

INTEGRATED REPORT 2025

SHAPING
TOMORROW'S FLIGHT
WITH PURPOSE



 **DAHER**

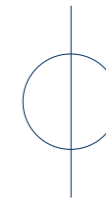
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SHAPING TOMORROW'S FLIGHT WITH PURPOSE



As an aircraft manufacturer, industrial company, industrial services provider, and logistics specialist, Daher has been fostering innovation for over 160 years. As a global, independent, and sustainable player, with a deeply rooted family culture, we opt for long-term thinking and immediate action. Aeronautics is changing and we are paving the way, starting today.

In the face of the climate emergency, ramp-up efforts and the challenges of sovereignty, we are responding with boldness, responsibility and rigor. Innovating to reduce the carbon footprint of each flight, streamline each operation, and connect more efficiently and extensively.

Four business lines, one ambition:

- design, manufacture and maintain world-class aircraft;
 - create rigorous aerostructures;
 - support manufacturers with agile services;
- orchestrate smart and responsible supply chains.

Driven by 14,000 passionate individuals united by a shared commitment to excellence, we are pushing the boundaries to create a cleaner, more connected, and more responsible aviation industry.

Daher.

Starting today.

160 YEARS OF INNOVATION AND BOLDNESS

SINCE ITS FOUNDING AND THROUGHOUT ITS HISTORY, DAHER HAS BEEN ABLE TO ADAPT TO MEET THE CHALLENGES OF THE TIMES, TAKING PART IN SUCCESSIVE INDUSTRIAL REVOLUTIONS.

From shipping and handling to transportation and logistics, etc., its rich breadth of expertise is a source of pride, serving its activity today as a designer and operator of logistics services for the aerospace and advanced technology industries.

In manufacturing, Daher's history dates back to 1911, with the creation of the pioneering aircraft producer, Morane-Saulnier. Since the acquisition of aircraft manufacturer Socata in 2009, Daher has continued to develop its range of TBM light aircraft, now recognized as a flagship in the aerospace industry. A success story that makes Daher the oldest aircraft manufacturer still in operation in the world today.

PIONEERS BY NATURE



1863

Founding of Daher as a shipping company

1911

Founding of Morane-Saulnier as a pioneering aviation company

1921

Transportation for the first Middle Eastern pipeline project

1930

Transport of locomotives, wagons and railcars begins



1954

Inaugural flight of the Morane-Saulnier 760 Paris, the first business jet

1972

Construction partner for the French nuclear power program

1989

Transportation company for Airbus's oversized loads program

DAHER BECOMES A MANUFACTURER



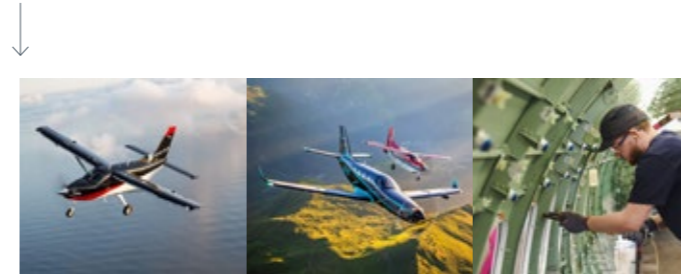
1999

Daher acquires, the company Lhotellier Montrichard, a long-standing supplier to aerospace and defense manufacturers.

2001

Daher joins the Falcon 7X program as designer and manufacturer of the upper fuselage of Dassault Aviation's high-end business aircraft

STRATEGIC ACQUISITIONS



2019

Daher acquires U.S. aircraft manufacturer **Quest Aircraft** (manufacturer of the Kodiak aircraft) and thermoplastic composite welding specialist **KVE Composites** in the Netherlands

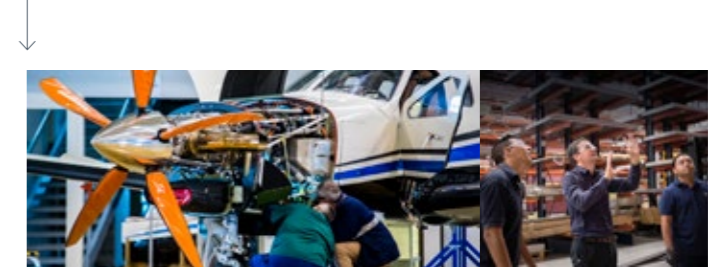
2022

Daher acquires a production unit specializing in the assembly of large complex aerostructures in **Stuart** (Florida, United States) and launches two new aircraft: the TBM 960 and Kodiak 900

2023

With the acquisition of **AAA**, Daher is positioned as a leader in industrial services for the aerospace and defense industries. Transports **Chabrilac**, specialists in aerospace transport, joins Daher.

DAHER BECOMES A TIER 1 AIRCRAFT MANUFACTURER AND AEROSPACE EQUIPMENT MANUFACTURER



2009

With the acquisition of the **Socata plant** in Tarbes, the successor of **Aéroplanes Morane-Saulnier** created in 1911, Daher becomes an **aircraft manufacturer** and reinforces its position

as a tier 1 aerospace equipment manufacturer by signing a contract for the manufacture of **landing gear doors** for Airbus A350 aircraft

2017

Daher secures management of all Airbus **logistics flows** in France

INNOVATING TO ACCELERATE AMBITIONS



2024

Innovating to decarbonize: the **EcoPulse** demonstrator enables Daher and its partners, Safran and Airbus, to explore the interest of electric hybridization technologies

2025

Ramp-up in the defense industry: first flight of **EyePulse**, Daher's MALE drone demonstrator for the French Defense Procurement Agency (DGA)

COMBINING RESPONSIBILITY, SOVEREIGNTY AND TRANSFORMATION TO PREPARE FOR THE FUTURE

D. Kayat
 “Daher is transforming itself for the long term, with a clear, shared ambition.”

Didier Kayat
 Chairman and Chief Executive Officer



2025 WAS A YEAR OF CONTRASTS FOR DAHER. HOW WOULD YOU DESCRIBE IT?

D. K. / 2025 was a pivotal year. It confirmed the strength of our model while stressing the need to step up certain transformations. The international context, pressures on value chains and increased demands for sovereignty, competitiveness and climate transition require us to be realistic, agile and assertive. We made strategic choices, which were sometimes challenging, driven by a clear conviction: to prepare in a sustainable way for the Group's future in a rapidly changing global environment.

T. S. / It was indeed a year of transition. 2025 laid the foundations for the next strategic cycle. The difficulties, particularly industrial ones, are real but have been identified. Most importantly, the recovery and transformation projects are underway, with a clear, shared, and committed vision.

SOVEREIGNTY AND DEFENSE HAVE COME TO PLAY AN INCREASINGLY IMPORTANT ROLE IN THE GROUP'S STRATEGY. WHY IS THIS A KEY FOCUS TODAY?

D. K. / Because these challenges are both a responsibility and an opportunity. Daher is a long-standing French industrial group, historically committed to serving major industrial programs. Against the current geopolitical backdrop, contributing to industrial sovereignty and defense efforts is part of a natural continuity;

it is not an opportunistic choice. Our industrial expertise, our technological skills and our ability to operate complex systems allow us to bring real added value to these challenges.

T. S. / They are also entirely in line with the values of the Daher family: being a good corporate citizen, able to contribute to major collective issues when it has the means to do so. Defense is not the Group's only area for development, but it is part of an approach based on responsibility, long-term sustainability, and added value of the Group's businesses.

HOW DOES THIS DIRECTION ALIGN WITH THE ONGOING INDUSTRIAL TRANSFORMATION OUTLINED IN THE EDGE PLAN?

D. K. / EDGE is a major and essential plan. It aims to sustainably restore the Group's industrial performance, particularly in aerostructures, in order to respond more effectively to current market requirements, while preparing our business lines for future developments.

This involves strengthening operational excellence, improved allocation of our industrial capacities and an assumed focus on businesses with higher added value. It is a plan based on transformation, and also responsibility.

T. S. / The Board of Directors fully supports EDGE, as industrial recovery is a prerequisite for any strategic ambition. The plan addresses the root causes of the difficulties seen in recent years and is an essential foundation for the Group's future development.

INTERNATIONALIZATION HAS BEEN A HISTORIC AND STRATEGIC CORNERSTONE OF DAHER. HOW IS IT EVOLVING?

D. K. / Our internationalization is selective and consistent. We are strengthening our positions in areas where we have a competitive industrial or service-related advantage, while being mindful of the geopolitical and economic balances at play. Our ambition is not to be everywhere, but to be relevant, efficient and sustainable in our key markets.

T. S. / It is important to distinguish between the various levels: Europe, where our foothold remains strategic; the United States, around which our industrial and service presence is structured; and countries with competitive costs such as Morocco, which contribute to the industrial balance of the Group.

CLIMATE, ESG: HOW DO THESE CHALLENGES TRANSFORM THE GROUP'S STRATEGY AND PRACTICES IN CONCRETE TERMS?

D. K. / The climate transition is an industrial imperative. At Daher, it is a tangible part of our operations, products, and long-term vision. We want to be pioneers in aerospace decarbonization, with a pragmatic approach: all industrial progress counts. This ambition is now based on a structured climate policy, with objectives, a trajectory and levers that are clearly defined, covering our industrial businesses, our value chain and the development of our products. Our work on thermoplastic composites is a concrete illustration of this. ESG, however, covers many facets. On the social side, safety remains a top priority, with significant progress made in 2025. Finally, governance ensures the consistency, stability and long-term vision necessary for the Group's transformation.

T. Scaramanga

“The challenge is to prepare for the future while preserving Daher’s uniqueness.”

T. S. / In terms of governance, specifically, the challenge is to prepare for the future while preserving Daher's uniqueness: stable and responsible governance, with the shareholder family as guarantor of the Group's values and long-term approach.

HOW DO GOVERNANCE AND FINANCIAL DISCIPLINE SUPPORT DAHER'S TRANSFORMATION?

D. K. / At the end of 2025, we changed our governance to offer concrete support to the Group's transformations and organize the transfer of leadership within a controlled framework. This change enables us to integrate a new generation of executives and enhance our ability to anticipate, while maintaining Daher's strategic independence and core values. It is a natural maturation, which reinforces the clarity of responsibilities, the strength of decisions and the effectiveness of management in a rapidly changing environment. Governance is thus a key lever for industrial performance and risk management. The financial challenges are fully in line with this approach. They are addressed with rigor and anticipation, whether it involves refinancing or, more broadly, the Group's financial structure, in order to preserve our investment capacity, secure our industrial choices and support a sustainable development strategy that creates long-term value.

T. S. / Governance ensures consistency between industrial strategy and financial discipline. The preparation of the next strategic plan will be in line with this approach, with responsible financial decisions oriented toward the creation of sustainable value.

HOW DO YOU CONSIDER THE GROUP'S COLLECTIVE COMMITMENT TO THIS TRANSFORMATION?

D. K. / I would like to pay tribute to the commitment and professionalism of all the teams. The changes we are undergoing are challenging, but they are meaningful and promise a bright future. Daher is transforming itself for the long term, with a clear, shared ambition.

T. S. / I completely agree with this observation. The collective energy and involvement of the teams are major assets in supporting the Group's momentum.

Thibault Scaramanga
 Vice-Chairman of the Board of Directors



PIONEERS FOR 160 YEARS

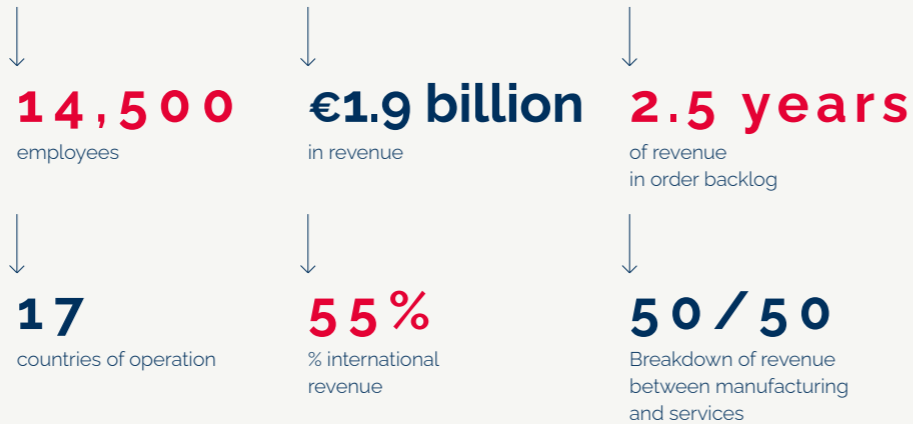


01

Daher was born out of logistical challenges and, because of its history, actively participated in industrial revolutions. Today, the Group is developing around four complementary business lines. Its capacity for innovation, its sense of operational excellence and its presence throughout the value chain place it among the world's top 50 aerospace companies.

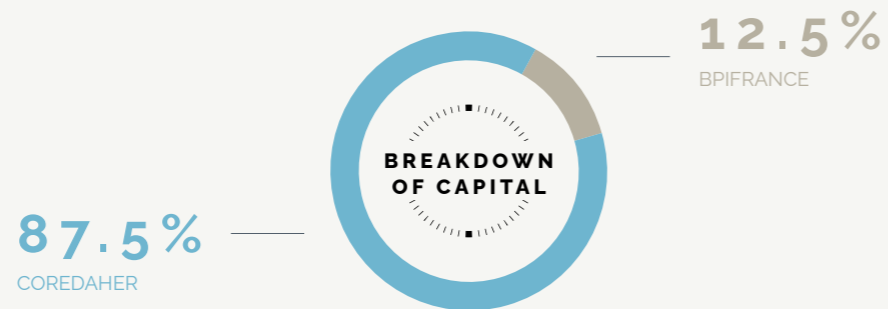
In the framework of our activities, unleash the potential of those who move the world forward.

OUR CORPORATE PURPOSE



PIONEERS BY NATURE, INNOVATORS BY CULTURE

Positioned in four complementary businesses – aircraft, industry, industrial services and logistics – Daher is a unique group with a business model balanced between manufacturing and services. Backed by its family shareholders, Daher has been committed to innovation since its founding in 1863. Present today in 15 countries, the Group's mission is to design, develop and operate global, technical and/or customized value-added solutions: relevant products and services in a complex environment, which enable its leading industrial, manufacturing and aerospace equipment manufacturer customers to focus on their core businesses and improve their operational performance.



WHAT MAKES US UNIQUE

OUR COMPETITIVE STRENGTHS

A family group since 1863

Since 1863, our family identity has given us a long-term vision, the ability to invest regularly, and the courage to take action. This model, based on trust and transfer of leadership, enriches our innovation and sustainable commitment. For over 160 years, this has empowered us to dare, build, and shape the future with the same entrepreneurial spirit.

A responsible capitalism model

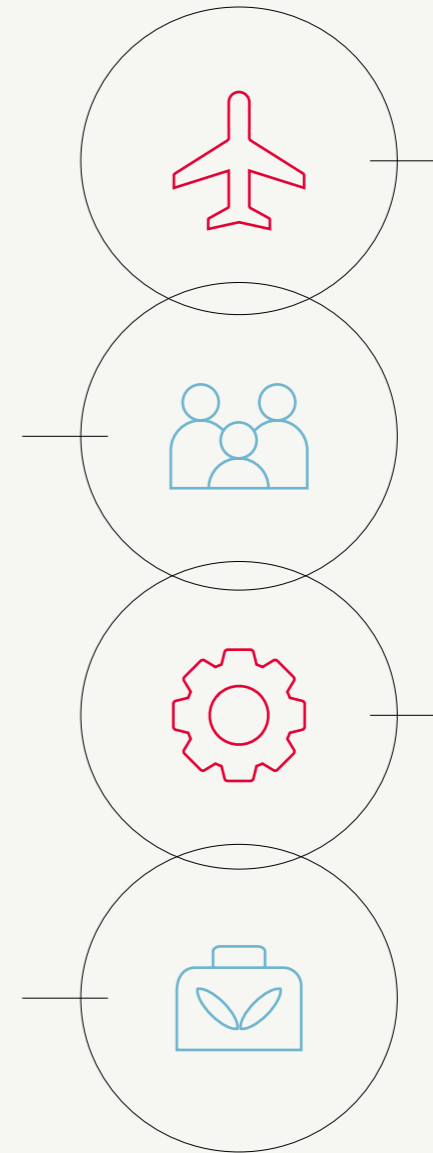
Being a family group means choosing the long term. This vision commits us to investing sustainably, innovating responsibly, and constantly striving to grow our businesses. Our responsible capitalism model is based on this continuity: creating value by respecting our environmental, social and governance commitments, and strengthening the trust of those around us – employees, customers, partners, and shareholders.

An aircraft manufacturer

We know what an aircraft manufacturer expects – we are it. Daher, the only tier 1 aerospace supplier and aircraft manufacturer, combines expertise in system architecture and complex supply chain control for end-to-end controlled programs.

A business model balanced between industry and services

A unique combination of manufacturing and services business lines that strengthens our resilience and ability to create value throughout the chain. Expertise and skills that complement and enhance each other, opening up new opportunities and sustainably consolidating the performance of our customers.



FOUR COMPLEMENTARY BUSINESS LINES

WITH ITS FOUR COMPLEMENTARY BUSINESSES, DAHER IS POSITIONED AS A KEY PLAYER IN THE AEROSPACE VALUE CHAIN, COVERING A WIDE RANGE OF ACTIVITIES FROM DESIGN AND MANUFACTURING TO ADVANCED INDUSTRIAL AND LOGISTICS SERVICES AND COMPLETE AIRCRAFT ASSEMBLY.

OUR EXPERTISE



AIRCRAFT MANUFACTURER SINCE 1911

OUR CUSTOMERS

- / Owner-pilots
- / Commercial carriers
- / Government agencies and armed forces
- / Humanitarian organizations

Daher's historic expertise in aircraft manufacturing now includes:

- **The design, manufacturing and maintenance of the following ranges:**
 - **TBM**, one of the world's fastest single-turboprop aircraft and a benchmark in the international aerospace landscape;

- **Kodiak**, an all-terrain mission aircraft used worldwide by air taxi operators, corporations, owner-pilots and humanitarian organizations alike.
- **The maintenance, repair and technical monitoring of other aircraft in the same category.**

OUR MAIN CUSTOMERS

- / Airbus
- / Dassault
- / ATR
- / Safran
- / Alstom

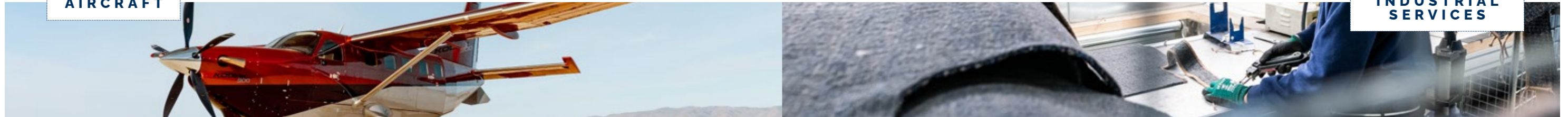
Specializing in the structural and mechanical assembly of complex sub-assemblies, equipment installation and repair, Daher offers its services for constant support throughout the production process:

- **Industrialization**
- **Production delegation**
- **Quality**
- **Cabin installation and equipment**
- **Support, maintenance, training**



CUSTOMER SUPPORT THROUGHOUT THE PRODUCTION CYCLE

AIRCRAFT



INDUSTRIAL SERVICES

INDUSTRY

AN EXPERT IN COMPLEX AEROSPACE EQUIPMENT



OUR MAIN CUSTOMERS

- / Airbus
- / Boeing
- / Gulfstream
- / Dassault
- / ATR
- / Safran

Daher designs, develops and/or assembles a wide range of industrial systems and equipment meeting the critical challenges (competitiveness, environment, production rates) of the aerospace sector:

- **Complex sub-assemblies (aerostructures, propulsion, etc.)**
- **Replacement of metal with composite materials**

OUR MAIN CUSTOMERS

- / Airbus
- / Alstom
- / ArianeGroup
- / Dassault
- / Rolls-Royce
- / Caterpillar
- / ITER

Present in key industrial areas, Daher has developed rare skills and one-of-a-kind aerospace expertise. Its responsiveness and flexibility make Daher the trusted partner of major industrial customers.

- **Industrial/production logistics**
- **Transport and projects**

DESIGN, MANAGEMENT AND OPTIMIZATION OF ADVANCED LOGISTICS FLOWS



LOGISTICS

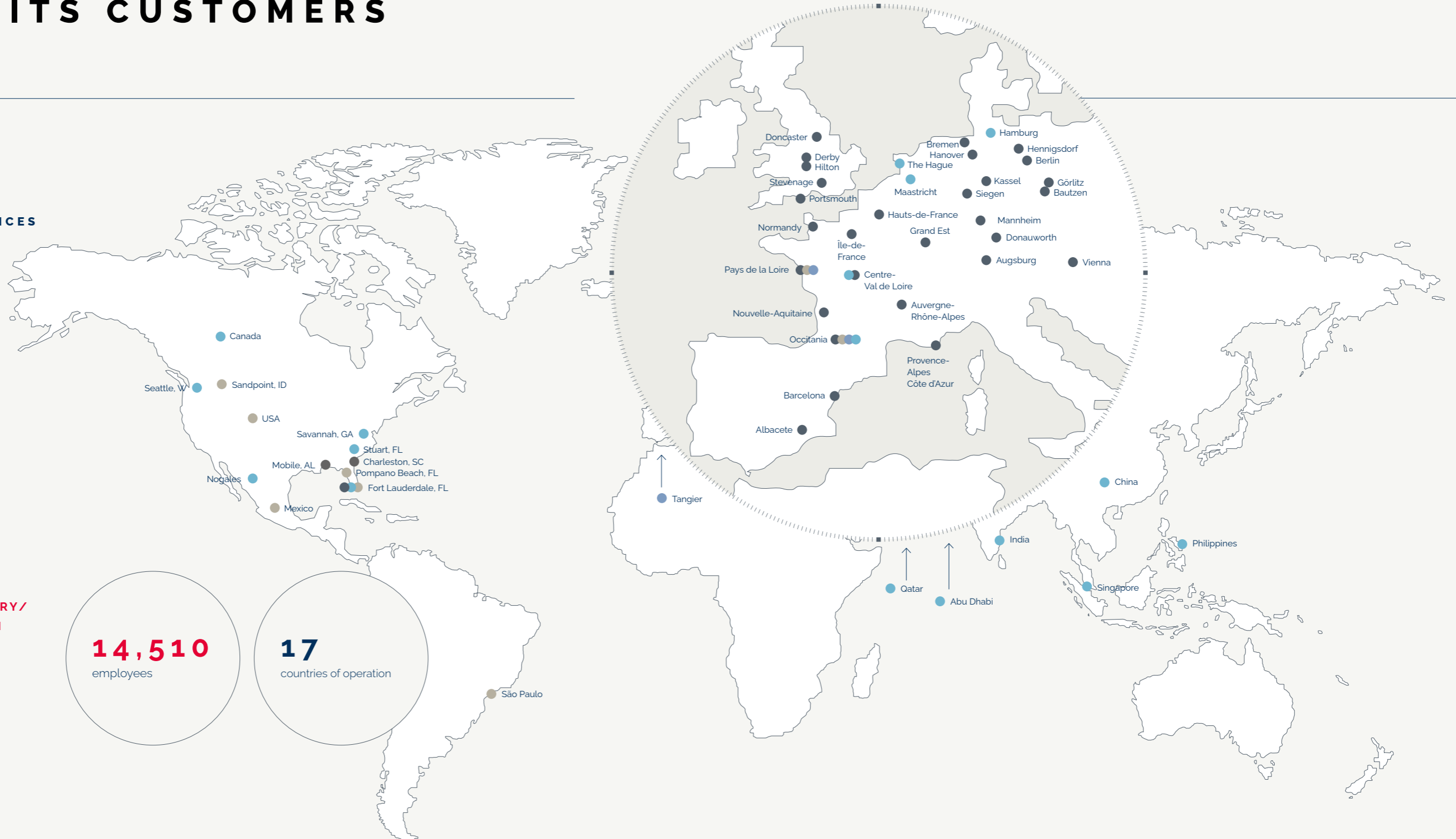


DAHER: A PARTNER SUPPORTING ITS CUSTOMERS

IN AN EFFORT TO STAY CLOSE TO ITS CUSTOMERS,
DAHER HAS ESTABLISHED LOCAL OPERATIONS TO SUPPORT THE DEVELOPMENT
OF THEIR BUSINESSES IN FRANCE AND ABROAD.

LEGEND

- AIRCRAFT
- INDUSTRY
- INDUSTRIAL SERVICES
- LOGISTICS



HEADCOUNT BY COUNTRY/
GEOGRAPHICAL REGION

- France: 10,600
- North America: 1,500
- Germany: 1,300
- Morocco: 600
- Spain: 170
- UK: 130
- Asia/Middle East: 110
- Netherlands: 100

14,510
employees

17
countries of operation

ALWAYS PUSHING BOUNDARIES



02

With the Take Off 2027 strategic plan, Daher is focusing more than ever on responsible industrial innovation, sustainable development, and international growth. This transformation initiative is already bearing fruit, thanks to innovation in response to sovereignty challenges and a strengthened organization to support the Group's expansion.

ESTABLISHING A LONG-TERM TRANSFORMATION

Jérôme Leparoux
— Company Secretary
and Director of Strategy

“Our ambition is clear: to strengthen our role as a benchmark aerospace player.”



WITH TAKE OFF 2027, DAHER HAS EMBARKED ON A PROFOUND TRANSFORMATION.

WHERE ARE WE TODAY?

J. L. / Take Off 2027 continues to pursue its ambition to make Daher a larger, more profitable, and better-balanced international company, centered around its four complementary businesses. Since the beginning of 2026, the new organization resulting from the D# project has strengthened the autonomy of the business divisions and their alignment with the Group’s objectives,

which is essential to making gains in terms of speed, efficiency and relevance. This structural change enables us to better tackle our priorities: reviving our industrial activity, boosting our competitiveness, accelerating innovation, and making progress in decarbonization.

WHAT LESSONS

HAVE YOU LEARNED FROM 2025?

J. L. / The year 2025 confirmed the solidity of our multi-business line model. Each business—aircraft, industry, industrial services and logistics—contributes a decisive lever: credibility, legitimacy, profitability or recurrence. Together, they form a coherent and resilient portfolio in the face of market fluctuations. In a demanding environment—intense ramp-ups, supply chain under pressure, increased technological expectations—our business lines have demonstrated their ability to adapt. Some segments, such as industrial services or advanced composites, are even promising growth drivers.

WHY START THINKING STRATEGICALLY IN 2026 ABOUT THE 2028-2032 PERIOD?

J. L. / Because aerospace cycles are long and are undergoing significant change. In response to challenges such as disruptive innovations, changing defense markets, energy transition and new financing or location constraints, we must project a realistic and ambitious vision early.

Starting the reflection process in 2026 enables us to fully engage internal and external stakeholders—including customers, institutions, suppliers, and financial players—to build a robust and shared plan.

HOW WILL THE DEVELOPMENT OF THE FUTURE STRATEGIC PLAN TAKE PLACE?

J. L. / In several steps. Beginning of 2026: definition of the priorities of our family shareholder, CoreDaher. This will be followed by a phase of in-depth discussions with our divisions, support functions, and key stakeholders—customers, institutions, investors, and industrial partners. Working groups will structure the reflection around key themes: market developments, complementarity of business lines, critical technologies, financing, skills and organization. The summary and arbitration phase will take place at the end of 2026, early 2027, with a view to approval by the Board of Directors in autumn 2027, followed by a public presentation in early 2028. Our ambition is clear: to strengthen our role as a benchmark aerospace player and to fully seize the opportunities of a rapidly changing sector. The future plan will have to go beyond a roadmap: it will be the springboard to sustainably position Daher as an agile, innovative and international industrial champion.

TAKE OFF 2027

TAKE OFF 2027 SETS THE COURSE FOR DAHER’S TRANSFORMATION TO ASSERT ITSELF AS A GLOBAL BENCHMARK AEROSPACE PLAYER. BY 2025, THE FINAL PHASE OF THE PLAN WILL BE UNDERWAY, WITH A SPOTLIGHT ON INDUSTRIAL COMPETITIVENESS AND INNOVATION, TO ADDRESS THE CHALLENGES OF SOVEREIGNTY AND INTERNATIONAL DEVELOPMENT.



To become a large, profitable international company developing in four complementary businesses

THE NECESSARY TRANSFORMATIONS...

