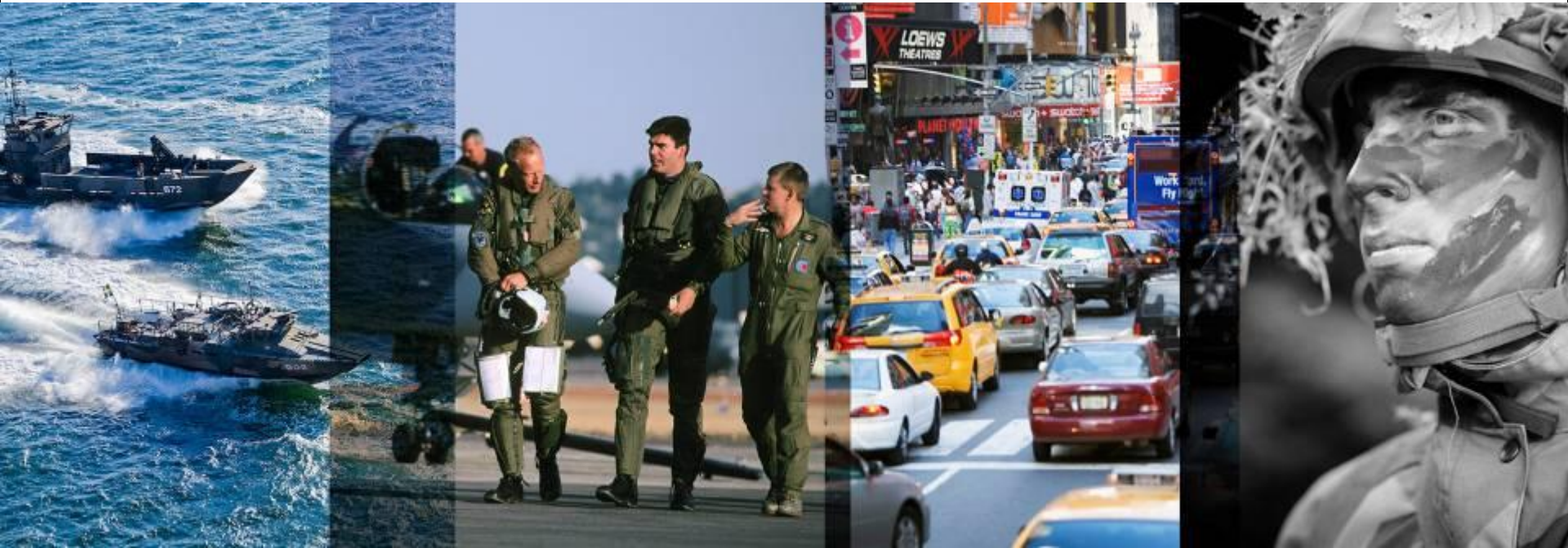




**SAAB**

# YEAR END REPORT

## JANUARY - DECEMBER 2010



PRESIDENT AND CEO HÅKAN BUSKHE, CFO LARS GRANLÖF  
16 FEBRUARY, 2011  
YEAR END REPORT, PRESS AND ANALYST MEETING

# SUMMARY 2010

- ▶ Important orders secured
  - Airborne surveillance
  - FMV order for Gripen to Thailand
- ▶ Restructuring measures taken
- ▶ Increased underlying profitability
- ▶ Strong cash flow generation and strong balance sheet
- ▶ Increased dividend SEK 3.50 (2.25)

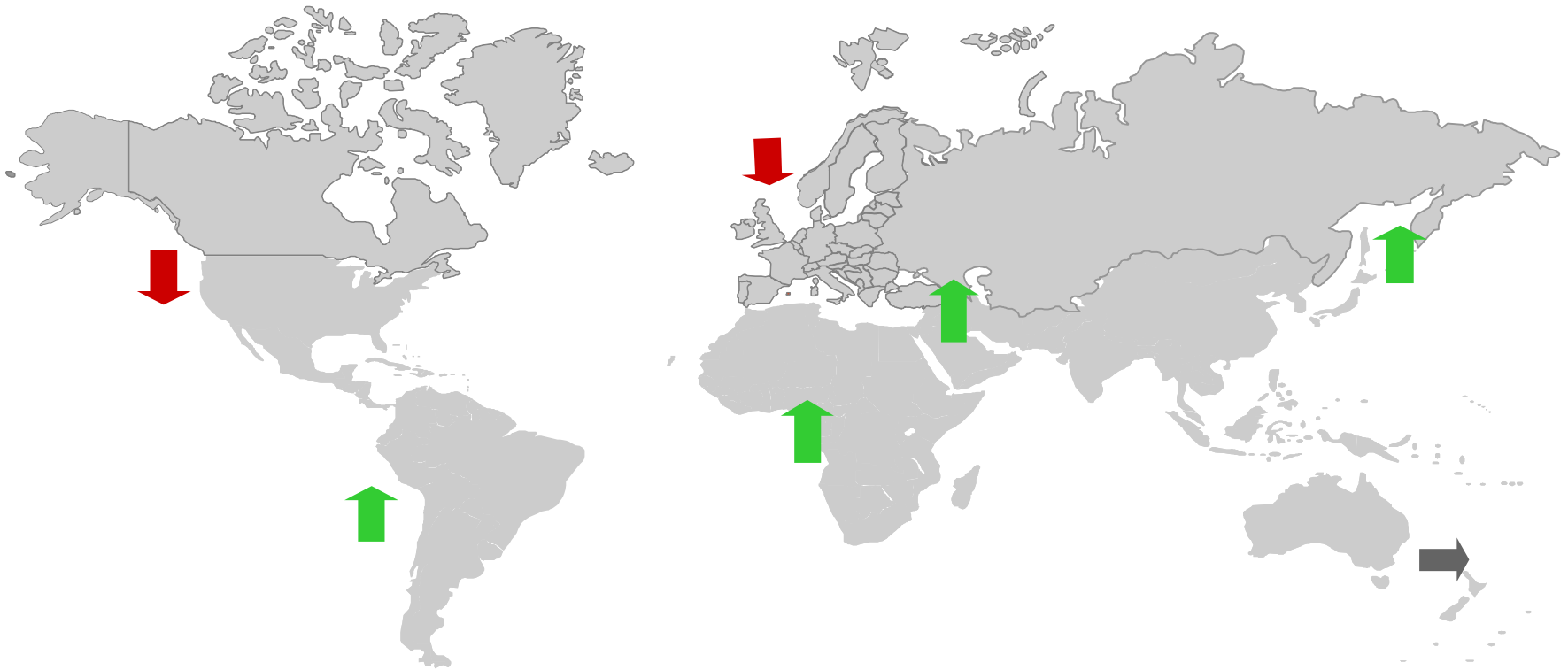


# ONGOING MARKET TRANSFORMATION

- From one dominant customer to multiple customers
- Internationally interoperable
- Defending borders and protecting flows

