



Investor Briefing

January 2022

Risks, Uncertainties and Other Factors with Respect to Forward-Looking Statements Disclaimer

Certain statements contained in this presentation constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements that are not of historical fact constitute “forward-looking statements” and accordingly, involve estimates, assumptions, judgments and uncertainties. There are a number of factors that could cause actual results or outcomes to differ materially from those addressed in the forward-looking statements. Such factors are detailed in the Forward Looking Statements and Risk Factors sections of the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2021 filed with the Securities and Exchange Commission. We do not undertake an obligation to update our forward-looking statements to reflect future events.

HEXCEL (NYSE: HXL) – AT A GLANCE

- Leader in markets undergoing secular growth
- Broadest aerospace composite solution portfolio
- #1 in aerospace composites – by sales & production capacity
- 23 manufacturing sites | ~4,800 employees at FYE 2021
- High and numerous barriers to entry
- Culture of continuous improvement | Operational Excellence

Composite **Lightweighting value proposition**

- **Stronger and lighter** than metals
- **Superior life cycle costs** to metals
- **Reduces fuel use and emissions** for transportation applications
- Enables **leading-edge product design**

Markets

COMMERCIAL AEROSPACE

50%*

Wings, Fuselage
Secondary & Interior structures
Engines & Nacelles

SPACE & DEFENSE

33%*

Rotorcraft
Fixed Wing
Satellites & Launchers

INDUSTRIAL

17%*

Automotive, Marine,
Recreation & Wind Energy

2021 SALES* | \$1.325 billion

* Percentages represent FY 2021 sales.

2019 pre-pandemic sales: Commercial Aerospace 68%; Defense 19%; Industrial 13%.

OUR HEXCEL PURPOSE

We propel the future of flight, energy generation, transportation and recreation through **excellence in advanced material solutions** that create a better world for us all.



CUSTOMER
EXCELLENCE



OPERATIONAL
EXCELLENCE



PEOPLE
EXCELLENCE

ADVANCED COMPOSITES LEADERSHIP

- **INNOVATIVE SOLUTIONS**
- **PROVEN EXECUTION**
- **EXPANDING MARGINS ON MARKET RECOVERY**
- **STRONG CASH GENERATION**