AN IMPERATIVE

Improving economic performance

THREE CHALLENGES

Transform our managerial culture
Innovate for our customers and to decarbonize
Integrate and develop acquisitions

AN ACCELERATOR

Boost visibility and spread the word



AIRCRAFT

- Launch a lower-carbon product by 2027 and finalize the decarbonization roadmap
- Develop services

INDUSTRIAL SERVICES

- Become the Group’s fourth business line with or without acquisitions

INDUSTRY

- Develop assembly
- Increase the share purchased to 70%
- Make its dual source systematic (internal and/or external)

LOGISTICS

- Secure the renewal of key contracts
- Develop revenue in the United States

INNOVATE TO ACCELERATE THE GROUP'S AMBITIONS

Pascal Laguerre
— Chief Technology Officer
of Daher

HOW WOULD YOU SUMMARIZE DAHER'S INNOVATION DYNAMIC TODAY?

P. L. / We see innovation as a strategic accelerator more than ever. It boosts our competitiveness, supports the Group's transformation and positions us as a player capable of anticipating breakthroughs and proposing concrete solutions, thus opening up new opportunities, particularly in defense. In 2025, we demonstrated our ability to transform technological advances into tangible results through an agile organization and the mobilization of our **Shap'in, Log'in and Fly'in techcenters** which convert our ideas into industrial solutions that are quickly transferable to our programs and customers.

WHAT HAVE BEEN THE MOST SIGNIFICANT TECHNOLOGICAL ADVANCES IN 2025?

P. L. / In the aerostructures of the future, Shap'in has taken a decisive step with the creation of a welded wing rib made from thermoplastic composite, which won a **JEC Innovation Award** in early 2026. This is a major step forward—weight reduction, increased performance, accelerated industrialization and recyclability potential—for future major aerospace programs. In our industrial and logistics businesses, **AI is now feeding into many business lines:** engineering, quality, production, supply chain, customer support, etc. In 2025, we structured our models and our

framework of trust; 2026 will see a considerable ramp-up, with secure generative and agentic use cases, business line assistants, and predictive solutions integrated directly into operations. Finally, in our aircraft manufacture business line, **Fly'in** played a key role in the success of the **MALE drone demonstrator EyePulse**, whose first autonomous flight was carried out in less than six months.

HOW DO THESE ADVANCES FIT INTO THE GROUP'S KEY STRATEGIC PRIORITIES?

P. L. / They fully align with the ambitions of Take Off 2027. Thermoplastic composites support our weight reduction, performance and decarbonization objectives; AI strengthens business line and back-office operational excellence and secures our industrial commitments; EyePulse demonstrates our ability to integrate complex systems, meet defense requirements and position ourselves as an agile, reliable and sovereign player. We know how to move quickly from the laboratory to the operational field. Innovation is an engine of growth, a tool for diversification and a vector of trust for our customers.

WHAT IS THE DIRECTION FOR 2026?

P. L. / Pursue useful and sovereign innovation, and amplify the impact: roll out AI on a larger scale so that it becomes a business reflex, position our expertise in materials and processes on future single-aisle aircraft programs and continue to build on **technological offers for the defense industry**. Our role is clear: turning every technological breakthrough into a sustainable strategic advantage—for our customers, our teams, and the future of Daher.

“Innovation is an engine of growth, a tool for diversification and a vector of trust for our customers.”



EYEPULSE: A STRATEGIC MILESTONE FOR INNOVATION AND SOVEREIGNTY

On November 27, 2025, in Tarbes, Daher completed the first flight of EyePulse, its MALE (Medium-Altitude, Long-Endurance) drone demonstrator, developed in less than six months with Thales. Presented to the French Defense Procurement Agency (DGA), this successful flight illustrates the Group's ability to respond quickly to sovereignty challenges by combining innovation, agility, and industrial control.

EyePulse relies on an already certified aerospace platform, transformed into an autonomous drone. This pragmatic choice has made it possible to concentrate efforts on the integration of control and autonomy systems in order to achieve a reliable and quick operational solution, while limiting technological risks and facilitating accelerated industrialization.

EyePulse thus opens the door to the development of drones based on certified Daher aircraft platforms, capable of meeting a wide range of operational needs, including surveillance, observation, and operational support. The modular design of these platforms offers high scalability and agility, in line with the requirements of the armed forces, faced with constantly changing doctrines for use.

The demonstration implemented an automated flight sequence including the autonomous landing phase.

For the DGA, the speed with which Daher has led this project showcases its agility, its ability to leverage certified technologies for new applications, and the solidity of its industrial base in France—all key factors in ensuring sovereignty.

With EyePulse, Daher demonstrates its ability to innovate quickly, integrate complex systems, and contribute to strengthening European defense capabilities by 2030. Beyond being a technological success, this demonstrator represents a key milestone toward the mass production of MALE drones designed and manufactured in France, aimed at strengthening French and European capabilities.

A STRUCTURED AND DRIVEN INDUSTRIAL TRANSFORMATION

Alain-Jory Barthe
— CEO of Daher Aerospace

“EDGE aims to sustainably restore our competitiveness and support our customers in their ramp-up efforts.”



WHY DID DAHER INITIATE AN INDUSTRIAL TRANSFORMATION PLAN?

A.-J. B. / We must simultaneously restore our competitiveness, increase our production capacity, and prepare for new aerospace programs. The challenge is clear: to support the ramp-up of Airbus and Boeing on current programs, while positioning ourselves on future single-aisle aircraft starting today. Furthermore, the past four years have been marked by high inflation in raw materials and components, making it essential to take a deep dive into our supply chain and our own industrial performance.

WHAT LEVERS DOES THIS TRANSFORMATION PLAN RELY ON?

A.-J. B. / We have structured this plan around **three major pillars**. The first involves **control of the supply chain**. It is about securing our supplies, strengthening the performance and capacity of our suppliers and restoring competitiveness levels consistent with market expectations. These are essential conditions to support our customers' ramp-up efforts. The second area concerns **our industrial footprint**. We must be capable of both absorbing the ramp-ups and improving

our competitiveness. This includes strengthening our capacity in cost-competitive regions such as Tangier or Nogales, with the objective of gradually reaching 30 to 40% of the production of historical programs in these locations. Finally, the third pillar aims **to improve our internal operational performance**: quality, productivity, service rates. It is the combination of these three levers that should make it possible to restore the profitability of our aerospace businesses in the long term and strengthen our position as a strategic partner for our customers.

HOW WAS THIS PLAN DEVELOPED?

A.-J. B. / We built this plan with the support of the Boston Consulting Group teams. Launched in 2024 and finalized in 2025, the transformation plan—now named **EDGE**—is built on six projects, spread across the three areas of focus outlined above, and addressing all of our industrial challenges: purchasing and procurement, supply chain optimization, transformation of our footprint, industrial competitiveness, program performance, and improved profitability.

One major aspect is **industrial transfers**, aimed at making our supply chain more reliable and simplifying certain sites. In Tarbes, for instance, we are transferring non-strategic metal components to refocus the site on its core areas of expertise. We have also initiated production transfers of composite basic parts to our Tangier sites. We are launching a new metal assembly unit in Tangier and are planning to transfer the manufacture of certain engine parts from Nantes to Nogales, closer to our North American customers.

WHAT IS THE IMPLEMENTATION SCHEDULE?

A.-J. B. / EDGE is a three-year plan, rolled out from **2026 to 2028**. It has been approved by the Board of Directors and is systematically monitored at each Board meeting and at Executive Committee meetings. This plan strongly mobilizes the Division's teams, for which around 50 people work directly, with rigorous management and regular progress reports. All our sites and programs are involved, and progress is shared transparently with our customers, including Airbus.

WHAT ARE THE PRIORITY OBJECTIVES FOR INDUSTRIAL SITES?

A.-J. B. / Our priority is to simplify the Tarbes site in order to restore its ability to support the ramp-up of Airbus and seize new opportunities, particularly in the field of defense. More generally, this transformation must allow us to have **more efficient industrial facilities** capable of meeting the future requirements of the aerospace market.



INDUSTRIAL LAUNCH OF COMPOSITE PARTS IN TANGIER

DAHER, INDUSTRIAL PARTNER OF THE RAFALE PROGRAM

Composite parts for an engine environment, co-developed with the customer, are now industrialized at the Tangier site. Initially made of titanium, these parts have been the subject of design and industrial maturation work carried out upstream in the Shapin techcenter. The use of composite aims to secure the supply, optimize the weight and cost of parts, and improve industrialization and assembly conditions in a constrained environment. The early involvement of Tangier's teams has allowed a controlled industrial transfer and the start of production, illustrating Daher's ability to support its customers from the development to the industrialization of complex composite parts.

As part of the ramp-up of the Rafale program, Dassault Aviation entrusted Daher with the production of canards and vertical stabilizers, following an industrial transfer from the Biarritz site. These parts, essential to the aircraft's flight behavior, are made of thermosetting composites and require advanced control of production processes. Manufacturing is carried out at the Nantes Saint-Aignan-Grandlieu site, whose expertise in composites plays a key role in industrial start-up. This project illustrates Daher's ability to industrialize complex parts that meet the high demands of the defense aerospace industry.

INTERNATIONAL EXPANSION: SUPPORTING OUR CUSTOMERS AROUND THE WORLD

Nicolas Chabbert
— CEO of Daher
Aircraft



Aymeric Daher
— Deputy CEO of Daher,
CEO of Daher Logistics



Cédric Eloy
— CEO of Daher
Industrial Services



INTERNATIONALIZATION IS A KEY FOCUS OF TAKE OFF 2027. HOW DOES IT TRANSLATE INTO YOUR RESPECTIVE BUSINESSES?

N. C. / Our business is, by nature, highly internationally oriented: nearly 80% of our customers are based on the American continent. This reality requires us to maintain operational proximity with them, while also anticipating their expectations in terms of products and services. The recent opening of our **office in São Paulo** helps us to strengthen our presence in Latin America, for example, where demand for business aviation and related services is growing rapidly. The opening of the **third final assembly line (FAL) in Stuart, Florida**, will strengthen our ability to deliver our aircraft more quickly to the Americas. It serves as a powerful industrial credibility booster while meeting federal requirements for "made in America" manufacturing. In addition, the development of our extensive global network of 56 service centers, essential to support the growth

of the TBM and Kodiak fleet, is a major lever for proximity and monitoring of our aircraft over the life cycle.

A. D. / In logistics, internationalization is a strategic necessity. The United States accounts for almost half of the world's aerospace market, and our firm foothold within that market is a determining factor in our ability to change scale. This is a critical step for a global player, enabling us to balance volumes, credibility, and international recognition while diversifying our geographical risk and staying true to our core business lines. This is the essence of the roadmap defined at the end of 2023, which is beginning to produce tangible results. The signing, in 2025, of our first **contract with a leading American aircraft manufacturer** marked an important milestone, validating our model

N. Chabbert
“The development of our global network of service centers is a major driver of value creation over the life cycle of our aircraft.”

A. Daher

“Internationalization is not just expansion: it is a strategic accelerator to strengthen the Group’s resilience, support growth, and affirm Daher’s role as a global player in aerospace and defense.”

and strengthening our credibility with major international customers. At the same time, we are strengthening our presence in Europe, particularly in Germany, which remains a key location for our in situ operations.

C. E. / Our businesses pursue the regions where aerospace production lines are rolled out. Today, several areas stand out, with strong momentum in the United States, India, and China. The hubs model is essential to our long-term establishment: it allows us to anchor our teams at the heart of local industrial ecosystems, such as in Hamburg, Mobile or Tianjin, while guaranteeing a direct interface with plant management. The recent opening of **our hub in Abu Dhabi** also positions us at the center of a strategic market, particularly in defense.

HOW DO YOU ADAPT YOUR ORGANIZATIONS TO SUPPORT YOUR CUSTOMERS INTERNATIONALLY?

N. C. / Our priority is to guarantee consistent quality of service, regardless of the country of operation. This begins with the development of our products and throughout their evolution, and is extended by local liaisons—teams close to the field, support, 24/7 coordination—as well as devices designed to secure the customer experience in the long term. This approach—which relies in particular on structured customer relationship management, customer applications such as Me&MyTBM or Me&MyKodiak, and a dedicated spare parts marketplace—makes sense as the fleet grows, becomes more complex with more increased electronics and diversifies in its uses. The objective is to be more reactive, even proactive, to anticipate needs and to effectively support the growth of the international aircraft fleet.

A. D. / Our challenge is to industrialize a **“global” delivery model**: same performance standards, same quality requirements, same service culture. In practical terms, this is based on aligning managerial practices around the Daher Leadership Model, implementing intercultural programs, and having the ability to quickly recruit, train, and integrate teams on site. The aim is to build consistent international organization, without diluting our fundamentals.

C. E. / We adapt our operations by placing execution **as close as possible to production flows**. We rely on locally established teams, able to recruit on site, quickly configure services according to the needs of the site, and ensure smooth coordination with the customers.

This approach allows us to roll out a consistent execution framework, while maintaining the agility necessary to take into account local constraints. The goal is to be both “plug and play” in terms of roll-out and outstanding when it comes to continuity of service.

HOW DOES INTERNATIONALIZATION STRENGTHEN THE GROUP’S POSITION?

A. D. / Because it allows us to be where our customers produce, innovate, and invest. Whether it is assembling an aircraft in Florida, operating in situ logistics in Germany or supporting a ramp-up in Abu Dhabi, Daher applies the same logic: proximity, industrial credibility, and operational expertise. Internationalization is not just expansion: it is a strategic accelerator to strengthen the Group’s resilience, support growth, and affirm Daher’s role as a global player in aerospace and defense.

C. Eloy
“Our businesses pursue the regions where aerospace production lines are rolled out. Today, several areas stand out, with strong momentum in the United States, India, and China.”

STRENGTHENING RESILIENCE TO BUILD A SUSTAINABLE MODEL

Cécile Tandeau de Marsac
— Chair of the Sustainable Development Committee

AS THE OPERATIONAL ENVIRONMENT BECOMES INCREASINGLY COMPLEX, DAHER IS STEPPING UP THE STRUCTURING OF ITS SUSTAINABLE TRAJECTORY. CÉCILE TANDEAU DE MARSAC, DIRECTOR OF DAHER AND CHAIR OF THE SUSTAINABLE DEVELOPMENT COMMITTEE, DISCUSSES THE PROGRESS MADE AND THE KEY LEVERS TO STRENGTHEN THE GROUP'S RESILIENCE.

WHY IS RESILIENCE A MAJOR ISSUE FOR DAHER TODAY?

C. T. M. / Resilience is a part of Daher's identity. For more than 160 years, Daher has learned to go through crises, bounce back, and transform its ways of working. This family spirit has given us the instinct to anticipate rather than passively accept. Today, in a world marked by accelerating risks—climate, cyber or operational—this ability to adapt represents a strategic asset more than ever. This is an essential pillar of Daher's long-term performance.

HOW DOES DAHER'S GOVERNANCE EMBODY THIS AMBITION?

C. T. M. Daher now has a clear and structured governance framework focused on ESG issues. The Board of Directors monitors these topics through a dedicated Sustainable Development Committee, which challenges the results, sets the level of requirement and approves the directions taken. Its fully operational ESG teams support the roll-out of action plans. The appointment of a Chief Sustainability Officer two years ago has helped to structure a dedicated team and implement a roadmap aligned with the Group's strategy. Within the divisions, steering bodies ensure accurate monitoring of risks, objectives and adaptation measures. This architecture creates a strong alignment between the strategic vision and the operational reality, which is essential to progress effectively.

WHAT STAGE IS THE ROLL-OUT OF DAHER'S CLIMATE POLICY AT NOW?

C. T. M. / The roll-out is progressing in line with the objectives set. Daher's climate policy, which is now published, is based on four pillars: reducing carbon emissions from businesses, committing suppliers to a 1.5°C trajectory, decarbonizing aircraft, products and services, and adapting sites to climate

“Anticipating rather than passively accepting.”



change. In 2025, several significant advances were made and announced, as evidenced by the achievement of a CDP Leadership level (A-) score, testimony to a credible trajectory and robust governance.

WHAT RESULTS HAVE YOU SEEN FROM THE 2025 PRIORITIES?

C. T. M. / The results are concrete and very encouraging. Occupational safety metrics are improving markedly, with a drop in the accident frequency rate of almost three points in one year, and more stringent standards. Decarbonization is following the fixed trajectory: the first low-carbon projects rolled out at the sites show visible reductions in consumption and emissions, in line with the objective set. In cybersecurity, devices are becoming increasingly robust, with a heightened focus on protection and awareness-raising efforts. The year was structured around these three priorities which established a sustainable dynamic throughout the Group.

WHAT WILL THE PRIORITIES BE FOR 2026?

C. T. M. / Climate change adaptation is the natural extension of our roadmap. Heat waves are already an operational reality for several sites. This priority will therefore be a key focus in 2026: adaptation of buildings and improvement of thermal comfort, to ensure business continuity. The challenge is highly operational, but it perfectly embodies our ambition: to prepare the Company for the challenges of tomorrow, without waiting for them to reach crisis point.

The objective is clear: to support Daher's growth by strengthening its resilience. Sustainable development is an essential strategic lever to ensure performance, protect teams, and prepare for the future with ambition and a realistic approach. The progress made in 2025 shows that the trajectory is sound and that the teams are fully mobilized.

“The resilience of a family group relies above all on the women and men within it, and therefore on its commitment to being a responsible employer. For us, this means providing our employees with a safe and challenging work environment, investing in their skills, and offering everyone opportunities for growth. In addition, we are developing and preserving key expertise, while fostering mobility and teamwork, to contribute to our long-term performance and enhance customer satisfaction and trust.”

Vincent Chanron
— Group Human Resources Director





DAHER IS COMMITTED TO A LOW-CARBON FUTURE

“Acting with method, ambition, and responsibility: this is how Daher approaches the climate emergency.”

Julie de Cevins
— Chief Sustainability Officer



See: Daher's climate policy

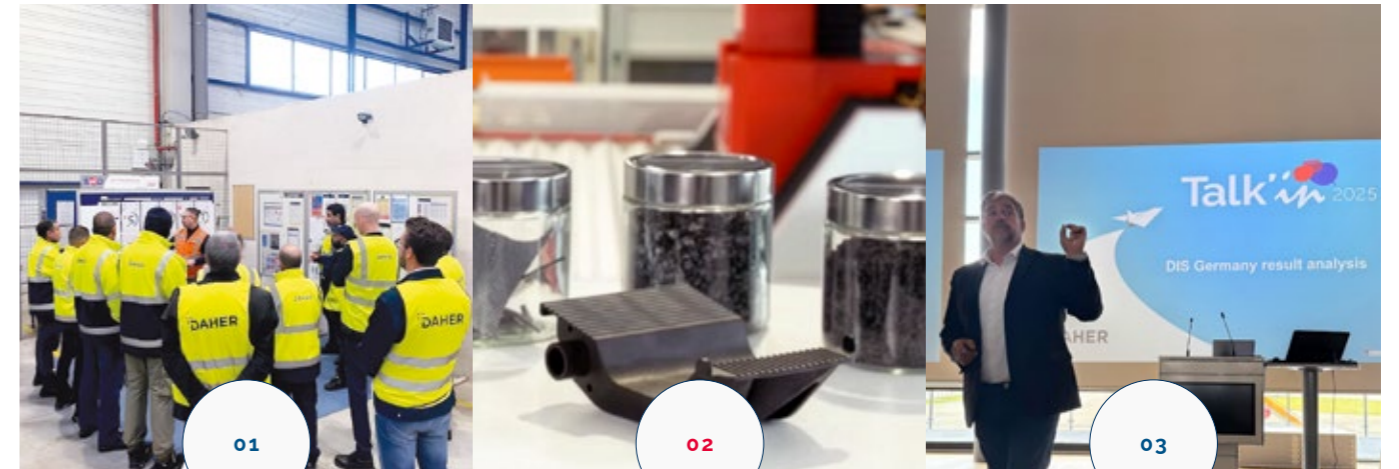
In September 2025, Daher unveiled an ambitious climate policy aimed at aligning its businesses and those of its partners on a low-carbon trajectory by 2032, affirming its leading role in the sustainable transition of the aerospace sector.

True to its values as a committed and responsible family business, Daher reinforces its sustainable development strategy by implementing a climate policy designed to meet the increasing decarbonization requirements of the aerospace sector. As a unique player covering aircraft construction, industrial businesses and logistics, Daher mobilizes its ecosystem to accelerate the low-carbon transition and strengthen the resilience of its businesses.

This policy is based on four complementary pillars. The first aims to **reduce emissions from operations**, with a target of -50% between 2022 and 2032, including -23% by 2027, thanks to energy efficiency measures, facility upgrades, and the use of lower-carbon energy. The second is to **commit suppliers** with the highest emissions

to a trajectory compatible with the 1.5°C target, assessing their carbon maturity, and gradually integrating their CO₂ data into the management tools.

The third area of focus involves **reducing the carbon footprint of products and services**. It includes the development of a lower-carbon aircraft by 2027, improved energy efficiency, increased use of sustainable aviation fuels, and additional R&D investments to lighten aerostructures and integrate ecodesign from the design stage. Finally, Daher is further **adapting its businesses to climate risks** by mapping physical risks for its sites and by developing adaptation plans for the most exposed sites by 2032. This approach constitutes a framework for all teams, guiding collective, methodical, and responsible action for sustainable performance.



01 SAFETY WEEK 2025: COLLECTIVE MOBILIZATION

From October 13 to 17, 2025, Daher sites came together for Safety Week, illustrating the momentum built up over recent years in making safety a shared reflex. More than 4,000 employees participated in activities around ergonomics, safety, and the environment, strengthening prevention on a daily basis. Local initiatives confirmed everyone's involvement in improving working conditions and reducing risks, while the HSE challenge highlighted best practices. Driven by concrete advances—including the reduction of accident rates, the roll-out of safety roadmaps in each division and others—this collective mobilization effort reflects a profound cultural change: safety is an individual and collective responsibility at the heart of Daher's performance.

02 TURNING WASTE INTO RESOURCES

In Nantes, the Shap'in techcenter is working to recycle and integrate thermoplastic composite waste from the production of aerostructure parts into new products. More than 2 tons of thermoplastic scrap have already been reprocessed and upgraded to create granules for the manufacture, by injection, of new components, such as the pedals for our TBM aircraft. Research on thermoplastic composites, supported by the development of advanced technologies and their increased industrial maturity, is contributing to "zero waste" production by 2035. It has helped reduce the weight of parts while limiting their impact on the environment. In 2025, the Daher Group generated 9,447 tons of waste (16% of which was hazardous) and 67% was recycled across all its businesses.

03 TALK'IN: LISTEN, UNDERSTAND, ACT

With 74% participation (8,306 respondents), the internal Talk'in survey confirmed the importance of listening and dialog in Daher's culture. The sharing of results by managers made it possible to identify priorities and launch a collective initiative. More than 400 action plans are now underway across all divisions, around six key areas of focus: communication, training, quality of life and working conditions, collaboration, and innovation. Driven by various local initiatives, this mobilization effort makes Talk'in a real lever for progress in daily work and team engagement.

SHARING LONG-TERM VALUE



03

At the heart of the Group's transformation, Daher's structured governance clarifies and secures each strategic decision. This rigorous architecture gives the Group the stability and boldness to create sustainable value, pass on a solid legacy and prepare, today, for the performance of tomorrow.

STRUCTURED FAMILY GOVERNANCE TO SUPPORT THE GROUP'S DEVELOPMENT

FOR THE DAHER FAMILY— WITH 700 MEMBERS, INCLUDING 400 SHAREHOLDERS—FAMILY GOVERNANCE PLAYS A KEY ROLE IN SUPPORTING THE GROUP'S DEVELOPMENT. IN THIS JOINT INTERVIEW, ESTELLE ROUX, THIERRY MINVIELLE AND DAMIEN DAHER EXPLAIN THE ORGANIZATION IN PLACE, AND HOW THIS FAMILY MODEL OPERATES AND EVOLVES.

Estelle Roux
Director of CoreDaher



WHY HAVE A DEDICATED FAMILY GOVERNANCE STRUCTURE?

E. R. / The corporate purpose of the holding company CoreDaher, which brings together all Daher family shareholders, is simple: to allow them to speak with one voice on major decisions affecting the Company. When representing a family of 700 people, whose blood ties have become less obvious over the generations, you need an organization capable of maintaining unity, sharing a common vision, and guiding major strategic decisions. CoreDaher also has the mission of ensuring that the family retains control of the Group, a fundamental challenge to ensure protection of the Company and the reputation of the Daher name, which is our family name.

HOW DOES THIS GOVERNANCE WORK ON A DAILY BASIS?

E. R. / CoreDaher ensures the link between the 400 family shareholders and the Company: multi-year meetings coordinated by Daher executives, representation of shareholders by the CoreDaher Supervisory Board, publications (shareholders' booklet, Gazette), etc. It fulfills this objective: to inform and exercise consistent, structured, and united governance. The Générations Daher family association leads the Daher family: 700 members, seven generations since the founder, Paul Daher. Générations Daher maintains the sense of belonging, the link between family members, between generations, the attachment to the Company that bears our family name, the transfer from generation to generation of nearly 165 years of history. These two pillars—

Générations Daher and CoreDaher—together form the framework of our family governance. Their complementary nature allows the Daher family to support the most important decisions, and exercise informed and responsible control over the Company.

T. M. / Ten years ago, CoreDaher was transformed into a *société en commandite par actions* (limited joint-stock partnership). This partnership is based on two companies: DGM, FI, which I lead, and FIPAD, led by Damien. They are legally distinct, but operate as a single management body, representing shareholders equally. There is a clear objective: to prevent a single individual from holding disproportionate power and to favor collaborative work — now led by eight people.

D. D. / These general partners meet at least once a month, and three times a year with the Supervisory Board, at the CoreDaher "conference." The Supervisory Board represents family shareholders at the conference and challenges decisions with an impact on the Company or its shareholders: major acquisitions, appointment of the Chief Executive Officer, or approval of the framework for strategic plans, financial balances, dividend policy, share buyback, etc.



Damien Daher
Manager of CoreDaher and Chairman of FIPAD

CAN YOU NAME A MAJOR TOPIC DISCUSSED RECENTLY?

D. D. / A prime example is the redefining, in 2024, of the Group's positioning in the defense sector. An in-depth analysis was conducted by a working group, leading to a change in CoreDaher's positioning: we shifted from product-centric thinking to a more customer-based approach. We put our expertise to use for the sovereignty of France and its allies, by refusing any activity that could benefit players not aligned with French policy. A second principle is strict compliance with the international conventions signed by France.

2025 MARKS YOUR FIRST FULL YEAR WITHOUT PATRICK DAHER IN THE GOVERNANCE BODIES. WHAT CHANGE HAVE YOU SEEN?

E. R. / Patrick played a natural "bridging" role between the family and Daher's senior management. We had 18 months to prepare for his departure, and 2025 was the first real-life test of the system without him. Overall, the model works, decisions are made and taken, although adjustments are still needed, and we are working on this.

T. M. / All three of us sit on the Board of Directors of Compagnie Daher. This puts us at the forefront on operational issues and facilitates joint discussions between family, governance, and management.

HOW DOES THE PRESENCE OF FAMILY MEMBERS IN OPERATIONAL FUNCTIONS CONTRIBUTE TO THE GROUP'S MOMENTUM AND FAMILY GOVERNANCE?

D. D. / It brings structure to a family business. It embodies a real and lasting commitment from the family and maintains an active link between everyday activities and the strategic directions defined by governance. An employee from the family has a deep understanding of the issues, knows how to explain decisions internally, plays the role of a link between generations, and thus fosters a sense of loyalty to the company. As long as there are relevant skills within the family, we want to encourage these career paths.

E. R. / Seeing a family member take on key roles, like Aymeric Daher this year, who has just been appointed Deputy Chief Executive Officer, sends a strong message: it embodies our desire to support the Group's development in the long term. Bearing the company name creates a special resonance with teams, customers, suppliers, and financial partners. This anchors history in the present and provides visibility for the future.

T. M. / This involvement complements our role as directors by bringing us closer to the field. It allows us to better communicate shareholders' expectations and to streamline the link between governance and management. In times of transformation or pressure, this family presence brings stability, consistency, and a long-term vision, which are vital to the robustness of our model.

WHAT HAVE BEEN THE OTHER KEY GOVERNANCE CHANGES IN 2025?

