H1 2011/2012 results presentation
Summary

- Market growth has enabled Zodiac Aerospace to report sales revenue growth of 19.7% for the first half of 2011/2012
- **Organic growth in the Group’s Aerospace segments was 19.2%**, excluding change in perimeter (IN: Heath Tecna & Sell, OUT: Driessen Services) and exchange rate effects
- **Current Operating Income before IFRS 3 grew by 20.3%. The margin for the period was 14.3%**
- Financial debt remains under tight control following the Heath Tecna and Contour Aerospace acquisitions, and now represents 59% of equity
- On the basis of this good start to the year, Zodiac Aerospace forecasts **double-digit organic revenue growth** for the full-year 2011/2012, with current operating margin of at least 14%
Key events of H1 2011/12
Strong increase in sales

- Business volumes continued at a sustained level in Q2
  - Sales revenue grew by 18.4% in Q2 and 19.7% in H1 2011/2012

- Our Aerospace activities delivered organic growth of 19.2% in H1

- A good performance from OEM and aftermarket
A good set of results for H1

**Sales**

- H1 2010/11: 1309.5
- H1 2011/12: 1567.3
- + 19.7%

**Current Operating Income***

- H1 2010/11: 186.0
- H1 2011/12: 223.8
- + 20.3%

**Net Earnings**

- H1 2010/11: 114.3
- H1 2011/12: 152.4
- + 33.3%

**Gearing***

- H1 11/12: 0.59
- H1 10/11: 0.52

*Excluding IFRS3 impact

**WCR/Sales**

- H1 11/12: 31.8%
- H1 10/11: 33.9%

*net financial debt/ equity

*excl Contour Aerospace
Another strong growth of sales and Current Operating Income in H1

<table>
<thead>
<tr>
<th>€ million</th>
<th>H1 2010/2012</th>
<th>H1 2010/2011</th>
<th>△ reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>1567.3</td>
<td>1309.5</td>
<td>+19.7%</td>
</tr>
<tr>
<td>Current Operating Income</td>
<td>223.8</td>
<td>186.0(1)</td>
<td>+20.3%</td>
</tr>
<tr>
<td>COI margin</td>
<td>14.3%</td>
<td>14.2%</td>
<td></td>
</tr>
<tr>
<td>Net Earnings</td>
<td>152.4</td>
<td>114.3</td>
<td>+33.3%</td>
</tr>
<tr>
<td>Net Debt</td>
<td>1054.6</td>
<td>796.2</td>
<td>+32.5%</td>
</tr>
<tr>
<td>Gearing</td>
<td>0.59</td>
<td>0.52</td>
<td>+13.5%</td>
</tr>
<tr>
<td>Average transaction rate ($)</td>
<td>1.34</td>
<td>1.35</td>
<td></td>
</tr>
<tr>
<td>Average conversion rate ($)</td>
<td>1.34</td>
<td>1.32</td>
<td></td>
</tr>
</tbody>
</table>

(1) Excluding €-1.7 M impact from IFRS 3
Still a good environment

Revenue Passenger Km – World evolution
(% change compared to previous year period)

- Rebound compared to April 2010 (Volcano in Iceland)
- Rebound compared to December 2010 (weather conditions in Europe)
- Weather conditions, Tunisia, Egypt + Japan

Source: ID Aero 2012
Enhancing the Group’s positions

- **Acquisition of Heath Tecna**
  - As of September 1st, 2011
  - Enhancing the Group’s capabilities in Cabin Interiors retrofit

- **Acquisition of Contour**
  - Consolidated as of February 29th, 2012
  - Enhancing the Group’s capabilities in Premium aircraft seating

- **Industry’s recognition of the Group’s innovation capabilities**
  - 2 Crystal Cabin awards won during the last Aircraft Interiors show
Cabin Interiors
Key Events H1 2011/2012

