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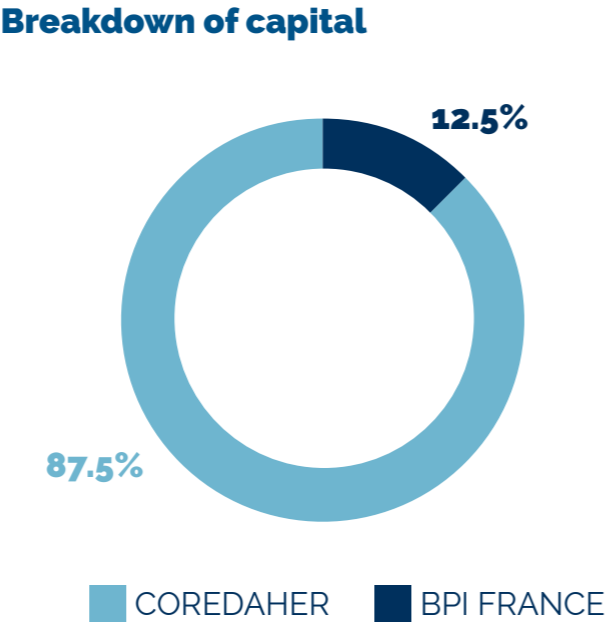


PROFILE

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.



OUR BUSINESSES

AIRCRAFT

- Construction of single-engine turboprop business aircraft: TBM and Kodiak
- Customer services

INDUSTRY

- Aerostructures
- Propulsion
- Containers and tactical shelters

INDUSTRIAL SERVICES

- Industrialization
- Production delegation
- Quality
- Cabin installation & equipment

LOGISTICS

- Industrial logistics
- Transport & projects

2024 KEY FIGURES

14,000
Employees

€1.8 billion
in revenue

82
aircraft delivered
56 TBM, 26 Kodiak

2.5 years
of revenue
in order backlog

55%
% international
revenue

2,500
new hires,
of which 1,700 in France

15
countries of operation

50/50
breakdown of revenue between
industry and services

124,000
training hours
(France) + 32% vs 2023

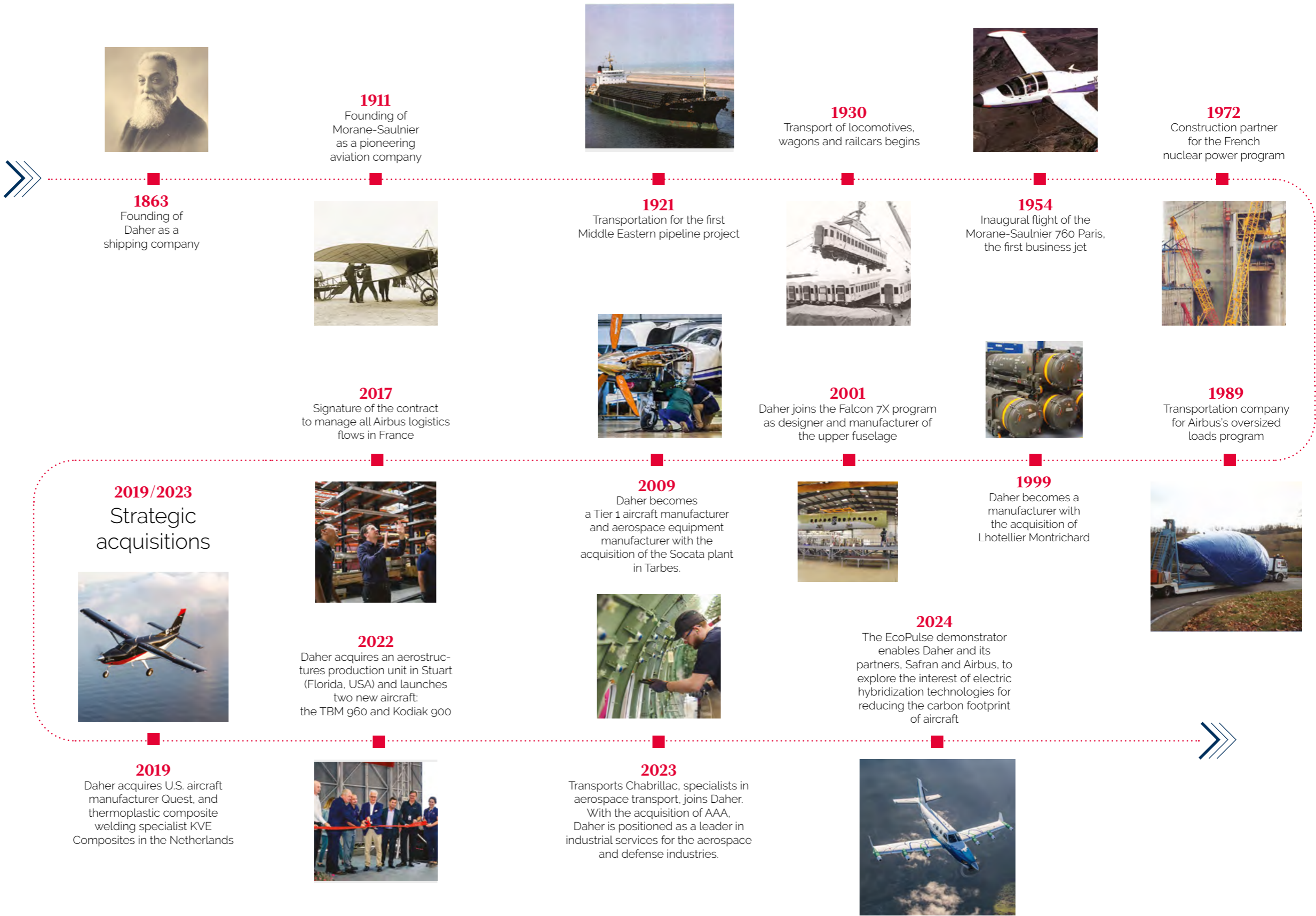


HISTORY

Daher, a pioneer in the convergence of manufacturing and services

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.



INTERVIEW

A SKILLED TRANSFORMATION WITH STRATEGIC ADVANCES: DAHER ON TRACK TO ACHIEVE ITS AMBITIONS



Didier Kayat
Chairman and Chief Executive
Officer of Daher

“These initiatives
demonstrate the
pioneering role
that we have played
for over 160 years

”

What is your view on 2024?

Didier Kayat: On a personal level, but also on behalf of the “Daher collective,” I consider this year to be a milestone, marked by particular emotion. Patrick Daher, with whom I have had the privilege of working closely for more than twenty years, decided to retire and entrust me with leading the Group. This is a tremendous honor, and I would like to thank Patrick once again for the trust he has placed in me, while paying tribute to his outstanding contribution at the helm of the Group. Under his leadership, Daher evolved over the past twenty years from a dynamic SME to an internationally renowned aerospace company, now ranked among the world's top 50 players in the sector.

This handover also entails a great amount of responsibility, which I accepted with the support of the shareholder family. I am assisted by the entire Executive Committee, and benefit from the invaluable support of Oliver Genis, Vice-Chairman of the Board of Directors, who, as a true sparring partner, brings his strong connection with the family and his strategic vision, enriched by his extensive industrial experience. This dual perspective is essential at Daher, whose governance is based on collective intelligence and a shared vision among its three pillars: the company, the family holding company, and the family itself.

The transition, which had been prepared well in advance, went smoothly without disrupting the company's operations. In a particularly challenging operating environment for the entire aerospace industry, Daher's results are largely in line with the objectives of the Take Off 2027 strategic plan, which is a real source of satisfaction.

Could you tell us more about the results and progress made in 2024?

Didier Kayat: Our strategic plan charts a course that we have strictly followed since its launch in January 2023. Despite persistent difficulties in the aerospace supply chain to meet the production rate targets of major customers, and the continued challenge of maintaining and managing skills throughout the industry, Daher has improved its operational performance by focusing on three priority areas: securing skills, reducing non-quality costs and strengthening our supply chain. These efforts are reflected in our EBITDA growth, with the aim of achieving over 10% by 2027. The organization, structured around our four businesses, will be technically finalized by the end of 2025, strengthening our agility and operational excellence in the face of market challenges.

We have made significant progress in each of the key areas of Take Off 2027. The principles structuring our managerial culture are now shared by over 2,000 managers trained in the Daher Leadership Model. The development of our strategic acquisitions strengthens each of our businesses, as demonstrated by Kodiak's rising sales (+44% in 2024), the successful synergies between KVE and Shap'in, and the resolution of quality issues at the Stuart plant. AAA, which became the Industrial Services division in 2024, is positioned as a European leader in industrial services for the aerospace and defense industries. Finally, the acquisition of Transports Chabrilac strengthens Daher's position as the European leader in multimodal solutions for the aerospace and defense industries.

Decarbonization innovation is one of the cornerstones of Daher's strategy. What milestones were achieved in this area in 2024?

Didier Kayat: Our strategy, built around three “techcenters” – one for each of our businesses – is paying off. The EcoPulse project, led by Fly'in, our techcenter dedicated to sustainable aircraft of the future, has allowed us to tackle critical technological issues, in collaboration with Airbus and Safran. This major project in the aerospace industry has enabled significant progress to be made in the design of a more decarbonized aircraft.

Shap'in, which is dedicated to aerostructures, also achieved real success in the development of parts and processes that foreshadow key components in the wing or engine environment of the next generation of commercial aircraft. We are aiming for mass production by 2030 of these lighter, higher-performance, more eco-friendly components. At the same time, we are upgrading our industrial facilities, using data to improve our economic performance and reduce the energy consumption of our production means.

Finally, Log'in is a true driver of logistics innovation. In collaboration with a highly dynamic ecosystem, its teams are working on the use of new technologies to improve the performance, eco-friendliness and attractiveness of the logistics businesses. Examples of improvement are visible in our warehouses, with, for example, the use of AI to optimize storage and energy consumption, virtual reality to raise employee awareness of risks, and the automation of repetitive tasks.

These initiatives demonstrate the pioneering role we have played for over 160 years.

What are the priorities for 2025?

Didier Kayat: First and foremost, it is the men and women in the company who make it a success, and we need to help them flourish, in a safe and healthy working environment. Their safety will be our top priority in 2025. More than 4,000 people were hired between 2023 and 2024, and a vast awareness-raising and training plan was launched to make safety part of the everyday culture.

This is part of our efforts to improve our operating performance, a key factor in restoring the necessary level of profitability. This is our main challenge in 2025. We also need to ensure the ramp-up of our industrial business and finalize commercial negotiations with our main customers. Another important area is the development of our services businesses, which require less investment than the industrial businesses.

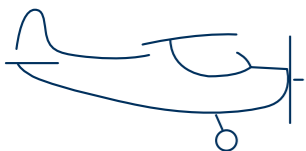
Finally, decarbonization will, of course, remain a strategic priority, with an ambitious goal of reducing our carbon emissions by 5% per year across the Group, starting in 2025.



Olivier Genis
Vice-Chairman of the Board
of Directors
Family director

BUSINESSES AND PRESENCE

Our expertise



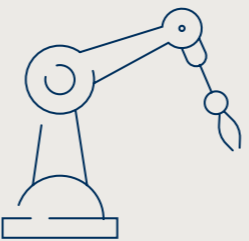
AIRCRAFT AIRCRAFT MANUFACTURER SINCE 1911

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 CUSTOMERS

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



INDUSTRY AN EXPERT IN COMPLEX AEROSPACE EQUIPMENT

Daher **designs, develops and/or assembles a wide range of equipment and systems** 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
- Boeing
- Gulfstream
- Dassault Aviation
- ATR
- Safran



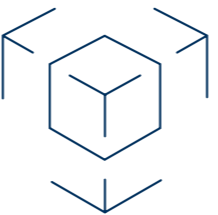
INDUSTRIAL SERVICES CUSTOMER SUPPORT THROUGHOUT THE PRODUCTION CYCLE

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:

- Integration, production and finishing work (OSW) in situ and ex situ
- Production engineering
- Quality control
- Aircraft cabin installation and equipment

OUR MAIN CUSTOMERS

- Airbus
- Dassault Aviation
- ATR
- Safran
- Alstom



LOGISTICS DESIGN, MANAGEMENT AND OPTIMIZATION OF ADVANCED LOGISTICS FLOWS

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 & projects

OUR MAIN CUSTOMERS

- Airbus
- Alstom
- ArianeGroup
- Dassault Aviation

Daher: a partner at your side, around the world

In an effort to stay close to its customers,
Daher has established local operations to support the growth of their businesses
both in France and internationally.



HIGHLIGHTS

2024 the transformation underway



In 2024, Daher changed its governance and ramped up the transformation underway to achieve the objectives of the Take Off 2027 strategic plan, which aims to make Daher “a large, profitable international company developing in four complementary businesses.”

On June 4, 2024, Didier Kayat was appointed Chairman and Chief Executive Officer of Daher, succeeding Patrick Daher after his retirement. Olivier Genis, a family director since 2020, became Vice-Chairman of the Board.

- Several achievements marked the year 2024:
- The **contracts that structure** our logistics and industrial services businesses were successfully renewed;
 - The **transformation of our management culture has continued**: by the end of 2024, 2,000 managers across the Group were trained in the principles of the Daher Leadership Model. The roll-out to apprentices and operators has begun in each operational division, with a target of 100% of the workforce trained by the end of 2025;
 - Our organization is adapting to market needs in line with our **four core businesses** (Project D#) with the creation of ad hoc legal structures;
 - We have achieved important milestones in our **innovation and decarbonization** roadmap:
 - Completion of the EcoPulse program to assess the potential of hybrid-electric technologies for aircraft;
 - ramp-up of Shap'in with the development and demonstration of disruptive technologies (welded thermoplastic wingbox, for example);

- implementation of decarbonization governance (Sustainable Development Department).
 - Our **position as an aerospace player has been strengthened** with the sale of our nuclear businesses (valve manufacturing and nuclear services).
- However, the operating environment remains challenging for the entire aerospace industry:
- A supply chain undergoing changes to meet the production targets of major customers;
 - Persistent challenges in skills retention and management: 2,500 new hires at Daher in 2024 (more than 25,000 across the industry)

IN EARLY 2025, DAHER RECEIVED TOP EMPLOYER FRANCE CERTIFICATION FOR THE THIRD YEAR IN A ROW



Each year, the Top Employers Institute awards its certification to French companies for the excellence of their human resources policies: integration, career policy, diversity, etc.

This demanding certification, based on a hundred or so criteria assessed during an audit in 2024, is recognition of the quality of our HR policy.

2024 ACTIONS



DAHER DELIVERED 82 TBM AND KODIAK AIRCRAFT IN 2024

Recognized for its efficiency, the TBM is a commercial success, with a total of 56 TBM 960 deliveries by 2024 (40 in the United States). Of the 26 Kodiak family aircraft delivered in 2024, 11 were Kodiak 900s, illustrating the growing success of this larger version of Daher's multi-purpose utility aircraft.



ECOPULSE: A FULL-SCALE DEMONSTRATOR

After 50 test flights and more than 100 hours in the air, the EcoPulse program, the distributed hybrid-electric propulsion aircraft demonstrator developed by Daher, Airbus and Safran, has come to an end. Based on a TBM 900 platform equipped with an 800-volt battery and six electric propellers distributed along the wings, EcoPulse tested the maturity of hybridization technologies, measured their performance and impact (CO₂, noise, etc.), developed a method for certifying the safety of innovative aircraft, and taught companies of different sizes and cultures to work together. A major step toward the more sustainable aviation of tomorrow...



SUSTAINABLE AVIATION FUEL (SAF) IS GAINING GROUND

Daher, TotalEnergies and ADP Group launched a sustainable aviation fuel (SAF) offer at the Paris-Saclay-Versailles airfield on July 17, 2024. This alternative fuel, produced from waste and residue from the circular economy and distributed by TotalEnergies, is essential for more sustainable general aviation. The blend of 35% SAF and 65% kerosene reduces CO₂ emissions by up to 30%, with no aircraft modifications required.

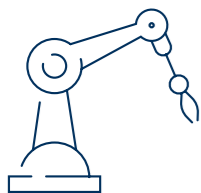
Daher, committed to the transition to carbon neutrality by 2050, has already been using a blend incorporating SAF since 2022 for flight operations at the Tarbes-Lourdes-Pyrénées industrial site and at airports where it is available.

IN THE GROWTH PHASE

The Kodiak 100 and the recent Kodiak 900 are enjoying growing success, boosted by continuous improvements. As a result, a second final assembly line was installed at the Sandpoint, Idaho, production facility to meet demand.



DAHER SIGNS A CONTRACT WITH THE FRENCH AIR AND SPACE FORCE FOR THE MAINTENANCE OF THE TWIN OTTERS



INDUSTRY



SUSTAINABLE UPGRADES TO SURFACE TREATMENT IN TARBES

In Tarbes, the Daher plant has upgraded its surface treatment processes to comply with REACH regulations, aimed at reducing chemical risks for people and the environment. This project, initiated in 2012, has made it possible to replace polluting substances, such as chromium trioxide, and to roll out a new automated line, reducing water and energy consumption. Despite major technical challenges, the benefits are significant, with improved industrial and environmental performance.



800 NEW HIRES IN THE INDUSTRY DIVISION IN 2024

Spotlight on the fitter-assembler profession: Daher offers training courses (initial, continuing or retraining) in this key aerospace production profession.

NEW PRODUCTION LINE FOR AIRBUS HELICOPTERS

Through its Tarbes plant, Daher responded to the needs of Airbus Helicopters by producing tail booms for civil and military versions of the H160 and H175 helicopters. This part, made of composite materials and combining the tail boom and Fenestron in a single piece, is the result of three years of collaboration. It offers significant weight savings and performance gains.

IN MONTRICHARD, THE 5S IS BEARING ITS FRUIT

Improving the working environment, safety and collective efficiency... at the Montrichard site, the Japanese "5S" organizational method has once again proved its effectiveness, with strong team involvement and management support. This approach has transformed the workshop, improving safety, ergonomics, and efficiency, while boosting employee pride and customer satisfaction.

COMPOSITE EXPERTISE FOR AIRCRAFT OF EXCELLENCE

Daher designs and manufactures composite winglets for Gulfstream's G700, a business jet with exceptional performance. In 2024, major technical challenges were overcome, allowing Daher to stay ahead of schedule for deliveries. The contract, which also covers the G800, runs until 2034.



