Ducommun

Investor Day

September 17, 2026

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 and expectations against key measures such as revenue, EBITDA margin, aftermarket mix of revenue and growth of our Engineered Products business under the VISION 2027 game plan for investors; the elements of, goals and targets for the expected revenue mix for our Engineered Products and aftermarket business, Adjusted EBITDA and free cash flow, all under our VISION 2032 game plan for investors; our acquisition strategy and outlook through 2032; our expectations relating to the growth in missile production and defense spending, the positioning of our defense portfolio, and expected growth in production capacity and capital expenditures, all through 2032; our expectations relating to commercial aerospace build rates, positioning on key platforms and their impacts on the Company's top line growth, all through 2032; our expectations relating to the A&D titanium sheet fabrication market through the end of 2026; the expected margin enhancement and competitive advantage expected to be realized from our low cost footprint in Guaymas, Mexico; our expectations relating to the growth rate of our missile and radar franchise through 2032; our expectations relating to adjusting our segment disclosures by 2028; and our expectation that our new credit facilities will support our acquisition and growth strategy under the 2032 game plan for investors. 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 the "Risk Factors and other cautionary statements included herein.

The information in this presentation is not a complete description of the Company’s business or 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/A for the year ended December 31, 2025 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, legal and regulatory risks, including pending litigation matters generally and any losses arising from litigation relating to the Guaymas performance center fire that may become material, 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. 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 EBITDA, Adjusted EBITDA margin, Adjusted Earnings per Share, Free Cash Flow, Adjusted Free Cash Flow and Free Cash Flow Conversion. 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 mean that such information is material or that disclosure of such information is required. All forward-looking information, including statements regarding the Company's expected results of operations for and other statements regarding fiscal years 2026 and 2027, reflects management's belief and understanding as of August 6, 2026 unless noted otherwise.

Agenda

Product Showcase	Ducommun Team
VISION 2027 Update	Stephen Oswald
VISION 2032 Plan	Stephen Oswald
Structural Systems	Jerry Redondo, Clay Bringhurst
Electronic Systems	Jerry Redondo, Clay Bringhurst
M&A Strategy	Suman Mookerji
Financial Performance	Suman Mookerji
Closing Remarks	Stephen Oswald
Q&A	

Oldest Company in California Still Active Today

1848

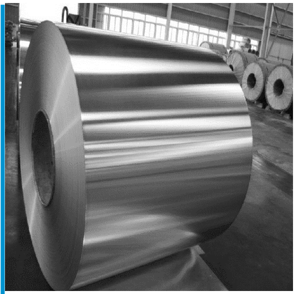
California becomes part of the United States.

1849

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

1920s

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



1950s

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

Courtesy: NASA

1960s

Diversifies into distribution of electronic components for the Aerospace industry.

2000s

Expands into Engineered Products through strategic acquisitions.

2017

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

2022+

Post pandemic lays out VISION 2027 roadmap.

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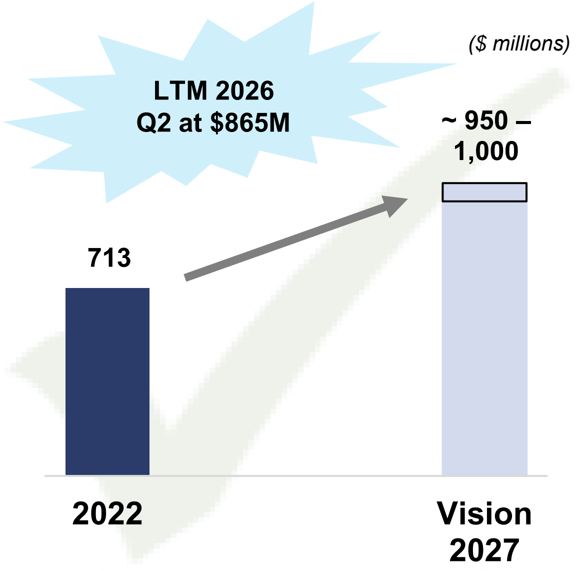
VISION 2027 Update

Stephen Oswald

CHAIRMAN, PRESIDENT AND CEO

VISION 2027 – Performance against Key Metrics

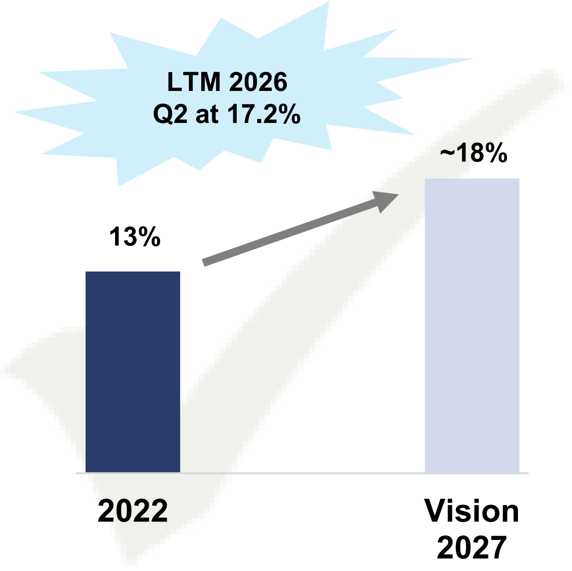
Revenue


LTM 2026 Q2 at $865M

($ millions)

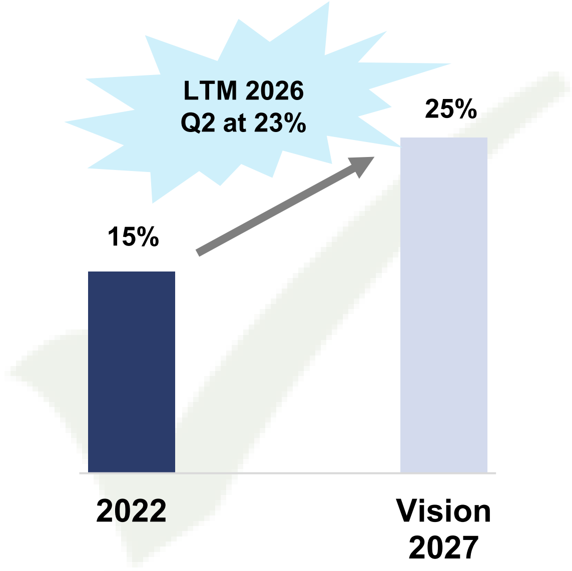
2027E
~$950M+

Adj. EBITDA Margin (%)


LTM 2026 Q2 at 17.2%

2027E
~18%

EP[1] % Revenue


LTM 2026 Q2 at 23%

2027E
~25%

On Track to Meet or Exceed All Three Key Metrics under the VISION 2027 Plan!

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1. EP – Engineered Products

VISION 2027 – Delivering Shareholder Value

DCO Stock Price Performance under VISION 2027

- ✓ TSR of 243% since the end of 2022[1]
- ✓ Market capitalization has increased from $605 million to ~$2.6 billion[1]
- ✓ Average Daily Traded Value ('ADTV') has increased from ~$2 million to ~$48 million[2]

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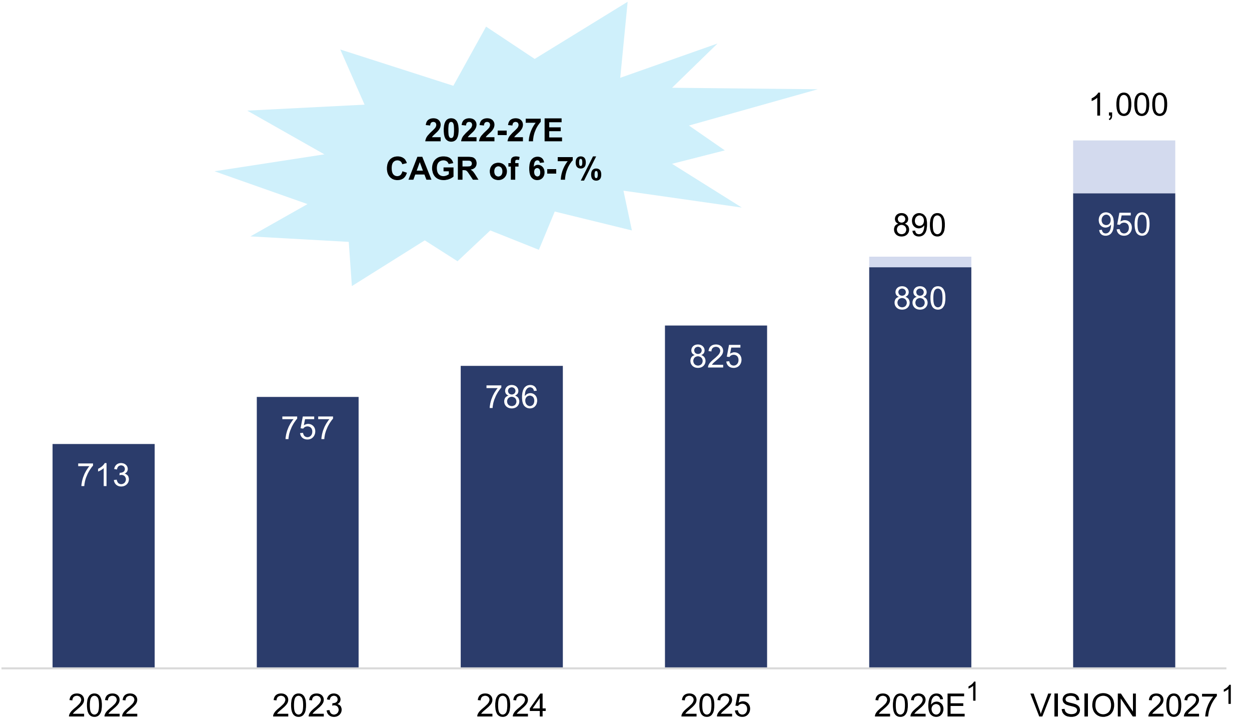
1. *TSR calculation and change in market capitalization is from the end of 2022 through August,31, 2026*
2. *3-month ADTV as of August 31, 2026 and December 31, 2022*

VISION 2027 – Revenue Growth

Revenue



- ✓ Strong growth in Defense revenues driven by Missiles, Radar and Electronic Warfare programs
- ✓ Commercial Aerospace build-rate ramp was slower than anticipated but recovering
- ✓ Excellent organic growth in Engineered Products supplemented by acquisition of BLR Aerospace

Strong Growth in Revenue despite Commercial Aerospace Build Rate Headwinds!

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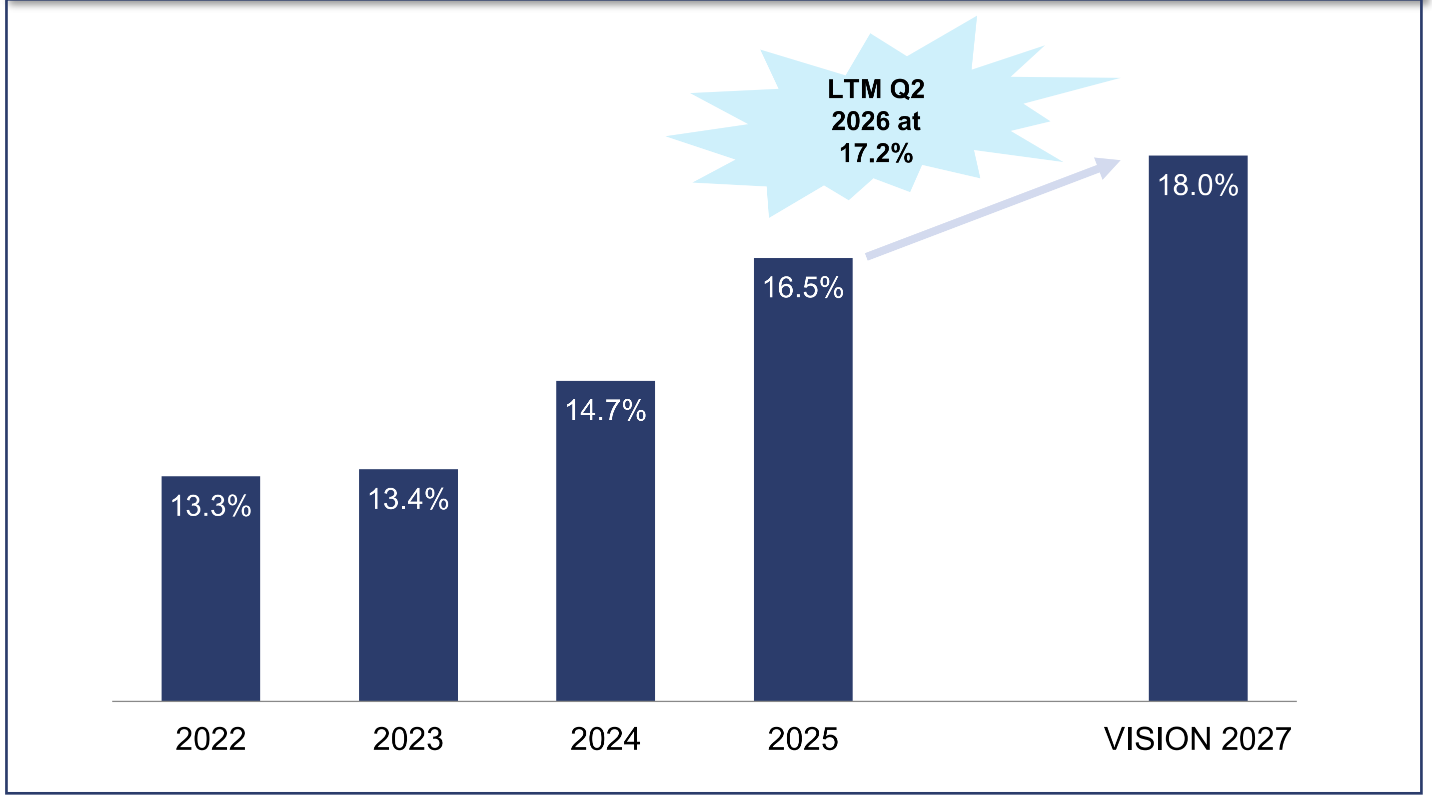
1. *This information is in line with guidance provided on August 6, 2026.*

