PARK
AEROSPACE
CORP.

26th Annual Needham Growth Conference
January 16, 2024
Park's 70th Year in Business

Forward Looking Disclaimer

This presentation contains forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements give current expectations or forecasts of future events or our future financial or operating performance, and include Park's expectations regarding revenues, Adjusted EBITDA, EBIT, and growth opportunities and projected pro forma financial information for Park's business. The forward-looking statements contained in this presentation are based on management's good-faith belief and reasonable judgment based on current information, and these statements are qualified by important risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from those forecasted or indicated by such forward-looking statements.

Factors that could cause actual events or results to differ materially from Park's expectations or forecasts are set forth under the caption "Factors That May Affect Future Results" in Item 1 and in Item 1A "Risk Factors" of the Company's Annual Report on Form 10-K for the fiscal year ended February 26, 2023 and in subsequent reports filed with or furnished to the Securities and Exchange Commission. Except as may be required by any applicable laws, the Company assumes no obligation to update such forward-looking statements, which are made as of the date hereof or an earlier date specified herein, whether as a result of new information, future developments, or otherwise.

Our Business

- **Park Aerospace Corp.** develops and manufactures Solution and Hot-Melt Advanced Composite Materials used to produce composite structures for global aerospace markets:
  - ✓ Wide array of prepreg materials specifically designed for hand lay-up or automated fiber placement (AFP) manufacturing applications
  - ✓ Film Adhesive materials (**Aeroadhere™**)
  - ✓ Lightning Strike Protection materials (**Electroglide®**)

- Park Aerospace's Advanced Composite Materials are used to produce primary and secondary structures for:
  - ✓ Jet Engines
  - ✓ Large Transport Aircraft
  - ✓ Regional Transport Aircraft
  - ✓ Military Aircraft
  - ✓ Unmanned Aerial Vehicles (UAVs or "Drones")
  - ✓ Business Jets & General Aviation Aircraft
  - ✓ Rotary Wing Aircraft
  - ✓ Other Specialized Aerospace Applications

Our Business (Continued)

- Park Aerospace also offers:
  - ✓ Specialty Ablative materials for Rocket Motors and Nozzles
  - ✓ Specially designed materials for Radome Applications (including **RadarWave®** materials)

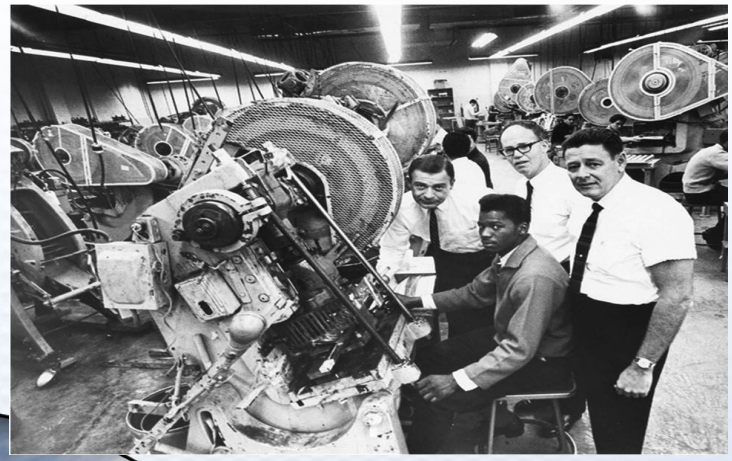
- As a complement to our Advanced Composite Materials offering, Park Aerospace designs and fabricates Composite Parts, Structures and Assemblies and Low-Volume Tooling for the Aerospace Industry

  - ✓ Parts include Park Aerospace's proprietary **SigmaStrut™** and **AlphaStrut™** product lines
  - ✓ Markets for parts and structures:
    - Prototype and Development Aircraft
    - Special Mission Aircraft
    - Aircraft "STC" Mods
    - Spares for Legacy Military and Civilian Aircraft
    - Exotic Spacecraft
    - Military Aircraft
    - Unmanned Military Aircraft or Drones
    - Military Aircraft enhancements and mods