INDUSTRIAL SERVICES

CREATION OF DAHER INDUSTRIAL SERVICES



In order to achieve the objectives set by the Take Off 2027 strategic plan, Daher launched a large-scale project, dubbed D#, aimed at creating four major legal structures – one for each business – each with a Chief Executive Officer who has all the means at their disposal to steer the business autonomously. On January 1, 2024, Daher Industrial Services was the first to be established. Under the leadership of Cédric Eloy, who has joined the Group's Executive Committee, the "Industrial Services" activity, now structured autonomously, is able to support major aerospace customers throughout the production cycle.

AIRBUS REAFFIRMS ITS CONFIDENCE IN DAHER

In Saint-Nazaire, Airbus renewed several contracts with Daher for a minimum period of three years. On-site services, production (at the Brais site), installation and replacement of thermal insulation mats for the A320, A321 and A330 programs, etc. The team of 80 to 100 people, supported by the creation of the Industrial Services division, was able to win the contract.

In Toulouse, Daher's industrial services have been working on the A321's final assembly line (FAL) since the end of 2022, installing cabin equipment and electrical systems. Since October 2023, Daher has also been installing the aircraft's engines. The three-year contract could be renewed until 2028.



INDUSTRIAL SERVICES IN ORBIT

A new sector and international prospects: this initial contract between the Industrial Services teams and Airbus Defence & Space is full of promise. The five-year agreement covers the assembly, integration and testing of a European satellite program by Daher. The team of 20 people is based in Toulouse for this project, which demonstrates Daher's expertise while allowing it to acquire new skills.



INAUGURATION OF THE DAHER LEARNING CENTER IN TOULOUSE

On December 10, 2024, Daher inaugurated the Toulouse branch of its training center dedicated to the aircraft final assembly line (FAL) professions. The initial sessions concerned two essential activities, cabin fitting and quality control, on a section of an A319. This 1,000 m² center, including a modern 650 m² technical workshop, marks a key step in meeting the growing need for skills in the aerospace industry, while adapting to the ramp-up of industrial programs.





DAHER STRENGTHENS ITS LOGISTICS PARTNERSHIP WITH AIRBUS

At the end of 2024, Airbus renewed its trust in Daher for all contracts expiring in December. The 3PL (Third Party Logistics) contract covering the management of all logistics flows for the European aircraft manufacturer in the south of France was renewed for three years (with an optional one-year extension), as was the contract covering factory supply, spare parts management, MRO (maintenance, repair, and operations), and inter-site transport in Europe for Airbus Helicopters. In Saint-Nazaire and Mobile (United States), the service provided by Daher was extended until the end of 2025, before a new tender for the 2026-2029 period.



FALCON: DASSAULT AVIATION CONTINUES ITS COLLABORATION WITH DAHER

At its site in Tremblay, near Paris, Daher manages logistics for spare parts for the 2,100 Falcon aircraft in service worldwide. The contract was extended for six years, until 2030. Since 2018, around 150,000 stock lines and 450 daily orders have been managed by a team of 60 people. The new contract involves reorganizing the site due to the start of production of the Falcon 6X and the announcement of the 10X

RENEWAL OF THE STRATEGIC PARTNERSHIP WITH ARIANEGROUP

ArianeGroup and Daher renewed and extended their strategic partnership for five years, with a contract covering all ArianeGroup sites in France. This partnership aims to optimize logistics flows, accelerate delivery times, and achieve new standards of industrial performance in support of the ramp-up of Ariane 6 and M51.3. As Lead Logistics Provider, Daher will continue to play a central role in optimizing ArianeGroup's supply chain, thereby strengthening its competitiveness in the global market.



BERLIN TRAMWAY: A PARTNERSHIP ON THE RIGHT TRACK

In 2024, Daher signed a contract with Alstom Services for the logistics management of spare parts for trams operated by BVG, Berlin's public transport operator. This maintenance logistics requires extreme responsiveness.

This first contract with Alstom Services marks a new stage in the relationship between Daher and Alstom, which began in 2020. More than 500 Daher employees now handle production logistics for Alstom's seven German rail rolling stock manufacturing plants.

A FIRST WITH DAIMLER TRUCK

Daimler Truck has chosen Daher to manage the logistics of spare parts for its trucks and buses in France. This partnership marks a strategic milestone for Daimler Truck, which is outsourcing this essential activity for the first time. To meet this ambitious challenge, Daher designed and installed a state-of-the-art warehouse in Autréche (37), a 25,000 m² site certified HQE (High Environmental Quality) and BREEAM Excellent, in compliance with RT 2020 standards.



A BUSINESS MODEL THAT SHARES VALUE FOR ALL STAKEHOLDERS

OUR RESOURCES

OUR STRATEGY

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



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.

Sustainable development:

- > be a pioneer in the decarbonization of the aerospace industry
- > be a trusted partner to our stakeholders

VALUE CREATION

Environmental indicators

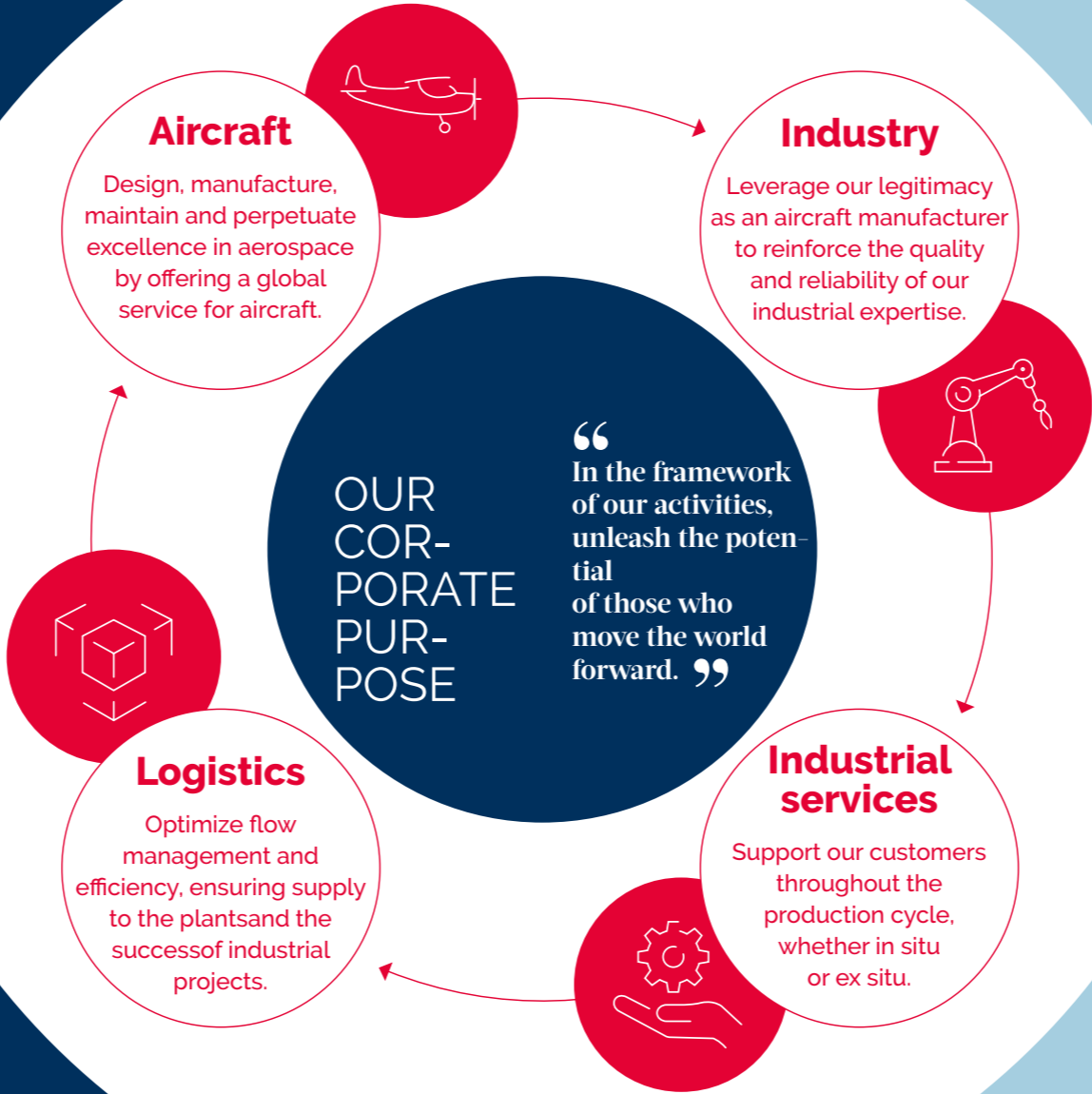
- ENERGY CONSUMPTION: **73,731 MWh in France** (-5% vs 2023)
- WASTE MANAGEMENT: recycling rate = **54%** in France (2025 target: 73%)
- INVESTMENTS:
 - 16** CORAC projects underway, including seven as a leader
- PARTNERSHIPS: **16 active collaborations with start-ups**

Social indicators

- HUMAN RESOURCES: **13,690 FTEs** (+3.9% vs 2023), with **2,540 new hires in 2024** and 124,000 training hours (+32% vs 2023). Work-study/internship rate at 5.1% of total payroll
- DIVERSITY: Overall percentage of women employees: **26%**
- HEALTH AND SAFETY: Rate of safety training for managers: **74%**
- SOCIETAL COMMITMENT: **€100,000** allocated by Daher to **societal projects** through the Fondaher endowment fund

Governance indicators

- CERTIFICATIONS: **100% of operational divisions certified** to at least one standard (ISO 9001, ISO 14001, ISO 45001, ISO 50001, EN9100, EN9110, EN9120)
- TRAINING: **nearly 3,500 training hours** for family shareholders



Environmental indicators

- EMISSIONS REDUCTION: Carbon intensity in France: **22.2 T CO₂eq/€M** (-2% vs 2023)
- 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 indicators

- HUMAN RESOURCES: **22% of management positions held by women**, with a **gender equality index of 88/100**. **14%** of work-study students converted to contracts at the end of training
- HEALTH AND SAFETY: Reduction in the workplace accident frequency rate of **-14% by the end of 2025** (TF1 Group 14.2 in 2024, target 12.1 in 2025)
- SOCIETAL COMMITMENT: Partnership with “Elles bougent” and Opération Noël à l'hôpital (Aida Association). Events around Women's Rights Day, Pink October, and November.



Governance indicators

- ETHICS AND COMPLIANCE: **79% of executive managers and exposed persons** trained in business ethics (worldwide)
- DIVERSIFICATION OF REVENUES: 2027 target: **€2 billion in revenue divided between aircraft (€550 million), industry (€700 million), industrial services (€350 million), and logistics (€700 million)**. International development objective for services businesses



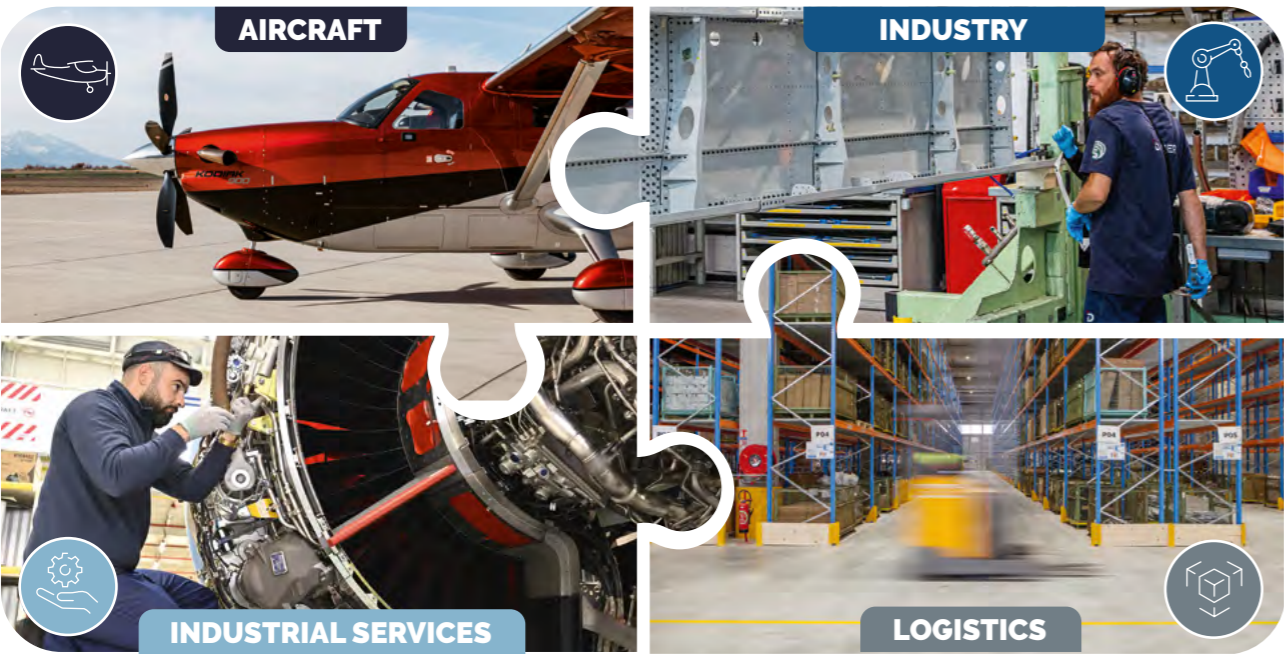
“TAKE OFF 2027” A CHANGE IN DIMENSION

A T KE-OFF 2027

- Thanks to the previous strategic plans, we have made great strides:
- We have become an industrial company
 - We have accelerated our growth and achieved critical mass
 - We have become a robust champion, responsible, innovative and readable
 - We have become a North American player and a benchmark for innovation and digital technology in our markets

OUR AMBITION FOR 2027

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



A LARGE, PROFITABLE INTERNATIONAL COMPANY

- With more than 14,000 employees, revenue of €1.8 billion – 55% of which is generated internationally – and a presence in some 15 countries in 2024, Dahér is continuing its transformation, which involves:
- **Structural profitability** of each of its business lines
 - A common **results-oriented** managerial culture
 - The **international expansion** of its organization, operating methods, and management
 - **Robust processes** that improve organizational efficiency
 - A commitment to innovation and **decarbonization**
 - A set of **common objectives** for 2027

A UNIQUE POSITION IN THE AEROSPACE VALUE CHAIN

With its **four complementary businesses**, Dahér 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.

As an **aerospace manufacturer**, Dahér designs and produces its own aircraft, while developing demonstrators and flight laboratories to anticipate market needs and experiment with technologies that will make tomorrow's aviation more efficient and eco-friendly.

In the industrial sector (**aerospace structures and propulsion systems**), Dahér stands out for its ability to design and produce complex parts and sub-assemblies that meet its customers' major challenges (production rates, performance, environmental requirements, etc.), thanks in particular to the increasing use of composite materials to replace metal and the integration of advanced composite structures. Assembly is done directly at its industrial sites, ensuring full control over quality and deadlines.

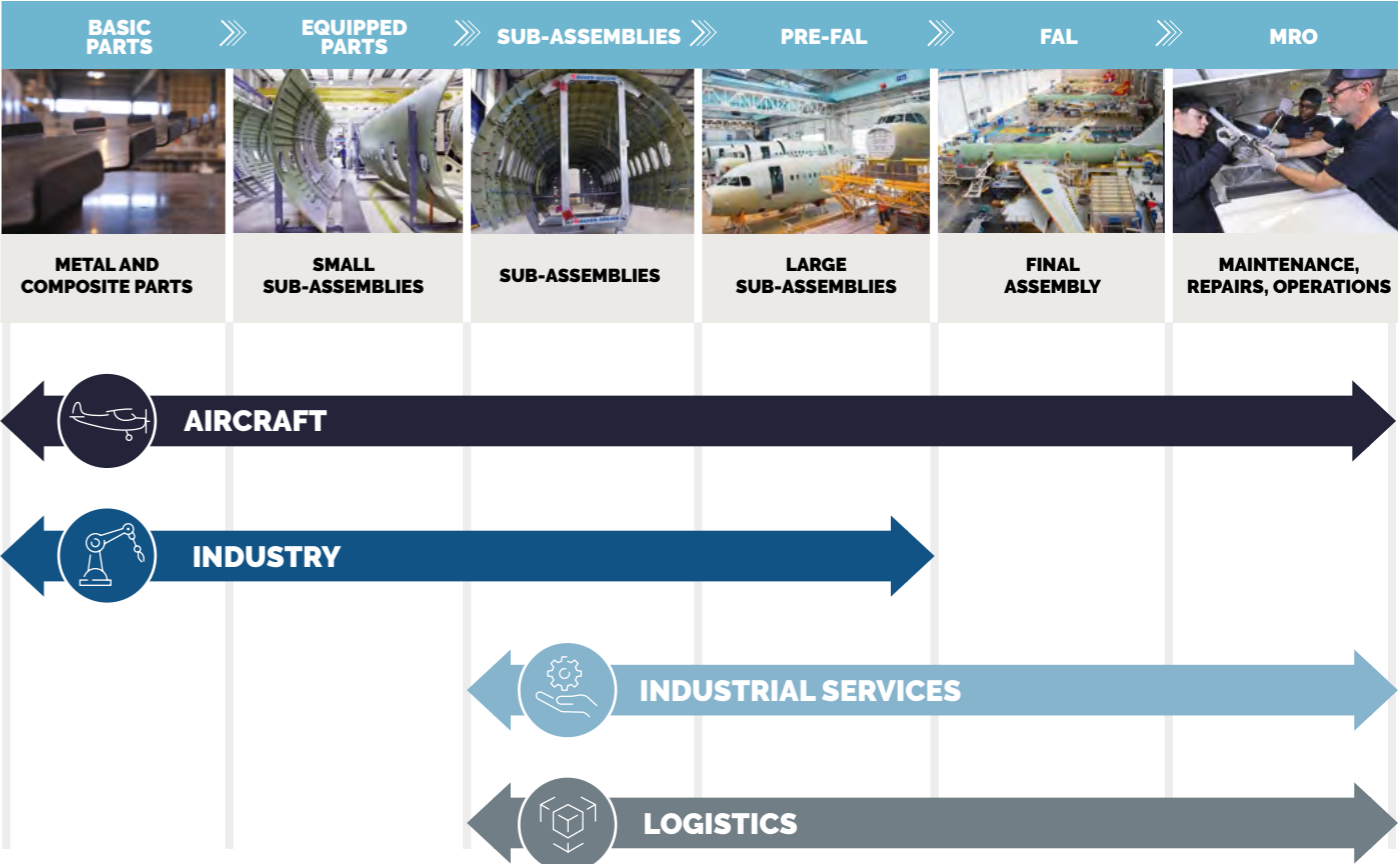
In the **industrial services** sector, Dahér offers its customers comprehensive support with high value-added services that

improve their efficiency and performance: structural and mechanical assembly of complex sub-assemblies, equipment installation and repair, finishing work, cabin fitting, quality inspection, etc. These offerings strengthen Dahér's proximity to existing customers and open up new opportunities in terms of both revenue and business development (new customers).

