

Annual Report

2025

Pilatus Aircraft Ltd



PILATUS

KEY FACTS



TOTAL SALES
1.672 BILLION



EBIT
170 MILLION



ORDERS RECEIVED
1.869 BILLION



ORDER BOOK VALUE
2.958 BILLION



TOTAL
147 AIRCRAFT

 **1**
PC-7 MKX

 **82**
PC-12

 **50**
PC-24

 **14**
PC-21



FULL-TIME EQUIVALENTS
3678 EMPLOYEES

 **151**
Apprentices

 **55.7 %**
in Production

 **85.9 %**
in Switzerland

2025

A SMOOTH DEPARTURE. A CHALLENGING FLIGHT ...

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EDITORIAL

A SMOOTH DEPARTURE. A CHALLENGING FLIGHT. A SUCCESSFUL LANDING.

After the exceptional success of 2024, the new year kicked off with all signs pointing toward further growth. With important government contracts in the pipeline plus the newly launched PC-12 PRO – yet again setting new standards in its class – we were optimistic about the future. Then came the US trade tariffs and the fall in the dollar exchange rate – and suddenly everything looked different. The shift in context forced us to reconsider our priorities. One thing, however, remained exactly the same: our determination to fly on and navigate successfully to the end, with the precious help of our dealers.

MOTIVATED BY CHALLENGES

The US trade tariffs imposed over the course of the year – initially zero percent, then ten percent, then 39 percent, then back to zero percent at the end of the year – put our business under pressure. Together with the falling dollar, it was a real stress test for our group. Figuratively speaking, we went from clear skies to severe turbulence and finally back to calmer conditions. None of that is unusual in business operations – but this time, our plans were affected by two events, not one. Fortunately, our broad-based dual strategy of Government Aviation and Business Aviation, plus a healthy order situation and good liquidity, allowed us to weather the storm. We have learnt to respond even faster, with even greater flexibility. Nevertheless, we were unable to meet our production and delivery targets.

49 PC-7 MKXs SOLD

Despite fluctuating operating conditions, 2025 was also marked by significant innovation and successful contract signings. The Royal Netherlands Air Force was our first customer to order eight PC-7 MKXs, including ground-based training systems and simulators. The French Air Force followed with 23 PC-7 MKXs, and a further significant order was concluded at the end of the year when the Belgian Air Force opted for 18 PC-7 MKXs.

We also opened an important chapter in Business Aviation. With the digital launch of the PC-12 PRO in March, we unveiled the latest version of our best-selling model with a completely new cockpit “Powered by Garmin” – a highlight which attracted an audience of over two million worldwide, reflecting the very positive market reception.

OPPORTUNITIES ECLIPSE DIFFICULTIES

In the USA, an important development was the merger of Pilatus Business Aircraft Ltd with Skytech, Inc. to form Pilatus Aircraft USA Ltd, which took effect on January 1, 2026. January also saw the start of construction work on our new Sales, Service and Assembly Center in Florida, planned since 2024. An extension to the facility at Broomfield, Colorado, is also in the pipeline. The aim of this strategy is to build a strong, efficient US organization to create space in Stans, generate sustainable growth, optimize sales processes and enhance the customer experience through a consistent brand image.



In Australia, the merger of Pilatus Australia Pty Ltd and Pilatus Training Solutions Australia Pty Ltd brings our expertise under one roof and creates the basis for further growth – especially in Asia, where we plan to strengthen our position further.

We also made important progress in Europe: our site in Emmen has been successfully integrated within the production network, while our subsidiary in Spain, Pilatus Aircraft Ibérica SA, has been quick to establish itself, allowing us to further expand our strategic presence on the continent. This development is also a reaction to supply shortages and the geopolitical situation, both of which are causing us to rethink our internal processes and organizational structure. We have decided to handle more tasks ourselves – vertical integration is no short-term trend for us, but rather a strategic decision which will allow us to keep responsibility within the company.

In the context of infrastructure development at our headquarters, we would like to express our gratitude to the population, the municipality of Stans, and the canton: November’s clear ‘yes’ vote in favor of the land use plan amendment is a strong sign of confidence and a valuable foundation for sustainable growth. The vote will allow us to continue to grow and develop in the heart of Switzerland, moving ahead with our modernization plans in the interests of our employees.

