



# Q1 2024 Earnings Call

Stephen Oswald - Chairman, President and Chief Executive Officer

Suman Mookerji – Senior Vice President, Chief Financial Officer

May 8, 2024

# Disclosures

**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 “believe,” “continue,” “estimate,” “expect,” “may,” “plan,” “potential,” “should,” “result,” “target” or similar expressions. These statements are based on the beliefs and assumptions of our management. Generally, forward-looking statements include information concerning our possible or assumed future actions, events or results of operations. Forward-looking statements specifically include, without limitation, the information in this presentation regarding: our progress towards our expected top-line growth and margin expansion targets pursuant to our shareholder value creation strategy through 2027, the continued growth and recovery of the commercial aerospace industry generally through 2026, expected production rates on certain commercial aerospace single- and twin-aisle programs, expected continued offloading by defense primes, expenses expected to be incurred through 2024 and the estimated annualized savings to be realized under the Company’s restructuring plan, the Company’s revenue outlook for 2024, and the Company’s expectations relating to the continued improvement in its operating income. Although we believe that the expectations reflected in the forward-looking statements are based on reasonable assumptions, these forward-looking statements are subject to numerous factors, risks and uncertainties that could cause actual outcomes and results to be materially different from those projected. We cannot guarantee future results, performance or achievements. Moreover, neither we nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements. All written and oral forward-looking statements made in connection with this presentation that are attributable to us or persons acting on our behalf are expressly qualified in their entirety by the risk factors and other cautionary statements contained in our filings with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2023 once it is filed with the Securities and Exchange Commission (SEC) .

While it is impossible to identify all such factors, some factors that could cause actual results to differ materially from those estimated by us include, but are not limited to, the risk factors and other cautionary statements contained in our filings with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2023 once it is filed with the Securities and Exchange Commission (SEC) and the following: our ability to manage and otherwise comply with our covenants with respect to our outstanding indebtedness; our ability to service our indebtedness; our acquisitions, business combinations, joint ventures, divestitures, or restructuring activities may entail certain operational and financial risks; our ability to generate sufficient amounts of cash to run our business; the cyclical nature of our end-use markets and the level of new commercial and military aircraft orders; industry and customer concentration; production rates for various commercial and military aircraft programs; the level of U.S. Government defense spending; we are subject to extensive regulation and audit by the Defense Contract Audit Agency; compliance with applicable regulatory requirements and changes in regulatory requirements, including regulatory requirements applicable to government contracts and sub-contracts; our ability to obtain necessary export approvals and licenses for proposed sales to foreign customers; our ability to attract and retain key personnel and avoid labor disruptions; further consolidation of customers and suppliers in our markets; product performance and delivery; start-up costs, manufacturing inefficiencies and possible overruns on contracts; increased design, product development, manufacturing, supply chain and other risks and uncertainties associated with our growth strategy to become a supplier of higher-level assemblies; our ability to adequately protect and enforce our intellectual property rights; our ability to manage the risks associated with international operations and sales; economic and geopolitical developments and conditions; pandemics, such as COVID-19, significantly impacting the global economy and specifically, the commercial aerospace end-use market; disasters, natural or otherwise, damaging or disrupting our operations; unfavorable developments in the global credit markets; our ability to operate within highly competitive markets; technology changes and evolving industry and regulatory standards; possible goodwill and other asset impairments; the potential for environmental liabilities and litigation matters being resolved adversely against us, which may affect our financial results; the risk of cyber security attacks or not being able to detect such attacks; litigation with respect to us; and other risks and uncertainties.

We caution the reader that undue reliance should not be placed on any forward-looking statements, which speak only as of the date of this presentation. We do 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, except as required by law.

**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. We 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 we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. While we believe 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 our future performance and the future performance of the industry in which we operate 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 our 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 of the Company.

**Non-GAAP Financial Measures:** This presentation includes certain non-GAAP financial measures, such as Adjusted Operating Income, Adjusted Operating Income Margin, Adjusted Earnings Per Share, Backlog, and Bookings. For a reconciliation of such non-GAAP financial measures to the closest GAAP measure not already included in this presentation, 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.