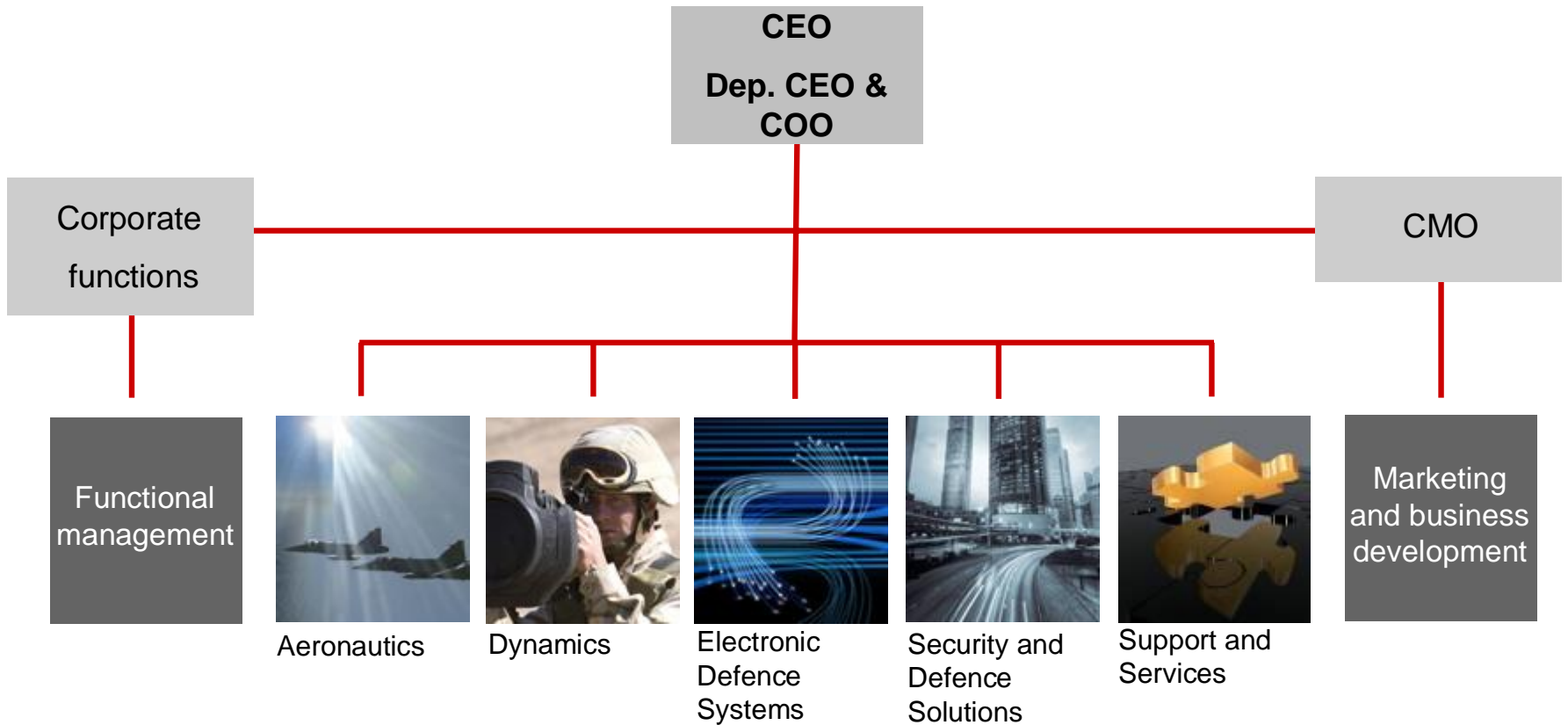


# 2010 GENERAL MARKET DEVELOPMENT



- Global aggregated defence expenditure flattening out
- Continued delayed customer decision processes
- Civil security market growing, commercial air market recovering