Leading, sole source positions in key markets with **high barriers to entry**

Sustainable **competitive advantage**

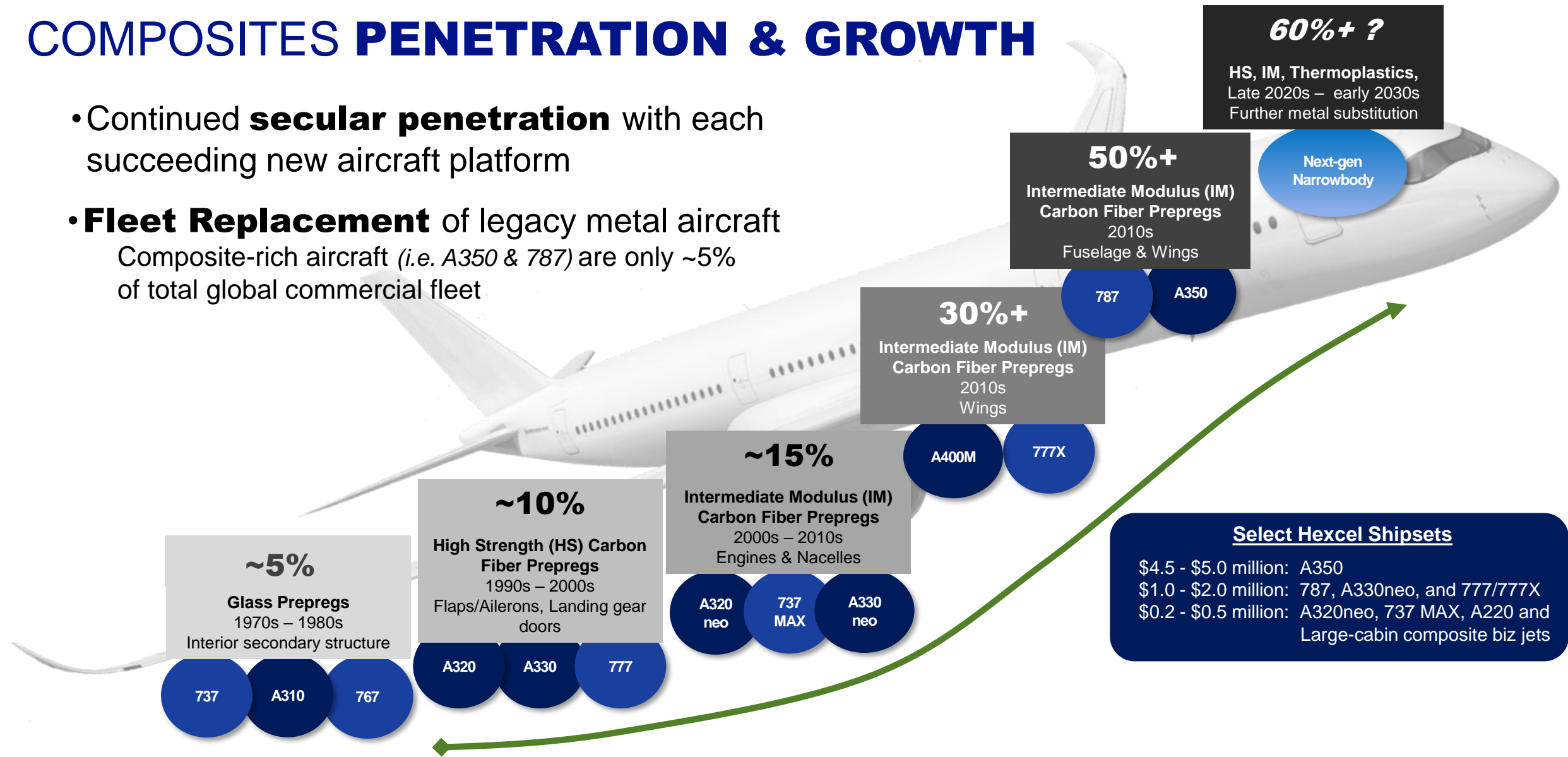
Excellent **customer relationships**

Increasing share of **long-term growth** markets

Long history of **creating shareholder value**


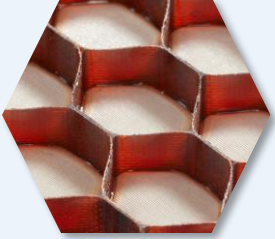
COMPOSITES PENETRATION & GROWTH

- Continued **secular penetration** with each succeeding new aircraft platform
- **Fleet Replacement** of legacy metal aircraft
Composite-rich aircraft (*i.e.* A350 & 787) are only ~5% of total global commercial fleet



UNRIVALED PRODUCT RANGE

Everything from carbon fibers, reinforcement fabrics, and resins to prepregs, honeycomb core, tooling materials and more . . . from raw materials to fly-away parts . . . **vertical integration is a strength and a differentiator**

Carbon Fiber & Prepregs	<p>PAN Polyacrylonitrile precursor</p> 	<p>CARBON FIBER Continuous and Chopped</p> <p>A320neo sharklets F-35 wings LEAP fan blades/case</p> 	Glass Prepregs	<p>GLASS PREPREGS</p> <p>Aerospace secondary structures Industrial applications</p> 	Honeycomb	<p>HONEYCOMB</p> <p>Rotorcraft blades Aircraft flooring Engine nacelle structures Acousti-Cap®</p> 	Engineered Products	<p>ENGINEERED PRODUCTS</p> <p>Structural assemblies Machine/shaped core Tooling systems</p> 
	<p>REINFORCEMENTS</p> <p>Aerospace primary and secondary structures</p> 	<p>CARBON PREPREGS</p> <p>A350 fuselage and wings GE90 fan blade</p> 		<p>ADDITIVE MANUFACTURING</p> <p>Thermoplastic, carbon fiber reinforced 3D printed parts for Aerospace</p> 		<p>Honeycomb</p> 		<p>Engineered Products</p> 

Stronger | stiffer | lightweight | fatigue resistant | corrosion resistant vs. metal

