

The background of the slide is a collage of four images. From left to right: a cockpit with a steering yoke, a microscope with a blue lens, a glowing red component with 'SAFRAN' written on it, and a large satellite dish antenna. A semi-transparent white rounded rectangle is overlaid on the left side, containing the title and date.

Advancing Resilience & Innovation through Transatlantic Collaboration

December 2025

Safran: no.3 aerospace company worldwide*

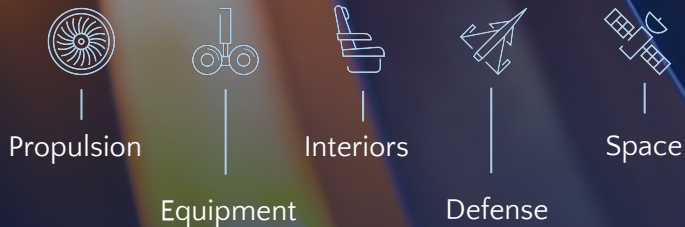
110,000

employees
in
27 countries

\$29.5

billion
in revenues
in 2024

5
main
businesses



No.1
worldwide

Narrowbody commercial jet
engines**

Helicopter turbine engines

Landing gear

Wheels and carbon brakes

Aircraft wiring

Evacuation slides

Cabin interiors

Aircraft seats

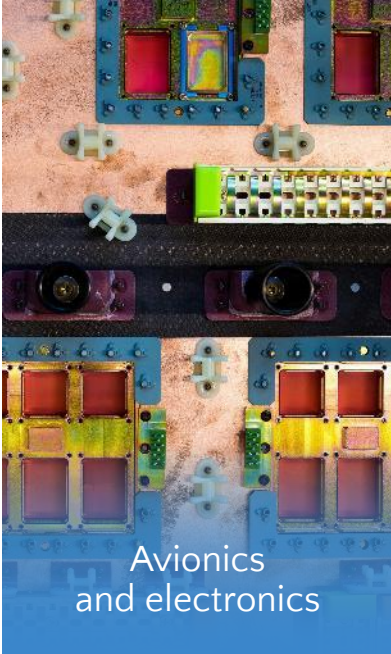
*excluding aircraft manufacturers

**in partnership with GE

Aircraft propulsion: proven innovation & reliability to support aircraft manufacturers & airlines



Aircraft equipment: a complete range of products & services



Aircraft interiors: an extended range for all types of aircraft to enhance passenger comfort



