

DAHER attains greater operational robustness with turnover passing the one billion euros mark

Paris, March 30, 2016 – For the first time in its history, the DAHER Group has announced turnover in excess of one billion euros, thereby confirming its position as a leading equipment supplier. This marks the continued momentum of DAHER's transformation as it consolidates and gains in robustness. The Group is now focusing on strengthening its Operational Excellence program, launching a new Purchasing strategy and organization, and stepping up innovation.

Furthermore, the group has announced changes in governance: Didier Kayat is appointed to the post of Chief Executive Officer as of April 1, 2016. He takes over from Patrick Daher who retains his position as Chairman of the Board of Directors.

2015: a historically strong year for the group

For the 5th consecutive year, the DAHER Group maintains its growth dynamic, recording 2015 turnover of 1,040 million euros, with sales up by 7% and an order book worth 3.6 billion euros (11% up on 2014 - representing over three times the annual turnover).

2015 was marked by numerous achievements, in particular on major European programs, and by new contract signings, including in:

- **Aerospace & Defense:** strengthening of the partnership with Airbus Helicopters (Lead Logistics Provider for European plants and tier 1 supplier for the H160 program), extension of Gulfstream G500 & G600 contracts, signature of a Lead Logistics Provider France contract with Turbomeca, step up in volume of services on key Airbus programs (A320, A350).
- **Business aviation:** delivery of the 100th TBM 900 which confirms the success of this aircraft: 55 new TBM 900s were delivered in 2015 (versus 51 in 2014).
- **Advanced Technologies:** extension and strengthening of the integrated logistics contract on Caterpillar's French sites in Echirolles and Grenoble, and 2 new nuclear services contracts for the CEA (French Atomic Energy Commission).

Nevertheless, the DAHER Group is today operating in sectors marked by profound changes with contrasting levels of activity. This is particularly true in the Advanced Technology industries, primarily energy (nuclear and Oil & Gas) where ongoing restructuring and historically low international prices are impacting significantly.

The drive for competitiveness that these changes are forcing on both major key accounts and equipment suppliers has been anticipated by DAHER with its strategic plan Performance 2017.

A robust Group with strong ambitions, served by operational excellence and innovation

DAHER's ambition is to set a benchmark in its key sectors of activity. In a rapidly changing market, the Group, which is a key exponent of convergence between industry and services, is driving forward its transformation. Today it announces the strengthening of its operational excellence for greater robustness, as well as the pursuit of its bold innovation policy.

With this focus, DAHER has reinforced its quality processes through the establishment of SeeD program, launched 18 months ago. The aim of this program is to make the manufacturing and services processes employed within DAHER as efficient as the best processes applied in benchmark sectors such as lean manufacturing. Its goal therefore is to improve cost, quality and delivery for all customers and across all services. After a first phase of deployment in 2015 on 5 major sites, SeeD is now being rolled out across all of DAHER's manufacturing and services sites in France and abroad.

In addition, the Group has established a global purchasing strategy, Cap 20 (Competitiveness Action Plan 2020). For DAHER, this has involved a rethink of its procurement policy to now promote international competition, long term partnerships with major suppliers and the professionalization of its Supply Chain for improved responsiveness. Similarly, DAHER's industrial strategy, to support international customers while remaining competitive and innovative, echoes this commitment to efficiency, with value added production in France and leveraging of the particular strengths of other countries worldwide.

Finally, DAHER will be pursuing and deploying to its French sites a number of high performance initiatives with a view to becoming an innovation leader, particularly in smart factory. The Nantes plant for instance has been equipped with a high throughput composites line, which has been awarded the "technological showcase" label by the Industry of the Future program. The Group also intends to use the DAHER Lab ideas incubator, launched less than a year ago, which is capable of testing innovative solutions and implementing them in the field.

New governance at the head of the Group to drive forward with momentum

As of April 1, 2016, Didier Kayat becomes CEO of the DAHER Group.

Because Patrick Daher is confident in the ability of the current Executive Committee, led by Didier Kayat, to carry out the strategy and management of the Group, he will now be devoting himself fully to the Group's Presidency.

He will be responsible for setting the strategic direction both in France and internationally. In this context, he will also oversee the ongoing financial strength of DAHER.



About DAHER - www.DAHER.com

DAHER is an equipment supplier developing integrated Industrial Systems for aerospace and advanced technologies.

By combining its know-how in industrial manufacturing, in product and process engineering, logistics and transport, and in industrial services, Daher designs and develops value-added solutions for its industrial partners, who derive the benefit from this convergence of industry and services. DAHER has established itself as a leader in 5 fields of activity: aircraft manufacturer, aerostructures and systems, integrated logistics, nuclear services, and valves.

In 2015, DAHER recorded turnover in excess of one billion euros, with an order book which corresponds to around 3.5 years of turnover. Driven by bold innovation ever since it was founded in 1863, DAHER has established itself today as one of the major players of the factory of the future, factory 4.0.