A historic business of Dahér, **logistics** is a true cornerstone of the Group's activity. Ensuring the success of any industrial project, its performance is based on skills that Dahér has developed since its inception and which, today, make it a leader in production logistics: production flow management, warehouse management and picking/kitting, and specialized transport. These solutions optimize supply chains and integrate seamlessly to ensure perfect synchronization with industrial cycles. As a leader in aerospace logistics in Europe, Dahér has opened doors to other demanding industrial sectors (rail, space, energy, etc.).

Thanks to its versatility, Dahér offers its customers an integrated and consistent value chain, consolidating its role as a strategic partner in the aerospace industry.

DAHER IS INVOLVED THROUGHOUT THE ENTIRE VALUE CHAIN





FOR EACH BUSINESS, TAKE OFF 2027 SETS AMBITIOUS TARGETS

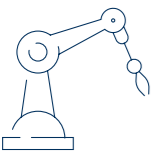
2027 revenue target
(Group: €2.3 bn) **How?**
CHALLENGES AND PRIORITIES

AIRCRAFT



- €550 m**
- » Maintain and grow our sales volume (products/services)
 - » Introduce new products and services every three years
 - » Decarbonize our products
 - » Be able to produce and sell more than 100 aircraft per year and become one of the leaders in general aviation

INDUSTRY



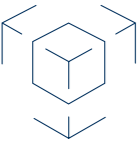
- €700 m**
- » Safety: become a benchmark in the market
 - » Improve our delivery performance (OTD: 95%)
 - Make or buy
 - Supply chain management and re-sourcing
 - » Reduce non-quality costs
 - » Improve productivity: Lean Manufacturing projects in all plants

INDUSTRIAL SERVICES



- €350 m**
- » Become a leader in industrial services
 - » Strengthen our presence in Germany, North America, the Middle East, and Asia
 - » Develop the Manufacturing Engineering business
 - » Confirm and develop adjacent sectors (space, rail, etc.)
 - » Secure profitability

LOGISTICS



- €700 m**
- » Continue rolling out the Daher Leadership Model (100% of employees trained)
 - » Strengthen industrialization to accelerate innovation
 - » Develop revenue in the United States
 - » Continue the development of our subsidiaries internationally: United Kingdom, Germany, and Spain

2024 THE TRANSFORMATION UNDERWAY

Identified as a **key** objective of the Take Off 2027 strategic plan, **improving profitability** will be a priority for Daher more than ever in 2025 in order to confidently continue the transformations initiated as part of the strategic plan. In addition to satisfactory commercial negotiations, this objective involves reducing our costs (purchases, non-quality, energy consumption), lowering absenteeism rates, increasing the volume of our aircraft and services businesses, and improving the management of our supply chain.

2024 marked a decisive step in the **transformation of the Group's management culture**. Today, 2,000 managers share the principles of the Daher Leadership Model, a set of principles for working better together. This model has been integrated into key HR and management processes (individual performance reviews (IPRs), Daher Discovery Days, recruitment, management transition, talent interviews, People Reviews, etc.). These key stages in an employee's professional life help to reinforce the adoption of the Daher Leadership Model while supporting them in their development. Its roll-out now extends to all employees, including operators and apprentices, with initiatives tailored to each division, thereby reinforcing its adoption on a daily basis.

Innovation to promote decarbonization is at the heart of the Take Off 2027 strategic plan. With a presence across the entire aerospace value chain, Daher intends to make a significant contribution to the efforts of the entire industry. This is reflected in particular by the allocation of more than 75% of R&D investments to the decarbonization of aviation.

To take things one step further, Daher has set up three innovation centers, each dedicated to a strategic market:

- **Shap'in** in Nantes, for the design of lighter, more efficient and recyclable aerospace structures;
- **Log'in** in Toulouse, to reduce the environmental footprint of industrial logistics;
- **Fly'in** in Tarbes, dedicated to the decarbonized aircraft of tomorrow.

These collaborative innovation platforms embody Daher's ambition to transform its businesses in order to meet the technological and environmental challenges of tomorrow.

The idea is to work **hand in hand with partners, customers, and startups** to design solutions that will allow us to achieve a "Net Zero" impact by 2050, with a significant first step by 2035, in line with the Paris Agreement.

ECOPULSE
PAVES THE WAY FOR MORE
SUSTAINABLE AVIATION



On December 10, 2024, Daher and its partners Safran and Airbus officially concluded the **EcoPulse** project during an event broadcast live on social media. EcoPulse completed its flight test campaign, delivering crucial insights for achieving the 2050 decarbonization targets for air transport. In particular, the tests made it possible to objectively assess the maturity of hybridization technologies, measure their true level of performance when integrated into the aircraft, and identify their operational limitations.

WING OF
THE FUTURE



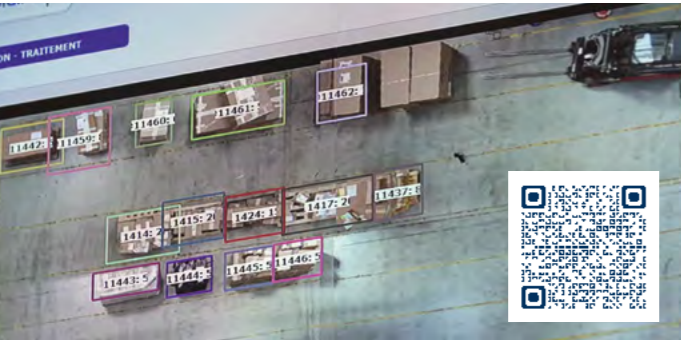
Daher and its subsidiary KVE exhibited at JEC World 2024, the world's largest trade show dedicated to composite materials and their applications. On this occasion, a full-scale demonstrator of a **welded thermoplastic wingbox** was presented. Several innovations powered by Shap'in provided a glimpse of applications for tomorrow's commercial aircraft.

VR AT THE SERVICE OF EFFICIENCY AND SAFETY



A **virtual warehouse** for practicing professional skills and gaining a better understanding of the risks associated with the business: this is the new solution offered by the Log'in platform. Supported by the Occitanie region, this educational innovation for the logistics sector improves safety and helps promote careers in the industry.

AI, A PERFORMANCE ACCELERATOR AT DAHER



Daher is integrating artificial intelligence to optimize its operations and boost efficiency. Already in place, **DCBrain** optimizes storage on the ITER project, **Kipsum** reduces energy consumption in buildings (by -20% on average), and **Pryntec** (Palet'AI) improves pallet management in warehouses. The company is continuing its commitment with ambitious R&D projects such as **JUMEL** (digital twin for logistics, winner of the "Logistics 4.0" award) and **ODDICEA**, dedicated to the 4.0 aerospace factory. Today, AI is more than ever a key driver of performance and innovation for Daher.



DAHER AT THE FOREFRONT OF COMPOSITE SCRAP REUSE

Until 2025, Daher is participating alongside major players in the aerospace industry in CORAC's collaborative "Terra Preta" project, which focuses on **recycling thermoplastic composite waste** generated during the manufacture of structural parts. In collaboration with Safran and Airbus, Daher is conducting specific research into injection-based applications using this recycled material.

- **2 metric tons** of thermoplastic production waste recycled at the Nantes plant

DAHER EXPERTS, DRIVERS OF INNOVATION AND TRANSFORMATION

With a team now comprising 35 experts, Daher's expertise division is continuing its commitment to the company's strategic "Take Off 2027" projects. With three years of experience, it plays a key role in the Group's innovation and transformation. Its major contributions include:

- **Decarbonization of aircraft:** electric hybridization, sustainable fuels (SAF), etc.
- **Optimizing aerostructures:** reducing weight and accelerating development cycles
- **Improving the energy efficiency** of industrial and logistics operations
- **Strengthening cybersecurity**
- **Data governance and value creation**

Experts are at the heart of technological and environmental challenges, actively contributing to the Group's performance and competitiveness.

CORPORATE PURPOSE: DAHER'S FUNDAMENTAL VALUES

The result of a long process of collective reflection, Daher's corporate purpose is at the heart of the Group's CSR approach, as well as its Take Off 2027 strategic plan.

This long-term vision is the summary expression of the responses we wish to provide to the main social, societal, environmental and economic challenges in our areas of business and beyond, involving our stakeholders along the way.

This corporate purpose is supported by a phrase that sounds like a slogan and perfectly sums up Daher's DNA:



Structured around **three pillars**, Daher's corporate purpose serves as a compass for all initiatives carried out in the field.

Boldness

Daher relies on bold solutions to bring together women, men and generations, in the service of its customers and stakeholders.

- >> Taking chances
- >> Bouncing back after crises
- >> Taking action and innovating
- >> Seizing opportunities that arise

Responsible capitalism

Our model – which combines financial performance and ESG performance – and our spirit of innovation serve our ability to take action in the face of the challenges of the environmental and societal transitions.

- >> Sustainable performance
- >> CSR approach
- >> Long-term vision

Team

Employees, shareholders and family share in the pride of the company's history and its 160 years of success, strong values and the will to work every day to build a future together.

- >> Human values
- >> Collaborative spirit
- >> Collective intelligence
- >> Sustainability of the company

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

Finding better ways of doing things so as not to compromise the capabilities of future generations, while reconciling economic and social progress with environmental protection: the challenges of sustainable development resonate particularly strongly at Daher, a family-owned company committed to the concept of responsibility, both for present and future generations.

Sustainable development is one of the cornerstones of Daher's corporate purpose and is a collective commitment under the Take Off 2027 strategic plan, in which everyone, at their own level, has a role to play within the company.

In order to structure its approach and achieve its ambitious goals, Daher has organized its approach around three pillars that bring together the priority issues identified.



BEING A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY

thanks to our unique positioning in logistics services for the aircraft manufacturing 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

To our customers:

- Guaranteeing the **quality and safety** of our products and services

To our suppliers:

- Implementing **responsible procurement** practices and ensuring respect for **human rights**

To our employees:


- Ensuring **healthy and safe** working conditions
- Being a **responsible employer** in our regions of operation

To our shareholders:

- Sharing **values**, a **long-term strategy** and **profitability** as essential levers for the sustainability of the family governance

To everyone:

- Ensuring the **cybersecurity** and **protection of information**
- 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

BEING A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY

Daher has a unique position and presence across the entire aerospace value chain, from logistics to aircraft manufacturing. This gives it real strength and the ability to act at multiple levels with both its customers and suppliers.

In concrete terms, the decarbonization effort is focused on three main areas:

- decarbonizing products and processes throughout their life cycle;
- reducing resource consumption
- and adapting our sites and services to climate change.

Several initiatives and actions launched in this area formalize this commitment: the development of the EcoPulse hybrid-electric aircraft demonstrator; the implementation of a thermoplastic waste recycling process in Nantes to optimize materials management and reduce waste; the use of sustainable fuels for

our heavy goods vehicles and flight operations; the implementation of the 3R strategy (Reduce, Recycle, Reuse) for packaging consumables with the aim of limiting waste and promoting a circular economy; and the assessment of all our sites using the AXA Climate methodology to better understand their exposure to climate risks.

In France, CO₂ emissions (scopes 1 and 2 in France) decreased by 11% in 2023 compared to 2022, reflecting efforts in the area of sustainability. Daher has set an ambitious target of reducing CO₂ emissions across the entire Group by 5% per year starting in 2022.

CO₂ is not the only battle to be fought: Daher's businesses impact the environment through the waste they generate, the risk of pollution, or the use of substances that are harmful to humans and/or the planet.

Climate change is happening, and what we do today to try to minimize its impact will not be seen until 2050. Until then, we will suffer the effects with increasingly violent and/or frequent climate events. Our businesses and sites must take this into account and prepare to be resilient by adapting.

BEING A TRUSTED PARTNER FOR ALL OUR STAKEHOLDERS

Our customers expect us to deliver optimal quality that will ensure maximum safety for their teams, their products, and their customers. This is the foundation of our business, but also our primary responsibility.

With regard to our suppliers, we strive to build balanced and responsible relationships in order to guarantee the sustainability of our supply chain. A partnership based on rights and responsibilities to advance human rights, ethics, and environmental protection in all sectors of activity.

Above all, Daher employees must enjoy safe working conditions: their health and safety are our top priority as an employer. Every effort must be made... This is the aim of the Safety@work program, which has been strengthened in terms of ergonomics following the annual Talk'in survey on working conditions. But being a responsible employer also means knowing how to integrate, train, recognize, and share value. This is what Daher strives to do.

Finally, we have identified two major challenges that concern all our stakeholders: business ethics, i.e., a set of values and moral rules that apply in corporate life; and cybersecurity, where each of us can help build a line of defense and thus ensure our cyber resilience.

BUILDING ON DAHER'S UNIQUENESS

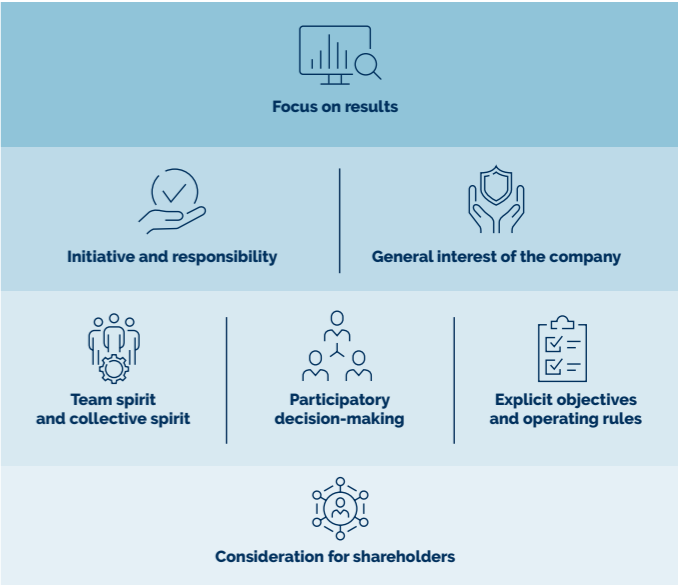
Our third pillar, which is more of a foundation on which we can build our sustainable development strategy, is Daher's uniqueness, its presence in four complementary businesses in the aerospace value chain, its family governance model, its corporate purpose, and its Leadership Model, which unite and ensure collective success.

Sustainable development is one of the cornerstones of Daher's strategy. Thanks to a clear vision and concrete actions, Daher is positioned as a trusted partner to all its stakeholders, while pursuing ambitious goals for 2027 and beyond, particularly in terms of reducing CO₂ emissions and responsible resource management.

Daher shows that innovation and sustainability can go hand in hand to build a better future for all.

DAHER LEADERSHIP MODEL: A TRANSFORMATION GUIDED BY OUR VALUES

The Daher Leadership Model is based on seven principles that promote collaboration, innovation, and agility at all levels of the company.



“SHARING THE FUTURE”: FONDAHER, A SYMBOL OF SOLIDARITY



Fondaher is a space for innovation and solidarity that brings together the values of the Daher family and employees.

Since 2017, Fondaher has been a foundation in the form of an endowment fund, bringing together the Daher family and the company. This diversity is reflected in the foundation's projects and in the allocation of seats on its Board of Directors. This unique structure is in line with the Group's spirit of innovation and its constant search for new solutions. It is also a mark of respect for the Daher family, reflecting its strong involvement in the life of the company. Integration through excellence is the theme chosen by the family and employees for the foundation's priority actions.

In 2023, the call for projects on the theme of "Bouncing back" inspired many mentors from associations eager to support initiatives promoting professional integration, the environment, or the fight against school dropout.

Ten winners received a €5,000 endowment, and the One Daher Prize, for double the amount, awarded to a project chosen by employees and the family, went to the Aida association.

JOINT INTERVIEW

A FAMILY GOVERNANCE MODEL

Thanks to balanced and structured governance, Daher has managed to combine growth with the preservation of its family values. We spoke with Estelle Roux, Director of CoreDaher, and Damien Daher, Manager of CoreDaher, who explained how this approach is a real asset for the company's future.



Estelle Roux
Director of CoreDaher

Can you explain how governance is organized at Daher and what the challenges are?

Estelle Roux: At Daher, the governance structure has been designed to allow the company to grow smoothly while preserving its family character, which gives it a long-term vision. The aim was to create a system where the company is run by skilled professionals capable of growing Daher, while allowing the family to be an active shareholder, involved in strategic decisions, major financial decisions (level of debt, opening up capital, etc.), the choice of managers, and the preservation of values. This model was implemented in 1994, when the family included around 70 shareholders. We anticipated the expansion of the family (currently more than 700 people, of whom 400 shareholders) and the company by establishing a three-tier model: the company, the shareholders, and the family. This allows us to share a common vision for the future of Daher.

Damien Daher: This model is based on three pillars: the company, led by Cie Daher, with a board of directors made up of independent directors, family members, representatives of BPI France, and the Chief Executive Officer; the family holding company CoreDaher, which brings together all family shareholders and allows them to share a long-term vision; and finally, the family itself through the Générations Daher association, which maintains a strong sense of belonging and passes on the company's history and values.

Estelle Roux: The three levels of governance have clearly defined responsibilities, with CoreDaher ensuring overall consistency. This allows the company to focus on its development, while shareholders oversee the major strategic directions and the preservation of family values.

You emphasize participatory governance. How does that translate into concrete action?

Estelle Roux: Major decisions must be approved by CoreDaher: for example, any external growth transaction exceeding certain investment thresholds, major strategic decisions, or the appointment of the Chief Executive Officer require the approval of the family holding company.

Damien Daher: This system ensures that power is not concentrated in the hands of a single person. At each level of governance, the boards of directors challenge the projects put forward by senior management, promoting collective intelligence to arrive at the best decision.

