financial highlights and 2016 outlook

Strategy update

Tomorrow’s key challenge: the CFM56 – LEAP transition

CFM aftermarket: in the sweet spot

2020 financial ambition
FY 2015 financial highlights

Growing adjusted revenue, including positive $ impact, mainly driven by Aerospace services and Security

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€M)</td>
<td>15,355</td>
<td>17,414</td>
</tr>
<tr>
<td>+13.4%</td>
<td></td>
<td></td>
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</tbody>
</table>

Adjusted recurring operating income at 14.0% of revenue

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€M)</td>
<td>2,089</td>
<td>2,432</td>
</tr>
<tr>
<td>+16.4%</td>
<td></td>
<td></td>
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</tbody>
</table>

Adjusted net profit (group share) at €3.55 per share

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€M)</td>
<td>1,248</td>
<td>1,482</td>
</tr>
<tr>
<td>+18.8%</td>
<td></td>
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</tbody>
</table>

Proposed 2015 dividend up 15.0%

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€)</td>
<td>1.20</td>
<td>1.38</td>
</tr>
<tr>
<td>+15.0%</td>
<td></td>
<td></td>
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</tbody>
</table>

FCF representing 40% of adjusted recurring operating income

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€M)</td>
<td>740</td>
<td>974</td>
</tr>
<tr>
<td>+31.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Low net debt level (12.7% gearing)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(€M)</td>
<td>(1,503)</td>
<td>(748)</td>
</tr>
</tbody>
</table>
Organic growth: +3.9%
- Driven by momentum in Aerospace services (notably civil aftermarket up 18.9% in $) and in Security (+11%)

Currency impact: +9.1%
- Significant positive translation effect of USD. Positive translation impact from GBP
- Positive effect of improved $ hedged rate

External growth: +0.4%
- Eaton, Dictao…
FY 2015 recurring operating income

Main profitability drivers

- Strong growth of Aerospace services, notably civil aftermarket
- Contribution of CFM56 OE
- Organic growth in Identification and business solutions activities in Security
- Increased performance of corporate holding
- Positive currency effect, notably from USD

<table>
<thead>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Variation excluding currency impact and changes in scope</td>
<td>2,089</td>
<td>2,372</td>
<td>64</td>
<td>2,436</td>
<td>(4)</td>
<td>2,432</td>
</tr>
<tr>
<td>RoS</td>
<td>13.6%</td>
<td>+13.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+13.5% organic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### FY 2015 revenue by activity

<table>
<thead>
<tr>
<th>(In €M)</th>
<th>FY 2015</th>
<th>Propulsion</th>
<th>Equipment</th>
<th>Defence</th>
<th>Security</th>
<th>Holding &amp; others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>17,414</td>
<td>9,319</td>
<td>4,943</td>
<td>1,266</td>
<td>1,878</td>
<td>8</td>
</tr>
<tr>
<td>Year-over-year growth in %</td>
<td>13.4%</td>
<td>14.3%</td>
<td>11.2%</td>
<td>3.7%</td>
<td>22.7%</td>
<td>na</td>
</tr>
<tr>
<td>Recurring operating income</td>
<td>2,432</td>
<td>1,833</td>
<td>466</td>
<td>64</td>
<td>151</td>
<td>(82)</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>14.0%</td>
<td>19.7%</td>
<td>9.4%</td>
<td>5.1%</td>
<td>8.0%</td>
<td>na</td>
</tr>
</tbody>
</table>

- Record level of recurring operating income driven by Aerospace, Security
- Strong improvement in performance of Holding by €93M
  - Cost reduction
  - Higher level of shared services provided on behalf of, and invoiced to, subsidiaries explaining their profit evolution
Q1 2016 revenue by activity

