

A close-up, low-angle shot of a jet engine fan, showing the curved blades and the central hub. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the metallic texture and the radial symmetry of the fan.

# FY 2024 GROUP RESULTS

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March 31<sup>st</sup>, 2025





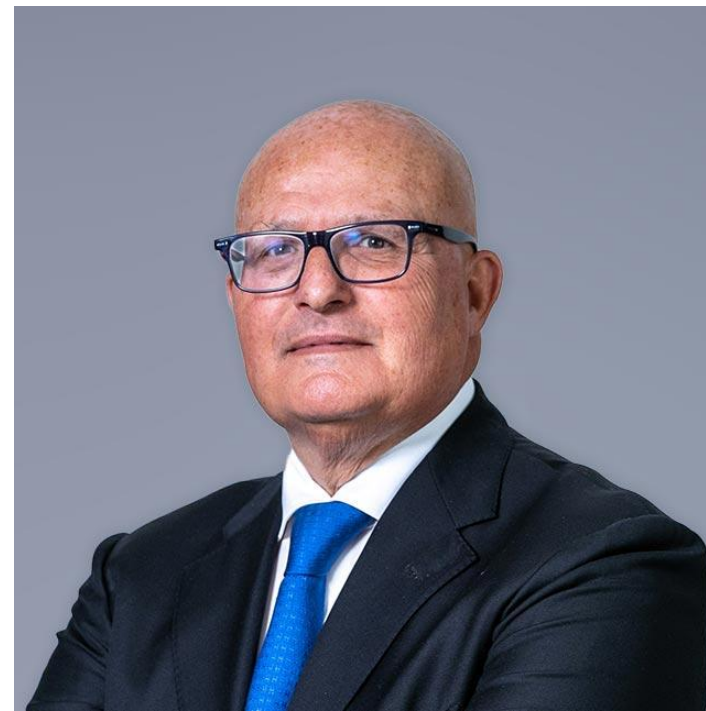
# Agenda

- Group Overview
- Performance Highlights
  - Financials – FY 2024
  - Strategy
- Key Takeaways



# TODAY'S SPEAKERS

## FULVIO SCANNAPIECO



### CO-FOUNDER & CHAIRMAN

- FOUNDED ALA IN 2009
- +40YRS IN THE A&D INDUSTRY

## ROBERTO TONNA



### CEO

- IN ALA GROUP SINCE 2019
- +20YRS OF INTERNATIONAL COMMERCIAL AND SUPPLY CHAIN MANAGEMENT IN THE A&D INDUSTRY

## RAFFAELE CARRIOLA



### CFO

- IN ALA GROUP SINCE 2011
- 12YRS OF EXPERIENCE IN THE A&D INDUSTRY



A close-up, low-angle shot of a jet engine turbine, showing the intricate, curved blades of the compressor and turbine sections. The lighting is dramatic, highlighting the metallic surfaces and the complex geometry of the engine components. The background is a deep blue, suggesting a clear sky.