Facility Prior to Major Expansion

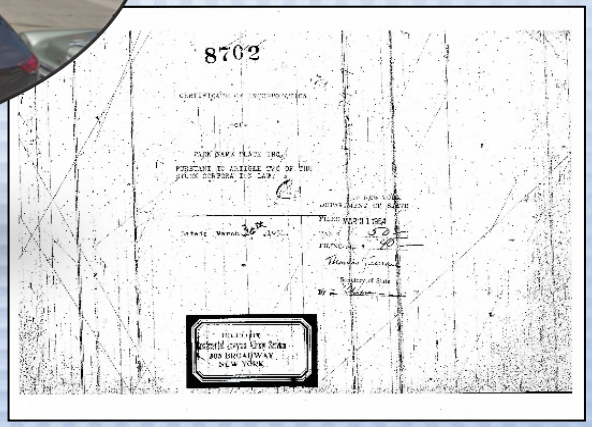
Our History

- Park founded on March 31, 1954 by Jerry Shore and Tony Chiesa with ~ $50 Thousand Investment
- Company started in a small “factory” (garage?) in Woodside, Queens with 5 employees
- 1954 Results:
  - ✓ Sales: $124,206.59
  - ✓ Pretax Profit: $887.38
  - ✓ Taxes Paid: $226.21
- First Invoice: $300 (hand written)



Park’s Founders

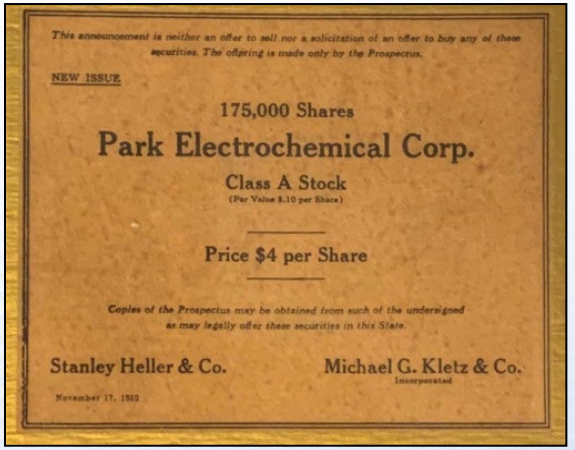
Park’s First Location



Park’s Original Certificate of Incorporation

Our History (Continued)

November 17, 1960 Park goes Public



1961 Park acquires New England Laminates Company ("Nelco") in Stamford, CT for ~ $200 Thousand

1984 Park lists on NYSE

1985 Park commences regular Quarterly Cash Dividend

Mid-1980's Park had become global Electronics Business with other ancillary businesses

Our History (Continued)

Jan 2007	Park commits to Aerospace as second major area of business focus
Jan 17, 2008	Ground-breaking of Park's New Aerospace Facility in an empty field in Newton, KS
May 2009	Park's Newton, KS Aerospace Facility opens
February 28, 2014 (11:00 PM)	Park makes first production shipment to MRAS* for engine nacelles, thrust reversers and engine internal fixed structures for Legendary Boeing 747 Aircraft

*Middle River Aerostructure Systems,
a subsidiary of ST Engineering Aerospace

Our History (Continued)

December 2018	Park announces Major Expansion of Newton, KS Facility
December 2018	Park sells its Electronics Business to AGC Inc. of Tokyo, Japan
December 2018	Park's transformation from an Electronics Company into an Aerospace Company is complete
July 17, 2019	Park changes name from Park Electrochemical Corp. to **Park Aerospace Corp**.

Major Expansion of Newton, KS Facilities

- December 2018…Park announces Major Expansion of Newton, KS Manufacturing and Development Facilities
  - ✓ Redundant Plant for GE Aviation, MRAS and their Aircraft OEM Customers
  - ✓ Park expects Redundant Plant will also be needed for Manufacturing Capacity
  - ✓ Approximately 90,000 square feet
  - ✓ Expansion approximately doubles size of current Newton, KS facilities
  - ✓ **Expansion is complete and in production**
  - ✓ Total cost: approximately $20 Million

- While many others were slashing their capital spending or cancelling projects altogether, we pushed forward with and completed our Major Expansion…

Park's Balance Sheet, Cash and Cash Dividend History

- Park has zero long-term debt!
- Park reported $74.0 Million in Cash and Marketable Securities as of the end of FY2024 Q3
- Park's Cash Dividend
  - ✓ While others cut or cancelled their dividends, Park maintained its regular quarterly cash dividend throughout the pandemic and economic crisis
  - ✓ Park has paid 38 consecutive years of uninterrupted regular quarterly cash dividends without ever skipping a dividend or reducing the dividend amount
  - ✓ **Park has paid $588 Million, or $28.725 per share, in cash dividends since the beginning of FY2005**