VISION 2027 – Adjusted EBITDA Margin Expansion

Adj. EBITDA Margin



Revenue Mix Shift

Engineered Products Mix from 15% to 25%

with AM from

10% to 15%

Value Pricing

Repricing low margin contracts and better management of cost escalations

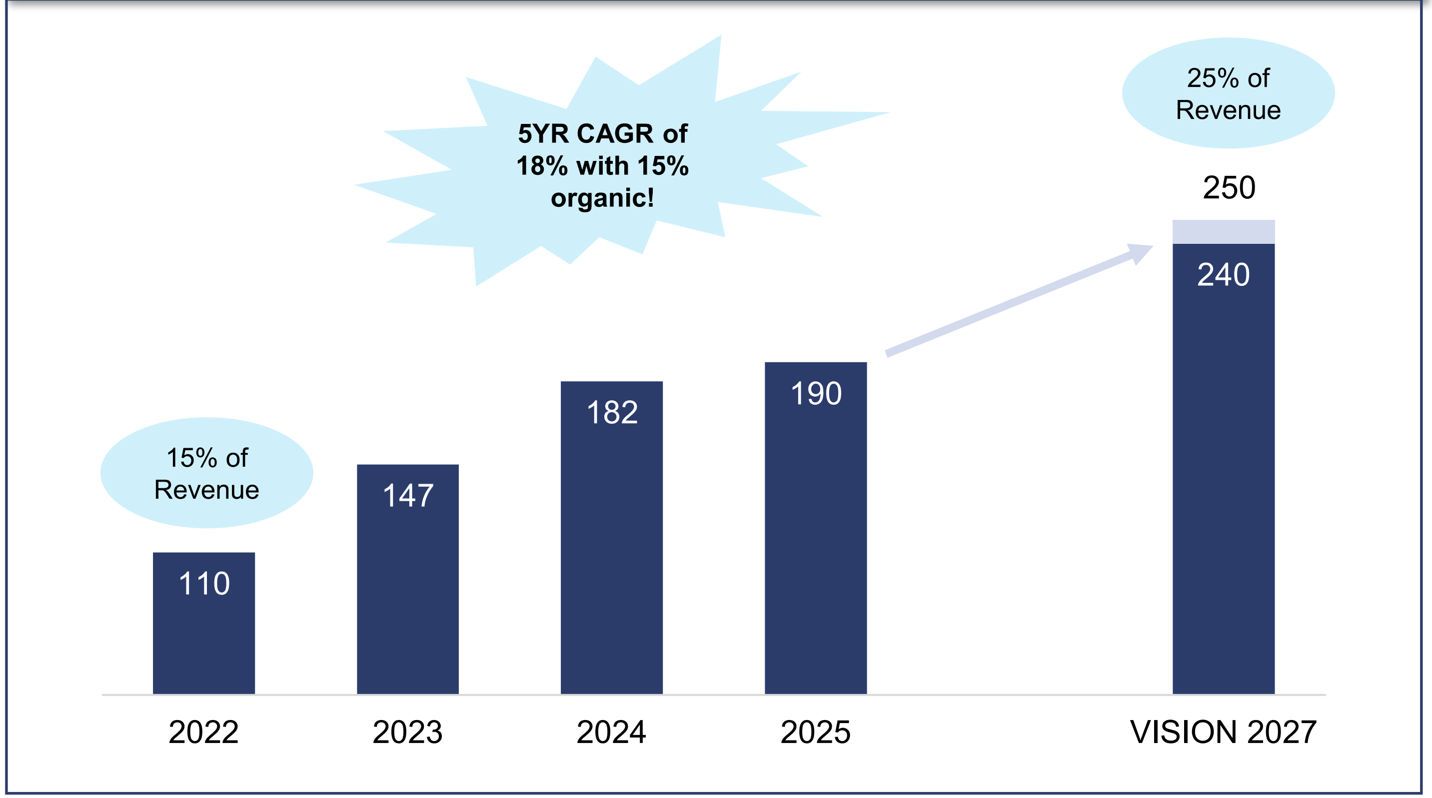
Footprint Consolidation

$13M
Run-rate synergies by 2026

400-500bps Margin Expansion Driven by Cost Reduction and Improvement in Quality of Revenue Portfolio!

VISION 2027 – Growth in Engineered Products & Aftermarket

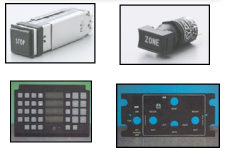
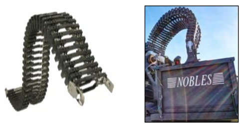
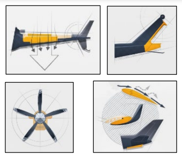
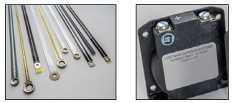
Engineered Products Revenues



- ✓ Transformed legacy DCO Engineered Products business in Carson, CA
- ✓ Tripled MagSeal since acquisition
- ✓ Acquisition of BLR Aerospace
- ✓ Recovery in aftermarket volumes across defense and commercial
- ✓ Value based pricing
- ✓ Product Engineering talent stronger through development/promotion

Strong Organic Growth in Engineered Products with Reinvigorated Innovation Pipeline!

VISION 2027 - Expanded Portfolio of Engineered Products

	Human Machine Interface Products	**Magnetic Seals**	**Ammunition Handling Systems**	**Aerodynamic Systems**	**Lightning Protection**	**Thermoplastic Extrusions**	**RF Switches**	**Motion Control**
		2021 Acquisition	2019 Acquisition	2023 Acquisition	2017 Acquisition	2018 Acquisition		
								
	Push button switches & display panels	Magnetic and mechanical seals	Ammunition chutes, magazines and integrated ammunition handling systems	Aerodynamic systems including FastFin®, winglets, propellers and flow modifiers	Segmented diverter strips and suppressors	Thermoplastic extrusions and assemblies	Microwave switches	High reliance motors and resolvers
Proprietary Designs	✓	✓	✓	✓	✓	*	✓	✓
Sole Source Positions	✓	✓	✓	✓	✓	✓	✓	✓
Aftermarket Content	✓	✓	✓	✓	✓	✓	✓	✓

Engineered Products *% of Total Revenue*	**9%** 2017	**23%** Today	**25%** 2027 Target

Aftermarket Mix *% of Total Revenue*	**~6%** 2017	**~13%** Today	**~15%** 2027 Target

**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.

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VISION 2032 Plan

Stephen Oswald

CHAIRMAN, PRESIDENT AND CEO

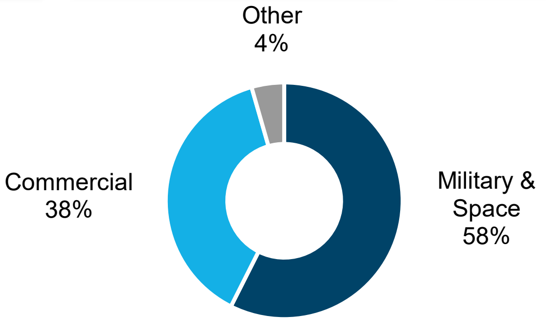
Our Company

LTM Q2 2026 Revenue: **$865M**

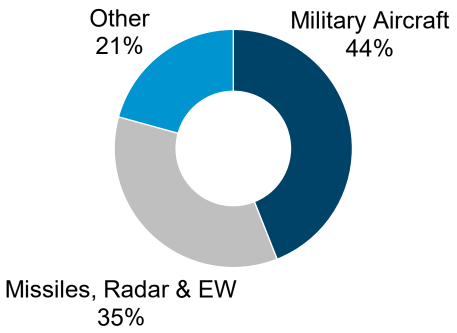
LTM Q2 2026 Adjusted EBITDA Margin: **17.2%**

Q2 2026 Ending RPO: **$1.16B**

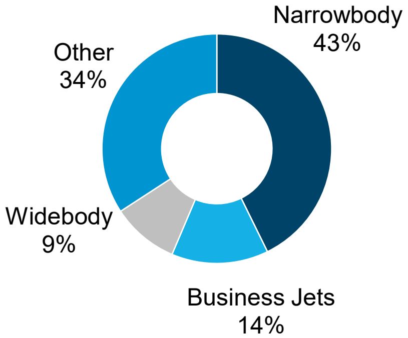
Revenue by End Market[1]



Military & Space Mix[1]



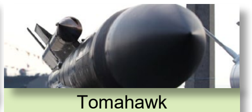
Commercial Mix[1]



Diverse Product Content on Large and Growing Platforms…

Missiles & Radar


PAC-3


Tomahawk


SPY-6


MIR/Iron Dome

Commercial & Business Aircraft


B737 Family


A320


A220


B787

Military Aircraft

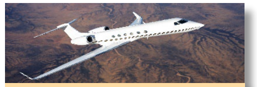

JSF


Blackhawk


F-15


Apache

Other Growing Platforms


Gulfstream family


S-92


Virginia Class


XM30

…Across a Broad Range of Customers

RTX
AIRBUS
LOCKHEED MARTIN
BOEING
NORTHROP GRUMMAN
GENERAL DYNAMICS
Parker
Viasat
BAE SYSTEMS
OSHKOSH DEFENSE

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

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[1] *Figures based on LTM Q2 2026 Net Revenues mix. Sales $ in millions.*

Our Segments

Engineered Products

		Electronic Systems *(57% of LTM Q2 2026 Revenue)*	Structural Systems *(43% of LTM Q2 2026 Revenue)*
Overview		Innovative and ruggedized electronic and electromechanical products and assemblies	Engineered aerostructure components and assemblies
Financial Profile (LTM Q2 2026)	**Revenue**	**$493mm**	**$372mm**
	Adj. EBITDA Margin	**22%**	**19%**
Selected Products		 Ruggedized Wire Harness Human Machine Interface Radio Frequency (RF) Complex Circuit Card Lightning Protection Integrated Box Build Motion Control	 Titanium Hot Forming VersaCore Composite^{TM} & Metalbond Titanium Super Plastic Forming Ammunition Handling Systems Aluminum Stretch Form & Chemical Mill Extruded Thermoplastics Magnetic Seals Aerodynamic Enhancement Products
Key Customers		RTX NORTHROP GRUMMAN Viasat BAE SYSTEMS Parker SIKORSKY A LOCKHEED MARTIN COMPANY LOCKHEED MARTIN BOEING	BOEING AIRBUS SIKORSKY A LOCKHEED MARTIN COMPANY GKN AEROSPACE Pratt & Whitney An RTX Business ST Engineering Gulfstream STELIA RELIABILITY. PERFORMANCE.

Our Leadership Team

Stephen Oswald
Chairman, President and CEO
KKR United Technologies

Jerry Redondo
SVP, Structural and Electronics Solutions & Carson
Parker

Clay Bringhurst
VP, Engineered Products
NORTHROP GRUMMAN

Suman Mookerji
SVP, CFO
UTC Aerospace Systems

Rajiv Tata
VP, General Counsel & Corporate Secretary
BAKERCORP
UTILITY Unilever

Laureen Gonzalez
VP & Chief Human Resources Officer
Ducommun

Best-in-class management with long-term tenure and deep operational & industry experience

Tier 1 Industry Player Entirely Focused on Aerospace & Defense

Ducommun

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

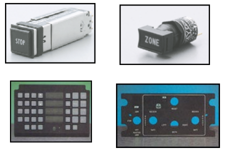
- RTX
- LOCKHEED MARTIN
- SIKORSKY A LOCKHEED MARTIN COMPANY
- AIRBUS
- BOEING
- Gulfstream
- NORTHROP GRUMMAN
- GENERAL DYNAMICS
- GENERAL ATOMICS
- BAE SYSTEMS

Tier 2 Customers

- 中航工业沈阳飞机工业（集团）有限公司 AVIC SHENYANG AIRCRAFT CORPORATION
- Collins Aerospace An RTX Business
- Parker Aerospace
- GKN AEROSPACE

Expanded Portfolio of Engineered Products

Human Machine Interface Products



Push button switches & display panels

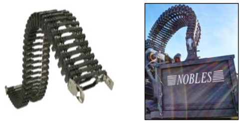
2021 Acquisition

Magnetic Seals

Magnetic and mechanical seals

2019 Acquisition

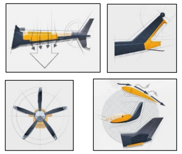
Ammunition Handling Systems



Ammunition chutes, magazines and integrated ammunition handling systems

2023 Acquisition

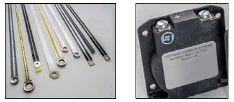
Aerodynamic Systems



Aerodynamic systems including FastFin®, winglets, propellers and flow modifiers

2017 Acquisition

Lightning Protection



Segmented diverter strips and suppressors

2018 Acquisition

Thermoplastic Extrusions

Thermoplastic extrusions and assemblies

RF Switches

Microwave switches

Motion Control

High reliance motors and resolvers

	Human Machine Interface Products	Magnetic Seals	Ammunition Handling Systems	Aerodynamic Systems	Lightning Protection	Thermoplastic Extrusions	RF Switches	Motion Control
Proprietary Designs	✓	✓	✓	✓	✓	*	✓	✓
Sole Source Positions	✓	✓	✓	✓	✓	✓	✓	✓
Aftermarket Content	✓	✓	✓	✓	✓	✓	✓	✓

**Proprietary process capability held by very limited group of suppliers*

Differentiated Manufacturing Services Capabilities

Titanium Hot & SuperPlastic forming

Largest non-OEM titanium hot forming and super plastic forming provider[1] in the world

Circuit card assemblies & box builds

Ruggedized Interconnects

Significant trusted, low-cost, secured domestic footprint
Engineering design & rapid prototyping services

Complex Stretch Form & Chem Mill

Unique capability to stretch and chem mill large structural components including skins, second only to Boeing Wichita in the United States

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

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[1] *Charles Edwards Management Consulting (September 2026)*

Our VISION 2032 Plan

1. Double down on Engineered Products and Aftermarket revenues organically
2. Step-up acquisition size (up to 3-5x) and pace of Engineered Product & Aftermarket businesses
3. Drive robust growth in Defense Revenues across Missiles and Radar platforms
4. Ride out Commercial Aerospace production ramp with minimal capital required
5. Maintain strategic pricing rigor / Re-price LTAs and strong operational execution
6. Add top talent to scale organization to meet VISION 2032 goals