How do you ensure that the family remains united in its vision and shares the company's goals?

Estelle Roux: It is essential that the family remains connected to the company and is able to evaluate strategic decisions. The people appointed to the boards are selected for their skills, and we ensure that all generations are well represented. In addition, CoreDaher and Générations Daher strengthen family cohesion and ensure that every family member understands what Daher is, its values, and its strategic and financial challenges.

Several annual events are organized to inform shareholder family members about Daher's activities. These events enable them to meet and interact with senior management. The annual general meeting of shareholders, which brings together around 200 family shareholders, is followed by a family lunch where all generations can

get together. The youth weekend, for 16–25 year olds, is another highlight of the year, including visits to sites such as ITER in 2024 and Tarbes in 2025. These visits allow the younger generations to familiarize themselves with the company's businesses and gain a better understanding of how it operates.

Damien Daher: We also hold other events such as themed dinners, where company executives explain key topics such as decarbonization, the strategic plan, the aerospace market, or the industrial services business, for example. These moments of sharing help strengthen the bond between the family and the company, and ensure that all members have a shared vision of the future.

How do you ensure that the company remains true to its values while facing the challenges of today?

Estelle Roux: If I had to name two significant family values, I would say solidarity and togetherness. They are at the heart of all our decisions. In concrete terms, this has led to the creation of FonDaher, a foundation co-managed by Générations Daher and Cie Daher, to help people in difficulty rebuild their lives. Daher's ESG (environmental, social and governance) issues are part of our strategic model, with priorities such as decarbonization, employee health and safety, and cybersecurity. These principles are upheld by both the company and the family.

Damien Daher: At Daher, responsible capitalism is a fundamental principle. It is deeply rooted in the culture of the company and the Daher family. Shareholders are convinced that the company's performance and ethical, sustainable management create value in the short and long term.

How does this governance model allow Daher to prepare for the future and ensure its long-term viability?

Estelle Roux: Our governance model aims to ensure the protection and long-term future of Daher as a family business. It is based on written rules that are never set in stone, with a view to continuous improvement and adaptation to new challenges. We are constantly focused on training and passing on our knowledge to the new generations.

Damien Daher: One of the major challenges of the past decade has been the transfer of leadership of the company. In 2016, Patrick Daher, Chairman and CEO since 1991, decided to organize his succession, with a first major step: the appointment of Didier Kayat as Chief Executive Officer. Patrick then took on the role of non-executive Chairman, forming a partnership with Didier and ensuring a smooth transition. In 2016, CoreDaher was also transformed into a limited joint-stock partnership with a group of eight general partners who manage the company under the supervision of a supervisory board. In June 2024, this transition was finalized with Patrick Daher stepping down as Group Chairman, Didier Kayat being appointed Chairman and Chief Executive Officer, and Olivier Genis being appointed Vice Chairman and Family Director. Patrick Daher also stepped down from his position as managing partner of CoreDaher. The company FIPAD, which holds 25% of CoreDaher's capital, was then appointed manager. As president of FIPAD, I am now manager of CoreDaher. This transfer marks the end of more than 30 years dedicated to the development of Daher, which has grown from an SME to a major industrial company and become a key player in the aerospace sector.

Estelle Roux: The main challenge facing the new members of the current governance structure is ensuring Daher's long-term economic, environmental, and social performance. Our structured and agile model must allow the Daher family, as shareholders, to continue on the adventure and support the company into the future. We are confident about the future because we have created a system where each generation can contribute to the company's long-term success while remaining true to our values and shared history. This model is a source of strength for Daher!



Damien Daher
Manager of CoreDaher

“We are confident about the future because we have created a system where each generation can contribute to the company's long-term success.”

“At Daher, responsible capitalism is a fundamental principle, deeply rooted in the culture of the company and the Daher family.”

GOVERNANCE

Corporate Governance Report

Supervisory bodies at December 31, 2024

Group Executive Committee



1 Didier Kayat
Chief Executive Officer

2 Jérôme Leparoux
General Secretary

3 Alain-Jory Barthe
Industry Division

4 Julie de Cevins
Sustainable Development
Department

5 Pascal Laguerre
Technology Department,
Transportation and Projects
Business

6 Cedric Eloy
Industrial Services Division

7 Jean-Philippe Grégoire
Finance Department,
Nuclear Business

8 Nicolas Chabbert
Aircraft Division

9 Aymeric Daher
Logistics Division

Board of Directors

Didier Kayat
Chairman of the Board of Directors
and Chief Executive Officer,
Director

Olivier Genis
Vice-Chairman of the Board
of Directors,
Director

Estelle Roux
Director representing a legal entity
(COREDAHER)

Anne Brachet
Director

Damien Daher
Representative of FFIPAD, Director
representing a legal entity

Michel Giannuzzi
Director

Frédérique Kalb
Director

Éric Lefebvre
Representative of
Bpifrance Participations,
Director representing a legal entity

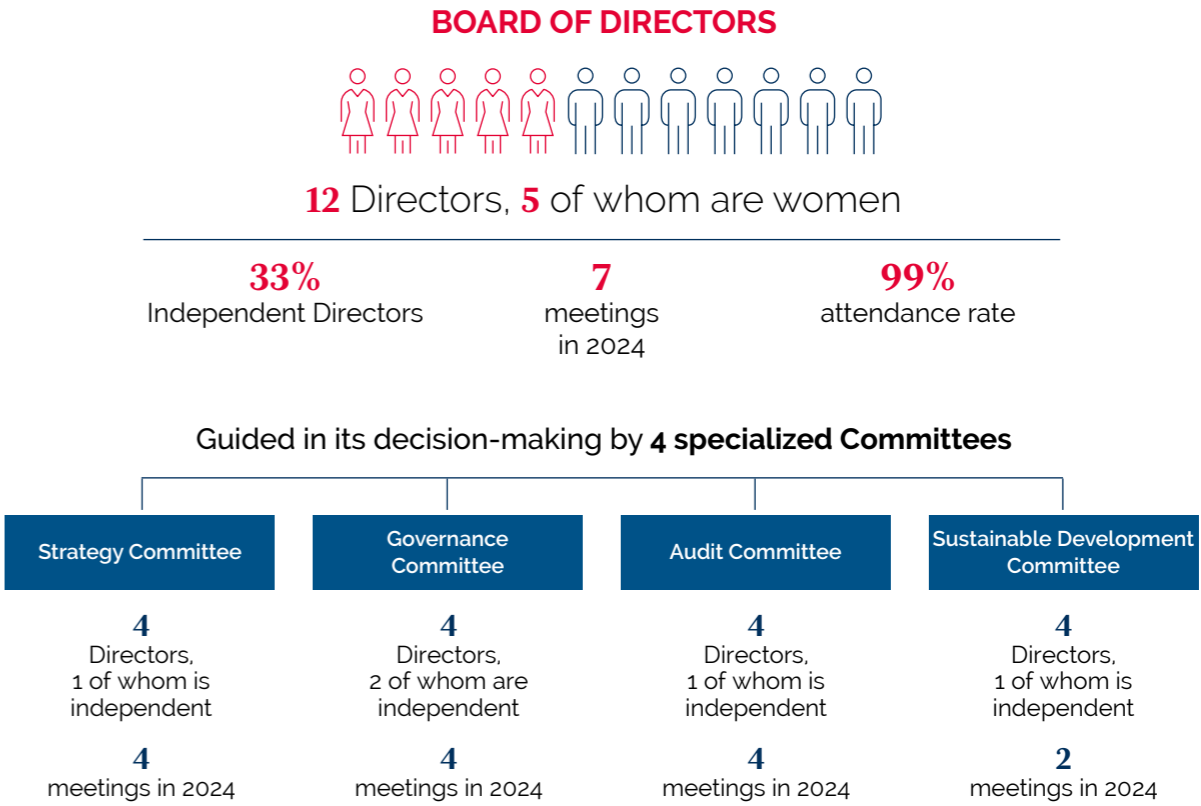
Thierry Minvielle
Director

Lise Nobre
Director

Statutory Auditors

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

A dynamic and mobilized Governance structure



BOARD OF DIRECTORS AND 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. Patrick Daher stepped down from his position as Chairman of the Board of Directors at the Company's Board of Directors meeting on June 4, 2024. The positions of Chairman and Chief Executive Officer of the Company were combined by decision of the same Board of Directors, which appointed Didier Kayat as Chairman and Chief Executive Officer, and Olivier Genis as Vice-Chairman of the Board of Directors.

The Board of Directors appoints the members of the Strategy Committee, the Governance Committee, the Audit Committee and the Sustainable Development Committee. For information, Eric 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), as well as Daher Industrial Services (formerly Assistance Aéronautique et Aérospatiale), acquired in 2023, 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 a director representing employees sits on the Board of each entity.

	Status	First Appointment	Reappointment	Appointment Expiration
DIDIER KAYAT	Director Chairman and Chief Executive Officer	April 13, 2016 February 18, 2016 June 04, 2024	April 26, 2019 May 18, 2022	Meeting called to approve the 2024 finan- cial statements
ANNE BRACHET	Director	May 18, 2022		Meeting called to approve the 2024 financial statements
DAMIEN DAHER Representing the company FIPAD	Director representing a legal entity	June 04, 2024		Meeting called to approve the 2025 financial statements
OLIVIER GENIS	Director Vice-Chairman of the Board of Directors	April 29, 2020 June 04, 2024	May 17, 2023	Meeting called to approve the 2025 financial statements
MICHEL GIANNUZZI	Director	May 18, 2022		Meeting called to approve the 2024 financial statements
FRÉDÉRIQUE KALB	Independent Director	April 29, 2020	May 17, 2023	Meeting called to approve the 2025 finan- cial 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 04, 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	Director	April 22, 2014	May 18, 2022	Meeting called to approve the 2024 financial statements
CÉCILE TANDEAU DE MARSAC	Independent Director	April 26, 2019	May 18, 2022	Meeting called to approve the 2024 financial statements
JÉRÔME LEPAROUX	Secretary	June 04, 2024		

Strategy Committee

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 at dedicated Board of Directors' meetings.

Governance Committee

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

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.

The Sustainable Development Committee

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 indicator reporting procedures;
 - monitors and critically reviews sustainable development issues and projects addressed by Group Governance, in terms of both actions and monitoring indicators;
 - conducts an 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 2024, and each of its committees between one and four times, depending on the matters analyzed.

THE 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-subsidiary of the Group either has a Board of Directors and an Investments and Commitments Committee or just an Investments and Commitments Committee.

Where a subsidiary has a Board of Directors, the Board appoints the members of the Investments and Commitments Committee from among the Company's directors and the Group Executive Committee members at the proposal of the Group Chief Executive Officer (by default, the subsidiary company directors are 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 Committee

Group Risk Management is supervised by a Risk Committee which comprises the Executive Committee and the Head of the Group Legal Department. The Risk Committee was set up in 2009 and its organization is described in the Risk Management section.



OVERVIEW OF THE COMPANY'S RISK FACTORS

The Group has defined risk as any event affecting the company, its objectives and the integrity or health of its employees.

In terms of organization, risk management has been integrated into the Sustainable Development Division since January 1, 2024. The risk manager function is now under the authority of the Chief Sustainability Officer (CSO), to whom the former reports directly.

The risk manager is responsible for identifying risks, organizing the annual mapping of strategic and operational risks and following up on action plans by compiling risk sheets and coordinating quarterly meetings of risk owners.

Risk governance is structured around a Chief Sustainability Officer, a risk manager, risk owners and risk leaders, each with their own area of responsibility. The CSO is responsible for decision-making and validation; the risk manager is in charge of the related management and coordination systems; and the risk leader identifies the risks specific to their business, which they then pass on to the risk owner for processing and mitigation action.

The risks identified and updated each year through annual risk mapping are reviewed by all members of the Executive Committee. The risk mapping is then presented to the Audit Committee, which approves it. In 2024, 38 risks were identified, including 10 risks classified as ESG risks. Of the 10 risks classified as ESG risks, two risks were grouped together (compromise of information systems and compromise of personal data) because they address the same issue and are covered by the same policies.

Risk management is also an integral part of various management bodies, allowing the information to be escalated, new risks to be analyzed, and action plans to be drawn up to deal with risks.

Risk management was scaled up in 2024, with a focus on building synergy with the compliance, cybersecurity and CSR departments.

This table summarizes the alignment between ESG (non-financial) risks, CSR issues, policies and key performance indicators.

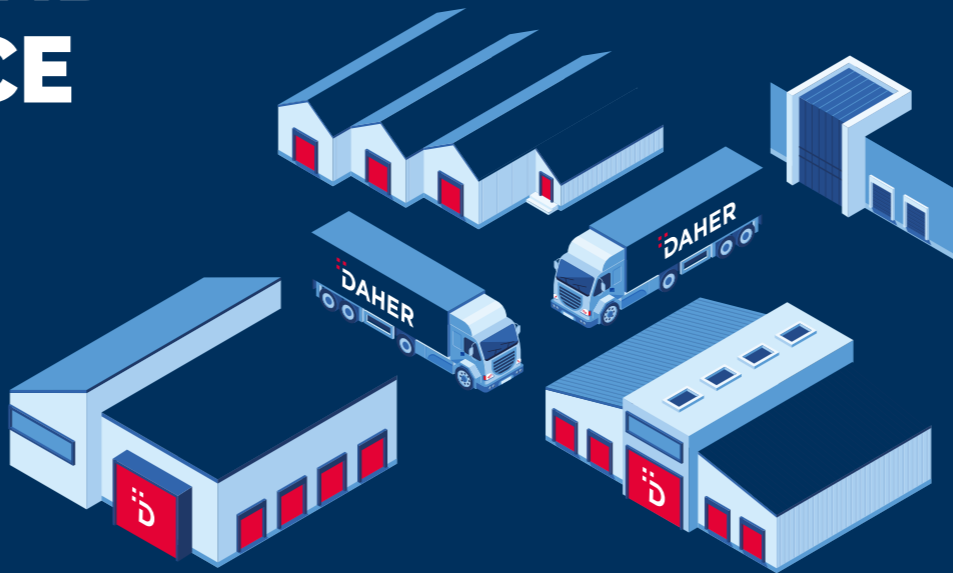
ESG risks	CSR challenges	Policies	Performance indicators
A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY			
Failure to achieve decarbonization targets	Decarbonizing products and processes throughout their life cycle	Climate strategy	Scope 1 & 2 CO ₂ e emissions (metric tons)
Environmental damage	Reducing our environmental impact	HSE Policy	Percentage of employees working in ISO 14001-certified facilities
Extreme weather events	Adapting our sites to climate change	Currently being defined	Currently being defined
TRUSTED PARTNER TO OUR STAKEHOLDERS			
Major quality issue	To our customers: Guaranteeing the quality and safety of our products and services	Aviation Safety Policy and Just Culture (ENR-06429).	SMS training rate
Threats to health and safety	To our employees: Ensuring healthy and safe working conditions	HSE Policy	Lost-time accident frequency rate (FR1)
Shortage of key resources Loss of attractiveness, inability to retain key resources, social movements, psychosocial risks	To our employees: Being a responsible employer in our regions of operation	Foundation formed by current agreements	Undesired turnover
Violation of human and environmental rights in our supply chain	To our suppliers: Implementing responsible procurement practices and ensuring respect for human and environmental rights	Responsible Procurement Policy Supplier Code of Conduct	Rate of Procurement training (due diligence and responsible procurement)
Fraud and corruption	Guaranteeing the highest ethical standards	Code of Ethics and Good Conduct	Percentage of executive managers and exposed persons trained in business ethics
Compromise and unavailability of information systems/personal data/cyber attacks	Ensuring cybersecurity and information protection	Information system security policy	Cyber risk training rate





“ Ensuring the sustainability of our activities ”

SUSTAINABLE DEVELOPMENT STRATEGY AND GOVERNANCE



Julie de Cevins
Sustainable Development, Risks and Audit Director

What do you think were the major advances in sustainable development in 2024?

In 2024, we laid solid foundations for fully integrating sustainable development into our corporate strategy. The two pillars of our sustainable development strategy – being a pioneer in the decarbonization of the aerospace industry and a trusted partner to our stakeholders – cover a dozen challenges for which we have defined specific objectives and KPIs that are monitored regularly during monthly business reviews. These include, for example, CO₂ emissions related to our operations (scopes 1 & 2), the workplace accident frequency rate, and the absenteeism rate. This approach allows us to incorporate environmental, social, and governance (ESG) issues into all our operations.

We have also rolled out these KPIs across every division and department, thereby involving all our teams in our sustainability objectives. This strengthens collective responsibility and ensures that every level of the company is actively involved in achieving these objectives. At the same time, governance around sustainable development has been strengthened to make it a cross-cutting priority in all our decision-making.

What are the priorities for 2025?

They focus on three key areas: workplace safety, the decarbonization of our operations, and cybersecurity. These issues are crucial to strengthening the company’s resilience. More broadly, we will emphasize risk management, a key element in achieving our strategic objectives.

A risk, for a company, is an event that could impact its business. Risk management involves identifying, analyzing, and controlling these threats, taking into account their probability and consequences, whether human, operational, or financial. This approach requires close collaboration between senior management, operational

departments, internal audit, and risk management.

How will that translate into concrete action?

We will strengthen our internal audit team to ensure it is capable of supporting our business, which generates nearly \$2 billion in revenue. The links between internal audit and risk management will also be strengthened, as they feed into each other: audit provides recommendations based on feedback from identified risks, and risk management leads us to verify through audit that mitigation plans are working.

This systematic and proactive approach will allow us to better monitor the evolution, implement appropriate preventive measures, and ensure that the company is ready to meet short- and long-term challenges. At the same time, we will strengthen our business continuity and recovery plans for each of our sites and entities.

The aim of this approach is to ensure that each strategic priority is properly followed and that the associated risks are managed, while ensuring that the necessary actions are implemented effectively.

For example, with regard to cybersecurity, we must ensure that our systems are protected against digital risks of all kinds—outages, cyberattacks, ransomware, etc.—and that appropriate measures are taken to secure our sensitive data.

With regard to climate, we have implemented an in-depth analysis of the physical risks and potential impacts of climate change on our infrastructure. For each identified risk, specific mitigation plans are developed to adapt our processes to these challenges.

Sustainable development is much more than a regulatory obligation for us. It is a strategic lever that guides our growth while strengthening our resilience to environmental, social, and economic challenges.

