

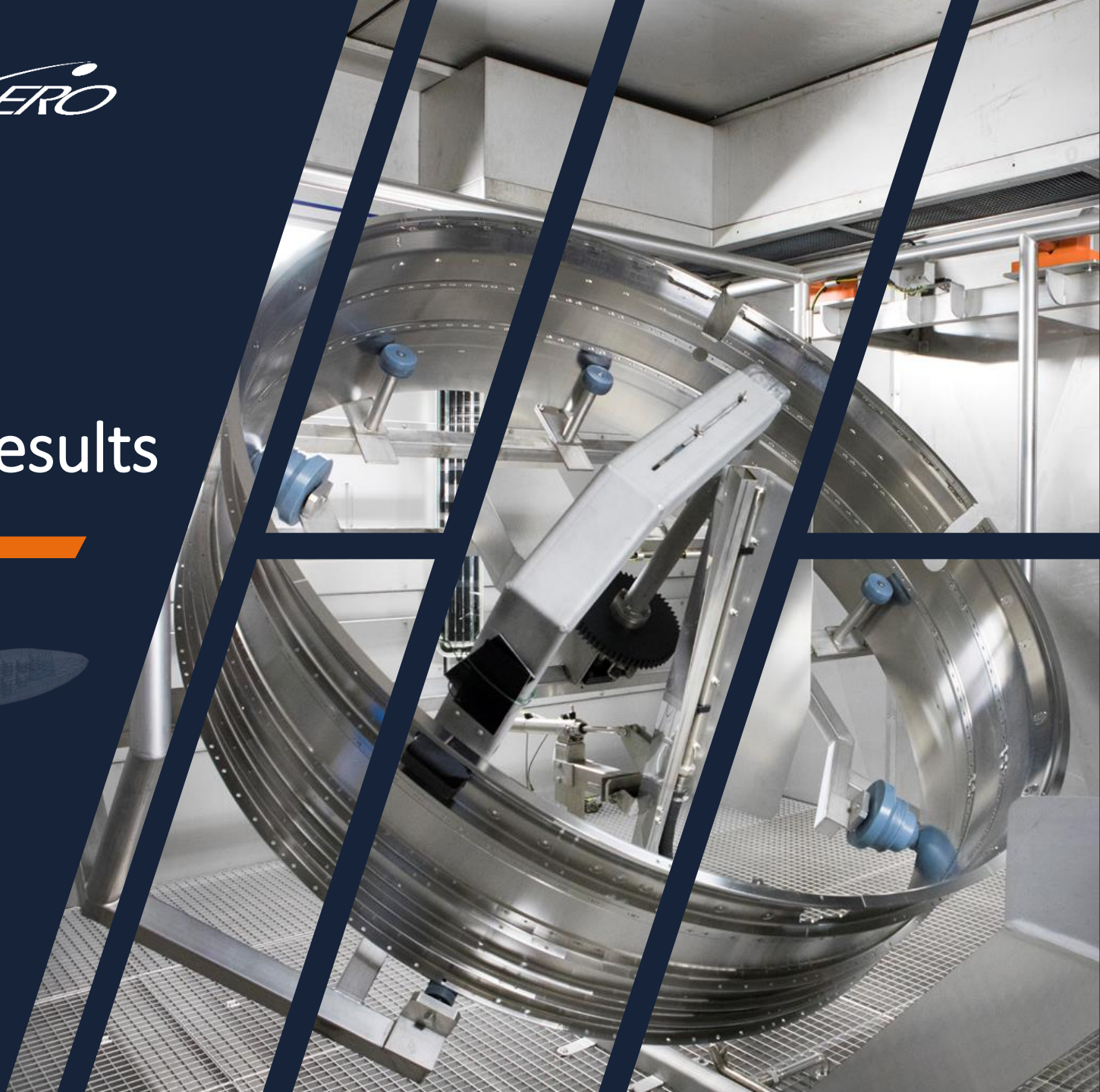


2019/20 half-year results



18 December

2019



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FIGEAC AÉRO IN BRIEF

1

A RESILIENT GROWTH MARKET

37,400 aircraft (100+ seats)
to be delivered over 20 years

2

A KEY SUBCONTRACTOR EUROPE'S N°1

Serving all the major contractors

3

INVOLVED IN ALL THE MAIN PROGRAMMES

of today and tomorrow

4

PROVEN INDUSTRIAL EXCELLENCE AND BEST- COST FACILITIES

We deliver on time and with the
requisite quality

5

PROFITABLE GROWTH SINCE 2014

AAGR¹ 21%
over the past 6 years

6

OPPORTUNITIES

Market share gains in North
America and a forerunner
in China and Saudi Arabia

FIGEAC AÉRO over the years

PHASE 1 (1989-2000) Creation of the Group and specialisation in aerospace

- **1989** group founded by JC Maillard
- **Machining** for all sectors
- Acquisition of MTI
- **Pioneer** in high-speed machining, specialises in aerospace
- Starts working with **Airbus**, among the **top 20** suppliers of detail parts



€19m
revenue in 2000

PHASE 2 (2001-2010) Expansion of the Figeac site

- A phase of **subcontracting** by major contractors, sub-assemblers and equipment manufacturers, drawing in a **high level of demand**
- The Figeac site sees its **headcount increase 8-fold** (to 800)
- Acquisition of **surface treatment** know-how (Mecabrive) in 2004



€59m
revenue in 2010

PHASE 3 (2011-2019) International expansion, critical mass reached

- **Greenfield sites**
2012, Tunisia & Picardy
2015, Morocco
2016, Mexico
- **Major contracts**
Airbus A350
Safran LEAP
Spirit Aero. / Bombardier / Embraer
- Starts working with **Boeing**
- **Strategic acquisitions:**
2014, Wichita (USA)
2016, Auvergne Aéro
- IPO in 2013 on Alternext and Euronext in 2016

