



DAHER CONTINUES ITS GROWTH IN A CHANGING ENVIRONMENT

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Two years after the launch of its “Take Off 2027” strategic plan, Daher is taking another step in the company’s transformation. The Group is consolidating its organization to support its international development and ambitions. In 2024, Daher achieved a revenue of €1.8 billion, 55% of which came from international markets, with increased profitability. The Group continues its investments in its four complementary businesses – aircraft manufacturing, industry, industrial services provider, and logistics – and has entered the Top 50 ranking of global aerospace companies.

Didier Kayat commented: “In a demanding economic and industrial environment, we are demonstrating our ability to adapt and strengthen ourselves. Our Take Off 2027 plan is progressing with determination and efficiency. Our investments in innovation, training, and industrial transformation are bearing fruit. We are fully committed to the decarbonization of aviation

and the success of our transformation. We are consolidating our advancements to shape the future of Daher and sustainable aviation.”

A balanced and resilient model that delivers results

With 14,000 employees across 15 countries and a backlog representing 2.5 years of revenue, Daher is establishing itself as a key player in aerospace and logistics. In 2024, the Group delivered 82 aircraft (56 TBMs and 26 Kodiaks) and hired 2,500 employees, including 1,700 in France. Investment in training grew by 32%, reaching 124,000 hours delivered. This dynamic is built on a balanced model between industrial and service activities, supported by innovation and operational excellence.

A controlled transformation

2024 confirmed the ongoing transformation to meet objectives of the “Take Off 2027” strategic plan. Actions undertaken to improve operational performance – particularly by securing skills, reducing non-quality costs, and strengthening the supply chain – are yielding results. At the same time, Daher is focusing on its core aerospace business by divesting non-strategic activities.

The D# project, aimed at strengthening the organization around its four business areas – aircraft manufacturing, industry, industrial services, and logistics – is progressing as planned, with technical finalization expected by the end of 2025. This evolution seeks to enhance agility and operational excellence in the face of market-specific challenges.

Strategic advancements

Daher is structuring its transformation around three major priorities:

- **Evolving the management culture:** The Daher Leadership Model, already rolled out for 2,000 managers, provides a common foundation of management principles to support the skills development of employees and to strengthen collective dynamics. In January 2025, Daher’s certification as a “Top Employer France” was renewed for the third consecutive year.
- **Innovating for customers and accelerating decarbonization:** The Group’s three tech

centers drive innovation in their respective fields, in collaboration with innovative customers and partners (industrial, start-ups, academics):

- **Shap'in (industry)**, for the design of lighter, higher-performance, and recyclable aerospace structures;
 - **Log'in (services)**, to improve performance and reduce the environmental footprint of industrial logistics;
 - **Fly'in**, dedicated to the decarbonized aircraft of tomorrow.
- **Integrating and developing acquisitions:** Daher is consolidating the integration of the strategic acquisitions made since 2019, which strengthens each of its businesses.
- **Aircraft: Acquisition of Kodiak in 2019**
Thanks to targeted investments in infrastructure at the Sandpoint, Idaho industrial site – such as a second final assembly line and a paint booth– along with strengthened collaboration with the French teams, Kodiak deliveries increased 44%, and the new Kodiak 900 version is a commercial success.
 - **Industry: Acquisition of KVE (the Netherlands) in 2019, and the Stuart plant (Florida, USA) in 2022**
KVE, a Dutch company specializing in the design, manufacture, and assembly of high-performance thermoplastic composite parts, enables the Daher Group to enhance its expertise and capabilities in this key sector. KVE continues its growth in collaboration with Shap'in and with Daher's composite industrial activities.

The Stuart aerostructures plant in Florida has implemented an effective action plan to address quality issues and to align it with Daher's standards and ITAR regulations.
 - **Industrial Services: Acquisition of AAA in 2023**
AAA, which became Daher's Industrial Services division as of January 2024, is experiencing growing momentum with renewed contracts and new markets, and is positioned as a leader in industrial services for aerospace and defense in Europe.
 - **Logistics and Transportation: Acquisition of Transports Chabrillac in 2022**
By acquiring Transports Chabrillac – a specialist in transporting satellites and launchers – Daher consolidates its position as the European leader in multimodal solutions for the aerospace, defense and space sectors.

Challenges and priorities for 2025

- **Safety: Priority #1**

In a context of rapid growth and post-Covid recruitment (2,500 employees in 2024), Daher is focusing on integrating and acculturating its new hires to the Group's demanding safety standards. In 2025, safety will be Daher's collective priority, with a strengthened training plan, the rollout of the Daher Safety Management System (SMS), and a new accident reporting tool to ensure maximum efficiency.

- **Decarbonization at the heart of Daher's strategy**

"Decarbonizing aerospace will be the fourth revolution in the sector, and a challenge we must tackle collectively," says Didier Kayat, the Chairman & CEO of Daher. The Group is accelerating its initiatives to reduce its carbon footprint, aiming for a 5% annual reduction in CO2 emissions

beginning in 2025.

Based on its unique positioning from logistics services to aircraft manufacturing, Daher is committed to being a pioneer in aerospace decarbonization, with tangible actions already in three key areas:

- **Decarbonizing products and processes across their lifecycle:** Development of sustainable solutions, optimized energy management of production means, and material recycling, with projects such as ODDICEA 2 and the EcoPulse hybrid aircraft demonstrator. This is one of the key focus areas for the Group's three tech centers.
- **Decarbonizing activities and reducing consumption of resources:** Using SAF (Sustainable Aviation Fuel) for air operations, biofuels for truck fleets, and implementing a 3R (Reduce, Recycle, Reuse) strategy.
- **Assessing the impact of climate change on its sites:** An external study conducted by AXA Climate to assess the vulnerability of its key sites and certain supplier and customer sites.

For the coming years, Daher has set strategic priorities for each of its businesses:

- **Aircraft:** Accelerating commercial services, increasing production rates, and developing a more decarbonized aircraft by 2027.
- **Industry:** Strengthening the supply chain and continuing commercial negotiations.
- **Logistics and Industrial Services:** Digitizing operations and expanding international activities.



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