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/ Profile

Dassault Aviation is a French aerospace company that shapes the future by designing and building military aircraft, business jets and space systems.



Profile

2,100 Falcon jets in service

1,000 fighter aircraft in service

12,757 employees, of which 76% in France

Leader on the New Generation Fighter developed within the joint European program FCAS (Future Combat Air System)

Designer and builder of the Rafale multirole fighter, capable of handling all types of missions for both air forces and naval air arms

Designer of the nEUROn combat drone, built by a European partnership

Designer and builder of the Falcon family of business jets, recognized for their handling qualities, operational flexibility, low fuel consumption and innovative solutions

Designer and builder of special Falcons for maritime surveillance, intelligence or medical evacuation missions

The hub of a strategic industrial network comprising hundreds of companies in France and international markets

Core shareholder in Thales

Expertise in a number of technologies that are key to strategic autonomy

Pioneer in digital technologies and behind Catia™, the 3D CAD/CAM system that has become a global standard

Creator of more than 100 prototypes in the last century, with over 10,000 aircraft delivered to 90 countries

Strategy

Interview with the Chairman and CEO



Éric Trappier

Chairman and Chief Executive Officer of the Dassault Aviation Group (pictured here with Florence Parly, French Armed Forces Minister, during her visit to our headquarters in Saint-Cloud on May 15, 2020 – see p. 5)

June 30, 2020

This Welcome Aboard is being released at a critical time...

We are in the midst of a global Covid crisis. However, we were determined not to forego this opportunity to report on our activities, especially since 2019 was such a busy year.

The crisis has had far-reaching consequences in terms of public health and an unexpected impact on health care systems. My thoughts go out to those affected by the disease and to the medical staff who have taken care of them with admirable dedication; we have endeavored to help them by putting our resources at their disposal: transporting health care personnel in Falcon business jets, manufacturing visors, delivering meals, and so on.

We are facing a very serious economic crisis. Beginning in April, on the recommendation of the Board, we suspended our 2020 guidance and, in agreement with our shareholders, we have not paid out any dividends for 2019; I would like to thank the Dassault family for their support in this regard – they have once again risen to the occasion to meet this historic challenge. As a member of Gifas, we also took part in the negotiations that led to the support plan for the aeronautics industry launched by the French government at the beginning of June.

How did you manage operations during the health crisis?

We maintained our core activities: supporting our customers; maintaining the operational capability of the French Air Force both at home and in operational theaters; pursuing priority projects; delivering aircraft; maintaining certain core skills, tools and facilities both in-house and in terms of our supply chain. This scaled-back business continuity was introduced in consultation with employee representatives and once the necessary health procedures had been put in place. At the beginning of June, we began the process of resuming normal operations.

Strategy

What were the highlights in your military business in 2019 and early 2020?

The most important development was the official announcement, in February 2020, by the French and German governments of the contract enabling the launch of the Next Generation Fighter (NGF) demonstrator, as part of the Future Combat Air System (FCAS). With regard to the Rafale, in 2019 we delivered 26 aircraft and related services. all to export customers outside France, began development of the F4 standard and signed the Ravel support contract for France's Rafale fleet. Other highlights include the delivery of the first modernized ATL2s, France's order for the first two Falcon 8X Archange strategic intelligence aircraft, the delivery of four Falcon 2000 MSAs to the Japan Coast Guard and the concept definition study for the Falcon 2000 Albatros for the French Navy.

What about business aviation?

We delivered 40 Falcon aircraft last year and sold exactly the same number. These figures reflected the extremely competitive nature of the market. They also show how unfortunate it is that we do not have the Falcon 5X in our range. This ultra-widebody jet was scheduled to enter service in 2017, but we had to discontinue the program because of the difficulties encountered with the Safran Silvercrest engine. The 5X is being replaced by the Falcon 6X, powered by Pratt & Whitney engines, which will be available starting in 2022.

In addition, we acquired MRO service center networks from Ruag, ExecuJet and TAG Europe with a view to further reinforcing our after-sales support activities. In this area, which is key to customer satisfaction, the Company's efforts were rewarded with first place rankings in both the AIN and ProPilot surveys.

What are your priorities going forward?

The health crisis is not yet over and the economic crisis is only just beginning... We need to monitor the evolution of the business aviation market in the coming months. However, we have already decided to maintain our self-financed investment for the expansion of the Falcon range, with a special focus on the 6X. We are also working on a Future Falcon. Meanwhile, within the framework of the support plan and in conjunction with our industrial partners, we are stepping up the work we are already doing in the field of green aviation as a member of France's civil aviation research council, Corac: sustainable alternative fuels, high bypass ratio engines, more electric aircraft, hydrogen propulsion.

In the military arena, there is also much at stake. The defense sector acts as a buffer against crises for companies that, like Dassault Aviation, have a strong dual civil/military focus. Regarding the Rafale, we need to secure an additional tranche of contracts extending beyond 2024, move ahead with the F4 standard, continue to seek out new export prospects and make deliveries to India and Qatar. As for the special-mission Falcons, we need to complete the Archange contract and ensure the launch of the Albatros program. Finally, as part of the FCAS, with regard to the NGF, we need to secure new tranches of contracts in order to lead the joint development of the demonstrator, with 2026 as the target date for its maiden flight.

The most important factor in bringing all these projects to a successful conclusion in the unprecedented times we are living through is mindset: our mindset is the one summed up so well in the motto of the French Air Force: "Rise to the challenge." To this I would add the need for responsiveness, flexibility and tenacity, three qualities that Dassault Aviation has always fostered and which have enabled us to overcome various crises over the past century.

Covid-19 Update

Health safety: our top priority

Staff safety is our priority. Management, in consultation with labor unions, moved swiftly to ensure safe working conditions. From April 3, teams were able to return to the site under specially designed health procedures.



Personalized attention

Before returning to the site, each employee completed a questionnaire, which was sent to the medical department. Upon their return, an advisor met with them, explained the procedures to be followed and provided them with a health kit.

Appropriate procedures

The Company's health procedures were implemented in each facility with the active involvement of site managers, HSE networks and occupational physicians.









Continuity of in-service aircraft support

We assessed the supply chain situation and ensured sufficient stock levels for the execution of missions. In addition, our Falcon customers continued to benefit from uninterrupted support from our Command Center staff.

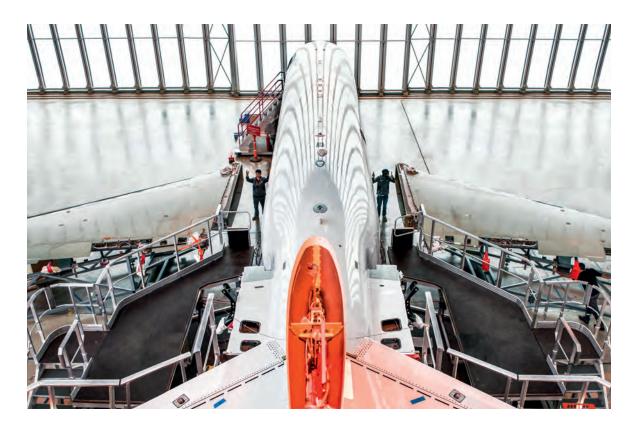
Resumption of flight operations

On April 8, 2020, flights resumed at Istres and Mérignac. During the lockdown, we delivered an ATL2 to the French Navy as well as Rafales to India; in addition, we carried out batched deliveries of Falcons to Little Rock and carried out Rafale training flights for our Indian customer.