- Strong increase in sales
  - +22.6% increase in sales
  - +15.8% organic growth
  - +6.6 pt from change in perimeter
    - IN: Heath Tecna (6 months) and Sell (+1 month)
    - OUT: Driessen Services
  - A good half-year for Seating, following H2 2010/11
- Despite a drop in Trains

- A further increase in Current Operating Income*
  - +20.7% to €158.6m
  - +17.7% like-for-like

* Before IFRS3

Zodiac Aerospace H1 results - April 24th, 2012
Aircraft Systems

Key Events H1 2011/2012

- A further increase in sales
  - Following the recovery initiated in 2010/2011
  - +23.0% increase in sales
  - +24.3% organic growth
  - Increase of deliveries to commercial aircraft and business jets

- +20.9% increase in Current Operating Income
  - Stability of the COI margin, despite a negative dollar impact
  - +42.9% like-for-like
AeroSafety & Technology
Key Events H1 2011/2012

- **+7.9% increase in sales**
  - +8.0% like-for-like
  - +8.3% like-for-like, excluding Airbags
- **17.4% increase in Current Operating Income**
- **A good H1**
  - Evacuation Systems, Arresting Systems and Interconnect Systems reported a good half-year
All in all, another robust Growth in Cabin Interiors

In € million

<table>
<thead>
<tr>
<th>COI H1 10/11</th>
<th>Aerosafety &amp; Technology</th>
<th>Aircraft Systems</th>
<th>Cabin Interiors</th>
<th>Holding</th>
<th>COI H1 11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>186</td>
<td>4.7</td>
<td>6.8</td>
<td>27.2</td>
<td>-0.9</td>
<td>223.8</td>
</tr>
</tbody>
</table>

€/$(conversion): 1.35
€/$(transaction): 1.32

€/$(conversion): 1.34
€/$(transaction): 1.34
At Group level, the increase in COI is fuelled by a strong internal growth

€/$(conversion): 1.35
€/$(transaction): 1.32

€/$(conversion): 1.34
€/$(transaction): 1.34
Strong increase in Current Operating Income (COI)*

- A further growth of sales
  - +19.7% to €1567.3m in H1
  - +19.2% organic growth of the aerospace activities

- A strong increase in COI
  - +20.3% to €223.8M
  - +22.6% on a constant perimeter and exchange rate basis

- 14.3% COI margin
  - Vs. 14.2% in H1 2010/2011
  - Despite a negative dollar impact and the drop of the train activity

* Before IFRS3
Small increase in financial expenses…

- Financial expenses slightly increased
  - Despite the increase of net debt, following the acquisitions of Heath Tecna and Contour

- Non current items
  - Non current operating items: €-0.7m vs. -6.6m
  - Contribution of held-for-sale assets: Positive contribution of €11m after tax
Cash Flow and Working capital

Cash Flow

<table>
<thead>
<tr>
<th>Period</th>
<th>Cash Flow (€ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 08/09</td>
<td>89.3</td>
</tr>
<tr>
<td>H1 09/10</td>
<td>69</td>
</tr>
<tr>
<td>H1 10/11</td>
<td>155.1</td>
</tr>
<tr>
<td>H1 11/12</td>
<td>189.1</td>
</tr>
</tbody>
</table>

Working capital

<table>
<thead>
<tr>
<th>Period</th>
<th>Working capital (€ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb. 2009</td>
<td>806.1</td>
</tr>
<tr>
<td>Feb. 2010</td>
<td>625.7</td>
</tr>
<tr>
<td>Feb. 2011</td>
<td>742.4</td>
</tr>
<tr>
<td>Feb. 2012</td>
<td>820.4</td>
</tr>
</tbody>
</table>

*excl. Contour

- 33.9% of sales
- 31.8% of sales*
Capex increase linked to investment in new programs

- Intangible capital expenditures
  - €36.8 m of capitalized development costs
  - Mainly related to the development of the A350XWB
An increase in net debt due to acquisitions

Acquisitions: Heath Tecna and Contour Aerospace
Still a significant external growth potential

