



ELITE

A EURONEXT COMPANY

European Aerospace and Defence Growth Hub

Supporting Aerospace & Defence
value chains

September 2025



European Aerospace and Defence Growth Hub

A European systemic initiative for the A&D value chains

Focus

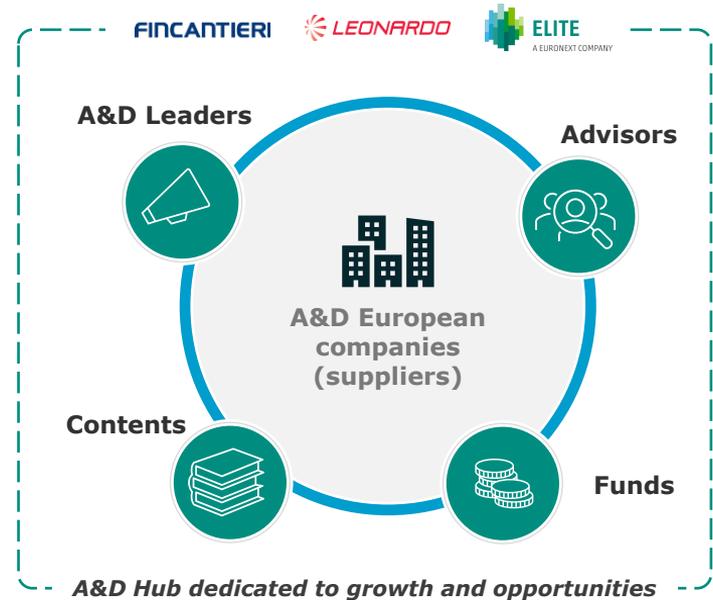
The European A&D Growth Hub is a **strategic initiative** designed to:

- **support the growth and development** of private small and medium companies' part of A&D Supply Chains.
- promote collaboration with European national and regional institutions to **improve** and **facilitate the access to capital** (from equity to debt, from private to public).

Objective

A dedicated ecosystem and set of services allowing supply chains leaders to support their suppliers:

- **Reinforce strategic connections** and guarantee the continuity through a strong alignment of supply chains.
- Sustain long term **resilience** and be ready to accelerate based on the actual geopolitical environment.
- **Collect clear needs** of the businesses and **offer concrete solutions**.
- Facilitate the access to alternative funding solutions and develop **dedicated financing products/solutions** and expose the suppliers to investors and funding options.



Participants: Supply Chain Leaders and selection of strategic suppliers in their supply chain, European champions in A&D sector.

Subject: Strategy, industrial excellence, finance and leadership in dialogue on relevant A&D topics at European level and peer-to-peer networking and sharing with presence of institutional stakeholders and A&D leaders.

Expected outcome: foster supply chain robustness, industrial cross-contamination, access to capital, lobby and advocacy activities, European funds.

European A&D Growth Hub



Pillars of the A&D Growth Hub

to foster the strategic growth of the A&D sector accessing ELITE ecosystem



Focus next slide

TRAINING AND COMPETENCE

Training module and class for suppliers

Thematic workshop on A&D sector

Training modules and workshops organised in several European capitals dedicated to A&D companies

English language training delivered by leading European business school with academic and industry expertise + strategic A&D partners

NETWORK AND VISIBILITY

A&D Supply Chain Leaders involved

European A&D Growth Hub participated by the main suppliers of European aerospace and defence industries (e.g. Leonardo, Fincantieri and other European Leaders ...)

Participation of A&D associations

Leading European and local associations supporting the ecosystem to enhance the visibility and influence of the European programme

Support from EU stakeholders

Leading European institutions directly involved in the definition of the European A&D Growth Hub and to enrich solutions to support sector growth and resource deployment

Corporate advisors focused on A&D

Strategic players act as catalysts for the companies, promoting participation, sharing best practices

FUNDING SOLUTIONS

Project financing and European funds

European institutions support the allocation of European funds dedicated to the A&D sector (grants, soft loans, research, innovation, ...)



Pan-European funding days

Organisation of funding days for A&D companies and entrepreneurs (debt to equity, public to private)



IPOready Defence

Launch of the IPOready Defence initiative alongside the Euronext pre-IPO programme to support A&D companies in the roadmap to IPO



European Defence bonds

Creation of a new Defence Bond segment to guarantee a fast-track admission and simplify investor access and participation

Financial Advisory

Support companies in identifying the best funding solution that meets their growth plan

Strategy & Growth Programme

MODULE 1

24/25 November 2025

**Strategic
Thinking and
Governing
Growth**

Paris

MODULE 2

January 2026

**Scale up and
manage your
company**

Amsterdam

MODULE 3

March 2026

**Funding your
growth**

Milan

MODULE 4

May 2026

**Get the
Company
Ready for
Change**

Bruxelles

Where

- 4 European Campus
- In Presence

Contributors

- EU Business Schools
- Supply Chain Leaders
- A&D industry experts

Methodology

- Academic knowledge + business expertise
- Peer collaboration + individual work
- Discussion + readings + templates

Who

- 10/15 peer businesses
- 2/3 entrepreneurs and directors per company

What's next: ELITE services

Continuous access to ELITE assets

Month 1

Month 24

Access to network of Partners

Financial

ELITE Certificates
A seal of

Digital platform

Networking and visibility

International Workshops: ELITE Growth Labs

Alternative funding options for members

Basket Bond®
A systemic solution to further support the growth of multiple companies leveraging on Institutional Investors through an ABS issuance.

