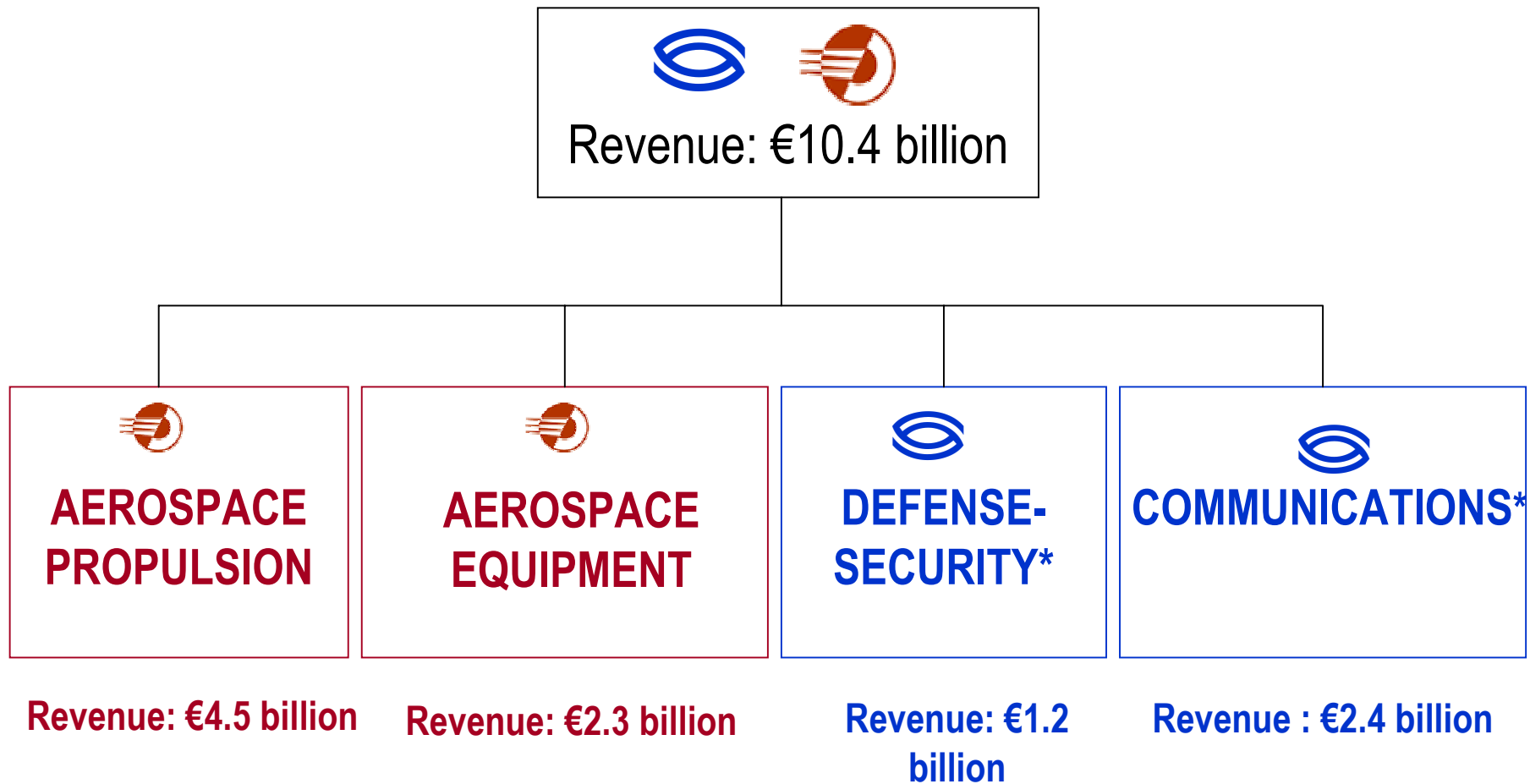


# Merger between SAGEM and SNECMA



# ORGANIZATION OF THE NEW GROUP

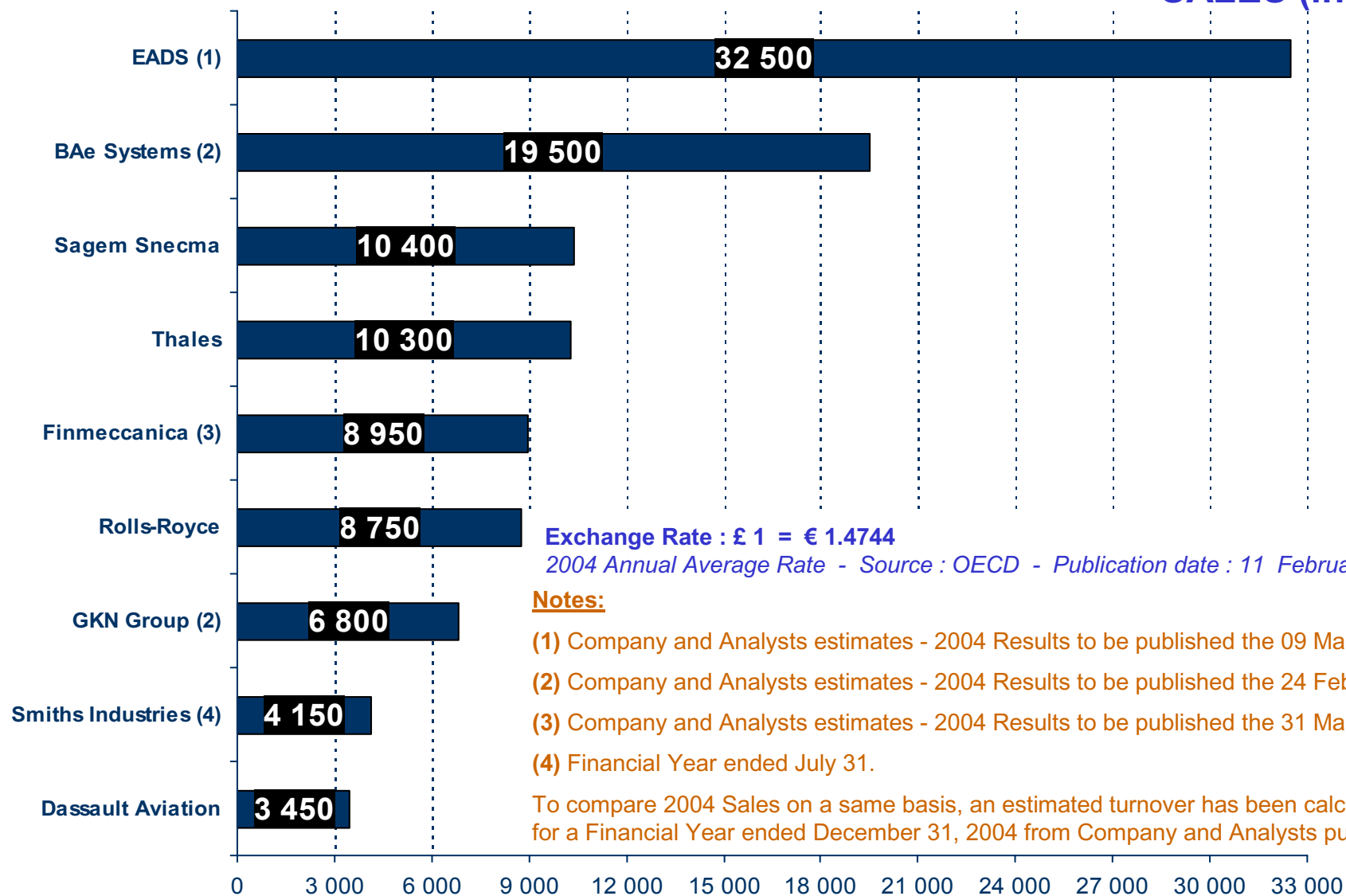


\* After filialization of SAGEM's activities as of 11May 2005



# EUROPEAN GROUPS MAINLY INVOLVED IN AEROSPATIAL ACTIVITIES 2004

## SALES (in € million)



## SAGEM-SNECMA: 2004 combined key figures (Preliminary approach, non audited)

(In millions of euros)	2003	2004	Variation
Revenue	9,611	10,382	+ 8%
EBIT	644	717	+ 11%
<i>% Revenue</i>	6.7%	6.9%	
Net income - Group share	288	368*	+ 28%

\* 2004 pro-forma result, calculated after the merger, will integrate the theoretical financial costs corresponding to the debt generated in 2005 by the ancillary public share offer.



## SAGEM-SNECMA: 2004 aggregate key figures (Preliminary approach, non audited)

(In millions of euros)		2004 BALANCE SHEET	
<b>Fixed assets</b>	<b>6,149</b>	<b>Shareholders equity</b>	<b>4,686<sup>(1)</sup></b>
		Provisions for liabilities & charges	1,657
		Repayable advances	465
<b>Current assets</b>	<b>7,074</b>	<b>Financial Debt</b>	<b>754<sup>(2)</sup></b>
		Current debt	5,661
<b>TOTAL ASSETS</b>	<b>13,223</b>	<b>TOTAL LIABILITIES</b>	<b>13,223</b>

(1) Including non affected goodwill fixed with an acquisition price calculated on the basis of SAGEM 's rate in the scope of the transaction's notice

(2) Takes into account €1,250 M of financing of the offer in 2005. Net cash position as at 31 December 2004 is positive of €496 M