WE DELIVER WHAT OUR CUSTOMERS WANT

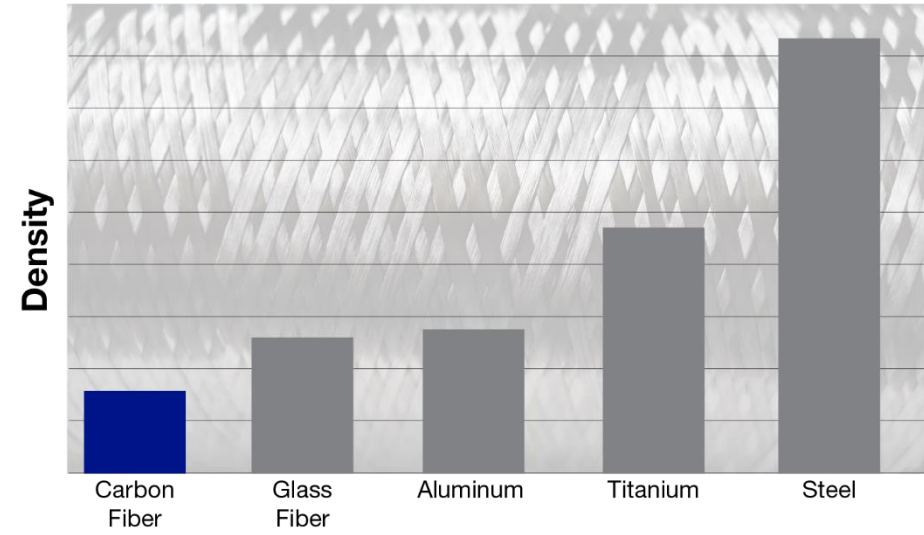
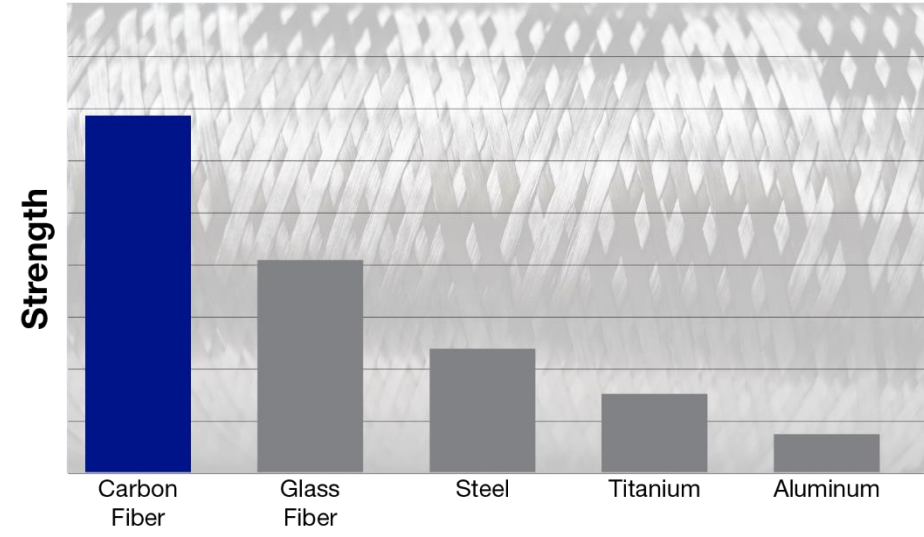
Advanced composite solutions that are stronger, lighter and tougher – optimizing total life cycle costs

Carbon fiber is **5x stronger** than aluminum

Carbon fiber is **30% lighter** than aluminum

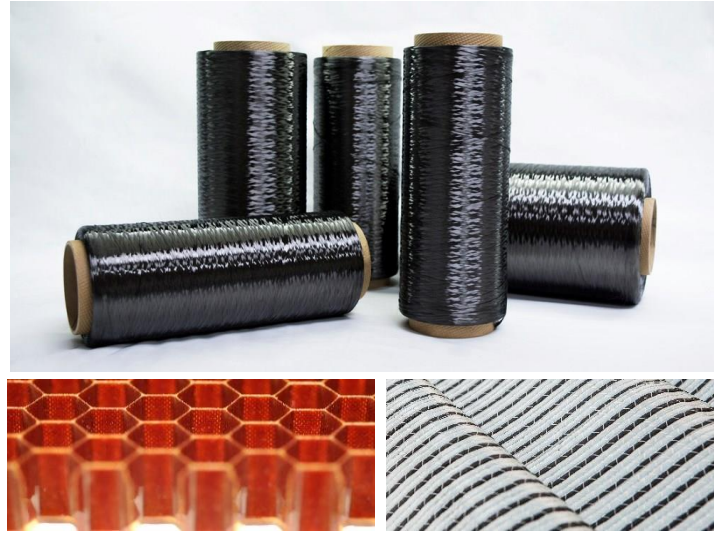
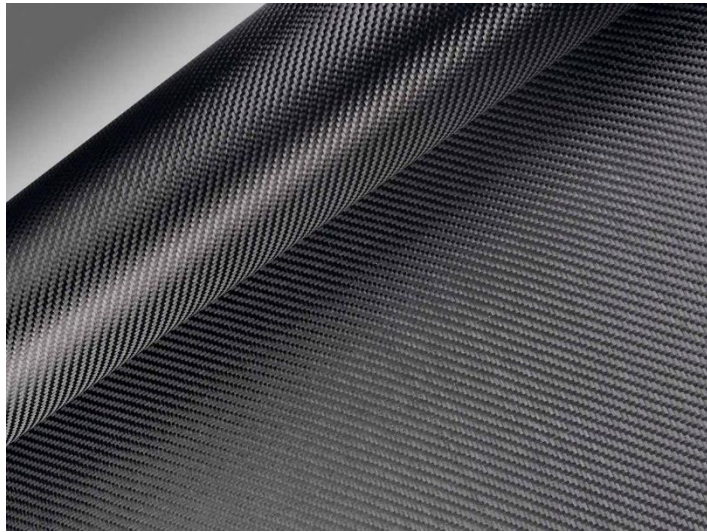
Our products are **tougher, stiffer** and **more durable**

