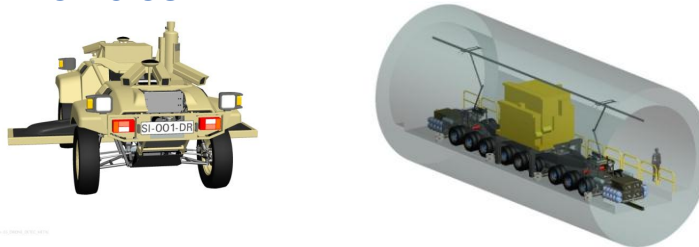


Half yearly results H1 2015

Aeronautics and Space



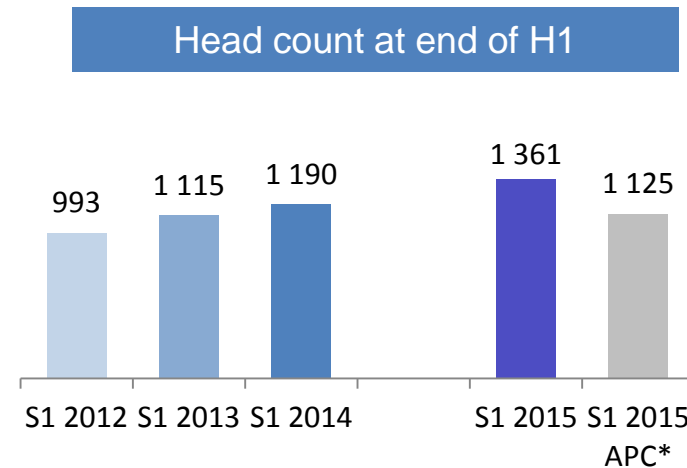
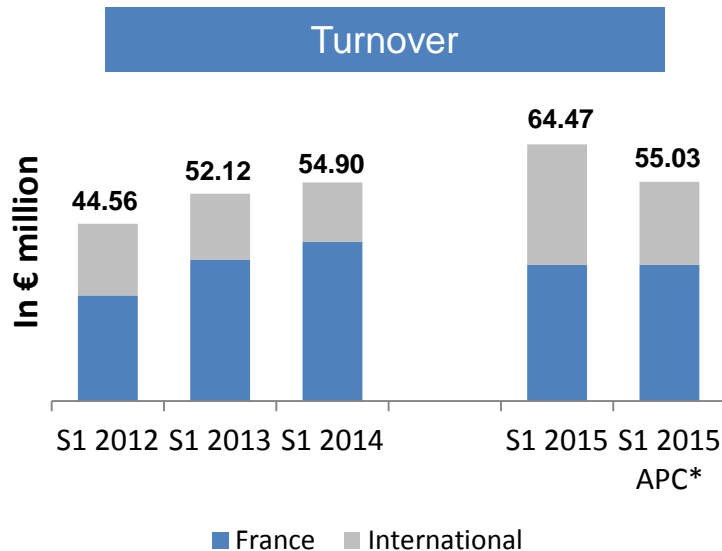
Mission vehicles