# ALA

## GROUP OVERVIEW

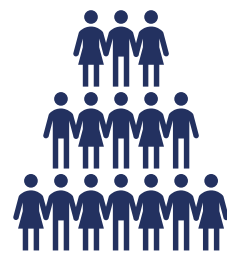


# AT A GLANCE | SUPPLY CHAIN INTEGRATOR

Years of Industry Experience

35+

650+ People across 19 Sites in 8 Countries



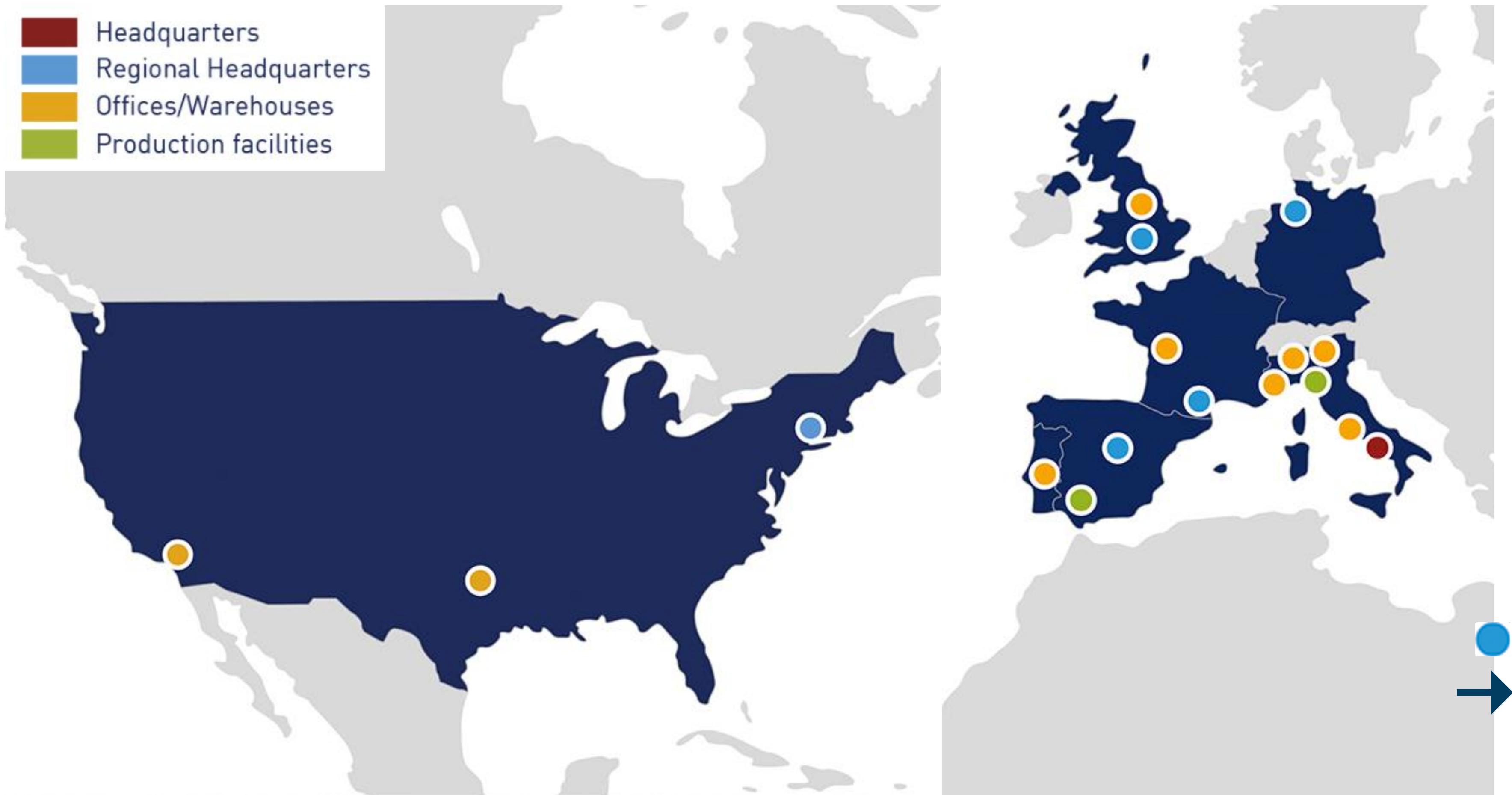
€291m  
2024 Value of Production



Non-Negotiable Quality Standards



ESG Commitment





# KEY INDUSTRIES SERVED

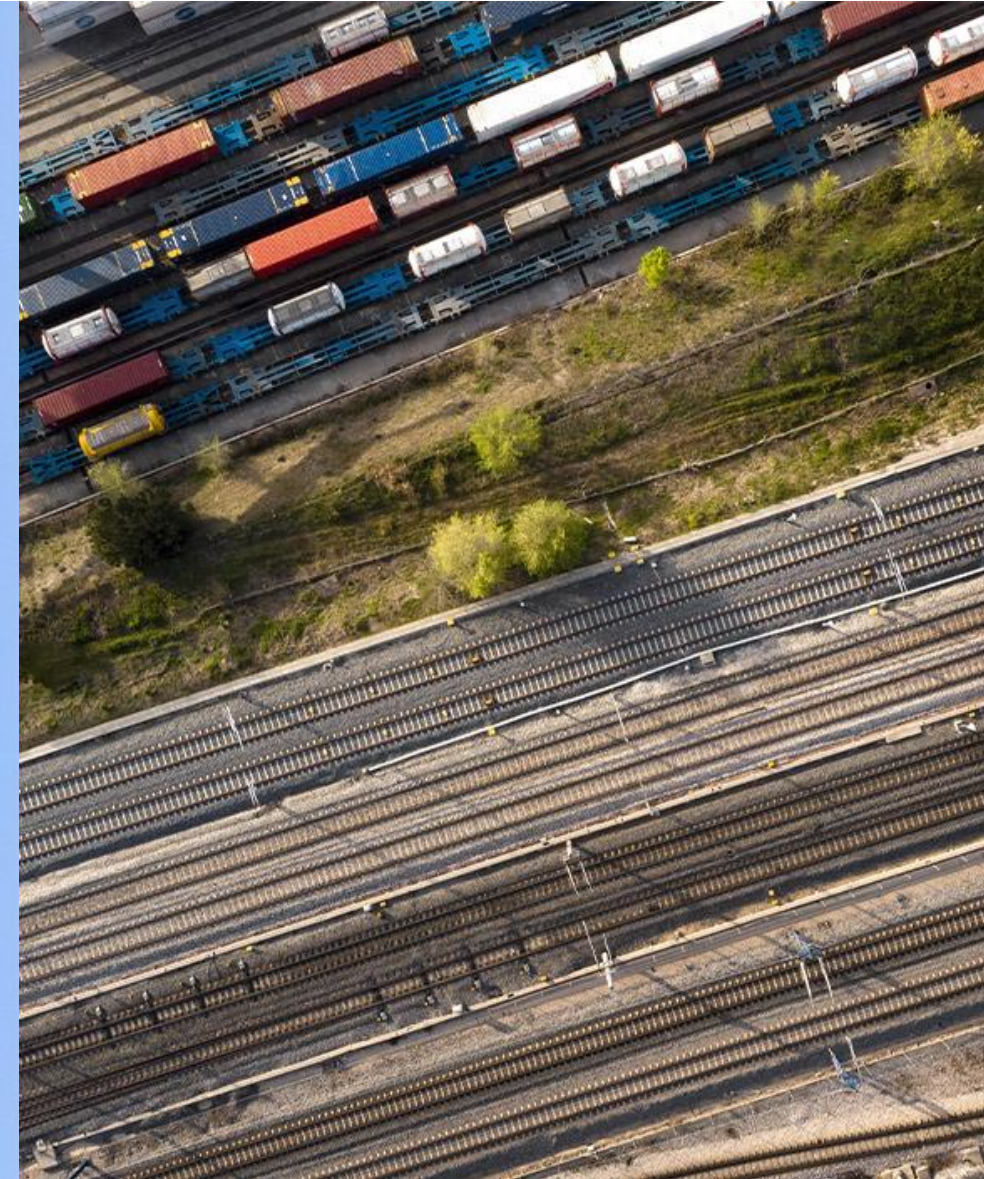
Aerospace



Defense



Rail



Space



Power Generation



- We are a long-term partner to many OEMs, MROs and Sub-Tiers in the global ***Aerospace & Defense*** industry.
- Our one-stop-shop range of ***Products, Services*** and ***Engineered Solutions*** is used to build and repair commercial and military aircraft, engines, equipment as well as ground vehicles, naval vessels and tactical systems.
- We also supply a wide range of solutions in support to both new production and maintenance requirements of ***Rail, Space*** and ***Power Generation*** applications.

OEM: Original Equipment Manufacturer; MRO: Maintenance, Repair & Overhaul.



A close-up, low-angle shot of a jet engine fan, showing the curved blades and the central hub. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the metallic texture and the complex geometry of the engine components.

**ALA**

**PERFORMANCE HIGHLIGHTS**

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# PERFORMANCE HIGHLIGHTS

-  Achieved third consecutive year of exceptional growth and continued international expansion. 2024 Value of Production and EBITDA were respectively 2.2x and 2.6x vs. 2021 actuals
-  Record set of key performance economic indicators, all showing double digit y-o-y improvements
-  Accelerated contribution from foreign subsidiaries, which now account for 51% of revenues and 42% of EBITDA
-  Delivered strong operational and commercial performance, with an exciting pipeline of new opportunities in high-potential markets
-  Extremely well positioned to continue to secure long-term success, with relentless focus on customer experience and shareholders value creation