<table>
<thead>
<tr>
<th>Adjusted revenue (in €M)</th>
<th>Q1 2015</th>
<th>Q1 2016</th>
<th>Change reported</th>
<th>Change organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace Propulsion</td>
<td>2,070</td>
<td>2,301</td>
<td>11.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Aircraft Equipment</td>
<td>1,172</td>
<td>1,219</td>
<td>4.0%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Defence</td>
<td>278</td>
<td>269</td>
<td>(3.2)%</td>
<td>(3.6)%</td>
</tr>
<tr>
<td>Security</td>
<td>414</td>
<td>449</td>
<td>8.5%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>2</td>
<td>Na</td>
<td>Na</td>
</tr>
<tr>
<td>Total revenue</td>
<td>3,935</td>
<td>4,240</td>
<td>7.8%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Main growth drivers

- Civil engines OE, notably CFM56 volumes (+10% vs Q1’15)
- Military engines OE thanks to higher volumes of M88 and TP400 engines
- Continued momentum in Aerospace services:
  - Propulsion: services up 8.2% (in €), driven by civil aftermarket (up 8.6% in USD) and increased military engines aftermarket (up mid-teens)
  - Equipment: services up 17.2% (in €) supported by continuing momentum in carbon brakes and landing gear as well as increased contribution of nacelles
- Ramp up of A350 and 787 programs (landing gear, wiring)
- Defence: higher sales of sighting systems, infrared goggles and guiding systems
- Security: all activities contributing to broad-based growth

Offsetting impacts

- Lower helicopter turbines sales due to a decline in OE volumes and softer spares and support revenue, principally at customers in the Oil & Gas sector
- Lower production rate of A330 (thrust reversers, landing gear)
- Defence: ending contribution of the FELIN program, lower volumes of inertial navigation systems
2016 targets – outlook confirmed

- Adjusted revenue expected to increase by a percentage in low single digits at an estimated average rate of USD 1.11 to the Euro

- Adjusted recurring operating income likely to increase by around 5% and a further increase in margin rate at a hedge rate of USD 1.24 to the Euro. The hedging policy largely isolates adjusted recurring operating income from current EUR/USD variations except for the part generated in USD by activities located in the US, subject to the translation effect when converted into Euro.

- Free cash flow expected to represent more than 40% of the adjusted recurring operating income, an element of uncertainty being the rhythm of payments by state-clients.

Safran’s 2016 outlook is applicable to the Group’s structure as of December 31, 2015, including Morpho Detection, the sale of which is expected early in 2017. In addition, it does not take into account the impact in 2016 of the finalisation of the regrouping of its space launcher activities with those of Airbus Group in their joint venture, Airbus Safran Launchers (ASL). Guidance will be revised as necessary upon finalisation of Phase 2 of the operation. Safran expects the contribution of its space launchers activities to ASL to be accretive to adjusted recurring operating margin.
/ 5 key themes /

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CFM aftermarket: in the sweet spot

2020 financial ambition
MARKET DRIVING FORCES FOR SAFRAN

1. The civil aerospace market offers attractive resilient growth perspectives, outperforming world GDP growth

2. Aircraft manufacturers are implementing stepwise product improvement strategies before the next generation aircraft (2030+): incremental innovation is mandatory in parallel with the preparation of disruptive innovation

3. More electrical power on-board: a great opportunity to optimize propulsive vs. non propulsive energy, a game changer

4. The momentum in defence markets and the complexity of modern threats create needs for equipments in high-tech niches, serving dual use applications (IR sensors, precision navigation systems, critical electronics, UAV)

5. The digital revolution is about new business opportunities (e.g. digital identity), new ways of doing business (e.g. smart MRO), better efficiency (e.g. big data to improve industrial process control)… but potentially new types of players.

6. Our markets (commercial and governmental) are affected by the global economic environment with resulting heavy pressure on cost and new economic models (public-private partnerships, amortization of investments in recurring revenues)
STRATEGY WRAP UP

- The future of Safran is the aerospace and defence markets
- The security market has its own characteristics and is becoming more and more digital
- For the next 25 years, the CFM partnership with GE will remain the core of our strategy in propulsion
- Outside the scope of this Joint Venture (business jets, regional, military, helicopters, …) Safran will remain open to any value-creating cooperation
- In the aerospace equipment segment, our landing systems and electrical businesses are self sustaining and should work to maintain their position of world leader
- Our nacelle business will take advantage of the recent wins (A320neo, A330neo) which will represent 50% of its activity in 2020
Opportunities which will reinforce our footprint in aerospace equipment, with a DNA (High Tech / Tier 1 / recurrent services aftermarket) close to ours will be looked at, with appropriate financial discipline

