



TP ICAP Midcap Conference

May 15th, 2025



Agenda

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

TODAY'S SPEAKERS

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

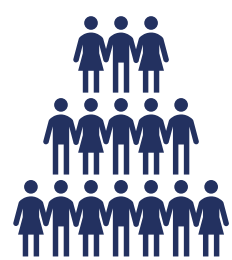
Years of Industry Experience **35+**

650+ People across **19** Sites in **8** Countries

€291m
2024 Value of Production

Non-Negotiable
Quality Standards

ESG
Commitment



KEY INDUSTRIES SERVED

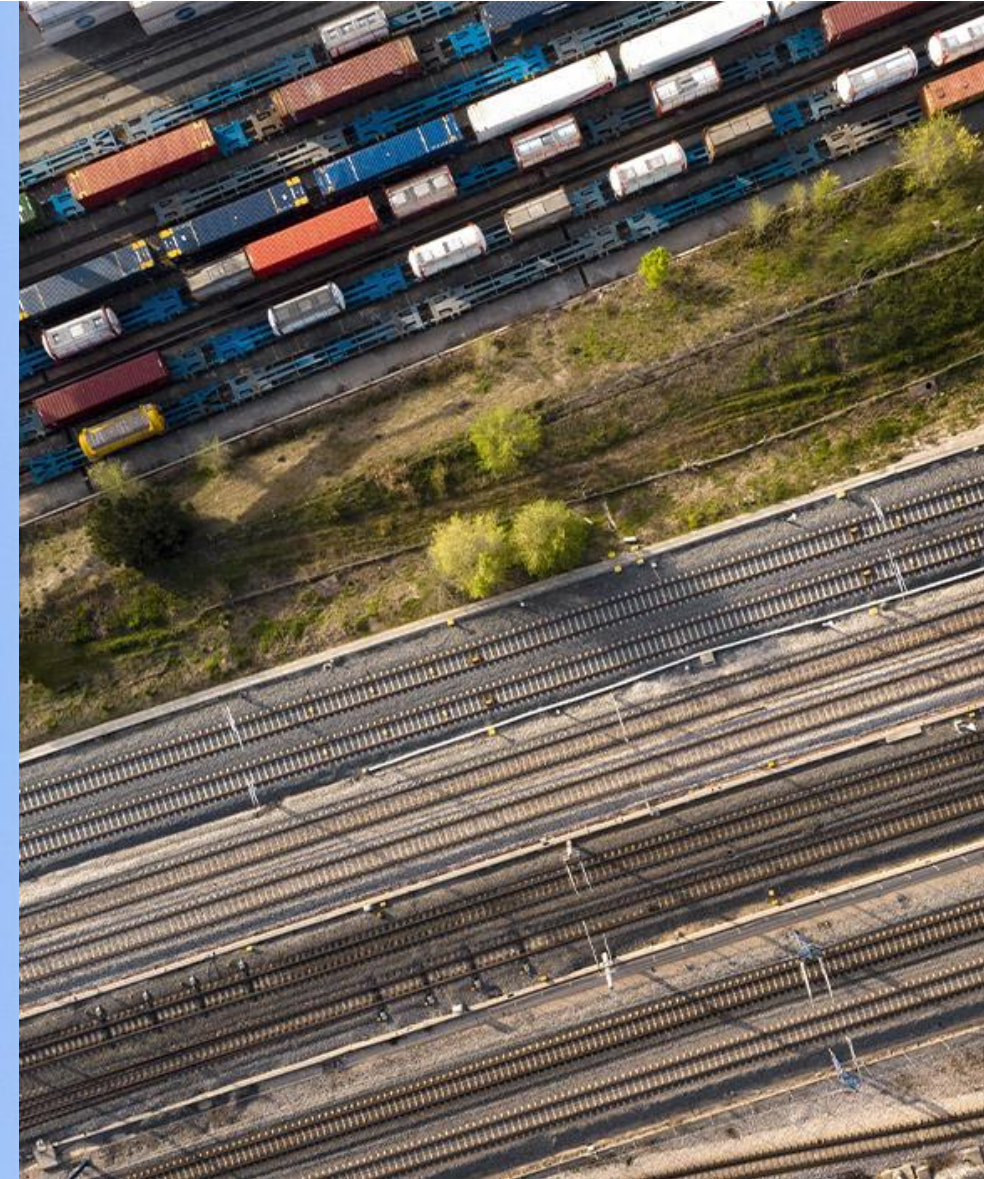
Aerospace



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 precision engineering of the component.

