



P A R K  
A E R O S P A C E  
C O R P .

**Company Presentation**  
**October 9, 2025**

**\*\*\**Founded March 31, 1954*\*\*\***

## 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 March 2, 2025, and in subsequent reports filed with or furnished to the Securities and Exchange Commission. Additional risk factors include (a) political and economic instability and disruptions, restrictions on the transfer of funds, trade conflicts and the imposition of duties, tariffs and similar governmental charges, as well as import and export controls, (b) catastrophic events outside Park's control, including severe weather conditions such as tornadoes, hurricanes, floods, earthquakes, storms, epidemics, pandemics, acts of war and terrorism and (c) continued operation of production facilities to meet customer contract requirements and other needs, including by satisfactorily completing new construction projects. 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.*



**James Webb Space Telescope  
Discovers Cosmic Dust which  
"Shouldn't Exist" Outside its Galaxy  
Thank you, James Webb Space Telescope  
(The JWST was produced  
with 18 Park Sigma Struts™)**





# 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                    | ✓ Unmanned Military Aircraft ("Drones")     |
| ✓ Transport Aircraft             | ✓ Business Jets & General Aviation Aircraft |
| ✓ Military Aircraft              | ✓ Rotary Wing Aircraft                      |
| ✓ Missile and Hypersonic Systems | ✓ 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



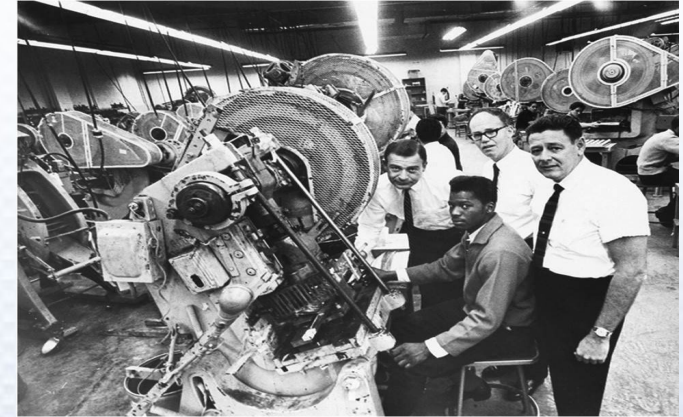
*Park Facilities after First Expansion*





# Our History

- Park founded on March 31, 1954 by Jerry Shore and Tony Chiesa under the name Park Nameplate, Inc. with \$40 Thousand Investment
- Original business was nameplate and decorative trim
- Company started in a 2,500 square feet “factory” (garage?) in Woodside, Queens with 5 employees



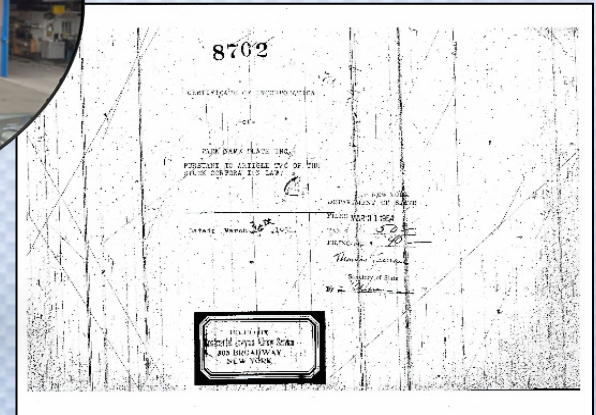
Park's Founders

- 1954 Results:
  - ✓ Sales: \$124,206.59
  - ✓ Pretax Profit: \$887.38
  - ✓ Taxes Paid: \$226.21



Park's First Location

- First Invoice: \$300 to GE Schenectady (hand written)



Park's Original Certificate of Incorporation

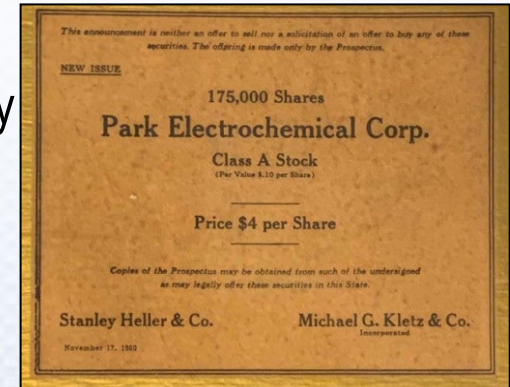




# Our History (Continued)

November 17, 1960

Park changes name to Park Electrochemical Corp. and goes Public



1961

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

1962

Park develops Multilayer Printed Circuit Boards for Lockheed Sunnyvale for ICMBs

1969

Park goes to the moon with Apollo 11

1984

Park lists on NYSE

1984

Park sells nameplate and decorative trim business



1985

Park is a leading global Electronics Printed Circuit Material business



# Our History (Continued)

1985 Park commences regular Quarterly Cash Dividend

Jan 2007 Park commits to Aerospace as second major area of business focus

Jan 17, 2008 Ground-breaking of Park's New 54,000 square foot Aerospace Composite Materials Facility in an empty field in Newton, KS



August 2009 Park announces 42,000 square foot expansion of Newton, KS facility

February 29, 2014 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 90,000 square feet 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.

