



“As I look back on 2025, I can say it has been one of the most significant years in the history of Boutsen Aviation. For our clients, our partners, our friends, and of course, our team...”

Monaco, January 15, 2026 - The past year marked the end of an era built on nearly three decades of successful transactions and trusted relationships, and, more importantly, the beginning of a new chapter shaped by ambition, energy, and a clear vision for the future.

Most will agree across the industry: 2025 was not an easy year. Was it interesting? Absolutely. Comfortable? Not quite. Geopolitical tensions, economic uncertainty, and rapidly evolving market conditions turned it into a year defined by volatility, with noticeable impacts on pricing, time on market, and decision-making.

Yet it is precisely in such environments that the fundamentals matter most. 2025 reminded us that there is no substitute for teamwork, experience, and shared values.

It marked the launch of a series of transformations aimed at positioning the company for the next decade. This included an evolution of the management structure, with Thierry Boutsen stepping back from day-to-day operations while remaining a key reference for the team, alongside major development initiatives: strengthened strategic partnerships, a new digital showcase for our headquarters, and a full refresh of our marketing tools and processes. 2025 also saw a partial renewal and closer integration of our internal team, strengthening collaboration and day-to-day cohesion.

“Despite its challenges, the year delivered encouraging results and meaningful progress, including sustained transaction activity, strong engagement from buyers and sellers, particularly in the second half of the year, and reinforced relationships with key partners worldwide.”

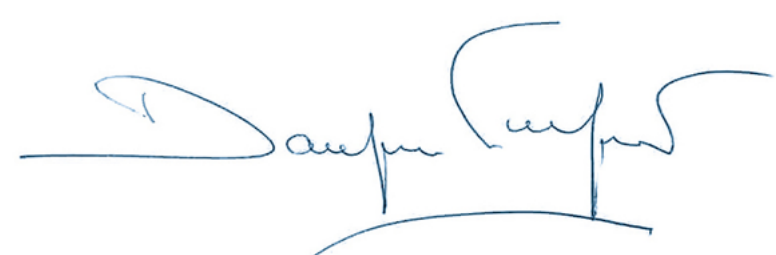
Such an acknowledgement would not be complete without a personal note of thanks to Thierry Boutsen, who founded our company nearly 30 years ago. His competitive mindset and high standards remain deeply embedded in our DNA. As Boutsen Aviation enters a new chapter, Thierry’s professionalism and rigor will continue to inspire the team and guide our approach.

I would also like to sincerely thank our clients, partners, friends, as well as our entire team. Each of you contributed to making 2025 such a defining year.

Looking ahead, 2026 represents a true rebirth for Boutsen Aviation: BA 2.0. Building on the best of what we have achieved since 1997, supported by strong market demand and positive momentum coming out of Q4, we are positively confident the year ahead will allow us to turn opportunity into success.

2026, here we come.

Warm regards,



Dominique Trinquet
President