



175 YEARS
1849 • 2024



Investor Presentation

Q2 2024

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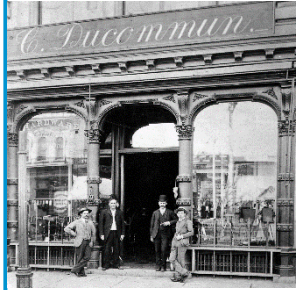
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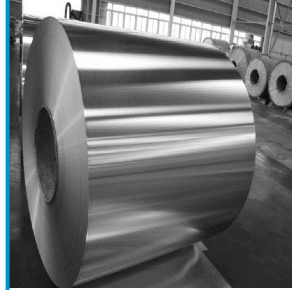
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Our Rich History



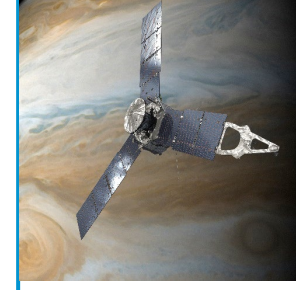
1849

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.



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+

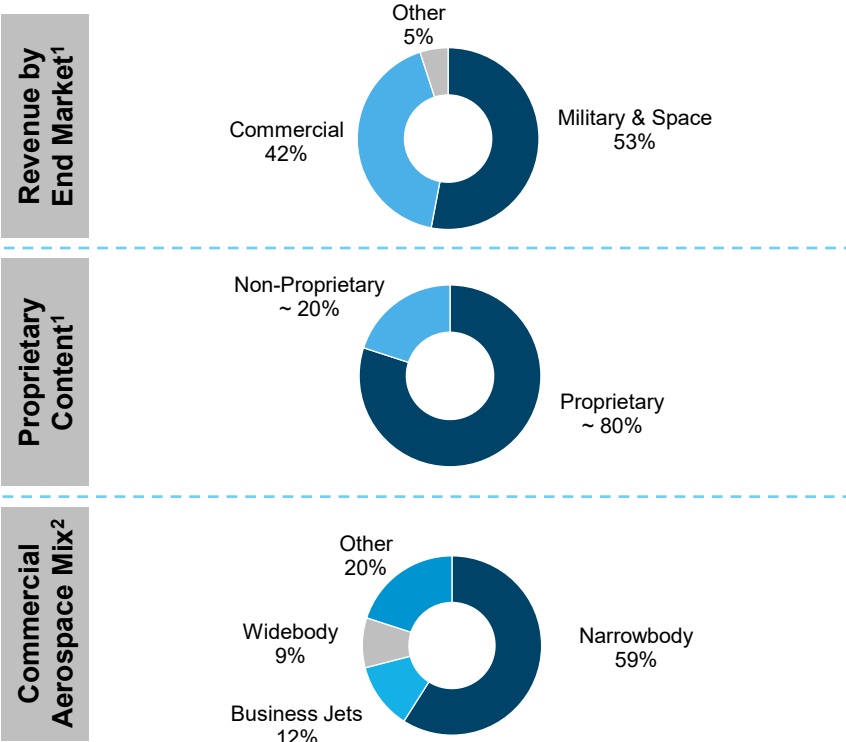
Sharpens strategic focus on Aerospace & Defense along with streamlining the organization and acquiring five companies.

Our Company

LTM Q2 2024 Revenue: **\$776M**

LTM Q2 2024 Adjusted EBITDA Margin: **14.1%**

Q2 2024 Ending Backlog: **\$1,068B**



Diverse Product Content on Large and Growing Platforms...

Military Aircraft		Commercial Aircraft	
 JSF	 Apache	 B737 Family	 A320
 F/A-18	 CH-53K	 A220	 B787
Missiles & Radar		Space, UAS, Ground Vehicles	
 Patriot / LTAMDS	 Tomahawk	 Artemis	 Stryker Upgrade
 SPY-6	 SM3/6	 Triton	 Coyote B3NK

...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 Figures based on LTM Q2 2024 Net Revenues mix.

² Figure based on backlog as of June 29, 2024.