Our products offer **lower lifecycle cost** (*operating & maintenance costs*)





Lighter yet stronger than any comparable material in the world, Hexcel advanced composites are turning the dream of **cleaner, efficient, and more sustainable** flight and transportation into reality today.



No products made today will lead to **greater fuel efficiency** and **improved aerodynamics** with as much **strength and durability** as Hexcel carbon fiber, prepreg, honeycomb and engineered products.

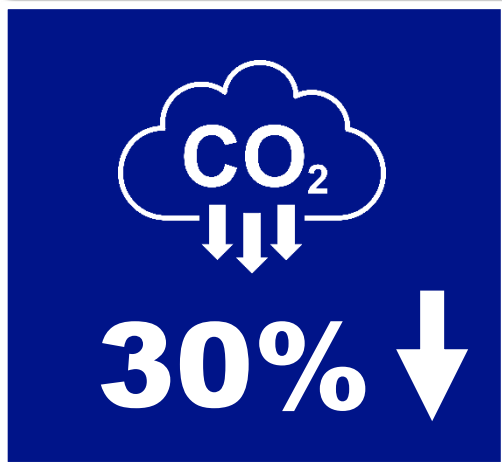
Lightweight advanced composites are **stronger, tougher, stiffer and more durable** than comparable products, have a lower lifecycle cost, and are 30% lighter and 5 times stronger than aluminum.

Hexcel advanced composite materials play an essential role in enabling our customers to achieve their goals to optimize fuel consumption, lower emissions, reduce noise, and help **sustain the planet** for generations to come.

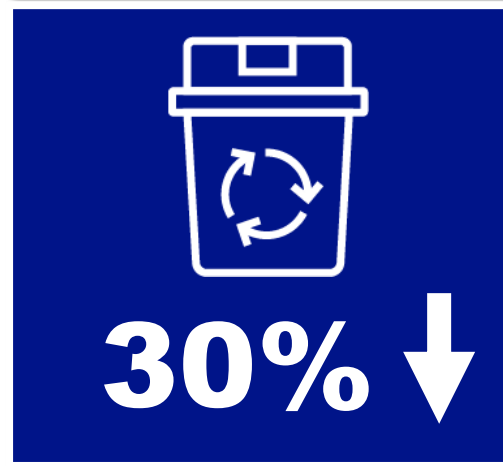
Hexcel is leading the transition to more lightweight, fuel-efficient transportation

2030 Sustainability Targets | 2019 baseline

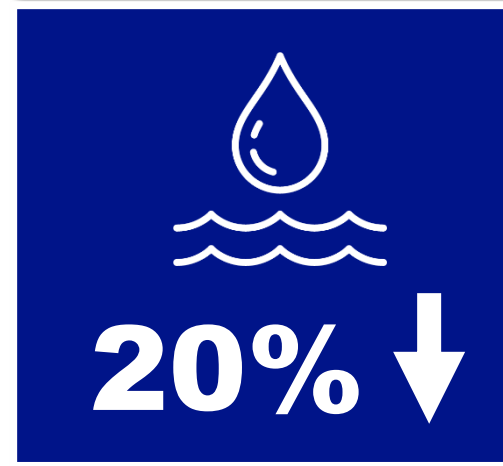
All environmental measures are intensity-based; safety measure based on 200,000 worker hours



