

AMELIA



*EXPANDING OUR **HORIZON***



Amelia is committed to a structured approach – fully embraced by its teams – to achieving sustainable growth.

In a world where global demand for mobility is clear, it is essential to adopt a selective mindset in order to offer a relevant, targeted, and effective response to those needs.

Air transport remains a key tool for bringing people together, supporting business and regional development, and fostering diverse cultural connections.

But growth comes with responsibilities: making strategic choices and focusing on specific aviation sectors; being accountable to customers, employees, and stakeholders; pursuing long-term economic viability that supports strategic goals and enables the sharing of the benefits of growth.

This report outlines the story, achievements, and commitments of the Amelia Group. It offers a vision that cannot be realized without the dedication of the men and women working within the Group's companies. This commitment also requires medium-term goals (our Horizon 2027 plan), the necessary resources, and exemplary conduct in our daily actions.

The responsible growth we are building (environmental, social, and governance responsibility) is also a powerful driver for implementing the Group's commitments and ensuring their long-term consistency.

We hope you enjoy reading this report and remain fully committed to carrying out all the actions it contains.

“Amelia : Connecting our horizons”



As we stand at the threshold of a new year, it is essential to take a retrospective look at the past twelve months — a period marked by challenges, innovations, and meaningful achievements for our company.

This annual activity report aims to provide a comprehensive overview of our accomplishments, while highlighting the bold marketing strategies that have strengthened our position in the market.

Through an in-depth analysis of our campaigns, our growth, and the evolution of our customer relationships, this document seeks not only to celebrate our successes but also to chart the course for future initiatives.

Committed to continuous improvement, we share here the key moments that have shaped our year — reflecting the dedication and passion that daily drive our team.

ALAIN REGOURD
Chairman and Chief Executive Officer

A handwritten signature in white ink that reads "Alain Regourd".





CONTENTS

1

GROUP OVERVIEW

2

HORIZON2027

3

ENVIRONMENT

4

SOCIAL

5

GOVERNANCE

6

APPENDICES

GROUP OVERVIEW

01





1976

Establishment of Regourd Aviation

1980s

International expansion, notably in Congo, with the successive creation of Equafight and Equajet to serve Africa

2010s

Integration of Embraer ERJ145 aircraft and development of charter activities from France

2012

Acquisition of Amelia International (AERO4M), a Slovenian airline specializing in line maintenance and airworthiness monitoring

2015

Creation of Amelia Tech (Airmain), a certified maintenance center located in Saint-Brieuc, France

2019

Creation and unification of the group under the “Amelia” brand

2020

Start of medical evacuation operations in the Indian Ocean

2022

Creation of the French airline Amelia
Launch of scheduled and charter flights using Airbus A319 then A320

2024

Creation of Amelia Executive airline operating a VIP A319



AMELIA IN 2024



770 185
passengers



10 722
flights



92.6 M€
turnover



© Fabrice DUNOU



18
aircraft



389
employees



249
destinations



Amelia's DNA was shaped around niche operations, driven by true aviation enthusiasts. This passion for aviation and service has since evolved into a mid-sized airline group that has maintained the agility and flexibility essential to meeting customer needs since its inception.

The Amelia Group has developed around six core values deeply embedded in its DNA. As an airline, the safety of our passengers and employees is our number one priority. At the same time, Amelia is recognized for the quality of its services and offerings, which now also integrate environmental performance.

The agility of our teams and the flexibility of our business model provide the group with resilience and a clear advantage in capturing new niche markets. This adaptability also enables us to accelerate the deployment of innovative solutions and serve as a platform for emerging technology providers.



FLIGHT SAFETY

This is everyone's top priority at Amelia. No compromise and complete commitment across all our professions.



PIONEERING SPIRIT

We are explorer and dare to innovate. Amelia takes part in breakthrough aviation projects and leverage its experience to turn them to reality.



QUALITY

We aim for operational excellence : the best regularity and punctuality to serve our clients.



TEAM SPIRIT

Attentive to our teams, mindful of everyone's balance and health, we know that everyone's commitment is at the heart of our purpose.



AGILITY & FLEXIBILITY

Resilience is in our DNA. In a changing context, we are constantly evolving to provide the best services to our customers.

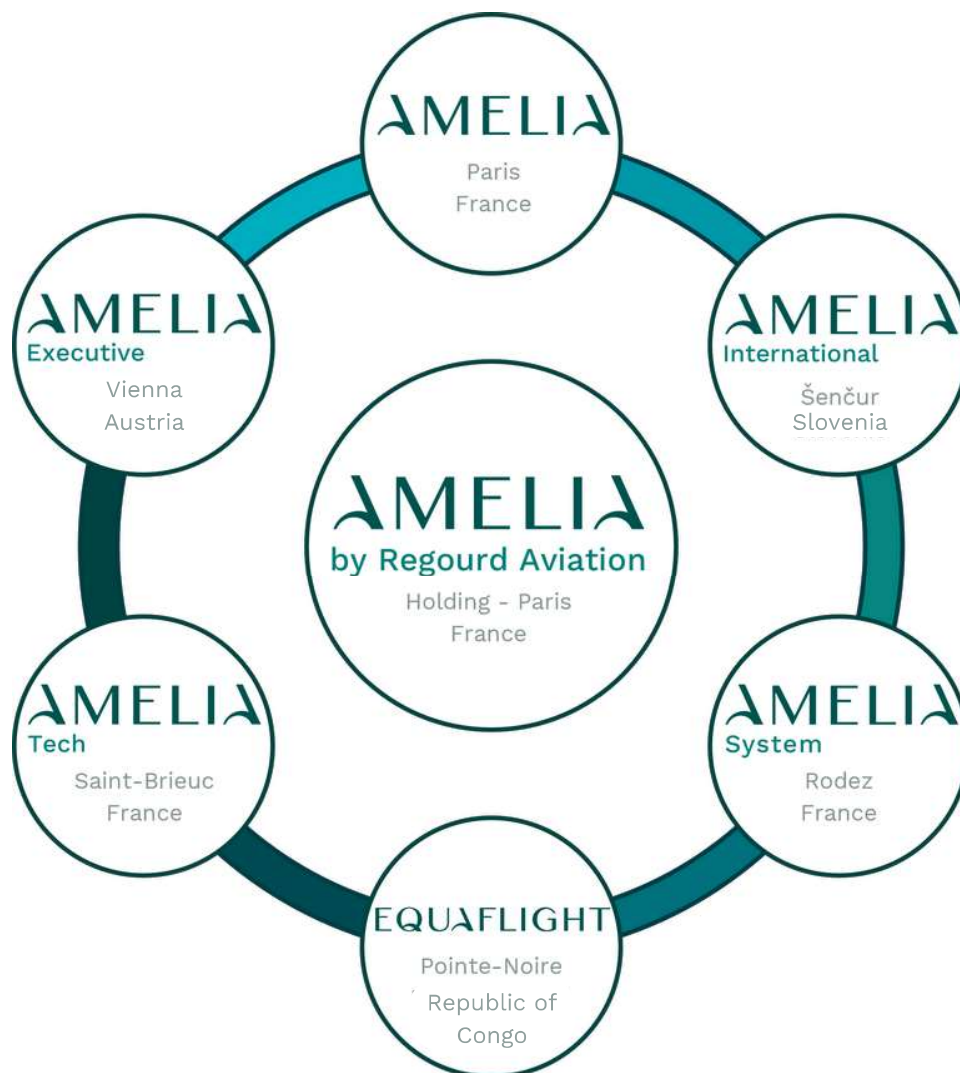


SUSTAINABLE GROWTH

Our growth is on purpose, built in close collaboration with our stakeholders, by integrating new requirements in specific markets.

To meet its requirements for agility and flexibility, the group has chosen to internalize essential functions. As such, the Amelia Group includes:

- Two airlines (Amelia in France and Amelia International in Slovenia); a third one is currently being launched (Amelia Executive in Austria)
- Three EASA Part 145 approved maintenance centers, ensuring coverage of maintenance needs for the fleets operated by the group
- Subsidiaries located in countries or sites that serve as growth hubs, including Equafight in the Republic of the Congo



The parent company, Regourd Aviation, also oversees the group's central activities, including support functions; management of flight crews; operations; strategy; and partnerships.

Each company within the group complies with all regulatory requirements primarily set by the European Union Aviation Safety Agency (EASA). Both airlines hold an IOSA certification granted by the International Air Transport Association (IATA).

The Amelia Group (REGOURD Aviation) is a 100% privately-owned French group. It is 70% owned by its founding chairman, Mr. Alain REGOURD, and 30% by the DZETA Private Equity fund.

A representative Executive Committee, reflecting the group's various activities, implements the strategic directions set by the Board of Directors.

OUR ORGANIZATION



ALAIN REGOURD

Chairman
Chief Executive Officer



MARC VERSPYCK

Deputy General Manager



JEAN-FRANÇOIS MORIN

Industrial Affairs
General Manager



GUILLAUME BEURNAUX

Amelia
Managing Director



MATIJA KRAJNC

Amelia International
Managing Director



STÉPHANE PROCHAZKA

Chief Financial Officer



ADRIEN CHABOT

Chief Sustainability
Officer



OLIVIER PAYEN

Head of Operations



EDDIE HELLIO

Head of Maintenance



CHARLES MAHÉ

Commercial
development Director



FREDERIC GUILLORET

Charter Sales Manager



**PASCALE NEVEU-
ARNOULD**

Head of Procurement



GAËL SALVA

Chief Information
Officer



**JEAN-FRANÇOIS
POTTIER**

Head of Flight Crew



DRH

Human Resources
Director

Operating under the commercial brand “Amelia,” the group’s companies leverage nearly 50 years of experience in air transport to design tailored solutions for each customer segment.

This solid expertise enables Amelia to offer a unique range of services while maintaining the specialization and specificities required for each mission. Amelia thus provides:

- The **provision of turnkey aircraft** or so-called “**ACMI**” (Aircraft, Crew, Maintenance, Insurance) services to other airlines, for durations ranging from a few days to several years.



- The execution of **ad hoc** (so-called “**charter**”) or **semi-regular operations** for corporate clients, sports clubs, governments, and others
- The operation of **scheduled airline routes**
- Emergency **medical evacuation operations** using dedicated medically equipped aircraft
- Provision of **aircraft maintenance services** both in hangar and at stopover locations
- **Consultancy and airworthiness** monitoring services for other operators



6

AIRBUS A319 / A320



178-180
seats



144
seats

EMBRAER ERJ135 / ERJ145

11



49-50
seats



37
seats



3
stretchers



1

BOMBARDIER LEARJET 45



8
seats



2
stretchers





To ensure the best control and maintenance of its aircraft fleet, Amelia has strategically internalized a significant portion of its maintenance and engineering — a unique approach for a group of this size.