August 26, 2019

Park rings closing bell at New York Stock Exchange

March 31, 2024

Park Celebrates 70 Years in Business





# Major Expansion of Newton, KS Facilities

➤ December 2018...Park announces Major 90,000 square feet Expansion of Newton, KS Manufacturing and Development Facilities

- ✓ Redundant Plant for GE Aerospace, MRAS and their Aircraft OEM Customers
- ✓ Plant is also needed for Manufacturing Capacity
- ✓ Expansion doubled size of Newton, KS facilities
- ✓ **Expansion is complete and in production**
- ✓ Total cost: approximately \$20 Million



# FY2026 Q2 Top Five Customers (in Alphabetical Order)

GKN Aerospace

Kratos Defense and Security Solutions

Middle River Aerostructure Systems  
(MRAS) and its subcontractors

TexTech Engineered Composites

The Nordam Group



*Airbus A321XLR with LEAP-1A Engines*



*Bombardier Global 7500*



*Kratos BQM-167  
Unmanned Target Aircraft*



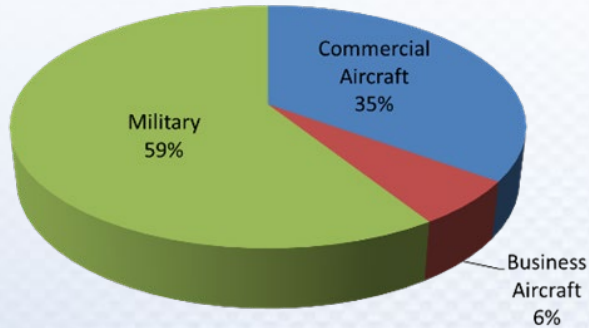
*Boeing 787-9 Dreamliner*





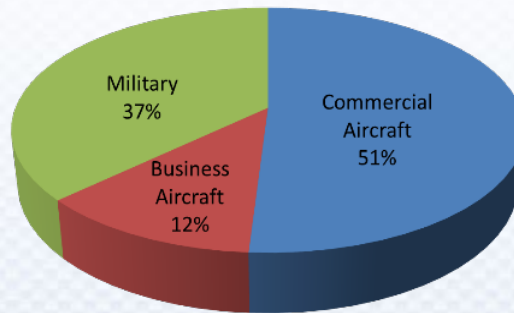
# Park's Estimated Revenues by Aerospace Market Segment