Simulators and software workshops



Key figures for H1 2015

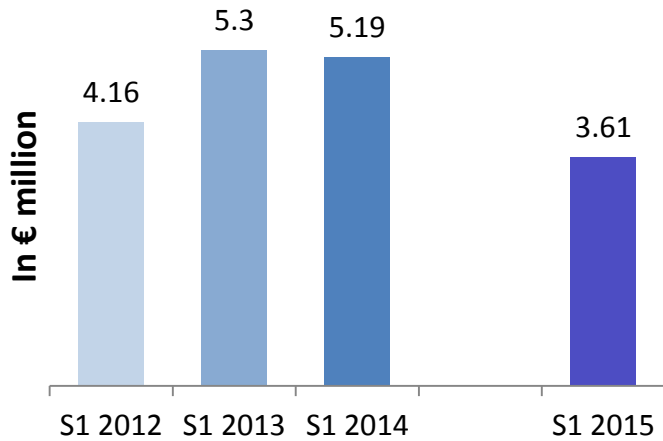


*APC : Like-for-like

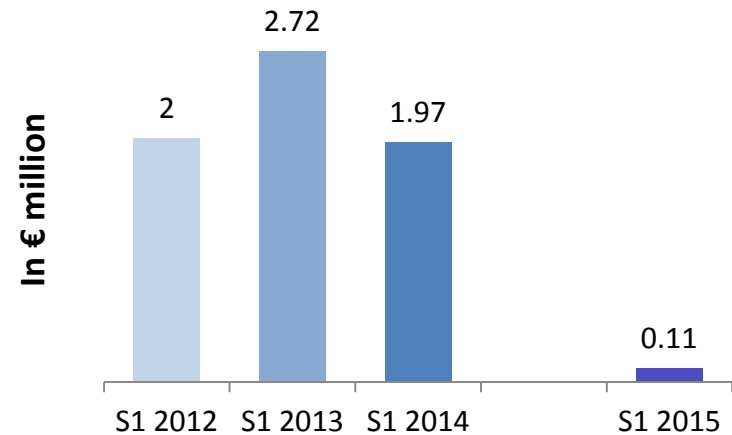
- Growth of 17.4% (0.3% organic) boosted by the acquisition of MSB (Canada and USA) at the end of 2014
- Aerospace activity stable in organic terms (-0.3%)
- Strong growth in the Vehicle activities (+34%) and stability for Simulation

Key figures for H1 2015 (cont'd)

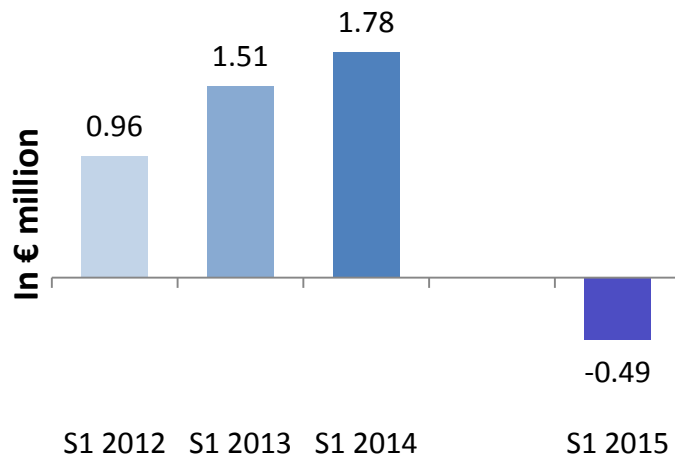
EBITDA at 5.6% of turnover



Current Operating Result at 0.2% of turnover



Net result group share at -€0.17 per share



- slower-than-planned restructuring in Germany
- costs of reduced workload in the Aerospace Division
- negative effect of exchange rate hedging (-€0.5 m)

In short...

In € million	H1 2014	H1 2015
Turnover	54.90	64.47
Annual variation as %		+ 17.4%
EBITDA	5.19	3.61
As % of turnover	9.5%	5.6%
Current Operating Result	1.97	0.11
As % of turnover	3.6%	0.2%
Operating result	1.98	0.10
As % of turnover	3.6%	0.2%
Net result group share	1.78	-0.49
As % of turnover	3.2%	-0.8%
Cash net of debts (excluding Qualified Prepayments)*	3.39	-10.06
Gearing (excluding Qualified Prepayments)	-10%	27%
Cash in hand	16.35	13.49

*The -€13.45 million variation in cash net of debts (excluding Qualified Prepayments) above all concerns the impact of the acquisition in Canada

Aerospace Division

In € million	H1 2014	H1 2015	Variation
Turnover	48.43	57.71	+19.2%
EBITDA	3.39	1.91	(43.6%)
As % of turnover	7%	3%	

➤ **Activity stable in organic terms:**

- the fall in activities linked to aircraft under development (-35% LFL* at €19.6 m)
- The increase in activities linked to aircraft in service (+58% LFL* at €28.7 m)

➤ **Good contribution** of the MSB group acquired at the end of 2014

➤ New product line with “**Cabin Furnishing**” and new offering with **3D printing**

➤ **Profitability affected** by the slower-than-expected restructuring in Germany and the costs of the reduced workload in France owing to:

- a smaller volume of work than expected for two major contracts,
- the downturn in this sector’s development activities leading to particularly stiff competition on calls for tenders, pressure on prices and dispersion in the granting of contracts.