# Vision 2027

Revenue

\$950 - \$1,000M

Adj. EBITDA Margin

18%

On-track to meet Vision 2027 targets

# Q1 2024 Recap

**Third consecutive quarter with revenue over \$190 million** with Commercial Aerospace growing 11% year-over-year

**Gross margins improved by 431 bps y-o-y to 24.6%**

**Lower interest costs** driven by interest rate hedge which went into effect during the quarter

**Net Income increased to \$6.8 million**, from 2.9% to 3.6% of revenue and **Adjusted EBITDA grew to \$27.4 million**, from 12.7% to 14.4% of revenue

## Q1 2024

Revenue  
**\$190.8M<sup>1</sup>**

Up 5.3% y-o-y

<b>GAAP OI</b>	<b>Adjusted OI*</b>
<b>\$12.6M</b>	<b>\$17.1M</b>
Up 98% y-o-y	Up 25% y-o-y

<b>GAAP EPS</b>	<b>Adj EPS</b>
<b>\$0.46</b>	<b>\$0.70</b>



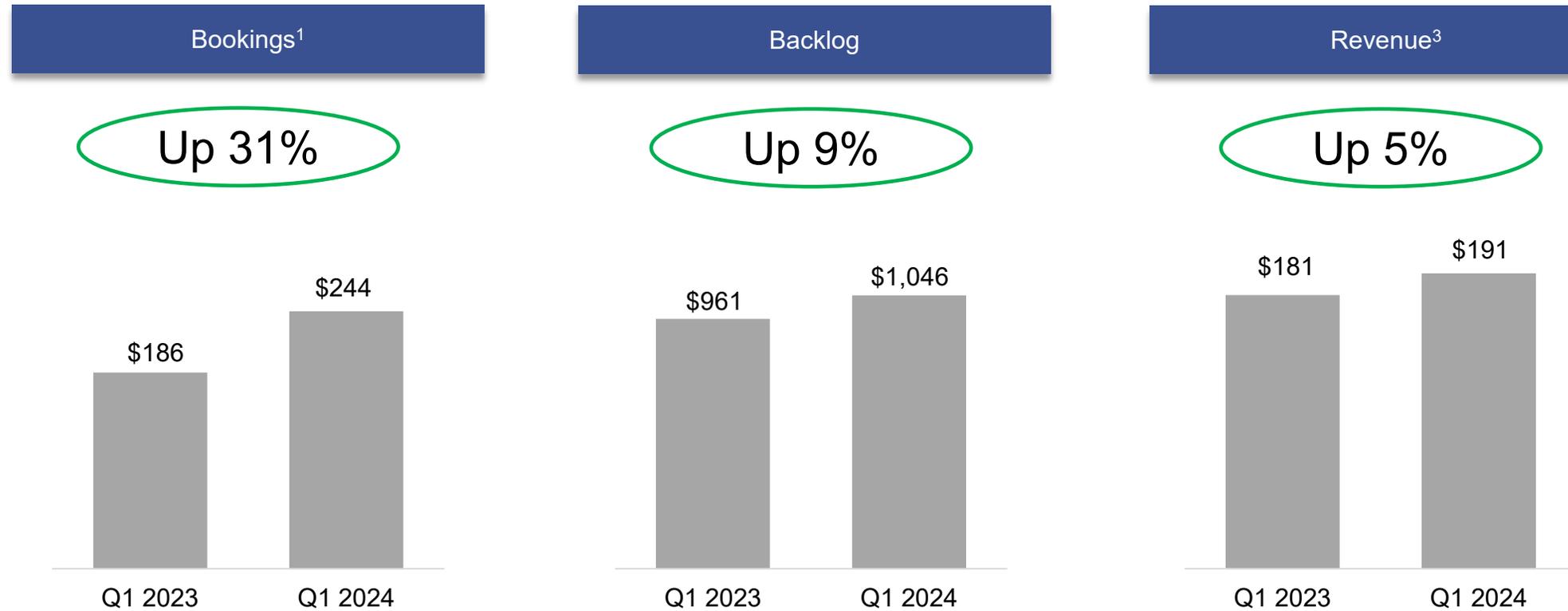
**Strong first quarter with solid revenue and continued improvement of Operating Income**

\*See Appendix for additional information regarding this non-GAAP financial measure.

