



UBS Global Industrials & Transportation Conference

June 7, 2023

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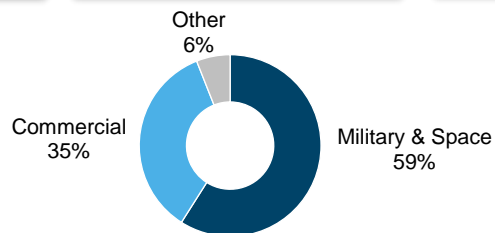
Our Company

2022 Revenue:
\$713M

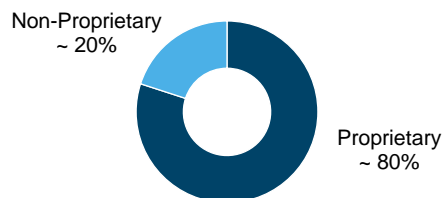
2022 Adjusted EBITDA
Margin:
13.3%

2022 Ending
Backlog:
\$961M

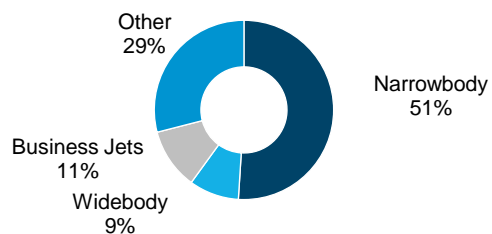
Revenue by
End Market



Proprietary
Content



Commercial
Aerospace Mix¹



Diverse Product Content on Large and Growing Platforms...

