



# Investor Presentation

Q1 2025

# 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 "believes," "expects," "anticipates," "intends," "plans," "estimates" or similar expressions. These statements are based on the beliefs and assumptions of the Company's management. Generally, forward-looking statements include information concerning the Company's possible or assumed future actions, events or results of operations. Forward-looking statements specifically include, without limitation: the information in this presentation regarding: our expected top-line growth, margin expansion, targeted aftermarket mix percentage, and other key tenets of our shareholder value creation strategy, all through 2027; the expected results and annualized savings from our footprint restructuring initiative; our position on, and estimated build rates for, key commercial aerospace platforms through 2027; our M&A strategy under our VISION 2027 game plan for investors; our expectations relating to our relationships with, and offloading by, key defense primes, and our expectations relating to macro defense tailwinds.

Although the Company believes 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. The Company cannot guarantee future results, performance or achievements. Moreover, neither the Company 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 the Company or persons acting on the Company's behalf are expressly qualified in their entirety by "Risk Factors" and other cautionary statements included herein.

The information in this presentation is not a complete description of the Company's business or the risks. There can be no assurance that other factors will not affect the accuracy of these forward-looking statements or that the Company's actual results will not differ materially from the results anticipated in such forward-looking statements. Factors that could cause actual results to differ materially from those estimated by the Company include, but are not limited to, those factors or conditions described under "Risk Factors" in the Company's Annual Report on Form 10-K for the year ended December 31, 2024 once it is filed with the Securities and Exchange Commission (SEC) and the following: our indebtedness could limit our financing options, adversely affect our financial condition, and prevent us from fulfilling our debt obligations, we require a considerable amount of cash to run our business, we require a considerable amount of cash to fund our anticipated voluntary principal prepayments on our Credit Facilities, the covenants in our credit facilities impose restrictions that may limit our operating and financial flexibility, the typical trading volume of our common stock may affect an investor's ability to sell significant stock holdings in the future without negatively impacting stock price, our amount of debt may require us to raise additional capital to fund acquisitions, our end-use markets are cyclical, we depend upon a select base of industries and customers, which subjects us to unique risks which may adversely affect us, a significant portion of our business depends upon U.S. Government defense spending, exports of certain of our products and our production facility in Guaymas, Mexico are subject to various export control regulations and authorizations, and we may not be successful in obtaining the necessary U.S. Government approvals and related export licenses for proposed sales to certain foreign customers, contracts with some of our customers, including Federal government contracts, contain provisions which give our customers a variety of rights that are unfavorable to us and the OEMs to whom we provide products and services, including the ability to terminate a contract at any time for convenience, further consolidation in the aerospace industry could adversely affect our business and financial results, our growth strategy includes evaluating selected acquisitions, which entails certain risks to our business and financial performance, We may not be successful in achieving expected operating efficiencies and sustaining or improving operating expense reductions, and may experience business disruptions associated with restructuring, performance center consolidations, realignment, cost reduction, and other strategic initiatives, as we move up the value chain to become a more value added supplier, enhanced design, product development, manufacturing, supply chain project management and other skills will be required, risks associated with operating and conducting our business outside the United States could adversely impact us, customer pricing pressures could reduce the demand and/or price for our products and services, our products and processes are subject to risk of obsolescence as a result of changes in technology and evolving industry and regulatory standards, we may not have the ability to renew facilities leases on terms favorable to us and relocation of operations presents risks due to business interruption, we are subject to extensive regulation and audit by the Defense Contract Audit Agency, We are subject to a number of procurement laws and regulations and our business and our reputation could be adversely affected if we fail to comply with these laws, our operations are subject to numerous extensive, complex, costly and evolving laws, regulations and restrictions, including cybersecurity requirements, and failure to comply with these laws, regulations and restrictions could subject us to penalties and sanctions that could harm our business, environmental liabilities could adversely affect our financial results, we may be subject to litigation, other legal proceedings and indemnity claims, and, if any of these are resolved adversely against us in amounts that exceed the limits of our insurance coverage, it could have a material adverse effect on our business, financial condition, and results of operations, product liability claims in excess of insurance could adversely affect our financial results and financial condition, we use estimates when bidding on fixed-price contracts and changes in our estimates could adversely affect our financial results, goodwill and/or other assets could be impaired in the future, which could result in substantial charges, we expect to face increased costs and resources needed to comply with the SEC cybersecurity rule and cybersecurity threats, unanticipated changes in our tax provision or exposure to additional income tax liabilities could affect our profitability, management identified a material weakness in the past in our internal control over financial reporting which could, if not remediated, adversely impact the reliability of our financial reports, cause us to submit our financial reports in an untimely fashion, result in material misstatements in our financial statements and cause current and potential stockholders to lose confidence in our financial reporting, which in turn could adversely affect the trading price of our stock, our ability to accurately report our financial results or prevent fraud may be adversely affected if our internal control over financial reporting is not effective, we are dependent upon our ability to attract and retain key personnel, labor disruptions by our employees could adversely affect our business, we rely on our suppliers to meet the quality and delivery expectations of our customers, Cybersecurity attacks, internal system or service failures may adversely impact our business and operations, we may be unable to adequately protect or enforce our intellectual property rights, assertions by third parties that we violated their intellectual property rights could have a material adverse effect on our business, financial condition, and results of operations, and damage or destruction of our facilities caused by storms, earthquake, fires or other causes could adversely affect our financial results and financial condition.