ALA

PERFORMANCE HIGHLIGHTS

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

SIGNIFICANT PERFORMANCE OF ALL ECONOMIC INDICATORS

REVENUES

€ 291.0 M

+24.8 % YoY

€ 233.1 M FY 2023

EBITDA

€ 35.8 M

+41.0 % YoY

€ 25.4 M FY 2023

EBIT

€ 30.7 M

+44.8% YoY

€ 21.2 M FY 2023

NET INCOME

€ 16.8 M

+72.1 % YoY

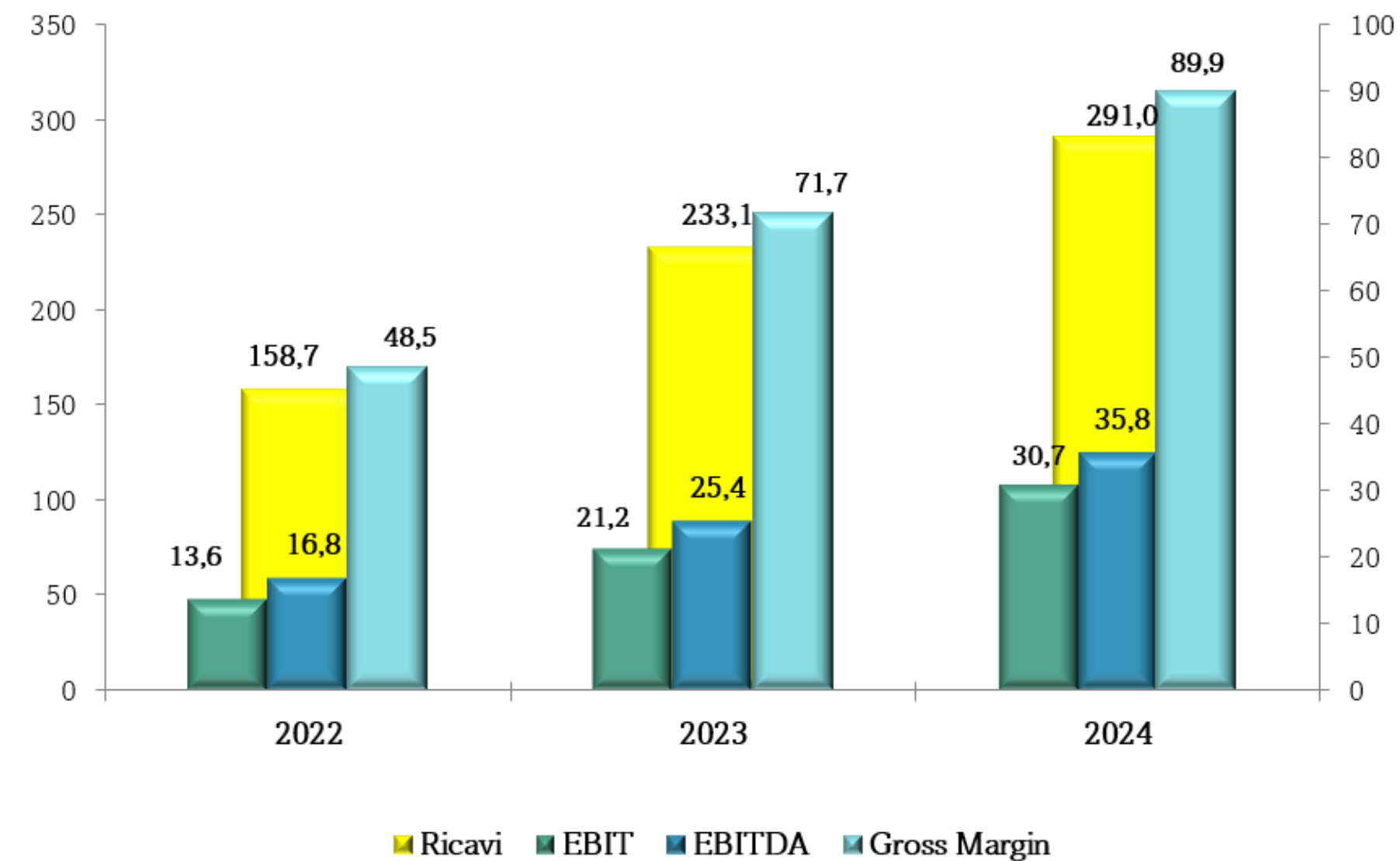
€ 9.8 M FY 2023

TREND OF THE PROFITABILITY 2022 – 2024

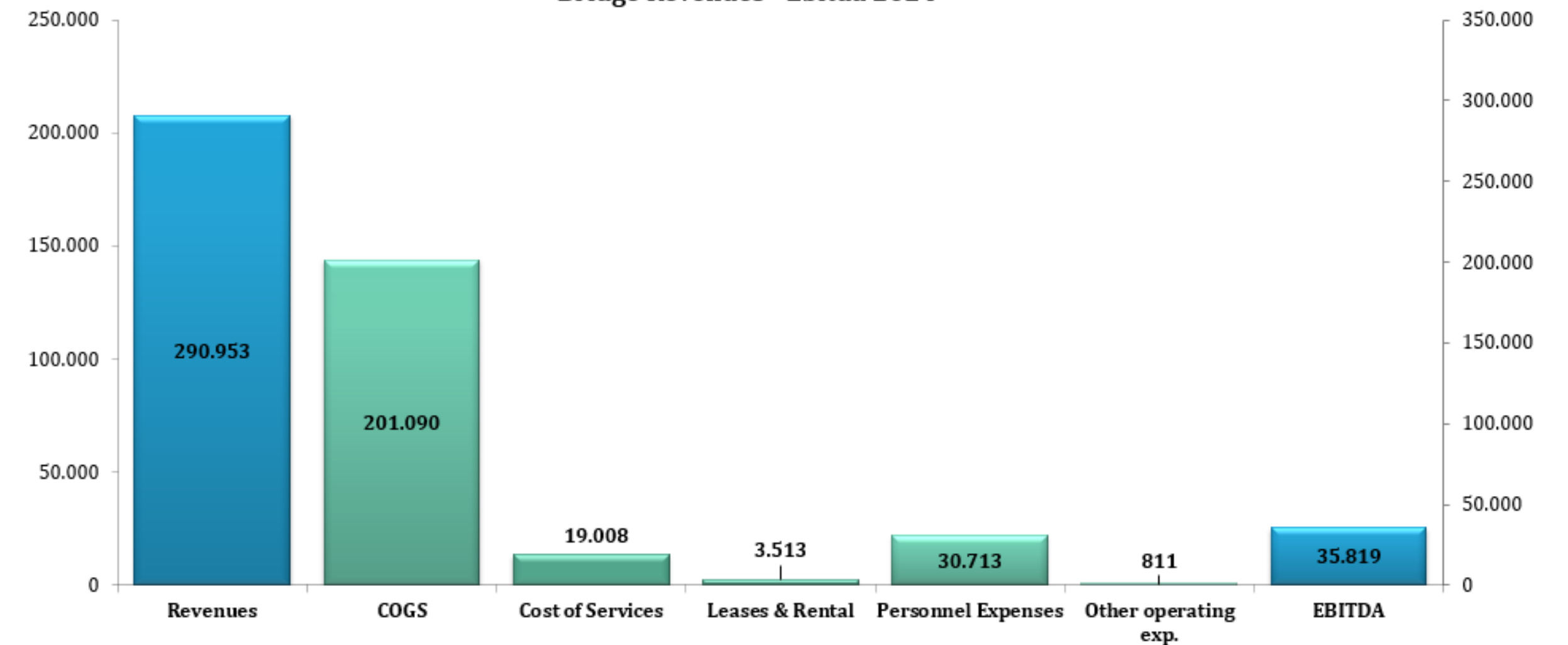
(VALUES IN EURO THOUSAND)



