



UNLEASH THE POTENTIAL

CAPITAL MARKETS DAY 2025

April 2, 2025

AGENDA

1. Welcome & Introduction
2. Global Market Overview
3. Our Way Forward
4. Financials
5. Panel Discussion
6. Plant Tour
7. Summary & Outlook

NEW FACC ACADEMY STARTS OPERATIONS

- Onboarding & basic training of new employees
 - 148 new entries have executed onboarding & basic trainings
- Training & upskilling of existing crew
 - 1,442 colleagues have been trained
- Event location – internal as well as external events
 - 24 Workshops and 6 Events



NEW FACC ACADEMY STARTS OPERATIONS

- 500 m² training area
 - 5 training rooms and
 - 1 sky lab for teaching production processes (cleanroom / assy)
- First positive effects
 - Increasing in productivity already measurable
 - Skill level and motivation increased



FACC benefits from a well-trained and highly qualified workforce

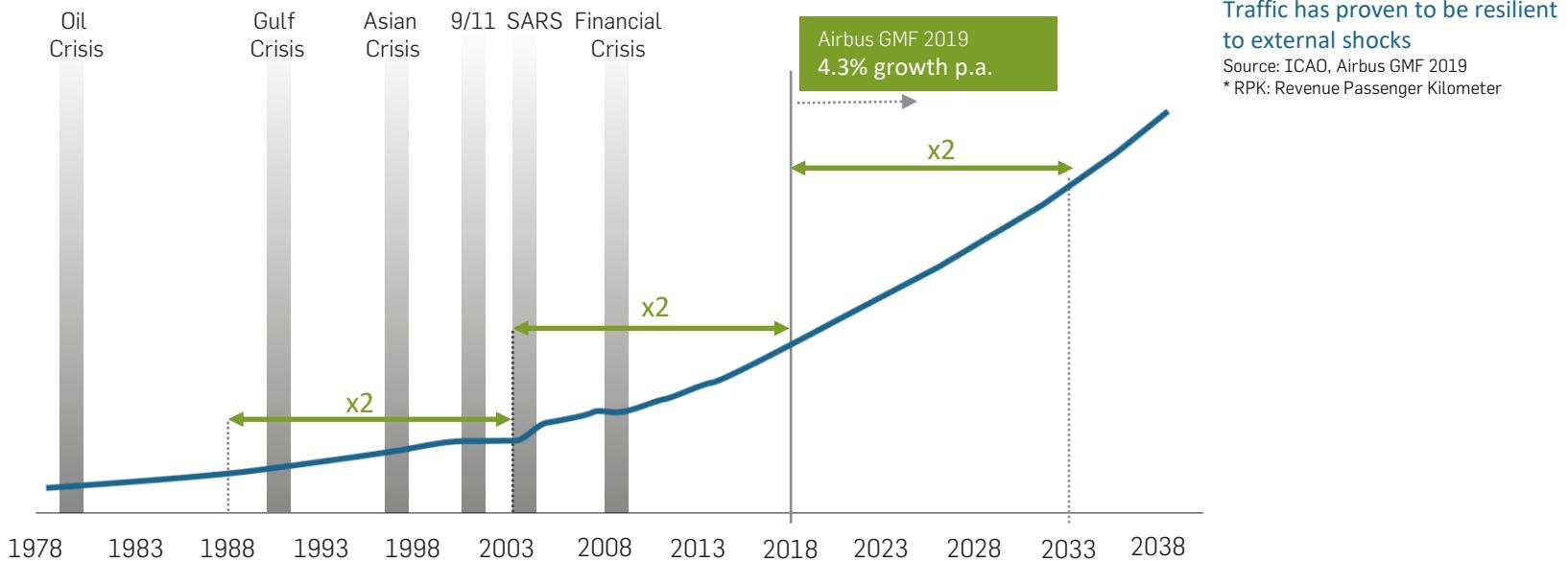
The background of the slide is a high-angle aerial photograph of a narrow, light-colored winding road through a dense forest. A person in a dark jacket and light pants is walking away from the camera on the road. The forest consists of various green and brown trees. A large, dark silhouette of an airplane is flying overhead, casting a long, thin shadow of its body and wings onto the road.

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)*



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

* Since 2019

Sources: Airbus GMF 2024 and IATA Report 2024

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

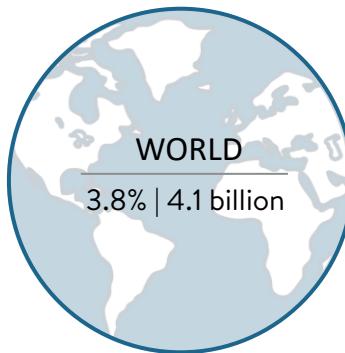
Annual growth (2023 – 2043) | Additional passengers (until 2043)

North America

3.0% | 314 million

South America

3.0% | 200 million



Europe

2.3% | 662 million

Asia

5.1% | 2.6 billion

Middle East

4.1% | 314 million

Africa

3.7% | 182 million

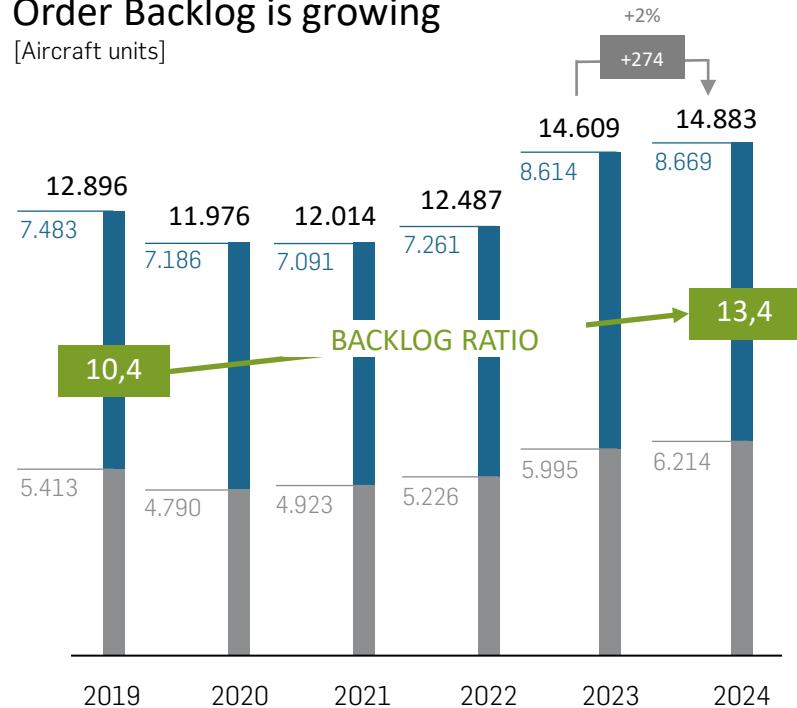
* Since 2019

Sources: Airbus GMF 2024 and IATA Report 2024

AIRBUS & BOEING MARKET SHARE

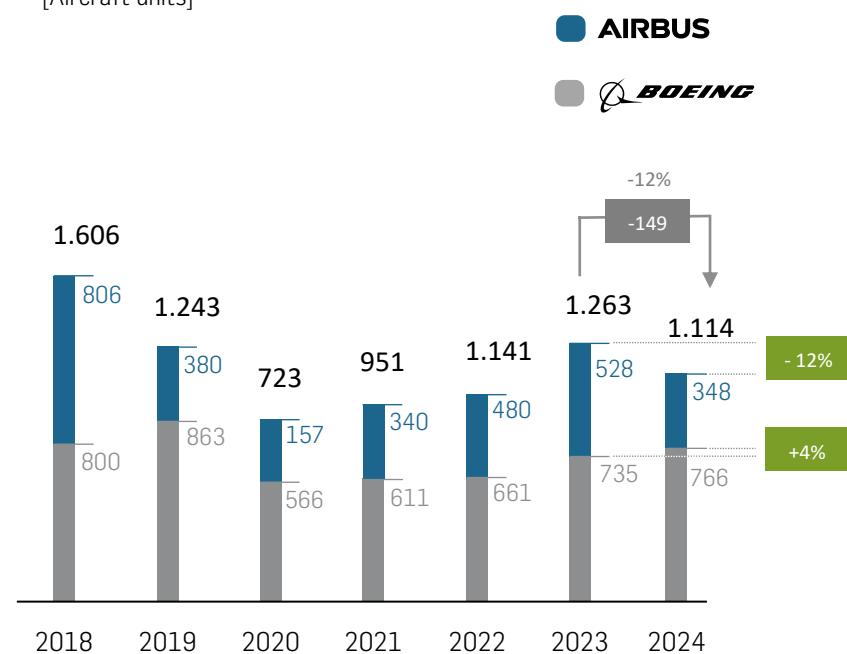
Order Backlog is growing

[Aircraft units]