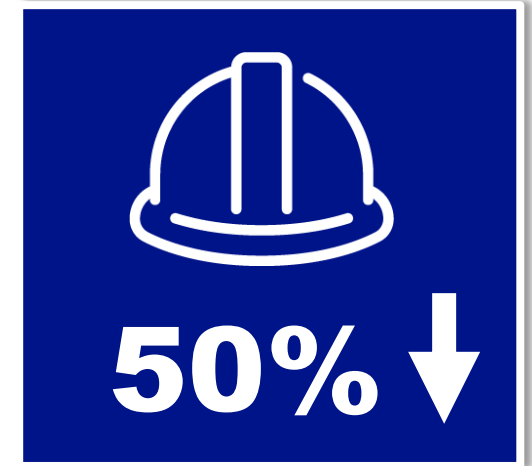
30% reduction
greenhouse gas
emissions



30% reduction
in waste to landfill

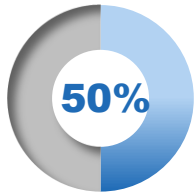


20% reduction
in freshwater use



50% reduction
in total recordable
incident rate (TRIR)

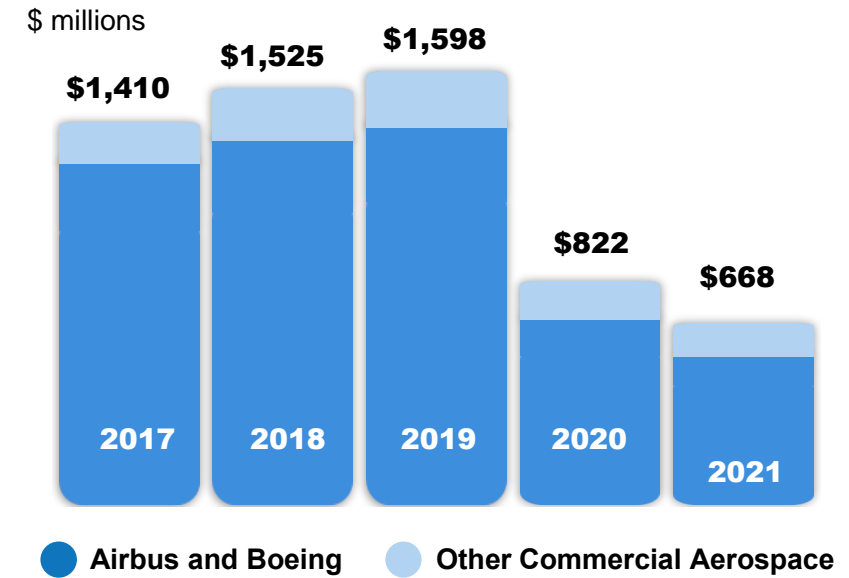
Further reducing environmental footprint and enhancing safety culture



COMMERCIAL AEROSPACE

Commercial Aircraft | Engines/Nacelles | Business Jets & Regional Aircraft

- Near-Term: Growing back into existing capacity
- Mid-Term: Expanding composites secular penetration
- Multi-year OE backlog supports growth
- Need for emissions reduction and fuel efficiency driving aircraft replacement cycle
- Strong market position with Engines and Nacelles
- Business Jet composite adoption increasing



COMMERCIAL AEROSPACE GROWTH DRIVERS

OEM backlog worth more than \$7 billion to Hexcel

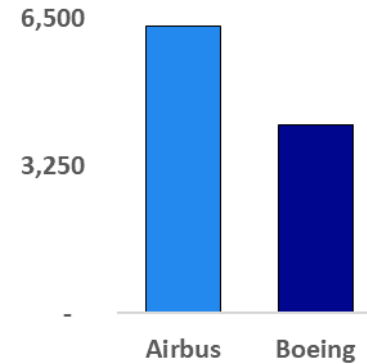
Expanding global middle class driving demand for new aircraft

High fuel costs and need to reduce CO₂ emissions driving fleet replenishment

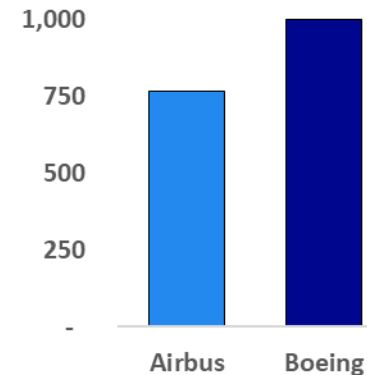
First composite-rich and emissions-compliant freighter launched in 2021

