



**The leading partner for
major aerospace
manufacturers**

FIGEAC AERO



PILOT 28

January 2024

Disclaimer

Before reading this presentation, you acknowledge that you are fully aware of the observations and limitations below:

This document was prepared by Figeac Aéro (the “Company”) exclusively for information purposes.

The information and opinions contained in this document may be updated, supplemented, revised, reviewed and amended, and the information may be substantially modified. The Company is not under any obligation to update the information contained in this document, and any opinions expressed therein may be amended without prior notice.

The information contained in this document has not been submitted for an independent review. No declaration, guarantee or commitment, whether explicit or implicit, is made and cannot be used as the basis of a claim pertaining to the accuracy, completeness or consistency of the information or opinions contained in this document. The Company, its boards and its representatives accept no responsibility for the use of this document or its content, or in relation to this document in any way whatsoever.

This document contains information about the Company’s markets as well as its competitive positions, notably the size of its markets. This information is drawn from a number of sources or from estimates made by the Company itself. Investors cannot base their investment decisions on this information.

Some of the information contained in this document includes forward-looking statements. These statements are not guarantees as regards the Company’s future performance. This forward-looking information relates to the Company’s future prospects, development and commercial strategy, and is based on an analysis of forecasts of future results and estimations of amounts that cannot yet be determined.

By its very nature, forward-looking information entails risks and uncertainties because it relates to events and depends on circumstances that may, or may not, occur in the future. The Company draws your attention to the fact that forward-looking statements do not constitute under any circumstances a guarantee of its future performances and that its actual financial position, results and cash flows, as well as changes in the sector in which the Company operates, may differ significantly from those proposed or suggested in the forward-looking statements contained in this document. Moreover, even if the Company’s financial position, results and cash flows, or the changes in the sector in which the Company operates, prove consistent with the forward-looking information contained in this document, said results or said changes may not be a reliable indication of the Company’s future results or development. The Company does not commit in any way to updating or confirming the expectations or estimates of analysts, or to making public any corrections made to forward-looking information, in order to reflect events or circumstances occurring after the date on which this document was published.

This presentation does not constitute an offer of sale or subscription, or a request to place a purchase or subscription order for securities in France, the United States or any other country. Company shares or any other securities may be offered or sold in the United States only after they are registered under the U.S. Securities Act of 1933, as amended, or under an exemption to this registration requirement. No public offering of financial securities will be made in France or abroad prior to the issuance of a prospectus visa by the French Financial Markets Authority pursuant to the provisions of Directive 2003/71/EC, as amended. The Company does not intend to make any kind of share offering in France or another country.

Flight plan



- 1. GROUP PROFILE**
- 2. LOOKING BACK ON ROUTE 25**
- 3. PILOT 28 - VISION**
- 4. PILOT 28 - THE 5 PILLARS**
- 5. PILOT 28 - MILESTONES AND TRAJECTORY**



01



FIGEAC AÉRO GROUP PROFILE

A leader in the industrialization of metal parts for the aerospace industry

Our mission: sustainably enable today's and tomorrow's aerospace industry

A SUSTAINABLE GROWTH STRATEGY BASED ON 3 KEY THEMES



A critical partner for aerospace manufacturers

- Covering the entire value chain
- Positions worldwide, in best cost regions, close to customers
- A critical role in the main aircraft programmes



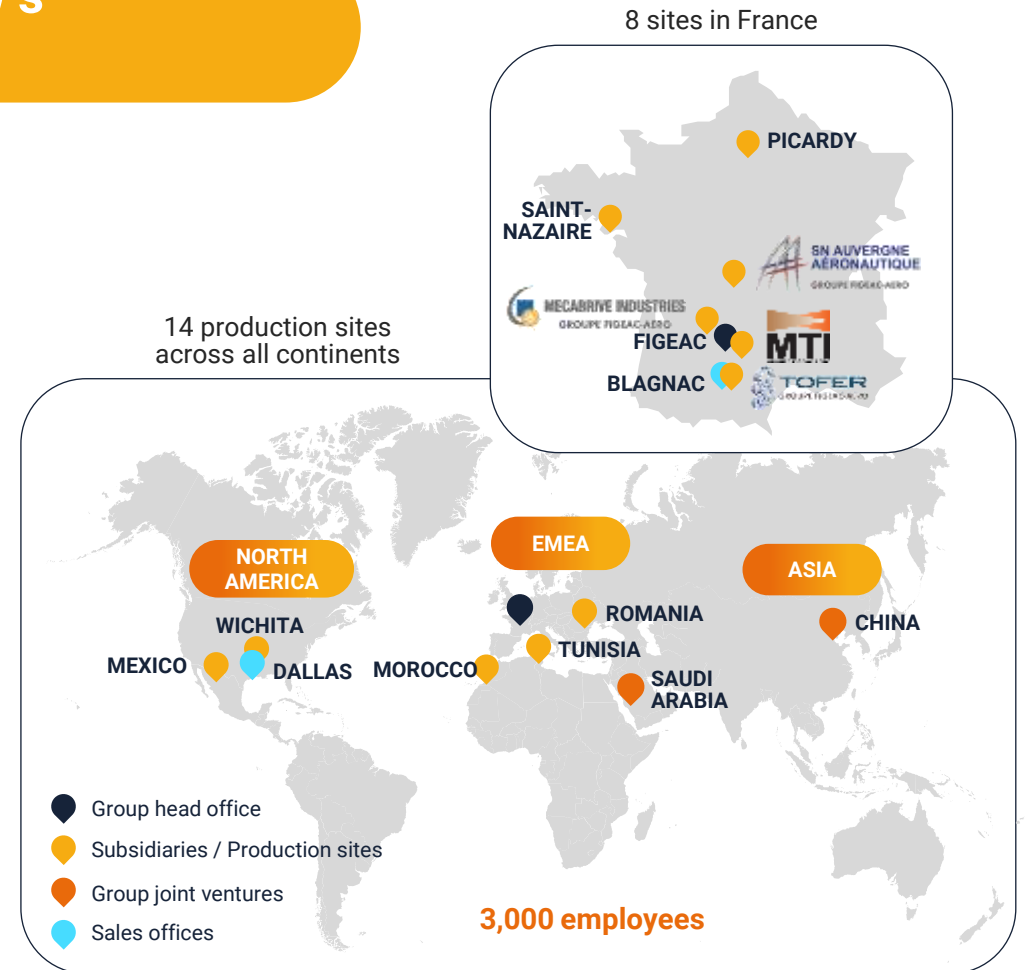
A focus on industrial excellence and customer satisfaction