VISION 2032 Goals

Revenue

$1.6 - 1.7B

10-11% CAGR[1]

Adj. EBITDA %

23%

+ 600bps[1]

EP Mix

40%

AM Mix

20%

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[1] Revenue growth CAGR and Adj. EBITDA margin expansion based on the current fiscal year 2026 estimates as a baseline

Double Down on Engineered Products (‘EP’)

Engineered Products Mix
% of Total Revenue

2017	Today	2027 Target	2032 Target
9%	**23%**	**25%**	**40%**

Aftermarket Mix
% of Total Revenue

2017	Today	2027 Target	2032 Target
6%	**13%**	**15%**	**20%**

New Product Pipeline

Win new content and move into adjacencies

Volume Growth

Ramp in OEM production and continued strength in aftermarket

Value Based Pricing

Alignment of price with value for both OEM and AM; adjustment to legacy pricing under LTA upon renewal

Step up Acquisition Size & Pace for Engineered Products (‘EP’)

Larger Acquisition(s) to Accelerate Mix Shift

Step change (up to 3-5x) in size from
prior deals which were in the $25-125M range

Continue Tuck-In Acquisitions

LIGHTNING DIVERSION SYSTEMS

CERTIFIED THERMOPLASTICS

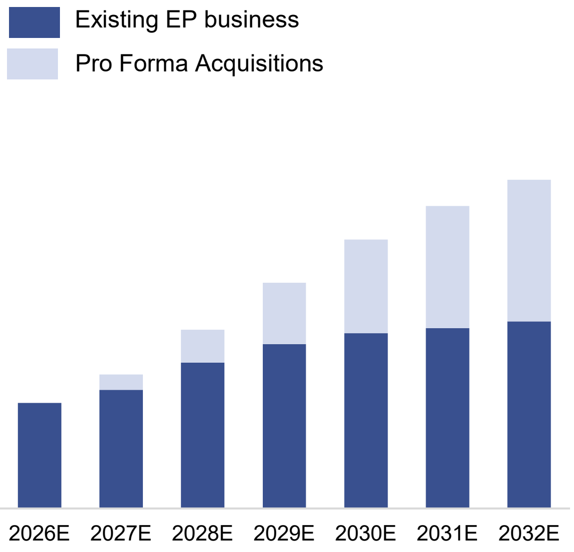
MAGSEAL
A Ducommun Incorporated Company

NOBLES WORLDWIDE

Ducommun
(Carson Engineered Products)

BLR
PERFORMANCE INNOVATION

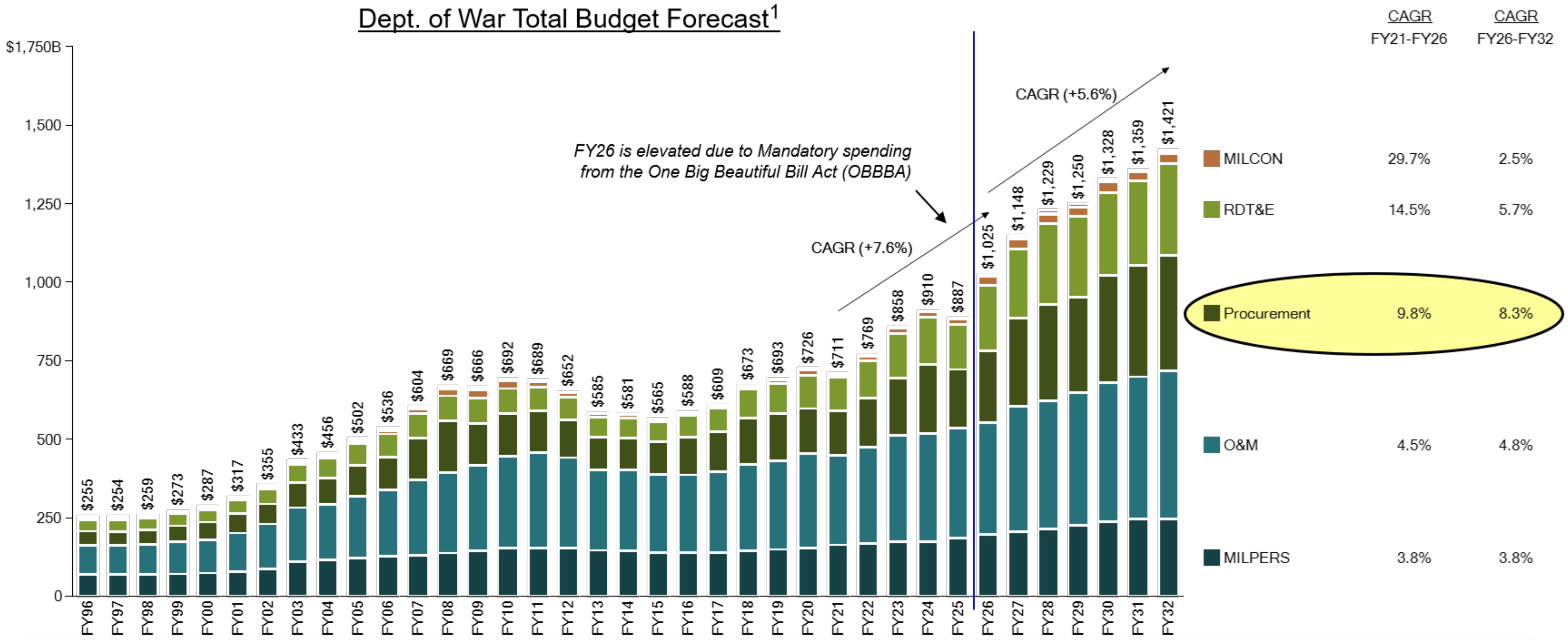
Building out the Engineered Product Portfolio to 40% of Revenues



23% 25% 40%
% of DCO revenue

Vision 2027 Adj. EBITDA and equity valuation success enables up To 3-5X bigger acquisition targets moving forward

Geopolitical tensions to drive Defense spending



Dept. of War Total Budget Forecast[1]

FY26 is elevated due to Mandatory spending from the One Big Beautiful Bill Act (OBBBA)

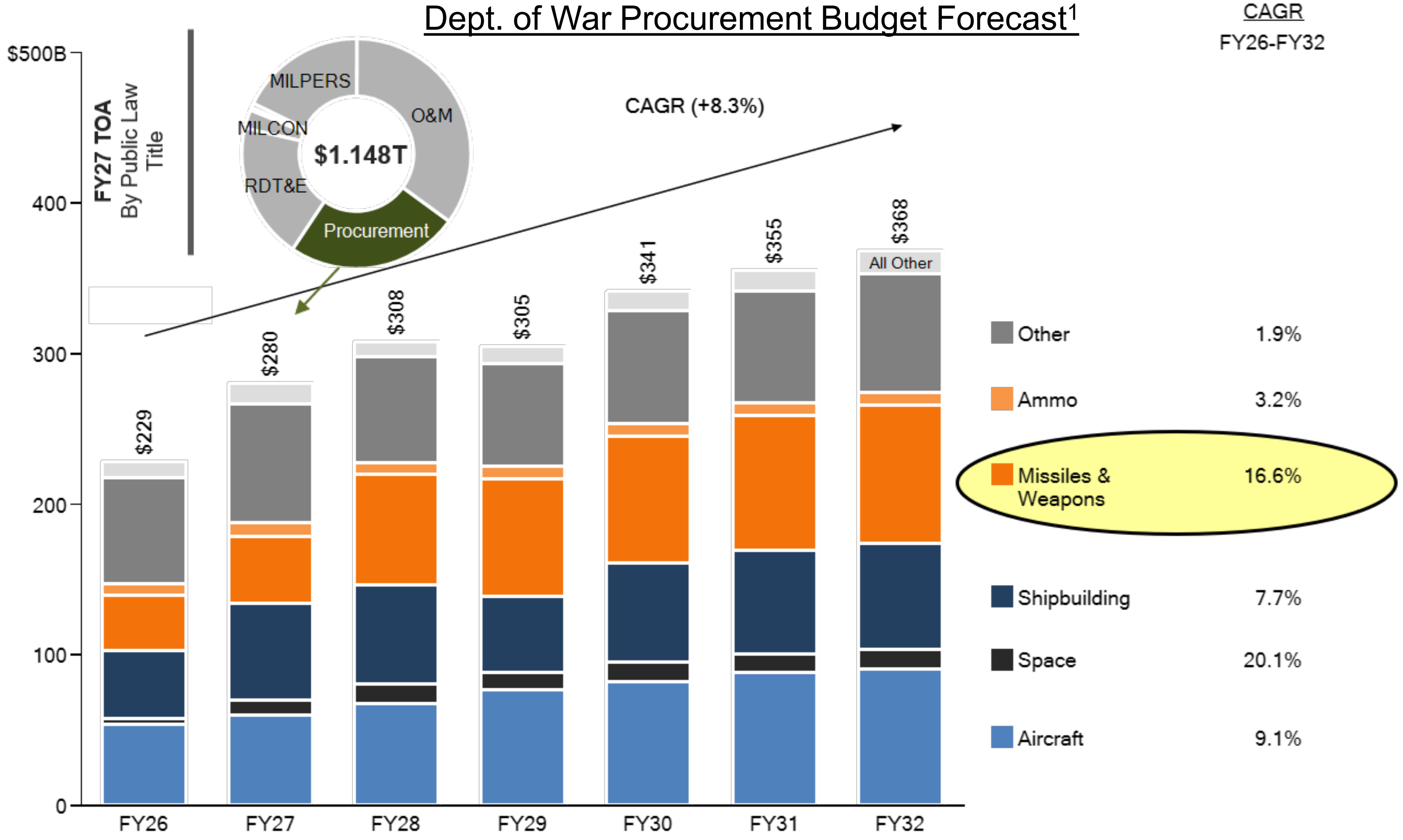
	CAGR FY21-FY26	CAGR FY26-FY32
🟧 MILCON	29.7%	2.5%
🟩 RDT&E	14.5%	5.7%
■ Procurement	9.8%	8.3%
■ O&M	4.5%	4.8%
■ MILPERS	3.8%	3.8%

Procurement and RDT&E Spend to Replenish Stockpiles, Field Existing Capabilities, and Develop Next Gen Tech

1. Source: Fairmont Consulting Group forecast

Missiles Driving Spend across the US Military

Dept. of War Procurement Budget Forecast[1]



DoW Missile Framework Agreements

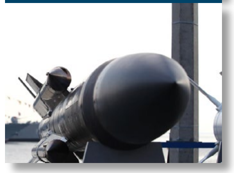
Program	Expected ramp[2]	DCO Incumbent Supplier
AMRAAM	1.5x	☑
SM3-2A	2x-4x	☑
SM3-1B	2x-4x	☑
SM6	4x	☑
Tomahawk	10x	☑
PAC-3	3x	☑
THAAD	4x	☑

Significant increase in missile production expected to be one of the key drivers of defense spending growth

1. *Source: Fairmont Consulting Group forecast*
2. *Current production and growth figures taken from published reports. See Appendix for links providing details*

Strong Growth in DCO Missile and Radar Revenues

Incumbent Supplier on Expansive Portfolio of Missile & Radar Platforms


Tomahawk


PAC-3


Iron Dome


SPY-6

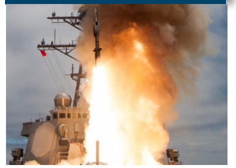

TOW


THAAD

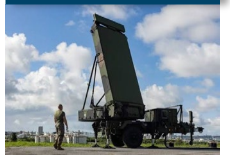

AMRAAM


MESA E-7


SM3


SM6

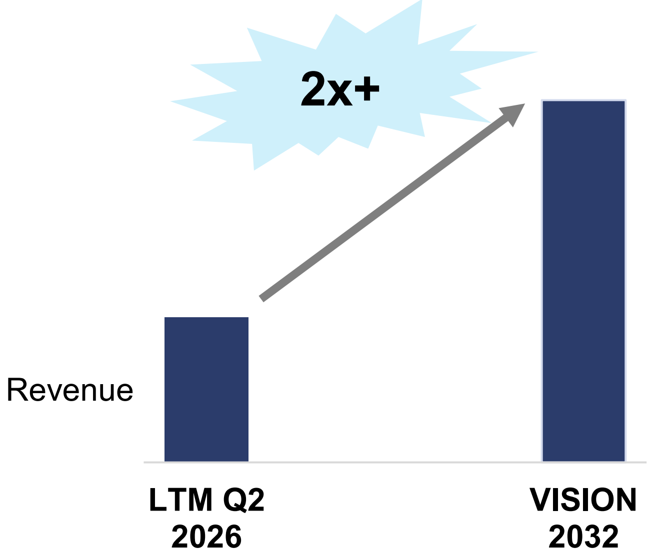

Coyote C-UAS


G/ATOR


AN/TPY-2

Missiles

Radars



<u>DCO Missile and Radar</u>

franchise[1] expected to grow at **<u>mid-teens CAGR</u>** during VISION 2032

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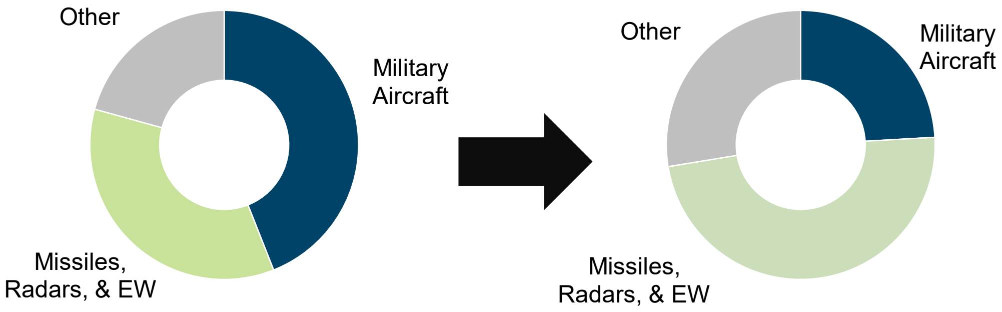
[1] *Includes Missiles, Radar and Electronic Warfare platforms*