Revenues Ebitda Ebit 2022 - 2024

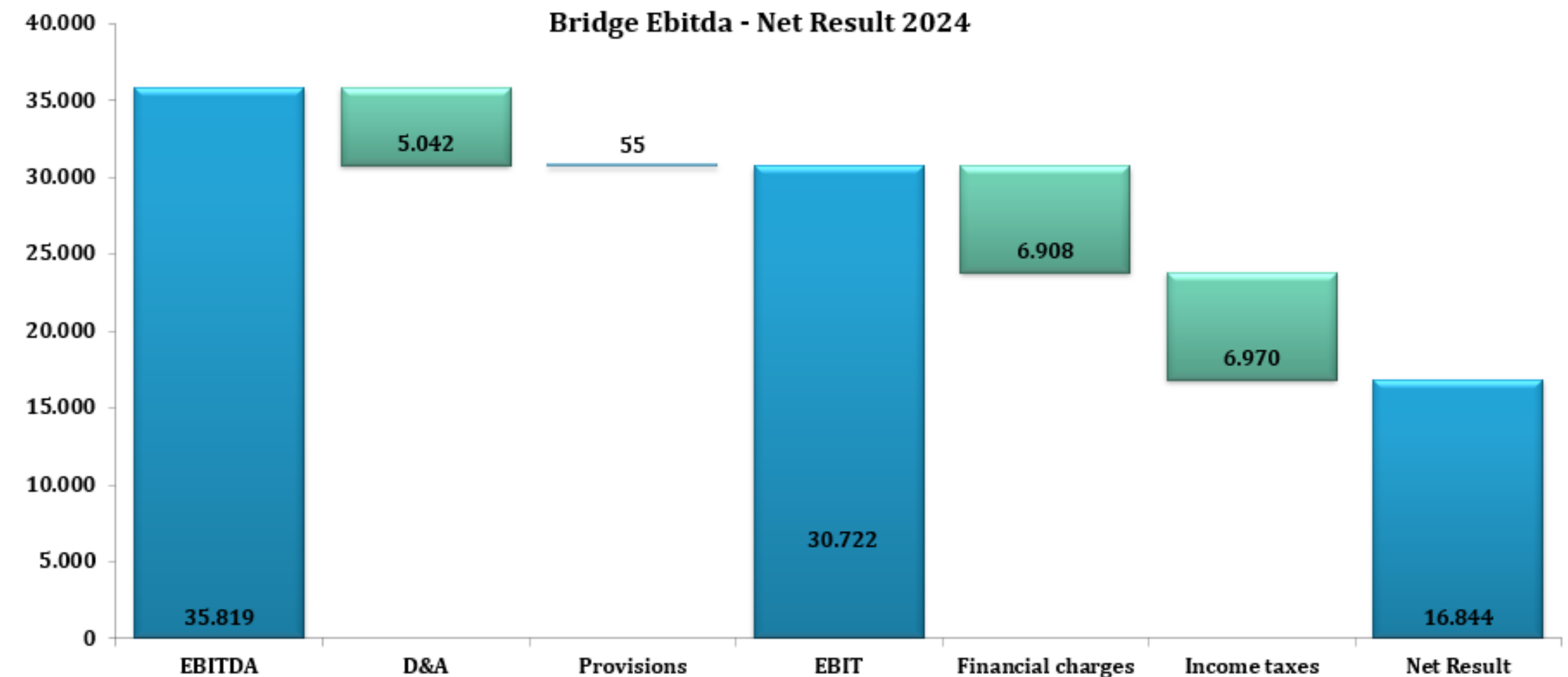


Bridge Revenues - Ebitda 2024



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