Visit by the French Armed Forces Minister

On May 15 in Saint-Cloud, we briefed Florence Parly on the measures taken to ensure the continuity of our vital work for our customers. The minister praised the work that had been done: "I am pleased to see that you have found a way to thoroughly overhaul your working conditions through the development of these new approaches and methods. This is a crucially important step. You have addressed our concerns." Our joint efforts have helped maintain the operational capability of the French Air Force both at home and in operational theaters. We have demonstrated our resilience in the face of this crisis.



Falcon 6X: our top priority

Keeping the Falcon 6X program running smoothly has been a top priority. Work resumed on April 3. The first three development aircraft were delivered to Mérignac in spite of the circumstances, enabling the development and general assembly work to continue.

Robust military programs

All our military programs were able to proceed in full compliance with health regulations: development of the F4 and Indian Rafales, the beginning of cooperation on the New Generation Fighter (NGF), work on special Falcon aircraft, etc.



Our Resilience Falcons

A Falcon 8X and a Falcon 900 were put at the disposal of the French Ministry of the Armed Forces in support of Operation Resilience. On April 5, their first assignment was to bring 26 doctors and nurses from Brest to Paris.



Together with Aviation Without Borders

We took part in the Aviation Without Borders (ASF) scheme to help the medical community. As part of its first mission under this scheme, a Falcon 7X completed two flight rotations to transport health care personnel from Marseille to Mulhouse, enabling them to be on the job in less than an hour.

Supporting medical personnel

Dassault Aviation provided direct support for the work of the health care personnel through donations of masks and meals. Our 3D printing community manufactured visors. The Argonay teams also produced connector hoses for oxygenation systems, enabling three hospitals in Seine-Saint-Denis to be equipped in less than a week.





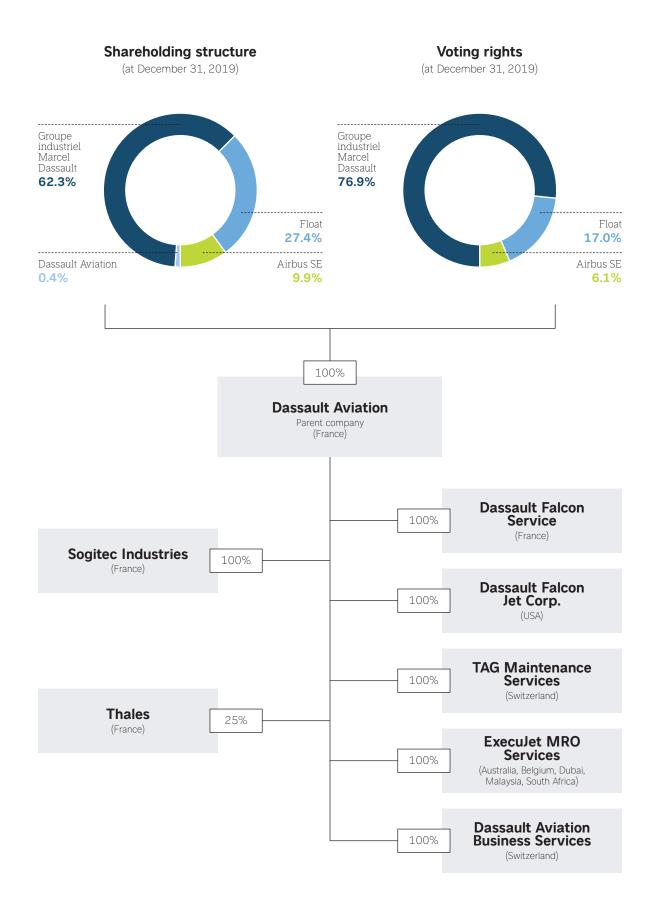
Executive Committee



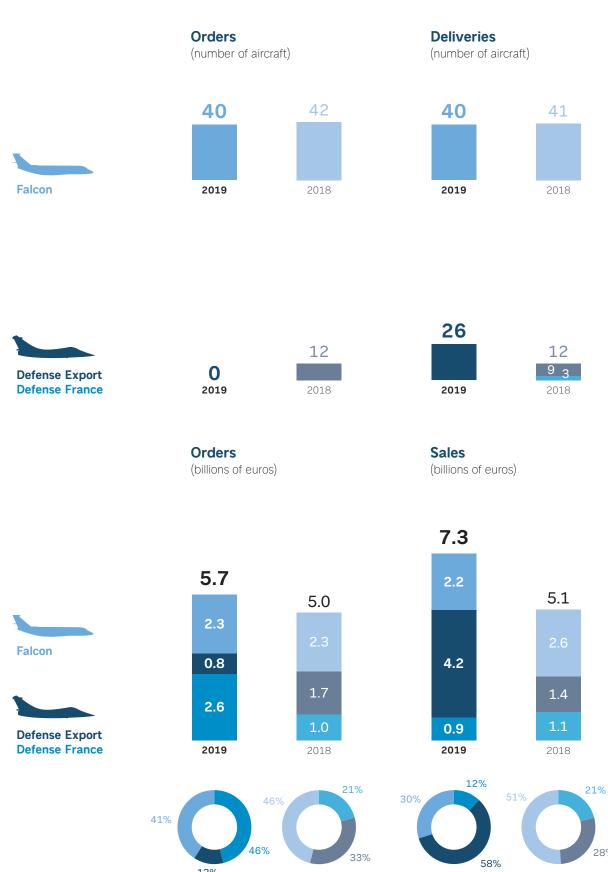
- Éric Trappier
 Chairman and Chief
 Executive Officer
- 2. Loïk Segalen Chief Operating Officer
- 3. Valérie Guillemet Senior Vice President, Human Resources
- 4. Frédéric Lherm Senior Executive Vice President, Industrial Operations
- 5. Benoît Berger Senior Executive Vice President, Procurement and Purchasing
- Jean-Marc Gasparini
 Executive Vice President,
 Military and Space Programs
- Bruno Giorgianni
 Corporate Secretary,
 Senior Vice President,
 Public Affairs and Security
- 8. **Gérald Maria**Senior Executive Vice
 President, Total Quality

- Frédéric Petit
 Senior Vice President,
 Falcon Programs
- 10. Benoît Dussaugey (1)
 Senior Executive Vice
 President, International
- 11. Carlos Brana Senior Executive Vice President, Civil Aircraft
- **12. Denis Dassé**Chief Financial Officer
- 13. Jean Sass
 Executive Vice President,
 IT and Chief Digital Officer
- 14. Philippe Massot Senior Vice President, Military Sales France
- 15. Bruno Chevalier Senior Executive Vice President, Military Customer Support
- **16. Nicolas Mojaïsky** Senior Executive Vice President, Engineering
- (1) Replaced by Richard Lavaud on June 1, 2020.

Shareholding Structure and Organization Chart



2019 Consolidated Financial and Operating Highlights



Backlog

(at December 31, number of aircraft)



Backlog

(at December 31, billions of euros)



Adjusted net income

 $14\,\mathrm{million}$

or €97.9/share

(€681 million in 2018, or €82.1/share)

Adjusted net profitability

(13.4% in 2018, including compensation from Safran for the Silvercrest engine, compared with 10.8% in 2018 excluding the compensation from Safran)

Cash and cash equivalents at December 31

(€5.2 billion at December 31, 2018)

Self-financed R&D expenditures

€527 million

(€392 million in 2018)

Dividends

or €25.4/share (1)

(€177 million in 2018, or €21,2/share)

Cancellation of dividend

Reflecting our income distribution policy, Group employees will receive a payout of €187 million in profit-sharing and incentive payments, including specific correlated social tax, versus the minimum legally mandated payout of €38 million.