- Over 250 machines
- A combination of know-how, technological expertise and innovation



A strong commitment to sustainable industry and zero-carbon aviation

- A reinforced CSR approach
- R&D geared towards the industrial processes of tomorrow



Reinforcement of the supply chain: a real paradigm shift

	Pre-crisis	Post-crisis
Build rates	Very high	Moderate but increasing
Inflation	Very low	High but slowing down
Interest rates	Very low	High
Investment capacity within the supply chain	Available	Constrained

**Lower prices
Bigger volumes**



**Price revisions
Production ramp-ups financed by clients**



02

FIGEAC AERO
GROUPE

**Looking back on
Route 25**

A plan to return to pre-crisis levels, with stronger cash generation

Success achieved on Route 25's 3 pillars



Recovery in business activity



Optimisation of the industrial model



Upgrade of management systems

€60m

new business (FY2024/25)

30%

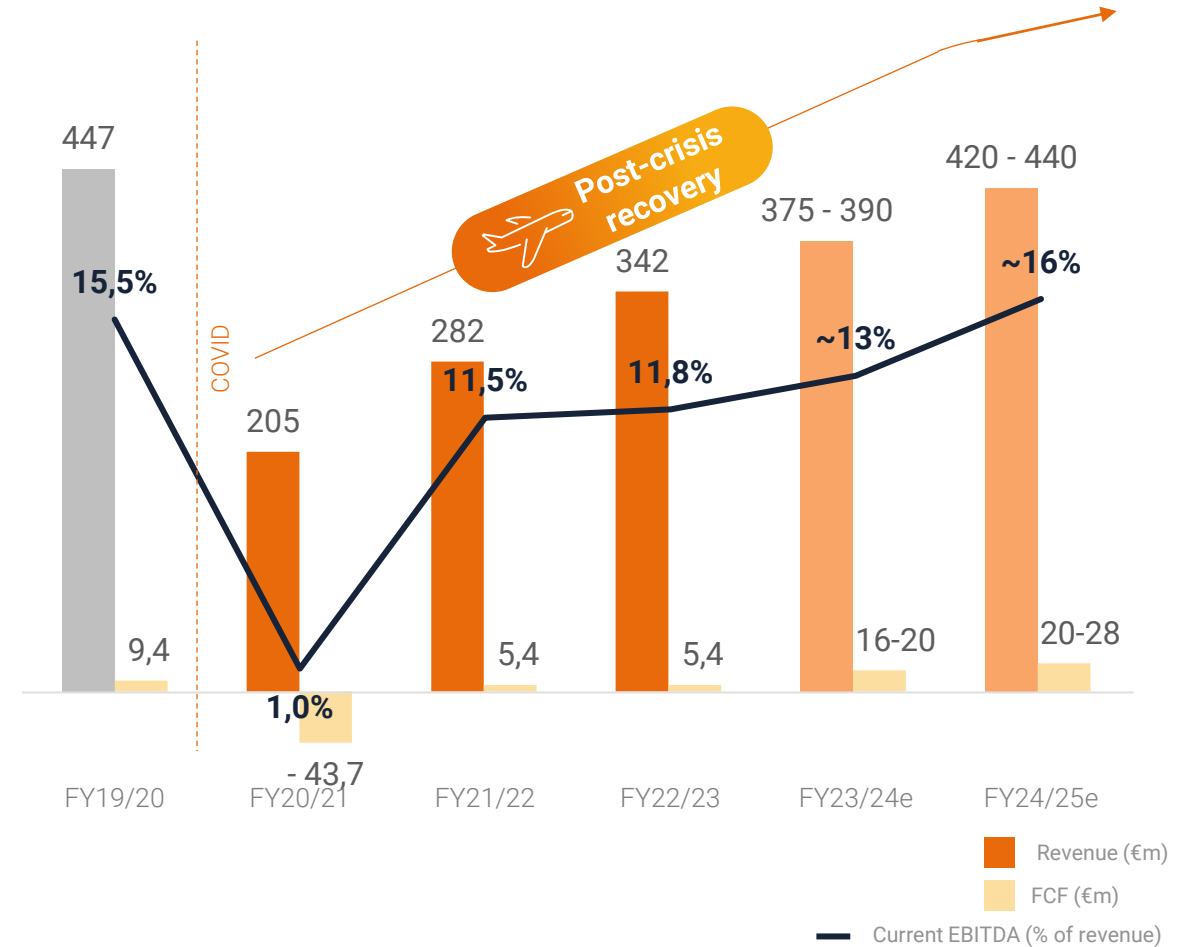
of total volume produced in BCC

70%

of Group covered by the new ERP



Reinforcement of industrial footprint
Reinforcement of financial structure & governance



¹ BCC : Best Cost Countries



03



PILOT 28 Vision

PILOT 28

ONE APPROACH

To build on the Route 25's achievements and intensify efforts to accelerate along the Group's trajectory

3 KEY GUIDING THEMES



Consolidation & development of the Group's leadership



Acceleration of deleveraging



Active participation in a zero-carbon aviation industry

ONE AMBITION

Consolidate FIGEAC AÉRO as a sustainable world leader within aerospace industry

CLEAR AND AMBITIOUS FINANCIAL TARGETS

FY 2022/23

Revenue
€342m

Leverage
~7x

FY 2024/25

Revenue
€420-440m

Leverage
~4x

FY 2027/28

Revenue
€550-600m

Leverage
2x-2.5x

5 strategic pillars

P



Performance on the sales front

I



Innovation

L



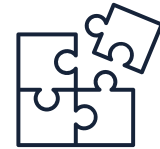
Low impact

O



Optimization of financial performance

T



Transformation of the business model

A strategy backed by both internal and external factors

Favorable conditions

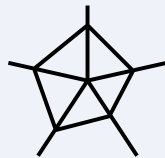


A growing aerospace & defense industry



Rebalancing of industry relations

Unique positioning



Solid positions on the main aircraft programmes



Industrial and technological capabilities

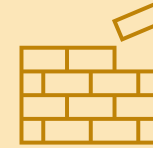


An industrial footprint spanning all regions



Culture of excellence and innovation

High barriers to entry



Heavy investments in industrial setup



Very long commercial and technological cycles



Solid order backlog



Long-term client relations



04

FIGEAC AERO
GROUPE

PILOT 28

The 5 pillars

Pillar 1: Step up business development



Performance on the commercial front



Commercial aerospace

- New business and market share gains
 - Existing clients
 - Business development with US clients
 - A focus on less capital-intensive business
- A position of strength within this industry