D. D. / The appointment of Thibault Scaramanga as Vice-Chairman of the Board of Directors of Compagnie Daher. His financial expertise is a major asset in the current environment, enabling us to prepare Daher for the future and ensure the long-term sustainability of our family Group.

Thierry Minvielle
Chairman of DGM,FI



GOVERNANCE

CORPORATE GOVERNANCE REPORT
Supervisory bodies at December 31, 2025

Group Executive Committee

- 1 / **Didier Kayat**
Chief Executive Officer
- 2 / **Aymeric Daher**
Deputy Chief Executive Officer, Human Resources, Logistics Division
- 3 / **Jérôme Leparoux**
General Secretary and Director of Strategy
- 4 / **Alain-Jory Barthe**
Industry Division
- 5 / **Julie de Cevins**
Chief Sustainability Officer
- 6 / **Pascal Laguerre**
Chief Technology Officer, Transportation and Projects businesses
- 7 / **Cédric Eloy**
Industrial Services Division
- 8 / **Jean-Philippe Grégoire**
Finance and M&A Department
- 9 / **Nicolas Chabbert**
Aircraft Division

Board of Directors

- Didier Kayat**
Chairman of the Board of Directors and Chief Executive Officer, director
- Thibault Scaramanga**
Vice-Chairman of the Board of Directors, director
- Olivier Genis**
Director
- Estelle Roux**
Representative of CoreDaher, director representing a legal entity
- Anne Brachet**
Director
- Damien Daher**
Representative of FIPAD, director representing a legal entity
- Michel Giannuzzi**
Director
- Frédérique Kalb**
Director
- Éric Lefebvre**
Representative of Bpifrance Participations, director representing a legal entity
- Thierry Minvielle**
Director
- Lise Nobre**
Director
- Cécile Tandeau de Marsac**
Director
- Secretary:
Jérôme Leparoux

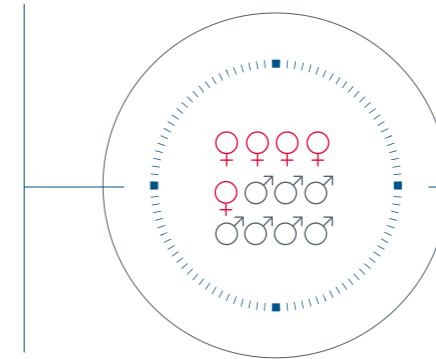
Statutory auditors

Odcycé S.A.S. - Member of Moore Global, represented by **Sylvain Lavagna**
Forvis Mazars SA, represented by **Gaël Lamant**



BOARD OF DIRECTORS

12 directors
5 of whom are women (41%)



33% independent
5 meetings in 2025
95% attendance rate
No employee representative

Guided in its decision-making by **4 specialized Committees**

STRATEGY COMMITTEE	GOVERNANCE COMMITTEE	AUDIT COMMITTEE	SUSTAINABLE DEVELOPMENT COMMITTEE
4 directors 1 of whom is independent	4 directors 2 of whom are independent	4 directors 1 of whom is independent	4 directors 1 of whom is independent
3 meetings in 2025	7 meetings in 2025	4 meetings in 2025	3 meetings in 2025

BOARD OF DIRECTORS AND SPECIALIZED BOARD COMMITTEES

A balanced governance model

The Board of Directors of Compagnie Daher is made up of members of the family Group of shareholders of CoreDaher, Bpifrance and shareholder representatives, and independent directors. The Board is responsible for managing the Group, and setting and controlling the delegations of authority given to the Chairman and Chief Executive Officer. On October 1, 2025, the Daher Group changed its governance by appointing Aymeric Daher Deputy Chief Executive Officer in charge of Logistics and Human Resources, Jérôme Leparoux as Director of Strategy in addition to his duties as General Secretary, and Thibault Scaramanga as Vice-Chairman of the Board

of Directors, replacing Olivier Genis. The Board of Directors appoints the members of the Strategy Committee, the Governance Committee, the Audit Committee and the Sustainable Development Committee. For information, Éric Lefebvre, representing Bpifrance Participations, has been participating in the work of the Governance Committee since July 8, 2022. The work of the Board is regulated by a set of internal rules originally introduced on July 7, 2015, revised on February 19, 2019 and then again on July 18, 2024. The governance structure adopted by Compagnie Daher and its subsidiary Daher Aerospace takes the form of a French limited liability company (société anonyme) which is the most commonly used structure for major companies. This company form is also the most appropriate for supporting the expansion of growing

companies. Daher Technologies (which became Daher Logistics on January 1, 2025), Daher Industrial Services (formerly Assistance Aéronautique et Aérospatiale), acquired in 2023, as well as Daher Business Support take the form of a *société par actions simplifiée* (simplified joint-stock company).

In line with Compagnie Daher's corporate governance policy, prior to the Board of Directors' decision of June 4, 2024, the roles of Chief Executive Officer and Chairman of the Board of Directors were separated at Daher Aerospace in order to ensure a balance of powers. To comply with regulations on gender parity, the Boards of Directors comprise a balanced number of men and women, and employees are represented through the appointment of a director to represent them on the Board of Daher Aerospace.

	Status	First Appointment	Reappointment	Appointment expiration
DIDIER KAYAT	Chairman of the Board of Directors Chief Executive Officer Director	April 13, 2016 April 13, 2016 June 4, 2024	April 26, 2019 May 18, 2022 April 28, 2025	Meeting called to approve the 2027 financial statements
ANNE BRACHET	Independent Director	May 18, 2022	April 28, 2025	Meeting called to approve the 2027 financial statements
DAMIEN DAHER Representing the company FIPAD	Director	June 4, 2024	April 28, 2025	Meeting called to approve the 2025 financial statements
OLIVIER GENIS	Director	April 29, 2020 June 4, 2024	May 17, 2023	Meeting called to approve the 2025 financial statements
MICHEL GIANNUZZI	Director	May 18, 2022	April 28, 2025	Meeting called to approve the 2027 financial statements
FRÉDÉRIQUE KALB	Independent Director	April 29, 2020	May 17, 2023	Meeting called to approve the 2025 financial statements
ÉRIC LEFEBVRE Representing Bpifrance Participations	Director representing a legal entity	April 15, 2015	April 30, 2024	Meeting called to approve the 2026 financial statements
THIERRY MINVIELLE	Director	June 4, 2024		Meeting called to approve the 2025 financial statements
LISE NOBRE	Independent Director	April 15, 2015	April 30, 2024	Meeting called to approve the 2026 financial statements
ESTELLE ROUX Representing the company CoreDaher	Director representing a legal entity	May 30, 2002	April 30, 2024	Meeting called to approve the 2026 financial statements
THIBAUT SCARAMANGA	Vice-Chairman of the Board of Directors	April 22, 2014	May 18, 2022 April 28, 2025	Meeting called to approve the 2027 financial statements
CÉCILE TANDEAU DE MARSAC	Independent Director	April 26, 2019	May 18, 2022 April 28, 2025	Meeting called to approve the 2027 financial statements
JÉRÔME LEPAROUX	Secretary	June 4, 2024		

Strategy Committee

Secretary: Pascal Laguerre

- CoreDaher** Thibault Scaramanga (chair)
Damien Daher
- Bpifrance** Michel Giannuzzi
- Independent** Frédérique Kalb

On April 29, 2020, the Board of Directors resolved to reintroduce a Strategy Committee to replace the ad hoc Strategy and Development Committee. The Strategy Committee meets at least twice a year to analyze and decide on the strategic issues submitted to it. The Group's strategy is presented and discussed each year at a dedicated Board of Directors' meeting.

Governance Committee

Secretary: Aymeric Daher

- CoreDaher** Olivier Genis/Estelle Roux
- Bpifrance** Éric Lefebvre
- Independent** Lise Nobre (chair)
Cécile Tandeau de Marsac

The Governance Committee analyzes and proposes to the Board of Directors the level of compensation for the Chief Executive Officer and members of the Executive Committee. It is also responsible for planning future developments in the Group's governing bodies, proposing governance guidelines and evaluating the work of the Board of Directors. Its name and role were changed on July 18, 2024. It now has responsibility for overseeing the Sustainable Development policy and compliance with business ethics standards.

Audit Committee

Secretary: Jean-Philippe Grégoire

- CoreDaher** Damien Daher
Thibault Scaramanga
- Bpifrance** Michel Giannuzzi
- Independent** Anne Brachet (chair)

The role of the Audit Committee in terms of analyzing internal audit/control and risk management procedures involves:

- being informed by Executive Management about internal rules and procedures for

collecting and verifying information that guarantee data reliability;

- examining the Group's internal audit plan and the work program of the Statutory Auditors;
- meeting with internal control managers in order to learn about their work programs based on the defined objectives and obtain Group internal audit reports or a summary of those reports;
- together with the Group's operating managers, regularly reviewing all major risks (operational, financial, legal, environmental, human resources, IT, etc.);
- examining any issue likely to have a material impact on the Group's financial position or results;
- reviewing any transactions that could lead to a conflict of interests.

The Audit Committee proposes the appointment of the Statutory Auditors and is responsible for monitoring their work. It oversees the analysis and assessment of the main risks affecting the Group, as well as the analysis of interim and annual

financial statements before they are presented to the Board of Directors. The committee may seek the advice of the Statutory Auditors or any independent expert it deems necessary.

Sustainable Development Committee

Secretary: Julie de Cevins

- CoreDaher** Thierry Minvielle
Estelle Roux
- Bpifrance** Anne-Sophie Marin
- Independent** Cécile Tandeau de Marsac (chair)

The Sustainable Development Committee's missions cover the following areas:

- reviewing the Group's CSR strategy, ambitions, commitments, and projects, and making recommendations in this regard;
- ensuring the integrity, completeness, and exemplary nature of the CSR strategy and actions carried out and communicated by the Group;

- ensuring the Company and Group are sufficiently committed to non-financial compliance, ethics, and CSR in relation to the expectations of various stakeholders. In this capacity, the Sustainable Development Committee:
- monitors current CSR regulations;
- ensures that the internal CSR management system is robust and meets the external expectations and requirements it has identified;
- receives an annual presentation of the Group's ESG risk mapping;
- reviews, jointly with the Audit Committee, the risks and opportunities identified and the associated mitigation plans, and is kept informed of developments and the characteristics of the related management systems;
- reviews the Group's policies, standards and charters on CSR issues and ensures their effectiveness;

- gives an opinion on the completeness of the topics covered by the reporting systems, the annual Statement of Non-Financial Performance and, in general, any information required by the legislation in force on CSR, and makes recommendations for subsequent editions;
- reviews and evaluates ESG metric reporting procedures;
- monitors and critically reviews sustainable development issues and projects addressed by Group Governance, in terms of both actions and monitoring metrics;
- conducts the annual review of a summary of the Group's non-financial ratings and proposes areas for improvement.

The Board of Directors met five times in 2025, and each of its committees between three and seven times, depending on the matters analyzed.

EXECUTIVE COMMITTEE AND ITS SATELLITE COMMITTEES

ACTIVE MANAGEMENT FOR GLOBAL PERFORMANCE

Executive Committee

The Executive Committee defines and implements the Group's strategy. It fixes objectives, coordinates Group projects, allocates resources to operations and manages the Group's organization. It monitors operational performance and assesses the extent to which objectives have been met. It also coordinates Group-wide, strategic projects. The committee ensures that the Group's internal control policy is effectively applied by coordinating and monitoring internal control work within the Group. It particularly monitors action plans and the annual summary of internal audit reports. The committee meets two times a month.

Investments and Commitments Committee

Each subsidiary or sub-subsiary of the Group either has a Board of Directors and an Investments and Commitments Committee or just an Investments and Commitments Committee. When a subsidiary has a Board of Directors, the Board of Directors appoints the members of the Investments and Commitments Committee from among the directors of the Company and the members of the Group Executive Committee based on a recommendation of the Group Chief Executive Officer (by default, subsidiary directors are also members of the Investments and Commitments Committee). The Investments and Commitments Committee issues opinions on the commitments submitted to it by the Chief Executive Officer, and, if it issues a favorable opinion, the authorizing decision must be incorporated into the minutes of the following Board of Directors meeting. When a subsidiary has no Board of Directors,

the members of the Investments and Commitments Committee are appointed based on a recommendation of the Chief Executive Officer of the Group (by default, subsidiary directors are also members of the Investments and Commitments Committee). The Investments and Commitments Committee validates the delegations of authority granted to the Chairman of the subsidiary, gives authorizations for these to be exceeded, and appoints or dismisses the subsidiary company Chairman. The Head of the Group Legal Department coordinates the decisions taken by the Executive Committee outside the Investments and Commitments Committee, and guarantees that all Group procedures are duly applied. Members of the Board and the Investments and Commitments Committee express an opinion as often as is necessary by e-mail or any other means, and meet at least once per quarter. The Head of the Group Legal Department is responsible for summarizing their work.



RISK MANAGEMENT: STRENGTHENED GOVERNANCE TO SUPPORT THE TAKE OFF 2027 STRATEGY

In 2025, Daher continued to structure its risk management system in order to sustainably support the Group's performance and the achievement of its strategic plan. This approach consolidates an integrated vision of strategic, financial, and operational risks, while strengthening the alignment between risk management and sustainable development ambitions. ESG risks are covered at least one of these three categories. Managed at Group level, risk management is based on a standardized methodological framework that enables Daher to identify, assess, and address risks more rigorously.

Three categories—strategic, operational and financial risks—are analyzed according to a dual severity and likelihood rating, complemented by a control index. This approach makes it possible to identify major

risks, to monitor how they change from year to year, and to ensure the implementation and effectiveness of mitigation actions.

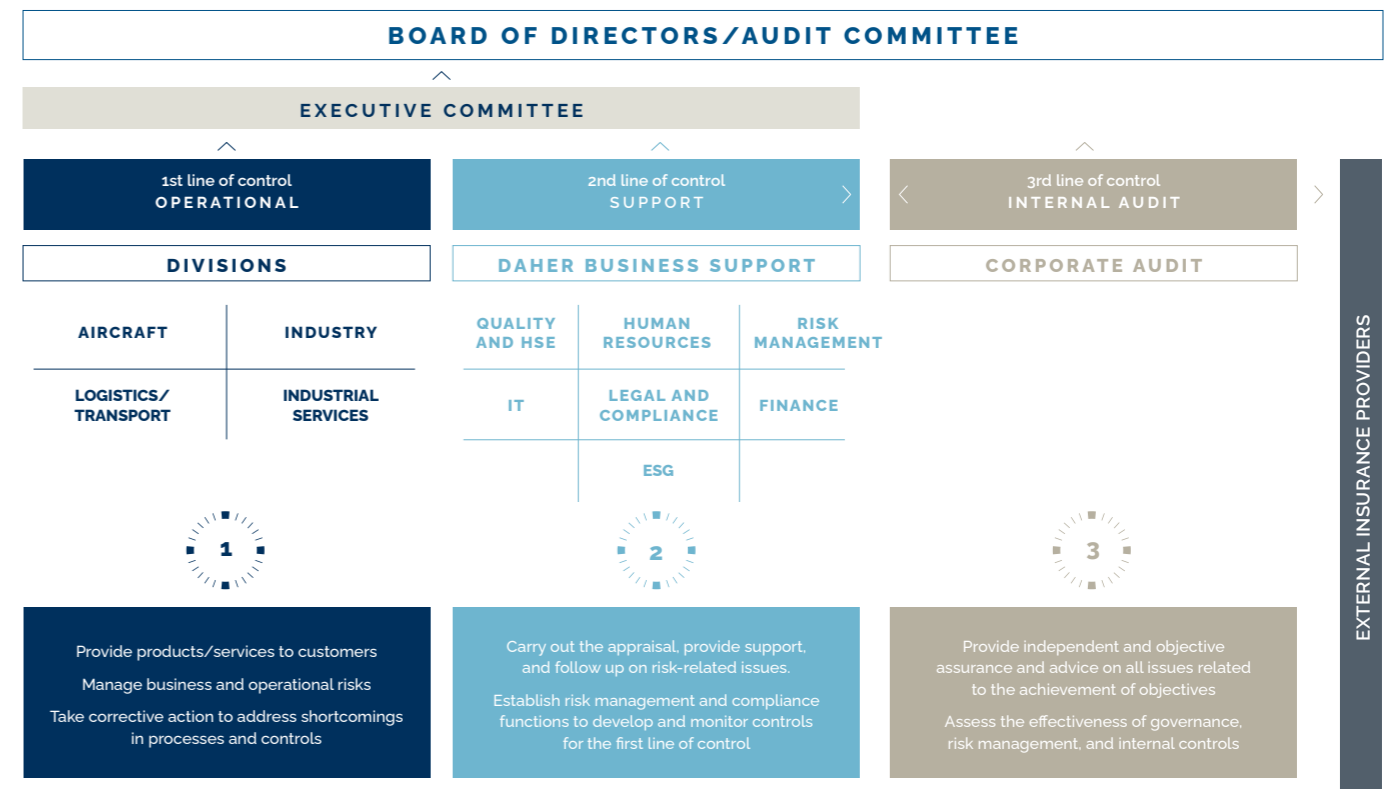
Under the supervision of the **Chief Sustainability Officer**, the risk manager leads the entire process: identification workshops, development of annual mapping, follow-up of action plans, and performance of specific analyses required for regulatory or sectoral issues (climate, ethics, geopolitics, markets). Risk owners, as representatives of the business lines, play a central role in the implementation and monitoring of the measures in place to deal with risks, thus consolidating an approach based on shared responsibility within the Company. They ensure risk sheets are kept up to date. These are used to assess the risks specific to their area of responsibility and track mitigation actions.

The Risk Owners Committee, which meets quarterly and is chaired by the CSO, is the system's key governance body. It reviews the status of each risk and is also responsible for raising the alarm by identifying weak signals that may generate new risks. Support functions, including internal audit, insurance, and information security, participate as permanent members, enriching discussions with their specialized expertise.

The 2025 procedure also introduced a structured annual schedule, guaranteeing a clear timeline of phases for collection, rating, arbitration, definition of mitigation

plans, and updating of the final mapping. This shared frequency reinforces the Group's anticipation and adaptability.

The Group's risk mapping is thus approved annually by the Executive Committee.



PERMANENT CONTROL

This framework is structured according to the "three lines of control" model, in which risk owners form the first line of control and directly manage risks in the business lines. They are supported by the second line of control represented by the corporate functions, in the form of operational support. Internal audit is the third line of control and carries out regular assessments of the effectiveness of risk management and internal control systems.

INDEPENDENT AND PERIODIC REVIEW

In particular, coordination between the risk management function and the internal audit function is ensured through regular routine procedures. During these, the risk manager informs internal audit of changes in the risks identified and issues alerts that will feed into the audit plan. In return, internal audit shares the findings of audits, the evolution of action plans associated with existing risks, and the emergence of new risks with the risk manager.

By combining methodological rigor, strengthened governance, and the integration of ESG factors, risk management becomes a key driver of resilience and sustainable performance. It helps safeguard the Company, clarifies strategic decisions, and guides Daher along a controlled and responsible path.

FINANCIAL GOVERNANCE AND 2025 TRAJECTORY

IN 2025, DAHER MAINTAINED ITS GROWTH PATH BY CONSOLIDATING ITS FINANCIAL MANAGEMENT, STRENGTHENING ITS GOVERNANCE MECHANISMS, AND PURSUING STRUCTURAL TRANSFORMATIONS. TWO KEY PLAYERS IN FINANCIAL GOVERNANCE REFLECT ON THE PROGRESS ACHIEVED DURING THE YEAR: ANNE BRACHET, CHAIR OF THE AUDIT COMMITTEE, AND JEAN-PHILIPPE GRÉGOIRE, CHIEF FINANCIAL OFFICER OF DAHER.

Jean-Philippe Grégoire
Chief Financial Officer
of Daher



WHAT IS THE ROLE OF THE AUDIT COMMITTEE IN DAHER'S GOVERNANCE?

A. B. / The Audit Committee is a key governance body. Its mission is to ensure the reliability of financial information so that decisions are based on solid, transparent, and robust foundations. As its chair, I bring a complementary perspective, deeply rooted in the industrial reality of the business lines. Daher combines strong industrial culture, rigorous family governance, and commitment to a profound transformation. My role is to support this dynamic by guaranteeing rigor, anticipation, and consistency.

J.-P. G. / The Audit Committee is pushing us to be better: more precise, more transparent, and faster in terms of execution. This is a relationship based on trust and high expectations that clearly serves the Group's overall performance. The Committee meets four times a year, before each Board of Directors meeting. A key moment is the analysis of the budget and the five-year plan, on which we make a recommendation. We also examine programs under development, assumptions used at the balance sheet date, impairment tests, and specific issues. The Committee may request additional analyses or stop a project if the financial or methodological conditions are not met — which happened this year on a real estate project.

J.-P. Grégoire

“Operational performance improved overall in 2025 and cash momentum was strong, which provides a sound basis for 2026.”

WHAT TOPICS DID THE AUDIT COMMITTEE COVER IN 2025?

A. B. / The Audit Committee has been working on several key projects: strengthening internal controls, improving risk mapping, and evolving the role of internal audit to provide more advice and support to the business lines. Our goal is to provide a 360-degree view of performance, encompassing both financial and operational aspects.

J.-P. G. / The year was also punctuated by major topics such as customs issues, movements in the dollar, the review of acquisitions and disposals, assumptions used at the balance sheet date, and the hedging policy, which required regular adjustments. We also continued to integrate recent acquisitions — Stuart, AAA — to harmonize practices, processes, and steering.

A. B. / In the end, the Committee fully played its strategic oversight role, ensuring consistency of the analyses and quality of the resulting decisions.

WHAT ROLE DOES THE D# PROGRAM PLAY IN THE FINANCIAL STRUCTURING OF THE GROUP?

J.-P. G. / D# is a major investment, but it moves us a step forward. The alignment of legal companies with the four business lines will make it possible, from 2026, to produce more reliable and relevant information, almost down to net income per activity. This is a major change: more strategic flexibility, improved consolidation, clarified indicators, and more robust management.

A. B. / D# is a decisive project to enhance the transparency and in-depth understanding of the Group's performance. As a director, I see a major step forward: having a clear and consistent overview by division, with aligned scopes, allows us to better understand the challenges, performance drivers, and risks specific to each business line, making it easier to make informed decisions.

HOW DO THE FINANCING CHOICES MADE IN 2025 ENABLE THE GROUP TO SECURE ITS STRATEGIC INVESTMENTS?

J.-P. G. / 2025 was a pivotal year, marked by a particularly successful refinancing and the unanimous extension of our revolving credit line, a tangible sign of the confidence our banking partners place in us. The introduction of factoring in the United States reinforces our financial flexibility. With liquidity of around €215 million at the end of the year, the Group can finance its operations, support its industrial transformations, and meet its 2026 deadlines without resorting to new financing. This sound position allows us to continue our structuring projects with confidence: industrial transformation, new aircraft programs, ramp-up efforts, third assembly line at Stuart, digitalization, AI, and technologies of the future.

A. Brachet

“The very positive reaction of investors, with the arrival of new partners, testifies to the confidence placed in Daher.”

A. B. / I agree with this observation. The Group's financial fundamentals are strong and demonstrate its ability to sustain growth without weakening the overall balance. The very positive reaction of investors, with the arrival of new partners, testifies to the confidence placed in Daher. In a sector such as aerospace with long-term visibility, having a solid financial foundation is crucial. The 2025 results demonstrate that the Group can pursue its strategic investments while remaining rigorous and disciplined.

WHERE ARE WE ON PROFITABILITY, A MAJOR FOCUS OF THE TAKE OFF 2027 STRATEGIC PLAN?

J.-P. G. / The Group's overall profitability has not yet met our 2025 targets, although three of our business lines are already profitable. Our Industry division has been penalized since 2022 by cost inflation that we have not yet fully passed on to our sales prices. Nevertheless, operational performance improved overall in 2025 and cash momentum was strong, which provides a sound basis for 2026.

A. B. / We're seeing a trajectory that's gaining momentum, with more precise management and greater financial discipline. Take Off 2027's objectives provide a clear direction. The sector is buoyant, the order backlog solid, and the organization better structured: all strengths that will help us reach our target levels.

Anne Brachet
Chair of the Audit
Committee



A BUSINESS MODEL THAT SHARES VALUE FOR ALL STAKEHOLDERS

We believe that crucial progress must be made to decarbonize our entire business, and that the “reinvention” of the aerospace industry will begin with general aviation. We also strongly believe that this reinvention, which is conceivable and achievable before the middle of the 21st century, will be beneficial and sustainable for mankind. We are bold enough to believe that the Daher team has a crucial role to play in this new “industrial revolution,” as it has done since 1863.

OUR RESOURCES

ENVIRONMENTAL METRICS

- **Energy consumption:** 119,387 MWh PCS
- **Waste management:** recovery rate of 67%
- **Investments:** 16 CORAC projects underway, including seven as a leader
- **Partnerships:** 15 active collaborations with start-ups

SOCIAL METRICS

- **Human resources:** Average headcount of 14,510 (+6.8% vs 2024), with 2,700 new hires in 2025 and 120,000 training hours. Work-study rate at 5.2% of total payroll
- **Diversity:** overall percentage of women employees at 27%
- **Health and safety:** 55% of employees trained in safety
- **Societal commitment:** €100,000 allocated by Daher to societal projects through the Fondaher endowment fund

GOVERNANCE METRICS

- **Certifications:** 100% of operational divisions certified to at least one standard (ISO 9001, ISO 14001, ISO 45001, ISO 50001, ENg100, ENg110, ENg120)
- **Training:** nearly 5,100 training hours for family shareholders

OUR STRATEGY

With **Take Off 2027**, the Group's ambition is to become a large, profitable international company developing in four complementary business lines

Aircraft

Design, manufacture, maintain and perpetuate excellence in aerospace by offering a global service for aircraft

Logistics

Optimize flow management and efficiency, ensuring supply to the plants and the success of industrial projects

OUR CORPORATE PURPOSE

“In the framework of our activities, unleash the potential of those who move the world forward.”

Sustainable development:

- ✓ being a pioneer in the decarbonization of the aerospace industry
- ✓ being a trusted partner to our stakeholders

Industry

Leverage our legitimacy as an aircraft manufacturer to reinforce the quality and reliability of our industrial expertise

Industrial services

Support our customers throughout the production cycle, whether *in situ* or *ex situ*

OUR ESG INITIATIVES



VALUE CREATION

ENVIRONMENTAL METRICS

- **Emissions reduction:** carbon intensity in France of 22.1 t CO₂e/€M (-5% vs 2024)
- **Products with a reduced or positive impact:** - a more carbon-neutral aircraft leveraging lessons learned from the EcoPulse demonstrator - TBM control pedals made from thermoplastic production waste (circular economy)
- **Sustainable innovation:** 54 patents for sustainable innovation

SOCIAL METRICS

- **Human resources:** 21% of management positions held by women, with a gender equality index of 89/100; 14% of work-study students converted to contracts at the end of training
- **Health and safety:** reduction in the workplace accident frequency rate of -20% in 2025 (TF1 Group 10.8 in 2025)
- **Societal commitment:** partnerships with “Elles Bougent” and Hanvol; events around Women's Rights Day, Pink October, and November

GOVERNANCE METRICS

- **Certifications:** 100% of operational divisions certified to at least one standard (ISO 9001, ISO 14001, ISO 45001, ISO 50001, ENg100, ENg110, ENg120)



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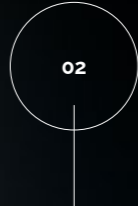
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SUSTAINABILITY REPORT





BUILDING A SUSTAINABLE, WELL-MANAGED AND LONGTERM INDUSTRIAL FUTURE

At Daher, sustainability is neither a peripheral initiative nor a mere exercise in compliance. It is a strategic choice at the heart of our industrial model, our governance and our long-term vision.

The year 2025 marked a significant milestone on this journey. First and foremost, it was a year of results. We achieved the goals we had set for ourselves on issues critical to the Group: employee health and safety, cybersecurity,

and the decarbonization of our operations. These were the result of concrete actions, implemented as close as possible to our business lines and sites, in a demanding industrial environment, both in the civilian and defense sectors.

But above all, 2025 was a year of consolidation and growth. Sustainability at Daher is now structured around twelve priority issues, covering all environmental, social, and governance dimensions. These issues are not theoretical: they are translated into operational roadmaps, tracked using shared metrics, and managed at all levels of the company, up to the Executive Committee and the Board of Directors.

This structure ensures consistency between our goals, our decisions, and our actions on the ground.

