



International directory of the main defence companies worldwide



September 2011 edition



DIRECTION GÉNÉRALE DE L'ARMEMENT

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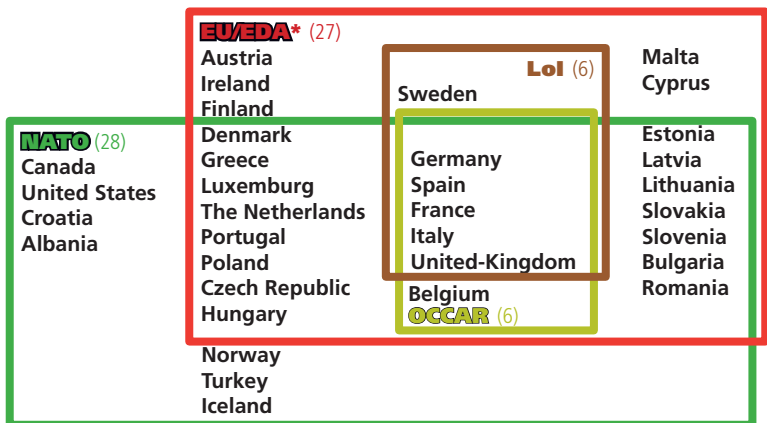
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* Countries who have signed the letter of intent and the framework Lol (Letter of Intent) agreement:
Sweden, Germany, Spain, France, Italy, United Kingdom

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* with the exception of Denmark all EU member states are members of the European Defence Agency (EDA)

Preface

Paris, 27 September 2011

The Industrial Affairs and Economic Intelligence Department of the French defence agency is publishing an update to its Calepin International (International Directory) in order to promote greater understanding of the defence industry.

The purpose of this directory is to offer you a reference book that is easy to consult and that you can enrich with personal notes. Without claiming to be exhaustive, this directory should provide you with outline data on many French and foreign companies operating in the aerospace and defence sectors.

Some errors or inaccuracies may have crept in, so do not hesitate to report them to us as this will help us improve both the quality and the reliability of this directory.

Thank you in advance and I hope you find it useful.

Christophe BURG
Director for Industrial Affairs
and Economic Intelligence

€uro exchange rates

COUNTRY	CURRENCY	1 €uro =		
		2007	2008	2009
Brazil	Real	-	-	2.7698
Canada	Canadian Dollar	-	1.5603	1.5854
South Korea	Won	-	-	1512
Denmark	Danish Kroner	7.4506	7.4560	7.4463
United States	American Dollar	1.3705	1.4711	1.3942
India	Rupee	-	-	0.000006
Israel	See United States	-	-	-
Japan	Yen	161.25	152.35	130.3462
Norway	Norwegian Krone	7.4433	8.2322	8.7308
United Kingdom	Pound sterling	0.6843	0.7970	0.8913
Russia	Rouble	-	36.4497	44.1228
Sweden	Swedish Krona	9.2501	9.6233	10.6214
Switzerland	Swiss Franc	1.5	1.5870	1.5099
Turkey	Turkish Lira	-	1.9079	2.1624

The exchange used is based on an annual average (source 2006 and 2007: Banque de France; source 2008 and 2009: fxtop site).

WARNING: the conversion of profit or loss into euros does not necessarily reflect annual variations in activity when they are expressed in local currencies.

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AgustaWestland



Governance:

Chairman: Amedeo CAPORALETTI

Chief Executive Officer: Giuseppe ORSI

Shares held as at 31/12/2009:

Finmeccanica SpA: 100%

Main subsidiaries and holdings:

- **In Italy**
 - Agusta S.p.A (100%)
- **Abroad**
 - Agusta Aerospace Corp. (100%)
 - Agusta Aerospace Services (100%)
 - ATIL (50%)
 - Bell Agusta Aerospace Company
 - CAH (40%)
 - LIATEC (25%)
 - N.H. Industries (32%)
 - PZL Swidnik (93,72%)
 - Rotorsim (50%)
 - Westland (100%)

Co-operation agreements:

- Bell Helicopter Textron (BA609)
- Eurocopter, Stork Fokker (NH90)
- JCAIC (A 109E)
- Lockheed Martin and Bell (US101)
- OAK (AW139)
- TAI (T129)
- TATA (AW119)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	2,727	2,980	3,035	3,480
Defence	78%	70%	70%	70%
Net income: (loss)	290	357	353	371
Staff as at 31/12	8,899	9,956	10,289	14,289

Financial year end: 31.12.2009

Sectors (as a % of 2009 production):

Military Helicopters:70%
 Commercial helicopters:30%

Main products:

- **Civil helicopters:**
 - AW101
 - AW109 Power, Grand
 - AW119 Ke
 - AW139
- **Military helicopters:**
 - AW101
 - AW109 LUH
 - AW119 Ke
 - AW149
 - AW159
 - BA609
 - NH90
 - Super Lynx 300
 - T129



Agusta Westland

Observations:

Despite the economic crisis AgustaWestland's turnover was up in 2009 by 445m € (+15%) as compared with 2008, mainly due to an increase in production volumes for commercial and para-public helicopters especially in regard to the AW139 and AW101.

Maintenance services were also strong, increasing by 8%, in part due to the British Ministry of Defence IOS contract. There was a 371m € in net profit, an increase of 18m € (+5%) as against the previous year (35m €).

However this figure has to be qualified by changes in the exchange rate which reduced the margin to 10.7% as against 11.6% in 2008.

With a figure of 3,205m € in 2009 as against 5.078m € in 2008, new orders showed a dip of 37% (- 1,873m €). Helicopters (new models and upgrades) accounted for 50%, maintenance (parts and servicing) 42% and engineering 8%. The main contracts were 12 Lynx Mk 9 helicopters for the British Ministry of Defence, the integrated operational support contract for the 67 AH MK1 Apache helicopters for the British army, the order for 16 ICH-47F Chinooks and logistic support for the Italian Army with an option for four extra units as well as orders for a total of 97 helicopters for a number of governments such as Cyprus, Malaysia, the United States, Oman, Brazil and Italy.

After opening a production line in Russia (JV and Oboronprom) in 2008 for the AW139 and a second in the United States, in 2009 AgustaWestland opened new production facilities in Turkey (TAI), Libya (LIATEC) and China (Jianxi Changhe Aviation Industries Corporation). AgustaWestland also signed an agreement with the Indian company Tata for a joint venture that would establish a production facility in India for the AW119.

Finally in 2009 AgustaWestland acquired the Polish company PZL Swidnik (4,000 employees) which had been, until then, the supplier and partner of the Italian company, in particular as concerned the fuselage of the five different types of helicopters in the range.



Alenia Aeronautica

Governance:

President: Giorgio BRAZZELLI

Managing Director: Giuseppe GIORDO

Director General: Daniele ROMITI

Shares held as at 31/12/2009:

Finmeccanica SpA: 100%

Main companies / divisions:

- Alenia Aermacchi (100%)
- Alenia SIA (100%)
- Alenia Hellas (100%)
- Alenia North America (88,41%)
- Alenia Improvement (98%)
- ATR (50%)
- Eurofighter GmbH (21%)
- GMAS (Alenia North America 51%)
- Panavia Aircraft GmbH (15%)
- SCAC (25%+1)
- SuperJet International (51%)

Co-operation agreements:

- Airbus Industries (aérostructures tous avions)
- Alenia Aermacchi + Embraer (AMX International)
- BAE Systems + EADS (Eurofighter, Tornado)
- Boeing (767, 777, 767 Tanker, 787 Dreamliner)
- Bombardier (Bombardier C Series)
- Dassault Aviation (ATL, Falcon 900 / 2000)
- Dassault + EADS + SAAB, RUAG, HAI (Neuron)
- EADS (ATR-42, ATR-72)
- L3-Communications Integrated Systems (C-27J/JCA)
- Sukhoi (Superjet 100)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,908	2,307	2,530	2,641
Defence	76.6%	66.4%	54.3%	56%
Export	n/a	69.4%	n/a	n/a
Net income: (loss)	20	12.5	101.6	168.4
Staff as at				
31/12	12,135	13,302	13,907	13,146

Financial year end: 31.12.2009

Sectors

(as a % of 2009 production):

Military aircraft: 56%

Commercial aircraft, components, structures & maintenance: 48%

Main products:

- **Commercial aircraft**
 - Regional aircraft (ATR 42, ATR 72)
 - Sukhoi Superjet 100
- **Military aircraft**
 - Eurofighter Typhoon combat aircraft
 - AMX light attack and training aircraft
 - C27J Spartan tactical transport aircraft
 - Maritime patrol aircraft, ATR 42 MP Surveyor
 - ATR 72 MP, ATR 72 ASW (Antisubmarine Warfare)
 - Tornado fighter bomber
 - UAV-UCAV (Sky-X, Sky-Y, Neuron)
- **Components, structures, maintenance**
 - A321, A340-500/600, A380
 - B787, B767, B777
 - Bombardier C Series
 - Falcon 2000 and 900EX business jets



Alenia Aeronautica



- **Conversion activities**

- Commercial conversion: DC10, MD10 ACF, MD11, B767
- Military conversion: B767, B707, Atlantic, NATO TCA, C130H/J, G222

- **Upgrading activities**

- ATR 42/72
- B767
- Canadair CL-415
- DC10
- MD10, MD11

Observations:

Today Alenia Aeronautica takes part in all the main civil and military aerospace programmes (Eurofighter, JSF, B787, A380) and is presently developing production technology for UAVs andUCAVs.



Alliant Techsystems Inc.

Governance:

Chairman and CEO: Mark W. DE YOUNG

Shares held as at 2009:

Institutional:.....90%

Structure:

- ATK Armament Systems: 8,300 people; Munitions manufacture
- ATK Missile Systems: 4,300 people; Missiles, propellants, weapons systems
- ATK Space Systems: 6,400 people; Rockets, satellites

* ATK was reorganised in 4 operating groups on 1st April 2010

Co-operation agreements:

- Alliant Kyiv (94, Ukraine, decommissioning)
- Armtech Defense Products (USA, MACS)
- Contraves Brashear (USA/Switzerland, XM29)
- Diehl Munitions Systems (30 mm munitions)
- EBO (00, Greece, 120 mm munitions for tanks)
- General Dynamics (USA, MACS)
- Giat (France, proximity fuses: CTWS)
- Heckler & Koch (USA/Germany, XM8, XM29)
- IMI (Israel, coproduction 120 mm mortar for US and R&D for non-lethal munitions)
- Mauser-Werke Oberndorf (Germany, munitions)
- Nammo Raufoss (Norway, tactical propulsion)
- Northrop Grumman (USA, SADARM, mines)
- Oerlikon-Contraves (Switzerland, munitions)
- Orbital Sciences (USA, launchers)
- Plasma Technology Inc. (USA, decommissioning)
- Raytheon (USA, tactical missiles, landmines, Medium range Munitions)
- Rheinmetall DeTec (Germany, large calibre 105 mm and future generation)
- Royal Ordnance (Great Britain, Merlin mortar projectile)

- Ruag (Switzerland, military explosive mixtures and munitions for mortars)
- TAAS (Israel, R&D for non-lethal munitions, M16 grenades)
- Textron (USA, alternatives to anti-personnel mines)
- Valence Technology (USA, lithium batteries)

Financial data**:

M€uros	2006	2007	2008	2009
Total turnover	2,838	3,043	3,112	3,349
Defence*	79%	78%	76%	69%
Export	7.1%	6.2%	8.4%	13.1%
Net income: (loss)	146	147	105	111
Staff as at 31/12	15,200	17,000	19,000	18,000

* Sales to the American government: in 2009, 27th ranked direct supplier to the DoD

** ATK is a special case as the end of the financial year was 31/03/10

Financial year end: 31.03.2010

Stock market listings: ATK NYSE Euronext

Sectors (as a % of 2009/2010 turnover):

ATK Armament Systems:45%
 ATK Space Systems:29%
 ATK Mission Systems:26%



Alliant Techsystems Inc.

Main products:

- **ATK Armament Systems**
 - Running of Radford Army Ammunition Plant, Lake City Army Ammunition Plant (12% of total group turnover)
 - MACS (Modular Artillery Charge System)
 - Civil and military munitions
 - Munitions training
 - Powder for tactical propellants
- **ATK Mission Systems**
 - An/aAR-47 Missile warning system
 - Detonation fuse for hardened targets
 - Tactical missile guidance (AGM-88, AIM-9X)
 - M829E3 advanced munitions for tanks
 - Guided munitions: Advanced Anti-Radiation Guided Missile (AARGM), Precision Guided Mortar Munitions (PGMM), Extended Range Guided Munitions (ERGM), Mid Range Munitions (MRM)
 - Proximity sensors (DSU-33B/B)
 - Composite structures for F22 and JAVELIN missiles
 - Individual combat weapon system: XM8, XM29 (formerly OICW)
 - Propellant and military charge systems for tactical missiles such as ESSM, AIM-9X, Hellfire
 - Anti-tank and anti-personnel barrier systems
- **ATK Space Systems**
 - Components and propellants for satellites
 - Solid rocket propulsion systems (6% of turnover)
 - Solid propellant for Minuteman III (6% of turnover), Trident II and Missile Defense Interceptors
 - Solid propellant for Delta (GEM), Titan IV B (upgrade), Pegasus, Taurus, Atlas 2AS, Maxus, Athena and H-2A launch vehicles

- Composite structures for F-35 (aerofoil panels) F-22, C-17, BA 609, Boeing 767, V22 and ATK propulsion systems et propulseurs ATK

Observations:

ATK is ranked as the 27th company in the world in the field of defence which accounts for 57% of its business. Since it was created in 1990, ATK has practiced a policy of external growth punctuated in 2004 by the purchase of the Mission Research Corporation (180m \$ turnover and 560 employees), then the PSI Group (100m \$ of turnover and 350 staff, which was added to ATK Space), a specialist in satellite components (this was the 19th acquisition since 1990). In 2007 ATK acquired Swales Aerospace (200m \$, 900 staff) to strengthen its position in the engineering of space systems and in 2009 added Eagle Industries which it placed in its Armament Systems division to provide a section based on textiles with high added value.

Nevertheless the heart of ATK's business remains in pyrotechnics, with a large part of its activity in munitions of all calibres, missile and rocket propellants or countermeasures. ATK however wants to evolve its position and image to that of a systems integrator and to strengthen its share of the space market. This has led to the integration into the new operating groups (advanced armament, aerospace and anti-missile defence) of the Mission Research Corporation acquired in 2004 and Swales Aerospace in 2007. With the acquisition in 2010, for a sum of 173 million dollars, of Blackhawk Industries Products Group Unlimited, LLC, a manufacturer of tactical gear, ATK has strengthened its new textile and tactical gear range.

At manufacturing level ATK runs the Lake City (Missouri) site which belongs to the US Army as a sort of public private partnership (GOCO Government Owned, Company Operated), which provides 13% of its total turnover.

The market for missile propulsion and the production of munitions offers good prospects, especially in the area of anti-missile defence (SM3 from the AEGIS system) sales. Space activity is doubtless more uncertain with the stopping of the space shuttle flights (the Reusable Solid Rocket Motor programme accounted for 9% of ATK's turnover in 2009) and the halting of NASA manned space flights (Constellation programme and Orion vehicle).



Atlas Elektronik GmbH

Governance:

CEO: Dr Ralf KUBE

Chairman of the Supervisory Board:

Dr. Stefan ZOLLER

Shares held as at 31/12/2009:

TKMS:51%

EADS:49%

Main subsidiaries and holdings:

- Atlas Defence Technology Sdn Bhd (Malaysia)
- Atlas Hydrographic (Germany + Australia)
- Atlas Elektronik UK (GB)
- Atlas Maridan (Denmark)
- Atlas Naval Systems MY (Malaysia)
- Hagenuk Marinekommunikation (Germany)
- Sonartech Atlas Pty Ltd (Australia)

Co-operation agreements:

- DCNS-Ingénierie, wake monitoring torpedoes
- EDO (United States), naval mine countermeasures
- Germanos Sunlight (Greece), torpedo batteries
- IPTN (Indonesia), SUT torpedoes
- Thales Nederland, tactical information management systems
- Thales Underwater Systems, upgrading of 10 Dutch MCM Alkmaar class ships and 6 Belgian MCM Flower class
- TKMS (HDW), anti-torpedo countermeasures
- WASS (Italy), sonar, tactical information management systems, anti-torpedo countermeasures

Atlas Elektronik is a member of Minenjagdäusrüstung 2000 (MJ-2000) EEIG made up of EADS Deutschland and ARGE Minenabwehr, bringing together the Abeking & Rasmussen and Lürssen sites, as well the ARGE Marinelogistik EEIG made up of Eko-ILS Logistics and MIZ International Logistics (management of IT conflicts, F-122, F-123, F-124 and U212A logistic support).

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	357	366	340	355
Defence	n/a	~88%	~85%	~85%
Export	57%	56%	56%	69%
Net income (loss)	(16.9)	(14)	30.3	n/a
Staff as at 31/12	1,912	1,773	1,643	1,915

Financial year end: 31.12.2009

Sectors:

- Simulation and training
- ASM and GdM naval systems

Main products:

- **Sonar, weapons and countermeasures for anti-submarine warfare**
 - Anti-torpedo countermeasures
 - MU-90 lightweight torpedo motors
 - Multifunctional sonar for submarines, U-209, U-212A, U-214
 - Towed sonar antennae
 - Tactical information management system and weapons launch
 - Hull mounted sonar for combat vessels (F-122, F-123, F-124, LCF)
 - Towed sonar antennae
 - DM-2A3, DM-2A4 heavy torpedoes
- **Sonar, mine warfare weapons and countermeasures**
 - Drones ROV Pinguin, PAP-104 (under licence from ECA)
 - MDV SeaFox (AQS-232 AMNS)
 - Mines
 - Sonar



Atlas Elektronik GmbH

- Remotely operated mine warfare
- Tactical information systems management

- **Other**

- Surveillance drones/offshore inspection AUV Maridan-600
- Simulation training systems
- Hydrographic systems
- Maritime traffic management systems

Observations:

In December 2005 Atlas Elektronik, a former BAE Systems subsidiary, became German once again when it was sold to a group made up of ThyssenKrupp Technologies (51%), parent company of the TKMS yards, and EADS (49%).

The two partners wished to propel Atlas Elektronik towards being the premier naval electronics supplier in Germany, which would give it a strengthened position on international markets. EADS will therefore cede to Atlas Elektronik its naval electronics and especially its CMS side and coastal surveillance assets, worth about 100m €. EADS is looking to move a hundred or so people based in Ulm to the Bremen site.

This German consolidation and the strengthening of Atlas Elektronik's role have been capitalised on for the 4 future TKMS F125 frigates.



Avio

Governance:

Chairman: Alan BOWKETT

Managing Director and CEO:

Orazio RAGNI

Shares held as at 31/12/2009:

Cinven and co-investors:81%

Finmeccanica:14%

Others:5%

Main subsidiaries and holdings:

- Arianespace Participation (3.34%)
- Arianespace S.A. (4.7%)
- ATLA s.r.l. (30%)
- Avio do Brasil (100%)
- Aviofix S.r.l. (86.9%)
- Avio Inc. (100%)
- Avio Polska (100%)
- Cira S.p.A. (5.3%)
- DutchAero BV (80%)
- DutchAero Services (80,1%)
- ELV S.p.A. (70%)
- Eurojet Turbo GmbH (21%)
- Europropulsion S.A (50%)
- Getti Speciali (100%)
- PoloniaAero (59,2%)
- Regulus S.A. (60%)
- Secosvim s.r.l. (100%)
- Termica Colferro (40%)
- Turbo Union Ltd (20%)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1 401	1 554	1 656,7	1 702
Defence	28.4%	26.6%	25.9%	28.1%
Export	88.1%	89%	92%	92%
Net income (loss)	(23.2)	35	(83.2)	38.6
Staff as at 31/12	4,838	4,715	5,091	4,905

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Aero-engines:.....	80.7%
Space:.....	17.1%
MRO:.....	2.2%

Co-operation agreements:

- **Aviation**
 - Eurocopter
 - General Electric
 - Honeywell
 - IHI
 - Pratt & Whitney U.S.A.
 - Pratt & Whitney Canada
 - Rolls-Royce
 - Safran
 - Sikorsky
 - Volvo Aero
- **Space**
 - ASI
 - Safran
 - SNPE
- **Consortiums**
 - Eurojet
 - Europropulsion
 - TurboUnion



Avio



Main products:

- **Military aircraft engines:**
EJ200, F136, F119, F124, F110, LM2500, RB199, TP400, T700/CT7
- **Civil aircraft engines:**
Genx, CF6-80, GE90, CFM-56, PW4000, PW2000, PW308, SaM 146, TRENT900, V2500
- **Space:**
Rocket engines: Ariane 5, Aster, Aspide, MK216, PK216, Vega

Observations:

In 2006 Avio was sold to the English investment fund CINVEN. However, after the sale, Finmeccanica bought 15% of the company for 150m €.



Babcock

Governance:

Chairman: Mike TURNER

CEO: Peter L. ROGERS

Actionariat:

Schroders Plc:	8.76%
Lloyds Banking Group Plc:	6.45%
FMR LLC:	5.13%
Legal & General Group:	5.04%
JP Morgan & Chase Co:	4.95%
Ameriprise Financial Inc:	4.93%
Standard Life Investments Ltd:	4.63%
Ignis Investment Services Ltd:	4.27%
UBS Investment Bank:	4.17%

Main subsidiaries:

- Air Power International Ltd
- Babcock Design & Technology Ltd
- Babcock Marine Holdings Ltd
- Babcock Marine (Rosyth) Ltd
- Babcock Marine (Clyde) Ltd
- Babcock Support Services Ltd
- Babcock Eagleton Inc
- Babcock Africa (Pty) Ltd
- Babcock International Ltd
- Babcock UK Holdings Ltd
- Babcock Integrated Technology Ltd
- Devonport Royal Dockyard Ltd
- Rosyth Royal Dockyard Ltd

Co-operation agreements:

Member of the CVF Alliance

Agreement with EDF in the nuclear and electric networks

Airtanker Services shareholder, part of the Future Strategic Tanker Aircraft (FSTA) programme

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	1,458	2,203	2,278	2,142
Defence	34%	20%	18%	20%
Export	17%	14%	13%	20%
Net return	64	95	86	122
Staff	9,643	15,000	16,389	27,000*

*takes into account staff of the VT Group, acquired in March 2010

Financial year end: 31.03.2010

Stock market listings: BAB LSE

Sectors (as a % of 2009 turnover):

Marine:.....	51%
Defence:.....	20%
Engineering & Plant:.....	9%
Rail:.....	8%
Nuclear:.....	6%
Network:.....	6%

Main products:

- **Construction**
 - ASTUTE
 - CVF
- **Submarine support and refitting**
 - Swiftsure
 - Trafalgar
 - Vanguard (refit of Victorious in 2008)
- **Aeronautic maintenance**
 - Dominie
 - Harrier
 - Hawk
 - Jetstream
 - Nimrod
 - VC10



Babcock



- **Maintenance and retrofitting of surface ships**

- HMS Albion & Bulwark
- HMS Ocean
- MCMV (Sandown class)
- T22, T23

- **Military Engineering training**

- RSME

- **Land-based vehicles**

- Jackal

Observations:

With an 83% increase in the naval sector turnover, Babcock has benefited from the acquisition, completed in 2007, of the Devonport Dockyard and in strong organic growth in ship retrofitting as well as operations generated by the CVF and Astute programmes.

In 2010 Babcock and the MoD signed a ToBA (Terms of Business Agreement) which put the seal on the growing interdependence of the two organisations with, in particular, the idea of through life support in the naval sector. Rumours of budget cuts and savings in large programmes, including CVF and Astute, nevertheless made the future seem less secure.

In the summer of 2010 Babcock also merged with the VT Group. VT's activity was quickly absorbed in order to consolidate the operational and economic performance of the Group. This made Babcock the British market leader in support engineering with, in particular, very strong growth in the Defence and Security sector and also internationally.

In September 2010 the growth in revenue was in the order of 30%. Nevertheless the decisions taken by the MoD following the SDSR will impact on this growth over the coming years but only on the domestic market. There will need to be a watch kept on the Group's Defence and Security sector since the two flagship programmes, on which the financial future is based, are the tanker aircraft (FSTA) and the flight training systems (UKMFTS) and these programmes have been sharply criticised in terms of best value for money.



BAE Systems Plc

Governance:

Managing Director: Ian KING

Chairman of the Board: Dick OLIVER

Financial Director: George ROSE

Shares held as at 17/02/2010:

Floating:	61%
BlackRock, Inc:	7.52%
Brandes Investment Partners:	7%
Invesco Ltd:	5.08%
AXA S.A. and affiliates:	5.05%
Franklin Resources Inc, and affiliates:	4.92%
Barclays Plc:	3.98%
Legal and General Group Plc:	3.96%
Held by the company:	1.49%

Main subsidiaries and holdings (100% holding unless stated otherwise):

- **In the United Kingdom**
 - Aerosystems International Ltd
 - Alvis Ltd
 - BAE Systems Land Systems Ltd
 - BAE Systems Integrated System Technologies (Insyte) Ltd
 - BAE Systems Electronic Ltd
 - BAE Systems Marine Ltd
 - BAE Systems Tactical Vehicle Systems LP
 - BVT Surface Fleet Support Ltd (went from 55% to 100% in September 2009)
 - Detica
- **Abroad**
 - South Africa: Land Systems OMC
 - Saudi Arabia: CS&S International
 - Australia: BAE Systems (Australia) Limited, Tenix Defence
 - United States: BAE Systems Controls Inc, BAE Systems Information and Electronic Systems

Integration Inc, BAE Systems Land & Armament Inc, BAE Systems Southeast Shipyards, Advanced Ceramics Research Inc, MTC Technologies Inc

- Hong Kong: Euromandarin Limited
- Singapore: Singapore British Engineering (Pte) Ltd
- Sweden: BAE Systems Hägglunds AB

• Joint-ventures and international partnerships

- Eurofighter Jagdflugzeug GmbH: 33% (EADS Deutschland, Alenia Aerospazio and EADSCASA)
- MBDA: 37.5% (with EADS and Finmeccanica)
- Saab: 20.5%; Gripen International (with Saab)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	18,090	20,897	20,924	25,329
Defence	80%	79%	79%	n/a
Export	79.6%	78%	82.6%	82%
Net income (loss)	2,400	1,284	2,190	(51)
Staff as at 31/12	79,000	97,500	107,100	106,900

Financial year end: 31.12.2009

Stock market listings: BA LSE

Sectors (as a % of 2009 turnover):

Land & Armaments:	29%
Programmes & Support:	27%
Electronics, Intelligence & Support:	25%
International Businesses:	19%



BAE Systems Plc

Main products:

• Air

- **Maintenance and support:** ATTAC (Tornado), JUMP (Harrier), Nimrod MR2, JAVELIN (VC-10)
- **Manufacture/delivery:** Tornado GR4, Typhoon, Hawk, Nimrod MRA4, JSF F-35, Lightning II and UAVs (HERTI), E-3D Sentry (base on: Boeing 707), Taranis, Mantis

• Sea

- Anti submarine charges
- Mine destruction charges
- T45 destroyers
- Aircraft carriers HMS Queen Elizabeth and HMS Prince of Wales, Astute
- Sonar, underwater weapons and drones
- Spearfish

• Land

- NLOS canon and mortar, NLOS-C Concept Technology Demonstrator
- Olifant Mk 1B
- Panther
- RG 31, RG-32M, RG 12, RG 24, RG 35
- Rooikat
- SEP
- T72
- Terrier
- TIM1500 (Thermal Imaging Module)
- Combat vehicles: AAV7A1, ARV, ASV, Band Track, Black Knight, Bradley, Bulldog, BVs 10, Challenger 2, CV90 family, FMTV vehicles, Future Combat Systems, High Mobility Artillery Rocket System (HIMARS)
- Troop transport vehicles: ICV, Lemur, M109A5 Paladin Self-Propelled Howitzer, M113 vehicle, munitions FAASV M992A2, Ambulance MV-T and MV-E
- MRAP vehicle

- NBC Reconnaissance vehicle
- Warrior
- Wasp

• Artillery

- Armoured Mortar System II, AS90, BONUS 155mm Shell, CV90120, CV9030, CV9030 COM, CV9030MKII, CV9040, Excalibur, FH77 B05 L52, FH77 BW L52 - Archer -, HEER
- 105mm and 120mm guns
- MK38 Mod2 machine gun, M777 155mm Lightweight Field Howitzer
- HIMARS, International Artillery shell, Lemur howitzer,
- Muzzle speed radars
- F2 helicopter turrets
- TROJAN and TITAN

• Munitions

- 105mm, 155mm, 40 and 57mm 3P
- Large calibre munitions: BONUS 155mm Excalibur shell
- Bofors 40 MK3 naval artillery system
- Other munitions: FH77 B05 L52, FH77 BW L52 - Archer -, HEER, for PGK (Precision Guidance Kit) munitions, UNIFLEX, VLS Mk 42 (naval missile developed with Lockheed Martin)

• Integration & Electronics System

- C4ISR, IFF and DRaFT (identification systems)
- Cameras MIM500 and PMC 300, Mongoose, imaging systems (ATARS, CCTVS, TWS) and heat signatures
- Communication systems (ASCL, FALCON, JCS, JTRS, Hawklink, MIDS terminals, Warfighter Information Network)
- GSTAMIDS FCS counter-mine systems
- LYCHGATE information systems
- RMS remote command systems



BAE Systems Plc

Co-operation agreements:

- **Aerjet** (United States, explosive charges for cruise missiles)
- **Alliant Techsystems** (United States, explosive charges for cruise missiles, munitions, mortar bombs)
- **Boeing** (United States, aerostructures, avionics)
- **Data Link Solutions** (United States, systems for communication and transmission of tactical data)
- **Delco Electronics** (United States, munitions)
- **EADS** (MBDA)
- **Elettronica** (Italy, airborne defensive tactical aids)
- **Eurofighter** (Germany, Eurofighter)
- **FNSS** (Turkey, mine protected vehicles [RG-31])
- **General Dynamics** (United States, maintenance of fleets in service, future combat vehicles, mine removal vehicles, support vehicles)
- **Gripen International** (Sweden, Gripen)
- **HB Utveckling** (Sweden, guns, turrets, tracked armoured vehicles)
- **Indra** (Spain, airborne defensive tactical aids)
- **Krauss-Maffei Wegmann** (Germany, tracked armoured vehicles)
- **Lockheed Martin** (United States, light calibre guns, vertical missile launchers; JSF; MD)
- **Mahindra** (India, development of a MRAP vehicle)
- **Mowag** (Switzerland, development of troop transport vehicles)
- **Nexter** (France, CAESAR self-propelled gun, support vehicles, munitions)
- **Northrop Grumman** (United States, acoustic countermeasures, surveillance radar)
- **Oerlikon-Bührle** (Switzerland, tracked armoured vehicles)
- **Oerlikon-Contraves** (Switzerland, weapons and large and medium calibre munitions)
- **OTO-Melara** (Italy, large calibre guns)
- **Panavia Aircraft** (Germany, Tornado)
- **Rafael** (Israel, medium calibre guns)
- **Raytheon** (United States, explosive charges for cruise missiles, vertical missile launchers, munitions, Airbus fuselage sections)
- **Rheinmetall Landsystem** (Germany, all-terrain tracked vehicles)
- **Sepecat** (Europe, Jaguar)
- **Singapore Technologies Aerospace** (Singapore, F-16 avionics)
- **Volvo** (Sweden, guns and turrets)
- **VT Group** (United Kingdom, destroyers, logistic support)



BAE Systems Plc

Observations:

In 2009 BAE Systems' long term strategy to establish itself in 7 local markets (United States, United Kingdom, Australia, Saudi Arabia, South Africa and India) was successful with an increase in turnover of almost 21% with a major presence on the American market where the Group achieved almost 50% of its turnover.

Despite this the BAE Systems approach is to be global in the future working through, in particular, 4 new global initiatives: Land, Readiness & Sustainment (R&S), Security, Unmanned Aircraft Systems (UAS). Growth in the American market is not now thought of as an end in itself even if the objective is clearly implicit in their development of EI&S (Electronics, Intelligence & Support), R&S and also Land though to a lesser extent.

The acquisition, in June 2009, of the American company Advanced Ceramics Research confirmed the BAE strategy of strengthening its position in the area of Unmanned Aircraft Systems (UAS).

In the area of land-based systems, they are capitalising on the historic presence of BAE in the United Kingdom: maintenance of existing vehicles, UORs, long term partnerships for munitions and the future replacement of ageing tracked vehicles.

Elsewhere, India is the latest country to have been identified as a strategic market; in November 2009, BAE and Mahindra & Mahindra signed an agreement to create a joint-venture in the area of land-based systems.

The recommendations of the Strategic Defence and Security Review (SDSR) in the United Kingdom which led, in particular, to the cancelling of the Nimrod programme, the early taking out of service of the Harriers and the re-negotiation of a number of contracts, have had a negative impact on the Group which announced 2,700 job losses during 2010.

Following the purchase, in September 2009, of the British firm Detica, BAE is looking to invest more in the cyber defence and information sectors which are less likely to be affected by the budgetary cuts that are taking place in a number of Defence Departments; terrorism and cyber warfare being, at present, government priorities.



BAE Systems Bofors AB

Governance:

President: Magnus INGESSON

Chairman: Lenna GILLSTRÖM

Shares:

BAE Systems AB: 100%

Main subsidiaries and holdings:

- BAE Systems C-ITS AB, 100%
- BAE Systems SWS
- Defence AB, 100%
- HB Utveckling AB, 50%

Main products:

- 40 MK3 naval gun system
- 57mm MK3 naval gun
- Ammunition 40 et 57mm 3P
- Archer - FH BW L52 - FH77 BW L52
- Bonus 155mm Shell
- CATS C2
- CEBRA
- Excalibur
- Heer

Financial data:

M€uros	2007	2008	2009
Total turnover	113.7	117.2	85.7
Defence turnover	99.5	117.2	n/a
Non-defence turnover	14.3	n/a	n/a
Export	55.6	50.1	n/a
Spending on R&D	n/a	2.6	3.8
Staff as at 31/12	484	551	426

Financial year end: 31.12.2009

Observations:

Sweden and Norway have each acquired 24 ARCHER artillery guns. In cooperation with Raytheon, Bae Bofors is producing and developing Excalibur munitions. These munitions guided by GPS are in service in Iraq. ISL is supplying telemetry fuses.



BAE Systems Hägglunds

Governance:

Chairman: Jan SÖDERSTRÖM

Shares:

BAE Systems AB: 100%

Main subsidiaries and holdings:

HB Utveckling AB, 50%

Main products:

- Bv206S
- BvS10
- Thor
- Infantry combat vehicles 90 (CV90) or Stridsfordon 90 (Strf90), CV90 ARV, CV9030 COM, CV9040, CV90120 Tank, CV9030MKII, CV9030, CV9035MKIII

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	208	340.4	462	354.7
Defence turnover	205.8	337.4	459.1	n/a
Non-defence turnover	2.2	3.1	2.9	n/a
Export	177.1	293.1	421.3	344.4
Staff as at 31/12	n/a	1,185	1,043	992

Financial year end: 31.12.2009

Observations:

Sweden has not retained the SEP vehicle for equipping its forces and Hägglunds has decided to abandon development of this vehicle.

On the other hand the BSV10 has been retained by the DGA (Procurement Division) for its VHM programme and by the United Kingdom.



Boeing Company

Governance:

Chairman: James Mc NERNEY

CEO: James A. BELL

Shares held as at 30/06/2009:

Shares are held by private and public investors, 58.6% of the shares are held by institutions

Main subsidiaries and holdings:

- Alsalam Aircraft Co
- Boeing Aerostructures Australia
- Boeing Australia Ltd
- Boeing Business Jet
- Boeing China Inc
- Boeing UK Ltd
- Hellfire Systems Ltd Liability Company
- Insitu Inc
- Jeppesen Sanderson Inc.
- McDonnell Douglas
- Preston Aviation Solutions Ltd
- Sea Launch
- United Launch Alliance
- United Space Alliance
- Ural Boeing Manufacturing (UBM)

Co-operation agreements:

- Aero Vodochody (L-159)
- BAE Systems [aerofoils 737, AV-8B, T-45 (derived from the Hawk), C-17 and AWACS UK, Nimrod, Missile Defense]
- Bell Helicopter Textron (V-22)
- EADS (X-31, cryogenic propellant RS-72, Missile Defense)
- Finmeccanica (general framework agreement aerostructures, maintenance and upgrading centre, 767 tanker, Missile Defense)
- GKN Westland (Apache UK and NL)
- Havelsan (Turkey, missile defence)

- IAI (missile Arrow)
- Japanese Industry (MHI, KHI and FHI aerostructures including 7E7, MB-XX aerofoils)
- Insitu (UAV ScanEagle)
- KAI [Korea, AH-64 fuselage production (offsets F-15K)]
- Lockheed Martin (running of the shuttle MILS-TAR, DMSP, MUOS, Missile Defense, Hellfire, F-22, government launchers)
- MBDA (Meteor, Brimstone, JDAM, SDB)
- Northrop Grumman [F/A-18, B-2, radar AWACS, J-STARS, ex-TRW (ABL, Minuteman, missile defence)]
- Stork Fokker (aerostructures and cabling)
- Vought Aircraft Industries (aerostructures)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	48,977	48,428	41,362	48,975
Defence*	33.9%	40.5%	42.1%	42%
Export	37.4%	40.7%	39%	42%
Net income (loss)	1,504	2,767	1,874	941
Staff (in thousands)	153	159	162	157

*Sales to the American government (Tier 3)

Financial year end: 31.12.2009

Stock market listings: BA NYSE Euronext

Sectors (as a % of 2009 turnover):

Commercial aircraft:49.9%
 Integrated defence systems:49.3%
 Other:0.8%



Boeing Company

Main products:

• Commercial aircraft

- 717-200
- 737-(600/700/800/900ER)
- 747-(400/8)
- 767-(200/300/400)
- 777-(200ER/LR, 300ER)
- 787 (Dreamliner)
- Boeing Commercial Aviation Services

• Military aircraft

- Bombers: B-52, B-1B, B-2 (s/t)
- Fighters: F-15e Strike Eagle, F/A-18 E/F Super Hornet, EA 18G Growler, F-22A Raptor
- Training T 45 Goshawk T-38 AUP
- Supply: KC-35, KC-10, 767
- Heavy transport: C 17 Globemaster III
- Transport: 747-200 (Air Force One), C-32A, 737-700 AEW&C, C-40A (B&C)
- UCAV: X-45A/B, J-UCAS X-45C
- Rotating aerofoils: V-22 Osprey, CH-46, CH-47 Chinook, Apache and Apache Longbow (AH 64D)

• Missiles

- Guided weapons: GBU-15, GBU-9/30/31/32 JDAM, Small Diameter Bomb, AGM-130
- Anti-ship: AGM-84 Harpoon, Harpoon Block II
- Cruise missiles: AGM-86 ALCM, AGM-84E SLAM-ER, AGM-86C CALCM

• Space and communications

- Demonstrators and designs: ScanEagle, X-31, X-37B OTV and 40A, X-43A, HyFly, micro-satellite XSS-10, A-160 Hummingbird, ATM
- Future Combat Systems (FCS): LSI for US Army
- Launchers: Delta II/III/IV, IUS
- Missile Defence: Overall architecture, ABL, SBL, GBMDS (project management), NTW (military explosive charge), THAAD (hit to kill), radar SBX, Arrow

- Propulsion: MA-5A, MB-60, RS-27A, RS-68, RS-72, SSME, DACS, XRS-2200 Linear Aerospike
- Satellites: FIA, WGS, UFO, platforms 376, 601,702, GEM, GOES, GPS IIF, GPS III (preparation), MSV, Spaceway, WGS
- Systems: JSTARS (radar), E-3 AWACS, E-767, 737 Wedgetail, AST, E-6 TACAMO, MMA, 737 Surveiller, Nimrod, CP-40 Canadian, CSEL, JTRS, FAB-T, E-10A-MC2A, Future Imagery Architecture, P-8A Poseidon
- Manned flight: Space Shuttle, ISS

Observations:

In 2009 Boeing saw a large increase in its turnover, which rose by more than 12% in the main due to the delivery of commercial aircraft (481 planes, a rise of 106 over 2008). Nevertheless, the net return and the operational margin were down by 50%, penalised by an accountancy change for the 787 prototypes (altered development costs) and by overspends and delays to the 747.

At operational level, 2009 was marked of the delivery by the first 777 and the 6,000th 737 as well as the first flight of the 787.

Defence turnover was up by 5% due mainly to military aviation logistic support. The operating margin is still being punished by the Airborne Early Warning programme.

More generally, Boeing is still going through a turbulent period following the Pentagon's redefining of priorities, especially as concerns the reorganisation of combat brigades.

Finally Boeing has strengthened its production capacity for the 787 with the acquisition of Vought Aircraft Industries and the purchase of the 50% of Global Aeronautica, which were held by Alenia North America.



Cobham

Governance:

Chairman: John DEVANEY

Chief Executive Officer: Andy STEVENS

Shares (>3%):

Legal & General Group Plc:	6.96%
Newton Inv Management Limited:	6.05%
Invesco Ltd:	5%
Sprucegrove Investment Management:	<5%
Barclays Plc:	3.43%

Main subsidiaries and holdings:

100% stake

• Australia

- National Air Support Pty Ltd
- National Jet Systems Pty Ltd
- Surveillance Australia Pty Ltd

• Austria

- ACR Electronics Europe GmbH

• Canada

- Cobham Tracking & Locating Ltd

• Denmark

- Spectronic Denmark A/S

• Finland

- Mastsystem International Oy

• France

- Air Précision SA
- Chelton Antennas SA
- Chelton Telecom & Microwave SA
- Global Microwave Systems Inc
- Hyper Technologies SA
- Label SA
- NEC Aero SA
- Patriot Antenna Systems Inc
- S-TEC Corporation

• South Africa

- Omnipless Manufacturing Pty Ltd

• Sweden

- Sivers Lab AB

• United Kingdom

- Chelton Ltd
- Cobham Advanced Composites Ltd
- Cobham Defence Communications Ltd
- Cobham Flight Inspection Ltd
- Cobham MAL Ltd
- Credowan Ltd
- Domo Ltd
- ERA Technology Ltd
- European Antennas Ltd
- Flight Refuelling Ltd
- FR Aviation Ltd
- FR Aviation Group Ltd
- FR Aviation Services Ltd
- Lockman Electronics Holdings Ltd
- Lockman Investment Ltd
- Micromill Electronics Ltd
- MMI Research Ltd

• United States

- ACR Electronics Inc
- Argotek Inc
- Artex Aircraft Supplies Inc
- Atlantic Microwave Corp
- Carleton Life Support Systems Inc
- Carleton Technologies Inc
- Chelton Avionics Inc
- Chelton Inc
- Cobham Analytic Solutions
- Cobham Defense Electronic Systems
- Cobham Holdings Inc
- Comant Industries Inc
- Conax Florida Corp
- Continental Microwave & Tool Co Inc
- DTC Communications Inc
- Global Microwave Systems Inc
- Kevlin Corp



Cobham

- Nurad Technologies Inc
- REMEC Defense & Space Inc
- Sargent Fletcher Inc
- Sea Tel Inc
- Sensor & Antenna Systems Landsdale Inc
- TracStar Systems Inc

< 100% stake:

- **Germany**
 - AFI Flight Inspection GmbH (98.7%)
- **Canada**
 - Northern Airborne Technology Ltd (99.9%)
- **France**
 - TEAM SA (98.7%)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,498	1,551	1,841	2,125
Defence	67%	58%	65%	70%
Export	79.6%	78%	90%	91%
Net income (loss)	218	193	120	210
Staff as at				
31/12	9,509	8,990	10,706	11,824

Financial year end: 31.12.2009

Stock market listings: COB LSE

Sectors (as a % of 2009 turnover):

Defence Systems:	46%
Avionics and Surveillance:	26%
Mission Systems:	16%
Aviation Services:	12%

Co-operation agreements:

- Air Tanker (EADS, Thales, Cobham, Rolls-Royce and VT Group)
- ASTRAEA (Autonomous Systems Technology Related Airborne Evaluation (BAE Systems, Thales, Cobham, EADS, QinetiQ, Rolls-Royce)
- Tanker Aircraft A330-200 FSTA (EADS)
- Defence Helicopter Flying School (JV with Bristow)

Main products:

- **ADAHARS** (Air Data Attitude Heading Reference System)
- **Aerospace equipment/services**
 - Antennae (0.2-1GHz to 4.0-6GHz)/radars/satellites: SwiftBroadband Class 6-7, Swift 64)
 - Aerospace design and certification
 - Audio surveillance (P25)
 - Air to air refuelling
 - Navigational systems
 - AIS systems and base stations
 - Air traffic control systems
 - COFDM and ComDat communication systems
- **Protection and surveillance equipment**
 - (UGS-Unattended Ground Sensor)
- **Aerospace maintenance and support**
 - Nimrod R1, MR2 and MRA4, as well as Sentry E-3D
- **Maintenance and support of combat helicopters**
- **Munitions payload systems**
- **Video systems, sensors mounted on UAV, UGV, robots** (e.g. Ovation Microtm ViewlockII)



Cobham



Observations:

Despite the economic slowdown Cobham has pursued its growth strategy both at home and abroad in the United States and has proceeded to new acquisitions in 2009, mainly in the areas of military intelligence and security; in April 2009 it bought the American Company Argotek which offers information services in the area of intelligence.