Historical Quarterly Results and Forecast Estimates for FY2024 Q4 (In Thousands)*

	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1	FY24 Q2	FY24 Q3	FY24 Q4 Forecast Estimates***
Sales	$13,594	$13,618	$13,864	$12,502	$12,783	$13,875	$13,867	$13,530	$15,551	$12,481	$11,639	$15,000 to $16,000
Gross Profit	$5,472	$4,411	$3,836	$4,198	$4,092	$4,086	$4,444	$3,851	$4,833	$4,079	$3,169	
Gross Margin	40.3%	32.4%	27.7%	33.6%	32.0%	29.4%	32.0%	28.5%	31.1%	32.7%	27.2%	
Adjusted EBITDA	$4,104**	$3,232**	$2,670**	$3,083**	$2,804	$2,709	$3,321	$2,625	$3,311**	$2,669	$1,808	$3,200 to $4,000
Adjusted EBITDA Margin	30.2%**	23.7%**	19.3%**	24.7%**	21.9%	19.5%	23.9%	19.4%	21.3%**	21.4%	15.5%	

- The MRAS Inventory Burn-down significantly impacted our FY2024 Q2 and FY2024 Q3 sales
  - ✓ The MRAS Inventory Burn-down is complete and is not expected to impact FY2024 Q4

- Approximately $560 Thousand of missed shipments in FY2024 Q3 due to international freight disruptions related to Middle East War

*From Continuing Operations
**Before Special Items
***Subject to Supply Chain risks and other risks and considerations

Historical Fiscal Year Results and FY2024 Forecast Estimates (In Thousands)*

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Forecast Estimates***
Sales	$31,837	$40,230	$51,116	$60,014	$46,276	$53,578	$54,055	$54,700 to $55,700
Gross Profit	$8,299	$11,288	$16,184	$18,673	$13,191	$17,917	$16,473	
Gross Margin	26.7%	28.1%	31.7%	31.1%	28.5%	33.4%	30.5%	
Adjusted EBITDA	$1,055	$4,704**	$10,248**	$13,012**	$8,419**	$13,089**	$11,459	$11,000 to $11,800
Adjusted EBITDA Margin	3.3%	11.7%**	20.0%**	21.7%**	18.2%**	24.4%**	21.2%	

*From Continuing Operations
**Before Special Items
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FY2024 Q3 Top Five Customers (in Alphabetical Order)

AAE Aerospace

Aerospheres, Inc.

Kratos Defense and Security Solutions

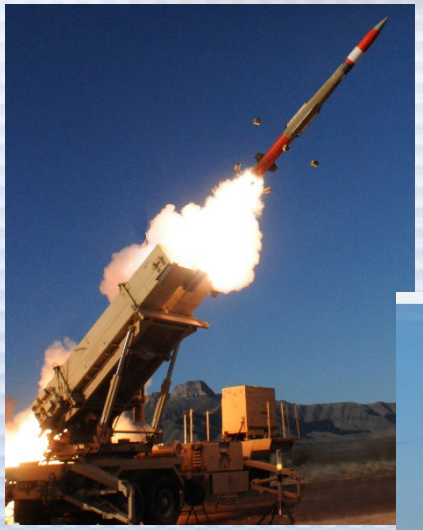
Middle River Aerostructure Systems (MRAS) and its subcontractors

The Nordam Group

Bombardier Global 7500

Gulfstream G280

Kratos UTAP-22 Mako (Unmanned Tactical Aerial Platform)