<sup>1</sup> Record Q1 Revenue

# Positive revenue growth with resilient defense backlog

(\$ millions)



**Backlog of \$1.046B and book-to-bill ratio<sup>2</sup> of 1.28 for Q1 2024**

# Confirming 2024 Outlook

## 2024 Revenue Growth

## Mid Single Digit

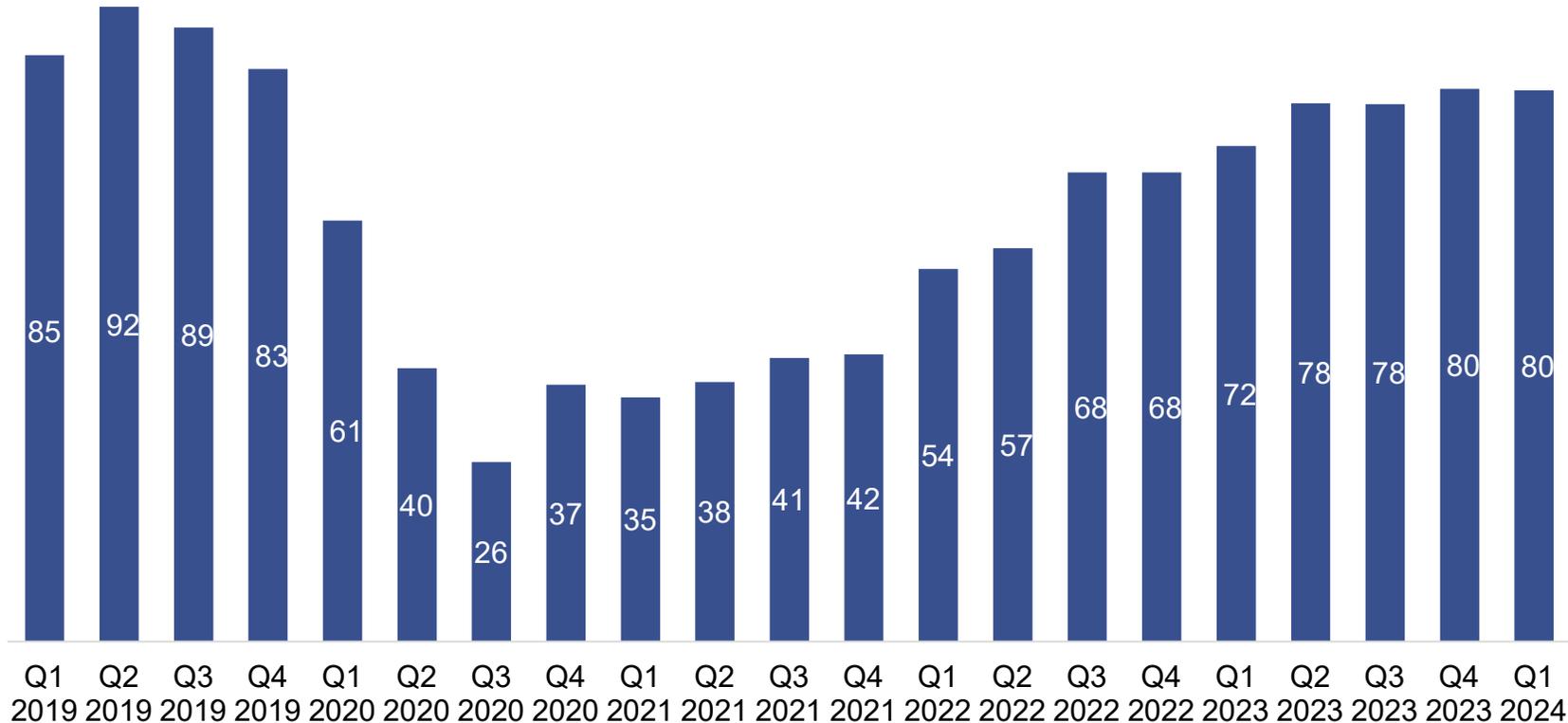
Holding full-year guidance of mid single digit revenue growth

