



Goldman Sachs Industrials & Materials Conference

December 3, 2025

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Forward-Looking Statements: This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be preceded by, followed by or include the words “believes,” “expects,” “anticipates,” “intends,” “plans,” “estimates” or similar expressions. These statements are based on the beliefs and assumptions of the Company’s management. Generally, forward-looking statements include information concerning the Company’s possible or assumed future actions, events or results of operations. Forward-looking statements specifically include, without limitation: the information in this presentation regarding: our expected top-line growth, margin expansion, percentage of revenues from our engineered products businesses, targeted aftermarket mix percentage, and other key tenets of our shareholder value creation strategy, all through 2027; the expected results and annualized savings from our footprint restructuring initiative; our position on, and estimated build rates for, key commercial aerospace platforms through 2027; our M&A strategy under our VISION 2027 game plan for investors; our expectations relating to our relationships with, and offloading by, key defense primes, our expectations related to the impact of tariffs on our 2025 performance, and our expectations relating to macro defense tailwinds.

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Factors that could cause actual results to differ materially from those estimated by the Company include, but are not limited to, those factors or conditions described under “Risk Factors” in the Company’s Annual Report on Form 10-K for the year ended December 31, 2024 once it is filed with the Securities and Exchange Commission (SEC) and the following: our indebtedness could limit our financing options, adversely affect our financial condition, and prevent us from fulfilling our debt obligations, we require a considerable amount of cash to run our business, we require a considerable amount of cash to fund our anticipated voluntary principal prepayments on our Credit Facilities, the covenants in our credit facilities impose restrictions that may limit our operating and financial flexibility, the typical trading volume of our common stock may affect an investor’s ability to sell significant stock holdings in the future without negatively impacting stock price, our amount of debt may require us to raise additional capital to fund acquisitions, our end-use markets are cyclical, we depend upon a select base of industries and customers, which subjects us to unique risks which may adversely affect us, a significant portion of our business depends upon U.S. Government defense spending, risks associated with a prolonged U.S. federal government shutdown, exports of certain of our products and our production facility in Guaymas, Mexico are subject to various export control regulations and authorizations, and we may not be successful in obtaining the necessary U.S. Government approvals and related export licenses for proposed sales to certain foreign customers, contracts with some of our customers, including Federal government contracts, contain provisions which give our customers a variety of rights that are unfavorable to us and the OEMs to whom we provide products and services, including the ability to terminate a contract at any time for convenience, further consolidation in the aerospace industry could adversely affect our business and financial results, legal and regulatory risks, including subrogation claims asserted by third-party insurers, specifically relating to that of the carrier of the entity that provides the labor and facilities for our Guaymas performance center through an arbitration proceeding currently pending in Arizona relating to the fire in 2020 that may become material, our growth strategy includes evaluating selected acquisitions, which entails certain risks to our business and financial performance, We may not be successful in achieving expected operating efficiencies and sustaining or improving operating expense reductions, and may experience business disruptions associated with restructuring, performance center consolidations, realignment, cost reduction, and other strategic initiatives, as we move up the value chain to become a more value added supplier, enhanced design, product development, manufacturing, supply chain project management and other skills will be required, risks associated with operating and conducting our business outside the United States could adversely impact us, customer pricing pressures could reduce the demand and/or price for our products and services, our products and processes are subject to risk of obsolescence as a result of changes in technology and evolving industry and regulatory standards, we may not have the ability to renew facilities leases on terms favorable to us and relocation of operations presents risks due to business interruption, we are subject to extensive regulation and audit by the Defense Contract Audit Agency, We are subject to a number of procurement laws and regulations and our business and our reputation could be adversely affected if we fail to comply with these laws, our operations are subject to numerous extensive, complex, costly and evolving laws, regulations and restrictions, including cybersecurity requirements, and failure to comply with these laws, regulations and restrictions could subject us to penalties and sanctions that could harm our business, environmental liabilities could adversely affect our financial results, product liability claims in excess of insurance could adversely affect our financial results and financial condition, we use estimates when bidding on fixed-price contracts and changes in our estimates could adversely affect our financial results, goodwill and/or other assets could be impaired in the future, which could result in substantial charges, we expect to face increased costs and resources needed to comply with the SEC cybersecurity rule and cybersecurity threats, unanticipated changes in our tax provision or exposure to additional income tax liabilities could affect our profitability, management identified a material weakness in the past in our internal control over financial reporting which could, if not remediated, adversely impact the reliability of our financial reports, cause us to submit our financial reports in an untimely fashion, result in material misstatements in our financial statements and cause current and potential stockholders to lose confidence in our financial reporting, which in turn could adversely affect the trading price of our stock, our ability to accurately report our financial results or prevent fraud may be adversely affected if our internal control over financial reporting is not effective, we are dependent upon our ability to attract and retain key personnel, labor disruptions by our employees could adversely affect our business, we rely on our suppliers to meet the quality and delivery expectations of our customers, Cybersecurity attacks, internal system or service failures may adversely impact our business and operations, we may be unable to adequately protect or enforce our intellectual property rights, assertions by third parties that we violated their intellectual property rights could have a material adverse effect on our business, financial condition, and results of operations, and damage or destruction of our facilities caused by storms, earthquake, fires or other causes could adversely affect our financial results and financial condition.

