



Investor Presentation Q4 2023

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 key tenets of our shareholder value creation strategy, all through 2027; the expected results, annualized savings and timing of our footprint restructuring initiative, including but not limited to the timing of a potential sale of real estate assets; estimated build rates for narrow body aircraft through 2027; our M&A strategy, vision, outlook and timing expectations related to the growth of commercial customer platforms on which we have product content and increases in the amount of content on such platforms; and our expectations relating to our relationships with, and offloading by, key defense primes.

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.

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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 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.





1930s

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



1960s

Diversifies into distribution of electronic components for the Aerospace industry.



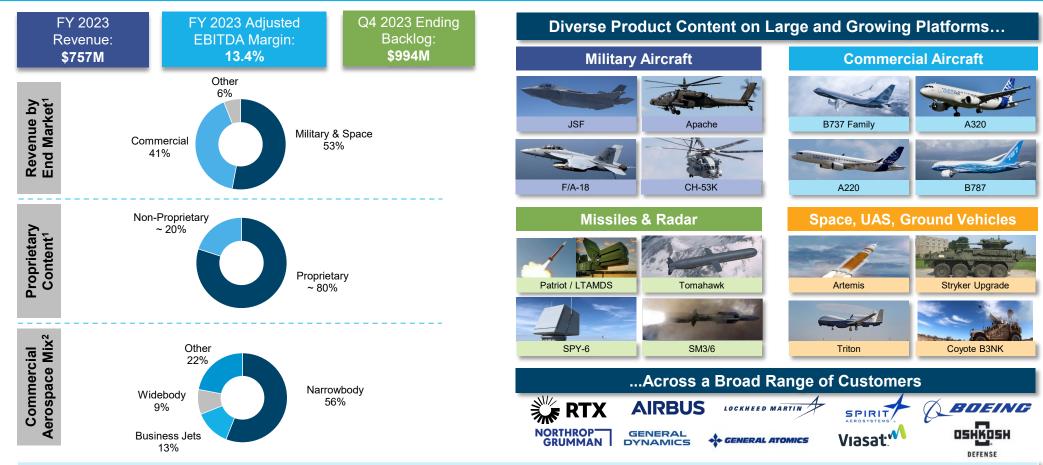
2017+

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





Our Company



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





Our Segments

Electronic Systems Structural Systems (57% of 2023 Revenue) (43% of 2023 Revenue) **Overview** electromechanical products and assemblies Revenue \$430mm \$327mm **Financial Profile** Adj. EBITDA (2023)15%¹ 18%¹ Margin VersaCore Titanium **Human Machine** Titanium Ruggedized Super Plastic Composite[™] Wire Harness Interface **Hot Forming** & Metalbond Forming Ammunition Aluminum Extruded Complex Lightning Handling Stretch Form Thermoplastics Selected Protection Circuit Card **Systems** & Chemical Mill **Products** Aerodynamic Integrated **Motion Control** Magnetic Seals Enhancement **Box Build Products** Viasat: ** **BOEING** AIRBUS RTX NORTHROP GRUMMAN SIKORSKY A LOCKHEED MARTIN COMPANY Key RTX SPIRIT GENERAL ATOMICS -Parker Customers **GKN AEROSPACE TEXTRON** Gulfstream BOEING SIKORSKY STELIA **BOMBARDIER**