Our Segments

Overview		Electronic Systems (57% of 2023 Revenue)	Structural Systems (43% of 2023 Revenue)
		Innovative and ruggedized electronic and electromechanical products and assemblies	Engineered aerostructure components and assemblies
Financial Profile (2023)	Revenue	\$430mm	\$327mm
	Adj. EBITDA Margin	15% ¹	18% 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		       	       

Our Leadership Team



Stephen Oswald
Chairman, President and CEO
KKR United Technologies



Jerry Redondo
SVP of Operations & Head of Structures



Suman Mookerji
SVP, CFO



Rajiv Tata
VP, General Counsel & Corporate Secretary



Lauren Gonzalez
VP & Chief Human Resources Officer



Best-in-class management with deep operational and industry experience

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*

Expanding Portfolio of Engineered Product Businesses

	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

Cost Reduction Initiatives to Support Margin Growth

Facility Consolidation

Monrovia, CA
(274k sq ft)
Announced
Nov 18, 2022



Berryville, AR
(50k sq ft)
Announced
Nov 7, 2022



Coxsackie,
New York

Guaymas,
Mexico

Joplin,
Missouri

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**

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

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 on Key Commercial Aerospace Platforms

Shipset value estimate

Boeing Recovery Play – Content on MAX and 787

BOEING

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

Case Study: Growth with Airbus Platforms

AIRBUS

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

~\$150k



A320 family

~\$55k

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

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

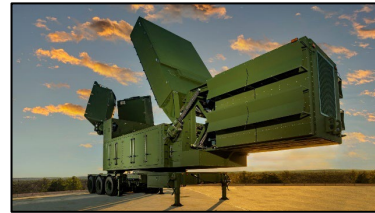


SPY-6



Next Gen Jammer Mid Band

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

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)

Evolution of Ducommun's Financial Profile

(\$ millions)

		FY 2016	LTM Q2 2024	Change
Market Statistics	Market Capitalization ¹	\$286	\$856	200%
	Enterprise Value ²	\$449	\$1,088	143%
Financial	Net Revenues	\$551	\$776	41%
	Adj. EBITDA	\$55	\$110	98%
	Adj. EBITDA %	10%	14%	~400 bps

¹ FY2016 based on closing share price of \$25.56 as of December 30, 2016 and 11.2M common shares outstanding. LTM Q1 2024 based on closing share price of \$58.06 as of June 29, 2024 and 14.7M common shares outstanding as of June 28, 2024.
² FY2016 and Q2 2024 assumes \$163M and \$234M of net debt, respectively.

Historical Key Financial Data

Historical Key Financial Data

(\$ millions, unless stated otherwise)

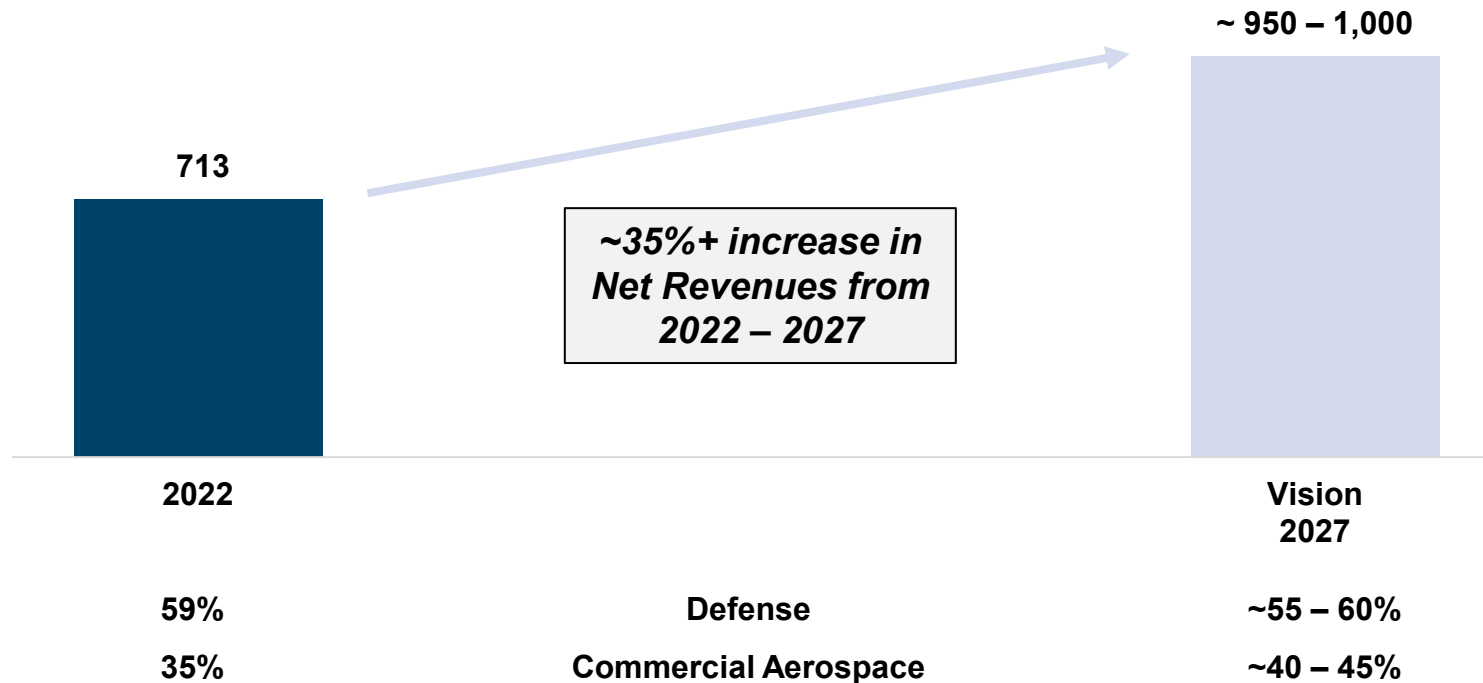
	Year Ending								LTM Q2 2024
	2016	2017	2018	2019	2020	2021	2022	2023	
Revenue	551	558	629	721	629	645	713	757	776
Adj. EBITDA	55	54	71	92	88	93	95	102	110
<i>Adj. EBITDA %</i>	<i>10%</i>	<i>10%</i>	<i>11%</i>	<i>13%</i>	<i>14%</i>	<i>14%</i>	<i>13%</i>	<i>13%</i>	<i>14%</i>
Net Debt	163	216	223	270	264	211	202	223	234
<i>Leverage Ratio</i>	<i>3.0</i>	<i>3.4</i>	<i>3.0</i>	<i>3.1</i>	<i>2.9</i>	<i>2.3</i>	<i>2.2</i>	<i>2.3</i>	<i>2.1</i>