Actual Deliveries

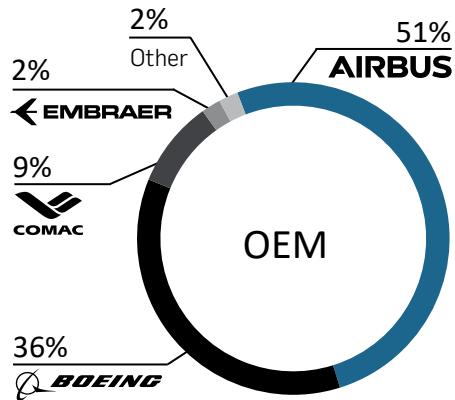
[Aircraft units]



ORDER BACKLOG

Market shares for commercial firm order backlogs

Total: 17,084 Aircraft

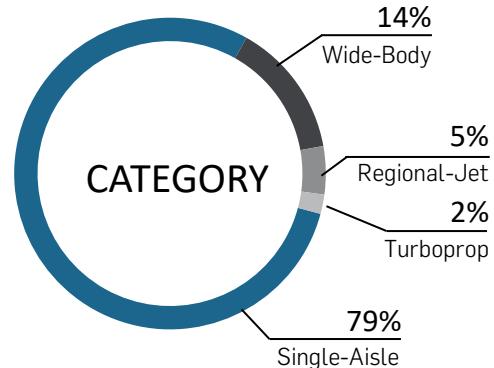
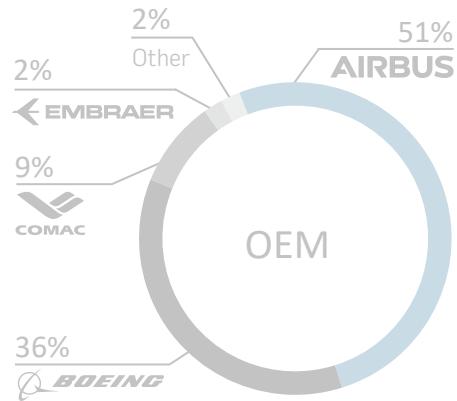


Source: Fleet Discovery, Aviation Week Intelligence Network, 2024

ORDER BACKLOG

Market shares for commercial firm order backlog

Total: 17,084 Aircraft

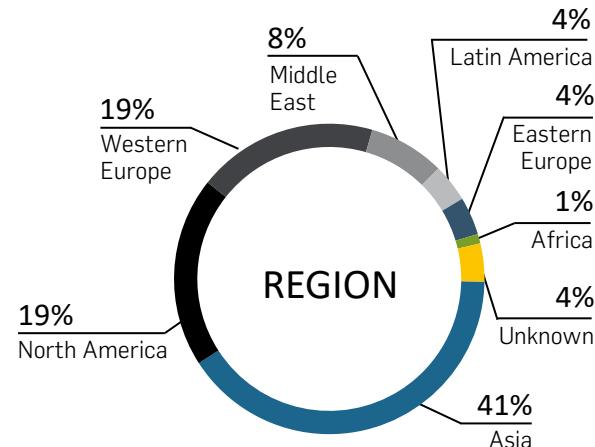
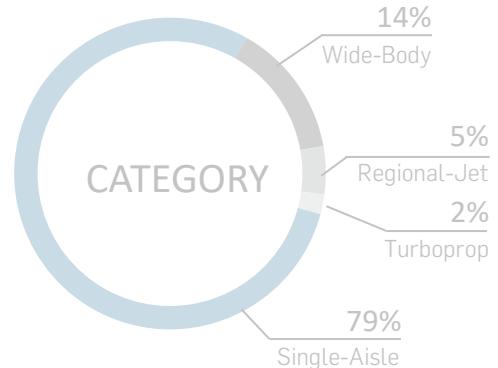
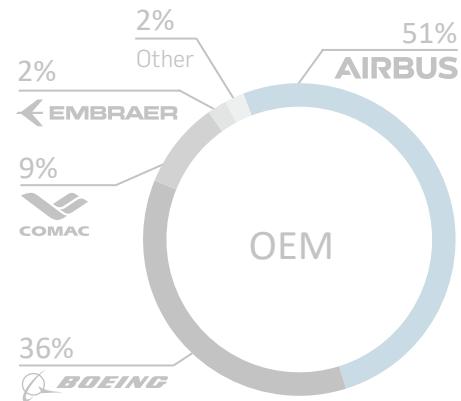


Source: Fleet Discovery, Aviation Week Intelligence Network, 2024

ORDER BACKLOG

Market shares for commercial firm order backlog

Total: 17,084 Aircraft



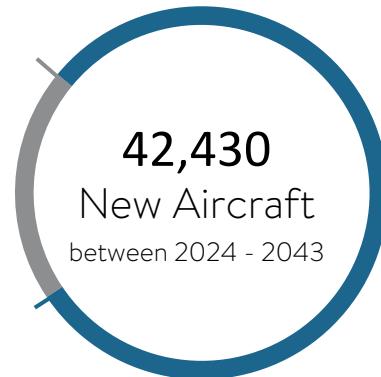
Source: Fleet Discovery, Aviation Week Intelligence Network, 2024

SINGLE-AISLE DOMINATES THE MARKET

A220, A320, B737 & C919 in high demand

21% Wide-Body Type

8,920 Aircraft



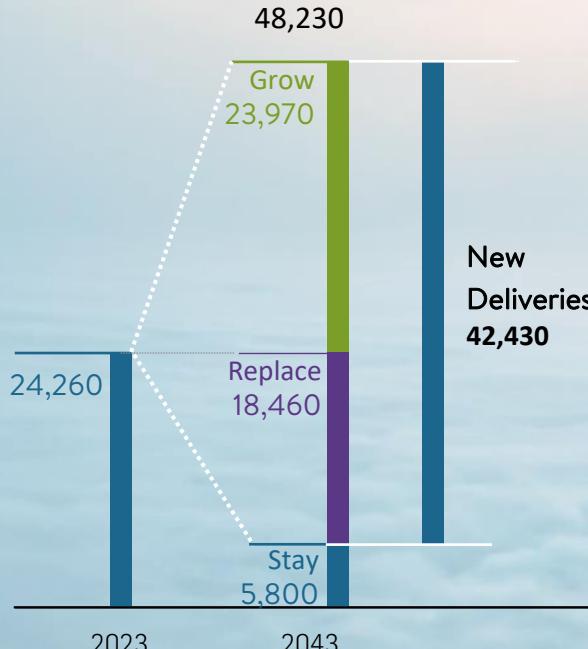
79% Single-Aisle Type

33,510 Aircraft



DEMAND

42,430 new aircraft between 2024 and 2043



Aircraft rates per month - future forecasts by OEMs

	2024 FACC	Long-term forecast	%
A350	6	12	+100%
Boeing 787	6	12	+100%
Boeing 777	13	24	+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

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

INNOVATING AEROSPACE

FLIGHT 4.0

Navigating the 4th major revolution in aviation



Making aircraft fly

Lilienthal is considered a pioneer of modern aviation. The first motorized flight by the Wright brothers followed ten years later.

