



Paris, 8<sup>th</sup> December 2009

Communiqué de Presse

## DCNS presents ambitious growth strategy: championship

Patrick Boissier, Chairman & CEO of the DCNS group, said: "DCNS aims to grow revenue by 50 to 100% over the next ten years. To this end, the Group's first priority is to remain the French Navy's prime provider. The Group also aims to expand into extremely competitive sectors – international naval defence, civil nuclear engineering, and marine renewable energy. The prime condition for success is a 30% improvement in Group performance over the next three years. Growth and higher performance will create value and jobs for both the Group and our industrial environment. They will also put DCNS in a stronger position for future European alliances."

Over the coming ten years, the French military program law enables DCNS to anticipate a stable demand for new-build warships and a decreasing demand for through-life support (TLS) services. DCNS nevertheless aims to **grow revenue by 50 to 100% over the next ten years** by expanding its activities in three dynamic markets:

- Export naval defence (new shipbuilding and services). This market segment represents potential demand exceeding €3 billion per annum, particularly in Asia, the Middle East and Latin America. Aiming to become the world's leading export naval shipbuilder, the Group boasts a portfolio of advanced-technology products and customized services meeting the latest defence and security needs of navies all over the world.
- Civil nuclear engineering. In this fast-growing market, DCNS is simultaneously positioning itself as a prime contractor for subassemblies, an equipment manufacturer and a service provider. In ten years time, the Group aims to achieve annual revenue of €300 to €400 million in this market.
- Marine renewable energy. Although this market is still at an early stage, it offers good prospects of expanding to several billion euros per annum over the medium term. DCNS plans to play an important role. DCNS' first step is to increase its investments in R&D as well as in the construction of prototypes and demonstrators. The Group's proposed new organisation includes an incubator to develop activities in this sector.

DCNS' ambitions in these three markets will draw on the exceptional talent and expertise of its workforce and industrial resources. To turn these advantages to maximum account, DCNS also aims to **improve its performance by 30% over the next three years** by rolling out a **performance improvement plan**.  
.../...

---

**Press contacts:**

**Emmanuel Gaudez**

+ 33 (0)1 40 59 55 69

+ 33 (0)6 61 97 36 63

emmanuel.gaudez@dcnsgroup.com

---



DCNS' confidence in its capacity to meet these ambitious targets is based on the progress achieved since the transition to corporate status. Today, DCNS profitably designs, builds and maintains products that are among the most sophisticated in the world. Beyond its technical and industrial expertise, DCNS has also repeatedly demonstrated its capacity to successfully take on the biggest challenges, from industrial projects to corporate change projects.

### **About DCNS**

DCNS is a leading European player on the world market for naval defence systems. The Group designs, builds and supports surface combatants, submarines and mission-critical systems and equipment incorporating the most advanced technologies. Drawing on dedicated teams, proven expertise and extensive industrial resources, DCNS is also expanding into new markets in civil nuclear energy, marine renewable energy and naval and industrial services. DCNS is committed to sustainable development and was one of the first defence contractors to achieve Group-wide certification to ISO 14001. The Group employs 12,000 staff and generates annual revenues of around €2.5 billion.