**FY2021**



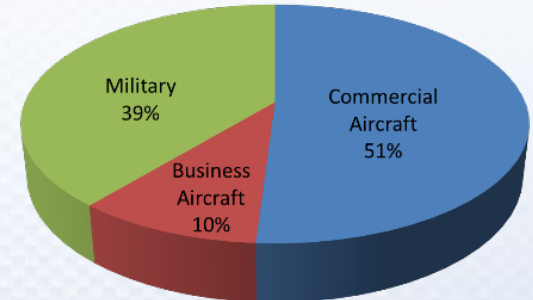
FY2021 Revenues:  
\$46.3 Million

**FY2022**



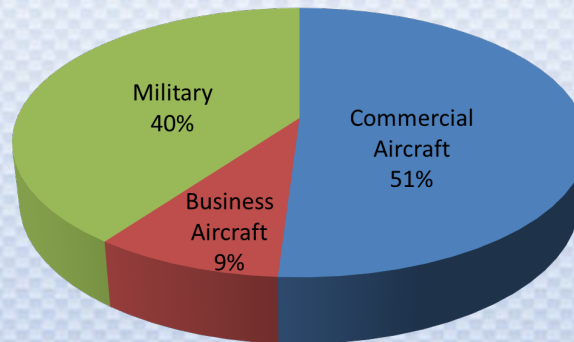
FY2022 Revenues:  
\$53.6 Million

**FY2023**



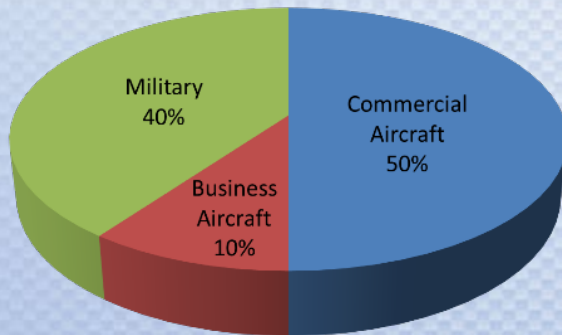
FY2023 Revenues:  
\$54.1 Million

**FY2026 First 6 Months**



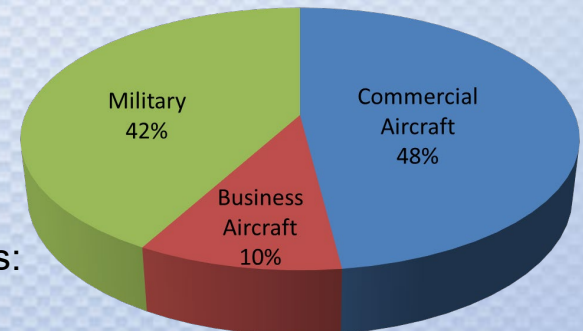
FY2026 First 6 Months Revenues:  
\$31.8 Million

**FY2024**



FY2024 Revenues:  
\$56.0 Million

**FY2025**



FY2025 Revenues:  
\$62.0 Million

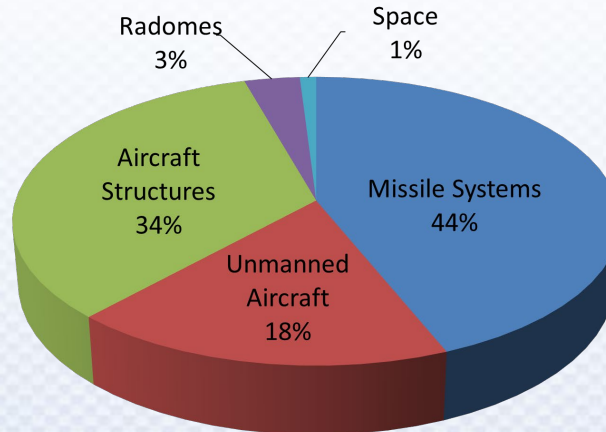


# Park Loves “Niche” Military Aerospace Programs

## Park’s Estimated FY2026 First 6 Months Military Revenues by Market Segment



*Lockheed Martin  
Trident II D5 Ballistic Missile*



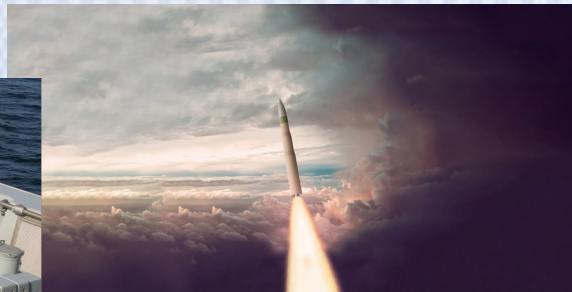
Estimated FY2026 First 6 Months  
Military Revenues: \$12.8 Million



*Israeli Aerospace  
Arrow Anti-Ballistic Missile System*



*MK56 Guided Missile Vertical  
Launching System (GMVLS)*



*Northrop Grumman  
LGM-35A Sentinel ICBM*



*Lockheed Martin Long Range  
Anti-Ship Missile (LRASM)*



*Raytheon SM-6  
Missile*





# GE Aerospace 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...in production
- Sole Source for Composite Materials for Engine Nacelles and Thrust Reversers for Multiple MRAS Programs, including:
  - ✓ A319neo with LEAP-1A Engines<sup>1, 2</sup>
  - ✓ A320neo with LEAP-1A Engines<sup>1, 2</sup>
  - ✓ A321neo with LEAP-1A Engines<sup>1, 2</sup>
  - ✓ A321LR with LEAP-1A Engines<sup>1, 2</sup>
  - ✓ A321XLR with LEAP-1A Engines<sup>1, 2</sup>
  - ✓ B747-8 with GEnx 2B Engines (including Inner Fixed Structures)
  - ✓ Comac C919 with LEAP-1C Engines<sup>1</sup>



*Legendary Boeing 747-8 Engine Nacelles*

- ✓ Comac C909 (formerly ARJ21) with CF34-10A Engines
- ✓ Bombardier Global 7500/8000 with Passport 20 Engines

<sup>1</sup>Also Sole Source for Lightning Strike Protection Materials

<sup>2</sup>Certain components produced with Park "AFP" Composite Materials



# GE Aerospace Jet Engine Programs (Continued)

- Park Composite Materials are also Sole Source on primary structure component for Passport 20 Engines for Bombardier Global 7500/8000 (included in GE Aerospace LTA through 2030)
- Fan Case Containment Wrap for GE9X Engines for Boeing 777X Aircraft
  - ✓ Produced with Park's "AFP" and other Composite Materials
  - ✓ Planned to be included in MRAS Life of Program Agreement
- MRAS/Park LTA provided for an approximate 6.5% weighted average price increase effective January 1, 2025 for the products covered by the LTA
- MRAS/Park LTA was amended to include Three Proprietary Park Film Adhesive Formulation Product Forms for composite bond and metal bond applications
  - ✓ MRAS Qualification of these Park Film Adhesive Product Forms in progress
- Life of Program Agreement requested by MRAS and STE
  - ✓ Agreement is under negotiation...still!





