

The background of the entire page is a warm, golden-orange sunset. On the left, the dark silhouette of a person's head and shoulders is visible, looking towards the right. In the upper right portion of the sky, a commercial airplane is silhouetted as it flies. The overall mood is contemplative and forward-looking.

Join Forces

Annual Report 2025

sonaca 



JOIN FORCES

Boecillo, 3 october 2025

A handwritten signature in black ink, appearing to read 'Ginés Clemente'.

Ginés Clemente
Executive President

A handwritten signature in black ink, appearing to read 'Yves Delatte'.

Yves Delatte
Chief Executive Officer



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Yves Prete,
Chairman of Sonaca Group



Yves Delatte,
CEO of Sonaca Group



Reaching a new dimension

Sonaca became a global top-tier independent aerostructures player

2025 will remain a defining year in the history of Sonaca. With the acquisition of Aciturri completed at the end of 2025, rebranded as Sonaca España, the Group reached a new dimension and firmly established itself as the third-largest independent aerostructures player worldwide. Sonaca now operates 27 industrial sites and 4 engineering offices, and employs 6902 people across 7 countries. Beyond scale, this combination brings together highly complementary capabilities in metallic and composite aerostructures, reinforcing our industrial footprint and significantly enhancing our ability to support the long-term needs of our customers.

This acquisition comes as we conclude our 2022–2025 strategic plan. Alongside the consolidation of our core commercial aerospace activities, Sonaca has strengthened its diversification through increased presence in decarbonisation and defense, two strategic domains that are shaping the future of the industry. In decarbonisation, the Group is actively contributing to next-generation aviation programmes, notably Wisk, whose autonomous electric aircraft successfully completed its first flight at the end of 2025. In defense, Sonaca continues to expand its role across several programmes and is progressively positioning itself as an integrator within the Belgian defense ecosystem, contributing to both national sovereignty and European strategic autonomy.

2025 was nonetheless marked by a demanding operational environment. Global supply chain disruptions, particularly a worldwide hardware shortage, combined with adjustments in OEM production rates weighed on industrial performance across the sector. In this context, maintaining financial results in line with 2024 reflects the Group's resilience and the effectiveness of the actions deployed across all sites to manage volatility, protect performance and ensure continuity for our customers. Despite a challenging environment, Sonaca maintained revenue from its legacy operations at 2024 levels, while reported Group revenue increased following the consolidation of Aciturri.

Looking ahead, 2026 will open a new phase for the Group. Our upcoming strategic plan foresees a two-year stabilisation period, dedicated to the successful integration of Sonaca España and the completion of major transformation programmes which are already underway. This phase will focus on harmonising processes, consolidating synergies and strengthening execution discipline. It will provide the foundations and stepping stones for the next cycle of sustainable growth.

In a context of profound transformation for the aerospace industry, Sonaca enters this new chapter with increased scale, reinforced capabilities and a clear strategic direction. Building on strong industrial roots and a long-term vision, the Group is well positioned to continue pioneering sustainable aerospace, combining performance, innovation and responsibility.





Who we are



"Every day, millions of passengers take to the skies, unaware of the expertise, dedication, and passion behind each flight. At Sonaca, 6902 employees help make these journeys possible."

Key figures



TOP 3

Independent
aerostructure player



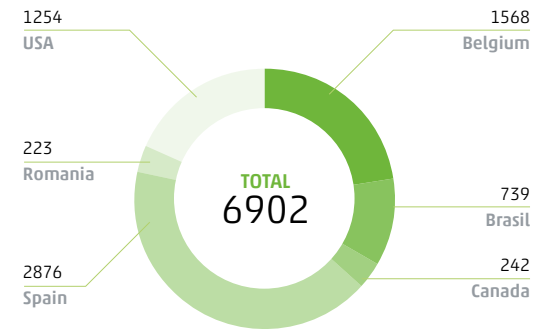
27

Plants



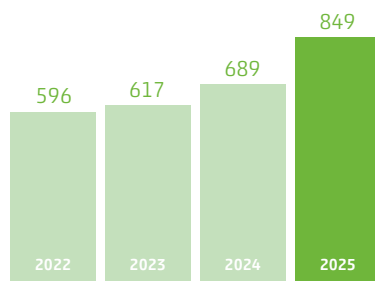
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Employees
Full Time Equivalent