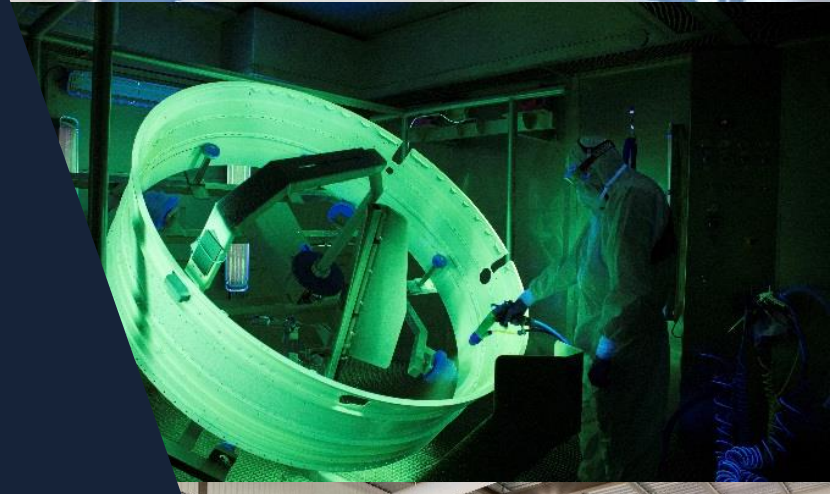


€428m
revenue in 2019

PHASE 4 2021-2024

VALUE CREATION
GROWTH
BECOMES A LEVER

HIGHLIGHTS OF H1 2019/20



Highlights of 2019/20



Revenues increased by
+11.1% in H1 despite a
challenging market

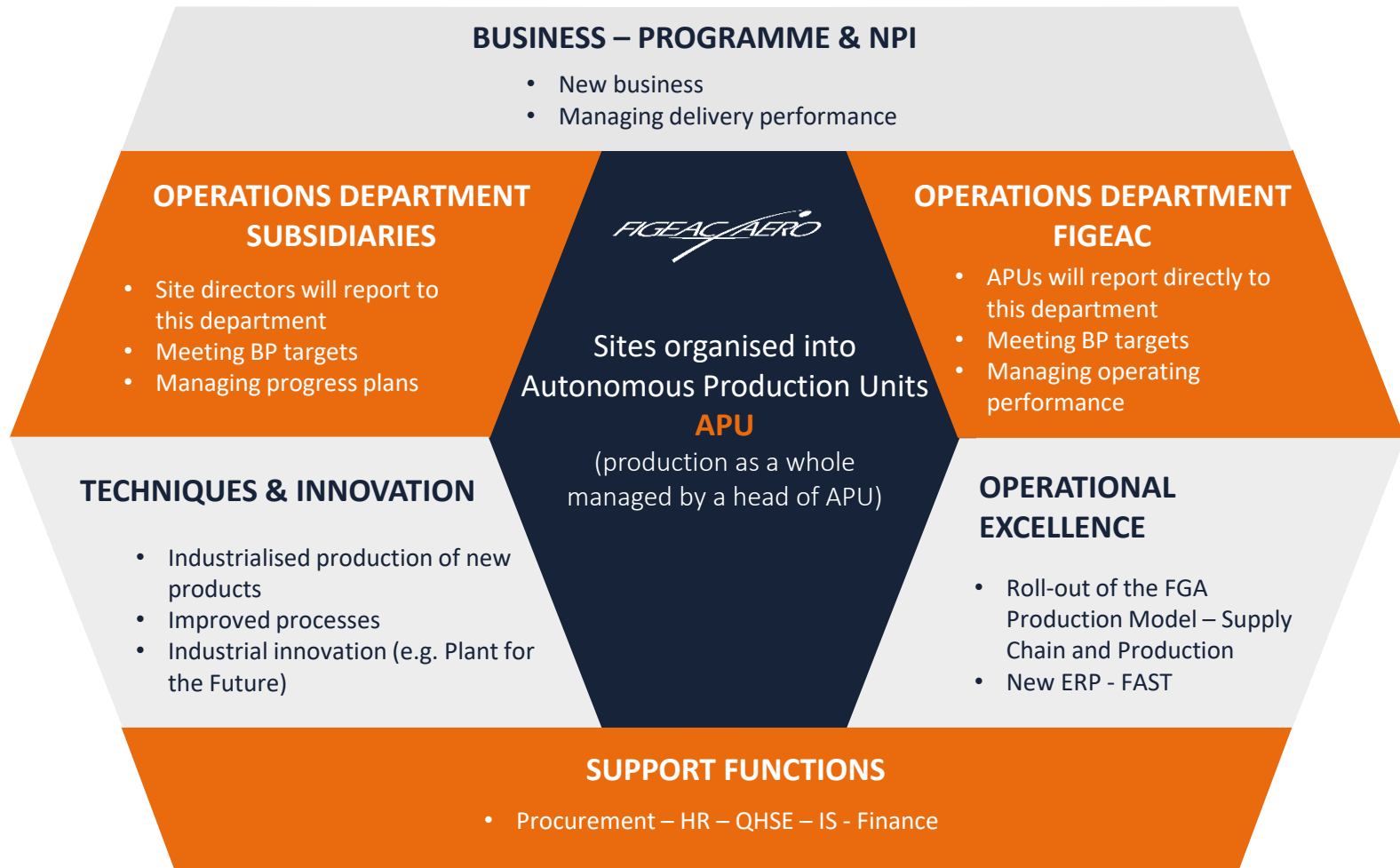
2019/20
a transition year

Results affected by one-offs

Introduction of a new business
plan for 2021/24

Implementation of a new organisation

Principles



Implementation of a new organisation

Improving performance

LEVER 1

Optimum use
of resources

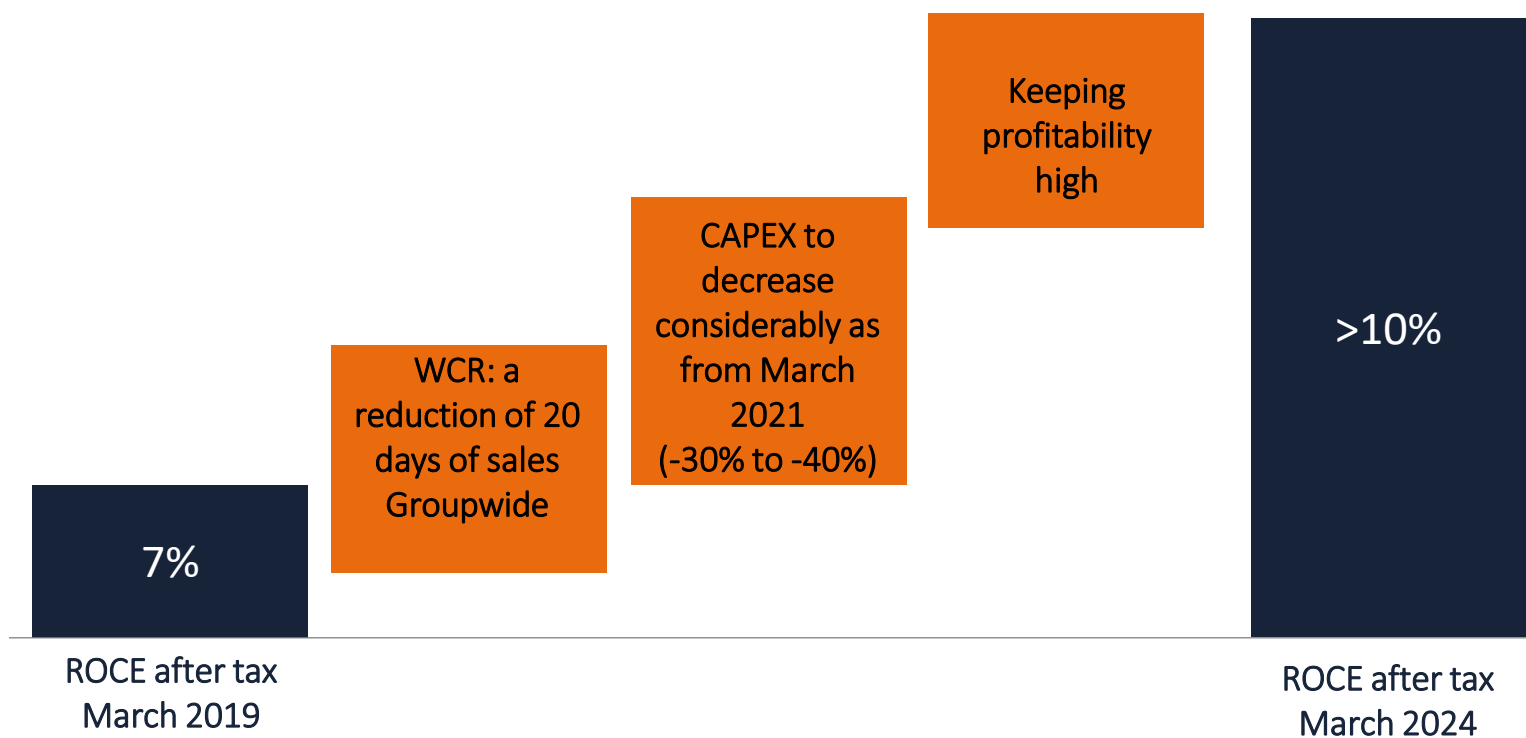
- | Optimum use of existing resources to keep growth investments to a minimum
- | Keep the utilisation rates of existing production facilities in balance
- | Groupwide coordination & Group Spirit – synergies and shared best practices: product development, centralised procurement, a streamlined supplier panel
- | Enhance transfer processes between sites and between suppliers

LEVER 2

Industrial excellence

- | An industrial strategy geared towards performance
- | Establish a production model based on standards and on rolling out operational excellence across all the sites (Figeac Production Standard)
- | Manage and monitor delivery performance vis-à-vis clients across the whole Group
- | Raise the 'state of the art' level of our technical processes and roll out the Plant for the Future model
- | Standardise the organisational structures at each site based on tried-and-tested models: APU, NPI, TD... develop skills in key roles

Value creation central to our strategy



Reinforced WCR measures

1

FLOW-BASED APPROACH TO MANAGING PRODUCTION

- Introduction of new flow management methods
- Daily management rituals with specific KPIs
- FIFO management of 100% of flows

2

INVENTORY OF NECESSARY FINISHED PRODUCTS

- Re-configuration of the ERP: cycles, launch quantities, buffers, etc.
- Planning / management methods (PMP and DDMRP)

3

“CLASS A” PRODUCTION LINES

- Establishment of production cells, dedicated resources
- Application of DMAIC methodology to product flows
- Reduction in lead times thanks to the LEAN approach
- Insourcing of processes

4

REDUCED INVENTORY OF COMMODITIES

- Commodities carried by third parties or clients
- Better production planning (PMP, DDMRP)
- Reduction / overhaul of economic quantities and batch sizes

5

SUB-CONTRACTORS

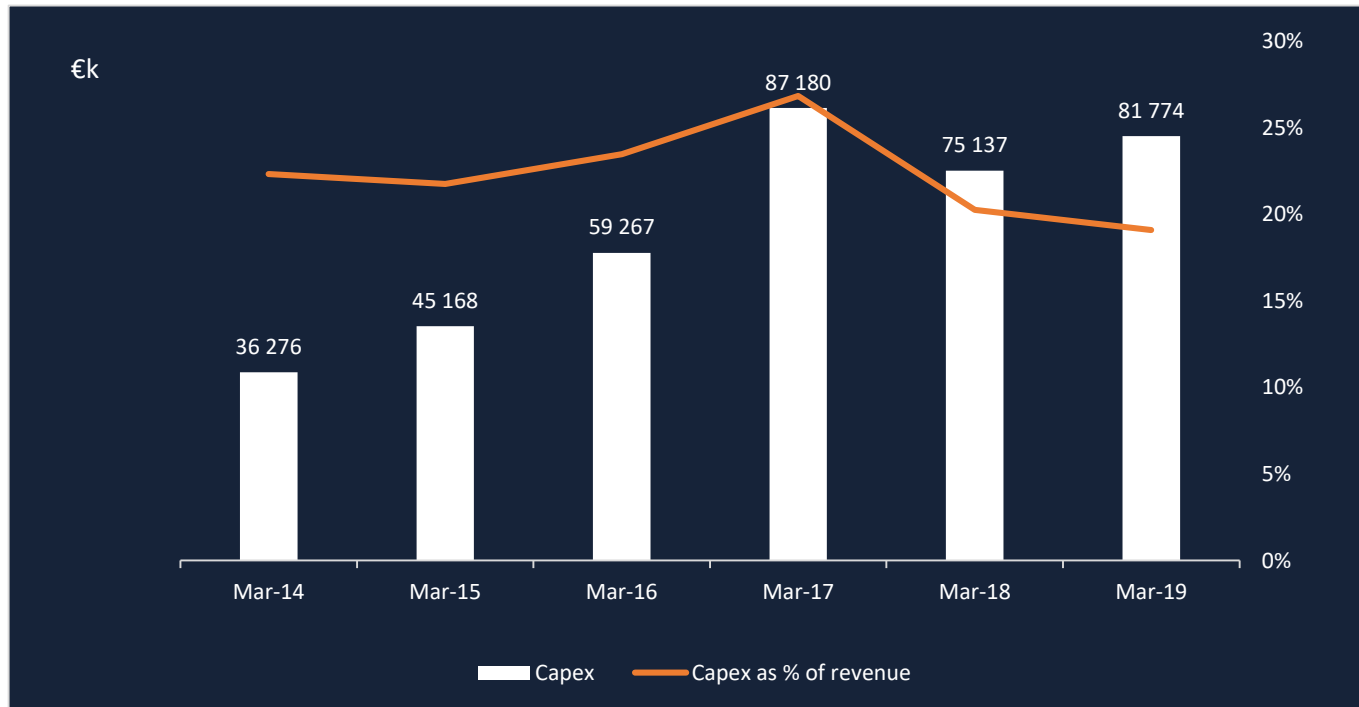
- Purchases of fully finished products and sourcing on a just-in-time basis
- Little leverage on payment deadlines owing to the LME (Economic Modernisation Act)