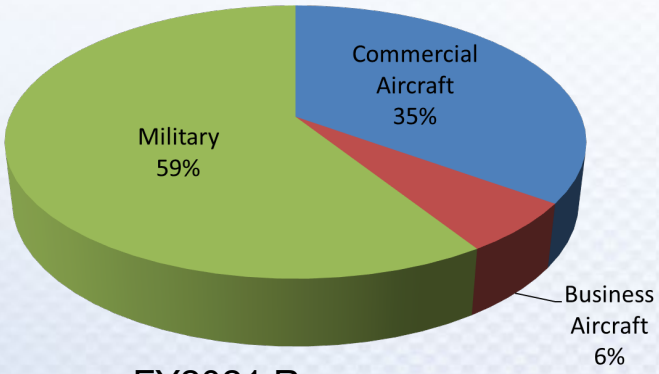


Patriot PAC-3 Missile Defense System

Boeing 747-8

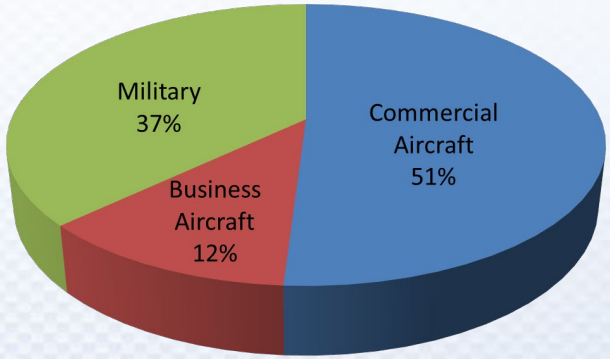
Park's Estimated Revenues by Aerospace Market Segment

