

Summary of the company's situation during the year just ended

Message from Raphaël GORGÉ, Chairman and CEO, dated April 17, 2025

Exail Technologies performed well at all levels in fiscal 2024. All the targets set at the beginning of the year were met or exceeded. Against a backdrop of buoyant market trends, notably in the defense sector, the Group's teams demonstrated their mastery of execution in a high-growth environment.

The year was particularly dynamic on the sales front, with orders of \in 451 million, an increase of almost 40% on the previous year. 60% of these orders were in the defense sector. Sales rose by 16% in 2024, reaching \in 373 million, supported by both of the Group's segments. The Group's profitability recovered sharply in 2024, following a period of disruption due in particular to a very high level of bidding activity. As a result, the Group's recurring EBITDA margin stood at 21% in the 2nd half of 2024, an improvement of +2 pts on the same half of the previous year.

The year 2024 was also marked by a significant reduction in the company's debt. The efforts made over several quarters to negotiate customer payment terms, manage cash flow and keep on track with delivery milestones are bearing fruit: the company's adjusted net debt excluding ICG bonds stood at around €145 million at the end of December 2024. This is some 80 M€ lower than the estimated debt on the day iXblue was acquired in September 2022.

In parallel with this significant business volume, Exail continued negotiations on several drone programs. One of these, worth several hundred million euros, was announced in early 2025, and will be transforming for the Group.

Our development prospects make us optimistic about the future. As a European high-tech ETI, Exail Technologies will be able to contribute to strengthening a sovereign defense industry in Europe. In the context of strong support for the European defense technology and industrial base, the Group aims to position itself as a European leader and one of the world's leading players in its navigation and maritime drone systems activities. In particular, it will be able to participate in efforts to increase production capacity in order to deliver its growing order book and meet new demands from European players.

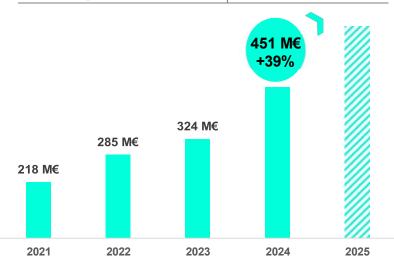


2024 results: improved profitability and strong cash generation in the 2nd half (press

release dated March 25, 2025)

Exail Technologies performed well at all levels in fiscal 2024. All targets set at the beginning of the year were met or exceeded. Against a backdrop of buoyant market trends, notably in the defense sector, the Group's teams demonstrated their mastery of execution in a high-growth environment. The company achieved a good level of sales in the 1st half of 2024, against a backdrop of strong commercial activity. This dynamism was reflected in the figures for the second half of 2024. During the second half of the year, Exail Technologies saw strong growth in all its indicators compared with the same period last year:

- **Record order intake**: +57% compared with 2thhalf 2023,
- > Strong revenue growth of +25%,
- > Significant improvement in recurring EBITDA: +37%, improving margin by +2 pts,
- > Operating cash flow: €69 million, bringing the total for the year to a new record of €91 million,
- Significant debt reduction, with the ratio of net debt excluding ICG to recurring EBITDA falling below 2x.



Order intake since the acquisition of iXblue¹

¹2021 figure reconstituted with the sum of ex-ECA and ex-iXblue orders.



Income statement for the year and 2nd half 2024

The consolidated financial statements presented above were approved by the Board of Directors at its meeting on March 24, 2025. The financial statements have been reviewed by the Statutory Auditors, whose reports are currently being issued. The financial statements are available in the appendix to this press release.