HONING OUR VALUES

Reviewing and clearly communicating our corporate values was another of last year’s priorities. Our values provide direction and build trust – especially in challenging times. Values such as customer focus, precision, quality and reliability have always characterized Pilatus – now they are clearly formulated and firmly anchored.

We have also set the course for the future in terms of personnel. Bruno Cervia, previously VP Research & Development, has been elected to the Board of Directors and he will contribute his extensive aviation and engineering expertise to this body. In addition, Igor Medici took over as Vice President Research & Development with effect from January 1, 2026, becoming a new member of the management in the process. Both events will strengthen Pilatus while ensuring continuity and ongoing development.

A POSITIVE YEAR-END RESULT – DESPITE EVERYTHING

Fewer deliveries, high trade tariffs and a fragile dollar all left their mark, translating as a weaker set of year-end results, which we will nevertheless call a solid performance. With total sales of 1.672 billion Swiss francs and operating income of 170 million Swiss francs, we achieved a decent year-end result. The fact that we were able to deliver 82 PC-12s, 50 PC-24s, 14 PC-21s and 1 PC-7 MKX in these challenging conditions reflects the continuing high demand for our

products. The order books continue to grow, confirming the faith which our customers have in us, and giving us confidence for the future.

The opportunities clearly outweigh the risks, and Pilatus remains on a steady course despite last year's turbulent conditions: solid, innovative, guided by a clear vision – and focusing on our customers at all times. The USA remains a key market for Pilatus, although we also see great potential in Europe and Asia, where we will continue to expand our presence. We will push ahead with further development work on our aircraft and systems over the upcoming year – with a surprise for our military customers!

We are undoubtedly flying towards a promising future – thanks to unique products, top-notch employees who stand behind the company wholeheartedly, and loyal clients, for whom we always do our utmost. Many thanks to all, including our shareholders, who fully support our strategy.



Hansueli Loosli
Chairman



Markus Bucher
Chief Executive Officer

BUSINESS AVIATION STRONG RESPONSE TO THE PC-12 PRO

Business Aviation looks back on a testing year characterized by strong demand as well as major challenges from outside the company. Despite noticeable effects on production and deliveries, we successfully held our market position and laid solid foundations for the future.

In March, Pilatus unveiled the PC-12 PRO, the latest state-of-the-art version of our best-selling turboprop – emphasizing the core message “Progressive, Proven, Professional”. The initial market launch was an entirely virtual event, and attracted an audience of over two million viewers. Customer interest was exceptionally high, and the first deliveries followed quickly, in fall 2025. We were very encouraged by the conclusion of purchase agreements with the Western and Central Operations of the Royal Flying Doctor Service (RFDS) in Australia for a total of 13 PC-12 PROs featuring a newly developed medevac interior.

The PC-24 also remains extremely popular. Pilatus saw increased sales in Asia, with further deliveries to operators in the Philippines and Japan. The Super Versatile Jet continues to enjoy high demand worldwide – both for commercial use and for fractional ownership programs.

The new “Brisen” maintenance and handover hangar at Buochs Airport officially went into service. This ultra-modern facility will help to optimize our processes and allow customers and partners to experience at first hand the quality and precision for which Pilatus is known. The opening underscores our ongoing commitment to maintaining the highest standards of infrastructure and services.



PC-12 PRO – The Soul of Progressive Navigation



[Watch the video](#)

DELIVERY DELAYS AFFECT RESULTS

Despite high demand, there were delays in delivering our new aircraft, and in production – mainly due to global supply chain problems, material shortages and logistical challenges.

Significant steps toward implementing our US strategy were made during the business year. Six strategic initiatives should reinforce our market position in North America and improve customer support in the long term. They include optimizing our brand image and sales processes as well as the opening of a Customer Experience Center in

Broomfield, Colorado, plus a Sales and Service Center in Sarasota, Florida. We are aiming to strengthen our brand further, in line with our motto, “Crafted in Switzerland”.

At the end of a challenging year, the mood in Business Aviation is confident. With the brand-new PC-12 PRO and continuing high demand for the PC-24, Pilatus is well positioned to meet our customers’ premium expectations. At the same time, the company will seek to strengthen its international presence through further expansion of market activities in Asia.