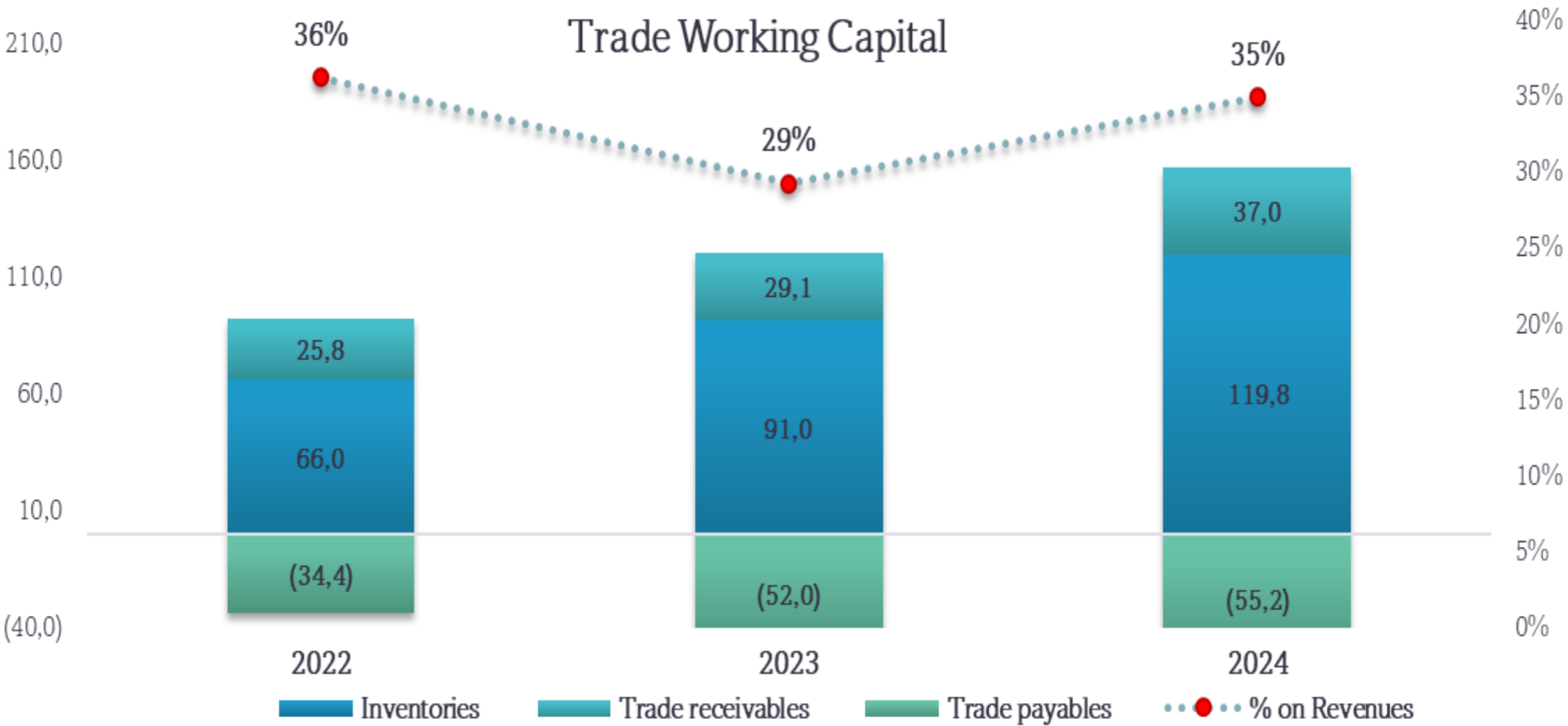
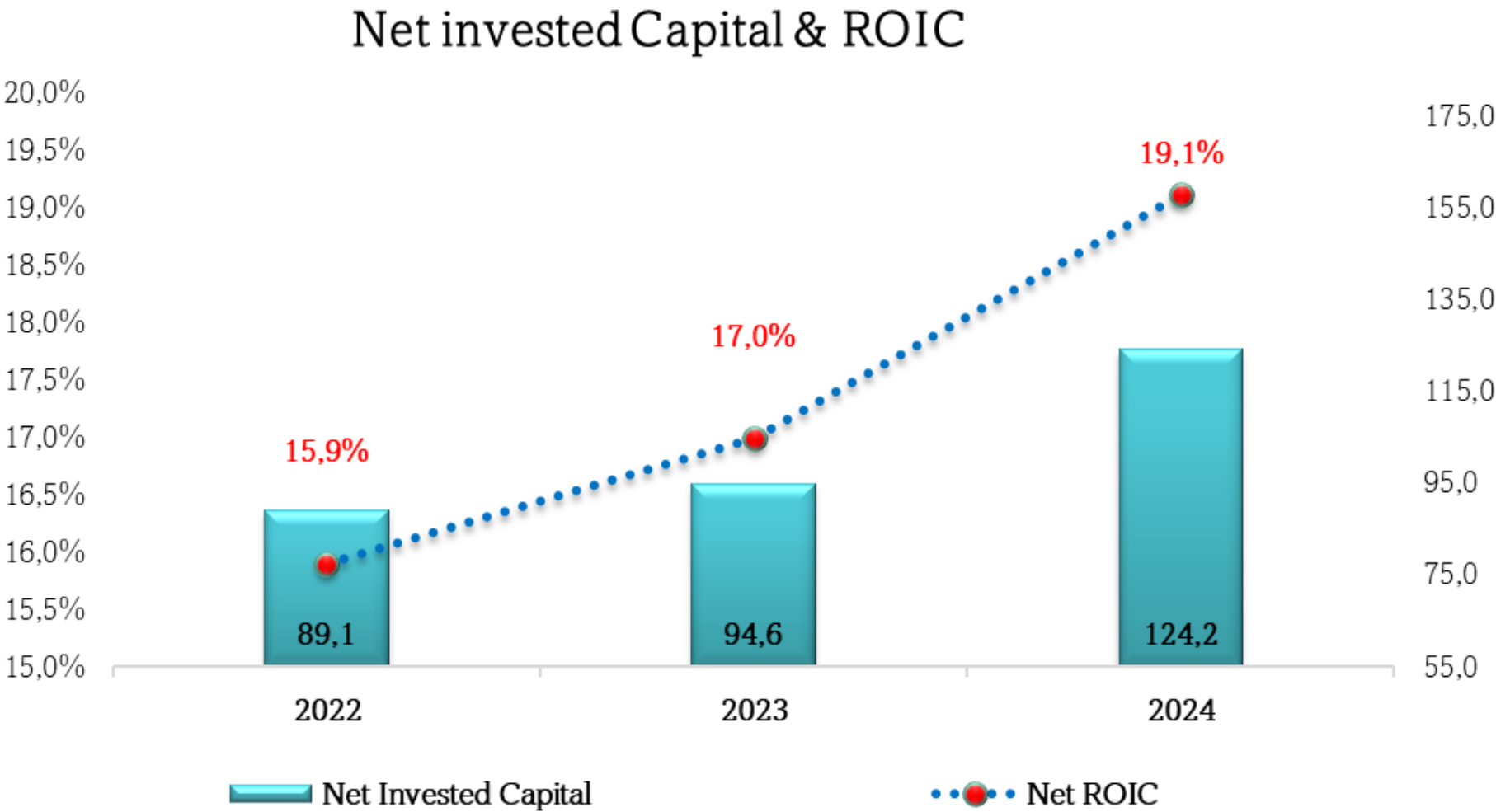
Bridge Ebitda - Net Result 2024