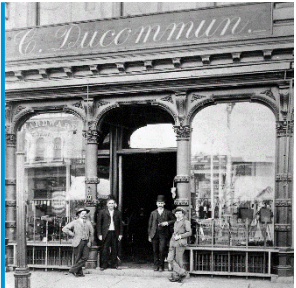
The Company cautions the reader that undue reliance should not be placed on any forward-looking statements, which speak only as of the date of this presentation. The Company does not undertake any duty or responsibility to update any of these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect actual outcomes.

Non-GAAP Financial Measures: This presentation includes certain non-GAAP financial measures, such as Adjusted EBITDA and Adjusted EBITDA Margin. For a reconciliation of such non-GAAP financial measures to the closest GAAP measure as well as why management believes these measures are useful, see “Non-GAAP Financial Measures” in the Appendix of this presentation.

Other: The inclusion of information in this presentation does not indicate that such information is material or that disclosure of such information is required.

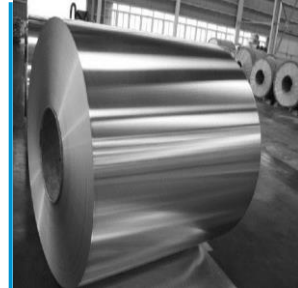
Industry and Customer Information: Market data and industry information used throughout this presentation are based on management’s knowledge of the industry and the good faith estimates of management. The Company also relied, to the extent available, upon management’s review of independent industry surveys and publications and other publicly available information prepared by a number of third-party sources. All of the market data and industry information used in this presentation involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. Although the Company believes that these sources are reliable, the Company cannot guarantee the accuracy or completeness of this information, and the Company has not independently verified this information. While the Company believed the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management’s estimates and beliefs, is inherently uncertain and imprecise. No representations or warranties are made by the Company or any of its affiliates as to the accuracy of any such statements or projections. Projections, assumptions and estimates of the Company’s future performance and the future performance of the industry in which the Company operates are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in the Company’s estimates and beliefs and in the estimates prepared by independent parties. Further, the inclusion of customer logos or references to specific programs in this presentation is not an endorsement by the Company.

Our Rich History



1849

Founded as a watch business, & then general store, during Gold Rush years.



1950s

Becomes largest metals materials supplier to the Aerospace industry in Southern Calif.



2000s

Expands into Engineered Products through strategic acquisitions.



2022+

Post pandemic lays out VISION 2027 roadmap.



1848

California becomes part of the United States.



1930s

Provides aircraft aluminum to Aerospace pioneers Lindbergh, Douglas and Lockheed.