1903:
1st REVOLUTION



Focus on safety

Birth of the independent Federal Aviation Agency (FAA)

1958:
2nd REVOLUTION



Democratizing air travel

The Airline Deregulation Act marked the beginning. New ticketing systems and more efficient aircraft made flying affordable for a broad mass of people.

DRIVING INNOVATION TO REDUCE EMISSIONS

1978:
3rd REVOLUTION



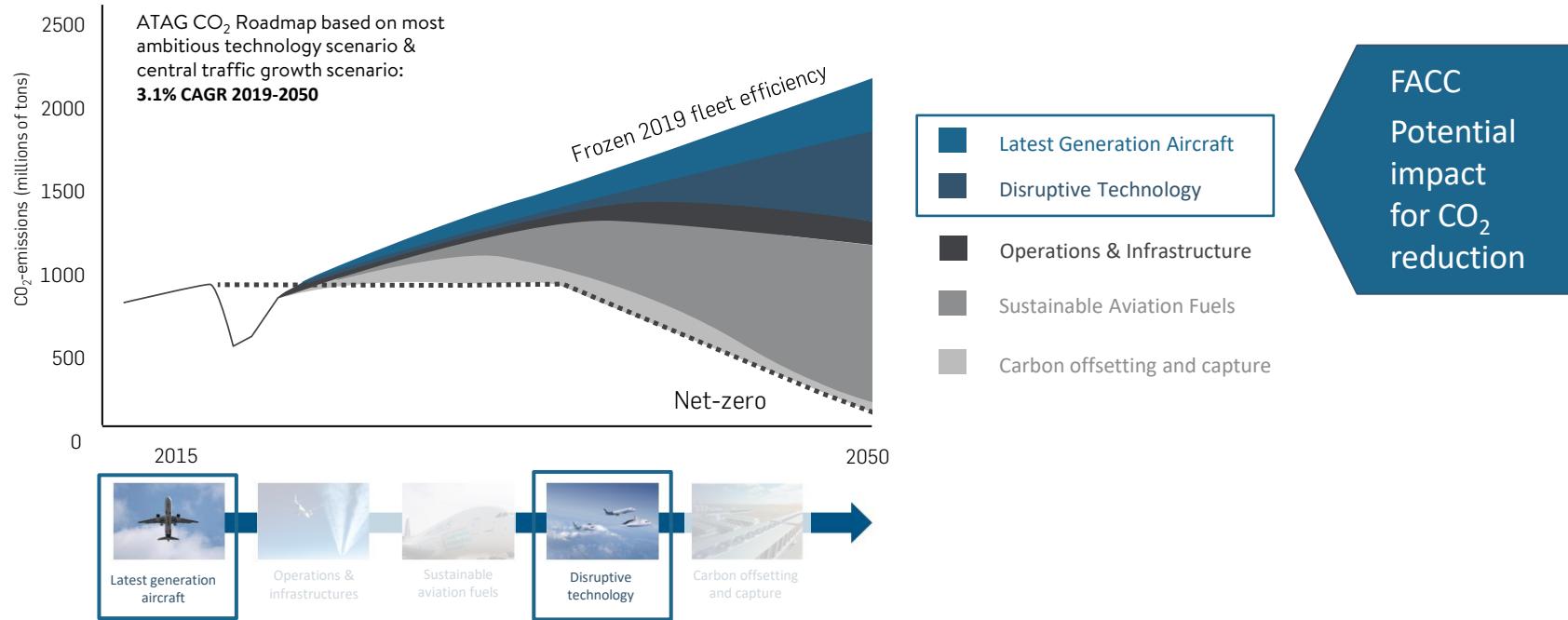
De-carbonization of the aviation industry

Emissions have already been reduced by 50% over the last three decades. Progress in aircraft technology, circular economy, SAF, hydrogen and the integration of AI and big data are needed to achieve the next 50%.

2019:
4th REVOLUTION

AVIATION DECARBONIZATION ROAD MAP

Bundles of solutions to meet sustainability goals



NEXT GENERATION

Another 20% increase in efficiency

A220

2016 entry-into-service



-25%
CO₂ emissions /
seat

A320neo

2016 entry-into-service



-20%
CO₂ emissions /
seat

B787

2011 entry-into-service



-20%
CO₂ emissions /
seat

LESS EMISSIONS THANKS TO...



optimized
aerodynamics



lightweight thanks to
advanced materials



next-generation
engines



NEXT GENERATION

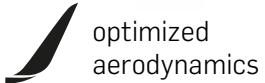
59,755,859,991

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 CO₂ emissions
- Saving of 40 billion euros in operating costs



LESS EMISSIONS THANKS TO...



optimized
aerodynamics



lightweight thanks to
advanced materials



next-generation
engines





OUR
WAY
FOR
WARD

GENERAL ENVIRONMENT

Positive long-term market outlook

Short-mid term focus issues to be addressed and managed



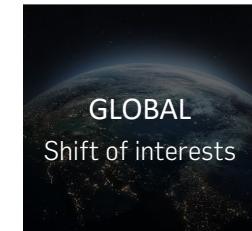
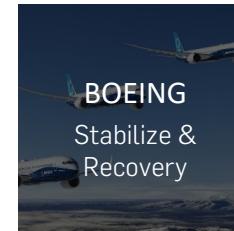
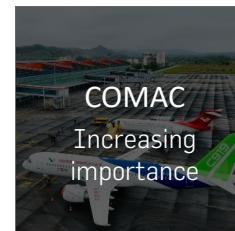
GENERAL ENVIRONMENT

