



WELCOME ABOARD



 MASTERING THE ELEMENTS

ZODIAC
AEROSPACE 

A WORLD-CLASS SUPPLIER OF AEROSPACE EQUIPMENT AND SYSTEMS

Zodiac Aerospace is a world leader in aerospace equipment and onboard systems for commercial, regional and business aircraft and helicopters. It develops and manufactures state-of-the-art solutions to improve comfort and wellbeing on board aircraft, and high-technology systems to increase aircraft performance and flight safety.

The Group develops close relationships with its customers – airlines and aircraft manufacturers – providing them with worldwide assistance via a comprehensive service designed to meet the complex challenges of the aviation industry.



ALMOST
€5bn
IN REVENUE



OVER
35,000
EMPLOYEES
WORLDWIDE

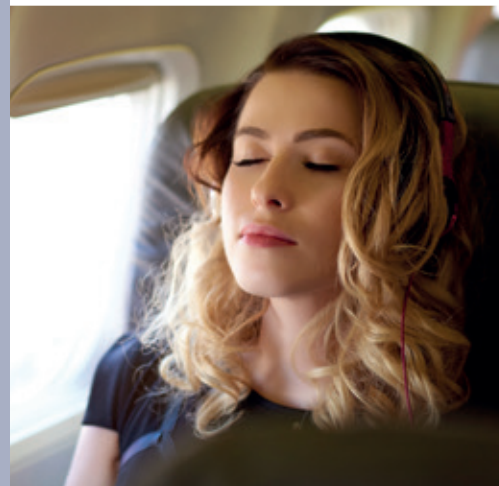


OPERATIONS IN
18 countries

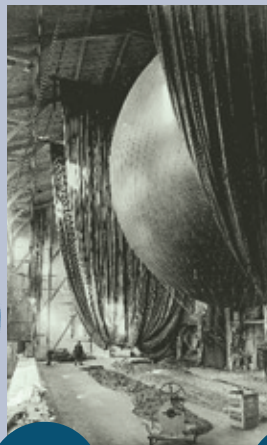


LISTED FOR TRADING
ON EURONEXT PARIS

2016 INDICATIVE DATA



A PIONEER OF INNOVATION SINCE 1896



1896

Maurice Mallet, a famous 19th-century aeronaut, founds a company specializing in the design and manufacture of aircraft. It is the forerunner of Zodiac.

1909

Registration of the Zodiac trademark and first logo, and first collapsible airship, the *Zodiac 1*.



1911
1933

Manufacture of France's first semi-rigid airship. Construction of airships, tethered hot-air balloons, monoplanes and biplanes.

1934
1959

Invention then development of the prototype of the modern inflatable boat for military and rescue applications.



1960
1989

Diversification into inflatable leisure boats. World specialist in flexible and composites materials for the leisure industry, then for the aerospace industry: parachutes, slides, deceleration and protection systems, etc.



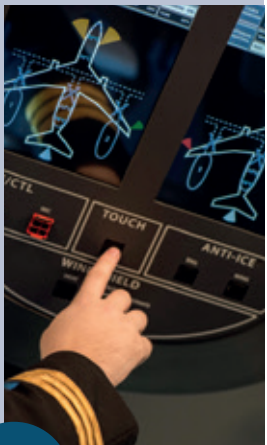
1990
2006

Development of aerospace business through acquisitions in the seats, high-technology onboard systems (electrical power, oxygen, fuel, actuators, etc.), cabin interiors and telemetry segments.



2007
2015

Disposal of Marine business. Group is renamed Zodiac Aerospace. New acquisitions in the cabin layout, galleys, seats, connectivity, IFE, oxygen systems and air-conditioning segments.



2016

and beyond...

Zodiac Aerospace celebrates its 120th anniversary and continues to serve the aerospace industry through its commitment and innovation.

**MASTERING
THE ELEMENTS
FOR 120 YEARS**

A LEADER IN ONBOARD COMFORT AND WELLBEING AND STATE-OF-THE-ART SYSTEMS

Two areas of expertise:

AIRCRAFT INTERIORS



Cabin

Overall design and production of cabin interiors and equipment solutions for onboard service and passenger comfort.