DCO to Continue Pivot to New Defense Priorities

Positioning for the Changing needs of the Warfighter



Missile Defense & Radars


SPY-6


AN/TPY-2


TOW


SM-6


Tomahawk


PAC-3

Naval platforms


Virginia-class Subs


Aegis/DDG-51

Hypersonics


Partnering with leading defense primes

Counter-UAS


Coyote

Broadening the Customer Portfolio

Increase content with other defense primes

Maintain

RTX

Grow

LOCKHEED MARTIN

NORTHROP GRUMMAN

BAE SYSTEMS

BOEING

GENERAL DYNAMICS

Gain positions with emerging defense players

AeroVironment™

ANDURIL

KRATOS®

2026-32 Organic CAGR of 8-9%[1]

Shift the defense portfolio to further align with changing priorities for the DOW

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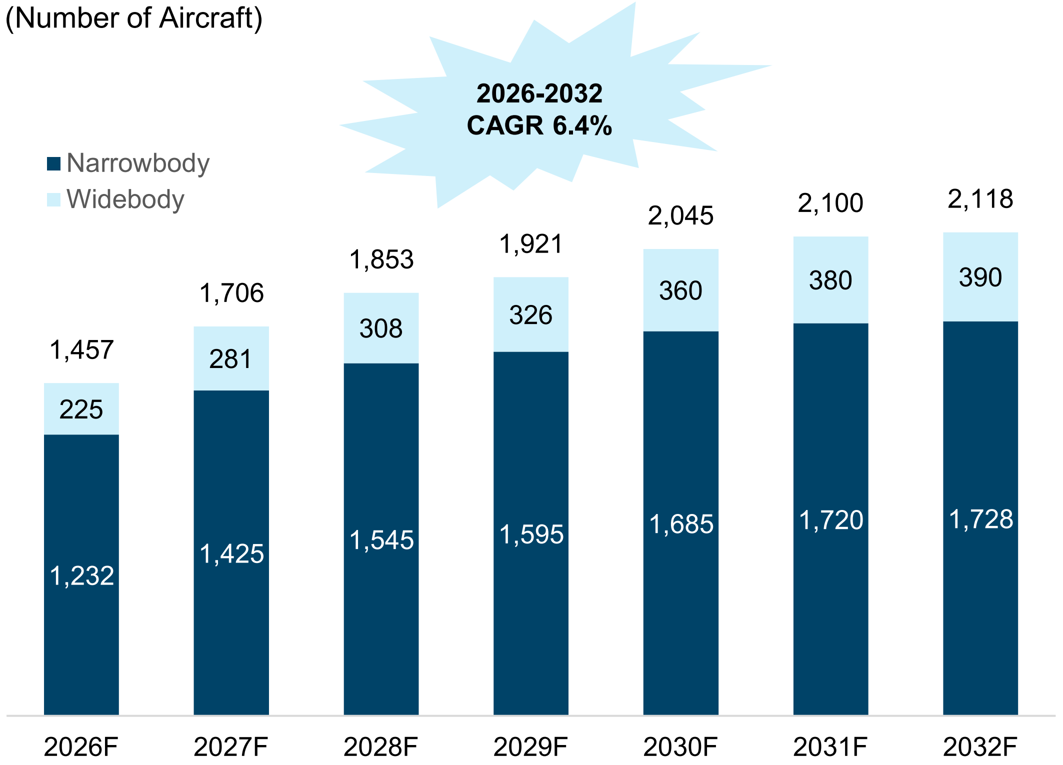
1. Military & Space end market forecasted revenue growth

Continued Recovery in Commercial Aerospace Build Rates

Large Commercial OEM Build Rate Forecast[1]



- ✓ Large Commercial OEM build rates expected to grow at 6.4% through 2032
- ✓ Destocking is expected to be largely complete by the end of 2026
- ✓ Boeing stated goal of 63 737MAX aircraft per month if the supply chain can support that level of production[2]
- ✓ Airbus announced in July that A320 will reach monthly production rates of 70 – 75 in 2027[3]

Continued momentum in OEM build rates expected to drive DCO commercial aerospace top line growth

1. *AeroDynamic Advisory August 2026*
2. *Kelly Ortberg, CNBC, May 27, 2026*
3. *Airbus 2026 Business Update, July 21, 2026*

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 and 787 build rates showing signs of solid recovery in 2026 and 2027

Destocking expected to be largely complete by end of 2026

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

Current LTA for A320 family expires at the end of 2026; renewal negotiations ongoing

A220

~$250k

A320 family

~$60k

Business Jet and Commercial Rotorcraft

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

Business jet revenue grew over 90% since 2021

Commercial rotorcraft revenue has more than doubled since 2022

GS Business Jets

~$200k

S-92

~$40k

Strong growth expected on key platforms through 2028 and beyond

2026-32 Organic CAGR of 6-7%[1]

NOTE: Shipset values based on Q2 2026 pricing and workshare.

1. Commercial Aerospace end market forecasted revenue growth

Our VISION 2032 Plan

1. Double down on Engineered Products and Aftermarket revenues organically
2. Step-up acquisition size (up to 3-5x) and pace of Engineered Product & Aftermarket businesses
3. Drive robust growth in Defense Revenues across Missiles and Radar platforms
4. Ride out Commercial Aerospace production ramp with minimal capital required
5. Maintain strategic pricing rigor / Re-price LTAs and strong operational execution
6. Add top talent to scale organization to meet VISION 2032 goals

VISION 2032 Goals

Revenue

$1.6 - 1.7B

10-11% CAGR[1]

Adj. EBITDA %

23%

+ 600bps[1]

EP Mix

40%

AM Mix

20%

---

1. Revenue growth CAGR and Adj. EBITDA margin expansion based on the current fiscal year 2026 estimates as a baseline

Ducommun

Structural Systems

Jerry Redondo
SENIOR VICE PRESIDENT,
ELECTRONICS & STRUCTURES

Clay Bringhurst
VICE PRESIDENT,
ENGINEERED PRODUCTS

Structural Systems – Key Products

- Engine nacelles
- Fuselage skin panels
- Firewall & exhaust ducts
- Flight control surface assemblies
- Pylon & auxiliary power units
- Rotary blades
- Missile assemblies
- Ammunition handling systems
- Magnetic & mechanical seals
- Extruded thermoplastics
- Aerodynamic structures for rotorcraft and business jets

Structural Systems – Who We Are

World leader in titanium super plastic forming (SPF) & Hot Forming (HF)

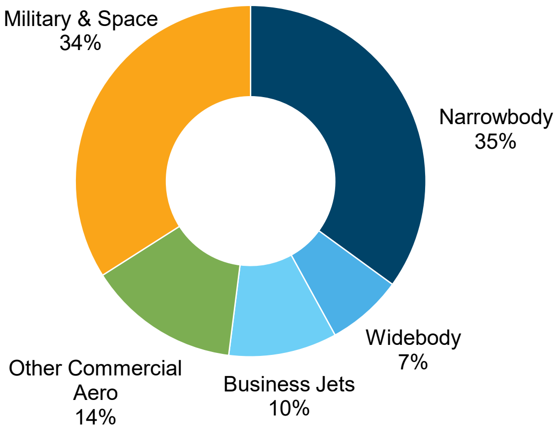
Well positioned for commercial aerospace recovery with narrowbody focus

Robust Defense & Growing

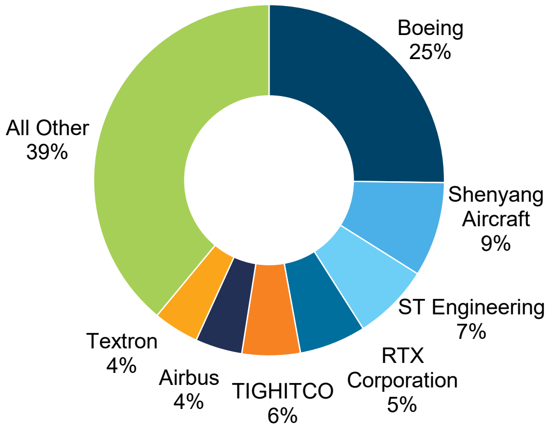
Eight scalable Performance Centers

Proprietary VersaCore Composite™ technology commercialized

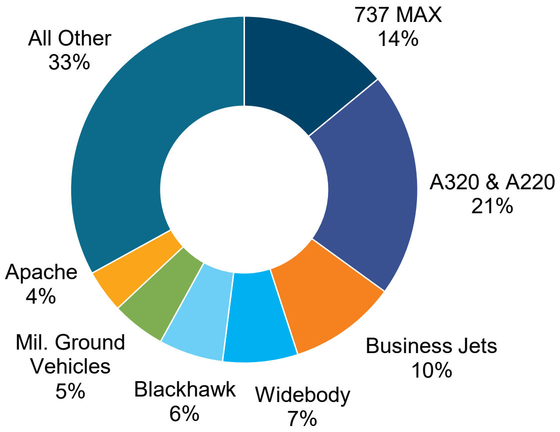
End Market Breakdown[1]



Customer Breakdown[1]



Platform Breakdown[1]



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[1] *Based on LTM Q2 2026 Net Revenues.*

Structural Systems – Key Sectors and Applications

Commercial Aircraft


B737


A320


A220

- 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

AIRBUS
BOEING

Military & Commercial Rotorcraft


Apache


Blackhawk


CH-47


Airbus H125

- Titanium exhaust ducts
- Metal bond blades and abrasion strips
- Titanium door surrounds and bulkheads
- Ammunition handling systems
- Proprietary FastFin technology

BOEING
SIKORSKY
A LOCKHEED MARTIN COMPANY

Missiles, Military Fixed Wing, and Other


TOW Missile


F-35


F/A-18

- Composite missile cases with integrated electronics
- Titanium dorsal fins
- Ammunition handling systems

RTX
BOEING
LOCKHEED MARTIN

Business Jets


Global 7500/8000

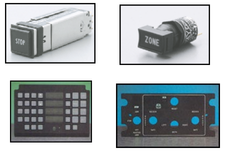
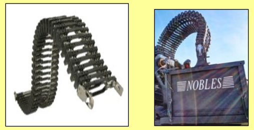
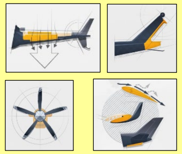
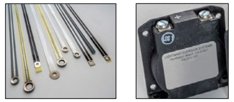
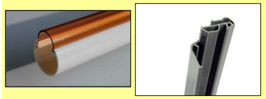

King Air


GS Business Jets

- Superplastic formed titanium parts & assemblies
- Stretch formed aluminum lithium wing support structures
- Winglets and propellers

BOMBARDIER
Gulfstream

Expanded Portfolio of Engineered Products

	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**	**Motion Control**
								
	Push Button Switches & Display Panels	Magnetic and mechanical seals	Ammunition chutes, magazines and integrated ammunition handling systems	Aerodynamic Systems including FastFin®, winglets, propellers and flow modifiers	Segmented diverter strips and suppressors	Thermoplastic extrusions and assemblies	Microwave switches	High Reliance motors and resolvers
Proprietary Designs	✓	✓	✓	✓	✓	*	✓	✓
Sole Source Positions	✓	✓	✓	✓	✓	✓	✓	✓
Aftermarket Content	✓	✓	✓	✓	✓	✓	✓	✓

**Proprietary process capability held by very limited group of suppliers*

Structural Systems – Engineered Products

Magnetic Seals

MAGSEAL
A Ducommun Incorporated Company

Leading designer and manufacturer of proprietary, sole sourced magnetic seals for A&D applications with significant aftermarket

Revenues have grown to 3x+ since the acquisition by Ducommun in December 2021

Apache, CH-53K, A320, Business Jets

Ammunition Handling Systems

NOBLES
WORLDWIDE

Leading designer and manufacturer of proprietary, sole sourced ammunition chutes and handling systems with significant aftermarket

Significant expansion into ground vehicles and ammunition handling systems (beyond just chutes) since the acquisition in 2019

F-Series military aircraft, military rotorcraft, ground vehicles

Structural Systems – Engineered Products

Aerodynamic Structures

BLR
PERFORMANCE INNOVATION

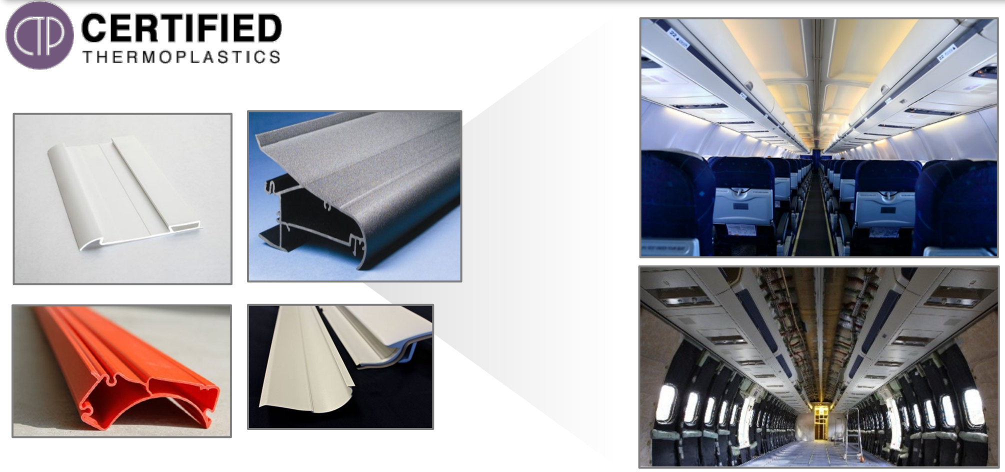
Proprietary, patented FastFin^{TM} technology for rotorcraft; proprietary winglets for business jets and distribution of propellers

Portfolio of Supplemental Type Certificates (STCs) across various rotorcraft and business jet platforms

Bell rotorcraft, Airbus H125, Black Hawk, King Air jets

Thermoplastic Extrusions

CERTIFIED
THERMOPLASTICS



Unique capability to extrude difficult materials including Peek, Ultem and other resins required in the interiors of commercial aircraft

Limited set of suppliers globally with the ability to extrude parts for A&D applications