	Full year 2024			2nd half 2024			
(in millions of euros)	FY 2024	FY 2023 restated	Change %	S2 2024	S2 2023 restated	Change %	
Order intake	451	324	+39%	289	184	+57%	
Order book at end of period	708	630	+12%	708	630	+12%	
Sales	373	323	+16%	210	169	+25%	
Recurring EBITDA ²	74	65	+13%	43	32	+37%	
Recurring EBITDA margin (%)	20%	20%	+0 pts	21%	19%	+2 pts	
Operating income ²	46	40	+14%	29	19	+49%	
Other operating income items	-27	-33	-16%	-14	-13	+8%	
Operating income	18	7	+149%	14	6	+139%	
Financial income and expenses	-27	-28	-4%	-14	-16	-12%	
Taxes	4	3	n.a	1	2	n.a	
Net income from discontinued operations	-	31	n.a	-	-	n.a	
Consolidated net income	-5	14	n.a	1	-8	n.a	

²Recurring EBITDA: operating income before depreciation, amortization and provisions, share-based payment expense, amortization of intangible assets recognized at fair value and other operating income items.

Operating income: operating income before share-based payment expenses, amortization of intangible assets recognized at fair value and other operating income items.

373 million in revenues by 2024

Exail Technologies posted a remarkable performance in 2024 in terms of both orders and revenue generation. The year was particularly dynamic on the commercial front, with 451 M€ of orders booked, an increase of almost 40% on the previous year. 60% of these orders were in the defense sector.

A dedicated press release on sales and orders for 2024 will be published on February 19, 2025.



74 M€ recurring EBITDA

The Group's profitability recovered sharply in 2024, following a period of disruption caused in particular by a very high level of bidding activity. The Group's recurring EBITDA margin stood at 21% in the 2nd half of 2024, an improvement of

+2 pts compared with the same half of the previous year. This improvement stems mainly from the Navigation & Marine Robotics segment.

(in millions of euros)		2024	2023	Var M€	Change %
	Sales	289	246	43	+18%
Navigation	Recurring EBITDA	61	53	8	+15%
& Marine Robotics	Recurring EBITDA margin (%)	21%	22%	-	-0.6 pts
	Operating income	44	39	5	13%
	Net sales	97	85	12	+15%
Advanced technologies	Recurring EBITDA	15	14	1	+7%
	Recurring EBITDA margin (%)	16%	17%	-	-1.1 pts
	Operating income	11	10	2	16%

Operating income by segment³

Operating income

Depreciation, amortization and provisions amounted to €28 million in 2024, bringing operating income to €46 million.

Other operating income represented an expense of \in 27 million, essentially with no cash impact. They include in particular \in 18 million in depreciation of assets recognized at fair value in application of IFRS 3R, \in 4.7 million related to employee profit-sharing and retention plans, and \in 4.5 million in restructuring costs. As a result, Group operating income came to \in 18 million, up on the previous year.

³The sum of the aggregates of the two divisions must be supplemented by intra-group eliminations, the impact of IFRS 16 and the structure to obtain the consolidated result presented above. Details of these items are provided in the appendix to this press release.



Cost of financial debt: €27 million, half of which had no effect on cash flow

Net borrowing costs amounted to €27 million, including only €14.5 million in bank interest payments, which generated a cash outflow. This is 2% lower than last year, thanks to the reduction in debt and the change in interest rates. The balance of the financial expense relates to the bonds held by ICG, the interest on which is capitalized and therefore has no effect on cash.

Overall, net income came to -4.5 M€.

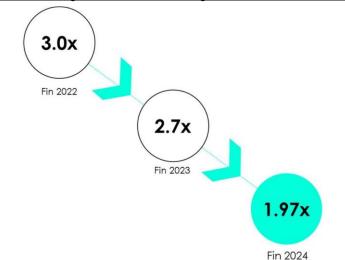
Operating cash flow: €91 million by 2024

Exail Technologies generated operating cash flow of \in 91 million in 2024, up \in 36 million on the previous year. Working capital requirements (WCR) made a positive contribution of +27 M \in . This good level of cash receipts is the result of the efforts made over several quarters to negotiate customer payment terms, manage cash flow and meet delivery milestones.

