

DASSAULT AVIATION

# FLYING THE FUTURE

2010 ANNUAL REPORT



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# OUR VISION

“To be free as a bird”: with us, every day, this saying becomes more and more of a reality.

Our aircraft let our customers take control of their independence, their time, their space, their decisions and their actions, all around the world.

Testifying to the hold we exert over our own fate, our sustainability is anchored in the audacious and realistic technical and industrial choices we make, always in observance of the economic and political imperatives.

Building on the technical and human skills of our personnel, we plot out our future independently, developing a unique know-how that is of benefit to each of our industrial partners, and to the entire aerospace industry.



## MESSAGE FROM THE CHAIRMAN

# MANAGING CONSTRAINTS IN ORDER TO REINFORCE OUR FREEDOM OF ACTION

In 2010, the global economic situation stabilized, but with no clear sign of an upturn for Dassault Aviation. Dollar fluctuations, repeated economic crises, market volatility, public debt crises: in today's world, the long-term is a thing of the past. We need to be able to adapt pro-actively and permanently. Unlike most of our competitors, who have made massive redundancies, we have succeeded in preserving our jobs. The efforts that we have put in over recent years have improved our processes in every area.

In this context, Dassault Aviation's 2010 consolidated figures were as follows:

- orders: EUR 1.27 billion;
- net sales: EUR 4.19 billion (up by 22% compared to 2009);
- consolidated operating income: EUR 591 million (up by 39% compared to 2009<sup>(1)</sup>), for an operating margin of 14.1% (12.5% in 2009<sup>(1)</sup>);
- consolidated net income (excluding Thales): EUR 395 million (up by 23% compared to 2009<sup>(2)</sup>), for a net margin of 9.4% (9.4% in 2009).

Certainly, the number of Falcons delivered in 2010 constitutes a new, historic record for the company. Yet sales of business aircraft, showing relative growth, have only just balanced the cancelled orders, still very high despite significant reductions over 2009.

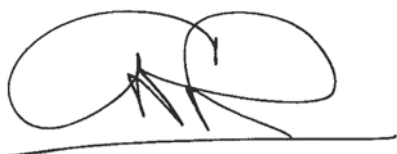
As far as the Rafale is concerned, we have several prospective clients, even if certain countries have postponed their decision to purchase, due to the economic situation.

2011 promises a mixed outlook, including a certain number of encouraging signs, such as confirmation of a progressive upturn in demand for the new Falcons and the pursuance of Rafale export negotiations, with the strong support of the French government. Our efforts need to be pursued and redoubled in order to maintain our productivity and, ultimately, preserve the qualified jobs within our establishments. We intend to maintain our position as a benchmark digital enterprise.

Our main objectives are:

- to finalize a Rafale export contract;
- to finalize the general design of the SMS, with PLM V6, while scrupulously respecting the cost objectives assigned to this program;
- to bring the fitting and customization of the Falcon 2000 into the PLM process, as is already the case with the Falcon 7X and 900;
- to complete the assembly and systems integration of nEUROn in time for the ground tests that are due to commence in the last quarter;
- to produce, in conjunction with BAE Systems, a start-up proposal for the definition and risk-reduction work on a Franco-British MALE UAV;
- to prepare for the future through our studies of aircraft concepts, technological developments and improved production processes; this work concerns in particular the next generation of the Falcon, in the framework of French or European programs, and of the military projects.

Undoubtedly, there is a great deal of uncertainty, but our skills, our enterprise culture and our collective willpower are even greater.



**Charles Edelstenne**

Chairman and Chief Executive Officer

(1) 2009 restated of research-based tax credits.

(2) Including Thales, net income before amortization of Purchase Price Allocation is EUR 371 million, and net income after amortization of Purchase Price Allocation amounts to EUR 267 million).



## MANAGEMENT COMMITTEE



### **Guy Piras**

Executive Vice-President,  
Industrial Operations,  
Procurement and  
Purchasing

### **Loïc Segalen**

Executive Vice-President,  
Economic and  
Financial Affairs

### **Charles Edelstenne**

Chairman and  
Chief Executive Officer

### **Jacques Pellas**

Corporate Secretary

### **Didier Gondoin**

Executive Vice-President,  
Engineering

### **Alain Bonny**

Senior Vice-President,  
Military Customer  
Support Division

### **Éric Trappier**

Executive  
Vice-President,  
International

### **Olivier Villa**

Senior Vice-President,  
Civil Aircraft

### **Gérald Maria**

Executive  
Vice-President,  
Total Quality

### **Claude Defawe**

Vice-President,  
National and  
Cooperative Military Sales

## HUMAN RESOURCES AND COMMUNICATION

### **Jean-Jacques Cara**

Vice-President,  
Social Relations  
and Human Resources

### **Stéphane Fort**

Vice-President, External  
Relations and Corporate  
Communication

## OUR PROFILE

# ATYPICAL AND SPECIFIC

Private international group, financially secure and in profit since its creation.

Group that remains human in scope on the scale of the global aerospace industry.

Last aviation group in the world still owned by its founding family and bearing its name.

The only group in the world that designs, manufactures and sells both combat aircraft (instruments of political independence) and business jets (work and economic development tools).

Digital enterprise, and initiator of a technical and industrial revolution.

Products: Rafale, Falcon, nEUROn, Mirage.

Over the past 10 years, exports have accounted on average for 73% of sales generated.

Over the past 10 years, the Falcons have accounted on average for 63% of of sales generated.

Net sales 2010:

77%

Falcon

80%

exports

Nearly

12,000

employees,  
with over 8,100 in France.

More than

8,000

aircraft delivered.

Present in

81

countries worldwide.

Over

25 million

hours of flight time.

## OUR STRATEGY

# FLYING THE FUTURE

We can draw on our many strengths in order to map out our long-term future in an extremely competitive economic environment.

**Customer satisfaction** is at the core of our strategy. We can offer our customers, from design to operation, a massive panoply of know-how fed by the cross-fertilization of our **civil and military activities**, underpinned by a solid set of values and a strong enterprise culture.

We are building our future on our capacity for self-financing and the launch of **new programs**:

- development of a new business jet;
- preliminary projects on environmentally-friendly, high-performance executive aircraft;
- a range of unmanned combat aircraft and observation drones.

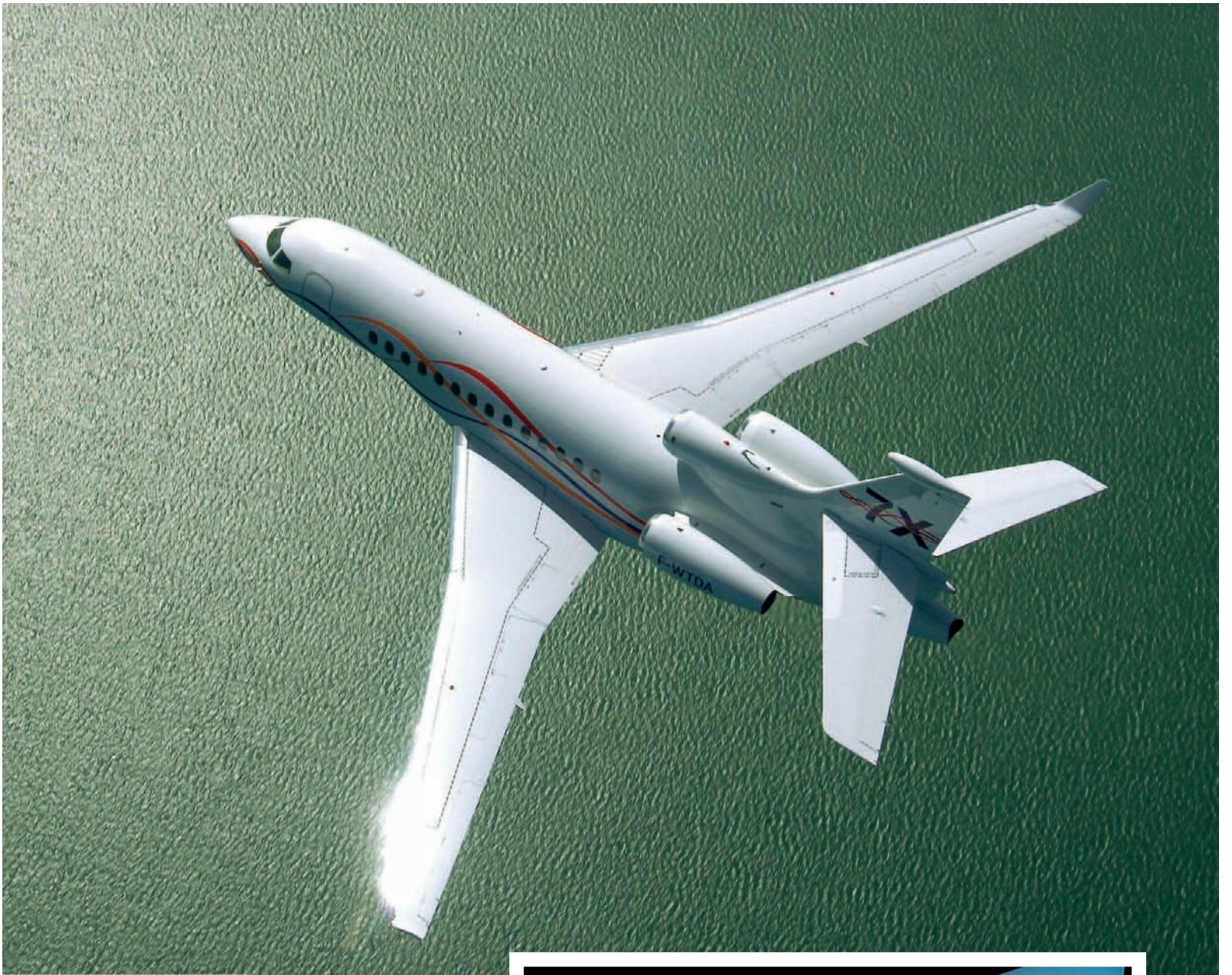
We shall make sure to maintain the efficiency of the Rafale faced with the challenge of future operational environments. We are bringing to maturity our unmanned combat aircraft concepts in extending our work on the nEUROn.