Cabin

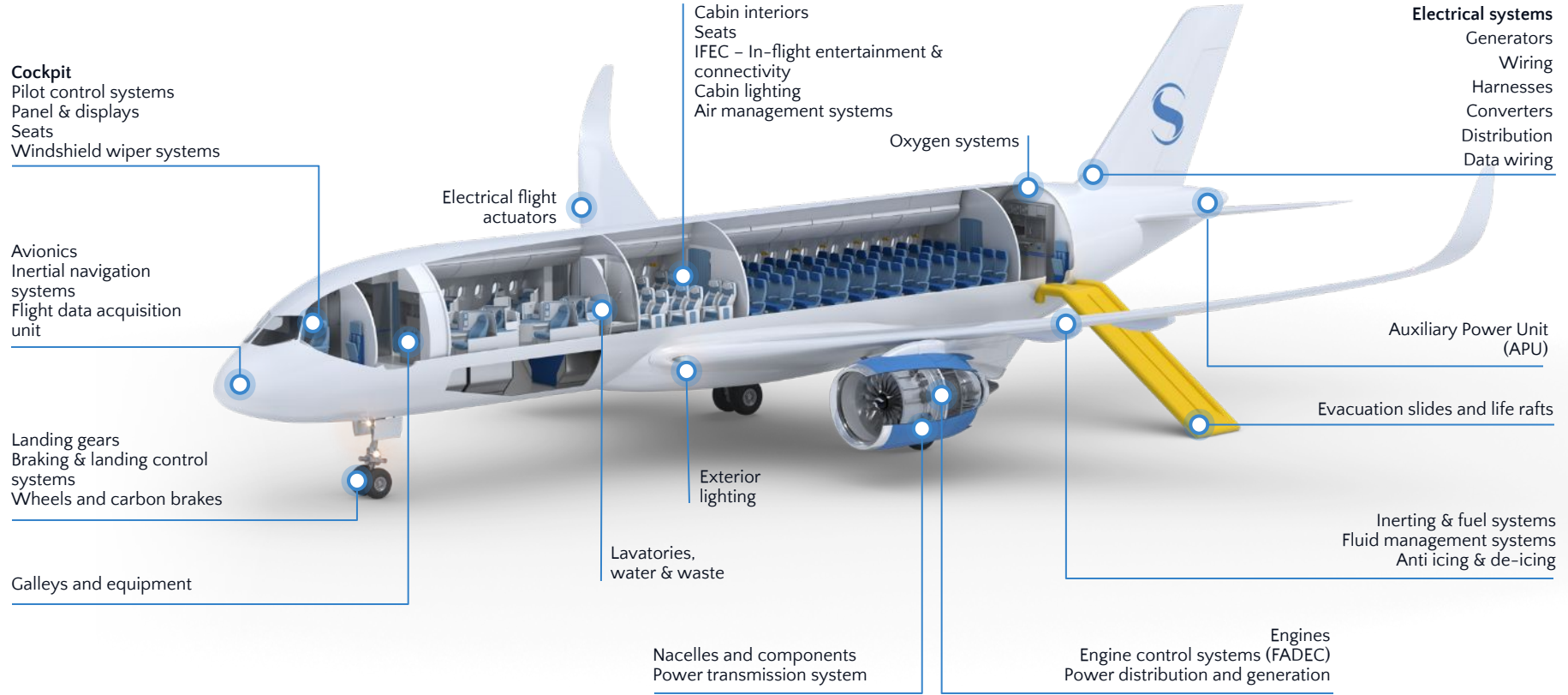


Seats



Passenger comfort

A comprehensive range of aircraft systems & equipment



A key player onboard civil helicopters

Cockpit

- Pilot seats
- Autopilot
- Cockpit controls
- Cockpit panels
- Flight control computer
- Windshield wiper systems
- Oxygen equipment

Navigation systems

- Inertial navigation systems
- Attitude & heading reference system

Flight data management

- Recording & transmitting units
- Analysis services

Vision

- Electro-optical systems
- External lighting

Auxiliary Power Unit (APU)

Propulsion

- Engines from 500 to 3,000 shp
- Engine control unit
- Power transmission

Cabin

- Passenger seats

Fuel systems

- Flexible tanks
- Gauging systems
- Fuel circulation systems

Electrical systems

- Wiring
- Electrical distribution
- Electrical generation
- Power electronics & conversion

Flight control systems

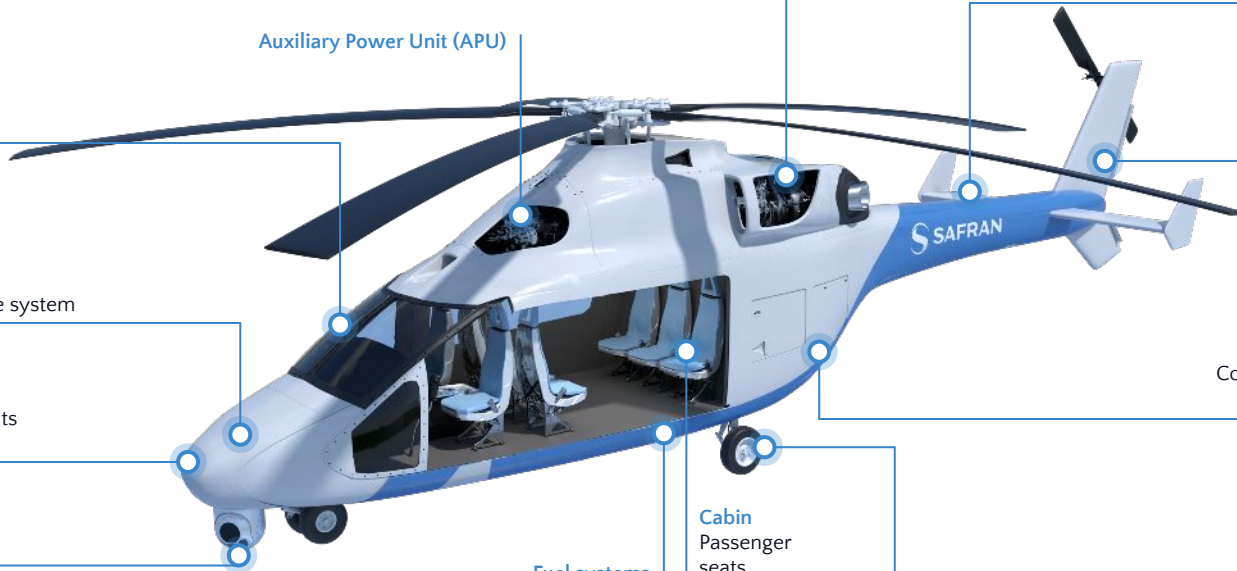
- Electromechanical actuators

Safety systems

- Floats and rafts
- Life vests
- De-icing
- Pilot and passenger protection
- Cockpit voice & flight data recorder
- Ventilation systems

Landing & braking systems

- Landing gear
- Wheels and brakes
- Associated systems



...military helicopters

Cockpit

- Autopilot
- Cockpit controls
- Cockpit panels
- Electrical panels
- Flight control computer
- Windshield wipers
- Oxygen equipment