Composite-rich large-cabin business jets being launched

OEM Narrowbody Aircraft Backlog



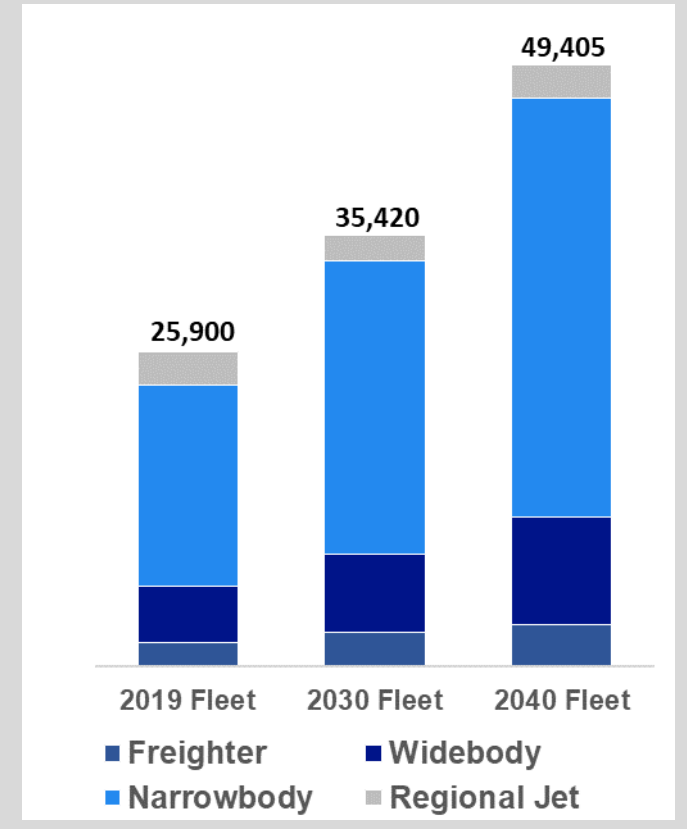
OEM Widebody Aircraft Backlog

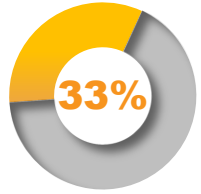


Airbus & Boeing backlog as of Dec. 31, 2021.
Narrowbody includes Airbus A220, A320neo and Boeing 737/737 MAX
Widebody includes Airbus A330/A330neo, A350, Boeing 787 and 777/777X

37% Growth Forecasted in Global Commercial Fleet by 2030

2019 to 2030 growth: NB 46%; WB 37%; Freighters 41%
Source: Boeing Commercial Market Outlook 2021-2040



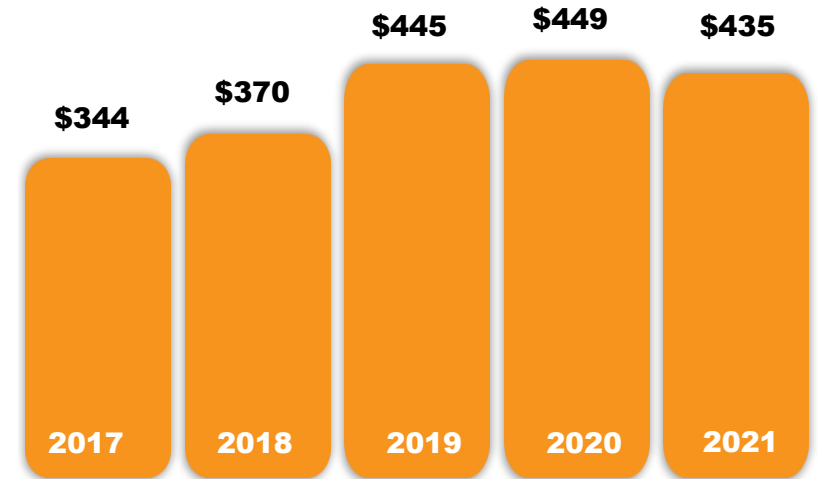


SPACE & DEFENSE

Rotorcraft | Fighters | Launch Vehicles | Transport | Satellites

- Hexcel carbon fiber is the defense industry standard
- Active on >100 different programs | deep relationships
- Major programs: F-35, A400M, V-22, Black Hawk, Wide Chord Blades (*both new build & replacement demand*)
- Growth platforms: CH-53K, potential Future Vertical Lift
- Rotorcraft are ~45% of S&D sales
- Capabilities with honeycomb & microwave absorbing composites are competitive differentiators
- Expanding opportunities with Space sector