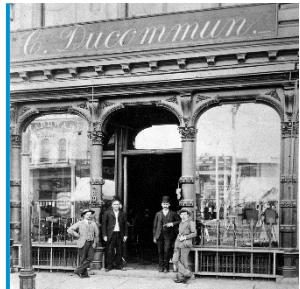
The Company cautions the reader that undue reliance should not be placed on any forward-looking statements, which speak only as of the date of this presentation. The Company does not undertake any duty or responsibility to update any of these forward-looking statements to reflect events or circumstances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

**Non-GAAP Financial Measures:** This presentation includes certain non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBITDA Margin, 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.

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

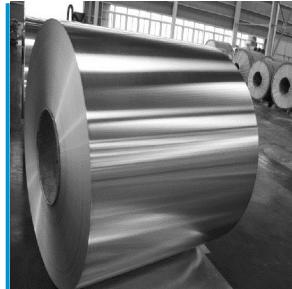
**Industry and Customer Information:** Market data and industry information used throughout this presentation are based on management's knowledge of the industry and the good faith estimates of management. The Company also relied, to the extent available, upon management's review of independent industry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

# Our Rich History



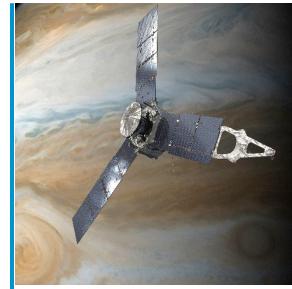
**1849**

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



**1950s**

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



**2000s**

Expands into Engineered Products through strategic acquisitions.



**2022+**

Post pandemic lays out VISION 2027 roadmap.



**1848**

California becomes part of the United States.



**1930s**

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



**1960s**

Diversifies into distribution of electronic components for the Aerospace industry.



**2017**

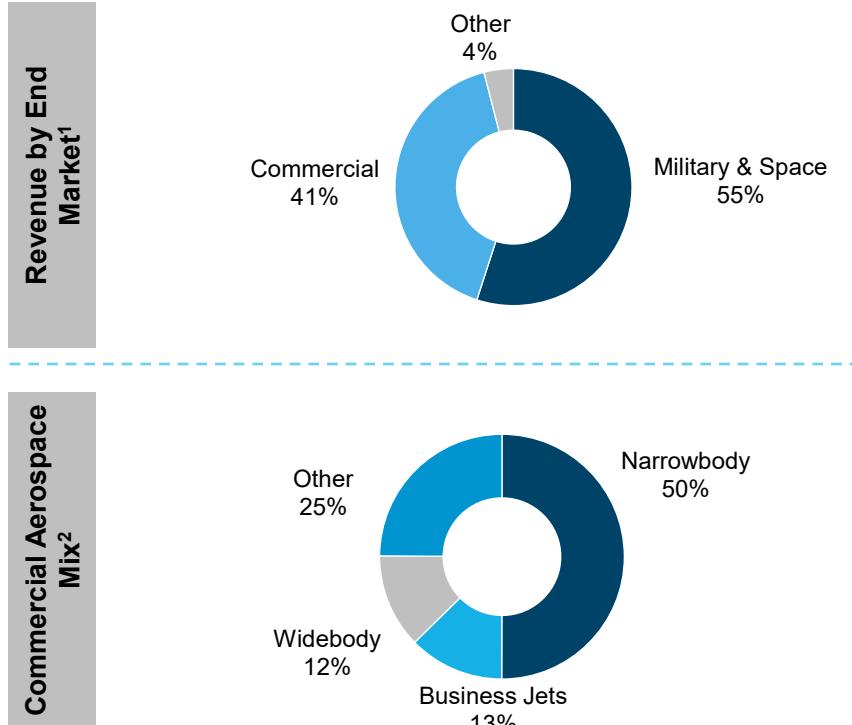
New Management sharpens strategic focus on Aerospace & Defense along with streamlining the organization and defining the M&A strategy.

