

A large, dark blue planet with a bright sun rising over its horizon, creating a lens flare effect. The planet is positioned on the right side of the slide, partially obscured by the text.

WELCOME

12th ANNUAL GENERAL
MEETING OF FACC AG

May 28, 2026

POTENTIAL IN MOTION

FISCAL YEAR 2025
FACC AG | May 28, 2026



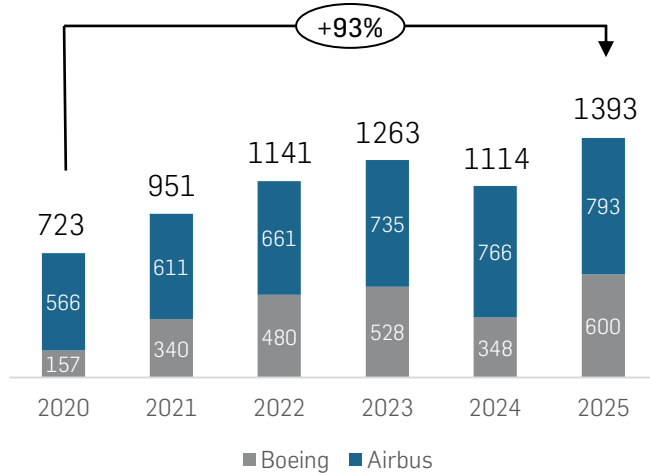
WHERE WE ARE IN 2025

CEO Robert Machtlinger

COMMERCIAL AVIATION & BUSINESS JETS

THE ENTIRE INDUSTRY IS ON THE RISE

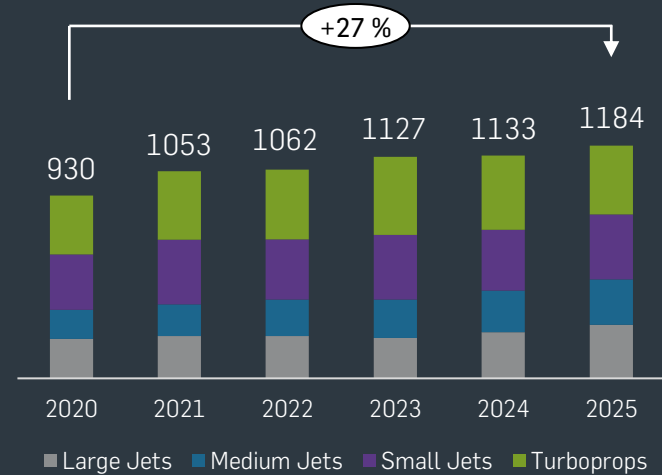
AIRBUS & BOEING DELIVERIES



- **Airbus** continues to dominate the market
- **Boeing** make a strong comeback

Source: Airbus, Boeing, AWIN Market Analysis

BUSINESS JET DELIVERIES



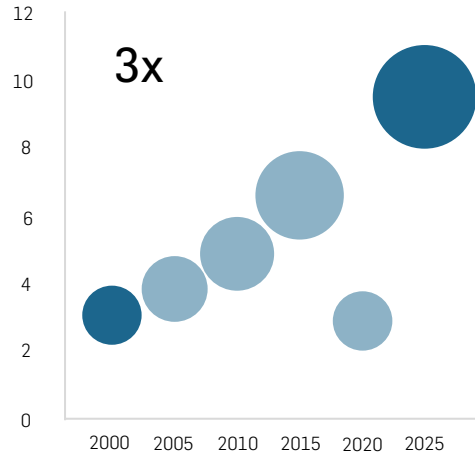
- FACC is the global market leader in cabin interiors in the midsize segment
- **Business Jets** account for 18% of FACC's revenue

GROWING MARKET POTENTIAL

AIR TRAFFIC TRIPLED. FLEET DOUBLED. 17,700 AIRCRAFT ON FIRM ORDER.