# Update on GE Aerospace Jet Engine Programs

- **A320neo Aircraft Family (includes A319neo, A320neo, A321neo, A321LR and A321XLR Aircraft Variants)**
  - ✓ **Airbus has a huge backlog of A320neo Aircraft Family firm orders of 7,179 Airplanes** as of June 30, 2025 (Source: Second Quarter 2025 edition of Aero Engine News)
  - ✓ **Airbus A320neo Family Aircraft deliveries:**
    - 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
    - 2023: 571 or an average of 48 per month
    - 2024: 602 or an average of 50 per month
    - September 2025 YTD: 392 or an average of 44 per month
  - ✓ **Airbus delivered 59 A320neo Family Aircraft in September 2025**



# Update on GE Aerospace Jet Engine Programs (Continued)

- ✓ Importantly, engine supply bottleneck from CFM for LEAP-1A engines is reportedly improving
- ✓ Airbus is targeting a delivery rate of 75 A320neo Family Aircraft per month by 2027
- ✓ **Approved Engines for the A320neo Aircraft Family**
  - The A320neo Aircraft Family offers two approved engine options, namely the **CFM LEAP-1A engine** and the **Pratt PW1100G (GTF) engine**
  - **Park supplies into the A320neo Family Aircraft using the CFM LEAP-1A engine...**Park has no content on the A320neo Family Aircraft using the Pratt PW1100G engine
  - According to the **Second Quarter 2025** edition of **Aero Engine News**, the **CFM LEAP-1A's** market share of firm engine orders for the **A320neo Family of Aircraft** was **64.7%** as of **June 30, 2025**
  - At the delivery rate of 75 A320neo Family Aircraft per month, the **64.7% LEAP-1A** market share translates into **1,165 LEAP-1A engines per year**





# Update on GE Aerospace Jet Engine Programs (Continued)

- ✓ As of June 30, 2025, there were 8,092 firm LEAP-1A engine orders (Source: Second Quarter 2025 edition of Aero Engine News)
- ✓ Airbus A321XLR Aircraft Variant
  - “The A321XLR is changing to air map of the world”
  - Qantas kicked off A321XLR Commercial Service in September 2025
  - Qantas has expanded its A321XLR commitment to 48 Aircraft
  - American Airlines plans to commence A321XLR transatlantic service in March 2026
  - Iberia Airlines calls the A321XLR a “game changer” and claims its A321XLR fleet has had almost no AOGs after almost a year in service
  - And Boeing has no response



*Airbus A321XLR with LEAP-1A Engines*



# Update on GE Aerospace Jet Engine Programs (Continued)

- ✓ Airbus plans to open new A320neo Aircraft Family Final Assembly Lines (FALs) in the US and China this month
  - These two new FALs, in combination with the existing FALs in Germany and France, will provide Airbus with the manufacturing capability to achieve its 75 A320neo Aircraft per month delivery goal in 2027
- ✓ **Breaking News...on October 7, 2025, the A320 Aircraft Family became the world's most delivered commercial jet...ever**

## ➤ Comac C919 with CFM LEAP-1C Engines

- ✓ Comac is targeting 30 C919 Aircraft deliveries in 2025
  - Recent unconfirmed reports that Comac will fall short of this target
- ✓ Malaysian airline Air Asia has confirmed it is in advanced talks with Comac to purchase C919 Aircraft



*Comac C919 with CFM LEAP-1C Engine*





# Update on GE Aerospace Jet Engine Programs (Continued)

- ✓ Comac plans to achieve a production rate of 200 C919 Aircraft per year by 2029
- ✓ Comac claims to have over 1,000 orders for the C919 Aircraft



*Comac C909 with GE CF34-10A Engines*

## ➤ **Comac C909 (formerly the ARJ21) with GE CF34-10A Engines**

- ✓ C909 Aircraft delivered to Lao Airlines and Vietjet
- ✓ Air Cambodia reportedly recently signed deal to buy up to 20 C909 Aircraft

## ➤ **Boeing 777X Aircraft with GE9X Engines**

- ✓ B777X test flight program has amassed over 1,500 flights and nearly 4,100 flight hours