# Our Company

LTM Q1 2025  
Revenue:  
**\$790M**

LTM Q1 2025 Adjusted  
EBITDA Margin:  
**15.2%**

Q1 2025 Ending  
Backlog:  
**\$1.054B**



**Diverse Product Content on Large and Growing Platforms...**

## Military Aircraft



## Commercial & Business Aircraft



## Missiles & Radar



## Other Growing Platforms



**...Across a Broad Range of Customers**



**RTX**

**NORTHROP GRUMMAN**



**AIRBUS**

**GENERAL DYNAMICS**



**LOCKHEED MARTIN**

**Parker**

**Viasat**



**SPIRIT AEROSYSTEMS**



**BOEING**

**OSHKOSH**

**DEFENSE**

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

<sup>1</sup> Figures based on LTM Q1 2025 Net Revenues mix.

<sup>2</sup> Figure based on backlog as of March 29, 2025.

# Our Segments

		Electronic Systems (55% of 2024 Revenue)	Structural Systems (45% of 2024 Revenue)		
Overview		Innovative and ruggedized electronic and electromechanical products and assemblies	Engineered aerostructure components and assemblies		
Financial Profile (2024)	Revenue	\$431mm	\$355mm		
	Adj. EBITDA Margin	21% <sup>1</sup>	15% <sup>1</sup>		
Selected Products	Ruggedized Wire Harness  Complex Circuit Card  Integrated Box Build 	Human Machine Interface  Lightning Protection  Motion Control 	Titanium Hot Forming  Ammunition Handling Systems  Magnetic Seals 	VersaCore Composite™ & Metalbond  Aluminum Stretch Form & Chemical Mill  Aerodynamic Enhancement Products 	Titanium Super Plastic Forming  Extruded Thermoplastics 
Key Customers	<b>RTX</b> <b>BAE SYSTEMS</b> <b>SIKORSKY</b> A LOCKHEED MARTIN COMPANY	<b>NORTHROP GRUMMAN</b> <b>Parker</b> <b>LOCKHEED MARTIN</b>	<b>Viasat</b> <b>BOEING</b> <b>GKN AEROSPACE</b> <b>Gulfstream</b>	<b>BOEING</b> <b>Pratt &amp; Whitney</b> An RTX Business <b>STELIA</b> RELIABILITY PERFORMANCE.	<b>AIRBUS</b> <b>SIKORSKY</b> A LOCKHEED MARTIN COMPANY <b>SPIRIT AEROSYSTEMS</b> <b>ST Engineering</b>

<sup>1</sup> Figures based on FY 2024

# Structural Systems – Key Sectors and Applications

## Commercial Aircraft



B737

A320



A220

S-92

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



Apache

Blackhawk



CH-47

Bell 412

## Missiles, Ground Vehicles, and Other



TOW Missile



SM2



JSF

F/A-18

Composite missile cases with integrated electronics

Titanium and other hard metal dorsal fins

Ammunition handling systems



## Business Jets



Global 7500/8000

G500/600



G650/700

King Air

Superplastic formed titanium inlet ducts

Stretch formed aluminum lithium wing support structures

Magnetic seals

Winglets and Propellers



# Electronic Systems – Key Sectors & Applications

Missiles & Radar	Military Aircraft and UAVs	Naval	Space and Communications	Commercial and Business Aviation
   	   	   	   	  