CHALLENGES AND STRATEGY SUSTAINABLE DEVELOPMENT

In 2024, with the creation of the Sustainable Development Department at the level of the Executive Committee, Daher structured itself to accelerate its sustainable development approach and strengthen its commitment to responsibility. The Group's sustainable development strategy is fully integrated into its overall strategy and is fully consistent with the shareholders' vision of ensuring sustainable profitability as a guarantee of long-term viability, while respecting the Group's fundamental values.

Daher is therefore committed to creating long-term value for its stakeholders, while making a positive contribution to society and the environment.

Daher's sustainable development strategy is based on two main pillars built on the uniqueness of Daher:

- 1/ Being a pioneer in the decarbonization of the aerospace industry, thanks to its unique positioning in logistics services all the way to the aircraft manufacturing industry;
- 2/ Being a trusted partner to each of its stakeholders.

These two pillars are broken down into 13 challenges. For each challenge, approved by the Board of Directors, the medium-term ambition has been identified, along with the objectives and indicators to be monitored. These are monitored on a monthly or quarterly basis by the Executive Committee and each division.

GOVERNANCE

In 2024, Sustainable Development governance was significantly strengthened and structured around several roles and responsibilities:

- The Board of Directors approves the sustainable development strategy, monitors its implementation and approves the annual non-financial report.
- The Sustainable Development Committee, the fourth committee of the Board of Directors, was created in 2024. Its members are independent and family directors, as well as a representative of BPI specialized in CSR issues. The role of this committee is to challenge the sustainable development strategy, validate objectives, manage related risks, and monitor the implementation of the roadmap.
- The Executive Committee is responsible for steering and executing the roadmap
- The Sustainable Development Department, newly created in 2024 and represented on the Group Executive Committee, is composed of around ten people whose roles are to develop the strategy and policies, steer and monitor implementation, and report on performance.
- This department also includes the Risk and Internal Audit functions.

At the operational level, Sustainable Development issues are integrated by the Divisions to ensure that the roadmap is implemented:

- A sponsor has been identified for each of these issues
- ESG leads have been appointed within each operating Division



with the task of communicating the issues, ensuring their implementation and the achievement of objectives

- ESG ambassadors have been appointed to promote ESG initiatives at the local level in line with the strategy and priorities established.

Operational governance has been put in place:

- The Sustainable Development Committee meets every three months;
- Monthly monitoring is carried out at the Executive Committee level;
- Monthly monitoring of ESG indicators for each division is carried out during business reviews;
- Monthly discussions are held with ESG leads during the ESG Committee meeting to share information on management, progress, best practices, and any difficulties encountered.
- The ESG ambassador community also meets during two annual events and monthly discussions.

Finally, Daher emphasizes the importance of all employees' commitment to the sustainability strategy. Training courses were rolled out in 2024 on the topics of safety, cybersecurity, and ethics. Other training courses will be rolled out in 2025, particularly on climate/energy issues and the decarbonization of processes. The goal is to create a corporate culture where every employee feels responsible and involved in sustainability efforts.

Over the past year, this organization has led to significant progress, which is a sign that these issues are being taken seriously within the company.

Since 2015, Daher has been using external benchmarks to enhance its internal maturity and meet the demands of external stakeholders.

- **EcoVadis** has been assessing Daher's maturity and commitment to social and human rights, the environment and carbon, responsible procurement, and ethics since 2015. Daher scored 64/100 in the assessment.
- Since 2020, the **Carbon Disclosure Project** (CDP) has been assessing the maturity and performance of its environmental practices. A target for improving the CDP score is being monitored and managed. The score obtained is "B," a significant improvement on the 2023 score of "D."

PREPARING FOR THE IMPLEMENTATION OF THE EUROPEAN CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD)

Daher began preparing for the implementation of the CSRD in 2024, with the first reporting to be made in 2026 for the 2025 financial year, subject to legislative amendments. More than just a reporting exercise, the CSRD is seen as a tool for structuring, reflection, and future planning.

This groundwork aims to prepare Daher for global changes, particularly those related to climate change, value chain issues, and evolving employee and stakeholder expectations.

At the end of 2024, Daher completed its double materiality analysis, which aims to identify the impacts, risks, and opportunities of ESG issues that are material to the Group and related to its sustainable development strategy.

During 2025, a gap analysis will be carried out between the issues identified as material and the existing policies, procedures and roadmaps. This will identify the processes and data already in place at Daher and those that need to be strengthened in order to comply with sustainability reporting requirements. A

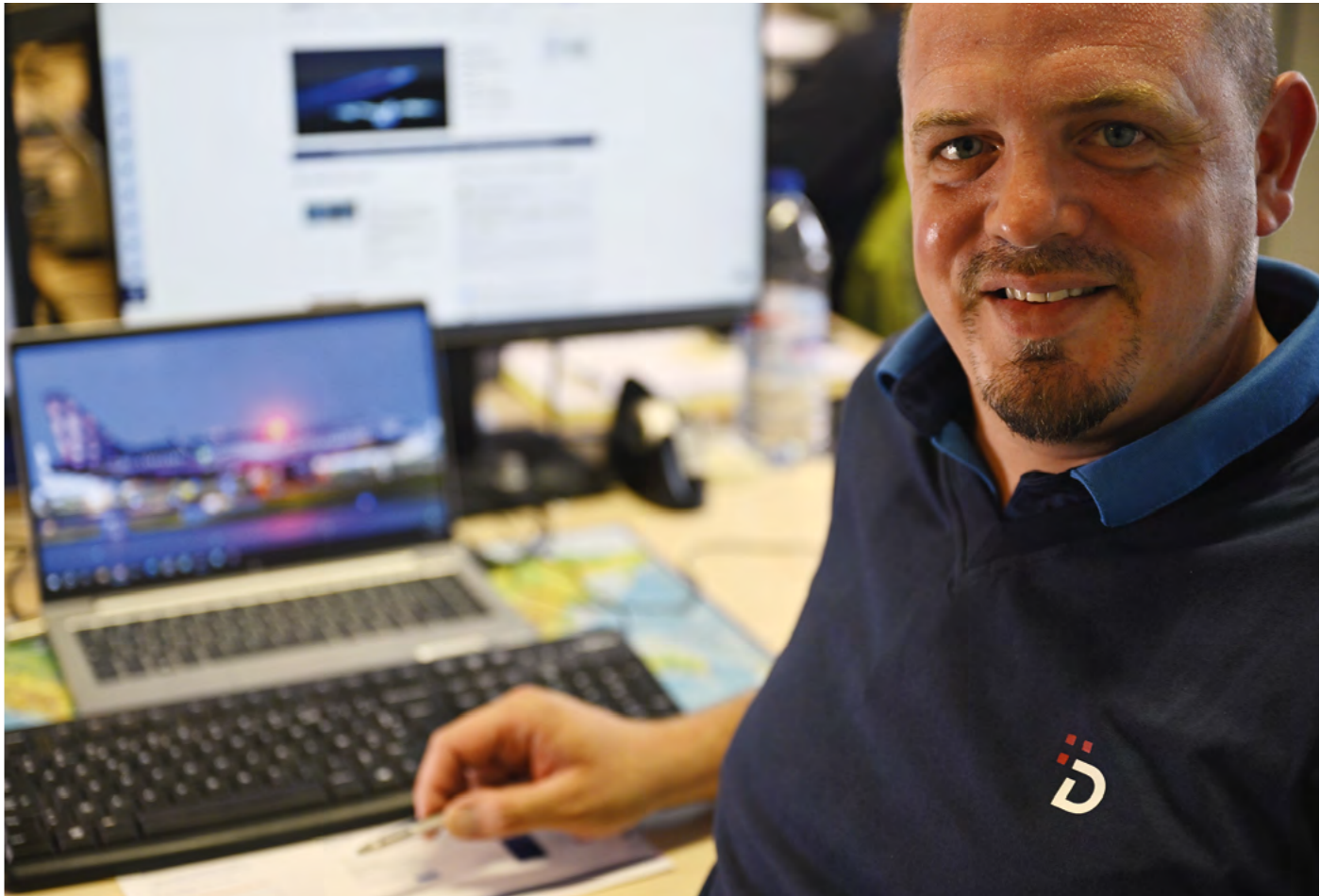
roadmap can then be drawn up, incorporating the policies, processes, action plans, and indicators to be implemented.

Governance tailored to the CSRD was put in place in the third quarter of 2024. A specific organization has been established around a project team made up of representatives from the various entities of the company.

This project has two sponsors: the Sustainable Development Department and the Finance Department. One of the objectives of this project is to ultimately achieve the same level of reliability in ESG data management as in financial data management.

Steering committees are responsible for approving the decisions and choices made in the context of the double materiality assessment on a monthly basis.

Milestones for approving the various stages of the project are set by the Executive Committee, the Sustainable Development Committee, and the Board of Directors.





BEING A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY

“
The aerospace industry must reinvent itself, and at Daher, we are convinced that with innovation and a long-term commitment, we will be a driving force in this transformation.”



Alain-Jory BARTHE
Director of the Industry Division

Daher is actively committed to decarbonizing its activities. Can you explain the main areas of decarbonization you are working on?

Decarbonization is a strategic issue for Daher, both in terms of social responsibility and long-term performance. We are taking action on two levels: our direct emissions, i.e. those generated by our sites and production activities (scopes 1 & 2); and our indirect emissions, which come from our purchases or from products manufactured for our customers (scope 3).

When it comes to direct emissions, what are the main priorities?

At our French sites, emissions mainly come from gas consumption (55%), transportation (30%), and electricity (13%). These three areas alone account for over 98% of our direct emissions. Reducing energy consumption is therefore a priority, with actions such as energy efficiency upgrades, replacing traditional lighting systems with LEDs, optimizing equipment, and awareness-raising campaigns. We are also rolling out energy metering devices at our sites so that we can guide our actions and measure the results achieved.

We have begun a process of modernizing our production facilities, integrating advanced technologies such as manufacturing execution systems (MES) and artificial intelligence to optimize our processes, thereby reducing energy waste while increasing productivity.

We also encourage the use of renewable energy: green electricity and the installation of solar panels, which is currently on the drawing board at several sites.

Finally, we pay particular attention to managing the waste generated by our industrial processes, with projects such as recycling the polyethylene foam waste generated in Montrichard and glass wool waste in Brais. In Nantes, we have developed an innovative process for recycling thermoplastic production waste to initially produce recycled composite pedals

for our TBM aircraft. This is a great example of the circular economy, an approach to which we are fully committed.

How is the commitment to decarbonization reflected in products and services (scope 3)?

Decarbonization affects the entire value chain. For upstream scope 3, we work with our suppliers to ensure they adopt responsible practices by incorporating environmental criteria into our calls for tenders. We have implemented a responsible procurement policy that includes strict decarbonization criteria.

For downstream Scope 3, we are seeking to make our products lighter, more efficient, and more environmentally friendly. Making aircraft parts lighter and optimizing materials are key areas of focus at the Shap'in tech center.

Automating production processes reduces energy consumption while increasing product precision and quality, which has a positive impact on their sustainability and environmental footprint.

The transition to a decarbonized industrial model is complex. How do you measure the progress made?

Decarbonization is indeed a complex process, but we closely monitor our progress through an increasingly robust reporting system. We conduct regular audits and ongoing assessments of our energy consumption and emissions.

Key performance indicators (KPIs) allow us to monitor progress in terms of emissions reduction, the share of renewable energy used, and the energy efficiency of our equipment. In the short term, our goal is to reduce our CO₂ emissions by 5% per year across the Group.

The aerospace industry must reinvent itself, and at Daher, we are convinced that with innovation and a long-term commitment, we will be a driving force in this transformation.

REDUCING THE CARBON EMISSIONS OF OUR ACTIVITIES

POLICIES

In 2024, Daher strengthened its commitment to reducing energy consumption and CO₂ emissions from its activities (scopes 1 & 2). Initially formulated in the 2022 Climate Strategy, this commitment was revised in 2024 to align with the 1.5°C trajectory defined by the Paris Agreement. It aims to reduce the carbon footprint in absolute terms, optimize energy expenditure, and meet stakeholder expectations in terms of environmental responsibility.

In order to engage all of the Group's representative bodies in these decarbonization objectives, variable compensation for management teams includes a criterion linked to the achievement of decarbonization targets.

The challenge of decarbonizing our activities is also included in the ESG and Group risk mapping for "failure to achieve decarbonization targets" monitored in the Group's overall risk matrix.

GOVERNANCE

In order to steer its decarbonization roadmap, Daher has structured its organization with the aim of involving all of its businesses and subsidiaries, ensuring strengthened governance of decision-making bodies to support this virtuous dynamic:

- A Sustainable Development Department that coordinates and reports to the Executive Committee and the Sustainable Development Committee, supported by a multi-functional team (MFT) that not only monitors the roadmap but also collects, consolidates, and checks data from sites within the relevant scope;
- Multi-functional teams (MFTs) within the business departments/divisions that define and implement actions within their scope and report to their own management committee;
- ESG contacts that act as liaisons within divisions/businesses, promoting issues within their scope and sharing progress with the Sustainable Development Department on a monthly basis.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Priorities and main technical areas of focus

The 2023 carbon footprint assessment identified the main impacts, namely the sites with the highest CO₂ emissions and the energy sources with the highest contribution by geographical location, and guided priorities and actions toward the most impactful areas, such as energy efficiency and the purchase of carbon-free or at least lower-carbon electricity:

- Energy efficiency is promoted through a **"Gemba Walk Energy"** program inspired by the principles of "Lean Manufacturing." The goal is to identify areas for improvement in energy consumption at our sites and eliminate unnecessary consumption through quick and inexpensive measures. This initiative was launched at seven French sites in 2024, and our central teams are being trained in this methodology so that it can be rolled out more widely in 2025 and integrated into the routines of all sites.
- Since 2023, Daher has signed several **successive contracts with EDF to supply 100% guaranteed renewable electricity** for its French sites **until 2027**. For the US and Moroccan subsidiaries, work is underway with the purchasing department to identify opportunities to purchase carbon-free electricity, if possible from 2025 onwards.
- Specific cross-functional projects involving the **installation of solar panels or LED lighting** at various sites are currently being evaluated, for example in Tarbes and Tangier.
- Daher is collaborating with the start-up **Kipsum** to manage gas consumption using artificial intelligence. An additional roll-out plan for all Group sites, including those abroad, is under consideration;
- With regard to **capital expenditure**, sites are also encouraged to factor energy impact into their choices and identify the impact on their energy consumption and carbon footprint.
- Daher has committed to decarbonizing its transport activities by signing the **"Objectif CO₂"** charter, with a target of reducing CO₂ emissions from its own transport by -27% by 2026 (compared to 2023).
- Daher has also developed **the use of sustainable fuels** for its own transport (aircraft and truck fleet).
- The first tank of Pur-XTL (synthetic paraffinic biodiesel made from waste) was put into service in Toulouse in 2023 and another is being commissioned at our Tremblay site. This allows us to refuel our truck fleets.
- Daher has installed Sustainable Aviation Fuel (SAF) tanks at its bases in Tarbes and Toussus-le-Noble. These tanks allow for the partial refueling of aircraft for flight operations, including production, test, and maintenance flights.

Priorities and main areas of awareness-raising and monitoring

- At the same time as these actions, **decarbonization training and awareness-raising initiatives** have been developed and their implementation has been initiated. Initially aimed at the top 200 managers, these sessions will continue in 2025 to align all Group employees with the challenges, objectives, and means of action.
- Daher has consolidated a comprehensive carbon footprint for its Scope 1 & 2 emissions since 2018:
 - Country-specific electricity emission factors are tracked and taken into account.
 - This data is based on either actual consumption or estimates, depending on the scope.

In order to strengthen the robustness and completeness of its carbon data, Daher has implemented monthly carbon management assessments since 2023 for each business and each site within the Group's scope. In 2024, emphasis was placed on ensuring the comprehensiveness and reliability of the scopes 1 and 2 carbon assessment.

PERFORMANCE AMBITIONS AND MEASURES

Daher aims to be exemplary in decarbonizing its own activities (scopes 1 & 2), by complying with the commitments of the Paris Agreement (1.5°C trajectory).

This ambition is broken down into the following objectives:

- Reduce our scopes 1 & 2 CO₂ emissions by 5% per year – in absolute terms and compared to 2022 – over the duration of the Take Off 2027 strategic plan. This emissions reduction target is deployed across the Group Divisions.
- Ensure the reliability and automation of our energy consumption and carbon emissions data so that they are comprehensive, robust and up to date
- Roll out and integrate the Group's decarbonization momentum into our management systems

The indicators used in 2024 to monitor the achievement of these objectives are:

Performance indicators	Objectives 2025	2024	2023	2022
Scope 1 & 2 CO ₂ emissions (metric tons) GRI: 305-1, 305-2	5%/year	26,869	27,087	27,862
Carbon Intensity (CO ₂ /CAP emissions) GRI: 305-4	N/A	22.2	22.7	22.7



OUR SUPPLIERS' COMMITMENT

Daher also has an ambitious policy for decarbonizing its goods and services procurement (Scope 3 categories 1, 3, 4, 6, 8, and 9 of the GHG Protocol), which accounts for 4% of its carbon footprint. As our suppliers play a key role, they are involved in this initiative as part of the Group's responsible procurement policy to ensure a shared decarbonization roadmap aligned with that of the aerospace industry.

POLICIES

Daher is building on its Climate Strategy developed in 2022, revised in 2024, and aligned with the Paris Agreement (1.5°C trajectory), and is extending its commitment to production suppliers first. The commitments and objectives defined with the upstream value chain are formalized in the supplier code of conduct (PRE-0244). 2024 was dedicated to launching definition and discussion projects, and 2025 will see the integration of a decarbonization component into the commitment strategy, trajectory, and targets.

GOVERNANCE

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

Quarterly steering committee meetings monitor progress and decide on priorities.



ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Definition of the roadmap

2024 was dedicated to identifying the top ten suppliers with the highest emissions, which were then prioritized.

In 2025, Daher aims to rally these top 10 suppliers around a shared roadmap and objectives, as well as any other suppliers willing to join this decarbonization initiative.

Several steps have been defined:

- Collect scopes 1 and 2 CO₂ data from the suppliers concerned and, where possible, scope 3 data related to the products and services sold to the Daher Group;
- Identify and validate the maturity level of each supplier in terms of the decarbonization of its activities and carbon data management;
- Establish and validate decarbonization targets with the targeted suppliers and integrate them into the responsible procurement partnership.