With 62% of revenues in 2009 coming from contracts with the American armed services, as against 55% in 2008, Cobham is one of the Pentagon's top 5 foreign suppliers. On the other hand Cobham derives only 9% of its revenue from the United Kingdom.

The Group remains mainly focussed on the military sector (77% of its revenues) and is also planning to expand in India with the creation of a new subsidiary called Cobham India Private Limited in December 2009 as well as in the Middle East.

The Strategic Defence and Security Review will probably not affect Cobham much given that it leans markedly towards export markets.



Computer Sciences Corp.

Governance:

Chairman, President and CEO:

Michael W. LAPHEN

Shares held as at 11/12/2009:

Public, 70% held by institutional investors

Main subsidiaries and holdings:

- Computer Sciences Corporation UK
- CSA Holding Ltd
- DynCorp
- DynCorps International LLC
- Dyn Marine Services of Virginia
- Information Technology Solutions
- Science Application International
- Welkin Associates Ltd

Main programmes:

- Development of software for information services
- Expansion of vehicle operating ranges
- Supply of an integration system for the US Army
- Strategic planning and management for the Missile Defense Agency (MDA)
- Engineering, analysis, surveillance and intelligence support for the US Army
- Information technology (IT), outsourcing of business processes, professional services (integration of systems), aircraft maintenance, services for the Navy and Security services

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	11,824	10,829	11,203	12,002
Defence*	24%	24%	23%	25%
Export	38%	38%	38%	39%
Net income (loss)	316	397	545	1,115
Staff as at 31/12	79,000	79,000	89,000	92,000

* Sales to the DoD (in 2009, ranked 17th DoD supplier accounting for 4.2bn \$)

Financial year: from 01/04 to 31/03

Financial year end: 31.03.2010

Stock market listings: CSC NYSE Euronext

Sectors (as a % of 2009 turnover):

Information technology and professional services:58%

Outsourcing:42%

Co-operation agreements:

- Aon
- Bombardier Transportation
- General Dynamics
- ISS
- Marconi
- NASA
- Renault
- SAS Group
- Sun Microsystems
- Textron Incorporated
- Zurich Financial Services



Computer Sciences Corp.



Observations:

As a specialist in information technology and outsourcing, CSC is an international business which operates in 90 countries and which makes 40% of its turnover other than on the American market. CSC is pursuing a development strategy in Asia, Eastern Europe and South America.

With the purchase in 2007 of Covansys (a supplier of IT services), India has become the second largest market in which CSC operates with 20,000 people employed.

Defence, which accounts for almost 25% of CSC's turnover, is part of the North American Public Sector branch. In 2009 sales increased by 9% although CSC's overall increase in turnover was only 1.5%.



Dassault Aviation Groupe

Governance:

Chairman and Managing Director:

Charles EDELSTENNE

Shares held as at 31/12/2009:

GIMD:50.55%

EADS FR:46.32%

Public:3.13%

Main subsidiaries and holdings:

- Dassault Procurement Services USA (100%)
- Dassault International USA (100%)
- Dassault Falcon Jet USA (100%)
- Dassault Falcon Service (100%)
- Dassault Aero Service (100%)
- Dassault assurance courtage (100%)
- Dassault réassurance (100%)
- Dassault International (100%)
- Embraer (0.9%)
- Eurotradia international (16%)
- ODAS (6%)
- SABCA (59.2%)
- SECBAT (36%)
- Sofema (6.7%)
- SOGITEC Industries (99.7%)
- Thales (25.9%)

Co-operation agreements:

- EADS/CASA, SAAB, ALENIA, HAI, Thales, RUAG (UCAV Neuron)
- Embraer, Snecma, Thales (M 2000 BR)
- Hellenic Aerospace Industry (F1, Mirage 2000 and Rafale)
- MBDA
- ONERA
- Thales, Snecma (GIE Rafale)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	3,302	4,084	3,748	3,421
Defence	38%	43%	38%	29%
Export	67%	77%	66%	74%
Net income				
(loss)	281	382	373	257
Staff as at				
31/12	11,928	12,160	12,438	11,649

Financial year end: 31.12.2009

Stock market listings: AM NYSE Euronext

Sectors (as a % of 2009 turnover):

Civil aircraft:71%

Military aircraft:29%

Main products:

- **Military aircraft**
 - Alphajet
 - ATL2
 - UCAV demonstrator (nEUROn)
 - Mirage 2000D
 - Mirage 2000DA
 - Mirage 2000-5
 - Mirage 2000N
 - Mirage 2000-9 (export)
 - Rafale
- **Civil aircraft**
 - 7X
 - Falcon 50 / 900 / 900 EX / 2000 / 900DX



Dassault Aviation Groupe



Observations:

In 2009 the economic crisis hit the business aviation market hard and Dassault Aviation saw its turnover and profits decline.

However one should consider that there were record deliveries for the Falcon; 77 units were delivered as against 75 in 2001.

Despite the order of 60 Rafales by the French government, orders were negative in 2009 due to cancellations. However, the order book still has over three years turnover.

2009 saw the effective acquisition of those parts of Alcatel-Lucent that were in Thales, making Dassault Aviation the main shareholder.



Défense Conseil International (DCI)

Governance:

Chief Executive Officer:

Jean-Louis ROTRUBIN

Shares held as at 31/12/2009:

- State:49.9%
- Soféma:30%
- Eurotradia International:10%
- Sofresa:10%
- Qualified specialists:0.1%

Main subsidiaries and holdings:

- Abak Systems (19%)
- Cathy Lease (5%)
- Civi.Pol Conseil (13%)
- Helidax (50%)
- Helisim (10%)
- Pentastar (20%)
- Sofinfra (15%)

Co-operation agreements:

- DCI main role is to support defence and security cooperation with countries friendly to France by offering services linked to training, advice and assistance. Its work is therefore undertaken in line with the military cooperation agreements concluded by the Ministry of Defence. As a part of these DCI, through its 100% - subsidiary DCI/SA in particular - , maintains offices in the United Arab Emirates, Saudi Arabia, Kuwait, Qatar and Malaysia.
- DCI also offers its knowledge and skills to the French Armed Services within the framework of Public Private Partnerships (PPP) in the areas of training and support. It was in this way that DCI, through its subsidiary HELIDAX, was awarded a contract with the State to supply helicopter flying hours at the Army's School of Light Aviation in Dax.

Financial data:

M€uros	2007	2008	2009
Total turnover	111.9	128	141
Net income (loss)	11.9	17	18
Staff as at 31/12	682	686	589

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

- Training, advice and assistance:68%
- Project management assistance:19%
- Skills transfer within the framework of large export contracts:8%
- Outsourcing:5%

Main products:

The services that DCI offers consist of the delivery of made to measure training in the following areas:

- C41 and electronic warfare
- Air defence
- Land forces
- Academic training
- Maintenance and logistics
- Naval operations
- Aerospace operations
- Internal security and mine removal

In addition DCI can offer:

- Trials and evaluations
- Logistic engineering
- Programme management



Défense Conseil International (DCI)



Observations:

Thanks to the fact that its four operational branches (air, land, sea, and weapons) are complementary, DCI is able to act, with the authority of the French Armed services, over the whole defence and national security spectrum.



DCNS Group

Governance:

Chairman and Managing Director:

Patrick BOISSIER

Shares held as at 31/12/2009:

- State:73.98%
- Thales:25%
- Staff shares:1.02%

Main subsidiaries and holdings:

- ARMARIS (100%)*
- CEDEC (9.86%)
- DCN-International (100%)
- DCN Log (100%)
- DCNS Do Brasil Serviços Navais LTDA (100%)
- DCNS India (100%)
- Défense Environnement Services (49%)
- EuroSynnav (50%)
- GIE Euroslat (33%)
- GIE Eurotorp (26%)
- Horizon SAS (50%)
- SIREHNA (65%)
- SOFEMA (9,6%)
- SOFRESA (7%)
- Tecnomar (100%)
- TNF (100%)**
- UDS International (100%)
*previously co-held with Thales
**acquired from Thales during operation Convergenge

Co-operation agreements:

- EADS ST (strategic missiles)
- Fincantieri, Finmeccanica (Horizon and FREMM frigates)
- Kongsberg (SENIT 2000)
- Thales
- WASS (torpedoes and anti-torpedo systems)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	2 707	2 821	2 522	2 406
Defence	100%	100%	99%	99%
Export	26%	28%	25,5%	29%
Net income (loss)	222	146	131,4	128,6
Staff as at 31/12	12 409	12 831	12 597	12 198

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

- Combatant ships:50%
- MCO services:30%
- Equipment:20%

Main products:

- Force projection and command vessels
- Delta frigates (Singapore)
- FREMM frigates (France and Morocco)
- Horizon frigates
- IPER PACdG, IPER Adaptation M51
- Scorpène submarines (Chile, Malaysia, India, Brazil)
- SNA class Barracuda submarines
- SNLE NG Terrible submarines
- MU 90 and F21 torpedoes; SYLVER; Skjold combat systems (Norway)



DCNS Group

Observations:

With a turnover of 2.406bn € in 2009, DCNS remains a European leader in the area of military naval construction. Its position as project manager for complete naval systems (platform and combat system) was strengthened on 29 March 2007 by operation Convergence involving Thales. This operation, included on one hand, the acquisition by DCN of Thales Naval France (TNF less component manufacture) and TNF's stake in Armaris and MOPAZ (now 100% owned by DCNS) and, on the other hand the acquisition by Thales of 25% of DCN's capital. It was at this time that the DCN group changed its name to DCNS and is now the only French project manager for naval defence systems.

With 12,200 staff and an order book of over 9bn €, the outlook for the future of DCNS has been strengthened and made more secure in France by the latest military programming law and in particular by the FREMM frigate programme, in cooperation with the Italians, that was launched at the end of 2005 and the order for the Baracuda nuclear attack submarines that was made at the end of 2006. Moreover, after the sale of the first FREMM for export to Morocco, the group also has other prospects in view for submarines, frigates and Projection and Command ships.



Diehl Stiftung & Co KG

Governance:

CEO and Chairman: Dr.-Ing. E.h. Thomas DIEHL

Shares held as at 31/12/2009:

DIEHL family: 100%

Main subsidiaries and holdings:

- **Diehl Defense**
 - AIM Infrarot GmbH (50%)
 - Diehl & Eagle Picher GmbH (100%)
 - Diehl BGT Defense GmbH & CoKG (100%)
 - Diehl Defense Holding GmbH
 - Diehl Hellas Ltd
 - Diehl Iberia Sistemas S.A
 - Diehl Raytheon Missile Systeme GmbH
 - Diehl Raytheon Missile Systeme LCC
 - Diehl Remscheid GmbH & Co KG
 - DynITEC GmbH
 - EuroSpike GmbH
 - GWS Gesellschaft für Intelligente Wirksysteme GmbH
 - HIL Heeresinstandsetzungslogistik GmbH
 - Industrierwerke Saar GmbH
 - JUNGHANS Microtec GmbH
 - JUNGHANS T2M SAS
 - PARSYS GmbH
 - RAM-Systems GmbH
- **Diehl Aerosystems**
 - Diehl Aerospace Asia Pacific Customer Support
 - Diehl Aerospace GmbH
 - Diehl Aircabin GmbH
 - Diehl Aerosystems Holding GmbH
 - Diehl Avionics Inc

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	2,127	2,217	2,129	2,205
Defence	28.8%	26.3%	28.5%	31.4%
Export	n/a	52%	54%	n/a
R&D	156	158	180	241
Net income:				
(loss)	31.7	90.6	45.2	n/a
Staff as at				
31/12	10,444	11,242	11,389	12,212

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Defence:	31.4%
Metal:	24.1%
Aerosystems:	23.4%
Controls:	12.5%
Operating Affiliated Companies:	8.6%

Main products:

- **Components and sub-systems**
- **Missiles and tactical guided weapons**
 - Air Targets (IRIS-T, Sidewinder, LFK NG)
 - Land Targets (GMLRS, RM-70 Modular, IDAS, Eurospike, PARS 3 LR, Arminger, HOPE/HOBSBO)
 - Sea Targets (RBS15 Mk3, Barracuda)
- **Artillery and infantry artillery**
 - 20 to 120mm conventional and intelligent
 - Rockets and fuses
- **Avionic systems**
- **Simulation and training systems**
 - FPR
 - HECTOR
 - Land-based simulation systems
- **Reconnaissance and alarm systems**



Diehl Stiftung & Co KG

• Protection systems

- AWISS
- FLASH
- HPM

• UAV

- Predator B

• Armoured vehicles

- Heavy (AMX30, Ariete, Arjun, Challenger 2, Leclerc, Leopard 1 and 2, M60, M1 A1/A2, T62/ T72/T80, TAM)
- Medium [BMP 1/2, BMP 3, CV90, CVR(T), DARDO, Jaguar, Kürassier, Leonidas, M113, M2/M3 Bradley, Marder, Pizarro, ULAN, Warrior, Artillery (AS90, AUF1, M107/110, MLRS, PzH2000), Gepard, M578, M88, Roland, Wiesel 1 and 2]

Co-operation agreements:

- Atlas Elektronik (Germany, ASRAD-R)
- Alliant Techsystems (United States, intelligent munitions SMARt 155)
- Alenia Marconi Systems (Italy, AGM-88 HARM Block-6 PNU)
- Avio (Italy, M270 MLRS)
- Bayern Chemie (Germany, Armiger)
- DaimlerChrysler (Germany, FIM-92A Stinger)
- EADS (Germany, integrated control system)
- General Atomics [United States, MALE drones (Predator B)]
- Honeywell (United States, APU-ECB, APU-VEC)
- LFK/MBDA (France, AGM-88 HARM Block-6 PNU, AIM-9J/L Sidewinder, AIM-120 AMRAAM, HFK, LFK-NG LeFla, M270 MLRS)
- Liebherr Aerospace (Switzerland, Airbus customer services)
- Lockheed Martin (United States, G-MLRS)
- Raytheon (United States, AGM-88 HARM Block-6 PNU, AIM-9J/L Sidewinder, under licence AIM-

120 AMRAAM, RIM-7 Sea Sparrow, RIM-116A RAM Block-1)

- Rheinmetall (Germany, infra-red detectors, DM702A1, Rh-503, Spike)
- Robowatch Technologies (with Diehl BGT Defense, mobile reconnaissance robots)
- Saab (Sweden, ASRAD-R, GBU-24 Paveway-III, IRIS-T, RBS15 Mk 3)
- Thales (France, flight control calculators, computer assisted control, MTR-390 ECMU, Airbus customer services, instrument panels)
- Zodiac (France, Airbus customer services)

Observations:

The VA Systeme division of Diehl and Thales put in place a joint company, Junghans Microtec, a specialist in the development, production and sale of fuses and safety measures for munitions.

This company is owned 51% by Diehl and 49% by Thales and should generate an annual turnover of 70 million euros. Junghans Microtec will employ 350 people between the La Ferté Saint-Aubin (France) and Dunningen (Germany) sites. This investment project aims to link together complementary competences from France (TDA Armaments electronics) and Germany (Junghans Microtec GmbH, clock-making and micro-electronics) in the area of fuses for munitions in order to ensure lasting quality and the ability to equip European armies in an independent way.

In July 2007 Diehl announced that it was separating its defence and aerospace activities into two different units that were part of the VA Systeme branch. The two new units were to be called Diehl Defence and Diehl. Diehl also entered into a partnership with Thales in 2008 in the field of aerospace, this time with the common use of the Airbus site in Laupheim from then on held 51% by Diehl and 49% by Thales.

The Diehl Group had a turnover of 2,205.5 million euros in 2009, which showed an increase of 3.6% when compared to the 2008 turnover.

In 2009 Diehl bought the DASELL Group which specialised in the production of cockpit systems for planes.



EADS ASTRIUM

Gouvernance:

Chief executive officer: François AUQUE

Shares held as at 31/12/2009:

100% EADS

Main subsidiaries and holdings:

- Ariespace (30%)
- Cilas (63 %)
- CRISA (100%)
- Dutch Space (100%)
- EADS CASA Espacio (100%)
- EADS Nuclétudes (99%)
- EADS Sodern (90%)
- Eurocot (51%)
- Paradigm Secure Communications Ltd (100%)
- Spot Image (99%)
- SSTL (100%)
- Starsem (35%)
- Tesat-SpaceCom GmbH (100%)

Co-operation agreements:

- Antrix (commercial branch of the Indian Space Agency) for small communication satellites
- Thales Alenia Space for the Alphabus heavy payload platform

Main products:

- **Access to space:** Ariane 5, Vega, Future Launcher Preparatory Programme (FLPP)
- **Ballistic missiles:** M45, M51
- **Telecommunications satellites for the commercial market:** Alphasat I-XL, Astra 1N, Ka-Sat, Express AM4, Arabsat 5C, Atlantic Bird 7, Astra 2E/2F/2G/5B
- **Telecommunications satellites for military or dual use:** Skynet 5, Satcom Bw, Yaksat
- **Military observation satellites, defence or**

dual: Helios II, Pleiades, optical component of MUSIS, Spirale demonstration satellites

- **Electromagnetic listening satellites:** Essaim and ELISA demonstrators, CERES
- **Observation satellites for the export market:** Theos, COMS, Alsat-2, SSOT
- **Mapping, environmental monitoring and meteorological satellites:** Envisat, Metop, Sentinel 2 (GMES), SPOT 5, SPOT 6/27, Tandem-X
- **Exploratory probes:** Mars Express, Venus Express, Rosetta, Cassini-Huygens
- **Orbiting systems:** Automated Transfer Vehicle (ATV), Columbus
- **Satellite navigation systems:** Galileo
- **Space telescopes:** Gaia, Herschel

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	3,212	3,550	4,289	4,799
Defence	32%	35%	35%	36%
EBIT	130	174	234	261
Orders taken	4,354	4,492	3,294	8,285
Order book	12,263	12,895	11,035	14,653
Staff as at				
31/12	11,927	12,587	13,674	15,000

Financial year end: 31.12.2009



EADS Astrium

Sectors:

EADS and Astrium activities are split into the three following business units:

- Astrium Space Transportation: space launch systems, ballistic missiles, orbital infrastructure, space propulsion
- Astrium Satellites: satellites
- Astrium Services: satellite services

Observations:

EADS Astrium has, across its three business units, Astrium Space Transportation, Astrium Satellites and Astrium Services, a portfolio that covers the whole civil and defence space field.

EADS Astrium has based its strategy on its ability to have a complete spectrum of activity in order to bring a global response to the needs of the market.

ASTRIUM is the European leader in the area of space launch systems and space transport. It ensures the Ariane 5 projects management and the European contribution to the International Space Station (Columbus laboratory and the Automated Transfer Vehicle or ATV). On the defence side ASTRIUM is the industrial project manager for the French strategic ballistic missile, the M51.

ASTRIUM is one of the largest European project managers in the area of satellites, with Thales Alenia Space. As concerns military or dual satellites ASTRIUM is the industrial project manager for a large number of French programmes and demonstrators, in particular, the Helios II, Pleiades and MUSIS CSO observation programmes as well as the ESSAIM, ELISA (electromagnetic listening) and SPI-RALE (advanced space warning) demonstration models.

In addition ASTRIUM is the leader in the area of satellite services thanks to its subsidiaries Spotimage and Infoterra (imaging) and Paradigm Secure Communications Ltd (telecommunications).



EADS NV

Governance:

Chairman: Bodo UEBER

Chief Executive Officer: Louis GALLOIS

Shares held as at 31/12/2009:

Public:	49.6%
Sogea:	22.46%
DASA AG:	22.46%
Sepi:	5.48%

Main subsidiaries and holdings:

- Airbus: 100% (France, Germany, Spain, Great Britain)
- Ariane Space: 28.7%
- Atlas Elektronik: 49%
- AviChina: 5%
- DADC: 75%
- EADS Astrium N.V: 97.5% (France, Germany, Spain, Great Britain)
- EADS ATR: 50%
- EADS Casa: 100%
- EADS Deutschland: 78.5%
- EADS France: 100%
- EADS North America: 100%
- EFW: 100%
- Eurofighter: 46%
- Eurocopter: 100%
- Patria: 26.8%
- Sogema: 100%

Financial data:

M€uros*	2006	2007	2008	2009
Total				
turnover	39,434	39,123	43,265	42,822
Defence	25%	28%	25.5%	25.1%
Export**	56.4%	55.6%	55.9%	49.9%
Net income				
(loss)	99	(446)	1 572	(763)
Staff as at				
31/12	116,805	116,493	118,349	119,506

*Pro-forma data - **Outside Europe

Financial year end: 31.12.2009

Stock market listings: EAD NYSE Euronext

Sectors (as a % of 2009 turnover):

Airbus:	65.5% (28,060)
Defence and security:	12.5% (5,360)
Astrium:	11.2% (4,790)
Eurocopter:	10.7% (4,570)

Main products:

- **Civil aircraft**
 - A318
 - A319
 - A320
 - A321
 - A330
 - A340
 - A350
 - A380
 - A310-200F
 - A300-600F
 - A300-600ST (Beluga)
 - A319 CJ
 - ATR42
 - ATR72



- **Military aircraft (production and maintenance)**

- A400M
- A330 MRTT
- AV-8B Harrier II Plus
- AWACS E-3A
- BR-1150 Atlantic
- C-101 Aviojet
- C-160 Transall
- C-212
- CN-235
- C-295
- EF-18 Hornet
- Epsilon
- Eurofighter/Typhoon (in production)
- F-5
- MIG29
- Mirage F1
- P-3 Orion
- Tamiz
- Tornado IDS
- Tornado ECR
- X-31 Vector

- **Drones**

- Alka
- Barracuda
- DRAC
- Talarion

- **Civil helicopters**

- AS332
- AS350
- AS355
- AS365
- EC120
- EC130
- EC135
- EC145
- EC155
- EC175

- EC225

- **Military helicopters (production and maintenance)**

- AS532
- AS550
- AS555
- AS565
- BO105
- CH53
- EC635
- EC645
- EC725
- NH90
- Tiger

- **Satellites**

- Afristar
- Ameristar
- Asiastar
- Astra 2B
- Cassini/Huygens
- Champ
- Cluster II
- ERS
- Envisat
- Galileo
- Helios I
- Helios II
- Immarsat 4
- Infoterra/TerraSAR
- Intesat 10-1 & 10-2
- Mars Express/Beagle2
- Meteosat
- Metop
- MSG
- Nilesat 101 & 102
- Rosetta
- Skynet 4/NATO IV
- Skynet-5



- Soho
- Spot 1-5
- ST1
- Stentor
- Ulysse
- XMM
- W1
- **Launch systems**
 - Ariane 5
- **Space infrastructure**
 - ATV
 - Columbus
 - CRV
 - DMS-R
 - ERA
 - Inspector
 - ISS
 - Microgravity Research
- **Missiles**
 - ALBATROS
 - Apache
 - AS15 TT
 - ASMP & ASMP/A
 - ASRAAM
 - Aster/PAAMS
 - Aster/SAMP-T
 - BRIMSTONE
 - DWS39
 - Eryx
 - ESSM
 - Exocet
 - G-MLRS
 - HOT
 - Kormoran 2
 - M51
 - Marte Mk2/S
 - MEADS
 - Meteor
 - MICA
 - Milan
 - Milas
 - Mistral
 - Mistral Tetral
 - NSM
 - OTOMAT Mk2 block IV
 - Patriot
 - PGM
 - Polyphem
 - RAM
 - Rapier
 - Roland
 - SCALP EG / Storm Shadow
 - Seaskua
 - Seawolf
 - SPADA 2000
 - Stinger
 - Taurus KEPD 350
 - Trigat LR
- **Electronic systems**
 - ACOM
 - Air defence C2 system
 - AMSAR
 - CAPTOR
 - CEC
 - Aerial targets
 - CICADA
 - CINNA 4
 - CL 289 UAV
 - COBRA
 - CRC
 - DR 162 S
 - DR 172 S
 - DR 174 S
 - EAGLE UAV
 - EPS
 - EUROHAWK UAV



- FL 1800 S-II
- FL 1800 U
- Electronic warfare for helicopters
- HELLAS
- Heros 2/1
- Mobile hospital
- Horizon
- Image exploration
- Joint ISR architecture
- LMT
- Maigret II
- Mil Geo PCMAP
- Multisatellite station
- NAJIR 2000
- NGDS
- OPTIMA
- PLANOPS
- Folding bridges
- SAMOC
- SEAMOS Navy UAV
- SEICAM
- Air defence simulators
- SIR
- SIRINAM
- Sky Buzzer
- STR 2000
- System for the planning and control of airborne operations
- IFF systems
- TRS-3D

• **Telecommunications**

- ACROPOL
- AUTOKO 90
- CLT/CTM
- IRIS
- PEGAS network
- RUBIS
- SCRA

Co-operation agreements:

- AgustaWestland
- Alenia
- Avic I and II (China)
- BAE SYSTEMS
- Boeing
- CATIC (China)
- CNES
- Dassault Aviation
- ENAER ESA
- FIAR
- Fokker Aerostructure
- Indra Sistemas
- Kawasaki (Japan)
- Korean Aircraft Industry (KAI, South Korea)
- Krounitchev (CIS)
- MacDonnell Douglas
- NASA
- Northrop Grumman
- RSC energia (CIS)
- Singapore Technologies Aerospace
- Starsem (CIS, EU)
- Thales



EADS NV

Observations:

Due to the economic crisis, 2009 was a difficult year for EADS with only half as many orders as in 2008. The A380 and NH9 programmes as well as the provision made for the A400M also contributed to the loss made by the group.

However 2010 has been marked by the agreement reached by all the Secretaries of State of all EADS client countries on the future of the A400M.

On the 17 September 2010 EADS Defence & Security, the world leader for integrated security solutions, both civil and military, announced that it was changing its name to CASSIDIAN.

EADS had a turnover of 42.8bn euros in 2009 and the Group set out its main objectives as part of its 2020 vision. These objectives are, on the one hand, to reduce dependence on Airbus, which until the economic crisis was the main contributor to the Group's good results, and on the other hand, to reduce its exposure to the dollar.



EADS Group in Spain

Governance:

Director of the EADS MTAD division and chairman of EADS/CASA: Domingo URENA

Main subsidiaries and holdings in Spain:

- **Airbus**
 - Airbus España SA (80%)
- **Military Transport aircraft**
 - Airbus Military SL (76.12%)
 - EADS CASA SA (Unit: EADS CASA Military Transport Aircraft) (100%)
- **Space**
 - Computadoras
 - EADS CASA Espacio SL (100%)
 - Redes e Ingeniería SA CRISA (100%)
- **Eurocopter**
 - Eurocopter España SA (100%)
- **Headquarters in Spain**
 - EADS CASA SA (100%)
- **Defence and Security systems**
 - EADS Telecom España (100%)
 - UTE CASA A.I.S.A. (90%)

The 5 EADS divisions are represented in Spain:

- **Airbus**
4% of workload, 8% for the A380
- **Astrium**
Programmes: SEOSAT (Ingenio), SEOSAR (Paz)
- **Military Transport aircraft**
Programmes: CN-235, C-295, A400M, A330 MRTT
- **Defence and Security**
Programmes: Eurofighter, A-UAV, Méteor
- **Eurocopter**
Programmes: EC-135, Tiger, NH90

Financial data Spain:

M€uros	2006	2007	2008	2009
Country turnover	1,361	1,173	1,456	1,322
As % of EADS total	3.9%	3%	3.37%	3.09%
Staff as at 31/12	8,991	9,315	10,104	10,469
As % of EADS total	7.7%	8%	8.54%	8.76%

Establishments in Spain:

- Albacete: helicopters
- Barajas: shared activity
- Cuatro Vientos: helicopters
- Getafe: shared activity
- Illescas: Airbus
- Puerto de Sta Maria: military transport
- Puerto Real: Airbus
- San Pablo: military transport
- Tablada: military transport
- Tres Cantos: satellites

Co-operation agreements:

- Avio
- Boeing
- CNES
- EADS Astrium (Helios 1 and 2)
- EADS Space
- Fokker Space
- Lockheed Martin
- Mitsubishi Electric
- NPO PM
- Orbital Science
- Saab Aerospace
- Space Systems/Loral
- Thales (Galileo)



EADS Group

United Kingdom

Governance:

Chief Executive Officer EADS UK:

Robin SOUTHWELL

Main subsidiaries and holdings in the United Kingdom:

- **Airbus**
 - Airbus UK Limited (80%)
- **Defence and Security systems**
 - Cogent Defence and Security Networks (100%)
 - EADS Defence and Security Systems (100%)
 - EADS Operations and Services UK (100%)
 - Marconi Oversight Ltd (37.5%)
- **Space**
 - AIFI Alc (80%)
 - Avaio Ltd (100 %)
 - EADS Astrium Ltd (100%)
 - EADS Astrium Jersey Ltd (100%)
 - Matra Marconi Space UK Ltd (100%)
 - MMS Systems Ltd (100%)
 - NRSCL Infoterra Ltd (100%)
 - Paradigm Secure Communications Ltd (100%)
 - Paradigm Services Ltd (100%)

Financial data United Kingdom:

M€uros	2006	2007	2008	2009
Country turnover	2,953	1,991	2,654	2,983
As % of EADS total	7.5%	5.1%	6.1%	6.9%
Staff as at 31/12	14,309	13,652	13,826	14,000
As % of EADS total	12.3%	11.7%	11.7%	11.7%

Financial year end: 31.12.2009

Main products:

- A400M
- ASTRAEA (Autonomous System Technology Related Airborne Evaluation and Assessment)
- Bowman (tactical communication system)
- Cormorant (secure communications network)
- DCIS (Deployable Communication and Information System)
- DII (F) - Defence Information Infrastructure (Future)
- Eurofighter
- FSTA
- Hourglass
- LDCN (Local Data communications Network)
- MASC (Maritime Airborne Surveillance and Control)
- RTTS (RAF Transportable Telecommunications System)
- Skynet 5
- UK Defence Fire Service Project



EADS Group

in Germany

Main subsidiaries and holdings in Germany:

- Airbus: 94.4% (France, Germany, Spain, Great Britain)
- Airbus Military: 20.6%
- Ariane Space: 28.7%
- Atlas Elektronik: 49%
- AviChina: 5%
- DADC: 75%
- EADS Astrium N.V.: 97.5% (France, Germany, Spain, Great Britain)
- EADS ATR: 50%
- EADS Casa: 100%
- EADS Deutschland: 78.5%
- EADS France: 100%
- EADS North America: 100%
- EFW: 100%
- Eurocopter: 94.9%
- Eurofighter: 38%
- Patria: 26.8%
- Sogema: 100%

Main products:

- A 400M
- Ariane V
- C-212
- CN-235
- C-295
- Airbus range
- Phantom (MCO)
- TerraSar
- Tiger

Co-operation agreements:

- Avio
- Boeing
- CNES
- EADS Astrium (Helios 1 and 2)
- EADS Space
- Fokker Space
- Lockheed Martin
- Mitsubishi Electric
- NPO PM
- Orbital Science
- Saab Aerospace
- Space Systems/Loral
- Thales (Galileo)



EADS Group in France

Main subsidiaries and holdings in France:

- **Airbus**
 - Airbus France SAS (100%)
 - Airbus Holding SAS (100%)
 - Airbus Invest (100%)
 - Airbus SAS (100%)
 - Airbus Transport International S.N.C. (100%)
- **Defence and Security systems**
 - Apsys (100%)
 - Aviation Defense Service SA (55%)
 - EADS Defense & Security Systems SA (100%)
 - EADS Secure Networks SAS (100%)
 - Maîtrise d'oeuvre Système (50%)
 - Matra Défense (100%)
 - Matra Électronique (37.5%)
 - MBDA France (37.5%)
 - MBDA Holding (37.5%)
 - MBDA MSA (37.5%)
 - MBDA SAS (37.5%)
 - MBDA Services (37.5%)
 - M.P. 13 (100%)
 - Pentastar Holding (80%)
 - Proj2 (100%)
 - Propulsion Tactique SA (18%)
 - Roxel (18.5%)
 - Sycomore SA (100%)
 - Test & Services France (100%)
 - United Monolithic Semiconductors France SAS (50%)
 - United Monolithic Semiconductors Holding (50%)
- **Eurocopter**
 - Eurocopter Holding SA (100%)
 - Eurocopter SAS (100%)
- **Headquarters in France**
 - Dassault Aviation (46.3%)
 - Dassault Falcon Service (46.3%)

- EADS CASA France (100%)
- EADS France (100%)
- Sogitec Industries (46.3%)
- **Others**
 - ATR GIE (50%)
 - ATR International SARL (50%)
 - ATR Training Center SARL (50%)
 - Composites Aquitaine SA (50.10%)
 - EADS ATR SA (100%)
 - EADS Seca SA (100%)
 - EADS Socata SA (30%)
 - EADS Sogerma SA (100%)
- **Space**
 - Astrium Holding SAS (100%)
 - EADS Astrium SAS (100%)
 - EADS Space Management & Services SAS (100%)

Co-operation agreements:

- Avio
- Boeing
- CNES
- EADS Astrium (Helios 1 and 2)
- EADS Space
- Fokker Space, Lockheed Martin
- Mitsubishi Electric
- NPO PM
- Orbital Science
- Saab Aerospace
- Space Systems/Loral
- Thales (Galileo)



EADS Group in France

Main products:

- A400M
- Advanced UAV
- Ariane 5
- Airbus range
- Helios 2
- Neuron
- NH90
- Socrate NG
- Tiger



Elettronica S.p.A

Governance:

Chairman and Chief Executive Officer:

Enzo BENIGNI

Chief Operating Officer:

Domitilla BENIGNI

Deputy COO & Chief Financial Officer:

Roberto TURCO

Shares held as at 31/12/2009:

Private:35.34%

Thales:33.33%

Finmeccanica:31.33%

Main subsidiaries and holdings:

- Elettronica Office in India (New Delhi, 26%)
- Elettronica GmbH (Germany, 100%)
- JV ELTBAT United Arab Emirates (49%)
- LNX (United States, 30%)

Main products:

- **Aerospace**
 - A-129
 - AMX
 - ATR42
 - EFA Typhoon planes
 - C27J
 - EH-101
 - Mirage
 - NH90
 - Tornado
- **Naval**
 - Baynunah
 - Horizon and FREMM frigates
 - Cavour aircraft carrier

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	165	173	175	193
Defence	100%	100%	100%	100%
Export	90%	80%	75%	83%
Net income (loss)	10.2	13.2	17.2	19.9
Staff as at 31/12	815	791	770	756

Financial year end: 31.12.2009

Sectors:

Elettronica develops and builds electronic defence systems: tactical and strategic surveillance, self-protection, passive and active electronic warfare (RWR, ESM, ELINT, ECM), mission planning, simulation.

Distribution of activity in 2009 by area:

Airborne tactical aircraft systems:	44%
Support products:	35%
Helicopters, PatMar, Transport:	12%
Naval Systems:	8%
Land-based systems:	1%

Division of 2009 activity by geographic area:

European programmes:	80%
Italian programmes:	11%
Other countries:	9%



Electronica S.p.A



Observations:

In 2009 Electronica invested 10 million euros in Research and Development, which represented 5% of its turnover.

In 5 years the domestic sales have halved (from 30 to 15.3% of orders) which has required this Italian company to develop more on international markets which in 2008 represented 10.3% of orders.

In addition joint-ventures have been created with companies in the Emirates and India as well as 2 design centres, in the United States and in Israel.

At present the company produces 2,500 systems for the armed forces of 28 countries and has positioned itself as the design authority for electronic warfare with its Forza Nec programme for the Italian army.



EurencO Bofors AB

Governance:

Chairman: Jacques CARDIN

Chairman: Per LAGERQVIST

CEO: Lennart JOHANSSON

Shares held as at 31/12/2009:

EURENCO, European Energetics Corporation France,
100%

Main subsidiaries and holdings:

SNPE Matériaux Energetiques (SME), France: 100%

Main products:

Manufacture of powder and explosives for the design of missile warheads, the production of munitions pyrotechnic equipment for industrial or military use.

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	27.2	24.6	30	33.8
Defence				
turnover	22.4	21.9	17.6	n/a
Non-def.				
turnover	4.9	2.7	12.4	n/a
Export	17.8	15.7	19.2	n/a
Staff as at				
31/12	n/a	190	207	215

Financial year end: 31.12.2009



Eurocopter

Governance:

Chairman: Lutz BERTLING

Shares held as at 31/12/2009:

EADS: 100%

Main subsidiaries and holdings:

- Australian Aerospace (100%)
- Eurocopter Canada Ltd (100%)
- Eurocopter Deutschland (100%)
- Eurocopter España S.A. (60%)
- Eurocopter Japan (90%)
- Eurocopter Malaysia (100%)
- Eurocopter Mexico (100%)
- Eurocopter Philippines Inc (Philippines, 70%)
- Eurocopter Romania (Romania, 51%)
- Eurocopter Southern Africa Ltd (100%)
- Eurocopter South East Asia (Singapore, 75%)
- Eurocopter Tiger (50% Eurocopter SAS, 50% Eurocopter Deutschland)
- Eurocopter UK (100%)
- Eurocopter Vostok (100%)
- Helibras (Brazil 85%)
- Helisim 45% (with Thales 45%)
- Motor Flug (Germany, 89%)
- NH Industries 62.5% (31.25% Eurocopter SAS, 31.25% Eurocopter Deutschland)

Co-operation agreements:

- AgustaWestland and Fokker (NH 90)
- CATIC (China) and Samaero (Singapore) (EC 120)
- KAI (KHP-Surion)
- KHI (Japan) (EC 145)
- Sikorsky (CH-53G)
- TAI (Turkey) (Cougar AS 532)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	3,803	4,170	4,486	4,570
Defence	52%	56%	45%	48%
Export*	59%	51%	65%	65%
Operating				
profit	257	211	293	263
Staff as at				
31/12	12,755	13,422	15,000	16,000

*Outside France, Germany and Spain

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Series:	55%
Client support:	35%
Development:	10%



Eurocopter

Main products:

- **Civil helicopters**

- EC 120
- EC 130
- EC 135
- EC 145
- EC 155
- EC 175
- EC 225
- Dauphin
- Ecureuil Family
- Super Puma

- **Military Helicopters**

- Cougar
- EC 635
- EC 645
- EC 725
- Fennec
- NH90
- Panther
- Tiger

Observations:

Eurocopter seems to have been able to resist the crisis financially and is even posting higher turnover in 2009 and has orders with a very high value.

However these figures should be qualified as profits remain low and orders are mainly from the public sector, the private sector having slowed markedly.



Fincantieri

Governance:

Managing Director: Giuseppe BONO

Chairman: Corrado ANTONINI

Shares held as at 31/12/2009:

Fintecna S.p.A. (State holding):99.4%

Banks:0.6%

Main subsidiaries and holdings:

- ACE Marine LLC (87.44%)
- Bacini di Palermo S.p.A. (100%)
- CETENA S.p.A. (71%)
- Delfi S.r.l (49%)
- ELNAV S.p.A. (49%)
- Fincantieri Holding B.V. (100%)
- Fincantieri Marine Group Holdings (87.44%)
- Fincantieri Marine Group LLC (87.44%)
- Fincantieri USA Inc. (86.2%)
- FMSNA Inc. (100%)
- Gestione Bacini La Spezia (99.9%)
- Isotta Fraschini Motori SpA (100%)
- Marinette Marine Corporation (87.44%)
- Orizzonte Sistemi Navali S.p.A. (51%)
- S.E.A.F. S.p.A. (100%)
- Seastema S.p.A. (50%)

Co-operation agreements:

- Armaris (DCNS + Thales / Horizon and FREMM frigates)
- Finmeccanica (Orizzonte: Horizon and FREMM frigates)
- TKMS (U-212 A)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	2,495	2,714	2,932	3,269
Defence	19%	~20%	14%	16%
Net income (loss)*	38	36	10	(64)
Staff as at 31/12	9,159	9,358	10,500	10,530

* after tax

Financial year end: 31.12.2009

Sectors:

Civil shipbuilding: including

- Naval construction
- Cruise liners
- Merchant ships
- Others

Main products:

- **Armed forces surface ships**
 - Horizon frigates
 - FREMM frigates
 - Elettra class multi-purpose support ships
 - Saettia class patrol ships
 - 1500t Comandanti class patrol ships
 - 1500t class Sirio patrol ships
 - Cavour class aircraft carrier
- **Submarines**
 - Sauro class (upgrades)
 - S 1000
 - U-212 A Scirè

Observations:

As concerns defence, 2009 was marked by the sale of a corvette to the United Arab Emirates, a second refuelling ship to the Indian Navy and a second Litoral Combat ship (LCS) to the US Navy.



Finmeccanica

Governance:

Chairman and Managing Director:

Pier Francesco GUARGUAGLINI

Director General: Giorgio ZAPPA

Assistant Director General: Alessandro PANSA

Shares held as at 31/12/2009:

Private shares and other institutions:66.38%

Treasury:33.72%

Main subsidiaries and holdings:

- AgustaWestland (100%)
- AgustaWestland North America (100%)
- Alenia Aermacchi (100%)
- Alenia Aeronautica (100%)
- Alenia Aeronavali (100%)
- Alenia North America (100%)
- Avio (15%)
- DRS Technologies (100%)
- Elsag Datamat (100%)
- Elettronica (31.3%)
- GEIE ATR (50%)
- MBDA (25%)
- OTO Melara (100%)
- Seicos (100%)
- SELEX Communications (100%)
- SELEX Galileo (100%)
- SELEX Sensors and Airborne Systems (100%)
- SELEX Service Management (100%)
- SELEX Sistemi Integrati (100%)
- Superjet International (51%)
- Telespazio (67%)
- Thales Alenia Space (33%)
- Vitrociset (1.4%)
- WASS (100%)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	12,472	13,429	15,037	18,176
Aerospace & Defence	82%	82%	79%	81%
Net income (loss)	1,021	521	621	718
Staff as at 31/12	58,059	60,748	73,398	73,000*

*of which 45,000 are in Italy

Geographic distribution (revenue from sales and services):

M€uros	2006	2007	2008	2009
Europe	9,241	10,139	10,346	10,433
North America	1,408	1,468	2,024	4,325
Rest of the world	1,823	1,822	2,667	3,417
Total	12,472	13,429	15,037	18,176

Financial year end: 31.12.2009

Stock market listings: FNC MSE

Sectors (as a % of 2009 revenue):

Defence electronics:	37%
Helicopters:	19%
Aerospace:	14%
Transport:	13%
Energy:	9%
Defence Systems:	6%
Space:	5%



Finmeccanica

Co-operation agreements:

See subsidiaries

- AgustaWestland
- Alenia Aermacchi
- Alenia Aeronautica
- Alenia Aeronavali
- MBDA
- OtoMelara
- SELEX Communications
- SELEX Galileo
- SELEX Sensors and Airborne Systems
- Telespazio
- Thales Alenia Space
- WASS

Observations:

The Group's good results in 2009, profits and turnover up respectively by 16% and 21% and growth in orders up 20% (21bn €) can be explained, in particular, by growth in the defence electronics sector (6.4bn € of turnover representing an increase of 54% and of 86% in terms of orders) and helicopters (3.4bn € of turnover representing an increase of 15%) and to a lesser extent by growth in the military aircraft sector.