Seats

A comprehensive and innovative seats offer.

SYSTEMS



Aerostystems

High-technology equipment and systems for critical aircraft functions and in-flight and on-ground safety.

Over 21,800

AIRCRAFT EQUIPPED
WITH OUR PRODUCTS

Over 1 million

SEATS OF ZODIAC
AEROSPACE IN SERVICE
IN AIRLINE FLEETS
AROUND THE WORLD

More than 1 in 2
commercial aircraft

CONSTRUCTED INCLUDES
ONE OF THE GROUP'S
GALLEYS EVERY YEAR

Almost 1 in 6
commercial aircraft

EQUIPPED WITH
OUR EVACUATION SLIDES

Every second,

ONE OF OUR SYSTEMS
TAKES OFF IN THE WORLD



2016 INDICATIVE DATA



A PARTNER. CLOSE TO ITS AIRCRAFT MANUFACTURER AND AIRLINE CUSTOMERS

The Group offers customers expertise in innovation, design, marketing and manufacturing, from customized solutions to a comprehensive range of products and services, combining economic efficiency and passenger comfort.

This core mission is supplemented by Zodiac Aerospace Services, a dedicated after-sales service, which provides the best performance in terms of availability of aircraft components, operational support and maintenance solutions at the same time as creating a more personalized relationship with its airline customers.

A global network of after-sales service with 4 service offers:



Spares Supply

supplies of spare parts, equipment and related logistics.



Component Repair

component and equipment repair.



Operator Programs

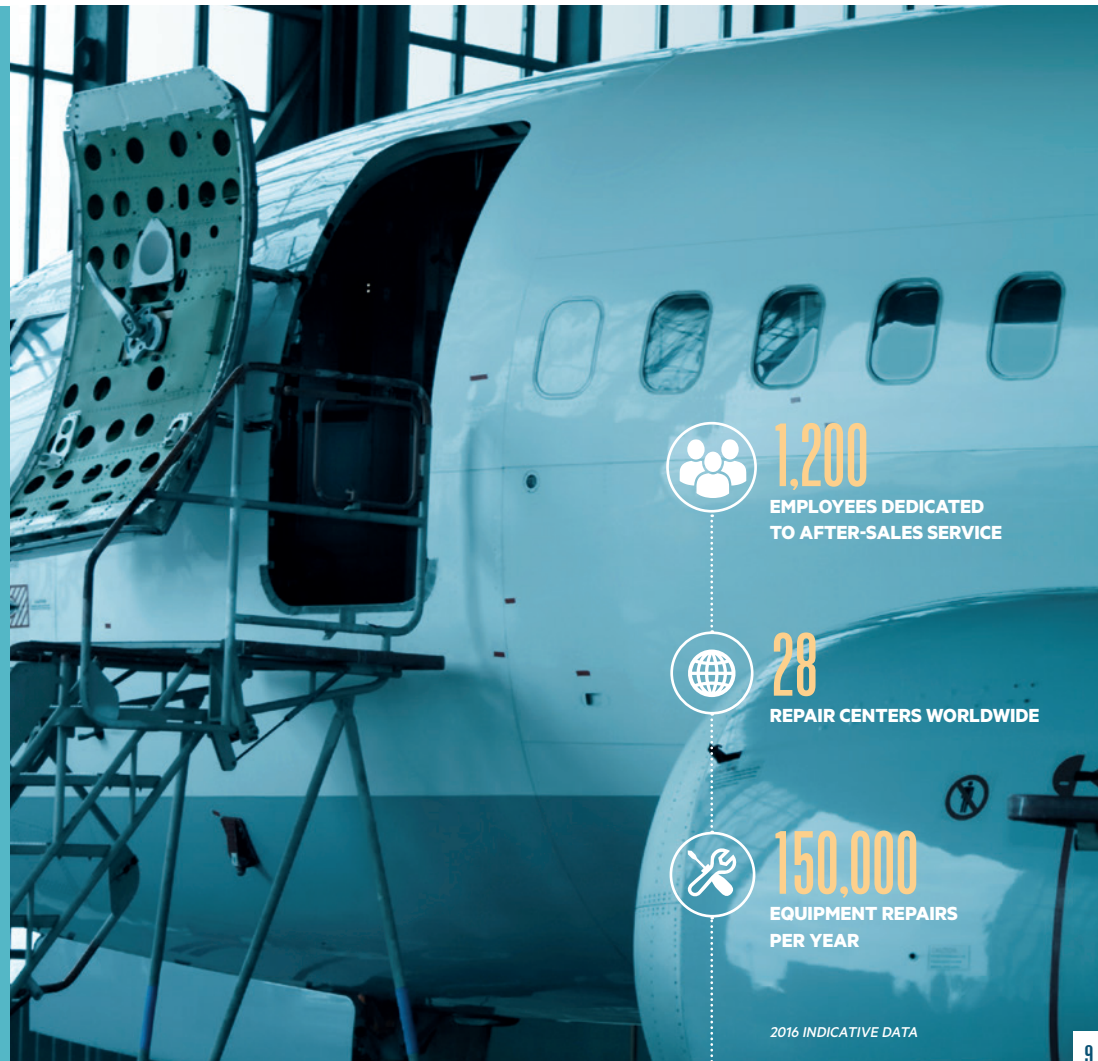
comprehensive offers for specific needs and retrofit.