<table>
<thead>
<tr>
<th>Gearing&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>0.67</th>
<th>0.52</th>
<th>0.34</th>
<th>0.52</th>
<th>0.38</th>
<th>0.59</th>
</tr>
</thead>
</table>

After the acquisitions of Heath Tecna (Sept. 2011) and Contour (Feb. 2012), the gearing at end Feb. increased to 0.59

Zodiac Aerospace has still the possibility to conduct further acquisitions

(1) Net financial debt / equity after dividend
Still a good environment
Zodiac Aerospace has a fully renewed range of product to accommodate airline needs
A further growth of sales and Current Operating Income in 2011/12
A good environment for the civilian commercial aircraft industry

- Demand for air transportation is increasing
  - Fuelled by GDP growth
  - and by infrastructure constraints for economical development

- The manufacturing installed base is limited
  - A limited number of aircraft manufacturers
  - High barriers to entry
  - A better behavior in terms of production rates management

- A high level of order intake
  - A high book-to-bill ratio as the consequence of a limited increase in output
  - A longer order book… longer than the usual cycle

- A change in the industry
  - Market is driven by production capacity rather than demand for new aircraft
  - Cycles are less pronounced than in the past
Business jet market is showing signs of improvement

- The number of aircraft available for sale is decreasing
- It accounts for 12.6% of the fleet in service  
  - It peaked above 16% in 2009
- “An upturn in the market of the business flying has begun, but its evolution is still uncertain in 2012”

Source: BofA Merrill Lynch Global Research, AMSTAT
The exposure to airline risk is limited

- **Global airline traffic is still increasing**
  - Passenger demand is still strong as air transportation is the most convenient travel mode for long trips
  - As highlighted by high Load Factor
  - Traffic is correlated to GDP growth

- **Air traffic is not impacted by the difficulties of specific airlines**
  - Strong competition due to relatively low barrier to entry
    - Deregulation, available financing for aircraft, low or negative WCR…
  - The increase in jetfuel price is harming the business model of today’s airlines
    - Forcing airlines to adapt their fleet, their cost structures and increase fares

---

**Worldwide GDP growth estimates**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011F</th>
<th>2012F</th>
<th>2013F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>5.1</td>
<td>3.5</td>
<td>3.5</td>
<td>3.9</td>
</tr>
<tr>
<td>US</td>
<td>3.0</td>
<td>1.7</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Euroland</td>
<td>1.9</td>
<td>1.5</td>
<td>-0.2</td>
<td>0.8</td>
</tr>
<tr>
<td>Germany</td>
<td>3.6</td>
<td>3.1</td>
<td>0.5</td>
<td>1.0</td>
</tr>
<tr>
<td>Japan</td>
<td>4.5</td>
<td>-0.7</td>
<td>2.8</td>
<td>1.5</td>
</tr>
<tr>
<td>UK</td>
<td>2.1</td>
<td>0.7</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>China</td>
<td>10.3</td>
<td>9.2</td>
<td>8.6</td>
<td>8.6</td>
</tr>
<tr>
<td>India</td>
<td>9.9</td>
<td>7.3</td>
<td>7.3</td>
<td>7.5</td>
</tr>
<tr>
<td>EM (Asia)</td>
<td>9.5</td>
<td>7.4</td>
<td>7.1</td>
<td>7.4</td>
</tr>
<tr>
<td>EM (Lat Am)</td>
<td>6.0</td>
<td>4.3</td>
<td>3.6</td>
<td>4.3</td>
</tr>
<tr>
<td>EM (CEEMEA)</td>
<td>4.4</td>
<td>4.6</td>
<td>3.2</td>
<td>4.0</td>
</tr>
<tr>
<td>EM</td>
<td>7.7</td>
<td>6.1</td>
<td>5.5</td>
<td>6.0</td>
</tr>
<tr>
<td>DM</td>
<td>2.8</td>
<td>1.3</td>
<td>1.7</td>
<td>2.1</td>
</tr>
</tbody>
</table>