# ORGANISATION AS OF 1 JANUARY 2010



# STRONGER MARKET AND CUSTOMER FOCUS

SOLUTIONS



COMMERCIAL AERONAUTICS



CIVIL SECURITY



AIR



NAVAL



LAND

PRODUCTS & SYSTEMS



Aeronautical Platforms



C4ISR systems



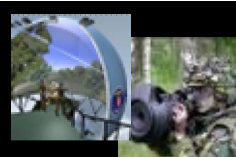
Support weapons & Light weight Missiles



Aeronautical Sub-systems



Civil security systems



Training and Simulation



Heavy Missiles



Radar and EW-systems



Signature management

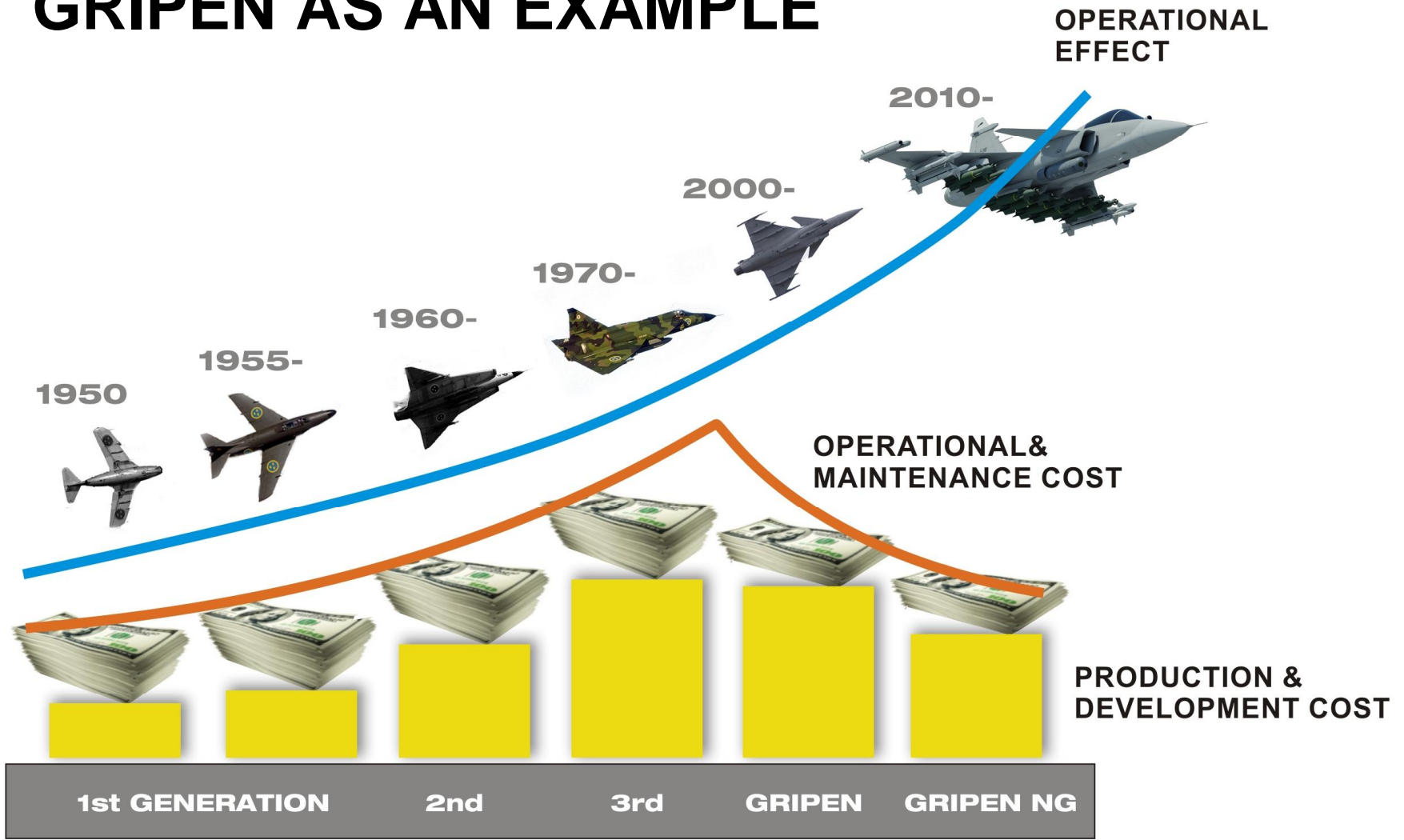


Underwater Systems

SERVICES

Customer Support and Services

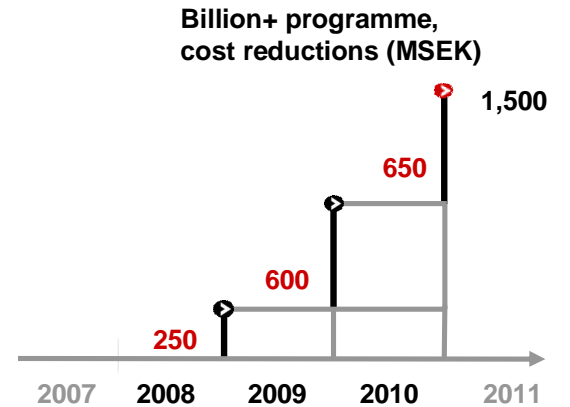
# THE SAAB WAY GRIPEN AS AN EXAMPLE



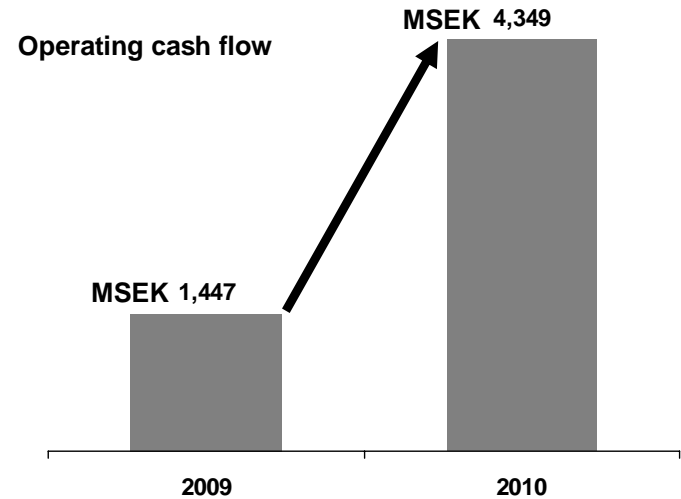
# OPERATIONAL EXCELLENCE

- ▶ Underlying profitability strengthened

- ▶ Billion+ program successfully ended



- ▶ Improved level of working capital main driver for improved operating cash flow



# STRATEGIC PRIORITIES 2010



Profitable growth	Performance	Portfolio
<p>Review of current position</p> <p>Opportunities for future growth identified</p> <p>Stronger local position established</p> <p>- Thailand, the US, Brazil and India</p>	<p>Further streamlined operations</p> <p>Restructuring of Corporate functions</p> <p>Billion+ program</p> <p>Civil Security turnaround</p>	<p>Restructuring of Underwater Systems</p> <p>Decision to close Eskilstuna site</p> <p>New strategic partner in South Africa</p>

# GOING FORWARD PROFITABLE GROWTH



Stay focused on strong markets:

- In the Nordic Region (Sweden), many European countries, South Africa and Australia

Establish stronger local presence in selected areas:

- Including North America, the UK, South America (Brazil) and Asia (Thailand and India)

# GOING FORWARD A MORE FOCUSED PORTFOLIO

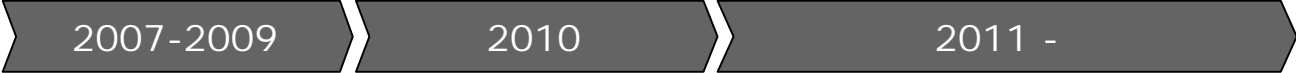


- ▶ Invest in product innovation and renewal
- ▶ Prioritize areas with competitive technology and/or competitive market position
- ▶ Acquisitions may strengthen the portfolio in prioritized areas
  - by adding technology or services enhancing our current capabilities and offering
  - by strengthening our international presence
- ▶ Actions should strengthen or ensure our unique system knowledge



# GOING FORWARD INCREASED PERFORMANCE

Increased performance a pre-requisite for growth



- Efficiency programmes
- Strategic review

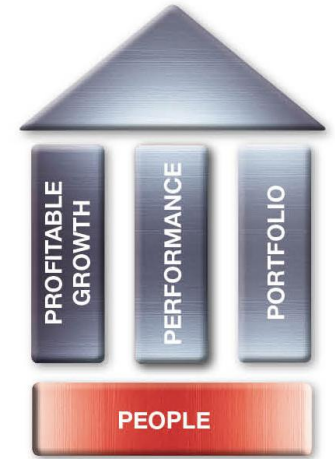
- New organisational structure
- On-going adaption of operations

- Decrease administrative expenses
- Align Procurement and IT organisation
- Fully integrated product development process
- More efficient sales and market organisation
- Improved contract management skills

Focus on continuous efficiency improvements

# GOING FORWARD RENEWED FOCUS ON PEOPLE

- ▶ Building a culture of trust
- ▶ Focus on performance management
- ▶ Highly skilled employees
  - Be considered the leading House of Innovation in Sweden
  - In the forefront of advanced technology



# LONG-TERM FINANCIAL TARGETS

- Organic growth shall average 5 percent p.a.
- We shall achieve an operating margin after depreciation and amortization (EBIT) at about 10 per cent
- Equity / asset ratio - shall exceed 30 per cent

**Previous long-term financial targets that as of 2011 are no longer reported:**

The previous target for the operating margin before depreciation/amortisation (EBITDA) target was to achieve at least 15 per cent as an average over a business cycle. Due to the development of the level of amortisation of capitalised development costs this target is no longer aligned with the long-term target for the operating margin after depreciation/amortisation (EBIT). EBITDA will not be reported as a long-term financial target in the future.

Saab previously had a target for return on equity, which was to achieve a return on average of 15 per cent. This target will not be reported as a long-term financial in the future.