As an **architect of complex airborne systems**, and expert in the main sovereignty technologies, we are renowned for our design and industrialization facilities. Thanks to our unique experience, we develop **pragmatic and innovative cooperation paradigms** that are applicable to the entire aerospace industry.

What is more, we are distinguished as a benchmark **digital enterprise**. The progressive rollout of the sixth version of the product lifecycle management process (PLM V6) and of its “Systems” component has generated new collaborative work processes. PLM V6 offers unparalleled collaboration perspectives through the coordination of stakeholders (either in-house or external to the company), projects, processes (whatever the location), employees, programs and products. Configured to match production to the market cycles, we are able to draw on the versatility of our business lines and our **flexible and reactive industrial facilities**.

Last but not least, for future generations as well as for ourselves, the **protection of the environment** is treated as a global issue requiring a collective effort. We believe that the major developments to come in the field of aerospace will be measured against the yardstick of the initiatives launched in this domain. This is why we are keen to pursue and develop its initiatives, in particular via the European research projects Clean Sky and *Iroqua*, so that our activities and our products may contribute to the preservation of our planet.





Falcon 7X

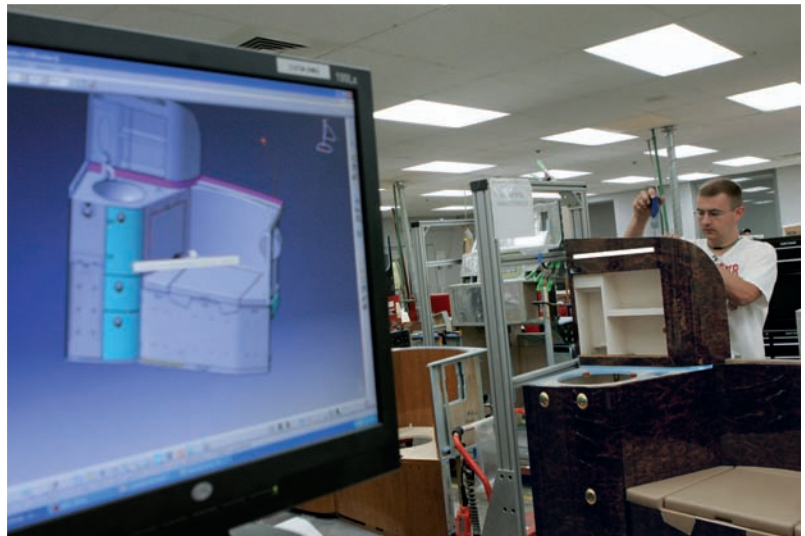


Saint-Cloud: Immersive Reality Center





nEUROn



Little Rock: use of 3D data for type design in the completions process of Falcon aircraft

2010

# KEY FIGURES

Orders (in units)	-9 Falcons corporate
Deliveries (in units)	95 Falcons (record) 11 Rafales
Operating margin	14.1% (12.5% in 2009, restated of research-based tax credits)
Net margin <sup>(1)</sup>	9.4% (9.4% in 2009)

## FALCON

- FAA (US) and EASA (European) certification for the Falcon 900LX (July).
- Certification of the Enhanced Flight Vision System (EFVS) on the Falcon 7X (July).
- Opening of the Falcon office in Beijing (September).
- Launch of the Falcon SMS development platform in Saint-Cloud, France (September).
- Delivery of the 100th Falcon 7X (November).
- Falcon 2000LX certified to operate out of London City Airport (November).
- FAA certification for the use of 3D data in its design and fitting processes for the Falcon interiors at Little Rock (December).

## RAFALE AND MIRAGE 2000

- Canvassing and negotiation for export.
- Obtaining of the Operational Condition Maintenance contract (*Mirage Care* OCM) for military aircraft other than the Rafale.
- Renewal of the Mirage 2000 technical assistance and technology-watch contract in Taiwan and Brazil.

## UNMANNED AERIAL VEHICLES (UAV)

- nEUROn: pursuit of manufacturing with the various partners.
- Production, in conjunction with BAE Systems, of a preliminary study of the MALE (Medium-Altitude Long-Endurance) system.

## SPACE

- Work on aerodynamics and aerothermodynamics for the *Intermediate Experimental Vehicle* re-entry demonstrator of the European Space Agency.
- Development and validation of adaptations to the ground telemetry systems of the French Guyana Space Center for the Soyuz launcher.

(1) Excluding Thales.

## VALUES

# SHARED VALUES

In order to achieve our objectives in a highly competitive and increasingly global economy, we build on strong values, a firm identity and strict ethical standards.

### CUSTOMER SPIRIT

Satisfying the customer is both the philosophy and the guiding principle of Dassault Aviation: hearing what customers want, understanding their needs, being at their service, keeping our word; offering excellent technical performance, confidentiality and customized follow-up, while optimizing cost control and response times.

### HUMAN QUALITIES

People are the heart of the Group.

Dassault Aviation promotes team spirit, the sharing of knowledge and know-how, creative initiative, and a sense of morality.

The Group favors united action at all levels, mutual respect, the quest for professional self-realization, and the feeling of belonging to a group that is still human in scope.

### TECHNOLOGICAL EXCELLENCE AND INNOVATION

Technological excellence and innovation are the slogans of Dassault Aviation. They are the foundation of its philosophy, its passion and its history.

The Group ensures the quality, reliability, and safety of its aircraft through a strategy of constant innovation, its project management capability, and its mastery of complex systems.

### ECONOMIC PERFORMANCE

Dassault Aviation regards value creation as an essential goal in terms of ensuring its profitability, financial stability and long-term future.

In a context of intense international competition, the Group drives home the need to be more flexible, adaptable, and responsive in dealing with its customers, suppliers and partners.

### OPENNESS TO THE WORLD

In a spirit of partnership, Dassault Aviation is engaged in sustained programs of scientific, technological, technical, and industrial cooperation in France and abroad.

The Group plays an active role within national and international aerospace and defense organizations.

Its internal and external reporting is open and transparent. It demonstrates concern about the impact of its activities on the environment.