1960s

Diversifies into distribution of electronic components for the Aerospace industry.



2017

New Management sharpens strategic focus on Aerospace & Defense along with streamlining the organization and defining the M&A strategy.

Evolution of Ducommun's Financial Profile

		FY 2016	LTM Q3 2025	Change	(\$ millions)
Market Statistics	Market Capitalization ¹	\$286	\$1,396	388%	
	Enterprise Value ²	\$449	\$1,573	251%	
Financial	Net Revenues	\$551	\$806	46%	
	Adj. EBITDA	\$55	\$125	125%	
	Adj. EBITDA %	10%	16%	~600bps	

Creating significant shareholder value through strong financial performance

Note: May not sum due to rounding.

¹ FY2016 based on closing share price of \$25.56 as of December 30, 2016 and 11.2M common shares outstanding. LTM Q3 2025 based on closing share price of \$93.41 as of September 26, 2025 and 14.9M common shares outstanding as of September 27, 2025.

² FY2016 and Q3 2025 assumes \$163M and \$177M of net debt, respectively.

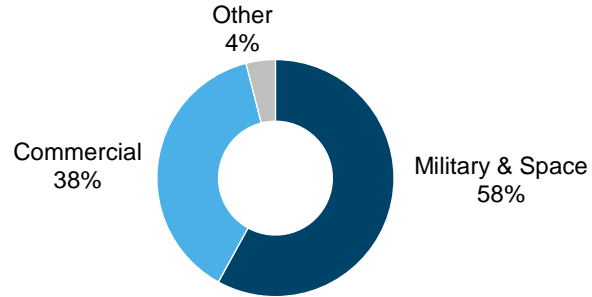
Our Company

LTM Q3 2025
Revenue:
\$806M

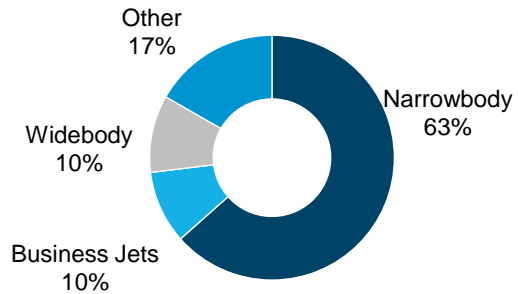
LTM Q3 2025 Adjusted
EBITDA Margin:
15.5%

Q3 2025 Ending
RPO¹:
\$1.03B

Revenue by End
Market²



Commercial Aerospace
Mix³



Diverse Product Content on Large and Growing Platforms...

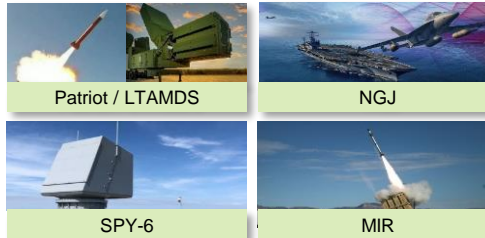
Military Aircraft



Commercial & Business Aircraft



Missiles & Radar



Other Growing Platforms



...Across a Broad Range of Customers


































Leading manufacturer mainly as a Tier 1 supplier of complex electronics and structural systems for the commercial aerospace, defense, and space markets

¹ RPO = Remaining Performance Obligations

² Figures based on LTM Q3 2025 Net Revenues mix.

³ Figure based on RPO as of September 27, 2025.

