



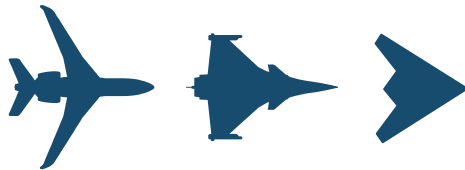
**Welcome Aboard**  
**2021-2022**



<b>1</b>	<b>Profile</b>
<b>2</b>	<b>Strategy</b>
<b>4</b>	<b>Executive Committee</b>
<b>5</b>	<b>Shareholding Structure and Organization Chart</b>
<b>6</b>	<b>2021 Consolidated Financial and Operating Highlights</b>
<b>8</b>	<b>Business Model</b>
<b>10</b>	<b>Highlights</b>
<b>16</b>	<b>Dynamic</b>
<b>28</b>	<b>Corporate Social Responsibility</b>
<b>36</b>	<b>Civil and Military Aircraft</b>
<b>46</b>	<b>Dassault Aviation Worldwide</b>

# / Profile

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



2,100

Falcon jets  
in service

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

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

1,000

military aircraft  
in service

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

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

12,371

employees,  
of which 78%  
in France

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

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

Core shareholder in Thales

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

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

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

# Strategy

## Interview with the Chairman and Chief Executive Officer March 2022



### Éric Trappier

Chairman and Chief Executive Officer  
of Dassault Aviation

#### How has the business environment changed for you over the past year?

As this interview is taking place, the most significant development is obviously the conflict in Ukraine. In addition to being a humanitarian catastrophe, this war is also a historical tragedy that forces us to face up to fundamental truths — as Charles de Gaulle once said, “*National defense is the primary raison d’être of the state.*” Certain Europeans had forgotten this fact. For its part, Dassault Aviation has always been committed to serving the French armed forces. We are scrupulously applying the sanctions decided by the international community, and we are diversifying our purchasing, particularly with regard to strategic materials.

The concerns and uncertainties generated by the return of war to European soil have overshadowed the health crisis. Moreover, although Covid continued to be a concern in 2021, the response to the pandemic was more effective, in particular thanks to extensive vaccination campaigns. The severe depression of 2020 has thus given way to a massive, if uneven, global economic recovery: some industries remain in difficulty, commodity and energy prices have risen sharply, and shortages of labor and electronic components have emerged.

In Europe and the United States, inflation has risen to a level not seen in decades, leading to social tensions and higher interest rates. As for the French aerospace industry, the support measures put in place by the government and the industry itself have proved effective. The major manufacturers have held up well and the supply chain remains operational, albeit in need of consolidation.



### How has Dassault Aviation fared?

We've had some major successes. We signed Rafale contracts with Greece, France, Egypt, the United Arab Emirates and Indonesia: 177 Rafales in total, including 49 in FY 2021 and 128 in FY 2022 – after the contracts take effect. This is unprecedented. The Emirates order alone, for 80 fighters, is the largest in our history. In terms of production, the scheduled 25 Rafales have all been delivered.

This performance in the military market has been accompanied by a sharp upturn in sales of business jets, with 51 Falcon jets sold in 2021, compared with 15 in 2020. The same positive trend can be seen in manufacturing, where we delivered 30 Falcons – compared with forecasted sales of 25 –, thanks to the recovery of the American and European markets.

When it comes to support, we have further strengthened our market positions, both in terms of civil aviation (with another excellent *AIN* customer satisfaction rating) and in the military sector, where we signed a vertically-integrated support contract for the French Air and Space Force's Mirage 2000 fighters.

In terms of development projects, much has been achieved, as evidenced by the first flight of the Falcon 6X and the launch of the Falcon 10X. The Rafale F4 and special-mission Falcon projects have made good progress. The Rafale's capabilities are set to be further enhanced. As for the New Generation Fighter, a joint Franco-German-Spanish project, we have been designated as the project's architect and prime contractor by the three countries involved. A sharply-defined program, with effective leadership, is essential to ensuring that deadlines, costs and performance targets are met.

Finally, implementation of our transformation plan, Leading our Future, which is based on digital technology and data management, continued in 2021; it involves the introduction of new methods, along with new collaborative platforms and enhanced facilities and resources. All of this has been made possible by the company's resilience, agility and responsiveness, both in terms of services and production. Meanwhile, we have maintained an unyielding focus on the health and safety of our employees and their families.

### How should we look to the future?

Our dual civil-military business model – which has enabled us to maintain a sound balance for more than 50 years – and our ongoing transformation – aimed at further improving our competitiveness – mean we can look to the future with confidence.

Our Rafale export contracts provide us with visibility beyond 2030, which is remarkable. In addition, we are planning to produce 82 Rafales for the French armed forces: 40 already on order and 42 scheduled to be ordered starting in 2023 (5<sup>th</sup> tranche).

In business aviation, the upturn in the market combined with the renewal of our range (6X and 10X) should lead to a sustained increase in sales. The strong performance of Falcon support will add to this momentum. I attach the utmost importance to the work carried out each and every day by our teams, across our extensive global network, to provide support for the 2,100 Falcon jets in service. We are doing the same for the 1,000 or so Dassault military aircraft currently in operation, with methods and tools that are increasingly being used in both civil and military aviation.

Finally, we are working on ambitious development projects that will ensure we maintain our skills and leadership capabilities, while at the same time reducing our environmental footprint.

Dassault Aviation remains committed to the same goals: to continue to serve our civil and military customers; to do our part to promote safe and sustainable aviation; and to safeguard France's sovereignty and Europe's strategic autonomy.

# Executive Committee



**Carlos Brana**  
Senior Executive  
Vice President,  
Civil Aircraft

**Éric Trappier**  
Chairman  
& Chief Executive Officer



**Loïc Segalen**  
Chief Operating Officer

**Bruno Coiffier**  
Senior Executive  
Vice President,  
Procurement &  
Purchasing

**Jean-Marc  
Gasparini**  
Executive Vice  
President,  
Military & Space  
Programs

**Gérard Giordano**  
Senior Executive  
Vice President,  
Sales

**Valérie Guillemet**  
Senior Vice President,  
Human Resources

**Frédéric Lherm**  
Senior Executive  
Vice President,  
Industrial Operations

**Frédéric Petit**  
Senior Vice President,  
Falcon Programs



**Bruno Chevalier**  
Senior Executive  
Vice President,  
Military Customer  
Support



**Denis Dassé**  
Chief Financial  
Officer



**Florent Gateau**  
Senior Executive  
Vice President,  
Total Quality



**Bruno Giorgianni**  
Corporate Secretary,  
Senior Vice President,  
Public Affairs  
& Security



**Richard Lavaud**  
Senior Executive  
Vice President,  
International



**Nicolas Mojaïsky**  
Senior Executive  
Vice President,  
Engineering

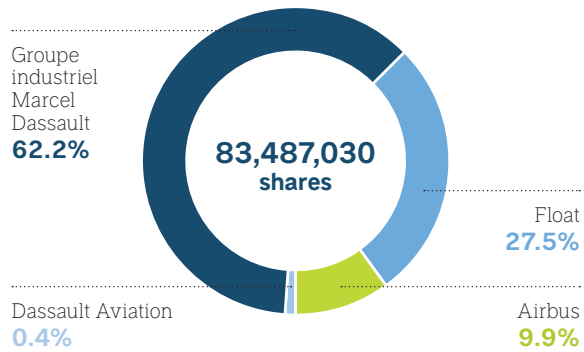


**Jean Sass**  
Executive Vice  
President, IT  
Chief Digital Officer

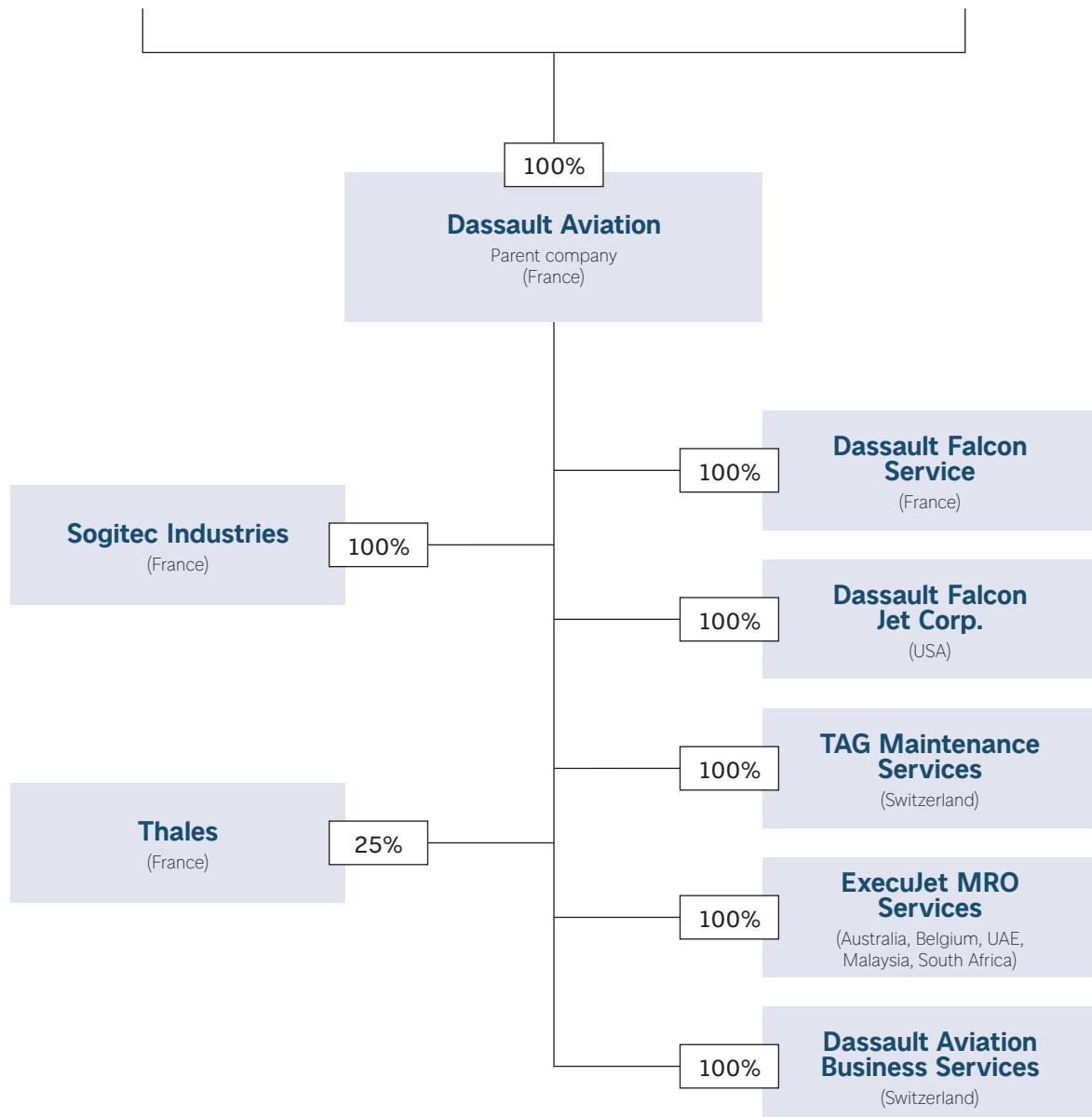
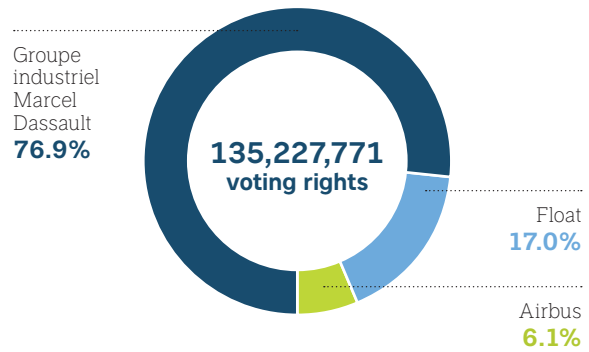