The work of the Group's companies linked to the defence systems and energy sectors has also expanded (Ansaldo Energia showed an increase in turnover of 24% to 1.6bn €) while the aerospace sector posted lower profits. In 2009, Finmeccanica devoted 12% of its turnover figure to R&D.

For all that, Finmeccanica's growth is largely due to the American market and DRS Technologies.

Out of a total of 3.139bn € of extra turnover between 2008 and 2009, Finmeccanica owes 2.852 of it (9/10ths) to DRS Technologies which the company acquired in 2008. The purchase of this American company having caused some surprise especially due to its cost (about 3.4bn €) it was soon shown to be a good investment. Of Finmeccanica's 3.525bn € worth of orders in 2009 DRS Technologies provided 3.004 worth.



General Dynamics Corp.

Governance:

Chairman & Chief Executive Officer:

Jay L. JOHNSON

Shares held as at 31/12/09:

76% institutional

Main subsidiaries and holdings:

• In the United States (100% GD)

- Bath Iron Works
- C4 Systems, Scottsdale, AZ
- Electric Boat Groton
- GD Aerospace Group (Gulfstream Aerospace Corp., Aviation services), Savannah
- GD Armament and Technical Products, Charlotte
- GD C4 Systems (including ex Veridian)
- GD Combat Systems Group (GD European Land Systems), Vienne
- GD Information Systems & Technology Group (GD Advanced Information Systems)
- GD Information Technology
- GD Land Systems, Sterling Heights
- GD Marine Systems Group [American Overseas Marine (AMSEA)]
- GD Ordnance and Tactical Systems (formerly Primex Technologies), St Petersburg FLA
- GD United Kingdom Limited
- NASSCO San Diego

• Abroad

- Computing Devices Co. Ltd (UK, 100%)
- GD Canada Ltd. (Canada, 100%, ex Computing Devices Canada Ltd)
- GD Land Systems (Canada)
- GDLS (Australia)
- GD Plus S.A.R.L. (France, 100%)
- GD UK Ltd (UK, 100%)
- Mansour-GD Ltd. (Saudi Arabia, JV, Sheikh

Mansour I. Badr, GD, SNAS)

- Mowag (Switzerland, 100%)
- Page Europa S.p.A (Italy, 100%)
- Santa Barbara Sistemas S.A. (Spain, 100%)
- Santa Barbara Sistemas GmbH (Germany, ex. EWK)
- Soltam Ltd (Israel, 100%)
- Steyr-Daimler-Puch Spezialfahrzeug AG (Austria, 100%)

General Dynamics has four main sectors:

- Aerospace Design which develops, manufactures and offers a complete range of business aircraft services (Gulfstream)
- Combat Systems which is a world leader in the production, support and maintenance in condition of army combat systems, both for the American army and those of its allies
- Information System and Technology which offers a wide range of technology solutions and services for a large number of government and commercial needs, including expertise in system, product, materials and software integration and engineering, management and support solutions (C4 Systems, Advanced Information Systems)
- Marine Systems which designs, manufactures and supports submarines and a number of surface ships for the US Navy and also commercial clients (Electric Boats, Bath Iron Works, NASSCO)



General Dynamics Corp.

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	19,154	19,867	19,900	22,930
Defence	68%	69%	78%	81%
Export	16%	17%	22.5%	19%
Net income (loss)	1,477	1,511	1,670	1,716
Staff as at 31/12	81,000	83,500	92,300	91,700

Financial year end: 31.12.2009

Stock market listings: GD NYSE Euronext

Sectors (as a % of 2009 turnover):

Information systems:	34%
Land-based systems:	30%
Naval:	20%
Aerospace:	16%

Co-operation agreements:

• Land-based weapons

- IAI (Israel)
- Krauss-Maffei Wegmann (Germany, licence Leopard II)
- Lockheed Martin
- MAN (Germany, Wolverine)
- MTU-Friedrichshafen (Germany, diesel engines)
- Nammo (Norway, munitions)
- Rafael (Israel)
- Raytheon (munitions TERM and ERGM)
- Rheinmetall (Germany, munitions)
- TDA (marketing of mortars 2R2M 120mm)
- Thyssen-Henschel (Germany, Fox NBC)
- United Defense (USA, FCS)

• Naval construction

- Austal (LCS, Australia)
- Australian Submarine Corporation (ASC, Australia)
- Lockheed-Martin (AFCON frigates)
- Navantia (Spain, AFCON frigates)
- Northrop Grumman Shipyards [DDG-51 and DD (1000)] and Newport News Shipbuilding (SSN Virginia)

• Information and electronic defence systems

- BAE Systems CNI (USA, WIN T)
- BAE Systems IFS (UK, Bowman)
- Harris (Bowman)
- Lockheed Martin
- Northrop Grumman IT (WIN-T)
- Raytheon
- Rockwell Collins (WIN-T, Bowman, Land Warrior)
- Thales (Land Warrior)



General Dynamics Corp.

Main products:

• Aerospace

- Business jets Gulfstream range

• Land-based weapons

- Infantry weapons and aerospace weapons 12.7 to 40mm calibre:
 - GAU-8/12/19
 - M61
 - M-197
 - Mk46
 - TGS
 - XM-301
- Tanks and armoured vehicles:
 - IAV Stryker
 - LAV-25
 - MBT M1A2 Abrams, manufacture under licence of Leopard II (Santa Barbara)
 - Pandur
 - Amphibious assault vehicles turrets EFV (formerly AAV)
 - Pizarro infantry combat vehicle
 - FCS vehicles
- Explosive charges for missiles (SLAM-ER, Harpoon, Hawk, Improved HARM, Sparrow, Patriot)

• Naval shipbuilding

- Bomb cases (IMCO)
- Arleigh Burke (Aegis class) destroyers
- In service fleet maintenance
- LCS 2, DD1000 frigates
- 25 and 40mm calibre grenade launchers:
 - Mk19
 - Mk47
 - OCSW
- 20 to 155mm munitions
- T-AKE auxiliary ships
- Point defence anti-missile systems:
 - CIWS Goalkeeper

- Powder propellants for artillery shells and missiles (Sidewinder, Paveway, Minuteman)
- Hydra-70 rockets
- SSN Virginia nuclear attack submarines

• Information and electronic defence systems

- Avionics (mission calculators)
- Future infantry equipment (Land Warrior, Objective Force Warrior)
- Specialised processors for signal processing and data fusion
- SINCGARS tactical radios
- Telecommunications networks for military [naval, airborne and land-based (including UK BOWMAN programme)] and civil applications
- Sensors and surveillance networks
- Transmission of multimedia data systems and networks (C3I, C4I and C4ISR)



General Dynamics Corp.

Observations:

General Dynamics is the 5th largest business in the Defence sector on which it depends for more than 80% of its business. The defence side increased in 2009 due to sustained growth in its three military branches (Combat Systems up +18%, Marine Systems up 15%, IS&T up 7.1%) as compared with the civil side which was down 6% but which still reached a reasonable level given the economic crisis.

In 2009, the civil branch saw the first flights of the G250 and G650 planes with the first deliveries in 2010 and a full order book until 2015.

Combat Systems benefited from the Strikers programme and from the updating of the M1 Abrams. There was also the 2.5 million dollars of orders for the FMS contracts of which almost 25% were for export.

The naval branch posted good results with two Virginia class submarines, the re-starting of the DDG-51 Aegis construction and the LCS programme.

The Information Systems and Technology branch continues to grow externally with new acquisitions in 2009 in the area of information technology.

Nevertheless, given that it is very dependent on the military market, the company would suffer from the impact of a significant lowering of the Defence budget which might take place from 2012.



General Electric

Governance:

Chairman of the Board & Chief Executive

Officer: Jeffrey R. IMMELT

Shares held as at 02/03/2010:

Institutions and investment funds:51%

Public:49%

Main subsidiaries and holdings:

- **Energy Infrastructure branch**
 - GE Energie (JV China with Xin Hua Control)
- **Technology Infrastructure branch**
 - CFM International (Snecma 50%)
 - GE Aircraft Engines (100%)
 - GECAT (66% GE, 34% Thales)
 - GE Engines Services (100%)
 - GE Global Research Center (GE, 2004)
 - GE Pratt & Whitney Alliance (50%)
- **Capital Finance branch**
 - GE Capital Services Inc. (100%)
- **NBC Universal branch**
 - National Broadcasting Company Inc. (100%)
- **Consumer & Industrial branch**

Co-operation agreements:

- Fiat Avio (GE 90, T700)
- Honeywell (CFE, LV100)
- Ishikawajima-Harima HI (F-110, T-700)
- ITP (engine sub-components for military programmes)
- MOU with Novatug (NL, tug engines)
- MTU (CF6, T700)
- Pratt & Whitney (GP 7000 for the A380, Common Engine Program)
- Rolls-Royce (F136 consortium)
- Rybinsk (CT-7, engines for Russian military transport aircraft)
- Samsung (F110 assembly for F-15K)

- Snecma (CFM International, CF-6, GE 90)
- Thales (GE Capital Aviation Training, GECAT, flight simulator training)
- Volvo (F-404 for JAS-39)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	117,800	122,000	124,300	112,453
Defence*	1.4%	2.6%	2.1%	2.7%
Export	47%	50%	53%	n/a
Net income (loss)	16,510	16,200	12,200	7,908
Staff as at 31/12	319,000	327,000	323,000	304,000

* Sales to DoD

Financial year end: 31.12.2009

Stock market listings: GE NYSE Euronext

Sectors (as a % of 2009 turnover):

Capital Finance:	36%
Technology Infrastructure:	26%
Energy Infrastructure:	21%
NBC Universal:	9%
Consumer & industrial:	7%



General Electric

Main aerospace and military products:

- **Civil aircraft engines**
 - CF6
 - CF34
 - CF700
 - CFE738
 - CFM 56
 - CJ610
 - CT7
 - GE 90
 - GENX (7E7)
 - GP-7000
- **Military aircraft engines**
 - F101 for B-1B
 - F103-GE 100/101 (CF6-50) for E-4, KC-10
 - F103-GE 102 (CF-80C2) for B 767 AWACS
 - F108 for KC-135, E-6, KE-3, E-3 AWACS
 - F110-GE-129 for F-14, F-15K, F-16, F-2
 - F118 for B-2, U-2
 - F136 (alternative source for the JSF)
 - F404 for F/A-18, F-117, F-20A, A-4, JAS-39, T-50, LCA
 - F414 for F/A-18 E/F
 - J85 for T-38
 - TF34 for A-10 and S-3
 - TF39 for C-5
 - IPTHET programme
- **Military helicopter engines**
 - T700 for UH-60, AH-64, SH-60, EH-101, NH90
 - T58 for CH-46, S-72
 - T64 for CH/MH-53
- **Derivatives (marine propulsion)**
 - LM 500
 - LM 2500
 - LM 6000
- **Tank engines**
 - LV100-5 (to replace Abrams engine)

Observations:

GE is the 13th largest company at world level but its defence activity is relatively marginal (2.7% of turnover in 2009, a slight growth due to a slowing in civil and financial activity linked to the economic crisis and its defence base holding up well).

Nevertheless this represents 4.2m \$ which ranks GE at 18th in defence related businesses, ahead of its rival Rolls-Royce.

GE is the world's leading engine manufacturer and offers engines for most military aircraft and helicopters. In second place behind Pratt & Whitney for military aircraft engines, in 2009 GE was chosen as a second source for driving the JSF together with Rolls Royce. GE also supplies turbines (LM2500) for driving naval vessels.

After having been badly hit by the financial crisis in 2008, GE was naturally hit by the economic crisis in 2009 but managed to weather the storm. However its net profits fell 37% in 2009 after a fall of 22% in 2008 but its level of output only fell 10% which maintained jobs and the possibility of a swift restart.

The re-centring of GE on its core business, the production of products with strong added value which was begun in 2008, meant that its bosses could close this year with two key words - Reset, for a new departure and Renew for a new approach to markets.



Honeywell International Inc.

Governance:

Chairman & Chief Executive Officer:

David M. COTE

Shares held as at 02/12/09:

Public; 74% held by institutional investors

Main subsidiaries and holdings:

Honeywell International Inc is the legal successor to the former AlliedSignal Inc and holds 100% of Honeywell Inc which owned all AlliedSignal's subsidiaries.

The main other subsidiaries, all held at 100%, are:

- Honeywell Intellectual Properties Inc
- Honeywell International Finance Corporation
- Honeywell Specialty Wax and Additives Inc
- Honeywell Technology Solutions Inc
- Prestone Holdings Inc
- Specialty Chemicals LLC

Co-operation agreements:

- Boeing-Jeppesen (use of Jeppesen data for Primus Epic avionics)
- CFE (JV with GE Aircraft Engines for the production of CFE738 for the Falcon 2000)
- GE (LV100-5 turbine for Abrams)
- IHPTET (research consortium with GE, Rolls Royce, Teledyne, P&W, Williams)
- International Turbine Engine Corporation (JV with the Aero Industry Development Center of Taiwan for the production of the IDF TFE1042 engine and the F124 for the L-159 from Aero Vodochody)
- LHTEC (Light Helicopter Turbine Engine Co., partnership with Allison for the development of the T800 turbine)
- Lockheed Martin (strategic supplier agreement)
- Normalair-Garett (JV with Westland for the production of equipment)

- Pratt & Whitney Canada (cross maintenance of engine components)
- Rubix (JV with a Russian component manufacturer for the supply of braking systems for Russian commercial aircraft)
- Space Controls Alenia-Honeywell (space components for the European market)
- Thales (broadband satellite telecoms on civil aircraft)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	24,968	25,235	26,700	26,220
Defence*	13.9%	14.4%	14.6%	13.9%
Export**	37%	39%	39%	12%
Net income (loss)	1,658	1,783	1,900	2,002.6
Staff as at 31/12	118	122	128	122

Abroad: 70,000 employees

* Military and aerospace activities

** Sales outside the USA

Financial year end: 31.12.2009

Stock market listings: HON NYSE Euronext

Sectors (as a % of 2009 turnover):

Automation & control solutions:	40.8%
Aerospace:	35%
Specialty materials:	13.4%
Transportation systems:	10.8%



Honeywell International Inc.

Main products:

Most civil and military aerospace programmes contain Honeywell components

- **Aerospace (Motors and systems)**
 - Aerospace turbines:
 - T53, T55, LT101, T800, AGT1500 (Abrams tank), LV 100, HTS 900 turbines
 - TPE331 turboprop
 - TFE731, TFE1042, F124, LF502, LF507, CFE738, HTF7000 turbojets
 - Naval turbines
 - TF40, TF 50
- **Automation and control**
- **Aerospace equipment**
 - Air conditioning
 - Auxiliary power generators (Garett)
 - Generating electricity
 - Fuel systems
 - Landing systems (Bendix)
- **Automotive equipment and power generators**
- **Advanced materials**
- **Electronic systems**
 - Communication
 - Management of flight deck systems (Primus Epic)
 - Navigation and surveillance
 - Flight management systems
 - Flight safety systems (EGPWS, TCAS, RAAS)
 - Inertial systems for automatic piloting
 - Radar systems (landing, ground surveillance, target finding)

Observations:

Honeywell is a global business which has almost 40% of its production outside of the United States. Although it has a very varied portfolio of activity Honeywell is particularly exposed to the present slowdown in the economy.

However in 2008 it had solid results with growth of 6% in turnover and 14% in net earnings. The world's premier civil avionics supplier, Honeywell's military activities are also in the field of aeronautics and represent more than 40% of the total. In 2008 sales to the American government increased to 4.2bn \$ of which 3.4bn \$ were for the DoD.



Indra Sistemas SA

Governance:

Chairman and Managing Director:

Javier MONZON DE CACERES

Chairman and Managing Director:

Regino MORANCHEL

Shares held as at 31/12/2009:

Public:	54.31%
Caja Madrid:	20%
Corporacion Financiera Alba:	10%
Caja Grande de Cartagena:.....	5.68%
Caja Astur:	5%
Gas Natural:.....	5%

Main subsidiaries and holdings:

• In Spain

- Europraxis Atlante SL
- Grupo Europraxis
- Indra ATM SL (51%)
- Indra Centros de Desarrollo SL
- Indra Emac SA (82.5%)
- Indra Espacio SA (51%)
- Indra Sistemas de Seguridad SA
- Inmize Capital SL (80%)
- Inmize Sistemas SL (40%)
- SAES Capital SA (49%)
- Tourism & Leisure Advance Service SL (70%)

• In Europe

- Compraxis Prestação de Servicios de Consultoria Lda (75%)
- Eurofighter Simulation System GmbH (26%)
- Euromids SAS (25%)
- Europraxis Consulting Srl
- Europraxis Consulting Ltd
- Indra CPC SA
- Indra Italia Srl

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,407	2,167	2,380	2,513
Defence and security	33%	29%	29%	24%
Export	30%	32%	34%	36%
Net income (loss)	114	148	182	196
Staff as at 31/12	9,915	20,000	24,800	26,175

Financial year end: 31.12.2009

Stock market listings: IDR MSE

Sectors (as a % of 2009 turnover):

Defence & Security:	27%
Transport & Traffic:	20%
Energy & Industry:	15%
Public Administration & Health:	14%
Financial services:	13%
Telecom & Media:	13%

Co-operation agreements:

- Atlas Elektronik (EF-2000 DASS, EF-2000 Avionics, simulators)
- CAE (EF-2000 DASS, EF-2000 Avionics, simulators)
- CISCO (mobility research and development)
- EADS (AGS, RWR)
- EADS Casa (Meteor, V-164)
- Galileo Avionica (AGS)
- General Dynamics (AGS)
- Hispasat (V-164)
- Inta (V-164)
- Izar (Meteor)
- MBDA (Meteor)



Indra Sistemas SA

- Meteor (EF-2000 DASS, EF-2000 Avionics, simulators)
- Navantia (S80 simulators)
- Northrop Grumman (AGS)
- Raytheon (air traffic activities)
- Sener (V-164)
- Thales (AGS, EF-2000 DASS, EF-2000 Avionics, simulators)
- For leopard-2, IFV Pizzaro combat vehicles
- **Others**
 - AIRSIM/HTE & RTCASS (F-18)
 - BASAM (Mirage F1)
 - CASS (AV-8B)
 - CASS (AV-8B Harrier Plus)
 - GPATE & STTE (Eurofighter)
 - MASH (Super-Puma)

Main products (Information and control systems):

- **Defence electronics**
 - Satellite communications (Hispasat)
 - Tactical communications: SECOSAT, MIDS-T (R&D)
 - Radar ECR90, SMCOA, SOSTAR (R&D), IRS-10 and 20, Lanza D-Band, Aries
 - Electronic warfare systems:
 - ECM scramblers
 - Elnath and Aldebaran (F-100 frigate)
 - ESM interceptors
 - Barax Pod (Mirage F1, Eurofighter, AMX30)
 - SASS (EF-2000 aircraft)
 - ELINT and SIGINT integrated systems
 - Remote sensing systems (Helios)
 - NEP C2 systems for F-100 frigates
- **Automated avionics maintenance and test beds**
- **Simulators**
 - Flight (Eurofighter, F-18, AV-8B Harrier, C-101, CN-235)
 - Mission (A-7 Corsair, F-16, AV-8B, SH-60, Seahawk)
 - Firing (Hot and Mistral missiles for Gazelles)
- **Control systems**
 - COASS (air defence artillery control centre for the Spanish army)
 - Control and management of air traffic (Favorit)
 - For Aspide, Roland, Harpoon, TOW missiles

Observations:

INDRA is continuing to grow with its turnover up by 6% as compared with 2008.

It is Spain's premier company in the area of information technology.

The company has a presence in 106 countries and specialises in innovation investing 500m € in research and development in the last 3 years.

In the defence field INDRA is positioned particularly in the electronic warfare, simulator, satellite communication and maintenance sectors.



IVECO Defence Vehicles

Governance:

Director General: Pietro BORGIO

Shares held as at 31/12/2009:

IVECO: 100% (FIAT groupe)

Main subsidiaries and holdings:

- **Product development centres**
 - Bolzano - Italy (Headquarters): armoured & multirole vehicles
 - Piacenza - Italy: trucks for tactical missions
 - Ulm - Germany: trucks for tactical / logistic missions
- **Commercial network**
 - Bolzano - Italy (Headquarters)
 - Brussels - Belgium
 - Madrid - Spain
 - Paris - France
 - Ulm - Germany
 - Watford - United Kingdom

Co-operation agreements:

- KMW
- Oto Melara

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	9,136	11,196	10,894	7,138
Defence	5%	7%	7%	7%
Export	52%	58%	66%	55%
Staff as at 31/12	812	827	838	851

Financial year end: 31.12.2009

Sectors (as a % of production value 2009):

Multirole vehicles:35%
 Armoured vehicles:.....25%

Main products:

- **Trucks for logistic missions**
 - Daily range
 - Eurocargo range
 - Stralis range
 - Trakker range
- **Trucks for tactical missions**
 - 4x4, 6x6, 8x8 trucks
 - M40.15WM
 - MMV
- **Wheeled armoured vehicles**
 - IVECO defence vehicles has built the SUPERAV 8x8 and VBTP 6x6 range of armoured amphibian vehicles
 - In cooperation with Oto Melara (CIO), Iveco has built the Centauro / Freccia range of vehicles
- **Multirole vehicles**
 - Light Multirole Vehicles (LMV) range
 - Medium Protected Vehicles (MPV) range



IVECO Defence Vehicles

Observations:

IVECO DV employs 851 people organised in business units spread over three sites in Italy (the headquarters in Bolzano, Vittorio Veneto and Piacenza), and over five sites in Europe (England, Spain, Germany, Belgium and France). The company also has a production site in Brazil.

Profits are holding up: there was a turnover of 495m € in 209 as against 493m € in 2008.

IVECO DV's strategy is to invest strongly and for the long term in R&D which has increased threefold in the last 5 years. This investment rose to 30m € in 2009 as compared with 27.8m € in 2008.

IVECO DV is at present in fourth place in Europe behind KMW, Nexter and Patria. Its turnover comes 45% from Italy, 40% from the rest of Europe (Germany 11.2%, United Kingdom 5.6%, Spain 9.7%) and 15% from the rest of the world. Exports account for between 40 and 60% of turnover. Future prospects concentrate more and more on Brazil, China, Australia and Russia.

On 1st January 2011, the firm will separate from its parent company Fiat and will join with the manufacturer of agricultural machinery and industrial equipment, CNH Global, under the name Fiat Industrial.



Kockums AB

Governance:

Chairman: Dr Christian ECKEL

Vice Chairman: Claes TORNBERG

President: Jan-Olof JOHANSSON

Shares:

ThyssenKrupp AG

Main subsidiaries and holdings:

United Stirling AB: 100%

Main products:

- Landsort class minehunting and minesweeping ships from 2010 the M71 and M72 will be decommissioned. Class exported to Singapore
- Visby class corvette (2008: bringing into service of the Karlstad corvette)
- URF class rescue submarine
- Gotland class submarine (upgrading of the Hal-land submarine). The ships of the Västergötland and Hälsingland series were decommissioned in 2005, sold to Singapore and delivered in 2010

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	129	170.4	160.9	141
Defence turnover	125.9	166.3	158.7	n/a
Non-defence turnover	3.1	4.2	2.3	n/a
Export	70.6	81.8	69.2	n/a
Staff as at 31/12	n/a	1,070	1,074	1,048

Financial year end: 31.12.2009

Observations:

Kockums is at present drawing up plans for a new generation of type A26 submarines.

In the area of mine warfare Kockums has modernised the Swedish navy's mine hunters.

Finally five Visby class corvettes were delivered between 2000 and 2006 to the FMV. The first two were delivered to the Navy at the end of 2009. The hull, built of carbon fibre, pvc and vinyl with futurist lines is in the forefront in terms of stealth.

This company is determinant for the swedish industry.



Krauss-Maffei Wegmann GmbH & Co. KG

Governance:

Chairman and President: Frank HAUN

Vice-President: Detlev JARITZ

Shares held as at 31/12/2009:

Bode family (Wegmann & Co GmbH): 51%

Siemens AG:49%

Main subsidiaries and holdings:

• In Germany

- ARTEC GmbH: KMW (36%), Rheinmetall (64%)
- ATM ComputerSysteme (100%)
- Gesellschaft für Logistischen Service GmbH (100%)
- HIL GmbH (17% through HIL Industrie- Holding)
- KMW Schweiss-technik GmbH (100%)
- PSM GmbH: KMW (50%), Rheinmetall (50%)

• Abroad

- Dutch Defense Vehicle Systems (100%)
- Hellenic Defence Vehicle Systems (100%)
- Wegmann USA Inc. (100%)

Main products:

- 155/52 tracked AGM guns
- Leopard 1 & 2 combat tanks
- MARS/MLRS rocket launchers
- Modular assault bridge (LEGUAN) and folding roads (FSG)
- PzH2000 (howitzer) artillery system
- GERARD and LeFlaSys air defence systems
- Bridging systems (PSB2)
- PUMA and BOXER armoured infantry combat vehicles
- DINGO 2 and MUNGO armoured troop transport vehicles
- FENNEK reconnaissance vehicles

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	959	1,276	1,430	n/a
Defence	100%	100%	100%	100%
Export	69%	76.9%	70%	n/a
Net income (loss)	84	105	n/a	n/a
Staff as at 31/12	2,836	2,962	3,400	3,400

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Defence:100%

Co-operation agreements:

- ARTEC GmbH (BOXER)
- Boeing (FCS)
- Daimler-Chrysler (Dingo)
- Diehl (LeFlaSys, LEOPARD 1 and 2, Puma)
- Dornier (Infanterist der Zukunft)
- EADS (Truck driving simulator, MUSS self-protection, TransProtect container)
- GD European Landsystems (DONAR)
- L-3 Communications Corporation (F2US)
- Rheinmetall Landsysteme
 - GFF
 - Maintenance of German Army weapons systems
 - MBT LEOPARD
 - LeFlaSys Missile
 - PzH-2000 howitzer
 - SIC FüInfoSysH
 - MUSS self-protection system
 - MONARC turret
 - GTK armoured transport vehicle



Krauss-Maffei Wegmann GmbH & Co. KG

Observations:

Krauss-Maffei Wegmann is a land systems specialist capable of offering complete turnkey armoured systems from light to heavy armoured vehicles. The group had a turnover (2008) of 1.4bn euros thanks to orders from the Bundeswehr for Puma and Boxer vehicles. It employs 3,400 staff in Munich and Kassel.

Its main competitor in the vehicles market in Germany is Rheinmetall and there has regularly been talk of a rapprochement but nothing has been done yet. The question of Siemens being a KMW shareholder (49%) over the long term remains open.

Rheinmetall and KMW are undertaking jointly 3 large projects for the Bundeswehr: the Puma (through PSM), the Boxer (through Artec) and the GFF (an AMPV type vehicle). The PUMA is the most important development and acquisition programme of the Bundeswehr (405 vehicles to be delivered up to 2012 for a total of 3.1bn €).

KMW also hopes to develop on the American market and is pursuing its development in servicing with the opening of maintenance facilities.



L-3Communications Corporation

Governance:

Chairman: Michael T. STRIANESE

CFO: Ralph G. D'AMBROSIO

Shares held as at 30/11/2009:

Public and private

Main subsidiaries and holdings:

- ACSS (70%)
- Aeromet Inc
- AIS GP Corp
- Avionics Systems
- Aydin Corp
- Celerity Systems
- ELAC Nautik GmbH
- ElectroDynamics Inc
- Essco
- Government Services Inc
- Henschel Inc
- ILEX Systems
- Interstate Electronics Corp
- KDI Precision Products
- L-3 Communications Australia
- L-3 Communications Canada
- Logimetrics Inc
- Microdyne Corp
- MPRI
- PacOrd Inc
- Power Paragon Inc
- Secure Information Technology Inc
- Security & Detection Systems
- SPD Electrical Systems
- SPD Switchgear Inc
- SYColeman
- Wescam Inc
- Westwood Corp

There was just one acquisition in 2009 as against five in 2008 for a total price of 264m \$:

- Chesapeake Sciences Corporation for 91m \$ (30/01/09)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	9,100	10,013	10,688	11,200
Defence	73%	80%	81%	83%
Export	14%	15%	14%	13%
Net income (loss)	384	1,039	1,209	1,039
Staff as at 31/12	63,000	64,600	65,000	67,000

Financial year end: 31.12.2009

Stock market listings: LLL NYSE Euronext

Sectors (as a % of 2009 turnover):

Electronic Systems:	35.5%
Government Services:	26.6%
C3ISR:	19.8%
Aircraft Modernization & Maintenance:	18.1%

Co-operation agreements:

- BAE Systems with Qinetiq and LogicaCMG (Helix: Nimrod R1 upgrading)
- Eurosonar (HELTRAS for NH-90)
- JV GMAS with Finmeccanica
- Medical Education Technologies (medical simulation)
- Raytheon (ASTOR)
- Thales (TCAS)



L-3 Communications Corporation

Main products:

L-3 Communications is a company that has four main areas of activity:

- **Aircraft Modernization and Maintenance (AM&M)**

- Upgrading
- Support

- **Command, Control and Communications, Intelligence, Surveillance and Reconnaissance (C3ISR)**

- C3 area (secure and non-secure systems)
- Intelligence systems
- Space systems

- **Government Services**

- Engineering
- Training
- Government support

- **Electronic systems, an area in which this company has the largest manufacturing base**

- Aviation products
- Displays
- Electro-optic/infrared (EO/IR)
- Guidance
- Microwave
- Propulsion
- Security detection
- Simulation & training
- Power control systems
- Telemetry
- Submarine warfare

More precisely:

- **Command and ISR systems**

- Space communications and navigation (ISS)
- ROVER airborne video transmission equipment
- Secure wideband data links (U-2, Global Hawk, Predator)

- Communication systems for surface ships and submarines
- SIGINT and airborne ISR systems (EP-3, RC- 135, ASTOR, Nimrod R1)
- Secure telecoms

- **Specialised products**

- Microwave components, antennae and radomes
- Short range rockets and GPS navigation units
- Naval products
 - Mine warfare
 - Dipping sonar (HELTRAS) and towed sonar (LFATS)
 - Electricity distribution systems (DDG- 963 & FFG-7, diesel submarines, OPVs, PBS, MCM & COOPs ships, DDG-51, NSSN & CVN-68)
- Telemetry, instrumentation, products for the pursuit of satellites
 - Comanche
 - F-15, F-16, F/A-18, F-22
 - JSF
 - Titan, EELV, BAE LIF, AIM-9X, JASSM, JSOW, EKV, AMRAAM, JDAM, MK- 82, Patriot and THAAD missiles
 - Nimrod

- **Aviation products and upgrading of aircraft**

- Flight recorders (F-22, B-1B, JAS-39 Gripen, B-2)
- High performance control screens (AH-64, A/ MH-6J, C-130-J/H, C-27J, C-5 Galaxy, E-2C, F-14, F-15, F-16, Jaguar, JA-37, JAS-39, S-211, SH-60J, T-38, U-2)
- Engineering, modification, maintenance, logistics for special operations aircraft
- C-27J Project integration management
- Modifications and interior layout
- Anti-collision systems (TCAS)



L-3 Communications Corporation

- **Training and simulation systems**

- Design and production of targets for ballistic missiles (HERA)
- Simulation and modelling of air campaigns
- Systems and training services (AVCATT-A, F-16, F-22)

Observations:

L-3 Comm's main clients are American government bodies (83% in 2009): United States (U.S.) Department of Defence (DoD), intelligence agencies, Department of Homeland Security (DHS), U.S. Department of State (DoS), U.S. Department of Justice (DoJ).

In 2009 the company managed to grow its turnover and staff slightly.

Of its business segments only the Government Services branch saw its figures dip.

The other segments of the company maintained their growth and the C3ISR branch (ROVER products in particular) saw its turnover increase by 22% between 2008 and 2009.



Lockheed Martin Corporation

Governance:

Chairman & Chief Executive Officer:

Robert J. STEVENS

Executive VP & Chief Financial Officer:

Christopher Bruce L. TANNER

Shares:

Public:87.17% institutional

Main holdings & JVs:

• Aerospace

- LM ATTS (JV with Alenia Aerospazio)
- TAI (holding, 42% Lockheed Martin, 7% GE)

• Information technology and services

- Exostar LLC (held in partnership with BAE Systems, Raytheon, Boeing, Rolls-Royce)
- Kwajalein Range Services LLC (JV with Bechtel National)
- LM Aircraft Argentina SA (Argentina, 100% LM)

• Space

- ILS (50% LM, 50% LKEI)
- LKEI (JV, Russia, 51% LM, 49% RSC Energia and Khronichev Research & Production Space Center)
- Loral Space & Communications (11%)
- Space Imaging Inc (JV, 50% LM, 50% Raytheon)
- United Space Alliance (Boeing 50%, LM 50%)

• Systems integration

- AFCON [LM, Navantia (Spain), General Dynamics]
- ERAAM (France, 100%)
- Euro-Art (JV, 25% LM, 45% Thales, 30% EADS)
- EuroMEADS (33,3% EADS, 33,3% LFK, 33,3% MBDA)
- Euro Rocket System GmbH [JV, LM Vought Systems, Diehl (Germany), MBDA]

- GLVS (JV Germany, LM and EADS-Germany)
- Hellfire LLC (JV, Boeing, LM)
- Integrated Coast Guard Systems (JV USA, 50% LM and 50% Northrop Grumman)
- Javelin (JV, 50% LM, 50% Raytheon)
- Longbow LLC (JV, 50% LM, 50% Northrop Grumman)
- MEADS International Inc. (JV, 50%, LM, 50%)
- Precision Guided Systems LLC (JV USA, 50% LM, 50% Rafael-Israel)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	31,537	30,532	29,017	32,412
Defence*	86%	84%	84%	85%
Export	15.1%	15%	13%	13%
Net income (loss)	2,013	2,212	2,184	2,169
Staff in thousands	140	140	146	140

* Sales to American government, Space included, sales to DoD (1st tier)

Financial year end: 31.12.2009

Stock market listings: LMT NYSE Euronext

Sectors (as a % of 2009 turnover):

Aerospace:27%
 Systems integration and global services:27%
 Electronic systems:27%
 Space systems:19%



Lockheed Martin Corporation

Main products:

• Aerospace

- C-5 Galaxy
- C-27J Spartan
- C-130J Hercules
- C-141 Starlifter
- F-2 (Japan)
- F-16 Fighting Falcon
- F-22
- F-117A Nighthawk
- EH101 helicopter
- 35 Joint Strike Fighter
- P-3 Orion
- S-3 Viking
- T-50 (formerly KTX-2) (South Korea)
- U-2

• Space and strategic missiles

- Astrolink and Iridium communications satellite constellations
- Athena-I/II, MSLS light launchers
- Atlas-II/III/IV, Titan-II/IV, Proton and Angara (Russia, marketing) heavy launchers
- Missile Defense (ABL, SBL, KE BPI, MKV, THAAD, Patriot PAC-3, MEADS, SBIRS-High & Ground, architecture)
- Strategic missiles [SLBM Trident-II D5 and D5A (R&D)]
- Satellite platforms (A2100, LM700 and LM900)
- Military (Milstar, DSCS, AEHF, TCS, MUOS) and commercial communications satellites
- Meteorological and environmental surveillance satellites
- GPS-IIR, GPS III global positioning satellites
- Military observation satellites (Keyhole, Lacrosse, SBR)

• Systems integration

- ASROC anti-submarine missile
- BSY-1, BSY-2 (submarines)
- Optical targeting and sensors (ABL, LANTIRN, SNIPER, EOTS and DAIRS for the JSF, optical targeting Apache and Cobra AH-1Z)
- Deepwater
- Military aerospace trainers
- Mine warfare
- JTRS Cluster AMF, MULE (Army)
- Vertical missile launcher Mk-41
- LCS
- Tactical missiles and intelligent munitions
 - ATACMS
 - G-MLRS
 - Have Nap (Popeye)
 - Hellfire-II
 - JASSM
 - Javelin
 - LOCAAS
 - Longbow Hellfire
 - LOSAT
 - MLRS
 - NetFires
 - PAC-2
 - Predator SRAW
 - Python-4/5
 - WCMD
- Maritime patrolling
- Radar and surveillance (naval - SPY-1, surveillance - TPS-59, FPS-117, TPS-117, short range air defence AN/PPQ-2 PSTAR)
- Sonar
- Combat systems for helicopters (SH-60B/R, CH-53M, Merlin)
- Naval combat systems [AEGIS, CVN-77 (surface ships)]
- C4ISR, WIN-T systems, ground segments of



Lockheed Martin Corporation

satellite systems, Aerial Common Sensor (ACS)

• Information technology and services

- Technical assistance to NASA
- AT-63 Pampa
- Management of the Sandia National Laboratories (DoE) and the Knolls Atomic Power Lab (naval nuclear propulsion) and the Atomic Weapons Establishment (UK)
- Kelly AFB
- Maintenance of the Argentine air force fleet
- Operation of the Kelly Aviation Center
- Support for the Kwajalein test centre
- Support for the information systems of the US EPA, social security and postal services

Co-operation agreements:

- AgustaWestland (EH/US-101)
- AIDC (Taiwan, F-16)
- Alenia Aerospazio (Italy, C-27J)
- BAE Systems (JSF, MKV)
- Bechtel (support for the Kwajalein test centre)
- Blohm & Voss (Germany, LCS)
- Boeing (running of the space shuttle, MILSTAR, DMSP, MUOS, Missile Defense, Hellfire, F-22)
- Diehl (MLRS)
- EADS (MEADS, COBRA, Patriot manufacture, Deepwater, LCS)
- ELTA (Israel, SAR pod)
- Fokker-Stork (Netherlands, F-16 licence, JSF)
- General Dynamics [Missile Defense (architecture)]
- Harris (WIN-T, ACS, SBR)
- IAI (Israel, F-16)
- Korean industry (KoreaSat satellites, T/A-50 fighter)
- Kongsberg (Norway, frigates)
- Krunishev (Russia, civil launchers, Missile Defense)
- LCS (naval construction)
- Loral Space & Telecommunications (GOES satellites)
- MBDA (MEADS, MLRS)
- Mitsubishi (AEGIS, N-SAT-110 satellite, Mk-41, Patriot, F-2 vertical launchers, P-3 Orion licence, JV MLS Corporation)
- Navantia (Spain, AEGIS frigates)
- Nippon Avionics (Japan, tactical calculators)
- Northrop Grumman (Lacrosse, Missile Defense, DD(X), ICGS-Deepwater, Hellfire Longbow, JSF, telecommunication and military observation satellites)
- Rafael (Israel, air to air and air to surface missiles)
- Raytheon (space imaging, Missile Defense, Javelin, MC2A competition)
- SAIC (MC2A competition, LRLAP)
- STN Atlas (Germany, naval mine countermeasures)
- Thales (sonar Flash on H-60, COBRA, ATASK)



Lockheed Martin Corporation

Observations:

As the world's leading defence manufacturer, unquestioned world leader in combat aircraft and premier supplier to the American government of information technologies, Lockheed Martin has an extremely diversified portfolio of activities.

In 2009 LM saw its turnover grow by almost 6%, a rise that was shared equally by the Group's four main areas of activity.

However, its operational margin narrowed slightly by comparison with 2008.

LM saw its order book reduced by 2.6bn dollars with the cancellation of the VH71 (presidential helicopter), TSAT (Transformational Satellite), Mission operation system (TSAT satellite earth segment), as well as the limiting of the F22 Raptor target to 187 planes.

LM remains a key player in the DoD's major programmes with the JSF-F35, GPS satellite constellations and the LCS to name the most obvious.

Lockheed Martin made two acquisitions in 2009 costing 435 million dollars when it bought Universal Systems LLC (interactive training simulators) and Gyrocam LLC (gyro-stabilized camera systems).



MBDA Groupe

Governance:

Chief Executive Officer (CEO):

Antoine BOUVIER

Shares:

BAE Systems:37.5%

EADS:37.5%

Finmeccanica:25%

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	3,300	3,010	2,700	2,600
Defence	99%	99%	99%	99%
Staff as at				
31/12	10,400	10,300	9,500	9,750

Financial year end: 31.12.2009

Main subsidiaries and holdings:

• In Europe

- Bayern Chemie (100% LFK GmbH)
- EuroMEADS (2/3 LFK GmbH, 1/3 MBDA Italy)
- Euromissile GIE (50% MBDA France, 50% LFK GmbH)
- Europaams GIE (2/3 Eurosam, 1/3 UKAMS)
- Eurosam GIE (1/3 MBDA France, 1/3 MBDA Italy, 1/3 Thales)
- Inmize Sistemas (40% MBDA, 40% Indra, 10% Izar, 10% EADS CASA)
- Matra Electronique (100% MBDA France)
- MBDA France (100%)
- MBDA Italy (100%)
- MBDA UK (100%)
- MBDA Germany (LFK GmbH) (100%)
- Precision Optical Engineering (100% MBDA UK)
- Roxel [MBDA 50%, SNPE energetic materials 50% (SME)]
- TDW (100% LFK GmbH)
- UKAMS (100% MBDA UK)

• In the United States

- MBDA Inc. (100% MBDA UK)

Main products:

• Land warfare

- Brimstone
- Dedale
- Eryx
- Fire shadow
- Hot
- Milan
- Mistral ATAM
- Pars 3 LR
- Souvim

• Air defence

- Aspide / SPADA 2000
- Aster 30
- CAMM
- Mistral family
- Jernas / Rapier
- MEADS
- MPCV
- SysFLA / LFKNG
- VL Mica

• Airspace supremacy

- ASMPA
- ASRAAM
- BANG
- CMP 1000
- DDM-NG
- Diamond Back



- DM Bremistone
- Eclair-M
- Meteor
- Mica
- Saphir-M
- Saphir-400
- Spectra
- Spirale
- Storm Shadow/Scalp
- Taurus KEPD 350
- **Naval supremacy**
 - Albatros
 - Aster 15&30 (PAAMS)
 - Aster 15 (SAAM)
 - CAMM
 - Exocet AM39
 - Exocet SM39
 - Exocet MM40 Block2/Block3
 - Marte Mk 2/5 - Marte Mk 2/N
 - MdCN
 - MILAS
 - Otomat Mk2 Block4
 - Sea skua Mk 2 - FASCW/ANL
 - Simbad
 - Tetral
 - VL Mica
 - VL Seawolf Block2

Co-operation agreements:

- Bharat Dynamics (India, anti-tank missiles)
- Boeing (United States, Brimstone, Diamond Back, anti-ballistic missiles, JDAM)
- DBD (Germany, PARS3, RAM, HARM, Sidewinder, Amraam, Taurus, SysFLA/LFK NG)
- Israel Aircraft Industries (IAI, Israel, aerial defence, ACTIONS/RAIDS)
- Kongsberg (Norway, NSM)
- Lockheed Martin (United States, MEADS, PAC-3, 5M-2)
- Raytheon (United States, ASRAAM, Patriot, RAM, ESSM)
- Saab Bofors Dynamics (Sweden, Meteor, Taurus)
- Sagem (France, DDM, AASM)
- Thales Airborne Systems (France, self-guiding systems for Aster, Meteor, Mica missiles, counter-measures for Rafale, Spectra)

Observations:

Created in 2001, MBDA was formed by consolidating missile manufacturing capabilities in France, the United Kingdom and Italy and since January 2006 in Germany with the purchase of LFK.