**FINANCIALS - FY 2024**

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## SIGNIFICANT PERFORMANCE OF ALL ECONOMIC INDICATORS



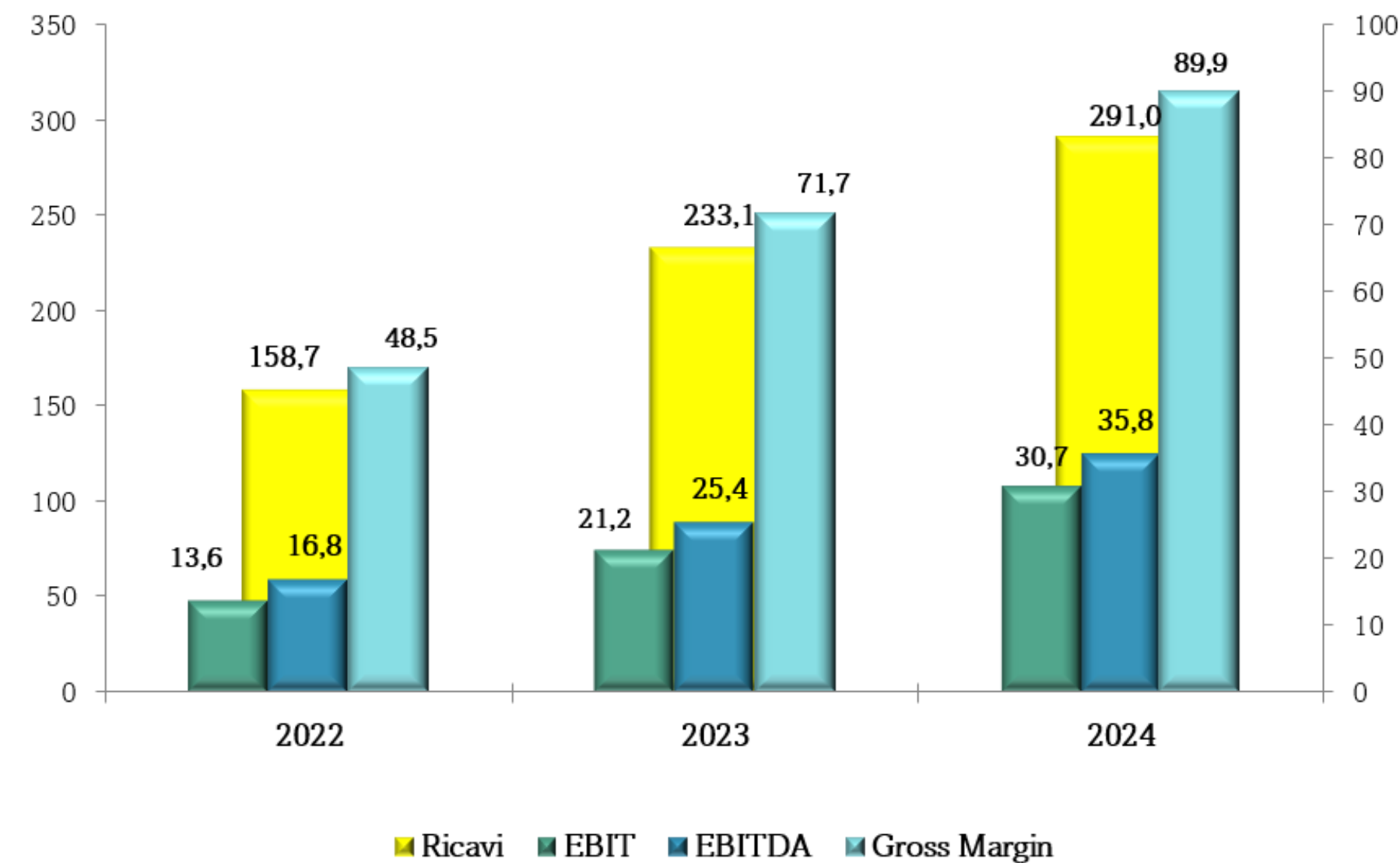


# TREND OF THE PROFITABILITY 2022 – 2024

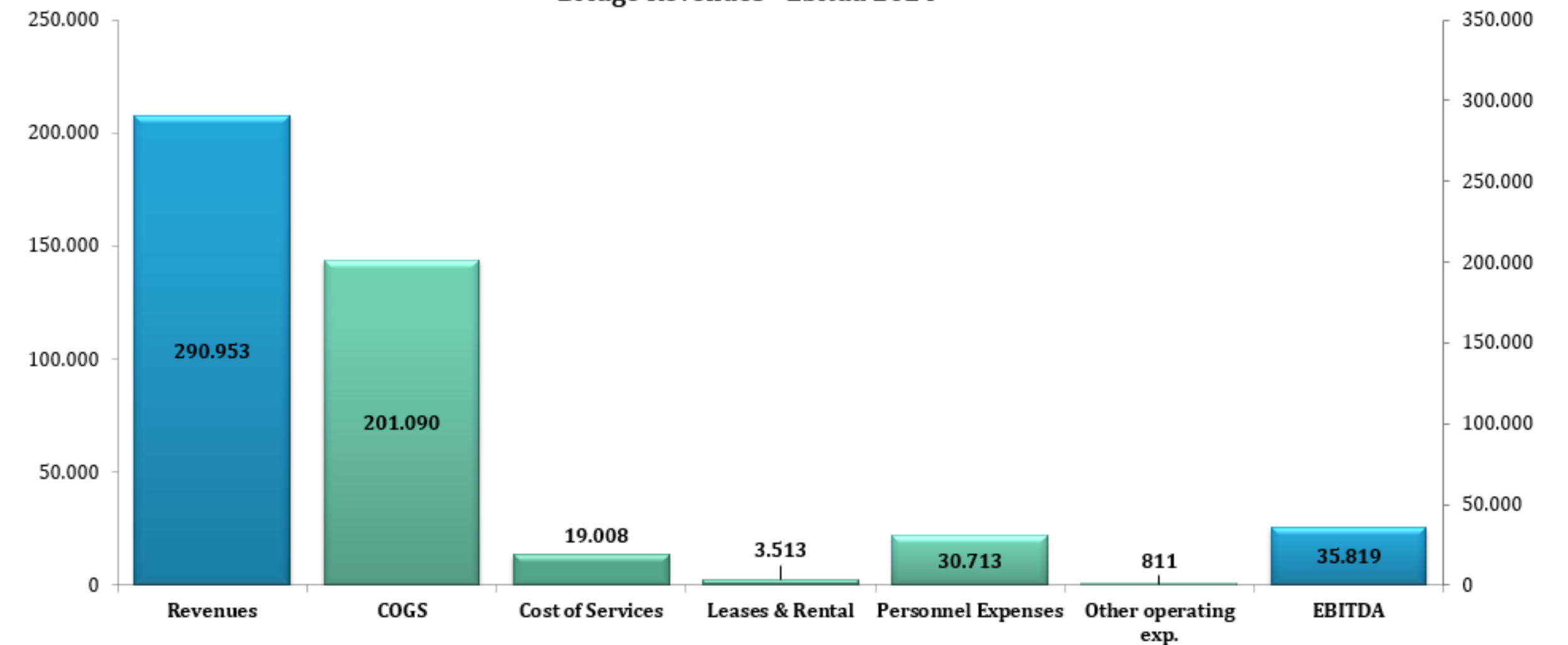
(VALUES IN EURO THOUSAND)