*LFL: Like For Like

Vehicle Division

In € million	H1 2014	H1 2015	Variation
Turnover	0.86	1.15	+ 33.7%
EBITDA	0.27	0.27	-
As % of turnover	31.4%	23.5%	

- **Favourable base effect** (-20% in H1 2014)
- **Strengthening of relations** with the major prime contractors in the Defence sector
- **Participation in size-determining projects** (armoured engineering vehicles, route opening means)

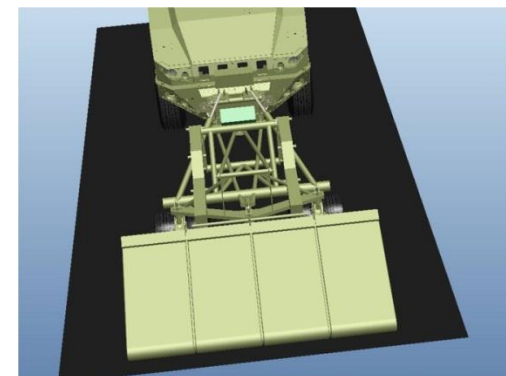


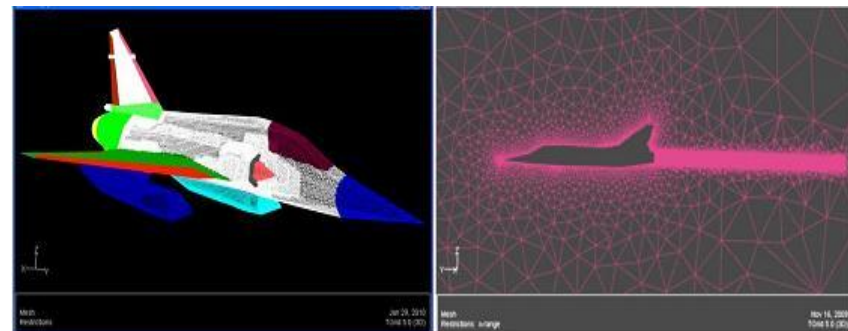
Image: image not for sale - 001, ENGINE, (KITEC, MFTN)

Simulation Division

In € million	H1 2014	H1 2015	Variation
Turnover	5.61	5.61	-
EBITDA	0.74	0.89	+ 20.3%
As % of turnover	13.2%	15.9%	



- **Activity stable under the combined effect of:**
- a temporary fall in the sale of **synthetic environment software**
 - an increase in the sale of **turnkey systems**



Strategy

- A broader international presence (installations and customers) growing from €14.9 to 30.2 million
- The synergies between our engineering activities and our Product offerings support our development with a growing proportion of Products, representing 27% of turnover
- A sustained R&D policy, representing more than 7% of turnover a year
- Jobs and Skills Planning Management focusing on the capitalisation of expertise, project control, adaptability and mobility

 **A strategy suited to market developments**

Perspectives

- Conclude the ongoing negotiations on amendments that will see the cancellation of its losses on three major contracts
- Pursue the integration of the companies acquired in Canada and speed up development in the USA
- Strengthen and control the recurring revenue streams and capitalise on each division's portfolio of Products
- Enhance professional and industrial know-how in the area of engineering in the face of “capacity” suppliers

