



PRESENTATION OF THE RESULTS FOR 2010

SFAF meeting on 17 March 2011

Key events

- Strong improvement in profitability
- Pick-up in growth – commercial successes
- New simplified international organisation
- Dividend proposed to the AGM: €0.70 per share

SOGECLAIR in short

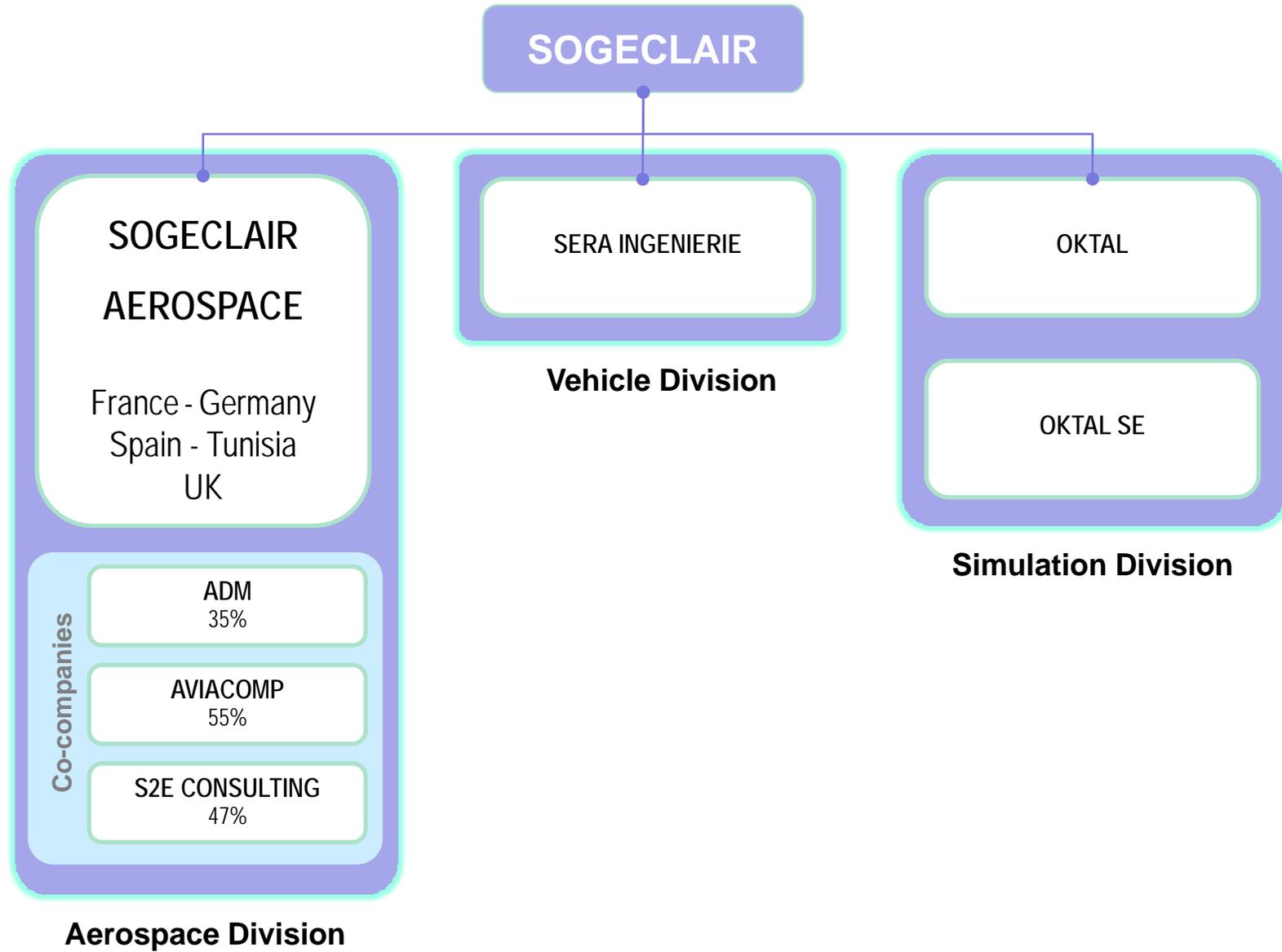
- 900 staff
- International :
 - 31% of the workforce
 - 37% of turnover in 24 countries