# Shareholding Structure and Organization Chart

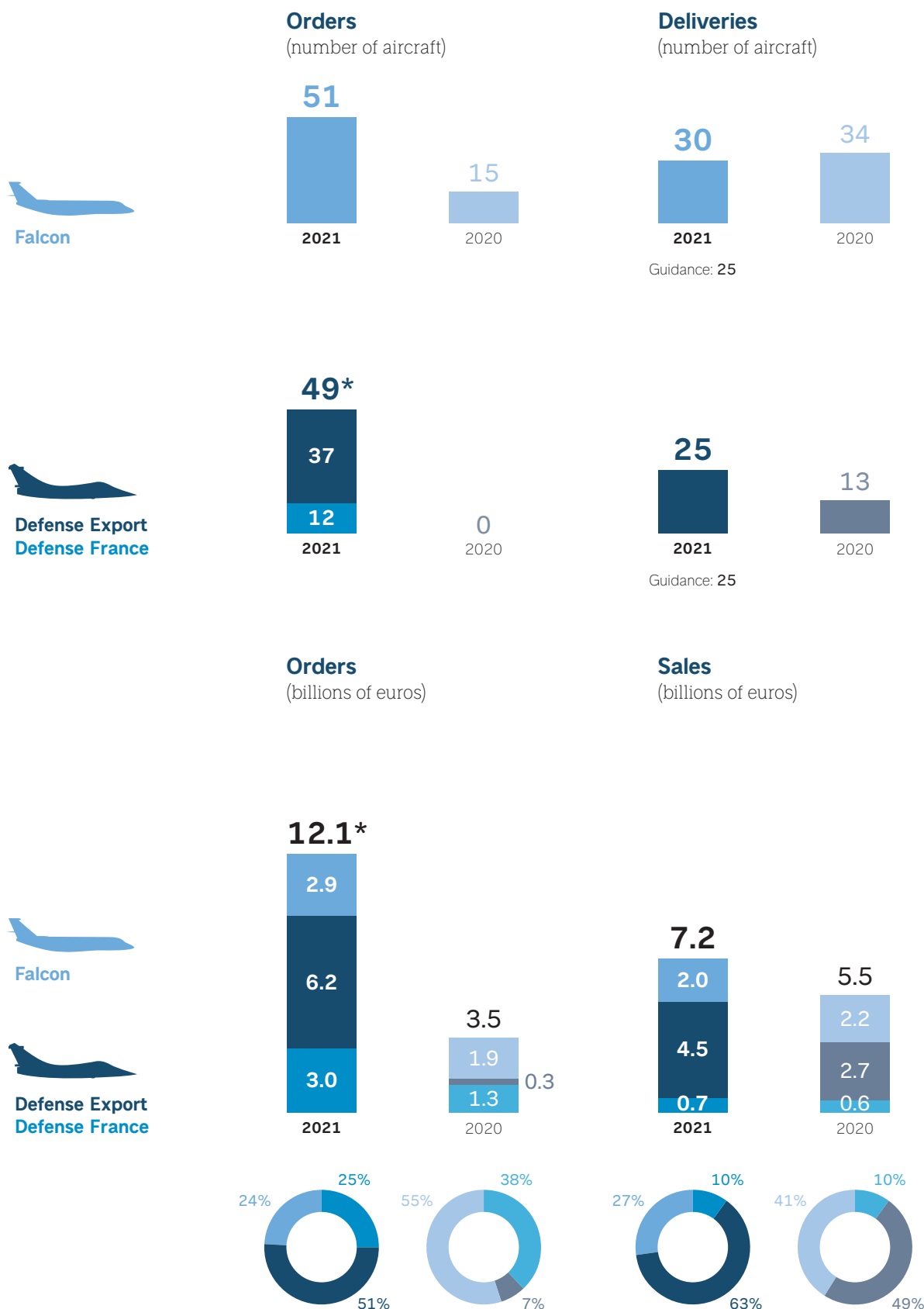
**Shareholding structure**  
(at December 31, 2021)



**Voting rights**  
(at December 31, 2021)



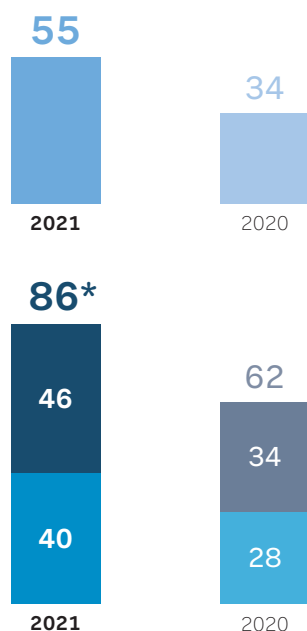
# 2021 Consolidated Financial and Operating Highlights



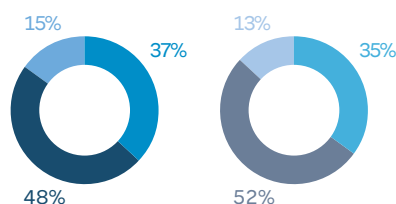
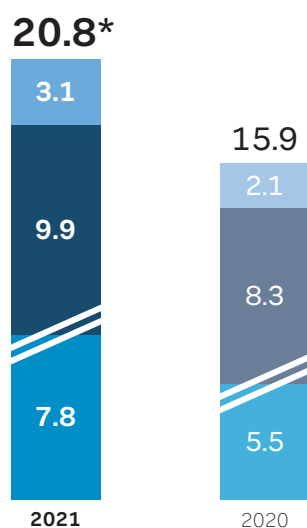
\* Not including 80 Rafales ordered by the UAE.

**Backlog**

(at December 31, number of aircraft)

**Backlog**

(at December 31, billions of euros)



\* Not including 80 Rafales ordered by the UAE.

**Adjusted net income****€693 million**

or €8,3/share

(€396 million in 2020, or €4.8/share)

**Adjusted net profitability****9.6%**

(7.2% in 2020)

**Cash and cash equivalents at December 31****€4.9 billion**

(€3.4 billion in 2020)

**Self-financed R&D expenditures****€551 million**

(€538 million in 2020)

**Dividends****€208 million**or €2.49/share<sup>(1)</sup>

(€103 million in dividends paid out for 2020)

Reflecting our income distribution policy, Group employees will receive a payout of €139 million in profit-sharing and incentive payments, including the corporate social contribution, versus the minimum legally mandated payout of €28 million.

(1) Proposed at the Annual General Meeting of Shareholders on May 18, 2022.