Financial Advisory
We can support companies in identifying the best funding solution that meets their growth plan.

Listing Debt/IPO
We define together the listing process and we advise on how to best access capital markets



RENEWAL

- Repeat Core Training
- ELITE Workshops
- ELITE Ecosystem
- Additional events
- Access to partners
- ELITE Certificates
- ...

How to join



Who is it for?

Private companies from A&D value chains looking to develop the competences of directors to scale up their business and explore funding options.

Founder/Directors/Leadership team



Requirements

€10m+ revenues and/or have raised significant investment

Good historic growth and future potential.



Quality

High quality and ambitious companies with credible management.

Commitment to participate in the programme and motivated to implement valuable changes



Costs

European A&D Growth Hub

First Year:
€12,500

From Year 2:
€ 10,000 / Year

Next steps



Next step

- ❑ Apply to join the European Aerospace and Defence Growth Hub
- ❑ Meet a Euronext - ELITE account manager to support your growth plan
- ❑ Define long term ambition and liaise with peer companies and supply chain leaders
- ❑ Be an active member of the ELITE European Ecosystem



ELITE

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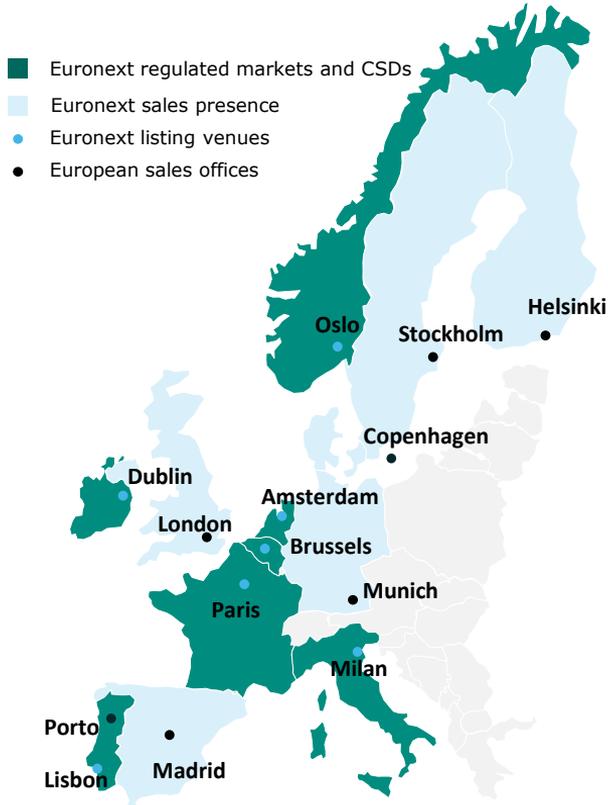
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Who is Euronext - ELITE



Euronext: leading equity and debt listing venue



EQUITY

- **1,800+** companies listed on Euronext markets
- **€6.1tn** of aggregate market capitalisation
- **7 listing venues** fully integrated into one single liquidity pool
- **c.4,200** active institutional investors
- Home of the largest and European companies: **31 components of the Euro STOXX 50**
- #1 Stock Exchange in Europe for Tech companies with **700+ Tech companies listed**
- #1 Stock Exchange in Europe for SMEs with **1,400+ listed SMEs**

DEBT

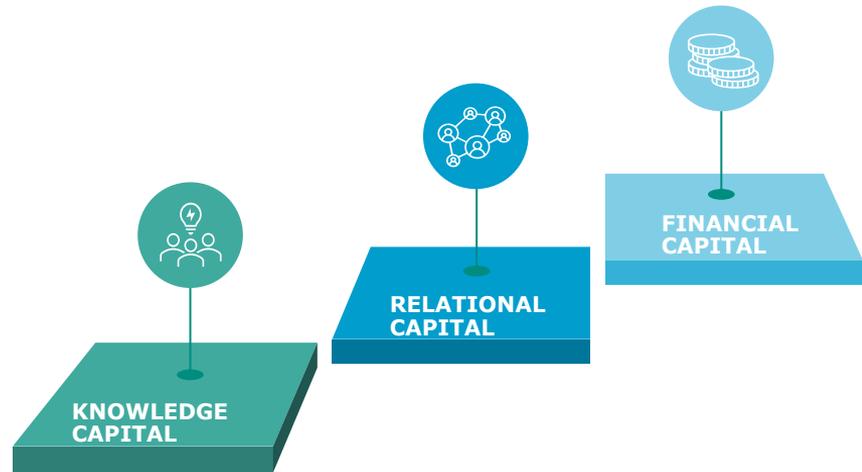
- **Regulated markets and MTFs** across **7 listing venues**:
- **Listing venue of reference** for: **small, mid and large corporate issuers**, sovereign issuers, ESG bond
- **55,000+ bonds listed** on Euronext markets
- **14,700+ new bonds listed in 2024**, raising **€3.5tn+** in new capital
- **2,900+ ESG bonds listed** to date, including **600+ in 2024**
- **4,500+ unique bond issuers** from **c.100 countries**