# OUTLOOK 2011

- ▶ In 2011, we estimate that sales will decline slightly compared to 2010
- ▶ The operating margin is expected to increase slightly in 2011 compared to the adjusted operating margin in 2010

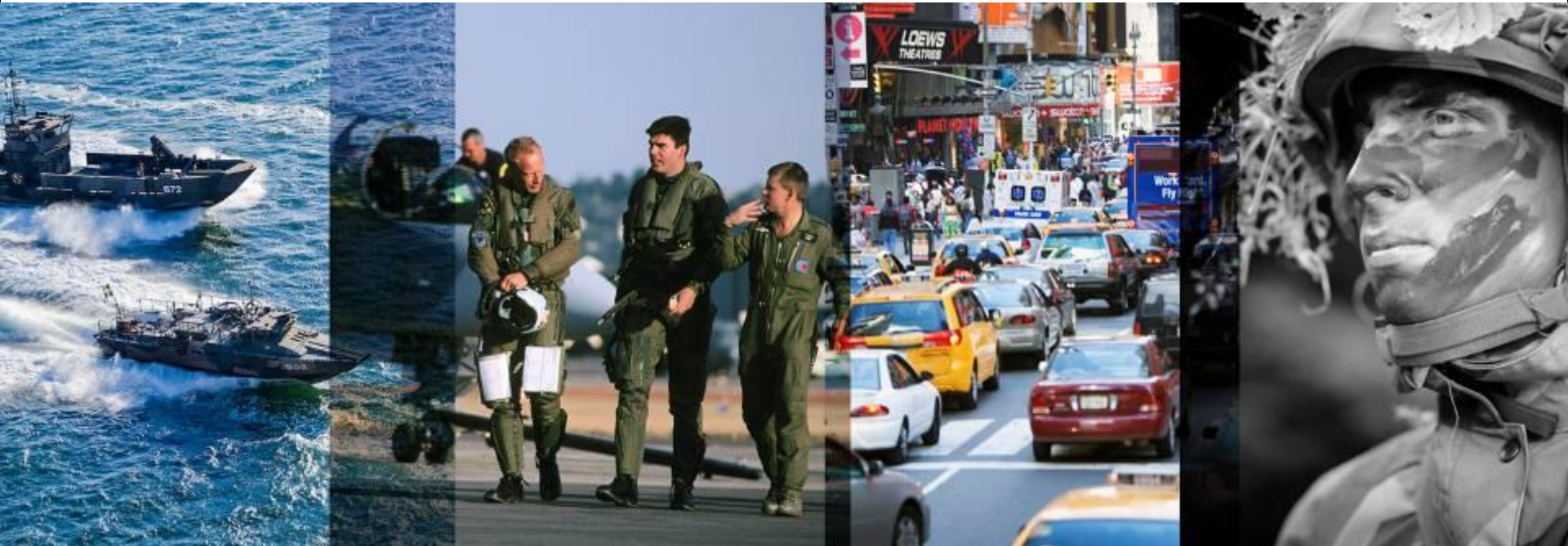




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# JANUARY - DECEMBER 2010

## FINANCIAL OVERVIEW



LARS GRANLÖF, CFO

16 FEBRUARY, 2010

FINANCIALS, JANUARY - DECEMBER 2010

# ORDER BOOKINGS AND ORDER BACKLOG

MSEK	Order bookings Jan-Dec 2010	Order bookings Jan-Dec 2009	Order backlog 31 Dec 2010
Aeronautics	6,901	3,417	15,636
Dynamics	3,312	3,133	5,546
Electronic Defence Systems	5,494	2,625	8,240
Security and Defence Solutions	6,647	6,045	8,434
Support and Services	4,124	4,057	4,743
Corporate/Internal	-200	-849	-1,140
<b>Saab Group</b>	<b>26,278</b>	<b>18,428</b>	<b>41,459</b>

# ORDER BACKLOG

## Order backlog duration (SEK billion):

2011:	16.8
2012:	10.4
2013:	6.3
2014:	3.7
After 2014:	4.3
<b>Total:</b>	<b>41.5</b>