MBDA is the European leader (25% of the accessible world market), and second globally in 2009, behind Raytheon (35%) but ahead of Lockheed Martin (20%).

In 2006 MBDA put in place an organisational system that increased Franco-British integration; total integration of MBDA UK and MBDA Fr at the level of programmes / products as well as technical resources. MBDA Italy joined this organisation on 2008 but MBDA Germany (LFK) remains, for the moment, outside this integrated structure.

In 2009, MBDA's turnover was just over 2.6bn euros, down from the last financial year.



Motoren und Turbinen Aero Engines GmbH

Governance:

Chairman of the Supervisory Board:

Klaus EBERHARDT

Chief Executive Officer:

Egon BEHLE

Shares held as at 31/12/2009:

MTU Aero Engines Holding AG:..... 100%

Of which privately owned:7%

Institutional:93%

Of which UK:33%

Germany:19%

USA:18%

France:4%

Main subsidiaries and holdings:

- Airfoil Services (50%)
- Ceramic Coating Center (50%)
- EPI Europrop Madrid (28%)
- EUROJET Turbo GmbH (33%)
- Europrop International (EPI) (28%)
- IAE International Aero Engines AG
- MTU Aero Engines Investment (100%)
- MTU Aero Engines Finance (100%)
- MTU Aero Engines North America (100%)
- MTU Aero Engines Polska (100%)
- MTU Maintenance Berlin-Brandenburg (100%)
- MTU Maintenance Canada Ltd (100%)
- MTU Maintenance Hannover (100%)
- MTU Maintenance Zhuhai Co. Ltd (50%)
- MTU Munchen Unterstutzungskasse (100%)
- MTU Turbomeca Rolls-Royce GmbH (33,33%)
- MTU Turbomeca Rolls-Royce ITP GmbH (28%)
- Pratt & Whitney Canada CSCr Europe (50%)
- Pratt & Whitney Canada CSCr Africa Ltd (50%)
- RSZ Beteiligungs und Verwaltungs (100%)
- Turbo-Union Ltd (39,98%)
- Vericor Power Systems (100%)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	2,416	2,576	2,724	2,611
Defence	20.3%	19.3%	18.2%	20.4%
Export	81%	81%	81%	81%
Net income:				
(loss)	89	154	180	141
Staff as at				
31/12	7,077	7,130	7,537	7,665

Financial year end: 31.12.2009

Stock market listings: MTX FSE

Sectors (as a % of 2009 turnover):

Commercial engine maintenance:.....40%

Commercial engines:40%

Military engines:20%

Main products:

- **Military engines**
 - EL200 (Eurofighter)
 - F414
 - JT15D
 - MTR390 (Tiger)
 - PT6A
 - PW 2000 (C-17)
 - RB19
 - RB199
 - TP 400-D6 (A400M)
 - Tyne
- **Industrial turbines**
 - LM2500
 - LM5000
 - LM6000



Motoren und Turbinen Aero Engines GmbH

- **Commercial engines**

- CF6 family
- PW-300 and PW-500 family
- GP7000 (A380)
- JT8D-200
- PW2000
- PW4000
- PW6000
- V2500

Co-operation agreements:

- Avio (EJ200, RB 199, CLEAN, ATF1)
- IAE Consortium
- General Electric (GP7000, CF6, CF34, CFM56, J79-17A, T64, GENX)
- ITP (EJ200, TP400-D6)
- Lufthansa Technik (engine and turbine repair)
- Pratt & Whitney (PW100/2000/4000/6000, GP7000)
- Rolls-Royce (EJ200, RB199, V2500, MTR390, TP400-D6, Tyne MTU MK20)
- Rolls-Royce Deutschland (Larzac04, Engine 3E)
- SNECMA Services (GP7000, TP400-D6, CFM56, ceramic coverings for turbine blades, CLEAN, ETAP, VITAL)
- Turbomeca (MTR390, TPE331)
- Volvo Aero (CLEAN, ETAP, VITAL)

Observations:

Bought by the American investment fund KKR in December 2003, MTU Aero Engines, a civil and military turbine manufacturer was first quoted on the Frankfurt stock exchange in June 2005. KKR sold its holding at the beginning of 2006 which left the MTU shares entirely public and without any large shareholder.

In 2007, in order to preserve margins at a time when the dollar was weak, MTU announced it was moving production to Poland. The group will invest 50m € there from 2007 to 2010.

Although it said it had not been affected by the economic slowdown at the beginning of 2008, in October MTU announced its 'Challenge 2010' plan to reduce costs which should enable it to make 25 to 30m € of savings by 2010.

The first deliveries of turboprops for the Airbus A400M began in April 2009 with an initial flight on the 11th December 2009.



Nammo Sweden AB

Governance:

Chairman: Edgar FOSSHEIM

President & CEO: Reijo BRAGBERG

Shares:

Nanno AS, Norway, 100%

Main subsidiaries and holdings:

- Hansson PyroTech AB, 100%
- Nammo Demil Division AB, 100%
- Nammo LIAB AB, 100%
- Nammo Vingåkersverken AB, 100%
- Norabel Ignition Systems AB, 50%
- SN Technologies SA, 50%
- Vanäsverken AB, 100%

Main products:

The Nammo Group produces munitions and missiles and offers decommissioning services.

- 120mm HE- T MK I, 120mm HE- T MK II, 120mm KE - TP/120 GX 558-B
- Exocet Block III
- Grenade
- M72 LAW light anti-tank weapon
- ESSM Missile
- IRIS-T Missile
- MM40 Block 3
- 5.56mm, 7.62mm, 8.60mm, 9mm, 12.7mm, 20mm-27mm, 30mm-35mm munitions (cal 50)
- 70mm rocket
- SMAW/SMAW-D

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	77	87.6	93.4	84.9
Defence turnover	62.6	74.9	77.5	n/a
Non-def. turnover	14.5	12.6	15.9	n/a
Export	35.6	49.1	49.1	n/a
Staff as at 31/12	n/a	416	418	430

Financial year end: 31.12.2009

Observations:

In negotiation with the Swedish Army for a munitions management PPP.



Navantia

Governance:

President: Aurelio ESTEVEZ

Shares: SEPI (100%)

Main subsidiaries and holdings:

- FABA (Weapons systems) (100%)
- Inmize (20%)
- Remolcadores del Noroeste SA
- RENOSA (100%)
- SAES Capital (51%) which hold 51% of SAES and 50% of SAINSEL
- Simant Fregatas Defensa SA (33.3%)
- SOCIBER (50%)

Co-operation agreements:

- **Artillery and weapons systems**
 - Lockheed Martin: AEGIS combat systems
- **Naval construction and repair**
 - AFCON Consortium (Lockheed Martin and General Dynamics): AEGIS frigates
 - DCNS: Scorpène submarine
 - Royal Schelde: LPD assault transports and AOR refuelling tankers
 - TKMS (B&V) + Royal Schelde: Tripartite frigates
- **Propulsion systems**
 - Caterpillar: diesel engines
 - General Electric: steam and gas turbines
 - MAN: 32/40 engine
 - MTU/DBA: diesel engines
 - Northrop Grumman / Westinghouse
 - Rolls-Royce, Sener, FiatAvio: engines

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,134	1,363	1,472	1,594
Defence & security	80%	80%	76%	n/a
Export	26%	n/a	n/a	52%
Net income: (loss)	(32,8)	2,9	(51)	(78)
Staff as at 31/12	5,650	5,632	5,670	5,665

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Naval construction:	79%
MCO services:	12%
Propulsion (diesel engines and turbines):	4%
Combat control systems:	2.5%
Other:	2.5%

Main products:

- **Artillery and weapons systems**
 - Anti-aircraft guns
 - Landsort mine hunting and minesweeping ship (from 2010 the M 71 and M 72 are being decommissioned), class exported to Singapore
 - Skydor sights
 - Visby class corvette (2008: bringing into service of the Karlstad corvette)
 - Missile launchers
 - Munitions
 - URF class rescue submarine
 - Gotland class submarine (upgrading of the Halland submarine), the Västergötland and Hälsingland class ships have been decommissioned and in 2005 were sold to Singapore
 - Meroka, Tritan anti-aircraft weapons systems



Navantia



- **Naval construction and repair**
 - F-100 and F-310 frigates for the Spanish and Norwegian navies
 - LL strategic projection vessel
 - Saeta, Alcotan, Cormoran patrol vessels
 - LCM-X Landing craft
 - LHD (BPE) amphibious helicopter carrier
 - S-80 and Scorpène submarines
- **Wind turbines**
- **Propulsion systems**
 - Cooling circuits for F-100
 - 40/54, 362, EJ 200 engines

Observations:

In 2009, Navantia continued to experience financial and cash flow difficulties mainly due to the reduction in orders from States.

Navantia is suffering from overcapacity and fragmentation with a large number of sites.

It has put in place a vigorous export strategy aimed mainly at the Latin American, European, North African and South East Asian markets.

The company is looking to diversify its activities with the development of offshore wind farms.



Nexter

Governance:

Chairman and Managing Director:

Philippe BURTIN

Shares held as at 31/12/2009:

French state (100%)

Main subsidiaries and holdings:

- CTAI (50%)
- Euro Shelter (100%)
- NBC Sys (100%)
- Nexter Electronics
- Nexter Mechanics
- Nexter Munitions
- Nexter Systems
- Optsys (100%)

Co-operation agreements:

- BAE Systems/CTAI (telescoped 40 mm)
- EADS (SIT)
- EADS/MBDA/Sagem/Thales (BOA)
- EADS Defense Sécurité (SCORPION)
- Hägglunds/Alvis (common marketing of the CV 90 equipped with a Giat-I turret)
- Junghans (MLRS)
- QinetiQ - BAE Systems Bofors - MBDA (IMPAQT)
- Renault Trucks (VAB, VBCI and CAESAR)
- Sagem (FELIN) - Thales - BAE Systems Bofors (BONUS)
- Textron Marine & Land (USMC MPC)
- United Defense (CAESAR marketing and technology transfer)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	715	588	579	887
Defence	100%	100%	100%	100%
Export	20%	12%	17%	18%
Net income (loss)	78	151	98,9	141
Staff as at 31/12	2,750	2,600	2,683	2,691

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Systems:	82%
Munitions:	15%
Equipment:	3%

Main products:

- **Artillery and equipment**
 - CAESAR (155mm)
 - LG1 MkII 105mm light towed gun
 - Medium calibre guns and turrets (land, naval and air use)
 - FELIN equipment (especially low-profile FAMAS)
 - Self-protection systems for armoured vehicles
 - ARX 20 turret
- **Munitions**
 - Large calibre guns (90, 100, 105, 120mm) and artillery (155mm)
 - Medium calibre (20, 25, 30 and 40mm CTA being tested)
 - Intelligent and insensitive munitions
 - BONUS shell
- **SIT information systems terminals and FINDERS (command assistance)**



Nexter



- **Armoured and engineering vehicles**

- ARAVIS (armoured transport)
- AMX-30B2 DT remotely operated mine removal tank
- Leclerc tank
- Leclerc breakdown vehicle
- MINOTAUR anti-tank mine dispenser and engineer engines
- Development of AMX-10 RC and AMX-10P
- VBCI (VPC and VCI versions)

Observations:

The 2009 results confirm the upward trend in profits since 2006.

The Nexter group has a well filled order book representing three years of turnover and which ensures work until 2014 for the Systems branch (with VBCI orders and MCO activities).

Nexter remains well placed to approach consolidation of the European land-based armaments industry. It has some very serious advantages: a rationalised manufacturing tool, flexible organisation of subsidiaries, wide base of on-going contracts and a range of land-based defence systems positioned to meet the future needs of the market, including MCO.



Northrop Grumman Corporation

Governance:

Chairman, CEO & President: Ronald D.SUGAR
(CEO: Wes BUSH from 1st January 2010)

Shares held as at 07/01/2010:

Others:	67.5%
Bank & Trust Company:	9.68%
Capital World Investors:	9.03%
Axa Financial:	8.61%
Barclays Global Investors:	5.18%

Main subsidiaries (100%):

- Adaptive Optics Associates (AOA)
- Astro Aerospace
- Cutting Edge Optronics (CEO)
- Microelectronics Products & Services (MPS)
- Northrop Grumman Mission Systems Europe Ltd
- Northrop Grumman Shipbuilding AMSEC
- Northrop Grumman Shipbuilding Continental Maritime
- Northrop Grumman Shipbuilding Newport News Industrial
- Park Air Systems Ltd
- Remotec UK Ltd
- Sperry Marine Inc
- Synoptics
- Xinetics

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	23,997	23,340	23,021	24,211
Defence	90%	90%	91%	92%
Export	5%	5%	5%	5%
Net income (loss)	1,218	1,313	(870)	1,209
Staff as at 31/12	121,400	121,700	123,600	120,700

Financial year end: 31.12.2009

Stock market listings: NOG NYSE Euronext

Sectors (as a % of 2009 turnover):

Aerospace:	29%
Information Systems:	24%
Electronic systems:	21%
Naval construction:.....	17%
Services:.....	7%

Main products:

- **Naval construction**
 - Deepwater (Maritime Security Cutter Large)
 - DDG1000 family (also twin sourced with General Dynamics)
 - Ingalls and Avondale: AEGIS Arleigh Burke DDG51 destroyers (twin sourced behind General Dynamics)
 - WASP LHD amphibious vessels
 - Newport News: nuclear powered aircraft carriers (Nimitz CVN-76 Ronald Reagan and CVN-77 George Bush, CVN-21 avec CVN-78 Gerald Ford, MCO CVN 65 and 96 class)
 - San Antonio LPD 17
 - Virginia class attack submarines (twin sourced with General Dynamics Electric Boat)
 - T-AKR RoRo



Northrop Grumman Corporation

• Space and power lasers

- Payload [SIGINT Keyhole (NRO) observation and listening satellites, telecommunications satellites - MILSTAR-II Advanced EHF, TCS]
- High energy lasers ABL, SBL, THEL, MTHEL, JPHSSL
- Advanced warning satellites DSP and STSS space based radar
- Satellites and scientific probes (NPOESS, NGST James Webb, Chandra X-Ray, Prometheus Orbiter)
- Propulsion systems for satellites (R&D JPT and PPT engines)

• Sensors and weapon systems

- ALQ-131, ALQ-135 (F-15), ASPJ AN/ALQ-165 (F-18), AN/ALQ-162 airborne scramblers
- Optical payload STSS and SBIRS-High, designator pod
- Anti-missile countermeasures AAQ-24 DIRCM/ Nemesis and LAIRCM
- Anti-defence missile (BMC3); KEI, Manpads II
- Radar signal detecting set AN/APR-39A(V)9 (helicopters)
- Missile warning system AN/AAR-54
- APG-66 and APG-68 target detection radar (F-16, Hawk 200), APG-77 (F-22), AESA (F-35) and APG-78 (AH-64D Apache Longbow)
- Surveillance radar MR-RTIP Radar, APY-1/- 2 and RSIP (E-3 AWACS), MESA (B737 AEW&C Wedgetail) and TESAR (UAV Predator)
- Air defence radar TPS-70 and TPS-75, TPS-63, FPS-130
- Air traffic control radar ASR-9 and ASR-12
- BAT intelligent sub munitions (ATACMS)
- F-35 targeting system
- Land-based and naval systems [sub-marine attack, SEAL delivery system, naval propulsion (WR-21)]

- Missile launcher tubes and vertical launchers for SLBM Trident-II D5, Tomahawk, THAAD

• Data processing and information technology systems

- C4ISR: NETCENTS (Air force)
- Training and simulation: Simulation support, Army Training and Instrumentation Command, Vertical Motion Simulator (NASA), AEGIS
- Joint Interoperability Engineering Organization
- Mission Systems (formerly TRW): communication and tactical information management systems CSSCS (Army), FAADC21 (Army), FBCB2 (Army), E-10A BMC2
- National Airspace System 152
- NCTIS151
- B-2 Mission preparation
- Support and running of bases and training centres
- Battlefield combat identification system BCIS (Army)
- Guidance system and MCO ICBM Minuteman-III (Air Force)
- AEGIS, DD(X) combat systems

• Integrated systems

- F-35 combat aircraft (JSF, main partner of the project manager Lockheed Martin), F/A-18 Hornet and F/A-18E/F Super Hornet (as main Boeing sub-contractor)
- Electronic warfare aircraft EA-6B Prowler ICAP III, E/A-18G (as main Boeing sub-contractor)
- Airborne early warning and control plane E-2C Hawkeye, E-8C J-STARS, E-10A / MC2A, MCO E-3D Awacs UK
- Stealth bomber B-2 Spirit
- Aerial target drones BQM-74 Chukar and BQM-34 Firebee, N-UCAS X-47B Pegasus
- Mine detection
- Reconnaissance UAV RQ-4A Global Hawk, Hunter, VTUAV Fire Scout, UCAR



Northrop Grumman Corporation

Co-operation agreements:

- **Space and power lasers**
 - ATK-Thiokol (ICBM)
 - Ball Aerospace (NGST Webb)
 - Boeing (ABL, ICBM, AEHF)
 - Lockheed Martin (Milstar, ABL, ICBM, AEHF, TCS)
 - Spectrum Astro (STSS)
- **Sensors and weapon systems**
 - BAE Systems (AAQ-24 NEMESIS)
 - Boeing (USA, AWACS, Wedgetail, STSS)
 - EADS (Framework agreement electronic warfare, APN-241, air traffic control, AAR-60 MILDS)
 - ITT Avionics (ALQ-131)
 - Lockheed Martin (USA, Hellfire Longbow, electro-optical systems for the JSF, STSS, AEIWS, radars F16, Hawkeye, and F22)
 - Rafael (Litening II)
 - Raytheon (USA, JV APG-77, dominated by Northrop Grumman)
 - Terma (Denmark, electronic warfare)
- **Data processing and information technology systems**
 - BAE Systems Inc
 - Raytheon (KEI)
- **Integrated systems**
 - Aero Industry Development Center (AIDC, Taiwan, F-5E)
 - BAE Systems (F-35)
 - Boeing (USA, F-18, EA-18G, MC2A)
 - EADS (TIPS for NATO AGS with Thales, Euro-Hawk, renewing engines for NATO AWACS)
 - Kaman (UCAR)
 - Lockheed Martin (USA, F-35, UCAV, C130J)
 - Pratt & Whitney (renewing engines for NATO AWACS)
 - Raytheon (Quiet Supersonic Platform, Global Hawk, MC2A)
 - Seven-Q-Seven (USA, renewing engines for

- NATO AWACS)
- Sikorski (UCAR)
- **Naval Systems**
 - General Dynamics BIW [co-production DDG (51)]
 - General Dynamics Electric Boat (co-production SSN Virginia)
 - General Dynamics NASSCO (aircraft carrier maintenance)
 - LM (CVN-77, Deepwater)
 - Raytheon [LPD 17, DD(X)]
 - SAIC (AMSEC LLC)

Observations:

Northrop Grumman (NG) kept its place as the DoD's 3rd main supplier behind Lockheed Martin and Boeing in 2009.

The leader in electronic warfare and advanced radars and the largest supplier of UAVs to the DoD, Northrop has a wealth of technical competence in systems integration and is now working over the whole spectrum of defence applications as is made clear in the annual report: "Northrop Grumman has a tremendous range of capabilities that are well-aligned with our customers' spending priorities".

In 2009, the company's turnover continued to grow and the company was once again in profit. The order book is around 69bn \$ which will provide the company with more than two years of work.

Finally, we should note that it has been announced that the Avondate dockyard in Louisiana is to close and it is possible that the Group will withdraw completely from the naval sector which has little in common with the rest of the group.



Oto Melara S.p.A

Governance:

Chief Executive Officer: Carlo Alberto IARDELLA

Shares:

Finmeccanica: 100%

Co-operation agreements:

CIO: Iveco - OtoMelara Società Consortile

Main products:

Land warfare

- Hitfact range: land warfare turrets for large calibre guns (105 and 120mm)
- Hitfist range: medium calibre turrets (25 and 30mm), manned and remotely operated
- Hitrole range: light calibre turrets (7.62 and 12.7mm), remotely controlled
- S.I.C.CO.NA: tactical information systems
- VISTARS: reconnaissance and acquisition systems
- VULCANO: 155mm munitions

Naval warfare

- 127mm, 76mm, 12.7 to 40mm calibre naval weapons
- DART: 127mm munitions
- Missile launchers (SCLAR)
- 76mm naval artillery munitions
- VULCANO: 127mm munitions

Airborne

- Weapons: on-board turrets (12.7 to 20mm)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	314	304	352	350
Defence	100%	100%	100%	100%
Export	60%	82%	48%	47%
Net income (loss)	2.1	19.5	10.8	18.4
Staff as at 31/12	1,349	1,297	1,256	1,242

Financial year end: 31.12.2009

Sectors (2009):

Land-based systems:57%
 Systems and naval munitions:42%
 Airborne weapons: 1%
 Logistics

Observations:

In 2009 the order book was 1,009m € and the company has devoted about 9% of its turnover to R&D.

CIO which is an equal business partner with IVECO is in charge of the contractual project management of the artillery and armoured programmes of the Italian army, Oto Melara ensures the production of artillery and turret systems. As concerns tracked vehicles, the final assembly is undertaken by Oto Melara while wheeled vehicles are built in the IVECO factory in Bolzano.

CIO has built:

- the ARIETE battle tank
- the Dardo tracked infantry combat vehicle
- the Centauro family of vehicles (wheeled with 8x8 wheels and variants: Centauro B1 with 105 gun, combat infantry Centauro VBM-Freccia)
- the light armoured wheeled Puma
- the PzH2000 under German licence from KMW.



QinetiQ

Governance:

Chairman: Mark ELLIOTT

Chief Executive Officer: Leo QUINN

Shares:

Public:	36.32%
Ruane, Cunniff & Goldfarb Inc:	11.26%
Lansdowne Partners Ltd:	9.05%
Black Rock Investment Management Ltd:	8.93%
Held by the company:	7%
Schroders:	5.1%
Artisan:	5.04%
Fidelity International Ltd UK:	4.97%
Standard Life Investment Ltd:	4.79%
Legal & General:	3.98%
AXA Investments Managers UK Ltd:	3.56%

Main subsidiaries and holdings (100%):

- Analex Corporation
- Apogen Technologies, Inc
- Dominion Technology Resources, Inc
- Foster-Miller, Inc
- QinetiQ Holdings Ltd
- QinetiQ Ltd
- QinetiQ North America Inc
- QinetiQ North America Operations LLC
- QinetiQ Overseas Holdings Ltd
- QinetiQ Overseas Trading Ltd
- Westar Aerospace and Defence Group, Inc

Main products:

- Targets (CATS)
- Drones (Sentry, FIAC RT, FHPC, Zephyr)
- MSCA (Maritime Strategic Capability Agreement)
- Participation in the JSF (design of a single seat stealth fighter)
- Power storage and electric propulsion systems

- Successor submarine programme
- Robotics (TALON)
- Scanners and sonar
- Harrier, DSALT aircraft support
- Radar systems (SPO)
- Communication systems (TopSat micro-satellite)
- Weapons and targeting systems
- SHARK surveillance systems
- Testing and evaluation of the Tornado, Tarrier and Apache

Financial data: (IFRS standards)

M€uros	2006	2007	2008	2009
Total turnover	1,690	1,713	1,937	1,837
Defence	76%	79%	73%	69%
Export	44%	44%	51%	55%
Net income (loss)	156	59	112	(72)
Staff as at 31/12	12,781	13,627	14,060	13,078

Financial year end: 31.03.2010

Stock market listings: QQ LSE

Sectors (as a % of 2009 turnover):

EMEA:	52% (MoD: 48% of 2009 turnover)
QinetiQ North America:	47%
Ventures:	1%



Co-operation agreements:

- Airbus
- BAE Systems (NITeworks programme)
- Boeing (integration systems and centric network operations)
- General Dynamics (US Army, Army Prophet programme)
- Investments:
 - Last Mile Communications (1.7%)
 - Metalysis Ltd (16.3%)
 - Nomad Holdings Ltd (8.6%)
 - pSivida Ltd (7.7%)
 - Sciemus Ltd (10%)
 - Stingray Geophysical Ltd (19.9%)
 - ZBD Displays Ltd (31.6%)
- Lloyd (Seethreat)
- LTPA and MSCA with the MoD
- Metrix charged with the DTR (Defence Training Review) programme with Sodexo
- Naval Design Partnership with Thales UK, BAE Systems, BMT, VT Group and Babcock
- Rolls-Royce (Calibration of measuring instruments)
- Team Complex Weapons with MBDA UK, Thales UK and Roxel
- Thales / Diehl (rockets)
- Thales (Thermal imaging camera)
- Westland Helicopters Ltd

Observations:

QinetiQ, a research and development company, was created in July 2001 from the former Defence Evaluation and Research Agency (DERA). In December 2002 the American investment fund, Carlyle, bought 33.8% of QinetiQ following the plan to partially privatise the organisation. Then at the end of 2005, the British MoD announced that it would float QinetiQ on the stock exchange; this occurred in February 2006.

On 9th September 2008 the British Government sold the 18.9% shareholding which it still held for £257m. However it kept a Special Share which was designed to protect national defence and security interests.

QinetiQ's activities are in three main areas: one that is growing strongly (technology services), and advice, one which remains stable thanks to income guaranteed by the LTP contract, and finally the research work for the MoD which is shrinking as the initial agreements which ensured a certain minimum volume of work come to an end.

QinetiQ is continuing to develop a strategy focussed on the American market which accounts for almost 45% of turnover.

QinetiQ's annual report which was published on 27th May 2010 showed disappointing results. The Group's turnover for the financial year ending 31st March 2010 is stagnating (£1,625.4m as against £1,617.3 the previous year) and the before-tax profit is lower by 34% moving from £130.2 in 2009 compared with £85.7 in 2010.

The British group was already under pressure after the publication of interim results last November. Since the Group was floated on the Stock Exchange four years ago the share price has done nothing but go down. According to the Group, this poor performance was mainly due to the economic situation of the defence market in the United States where the Group suffered from American indecision over the war in Afghanistan and delays in orders arising from this. In addition the economic situation in the United Kingdom had led the government to reduce expenditure on equipment.

QinetiQ has centred its activity on the development of new programmes and is therefore particularly vulnerable to budget restrictions. Like BAE Systems and Cobham, over the last few years, QinetiQ has concentrated on the American market (47% of turnover in 2009). In parallel the group is restructuring its EMEA (Europe, Middle East and Australia) division.

The arrival in October 2009 of Leo Quinn as CEO of QinetiQ has marked a new period of rationalisation of non-profitable sectors. The SDSR hit QinetiQ hard with the cancellation of the Defence Training Review (DTR). A PFI (Private Finance Initiative) lasting 30 years was signed with the Metrix consortium of which QinetiQ is the main partner.



Raytheon Company

Governance:

Chairman & CEO: William H. SWANSON

Shares held as at 30/06/2009:

Public of which institutional investors:77%

- Raytheon Marine GmbH (Germany)
- Raytheon Microelectronics Espana S.A. (Spain)
- Raytheon Systems Ltd (Great Britain)
- Thales Raytheon Systems Company Limited (JV, 50% RTN, 50% Thales)

Main subsidiaries and holdings:

• In country of origin

- Computer Science Raytheon (JV, 40% Raytheon, 60% Computer Science)
- Exostar LLC (held in partnership with BAE Systems, Boeing, Lockheed Martin and Rolls-Royce)
- Flight Options LLC
- Javelin (JV, 50% RTN, 50% LMT)
- Joint Test Tactics and Training LLC (JV, United States, 50% RTN, 50% EG&G)
- Raytheon ESSM Co
- Raytheon Professional Services LLC
- Raytheon Technical Services LLC
- Thoray Electronics Corp (JV, 50% Raytheon, 50% Thales Underwater Systems)
- Valeo Raytheon Systems Inc. (JV, 56.5% Raytheon, Valeo)
- Vertex Aerospace (26.5% Raytheon, 73.5% L-3 Communications)

• Abroad

- Air Command Systems International (JV ACSI, 50% RTN, 50% Thales via TRS)
- Comlog GmbH (JV, Germany, 50% RTN, 50% EADS)
- Diehl Raytheon Missile Systeme GmbH (Germany, 50% Diehl, 50% RTN)
- Elcan Optical technologies (Canada)
- HKV (Norway, 50% RTN, 50% Kongsberg)
- Raytheon Australia Pty Ltd
- Raytheon Canada Ltd
- Raytheon Espana Ltd
- Raytheon International Korea Inc

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	14,373	15,536	15,738	17,846
Defence*	42%	81%	83%	84%
Export	15%	20%	20%	21%
Net income (loss)	1,418	1,899	1,152	1,417
Staff as at 31/12	80,000	72,000	72,800	75,100

* Direct sales to DoD

Financial year end: 31.12.2009

Stock market listings: RTN NYSE Euronext

Sectors (as a % of 2009 turnover):

Missile systems:20%
Integrated defence systems:20%
Network centric systems:18%
Space and Airborne systems:17%
Intelligence and Information Systems:13%
Technical services:12%



Raytheon Company

Main products:

- **Exoatmospheric payloads**
 - STSEKV and LEAPS satellite payloads
 - Payloads in space: STSS, MODIS
 - Laser TILL
 - SM-3 and KEI missiles
 - Radar and command system for THAAD
- **Electronic warfare**
 - Integrated countermeasures ALQ-187
 - Anti-missile defence: advanced early warning radar Cobra Dane, Cobra Judy (CJR), SBX and GBR-P
 - Radar signal detectors ALR-67/69
 - Towed decoy system ALE-50
 - Countermeasures pod ALQ-184
- **Systems integration**
 - AN/BYG-1
 - CEC
 - DD(X) (US Navy)
 - NCS (FCS)
 - Distributed common ground system (DCGS)
- **Missiles**
 - Airborne air to air: AIM-9X, AMRAAM
 - Anti-tank missiles: Javelin, TOW, NLOS
 - Air to surface airborne missiles and munitions: JSOW, Maverick, EGBU-15, Paveway, HARM, GBU 28/B Bunker Buster, cruise missiles (Tomahawk)
 - Surface to air missiles and defence systems: Sparrow and ESSM, RAM, missiles standard 3, Patriot (PAC-2), HAWK/AMRAAM, SLAMRAAM, HUMRAAM, Stinger, Phalanx
 - Artillery munitions: ERGM, Excalibur
- **Radars**
 - Weapons guidance: APG-63/70 (F-15), APG-73/79 (F-18), APQ-181/Pathfinder (B-2)
 - Maritime radar AN/SPS-43
 - Ground radar: counter battery AN/TPQ-

- 36/37/47, tactical surface to air AN/APQ-64
- Terrain following and avoidance: AN/APQ-174/186
- Surveillance: THAAD, ASARS-2A (U-2), ASTOR, HISAR, Global hawk, AN/APS-137
- AN/SLQ-48 Mine Neutralization System
- **Various sensors**
 - On-board optronics AN/AAQ-16 FLIR imager
 - Reconnaissance system AN/AAS-52, SHARP
 - Sonar: ALFS dipping sonar, AN/SQS-56 hull
 - Torpedoes: Mk 46/48/50
 - IR AN/AAS-44 imager, Advanced Targeting FLIR (Terminator), LRAS3

Co-operation agreements:

- BAE Systems (ASTOR, CTAS)
- Bofors (Excalibur)
- Boeing (radar SBX, satcom TCS, SLAMRAAM)
- German missile industry (RAM, BGT, manufacturing licences, selling Sidewinder)
- Kongsberg (NASAMS, SLAMRAAM)
- Lockheed Martin (Patriot, Thaad, Javelin, NLOSLS, DD(X), CEC, BMC2 for the E-10A)
- Northrop Grumman (DD (X), LPD-17, KEI, MPR-TIP, NPOESS, Global Hawk)
- Thales (sonar ALFS, sonar SQQ-32, JV TRS, ACS1)



Raytheon Company

Observations:

With its turnover up by almost 7% and an increase of 17% in profits, Raytheon posted good results in 2009.

The premier defence electronics manufacturer in the world, and the 6th largest defence company in the world, Raytheon is well placed on the export market and is working on thousands of projects for the DoD (none accounting for more than 5% of turnover) which ensures it has enviable, well-established stability.

The good results for 2009 are mainly due to a strong rise in turnover for the technical services branch (due to a large training contract for the army), the integrated systems branch (due to Patriot contracts), and sales of sensors by the Space and Airborne systems branch.

Raytheon widened its perimeter of activities in 2009 with the acquisition of BBN (information technology, cyber security and language processing) for a total of 334 million dollars. With this acquisition Raytheon has strengthened its IT and cyber security arm and looks to grow strongly with the current explosion in demand which is as much military (DoD) as civil (DHS).



Renault Trucks Defense

Governance:

Senior Vice President: Serge PEREZ

Shares held as at 31/12/2009:

Renault Trucks Defense: 100%

Main subsidiaries and holdings:

Acmat (100%)

Main products:

Armoured cabs Military Fuel Service and Army

- CAESAR
- Configuration Management Committee (Armoured Vanguard Vehicle, VAB)
- MCO VAB
- NATO/NAMSA
- SYRACUSE 3
- VAB
- VBCI

Co-operation agreements:

- Agrale Brazil
- AMZ Poland
- Land Rover UK
- Mack Trucks
- MBDA
- Nexter
- Sagem
- Thales

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	161	197	241	306
Defence	100%	100%	100%	100%
Export	28%	30%	30%	36%
Staff as at				
31/12	370	395	480	632

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Land: 100%

Observations:

Renault Trucks Defense, at the heart of the Volvo Group, offers a complete range of vehicles: tactical (Sherpa), logistic (Kerax, Magnum etc.) and armoured (VAB, MRAP etc.)

Renault Trucks Defense is continuing with its traditional sales of logistic vehicles (sale of 52 Kerax trucks to the Chad at the beginning of 2009) and is starting to break into the military light vehicles segment with the Sherpa. In particular this vehicle has been chosen by Thales Alenia Space as part of the Syracuse III programme, by NAMSA (NATO Maintenance and Supply Agency) for the PVRT armoured vehicles programme and by the American company Globecom Systems Inc for carrying its tactical communications stations.

Renault Trucks Defense is continuing to develop its MCO side. A long term partnership with the French Army for the maintenance of more than 7,500 tactical and logistic vehicles as well as its Armoured Vanguard Vehicles (VAB) was signed in 2008. This development of MCO activity is shown in particular by the specialisation of the Saint-Nazaire factory for ACMAT vehicles MCO and that of Fourchambault for VAB MCO.



Rheinmetall Defence

Governance:

Chairman of Rheinmetall AG:

Klaus EBERHARDT

Shares held as at 31/12/2009:

Rheinmetall AG: 100%

Main subsidiaries and holdings:

- AIM (50%)
- ARGES GmbH (Australia, 100%)
- ARTEC (64%)
- Europike (40%)
- GIWS GmbH (50%)
- HIL (17%)
- Magnet-Motor Gesellschaft für magnetmotorische Technik mbH (46.37%)
- Nitrochemie Aschau (51%)
- Oerlikon Contraves Inc. (Canada, 100%)
- Oerlikon Contraves SpA (Italy, 100%)
- Oerlikon Contraves Pyrotec AG (Switzerland, 100%)
- Projekt System und Management GmbH (50%)
- RGR Armament GmbH (33.3%)
- Rheinmetall Air Defense AG (100%)
- Rheinmetall Defence Electronics GmbH (100%)
- Rheinmetall Hellas SA (Greece, 100%)
- Rheinmetall Landsysteme GmbH (100%)
- Rheinmetall Waffe Munition GmbH (100%)
- RWM Schweiz AG (Switzerland, 100%)
- Stork (Netherlands, 100%)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,445	1,757	1,814	1,898
Defence	100%	100%	100%	100%
Export	63%	65%	66%	64%
Net income (loss)	71	138	177	191
Staff as at 31/12	6,759	7,175	9,217	9,304

Financial year end: 31.12.2009

Stock market listings: RHM FSE

Sectors (as a % of 2009 turnover):

Weapons and munitions:	33%
Land-based systems:	24%
Air defence systems:	17%
Defence electronics:	13%
Simulation & Training:	7%
Propulsion:	5%

Co-operation agreements:

- Boeing
- CAE (flight simulator NH-90)
- Denel (propellant for 105 and 155mm mortar bombs)
- Diehl (155mm SMart bomb, Spike anti-tank missile, maintenance of weapons systems for the German Army)
- EADS Deutschland (SIC FüInfoSys-H, MUSS self-protection system)
- Eurocopter/EADS (NH-90 flight simulator)
- Eurodrone (drones UAV)
- General Dynamics (production under licence of L/55 120mm gun, KEW-A1 120mm mortar)
- GIAT Industries (140 and 155mm guns, 120mm munitions)



Rheinmetall Defence

- Israel Aerospace industries: HERON TP
- Krauss-Maffei Wegmann:
 - MBT Leopard
 - GTK armoured transport vehicle
 - PzH-2000 howitzer
 - MONARC turret
 - LeFlasSys missile
 - MUSS self-protection system
 - SIC FüInfoSys-H
 - Maintenance of German Army weapons systems
- Saab Bofors Dynamics (ASRAD guided missile system)
- Rafael (Spike)
- RGR weapon (BAE System/Giat-I): 140mm tank tube for the future FTMA and electrothermic/chemical weapons
- RUAG (Kodiak engineer vehicle)
- Sagem (drones)
 - Condor and Bv206S)
 - Engineer vehicles (Buffalo, Dachs, Kodiak, Biber, Keiler and Rhino)

- **Others**
 - Medium and large calibre weapons
 - Guns
 - Decoys and countermeasures
 - Mortars
 - Munitions
 - Turrets

Main products:

- **Defence electronics and simulation**
 - Land-based robotics and flight simulators (Eurofighter, MIG-29K, Tiger and NH90)
 - Information and command systems C3I ACE, LINCE (Leopard 2), FüInfoSys-H
 - MSP-500 and SEOSS optronic systems
 - Radar systems
 - Brevet and Taifun UAV
- **Anti-aircraft systems**
 - Skyshield
 - Skyguard
 - Skyranger
- **Land-based systems**
 - Leopard 1 and 2 combat tanks
 - Boxer and Fuchs armoured vehicles
 - Puma and Marder infantry combat vehicles
 - Light armoured vehicles (Wiesel, Wolf, Yak,

Observations:

Rheinmetall is involved in the manufacture of military materials for land use as well as in munitions; it is the third largest manufacturer in the world. With its manufacture of munitions, powder and rockets the group has a turnover of 700m € per year.

In July 2009 Rheinmetall Defence almost doubled its volume of annual orders (3.153bn € in 2009 as against 1.723bn € in 2008) by signing a contract with the Bundeswehr for the delivery of 405 Puma vehicles in a PSM Joint Venture; the value of the contract was 3.1bn euros of which 1.3bn was for Rheinmetall Defence. On 1st September 2009 the company bought RF Engines Ltd, a British business which was working in the field of defence electronics.

Rheinmetall Defence's turnover for 2009 increased by 84 million euros (+5%) and reached 1.898bn euros due mainly to exports to the United States, England and the Middle East (munitions). In 2008 and 2009 it was the Defence branch which enabled Rheinmetall to limit its losses when the business was weighed down by poor results from its automotive branch.



Rockwell Collins Inc.

Governance:

Chairman, president & Chief Executive

Officer: Clayton M. JONES

CFO: Patrick E. ALLEN

Shares held as at 11/03/2010:

Others:	80%
Harris Associates LP:	5%
The Vanguard Group:	5%
Oakmark equity & income:	4%
Price Associates Inc:	3%
State Street Corp:	3%

Main subsidiaries, joint ventures and holdings:

4 acquisitions have been made in the last 3 years:

- Athena Technologies Inc. in April 2008, bringing navigation solutions for UAVs
- DataPath Inc. in May 2009 bringing communications networks on board satellites
- Information Technology & Applications Corporation Boeing Capital Corporation, Boeing Launch Services, Jeppesen Sanderson Inc, bringing various projects and software in 2007
- SEOS Group Ltd, in November 2008 bringing solutions for visualisation screens for simulators

100%:

- Intertrade Aftermarket & Support
- Kaiser Aerospace and Electronics
- Kaiser Electro-Optics Inc
- Kaiser Optical Systems Inc
- K-Systems Inc
- Rockwell Collins Aerospace & Electronics
- Rockwell Collins Australia
- Rockwell Collins AW/SIGINT (Communications Solutions Inc)
- Rockwell Collins Deutschland GmbH
- Rockwell Collins Filter Products

- Rockwell Collins France SAS
- Rockwell Collins Government Systems Canada Inc
- Rockwell Collins India Enterprise Pvt Ltd
- Rockwell Collins Printed Circuits
- Rockwell Collins Rollmet
- Rockwell Collins Sweden
- Rockwell Collins (UK) Ltd

<100%:

- CAMSS (Collins Aviation Maintenance Services Shanghai Ltd) (65% RC, 35% China Eastern Airlines)
- Data Link Solutions LLC (JV 50/50 with BAE Systems North America)
- Rockwell Scientific Inc (common research centre established as a JV 50/50 with Rockwell Automation)
- Tenzing Communications Inc (RC: 9%, Airbus and others: rest of the capital)
- Vision Systems International LLC (JV 50/50 with Elbit, Israel)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	3,075	3,167	3,421	3,184
Defence*	53%	51%	50%	58%
Export	32%	32%	34%	31%
Net income (loss)	380	420	486	420
Staff as at 31/12	19,500	19,500	20,300	19,300

Fiscal year: from 1/10 to 30/09

*Sales to the American government

Financial year end: 31.09.2009

Stock market listings: COL NYSE Euronext



Rockwell Collins Inc.

Sectors (as a % of 2009 turnover):

- Government systems: 57.7% of which:
- Airborne solutions: 39.4%
 - Surface solutions: 18.3%
- Commercial systems: 42.3% of which:
- Business & regional aviation electronics: 20.2%
 - All other air transport aviation electronics: 20.1%
 - Wide-body in-flight entertainment products: 2%

Co-operation agreements:

Strategy built on several 50% joint ventures with:

- Data Link Solutions LLC (DLS), a joint venture with BAE Systems Plc, to reach the world data link market
- Integrated Guidance Systems LLC (IGS), a joint venture with Honeywell International Inc, for the development of solutions for missile navigation and guidance
- Quest Flight Training Ltd, a joint venture with Quadrant Group plc, for the training of crews (mainly for the United Kingdom MoD)
- Vision Systems International LLC (VSI), a joint venture with Elbit Systems Ltd, to break into the helmet mounted display (fixed aerofoil) market

At present looking for non-majority joint ventures in a number of areas

Main products:

• Main growth vectors identified:

- Joint Tactical Radio System (JTRS) program
- Positioning the company on guided missile systems and munitions, UAV, land-based vehicles, electronic systems for the warfighter
- Positioning on cockpits of fixed or rotary aerofoils
- Electronic mission systems (including tankers and C-130 cargo as well as Blackhawk, Chinook and Sea Stallion helicopters)

• Commercial systems:

- Systems for civil or military air transport:
 - Cabin electronics
 - Electromechanical equipment (actuators)
 - Associated maintenance and services
 - Communications systems
 - Navigational systems
 - Simulation and training systems
 - Weather and anti-collision systems

• Defence and security systems:

- Communication systems
- Electronic systems, on-board or not:
 - Communication using satellites
 - Datalink
 - Cockpit equipment
 - Associated maintenance and services
 - Mission systems
 - Navigational systems
 - Simulation and training systems



Rockwell Collins Inc.

