

A stylized image of a planet's horizon against a black background. A bright sun is rising behind the horizon, creating a lens flare effect. The planet's surface is dark and curved.

# BEYOND HORIZONS

WELCOME TO THE WORLD OF FACC

April 7, 2025

# AT A GLANCE

Partnership requires stability

100%



Aerospace technology & composite lightweight

Turnkey



3 Segments & global MRO Services

> 400



Engineers to secure turnkey capability

Tier-1



Partner for all major aerospace OEMs



3,850



Employees from 50 nations (Dec. 2024)

Global



Network of over 15 engineering & production locations

All



Aviation, Advanced Air Mobility & Space as a future market

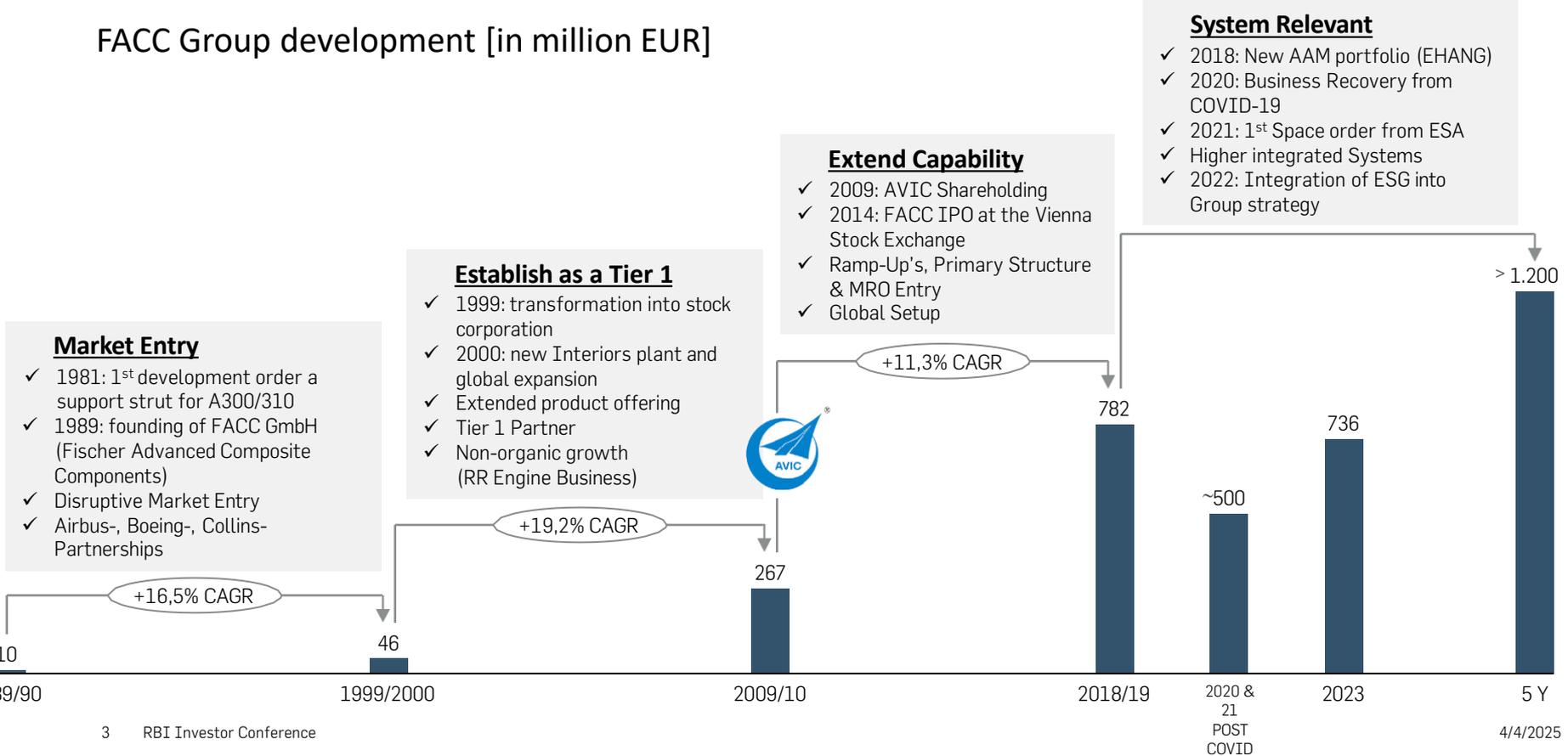
100%



Export worldwide

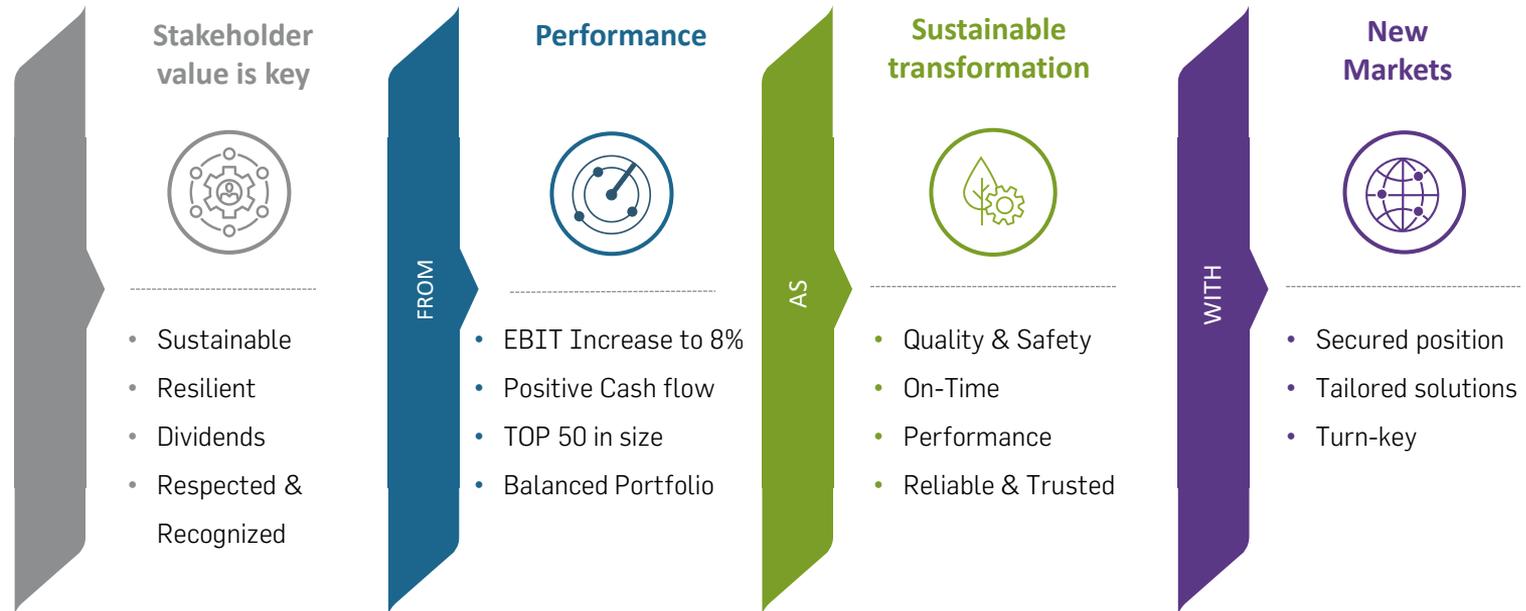
# 35 YEARS OF COMPOSITE INNOVATIONS

FACC Group development [in million EUR]