Positive long-term market outlook

Short-mid term focus issues to be addressed and managed



Customer environment that shall be considered



FACC'S GROWTH STRATEGY

Our Formula to sustainability and resilience



Stakeholder Value is key

- Sustainable • Resilient
- Dividends • Respected & Recognized

FACC'S GROWTH STRATEGY

Our Formula to sustainability and resilience



Stakeholder Value is key

- Sustainable • Resilient
- Dividends • Respected & Recognized



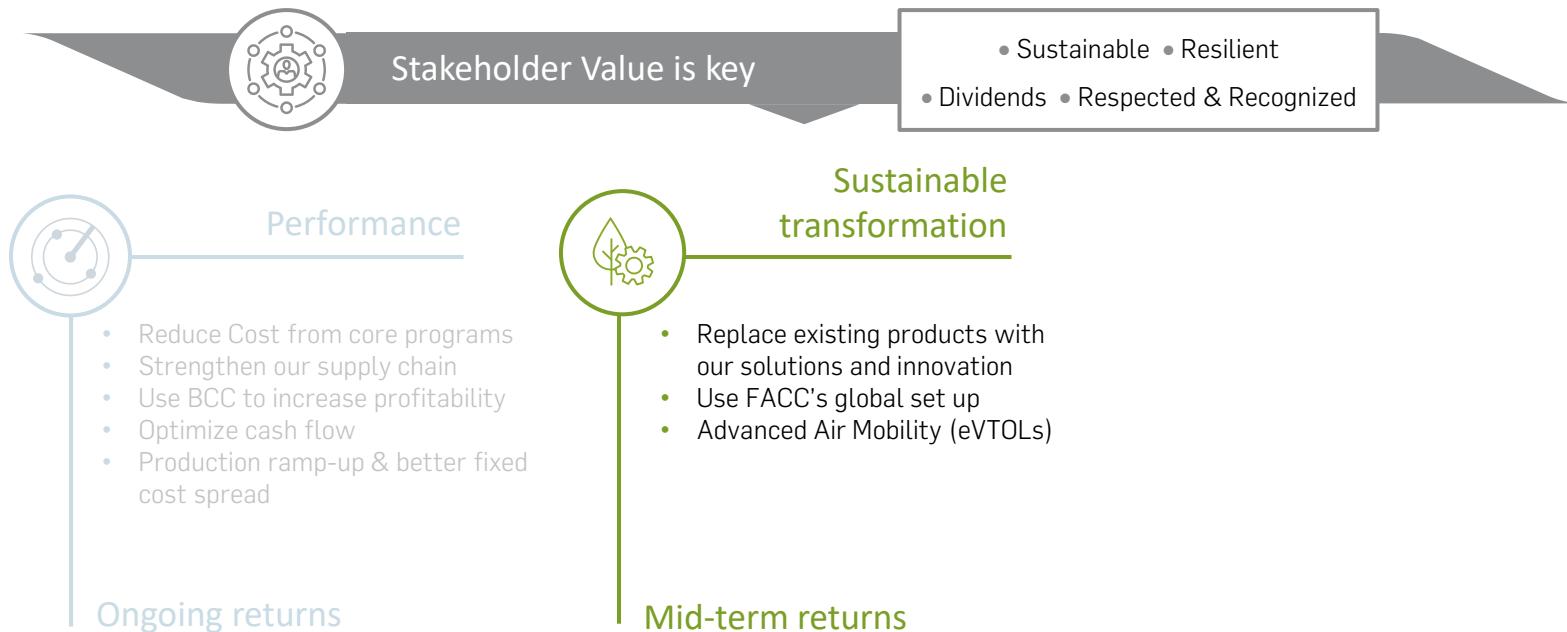
Performance

- Reduce Cost from core programs
- Strengthen our supply chain
- Use BCC to increase profitability
- Optimize cash flow
- Production ramp-up & better fixed cost spread

Ongoing returns

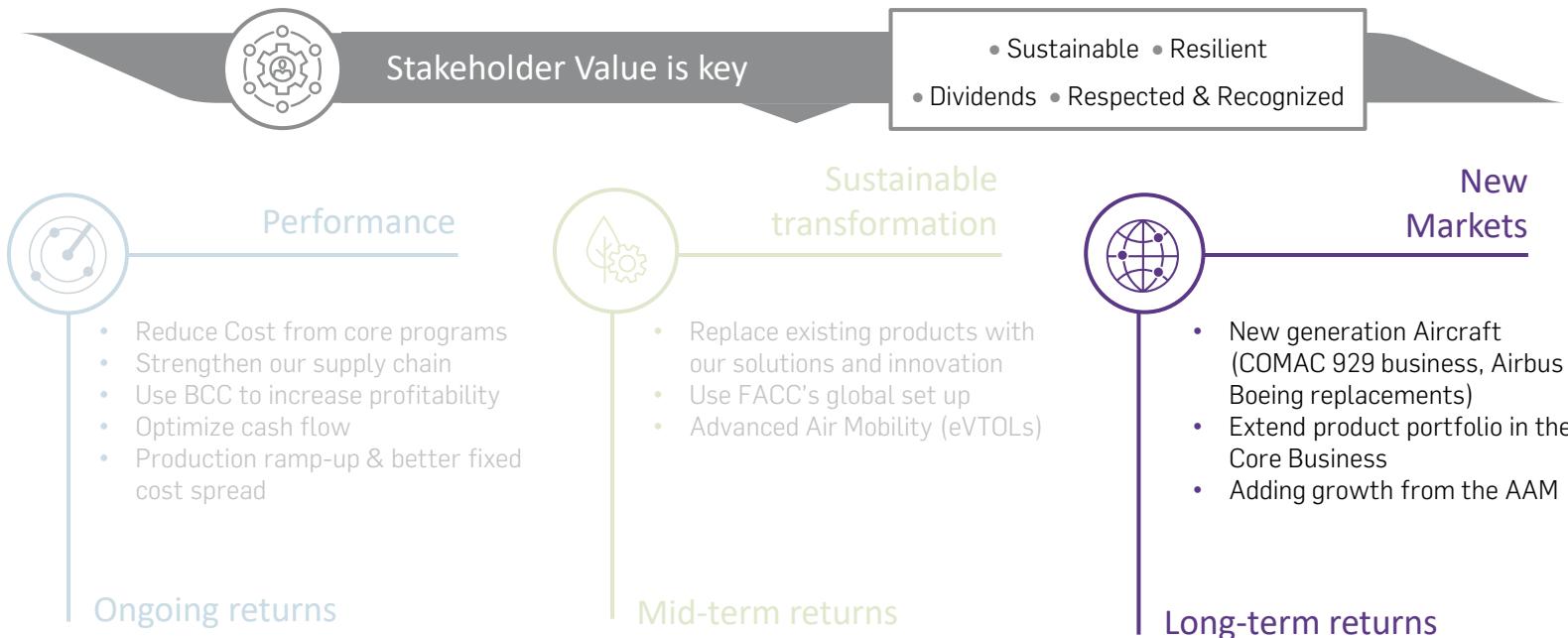
FACC'S GROWTH STRATEGY

Our Formula to sustainability and resilience



FACC'S GROWTH STRATEGY

Our Formula to sustainability and resilience



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

CIVIL AEROSPACE IS OUR CORE

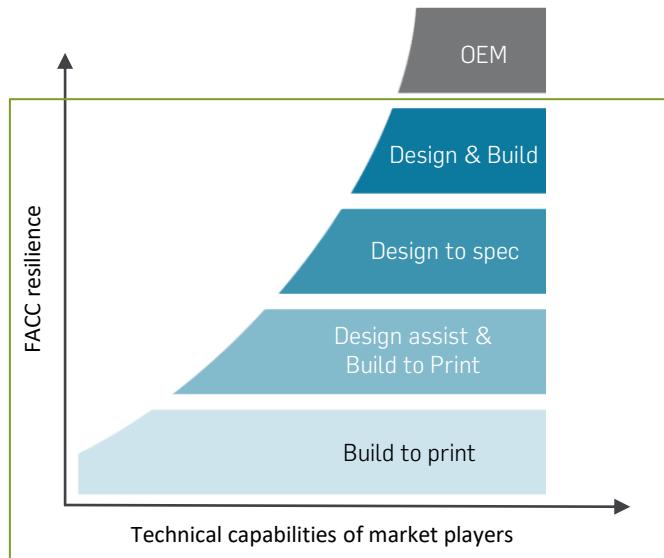
CORE | New Business

FACC - BUSINESS SEGMENTS					
CORE BUSINESS 			NEW BUSINESS 		
					
AEROSTRUCTURES	ENGINES & NACELLES	CABIN INTERIORS	MRO	AAM	SPACE
Movables ----- Fairings ----- Wing elements	Engines ----- Nacelles	Commercial ----- Business jets	OEMs ----- Operators	Passenger transportation ----- Goods logistics	Launcher system ----- Space under observation

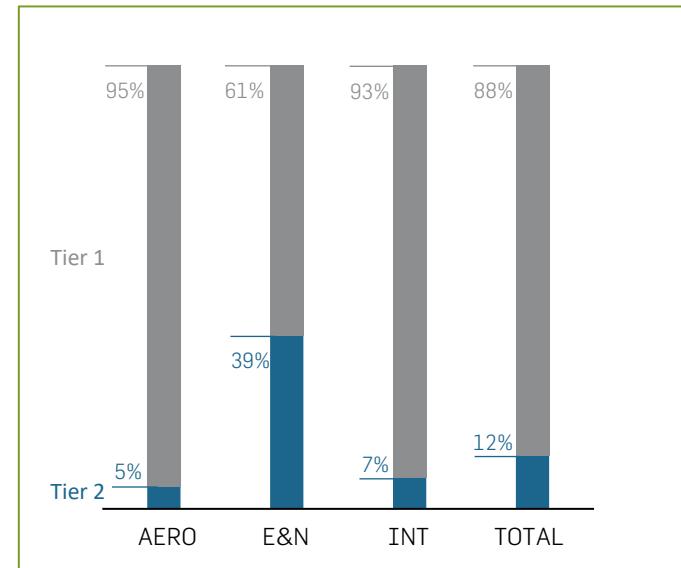
POSITIONING AS A TIER 1 PARTNER

Strategic partner for our customers | Focus on design

Proprietary Differentiated Technology



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



ADVANCED AIR MOBILITY PORTFOLIO

Execute existing Projects

Passenger transportation

ARCHER



EVE



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

- Moveables
- Stabilizer

Goods logistics

DRONE LOGISTICS



AAM-LOGISTICS



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

- Design/stress of cabin interiors

CCM POSITIVE TECHNOLOGIES DEVELOPMENT UP-DATE

TODAY'S
RESEARCH and
TECHNOLOGY secures
TOMORROW'S
BUSINESS



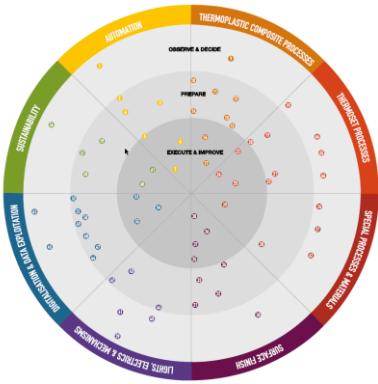
MOVING FORWARD TOGETHER

Working closely with all relevant players



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+)