*Boeing 777X undergoing Cold Weather Testing in Fairbanks, Alaska*



# Update on GE Aerospace Jet Engine Programs (Continued)

- ✓ Boeing reportedly has 565 open orders for its B777X Aircraft
- ✓ Boeing had previously announced that the B777X program was on track for certification in late 2025 and EIS (Entry into Service) in 2026
- ✓ But the Boeing CEO recently stated that the certification program is falling behind schedule
  - The CEO further stated that the Aircraft and the GE9X Engine are “really performing quite well” and that the potential delay in certification was being caused by increasingly deliberate FAA scrutiny (likely in reaction to the B737 accidents)
  - Key gating item is receipt of Type Inspection Authorization (TIA) from the FAA
- ✓ Boeing has not announced revised targets for Aircraft certification and EIS, but speculation is that both will be pushed to 2026





# GE Aerospace Jet Engine Programs Sales History and Forecast Estimates

## ➤ GE Aerospace Programs Sales history:

- |   |                               |   |                                 |
|---|-------------------------------|---|---------------------------------|
| ✓ | <b>FY2020: \$28.9 Million</b> | ✓ | <b>FY2024: \$21.1 Million</b>   |
| ✓ | <b>FY2021: \$13.2 Million</b> | ✓ | <b>FY2025: \$24.7 Million</b>   |
| ✓ | <b>FY2022: \$26.5 Million</b> | ✓ | <b>FY2026 Q1: \$6.2 Million</b> |
| ✓ | <b>FY2023: \$22.3 Million</b> | ✓ | <b>FY2026 Q2: \$7.5 Million</b> |



*Boeing 747-8*

## ➤ GE Aerospace Programs Sales Forecast Estimates\*:

- |   |   |
|---|---|
| ✓ | <b>FY2026 Q3: \$7.5 Million to \$8.0 Million</b>      |
| ✓ | <b>FY2026 Total: \$27.5 Million to \$29.0 Million</b> |

\*Subject to risks described in Slide 2



# Park's Financial Performance History and Forecast Estimate\*

## ➤ Sales and Adjusted EBITDA history:

	Sales	Adjusted EBITDA
FY2023	\$54.1 Million	\$11.5 Million
FY2024	\$56.0 Million	\$11.0 Million**
FY2025	\$62.0 Million***	\$11.6 Million**
FY2026 Q1	\$15.4 Million	\$3.0 Million
FY2026 Q2	\$16.4 Million	\$3.4 Million

## ➤ FY2026 Q3 Financial Forecast Estimates\*\*\*\*:

	Sales	Adjusted EBITDA
FY2026 Q3	\$16.5 Million to \$17.5 Million	\$3.7 Million to \$4.1 Million

\*From Continuing Operations

\*\*Before Special Items

\*\*\*Includes \$7.5 Million of C2B fabric sales

\*\*\*\*Subject to risks described in Slide 2





# Historical Fiscal Year Results

## (In Thousands)\*

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024***	FY2025
Sales	\$31,837	\$40,230	\$51,116	\$60,014	\$46,276	\$53,578	\$54,055	\$56,004	\$62,026
Gross Profit	\$8,299	\$11,288	\$16,184	\$18,673	\$13,191	\$17,917	\$16,473	\$16,534	\$17,642
Gross Margin	26.7%	28.1%	31.7%	31.1%	28.5%	33.4%	30.5%	29.5%	28.4%
Adjusted EBITDA	\$1,055	\$4,704**	\$10,248**	\$13,012**	\$8,419**	\$13,089**	\$11,459	\$10,989**	\$11,649**
Adjusted EBITDA Margin	3.3%	11.7%**	20.0%**	21.7%**	18.2%**	24.4%**	21.2%	19.6%**	18.8%**

### ➤ Important themes and considerations:

- ✓ Supply Chain limitations affecting Aerospace Industry
- ✓ Ramping up of costs for the “Juggernaut”
- ✓ FY2025 Sales include \$7.5 Million of C2B fabric sales

\*From Continuing Operations

\*\*Before Special Items

\*\*\*53-Week Fiscal Year



# General Park Updates

## ➤ Agreements with ArianeGroup

- ✓ Park entered into a Business Partner Agreement with ArianeGroup in January 2022 under which Ariane appointed Park as its exclusive North American distributor for Ariane's RAYCARB C2B fabric used to produce ablative composite materials for advance missile programs
- ✓ On March 27, 2025, Park and Ariane entered into a **New Agreement** under which Park will advance Ariane €4,587,000 against future purchases by Park of C2B fabric
  - Those funds will be used by Ariane to help finance the purchase and installation of new manufacturing equipment for Ariane's production of C2B fabric in France
  - That amount is to be paid to Ariane in three installments in 2025, 2026 and 2027, the first of which installment of €1,376,000 was paid by Park in our FY2026 Q1