⁽¹⁾ Proposed at the Annual General Meeting of Shareholders on May 12, 2020. NB: Dassault Aviation books the total amount of Rafale export contracts (including the shares of Thales and Safran)

Business Model

Resources

Dassault Aviation

Shaping the future

Human

12,757 including 76%

in France

Expertise

A design office recognized for its expertise

A century of experience

Industrial

Specialized facilities, including 13 in France

A global network of service centers

Corporate

companies

Environmental

ISO 14001

A certification policy encompassing all production facilities

Financial

€4.4 billion Share capital

APASSION FOR TECHNICAL EXCELLENCE Governance, Milling ethics, CSR FAMILY SHAREHOLDING AND ASTRONG CORPORATE CULTURE

sion for air it by its 'ye it' DUAL **Digital CIVIL/MILITARY drivers **EXPERTISE** Design, production, sale and support of business and military aircraft **Transformation** plan иншии EXPERTISE IN TECHNO

True to the passion for aircraft and the sense of social responsibility bequeathed to it by its founder Marcel Dassault, Dassault Aviation continues to pursue its mission as an innovative industrial architect, contributing, through its expertise, to the safety, autonomy and sustainable economic development of the key actors shaping a world on the move.

2019 Achievements

1,520 including 23% women

Business aircraft

Development of the Falcon 6X and a "Future Falcon"

Archange

Launch of a strategic intelligence Falcon

ATL2

Delivery of the standard 6 upgrade

Rafales delivered

Corporate

Combat aircraft supported

F4

Development of a new Rafale standard

Ravel

New-generation Rafale support contract

FCAS/NGF

Concept study

Falcons delivered

2,100

Falcons supported

Regional development

3D printing cluster developed in the Auvergne-Rhône-Alpes region

Technical and aeronautical engineering training in India

4% √

Natural gas consumption compared to 2018

€814 million adjusted net income

Recovered waste

of sales in export markets

Financial and other contributions

Federal and local

€215 million

Corporate income tax, of which €210 million (98%) in France

Employees

€18/million

In profit-sharing and incentive payments, including corporate social contribution

€56,757

Gross average annual compensation, excluding profit-sharing and incentive payments

Shareholders

Dividends*

Covid-19 crisis Cancellation of dividend proposed by the Board approved at the AGM

Industry

At the hub of a strategic French ecosystem Core shareholder in Thales

Society

Inclusion, cultural and humanitarian activities

Elles bougent, Hanvol, Cours singulier, Technowest, Fondation AAF, Musée de l'air et de l'espace, Canopée, 4A, FOSA, Pupilles de l'air, ADO, ADOSM, Ailes brisées, ASF, Course du cœur, Rêve de gosse, Un avion - un enfant - un rêve, Habitat for Humanity, Arkansas Food Bank, American Red Cross, Muscular Distrophy Association

Sustainable development

Contributions to United Nations sustainable development goals (SDG)

* Dividends proposed at the Annual General Meeting of Shareholders on May 12, 2020.

Highlights

New Generation Fighter

In February 2020, the French and German governments awarded Dassault Aviation and its industrial partners the initial framework contract that will enable the development of the New Generation Fighter (NGF) demonstrator to begin.

A life-size mock-up NGF model was unveiled on June 17, 2019 at the Paris Air Show in the presence of French President Emmanuel Macron and French Armed Forces Minister Florence Parly, German Defense Minister Ursula von der Leyen and Spanish Defense Minister Margarita Robles.





Strategic intelligence Falcon

The Archange airborne strategic intelligence program was officially announced in December 2019. It will be based on three Falcon 8X aircraft.

ATL2 maritime patrol aircraft

The first two ATL2s to be upgraded to standard 6 were delivered to the French Navy by Dassault Aviation in the summer of 2019. This modernization program involves 18 of these maritime patrol aircraft, which play a key role in France's system of deterrence.





Rafale standard F4

The French Armed Forces Minister, Florence Parly, presented Éric Trappier with the contract for the development and implementation of the Rafale F4 standard in Mérignac on January 14, 2019. This occasion also saw the renewal of the agreement providing support for defense SMEs.

Falcon customer service takes top spot

We were awarded first place in product support quality surveys conducted by Aviation International News (AIN) and ProPilot. These are two of the leading indicators of customer satisfaction in the business aviation industry.



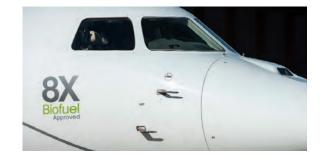
Transcontinental record for the Falcon 8X

On April 24, 2019, after taking off from a Santa Monica (CA) airport runway that has been shortened by one-third and is subject to drastic anti-noise standards, a Falcon 8X flew between the West and East coasts of the United States in a record time of 4 hours and 28 minutes.

Falcon flights using sustainable alternative fuels

In 2019, the Dassault Aviation Falcons presented at the NBAA show in Las Vegas and the EBACE show in Geneva flew using sustainable alternative fuel. These fuels help reduce the carbon footprint of our aircraft.









Australia receives Falcon 7X VIP aircraft

In April 2019, the Royal Australian Air Force took delivery of the first of three Falcon 7Xs ordered for its government fleet. These aircraft are equipped with the latest connectivity solutions, including a permanent broadband data link.

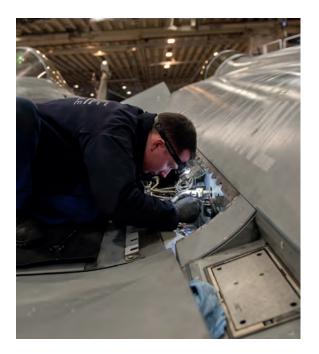
Delivery of Falcon 2000 MSAs to Japan

We delivered the first four of six Falcon 2000 MSA maritime surveillance aircraft for the Japan Coast Guard (JCG).



Development of the Falcon customer support network

Our successive acquisitions of the maintenance activities of ExecuJet, TAG Aviation (in Europe) and Ruag have strengthened our Falcon support network and enhanced our ability to deliver a superior customer experience.



Rafale Ravel support contract

In May 2019, Dassault Aviation was awarded the vertically-integrated Rafale Ravel support contract for a period of 10 years. This contract positions us as the pivotal partner for both our French government customer and our industrial partners.



Rafale F3-R IOC

In December 2019, the French Air Force and Navy announced that the new Rafale F3-R standard had gone into initial operational capability, as per the contractual schedule.

Highlights

Rafale delivery to India

On October 8, 2019, in Mérignac, the Indian Air Force (IAF) received the first of its 36 Rafale, in the presence of the Indian Minister of Defense, Shri Rajnath Singh, and the French Armed Forces Minister Florence Parly. This delivery took place within the time frame set out in the contract signed in 2016.



In June 2019, Emir Sheikh Tamim Ben Hamad Al-Thani was present at the arrival of the first of the 36 Rafales acquired by Qatar.







Make in India

The first Falcon 2000 cockpit front sections came off the assembly line at our Nagpur plant. The plant has been enlarged thanks to the addition of a new 12,500-m² building. 2019 was also witnessed the development of our local supply chain ecosystem and the ramp-up of our engineering center in Pune.

Networks of Excellence in India

Our commitment to the development of a local aeronautical education sector has resulted in the setting up of Networks of Excellence, bringing together Indian and French engineering schools. A vocational diploma program also commenced in Nagpur on September 1, 2019.



Transformation and new facilities

Construction work on a new 25,800-m² tertiary building in Mérignac commenced on May 14, 2019. Its four levels will mainly house design, development and after-sales support teams. The construction of a new plant in Cergy-Pontoise has also been announced.