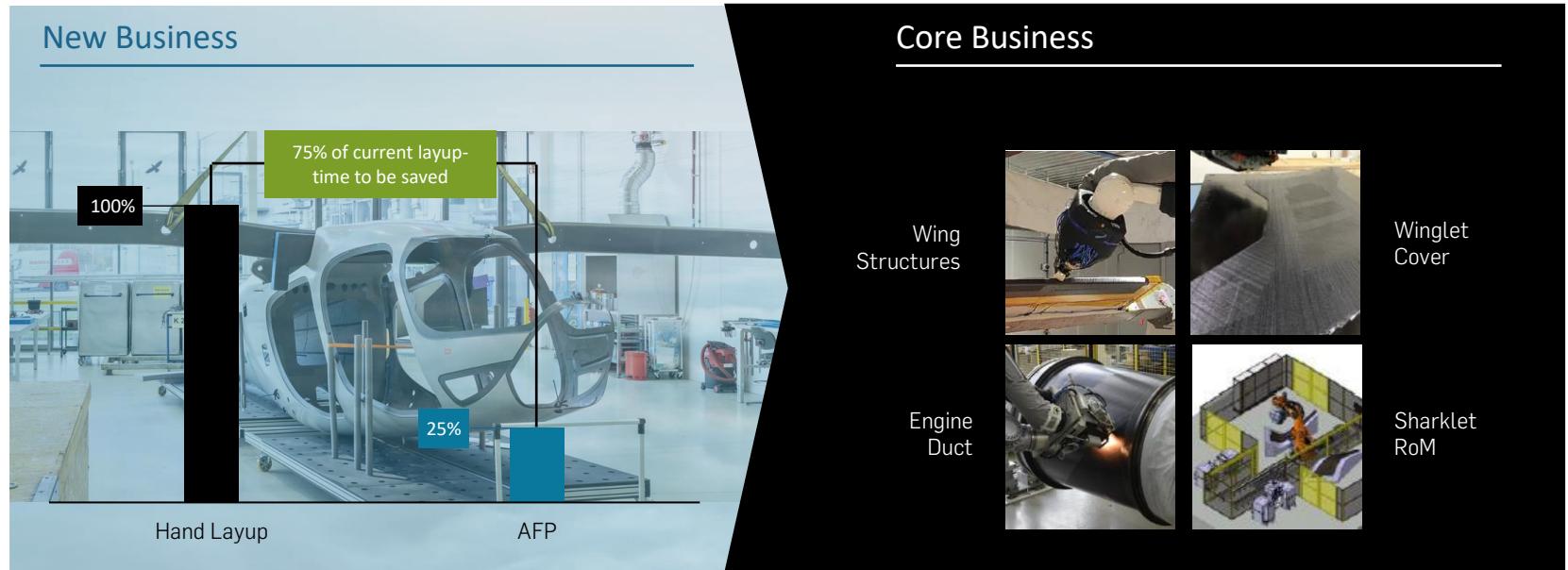


Strong focus on R&D partnerships and joint investments

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

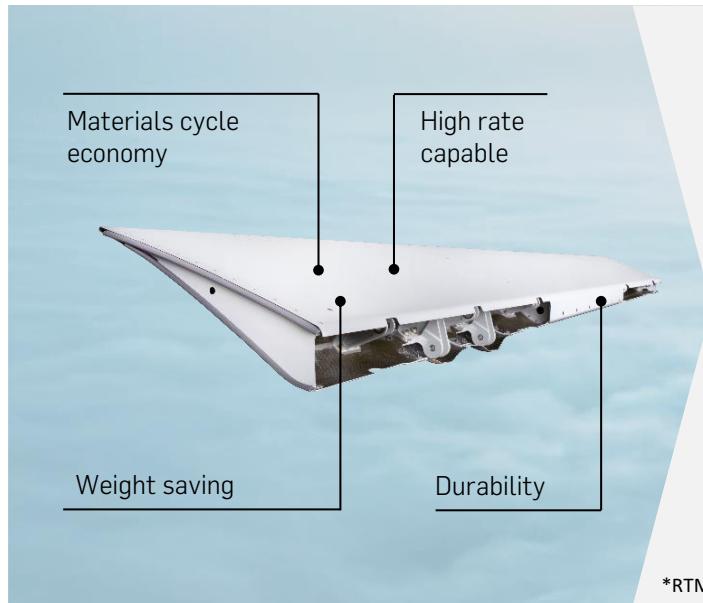
AUTOMATIC FIBER PLACEMENT (AFP)

Transfer of technology from AAM to the core business



INTEGRAL AILERON

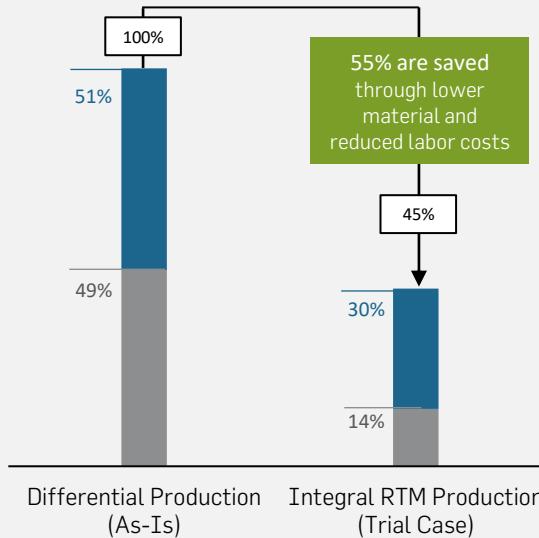
Low performing projects become top performers



DIFFERENTIAL PRODUCTION VERSUS INTEGRAL RTM* PRODUCTION

Material cost
Labor Cost

*RTM ... Resin Transfer Molding



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

CUTLCOOK FCR 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

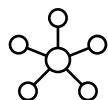


Priorities

- **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



Challenges



Supply chain stability



Rising operating costs



Geopolitical upheavals



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 2023.
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