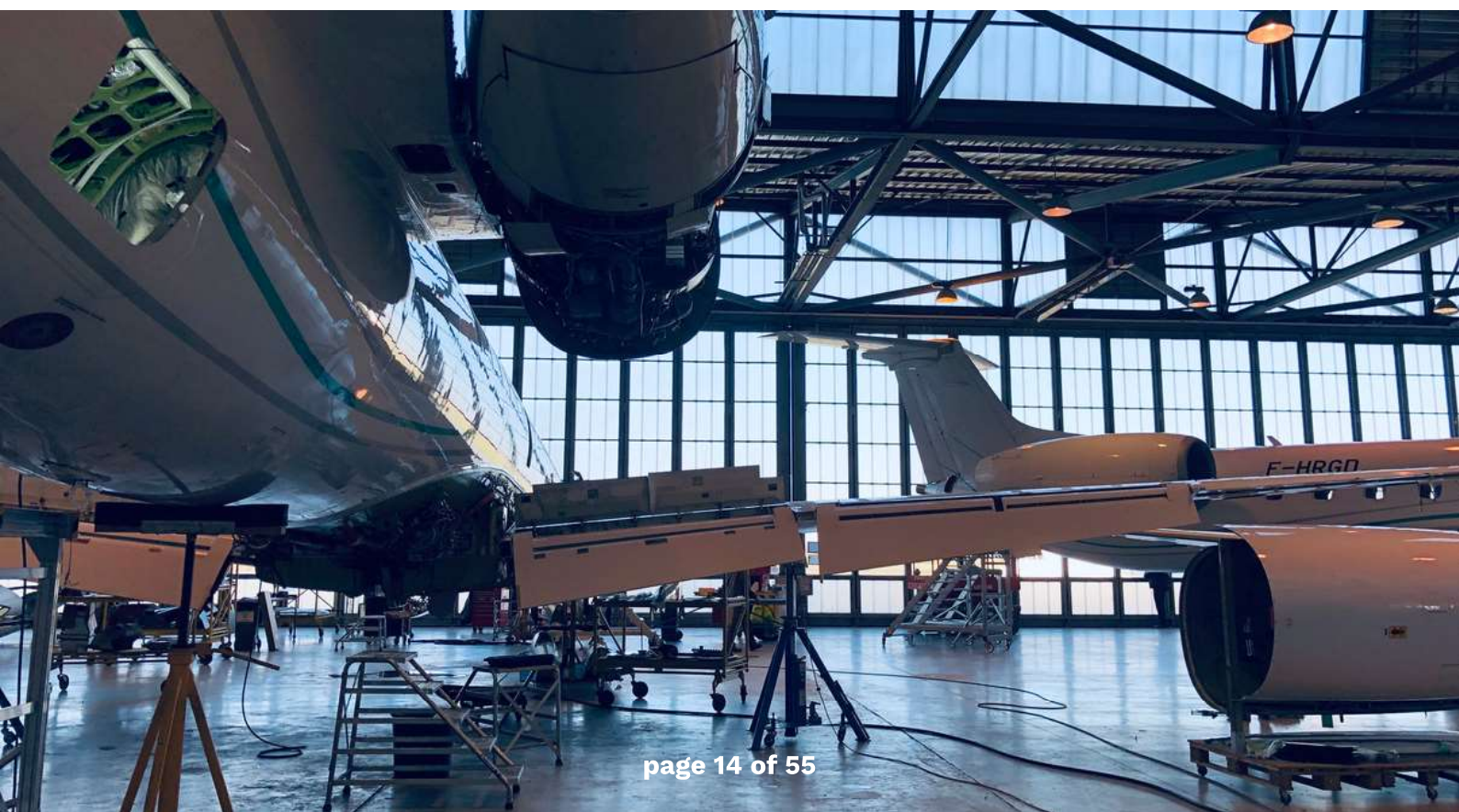
Its Slovenian subsidiary, Amelia International (EASA PART-CAMO certified), manages the airworthiness oversight of the entire fleet with a dedicated team of experts.

The group also relies on three EASA PART-145 certified maintenance subsidiaries: Amelia Tech (France), Amelia System (France), and Amelia International (Slovenia), each with specific expertise and cross-functional intervention capabilities.

Amelia International focuses on line maintenance (Airbus A320 and future Embraer E190), Amelia Tech handles both line and scheduled maintenance (Embraer 135/145), while Amelia System manages unscheduled maintenance for Embraer 135/145 and other group aircraft.

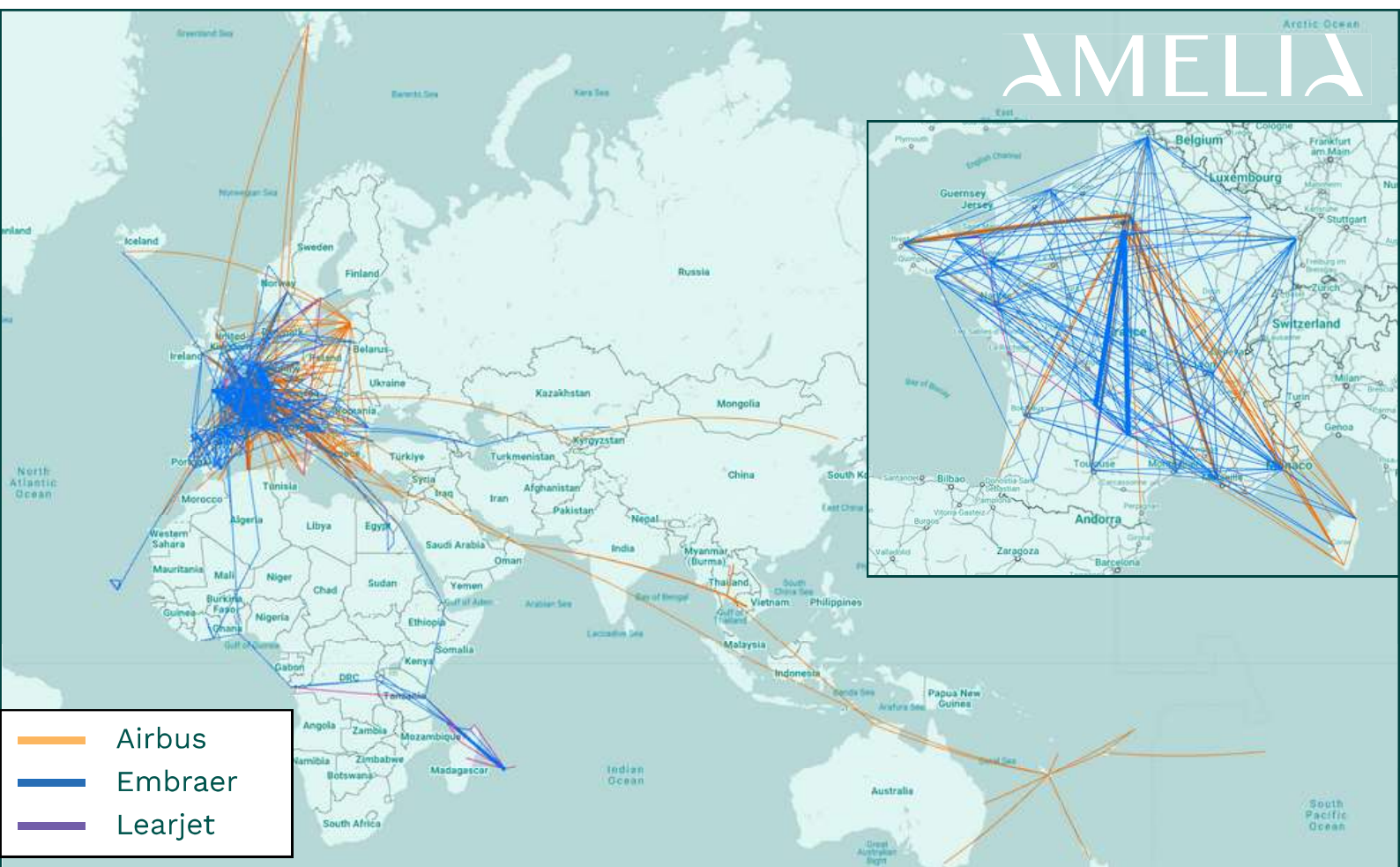
This organization controls the entire maintenance chain, reduces aircraft downtime, and guarantees maximum safety and reliability, enabling technicians to support planes in operation.

However, our current facilities limit the in-house maintenance of Airbus A320 and Embraer E190 aircraft. An expansion of our infrastructure to offer the same quality of service across the entire fleet is being considered.



In 2024, Amelia Group conducted operations across 69 different countries, coordinated from our Operations Control Center (OCC) located at Paris – Le Bourget Airport.

While the group's operations are primarily focused on France and Europe, Amelia's agility and flexibility enable it to successfully extend its activities to more distant regions such as Africa, the Indian Ocean, and French Polynesia.



With its diverse fleet and nearly 250 destinations, Amelia and its teams strive to improve their operations to reduce pollution and contribute to the economic and social development of the regions they serve.

It is within this complex and ambitious objective that Amelia's CSR (Corporate Social Responsibility) program is framed, aiming to structure and sustainably support its growth.



GROWTH AND RESULTS

With growth driven by the expansion into new business sectors, notably ACMI, resulting in a doubling of staff over three years, the group's companies now employ 389 people.