Our Leadership Team



Stephen Oswald

Chairman, President and CEO

W Note: 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

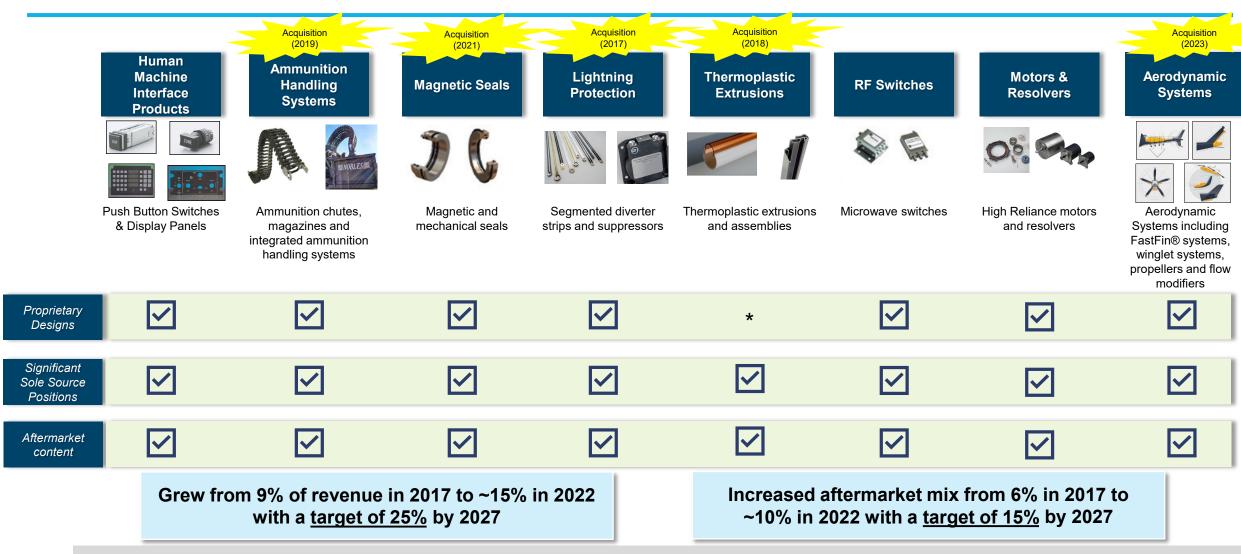
- 1 Expanding Portfolio of Proprietary Product Businesses Across Several Niche Segments
- 2 Cost Reduction Initiatives and Facility Rationalization Provide Further Margin Runway
- 3 Demonstrated M&A Strategy and Execution
- Tier 1 Industry Player Entirely Focused on Aerospace & Defense
- Well Positioned to Capture Commercial Aerospace Recovery with Content on Key Platforms
- 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







Cost Reduction Initiatives to Support Margin Growth

Facility Consolidation

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

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





Coxsackie, New York

Guaymas, Mexico

Joplin, Missouri

Low Cost Footprint Expansion

Guaymas, Mexico

Increased square footage from 62k pre-pandemic to 117k in Q1 2023

Expanded capabilities beyond VersaCore to metal bond and wire harnesses





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





M&A Strategy

Mission

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

Vision 2027

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









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







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

~\$175k



787

~\$90k

Case Study: Growth with Airbus Platforms

AIRBUS

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

Achieved D2P Supplier status with Airbus in 2020

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



A220

~\$150k



A320 family

~\$55k

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





Positioned to Benefit from Macro Defense Tailwinds

Defense Prime Off Loading







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

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

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



SPY-6



Next Gen Jammer Mid Band

Gaining content on Next Generation Platforms



Missile defense & Radars

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



Partnering with leading Defense primes on Hypersonics and Counter Hypersonic programs





UAVs and Counter-UAS

Leveraging experience and capabilities to pursue content on next gen UAV and counter UAS platforms

Ducommun is bolstering its strong relationships with key Defense Primes





Differentiated Manufacturing Services Capabilities

Titanium Hot & SuperPlastic forming



Circuit card assemblies & box builds



Ruggedized Interconnects



Complex Stretch Form & Chem Mill



VersaCore Composites



Largest non-OEM titanium hot forming and super plastic forming provider¹ in the world Significant trusted low-cost domestic footprint Engineering design & rapid prototyping services

Unique capability to stretch and chem mill large structural components including skins Proprietary VersaCore
Composite™ – Nacelle
Components with
opportunity to expand to
other applications



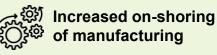
Rapidly expanding narrowbody fleet



Continued use of light-weight materials



Increasing electronics content



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





Evolution of Ducommun's Financial Profile

| | | FY 2016 | FY 2023 | Change | (\$ millions) |
|------------|---------------------------------------|---------|---------|----------|---------------|
| Statistics | Market Capitalization ¹ | \$286 | \$ 760 | 166% | |
| Market S | Enterprise Value ² | \$449 | \$983 | 119% | |
| | | l | | | |
| | Net Revenues | \$551 | \$757 | 37% | |
| Financial | Adj. EBITDA | \$55 | \$102 | 83% | |
| | Adj. EBITDA % | 10% | 13% | ~340 bps | |





