



Investor Presentation

Q3 2023

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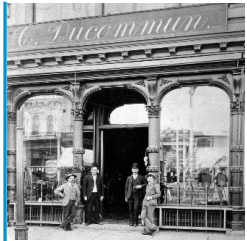
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Non-GAAP Financial Measures: This presentation includes certain non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Operating Income, Adjusted Operating Income Margin, and backlog. For a reconciliation of such non-GAAP 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.

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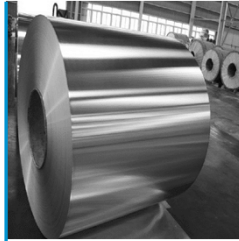
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Our Rich History



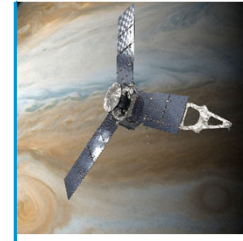
1849

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.

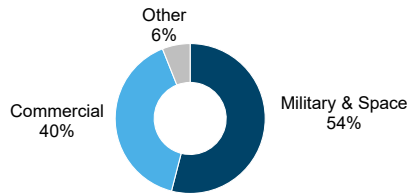
Our Company

LTM Q3 2023
Revenue:
\$753M

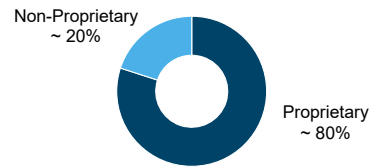
LTM Q3 2023 Adjusted
EBITDA Margin:
13.7%

Q3 2023 Ending
Backlog:
\$959M

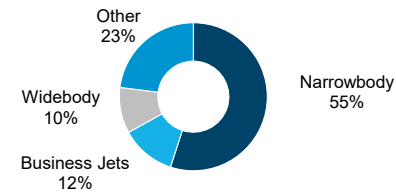
Revenue by
End Market¹



Proprietary
Content¹



Commercial
Aerospace Mix²



Diverse Product Content on Large and Growing Platforms...

Military Aircraft



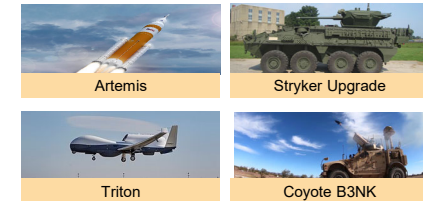
Commercial Aircraft



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

¹ Figures based on LTM Q3 2023 Net Revenues mix.

² Figure based on backlog as of September 30, 2023.

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 	Complex Circuit Card 	Lightning Protection 	Integrated Box Build 	Motion Control 	Titanium Hot Forming 	VersaCore Composite™ & Metalbond 	Titanium Super Plastic Forming 	Ammunition Handling Systems 	Aluminum Stretch Form & Chemical Mill 	Extruded Thermoplastics 	Magnetic Seals 	Aerodynamic Enhancement Products 
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, Controller & Treasurer



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



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



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**

Monetize Real Estate Assets

2021 Sale Leaseback of Gardena facility



Gardena, California

\$143M sale with \$112M in after tax proceeds funded MagSeal acquisition and Debt Paydown

~\$5M recurring annual OI impact from rent and property taxes

2023 Planned Sale of Monrovia facility



Monrovia, California

274k sq ft facility | ~9 acres of land

Targeting 2H 2023 sale

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 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

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

Evolution of Ducommun's Financial Profile

(\$ millions)

		FY 2016	LTM Q3 2023	Change
Market Statistics	Market Capitalization ¹	\$286	\$693	142%
	Enterprise Value ²	\$449	\$938	109%
Financial	Net Revenues	\$551	\$753	37%
	Adj. EBITDA	\$55	\$103	86%
	Adj. EBITDA %	10%	14%	~360 bps

¹ FY2016 based on closing share price of \$25.56 as of December 30, 2016 and 11.2M common shares outstanding. Q3 2023 based on closing share price of \$47.48 as of November 7, 2023 and 14.6M common shares outstanding as of September 30, 2023.

² FY2016 and Q3 2023 assumes \$163M and \$245M of net debt, respectively.