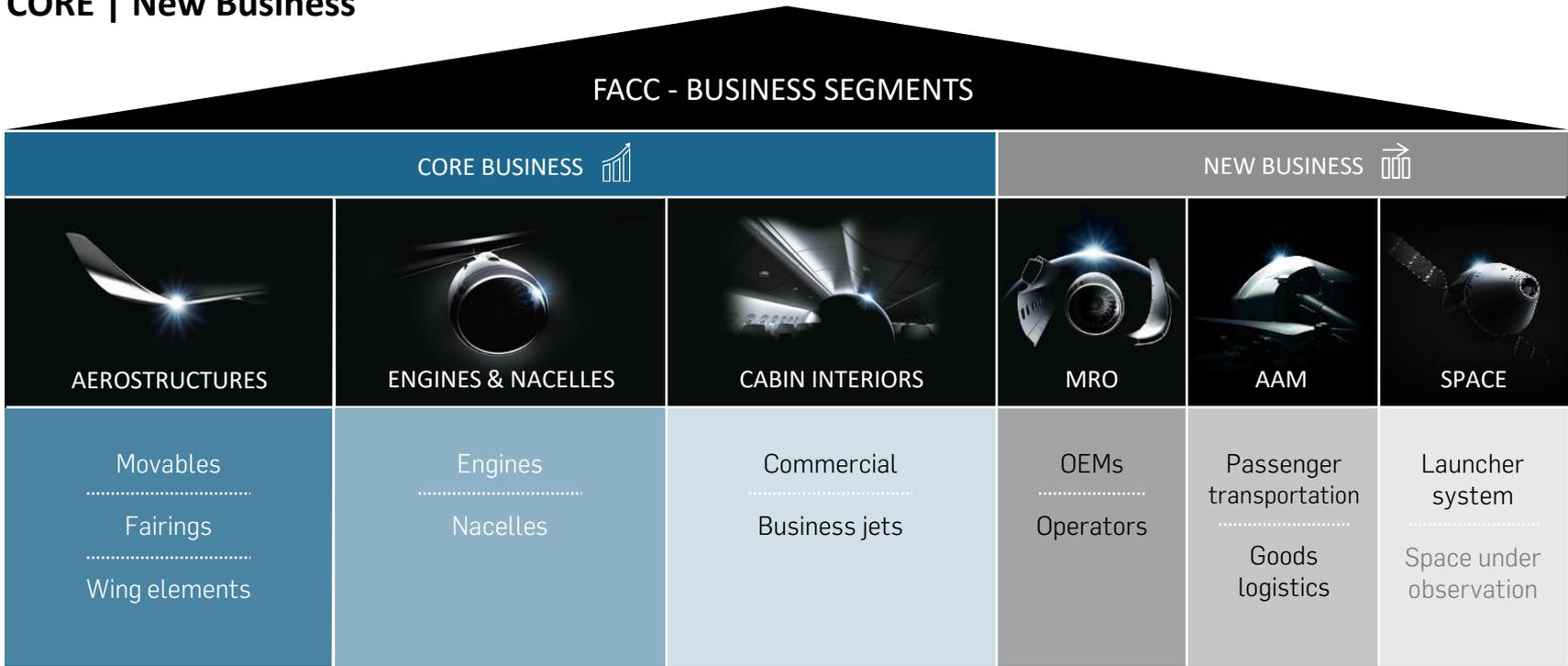
# BUSINESS STRATEGY

Delivering value for a better tomorrow



# CIVIL AEROSPACE IS OUR CORE

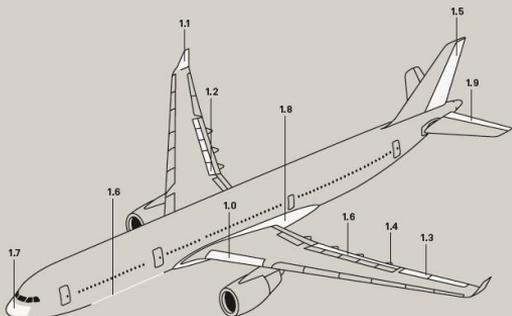
## CORE | New Business



# OUR DIVISIONS

3 divisions + aftermarket services

## AEROSTRUCTURES

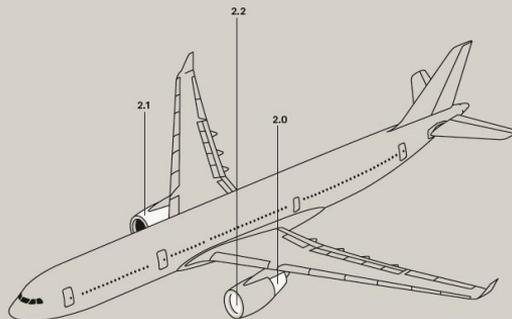


Product Portfolio:

1. Leading Edge
2. Winglets
3. Spoilers
4. Aileron
5. Flap Track Fairings
6. Rudders
7. Outboard Flaps
8. Radomes
9. Wing-to-Body Fairings
10. Elevators



## ENGINE & NACELLES

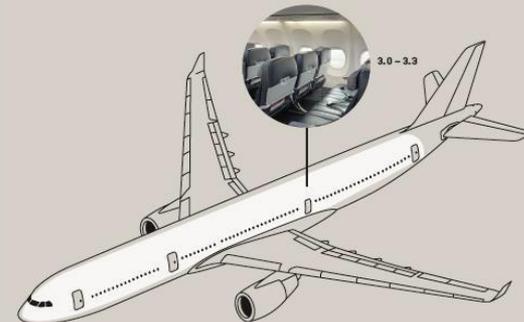


Product Portfolio:

- 2.0 Translating Sleeves & Thrust Reverser
- 2.1 Engine Cowlings
- 2.2 Engine Components

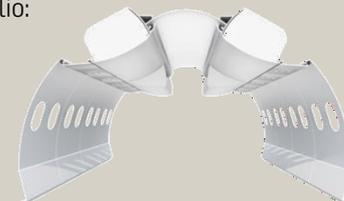


## INTERIORS



Product Portfolio:

- 3.0 Passenger Cabins & Cockpit Linings
- 3.1 Floor-to-Floor (Hatracks, SWP, CP, CLP), Entrance Areas
- 3.2 Passenger Door Linings
- 3.3 Individual High-end Business Jet Cabins



# ADVANCED AIR MOBILITY PORTFOLIO

Execute existing Projects

## Passenger transportation

### ARCHER



- Wing & fuselage composite parts
- Structural interiors
- Secondary bonding of composites

### EVE



- Moveables
- Stabilizer

## Goods logistics

### DRONE LOGISTICS



- Design/stress/certification
- Industrialization of high-volume production

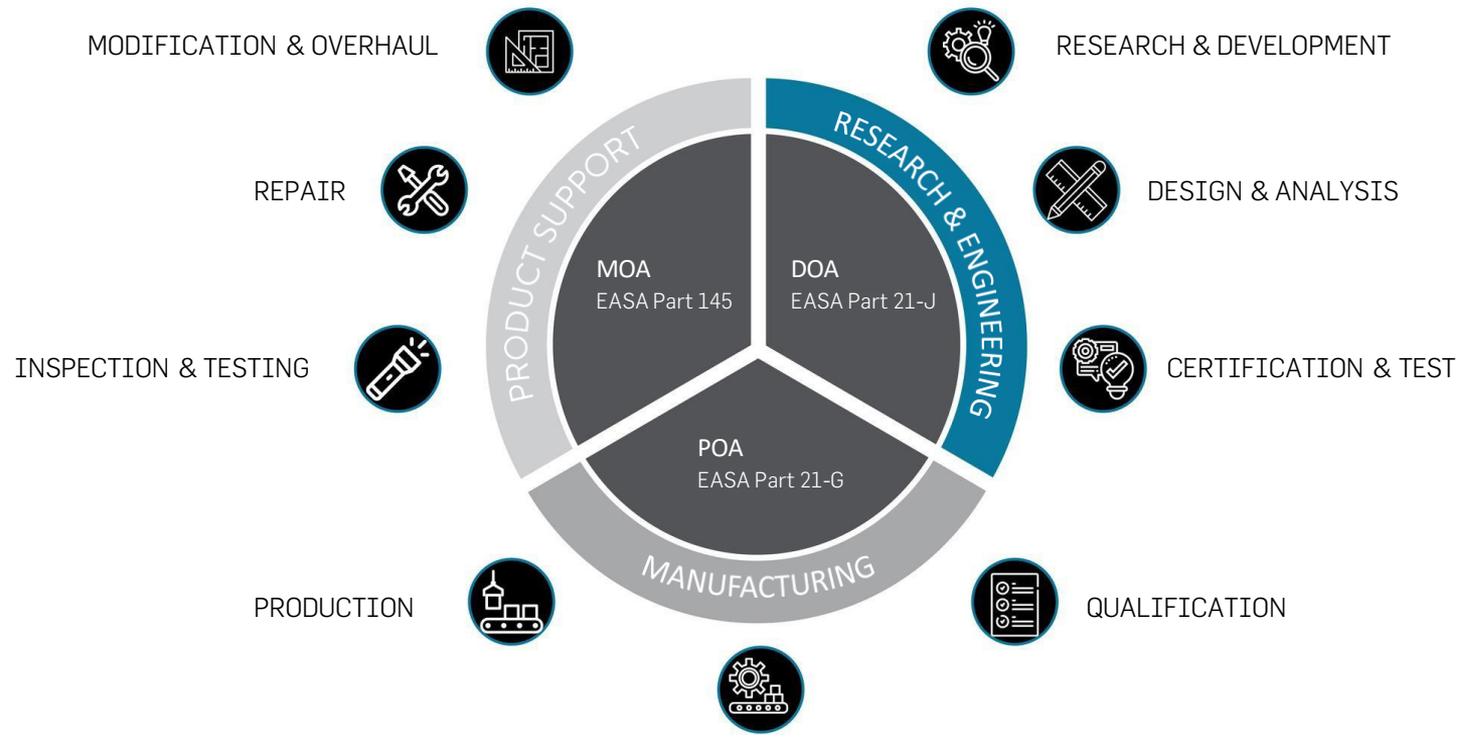
### AAM-LOGISTICS



- Design/stress of cabin interiors

# TURNKEY SOLUTIONS

Entire product lifecycle



# FACC LOCATIONS

FACC operates locations around the world and is continuously expanding its international presence – with a constant focus on maximum customer benefit.

Production sites, engineering centers, on-site offices and partnerships at the most important customer hubs ensure proximity to the market and enable customized solutions to be provided worldwide.



● **Group headquarter**  
FACC AG - Austria

● **Plants in Austria**  
Plant 1 Aerostructures, Engine & Nacelles  
Plant 2 Cabin Interiors  
Plant 3 Aerostructures  
Plant 4 Engines & Nacelles  
Plant 5 Technology Center  
Test Center: CoLT

● **On-site-offices**  
Brazil: Sao Paulo  
Germany: Hamburg  
France: Toulouse  
USA: Seattle, Melbourne

● **Production plants and aftermarket services**  
USA: Wichita  
Canada: Montreal  
Austria: Ried  
Croatia: Jakovlje

● **Design and engineering centers**  
China: Shanghai  
India: Pune  
Austria: Vienna  
Slovakia: Bratislava

● **Partnerships**  
China: Zhenjiang  
India: Bangalore

# GLOBAL CUSTOMER NETWORK

Longstanding relationships with all leading Aircraft and Engine manufacturers



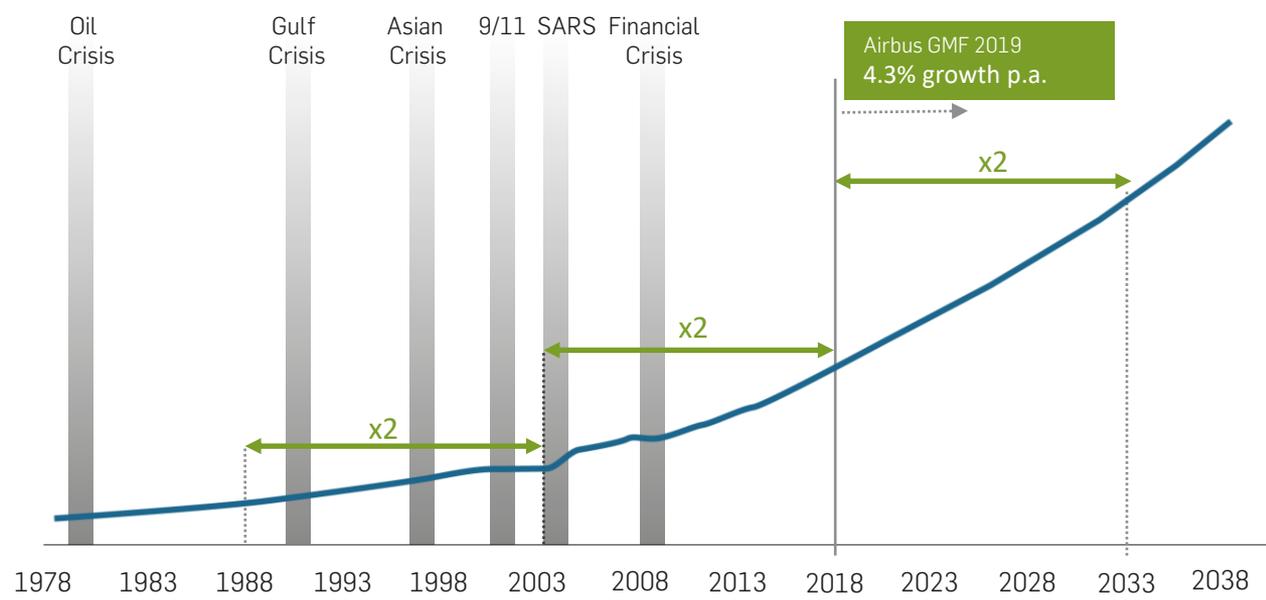
An aerial photograph of a paved road winding through a dense green forest. A large, dark shadow of an airplane is cast onto the road from the top of the frame. Further down the road, a person is riding a horse. The image is split diagonally by a dark, curved overlay on the left side.