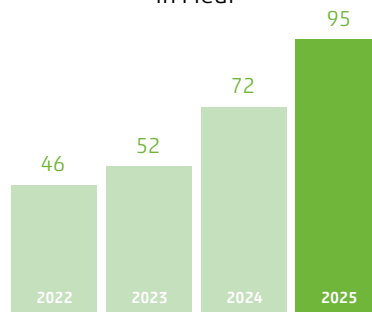
849

Revenue
in Meur



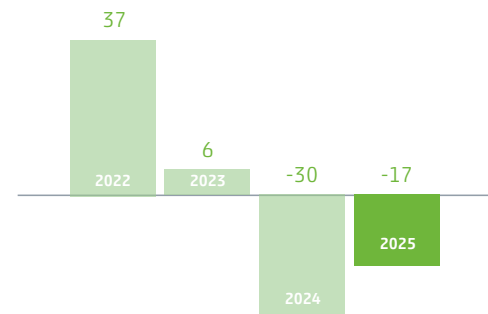
95

EBITDA
in Meur



(17)

Free Cash flow
in Meur



Trusted by aerospace leaders worldwide



AIRBUS



Gulfstream

72
YEARS

42
YEARS

33
YEARS

33
YEARS



33
YEARS



29
YEARS



23
YEARS



14
YEARS



11
YEARS

2025 through our teams

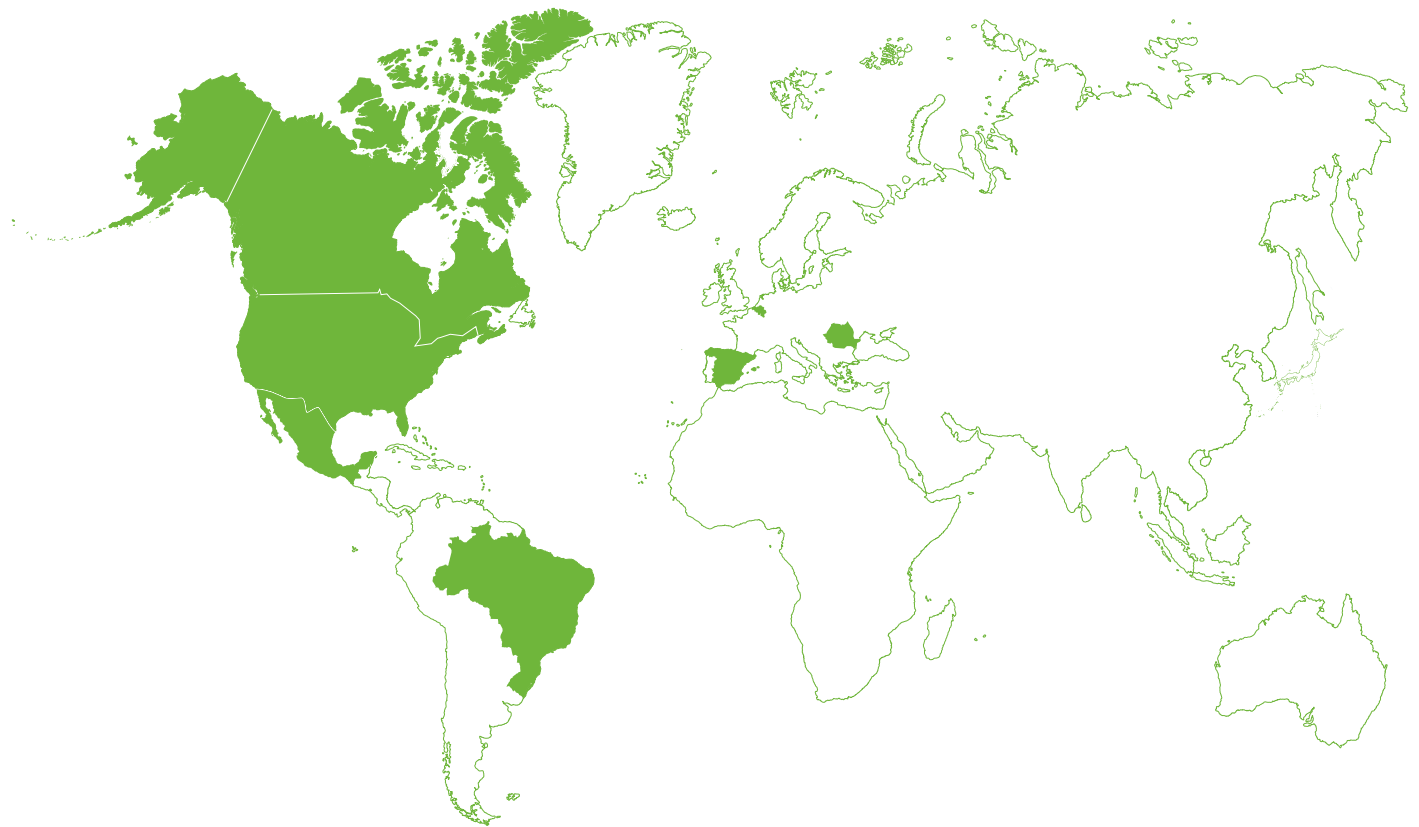
A defining year marked by growth, innovation and collaboration across our global footprint