<ul style="list-style-type: none"> <li>■ Integrated systems for missile guidance/control, seeker and power distribution</li> <li>■ Circuit cards for weapon navigation, guidance and control and telemetry</li> <li>■ Interconnects</li> <li>■ Wing deploy &amp; control actuation system motors</li> </ul>  	<ul style="list-style-type: none"> <li>■ Integrated electronic boxes and radar racks</li> <li>■ Interconnects for avionics, radar, sensors, fuel and weapons systems</li> <li>■ Circuit card assemblies</li> <li>■ Cockpit panel assemblies and switches</li> <li>■ Lightning protection</li> <li>■ RF components</li> </ul>    	<ul style="list-style-type: none"> <li>■ Circuit card assemblies for advance naval radar systems</li> <li>■ Interconnects and complex electronic boxes</li> <li>■ Interconnects for the hull penetrator on warfare systems</li> <li>■ Electronic assemblies for the controller &amp; detector</li> </ul>   	<ul style="list-style-type: none"> <li>■ Modem and server electronic boxes for In-flight Entertainment (IFE) systems</li> <li>■ Interconnect products for solid fuel boosters</li> <li>■ IFE radome lightning protection</li> <li>■ Resolvers for Mars Rover</li> <li>■ Satellite high power RF switch units</li> </ul>   	<ul style="list-style-type: none"> <li>■ Engine start switch modules including legacy models</li> <li>■ Time delay relays and other cockpit panels and switches</li> <li>■ Nose, fuselage and tail radome lightning protection</li> <li>■ Surge suppression for power distribution and common core systems</li> <li>■ Strong legacy aftermarket across many programs</li> </ul>   

# 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*



Laureen Gonzalez  
*VP & Chief Human  
Resources Officer*



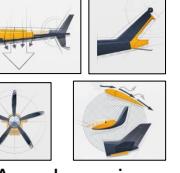
Best-in-class management with deep operational and industry experience

# 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	2021 Acquisition Magnetic Seals	2019 Acquisition Ammunition Handling Systems	2023 Acquisition Aerodynamic Systems	2017 Acquisition Lightning Protection	2018 Acquisition Thermoplastic Extrusions	RF Switches	Motors & Resolvers	
								
Push Button Switches & Display Panels	Magnetic and mechanical seals	Ammunition chutes, magazines and integrated ammunition handling systems	Aerodynamic Systems including FastFin® systems, winglet systems, propellers and flow modifiers	Segmented diverter strips and suppressors	Thermoplastic extrusions and assemblies	Microwave switches	High Reliance motors and resolvers	
Proprietary Designs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Significant Sole Source Positions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Aftermarket content	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

2024 at  
23%

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

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

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

# Cost Reduction Initiatives to Support Margin Growth

## Facility Consolidation

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



Coxsackie,  
New York

Berryville, AR  
(50k sq ft)  
Facility largely  
shutdown pending  
requalification of one  
product line in  
Guaymas



Guaymas,  
Mexico

Joplin,  
Missouri

## Low Cost Footprint Expansion

### Guaymas, Mexico

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

Expanded capabilities beyond VersaCore to metal  
bond and wire harnesses



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

# M&A Strategy

## Mission

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



**MAGSEAL**  
A Ducommun Incorporated Company



**NOBLES**  
WORLDWIDE



**CERTIFIED**  
THERMOPLASTICS



**LIGHTNING  
DIVERSION  
SYSTEMS**



## 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



Gulfstream



## Tier 1 Customers



# Well Positioned on Key Commercial Aerospace Platforms

Shipset value estimate

## Boeing Recovery Play – Content on MAX and 787



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

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

787 production resumption a positive



737MAX

~\$150k



787

~\$150k

## Growth with Airbus Platforms



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

Achieved D2P Supplier status with Airbus in 2020

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



A220

~\$175k



A320 family

~\$50k

SIKORSKY  
A LOCKHEED MARTIN COMPANY



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

Business jets grew over 90% since 2021

Commercial rotocraft has more than doubled since 2022



Gulfstream G500/600

~\$140k



S-92

~\$40k

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

NOTE: Shipset values based on 2024 pricing and workshare.