Our Segments

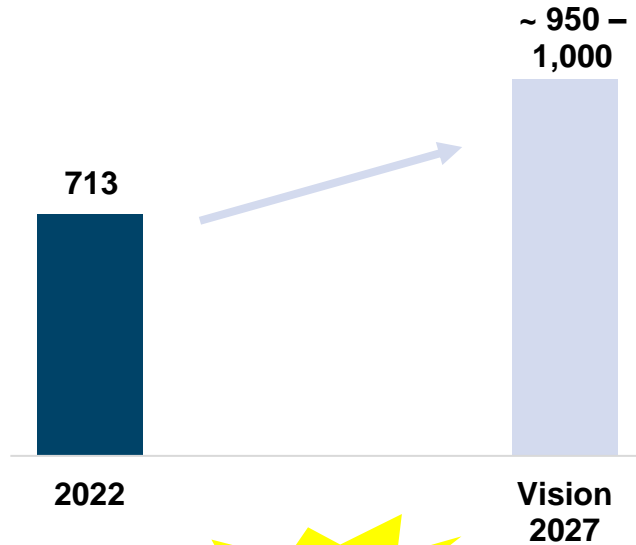
		Electronic Systems (55% of 2024 Revenue)	Structural Systems (45% of 2024 Revenue)
Overview		Innovative and ruggedized electronic and electromechanical products and assemblies	Engineered aerostructure components and assemblies
Financial Profile (2024)	Revenue	\$431mm	\$355mm
	Adj. EBITDA Margin	21% ¹	15% ¹
Selected Products		<p>Ruggedized Wire Harness </p> <p>Complex Circuit Card </p> <p>Integrated Box Build </p> <p>Human Machine Interface </p> <p>Lightning Protection </p> <p>Motion Control </p>	<p>Titanium Hot Forming </p> <p>Ammunition Handling Systems </p> <p>Magnetic Seals </p> <p>VersaCore Composite™ & Metalbond </p> <p>Aluminum Stretch Form & Chemical Mill </p> <p>Aerodynamic Enhancement Products </p> <p>Titanium Super Plastic Forming </p> <p>Extruded Thermoplastics </p>
Key Customers		       	        

¹ Figures based on FY 2024

Vision 2027¹

~\$950 Million – \$1 Billion of Net Revenues by 2027

(\$ millions)



YTD 2025 Q3 at 23%

Engineered Products
(% of revenue)



Scale from continued Commercial Aerospace recovery and Defense growth

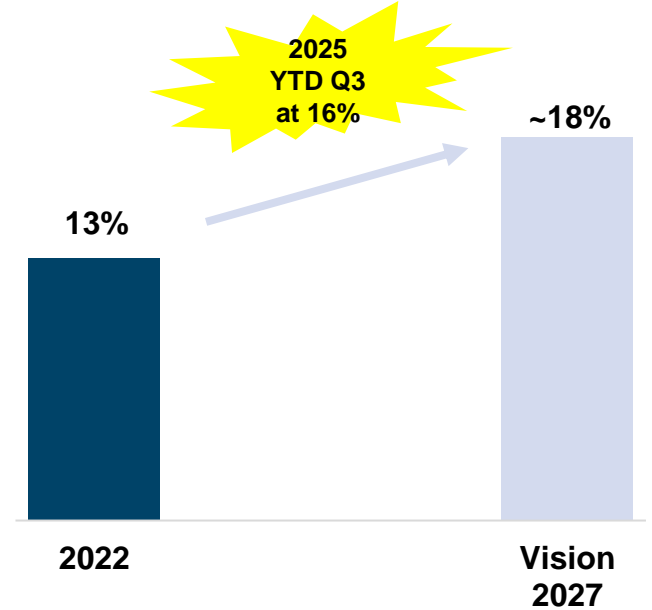
Strategic acquisitions²

Pricing strategy focused on value

Facility consolidation

Cost reductions and improved investment decisions

Adj. EBITDA Margin (%)



1. VISION 2027 information as included in the Company's December 8, 2022 Investor Day Presentation, with the baseline 2022 Estimate updated for actuals.