Our entities





Sonaca Belgium



Sonaca Belgium has continued to play a central role in the Group's industrial and strategic development, despite a challenging operating environment. Significant progress was achieved on key programmes that will shape the company's future growth and strengthen its position in both the commercial aviation and defense markets.

A major milestone was reached with the completion of the dedicated F-35 horizontal tailplane assembly facility in Goselies. During the year, teams finalised the demonstration box and launched the assembly of the first shipset, while preparations for subsequent shipsets progressed in parallel. This programme reinforces Sonaca's position as a leading European aerostructures supplier in the defense sector and builds on decades of expertise developed through previous military aircraft programmes.

On the Airbus A321 Inboard Flap programme, Sonaca Belgium successfully completed the manufacturing and validation of key structural elements. These achievements pave the way for the production ramp-up planned in 2026, with the first deliveries marking an important step in the industrialisation of this strategic programme.

Throughout the year, Sonaca Belgium also pursued its operational transformation efforts, with a focus on improving quality, delivery performance and competitiveness. Cross-functional collaboration between Manufacturing, Engineering, Quality, Supply Chain and Laboratory teams proved instrumental in reaching critical programme milestones and preparing for future production increases.

As the historical headquarters of the Group, Sonaca Belgium remains at the

heart of Sonaca's technological expertise, industrial innovation and strategic leadership. With strong positions in commercial aerospace, defense and future mobility initiatives, Sonaca Belgium is well-positioned to support the Group's ambitions as one of the world's leading independent aerostructure suppliers.



Sonaca Romania



Sonaca Romania marked a year of meaningful progress and consolidation, despite the demanding operational environment. Throughout the year, our teams demonstrated resilience, professionalism and a strong capacity to adapt in order to meet customer expectations and secure our strategic development path. These efforts allowed us to not only deliver on our commitments but also to reinforce the foundations needed for sustainable growth.

A major achievement of the year was the delivery of the first A220 slats to be fully manufactured in Romania, completed in December 2025. This milestone represents a significant step in expanding the A220 industrial footprint within the Sonaca Group and confirms the growing strategic importance of the Romanian operations.

The year was also marked by the start of production in the new Sheet Metal facility in August 2025. This investment enables the in-house manufacturing of primary aluminium components for the A320 programme, increasing our industrial autonomy and supporting improved competitiveness in the years ahead.

Another key achievement was celebrated with the delivery of the 2000th A320 shipset produced at the Transylvanian site since its creation. This milestone reflects decades of accumulated expertise and continuous improvement, and the dedication of our teams to operational excellence.

In 2025, Sonaca Romania strengthened its industrial foundations and positioned the organisation for a new phase of accelerated development.