FY 2024: FINANCIAL TRENDS

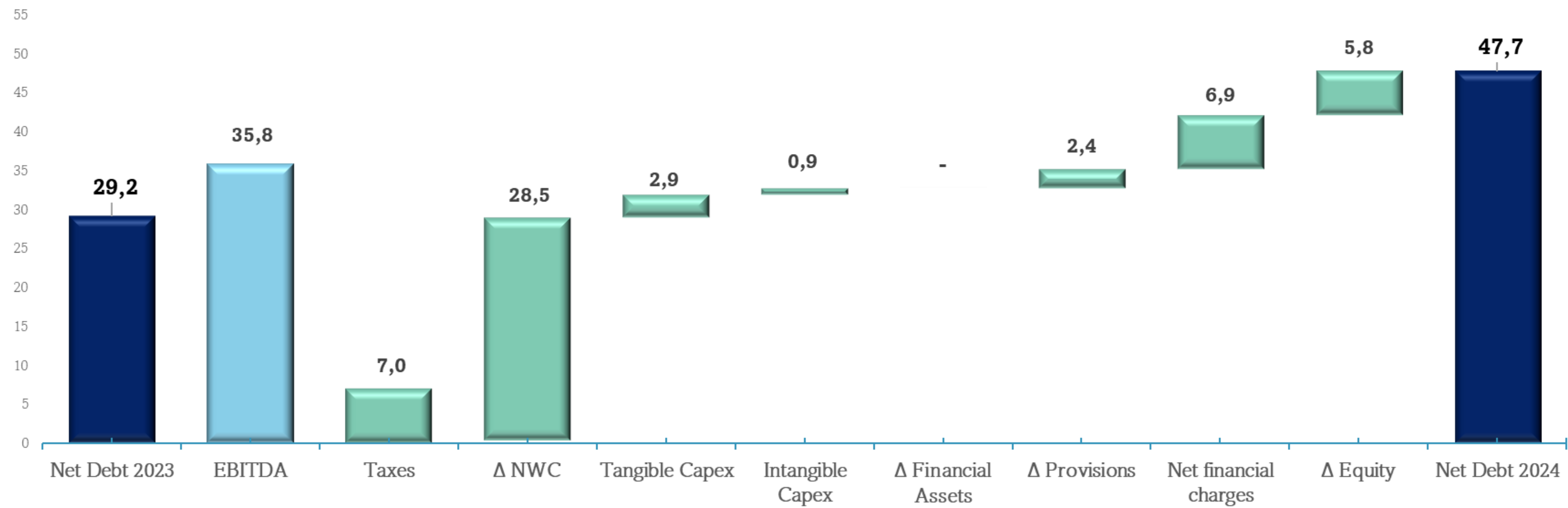
Indices	2022	2023	2024
Net Invested Capital	89,1	94,6	124,2
Ebit-taxes	14,2	16,1	23,8
Net ROIC	15,9%	17,0%	19,1%

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

€/mIn



SHARE PERFORMANCE & MARKET CAP GROWTH SINCE IPO



	IPO	2021	2022	2023	2024	2025
Market Cap €m	90,3	99,3	107,9	144	216,7	325,1
YoY Growth %		10,0%	8,7%	33,5%	50,5%	50,0%

Best Managed Companies Award
by Deloitte Private
October 2024





 **ALA**

STRATEGY

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 turbine. The image shows the intricate, curved blades of the turbine, which are highly polished and reflect light. The perspective is from within the engine, looking towards the center, creating a sense of depth and mechanical complexity. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the metallic texture and the precision of the engineering.

ALA

KEY TAKEAWAYS

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.



 **ALA**

THANK YOU!