Military Aircraft



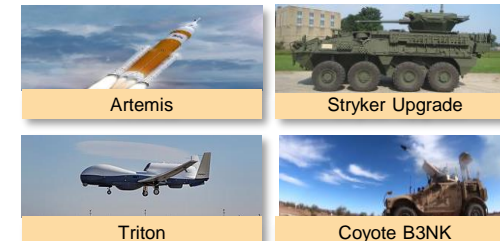
Commercial Aircraft



Missiles & Radar



Space, UAS, Ground Vehicles



































...Across a Broad Range of Customers



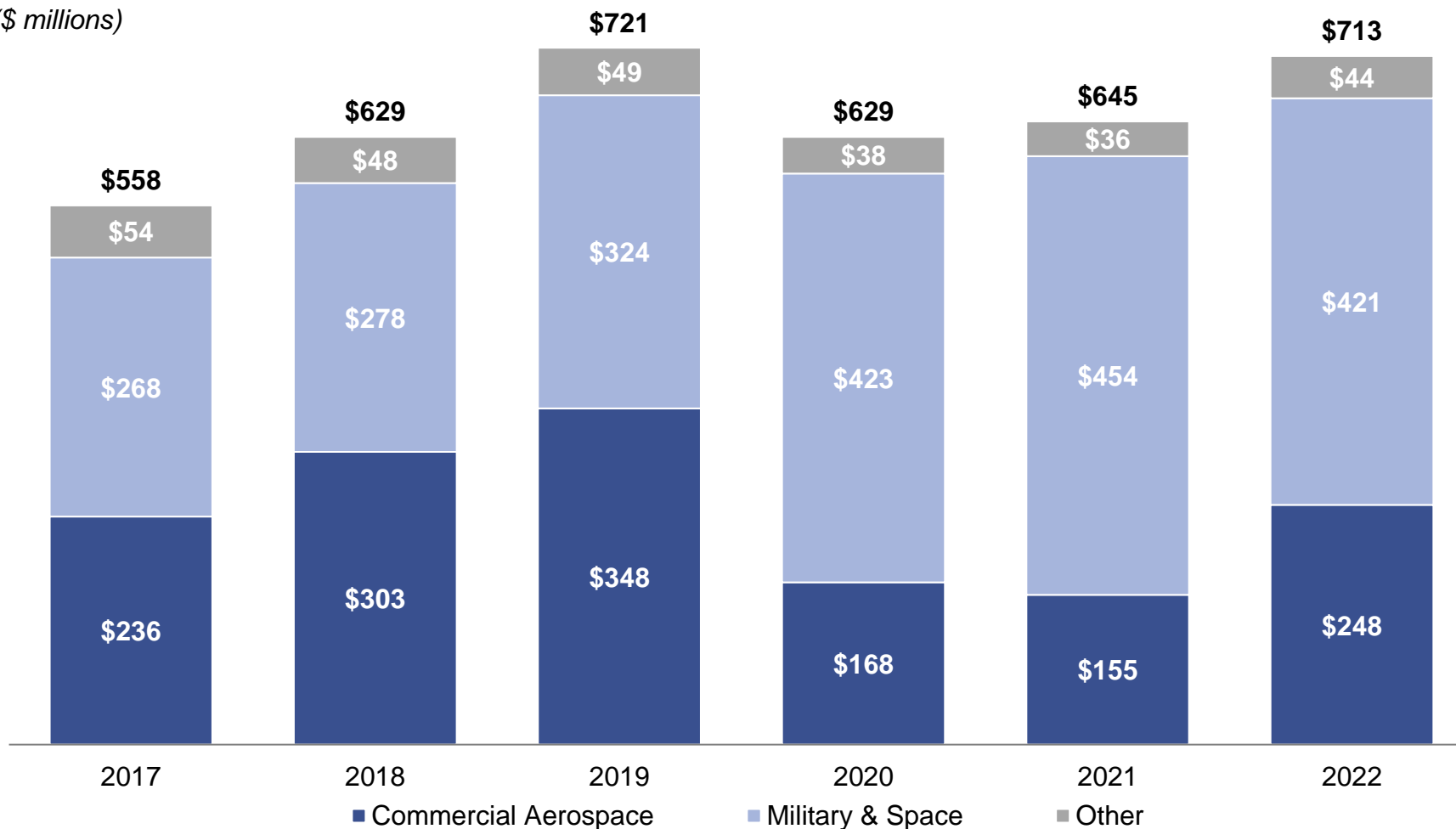
Leading manufacturer mainly as a Tier 1 supplier of complex electronics and structural systems for the commercial aerospace, defense, and space markets

Our Segments

		Electronic Systems <i>(62% of 2022 Revenue)</i>			Structural Systems <i>(38% of 2022 Revenue)</i>		
Overview		Innovative and ruggedized electronic and electromechanical products and assemblies			Engineered aerostructure components and assemblies		
Financial Profile (2022)	Revenue	\$441mm			\$272mm		
	Adj. EBITDA Margin	15%¹			16%¹		
Selected Products		Ruggedized Wire Harness 	Human Machine Interface 	Titanium Hot Forming 	VersaCore Composite™ & Metalbond 	Titanium Super Plastic Forming 	
	Complex Circuit Card 	Lightning Protection 	Ammunition Handling Systems 	Aluminum Stretch Form & Chemical Mill 	Extruded Thermoplastics 		
	Integrated Box Build 	Motion Control 	Magnetic Seals 	Aerodynamic Enhancement Products 			
Key Customers		  	 	  	  	  	   

Revenue History

(\$ millions)



- **Business has been resilient**, with revenues rebounding near pre-COVID levels in 2022
- **Increased diversification** in the business over the last few years, increasing share of Military & Space revenues from 48% in FY 2017 to 59% in FY 2022
- Commercial Aerospace share has decreased from 42% in FY 2017 to 35% in 2022, but **Ducommun is well-positioned to capture growth from continued recovery and as 737 MAX and A320 build rates ramp**