DENIZ WEISSENBORN

“We founded Platoon Aviation in 2021 with two PC-24s and have since grown to operate eleven aircraft – the largest fleet in Europe. The aircraft as a product, and the fact that we have a uniform fleet of PC-24s, are essential parts of our daily operations and long-term strategy.”

CEO & Accountable Manager, Platoon Aviation

GOVERNMENT AVIATION

THREE LAUNCH CUSTOMERS FOR THE PC-7 MKX

The contracts concluded in 2025 confirm the momentum in the trainer aircraft segment. As a launch customer, the Royal Netherlands Air Force will operate eight PC-7 MKXs plus associated ground-based training systems, including simulators. France has also opted to purchase 23 PC-7 MKX basic trainers. Together with the 26 PC-21s which have gradually gone into service since 2018, the French Air Force now makes exclusive use of Pilatus aircraft for all phases of training. The Belgian Air Force has also opted for a training solution based on 18 PC-7 MKXs.

Deliveries of the second batch of PC-21s for Spain were largely completed over the course of the year.

In addition, a PC-12 was handed over to the German Armed Forces and a PC-24 to the Spanish National Police. Pilatus also signed an agreement for the delivery of three PC-24s to be operated by the French Navy. These orders highlight growing customer confidence in the versatility of the PC-12 and PC-24 for government missions, confirming Pilatus’s focus on providing government customers with solutions which go beyond traditional training tasks.

The PC-7 MKX with new state-of-the-art Garmin cockpit





STEFAN "Q" RITTER

"We, the Official Test Center of the German Armed Forces, WTD 61, could not be happier with our PC-12 NGX. It fulfills all expectations with respect to reliability, efficiency, and flexibility. Together with the excellent support from Pilatus, we had a great start into our new 'flight envelope' and enjoy the capabilities of the airplane, which suits our requirements perfectly."

Chief Test Pilot, Bundeswehr Technical Center for Aircraft and Aeronautical Equipment (WTD 61)

SUPPORT AND SERVICE

In 2025, numerous support agreements were extended or newly signed, including in the United Arab Emirates, Slovenia, Switzerland and Oman.

Demand for our trainer aircraft is generally very high, underscoring the importance of this pillar of our business. Despite enduring geopolitical tension, global challenges and supply chain issues, causing delays to some deliveries, all customers are now making reliable use of their aircraft for training purposes. A number of modification projects were also completed. For example, our Australian subsidiary worked on the radio antennas of PC-21s operated by the Royal Australian Air Force (RAAF). At the same

time, production is being ramped up to serve programs for Canada, France and the Netherlands. First deliveries for the Royal Canadian Air Force are already scheduled for fall 2026.

Government Aviation was present at several international air shows, including the Avalon Airshow in Australia, the Royal International Air Tattoo (RIAT) in England and the Dubai Airshow. It also hosted the Pilatus Operators Symposium (POS) for military customers and industrial partners in Lucerne. The event provided an opportunity to exchange experiences, share information and discuss current developments in the field of training.

RESEARCH & DEVELOPMENT

FOCUS ON CONTINUOUS DEVELOPMENT

In 2025, the focus was on the further development and certification of our aircraft. The targeted deployment of numerous development teams ensured the long-term quality and reliability of our products.

Following initial certification at the end of 2024, the year under review saw the PC-12 PRO launched in various key markets. Both the European (EASA) and American (FAA) aviation authorities granted the relevant approvals in July 2025. Certification for operation in Australia and Great Britain was obtained in good time before the first deliveries, and also went according to plan in South Africa and Mexico. The PC-12 PRO is now certified and ready for deployment in the most important markets worldwide.

Final certification of the PC-12 PRO's Safety Autoland System is planned for the first half of 2026. This advanced safety system activates automatically if the pilot is incapacitated, or may be triggered manually at the push of a button. The system communicates with air traffic control, provides status updates and safely flies the aircraft to the nearest airport, taking weather, terrain and other factors into account. Rescue services are also alerted to ensure that first aid is available immediately after landing.

Modernization of the PC-7 MKX progressed further with several important steps in the certification process. The Federal Office of Civil Aviation certified the new avionics system in

The PC-12 PRO cockpit featuring the new Safety Autoland system





“After a long military career, joining Pilatus felt like a natural next step – a way to stay connected to my aviation roots while contributing to something greater. In my role, I combine my operational experience with the needs of our government customers. Pilatus truly stands out because of its inspiring culture, exceptional people, and opportunities to grow within a values-driven company.”