2. Acquisition placeholder \$75M+

Key Investment Highlights

1

Expanding Portfolio of Proprietary Product Businesses Across Several Niche Segments

2

Cost Reduction Initiatives and Facility Rationalization Provide Further Margin Runway

3

Demonstrated M&A Strategy and Execution

4

Tier 1 Industry Player Entirely Focused on Aerospace & Defense

5

Well Positioned to Capture Commercial Aerospace Recovery with Content on Key Platforms

6

Growing Defense Business with Strong Long Term Macro Tailwinds

7

Differentiated Manufacturing Services Capabilities

8

Limited exposure to tariffs

Expanding Portfolio of Engineered Product Businesses

	Human Machine Interface Products	2021 Acquisition Magnetic Seals	2019 Acquisition Ammunition Handling Systems	2023 Acquisition Aerodynamic Systems	2017 Acquisition Lightning Protection	2018 Acquisition Thermoplastic Extrusions	RF Switches	Motors & Resolvers
	Push Button Switches & Display Panels	Magnetic and mechanical seals	Ammunition chutes, magazines and integrated ammunition handling systems	Aerodynamic Systems including FastFin® systems, winglet systems, propellers and flow modifiers	Segmented diverter strips and suppressors	Thermoplastic extrusions and assemblies	Microwave switches	High Reliance motors and resolvers

Proprietary Designs	✓	✓	✓	✓	✓	*	✓	✓
Significant Sole Source Positions	✓	✓	✓	✓	✓	✓	✓	✓
Aftermarket content	✓	✓	✓	✓	✓	✓	✓	✓

Grew from 9% of revenue in 2017 to ~15% in 2022 with a target of 25% by 2027

Increased aftermarket mix from 6% in 2017 to ~10% in 2022 with a target of 15% by 2027

YTD 2025 Q3 at 23%

*Proprietary process capability held by very limited group of suppliers and aftermarket content percentage is based on management estimates

VISION 2027 information as included in the Company's December 8, 2022 Investor Day Presentation.

Cost Reduction Initiatives to Support Margin Growth

Facility Consolidation

Monrovia, CA
(274k sq ft)
Facility shutdown in
Q4 2024



Berryville, AR
(50k sq ft)
Facility sold



Coxsackie,
New York

Guaymas,
Mexico

Joplin,
Missouri

Low Cost Footprint Expansion

Guaymas, Mexico

Increased square footage from 62k to 117k in Q1 2023

Expanded capabilities beyond VersaCore to metal
bond and wire harnesses



Consolidate redundant footprint & expand low-cost capability driving anticipated **\$11-13M in annual savings**

M&A Strategy

Mission

Acquire proprietary engineered A&D product businesses that have sufficient runway for Ducommun to create significant value for its shareholders



VISION 2027

Transition to higher engineered product content and aftermarket revenues while continuing to build a portfolio of niche A&D businesses that are industry leaders in innovation and customer satisfaction

25%+
engineered
products

15%+
aftermarket

Well Positioned on Key Commercial Aerospace Platforms

Shipset value estimate

Boeing Recovery Play – Content on MAX and 787



Significant content with titanium superplastic and hot form, thermoplastic and lightning protection products

737MAX production rate at Boeing showing signs of solid recovery in 2026 and 2027

787 production rate increases provide opportunities for growth



737MAX

~\$150k



787

~\$150k

Growth with Airbus Platforms



3X growth in revenues from Airbus platforms from 2017 through 2023

Achieved D2P Supplier status with Airbus in 2020

5-year contract with additional 2-year option received in 2021 for A320 family and A330 platforms



A220

~\$175k



A320 family

~\$50k

Business Jet and Commercial Rotorcraft



Ducommun awarded Gulfstream Aerospace Corporation's 2023 Supplier of the Year award

Business jets grew over 90% since 2021

Commercial rotorcraft has more than doubled since 2022



Gulfstream G500/600

~\$140k



S-92

~\$40k

Strong position on key Boeing platforms being supplemented by growing Airbus book of business

NOTE: Shipset values based on 2024 pricing and workshare.