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

Vision 2027

(\$ millions)

~\$950 Million – \$1 Billion of Net Revenues by 2027 (6-7% CAGR)

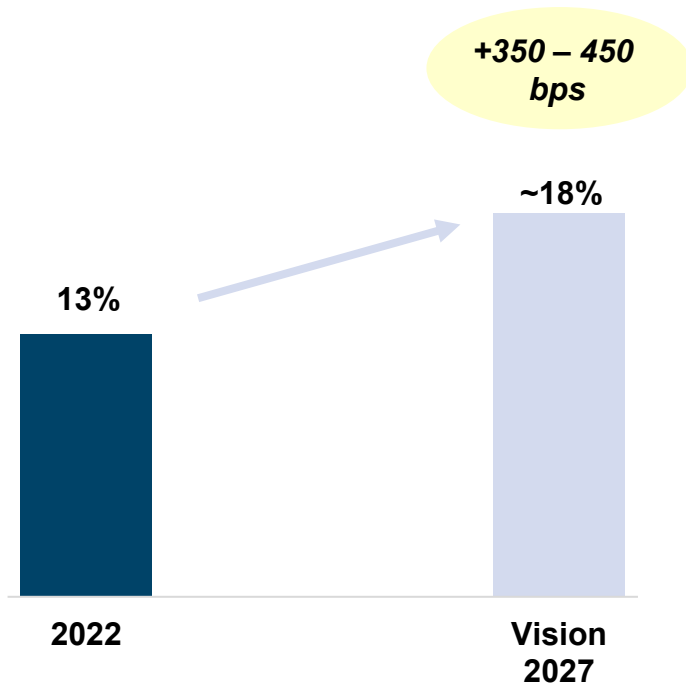


Note: Remaining 6% of Net Revenues mix by end-market in 2022 is Other.

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

Vision 2027

Adj. EBITDA Margin (%)