Luis Silva

Luis Silva
Sales Director Government Aviation

June 2025. Various technical improvements – including ejection seat, oxygen and environmental control system – were also successfully certified between 2024 and mid-2025. This means that the basic configuration of the PC-7 MKX is now fully certified.

Another milestone was achieved when the first PC-21s from the second batch for Spain successfully completed their maiden flight in January 2025, followed by certification just a few days later, exactly as planned.

The Civil Aviation Authority of the Philippines issued type certification for the PC-24 in early 2025, opening up another market.

In parallel, Pilatus went ahead with investments in the further development of its internal testing infrastructure. Since January 2025, the Pilatus Test Center has been equipped with a new testing facility for evaluating cabin components. This permits flexible, cost-efficient testing of seats and interior designs.

Cooperation with our new subsidiary in Seville, Spain, was reinforced in the areas of training and knowledge transfer. The first training phase for procedural regulations and structural assembly processes has been successfully completed. During the next stage, Spanish production engineers will come to Stans to acquire the skills to conduct local training sessions independently.

OPERATIONS

GROWTH WITH STRUCTURE

PRODUCTION

2025 brought growth and the successful integration of the company’s new locations. The production network strategy proved effective and strengthened the organization as a whole. Material supplies and process stability remain key priorities in the company’s endeavors to reliably meet growing demand – these issues are essential for efficiency and dependable deliveries.

Our site in Emmen was successfully integrated within the production network, and the 232-strong workforce has now been fully assimilated. Production of aircraft components is running according to plan, relieving some of the pressure on the headquarters in Stans. Our new subsidiary

in Spain has also commenced operations. By the end of 2025, the team numbered 75 employees, and production of structural assemblies for the PC-24 and the PC-12, as well as wiring harnesses for the PC-12, is proceeding according to plan.

Through the “Schwarzhorn” project and cross-location production planning, we are laying the foundation for future-proof, globally networked production operations. The shell of the new Composites Competence Center, an impressive production building in Ennetbürgen right next to our headquarters, is complete. Finishing work and acquisition of equipment are proceeding according to plan, the opening is scheduled for mid-2026.

Part of the team at Pilatus Aircraft Ibérica SA in Seville



ASSEMBLY & MAINTENANCE

Material shortages, quality deviations in third-party components and additional work associated with the launch of new systems prevented us from meeting our production program goals, which had to be revised downward on two occasions. We also encountered difficulties in recruiting qualified staff. Targeted measures have been implemented and are currently in progress.

In the area of maintenance, important repair orders and refits went ahead successfully, including numerous component and trainer maintenance projects.

In Assembly, PC-21 aircraft handovers to customers proceeded as planned, and series production of the PC-24 remained stable. Systems integration bottlenecks were reduced by shifting capacity and relieving the affected production areas.

Strategic projects went ahead in parallel, including the completion of major construction endeavors such as the new “Brisen” maintenance hall, the “Dufourspitze South” extension and the expansion of office and parking space.

In the coming months, we will focus on continued process development and standardization. This will enable us to further strengthen quality and customer satisfaction.

The new “Schwarzhorn” Competence Center for Composite Manufacturing



LANCE UGULA

“I’ve already had four PC-12s and will soon have my fifth. My experience acquiring, operating, and owning each of these airplanes has been exceptional. A truly great company is defined by how they serve you when there’s a problem, not just when everything goes well, and in this regard, Pilatus has been outstanding. As a founder and entrepreneur who has built a successful company, I know what good looks like. This is it. I can highly recommend Pilatus without reservation.”

Founder, BeyondNetZero

SUPPLY CHAIN

The operational base was strengthened by the timely commissioning of new logistics space at the Stans site plus an additional customer service warehouse. The organization was further reinforced through targeted expansion of the workforce and successful recruitment of new talent. Integration of our new Spanish subsidiary’s supply chain and further development of the “Logistics as a Service” attitude continue to shape a more professional, more flexible approach to company processes.

The environment remains challenging – material shortages, a lack of skilled staff, geopolitical uncertainty and increasing regulatory requirements are placing a noticeable strain on supply chains. To remain operational, we are broadening our sources of supply and realigning key planning

and scheduling processes. This should increase transparency and controllability in the long term and gradually make our supply chains more resilient.