Historical Key Financial Data

Historical Key Financial Data

(\$ millions, unless stated otherwise)

| Year | Ending |
|------|---------------|
| | |

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|------|------|------|
| Revenue | 551 | 558 | 629 | 721 | 629 | 645 | 713 | 757 |
| Adj. EBITDA | 55 | 54 | 71 | 92 | 88 | 93 | 95 | 102 |
| Adj. EBITDA % | 10% | 10% | 11% | 13% | 14% | 14% | 13% | 13% |
| Net Debt | 163 | 216 | 223 | 270 | 264 | 211 | 202 | 223 |
| Leverage Ratio | 3.0 | 3.4 | 3.0 | 3.1 | 2.9 | 2.3 | 2.2 | 2.3 |

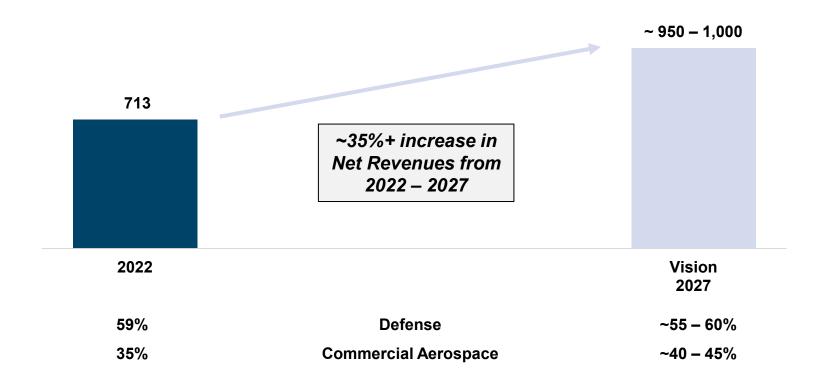




Vision 2027

(\$ millions)

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







Vision 2027



Scale from continued Commercial Aerospace recovery and Defense growth

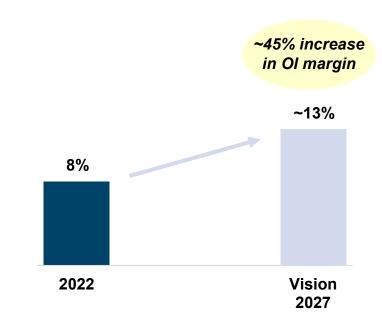
Strategic acquisitions

Pricing strategy focused on value

Facility consolidation

Cost reductions and improved investment decisions









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

Cost Reduction Initiatives and Facility Rationalization Provide Further Margin Runway

3 Demonstrated M&A Strategy and Execution

Tier 1 Industry Player Entirely Focused on Aerospace & Defense

Well Positioned to Capture Commercial Aerospace Recovery with Content on Key Platforms

6 Resilient Defense Business with Strong Long Term Macro Tailwinds

7 Differentiated Manufacturing Services Capabilities

8 Strong Environmental, Social, and Corporate Governance Track Record

Driving shareholder value through 2027







Appendix

Non-GAAP Financial Measures

Note Regarding Non-GAAP Financial Information: This presentation contains non-GAAP financial measures, including Adjusted EBITDA (which excludes interest expense, income tax expense, depreciation, amortization, stock-based compensation expense, restructuring charges, gain on divestitures, net, Guaymas fire related expenses, other fire related expenses, inventory purchase accounting adjustments, loss on extinguishment of debt, other debt refinancing costs, gain on sale-leaseback, success bonus related to completion of sale-leaseback transaction, insurance recoveries related to business interruption, and insurance recoveries related to loss on operating assets), Adjusted EBITDA Margin, Adjusted Operating Income Margin, and backlog.

The Company believes the presentation of these non-GAAP financial measures provide important supplemental information to management and investors regarding financial and business trends relating to its financial condition and results of operations. The Company's management uses these non-GAAP financial measures along with the most directly comparable GAAP financial measures in evaluating the Company's actual and forecasted operating performance, capital resources and cash flow. The non-GAAP financial information presented herein should be considered supplemental to, and not as a substitute for, or superior to, financial measures calculated in accordance with GAAP. The Company discloses different non-GAAP financial measures in order to provide greater transparency and to help the Company's investors to more meaningfully evaluate and compare the Company's results to its previously reported results. The non-GAAP financial measures that the Company uses may not be comparable to similarly titled financial measures used by other companies.