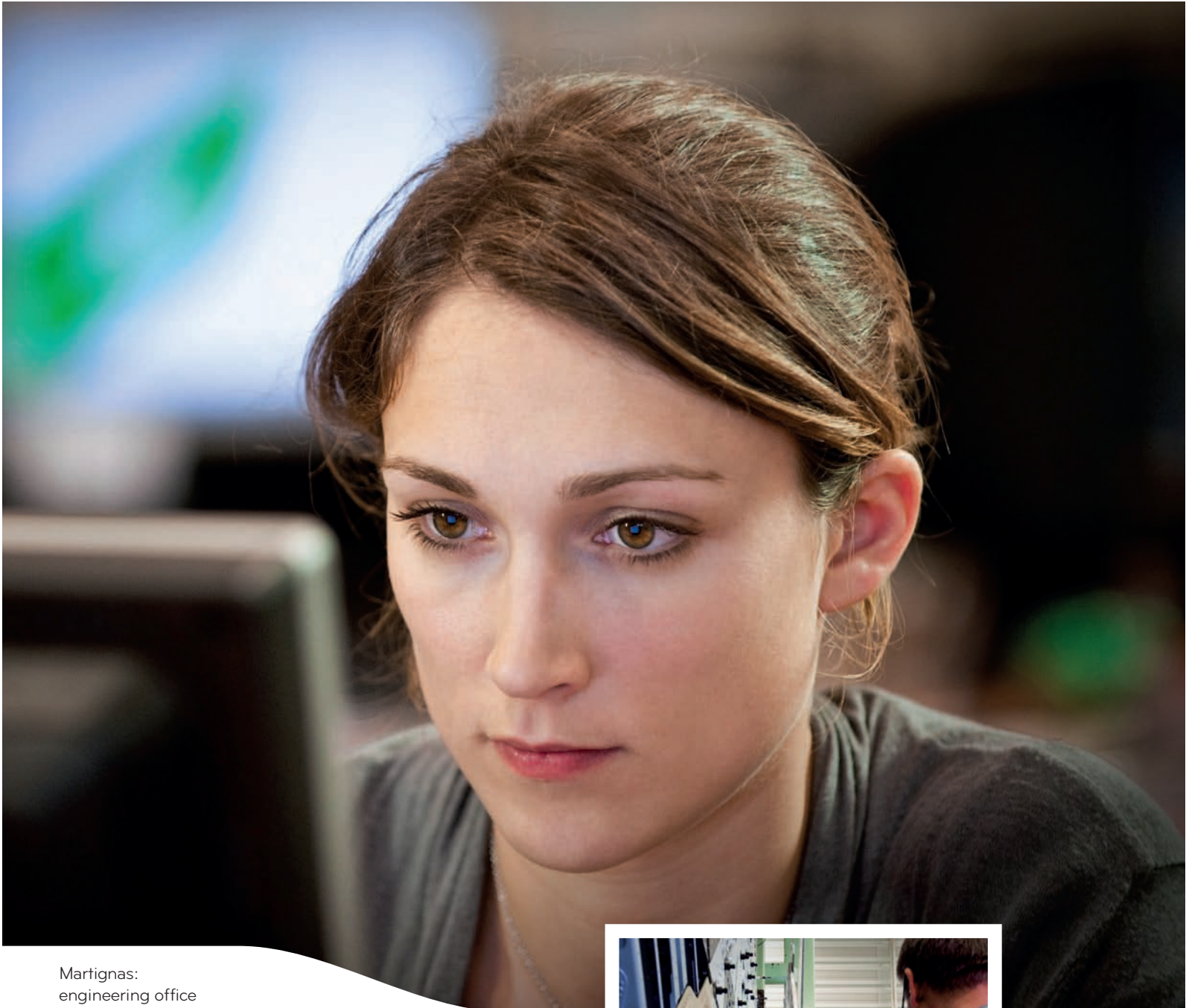
### SUPPORT FOR THE GLOBAL COMPACT INITIATIVE

As a socially responsible company, Dassault Aviation takes account of the social, human, economic and environmental dimensions of its activity in its relations with its partners and employees. The Group's actions are permanently driven by the desire to ensure the progress and sustainability of its activity.

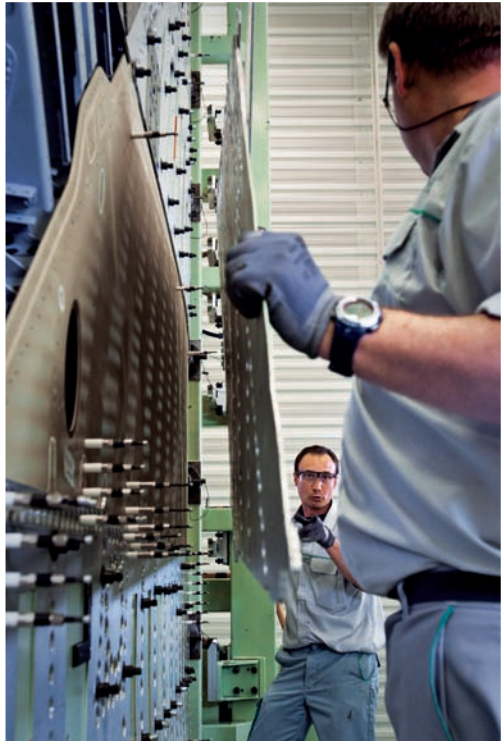
As a logical extension of this undertaking, it signed up in 2003 to the Global Compact, established by the United Nations. Dassault Aviation supports the ten principles relating to human rights, labor standards, environmental protection and the fight against corruption. Through this commitment, the Group integrates the principles of the Global Compact in its strategy, its culture and its daily operations.

[www.unglobalcompact.org](http://www.unglobalcompact.org)





Martignas:  
engineering office



Martignas: assembling the wings of the Falcon





Presenting a Falcon 7X  
to a customer



Rafale in Afghanistan



## SERVICE

# OBJECTIVE: AVAILABILITY

Based on our Group strengths, offering technical performance, innovative solutions, confidentiality, customized follow-up and optimal control over costs and lead times, we always think: “customer first”.

### OFFERING THE MOST COST-EFFECTIVE AND EFFICIENT RANGE OF PRODUCTS AND SERVICES ON THE MARKET

We adapt to the market, in other words, to the expectations of our customers who wish to benefit from the best products and services at a fair price. Cutting structural and program costs is one of our primary objectives, implemented on a daily basis: avoiding over-specification, not simply seeking technical excellence for its own sake and “doing things right the first time”.

In 2010, Dassault Falcon Jet received approval from the Federal Aviation Administration (FAA) for the use of 3D data in its design and fitting processes for Falcon interiors. This has meant that greater precision in the specification and design process can be achieved. The customer can now view and approve the final configuration deriving from his expectations at the outset. The definition of aircraft specifications in 3D also makes it possible to validate the compatibility of equipment placement with maintenance activities, and to achieve a higher global quality level for the fitting process.

### REMAINING ATTENTIVE DAY IN, DAY OUT

We attach great importance to the customer support that we provide to assist customers with their daily operational needs.

The main objectives are to:

- offer customers a set of products and services that optimize the operational availability and maintenance of aircraft in order to ensure the success of their missions;
- offer armed forces customized support based on their wishes;
- propose improvement and training initiatives, taking into account any feedback in order to maintain the product in use at a competitive cost.

To adapt this permanent support to the logistical needs of the customer, we strive, for each of our products, to:

- facilitate their implementation and deployment;
- simplify their use;
- optimize the deployment of the personnel and resources required.

## PROJECT MANAGEMENT

# ARCHITECT OF COMPLEX AIRBORNE SYSTEMS

With the exponential development of the technologies, the aircraft as a concept is evolving towards complex airborne systems integrating numerous digital facilities, in both the civil and the military markets.

### MASTERING THE ESSENTIALS

Few companies in the world are capable of producing these complex airborne systems, which may include, for example, a navigation system, a weapons system and digital flight controls. Essential know-how is an absolute pre-requisite when it comes to coordination, the management of systems compatibility and integration, from the design phase through to manufacturing and support.

In order to entirely fulfill our role, we must have all the specific skills required to take account of all the technical and financial components of the system, while evaluating the risks associated with its full integration.

To this end, the control we exert covers four broad areas:

- global architectures;
- striking a balance between performance, technology and economics;
- costs and lead times;
- risk management.