Transport integrated into the roadmap

Daher has 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. A commitment to reduce CO₂eq emissions by at least -8% (in absolute terms) over three years and the corresponding action plan were approved by an independent commitment committee in December 2024 (Ministry of Transport, ADEME, AUTF).

PERFORMANCE AMBITIONS AND MEASURES

Daher has set ambitious targets for decarbonizing its activities, which will be shared with the majority of its suppliers, including those with the highest emissions. CO₂ information and decarbonization actions will be gradually integrated into the procurement community's practices through a specific training module. The associated indicators will be monitored in 2025 by the Sustainable Development Department, in addition to the dedicated management of the responsible procurement project:

- Percentage of revenue covered by CO₂ information from suppliers and therefore excluding monetary ratios
- Percentage of revenue from suppliers committed to a mature decarbonization approach
- Percentage of the Group's procurement community trained in climate issues and decarbonization levers.

REDUCING THE CARBON IMPACT OF OUR PRODUCTS AND SERVICES

Downstream scope 3 (category 11 of the GHG Protocol) accounts for 95% of the Group's carbon emissions, including 5% from our own aircraft (direct downstream scope 3) and 90% from products and services provided to our customers (indirect upstream scope 3), aircraft manufacturers or engine manufacturers, and installed on their platforms.

The reduction in the weight of aerostructure and engine parts, improvements in surface finishes and the aerodynamic features of flying products, both for our aircraft and for aircraft manufactured by other manufacturers, are the main drivers of our contribution to reducing air transport emissions.

Daher has a long-standing Research and Development (R&D) policy aimed at meeting the decarbonization challenges facing the aviation industry in the coming years.

This challenge is linked to the ESG risk "Failure to achieve decarbonization targets" identified in the 2024 risk map.

POLICIES

Since 2009, Daher's Research and Development (R&D) department has focused on composite materials, alternative materials that significantly reduce the weight of parts, a technology that fully meets the needs of the sector and is rapidly developing with significant gains. 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 (*Conseil pour la Recherche Aéronautique Civile* - French Civil Aviation Research Council) projects.

GOVERNANCE

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.

Each roadmap is led by a project manager and supported by multi-disciplinary teams. To ensure that this work meets customer expectations, certain 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.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

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 CO₂eq 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);
- NACA duct and distributor: -50% mass (additive plastic manufacturing);
- The rear of the aircraft: -15% mass (composite technology);
- Engine environment: -50% mass (additive plastic manufacturing).

Shap'in: a composite accelerator

The Shap'in tech center, launched in 2023 at the Saint-Aignan-de-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 in the area of pre-development. It also contributes to regional development and helps train the younger generations.

Eco-design

Thanks to a partnership with the IPC Industrial Technical Center, Daher has tested life cycle analysis software that allows it to eco-design its new products. By opening its Nantes site specializing in composites and its databases for the development of this software, Daher has helped enhance the software with composite-related data. This tool, called C3R Impact, is now used on a daily basis to gather and enhance data.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition is to become a pioneer in reducing the weight of and decarbonizing aircraft structures.

This ambition is broken down into several 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 our products and sub-assemblies by 2035: become a major player in SMRs and market our own zero-waste products.
- Finally, by 2050: be a model of Net Zero Carbon, with highly decarbonized Daher aircraft featuring solutions developed upstream by our teams.

The main indicators and measurement tools for assessing the achievement of these objectives are currently being defined.

REDUCING THE CARBON IMPACT OF OUR AIRCRAFT

As an aircraft manufacturer, Daher is also more directly concerned by the challenge of decarbonizing the aerospace sector and is part of the 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).

POLICIES

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 low-carbon aircraft.

Since the launch of the strategic plan in 2023, the Aircraft Division has defined its scope of action based primarily on data from the French Environment and Energy Management Agency (*Agence de l'Environnement et de la Maîtrise de l'Energie* – ADEME). This data shows that 2% of an aircraft's CO₂ emissions are linked to the manufacturing cycle, 81% to jet fuel consumption in engines and 17% to kerosene production¹.

GOVERNANCE

The Aircraft Division, supported by the Technology Department, has been structured for the past two years around key challenges, including "reducing the carbon emissions of our aircraft" to achieve the objectives set by the Take Off 2027 plan.

The structuring and coordination of the "Low-Carbon Aircraft" roadmap is managed by a dedicated team and steering committee.

A team of engineers is working specifically on the development of "eco-planes," which are generic programs for developing lower-carbon aircraft.

Daher is supported by various CORAC projects that provide financial assistance for research on topics such as aircraft hybridization and SAF (Sustainable Aviation Fuel). Each of these projects is led by a project manager.



ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

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

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

However, the Group 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%. Daher is participating 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 up to 100% SAF.

The Group has also installed SAF tanks at its bases in Tarbes and Toussus-le-Noble, where TBM aircraft are manufactured and maintained. This allows aircraft to be partially refueled for flight operations (production, test and maintenance flights).

2. Engine hybridization

In collaboration with Airbus and Safran, the Group has been actively involved in the CORAC research and development project EcoPulse to explore the possibilities of hybrid-electric propulsion. Responsible for installing equipment and systems, flight testing, overall design, operational safety analysis and regulatory compliance, Daher adapted its TBM light aircraft platform to make it compatible with a distributed hybrid-electric propulsion system while ensuring the necessary level of safety.

The EcoPulse demonstrator conducted its first flights in November 2023 and provided valuable insight into the integration of electric batteries and propulsion using this type of energy. The conclusions of this project, presented in December 2024, inform Daher's aircraft technology roadmap.

Daher is also studying the hybrid propulsion of the Kodiak for 2032, as part of the CORAC project "TAGINE," carried out with Safran, Ratier-Figeac, and Ascendence.



Usage: data to guide pilots

To leverage usage, 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 & MyTBM."

Several projects are underway to identify the most useful information for more fuel-efficient flights. With this app, it will also be possible to indicate where to refuel with SAF in France or around the world.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition is to be a pioneer in the decarbonization of the aerospace industry by creating a range of eco-friendly aircraft to complement its existing range.

This ambition is broken down into two main objectives:

- **Launch a "lower-carbon" aircraft** that introduces technical solutions to reduce CO₂ emissions from customer use.
- Enable **100% use of SAFs** for its aircraft by 2027.

The main indicators and measurement tools for assessing the achievement of these objectives are currently being defined.

1 - ADEME report "Development of environmental transition scenarios for the aviation sector," September 2022

ADAPTING OUR SITES TO THE IMPACTS OF CLIMATE CHANGE

The frequency and severity of extreme weather events are increasing worldwide, with potential operational and financial consequences for businesses. These events can also impact the well-being, health, and safety of employees and stakeholders, as well as the continuity of Daher's operations. The Group has incorporated this issue into its Sustainable Development Strategy and is currently working to identify these risks, assess their impacts, and implement the associated mitigation and protection measures in order to develop its transition and adaptation strategy.

Since 2024, adaptation to climate change has been one of the risks identified and monitored in the global risk map.

POLICIES

Daher is currently expanding its climate strategy, the first phase of which was adopted in 2022. It will address both mitigation and adaptation issues in the medium and long term. To date, the adaptation aspect is currently being structured.

GOVERNANCE

In addition to enhanced governance to steer its decarbonization roadmap, the adaptation of sites to the impacts of climate change is led by the risk management function, which is part of the Group's Sustainable Development Department.

Other functions are also involved in managing this issue:

- The Insurance Department, which works with insurers to conduct site audits that take climate risk exposure into account;
- Site managers, who use business continuity plans to identify local responses to climate risks;
- Health, Safety and Environment (HSE) managers, who oversee the implementation of adaptation measures at the local level.

The aim is also to assess every strategic decision, such as the acquisition of a site or the construction of a new building, in terms of the potential climate risk to which it may be exposed.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Climate risk analysis

Daher is continuing its work to analyze and collect data on current and future climate risk exposure for its assets, those of its tier 1 suppliers, and those of its strategic customers. To do this, the Group is using a climate risk exposure study (based on the two baseline scenarios for 2030 and 2050, SSP2-4.5 and SSP5-8.5) conducted by AXA Climate in 2022 and updated in 2023, which assesses the level of vulnerability of 34 Daher sites, customers, and suppliers. Daher uses this assessment to analyze the resilience of its physical sites.

Insurance policy incorporating climate risks

In 2024, Daher renewed its property and casualty insurance with an insurer that supports it in identifying and preventing climate risks. Each year, around ten sites are audited by insurers, who issue recommendations relating to the main risks identified and which are followed up on annually.

Adaptation measures in the field

Some of the Group's sites have implemented local adaptation measures to address specific climate risks. For example, schedule adjustments are implemented at certain sites in the event of heat waves. At the Stuart site in Florida, the business continuity plan includes provisions for extreme weather events and defines the actions to be taken in the event of a hurricane, for example. These initiatives aim to ensure the safety and well-being of employees while maintaining business continuity.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition in this area is to be resilient to the impacts of climate change across its entire ecosystem. The roadmap is currently being defined and will address the following objectives:

- Implement a process for regularly updating studies of the Group's exposure to physical climate risks;
- Roll out Business Continuity Plans (BCPs) at priority sites with a specific focus on climate risk impacts;
- Integrate climate risk considerations into strategic and operational decisions as well as innovation projects;

Daher will finalize its roadmap in 2025 and define the associated performance indicators.

REDUCING IMPACTS ON THE NATURAL ENVIRONMENT

Reducing the environmental impact of our 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 reduction of emissions, waste production, and the use of substances of concern.

Two risks associated with this key challenge are also monitored in the Group's risk map:

1. Shortage of key resources;
2. Environmental impact.

POLICIES

Daher is committed, through its Health, Safety and Environment policy (ENR-0148) revised at the end of 2024, to better recycle its waste, optimize the use of resources and reduce its carbon emissions.

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. This approach involves identifying environmental impacts from the design, procurement, and manufacturing stages through the end of life of products placed on the market, allowing the Group to define areas of focus and priority actions to reduce the environmental impact of its activities.

GOVERNANCE

The Group Quality, Safety and Environment Department, which reports to the Group Technical Department, coordinates the implementation of the policy across all Group sites, while conveying feedback to the Executive Committee. To do this, it relies on two multi-functional teams (MFTs): the Waste MFT and the Substances MFT.

• The Waste MFT

Launched in June 2024 to work on reducing the quantities of materials consumed and waste generated, and to improve waste recovery, the MFT is made up of representatives from the Procurement, Innovation, Research and Development, and Health, Safety and Environment (HSE) departments from the various Divisions.

• The Substances MFT

Following on from the REACH MFT, which supported compliance with the European REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemicals), Daher has expanded the scope of its actions to include all substances of concern by implementing a Substances MFT. This MFT will be responsible for defining a roadmap in 2025 that will set strategic priorities in line with regulatory developments on substances, the impact of which the Group is assessing (customers, suppliers, or internal).

• Health, Safety, and Environment (HSE) Community

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.





ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Identifying areas for improvement

The Waste MFT has organized itself into three working groups to support the following objectives:

- **Improve data reliability** by mapping waste and treatment processes worldwide, taking into account local regulations and available channels. The aim of waste characterization is to target the types of waste that should be prioritized in order to improve the recovery rate.
- **Operational waste management:** from waste generation – with the aim of reducing the quantities of waste produced – to improving sorting.
- **Waste treatment,** with a focus on finding alternative recycling processes with sustainable financial and environmental costs.

Recovering waste

For five years now, Daher has been striving to reuse thermoplastic composite production waste as an alternative to it being sent to landfills.

The CORAC project entitled "Terra Preta," led by Daher and major players in the aerospace industry, aims to recycle certain composite material waste, particularly from the Nantes plant, to produce a material that can be used to manufacture new products for the aerospace sector and other markets.

To demonstrate the value of this process, R&D designed TBM pedals made from injected composite. Certification tests with EASA were validated in 2024. In 2025, Daher replaced the old

engineered pedals with injected composite pedals made from scrap material from the Nantes plant.

Sharing best practices

Becoming familiar with the challenges of resource and waste management requires adopting best practices in the workplace, supplemented by those suggested by Daher employees at their sites. Five best practices were shared in 2024 on the topic of waste, such as the installation of a cardboard recycling machine that transforms cardboard so it can be reused to package parts in logistics; the recycling of corundum used as a sandblasting agent; and raising employee awareness of waste sorting in collaboration with our waste treatment provider.

PERFORMANCE AMBITIONS AND MEASURES

By 2040, Daher aims to become a benchmark in terms of minimizing environmental impacts throughout the life cycle of the products it places on the market, replacing substances of concern, and recovering waste.

In 2024, Daher will monitor the following indicator:

Performance indicators	Objectives 2025	2024	2023	2022
Waste recycling rate (%)	73%	54%	52%	N/A





BEING A TRUSTED PARTNER TO OUR STAKEHOLDERS



Aymeric DAHER
Director of the Logistics Division

“
Our goal is to
make safety
a way of life.”

Why is workplace safety a strategic issue for Daher?

Safety is an integral part of our strategy, as it directly impacts the quality of our work, the efficiency and commitment of our teams, and the reputation of our company.

At Daher, a family-owned company committed to its human values, being a responsible employer is key. We are committed to ensuring healthy and safe working conditions by prioritizing risk prevention, reducing the strenuousness of tasks, and promoting professional fulfillment.

Are there any specific safety issues related to logistics activities?

In our logistics and transportation business, we face specific risks. First, manual handling and heavy lifting are the main causes of accidents, leading to musculoskeletal disorders (MSDs). Secondly, same-level accidents, such as falls and slips on work surfaces, also present a significant risk. In addition, the use of mechanical equipment (forklifts, pallet trucks) carries the risk of collision and overturning. Finally, the constraints associated with changing schedules, productivity pressures, and tight working hours can lead to stress and mental fatigue. In this context, safety relies primarily on the professionalism of our teams. Our goal is to make safety a way of life. To achieve this, we have embarked on a transformation of our businesses and risk management.

Can you give us some examples of daily concrete actions taken at your sites?

Innovation is one of the cornerstones of our transformation, particularly in terms of reducing risks and improving working conditions.

This involves optimizing tasks to ensure smoother operations using digital tools that facilitate data and flow management. The development of robotization and

automation is another key focus area. We invest in technologies that enable repetitive and physically demanding tasks to be mechanized. For example, autonomous robots can move heavy loads without human intervention, reducing the risk of injury.

We have also integrated training in the form of virtual reality (VR) “risk hunts,” which allow employees to immerse themselves in potential risk scenarios and learn how to avoid them.

In addition, we have rolled out an ergonomics plan with specific measures and actions to improve working conditions.

Finally, we have strengthened accident reporting with a unique tool across the Group. This tool allows each manager to precisely monitor safety within their scope while informing all teams and therefore making them more aware of their responsibilities.

This is a real step forward in our Safety@ work approach.

In conclusion, what message would you like to convey about workplace safety at Daher?

Safety is a collective responsibility. It is crucial that we consider it a top priority in all our activities. Above all, it is a culture that relies on everyone’s commitment and that we must promote every day. We can all contribute to a safer and more fulfilling work environment. Thanks to this collective commitment, we are confident that we will achieve our goal of making safety an everyday priority, for the well-being of everyone.

QUALITY AND SAFETY OF OUR PRODUCTS AND SERVICES

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

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

POLICIES

In 2024, 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 commitment promotes transparency in communication, contributes to error correction, and reduces risks by addressing them as early as possible in the value chain.

The policy results in objectives that are reviewed monthly at the highest level of the organization.

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 implement this approach, SMS representatives are stationed at the various industrial sites to answer any questions employees may have and report back on 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 indicators and events related to product safety.
2. **"Safety Review Boards"** (SRBs), held at the Executive Committee level on a quarterly basis to consolidate indicators and events.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Raising awareness to spread SMS culture

To support this roll-out, training was provided to more than 1,500 employees in 2024, covering topics such as organizational and human factors and their impact on everyday life.

As promoting aviation safety is a priority, regular communications are sent via the Group's institutional communication channels to share the importance of this topic.

Problem-solving training

In addition to rolling out SMS, 2024 saw us strengthen our mastery of our processes and correct errors through the implementation of problem-solving training and coaching. The year 2025 will be marked by the continued roll-out of SMS across

all of the Group's activities, involving the entire upstream and downstream supply chain, through training and decision support via digitalization.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition is to

- be a benchmark in terms of the quality control and safety of the products and services delivered to our customers by 2030;
- ensure that the new SMS standard is fully rolled out and integrated into everyone's practices.

In 2024, Daher monitored the following indicators:

Performance indicators	Objectives 2025	2024	2023	2022
SMS training rate	100%	82%	N/A	N/A
% Cost of poor quality (COPQ) / Revenue	1%	0.98%	N/A	N/A
COPQ in € millions	17.1	14.5	N/A	N/A



OUR EMPLOYEES' 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.

In 2024, particular attention was paid to employee health and safety, with a view to defining a robust roadmap to improve employee health and safety within the Group, based on the Group Health, Safety and Environment program.

POLICIES

In 2024, Daher revised the Group Health, Safety and Environment (HSE) program to strengthen its approach and meet stakeholder demands. The HSE policy was updated (ENR-0148) and is based on four pillars:

- The **Compliance** pillar consists of ensuring that the company complies with regulatory and contractual requirements in terms of health and safety prevention and anticipates changes in regulations.
- The **Culture** pillar aims to ensure that Health, Safety and Environment (HSE) values and commitment are embodied by management in a preventive approach and that everyone is aware of their role and responsibilities in terms of Health, Safety and the Environment.
- The **Prevention** pillar focuses on welcoming and integrating new employees, as well as identifying and controlling risks related to workstations and any tasks to be performed.
- Finally, a roadmap has been established for **incident and accident management**.

In order to engage all of the Group's representative bodies in these health and safety objectives, variable compensation for management teams includes a criterion linked to the achievement of health and safety targets.

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 prevention in business practices and analyzing incidents that occur at their sites.
- Employee health and safety is managed at Group level by the Group Quality, Safety and Environment (QSE) Department, with dedicated resources providing support and expertise.
- Within the Quality, Safety and Environment (QSE) 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 (HSE) managers in each Division is involved in identifying and consolidating health and safety prevention data for each



division. They 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 during quarterly Sustainable Development Committee meetings.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Safety@work program

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

Maturity assessment

An assessment of the maturity of our safety culture across the Group was carried out in 2024 by an external service provider. This assessment, carried out at seven Group sites, will serve as a basis for strengthening the "safety culture" within the company and continuing its roll-out across all Divisions and organizational levels. In 2025, each Division must develop, roll out, and monitor its "Safety" roadmap with an ambitious accident reduction target.