# Positioned to Benefit from Macro Defense Tailwinds

## Defense Prime Off Loading



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

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

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



SPY-6



Next Gen Jammer Mid Band

## Gaining content on Next Generation Platforms



Missile defense & Radars



Hypersonics



UAVs and Counter-UAS

Significant content on next-generation missile defense and related radar programs including SPY-6, LTAMDS/ GhostEye®, NASAMS, SM-3/6, short range missile interceptor

Partnering with leading Defense primes on Hypersonics and Counter Hypersonic programs

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 provider<sup>1</sup> 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

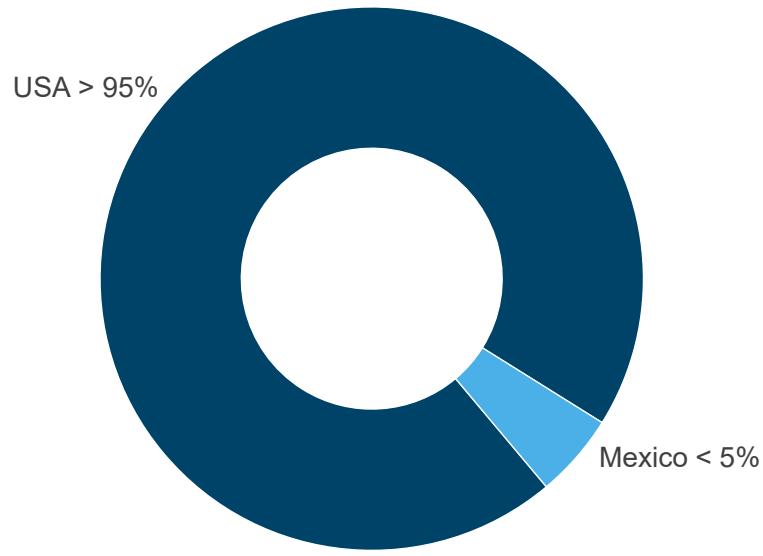


Increased on-shoring of manufacturing

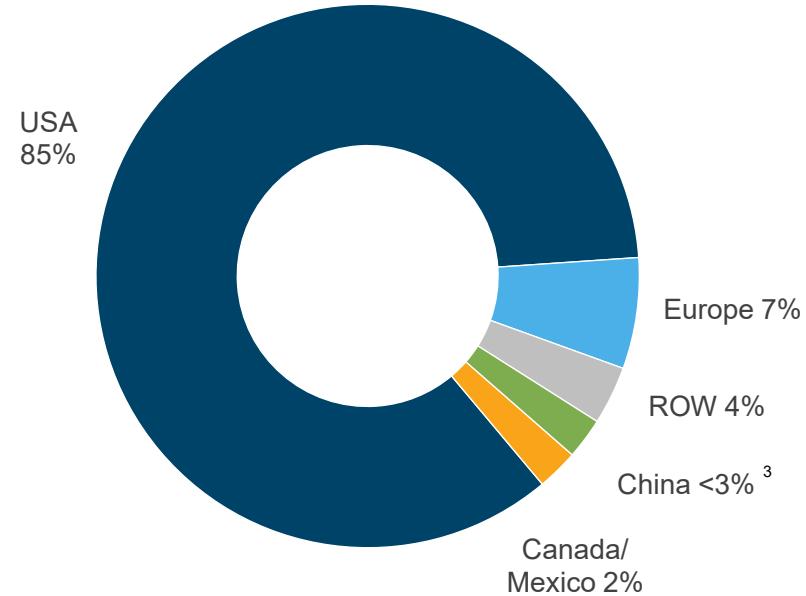
Differentiated capabilities supported by significant IP including trade secrets and know-how

# Tariff Exposure

Manufacturing Footprint<sup>1</sup>



Sales by Region<sup>2</sup>



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

1 Based on 2024 Revenue by manufacturing location

2 Based on 2024 Revenue by ship to country

3 Almost entirely to one customer and there has been no impact on sales to date

# Evolution of Ducommun's Financial Profile

	FY 2016	LTM Q1 2025	Change	(\$ millions)
Market Statistics	Market Capitalization <sup>1</sup>	\$286	\$869	204%
	Enterprise Value <sup>2</sup>	\$449	\$1,081	141%
Financial	Net Revenues	\$551	\$790	43%
	Adj. EBITDA	\$55	\$120	116%
	Adj. EBITDA %	10%	15%	~500bps

Note: May not sum due to rounding.

<sup>1</sup> FY2016 based on closing share price of \$25.56 as of December 30, 2016 and 11.2M common shares outstanding. LTM Q1 2025 based on closing share price of \$58.47 as of March 28, 2025 and 14.9M common shares outstanding as of March 29, 2025.

<sup>2</sup> FY2016 and Q1 2025 assumes \$163M and \$212M of net debt, respectively.