~85% of new business



Defence

- Assertion of the Group's positioning in this market
 - By strengthening existing partnerships
 - By initiating relations with new clients
 - Specialisation of a Group entity
- An already established client portfolio
- A rapidly-growing market

~10% of new business



Industrialisation services

- Provision of services in the form of:
 - Turnkey solutions
 - Ad-hoc support
 - Secondment of know-how
 - New partnerships
- Expertise widely recognized
- Strong demand in the fast-growing ME / APAC regions

~5% of new business

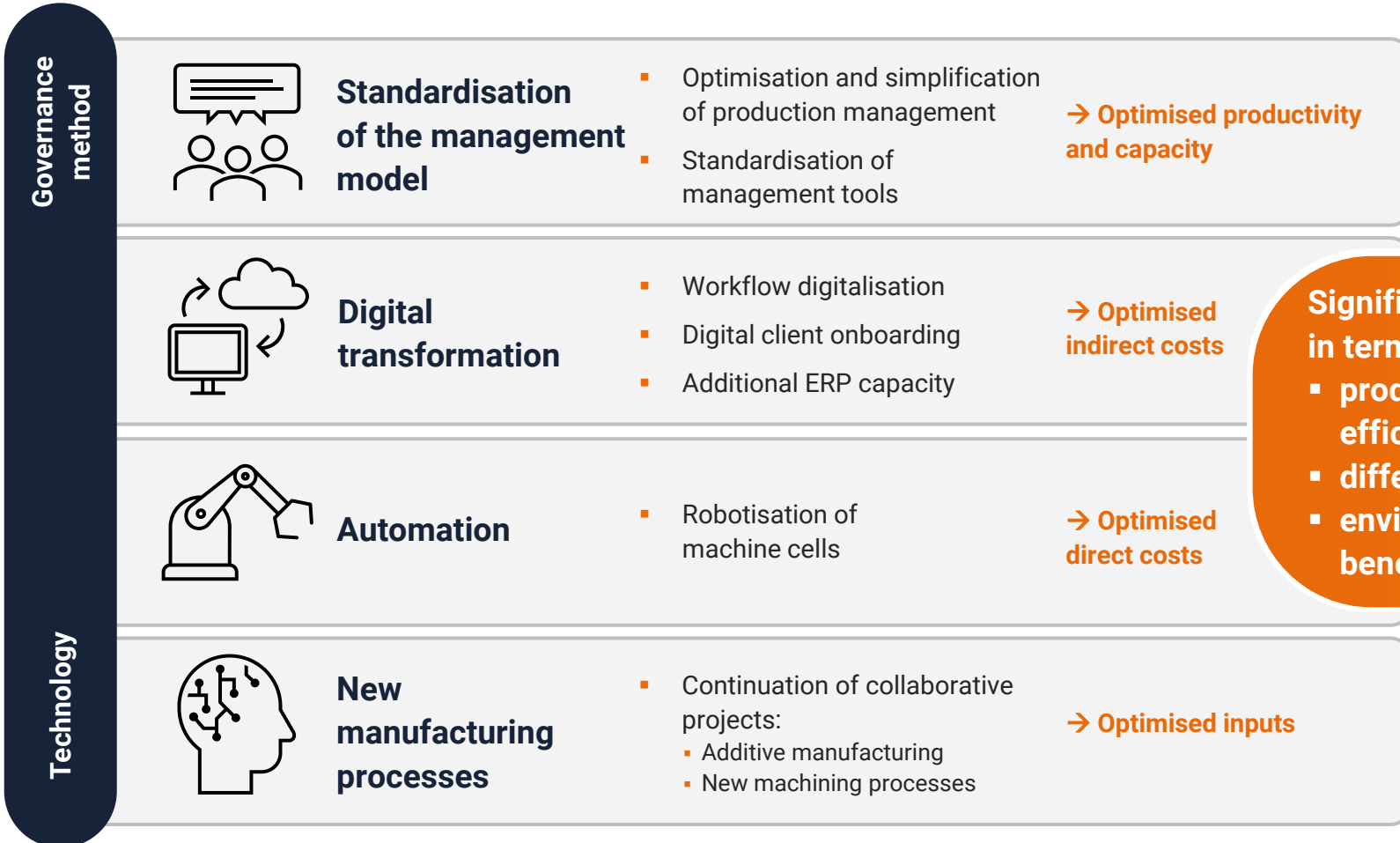
New business volumes of €80-€100m by FY 2027/28

Pillars 2 and 5: Improve efficiency through model transformation and innovation

PILOT 28



Innovation and model transformation



Significant gains in terms of:

- productivity and efficiency
- differentiation
- environmental benefits

Pillar 3: Reinforce our CSR approach across the entire Group



Low impact



Environment

- ISO 14001 certification
- Carbon accounting
- Reduce our carbon footprint:
 - Scopes 1 & 2: insulation of buildings and production of low-carbon energy
 - Scope 3 (upstream): raw material circularity, buy-to-fly ratio optimization
 - Scope 3 (downstream): participation in efforts to design cleaner aircraft

70% of sites ISO 14001-certified by FY 2024/25



Employees

- Improve the Group's talent attraction and retention by:
 - integrating CSR into our corporate values
 - taking initiatives to improve health and safety in the workplace
 - embracing a culture of excellence
 - focusing on quality of life in the workplace and employee satisfaction
- Take initiatives to increase female representation in our workforce

**Values redefined in FY 2024/25
Satisfaction survey every 2 years**



Society

- Become a member of the United Nations Global Compact
- Help to improve quality and safety in the commercial aerospace industry