Manager training

The Group's managers have undergone training dedicated to Health, Safety and Environmental prevention. By the end of 2024, 3,359 employees (including 2,400 managers and/or executives) completed this course. To help managers to be even more effective intermediaries, safety visits in the field have also been more frequent.

Training for new hires

The culture focus also extends to new hires at Daher, who receive regular training on general safety rules and those specific to their job as part of the new hire orientation. Efforts are also made during the orientation of temporary workers, with measures provided beforehand by the agencies.

Safety Week

The "Sharing Best Practices in Health, Safety, and the Environment" challenge is rolled out across all Group sites (in France and internationally) and invites employees to share best practices on the topics of safety, ergonomics, and the environment. A monthly vote is held to select the best idea for each of the three themes, followed by an annual awards ceremony during Safety Week, which also highlights other safety prevention initiatives.

Physical Activity Risk Prevention Training (PARP)

The Physical Activity Risk Prevention (PARP) training program, developed based on event analysis and enhanced by the results of internal "Talk'in" surveys conducted in 2021, 2022, and 2023, has been held in France since 2023 by an ergonomist trainer at Daher. Various trainers, who have been made aware of any issues, then convey the information to the sites, primarily in areas where ergonomics-related accidents are most frequent.

Ergonomic studies of different workstations

In order to improve working conditions for employees, Daher conducts studies on the ergonomics of workstations across all Group sites (in France and internationally), drawing in particular on the expertise of the Group's ergonomist. This data provides a solid basis for subsequent improvement measures.



Replacement of the accident reporting tool

A new accident reporting tool was rolled out in France in 2024 to record all incidents and report dangerous situations. It complements the existing system, which relies on information sheets, allowing events to be managed and processed (including crisis management) and records analyzed feedback. This feedback is regularly shared via Safety Newsflashes and is also used in training and orientation sessions. This enhanced system is set to be rolled out internationally in 2025.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition is to be exemplary in every aspect of its business in terms of safety. This ambition is broken down into objectives to be achieved by 2027:

- Raising **awareness** at all levels of the company of the human importance and operational impact of safety.
- A **safety culture** with firmly established and integrated foundations.
- The integration of **safety prevention rules** at all stages of the HR process for employees, as well as in the daily routines of managers, employees, and HSE managers.

The indicators used to achieve these objectives in 2024 were:

Performance indicators	Objectives 2025	2024	2023	2022
Lost-time accident frequency rate* (FR1) GRI: 403-9 (excluding subcontractors and commuting accidents)	12.2	14.2	13.6	14.0
Accident frequency rate without lost time (FR2)	20.7	23.4	19.1	15.5
Safety training rate (executives, technicians and supervisors)	100%	74%	N/A	N/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.

Two risks associated with this challenge have been identified and are monitored in the Group's risk map:

- Shortage of key resources;
- Loss of attractiveness, inability to retain key resources, social movements, psychosocial risks

POLICIES

Several objectives guide Daher's social policy and are described in its social agreements:

- Promote an inclusive and fair working environment;
- Empower employees to take control of their careers;
- Offer working conditions that are tailored to operational and aspirational challenges;
- Contribute to professional integration.

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

GOVERNANCE

The Human Resources Department reports to the General Secretariat, whose representative is a member of the Group's Executive Committee.

The Human Resources Department Committee monitors this issue through the following bodies:

- A General Secretariat Committee that meets once a month to monitor progress on the roadmap, bringing together all senior managers from the Communications, Legal and Human Resources departments;
- A Group Human Resources Committee that also meets once a month with the Group functions to discuss the roll-out of Group policies;
- Working and alignment meetings between the Human Resources departments of the Group's various structures to coordinate operations and central functions, including topics such as CSR.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

High-quality social dialog synonymous with progress

High-quality social dialog allows Daher to implement the changes it wishes to achieve in France and abroad. In 2024, around 30 agreements were signed.

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. Collective agreements were signed for each division to adapt the social model to the newly created entities.



In addition, to support the Group's growth and the integration of new employees, in 2024 Daher undertook a project to overhaul its collective agreements on welfare, healthcare costs, and sick pay in France. These agreements have allowed Daher to align itself with market best practices and give employees greater flexibility.

The French national collective agreement for the metalworking industry, which governs most of Daher's businesses, underwent significant changes that the Group had to implement in 2024 in its job descriptions for France.

Daher regularly conducts social negotiations abroad, particularly in the United States and Germany, taking into account the specific characteristics of each country. In 2024, the Collective Bargain Agreement (CBA) at the Stuart plant in the United States was renegotiated with the unions, with the aim of regulating working conditions and employee compensation.

Daher retains its Top Employer certification

Daher has retained its Top Employer status in France for 2025, following an audit of all its human resources processes. The independent Top Employer Institute awarded a score of 76% in 2025 following the audit carried out in 2024, compared with 74% for 2024 (following the audit carried out in 2023), analyzing more than 100 criteria in six areas: human resources strategy, process organization, talent attraction, development within the company, commitment and inclusion of CSR.

Employees coming together in support of recruitment

2024 was a particularly dynamic year in terms of recruitment, with external hires exceeding the 2,000 mark.

Passing on our expertise to the next generation

Daher signed a partnership agreement with the association "C'Possible" for the 2023-2024 school year. The aim is to lower school dropout rates while opening up promising career prospects for young people.

With centralized management, Daher made greater use of work-study programs in 2024, with 312 new recruits over the year. A total of 461 work-study students joined the workforce, compared with 177 in 2022. 44% of them were recruited for jobs in businesses experiencing shortages.

Promoting an inclusive and fair working environment

Daher is committed to promoting gender diversity within the company and increasing the number of women on its teams. Particular attention is paid to hiring women. Mentoring programs have been put in place to meet the requirements of the Rixain law.

To encourage employees with disabilities, Daher carries out awareness-raising initiatives while complying with legal obligations. A policy is in place to accommodate these employees and assist them with administrative formalities so that they can obtain recognition as workers with disabilities, as well as a policy to support adaptation to jobs according to needs.

Each year, in the mandatory annual negotiations, a budget is set aside to ensure that any wage gaps can be addressed.

Harassment: vigilance in the field

For several years now, Daher has been establishing Health, Welfare and Prevention committees in France at the local level,

allowing situations of harassment to be identified and dealt with as closely as possible to the field. This system is supplemented by a network of harassment points of contact.

International expansion

In order to promote the Group's international expansion, Daher is gradually rolling out its human resource processes and tools in its main employment catchment areas to ensure a common set of practices while taking into account the specific characteristics of each area. 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 will be 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. Daher is continuing its efforts to promote its international expansion and will aim for international Top Employer certification by the end of the strategic plan (Take Off 2027).

PERFORMANCE AMBITIONS AND MEASURES

Daher aims to be recognized as a responsible, respectful, attractive, and innovative employer in terms of professional integration, working conditions, gender equality, diversity, employee well-being, and social and environmental responsibility.

This ambition should allow us to unlock the potential of our employees, encourage their involvement, enhance the company's reputation and ensure that skills match our needs and those of our customers.

In 2024, Daher will monitor the following indicators to measure the achievement of its objectives and ensure that various indicators are under control:

Performance indicators	Objectives 2025	2024	2023	2022
Undesired turnover GRI: 401-1b (staff turnover limited to involuntary departures)	6.84%	7.2%	7.01%	N/A
Absenteeism rate	3.7%	3.71%	3.31%	4.6%
Percentage of women in the Group	N/A	26%	25.5%	25%
Percentage of women among first-level subordinate members of the Executive Committee	22%	22%	17.6%	N/A
Percentage of women on the Executive Committee	N/A	11%	11%	22%
Gender Equality Index	N/A	88/100	83/100	88/100
Percentage of employees with disabilities	regulatory	7.3%	7.3%	7.9%
Percentage of non-French employees among first-level subordinate members of the Executive Committee	15%	10.0%	N/A	N/A

RESPONSIBLE PROCUREMENT AND DUE DILIGENCE

Daher has chosen to implement responsible procurement practices, integrating ESG criteria into all of its procurement processes. This commitment, which has been particularly strong since 2022, is in line with the Group's values, but also with 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). By involving its partners in this initiative, Daher is promoting a sustainable and ethical supply chain.

POLICIES

In order to implement this commitment, which is in line with the "Take Off 2027" strategic plan and its priority Sustainable Development commitments, Daher relies on the Responsible Supplier Relations and Procurement (*Relations fournisseurs et achats responsables* – RFAR) standard, for which it has been certified since 2022 and was confirmed in 2024 for 2025, for all of its activities in France and abroad. This certification, awarded for a period of three years subject to annual verification, is recognized in France and abroad as it is based on the ISO 20400:2017 standard (Sustainable Procurement - Guidance). To obtain RFAR certification, Daher has implemented a continuous improvement policy designed to meet the award committee's expectations, taking into account future developments in the label. This responsible procurement policy is set out in our Supplier Code of Conduct (PRE-0244).

By signing the Daher Supplier Code of Conduct, which guarantees a quality partnership, suppliers and subcontractors undertake to comply with the regulations and legislation in force on commercial practices, business ethics, and the principles set out in the Universal Declaration of Human Rights and the European Convention on Human Rights. Signatories ensure

working conditions that guarantee the safety and health of their workers. The environmental aspect is also important, whether in terms of impact management or contributing to climate change mitigation and adaptation throughout the supply chain.

GOVERNANCE

The "implement responsible procurement practices" initiative is fully integrated into the Procurement strategy, in line with the objectives of the Take Off 2027 strategic plan and sustainable development priorities. Stronger governance has been established to ensure its optimal implementation in France and abroad.

The team that manages the "Responsible Procurement" project is made up of representatives from the Procurement Department and the Sustainable Development Department. The RFAR label is integrated into the procurement steering committee meetings, which provide an opportunity to regularly monitor the action plan and address issues relating to responsible procurement, due diligence and supplier decarbonization.

Quarterly supplier committee meetings, involving the procurement and finance departments, discuss actions that have been undertaken and planned.





ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

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, USA, Germany).
- A **task force** has been established to analyze the causes of potential payment delays to suppliers. This issue is covered in particular by the RFAR standard.
- To provide suppliers with the best possible support in adopting best practices, Daher has been developing a **CSR self-assessment matrix** since 2022. It provides suppliers and internal auditors with insight into their maturity.
- A **Supplier Code of Conduct** setting out all of Daher's commitments was drawn up in 2023 (PRE 0244). It is currently being signed by all suppliers.
- In order to further promote best practices, since 2023 Daher has regularly included **CSR clauses in new contracts** or new amendments with its suppliers and subcontractors. The corresponding criteria account for at least 5% of the overall rating and up to 12% for certain procurement categories.

- Daher takes supplier feedback into consideration through **satisfaction surveys**. The aim is to gather perceptions of specific topics in order to clearly identify priorities and actions to be taken. In order to further structure its vigilance with regard to suppliers, in 2025 Daher will base its activities in France on a risk analysis methodology and tool published by AFNOR, which will allow points of attention to be regularly integrated into specifications.

PERFORMANCE AMBITIONS AND MEASURES

In 2024, Daher monitored the following indicators:

Performance indicators	Objectives 2025	2024	2023	2022
Rate of Procurement training (due diligence and responsible procurement)	100%	97%	72%	67%

- In 2025, indicators will be defined and structured to monitor the ambitious targets charting the course for responsible procurement at Daher:
- Cover 100% of production procurement revenue with a signed Code of Conduct
 - 100% of new contracts including CSR clauses signed in 2025.
 - An EcoVadis rating of 70/100 on responsible procurement for the past three years serves as a guide for continuous improvement. The goal is to achieve a score of 80/100 by 2025.

BUSINESS ETHICS

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

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. The company's ethics policy is formalized in the Group's Code of Ethics and Good Conduct, which was implemented in 2017 and revised in 2019. Fraud and corruption risk is also identified and monitored in the Group's global risk map.

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 [France], 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.

A network of compliance correspondents representing the company's processes and working as part of a cross-functional team provides local liaisons who are closely involved in operations to ensure the Group's compliance policies are implemented and respected.

In 2025, Daher plans to strengthen its network of correspondents in its international subsidiaries, who will be close to the field and report back on local specificities. 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.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

Daher relies on an anti-corruption system based on several pillars that have been in place since 2018. The priority now is to raise awareness of the system, strengthen it internationally, and continue training and retraining all employees who are likely to be exposed to it.

Corruption risk mapping

In 2024, a major update of the corruption risk map was carried out.

Code of Ethics

Daher relies on its Code of Ethics and Good Conduct (dated 2017 and updated in 2019) to convey the ethical principles that apply to the working and business relationships of all employees. This Code 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.

Whistleblowing tool and associated protection

The Legal Department has established an internal whistleblowing platform, WhistleB, which allows all employees to anonymously report any breaches of the Code of Ethics and Good Conduct.

The protection of whistleblowers has also been reaffirmed in several communications.

Daher intends to open its whistleblowing system to external parties in 2025.

Training

Daher is gradually developing a compliance policy to ensure that all Group employees are involved in this vigilance initiative.

In 2025, training on the code of ethics, which until now has been aimed at a targeted group considered to be at risk, will be rolled out across the company through an e-learning awareness program (accessible online or through group sessions). This training will eventually reach 100% of employees.

GDPR audit

In 2024, Daher conducted a comprehensive audit of the Group's GDPR compliance. The audit aimed to consolidate the approach while identifying opportunities for optimization, in order to ensure a high level of compliance and security for the personal data management system.

PERFORMANCE AMBITIONS AND MEASURES

Daher's ambition for 2027 is to:

- Roll out a global compliance program, standardized across all our entities, ensuring the consistent and robust application of our ethical and regulatory standards internationally;
- Make compliance a real strategic lever, capable of generating value for the company by supporting our innovation projects and sustainable growth objectives.

To monitor the achievement of its objectives, Daher tracked the following indicator in 2024:

Performance indicators	Objectives 2025	2024	2023	2022
Percentage of executive managers and exposed persons trained in business ethics	100% France/ 90% world-wide	79%	80%	31%

CYBERSECURITY AND DATA PROTECTION

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.

The risk of "compromised and unavailable information systems (IS) and cyberattacks" is also monitored in the Group's risk map.

The potential consequences of this risk are numerous:

- Reputation;
- Financial losses;
- Integrity breach of operating systems;
- Intellectual property infringement.

POLICIES

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

In order to develop its cybersecurity capabilities, Daher has decided to focus on two areas:

- Adherence to the AirCyber standard, which is part of Aero Excellence;
- The ISO 27001 standard.

GOVERNANCE

A team of 10 people dedicated to cybersecurity 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 12 priority ESG issues. Actions, areas for improvement and strategy are regularly shared and reviewed with these two bodies.

ACTIONS UNDERTAKEN, COMPLETED, AND PLANNED

AirCyber: recognized requirements

A benchmark created for the aerospace industry, AirCyber aids in increasing the maturity of the cybersecurity value chain by organizing dedicated events and conducting an annual audit with a medal ranking system (bronze, silver, and gold).

Daher was awarded bronze status at the end of 2023. The goal is to achieve silver certification by 2025 and gold by 2027. To achieve this, Daher meets the requirements set by AirCyber: operational technical solutions, implementation of cybersecurity management processes, and effective identification of important information and associated risks.

ISO 27001 certification

Daher has taken steps to obtain ISO 27001 certification, the international standard for cybersecurity (with a section on information security). The certification will cover the Orly, Tours, and Toulouse sites. At the date of publication of this report, the certification audit had been completed with a favorable opinion from the auditor, which has been submitted to the AFNOR certification authority.

User awareness and training

Cybersecurity is everyone's responsibility, and employees are the first line of defense against attacks on information systems.

Daher has therefore established a roadmap for user awareness, with a learning phase followed by a second phase of user testing.

Mandatory training for all employees with access to IT resources has been in place since 2023.

In addition, employee awareness is raised on an ongoing basis, and regularly when new employees join the company.

PERFORMANCE AMBITIONS AND MEASURES

Daher's cybersecurity ambitions are to ensure the material and software cyber-resilience of all the company's information systems at all times and to raise awareness among all employees.

