



A CHANGE IN DIMENSION- TAKE OFF 2027 - DAHER FIVE-YEAR STRATEGIC PLAN

News / Manufacturer



Take off 2027, which is Daher's new strategic plan through 2027, sets the goal for Daher to become a large, profitable international company developing in four complementary businesses. Priorities identified by the Daher Group for this five-year plan are the internationalization of its organization, the improvement of the structural profitability of all its businesses, along with the commitment to innovate and decarbonize.

Backed by a business model that is balanced between manufacturing and services – which has demonstrated its resilience over time, and in particular during the COVID-19 crisis – Daher also has also decided to make the "manufacturing services" a business sector in itself, alongside aircraft production, manufacturing and logistics. The result is a link between the Group's manufacturing and logistics activities. Capitalizing on its know-how, these business sectors apply

the competencies of adaptability, agility and commitment for which Daher is recognized, while strengthening the Group's presence in the aeronautical value chain – and more broadly, the manufacturing value chain – along with its proximity to customers.

Daher CEO Didier Kayat commented: “Our ‘Take off 2027’ plan will accelerate and consolidate the momentum initiated in 2022. We want to assert ourselves as a key player in the aeronautics industry of tomorrow and will do everything possible to provide answers to its major challenges. We are putting ourselves in battle order to succeed in a major transformation of the company and develop all the synergies – human, technical and technological, as well as geographical – which will make Daher a large, profitable international company for the benefit of our customers, employees and shareholders. In an environment that remains complex, all of these elements – and in particular, the acquisition of AAA – confirm our growth prospects in 2023 at a level comparable to that of 2022, with the ambition of reaching 2 billion euros in revenue during the timeframe of our new strategic plan.”



Five key orientations for Daher's transformation in the “Takeoff 2027” strategic plan:

- **One imperative**

Improve the economic performance to ensure the sustainability of a company with 160 years of history, as well as strengthen its competitiveness in the service of customers while also investing in human capital and strengthening ESG (environmental, social and governance) performance.

- **Three challenges**

Transform the managerial culture by moving towards a results-driven culture (based on the Daher Leadership Model) and recognition for the core values and know-how of the Group's employees;

Innovate for customers and decarbonize by envisioning the products, services and processes of tomorrow for each of its businesses; challenges that will be the focus for the three technical centers launched by Daher in 2022 (*Log'in* for logistics, *Shap'in* for aerostructures, and *Fly'in* for

aircraft);

Integrate and develop the acquisitions, by duplicating the TBM success story for Kodiak, while launching a hybrid aircraft; by benefitting from the Stuart factory's competence to make the assembly of aerostructures one of the pillars in Daher's manufacturing offer; by applying the KVE Composites Group's capabilities to secure Daher's technological lead in composites; and by developing the manufacturing services business with AAA (Assistance Aéronautique et Aérospatiale) after this acquisition is approved by the competent authorities.

- **One accelerator**

Make visible and known, by further highlighting the robustness offered by the complementarity between its manufacturing and services activities, and the sustainability of its family business model since 1863.

12 FEBRUARY 2023

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