Historical Key Financial Data

Historical Key Financial Data

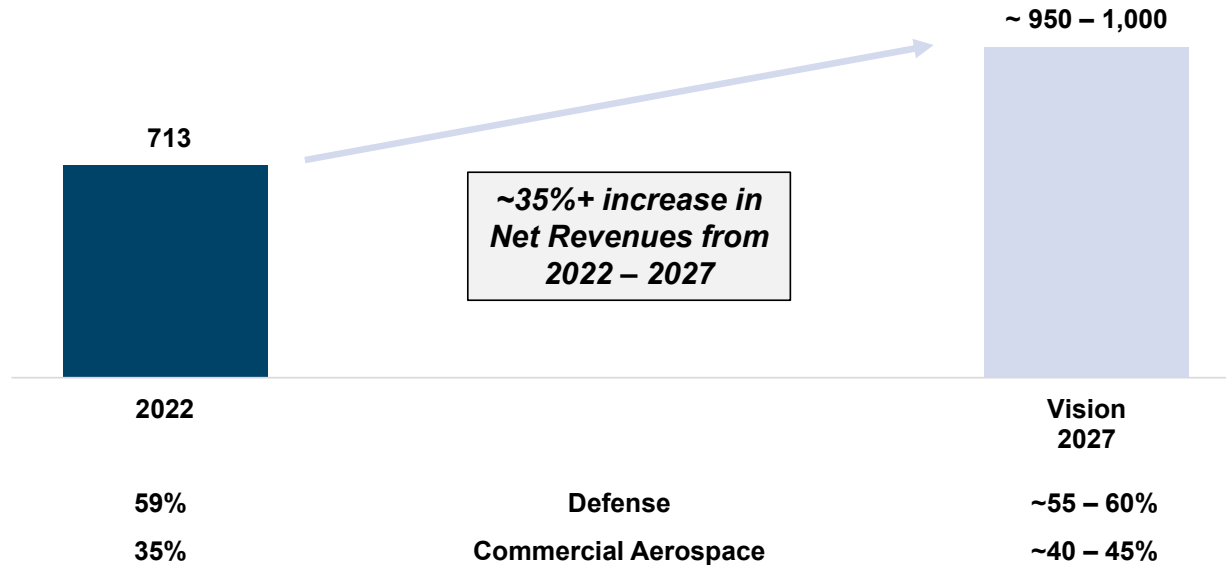
(\$ millions, unless stated otherwise)

	Year Ending							LTM Q3 2023
	2016	2017	2018	2019	2020	2021	2022	
Revenue	551	558	629	721	629	645	713	753
Adj. EBITDA	55	54	71	92	88	93	95	103
<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>14%</i>
Net Debt	163	216	223	270	264	211	202	245
<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>2.5</i>

Vision 2027

(\$ millions)

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



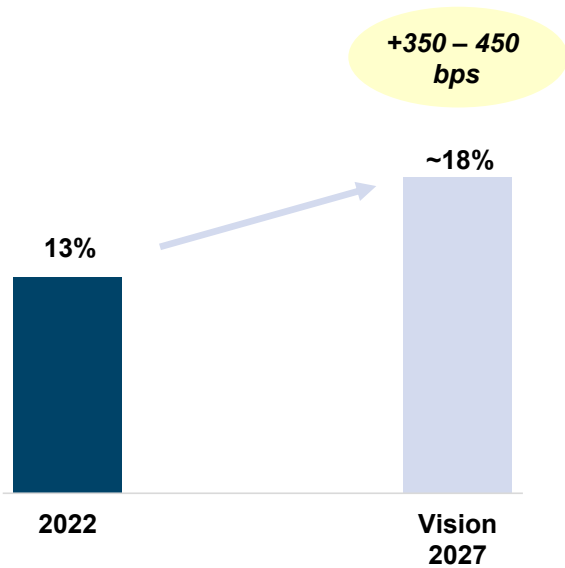
Note: Remaining 6% of Net Revenues mix by end-market in 2022 is Other.

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



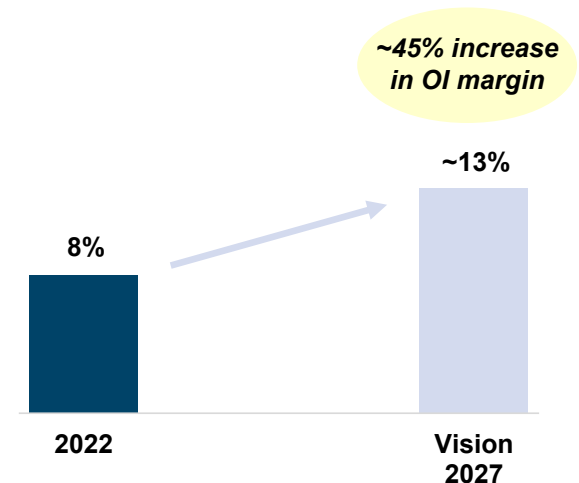
Vision 2027

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 (%)



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

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*



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, 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 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.