**NLAW**



**Airborne  
surveillance  
system**



**Tornado**



**RBS70**



**ANZAC**



**AT4/  
Carl-Gustaf**

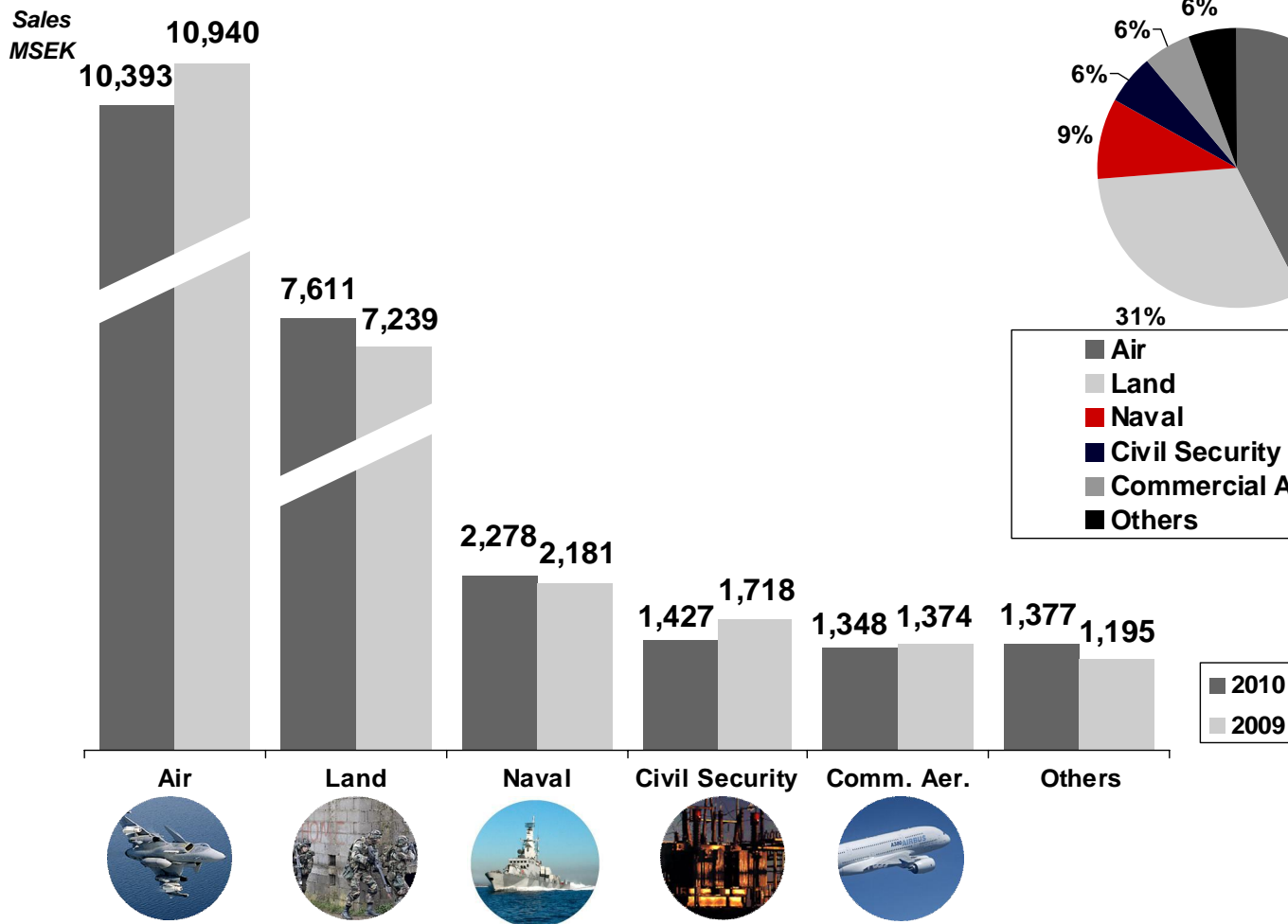


**Civil  
security  
solutions**

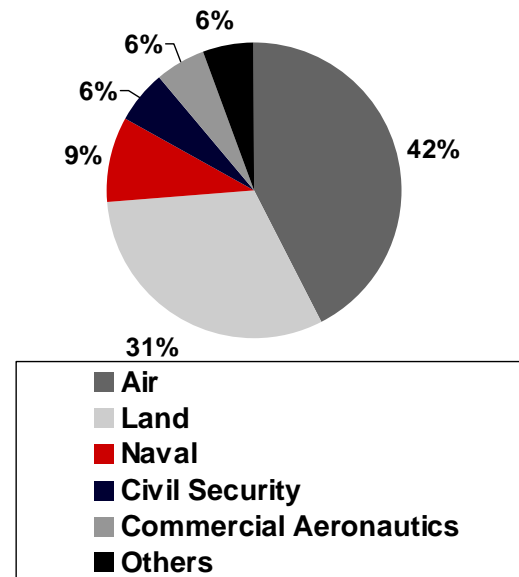
# SALES

MSEK	Jan-Dec 2010	Jan-Dec 2009	Change
Aeronautics	6,741	7,571	-11%
Dynamics	4,741	4,580	4%
Electronic Defence Systems	4,354	4,670	-7%
Security and Defence Solutions	6,210	5,800	7%
Support and Services	3,403	3,564	-5%
Corporate/Internal	-1,015	-1,538	
<b>Saab Group</b>	<b>24,434</b>	<b>24,647</b>	<b>-1%</b>

# SALES PER MARKET 2010



Sales split per market  
January - December 2010



# OPERATING INCOME, EBIT

MSEK	Jan-Dec 2010	<i>margin</i>	<i>adj. margin</i>	Jan-Dec 2009	<i>margin</i>	<i>adj. margin</i>
Aeronautics	191	2.8%	4.3%	6	0.1%	1.4%
Dynamics	322	6.8%	12.4%	269	5.9%	9.8%
Electronic Defence Systems	99	2.3%	4.3%	24	0.5%	0.5%
Security and Defence Solutions	137	2.2%	2.8%	278	4.8%	4.8%
Support and Services	351	10.3%	11.8%	410	11.5%	12.1%
Corporate	-125			387		
<b>Saab Group</b>	<b>975</b>	<b>4.0%</b>	<b>6.5%</b>	<b>1,374</b>	<b>5.6%</b>	<b>5.4%</b>

# INCOME STATEMENT

MSEK	Jan-Dec 2010	Jan-Dec 2009
<b>Sales</b>	<b>24,434</b>	<b>24,647</b>
Cost of goods sold	-18,843	-18,510
<b>Gross income</b>	<b>5,591</b>	<b>6,137</b>
<i>Gross margin</i>	22.9%	24.9%
Other operating income	222	149
Marketing expenses	-1,727	-1,776
Administrative expenses	-1,235	-1,198
Research and development costs	-1,820	-1,813
Other operating expenses	-70	-82
Share of income in associated companies	14	-43
<b>Operating income</b>	<b>975</b>	<b>1,374</b>
<i>Operating margin</i>	4.0%	5.6%
Share of income in associated companies	26	2
Result from financial investments	-225	-400
<b>Income before taxes</b>	<b>776</b>	<b>976</b>
Taxes	-322	-277
<b>Net income</b>	<b>454</b>	<b>699</b>
Earnings per share after dilution, SEK	3.97	6.28
Tax rate	41%	28%

# STATEMENT OF FINANCIAL POSITION

MSEK	31 Dec 2010	31 Dec 2009	Change
<b>Assets</b>			
Fixed assets	12,464	14,110	-1,646
Current assets	16,814	16,320	494
<b>Total assets</b>	<b>29,278</b>	<b>30,430</b>	<b>-1,152</b>
<b>Shareholders' equity and liabilities</b>			
Shareholders' equity	11,444	10,682	762
Long-term liabilities	4,426	4,468	-42
Short-term liabilities	13,408	15,280	-1,872
<b>Total liabilities</b>	<b>17,834</b>	<b>19,748</b>	<b>-1,914</b>
<b>Total shareholders' equity &amp; liabilities</b>	<b>29,278</b>	<b>30,430</b>	<b>-1,152</b>
<b>Equity/assets ratio</b>	<b>39.1%</b>	<b>35.1%</b>	
<b>Total net liquidity/debt(-)</b>	<b>3,291</b>	<b>-634</b>	<b>3,925</b>

# SUMMARISED CASH FLOW

## JANUARY-DECEMBER 2010

MSEK	Saab	SAL/M&A	Actual 2010	2009
<b>Cash flow from operations</b>	<b>2,676</b>	<b>74</b>	<b>2,750</b>	<b>2,438</b>
Inventories	541	45	586	-401
Receivables	838	17	855	1,927
Advances	194	-	194	-485
Liabilities	548	-149	399	-1,522
Provisions	-391	94	-297	-261
<b>Change in working capital</b>	<b>1,730</b>	<b>7</b>	<b>1,737</b>	<b>-742</b>
Intangible assets	-117	-	-117	-81
Tangible assets	-251	-	-251	-188
Lease assets	-2	65	63	127
Acquisitions	-	-	-	-68
Divestments	-	161	161	11
Acq/sales of financial assets	7	-1	6	-50
<b>Cash flow from investments</b>	<b>-363</b>	<b>225</b>	<b>-138</b>	<b>-249</b>
<b>Operating cash flow</b>	<b>4,043</b>	<b>306</b>	<b>4,349</b>	<b>1,447</b>