Scale from continued Commercial Aerospace recovery and Defense growth

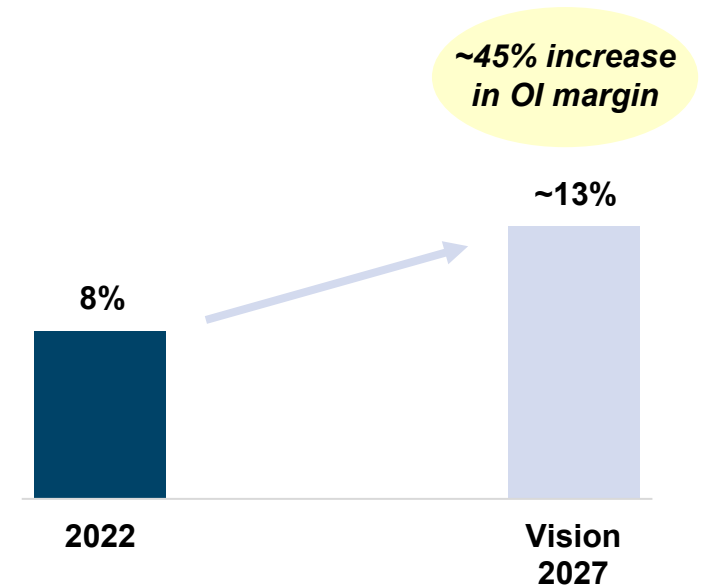
Strategic acquisitions

Pricing strategy focused on value

Facility consolidation

Cost reductions and improved investment decisions

Adj. Operating Income Margin (%)



~45% increase in OI margin

Vision 2027 – Key Tenets

- Defense business built out and at a higher scale: ~\$525M+
- Commercial Aerospace recovery fully leveraged with Titanium leadership: ~\$325M+
- Acquisition placeholder: ~\$75M+
- Business mix: ~55 – 60% Defense and ~40 – 45% Commercial Aerospace
- Adj. EBITDA margin at ~18%

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

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*Driving shareholder
value through 2027*



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, depreciation, amortization, stock-based compensation expense, restructuring charges, gain on divestitures, net, Guaymas fire related expenses, other fire related expenses, inventory purchase accounting adjustments, loss on extinguishment of debt, other debt refinancing costs, gain on sale-leaseback, success bonus related to completion of sale-leaseback transaction, insurance recoveries related to business interruption, and insurance recoveries related to loss on operating assets), Adjusted EBITDA Margin, Adjusted Operating Income 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 may or may not be greater than the remaining performance obligations 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.

Key Facts

Ducommun Incorporated

Exchange: Ticker symbol	NYSE: DCO
Share price ⁽¹⁾	\$58.06
52-week high / low share price ⁽²⁾	\$60.00 / \$42.31
Common shares outstanding ⁽³⁾	14.7 million
Market cap ⁽³⁾	\$856.2 million
Cash ⁽³⁾	\$29.4 million
Net debt outstanding ⁽⁴⁾	\$232.4 million
Enterprise value ⁽⁵⁾	\$1.1 billion
LTM Revenue	\$776.3 million
LTM Adjusted EBITDA ⁽⁶⁾	\$109.7 million

(1) Share price as of 6/28/2024

(2) 52-week intra day high / low ending on 6/28/2024

(3) As of 6/29/2024. Common shares outstanding as of 6/29/2024 * share price as of 6/28/2024

(4) Total debt – cash and cash equivalents as of 6/29/2024

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

Adjusted EBITDA for 2016 through Q2 2024

	2016	2017	2018	2019	2020	2021	2022	2023	LTM Q2 2024
Net Revenues	\$ 551	\$ 558	\$ 629	\$ 721	\$ 629	\$ 645	\$ 713	\$ 757	\$ 776
Net Income	\$ 25	\$ 20	\$ 9	\$ 32	\$ 29	\$ 136	\$ 29	\$ 16	\$ 23
Interest Expense	9	9	13	18	14	11	12	21	19
Income Tax Expense (Benefit)	13	(12)	1	5	3	35	5	0	3
Depreciation	13	13	13	14	14	14	15	15	16
Amortization	10	10	12	15	15	14	17	17	17
Stock-Based Compensation Expense	3	5	5	7	9	11	11	15	15
Restructuring Charges ¹	-	9	15	-	2	-	7	15	9
Gain on Divestitures, Net ²	(18)	-	-	-	-	-	-	-	-
Guaymas Fire Related Expenses	-	-	-	-	2	2	4	4	1
Other Fire Related Expenses	-	-	-	-	-	-	-	0	-
Inventory Purchase Accounting Adjustments ³	-	1	1	1	-	-	1	6	6
Loss on Extinguishment of Debt	-	-	1	-	-	-	-	-	-
Other Debt Refinancing Costs	-	-	1	-	-	-	-	-	-
Gain on Sale-Leaseback	-	-	-	-	-	(133)	-	-	-
Success Bonus Related to Completion of Sale-Leaseback Transaction ⁴	-	-	-	-	-	1	-	-	-
Insurance Recoveries Related to Business Interruption	-	-	-	-	-	-	(5)	(2)	(0)
Insurance Recoveries Related to Loss on Operating Assets	-	-	-	-	-	-	-	(6)	(0)
Professional fees related to unsolicited non-binding acquisition offer	-	-	-	-	-	-	-	-	1
Adjusted EBITDA	\$ 55	\$ 54	\$ 71	\$ 92	\$ 88	\$ 93	\$ 94	\$ 102	\$ 110
% of Net Revenues	10%	10%	11%	13%	14%	14%	13%	13%	14%

(\$ millions)

Note: May not sum due to rounding.