Commercial Aerospace will be a bit lighter in Q2 and Q3 due to softness in the MAX build rates. A220 and 787 build rates continue to be supportive

Strong Defense Bookings to support defense revenues as we progress through the year

# Commercial Aerospace Revenue Trend

(\$ millions)



- Commercial Aerospace industry production rates expected to ramp through 2026
- Softness in MAX production rates will have an effect on near-term growth
- Forecasted twin aisle production rates, mainly the 787, will provide additional support

# Structural Systems Segment Highlights

(\$ millions)

	<u>Reported</u>	<u>YOY Var</u>	<u>Adjusted*</u>	<u>YOY Var.*</u>
Revenue	\$83.3	+10%	\$83.3	+10%
Operating income	\$2.9	-40%	\$6.5	-33%
Operating income margin	3.4%	-284 bps	7.8%	-509 bps

- Strong revenue growth of 10% year-over-year driven by single aisle commercial aerospace platforms as well as Blackhawk
- Operating margin declined year-over-year due to higher costs in our Monrovia plant as it winds down production
- Well positioned across major single aisle (737, A320, A220) programs to execute planned rate increases



**737MAX**



**A220**



**787**



**A320 family**

*Strong position on marquee single and twin aisle platforms*

**Well positioned for Commercial Aerospace recovery**

\*See Appendix for additional information regarding these non-GAAP financial measures.

# Electronic Systems Segment Highlights

(\$ millions)

	<u>Reported</u>	<u>YOY Var.</u>	<u>Adjusted*</u>	<u>YOY Var.*</u>
Revenue	\$107.5	2%	\$107.5	2%
Operating income	\$19.0	+89%	\$19.8	+62%
Operating income margin	17.6%	+816 bps	18.4%	+681 bps



*Defense Primes offloading creating key win opportunities across the Electronic Systems Segment*

- Significant Raytheon SPY-6 awards in the quarter totaling over \$50 million
- Cost reductions and consolidation synergies as Berryville is wound down
- Growth in higher-margin engineered product businesses
- Lockheed Martin Aeronautics Elite Supplier Award for 2023

**Offloading strategy continues to play out alongside strong growth in operating margins**

\*See Appendix for additional information regarding these non-GAAP financial measures.

# Restructure Update

- During Q1 2024, Management continued the restructuring plan
- Executing on manufacturing footprint optimization as we reposition production from Monrovia, CA and Berryville, AR
- Recorded ~\$1.4M of restructuring charges during Q1 2024 and estimate an additional \$5M to \$6M mainly in severance, product requalification and facility consolidation costs through 2024
- Expected annualized run-rate savings of \$11M to \$13M



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# Appendix

# Non-GAAP Financial Measures

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

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.

We define backlog as potential revenue and is based on customer placed purchase orders and long-term agreements with firm fixed prices and expected delivery dates of 24 months or less. Backlog is subject to delivery delays or program cancellations, which are beyond our 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 our net revenues. As a result of these factors, trends in our overall level of backlog may not be indicative of trends in our 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.

# Non-GAAP Reconciliation for Adjusted EBITDA

(\$ millions)