Our Journey

	2016	Today ¹	Change
Market Cap. ²	~\$290mm	~\$600mm	x2.1
EV ³	~\$450mm	~825mm	x1.8
Net Revenues	\$551mm	\$713mm	+ ~30%
Adj. EBITDA / Margin	\$55mm / 10%	\$95mm / 13%	+ ~300bps
End Market Breakdown	<p>Industrial 12% Commercial Aerospace 47% Military & Space 41%</p>	<p>Commercial Aerospace 35% Military & Space 59% Industrial 6%</p>	Growth in Defense helped offset pandemic impact on Commercial Aerospace
Strategy	<ul style="list-style-type: none"> • Undermanaged business • More focused on volume vs. pricing • Deleveraging focus • Multiple layers of management and divisions 	<ul style="list-style-type: none"> ✓ Scale from continued Commercial Aerospace recovery and Defense growth ✓ Strategic acquisitions ✓ Pricing strategy focused on value ✓ Facility consolidation ✓ Cost reductions and improved investment decisions 	

Refocused strategy and operating model has successfully repositioned the business

Note: FY2022 financials do not include pro forma information for the BLR Aerospace acquisition closed on 25-Apr-2023.

¹ Based on 2022 metrics.

² FY2016 based on closing share price of \$25.56 as of December 30, 2016 and 11.2mm common shares. "Today" based on closing share price of \$48.70 as of May 8, 2023 and 12.2mm common shares (as of 25-Apr-2023).

³ EV equals market capitalization plus net debt. FY2016 further assumes \$163mm net debt (\$170mm of total gross debt, minus \$7mm of cash and cash equivalents). Today further assumes \$230mm in net debt (\$247mm of total gross debt, minus \$17mm of cash and cash equivalents), as of 01-Apr-2023.

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 Resilient Defense Business with Strong Long Term Macro Tailwinds
- 7 Differentiated Manufacturing Services Capabilities
- 8 Strong Environmental, Social, and Corporate Governance Track Record

*Driving shareholder
value through 2027*

1 Expanding Portfolio of Proprietary Product Businesses Across Several Niche Segments

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

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

2 Facility Rationalization Provides Margin Runway

Overview of Restructuring Plan

- Ducommun initiated a restructuring plan in Q2 2022, which includes **facility repositioning** to reduce complexity and cost structure of manufacturing operations, along with **headcount reductions**

- ✓ Estimated pre-tax charges of \$19 - \$23mm
- ✓ Expected annualized savings of \$11 - \$13mm
- ✓ Planned sale of Monrovia and Berryville facilities in 2H 2023

Monetize Real Estate Assets

2023 Planned Sale of Monrovia Facility



Monrovia, California

274k sq ft facility | ~9 acres of land

Targeting 2H 2023 sale

Facility Consolidation



Monrovia, CA
(274k sq ft)
Announced Nov-2022



Berryville, AR
(50k sq ft)
Announced Nov-2022

Low Cost Footprint Expansion

Guaymas, Mexico

Increased square footage from 62k pre-pandemic 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

Demonstrated M&A Strategy and Execution

Track Record of Successful Acquisitions

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

Recently Executed Transactions¹




Proprietary aerodynamic systems

Apr-2023
\$115mm¹




Magnetic seals

Dec-2021
\$69mm¹



Ammunition handling systems

Oct-2019
\$77mm¹



Thermoplastic extruded assemblies

Apr-2018
\$31mm¹

Key Acquisition Metrics

Above Deal Model EBITDA target through 2022²

Double Digit ROIC³ for deals closed >12 months

~4x EBITDA multiple reduction⁴

M&A Outlook Remains Strong and Core to Future Shareholder Value Creation Thesis

- ✓ Seeing an uptick in activity after a relatively slower 2022
- ✓ Actively engaged on opportunities
- ✓ Expect cadence of one or more transactions every year
- ✓ Aggressively execute EBITDA expansion plan for each deal

¹ Purchase Price (net of cash acquired).
² Calculated on cumulative basis from the quarter after Closing, based on full year 2022 actuals versus deal model EBITDA target through 2022.
³ Based on full year 2022 financials; Present value of acquisition tax benefits netted out from Invested Capital.
⁴ Based on full year 2022 EBITDA multiple versus LTM EBITDA multiple at time of acquisition.