# Business Model

## Resources

### Human

12,371

Employees,  
including 78%  
in France

### Expertise

A design office  
recognized for  
its expertise

A century  
of experience

### Industrial

18

Specialized  
facilities,  
including  
13 in France

A global  
network  
of service  
centers

### Corporate

500

Partner  
companies

### Environmental

ISO 14001

A certification policy  
encompassing  
all production  
facilities

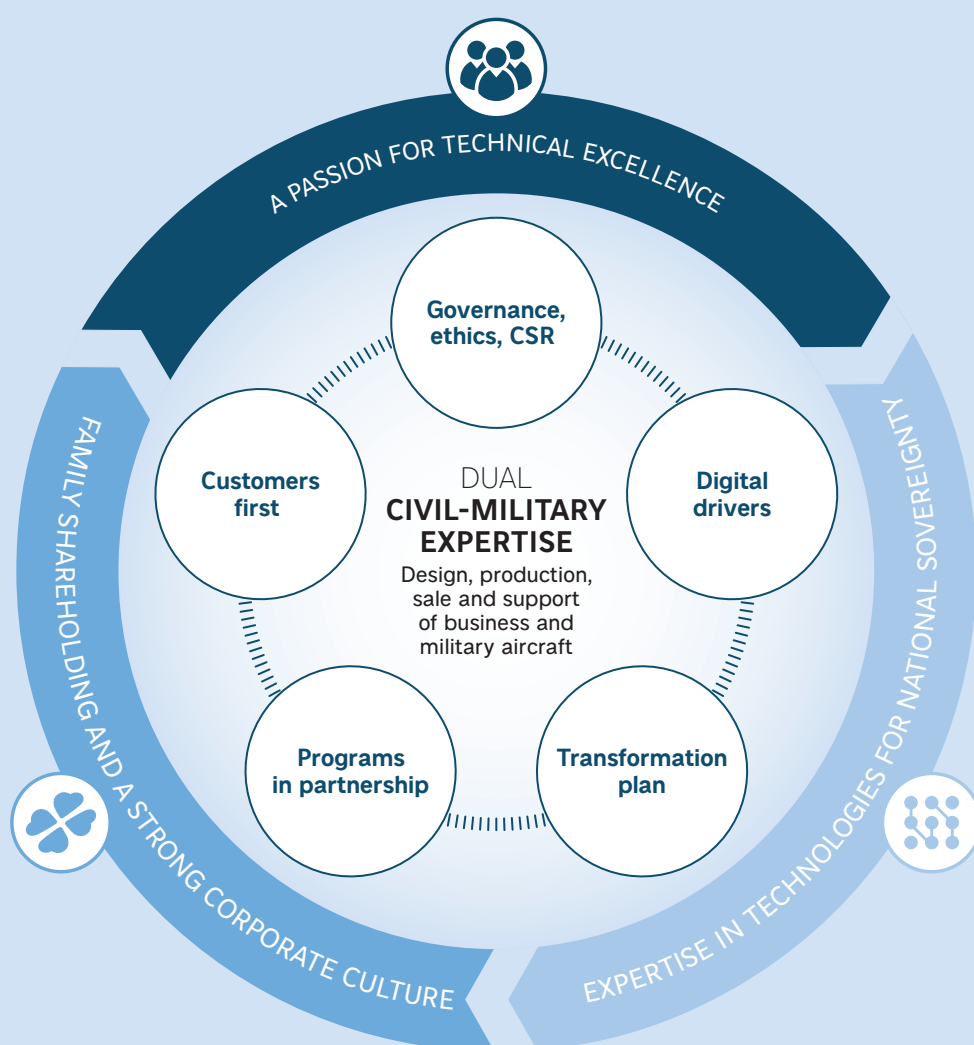
### Financial

€5.3 billion

Total equity

## Dassault Aviation

Shaping the future



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



## 2021 Achievements

### Human

998

New hires,  
including 234 women

### Expertise

Business aircraft

Falcon 6X maiden flight  
Falcon 10X reveal

Special Falcons

Albatros and Archange programs  
under development

### Industrial

25

Rafales delivered

1,000

Combat aircraft supported

### Corporate

Regional development

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

Technical and aeronautical  
engineering training in India

### Environmental

↘8.1%

Electricity consumption  
compared to 2019

### Financial

€693 million

Adjusted net income

F4

Ongoing work on  
new Rafale standard

SCAF/NGF

Development of  
a demonstrator

30

Falcons delivered

2,100

Falcons supported

ACE fund to support  
the supply chain

Boosting partner companies  
thanks to Rafale contracts  
(49 aircraft) and Falcon  
sales (51 aircraft)

80%

Recovered  
waste

89%

of sales in export markets

## Financial and other contributions

### Federal and local

€158 million

Corporate income tax, of which  
€150 million (95%) in France

### Employees

€139 million

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

€58,849

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

### Shareholders

€208 million

Dividends <sup>(1)</sup>

### Industry

At the hub of a strategic  
French ecosystem

Core shareholder in Thales

### Society

Inclusion, cultural and  
humanitarian activities

AAE Foundation, FOSA, French Air  
and Space Museum, French National  
Maritime Museum, Solidarity Defense  
Association, Foch Foundation,  
Course du Coeur, Rêves de Gosse,  
ASF, Habitat for Humanity, Arkansas  
Food Bank, American Red Cross,  
Muscular Dystrophy Association

### Sustainable development

Contribution to 8 United Nations  
sustainable development goals (SDG)

(1) Proposed at the Annual General Meeting  
of Shareholders on May 18, 2022.

# Highlights



## 80 Rafale F4s for the UAE

On December 3, 2021, our Chairman and CEO Eric Trappier signed a contract to supply 80 Rafale F4 fighters to the United Arab Emirates Air Force.

The signing ceremony was attended by French President Emmanuel Macron and Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Commander of the United Arab Emirates Armed Forces.

The contract includes an intergovernmental agreement aimed at ensuring close cooperation between the French and UAE air forces, as well as the creation of a joint program team dedicated to future Rafale development. This agreement underlines the long-standing strategic partnership between France and the UAE.

## Rafale in Greece

On January 25, 2021, Greece signed a contract for 18 Rafales, including 6 new aircraft and 12 from the French Air and Space Force. Six months later, the first 6 aircraft were delivered. A further 6 new Rafales were ordered in March 2022.



### Egypt purchases additional Rafales

On May 4, 2021, the Arab Republic of Egypt announced its decision to acquire an additional 30 Rafales for the country's air force. This latest order, which was made in November 2021, comes on top of an initial contract signed in 2015.



### French Rafales for Croatia

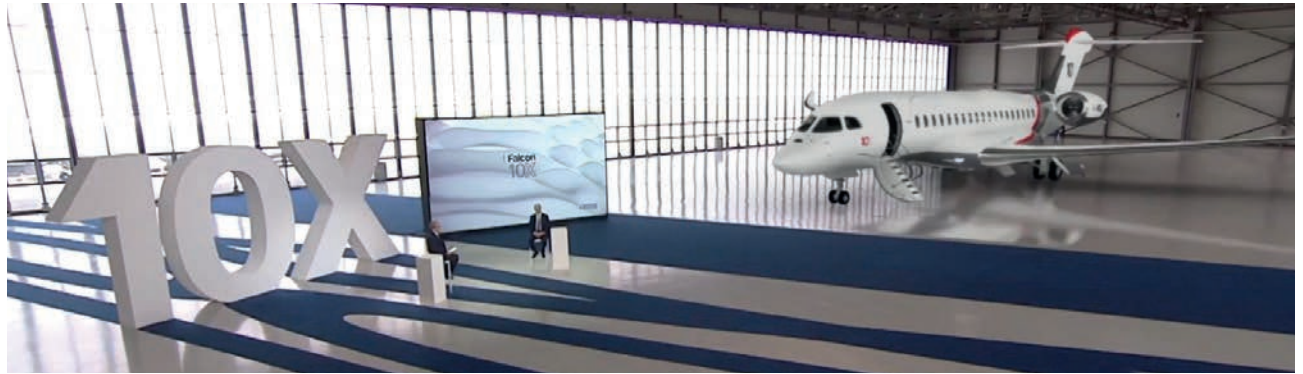
On November 25, 2021, Croatia signed a government-to-government contract for the acquisition of 12 Rafales from the French Air and Space Force. The country also signed a three-year logistics support contract with Dassault Aviation. Croatia is the company's fifth export customer for the Rafale, and the second in Europe to make this sovereign choice, as well as a first-time Dassault Aviation customer.



### Rafale in Indonesia

On February 10, 2022, Indonesia signed a two-phase contract for 42 Rafales (6 plus 36). The deal provides for delivery of a comprehensive solution, including training, logistical support and offsets. Indonesia is a first-time customer for Dassault Aviation and its second Rafale customer in the Indo-Pacific region.





### Falcon 10X launch

Unveiled on May 6, 2021, the Falcon 10X is set to become the most spacious, comfortable and innovative business jet on the market. It will have a top speed of Mach 0.925 and a range of 7,500 nautical miles (13,890 km) and will be powered by 2 Rolls Royce Pearl® 10X engines with a thrust of over 18,000 pounds (lbf) each. Its entry into service is scheduled for late 2025.



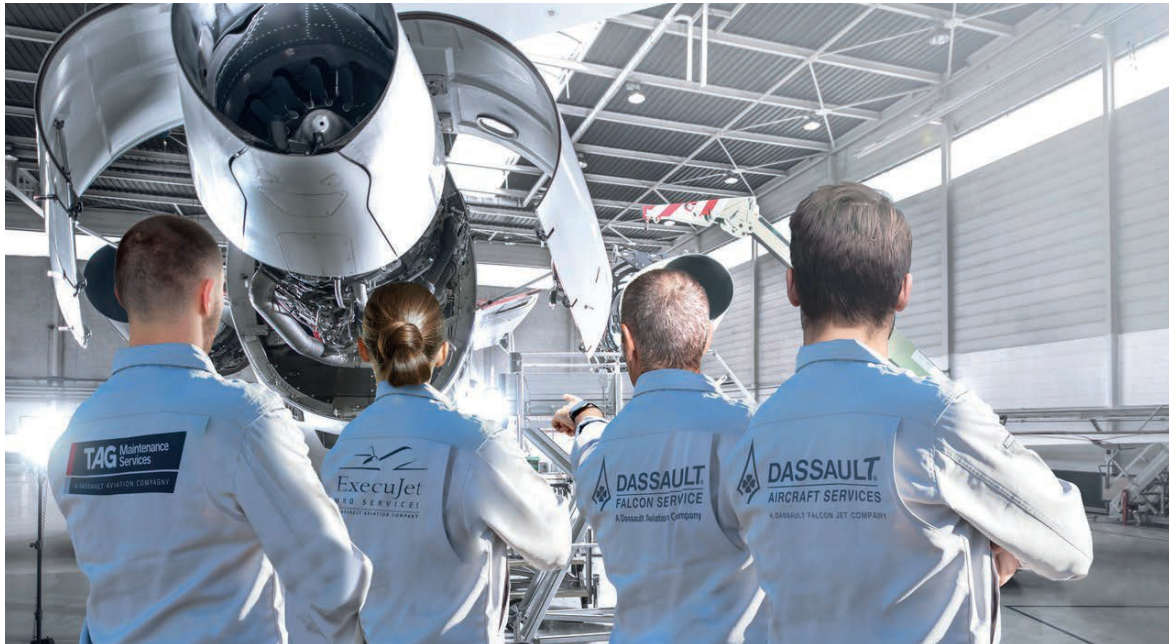
### The Falcon 6X's award-winning cabin

The Falcon 6X's cabin has been awarded a Private Jet Design prize and a Red Dot Design Award.