# GLOBAL MARKET OVERVIEW

# PAST DEVELOPMENT OF AIR TRAFFIC

Every 15 years RPK doubled and will further increase in the future

World air traffic (trillion RPK)\*

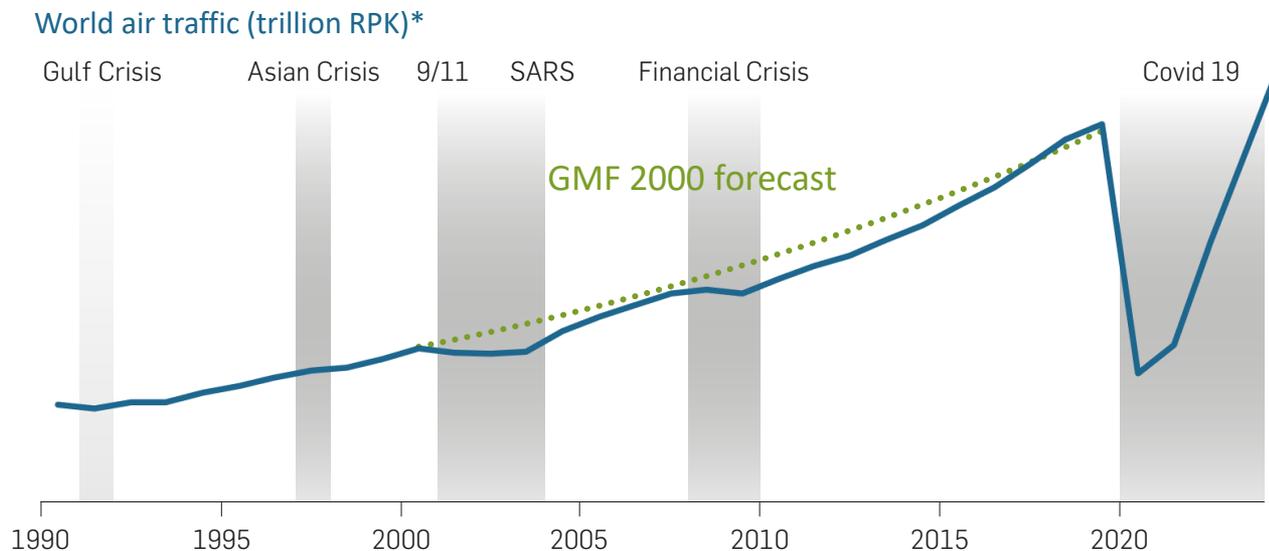


Traffic has proven to be resilient to external shocks

Source: ICAO, Airbus GMF 2019  
\* RPK: Revenue Passenger Kilometer

# AVIATION INDUSTRY IS RESILIENT

Recovered from previous crises

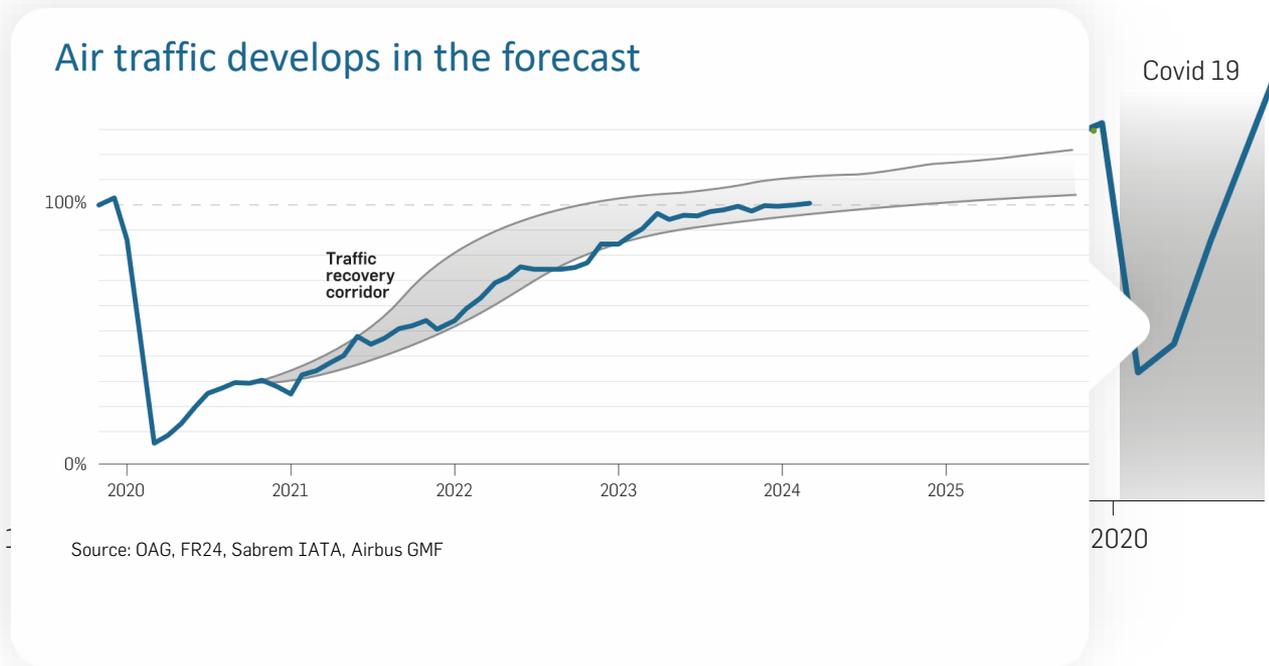


Source: IATA, Airbus GMF

\*includes scheduled and non-scheduled flights

# AVIATION INDUSTRY IS RESILIENT

Recovered from previous crises



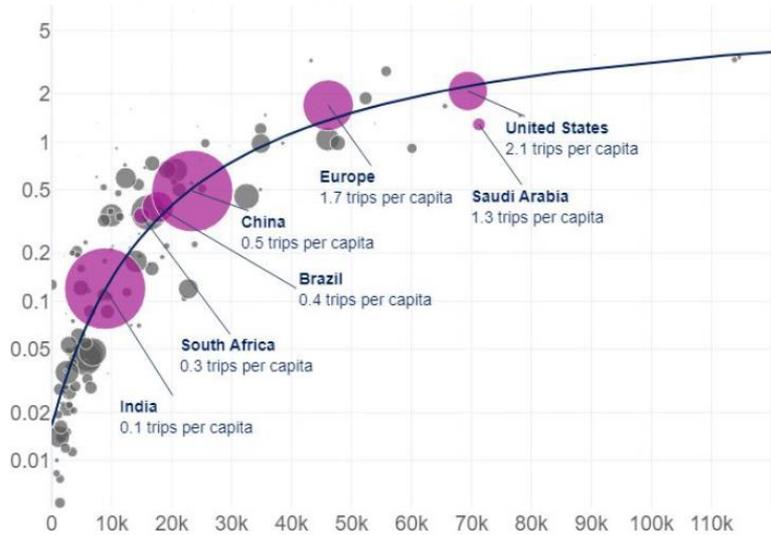
Q1 2024:  
FACC was  
back on  
Pre-COVID level

# AIR TRANSPORT IS LINKED TO ECONOMIC DEVELOPMENT AND REGIONS

The center of gravity for growths moves continuously to Asia

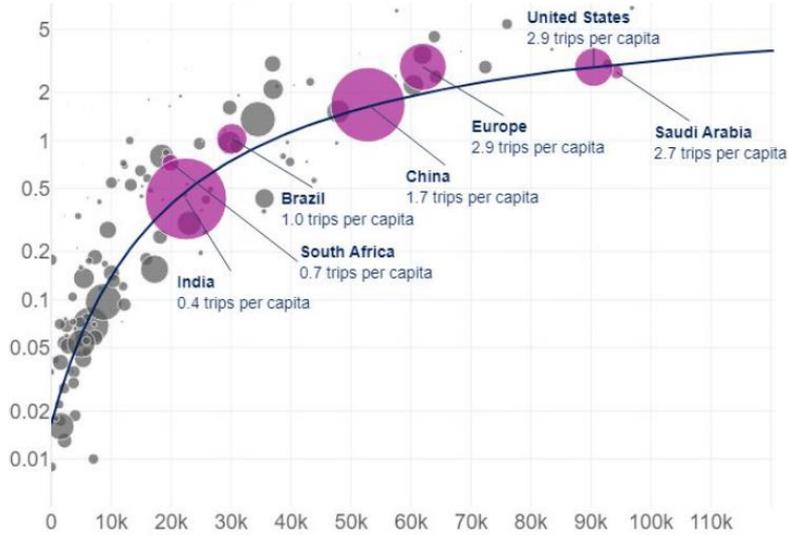
**2023 yearly trips per capita**

(bubble size proportional to country population)



**2043 yearly trips per capita**

(bubble size proportional to country population)



GDP per capita (Purchasing Power Parity \$ - 2019)

Source: S&P Global, Sabre, Airbus GMF

\*Europe is based on geographic definition

# AVIATION INDUSTRY IS GROWING STRONGLY

Expansion of global infrastructure drives global growth

**42**   
new airports  
worldwide\*

**160**   
new airlines\*

**7,250**   
new routes  
worldwide\*

**4.9 B**   
passengers 2024  
2025 (projected):  
5.2 billion | +6.7%

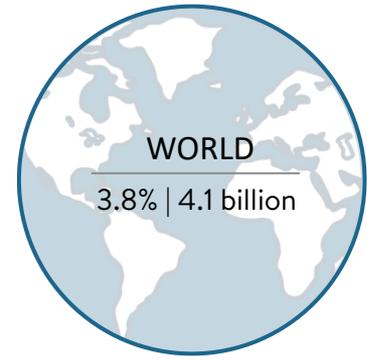
**40 M**   
million flights  
worldwide in 2025  
+4.6 %