1 STRONG DEMAND

Passenger demand (RPK in trillions)

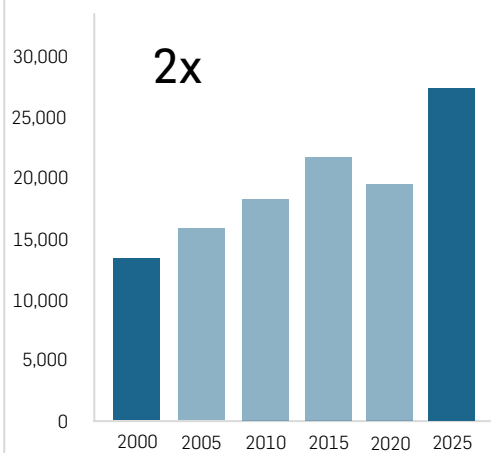


Demand is growing faster than ever before.



2 FLEET GROWTH

Active fleet (Number of aircraft)

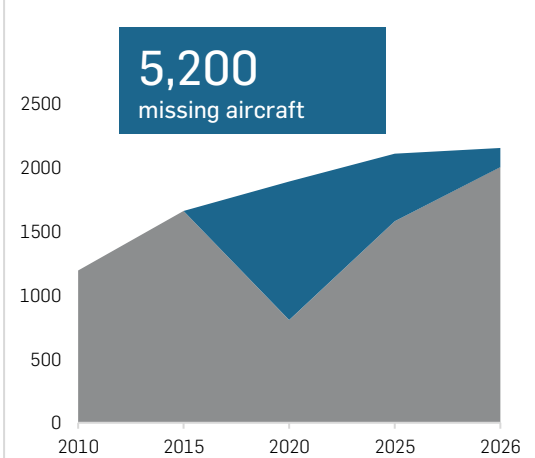


Fleet expansion is not keeping pace.



3 CAPACITY GAP

Demand vs. Supply (Number of deliveries)



Expansion of production is necessary.

PLANNED RATE INCREASES

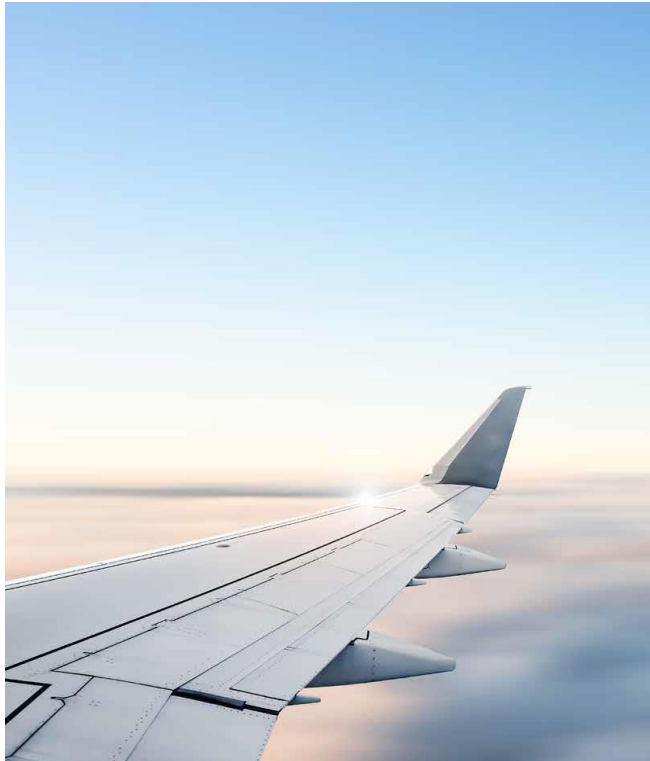
INCREASED DEMAND ACROSS ALL AIRCRAFT PROGRAMMES – FACC IS ON BOARD

		Monthly shipments (Q1 2026)		Within this decade	Increase in rates
	A220 FAMILY	10	→	13	30%
	A320 FAMILY	57	→	75	32%
	A350 FAMILY	7	→	12	71%
	BOEING 737	42	→	57+	36%
	BOEING 787	5	→	12	140%
	C919	3	→	8+	167%