### Falcon 6X's upcoming entry into service

After its rollout on December 8, 2020, the Falcon 6X made its maiden flight on March 10, 2021. Since June 2021, three Falcon 6X jets have initiated the pre-certification flight test campaign. The first two development aircraft have been equipped with the instrumentation required to perform all the necessary performance and systems tests. The third aircraft is equipped with a complete cabin, including entertainment and communication systems, in order to check that they are working properly and reliably.



### Falcon support comes out on top

For the third year in a row, Dassault Aviation took first place in the AIN business aviation support survey, with an overall score that was higher than in 2020. The survey awarded particularly high marks for the following: speed of response in the event of a grounded aircraft (AOG), thanks to our FalconResponse assistance system, which is operational around the clock; the availability of spare parts; and our FalconCare service by the hour program (Essentials, Elite and Select), which tailors our services as closely as possible to individual customers' needs.

### Global network

We provide a global business aircraft support network. The acquisition, in 2019, of the maintenance (MRO) businesses of ExecuJet, TAG Aviation (in Europe) and Ruag has expanded our presence in Asia-Pacific, Europe, Africa and the Middle East. In 2021, our offering was further enhanced with the expansion of ExecuJet's facilities in Kuala Lumpur (pictured above) and Dubai (pictured below), as well as of those of Dassault Falcon Service in Mérignac.







### Rafale France

During her visit to our Argonay plant in January 2021, French Armed Forces Minister Florence Parly announced that her ministry had placed an order for 12 Rafales to compensate for the aircraft sold to Greece. A further order for 30 more Rafales, for delivery after 2027, is planned as part of the 2019-2025 military spending bill. And another 12 Rafales will also be ordered to replace those sold to Croatia.

### ATL2 modernization

In May 2021, we delivered the fourth ATL2 upgraded to Standard 6.



### Balzac: providing support for the Mirage 2000 in France

In January 2022, the French Ministry of the Armed Forces awarded us the vertically-integrated Balzac support contract for the French Air and Space Force's Mirage 2000 fighters. This 14-year contract involves providing operational maintenance for French Mirage 2000 fleet until they are retired from service. This contract comes on the heels of the vertically-integrated Ravel (Rafale) and Océan (ATL2) contracts.







### Third most attractive manufacturing company among young graduates

In 2021, Dassault Aviation was ranked third most attractive manufacturing company among aviation engineering students and graduates, according to an Epoka/Harris Interactive survey.

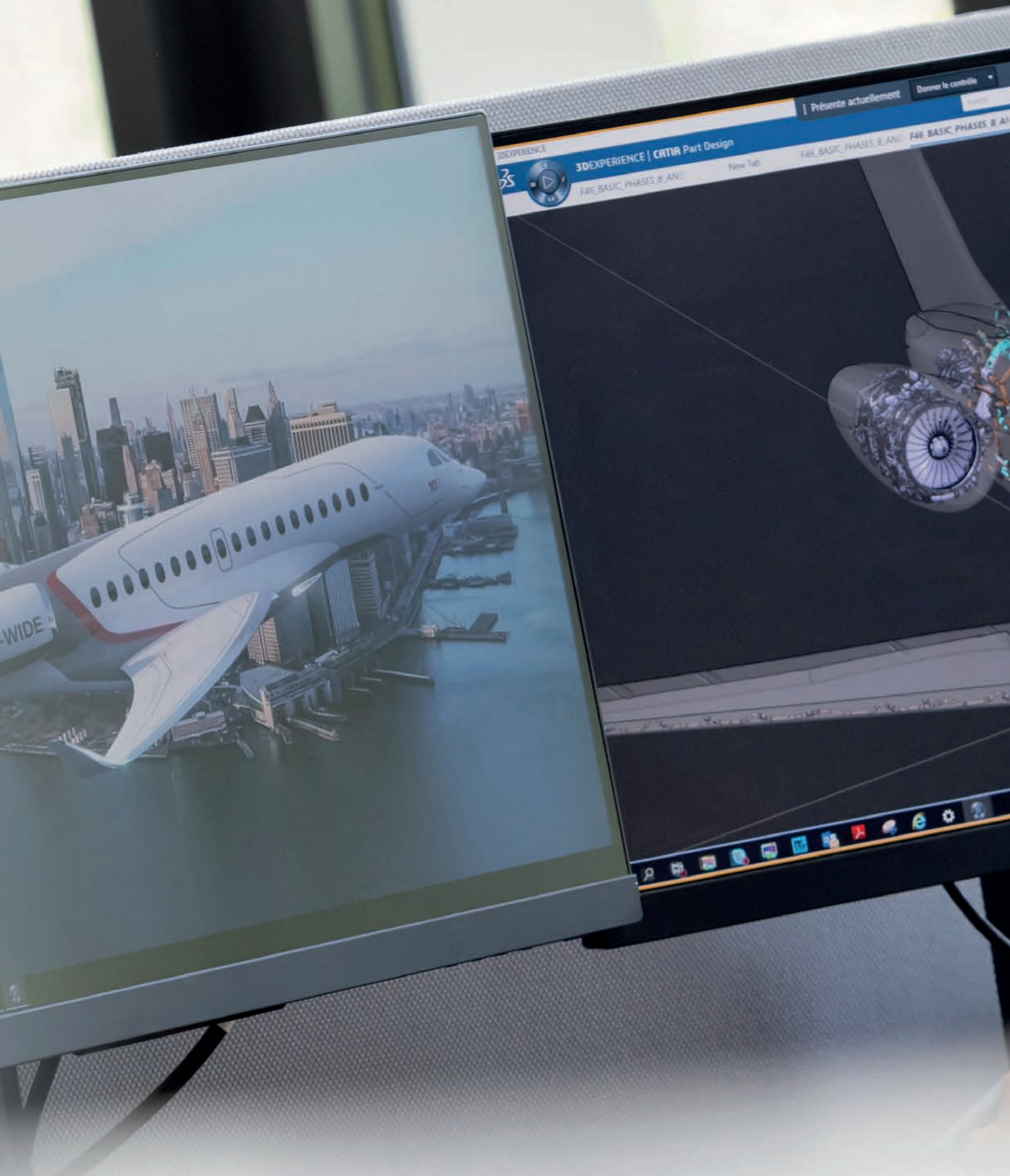
### AI Challenge for Industry

In partnership with the Greater Paris Region, we co-hosted the AI Challenge for Industry 2020, in which some ten start-ups took part. The idea of this event was to develop artificial intelligence algorithms for the Falcon's virtual sensors. In May 2021, the judges announced that the consortium made up of Aquila Data Enabler and the ISAE-Supméca's Quartz laboratory had been selected as the winner.



### Climate Leader 2021

We were included in the very first *Financial Times*' Europe's Climate Leaders 2021 rankings. This list includes the 300 companies that achieved the most significant reductions in greenhouse gas emissions resulting from their activities. As part of our commitment to the environment, we are involved in the development of new processes and the optimization of existing ones in an effort to reduce our carbon footprint. A case in point: the Falcon range is already sustainable alternative fuel (SAF) compatible. We reiterated this commitment in the declaration in favor of carbon neutrality by 2050 issued at the European Aviation Summit in Toulouse in February 2022.







Dynamic  
**Shaping  
the future**



# Proud of our model

**We operate in an unpredictable environment, take a very long-term view and our fundamentals are solid. Our strength lies in a unique development model and the loyalty of our customers. Our long-term viability is the result of our ability to shape the future and to adapt to a constant stream of new challenges.**

## Governance and family values

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

Our stability allows us to uphold the values that have driven Dassault Aviation's success: technical excellence and innovation; a passion for aeronautics; quick strategic decisions; adaptability in the face of change; the determination to meet objectives; efficient management and competitiveness; and a human resources policy designed to attract top talent and ensure their loyalty.

## Profit sharing

We take a unique approach to sharing profits based on fair distribution, in particular a profit-sharing agreement and an incentive scheme for our French employees that go well beyond legal requirements.

## Corporate philosophy

Our blend of civilian and military activities makes a significant contribution to France's national defense capabilities.

Customer satisfaction, grounded in the principles of integrity, trust and loyalty, is our top priority. Dassault Aviation's ongoing success stems from the skills and commitment of our people. Our pursuit of technological excellence and innovation goes hand in hand with a commitment to quality and environmental protection. Economic performance involves providing shareholders and the financial markets with open and accurate information, complying with the rules of fair competition and treating suppliers equitably. We are outward-looking, with a proactive policy of partnerships, employee training and sustained links with the scientific and academic communities.

## Dual expertise: civil and military

Our dual civil-military expertise means that we can count on two different markets with different business cycles, reducing our exposure to fluctuating economic conditions. We design and produce both military and business aircraft in the same design departments and factories. The state-of-the-art technology developed for military use also benefits our civil aviation business, which in turn generates innovations in terms of production and certification.

Civil and military aircraft  
conceived in a single design office,  
manufactured in the same plants



# Shaping technological innovation

**As an industrial architect and systems integrator, we know how to develop and apply state-of-the-art technologies. This rare skill makes us a pivotal player in ensuring the strategic autonomy of France and Europe, in terms of both civil and military aviation.**

## Substantial investments

Our focus on innovation is reflected by major research contracts and substantial self-financed investments. We are working on the ongoing development of the Rafale (F4 and export standards), as well as on the development of the Future Combat Air System (FCAS), the Falcon 6X and 10X, the Falcon 8X Archange, the Falcon 2000 Albatros, in addition to the Eurodrone and nEUROn UCAVs.