# General Park Updates (Continued)

- The purpose of this New Agreement is to provide additional C2B fabric manufacturing capacity to support the rapidly increasing demand for C2B in Europe and North America
- ✓ ArianeGroup recently asked Park to “partner” with them on a study related to the potential significant increase of C2B fabric manufacturing capacity, presumably in the US
  - The study is expected to cost approximately Euro 700 Thousand (approximately \$820 Thousand based upon current exchange rates), and ArianeGroup and Park plan to share equally in the cost of the study
  - *Park’s planned contribution to the study of approximately \$410 Thousand is expected to be expensed as a special item in our FY2026 Q3*
- Park’s Lightning Strike Protection materials were certified on the GE Aerospace Passport 20 Engine used on the Bombardier Global 7500/8000 large business jet...revenues of approximately \$500 Thousand per year expected for our LSP materials on this program



# General Park Updates (Continued)

- Park recently entered into a new LTA with GE Aerospace for CYs 2025 through 2030
  - ✓ Revenue from the LTA expected to ramp to approximately \$5.0 Million per year
- Park's discussions with two Asian industrial conglomerates relating to Asian manufacturing joint ventures continue
- Tariffs and international trade issues
  - ✓ Expected impact to Park going forward?
- Current MRAS Supplier Scorecard...
  - ✓ Park's scores:
    - 12 Month Rolling Composite Score: **99.87**
    - 12 Month Rolling Acceptance Rate: **100.00**
    - 12 Month Rolling SU Rate: **100.00**
  - ✓ Why not all 100s?
  - ✓ Does MRAS still love us?





# General Park Updates (Continued)

- Making Customers Love us is central to Park's "Egg Strategy"
  - ✓ How do we make our Customers Love us?
    - With our calling cards of Flexibility, Urgency and Responsiveness
    - By asking "How High?" before our Customers say "Jump"
  - ✓ Making Customers Love us is a boiler room thing, not a board room thing
  - ✓ Making Customers Love us is the *secret* to our success



# Park's Share Buy-back Authorization and Activity...an Update

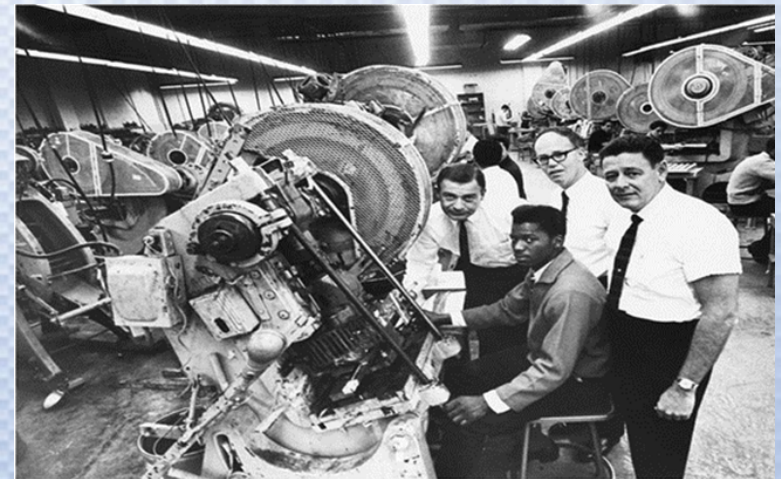
- As announced on May 23, 2022, Park's Board of Directors authorized Park's purchase of up to 1,500,000 shares of the Company's Common Stock on the open market and in privately negotiated transactions
  - ✓ Under this authorization, Park has purchased a total of 718,234 shares of its Common Stock at an average price of \$12.94 per share at a total cost of \$9,296,401
  
- Recent Buy-back activity under the authorization:
  - ✓ During our FY2026 Q1, Park purchased 166,955 shares of its Common Stock at an average price of \$12.97 per share at a total cost of \$2,165,453
  - ✓ We did not purchase any shares in our FY2026 Q2
  - ✓ We have not purchased any shares in our FY2026 Q3 to date





# Park's Balance Sheet, Cash and Incredible Cash Dividend History

- Park has **zero** long term debt!
- Park reported \$61.6 Million in Cash and Marketable Securities as of the end of our FY2026 Q2
  - ✓ Park made its final transition tax installment payment of \$4.9 Million in FY2026 Q2
- Park has paid **40 consecutive years** of uninterrupted regular quarterly cash dividends without ever skipping a dividend or reducing the amount of the dividend
- Park has paid **\$606.1 Million, or \$29.60 per share, in cash dividends since the beginning of FY2005!**



*Park's Founders*



# Financial Outlooks for GE Aerospace Jet Engine Programs...the “Juggernaut”

- What is the “timing” for the Juggernaut?
  - ✓ We are not sure, but the Juggernaut is coming, it can’t be stopped and we better be ready!