A320neo, A350

Leading Titanium & Aluminum Sheet Forming Franchises

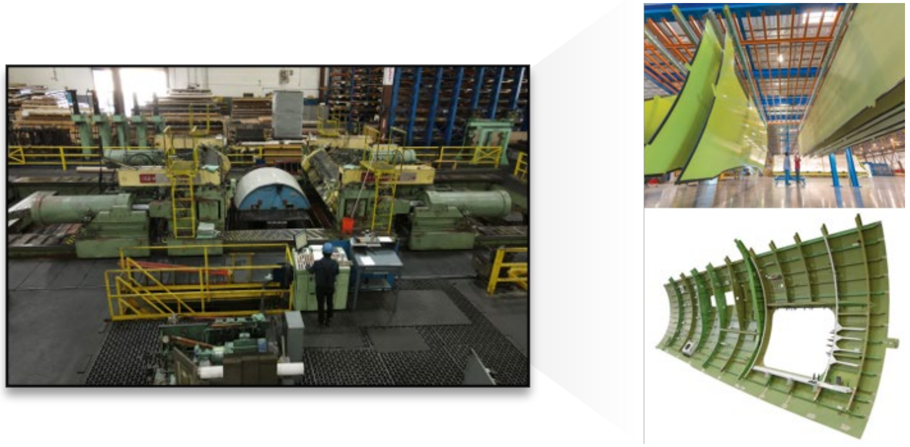
Titanium Sheet Hot & Superplastic Forming

Largest non-OEM titanium hot forming and
super plastic forming provider[1] in the world

Invested ~$40M in technology / capex pre-pandemic;
available capacity to support rate-ramp

737MAX, A320neo, Blackhawk, CH-53K, Gulfstream

Aluminum Sheet Stretch Forming



Unique capability to stretch form and chemical mill
large structural components including skins

Second only to Boeing Wichita
(legacy Spirit business) in the United States[1]

A220, 737MAX, Blackhawk, Gulfstream, Bombardier

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[1] *Charles Edwards Management Consulting (September 2026)*

Structural Systems – Airbus & Boeing

AIRBUS

- Relationship began over 10 years ago, now a top performance awarded D2P (Detailed Parts Partner) provider
- Significant growth over that time to become a trusted partner and scale provider of complex titanium structures
- 100% continuous delivery performance
- Proven IP technology for super plastic and hot forming of highly contoured complex parts and assemblies

A320 Titanium Products

- Engine cowling sub-assembly
- Forward pylon floors & frames
- Aft pylon frames
- Bavettes, Casquettes canopies

BOEING

- Long legacy relationship since 1965 includes titanium SPF & HF and metal bond composite solutions supporting airframe, nacelles, fuselage skins, and flight control surfaces on 737 MAX, 787, Apache AH-64 and F-18 programs
- In process, renegotiating long term contract
- Sole provider of Apache composite tail rotors since inception of program
- Continuing to engage in new growth and expanded workshare opportunities

Low Cost Footprint in Guaymas, Mexico

Capabilities

- Metal bond
- VersaCore Composites
- Hard metal fabrication and assembly

Products

- Flight control surfaces
- Nacelle components & assemblies
- Missile assemblies
- Thrust reverser assemblies

Increased square footage from 62k pre-pandemic to 115k in Q4 2022

High capability, Low cost center driving margin enhancement, technician talent, and competitive advantage

Structural Systems – Highlights

- ✓ Portfolio of niche engineered product businesses with industry leading brands with sole source positions and aftermarket content - magnetic seals, ammunition handling systems, aerodynamic structures for rotorcraft and business jets and thermoplastic extrusions
- ✓ 100% focused on value pricing for all structural components and assemblies
- ✓ Continued exemplary 100% on-time delivery to outperform competitors and increase market share
- ✓ Sustain capacity and rate readiness to execute on significant commercial aerospace growth from rate rebound
- ✓ Expansion of #1 titanium market position driven through leverage of titanium value proposition, differentiating performance, value engineering and proprietary SPF / HF capabilities
- ✓ Through significant stretch form capabilities and engineering expertise, continue further capture of aluminum fuselage skins growth opportunities
- ✓ Mexico footprint provides opportunities for continued margin enhancement, capacity expansion, access to local talent pool and differentiating competitive advantage
- ✓ Increased applications of VersaCore Composite™ technology as a solution for customer affordability objectives and product performance

Ducommun

Electronic Systems

Jerry Redondo

SENIOR VICE PRESIDENT,
ELECTRONICS & STRUCTURES

Clay Bringhurst

VICE PRESIDENT,
ENGINEERED PRODUCTS

Electronic Systems – Key Products

- Ruggedized interconnects
- Complex circuit card assemblies
- Integrated electronic box builds
- Cockpit avionics switches
- Lightning protection systems
- Complex motors and resolvers
- Custom RF components

Electronic Systems – Who We Are

Highlights

A leader in highly-specialized, mission-critical defense electronics for harsh environments

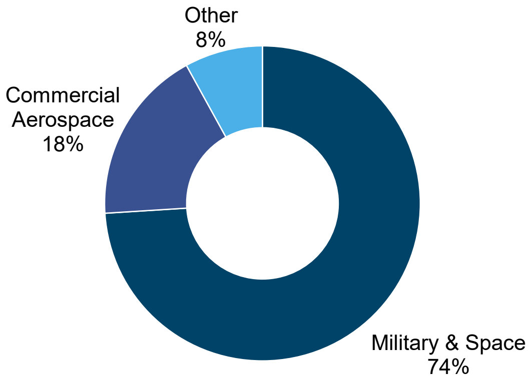
Trusted domestic manufacturing footprint

Robust & high growth defense platforms

Sole source proprietary market positions in niche segments

Seven scalable Performance Centers (three cleared facilities)

End Market Breakdown[1]



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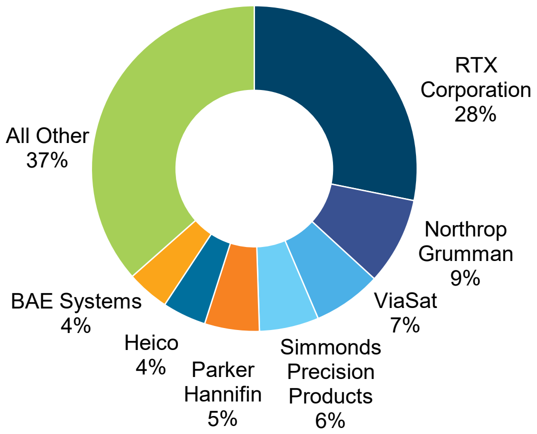
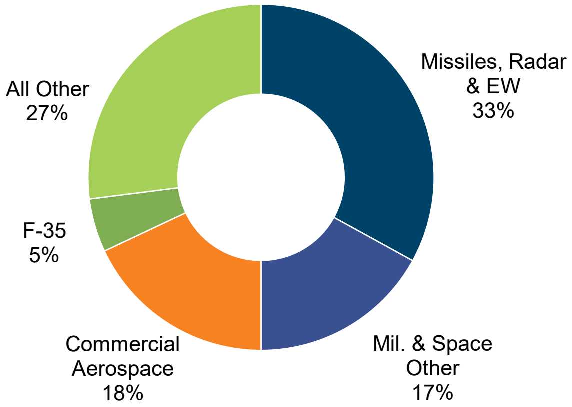


Platform Breakdown[1]



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[1] *Based on LTM Q2 2026 Net Revenues.*

Electronic Systems – Key Sectors & Applications

Missiles


MIR/Iron Dome


PAC3


Tomahawk


SM3/6

- Circuit cards controlling actuation & interconnects
- Integrated missile case interconnects
- Wing deploy & control actuation system motors
- Actuation control units

RTX
LOCKHEED MARTIN

Military Aircraft and UAVs


F-35


F-15


F/A-18

- Interconnects for avionics, radar, sensors, fuel and weapons systems
- Circuit card assemblies & controllers
- Cockpit panel assemblies and switches
- Lightning protection
- RF Assemblies

BOEING
GENERAL ATOMICS
RTX
LOCKHEED MARTIN

Naval


Virginia-class Submarine


AN/BLQ-10


Aegis/DDG-51

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

GENERAL DYNAMICS
RTX
LOCKHEED MARTIN

Space and Communications


Viasat


Artemis

Classified

Satellite Program

STARLINK

Starlink

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

Viasat
AIRBUS
NORTHROP GRUMMAN

Commercial and Business Aviation


B787


B737 MAX

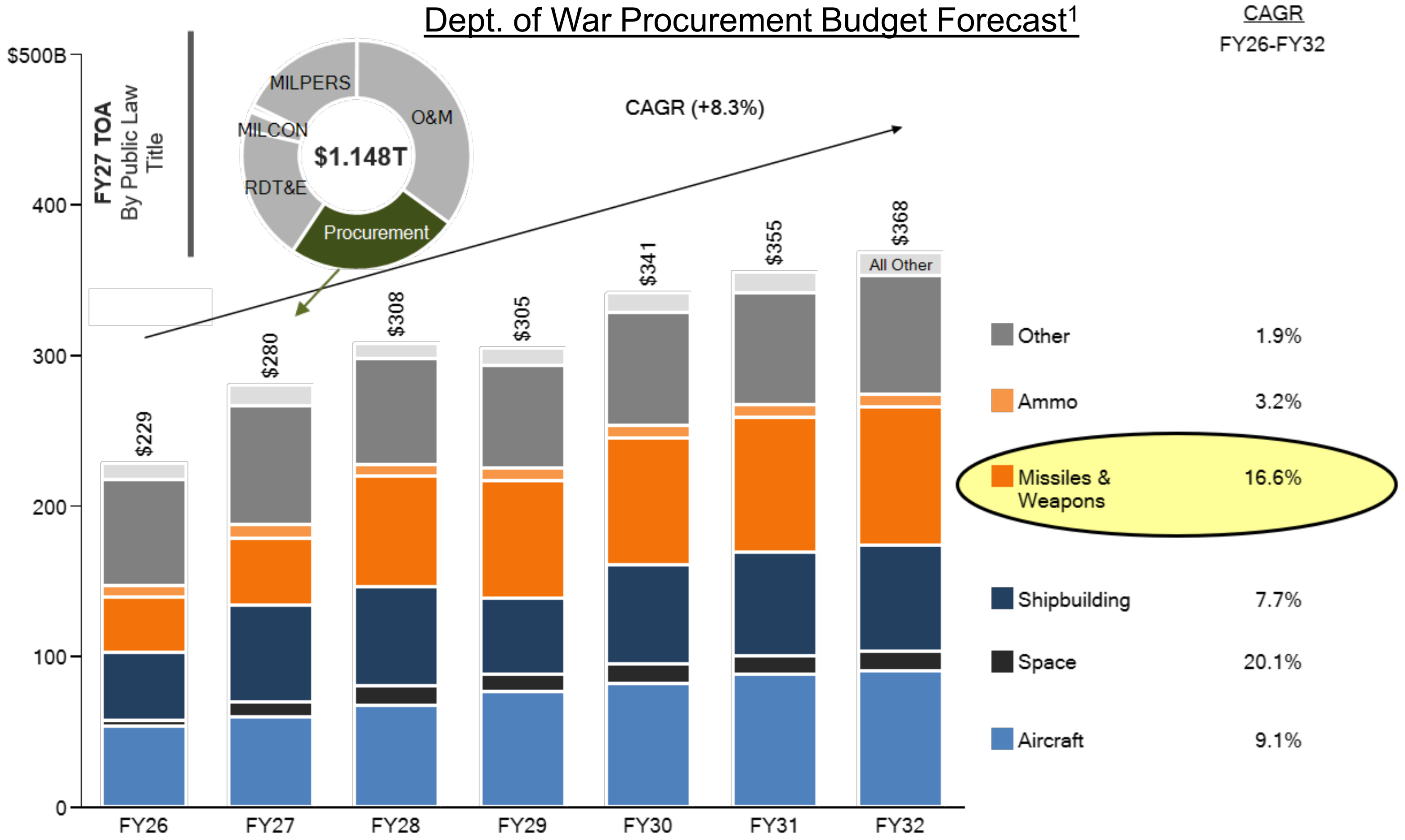

Legacy aftermarket

- 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

BOEING
GE

Missiles Driving Spend across the US Military

Dept. of War Procurement Budget Forecast[1]



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SM6	4x	☑
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PAC-3	3x	☑
THAAD	4x	☑

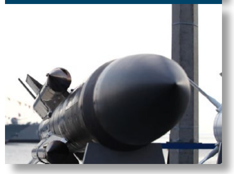
Significant increase in missile production expected to be one of the key drivers of defense spending growth

1. *Source: Fairmont Consulting Group forecast*
2. *Current production and growth figures taken from published reports. See Appendix for links providing details*

Strong Growth in DCO Missile and Radar Revenues

Incumbent Supplier on Expansive Portfolio of Missile & Radar Platforms

Tomahawk



PAC-3

Iron Dome

SPY-6

TOW

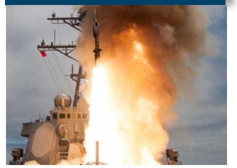
THAAD

AMRAAM

MESA E-7

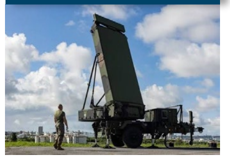
SM3

SM6



Coyote C-UAS

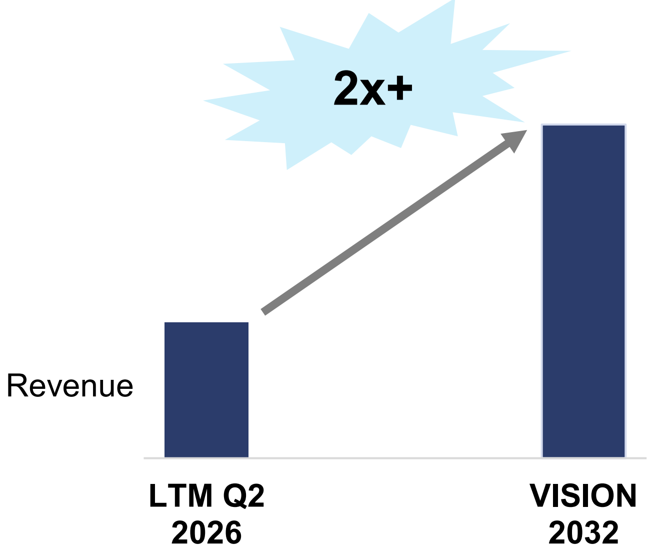
G/ATOR



AN/TPY-2

Missiles

Radars



<u>DCO Missile and Radar</u> franchise[1] expected to grow at **<u>mid-teens CAGR</u>** during VISION 2032