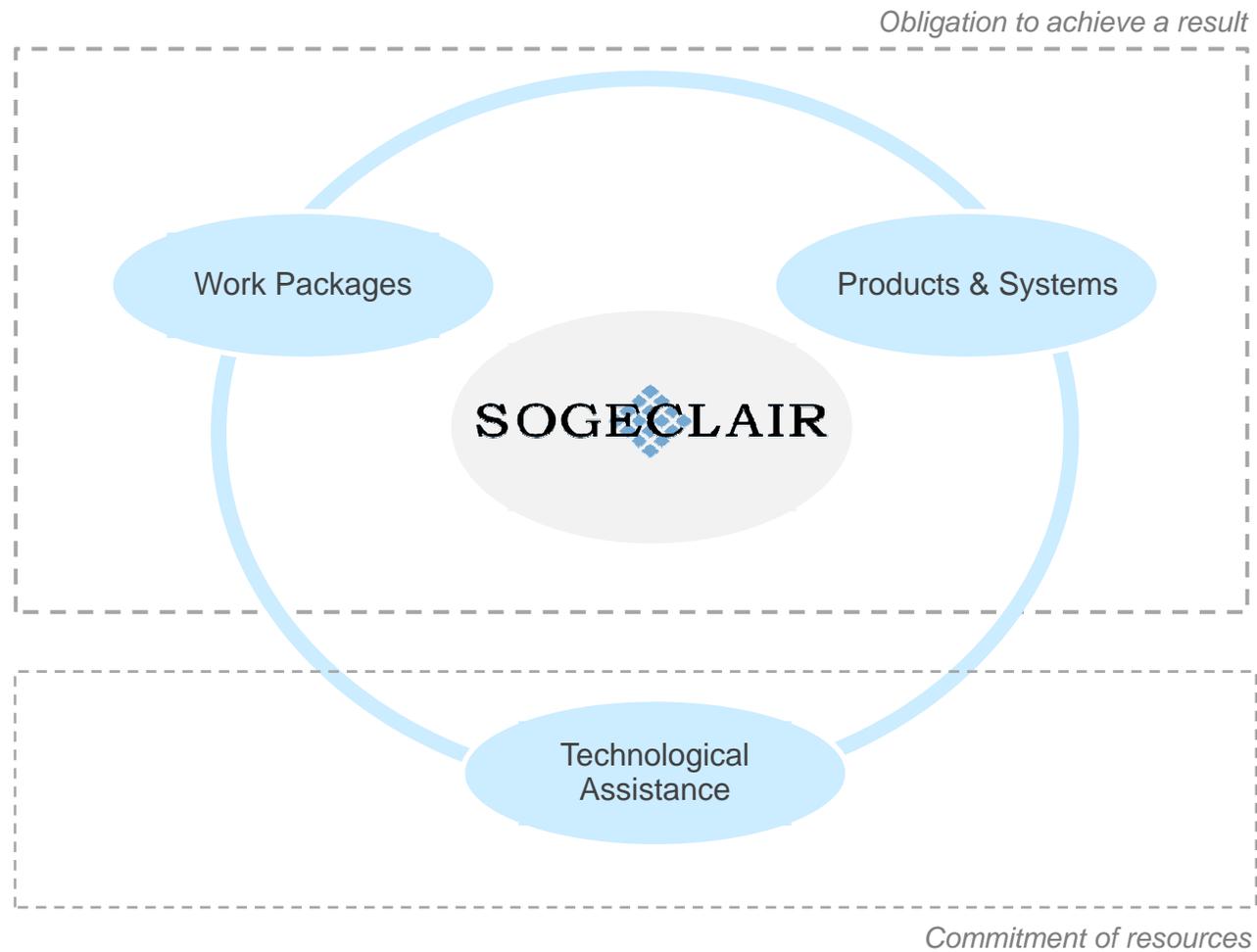
SOGECLAIR in short

- Engineering and prime contracting for clearly defined product-market pairs
- Positioning on buoyant markets in the area of R&D and in the deployment of complex systems
- Strong specific features:
 - Structuring industrial cooperation projects
 - Long-term contracts (>10 years)
 - Control of the obligation to achieve a result
- Risk-sharing, differentiating offer in the engineering sector :
 - Anchoring the customer relationship in the long term
 - Enhancing know-how
 - Structuring the order book (15 months' turnover compared with 3 to 4 months in the rest of the sector)