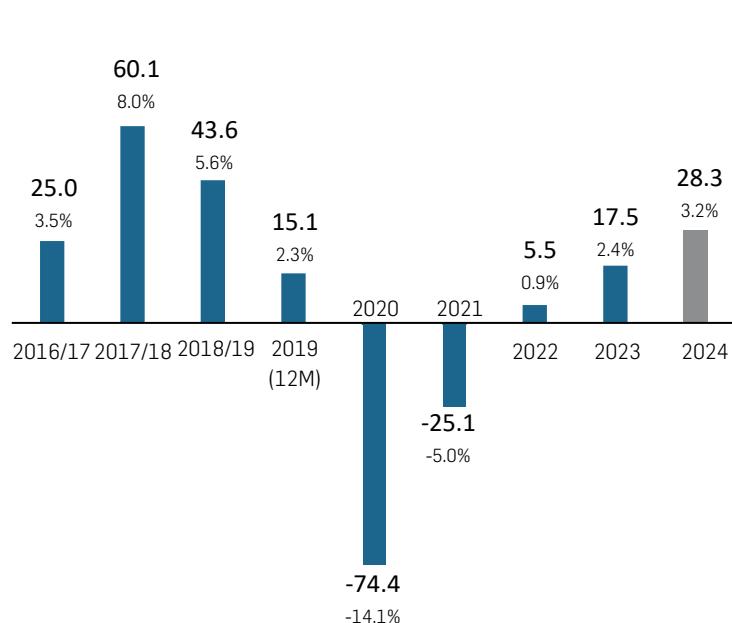
REVENUE AND EBIT

Result increased compared to the previous year

Revenue in million EUR



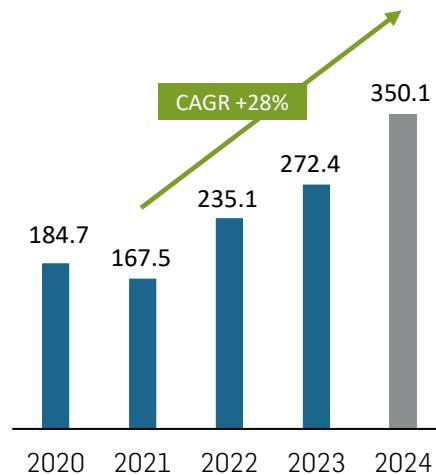
EBIT in million EUR



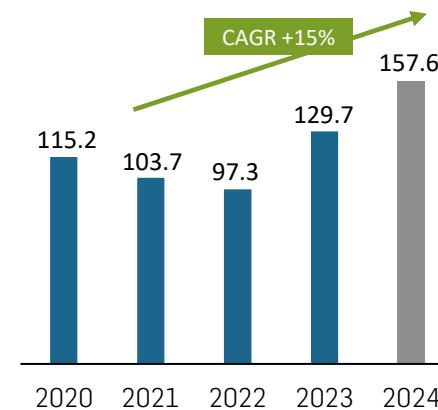
REVENUE DEVELOPMENT OF THE DIVISIONS

Result increased compared to the previous year

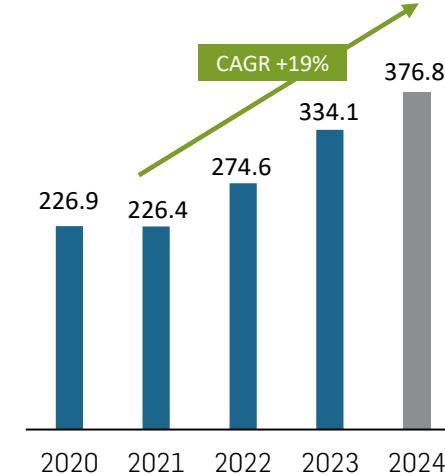
Aerostructures in million EUR



Engines & Nacelles in million EUR



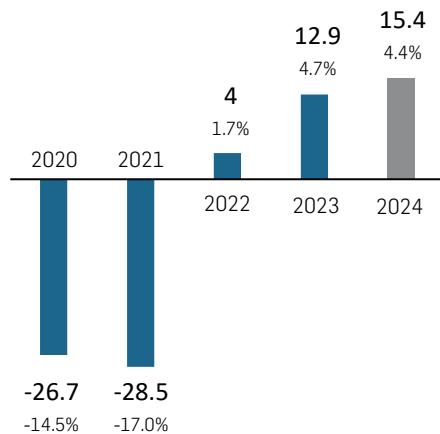
Interiors in million EUR



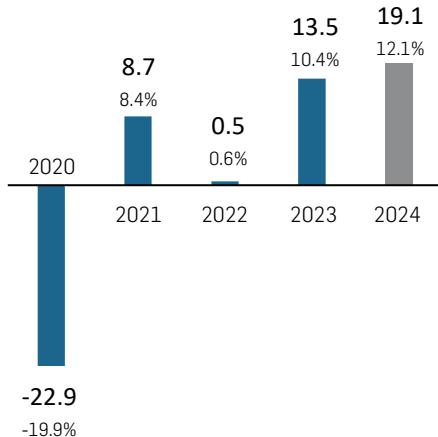
EBIT DEVELOPMENT OF THE DIVISIONS

Improving group EBIT, but still challenges in cabin interior segment

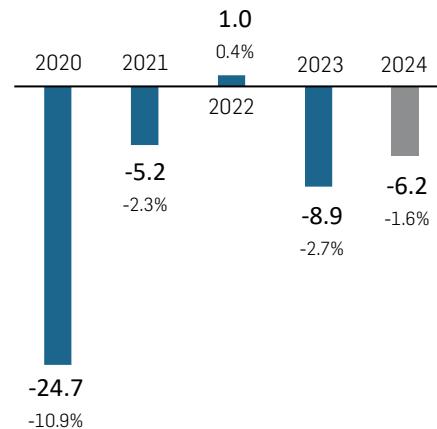
Aerostructures in million EUR



Engines & Nacelles in million EUR



Interiors in million EUR

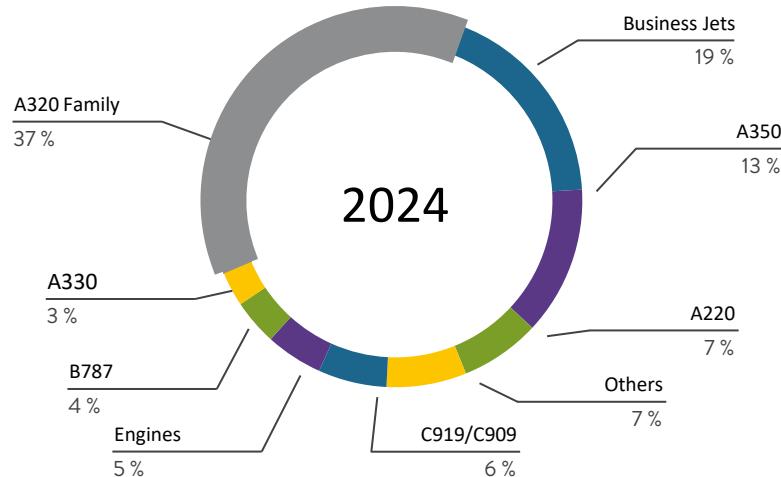


REVENUE

Revenue distribution 2024 vs. 2023

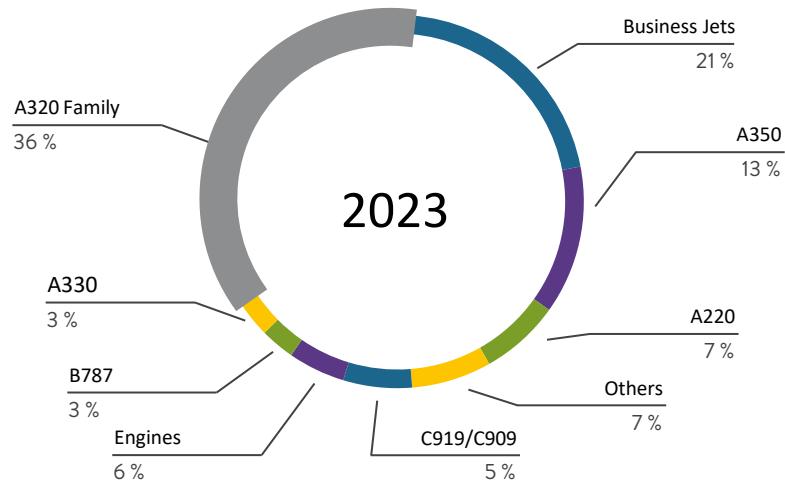
REVENUE DISTRIBUTION 2024

in % of total Revenue



REVENUE DISTRIBUTION 2023

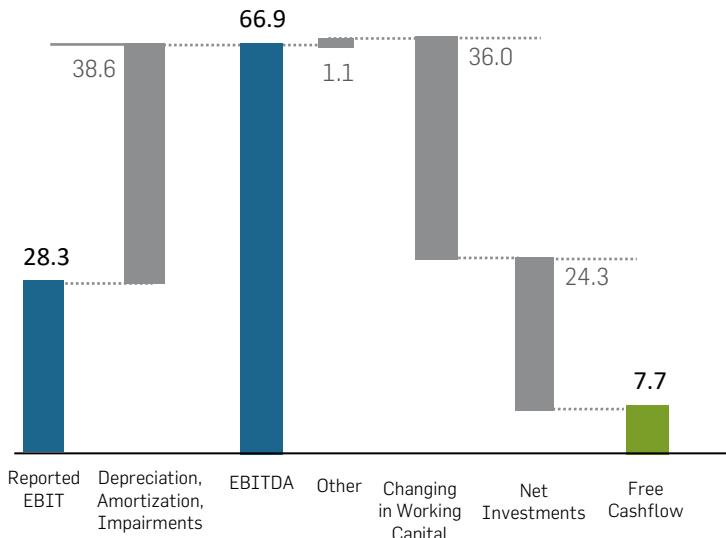
in % of total Revenue