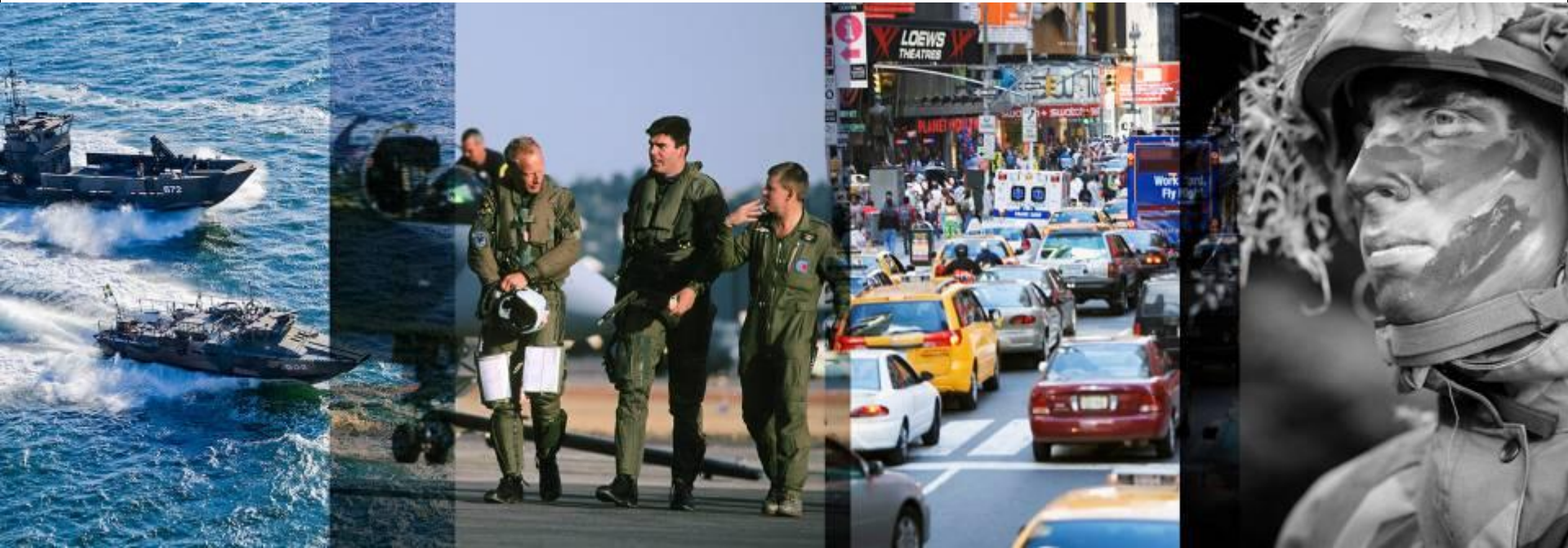
# NUMBER OF EMPLOYEES

Number	Dec 31 2010	Dec 31 2009	Change
Aeronautics	2,874	3,015	-141
Dynamics	1,483	1,739	-256
Electronic Defence Systems	2,453	2,601	-148
Security & Defence Solutions	2,525	2,568	-43
Support & Services	1,721	1,749	-28
Corporate	1,480	1,487	-7
<b>Saab Group</b>	<b>12,536</b>	<b>13,159</b>	<b>-623</b>

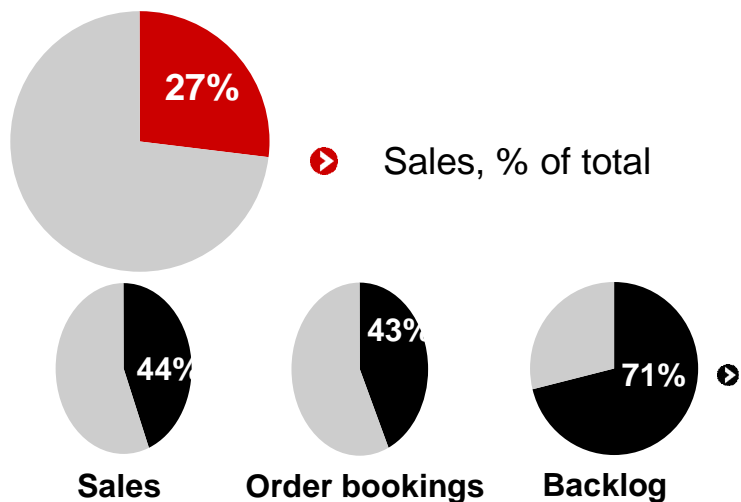


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# APPENDIX



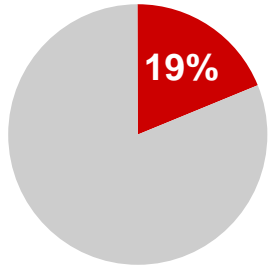
# AERONAUTICS – HIGHLIGHTS



	Jan-Dec	Jan-Dec	
MSEK	2010	2009	%
Order bookings	6,901	3,417	102
Split between larger orders > MSEK 100 and smaller orders	89/11	79/21	-
Order backlog	15,636	15,476	1
Sales	6,741	7,571	-11
Operating income	191	6	-
Operating margin, %	2.8	0.1	-
Operating cash flow	30	-434	-
Number of employees	2,874	3,015	-5

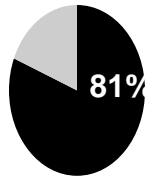
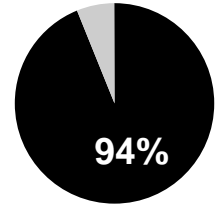


# DYNAMICS - HIGHLIGHTS

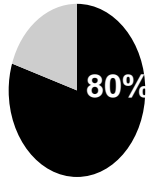


➤ Sales, % of total

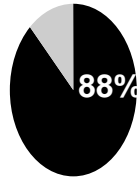
Split  
Defence/Civil  
% of sales



Sales



Order bookings



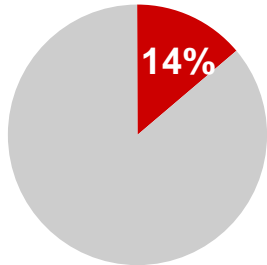
Backlog

➤ Markets outside Sweden

MSEK	Jan-Dec 2010	Jan-Dec 2009	%
Order bookings	3,312	3,133	6
Split between larger orders > MSEK 100 and smaller orders	61/39	20/80	-
Order backlog	5,546	6,980	-21
Sales	4,741	4,580	4
Operating income	322	269	20
Operating margin, %	6,8	5,9	
Operating cash flow	1,044	369	-
Number of employees	1,483	1,739	-15

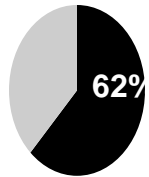
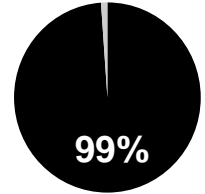


# ELECTRONIC DEFENCE SYSTEMS - HIGHLIGHTS

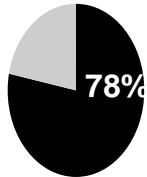


▶ Sales, % of total

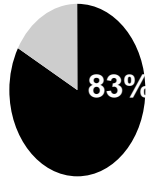
Split  
Defence/Civil  
% of sales



Sales



Order bookings



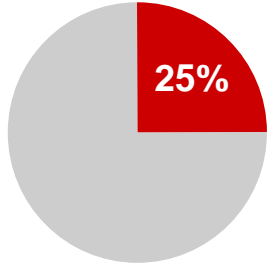
Backlog

▶ Markets outside Sweden

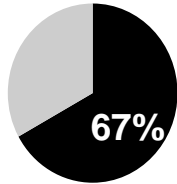
	Jan-Dec 2010	Jan-Dec 2009	%
<b>MSEK</b>			
Order bookings	5,494	2,625	109
Split between larger orders > MSEK 100 and smaller orders	58/42	49/51	-
Order backlog	8,240	7,159	15
Sales	4,354	4,670	-7
Operating income	99	24	313
Operating margin, %	2.3	0.5	
Operating cash flow	594	506	17
Number of employees	2,453	2,601	-6



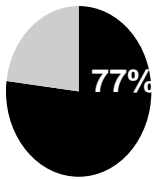
# SECURITY AND DEFENCE SOLUTIONS - HIGHLIGHTS