Observations:

Rockwell Collins is a world player in the area of defence electronics and on-board avionics equipment.

Its turnover is slightly lower as compared to 2008 but is a great deal higher than the 2007 figure.

It was particularly in the field of civil avionics that there was a large dip due to the difficulties encountered by civil aviation.

The Defence and Security area experienced a growth around 9%, following the company positioning itself to be able to take advantage of several large American contracts following its purchase of DataPath in May 2009.



Rolls-Royce Plc.

Governance:

Chairman: Simon ROBERTSON

Chief Executive: Sir John ROSE (replaced by John RISHTON from March 2011)

Shares:

Public:	78.89%
Invesco:	6.91%
BlackRock Inc:	5.34%
AXA SA:	4.9%
Legal & General Group:	3.96%

Main subsidiaries and holdings:

- Airtanker Holdings Ltd
- Rolls-Royce AB
- Rolls-Royce Commercial Marine Inc
- Rolls-Royce Defense Services Inc
- Rolls-Royce Energy Systems Inc
- Rolls-Royce Marine AS
- Rolls-Royce Marine Electrical Systems Ltd
- Rolls-Royce Marine Power Operations Ltd

Co-operation agreements:

- Avio (RB199, EJ200)
- BAE Systems (Adour Mk 106)
- General Electric (F-136)
- Honeywell: LHTEC (T800)
- ITP (EJ 200, TP400)
- JAEC (V2500)
- MTU (V2500, RB199, EJ200, MTR390, TP400)
- Pratt & Whitney (V2500)
- Safran (Tyne turboprop, TP400)
- Turbomeca (MTR390, RTM322, Adour)
- Williams international (FJ44)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	10,497	10,865	10,988	11,768
Defence	22%	21%	18,5%	20%
Export	87%	84%	84%	86%
Net income				
(loss)	1,458	877	1,900	2,505
Staff as at				
31/12	38,200	39,500	39,000	38,500

Financial year end: 31.12.2009

Stock market listings: RR LSE

Sectors (as a % of 2009 turnover):

Civil Aerospace:	44%
Marine:	26%
Defense Aerospace:	20%
Energy:	10%

Main products:

- **Engines for fighter aircraft**
 - Adour
 - EJ200
 - F136
 - Pegasus
 - RB 199
 - Rolls-Royce LiftSystems
 - Spey
- **Engines for combat helicopters**
 - AE 1107C-Liberty
 - CTS 800
 - Gem
 - Model 250 Turboshaft
 - MTR 390
 - RR 300
 - RR 500 Turboshaft



Rolls-Royce Plc.

- RTM 322
- **Engines for transport aircraft**
 - AE 2100
 - Model 250 Turboprop
 - T56
 - Tay
 - TP 400-D6
- **Engines for tactical aircraft**
 - AE 3007
 - BR710
 - T 800
- **Engines for UAVs**
 - RB250B-17
 - RR500 turboprop
- **Naval propulsion**
 - Diesel engines (Bergen B, C, K, Crossley Pielstick)
 - Propellers and propulsion equipment (Bird Johnson, CPP WF5E, Kamewa)
 - Nuclear reactors (PWR1/2)
 - Gas turbines (Allison 501, Allison AG9140, MT30, Olympus, Spey, Tyne, WR21)

Observations:

The group has grown in 2009 with its turnover up 14.6%. John Rose expressed himself as being satisfied with the results obtained during the crisis and said he was proud of the solidity of the business.

To obtain these results the group has relied, in particular, on its military and naval branches, which have grown respectively by 19% and 17 %.

The revenues from the supply of services have also increased.

Finally Rolls Royce has improved its geographical diversification and now North America and Europe account for only 66% of revenue as against 70% in 2008.

In 2009 Rolls Royce invested £864m in research and development.



Saab AB

Governance:

Chairman: Marcus WALLENBERG

President & CEO: Hakan BUSKHE

Shares:

Investor:38.9%

BAE:20.8%

International shareholders:10.3%

Swedish shareholders:7.3%

Others:22.7%

Main subsidiaries and holdings:

• 100%

- Aerotech Telub
- Celsius
- Hansson Pyro Tech AB
- Nammo Demil Division AB
- Nammo LIAB AB
- Nammo Vingakers-verken AB
- Saab Aerostructures
- Saab Aircraft
- Saab Aviocomp
- Saab Barracuda
- Saab Bofors Dynamics
- Saab Tech
- Saab Training Systems
- Vanäsverken AB

• 70%

- Grintek

• 60%

- Saab Ericsson Space AB

• 50%

- Gripen International KB
- Norabel Ignition System AB
- SN Technologies SA

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	2,275.9	2,488.7	2,472.7	2,334.2
Defence	78.9%	81.2%	82.9%	n/a
Export	47.8%	50.7%	55.2%	54.8%
R&D				
Expenditure	n/a	79.8	83.5	106.1
Net income (loss)	94.5	100.9	99	n/a
Staff as at 31/12	12,830	13,757	13,294	13,045

Financial year end: 31.12.2009

Stock market listings: SAAB SSE

Sectors (as a % of 2009 turnover):

Systems & products:45.8%

Aeronautics:30.7%

Defence & security:23.5%

Main products:

• Defence electronics

- Weapons Guidance EOS 450
- Countermeasures EWS039 (Gripen) and F-15
- Anti-submarine Warfare
- Decoys
- Firing and target simulators
- Surveillance and designation of objectives
- Tactical system and fuselage for NH 90
- TARAS tactical radio system

• Space (on-board IT and hyperfrequency antennae)

- Astrid-1
- Galileo
- Herschel & Planck
- Meteosat



Saab AB

- **Missiles**

- Air to air: Iris-T, Meteor
- Air to surface / surface to surface: RBS15
- Anti-tank: STRIX, Carl-Gustaf, AT4, BILL2, NLAW
- Anti submarine: Torpedo 2000
- Cruise missiles: Taurus
- Surface to air: BAMSE (or RBS 23 developed as a prototype but which will not equip the Swedish armed forces), RBS 70

- **Defence aerospace systems**

- Gripen JAS 39 combat aircraft
- UCAV demonstrators (nEUROn cooperation with France)

- Patria (Finland, UTAAS)
- Thales (France, Meteor)

Observations:

Internally, 2010 was marked by the reorganisation of the company into 5 divisions and the appointment of a new President and CEO.

SAAB participated in a number of programmes, with Dassault on the nEUROn project and with Thales and Sagem for Midcas. SAAB has received a number of contracts from the FMV (Swedish procurement agency) for the upgrading of the Gripen.

In 2011 the armed forces will be suggesting to the government the development of the Gripen E/F.

On the export side we should note that Thailand has taken delivery of the first of the 6 Gripen C/D's that were ordered at the beginning of 2008 and has ordered 6 more for the end of 2010 as well as a SAAB 340 and Erieye radar.

Co-operation agreements:

- Airbus (Europe, A380)
- Alcatel Space (France, Herschel & Planck)
- Atlas Elektronik (Germany, ASRAD-R)
- BAE Systems (United Kingdom, JAS 39 Gripen)
- Boeing (United States, Meteor)
- Bristol Aerospace (Canada, Black Brant)
- Dassault Aviation (France, nEUROn)
- Diehl BGT Defence (Germany, IRIS-T)
- EADS (Europe, Metop)
- Ericsson (Sweden, space equipment)
- Euroco (France, Powder and explosives)
- Galileo Industries (Europe, Galileo)
- Grintek (South Africa, Meteor, Taurus)
- Hawker Pacific (Australia, aeronautic maintenance)
- Land Systems Hägglunds (Sweden, BAE Systems subsidiary, UTAAS)
- LFK/MBDA (Germany, Meteor, Taurus)
- Lockheed Martin (United States, Atlas III & V)
- MBDA UK (United Kingdom, Meteor)
- Meteosat (United Kingdom, Meteosat)
- NH Industries (France, helicopters)
- OHB-System (Germany, SAR Lupe)



Safran

Governance:

Chairman of the Board:

Jean-Paul HERTEMAN

Chairman of the Supervisory Board:

Francis MER

Shares held as at 31/12/09:

Public:	38.14%
State:	30.02%
Staff:.....	20.09%
Areva:	7.38%
Controlled by the company:	4.19%

Main Sagem programmes:

- Air to ground AASM weapons
- SPERWER/SDTI drone
- JIM LR multifunction binoculars
- Participation in the Laser Mega Joule (LMJ)
- SITEL communications system
- SIGMA navigation system
- Felin combat system
- Strix guidance

Main Snecma programmes:

- Commercial engines: CFM56, SaM 146, GP7000, GE90
- Military engines: M 53 (Mirage 2000), M 88 (Rafale), TP400 (A400M)
- Space propulsion: Vulcain (Ariane 5), HM7, Vinci
- Propulsion of ballistic missiles (M51)

Main programmes with other subsidiaries:

- Nacelle and thrust reversers (Aircelle): A380, A320
- Landing gear (Messier Dowty) for A320, B787, Falcon, Rafale, A400M
- Turboengines (Turbomeca): Arrius, Arriel, MTR390, RTM322

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	11,300	12,000	10,300	10,400
Operating profit	465	706	798	663
Net income (loss)	177	406	256	376
Staff as at 31/12	61,400	63,262	54,493	54,872

Financial year end: 31.12.2009

Stock market listings: SAF NYSE Euronext

Sectors (as a % of 2009 turnover):

Aerospace propulsion:	54%
Aerospace equipment:	27%
Defence and security:	19%

Co-operation agreements Snecma/Turbomeca:

- Avio and SNPE (space propulsion)
- General Electric with CFMI (CFM56 engine)
- NPO Saturn (SaM146)
- Rolls-Royce (NH 90 - RTM 322)
- Rolls-Royce and MTU (Tiger - MTR 390)
- Rolls-Royce, MTU and ITP with EPI (A400M engine)

Co-operation agreements Sagem:

- BAE Systems
- EADS
- Finmeccanica
- IER (Terminals and specialised systems)
- MBDA
- Patria
- Rheinmetall Defense Electronic (UAV)
- Thales



Safran

Other agreements:

- BAE Systems (for Fadedec in commercial engines)
- Middle River Aircraft (pod)

Observations:

Safran was the fruit of the merger, in May 2005, of the Snecma Group with Sagem which linked engine and aerospace manufacturing to defence, security and communications activities (this last being sold in 2008).

The Safran group is one of the largest engine manufacturers in the world with the commercial CFM56 engine and the M88 engine of the Rafale combat plane. The CFM56, co-produced with the American engine manufacturer General Electric, is one of the largest sellers on the planet with more than 18,000 engines in service in 2008.

Safran is also a major aerospace equipment manufacturer: a world leader in helicopter engines (Turbomeca), landing gear (Messier Dowty), brakes (Messier-Bugatti), cabling (Labinal) and the Hispano-Suiza regulation system.

In the area of defence, Safran is a European leader in inertial navigation and optronic systems.

Finally, in the last few years, Safran has developed into the area of security following a number of acquisitions and it is now the world leader in solutions for biometric identity using digital data.

Despite the economic crisis, Safran has maintained its turnover and its financial situation has improved with profits up and debt down.



SAIC Inc.

Governance:

CEO, President and Chairman:

Ken DAHLBERG

Shares held as at 30/06/2009:

Public of which institutional investors:65.3%

Main subsidiaries and holdings:

- AMSEC LLC
- Bechtel SAIC Company LLC
- Danet GbR
- Hicks & Associates Inc
- Research and Development Solutions LLC
- SAIC Canada
- SAIC Engineering
- SAIC Europe Ltd
- SAIC Frederick
- SAIC Ltd
- SAIC Services
- SAIC Venture Capital Corp

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	5,671	6,049	6,067	7,223
Defence	70%	73%	n/a	n/a
Export	n/a	n/a	3%	3%
Net income (loss)	676	285	282	324
Staff as at 31/12	41,100	41,700	43,800	45,400

Financial year end 31/01 of any given year

In 2009, 11th ranked direct supplier to the DoD

Financial year end: 31.01.2009

Stock market listings: SAI NYSE Euronext

Sectors (as a % of 2009 turnover):

Government sector:95%

Commercial sector:5%

Main products:

- **C3**
 - Ballistic anti-missile defence
 - GIG-BE (bandwidth extension)
 - Upgrading of airborne operations centres
- **Defence**
 - Partnership with Boeing as project manager for the upgrading programme for combat brigades
- **Intelligence**
 - Predator operations centre
 - DCGS (Distributed Common Ground System-Army)
 - JOIC-I (Joint Intelligence Operations Capability-Iraq)
- **Internal security**
 - EXPLORANIUM
 - RTR-4
 - VACIS (cargo inspection programme)



SAIC Inc.

- **Evaluation, instrumentation and planning systems**

- IDEAS
- PINS
- SAIC//ACES
- SAIC//MPS

- **Simulation systems**

- Brief /Debrief Station
- CATS
- F2C2
- IFT
- MCT
- MDT
- MFT
- RADSIM Radar Simulation 3.0
- RTOS
- SIMES

Observations:

Founded in 1969, SAIC is a supplier of IT services and engineering for both governments and industry, especially in the defence sector.

The company has seen large-scale growth in the area of internal security and has, for example, contributed to the putting in place of an information network for the DHS (Department of Homeland Security) and has also installed systems for the protection of government and industrial infrastructure.

In the defence area SAIC is in the first rank of companies working on the programme to modernise the US Army's combat brigades (BCT modernization program) and is in partnership with Boeing as a systems integrator. It is also integrating the GIG-BE programme (Global Information Grid-Bandwidth Extension) for the DISA.

The 2009 financial year showed itself to be profitable with a rise in turnover of 13%. Sales to the commercial sector were down 6% but were, in the main, compensated for by activity underway in the government sector. SAIC has done well from its sales of integrator systems to the Army (integration of C3 equipment for MRAP before deployment).

Because it relies heavily on government contracts, SAIC is very exposed to budget changes in the DoD and the Federal Government generally. Its situation might worsen with the budget restraint policy of the new administration.

Finally we should note two acquisitions costing 215m dollars. The first was SM Consulting Inc which specialises in translation/interpreting services and Icon the second was which specialises in laser applications for military training.



Selex Communications

Governance:

President: Gen. Nazzareno CARDINALI

Chief Executive Officer: Giancarlo GRASSO

Shares:

Finmeccanica: 100%

Main subsidiaries and holdings:

- Elettra Communications SA (Romania 51%)
- Larimart SpA (60%)
- Selenia Mobile SpA (100%)
- Selex Communication Inc (USA held 100% by Selex Communications Holdings)
- Selex Communications Do Brasil Ltda (99.8%)
- Selex Communications GmbH (Germany, 100%)
- Selex Communications Holdings Ltd (UK, 100%)
- Selex Communications Ltd (United Kingdom, 100%)
- Selex Communications Romania Srl (Romania, 99.98%)
- Selex Komunikasyon A.S. (Turkey 99.999%)
- Sirio Panel SpA (93%)
- Zao Artetra (Russia, 51%)

Co-operation agreements:

- BAE Systems + DASA + ITT + Thales (JV TAC ONE, for TACOMS Post-2000 programme)
- Thales + EADS+ INDRA (JV EUROMIDS for MIDS programme)
- Thales (Horizon programme)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	628	743	758	730.7
Defence	75%	83%	82%	n/a
Export	61%	52%	47%	n/a
Net income (loss)	12	n/a	n/a	n/a
Staff as at 31/12	4,912	4,720	4,404	4,279

Financial year end: 31.12.2009

Sectors:

Military and professional communications

Main products:

- EFA 2000 Programme (Germany, UK, Spain)
- EUROMIDS programme
- FREMM programme
- Horizon programme
- JSF programme
- Naval VTS programme 2 phases H.F./ P.R. (Italy)
- NH 90 programme
- NATO AWACS programme
- NATO BRASS programme
- PTN MID LIFE UPGRADE programme, RomTehnica S.A. (Romania)
- Strategic telecommunications networks for Italy and Romania
- Tactical telecommunications networks for Brazil, Bulgaria, Denmark, Finland, Italy Germany, Greece and Turkey



Selex Communications

Observations:

Finmeccanica SpA's defence electronics side is made up of 5 main companies (100% Finmeccanica):

- SELEX Galileo
- SELEX Sistemi Integrati
- SELEX Communications
- DRS (USA)
- ELSAG-DATAMAT

Selex Communications is a leading supplier in the area of advanced communication, navigation and identification systems for the protection of populations, the homeland and sensitive infrastructures.

Selex Communications represents the coming together of all Finmeccanica's communications manufacturing. With more than 100 years in the military and civil telecommunications sectors, SELEX Communications has developed safe, integrated and interoperable solutions for its civil, military and institutional clients.

Selex is a large Italian company with offices and factories in Great Britain, Russia, Germany, Turkey, Romania and Brazil.

Selex Communications has about 4,300 employees.

In 2009 its order book grew with 1,823m € worth of orders as against 1,533.6m € in 2008.



Selex Galileo S.p.A

Governance:

Chief Executive Officer and Managing Director: Steve MOGFORD

Deputy Chief Executive Officer:
Fabrizio GIULIANINI

Shares:

Finmeccanica: 100%

Main products:

- Avionics for Eurofighter Typhoon, AW101, NH90, M-346, on-board computers, displays, radar altimeters, Stores Management Systems
- Radar avionics for Typhoon, F5
- Aerial targets: Mirach 100-5
- Drones: FALCO, NIBBIO
- Space equipment, payloads for robotic and scientific missions
- Mission simulators (Typhoon)
- Aerial surveillance systems: ATOS (fixed and rotary wing naval patrols, programmes underway in Italy, Australia, Niger and Ecuador)
- Electro-optical systems for planes, ships and land-based vehicles (EOST, JANUS, SASS, ERICA)

Financial data:

M€uros	2006	2007	2008	2009
Income	522	503	572	602
Orders	632	651	446	800
Order book	1,298	1,398	1,275	1,438
Net income				
(loss)	33	51	30	29
Defence	88%	89%	89%	87%
Export	60%	62%	65%	66%
Staff	3,030	2,800	2,800	2,765

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Aerospace:	73%
Non-aerospace defence:	14%
Space:	13%



Selex Galileo S.p.A

Observations:

Finmeccanica SpA's defence electronics side is made up of 5 main companies (100% Finmeccanica):

- SELEX Galileo
- SELEX Sistemi Integrati
- SELEX Communications
- DRS (USA)
- ELSAG-DATAMAT

SELEX Galileo is made up of two companies: SELEX Galileo S.p.A. (formerly Galileo Avionica S.p.A. in Italy) and SELEX Galileo Ltd (SELEX Sensor and Airborne Systems Ltd in the United Kingdom). Since 1st January 2008 these two companies have operated as a single entity under the joint name of SELEX Galileo whose CEO (Chief Executive Officer) is Steve Mogford.

SELEX Galileo S.p.A. has developed competences in the design and production of avionic and electro-optic systems, aero-space simulators, shooting systems for armoured vehicles and space equipment. It is made up of 7 centres spread over the whole Italian peninsula. The company has developed the Falco drone based on a single engine piston driven plane with a 'pushing' propeller destined for military use - surveillance of zones, minefield detection - as well as civil and police use.

Based in the United Kingdom, SELEX Galileo is a company that specialises in the development, manufacture and integration of electronic (RF) and electro-optic sensors for all types of carriers (planes, helicopters, drones, ships and land-based vehicles). It employs 4,138 people in the United Kingdom and 74 people in the United States (Selex Inc).

In all, Selex Galileo employs 7,000 people in Italy, the United Kingdom and the United States and had a turnover of 1,652m € in 2009.



Selex Sistemi Integrati

Governance:

Managing Director and Chairman:

Marina GROSSI

President: Giuseppe VEREDICE

Shares:

Finmeccanica: 100%

Main subsidiaries and holdings:

- SELEX Sistemi Integrati Inc (100%)
- SELEX Sistemi Integrati GmbH (100%)
- SELEX Systems Integration Ltd (100%)
- VEGA Consulting Services Ltd (100%)
- VEGA Germany (100%)
- VEGA France (100%)
- VEGA Spain (100%)

Co-operation agreements:

- ACCS (Consortium with European companies and the United States)
- CARDAMOM (middleware and infrastructure for future ATM systems)
- CMS Italia (Consortium with Datamat for CMS on Horizon frigates)
- Co-Flight – Flight Data Processing system – (flight control systems, Franco/Italian cooperation for the harmonisation and integration of air traffic management systems in Europe)
- SESAR (single European sky for the creation of internationally managed airspace)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	673	711	646.8	902.9
Defence	60%	60%	50%	50%
Net income (loss)	62	27	n/a	n/a
Staff as at 31/12	3,000	3,100	4,200	4,200

Financial year end: 31.12.2009

Sectors:

- Design, development and marketing of complex systems and especially systems designed for the protection of the homeland
- Management of air, airport and port traffic
- Large systems for Homeland Protection (Civil and military protection and surveillance systems)
- Air defence and radar systems, management of combat theatres on land and at sea
- Maritime and coastal surveillance
- Integrated logistic support and client support

Main products:

- **Civil protection**
 - DICOMAC for G8 summit (information organisation centre)
 - Sala Situazioni Lazio (information systems for the civil protection of the Lazio region)
- **C4I systems**
 - NCO studies (networked operations)
 - SIACCON Italian army
 - SICCAM Italian aerospace
 - C4I Joint system, called C2I-Defense for the planning of operations beyond the Italian border



Selex Sistemi Integrati

- **Air defence systems and management of the battlefield**
 - MEADS, ground to air low level
 - NATO ACCS (NATO command and control air defence system)
 - RAT 31 DL/M 3D for NATO
 - Air defence systems
 - C2 systems for the Italian army and for export
 - WI-MAX (Italian air defence)
- **Port, airport and air traffic control systems**
 - Communication management evolution for navigation and surveillance: Co-Flight - Flight Data Processing System - (Flight data systems) and SESAR (single European sky)
 - Meteorological radar network: Italy, France, Korea, Finland, Norway
 - VTS (Vessel Traffic System, maritime traffic management), European maritime, coastal and port traffic control system: Italy, Portugal, Luxemburg, Ukraine
 - VTS (Vessel Traffic System) outside Europe: Qatar, India, Sri Lanka, Venezuela
- **Naval mission systems**
 - Surveillance of the Italian coasts
 - Combat systems for Baynunah class corvettes (United Arab Emirates)
 - Optronic systems for Guardia di Finanza
 - Combat systems and on-board sensors for:
 - Horizon frigates
 - FREMM frigates
 - Cavour aircraft carrier for the Italian Navy

Observations:

Finmeccanica SpA's defence electronics side is made up of 5 main companies (100% Finmeccanica):

- SELEX Galileo
- SELEX Sistemi Integrati
- SELEX Communications
- DRS (USA)
- ELSAG-DATAMAT

SELEX Sistemi Integrati is a company with specialises in the design, development and marketing of complex systems and, in particular, systems aimed at the protection of the homeland, air defence systems and radar systems, management of combat theatres on land as well as at sea, maritime and coastal surveillance, air traffic control and turnkey solutions for airports.

These activities include solutions for the security of the homeland (protection of the homeland, borders, persons, national or sensitive institutions and infrastructures) as well as defence of the homeland (better information, interoperability, central networked solutions and the merging of data).

In Italy Selex Sistemi Integrati is present in Rome, Fusaro, Giugliano, Genoa, La Spezia and Taranto. The company also has subsidiaries in Germany (SELEX Sistemi Integrati GmbH - radars and meteorological systems), in the United Kingdom (SELEX Systems Integration Ltd – air traffic control systems) and in the United States (SELEX Sistemi Integrati Inc, navigational aids systems).

The company employs over 4,000 people and is developing a client base in over 150 countries.

To fulfil its mission, Selex Sistemi Integrati can call on a large number of products, technologies and competences from within the company and also from other companies in the Finmeccanica Group.

In 2009 Selex Sistemi Integrati saw its turnover rise by 40% as compared with 2008. Its order book stands at 2,766.2m € with 1,492.8m € of orders complete.

This company is the new Finmeccanica Group flagship and its strategy gives priority to defence systems and electronics, both civil and military, as well as expansion into foreign markets, particularly outside of the United Kingdom and the United States.



Smiths Group

Governance:

Chairman: Donald H. BRYDON

CEO: Philip BOWMAN

Shares held as at 25/09/2010:

Public:	74%
Prudential Plc (including M&G Group):	5.1%
AXA S.A.:	5%
Massachusetts Financial Services Company:	4.9%
Legal & General Group Plc:	4%
Newton Investment Management Ltd:	3.9%
Aviva Plc:	3.1%

Main subsidiaries and holdings:

- Flexible Technologies Inc
- Hypertac GmbH
- Hypertac SA
- John Crane Inc
- John Crane UK Ltd
- Smiths Detection Inc
- Smiths Detection (Asia-Pacific) Pte Ltd
- Smiths Detection-Watford Ltd
- Smiths Medical Deutschland GmbH
- Smiths Medical International Ltd

Main products:

- **Shelters**
- **Avionics and equipment for:**
 - Civil aircraft
 - Airbus A300, A310, A320, A330, A340, A380
 - Boeing B707, B727, B737, B747, B757, B767, B777, B787
 - DC-9, DC-10
 - MD-11, MD-80, MD-90
 - Military aircraft
 - Aero Vodochody L-159
 - Alenia/Macchi AM-X

- BAE Hawk
- BAE/Boeing AV-8B, T-45
- Boeing B-52, C-17, E-3 AWACS, F-15, F/A-18, KC-135, UAV, UCAV
- Dassault Mirage, Rafale
- Embraer ALX Tucano
- Eurofighter EF-2000
- Lockheed Martin C-130, F-117, F-16, F-22, F-35 (JSF)
- Northrop Grumman B-2, E-2C, F-5, UCAS X47
- Panavia Tornado
- Raytheon T-6A
- Saab JAS 39
- Sepecat Jaguar
- Military Helicopters
 - Bell AH-1W, OH-58
 - Bell/Boeing V-22
 - Boeing AH-64, CH-47, WAH-64
 - Eurocopter NH-90
 - GKN Westland Super Lynx, EH-101
 - Sikorsky CH-53, HH-60 Black

• **Decontamination**

• **Chemical detection (Air, Land, Sea)**

- HPRID (High Performance Radioisotope Identifier)
- MMTD (Multi-Mode Threat Detector)

• **Meteorological systems**



Smiths Group

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	3,198	3,167	3,120	3,130
Defence	20%	20%	24%	24%
Export	94%	94%	96%	96%
Net income (loss)	35	2,525	361	351
Staff	21,400	22,800	21,800	23,550

Financial year end: 31.07.2010

Stock market listings: SMIN LSE

Sectors (as a % of 2009 turnover):

Speciality Engineering:	48%
• John Crane:	28%
• Smiths Interconnect:	12%
• Flex-Tek:	8%
Medical:	31%
Detection:	21%

Co-operation agreements:

- Airbus
- Aydin Yazilim ve Elektronik San AS (AYESAS, Turkey)
- BAE Systems
- Boeing
- EADS
- Eurocopter
- Hamilton Sundstrand
- Lockheed Martin
- Northrop Grumman
- Raytheon
- Rockwell Collins
- Rolls-Royce
- Serco (United Kingdom)
- Sikorsky Aircraft

Observations:

Since the selling, at the beginning of 2007, of the aerospace side to General Electrics for £2.1m, Smiths Group's business is mainly in Smiths Detection and Smiths Interconnect.

During 2009, all the Smiths Group's financial indicators have shown positive growth (up 4 % for turnover, up 15% for profits), thanks to the restructuring programme that was undertaken at the beginning of 2007 in order to improve margins; this rationalisation programme generated £24m of savings in 2009.

The Smiths Detection business should have good prospects on the European and American markets given the growing involvement with questions of security.



SNPE

Governance:

Chairman and Managing Director:

Antoine GENDRY

Shares:

State:99.972%

Société Générale:0.022%

Natisis:0.006%

Main subsidiaries and holdings:

• French companies

- Bergerac NC (100%)
- Eurenco SA (100%)
- G2P (25%)
- Manuco (50%)
- Pyroalliance (85%)
- Regulus (40%)
- Roxel France (50%)
- Roxel SAS (50%)
- SNPE Matériaux énergétiques (100%)
- Structil (80%)

• Foreign companies

- CNC (50%)
- Eurenco Bofors (Sweden, 100%)
- Eurenco Vihtavuori (Finland, 100%)
- Isochem North America (100%)
- PB Clermont (Belgium, 100%)
- Roxel UK (50%)
- SNPE Inc. (100%)
- SNPE Italia (100%)
- SNPE Japan KK (100%)
- Tessenderlo (25,85%)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	720	692.9	640.5	609.1
Defence	n/a	~28%	~36%	~40%
Export	56%	53%	54%	53.5%
Net income (loss)	35.6	106.9	20.8	32.2
Staff as at 31/12	4,296	3,620	3,685	3,567

Financial year end: 31.12.2009

Sectors (as a % of 2009 turnover):

Energetic materials for propulsion:	43.3%
Powder and explosives:	22.1%
Fine chemistry:	21.6%
Chemical specialities:	12.7%
Other activities:	0.3%

Main products:

- Explosives: Mica, Exocet, Scalp EG, 76mm marine, airborne bombs
- Powder: CAESAR, Leclerc, medium calibre, cartridge cases
- Space propulsion: Ariane 5
- Strategic propulsion: M45, M51
- Tactical propulsion: ASMP-A, Aster, Mica, GM LRS, Exocet, MdcN

Co-operation agreements:

- AUTOLIV
- MBDA (Roxel)
- SPS



Observations:

Energetic materials for defence constitute the core of SNPE's business. These activities are centred, on the one hand, on solid propulsion (ballistic missiles, space launchers, tactical missiles) and, on the other hand, on powder and explosives for military use made by Eurenco.

Following the selling of the civil chemical activity at the beginning of 2010, the chemical branch now only includes specialist chemical activities (production of nitrocellulose by Bergerac NC).

The Group is pursuing its search for partners in order to support its activities with complementary businesses able to look to the long term. The rapprochement with Safran in the area of solid propulsion should soon take shape.



Telespazio Group

Governance:

President: Patrice DURAND

CEO: Carlo GUALDARONI

Shares:

Finmeccanica:67%

Thales:33%

Main subsidiaries and holdings:

- Aurensis (Spain)
- E-Geos Spa (Italy, Telespazio and ASI)
- Eurimage Spa (Italy, Telespazio 51%, EADS Astrium 49%)
- Fileas (Telespazio 85%, France 15% AFP)
- Gaf AG (Germany)
- Medessat (France, 28% Telespazio France)
- Novacom (France, 60%, Telespazio, 40%)
- Rartel (Ro, 50% Tpz S.p.A., 39% Radiocomunicati SA)
- Telespazio Argentina
- Telespazio Brazil
- Telespazio Deutschland GmbH
- Telespazio France SaS
- Telespazio Hungary Ltd
- Telespazio Netherlands BV
- Telespazio Spa (Italy)

Main programmes:

Large civil and military institutional programmes

- GMES
- Galileo navigation
- Cosmo SkyMed space observation
- Sicral telecommunications

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	361	395	432	372
Defence	12%	22%	23%	22%
Export	14%	14%	15%	20%
Net income (loss)	23	24	24	16
Staff as at 31/12	1,434	1,570	1,880	1,899

Financial year end: 31.12.2009

Sectors:

Telespazio activities cover the whole of the life cycle of space systems based on satellite technology.

The business extends from technology to services, i.e.:

- Development, implementation and operation of end-to-end solutions
- Networking, value added services, multimedia services
- Navigation and information mobility
- Earth observation
- Operation of satellites (launch, control and running) and launch bases
- Outsourcing
- Connectivity networks

Division of 2009 activities by area of activity:

Integrated communications:50%

Operation of satellites and programmes:28%

Earth observation:23%

Navigation and information mobility:1%



Telespazio Group



Observations:

Telespazio, a company owned jointly by Finmeccanica (67%) and Thales (33%), is a world leader in the running and offering of value added services in the area of satellites management, earth observation services, satellite navigation systems as well as integrated communication and scientific programmes.

Telespazio is at the heart of the largest international space programmes: Galileo, EGNOS, GMES and COSMO-SkyMed.

Telespazio is also a member of the Space Alliance concluded between Finmeccanica and Thales.



Textron Incorporated

Governance:

Chairman & Chief Executive Officer:

Scott C. DONNELLY

Shares: public, 52% institutional

Main subsidiaries and holdings:

• United States

- Aerospace and defence
 - Bell Helicopter Textron [Bell/Agusta Aerospace Co (BAAC, USA, JV Bell Helicopter Textron 50%, Agusta SpA-Italy 50%)]
 - Bell-Boeing Joint Program Office (JV V-22)
 - Cessna Aircraft Co [McCaughey Corporation CitationShares Holding (JV Cessna 75%, TAG Aviation 25%)]
 - Edwards & Associates
 - Textron Lycoming
 - Textron Systems Corporation
- Assembly and fixings
 - Textron Fastening Systems Inc (decision to sell this part of the business was taken at the end of 2005)
- Finance
 - Textron Financial Corporation
- Industrial products and components
 - Cone Drive Operations
 - Cushman Inc
 - David Brown Union Pumps Co
 - Greenlee Textron Inc [RIFOCS]
 - Tempo Research Corporation

• Foreign other than France

- Aerospace
 - AgustaWestlandBell LLC (Italy and UK)
 - Bell Helicopter Textron Canada Ltd (Canada)
- Assembly and fixings
 - Avdel plc (United Kingdom)

- Products and industrial components
 - AB Benzlers (Sweden)
 - David Brown Group plc (United Kingdom)
 - Kautex Textron (Germany) [McCord Winn]
 - Maag Pump Systems Textron A.G. (Switzerland)
 - Ransomes plc (United Kingdom)

• France

- David Brown Guinard Pumps SAS
- Textron Industries SAS (Avdel SA, Valmex, BTR, VBF, Nomel, Gaubin Daudé, Electroforge, PTB)

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	8,734	9,200	9,674	7,531
Defence	15%	18,2%	24%	31%
Export	38%	39%	n/a	n/a
Net income (loss)	478	669	234	(52)
Staff as at 31/12	40,000	44,000	43,000	32,000

Financial year end: 31.12.2009

Stock market listings: TXT NYSE Euronext

Sectors (as a % of 2009 turnover):

Cessna Planes:	32%
Bell helicopters and systems:	27%
Textron Systems:	18%
Industrial:	12%
Finance:	11%



Textron Incorporated

Main products:

- **Aircraft, general and business**
 - Caravan 172, 182, 206
 - Cessna Citation (CJ1/2/3, Mustang, Bravo, XLS, Encore, Sovereign, X)
 - Lycoming piston engines
- **Convertibles:** V-22 Osprey, BA609 (civil)
- **Vertical launch drone:** Eagle Eye, UCAR
- **Civil helicopters**
 - Light Bell 206B-3 Jet Ranger, 206L-4 Long ranger, 407, 427
 - Medium 430, 412 EP, AB139
- **Military Helicopters**
 - AH-1W Super-Cobra
 - AH-1Z
 - ARH-70
 - Huey II
 - OH-58C/D Kiowa Warrior
 - TH-67 Trainer
 - UH-1N Huey
 - UH-1Y
 - US101
- **Light ships:** LCAC hovercrafts and coastal protection launches, Motor Life Boat
- **Light armoured vehicles**
 - Tracked: Stingray
 - Wheeled: Armoured Security Vehicle (ASV M1117, LAV-300, LAV-600)
 - Turrets (including Abrams M1/2/3)
- **Sensors and electro-optical surveillance systems**
 - Laser radar (LADAR)
 - Unattended sensors (FCS)
 - Seismic sensors and remote optics Terrain Commander
 - Electro-optical system for RC135 Cobra Ball

• Systems

- Flight command activators (F/A-18E/F, C-17, Bell range) and servo-valves
- Intelligent munitions and sub-munitions (SFW bomb with sub-munitions BLU-108A/B, overhead attack WAM mine)
- Putting into operation and stabilisation systems for turrets

Co-operation agreements:

- AgustaWestland (Italy/UK, AB 139, BA609, production under licence, US101)
- AIDC (Taiwan, production under licence OH-58D)
- Boeing (V-22 Osprey)
- Fuji HI (Japan, production under licence AH-1S Huey Cobra, BA609 fuselages)
- KMW (Germany, Dingo 2)
- Lockheed Martin (UCAR, US101)

Observations:

Pioneer in the development of convertible helicopters with the V22, Textron is also the leading world manufacturer in tourism planes with the Cessna, and is the manufacturer of one third of all helicopters in service in the world. It is a very diversified business with products ranging from lawn mower to LCAC hovercrafts.

2009 was a year of extreme contrasts with the civil side collapsing due to the economic crisis, but solid results in the military field.

After 2008 when the financial side was very badly hit by the crisis, 2009 saw the commercial manufacturing side very shaken; the Textron workforce was cut by 10,400 (25%) and 23 production units were closed. Its overall turnover was lower by 25%, that of Cessna by over 40% and its order book went from 23bn at the end of 2008 to 13bn at the end of 2009.

On the other hand, as in the whole sector, the military side continued to grow and the Bell and Textron Systems businesses showed growth of a few points and were in profit. Overall the business has managed to overcome the problems of the economic crisis with drastic re-organisations that are beginning to bear fruit.



THALES Group

Governance:

Chairman and Managing Director:

Luc VIGNERON

Shares:

Public:.....	42.09%
Public sector:	27.05%
Dassault Aviation:	25.93%
PEG employees:	3.94%
Thales:	1.67%

Main subsidiaries and holdings:

• Aerospace/Space

- Aviation Communications & Surveillance Systems (United States, 30%)
- Diehl Aerospace GmbH (Germany, 49%)
- Diehl Aircabin GmbH (Germany, 49%)
- Elettronica SpA (Italy, 33%)
- Ericsson Thales AEW Systems AB (Sweden, 50%)
- Indra Espacio SA (Spain, 33%)
- Telespazio holding SRL (Italy, 33%)
- Thales Alenia Space Italia SpA (Italy, 67%)
- Thales Alenia Space SAS (France, 67%)
- Thales Avionics Electrical Systems SA (France, 100%)
- Thales Avionics Inc (United States, 100%)
- Thales Avionics Ltd (United Kingdom, 100%)
- Thales Avionics SA (France, 100%)
- Thales Systèmes Aéroportés SA (France, 100%)

• Aerospace/Space and Defence

- Thales Canada Inc (Canada, 100%)

• Aerospace/Space, Defence and Security

- Samsung Thales Co. Ltd (South Korea, 50%)
- Thales Australia Ltd (Australia, 100%)
- Thales International Saudi Arabia (Saudi Arabia, 100%)
- Thales Italia SpA (United Kingdom, 100%)
- Thales UK Ltd (United Kingdom, 100%)

• Defence

- Air Command Systems International SAS (ACSI) (France, 50%)
- Amper Programas de Electronica Y Comunicaciones SA (Spain, 49%)
- DCNS (France, 25%)
- ESG GmbH (Germany, 30%)
- TDA Armements SAS (France, 100%)
- Thales Air Defence Ltd (United Kingdom, 100%)
- Thales Air Systems SA (France, 100%)
- Thales ATM GmbH (Germany, 100%)
- Thales Communications Inc (United States, 100%)
- Thales Communications SA (France, 100%)
- Thales Defence Systems Pty Ltd (South Africa, 80%)
- Thales Naval Ltd (United Kingdom, 100%)
- Thales Nederland BV (Netherlands, 99%)
- Thales Optronics Ltd (United Kingdom, 100%)
- Thales Optronics SA (France, 100%)
- Thales-Raytheon Systems Company LLC (United States, 50%)
- Thales-Raytheon Systems Company SAS (France, 50%)
- Thales Underwater Systems Ltd (United Kingdom, 100%)
- Thales Underwater Systems SAS (France, 100%)

• Defence and security

- Thales Defence Deutschland GmbH (Germany, 100%)
- Thales Suisse SA (Switzerland, 100%)

• Security

- Citylink Telecommunications Holding Ltd (United Kingdom, 33%)
- DpiX LLC (United States, 20%)
- Navigation Solutions LLC (United States, 35%)
- Stesa (Saudi Arabia, 100%)



THALES Group

- Thales Components Corporation (United States, 100%)
- Thales Electron Devices GmbH (Germany, 100%)
- Thales Electron Devices SA (France, 100%)
- Thales Rail Signalling Solutions GmbH (Germany, 100%)
- Thales Rail Signalling Solutions Inc (Canada, 100%)
- Thales Rail Signalling Solutions Ltd (United Kingdom, 100%)
- Thales Security Solutions & Services SAS (France, 100%)
- Thales Services SAS (France, 100%)
- Thales Training & Simulation Ltd (United Kingdom, 100%)
- Thales Transport & Security Ltd (United Kingdom, 100%)
- Thales Transport Signalling & Security, Solutions, SAU (Spain, 100%)
- Trixell (France, 50%)

Financial data*:

M€uros	2006	2007	2008	2009
Total				
turnover	10,264	12,296	12,665	12,881
Defence**	52%	44%	43%	45%
Export	70%	70%	75%	77%
Net income				
(loss)	388	887	600	(128)
Staff	52,200	61,200	63,200	64,200

*in accordance with IAS/IFRS - **Defence area

2009 turnover by country of origin:

France: 6,156m €, United Kingdom: 1,670m €, Other European countries: 2,681m €, North America: 1141m €

2009 turnover by destination:

France: 3,019m €, United Kingdom: 1,468m €, Other European countries: 3,464m €, North America: 1,158m €, Asia and the Pacific: 1,683m €, Near & Middle East: 1,318m €, Rest of the World: 771m €

Staff as at 31/12/2008:

France: 32,229, United Kingdom: 8,205, Other European countries: 12,821, Rest of the world: 11,030

Financial year end: 31.12.2009

Stock market listings: HO FR

Sectors (as a % of 2009 turnover):

Defence:	44.7%
Aerospace/Space:	31.6%
Security & Services:	23.1%
Others:	0.6%



THALES Group

Main products:

- **Over 600m€**
 - Fremm frigates (France / Italy)
 - Rafale (France)
- **Between 400 and 600m€**
 - Signalling system for the London Underground (UK)
 - FSAF air defence system (France / Italy)
- **Between 200 and 400m€**
 - NH90 Helicopter
 - CVF Aircraft carriers (UK)
 - Rocade Nord signalling in Algiers (Algeria)
 - Sentinel 3 satellite (France)
 - Syracuse III satellite (France)
 - Yahsat Satellite (United Arab Emirates)
 - ADAPT air defence systems (UK)
 - Watchkeeper drone system (UK)

Co-operation agreements:

Because of the wide number of areas that Thales covers, it has co-operation agreements with a large number of manufacturers including:

- DCNS (naval combat systems, submarine activities)
- EADS (AsGa components, missile propulsion, munitions, Air Traffic Control, passive radars)
- Finmeccanica (naval and space activities)
- MBDA (self-propelled missiles, medium range ground to air systems)
- Raytheon (radars and air defence systems) through the JV Thales Raytheon Systems
- Rockwell Collins (software radio)
- Safran (combat aircraft retrofit) through the JV Astrac
- ZEISS Optronik (optronic sub-systems for UAV)

Divisions:

- **Avionics Division (DAV)**
 - Civil avionics
 - Military avionics
 - Helicopter avionics
 - Training and simulation
 - Cabin multimedia
 - Imaging and hyperfrequency sub-systems
 - Electrical systems
- **Land Defence Division (DLD or DDT Défense Terrestre)**
 - Weapons
 - Missile electronics
 - Optronics
 - Advanced weapons systems
 - Protected vehicles
- **Space Division**
 - Telespazio
 - Thales Alenia Space
- **Aerial Operations Division (DOA)**
 - Air Traffic Control
 - Military aerial operations
 - Surface radars
- **C4I Defence and Security Systems Division (DSC)**
 - Radio-communication products
 - Networks and infrastructure systems
 - IT security
 - Critical information systems
 - Protection systems
- **Defence Mission Systems Division (DSMD)**
 - Electronic warfare systems
 - Surface combat systems
 - Underwater combat systems
 - Airborne missions systems
- **Transportation Systems Division (DTS)**
 - Main line rail signalling systems
 - Commuter line rail signalling systems



- Ticketing systems
- Integrated communication and supervision systems

Observations:

At the end of 2009, the new Chairman and Managing Director, Luc Vigneron, put in place a 5 year action plan (Probasis) to improve the Group's performance. The challenge was to restore margins in order to finance growth and increase profitability. The plan aimed to re-organise the Group's internal functioning to reduce non-quality costs, revise the purchasing policy and the management of the supply chain in order to reduce the number of suppliers, homogenise the tools and processes, apply external benchmarks and optimise the make/team/buy policy.