---

1. Includes Missiles, Radar and Electronic Warfare platforms

Scale Production Capacity to meet rising Defense Volumes

Appleton, WI

Complex Circuit Card Assemblies

Today		**VISION 2032**
77k sq ft	→	77k sq ft
~310 employees		~370 employees

Capex ~$3-4M

Joplin, MO

Ruggedized Interconnects

Today		**VISION 2032**
144k sq ft	→	190k sq ft
~450 employees		~650 employees

Capex ~$4-5M

Tulsa, OK

Complex Circuit Card Assemblies

Today		**VISION 2032**
55k sq ft	→	95k sq ft
~210 employees		~300 employees

Capex ~$7-8M

Huntsville, AR

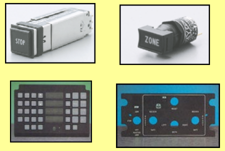
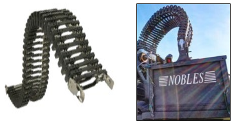
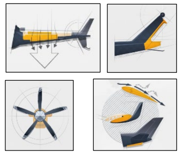
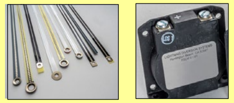
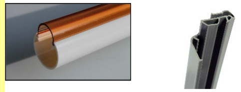
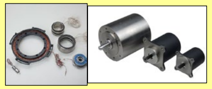
Electronic Box Builds

Today		**VISION 2032**
94k sq ft	→	94k sq ft
~190 employees		~230 employees

Capex ~$4-5M

Relatively nominal investment of $18-22M expected over the next 2-3 years to drive next wave of defense growth

Expanded Portfolio of Engineered Products

	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	Motion Control
								
	Push Button Switches & Display Panels	Magnetic and mechanical seals	Ammunition chutes, magazines and integrated ammunition handling systems	Aerodynamic Systems including FastFin®, winglets, propellers and flow modifiers	Segmented diverter strips and suppressors	Thermoplastic extrusions and assemblies	Microwave switches	High Reliance motors and resolvers
Proprietary Designs	✓	✓	✓	✓	✓	*	✓	✓
Sole Source Positions	✓	✓	✓	✓	✓	✓	✓	✓
Aftermarket Content	✓	✓	✓	✓	✓	✓	✓	✓

**Proprietary process capability held by very limited group of suppliers*

Electronic Systems – Engineered Products

Human Machine Interface

Designer and manufacturer of proprietary, sole sourced push button, rotary and electric switches used in military and commercial aircraft

Significant aftermarket content and New Product Introductions including recent large retrofit order for time delay switches on 737MAX

Military aircraft, single aisle commercial aircraft

Lightning Protection Systems

Leading designer and manufacturer of proprietary, sole sourced lightning protection for aircraft radomes and composite fuselages

Significant aftermarket content with opportunity to extend into adjacent markets including protection for missile launchers

Military and commercial fixed-wing and rotorcraft

Electronic Systems – Engineered Products

Motion Control

Designer and manufacturer of proprietary, sole sourced motors and resolvers for A&D applications

High reliance and precision applications that cannot fail

Satellites, Launch vehicles, submarines, weapons systems

Radio Frequency (RF) Products

Proprietary designer and manufacturer of microwave and millimeter wave switches and switch matrices for A&D applications

High power, reliability in extreme environments and low distortion

Space (Hi-Rel) & Military Grade Ruggedized Switches

Electronic Systems – Highlights

- ✓ Portfolio of niche engineered product businesses with sole source positions and aftermarket content - human machine interface products, lightning protection systems, motors & resolvers and RF products
- ✓ Growing base business with key Tier 1s for new business & share gain on long term & high growth defense platforms
- ✓ Continuing to execute on defense prime offloading
- ✓ Building scale at all Performance Centers with several surpassing $100M in annual revenues
- ✓ Sole source proprietary positions in niche segments
- ✓ Focused value-added pricing
- ✓ Strong book to bill – 1.4X for LTM Q2 2026 with RPO at $600M up $182M in the LTM period
- ✓ Minimal capex required to support missile and radar demand surge and sustainment

Ducommun

M&A Strategy

Suman Mookerji

SENIOR VICE PRESIDENT, CHIEF FINANCIAL OFFICER

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 2032

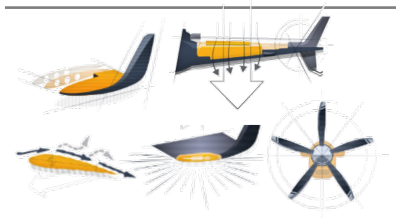
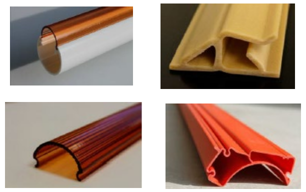
Transition to higher engineered product content and aftermarket revenues while continuing to build a portfolio of niche A&D businesses that are industry leaders in innovation and customer satisfaction

40%+ engineered products

20%+ aftermarket

Track Record of Successful Acquisitions

- Aerospace & Defense
- Engineered Products
- Sole Source Positions
- Aftermarket
- Leading brand
- Runway for growth

BLR PERFORMANCE INNOVATION Everett, WA	MAGSEAL A Ducommun Incorporated Company Warren, RI	NOBLES WORLDWIDE St. Croix Falls, WI	CERTIFIED THERMOPLASTICS Santa Clarita, CA	LIGHTNING DIVERSION SYSTEMS Huntington Beach, CA
April 2023	December 2021	October 2019	April 2018	September 2017
$115M	$70M	$77M	$31M	$60M
Patented aerodynamic structures for helicopters and winglets & propellers for business jets	Magnetic and mechanical seals for rotorcraft, business jets and commercial aircraft	Chutes and entire ammunition handling systems for fighter jets, military helicopters and ground vehicles	Thermoplastic extrusions and extrusion assemblies for commercial aviation	Lightning diverter strips and surge suppressors for military and commercial aircraft
				

Extensive acquisition experience and track record of successful integration

Key Acquisition Metrics

~8x

EBITDA multiple reduction[1]

Double Digit

Return On Invested Capital[2]

Above

Deal Model Revenue and EBITDA targets[3]

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[1] Based on year ended 12/31/2025 EBITDA versus LTM EBITDA multiple at the time of acquisition

[2] Based on LTM Q1 2026 financials across the five acquisitions; Present value of acquisition tax benefits netted out from Invested Capital

[3] Calculated on a cumulative basis from the quarter after Closing, based on actuals through the year ended 12/31/2025 versus deal model Revenue and EBITDA targets for the same period

Demonstrated M&A Strategy and Execution

Deploy Programmatic Approach to Integration

Appoint executive sponsor to lead and own integration process

Execute detailed review of target functional processes

Develop an integration plan and operationalize objectives into action plan

Detailed weekly tracking on progress with periodic management reviews

Detailed tracking and report out of synergy capture

Typical Revenue and Cost Synergies

Revenue Synergy Buckets

- **Share Gain Strategy**
- **Accelerate New Product Development**
- **Value Pricing**

Primary Focus of Recent Acquisitions and Current Pipeline

Cost Synergy Buckets

- **Procurement**
- **SG&A**

Management Integration Capabilities

- ✓ **Management has extensive experience with executing and integrating large, transformative acquisitions**
- ✓ **Deep experience in deploying integration with focus on synergy capture and value creation**

Step up Acquisition Size & Pace for Engineered Products (‘EP’)

Larger Acquisition(s) to Accelerate Mix Shift

Step change (up to 3-5x) in size from prior deals which were in the $25-125M range

Continue Tuck-In Acquisitions

LIGHTNING DIVERSION SYSTEMS

CERTIFIED THERMOPLASTICS

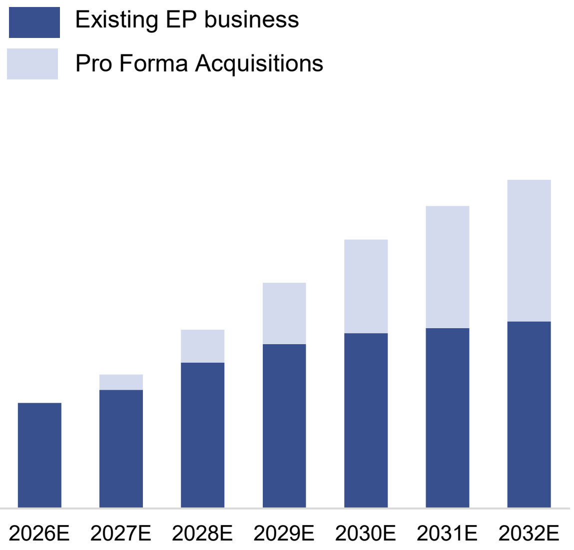
MAGSEAL A Ducommun Incorporated Company

NOBLES WORLDWIDE

Ducommun (Carson Engineered Products)

BLR PERFORMANCE INNOVATION

Building out the Engineered Product Portfolio to 40% of Revenues



23%	25%	40%

% of DCO revenue

Vision 2027 Adj. EBITDA and equity valuation success enables up To 3-5X bigger acquisition targets moving forward

M&A Outlook

- ✓ Actively engaged on multiple opportunities
- ✓ Working to return to a cadence of one or more transactions every year
- ✓ Working with partners to grow the pipeline of opportunities
- ✓ Talent in place to execute on deals
- ✓ Step-up acquisition size (up to 3-5x) from prior deals which were in the $25-125M range

Execute strategic acquisitions to drive shareholder value

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Financial Performance

Suman Mookerji

SENIOR VICE PRESIDENT, CHIEF FINANCIAL OFFICER

Evolution of Ducommun's Financial Profile

($ millions Except EPS)

		FY 2016	LTM Q2 2026	Change
Market Statistics	**Market Capitalization[1]**	$286	$2,817	884%
	Enterprise Value[2]	$449	$3,055	581%
Financial	**Net Revenues**	$551	$865	57%
	Adjusted EPS[3]	$1.21	$4.30	255%
	Adj. EBITDA	$55	$148	168%
	Adj. EBITDA %	10%	17%	~700bps

Creating significant shareholder value through strong financial performance

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Note: May not sum due to rounding.

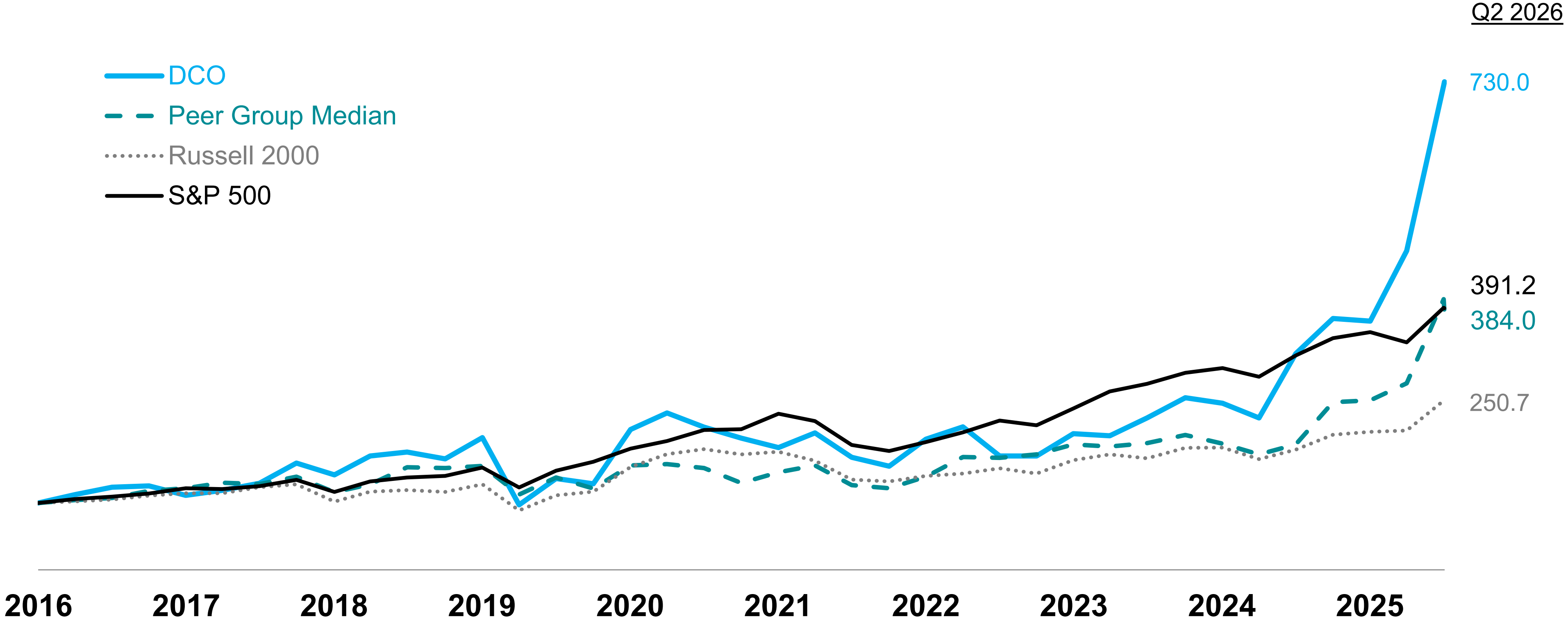
[1] FY2016 based on closing share price of $25.56 as of December 30, 2016 and 11.2M common shares outstanding. LTM Q2 2026 based on closing share price of $186.60 as of July 2, 2026 and 15.1M common shares outstanding as of July 4, 2026

[2] FY2016 and Q2 2026 assumes $163M and $238M of net debt, respectively.