Navigation systems

- Inertial navigation
- Attitude & heading reference

Flight data management

- Recording & transmitting units
- Analysis services

Vision

- Ultra-long range electro-optical systems
- External lighting

Auxiliary Power Unit (APU)

Propulsion

- Engines from 500 to 3,000 shp
- Engine control unit
- Reduction gearbox

Fuel systems

- Gauging
- Fuel circulation
- Self-sealing fuel tank
- Internal and external auxiliary fuel tank

Electrical systems

- Wiring
- Electrical distribution
- Electrical generation
- Power electronics & conversion
- High voltage electrical network

Flight control systems

- Electromechanical actuators

Safety systems

- Floats and rafts
- Life vests
- De-icing
- Pilot and passenger protection
- Cockpit voice & flight data recorder
- Ventilation systems

Landing & braking systems

- Landing gear
- Wheels and brakes
- Associated systems



...and military aircraft

Electrical systems

- Wiring
- Auxiliary power units (APU)
- Primary & secondary electrical distribution systems
- Emergency electric power generation system (ram air turbine)
- Electrical system integration rig

Aircraft equipment

- Ejection seats, via SEMMB
- Aircraft condition & monitoring system (ACMS)
- Navigation system
- Avionics equipment
- Horizontal stabilizer trim control system
- Ventilation systems
- Mission planning systems
- AASM modular air-to-ground weapon
- IR seeker of MICA air-to-air missile
- Fuel systems
- Oxygen systems
- Life rafts
- Aircraft power transmission

Engines

- TP400 turboprop, via Europrop International
- M88 engine

Engine equipment

- Engine control unit (FADEC)
- Engine power transmission



Landing & braking systems

- Landing gear
- Wheels and brakes
- Associated systems

Defense: best-in-class technology for the armed forces



Navigation and
guidance



Optronics



Drones
and robotics

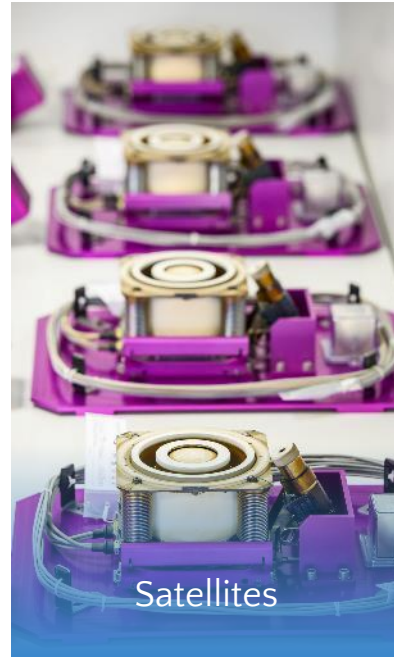


Dismounted
warfighters



Guidance
solutions

Space: state-of-the-art technologies to drive progress



* through ArianeGroup, a 50/50 joint company between Safran and Airbus, and its Arianespace subsidiary

Driving innovation for sustainable growth



\$2.14B
invested
in R&D in 2024

12,000+
employees
involved in R&D



High-tech solutions
leveraging AI
to shape tomorrow's
aviation sector and
contribute to a safer
world

75%

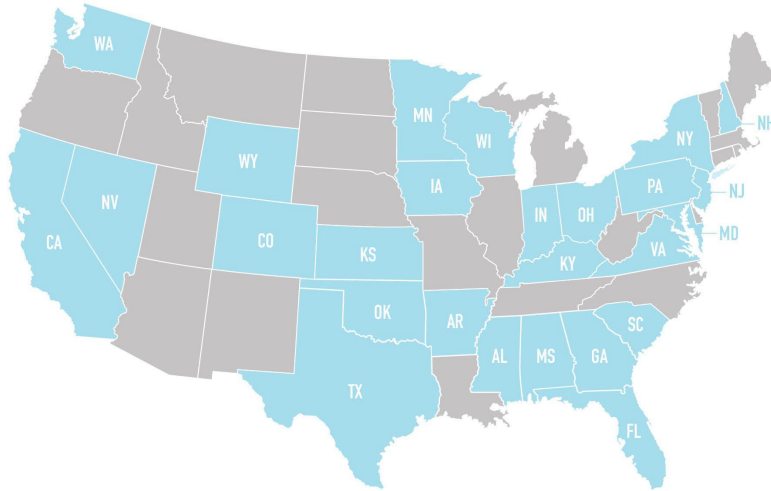
of Safran's R&T investment goes
to reduce the environmental
impact of air transport

1,232

patent applications filed in 2024
worldwide



Safran in the U.S.