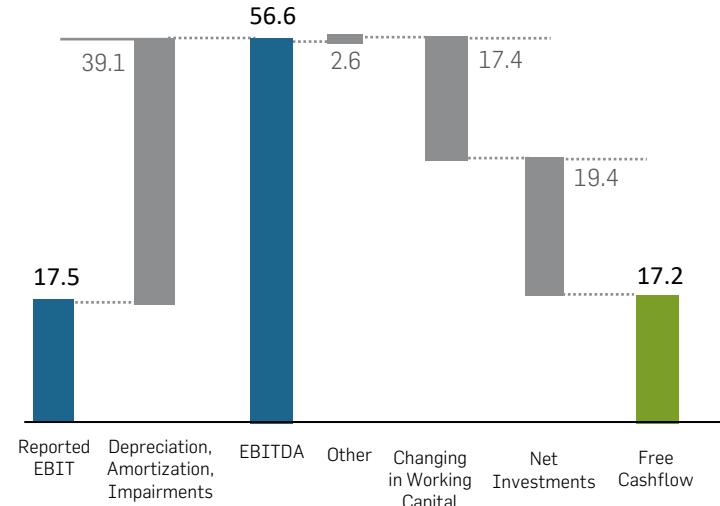
FREE CASH FLOW

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 %

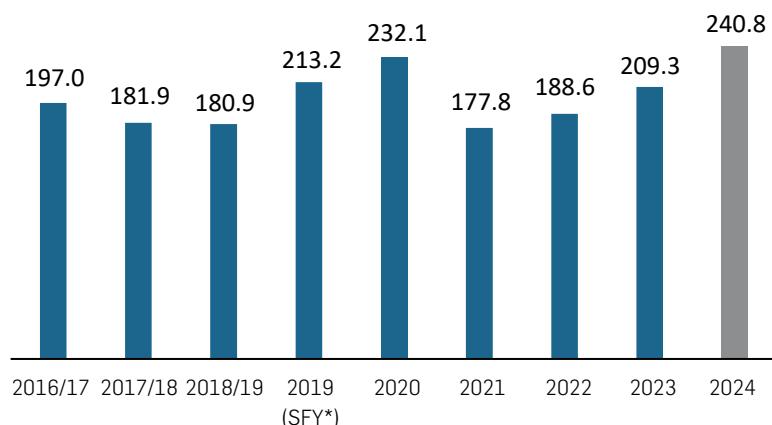


* SFY ... Short Fiscal Year (March 2019 – December 2019)

BALANCE SHEET KEY FIGURES

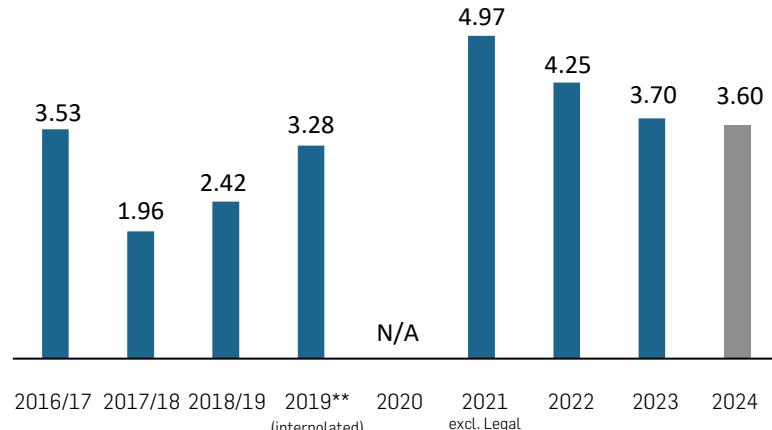
Development of capital figures

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

FINANCIAL STATUS (DEC 2024)

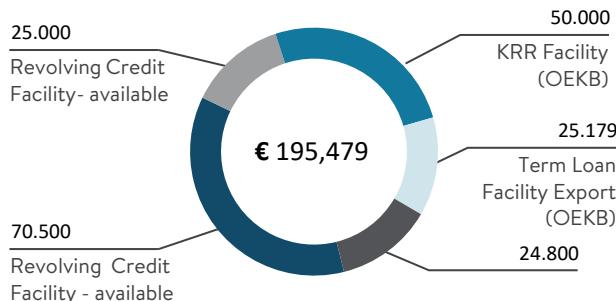
In a nutshell – ensuring stable liquidity

COVENANT

Next testing (threshold of Net Debt/EBITDA & Equity Ratio)

31.12.2024	(≤ 4.25)	+ equity ratio (≥ 25%)
30.06.2025	(≤ 3.75)	+ equity ratio (≥ 25%)
31.12.2025	(≤ 3.75)	+ equity ratio (≥ 25%)
After 31.12.2025	(≤ 3.50)	+ equity ratio (≥ 25%)

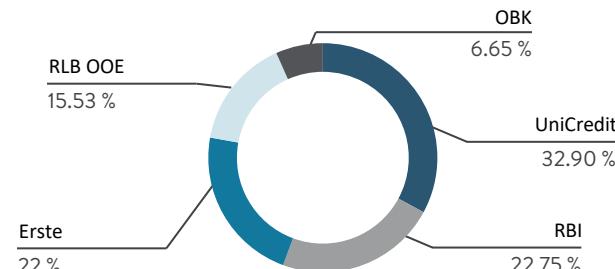
Syndicated Loan Facilities in TEUR



Senior Debt and Cash (Key Elements) in KEUR

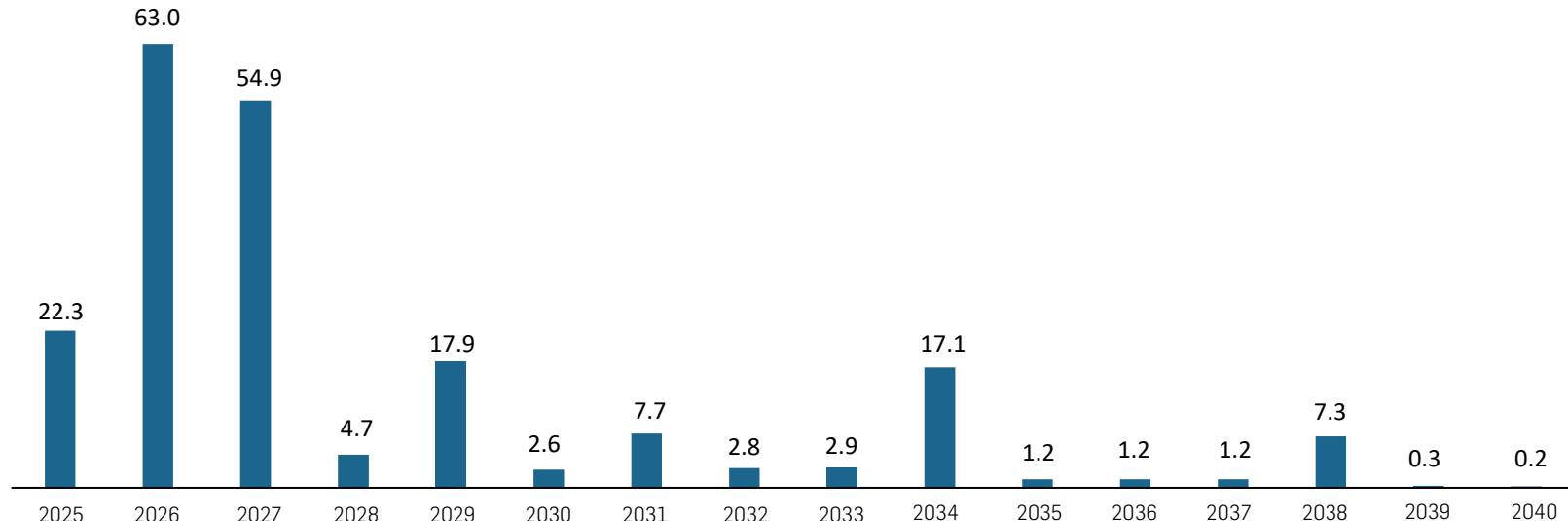
	31.12.2024	31.12.2023
Promissory Notes	69,500	70,000
Cash	59,014	98,644
Net Debt (incl. IFRS16)	240,806	209,261
Net Debt/EBITDA	3.60	3.70
Gross Debt/Assets	69.6%	68.8%
Equity Ratio	30.4	31.2