## Integrating technological breakthroughs

In order to achieve the right balance between long-term technological developments and short-cycle innovations, we are developing architectures capable of integrating developments and breakthroughs, while meeting the highest level of security requirements. We are also actively engaged with a large ecosystem of start-ups, with a view to fostering innovation.

## Meeting environmental challenges

Inspired by the need for fuel-efficient, high-performance aircraft, we are working on solutions to reduce air transport emissions. We are involved in research programs that seek to achieve technological and operational breakthroughs from an environmental point of view. These breakthroughs relate to three main issues: reducing aircraft drag and weight, specifically thanks to the use of high-aspect-ratio laminar flow wings; improving fuel consumption thanks to optimized flight paths; and using sustainable aviation fuels (SAF) that offer significant reductions in the carbon footprint of aviation.

## Civil aviation research in France

As part of France's civil aviation research council (Corac), we are actively involved in a series of technology maturation projects that are in step with the French aeronautics stimulus plan.

## European cooperation

Since 2008, Clean Sky 1 and 2 have provided us with an excellent opportunity to demonstrate our technological solutions. In the process, we have worked with some 20 major partners in seven European countries. We are pursuing this collective approach with the Clean Aviation program, which follows on from the two previous Clean Sky projects.

Our main research focus continues to be in the areas of eco-design, new materials, as well as maintenance and recycling technologies aimed at optimizing aircraft life cycles.

Sesar, a European joint undertaking devoted to improving air traffic management, has contributed to the development of our FalconEye system, which provides safe access to airports in conditions of poor visibility, including those with limited technical resources.

## Airborne artificial intelligence

The next phase of the Man-Machine Teaming (MMT) program, which is devoted to developing advanced solutions for enhancing man-machine interfaces, is currently under preparation. This phase will further consolidate the ecosystem that has already been developed to facilitate the integration of artificial intelligence (AI) into military aviation.

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









# Shaping tomorrow's programs

**We provide the project management and organizational expertise needed to ensure that all parties involved work together effectively to deliver complex programs that meet our customers' evolving needs, on time and on budget.**

## Industrial and design architect

We manage the entire life cycle of programs for our customers and partners. We ensure the system's underlying fundamentals and its development. We are responsible for assessing the technological challenges as well as the scope and sharing of tasks between partners. And we manage, coordinate and guarantee the ultimate efficacy of the systems delivered. This is the added value we provide as an industrial architect.

Our focus as a design architect is on developing data-driven systems with resilient and adaptable architectures, as well as collaborative functions that can be distributed across multiple platforms to cope with potentially compromised network conditions.

## New Generation Fighter

We are the leading industrial partner in the European New Generation Fighter (NGF) program, a mainstay of the Future Combat Air System (FCAS). On the basis of the concept study contract signed in January 2019, France and Germany officially announced the start of preliminary development work on the NGF demonstrator. In December 2020, Spain became the third partner in the FCAS program.

A networked system, the FCAS includes the NGF, existing fighters, UAVs, and cruise missiles, which are all integrated with other defense systems.

## Rafale: continuous improvement

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

The F4 standard focuses on connectivity, survivability, combat engagement capabilities and dispatch reliability. The first export order for the F4 was placed by the United Arab Emirates in December 2021, with a contract for the purchase of 80 Rafales.

Future Rafale standards are already being planned.

## New Falcons

The Falcon 10X was unveiled in May 2021. It is set to become the most comfortable and spacious ultra-long-range business jet on the market. Its entry into service is scheduled for late 2025.

The Falcon 6X program was launched in February 2018 for entry into service in late 2022. It completed its first flight on March 10, 2021.

## Special-mission Falcons

The contract for the maritime surveillance Falcon Albatros (AVSIMAR) was officially announced in December 2020.

The Archange airborne strategic intelligence program was officially announced in December 2019. It will be based on three Falcon 8X aircraft equipped with electronic warfare systems designed by Thales.

## Partnering on unmanned systems

The nEUROn is the first stealth combat drone (UCAV) to date to be developed as a joint European program. Since its first flight in 2012, the nEUROn has completed 160 test flights, which have yielded invaluable information with regard to its advanced stealth and operational support capabilities.

## Space expertise

Our expertise enables us to design cutting-edge projects and to support future French and European space activities, which are central to strategic autonomy.

Lead,  
coordinate  
& deliver

# Digital: driving our performance

Digital is at the heart of our innovative solutions and our development strategy. Our capabilities as a system architect draw on major digital technologies, ranging from 3D creation to big data. For more than forty years, we have been among the pioneers of a new industrial revolution.

## Digital DNA

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

## A sovereign information system

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

## 3DExperience platform

In 2018, the decision was made to transition to 3DExperience, Dassault Systèmes' unified platform, which has replaced existing PLM solutions used in our civil and military aircraft programs. The development of the new Falcon and future combat aircraft is currently taking place in a 3DExperience environment.





### Collaborative system engineering

Collaborative system engineering involves using a shared digital model to coordinate everybody involved in the development of large airborne systems.

Implemented as part of the ATL2 modernization project, this method is currently being applied as part of the NGF collaborative project and will be used for our new programs. Digital modelling allows security and data sovereignty considerations to be incorporated very early in the process.

Dassault Aviation is also connected to the secure platforms used by the French defense procurement agency (DGA) and its partners, providing greater scope for joint development work.

### Analysis, decision-making and big data

We make use of big data in all our programs. It enables the deployment of management, analysis and decision-making tools, based on strictly controlled and sovereign shared data.

In 2020, to develop the Artificial Intelligence algorithms required for big data, we launched both an “AI Challenge for Industry” – in partnership with the Greater Paris Region – and specifically aeronautics-related research as part of our Data Science Lab collaboration with Dassault Systèmes.

Design, manufacture, support:  
towards a comprehensive digital vision







# Gearing up for the future

**Thanks to the specialized character of our plants, our international footprint — particularly in India — and our digital innovations, our manufacturing systems evolve to meet the exacting standards of quality and competitiveness demanded by the global market.**

## Strategically-focused production system

We are continuing the process of further integrating and specializing our production system in a series of strategic areas: metal products, composites, flat products, etc. This quest for synergy has led to the construction of a new plant in Cergy as well as specialized facilities: a collaborative office building in Mérignac, wing assembly in Martignas and composite wing parts in Biarritz.

## New ways of working

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

An SAP single production management system is now up and running across all our plants. It will improve our industrial performance and our responsiveness with respect to our supply chain.

As we increasingly move towards the Connected Factory 4.0 model, our workers are using augmented reality tools – for example, to facilitate and check the proper positioning of components within the aircraft.

## Industrial ecosystem

We are at the center of an industrial network that has gradually developed over the decades, one that shares knowledge and methods, along with proven design and production tools. Aéroprint bears witness to these relationships: this agreement to support the development of additive manufacturing involves the creation of a collaborative platform in Argonay.

## Made in India

The 2016 contract for 36 Rafales has strengthened our 65-year relationship with India thanks to an increased sharing of workloads and technologies, which is designed to enhance our competitiveness over the long term. Since 2020, our Nagpur plant, located in the state of Maharashtra, has been delivering Falcon 2000 front cockpit sections that are fully compliant with our quality standards. The ramp-up in production has resulted in the construction of a second 12,500-m<sup>2</sup> production facility. In the midst of the Covid-19 epidemic, Indian teams maintained production in compliance with health measures, demonstrating their growing autonomy.

## Indian supply chain

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

Adapting  
to sustain quality  
& competitiveness





Corporate Social  
Responsibility

**Higher,  
together**



# People-driven performance

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

## A motivating social model

Our compensation policy attracts, rewards and encourages employee loyalty, while remaining attuned to evolving economic circumstances.

Our French employees benefit from highly attractive profit-sharing and incentive agreements. Works councils received more than €27 million in 2021, i.e. 5% of the total payroll of the Group's French companies. These works councils provide our employees with numerous social, sporting and cultural activities.

## Health and quality of life

The Covid crisis has put the spotlight on our health, safety and quality of life policies. All our sites have dedicated healthcare facilities or programs, and the Group offers medical coverage to all its employees. In response to the pandemic, rigorous health protocols have been introduced and vaccination campaigns have been organized.

The company's commitment to improving the daily lives of its employees is also reflected in the adoption of telecommuting and flexible working hours, as well as the provision of daycare centers and child care services.

## Talent spotting

In 2021, we hired approximately 1,000 new employees, nearly a quarter of whom were women.

Our employee ambassadors work with students and teaching staff (both engineering faculty and technical teaching staff) to ensure that curricula are adapted to the needs of our industry, to promote our Group and its businesses, and to spot future talent. We were ranked in the top three most attractive manufacturing companies among engineering students and graduates, according to an Epoka/Harris Interactive survey.

## Transmitting know-how

As individual development is a necessary condition for our collective success, 72% of our employees received training in 2021, logging some 260,000 training hours. We have been pursuing a policy of excellence and flexibility for thirty years thanks to the Dassault Conservatory, which provides courses designed to pass on our technical know-how and quality standards, thus further enhancing our employees' qualifications and skills.







### **Diversity and equal opportunity**

We have a proactive gender equality policy, both in terms of increasing female hires and of promoting women to positions of responsibility. To help redress the imbalance in the number of women enrolled in engineering schools, we are involved in a number of initiatives – with associations such as Elles Bougent and Airemploi, for example – aimed at encouraging young women to enter the profession.

### **Inclusion, cultural and humanitarian activities**

We champion a broad range of societal initiatives. In terms of humanitarian work, we provide support to Aviation Sans Frontières (ASF), the FOSA charitable foundation, the Solidarité Défense association and the Foch Foundation. We also provide funding to the Course du cœur organ donation initiative and the Rêves de gosse program. On the cultural front, we are proud sponsors of the AAE foundation, the Air and Space Museum and the French National Maritime Museum.