IT & DIGITALIZATION

During the year under review, we focused on stabilizing and developing the SAP environment following the go-live of S/4HANA, the latest software version. IT provided effective support to the business and contributed to improving data quality through targeted measures.

The IT landscape was further harmonized with the successful connection of additional locations – including our new subsidiary in Spain. Another milestone was the implementation of the Unified Information Security Management System (ISMS), which meets the European Union’s



Kateryna Savchenko works on the wing of a PC-24

Part-IS requirements for aviation safety and strengthens cyber resilience. Overall, the IT department expanded its expertise and laid the groundwork for future expansion projects.

QUALITY & SAFETY

Key developments include successful EN9100 recertification and the related Level 1 audit at the Emmen site. Official approvals were also granted for Pilatus Aircraft Ibérica SA, the Safety Management System and Part-IS.

The department faced increasing regulatory requirements and growing complexity in relation to official approvals – especially in the areas of insourcing and location diversification. The subsidiaries also had to be integrated in a structured manner. Processes were successfully stabilized in spite of these circumstances. We remain focused on ensuring quality along the supply chain and on continuously improving the reliability of the PC-24.

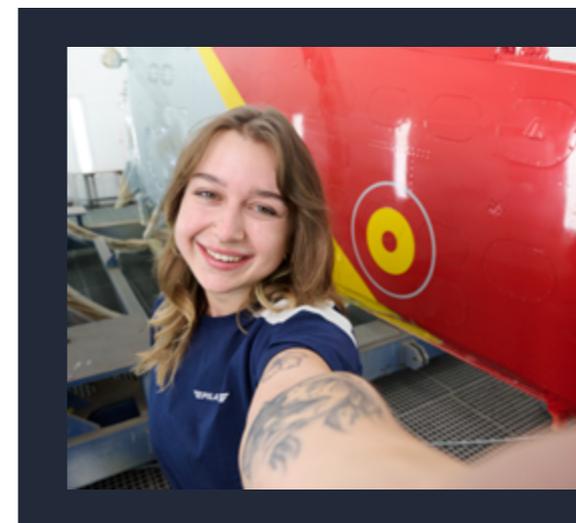
CORPORATE RESPONSIBILITY
ACT TODAY, MAKE AN IMPACT TOMORROW

Pilatus is aware of its responsibility towards its employees, the environment and society at large. Over the past year, targeted investments were made in staff development and sustainable measures to implement corporate goals to good effect to ensure the company’s long-term success.

PILATUS CREW

Despite trade tariffs and a weak dollar, 2025 was also characterized by development. The complete integration of the Emmen site and the creation of 130 new jobs in Stans will strengthen the production and training opportunities in Switzerland. At the same time, a new subsidiary was established with Pilatus Aircraft Ibérica SA in Seville, employing 75 people and further expanding the company’s international presence.

The campaign promoting our corporate values, which have always been a defining feature of Pilatus, marked another significant milestone. These values have now been honed, defined and anchored in writing – serving as a daily compass for our actions: customer-focused, sustainable, committed, collaborative, passionate and ambitious. In this context, we have also introduced a new form of employee appraisal, the feedback and development dialogue, which will promote the implementation of our values in the long term. In addition, training courses offered to all managers were completed successfully – making an important contribution to the further development of our corporate culture.



“ Pilatus stands for quality, precision and team spirit – values which I also hold dear. In the paintshop I can demonstrate every day what clean, precise work means to me. Best of all: we are encouraged to grow with the tasks entrusted to us.”

C. Wyss

Corina Wyss
 Industrial Painter

STABLE OPERATIONS AND FURTHER DEVELOPMENTS

Vocational apprenticeships are a central element of our efforts to promote young talent. It is particularly encouraging that 80 percent of our apprentices remain with Pilatus after graduating – a strong indication of the importance of vocational training at Pilatus. Since August 2025, four apprenticeship courses are available in Emmen, too: Apparatus Engineer, Design Engineer, Mechanical Engineer and Industrial Painter.

The launch of digital solutions for time management and payroll accounting as of January 1, 2026 enabled further optimization of processes in the Human Resources department. Over the next few months, the focus will be on harmonizing global systems and processes, a second leadership training course, as well as on expanding self-service offerings that will further drive modernization and simplification of processes.

