

COMMERCIAL IN CONFIDENCE



# RW Aviation Group Presentation

FEBRUARY '24



# Organisation Overview



**GROUP OVERVIEW**



**OFFERINGS** PRODUCTS & SERVICES



**CUSTOMERS**



**STRATEGY & TIMELINE**



**FINANCIAL** HIGHLIGHTS & OUTLOOK





# Organisation Overview

RW Aviation is a UK-based independent Group providing World-Class MRO & Cabin Interiors solutions.

OUTSOURCED SERVICE PROVISION

DESIGN - MANUFACTURING

AFTERMARKET SPARES & REPAIR



# Group Proposition

## RW AVIATION GOAL

To become the Leading partner for Aircraft Cabin Component Design, Manufacture, Repair and On-Wing Maintenance.



### PRODUCTS & SERVICES

ON WING SUPPORT SERVICES

PART 21J DESIGN SERVICES

PARTS SUPPLY & REPAIR

TRIM & REPAIR

GALLEY INSERTS

SOFT FURNISHINGS

CARPETS

DRY CLEANING



### CUSTOMERS

GLOBAL & LOW COST AIRLINES

(INCL. FLAG CARRIERS)

MROS

OEMS

LEASING COMPANIES



### LOCATIONS

**GATWICK**

40,000 SQ FT

75 EMPLOYEES

**MANCHESTER**

60,000 SQ FT

75 EMPLOYEES

**ROMANIA\***

10,000 SQ FT

20 EMPLOYEES

\* Currently a Sub-Contractor majority owned by Shareholders.



# Customers

Trusted by largest MROs and blue chip Airlines

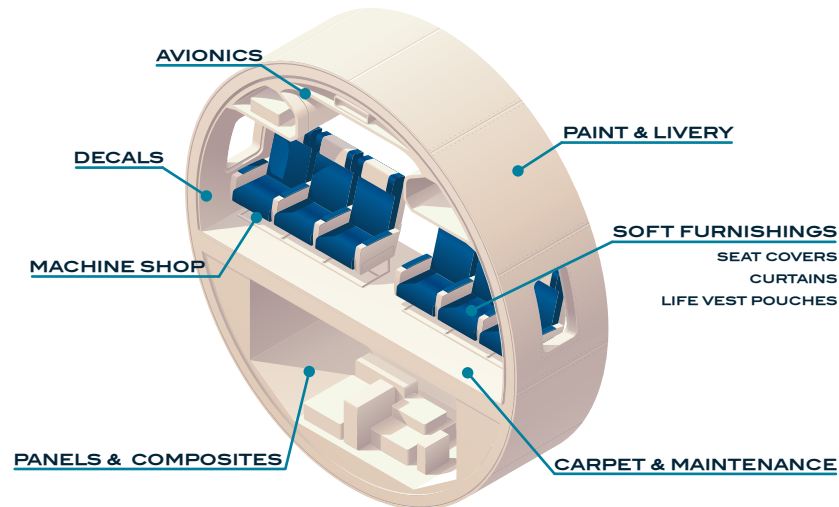
70% OF OUR CUSTOMERS, WE HAVE HAD FOR OVER 10 YEARS



# Approvals

All of the Group Companies parts production, services and solutions are backed by a comprehensive suite of relevant approvals.

## PRODUCTION CAPABILITIES INCLUDE



### PART 145 SERVICES

Cabin Refresh Teams  
Seat Maintenance  
Galley Repair and Overhaul  
Composite Repair  
ADG Services  
Dry Cleaning  
Soft Furnishings Repair  
OVHB Refurbishment  
Batteries Overhaul & Cap Checks  
(Main & Emergency)

### SUPPLY CHAIN

Stock Management & Storage  
Kitting  
Logistics

### DESIGN SERVICES

Product Design  
21J Services coming Q2 2024  
Production support software

The group holds regulatory certifications covering:

UK CAA 21G

EASA 145

FAA 14

CFR Parts 43 & 145

TCCA CAR 573

# Management Structure

An accomplished, experienced leadership team, supported by a credible second tier management, dedicated to integrity, fiscal responsibility, operational excellence, customer satisfaction and shareholder value.