A key milestone in this process was the completion of our double materiality analysis, which is now fully aligned with the Group's strategy. This exercise enables us to identify and prioritize our impacts, risks, and opportunities by integrating sustainability matters with economic and industrial matters. It now serves as a valuable decision-making tool, supporting Daher's strategic management.

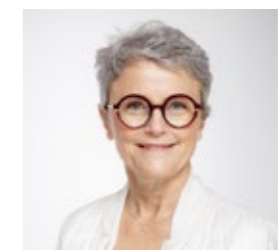
Against this backdrop, we decided to publish a voluntary sustainability report starting in 2025, even though Daher will not be subject to the European CSRD regulatory requirements until 2027. This report is a transitional report. It reflects our commitment to anticipate future developments, structure our internal processes, enhance the reliability of our data, and move steadily toward European reporting standards.

In practical terms, this forward-looking approach involves strengthening our governance frameworks, integrating ESG considerations into the Group's overall risk management, and implementing a voluntary audit process for certain sustainability-related disclosures. It is a demanding choice, but one that is necessary to ensure the credibility of our strategic direction and the trust of our stakeholders.

At Daher, sustainability is first and foremost an industrial and collective endeavor, committed to the long term. It aims to balance performance, responsibility, and resilience, serving our customers, our employees and society. The foundations are now solid. The coming years will be marked by expansion, increased maturity, and the ever-greater integration of these priorities into our strategic decisions.

Julie de Cevins
Director of Sustainable Development

“This report reflects our commitment to anticipate future developments, structure our internal processes, enhance the reliability of our data and move steadily toward European reporting standards.”



1. GENERAL INFORMATION (ESRS 2)

This section constitutes the Daher Group's sustainability statement (hereinafter the "sustainability report") for the 2025 financial year.

Although Daher is not yet subject to the requirements of the European CSRD Directive (transposed into Article L232-6-3 of the French Commercial Code), the Group chose to publish a voluntary sustainability report starting in 2025, thereby anticipating its planned inclusion in "Wave 2" in 2027.

This statement thus serves as a transitional report, aimed at fostering greater transparency, structuring internal processes for collecting and managing non-financial data, and engaging stakeholders in Daher's sustainability goals.

In this context, the Group relied on the simplified version of the European Sustainability Reporting Standards (ESRS) under discussion at the time, as applicable at the date of preparation of the 2025 sustainability report.

In some cases, difficulties in accessing reliable data have led to the use of estimates that may be refined in future years as the quality of available data improves.

Finally, the Group may, if necessary, need to adapt certain reporting and communication practices, as well as the internal control system related to the production of sustainability information, as part of a continuous improvement process.

1.1 INTRODUCTION & METHODOLOGY

The scope of this report includes all of the Group's subsidiaries, i.e., companies directly controlled by Daher. The work is based on a double materiality analysis conducted in 2024, which covers the value chain, including the Group's own operations as well as upstream and downstream activities.

In particular, this analysis identified impacts, risks, and opportunities (IROs) directly related to all or part of the Tier 1 value chain, as described in Section 1.2.1.3 (see Sections 1.2.3.1 and 1.2.3.2 for more details).

TIME HORIZON

The short-, medium-, and long-term horizons used in this sustainability report are those set out by ESRS: the short-term horizon is defined as the current year, the medium-term horizon spans two to five years, and the long-term horizon extends beyond six years.

Certain disclosure requirements are incorporated by reference:

ESRS (revised)	Disclosure requirement	Reference
ESRS 2 § 12	GOV-1 – Composition and diversity of the administrative, management, and supervisory bodies, their roles and responsibilities, as well as the expertise and qualifications of their members	Chap. 3 p. 35
ESRS 2 § 19	SBM-1 – Strategy, business model, and value chain	Chap. 2 p. 18 Chap. 3 p. 42
ESRS 2 § 17	GOV-4 – Risk Management	Chap. 3 p. 38

1.2 ESG STRATEGY

1.2.1 STRATEGY, BUSINESS MODEL AND VALUE CHAIN (SBM-1)

1.2.1.1 SUSTAINABLE DEVELOPMENT STRATEGY

FOR DAHER'S SUSTAINABLE DEVELOPMENT: A STRATEGY DRIVEN BY THE GROUP'S VALUES

BEING A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY THANKS TO OUR UNIQUE POSITIONING IN LOGISTICS SERVICES FOR THE AIRCRAFT MANUFACTURING INDUSTRY

BEING A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY



- Reducing the carbon emissions of our activities
- Engaging our suppliers in reducing their own emissions
- Reducing the carbon emissions of our products and services
- Reducing the carbon emissions of our aircraft
- Reducing our impact on the natural environment
- Adapting our sites and services to climate change

BEING A TRUSTED PARTNER FOR ALL OUR STAKEHOLDERS



- For our customers**
 - Guaranteeing the quality and safety of our products and services
- For our employees**
 - Ensuring healthy and safe working conditions
 - Being a responsible employer in our regions of operation
- For our shareholders**
 - Sharing values, a long-term strategy and profitability as essential levers for the sustainability of the family governance
- For our suppliers**
 - Implementing responsible procurement practices and ensuring respect for human rights
- For everyone**
 - Ensuring cybersecurity and information protection
 - Guaranteeing the highest ethical standards

BUILDING ON DAHER'S UNIQUENESS

Our four complementary businesses, our family governance model, our corporate purpose and the Daher Leadership Model

FOR MORE INFORMATION, SEE OUR 2025 SUSTAINABILITY REPORT



1.2.1.2 BUSINESS MODEL

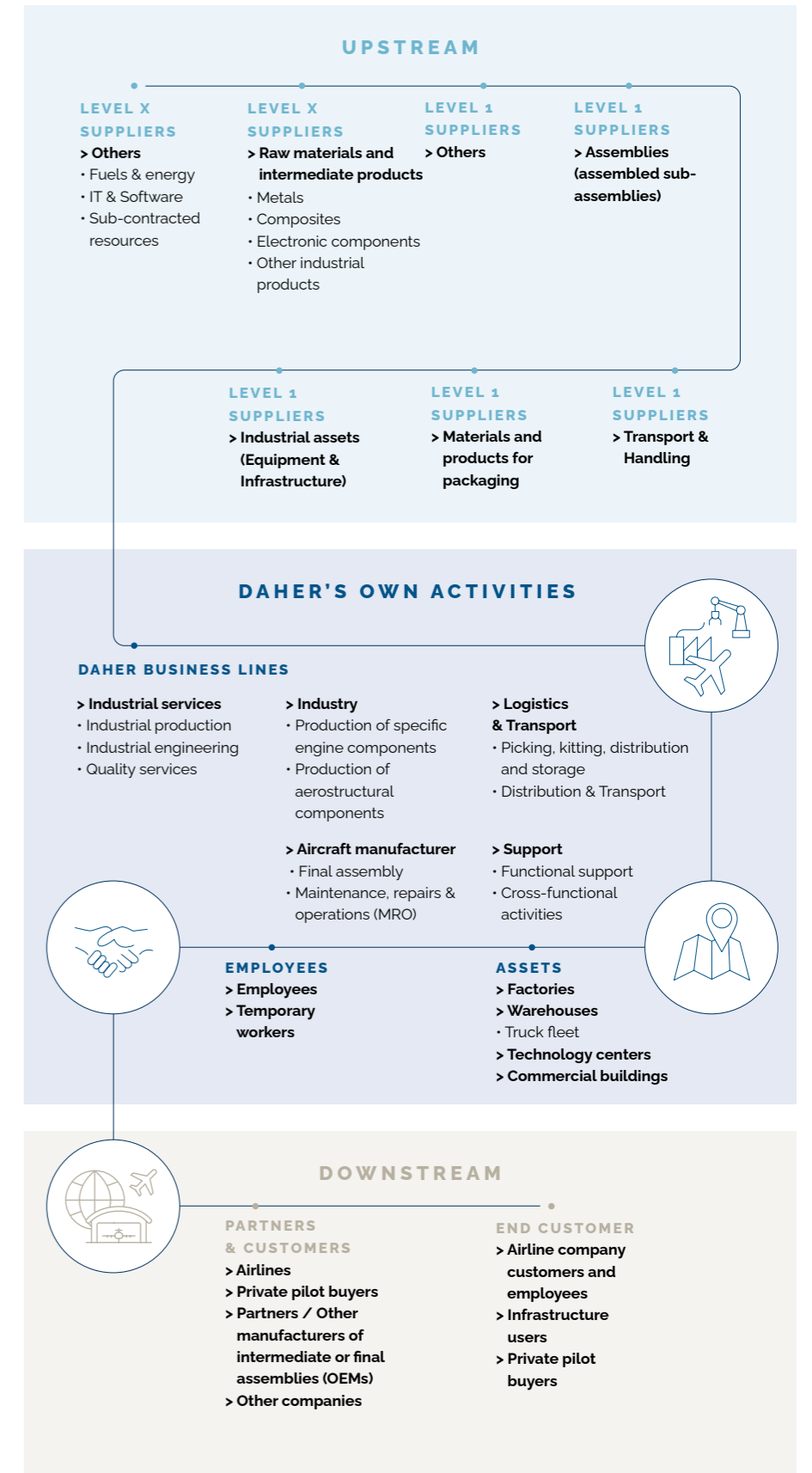
The complete business model can be found in the general section on pages 42 and 43.

It should be noted that Daher does not operate in the fossil fuel industry (sector 4), the chemical industry (sector 5), the production of controversial weapons (sector 6), or tobacco cultivation (sector 7).



1.2.1.3 VALUE CHAIN

- KEY STAKEHOLDERS
- VALUE CHAIN EMPLOYEES
- AFFECTED COMMUNITIES
- FINANCIAL PARTNERS
- CIVIL SOCIETY AND NGOS
- SOCIAL PARTNERS
- TECHNICAL GOVERNMENT AGENCIES AND INSTITUTIONS



1.2.2 STAKEHOLDER ENGAGEMENT (SBM-2)



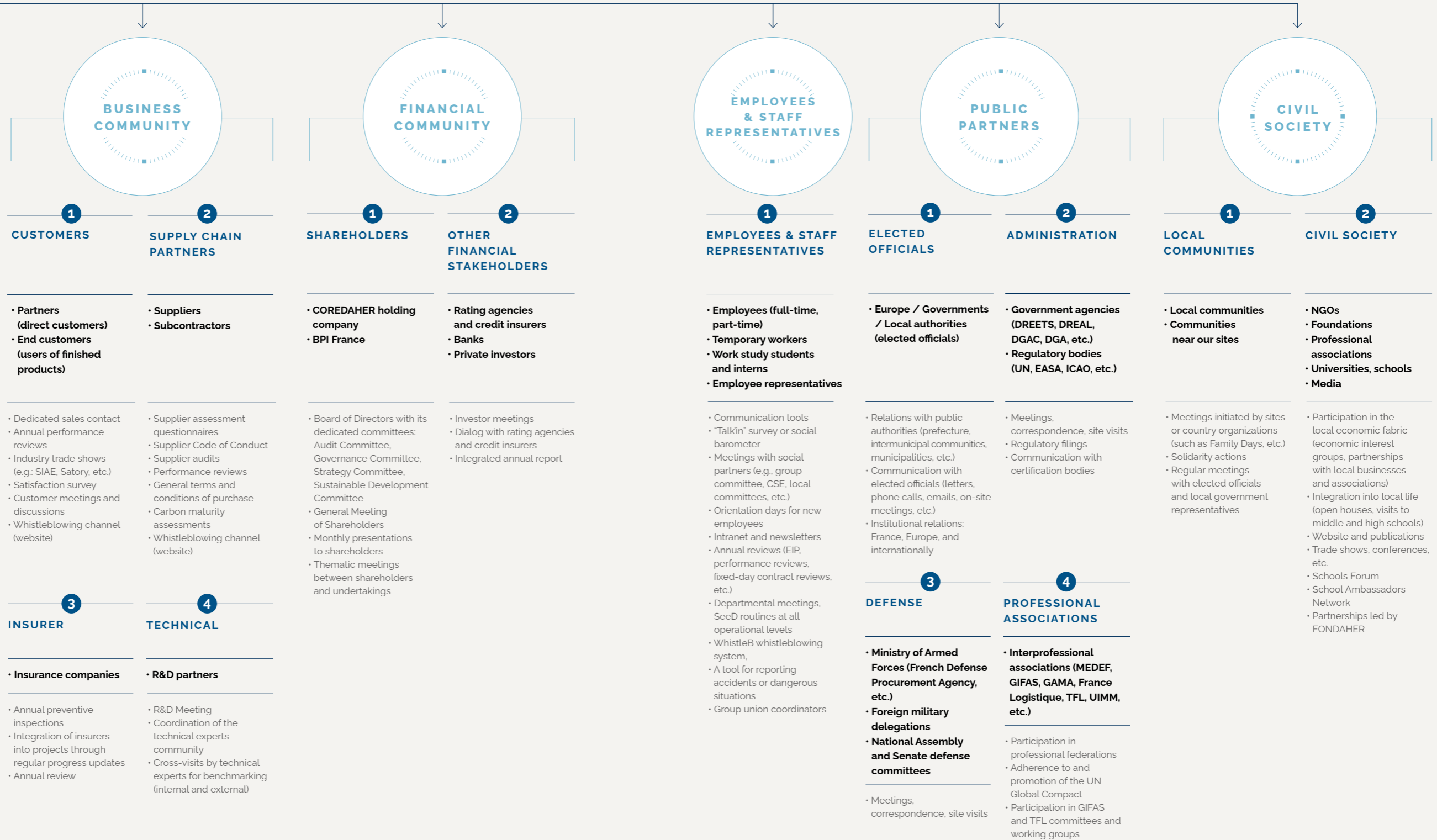
1.2.2.1 STAKEHOLDER MAPPING

CATEGORIES

GROUPS

TYPES

COMMUNICATION METHODS



The communication methods are tailored to each stakeholder category and led by management representatives. These representatives were fully involved in the development of the double materiality framework to ensure that Impacts, Risks, and Opportunities (IROs) are properly addressed and that the issues raised by stakeholders are integrated.

1.2.2.2 AWARDS AND CERTIFICATIONS

Daher relies on international standards as part of a process of continuous improvement. The selection of these standards is largely guided by the expectations of stakeholders such as customers, and they are all recognized, and even endorsed, within our industries.

UN GLOBAL COMPACT
Daher supports the Global Compact initiative

CSR / ESG CORPORATE SOCIAL RESPONSIBILITY

ecovadis
BRONZE | Top 35%
Sustainability Rating NOV 2025

Sustainability across four areas: Environment, Social and Human Rights, Ethics, and Responsible Procurement

Since 2018 as an "aircraft manufacturer"
Note 2025-2026, 65/100; 72nd percentile "Advanced" carbon management level vs. 2024-2025, 64/100; 80th percentile

ENVIRONMENT
CDP
Level of commitment to climate change since 2020 "A" rating in leadership in 2025 vs. "B" in 2024

SOCIAL
top EMPLOYER France 2025
Certifies excellence in HR practices Renewed for a third year (France)

GOVERNANCE
A signatory to the Responsible Procurement Charter since 2010, and certified under the RFAR (Responsible Procurement and Supplier Relations) label since 2022

Cybersecurity: ISO 27001 certified in January 2025 for France, Cyber Essentials certified in 2025 for the United Kingdom

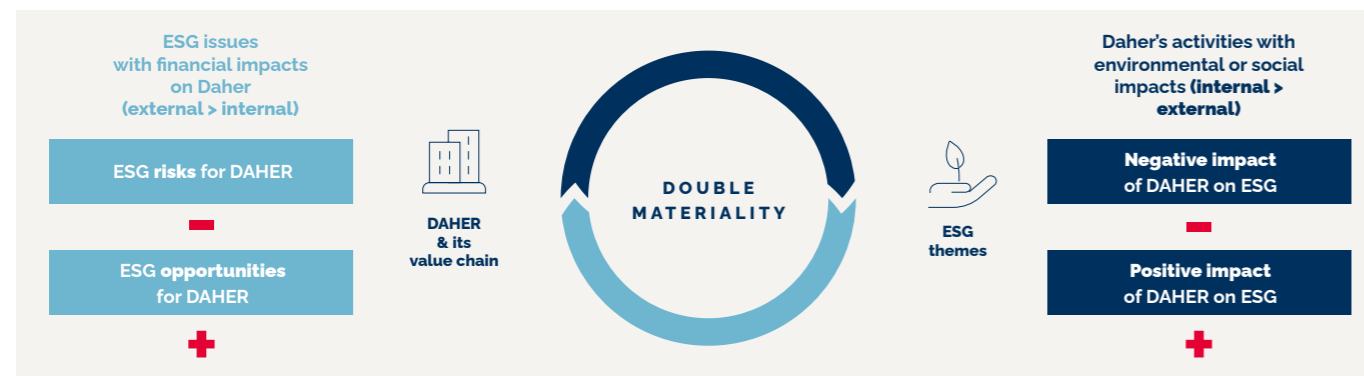
BOOST **ISO**
Daher is committed to the BoostAero initiatives as well as the major international certifications, to ensure quality, security, risk management, and reliability in its interactions with its entire ecosystem

1.2.3 IMPACTS, RISKS, AND OPPORTUNITIES

The Group's sustainability governance framework promotes strategic and operational alignment at all levels of the undertaking.

1.2.3.1 DESCRIPTION OF PROCEDURES FOR IDENTIFYING AND ASSESSING MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES (IRO-1)

As part of the implementation of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), Daher conducted its first double materiality analysis in 2024. This structured approach aims to identify the most significant sustainability matters for the Group by assessing impacts, risks, and opportunities (IRO) from two complementary perspectives: impact materiality (effects on people and the environment) and financial materiality (effects on the undertaking's economic performance).



GOVERNANCE OF THE DOUBLE MATERIALITY ANALYSIS PROCESS

The governance of the double materiality analysis was conducted using a combination of top-down and bottom-up approaches. Consultations with internal stakeholders were conducted throughout the process. This ensured that the various business areas and areas of expertise within Daher were represented, thereby guaranteeing close involvement at every stage of the exercise.

For this first double materiality analysis, Daher did not consult external stakeholders. However, since a consultation with them was conducted as part of the single materiality exercise carried out in 2023, their perspectives were indirectly taken into account.

The following governance structures were established or involved in this exercise:

- 1. The Steering Committee (CSRD COPII),** composed of members from the Sustainable Development and Finance Departments, oversaw the operational aspects of the project. This committee met monthly to make strategic decisions, approve key milestones, and coordinate the assessment work. It also oversaw the final review of the materiality scores.
- 2. The Executive Committee,** Daher's governing body, was convened on an ad hoc basis to approve the key findings of the analysis, including the final double materiality scores. This committee is also responsible for incorporating net risks into the Group's overall risk map, in collaboration with the Audit Committee.
- 3. The Board of Directors' Sustainable Development Committee,** established in 2024, is composed of independent directors, members of the shareholder family, and a representative from Bpifrance specializing in CSR. Its mission is to scrutinize the sustainable development strategy, validate objectives, monitor associated risks, and track the implementation of the roadmap. The double materiality analysis was presented to the Sustainable Development Committee in December 2025.

This multi-level governance structure enabled a strategic, operational, and technical approach, ensuring the quality, traceability, and legitimacy of the process for identifying and evaluating material IROs.

METHODOLOGICAL APPROACH

The analysis was conducted in five main stages:

- 1. Preliminary assessment and identification of IROs:** an in-depth literature review was conducted (internal reports, carbon footprint, stakeholder mapping, industry benchmarks, and international standards such as GRI and SASB). This phase identified a list of approximately 130 IROs.

2. Materiality assessment: Each IRO was rated using specific analysis grids. For impact materiality, the criteria include severity, scope, irreversibility, and probability. For financial materiality, the assessment is based on the probability of occurrence and the scale of financial effects, with thresholds defined as a percentage of EBITDA. The specific nature of the Group's activities and geographic locations was fully taken into account in the materiality assessment and did not reveal any risks or impacts specific to them. In particular, given the Group's geographic locations and activities, Daher is not particularly exposed to risks related to forced labor and child labor.

3. Definition of materiality thresholds: Daher conducted a double materiality analysis on "gross" sustainability matters before taking into account the actions implemented to address these matters. Impact thresholds and financial thresholds were established to define the level of severity or significance of the various IROs, and are rated on a scale from one to four. All scores were divided by four to arrive at a uniform rating scale, regardless of the criteria. An IRO was considered material if it received a score of two or higher in any of the aspects.

4. Refinement of scores: a scoring workshop brought together 19 internal stakeholders selected for their subject-matter expertise. The adjustments were documented and justified. A follow-up review phase allowed Steering Committee members to refine the assessments.

5. Validation: the results were successively validated by the Executive Committee and the Sustainable Development Committee to ensure their strategic alignment and robustness.

INTEGRATION OF THE VALUE CHAIN AND TIME HORIZONS

The analysis incorporated Daher's value chain, taking into account the IROs related to its own operations, upstream partners, and downstream customers.

Impacts were assessed across three time horizons as defined in Chapter 1.1.

STRIVING FOR CONTINUOUS IMPROVEMENT

This initial assessment provides a solid foundation for Daher's sustainability strategy. It will be reviewed regularly, particularly in the event of major regulatory, organizational, or sectoral changes. The future integration of external stakeholders will enrich the approach, strengthening the relevance and legitimacy of the analyses.

1.2.3.2 IMPACTS, RISKS AND OPPORTUNITIES (IRO-2)

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change adaptation (Climate risk)	Risk	Loss of or damage to physical assets and operational resources in the event of extreme or chronic weather events	▶	▶	▶	Short term
		Risk	Rising costs and difficulty accessing financing and insurance	▶	▶	▶	Short term
	Climate change mitigation (Transition risk)	Negative impact	Daher own aircrafts and products installed on OEM aircrafts contribute to greenhouse gas emissions	▶	▶	▶	Short term
		Positive impact	Participation in collaborative R&D projects to promote low-carbon innovations	▶	▶	▶	Short term
		Opportunity	Continued demand for next-generation aircraft will drive the undertaking's growth	▶	▶	▶	Medium term
		Opportunity	Continued demand linked to the development of electric/hybrid aircraft	▶	▶	▶	Medium term
		Opportunity	New business opportunities related to Daher's composites expertise	▶	▶	▶	Medium term
		Risk	Risk of further delays in the launch and development of medium-range programs	▶	▶	▶	Medium term
	Climate change Energy	Risk	Insufficient potential volumes of sustainable aviation fuel for the aviation sector to meet its climate change mitigation targets	▶	▶	▶	Medium term
		Risk	Growing demand from other industries undergoing transition is driving up prices for carbon fibers and other materials	▶	▶	▶	Medium term
		Negative impact	Use of materials with a high carbon footprint due to the extraction and production process	▶	▶	▶	Short term
		Negative impact	The carbon footprint of Daher's operations and supply chain, taking into account the relocation of production to energy-intensive countries	▶	▶	▶	Short term
		Risk	Rise in Daher's energy costs due to the production of energy-intensive aerospace components	▶	▶	▶	Short term
		Risk	The difficulty and high cost of replacing hazardous substances subject to restrictive regulations	▶	▶	▶	Medium term
E2	Substances of concern	Risk	Ineffective social dialog hinders and/or slows down the company's transformation	▶	▶	▶	Short term
		Negative impact	Deterioration of the physical well-being of Daher employees due to strenuous work, accidents, musculoskeletal disorders, occupational illnesses and exposure to uncontrolled substances — Health and Safety	▶	▶	▶	Short term
S1	Working conditions	Negative impact	Decline in employee productivity and employability due to insufficient training and skills development	▶	▶	▶	Short term
		Positive impact	Contributing to the creation of stable jobs throughout the value chain is made possible by a robust order backlog in the aerospace sector	▶	▶	▶	Short term
S2	Working conditions	Positive impact	Contributing to the creation of stable jobs throughout the value chain is made possible by a robust order backlog in the aerospace sector	▶	▶	▶	Short term
S4	End-user safety	Negative impact	Exposure of end-users to safety risks in the event of non-compliance with global aerospace regulations, which could lead to failures in the products, systems, or services provided by Daher	▶	▶	▶	Short term
G1	Corporate culture	Opportunity	An improved and sustainable business model has been achieved through the establishment of balanced commercial and contractual relationships with suppliers and customers	▶	▶	▶	Long term
	Corruption and influence peddling	Risk	Sanctions and damage to Daher's reputation due to non-compliance with anti-corruption and influence peddling regulations	▶	▶	▶	Medium term
Entity-specific	Cybersecurity	Risk	Damage to Daher's reputation and/or disruption of its operations and/or financial losses resulting from data breaches and/or cyberattacks	▶	▶	▶	Short term

1.2.3.3 IROS IN THE VALUE CHAIN

POSITIVE IMPACTS

- 1 Participation in collaborative R&D projects to promote low-carbon innovations
- 2 Contribution to the creation of stable jobs in the value chain thanks to the aerospace sector's dynamism

NEGATIVE IMPACTS

- 1 Aircraft and products installed on aircraft contribute to greenhouse gas emissions
- 2 Use of materials with a high carbon footprint due to the extraction and production process
- 3 Daher's carbon footprint in the context of off-shoring to energy-intensive countries
- 4 Health/safety risks related to working conditions and exposure to substances
- 5 Loss of productivity and employability due to insufficient training and skills
- 6 End-user safety risks related to non-compliance with aviation regulations

OPPORTUNITIES

- 1 Continued demand for next-generation aircraft will drive the undertaking's growth
- 2 Continued demand linked to the development of electric/hybrid aircraft
- 3 New business opportunities related to Daher's composite expertise
- 4 Sustainable business model based on balanced business relationships with key partners

RISKS

- 1 Loss or damage to physical assets and operational resources
- 2 Rising costs and difficulty accessing financing and insurance
- 3 Risk of delays in the launch of future medium-range programs
- 4 Insufficient SAF volumes for the aviation sector to meet its decarbonization targets
- 5 Growing demand from other industries undergoing transition is driving up material prices
- 6 Rise in Daher's energy costs due to the production of energy-intensive components
- 7 Regulatory constraints and costs associated with replacing dangerous substances
- 8 Ineffective social dialog hinders the undertaking's transformation and performance
- 9 Risks of reputational damage in the event of anti-corruption non-compliance
- 10 Cyber risks: reputational damage, operational disruptions, and financial losses

*Detailed list of IROs can be found in Chapter 1.2.3.2

KEY STAKEHOLDERS

- VALUE CHAIN EMPLOYEES 2 4
- AFFECTED COMMUNITIES
- FINANCIAL PARTNERS 1 2 9 10
- CIVIL SOCIETY AND NGOS
- SOCIAL PARTNERS 8
- TECHNICAL GOVERNMENT AGENCIES AND INSTITUTIONS 1 3 9

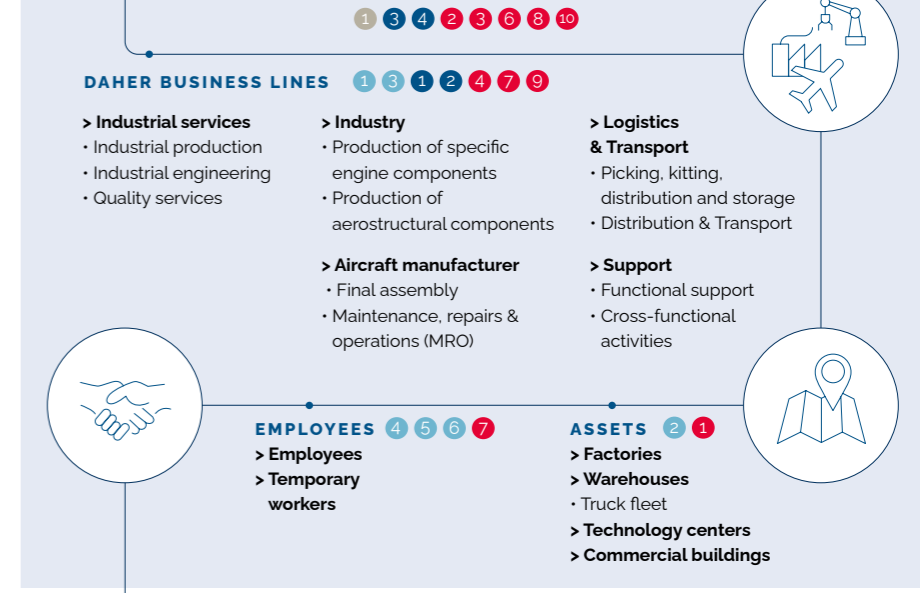
UPSTREAM 1 2 3 1 3 4 1 3 6 7 9 10



LEVEL 1 SUPPLIERS



DAHER'S OWN ACTIVITIES 1 3 4 2 3 6 8 10

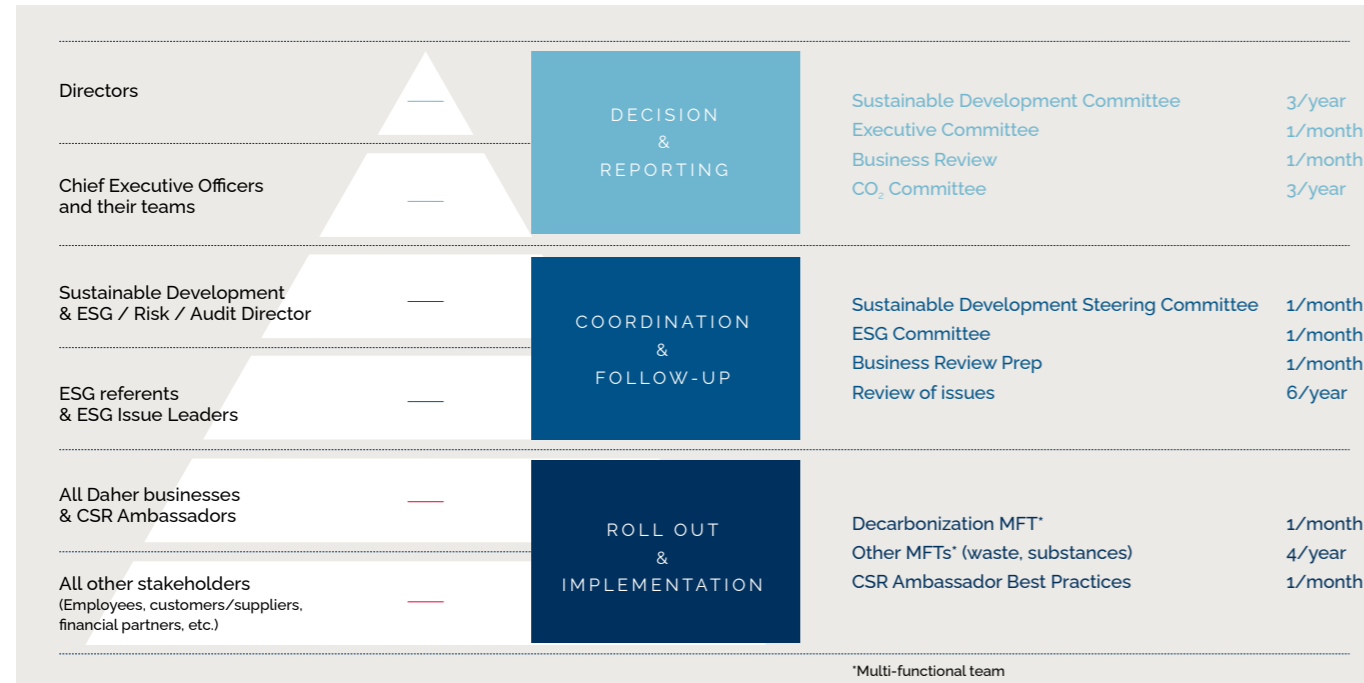


DOWNSTREAM 1 1 1 3 4 3 6 7 10



1.3 SUSTAINABILITY GOVERNANCE

1.3.1 THE ROLE OF ADMINISTRATIVE, MANAGEMENT, AND SUPERVISORY BODIES IN SUSTAINABILITY GOVERNANCE (GOV-1)



1.3.1.1 GOVERNANCE WITHIN THE BOARD OF DIRECTORS AND ITS SPECIALIZED COMMITTEES

The Daher Board of Directors relies on a Sustainable Development Committee to review matters related to sustainability.