50 years
of committed
operations in the
US

10,000+
employees
in 27 states

Safran Companies:

- Safran Aero Boosters
- Safran Aerosystems
- Safran Aircraft Engines*
- Safran Cabin
- Safran Electrical & Power
- Safran Electronics & Defense
- Safran Helicopter Engines
- Safran Landing Systems
- Safran Nacelles
- Safran Passenger Innovations
- Safran Power Units
- Safran Seats

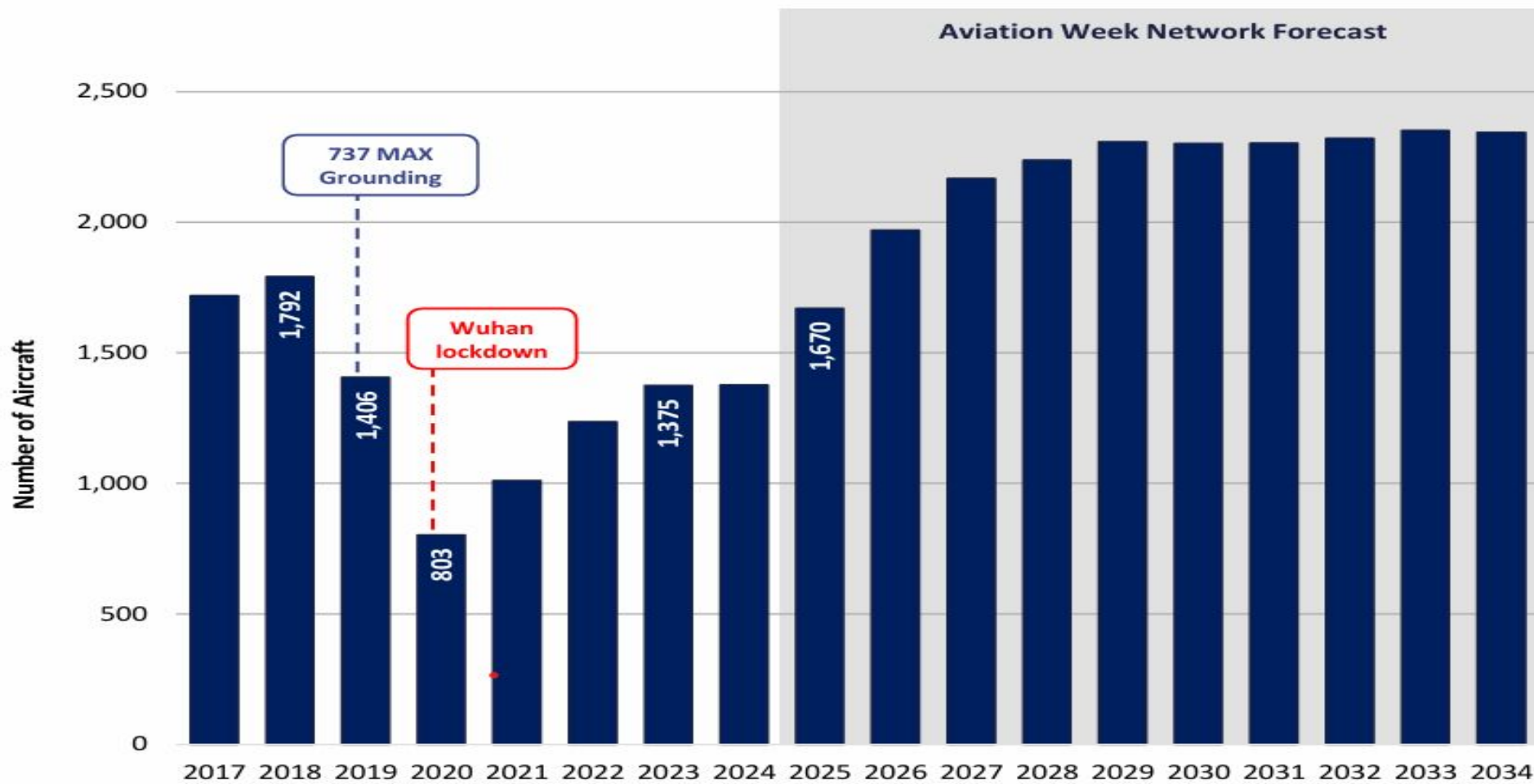
**Through joint ventures and subsidiaries*

Safran Joint Ventures:

- A-Pro
- CFAN
- CFM International
- FADEC International
- Nexcelle
- Propulsion Technologies International



**CHALLENGES
AHEAD**



Source: 2025 Commercial Aviation Fleet & MRO Forecast, Fleet Discovery, Aviation Week Network, Copyright 2024.