Source: DB

**Passenger Load Factor on International Market**

Seasonally Adjusted
Source: IATA

- 74.4% in Feb. 2012 vs 73.1% in Feb 2011

---

Page 24
Zodiac Aerospace H1 results - April 24th, 2012
Still a good environment

Revenue Passenger Km – World evolution (% change compared to previous year period)

Tunisia, Egypt + Libya, Japan
Rebound compared to April 2010 (Volcano in Iceland)

Weather conditions, Tunisia, Egypt + Japan
Rebound compared to December 2010 (weather conditions in Europe)

Source: ID Aero 2012
Deliveries on the upwards

Deliveries. Commercial jetliners
in 000 tons OEW

Long term growth trend 1985-2012

Source: ID Aero 2012
Zodiac Aerospace has a fully renewed range of product to accommodate airline needs

- Airlines and manufacturers need is for a higher density

- A full range of seats solutions, fully renewed
  - Y/C: Dragonfly, 5751
  - B/C: Cirrus, Skylounge 3, Arcus
  - Addition of Contour’s range of products (B/C, F/C)

- Zodiac Aerospace has build a full capacity to provide floor-to-floor solutions to aircraft manufacturers and airlines
  - Improving efficiency of the aircraft by increasing density and lowering weight
  - Example of the new ISIS Cabin Interior for narrowbody aircraft

- New concepts for amenities
  - Galleys and lavatories…
  - New architecture for higher density and better versatility
Innovation in Cabin Interiors
The new ISIS Cabin Interior

Innovative Space Interior System

ISIS Interior Details
### New ISIS Cabin Interior: examples

#### Unique Assemblies
- NB Interior: 11
- ISIS Interior: 5 (55% Less)

#### Mechanical Fixation Points
- NB Interior: 124
- ISIS Interior: 55 (56% Less)
The French CGI (Commissariat au Grand Investissement) has adopted the GENOME (GEstioN OptiMisée de l’Energie) optimized energy management demonstration platform developed jointly by Zodiac Aerospace and Airbus.

The purpose of GENOME is to develop new energy management architectures for the More Electric Aircraft; architectures that deliver gains in terms of environmental impact and the competitiveness of future generations of aircraft.
Combining internal and external growth, Zodiac Aerospace has build world-leadership on selected niche markets

- Main Zodiac Aerospace acquisitions in Aerospace

- And also Heim, Enertec, Simula, Superflexit, Plastiremo, Amfuel, Quinson, Swan, Adder…
- Marine was divested in 2007
Today the Group offers a full range of aerospace equipment and systems.
2011/12 outlook

- After a good H1 2011/2012...

- Zodiac Aerospace will benefit from an ongoing growth of its businesses in H2, although the comparison basis will be more demanding
  - Both OEM, and aftermarket remain well oriented

- Net €/$ transaction exposure is 90% hedged at 1.33 for the FY

- Cost of debt to be in the range of 3%
  - Supported by hedges in place

- In H2, Zodiac Aerospace will benefit from impact of the consolidation of Contour on the P&L
  - Consolidated as of Feb. 29, 2012 => impact on balance sheet only in H1
2011/12 financial outlook

- **Sales revenue (organic)**
  - Same consolidation scope and exchange rate
  - **double digit growth**

- **Current Operating income margin**
  - As % of total sales
  - **≥14%**

- **Net debt/EBITDA ratio**
  - (excluding potential additional acquisition)
  - **≈1.6**
A successful strategy

- Development of the Group focused on Commercial aviation
- Aboard all new civilian aircraft programs
- Leading positions in selected niche markets
- Recurring services model providing additional resilience
- Leadership in key future technologies
- Established track record in acquisitions
Appendices