**Increase**   
Further increase in  
demand | all aircraft  
manufacturers increase  
build rates again in 2025

## Projected passenger volume 2023 - 2043

Annual growth (2023 – 2043) | Additional passengers (until 2043)

**North America**  
3.0% | 314 million



**Europe**  
2.3% | 662 million

**Asia**  
5.1% | 2.6 billion

**Middle East**  
4.1% | 314 million

**Africa**  
3.7% | 182 million

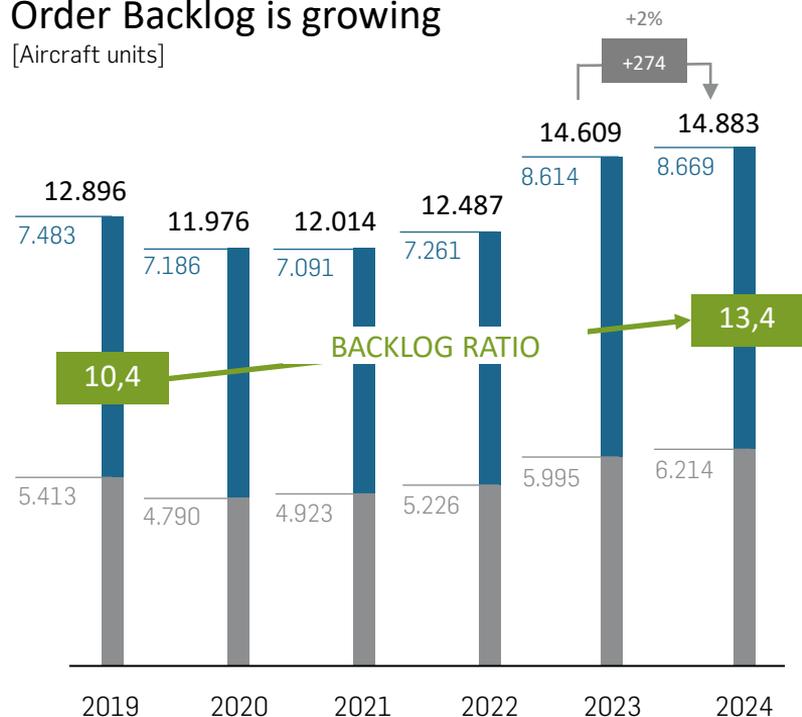
**South America**  
3.0% | 200 million

\* Since 2019  
Sources: Airbus GMF 2024 and IATA Report 2024

# AIRBUS & BOEING MARKET SHARE

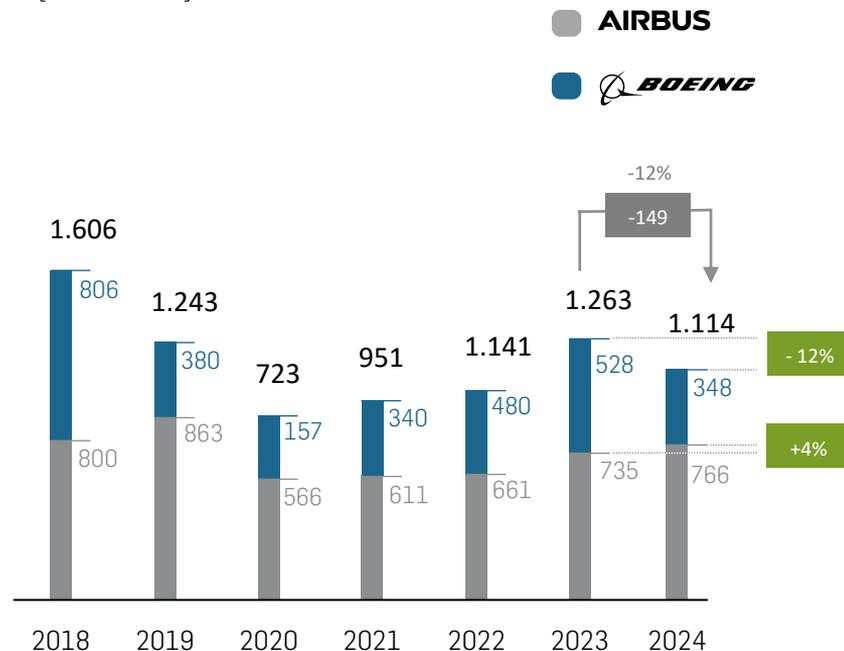
## Order Backlog is growing

[Aircraft units]



## Actual Deliveries

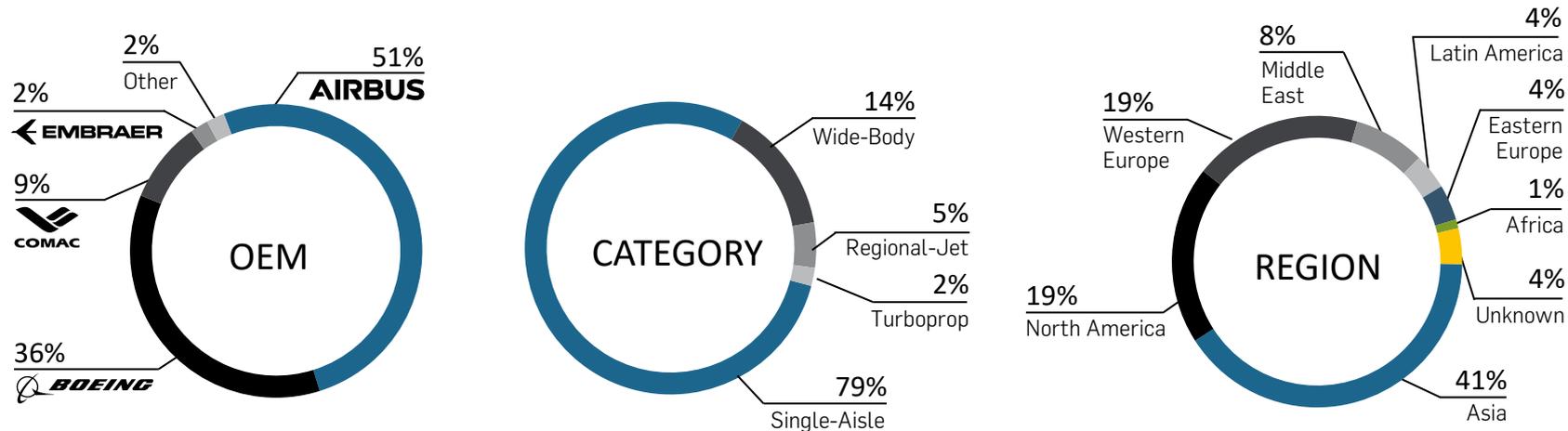
[Aircraft units]



# ORDER BACKLOG

Market shares for commercial firm order backlogs

Total: 17,084 Aircraft



Source: Fleet Discovery, Aviation Week Intelligence Network, 2024

# SINGLE-AISLE DOMINATES THE MARKET

A220, A320, B737 & C919 in high demand

21% Wide-Body Type

8,920 Aircraft

A350 & A330



Boeing 787



Boeing 777



42,430

New Aircraft  
between 2024 - 2043

79% Single-Aisle Type

33,510 Aircraft

A320 Family



A220



Boeing 737

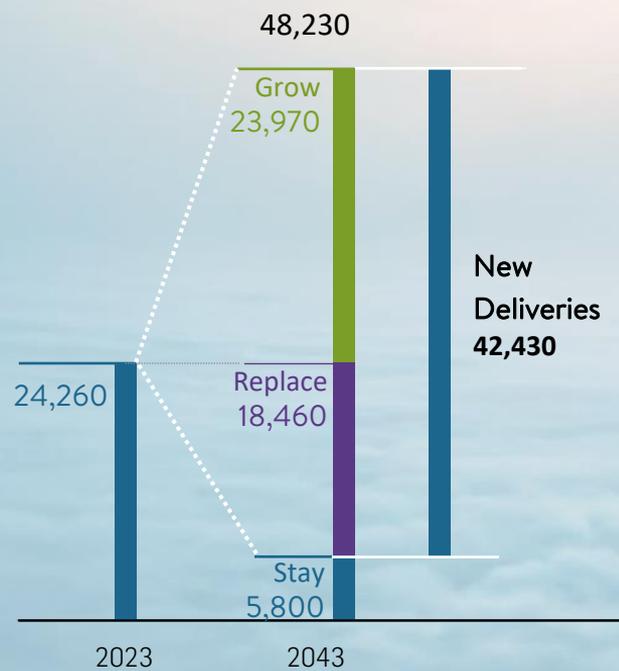


Comac C919



# DEMAND

42,430 new aircraft between 2024 and 2043



Source: S&P Global, Sabre, Airbus GMF Europe is based on geographic definition

Aircraft rates per month - future forecasts by OEMs

	2024 FACC	Long-term forecast	%
A350	6	12	+100%
Boeing 787	6	12	+100%
Boeing 777	~1.1	2	+85%

	2024 FACC	Long-term forecast	%
A320 Family	62	75	+21%
A220	10	14	+40%
Boeing 737	30	55	+83%
Comac C919	5	12	+140%

Wide-Body Type

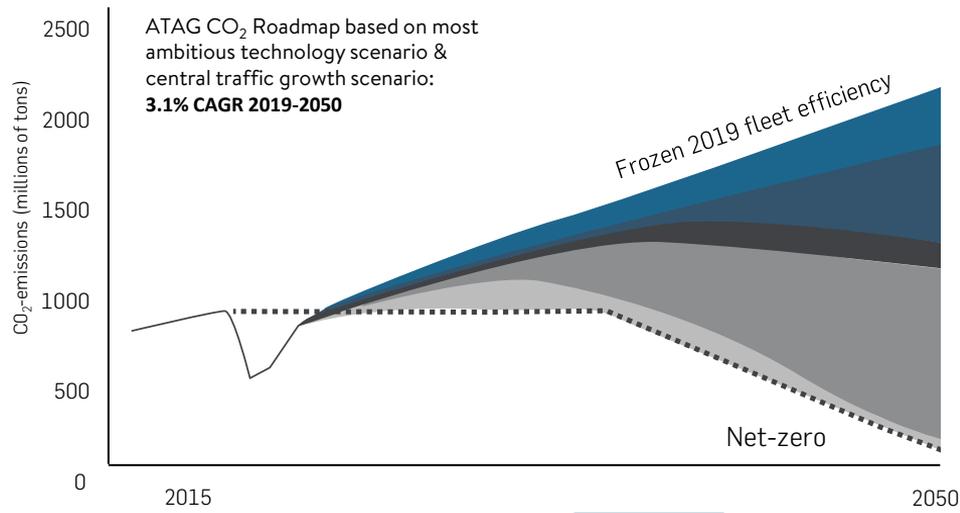
Single-Aisle Type

The background of the slide is an aerial photograph of a tropical island. The island has a white sandy beach, a shallow turquoise lagoon with a sandy bottom, and a dense green forest. A shadow of a commercial airplane is cast onto the water in the lagoon. In the foreground, there is a circular area of yellow flowers. The image is split diagonally from the top left to the bottom right, with the top-left portion being a dark, textured teal color.

