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Aerospace Organization/Products:

Equipment:

Hispano-Suiza (Colombes, France): Engine equipment; control systems for aerospace engines, power transmission systems for both civil and military aircraft engines, and accessory gearboxes, drive shafts, power transmission gearboxes, reduction gears. **Hurel-Hispano** (Meudon la Forêt, France): Engine nacelles, thrust reversers, aerostructures and organic matrix composites for aerospace applications. Produces and repairs precision mechanical parts and manufactures ejection seats. **Labinal** (Saint Quentin en Yvelines, France): Wiring and electrical harnesses and systems for the aerospace, marine, defense and railway industries. Provides engineering services. **Messier-Bugatti** (Vélizy, France): Manufactures wheels and carbon brakes, braking control systems (full brake-by-wire control systems, Tire Pressure Monitoring System (TPMS), Brake Pressure Monitoring System (BTMS) and steering systems), landing controls systems (sequencing of landing gear and gear doors, thrust reverser actuation systems, balance beam pitch trimmer), hydraulic and electrohydraulic actuation systems (EHA pumps), SEAS electrical seat actuation systems. **Messier-Dowty** (Vélizy, France): Designs, develops, manufactures and supports landing gears for commercial, regional and military aircraft, business jets and helicopters. **Messier Services** (Vélizy, France): International service, repair and overhaul network for all landing and braking systems. Operations in Asia, Europe and North America.

Propulsion:

Microturbo (Toulouse, France): Missile and drone propulsion systems; turbojet starting systems; military aircraft auxiliary power units. **Snecma Moteurs** (Paris, France): Manufactures engines and propulsion systems for both air and space applications. Products include: Atar 9K50 for Dassault Mirage 50 and Mirage F1; CFM56 aircraft engines (through CFM International, an equally owned joint venture of Snecma and General Electric) for Boeing civil and military aircraft and Airbus transports; Larzac for Alpha Jet and MIG-AT and HJT36 trainers; M53 for Dassault Mirage 2000; M88 for Dassault Rafale; TP400-D6 for Airbus Military Co. A400M through association with Europrop International; SM146 for Sukhoi's Russian Regional Jet (RRJ); satellite, spacecraft and launch vehicle propulsion including: Ariane 5 propulsion (HM7B, Vinci, Vulcain and Vulcain 2 cryogenic engines). **Snecma Propulsion Solide** (Le Haillan, France): Designs and produces solid rocket motors (MPS for the Ariane 5 commercial launcher (through Europropulsion, an equally owned joint venture of Snecma and

Employment: 39,200

Officers:

Snecma Chairman & CEO Jean-Paul Béchat; **Senior Executive Vice President** Dominique Paris; **Senior Executive Vice President, Strategy & Development** Yves Imbert; **Executive Vice President, Propulsion** Jean-Paul Herteman; **Executive Vice President, Equipment** Dominique Hédon; **Snecma Services Chairman & CEO** Marc Ventre; **Turbomeca Chairman & CEO** Emeric d'Arcimoles; **Techspace Aero President & CEO** Jean-Lin Fournereaux; **Snecma Propulsion Solide Chairman & CEO** Michel Laroche; **Hispano-Suiza Chairman & CEO** Pascal Sénéchal; **Hurel-Hispano Chairman & CEO** Christian Knapp; **Messier-Dowty Chairman & CEO** Louis Le Portz; **Messier-Bugatti Chairman & CEO** Yves Leclère; **Messier Services Chairman** Benoit Gossett; **Labinal Chairman & CEO** Jean-Claude Lepage; **Microturbo Chairman** Henri Sala

FiatAvio); M45 and M51 strategic and tactical missiles propulsion; and thermostructural composite materials for aviation, space and industry. **Snecma Services** (Melun, France): Provides product support for commercial engines and MRO services for commercial and military engines. Customer support for CFM56 engines and distribution of spare parts. **Techspace Aero** (Herstal, Belgium): Equipment and low-pressure systems for aircraft engines and spacecraft. Low-pressure compressor modules, lubrication systems, space valves and test cell engineering. Engine depot maintenance, repair and test services. **Turbomeca** (Bordes, France): Turboshaft engines for helicopters. Current production includes 100% Turbomeca engines such as the Ardiden, Arriel, Arrius, Makila and TM333, and jointly produced engines such as MTR390 (with MTU and Rolls-Royce) and RTM322 (50/50 with Rolls-Royce). Service networks worldwide. Turbojet engines for training, support or liaison aircraft (Adour with Rolls-Royce, Larzac with Snecma Moteurs). Gas turbines for land and marine applications.

Other Subsidiaries:

Propulsion Technology (Miami, FL, USA): Provides repair and engineering services for aircraft engines. **Snecma Services Brussels** (Brussels, Belgium): Provides MRO services for commercial aircraft engines. **Sofrance** (Nexton, France): Manufactures filtration systems. **Techlam** (Cernay, France): Assembles elastomeric systems for motion control. **Technofan** (Blandac Cexdex, France): Builds ventilation systems for commercial and military aircraft and rotorcraft.

Joint Ventures:

Ceramic Coating Center, partner: MTU Aero Engines (Germany). **CFM International**, partner: General Electric (USA). **Europrop International**, partners: IPT (Spain), MTU (Germany) and Rolls-Royce (UK). **Europropulsion**, partner: Avio (Italy). **MTR GmbH**, partners: MTU (Germany), Turbomeca (France) and Rolls-Royce (UK). **Rolls-Royce Snecma Ltd.**, partner: Rolls-Royce (UK). **Rolls-Royce Turbomeca Ltd.**, partner: Rolls-Royce (UK). **Sichuan Snecma Aero Engine Maintenance Co.**, partner: China Southwest Airlines (China). **Smartec**, partner: NPO Saturn (Russia). **Snecma Morocco Engine Services**, partner: Royal Air Maroc (Morocco).

FINANCIALS (\$ MILLIONS)*:	2001†	2002	% Change
Operating Revenues	6,107	6,818	12%
Operating Expenses	638	488	(24%)
Net Profits	317	111	(65%)
Debt to Equity Ratio	26%	51%	96%

*AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.
 †Values updated from 2003 Source Book.