Financial debt: €145 million net debt at end 2024

The Group's adjusted net debt, excluding ICG⁴bonds, has therefore fallen significantly by 2024. It stood at €145 million at the end of December 2024. This is around €80m lower than the estimated debt on the day iXblue was acquired in September 2022.

The reduction in debt is even more notable in terms of the ratio of adjusted net debt to recurring EBITDA, which falls below the 2x mark.



Net debt excluding ICG bonds to recurring EBITDA ratio since the end of 2022

⁴Adjusted net debt is financial debt excluding the application of IFRS 16, less cash and cash equivalents including treasury stock. ICG bonds are excluded as they do not generate cash outflows before maturity and are not taken into account in the calculation of covenants. Detailed information on the Group's financial structure can be found in previous financial presentations and in the URD 2023.



Outlook

A contract worth several hundred million euros for drone systems

In early 2025, following an international tender launched several years ago, a leading navy awarded Exail Technologies a contract to supply several autonomous drone systems for underwater mine countermeasures. This major success confirms the Group's strategy and the development choices made over the last 10 years. This program will be transforming for Exail in terms of size and positioning to win other programs to come around the world. As soon as this order is booked, the Group's order book will exceed the billion euro threshold.

Encouraging trends for the Group's defense markets

Defense spending is rising sharply in Europe, against a backdrop of rearmament. Capital expenditure on defense (equipment purchases and R&D) has risen by +42% in 2024 to €102 billion ⁵. This figure could potentially double by 2030, to over €200 billion, as part of the Readiness 2030 plan presented by the European Commission, and due to the desire of many countries to strengthen the European defense industry. The White Paper on European defense strategy to 2030, published on March 19, 2025, presents a number of themes that are of great interest to society:

- **UAVs**, including surface and submarine drones, are listed among the 7 priority areas: "UAVs are an indispensable capability".
- **European preference**: "By 2030, at least 50% of member states' defense budgets should be spent on purchases from European suppliers"⁶.
- Support for SMEs: "EU-level instruments should prioritize and massively increase support for SMEs".
- > Acceleration of R&D and innovation efforts: "In the context of a substantial increase in defense spending, a greater share must be invested in defense research, development and technology".

As a European high-tech ETI, Exail Technologies will be able to contribute to strengthening a strong and sovereign defense industry in Europe. In the context of strong support for the European defense technology and industrial base, the Group aims to position itself as a European leader and one of the world's leading players in its navigation and maritime drone systems activities. In particular, it will be able to participate in efforts to increase production capacity in order to deliver its growing order book and meet new demands from European players.

⁵Defense investment by EU countries. Source European Defense Agency

⁶Source: European defense industrial strategy (EDIS)



Potentially important new medium-term markets

Building on its expertise in autonomous robotics and navigation, and its mastery of critical sensors in the marine environment, Exail is now positioning itself in emerging applications, starting with *Maritime Domain Awareness* (MDA).

MDA covers monitoring, mapping and protection of sensitive maritime zones. The use of UAV fleets offers major operational advantages for collecting data and detecting potential threats on the surface or underwater. Operated from a control center on land, they offer an effective, low-cost solution for carrying out these missions, compared with conventional manned vessels.

To meet these MDA applications, the companies best placed today are those with expertise in shallow water (<300 meters) UAV systems, such as mine countermeasures, and the integration of critical sensors for data acquisition, such as sonar, navigation and acoustic positioning systems. **Exail Technologies is one of the few players in Europe and the world to have the spectrum of skills to meet these challenges**. In fact, the company is taking part in a number of exercises with different navies to test these concepts:

- In France, the French Navy took control of the Drix in March 2025 and integrated it into the *Dragoon Fury 25* exercises to explore use cases with a view to operational employment.
- Exail is also participating in the US Navy's Task Force 59 in the Middle East, which aims to establish a permanent fleet of UAVs to enhance maritime security.
- Exail also took part in the REPMUS exercises organized by NATO (*Robotic Experimentation and Prototyping using Maritime Unmanned Systems*) for the same purpose.