6

TRADE RECEIVABLES UNDER CONTROL

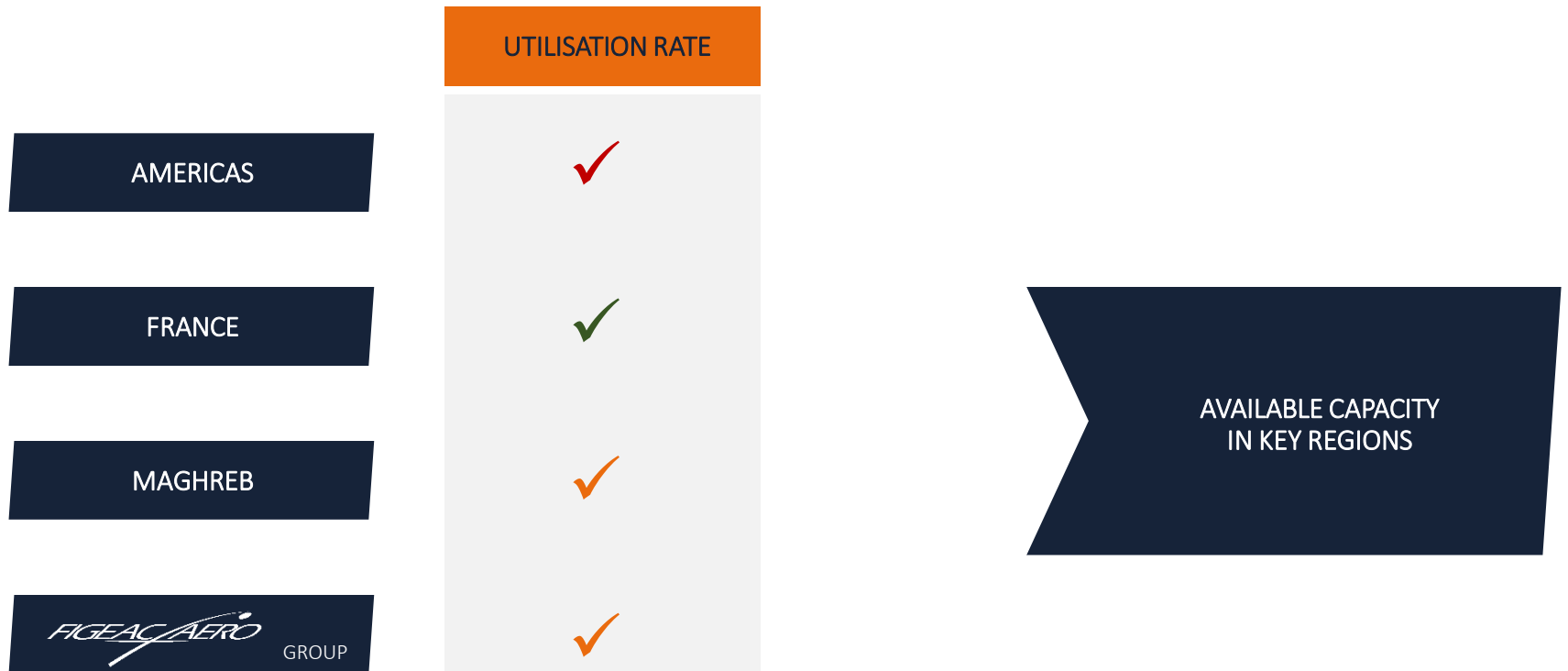
- Receivables Collection department beefed up
- Renegotiation of clients' payment deadlines

Capex: substantial investment in production facilities



- | A **now global Group** (over €100m of capex in best-cost regions and the Americas)
- | Over **350 machines** worldwide
- | **Highly automated** production lines in France

Capex: available capacity



- ✓ Utilisation rate >80% of capacity
- ✓ Utilisation rate between 60% and 80% of capacity
- ✓ Utilisation rate between 40% and 60% of capacity

Profitability: scope to generate significant gains

GREENFIELD PLANTS

TUNISIA
(2012)

USA
(2014)

MOROCCO
(2015)

MEXICO
(2015)

CAPEX: +€100m

FIGEAC AERO model in best-cost regions

- | Same technology (machines)
- | Manufacturing IP transfer (machine programming and development of proprietary tooling equipment)
- | Specialisation in small parts, sheet metal and assembly requiring a lot of labour

ADVANTAGES

- Possibility of transferring tried-and-tested know-how
- More competitive than the model used by competitors once industrial maturity has been reached

DISADVANTAGES

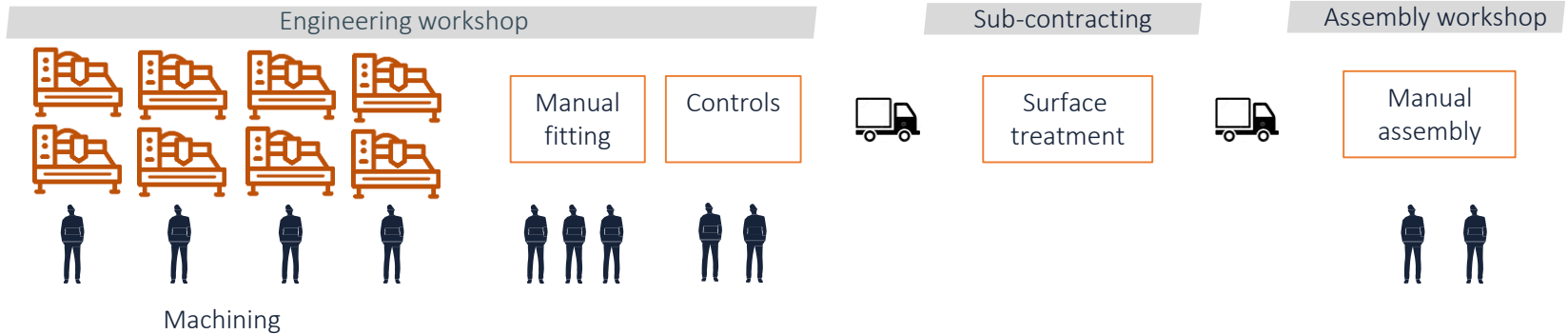
- High capex in the short term
- Slower ramp-up of skills involved in the transfer of know-how

**Returns on capital employed are generally inadequate
due to capacity under-utilisation and less industrial maturity**

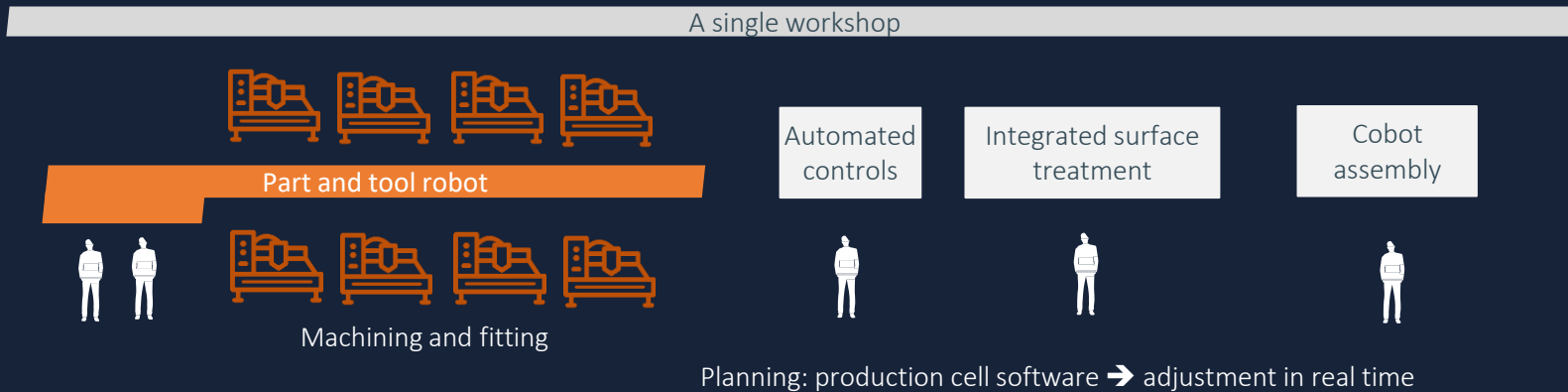
TARGET: operating profitability close to the French average in the medium term

Roll-out of Lean

Current procedure



LEAN format



GAIN IN TERMS OF OPEX + WCR = PAYBACK AFTER 3 YEARS

North America: main growth driver

COMPETITIVE ADVANTAGES

- ➔ Enough critical mass to be consulted by the biggest contractors
- ➔ High-performance production facilities
- ➔ Local positions since 2014
- ➔ A dedicated sales team
- ➔ Proven European know-how



OBJECTIVES

- ➔ New contract wins to double the revenue we generate with North American clients
- ➔ Profitability levels that will not dilute the Group margin
- ➔ A diversified client base and natural \$ hedging
- ➔ Involvement in Boeing's new programme (via Tier 1 suppliers or directly)

A transition year

Our financial statements will be impacted by the following one-offs

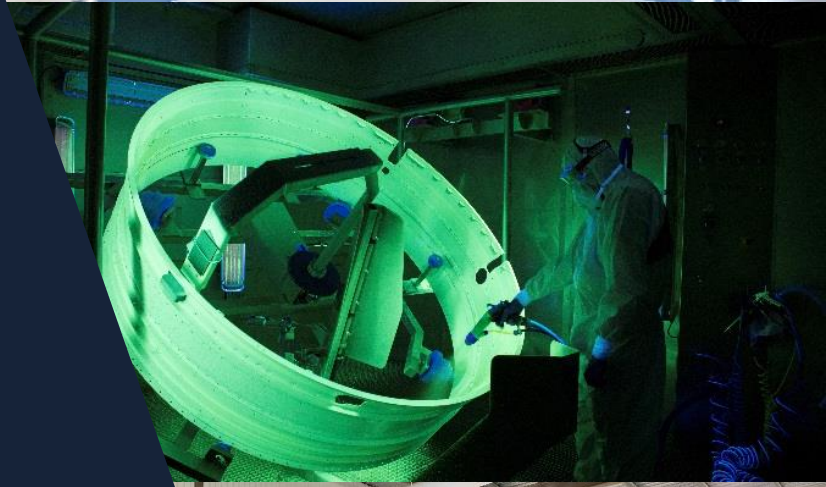
- ➔ The crisis surrounding the 737 Max, with production rates falling short of expectations and production being terminated completely in Q4
- ➔ New contracts (MHI, Bombardier, Triumph, Embraer, Rolls Royce) in the process of ramping up
- ➔ Delayed certification of the Boeing 777X, for which OPEX and CAPEX commitments have already been made
- ➔ A recent downward revision to B787 production rates
- ➔ Operational adjustments relating to the ramp-up of the A350
- ➔ Discontinuation of the A380 and CRJ, resulting in capacity under-utilisation and incurring reorganisation costs
- ➔ Capex still high but set to decrease considerably as from next year (by 30% to 40% over a full year) under the 2021/24 plan