*Airbus A321neo with LEAP-1A Engine*





# GE Aerospace Jet Engine Programs

## Revenue Outlook...the “Juggernaut”

Program	Engine Units per Year Assumptions <sup>1</sup>	Revenue per Engine Unit Estimates <sup>2</sup>	Annual Revenues per Program Estimates
A320neo <sup>3</sup>	1080 <sup>4</sup>	\$30,500	\$32,940K
PP20 <sup>5</sup>	90	\$49,000	\$4,410K
C919 <sup>6</sup>	300	\$26,500	\$7,950K
C909 <sup>7</sup>	72	\$29,500	\$2,125K
GE9X <sup>8</sup>	_____	_____	\$11,250K
Misc. GE Programs <sup>9</sup>	NA	NA	\$2,750K

➤ **Total GE Aviation Programs Revenues per Outlook Year (the Juggernaut): \$61,425K**



# GE Aerospace Jet Engine Programs

## Revenue Outlook...the “Juggernaut” (Continued)

<sup>1</sup> 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.

<sup>2</sup> Estimates based upon information provided by the Customers and based upon Park’s selling pricing effective January 1, 2025.

<sup>3</sup> 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.

<sup>4</sup> Assumes delivery rate of 75 A320neo Family Aircraft per month and a 60.0% CFM LEAP-1A engine market share on the program; **we are using a 60.0% LEAP-1A market share assumption even though the LEAP-1A market share of firm engine orders is higher.**

<sup>5</sup> 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.

<sup>6</sup> Assumes Park’s film adhesive material is not in use on the program. Park’s LSP material is already in use on the program.

<sup>7</sup> Formerly the Comac ARJ21; 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.

<sup>8</sup> 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.

<sup>9</sup> Multiple Park composite materials products supplied into the GE90, GEnx and GE9X engine programs under Park’s LTA with GE Aerospace.





# War (and Peace?)

## Park's New Juggernaut

### ➤ Unprecedented Demand for Missile Systems

- ✓ Missile Systems stockpiles have been seriously depleted by the wars in Europe and the Mid-East
  - There is an urgent need to replenish the depleted Missile Systems stockpiles
- ✓ According to WSJ reporting:
  - The Pentagon is pushing Defense OEMs to Double, **or even *Quadruple***, Missile System production “on a breakneck schedule”, partly in preparation for a potential conflict with China
  - The list of Pentagon targeted Missile Systems includes the PAC-3 Patriot Missile Defense System, the Long Range Anti-Ship Missile System (the LRASM) and the Standard Missile 6 System (the SM-6), with the PAC-3 Patriot System being a particular priority
    - Park actively participates in all those missile systems

### ➤ Review of and Update on the PAC-3 Patriot Missile Defense System

- ✓ The largest deployment of PAC-3 Patriot Missile Defense Systems in history occurred in response to Iran's ballistic missile strikes on Al Udeid Air Base in Qatar



# War (and Peace?)

## Park's New Juggernaut (Continued)

- Patriot Missile Systems were moved to Qatar from South Korea and Japan in anticipation of Iran's ballistic missile strike in response to the US strategic bombing of Iran's nuclear weapon sites
- The "shell game"
- But the DOW wants to very significantly increase Patriot Missile stockpiles in Asia to protect bases and allies in the Pacific region
- ✓ Israel's supply of Patriot Missile Systems has been seriously depleted as a result of its recent war with Iran
- ✓ Ukraine's supply of Patriot Missile Systems has been seriously depleted as a result of its ongoing war with Russia
- ✓ Other countries have been waiting for Patriot Missile Systems for years
- ✓ On September 3, 2025, Lockheed's Missile and Fire Control Division received its biggest contract in history, a \$9.8 billion award from the US Army for 1,970 PAC-3 Patriot Missiles
- ✓ **According to WSJ reporting, the DOW wants suppliers to ramp up to produce approximately 2,000 Patriot Missiles per year, which is almost 4 times the current production rate**





# War (and Peace?)

## Park's New Juggernaut (Continued)

- ✓ Patriot Missile Systems are planned to be incorporated into President Trump's Golden Dome missile defense system
- ✓ It is apparent from the reporting that the US plans to do much more than just replenish the depleted stockpile of Patriot Missile Systems
- Park supports the PAC-3 Patriot Missile System with specialty ablative materials produced with ArianeGroup's C2B fabric...
  - ✓ Park is sole source qualified for specialty ablative materials on this program
  - ✓ Park was recently asked to increase our expected output of specialty ablative materials for the program by **significant orders of magnitude**
    - Park will fully support this request partly with the additional manufacturing capacity provided by Park's major facilities expansion discussed below
  - ✓ Remember that Park recently entered into the "New Agreement" with ArianeGroup for the purpose of increasing C2B fabric manufacturing capacity