Surface UAVs, and the DriX in particular, offer major advantages when it comes to meeting the challenges of MDA with UAV fleets. Their strengths lie in their ability to remain at sea for long periods, as well as in the superior quality of acoustic measurements thanks to the drone's optimized shape and design for data collection. They represent an efficient, large-scale deployable solution for covering larger areas than conventional means.

Another related and promising market concerns the **surveillance of** critical **underwater infrastructures**, such as communication cables and energy installations. Exail is one of the few companies to offer a range of drones capable of operating at depths from 300 meters to 6,000 meters, based on its existing drones developed for underwater mine countermeasures. The group also masters the underwater navigation and communication systems required for these cutting-edge applications. In 2024, Exail won its first contract with the French Navy for a deep-sea drone, and supplies equipment for a number of players around the world aiming to deploy fleets of underwater drones.



Last but not least, in the field of navigation and positioning systems, **land defense applications** represent significant development potential for the years to come. The size of this market is substantial, with a fleet of over 20,000 land defense vehicles in Europe alone today. This market is expected to grow strongly as a result of :

- the strengthening of European armed forces,
- increased use of inertial units in previously unequipped vehicle types,
- the increasing number of on-board sensors, with their need for stabilization and precision.

Ambitions bolstered by the Group's successes and expanding markets

Three years ago, at the time of its acquisition of iXblue, Exail Technologies gave indications of its mediumterm development trajectory. Since then, several factors have strengthened the Group's outlook:

- > Increased defense s p e n d i n g , including the share allocated to autonomous solutions;
- > The larger-than-expected size of the underwater mine countermeasures market;
- > The growing desire of naval and land forces to rely on GPS-independent positioning solutions, in particular inertial navigation systems.

Among the objectives set, Exail Technologies aimed to win a second drone systems contract worth several hundred million euros, which would enable it to consolidate its dominant position in this market and establish itself as the leader for subsequent tenders. This objective was achieved in early 2025. The rampup of this new contract, which will run for 4 years from its inception, enables Exail Technologies to confirm its target of a 25% recurring EBITDA margin.

Targets for 2025

On the strength of its commercial successes in 2024, with an order backlog of €708 million at the end of the 2024 financial year and a major commercial success at the beginning of 2025, Exail Technologies is confident of its ability to maintain sustained growth in the years ahead.

For 2025, Exail Technologies is targeting double-digit revenue growth and growth in recurring EBITDA in excess of revenue growth.



APPENDICES

Definition of alternative performance indicators

- **Recurring EBITDA:** operating income before depreciation, amortization and provisions, share-based payments, amortization of intangible assets recognized at fair value, and other operating income items.
- **Operating income**: operating income before share-based payment expense, amortization of intangible assets recognized at fair value and other operating income items.
- **Cash flow from operations:** Cash flow from operating activities before changes in working capital and after neutralization of net borrowing costs and taxes.
- Adjusted net debt: Net debt including treasury stock, excluding IFRS 16 rental debt.



Income statement 2024

(in thousands of euros)	2024	2023
SALES	373 062	322 820
Capitalized production	24 507	24 057
Inventory production	6 121	4 101
Other operating income	23 836	20 247
Purchases and external charges	(197 163	(165 952)
Personnel expenses	(152 453	(136 847)
Share-based payments	(4 661	(8 448
Taxes	(3 853	(3 772
Depreciation, amortization and provisions, net of reversals	(28 304	(25 122)
Amortization of intangible assets at fair value	(18 323	(18 323)
Other operating income and expenses	(236	408
Other operating income	(4 456	(5 923
OPERATING INCOME	18 07	7 245
Interest on gross debt	(27 825	(27 201)
Financial income from cash and cash equivalents	44€	274
COST OF NET FINANCIAL DEBT (a)	(27 379	(26 928)
Other financial income (b)	1 503	310
Other financial expenses (c)	(1 082	(1 438
FINANCIAL EXPENSES AND INCOME (d=a+b+c)	(26 959	(28 056)
Income tax expense	4 352	3 105
PROFIT AFTER TAX FROM CONTINUING OPERATIONS	(4 532	(17 706)
Net income from discontinued operations		31 365
CONSOLIDATED NET INCOME	(4 532	13 660
NET INCOME ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	(3 641	16 829
PROFIT ATTRIBUTABLE TO NON-CONTROLLING INTERESTS CONTROL	(891)	(3 170