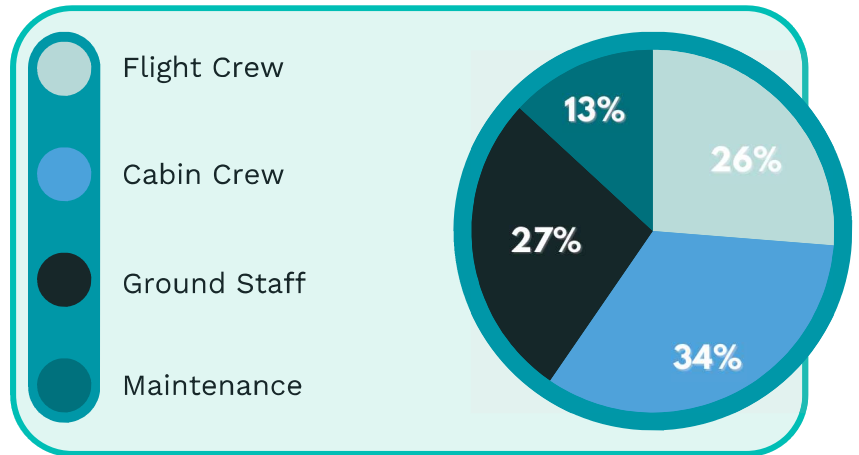
389 employees

A growing group



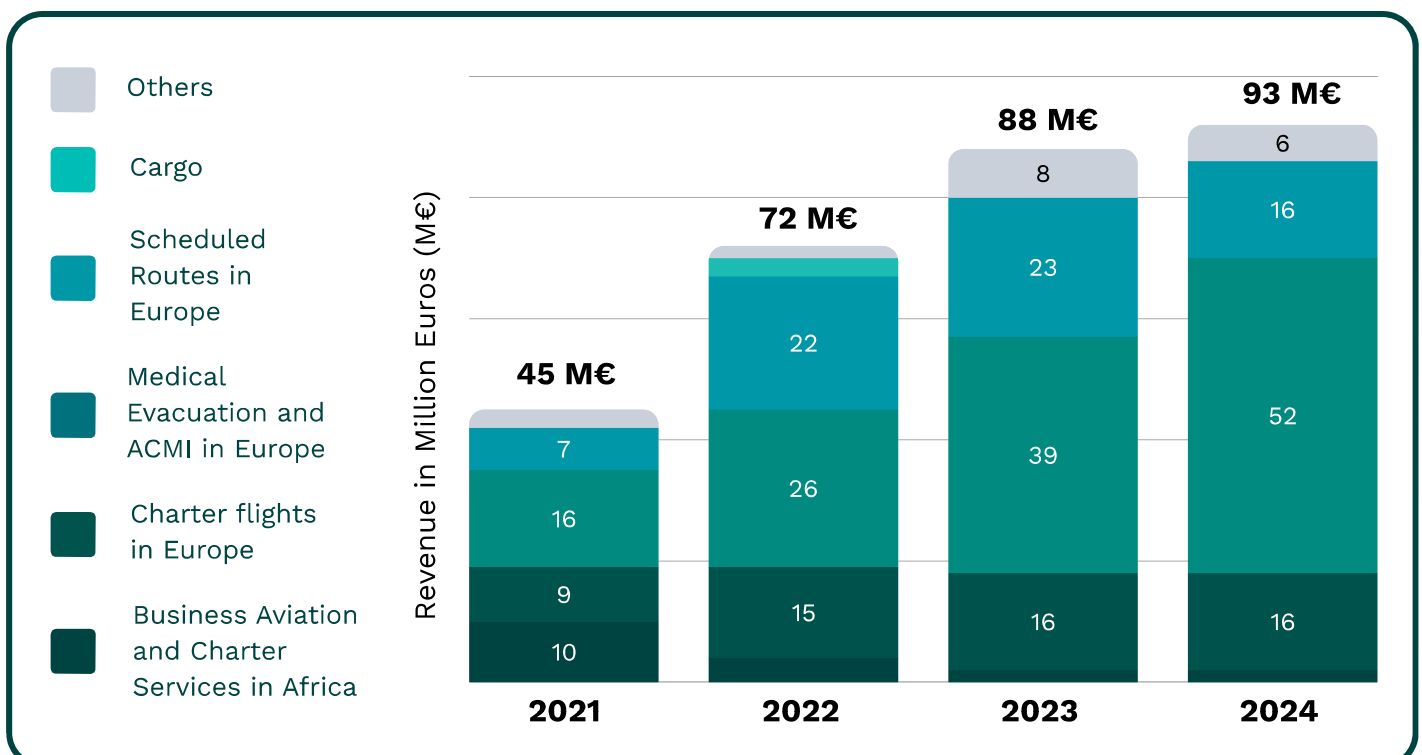
x2

since 2021



In a particularly demanding and volatile environment, Amelia has successfully renewed its model, evolved its fleet, and adjusted its development priorities — all without compromising its values and while maintaining a pioneering and agile spirit. The consolidated revenue for 2024 amounts to €92.6 million, an increase of +5% compared to 2023.

In 2025, the Amelia Group faces many challenges: leveraging its expertise in ACMI; nurturing both existing and newly recruited talents; developing its “Executive” activity with dedicated aircraft; and launching its “Base” maintenance operations for the Airbus fleet.



HORIZON2027

02





“Amelia’s Commitment : to develop, sustainably”

As an airline, our role goes far beyond transportation: we are a vector of social and economic connectivity, linking territories and supporting the development of the communities we serve. We are also fully aware of the environmental impact of our activities. Reducing this impact is a top priority, embedded at the heart of our CSR approach called “HORIZON,” echoing our motto, “Connecting Our Horizons”.

This program, inspired by our values, was developed with our teams to support our growth by establishing a clear strategy and ambitious objectives for 2027. It reflects a strong commitment to implementing innovative and sustainable solutions to continue connecting people and businesses responsibly.

ADRIEN CHABOT
Chief Sustainability Officer

Adrien Chabot



AMELIA



DÉVELOPPER NOTRE **HORIZON**

HORIZON: Amelia's CSR Program

At Amelia, Corporate Social Responsibility is embodied in our HORIZON program. Our ESG strategy—covering Environment, Social, and Governance—is consolidated and overseen at the group level and implemented by all its subsidiaries.

Our program is structured around three fundamental pillars aimed at supporting the group's development in the coming years :

Sustainable Development

E

Collective development

S

Responsible development

G

Each of these pillars is broken down into themes, actions, and objectives shared with all leaders and employees. These elements are compiled in the **HORIZON2027** roadmap, which sets the directions and trajectory for the group through 2027.



Sustainable development means first and foremost taking action to limit the climate impact of the Group's activities. Amelia is committed to reducing its environmental footprint through three main priorities: reducing our carbon footprint—which constitutes the majority of our environmental impact—controlling our energy consumption, and supporting innovation for more sustainable air transport.

Accordingly, the main environmental objectives for 2027 are :

- reduction of CO2 emissions per available seat kilometer :
-40% compared to 2019 reference year
- reduction of energy (gas and electricity) consumption per employee :
-25% compared to 2019 reference year

HORIZON2027[✈]



-40%
CO2 per seat-kilometer
compared to 2019



-25%
kWh per employee
compared to 2019

The main levers pursued are :

- The evolution and maintenance of the fleet
- The optimization of our ground and flight operations by integrating the consideration of non-CO2 effects
- The transition to sustainable aviation fuels
- The reduction of energy consumption and the transition to renewable energy sources



© Fabrice DUNOU

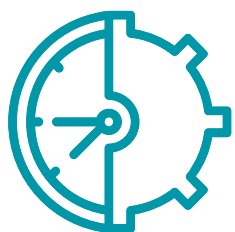


Collective development means valuing our employees and enhancing our customers' experience by focusing on safety, well-being, skills development, and attracting new talent.

With this in mind, Amelia has set ambitious targets for 2027:

- Increase the regularity of its operations by +0.5 point compared to 2024.
- Achieve an average training duration of 4 hours per employee per year.

HORIZON2027[✈]



+0.5 pt
regularity
compared to 2024



4H
Training
per employees on average

The actions aim to ensure, to the greatest extent possible :

- Regularity: this is the main operational performance indicator
- Training and career development
- Well-being at work





Responsible development requires strengthening our CSR commitment by integrating it into both our individual and collective objectives, as well as into our communication strategy. It also means ensuring strict compliance with regulatory requirements and acting with transparency and ethics in all our activities.

Transparency will notably be ensured through the annual publication of the Sustainability Report, along with the development of related communication across our various platforms.

In parallel, the objective for 2027 is to ensure that all employees are made aware of the risks related to corruption and cybersecurity.

HORIZON2027



Report
CSR report
annually published



100%
Employees
trained against cyber
and corruption risks

Thus, we focus our efforts on implementing the following key areas :

- A sustainable and responsible growth strategy that integrates ESG challenges
- A code of conduct and related awareness initiatives
- An ESG charter governing our relationships with suppliers (available in the appendix)

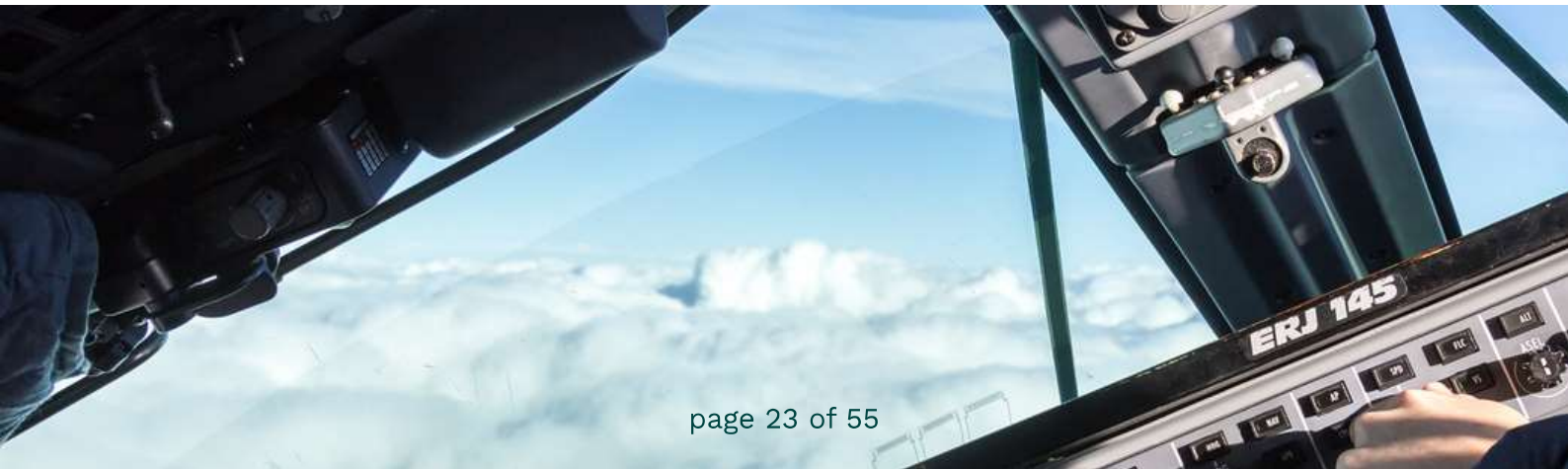


The HORIZON CSR program and its roadmap through 2027 are taking shape through the concrete actions undertaken by Amelia in 2024, structured around ESG dimensions.

| | |
|--|-----------------|
| <p>ENVIRONMENT</p> <p>Reducing our environmental footprint Controlling our energy consumption Innovation and investment for sustainable air transport</p> | <p>E</p> |
| <p>SOCIAL</p> <p>Safety, well-being, and team development Operational performance and service quality Support for communities</p> | <p>S</p> |
| <p>GOVERNANCE</p> <p>Responsible governance and ESG strategy Compliance, transparency, and business ethics Responsible purchasing and risk awareness</p> | <p>G</p> |

These three pillars provide a comprehensive view of our commitment to social and environmental responsibility, and our ambition to build a more sustainable future for Amelia and its stakeholders. All ESG topics, including those not detailed, are incorporated into our continuous improvement approach.