Pyrotechnics in Martignas

Inaugurated on November 27, the new facilities at our Martignas location now unite all pyrotechnic activities previously based in Argenteuil and Poitiers.







Proud of our model

Operating in an unpredictable environment in which taking a very long-term view is key, Dassault Aviation can count on its solid fundamentals. Our strength lies in a unique development model and very loyal customers. Our long-term viability is the result of our ability to imagine the future and to adapt to a constant stream of new challenges.

Governance and family values

Today, Dassault Aviation is the only aerospace group in the world that is still owned by the family of its founder, Marcel Dassault. This unwavering backing from our main shareholder ensures the stability of our management team: Éric Trappier is only the fifth Chairman and CEO in a century. This ability to take a long-term view is a major asset in aviation, an industry with very long cycles: an aircraft may well stay in production for as long as 25 years and remain in service for more than 40 years.

Our stability allows us to uphold the values that have driven Dassault Aviation's success:

- technical excellence and innovation, combined with a passion for aeronautics;
- quick strategic decisions;
- flexibility to adapt to changes;
- the determination to meet objectives;
- efficient management and competitiveness;
- a human resources policy designed to attract top talent and ensure their loyalty.

Profit-sharing policy

We take a unique approach to sharing profits based on fair distribution, in particular a profit – sharing agreement that goes well beyond legal requirements. Hence, thanks to profit sharing and incentive plans relating to the 2019 fiscal year, employees will benefit to the tune of 187 million euros (including the specific correlated social tax). Meanwhile, proposed dividends submitted for approval to our shareholders at the Annual General Meeting in May 2020 amount to 212 million euros. And, since Dassault Aviation pays the bulk of its taxes in France (98% in 2019), this means it will be making a contribution of 250 million euros to the public purse.

Covid-19 crisis
Cancellation of dividend
proposed by the Board
and approved at the AGM

Dual expertise: civil and military

Our dual civil-military expertise means that we can count on two different markets, reducing our exposure to fluctuating economic conditions. We design and produce both military and business aircraft in the same design departments and factories. The state-of-the-art technologies developed for defense also benefit our civil aviation business. For example, innovative solutions such as fly-by-wire controls, advanced aerodynamics, composites and data fusion, have been applied to the Falcon family of business jets. In return, our civil aircraft business has inspired new production processes and new certification and flight safety capabilities.

A pivotal player

As an industrial architect and systems integrator, Dassault Aviation brings together major suppliers in the aviation industry. We take a pragmatic approach to coordinating partnerships and alliances, whether in Europe or in a broader international framework, through developments in the United States and India, for instance. This approach favors long-term relationships, based on complementary skills, quality and performance.

Dassault Aviation naturally plays a pivotal role in future combat systems, by teaming up on various programs in conjunction with European partners: the New Generation Fighter via FCAS, Eurodrone, nEUROn and Space Rider.

Civil and military aircraft designed in the same office and built in the same plants

Shaping technological innovation

As an industrial architect and systems integrator, you have to know how to develop and apply state-of-the-art technologies. Dassault Aviation offers this rare skill, making it a pivotal player in ensuring the strategic autonomy of France and Europe for both civil and military applications.

Substantial investments

Our innovation activities are fueled by research contracts and substantial self-financed investments. We are working on the ongoing development of the Rafale (F4 and export standards), as well as on the development of the Future Combat Air System (FCAS), the Falcon 6X, the Future Falcon, the Falcon 8X Archange strategic intelligence aircraft and the Falcon 2000 Albatros for maritime surveillance, not to mention the Eurodrone and the nEUROn UCAV.

Integrating technological breakthroughs

In order to achieve the right balance between long term technological developments and short-cycle innovations, we are working on architectures capable of efficiently integrating developments and breakthroughs, while meeting the highest level of security requirements. With our InnovLab approach, we coordinate and formalize our proofs of concept for rapid application. We are particularly focused on our relationships with today's dynamic startup ecosystem.

Meeting environmental challenges

We have always been driven by the need for fuel-efficient, high-performance aircraft, and we are working on solutions to reduce air transport emissions. We are involved in research programs that seek to achieve technological and operational breakthroughs from an environmental point of view.

Civil aviation research in France

As part of the France's civil aviation research council, Corac, we are involved in work on a composite wing demonstrator, as well as on tomorrow's airborne systems and cockpits, more electric aircraft, not to mention production processes for the factory of the future.

European innovations

As part of the Clean Sky 1 and Clean Sky 2 research programs, we have been working since 2008 with some twenty major partners in seven European countries to address environmental issues from a variety of angles. Reducing greenhouse gas emissions goes hand in hand with lowering fuel consumption.

Our work is thus focused on reducing drag (laminar aerodynamics research) and mass (load control methods). Optimizing the production cycle involves research into eco-design, new materials, as well as maintenance and recycling technologies for aircraft. Our work on noise reduction and the development of new acoustic barriers enables us to achieve enhanced noise management.

Sesar a joint undertaking to improve European air traffic management, helped us with our development of the FalconEye system, which will support the increased and safe use of airports, even under bad weather conditions, without having to add new ground infrastructures. We are also working towards a system that offers flight paths designed to reduce emissions.

Airborne artificial intelligence

In March 2018, the French defense procurement agency (DGA) tasked Dassault Aviation and Thales with developing an ecosystem dedicated to the integration of innovative artificial intelligence (AI) solutions for military aviation: the Man-Machine Teaming (MMT) upstream program. By the end of 2018, 19 projects had already begun, involving 16 companies, eight startups and four laboratories throughout France. A second batch of projects was selected in April 2019.

Clean Sky, Sesar, Corac: concrete partnerships for a sustainable environment



Shaping tomorrow's programs

We have learned how to plan well ahead and match the pace of innovation to that of development projects to successfully complete complex programs that meet our customers' evolving needs, on time and on budget.

Industrial architect

In our capacity as an industrial architect, we support our customers and partners by managing the entire life cycle of each program. Guarantor of the system's underlying fundamentals and its development, the industrial architect is responsible for assessing the technological challenges as well as the scope and sharing of tasks between partners. The added value we provide lies in our ability to manage, coordinate and guarantee the ultimate efficacy of complex programs.

New Generation Fighter

We are the leading industrial partner in the European New Generation Fighter (NGF) program, a mainstay of the Future Combat Air System (FCAS). On the basis of the concept study contract signed in January 2019, France and Germany officially announced the initial framework contract to develop the NGF demonstrator in February 2020.

Dassault Aviation and Airbus have been partnering on this program since April 2018. A networked system, the FCAS will include the NGF, existing fighters, UAVs, cruise missiles, satellites, surveillance aircraft, along with land and naval systems.

Evolving Rafale

The Rafale continues to surge ahead thanks to a combination of technological advances and user feedback. Its F3-R standard, launched in 2014, entered initial operational capability (IOC) in December 2019. It will be followed by the F4 standard: starting in 2022 for certain functions, with full capability scheduled for 2024. The F4 standard focuses on connectivity, survivability, combat engagement capabilities and dispatch reliability.

New Falcons

The Falcon 6X program was launched in February 2018 for entry into service (EIS) in 2022. Its progress is on schedule. At the same time, we are developing a Future Falcon.

Special-mission Falcons

The Archange airborne strategic intelligence program was officially announced in December 2019. It will be based on three Falcon 8X aircraft incorporating electronic warfare systems designed by Thales. Two of the three planned Falcon Archange aircraft have already been ordered. Since the end of 2018, we have been carrying out preliminary studies for the Falcon Albatros maritime intervention and surveillance system (AVSIMAR), based on the Falcon 2000LXS. This aircraft is intended to replace the French Navy's Falcon 200 and 50M.

