

SHAPING TOMORROW'S FLIGHT WITH PURPOSE



 DAHER

WHY WE ACT



Shaping tomorrow's flight is not just about innovation. It is about giving innovation purpose.

Making aviation safer, more efficient and more sustainable.

As an aircraft manufacturer, industrial company, industrial services and logistics specialist, Daher has been innovating for more than 160 years. A global, independent and sustainable group rooted in a strong family-owned culture, we combine long-term vision with immediate action. Driven by 14,500 passionate people, we are actively contributing to aerospace's transformation, with a clear ambition: advancing flight responsibly.

DAHER

AT A GLANCE

A global aerospace industrial group, built for the long term.
Family-owned since 1863.



€1.9 bn
revenue
in 2025



50/50
revenue split:
Industry/
Services



~14,500
employees
worldwide



17
countries



4
complementary
businesses

Daher relies on a shared foundation of industrial and operational expertise, proven in highly demanding environments.



FOUR COMPLEMENTARY BUSINESSES

From design to operations - across the aerospace value chain.

Powered by four complementary businesses and a model balanced between manufacturing and services, Daher delivers an integrated aerospace value chain.

From design to aircraft manufacturing, through advanced industrial and logistics solutions, and extending to the complete construction of aircraft, this structural balance enables true end-to-end capabilities and supports sustained, long-term investment where performance, reliability and responsibility matter most.

One integrated industrial vision



AIRCRAFT

Airplane manufacturer since 1911



INDUSTRY

Expert in complex aerostructures



INDUSTRIAL SERVICES

Customer support across the entire production cycle



LOGISTICS

Design, management and optimization of advanced logistics flows

AIRCRAFT

Designing and manufacturing aircraft since 1911



Rooted in the legacy of Morane-Saulnier (1911), Daher is the world's oldest aircraft manufacturer in continuous operation. This long-standing aviation expertise drives the design of aircraft engineered for demanding environments, operational reliability and mission readiness.

Two aircraft families

Two missions. One standard of excellence.

TBM

High performance, turboprop-

powered airplanes that combine speed, efficiency and premium support.

Kodiak

Rugged multi-mission aircraft designed for short, unprepared runways and demanding environments.

Daher designs and manufactures aircraft recognized for their performance, safety and efficiency - supporting a wide range of civil, institutional and multi-mission operations.

+3 million
flight hours

1,600+
aircraft
delivered

#1
in customer
support
(turboprop)*

*Pro Pilot & AIN Product Support Surveys

INDUSTRY

Manufacturing complex aerostructures



Building on its unique positioning as the only Tier-1 supplier that also is an aircraft manufacturer, Daher designs and manufactures complex aerostructures and systems for major civil and defense aerospace programs.

Its proven industrial maturity and repeatability enable customers to address their most critical challenges - production rate increases, performance requirements and carbon footprint reduction.

- > Complex subassemblies
- > Wings, engines, hatches, doors, fastening systems and fuselage sections
- > Dual expertise in composites and metallic materials
- > Assembly of aircraft structures

N° 1

Tier-1 aerostructures
supplier in France

3,000
employees

6

production sites

20

major aerospace
programs supported

INDUSTRIAL SERVICES

Supporting program performance

A leading global player in industrial services for civil and defense aerospace. Daher supports aerospace programs with a comprehensive and agile approach across the entire production cycle.

Specializing in the structural and mechanical assembly of complex subassemblies, cabin outfitting and repairs, Daher delivers a high level of reliability - both on customer sites and at its own facilities.

4,000+
employees

98%
on time
delivery

99%
on quality
delivery



The **Daher Learning Center** coordinates the development of skills, delivers training in aerospace standards, and supports industrial ramp-up maturity.

1,300+
trainees
per year

LOGISTICS

Supporting industrial performance with smart logistics

Daher designs and operates smart, sustainable supply chains, fully integrated into industrial environments and close to its customers' operations.