The internal reorganisation of the Group, which runs alongside the Probasis plan, aims to bring the Group closer to its clients. It is also resolutely international and will encourage the Group's growth worldwide. This means that country units will have operational responsibilities that are more short term in outlook, such as P&L (Profit and Loss) management, the fulfilling of contracts and the management of local resources, while the divisions will re-centre on their functional role and the medium term strategy with R&D products/services policy, manufacturing capacity and management of competences.



Thales Alenia Space

Governance:

CEO: Reynald SEZNEC

Shares:

Thales:67%

Finmeccanica:33%

Main subsidiaries and holdings:

- Arianespace (1.8%)
- Intespace (12.89%)
- Thales Alenia Space España (100%)
- Thales Alenia Space ETCA (Belgium, 100%)
- Thales Alenia Space Italia (100%)

Co-operation agreements:

- Commercial cooperation with the American satellite manufacturer Orbital Sciences
- Manufacturing cooperation with the Russian satellite manufacturer ISS, formerly NPO-PM
- Cooperation with ASTRIUM on the Alphabus heavy platform

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	1,631	1,768	2,050	2,026
Defence	24%	17%	16%	21%
Staff as at 31/12	7,200	7,200	7,287	7,300

Financial year end: 31.12.2009

Sectors:

Thales Alenia Space is the joint creation of the Thales and Finmeccanica Groups for satellite systems and orbital infrastructure. With Telespazio (67% Finmeccanica, 33% Thales), its pendant in the field of satellite services, Thales Alenia Space forms the Space Alliance between the two groups.

Thales Alenia Space has a presence in the following areas:

- Equipment
- Infrastructure and space transport
- Navigation
- Optical observation and radar
- Science/exploration
- Telecommunications

Main products:

- **Electromagnetic listening satellites**
 - CERES
- **Photo reconnaissance satellites, defence or dual**
 - MUSIS optical components
 - Spirale demonstrator
 - Helios II
 - Pleiades
- **Radar observation satellites, defence or dual**
 - Cosmo-Skymed
 - SAR-Lupe



Thales Alenia Space

- **Oceanographic, environmental surveillance and meteorological satellites**
 - IASI instrument for Metop
 - Jason 1, 2 and 3
 - Meteosat, MTG
 - Sentinel 1 and 3
 - SMOS
 - Topex/Poseidon
- **Telecommunications satellites for military or dual use**
 - Satcom Bw
 - SICRAL 1, SICRAL 2, Athena-FIDUS
 - SYRACUSE 3
 - Yahsat 1A/1B
- **Telecommunications satellites for the commercial market**
 - APSTAR 7
 - Arabsat 5C and 6B
 - Second generation Globalstar constellation
 - Iridium Next
 - Over Horizon
 - W3C
 - Yamal 401 and 402
- **Exploratory probes**
 - Exomars
 - Huygens
 - Mars Express, Venus Express
 - Rosetta
- **Orbiting systems**
 - ATV (Automated Transfer Vehicle) transport module
 - Pressurised modules for the international space station
- **Satellite navigation systems**
 - EGNOS, Galileo

- **Space telescopes**

- Corot
- Herschel / Planck
- Integral
- ISO

Observations:

Thales Alenia Space is one of the two (with ASTRUM) largest European project managers in the field of satellites.

Thales Alenia Space is a European leader in the field of geostationary meteorology, among the world leaders in space altimetry for oceanography and is heavily involved in the European GMES programme for surveillance of the environment. It also has a wide range of competences in project management and space instrumentation. From the latter it derives competences in optical observation at very high resolutions which are used in the French military programmes, Helios I and then II, Pleiades and the optical components of MUSIS.

Thales Alenia Space is the European joint leader with Astrum on the open commercial telecommunications markets using satellites. It is also a major player in the field of military telecommunications using satellites and is a project manager for French and Italian SYRACUSE and SICRAL military satellites.



ThyssenKrupp Marine Systems (TKMS)

Governance:

Chairman of ThyssenKrupp:

Prof. Dr.-Ing.Dr.h.c Ekkehard D. SCHULZ

Chairman of the TKMS management

board: Hanz Christoph ATZPODIEN

Shares held as at 30/09/2009:

ThyssenKrupp: 100%

Main subsidiaries and holdings:

- **German subsidiaries**
 - Blohm+Voss Industries GmbH
 - Blohm+Voss Shipyard&Services GmbH
 - Blohm+Voss Repair GmbH
 - HdW Gaarden GmbH
 - Howaldtswerke-Deutsche Werft GmbH
 - TKMS Blohm+Voss Nordseewerke GmbH
- **Foreign subsidiaries**
 - Hellenic Shipyards S.A., Greece
 - Kockums AB, Sweden

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	2,020	2,000	2,000	1,500
Export	82%	n/a	n/a	n/a
Total average:				
staff	8,300	9,300	8,140	7,769
Staff in Germany	5,900	5,900	5,870	5,561

Financial year end: 31.09.2010

Stock market listings: TKA

Sectors in which the Group is present:

- Commercial surface ships
- Naval surface ships
- Parts
- Naval repair and servicing
- Submarines

Co-operation agreements:

- **Export agreements with**
 - Arsenal de Marinha (Brazil)
 - Daewoo Shipbuilding (South Korea, U-214)
 - Estaleiros Navais Do Montago (Portugal, U-209 PN)
 - Fincantieri (Italy, U-212)
 - Israel (Dolphin)
 - Pakistan (U-214)
 - Skaramanga (Greece, U-212)
 - Turkey (U-214)
- **Export agreements**
 - Sale of licences for the building of MEKO frigates in a number of countries (including the Turkish Gölcuk yard and the Malaysian Taskizak Naval Shipyard)



ThyssenKrupp Marine Systems (TKMS)

- **Armed forces surface ships**
 - German consortiums GFC and ARGE-124 (EVG) and K-130 (with Lürssen and Atlas Elektronik)
 - Northrop Grumman NGSS (Visby, Deepwater)
 - Royal Schelde (F124/LCF De Zeven Provinciën)
- **Conventional submarines**
 - German GSC and ARGE-212 consortiums (with Ferrostaal and Atlas Elektronik)
 - Siemens (SM 209, stored power propulsion)

Main products:

- **Civil shipbuilding**
 - Container ships
- **Naval construction**
 - K-130, VISBY corvettes
 - F-124, F-125 frigates
 - MEKO 200/100/50/500/600
 - FS 751 research vessel
 - OPV
 - U-209, U-210 mod, U-212A, U-214, Gotland, Dolphin submarines
- **Naval repair**
 - Repair of frigates and submarines
 - Repair of tankers, yachts and ferries

Observations:

ThyssenKrupp Marine System (TKMS), a world leader in the area of conventional submarines for export (70% of the world market), was created in January 2005 with the merger between HDW and ThyssenKrupp Werften.

TKMS is running the F125 type frigate programme for the German navy. This contract, which is worth about 2.3bn €, is for the building of four ships for ground which and are to be delivered between 2014 and 2017. TKMS is also part of the ARGE consortium which will build the third of the four logistic support ships (EVG) for the German navy.

In the middle of 2009 TKMS launched an intensive rationalisation programme. The whole of its civil branch is being sold and on the military side TKMS has negotiated the sale of part of its activities to Abu Dhabi MAR.

For the surface ships, Abu Dhabi MAR had taken a 80% stake in the Blohm + Voss yards in Hamburg and in the HDW Gaarden civil yards in Kiel. TKMS and Abu Dhabi Mar have put a 50/50 joint venture in place for the development and marketing of surface ships.

In addition Abu Dhabi Mar has just acquired 75.1% of the Greek subsidiary Hellenic Shipyards which until then was entirely held by ThyssenKrupp who will now hold 24.9%.



United Technologies Corporation

Governance:

President & Chief Executive Officer:

Louis R. CHENEVERT

Shares held as at 16/06/2009:

Others:	69.43%
State Street Corporation:	10.47%
Capital Group:	10.02%
Barclays:	3.89%
Vanguard Group:	3.4%
FMR:	2.79%

Main subsidiaries and holdings (100%):

- AMS
- Carrier Sutrak Iberica SA
- Chubb Electronic Security Systems Ltd
- Chubb Plc
- Holland Heating Carrier Holdings BV
- Nord-Micro Verwatungs AG
- Pratt & Whitney Canada CSC (Africa) Ltd
- Pratt & Whitney Ireland Holdings
- Sundstrand Aerospace
- United Technologies Holding BV
- United Technologies Holdings UK Ltd
- United Technologies International Corp

Main subsidiaries and holdings (>50%):

- Australia Holdings Inc
- Beesail Ltd
- Carrier Technologies ULC
- Ceesail Ltd
- Chubb Group Security Ltd
- Eagle Services Asia Private Ltd
- Empresas Carrier SA de CV
- Hamilton Sundstrand Holdings Inc
- Helicopter Support Inc
- International Comfort Products LLC

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	38,071	39,040	39,850	37,957
Defence	16%	16%	17%	21%
Export	60%	62%	64%	60%
Net income (loss)	2,970	3,080	3,180	2,746
Staff (thousands; 31/12)	215	225	223	207

5th ranked DoD supplier at 5.3bn \$

Financial year end: 31.12.2009

Stock market listings: UTX NYSE Euronext

Sectors (as a % of 2009 turnover):

Aircraft engines:	24%
Lifts and escalators:	22%
Air conditioning:	21%
Sikorsky:	12%
Hamilton Sundstrand:	11%
Fire and safety protection:	10%

Main products (Pratt & Whitney):

- Aerospace**
Engine control systems, flight systems, power systems, propellers, aerospace maintenance and equipment
- Industrial**
Compressors, pumps, power generation, transmission of power Sikorsky Aircraft
- Military Helicopters**
CH/MH-53E, UH/SH/MH-60 Black Hawk et Seahawk, H-92
- Civil helicopters**
S-76, S-92, UAV Cypher, UCAR



United Technologies Corporation

- **Engines for general, business and regional aviation and helicopters**

PT6A/B/C/T, JT15D, PW100/200/300/500/600/800

- **Liquid aerospace propulsion**

RL-10, RD-180, SSME main engine for the space shuttle

- **Solid propulsion**

Orbus 21D, THAAD, SM-3 missile booster, second and third stages of the MD Ground Based Interceptor

- **Jet engines for commercial aircraft**

JT8D-200, PW2000, PW4000, PW6000, V2500 and GP7000

- **Jet engines for military aircraft**

F100, F117, F119 and F135

- **Gas turbines**

Industrial, Hamilton Sundstrand naval propulsion

- Snecma (France, PW6000, GP7200, RL-10)
- United Airlines (F-117 engine maintenance for the C-17)
- Volvo Aero (Sweden, F135, JT8D, PW2000/4000)

- **Helicopters**

- Aero Vodochody (Czech Republic, S-76C/C+)
- AIDC (Taiwan, S-92)
- CATIC (China, S-92)
- Elbit (Israel, upgrading S-70)
- Embraer (Brazil)
- Gamesa Aeronautica (Spain, S-92)
- GKN Westland Ltd (GB, S-70A/C)
- Korean Air (South Korea, S-70A/C)
- Lockheed Martin (MH-53J/M, SH-60B/F)
- Mil (Russia)
- MHI (Japan, SH-60J, S-92)
- Northrop Grumman (UCAR)

- **Power packs**

- Toshiba (Japan)

Co-operation agreements:

- **Engines and propellants**

- AVIC (China, PW100)
- Avio (Italy, PW2000)
- Boeing (USA)
- General Electric (IHPTET, Engine Alliance GP7200)
- IAE International (V2500, JT15D, PT6A, PW200/500/800)
- Japanese Aero Engine [IAE International (V2500)]
- MHI (Japan, JT8D, PW4000/6000)
- MTU (Germany, JT8D, GP7200, PW2000/4000/6000)
- Northrop Grumman (AWACS re-engineering)
- NPO Energomash [Russia, JV RD Amross (RD-180)]
- Rolls Royce [GB, IAE International (V2500) F135. IHPTET]
- Samsung (Korea, PW4000)

Observations:

The world number one for lifts (Otis) and for air conditioners (Carrier), UTC is also the 10th ranked company in the world in the defence field with its Pratt & Whitney engines and the Sikorsky helicopters. Like other companies that worked on the civil market, UTC suffered from the economic crisis in 2009. This led to a lowering of turnover on the civil side of 10 to 20% while the defence side continued with regular growth.

Nevertheless, thanks to fewer employees, the overall balance sheet is relatively good and the net profit remains very satisfactory. The Group devotes 3% of its turnover to research and this figure rises to 6.6% if research financed by clients is included. This research deals mainly with aerospace activities, Pratt & Whitney, Sikorsky and Hamilton Sundstrand.



Volvo Aero Corporation

Governance:

Chairman: Leif JOHANSSON

President: Olof PERSSON

Shares:

AB Volvo, Sweden: 100%

Main subsidiaries and holdings:

- Aero-Craft (USA), 100%
- Applied Composites AB (Sweden), 100%
- Volvo Aero Norge (Norway), 78%
- Volvo Aero Services Corp (USA), 100%

Main products:

- **Aerospace components**
- **Engines**
 - BR715
 - CF6-80, CFM56
 - GE90-115B, GP7000
 - Genx
 - JT8D
 - PW6000, PW4000, PW2000, PW1000G
 - Tay
 - Trent XWB, Trent 1000, Trent 900, Trent 500
 - V2500
- **Military engines**
 - Type F414, 404, F100, F110 and F135 engines
 - RM12 type engine for the Gripen
- **Gas turbines**
 - FT8
 - LMS100, LM6000, LM2500, LM1600

Financial data:

M€uros:	2006	2007	2008	2009
Total turnover	459.3	489.3	448.7	468.6
Defence turnover	61.2	60.3	35.6	n/a
Non-defence turnover	427.9	406.5	447.9	n/a
Export	377.7	364.3	402.7	n/a
R&D				
Expenditure	n/a	45.3	48.2	17.8
Staff as at				
31/12	n/a	2,282	2,364	2,291

Financial year end: 31.12.2009

Observations:

In 2010 Volvo Aero signed a 5 year contract with the FMC (procurement agency) for 1.2bn SEK (about 150m euros) for the maintenance and support of the RM12 engine for the Swedish, Hungarian, and Czech Gripen.



VT Group (Acquired by Babcock on 08/07/2010)

Governance:

Chairman: Mickael M.E.JEFFRICS

CEO: Paul J.LESTER

Shares held as at 12/05/09 (with the purchase there are no more VT Group shares):

Public:	69.9%
Newton Investment Management Ltd:	7.08%
Scottish Widows Investment Partnership:	6.78%
Fidelity International Ltd:	4.56%
Credit Suisse Securities Ltd:	4%
Co-operative Insurance Society:	3.9%
Legal & General Investment Management:...	3.78%

Main subsidiaries and holdings (held 100%):

- **United Kingdom**
 - Airwork Ltd
 - Vosper Thornycroft (UK) Ltd
 - VT Education and Skills Ltd
 - VT Land Solutions Ltd
 - VT Merlin Communications Ltd
 - VT Shipbuilding Ltd
 - VT Software Solutions Ltd
 - VT Support Service Ltd
- **United States**
 - VT Griffin Services Inc
 - VT Maritime Dynamics Inc
 - VT US Inc

Co-operation agreements:

- ADSB (UAE)
- BAE Systems (training, MCO)
- Bangor University (University of Wales, maintenance of the Prince Madog scientific ship)
- Creation on 1st July 2008 of the BVT Surface Fleet: JV with BAEs, taking over VT Shipbuilding's

activity

- CVF Alliance (UK, construction of the two aircraft carriers)
- Elefsis (Greece, SuperVita)
- Fitzroy Engineering (New Zealand, maintenance)
- Merwede Shipyard (Netherlands)
- QinetiQ (architecture)
- U.S. Brunswick (United States, to sell Halmatics on the American market)
- Warship European Procurement (BAE, TKMS, DCNS, Navantia, Fincantieri)

Financial data:

M€uros	2006	2007	2008	2009
Total				
turnover	1,367	1,507	1,311	1,276
Defence	70%	70%	n/a	n/a
Export	33%	33%	34%	n/a
Net income				
(loss)	79	84	129	238
Staff	12,900	14,112	11,690	11,690

Financial year end: 31.03.2010

Stock market listings: VTG LSE

Sectors (as a % of 2008 turnover)*:

VT Support Services:	37.6%
VT Services Inc:	27.7%
VT Education & Skills:	24.1%
VT Communications:	10.6%

* No figures for 2009



VT Group

Main products:

- Bordon & Arborfield (army training)
- Defence: ALC, Whitefleet (MoD vehicles)
- Defence High Frequency Communication Service (MoD)
- Flagship (navy training)
- FSTA
- RAF: Light Aircraft Flying Task, Tucano Total Support Programme
- Seaking Integrated Operational Support
- UK MFTS

Observations:

Because it wanted to concentrate on developing its service side, in September 2009 VT sold to BAE Systems those parts that it held in the BVT Surface Fleet joint venture.

Due the postponements to the MARS programme and the delays announced to the aircraft carrier programme, Paul Lester, as soon as BVT was created, expressed doubts about the long-term prospects of this joint venture (outsourcing).

In February 2010 Babcock offered to buy the VT Group for £1.2bn. Babcock thought this merger would allow it marginal benefits of £27m annually (cost-saving). Four years previously VT Group and BAE Systems had themselves, unsuccessfully, tried to buy Babcock. Since then Babcock had twice tried to buy the VT Group before it finally bought it. Paul Lester, the chairman of the VT Group, rejected out of hand Babcock's offers saying that the merger ran counter to the policy and strategy pursued by VT over the last five years and that Babcock's offer undervalued the company.

After two successive refusals the VT Group finally agreed to sit round the table for negotiations with Babcock International. In July 2010, the purchase of the VT Group was agreed.



WASS

Governance:

Chief Executive Officer: Renzo LUNARDI

Shares held as at 31/12/2009:

Finmeccanica: 100%

Main subsidiaries and holdings:

- EuroSlat consortium (50%)
- EuroTorp consortium (50%)

Co-operation agreements:

- DCNS (France, Saint Tropez, Black-Shark heavy torpedo, A244/S light torpedo, MU-90, SLAT anti-torpedo countermeasures)
- Thales Underwater Systems (France, IA244/S light torpedo, MU-90, SLAT anti-torpedo countermeasures, Horizon programme)

Main products:

- **Countermeasures**
 - C 303/S
 - C 310
 - Circe
 - Slat
- **Torpedoes**
 - A244/S Mod.3
 - Black-Shark
 - MU-90 / Impact

Financial data:

M€uros	2006	2007	2008	2009
Total turnover	84	106	134	130
Defence	100%	100%	100%	100%
Export	87%	87%	90%	95%
Net income (loss)	0.5	4	13	11
Staff as at 31/12	396	402	403	430

Financial year end: 31.12.2009

Sectors (as a % of production value 2009):

Torpedoes and countermeasures:.....92%
 Logistics + Other:.....8%

Observations:

Through its Underwater Weapons business units, Finmeccanica with WASS S.p.A. and Thales with Thales Underwater System SAS, have both been cooperating for a number of years in the area of submarine weapons. These three companies have, with the GEIE Eurotorp consortium, developed and sold the MU90 light torpedo and, with the GEIE Euroslat consortium, worked on anti-torpedo systems.

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Defence industry in Germany (2009 figures)



Overall data (2009 estimates):

Defence & security turnover = 16bn € (of which ~ 70% for export)

Directly employed defence and security staff = ~ 80,000



The German defence industry is an important pillar of the European defence industry, in particular in the aerospace, land and naval sectors. In these last two areas, it exports strongly especially heavy armoured vehicles and conventional submarines.

Defence industry in Spain (2009 figures)

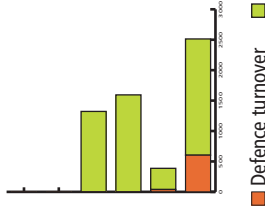


Overall data (2009 estimates):

Turnover = 3.6bn €

Directly employed staff = ~18,000 (+ 50,000 indirect)

	Defence turnover in M€	Total turnover in M€	% export	Staff
Santa Barbara	n/a	n/a	n/a	1,800
Sener.....	n/a	n/a	n/a	2,500
EADS Spain	n/a	1,322	n/a	10,469
Navantia	n/a	1,594	52	5,665
Thales Espana	39	387	n/a	2,500
Indra Sistemas	603	2,513	36	26,175

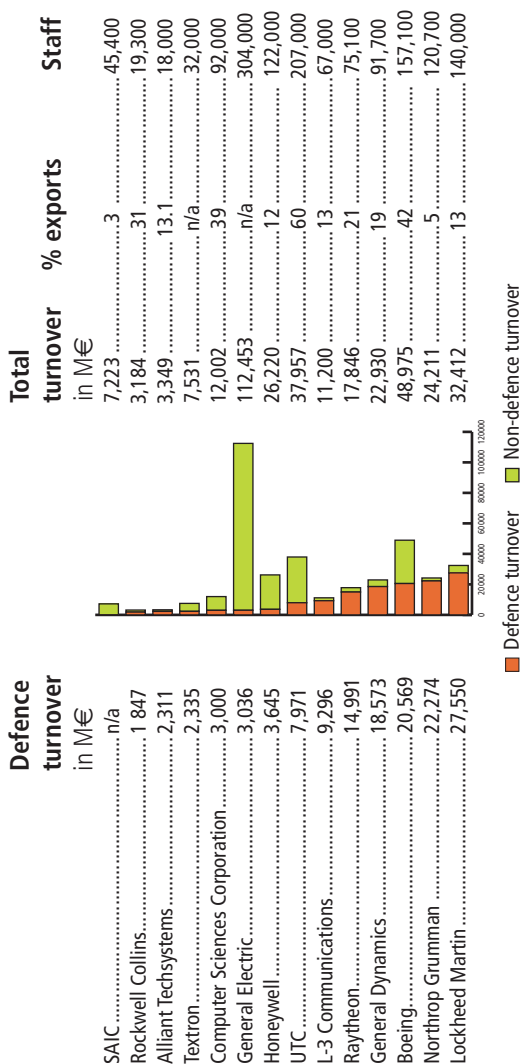


In each manufacturing sector Spain has 'national champions', able to cooperate internationally: Navantia in the naval sector, Indra in ICT and defence electronics, EADS CASA in aerospace and Santa Barbara in land-based warfare.

Defence industry in the United States (2009 figures)



Overall data (2009 estimates):
Turnover = 204bn €



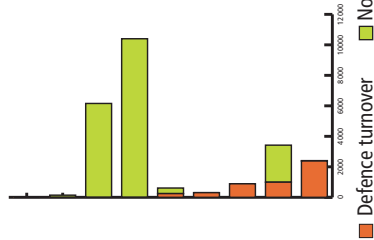
The US defence market is predominant on the world's armaments markets and benefits from a large domestic market which has been growing strongly since 2001. Its level of consolidation is often higher than its European equivalents in a number of sectors, which accounts for the presence of seven American companies among the ten largest in the world in terms of defence turnover.

Defence industry in France (2009 figures)



Overall data (2009 estimates):
 Turnover = 15bn €
 Directly employed staff = ~165 000

	Defence turnover in M€
EADS France.....	n/a
DCI.....	n/a
Thales France.....	n/a
Safran.....	n/a
SNPE.....	244
Renault Trucks Defense.....	306
Nexter.....	887
Dassault Aviation.....	992
DCNS.....	2,382



	Total turnover in M€	% exports	Staff
EADS France.....	n/a	n/a	47,000
DCI.....	141	n/a	589
Thales France.....	6,156	n/a	32,229
Safran.....	10,400	n/a	54,872
SNPE.....	609	53.5	3,567
Renault Trucks Defense.....	306	36	632
Nexter.....	887	18	2,691
Dassault Aviation.....	3,421	74	11,649
DCNS.....	2,406	29	12,198

France, along with the United Kingdom, is one of the main armaments producers in the European Union. The large investment, relative to other European countries, that France has been making for a number of years in the field of defence means that it is present in all industrial sectors.

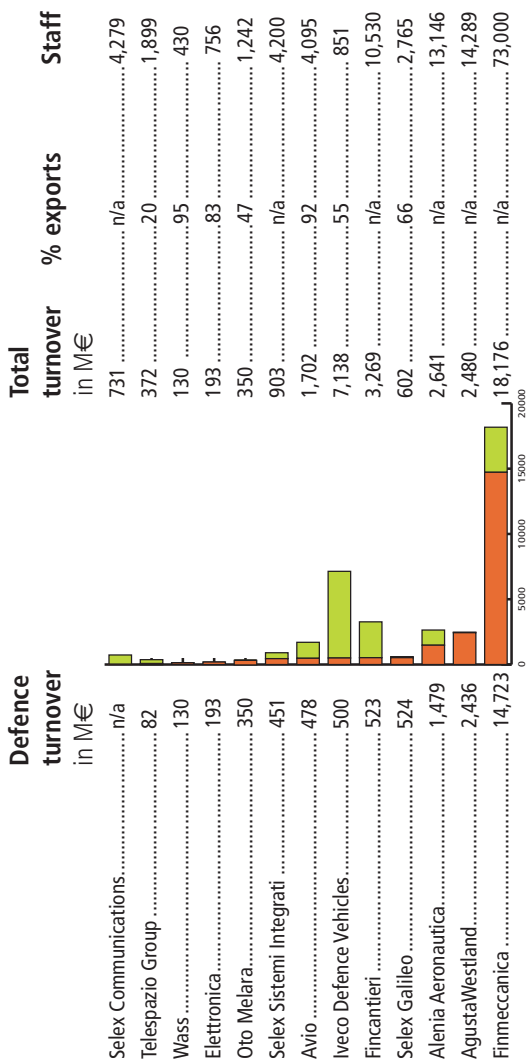
Defence industry in Italy (2009 figures)



Overall data (2009 estimates):

Turnover = 16.3bn €

Directly employed staff = 62,542

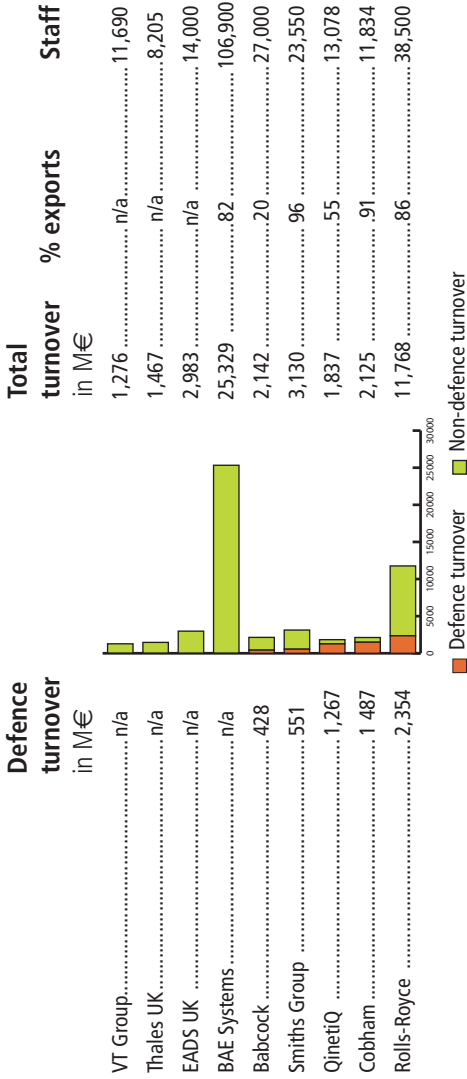


The Italian defence industry and, in particular, the Finmeccanica Group, has been concentrating on the areas it excels in. Italy now plays a significant part in the European defence industry in the aerospace, naval weapons, defence electronics and land-based weapons sectors. It cooperates in a number of European programmes and also has forged strong links with American manufacturers.

Defence Industry in United Kingdom (2009 figures)



Overall data (2009 estimates):
 Turnover = 39bn €
 Directly employed staff = 300,000



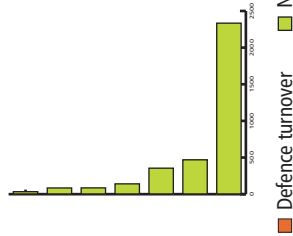
The United Kingdom has, within the country, first rate manufacturing capabilities, with strong representation in the aeronautics, land-based, missiles, defence electronics sectors and to a lesser extent, naval weaponry. It is on the other hand less present in the space sector, with the exception of military telecommunications.

Defence industry in Sweden (2009 figures)



Overall data (2009 estimates):
 Defence and security turnover = ~4.6bn €
 Directly employed staff = 26,000

	Defence turnover in M€	Total turnover in M€	% exports	Staff
Eurencor Bofors	n/a	34	n/a.....	215
Nammo Sweden.....	n/a	85	n/a.....	430
BAE Systems Bofors	n/a	86	n/a	426
Kockums	n/a	141	n/a.....	1,048
BAE Systems Hägglunds.....	n/a	355	n/a.....	992
Volvo Aero	n/a	469	n/a.....	2,291
Saab.....	n/a	2,334	54.8	13,045



Thanks to its policy of niche marketing, Sweden is firmly positioned in the high technology sector. Exports play an important part in Sweden's defence industry given the relative weakness of the domestic market.

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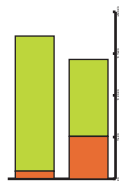
DEFENCE INDUSTRY IN AUSTRIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Glock GmbH	n/a	n/a	n/a	n/a	n/a	Shares: Glock Privatstiftung (98%), Glock family (2%) Subsidiaries: Glock Inc (USA), Glock America SA (Latin America), Glock H.K (China)	Pistols and accessories, fighting knives (for the police and the army) Leader on the Northern US market	
Schiebel Elektronische Geräte GmbH	n/a	n/a	n/a	n/a	n/a	Shares: Schiebel Industriebeteiligung GmbH (100%)	Mine detection vehicles and systems (VAMIDS, ATMID, AN-192, MIMID), electronic orders with integral security, UAV CAMCOPTER	
Steyr Männlicher GmbH & Co KG	n/a	n/a	n/a	n/a	n/a	Subsidiaries: Steyr Arms Inc, Steyr Männlicher Malaysia, Wolfgang Furlinger (100%)	Firearms (hunting, sporting and specialist weapons), munitions	
Hirtenberger AG	120.13	n/a	96%	n/a	647	Subsidiaries: BFM Industrie-einrichtungen, Hirtenberger Automotive Safety, Hirtenberger Beteiligungen, Hirtenberger Defence Systems, Hirtenberger Präzisionstechnik, Hirtenberger-Schaffler Automotive Zünder, Helmut Schuster (99,83%)	Hirtenberger Defence Systems (HDS): safety pyrotechnics components, munitions for hand held, hunting and armed forces weapons (60mm, 81mm, 105mm, 120mm, 130mm and 155mm), mortars Manufacture of parts and precision units	
Steyr-SSF	n/a	n/a	n/a	n/a	n/a	Shares: General Dynamics (100%)	(PANDUR 6x6, PANDUR II 6x6/8x8) and tracked (ASCOD-PIZARRO/ULAN) vehicles	Honeywell Lital Raytheon Rockwell Collins

Defence industry in Belgium (2009 figures)



	Defence turnover in M€	Total turnover in M€	% exports	Staff
Sonaca	9	171	98	2,100
Sabca	51	143	85	979



■ Defence turnover

■ Non-defence turnover

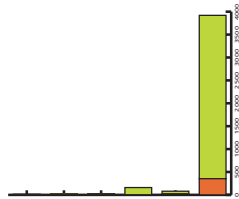
DEFENCE INDUSTRY IN BELGIUM (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Sabca	143.07	36%	85%	12.54	979	Shares: Dassault Belgique Aviation (52.96%), Stork (43.57%), Euronext (3.47%)	Maintenance and upgrading of military planes: Mirage II, V/50, Dassault Dornier Alpha Jet, F-16, F-5, Alouette II, Agusta A109. Maintenance and upgrading of Westland Sea King helicopters. Maintenance services, fleet management and technical assistance for all airborne materials and accessories. Sub-assembly production	AgustaWestland, Airbus Military, AMS, Arianespace, Asco, Astrium, Boeing, Cyclone, Dassault Aviation, Dutch Space, EADS, ESA, European Heat Pipes, Fiat Avio, Figeac Aero Flabel, IAI, Indra-rosiren, Lockheed Martin, MAN Technologie, Messier-Bugatti, Nexans, RUAG, SAGEM, Sonaca, Space Systems, Stork Aerospace, Terma, Thales
Sonaca S.A	171	5% (A400M programme)	98%	(65)	2,100	Shares: Fiwapac (91.29%), SFPI (7.7%), Wespavia (1%), SABCA (0.01%) Subsidiaries: Belairbus (58.75%), Sobraer Ltda (99.99%), Sonaca North America Inc (100%), Flabel SA (38%), Pesola (33.3%), Sopacero (56.27%), Sonaca Monteral (100%), Sonaca Wichita (100%)	A400M: development and manufacture of leading edges of wings and landing gear doors, UAV B-hunter system, fuselage structures (Lockheed D16), space programmes (satellite platforms, Spot 5 and Pleiades, Aladin optical bench), FLPP and AURORA programmes	Flabel (with ASCO, SABCA, SABCA Limburg and Barco), Eagle (with IAI and Thales Communications Belgium), Airbus industrie, Bombardier, Dassault Aviation, Eads, Embraer, IAI, Kawasaki, Lockheed Martin, Mitsubishi, Patria
Techspace Aero S.A	n/a	n/a	n/a	n/a	n/a	Shares: Safran (51%), Walloon region (28.4%) Pratt & Whitney (19%), Société Fédérale d'Investissement (1.6%)	Aerospace propulsion (low pressure compressors), Space and aerospace equipment (space valves & lubricating systems), Services (maintenance, repairs and trials), Engine components (PW-F100, GE-F110, Kaveri, TP-400)	GE (F110), P&W (F100), Snecma Moteurs

Defence industry in Brazil (2009 figures)



	Defence turnover in M€	Total turnover in M€	% exports	Staff
Omnisys Engentaria	n/a	15	n/a.....	278
Orbisat Da Amazona	n/a	23	n/a.....	300
Mectron	n/a	25	n/a.....	276
Avibras.....	n/a	160	n/a.....	1,200
Helibras	24	80	100	327
Embraer	353	3,920	93	16,853



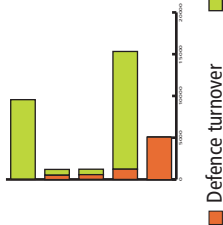
■ Defence turnover ■ Non-defence turnover

DEFENCE INDUSTRY IN BRAZIL (2009 data in M€)									
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation	
Avibras	160.37	n/a	n/a	111.66	1,200	n/a	Missile propulsion (anti-radiation missiles MAR-1, A-Darter), rockets		
Embraer	3,920.5	9%	93%	178.2	16,853	Shares: others NYSE (40.3%), others BM & FBOVESPA (21.9%), PREVI (13.7%), others (24.1%) Subsidiaries: Industria Aeronautica Neiva, ECC do Brasil Cia de Seguros, Embraer GPX, Embraer Aircraft Holding, Embraer Overseas Ltd, Embraer Asia Pacific, Embraer Aviation Europe, Embraer Australia, Embraer Spain Holding	Intelligence, surveillance & reconnaissance (ISR Systems: EMB 145 AEW&C, EMB 145 Multi Intel, EMB 145 MP), transport aircraft (KC 390), combat (Super Tucano)		
Heilbras	80.33	30%	100%	n/a	327	Shares: Eurocopter (85.65%), Minas Gerais (12.45%), Bueninvest (1.84%), SACS (0.05%)	Helicopters (AS 550 C3, AS565, AS 532, EC 635, EC 645, EC 725, NH 90, Tiger)		
Mectron	25.2	n/a	n/a	1.71	276	n/a	Anti-tank missiles MSS-1, air to air missiles MAA-1, air to air missiles A-Darter, anti-radiation missiles MAR-1, ACAUAN bombs	South Africa Britanite Roxel	
Omnisys Engenharia	14.81	n/a	n/a	0.4	278	Shares: Thales (51.01%)	Radars, electronic warfare, space		
Orbisat Da Amazona	23.52	n/a	n/a	1.06	300	n/a	Saber M60 low altitude air defence radar, SAR airborne radar, defence studies (data links for drones, SAR sensors for space applications)		

Defence industry in Canada (2009 figures)



	Defence turnover in M€	Total turnover in M€	% exports	Staff
Pratt & Whitney Canada	n/a	9,554	85	6,200
CAE Inc.	516	1,200	91	2,700
CMC Electronique Inc.....	562	1,225	n/a	1,300
Bombardier Inc.....	1,226	15,326	94	13,600
General Dynamics Land Systems Canada... 5,100	5,100	5,100	n/a	1,450



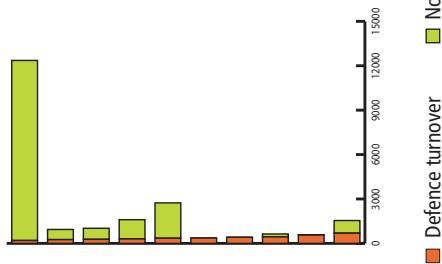
DEFENCE INDUSTRY IN CANADA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
CMC Electronique Inc	1,125	50%	n/a	94.5	1,300	CMC Electronics Cincinnati, NovAte Inc., ESTERLINE technologies corp.(100%)	High-tech aviation equipment, communications (tri-band radio systems AN/TRC-190n, AN-GRC-245, Satcom antennae), maritime and space electronics	Honeywell Lital Raytheon Rockwell Collins
Bombardier Inc financial year end 31/01/10	15,326	< 8%	94%	742	13,600	Subsidiaries: Learjet Inc, Bombardier Transportation, Short Brothers plc Shares: Bombardier family (53.87% of voting rights)	Training of pilots, aerial drones CL-327 and CL-427	Aerospace: ATCO Frontier Boeing, CAE Electronics, Embraer, Field Aviation Co, Lockheed-Martin, Lufthansa, Raytheon, Serco
CAE Inc. financial year end 31/01/10	1,200	43%	91%	158	2,700	Subsidiaries: CAE Electronics Ltd (Can), CAE Elektronik GmbH, CAE USA Inc, CAE Electronics Pty Ltd, CAE Electronics Inc. (EU), CAE Aircrew Training Services plc (78%)	Flight simulators for planes and helicopters, civil and military; simulators for pilots to keep up to date with procedures (C130J, E3A, super lynx NH90, CP-140); Weapons systems and simulators; Command systems (Astute submarines), platform control, propulsion and equipment (ships)	JV Bombardier Aerospace, Team Cormorant, Augusta, Airbus, Boeing (Flight School XXI), Lockheed Martin (C-130J training), Thales
General Dynamics Land Systems Canada	5,100	100%	n/a (but high)	n/a	1,450	Subsidiaries: MOWAG (Switzerland), GDLS - Australia Shares: General Dynamics (100%)	Light armoured vehicles (LAV range) (MOWAG), medium calibre turrets, Eagle reconnaissance vehicle, Duro tactical trucks (MOWAG)	GDLS
Pratt & Whitney Canada Inc	9,554	n/a	85%	935	6,200	Europe: P&WC Ltd, P&W-Russia, P&W Kalisz (Poland), P&WCIM Customer Support Center (50%) Other: South P&W Aero-Engine Co Ltd (China, 49%), SPW International (JV with Snecma), UTC (100%)	Turboprops (PT6A, PW100), helicopter turbines (PT6B/C, PW200), turbojet (JT15D, PW300, 500, 600, 800) and auxiliary power units (PW900) for Dash 80, 328 Jet, Galaxy, T-6A Texan, Bell 427 A119, IL-114, A380	Gas turbines for propulsion: MTU Gas turbines, commercial and naval: Izar Turbo-engines: Snecma

Defence industry in South Korea (2009 figures)



	Defence turnover in M€	Total turnover in M€	% exports	Staff
Hyundai Heavy Industries.....	195	12,361	47	24,982
STX Engine.....	255	940	3.9	n/a
Poongsan	273	1,021	33.6	n/a
Hyundai Rotem.	302	1,601	12	3,800
Hanwha	347	2,734	16.3	n/a
Samsung Thales	364	364	17.9	1,567
Doosan DST.....	413	413	0.1	n/a
Korea Aerospace Industries (KAI)	440	635	12.4	2,928
LigNex1.....	562	565	4	2,500
Samsung Techwin.....	692	1,545	12.3	4,720



DEFENCE INDUSTRY IN SOUTH KOREA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Samsung Techwin	1,544.7	44.8%	12.3%	113.7	4,720	Shares: Samsung Electronics (25.5%), Mirae Asset (11.1%), others (63.4%) Subsidiaries: Tianjin Samsung Techwin Opto Electronics, Shanghai Samsung Mechatronics & Trading, Samsung Opto-Electronics America, Samsung Techwin Europe	Artillery system (K9 Thunder 155mm 152 Cal. self propelled Howitzer, FDCV-Fire Direction/Center Vehicle, ILS-Integrated Logistics Support-, K10 ARV-Ammunition Resupply Vehicle-, K9 package), Marine corps system (KAAV7A1-Korea Amphibious Assault Vehicle-), MPV System (Multi-Purpose Vehicle), Other systems (war game solutions, coastal surveillance radar, combat training center)	
LigNex1	564.9	99.5%	4%	n/a	2,500	n/a	Avionics (mission computer, flight control computer, airborne recorder, communication control system), Electronics warfare (torpedo acoustic countermeasures, mobile decoy, Lynx ESM, electronic bomb jammer), Precision guided munitions (mobile Sea Mine, rolling airframe missile, blue shark lightweight torpedo, Chiron missile multi-launcher system), ISR-intelligence, Surveillance & Reconnaissance- (F-15K radar high resolution simulator for NCTR, hull mounted sonar for FFX, KSS-III sonar system, KSS-III optronic mast system, KSS-III navigation radar), C4 (VHF FM Radio)	