- (1) 2017, 2018, 2022, 2023 included \$0.5M, \$0.1M, and \$0.5M, and \$0.3M respectively, of restructuring charges that were recorded as cost of sales.
(2) 2016 included gain on divestitures, net in our electronic systems operating segment related to the divestitures of our Pittsburgh and Miltec operations.
(3) 2017, 2018, 2019, 2021, 2022, 2023 and Q2 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.
(4) 2021 included \$1.3M of success bonus related to completion of sale-leaseback transaction that was recorded as cost of sales.

Adjusted OI Margin for LTM Q2 2024

(\$ millions)

	LTM Q2 2024
Net Revenues	\$ 776
Operating Income	\$ 44
Restructuring Charges	9
Guaymas Fire Related Expenses	1
Inventory Purchase Accounting Adjustments ¹	6
Amortization of Acquisition Related Assets	9
Professional fees related to unsolicited non-binding acquisition offer	1
Adjusted Operating Income	\$ 70
% of Net Revenues	9%

Note: May not sum due to rounding.

(1) LTM Q2 2024 includes inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation and amortization of purchased intangible assets from acquisitions of BLR Aerospace L.L.C. and MagSeal Corporation in April 2023 and Dec 2022 and both are a part of our Structural Systems operating segment.

25

Non-GAAP Reconciliation for Backlog

(\$ millions)

	<u>Q2 2024</u>
Remaining Performance Obligations ¹	<u>\$840</u>
Backlog ²	<u>\$1,068</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

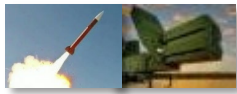


- Superplastic formed titanium inlet ducts
- Stretch formed aluminum lithium wing support structures
- Magnetic seals
- Winglets and Propellers



Electronic Systems – Key Sectors & Applications

Missiles & Radar



Patriot/LTAMDS



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

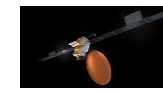
- Circuit card assemblies for advance naval radar systems
- Interconnects and complex electronic boxes
- Interconnects for the hull penetrator on warfare systems
- Electronic assemblies for the controller & detector



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



Extensive Offerings on Commercial & Military Fixed Wing Aircraft



ELECTRONIC SYSTEMS

- 1 Avionics systems
- 2 Cockpit controls, lighted panels and switches
- 3 Radar assemblies
- 4 Fuel management systems
- 5 Brake systems
- 6 Engine and nacelle electronics
- 7 Flight surface control systems
- 8 Communication and countermeasure systems
- 9 Lightning diverter strips and suppressors

STRUCTURAL SYSTEMS

- 10 Ailerons, spoilers and other flight control surfaces
- 11 Fuselage skins
- 12 Passenger and cargo doors
- 13 Window surrounds
- 14 Engine ducts
- 15 Exhaust ducts and nozzles
- 16 Tail cones
- 17 Extruded plastics (interior)
- 18 Magnetic & mechanical seals

Diverse Content on Key Missile & Munitions Platforms for Land, Sea & Air

ELECTRONIC SYSTEMS

- 1 Target acquisition systems
- 2 Launch systems
- 3 Command and control systems
- 4 Range safety antennas
- 5 Guidance systems
- 6 Navigation systems
- 7 Warhead electronics
- 8 Umbilical container cables
- 9 Automated test systems
- 10 Mission critical components and assemblies for missile defense programs
- 11 Turret control systems

STRUCTURAL SYSTEMS

- 12 Missile defense structural applications
- 13 Ammunition feed and eject chutes
- 14 Complete ammunition handling systems
- 15 Magnetic seals

Expansive Footprint on Commercial & Military Rotary Aircraft



ELECTRONIC SYSTEMS

- 1 Cockpit controls, lighted panels and switches
- 2 Communication systems
- 3 Fuel management systems
- 4 Sensor suites
- 5 Avionics systems
- 6 Radar systems
- 7 De-icing systems

STRUCTURAL SYSTEMS

- 8 Rotor blades and blade abrasion strips
- 9 Engine and exhaust ducts, nozzles and heat shields
- 10 Door surrounds and bulkheads
- 11 Window surrounds
- 12 Magnetic & mechanical seals

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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