To this end, Daher monitored the following indicators in 2024:

Performance indicators	Objectives 2025	2024	2023	2022
Cyber risk training rate	100% first-level subordinate employees	56%	N/A	N/A

ESG INDICATORS

ESG risks	Challenges	Policies	Performance indicators	2025 target	2024	2023	2022
A PIONEER IN THE DECARBONIZATION OF THE AEROSPACE INDUSTRY							
Failure to achieve decarbonization targets	Decarbonizing products and processes throughout their life cycle	Climate strategy	Scope 1 & 2 CO ₂ e emissions (metric tons) GRI: 305-1, 305-2	-5%/year	26,869	27,087	27,862
			Carbon Intensity (CO ₂ /CAP emissions) GRI: 305-4	N/A	22.2	22.7	22.7
			Scope 3 Procurement and Commuting CO ₂ e emissions (metric tons)	N/A	-	-	231,956
			Scope 3 Transport CO ₂ e emissions (metric tons)	N/A	-	-	2,766
Environmental damage	Reducing our environmental impact	HSE Policy	Percentage of employees working in ISO 14001-certified facilities	N/A	52.6%	61%	63%
			Waste recycling rate (%)	73%	54%	52%	N/A
TRUSTED PARTNER TO OUR STAKEHOLDERS							
Major quality issue	To our customers: Guaranteeing the quality and safety of our products and services	Aviation Safety Policy and Just Culture (ENR-06429).	SMS training rate	100%	82%	N/A	N/A
			% COPQ / Revenue	1%	0.98%	N/A	N/A
			Cost of poor quality (COPQ) in € millions	17.1	14.5	N/A	N/A
Threats to health and safety	To our employees: Ensuring healthy and safe working conditions	HSE Policy	Lost-time accident frequency rate* (FR1) GRI: 403-9 (excluding subcontractors and commuting accidents)	12.1	14.2	13.6	14
			Aircraft	5.1	4.6	6.4	N/A
			Industry	7.3	12.5	12	N/A
			Logistics	16	18	17.4	N/A
			Industrial Services	15	15.2	21.5	N/A
			Transport	9.3	20.7	21.2	N/A
			Accident frequency rate without lost time (FR2)	20.7	23.4	19.1	15.5
			Safety training rate (executives, technicians and supervisors)	100%	74%	N/A	N/A
Shortage of key resources Loss of attractiveness, inability to retain key resources, social movements, psychosocial risks	To our employees: Being a responsible employer in our regions of operation	Foundation formed by current agreements	Undesired turnover GRI: 401-1b (staff turnover limited to involuntary departures)	6.84%	7.2%	7.01%	N/A
			Absenteeism rate	3.7%	3.71%	3.31%	4.6%
			Percentage of women in the Group	N/A	26%	25.5%	25%
			Percentage of women on the Executive Committee	N/A	11%	11%	22%
			Percentage of women among first-level subordinate members of the Executive Committee	22%	22%	17.6%	N/A
			Gender Equality Index	N/A	88/100	83/100	88/100
			Percentage of employees with disabilities	regulatory	7.3%	7.3%	7.9%
Violations of human rights and environmental protection measures in our supply chain	To our suppliers: Implementing responsible procurement practices and ensuring respect for human and environmental rights	Responsible Procurement Policy Supplier Code of Conduct	Rate of Procurement training (due diligence and responsible procurement)	100%	97%	72%	67%
			Percentage of executive managers and exposed persons trained in business ethics	100% France/ 90% Worldwide	79%	80%	31%
Fraud and corruption	Guaranteeing the highest ethical standards	Code of Ethics and Good Conduct	Percentage of executive managers and exposed persons trained in business ethics	100% France/ 90% Worldwide	79%	80%	31%
Compromise and unavailability of information systems/ personal data/ cyber attacks	Ensuring cybersecurity and information protection	Information system security policy	Cyber risk training rate	100% first-level subordinate employees	56%	N/A	N/A

METHODOLOGY

Scope

The scope of the Group Statement of Non-Financial Performance is as follows:

FRANCE
COMPAGNIE DAHER
DAHER AEROSPACE
DAHER NUCLEAR TECHNOLOGIES
DAHER TECHNOLOGIES
DAHER VALVES (from January to June 2024)
DAHER TRANSPORTS
DAHER INDUSTRIAL SERVICES
FOREIGN SUBSIDIARIES
GERMANY:
DAHER AEROSPACE GmbH
DAHER LOGISTIK GmbH
MEXICO:
DAHER AEROSPACE SA de CV
MOROCCO:
DAHER AEROSPACE MAROC
UK:
DAHER AEROSPACE LTD
USA:
DAHER AIRCRAFT Inc.
KODIAK AIRCRAFT Inc.
DAHER AEROSPACE Inc. (Mobile and Stuart sites)

The international scope of the 2024 SNFP covers:

- 98% of the Group's total average headcount at the end of December 2024.
- 96% of the Group's total average headcount at the end of December 2024 of the entities included in the consolidated financial statements

Across the various scopes, as data availability varies between entities, the indicators cover between 77% and 100% of the Group's financial consolidation scope.

KPI	Scope of financial consolidation
Scopes 1 & 2 CO ₂ e emissions	95%
CO ₂ /VAEuroPP carbon intensity	99%
Percentage of employees working in ISO 14001-certified facilities	98%
Lost-time occupational accident frequency rate (FR1) EuroPP	99%
Rate of due diligence and responsible procurement training	98%
Turnover experienced	96%
Percentage of exposed persons trained in business ethics	77%
Cyber risk training rate	87%
SMS training rate	91%
Percentage of women among first-level subordinates on the Executive Committee EuroPPP	87%

Inclusion/exclusion from the scope of the Statement of Non-Financial Performance:

- In France, all companies employing staff are included, with the exception of Logistics Operations. The Group standard reporting requirements are not applied to this entity. In accordance with the Group methodology, where a site is opened or closed during the reporting year, the headcount data shown for these scopes are the average for the year. This is the case for Daher Valves, which was sold on 06/30/2024.
- For the international scope outside of France, we took into account scopes with more than 100 average FTEs for at least two years and companies with a mature reporting system based on KPIs.

The scope of the Statement of Non-Financial Performance includes 13 ICPE-classified facilities.

The coverage rate of audited KPIs is calculated based on the scope of the SNFP, but some of them may cover a broader scope.

The international expansion of ESG reporting was a priority for 2024.

Relevance of indicators/Indicators not adopted

The nine ESG risks are covered by policies, action plans and key performance indicators. Additional information has been added voluntarily in order to present a more accurate and concrete picture of the implementation of the Sustainable Development Strategy, with the exception of the "Extreme weather event" risk, for which this information is currently being defined.

CONCORDANCE TABLE FOR THE STATEMENT OF NON-FINANCIAL PERFORMANCE

Items of the statement of non-financial performance	Links to report chapters
Business model	• Pages 20-21
Risk analysis	• Managing the Group's non-financial risks • Page 36 • Non-financial risk • Page 36
Corporate Social Responsibility Policy	• Environmental actions • Pages 44-52 • Quality and safety of products and services actions • Page 56 • Health and safety actions • Page 57 • Social dialog actions • Page 59 • Skills development actions • Page 57 • Responsible procurement actions • Page 61 • Ethics actions • Page 63
Key performance indicators	• ESG indicators • Page 66

Daher supports sports training with CSR ambassadors helping employees get involved in sports events in the operating regions. Daher supports the fight against food waste, with CSR ambassadors implementing concrete actions at its one catered site.

Daher supports the commitment of employees who have informed the company of their status as reservists.

Only the following information is not relevant to the Group's business and is therefore not presented:

- the fight against food insecurity,
- commitment to animal welfare
- commitment to responsible, fair and sustainable food

Period

The reporting period covered by these social responsibility data is the 2024 calendar year. Where indicators were included in the 2022 and 2023 ESG reports, they are presented relative to the corresponding 2024 data.

There is one exception: the CO₂ (scopes 1 & 2) Emissions and Carbon Intensity (tCO₂/VA) indicators are measured on the basis of energy consumption (gas, electricity and fuel) over 12 months from November to October, because data for the final two months of the year were not available at the time this document was prepared.

Consolidation and control

- The "occupational accident frequency rate" is based on data for accidents that result in days off work from the first date of their occurrence. This indicator is calculated based on GRI 403-9, excluding subcontractors from the staff covered and commuting accidents from the accident type. Occupational accidents are recorded as and when they are entered into the ATOnLine system and, starting in July 2024, in 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 by administration to ensure non-occupational accidents are not included.
- The indicator of the "percentage of employees trained in the Code of Ethics and Good Conduct" is based on the precise definition of the exposed population at risk, which is derived from the corruption and influence peddling risk analysis and updated every year. It brings together commercial activities (including aircraft maintenance, transport & projects, and logistics services) and procurement. Job IDs and HRIS codes are used to catalog all Group functions. The result does not take into account trained employees who are not part of the population identified as at risk.
- The "SMS training rate" indicator is constructed using the same model, targeting only populations working under civil aviation approvals validated by the authorities.
- The "Percentage of Procurement staff trained" (Responsible Procurement) indicator covers the Group's list of purchasers in France and in its subsidiaries.
- The "Percentage of employees trained in cybersecurity and safety concepts" indicator is calculated based on employees from the international IS/HR department.
- The "Turnover experienced" indicator is based on GRI 401-1 paragraph b, restricted to involuntary departures only, with overall turnover being monitored separately.

Carbon and energy indicators:

- The "Scope 1 & 2" CO₂ emissions indicator is expressed as an absolute value in accordance with GRI 305-1&2 and is sourced from data provided directly by energy suppliers for France and directly from invoices received for foreign subsidiaries' consumption.

NB: if no data is available for the monthly period in question, the monthly average of the available annual data is used by default.

- "Fuel" data is centralized thanks to the widespread use of gasoline cards for our heavy goods and commercial vehicles.
- "Heating oil" data is centralized thanks to digital purchase invoices stored and available in the ERP.

- The emission factors used to calculate the tCO₂e values for Scope 1 & 2 are from the ADEME database and adapted to the user country. Changes in emission factors are incorporated on January 1 for the year.
 - Carbon intensity, expressed in tCO₂e/€ million (expressed in absolute terms and in reference to GRI standard 305-4) is the ratio between the Scopes 1 & 2 carbon emissions as defined above for France and the value added of the emitting sites. A site is considered an emitter when:
 - there is consumption linked to a direct contract with an energy supplier (gas/electricity)
 - emissions linked to fuel consumption are representative of the nature of the site's activity (transport, inter-site shuttles).
 - value added is calculated in line with the usual definition in the *Plan Comptable Général* (French generally accepted accounting principles).
- The percentage of women, as defined in our Euro PP commitments, applies to the first-level subordinate members of the Executive Committee (excluding assistants) in the international HRIS.
- Three indicators are used by our financial partners to index the cost of our financing:
- the frequency rate across the entire Group;
 - the percentage of women among first-level subordinate members of the Executive Committee from the French and international HRIS;
 - the carbon intensity of scopes 1 & 2 for France.

GLOSSARY

Hazardous waste
Industrial waste that poses a health and/or environmental risk at the time it is produced, and which requires appropriate treatment as required under national legislation.
Non-hazardous waste
All forms of solid or liquid waste, excluding effluent.
Full-time equivalent (FTE) headcount
The month-end headcount, excluding staff on long-term absence, pro-rata the contractual working hours for part-time employees. The employment contracts concerned are permanent, fixed-term, work/ study and temporary contracts.
ICPE
A French classification used to identify facilities with the potential to pose environmental risks (Installation Classée pour la Protection de l'Environnement).
GDPR
The EU General Data Protection Regulation.
CSR
Corporate Social Responsibility.
ESG
Environmental, Social and Governance
Occupational accident frequency rate
Number of lost-time accidents x 1,000,000/total number of hours worked.
Job ID
Categories of the company's various business lines grouped together in a catalog
Euro PP
Bond with an interest rate indexed to ESG targets

INDEPENDENT THIRD PARTY REPORT ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE INCLUDED IN THE MANAGEMENT REPORT

Financial year ended December 31, 2024

To the shareholders,

In our capacity as independent third party and member of the Forvis Mazars network, the Statutory Auditors of Compagnie Daher, and accredited under number 3-1895 by the French National Accreditation Body COFRAC Validation/Verification (list of sites and scope of the accreditation available at www.cofrac.fr), we have carried out the work required to formulate a reasoned opinion providing limited assurance on the basis of the historical information (observed or extrapolated) contained in the consolidated statement of non-financial performance (hereinafter respectively referred to as the "Information" and the "Statement"), prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the accounting year ended December 31, 2024, provided as part of the Management Report of Daher (hereinafter the "Company" or "Entity"), as required by the legal and regulatory provisions set out in Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (in their versions prior to January 1, 2025).

Conclusion

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 Statement of Non-Financial Performance complies with the applicable regulatory provisions and that the Information, taken as a whole, has been fairly presented in accordance with the Reporting Framework.

Remarks

- Without prejudice to the conclusion expressed above, and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we would make the following remarks:
- The reporting scope is neither exhaustive nor uniform across all the key performance indicators. It covers between 77% and 100% of the scope of the Group. The precise scope for each indicator is described under Methodology in the Statement of Non-Financial Performance;
 - As mentioned in Paragraph 4, In the Materiality Matrix, the risk of an "extreme weather event" emerged during the ESG risk mapping carried out in 2024. However, it is not covered by associated key performance indicators.

Preparation of the statement of non-financial performance

The absence of a generally accepted and commonly used framework or established practices on which to evaluate and measure the Information permits the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Consequently, the Information needs to be read and understood with reference to the Guidelines, significant elements of which are available upon request from the entity's headquarters.

Limitations inherent in preparing the information

As indicated in the Statement, the Information may be subject to inherent uncertainty because of incomplete scientific and economic 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 presented in the Statement.

Responsibility of the company

- The Board of Directors is responsible for:
- selecting or establishing suitable criteria for preparing the Information;
 - preparing the Statement in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with regard to those risks, and the outcomes of those policies, including key performance indicators;
 - designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error;

The Statement has been prepared in accordance with the Entity's Guidelines as mentioned above.

Responsibility of the independent third party

- On the basis of our work, it is our responsibility to formulate a reasoned opinion providing limited assurance regarding:
- the compliance of the Statement with the provisions set out in Article R. 225-105 of the French Commercial Code (in their versions prior to January 1, 2025);
 - the fairness of the historical information (observed or extrapolated) presented in accordance with the third paragraph of Articles R. 225-105 I and II of the French Commercial Code (in their versions prior to January 1, 2025), namely the outcomes of policies, including key performance indicators, and actions implemented in respect of the principal risks.

We have carried out the work required to formulate a reasoned opinion providing limited assurance on the basis of the observed or extrapolated historical information.

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

It is not our responsibility to comment on:

- the Entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the duty of care plan and combating corruption and tax evasion);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional standards

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code and with the professional guidance of the French Institute of Statutory Auditors (CNCC) applicable to such engagements, as well as with ISAE 3000 (Revised). This report is prepared in accordance with the RSE_SQ_Programme de vérification_DPEF audit program.

Independence and quality control

Our independence is defined by the provisions contained in Article L. 821-28 of the French Commercial Code and the Code of Ethics applicable to Statutory Auditors. In addition, we have set up a quality control system that includes documented policies and procedures designed to ensure compliance with all applicable legal and regulatory texts, the rules of business ethics and professional standards set by the French Institute of Statutory Auditors, as they apply to this engagement.

People and resources

Our work involved the skills of three people and was conducted between December 2024 and February 2025 over a total period of three weeks. We conducted ten interviews with people responsible for preparing the Statement, representing among others the risk management, compliance, human resources, health and safety, environment and procurement departments.

Nature and scope of the work

We planned and performed our work considering the risk of material misstatement of the Information. We consider that the procedures we performed based on our professional judgment have allowed us to provide a limited assurance conclusion.


- we reviewed all the entities included in the scope of consolidation, and the main risks;
- we 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;
- we verified that the Statement covers each category of information required by paragraph III of Article L.225 102-1 (in their versions prior to January 1, 2025) in terms of social and environmental considerations;
- we verified that the Statement provides the information required in section II of Article R. 225-105 (in their versions prior to January 1, 2025) where such information is relevant to the main risks, and includes, where applicable, an explanation of the reasons for the absence of information required in paragraph 2 of section III of Article L. 225 102-1 (in their versions prior to January 1, 2025);
- we verified that the Statement presents the business model and describes the main risks relating to the business activities of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by their business relationships, products, services, policies, actions and results, including those key performance indicators that relate to the main risks;

- we consulted documentary sources and conducted interviews in order to:
 - assess the process used to select and validate the main risks as well as the consistency of the results, including the key performance indicators adopted in relation to the main risks, and
 - corroborate the qualitative information (actions and results) provided in Appendix 1. For all risks, our work was conducted at consolidating Entity level;
- where applicable, we verified that the Statement covers the scope consolidated, namely all entities included within the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Statement;
- we reviewed the internal control and risk management procedures implemented by the Entity concerned and have appraised the completeness and accuracy of the related information;
- for those key performance indicators and other quantitative results presented in Appendix 1 that we considered most important, we have applied:
 - analytical procedures to verify the correct consolidation of the data collected and the consistency of their change over time;
 - detailed sampling-based tests consisting of verifying correct application of definitions and procedures, and reconciling the data with supporting documents. This work was conducted with the consolidating Entity and covers 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement with our knowledge of all those entities included in the scope of consolidation.

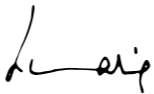
The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional guidance of the French Institute of Statutory Auditors (CNCC); a higher level of assurance would have required a more extensive review.

Independent third party, Forvis Mazars SAS

Gaël Lamant,
Partner



Souad El Ouazzani,
CSR
& Sustainable Development
Partner



Paris La Défense, March 21, 2025

APPENDIX 1:
INFORMATION REVIEWED IN DETAILED TESTS

Qualitative information regarding the main risks

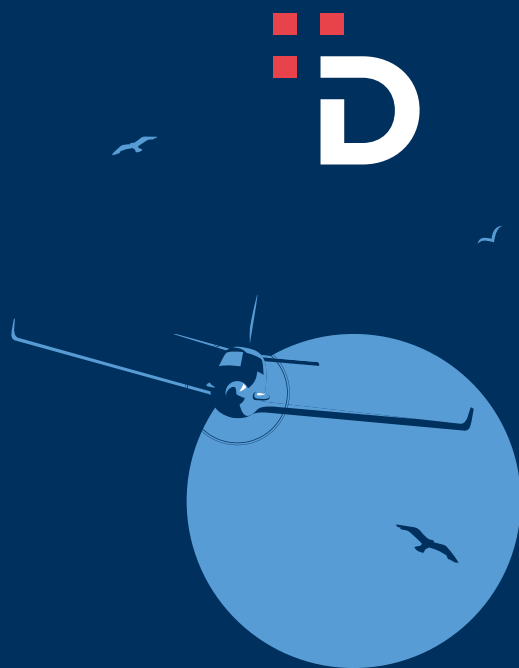
- Failure to achieve decarbonization targets;
- Environmental impact;
- Extreme weather events;
- Threats to health/safety;
- Violations of human rights and environmental protection measures in our supply chain;
- Loss of attractiveness, inability to retain key resources, social movements, psychosocial risks;
- Fraud and corruption;
- Compromise and unavailability of information systems/personal data and cyber attacks (GDPR dispute)
- Major quality issue

Quantitative indicators, including key performance indicators

- Annual consumption of electricity, gas, fuel oil and biodiesel;
- Carbon Assessment Scopes 1 & 2;
- Percentage of women among executive managers and on management boards;
- Percentage of employees working in ISO 14001 sites;
- Average no. of FTEs (excluding temps);
- Percentage of buyers trained in responsible procurement and vigilance;
- Percentage of at-risk employees trained in business ethics;
- SMS training percentage;
- Cyber risk training percentage;
- Frequency rate FR1;
- Turnover experienced

EuroPP ESG criteria

- Accident indicator: Frequency rate 1 (Global scope);
- Carbon footprint indicator: Carbon intensity in metric tons of CO₂e/Value added of scopes 1 & 2 (in France, in-situ services excluded from Value Added);
- Diversity indicator: Percentage of women among executive managers and on management boards (Global scope).



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