P&L
Cash Flow Statement
Balance Sheet
# Appendices: simplified P&L statement

<table>
<thead>
<tr>
<th></th>
<th>H1 2011/2012</th>
<th>H1 2010/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenue</strong></td>
<td>1567.3</td>
<td>1309.5</td>
</tr>
<tr>
<td><strong>Amortization and provisions</strong></td>
<td>44.8</td>
<td>34.6</td>
</tr>
<tr>
<td><strong>Current Operating Income</strong></td>
<td>223.8</td>
<td>184.2*</td>
</tr>
<tr>
<td><strong>Other operating</strong></td>
<td>-0.7</td>
<td>-6.6</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>223.0</td>
<td>177.6</td>
</tr>
<tr>
<td><strong>Cost of net debt</strong></td>
<td>-14.2</td>
<td>-13.9</td>
</tr>
<tr>
<td><strong>Other financial income and expenses</strong></td>
<td>-0.3</td>
<td>-0.3</td>
</tr>
<tr>
<td><strong>Income Taxes</strong></td>
<td>67.1</td>
<td>49.2</td>
</tr>
<tr>
<td><strong>Net Income from held-for-sale assets</strong></td>
<td>11.0</td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>152.4</td>
<td>114.3</td>
</tr>
<tr>
<td><strong>Net Income—Group share</strong></td>
<td>152.7</td>
<td>114.4</td>
</tr>
</tbody>
</table>