Impact of the 737 Max

- | Our exposure to Safran's LEAP engine via the A320 Neo and B737 Max corresponded to 6% of revenue at March 2019
- | We have majority exposure to the 737 Max as Safran has a market share of 100% whereas our exposure is shared when it comes to the A320 Neo
- | Our March 2020 budget assumed growth in the A320 Neo but also in the 737 Max, with production returning to 52/aircraft per month as of our Q3 (to end-December) (Q4 for Safran and Boeing) versus 42 aircraft/month announced by Boeing
- | As a result, our exposure to the 737 Max will not grow in financial year 2020 and the decision taken by Boeing on 16 December to discontinue production in Q1 2020 will already affect our financial year ending March 2020
- | We estimate the impact at several million euros of revenue and will lead to capacity under-utilisation, thereby eroding our EBITDA
- | FIGEAC AÉRO is in the process of taking all measures possible to mitigate the impact

2019/20 H1 RESULTS

*Accounts currently being audited.
The accounts will be approved by the Board of Directors at their meeting on 31/12/2019*



H1 2019/20: revenue and current EBITDA bridge

- Revenues increased by **+11.1%** (+8.4% like-for-like)
- Growth was driven by **new contracts** won in a struggling Aerostructures market
- The B737 MAX crisis had already affected our H1 performance
- Still healthy margins with a current EBITDA margin¹ penalised by a flat aerospace market
- IFRS 16** impact: +€953k on current EBITDA
- At constant scope and exchange rates, the current EBITDA margin was 16.8% of revenue at **€36.7m**

¹ Current EBITDA = current operating income + depreciation and amortisation + net provisions - Before the breakdown of R&D expenses capitalised by the Group by type

² Oil & Gas, Mechanical Engineering, Surface Treatment and Assembly



Revenue and profitability by **division**

AEROSTRUCTURES

€k	H1 2018/19	H1 2019/20	chg	lfl chg
Revenue	174,732	196,080	12.2%	9.20%
Current EBITDA	34,663	36,548	5.4%	-0.7%
Margin	19.8%	18.6%		

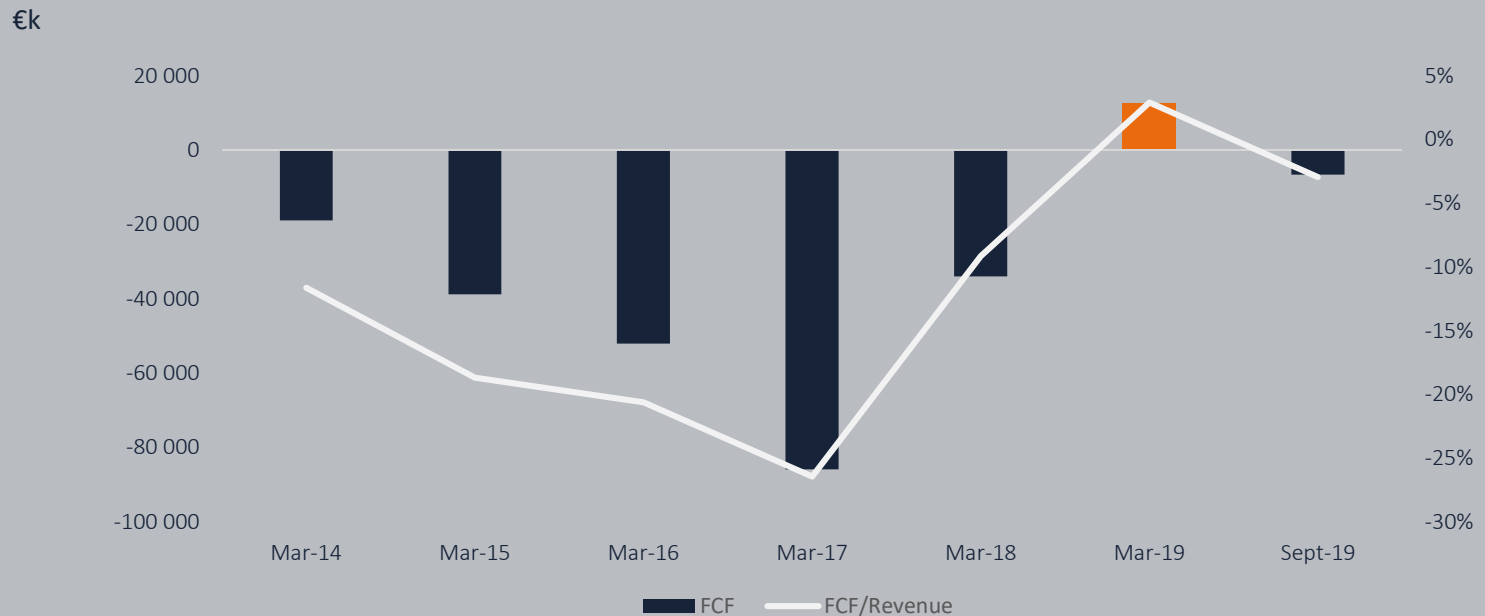
- | The margin decline reflects a slowdown in long-standing contracts on account of a challenging Aerostructures market (slower production rates, programmes discontinued, etc.) and the Group thus plans to adjust its cost base accordingly
- | New contracts are fuelling the Group's growth momentum but are still in the ramp-up phase as far as profitability is concerned
- | IFRS 16 impact: +€739k on current EBITDA

OTHER ACTIVITIES¹

€k	H1 2018/19	H1 2019/20	chg	lfl chg
Revenue	27,286	28,403	4.10%	3.10%
Current EBITDA	2,032	2,393	17.7%	12.2%
Margin	7.4%	8.4%		

- | Revenue driven mainly by the Surface Treatment business and by demand from the oil sector
- | Sharp improvement in profitability, but still inadequate
 - ➔ Action plans under way to greatly improve the margin in the medium term (synergies with Aerostructures, selective approach to contracts, productivity gains)
- | IFRS 16 impact: +€213k on current EBITDA

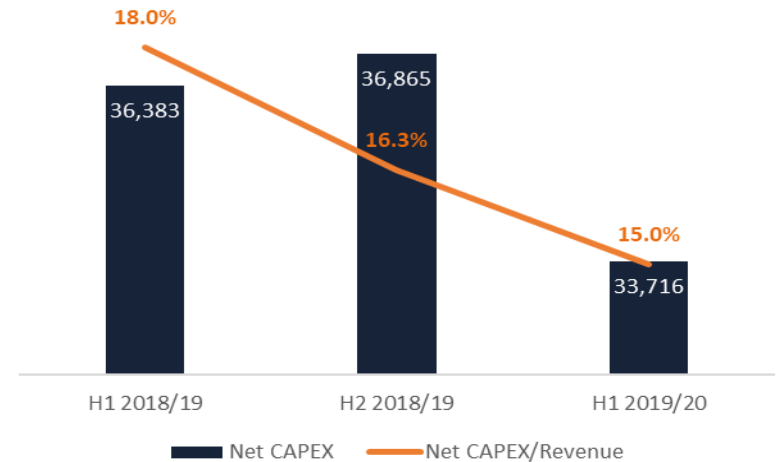
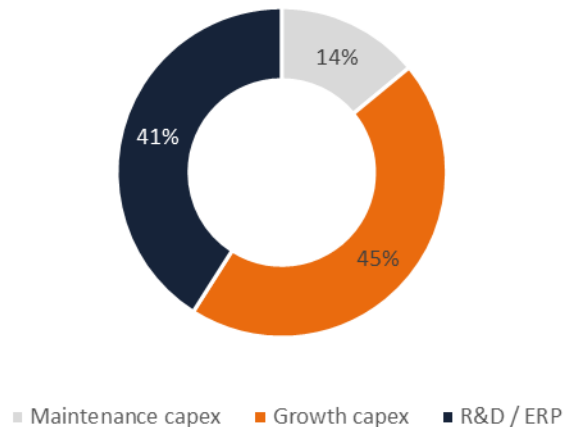
Temporary dip in FCF in a transition year



- | A transition year taking a toll on our margin
- | Capex still high but set to decrease considerably over the coming years
- | WCR satisfactory but will improve further