Source: Airbus, Boeing & Comac

POTENTIAL IN MOTION

3 YEARS OF GROWTH. INCREASED OUTPUT WITH VIRTUALLY THE SAME TEAM



<p>3907 FTE Staff numbers (+1.5 %)</p>		<p>EUR 984.4 million Revenue (+11.3 %)</p>
<p>EUR 42.3 million EBIT (+49.4 %), Increasing turnover & margins (CORE)</p>	<p>+ 62 % Revenue growth (2022 vs. 2025)</p>	<p>3 instead of 6 Division Heads – lean management structure (CORE)</p>
<p>EUR 350 million Investments up to 2030</p>		<p>EUR 59.1 million Free Cashflow (+667.5 %)</p>

CORE: MEASURABLE EFFICIENCY

DEFINED IN 2024 – TO BE IMPLEMENTED IN 2025

Reduce material costs

Passing on the effects of inflation

Improve efficiency

Reduce operating costs

CORE EUR 80 million
Potential savings



Strengthening and expanding our presence in Croatia



TURNAROUND CABIN INTERIORS

GLOBAL CAPACITY EXPANSION

INVESTMENTS IN EUROPE AND ASIA STRENGTHEN THE GLOBAL NETWORK



PLANT 6 Croatia (JAKOVLJE)

- 15,500 m of production space for cabin interiors
- €40 million investment
- 600 trained staff
- A key enabler for the interior turnaround

CHINA: C919 CABIN INTERIORS

- Biggest transfer in FACC's history:
 - > 4,000 individual components for the C919 Cabin
- Local for Local: Manufacturing & Supply Chain
- Strategically important proximity to the customer



HIGHLIGHTS 2025

TRENDSETTER. TRUSTED PARTNER. AWARD-WINNING INNOVATION.

FACC SAFETY CENTER



New Safety Centre for a
safety culture and accident
prevention

EMBRAER SUPPLIER AWARD



Award for **outstanding**
collaboration – Member of the
Supplier Advisory Council since
2024

COMAC SUPPLIER AWARD



Award for the successful ramp-up
of **C919 production** in China

JEC AWARD 2025



Top 3 at the JEC Composite
Innovation Awards in Paris

A BROAD PORTFOLIO DRIVES GROWTH

RATE RAMP-UP | NEW PLATFORMS | NEW MARKETS

RATE RAMP-UP

- Increasing the rate of existing platforms
- Automation of existing production processes



Automated Fiber Placement:
Automated manufacturing

ADVANCED AIR MOBILITY

- Expanding existing partnerships
- Harnessing the market potential of logistics drones



Eve Air Mobility:
Elevator and horizontal stabilizer

NEXT-GEN AIRCRAFT

- Developments for next-generation platforms
- New manufacturing technologies and materials



Thermoplastics:
High-tech materials of the future

EXPANSION OF THE BUSINESS JET SEGMENT

- Embraer Praetor 600E & 500E Programmes
- Development of new cabin components



Praetor 600E and 500E:
The business jet cabin of the future

€120 MILLION INVESTED IN UPPER AUSTRIA

PART OF A GLOBAL PROGRAMME WORTH €350 MILLION RUNNING UNTIL 2030



2026

Start of construction

2027

2028

In-service

INFRASTRUCTURE

- New production plant for Aerostructures in St. Martin im Innkreis
- Dedicated research division for future technologies
- 300 new jobs

TECHNOLOGY

Automation and AI, as integral components of the manufacturing of the future, offset locational disadvantages

REASONS FOR EXPANSION IN AUSTRIA

- Existing highly qualified FACC specialists
- Use of existing facilities, integration into existing structures
- On-site R&D with laboratory and testing facilities
- Networks with educational and research institutions
- Long-term perspective spanning 30 years