4 Tier 1 Industry Player Entirely Focused on Aerospace & Defense



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

Defense Majors and Commercial Aerospace OEM Customers



Tier 2 Customers

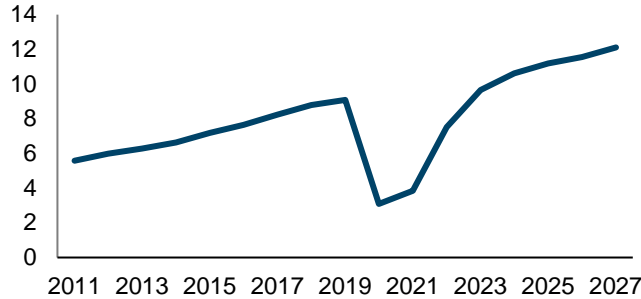


Well Positioned to Capture Commercial Aerospace Recovery with Content on Key Platforms

Continued Recovery in Commercial Aerospace

Swift Recovery in Air Travel

Global RPKs (trillions per year)¹



Recovery expected to continue in 2023, as increased air traffic drives higher fleet utilization and demand for new aircraft

Build Rates Improving for Key Platforms

Platforms	Build Rates
B737 Family	31/mo in 2022 with ramp to 50/mo in 2025/2026 timeframe ²
A320	43/mo in 2022 with gradual increase to 65/mo by end of 2024 and 75/mo in 2026 ³

Continued demand for single-aisle, narrowbody aircraft

Well Positioned on Key Commercial Aerospace Platforms

Boeing Recovery Play – Content on MAX and 787



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

737MAX ramp up slower than previous estimates but expected to recover through 2027

787 production resumption a positive



737MAX ~\$175k



787 ~\$90k

Shipset value estimate

Case Study: Growth with Airbus Platforms



3X growth in revenues from Airbus platforms from 2017 through 2022

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 ~\$150k



A320 family ~\$55k



A330 ~\$45k

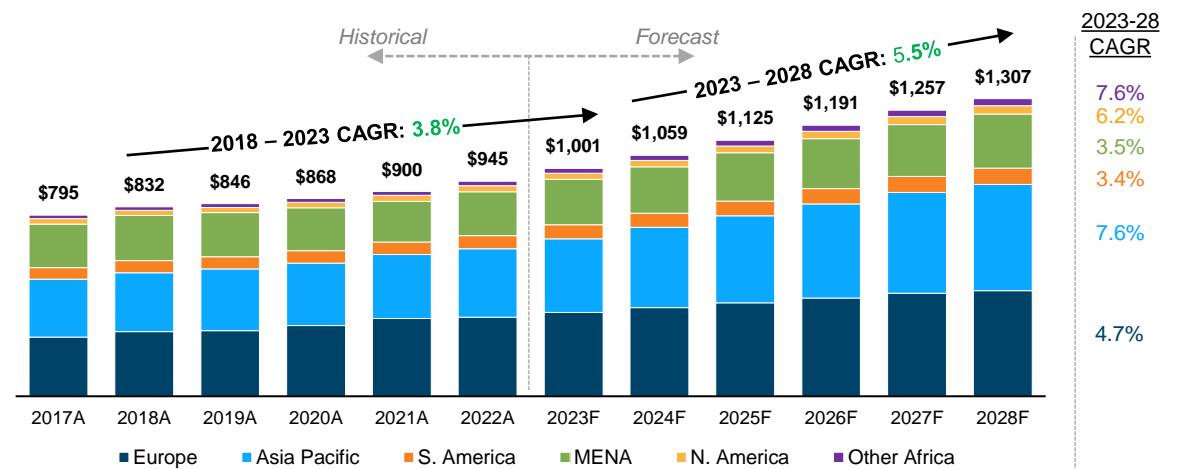
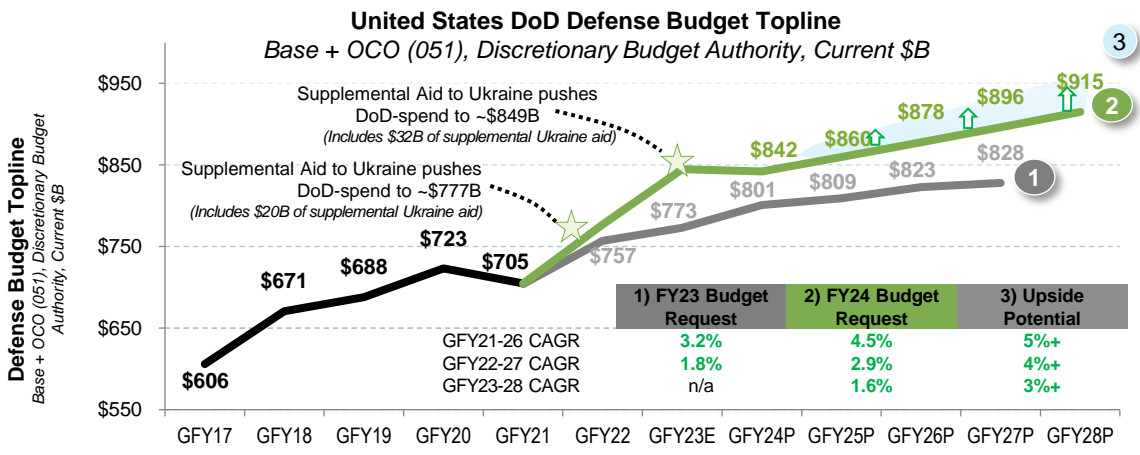
NOTE: Shipset values estimated as of Investor Day Presentation on December 8, 2022