### WORKING HAND-IN-HAND

Product Lifecycle Management (PLM) is the tool that enables all this complexity to be managed and the creation of models that can be used by all the protagonists in a project, whatever their discipline. This currently incorporates the aircraft design, production and support phases. Its physical representation is the “digital mockup”, a genuinely collaborative work platform that provides a unique environment to which each partner can make their own specific contribution, in real time, to the final mockup of the aircraft.

Data management is thereby unified, with immediately identifiable benefits in terms of reduced program development costs and cycles.

The ultimate challenge is to put in place a global second-generation decision-making tool, established on the basis of all our activities that will have been modeled in advance. This will be the “Systems PLM”.

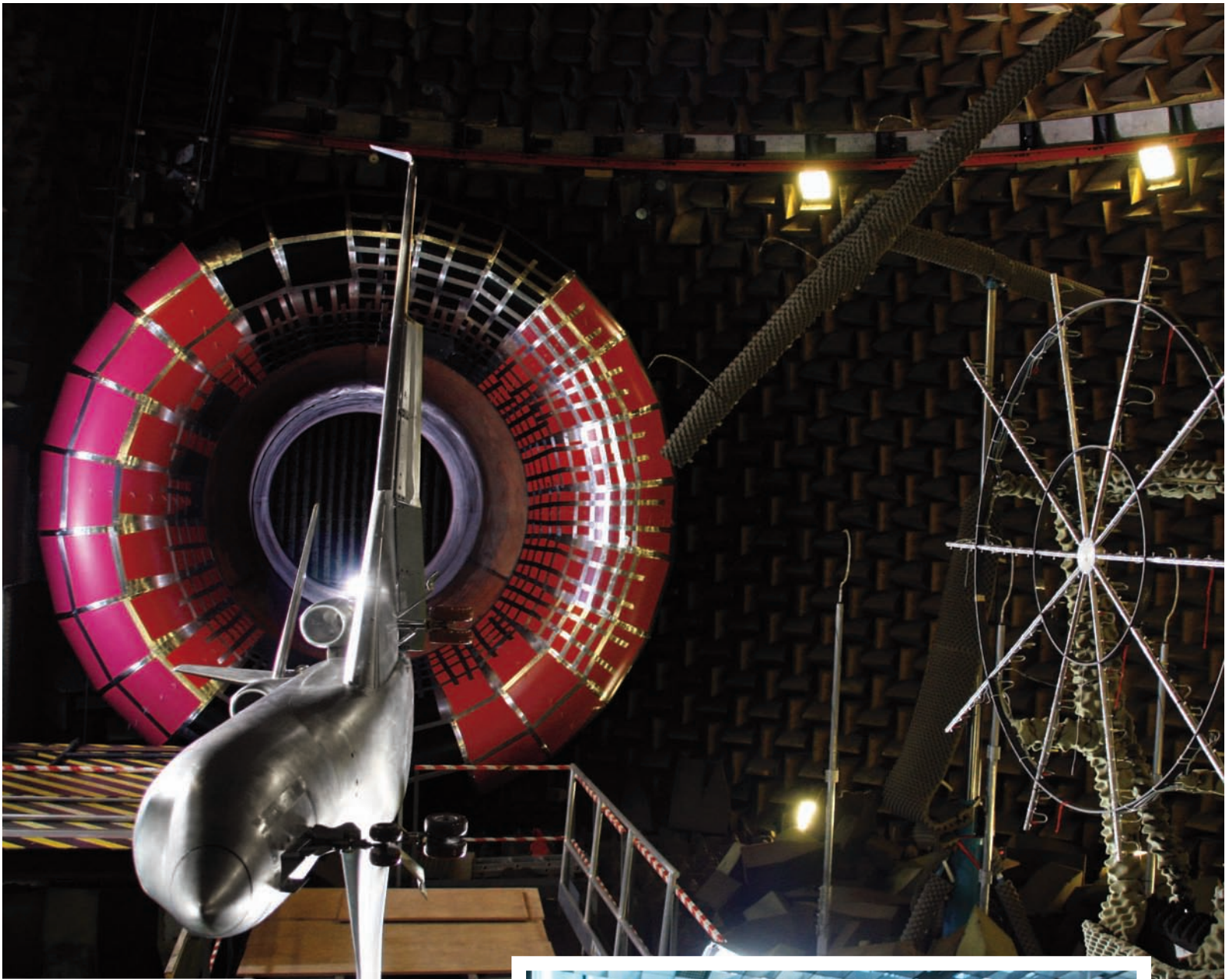


Biarritz: use of a tablet PC  
in the production  
of a Falcon 7X fuselage

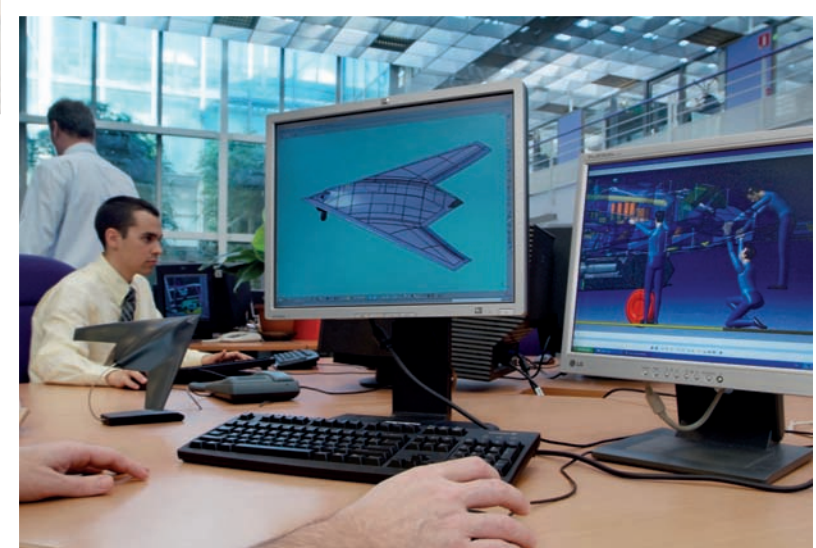


Saint-Cloud: Rafale flight simulator





ONERA wind tunnel:  
tests on a mockup  
of the Falcon 7X



Saint-Cloud: nEUROn collaborative workspace

## COOPERATION

# PROPOSING A GLOBAL PROGRESS DYNAMIC

Thanks to our unique experience as an architect of complex airborne systems, we bring a pragmatic, dynamic and controlled approach to European military aerospace cooperation. To be efficient, cooperative program management requires the designation of a single decision-maker and a single project manager to determine responsibilities and arrive at the pronouncement of unique instructions.

### GIVING IMPETUS TO EUROPEAN MILITARY AVIATION

A project that has now become reality, nEUROn, the unmanned combat aircraft demonstrator, enables the development, integration and validation of the most advanced technological program existing today in the European aerospace industry. It underpins the development of technologies of prime importance, such as integration of a tail-less, stealth configuration in an independent unmanned yet secure combat system. A single technological demonstrator will be built and flown, and the results obtained may be used for either manned or unmanned aircraft as well as for either military or civil UAVs.

For the first time in the world, a defense project of this nature has been designed and developed in the PLM (Product Lifecycle Management) framework, first set up for the Falcon 7X business jet program. Through the use of a virtual development platform, we and our five partners in five European countries have been able to work simultaneously on the same research and development.

### COOPERATION WITH RESEARCH CENTERS

We are cooperating with over 100 universities, institutes and research centers worldwide in order to leverage the scientific fundamentals underpinning our business lines. We actively participate in common European framework programs (FPx) on research and development.

It is also involved in various forms of industrial cooperation, including research, technology and development projects, and research into future aviation technologies, such as the European Advanced Low Cost Aircraft Structures (ALCAS), and on technological projects on UCAVs.

## HIGH TECHNOLOGY

# OVERCOMING THE KEY CHALLENGES

We are at the cutting edge of technological innovation, in an industry where the long cycles require extended forward planning: a civil or military aircraft has an operating life of no less than thirty years.

### INTENSIFIED R&D

Research & Development are essential to our activity when it comes to preparing for the future. Taking onboard as early as possible the innovative technologies that promise the most in terms of cost/efficiency, through fundamental research, is vital in order to retain that competitive edge. We possess and develop the resources necessary to design pivotal high-performance products under operational conditions, for a result that is second to none.