Our defence business is a niche business and we are happy with it

In security, we have decided to put our detection activity up for sale

The strategic options for identity and security business are under review and we do not rule out any option
Q1 2016 - Disposal of Morpho Detection

- Signing of an agreement to sell Morpho Detection LLC and other detection related activities to Smiths Group for enterprise value of $710 million USD

- The transaction will generate a capital gain before tax at current €/$ exchange rate

- The transaction is subject to regulatory approvals and customary closing conditions, and is expected to be completed in the first quarter of 2017

Executing on strategy
/ 5 key themes /

Financial highlights and 2016 outlook

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2020 financial ambition
Excellent progress of LEAP

LEAP development proceeding according to plan

- **LEAP-1A**: Engine certified on November 20, 2015 by both the FAA and EASA. Delivery of the first series-production LEAP propulsion systems (including the LEAP-1A and the nacelle) in early April for A320neo, in accordance with the schedule established five years ago. Flawless flight test program on A320neo and A321neo to date. 800 hours logged in 300 flights since May 19, 2015. Zero engine issues - all operating conditions. Engine is on specifications. Commercial deliveries starting summer 2016

- **LEAP-1B**: Engine certified on May 4, 2016 by both the FAA and EASA. Flawless first flight on 737 MAX on January 29, 2016. Start of one-year flight test certification program. >100 flights, >310 hours of flights – Three 737MAX in flight. Engine is on specifications. EIS in 2017

Preparing for EIS and production ramp-up

- First commercial deliveries of LEAP in summer 2016
- LEAP supply chain mostly based on CFM56 supply chain
- Building new and enhanced facilities, including:
  - Ongoing: 3 new assembly lines dedicated to LEAP in Villaroche, France
  - Announced: 3rd production plant of 3D woven carbon composites for fan blades in Querétaro, Mexico, to meet rising production rates and to enhance LEAP supply chain
LEAP – BEST IN CLASS

- Fuel efficiency: 15% better vs. CFM56
- NOx: 50% lower vs. CAEP 6
- Noise: New regulation compliant (chapter 14)
- Reliability: 99.98% Departure reliability
- Maint. cost: Same as CFM56 … best in industry

Technology
- Materials
  - New Composites
  - New Alloys
- Experience
- Execution

Full Technology Pipeline

Performance & reliability

Potential for Improvement
LEAP – MARKET SHARE

As of March 31, 2016

CFM LEAP
- A320neo: 1,576 a/c (55% m.s.)
- 737 MAX: 3,145 a/c
- C919: 517 a/c
- Total: 5,238 a/c

PW1000G Series
- A320neo: 1,264 a/c (45% m.s.)
- C Series: 403 a/c
- MC-21: 176 a/c
- Total: 1,843 a/c

CFM LEAP
- Total: 5,238 AC (74%)

PW1000G
- Total: 1,843 AC (26%)
## LEAP – RIGHT ON TRACK

<table>
<thead>
<tr>
<th>Year</th>
<th>LEAP-1A Airbus A320neo</th>
<th>LEAP-1B Boeing 737 MAX</th>
<th>LEAP-1C Comac C919</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Design freeze</td>
<td>Design freeze</td>
<td>Design freeze</td>
</tr>
<tr>
<td>2013</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; engine to test</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; engine to test</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; engine to test</td>
</tr>
<tr>
<td>2014</td>
<td>FTB</td>
<td>FTB</td>
<td>FTB</td>
</tr>
<tr>
<td>2015</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; flight</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; flight</td>
<td>Roll out</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>1&lt;sup&gt;st&lt;/sup&gt; flight</td>
</tr>
<tr>
<td>2017</td>
<td>EIS</td>
<td>EIS</td>
<td>EIS</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Engine development schedule unchanged for 5 years!**
LEAP – RAMP UP