\$ millions



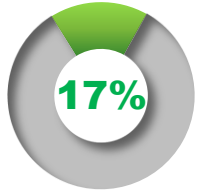
Top Space & Defense Programs

Lockheed Martin F-35 | Sikorsky CH-53K & Black Hawk*

Bell Boeing V-22* | Airbus A400M

* Including replacement blades

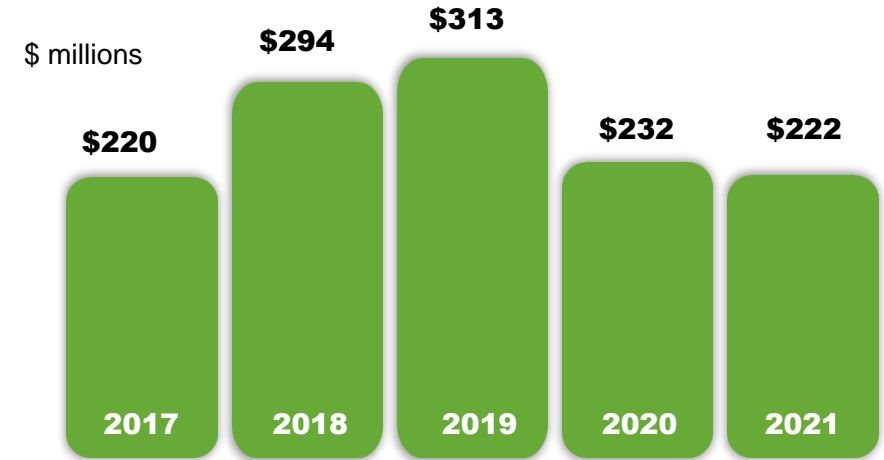




INDUSTRIAL

Automotive | Consumer Electronics | Recreation | Infrastructure | Marine | Wind Energy

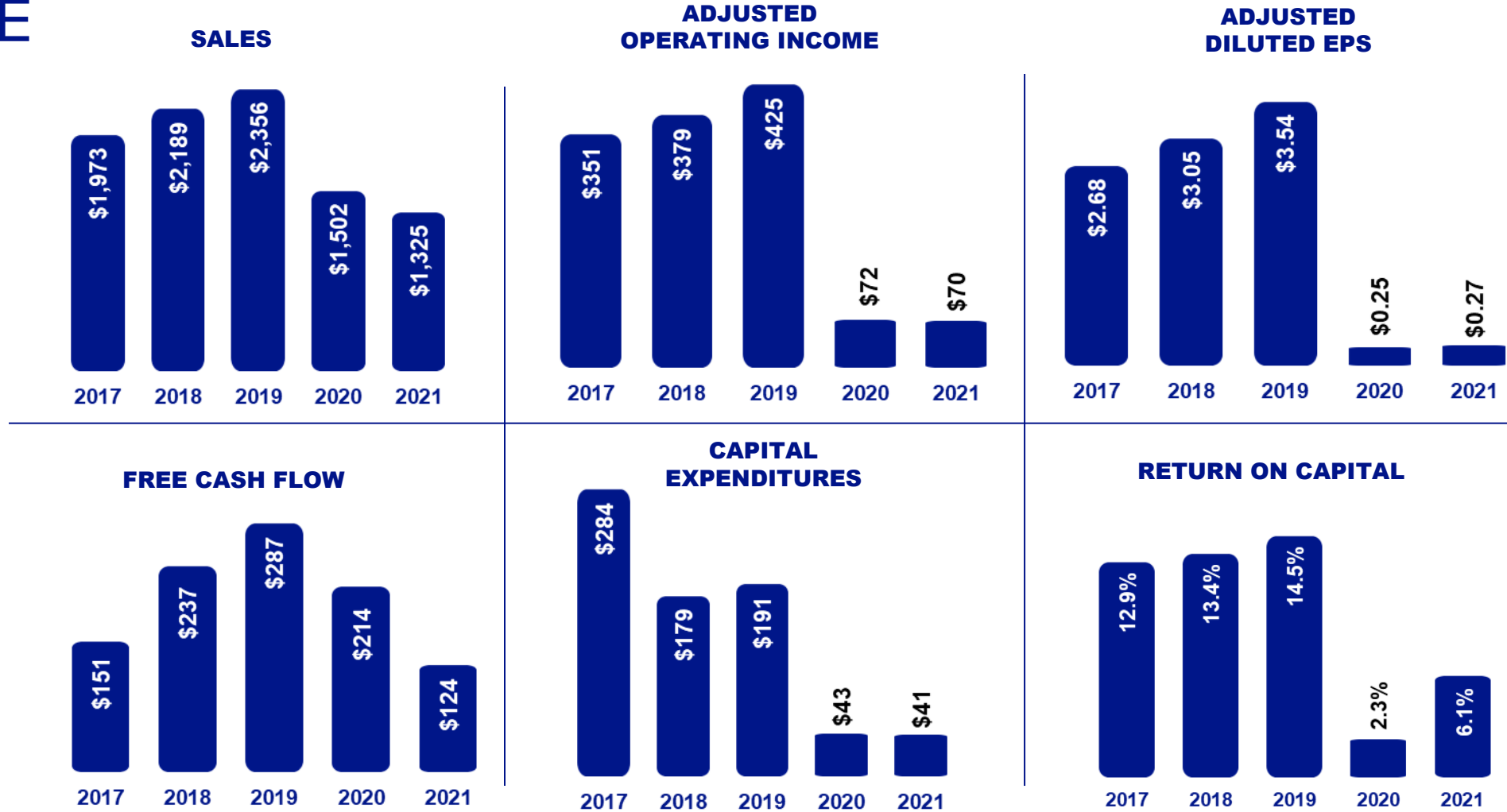
- Broad range of performance applications leveraging Hexcel carbon fiber, Hexcel resin formulations and process expertise, and third-party glass fiber
- Active in 30+ different Industrial sub-markets
- Growth opportunities: marine, energy storage/electric vehicles, consumer electronics, and industrial pipes
- Wind energy comprises ~40% of Industrial