¹ Based on International Air Transport Association (IATA) estimates.

² Based on Boeing's projections as of Q1-2023.

³ Based on Airbus' projection as of Q4-2022.

Resilient Defense Business with Strong Long-Term Macro Tailwinds



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



Gaining content on Next Generation Platforms



Missile defense & Radars Significant content on next-generation missile defense and related radar programs including SPY-6, LTAMDS/ GhostEye®, NASAMS, SM-3/6



Hypersonics Partnering with leading Defense primes on Hypersonics and Counter Hypersonic programs



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

7 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

8 Strong ESG Track Record



- ✓ Strive to avoid adverse impact and harm to the environment
- ✓ Seek compliance with all applicable laws and regulations pertaining to the environment and natural resources
- ✓ Work to improve our environmental management practices, including partnering with suppliers who share Ducommun's commitment to the prudent and safe use of natural resources
- ✓ 29% decrease in combined Scope 1 and 2 greenhouse gas emissions and 14% reduction in total energy usage in 2022 compared to 2019 baseline levels on an absolute basis



- ✓ Employees are key to Ducommun's global citizenship efforts
- ✓ Committed to support employee's health, wellness and safety
- ✓ The Ducommun Foundation supports charitable organizations in the communities in which we operate and has made donations of more than \$1.7 million since 2019 to support social justice causes and underrepresented communities
- ✓ Supported charitable organizations in the locations we operate in, including United Way, and local food banks