Revenues Ebitda Ebit 2022 - 2024

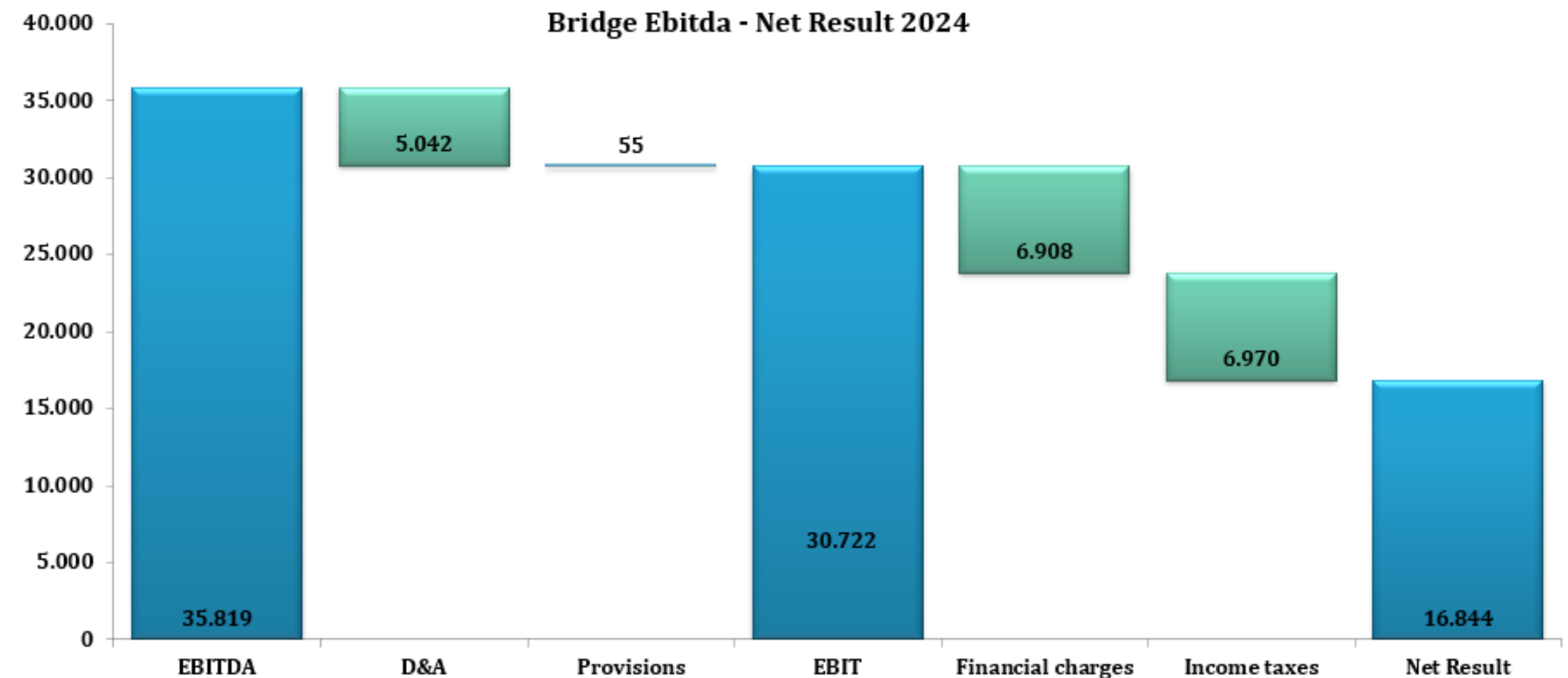


Bridge Revenues - Ebitda 2024



Main economics value	FY 2022	FY 2023	FY 2024
<b>Value of Production</b>	158,7	233,1	291,0
<b>Core Revenues</b>	155,3	229,6	288,9
Gross margin	48,5	71,7	89,9
Gross margin %	30,5%	30,7%	30,9%
<b>EBITDA</b>	16,8	25,4	35,8
EBITDA margin	10,6%	10,9%	12,3%
<b>EBIT</b>	13,6	21,2	30,7
EBIT margin	8,6%	9,1%	10,6%
<b>Net Income</b>	7,8	9,8	16,8
Net Income margin	4,9%	4,2%	5,8%