ALA

Q&A



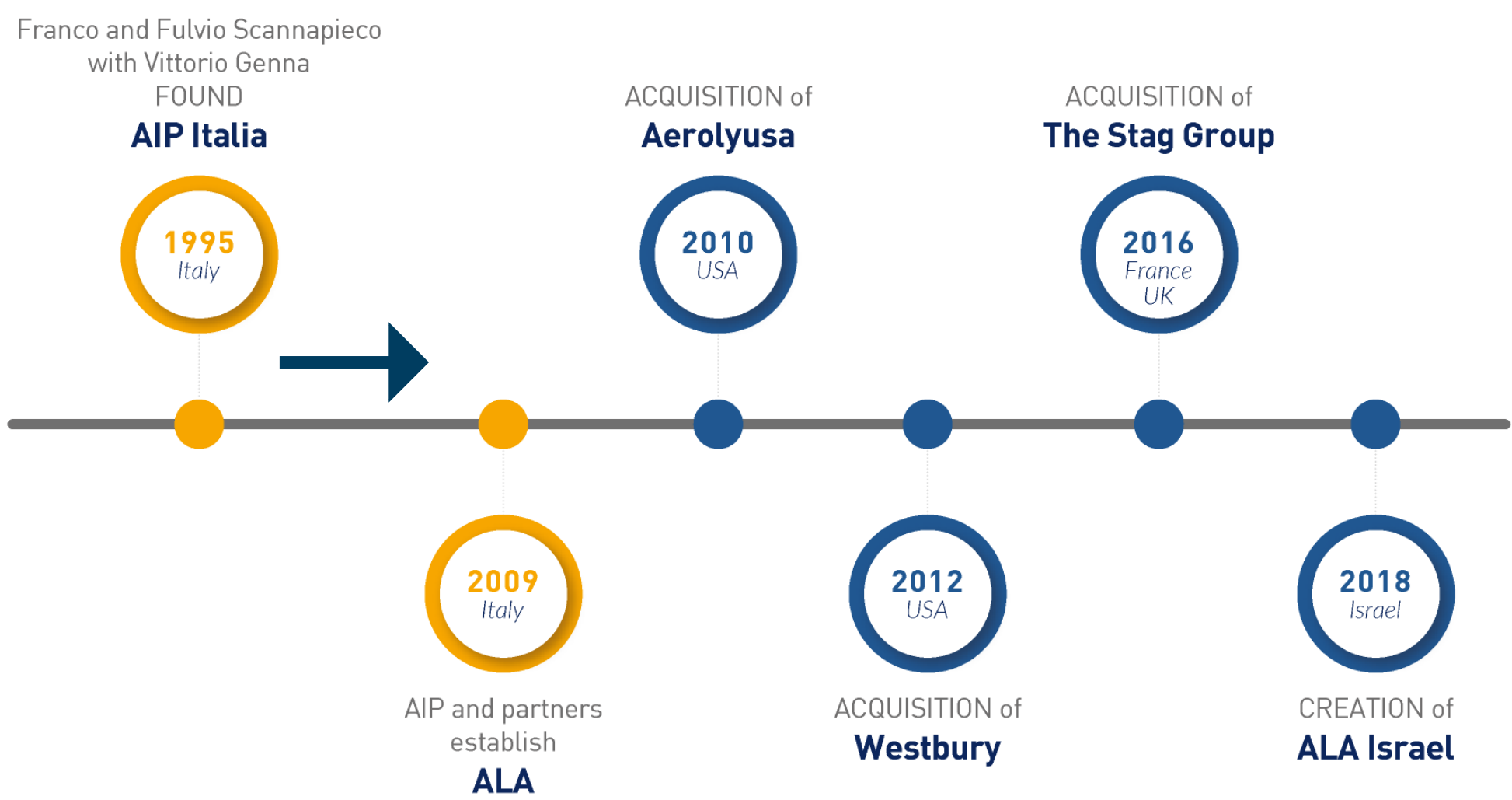
ALA

APPENDIX

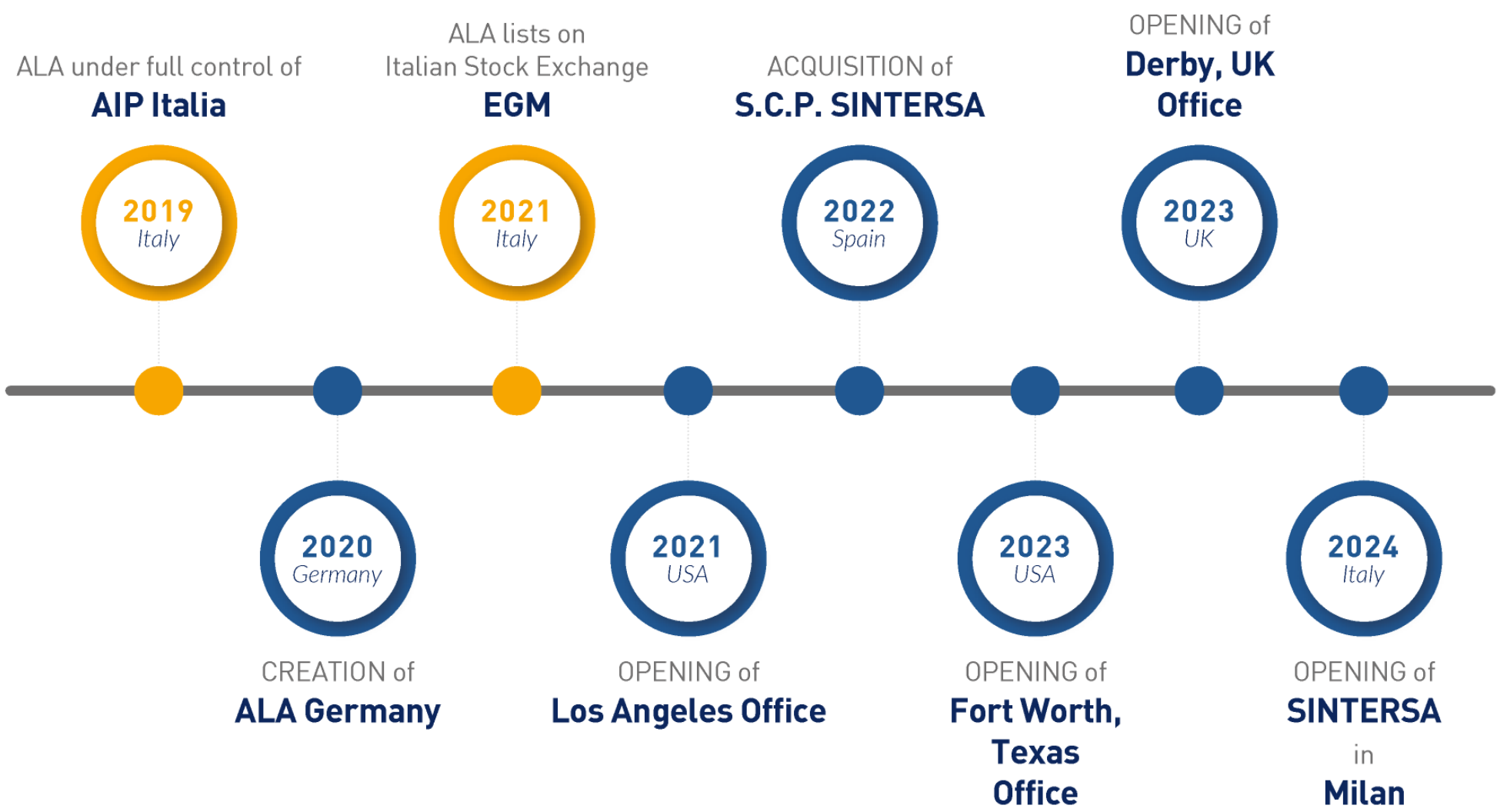
EQUITY STORY