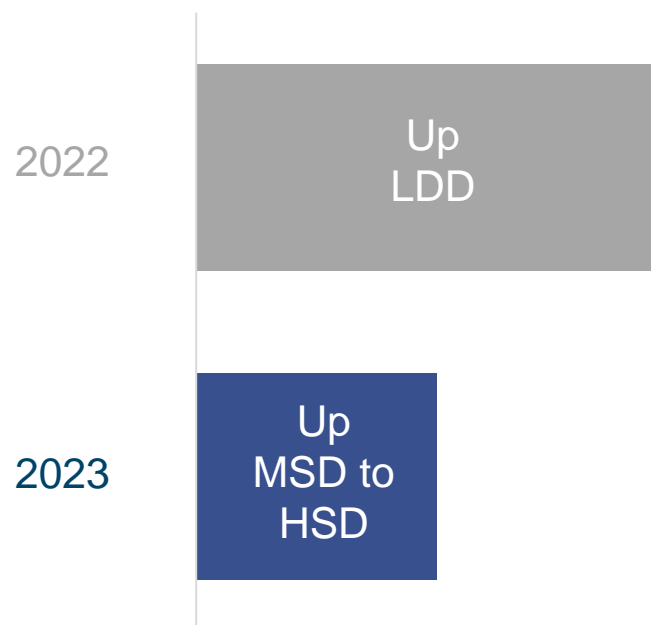


- ✓ Half of our Board of Directors is now comprised of women and a member from an underrepresented background
- ✓ Strive to build a team that reflects the diversity of our customers
- ✓ Strong Code of Ethics applicable to all employees at all levels supported by annual training
- ✓ Honesty, professionalism, trust, and teamwork are foundational

Consistent publication of yearly ESG report since 2020

2023 Outlook

2023 Revenue Outlook



- ✓ Continued strength in backlog in Q1 2023
- ✓ Commercial aerospace build rates continue to ramp up
- ✓ Sustained strength in defense spending
- ✓ Defense prime offloading theme playing out
- ✓ Commercial Aerospace industry production rates expected to ramp through at least 2024
 - Single aisle recovery continues to be primary driver
 - Twin aisle production rate increase (mainly the 787) should provide additional support
- ✓ Restructuring initiatives expected to drive annualized savings of \$11M to \$13M, starting in the second half of 2023
- ✓ Increased revenue growth guidance resulting from the acquisition of BLR Aerospace and the strengthening Commercial Aerospace market

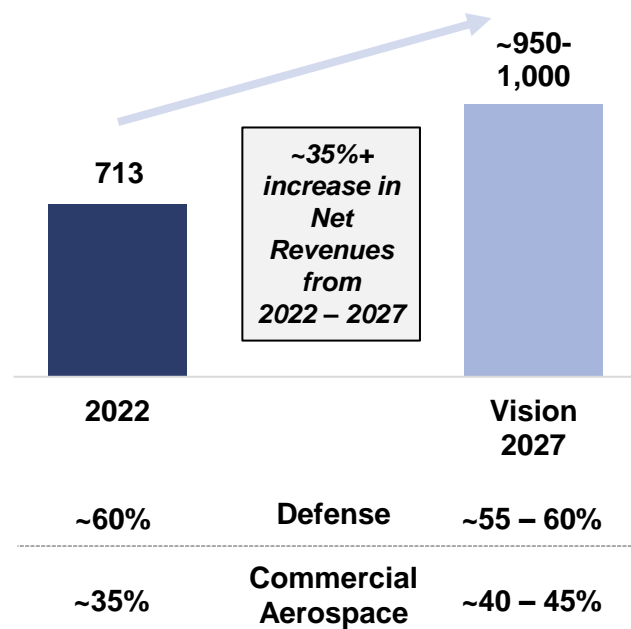
Outlook raised from Low-Mid Single Digit to Mid-High Single Digit revenue growth

Vision 2027

Vision 2027 – Key Tenets

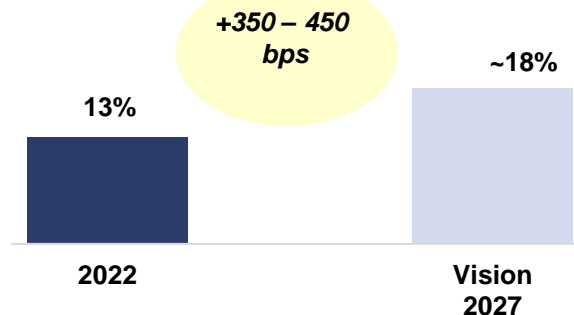
- ✓ Commercial Aerospace recovery fully leveraged with Titanium leadership: ~\$325mm+
- ✓ Defense business built out and at a higher scale: ~\$525mm+
- ✓ Business mix: ~55 – 60% Defense and ~40 – 45% Commercial Aerospace
- ✓ Acquisition placeholder: ~\$75mm+
- ✓ Adj. EBITDA margin at ~18%
- ✓ Transition to higher engineered product content (+25%) and aftermarket revenues (+15%)