### MATURING NEW TECHNOLOGIES

Research & Technology studies conducted by ourselves enable the maturing of new technologies that will be applied to both current programs and future systems. Particular attention is paid to work on reducing program cycles and costs and on improving aircraft performance and safety. The research and study work that we carry out relates to both self-financed projects and contracts with the State or with European institutions.

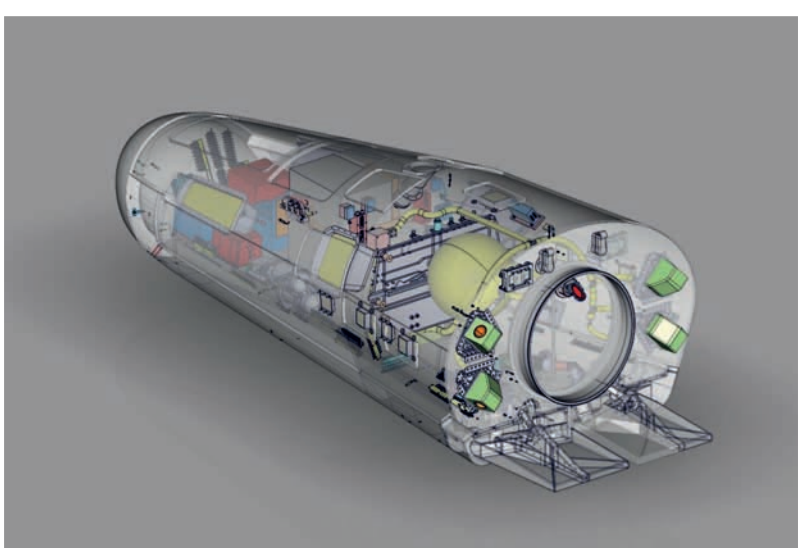
### EXPLOITING THE EFFICIENCY OF CUTTING-EDGE INDUSTRIAL TECHNOLOGIES

We also have expertise in cutting-edge technologies such as the manufacturing of structures out of composite materials, resin transfer molding (RTM), hot forming, thermoplastic direct manufacturing and carbon fiber placement, etc., which are the signature of the quality and finishing of our products. Our workshops manage high-speed machining techniques and have broken new ground in robotics. We are also experts in flight control, stealth and pyrotechnical technologies, from the design phase through to mass production. High technology is at work here in its most fertile field of application.

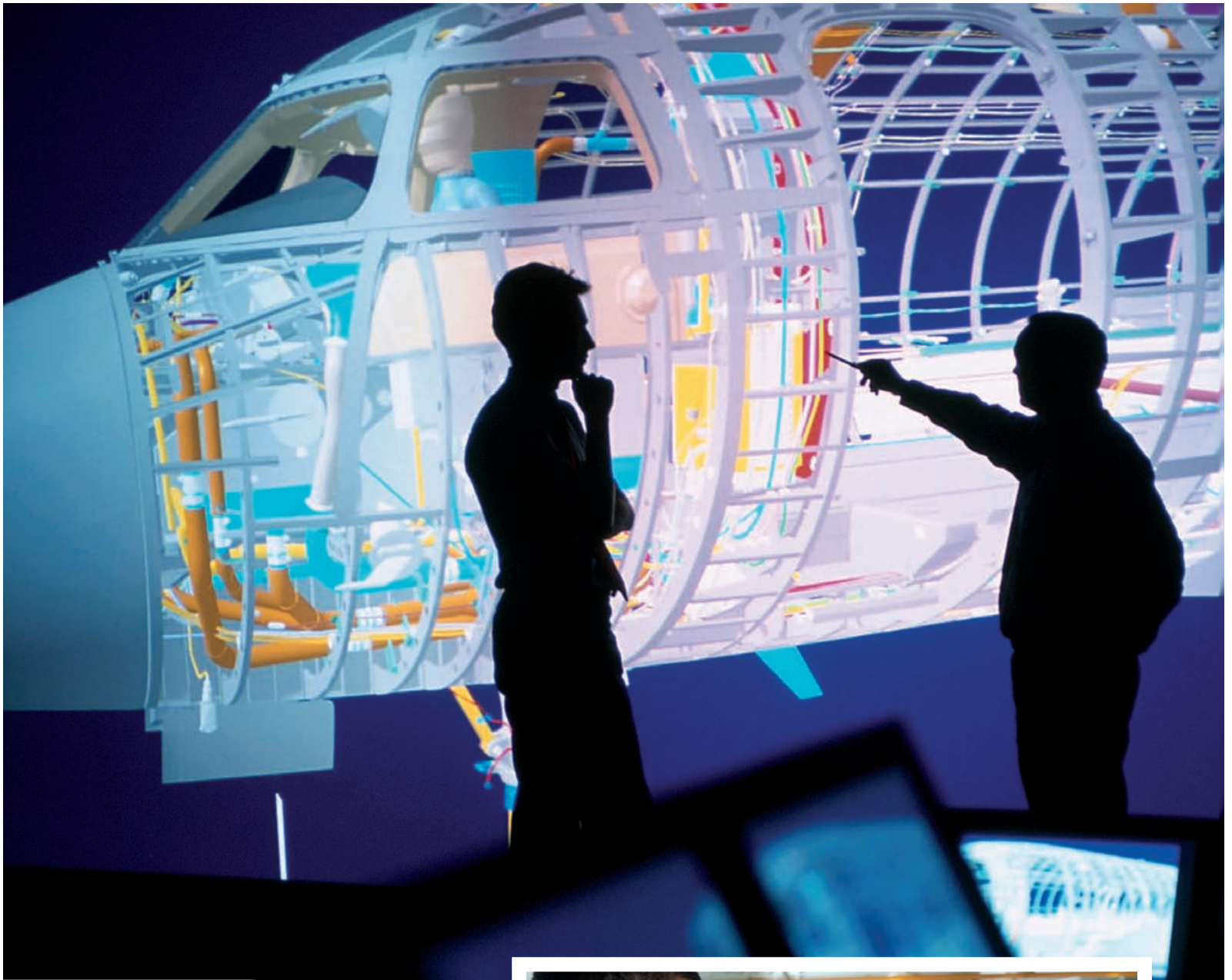




Biarritz: production  
of a Rafale wing  
out of carbon fiber



IXV space project



Saint-Cloud: discussions in the heart of the virtual mockup of the Falcon 7X



Argenteuil: an operator consults the computerized manufacturing instructions



## DIGITAL ENTERPRISE

# WHEN THE VIRTUAL COMES TO THE AID OF THE REAL

We are continuing to improve our design tools in the digital enterprise framework. Product Lifecycle Management (PLM) now also therefore extends to cover system definition.

### ALWAYS ANTICIPATING

CAD (computer-aided design) tools have allowed the Rafale and Falcon 2000 to benefit from a digital mockup created using CATIA. With the introduction of PLM in the Falcon 7X program, we, along with all our industrial partners, have broken new technological ground in the integration of development processes. By associating, from as early as the product design phase, all the business lines linked to the product lifecycle (industrialization, manufacturing, fitting, support, etc.), it is now possible to pass directly - and without a physical mockup - from the digital model to the manufactured aircraft. We have thus been able to bring into the aerospace industry the “zero mockup” and “zero prototype” concept. Yet the use of this PLM was until now limited essentially to the aircraft structure.

This is why the new PLM V6 tools now also integrate systems design. They now offer the manufacturer the capability of building multiple-domain architectures (hydraulics, electrics, etc.), guaranteeing global traceability from the initial technical specifications through to the production of the end product.

### SIMULATION IN ORDER TO OPTIMIZE PRODUCTION IN REAL-TIME

To adjust to changes in aeronautical cycles and deal with specific problems, we have made our industrial facilities flexible. They can therefore be very quickly adapted to changes in the economic situation, thanks in particular to the digital processes and the progressive automation of our workshops.

Today, production simulation helps to optimize the industrial processes in order to face up to the economic vicissitudes. We are increasingly capable of projecting into the future by validating in virtual form the ways in which new and high-performance workshops are organized.

At the same time, the use in the digital factory of ever-more innovative technologies in the fields of information and communication places the entire digital production line at the service of the partner and of the partner's know-how. Short-cycle production control demonstrates, here too, its functional reality.