24% women  
among our new hires

# Managing our environmental footprint

**Dassault Aviation is fully committed to corporate social responsibility (CSR), both locally and internationally.**

## Climate action

As an active member of the International Civil Aviation Organization (ICAO) Committee on Environmental Protection, we also support Corsia (Carbon Offsetting and Reduction Scheme for International Aviation). We reiterated this commitment in the declaration in favor of carbon neutrality by 2050 issued at the European Aviation Summit in Toulouse in February 2022.

We actively promote the use of Sustainable Alternative Fuel (SAF) to replace conventional kerosene. The Falcon range is already sustainable fuel compatible. Our Falcon Service Advisory document sets out best practices for reducing the environmental footprint of our aircraft. The development of flight path optimization technology also offers quick solutions for reducing carbon emissions.

## Gearing up for the flights of tomorrow

We are actively involved in applied research programs: Sesar and Clean Sky (now Clean Aviation) at the European level, as well as France's civil aviation research council (Corac). Our work focuses on lowering fuel consumption by reducing aircraft drag and weight, improving flight efficiency and fuel consumption through the use of specially tailored flight paths, as well on the use of hydrogen in the aircraft of the future.

## Reducing industrial emissions

Our initiatives in terms of manufacturing, such as the development of new processes and the improvement of existing ones, are helping to decrease our carbon footprint, both now and in the years ahead.

Our achievements in the area of climate change were recently recognized when we were awarded first place in the *Challenges*/Statista rankings of the most environmentally responsible French companies in terms of greenhouse gas reduction in the Aeronautics/Naval/Space category.

We are one of the 300 European companies that have achieved the greatest reductions according to the *Financial Times*' Europe's Climate Leaders 2021 listing.





### Energy efficiency

Our commitment to reducing our consumption of energy is enshrined in our transformation plan. It is reflected in the design of our new facilities and buildings. We are making similar efforts in our production processes. Telecommuting, logistics hubs and remote conferencing facilities are also helping to reduce the need to travel, thus cutting down on the attendant greenhouse gas emissions.

### Minimizing our footprint and the circular economy

In line with the Group's policy, the efforts made by our plants are helping to limit our environmental footprint, in terms of water, air and soil quality, as well as with respect to controlling industrial risks. In line with circular economy principles, our careful approach to waste management means that we have achieved a recovery rate of 80%.

Sustainable fuel compatible







# Corporate social responsibility, ethics and compliance

**Our vigorous and diligent approach to corporate social responsibility is accompanied by stringent business ethics, spearheaded by a dedicated management team with a proactive focus on compliance.**

## Active CSR policy

Dassault Aviation is committed to a proactive corporate social responsibility (CSR) approach with respect to its employees, the environment and its suppliers. Through our actions, we are contributing to 8 of the 17 Sustainable Development Goals (SDGs) adopted by the UN in 2015. The Group has been a member of the United Nations Global Compact since 2003. In 2021, we further strengthened our CSR system and were recognized by the French magazine *Le Point* as the second most responsible French company operating in the aviation and automotive sectors.

## Vigilance plan

To ensure optimum management of the risks of serious harm to the environment, occupational health and safety, human rights and fundamental freedoms, we have set up a vigilance plan covering our subsidiaries and suppliers. As part of this plan, more than 2,300 suppliers were audited in 2021.

## Strict business ethics

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

## Compliance system

Dassault has set up a rigorous and highly organized system for ethical compliance, based on the following procedures and tools:

- an anti-corruption code which is incorporated into our internal regulations, and which defines the different types of prohibited behaviors; and an anti-corruption guide that shows how this code works in practice, with specific examples and exercises;
- an internal alert procedure, enabling employees, temporary staff and outside partners to report any infraction, or any behavior not in line with the anti-corruption code;
- a chart of risks to identify, analyze and rank corruption exposure risks and the steps to be taken to reduce them;
- procedures for assessing how customers, tier-1 suppliers and consultants are performing in relation to this chart;
- internal and external accounting control procedures;
- special training sessions for staff with the greatest risk exposure and awareness-raising campaigns aimed at all staff.

An internal assessment and control process, run by the audit and risk management team, is also in place to support this system.

A robust and comprehensive compliance system

DAS



# SAULT



Civil and Military Aircraft

**Delivering  
customer  
satisfaction**



# Serving armed forces

**Our fighter aircraft deliver what's needed to meet current and future strategic challenges. While 325 Rafales fighters had been ordered (133 for export) and 239 delivered at the end of 2021, by 2022, there will be 453 Rafales on order (261 for export), once the UAE, Indonesia and Greece contracts come into effect.**

## Proven performance

The Rafale has now logged a total of more than 370,500 flight-hours (including 58,500 operational hours since 2007), making it one of the world's most seasoned combat aircraft. It has been flown by French pilots in extremely demanding military theaters. The aircraft has demonstrated its outstanding versatility and combat effectiveness. It can handle a variety of missions that previously required seven different types of aircraft. The Rafale is one of the key components of the French system of nuclear deterrence.

France has ordered a total of 192 Rafales, including 12 aircraft to compensate for those sold to Greece. Out of these, 152 have already been delivered. A further order for 30 more Rafales (for delivery after 2027) is planned as part of the 2019-2025 military spending bill. And 12 further Rafales will be ordered to offset those sold to Croatia.

## Rafale F3-R in service

The Rafale has been designed to be able to incorporate new features throughout its service life based on operational feedback. The F3-R standard entered operational capability on schedule in December 2019. Less than a year later, in September 2020, it completed its first combat mission. The standard features the Meteor air-to-air missile, the Talios laser designation pod and the latest version of the AASM guided missile.

## Rafale F4 under development

Launched in December 2018, the F4 standard is set to be validated in 2024, with some functions already available in 2022. The F4's connectivity will increase its effectiveness in networked combat and pave the way for the Future Combat Air System (FCAS). This standard will include upgrades in terms of the radar and OSF search & track systems, helmet-mounted display, along with Mica NG air-to-air and 1,000-kg AASM guided missiles.





### Rafale exports vindicated

The United Arab Emirates signed a contract for 80 Rafale F4s in December 2021, which is the largest military export order ever secured by Dassault Aviation.

In February 2022, Indonesia signed a two-phase contract for 42 Rafales (6 plus 36). The deal provides for delivery of a comprehensive solution, including training, logistical support and offsets. Indonesia is a first-time customer for Dassault Aviation and its second Rafale customer in the Indo-Pacific region.

On top of an initial purchase of 24 Rafales in 2015, Egypt announced a second order in November 2021.

Greece is the first European country to acquire the Rafale. An initial contract for 6 new and 12 pre-owned aircraft was signed in January 2021. Six further new Rafales were ordered in March 2022.

In November 2021, Croatia purchased 12 pre-owned Rafales from the French air force under a government-to-government agreement. Dassault Aviation has been contracted to provide maintenance for this fleet of aircraft.

India ordered 36 Rafales in 2016. The Indian Air Force (IAF) took delivery of the first of its aircraft in October 2019.

Qatar has ordered 36 Rafales – 24 in 2015 and a further 12 in 2017 –, with an option on 36 more aircraft. Delivery of these aircraft began in February 2019.

### ATL2 and special Falcons

Our ATL2 maritime patrol aircraft, which play a key role in France's system of deterrence, are currently undergoing modernization.

Work on the Falcon 8X Archange strategic intelligence aircraft is continuing.

In December 2020, the French Navy placed an order for 7 Falcon Albatros aircraft (based on the Falcon 2000LXS). Delivery of these maritime surveillance and intervention aircraft (AVSIMAR) are set to begin in 2025, with 12 to be delivered in total.

All of the 6 Falcon 2000MSA maritime surveillance aircraft ordered by the Japan Coast Guard have been delivered.

Highly versatile,  
combat proven

# Falcon, a unique business asset

**The comfort and versatility of our Falcon business jets makes them suited to the most demanding missions; the incorporation of military-inspired innovations sets them apart from the competition.**



## Falcon Family

Our Falcons are state-of-the-art instruments designed to carry out highly sophisticated tasks while providing exceptional passenger comfort:

- the ability to fly to destinations that are as close as possible to where passengers need to go, and to use thousands of runways that are inaccessible to large aircraft, including short or high-altitude landing strips; this can be achieved even in poor weather conditions, thanks in particular to our FalconEye head-up Combined Vision System (CVS);
- eco-efficiency superior to other aircraft in the same category and the ability to fly using a 50% sustainable alternative fuel (SAF);
- exceptional cabin comfort thanks to the outstanding handling quality provided by our flight controls, enhanced soundproofing and pressurization, and superior air quality;
- design and manufacturing excellence, as attested to by our commercial, military and government customers, and backed by our commitment to customer support;
- high-speed Internet connectivity for passengers and crew thanks to a comprehensive range of products and services, enabling seamless and secure use of connected devices.

## Falcon 10X, a perfect Ten

Unveiled in May 2021, the Falcon 10X is set to be the most spacious, comfortable and innovative business jet on the market. It will have a top speed of Mach 0.925 and a range of 7,500 nautical miles (13,890 km) and will be powered by 2 Rolls Royce Pearl® 10X engines with a thrust of over 18,000 pounds (lbf) each. Its entry into service is scheduled for late 2025.

The Falcon 10X is designed to feel like “a home away from home” whatever the circumstances, including during flights of over 15 hours. Its cabin is exceptionally spacious, bright and relaxing. Over 6 ft 8 in high and over 9 ft wide, the interior can accommodate up to four sitting areas, with the option of a shower and a queen-size bed. The aircraft provides passengers with a purified air supply and a cabin altitude of 3,000 ft when flying at 41,000 ft.

