

Headquarters

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Internal note from the Group CEO Tuesday 13 July 2021

Dear colleagues,

It is with emotion and pride that I am writing you today.

Sixteen months ago, we started our journey together in a very complicated health and economic context. Our mission was to ensure the safety of our employees, preserve the Group's liquidity and adapt our organization to the new needs of our customers. My objective was also to provide Latécoère with a new 5-year strategic plan to enable the Group to return to growth.

The absolute priority was first to ensure the safety of each of the Group's employees in the current health context. Together we managed to preserve the Group's cash flow by reducing our costs, carefully managing working capital and negotiating State Guaranteed Loans (PGE). We have made difficult but necessary decisions to adjust our workforce to the drop-in activity caused by the Covid crisis. We then implemented a plan to optimize our manufacturing processes and improve our competitiveness while maintaining our investments in innovation in order to preserve our leading positions in the aeronautics sector. Finally, in a highly competitive global market, we pursued external growth, a key factor in the company's on-going development, and finalized in February the acquisition of Bombardier's cabling activities in Mexico.

Today, Latécoère has initiated a new strategic plan and we have the necessary financing to ambitiously face the coming years and position the Company as a world leader in the sector. The time has therefore come for me to return to a non-executive position in the Board of Directors and to hand over the position as head of Latécoère. I would like to congratulate Thierry Mootz on his appointment as Chief Executive Officer of the Group and wish him and his team the best of luck in this new phase for the company. I assure him and all Latécoère employees of my strong support.

It has been a great honor to lead this inspiring Group and I would like to thank each of you for your commitment, as well as the shareholders for their trust and support.

See you soon,



Phil Swash
Group CEO

Internal note from the Group Deputy CEO
Tuesday 13 July 2021

Dear colleagues,

I am pleased and honoured to take over the management of the Latécoère Group starting August 2. Our company is part of aeronautical history. It is made up of remarkable men and women. I would like to congratulate Philip Swash for his work during the 16 particularly difficult months of the health crisis and to thank him very warmly on my behalf but also on behalf of every employee. It is his actions and the way he has led the teams that have enabled us to open a new chapter in our history today, with secure and solid financing and a 5-year strategic plan designed to turn Latécoère into a world leader in aeronautics.

Following the first steps already achieved, my absolute priority will remain your safety at work. I will continue to work on improving our operational performance to provide our clients with an excellent service, to support the recovery of our sector and ensure profitable growth.

We have defined a plan and a strategy validated by the Board of Directors:

- Operational Excellence and Cost Competiveness
- Organic Growth in traditional markets and adjacent Interconnection Systems markets
- Focused innovation in Aerostructures and Interconnection Systems to improve competitiveness and position Latécoère for the next generation of aircraft
- External Growth (M&A): a key driver of future growth for the business as evidenced by the acquisition of Bombardier EWIS in Mexico (closed February 2021) and the potential acquisition of Technical Airborne Systems in Belgium that was announced today
- Ongoing development of the Latécoère people

Our responsibility today is to achieve this plan in a flawless and agile way.

To implement this ambitious plan, we are planning to launch a capital increase. This transformation should enable the company to continue its long-term development, both through organic growth and acquisitions, in Europe and North America. The first of these could be the acquisition of Technical Airbone Component, a specialist in connecting rods and mechanical parts for the aerospace industry. We will have the opportunity to tell you more about it soon.

Once again, I would like to acknowledge Philip Swash's commitment to the teams and thank him for his ongoing support. He will continue to bring his contribution to Latécoère as a Board member of the Group. I assure you my full commitment to ensuring that Latécoère continues to move forward. I will become Chief Executive Officer of the Group starting August 2 and will remain Managing Director of the Interconnection Systems branch. Within the framework of this new governance, Grégoire Huttner is appointed Executive Vice President and will remain Managing Director of the Aerostructures Division.

Latécoère is ready to continue its development, to launch a new dynamic and to play a full part in the necessary future consolidation of the aeronautics market. I'm fully committed to the company and ensure that I will cope with the upcoming challenges.



Thierry Mootz
Group Deputy CEO
Managing Director of the Interconnection Systems branch