- CFM56 production record level in 2016
- LEAP production will reach a 30% higher rate
- Everything in place to manage a smooth transition and ramp-up
- Large volumes and steep ramp-up are an opportunity to get costs down faster

**Full transition in 4 years**
LEAP – RAMP UP

➔ 100% of suppliers are well known vendors and aero suppliers – 80% are common with CFM56

➔ Redundancy and/or buffer stock for 100% of parts

➔ 85% of parts are double sourced

➔ Suppliers Selection - based on three main criteria: Supply Chain performance, Growth capacity (including financial criteria) and economic performance

➔ Leveraging Safran, GE and worldwide suppliers footprint

➔ Developing brand new plants for new technologies, Lean Manufacturing built in

Strong plan and actions in place to manage ramp-up
/ 5 key themes /

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CFM aftermarket: in the sweet spot

2020 financial ambition
CFM fleet in service to grow by 4%+ annually over the next decade

- 25,000 CFM56 engines in operation today
- More than 27,000 CFM56 engines will be in operation in 2018

New generation LEAP engines will relay CFM56

- LEAP brings additional fleet growth potential

By 2025, 11,000+ engines expected to be added to the fleet in service

CFM Fleet in service

- 25,000 CFM56 engines in operation today
- More than 27,000 CFM56 engines will be in operation in 2018

New generation LEAP engines will relay CFM56

- LEAP brings additional fleet growth potential

By 2025, 11,000+ engines expected to be added to the fleet in service
MAINTENANCE ACTIVITY ON CFM56 GEN 2 STILL GROWING

- **As of 2015**
  - 19,000 + Gen 2 in service
  - 60% of CFM56 Gen 2 in service have never had a shop visit

- **As of 2020**
  - 22,000 + Gen 2 in service

- **As of 2025**
  - 18,500 + Gen 2 in service
  - The proportion is still close to 25%

- **2015**: more than 60% of CFM56 Gen 2 in service have never had a shop visit
- **2025**: the proportion is still close to 25%
CFM56: strong prospects until 2025 and beyond

CFM56 active installed fleet to peak around 2018E at ~27,100 engines (~32,700 deliveries)

CFM56 spare parts revenue to peak by around 2025E
Main contributors to spare parts consumption are now Gen 2 engine models.

In 2016, consumption is expected to have doubled since 2010, supported by a very favorable environment in 2014 and 2015:
- Oil price decrease
- Traffic growth

Trend grows faster and peaks higher than 2013 view, mainly due to greater CFM56 success in recent years.

Forecast model confirms growth outlook for CFM56 spare parts.
5 key themes

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2020 financial ambition
2010 – 2015 : CONSISTENT GROWTH

Adjusted revenue

+62%

2010 2011 2012 2013 2014 2015
10 760 11 736 13 560 14 363 15 355 17 414

Adjusted recurring operating income

x 2.8

2010 2011 2012 2013 2014 2015
878 1 189 1 471 1 788 2 089 2 432

Dividend

x 2.9

2010 2011 2012 2013 2014 2015
202 256 400 467 500 576

R&D and CAPEX (tangible and intangible)

x 2.7x

CAPEX

2010 2011 2012 2013 2014 2015
345 433 1 103 1 298 1 464 1 356

R&D

2010 2011 2012 2013 2014 2015
637 808 1 103 1 298 1 464 1 356
2020 FINANCIAL AMBITION

MAIN ASSUMPTIONS

➢ Scope
  • 2016 outlook is applicable to the Group’s structure as of December 31, 2015 and does not take into account the impact in 2016 of the finalisation of ASL
  • For the 2017-2020 period, ASL is expected to be consolidated using the equity method (50%)

➢ FX
  • By convention, average spot rate of EUR/USD spot rate of 1.11 in 2016, 1.12 for 2017-2020
  • Including benefits of medium-term FX hedging policy

➢ Accounting
  • Safran’s outlook is based on the Group’s current accounting practices
  • No anticipation of IFRS 15 potential impacts