"The HORIZON program is a fundamental building block in the development of the Group, and I am eager to contribute to it and witness its tangible impact as early as 2025."



ENVIRONMENT

03



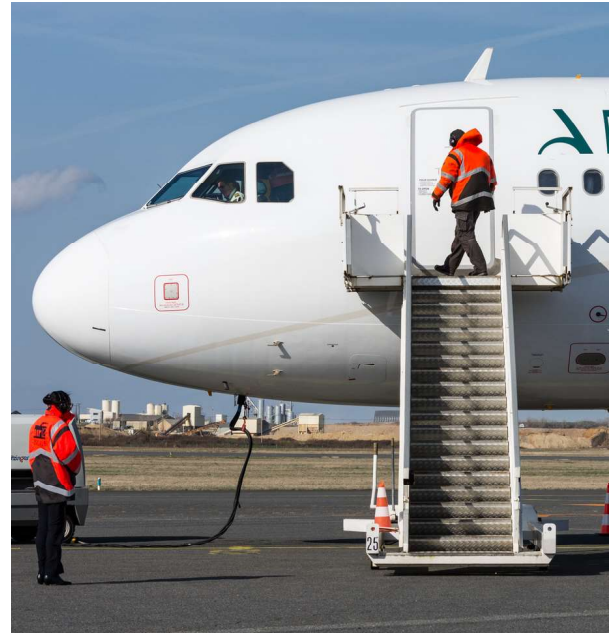


Sustainable development

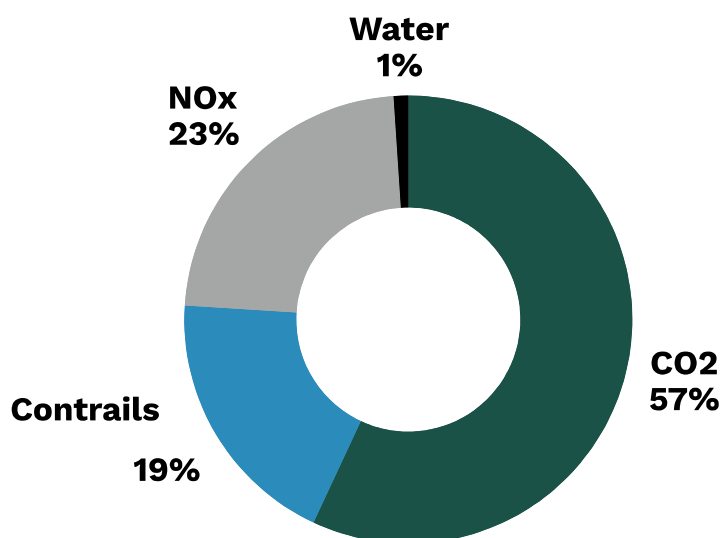
Reducing our carbon footprint is a strong commitment at Amelia in response to the environmental challenges of air transport.

But how are we taking action, concretely?

We are modernizing our fleet with more fuel-efficient aircraft. We are also working to optimize each flight—for instance, through our DECOR project and our trials to avoid condensation trails (or “contrails”).



The use of Sustainable Aviation Fuel (SAF) and the control of our energy consumption across our infrastructure are also essential. Our objective is clear: significantly reduce our emissions per seat-kilometer by 2027, while preparing for the future through investments in innovative technologies.



Since 2022, it has been assessing and working to reduce the overall climate impact of its flights, going beyond CO₂ emissions alone.

Thus, the group’s climate footprint related to flight operations — its main source of emissions — amounts to **191,000 tonnes of CO₂ equivalent** in 2024 (GWP100*), 80% of which originated from operations on behalf of other airlines.

Breakdown of the climate impact from Amelia Group flight operations in 2024 (GWP100)

*GWP100 measures the climate impact of a gas over 100 years, by comparing it to CO₂.



The evolution of Amelia's fleet reflects its strategic choices and market developments. It is also a key driver of the efficiency of our operations.

Amelia's current core fleet is based on the Embraer 135/145 (jet seating up to 50 passengers, with a range of 3,000 km), offering a unique advantage for professional charter services. Amelia is currently the largest operator of this aircraft type in Europe.



-25%

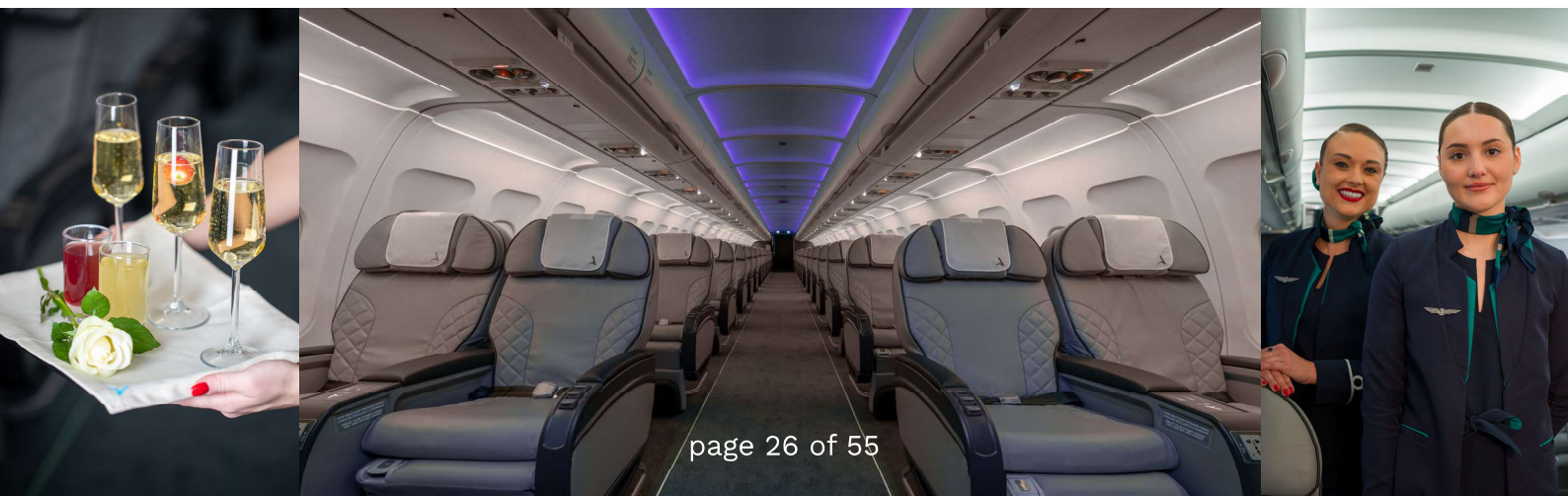
**fuel burn per seat
compared to ERJ145**

A gradual fleet renewal is planned with the introduction of the Embraer 190 (100 seats) starting in summer 2025. This aircraft, designed for charter and ACMI operations, will reduce fuel consumption per seat-kilometre by 25%.

Although fuel-efficient, Amelia made the decision in 2024 to retire its last two turboprops, the ATR 42 and ATR 72, as the conditions required to operate a sub-fleet were not met.

Over the past three years, Amelia has chosen to develop an Airbus division. In a strategy of diversification and growth, the ACMI market (Aircraft, Crew, Maintenance, Insurance) was identified as a promising segment where Amelia's strengths and identity are highly relevant. As a result, a total of six Airbus aircraft have been added to the fleet: 2 A319s and 4 A320s. This fleet allows Amelia to serve the largest segment of the ACMI market — medium-haul routes.

The latest strategic direction taken by the Group focuses on the Executive segment: aircraft specially configured in business layout, with additional fuel tanks to extend their range. The first aircraft, an Airbus A319, was converted in late 2024 for entry into service in spring 2025. Amelia plans to add a second identical aircraft in early 2026.





Aircraft condensation trails, or "contrails," are artificial clouds whose warming effect is now scientifically recognized as a significant contributor to global warming, stemming from their ability to evolve into cirrus clouds that trap heat. Their precise magnitude, however, still requires further understanding. Amelia is actively engaged in comprehending these phenomena to adapt its operations and effectively reduce its overall carbon footprint. Contrails typically form at high altitudes under specific cold and humid atmospheric conditions.

Since 2022, Amelia has underscored its proactive approach by co-developing, in partnership with Thales, the necessary interfaces to monitor these non-CO₂ effects, including contrails, demonstrating a commitment to addressing all facets of aviation's environmental impact.



Thus, Amelia began early on to assess and quantify these effects and their contribution to its operations. **In 2024, contrails account for about 20% of the climate impact of its flight operations**, equivalent to 36,000 tonnes of CO₂. Moreover, only 5% of operated flights generate **80% of this impact**.

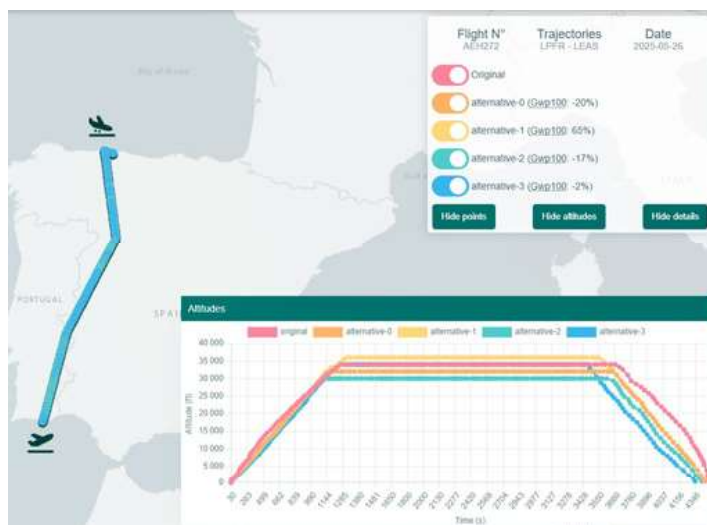
Monitoring on this topic has made it possible to identify the flights with the highest climate contribution from contrails, in order to prioritize their optimization.