3 divisions



Three contractual modes



The SOGECLAIR offer

AEROSPACE

- Aerostructure :
 - Metallic and composite subassemblies
 - Engineering
- Installation of systems:
 - Electrical systems
 - Mechanical/electrical engineering and integration
- Configuration management:
 - Engineering
 - Quality and training
- Equipment:
 - Mechanical engineering
 - Cockpit and tooling replicas,

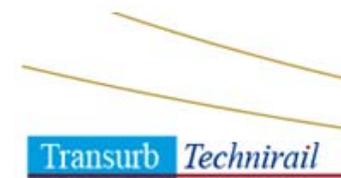
VEHICLE

- Defence: vehicles and adaptations
- Civil : expertise and engineering

SIMULATION

- Research and training simulators
- Synthetic environment software

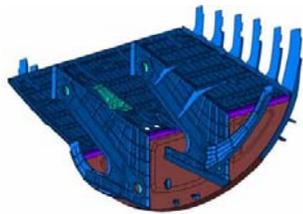
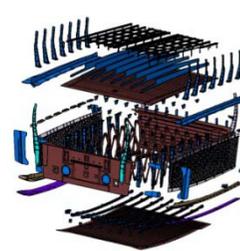
Cooperation



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Developments – Aerospace Division

Wing Centre Box – A350



Landing Gear Compartment



Fuselage and wing engineering – civil and military



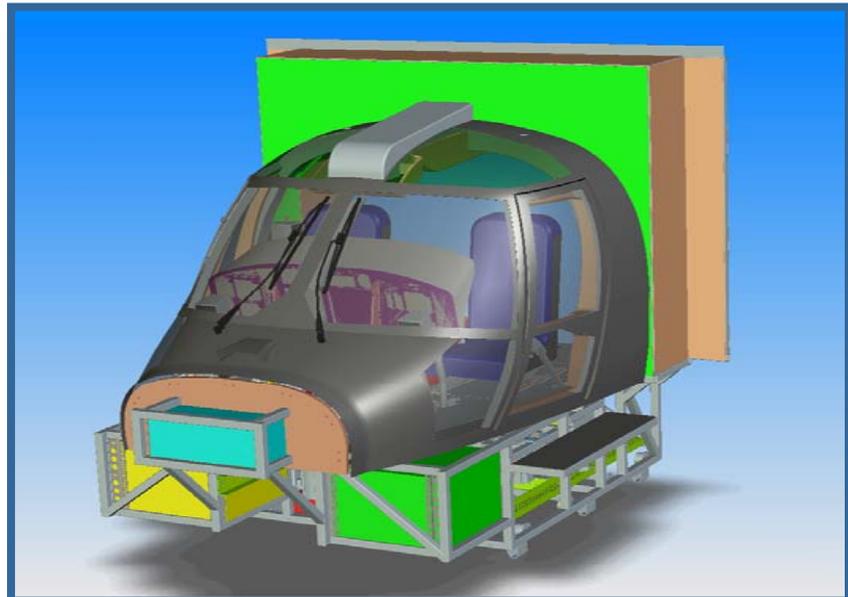
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Developments – Aerospace Division (cont'd)

Installation of electrical systems



Simulated Dauphin helicopter cockpit



Developments – Simulation Division

Driving simulators – Shanghai



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Developments – Vehicle Division

Mine detector vehicle – deployment in Afghanistan - H2 2011

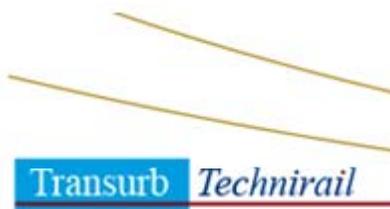


MBDA
MISSILE SYSTEMS

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International Customers

Top 20 customers = 87% of turnover in 2010



Simplified income statement (in € million)

The difference between Ebitda and Ebit includes the amortisation on R&D

=> Income and margin reservoir for the future

	2009	2010	
Turnover	69.27	71.97	+3.9%
including international sales of	41%	37%	
EBITDA⁽¹⁾	5.13	6.83	+33.1%
as % of turnover	7.4%	9.5%	
Operating result (EBIT)	1.97	3.55	+80.2%
Net result	1.67	2.74	+64.1%
including Group Share	1.50	2.49	

⁽¹⁾ Current Operating Income + Operating Provisions

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Simplified Balance Sheet (in €million)