DEFENCE INDUSTRY IN SOUTH KOREA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Korea Aerospace Industries (KA)	635.1	69.3%	12.4%	55.44	2,928	Shares: Korea Development Bank (30.5%), Doosan Infracore (20.5%), Samsung Technwin (20.5%), Hyundai Motors (20.5%)	Fixed ring (T-50 family tactical UAS for corps level, RQ-101 up-grade, tactical UAS demonstrator for division level), Rotary wing (KUH-Surion), Airframe (F-15/ Apache fuselage), Upgrade & modification (maritime patrol aircraft-P3), Complexion business (SB 427, Lynx, KUH), Space program	Airbus Bell Helicopter Boeing Eurocopter Lockheed Martin
Doosan Defense Systems & Technology (Doosan DST)	412.7	100%	0.1%	n/a	n/a	Shares: 100% Doosan Subsidiaries: Doosan Babcock, Doosan Corporation electro-materials	Armoured vehicles (K21 infantry fighting vehicle, NBC reconnaissance vehicle, Barracuda 4*4 armoured wheeled vehicle, 40mm turret vehicle mortar carrier, smoke generation vehicle), Air Defense System (vulcan air defense system, vulcan naval gun system, 20mm AA gun carrier), Launcher system (surface-to-surface missile launcher, anti-ship missile launcher, vertical launching anti-submarine rocket launcher, light weight torpedo launcher), Optics/navigation (composite ground navigation system, inertial navigation & guidance unit), Training equipments (Chun Ma training equipment, Bi Ho combat simulator)	

DEFENCE INDUSTRY IN SOUTH KOREA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Samsung Thales	364.2	100%	17.9%	0.02	1,567	Shares: Samsung Techwin (51%), Thales (49%)	Land C2 Systems (fire control: for K2 main battle tank, for K21 infantry fighting vehicle, for KIA1 main battle tank, for K9 self-propelled Howitzer, for K-55A1, for K30), Optronics (electro-optical tracking system for UAV & for helicopter, Falcon, TAS-21 for artillery forward observer, Sophie UF-2, laser range finder), Command, control, communication system (tactical information communication network, joint-tactical data link system, SPIDER network military satellite communication system, army tactical C41 for rear area), Radars (ground surveillance radar, MIRAe, MSAM Multi Function Radar, active array radar basic model), Naval combat management systems (for : KDX-II, LPH, PKG, FFX, KSS-III, LST-II), Avionics/electronic warfare systems (Lynx Helicopter, KUH-Surion, T-50, TA-50, FA-50, KF-16, KT-1, KFX, UH-60, HH-60), Future combat systems (defense robot, future soldier system)	

DEFENCE INDUSTRY IN SOUTH KOREA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Hanwha	2,733.6	12.7%	16.3%	344.93	n/a	<p>Shares: Seung Yon Kim (23.32%), Cheonan Biliml (8.9%), Treasury stock (7.79%), Dong Kwan Kim (4.41%), others (56.58%)</p> <p>Subsidiaries: HW Chemical Corp, HW Engineering & construction Corp., HW Hong Kong, HW Japan, HW Machinery, HW International Brazil Ltda, HW Europe GmbH</p>	<p>Precision-guided munition systems (surface-to-surface missiles, surface-to-air missiles, antivesel/antisubmarine missiles, key components), Precision ammunition system (grenades, hand-grenades, propelling charge, aerial bombs, ILLUM, 81mm mortar bombs, 60mm mortar bombs), Percussion fuse (optical, electronic & mechanical fuse), Sapper ammunition & blasting equipment (mine clearing system, demolition kit, clod explosives, TNT), Underwater equipment (TACM, TASS, ULTASS, HUSS, FAUSS, HMS), New defence products (portable reconnaissance robots, electromagnetic pulse devices, non-lethal acoustic weapons)</p>	
Hyundai Rotem	1,601.5	18.9%	12%	0.04	3,800	<p>Shares: Hyundai Motor Co (57.64%), MSPE Metro-Investments AB, Haevichi Hotels & Resorts, Hyundai AMCO, Seoul Metroline Mine Co</p>	<p>MBTs & family vehicles (K2 MBT, K1A1 MBT, K1 ARV, K1 AVLB), WAV (KW2 8*8, KW1 6*6), Simulator (tank gunnery training simulator, tank driving training simulator), Others (heavy equipment transport, korean indigenous decontaminating system)</p>	

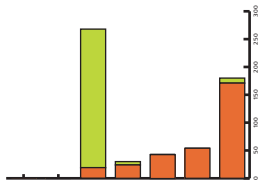
DEFENCE INDUSTRY IN SOUTH KOREA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Poongsan	1,029.9	26.8%	33.6%	97.5	n/a	Subsidiaries: PNT Corp, Poongsan FMS Corp, Poongsan HK Ltd, Poongsan Shanghai Co Ltd, Poongsan Japan Corp, Poongsan America Corp	Military ammunition (small arms ammunition, anti-aircraft ammunition, ML ammunition), Components of ammunition (link, fuze, primer assembly, nitrocellulose), Commercial ammunition	
STX Engine	940.3	27.2%	3.9%	0.04	n/a	Shares: 100% STX Corp Subsidiaries: STX, STX Pan Ocean, STX Heavy Industries, STX Metal, STX Energy, STX Offshore & Shipbuilding	Military diesel engine (navy vessels engines KDX-I, KDX-II, PCC, FFK, maritime police engine 1 000, 1 500 & 3 000 tonnes, tank engine K1 & K1A1, mobile gun engine K55, K77, K9, K10, armored car engine), Electronic communication equipment (underwater acoustics radar system, tactic communication, battle system)	
Hyundai Heavy Industries	12,361.2	1.6%	47%	1.41	24,982	Shares: MI Chung (10.8%), KCC Corp (81.5%), Hyundai Dockyard Co Ltd (7.98%), others (73.07%) Subsidiaries: Hyundai Futures, Wartsila Hyundai Engine Company Ltd, Hyundai Heavy Material Service, Hyundai Venture Investment	Shipbuilding: submarine, destroyer, frigates, VLCC tanker, chemical tanker	

Defence industry in Greece (2009 figures)



	Defence turnover in M€	Total turnover in M€	% exports	Staff
Elefsis Shipyard.....	n/a	n/a	n/a	940
Hellenic Shipyards.....	n/a	n/a	n/a	1,240
Metka	19	268	n/a	269
ELBO	24	30	n/a	630
Intracom Defense Electronics.....	43	43	.70	530
Hellenic Defence Systems.....	54	54	n/a	1,400
Hellenic Aerospace Industry (2008)	171	180	13	2,700



■ Defence turnover
 ■ Non-defence turnover

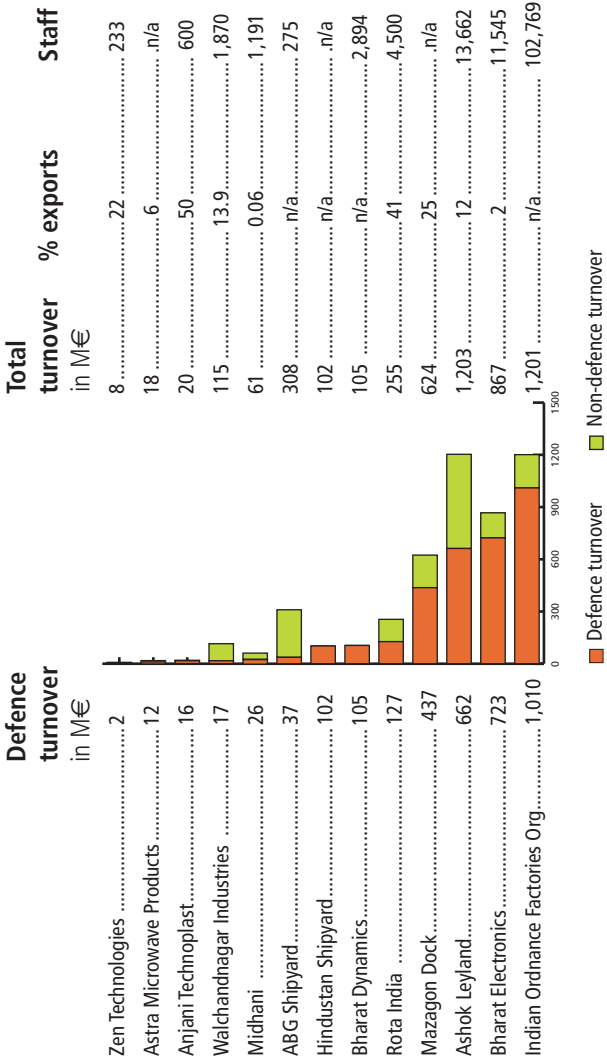
DEFENCE INDUSTRY IN GREECE (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Hellenic Defence Systems	54	100%	n/a	(173) (debts of 1.1 billion euros)	1,400	Shares: Greek state (99.7%), others (0.3%) To be privatised (declared candidate: ATK) Subsidiaries: Ipiros Metalworks Industry SA, Electromechanica Kymi Ltd, LF-Pyrkal	Light and medium calibre weapons, mortars, canon (Artemis 30mm), weapons and missile systems, light, medium and large calibre munitions, explosives, F16 external tank, WASP 58 rocket launcher, IRIS-T, Stinger	Bofors Orlikon Oto Melara Rheinmetall Vulcan
ELBO	30	80%	n/a	(20.7)	630	Shares: Greek State (52.5%), Mytilineos Holding (47.5%) To be privatised (declared candidate: MAN-Rheinmetall)	Land-based military vehicles (armoured (Leonidas, Kentaurus), lorries, jeep, engineer), buses, engines and parts	Daimler Chrysler, Mercedes Benz, Raytheon, Oshkosh, Neoplan, Scania, SNF, AM General
Hellenic Aerospace Industry (HAI)	180 (in 2008)	95%	13%	(60)	2,700	Holding: EMC Hellas SA (100%), PMC SA, Hellas Sat Consortium SA Shares: Greek state (99.4%), others (0.6%) To be privatised	Civil and military aircraft, engine parts, communication equipment and electronic warfare, weapons systems, manufacture and assembly of airframes, training	Lockheed Martin, Raytheon, Rolls Royce, Pratt & Whitney, Boeing, Dassault, EADS, Embraer, GE, Sncema, Airbus, Alenia Aerospazio, Honeywell, Sikorsky, Eurocopter, Intracom
Intracom Defense Electronics	43.24	100%	70%	3.4	530	Subsidiary of Intracom Holding Shares: Kokkalis (26%), Demetriadis (12%), institutional investors (22%), small shareholders (35%), others (5%)	Defence electronics, telecommunications, cryptography (SecLine), C41, control and test systems for missiles, radars, upgrading of aircraft, AWACS, Leopard 2HEL tank, R&D in advanced technologies, military software	Alcatel Atlas Elektronik Boeing Diehl KMW Northrop Grumman Raytheon Rheinmetall Defence Saab Thales Zeiss

DEFENCE INDUSTRY IN GREECE (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
METKA SA	268.14	7%	n/a	50.1	269	Holdings: Servisteel SA (99.98%), EKME SA (40%), Rodax-ATEE (100%), ELEMKA SA (83.5%) Shares: Mytilineos Holdings (66%), others (34%)	Hulls for armoured Leonidas APCs and U-209 and U214 submarines, turrets and mechanical equipment for the Leopard 2 HEL combat tank, loading systems for submarines, semi-trailers and launch systems for PATRIOT missiles, equipment for the PzH 2000 howitzer	Blohm & Voss Bombardier KMW GmbH Lothheed Martin Raytheon Rheinmetall
Elefsis Shipyard	n/a	100%	n/a	n/a	940	Shares: Neorion Shipyards (70%), Global Trust Ltd (14%), others (16%)	Design, building, refurbishment, maintenance, upgrading and conversion of surface ships	DCNS Fincantieri Vosper & Thornycroft
Hellenic Shipyards (ENAE)	n/a	90%	n/a	n/a	1,240	Shares: Priminvest subsidiary of Abu Dhabi Mar (75.1%), ThyssenKrupp Marine Systems (24.9%) To be taken over in October 2010 by Abu Dhabi Mar (UAE)	Naval construction and repair, reconnaissance and combat ships, MEKO frigates, U209 and U214 submarines	

Defence industry in India (2009 figures)



DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
ABG Shipyard	308	12%	n/a	38	275	Subsidiaries owned 100%: Eleventh Land Developers Private Ltd, ABG Shipyard Singapore Pte Ltd Subsidiary owned 60.26%: Western India Shipyard Shares: Founder (57.14%), Foreign institutional investors (12.76%), Individuals (8.93%), Foreign venture capital investors (8.76%), Insurance companies (5.42%), Others (6.99%)	Coast guard ships: C-143, C-144, C-145, C-146, C-147, C-148 Pollution control ships: Sumudra Prahari During the course 2009-2010 financial year, ABG Shipyard delivered 14 Ships	A 37.2m Euro contract with the Indian coast guard for the construction of 11 patrol vessels A 66m Euro contract with the Indian coast guard for the construction of 3 pollution control vessels
Anjani Technoplast Ltd	19.9	80%	50%	n/a	600	No subsidiaries	Armour and protection equipment (vest, helmet, bullet proof shield, riot gear, materials for armouring, de-mining equipment, armoured panels, specific protection for vehicles, for mobile sentries, tactical moving), surveillance equipment (Micro UAS AGD-200 and 1 000, amphibious planes, pilotless airborne vehicles)	BAE Systems Fy Composite Micro Drone MREL Ryan Schiebel

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Ashok Leyland	1,203	55%	12%	70	13,662	<p>Shares: Hinduja Automotive Ltd (50.98%), Fts. Insurance Co (14.21%), Fils (13.62%), Residents (9.55%), Others (11.64%)</p> <p>Joint-ventures with: Nissan Motor Company, John Deere & Company, Continental AG, Alteams Oy</p>	<p>Rapid Intervention Vehicle 4X4, Hippo Tractor, Hippo Haulage, Hippo Tipper, Beaver Tractor, Stallion Mk III Tipper, Stallion 4X4 MK IV, Stallion 4X4 5KL Water Bowser, Stallion 6X6, etc</p> <p>In February 2005, there was a 10m dollars with the Sudanese Ministry of Defence for the supply of 100 Stallion trucks and 100 Falcon buses. In January 2009 there was a 10.5m dollar contract with the Honduras army for 139 vehicles</p>	<p>In February 2010 there was a cooperation agreement with the South African group Paramount for the manufacture, in India, of mine protected armoured vehicles. The new vehicle (Stallion MPV - Mine Protected Vehicle) - is for the Indian Armed Forces as well as other state internal security forces.</p>
Astra Microwave Products Ltd	17.74	65%	6%	1.36	n/a	<p>Shares: small investors (28.89%), corporate bodies (22.12%), Fils/NRIs/OCBs (19.92%), founders (19.03%), banks (7.84%)</p> <p>Subsidiary: Komoline Electronics Private Ltd (86.64%)</p>	<p>Supply of electronic sub-systems for radars, electronics for missiles, electronic warfare systems</p>	<p>In February 2008 a non-exclusive MoU was signed with Raytheon. In February an MoU was signed with Bharat Electronics Ltd (BEL) for a joint-venture.</p>

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Bharat Dynamics Ltd	104.5	100%	Almost zero	8.9	2,894	Shares: Indian State (100%) No subsidiaries	Prihvi ground to air missile for anti-missile defence, Konkurs-M missile, Akash medium range ground-to-air missile, Invar gun, AGTM simulators, night vision equipment for AGTM launchers, decoy systems (Torpedo Countermeasure System -C303-, Countermeasures Dispensing System -CMDS) electronic components for sub-systems for various IGMP (Internet Group Management Protocol)	France: MBDA Israel: Rafael Armament Development Authority Ltd and Israel Aerospace Industries Belorussia: Agate Italy: Italian navy Russia: NPO Mashinostroeniya (JV set up in 98)
Bharat Electronics Ltd	867	83.44%	2%	120	11,545	Shares: public company 75% owned by the Indian government Subsidiary: BEL Optronics Devices (92.79%) Joint-ventures: GE-BE Pvt Ltd (JV with General Electric Medical System), BEL Multitone Ltd (JV with Multitone -UK)	Command and communication systems for the army, radar and sonar systems, naval systems (control, command and communication systems such as radar, sonar, decoys and acoustic buoys), telecommunications and transmission systems, electronic warfare systems, electronic systems for tanks, solar energy systems and turnkey solutions	MoU: Indus Teqsite (April 2010), Astra Microwave Ltd (February 2009), Bharat Heavy Electricals Ltd (March 2009) Boeing Elbit Systems Electro Optics Elisra ELOS Israel Aerospace Industries Northrop Grumman Rafael Defense Systems Selex Galileo Thales

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net Income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Bharat Forge (BEL)	313.8	n/a	38%	21.1	n/a	<p>Shares: Founders (43.97%), Indian residents (16.45%), foreign institutional investors (12.08%), others (27.5%)</p> <p>Subsidiaries (100% owned): CDP Bharat Forge GmbH, Bharat Forge Aluminium GmbH, FAW Bharat Forge (52%), Bharat Forge Kilista, Bharat Forge America, Bharat Forge Scottish Stampings</p> <p>Joint-ventures with: Alstom, Aeva and NTPC</p>	Forged & machined components	ST Kinetics
Bharati Shipyard Ltd	222.9	n/a	59%	2.3	1,127	<p>Shares: Promoters (41.84%), institutional investors (20.94%), others (37.22%)</p> <p>Subsidiaries: Advritya Urja, Natural Power Ventures, Nishita Mercantile, Premila Mercantile, Dhanshree Properties, Nirupam Energy Projects, Pinky Shipyard, Vishudh Urja</p> <p>Joint-venture: Bengal Shipyard Ltd with Apeejay Shipping Ltd (55.99%/45.01% for Bharati Shipyard Ltd)</p>	Offshore refuelling ships (HALUL 24, 30 and 37, Bourbon Altair, Relsagar, Malaviya 21, 24, 25 and 28), towed carriers, multi-use jake-up platforms, dock installations for ships	On 30 April 2007, Bharati Shipyard Ltd signed a contract with Great Offshore Ltd (1st ranked Indian supplier of integrated offshore oil tanker services) for the construction and supply of a multi-purpose offshore re-fuelling ship (value of the contract: 47,556,720 Euros). This is the most sophisticated multi-purpose offshore refuelling ship ever designed in India.

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
BHEL	5,673	n/a	3.6%	716	46,274	<p>Shares: State (67.72%), foreign institutional investors (14.72%), others (17.56%)</p> <p>Subsidiary: Bharat Heavy Plate & Vessels Ltd (BHPV) (100%)</p> <p>Joint-ventures with: General Electric, NTPC (National Thermal Power Corporation), TNEB (Tamil Nadu Electricity Board), PTC India Ltd, Karnataka Power Corp Ltd, Madhya Pradesh Power Generating Company Ltd</p>	<p>Fire control systems for combat tanks and control of integrated platforms, simulators (Simfire gun firing, light weapons, infantry weapons, machine control room, vehicle training, platforms, radars, missiles, automated training for armed forces and paramilitary forces), avionics, radars and associated systems, telecommunications electronic warfare systems</p>	<p>Alstom General Electric KPCL Madhya Pradesh Power Maharashtra State Power Nuovo Pignone Oto Melara Sheffield Forgemasters TNEB Toshiba</p>
Centum Electronics	18.3	n/a	50%	51.9	n/a	<p>Shares: private Indians (56%), public non-institutional (39%), foreign private (5%)</p> <p>Defence subsidiary: Centum Industries Pvt Ltd</p> <p>JV: Centum Rakon India Pvt Ltd</p>	<p>Solar and ground optoelectronic sensors, electronic components for the command and guiding of missiles, command systems for submarine use, electronic radar systems for the aerospace industry, multiplexers, relay drivers, control electronic modules, signal conditioners</p>	<p>DRDO ISRO Rakon Ltd</p>

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Cochin Shipyard Ltd	229.8 (2008 figures)	n/a	43%	n/a	1,926	Shares: Indian State (100%) No subsidiaries	Construction and repair of ships (ships for Indian air defence) At the end of 2010 Cochin Shipyard Ltd's order book stood at almost 1 billion euros. The company has contracted to build 36 ships; 20 patrol vessels, 1 aircraft carrier for the navy and 15 ships for refuelling at sea for foreign clients	India: M/s Tebma Shipard Ltd (Chemal) to expatriate the design, construction and delivery of tugs and sea-going ships. According to this order, the construction of 12 ships has been entrusted to M/s Tebma Shipard Ltd Netherlands: M/s IHC Holland to increase the dredger construction business and to benefit from this company's technical support
Garden Reach Shipbuilders & Engineers (GRSE)	144	n/a	n/a	19	4,210	Shares: State (100%)	Frigates (Godavari class), high speed patrol vessels, rapid attack vessels with steam turbines, corvettes, missile launchers, landing ship tanks, hydrographic ships, fleet replenishment tankers.	MacTaggart Scott MTU

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Goa Shipyard Ltd (GSL)	143	n/a	n/a	21.7	1,700	Shares: State (100%)	90 and 105m advanced off-shore patrol vessels, 105m high seas patrol vessels, high speed patrol vessels (35 knots), naval missile launchers, oceanic hydrographic survey vessels, landing crafts, sail training ships, high speed and very high speed patrol vessels, high speed interceptor crafts: 2 types (35 and 45 knots)	
Godrej Group	1,940	n/a	23%	n/a	21,121	Shares: Godrej family Subsidiaries: Godrej Precision Engineering, Godrej Precision System, Godrej Security Solutions, Godrej Electricals, Godrej Locks	Manufacture of parts for wind turbines, manufacture of parts for steam and gas turbines, supply of equipment for nuclear reactors, repair of machines, rocket engines, specialised motors, accessories for aircraft engines, various components for the defence industry, Air Flame for Defence	Avio BDL BEL DRDL ECIL Goodrich HAL IAI ISRO Rafael Rolls-Royce

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Hindustan Aeronautics Ltd	1,903	n/a	1.8%	327	33,990	Shares: Indian State (100%) Joint ventures: BaeHAL Software Ltd (49%), Indo-Russian Aviation Ltd (IRAL) (47%), Snesma HAL Aerospace Pvt Ltd (50%), SAMTEL HAL display System Ltd (40%), HALBIT Avionics Pvt Ltd (50%), Tata Hal Technologies Ltd (50%), HATSOFF Helicopter Training Pvt Ltd (50%), etc.	Planes (Su-30 Mk), MiG-27, Jaguar International), helicopters (Chetak, Cheetah, Lancer, Dhruv), aircraft engines (AL-31 FP, R25, R-29B, ADOUR Mk 81, ADOUR Mk 804E, Artouste III B, Avon, Gnome 1400-IT, Orpheus 70105, GARRETT 331-5), avionics, communication and navigation equipment, aircraft accessories, helicopters and aircraft engines, space programmes (launchers, spy satellites)	UAC-Rosoboronexport On the 1st April 2010 the company's order book stood at almost 13 billion euros of defence orders
Hindustan Shipyard Ltd	102	100%	n/a	0.38	n/a	Shares: Indian State (100%)	Construction and repair of ships, refurbishment of submarines (877 EKM -Kilo class-) and the building of onshore and offshore structures	
Indian Ordnance Factories Organisation	1,201	84%	n/a	n/a	102,769	Shares: conglomerate under the aegis of the Department of Defence	Civil weapons and munitions, weapons for war, munitions, explosives, propellants, chemical products, military vehicles, armoured vehicles, optical equipment, parachutes, support equipment on campaign, equipment for troops	Israel Military Industries

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Larsen & Toubro	6,542	n/a	n/a	727	38,785	<p>Shares: financial institutions (32.98%), employees (12.36%), foreign institutional investors (14.44%), others (40.22%)</p> <p>Subsidiaries (110 in all): L&T Finance Ltd, L&T International FZE, L&T Urban Infrastructure Ltd, L&T Infrastructure Finance Company Ltd, Spectrum Infotech private Ltd (SIPL) + large numbers of joint-ventures</p>	<p>L&T has a large number of manufacturing licences for a large range of products: integrated naval combat systems (missile launcher systems, anti-submarine equipment systems, combat management systems), engineering for integrated naval systems and equipment (demagnetising systems), integrated land systems (air defence and artillery systems, mobile radars), missile systems (composite systems and sub-systems), naval ships (ocean going patrol vessels, corvettes, frigates, submarines)</p>	<p>Boeing (February 2007) EADS (May 2009) Raytheon (February 2010)</p>

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Mahindra & Mahindra Ltd	3,393	n/a	n/a	n/a	+ 100,000	<p>Shares: institutional (50.74%), Indian promoters (25.18%), non-institutional (21.51%), others (2.57%)</p> <p>Subsidiaries: Mahindra Satyam, Mahindra Special Services Group, Mahindra Defence Systems</p>	<p>Armoured solutions for light combat vehicles and SUVs (MPVI -Mine Protected Vehicle India- Mahindra MM550XDB Soft-top, Mahindra Field Ambulance, Mahindra Pickup, RAKSHAK, Up-Armoured VIP Movement), mines, countermeasures systems (decoys) and composite products for naval use, assistance in the area of risk management, data protection, assets and personnel</p>	<p>BAE Systems Boeing Integr8 Renault</p>
Mazagon Dock Ltd	624	70%	25%	39	n/a	<p>Shares: Indian State (100%)</p>	<p>Surface ships (corvettes, Leander class frigates, Godavari class frigates, Nilgiri class frigates, missile launch patrol ships, patrol ships, destroyers) and submarines (type 1,500 SSK, INS Shalki type 209, INS Shankul, Scorpene)</p>	<p>DCNS</p>

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Midhani (Mishra Dhatu Nigam Ltd)	61	43%	0.06%	7	1,191	Shares: Indian State (100%)	Aerospace (superalloys, titanium alloys in special steel for MIGs, Dorniers and Jaguars and Sukoi-MkII jet engines). Naval (titanium, non-magnetic steels, special superalloys and various components from steel alloys used in the construction of submarines and warships), Weapons (production of guns and other components for combat tanks Arjun, T-90 and T-72, bullet proof vests, helmets and various vehicle protection systems)	Rosobornexport
MKU	n/a	n/a	n/a	n/a	850	Shares: linked to the family running the Anjani business	Personal protection (bullet proof vests, armoured panels, armoured shields, mine removal suits), materials for the protection of land vehicles, planes and helicopters, ships and drones	AST Security Equipment

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Pipavav Shipyard Ltd	97.22	n/a	n/a	(7.55)	514	Shares: public shareholders (60.44%), founder shareholders (39.56%) Subsidiary: E-Complex Private Ltd	In 2009-2010, PSL was selected by the Indian Ministry of Defence to build 5 patrol ships for the navy (480m Euros) PSL's decision to concentrate on the defence market is recent (Sept 2009). During the next 20 years, a hundred or so ships as well as submarines should be built to respond to needs of the Indian armed forces	Korea Maritime Consultants Co Ltd (KOMAC) Metdist Industries Holdings Ltd Punj Lloyd Sembcorp Marine
Precision Electronics Ltd (PEL)	5.1	n/a	n/a	16.6	290	Shares: private (74.62%), public (25.38%)	Electronic encryption units, power supplies, printed circuit boards, V/UHF tactical radios, ad-hoc networked data radio, telephony solutions, voice recognition systems, tank harness, ruggedized assemblies	BiSecure Cassidian Comtrend Corp EADS DS Inventum ITI Ltd Marine Air Systems (MAS) Raytheon Saftehnika SAT Tata Advanced Systems Thales Wagner Schaltungstechnik

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Punj Lloyd Group	1,751	n/a	58%	(18)	14,912	Shares: founder shareholders (37.44%), non-founder shareholders (36.48%), others (26.08%) Subsidiaries (100%): Punj Lloyd Pte Ltd Singapore, Punj Lloyd Indonesia, PT Sempac Indonesia, Punj Lloyd Kazakhstan, PNL Construction Ltd, Spectra Punj Lloyd, Punj Lloyd Aviation Ltd, Simon Carves Ltd	Land-based systems (artillery and associated systems, armoured combat vehicles, light calibre weapons), naval platforms (construction and repair of ships), aerospace (manufacture of structures, dynamic components, integration of systems on aircraft etc.), electronics (C4ISR, tactical communication networks, improvements in the robustness of electronic components)	Singapore Technologies Kinetics Ltd (ST Kinetics)
Rathi Steel & Power Ltd	128	n/a	n/a	0.73	409	Shares: Indian founders (50.64%), general public (24.48%), other investors (14.91%), banking, financial and insurance institutions (9.97%)	Products for the construction sector. Clients: Military Engineer Services (MES), Army Welfare Housing Organization	

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and share-holdings	Activities related to defence	Co-operation
Rolta India Ltd (Rolta)	254.6	49.7%	41%	42.4	4,500	<p>Shares: founders (41.93%), institutional and foreign investors (33.44%), others (6.31%)</p> <p>Subsidiaries (100%): Rolta International Inc, Rolta Canada Ltd, Rolta TUSC Inc, Picoon Technologies Inc, Rolta UK Ltd, Rolta Benelux BV, Rolta Deutschland BV</p> <p>Joint-ventures: Shaw Rolta Ltd (SWRL), Rolta Thales Ltd (RTL)</p>	<p>Command and control, Intelligence, Surveillance and Reconnaissance (coastal surveillance systems), Com-munications (mobile radios), Mobile information systems for soldiers and on-board vehicle systems (portable thermal imaging), Intelli-gence systems for engineers (geographical information for engineers), Internal security and safety and maritime security (c4i)</p>	<p>Augusta Systems Inc Computer Associates IBM Integraph Microsoft Oracle Thales The Marner Group LLC The Shaw Group Z/I Imaging</p>
Tata Group (données 2008)	50,853.5	n/a	64.7%	1,506.24	363,000	<p>Shares: Philanthropic socie-ties (66%), other corporate shareholders (18%), Tata companies (13%), indivi-duals (3%)</p> <p>27 registered Tata companies</p> <p>Tata & Sons subsidiaries in the military sector: Tata Advanced Materials (TAM), Tata Advanced Systems (TAS), Tata Consultancy Services (TCS), Tata Power Ltd (Strategic Electronics Division)</p>	<p>TAM: armoured protection (bullet proof vests, helmets and armoured panels for combat tanks), composite parts for the aerospace sector TAS: work for Homeland Security, surveillance technologies (drones, radar), precision technology (missiles, sensors), aerospace and avionics etc. TCS: advice in the area of information technology (technical solutions) Tata Power Ltd: energy production chain, from manu-facture to distribution</p>	<p>IAI IBM Israeli military industry Lockheed Martin Raytheon Wipro, Godrej and Infosys</p>

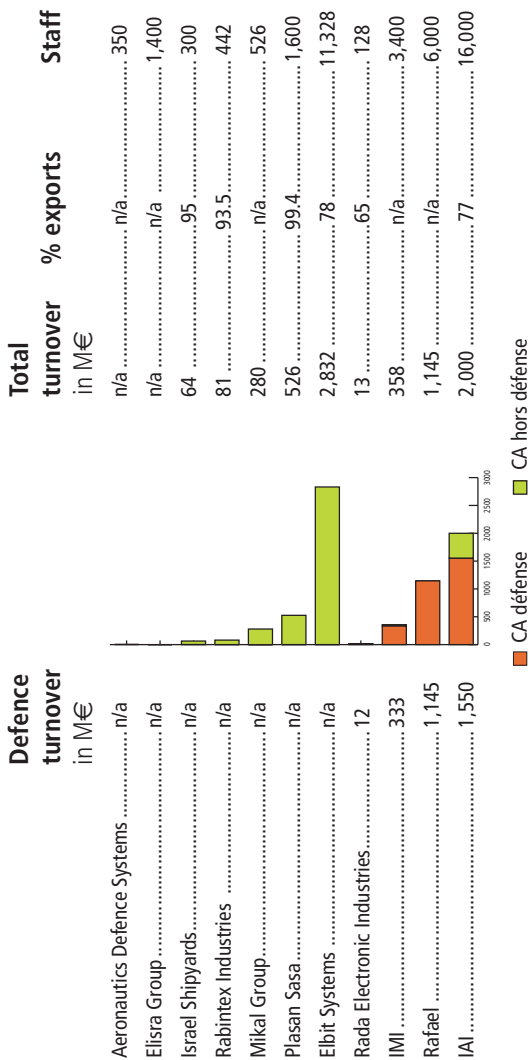
DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Tata Motors	6,681	n/a	n/a	372	24,000	Shares: promoters (37%), foreign institutional investors (17.83%), foreign companies (17.41%), public companies and banks (15.78%), others (11.98%) Subsidiaries: Tata Technologies Ltd and its subsidiaries, HV Axles Ltd, HV Transmissions Ltd, TAL Manufacturing Solutions Ltd, Concorde Motors Ltd, TML Distribution Company Ltd, Ttc	Logistic vehicles (Tata Indigo & Indica, LPTA SFC 407/31 Euro II, LPTA 715 TC 4X4, LPTA 1413 TC BSII, SAK 1212 TC BSII), tactical vehicle (Armoured Sumo, Armoured Safari, SD-1015, LPTA 1623 6X6 HMV, Light Specialist Vehicle, LPTA 2038 6X6 artillery tractor 10t, LPA 713, 4X4 Mine Protected Vehicle, 8x8 High Mobility Vehicle, 4X4 LPA 713 LAIC) Internal security, police and paramilitary (207 Vajra, Xenon 4X4 Pickup, 4X4 LPA 713 Bomb Disposal Van, LPTA SFC 709/38 Euro II) Services (R&D and testing, manufacturing services, information technology, storage etc)	
Walchandnagar Industries Ltd	115.2	15% (defence, aerospace and nuclear)	13.9%	3.7	1,870	Shares: founders and founder group (55%), public (30.83%), others (14.17%)	Combustion chambers, missile envelopes, air suppression envelopes, static and mobile missile launchers, missile containers with cradles, containers for Antarctic expedition	ATEC Austria DCNS Kawasaki Heavy Industries Ltd
Wipro	4,485	n/a	n/a	765.9	108,071	Shares: promoters (79.3%), private non-institutional (9.99%), institutional investors (9%), public held in trust by the government (1.68%)	Aerospace research programmes	BAE Systems Dassault Systèmes Lockheed Martin

DEFENCE INDUSTRY IN INDIA (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Zen Technologies Ltd	8	22.5%	22.01%	2	233	<p>Shares: founders (50.14%), Indian citizens (39.18%), corporate bodies (6.67%), others (1.01%)</p> <p>Subsidiary: Zen Technologies FZE</p>	<p>Land-based military simulators (ZEN Advanced Weapons Simulators, Small Arms Training Simulator-SL, Hand Grenade Simulator, Zen Anti Tank Guided Missile Simulator, Tank simulators, the Zen Infantry combat Vehicle Armoured Personnel Carrier/ Integrated Missile Simulator, Zen Artillery Forward Observers Simulator, Zen 81mm Integrated Mortar Simulator, Zen Combat Training Simulator System), driving simulators (Zen Driving Simulator, Zen Driver Aptitude Testing System), excavation simulators (Zen Mining Equipment Training Simulator)</p>	

Defence industry in Israel (2009 figures)



DEFENCE INDUSTRY IN ISRAEL (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net Income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Elbit Systems Ltd	2,832	n/a	78%	176	11,238 of which 1,806 in USA	Shares: Federmann Enterprises Ltd (54.39%), Others (45.61%) Subsidiaries: Elop, OHB-ElectroOptics GmbH, ESLOC-T, Shiron Satellite Communications, Cyclone, ELSEC, Elisra Electronic Systems, Kinetics, Tadiran, EORD	Upgrading of military aircraft Helms for pilots Drones (Hermes, Skylark, Watchkeeper) Land-based vehicle equipment Marine systems Optronic systems C4 ISR Systems Electronic warfare systems Training and simulation systems	Ness Technologies (Nessbit), Azimuth Technologies Elbit works with the Israeli Ministry of Defence, Israel Space Agency, the Pentagon, the Canadian and British ministries of defence
Plasan Sasa	562.1	n/a	99.4%	n/a	1,600	Shares: Galilee Kibbutz Sasa (100%) Subsidiaries: Plasan North America, Plasan USA Inc, Plasan Carbon Composites (PCC)	Kits for armouring (for aircraft, against mines for land-based vehicle, armoured cockpit kits) Systems for personal protection (bullet proof vests, shields)	Boeing Elbit Systems General Dynamics Marshall Land Systems Northrop Grumman Permal Gloucester Ltd Oshkosh ThalesAustralia
Rabintex Industries Ltd	81	n/a	93.5%	(4.6)	442	Shares: Inspire Investment (61%), Havel Investment (8%), Clal Insurance (5%), Clal Finances (3%), others (23%) Subsidiaries: Buretek, Guardlink International Inc, Philcar, Hydefense, Rabintex Finances Ltd, Rabintex USA Inc	Combat helmets and visors Solutions for protection against weapons (bullet proof vests, personal armour, shields) Mobility and transformation of vehicles (platforms for antennae and radar)	Composix Co Vision Industries

DEFENCE INDUSTRY IN ISRAEL (2009 data in M€)								
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Israel Aerospace Industries Ltd	2,000	77.5%	77%	42	16,000	<p>Shares: State of Israel (100%)</p> <p>Subsidiaries: Bedek aviation group, Commercial aircraft group, ELTA systems Ltd, Military aircraft group, Systems missiles and space group, Engineering and development group</p>	<p>Upgrading of military aircraft</p> <p>Development, manufacture and integration of components and sub-systems into military planes</p> <p>Drones (Héron, Héron TP, mini-drones)</p> <p>Systems for land-based vehicles</p> <p>Naval systems (Barak)</p> <p>C4ISR systems</p> <p>Electronic warfare systems</p> <p>Ground-to-air defence (Arrow)</p> <p>AEW</p> <p>Laser guided weapons</p>	<p>Aerospaiale, Airborne Express (ABX), Air France, Air India, Antenna Hungaria, Bell Helicopter Textron, Boeing Company, British Aerospace, British Aerospace Australia, British Airways, Continental Airlines, Daimler-Benz Aerospace, Dassault Electronic, Elbit Ltd, Elisra Electronic Systems, El-Op Electro-Optics Industries, ENAER de Chile, GEC Marconi, GEC Marconi Systems, General Electric, General Dynamics, Hewlett-Packard, Hindustan Aeronautics Ltd (HAL), Hughes Aircraft Co., Iberia Airlines of Spain, IMI-Israel Military Industries, KLM Royal Dutch Airlines, Lear Astronics Corporation, Litton Industries, Lockheed-Martin Corporation, Lufthansa German Airlines, Matra Marconi Space, McDonnell Douglas Corporation, Polar Air Cargo, Pratt & Whitney Canada, Rafael Armament Development Authority, Raytheon Aerospace, Raytheon E-Systems, Rohr Inc</p>

DEFENCE INDUSTRY IN ISRAEL (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Rafael Advanced Defense Systems Ltd	1,145	100%	n/a	80.2	6,000 (Offices in Israel, the USA, Brazil, Great Britain, Spain, Germany, India, Australia and South Korea)	Shares: Ministry of Defence (100%) Subsidiaries: Galram Technological Ind, Ercas BV, R-Jet Engineering	Anti-aircraft defence systems (Iron Dome, David's Sling, Spyder) Ground combat systems (Spike) C4ISR (Skylite, balloon TAO5) Optronic systems Helicopter systems (Spike) Systems for the protection of borders and sensitive areas Naval systems (Typhoon, Protector, Barak) Anti-tank (Spike), air-to-air (Python, Derby), air-to-ground missiles (Popeye) Electronic warfare Fighting in urban environments Communication systems Civil security Training and simulation	Astrium Diehl Eads General Dynamics IAI MBDA Italie Northrop Grumman Otokar Panhard Raytheon Thales
Elsra Group	n/a	n/a	n/a	n/a	1,400	Elsra Electronic systems Ltd Tadiran Spectralink Ltd Tadiran Electronic systems Shares: Elbit systems Ltd (70%) IAI Elita systems Ltd (30%)	Electronic warfare systems C4, ELINT, COMINT systems Data and communications sharing systems Infrared systems Control and management of the electro-magnetic spectrum SAR teams systems especially drones, helicopters and reconnaissance planes	Aeslan BAE Systems Eads Elitics IAI Lockheed Martin Panhard Raytheon Rheinmetall RUAG
Israel Military Industries Ltd	358	93%	n/a	n/a	3,400	Shares: State of Israel (100%) Subsidiaries: Ashot Ashkelon, EUTA, Si Mi PTE Ltd, International Technologies & Systems	Upgrading of tanks and armoured vehicles Bridging and mine removal systems Armouring and protection systems (Iron fist) Manufacture of guns (Merkava) Munitions for tanks Rockets, mortar bombs Light infantry weapons Light calibre munitions Air-to-ground missiles	

DEFENCE INDUSTRY IN ISRAEL (2009 data in M€)									
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation	
Mikal Group	280 (2008 data)	n/a	n/a	n/a	526	Shares: Avraham Gilat / Roni Naftali (81%), Elbit Systems (81%) Subsidiaries: Soltam, ITL, GCST, Saymar, Aircnet, Na-or, KWDO, TGL, Avot LLC, Tidex	Mortar systems (60mm, B-499 81mm, B-502 81mm, M-433 81mm, CARDON 120mm) Artillery systems (Atmos, Atmos D-30, Athos) Night vision tactics systems Cooled and un-cooled thermal imagers Visors (MARS, Raptor) Designation of laser targets and telemetrics (CTAS) Acquisition of targets and fire control Munitions for mortars Battlefield management systems Upgrading of artillery systems and armoured land-based vehicles Screens and computers Video surveillance	Boeing Australia General Dynamics IMI ITL Optronics	
Rada Electronic Industries	13.2	88%	65%	0.152	128	Shares: Howard Yeung (53.1%), RADA Directors and Officers (6.4%), Hors-ham Enterprises (5.1%), Kenneth Yeung (5.1%) Subsidiaries: Beijing Huarui Aircraft Components Maintenance & Services Co. Ltd (CACs)	Registration and data management Inertial navigation (Modular Avionics & INS/GPS for UAV MAVINS) Avionic solutions for airborne platforms Avionics for drones Active protection (sentinel radar)	Axxana GE Aviation systems IMI Lockheed Martin SpiderTech	

DEFENCE INDUSTRY IN ISRAEL (2009 data in M€)								
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Aeronautics Defence Systems	n/a	n/a	n/a	n/a	350	Shares: Shaked Bros Group, Avi Leumi & Moshe Caspi, Viola Private Equity, other investors Subsidiaries: Commtact, AI Cielo, RT Ltd, Aeronautics Venture, Government Electronics Department, Zanzottera Engines	Perimeter surveillance systems Homeland security systems Commercial services of aerial drones Sub-contracting services Drones (aerial, surface, avionics, motorisation of drones) ISR (ISR systems for aerial and land platforms, aerostat) C41 systems (ground control stations) Transmitters/receivers (on-board, ground based, for mini-drones)	Azerbaijani Boeing Diamond Aircraft Eads General Dynamics Lockheed Martin QinetiQ Rafael Tomcar Ltd US Air Force Research Laboratory WB Electronics
Israel Shipyards Ltd	63.99	n/a	95%	8.88	300	Shares: Carr Ltd (40.5%), SK Group (20.25%), Gold Bond Group (20.25%), Avshal (19%) Subsidiaries: Israel Port Shipyards Ltd (100%), Israel Vehicles (100%)	Missile-launcher patrol vessels (Sa'ar 4 and 4.5, Nirit, Offshore Patrol Vessel) Fast patrol boat (Shaldag Mk-2 and Mk-3) Support service and integrated main- tenance/upgrading of fleets	