Syndicated Loan Banks in %



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



COSTS
Down

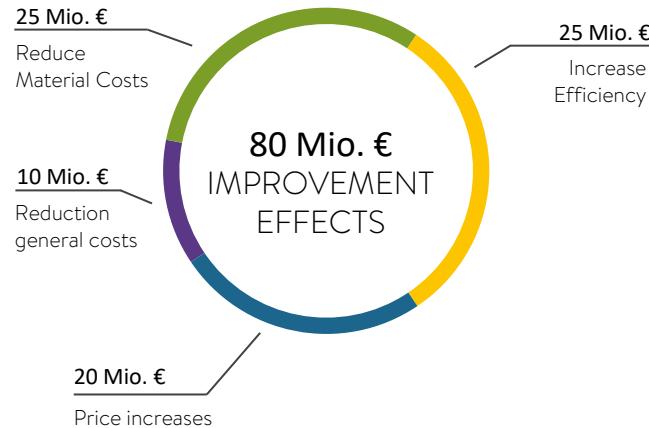
ORGANISATION
Streamlining

RETURN ON CAPITAL
Stakeholder Value

EFFICIENCY
Increase

4 MEASURES TO IMPROVE EBIT

Until end of 2026



REDUCE MATERIAL COSTS

- Renegotiate existing supplier contracts
- Award new supplier contracts
- Consolidate volumes for positive effects
- Improve processes & reduce costs
- Stabilize supply chain & boost revenue
- Relocate supply chains to competitive regions
- Intensify Design-to-Cost (D2C) activities to reduce costs

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

4 MEASURES TO IMPROVE EBIT

Until end of 2026



REDUCE MATERIAL COSTS

- Renegotiate existing supplier contracts
- Award new supplier contracts
- Consolidate volumes for positive effects
- Improve processes & reduce costs
- Stabilize supply chain & boost revenue
- Relocate supply chains to competitive regions
- Intensify Design-to-Cost activities to reduce costs

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.

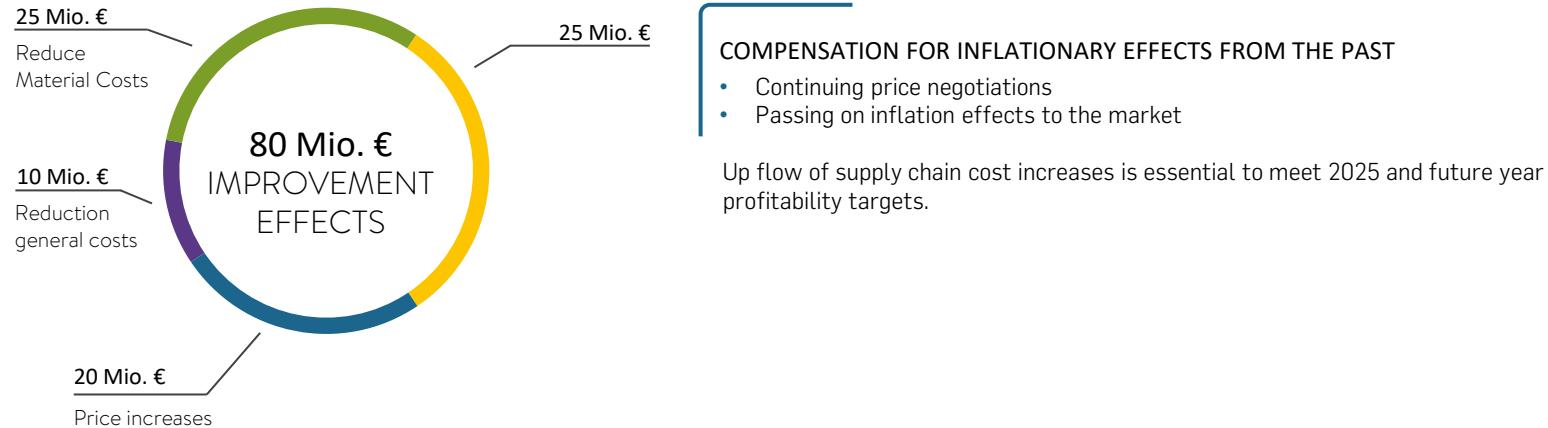
INCREASE EFFICIENCY

- Increase production & maintain safety
- Benefit from increasing skill level of employees & manage revenue growth with stable workforce
- Improve processes & reduce costs
- Stabilize

Lower fixed costs 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.

4 MEASURES TO IMPROVE EBIT

Until end of 2026



4 MEASURES TO IMPROVE EBIT

Until end of 2026



COMPENSATION FOR INFLATIONARY EFFECTS FROM THE PAST

- Continuing price negotiations with our customers
- Passing on inflation effects to the market / customers

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

REDUCE OTHER COSTS

- Classic cost cutting program
- Cut expenses for trade fairs and customer events
- Reduce travel and representation costs
- Eliminate birthday-free day starting 1/1/2025
- Reduction of employee events
- Reduce unplanned absenteeism

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

IMPROVE CASH FLOW: REDUCE INVENTORY

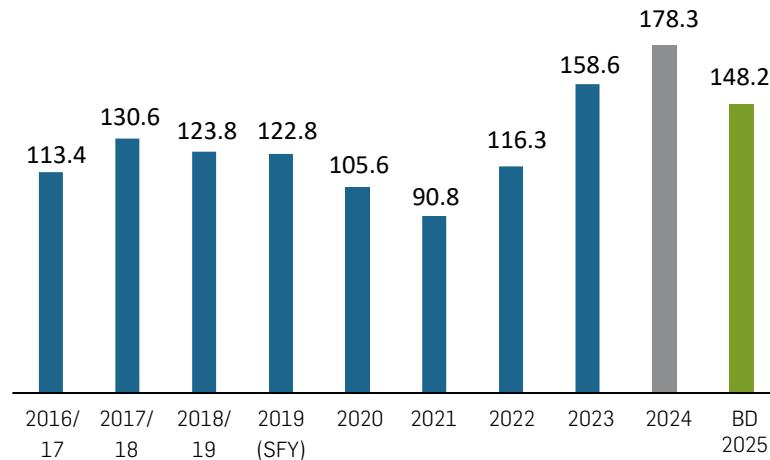
Project team up and running

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

Execute CORE
project in
2025 & 2026

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)



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**



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



A high-angle aerial photograph of a small, densely forested island. A light-colored, sandy runway is visible on the left side. The island is surrounded by a shallow, turquoise-colored coral reef. In the sky above, the dark silhouette of a commercial airplane is captured in flight, casting a long, thin shadow onto the water and the runway.

UN
LEASH
THE
POTENTIAL

ONE GOAL | ONE PLAN | ONE TEAM