The Falcon 10X is packed with technological advances, many of which stem from our expertise in fighter aircraft: high-aspect-ratio composite wings; digital flight controls that produce the Falcon’s signature flight smoothness; ability to negotiate the most challenging runways (such as London City); data fusion and automatic recovery mode for optimal safety; high-performance and intuitive connectivity; optimized flight paths; and the option of using SAF to reduce the aircraft’s environmental footprint.



**Falcon 6X, a class all its own**

Launched in February 2018 for entry into service in 2022, the Falcon 6X was rolled out in December 2020 and completed its first flight on March 10, 2021, paving the way for its certification test campaign.

Offering unbeatable levels of comfort and performance, it is set to redefine the passenger flight experience, both in terms of routine duties and long-distance travel. Passengers can relax in a harmonious and ergonomically designed cocoon, the product of a meticulous attention to each detail – from air to light; from acoustics to materials and trim. Boasting the widest and tallest cabin in its category and awash in light thanks to its 30 large windows, the Falcon 6X took away top prize at the International Yacht & Aviation Awards for Private Jet Design (Large Jets category), as well as a Red Dot Design Award for its cabin design.

**Falcon 8X, the ultimate in comfort**

The Falcon 8X is the crown jewel of the Falcon customer experience currently in service. Its cabin offers an unparalleled level of comfort thanks to its exceptional soundproofing and the panoramic view from its 32 windows. Comfort levels have been further improved thanks to a new interior, which features lighting that adapts to the body's circadian rhythms on long-haul flights, as well as an intuitive Innovative Cabin System (ICS) interface and enhanced connectivity.

The Falcon 8X has a range of 6,450 nautical miles, which means it is capable of non-stop flights between Beijing and Los Angeles, Hong Kong and London.



Safety,  
connectivity,  
comfort and agility

# Customer support: anytime, anywhere

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



## Preferred partner

We support 1,000 military aircraft and 2,100 Falcon business jets in some 90 countries. Our approach is the same for both our civil and military customers: responsive, high-performance service based on attention to customer needs – combined with a focus on innovation and reducing costs. We support our customers day after day, on an ongoing basis, by maintaining the tools and expertise needed to service our planes over the decades of their operating lives.

During the health crisis, our priority remained the support of aircraft that were in service, whether military or civilian. We have built up our inventories and are fully maintaining our technical support and training capabilities.

## Digital upgrades

The 3DExperience platform ensures digital continuity from design right through to manufacturing and support. Our support solutions are based on software modules common to both Falcon and military aircraft.

Our big data approach to support, based on Dassault Systèmes' Exalead technology, allows us to share all data concerning the service lives of our aircraft and fleets. It enables cross-functional analyses and predictive maintenance models. The digital twin approach, which compares the actual aircraft's performance to its digital model, further increases our forecasting capabilities, thus improving aircraft availability.

### Custom-tailored military support

In May 2019, we were entrusted with a 10-year vertically-integrated Ravel operational support contract for the French Rafale fleet. This places almost all equipment and systems (excluding the engine and ejection seat) under our control in order to optimize aircraft dispatch reliability.

In December 2021, the French government expanded our scope of responsibilities by awarding us the vertically-integrated Balzac support contract for the French fleet of Mirage 2000 fighters. A similar (10-year) contract for the support of ATL2 maritime patrol aircraft was announced in September 2020.

In addition, our customers benefit from the high-level training we provide for pilots and maintenance technicians, thanks in particular to the Conversion Training Center (CTC), which we have set up at our Mérignac facility.

### Supporting our customers

The Falcon family has experienced first-hand our ability to meet our customers' needs in the midst of a crisis. For the third year in a row, Dassault Aviation took first place in the *AIN* business jet support survey. The survey awarded particularly high marks for the following: speed of response in the event of a grounded aircraft (AOG) thanks to our FalconResponse assistance system, which is operational around the clock; and our FalconCare service by the hour program (Essentials, Elite and Select), which tailors our services as closely as possible to individual customers' needs.

### Global network

We provide a global MRO network. The acquisition, in 2019, of the MRO businesses of ExecuJet, TAG Aviation (in Europe) and Ruag has expanded our presence in Asia-Pacific, Europe, Africa and the Middle East. In 2021, our offering was further enhanced with the expansion of Dassault Falcon Service's facilities in Mérignac and ExecuJet's facilities in Dubai and Kuala Lumpur.

### Ready for the Falcon 6X

As soon as it enters service, the Falcon 6X will be covered by an integrated and responsive maintenance system. Our staff, facilities and spare parts inventory are all fully prepared. The consolidation of our MRO teams at the Mérignac facility will ensure greater efficiency and agility thanks to optimal coordination between customer support, the design office and manufacturing teams.



Dispatch reliability  
commitment



# Aircraft programs



## Rafale Air C (single-seat)

Wingspan: 10.9 m  
Length: 15.3 m  
Height: 5.3 m  
Empty weight:  $\approx 10$  t  
Maximum takeoff weight: 24.5 t  
External stores capacity: 9.5 t



## Rafale Air B (twin-seat)

Wingspan: 10.9 m  
Length: 15.3 m  
Height: 5.3 m  
Empty weight:  $\approx 10$  t  
Maximum takeoff weight: 24.5 t  
External stores capacity: 9.5 t



## Rafale Marine (single-seat)

Wingspan: 10.9 m  
Length: 15.3 m  
Height: 5.3 m  
Empty weight:  $\approx 10.5$  t  
Maximum takeoff weight: 24.5 t  
External stores capacity: 9.5 t



## Mirage 2000-5 and 2000-9

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



## Mirage 2000 D (twin-seat)

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



## Falcon Archange

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



## Falcon 2000 MRA/MSA

Wingspan: 21.4 m  
Length: 20.2 m  
Height: 7.1 m  
Empty weight: 11.3 t  
Maximum takeoff weight: 19.4 t  
External stores capacity: 2.2 t



## Falcon Albatros

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



## ATL2

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



## nEUROn

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



### Falcon 10X

Wingspan: 33.6 m  
 Length: 33.4 m  
 Height: 8.4 m  
 Range: 7,500 nm (13,890 km)  
*New York → Shanghai*  
*Los Angeles → Sydney*  
*Paris → Santiago*



### Falcon 8X

Wingspan: 26.3 m  
 Length: 24.5 m  
 Height: 7.9 m  
 Range: 6,450 nm (11,945 km)  
*Beijing → New York*  
*Paris → Singapore*  
*São Paulo → Moscow*



### Falcon 7X

Wingspan: 26.2 m  
 Length: 23.4 m  
 Height: 7.9 m  
 Range: 5,950 nm (11,020 km)  
*Zurich → San Francisco*  
*Paris → Hong Kong*  
*Beijing → Zurich*



### Falcon 6X

Wingspan: 25.9 m  
 Length: 25.7 m  
 Height: 7.5 m  
 Range: 5,500 nm (10,186 km)  
*Los Angeles → Geneva*  
*Beijing → San Francisco*  
*Moscow → Singapore*



### Falcon 900LX

Wingspan: 21.4 m  
 Length: 20.2 m  
 Height: 7.7 m  
 Range: 4,750 nm (8,800 km)  
*Shanghai → Moscow*  
*Mumbai → London City Airport*  
*Chicago → Zurich*

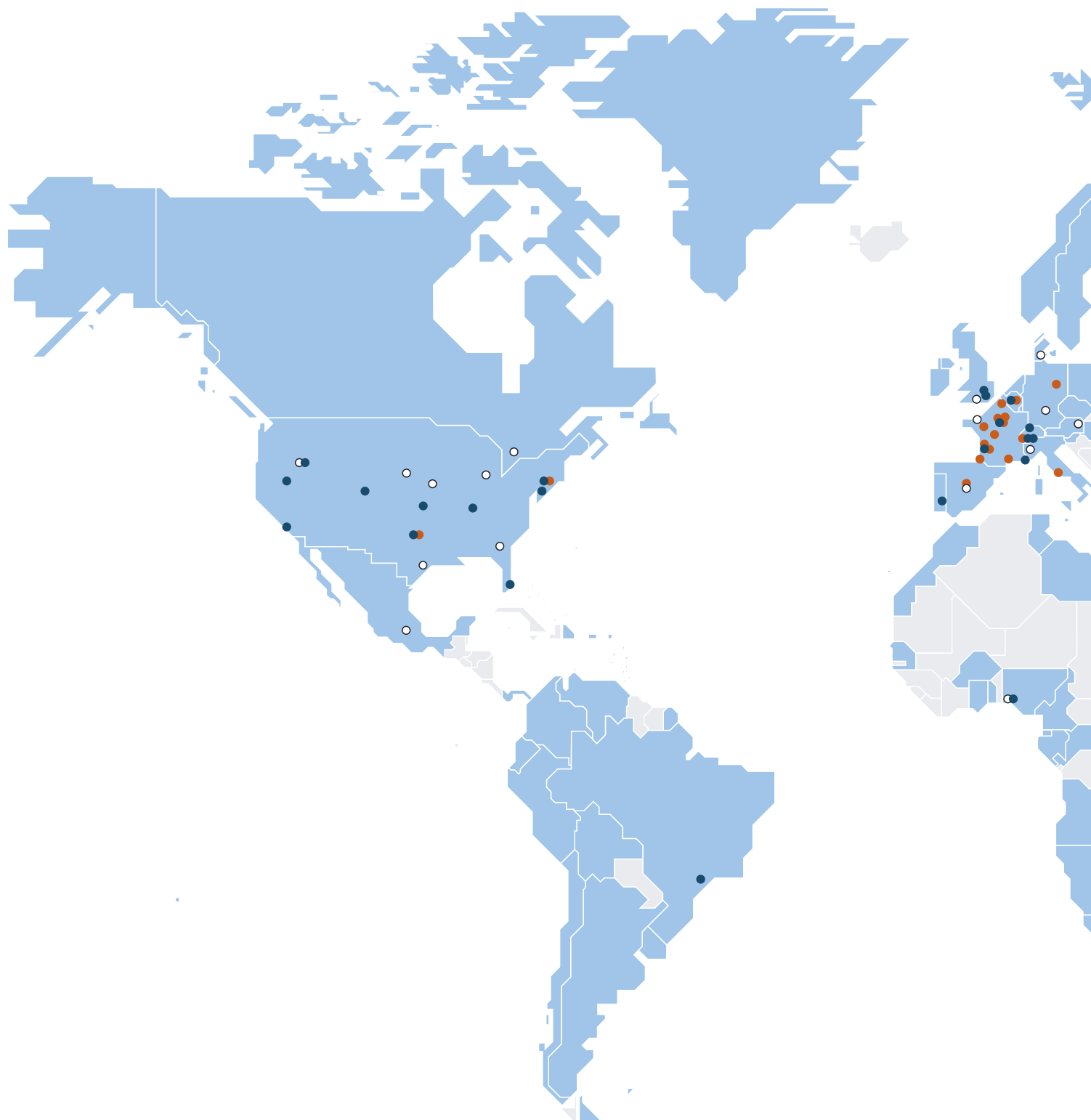


### Falcon 2000LXS

Wingspan: 21.4 m  
 Length: 20.2 m  
 Height: 7.1 m  
 Range: 4,000 nm (7,400 km)  
*Zurich → Mumbai*  
*Dubai → London City Airport*  
*New York → Rome*