Bridge Ebitda - Net Result 2024

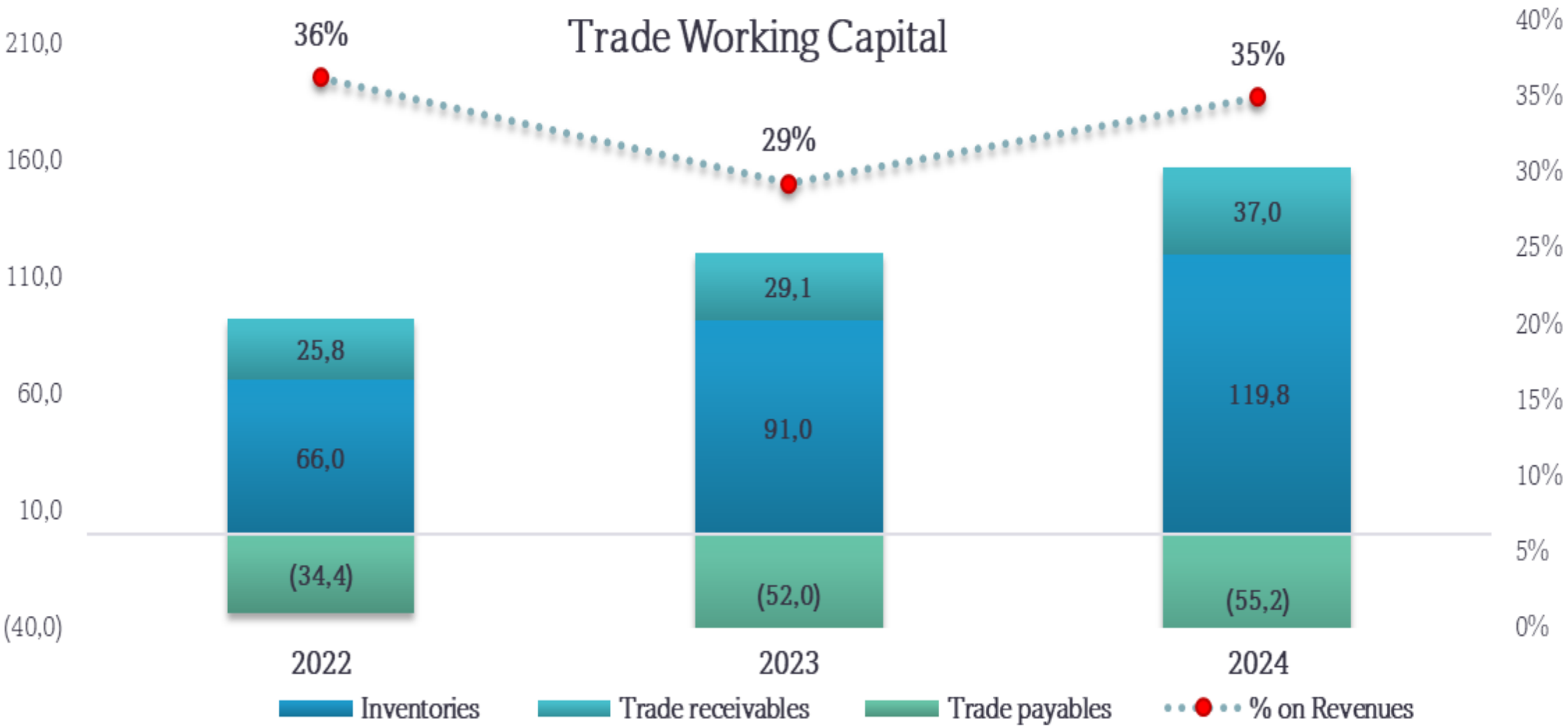
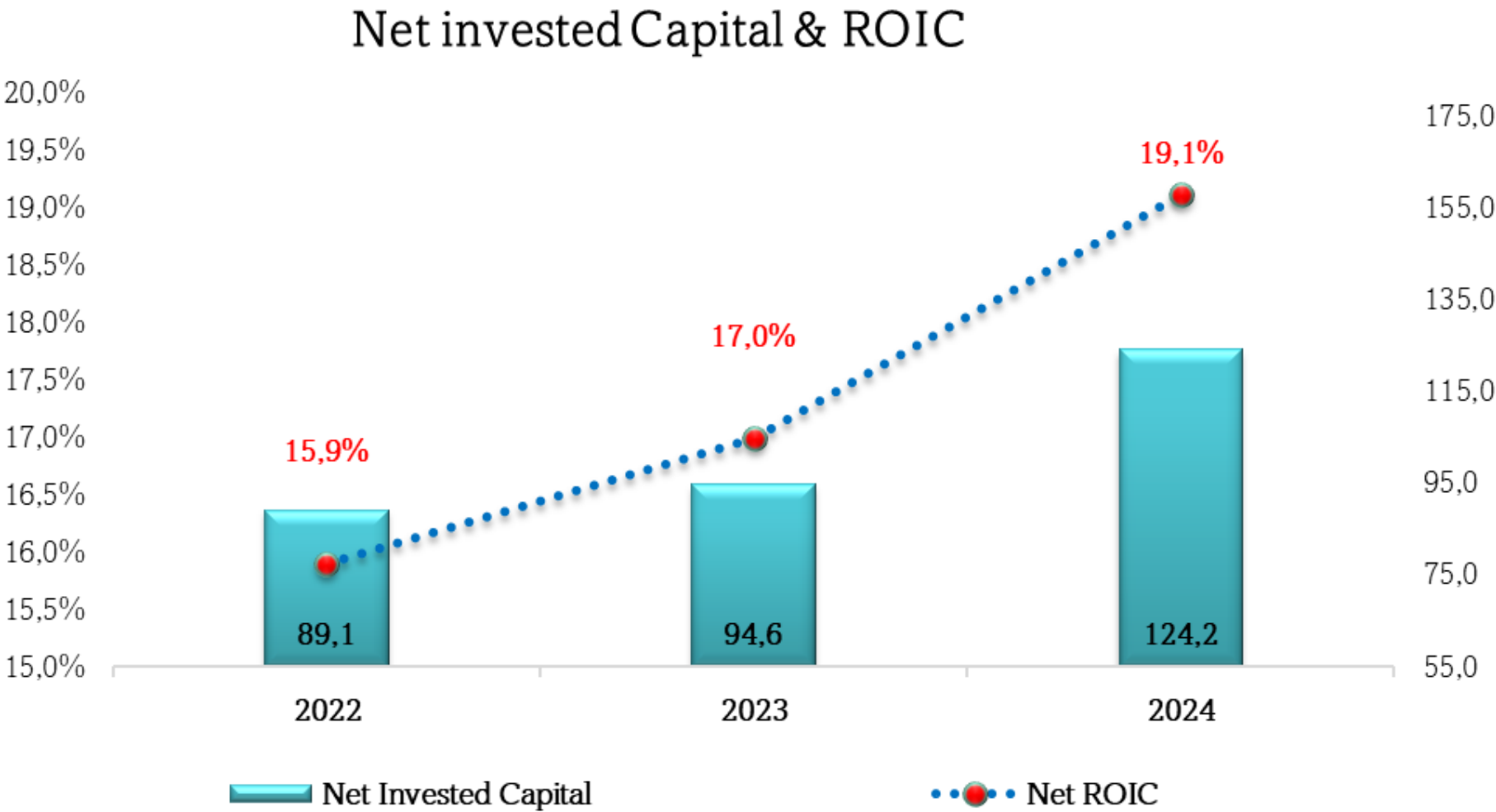




# FY 2024: FINANCIAL TRENDS

Indices	2022	2023	2024
Net Invested Capital	89,1	94,6	124,2
Ebit-taxes	14,2	16,1	23,8
Net ROIC	15,9%	17,0%	19,1%