Climate impact visualization interface for a flight, developed by Thales

The teams have implemented systems to analyze flight plans in order to propose alternative routes when relevant, particularly by avoiding areas prone to the formation of these phenomena.

Since June 2024, the routes of about a dozen Embraer flights between France and Spain, which were subject to condensation trails, have been adjusted to reduce this impact.



up to
-70%
climate impact per flight

15t
of CO2eq avoided
in 2024 (GWP100*)

These changes have resulted in a reduction of the climate footprint by up to 70%, despite a slight increase in fuel consumption.



“With our pioneering initiative to reduce contrails in partnership with Thales, and the essential contributions of the OCC department, flight crews, and IT division, we now operate flights optimized according to their overall climate impact.”

Avoiding contrails is a quick solution to reduce Amelia’s operational climate impact. Testing continues to improve the models and adjust route proposals, while raising awareness among teams to better understand the climate impact of flights and possible optimizations.

In 2025, the goal is to deploy this solution across all eligible flights.

*GWP100 measures the climate impact of a gas over 100 years by comparing it to CO2.



The continuous optimization of flight speeds and routes in 2024 significantly reduced fuel consumption and associated emissions. Revising piloting practices led to fuel savings of up to 6% depending on the flight, across all aircraft types. The operational control center and flight crews are made aware of the impact of flight paths and prioritize the most direct routes.

2024 was also an important year with the launch of the DECOR project – “Démonstrateur d’opérations ÉCO-Responsables”. This project, led by Thales and partly funded by the French DGAC, as part of FRANCE2030, aims primarily to implement new tools to improve communication performance between air traffic control services and airlines, with a shared goal of reducing the environmental impact of flights. It notably includes non-CO2 effects. The project also brings together Airbus, ONERA, Atmosphere, CGX Aero, and French authorities through the DSNA.

The teams were able to analyze the feasibility of installing new communication systems in our aircraft to improve the performance and accuracy of data exchanges, in order to address specific use cases identified on the network operated by the group.



Thales, Atmosphere, and Amelia at the Amelia Tech site in Saint-Brieuc



Equipe DECOR

The DECOR teams during the monitoring committee meeting in June 2024

The initiatives are also reflected in ground operations: ground handling equipment, engine washing, and experimentation with electric taxiing.



To limit the fuel consumption of its aircraft, Amelia ensures regular maintenance. This notably includes cleaning the engines and aircraft to guarantee their optimal performance.



Cleaning of Amelia's CFM56 engines using ECOPower technology

As part of the first engine cleanings performed on the Airbus aircraft in the fleet, choosing to work with ECOPOWER has allowed us to ensure an eco-friendly engine cleaning by using only hot demineralized water, thanks to the wastewater recovery system.

“With my team, we have implemented concrete actions to reduce our environmental impact: strict waste sorting, optimization of lighting and shutting down equipment to reduce electricity consumption, and improving insulation along with adapting heating systems to lower gas use. We are actively contributing to the ecological transition.”





Although indirectly related to operations, ground support vehicle movements also contribute to emissions. Amelia works closely with its partners to promote the use of electric equipment: stairs, baggage conveyors, and power units (eGPU).



“Ground operations involve a wide range of service providers and activities. Every effort contributes to a more visible reduction of our impact. We are proud to be committed alongside our partners — and they with us.”

Since 2023, Amelia has been working closely with the ADP Group (Paris – Le Bourget Airport) and Dassault Falcon Service. This collaboration has enabled Amelia to test and demonstrate the feasibility of servicing an aircraft on the ground using only zero-emission vehicles.





The taxiing phase accounts for about 10% of flight fuel consumption; Amelia's teams are therefore particularly focused on optimizing this phase. Using secondary airports or parking stands closer to runway access helps reduce taxiing time and the associated fuel consumption.

In collaboration with ADP and Dassault Falcon Service teams, Amelia is also testing new procedures to minimize the environmental impact of taxiing. Several extended towing trials have been conducted to move the aircraft to the runway using low-emission tractors (running on HVO100 biodiesel) or zero-emission (electric) tractors. This procedure delays engine start-up at departure and anticipate engine shut down upon arrival, thereby reducing fuel consumption.



Cockpit view during participation in extended taxiing trials

In addition to the estimated 40% fuel savings during these phases (average after multiple trials), this innovative approach helps reduce noise pollution and improves air quality near parking areas by keeping the engines off.



“As a pilot, optimizing our flight performance is a constant motivation. The extended taxiing trials, conducted with the ADP teams, demonstrate our concrete commitment to reducing environmental impact on the ground.”



In 2024, Amelia made significant investments in Sustainable Aviation Fuel (SAF), exclusively using this type of fuel for all flights departing from Amsterdam, with an average blend of 40% SAF mixed with kerosene.

The SAF used, supplied by NESTE, is primarily produced by recycling used cooking oils into aviation fuel. This type of fuel reduces the carbon footprint by more than 90% over its life cycle, including production, consumption, and transportation.

3.6%

Sustainable Aviation Fuel in 2024



Thanks to this volunteered initiative, the equivalent of **802 tonnes of CO2 were avoided**. This is in addition to the 72 tonnes avoided thanks to the supply of sustainable aviation fuel mandated by French regulations.

In 2024, sustainable aviation fuels thus represent **3.6% of Amelia Group's total fuel** consumption, demonstrating a commitment well beyond regulatory requirements and that of other industry players.

Since 2024, Amelia has also offered all its clients the option to use sustainable aviation fuel for their travels. This initiative raises awareness among our clients about the environmental impact of their operations while providing opportunities for joint improvement efforts.



“The socio-economic context is constantly evolving, and at Amelia, our approach enables us to quickly adapt to our clients’ emerging challenges. Our goal is always to meet their expectations and constraints as effectively as possible.”

In 2025, Amelia will continue to develop new offerings to better meet the evolving needs of its clients, while taking into account the changing economic context in order to maintain a competitive value proposition.



As a committed player in the energy transition, Amelia supports innovation in the aviation sector and works with various aircraft manufacturers to develop ultra-efficient, hybrid, electric, or hydrogen-powered solutions that meet market needs.

In this regard, Amelia was one of the first to partner with Universal Hydrogen to support the introduction of hydrogen-powered regional aircraft in Europe. This cooperation came to an end in 2024 following the bankruptcy of Universal Hydrogen.



Amelia ATR-UH2 Hydrogen Project

Amelia remains fully committed to exploring new solutions and is a partner in the ALRIGH2T program, selected by the European Commission under the Horizon Europe framework. This initiative aims to study and test the deployment of hydrogen-powered ground support equipment at airports operated by Amelia, in collaboration with Groupe ADP, Groupe Europe Handling, and INERIS.

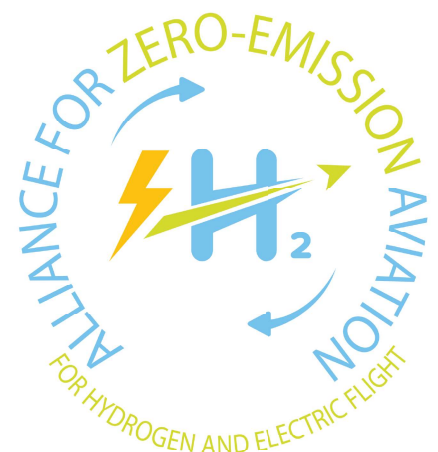


ALRIGH2T team during the General Assembly at the AIT (Austrian Institute of Technology)

Amelia also maintains close relationships with both established players and new entrants in the market, sharing its expertise and know-how to help guide developments and ensure the best alignment with the needs of airlines.

Amelia is one of the founding members of AZEA — the European Alliance for Zero-Emission Aviation. Together with partners such as ZeroAvia, Aura Aero, and Heart Aerospace, we are working to define the ecosystem changes needed to support the introduction of future zero-emission solutions.

Amelia is also a member of the advisory board for the Energia aircraft range developed by Embraer.