Partnering on drones

The nEUROn, launched in 2012, is the first stealth combat drone (UCAV) to date to be developed as part of a joint European program. Tests of this UCAV have generated invaluable data, especially in terms of advanced stealth. These tests have generated very useful data and will continue. Eurodrone, the European medium-altitude long-endurance UAV, was unveiled in April 2018. Developed by Airbus Defence and Space, with Dassault Aviation and Leonardo as partners, its preliminary design review has been validated.

Space expertise

In addition to pyrotechnics and telemetry, our range of expertise includes aerothermodynamics, flight controls and systems integration. These are the areas in which we contribute to the European Space Agency (ESA) Space Rider program. We are also equipped to offer in-orbit launch capabilities at very short notice. This expertise enables us to design cutting-edge projects and to support future French and European space activities, which are central to strategic autonomy.

Lead, coordinate & deliver

Digital: driving our performance

Digital drivers are central to our innovative solutions, our transformation and how we organize our work. Our capabilities as system architect draw on all major digital technologies, from 3D design to big data. Starting over 30 years ago, we pioneered a revolution in industry.

Digital DNA

Ever since the revolutionary advent of 3D modeling, we have been investing in digital innovations. This was the crucible that forged Dassault Systèmes, our long-standing partner. Our links with the world leader in Product Lifecycle Management (PLM) solutions provides us with experience and methods needed to adapt these powerful technologies to our industrial activities. The new tools we deploy also develop our ability to look ahead and take a 360° view, from design and production to the user experience.

A sovereign information system

We are investing in a sovereign and high-performance information system. As an architect of aeronautical solutions working in partnership with our industrial partners and our government customers, we are building the collaborative combat systems of the future.

3DExperience platform

In May 2018, we signed a long-term agreement with Dassault Systèmes, paving the way for the 3DExperience platform to replace all PLM solutions for our civil and military aircraft programs. The development of the next Falcon and new combat aircraft is being carried out against this backdrop. This is truly a pivotal choice, made to improve the overall efficiency of our Product Lifecycle Management by eventually setting up a single platform for all programs.



Design, manufacture, support: towards a comprehensive digital vision



Collaborative system engineering

By collaborative system engineering, we mean using a shared digital model to coordinate everybody involved in the development of large airborne systems. Implemented as part of the ATL2 modernization project, this method is being extended to our new programs. The system digital model allows security and data sovereignty considerations to be incorporated very early in the process. Dassault Aviation is also connected to the secure platforms used by the French defense procurement agency DGA and its partners, providing greater scope for joint development work.

Analysis, decision-making and big data

Big data is an essential factor in managing all of our programs. It will improve our products (and our production methods, as well as associated services), while also helping us develop new ones. By leveraging the advantages of shared data, it will support the deployment of management, analysis and decision-making tools.

Our collaborative big data platform is based on the Exalead solution from Dassault Systèmes, while the algorithms specific to aviation are developed by the Data Science Lab, a joint co-engineering research unit with Dassault Systèmes.



Our industrial organization gears up for the future

Our production facilities are constantly upgraded to maintain world-class quality and competitiveness, through solutions such as digital innovation, specialized plants and an international footprint, particularly in India.

Made in India

The contract for 36 Rafales has led to a significant strengthening of our 65-year relationship with India, based on the transfer of costs and technologies linked to the search for sustainable gains in competitiveness.

In early 2019, our Nagpur plant, located in the state of Maharashtra, delivered the first Falcon 2000 front cockpit sections, meeting the highest quality standards. The production ramp-up, planned over a five year period, has resulted in the construction of a second 12,500-m² production facility delivered in 2019.

The first Indian workers and managers have been trained by our teams, while general aeronautical training is being developed in cooperation with local engineering schools and the technical training sector.

Gateway to India

The growth of our business has resulted in a number of partnerships with local companies. Our supply chain is also expanding to include new suppliers. Ranging from large industrial operators to SMEs, the French aeronautical ecosystem involved in the Rafale program now includes 25 production facilities and 20 joint ventures in India. Activities include design, production and support.

Streamlined production system

We are continuing the process of further integrating and specializing our production system in a series of strategic areas: metal products, composites, flat products, etc. This drive for synergy is reflected in the announcement of plans to build a new plant in Cergy-Pontoise, as well as in the construction of new buildings in Mérignac, Martignas and Biarritz.

Fresh synergies

The changes we are making to our facilities are designed to foster a more collaborative approach. Our design teams work even more closely with our customers and take a more holistic view of the entire aircraft lifecycle. For instance, the design office integrates production and support requirements at a very early stage, in accordance with Advanced Product Quality Planning (APQP).

The process of deploying a dedicated information system across all our plants began in Seclin in 2019. It will improve our industrial performance and the responsiveness of our supply chain.

Industrial ecosystem

We are at the center of an industrial network that has gradually developed over the decades, one that shares knowledge and methods, along with proven design and production tools. In January 2019, we officially renewed our support for defense SMEs, following on from an agreement signed with the French Ministry of the Armed Forces in 2014. Aéroprint bears witness to these relationships: this agreement to support the development of additive manufacturing involves the creation of a collaborative platform in Argonay.

Adapting to sustain quality and competitiveness





People-driven performance

Dassault Aviation is a leader that has remained true to its founding family spirit. Our strength lies in the individual and collective performance of our people, and in their passion for aerospace.

Transmitting know-how

The recruitment of more than 1,500 new employees in 2019 will ensure that our focus on the key priorities of technical excellence and adaptability is further enhanced. The Dassault Conservatory supplements initial training with courses designed to pass on our technical know-how and quality standards.

Topflight training in India

Our growth in India is reflected in the introduction of topflight technical training programs. Three Networks of Excellence have been created between Indian and French engineering schools in order to enhance teaching across the entire aeronautical industrial spectrum. The Dassault Skill Academy has also set up an Aeronautical Structure and Equipment Fitter diploma program in India, with the first course being taught in Nagpur.



Talent spotting

Employee ambassadors are working with students and teaching staff in schools, universities and training centers to adapt curricula to the needs of the aerospace industry, to promote our company and its businesses, and to spot future talent.

A motivating social model

Carrying on the social model instituted by Marcel Dassault, the Group's remuneration policy rewards and encourages employee loyalty, while remaining attuned to changing circumstances and the economic environment. A significant share of earnings is distributed to the employees of our French companies based on highly attractive profit-sharing agreements. The Group's French companies contributed nearly 27 million euros, i.e. nearly 5% of their total payroll, to works councils, enabling employees to benefit from numerous social, sporting and cultural activities at very advantageous prices.

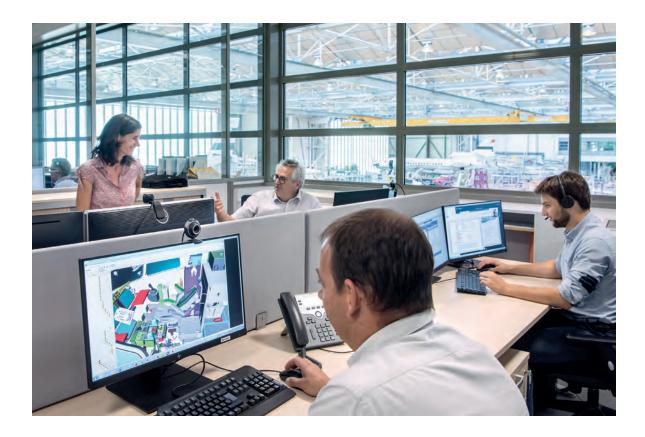
The average annual gross compensation for employees of Dassault Aviation Group is 56,700 euros. With profit-sharing and incentive schemes, it exceeds 71,650 euros in the Group's French companies.