2025 IN FIGURES

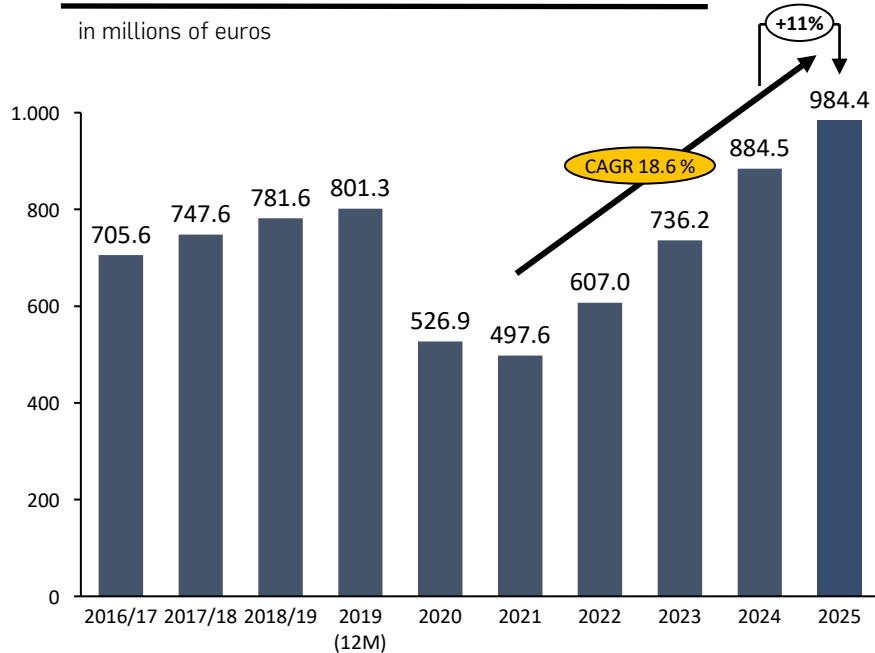
CFO Florian Heindl

REVENUE AND EBIT

TURNOVER RISES, COST CHALLENGES OVERCOME

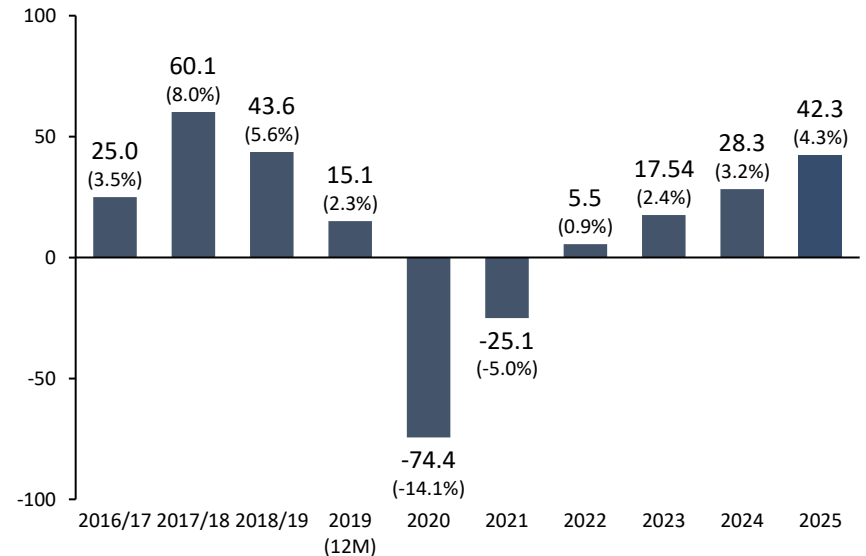
Revenue

in millions of euros



EBIT

in millions of euros

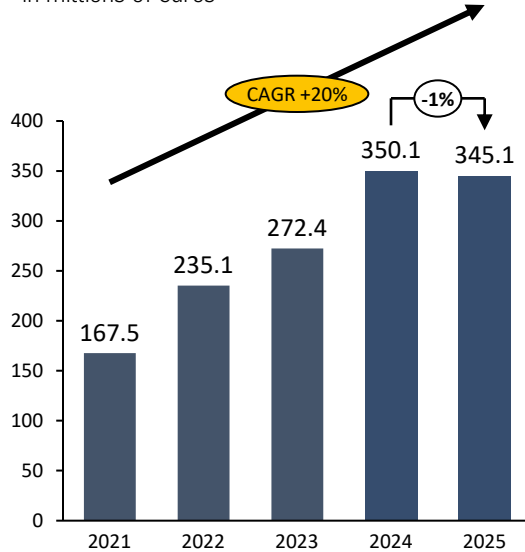


REVENUE DEVELOPMENT BY DIVISION

CABIN INTERIORS RECORDS STRONGEST REVENUE GROWTH

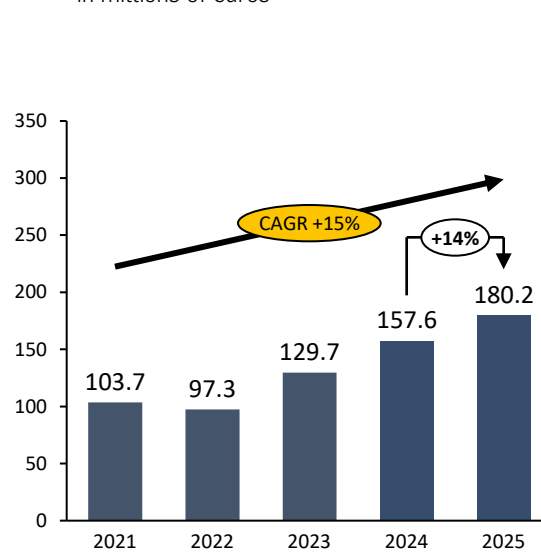
AEROSTRUCTURES

in millions of euros



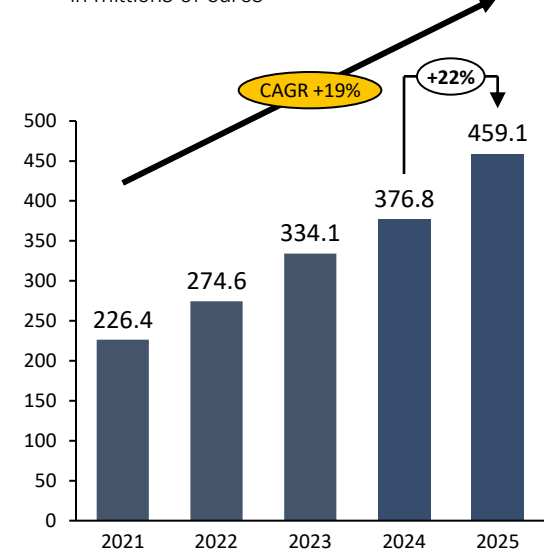
ENGINES & NACELLES

in millions of euros



INTERIORS

in millions of euros