Aero Excellence - Overview

C2 - Confidential & maturity of all aerospace suppliers :



VISION : “Improve supply base performances by delivering a universal assessment maturity grid, targeting industrial excellence for the entire Aerospace & Defense community”

- Global referential using universal language
- Simple & pragmatic (evidence-based)
- For all suppliers, regardless of size
- Open source / Bottom-up approach / No redundancy

5 domains of excellence



Outcomes

- Industrial maturity assessment grid
- E2E operating model
- IT collaborative platform
- Training material
- Robust assessor qualification path
- Support guidelines
- AE organisation & governance model

3 maturity labels






Bronze

Silver

Gold

Replaces current models with modern & comprehensive approach

Aero Excellence International - Governance

- **Created & incorporated** in February 2025 
- **Set up:** Non-profit organization, light governance 
- **Executive committee:** 3 founding nations (France, Germany, UK) with light governance 
- **Panel:** 23 executive seats (12 assigned to the 3 founding nations) and openness to expand board of directors to USA, Spain, Italy...

Key missions

- Prepare aerospace supplier base to achieve anticipated ramp-up by focusing on performance & competitiveness

Aero Excellence International - Development



Target 2026: #1 industrial reference worldwide

*non exhaustive list of events



While **AS9100** is a compliance audit against requirements...

Aero Excellence is :

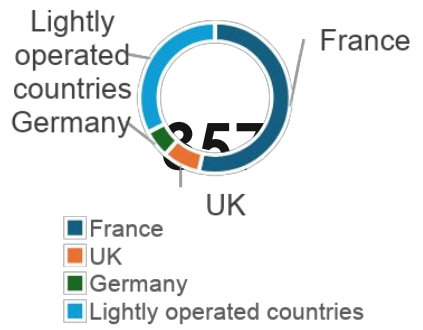
- an assessment of maturity, performance, & best practices of the entire industrial site
- based upon the principle of mutual recognition of a site's assessment by all its customers
- a challenge to participating companies to reach consistent effectiveness *beyond mere compliance*