The Company defines backlog as customer placed purchase orders and long-term agreements ("LTAs") with firm fixed price and expected delivery dates of 24 months 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⁽¹⁾ \$52.06

52-week high / low share price⁽²⁾ \$58.28 / \$40.24

14.6 million Common shares outstanding⁽³⁾

Market cap⁽⁴⁾ \$760.1 million

Cash⁽³⁾ \$42.9 million

Net debt outstanding⁽⁵⁾ \$223.1 million

Enterprise value (6) \$983.2 million

Revenue \$757.0 million

Adjusted EBITDA⁽⁷⁾ \$101.5 million





⁵²⁻week intra day high / low ending on 12/29/2023



Common shares outstanding as of 12/31/2023 * share price as of 12/29/2023

Total debt – cash and cash equivalents as of 12/312023

⁽⁶⁾ Enterprise value = market cap from (4) above + net debt outstanding from (5) above (7) Adjusted EBITDA is a non-GAAP financial measure. For a reconciliation, please see "Non-GAAP Financial Measures" in the Appendix of this presentation

Adjusted EBITDA for 2016 through 2023

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | (\$ m |
|--|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| Net Revenues | \$ 551 | \$ 558 | \$ 629 | \$ 721 | \$ 629 | \$ 645 | \$ 713 | \$ 757 | (Ψ 1111 |
| Net Income | \$ 25 | \$ 20 | \$ 9 | \$ 32 | \$ 29 | \$ 136 | \$ 29 | \$ 16 | |
| Interest Expense | 9 | 9 | 13 | 18 | 14 | 11 | 12 | 21 | |
| Income Tax Expense (Benefit) | 13 | (12) | 1 | 5 | 3 | 35 | 5 | 0 | |
| Depreciation | 13 | 13 | 13 | 14 | 14 | 14 | 15 | 15 | |
| Amortization | 10 | 10 | 12 | 15 | 15 | 14 | 17 | 17 | |
| Stock-Based Compensation Expense | 3 | 5 | 5 | 7 | 9 | 11 | 11 | 15 | |
| Restructuring Charges ¹ | - | 9 | 15 | - | 2 | - | 7 | 15 | |
| Gain on Divestitures, Net ² | (18) | - | - | - | - | - | - | - | |
| Guaymas Fire Related Expenses | - | - | - | - | 2 | 2 | 4 | 4 | |
| Other Fire Related Expenses | - | - | - | - | - | - | - | 0 | |
| Inventory Purchase Accounting Adjustments 3 | - | 1 | 1 | 1 | - | - | 1 | 6 | |
| Loss on Extinguishment of Debt | - | - | 1 | - | - | - | - | - | |
| Other Debt Refinancing Costs | - | - | 1 | - | - | - | - | - | |
| Gain on Sale-Leaseback | - | - | - | - | - | (133) | - | - | |
| Success Bonus Related to Completion of Sale-Leaseback Transaction ⁴ | - | - | - | - | - | 1 | - | - | |
| Insurance Recoveries Related to Business Interruption | - | - | - | - | - | - | (5) | (2) | |
| Insurance Recoveries Related to Loss on Operating Assets | - | - | - | - | - | - | - | (6) | |
| Adjusted EBITDA | \$ 55 | \$ 54 | \$ 71 | \$ 92 | \$ 88 | \$ 93 | \$ 94 | \$ 102 | |
| % of Net Revenues | 10% | 10% | 11% | 13% | 14% | 14% | 13% | 13% | |



Note: May not sum due to rounding.

³ 2017, 2018, 2019, 2021, 2022, and 2023 included inventory purchase accounting adjustments of inventory that was stepped up in the purchase price allocation from acquisitions of Lightning Diversion Systems, LLC, Certified Thermoplastics Co., LLC, Nobles Worldwide, Inc., Magnetic Seal LLC, and BLR Aerospace in Sep 2017, Apr 2018, Oct 2019, Dec 2021, and Apr 2023, respectively, and is part of our Electronic Systems, Structural Systems, Structural Systems, and Structural Systems, respectively.





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

² 2016 included gain on divestitures, net in our electronic systems operating segment related to the divestitures of our Pittsburgh and Miltec operations.