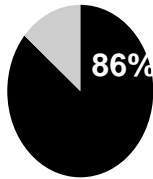
➤ Sales, % of total



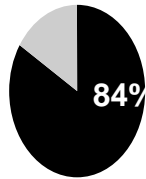
Split Defence / Civil  
% of sales



Sales



Order bookings



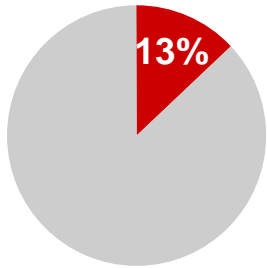
Backlog

➤ Markets outside Sweden

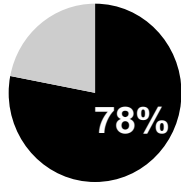
MSEK	Jan-Dec 2010	Jan-Dec 2009	%
Order bookings	6,647	6,045	10
Split between larger orders	40/60	41/59	-
> MSEK 100 and smaller orders			
Order backlog	8,434	7,746	9
Sales	6,210	5,800	7
Operating income	137	278	-51
Operating margin, %	2.2	4.8	
Operating cash flow	1,066	-217	-
Number of employees	2,525	2,568	-2



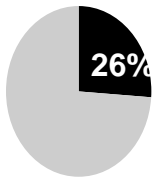
# SUPPORT AND SERVICES - HIGHLIGHTS



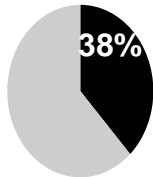
▶ Sales, % of total



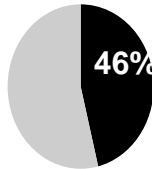
Split Defence / Civil  
% of sales



Sales



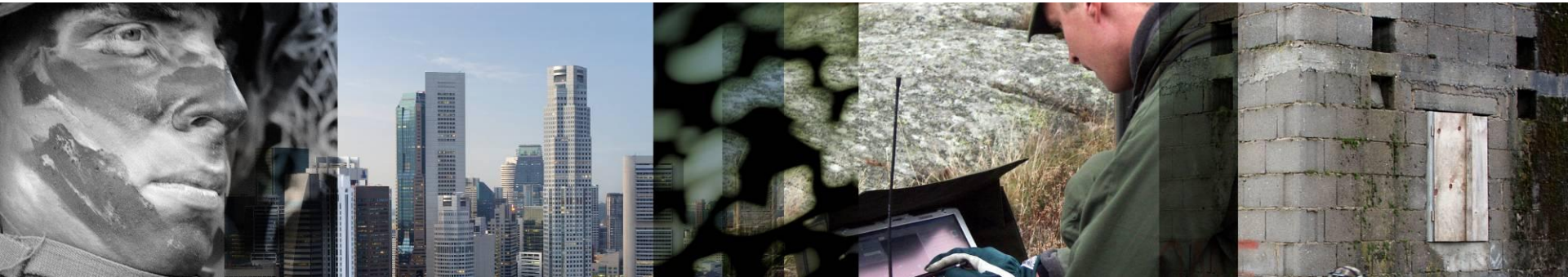
Order bookings



Backlog

▶ Markets outside Sweden

MSEK	Jan-Dec 2010	Jan-Dec 2009	%
Order bookings	4,124	4,057	2
Split between larger orders > MSEK 100 and smaller orders	32/68	25/75	-
Order backlog	4,743	4,011	18
Sales	3,403	3,564	-5
Operating income	351	410	-14
Operating margin, %	10.3	11.5	
Operating cash flow	894	81	-
Number of employees	1,721	1,749	-



# OPERATING INCOME, EBIT/EBITDA

MSEK		Jan-Dec		Jan-Dec	
		2010	Margin	2009	Margin
Aeronautics	EBIT	191	2.8%	6	0.1%
	EBITDA	438	6.5%	255	3.4%
Dynamics	EBIT	322	6.8%	269	5.9%
	EBITDA	516	10.9%	466	10.2%
Electronic Defence Systems	EBIT	99	2.3%	24	0.5%
	EBITDA	589	13.5%	551	11.8%
Security & Defence Solutions	EBIT	137	2.2%	278	4.8%
	EBITDA	265	4.3%	397	6.8%
Support & Services	EBIT	351	10.3%	410	11.5%
	EBITDA	366	10.8%	426	12.0%
Corporate	EBIT	-125		387	
	EBITDA	13		503	
<b>Saab Group</b>	<b>EBIT</b>	<b>975</b>	<b>4.0%</b>	<b>1,374</b>	<b>5.6%</b>
	<b>EBITDA</b>	<b>2,187</b>	<b>9.0%</b>	<b>2,598</b>	<b>10.5%</b>

# COMPREHENSIVE INCOME

MSEK	Jan-Dec 2010	Jan-Dec 2009
<b>Net income for the year</b>	<b>454</b>	<b>699</b>
<b>Other comprehensive income:</b>		
Translation differences for the year	16	215
Net gain on cash flow hedges	766	944
Share of other comprehensive income in associated companies	2	31
Tax attributable to comprehensive income	-201	-247
<b>Other comprehensive income for the year</b>	<b>583</b>	<b>943</b>
<b>Net comprehensive income for the year</b>	<b>1,037</b>	<b>1,642</b>

# OPERATING CASH FLOW VS STATEMENT OF CASH FLOW

MSEK	Jan-Dec 2010	Jan-Dec 2009
<b>Operating cash flow</b>	<b>4,349</b>	<b>1,447</b>
<b>Cash flow from financing:</b>		
Repayments of loans	-1,950	-279
Dividend paid	-237	-187
Share repurchase	-80	-110
Contribution from non-controlling interest	-	6
<b>Cash flow from investments – interest bearing:</b>		
Short-term investments	-993	-551
Other financial investments	-12	274
<b>Statement of Cash flow</b>	<b>1,077</b>	<b>600</b>

# STATEMENT OF FINANCIAL POSITION

MSEK	31 Dec 2010	31 Dec 2009	Change
<b>Assets</b>			
Intangible fixed assets	6,413	7,108	-695
Tangible fixed assets	3,052	3,174	-122
Lease assets	1,154	1,464	-310
Biological assets	299	256	43
Investment properties	236	25	211
Shares in associated companies	251	356	-105
Financial investments	203	116	87
Long-term receivables	856	1,327	-471
Deferred tax assets	-	284	-284
<b>Total fixed assets</b>	<b>12,464</b>	<b>14,110</b>	<b>-1,646</b>
Inventories	4,100	4,698	-598
Derivatives	1,105	1,002	103
Tax receivables	46	43	3
Accounts receivable	3,052	2,837	215
Prepaid expenses and accrued income	680	705	-25
Other receivables	3,630	4,696	-1,066
Liquid assets and short-term investments	4,088	2,014	2,074
<b>Total current assets</b>	<b>16,701</b>	<b>15,995</b>	<b>706</b>
Assets held for sale	113	325	-212
<b>Total assets</b>	<b>29,278</b>	<b>30,430</b>	<b>-1,152</b>