Positioned to Benefit from Macro Defense Tailwinds

Defense Prime Off Loading



Take non-core manufacturing out of defense prime factories into lower cost Ducommun footprint

Track record of on-time delivery and quality gives customers the confidence to shift work

Win-Win solution with enough value to share between the primes and Ducommun



SPY-6



Next Gen Jammer Mid Band

Well Positioned on Next-Gen and DOD Priority Platforms



Missiles

Strong position on over a dozen key missile platforms including AMRAAM, MIR, PAC-3, SM-2, SM-3, SM-6, Tomahawk and TOW



Missile Defense & Radars

Significant content on next-gen missile defense and related radar programs including SPY-6, LTAMDS/ GhostEye®, NASAMS



UAVs and Counter-UAS

Leveraging experience and capabilities to pursue content on next gen UAV and counter UAS platforms



Hypersonics

Partnering with leading Defense primes on Hypersonics and Counter Hypersonic programs

Ducommun is bolstering its strong relationships with key Defense Primes

Differentiated Manufacturing Services Capabilities

Titanium Hot & SuperPlastic forming



Largest non-OEM titanium hot forming and super plastic forming provider¹ in the world

Circuit card assemblies & box builds



Significant trusted low-cost domestic footprint
Engineering design & rapid prototyping services

Ruggedized Interconnects



Complex Stretch Form & Chem Mill




Unique capability to stretch and chem mill large structural components including skins


VersaCore Composites




Proprietary VersaCore Composite™ – Nacelle Components with opportunity to expand to other applications




Rapidly expanding narrowbody fleet



Continued use of light-weight materials



Increasing electronics content



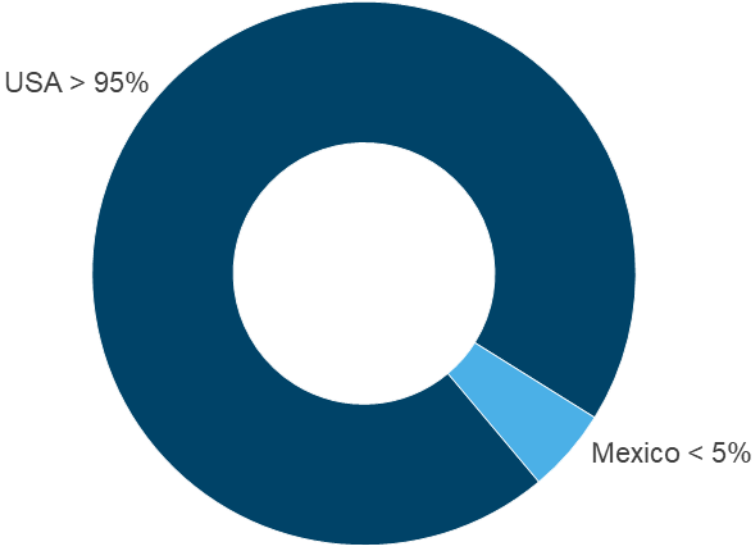
Increased on-shoring of manufacturing

Differentiated capabilities supported by significant IP including trade secrets and know-how

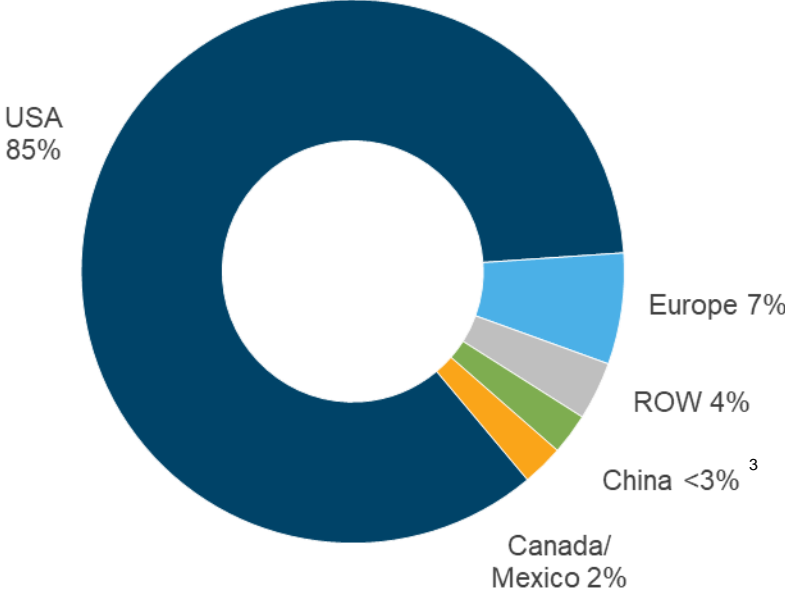
¹ Charles Edwards Management Consulting (April 2021)