There are no findings as a result of an Aero Excellence assessment

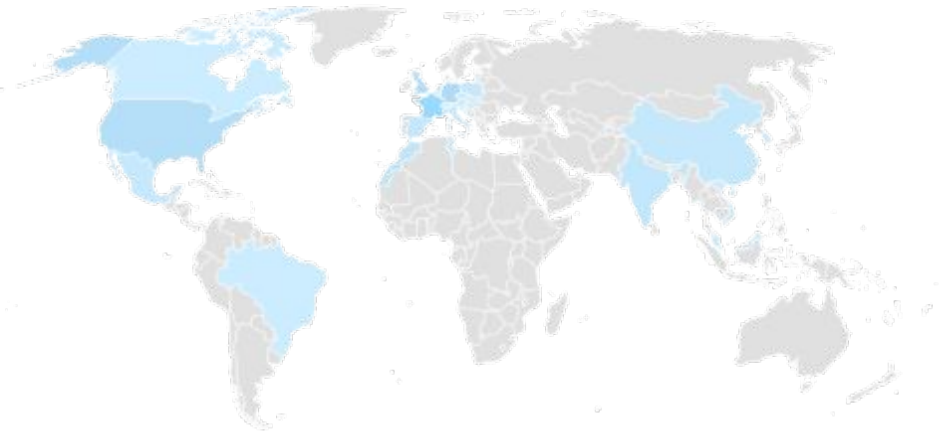
Aero Excellence™ global deployment



Registered Sites



280
Registered Companies
14% Multi-site companies



209
Ongoing assessments



607

Onboarded assessors
Qualification path
launched



92

Qualified assessors



109

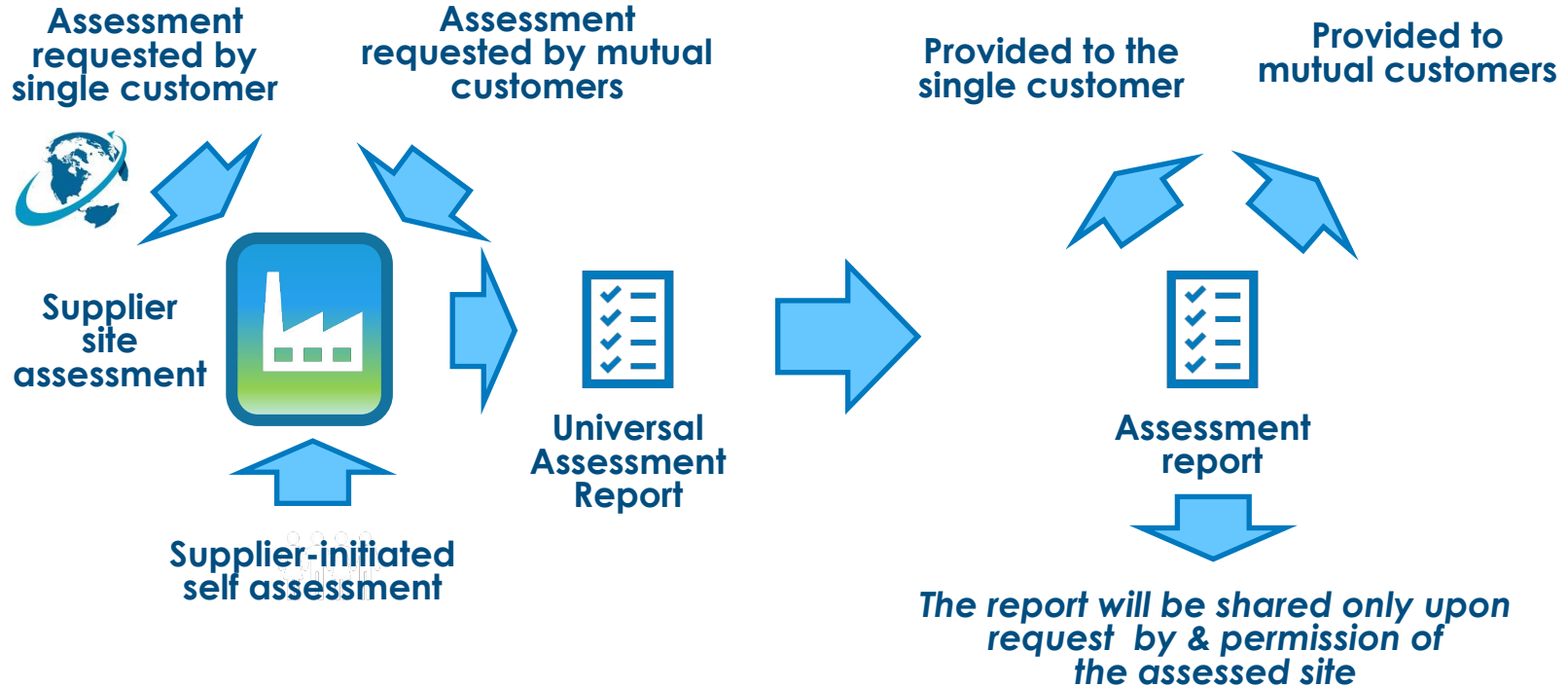
Performed Assessment



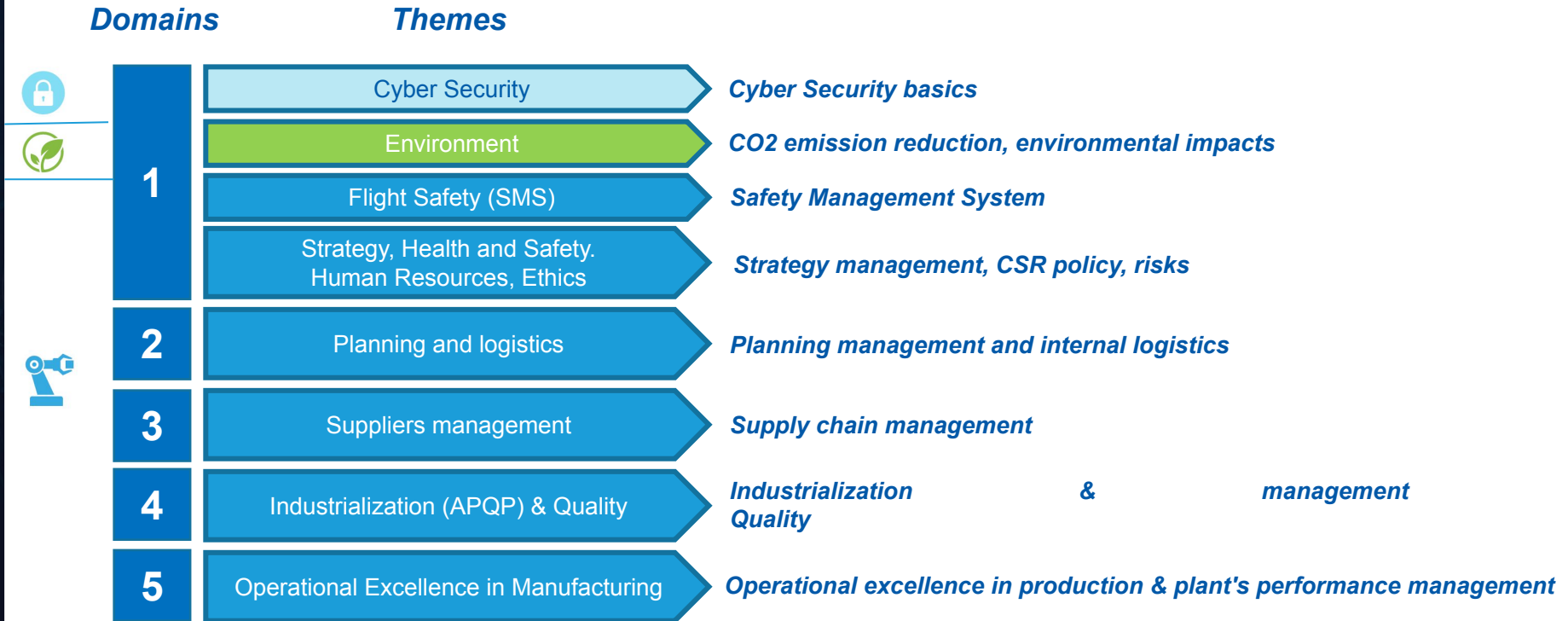
28 Bronzes
1 Silver

Awarded Sites

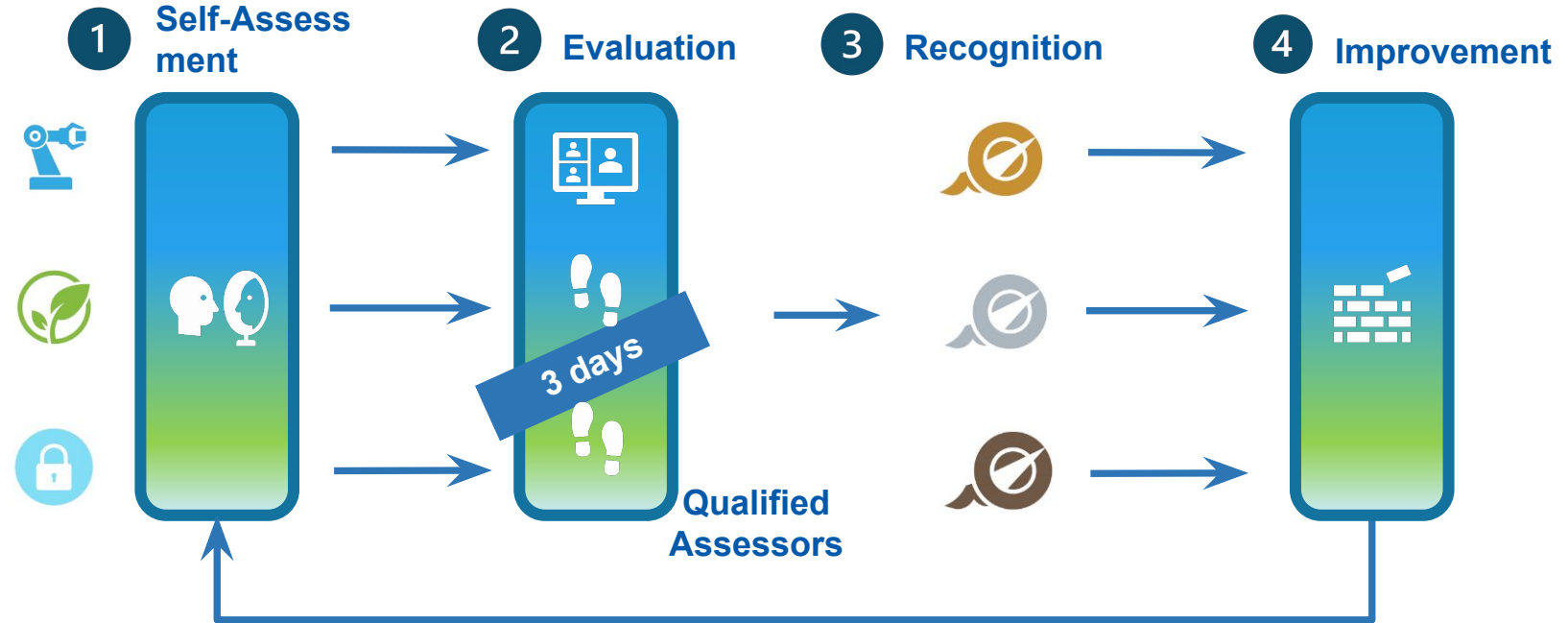
Assessment triggers : either top-down or bottom-up



Aero Excellence assesses maturity of :



Assessment process



In-depth evaluation of strengths & weaknesses by qualified AEI experts
Assessment outcome includes a maturity roadmap to close identified gaps

Aero Excellence membership fees for Customers & Suppliers



AE Customer Companies



AE Supplier industrial sites



~\$50K/year @company level



**Aero Excellence
Operating Body for US
(temporary SCS/ADS UK)**



~\$1-2K/year @site level



Customers' privileges :

- Ask for an assessment report of any supplier
- Get company-qualified assessors
- Organize "single customer" assessment
- Participate to "customer mutualized" assessments in an authorized country

Suppliers' privileges :

- Self-initiated official assessment
- Self-performed initial assessment if desired
- Share its assessment report to any AE customer
- Receive anonymous scatter plot of assessment

Past is prologue

- “The topic today is an adversary that poses a threat, a serious threat, to the security of the United States...This adversary is one of the world's last bastions of central planning. It governs by dictating five-year plans. From a single capital, it attempts to impose its demands across time zones, continents, oceans and beyond. With brutal consistency, it stifles free thought and crushes new ideas. It disrupts the defense of the United States and places the lives of men and women in uniform at risk.”