# INNO VATING AERO SPACE

# AVIATION DECARBONIZATION ROAD MAP

## Bundles of solutions to meet sustainability goals



- Latest Generation Aircraft
- Disruptive Technology
- Operations & Infrastructure
- Sustainable Aviation Fuels
- Carbon offsetting and capture

FACC  
 Potential impact for CO<sub>2</sub> reduction



# MARKET SUMMARY

## Market demand and development

- Long Term Growth confirmed
- Single-Aisle Type dominates market
- Center of Gravity shifts to Asia (China & India)
- Geopolitical issues ongoing and/or unsolved
- Decarbonization goals drive innovation

## Impact to FACC

- FACC can grow with the industry & contracts we have
- FACC is well represented on A320 Family and COMAC
- FACC Boeing 737 work share increase targeted
- FACC has Access to Asia markets. Majority of business still in Europe. Global network strategy to be executed as planned (EU, ASIA, USA)
- New Composite solutions are needed
- Innovation is key for FACC

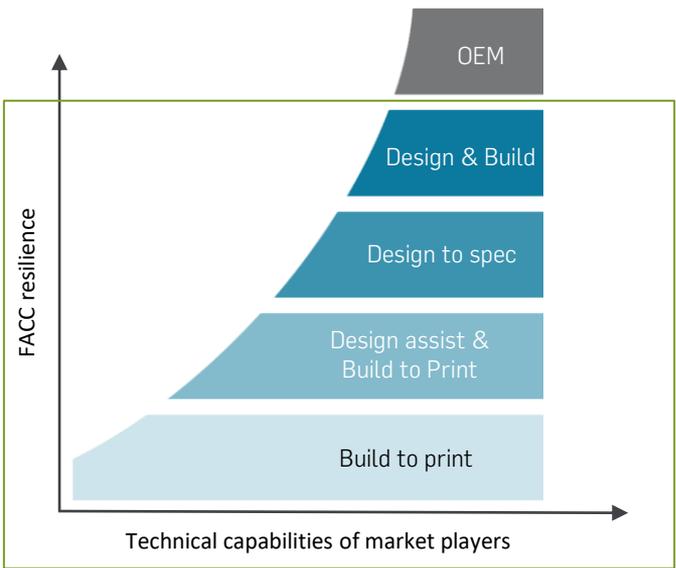
OUR  
WAY  
FOR  
WARD



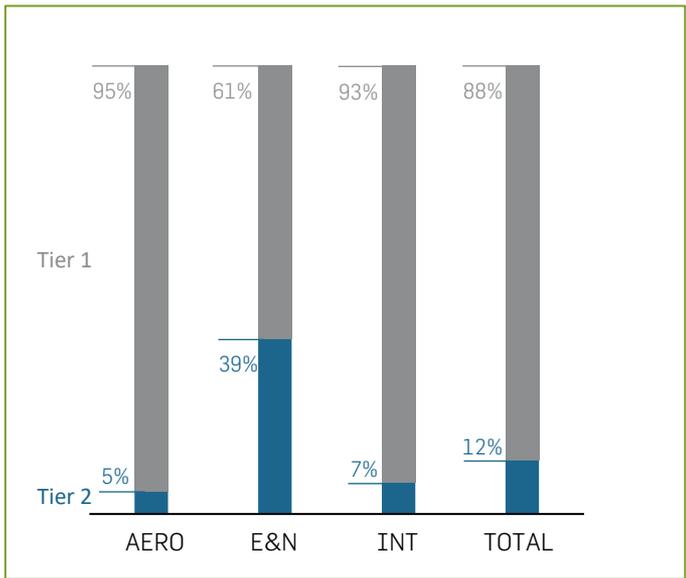
# POSITIONING AS A TIER 1 PARTNER

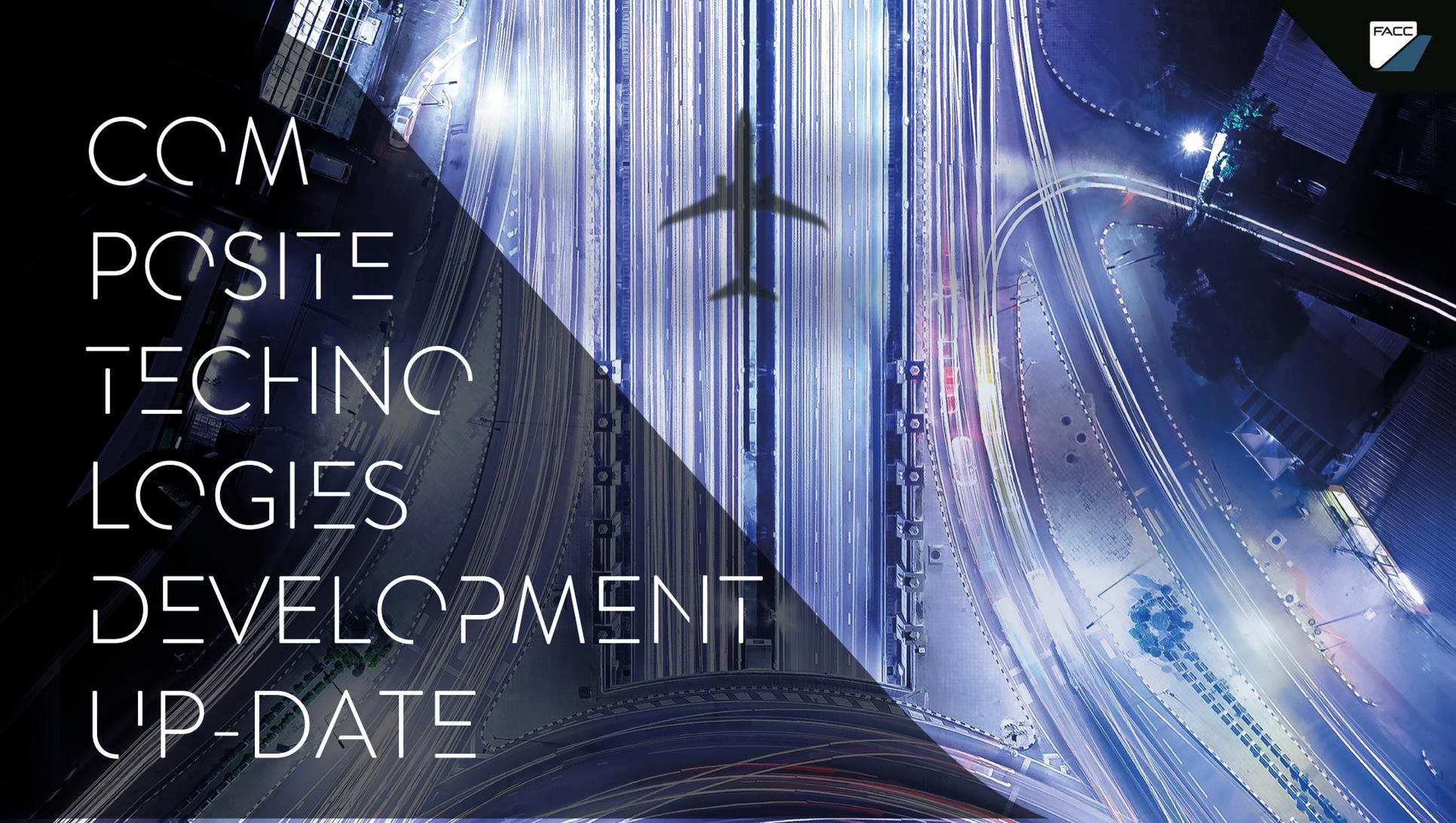
Strategic partner for our customers | Focus on design

## Proprietary Differentiated Technology



## Unique and Favorable Position as Tier 1 Partner in the Value Chain



The background of the slide is a long-exposure aerial photograph of a highway interchange at night. The image shows multiple levels of overpasses and ramps, with light trails from cars and trucks creating a sense of motion. A silhouette of an airplane is visible in the upper center of the frame, flying over the interchange. The overall color palette is dominated by blues and greys, with some warmer tones from the light trails.

COMPOSITE  
TECHNOLOGIES  
DEVELOPMENT  
UP-DATE

# MOVING FORWARD TOGETHER

Working closely with all relevant players



# INNOVATION TARGETS

## Company Readiness for New Platforms

TECHNOLOGY

AUTOMATION LEVELS

DIGITALIZATION LEVELS

KEY TECHNOLOGIES WILL BE READY AND ROBUSTLY OFFERABLE AND ENSURE:



certifiability, rate capability, automation levels, minimum weight, affordability, renewability



protect FACC against competitions, support market sustainability targets, win additional market shares



to stay competitive and increase profitability, protect FACC's position in key markets & portfolios

# WHAT WE HAVE DONE SO FAR

## DRIVING EFFICIENCY SINCE DAY 1

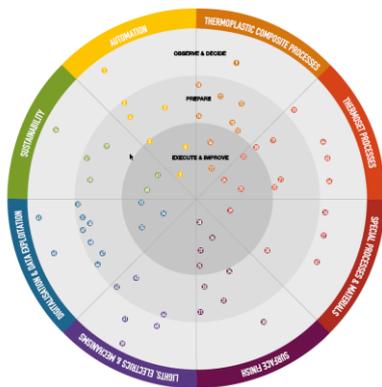
# 59,755,859,991

## LITER OF JET FUEL SAVED ON 1 AIRCRAFT TYPE ONLY

- Nearly 60 billion liters of jet fuel saved thanks to FACC's advanced Winglet-technology
- Equivalent to 7 years of Austrian's annual consumption of petrol & diesel
- Avoidance of over 210 million tons of CO<sub>2</sub> emissions
- Saving of 40 billion euros in operating costs

# R&D ROADMAP

For the next generation of passenger aircraft



## Continuous monitoring of future technologies

- 8 strategic research segments
- +60 technologies under observation and partly in development