Limited Tariff Exposure

Manufacturing Footprint¹



Sales by Region²



Tariffs are not expected to have a significant impact on 2025 performance

¹ Based on 2024 Revenue by manufacturing location
² Based on 2024 Revenue by ship to country
³ Almost entirely to one customer and there has been no impact on sales to date

Key Investment Highlights Recap

1 Expanding Portfolio of Proprietary Product Businesses Across Several Niche Segments

2 Cost Reduction Initiatives and Facility Rationalization Provide Further Margin Runway

3 Demonstrated M&A Strategy and Execution

4 Tier 1 Industry Player Entirely Focused on Aerospace & Defense

5 Well Positioned to Capture Commercial Aerospace Recovery with Content on Key Platforms

6 Growing Defense Business with Strong Long Term Macro Tailwinds

7 Differentiated Manufacturing Services Capabilities

8 Limited exposure to tariffs

VISION 2027

Revenue
\$950 - \$1,000M

Adj. EBITDA %
18%

Engineered Products (% of Revenue)
25%

Driving shareholder value



Appendix

Non-GAAP Financial Measures

Note Regarding Non-GAAP Financial Information: This presentation contains non-GAAP financial measures, including Adjusted EBITDA (which excludes interest expense, income tax expense (benefit), depreciation, amortization, stock-based compensation expense, restructuring charges, inventory purchase accounting adjustments, insurance recoveries related to business interruption, insurance recoveries related to loss on operating assets, gain on sale of property and other assets, professional fees related to unsolicited non-binding acquisition offer, and Litigation settlement and related costs, net), and Adjusted EBITDA Margin.

The Company believes the presentation of these non-GAAP financial measures provide important supplemental information to management and investors regarding financial and business trends relating to its financial condition and results of operations. The Company's management uses these non-GAAP financial measures along with the most directly comparable GAAP financial measures in evaluating the Company's actual and forecasted operating performance, capital resources and cash flow. The non-GAAP financial information presented herein should be considered supplemental to, and not as a substitute for, or superior to, financial measures calculated in accordance with GAAP. The Company discloses different non-GAAP financial measures in order to provide greater transparency and to help the Company's investors to more meaningfully evaluate and compare the Company's results to its previously reported results. The non-GAAP financial measures that the Company uses may not be comparable to similarly titled financial measures used by other companies.

Under ASC 606, the Company defines performance obligations as customer placed purchase orders with firm fixed price and firm delivery dates.

For more information on our non-GAAP financial measures and a reconciliation of such measures to the nearest GAAP measure, please see the "GAAP to Non-GAAP Reconciliation" slides on the following pages.

Key Facts

Ducommun Incorporated

Exchange: Ticker symbol

NYSE: DCO

Share price⁽¹⁾

\$93.41

52-week high / low share price⁽²⁾

\$51.76/ \$96.49

Common shares outstanding⁽³⁾

14.9 million

Market cap⁽³⁾

\$1.4 billion

Cash⁽⁴⁾

\$50.9 million

Net debt outstanding⁽⁴⁾

\$176.6 million

Enterprise value ⁽⁵⁾

\$1.6 billion

LTM Revenue

\$806 million

LTM Adjusted EBITDA⁽⁶⁾

\$125 million

(1) Share price as of 9/26/2025

(2) 52-week intra day high / low ending on 9/26/2027

(3) As of 9/27/2025. Common shares outstanding as of 9/27/2025 * share price as of 9/26/2025