**BEN RUSSELL**

**CHAIRMAN**



**CHRIS WILLIAMS**

**GROUP CEO**



**HUW JENKINS**

**COMMERCIAL DIRECTOR**



**ED DYER**

**OPERATIONS DIRECTOR**



**TONY LEWIN**

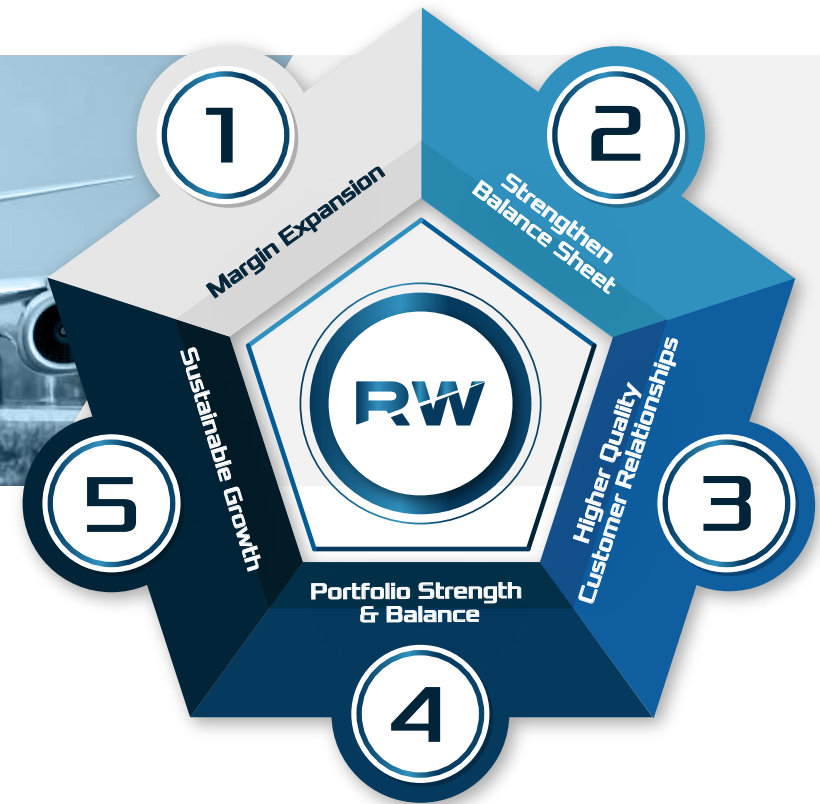
**MANAGING DIRECTOR**





# Strategy

A robust Group-wide strategy has been developed that underpins the Operation and Direction of Travel.



## Margin Expansion

- Focus on Operational Excellence and reduction in Cost to Serve.
- Bottom up analysis of profitability by Service line.
- Review Costs and Pricing with Customers.
- Focus on higher margin products and services, leveraging lower margin offerings as entry points.



## Strengthen Balance Sheet

- Focus on cash flow generation.
- Review payment terms with Suppliers
- Increase working capital turns.



## Higher Quality Customer Relationships

- Investment in Key Relationships to increase "Customer Stickiness".
- Focus on cross-selling and upselling within existing Customers.
- Refresh legacy customer relationships.



## Portfolio Strength & Balance

- Increase mix of Customers, across Major Flag Carriers and Aviation OEMs.
- Reduce reliance on sub-contracted support.
- Increase base fixed revenue generation to offset aftermarket / AOG fluctuations.



## Sustainable Growth

- Organic commercial growth: Take market share.
- Organic defense: develop new niches - e.g NEO Panels.
- Selectively pursue acquisitions.



# Direction Of Travel

Opportunities have significantly increased post-COVID: the focus is on sustainable and profitable growth in key areas.

	Market Size	Margins	Competition	Strategy
Outsourced Service Provision	*****	**	**	↑↑
Components Manufacture	*****	*****	*****	↑↑↑↑
Design	***	***	*****	↑↑
Soft Furnishings	*****	**	*****	↑↑
Trim & Repair	*****	*****	*****	↑↑
Life Vest Pouches	**	***	*****	↑
Local Airline Inventory Mgt	**	**	**	↑
Dry Cleaning	*	**	***	→