# War (and Peace?)

## Park's New Juggernaut (Continued)

- But, will that additional manufacturing capacity be enough?
- ✓ As discussed above, Park is partnering with ArianeGroup on a study related to potentially significantly increasing C2B fabric manufacturing capacity, presumably in the US

### ➤ Israel's Arrow 3 and Arrow 4 Missile Defense Systems

- ✓ The Arrow 3 System has reportedly seen extensive use in Israel's recent war with Iran
- ✓ Israel's stockpile of these Arrow 3 Weapon Systems is reportedly seriously depleted
- ✓ Israel may need to do much more than just replenish its depleted stockpile of these Arrow Missile Defense Systems
- ✓ The Arrow 4 System is designed to intercept hypersonic missiles in the space transition zone
- ✓ Update on Park's involvement with the Arrow 3 and Arrow 4 Missile Defense systems?





# War (and Peace?)

## Park's New Juggernaut (Continued)

- The above Missile Programs are just a small representation of the critical missile programs Park is supporting or planning to support
  - ✓ There are too many programs to iterate here, and many (probably most) are too confidential and sensitive to mention for national security and other reasons
  - ✓ *But please understand that certain of these programs represent very significant revenue for Park over long periods of time*
  - ✓ We are disappointed that we are not able to discuss these programs with you...but we can't



# Major New Expansion of Park's Manufacturing Facilities – an Update

- Park is planning a major new expansion of its manufacturing facilities
- The planned expansion will include a new manufacturing plant
  - ✓ The new manufacturing plant may be located at our Newton, Kansas campus or elsewhere
- The planned expansion will include the following new manufacturing lines:
  - ✓ Solution Treating
  - ✓ Hot Melt film
  - ✓ Hot Melt tape
  - ✓ Hypersonic materials manufacturing line and support equipment
- Current estimated capital budget for the new manufacturing plant and equipment:
  - ✓ **\$40 Million to \$45 Million**
  - ✓ Why has the budget increased?





# Major New Expansion of Park's Manufacturing Facilities – an Update (Continued)

- Why are we doing this?
  - ✓ **Our Juggernauts require it!**
  - ✓ **Our long-term business forecast requires it!**
    - Significant requirements and new business opportunities for both hot-melt and solution composite materials
    - Our long-term forecast has further increased since our July 15, 2025 FY2026 Q1 Investor Call
  - ✓ To have the manufacturing capacity needed for Park to be “Park”...
    - Park's calling cards:
      - Flexibility
      - Responsiveness
      - Urgency
    - We don't run our business as a “mill”
  - ✓ **This is not a close call!**



# Major New Expansion of Park's Manufacturing Facilities – an Update (Continued)

- We are not sharing our new long-term business forecast at this time, but...
  - ✓ The opportunities for Park are **significant**
  - ✓ The timing is now...we must take advantage of the opportunities now...we must not hesitate or we will squander the “once in a lifetime” opportunities we have sacrificed so much over many years to develop
- Our objective is to have our expansion plan in place by the end of the calendar year and to be moving into the implementation phase of our plan by then





# How are We Doing at Park?

## ➤ What are Park's objectives? How do we measure success?

- ✓ By getting qualified (sole source qualified) on the chosen special aerospace programs that we want to be connected with
- ✓ Once we get qualified on our chosen special programs, our objectives have been achieved
- ✓ And, once we are qualified on those chosen programs, *all we need to do* is support those programs with *extreme* urgency, flexibility and responsiveness
- ✓ Other than that, it is up to the program OEMs to determine and decide how quickly to ramp the programs
  - That is not something over which we have control and that is not our concern

## ➤ So, how have we done with our objectives?

- ✓ If you asked me, we have been *incredibly* successful
- ✓ We have gotten on wonderful aerospace programs...the special programs we wanted to be on



# How are We Doing at Park? (Continued)

- ✓ And we were nobodies when we came into the aerospace industry and we came from nowhere
  - Were we welcomed into the industry with open arms?
- ✓ We achieved what we achieved against great odds

## ➤ **Are we lucky?**

- ✓ If you asked me, we earned everything we got...

## ➤ **Are we an overnight success?**

- ✓ I don't think so...it has been a long and difficult road with much sacrifice along the way...but a road we chose





# How are We Doing at Park? (Continued)

- Very fortunately for all of us, Park had the courage and conviction to stay the course with our principles and our simple but elegant “Egg Strategy” in the face of sometimes unrelenting doubts, negativity and skepticism
- **So, how are we doing at Park?** We believe Park has done a remarkable job of positioning our Company to capitalize on the “once in a lifetime” opportunities we are now facing
- **These are unprecedented times for Park**



# Thank You!