# Historical Key Financial Data

## Historical Key Financial Data

(\$ millions, unless stated otherwise)

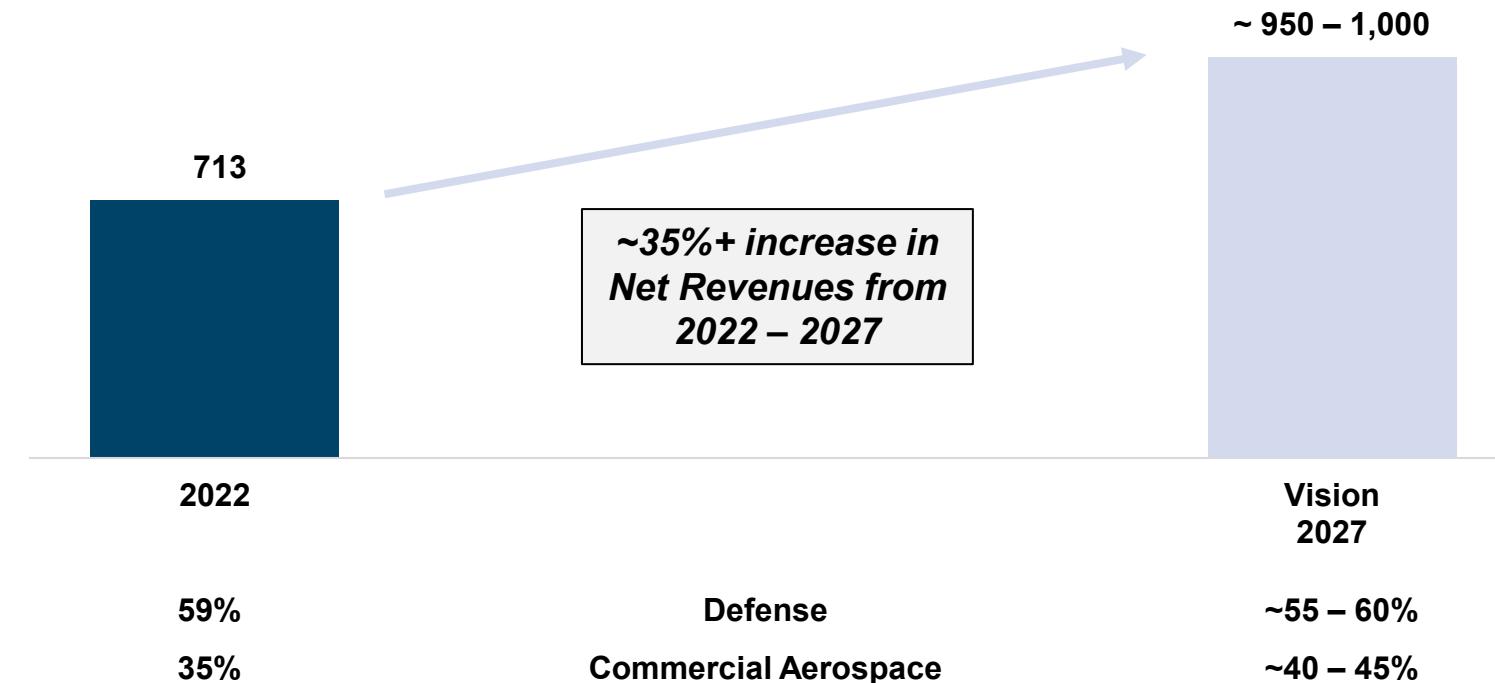
	Year Ending									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	LTM Q1 2025
Revenue	551	558	629	721	629	645	713	757	787	790
Adj. EBITDA	55	54	71	92	88	93	95	102	117	120
Adj. EBITDA %	10%	10%	11%	13%	14%	14%	13%	13%	15%	15%
Net Debt	163	216	223	270	264	211	201	222	205	212
Leverage Ratio	3.0	3.4	3.0	3.1	2.9	2.3	2.2	2.3	1.9	1.9

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

# VISION 2027

(\$ millions)