Product Support

technical support and training for airlines.

www.services.zodiacaerospace.com



1,200

EMPLOYEES DEDICATED
TO AFTER-SALES SERVICE



28

REPAIR CENTERS WORLDWIDE



150,000

EQUIPMENT REPAIRS
PER YEAR

2016 INDICATIVE DATA

AN INNOVATOR OF AERONAUTICS

RESPONDING TO THE NEW CHALLENGES

Technological innovation is a major contributor to Zodiac Aerospace's growth and competitiveness. Innovation within the Group is coordinated by the Zodiac Scientific and Technical Council (ZSTC).

Our teams of experts work closely with industrial and university partners to design and produce higher-performance equipment and systems, reduce the impact of CO₂, anticipate and respond to customers' changing needs, and lay the groundwork for tomorrow's technologies.

We encourage innovation in all our employees, especially through our Open Innovation Challenge.

R&T priorities include a more electric aircraft, greater cabin density, tank inerting systems, new carbon fiber composites, and preparation for the plant of the future (3D printing, connected workshops, and robotics for operator-robot collaboration).



500
ENGINEERS DEDICATED
TO R&T PROJECTS

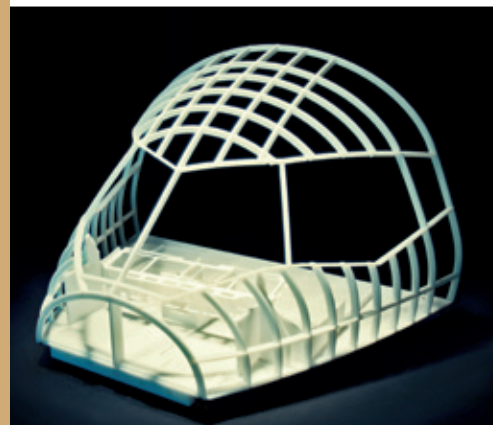
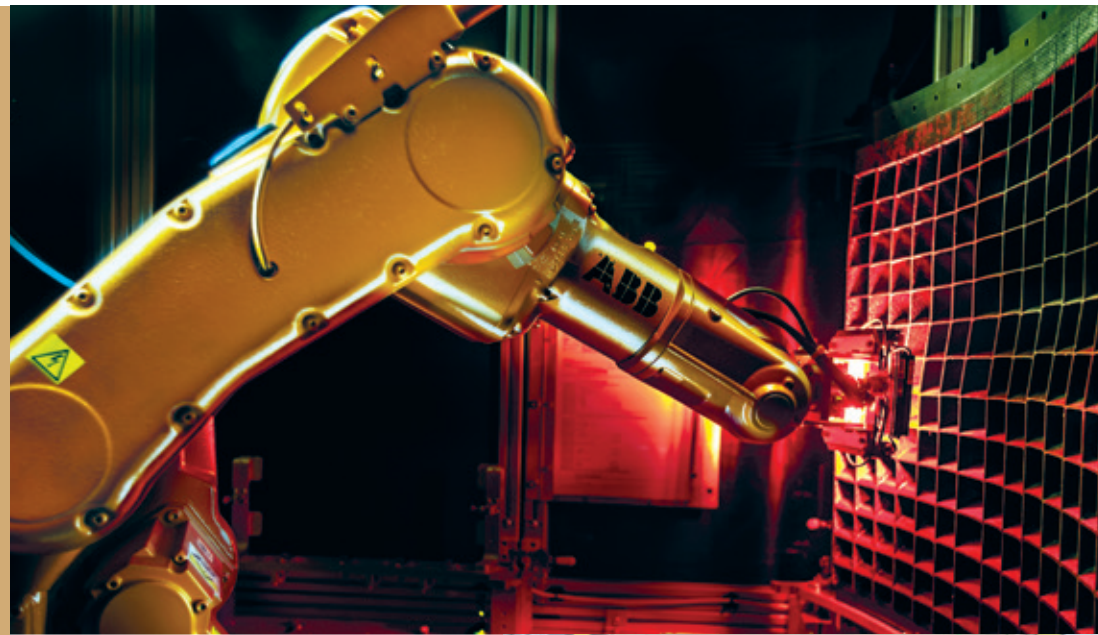