DEFENCE INDUSTRY IN JAPAN (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net Income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation and licences
Mitsubishi Heavy Industries Ltd (MHI)	22,561	n/a	n/a	108.2	34,139	Subsidiaries: MHI America Inc. (MHAIA), MHI Europe Ltd. (MHIE), MHI Australia Pty. Ltd. (MHAIAU) Shares: Japan Trustee Services Bank (4.3%), The Master Trust Bank of Japan Ltd. (5.1%)	Naval (escort ships, submarines), Air defence (F-2, F-4EJ, F-15J, UH-60J, SH-60K, SH-60J), Aircraft engines (TS1 Engine), Guided weapons systems (Patriot, VLS, SSM-1, AAM-3, ASM-2, Type 97 Torpedo, Undersea Navigating Mine Hunting System (S-10, Type1))	Airbus Boeing Bombardier Fuji HI IHI International Aero Engines KHI Lockheed Martin Pratt&Whitney Sukorsky
Kawasaki Heavy Industries Co. Ltd (KHI)	9,002.7	n/a	n/a	(108.3)	32,297	Kawasaki Helicopter System Ltd (100%), Nangtong Cosco KHI, Ship Engineering Co. (50%), Kawasaki Aeronautica do Brasil Industria Ltda, Kawasaki Shipbuilding Japan Trustee Services Bank (4.9%), TCSB (4.1%), Employees (3.8%), Nippon Life Ins. (3.8%), foreign investors (7%)	Naval (submarines, patrol and search vessels), Planes (T4 Blue impulse Jets, XP-1 Maritime Aircraft, XC-2 Transport Aircraft), Helicopters (CH-47/JJ JA, OH-1 Light observation helicopter, MCH-101, engines for military helicopters)	Airbus AlliedSignal Boeing Embraer Eurocopter General Electric LMC MHI, IHI, FHI P&W Rolls-Royce Sneema
Mitsubishi Electric Corp.	25,726.08	n/a	32.5%	216.9	104,565	Mitsubishi Electric Engineering Sodem (JV), Master Trust Bank of Japan (7.8%), Japan Trustee Services Bank (6.2%), Foreign investors (22.4%)	Short range SAM missile type O3, radar FPS-5, Sea Sparrow RIM-162 missile, SAM type O30 missile, AN/APG 63(V)1 radar set	Hitachi LMC/KHI, MHI Motorola Raytheon Space Systems/Loral
NEC Corporation (Nippon Electronic Company)	27,489.1	n/a	n/a	87.7	24,871 (Japan)	Shares: Financial institutions (22%), Foreign investments (29.3%)	Control and communication systems, dipping sonar (OOQ-21), electronic equipment (aircraft), reception system GFRR-4C, acoustic buoys	AT&T ICO Global Communications Nippon Telegraph & Telephone Packard-Bell

DEFENCE INDUSTRY IN JAPAN (2009 data in M€)

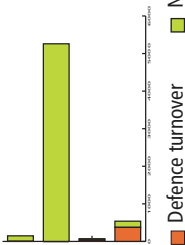
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation and licences
Ishikawajima-Harima Heavy Industries	9,533.8	n/a	n/a	133.3	7,723	Shares: JTSB (Toshib Corp) (4.2%), Japan Trustee Services Bank (3.5%), Foreign Investors (16.3%)	Double flux turbo-jet engine F110-IHI-129, gas turbine for LM2500, P-X patrol aircraft and C-X transport aircraft, P-X engines	Bombardier, Embraer, Daimler-Chrysler, MHI, KHI, Toshiba, IAE, licences from General Electric, Mitsui, Sncema UTCP&W
Toshiba Corporation	48,958.8	n/a	54.9%	(151.1)	204,000	Kitsuki Toshiba Electronics Corp. Master Trust Bank of Japan (6.1%), Japan Trustee Services Bank Ltd (4%)	Type 81 (improved) short range SAM missiles and radar systems for future aircraft	Skybridge LP, AT&T, GE, IBM, Fujitsu, NT&T, MHI, MELCO
Mitsui Engineering & Shipbuilding	5,876.6	n/a	n/a	181.9	10,563	Shares: The Master Bank of Japan Ltd (6.8%), Foreign investments (15.2%)	Diesel engines for the navy, naval construction	
Komatsu Ltd	10,982.8	n/a	n/a	257.5	38,518	Shares: Komatsu Zenohah Co., Foreign investments (35.6%)	Wheeled armoured vehicles, 120mm anti-tank rounds JM-12-a-1, 120mm JM1 shell without detonators	Caterpillar
Shimaywa Industries Ltd	846.9	n/a	n/a	23.7	3,753	Shares: Sanshin Co Ltd, Japan Trustee Services Bank Ltd (8%), Foreign investments (22.1%)	Industrial machinery, engines, US-1 A & US1-A-Kai flying boat for sea rescue	Hitachi

Defence industries in Denmark and Finland (2009 figures)



Defence turnover
in M€

Terma.....	n/a
Wärtsilä	n/a
Insta Group.....	35
Patria	375



Total turnover
in M€

149	n/a	1,261
5,260	59.2	18,541
72	n/a	610
539	62	3,414

% exports

Staff

DEFENCE INDUSTRY IN THE NORDIC COUNTRIES (except Sweden)
(2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation and licences
DENMARK								
Terma A/S	149.5	n/a	n/a	(2.68)	1,261	Subsidiaries: Terma GmbH, Terma B.V, Terma S.r.l., Terma North America Inc. Shares: Thirge Holding AS (90%), shares held by the company (10%)	Surveillance systems, air defence and reconnaissance systems, naval command and control systems, radars, defence electronics, avionics, aerostuctures EH-101, F-16, J5F, satellites (Orsted), electronic protection systems (SPS) for helicopters, C3	Systematic Software Engineering A/S (C3 system) AgustaWestland (EH 101) EDO Corporation (weapon pylons for F-16 planes in particular)
FINLAND								
Wärtsilä Corporation	5,260	n/a	59.2%	396	18,541	Subsidiaries: 2 % Asa Abloy, Electrical Power Engineering Ltd, Marine Business of Raikko Ltd, McCall Propellers Ltd, Senite AB, Joint-Venture between Wärtsilä Hyundai Engine Co and Hyundai Heavy Industries, Marine Propeller Ltd, Schiffko 100%, Stockholms fartygsreparationer AB, Intec, Diesel Technology Solution, Total Automation 100%, AKPAS AB Shares: Alvis AB 15.63%, Varma Mutual Pension Insurance Co 4.93%, Vulcan Insurance 100%, DTS-Zwolle B.V. 100%, Deep Sea Seals 100%, Chuwiac-Engineering PTE 99.70%, Cisew UAE 51%	Naval: engines and propulsion systems	Qingdao Qiyao Wärtsilä MHI Linshan Marine Diesel Co (QMD) Wärtsilä BLRT Services Klaipeda UAB Diesel Technology Solution BV

DEFENCE INDUSTRY IN THE NORDIC COUNTRIES (except Sweden)

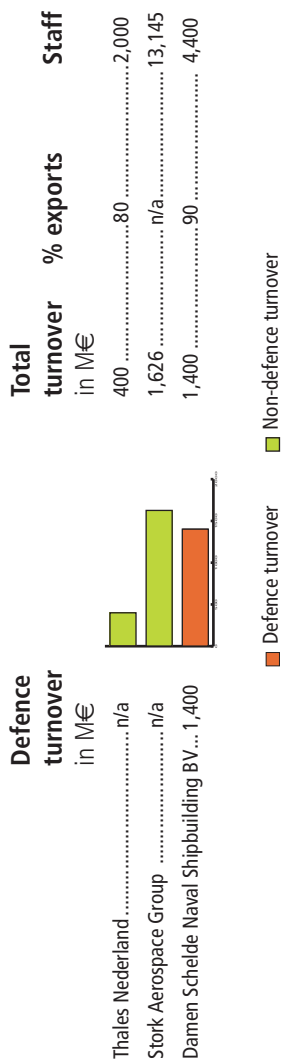
(2009 data in M€) 2009 en M€

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation Observations
FINLAND								
Patricia OYJ	539.5	88%	62%	7.6	3.414	<p>Subsidiaries (100%): Nammo AS (50% held / Norwegian State), Patria Aerostructures Oy, Patria Vehicles Oy, Patria Helicopters AB, Patria Advanced Solutions Oy, Patria Aviation Oy, Patria Hel-Support AB, Patria Pilot Training Oy, Patria Vammas, Patria Weapon Systems Oy</p> <p>Other subsidiaries: Patria Hägglunds Oy (50%), Eurenco SA (19.9%), Engine Service Partners AB (19.9%), Ailocom Oy (9.8%)</p> <p>Shares: Finnish State (73.2%), EADS (26.8%)</p> <p>In 2008, the government decided to create Millog, with Patria as a majority shareholder. Millog is the company that deals with all army support (peace/crisis/war), 8 years contract. Created 1st January 2009</p>	All terrain armoured vehicles (XA-200), mine removal (RA 140), 8x8 AMVs, weapons systems (anti-aircraft guns, assault rifles, AMOS mortar turrets, munitions, shell cases), Aircraft (Hornet F-18C) and helicopters maintenance, aerospace structures (Airbus), space electronics, surveillance systems, optronics (sights for light weapons, intelligent mines)	EADS (NH90), Giat (LU 211), Eurenco S.A, Patria Hägglunds Oy, Airbus SAS (A380), Wojskowe Zakłady Mechaniczne (AMV)
Insta group oy	71.6	48.5%	n/a	3.25	610	<p>Shares: Mattsson family business (100%)</p> <ul style="list-style-type: none"> • Markus Mattsson (70%) • Rita Mattsson (10%) • Niklas Mattsson (10%) • Nora Mattsson (10%) 	Defence and Security Technology: Network-based command and control systems, Simulator training, SimCore image generator, Weapon system integration, Integrated logistic support, Environmental testing, Consulting services	Millog Oy (since the beginning of 2009)


DEFENCE INDUSTRY IN NORWAY (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation, observations and programmes
Nammo AS (Nordic Ammunition Group)	393.89	n/a	n/a	46.61 (EBIT)	1,872	Shares: Norwegian Ministry of Trade & Industry (50%), Patria (50%)	High tech products such as munitions, portable weapons systems, missile propulsion systems and all services dedicated to making these materials operational	Four years agreement negotiated with the UK Ministry of Defence for the decommissioning of munitions
Kongsberg Defence Systems	313	n/a	n/a	16.49 (EBITA)	1,406	Shares: Kongsberg Defence Systems (100%)	Aerostructures Air Defence Systems Army Command and Control Information Systems Defence Communications Missile Systems Naval Systems Simulation and Training Space Technology and Systems	Kongsberg Defence Systems is the primary Norwegian supplier of aerospace systems
Kongsberg Protech Systems	472.23	n/a	n/a	50.62 (EBITA)	568	Shares: Kongsberg Defence Systems (100%)	Remote Weapon Station PROTECTOR Training System	In March 2009 Protector was chosen by 17 countries and Kongsberg continues to be the world leader in the supply of remote weapons stations for light and medium calibre weapons

Defence industry in the Netherlands (2009 figures)



DEFENCE INDUSTRY IN THE NETHERLANDS (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Damen Schelde Naval Shipbuilding BV	1,400	+/-100%	+/- 90%	n/a	4,400 (of which 2,300 in the Netherlands)	Shares: DSNS belongs 100% to the Royal Schelde Group BV, which itself is owned 100% by Damen Shipyards Group NV	Frigates, corvettes, patrol boats, support and re-supply ships, troop transport ships, integration of sensors, weapons systems, communications and navigation	B&V (LCF, F124 frigates) Swan Hunter (LPD Enforcer) Thales Nederland (EAU frigates)
Thales Nederland BV	400	n/a	80%	n/a	2,000	Shares: Damen Shipyards Group NV (100%)	Combat systems (combat aircraft system retrofit, SAKIS, PAI-FA), Air Force Optronics (AGILE, AGILE 2 & 4, Helle, damocles), Defence onboard electronics, command & control centres (air operations), missions & surveillance systems, radars & sensors, services for Air forces, C4ISR, Air Forces navigation & identification, land forces systems & optronics communications for soldiers, optronics for soldiers	Alenia marconi systems Bharat electronics DRS Technology EADS General dynamics Lockheed Martin Northrop Grumman Raytheon
Stork Aerospace Group	1,626	n/a	n/a	36	13,145	Subsidiaries owned 100%: Stork Fokker AESP, Fokker services, Fokker Elmo, Fokker Woensdrecht Shares: Stork Aerospace Group is part of Stork NV, whose shareholder is an investment fund managed by Candover and Eyrfir Investments	Aerospace components for helicopters (AH-64 Apache, NH-90) and combat planes (F35), transport planes (KDC-10, A400M, C-17, A-380), passenger transport planes (Falcon, Gulfstream), P-8 flying boat	Boeing Dassault EADS Lockheed Martin NH Industries Northrop Grumman Pratt & Whitney Raytheon

Defence industry in Portugal (2008 figures)



Defence turnover
in M€

Arsenal Do Alfeite n/a
 IDD 1
 Edisoft 3
 ENVC 17
 EID SA 18
 Omega 59

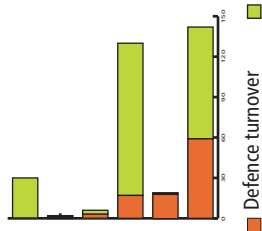
Total turnover
in M€

30 n/a
 2 0
 6 64
 130 62
 19 26
 142 88

% exports

Staff

n/a
 20
 123
 899
 141
 1,680

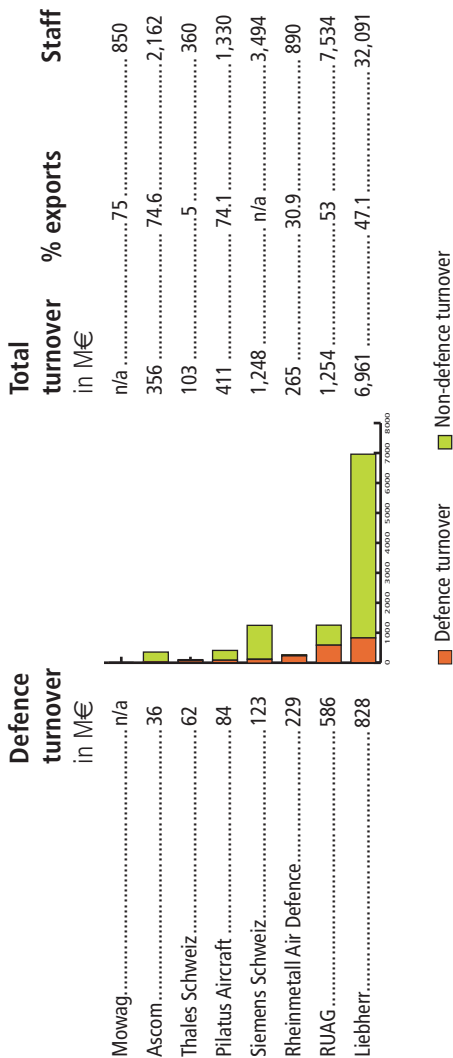


■ Defence turnover ■ Non-defence turnover

DEFENCE INDUSTRY IN PORTUGAL (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Edisoft SA (2008 figures)	6.1	46%	64%	n/a	123	Shares: Empordef (30%), NAV Portugal EPE (30%), Thales Nederland BV (30%), Staff (10%)	Air Traffic Control & Management Solutions Defence Systems & Common processing Platform, Video Extractors for Radars, West land E-101 Helicopters, NH-90 Helicopters, Off-shore Petrol Vessel (OPV), Landing Platform Dock (LPD), Alliance Ground System (AGS), Search & Track Infrared Sensor (SIRIUS), Radar & Sensor Integration Processes, Back office TACTICOS, Vasco da Gama-class Frigates, CLARA Air Defence System	Astrium Eurocopter Finmeccanica QinetiQ Rolls-Royce Rosoboronexport Safran Selex Galileo Thales
EID SA (2008 figures)	19.3	95%	26%	n/a	141	Shares: Empordef Rohde & Schwarz	Naval Communications, Tactical radio systems, Vehicular Intercom, Tactical Networking, Military messaging, Systems integration	IZAR Rohde & Schwarz SAIT (Belgique)
OGMA SA (2008 figures)	141.5	42%	88%	n/a	1	Shares: Empordef* (35%), Airholding (65%), Embraer 70%, EADS 30% * Empordef SA: Empresa Portuguesa de Defesa (State holding of Portuguese defence companies since March 1997)	Maintenance for aircraft (C130, P-3, CASA 212, A320, Alouette, Falcon 20/50, Epsilon, EMBR/145, CFM 56 7B), helicopters (Alouette III, Puma SA-330), engines (T55, TURMO III - IVC, Garrett TPE331, PT6, AE2100, AE3007), equipment manufacture: consoles, electronic bays (A330, AWACS), assembly (Pilatus), MLU F16, NH90, MERLIN EH 101, Rear ramp for the NH90	Textron Ly coming distributor in Portugal
Arsenal do Alfeite (2008 figures)	30	n/a	n/a	n/a	n/a	Shares: Portuguese State (100%)	Naval construction: repair and maintenance of naval platforms (Vasco da Gama frigates), submarines, naval weapons systems (Mk46 torpedoes, Seasparrow missiles, Mk55 mines)	
ENVC (2008 figures)	30	n/a	n/a	n/a	n/a	Shares: Empordef (100%)		
IDD (2008 figures)	2.1	71%	0	n/a	20	Shares: Empordef (100%)		

Defence industry in Switzerland (2009 figures)



DEFENCE INDUSTRY IN SWITZERLAND (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
LIEBHERR Group	6,961	11.9%	47.15% (ex Western EU)	n/a	32,091 (world) of which, 1,000 in Switzerland	Subsidiaries: Embraer-Liebherr Equipamentos do Brasil (40%), Liebherr-Aerospace Canada, Saline, Shanghai, Singapore, Eurogear, Liebherr-Aerospace Lindenberg, Liebherr-Aerospace Toulouse, OEM Services Shares: Liebherr family (100%)	Air control systems, flight command, hydraulic systems, landing gear	Aermacchi, Airbus, Bell, Agusta Aerospace, Boeing, Bombardier, Diehl Avionik Systeme, Embraer, Messier-Dowty, Thales, Zodiac
MOWAG GmbH - General Dynamics European Land Systems -	n/a	100%	75%	n/a	850	Shares: General Dynamics (100%)	Wheeled armoured vehicles, land-based or amphibious, Eagle reconnaissance vehicles, Piranha 8x8 and DURO tactical vehicles	
Rheinmetall Air Defence AG	265	86.4%	30.9%	n/a	890	Subsidiaries: • 100%: RWM Schweiz AG, I.L.E.E AG, Rheinmetall Italia S.p.A., Oerlikon Singapore Pte Ltd • 49%: Contraves Advanced Devices Sdn. Bhd • 25%: Rheinmetall Schweiz AG	Anti-aircraft detection systems, land-based and naval pursuit and land and naval guidance systems: Oerlikon Skyguard, Oerlikon Skyshield, Oerlikon Seaguard 35mm naval land-based air defence weapons systems: Oerlikon Twin Gun, Oerlikon Millennium Gun, Oerlikon Revolver Gun C-RAM Command and guidance systems Oerlikon Skymaster 20, 25, 30 and 35mm calibre munitions	

DEFENCE INDUSTRY IN SWITZERLAND (2009 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
ASCOM	355.79	10%	74.63%	21.72 (EBIT)	2,162	<p>Shares: Hasler Stiftung (Berne, 11.07%), Zürcher Kantonalbank (Zürich, 26.86%), Chase Nominees Ltd. (3.2%)</p> <p>Subsidiaries (100%): Ascorm Austria GmbH, Ascorm (Belgium) NV, Ascorm (CZ) s.r.o, Ascorm Danmark A/S, Ascorm (Finland) Oy, Ascorm Holding SA (F), Ascorm (France) SA, Ascorm Deutschland GmbH, Ascorm Unternehmensholding GmbH, Ascorm Hong-Kong Ltd., Ascorm (Niederland) BV, Ascorm Finance BV, Mocsra Real Estate BV, Ascorm Tateco BV, Ascorm (Norway) A/S, Ascorm Poland Spz oo, Ascorm (Sweden) AB, Ascorm Sweden Holding AB, BIWP AG in Liquidation, Ascorm (Schweiz) AG, Ascorm Croydon Ltd., Ascorm Dartford Ltd., Ascorm (UK) Ltd., Ascorm UK Group Ltd., Ascorm Holding Inc., Ascorm (US) Inc., ARGO Group GmbH, ARGO Interactive Ltd</p> <p>Less than 100%: Letus ZAO (51%), Technologiepark Teningen GmbH (6%), Ascorm GCT Graucommunicationstechnology GmbH (6%)</p>	C4I solutions and tactical communications	Cooperation is project based and with companies active in the defence field (Selex, Thales)

DEFENCE INDUSTRY IN SWITZERLAND (2009 data in M€)								
	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Subsidiaries and shareholdings	Activities related to defence	Co-operation
Pilatus Aircraft Ltd	410.62	20.54%	74.1%	51.66	1,330	Subsidiaries: Altenrhein Aviation Ltd, Pilatus Business Aircraft Ltd, Pilatus Australia Pty Ltd	Manufacture, sale and after sales service of military training planes, maintenance of planes and equipment, manufacture of parts (sub-contracting)	
Thales Schweiz	103	60.7%	5%	n/a	360	Subsidiaries: Thales Suisse SA (100%) Thales Rail Signalling Solutions (100%)	Communications equipment, intelligence systems, interoperable end-to-end command and communication systems (C4ISR), land-based solutions, integration of key equipment and services	
Siemens Schweiz AG	1,248	9.9%	n/a	n/a	3,494	Shares: Siemens AG (100%)	ICT solutions and services (air traffic and air defence), driving simulation, radio-communications, security and analysis IT, e-biometrics	
RUAG	1,254	46.7%	53%	33.5	7,534 (world-wide) of which 600 in Switzerland	Shares: Federal authorities of the Swiss Confederation (100%) Subsidiaries: RUAG Schweiz AG, RUAG Aerospace Services GmbH, RUAG Aerospace Structures GmbH, RUAG Aerospace Sweden AB, RUAG Aerospace Austria GmbH, RUAG Aerospace USA Inc., Mecanex Inc., CFS Engineering SA, HTS GmbH, Swiss Repair AG, RUAG Electronics AG, RUAG COEL GmbH, Sintra Electronics	Armoured vehicle (Leopard 2 and CV90 under licence), Real and virtual training simulation systems, Communication systems (C4I) both military and civil	In its sales catalogue RUAG has a large number of systems produced under licence. This is the case for all the military platforms (planes, helicopters, armoured vehicles) which it produced or assembles before undertaking the maintenance for its main business partners


DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and share-holdings	Products Sectors	Main programmes and cooperation
AGS Ltd Sti	n/a	n/a	n/a	55		Electronic circuitry, automation, generators	
Anadolu deniz Insaat Kizaklari	n/a	n/a	n/a	n/a		Naval construction	
Alcatel lucent Teletas Komunikasyon	n/a	n/a	n/a	n/a	Subsidiary of the French company	Communications	
Alp Aviation	n/a	n/a	n/a	n/a		Aircraft engine parts, avionics, structure parts (F-22, F-35, A 380)	
Ares Shipyard	n/a	n/a	n/a	n/a		Design, development and building of high-tech naval platforms, ARES 53 Ghost patrol, coastal patrol vessel/ARES 100	
Aselsan	n/a	n/a	n/a	3,300	Subsidiaries: Aselsan Baku (100%), Asrnet (95%), Mikes (72%), Roketsan (15%) Shares: Turkish armed forces (83.58%), Others (15.3%), Axa Oyak Insurance (0.12%)	Communications, radar, electronics, C4ISR, Avionics, Milgem project, Kalkan advanced radar detection, Aselfir 300 on-board camera, IED scramblers, Stinger on vehicle, STOP naval gun	Upgrading of Leopard tanks, patrol craft
Atard	n/a	n/a	n/a	n/a		Aerospace	
Atel telekomunikasyon	n/a	n/a	n/a	n/a		Scramblers, telecoms	

DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Avcı savunma sanayi Ticaret	n/a	n/a	n/a	n/a		New technologies, parts	
Aydın yazılım ve elektronik sanayi	n/a	n/a	n/a	n/a		C4I solutions	
Baykar makina	n/a	n/a	n/a	n/a		Mini drone	
Baris elektrik endustrisi	n/a	n/a	n/a	n/a		Composite materials	
BMC sanayi ve Ticaret	n/a	n/a	n/a	3.500		Wheeled tactical vehicles, logistic transport, BTR upgrade	
C tech Bilisim Teknolojileri sanayi	n/a	n/a	n/a	n/a		Electronic integration systems	
Dearsan gemi infaat sanayi	n/a	n/a	n/a	n/a		Naval dockyards, upgrading of 16 patrol vessels	
ETA Elektronik Tasarım ve Ticaret	n/a	n/a	n/a	n/a		Software solutions	
Etcis	n/a	n/a	n/a	n/a		Information systems	
FIGES	n/a	n/a	n/a	80		Engineering solutions	
FNSS	n/a	n/a	n/a	n/a	Shares: United Defense (51%), Nurol Machinery & Industry Co Inc. (49%)	Armoured vehicles, 8x8 Pars vehicle, floating pontoon for landing, ACV 300, upgraded M 113, ACV-5	Pars

DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Ganek Teknoloji Bilisim	56	n/a	n/a	n/a		ICT	
Gate Elektronik	n/a	n/a	n/a	n/a		Scramblers, robots, software: Barbaros AUV robot submarine	
Genetlab bilgi	n/a	n/a	n/a	n/a		Sensor networks	
Girsan	n/a	n/a	n/a	n/a		Hand held weapons	
Global teknik Elek	n/a	n/a	n/a	3,500		Robots, X-rays, software, naval drones	
Gokturk Muhendislik	n/a	n/a	n/a	n/a		Optical systems	
Guvenli yasam	n/a	n/a	n/a	n/a		Protective materials	
Hava Elektronik Sanayi	n/a	n/a	n/a	n/a		C4ISR air, land, sea	
Havelsan	n/a	n/a	n/a	n/a	Havelsan High Technology and Havelsan Technology Radar (99.9%), EHSIM (51%), ESDAS (48%), Turkish armed forces (98.898%)	Radar technology, Milgem, Genesis programmes, TRS 22 XX, flight simulators, Awaacs Peace Eagle, Meltem planes	Alenia Difesa, Boeing, Elbit, Honeywell, LM, Smith Industries, Thales Underwater Systems, Aselsan, TAI
Inta Uzay sistemleri	n/a	n/a	n/a	n/a		Satellite management	
Isbir elektrik	n/a	n/a	n/a	n/a		Diesel engines, generators	

DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Istanbul denizcilik Gemi Insa	n/a	n/a	n/a	n/a		Naval dockyards, LST, LCT, SNR-RLT, hull for special forces, SNR search and rescue	
Katron Savunma uzay	n/a	n/a	n/a	n/a	Subsidiary of Koç Holding	Simulation software	
Koç bilgi ve savunma	n/a	n/a	n/a	n/a		Electronic listening systems, integration	
Koç Consulting	n/a	n/a	n/a	n/a		Skills and expertise for the Turkish market	
Meteksan savunma	n/a	n/a	n/a	n/a	Subsidiary of Bilkent Holding	Innovation business	
Microdis Elektronik	n/a	n/a	n/a	n/a		Services to businesses, scramblers	
Mikes	n/a	n/a	n/a	n/a	Shares: Aselsan (96%), SSM (3%), Aselsan-Net (1%)	Electronic warfare materials	
Milsoft	n/a	n/a	n/a	240		C4ISR air, land, sea, defence electronics	
MKEK	n/a	n/a	n/a	5,600	Subsidiaries: Anpil, Avfisek, Banutsan, Cansas, Elsa, Celbor, Celiksan, Elrokksan, Etag, Fiseksan, Silahsan, Hurdasan, Maksam, Nitrosan, Pirincisan, Asil Celik, Taksan	Weapons, munitions, explosives, 155mm Panter and Firtina guns	Weapons and munitions of various calibres (155mm/52 prototype gun, Singapore technologies Kinetics), explosives and pyrotechnic charge, M72 Law rockets (anti-tank rockets), GIAT (25mm weapons)
MTU Motor Turbin	n/a	n/a	n/a	1,000	Shares: Turkish State (100%) Subsidiary of MTU Germany	Engines for platforms	Re-engineering of M-48 tanks

DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Nortel netas	n/a	n/a	n/a	n/a	Shares: Nortel Networks (53.13%), Istanbul Stock Exchange (31.96%), Turkish Armed Forces Foundation (15%)	Optical solutions, electronics	
Nurrol	n/a	n/a	n/a	331		Armoured vehicles, Ejder 6x6	
Otokar	n/a	n/a	n/a	1,200	Shares: Entek Elektrik üretimi otoproduktö. Koc Holding AS (42.92%), Ünver Holding AS (24.81%), others (32.27%)	Wheeled armoured vehicles, main company for the Altay project for national warfare tank, Landrover Defender 110 under licence, APC, Akrep, Cobra, Kaya	AKREP armoured vehicles and money transport vehicles, COBRA lightly armoured tactical vehicles for reconnaissance, patrols and personnel transport, Yavuz trailers
Oztek tekstil ferbiye tesisleri	n/a	n/a	n/a	n/a		Textiles of all sorts for defence use	
Oztyakiler Madeni ESYA sanayi	n/a	n/a	n/a	n/a		Campaign equipment, kitchen and sanitary equipment	
PTS Tekstil industry	n/a	n/a	n/a	n/a		Textiles of all sorts for defence use	
RMK	n/a	n/a	n/a	n/a	Subsidiary of Koç Holding	Naval construction, coastal protection vessels	
ROKETSAN Missile Indus- tries Inc.	n/a	n/a	n/a	750	Shares: Turkish armed forces foundation (35.5%), Kurlucas Inc (20%), MREK (15%), Aselsan Inc (15%), Kalekalip (10%), Havelsan Inc (4.5%)	Rockets, missiles, fuses, all calibre rockets, 4 and 8 km anti-tank missiles	Propulsion system for STINGER missiles, 107mm and 122mm rockets for MLRS, 302mm rockets, 9mm pistols, Evolved multi-national missile programme, production of parts for missiles, Rapier

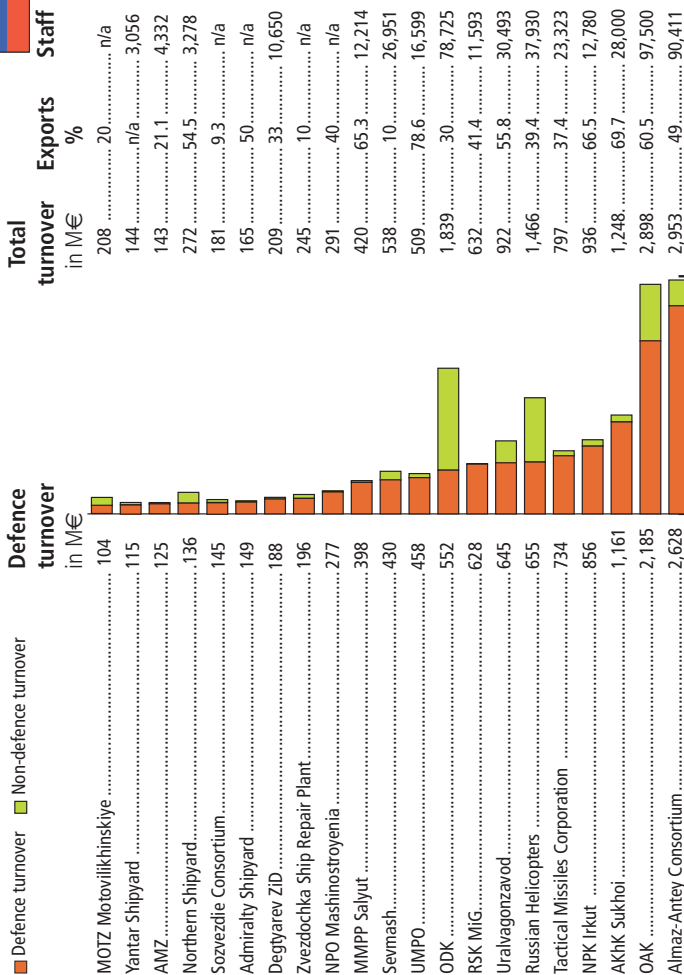
DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Samsun Yurt savunma sanayi	n/a	n/a	n/a	n/a		Hand held weapons	
Sarsilmaz Silah sanayi	n/a	n/a	n/a	n/a		Hand held weapons	
Savar Kompozit balistik malzeme	n/a	n/a	n/a	n/a		Helmets, bullet proof vests	
Savronik elektronik	n/a	n/a	n/a	n/a		Defence electronics	
SDT uzay ve savunma	n/a	n/a	n/a	n/a		Defence electronics	
Selex Communications	n/a	n/a	n/a	n/a	Subsidiary of Finmeccanica	Communications	
STM Savunma Teknolojileri Muhendislik	n/a	n/a	n/a	350		Engineering, development of Milgem programme, OPSV-1500 patrol vessel, MBH 1773 training ships, MOSHIP TR-1 Submarine Deep Rescue Ship	
TAI Turkish Aircraft Industries	n/a	n/a	n/a	n/a	Subsidiaries; TUSAS Engine industries, Savunma teknolojileri mühendislik, Heas, ESDAS Shares: Havelsan Turkish armed forces strengthening (54.49%), Under secretariat for defence industries (45.445%), Turkish aeronautical association (0.064%)	Aerospace, production and upgrading: T-38, C-130, S-70 A-400M, JSF, F-16, Hurkus training plane, ATAK helicopter, TIHA drone, Turma and Keklik flying targets	EUROTAI Consortium with Eurocopter (Phoenix 2), TAI-CASA consortium (production of CN-235 patrol craft), participation in the European A400M transport aircraft programme, research collaboration with NASA and LINTAS, and work as part of the European EUCLID programme, Peace eagle, A-350 wing

DEFENCE INDUSTRY IN TURKEY (2008 data in M€)

	Total turnover	% of defence turnover	% of exports turnover	Staff	Subsidiaries and shareholdings	Products Sectors	Main programmes and cooperation
Tusas Engine Industries	n/a	n/a	n/a	n/a		Mounting and maintenance of plane engines	
Tekno Kauçuk Sanayi	n/a	n/a	n/a	n/a		Suspensions, brake diaphragms	
Temsa ARGE	n/a	n/a	n/a	210		Armour and composite materials	
Transvaro Electronic Devices	n/a	n/a	n/a	n/a		Simulators, imaging, night vision	
Tubitak MRC	n/a	n/a	n/a	n/a		Research centre	
Tubitak Sage	n/a	n/a	n/a	n/a		Munitions research and development	
Tubitak Ulusal Elektronik	n/a	n/a	n/a	n/a		Research and Development electronics, encrypted telephony	
Unifo food industry	n/a	n/a	n/a	n/a		Food shelters	
Vestel savunma sanayi	n/a	n/a	n/a	1,500	Subsidiary of the Vestel Group	Defence electronics, Efe drones, Karayel	
Yakupoglu	n/a	n/a	n/a	n/a		Shoes of all types	
Yaltes Elektronik	n/a	n/a	n/a	n/a	Subsidiary of Thales	Naval electronics	
Yonca-Onuk	n/a	n/a	n/a	n/a		Naval construction, MRP 20,22,29,33	
Yuksekk Savunma Sistemleri	n/a	n/a	n/a	n/a	Subsidiary of the Yuksek Group	Remote command, remotely operated mounts	

Defence industry in Russia (2009 figures)



DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net Income (loss)	Staff	Type	Sector	Observations
1	Almaz-Antey Consortium	2,952.8	89%	49%	n/a	90,411	State	Anti-aircraft defence / electronic equipment	Development of future ground-to-air S-500 system. The S-500 is not an upgrade of the S-400 (SA-21) but an entirely new design with a maximum range of 600km and capable of engaging 10 targets simultaneously. The S-500 should be capable of treating aerobic targets as well as long distance ground-to-ground missiles (A&C, 25 Sep 2009) The S-400 order book is full with deliveries going in principle to the Russian Ministry of Defence
	JSC Concern PVO Almaz-Antey Концерн ПВО Алмаз-Антей								
2	OAK (United Aircraft Corporation)	2,898.2	75.4%	60.5%	(529.3)	97,500	State	Aerospace	In 2009 OAK exported 41 planes of the Su-30 family: 20 to India (2 finished + 18 kits), 14 to Algeria, 6 to Malaysia and 1 to Indonesia.
	AKHK Sukhoi	1,248.3	93%	69.7%	6.55	28,000	State	Aerospace	31 ex-Algerian MiG-29s were delivered to the Russian air-force. To this should be added 2 Su-34 bombers and also 3 Yak-130 training planes were constructed in 2009 and delivered in February 2010.
	NPK Irkut	935.72	91.5%	66.5%	41.58	12,780	State	Aerospace	Upgrades have been made to Tu-160 bombers, Su-24Ms, Su-27 fighters, MiG-31 and other planes.
	RSK MiG	631.95	99.4%	41.4%	(200.89)	11,593	State	Aerospace	OAK carries out R&D work on the 5th generation T-50 aircraft.

DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Type	Sector	Observations
3	ODK (United Engine)	1,839.25	30%	30%	(184.18)	73,725	State	Engines	
	UMPO (Oufa)	508.8	90%	78.6%	2.55	16,599	State	Engines	Exports of jet engines to India and to Algeria. UMPO is the largest aerospace engine manufacturer in Russia. Production, maintenance and repair
	NPO Saturn (Rybinsk)	256.77	20%	n/a	(36.6)	14,308	State	Engines	Saturn designed the AL-551 engine for the Indian HUT-36 training plane
	Motorostroiitel (Samara)	92.09	n/a	5.5%	(90.21)	8,457	Majority State	Engines	
	Klimov (Saint-Petersburg)	84.02	n/a	n/a	7.41	n/a	State	Engines	Design of TV7-117V engines for Mi-38 helicopters, upgrading of VK-2500 engines for the Ministry of Defence, trials of the on-board engine assembly for fighters MiG-29K/KUB fighters (AVN, 20 October 2009) Klimov took part in the designing of the 5th generation engine

DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Type	Sector	Observations
	Vertoliet Rossi Russian Helicopters	1,466.2	44.7%	39.4%	139.26	37,930	State	Aerospace	Production of helicopters in Russia increased by 8.3% in 2009. In 2009 Russian helicopters produced 183 civil and military helicopters for Russian and foreign clients, as against 169 in 2008: 85 by Kazan Helicopters (79 Mi-8/ Mi-17 and 6 Ansat-U), 60 Mi-8/Mi-171 by the Ulan-Ude aerospace factory, 15 by Rostvertol (Mi24/Mi-35, 2 Mi-26 and 10 Mi-28N), 10 by Arsenev (Ka-52s and Ka-60s) (JDW, 10 March 2010) 2009 helicopter production - supplementary information KumAPP Kumertu produced 2 Ka-32, 5 Ka-226 and 6 Ka-28) - (A&C - 4 June 2010)
4	Kazansky Vertolytny Zavod – Kazan helicopters	382.85	n/a	71.7%	39.15	6,878	Majority State	Aerospace	
	Ulan-Udensky Aviatsonnyi Zavod – Ulan-Ude helicopter factory	313.8	n/a	62.1%	64	6,010		Aerospace	
	Rostvertol Aerospace (Rostov on Don)	214.2	n/a	18.7%	12.37	6,935	Majority State	Aerospace	The ten first Mi-28N have been delivered to the Russian air force
	AAK Progress Sazykina (Arsenev)	168.3	n/a	1.3%	0.33	4,877	Majority State	Aerospace	

DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Type	Sector	Observations
5	Ouralwagon-zavod (Nijnii Taguil)	922.14	70%	55.8%	181.88	30,493	State	Land	Vladimir Putin signed a decree on 20/08/2009 which enabled the government to control the affairs of the corporation which found itself in difficult financial circumstances (CAST, n°4/2009) The largest contract was with India: 100 T-90S delivered in 2009 Russian land forces bought 63 T-90As and upgraded almost 40 T-72Bs to the level of the T-72BA. Uralvagonzavod also supplied them with armoured BREM-1 vehicles for evacuation and repair In 2010 Uralvagonzavod re-started its civil activities (railway carriages) and has started to finance R&D for the 195 tank project, it will therefore probable lose its ranking
6	KTRV – Tactical Missile Corporation	797.44	92%	37.4%	52.64	23,323	State	Missiles	The company's turnover remained stable thanks to Russian orders. According to the chairman the Chinese market has reached saturation and the Indians are becoming competitors, export prospects are turned now towards Vietnam
7	Sevmash (Severodvinsk)	537.96	80%	10%	47.72	26	State	Naval	Sevmash undertook for the Russian navy the construction of strategic submarines, project 955 (Yuri Dolgorouky class) and Project 885 (Severodvinsk class) submarines and is building the Kazan submarine
8	MMPP Saliout	419.8	94.9%	65.3%	21.83	12,214	State	Engines	In 2009 MMPP Salyut delivered 2.4bn roubles worth of parts for export as against 1.4bn in 2008 Salyut supplies AL-31F engines for planes of the Su-30 family, 122 engines were delivered in 2009 to China for their J-10 fighters
9	NPO Mashinostroenié (Reutov)	291.14	95%	40%	4.18	n/a	State	Missiles + Space	NPO Mashinostroeniya worked together with the Indians in a joint company BrahMos They have developed a coastal defence system of Bastion anti-ship missiles and Yakhont missiles for Russia and Vietnam

DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Type	Sector	Observations
10	Severnaya Verf - Northern shipyard - Saint Petersburg	272.29	50%	54.5%	0.8	3	Private	Naval	
11	Zvezdochka Ship Repair Plant (Severodvinsk)	245.52	80%	10%	8.28	n/a	State	Naval	Delivery to the Russian fleet in 2011 of K-407 Novomosk, a strategic nuclear powered submarine End of the upgrading cycle of 6 project 667 Delphin (Delta-IV class) submarines, re-equipped to use RSM-54 Sineva (Skiff SSN-23) missiles (AVN, 19 October 2009)
12	Degtyarev ZID (Kovrov)	208.98	89.9%	33%	(0.25)	10,650	Private	Land-based light weapons	
13	MOTZ Motovilkinskiye (Perm)	208.29	50%	20%	n/a	n/a	Majority private	Artillery	
14	Sozvezdie Consortium (Voronezh)	181	80%	9.3%	2.1	n/a	State	Radio equipment, electronics	
15	Admiralteiskye Verfi - Admiralty Shipyard (Saint-Petersburg)	165.11	90%	50%	n/a	n/a	State	Naval	
16	Yantar Shipyard (Kaliningrad)	144.38	80%	n/a	(3.78)	3	State	Naval	

DEFENCE INDUSTRY IN RUSSIA (2009 data in M€)

Serial	Company	Total turnover	% of defence turnover	% of exports turnover	Net income (loss)	Staff	Type	Sector	Observations
17	AMZ (Arzamas)	143.23	87.4%	21.1%	8.02	4,332	Private	Land	
18	KMZ - Kurganmashzavod (Kurgan)	123.32	50%	19.7%	2.27	5,184	Private	Land	KMZ produces the BMP-3 and is negotiating with the United Arab Emirates to upgrade a large part of its armoured vehicles The contract for the delivery of 400 BMP-3M for Greece is far from being signed
19	Almaz Shipbuilding Company (Saint Petersburg)	106.16	80%	26.9%	0.23	830	Private	Naval	
20	UMZ (Ekaterinburg)	97.25	70%	38.1%	0.38	3,905	State	Electronic Equipment	

Sales of Russian weapons have increase 10% in 2009 reaching 8.6bn \$ (of which 7.4bn \$ were via the Rosoboronexport agency). This trend should continue in 2010. Military aviation represents more than 50% of exports, land-based weapons 19%, naval 13.7% and anti-missile defence 13.3%. The main importing countries for Defence equipment remain India, the main partner, Algeria, China, Venezuela, Malaysia, Vietnam and Syria. Prospects over the next few years remain good with 9 to 10bn \$ of sales expected per year.

In an interview on 28 January to the Ria Novosti news agency, Anatoly Isaikin, the CEO of Rosoboronexport, the weapons export agency, announced that the volume of exports had more than doubled since the creation of the agency in 2001.

In 2009 the agency sold 7.4bn dollars worth of armaments, 10% more than in 2008.

NB: The official figures for arms exports is given by the FSVTS and to Rosoboronexport's figures should be added the 21 companies authorised to export parts for already sold finished products.

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