[3] LTM Adjusted EPS calculated using Adjusted Net Income for LTM 2026 divided by 15.6M weighted avg diluted shares outstanding for the LTM period

Total Shareholder Return ('TSR')

Total Shareholder Return ("TSR") Over Time



Under current management DCO TSR outperformed the median of its Proxy Peers, the Russell 2000 and the S&P500 over a 9.5-year period from 2017 through first half of 2026[1]

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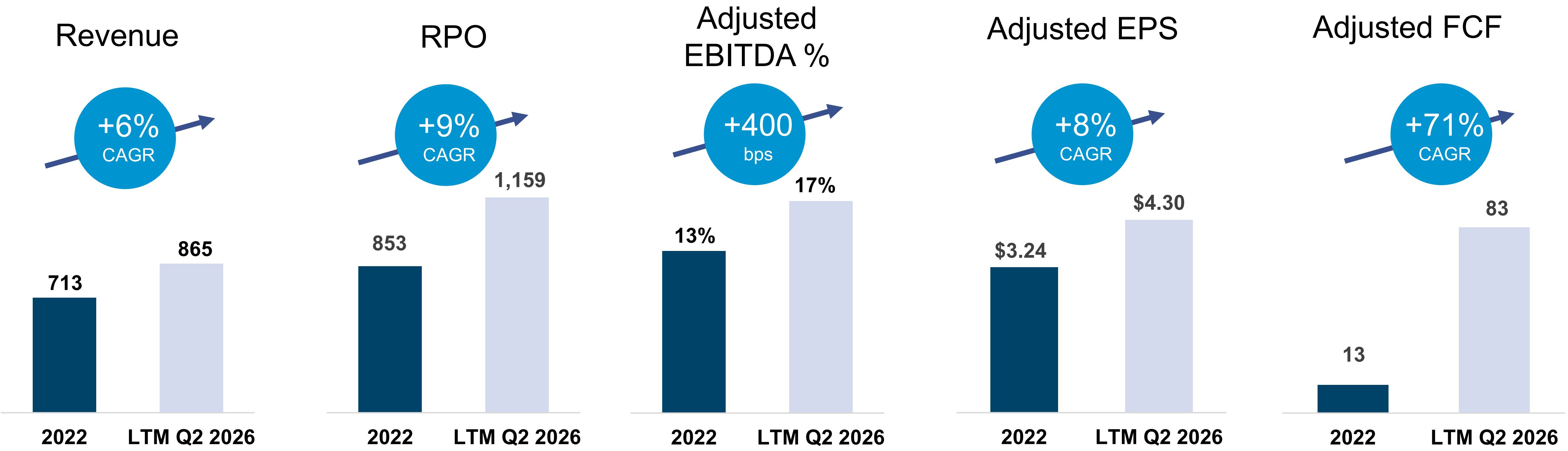
1. Peers include AAR Corp, AeroVironment, Inc., Albany International Corp., Astronics Corp., Barnes Group, Crane Company, ESCO Technologies, Inc., Hexcel Corp., Kratos Defense & Security Solutions, Inc., Mercury Systems, Inc., RBC Bearings Inc., Standex International Corp., Triumph Group, Inc.; Indexed to 100 starting 12/31/2016 through Q2 2026 (July 2)
Source: FactSet.

Notable Progress Since VISION 2027 Investor Meeting



Note: Free Cash Flow is adjusted for the Guaymas fire settlement costs and subrogation claims of $107.3M

Our VISION 2032 Targets

Total Revenue

$1.6 – 1.7 billion

Organic Growth CAGR

7-8%[1]

Acquisition Placeholder

$250 – 300 million[2]

EP Rev Mix

~40%

Increase by ~17%

From 23% in

LTM 2026 Q2

Adj. EBITDA%

23%

600 bps Expansion

over 2026E[1]

FCF Conversion

90-100%[3]

Strong Cash

Conversion

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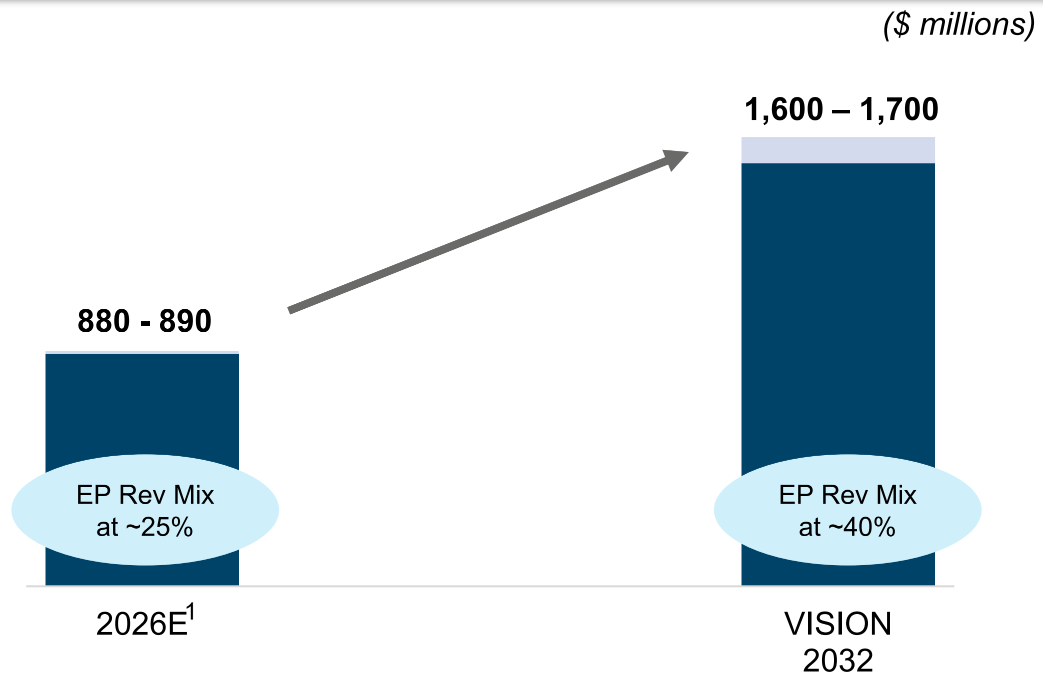
1. Revenue growth CAGR and Adj. EBITDA margin expansion based on the current fiscal year 2026 estimates as a baseline
2. Represents placeholder for revenue added through acquisitions during VISION 2032
3. FCF conversion calculated against Adjusted Net Income

VISION 2032 Revenue

Net Revenues of $1.6 – 1.7 Billion by 2032



Total Revenue CAGR	**10-11%**
Organic Revenue CAGR	**7-8%**

2026 – 2032 Organic revenue growth CAGR of 7-8% with stronger growth in the early years

Acquisition placeholder of $250-300 million in revenue

Defense organic revenue CAGR of 8-9% with Missiles and Radar growth in the mid-teens

Commercial Aerospace organic revenue CAGR of 6-7% supported by growth in 737MAX and 787

Engineered Products ('EP') to scale from 25% to 40% of revenue

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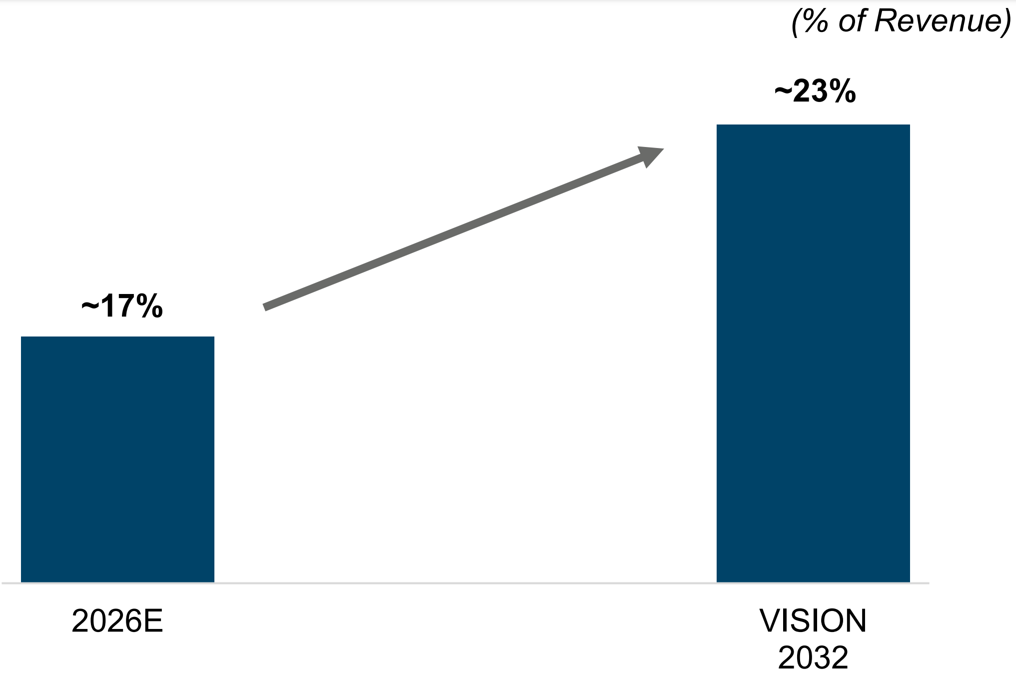
1. *This information is in line with guidance provided on August 6, 2026.*

VISION 2032 Adjusted EBITDA Margin Expansion

Adj. EBITDA Margin of 23% (+ ~600bps)



~600 bps expansion

Acquisitions to shift Engineered Products ('EP') mix from ~23% to ~40% of Revenue

Scale and Operating Leverage from Growth in Defense and Commercial Aerospace

Productivity and Organic Growth from Engineered Products and Aftermarket

Pricing strategy focused on value

Financial Performance Summary

- ✓ Portfolio leveraged to expected ramp in missile production and commercial aerospace OEM build rates driving strong organic growth
- ✓ Continued shift to more engineered products organically and through acquisitions will keep pushing margins upward
- ✓ Strong revenue growth to drive operating leverage
- ✓ Higher cash flow generation with enhanced margins and improvement in working capital turns
- ✓ New credit facility ($450M revolver) and higher equity valuation to support acceleration in M&A

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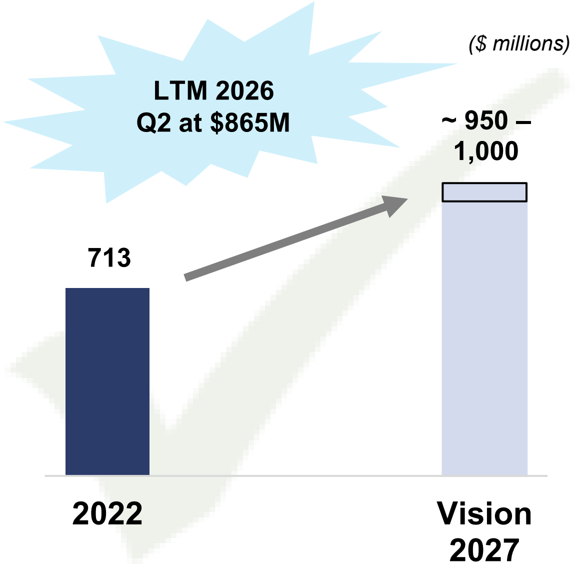
Closing Remarks

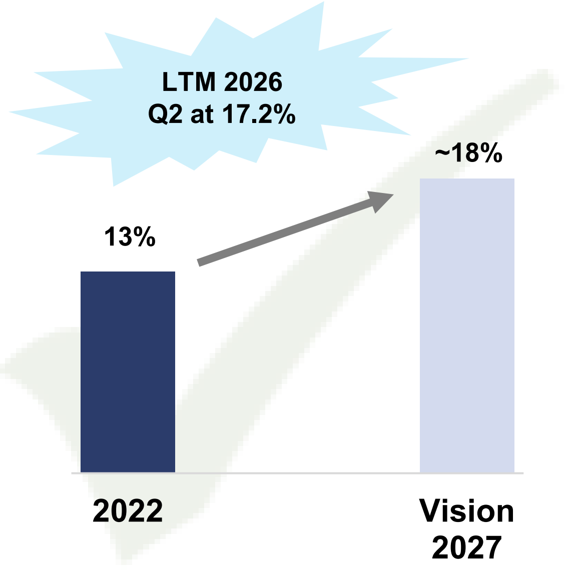
VISION 2027 – Performance against Key Metrics

Revenue



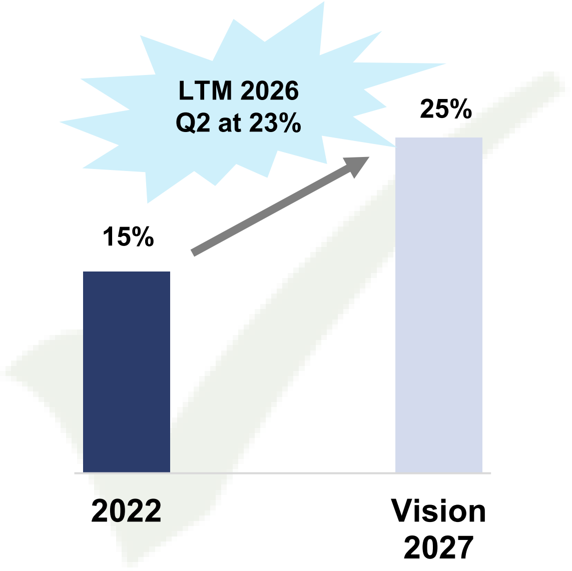
2027E
~$950M+

Adj. EBITDA Margin (%)



2027E
~18%

EP % Revenue



2027E
~25%

On Track to Meet or Exceed All Three Key Metrics under the VISION 2027 Plan!

Our VISION 2032 Plan

1. Double down on Engineered Products and Aftermarket revenues organically
2. Step-up acquisition size (up to 3-5x) and pace of Engineered Product & Aftermarket businesses
3. Drive robust growth in Defense Revenues across Missiles and Radar platforms
4. Ride out Commercial Aerospace production ramp with minimal capital required
5. Maintain strategic pricing rigor / Re-price LTAs and strong operational execution
6. Add top talent to scale organization to meet VISION 2032 goals

VISION 2032 Goals

Revenue

$1.6 - 1.7B

10-11% CAGR[1]

Adj. EBITDA %

23%

+ 600bps[1]

EP Mix

40%

AM Mix

20%

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1. Revenue growth CAGR and Adj. EBITDA margin expansion based on the current fiscal year 2026 estimates as a baseline

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Q&A

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 (benefit), depreciation, amortization, stock-based compensation expense, restructuring charges, net gain on divestitures, Guaymas 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, and insurance recoveries related to business interruption), Adjusted EBITDA Margin, Adjusted Earnings per Share, Free Cash Flow, Adjusted Free Cash Flow and Free Cash Flow Conversion.