Through reactivity, flexibility and a strong presence in key industrial hubs, Daher secures flows, optimizes factory performance and serves as a trusted partner for major industrial players.

N° 1
for aerospace
logistics in Europe

120
sites operated

6,000
employees

1 M+ sqm
of surface operated



DEFENSE: A PROVEN PARTNER

Leveraging the complementarity of its four business lines, Daher supports defense stakeholders across the entire lifecycle of their aerospace programs.

This integrated approach enables end-to-end solutions, from design through operations - meeting the most demanding standards of reliability, safety and operational continuity.

- > Multi-mission aircraft and drone capabilities
- > Robust, modular aerostructures, containers and shelters
- > In-service support, maintenance and training for military operations
- > Specialized cargo transport, deployed close to operational theaters



A unique aerospace ecosystem,
end-to-end capabilities

~30 years
of experience in
defense aeronautics

Defense activities across
Europe, Africa, the Middle
East and the Americas

Long-term support of
governmental and
institutional fleets

Operations conducted
in close proximity to
operational environments

INNOVATE FOR OUR CUSTOMERS AND DECARBONIZE

Imagining tomorrow's products, services and processes in support of our customers and in the context of the environmental transition.

With the TBM aircraft, Daher benefits from a **unique experimentation platform** to test key technologies shaping **more efficient and responsible aviation**.

This ambition is driven by Daher's three TechCenters, each dedicated to a core business

Fly'in
by DAHER
for aircraft



From concept
to sustainable flight

Hybrid propulsion
Aerodynamics

Shap'in
by DAHER
for aerostructures



From composite innovation
to industrial scale

Advanced composites
Production processes
Recycling

Login
by DAHER
for logistics



From solutions to full-scale
deployment

Automation
Smart logistics

SUSTAINABILITY

BY DAHER Built into our industrial DNA

Sustainability at Daher is not an add-on. It is a core industrial commitment, embedded across our four complementary businesses.

PIONEERING THE DECARBONIZATION OF AERONAUTICS

At Daher, decarbonization is addressed as a major industrial challenge.

It relies on lighter structures, improved energy efficiency and lower impact solutions, integrated from the earliest stages of product and process design.

By acting on every flight, every operation and every site, Daher contributes to a more efficient and responsible aerospace industry.

CDP score:
"Leadership"
(A-)

Our ambition:
-50% CO₂
emissions between
2022 and 2032



A TRUSTED PARTNER FOR OUR STAKEHOLDERS

Clients

Ensuring the quality and safety of our products and services.

Employees

Providing healthy and safe working conditions. Being a responsible employer in the regions where we operate.

Suppliers

Implementing responsible purchasing practices. Ensuring respect for human rights.

Shareholders

Sharing strong values, a long-term strategy and profitability as key drivers to ensure the sustainability of our family governance.

Everyone

Ensuring cybersecurity and data protection. Upholding the highest ethical standards.

WHAT MAKES DAHER'S SUSTAINABILITY APPROACH UNIQUE

- > Four complementary business lines
- > A family owned governance model
- > A clear reason for being
- > The Daher Leadership Model

This foundation enables Daher to align industrial performance, environmental transition and stakeholder trust over the long term.

A WORLDWIDE PRESENCE

14,500 employees in **17** countries*

Daher's international footprint enables close, long-term customer relationships and demonstrates the Group's ability to deliver industrial and service activities at the heart of major customers' operations and aerospace ecosystems.

AMERICAS

USA | Canada | Mexico | Brazil

1,500 

Number of sites**:

 **3** |  **3**
 **2** |  **2**

EUROPE

UK | France | Spain | Germany | Belgium | the Netherlands | Austria

12,300 

incl. France

10,600

Number of sites**:

 **4** |  **12**
 **4** |  **120**

MIDDLE EAST/ASIA

China | India | the Philippines | Qatar | the United Arab Emirates

110 

Number of sites**:

 **6**

NORTH AFRICA

Morocco

600 

Number of sites**:

 **3**



*Dec. 2025
**Owned & operated sites / On-site operations



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