## ENVIRONMENT

# LESS NOISE AND CLEANER AIR

The protection of the environment is a global issue requiring a collective effort. This is why we are pursuing and developing concrete initiatives designed to reduce the impact of our products on the environment. We are committed to enhancing our environmental credentials, as defined by the *Grenelle de l'Environnement* conference and sought by all the players in the French aviation sector.

### A REAL CHALLENGE TO INNOVATION

Eco-design will be a key differentiator in the years to come. The environmental analysis of the lifecycle of aircraft must therefore culminate in proposals for innovative solutions.

Representing business aviation on the European Clean Sky research project, we take part in studies of the forms, lifecycles and use of aircraft. Through the use of technological demonstrators, the work carried out in European cooperation will enable the validation of innovations in the fields of onboard power management, advanced aircraft control, drag reduction and eco-design.

Since the 1990s, we have been pursuing an intensive digital modeling approach. We are reducing, on the one hand, the development costs and lead times and, on the other, minimizing the environmental impact as compared to the previous empirical approach that required numerous mockups or prototypes and tests consuming large amounts of materials, energy, fuel, etc.

### FUEL-EFFICIENT AIRCRAFT

The lighter, more compact and more economical Falcon business jets consume the least amount of fuel in their category thanks to the aerodynamic qualities deriving from their sleek design.

This low fuel consumption also reduces exhaust emissions. This differentiating factor may be traced to our extensive experience in designing and manufacturing combat aircraft. Our clients, what is more, are increasingly sensitive to these considerations.

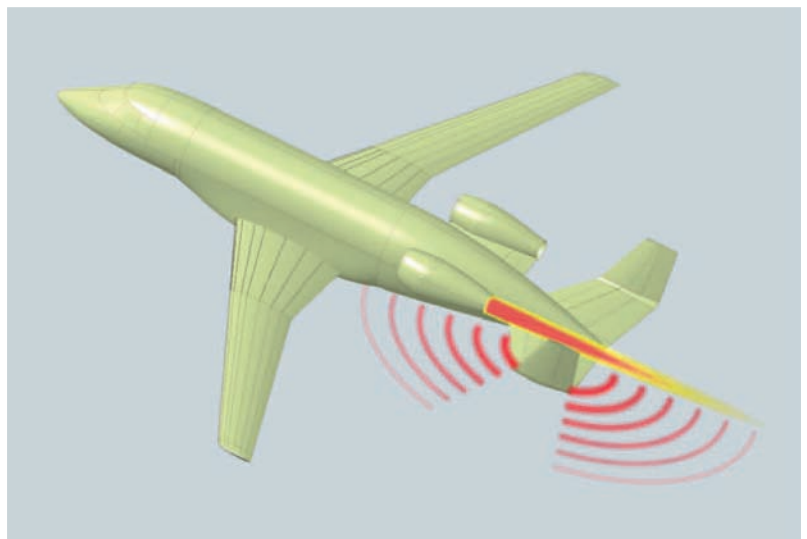
### A HIGHLY STRUCTURED ECO-CITIZENSHIP POLICY

Since 2007 we have been ISO 14001-certified following the implementation of a Company-wide global environmental management system, thereby consolidating the certifications obtained by all our sites between 2003 and 2005. This culminated in 2010 in the finalization of the integration of the Quality and Environment Management systems and of their certifications. A network of "environment" correspondents relays the instructions, analyses and action plans daily, on the ground. Virtually all our employees, and those of the outside companies working on our sites whose activities have an impact on the environment, have been made aware of our improved environmental footprint. Over the past 10 years, we have obtained concrete results in terms of reduced consumption of water (-50%) and of energy (-20%).





Falcon 2000LX



Studies with a view to reducing the noise emitted by the engines





# DASSAULT AVIATION PRODUCTS









Falcon 2000LX

## CIVIL PRODUCTS

# FALCON FAMILY

Appreciated for their performance and operating efficiency, Falcon jets are used daily by entrepreneurs, executives of major companies and governments.



### FALCON 7X

The world's first business aircraft equipped with a fully digital flight control system, the Falcon 7X is a trijet (Pratt & Whitney Canada PW 307A engines delivering 6,400 pounds of thrust) with a substantial flight range. Equipped with a new aero-elastic wing design that improves aerodynamic performance by 30%, the aircraft can reach a maximum speed of Mach 0.9 and cover a range of 5,950 nm (11,000 km). Its cockpit offers outstanding comfort due to its size, acoustic insulation and air conditioning system. The aircraft also benefits from low operating and maintenance costs. The first Falcon 7X flight took place on May 5, 2005. The aircraft received its EASA-FAA dual certification on April 27, 2007. This marks the arrival of a new generation of Falcon aircraft equipped with state-of-the-art technologies inherited from the military aviation industry.



### FALCON 900LX

The **Falcon 900LX**, equipped with three Honeywell TFE731-60 engines (delivering 5,000 pounds of thrust each), can cover 4,750 nm (8,800 km) at Mach 0.75. It can fly from London to Miami, New York to São Paulo and Mumbai to London. The aerodynamic optimization of its wings offers almost 7% more drag reduction compared to the Falcon 900EX, its predecessor. Its climbing performance has improved by 10%, enabling it to reach the 37,000 feet flight level (11,280 m) in only 17 minutes. It received its certification in 2010.



Falcon 7X cabin



## FALCON 2000LX

Heiress to the twin-engine Falcon 2000, the LX version is equipped with the Pratt & Whitney Canada PW 308C engines, with 7,000 pounds of thrust, and the EASy flight deck.

Certified in April 2009, the **Falcon 2000LX** has winglets that help optimize the wing aerodynamics and considerably improve its fuel performance. The aircraft can cover 4,000 nm (7,410 km) with 8 passengers.

The performance of the aircraft in the Falcon 2000 series, together with their low operating costs, makes this twin-engine jet the most popular in its category and the most represented in multi-ownership programs such as NetJets.





Rafale

## MILITARY PRODUCTS

# COMBAT AIRCRAFT

For many years, combat aircraft have been the mainstay of our activity. These instruments of political independence are used for defense by thirty countries worldwide.



### RAFALE

Able to fulfill all the roles required of a combat aircraft in the course of a single mission, the Rafale is the only existing all-purpose fighter aircraft in the world.

The Rafale is the first aircraft with a “delta-canard” configuration, designed for aircraft carrier landing, and can also simultaneously perform air superiority, defense, reconnaissance and surface attack missions during a single flight.

The first French Navy flotilla was declared operational in 2004. The first Rafale squadron was commissioned for the French Air Force at Saint-Dizier in 2006. Successfully deployed in Afghanistan in 2007, only eight months after being declared operational, the Rafale is now “combat-proven”. There, it has demonstrated its interoperability and connectivity capabilities with the allied forces, in particular thanks to its Link 16 equipment.

Brought into operational service in 2010, the F3 standard gives the Rafale nuclear deterrence, reconnaissance and anti-ship capabilities.

### MIRAGE 2000

In service with nine air forces worldwide, the Mirage 2000 fleet has logged over 1.54 million flying hours.

Operated in a wide variety of environments ranging from deserts to tropical forests, and taking in polar and high-altitude regions, deployed in many international training exercises and engaged in various theaters of operation, the Mirage 2000 has become a global benchmark in terms of availability and maintenance. Its interoperability with NATO aircraft and its performance have been proven in combat.

The 470 Mirage 2000 jets currently in service benefit from our reliable support.



nEUROn



### nEUROn

The European UCAV (Unmanned Combat Air Vehicle) technological demonstrator program, for which we are the prime contractor, is preparing for a future based on the federation of European know-how (involving Italy, Sweden, Spain, Greece and Switzerland). Its purpose is to validate complex technologies that represent every aspect of mission systems: high stealth level, real air-to-ground weapon firing from an internal bay, insertion in a C4I environment, high-level automatic controls, innovative processes in terms of industrial partnerships, etc. The first flight of the demonstrator is scheduled for 2012.