(4) Total debt – cash and cash equivalents as of 9/27/2025

(5) Enterprise value = market cap from (4) above + net debt outstanding from (4) above

(6) Adjusted EBITDA is a non-GAAP financial measure. For a reconciliation, please see "Non-GAAP Financial Measures" in the Appendix of this presentation

Historical Key Financial Data

Historical Key Financial Data

(\$ millions, unless stated otherwise)

	Year Ending									LTM Q3 2025
	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Revenue	551	558	629	721	629	645	713	757	787	806
Adj. EBITDA	55	54	71	92	88	93	95	102	117	125
<i>Adj. EBITDA %</i>	10%	10%	11%	13%	14%	14%	13%	13%	15%	16%
Net Debt	163	216	223	270	264	211	201	222	205	177
<i>Leverage Ratio</i>	3.0	3.4	3.0	3.1	2.9	2.3	2.2	2.3	1.9	1.5

Note: Net Debt is defined as debt less cash and cash equivalents.

Adjusted EBITDA for 2016 through Q3 2025

(\$ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	LTM Q3 2025
Net Revenues	\$ 551	\$ 558	\$ 629	\$ 721	\$ 629	\$ 645	\$ 713	\$ 757	\$ 787	\$806
Net Income (Loss) % of Net Revenues	\$ 25	\$ 20	\$ 9	\$ 32	\$ 29	\$ 136	\$ 29	\$ 16	\$ 31	(\$35)
Interest Expense	9	9	13	18	14	11	12	21	15	13
Income Tax Expense (Benefit)	13	(12)	1	5	3	35	5	0	5	(12)
Depreciation	13	13	13	14	14	14	15	15	16	16
Amortization	10	10	12	15	15	14	17	17	17	17
Stock-Based Compensation Expense	3	5	5	7	9	11	11	15	18	23
Restructuring Charges ¹	-	9	15	-	2	-	7	15	8	4
Inventory Purchase Accounting Adjustments ²	-	1	1	1	-	-	1	6	2	1
Insurance Recoveries Related to Business Interruption	-	-	-	-	-	-	(5)	(2)	-	-
Insurance Recoveries Related to Loss on Operating Assets	-	-	-	-	-	-	-	(6)	-	-
Gain on sale of property and other assets	-	-	-	-	-	-	-	-	-	(2)
Professional fees related to unsolicited non-binding acquisition offer	-	-	-	-	-	-	-	-	3	1
Litigation Settlement and Related Costs, Net	-	-	-	-	-	-	-	-	-	100
Adjusted EBITDA	\$ 55	\$ 54	\$ 71	\$ 92	\$ 88	\$ 93	\$ 94	\$ 102	\$ 117	\$125
Net Income (Loss) % of Net Revenues	5%	4%	1%	5%	5%	21%	4%	2%	4%	-4%
Adjusted EBITDA % of Net Revenues	10%	10%	11%	13%	14%	14%	13%	13%	15%	16%

Note: May not sum due to rounding.

(1) 2017, 2018, 2022, 2023, and 2024 included \$0.5M, \$0.1M, \$0.5M, \$0.3M, and \$1.2M respectively, of restructuring charges that were recorded as cost of sales.
(2) 2017, 2018, 2019, 2021, 2022, 2023 and 2024 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from acquisitions of Lightning Diversion Systems, LLC, Certified Thermoplastics Co., LLC, Nobles Worldwide, Inc., Magnetic Seal LLC, and BLR Aerospace in Sep 2017, Apr 2018, Oct 2019, Dec 2021, and Apr 2023, respectively, and is part of our Electronic Systems, Structural Systems, Structural Systems, Structural Systems, and Structural Systems operating segments, respectively.

Additional Information

For additional information on Ducommun Incorporated, please refer to the Company's Investor Day Presentation from December 8th, 2022 which can be found on the Company's Investor Relations tab at www.Ducommun.com



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