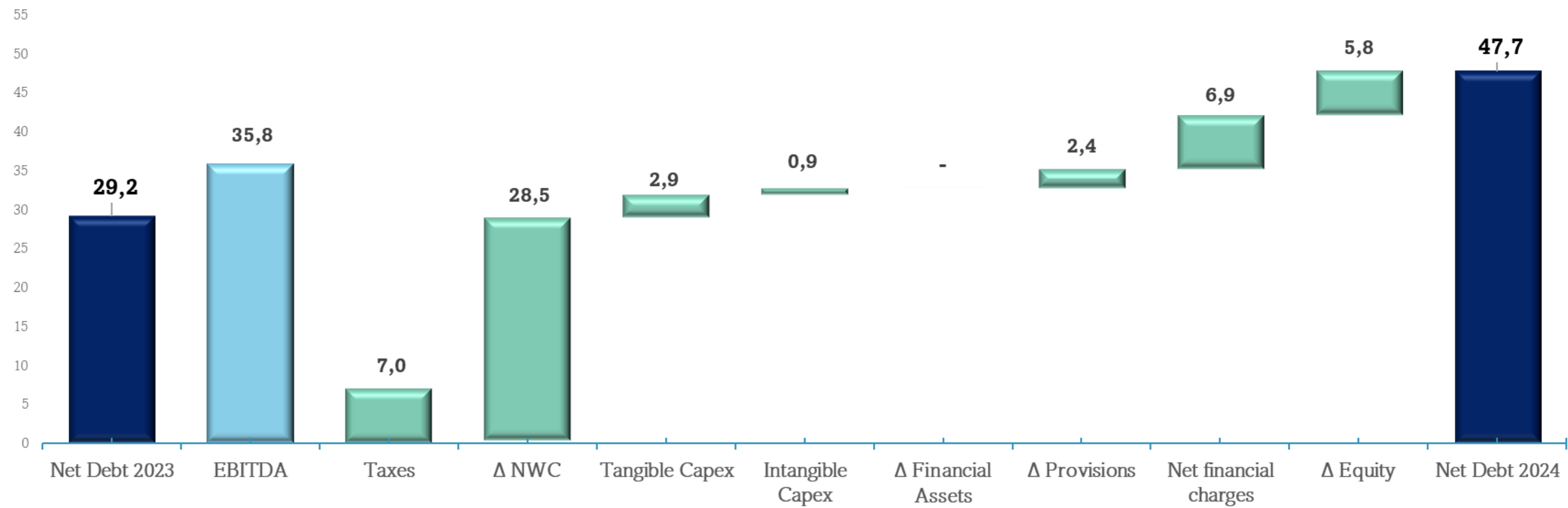
TWC	2022	2023	2024
Inventories	66,0	91,0	119,8
Trade receivables	25,8	29,1	37,0
Trade payables	(34,4)	(52,0)	(55,2)
Trade Working Capital	57,4	68,1	101,5
% on Revenues	36%	29%	35%





# FY 2024: NFP BRIDGE

€/mln





# SHARE PERFORMANCE & MARKET CAP GROWTH SINCE IPO



	IPO	2021	2022	2023	2024	2025
Market Cap €m	90.1	99.3	107.9	144	216.7	308.8
YoY Growth %		10.2%	8.7%	33.5%	50.5%	42.5%

Best Managed Companies Award  
by Deloitte Private  
October 2024







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**STRATEGY**

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# STRATEGY | VALUE CREATION BUILDING BLOCKS

## MARGINS EXPANSION

Gross Margin Enhancements  
Overhead Costs Discipline  
Productivity Improvements

## ORGANIC GROWTH

New Products / New Suppliers  
New Markets / New Customers  
Full ROW Potential

**MARGINS**

**M&A**

## MERGERS & ACQUISITIONS

Access to New OEMs / Industries  
Elevate Value Proposition  
Extend Global Reach

## FOCUS ON EXECUTION

Customer Service  
Operational Performance  
Competitiveness

**GROWTH**

**EXECUTION**



A close-up, low-angle shot of a jet engine's fan section. The fan blades are dark, polished metal, and the central hub is a lighter, metallic color. The lighting creates strong highlights and shadows, emphasizing the curved, aerodynamic shape of the blades. The background is a solid, dark blue.

**ALA**

**KEY TAKEAWAYS**

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# A UNIQUE INVESTMENT OPPORTUNITY



Attractive industry fundamentals, coupled with own multi-year contracts and robust order books. One of the top 5\* players globally and the largest 100% European-owned independent business.



Solid reputation helping customers managing complex supply chain management requirements. A one-stop-shop value proposition resulting in customer loyalty and high barriers to entry.



Scalable business model leveraging existing suppliers' networks and proprietary know-how. Strong cash generation, enhanced by a capex-light business model.



Growing international presence with strategic proximity to key customers and targets, reinforced by a demonstrated track-record of M&A execution and post-deal integration.



Experienced senior leadership team with extensive industry knowledge and relationships.



Extremely well positioned to continue to secure long-term success, with relentless focus on customer experience and shareholders value creation.

\*Based on Management estimates on AeroDynamic Advisory data and analysis.





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**THANK YOU!**





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**Q&A**





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**APPENDIX**

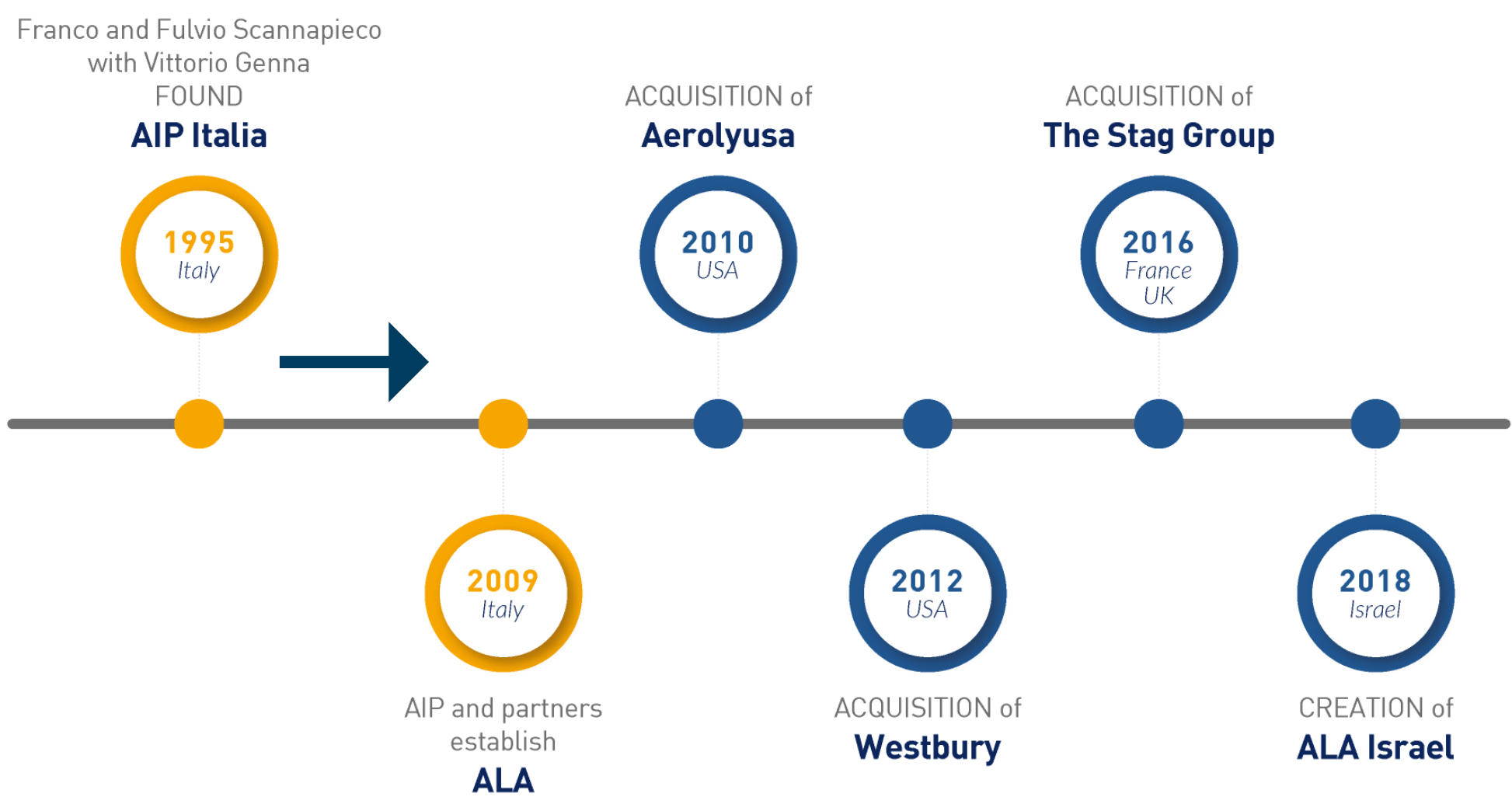
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# EQUITY STORY