Key Facts

Ducommun Incorporated

Exchange: Ticker symbol	NYSE: DCO
Share price ⁽¹⁾	\$47.48
52-week high / low share price ⁽²⁾	\$58.28 / \$40.24
Common shares outstanding ⁽³⁾	14.6 million
Market cap ⁽⁴⁾	\$693.0 million
Cash ⁽³⁾	\$27.2 million
Net debt outstanding ⁽⁵⁾	\$245.4 million
Enterprise value ⁽⁶⁾	\$938.4 million
LTM Q3 2023 revenue	\$753.0 million
LTM Q3 2023 adjusted EBITDA ⁽⁷⁾	\$103.0 million

(1) Share price as of 11/7/2023

(2) 52-week intra day high / low ending on 11/7/2023

(3) As of 9/30/2023

(4) Common shares outstanding as of 9/30/2023 * share price as of 11/7/2023

(5) Total debt – cash and cash equivalents as of 9/30/2023

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

(7) 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 LTM Q3 2023

	LTM	<i>(\$000's)</i>
Net income	\$ 18,899	
Interest expense	18,839	
Income tax expense	2,287	
Depreciation	15,378	
Amortization	17,129	
Stock-based compensation	16,609	
Inventory purchase acct. adj.	2,807	
Restructuring charges	15,826	
Guaymas fire related expenses	4,911	
Loss on Operating Assets	(5,563)	
Business Interruption	(4,560)	
Other Fire Related Costs	477	
LTM Q3 2023 Adjusted EBITDA	\$ 103,039	

Adjusted EBITDA for 2016 through LTM Q3 2023

	2016	2017	2018	2019	2020	2021	2022	LTM Q3 2023
Net Revenues	\$ 551	\$ 558	\$ 629	\$ 721	\$ 629	\$ 645	\$ 713	\$ 753
Net Income	\$ 25	\$ 20	\$ 9	\$ 32	\$ 29	\$ 136	\$ 29	\$ 19
Interest Expense	9	9	13	18	14	11	12	19
Income Tax Expense (Benefit)	13	(12)	1	5	3	35	5	2
Depreciation	13	13	13	14	14	14	15	15
Amortization	10	10	12	15	15	14	17	17
Stock-Based Compensation Expense	3	5	5	7	9	11	11	17
Restructuring Charges ¹	-	9	15	-	2	-	7	16
Gain on Divestitures, Net ²	(18)	-	-	-	-	-	-	-
Guaymas Fire Related Expenses	-	-	-	-	2	2	4	5
Other Fire Related Expenses	-	-	-	-	-	-	-	-
Inventory Purchase Accounting Adjustments ³	-	1	1	1	-	-	1	3
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)
Insurance Recoveries Related to Loss on Operating Assets	-	-	-	-	-	-	-	(8)
Adjusted EBITDA	\$ 55	\$ 54	\$ 71	\$ 92	\$ 88	\$ 93	\$ 94	\$ 103
% of Net Revenues	10%	10%	11%	13%	14%	14%	13%	14%

(\$000's)

Note: May not sum due to rounding.

¹ 2017, 2018, and 2022 included \$0.5M, \$0.1M, and \$0.5M, 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, and LTM Q3 2023 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 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%

Non-GAAP Reconciliation for Backlog

	<u>9/30/2023</u>
Remaining Performance Obligations ¹	<u>\$948</u>
Backlog ²	<u>\$959</u>

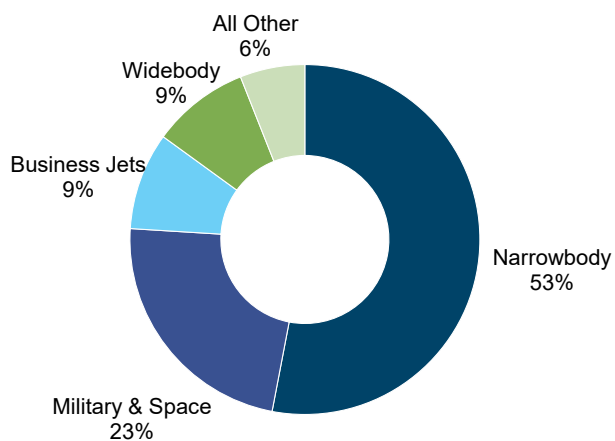
Note: There is no reconciliation between GAAP remaining performance obligations and the non-GAAP backlog amount.