Past is prologue – 2

- “You may think I'm describing one of the last decrepit dictators of the world. But their day, too, is almost past, and they cannot match the strength and size of this adversary. The adversary's closer to home. It's the Pentagon bureaucracy. Not the people, but the processes. Not the civilians, but the systems. Not the men and women in uniform, but the uniformity of thought and action that we too often impose on them.”

Past is prologue – 3

- “Our challenge is to transform not just the way we deter and defend, but the way we conduct our daily business. Some might ask, how in the world could the Secretary of Defense attack the Pentagon in front of its people? To them I reply, I have no desire to attack the Pentagon; I want to liberate it. We need to save it from itself. We must change for a simple reason—the world has—and we have not yet changed sufficiently.”

Donald Rumsfeld, 10 September 2001

<https://www.americanrhetoric.com/speeches/donaldrumsfeldpentagonbureaucracytobattlefield.htm>

Department of War acquisition transformation, 07 Nov 2025

- “Identify, buy, share”
- End of “Program Executive Offices” to Portfolio Acquisition Executives (PAEs), a single official accountable for interrelated programs & empowered to shift program cash based on performance &/or schedule considerations
- Longer, four-year periods of performance for PAEs, with compensation tied to “capability delivery time, competition, & mission outcomes.”
- Contractual incentives & penalties for industry tied to OTD
- Preference for COTS & alternative contracting methods (no auto-default to DFAR)

Department of War acquisition transformation – 2

- Dual-sourcing & open architecture to prevent “vendor lock”
- “Portfolio scorecards” to measure program performance on percentage of dual-use & COTS, alongside schedule, cost, & performance
- Move of FMS from Policy to Acquisition for speed of delivery to allies
- Longer contracts to allow companies greater fidelity in CAPEX, IRAD
- Independent investment in technology development a competitive advantage
- No more non-compliant bids for missing technical issues

Adapting to the future

Strengthening our nation's A&D industrial base



- **Safran Defense & Space, Inc.** created under SSA/proxy to address the evolving challenges of **US national defense & advanced space missions**
- Operates units in **Optronics, Space Solutions, Testing & Telemetry, Geospatial Artificial Intelligence (AI), and Assured Positioning, Navigation, & Timing (PNT)**
- Headquartered in **Arlington, Virginia**

Safran Defense & Space, Inc. progress

- 28,000-square-foot facility in **Colorado** built to manufacture **EPS®X00 electric propulsion systems** for the **DoW & commercial customers** and already selected to **supply electric propulsion systems for AstroForge's upcoming Vestri asteroid mission**, scheduled to launch in early 2026
- Acquisition of **Attollo Engineering** to strengthen capabilities in **advanced imaging & sensing technologies**
- Safran Federal Systems selected by **DARPA for Robust Quantum Sensor development**, supporting DoW's drive to deliver assured PNT in contested & GPS-denied environments
- Safran DSI secured contract with **Bell Textron** to **deliver flight testing solutions and antennas for U.S. Army's Future Long Range Assault Aircraft, the MV-75**

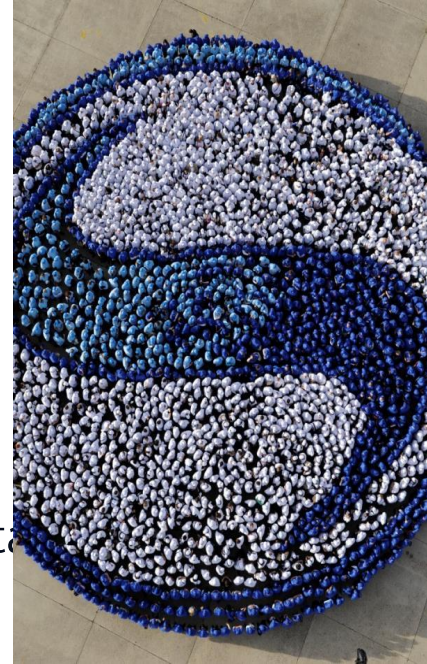
Strategies for workforce development

- **Global employer brand:** *Here, we craft excellence together*
- **Academic partnerships:**
 - Safran USA: Aviation Institute of Maintenance (AIM) Dallas
 - Safran DSI: Colorado Space Institute at Arapahoe Community College (ACC)
 - Safran Electrical & Power: Ohio State, University of Akron and Youngstown State University
- **Robust intern & co-op programs**



Strategies for workforce development – 2

- Participation in **DoW's Skillbridge program** to provide job opportunities for transitioning military members
- **Local workforce development partnerships**
- **Internal talent development programs:**
 - North America Mentorship program
 - Training through industrial schools, Safran University, Digital Academy, & eLearning
- Investment in **STEM programs**



The only constant in life is change

Heraclitus, 500 BC