Healthy social dialogue

Thanks to a healthy social dialogue, some 25 agreements and amendments were reached in 2019 in France, particularly with regard to wellbeing at work, compensation policy, incentive schemes, profit sharing, the collective retirement savings plan and the election of employee representatives.

Wellbeing in the workplace

To enhance work-life balance, telecommuting is being introduced. Childcare places are also being provided for employees. In addition, we are improving the ergonomics of workstations.



Diversity and equal opportunity

The Group recruits a large portion of its staff from engineering schools in which the proportion of women is still structurally low. Consequently, it is involved in a number of initiatives, particularly in partnership with the Elles bougent and Airemploi associations, to encourage secondary school students to take up careers in engineering. The Group is implementing a proactive policy that has resulted in the recruitment of 23% women out of all new hires in 2019.



We champion a broad range of societal initiatives. In the area of integration, we help the Elles bougent, Hanvol, Cours singulier and Technowest associations. In terms of humanitarian work, we contribute to FOSA, Pupilles de l'Air, ADO, ADOSM, Broken Wings, ASF, Course du coeur, Rêve de gosse, Un avion – un enfant – un rêve, Habitat for Humanity, Arkansas Food Bank, American Red Cross, as well as the Muscular Dystrophy Association. And with regard to the cultural sphere, we also support the Fondation de l'Armée de l'Air (AAF), the Air and Space Museum, as well as the Canopée and the 4A associations.



€187 million

in profit sharing (including the specific correlated social tax)

Contributing to a sustainable environment

Mindful of the mounting environmental challenges we face, Dassault Aviation is fully committed to corporate social responsibility (CSR), both locally and internationally.

Climate action

As an active member of the International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection, we also support the Corsia Carbon Offset and Reduction Scheme for International Aviation.

We promote the use of Sustainable Alternative Fuel (SAF) to replace conventional kerosene. All of our Falcon aircraft are already sustainable fuel compatible. Our best practice guide, as well as the development of flight path optimization technology, also offer quick solutions for reducing carbon emissions.

Gearing up for the flights of tomorrow

We are actively involved in applied research programs: Clean Sky 2 at the European level and Corac in France. This work focuses on lowering fuel consumption by reducing aircraft drag and weight. As members of the European Sesar program, we aim to improve flight efficiency and fuel consumption by optimizing flight paths.

Minimizing our footprint and the circular economy

In line with the Group's policy, the efforts made by our industrial sites are helping to limit our environmental footprint.

Reducing carbon emissions

Our initiatives in the areas of industrial manufacturing and flight operations are helping to reduce our carbon footprint now and will continue to do so for years to come. Telecommuting, logistics hubs and remote conferencing facilities are also helping to reduce the need to travel, thus cutting down on the attendant greenhouse gas emissions.

Energy efficiency

Our commitment to limit our consumption of energy, which is part of our transformation plan Leading Our Future, is reflected in the design of our new facilities and buildings, which are 30% more energy-efficient than current environmental standards. This effort also applies to our production processes.





Integrated environmental criteria

The modernization of our production facilities addresses environmental criteria such as resource consumption, the use of chemical substances, atmospheric and aqueous releases, and the generation of waste. Accordingly, in 2019, Dassault Aviation switched from chemical machining to robotic mechanical machining.

Over the last five years we have decreased emissions of volatile organic compounds (VOC) by 17%, by using industrial processes that require fewer solvents.

Furthermore, reduction of waste at source has resulted in a decrease of 8%, by weight, over five years. In 2019, we were also able to recover 77% of the Group's waste.

/ 77% of waste recycled



Shared values

Dassault Aviation boasts a distinctive identity, strong values and strict ethical principles, reflected in our charter and codes of conduct, a dedicated organizational structure, our prevention and training policies, internal procedures as well as our international commitments.

Values

Customer satisfaction is both our top priority and our guiding philosophy, based on integrity, trust and loyalty. Dassault Aviation's ongoing success stems from the quality and commitment of our people. A team spirit, mutual respect, collaboration and professional fulfillment are all integral parts of our DNA. Our pursuit of technological excellence and innovation goes hand in hand with a commitment to quality and environmental protection. Economic performance involves providing shareholders and the financial markets with open and accurate information, complying with the rules of fair competition and treating suppliers equitably. We are outward-looking, with a proactive policy of partnerships, employee training and sustained links with the scientific and academic communities.

Strict ethical principles

Dassault Aviation applies very strict business ethics, in compliance with national laws and international agreements. The Ethics department, an independent body which reports directly to the Chairman and Chief Executive Officer of Dassault Aviation, is tasked with implementing measures to fight corruption and influence peddling, and closely monitoring performance in these areas.

Sound structures

The Group has put in place sound ethical structures, based on the following procedures and tools:

- an anti-corruption code as part of internal rules, defining the different types of prohibited behaviors, and an anti-corruption guide that shows how this works, with practical examples and exercises;
- an internal alert procedure, enabling employees, temporary staff and outside partners to report any infraction, or any behavior not in line with the anti-corruption code;
- a chart of risks to identify, analyze and rank corruption exposure risks;
- procedures for assessing how customers,
 tier-1 suppliers and consultants are performing in relation to this chart;
- internal and external accounting control procedures;
- special training sessions for staff with the greatest risk exposure.

To support this initiative, Dassault Aviation has also set up an internal assessment and control structure.

International commitments

Dassault Aviation has signed international agreements on fair competition practices (Common Industry Standards, Global Principles) and the United Nations Global Compact, which promotes ten fundamental principles concerning basic human rights, labor and environmental standards, and the fight against corruption.

Duty of care

Faced with the risk of serious harm to the environment, occupational health or safety, human rights and fundamental freedoms, Dassault Aviation has set up a vigilance plan covering its subsidiaries and suppliers. As part of this plan, more than 1,000 suppliers were evaluated in 2019.

Robust and sound business ethics structures





Delivering customer satisfaction

Falcon: "Business is a Battle"

Our Falcons are business jets designed for the most demanding missions. Their agility, superior performance and the integration of innovations developed for military use make them unique.

Falcon 8X, the flagship

The Falcon 8X is the crown jewel of the Falcon customer experience. It has the longest cabin in our family and also offers an unparalleled level of comfort thanks to its exceptional soundproofing and the panoramic view from its 32 windows. The 8X has a range of 6,450 nautical miles, which means it is capable of non-stop flights between Beijing and Los Angeles, Hong Kong and London. It can also be operated out of airports where conditions are tight: taking off from a Santa Monica (CA) runway that has been shortened by a third and which is known for its drastic anti-noise standards, a Falcon 8X broke a transcontinental speed record in 2019. In addition, the Falcon 8X is 30% more eco-efficient than aircraft in its class.

The Falcon 8X features the FalconEye head-up Combined Vision System (CVS), certified to fly approaches in visibility as low as 100 feet. FalconEye combines synthetic terrain mapping with actual infrared/night vision images collected by onboard sensors. A configuration with a dual head-up display is currently under development.

Falcon 6X, a class all its own

The Falcon 6X program was launched in February 2018 for entry into service in 2022. Its development is proceeding on schedule. With a top speed of Mach 0.90 and a range of 5,500 nautical miles, it will allow non-stop flights from Beijing to San Francisco. This ultra-widebody aircraft will be able to hop from Washington D.C. to New York before continuing on to Geneva without having to refuel. Its cabin, the widest and tallest on the market, is particularly bright thanks to its softly curved design and overhead window. The flight deck of the Falcon 6X features the latest version of the EASy avionics suite, as well as FalconSphere II and FalconEye systems.