**Improvement in the Group's extra-financial performance
First set of key targets to be unveiled in FY 2024/25**

Pillar 4: Continue optimization of financial performance



Optimised financial performance

Optimization of contract margin	Optimization of industrial schemes	Efficiency initiatives	Industrial partners	Limited CAPEX
<ul style="list-style-type: none"> Passing on inflation Renegotiation of expired contracts Exit from underperforming contracts New business 	<ul style="list-style-type: none"> Scale-up of transfers of work Flow optimization at each and between sites 	<p><u>In terms of costs :</u></p> <ul style="list-style-type: none"> BCC developments Productivity gains <p><u>In terms of WCR :</u></p> <ul style="list-style-type: none"> Purchasing synergies Client WC financing 	<ul style="list-style-type: none"> Expansion of the network of industrial partners 	<ul style="list-style-type: none"> Focus on business with minimal capex and/or customer financing Internal excess capacity / partner network balance
	<p>35-40% of vol. in BCC by FY 2027/28 (30% in FY 2022/23)</p>	<p>DIO of 140 days by FY 2027/28 (210 days in FY 2022/23)</p>		<p>~6% of revenue by FY2027/28</p>

**A sustainable acceleration in Free Cash Flow generation
FY2027/28: ~€50m**

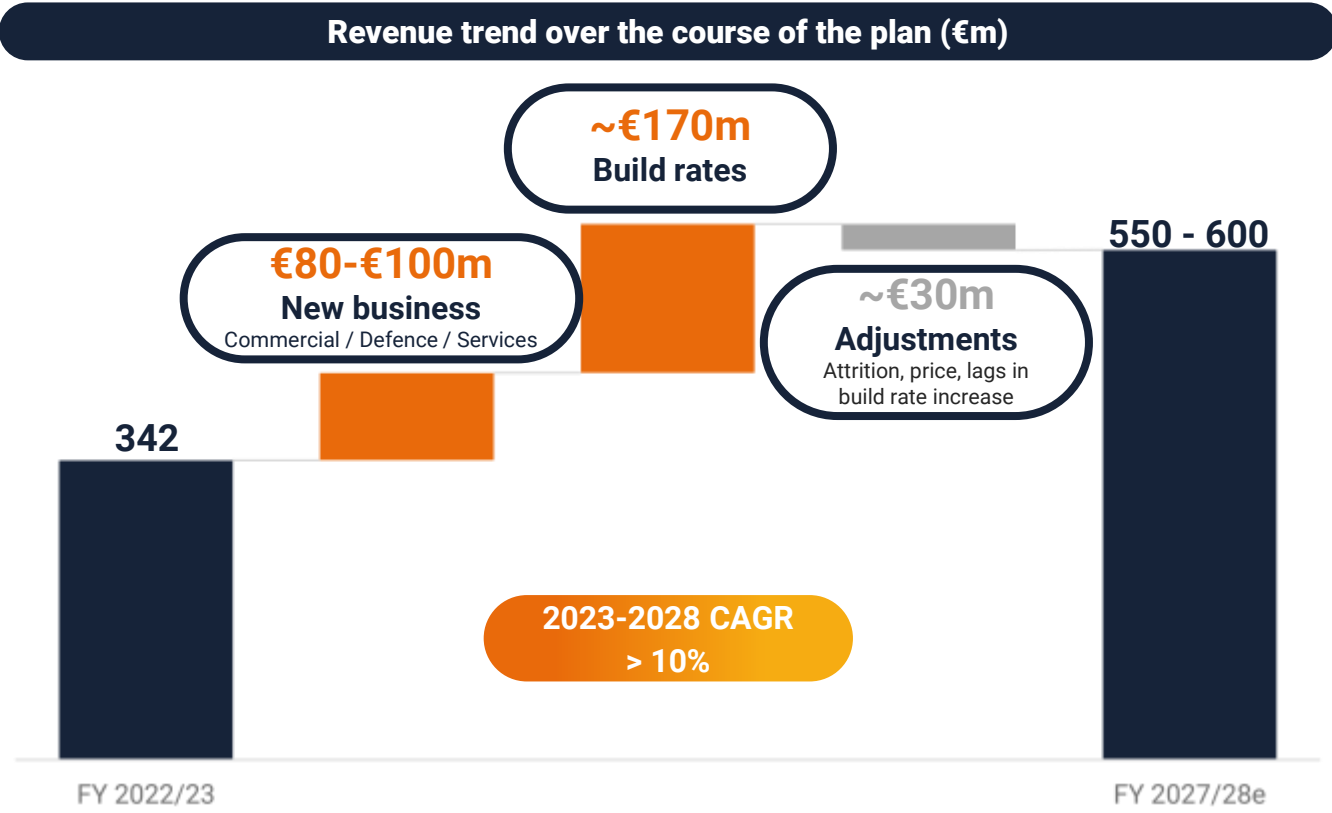


05

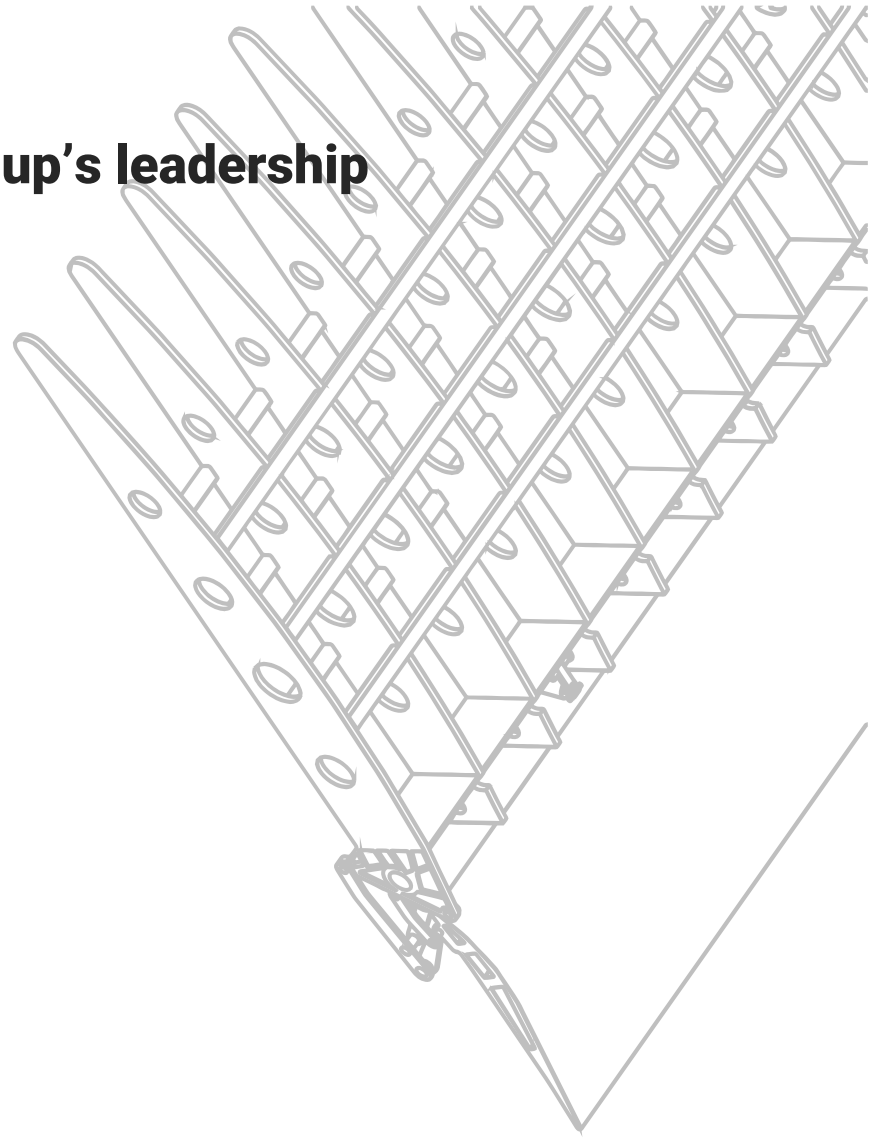


PILOT 28 Milestones and trajectory

PILOT 28's trajectory: consolidation and development of the Group's leadership



FY 2027/28: approaching the €600m mark

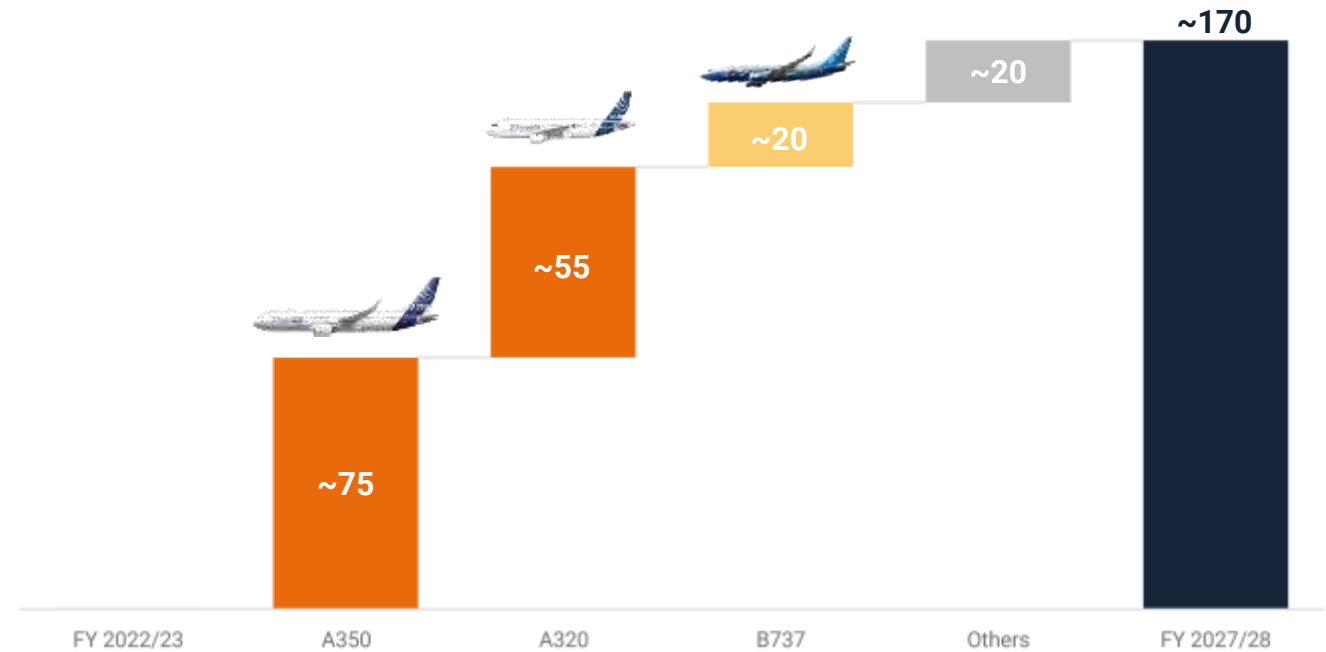


Note: financial targets presented here are based on the following assumptions: realisation of build rates projected by aircraft manufacturers, a EUR/USD exchange rate of 1.13 for 2023/24, 1.11 for 2024/25, 1.10 for 2025/26, 1.11 for 2026/27, and 1.12 for 2027/28, and no deterioration in the economic climate, notably in terms of sourcing, inflation, hiring and client financial support

PILOT 28's trajectory : mechanic impact of the production rate of the main aerospace programmes



