

A photograph showing the interior of an airplane cabin. The perspective is from the aisle, looking towards the front. Several white, modern-style airplane seats are visible. Overhead bins are closed. The lighting is bright, typical of an airplane cabin.

COMMERCIAL IN CONFIDENCE



# RW Aviation Group Presentation

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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



## 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.



RW

# Customers

Trusted by largest MROs and blue chip Airlines



AIRFRANCE

AJW

Collins  
Aerospace

easyJet

BRITISH  
AIRWAYS

jet2.com

Expliseat

HAECO

KLM

RECARO

IAG INTERNATIONALS  
AIRLINES  
GROUP

STS  
Aviation Group

RYANAIR

spirit

TOYOTA  
BOSHOKU

TUI

FLTECHNICS

job air  
technic

virgin atlantic

IndiGo

Aer Lingus

NORSE

sabena

CHINA AIRLINES

LEKI  
TECH

Emerald  
Airlines

WIZZ

AIRBUS

RVL Aviation



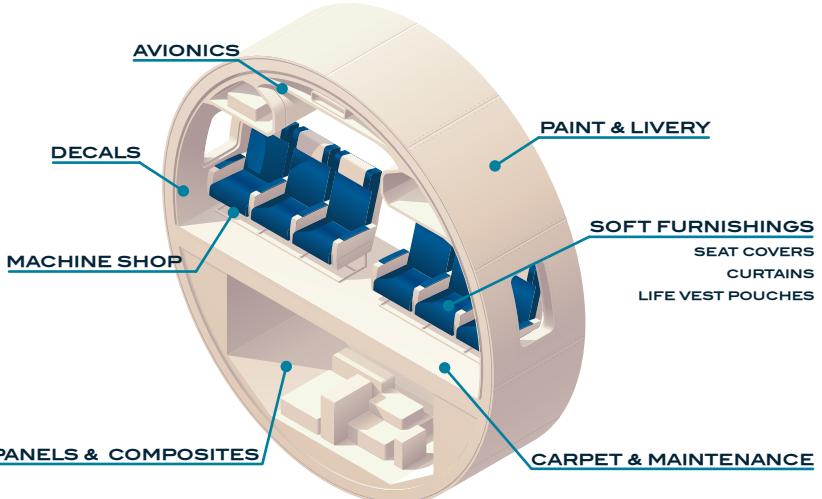
70% OF OUR CUSTOMERS, WE HAVE HAD FOR OVER 10 YEARS

# 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
- AOG 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.



Aviation industry severely impacted by COVID restrictions.  
Focus on cost reduction and retention of key staff.

Aeroco loss-making  
Mar-Sept due to inability to  
purchase materials & poor  
customer confidence.



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)