## 1995 to 2018

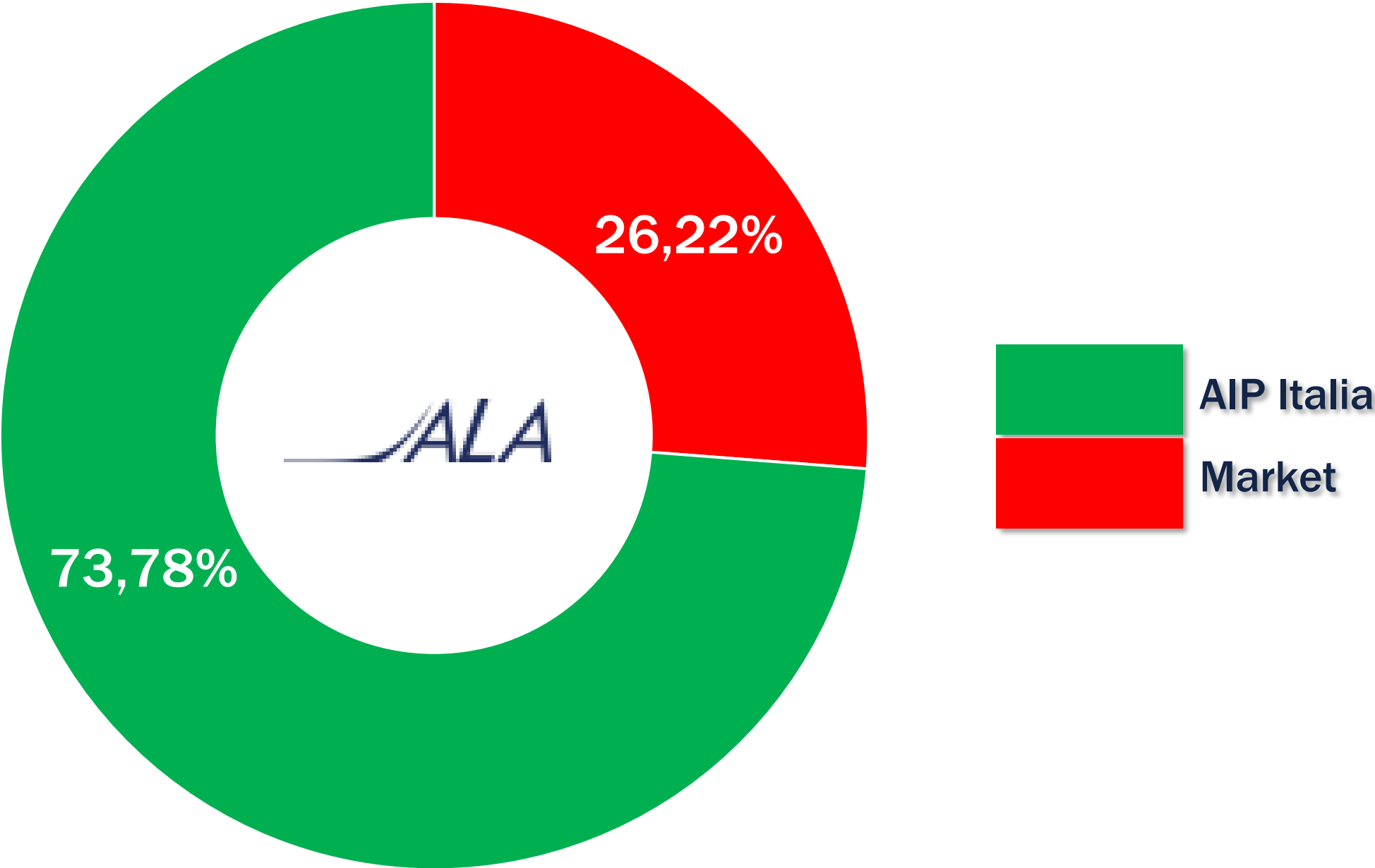


## 2019 to present



● Company Structure ● International Development





BOARD OF DIRECTORS



**Fulvio Scannapieco**  
Founder & Chairman



**Vittorio Genna**  
Founder & Vice Chairman



**Roberto Tonna**  
Chief Executive Officer



**Matteo Scannapieco**  
Director



**Andrea Costantini**  
Independent Director



# WHAT WE DO | PRODUCTS DISTRIBUTION & SERVICE PROVIDER

## PRODUCTS DISTRIBUTION

- Fasteners, bearings, seals, interiors components, engineered products, raw materials, indirect materials, spare parts, etc.
- Specialized in Hard-To-Find products
- Inventory strategically located in close proximity to Customers' assembly lines

## SERVICE PROVIDER

- Total inventory and supplier relationships management
- 3PL, VMI, DLF, Vending & Kitting Just-In-Time delivery solutions
- EDI and full integration with customer ERP systems



- End-To-End management of a virtually unlimited range of commodities leading to high **business scalability**.
- C-Class **supply chain management solutions** which simplify and optimize customers' operations.
- High **barriers-to-entry** such as products/suppliers know-how, quality certifications and customers approvals.

3PL: third party logistics; VMI: vendor managed inventory; DLF: direct line feed; EDI: electronic data interchange; ERP: enterprise resource planning.



# WHAT WE DO | ONE-STOP-SHOP VALUE PROPOSITION



SKUs: stock keeping units; OTIF: on time delivery in full; SCM: supply chain management; KPIs: key performance indicators.