MOVING FORWARD SUSTAINABLY

The Corporate Sustainability department is pushing ahead with measures to promote sustainable corporate management. Means

were identified to reduce CO₂e emissions company-wide and decarbonize air travel. We are aiming to achieve a 42 percent reduction in Scope 1 and 2 by 2030 compared to the base year 2024, that is, direct emissions from operating activities and indirect emissions from purchased energy. One of the measures adopted in Stans is the use of a consistent blend of 35 percent sustainable aviation fuel (SAF). Sustainability is also systematically taken into account in new buildings and renovations. All three construction projects launched in 2025 are designed to comply with international (LEED) standards.

Pilatus remains committed to innovation, focusing on the development of future-oriented, emission-free technologies. Challenges still lie ahead due to external factors such as trade tariffs and currency effects, increasing regulatory requirements and ensuring consistent data. Employees are increasingly committed to sustainability as we focus on moving ahead with implementing measures with a tangible impact on operating processes, and on developing innovative solutions.

For Airport Buochs AG (ABAG), the year under review was the first year of flight operations with the new “Brisen” maintenance hall. Flight operations continue to run smoothly following the completion of measures to improve safety on Herdernstrasse.

At the same time as ongoing planning for the infrastructure renewal project, ABAG submitted the planning approval application to the Swiss Federal Office of Civil Aviation (FOCA) for preliminary review. After minor adjustments in response to feedback, the application was submitted in mid-November 2025 for a final decision.

Despite progress in talks with our objecting parties, in particular the Ennetbürgen cooperative, no final agreement has yet been reached regarding the conversion process. The Board of Directors

and shareholders have therefore decided to adjust the scope of the conversion and then resubmit the application.

Overall, flight movements remained at the previous year’s level.

There were changes to the Board of Directors: Markus Kälin stepped down after 25 years of service, including many years as Chairman of the Board. Marc Blöchlinger took over as the new Chairman, and Oliver Graf was newly elected to the Board of Directors.

FLIGHT MOVEMENTS AIRPORT BUOCHS	2024	2025
Pilatus Aircraft Ltd	4,448	4,983
Airport Buochs Ltd	2,580	2,880
Nidwalden Gliding Club	3,493	2,630
Swiss Air Force	153	220
Total	10,674	10,713

PILATUS MANAGEMENT MANAGEMENT



Markus Bucher
Chief Executive Officer



Ioannis Papachristofilou
VP Government Aviation,
Deputy Chief Executive Officer



André Zimmermann
VP Business Aviation



Thomas Ochsenbein
VP Business Support & CFO



Igor Medici*
VP Research & Development



Daniel Geiser
VP Aircraft Assembly & MRO



Roman Emmenegger
VP Manufacturing



Marcel Aregger
VP Information Technology



Karsten Wachholz
VP Supply Chain

*Member of the management since 1.1.2026

**Member of the management until 31.12.2025, Member of the board since 13.2.2026

BOARD OF DIRECTORS



Hansueli Loosli
Chairman



Lukas Gähwiler
Vice Chairman



Dominik Burkart
Member



Annette Rinck
Member



Mario Rossi
Member



Martin P. Furrer
Member



Bruno Cervia**
Member

SUBSIDIARIES

PILATUS AIRCRAFT USA LTD

Markus Bucher	Chairman
Thomas Bosshard	Chief Executive Officer

PILATUS AIRCRAFT AUSTRALIA PTY LTD

Markus Bucher	Chairman
David Scutchings	Chief Executive Officer

PILATUS AIRCRAFT IBÉRICA SA

Hansueli Loosli	Chairman
Victoria María Vallecillos Gómez	Managing Director

HIGHLIGHTS



FEBRUARY

The Royal Netherlands Air Force becomes the first customer for the PC-7 MKX training system