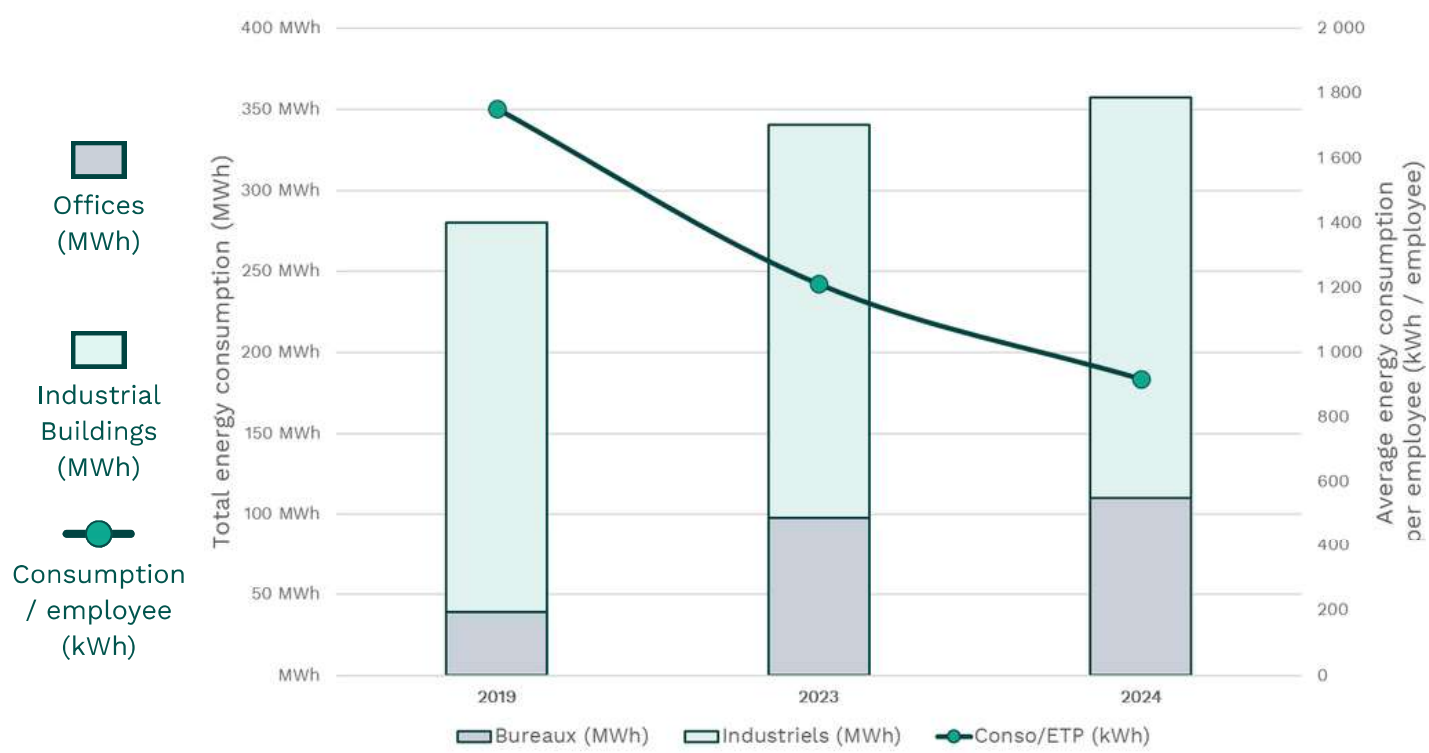


The energy consumption (electricity and gas) of Amelia's buildings represents a key lever for reducing its environmental footprint.

In 2024, it reached 357 MWh, an increase of +27.5% compared to the reference year 2019 (280 MWh).

Energy is consumed within two main categories of buildings :

- Administrative offices, mainly located in Europe, hosting support functions
- Industrial buildings, dedicated to technical operations, notably fleet maintenance



The increase is particularly pronounced in the offices, linked to the post-COVID recovery and the intensification of activities supporting various operations.

When adjusted for workforce size, energy consumption decreased from 1,752 kWh per employee in 2019 to 919 kWh in 2024, representing a **reduction of over 47.5%**. This performance is explained by better workspace organization, shared equipment, and optimized usage.

However, it will be important to monitor the evolution of this performance as new industrial infrastructures are developed.

To continue this momentum, Amelia plans to :

- Integrate renewable energy sources into future electricity and gas contracts
- Implement regular consumption monitoring by site
- Identify and optimize the most energy-intensive consumption areas

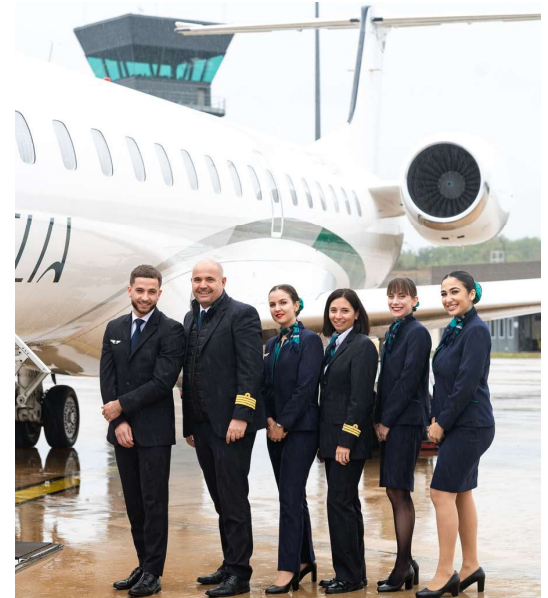
SOCIAL



04

Collective Development

The Amelia group brings together a team of passionate men and women committed every day to delivering the best possible experience for its customers. This collective spirit is essential, and Amelia has been built around a loyal workforce, some of whom have dedicated several decades to the Group. This loyalty reflects both commitment and a shared determination to build a sustainable company together.



Social commitment at Amelia begins with teams fully engaged in their missions: since scheduled flights are less dominant than in other airlines, the Group's DNA is built on strong cohesion during each mission. This engagement is also embodied through the collaboration of different functions — maintenance, flight preparation, operations monitoring, crew planning... Team coordination and management are based on a foundation of trust, which lies at the heart of Amelia's values.

In a growth context, the new ACMI operations require a different organization and resources; accordingly, recruitment in 2023 and 2024 has enabled a large-scale renewal of our crews, with over 125 people hired in 12 months. The Amelia employer brand has been strengthened on social media, and its presence at job fairs and forums has become noticeably more prominent.



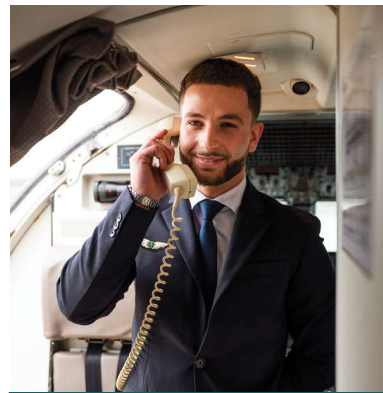
The group employs 389 staff members divided into 4 main branches, covering all the essential professions of air transport.



Ground staff



Maintenance staff



Cabin crew



Flight crew

The year 2024 was rich in initiatives for Amelia's human resources management, with a strong focus on strengthening teams and tools.

Social dialogue continued to develop, marked by an increased number of Social and Economic Committee (CSE) meetings and the signing of several major agreements throughout 2024.

Group growth resulted in the addition of 126 new employees, representing over 30% growth. At the same time, hundreds of hours of regulatory training were provided to flight crew members, ensuring the maintenance and development of their skills.

Finally, the onboarding of five apprentices in accounting, maintenance, and sustainability, alongside school outreach efforts, demonstrates Amelia's commitment to attracting and training tomorrow's talents.



“Amelia's commitment aligns with my values and the concerns of the current generation. Joining Amelia allows me to develop my skills to be ready to face tomorrow's challenges.”

Amelia is strongly committed to diversity and equality within its teams.

A key milestone in 2024 for Amelia was the signing of the professional equality agreement between women and men for the period 2025-2028. This agreement highlights the group's dedication to gender balance and fairness.

This commitment is already reflected in a balanced gender distribution within the workforce, with 38% women and 62% men, and is also shown in the gender equality index, which reaches 89/100 for the group. This indicator highlights the progress made and the dedication to ensuring fair and equitable working conditions for everyone.



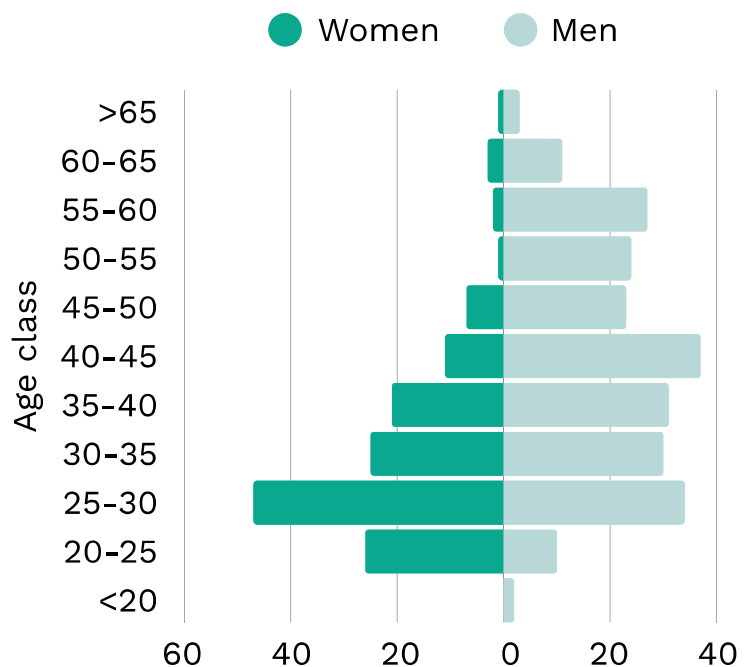
89/100

2024 Gender Equality Index

With 4% of female pilots compared to the national average of 7%, Amelia is actively continuing its efforts to recruit more women into these specific cockpit roles and, more broadly, across all company functions, thereby strengthening diversity and fostering innovation within its teams.

At the same time, a naturally balanced age pyramid is observed, representing a major asset for the group.

This structure not only ensures generational diversity but also facilitates effective knowledge and skill transfer between experienced employees and new hires. It guarantees the sustainability and richness of the human capital and expertise needed in the long term.





Amelia's commitment to high operational performance is reflected in a regularity rate of 97% in 2024, a significant achievement given the complexity of its operations in often challenging niche markets.

This reliability is a cornerstone of our responsibility towards our passengers, ensuring the continuity of their travel and efficient management of our resources. Driven by a continuous improvement mindset, we have set ourselves an ambitious target of increasing our punctuality rate by 0.5 percentage points by 2027, through optimizing our operational processes and ongoing training of our teams. Our top priority in overall operational safety is also reflected in our commitment to IOSA certification, guaranteeing the highest international standards across all our aviation activities.



“Being IOSA certified is more than just a label: it is a continuous, demanding commitment that provides us with a backbone in terms of compliance.”

To achieve these goals of regularity, flexibility, and to support future deployment, the strategic development of in-house maintenance capacity, under Part 145 approval, is a priority. Currently, hangar maintenance is exclusively performed internally by Amelia teams for Embraer and Bombardier fleets. The completion of the renovation of Hangar No. 1 at Amelia System’s subsidiary in Rodez marks a key milestone to optimize existing maintenance capacities for these aircraft types. The renovation of Hangar No. 2, scheduled for 2025, will significantly increase hangar maintenance capacity specifically for Embraer aircraft, directly supporting the objective of optimal availability for this fleet.

Finally, developing dedicated hangar maintenance capacity for Airbus aircraft will be crucial to accompany the group’s expansion.





Present in Mayotte since 2020 for medical evacuations, Amelia has demonstrated its responsiveness by ensuring vital patient transfers between the islands using an Embraer 135 and a Learjet 45. The company also played a crucial role in managing health consequences following the passage of Storm Chido. The teams' mobilization showcases Amelia's ability to quickly respond to urgent needs in the Indian Ocean, an expertise recognized by patients.