Average number of shares	16 997 650	17 038 299
	10 001 000	17 000 200

⁷The 2023 income statement has been restated as explained in note 1.3 of URD 2024.



Consolidated statement of financial position - Assets

(in thousands of euros)	31/12/2024	31/12/20238
NON-CURRENT ASSETS	518 906	514 303
Goodwill	145 755	145 085
Other intangible assets	271 005	275 739
Property, plant and equipment	50 753	44 693
Rights of use	38 125	36 914
Other financial assets	11 391	9 739
Deferred tax assets	134	90
Other non-current assets	1 744	2 043
CURRENT ASSETS	312 714	294 521
Net inventories	78 820	72 913
Net trade receivables	64 285	63 295
Contract assets	63 151	75 134
Other current assets	30 914	25 429
Current tax assets	22 471	26 440
Other current financial assets	2 796	5 772
Cash and cash equivalents	50 277	25 538
Assets held for sale		-
TOTAL ASSETS	831 620	808 824

^{(8) The}consolidated statement of financial position at December 31, 2023 has been modified as explained in note 1.3 of the URD 2024.



Consolidated statement of financial position -Liabilities

(in thousands of euros)	31/12/2024	31/12/2023 ⁹
SHAREHOLDERS' EQUITY (GROUP SHARE)	119 925	129 495
Minority interests	84 138	85 058
NON-CURRENT LIABILITIES	377 182	369 515
Long-term provisions	6 402	6 433
Long-term debt - portion due in more than one year	269 173	263 573
Rent payable - due in more than one year	32 422	32 110
Deferred tax liabilities	39 250	46 190
Commitments to purchase minority interests	26 276	17 978
Other non-current liabilities	3 659	3 232
CURRENT LIABILITIES	250 375	224 755
Short-term provisions	7 720	7 277
Long-term debt - current portion	39 024	36 015
Rent payable - current portion	8 075	7 212
Other current financial liabilities	2 927	4 248
Trade payables	49 292	58 476
Contract liabilities	61 418	39 706
Other current liabilities	81 711	71 165
Current tax liabilities	208	655
Liabilities held for sale		_
TOTAL LIABILITIES	831 620	808 824

^{(9) The}consolidated statement of financial position at December 31, 2023 has been modified as explained in note 1.3 of URD 2024.



Cash flow statement

(in thousands of euros)	2024	202310
NET INCOME FROM CONTINUING OPERATIONS	(4 532)	(17 706)
Calculated income and expenses	48 039	48 876
Capital gains and losses on disposals	(700)	3 461
Share of profit of associates		-
CASH FLOW (before neutralization of net borrowing costs and taxes)	42 807	34 632
Net debt expense	27 379	26 928
Income tax expense	(4 352	(3 105)
CASH FLOW (after neutralization of net borrowing costs and taxes)	65 83	58 454
Taxes paid	(1 840	(3 963)
Change in working capital	27 406	1 158
NET CASH PROVIDED BY OPERATING ACTIVITIES (A)	91 40 1	55 649
Investing activities		
Purchase of intangible assets	(20 091)	(22 451)
Purchase of property, plant and equipment	(14 612)	(9 360)
Proceeds from sale of property, plant and equipment and intangible assets	776	4 600
Financial investments net of disposals	(406)	3 523
Net cash/acquisitions and disposals of subsidiaries	(2 071	27 310
NET CASH USED IN INVESTING ACTIVITIES (B)	(36 404)	3 622
Financing activities		
Capital increases or contributions	1 425	2 093
Dividends paid	(366)	(128)
Other capital transactions	(2 355	(27 437)
Proceeds from borrowings	33 003	664
Repayment of borrowings	(37 738	(44 578)
Repayment of lease liabilities	(8 219	(7 207)
Cost of net financial debt paid	(14 553)	(14 861)
Other cash flows from financing activities	(1 589	(986)
NET CASH USED IN FINANCING ACTIVITIES (C)	(30 391)	(92 441)
CASH FLOW FROM CONTINUING OPERATIONS (D= A+B+C)	24 605	(33 170)
Cash flow from discontinued operations		(7 521)
Impact of exchange rate fluctuations	93	(48)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	25 538	58 756
CHANGE IN CASH AND CASH EQUIVALENTS	24 605	(33 170)
Cash flow from discontinued operations		