The **Sustainable Development Committee** was established in 2024 to ensure rigorous oversight of sustainability matters. This committee plays a central role in briefing the Board of Directors and supporting its monitoring efforts on sustainability-related topics, including the climate, social responsibility, and human rights. It ensures the identification and prioritization of material ESG issues, assesses the relevance of the ESG roadmap in light of these issues, and monitors ESG performance metrics. To this end, it reviews the draft sustainability report, along with the observations of the sustainability auditor(s), prior to its presentation to the Board, and may provide any relevant comments in this regard. The Board of Directors then approves the report upon the recommendation of the Sustainable Development Committee.

The Sustainable Development Committee meets every three months. At each meeting, it monitors progress on policies, roadmaps, performance metrics, and related objectives for sustainability matters.

In 2025, the Sustainable Development Committee reviewed and approved the following:

- the list of IROs as part of the double materiality exercise;
- the 2025 Climate Policy.

The following topics were addressed during the reporting period:

- the decarbonization trajectories for Scopes 1 & 2;
- the 2024 carbon footprint assessment;
- the ethics program;
- the cybersecurity program;
- the training and awareness program on climate issues.

1.3.1.2 GOVERNANCE AT THE EXECUTIVE COMMITTEE AND GROUP LEVELS



The Executive Committee is responsible for approving the strategy and objectives of the sustainable development policy, as well as the associated metrics and targets, based in particular on the issues identified by the double materiality analysis.

Meeting regularly, it reviews sustainability matters, sets priorities, and defines action plans to achieve the objectives.

It also ensures that the means, investments, and resources committed are adequate to support the Group's sustainability ambitions and objectives.

In 2024, members of the Executive Committee received training on climate issues and the CSRD (two sessions lasting two hours each were held in 2024: one focused on the Task Force on Climate-related Financial Disclosures [TCFD] during a dedicated meeting, and the other focused on the CSRD during an EXCOM meeting).

The other bodies and operational committees involved in the governance of ESG issues are:

- Implementation and execution bodies
 - MFTs: cross-functional teams lead ESG initiatives at the local and site levels. They are led by the Sustainable Development Department.
- Coordination and information bodies
 - The CSO Executive Committee (CODIR): once a month, the ESG, Risk, and Audit teams meet to monitor overall progress on these issues.
 - The ESG Committee: composed of ESG referents from each Division, it meets once a month under the coordination of the Sustainable Development Department to share Group and Division updates and coordinate actions.
 - Bimonthly meetings with ESG issue leaders: the Sustainable Development Department coordinates with each ESG issue leader to monitor and challenge the progress of roadmaps and the evolution of KPIs.

- The CSR Ambassadors' meeting: this community meets once a month to share updates and coordinate local CSR initiatives.

- Decision-making and reporting bodies.

- Business Reviews: ESG performance metrics are shared once a month during performance reviews conducted at the Executive Committee level.

- The CO₂ Committee: a body newly created in 2025, it meets three times a year to validate each Division's decarbonization trajectory with the corresponding senior management and to decide on the resources to be allocated to these objectives.

1.3.2 INTEGRATION OF SUSTAINABILITY RESULTS INTO INCENTIVE SYSTEMS (GOV-2)

ESG objectives are integrated into the contractual variable compensation of all relevant employees, including members of the Executive Committee:

- a performance metric on the achievement of health and safety results (TF1);

- a performance metric based on achieving decarbonization results for operations (Scopes 1 & 2).

These metrics each account for 5% of the weighting for collective and individual objectives.

1.4 DUE DILIGENCE, RISK MANAGEMENT, AND INTERNAL CONTROLS OVER SUSTAINABILITY-RELATED INFORMATION (GOV-3 AND GOV-5)

1.4.1 STATEMENT ON DUE DILIGENCE (GOV-3)

Daher has implemented a structured due diligence framework designed to identify, assess, prevent, and mitigate actual or potential negative impacts related to its operations and its entire value chain. This framework is based on international standards, notably the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. It is integrated across all functions and geographic regions of the Group.

This process is based on several complementary pillars:

- **the double materiality analysis**, conducted in 2024, covering environmental, social, and governance (ESG) issues in terms of impacts, risks, and opportunities;

- **the regulatory framework**, including Daher's Code of Ethics and Good Conduct and the Supplier Code of Conduct;

- **risk mapping**, with regular assessments at the Group level to identify priority risks related to human rights, the environment, and compliance;

- **internal audit**, with an internal audit program designed to assess the maturity and compliance of processes;

- **actions and follow-up**, through the implementation of action plans, training, corrective measures, and the monitoring of key performance indicators (KPIs) in environmental (climate, pollution) and social (employees, value chain, consumers) areas;

- **reporting mechanisms**, especially the WhistleB internal whistleblowing platform, accessible 24/7, ensuring secure and confidential reporting.

Governance of this system is provided by the Executive Committee, supported by the Sustainable Development Committee and the Audit Committee. Operational coordination is jointly managed by the Legal Department, the Human Resources Department, and the Sustainable Development Department.

1.4.2 RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING (GOV-4)

The enterprise risk management process is integrated throughout Daher's management system and covers all stages of the value chain, based on a risk mapping exercise that assesses both the severity and likelihood of identified risks. Sustainability risks and opportunities are fully integrated into this process, as described in detail in Chapter 3.

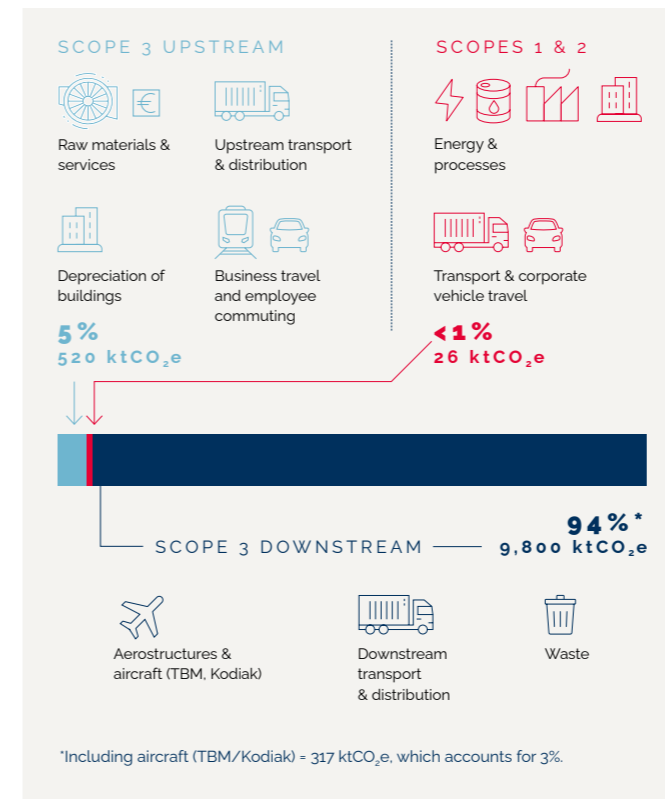
In recent years, Daher has incorporated new ESG-related regulatory requirements and, more broadly, all ESG risks into its risk management framework. The existing risk assessment criteria and matrices used in the Group's risk management framework served as the basis for the double materiality analysis conducted in 2024.

In terms of governance, the Sustainable Development Department also oversees the Risk and Internal Audit Department. In addition, the Group Chief Risk Officer was an integral part of the CSRD project team involved in defining the IROs.

2. A PIONEER IN DECARBONIZATION

2.1 CLIMATE CHANGE (E1)

2.1.1 CARBON FOOTPRINT ASSESSMENT



2.1.2 CLIMATE POLICY (E1-2)

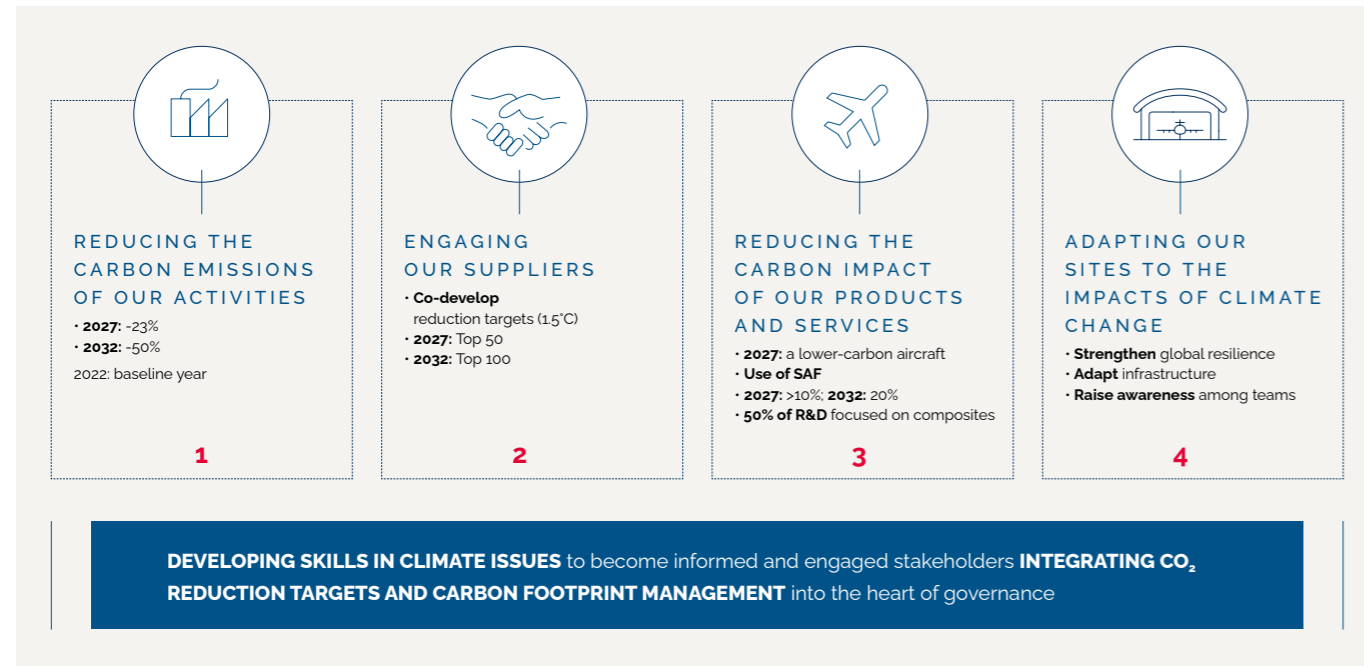
Daher's transition plan outlines the Group's past, current, and future mitigation efforts. In conjunction with Daher's business model and its strategy as described in its *Take Off 2027* plan, it underscores Daher's commitment to sustainable growth.

2.1.2.1 AMBITION AND STRATEGY

The Climate Policy implemented by the Group in 2022 gained momentum in 2025, reflecting its commitment to combating climate change and its determination to help reduce its own emissions and those of its value chain. In 2025, Daher updated and published its Climate Policy, structured around four key priorities and two levers defined with its greenhouse gas emissions profile in mind.



In 2025, Daher updated its comprehensive carbon footprint assessment for the year 2024 and had it certified by an independent third-party auditor, who determined that the statement was materially accurate, reliable, and fully compliant with applicable standards for the quantification, monitoring, and reporting of emissions. In this report, Daher is publishing the 2025 report for Scope 1 & 2 and the 2024 report for Scope 3. Starting in 2026, the complete carbon footprint assessment for the previous year (N-1) will be presented in the report.



To define its ambitions and low-carbon policy, Daher takes into account its carbon footprint and the challenges for its operations posed by the transition to a low-carbon economy. In this context, the Group has established emission reduction trajectories for 2027 and 2032 for Scopes 1 & 2 that are compatible with the commitments of the 2015 Paris Climate Agreement and aligned with the timeline of its strategic plans.

The Group's operations consist primarily of commercial and industrial activities that use materials and components sourced through its supply chain. The vast majority of the Group's emissions stem from:

- CO₂ emissions from aircraft produced by Daher over their lifecycle;
- the relative share of emissions from parts installed on our customers' aircraft over their lifecycle.

Furthermore, the Group holds ISO 50001 certification at its main energy-consuming site in Tarbes. This certification reinforces the Group's commitment to energy efficiency by establishing a structured management system that contributes to reducing consumption, costs, and greenhouse gas emissions.

2.1.2.2 DECARBONIZATION TARGETS AND TRAJECTORIES

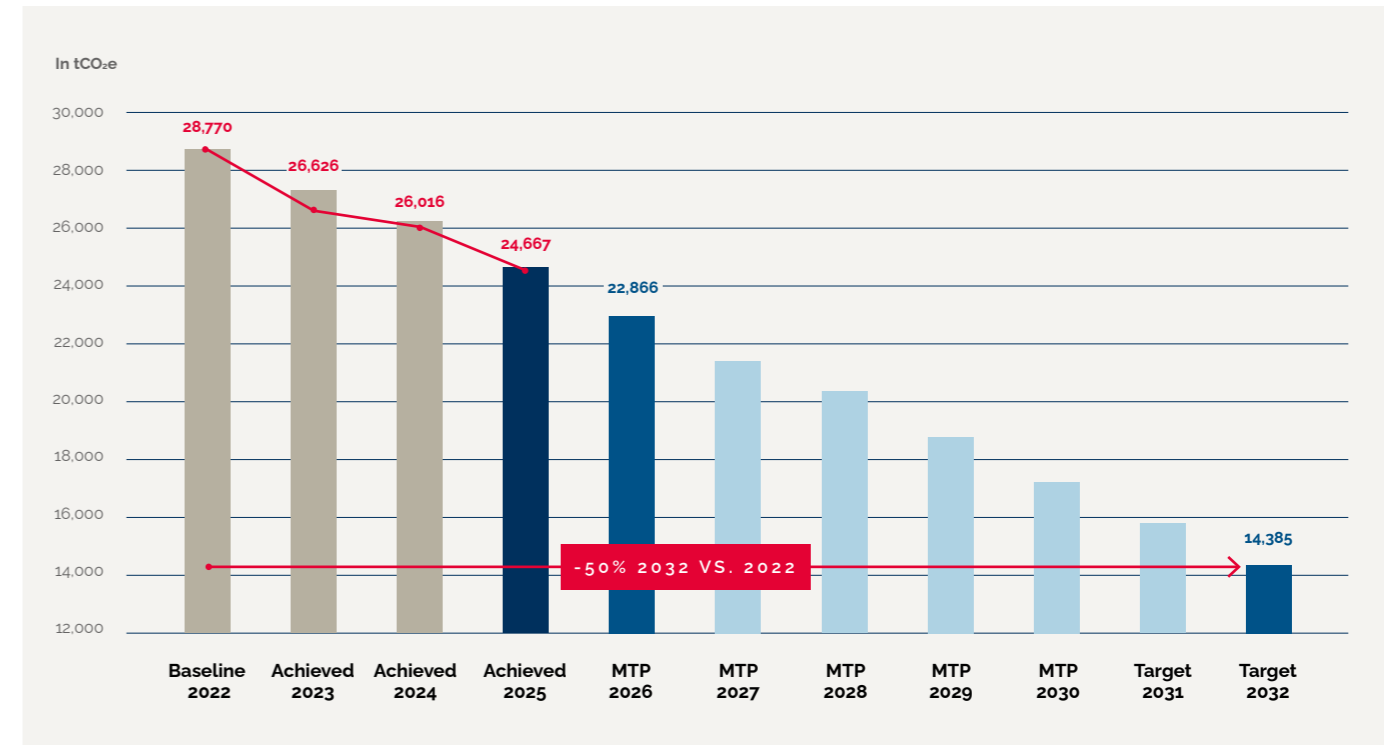
- Base year and values, alignment with the 1.5°C trajectory

	SCOPE	TARGET	BASELINE YEAR	TARGET YEAR	TRAJECTORY	TYPE
Medium-term target	Scopes 1 & 2	-23%	2022	2027	1.5°C	Absolute
Long-term target	Scopes 1 & 2	-50%	2022	2032	1.5°C	Absolute

- Scope 1 & 2 GHG emission reduction targets for 2027 and 2032

The initial targets were published in 2022. They were strengthened and expanded in 2025, using 2022 as the baseline year due to its representativeness in terms of business activity. However, certain baseline values were modified due to changes in scope or methodology.

The target was defined in accordance with the Greenhouse Gas Protocol (GHG Protocol) and in reference to the Science Based Targets Initiative (SBTi) methodology, with an ambition aligned with a 1.5°C trajectory, and with Scope 2 emissions calculated using the "market-based" method.



Scope 1 & 2 emissions have changed as follows in recent years (in t CO₂e):

Scope	2022 - BASELINE		2024		Change vs. 2022	2025		Change vs. 2022
	Value	Distribution	Value	Distribution		Value	Distribution	
Scope 1	15,804	55%	14,066	54%	-11%	13,460	55%	-15%
Scope 2	12,966	45%	11,949	46%	-8%	11,207	45%	-14%
Scopes 1 & 2	28,770	100%	26,016	100%	-10%	24,667	100%	-14%

The figures are calculated on a market-based basis and presented on a 2025 like-for-like basis. Specifically, the Nuclear business (divested at the end of 2024) and the operations at the Carquefou and Malville sites (divested in early 2025) have been restated and excluded from the 2022 baseline figures and the actual figures for 2024 and 2025.

- Strategies for reducing Scope 3 GHG emissions by 2032

At this stage, Daher has not set specific target figures for reducing Scope 3 greenhouse gas emissions, but has nevertheless defined a roadmap presented in Chapters 2.1.3.3 and 2.1.3.4. This decision is primarily driven by two factors. First, the majority of Scope 3 emissions stem from activities located downstream in the value chain, over which the company has limited control. Second, Daher is prioritizing efforts to reduce direct emissions (Scopes 1 and 2), over

which it has full operational control. Daher continues to improve the quality of its data, engage with value chain partners, and monitor evolving market methodologies so that, when conditions are right, it can set credible and scientifically sound Scope 3 reduction targets.

The Daher Group has defined priority areas of focus to reduce its upstream and downstream Scope 3 emissions. These areas align with the sector-wide decarbonization of the aerospace industry.

- The three main areas of focus are:
 - engaging the value chain to reduce the carbon footprint of its purchases of goods and services (see § 2.1.3.2);
 - reducing emissions from its Aircraft products (see § 2.1.3.3);
 - reducing emissions from its Aerostructure products (see § 2.1.3.4).

Scope 3 emissions have changed as follows in recent years (in kt CO₂e):

SCOPE	2022		2024		Change vs. 2022
	Value	Distribution	Value	Distribution	
Cat 1 – Purchases	232	2.5%	513	4.9%	+121%
Cat 11 – Use of sold products	8,946	97.3%	9,813	94.6%	-10%
Other Scope 3	15	0.2%	48	0.5%	+213%
Total	9,193	100%	10,374	100%	+13%

The increase in Scope 3 Category 1 (purchases) is due, on the one hand, to business growth and, on the other hand, to a more comprehensive calculation; in particular, the US subsidiaries were included in the calculation in 2024, including the Stuart, Florida, site – acquired by Daher in mid-2022 – and the Sandpoint site.

The increase in Scope 3 Category 11 (use of sold products) is entirely due to business growth; production rates for aircraft equipped with parts manufactured and delivered by Daher have risen.

Locked-in emissions were not estimated for the current financial year. At this stage, the company does not have sufficiently consolidated data on the remaining useful life and future emissions associated with its assets to establish a reliable estimate. The double materiality analysis did not identify this issue as material in the short term.

2.1.3 EMISSIONS REDUCTION

2.1.3.1 REDUCTION OF EMISSIONS FROM ACTIVITIES (E1-1; E1-3; E1-4)

2.1.3.1.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change Energy	Risk	Rise in Daher's energy costs due to the production of energy-intensive aerospace components	▶	▶	▶	Short term

2.1.3.1.2 GOVERNANCE

A governance framework for decarbonization is in place within the Group and is based on the following bodies, using a dual bottom-up and top-down approach:

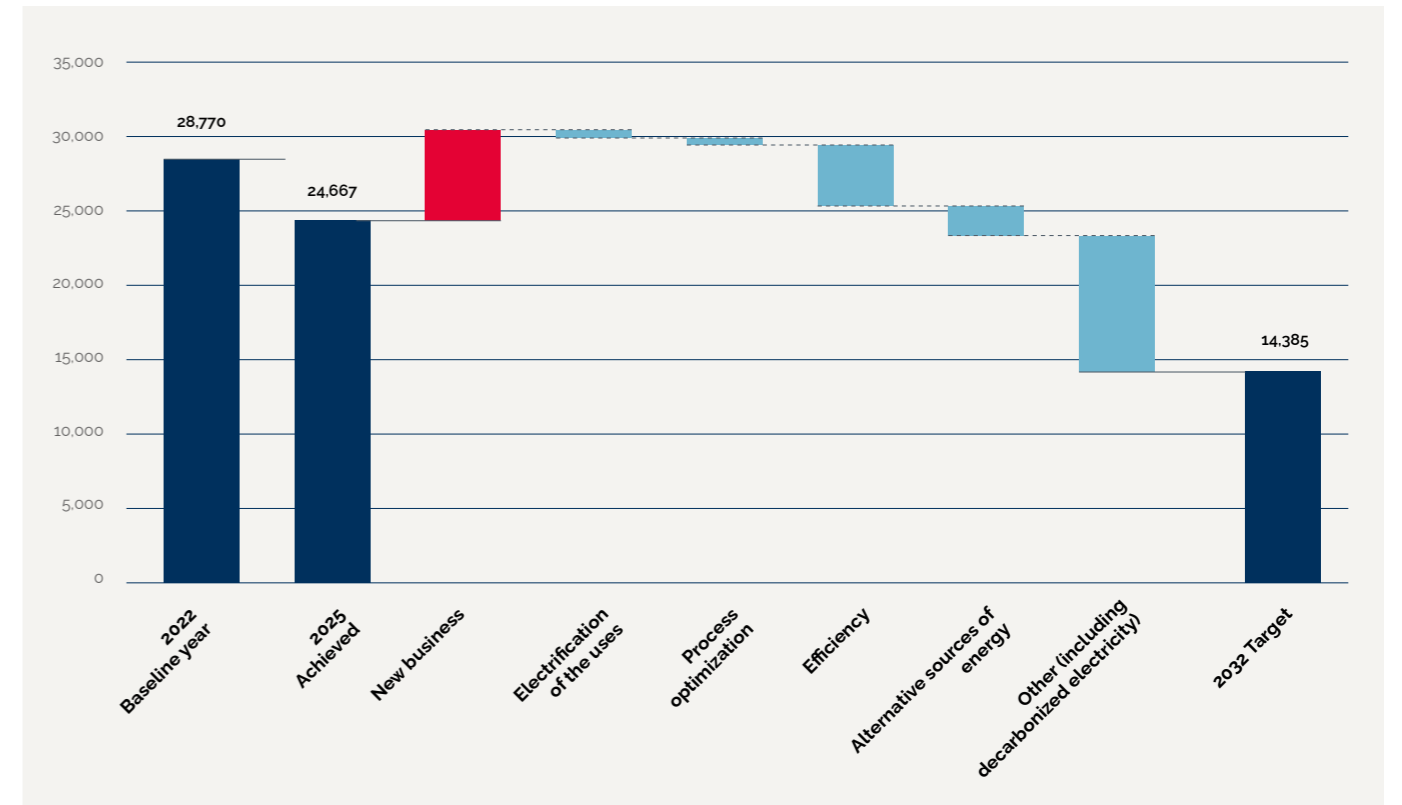
- The **Decarbonization MFTs**, led by the Sustainable Development Department, meet monthly at the site and division levels. Composed of local representatives (General Services, HSE) and central representatives (Engineering), these bodies establish action plans to reduce CO₂ emissions and oversee their implementation. They are deployed across all industrial sites in France and internationally, as well as at the most significant logistics sites;

- The **Executive Committee monitors progress toward CO₂ targets on a monthly basis during performance reviews (known as Business Reviews)**. The Scope 1 & 2 carbon footprint is updated monthly at the Division and site levels;

- **CO₂ committees**, newly established at the end of 2025, review each Group division's CO₂ trajectories three times a year and decide on associated actions and resources. During budget preparation, this body sets the applicable targets. These committees bring together the Chief Executive Officer of each Division, the Sustainable Development Department, and the Division's ESG referent.

2.1.3.1.3 DECARBONIZATION LEVERS AND ROADMAP

Daher has implemented detailed action plans tailored to each scope and each significant emissions category and has identified six major decarbonization levers. However, at this stage, the undertaking has chosen not to publish their quantification. The necessary data and assumptions are not yet sufficiently stable to allow for an estimate consistent with the requirements of ESRS E1.



1. Energy conservation and efficiency

In 2025, Daher continued its "low-carbon gembas" program at its sites to identify opportunities for energy savings. The method was rolled out at most of the Group's sites, particularly at the Lanne and Sandpoint sites in 2025. It is now integrated into operational routines.