FY2021



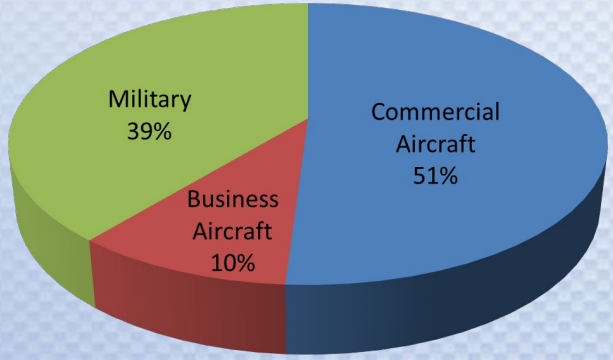
FY2021 Revenues:
$46.3 Million

FY2022



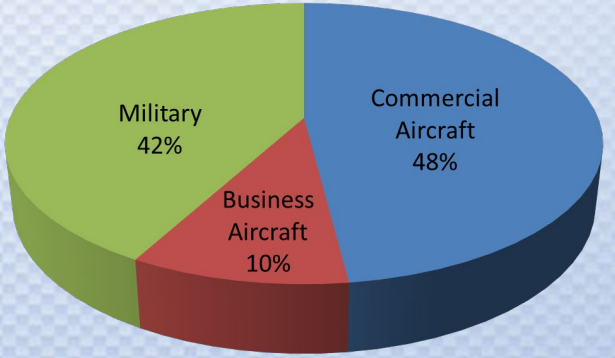
FY2022 Revenues:
$53.6 Million

FY2023



FY2023 Revenues:
$54.1 Million

FY2024 First 9 Months

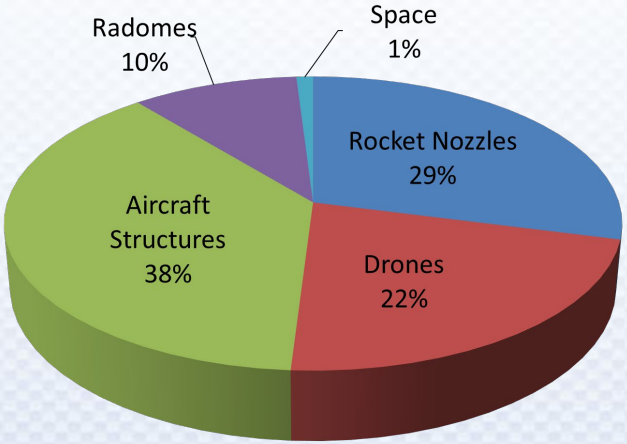


FY2024 First 9 Months Revenues:
$39.7 Million

Park Loves "Niche" Military Aerospace Programs

Park's Estimated FY2024 First 9 Months Military Revenues by Market Segment

SpaceX Falcon 9 Launcher with Dragon Spacecraft



Estimated FY2024 First 9 Months Military Revenues: $16.6 Million

Northrop Grumman E-2D Advanced Hawkeye

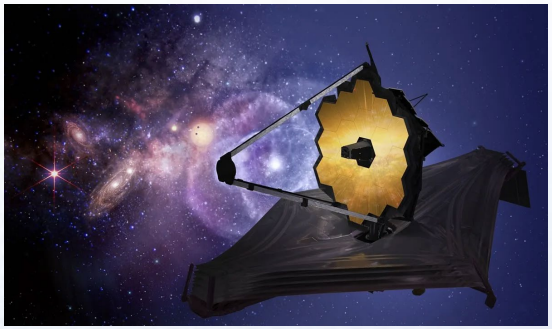
Sikorsky UH-60 Black Hawk

Lockheed C-5 Galaxy

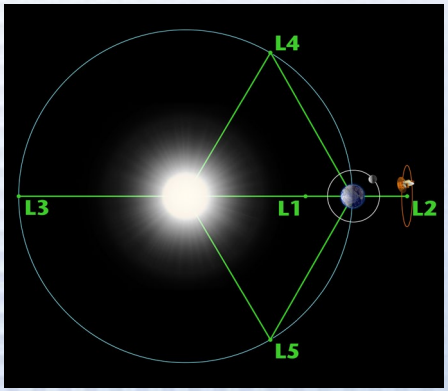
Mk-56 Vertical Launching System (VLS)

The James Webb Space Telescope

- 21 of Park's proprietary SigmaStruts™ are incorporated into the structure of the JWST



- The JWST (along with Park's SigmaStruts produced in Newton, Kansas) is established at the Lagrange 2 (L2) Orbit Point located approximately One Million Miles from Earth



Lagrange 2 (L2) Orbit Point

- The JWST recently spotted the oldest black hole ever seen, an ancient black hole with the mass of 1.6 million suns from 13 billion years ago…the JWST spotted this black hole in the center of the infant Galaxy GN-z11 only 440 million years after the birth of the Universe…

Aerospace Industry Trends and Considerations
A Brief Update

- Commercial Aerospace Markets
  - ✓ Domestic Air Travel is reported to have fully recovered from the Pandemic
    - Very good news for single aisle aircraft like the Airbus A320neo Aircraft Family
  - ✓ International Air Travel is reported to be approaching pre-pandemic levels
    - Very good news for long haul aircraft like the Boeing 777X Aircraft
  - ✓ Not surprisingly, demand for commercial aircraft is very high
    - Supply chain and labor shortage challenges continue to be the biggest headwinds for the commercial aircraft industry
    - There are recent reports of supply chain stabilization and improvement…but we are not completely convinced
  - ✓ Notwithstanding these ongoing supply chain constraints, **many now believe that 2024 will be the year the Commercial Aircraft Industry "breaks out" and ramps up production in earnest**

Aerospace Industry Trends and Considerations A Brief Update (Continued)

- **The recent impressive ramp-up of A320neo Family Aircraft deliveries discussed below certainly is supportive of that view**
  - Should the ramp-up of A320neo Family Aircraft deliveries be considered to be a proxy for the Commercial Aircraft Industry?
    - Considering the A320neo Family Aircraft program is expected to be the largest commercial aircraft program in history, maybe it should

- Military Markets
  - ✓ Global demand for Military and Defense hardware, including missile and missile defense systems, such as the Patriot PAC-3 Missile Defense System, is quite high and is elevated by the wars and the extreme tensions around the globe

Aerospace Industry Trends and Considerations
A Brief Update (Continued)

- There also is a high level of interest in unmanned and potentially autonomous systems, such as the Kratos XQ-58 Valkyrie Unmanned Combat Aerial System

✓ But the markets for Military and Defense hardware are also affected, and in some cases constrained, by national and international political and budgetary factors

✓ And, in some cases, supply chain and labor constraints continue to limit the ability of the Military and Defense OEMs to meet the market demand for this hardware

Kratos XQ-58 Valkyrie
Unmanned Combat Aerial System

➢ December 17, 2023 was the 120th Anniversary of the Wright Brother's first powered flight in Kitty Hawk, North Carolina

✓ **Happy Anniversary, Aerospace Industry…**

GE Aviation Jet Engine Programs

- Firm Pricing LTA (Requirements Contract) from 2019 through 2029 with Middle River Aerostructure Systems (MRAS), a subsidiary of ST Engineering Aerospace (STE)

- Redundant Factory…Construction is complete and factory is in production!