OVER
40
UNIVERSITY
PARTNERSHIPS IN
EUROPE AND THE USA



50
PATENTS FILED
EACH YEAR

2016 INDICATIVE DATA



A NURTURER OF TALENT OFFERING REWARDING CAREER PATHS

The Zodiac Aerospace HR policy is designed to offer employees rewarding careers by providing **training and mobility opportunities**. The goal is to increase key skills across all branches to meet the challenges of the aerospace industry, contribute to employees' personal development and build loyalty.

Internal mobility is promoted via an intranet site and a Group career management committee.

Our HR policy is also geared towards **attracting new talent**, particularly through partnerships with leading schools in the United States and France.

Some young hires even have the **opportunity to "fast track" their careers** through job rotation in different countries. In addition, we are currently looking into creating a Zodiac Aerospace school.



35%
OF OUR STAFF ARE BASED
IN THE UNITED STATES

33%
IN EUROPE

32%
IN OTHER COUNTRIES



OVER
8,000
NEW HIRES



ALMOST
840,000
TRAINING HOURS GIVEN

2016 INDICATIVE DATA



A COMPANY MINDFUL OF THE ENVIRONMENT, HEALTH & SAFETY, AND SOCIAL INITIATIVES

Through our **Safety, Health and Environment policy**, we are committed to limiting our environmental footprint and have made occupational health and safety our number-one priority.

With regard to the environment, our **four improvement priorities** are: environmental performance (energy and water savings, and waste recycling), ISO 14001 environmental management, chemical management (REACH), and eco-design to reduce the environmental impact of our products.

Occupational health and safety at Zodiac Aerospace is based on a highly effective safety culture that is shared by managers and dedicated committees, as well as on Group standards, procedures, databases, training and ergonomic priorities. Our goal is for all Group sites to be OHSAS 18001-certified by 2018.

Philanthropic and community outreach initiatives are for the most part conducted by local subsidiaries, while we focus as a Group on our partnership with the Petits Princes Association.



ISO 14001 ENVIRONMENTAL MANAGEMENT: ALMOST

50%

OF PRODUCTION SITES ARE ALREADY CERTIFIED



GOAL

1%

REDUCTION IN ENERGY CONSUMPTION PER YEAR



22,000

EMPLOYEES TRAINED IN HEALTH AND SAFETY

2016 INDICATIVE DATA



13-year
PARTNERSHIP WITH THE PETITS PRINCES ASSOCIATION

A PIONEER OF INNOVATION SINCE 1896



zodiacaero



@zodiacaerospace



zodiac-aerospace



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A French *Société Anonyme* (joint stock corporation) with an Executive Board and a Supervisory Board,
and a capital of €11,599,159.32 – 729 800 821 RCS Versailles



MASTERING THE ELEMENTS

ZODIAC
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