2016-2020 VIEW

➢ Steady organic revenue growth...
  • Aerospace: OE production ramp-up (narrowbody & widebody, military, helicopters), growth in services
  • Defence: executing on contract wins (Rafale, Patroller, Paseo…)
  • Security: strong organic growth based on existing contracts and new products

➢ Providing strong base for progress in profitability
  • Transitory pressure on Propulsion profitability
  • Steadily increasing contributions of Aircraft Equipment, Defence and Security
Gradual reduction of CFM56 contribution
Transitory losses on Leap OE
Break-even on LEAP OE production by end of decade

Initial production costs > standard cost of production (double sourcing; volumes)
Targeting a 40% reduction in production cost by 2020 (double sourcing; learning curve)
Growth in services
New programs contribution

Push export sales
Dual use technologies

Existing contracts profitability
New products

Productivity gains and cost control measures across all businesses
Temporary headwind from LEAP transition and expensed R&D

Offsetting factors: growing contribution of civil aftermarket and other businesses

Tailwind from FX

Propulsion margin to remain in the mid to high teens during transition

Group margin consistent with the record set in 2015 during transition and trending above 15% when transition is completed

Indicative profile of Group gross margin

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>OE CFM56 &amp; LEAP</th>
<th>Other OE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016e</td>
<td></td>
<td></td>
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<tr>
<td>2017e*</td>
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<tr>
<td>2018e</td>
<td></td>
<td></td>
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<tr>
<td>2019e</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020e</td>
<td></td>
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</tr>
</tbody>
</table>

* Starting 2017, excluding the contribution of assets contributed to ASL. For 2017-2020, ASL is expected to be consolidated under the equity method.
CAPITAL ALLOCATION

- Sustained R&T for the long term
- Decrease of development spending as programs enter into service
- Self funded R&D trending towards €1bn
- Expensed R&D peaking in 2017

- Supporting LEAP ramp up
- Production rate increases (A320, 737, A350, 787)
- Production capacity (carbon)
- Strict investment criteria
- Trending towards 3% of sales by 2020
2016-2020 trends

- Growth in cash from operations (CFO*)
- Higher working capital (WC)
- Lower capitalized R&D and CAPEX after 2016

- FCF conversion rate:
  - above 40% in 2016
  - to average 50% over 2016-2020

- More FCF generation offering increased headroom

* Including expensed R&D  ** Capitalized R&D
Revenue target above €21 billion in 2020
- Assuming average spot rate of USD 1.11 to the Euro in 2016 and 1.12 over 2017-2020

Recurring operating margin trending above 15% in 2020
- Including benefits of medium-term FX hedging policy

EBIT to Free Cash Flow conversion averaging 50% over 2016-2020
- Subject to customary elements of uncertainty on the timing of downpayments and the rhythm of payments by certain state customers
- Future opportunities will be evaluated on their merits and investments decided as appropriate
Appendix
### Free Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted net profit</td>
<td>1,248</td>
<td>1,482</td>
</tr>
<tr>
<td>Depreciation, amortization and provisions</td>
<td>906</td>
<td>1,688</td>
</tr>
<tr>
<td>Others</td>
<td>314</td>
<td>(357)</td>
</tr>
<tr>
<td><strong>Cash from operating activities before change in WC</strong></td>
<td>2,468</td>
<td>2,813</td>
</tr>
<tr>
<td>Change in WC</td>
<td>(111)</td>
<td>(60)</td>
</tr>
<tr>
<td>Capex (tangible assets)</td>
<td>(674)</td>
<td>(758)</td>
</tr>
<tr>
<td>Capex (intangible assets)*</td>
<td>(943)</td>
<td>(1,021)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>740</td>
<td>974</td>
</tr>
</tbody>
</table>

* Of which €495M capitalised R&D in 2015 vs €644M capitalised in 2014

- Of which amortization of tangibles and intangibles for €681M, provisions (net) for €133M and depreciation for €874M
- **Healthy increase in cash from operations despite higher expensed R&D**
- **Slight increase in WC to cope with rising assembly rates in aerospace partly offset by advance payments, as planned**
  - Lower capitalized R&D
  - Higher tangible and intangible (ex-R&D) investments due to the transition to new engine programs
Net debt position