# WHAT WE DO | ELECTRICAL INTERCONNECTION SOLUTIONS

PRODUCTS  
DISTRIBUTION

PRODUCTION

ON-SITE  
SERVICES

- Aerospace, Military, Railway and Industrial interconnect & electromechanical products
- Connectors in-house 48-hours assembly
- Wire harnesses and interconnection systems manufacture
- Build-to-print according to customer specification; design of bespoke systems with own documentation
- Wire harnesses installation and repair
- Electrical tests



- **European leader** in high-performance engineered solutions for professional applications in harsh environments.
- Significant **commercial synergies** with existing customers base.
- Inaugurated its **new 5,000 sqm plant** in Seville and opened first foreign branch in Italy in 2024.



# INDUSTRIAL FOOTPRINT | 12 FACILITIES IN 7 COUNTRIES

## POZZUOLI

*Warehouse 2490 SQM  
26802 SQFT  
Office 1100 SQM  
11840 SQFT*

## TOULOUSE

*Warehouse 680 SQM  
7320 SQFT  
Office 365 SQM  
3930 SQFT*

## LONDON

*Warehouse 611 SQM  
6576 SQFT  
Office 274 SQM  
2960 SQFT*

## MADRID

*Operations 3500 SQM  
37673 SQFT  
Office 500 SQM  
5381 SQFT*

## TURIN

*Warehouse 880 SQM  
9472 SQFT  
Office 250 SQM  
2690 SQFT*

## BORDEAUX

*Warehouse 1100 SQM  
11840 SQFT  
Office 550 SQM  
5920 SQFT*

## NEW YORK

*Warehouse 1000 SQM  
10770 SQFT  
Office 400 SQM  
4300 SQFT*

## SEVILLE

*Operations 4700 SQM  
50590 SQFT  
Office 200 SQM  
2152 SQFT*

## CAMERI

*Warehouse 450 SQM  
4843 SQFT  
Office 35 SQM  
376 SQFT*

## HAMBURG

*Warehouse 130 SQM  
1400 SQFT  
Office 60 SQM  
646 SQFT*

## TEL AVIV

*Warehouse 250 SQM  
2700 SQFT  
Office 100 SQM  
1080 SQFT*

## MILAN

*Operations 1600 SQM  
17222 SQFT  
Office 800 SQM  
8611 SQFT*





# QUALITY & COMPLIANCE | SUPPLY CHAIN PERFORMANCE MANAGEMENT

Our Quality Management System (QMS) operates in accordance with EN 9120:2018, EN 9100:2018 and ISO 9001:2015 standards and is driven by a **Zero Defects** performance mindset.

We also hold ISO 14001:2015 (Environmental Management Systems), ISO/IEC 27001:2013 (Information technology, Cybersecurity) as well as other industry certifications and customers approvals.

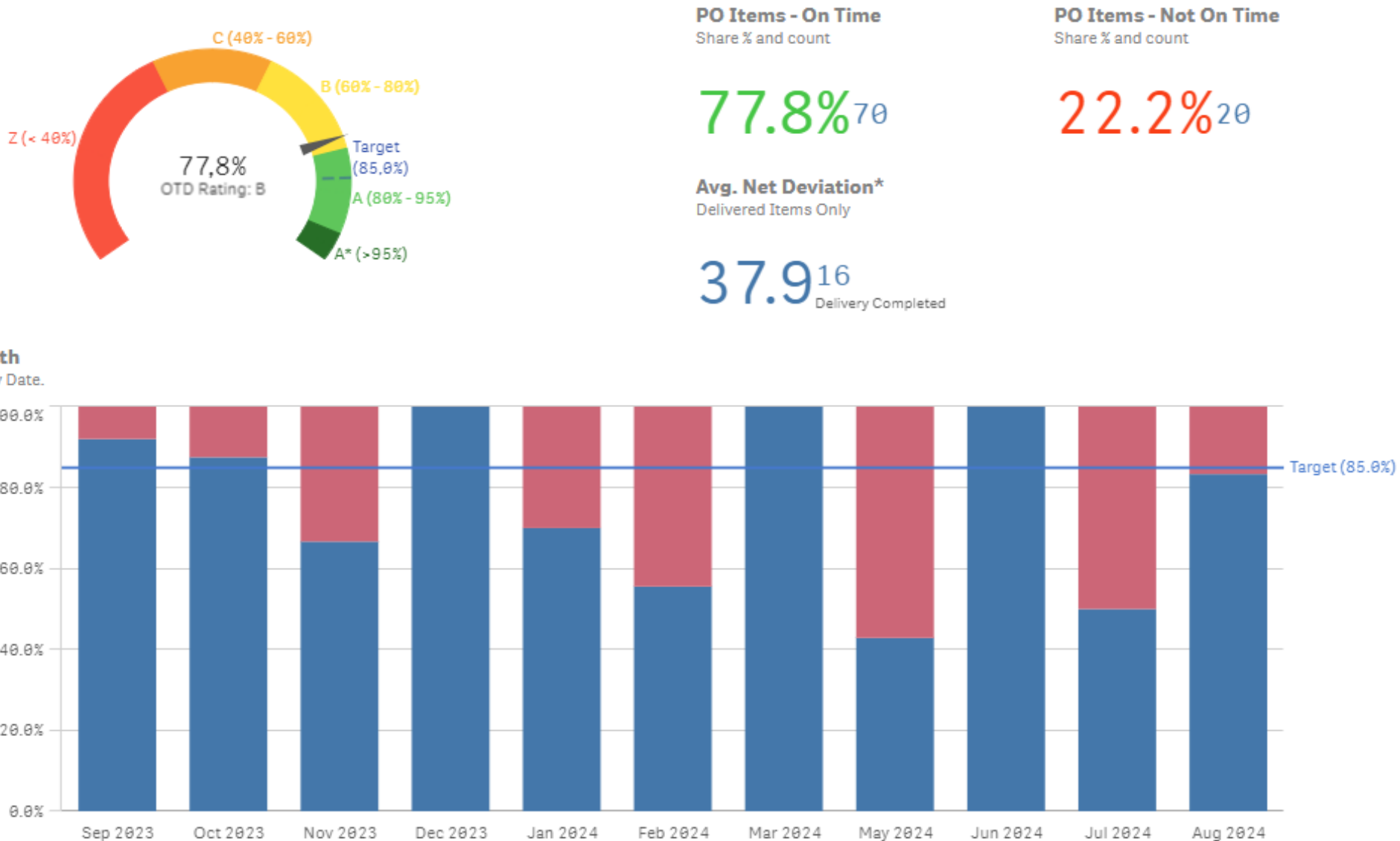
As part of our Quality Management System, we continuously monitor the performance and resilience of our supply chain through regular on-time-delivery (OTD) and on-quality-delivery (OQD) **performance scorecards** and periodic on-sites audits.



Performance Excellence



Supplier Monitoring





## Investor Relation

ALA

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## Investor Relation Advisor

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Luca Gentili

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