# STATEMENT OF FINANCIAL POSITION

MSEK	30 Dec 2010	31 Dec 2009	Change
<b>Shareholders' equity and liabilities</b>			
Parent Company's shareholders' interest	11,274	10,542	732
Non-controlling interest	170	140	30
<b>Total shareholders' equity</b>	<b>11,444</b>	<b>10,682</b>	<b>762</b>
Long-term interest-bearing liabilities	1,117	1,126	-9
Other liabilities	294	287	7
Provision for pensions	5	4	1
Other provisions	2,207	2,146	61
Deferred tax liabilities	803	905	-102
<b>Total long-term liabilities</b>	<b>4,426</b>	<b>4,468</b>	<b>-42</b>
Short-term interest-bearing liabilities	589	2,519	-1,930
Advance payments from customers	643	442	201
Accounts payable	1,799	1,730	69
Derivatives	750	1,181	-431
Tax liabilities	265	212	53
Other liabilities	819	746	73
Accrued expenses and deferred income	7,751	7,668	83
Provisions	792	753	39
<b>Total current liabilities</b>	<b>13,408</b>	<b>15,251</b>	<b>-1,843</b>
Liabilities related to assets held for sale	-	29	-29
<b>Total shareholders' equity and liabilities</b>	<b>29,278</b>	<b>30,430</b>	<b>-1,152</b>
Equity/assets ratio,%	39.1	35.1	

# STATEMENT OF FINANCIAL POSITION, DECEMBER 31, 2010 SUBDIVIDED

MSEK	Saab	Saab Aircraft Leasing	Elimi- nations	Saab Group
Intangible assets	6,413	-	-	6,413
Tangible assets	3,587	-	-	3,587
Lease assets	4	1,150	-	1,154
Long-term interest-bearing receivables	297	-	-	297
Shares, etc	1,806	1	-1,500	307
Other long-term receivables	679	27	-	706
Deferred tax assets	153	238	-391	-
Inventories	4,084	16	-	4,100
Short-term interest-bearing receivables	617	1,577	-1,577	617
Other current assets	6,762	29	-	6,791
Derivatives	1,105	-	-	1,105
Liquid assets and short-term investments	4,077	11	-	4,088
Assets held for sale	113	-	-	113
<b>Total assets</b>	<b>29,697</b>	<b>3,049</b>	<b>-3,468</b>	<b>29,278</b>
Shareholders' equity	11,530	1,414	-1,500	11,444
Provision for pensions	5	-	-	5
Other provisions	2,148	851	-	2,999
Deferred tax liabilities	1,194	-	-391	803
Interest-bearing liabilities	3,283	-	-1,577	1,706
Advance payments from customers	643	-	-	643
Derivatives	750	-	-	750
Other liabilities	10,144	784	-	10,928
<b>Total shareholders' equity &amp; liabilities</b>	<b>29,697</b>	<b>3,049</b>	<b>-3,468</b>	<b>29,278</b>

# CHANGES IN SHAREHOLDERS EQUITY

	Capital stock	Other capital contr.	Net res. on cash f. Hedges	Translation reserve	Revaluation reserve	Retained earnings	Total excl. non-controlling intr.
<b>Opening balance, 1 January, 2010</b>	1,746	543	84	-21	51	8,139	10,542
<b>Net comprehensive income for the period</b>			564	9		433	1,006
<b><i>Transactions with shareholders:</i></b>							
Dividend						-237	-237
Repurchase of shares						-80	-80
Share matching plan						43	43
Purchase and sale of non-controlling interest						-	-
<b>Closing balance, 31 December, 2010</b>	1,746	543	648	-12	51	8,298	11,274

# NET LIQUIDITY / NET DEBT

MSEK	31 Dec 2010	31 Dec 2009
<b>Assets</b>		
Short-term investments	1,544	551
Liquid assets	2,544	1,463
Interest-bearing receivables	914	1,001
<b>Total liquid investments</b>	<b>5,002</b>	<b>3,015</b>
<b>Liabilities</b>		
Long-term interest-bearing liabilities	-1,117	-1,126
Short-term interest-bearing liabilities	-589	-2,519
Provisions for pensions	-5	-4
<b>Total interest-bearing liabilities</b>	<b>-1,711</b>	<b>-3,649</b>
<b>Total net liquidity/debt (-)</b>	<b>3,291</b>	<b>-634</b>

# LIQUIDITY

<b>MSEK</b>	<b>2010</b>
<b>Liquid investments at the beginning of the year</b>	<b>1,463</b>
Operating cash flow	4,349
Financial investments	-993
Repayments of loans	-1,950
Share repurchase	-80
Dividend to shareholders	-237
Other changes, translation differences etc	-8
<b>Liquid investments December 31</b>	<b>2,544</b>

# Quarterly information Q1 and Q2 2010 and 2009

	Jan-Mar		Jan-Mar		April-June		April-June	
<b>Sales</b>	<b>2010</b>		<b>2009</b>		<b>2010</b>		<b>2009</b>	
Aeronautics	1,703		1,843		1,698		2,113	
Dynamics	986		1,005		1,167		1,150	
Electronic Defence Systems	940		988		1,159		1,099	
Security and Defence Solutions	1,200		1,060		1,427		1,339	
Support and Services	743		814		834		966	
Corporate	219		226		233		304	
Internal sales	-407		-524		-525		-688	
<b>Total</b>	<b>5,384</b>		<b>5,412</b>		<b>5,993</b>		<b>6,283</b>	
<b>Operating income</b>								
Aeronautics	53	3.1%	3	0.2%	18	1.1%	-44	-2.1%
Dynamics	85	8.6%	75	7.5%	174	14.9%	94	8.2%
Electronic Defence Systems	37	3.9%	27	2.7%	114	9.8%	48	4.4%
Security and Defence Solutions	-96	-8.0%	11	1.0%	-106	-7.4%	94	7.0%
Support and Services	56	7.5%	103	12.7%	119	14.3%	112	11.6%
Corporate	-9		-69		-43		168	
<b>Total</b>	<b>126</b>	<b>2.3%</b>	<b>150</b>	<b>2.8%</b>	<b>276</b>	<b>4.6%</b>	<b>472</b>	<b>7.5%</b>

# Quarterly information Q3 and Q4 2010 and 2009

	July-Sept		July-Sept		Oct-Dec		Oct-dec	
<b>Sales</b>	<b>2010</b>		<b>2009</b>		<b>2010</b>		<b>2009</b>	
Aeronautics	1,278		1,482		2,062		2,133	
Dynamics	1,023		944		1,565		1,481	
Electronic Defence Systems	905		1,180		1,350		1,403	
Security and Defence Solutions	1,382		1,161		2,201		2,240	
Support and Services	756		752		1,070		1,032	
Corporate	224		223		313		249	
Internal sales	-564		-558		-508		-770	
<b>Total</b>	<b>5,004</b>		<b>5,184</b>		<b>8,053</b>		<b>7,768</b>	
<b>Operating income</b>								
Aeronautics	57	4.5%	-26	-1.8%	63	3.1%	73	3.4%
Dynamics	31	3.0%	83	8.8%	32	2.0%	17	1.1%
Electronic Defence Systems	6	0.7%	18	1.5%	-58	-4.3%	-69	-4.9%
Security and Defence Solutions	130	9.4%	52	4.5%	209	9.5%	121	5.4%
Support and Services	69	9.1%	47	6.3%	107	10.0%	148	14.3%
Corporate	29		75		-102		213	
<b>Total</b>	<b>322</b>	<b>6.4%</b>	<b>249</b>	<b>4.8%</b>	<b>251</b>	<b>3.1%</b>	<b>503</b>	<b>6.5%</b>