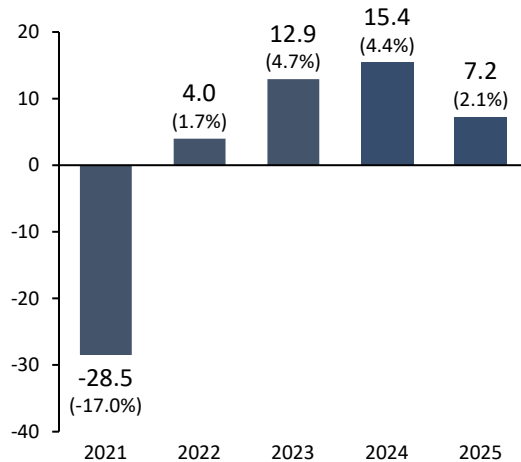


EBIT PERFORMANCE BY DIVISION

MARGIN PERFORMANCE AS PLANNED

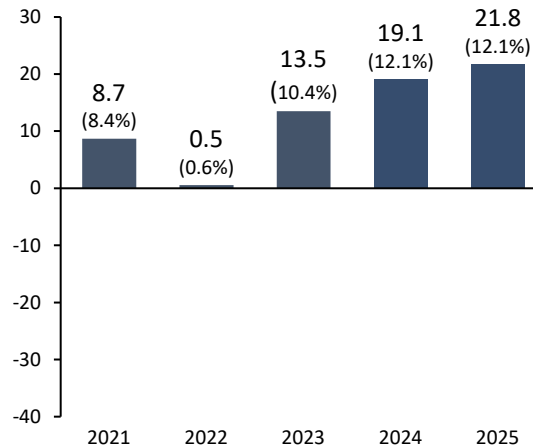
AEROSTRUCTURES

in millions of euros



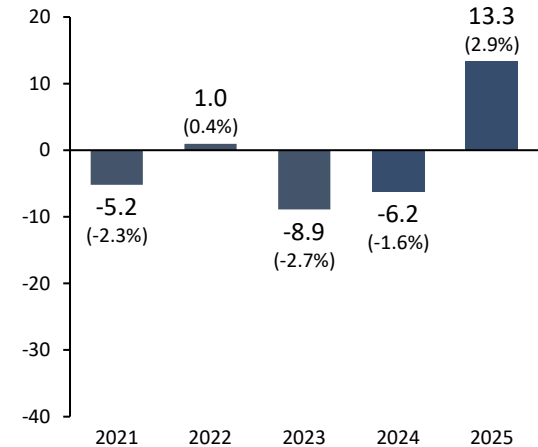
ENGINES & NACELLES

in millions of euros



INTERIORS

in millions of euros

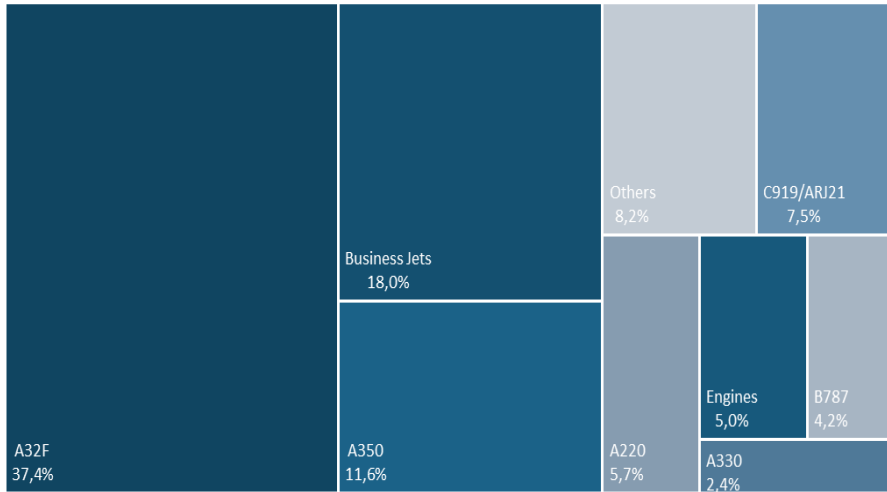


REVENUE BREAKDOWN

2025 VS. 2024

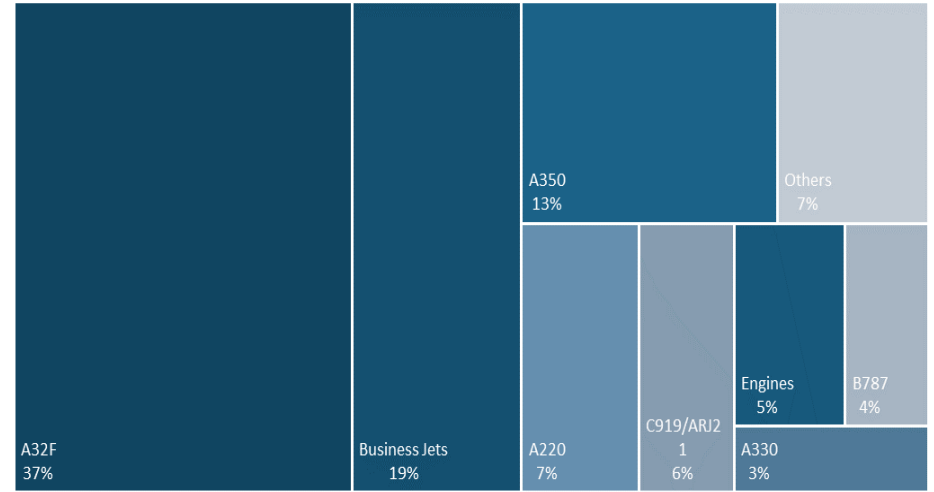
2025

As a percentage of total turnover



2024

As a percentage of total turnover

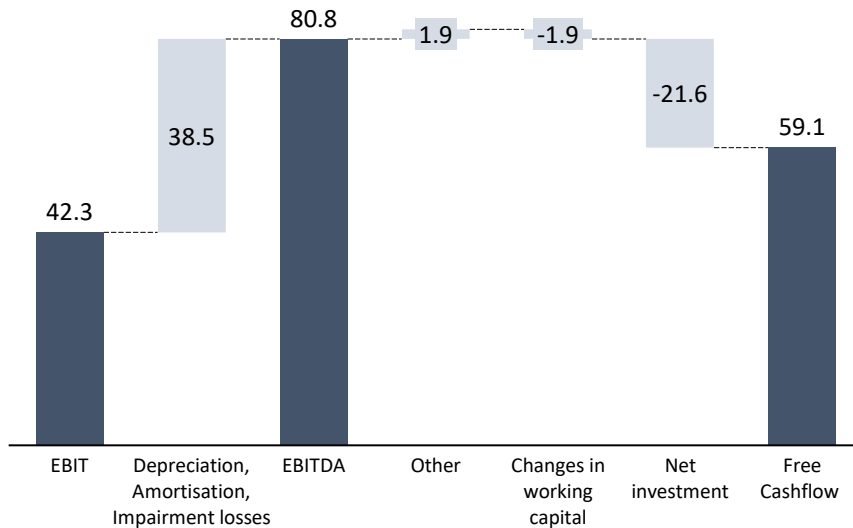


FREE CASHFLOW