Daher has also launched a specific action regarding heating and established a catalog of energy-saving measures to be implemented for the winter of 2025.

Other initiatives have also been carried out, such as:

- replacing lighting with LED fixtures in workshops and warehouses;
- revising heating and air conditioning guidelines;
- insulating the roof of the Montrichard industrial site;
- replacing aging equipment (radiators, air conditioning units, etc.);

- providing logistics staff with heated vests to ensure employee thermal comfort at two logistics sites and lowering heating temperature settings;

- replacing workshop doors with rapid-opening doors (Stuart);
- modifying control systems and optimizing equipment warm-up times (Nantes);
- optimizing the operation of the air handling unit (AHU) (Tangier);
- roof coverings on two office buildings, with additional work planned for 2026 (Marignane).

In 2026, Daher will continue its campaign to replace energy-intensive and aging equipment (air conditioning units, compressors, etc.) as well as its lighting replacement campaign.

2. Electrification of the uses

Initiatives to electrify the uses have also been launched in France, including:

- the installation of an electric boiler to replace a gas boiler (Tarbes);
- the gradual replacement of internal-combustion-engine service and company vehicles with electric or hybrid vehicles

3. Phase-out of fossil fuels

In France, Daher is increasing its use of Sustainable Aviation Fuel (SAF, blended with up to 50% fossil-based kerosene) for its own flight operations (test flights, maintenance) at the Tarbes and Toussus-le-Noble airports, where TBM aircraft are manufactured and maintained. The share of SAF rose from 2.4% in 2024 to 8% in 2025. Daher is aiming to increase this share to 20% by 2032.

Regarding its truck fleet, Daher has XTL biofuel tanks in Tremblay-en-France and Cornebarrieu and sources fuel from the networks. The share of bio-XTL rose from 12% in 2024 to 15% in 2025 of the Group's total fuel consumption.

4. Process improvement

Daher has launched an energy monitoring program at its industrial sites to improve energy consumption management, reduce its carbon footprint, and enhance its competitiveness. Implemented in Montrichard, Tarbes, Nantes, and soon in Tangier, this solution allows for the precise measurement of energy consumption, the

identification of anomalies, and the optimization of equipment efficiency through centralized data analysis.

5. Energy mix

Studies are underway to install solar panels at some of its sites in Morocco and the United States.

6. Purchasing carbon-free electricity

In France, Daher has been purchasing renewable energy certificates since 2023 to cover its entire electricity consumption. In total, 64% of the Group's electricity consumption in 2025 was covered by renewable energy certificates. Discussions are underway regarding the purchase of carbon-free electricity at the Group's other sites, particularly in Morocco and the United States.

7. Training initiatives for climate matters

In 2025, a pilot training program was rolled out to 192 employees to raise their awareness of climate change matters. During the 15 sessions, 180 decarbonization actions were identified.

By the end of 2025, the training was expanded through e-learning modules to 3,000 employees and made mandatory for 600 of them. Daher aims to train 90% of the required target population by 2026.

As a reminder, the Executive Committee received training on the TCFD (Task Force on Climate-related Financial Disclosures) and the CSRD in late 2024.

2.1.3.2 REDUCING EMISSIONS ACROSS OUR VALUE CHAIN

2.1.3.2.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change mitigation (Transition risk)	Negative impact	Use of materials with a high carbon footprint due to the extraction and production process	▶	▶	▶	Short term
		Negative impact	The carbon footprint of Daher's operations and supply chain, taking into account the relocation of production to energy-intensive countries	▶	▶	▶	Short term

2.1.3.2.2 POLICY AND GOVERNANCE

As part of its Climate strategy, Daher is extending its commitment to suppliers by encouraging them to reduce their own emissions. Formal commitments were made public in 2025, particularly regarding the upstream value chain, as they involve:

- assessing suppliers' carbon maturity;
- collecting CO₂ data from these suppliers;
- collaborating with the highest-emitting suppliers to work toward a goal of reducing their Scope 1 & 2 emissions.

The goal is to gradually bring on board, by 2032, the top 10 (2025), then the top 50 (2027), and finally the top 100 (2032) suppliers, representing nearly 66% of Scope 3 CO₂ emissions from purchases (2024 data).

The requirement for suppliers to demonstrate transparency and commitment is formalized in the Supplier Code of Conduct (PRE-0244), which is signed for each new contract or contract renewal.

Governing the challenge "committing our suppliers to reducing their own emissions" involves several internal stakeholders. It is jointly managed by the Procurement Department and the Sustainable Development Department.

Quarterly steering committee meetings monitor progress and decide on priorities.

An initial campaign targeting suppliers

Based on a 2024 carbon footprint assessment of its purchases (across the entire financial consolidation scope and validated by a third-party organization), the segmentation of Daher's suppliers enabled the launch of an initial campaign in 2025 targeting 35 suppliers. These suppliers account for a volume of CO₂ emissions exceeding that of the top 10 identified suppliers, representing more than one-third of total emissions.

As part of the project, several tools were developed in 2025, including:

- a questionnaire and an evaluation grid to assess current positioning, the existence and consistency of a decarbonization trajectory, and the ability to provide CO₂ emissions data for products sold to Daher;
- a data visualization platform enabling the use of campaign results for project reporting, as well as their use by the Procurement team to monitor suppliers and their commitments;
- the integration of carbon maturity into supplier selection tools during the bidding process.

Dialog with suppliers

Daher initiated the first steps toward dialog with its supply chain at the International Paris Air Show (SIAE) in 2025 by organizing a roundtable discussion on the topic "The Decarbonization of Aerospace Supply Chain Activities," which brought together some thirty suppliers. The goal was to share best practices for reducing energy consumption and CO₂ emissions. Other opportunities for dialog emerged as part of the campaign and are continuing today.

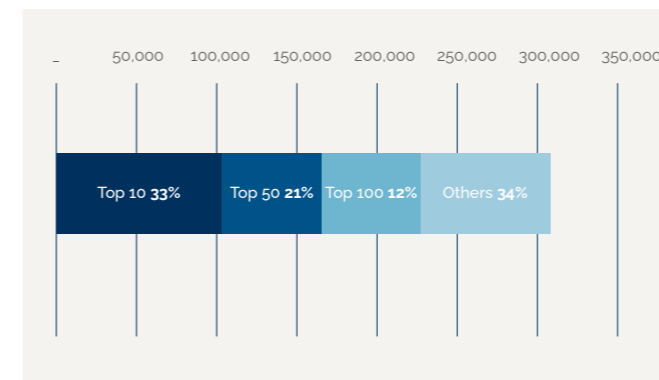
Training for buyers

The Procurement team is an integral part of the Group that should be prioritized for training on climate issues and decarbonization levers. The "Engage for Climate" training program, launched in the first half of 2025 as an in-person course and rolled out as an e-learning course starting in November 2025, will provide training for all buyers. The goal is to enable them to co-develop decarbonization solutions with their suppliers. Daher is tracking the training rate for the priority group, which stood at 41% at the end of 2025.

Transport integrated into the roadmap

In 2024, Daher initiated a process dedicated to the specific activity of transport purchased for the purposes of its own operations, by formally and voluntarily committing to the FRET21 initiative (EVE program). A commitment to reduce CO₂e emissions by at least 8% (in absolute terms) over three years, based on 2023 data, and the corresponding action plan were approved by an independent commitment committee in December 2024 (Ministry of Transport, ADEME, AUTF). The review of the 2024 results at the end of the first quarter of 2025 by an independent third party confirmed compliance

CO₂ EMISSIONS 2024 PURCHASES (tCO₂e) SUPPLIER SEGMENTATION



2.1.3.2.3 ROADMAP

In line with the commitments made under its Climate Policy (see "Policies" section), Daher is rolling out a multi-year supplier decarbonization initiative, with the following targets for 2025.

with the commitments made through concrete actions such as the modal shift from air to sea for a product flow between France and the United States (-382 tCO₂ avoided in 2024) or the use of biodiesel for logistics shuttles operated by our partners (392 tCO₂ avoided in 2024).

Performance indicators

In 2026, Daher will track two metrics:

- the percentage of CO₂ emissions covered by CO₂ data provided by suppliers - and therefore excluded from monetary ratios - which stands at 0% in 2025, with a target of 10% in 2026;

- the percentage of CO₂ emissions from analyzed suppliers that are committed in a mature decarbonization approach: 4% in 2025 with a target of 15% in 2026.

2.1.3.3 REDUCING EMISSIONS FROM OUR AIRCRAFT

As an aircraft manufacturer, Daher is committed to the aerospace sector's decarbonization roadmap (formalized in 2022 in Resolution A41-21 of the International Civil Aviation Organization and in Article 301 of French Law 2021-1104 on Climate and Resilience, and confirmed by the General Aviation Manufacturers Association [GAMA] in May 2023).

2.1.3.3.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change mitigation (Transition risk)	Negative impact	Daher own aircraft and products installed on OEM aircraft contribute to greenhouse gas emissions	▶	▶	▶	Short term
		Opportunity	Continued demand for next-generation aircraft will drive the undertaking's growth	▶	▶	▶	Medium term
		Opportunity	Continued demand linked to the development of electric/hybrid aircraft	▶	▶	▶	Medium term
		Risk	Insufficient potential volumes of sustainable aviation fuel for the aviation sector to meet its climate change mitigation targets	▶	▶	▶	Medium term

2.1.3.3.2 POLICY AND GOVERNANCE

Decarbonizing aircraft is one of the key points of the Daher Group's "Take Off 2027" strategic plan, with the main objective of working to develop a lower-carbon aircraft. As part of the 2025 Climate Policy, the following two areas of focus have been outlined:

- launching a lower-carbon aircraft that incorporates technical solutions to reduce CO₂ emissions;

- enabling the use of 100% Sustainable Aviation Fuel (SAF) in its aircraft.

For the past three years, the Aircraft Division, supported by the Technology Department, has been structuring and driving the aircraft decarbonization roadmap through a dedicated steering committee.

In particular, Daher draws on various research projects by CORAC (French Council for Civil Aeronautical Research) focused on aircraft hybridization and the expansion of SAF use.

2.1.3.3.3 ROADMAP

In order to target and prioritize its actions, Daher uses the methodology recommended by ADEME: the Kaya identity. This breaks down CO₂ emissions from transportation into three levers: energy efficiency, carbon intensity, and usage.

Energy efficiency: always striving to do better

With its turboprop aircraft, Daher already has aircraft that are 30% to 40% more energy efficient than jet or turbofan models of similar size and use.

However, the Aircraft Division is constantly working to improve the energy efficiency of its aircraft.

Carbon intensity: finding an alternative to jet fuel

Daher is closely monitoring developments in engine technology that should meet decarbonization challenges, with two main areas of focus:

1. Developing the use of SAF (Sustainable Aviation Fuel)

Aircraft marketed by Daher can already be refueled with SAF, up to a limit of 50% as defined by the authorities. Daher will participate in the CADET research project, in partnership with ATR, Airbus Helicopters, and the French National Center for Aerospace Research (ONERA France), which aims to study the compatibility of engines with 100% SAF.

2. Propulsion and non-propulsion hybridization of aircraft

The EcoPulse project, conducted in 2023 and completed in 2024, led to the design of a demonstrator whose first flights in November 2023 provided valuable insights into the integration of electric batteries and propulsion using this type of energy. Building on this project and its findings, Daher is now studying propulsion hybridization for the Kodiak (post-2030) and non-propulsion hybridization for the TBM (pre-2030), as part of the CORAC project named "TAGINE," conducted in collaboration with Safran, Ratier-Figeac, and Ascendance.

Usage: data to guide pilots

Usage - that is, the piloting decisions made by pilots - will be key to reducing CO₂ emissions.

Several projects are underway to identify information that can help reduce carbon impact during flight preparation and execution. To this end, Daher relies on data relating to emissions from its own aircraft via a connected tool that collects a wide range of

information (speed, fuel consumption, altitude, etc.) which can be communicated to pilots via the application developed by Daher, "Me & My TBM."

With this app, it will also be possible to indicate where to refuel with SAF in France or around the world.

2.1.3.4 REDUCING EMISSIONS FROM OUR AEROSTRUCTURE PRODUCTS

Equipment refers to all aerostructure and engine components produced by Daher and sold to its customers, including aircraft manufacturers and engine manufacturers. Downstream Scope 3 (Category 11 of the GHG Protocol) covers indirect emissions generated by the use and end-of-life of equipment sold by Daher.

This accounts for 94% of the Group's carbon emissions, including 3% from its own aircraft (direct downstream Scope 3) and 91% from products and services provided to its customers (indirect upstream Scope 3) - aircraft manufacturers or engine manufacturers - and installed on their platforms.

Daher contributes to reducing aviation emissions by making equipment lighter and improving the surface finishes and aerodynamic characteristics of aerostructure components.

2.1.3.4.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change mitigation (Transition risk)	Negative impact	Daher own aircraft and products installed on OEM aircraft contribute to greenhouse gas emissions	▶	▶	▶	Short term
		Positive impact	Participation in collaborative R&D projects to promote low-carbon innovations	▶	▶	▶	Short term
		Opportunity	Continued demand for next-generation aircraft will drive the undertaking's growth	▶	▶	▶	Medium term
		Opportunity	New business opportunities related to Daher's composites expertise	▶	▶	▶	Medium term
		Risk	Risk of further delays in the launch and development of medium-range aircraft (SMR)	▶	▶	▶	Medium term
		Risk	Growing demand from other industries undergoing transition is driving up prices for carbon fibers and other materials	▶	▶	▶	Medium term

2.1.3.4.2 POLICY AND GOVERNANCE

Since 2009, Daher's Research and Development Department has focused on composite materials, alternative materials that significantly reduce the weight of parts. This technology fully meets the needs of the sector and provides significant weight savings. Daher has been working on these solutions for several years for its own aircraft, the TBM and Kodiak, as well as for aerostructures installed

on its customers' aircraft. These parts are intended to replace metal parts, which are used in the majority of older Airbus A320 and Boeing 737 programs. This R&D strategy is continuing today through various research projects carried out independently or in partnership, many of which are part of CORAC projects.

Daher's goal, as outlined in its Climate Policy, is to be a pioneer in the lightweighting and decarbonization of aircraft structures, and Daher has committed to allocating at least 50% of its R&D budget to composite materials.

This ambition is broken down into several specific objectives:

- achieve technological maturity for subsystems by 2027: a necessary step to be selected for preparatory programs ahead of the Short Medium Range (SMR);

- achieve industrial maturity for its products and sub-assemblies by 2035: become a major player in SMRs and market its own zero-waste products.

The R&D Department, which reports to the Chief Technology Officer (CTO), a member of the Group's Executive Committee, coordinates various roadmaps on topics such as aerostructures, propulsion, and aircraft. To ensure that this work meets customer expectations, most of these initiatives are carried out in collaboration with customers, such as the Wing of Tomorrow composite wing project, which is being led in partnership with Airbus.

2.1.3.4.3 ROADMAP

Rethinking every aircraft part

For the past ten years, Daher has been developing its aircraft components to reduce their weight and thus lower fuel consumption and CO₂e emissions, while also cutting costs. On the TBM, these developments have led to weight reductions in the following areas:

- air intake, cowling, engine mount: -10% mass (composite technology);
- the NACA duct and distributor: -50% mass (additive plastic manufacturing);
- the fuselage: -15% mass (composite technology);
- the engine environment: -50% mass (additive plastic manufacturing).

Shap'in: a composite accelerator

The Shap'in tech center, launched in 2023 at the Saint-Aignan-Grandlieu site near Nantes, is contributing to the industrial technological maturity of Daher. Located near the factory specializing in thermoplastic aerospace parts, Shap'in allows work and research to be carried out on composite structural components, particularly through pre-developments with its customers. It also contributes to regional development and helps train the younger generations.

Ecodesign: software that makes a difference

Thanks to a partnership with the IPC Industrial Technical Center, Daher has tested life cycle analysis software that allows it to ecodesign its new products. Daher has also contributed to enhancing the software with composite-related data. This tool, called C3R Impact, is now used on a daily basis to gather and enhance data.

Two initiatives were recently recognized at the JEC¹ in January 2026:

- the "Highly Loaded Thermoplastic Wing Rib" project, a highly stressed thermoplastic composite wing rib designed for future aerospace programs - in partnership with Victrex, the Luxembourg Institute of Science and Technology (LIST), CETIM, AniForm, and DGAC (Directorate General of Civil Aviation) was honored at the JEC Composites Innovation Awards in the Aerospace (Components) category. This innovation reduces weight (-22% compared to aluminum), optimizes assembly costs (-15% compared to bolted assembly), and shortens production cycles (-25% compared to bolted assembly), while meeting the high production rate requirements for future aircraft. It also helps reduce fuel consumption and CO₂ emissions (-12.5 tCO₂ per rib over the lifetime of a single-aisle aircraft), with the added benefit of the recyclability of thermoplastic parts (unlike thermoset composites);
- the project to reuse an A380 pylon fairing presented by Toray Advanced Composites - in partnership with Airbus, Daher, and Tarmac Aerospace - won the JEC Innovation Award in the Circularity and Recycling category. This collaborative end-of-life recycling program aims to extend the life cycle of composite materials and create a closed-loop recycling system for aerospace applications.

¹ JEC is a nonprofit organization dedicated to promoting composite materials and developing their markets

2.1.4 CLIMATE CHANGE ADAPTATION (E1-3; E1-4)

2.1.4.1 IMPACTS, RISKS, AND OPPORTUNITIES

Climate change adaptation is one of the sustainability matters identified as part of the Double Materiality exercise. This issue concerns the Group's ability to identify, assess, and manage the physical risks and associated opportunities related to climate change.

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E1	Climate change adaptation (Climate risk)	Risk	Loss of or damage to physical assets and operational resources in the event of extreme or chronic weather events	▶	▶	▶	Short term
		Risk	Rising costs and difficulty accessing financing and insurance	▶	▶	▶	Short term

2.1.4.2 POLICIES

As part of its Climate 2025 policy, Daher is committed to analyzing the climate risks at its sites and the key sites in its value chain by 2027, and to developing adaptation plans for the most vulnerable sites by 2032.

2.1.4.3 ROADMAP (E1-3)

In 2022, with the support of AXA Climate, Daher conducted an initial assessment of climate risks at approximately 30 sites, including 11 Daher sites as well as certain sites in its upstream and downstream value chain (14 supplier sites and five customer sites). The assessment of current and future climate risks for these sites in Daher's portfolio was conducted using the two global warming scenarios (SSP2-4.5 and SSP5-8.5) for several time periods:

- baseline: 2022;
- projection: 2030 and 2050.

This assessment was updated in 2023 and completed in 2024 as part of the TCFD-CSR analysis to prioritize the assets in its value chain that are most at risk.

The study conducted by AXA Climate for Daher reveals that Daher's own assets have a generally moderate level of exposure. The main climate risks are flooding and heat exposure. The most exposed sites are located in the United States, Japan, and Mexico, while French assets remain at low or moderate risk.

By 2026, Daher plans to supplement this approach with an exposure and vulnerability analysis of its own sites to identify the sites most at risk and develop an adaptation plan.

This approach will then be extended to its value chain, focusing on the most exposed sites.

2.1.5 METRICS (E1-5; E1-6; E1-7; E1-8)

2.1.5.1 ENERGY CONSUMPTION AND MIX (E1-5)

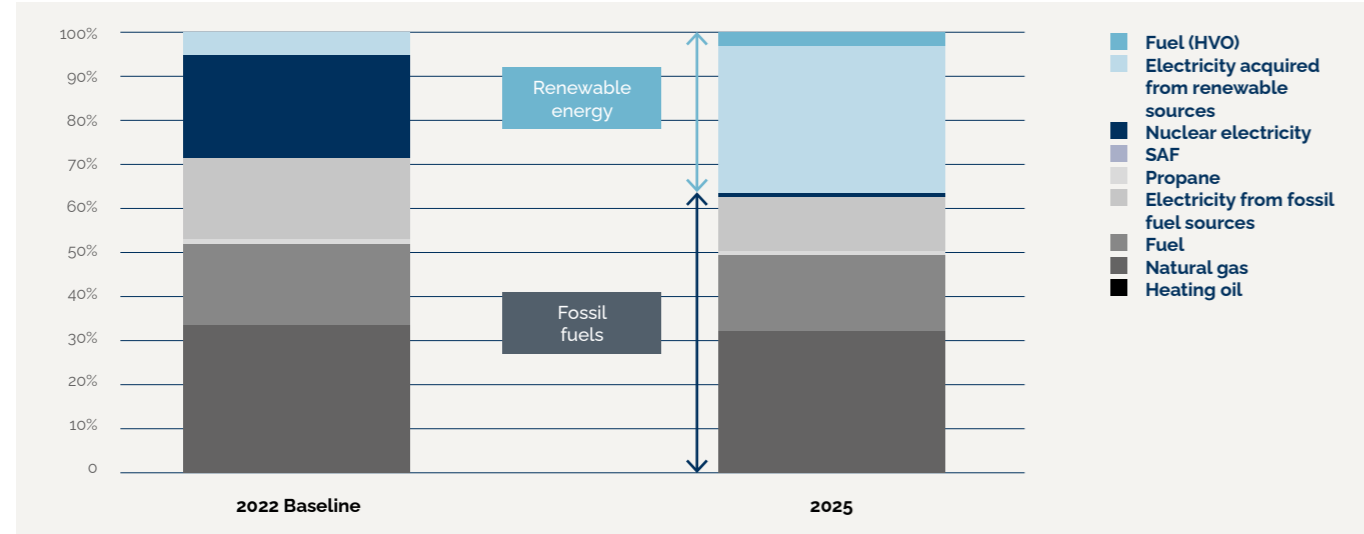
Quantitative information regarding energy consumption is reported as final energy consumption. This information is provided and used to calculate energy intensity based on the identification of the Group's activities within high climate impact sectors under the CSRD.

Analysis of the Group's activities has led to the conclusion that:

- virtually all activities fall within high climate impact sectors;
- the portions of activities that might not fall within these high climate impact sectors are not isolated either in terms of data collection to identify their energy consumption or in terms of their revenue. They are conducted at establishments and within legal entities whose primary business activities fall within high climate impact sectors.

Daher therefore assumed that, for the purposes of calculating the energy intensity required under the CSRD, all of the Group's activities should be considered to fall within high climate impact sectors.

Changes in the energy mix in consumption



Information regarding energy consumption and mix is as follows:

TYPES OF ENERGY SOURCE	ENERGY CONSUMPTION (IN MWH) AND MIX GRI-302-1-E	2022	2023	2024	2025	CHANGE 2025 VS 2022	CHANGE 2025 VS 2024
Fossil fuel sources	Natural gas	40,904	37,274	35,552	37,374	-9%	+5%
	Fuel	22,570	22,384	21,471	20,781	-8%	-3%
	Heating oil	291	254	164	228	-22%	39%
	Propane	1,753	1,833	1,766	1,789	+2%	+1%
	Electricity from fossil fuel sources	22,766	14,951	14,929	14,389	-37%	-4%
	Total fossil fuel consumption (MWh)	88,285	76,695	73,882	74,560	-16%	+1%
	<i>Share of fossil fuel sources in total energy consumption (%)</i>	72%	64%	63%	62%		
Nuclear sources	Nuclear electricity	28,593	1,588	1,584	1,454	-95%	-8%
	Total nuclear energy consumption (MWh)	28,593	1,588	1,584	1,454	-95%	-8%
	<i>Share of nuclear sources in total energy consumption (%)</i>	23%	1%	1%	1%		
Renewable sources	Electricity acquired from renewable sources	6,125	40,129	39,224	39,980	+553%	+2%
	Fuel (HVO)	232	517	2,324	3,026	+1,205%	+30%
	SAF	0	0	105	367	0%	+250%
	Total renewable energy consumption (MWh)	6,357	40,645	41,653	43,373	+582%	+4%
	<i>Share of renewable sources in total energy consumption (%)</i>	5%	34%	36%	36%		
	Total energy consumption	123,234	118,928	117,120	119,387	-3%	+2%
	Energy intensity	79.6	71.7	65.2	63.9	-20%	-2%

Revenue from activities with a significant climate impact (used in the intensity calculation above) corresponds to the income statement line item, adjusted for divestitures and acquisitions that occurred during the 2022-2025 reference period.

2.1.5.2 GHG EMISSIONS (E1-6)

The values used since the 2022 baseline year have been modified due to the following significant changes:

- the inclusion in Scope 1 of emissions related to kerosene consumption and company vehicle fuels;
- the divestiture of the Nuclear business and the Carquefou and Malville sites led to an adjustment of emissions across the three scopes.

The scope of the 2025 environmental reporting is identical to that of the financial scope, excluding activities divested during the reporting period.

Daher had its 2024 carbon footprint assessment certified by an independent third-party organization, APAVE (R135066919-002-1 – ISO 14064-3 and 14065 standards), to ensure its robustness and completeness.

The complete carbon footprint assessment, covering Scopes 1, 2, and 3, for the 2025 period will be updated in 2026 and published on Daher's website following the release of this report. **Consequently, this report presents an overview of emissions for 2025 for Scopes 1 and 2 and for 2024 for Scope 3. The complete carbon footprint assessment for 2025 will be available on the website starting in the second quarter of 2026.**

The information regarding greenhouse gas (GHG) emissions under Scopes 1, 2, and 3 is as follows:

GHG EMISSIONS (IN TCO ₂ E) GRI-305-01 AND 305-02	2022	2023	2024	2025	CHANGE 2025 VS 2022	CHANGE 2025 VS 2024
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions	15,804	14,721	14,066	13,460	-15%	-4%
Scope 2 GHG emissions						
Gross Scope 2 GHG emissions – location-based	12,966	13,261	13,123	12,285	-5%	-6%
Gross Scope 2 GHG emissions – market-based	12,966	11,905	11,949	11,207	-14%	-6%
Scope 1 & 2 GHG emissions – market-based	28,770	26,626	26,016	24,667	-14%	-5%
Significant Scope 3 GHG emissions						
Cat 1 – Purchased goods and services	232,112		513,482			
Cat 11 – Use of sold products	8,946,184		9,813,077			
Other Scope 3 categories	15,198		47,604			
Scope 3 GHG emissions	9,193,494		10,374,163			
Total GHG emissions						
Total GHG emissions – location-based	9,222,264	27,982	10,401,353	25,746		
Total GHG emissions – market-based	9,222,264	26,626	10,400,179	24,667		
Scopes 1 & 2 GHG emissions intensity – market-based	18.6	16.1	14.5	13.2	-29%	-9%

Daher does not generate any direct biogenic emissions resulting from the combustion or decomposition of biomass.