## STRATEGIC PILLARS



Portfolio Strength & Balance



Higher Quality Customer Relationships



Strengthen Balance Sheet



Margin Expansion

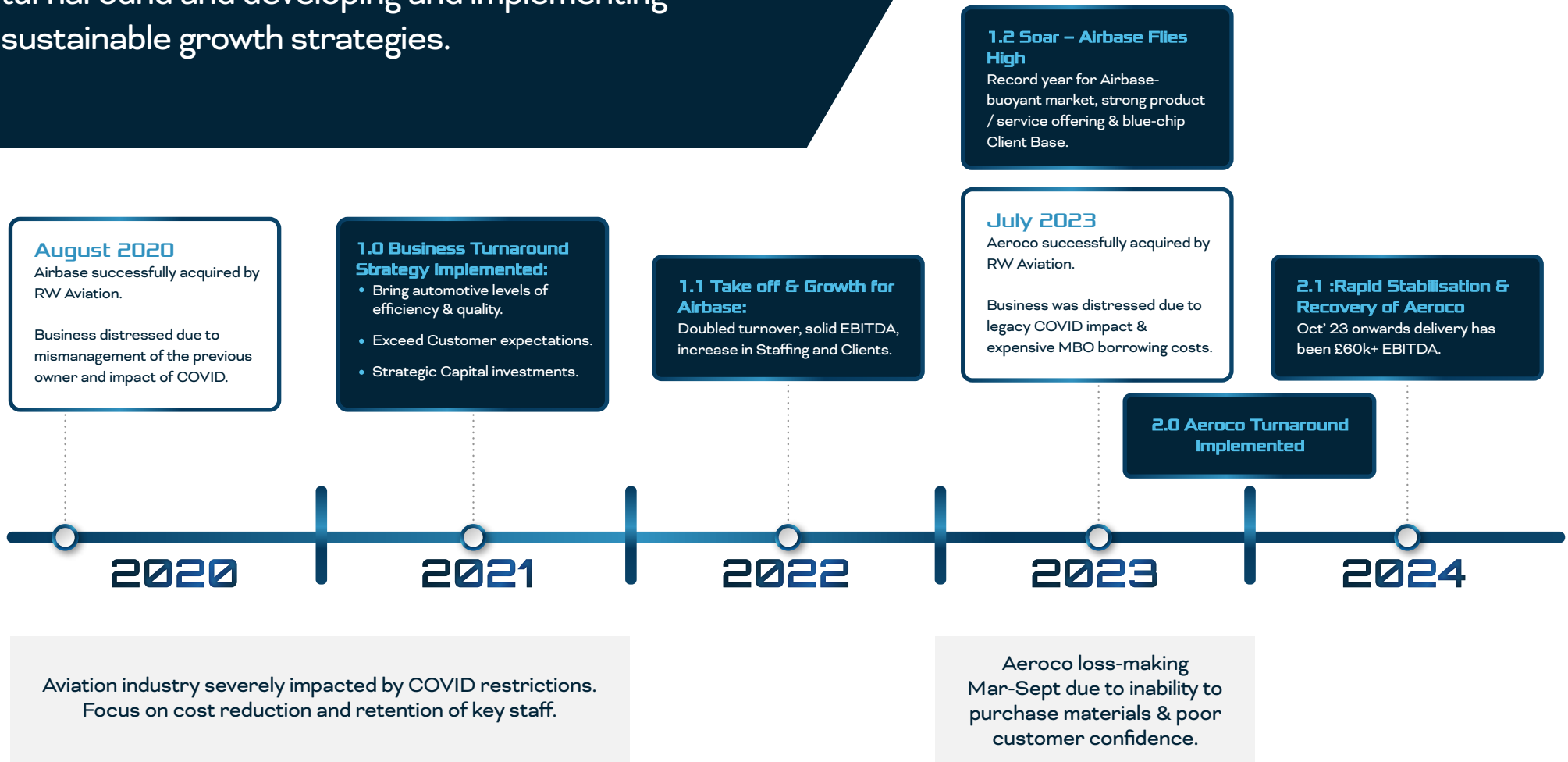


Sustainable Growth

# Timeline



RW Aviation has a proven track record of business turnaround and developing and implementing sustainable growth strategies.

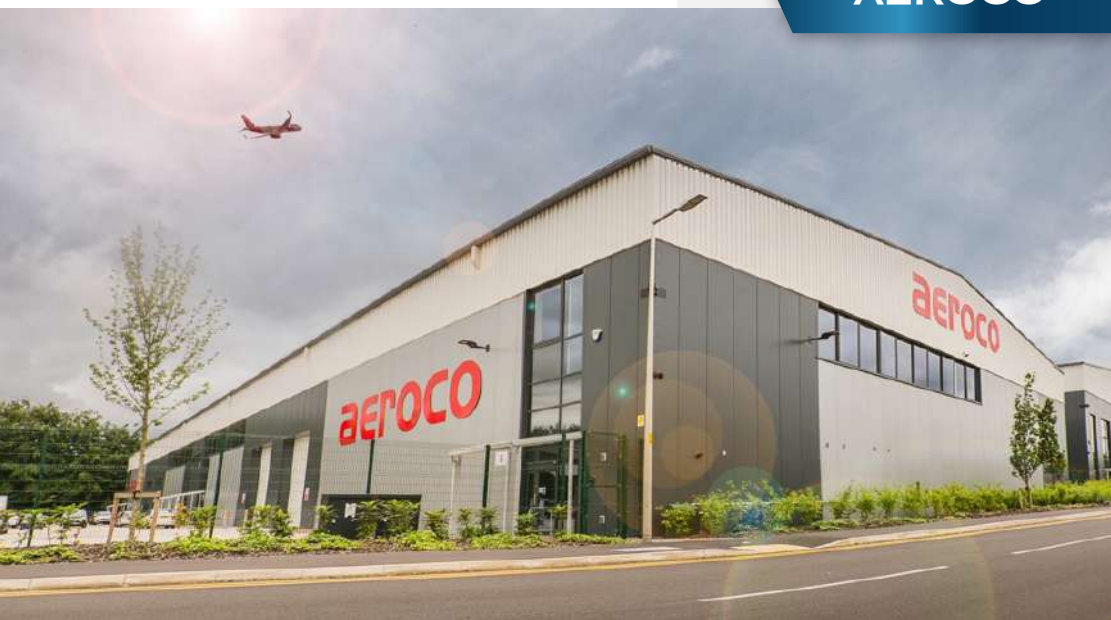




**AEROCO**



**AIRBASE INTERIORS**



# Appendix One

# Main Facilities



**AVIATION**

# Contact

**Ben Russell**

**CHAIRMAN**

---

**PHONE**

07585 967 545 | 01293 309 000

**EMAIL**

[ben.russell@rw-group.com](mailto:ben.russell@rw-group.com)

**Chris Williams**

**CEO**

---

**PHONE**

07768 596 636 | 01293 309 000

**EMAIL**

[chris.williams@rw-group.com](mailto:chris.williams@rw-group.com)