- Sole Source for Composite Materials for Engine Nacelles and Thrust Reversers for Multiple MRAS Programs, including:
  - ✓ A319neo with LEAP-1A Engines[1, 2]
  - ✓ A320neo with LEAP-1A Engines[1, 2]
  - ✓ A321neo with LEAP-1A Engines[1, 2]
  - ✓ A321LR with LEAP-1A Engines[1, 2]
  - ✓ A321XLR with LEAP-1A Engines[1, 2, 3]
  - ✓ B747-8 with GEnx 2B Engines (including Inner Fixed Structures)
  - ✓ Comac C919 with LEAP-1C Engines[1]
  - ✓ Comac ARJ21 with CF34-10A Engines

Legendary Boeing 747-8 Engine Nacelles

- ✓ Bombardier Global 7500 with Passport 20 Engines
- ✓ Bombardier Global 8000 with Passport 20 Engines[3]

[1]Also Sole Source for Lightning Strike Protection Materials
[2]Certain components produced with Park "AFP" Composite Materials
[3]Undergoing Development

GE Aviation Jet Engine Programs (Continued)

- Park Composite Materials are also Sole Source on primary structure component for Passport 20 Engines for Bombardier Global 7500/8000 (not included in MRAS LTA)

- Fan Case Containment Wrap for GE9X Engines for Boeing 777X Aircraft*
  - ✓ Produced with Park's "AFP" Composite Materials
  - ✓ Not included in MRAS LTA
    - Not yet anyway!
  - ✓ This program is subject to fan case redesign risk

- MRAS Qualification of Three Park Proprietary Film Adhesive Formulation Product Forms in progress

- **MRAS/Park LTA through 2029 recently amended to include three Park Film Adhesive Product Forms for composite bond and metal bond applications**

- **Life of Program Agreement requested by MRAS and STE**
  - ✓ **Agreement is in progress**
  - ✓ **What is the "LOP" Agreement worth to Park?**

*Undergoing Development

Update on GE Aviation Jet Engine Programs

- **A320neo Aircraft Family with CFM LEAP-1A Engines (includes A319neo, A320neo, A321neo, A321LR and A321XLR Aircraft Variants)**
  - ✓ **Airbus has a huge backlog of A320neo Aircraft Family firm orders of 6,753 Airplanes** as of October 31, 2023 (Source: December 2023 edition of Aero Engine News)
  - ✓ **Airbus continues to reaffirm its plan to achieve a rate of 75 A320neo Family Aircraft deliveries per month in 2026**
    - How is Airbus doing so far with their planned A320neo Family Aircraft production ramp up?
      - Quite well actually…according to reports, Airbus delivered:
        - **81 A320neo Family Aircraft in December 2023**
        - **An average of 60 A320neo Family Aircraft per month in CY2023 Q4**
        - **571 A320neo Family Aircraft in CY2023, or an average of 48 A320neo Family Aircraft per month in CY2023**

Update on GE Aviation Jet Engine Programs (Continued)

- For perspective, Airbus delivered the following number of A320neo Family Aircraft for each of the following calendar years:
  - 2018: 386 or an average of 32 per month
  - 2019: 561 or an average of 47 per month
  - 2020: 431 or an average of 36 per month
  - 2021: 459 or an average of 38 per month
  - 2022: 516 or an average of 43 per month
- So, in CY2023, for the first time since the beginning of the pandemic, Airbus was able to surpass pre-pandemic A320neo Family Aircraft production and delivery rates
  - *A very key milestone and accomplishment for Airbus*
- There still could be monthly ups and downs in A320neo Family Aircraft deliveries, but it is quite apparent that the ramp is REAL and not going away!!!

Update on GE Aviation Jet Engine Programs (Continued)

- **And, by the way, according to reports, Airbus booked 587 new A320neo Family Aircraft orders in December 2023, and booked an unheard of 1,835 new A320neo Family Aircraft orders in CY2023!!!**

✓ **But what about the engines for the A320neo Aircraft Family?**

- The A320neo Aircraft Family offers two approved engine options, namely the **CFM LEAP-1A engine** and the **Pratt 1100G (GTF) engine**
- Park supplies into the A320neo Family Aircraft using the CFM LEAP-1A engines…Park has no content on the A320neo Family Aircraft using the Pratt 1100G engines

Airbus A320neo with LEAP-1A Engines

Update on GE Aviation Jet Engine Programs (Continued)

- **According to the December 2023 edition of Aero Engine News, the CFM LEAP-1A market share of firm orders for the A320neo Aircraft Family is 65.6% as of October 31, 2023**
- **At the delivery rate of 75 A320neo Family Aircraft per month, the 65.6% LEAP-1A market share translates into 1,181 LEAP-1A engines per year**
  - **What is that worth to Park?**
- **There currently are 8,150 firm LEAP-1A engine orders (Source: November edition of Aero Engine News)**
  - **What are those firm orders worth to Park?**
- While Pratt is unfortunately struggling with serious durability issues with its 1100G (GTF) engine, CFM is introducing upgraded components for the LEAP-1A engine to improve its durability