Amelia's agility is also demonstrated through its subsidiary Aero4M in Slovenia, which since summer 2024 has been ensuring the maintenance and airworthiness of the country's first aerial firefighting unit: the fleet of four Air Tractor 802 Fireboss aircraft operated by Slovenian civil protection. High-quality maintenance guarantees rapid intervention during emergencies, highlighting Amelia's capacity to meet specific needs in support of civil protection.

Finally, Amelia's commitment to territorial continuity has been demonstrated through the operation of public service delegation routes between 2020 and 2024, connecting regions such as Rodez and Brive to Orly. This strong regional presence and the offering of tailored solutions, including seasonal destinations, showcase Amelia's flexibility and its contribution to local vitality.





On the occasion of the 2024 Olympic Games held in France, Amelia chose to support Annouck Curzillat, one of France's leading para-triathletes, through a "Performance Pact" signed with the French Sports Foundation.

A member of the French national team since 2019, Annouck has celebrated numerous podium finishes, including a bronze medal at the Tokyo 2021 Paralympic Games alongside her guide Céline Bousrez. Qualified for Paris, Annouck aimed for gold at the 2024 edition with her guide Julie Marano and achieved an impressive 5th place finish.



Within Amelia, the ability to bring projects to fruition quickly is a constant, stemming from a daily commitment to teamwork, efficiency, and performance — qualities that, in many ways, echo those found in high-level sports.

This report also provides an opportunity to highlight the sporting and community commitments of the group's employees, who proudly represent Amelia — such as during the AéroRun, a 10 km race supporting the Aviation Sans Frontières association.



GOVERNANCE

05

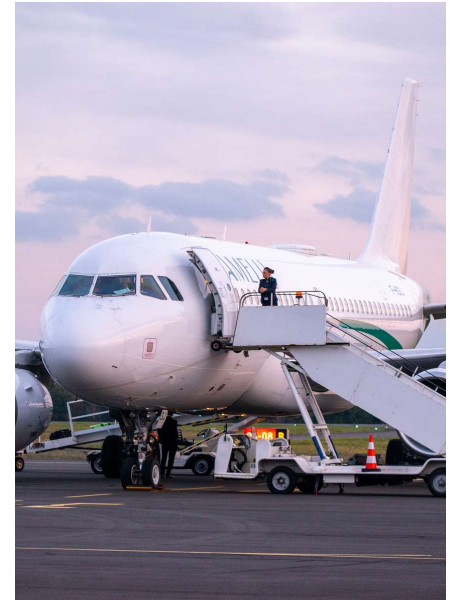




Responsible development

Amelia, a family-owned group with 389 employees and over €90 million in revenue, is adapting its governance to its new scale through a more structured and transparent internal organization. This includes a 5-year business plan, increased focus on long-term contracts, and a renewed Social and Economic Committee (CSE).

Coordination between Regourd Aviation and its subsidiaries is strengthened by harmonized practices, project management, and shared IT tools that promote efficiency and autonomy.



Since 2024, governance has been strengthened through the development of this report, a new internal communication approach, and the analysis of ESG impacts (double materiality). As with most airlines, the challenges of environmental transition and human factors are critical.

This report, along with the **HORIZON2027** roadmap, anchors these topics at the core of Amelia's strategy, with a pragmatic approach focused on measurable objectives. Governance emphasizes agility, ethics, and employee engagement. Effective governance must reflect the legacy of its own history and be driven by the initiatives carried out by each employee.



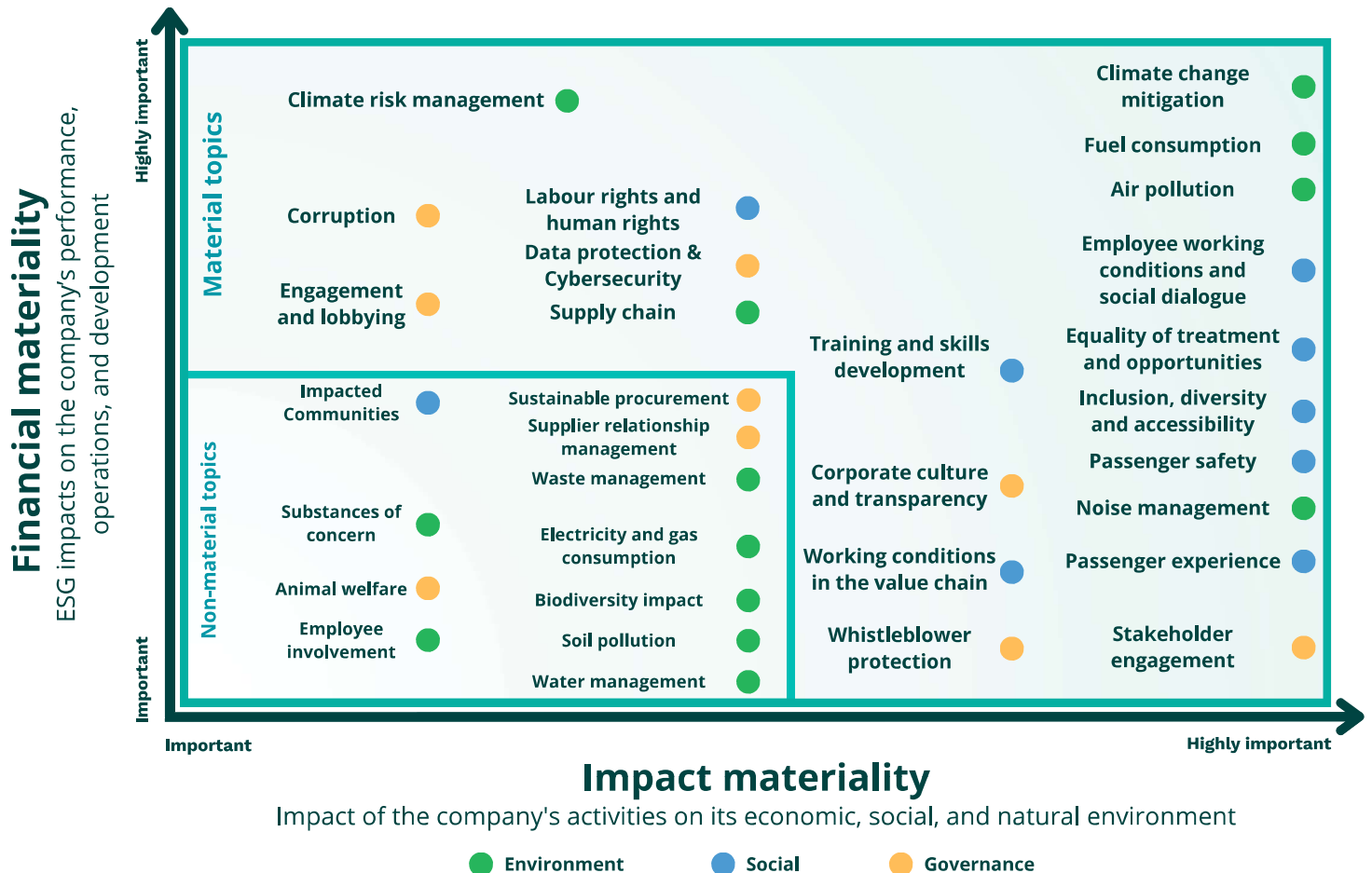


Anticipating the future and its overall impact, Amelia has integrated ESG at the heart of its strategy. This approach resulted in a double materiality analysis, conducted in anticipation of the CSRD, demonstrating its proactive commitment. The materiality analysis helped define the CSR priorities, which are the foundation of the **HORIZON2027** roadmap.

On the environmental front, Amelia is committed to reducing its climate impact through better energy management (kerosene), pollution reduction, and its supply chain optimization. Biodiversity and waste are included in a continuous improvement approach.

The safety and well-being of our employees are an absolute social priority, essential to their engagement, the quality of service, and our reputation.

Convinced of the importance of transparency, Amelia makes it a central principle of its CSR, aiming to strengthen trust and attract talent. Its growth is accompanied by increased protection against corruption and cyber risks, as well as ongoing social dialogue.



This initial double materiality analysis, which guides our actions and priorities in CSR, is also part of a broader commitment within the industry. Indeed, Amelia is actively involved in various professional bodies, enabling us to contribute to discussions and developments within the industry while defending our interests and those of the sector.

Amelia has been a member of IATA (International Air Transport Association) since 2023 and ERA (European Regions Airline Association) since 2021. These affiliations allow us to benchmark our vision against that of our peers and to monitor and engage in debates on the numerous regulatory changes affecting the sector.

As part of its membership in IATA (International Air Transport Association), Amelia supports the Fly Net Zero initiative, which aims for carbon neutrality in the aviation sector by 2050. In 2024, Amelia joined IATA's CO2 Connect program, sharing its carbon data to enhance transparency of the information provided to passengers.



*Signing of the CO2 Connect agreement
between Amelia & IATA in June 2024*

As a member of the ERA (European Regions Airline Association), Amelia works to defend the interests of regional airlines, which play a vital role in local connectivity and economic development across Europe.

Moreover, Amelia actively participates in various events and conferences to share its progress in sustainable development and Corporate Social Responsibility (CSR), and collaborates with other industry stakeholders to develop best practices for decarbonizing air transport.



As part of its commitment to sustainable development and ecological transition, the Amelia Group has formalized a **Supplier Relations and Responsible Procurement Charter** (available in the appendix). This charter, applicable across the entire group and its subsidiaries, aims to strengthen collaboration with partners, suppliers, and subcontractors by sharing core values such as the protection of human rights and workplace conditions, professionalism and ethics, trust and collaborative work, social responsibility, and environmental respect.

Amelia expects its suppliers to embrace these commitments and implement responsible practices within their own operations. This includes, in particular, waste management and sorting, reduction of CO2 emissions, decreased energy consumption, and raising employee awareness of good environmental practices.



“A CSR-labeled purchasing charter is only a beginning; but it commits us as much as it commits our suppliers.”

The group is convinced of the necessity to work closely with its partners to meet the challenge of sustainable and responsible aviation, with the commitment of all parties to this charter being essential to ensure the integrity and effectiveness of its CSR efforts.

Concrete initiatives already illustrate this commitment: Amelia's uniforms are manufactured in Europe in strict compliance with environmental and social standards, with transportation to France optimized to minimize emissions. The group is actively exploring refurbishment and cleaning processes to reintegrate uniforms into stock, as well as recycling uniforms at the end of their life cycle.