 **2015: a year of growth**

Appendix 1: Consolidated income statement

INCOME STATEMENT (in €k)	H1 2015	H1 2014	2014
Turnover	64,471	54,897	114,421
Other operating income	3,445	3,626	7,528
Cost of goods sold	-24,345	-18,477	-40,710
Payroll expenses	-39,250	-34,231	-66,526
Taxes and duties	-550	-519	-1,121
Depreciation and amortisation	-3,495	-3,216	-4,968
Other expenses	-164	-106	-219
Current operating result	113	1,973	8,405
Result on disposal of consolidated holdings			
Other operating profits and expenses	-13	2	-1,514
Operating result before the result of equity method affiliates	100	1,975	6,891
Share of the result of equity method affiliates	-27		-2
Operating result	73	1,975	6,889
Cash profits and cash equivalents	-400	181	279
Gross cost of debt	-341	-183	-401
Net cost of debt	-740	-2	-122
Other financial profits and expenses	21	-12	-8
Result before tax	-646	1,961	6,760
Income tax expense	-93	-300	-2,051
Net profit	-739	1,662	4,708
Net result, group share	-491	1,778	4,986

Appendix 2: Consolidated balance sheet – Assets

ASSETS (in €k)	H1 2015	H1 2014	2014
Goodwill	12,134	3,913	12,142
Intangible assets	9,122	8,813	9,808
Tangible assets	4,780	4,194	5,023
Equity method investments	38		65
Financial fixed assets	1,121	919	1,041
Non-current assets	27,195	17,839	28,079
Inventory	6,164	2,697	4,754
Trade notes receivables and related accounts	41,857	47,571	46,239
Other current debtors	12,077	7,874	11,507
Deferred income tax	4,444	3,944	3,834
Cash and cash equivalents	13,494	16,355	17,553
Current assets	78,036	78,441	83,886
TOTAL ASSETS	105,231	96,280	111,965

Appendix 3: Consolidated balance sheet – Liabilities

LIABILITIES (in €k)	H1 2015	H1 2014	2014
Shareholders' equity	2,900	2,900	2,900
Share premium	2,630	2,630	2,630
Own shares	-734	-699	-734
Accumulated reserves	26,433	25,603	28,427
Total shareholders' equity, group share	31,229	30,433	33,223
Minority interests	5,696	2,203	4,666
Consolidated shareholders' equity	36,925	32,636	37,889
Long-term provisions	2,443	2,144	2,402
Long-term qualified pre-payments	3,171	3,480	3,109
Long-term loans and financial debts	12,642	7,734	13,399
Other long-term liabilities	63	72	118
Total non-current liabilities	18,318	13,430	19,029
Short-term qualified pre-payments	588	521	605
Current part of long-term loans and financial debts	4,714	3,148	4,337
Short-term loans and financial debts	6,195	2,085	4,654
Short-term provisions			
Trade creditors and related accounts	12,629	13,927	15,448
Social and tax debt	20,510	21,225	22,461
Deferred income tax	212	218	179
Other current liabilities	5,139	9,091	7,363
Current liabilities	49,987	50,214	55,047
TOTAL LIABILITIES	105,231	96,280	111,965

Appendix 4: Consolidated sector-by-sector analysis

INCOME STATEMENT (in €k)	AEROSPACE		VEHICLE		SIMULATION		HOLDING	
	H1 2015	H1 2014	H1 2015	H1 2014	H1 2015	H1 2014	H1 2015	H1 2014
Turnover	57,700	48,423	1,152	862	5,612	5,609	8	3
Other operating income	2,603	2,620	94	293	706	615	43	97
Cost of goods sold	-21,324	-15,460	-252	-295	-1,611	-1,868	-1,159	-854
Payroll expenses	-34,273	-29,673	-474	-438	-3,549	-3,293	-953	-827
Taxes and duties	-357	-337	-21	-22	-83	-73	-89	-86
Depreciation and amortisation	-2,967	-2,798	-47	-40	-434	-310	-46	-68
Other expenses	-125	-65	-1		-2	-1	-36	-40
Intra-Group operations	-2,315	-2,117	-225	-127	-179	-249	2,719	2,492
Current operating result	-1,058	593	226	232	460	431	486	717
Result on disposal of consolidated holdings								
Other operating profits and expenses	-13	-4				-1		7
Operating result before the result of equity method affiliates	-1,071	589	226	232	460	430	486	724
Share of the result of equity method affiliates	-27							
Operating result	-1,098	589	226	232	460	430	486	724

Financial diary for 2015

➤ **Turnover for Q3 2015**

4 November 2015