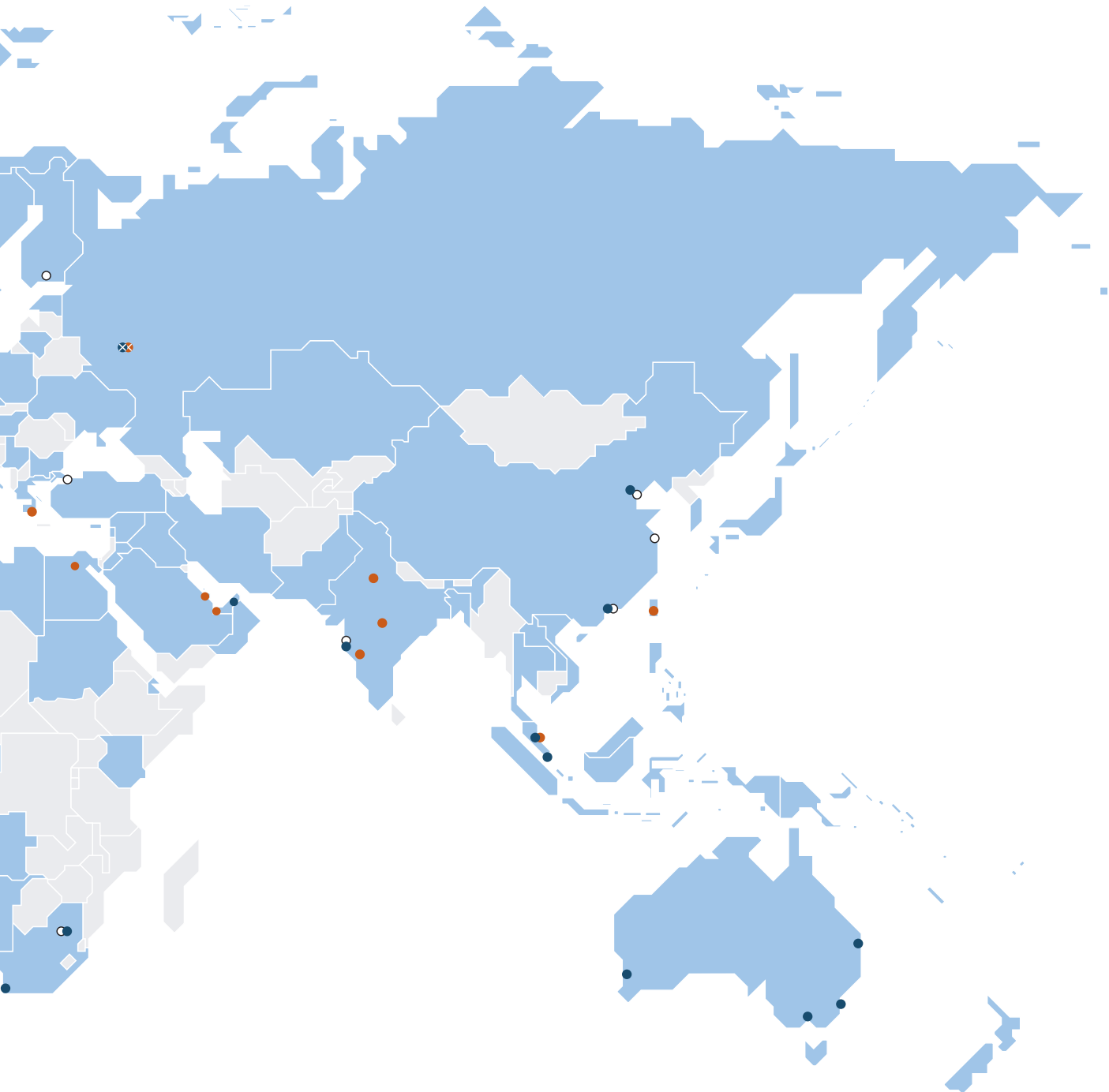
# Dassault Aviation Worldwide

We operate in more than 90 countries, with more than 3,000 aircraft in service worldwide.



- Dassault aircraft in service
- Dassault Aviation facilities (production plants and offices)
- Dassault Aviation-owned Falcon Service Centers, Command Centers or Spare Parts Distribution Centers
- Approved Falcon Service Centers
- × Closed sites





## Photos

Cover: © Dassault Aviation  
 – V. Almansa/A. Daste  
 P.2: © Dassault Aviation – V. Almansa  
 P.4: © Dassault Aviation – V. Almansa  
 P.10: © AFP – T. Samson  
 P.10: © Dassault Aviation – C. Cosmao  
 P.11: © Dassault Aviation – A. Pecchi  
 P.11: © Ghislain Mariette/  
 Office of the French Presidency  
 P.11: © Dassault Aviation  
 P.12: © Dassault Aviation/Gltheimagineers!  
 P.12: © Dassault Aviation – A. Daste  
 P.12: © Dassault Aviation – C. Cosmao  
 P.13: © Dassault Aviation  
 P.13: © ExecuJet MRO Services  
 P.13: © ExecuJet MRO Services  
 P.14: © French Ministry of Defense/  
 Air Force/J. Fechter  
 P.14: © Dassault Aviation – V. Almansa  
 P.14: © Dassault Aviation – C. Cosmao  
 P.15: © Dassault Aviation  
 P.15: © Dassault Aviation – S. Rande  
 P.16: © Dassault Aviation – V. Almansa  
 P.18: © Dassault Aviation – V. Almansa  
 P.21: © Dassault Aviation – A. Daste  
 P.22: © Dassault Aviation – A. Boissaye  
 P.24: © Dassault Aviation – V. Almansa  
 P.25: © Dassault Aviation – A. Daste  
 P.26: © Dral-Dassault Aviation  
 P.28: © Dassault Aviation – V. Almansa  
 P.30: © Dassault Aviation – A. Daste  
 P.31: © Dassault Aviation – V. Almansa  
 P.32: © Dassault Aviation  
 P.33: © Dassault Aviation – V. Almansa  
 P.34: © Dassault Aviation – A. Marc  
 P.36-37: © Dassault Aviation – V. Almansa  
 P.38: © Dassault Aviation – C. Cosmao  
 P.39: © French Ministry of Defense/  
 Air Force/J. Fechter  
 P.40: © Dassault Aviation – A. Daste  
 P.41: © Dassault Aviation – C. Cosmao  
 P.42: © Dassault Aviation – C. Cosmao  
 P.43: © Dassault Aviation – V. Almansa

## Registered trademarks

Rafale®, Mirage® and nEUROn® are registered trademarks of Dassault Aviation.  
 Falcon® is a registered trademark of Dassault Aviation and Dassault Falcon Jet Corp.

## Published by

Dassault Aviation  
 Communications department

Editorial Director:  
 Camille Cadoret

Written by:  
 Thomas Brotel

## Translation

Colin Keaveney  
 CK Traductions  
 19 rue du Petit Potet  
 21000 Dijon

## Design and production

Agence Marc Praquin  
 5, rue Coq-Héron  
 75001 Paris

## Printed in April 2022

Galaxy Imprimeurs  
 205-213, rue de Beaugé  
 ZAC du Ribay, CS 22105  
 72021 Le Mans Cedex 2



This document was printed by an ecologically responsible printing company on 100% recyclable and biodegradable paper, made from bleached ECF (Element Chlorine Free) pulp in a European factory certified to ISO 9001 (for quality management) and ISO 14001 (for environmental management), CoC FSC (for the use of paper from sustainably managed forests) and EMAS accredited (for environmental performance).

## Online

This document can be consulted online in PDF form at [www.dassault-aviation.com](http://www.dassault-aviation.com).


## Contacts

Chief Communication Officer:  
 Stéphane Fort  
 Tel.: +33 (0)1 47 11 86 90

Investor Relations:  
 Nicolas Blandin  
 Tel.: +33 (0)1 47 11 40 27



The digital version of this document is compliant with the PDF/UA (ISO 14289-1), WCAG 2.1 level AA and RGAA 4.1 accessibility standards with the exception of the colour criteria. Its design enables people with motor disabilities to browse through this PDF using keyboard commands. Accessible for people with visual impairments, it has been tagged in full, so that it can be transcribed vocally by screen readers using any computer support.

Accessible PDF powered by  DocAcess





78, quai Marcel-Dassault – 92552 Saint-Cloud Cedex 300 – France

Tel.: +33 (0)1 47 11 40 00

Headquarters: 9, rond-point des Champs-Élysées-Marcel-Dassault – 75008 Paris – France

Limited company (*société anonyme*) with capital of €66,789,624 – 712 042 456 RCS Paris

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

Follow us     