## 2027/2028 Prototype demonstration

- in a relevant environment (Technology readiness level 6+)

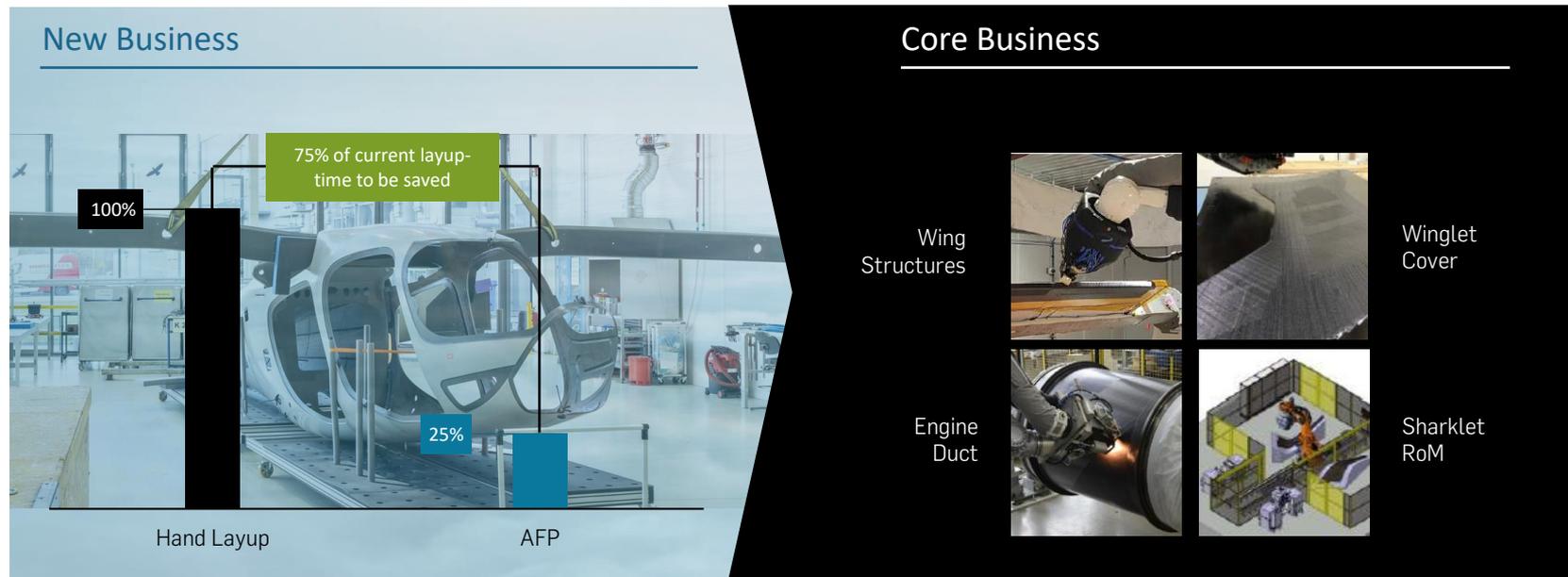


## Strong focus on R&D partnerships and joint investments

- research funding as key-enabler securing and expanding our technology lead

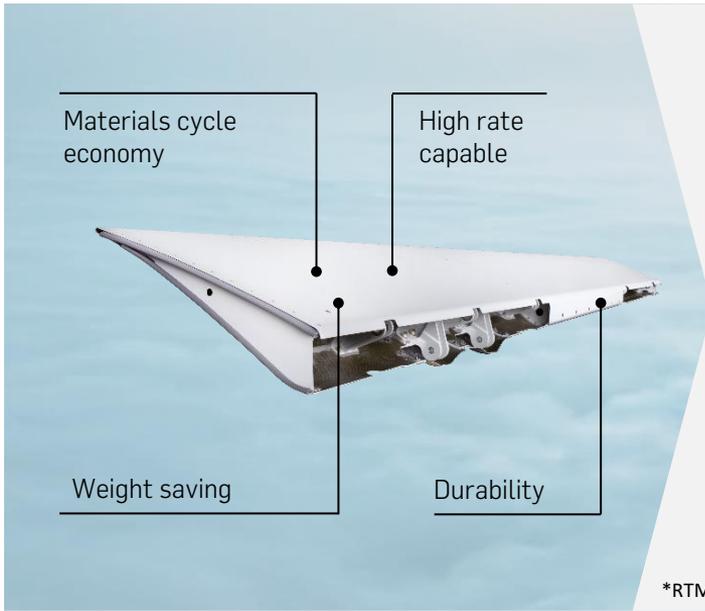
# AUTOMATIC FIBER PLACEMENT (AFP)

Transfer of technology from AAM to the core business



# INTEGRAL AILERON

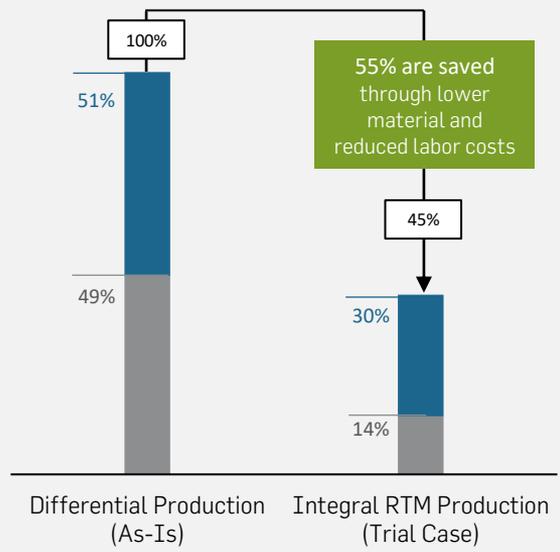
Low performing projects become top performers



DIFFERENTIAL PRODUCTION  
VERSUS  
INTEGRAL RTM\* PRODUCTION

- Material cost
- Labor Cost

\*RTM ... Resin Transfer Molding



An aerial, top-down view of a modern skyscraper with a prominent circular atrium. The building's facade is a complex grid of steel and glass. A shadow of an airplane is cast across the upper part of the building. The surrounding cityscape is visible, including roads and other buildings.

# FINAN CIALS

# STRONG GROWTH

## Planned DEVELOPMENT of all business units in FY 2024

Market recovery continues  
aircraft production rates rise sharply



Planned development

in core business and AAM (drones)

+20% revenue increase  
compared to financial year 2024.  
All divisions grow significantly



EUR 884.5 million

Revenue

Operating EBIT increases  
despite enormously increased location  
costs (EBIT 2023: EUR 17.5 million)