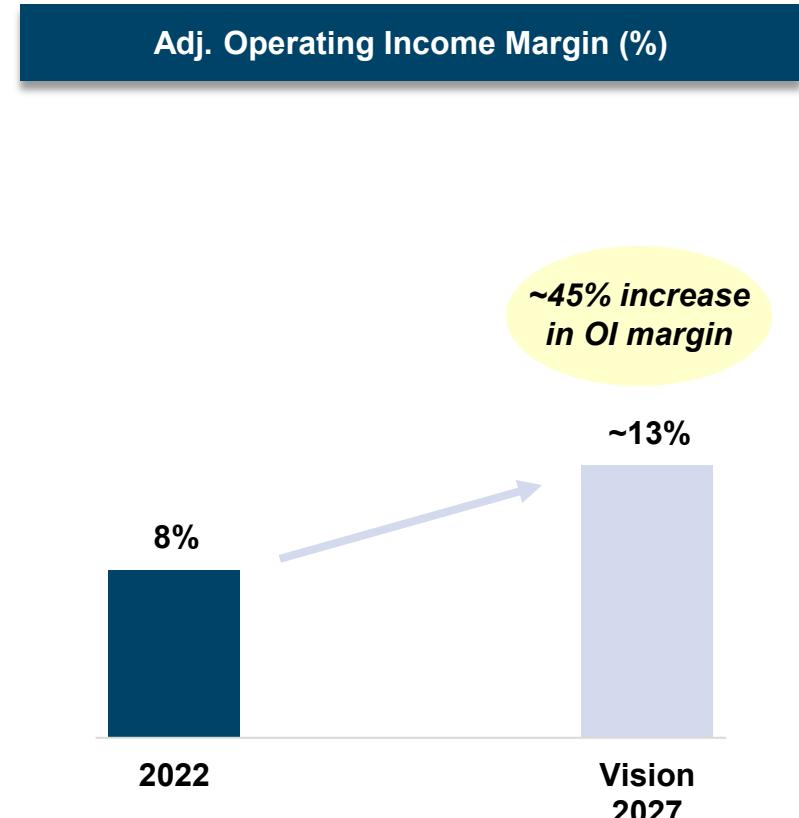
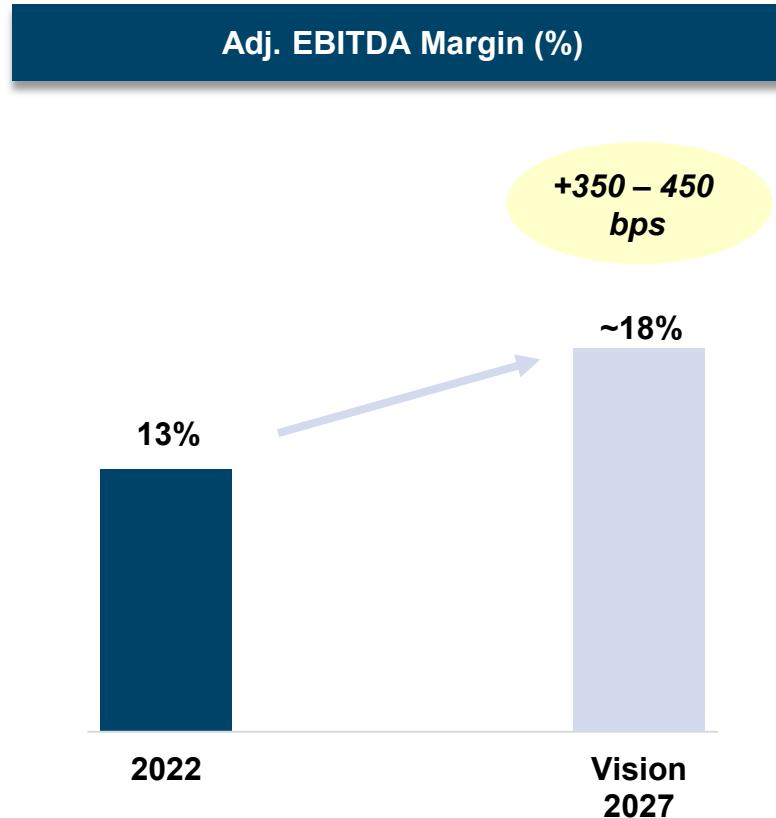
**~\$950 Million – \$1 Billion of Net Revenues by 2027 (6-7% CAGR)**



*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



\*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 – 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
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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, inventory purchase accounting adjustments, insurance recoveries related to business interruption, insurance recoveries related to loss on operating assets, and professional fees related to unsolicited non-binding acquisition offer), 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.