Update on GE Aviation Jet Engine Programs (Continued)

- ✓ **Airbus A321XLR** Aircraft Variant
  - **Airbus recently confirmed that it expects the A321XLR to enter into service in the second quarter of 2024!!!**
  - Boeing does not have a response to the A321XLR aircraft
  - Potentially very important program for Park

- ➢ **Comac C919 with CFM LEAP-1C Engines**
  - ✓ Comac plans to achieve a production rate of 150 C919 Aircraft per year within five years
  - ✓ According to Comac, it has over 1,000 orders for the C919 Aircraft
  - ✓ Comac recently unveiled stretched and shortened variants of the C919 Aircraft

Comac C919 with CFM LEAP-1C Engine

Update on GE Aviation Jet Engine Programs (Continued)

- **Comac ARJ21 Regional Jet with GE CF34-10A Engines…according to Comac:**
  - ✓ 112 ARJ21 Aircraft have been delivered and are in service
  - ✓ There are 775 open orders for the Aircraft

Comac ARJ21 with GE CF34-10A Engine

Update on GE Aviation Jet Engine Programs (Continued)

- **Boeing 777X Aircraft with GE9X Engines**
  - ✓ According to a recent Boeing announcement, the B777X Aircraft will be certified by the FAA and EASA in 2025
  - ✓ Park expects approximately $2 million of B777X Program revenues in CY2024
  - ✓ With the cancellation of the Boeing 747 and Airbus A380 programs, the B777X occupies a unique space in the long haul high payload capacity widebody aircraft market…and it will likely continue to do so for a very long time
  - ✓ Potentially significant program for Park

Boeing 777X undergoing Cold Weather Testing in Fairbanks, Alaska

- **The Legendary Boeing 747 (thank goodness for spares)**

The Great 747, an Aircraft Like None Other

GE Aviation Jet Engine Programs Sales History and Forecast Estimates

- GE Aviation Programs sales history:
  - ✓ **FY2020 Total: $28.9 Million**
  - ✓ FY2021 Q1: $4.1 Million
  - ✓ FY2021 Q2: $2.9 Million
  - ✓ FY2021 Q3: $1.8 Million
  - ✓ FY2021 Q4: $4.4 Million
  - ✓ **FY2021 Total: $13.2 Million**
  - ✓ FY2022 Q1: $7.0 Million
  - ✓ FY2022 Q2: $6.5 Million
  - ✓ FY2022 Q3: $6.2 Million
  - ✓ FY2022 Q4: $6.7 Million
  - ✓ **FY2022 Total: $26.5 Million**
  - ✓ FY2023 Q1: $6.4 Million
  - ✓ FY2023 Q2: $6.1 Million
  - ✓ FY2023 Q3: $5.0 Million
  - ✓ FY2023 Q4: $4.7 Million
  - ✓ **FY2023 Total: $22.3 Million**
  - ✓ FY2024 Q1: $6.2 Million
  - ✓ FY2024 Q2: **$3.1 Million**
  - ✓ FY2024 Q3: **$4.15 Million**
- GE Aviation Sales Forecast Estimates*:
  - ✓ FY2024 Q4: **$7.5 Million****
  - ✓ FY2024 Total: $21.0 Million

*Subject to Supply Chain risks and other risks and considerations

****100% booked; Obviously the MRAS Inventory Burn-down has ended**

Financial Outlook for Park and GE Programs
An Update

- The following is our updated revenue Outlook for GE Aviation Jet Engine Programs and financial Outlook for Park generally
  - ✓ Although we did provide quarterly forecast estimates for GE Aviation Programs and Park above, we believe the GE Aviation Programs and Park Outlooks are more meaningful and significant than the quarterly forecast estimates
  - ✓ **What is the "timing" for the Outlooks?**
    - **We are not sure, but the freight train is coming, it can't be stopped and we better be ready!**
  - ✓ In providing these Outlooks, we are assuming the following:
    - There is not a severe or prolonged economic downturn during the Outlook timeframe
    - The global supply chain returns to some level of normalcy
    - Inflation moderates and returns to historically more "normal" levels
    - Staffing dynamics return to historically more "normal" levels

Updated GE Aviation Jet Engine Programs Revenue Outlook…the "Juggernaut"