- Cash flow from operations equals 1.17x recurring EBIT
- 2014 final dividend (€0.64/share) and 2015 interim dividend (€0.60/share)
- “Acquisitions/Divestments & Others” includes:
  - €606M of proceeds from the sale of Ingenico Group shares
  - €(117)M of foreign exchange differences on USPP

* Includes €(23)M of dividends to minority interests

**Net debt at Dec 31, 2014**
- Cash flow from ops: €2,813
- Change in WC: (€60)
- R&D and Capex: €(1,779)
- Net debt: €(1,503)

**Net debt at Dec 31, 2015**
- Cash flow from ops: €2,813
- Change in WC: (€60)
- R&D and Capex: €(1,779)
- Dividends*: €540
- Acquisitions/Divestments & others: €321
- Net debt: €748

**Free Cash Flow**
- €974M

*Includes €(23)M of dividends to minority interests*
HEDGING as at April 18, 2016

Yearly exposure: $7.4bn to $8.0bn
Increasing level of net USD exposure for 2016-19 in line with the growth of businesses with exposed USD revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€/$</td>
<td>1.25</td>
<td>1.24</td>
<td>1.22</td>
<td>1.17-1.20</td>
<td>1.15-1.20</td>
</tr>
</tbody>
</table>

€/$ hedge rates under conditions described in 2015 annual results disclosure

Estimated impact on recurring operating income of target €/$ hedge rates

EBIT impact vs previous year (in €M)

- Up to 100M: €250M to €500M of tailwind over 2016-2019e
Equity shareholding

As of Dec. 31, 2014

- Public: 63.5%
- French State: 22.0%
- Employees: 14.4%
- Treasury shares: 0.1%

As of Dec. 31, 2015

- Public: 70.9%
- French State: 15.4%
- Employees: 13.6%
- Treasury shares: 0.1%

Free float continued to increase
A proposal for a dividend payment to parent holders of €1.38 at next AGM on May 19, 2016

- €0.60 interim dividend already paid in 2015 (€250M)
- €0.78 to be paid in 2016 (€326M)

- Ex-dividend date: May 23, 2016
- Payment date: May 25, 2016

€1.38/share dividend payment subject to shareholders’ approval, up 15%
## FY 2015: R&D by activity

<table>
<thead>
<tr>
<th>(In €M)</th>
<th>FY 2015</th>
<th>Propulsion</th>
<th>Equipment</th>
<th>Defence</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total self-funded cash R&amp;D</strong></td>
<td>(1,356)</td>
<td>(875)</td>
<td>(229)</td>
<td>(119)</td>
<td>(133)</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>7.8%</td>
<td>9.4%</td>
<td>4.6%</td>
<td>9.4%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Tax credit</td>
<td>165</td>
<td>66</td>
<td>46</td>
<td>37</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total self-funded cash R&amp;D after tax credit</strong></td>
<td>(1,191)</td>
<td>(809)</td>
<td>(183)</td>
<td>(82)</td>
<td>(117)</td>
</tr>
<tr>
<td>Gross capitalized R&amp;D</td>
<td>495</td>
<td>357</td>
<td>98</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>Amortised R&amp;D</td>
<td>(95)</td>
<td>(27)</td>
<td>(40)</td>
<td>(21)</td>
<td>(7)</td>
</tr>
<tr>
<td><strong>P&amp;L R&amp;D in recurring EBIT</strong></td>
<td>(791)</td>
<td>(479)</td>
<td>(125)</td>
<td>(79)</td>
<td>(108)</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>4.5%</td>
<td>5.1%</td>
<td>2.5%</td>
<td>6.2%</td>
<td>5.8%</td>
</tr>
</tbody>
</table>
## Aerospace OE* / Services revenue split