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

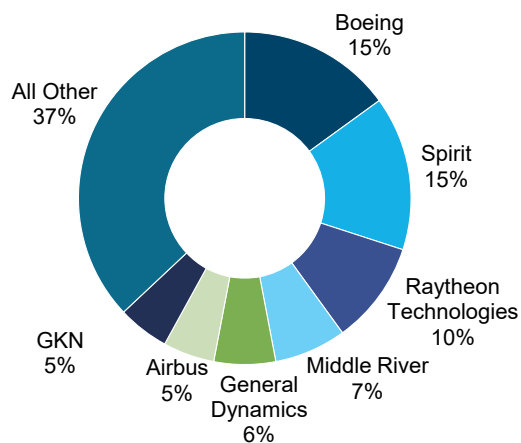
² Based on customer placed purchase orders and long-term agreements with firm fixed price and expected delivery dates of 24 months or less.

Structural Systems – Overview

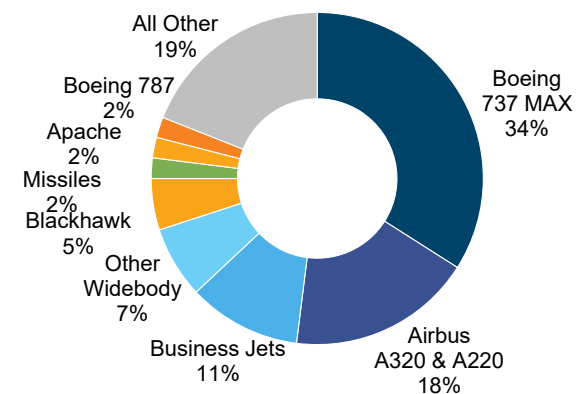
End Market Breakdown¹



Customer Breakdown²



Platform Breakdown¹



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

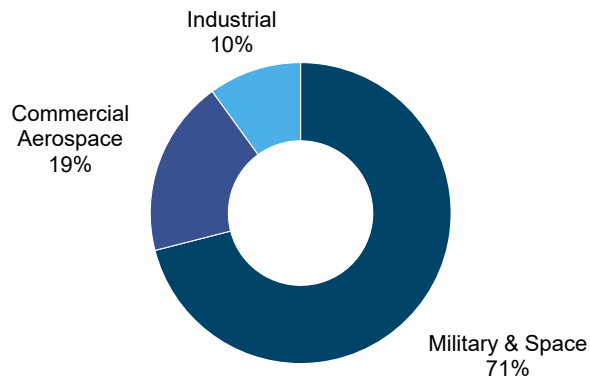


- Superplastic formed titanium inlet ducts
- Stretch formed aluminum lithium wing support structures
- Magnetic seals
- Winglets and Propellers

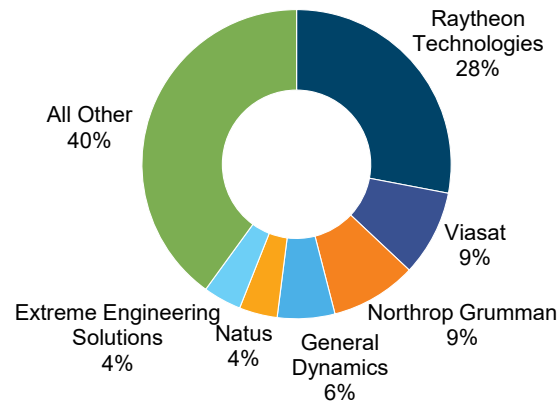


Electronic Systems – Overview

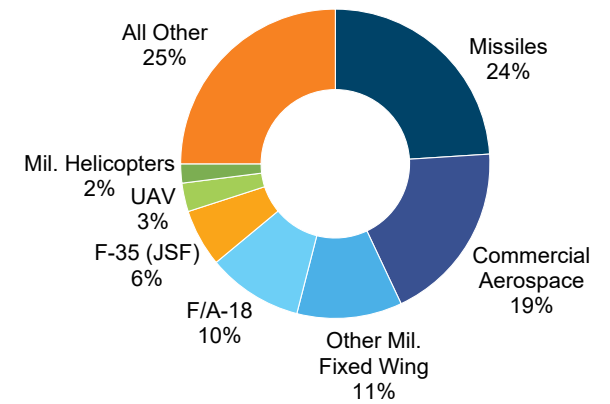
End Market Breakdown¹



Customer Breakdown¹



Platform Breakdown¹



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

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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