MEASURES ARE PROVING EFFECTIVE

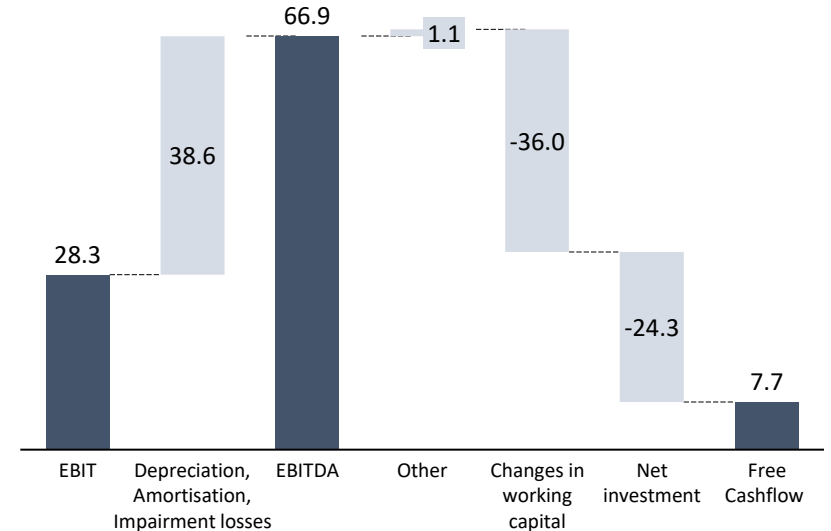
FREE CASHFLOW FY 2025

in millions of euros



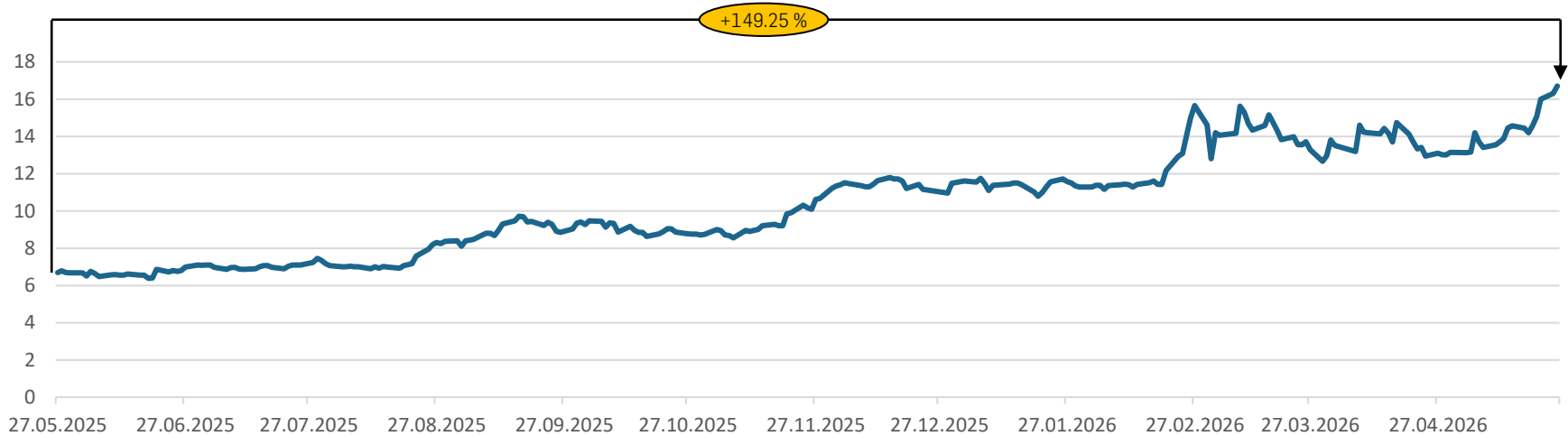
FREE CASHFLOW FY 2024

in millions of euros



PROPOSED DIVIDEND

DIVIDEND ELIGIBILITY RESTORED



Financial year	Dividend per share
2026	€0.10 (proposed)
2018/19	€0.15
2017/18	€0.11

**CORE IS EFFECTIVE AND SIGNIFICANTLY
IMPROVES THE COMPANY'S SITUATION**



OUTLOOK

CEO Robert Machtlinger

OUTLOOK 2026

THE MARKET ENVIRONMENT REMAINS DYNAMIC – WE ARE ADAPTING

TODAY'S CHALLENGES



Geopolitical tensions



Supply chain instability