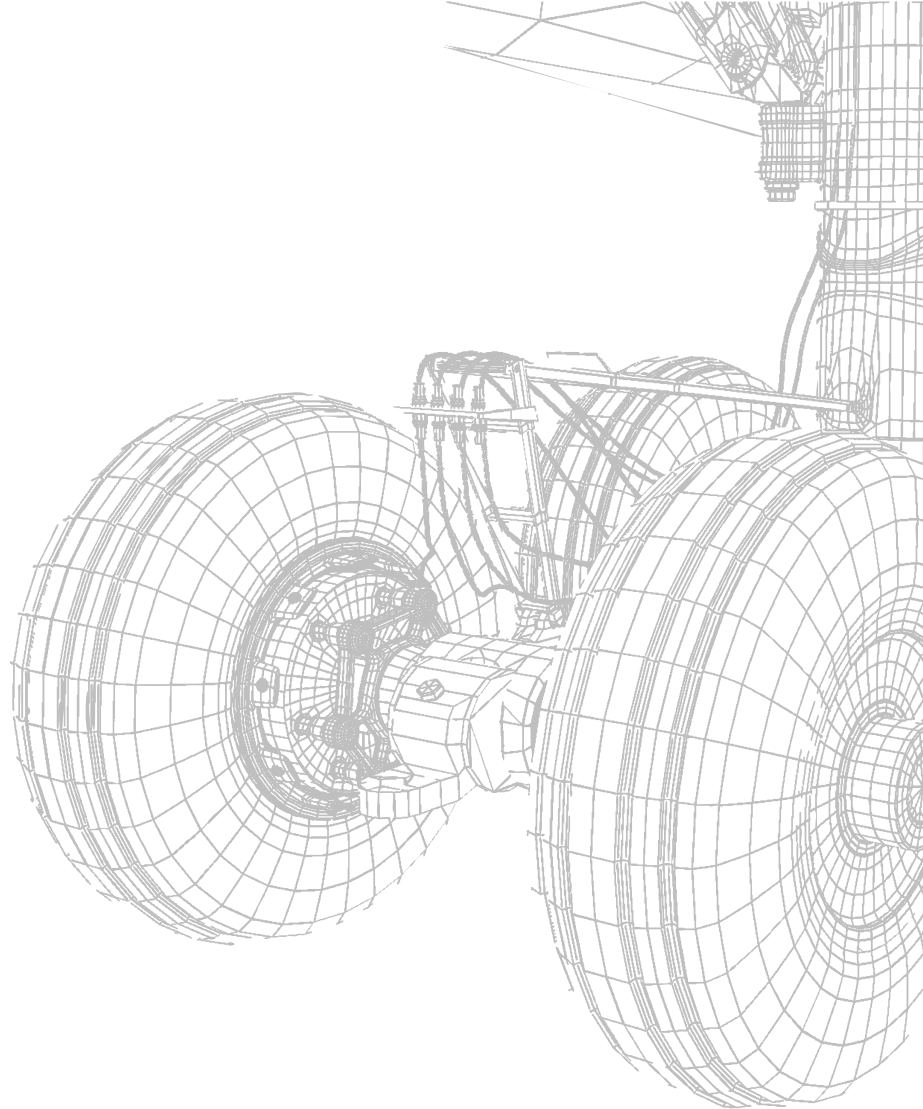
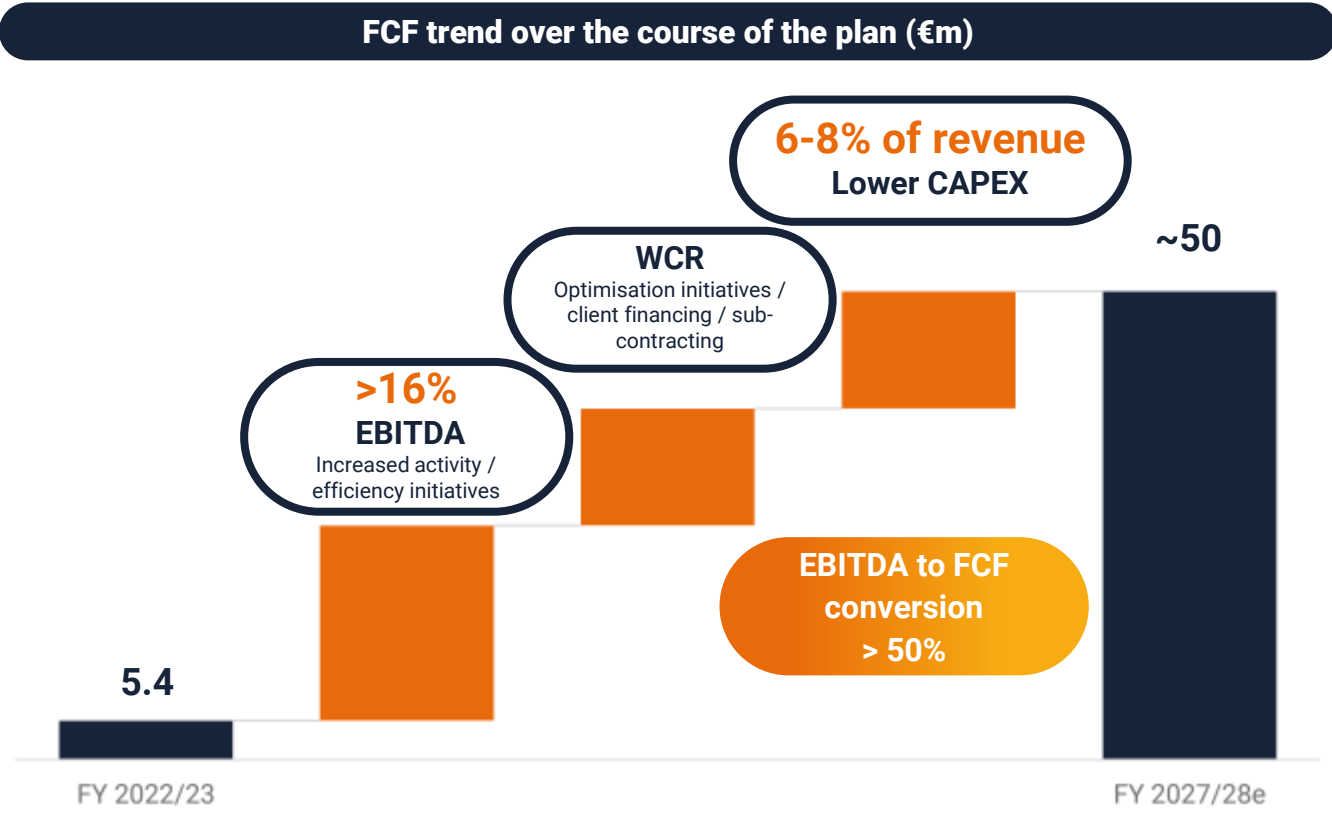
Revenue impact of the production rate increases over the course of the plan (€m)



An increase in revenue largely secured by the Group's order backlog

Note: figures presented here include revenue arising from engine parts on the corresponding programme

PILOT 28's trajectory: acceleration of deleveraging (1/2)