ELITE the European business ecosystem

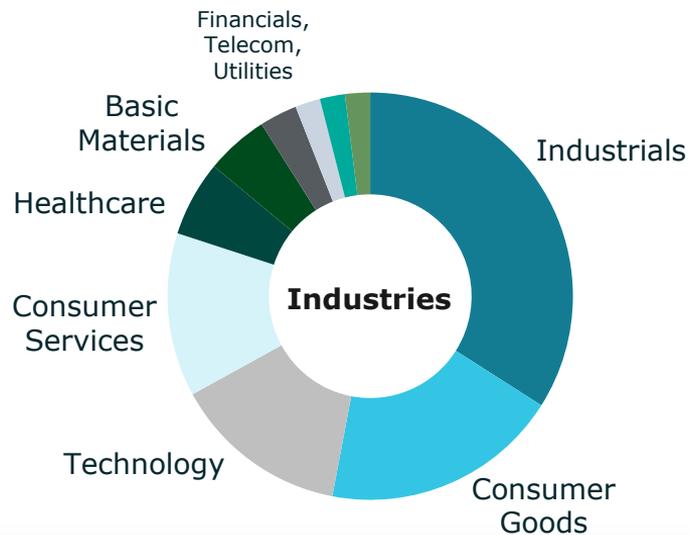
Connecting companies with capital for growth

ELITE is Euronext Group's private companies ecosystem bridging the gap between private and public markets. We are on a mission to support companies connecting them to: knowledge capital, relational capital, financial capital to achieve superior growth.

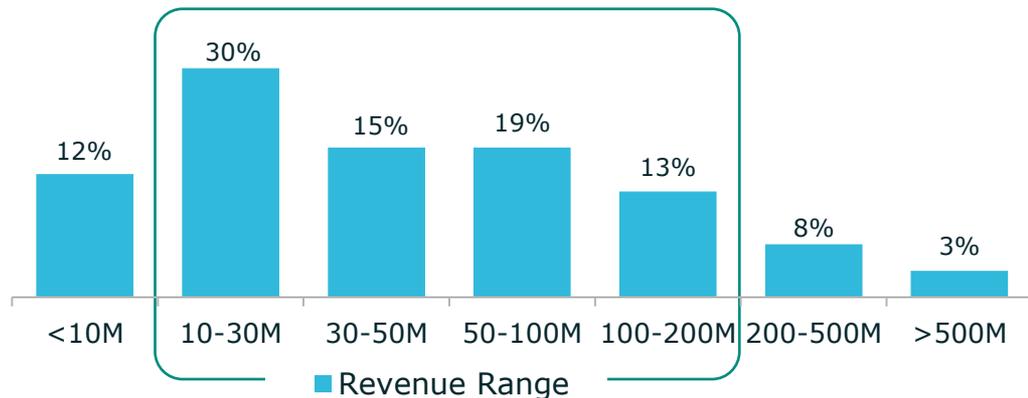
An **annual membership for the company**: not only entrepreneurs and CEOs, the C-suite will benefit and will get involved in workshops, networking events, meetings and exposure to the industrial and financial communities.



ELITE ecosystem at a glance



80% of ELITE companies are in the **€10-€200M** range



1900+
EU Companies

85%
Family owned

€200bn
Aggregate revenues

750k
Employees

5
Campus in Europe
Italy, France, Netherlands,
Portugal, Cross-Europe

ELITE experience to foster development of A&D supply chain

ELITE Lounge is a **dedicated environment** devoted to the most ambitious and proactive **Corporates** to offer a custom ELITE path to their **key supplier base**.



A Global Company with a Global Supply Chain – over 10.000 suppliers.

Leonardo's Italian supplier base is fragmented, mainly composed of SMEs, with high technical skills and competence niches, but often with **limited managerial skills and under-capitalized**.

Suppliers were identified through an improved evaluation methodology, starting from high impact categories or products. The key suppliers are provided **support with several initiatives** to boost their growth in performance and dimension in a «systemic» approach.

KPIs¹



67

COMPANIES
ADMITTED



€1.3bn

AGGREGATE
REVENUES



7,000

EMPLOYEES



5

SECTORS

- 1 IPO: Civitanavi Systems
- Basket Bond: OMI, ComStamp

Lounge Value

LONG-TERM GROWTH

ELITE offers ad hoc tools and training to increase long-term growth capacity of companies and their knowledge and use of all available financial tools

SUSTAINABILITY

ELITE supports companies in adopting ESG best practices

- **Strong relationships** between a business and its supply chain are vital in ensuring that operational efficiencies are achieved, and all parties are pushing forward together towards common, shared objectives

- **ELITE is the ideal partner** in supporting the growth and development of the Lounge Partner's supply chain, with the right expertise, a solid track record and digital tools that enable an innovative approach to supply chain management