Furthermore, the implementation of a VTC contract using more eco-friendly vehicles for staff transportation is underway and expected by mid-2025. The gradual renewal of the company's vehicle fleet with hybrid or ethanol models also contributes to reducing costs and CO2 emissions.

Code of Conduct

Amelia is committed to a proactive CSR approach, going beyond legal obligations with a Code of Conduct. This tool promotes ethics and responsibility among all employees and partners.

The Code addresses prohibited behaviors, risk situations, and provides a reporting mechanism. Raising awareness and training the teams are priorities to ensure understanding and daily application of this Code. A confidential reporting system protects whistleblowers.

Rooted in the values of ethics and integrity, this CSR initiative demands strict compliance with laws and regulations. While this initiative is a first step, it is recognized that there is a need to continue improving the practices. The ambition is to ensure bold ethical and responsible conduct, thereby strengthening reputation and long-term sustainability of the group.

Cybersecurity

Cybersecurity is crucial for Amelia, with rigorous protection of data and systems. A dedicated team ensures the security of all the IT infrastructures.

This includes training developers on security principles from the design phase. Thorough testing are regularly conducted to identify and fix vulnerabilities. System administration focuses on assessing and managing cyber risks, with tailored prevention strategies and regular monitoring of updates.

Strict access management policies are set, including the principle of least privilege, the use of Identity and Access Management (IAM) tools, multi-factor authentication, and a Zero Trust approach. For optimal threat detection and prevention, proactive solutions such as Darktrace are deployed. This ensures enhanced protection as well as the confidentiality, integrity, and availability of the services for passengers, employees, and partners.





CONCLUSION

The year 2024 marks a key milestone, a solid foundation for our CSR roadmap. We have taken strong actions, outlined an ambitious plan with **HORIZON2027**, and most importantly, witnessed the remarkable commitment of our employees. This collective energy is our greatest strength.

We are fully aware that the journey ahead is still long, but we approach the future with determination and enthusiasm. We will intensify our efforts and broaden our sphere of action by inviting our external partners – suppliers, clients, and communities – to join us in this environmental and societal transition.

Our approach will be guided by transparency and precise measurement of our actions. We will refine our indicators, closely monitor our progress, and share our results with full transparency. We will not hesitate to adjust our course if necessary, as agility is part of our DNA.

But beyond numbers and reports, above all, we want to cultivate our pioneering spirit — the ability to innovate and take bold steps. We are firmly optimistic about our capacity to achieve our goals and fully deliver on our **HORIZON2027** roadmap. Together, we will build a more responsible, more innovative Amelia, one that stays true to its values and commitments.

The future lies ahead of us, full of promise.

APPENDICES

06



La loi « pour la liberté de choisir son avenir professionnel » du 5 septembre 2018 a introduit l'obligation pour les entreprises de publier un index qui regroupe 5 critères d'égalité professionnelle pour mesurer et réduire les écarts entre les femmes et les hommes.

Le score d'AMELIA / REGOURD AVIATION pour 2024 s'élève à **89 points sur 100**. Ce score, très nettement supérieur au seuil de 75 points requis par la loi et sensiblement plus élevé que le score moyen des entreprises en France, reflète les valeurs de la compagnie et l'engagement de ses équipes pour porter le principe d'égalité professionnelle entre les femmes et les hommes.



- 1- Ecart de rémunération entre les femmes et les hommes [40 pts]
- 2- Écarts d'augmentations individuelles entre les femmes et les hommes [20 pts]
- 3- Écarts de répartition des promotions entre les femmes et les hommes [15 pts]
- 4- Augmentation au retour de congés maternité [15 pts]
- 5- Nombre de salariés du sexe sous-représenté parmi les 10 plus hautes rémunérations [10 pts]

| 2024 |
|------------------|
| 36 points |
| 20 points |
| 15 points |
| [non calculable] |
| 5 points |
| 76 points / 85 |
| 89 points / 100 |

Note globale

« La diversité est l'une des valeurs essentielles chez AMELIA. Et s'il est bien sûr satisfaisant de constater que notre indice égalité professionnelle dépasse le seuil des 75 points - seuil sous lequel les entreprises sont tenues d'engager des actions visant à corriger l'écart excessif de rémunération femmes/hommes -, nous voulons continuer à progresser vers plus d'égalité et de diversité. C'est pour cette raison que nous venons de signer avec les organisations syndicales un accord sur l'égalité professionnelle pour la période 2025-2028.

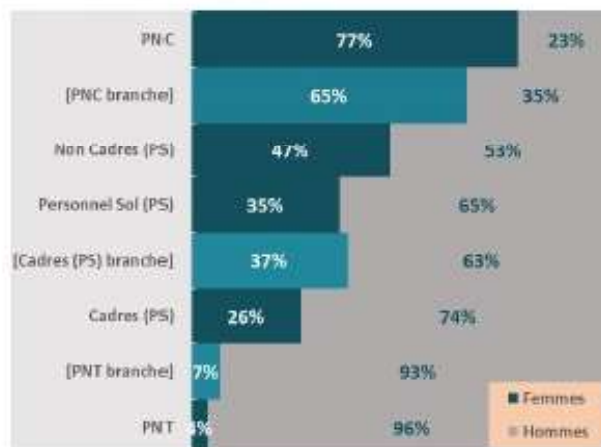
La politique de rémunération d'AMELIA s'est toujours inscrite dans cette exigence égalitaire entre le traitement des femmes et des hommes. Pour en assurer la continuité dans un contexte de développement, elle la direction s'est engagée dans l'accord à mettre en place des mesures de rattrapage salarial pour réduire les écarts de salaires qui peuvent subsister (à poste, ancienneté et compétences comparables).

Par cet accord, au-delà des rémunérations, la direction s'est engagée sur d'autres actions. Des formations e-learning seront par exemple déployées en 2025. L'objectif : 100% de salariés formés. Ces formations visent à lutter contre les stéréotypes de genre - les clichés sexistes persistent ! -, à prévenir les comportements sexistes, le harcèlement et les violences sexuelles au sein de l'entreprise. Ces formations seront également l'occasion de diffuser les noms des référents qui ont été nommés au sein du Groupe pour accompagner les salariés dans leurs démarches.

Chez AMELIA, les femmes sont aussi pilotes, ingénieures, cadre dirigeant, ou exercent bien d'autres métiers encore trop souvent associés aux hommes. La féminisation de ces métiers est un axe fondamental de l'égalité professionnelle. Chez AMELIA, parmi les pilotes, seulement 4% sont des femmes, contre 7% dans le secteur.

La compagnie souhaite favoriser l'accès des femmes à tous les métiers et encourager les jeunes filles à s'engager dans ces voies professionnelles. Il s'agit de contribuer à la promotion des métiers techniques auprès des femmes. Pour ce faire, AMELIA envisage de participer aux actions « Féminisons les métiers de l'aérien » menées depuis plusieurs années à l'occasion du salon du Bourget.

La promotion des métiers féminins au sein d'AMELIA sera accentuée par une plus grande visibilité donnée à notre



personnel féminin des métiers techniques sur notre site internet.



Nathalie NELIS — DRH

Charte des relations fournisseurs Amelia

Préambule

Les enjeux de développement durable et de la transition écologique plongent le transport aérien dans une période de profondes mutations.

Notre réactivité, notre engagement environnemental, en faveur de l'emploi, de l'insertion et de la diversité ainsi qu'un solide réseau de partenaires fournisseurs et sous-traitants nous permettent d'être particulièrement engagés dans la transition du transport aérien français.

Nous souhaitons formaliser et approfondir notre engagement en faveur du développement durable au travers de la charte des relations fournisseurs et achats responsables. Cela couvre le Groupe Regourd Aviation et ses filiales.

L'adhésion de l'ensemble de nos partenaires, fournisseurs et sous-traitants symbolise nos valeurs communes de :

- Protection des droits humains et de l'environnement de travail
- Professionnalisme
- Ethique
- Confiance
- Travail collaboratif
- Responsabilité sociétale
- Respect de l'environnement

Nous sommes en effet convaincus de la nécessité de travailler ensemble pour relever le défi d'une aviation durable et responsable.

Les principes d'honnêteté, d'impartialité, de loyauté et de transparence sont la base de nos relations fournisseurs et sous-traitants.

Pascale Neveu-Arnould
Directrice des achats

Signed by:

Pascale Neveu Arnould

1F4FD77E35EA441...

Protection des droits humains et de l'environnement de travail

Amelia entretient et développe avec ses fournisseurs et sous-traitants une relation respectueuse :

- Du droit du travail (temps de travail, conditions de travail, niveaux de rémunération)
- Des règles de concurrence et antitrust
- Des règles de non corruption au sein des transactions commerciales
- De l'absence de travail illégal des enfants
- De l'absence de traite des êtres humains dont le travail forcé ou en servitude
- D'un cadre de travail exempt de tout harcèlement
- De conditions de travail sûres et saines pour les employés
- Respect des normes d'hygiène et de sécurité

Professionnalisme et éthique

Le groupe Amelia est particulièrement vigilant à la conduite éthique des affaires, notamment :

- Des règles de concurrence et antitrust
- Des règles de non corruption au sein des transactions commerciales
- De la prévention au risque de blanchiment d'argent et financement du terrorisme

Relation de confiance et travail collaboratif

Amelia et ses équipes travaillent en mode collaboratif dans un esprit de partenariat avec les fournisseurs et les sous-traitants.

La ligne de conduite commune est :

- L'esprit d'équipe
- La valorisation et la reconnaissance des compétences
- Le respect des règles de savoir être
- La transversalité et la coopération

Intégrer les problématiques de responsabilité sociétale

Amelia associe le développement de ses activités au développement de l'emploi en France.

Cette dynamique est associée à un intérêt pour le déploiement par les fournisseurs de :

- L'accessibilité à l'emploi
- L'insertion (handicap, mixité, emploi des jeunes et des seniors)
- L'égalité de traitement des employés (indice hommes femmes)

Respect de l'environnement

Amelia veille à ce que ses fournisseurs et sous-traitants partagent ses préoccupations en matière environnementale et s'assurent du :

- Traitement et tri, et recyclage des déchets.
- Réduction et compensation des émissions de CO2.
- Réduction des consommations d'énergie.
- Sensibilisation des personnels aux bonnes pratiques environnementales.

A ce titre, Amelia pourra solliciter certains de ses fournisseurs pour recueillir des éléments quantitatifs et qualitatifs relevant de leur performance RSE.



To learn more



LinkedIn



horizon@flyamelia.com



Website