¹⁰The 2023 column has been restated in accordance with IFRS 3R. See note 1.3 of URD 2024.



Segment information - fiscal 2024

(in thousands of euros)	Navigation and marine robotics	Technologies technologies	Structure	IFRS 16 and IFRS 2	Elim.	Consolidated
Order book at beginning of period	-	-	-	-	-	630 268
Backlog end of period	-	-	-	-	-	708 392
Net sales	289 004	97 332	1 132	- (14 407)	373 062
Recurring EBITDA	60 722	15 195	(1 231	8 541	(9 408)	73 820
% of sales	21,0 %	15,6 %	n/a	n/a	n/a	19,8 %
Depreciation, amortization and provisions net of reversals	(16 336	(3 747)	(65)	(8 156)		(28 304)
Operating income	44 386	11 448	(1 297	385	(9 408)	45 515
% of sales	15,4 %	11,8%	n/a	n/a	n/a	12,2 %
Restructuring costs	(1 057	(3 417				(4 475)
Acquisition/divestment costs Other	(12				-	(12)
Total other operating items			31		-	31
Share-based payments	(1 069	(3 417	31			(4 456)
Amortization of intangible assets	(1000	(0 411	•			, , , , , , , , , , , , , , , , , , ,
recognized at fair value on acquisition	-	-		(4 662)	-	(4 662)
	(16 123)	(2 200)				(18 323)
Operating income	27 194	5 831	(1 266	(4 277)	(9 408)	18 074
% of sales	9,4 %	6,0 %	n/a	n/a	n/a	4,8 %

Segment information - fiscal 2023

(in thousands of euros)	Navigation and marine robotics	Technologies technologies	Structure	ા⊦RS 16 and IFRS 2	Elim,	Consolidated
Order book at beginning of period	-	-	-	-		628 304
Backlog end of period	-	-	-	-	-	630 268
Net sales	245 547	84 997	1 356	-	(9 080)	322 820
Recurring EBITDA	52 944	14 196	(1 841)	7 372	(7 611	65 061
% of sales	21,6 %	16,7 %	n/a	n/a	n/a	20,2 %
Depreciation, amortization and provisions net of reversals	(13 639)	(4 325)	(83)	(7 075)		(25 122)
Operating income	39 305	9 872	(1 923)	297	(7 611	39 939
% of sales	16,0%	11,6%	n/a	n/a	n/e	12,4%
Restructuring costs	(184)	(71)	-	-		(255)
Cost of acquisitions/divestments	(587)	(227)	-	-		(814)
Fair value adjustment on PRODWAYS GROUP shares distributed		-	(4 673)	-		(4 673)
Other		(164)	(17)	-		(181)
Total other operating items Share-based payments	(771)	(462)	(4 690)	-		(5 923)
Amortization of intangible assets recognized at fair value on acquisition	-	-	-	(8 448)		(8 448)
	(16 123)	(2 200)	-	-		(18 323)
Operating income	22 411	7 210	(6 613)	(8 151)	(7 611	7 245
% of sales	9,1 %	8,5 %	n/a	n/a	n/a	2,2%