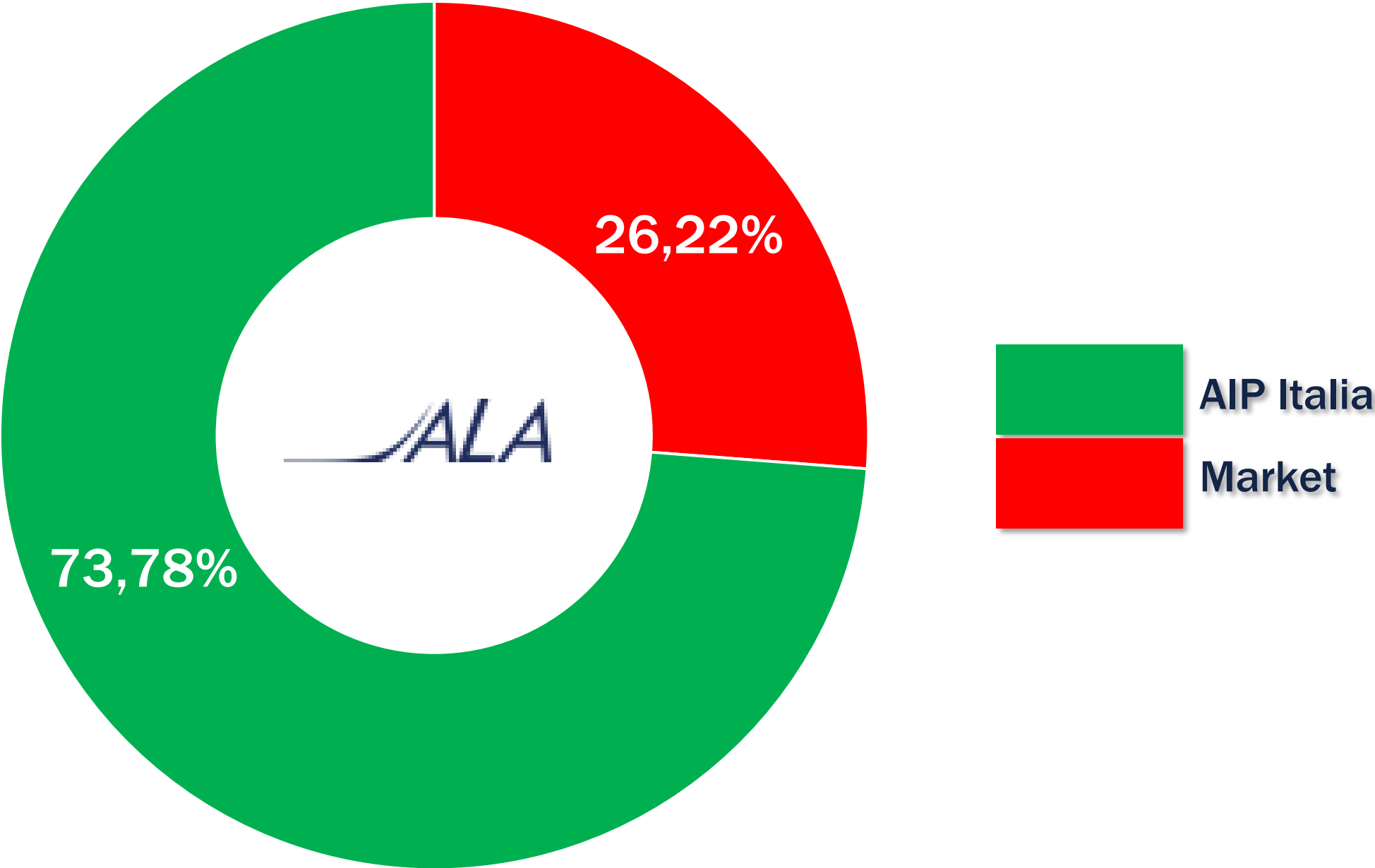
1995 to 2018



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.