MARCH

Launch of the PC-12 PRO, the most advanced turboprop of all time

The French Air Force purchases 23 PC-7 MKXs

Start of technology transfer project between Pilatus and Lockheed Martin

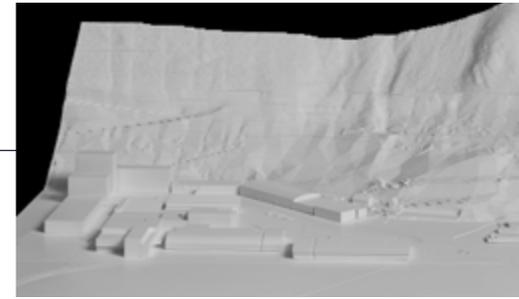


AUGUST

Contract for 13 PC-12 PROs for the Royal Flying Doctor Service

SEPTEMBER

Handover of the first PC-12 PRO



NOVEMBER

Strong approval of the partial revision of the land-use plan

The Belgian Air Force opts for 18 PC-7 MKXs

Spanish National Police welcomes the PC-24 Super Versatile Jet

OCTOBER

Contract for three PC-24s for the French Navy

German Armed Forces takes delivery of PC-12



DECEMBER

Opening of Pilatus Aircraft Ibérica SA in Seville, Spain

FACTS AND FIGURES

PILATUS GROUP

KEY INDICATORS FOR THE PILATUS GROUP

	2024	2025		2024	2025
Total Sales (CHFm)	1,633	1,672	EBIT before R&D (CHFm)	326	272
Number of Aircraft	153	147	EBIT before R&D as % of Sales	20.0	16.3
Orders Received (CHFm)	2,193	1,869	Cash-flow	265	213
Order Book Value (CHFm)	2,917	2,958	(net profit plus depreciation, CHFm)		
			Cash-flow as % of Sales	16.2	12.7
EBIT (CHFm)	243	170	Equity Ratio in %	71.6	72.3
EBIT as % of Sales	14.9	10.2			
			Full-time Equivalents	3,326	3,678
Investments in R&D (CHFm)	83	102			

TOTAL SALES

	2024		2025	
	in %	CHFm	in %	CHFm
Pilatus Aircraft Ltd, Stans, Switzerland ¹	50.3	821	59.1	988
Pilatus Business Aircraft Ltd, Broomfield, USA	35.5	580	31.9	533
Pilatus Australia Pty Ltd, Adelaide, Australia	4.3	71	1.9	32
Skytech Inc./LLC, Westminster, USA	9.9	161	7.1	119
Total	100.0	1,633	100.0	1,672

¹ Consolidated via Pilatus Stans / US dollar exchange rates: 2025: 0.8308 / 2024: 0.8805 / Australian dollar exchange rates 2025: 0.5351 / 2024: 0.5809

SALES BY REGION

	2024		2025	
	in %	CHFm	in %	CHFm
The Americas	46.0	751	46.4	776
Europe	29.6	483	34.2	572
Asia	14.0	229	11.4	190
Australia	8.4	137	5.9	99
Africa	2.0	33	2.1	35
Total	100.0	1,633	100.0	1,672

SALES BY BUSINESS UNIT

	2024		2025	
	in %	CHFm	in %	CHFm
Business Aviation	77.2	1,260	70.6	1,181
Government Aviation	22.8	373	29.4	491
Total	100.0	1,633	100.0	1,672

NUMBER OF AIRCRAFT

	2024	2025
PC-12	94 + 2 Leasing	82
PC-24	51	50
PC-21	6	14
PC-7 MKX	0	1
Total	151 + 2 Leasing	147

EMPLOYEES BY FUNCTION²

	2024		2025	
	in %	Employees	in %	Employees
Production	55.3	1,840	55.7	2,050
Sales and Services	13.6	451	12.9	474
Research & Development	14.7	490	13.7	504
Logistics (incl. ICT)	10.8	358	11.8	434
Administration	5.6	187	5.9	216
Total	100.0	3,326	100.0	3,678

EMPLOYEES BY COMPANY²

	2024		2025	
	in %	Employees	in %	Employees
Pilatus Aircraft Ltd, Stans, Switzerland	87.4	2,907	85.9	3,161
Pilatus Business Aircraft Ltd, Broomfield, USA	5.8	193	5.7	210
Skytech Inc./LLC, Westminster, USA	4.3	145	4.2	153
Pilatus Training Solutions Australia Pty Ltd, Sale, Australia	1.4	46	1.2	44
Pilatus Australia Pty Ltd, Adelaide, Australia	0.9	29	1.0	35
Pilatus Aircraft Ibérica SA, Seville, Spain	0.2	6	2.0	75
Total	100.0	3,326	100.0	3,678

² Full-Time Equivalents

 **Crafted in Switzerland**