

Safran announces the acquisition of flight control and actuation activities from Collins Aerospace

Paris, 21 July 2025

Safran today announces the closing of the acquisition of Collins Aerospace's flight control and actuation activities which are mission critical systems for commercial and military aircraft, and helicopters. With this transaction, Safran becomes a global leader in flight control and actuation systems and is well-positioned for next-generation platforms.

The acquired business employs approximately 4,000 people across eight main facilities in Europe (UK, Italy and France) and Asia, and has activities in Poland, USA and India. Flight control and actuation systems from Collins are integrated on board 180 platforms, and generated revenue of around \$1.55 billion in 2024 and an EBITDA of about \$130 million. This business will be consolidated from August 1st, 2025 within Safran Electronics & Defense.

Olivier Andriès, CEO of Safran stated: *"This acquisition offers a unique opportunity to solidify our position in mission critical flight control and actuation functions and create a global leader in this domain. It will enable us to deliver a comprehensive offering to our customers and position us extremely well for next-generation aircraft. This business fits perfectly with both our product portfolio and our DNA with a high technology content, recurring aftermarket sales and profitable growth."*

In order to meet the decarbonization ambition of the industry, the next generation of single-aisle aircraft will have disruptive architecture features and be increasingly electrified requiring a breakthrough in flight control and actuation systems. The combination of Collins' best-in-class hydraulic and mechanical actuation capabilities with Safran's strong know-how in electro-mechanical actuation and electronics will enable the Group to meet this challenge.

This acquisition also brings added complementarity for Safran in helicopter and nacelle actuation where the Group is already among the global leaders. In the defense segment, Safran is enhancing its offer in actuation and flight control solutions for military aircraft and missiles, reinforcing the growth of its sovereignty activities.

The key strategic benefits of this acquisition for Safran include:

- A highly complementary product offering, positioning Safran as a sector leader with an expanded portfolio in flight control and actuation systems,
- A well-balanced exposure across commercial, military, and helicopter segments with strong positions on both mature and growing platforms,
- Complementary expertise in hydraulic and electromechanical actuation, strengthening Safran's capability to support the next-generation aircraft,
- Attractive recurring revenue potential from service activities, representing approximately 40% of turnover.
- Compelling value creation supported by short-medium term cost synergy potential with further upside from commercial synergies

The enterprise value of the acquired business amounts to \$1.8 billion, with an accretive impact on Safran earnings per share from year one. The transaction is expected to generate approximately \$50 million of annual pre-tax run-rate cost synergies by 2028.

In order to respect the regulatory requirements, Safran has simultaneously completed the sale of its North American electro-mechanical actuation business, with approximately \$65M of sales in 2024, to Woodward, Inc.

Safran is an international high-technology group, operating in the aviation (propulsion, equipment and interiors), defense and space markets. Its core purpose is to contribute to a safer, more sustainable world, where air transport is more environmentally friendly, comfortable and accessible. Safran has a global presence, with 100,000 employees and sales of 27.3 billion euros in 2024, and holds, alone or in partnership, world or regional leadership positions in its core markets. Safran undertakes research and development programs to maintain the environmental priorities of its R&T and Innovation roadmap. Safran is listed on the Euronext Paris stock exchange and is part of the CAC 40 and Euro Stoxx 50 indices.

For more information: www.safran-group.com



Press:

Catherine Malek / catherine.malek@safrangroup.com / +33 1 40 60 80 28 / +33 6 47 88 03 17

Lucie Bâton / lucie.baton@safrangroup.com / +33 6 30 27 71 41

Investor Relations:

Armelle Gary / armelle.gary@safrangroup.com / +33 1 40 60 82 46

Baptiste Delpierre / baptiste.delpierre@safrangroup.com / +33 1 40 60 27 26

Marine Guerret / marine.guerret@safrangroup.com / + 33 1 40 60 82 19

FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements relating to Safran, which do not refer to historical facts but refer to expectations based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those included in such statements. These statements or disclosures may discuss goals, intentions and expectations as to future trends, synergies, value accretions, plans, events, results of operations or financial condition, or state other information relating to Safran, based on current beliefs of management as well as assumptions made by, and information currently available to, management. Forward-looking statements generally will be accompanied by words such as "anticipate," "believe," "plan," "could," "would," "estimate," "expect," "forecast," "guidance," "intend," "may," "possible," "potential," "predict," "project" or other similar words, phrases or expressions. Many of these risks and uncertainties relate to factors that are beyond Safran's control. Therefore, investors and shareholders should not place undue reliance on such statements. Factors that could cause actual results to differ materially from those in the forward-looking statements include, but are not limited to: uncertainties related in particular to the economic, financial, competitive, tax or regulatory environment; the risks that the new businesses will not be integrated successfully or that the combined company will not realize estimated cost savings and synergies; Safran's ability to successfully implement and complete its plans and strategies and to meet its targets; the benefits from Safran's plans and strategies being less than anticipated; the risks described in the Universal Registration Document (URD).

The foregoing list of factors is not exhaustive. While the list of factors presented here is representative, no list should be considered a statement of all potential risks, uncertainties or assumptions that could have a material adverse effect on Safran's consolidated financial condition or results of operations. Forward-looking statements speak only as of the date they are made. Safran does not assume any obligation to update any public information or forward-looking statement in this document to reflect events or circumstances after the date of this document, except as may be required by applicable laws.

USE OF NON-GAAP FINANCIAL INFORMATION

This document contains supplemental non-GAAP financial information. Readers are cautioned that these measures are unaudited and not directly reflected in the Group's financial statements as prepared under International Financial Reporting Standards and should not be considered as a substitute for GAAP financial measures. In addition, such non-GAAP financial measures may not be comparable to similarly titled information from other companies.