Falcon Connections

Our top priorities are safety and the customer experience, especially in terms of providing the best possible work and communications environment. Accordingly, the Australian government fleet has opted for Falcon 7X aircraft that will be equipped with the latest broadband continuous data link connectivity solutions.

With FalconConnect, we are the first to have delivered an all-in-one connectivity solution for both passengers and operators. Management of both voice and data communications can now be handled simply and flexibly. This service is available on all our new aircraft and as a retrofit for existing aircraft.

Thanks to the FalconTalk application, FalconConnect also makes using mobile phones on board easy.

JetWave, our new high-speed satellite communication solution, allows passengers, thanks to the Inmarsat network, to browse the Internet, watch videos or take part in video-conferences, including during transoceanic flights.

As for the crew, FalconSphere II features an integrated Electronic Flight Bag (EFB) tablet solution that significantly reduces the time and complexity of flight preparation. The tablet includes numerous applications such as a Weight & Balance Module, Electronic Cruise Computation as well as FalconPerformance.

Sustainable solutions

Our Falcon range is able to fly using alternative sustainable fuels (SAF). The Falcon 8X, the Falcon 900LX and the Falcon 2000S that we presented at the NBAA show in October 2019 all flew to Las Vegas using a mixture of SAF and conventional fuel. They did the same in May for the European EBACE exhibition.

Safety, connectivity, comfort and agility

Serving armed forces

Our fighter aircraft deliver what's needed to meet current and future strategic challenges. France, Egypt, Qatar and India have all chosen Rafale fighters for their armed forces. We have now delivered 201 Rafales out of the 276 ordered, including 96 in export markets.

Proven performance

As of December 31, 2019, France has taken delivery of 152 Rafales out of the 180 ordered to date. A further order for 30 more aircraft is expected in the 2019-2025 military spending bill.

The Rafale has now logged a total of 305,000 flight-hours, including 48,500 hours in operation, making it one of the world's most seasoned combat aircraft. Flown by both French air force and navy pilots, it has been deployed in a wide range of highly demanding theaters of operation: Afghanistan from 2007 to 2012, Libya in 2011, the Sahel, Iraq and Syria since 2013, 2014 and 2015, respectively.

The Rafale has demonstrated its outstanding versatility and combat effectiveness. The Rafale can handle a variety of missions that previously required seven different types of aircraft. It is one of the key components of the French system of deterrence. Its power-projection capabilities were once again illustrated during a record-breaking flight between Reunion Island and metropolitan France in January 2019.

Rafale F3-R in service

Designed from the ground up to be able to incorporate new features throughout its service life based on operational feedback, the new Rafale F3-R standard went into service in December 2019, as per schedule.

The standard features the Meteor air-to-air missile, the Talios laser designation pod and a new version of the AASM guided missile.





Rafale F4 under development

Officially announced in December 2018, the Rafale F4 standard will be validated in 2024, with some functions already available in 2022. It features innovative connectivity solutions to increase efficiency in networked combat and to prepare for the Future Combat Air System (FCAS).

This standard includes new upgrades in terms of the radar and OSF search & track systems, helmet-mounted display, along with new weaponry: Mica NG air-to-air and 1,000-kg AASM guided missiles.

The Rafale F4 will incorporate a new prognosis and diagnostic-aid system, providing predictive maintenance capabilities for the first time. Other solutions to optimize maintenance are planned, including those based on big data and artificial intelligence. In addition, the aircraft will be equipped with a new engine control unit.

Record export deliveries

Egypt was the first export customer for the Rafale, with an order for 24 planes placed in 2015. Delivery was completed in 2019.

Deliveries to Qatar kicked off in February 2019. Doha ordered 36 Rafales, including 24 in 2015 then another 12 in 2018, with an option on 36 more aircraft.

In terms of India, which has been a loyal customer since 1953, the program to deliver 36 Rafales is on schedule: the Indian Air Force (IAF) took delivery of the first of its aircraft in October 2019, within the time frame set out in the contract signed in 2016.

Maritime patrol and surveillance

The ATL2 maritime patrol aircraft is a key contributor to French sovereignty through the support it provides to the French nuclear ballistic missile submarines. The first two aircraft to be upgraded to standard 6 were delivered to the French Navy in the summer of 2019. We will deliver five other modernized ATL2s over the period 2020-2023.

In parallel with the work on the Falcon 8X Archange strategic intelligence aircraft and the Falcon 2000 Albatros (AVSIMAR), we are also manufacturing the Falcon 2000MSA for the Japan Coast Guard.

Equipped with a Thales active electronically scanned array (AESA) radar, this maritime surveillance aircraft offers the optimum combination of size, payload, speed, range, and cost of ownership. We have delivered the first four of the six aircraft ordered.

Highly versatile, combat proven

Customer support: anytime, anywhere

Our military aircraft help defend a number of different countries around the world, while our business aircraft enhance corporate efficiency. These are crucial long-term challenges. Our support solutions are sound, efficient and tailored to the specific requirements of each user.

Preferred partner

We support a thousand military aircraft and more than 2,100 Falcon business jets in some 80 countries. Whether civil or military aircraft, our proactive focus is the same: reducing costs, improving dispatch reliability and delivering targeted, local services. We support our customers day after day, today and far into the future, by maintaining the tools and expertise needed to service our planes over the decades of their operating lives.



Digital upgrades

The 3DExperience platform ensures digital continuity from design and production to support. The development of our new support packages is based on software modules shared between Falcon and military aircraft support. New services intended for flight crews are also developed according to our dual civil/military capabilities.

Our big data approach to support, based on Dassault Systèmes' Exalead technology, allows us to share all data concerning the service lives of our aircraft. Using contextual visualization or dynamic dashboards, it allows cross-functional analyses and predictive maintenance models. The digital twin approach, which compares the actual aircraft's performance to its digital model, further increases our forecasting ability.

Custom-tailored military support

In May 2019, Dassault Aviation was awarded the vertically-integrated Ravel operational support contract for the period 2019-2029. Ravel henceforth places almost all equipment and systems (excluding engines) under the control of the aircraft manufacturer, as is the case for exports, thus optimizing aircraft dispatch reliability. Management of support operations will be carried out using a support management information system and a big data platform.



Top-notch Falcon customer service

The exceptional quality of our customer service has been rewarded this year with first place in the Aviation International News (AIN) and ProPilot surveys, which are the benchmarks in this area. In particular, AIN ranked Dassault Aviation first for parts availability, spare parts costs, responsiveness in terms of aircraft on ground (AOG) events, as well as for overall aircraft reliability. ProPilot ranks us first for spare parts availability and satisfaction in terms of Falcon maintenance.

Falcon support, ever closer to the customer

Our strategy of developing Falcon support and of enhancing the customer experience has been further reinforced with the acquisition of the maintenance, repair and overhaul (MRO) businesses of ExecuJet, TAG Aviation (in Europe) and Ruag, which were announced in early 2019. These entities bolster our presence in the Asia-Pacific, Europe, Africa and the Middle East, by adding 17 new service center locations.

In France, following the ramp-up of the new Dassault Falcon Service (DFS) facility in Mérignac, which can handle up to six Falcon 8X class aircraft, the modernization of DFS facilities at Le Bourget will improve our MRO capacity for the Falcon 7X and 8X.

A new distribution center near Roissy-Charles-de-Gaulle airport will help improve the efficiency of FalconResponse, our 24/7 AOG assistance service.