### MALE UAV system

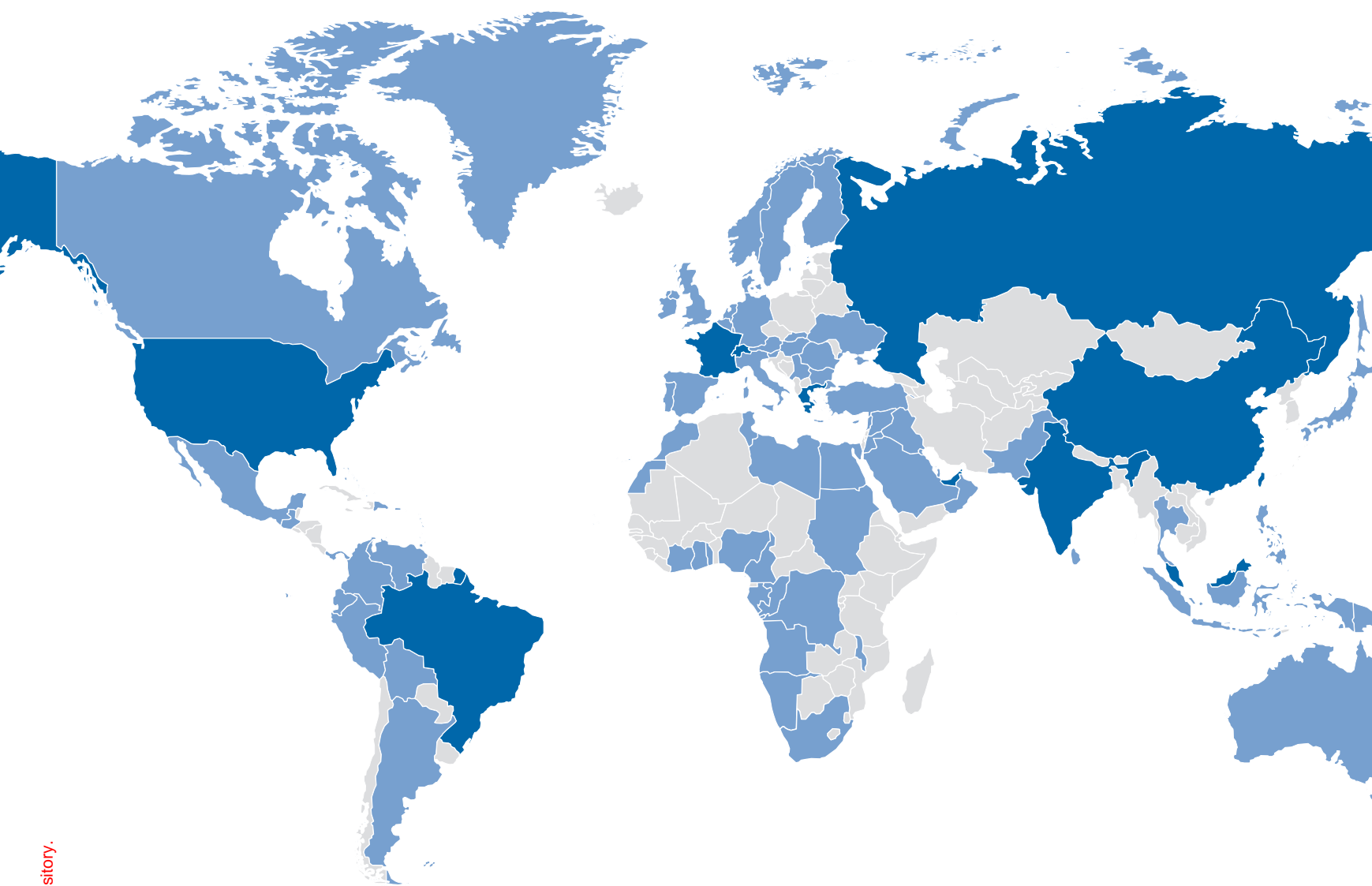
In the framework of our preparations for the future, and taking account of our particular competences, we have confirmed our interest in the development of Medium-Altitude Long-Endurance (MALE) UAV systems.

With this in mind, and in order to address the Franco-British requirements expressed in the cooperation treaty signed by both countries on November 2, 2010, we have carried out, in conjunction with BAE Systems, a preliminary study of the MALE UAV system.

The two manufacturers have submitted to the DGA in France and the British Ministry of Defence a report describing the cooperative development and supply of such a system, on the basis of a 50-50 share in the work between the United Kingdom and France.

DASSAULT AVIATION

# AIRCRAFT AND SITES WORLDWIDE



- COUNTRIES WITH DASSAULT AVIATION AIRCRAFT
- COUNTRIES WITH DASSAULT AVIATION AIRCRAFT, SITES OR OFFICES

ANGOLA  
ARGENTINA  
AUSTRALIA  
AUSTRIA  
BELGIUM  
BERMUDA  
BOLIVIA  
BRAZIL  
BULGARIA  
CAMEROON  
CANADA  
CHINA  
COLOMBIA  
CONGO

CYPRUS  
DENMARK  
DOMINICAN REPUBLIC  
DR CONGO  
ECUADOR  
EGYPT  
FINLAND  
FRANCE  
GABON  
GERMANY  
GHANA  
GREECE  
GUATEMALA  
HONG KONG

HUNGARY  
INDIA  
INDONESIA  
IRAQ  
IRELAND  
ITALY  
IVORY COAST  
JAPAN  
JORDAN  
LEBANON  
LIBYA  
LUXEMBOURG  
MALAWI  
MALAYSIA

MEXICO  
MONACO  
MOROCCO  
NAMIBIA  
NETHERLANDS  
NEW ZEALAND  
NIGERIA  
NORWAY  
OMAN  
PAKISTAN  
PANAMA  
PAPUA NEW GUINEA  
PERU  
PHILIPPINES

PORTUGAL  
PUERTO RICO  
QATAR  
ROMANIA  
RUSSIAN FEDERATION  
SAUDI ARABIA  
SERBIA  
SLOVAKIA  
SLOVENIA  
SOUTH AFRICA  
SPAIN  
SUDAN  
SWEDEN  
SWITZERLAND



## SITES IN FRANCE

### ARGENTEUIL

1 avenue du Parc  
Z.A. des bords de Seine  
BP 40050  
95101 Argenteuil Cedex 100  
Tel.: +33 (0)1 34 11 85 85

### ARGONAY

2105 avenue Marcel Dassault  
BP 32  
74371 Pringy Cedex  
Tel.: +33 (0)4 50 09 10 00

### BIARRITZ

BP 208  
64205 Biarritz Cedex  
Tel.: +33 (0)5 59 31 22 22

### CAZAUX

B.A. 120  
BP 90424  
Cazaux  
33164 La Teste Cedex  
Tel.: +33 (0)5 56 22 44 00

### ISTRES

Flight testing  
13804 Istres Cedex  
Tel.: +33 (0)4 42 56 77 77

### MARTIGNAS

Avenue des  
Martyrs-de-la-Résistance  
BP 38  
33127 Martignas-sur-Jalle  
Tel.: +33 (0)5 57 97 85 00

### MÉRIGNAC

BP 24  
54 avenue Marcel Dassault  
33701 Mérignac Cedex  
Tel.: +33 (0)5 56 13 90 00

### POITIERS

24 avenue Marcel Dassault  
Zone industrielle de Larnay  
86580 Biard  
Tel.: +33 (0)5 49 37 62 00

### SAINT-CLOUD

78 quai Marcel Dassault  
Cedex 300  
92552 Saint-Cloud Cedex  
Tel.: +33 (0)1 47 11 40 00

### SECLIN

Zone industrielle  
Rue Marcel Dassault  
BP 289  
59472 Seclin Cedex  
Tel.: +33 (0)3 20 16 12 00

SYRIA  
TAIWAN  
THAILAND  
TOGO  
TUNISIA  
TURKEY  
UNITED ARAB EMIRATES  
UNITED KINGDOM  
UNITED STATES OF AMERICA  
UKRAINE  
VENEZUELA

## FOREIGN OFFICES

### EUROPE

#### GREECE

Bureau Rafale International  
80-88 Syngrou Street  
11741 Athens  
Tel.: + 30 210 92 22 660  
Fax: + 30 210 92 22 669

#### SWITZERLAND

Bureau Rafale International  
Schwanengasse 9  
CH - 3011 Bern  
Tel.: + 41 31 312 16 30  
Fax: + 41 31 312 16 31

### ASIA

#### INDIA

Dassault International  
34 Jor Bagh  
110003 New Delhi  
Tel.: + 91 112 465 24 65  
Fax: + 91 112 465 24 64