- Data collection process

GHG PROTOCOL CATEGORY	APPLICATION FOR DAHER	DATA SOURCE
Scopes 1 & 2 - Direct and indirect emissions related to energy	All emissions resulting from energy consumption (electricity, gas, fuel, heating oil, refrigerant gas, kerosene) at Daher sites, excluding consumption included in rent charges. Scope: France and international subsidiaries, industrial and logistics sites.	Energy supplier invoices (EDF, ENI, TOTAL, SHELL, other suppliers tracked in SAP), subsidiary energy collection files, internal platforms (PowerQuery, SAP). Expected consumption data not collected during the reporting period were estimated based on the previous year's consumption for the same month. ADEME emission factor table for France and the French Ministry of Energy for electricity at international subsidiaries, updated once a year on January 1. In 2025, the source of electricity emission factors was changed for foreign countries to refine the Scope 2 calculation. The electricity emission factors used until now were provided by ADEME. They are now derived from more recent official sources (U.S. Department of the Environment, the Mexican Government, AIB, Data.Europa). The impact of this change in source on Scope 2 emissions was a reduction of 523 tCO ₂ e in 2025.
Scope 3 Cat. 1 - Goods and services purchased	Emissions related to the purchase of goods and services necessary for business operations (raw materials, supplies, services, etc.). Monetary approach applied to all of the Group's purchases, including subsidiaries not in SAP.	Purchased amounts (SAP, accounting files), ADEME monetary ratios, purchasing/management control consolidation files.
Scope 3 Cat. 2 - Fixed assets	Emissions attributable to depreciated fixed assets (material and non-material assets). Calculation based on consolidated depreciation by asset type for 2024, using a rule-of-three calculation based on depreciation figures for 2024 and 2022.	Consolidated depreciation figures provided by the finance department; emission factors provided by ADEME.
Scope 3 Cat. 4 - Upstream transport and distribution	Emissions associated with the transport of purchased goods to Daher sites. Physical approach (France: actual kilometers and weights) and monetary approach (other countries: application of the monetary ratio derived from the physical calculation performed for France).	Physical approach (France: actual kilometers and weights) and monetary approach (other countries: transportation costs x monetary ratio observed for France). Carrier data (kilometers, weights) are provided by transport service providers in France, and the GHG balance is calculated by FRET21 based on this data.
Scope 3 Cat. 5 - Waste	Emissions associated with the treatment of waste generated by Daher (both recycled and non-recycled). Calculation based on the total mass of waste, broken down by type, using ADEME factors.	Mass of waste generated by the undertaking, ADEME emission factors (Empreinte database).
Scope 3 Cat. 6 - Business travel	Emissions related to employees' business travel (train, plane, car, hotel, etc.). Ratio calculated for 2024 based on the number of employees in 2022 and 2024, and Scope 3 Cat. 6 from the 2022 report.	In 2022, the data was extracted from the travel expense management system, limited to train and air travel booked through the system.
Scope 3 Cat. 7 - Employee commuting	Emissions associated with employees' commutes. Ratio calculated for 2024 based on the number of employees in 2022 and 2024, and Scope 3 Cat. 6 from the 2022 report.	In 2022, data on places of residence extracted from the HR information system was used, to which the INSEE mode-of-transport ratio and ADEME emission factors by mode of transport were applied.
Scope 3 Cat. 9 - Downstream transport and distribution	Emissions related to the transport of goods sold by Daher. Physical approach (France: actual kilometers and weights) and monetary approach (other countries: application of the monetary ratio derived from the physical calculation performed for France).	Physical approach (France: actual kilometers and weights) and monetary approach (other countries: transportation costs x monetary ratio observed for France). Carrier data (kilometers, weights) are provided by transport service providers in France, and the GHG balance is calculated by FRET21 based on this data.
Scope 3 Cat. 10 - Processing of sold products	Emissions associated with the processing of Work Packages supplied by Daher to its customers. Calculation based on customers' Scope 1 & 2 emissions, allocated to each aircraft based on the number of aircraft delivered, weighted by the mass ratio of the Work Packages supplied by Daher relative to the aircraft's mass.	Daher internal data (WP weight, deliveries), customer reports (Scopes 1 & 2, production), aircraft technical manuals.
Scope 3 Cat. 11 - Use of sold products	Method recommended by IAEG: Emissions associated with the use of aircraft incorporating Daher parts, over their entire life cycle. Physical calculation, weighted by the WP/aircraft mass ratio.	Daher internal data (deliveries, WP weight), aircraft technical manuals for weight, industry publications for fuel consumption, IAEG for aircraft lifespan.
Scope 3 Cat. 11 (2) - Use of TBM & Kodiak	Emissions associated with the use of TBM and Kodiak aircraft manufactured and sold by Daher. Calculation based on service life, annual fuel consumption, and aircraft weight.	Daher internal data (deliveries, weight, annual fuel consumption).

2.1.5.3 GHG REMOVALS AND MITIGATION PROJECTS FINANCED THROUGH CARBON CREDITS (E1-7)

To date, Daher has no GHG removal and/or mitigation projects involving the purchase of carbon credits.

2.1.5.4 INTERNAL CARBON PRICING (E1-8)

To date, Daher does not have an internal carbon pricing scheme.

2.1.5.5 ANTICIPATED FINANCIAL EFFECTS RELATED TO MATERIAL PHYSICAL AND TRANSITION RISKS, AS WELL AS POTENTIAL CLIMATE-RELATED OPPORTUNITIES.

The financial effects associated with transition risks and risks related to climate change adaptation have not been estimated for this financial year.

2.2 POLLUTION (E2)

Reducing the environmental impact of its activities throughout the entire life cycle is one of the challenges of the Group's sustainable development strategy. This challenge encompasses the use of natural resources, the monitoring of emissions, waste management, and the use of substances considered to be of concern.

ISO 14001-certified in France and internationally (Morocco, Mexico, Germany). This approach involves identifying environmental impacts from the design, procurement, and manufacturing/production stages through the end of life of products placed on the market. This enables the Group to define key areas and priorities for action to reduce the environmental impact of its activities.

2.2.1 POLICIES

Through its Health, Safety, and Environment Policy (ENR-0148), revised in early 2026, Daher is committed to improving waste recovery, optimizing resource use, and continuing its program to adapt installations and replace substances of concern.

The Quality, Safety and Environment Department, which reports to the Technology Department, coordinates the implementation of the policy across all Group sites, while conveying feedback to the Executive Committee.

The Group is addressing this challenge by relying on its ISO 14001-certified environmental management system, which takes a global life cycle approach to its activities. To date, 22 sites are

In the field, the Health, Safety, and Environment (HSE) network is an essential link for implementing improvement measures and proposing best practices, particularly in relation to waste management.

2.2.2 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
E2	Substances of concern	Risk	The difficulty and high cost of replacing hazardous substances subject to restrictive regulations	▶	▶	▶	Medium term

2.2.3 ROADMAP

Daher monitors regulatory developments regarding substances through, among other things, its participation in the GIFAS Substances Working Group, which coordinates the aerospace and defense sector on these issues.

The year 2025 marked the completion of the project to transform the surface treatment lines in Tarbes through the implementation of a new chromate-free line. The final process approvals are currently underway. Other practices were also shared in 2025 through the HSE Best Practices Challenge, such as the substitution of a PFAS-containing degreaser used in the preparation of metal components.

A dedicated multi-functional team ("Substances MFT") was established in 2024 to identify and manage substances of concern used in its operations. Priority actions have been defined around the substitution plan for chromates and perfluoroalkyl substances (PFAS). Daher is already working on mapping PFAS in its operations.

At this stage, Daher does not have consolidated quantitative data regarding substances of concern and very high concern present in its operations or products. Work to structure and harmonize data will be undertaken to enhance the level of precision in future reporting cycles.

3. A TRUSTED PARTNER FOR ALL OUR STAKEHOLDERS

3.1 FOR EMPLOYEES (S1)

At Daher, human capital is at the heart of value creation and serves as a key strategic driver for the undertaking's sustainable performance. Recognizing the importance of the men and women who contribute to its operations, Daher places people at the center of its strategy and is committed to providing a safe, inclusive work environment that fosters skills development.

3.1.1 EMPLOYEE HEALTH AND SAFETY

Employee health and safety has been one of Daher's top priorities for many years. It is a cornerstone of its priority ESG challenges and strategy, and is also included in the *Take Off 2027* strategic plan. Safety management is crucial to business continuity, Daher's attractiveness, and its responsibility as an employer. Management is fully committed to ensuring safe working conditions for all its employees, both in France and internationally.

3.1.1.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
S1	Working conditions	Negative impact	Deterioration of the physical well-being of Daher employees due to strenuous work, accidents, musculoskeletal disorders, occupational illnesses and exposure to uncontrolled substances — Health and Safety	▶	▶	▶	Short term

3.1.1.2 POLICIES

Since 2024, as part of its Health, Safety, and Environment (HSE) policy, Daher has strengthened its safety approach to meet the expectations of its stakeholders. This new roadmap is based on four strategic pillars: regulatory compliance, the development of a managerial HSE culture, operational prevention (risk identification and management), and rigorous incident management.

3.1.1.3 GOVERNANCE

In order to manage this challenge, Daher has implemented a governance system involving all teams in each business and at each site across the Group and at all levels of the company.

– First, line managers are fully committed, particularly due to their criminal liability for employee health and safety. In addition, managers are responsible for promoting avoidance in business practices and analyzing incidents that occur at their sites.

– Within the Quality, Safety and Environment Department, the Group Health, Safety and Environment (HSE) Department is responsible for coordinating the global roadmap, the tools made available, and for ensuring communication between all parties so that specific roadmaps can be rolled out within each entity.

– A Group ergonomist works to improve workstations.

– The network of Health, Safety, and Environment managers in each Division is involved in identifying and consolidating health and safety prevention data for each division.

– HSE directors establish and manage their specific roadmaps and provide operational support to line managers.

In terms of management and reporting, accident-related data and analyses are consolidated at the local level and then presented to the HSE and operational managers of each Division at dedicated safety committees; consolidated performance is monitored by the Group Executive Committee.

One or two representative accidents from each Division are then presented monthly to the Executive Committee during Business Reviews. In general, safety results and performance are discussed at these monthly meetings and reported to the Board of Directors via quarterly Sustainable Development Committee meetings.

3.1.1.4 ROADMAP

Occupational risk assessment

These assessments are conducted for all operational positions across all industrial and logistics sites. Risk analysis is performed at least annually or following a workplace accident or near-miss.

Safety@work Program

The Safety@work program, launched in 2021, aims to place safety and risk avoidance at the heart of the company's concerns. It is based on several key principles and golden rules of safety, and relies on operational managers and the HSE network to continuously improve results.

Implementation of a safety roadmap by division

Following the assessment of the maturity of our safety culture across the entire Group conducted in 2024, in 2025 each Division developed its safety roadmap for 2025-2027. Progress is monitored monthly by the Executive Committee and quarterly by the Sustainable Development Committee.

A robust training program

A "Safety Roles and Responsibilities" training program has been in place since 2024. The goal is to train all Daher employees by the end of 2026. By the end of 2025, 6,855 employees had completed this training (representing 55% of the workforce).

Every new hire systematically undergoes training on general safety rules as well as the specific requirements of their workstation. Special attention is given to the orientation of temporary workers, who now benefit from measures provided beforehand by the agencies. Starting in January 2026, this program will be reinforced by a mandatory e-learning module to be completed during the first month of employment.

An internal ten-hour HSE training program (five two-hour modules) has been in place since May 2025 for HSE specialists and managers.

A two-hour safety orientation module has been in place since October 2024 within the Logistics Division for new managers. This initiative will be extended to all managers across all Divisions starting in January 2026.

"Physical Activity Risk Prevention" (PARP) training has been conducted in France since 2023 by an ergonomics trainer within Daher. 165 PARP representatives were trained in 2024 and 2025.

For warehouse workers, a specific training program (MANUT+ training) has trained 23 representatives and raised awareness among 34 individuals.

70 people received ergonomics awareness training during the 2023-2025 period.

Safety Week and Best Practices Challenge

Every year, Daher's Safety Week is held across all of the Group's sites (in France and internationally). In 2025, for the sixth edition, more than 4,000 employees participated in the various workshops offered (a safety video featuring Executive Committee members, the release of five "care moments," the release of six ergonomics videos, and "Safety Millionaire" games), along with about twenty other local initiatives.

Since the launch of the Best Practices Challenge, 370 initiatives have been shared, some of which have become Daher standards (managerial safety visits, forklift operator representatives, prevention of falls on stairs, reporting of dangerous situations, marking kits, virtual reality risk hunts, PH Evolution safety conference).

Ergonomics guide

A Daher ergonomics guide was distributed in December 2025. Intended for operators, operational staff (whether or not they are ergonomics professionals), designers, and HSE managers, it aims to contribute to the improvement of working conditions. It is a compilation of the essential rules to be applied when designing workstations.

Strengthening accident reporting

A new accident reporting tool, Symalean, was rolled out in July 2024 in France and in January 2025 internationally. This tool, integrated with the CPAM (French National Health Insurance Fund), allows for the recording of all incidents and the reporting of dangerous situations. Since July 2025, an internal reporting tool has been rolled out within the Group to facilitate and share various accident-related metrics and provide the ability to view data at the Group, Division, or site level.



Each accident analysis is presented by management during an LTC Review (Lost Time Case) committee meeting. One or two representative accidents from each Division are then presented monthly to the Executive Committee during Business Reviews, ensuring that safety issues are addressed at the highest level of the company.

A list of the top 15 recurring accidents is tracked to identify lessons for our prevention programs.

Audits – Safety Inspections

The "Managerial Safety Visit" (MSV) tool was rolled out across the Industry Division in 2025. This tool is designed to permanently eliminate unsafe acts and dangerous conditions. This tool helps to:

- measure gaps between Daher standards and on-the-ground practices;
- verify whether standards exist and are appropriate, and, if necessary, (re)define them;
- listen to employees and communicate with them;
- address gaps to reduce (or eliminate) them in a sustainable manner.

The goal is for each manager to conduct two MSVs per month in pairs. 2,358 MSVs were conducted in 2025, and 201 people have been trained in this system since 2024.

In other Divisions, QSE or HSE walk audits are conducted periodically to verify the application of our HSE fundamentals.

HSE maturity assessment

Based on the four pillars of Daher's HSE policy, an HSE maturity assessment framework will be implemented in 2026. This framework is based on Daher's HSE rules and includes the HSE requirements of the GIFAS Aero Excellence framework.

Maturity, as defined by each pillar, allows for:

- the measurement of the implementation of the HSE program;
- the visualization of areas for continuous improvement and the associated action plan;
- the identification of best practices;
- the identification of needs for expertise or consulting.

3.1.1.5 PERFORMANCE MEASUREMENT

Changes in FR1 and the number of lost-time accidents, broken down by Division, are reported to the Executive Committee during monthly business reviews.

The severity rate and the number of calendar days lost will be added to this monitoring in 2026 to continue evaluating the effectiveness of health and safety policies and actions, and to identify priority areas for improvement.

	STANDARD	2023 RESULT	2024 RESULT	2025 RESULT	2026 TARGET
FR1 (lost-time occupational accident)	GRI 403-9	13.3	14.0	10.8	10.6
Manufacturing		12.0	12.3	7.4	7.0
Logistics		17.9	17.4	14.3	14.3
Transport		21.2	17.2	13.0	9.3
Industrial services		21.5	15.3	12.1	11.1
Aircraft		6.4	4.6	4.5	4.0
Support		2.3	2.2	0.6	1.8
FR2 (occupational accident w/o lost time)	GRI 403-9	18.0	22.8	17.8	N/A
Number of lost-time occupational accidents		242	319	254	257
Severity rate (number of days lost/hours worked)		0.53	0.47	0.38	0.42
Number of calendar days lost due to occupational accidents		10,253	11,249	9,047	N/A
Number of calendar days lost due to occupational illnesses		1,759	1,043	577	N/A
Number of occupational illnesses (France)		N/A	15	20	N/A
Number of deaths resulting from occupational accidents and illnesses		0	0	0	N/A

Health and safety metrics are tracked across all employee groups, including temporary workers assigned to a Daher site, but excluding self-employed people and subcontractors.

They do not include commuting accidents.

The "occupational accident frequency rate" is based on data for accidents that result in days off work from the first date of their occurrence.

Occupational accidents are recorded when they are entered into the Symalean tool for France, or on the Scorecards used by international subsidiaries, and consolidated monthly. The number of events is adjusted on the basis of classifications/refusals to exclude non-occupational accidents.

The number of hours used to calculate the accident rate (FR1) is derived from average full-time equivalents (FTEs) and contractual hours by country.

3.1.2 A RESPONSIBLE EMPLOYER

The job market, especially in the aerospace industry, is highly competitive when it comes to attracting the best talent. Daher is growing in high-tech fields, albeit with safety and quality challenges. To be successful, the company needs to attract and retain talent by offering career opportunities and attractive conditions.

Being a responsible employer is a fundamental part of Daher's corporate purpose: "In the framework of our activities, unleash the potential of those who move the world forward." This is also one of the Group's strategic challenges in terms of sustainable development.

3.1.2.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
S1	Working conditions	Risk	Ineffective social dialog hinders and/or slows down the company's transformation	▶	▶	▶	Short term
	Fair treatment and equal opportunities for all	Negative impact	Decline in employee productivity and employability due to insufficient training and skills development	▶	▶	▶	Short term

3.1.2.2 POLICIES

Several objectives guide Daher's social policy and are outlined in some thirty social agreements that address the following topics:

- promote an inclusive and fair working environment;
- empower employees to take control of their careers (employment and career management);
- offer working conditions that are tailored to operational and aspirational challenges;
- contribute to professional integration;
- organize social dialog and employee representation;
- establish wage and remuneration policies.

Daher also wants to ensure that this ambition is rolled out across all its main employment catchment areas, including internationally.

In addition, Daher's Code of Ethics and Good Conduct, described in Chapter 3.4.2, applies to all Group employees, both in France and internationally, who agree to abide by it upon joining the undertaking. It promotes ethical principles such as respect for individual dignity and the fostering of mutual trust, respect for diversity and the promotion of equal opportunities, the protection of occupational health and safety and the promotion of well-being at work, respect for individual and collective freedom of expression and freedom of association, the prohibition of child labor, the prohibition of forced labor, and the protection of personal data.

3.1.2.3 GOVERNANCE

The Human Resources Department reports to the Deputy Chief Executive Officer, who is a member of the Group Executive Committee.

The Human Resources Management Committee meets once a month with Group HR and Division HR functions to discuss the roll-out of Group policies.

3.1.2.4 ROADMAP

Social dialog that is closely aligned with on-the-ground realities for all entities

In 2025, the quality of social dialog enabled the completion of Daher's strategic transformations, both in France and internationally. As part of the "D#" reorganization project, negotiations regarding the bylaws of future Divisions (to be created in 2026) led to the signing of majority agreements.

A majority agreement now defines the terms of representation within the Group and sets the framework for future negotiations at the Division and Group levels, illustrating the effectiveness of a social dialog rooted in on-the-ground realities.

The roll-out of the D# project in France has enabled every legal entity, including smaller structures such as Daher Transport, to establish a Social and Economic Committee and elected union representatives. This network ensures that 100% of French employees are covered by Group agreements and the newly renegotiated status agreements. In addition, all staff benefit from social activities managed by the CASCIE (Inter-company Social and Cultural Activities Committees), ensuring a common social foundation within each employment area.

In Spain and Germany, employee representative bodies have real bargaining power. In the United States, although only one site is represented by a union, the Group guarantees all its US employees high-quality health and life insurance coverage. This policy also applies in the United Kingdom, where Daher implements protection standards equivalent to those in French agreements in order to standardize the social safety net across all its entities.

¹ The Daher Augmenté (D#) project was launched in early 2024 with the aim of bringing together employees performing the same activities within the same legal entities.

	COVERAGE RATE AS OF 12/31/2025	WORKFORCE	COLLECTIVE BARGAINING	WORKERS' REPRESENTATIVES
EEA	France	8,933	100%	100%
	Germany	1,163	100%	100%
	Spain	169	100%	100%
	The Netherlands	86	0%	100%
	EEA	10,351	99%	100%
Non-EEA	US	978	70%	70%
	Morocco	552	100%	100%
	UK	127	0%	0%
	China	80	0%	0%
	Mexico	68	0%	0%
	Philippines	15	0%	0%
	Qatar	13	0%	0%
	Non-EEA	1,833	68%	68%

The creation of the Observatory for Jobs and Working Conditions

In 2025, the Group established the Observatory for Jobs and Working Conditions. This initiative serves as a platform to drive the annual forward-looking exercise on jobs and skills that is central to the Strategic Workforce Planning process, and has sparked discussions on the evolution of job standards and the impact of artificial intelligence on the transformation of jobs and working conditions. These efforts lay the groundwork for proactive planning of skills and organizational structures.

Employee skills development

To unlock the potential of its talent, Daher has implemented a performance management and development policy based on a training plan rooted in operational realities. Every year, in every country where it operates, the Group conducts annual review campaigns and implements its skills development plan using a digitalized and harmonized approach aligned with the phased rollout of the human resources information system (HRIS). This systematic approach currently covers France, the United Kingdom, the United States, and Morocco, but is intended to be extended to other countries to ensure the coordinated implementation of our policies.

METRICS	2023	2024	2025	TARGET 2026
% of employees participating in career reviews	N/A	N/A	77%	77%
Average number of training hours per employee	N/A	N/A	13.4	13.5

Promoting diversity

Daher is committed to promoting diversity in all its forms, valuing the unique qualities and life experiences of each of its employees.

To achieve gender diversity within the undertaking, special attention is paid to hiring women. This results in a recruitment rate that exceeds the proportion of women in the workforce. Mentoring programs have also been put in place to meet the requirements of the Rixain law. Daher also supports the efforts of its female role models by promoting initiatives carried out with its partners ("Elles Bougent" and "Industrielles"), such as Industry Weeks, career guidance weeks, International Women's Day, and more. Finally, special attention is paid to women's career paths and the recognition of these paths.

Daher tracks the progress of various female representation metrics:

METRICS	2023	2024	2025	TARGET 2026
% of women	25.5%	26%	27%	
% of women among top management (N-1 EXCOM)	17.6%	22%	21%	24%
% of women on the Executive Committee	11%	11%	11%	
Gender equality index (consolidated data for France across legal entities. Details by entity published on the website)	88	88	89	

It should be noted that Daher considers anyone reporting to a member of the Executive Committee to be part of top management (excluding executive assistants).

To promote the inclusion of employees with unique circumstances, Daher implements a comprehensive awareness policy:

- starting with recruitment, using work-study programs as a pathway to employment for employees with disabilities, through training for talent acquisition teams and, more specifically, in partnership with the Hanvol-Insertion association;

- offering personalized career paths for employees with disabilities. Multidisciplinary teams (managers, HR, Health, Social Services) thus work to find specific solutions to adapt job roles. Furthermore, Daher supports its employees in the process of obtaining recognition so they can exercise their rights;

- training management, HSE, and HR teams in 2025 on its ambitious policy for job retention and the multidisciplinary health, welfare and prevention program.

This policy is paying off: Daher maintains an average employment rate of 7% in France, significantly exceeding the legal requirement.

Creating an inclusive work environment

In line with its diversity policy, Daher is committed to maintaining an inclusive environment for employees facing temporary or long-term challenges, whether these challenges affect them directly or because they are caregivers. This is one of the roles of the Occupational Health and Safety Department, established at the Group level in 2025. Supporting the various divisions, it provides management and employees with its expertise and know-how for every situation that is reported. The implementation of a policy on modified duties to support employees in vulnerable situations allows the undertaking to proactively offer its employees the option of adjusted working conditions, through modified duties.

The Group is also strengthening its systems for reporting and addressing situations that pose a risk or violate its Code of Ethics and Good Conduct through enhanced communication (distributing and posting information on reporting channels). This system is described in Chapter G1 3.4.2.2. Sharing the procedure for managing workplace violence with management teams, elected officials, and prevention teams further raises awareness of this policy and the designated contacts for psychological harassment, sexual harassment, and sexist behavior. Various training sessions were held in 2025 (training on inappropriate behavior in the workplace, training on health and avoidance protocols, first aid for mental health, procedures for handling reports of workplace violence, harassment awareness and prevention, etc.), with a total of 537 participants. One of the challenges of the D# project will be to adapt these principles for an international audience while taking into account the specific characteristics of each country.

Reports and confirmed cases of harassment are described in Chapter G1, Chapter 3.4.2.2.

Talk'in: a tool for engaging with employees

Beyond crisis situations and risk prevention plans, Daher is rolling out a tool worldwide to facilitate communication with its employees. The Talk'in survey, conducted every two years, covers all aspects of employee engagement: from the Daher Leadership Model (DLM) to working conditions, pay, and work-life balance. In 2025, the Net Promoter Score stood at -34, and the participation rate, at 74%, has increased significantly compared to 2023 (59% participation rate). The NPS observed in the employee engagement survey is negative, a result consistent with the aviation industry benchmark and primarily linked to the major transformations undertaken by the Group as part of the D# project, which may have created periods of adjustment and uncertainty for teams. The key challenges facing employees have therefore been clearly identified, as have areas for improvement across all countries where the Group operates.

The Talk'in representatives by business unit, known as TIKPs, lead action plans at the operational level and maintain communication momentum within each Division.

More than 400 actions were identified in the 2025 survey. At the top of the priority list are: communication and recognition, training and development, quality of life and working conditions (QLWC), collaboration among teams, innovation, and continuous improvement. The Group's newsletter highlights concrete achievements each month to showcase this momentum.

Promoting internationalization

In order to promote the Group's international expansion, Daher is gradually rolling out its human resources processes and tools in its main employment catchment areas, which ensures a common set of practices while taking into account specific local characteristics. As part of this effort, the foundation of our Human Resources Information System (HRIS), Workday, has been gradually implemented in Germany and the United States and became fully operational in the first half of 2025. Similarly, the "Daher Leadership Model," the foundation of our shared management culture, has been the topic of international awareness-raising sessions. The Group also hosted a webinar on internationalization and provided access to an intercultural training platform (Gapsmoov). Finally, Daher is aiming for international Top Employer certification by the end of the *Take Off 2027* strategic plan.

Daher tracks the percentage of non-French employees among first-level subordinate members (N-1) of the Executive Committee. It stood at 16% in 2025.

Other issues: Adequate wages and social protection

All of our operations are located in countries with robust regulatory frameworks, including minimum wage requirements and mandatory social protection systems. These systems ensure that our employees are paid in line with national standards and have comprehensive social security coverage, thereby mitigating the risks associated

with these issues. Issues related to adequate wages and access to social protection were not identified as material in the context of its materiality analysis.

3.1.3 DESCRIPTION OF HEADCOUNT

The term "headcount" refers to Daher employees on permanent or fixed-term contracts, apprenticeship contracts, or professional training contracts as at December 31, 2025, known as "end-of-month headcount."

The scope of coverage corresponds to all of the Group's entities that are consolidated for financial purposes.

The headcount figures as at December 31, 2025 take into account the divestitures of the Malville and Carquefou operations, which took place on May 1, 2025, affecting 173 persons of the end-of-month headcount.

The Group's headcount data is consolidated in an internal reporting tool, PIMS, which draws its data from payroll management systems in France and internationally.

3.1.3.1 GEOGRAPHICAL DISTRIBUTION OF HEADCOUNT BY GENDER

	DECEMBER 31, 2025				
	Women	Men	Total	% by country	% women
France	2,463	6,470	8,933	73%	28%
Germany	295	868	1,163	10%	25%
USA	291	687	978	8%	30%
Morocco	98	454	552	5%	18%
Spain	33	136	169	1%	20%
UK	21	106	127	1%	17%
The Netherlands	11	75	86	1%	13%
China	12	68	80	1%	15%
Mexico	22	46	68	1%	32%
Philippines	2	13	15	0%	13%
Qatar	0	13	13	0%	0%
	3,248	8,936	12,184	100%	27%

In most cases, the payroll systems used by Daher entities do not allow for tracking the number of employees classified as "other" or "undeclared" when this is permitted in the country of employment. These employees are therefore identified in the "male" or "female" category. It should be noted that in countries that have made it possible to track this new category, less than 1% of the total headcount were affected by the end of 2025.

3.1.3.2 BREAKDOWN OF HEADCOUNT BY GENDER AND CONTRACT TYPE

	December 31, 2025				
	Female	Male	Total	% by contract	% women
Total headcount	3,248	8,936	12,184	100%	27%
Permanent contracts	2,950	8,187	11,137	91%	26%
Fixed-term contracts	154	447	601	5%	26%
Temporary (work-study)	144	302	446	4%	32%

Fixed-term contracts (CDD) are contracts whose duration, with certain exceptions, is determined in advance and does not exceed two years. There are no contracts without guaranteed hours within the Group.

The number of temporary staff on a full-time equivalent basis stood at 1,954 as at the end of December 2025 (representing 14.2% of FTEs).

3.1.3.3 STAFF TURNOVER

For Daher, turnover reflects not only the quality of the jobs offered but also the undertaking's attractiveness in a highly competitive sector. It allows us to analyze departures and new hires over a given period, identify the causes (internal mobility, voluntary or involuntary departure), and anticipate the impacts on operational performance and business continuity.

Departures by reason

In 2025, 1,181 employees left the company for various reasons.

METRICS	STANDARD	2023	2024	2025
Turnover rate	GRI 401-1 "New employee hires and employee turnover"	11.1%	12.0%	10.8%

Turnover

Turnover is the ratio of the number of departures to the average end-of-month headcount, where:

- "number of departures" refers to the number of employees who left the organization voluntarily or due to termination, retirement, or death while employed - departures related to divestitures of business operations (Nuclear, Malville, Carquefou, etc.) are excluded;
- "end-of-month headcount" is as defined in Paragraph 3.14 "Description of headcount."