Program	Engine Units per Year Assumptions[1]	Revenue per Engine Unit Estimates[2]	Annual Revenues per Program Estimates
A320neo[3]	1181[4]	$30,500	$36,025K
PP20[5]	90	$49,000	$4,410K
C919[6]	200	$26,500	$5,300K
ARJ21[7]	60	$29,500	$1,770K
GE9X[8]	_____	_____	$7,500K

- **Total GE Aviation Programs Revenues per Outlook Year (the Juggernaut): $55,000K**

[1] Except for the engine units per year assumption for the A320neo Aircraft Family, which is addressed in footnote 4 below, the engine units per year assumption estimates are based upon historical data, customer inputs and references to related program information.

[2] Estimates based upon information provided by the Customers; based upon selling pricing effective January 1, 2025.

[3] A320neo Aircraft Family with LEAP-1A engines. Assumes Park's film adhesive material is qualified and in use on the program. Park's lightning strike protection (LSP) material is already in use on the program.

[4] Assumes delivery rate of 75 A320neo Family Aircraft per month and a 65.6% CFM LEAP-1A engine market share on the program as discussed above.

[5] Passport 20 Engine used on the Bombardier Global 7500/8000 business jet. Assumes Park's LSP material is qualified and in use on the program and Park's film adhesive material is not in use on the program.

[6] Assumes Park's film adhesive material is not in use on the program. Park's LSP material is already in use on the program.

[7] Assumes Park's LSP material is qualified and in use on the program and Park's film adhesive material is not in use on the program.

[8] Engine used on the Boeing 777X aircraft. The engine units per year assumption and the revenue per engine unit estimate are being withheld to protect the confidentiality of the program, but we believe the engine units per year assumption used in computing the annual revenues is conservative. This program is subject to the fan case redesign risk referred to above.

Park Aerospace Corp. Financial Outlook principally based upon growth estimates of Programs on which Park is Sole-source Qualified…An Update[6]

	Sales	EBITDA
FY23 Base Year	$54.1M*	$11.5M
Estimated GE Programs Incremental Sales[1]	$32.7M	
Estimated incremental sales for ADL ADRS, Kratos Valkyrie Unmanned Aircraft and PAC-3 Missile System Programs[2]	$20M	
Non-GE Programs Incremental Sales[3]	$8M	
Estimated Revenue Outlook	**$114.8M**	
Estimated EBITDA contribution from incremental revenues[4]		$22.5M
Adjustment to Base Year EBITDA[5]		$2.5M
Estimated EBITDA Outlook		**$36.5M**

*"M" = million

Park Aerospace Corp. Financial Outlook principally based upon growth estimates of Programs on which Park is Sole-source Qualified…An Update[6] (Continued)

[1] GE Programs Outlook Sales of $55.0M minus FY23 GE Programs Sales of $22.3M equals $32.7M.

[2] Park is sole-source qualified on these three programs, but we are not providing a breakdown of the Outlook incremental sales for these programs in order to protect the confidentiality of the programs.

[3] FY23 Non-GE Programs Sales are $31.8M (FY23 total sales of $54.1M minus FY23 GE Programs Sales of $22.3M equals $31.8M). Analysis assumes 25% growth of Non-GE Programs Sales by outlook year. 25% of $31.8M equals $8M of incremental Non-GE Programs Sales.

[4] Outlook incremental sales are $60.7M (Outlook Sales of $114.8M minus FY23 Sales of $54.1M equals $60.7M). Analysis assumes a 37% EBITDA contribution on the $60.7M of incremental sales, or $22.5M of incremental EBITDA.

[5] The adjustment is based upon the assumptions that inflation moderates and our product pricing "catches up" with inflation (the "lag effect" is reduced or eliminated), the inefficiencies in our manufacturing operations caused by supply chain disorder are reduced or eliminated as the supply chain gets back to "normal" and the additional cost burdens related to staffing challenges are ameliorated as staffing dynamics get back to "normal".

[6] The above financial outlook analysis is not a forecast as it only considers the estimated growth of programs on which Park is already sole source qualified, plus 25% growth of Non-GE Programs Sales by the outlook year. The analysis does not consider other revenue opportunities.

Park Family Holiday Party Celebrated in Our Beautiful Factory

Cory Thanking our Park People for Their Dedication and Service to Our Company

Ugly Sweater Contest Winners

Annual Paper Airplane Throwing Contest Winners


Thank You!