*Incl. IFRS3: 1.7 M€
## Appendices: cash flow statement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATIONS D’EXPLOITATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow</td>
<td>189.1</td>
<td>346.4</td>
<td>155.1</td>
</tr>
<tr>
<td>Net change in inventories</td>
<td>-88.0</td>
<td>-82.9</td>
<td>-50.6</td>
</tr>
<tr>
<td>Net change in operating assets</td>
<td>-93.6</td>
<td>-29.2</td>
<td>-70.1</td>
</tr>
<tr>
<td>Net change in liabilities</td>
<td>16.7</td>
<td>91.9</td>
<td>-3.1</td>
</tr>
<tr>
<td><strong>Cash Generated from Operations</strong></td>
<td>24.2</td>
<td>326.2</td>
<td>31.3</td>
</tr>
<tr>
<td><strong>OPERATIONS D’INVESTISSEMENTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of non-current assets</td>
<td>-38.9</td>
<td>-50.5</td>
<td>-22.9</td>
</tr>
<tr>
<td>Others</td>
<td>-42.2</td>
<td>-58.6</td>
<td>-24.2</td>
</tr>
<tr>
<td>Acquisitions / Disposals of entities, net of cash acquired</td>
<td>-396.1</td>
<td>-210.4</td>
<td>-209.8</td>
</tr>
<tr>
<td><strong>Cash generated from Investments in ongoing operations</strong></td>
<td>-477.2</td>
<td>-319.5</td>
<td>-256.9</td>
</tr>
<tr>
<td>Cash generated from Investments in held-for-sales operations</td>
<td>27.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash generated from Investments in ongoing operations and held-for-sales operations</strong></td>
<td>-449.8</td>
<td>-319.5</td>
<td>-256.9</td>
</tr>
<tr>
<td><strong>OPERATIONS DE FINANCEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Financial Debt</td>
<td>340.0</td>
<td>134.0</td>
<td>238.1</td>
</tr>
<tr>
<td>Change in Financial instruments</td>
<td>0</td>
<td>-3.8</td>
<td>12.8</td>
</tr>
<tr>
<td>Change in Equity</td>
<td>4.5</td>
<td>15.1</td>
<td>4.3</td>
</tr>
<tr>
<td>Treasury stocks</td>
<td>2.1</td>
<td>-1.6</td>
<td>-0.7</td>
</tr>
<tr>
<td>Dividends</td>
<td>-64.8</td>
<td>-53.4</td>
<td>-53.4</td>
</tr>
<tr>
<td><strong>Cash generated from financing</strong></td>
<td>281.8</td>
<td>90.3</td>
<td>201.1</td>
</tr>
<tr>
<td>Currency translation adjustments, beginning of period</td>
<td>17.2</td>
<td>-30.4</td>
<td>-17.9</td>
</tr>
<tr>
<td>Change in cash</td>
<td>-126.6</td>
<td>66.7</td>
<td>-42.5</td>
</tr>
</tbody>
</table>
## Appendices: Balance sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>02/2012</th>
<th>08/2011</th>
<th>02/2011⁽¹⁾</th>
<th>EQUITY &amp; LIABILITIES</th>
<th>02/2012</th>
<th>08/2011</th>
<th>02/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>1 448.3</td>
<td>1 166.4</td>
<td>1 190.4</td>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>482.5</td>
<td>322.0</td>
<td>307.8</td>
<td>Capital</td>
<td>1 627.9</td>
<td>1 353.7</td>
<td>1 405.1</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>297.4</td>
<td>256.3</td>
<td>247.8</td>
<td>Net Income</td>
<td>152.3</td>
<td>237.9</td>
<td>114.3</td>
</tr>
<tr>
<td>Other non-current</td>
<td>17.9</td>
<td>12.2</td>
<td>15.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non current assets</td>
<td>2 246.1</td>
<td>1 756.9</td>
<td>1 761.4</td>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>749.9</td>
<td>601.5</td>
<td>581.0</td>
<td>Non current provisions and deferred taxes</td>
<td>173.5</td>
<td>161.5</td>
<td>149.9</td>
</tr>
<tr>
<td>Trade Receivables</td>
<td>636.3</td>
<td>490.3</td>
<td>544.2</td>
<td>Non-current Debt</td>
<td>901.6</td>
<td>662.7</td>
<td>673.5</td>
</tr>
<tr>
<td>Others</td>
<td>61.9</td>
<td>50.2</td>
<td>49.3</td>
<td>Net Income</td>
<td>901.6</td>
<td>662.7</td>
<td>673.5</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>97.3</td>
<td>224.7</td>
<td>114.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>1 545.4</td>
<td>1 366.7</td>
<td>1 289.4</td>
<td>Non-current Liabilities</td>
<td>1 075.1</td>
<td>824.2</td>
<td>823.4</td>
</tr>
<tr>
<td>Held-for-sale assets</td>
<td>1.4</td>
<td>18.7</td>
<td>12.5</td>
<td>Current provisions</td>
<td>68.4</td>
<td>57.4</td>
<td>50.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Current financial liabilities</td>
<td>250.2</td>
<td>147.4</td>
<td>237.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Accounts Payables</td>
<td>287.5</td>
<td>259.7</td>
<td>216.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Liabilities to employees and payroll liabilities</td>
<td>140.5</td>
<td>141.7</td>
<td>117.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Others</td>
<td>191.0</td>
<td>118.5</td>
<td>98.9</td>
</tr>
<tr>
<td>Total ASSETS</td>
<td>3 792.9</td>
<td>3 142.3</td>
<td>3 063.3</td>
<td>Total EQUITY &amp; LIABILITIES</td>
<td>3 792.9</td>
<td>3 142.3</td>
<td>3 063.3</td>
</tr>
</tbody>
</table>

⁽¹⁾ Excluding restatement of the Driessen Services disposal
Next meetings: Q3 and 9-Month Revenue Figures June 12, 2012 (after stock exchange closing)

CONTACT ZODIAC AEROSPACE
Pierre-Antony VASTRA
Tel: +33 (0)1 61 34 25 68
PierreAntony.Vastra@zodiacaerospace.com
61, rue Pierre Curie – BP1
78373 PLAISIR CEDEX

CONTACTS MEDIA - IMAGE 7
Flore LARGER
Tel: +33 (0) 1 53 70 74 91 /flarger@image7.fr
Priscille RENEAUME
Tel: +33 (0) 1 53 70 74 61 / preneaume@image7.fr
CONTACT POINT FOR ANALYSTS - KEIMA COMMUNICATION
Emmanuel DOVERGNE
Tel: 01 56 43 44 63 / emmanuel.dovergne@keima.fr