Impacted by €7.2 million of R&D amortisation on Risk-sharing programme

	2009	2010
Equity Capital	15.01	17.74
Qualified Pre-Payments	1.51	2.45
Net Debt ⁽¹⁾	0.09	1.57
<i>Gearing⁽¹⁾</i>	<i>0.01</i>	<i>0,09</i>
WCR ⁽²⁾	5.35	9.73

⁽¹⁾ Excluding qualified pre-payments

⁽²⁾ Excluding deferred tax credit/debit

Risk-sharing : impact on the accounts

Conservative accounting:

- R&D is straight-line amortised over 8 to 10 years according to the initial plan
- Customer postponements leading to delays in income with respect to amortisation

Risk-sharing at end of 2010	Amount in € million
R&D invested	10.7
R&D amortised	7.2
Income received	3.1
Income postponed (delays)	3.9
Order book	62.7

Perspectives

- International strategy with an organisation to match
- High profile in our specialities
- Robust economic model in the engineering sector (Ebitda between 7.4% and 10% for more than 5 years)
- Well-filled order book standing at €89 million thanks to investments in R&D



Accelerated growth expected

Appendix 1: Consolidated income statement

Impacted by €1.2 million annual R&D amortisations on Risk-sharing programme

INCOME STATEMENT (in € k)	2009	2010
Turnover	69,264	71,975
Other operating income	4,418	4,794
Cost of goods sold	-21,209	-20,459
Payroll expenses	-45,951	-47,846
Taxes and duties	-1,211	-1,334
Amortisation and provisions	-3,436	-3,264
Other expenses	-177	-298
Current operating income	1,699	3,568
Income from sale of consolidated holdings		8
Other operating income and expenses	276	-23
Operating income	1,974	3,553
Income from cash and cash equivalents	15	90
Gross finance costs	-194	-163
Net finance costs	-179	-73
Other financial income and expenses	-63	32
Income before taxes	1,732	3,511
Income tax expenses	-59	-766
Income after taxes	1,672	2,745
Net profit	1,672	2,745

Appendix 2 : Consolidated balance sheet – Assets

ASSETS (in € k)	2009	2010
Goodwill	3,908	3,908
Intangible assets	4,769	4,742
Tangible fixed assets	2,121	2,755
Financial fixed assets	596	666
Other long term assets	100	300
Non-current assets	11,493	12,372
Inventory	80	91
Trade notes, receivables and related accounts	28,102	35,357
Other current debtors	3,661	2,976
Deferred income tax	879	1,044
Cash and cash equivalents	4,253	3,123
Current assets	36,974	42,592
TOTAL ASSETS	48,467	54,964

Appendix 3 : Consolidated balance sheet – Liabilities

LIABILITIES (in € k)	2009	2010
Shareholders' equity	2,900	2,900
Share premium	2,630	2,630
Own shares	-1,095	-829
Reserves and accrued profits	9,661	11,738
Equity capital, group share	14,096	16,439
Minority interest	910	1,299
Equity capital, consolidated	15,006	17,738
Long-term provisions	1,114	1,282
Long-term qualified pre-payments	1,344	2,344
Long-term loans and financial debts	2,444	1,693
Non-current liabilities	4,903	5,319
Short-term qualified pre-payments	162	108
Current part of loans and financial debts	1,886	1,937
Short-term loans and financial debts	13	1,062
Short-term provisions		103
Trade creditors, instalments and related accounts	9,724	9,245
Tax and social liabilities	13,482	15,176
Deferred income tax	3	1
Other current liabilities	3,288	4,275
Current liabilities	28,558	31,907
TOTAL LIABILITIES	48,467	54,964

Appendix 4: Consolidated sector-by-sector analysis

INCOME STATEMENT (in €k)	AEROSPACE	VEHICLE	SIMULATION	HOLDING	TOTAL
Turnover	56,791	2,077	13,120	-13	71,975
Other operating income	2,244	59	2,339	153	4,794
Cost of goods sold	-13,395	-779	-4,821	-1,464	-20,459
Payroll expenses	-36,966	-829	-8,276	-1,775	-47,846
Taxes and duties	-834	-41	-293	-167	-1,334
Amortisation and provisions	-2,410	-57	-731	-66	-3,264
Other expenses	-233	-1	-4	-60	-298
Intra-Group operations	-3,409	-114	-344	3,867	
Current operating income	1,788	316	989	475	3,568
Income from cash and cash equivalents			8		8
Other operating income and expenses	-9	3	-8	-9	-23
Operating income	1,779	318	990	466	3,553

Impacted by €1.2 million R&D
on Risk-sharing programme