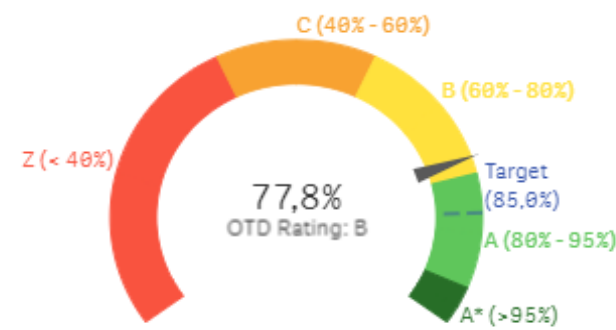
As part of our Quality Management System, we continuously monitor the performance and resilience of our supply chain through regular on-time-delivery (OTD) and on-quality-delivery (OQD) **performance scorecards** and periodic on-sites audits.



Performance Excellence



Supplier Monitoring



PO Items - On Time
Share % and count

77.8%⁷⁰

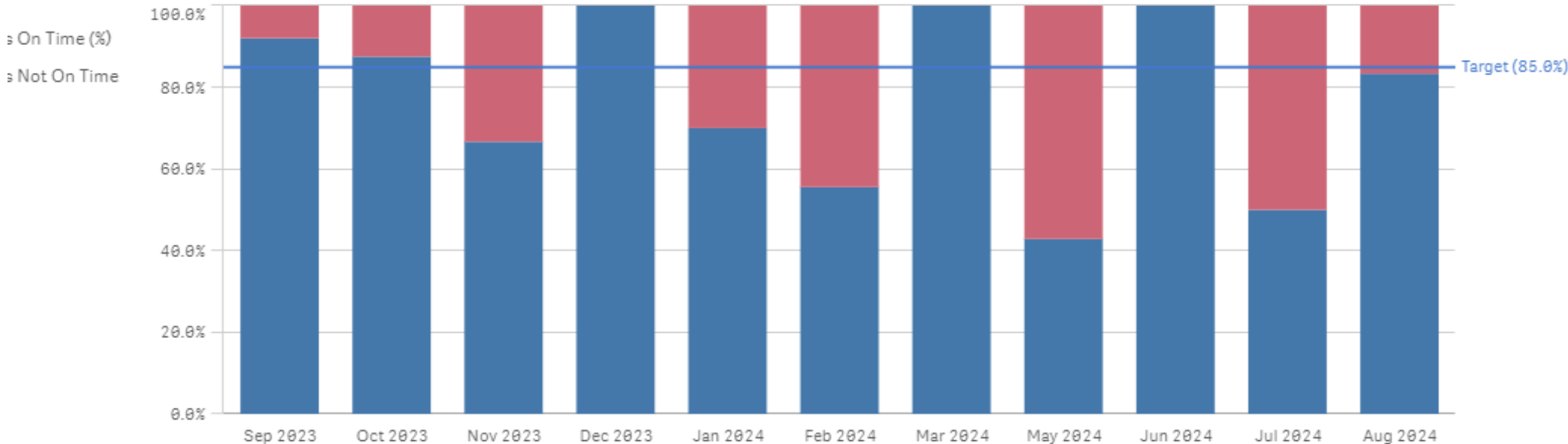
Avg. Net Deviation*
Delivered Items Only

37.9¹⁶
Delivery Completed

PO Items - Not On Time
Share % and count

22.2%²⁰

On Time by Month
Requested Delivery Date.



Investor Relation

ALA

Raffaele Carriola

raffaele.carriola@alacorporation.com

Investor Relation Advisor

CDR Communication

Giulio Garoia

giulio.garoia@cdr-communication.it

Luca Gentili

luca.gentili@cdr-communication.it

DISCLAIMER

This document has been prepared by ALA S.p.A. (the 'Company') solely for the purposes of this presentation. This document may not be reproduced or distributed in whole or in part by any other person with any way than the Company. The Company takes no responsibility for the use of this document by any person and for any purposes. The information contained in this document has not been subject to independent verification and no representation, warranty or undertaking, express or implied, is made as to the accuracy, completeness or correctness of the information or opinions contained herein. This presentation may contain forwards-looking information and statements about the Company. Forward-looking statements are statements that are not historical facts. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding plans, performance. In any case, investors and holders of the Company are cautioned that forward-looking information and statements are subject to various risk and uncertainties many of which are difficult to predict and subject to an independent evaluation by the Company; that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking statements. No representation, warranty or undertaking is made by the Company to the implementation of these forward – looking statements. These risks and uncertainties include, but are not limited to, those contained in this presentation. Except as required by applicable law, the Company does not undertake any obligation to update any forward-looking information or statements. Neither the Company, its shareholders, its advisors or representatives nor any other person shall have any liability whatsoever for any loss arising from any use of this document or its contents or otherwise arising in connection with this document. This document does not constitute an offer to sell or an invitation or solicitation of an offer to subscribe for or purchase any securities, and this shall not form the basis for or be used for any such offer or invitation or other contract or engagement in any jurisdiction. Under all circumstances the user of this document shall solely remain responsible for his/her own assumptions, analyses and conclusions.