Net Revenues

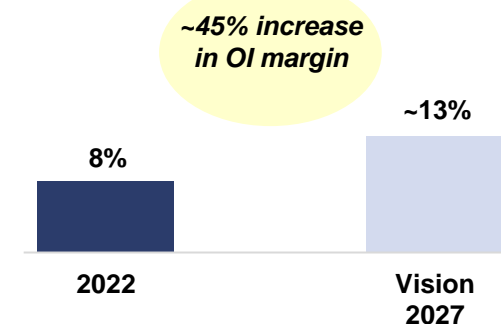


Adj. EBITDA Margin & Adj. Operating Margin

Adj. EBITDA Margin



Adj. Operating Margin



Scale from continued Commercial Aerospace recovery and Defense growth

Cost reductions and improved investment decisions

Strategic acquisitions

Pricing strategy focused on value

Facility consolidation



Appendix

Non-GAAP Financial Measures

Note Regarding Non-GAAP Financial Information: This presentation contains non-GAAP financial measures, including Adjusted EBITDA Margin, Adjusted Operating Margin and backlog.

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.

The Company defines backlog as customer placed purchase orders and long-term agreements ("LTAs") with firm fixed price and expected delivery dates of 24 months or less. The majority of the LTAs do not meet the definition of a contract under ASC 606 and thus, the backlog amount disclosed herein is greater than the remaining performance obligations disclosed under ASC 606. Backlog is subject to delivery delays or program cancellations, which are beyond the Company's control. Backlog is affected by timing differences in the placement of customer orders and tends to be concentrated in several programs to a greater extent than the Company's net revenues. As a result of these factors, trends in the Company's overall level of backlog may not be indicative of trends in its future net revenues.

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

Adjusted EBITDA for 2016 through 2022

	2016	2022
Net Revenues	\$ 551	\$ 713
Net Income	\$ 25	\$ 29
Interest Expense	9	12
Income Tax Expense (Benefit)	13	5
Depreciation	13	15
Amortization	10	17
Stock-Based Compensation Expense	3	11
Restructuring Charges ¹	-	7
Gain on Divestitures, Net ²	(18)	-
Guaymas Fire Related Expenses	-	4
Inventory Purchase Accounting Adjustments ³	-	1
Loss on Extinguishment of Debt	-	-
Other Debt Refinancing Costs	-	-
Gain on sale-leaseback	-	-
Success Bonus Related to Completion of Sale-Leaseback Transaction ⁴	-	-
Insurance Recoveries Related to Business Interruption	-	(5)
Adjusted EBITDA	\$ 55	\$ 95
% of Net Revenues	10%	13%

Note: May not sum due to rounding.

¹2022 included \$0.5M of restructuring charges that were recorded as cost of sales.

²2016 included gain on divestitures, net in our electronic systems operating segment related to the divestitures of our Pittsburgh and Miltec operations.

³2022 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from acquisitions of Magnetic Seal LLC in Dec 2021 and is part of our Structural Systems operating segment.

Adjusted OI Margin for 2022

	2022
Net Revenues	\$ 713
Operating Income	\$ 40
Restructuring Charges ¹	7
Guaymas Fire Related Expenses	4
Inventory Purchase Accounting Adjustments ²	1
Other Debt Refinancing Costs	-
Amortization of Acquisition Related Assets	6
Adjusted Operating Income	\$ 59
% of Net Revenues	8%

Note: May not sum due to rounding.

¹2022 included \$0.5M of restructuring charges that were recorded as cost of goods sold.

²2022 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation and amortization of purchased intangible assets from acquisition of MagSeal Corporation on Dec 2021 and is part of our Structural Systems operating segment.