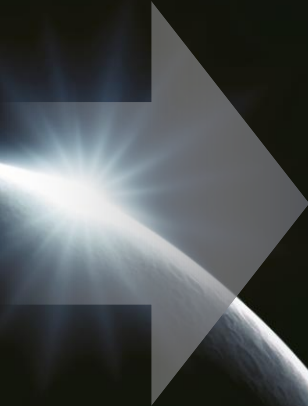


High energy and site costs



Inflationary pressure

BECOME



TOMORROW'S OPPORTUNITIES



Global network



New Sourcing Strategies



New manufacturing technologies, automation & digitalisation



C.O.R.E. and scaling effects outweigh inflation

OUTLOOK 2026

CONTINUED GROWTH

REVENUE



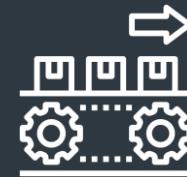
Growth across all business segments – revenue growth of 5–15% expected, supported by a balanced customer portfolio

PROFITABILITY



Further improvement in the operating margin

RATES & MARKET SHARES



Rising delivery rates for short- and medium-haul aircraft (A320, A220, B737, C919) and wide-body aircraft (A350, B787) – strong growth in the Advanced Air Mobility sector

FOCUS

FACC sets the standard for quality, safety and reliability

Consistent implementation of CORE. Target: an EBIT margin of over 8% from 2027 onwards

Increasing FACC's market share in its core business and in future markets



THANK YOU FOR
YOUR INTEREST!

DISCLAIMER

- 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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