## SYNERGIES

### SAGEM-SNECMA: a compelling fit enabling important and durable synergies (cf transaction's notice)



Activity	Estimated synergies in 2008 (in €M )
Industrial and commercial Activities	88 to 119
Activities excl. production	40 to 51
Administration	around 35

Estimated expected gains for 2008: between 163 et 205 M€ on EBITA\*

\* Earnings before interest, taxes, goodwill amortization and after employees interestment.



## SAGEM-SNECMA: 2005 economic outlook\*

Before taking into account IFRS standards and excluding goodwill generated by merger

 Follow on revenue's growth

 Keep operating margin up

 Net income progression

\* Preliminary approach, non audited

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# PRELIMINARY TIMETABLE

18<sup>th</sup> January 2005

Opening of the public offer

17<sup>th</sup> or 18<sup>th</sup> February 2005

French State's press release on SNECMA's privatization and shares transfer to the public exchange and to the subsidiary cash offer

23<sup>th</sup> February 2005

Closing of the public offer \*

07<sup>th</sup> March 2005

Public offer's results

17<sup>th</sup> March 2005

Settlement – Delivery

Installation of the new members of the Supervisory Board and the Executive Board.

Payment of the interim dividend: €0,10 per SAGEM share

18<sup>th</sup> March 2005

Supervisory Board to examine the assets contribution (filialization of SAGEM's activities) and merger agreement

10<sup>th</sup> & 11<sup>th</sup> May 2005

Shareholders Meetings to approve the merger

\* After publication of CPT's notice