Looking ahead, 2026 will bring major strategic challenges, including the ramp-up of A220 and A320, the industrialisation of the A321 inboard flap and the qualification of our new surface treatment and metal-to-metal bonding line for TSA/PSA processes.

These initiatives require rigorous execution, technical excellence and seamless collaboration with headquarters across all functions. Supported by the continued engagement of our people, Sonaca Romania is well-positioned to successfully navigate this next stage of growth and deliver long-term value to the Sonaca Group and its customers.



Sonaca Brasil



The year 2025 marked significant progress for Sonaca Brasil and the celebration of our 25th anniversary in the country. We maintained a strong focus on operational stability, productivity enhancements and cost competitiveness. Through continuous improvement initiatives and lean manufacturing practices, we increased process efficiency, reduced lead times and strengthened our quality performance standards. Despite challenging market conditions, we sustained a high level of operational performance and continued investing in leadership development and technical training. Celebrating Sonaca's 25-year journey in Brazil, we honoured our history and the people who contribute to it every day. The Open Doors event reinforced our culture of transparency, proximity and pride of belonging. Beyond

celebrating achievements, 2025 reaffirmed our commitment to local development, operational excellence and the future of Brazil's aeronautical industry. In parallel, Sonaca Brasil continued its contribution to the Embraer programmes, adapting industrial capacity to evolving demand while ensuring the highest standards of manufacturing excellence. Sonaca Brasil remains committed to supporting the Group's strategic objectives while fostering a culture grounded in accountability, excellence, integrity, customer focus and teamwork.

UGV A350

"BACKING UP THE LINE"



Sonaca España

Sonaca España in Brasil

(The map of Brazil is not shown to the correct scale.)



Sonaca Group reached a strategic milestone with the acquisition of a 51% stake in Aciturri Aerostructures business, creating a new European aerospace benchmark. The transaction brings together a group of more than 7000 professionals, with operations in 7 countries.

This integration combines differentiated technological and industrial capabilities across the entire value chain, from design and engineering to manufacturing, assembly, and the delivery of complete shipsets ready

for integration into final platforms, serving both civil and defense applications.

The partnership builds on decades of industrial expertise in metallic structures, systems integration, and the design, manufacture and assembly of complex composite structures.

From a business perspective, Sonaca España strengthened its commitment to sustainable urban mobility, consolidating its position as a partner for the design and development of aerostruc-

tures in the eVTOL segment through its agreement with Vertical for the design and development of the Valo airframe structure. In parallel, the company advanced its contribution to Europe's technological defense sovereignty with the award of two work packages under the Eurodrone programme.



Sonaca North America

Sonaca North America continued its transformation journey, focusing on restoring competitiveness, strengthening customer relationships and building a sustainable foundation for future growth. Following several challenging years marked by significant changes in scope and market conditions, Sonaca North America achieved important milestones that support its long-term recovery strategy.

The year also marked significant progress in the restructuring of Sonaca North America's industrial footprint. The divestment of the Lenexa facility and the successful integration of activities within a more streamlined organisation represent important steps towards improving operational efficiency and financial performance. These actions are part of a broader transformation plan aimed at creating a stronger, more focused, more competitive business.

Throughout the year, Sonaca North America pursued business development initiatives aimed at expanding its engineering and manufacturing footprint in the region. Sonaca España the combined capabilities of Sonaca Group and Aciturri, the company engaged with major industry stakeholders to explore future collaboration opportunities and reinforce its position as a trusted aerostructures partner in the North American market.

The implementation of Unity, Sonaca Group's new digital backbone, also

represented a major milestone in North America's transformation journey. The deployment of this common platform supports greater harmonisation of processes, improved operational visibility and stronger collaboration across sites and functions, helping to build a more integrated and agile organisation.

As market demand continues to recover, Sonaca North America remains focused on operational excellence, customer satisfaction and profitable growth. Supported by a simplified industrial footprint, renewed customer partnerships and closer integration within Sonaca Group, the company is well-positioned to strengthen its role in the Group's future development.





Sonaca Montreal



Sonaca Montreal's investment in its industrial capacity and workforce continued in 2025.