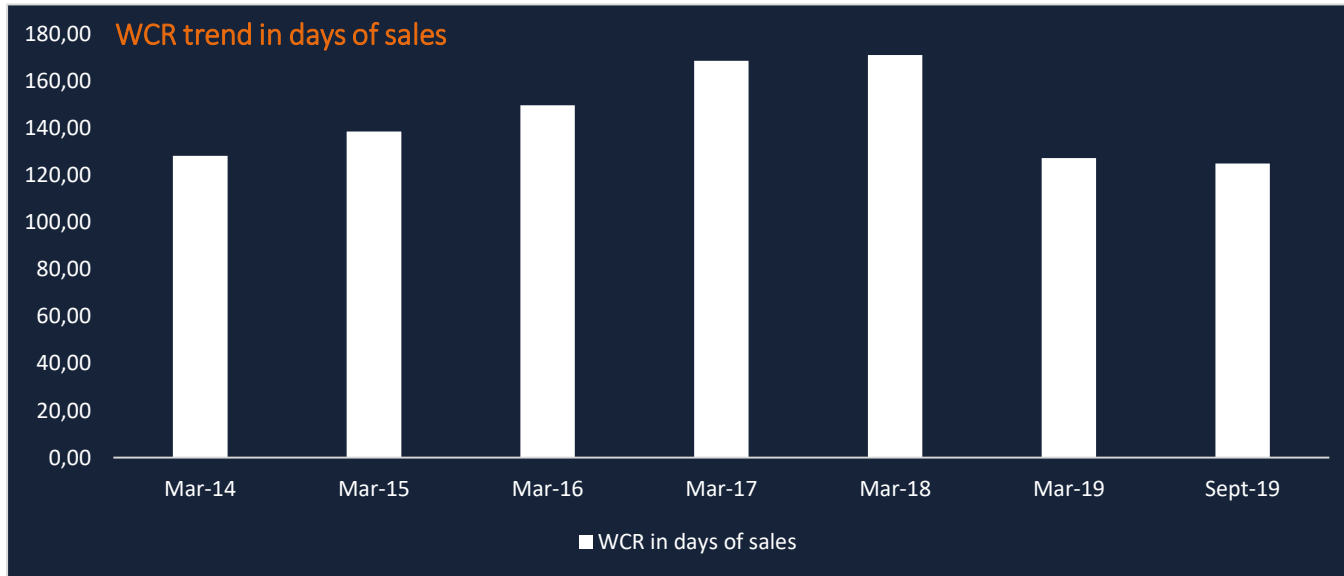
Capex trend

Distribution of CAPEX at September 2019



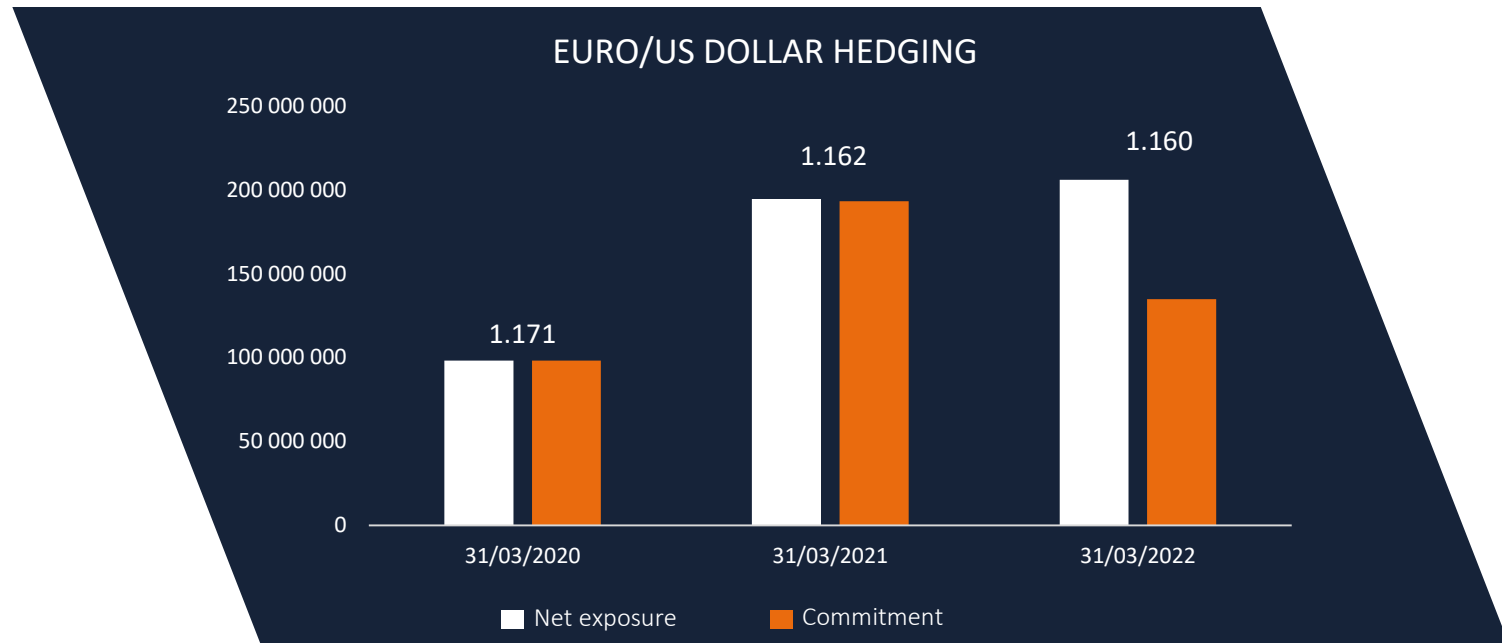
- | Capex still substantial in H1 to fuel our rapid growth, but lower as a percentage of revenue compared with the previous year
- | Capex will decrease considerably as from next year and will already be lower in H2
- | Substantial R&D and introduction of the ERP to remain competitive and support our growth

WCR: scope for improvement identified



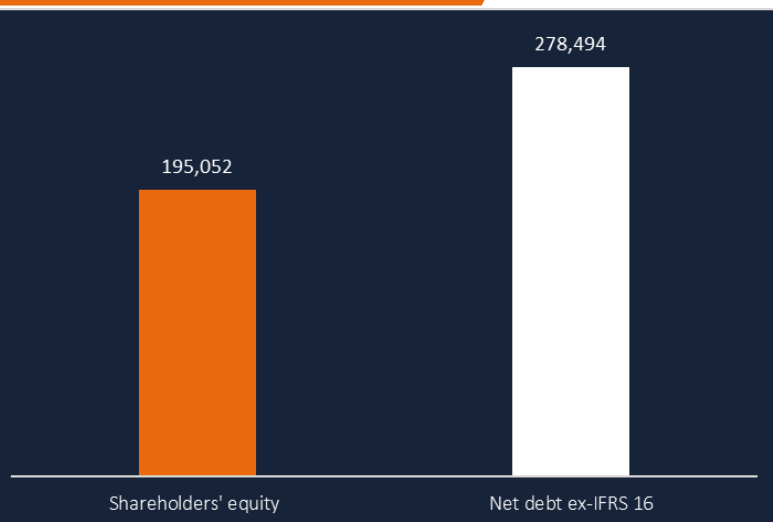
- | WCR has tended to increase over the years
- | A reduction of **2 days of sales**
- | Amid **rapid growth**
- | Still lots of **scope for improvement**

€/\$ hedging



- | 2020 and 2021 are 100% hedged, 2022 is 65% hedged
- | Increasing the share of the cost base that is in \$ or best-cost
- | Considering dollarising our funding
- | Derisking towards the supply chain (dollarisation of procurements)

Balance sheet



Debt incurred as a result of the Group's development

A Net Debt¹/Current EBITDA ratio of 3.7x

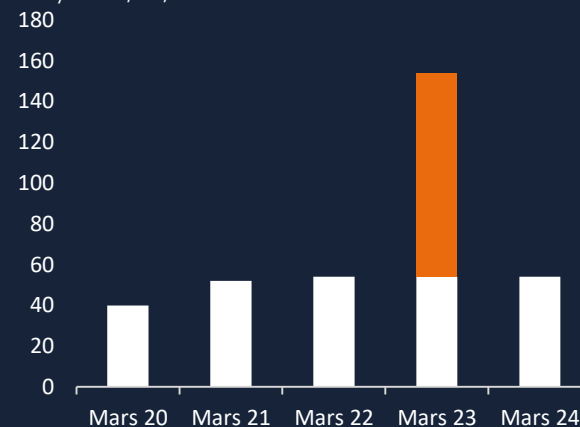
The cost of debt is low and largely hedged at fixed rates

H1 2019/20: IFRS 16 impact of +€8.4m

Instalment debt except for the
€100m convertible bond maturing in October 2022

Credit lines renewed regularly

Debt maturity at 30/09/19 - €m



¹ Excluding financial liabilities not bearing interest and excluding the IFRS 16 impact

2021/24: heading towards lasting financial strength

- | Improving ROCE to reduce debt
- | Tighter budget control
 - Hiring from the automotive sector
 - Monitoring returns on new business more closely
 - Assessing the ramp-up phases for new contracts more effectively
 - Applying strict ROCE criteria to new contracts
- | Enhancing the Group's financial culture and promoting awareness of financial issues among employees

Aiming to reduce debt

IMPROVEMENT IN ROCE

WCR gain
High profitability
Reduced capex (absolute and % of revenue) at current scope and based on faster growth than the market

PORTFOLIO REVIEW

Disposals are not to be ruled out if measures taken fail to pay off

TARGET for March 2024: Net Debt/EBITDA of 2.5x at constant exchange rates

Simplified income statement

€k IFRS	30/09/18	30/09/19	Chg.	Lfl chg.
Revenue	202,018	224,483	11.1%	8.4%
Current EBITDA ¹	36,695	38,941	6.1%	-
<i>Current EBITDA¹/Revenue</i>	18.2%	17.3%		
Current operating income	16,990	13,649		
<i>Current operating margin</i>	8.4%	6.1%		
Other operating income	511	406		
Other operating expenses	(322)	(1,502)		
Operating income	17,179	12,553		
Cost of net financial debt	(4,636)	(4,828)		
Realised currency gains & losses	(289)	(5,681)		
Unrealised gains & losses on fin. instr.	(387)	(4,116)		
Other financial income and expenses	(198)	(50)		
Income tax	(2,673)	1,541		
Share of net income of equity affiliates		(47)		
Net income adjusted for unrealised effects	10,187	2,260		
Net income (loss)	8,996	(628)		
Net income, group share	9,168	(636)		

- Revenue growth in a challenging market
- Current EBITDA affected by a slowdown in long-standing contracts and by new contracts still in the process of ramping up
- IFRS 16 impact: +€953k on current EBITDA

¹ Current EBITDA = current operating income + depreciation and amortisation + net provisions - Before the breakdown of R&D expenses capitalised by the Group by type, i.e. €2,660k at 30/09/2018 and €2,920k at 30/09/2019

Simplified cash flow statement

€k IFRS	31/03/19	30/09/19
Cash flow before cost of financial debt and taxes	63,937	32,112
Change in working capital requirement	21,698	(5,029)
WCR in days of net sales	127	125
Net cash flow from operations	85,635	27,083
Net cash flow from investing activities	(73,248)	(33,716)
FREE CASH-FLOW	12,387	(6,633)
Scope effects	(2,640)	-
Acquisitions or disposals of treasury shares	(1,969)	(1,717)
Change in borrowings and repayable advances	28,403	12,538
Net cash flow from financing activities	26,434	10,821
Change in cash position	36,181	4,188
Net cash position	72,951	77,519