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.

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. The Company cannot provide a reconciliation between non-GAAP projections and the most directly comparable measures in accordance with GAAP without unreasonable efforts because it is unable to predict with reasonable certainty the ultimate outcome of certain significant items required for the reconciliation. The items include, but are not limited to, acquisition-related expenses, restructuring expenses and benefits, asset impairments, legal settlements, and other gains and losses. These items are uncertain, depend on various factors, and could have a material impact on GAAP reported results.

Non-GAAP Reconciliation for Adj. Operating Income

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 551**	**$ 558**	**$ 629**	**$ 721**	**$ 629**	**$ 645**	**$ 713**	**$ 757**	**$ 786**	**$ 825**	**$ 865**
Operating Income	**$ 29**	**$ 16**	**$ 24**	**$ 56**	**$ 46**	**$ 49**	**$ 40**	**$ 29**	**$ 42**	**($36)**	**($14)**
Restructuring Charges [1]	0	9	15	-	2	-	7	15	8	2	1
Compensation Clawback	-	-	-	-	-	-	-	-	-	-	(4)
Inventory Purchase Accounting Adjustments [2]	-	1	1	1	-	-	1	6	2	-	-
Amortization of Acquisition Related Assets	-	-	-	-	-	5	6	8	9	9	9
Professional Fees Related to Unsolicited Non-binding Acquisition Offer	-	-	-	-	-	-	-	-	3	-	-
Loss on Extinguishment of Debt	-	-	-	-	-	-	-	-	-	-	1
Other Debt Refinancing Costs	-	-	1	-	-	-	-	-	-	-	-
Litigation Settlement and Related Costs, Net	-	-	-	-	-	-	-	-	-	107	107
Success Bonus Related to Completion of Sale-Leaseback Transaction	-	-	-	-	-	2	-	-	-	-	-
Guaymas Fire Related Expenses	-	-	-	-	2	2	4	4	-	-	-
Effect of Adoption of ASC 606	-	-	(4)	-	-	-	-	-	-	-	-
Adjusted Operating Income	**$ 29**	**$ 26**	**$ 36**	**$ 57**	**$ 50**	**$ 58**	**$ 59**	**$ 62**	**$ 64**	**$ 83**	**$ 100**
% of Net Revenues	***5%***	***5%***	***6%***	***8%***	***8%***	***9%***	***8%***	***8%***	***8%***	***10%***	***12%***

Note: May not sum due to rounding.

1. 2017, 2018, 2022, 2023, 2024, and 2025 included $0.5M, $0.1M, $0.5M, $0.3M, $1.2M, $2.2M, and $1.1M respectively, of restructuring charges that were recorded as cost of sales.

2. 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.

Adjusted EBITDA for 2016 through Q2 2026

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 551**	**$ 558**	**$ 629**	**$ 721**	**$ 629**	**$ 645**	**$ 713**	**$ 757**	**$ 786**	**$ 825**	**$865**
Net Income	**$ 25**	**$ 20**	**$ 9**	**$ 32**	**$ 29**	**$ 136**	**$ 29**	**$ 16**	**$ 22**	**($37)**	**($21)**
Interest Expense	9	9	13	18	14	11	12	21	15	13	14
Income Tax Expense (Benefit)	13	(12)	1	5	3	35	5	0	5	(10)	(8)
Depreciation	13	13	13	14	14	14	15	15	16	16	16
Amortization	10	10	12	15	15	14	17	17	17	17	17
Stock-Based Compensation Expense	3	5	5	7	9	11	11	15	18	28	24
Restructuring Charges [1]	-	9	15	-	2	-	7	15	8	2	1
Compensation Clawback	-	-	-	-	-	-	-	-	-	-	(4)
Gain on Divestitures, Net	(18)	-	-	-	-	-	-	-	-	-	-
Guaymas Fire Related Expenses	-	-	-	-	2	2	4	4	-	-	-
Inventory Purchase Accounting Adjustments [2]	-	1	1	1	-	-	1	6	2	-	-
Loss on Extinguishment of Debt	-	-	1	-	-	-	-	-	1	1	1
Other Debt Refinancing Costs	-	-	1	-	-	-	-	-	-	-	-
Gain on Sale-Leaseback	-	-	-	-	-	(133)	-	-	-	-	-
Success Bonus Related to Completion of Sale-Leaseback Transaction	-	-	-	-	-	1	-	-	-	-	-
Insurance Recoveries Related to Business Interruption	-	-	-	-	-	-	(5)	(2)	-	-	-
Insurance Recoveries Related to Loss on Operating Assets	-	-	-	-	-	-	-	(6)	-	-	-
Gain on sale of property and other assets	-	-	-	-	-	-	-	-	-	(2)	-
Professional Fees Related to Unsolicited Non-binding Acquisition Offer	-	-	-	-	-	-	-	-	3	-	-
Litigation Settlement and Related Costs, Net	-	-	-	-	-	-	-	-	-	107	107
Adjusted EBITDA	**$ 55**	**$ 54**	**$ 71**	**$ 92**	**$ 88**	**$ 93**	**$ 95**	**$ 102**	**$ 117**	**$ 136**	**$ 148**
% of Net Revenues	***10%***	***10%***	***11%***	***13%***	***14%***	***14%***	***13%***	***13%***	***15%***	***16%***	***17%***

Note: May not sum due to rounding.

1. 2017, 2018, 2022, 2023, 2024, 2025, and LTM Q2 2026 included $0.5M, $0.1M, $0.5M, $0.3M, $1.2M, $2.2M, and $1.1M respectively, of restructuring charges that were recorded as cost of sales.
2. 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.

Non-GAAP Reconciliation for Structural Systems

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 246**	**$ 241**	**$ 291**	**$ 361**	**$ 236**	**$ 233**	**$ 272**	**$ 327**	**$ 355**	**$ 362**	**$ 372**
Operating Income	**$ 16**	**$ 6**	**$ 19**	**$ 47**	**$ 20**	**$ 20**	**$ 17**	**$ 23**	**$ 25**	**$ 46**	**$ 50**
Restructuring Charges	-	6	8	-	2	-	3	8	7	2	1
Inventory Purchase Accounting Adjustments	-	-	1	1	-	-	1	6	2	-	-
Amortization of Acquisition Related Assets	-	-		-	-	3	5	7	7	7	7
Guaymas fire related expenses	-	-	-	-	2	2	4	4	-	-	-
Effect of Adoption of ASC 606	-	-	(2)	-	-	-	-	-	-	-	-
Adjusted Operating Income	**$ 16**	**$ 12**	**$ 26**	**$ 47**	**$ 23**	**$ 27**	**$ 31**	**$ 48**	**$ 42**	**$ 56**	**$ 59**
OI % Sales	***7%***	***5%***	***9%***	***13%***	***10%***	***11%***	***11%***	***15%***	***12%***	***15%***	***16%***

Note: May not sum due to rounding. Segment results exclude corporate general and administrative expenses.

Non-GAAP Reconciliation for Structural Systems

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 246**	**$ 241**	**$ 291**	**$ 361**	**$ 236**	**$ 233**	**$ 272**	**$ 327**	**$ 355**	**$ 362**	**$372**
Operating Income	**$ 16**	**$ 6**	**$ 19**	**$ 47**	**$ 20**	**$ 20**	**$ 17**	**$ 23**	**$ 25**	**$46**	**$50**
Depreciation and Amortization	9	9	11	14	15	14	17	18	19	19	18
Restructuring Charges	-	6	8	-	2	-	3	8	7	2	1
Inventory Purchase Accounting Adjustments	-	-	1	1	-	-	1	6	2	-	-
Guaymas Fire Related Expenses	-	-	-	-	2	2	4	4	-	-	-
Adjusted EBITDA	**$ 25**	**$ 21**	**$ 38**	**$ 61**	**$ 38**	**$ 38**	**$ 43**	**$ 60**	**$ 54**	**$ 68**	**$ 70**
% of Net Revenues	***10%***	***9%***	***13%***	***17%***	***16%***	***16%***	***16%***	***18%***	***15%***	***19%***	***19%***

Note: May not sum due to rounding. Segment results exclude corporate general and administrative expenses.

Non-GAAP Reconciliation for Electronic Systems

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 304**	**$ 317**	**$ 338**	**$ 360**	**$ 393**	**$ 413**	**$ 441**	**$ 430**	**$ 431**	**$ 463**	**$ 493**
Operating Income	**$ 29**	**$ 31**	**$ 31**	**$ 39**	**$ 52**	**$ 58**	**$ 50**	**$ 42**	**$ 74**	**$ 82**	**$ 93**
Restructuring Charges	0	1	5	-	1	-	4	6	-	-	-
Inventory Purchase Accounting Adjustments	-	1	-	-	-	-	-	-	-	-	-
Amortization of Acquisition Related Assets	-	-	-	-	-	1	1	1	1	1	1
Success Bonus Related to Completion of Sale-Leaseback Transaction	-	-	-	-	-	1	-	-	-	-	-
Effect of Adoption of ASC 606	-	-	(2)	-	-	-	-	-	-	-	-
Adjusted Operating Income	**$ 29**	**$ 34**	**$ 33**	**$ 39**	**$ 52**	**$ 60**	**$ 55**	**$ 50**	**$ 75**	**$ 84**	**$ 94**
OI % Sales	***10%***	***11%***	***10%***	***11%***	***13%***	***15%***	***13%***	***12%***	***17%***	***18%***	***19%***

Note: May not sum due to rounding. Segment results exclude corporate general and administrative expenses.

Non-GAAP Reconciliation for Electronic Systems

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Net Revenues	**$ 304**	**$ 317**	**$ 338**	**$ 360**	**$ 393**	**$ 413**	**$ 441**	**$ 430**	**$ 431**	**$ 463**	**$493**
Operating Income	**$ 29**	**$ 31**	**$ 31**	**$ 39**	**$ 52**	**$ 58**	**$ 50**	**$ 42**	**$ 74**	**$82**	**$93**
Depreciation and Amortization	14	14	14	14	14	14	14	14	14	14	14
Restructuring Charges	-	1	5	-	1	-	4	6	-	-	-
Success Bonus Related to Completion of Sale-Leaseback Transaction	-	-	-	-	-	1	-	-	-	-	-
Inventory Purchase Accounting Adjustments	-	1	-	-	-	-	-	-	-	-	-
Adjusted EBITDA	**$ 43**	**$ 48**	**$ 50**	**$ 53**	**$ 67**	**$ 73**	**$ 68**	**$ 63**	**$ 89**	**$ 97**	**$ 107**
% of Net Revenues	***14%***	***15%***	***15%***	***15%***	***17%***	***18%***	***15%***	***15%***	***21%***	***21%***	***22%***

Note: May not sum due to rounding. Segment results exclude corporate general and administrative expenses.

Non-GAAP Reconciliation for Net Debt

($ millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	LTM Q2 2026
Adjusted EBITDA	**$ 55**	**$ 54**	**$ 71**	**$ 92**	**$ 88**	**$ 93**	**$ 95**	**$ 102**	**$ 117**	**$ 136**	**$ 148**
Current Portion of Long Term Debt	0	-	2	7	7	7	6	8	13	5	5
Long Term Debt	170	218	231	303	314	281	241	257	230	299	273
Cash & Cash Equivalents	(7)	(2)	(10)	(40)	(56)	(76)	(46)	(43)	(37)	(45)	(40)
Net Debt	**$ 163**	**$ 216**	**$ 223**	**$ 270**	**$ 264**	**$ 211**	**$ 201**	**$ 222**	**$ 205**	**$ 259**	**$ 238**
Net Debt / Adj EBITDA	***3.0***	***3.4***	***3.0***	***3.1***	***2.9***	***2.3***	***2.2***	***2.3***	***1.9***	***2.0***	***1.6***

Note: May not sum due to rounding.

Non-GAAP Reconciliation of Adjusted Net Income

($ millions, except EPS)

	2016	2022	LTM Q2 2026
GAAP Net Income	**$25.3**	**$28.8**	**($21.2)**
GAAP EPS [1]	**$2.24**	**$2.33**	**($1.41)**
Divestiture Of Miltec Operation Net Working Capital Adjustment	1.6	-	-
Divestiture Of Miltec Operation Tax Basis Adjustment	1.0	-	-
Gain On Divestitures Net	(17.6)	-	-
Restructuring Charges	-	6.7	1.2
Guaymas Fire Related Expenses	-	4.5	-
Insurance Recoveries Related To Business Interruption	-	(5.4)	-
Inventory Purchase Accounting Adjustments	-	1.4	-
Amortization of Acquisition Related Assets	-	6.4	8.9
Loss on Extinguishment of Debt	-	0.3	0.6
Other Debt Refinancing Costs	-	0.2	0.2
Compensation Clawback	-	-	(3.9)
Litigation Settlement and Related Costs, Net	-	-	107.3
Total Adjustments to GAAP Net Income Before Provision for Income Taxes	(15.0)	14.1	114.3
Income Tax Effect on Non-GAAP Adjustments	3.4	(2.8)	(26.2)
Non-GAAP Adjusted Net Income	**$13.6**	**$40.1**	**$66.9**
Adjusted EPS [1]	**$1.21**	**$3.24**	**$4.30**

Note: May not sum due to rounding

1. GAAP EPS calculated using weighted average diluted shares for 2022, and weighted average basic shares for LTM 2026. Adjusted EPS calculated using diluted EPS for all calculations

Non-GAAP Reconciliation of Adjusted Free Cash Flow

($ millions)

	2022	LTM Q2 2026
Cash Flows from Operations	$ 33	$ (12)
Capital Expenditures	(20)	(13)
Free Cash Flow	**$ 13**	**$ (24)**
Litigation Settlement and Related Costs, Net		107
Adjusted Free Cash Flow	**$ 13**	**$ 83**

Note: May not sum due to rounding.

Sources for Missile Production and Growth

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