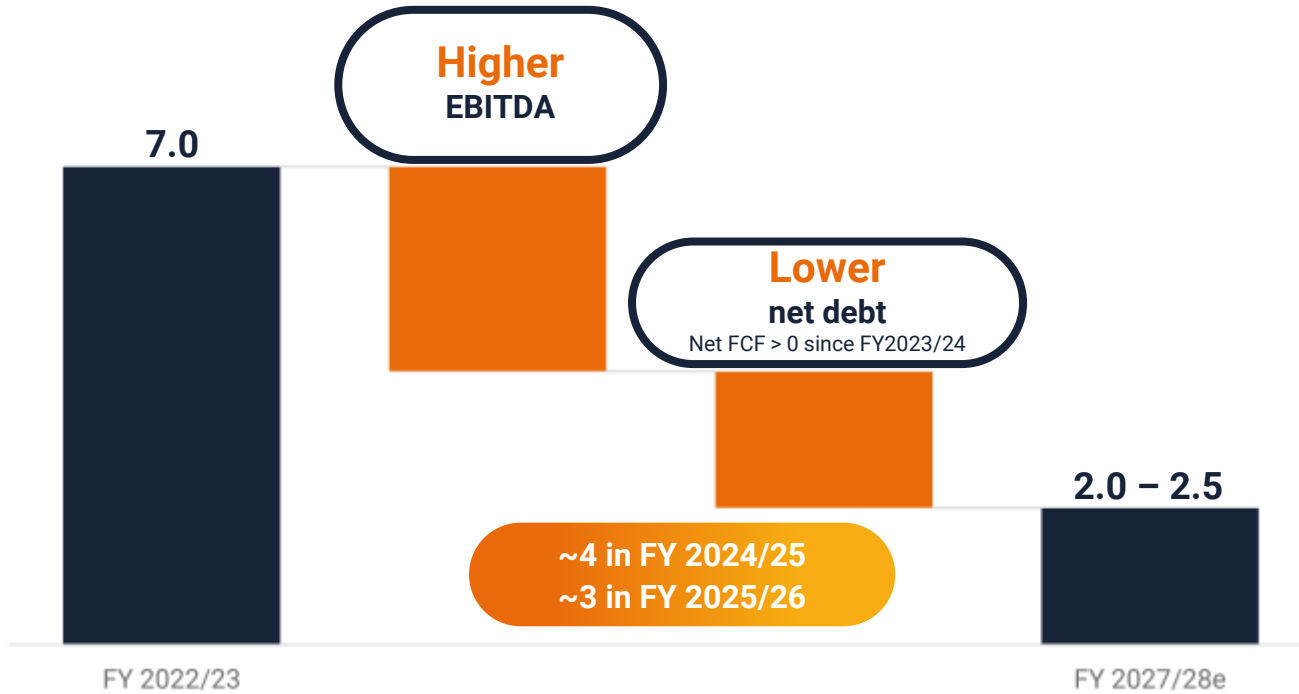


FY 2027/28: cash generation scaled up to ~€50m

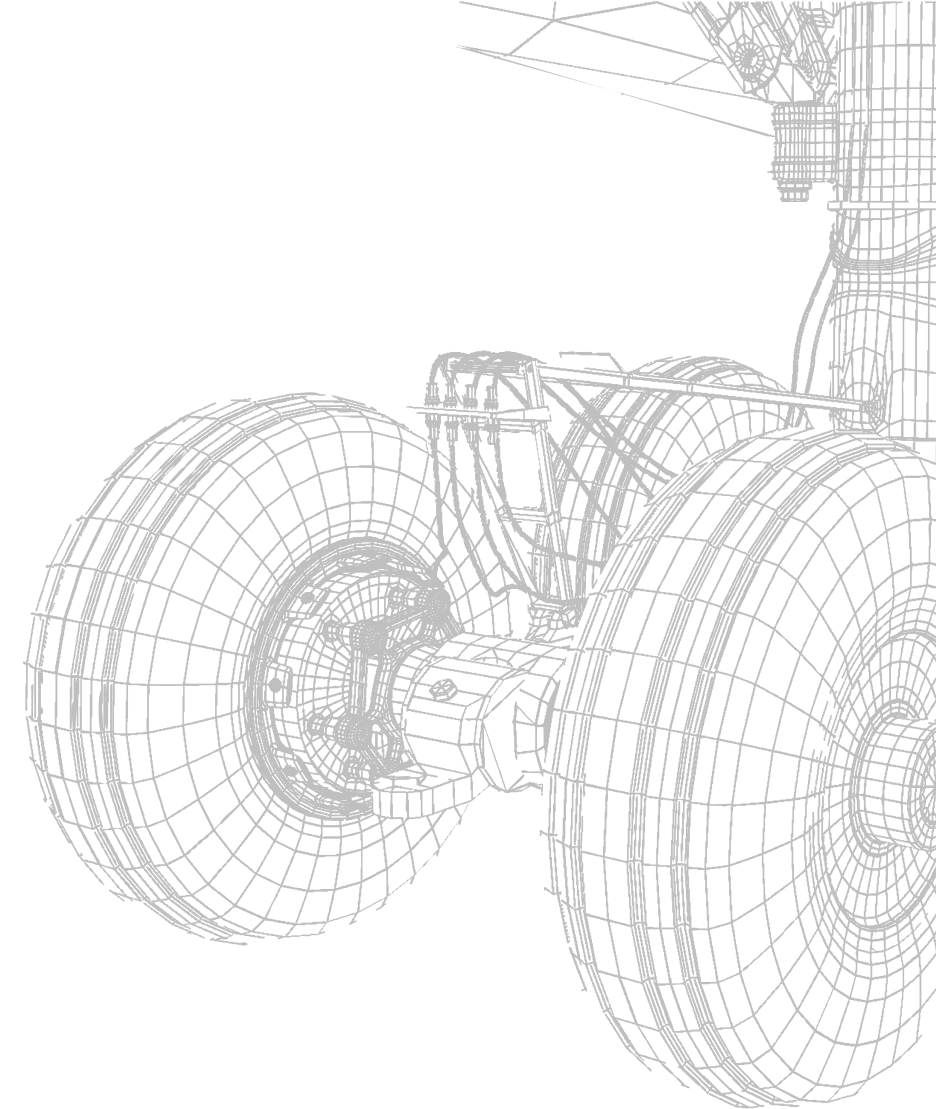
Note: financial targets presented here are based on the following assumptions: realisation of build rates projected by aircraft manufacturers, a EUR/USD exchange rate of 1.13 for 2023/24, 1.11 for 2024/25, 1.10 for 2025/26, 1.11 for 2026/27, and 1.12 for 2027/28, and no deterioration in the economic climate, notably in terms of sourcing, inflation, hiring and client financial support