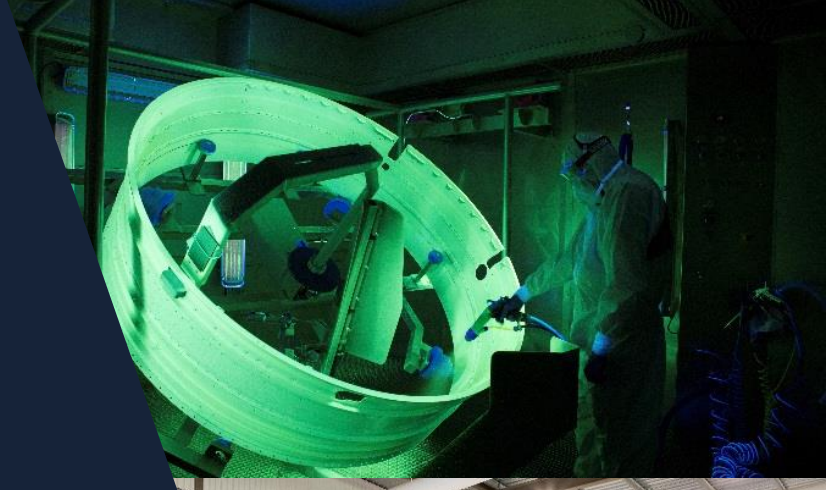
- Free cash-flow temporarily affected by a deferred payment (VAT and Research Tax Credit) to the tune of €6m
- Cash generation affected by the margin and by high net investments, although such spending will decrease considerably over the coming years
- The Working Capital Requirement is improving further as measured in days of sales

Simplified balance sheet

€k - IFRS	31/03/2019	30/09/2019
Fixed assets	331,110	342,679
Other non-current assets	52,630	69,981
Inventory	178,272	186,930
Other current assets	126,031	105,050
Cash and cash equivalents	122,418	119,933
TOTAL ASSETS	810,462	824,573
Shareholders' equity	198,323	195,052
Non-current financial liabilities	294,036	309,707
Non-current liabilities	66,198	74,191
Short-term financial liabilities	49,467	42,415
Current portion of financial liabilities	36,006	49,209
Debt not bearing interest	17,792	17,624
Repayable advances	5,154	5,495
Current liabilities	143,487	130,880
TOTAL LIABILITIES	810,462	824,573

| IFRS 16 impact +€8.4m on debt

OUTLOOK



Moving forward with our strategy

EUROPE: MAINTAIN OUR CRITICAL MASS

- Maintain our leading position in anticipation of new programmes
- Gain market share in selected areas
- Continue to develop our business in hard metals and engine parts

AMERICAS: GROWTH DRIVERS

- Win new contracts to double the revenue we generate with North American clients**
- Make the most of the group's highly-specialised areas of expertise to win new business on ongoing programmes
- Take up positions on the new Boeing programme
- Diversify our client base and reduce our exposure to currency risk

BEST COST: A LEVER TO BECOME MORE COMPETITIVE

- Pursue technology transfer (manufacturing IP)
- Increase our specialisation in small parts
- Enhance vertical integration with our partners (clients, suppliers of commodities and special treatments)

Outlook for March 2020

- | The year will be penalised by production rates on certain programmes, but revenue growth will nonetheless outperform the sector thanks to new contracts
- | Current EBITDA will hold steady and free cash-flows will be kept under control over the year pending gains to be generated by the 2021/24 business plan, the maturity of new contracts and our efforts to adjust to certain temporary factors relating to the Aerostructures market

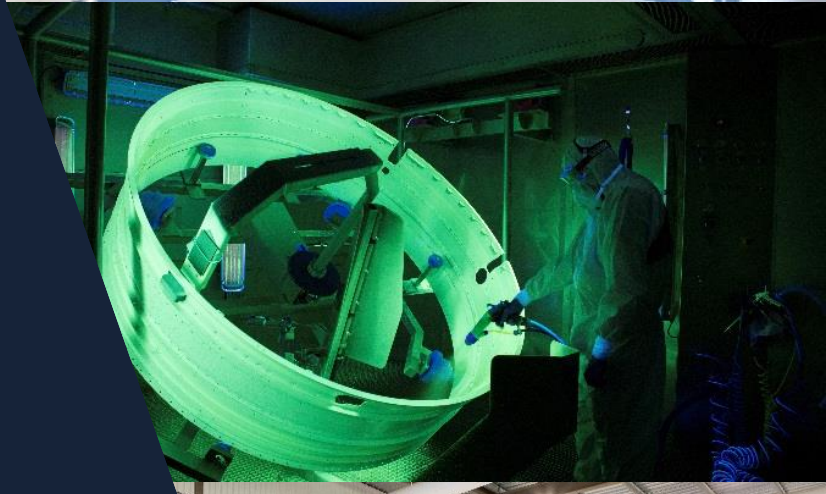


Financial targets for March 2024

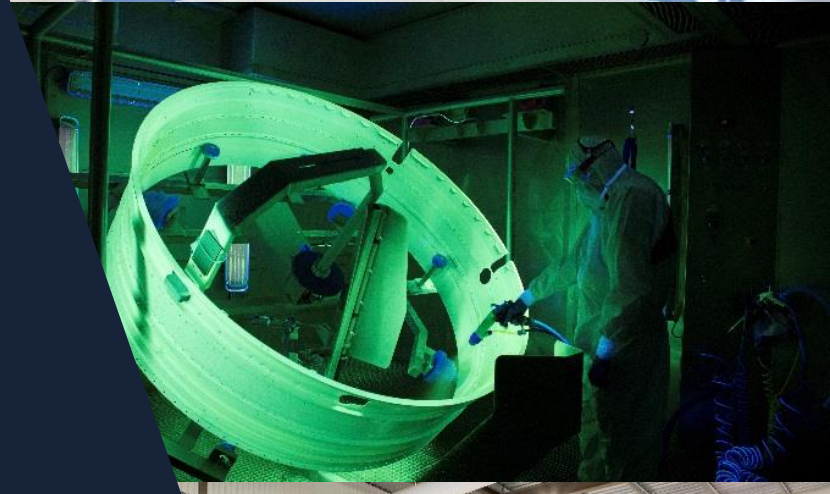


- 1 Return on capital employed after tax: current operating income - taxes / total intangible and tangible fixed assets + working capital requirement*
- 2 Current EBITDA: current operating income + depreciation and amortisation + net provisions - Before the breakdown of R&D expenses capitalised by the Group by type*

Q & A



APPENDICES

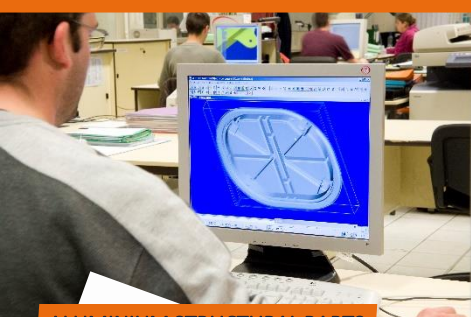


Business model and competitive advantages

OUR BUSINESS MODEL

Consulted on aluminium or hard metal “build to print” parts by our customers (Airbus, Boeing, Safran, Bombardier, etc.)	Critical mass which means we can be consulted on increasingly large work packages and face ever less competition - hit ratio of 15%
Sales staff	Strong footholds in regions that are crucial to the sector. 10 sales reps in the USA
Pricing: sales support (quantification), budget control (ROCE), industrial blueprint (selection of sites and validation of feasibility by the process engineers)	A dominant industrial footprint Innovation / close client relations / best cost / vertical integration
Approved by the Executive Committee	An experienced and stable management team (averaging 20 years of experience)
Critical industrialisation/certification phase Complexity of parts/capex required +/- financing by the client (client relations)	Manufacturing IP and process engineers with renowned expertise in programming machines and developing proprietary tooling equipment
Mass production - contracts are cash-positive after 6 to 36 months depending on capex and WCR investments Volume and productivity gains are crucial to offset price renegotiations	A dominant industrial footprint Innovation / close client relations / best cost / vertical integration
Deliver on time and with the requisite quality	Target: On Time Delivery > 98%