Work was completed on the construction and installation of a new long-bed 5-axis high speed machining centre for spars, which became our sixth long-bed gantry, augmenting our high-precision machining capabilities. As first article inspections (FAIs) progress, we will continue to in-source machining capacity, ensuring complete integration for our customers.

Our workforce grew in 2025 with 20 new hires, including 11 international recruitments. With the launch of Work-

day and other key software tools at Sonaca Montreal, we will ensure operational efficiency and heightened workforce management.

On-time delivery remained the top priority and with the commitment of all, we were able to improve our OTD by 70% and reduce our depth of delay to 0 days by the end of the year.

The future of Sonaca Montreal has been secured with a new contract for 777X empennage spars from IAI and the extension Bombardier's current statement of work. Along with our work statements from Gulfstream, Embraer and MHICA, we are now strongly

positioning ourselves as a fully integrated supplier of large aluminium wing/empennage skins and spars.

Continued investment in sustainability has resulted in a reduction in the use of water, coolants, chemicals and energy. We have also increased the scope of our materials recycling, ensuring that we maintain our leadership in terms of sustainability within the region and group.





**Delivering our
commitments**

Building a stronger aerospace leader together

The integration of Aciturri, now operating as Sonaca España, marks a major milestone in Sonaca's growth journey. By combining decades of complementary expertise, the Group has significantly strengthened its position as one of the world's leading aerostructures suppliers, offering end-to-end capabilities from design and engineering to manufacturing and final assembly.

Together, Sonaca and Sonaca España bring unmatched know-how in both metallic and composite structures, enabling the development and production of high-value aerospace solutions across a broad range of products, including movable surfaces, fuselages, wings, empennages, doors, fairings and nacelles. This unique combination of technologies and industrial capabilities allows the Group to deliver optimised multi-material solutions that balance performance, innovation, manufacturability and cost efficiency.

Present on many of the world's most demanding commercial, defense and next-generation mobility programmes, Sonaca leverages the combined strengths of its teams to support customers with advanced engineering expertise, industrial excellence and proven execution capabilities, reinforcing its role as a trusted strategic partner for the aerospace industry.





Defending and exploring new frontiers

In an increasingly uncertain security environment, defense activities are gaining renewed importance. Our nations require strong and reliable partners capable of delivering components essential to the protection of our countries. In this context, Sonaca is fully embracing its responsibilities and positioning itself as a solid, legitimate and credible player in ensuring the aerospace defense supply chain.

With a longstanding track record on a wide range of military platforms, including the F-16, A400M and KC-390, and more recently the F-35 through the BeLightning joint venture, Sonaca has consistently contributed to major defense programmes. We remain committed to playing our part in strengthening a robust and resilient industrial and technological defense base.

The Group's ambition is to further expand its presence in the defense sector. This commitment is reinforced today through the partnership with Aciturri, which is also actively involved in military platforms such as the CASA C-295 and the Eurodrone. Defense activities currently represent close to 10% of the Group's overall business.

In a context where ramp-up rates require strong industrial partners with recognised expertise, Sonaca stands out as a trusted partner for major OEMs in the sector.

We are also investing in emerging applications, including loyal wingmen, remote carriers and unmanned aerial systems. At the same time, we are continuing our research efforts in the frame of the European hypersonic missile interceptor programme and are further developing our capabilities to provide direct support to operators.

Beyond industrial activities, Sonaca continues to strengthen its dialogue with the Belgian Ministry of Defense and, through its international presence, at both European and global levels.







**Building
the future**



F&D ZONES A RISQUES F&D

F&D SAFETY FIRST F&D

Towards sustainable operations

In 2025, Sonaca reinforced its commitment to sustainable aerospace through a unified roadmap aimed at reducing environmental impact while enhancing industrial performance. This approach is grounded in transparency, operational excellence and long-term value creation.

Efforts to reduce emissions are deployed across the entire value chain, encompassing product design, manufacturing processes and industrial facilities. This comprehensive approach is supported by the continuous modernisation of production infrastructure.