Under ASC 606, the Company defines performance obligations as customer placed purchase orders with firm fixed price and firm delivery dates. 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 of 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 <sup>(1)</sup>	\$58.47
52-week high / low share price <sup>(2)</sup>	\$48.21/ \$70.50
Common shares outstanding <sup>(3)</sup>	14.9 million
Market cap <sup>(3)</sup>	\$869.3 million
Cash <sup>(4)</sup>	\$30.7 million
Net debt outstanding <sup>(4)</sup>	\$211.7 million
Enterprise value <sup>(5)</sup>	\$1.1 billion
LTM Revenue	\$789.8 million
LTM Adjusted EBITDA <sup>(6)</sup>	\$120.1 million

(1) Share price as of 3/28/2025

(2) 52-week intra day high / low ending on 3/28/2025

(3) As of 3/29/2025. Common shares outstanding as of 3/29/2025 \* share price as of 3/28/2025

(4) Total debt – cash and cash equivalents as of 3/29/2025

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

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

# Adjusted EBITDA for 2016 through Q1 2025

(\$ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q1
<b>Net Revenues</b>	<b>\$ 551</b>	<b>\$ 558</b>	<b>\$ 629</b>	<b>\$ 721</b>	<b>\$ 629</b>	<b>\$ 645</b>	<b>\$ 713</b>	<b>\$ 757</b>	<b>\$ 787</b>	<b>\$ 790</b>	
<b>Net Income</b>	<b>\$ 25</b>	<b>\$ 20</b>	<b>\$ 9</b>	<b>\$ 32</b>	<b>\$ 29</b>	<b>\$ 136</b>	<b>\$ 29</b>	<b>\$ 16</b>	<b>\$ 31</b>	<b>\$ 35</b>	
Interest Expense	9	9	13	18	14	11	12	21	15	15	
Income Tax Expense (Benefit)	13	(12)	1	5	3	35	5	0	5	6	
Depreciation	13	13	13	14	14	14	15	15	16	17	
Amortization	10	10	12	15	15	14	17	17	17	17	
Stock-Based Compensation Expense	3	5	5	7	9	11	11	15	18	19	
Restructuring Charges <sup>1</sup>	-	9	15	-	2	-	7	15	8	7	
Inventory Purchase Accounting Adjustments <sup>3</sup>	-	1	1	1	-	-	1	6	2	1	
Insurance Recoveries Related to Business Interruption	-	-	-	-	-	-	(5)	(2)	-	-	
Insurance Recoveries Related to Loss on Operating Assets	-	-	-	-	-	-	-	(6)	-	-	
Professional fees related to unsolicited non-binding acquisition offer	-	-	-	-	-	-	-	-	3	3	
<b>Adjusted EBITDA</b>	<b>\$ 55</b>	<b>\$ 54</b>	<b>\$ 71</b>	<b>\$ 92</b>	<b>\$ 88</b>	<b>\$ 93</b>	<b>\$ 94</b>	<b>\$ 102</b>	<b>\$ 117</b>	<b>\$ 120</b>	
<b>% of Net Revenues</b>	<b>10%</b>	<b>10%</b>	<b>11%</b>	<b>13%</b>	<b>14%</b>	<b>14%</b>	<b>13%</b>	<b>13%</b>	<b>15%</b>	<b>15%</b>	

Note: May not sum due to rounding.

(1) 2017, 2018, 2022, 2023, and 2024 included \$0.5M, \$0.1M, \$0.5M, \$0.3M, and \$1.2M respectively, of restructuring charges that were recorded as cost of sales.

(2) 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 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 Q1 2025

(\$ millions)

	<b>LTM Q1 2025</b>
<b>Net Revenues</b>	<b>\$ 790</b>
<b>Operating Income</b>	<b>\$ 56</b>
Restructuring Charges	7
Inventory Purchase Accounting Adjustments <sup>1</sup>	1
Amortization of Acquisition Related Assets	9
Professional fees related to unsolicited non-binding acquisition offer	3
<b>Adjusted Operating Income</b>	<b>\$ 76</b>
<b>% of Net Revenues</b>	<b>10%</b>

*Note: May not sum due to rounding.*

*(1) LTM Q1 2025 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.*

# Non-GAAP Reconciliation for Backlog

*(\$ millions)*

	<u>Q1 2025</u>
Remaining Performance Obligations <sup>1</sup>	<u>\$986</u>
Backlog <sup>2</sup>	<u>\$1,054</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.*

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# Additional Information

For additional information on  
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to the Company's Investor Day  
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