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Propulsion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted data (in Euro million)</td>
<td>OE</td>
<td>Services</td>
<td>OE</td>
</tr>
<tr>
<td>% of revenue</td>
<td>4,073</td>
<td>50.0%</td>
<td>4,080</td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted data (in Euro million)</td>
<td>OE</td>
<td>Services</td>
<td>OE</td>
</tr>
<tr>
<td>% of revenue</td>
<td>3,166</td>
<td>71.2%</td>
<td>1,280</td>
</tr>
</tbody>
</table>

*All revenue except services*
## Aerospace OE* / Services revenue split

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Q1 2015</th>
<th>Q1 2016</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OE</td>
<td>Services</td>
<td>OE</td>
</tr>
<tr>
<td>Adjusted data (in Euro million)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Propulsion</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>911</td>
<td>1,159</td>
<td>1,047</td>
</tr>
<tr>
<td>% of revenue</td>
<td>44.0%</td>
<td>56.0%</td>
<td>45.5%</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>852</td>
<td>320</td>
<td>844</td>
</tr>
<tr>
<td>% of revenue</td>
<td>72.7%</td>
<td>27.3%</td>
<td>69.2%</td>
</tr>
</tbody>
</table>

* All revenue except services
SAFE HARBOR STATEMENT

These documents contain forward-looking statements. All statements other than statements of historical fact in this presentation, including, without limitation, those regarding our financial position, business strategy, management plans and objectives for future operations, are forward-looking statements. These statements may be identified by words such as "expect," "look forward to," "anticipate," "intend," "plan," "believe," "seek," "estimate," "will," "project" or words of similar meaning. We may also make forward-looking statements in other reports, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. These forward-looking statements are subject to both known and unknown risks, uncertainties and other factors, which may cause our actual results, performance or achievements, or industry results, to be materially different from those expressed or implied by these forward-looking statements. These forward-looking statements are based on numerous current expectations and assumptions regarding our present and future business strategies and the environment in which we expect to operate in the future. Important factors that could cause our actual results, performance or achievements to differ materially from those in the forward-looking statements are set out in our Annual Report and include, among other factors:

- the cyclical nature of the aviation market;
- the effects of exceptional and unpredictable events;
- the impact of changes in competition;
- fluctuations in exchange rates;
- our ability to maintain high levels of technology.

Forward-looking statements speak only as of the date of this presentation and we expressly disclaim any obligation to release any update or revisions to any forward-looking statements in this presentation as a result of any change in our expectations or any change in events, conditions or circumstances on which these forward-looking statements are based.
DEFINITIONS

All figures in this presentation represent Adjusted data

Safran’s consolidated income statement has been adjusted for the impact of:

- Purchase price allocations with respect to business combinations. Since 2005, this restatement concerns the amortization charged against intangible assets relating to aircraft programmes revalued at the time of the Sagem-Snecma merger. With effect from the first-half 2010 interim financial statements, the Group has decided to restate the impact of purchase price allocations for business combinations. In particular, this concerns the amortization of intangible assets recognized at the time of the acquisition, and amortized over extended periods, due to the length of the Group’s business cycles, along gains or losses remeasuring the Group’s previously held interests in an entity acquired in a step acquisition or assets contributed to a JV.

- The mark-to-market of foreign currency derivatives, in order to better reflect the economic substance of the Group’s overall foreign currency risk hedging strategy:
  - revenue net of purchases denominated in foreign currencies is measured using the effective hedged rate, i.e., including the costs of the hedging strategy,
  - all mark-to-market changes on foreign currency derivatives hedging future cash flows is neutralized.

The resulting changes in deferred tax have also been adjusted

Recurring operating income

- It excludes income and expenses which are largely unpredictable because of their unusual, infrequent and/or material nature such as impairment losses/reversals, capital gains/losses on disposals of operations and other unusual and/or material non operational items

Civil aftermarket (expressed in USD)

- This non-accounting indicator (non audited) comprises spares and MRO (Maintenance, Repair & Overhaul) revenue for all civil aircraft engines for Snecma and its subsidiaries and reflects the Group’s performance in civil aircraft engines aftermarket compared to the market.
KEY MISSIONS, KEY TECHNOLOGIES, KEY TALENTS