EUR 28.3 million

operating EBIT

Strong growth in the workforce  
to 3,850 FTE in the 2024 financial year



394 additional employees

(FTE) for ramp-up

Reduction of working capital  
high inventories weigh on cash flow



EUR 7.7 million

Free Cashflow

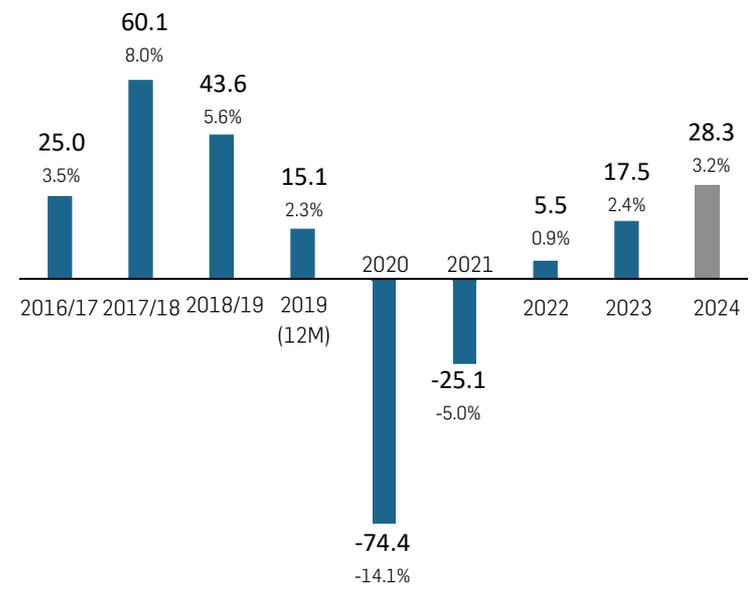
# REVENUE AND EBIT

Result increased compared to the previous year

Revenue in million EUR



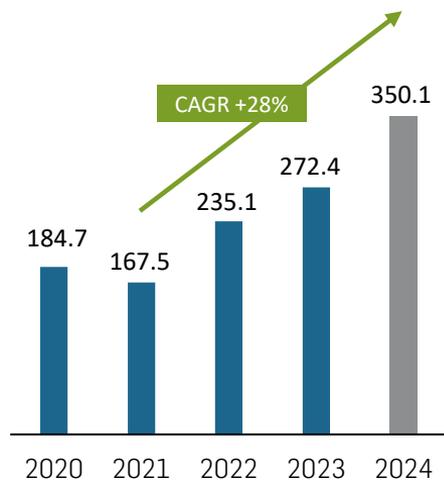
EBIT in million EUR



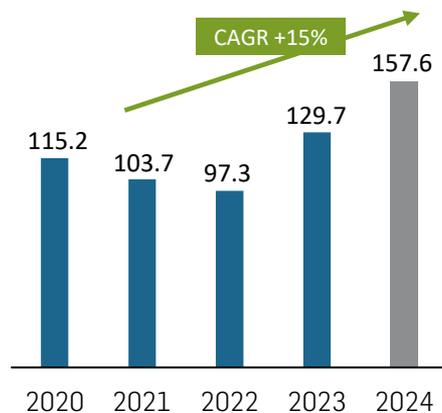
# REVENUE DEVELOPMENT OF THE DIVISIONS

Result increased compared to the previous year

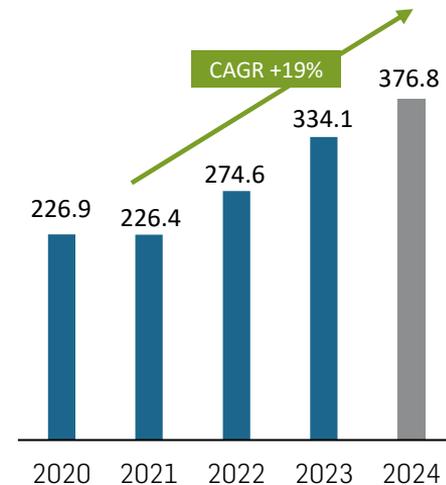
Aerostructures in million EUR



Engines & Nacelles in million EUR



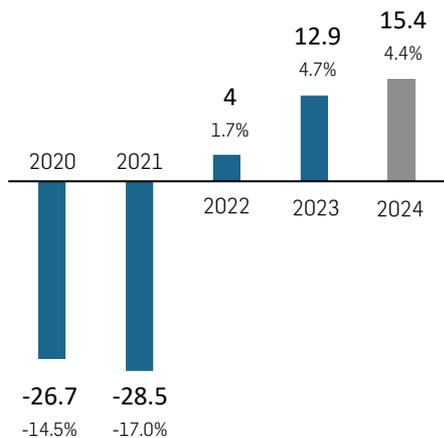
Interiors in million EUR



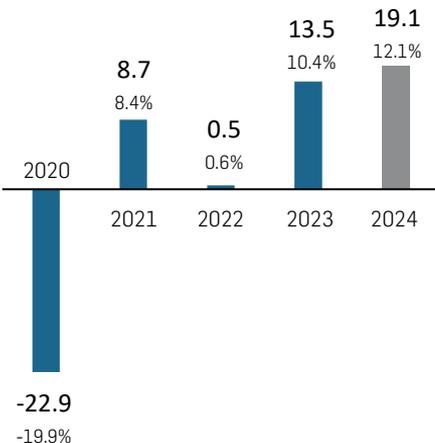
# EBIT DEVELOPMENT OF THE DIVISIONS

Improving group EBIT, but still challenges in cabin interior segment

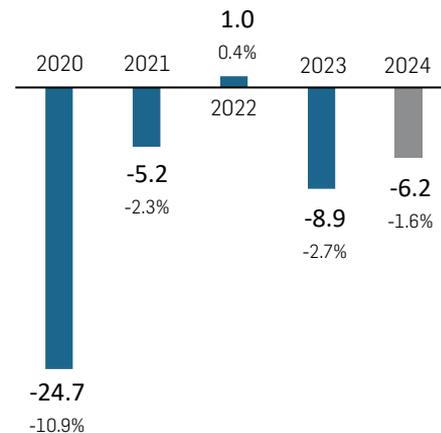
**Aerostructures** in million EUR



**Engines & Nacelles** in million EUR



**Interiors** in million EUR

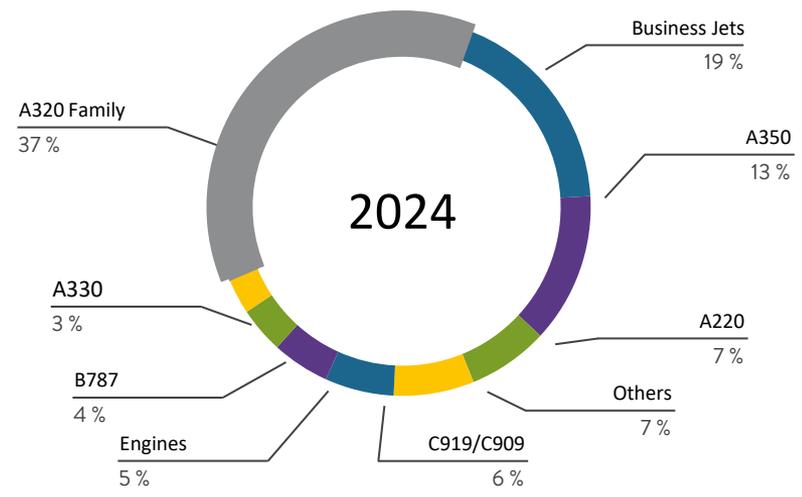


# REVENUE

## Revenue distribution 2024 vs. 2023

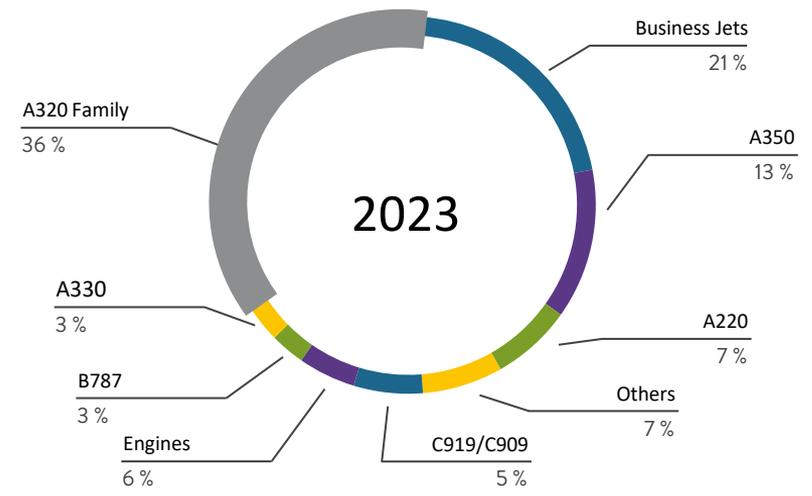
REVENUE DISTRIBUTION 2024

in % of total Revenue



REVENUE DISTRIBUTION 2023

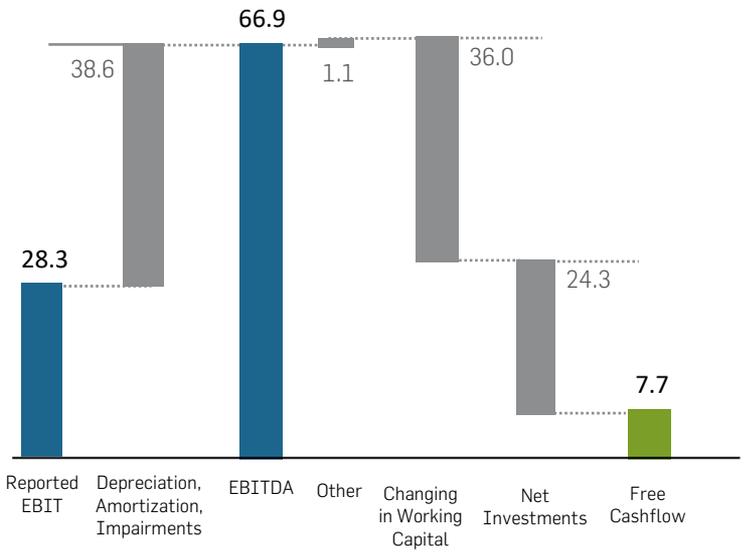
in % of total Revenue



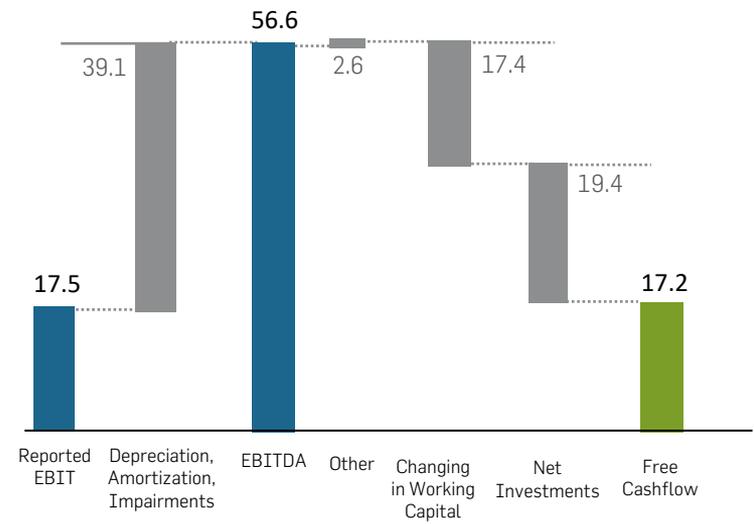
# FREE CASH FLOW

Positive, but actions for improvement needed

Free Cashflow 2024 in million EUR



Free Cashflow 2023 in million EUR



# CASH FLOW

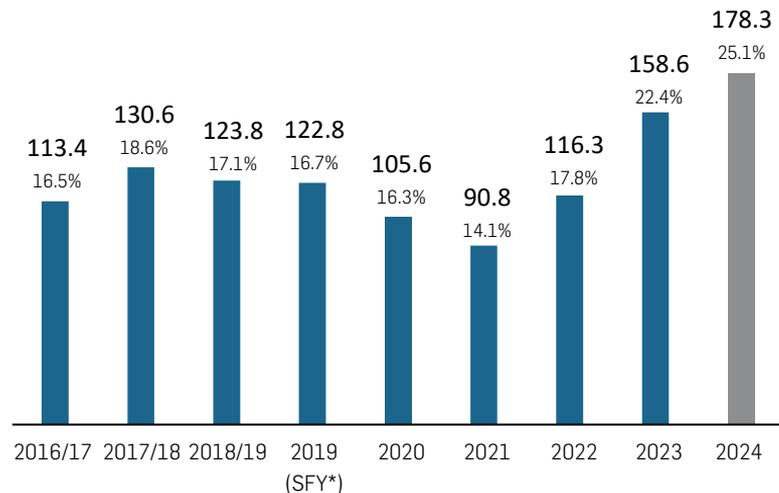
High inventories impact cash flow

**Investments** in million EUR



\* Additions contract costs (re-classification since 31.12.2021)

**Inventory** in million EUR and ratio to Total Assets in %

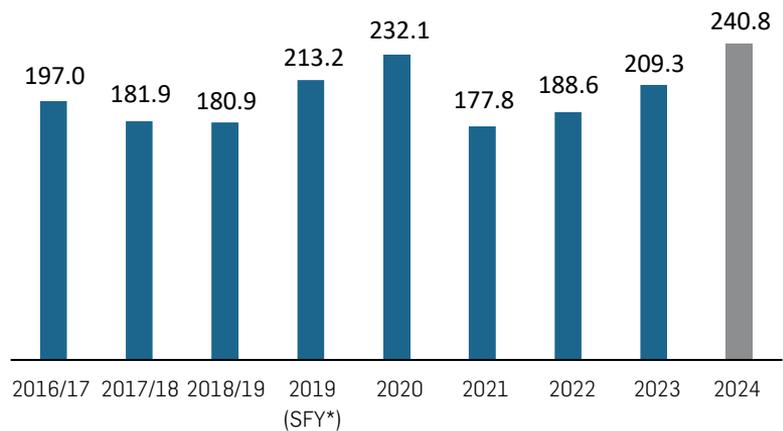


\* SFY ... Short Fiscal Year (March 2019 – December 2019)