From industrialised production to finished products



ALUMINIUM STRUCTURAL PARTS



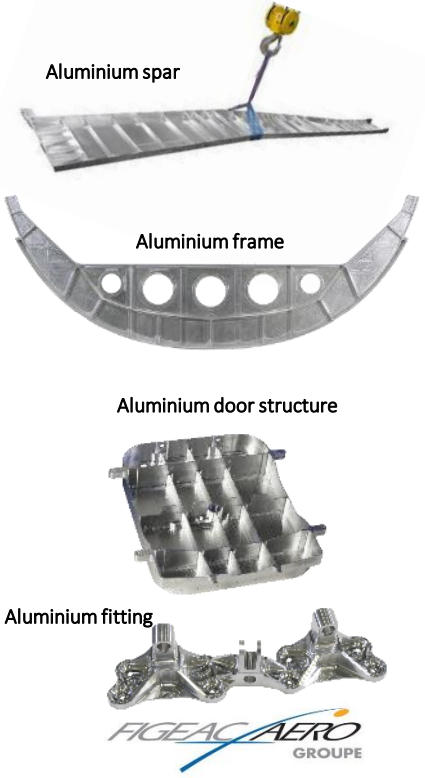
ENGINE AND PRECISION PARTS



HARD METAL STRUCTURAL PARTS



SHEET METAL PARTS

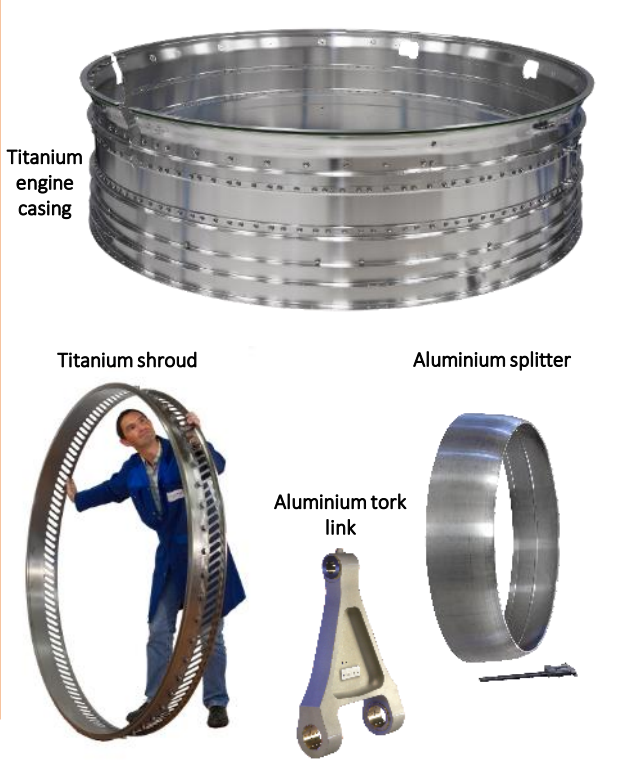


Aluminium spar

Aluminium frame

Aluminium door structure

Aluminium fitting



Titanium engine casing

Titanium shroud

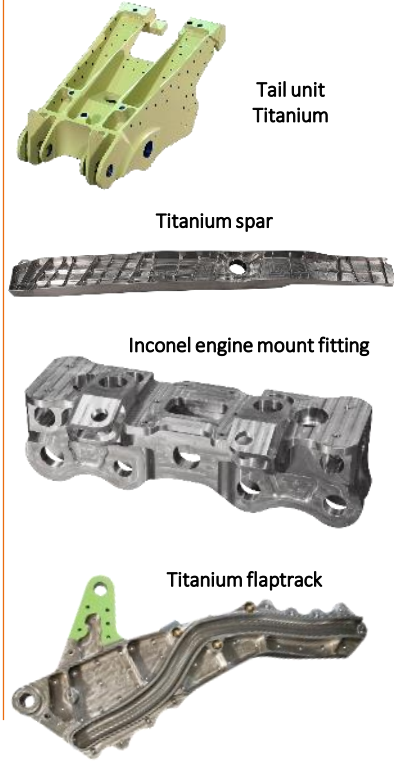
Aluminium splitter

Aluminium tork link

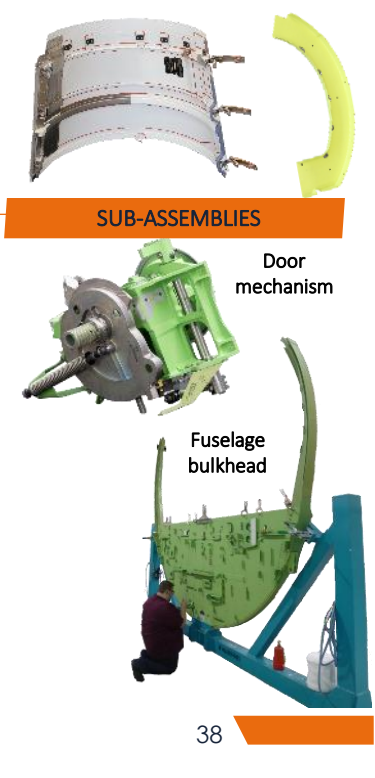
Titanium spar

Inconel engine mount fitting

Titanium flaptrack



Tail unit
Titanium



SUB-ASSEMBLIES

Door mechanism

Fuselage bulkhead

Involved in various fields

FUSELAGE

- Assembled floors
- Frames
- Floor beams
- Seat rails
- Bulkheads
- Access doors
- Rupture discs
- Seat fasteners
- Beams

WING

- Spars
- Ribs
- Wing panels
- High-lift devices
- Flaptracks
- Fittings
- Doors

VERTICAL AND HORIZONTAL STABILISER

- Spars
- Ribs
- Tail unit panels
- Assembly of tail unit structures

COCKPIT

- Window frames
- Centre pedestal and side console

LANDING GEAR

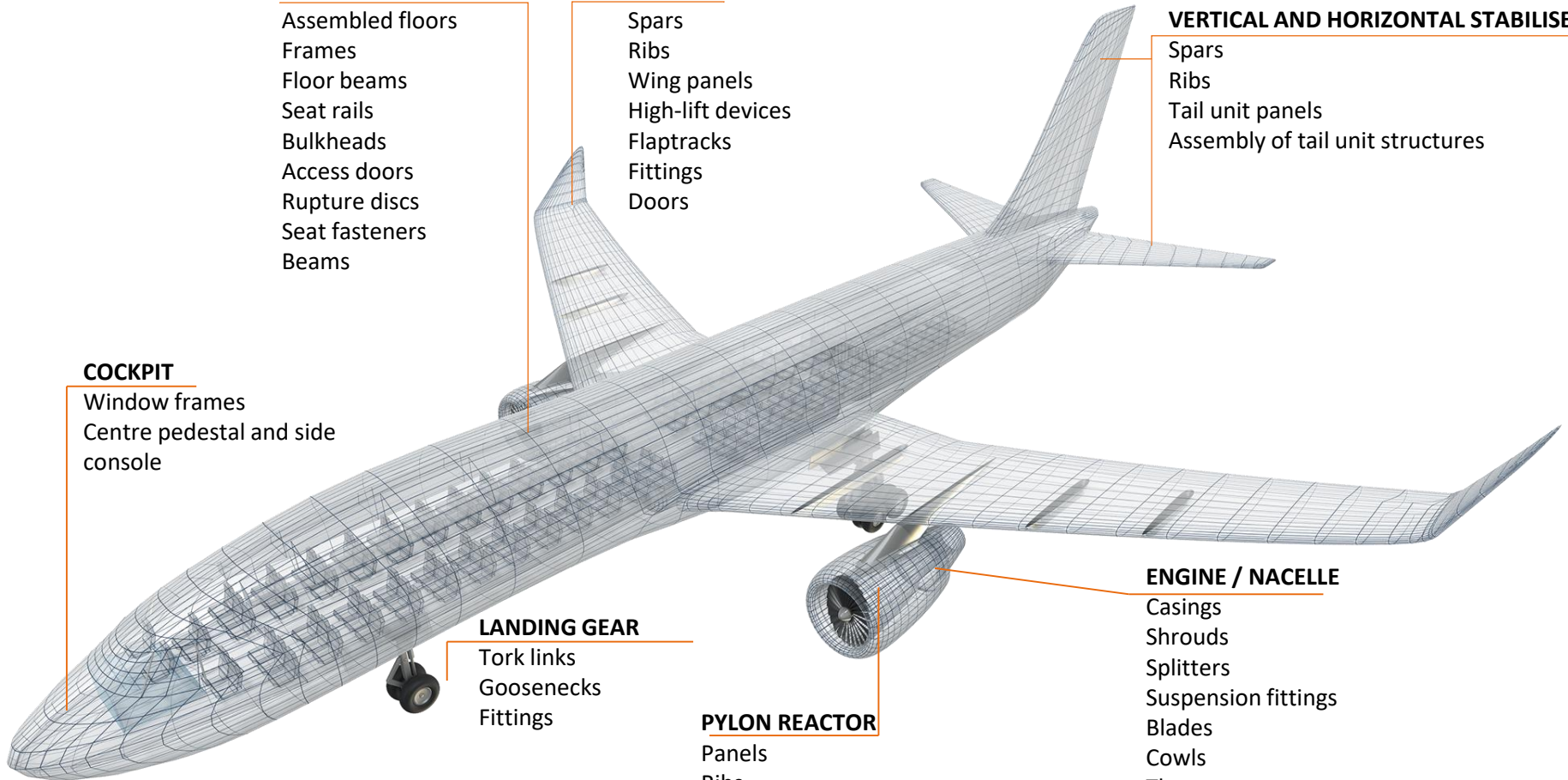
- Tork links
- Goosenecks
- Fittings

PYLON REACTOR

- Panels
- Ribs
- Assembly of pylon reactors
- Wing mount fittings
- Engine mount fittings

ENGINE / NACELLE

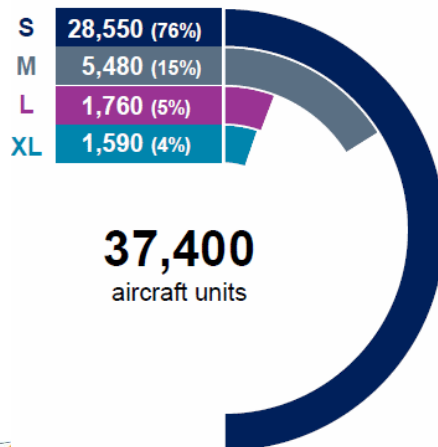
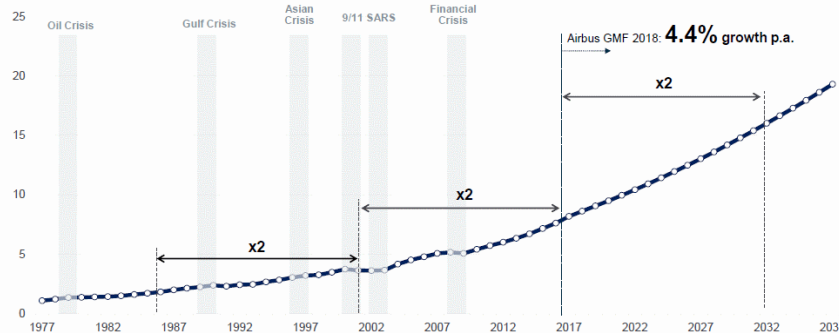
- Casings
- Shrouds
- Splitters
- Suspension fittings
- Blades
- Cowls
- Thrust reversers
- De-icing panels
- Beams
- Frames



A dynamic aerospace market

Growth in air traffic

Traffic has proven to be resilient to external shocks and doubles every 15 years
World annual traffic (trillion RPKs)



Air traffic is expected to grow by more than 4% per year

In 2037, 85% of the population of emerging countries will fly versus just 30% in 2017

Aircraft manufacturers still have very solid backlogs:

- Airbus: ~7,500 aircraft
- Boeing: ~5,500 aircraft

Positioned at the heart of the value chain...