Adjusted OI Margin for 2023

| | 2023 |
|--|--------|
| Net Revenues | \$ 757 |
| Operating Income | \$ 29 |
| Restructuring Charges ¹ | 15 |
| Guaymas Fire Related Expenses | 4 |
| Inventory Purchase Accounting Adjustments ² | 6 |
| Amortization of Acquisition Related Assets | 8 |
| Adjusted Operating Income | \$ 62 |
| % of Net Revenues | 8% |





(\$ millions)

Non-GAAP Reconciliation for Backlog

(\$ millions)

12/31/2023

Remaining Performance Obligations ¹

\$964

Backlog²

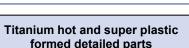
\$994





Structural Systems – Key Sectors and Applications





A220

Composite / metal bond secondary flight control surfaces

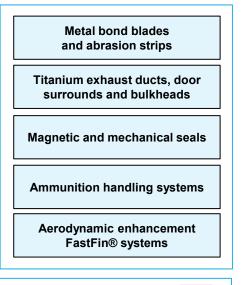
Large aluminum stretch formed and chemical milled fuselage and airframe skins

VersaCore Composite™ nacelle components

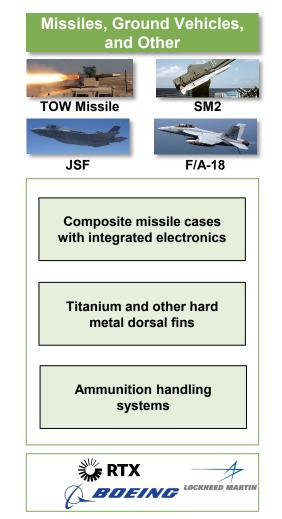
Extruded thermoplastics

















Electronic Systems – Key Sectors & Applications

Missiles & Radar









Tomahawk



- Integrated systems for missile quidance/control, seeker and power distribution
- Circuit cards for weapon navigation, guidance and control and telemetry
- Interconnects
- Wing deploy & control actuation system motors





Military Aircraft and UAVs



F-15EX

















- Integrated electronic boxes and radar racks
- Interconnects for avionics. radar, sensors, fuel and weapons systems
- Circuit card assemblies
- Cockpit panel assemblies and switches
- Lightning protection
- RF components



Naval





- Modem and server electronic boxes for In-flight Entertainment (IFE) systems
- Interconnect products for solid fuel boosters
- IFE radome lightning protection

Viasat

- Resolvers for Mars Rover
- Satellite high power RF switch units



Space and Communications



Inmarsat 6



Mars Rover

Engine start switch modules including legacy models

Legacy aftermarket

B787

Commercial and

Business Aviation

B737 MAX

- 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















Coyote B3NK

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







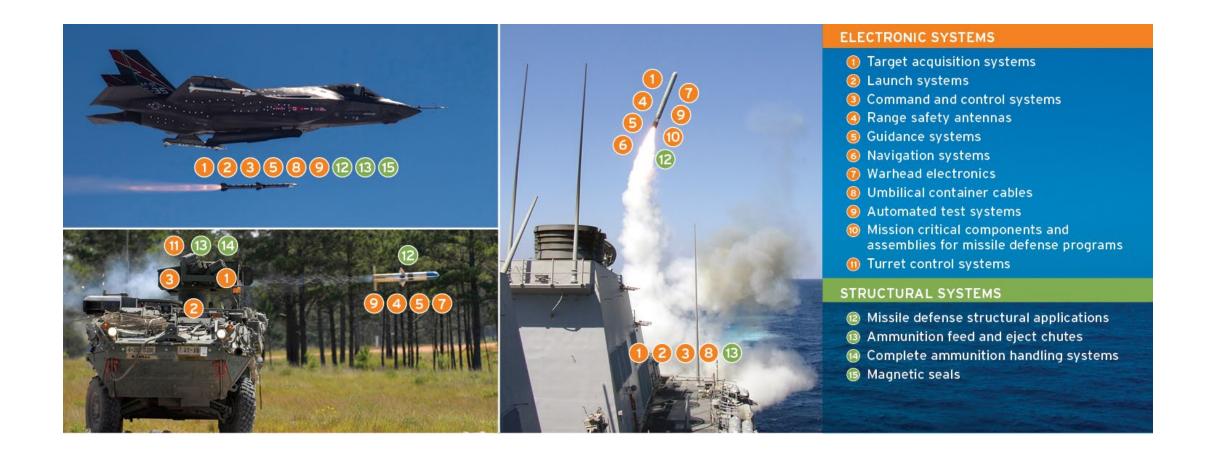
Extensive Offerings on Commercial & Military Fixed Wing Aircraft







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







Expansive Footprint on Commercial & Military Rotary Aircraft







Additional Information

For additional information on Ducommun Incorporated, please refer to the Company's Investor Day Presentation from December 8th, 2022 which can be found on the Company's Investor Relations tab at

www.Ducommun.com