# BALANCE SHEET KEY FIGURES

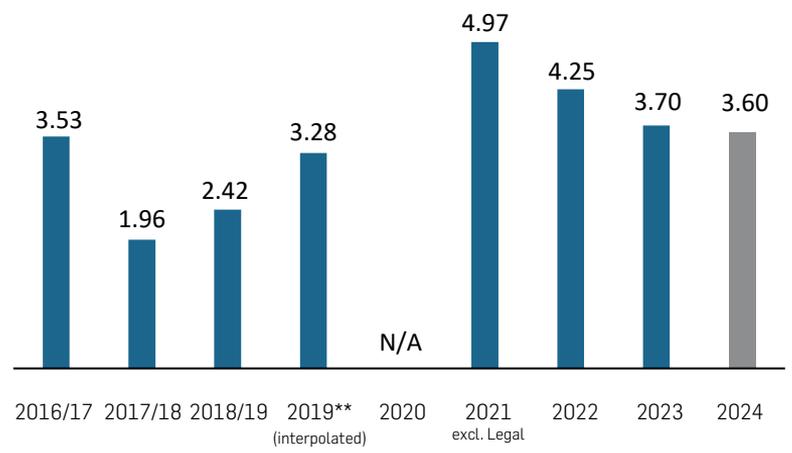
## Development of capital figures

Net Financial Debt in million EUR



\* SFY ... Short Fiscal Year (March 2019 – December 2019)

Leverage (Net Financial Debt/EBITDA) Ratio

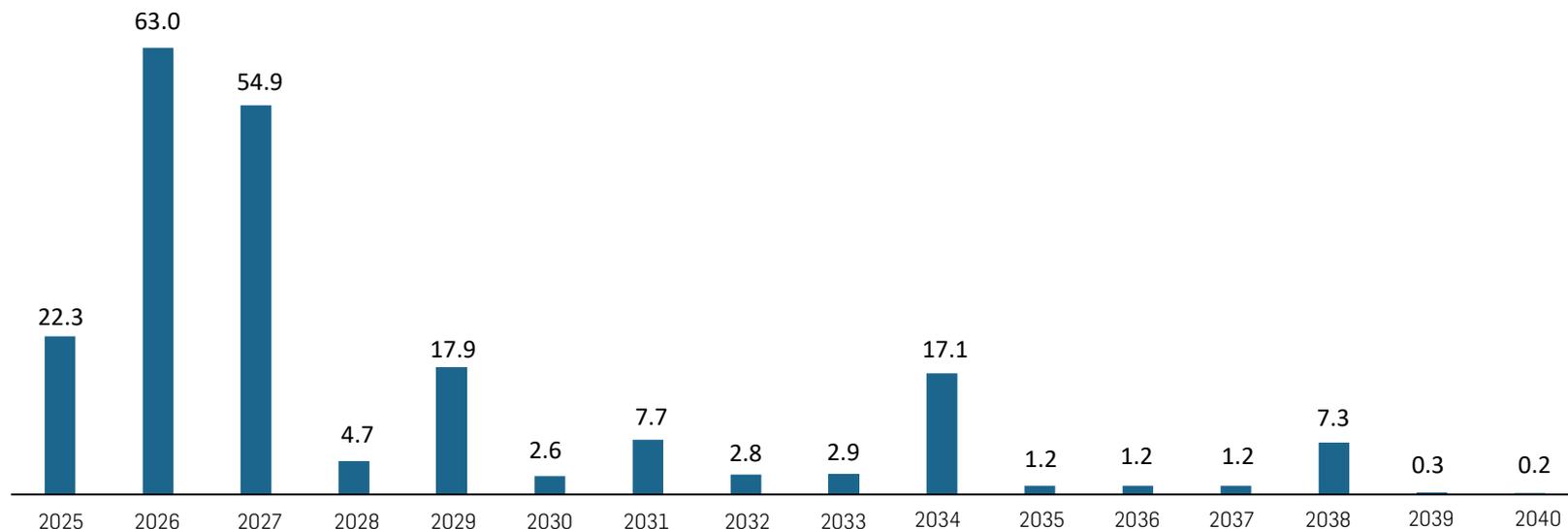


\* Value is based 12 month rolling average EBITDA

\*\* Value is based on an extrapolation of EBITDA to twelve months

# MATURITY PROFILE (DEC 2024)

Financial Debt incl. IFRS 16 (in MEUR); excl. Money Market Facilities



# CORPORATE RESHAPING

Our program to make FACC fit for the future

# CORE

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**COSTS**

Down

**ORGANISATION**

Streamlining

**RETURN ON CAPITAL**

Stakeholder Value

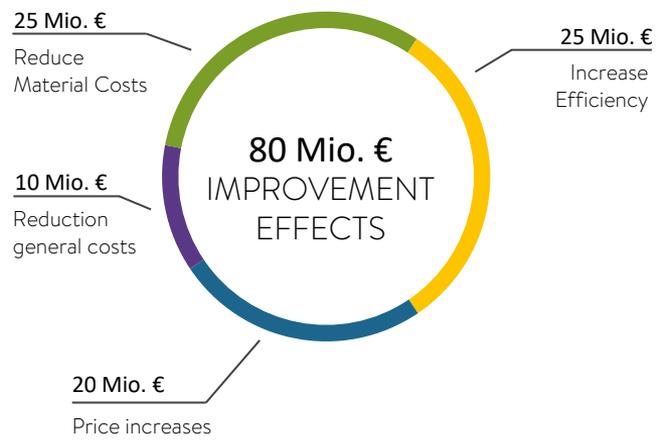
**EFFICIENCY**

Increase

---

# 4 MEASURES TO IMPROVE EBIT

Until end of 2026



## Material Cost Saving

55% of FACC cost is material cost. Supply chains in Best Cost countries are further exploited to reduce our cost. 55 transfer of work projects are currently in progress.

## Increase Efficiency

Lower fixed cost in our business administration, use learning curve effects –generate more output with the same people, continue to train our employees - stabilize processes and reduce non quality cost.

## Price Increases

Up flow of supply chain cost increases is essential to meet 2025 and future year profitability targets.

## Reduction of other cost

A general cost saving program was agreed in the 2025 budget process. Savings are monitored monthly.

# IMPROVE CASH FLOW: REDUCE INVENTORY

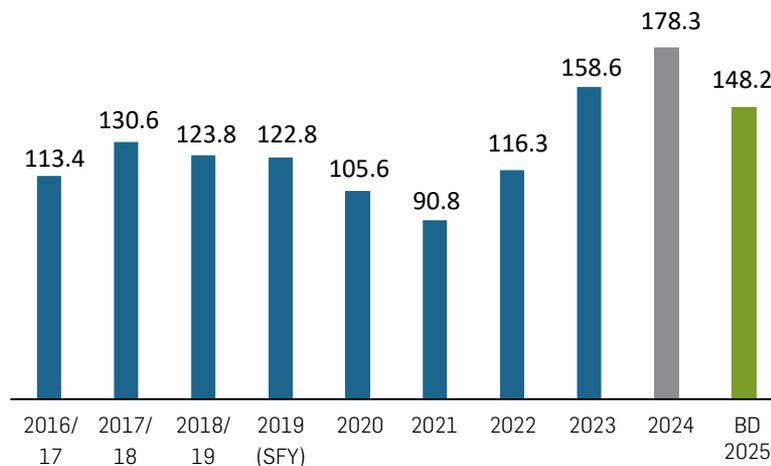
## Project team up and running

### MID-TERM GOAL

- Inventory by total assets = 18% before COVID
- Industry reference about 15%
- **Target 1:**  
minus 20 MEUR by YE 2024,  
compared to peak level 194 MEUR
- **Target 2:**  
at least another 25 MEUR cash flow by the end of 2025

### ACTIONS

- Revision of processes from order receipt to delivery
- Improve alignment with customers and plan more accurately
- Reduce throughput and idle times, reduce buffer stocks
- Reduce excessive safety stocks (prefabricated elements)



# DISCIPLINED CAPITAL ALLOCATION

Long-term success and maximized shareholder returns

Execute CORE Project  
in 2025 & 2026



- Reduce working capital
- **Improve EBIT** in 2025 by material price reduction, price optimization and efficiency gains
- **Free cashflow** in 2025 as **strong basis** going forward

De-leverage company



- Strong free cashflow in 2025 **de-levers company** and improves financial rating
- **2025 has only limited debt redemptions** and gives FACC the flexibility to focus on corporate reshaping
- Improved financial rating needed for **2026 refinancing** operations (syn-loan, promissory note)

Investments  
into the future



- Corporate reshaping in 2025 & 2026 provides strong basis for **new generation airplane** investments
- **Global Manufacturing Network (GMN)** approach to be executed and funded by cashflow acc. MTP
- Invest in **new organic growth** opportunities



# DISCIPLINED CAPITAL ALLOCATION

Long-term success and maximized shareholder returns

Refinance central funding  
facilities of FACC in 2026



- Strong financial performance secures successful **refinancing with improved terms & conditions**
- **Investments** (e.g., automation high tech plant 2, digitalization, E2E processes) **needed for contracted business** acc. MTP covered by cashflow improvements out of CORE project
- **Fiscal year 2026** will show **equity ratio** of **approx. 35%** and a **leverage ratio** at **< 3.00**

Total shareholder return



- Sustainable implementation of **dividend policy** to distribute **20-30% of net profit**
- Strong balance sheet with **long-term equity ratio** of **approx. 40%** and **leverage ratio** **< 2.50**
- **CORE project & investments in future** projects secure attractiveness of FACC investment case





# OUTLOOK FOR 2025 AND BEYOND

# OUTLOOK & PRIORITIES 2025

## Outlook

- **Further recovery** in the aviation industry
- Aircraft **construction rates continue to rise**
- FACC will continue to **grow by 5-15% in 2025**



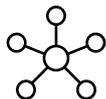
## Priorities

- **Quality & safety** without compromise
- **Managing ramp-up** in line with **customer expectations** and the current **supply chain challenges**
- Maximum **focus on implementation of CORE initiatives** to increase efficiency



**CORE**  
CORPORATE RESHAPING

## Challenges



Supply chain stability



Rising operating costs



Geopolitical upheavals



# UNLEASH THE POTENTIAL

ONE GOAL | ONE PLAN | ONE TEAM

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- This document contains forward-looking statements. Words such as 'outlook', 'believe', 'intend', 'anticipate', 'plan', 'expect', 'objective', 'goal', 'estimate', 'may', 'will' and similar expressions often identify these forward-looking statements.
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