#### TAIWAN

Dassault Aviation  
12F-E Hung Kuo Building  
167 Tun Hua North Road  
Taipei  
Tel.: + 886 2 2718 54 37  
Fax: + 886 2 2712 37 74

### SOUTH AMERICA

#### BRAZIL

Dassault International do Brasil Ltda  
Setor Commercial  
Quadra 1 N°30 - Bloco H  
Edifício Morro Vermelho 16° Andar  
CEP 70397-900  
Brasília - Distrito Federal  
Tel.: + 55 61 33 21 94 37  
+ 55 61 32 23 71 80  
Fax: + 55 61 33 21 54 45  
E-mail: [dibr@superig.com.br](mailto:dibr@superig.com.br)

### MIDDLE EAST

#### UNITED ARAB EMIRATES

Dassault Aviation  
PO Box 70356  
Abu Dhabi  
Tel.: + 971 2 444 42 10  
Fax: + 971 2 444 39 44

## MAIN SUBSIDIARIES

### DASSAULT FALCON JET

Teterboro Airport, Box 2000  
South Hackensack, NJ 07606  
USA  
Tel.: + 1 201 440 6700  
Fax: + 1 201 541 4700  
[www.dassaultfalcon.com](http://www.dassaultfalcon.com)

### DASSAULT FALCON JET

Adams Field  
PO Box 967  
Little Rock, AR 72203  
USA  
Toll Free: + 1 800 643 9511  
Tel.: + 1 501 372 5254  
Fax: + 1 501 372 5850

### DASSAULT FALCON JET

WILMINGTON CORP.  
PO Box 10367  
Wilmington, DE 19850-0367  
USA  
Toll Free: + 1 800 441 9390  
Tel.: + 1 302 322 7000  
Fax: + 1 302 322 7283

### DASSAULT AIRCRAFT SERVICES

PO Box 10367  
Wilmington, DE 19850-0367  
USA  
Toll Free: + 1 800 441 9390  
Tel.: + 1 302 322 7000  
Fax: + 1 302 322 7283

### MIDWAY AIRCRAFT INSTRUMENTS COMPANY

Teterboro Airport  
100 Riser Road  
Little Ferry, NJ 07643  
USA  
Tel.: + 1 201 440 4800  
Fax: + 1 201 440 9371  
[www.midwayaircraft.com](http://www.midwayaircraft.com)

### AERO PRECISION REPAIR & OVERHAUL CO., INC.

580 South Military Trail  
Deerfield Beach, FL 33442  
USA  
Tel.: + 1 954 428 9500  
Fax: + 1 954 428 2502  
[www.aero-precision.com](http://www.aero-precision.com)

### DASSAULT PROCUREMENT SERVICES INC.

53 W. Century Road  
Paramus, NJ 07652-1409  
USA  
Tel.: + 1 201 261 4130  
Fax: + 1 201 261 3138

### SOGITEC INDUSTRIES

4 rue Marcel Monge  
Immeuble Nobel  
92158 Suresnes Cedex  
France  
Tel.: + 33 (0)1 41 18 57 00  
Fax: + 33 (0)1 41 18 59 09  
[www.sogitec.com](http://www.sogitec.com)

## DASSAULT AIRCRAFT SERVICES NETWORK

### DASSAULT AIRCRAFT SERVICES

Wilmington  
PO Box 10367  
Wilmington, DE 19850-0367  
USA  
Toll Free: + 1 800 441 9390  
Tel.: + 1 302 322 7000  
Fax: + 1 302 322 7283  
E-mail: [DASCustomerService@falconjet.com](mailto:DASCustomerService@falconjet.com)

### DASSAULT AIRCRAFT SERVICES

Little Rock  
Little Rock National Airport  
PO Box 967  
Little Rock, AR 72203  
USA  
Toll Free: + 1 800 643 9511  
Tel.: + 1 501 372 5254  
Fax: + 1 501 210 0485  
[www.dassaultfalcon.com/das/littlerock\\_home.jsp](http://www.dassaultfalcon.com/das/littlerock_home.jsp)

### DASSAULT AIRCRAFT SERVICES

Reno  
365 S. Rock Boulevard  
Reno, NV 89502-4128  
USA  
Toll Free: + 1 866 543 3001  
Tel.: + 1 775 353 1160

### DASSAULT AIRCRAFT SERVICES

São Paulo  
Av. Santos Dumont, 1275  
Sorocaba  
São Paulo 18065-290  
Brazil  
Tel.: + 55 15 3223 3605

### DASSAULT FALCON SERVICE

BP 10  
Aéroport du Bourget  
93352 Le Bourget Cedex  
France  
Tel.: + 33 (0)1 49 34 20 20  
Fax: + 33 (0)1 49 34 20 90  
[www.dassaultfalcon.com/dfs](http://www.dassaultfalcon.com/dfs)

## FALCON OFFICES

### EUROPE

#### RUSSIA

Radisson Slavanskaya Business Center  
Office 424  
Europe square 2  
121059 Moscow  
Mob.: + 7 495 76 10 414

### ASIA

#### CHINA

Dassault Falcon-China  
Room 2609, Tower D-26F  
Vantone Center,  
Jia No.6 Chaowai St  
Chaoyang District  
Beijing 100020  
Tel.: + 86 (10) 5905 5706

#### MALAYSIA

Dassault Falcon Jet  
Regional Office  
10 Jalan P. Ramlee  
50250 Kuala Lumpur  
Tel.: + 60 3 2031 8252

### MIDDLE EAST

#### UNITED ARAB EMIRATES

Dassault Falcon Middle East  
Dubai Airport Free Zone  
PO Box 293884  
Dubai  
Tel.: + 971 4 299 49 00  
Fax: + 971 4 299 49 02

## DASSAULT AVIATION

# SITES AND MAIN SUBSIDIARIES

## DASSAULT AVIATION

### ARGENTEUIL

Aircraft sub-unit assembly and military aircraft fuselage fitting; primary parts (small and medium-sized machined sheet-metal, piping); pyrotechnics; development center for industrial processes.

### ARGONAY

Mechanical, hydraulic, electric and electronic equipment for flight controls.

### BIARRITZ

Falcon fuselage splicing and sub-unit assembly; composite parts; airframe component and equipment repairs/revisions.

### CAZAUX

Weapons testing; payloads.

### ISTRES

Systems integration and validation; flight tests.

### MARTIGNAS

Wing assembly; industrial robotics.

### MÉRIGNAC

Final aircraft assembly; production aircraft tests/acceptance; Falcon interior fittings; Falcon Multirole fuselage fittings; revisions; refurbishing.

### POITIERS

Canopies; pyrotechnics; Falcon parts and subassemblies.

### SAINT-CLOUD

General headquarters; research; systems development; quality; space division.

### SECLIN

Large machined parts.

## MAIN SUBSIDIARIES

### DASSAULT FALCON JET

#### Teterboro

Dassault Falcon Jet head office; coordination of worldwide sales activities and customer support.

#### Little Rock

Customization of Falcon jets; interior fittings and painting.

### DASSAULT FALCON JET - WILMINGTON

Aviation maintenance and services.

### DASSAULT AIRCRAFT SERVICES

Wilmington, Little Rock, Reno, São Paulo

Promotion of aviation maintenance and service sales.

### AERO PRECISION REPAIR AND OVERHAUL INC.

#### Deerfield Beach

Repair and overhaul of all Falcon equipment.

### DASSAULT FALCON SERVICE

#### Le Bourget

Rental of business jets; maintenance center.

### DASSAULT PROCUREMENT SERVICES

#### Paramus

Procurement of aviation equipment for Falcon jets.

### MIDWAY AIRCRAFT INSTRUMENTS COMPANY

#### Teterboro

Repair and overhaul of aircraft instruments and accessories.

### SOGITEC INDUSTRIES

#### Suresnes, Mérignac, Bruz

Simulation, instruction and documentation systems.

## FRANCE



## UNITED-STATES



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Headquarters: 9, rond-point des Champs-Élysées-Marcel Dassault - 75008 Paris - France  
Tel.: +33 (0)1 53 76 93 00 - Fax: +33 (0)1 53 76 93 20 - Paris Trade Registry Number: 712 042 456

[www.dassault-aviation.com](http://www.dassault-aviation.com)