3.2 FOR EMPLOYEES IN THE VALUE CHAIN (S2) — RESPONSIBLE PROCUREMENT AND DUE DILIGENCE

3.2.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
S2	Working conditions	Positive impact	Contributing to the creation of stable jobs throughout the value chain is made possible by a robust order backlog in the aerospace sector	▶	▶	▶	Short term

3.2.2 POLICIES

A policy based on the RFAR framework

Daher has chosen to implement responsible procurement practices, integrating ESG criteria into all of its procurement processes. By involving its partners in this initiative, the Group is promoting a sustainable and ethical supply chain. This commitment, which has been particularly strong since 2022, is in line with the Group's values and the due diligence requirement, which makes the customer jointly responsible for the actions of the suppliers (L. 225-102-4 of the French Commercial Code). It is also fully aligned with the *Take Off 2027* strategic plan and the Group's priority commitments to sustainable development.

Daher has implemented a Responsible Procurement policy for use by the Procurement community and has incorporated it into the Supplier Code of Conduct (PRE-0244), based on the RFAR (Responsible Procurement and Supplier Relations) framework, under which it has been certified since 2022 for all its activities in France and internationally.

In 2025, Daher decided to wait for publication of the new RFAR framework before launching a new certification process. However, the RFAR standards remain fully integrated into the existing procurement process, and Daher remains a signatory to the RFAR Charter.

The Supplier Code of Conduct: a guarantee of a high-quality partnership

By signing Daher's Supplier Code of Conduct, suppliers and subcontractors commit to complying with applicable regulations and laws regarding commercial practices, business ethics, the principles set forth in the Universal Declaration of Human Rights, the OECD Guidelines, the International Labour Organization Convention, and the European Regulation on Conflict Minerals (3TG), not to mention alignment with the Sustainable Development Goals (SDGs), which Daher promotes as part of its commitment to the Global Compact. Signatories ensure working conditions that guarantee the safety and health of their employees. The environmental aspect is also important, whether in terms of impact management or contributing to climate change mitigation and adaptation throughout the supply chain.

For many years, Daher has been using tools such as "Air Supply" within its supply chain to maximize the sharing of qualified forecasts generated throughout the value chain. This visibility over a horizon of several months, or even years, enables various stakeholders to make investments that safeguard jobs, working conditions, and alignment with customer needs, thereby contributing to the sustainability of the entire supply chain.

3.2.3 GOVERNANCE

The "Implementing Responsible Procurement Practices" initiative is led by representatives from the Procurement Department and the Sustainable Development Department.

Responsible Procurement/Supplier Decarbonization steering committees serve as the interface between Procurement and Sustainable Development.

The WhistleB internal whistleblowing system, which has been in place for many years for all Daher employees, has been opened up to external stakeholders via direct access from the Daher website.

3.2.4 ROADMAP

Through its Responsible Procurement roadmap, Daher has been committed since 2020 to a series of actions, either already undertaken or planned, that contribute to the maturity of this approach across all operational processes:

- training courses for the Procurement community raise awareness of due diligence and the responsible procurement across the entire scope of its activities (France, Morocco, United States, Germany). Training on the duty of care for buyers will be expanded in 2026 to include all individuals involved in the procurement process, such as specifiers or procurement liaisons within the operational divisions;

- a CSR self-assessment matrix was developed in 2022 to best support suppliers in adopting best practices;

- a Code of Conduct is signed by all suppliers upon signing a contract or an amendment. Since 2025, the Supplier Code of Conduct has covered the entire scope of procurement activities;

- since 2023, CSR criteria have been systematically incorporated into the supplier selection grid to recognize virtuous practices or drive a culture of continuous improvement.

They account for at least 5% of the overall rating and up to 12% depending on the procurement category;

- a comprehensive risk analysis methodology has been in place since 2025 for Procurement activities. Specific ESG risks are analyzed using the risk analysis tool published by AFNOR;

- an annual CSR performance assessment is conducted by EcoVadis. It specifically measures progress in the area of Responsible Procurement: the score achieved in 2025 was 85/100, +15 points compared to 2024.

3.2.5 PERFORMANCE AMBITIONS AND MEASURES

To track the ambitious goals setting the course for responsible procurement, Daher has defined metrics monitored within the Procurement function, as well as quarterly during Business Reviews. These metrics aim to guide the level of training for buyers regarding their due diligence and to measure the implementation of the Supplier Code of Conduct across all procurement activities.

In 2025, 83% of buyers who had not yet been trained completed the "Due Diligence and Responsible Procurement" training. This training applies to the Procurement staff across all Group entities. The list of individuals to be trained is updated on an ongoing basis, particularly in response to new hires. It will be expanded in 2026 to include staff not directly affiliated with the Procurement Department but who contribute to the procurement process. Daher aims to train 95% of its relevant workforce by 2026.

By the end of 2025, the volume of supplier purchases covered by the signing of a Code of Conduct accounted for 35%. This is the ratio of the procurement volume from a supplier that has signed the Daher Code of Conduct (or its equivalent) to the Group's total procurement volume.

3.3 FOR CONSUMERS AND END-USERS (S4) – QUALITY AND SAFETY OF OUR PRODUCTS AND SERVICES

Daher operates in an environment of increasing demands, including the aerospace industry's commitment to flight safety, customer requirements, and regulatory changes.

The quality and safety of the products and services delivered to its customers is a key priority for the Daher Group.

3.3.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
S4	End-user safety	Negative impact	Exposure of end-users to safety risks in the event of non-compliance with global aerospace regulations, which could lead to failures in the products, systems, or services provided by Daher	▶	▶	▶	Short term

3.3.2 POLICIES

In 2025, Daher continued to roll out its aviation safety management system (SMS) based on a strong commitment from management, as set out in the aviation safety and just culture policy (ENR-06429). This policy covers all end-users of products designed by Daher. This policy was supplemented by the Information Security Management System (ISMS) policy, ensuring the implementation of an information security management system, particularly in the context of flight safety, and based on a just-culture approach (ENR-06525).

These commitments promote transparency in communication, contribute to error correction, and reduce risks through upstream intervention in the value chain.

3.3.3 GOVERNANCE

The quality and safety of products and services that directly affect the end consumer is managed by the Group Quality, Safety and Environment Department.

To address this issue, SMS representatives have been assigned to the various industrial sites, primarily to answer all employees' questions and relay information from the field.

Two bodies are in place to ensure that a common vision is shared throughout the organization:

1. "Safety Action Boards" (SABs), held at each Division on a monthly basis to review metrics and events related to product safety;
2. "Safety Review Boards" (SRBs), held at the Executive Committee level on a quarterly basis to consolidate metrics and events.

3.3.4 ROADMAP

Raising awareness to spread SMS culture

More than 2,500 employees have been trained in SMS at sites in France and abroad, representing over 90% of the relevant workforce. Topics such as organizational and human factors and their impact on daily operations are covered. By 2026, Daher aims to train 100% of its employees.

SMS training is an integral part of the onboarding process for all new employees at the site. The goal is to expand this training to an even broader group (those not working directly under an aviation certification).

Regular communications are also shared through the Group's internal communication channels to highlight the importance of the topic. To this end, a dedicated SharePoint site has been created on the Group Intranet, allowing everyone to access operational procedures, policies, and training materials.

Provision of tools for communication

To enable TBM and Kodiak end-users to report an incident and provide any relevant information, several communication channels are available to them and are described in procedure P0201, "Communicate with Customers." Communication primarily takes place through dedicated customer portals and associated applications, where reference documents such as Service Information (SI), Flight Information Letters (FIL), technical videos, and newsletters are published. Communications may also be relayed through Customer Support teams and the network of authorized service providers, who ensure the transmission of information and the dissemination of technical or operational updates. This system ensures effective incident reporting and clear, structured communication between Daher, TBM/Kodiak operators, and the maintenance network.

To further promote the SMS internally and ensure wider dissemination, "Daher SKY" was created: a single visual thus covers all elements related to flight safety; a promotional and display campaign for Daher SKY is planned for late 2025/early 2026.

As part of Daher SKY and the SMS, a QR code has been made available to all employees wishing to report important activities, either anonymously or not. These reports are then analyzed by a dedicated team to provide and share responses, all within the framework of a just culture.

The year 2026 will be marked by the continued rollout of Daher SKY across all of the Group's operations, involving the upstream and downstream supply chain, through training and decision support via digitalization.

Problem-solving training

In 2025, in addition to the rollout of the SMS, training and coaching in problem-solving were implemented to improve process mastery and error correction. More than 460 people had been trained by the end of 2025.

Remediation process

Daher implements a structured system for collecting, analyzing, and processing in-service incidents on TBM and Kodiak aircraft, as described in its procedure "Collecting and Processing In-Service Aircraft Events" (10083). Technical events can be reported via the dedicated online form, accessible on the customer portal, or submitted by operators, the maintenance network, or technical teams (France/US), who create the report in the centralized CRM tool. Each event is acknowledged, has its validity checked, and has its data enriched by Technical Support prior to validation. Depending on the severity and recurrence, the event is classified and may trigger a corrective action (SR, SR Group), an airworthiness analysis, or be integrated into internal processes for continuous improvement and safety maintenance. This mechanism ensures full traceability, systematic incident tracking, and the implementation of corrective measures that contribute to the reliability and longevity of the fleet.

3.4 FOR ALL ITS STAKEHOLDERS

3.4.1 BUSINESS ETHICS (G1)

As a trusted partner to all its stakeholders, Daher considers ethical business conduct and compliance with applicable regulations to be a prerequisite.

3.4.1.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
G1	Corruption and influence peddling	Risk	Sanctions and damage to Daher's reputation due to non-compliance with anti-corruption and influence peddling regulations	▶	▶	▶	Medium term

3.4.1.2 POLICIES

Through its compliance system, Daher ensures that all exposed employees adhere to best practices and act as the first line of defense vis-à-vis all stakeholders.

Code of Ethics and Good Conduct

Daher relies on its Code of Ethics and Good Conduct (dated 2017 and updated in 2019 and 2021) to convey the ethical principles that apply to the working and business relationships of all employees. This Code, based on international standards such as the guidelines

set forth by the Conventions of the International Labour Organization (ILO), aims to prevent and report breaches of business ethics, violations of employee rights and human rights, fundamental freedoms, health and safety, and environmental protection. It also defines the whistleblowing mechanisms, which comply with the Sapin II law (France) and are included in the Group's duty of care plan, in accordance with Articles L. 225-102-4 and L. 225-102-5 of the French Commercial Code.

Whistleblower protection

In accordance with legal provisions, Daher is committed to providing the best possible protection for whistleblowers, guaranteeing them—as well as the individuals targeted—absolute confidentiality and protection against retaliation of any kind (regarding salary, training, reclassification, assignment, professional promotion, work schedules, performance evaluations, transfers, contract renewals, etc.).

The protection of whistleblower status has also been reaffirmed in several communications to employees as well as in an “FAQ” information note available on the Group’s Intranet and website.

A policy regarding gifts and invitations exists in the form of an internal memo, the content of which is referenced in the Code of Ethics and Good Conduct and during each training session.

Regarding data protection, the Group has a data protection policy and a procedure for managing the exercise of rights and data breaches.

3.4.1.3 GOVERNANCE

Ethical and compliance issues are managed by the Group Legal Department and monitored by the Executive Committee.

Within the Group Legal Department, the role of Compliance Officer is performed by the Head of the Legal Department, who is responsible for defining and implementing the compliance program in accordance with all applicable regulations (Sapin II in France, duty of care, Export Control, General Data Protection Regulation, etc.), organizing the roll-out of training, and serving as the first point of contact for all compliance-related issues.

With regard to GDPR compliance, a Data Protection Officer (DPO) has been appointed within the Legal Department. The DPO’s main tasks are to ensure the ethical and responsible management of personal data, to support innovation by integrating data protection from the design stage, and to anticipate data-related risks. This point is discussed in greater detail in Section 3.4.1.5.

3.4.1.4 ETHICS AND ANTI-CORRUPTION PROGRAM

Daher operates under an ethics and anti-corruption program it implemented in 2018 that is based on the pillars of the Sapin 2 Act. The priority is now to continue efforts to define and refine applicable policies and procedures and to extend existing training to all employees.

Corruption risk mapping

In 2024, an update of the corruption risk map was carried out. Daher plans to update its risk map again in 2026. Generally speaking, the corruption risk map is updated every two years or whenever an event occurs that could affect it (acquisitions, new markets, etc.).

Whistleblowing tool and associated protection

An internal whistleblowing platform, WhistleB, is in place to allow all employees to anonymously report any breaches of the Code of Ethics and Good Conduct.

In 2025, Daher opened its reporting system to external parties, allowing any website visitor to access the system either through the “Contact” section or the “Business ethics” section under “Sustainable development.” Daher has improved internal accessibility by reminding employees about the system, making access to it more visible, and providing an explanatory text (FAQ). A communication campaign reminding employees of how to access the system was launched at the end of 2025 and will be repeated once or twice a year.

In 2025, Daher was not subject to any convictions based on applicable provisions regarding corruption, influence peddling, or forced labor.

For the year 2025, the Group recorded 47 reports of violations of the Code of Conduct, 12 of which were submitted via the WhistleB platform. All reports concern allegations of workplace violence, and none of them concern allegations of fraud or corruption. By workplace violence, Daher means legally defined situations such as psychological harassment, sexual harassment, sexist conduct, or discriminatory behavior. As of the date of this report, 35 of these reports had been closed, including 31 substantiated cases that were addressed immediately through action plans and/or disciplinary measures.

Training

In 2025, training on the Code of Ethics was intended for employee groups considered to be at risk. Members of top management are also required to complete this training as part of their managerial responsibilities. The same core training program is offered in France and internationally, but it is tailored to the geographic location of the employee groups concerned, with a focus on applicable local regulations.

The list of employees considered “at risk” is established at the beginning of each year, based on a deliberately broad criterion (“links with the outside world”) in order to cover as many Group employees as possible. It should be noted that new hires (internal or external) belonging to groups identified as at risk are included in the following year’s training program at the latest.

Ethics training rate

KPI	2023	2024	2025	2026 TARGET
% of at-risk employees trained	80%	79%	54%	95%

In the calculation of this metric, the result does not take into account trained employees who are not part of the population identified as at risk.

The target employees for training expanded significantly between 2024 and 2025 due to a revision of the list of at-risk groups and the need for refresher training, increasing from 184 to 397 people, which explains the decline in the training rate.

In 2026, training on the Code of Ethics will be rolled out across the company through e-learning modules (accessible online or via group sessions). This training will eventually reach 100% of employees. It will be extended to all employees with specific modules tailored to the types of activities.

Evaluation of the system

The evaluation of the anti-corruption system is handled by Daher’s Internal Audit Department and integrated into the annual audit program in several ways:

- a specific audit of the anti-corruption system (Sapin 2 Law). Regular audits of the system are conducted (audits conducted in 2019, 2022, and 2025) and cover all entities and geographic regions of the Daher Group that are subject to the Sapin 2 Law. However, the audit focuses on:

- in-depth discussions with the central functions that manage and oversee the anti-corruption framework at the Group level,

- targeted interviews with representative entities, to concretely assess the implementation and adoption of the framework on the ground.

This approach allows for an evaluation of both the robustness of central management and the effectiveness of the framework within operational entities.

- the audit of international subsidiaries under a three-year plan includes questions on anti-corruption aspects: Compliance Officer, Code of Conduct, corruption risk mapping, conflict of interest management, gifts and entertainment policy, whistleblowing system, training, due diligence, KYC, KYS, monitoring of intermediaries, etc. Internal Audit organizes the audit of its international subsidiaries according to a rotating audit schedule every three years.

By 2025, 27% of the Group’s international subsidiaries had been audited. The calculation includes “active” subsidiaries and excludes dormant ones or those established in 2025 for future operations.

3.4.1.5 GDPR PROGRAM

By the end of 2024, Daher had made significant progress toward GDPR compliance within its Information Security Management System (ISMS) scope. To comply with the latest regulatory developments, the Group overhauled its processing register, drafted procedures for handling data subject requests and data breaches, and updated the Group’s data protection policy.

In 2025, building on this program and the assessments conducted in France and internationally, Daher established a network of internal data protection officers within its foreign subsidiaries and central departments. The Group also launched a campaign to document and develop the processing register for activities carried out by central departments (HR, Sales, Procurement, General Services, Communications, etc.).

The procedures for managing these registers have been finalized. In particular, Daher has defined retention periods for personal data and drafted guidelines for managing consent and conducting impact assessments. Finally, GDPR requirements are now integrated from the design phase of the Group’s application projects (the “Privacy by Design” principle).

3.4.2 MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS (PAYMENT PRACTICES) (G1-6)

3.4.2.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
G1	Corporate culture	Opportunity	An improved and sustainable business model has been achieved through the establishment of balanced commercial and contractual relationships with suppliers and customers	▶	▶	▶	Long term

3.4.2.2 POLICIES

Since 2021, Daher has held the "Responsible Supplier Relations and Procurement" certification, which demonstrates a strong commitment to timely payments, a mandatory criterion for obtaining the certification. This certification involves a rigorous audit ensuring that Daher's business practices meet the highest standards. The requirements for this certification are described in Chapter 3.2.

3.4.2.3 GOVERNANCE

The Supplier Committees, involving the Procurement and Finance Departments, review the launched and planned actions on a quarterly basis. A review is conducted of the metrics used to monitor supplier payment practices.

3.4.2.4 ROADMAP

In France, payment terms are in compliance with the French Economic Modernization Act. They are overwhelmingly set at 45 days from the end of the month; the most vulnerable SMEs may benefit from a 30-day payment term from the end of the month, and international suppliers, depending on the country, from a 60-day payment term from the end of the month.

To limit the risk of delays, Daher has implemented:

- automated invoice processing to facilitate payment;
- a shared services center for Accounts Payable to provide support to suppliers and ensure continuous improvement of non-automated processes;
- regular payment campaigns.

As of 2025, to the best of Daher's knowledge, no legal proceedings related to late payments have been initiated by any supplier in France or internationally.

3.4.3 CYBERSECURITY AND DATA PROTECTION//ENTITY-SPECIFIC

Against a backdrop of increasing cyberattacks targeting organizations, Daher is constantly seeking to strengthen its information systems to ensure the protection and long-term viability of the company.

The Group wants to be recognized as a partner of choice, particularly in the area of cybersecurity.

3.4.3.1 IMPACTS, RISKS, AND OPPORTUNITIES

ESRS	SUBJECT	TYPE OF IRO	DESCRIPTION	STAGE OF THE VALUE CHAIN			TIME HORIZON
				Upstream	Own operations	Downstream	
Entity-specific	Cybersecurity	Risk	Damage to Daher's reputation and/or disruption of its operations and/or financial losses resulting from data breaches and/or cyberattacks	▶	▶	▶	Short term

3.4.3.2 POLICIES

Daher's information system security policy (PRO-04869) is based on three pillars: ensuring data integrity, availability, and confidentiality.

In addition to its information systems security policy, Daher relies on a strong commitment from senior management, formalized through the signing of the Information Security Commitment Policy (ENR-06525). This approach underscores the Group's commitment to involving its senior leadership in the governance and implementation of best practices regarding data protection and cybersecurity.

Daher also relies on its CODA data classification policy (PRO-04794), available since late 2024, which defines the rules applicable to the labeling of internal and external documents.

3.4.3.3 GOVERNANCE

A team of 12 people dedicated to cybersecurity in France and the United States is in place and reports to the Information Systems Department.

Cybersecurity is a topic monitored by the Executive Committee and the Board of Directors, and is one of the Group's priority ESG issues. Actions, areas for improvement and strategy are regularly shared and reviewed with these two bodies.

3.4.3.4 ROADMAP

CERTIFICATIONS AND LABELS

AirCyber: recognized requirements

Developed for the aerospace industry, AirCyber supports the maturation of the cybersecurity value chain and conducts annual audits with three certification levels ("bronze," "silver," and "gold"). Daher obtained the "bronze" certification at the end of 2023 and the "silver" certification in early 2025. The goal is to achieve "gold" certification by the end of 2026. To achieve this, the Group meets the requirements set by the AirCyber program: implementation of operational technical solutions, cybersecurity management processes, and identification of critical information and associated risks.

ISO 27001 Certification: moving toward international expansion

Daher was certified ISO 27001 in January 2025. This international standard pertains to information security (including a section on information confidentiality). The scope of certification covers IT services in France at the Orly and Tours sites, corresponding to the two locations of the IT Department.

The goal is to extend this certification to countries where IT services operate:

- by the end of 2026 in the United States;
- by the end of 2027 in Germany.

Cyber Essentials: a certification for UK sites

Cyber Essentials is a UK cybersecurity standard designed to ensure that basic protective measures are in place against the most common cyber threats.

Daher is currently Cyber Essentials certified. A project is underway to obtain Cyber Essentials+ certification for UK sites.

CMMC: a framework for the United States

The CMMC (Cybersecurity Maturity Model Certification) is a US framework designed to strengthen cybersecurity in defense supply chains through various maturity levels tailored to contractual requirements.

Daher is at Level 1, and a feasibility study for Level 2 is underway for US sites.

USER AWARENESS AND TRAINING

Cybersecurity is a collective responsibility that places employees on the front line of defense for information systems. To address this, Daher has established a roadmap dedicated to user awareness, structured around a learning phase followed by a testing phase. This awareness program is rolled out continuously and applied systematically during the onboarding of every new employee.

Since 2023, all employees with access to IT resources have been required to complete mandatory training. By 2025, 80% of employees with Workday access had been trained. The training is delivered via e-learning directly within the Workday HR tool, which allows for tracking training progress and calculating the metric. Only fully completed training courses are included in the calculation of the metric. Daher aims to train 95% of the relevant employees in 2026.

A mandatory e-learning webinar focused on data confidentiality (CODA) was also rolled out in 2025 for all employees handling sensitive data or data belonging to Daher or its customers. 5,778 people completed this training.

At the end of 2025, a new "serious gaming" training program was rolled out for managers to deepen their understanding of certain cybersecurity concepts. Daher aims to train 80% of the relevant employees in 2026.

In 2026, a training program tailored to employees with limited computer skills is planned for executive managers on the topic of "social engineering," which specifically targets this demographic. Daher aims to train 95% of the relevant employees in 2026.

CRISIS EXERCISES

In 2025, Daher participated in the national REMPLAR25 exercise to strengthen its cybersecurity stance and its ability to respond to cyber-related crises. This commitment is part of its effort to test its crisis management systems, improve coordination between its teams and partners, and validate the effectiveness of its processes under real-world conditions.

Daher experienced two information security incidents in 2025, but neither had a significant impact on its systems or data.

LIMITED ASSURANCE REPORT BY THE STATUTORY AUDITOR ON SELECT ESG INFORMATION

Financial year ended December 31, 2025

To the shareholders,

In our capacity as your company's Statutory Auditors, we have performed work to issue a limited assurance opinion on select ESG information, presented in Appendix 1, which was voluntarily identified and prepared by Compagnie Daher (hereinafter "the Entity"), in accordance with the Draft Simplified ESRS (hereinafter the "Framework"), for the financial year ended December 31, 2025 (hereinafter the "Information"), presented in the Sustainability Report attached to this report (hereinafter the "Statement") and prepared in preparation for compliance with the CSRD (Corporate Sustainability Reporting Directive).

Our engagement does not cover information relating to prior periods, nor does it cover all information presented in the Statement other than that which is the subject of our report.

Limited assurance opinion

On the basis of our work, as described in the "Nature and scope of the work" section, and of the information we obtained, we have not identified any material misstatement that would cause us to call into question the fact that the Information has been prepared, in all material respects, in accordance with the Framework.

Limitations inherent in preparing the information

The Information may be subject to inherent uncertainty because of incomplete scientific knowledge and due to the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used to prepare the Information.

With regard to forward-looking information, which is inherently uncertain, future outcomes may sometimes differ significantly from the forward-looking information presented in the Statement.

Responsibility of the entity

The Information has been prepared under the responsibility of Management, and it is Management's responsibility to:

- select or establish suitable criteria for preparing the Information (i.e. the Framework);
- prepare the Information by applying the Framework; and

- design, implement and maintain internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the statutory auditor

It is our responsibility to:

- plan and perform the work to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatements, whether due to fraud or error;
- express an independent conclusion based on the work we have performed and the evidence we have gathered;
- communicate our conclusion to the entity's management.

Since we are engaged to form an independent conclusion on the Information as prepared by management, we cannot be involved in the preparation of the Information, as doing so may compromise our independence.

Professional standards and guidelines applied

The work described below was performed in accordance with the professional standards of the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* – CNCC) applicable to this engagement and with ISAE 3000 (Revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the IAASB (International Auditing and Assurance Standards Board).

It does not constitute an audit or a limited review within the meaning of the professional practice standards applicable in France, nor does it constitute a certification in accordance with the guidelines of the French High Audit Authority (*Haute Autorité de l'Audit* – H2A).

Independence and quality control

Our independence is governed by the provisions of Article L. 821-28 of the French Commercial Code, the Code of Professional Conduct for Statutory Auditors, and the IESBA Code of Ethics (International Code of Ethics for Professional Accountants (including Independence Standards)). This is based on adherence to the fundamental principles of integrity, objectivity, professional competence and due diligence, confidentiality, and professional conduct.

Furthermore, we apply International Standard on Quality Management 1 and, consequently, have implemented a quality control system comprising documented policies and procedures designed to ensure compliance with ethical rules, professional standards, and applicable laws and regulations, as well as the professional standards set by the French Institute of Statutory Auditors, as they apply to this engagement.

Nature and scope of the work

We planned and performed our work, described below, considering the risk of material misstatement of the Information. As part of our limited assurance engagement and based on our professional judgment, we have:

- updated our understanding of the entity and its environment, including the aspects of internal control relevant to the preparation of the Information;
- assessed the appropriateness of the Reporting Framework in terms of its relevance, completeness, reliability, neutrality and understandability, taking account of the relevant industry best practices, where relevant;
- reviewed the internal control procedures established by the entity to ensure the Information complies with the Framework;
- assessed whether the methods used by the entity to prepare the Information are appropriate in light of the Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- verified that the Information was prepared within the scope indicated in the Framework;
- With respect to the information provided to us, we have:
 - performed analytical procedures¹ to verify the consistency of changes in the data and, where necessary, requested explanations from management regarding any unusual items identified;
 - performed detailed tests based on sampling or other selection methods to verify the correct application of the calculation methods and assumptions described in the Framework and to reconcile the underlying data with the supporting documentation;
 - for qualitative information, consulted documentary sources and conducted interviews to corroborate them.

- assessed the overall consistency of the Information in light of our knowledge of the entity.

We believe that the evidence we have gathered is sufficient and appropriate to support our conclusion.

The procedures performed in the context of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional standards of the French Institute of Statutory Auditors and ISAE 3000 (Revised); a higher level of assurance would have required more extensive audit work.

Restrictions on distribution and use

The procedures performed in connection with this report are not intended to replace any investigations or procedures that third parties who have received this report might otherwise undertake, and we do not express an opinion as to whether such procedures are sufficient for their own purposes.

In our capacity as Statutory Auditors of Compagnie Daher, our liability to Compagnie Daher and its shareholders is defined by French law, and we accept no extension of our liability beyond that provided for by French law. We are not liable to, and accept no liability toward, any third party. We shall not be held liable for any damage, loss, cost, or expense resulting from fraudulent conduct or fraud committed by the directors, executives, or employees of Compagnie Daher.

This report is governed by French law. The French courts have exclusive jurisdiction to hear any dispute, claim, or controversy that may arise from our engagement letter or this report, or any matter related thereto.

Forvis Mazars SA

Levallois-Perret, April 2, 2026

Gaël Lamant
Partner

Signed by:

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¹ Analytical procedures consist of evaluating the Information based on its correlations with other information—whether sustainability-related or not—or with prior, subsequent, or projected data from the entity or similar entities, and based on the analysis of significant changes or unexpected trends.

APPENDIX 1: INFORMATION REVIEWED

Qualitative information:

- Review of the qualitative elements describing the process for identifying and assessing impacts, risks, and opportunities presented in the report.
- Review of the qualitative elements presented in the report in light of the requirements of ESRS E1 "Climate Change," ESRS S1 "Own Workforce," and G1 "Business Conduct."

Metrics:

- Scopes 1 & 2 CO₂e emissions (metric tons).
- Carbon intensity (Scopes 1 & 2 CO₂ emissions/projected revenue in 2025).
- Energy consumption in MWh by energy type.
- FR1 (lost-time occupational accidents).
- Severity rate.
- Turnover.
- Percentage of women in the Group.
- Percentage of women on the Executive Committee.
- Percentage of women in top management (N-1 Ex. Com.).
- Average number of training hours that Company employees completed during the reporting period.
- Percentage of employees participating in annual performance and career reviews.
- Percentage of executive managers and exposed persons trained in business ethics.



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