Dispatch reliability commitment

Aircraft programs



Rafale Air C (single-seat)

Wingspan: 10.9 m Length: 15.3 m Height: 5.3 m Empty weight: ≈10 MT Maximum takeoff weight: 24.5 MT External stores capacity: 9.5 MT



Rafale Air B (twin-seat)

Wingspan: 10.9 m Length: 15.3 m Height: 5.3 m Empty weight: ≈10 MT Maximum takeoff weight: 24.5 MT External stores capacity: 9.5 MT



Rafale Marine (single-seat)

Wingspan: 10.9 m Length: 15.3 m Height: 5.3 m Empty weight: ≈10.5 MT Maximum takeoff weight: 24.5 MT External stores capacity: 9.5 MT



Mirage 2000-5 and 2000-9

Wingspan: 9.1 m Length: 14.3 m Height: 5.4 m Empty weight: 8 MT Maximum takeoff weight: 17.5 MT External stores capacity: 6.2 MT



Mirage 2000 D (twin-seat)

Wingspan: 9.1 m Length: 14.3 m Height: 5.4 m Empty weight: 8 MT Maximum takeoff weight: 16.5 MT External stores capacity: 5.7 MT



Falcon Archange

Wingspan: 26.3 m Length: 24.5 m Height: 7.9 m



Falcon 2000 MRA/MSA

Wingspan: 21.4 m

Length: 20.2 m Height: 7.1 m Empty weight: 11.3 MT Maximum takeoff weight: 19.4 MT External stores capacity: 2.2 MT



ATL2

Wingspan: 37.5 m Length: 31.7 m Height: 10.8 m Empty weight: 25.7 MT Maximum takeoff weight: 46.2 MT



nEUROn

Wingspan: 12.5 m Length: 10 m Height: 2.5 m Empty weight: 5 MT



Falcon 8X

Wingspan: 26.3 m Length: 24.5 m Height: 7.9 m

Range: 6,450 nm (11,945 km)

Beijing → New York Paris → Singapore São Paulo → Moscow



Falcon 7X

Wingspan: 26.2 m Length: 23.4 m Height: 7.9 m

Range: 5,950 nm (11,020 km) Zurich → San Francisco

Paris → Hong Kong Beijing → Zurich



Falcon 6X

Wingspan: 25.9 m Length: 25.7 m Height: 7.5 m

Range: 5,500 nm (10,186 km)

Los Angeles → Geneva Beijing → San Francisco Moscow → Singapore



Falcon 900LX

Wingspan: 21.4 m Length: 20.2 m Height: 7.7 m

Range: 4,750 nm (8,800 km)

Shanghai → Moscow

Mumbai → London City Airport

Chicago → Zurich



Falcon 2000LXS

Wingspan: 21.4 m Length: 20.2 m Height: 7.1 m

Range: 4,000 nm (7,400 km)

Zurich → Mumbai

Dubai → London City Airport

New York → Rome



Falcon 2000S

Wingspan: 21.4 m Length: 20.2 m Height: 7.1 m

Range: 3,350 nm (6,200 km)

New York → Zurich Beijing → Singapore Paris → Dubai



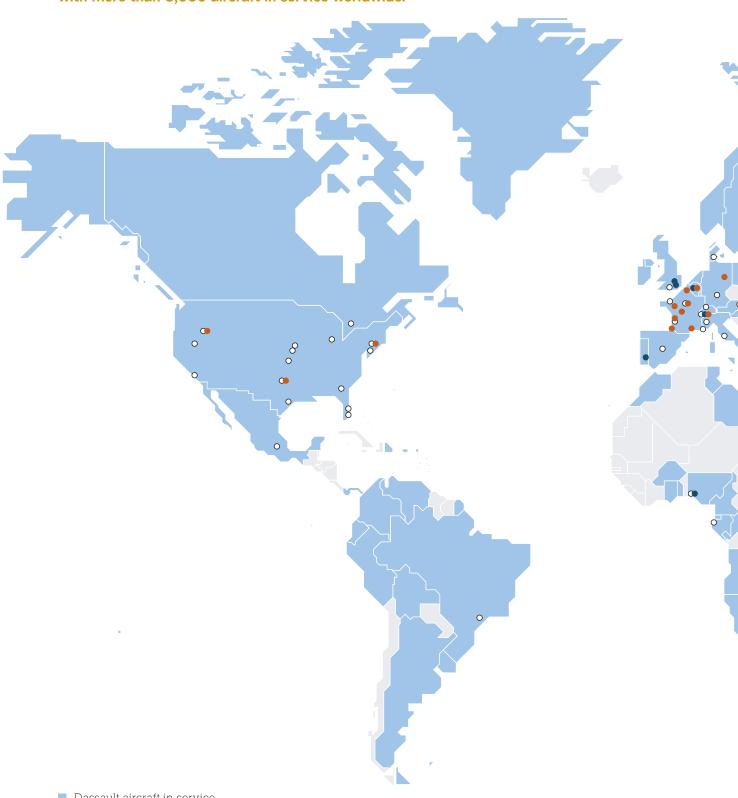


Dassault Aviation Worldwide

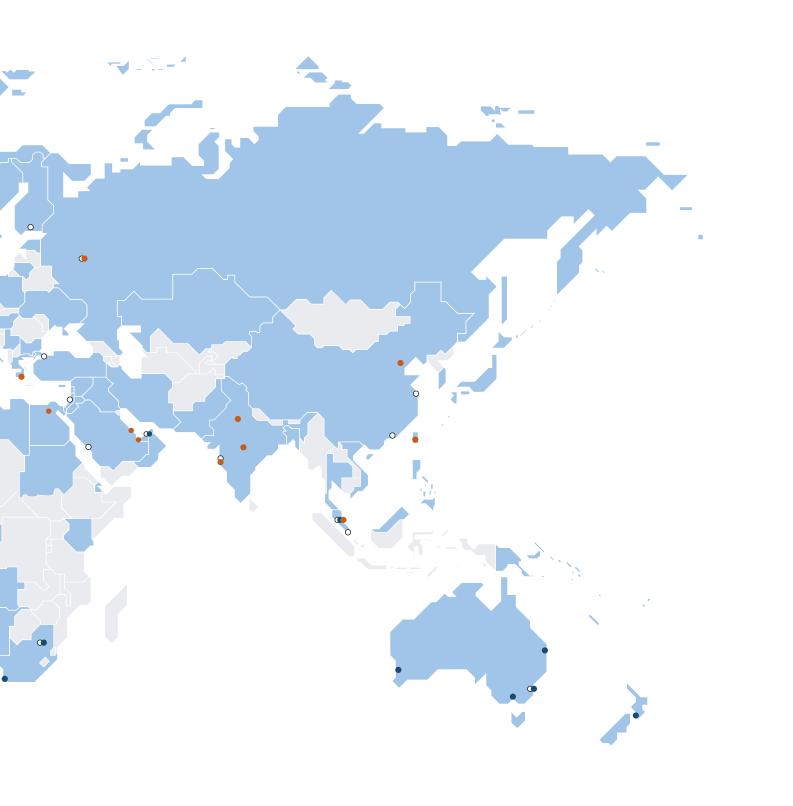
Unlimited horizons

Worldwide presence

Dassault Aviation operates in more than 80 countries, with more than 3,000 aircraft in service worldwide.



- Dassault aircraft in service
- Dassault Aviation facilities (production plants and offices)
- Service centers acquired from ExecuJet, TAG Aviation and Ruag
- O Falcon service centers and FalconResponse command centers



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P. 46: Jean-Luc Brunet / Armée de l'Air / Défense

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