	Q1 2024	Q1 2023	Var. PY
<b>Net Revenues</b>	<b>\$ 190.8</b>	<b>\$ 181.2</b>	<b>\$ 9.6</b>
<b>Net Income</b>	<b>\$ 6.8</b>	<b>\$ 5.2</b>	<b>\$ 1.6</b>
Interest Expense	\$ 3.9	\$ 4.2	(\$0.3)
Income Tax Expense	\$ 1.9	\$ 0.8	\$ 1.1
Depreciation	\$ 4.0	\$ 3.7	\$ 0.2
Amortization	\$ 4.3	\$ 4.2	\$ 0.1
Stock-Based Compensation Expense	\$ 4.3	\$ 3.1	\$ 1.2
Guaymas Fire Related Expenses	-	\$ 1.5	-
Inventory Purchase Accounting Adjustments <sup>1</sup>	\$ 0.8	-	-
Restructuring Charges	\$ 1.4	\$ 4.2	(\$2.8)
Insurance recoveries related to loss on operating assets <sup>2</sup>	-	(\$3.9)	-
<b>Adjusted EBITDA</b>	<b>\$ 27.4</b>	<b>\$ 23.1</b>	<b>\$ 4.3</b>
<b>Net Income as a % of Net Revenues</b>	<b>3.6%</b>	<b>2.9%</b>	<b>0.7%</b>
<b>Adjusted EBITDA as a % of Net Revenues</b>	<b>14.4%</b>	<b>12.7%</b>	<b>1.6%</b>

<sup>1</sup> Q1 2024 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from the acquisition of BLR Aerospace in Apr 2023, part of our Structural Systems operating segment.

<sup>2</sup> Q1 2023 exclude other income received due to loss on operating assets insurance recoveries.

\*Amount may not total due to rounding.

# Non-GAAP Reconciliation for Adjusted OI

(\$ millions)

	Ducommun		Structural		Electronic	
	Q1 2024	Q1 2023	Q1 2024	Q1 2023	Q1 2024	Q1 2023
<b>Net Revenues</b>	<b>\$ 190.8</b>	<b>\$ 181.2</b>	<b>\$ 83.3</b>	<b>\$ 75.6</b>	<b>\$ 107.538</b>	<b>\$ 105.6</b>
<b>Operating Income</b>	<b>\$ 12.6</b>	<b>\$ 6.4</b>	<b>\$ 2.9</b>	<b>\$ 4.7</b>	<b>\$ 19.0</b>	<b>\$ 10.0</b>
Guaymas Fire Related Expenses	-	\$ 1.5	-	\$ 1.5	-	-
Inventory Purchase Accounting Adjustments <sup>1</sup>	\$ 0.8	-	\$ 0.8	-	-	-
Restructuring Charges	\$ 1.4	\$ 4.2	\$ 0.9	\$ 2.3	\$ 0.5	\$ 1.9
Amortization of Acquisition Related Assets <sup>2</sup>	\$ 2.3	\$ 1.6	\$ 1.9	\$ 1.2	\$ 0.4	\$ 0.4
<b>Adjusted Operating Income</b>	<b>\$ 17.1</b>	<b>\$ 13.6</b>	<b>\$ 6.5</b>	<b>\$ 9.7</b>	<b>\$ 19.8</b>	<b>\$ 12.3</b>
<b>% of Net Revenues</b>	<b>9.0%</b>	<b>7.5%</b>	<b>7.8%</b>	<b>12.9%</b>	<b>18.4%</b>	<b>11.6%</b>

<sup>1</sup> Q1 2024 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from the acquisition of BLR Aerospace in Apr 2023, part of our Structural Systems operating segment.

<sup>2</sup> Q1 2024 and Q1 2023 include amortization of acquisition related assets from acquisitions of Lightning Diversion Systems, LLC, Certified Thermoplastics Co., LLC, Nobles Worldwide, MagSeal Corporation, 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

\*Amount may not total due to rounding.

# Non-GAAP Reconciliation for Backlog and Bookings

(\$ millions)

	<u>Q1 2024</u>	<u>Q1 2023</u>
Remaining Performance Obligations <sup>1</sup>	<u>\$824</u>	<u>\$797</u>
Backlog <sup>2</sup>	<u>\$1,046</u>	<u>\$961</u>
Bookings <sup>3</sup>	<u>\$244</u>	<u>\$186</u>

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

<sup>1</sup> Based on customer placed purchase orders with firm fixed price and firm delivery dates.

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

<sup>3</sup> Bookings defined as orders net of cancellations in the period.



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