PROVEN PERFORMANCE

Positioned for return to growth

\$ millions, except EPS



2022 FINANCIAL GUIDANCE

2022 GUIDANCE

Sales growth

- Commercial aircraft build rates increasing
- Growing adoption

EPS growth

- Strengthening EPS from leveraging existing capacity

Free cash flow growth

- Working capital to grow with Sales
- Low cap-ex as growing back into existing capacity

Sales

\$1.50 billion - \$1.63 billion

Commercial Aerospace: ~55% total sales

Space & Defense: ~30% total sales

Industrial: ~15% total sales

Adjusted diluted EPS

\$1.00 – \$1.24 per share

Cap-Ex

Approximately \$75 million

Free cash flow

>\$145 million

Leveraging existing capacity to expand earnings and drive free cash flow generation

INVESTING IN INNOVATION

New ideas, processes, and solutions leading the development of world-class products

ORGANIC GROWTH Driven by Innovation



7 global Centers of R&T Excellence with flagship site opening 2022 at Hexcel Salt Lake City, U.S.



Intellectual property is a competitive advantage and significant barrier to entry



Multiple collaborations with universities and technical consortiums globally to develop industry-leading composite technologies and next-generation solutions



Salt Lake City Center of Excellence rendering

LEADING-EDGE PRODUCT INNOVATIONS

- **HexFlow**® high-viscosity infusion resins, **HiTape**® dry unidirectional reinforcements, and **HiMax**® non-crimp fabrics support high-volume out-of-autoclave parts production
- Low temperature fast cure **HexBond**® 679 adhesive film delivers outstanding bonding performance in sandwich structures and significant cycle time reductions with short-cure cycles at low temperatures.
- **HexPEKK**® EM, an electrically conductive, high-performance, PEKK-based thermoplastic carbon fiber composite additive manufacturing material formulated specifically to meet the static electricity management, electromagnetic shielding, and radiation absorption requirements of advanced aircraft applications.
- **HexPly**® XF surface technology significantly reduces wind blade shell manufacturing time within the blade surface finishing process, and is also applicable for marine applications where gel-coating is currently used.



Carbon fiber reinforcements and high-viscosity infusion resins to support high-volume out-of-autoclave parts production via liquid composite molding, i.e. infusion & resin transfer molding (RTM)



HexPly® XF surface technology revolutionizes the blade surfacing process

REASONS TO **INVEST** IN HEXCEL

Investing in Innovation | Achieving Operational Excellence | Strong Investment Fundamentals

Leadership in Attractive Markets



Unrivaled product portfolio
Continuing secular growth
High barriers-to-entry

Lightweighting for Emissions Reduction



Lightweighting saves fuel and reduces transportation emissions

Culture of Innovation



Technology and innovation support sustained growth

Operational Excellence



Driving productivity through optimized performance

Strong Investment Fundamentals



Strong balance sheet
History of prudent capital management & allocation

Secular growth supported by Innovation | High barriers | Proven execution