Segment Revenue and Adjusted EBITDA Margin for 2022

	2022
Electronic Systems Net Revenues	\$ 441
Electronic Systems Operating Income	\$ 50
Depreciation and Amortization	14
Restructuring Charges	4
Electronic Systems Adj. EBITDA	\$ 68
% of Net Revenues	15%

	2022
Structural Systems Net Revenues	\$ 272
Structural Systems Operating Income	\$ 17
Depreciation and Amortization	17
Restructuring Charges ¹	3
Inventory Purchase Accounting Adjustments ²	1
Guaymas Fire Related Expenses	4
Structural Systems Adj. EBITDA	\$ 43
% of Net Revenues	16%

Note: May not sum due to rounding.

¹2022 included \$0.5M of restructuring charges that were recorded as cost of sales.

²2022 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from the acquisition of Magnetic Seal LLC in Dec 2021, and is part of our Structural Systems operating segment.

Non-GAAP Reconciliation for Backlog

	<u>4/1/2023</u>
Remaining Performance Obligations ¹	<u>\$874</u>
Backlog ²	<u>\$961</u>

Note: There is no reconciliation between GAAP remaining performance obligations and the non-GAAP backlog amount.

¹ Based on customer placed purchase orders with firm fixed price and firm delivery dates.

² Based on customer placed purchase orders and long-term agreements with firm fixed price and expected delivery dates of 24 months or less.

Structural Systems – Key Sectors and Applications

Commercial Aircraft



- Titanium hot and super plastic formed detailed parts
- Composite / metal bond secondary flight control surfaces
- Large aluminum stretch formed and chemical milled fuselage and airframe skins
- VersaCore Composite™ nacelle components
- Extruded thermoplastics



Military Rotorcraft



- Metal bond blades and abrasion strips
- Titanium exhaust ducts, door surrounds and bulkheads
- Magnetic and mechanical seals
- Ammunition handling systems
- Aerodynamic enhancement FastFin® systems



Missiles, Ground Vehicles, and Other



- Composite missile cases with integrated electronics
- Titanium and other hard metal dorsal fins
- Ammunition handling systems



Business Jets

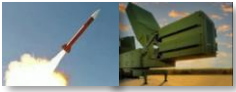


- Superplastic formed titanium inlet ducts
- Stretch formed aluminum lithium wing support structures
- Magnetic seals
- Winglets and Propellers



Electronic Systems – Key Sectors & Applications

Missiles & Radar



Patriot/NTAMDS



NASAMS



Tomahawk



SM3/6

- Integrated systems for missile guidance/control, seeker and power distribution
- Circuit cards for weapon navigation, guidance and control and telemetry
- Interconnects
- Wing deploy & control actuation system motors



Military Aircraft and UAVs



F-35



B-21 Raider



F-15EX



Coyote B3NK

- Integrated electronic boxes and radar racks
- Interconnects for avionics, radar, sensors, fuel and weapons systems
- Circuit card assemblies
- Cockpit panel assemblies and switches
- Lightning protection
- RF components



Naval



SPY-6



Virginia-class Submarine



Aegis/DDG-51



AN/BLQ-10

- Circuit card assemblies for advance naval radar systems
- Interconnects and complex electronic boxes
- Interconnects for the hull penetrator on warfare systems
- Electronic assemblies for the controller & detector



Space and Communications



Viasat



Inmarsat 6



Artemis



Mars Rover

- Modem and server electronic boxes for In-flight Entertainment (IFE) systems
- Interconnect products for solid fuel boosters
- IFE radome lightning protection
- Resolvers for Mars Rover
- Satellite high power RF switch units



Commercial and Business Aviation



B787



B737 MAX



Legacy aftermarket

- Engine start switch modules including legacy models
- Time delay relays and other cockpit panels and switches
- Nose, fuselage and tail radome lightning protection
- Surge suppression for power distribution and common core systems
- Strong legacy aftermarket across many programs