(ENGINE) EQUIPMENT MANUFACTURERS



THE POWER OF FLIGHT

AIRCRAFT MANUFACTURERS



SUB-CONTRACTORS

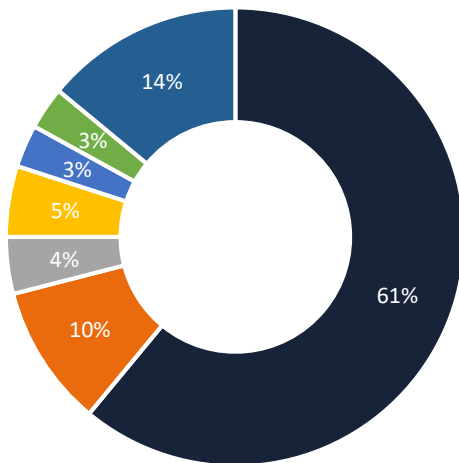


SUB-ASSEMBLERS



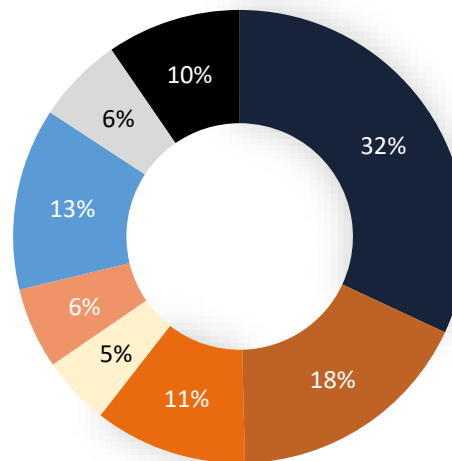
Involved in all the main aircraft programmes

Backlog¹
€2.8bn



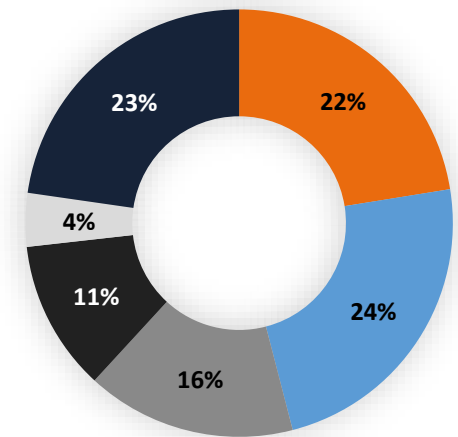
- Airbus
- LEAP
- Boeing
- Bombardier
- Embraer
- Other engines
- Other aerostructures

Revenue per programme²



- A350
- A320
- Other Airbus programmes
- Boeing programmes
- LEAP
- Other aerostructure programmes
- Other engine programmes
- Other

Revenue per client²



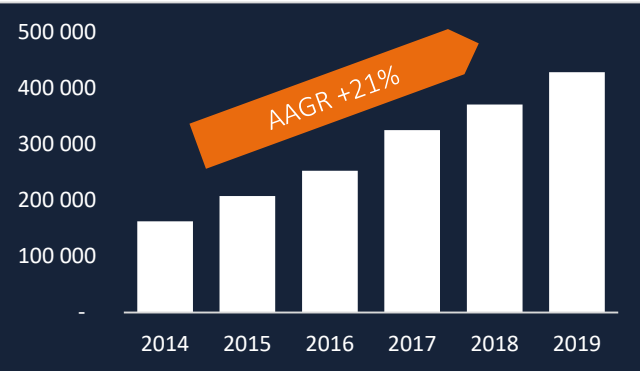
- STELIA
- AIRBUS
- GRUPE SAFRAN
- SPIRIT France
- LATECOERE
- Other clients

1 On the following bases: 7 years, €/\\$ exchange rate of 1.18 and aircraft manufacturers' production rates to date

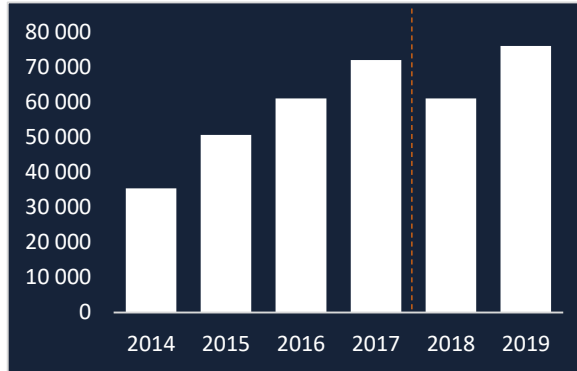
2 Revenue at 31 March 2019

Our key indicators

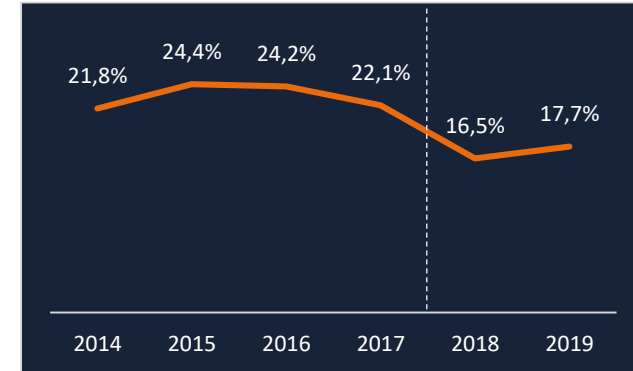
Revenue in €k and growth rate



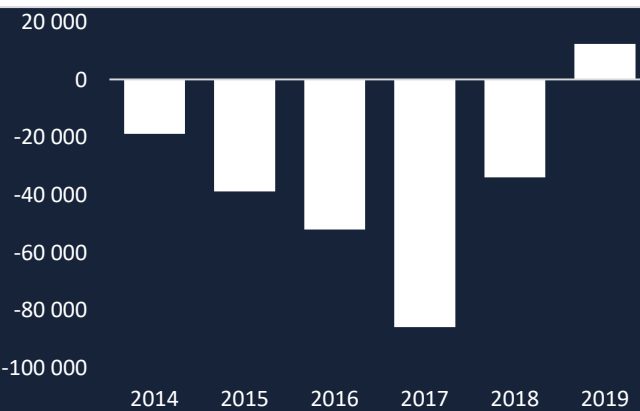
Current EBITDA in €k
IFRS 15 starting from 2018



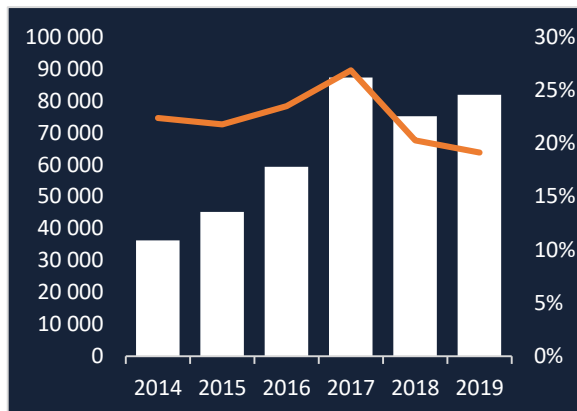
Current EBITDA margin
IFRS 15 starting from 2018



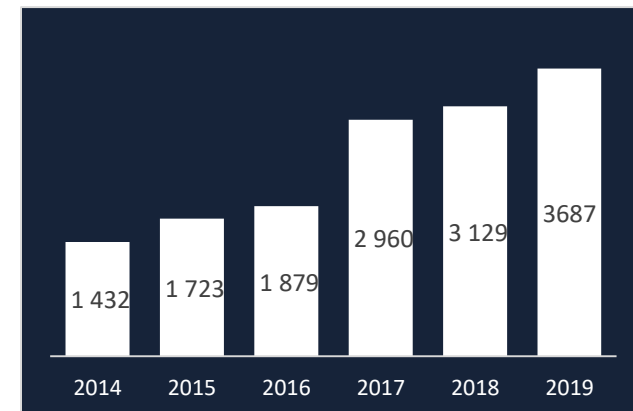
FCF in €k



Capex in €k and
Capex as % of revenue








Workforce



Our facilities



-  FIGEAC-AERO FACILITIES
-  FIGEAC-AERO SUBSIDIARIES
-  FIGEAC-AERO SALES OFFICES
-  FIGEAC-AERO FUTURE FACILITIES
-  TO BE DEFINED



14 plants



6 countries



3,700 employees



>350 machines

An experienced and stable management team

Jean-Claude MAILLARD
Chairman and Chief Executive
Officer
35 years of experience in
aerostructures
Founded the Group in 1989

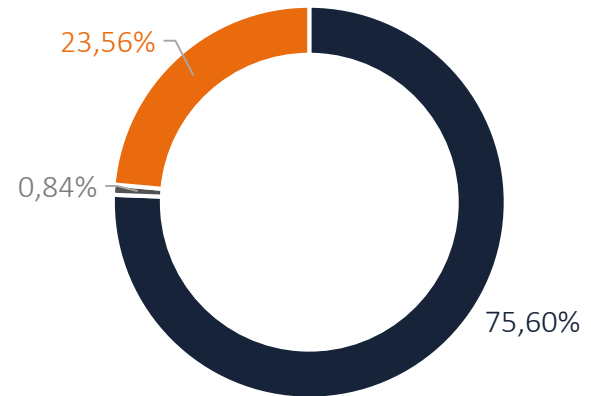
Didier ROUX
Deputy Chief Executive Officer
20 years of experience
in operational roles
within the Group

Thomas GIRARD
VP Sales & Marketing Group
15 years of experience
within the Group – previously Head
of Procurement and the Supply
Chain

Joël MALLEVIALE
Chief Financial Officer Group
25 years of experience
within the Group

Capital shareholding structure and share price

Capital ownership at 30/09/2019



■ MAILLARD family ■ Treasury shares ■ Free float

Agenda

2019/20 third quarter revenue: 4 February 2020

2019/20 full-year revenue: 26 May 2020

2019/20 full-year results: 7 July 2020

Figures are released at the market close

- | **Number of shares:** 31,839,473
- | **ISIN code:** FR0011665280
- | **Ticker symbol:** FGA
- | **Market:** EURONEXT compartment B



Stock performance





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