

Paris, March 26th 2014

Dear Sylvain Gehler

Safran has organized its Materials Purchasing Workforce within a unique organization in charge of all materials needs of Safran affiliates.

Consequently, Safran is reviewing its global sourcing strategy on several market segment, including Titanium Metal (billets, bars), in order to better understand the market, identify its specific risks and constraints and find potentials for improvements.

The consulting company CVA, with whom Safran is working since 2008 to develop sourcing strategies, has been mandated to support us in this study.

In this context, we would want to meet you and visit your plant between **the 22<sup>nd</sup> of April and the 25<sup>th</sup> of April 2014**. The main objectives of this visit are:

- To gain a better understanding of your positioning and strategy
  - Main figures, addressed end markets, competitors, ...
  - Development of new products / processes / services
  - Targeted investments, increase of capacities, ...
- To gain a better understanding of your production process
  - Process flow
  - Key operations and capabilities (production equipment, design department, specific know-how, ...)
  - To discuss of opportunities &/or improvements between you and Safran

### People to meet

Before or during the plant visit, we would want to interview, if possible, the following persons:

- Site manager / Sales manager (~1 hour): presentation of your company, your products and services, your investment/improvement plans..
- Production manager / R&D person (~1 hour): Visit of R&D department and production line, explanation on the production flow

### **Outputs of the study**

This study is conducted between SAFRAN – CVA – and your company. Outputs of this study will not be communicated to other suppliers than you.

This study will help SAFRAN to work more closely with its suppliers. On your request, a brief feedback on the key findings may be given.

Specific NDA can also be signed between you and CVA if you wish.

Laurent SARAQ, Titanium Lead Buyer of Safran Materials Purchasing, will be your main point of contact for this study.

We look forward to meet you during our trip in April and to start discussion on this topic.

Best regards,



Thierry VIGUIER  
Vice President,  
Safran Materials Purchasing



Stephanie BRUN  
Head of Office,  
Forging & Casting Materials