During the year, significant progress was achieved with the launch of insulation works across several buildings at the Gosselies site, combined with broader modernisation initiatives. This included the upgrade of surface treatment capabilities through the installation of two new paint booths. These installations comply with the latest environmental standards while contributing to increased capacity, improved energy efficiency and sustained levels of quality and reliability.

Sustainability considerations were further integrated into product development through the implementation of a Life Cycle Assessment tool. By assessing environmental impacts across all phases, from raw materials to end of life, this tool supports more informed and responsible design choices for future programmes.

Energy performance also improved with the deployment of the Energy Management System. Supported by more than 250 sensors monitoring real-time consumption, the system enabled energy savings of more than 7 per cent between November 2024 and November 2025, contributing to increased operational efficiency.

At Group level, Sonaca established a consolidated view of electricity and gas consumption across all entities, corresponding to an annual carbon footprint of approximately 40,000 tonnes of CO₂. This harmonised approach facilitates benchmarking between sites, supports the sharing of best practices and enables the progressive definition of a Group-wide emissions reduction trajectory.

In 2026, Sonaca will extend these initiatives across all its entities, further strengthening the environmental performance, resilience and competitiveness of its operations.

Innovating today for tomorrow's aviation

At Sonaca, our commitment to building a more sustainable aviation industry continues to guide our strategic choices and our investments in innovation. Reducing the environmental footprint of air transport is not just an option but a responsibility, and our teams are fully mobilised to deliver tangible solutions that combine performance, competitiveness and sustainability.

This commitment goes hand in hand with a significant reinforcement of our Research and Technology efforts. Today, space and defense activities represent more than half of our R&T portfolio, reflecting both the evolution of market needs and Sonaca's ambition to remain a key technology partner in strategic domains. From advanced aerospace platforms to next-generation space systems, we are expanding our capabilities to support sovereign, resilient, high-performance solutions.

Through continuous investment in Research & Technology, Sonaca is developing the technologies, expertise and industrial capabilities required to support the next generation of single-aisle aircraft. Our roadmap focuses on high-rate composite manufacturing technologies, enabling lighter structures and higher production cadences. We are also advancing innovative solutions to reduce noise emissions and improve the aerodynamic performance of slats, directly contributing to more efficient and quieter aircraft. Our plug-and-fly solutions further support aircraft manufacturers in ramping up production while maintaining the highest quality standards.

At the same time, we are investing in more environmentally friendly industrial processes and advanced production technologies. Automated camera-based inspection systems and automatic part recognition are key enablers to improve robustness, traceability and productivity across our manufacturing operations.

In defense, Sonaca is actively involved in the development of hypersonic interceptor technologies.

As we look to the future, we remain convinced that innovation is the strongest driver of sustainable growth: "The best way to predict the future is to invent it."



Growing together, reaching further

In 2025, Sonaca continued to invest significantly in people, recognising talent as a key driver of sustainable performance and long-term success. Building on the foundations established in previous years, the Group further strengthened its talent management practices, with a structured approach to identifying, developing and retaining key skills across all entities. These efforts support both operational excellence and leadership succession, while fostering a culture of engagement and continuous development.

A major milestone of the year was the deployment of Workday across the Group. This strategic HR platform marks a significant step forward in harmonising processes, enhancing data-driven decision-making and reinforcing employee experience on a global scale. By aligning all sites around a common system, Sonaca strengthens collaboration, transparency and efficiency in managing human capital.

At the same time, the evolution towards a new matrix organisation has reshaped the way teams collaborate across functions and geographies. This transformation fosters greater agility, clearer accountability and stronger alignment with the Group's strategic priorities, while encouraging cross-functional cooperation and knowledge sharing.

Employee engagement remains a key priority. Initiatives such as Family Days organised across the various entities, along with other activities, offered valuable opportunities to strengthen team spirit, reconnect employees and their families with the company's operations, and foster a shared sense of pride and belonging.

Through these combined initiatives, Sonaca continues to create an environment where people can grow, collaborate and contribute fully to the Group's ambitions, ensuring that talent remains at the heart of its transformation and future success.



Discover our new group





WATCH OUR MOVIE



<https://youtu.be/zQvsFm8bRvE>



sonaca.com