PILOT 28's trajectory: acceleration of deleveraging (2/2)

Financial leverage trend over the course of the plan (net debt / EBITDAc)



FY2027/28: a deleveraged financial structure with a low leverage ratio of between 2.0x and 2.5x



Note: financial targets presented here are based on the following assumptions: realisation of build rates projected by aircraft manufacturers, a EUR/USD exchange rate of 1.13 for 2023/24, 1.11 for 2024/25, 1.10 for 2025/26, 1.11 for 2026/27, and 1.12 for 2027/28, and no deterioration in the economic climate, notably in terms of sourcing, inflation, hiring and client financial support

FIGEAC AÉRO in 2028

Route 25

Back to pre-crisis levels with stronger cash generation

PILOT 28

Stepping up the efforts made by the Group during its Route 25 plan with a sustainable growth strategy in order to assert itself on the commercial front and speed up the deleveraging process

Revenue
€550 – 600m

New business
€80-100m

EBITDAc margin
> 16%

ROCE
> 10%

Free cash-flow
~€50m

Debt leverage
2.0x – 2.5x

A stronger extra-financial performance

One ambition: Consolidate FIGEAC AÉRO as a sustainable world leader within aerospace industry

Note: financial targets presented here are based on the following assumptions: realisation of build rates projected by aircraft manufacturers, a EUR/USD exchange rate of 1.13 for 2023/24, 1.11 for 2024/25, 1.10 for 2025/26, 1.11 for 2026/27, and 1.12 for 2027/28, and no deterioration in the economic climate, notably in terms of sourcing, inflation, hiring and client financial support



Q&A



FIGEAC AERO
GROUPE

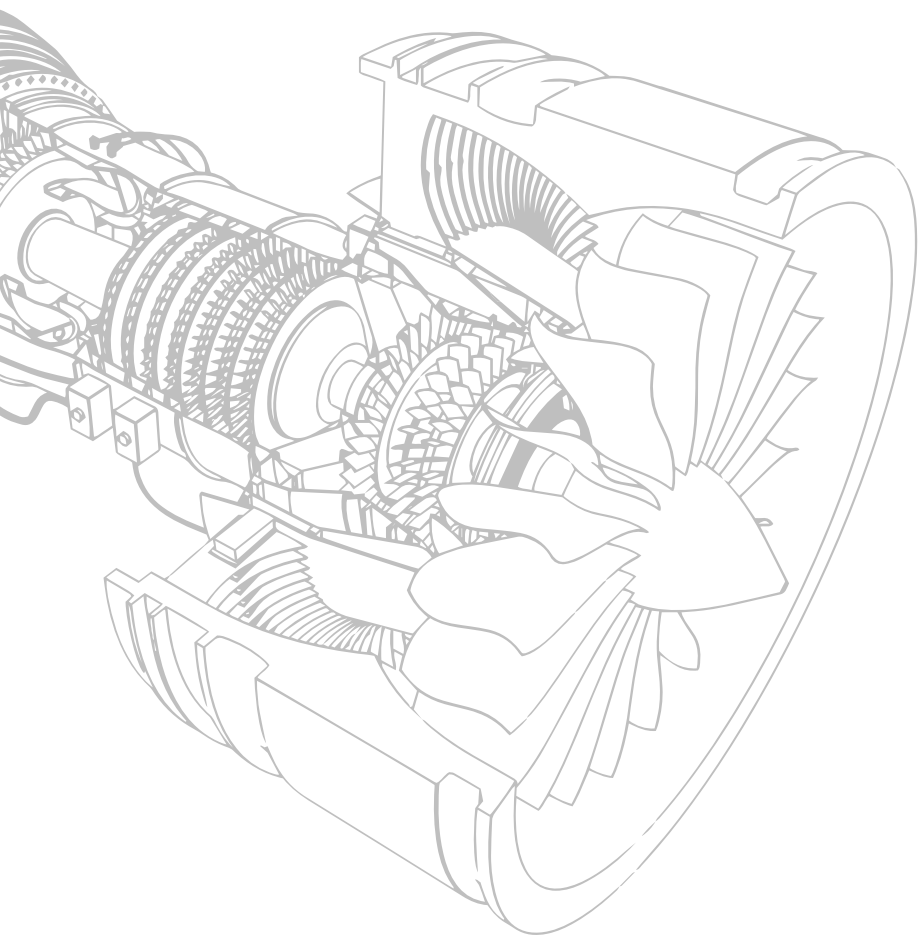
Appendices

Our strategic positions on the main aircraft programmes



¹ Includes revenue generated from the engines equipping this programme

Glossary



Term / indicator	Definition
▶ OEM (Original Equipment Manufacturer)	Aircraft manufacturers, engine manufacturers and other airframers
▶ Build-to-Print	The manufacture of parts and sub-assemblies by a sub-contractor based on plans and specifications provided by the client
▶ OTD (On-Time Delivery)	Percentage of line items in a purchase order delivered to the client on time
▶ Current EBITDA / EBITDAc	Current EBITDA = Current operating income (loss) adjusted for net depreciation, amortisation and provisions before the breakdown of R&D expenses capitalised by the Group by type
▶ Backlog	Sum of orders received and to be received extrapolated over a 10-year period for each contract and request for proposals won, based on build rates announced and then projected and a EUR/USD exchange rate of 1.12
▶ Organic	At constant scope and exchange rates
▶ DIO (Days of Inventory Outstanding)	Average number of days of revenue for which an item of inventory is held
▶ Debt leverage	Ratio of net debt to current EBITDA
▶ Capex	Investments in fixed assets
▶ ORNANE	Bonds redeemable into cash and/or new and/or existing shares
▶ EBITDA-to-FCF	Free Cash Flows divided by current EBITDA
▶ ROCE	(Return On Capital Employed) Net operating income after taxes (NOPAT) divided by the economic assets (fixed assets and working capital)
▶ Free cash-flow / net	Net cash-flow from operating activities before cost of financial debt and taxes, minus net cash-flow from investing activities / after cost of financial debt and taxes



FIGEAC AÉRO

▶ **Address**

Zone industrielle de l'Aiguille
46100 FIGEAC
FRANCE

▶ **Investor and analyst contact**

Simon Derbanne
Head of Investor Relations
+33 (0)5 81 24 63 91
simon.derbanne@figeac-aero.com