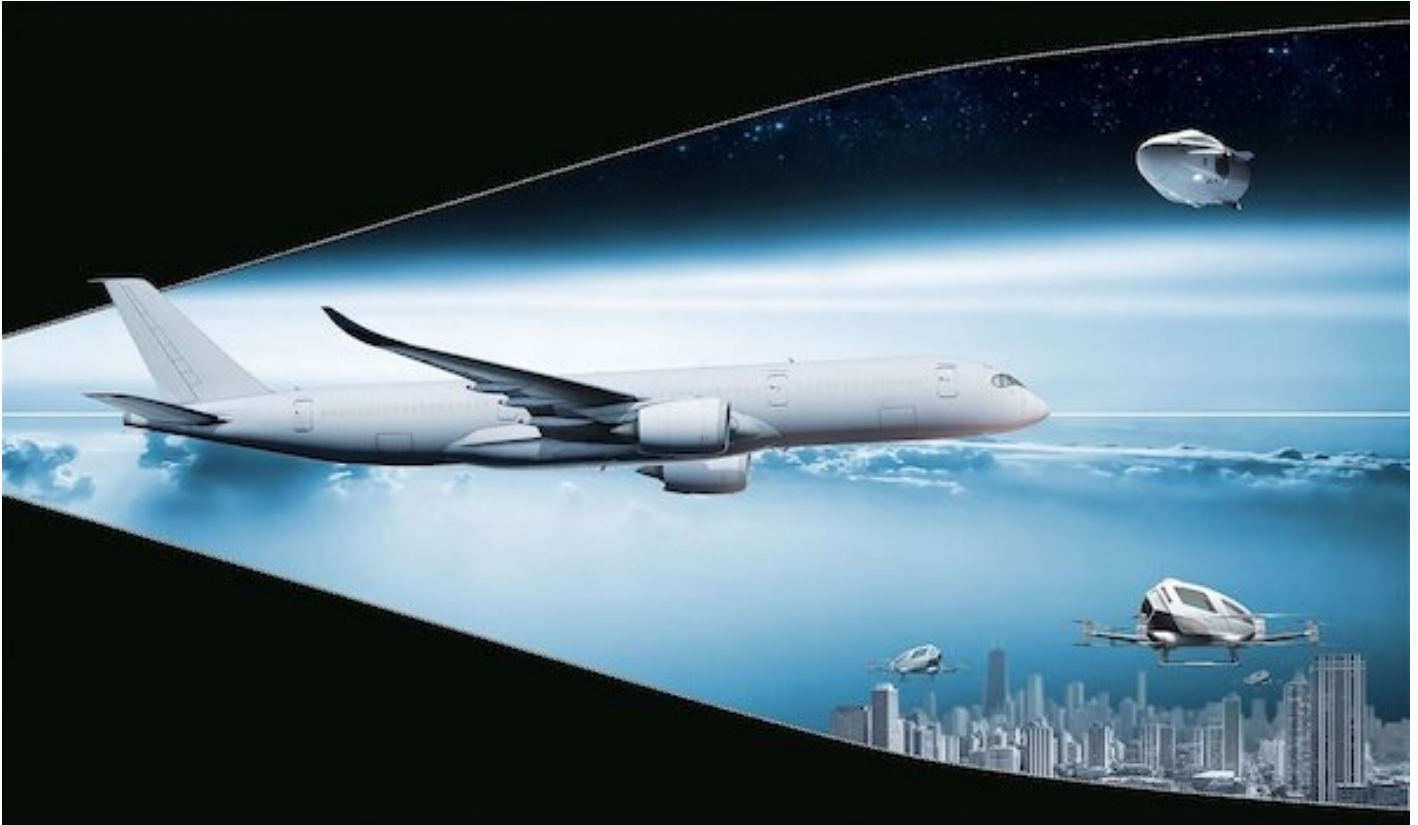




COMMITTED TO THE SKY: NEXT FACC DECADE WITH A NEW STRATEGY

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The world will face major changes in the coming years. Global megatrends will permanently change the aviation industry and our society. The market for civil passenger aircraft will continue to experience strong growth, but of a different kind than before. The coming decade will be shaped by climate policy and environmental protection. New materials, more efficient manufacturing processes and digitalization are called for. In addition, with Urban Air, an entirely new category of aircraft is emerging. The ongoing privatization of aerospace is creating new opportunities for the entire industry. As one of the world's leading technology groups in the aerospace industry, FACC AG is preparing itself for the next decade with its new strategy: profiting from changes in its core business, embracing climate protection as an opportunity, and advancing into new markets.

The mobility of the future is in the air. The pandemic will not bring this development to a halt. Here, global trends offer the ideal backdrop for FACC's lightweight innovations. Four megatrends are currently shaping the aviation industry and thus have a direct impact on the Group's core business: The **world's population** is projected to grow by 25% by 2050, while 80% of the global population has never flown. **Urbanization** is progressing rapidly: in 2050, 68% of the population will be living in megacities with more than 10 million inhabitants. New mobility concepts are required here. **Climate change** is turning into a defining issue, and the demands for green technologies and comprehensive environmental responsibility are becoming ever more important for the aviation

industry. New markets will also emerge as a result of further **globalization and digitalization**. The expansion of satellite communication and the associated commercialization of space travel offer great market potential. "FACC will contribute with strong product solutions and innovations in all areas, and meet people's basic need for mobility in a sustainable and affordable way," states Robert Machtlinger, CEO of FACC AG, pointing out the course of the company's further development in this decade: "Innovative lightweight solutions for the aerospace industry are, and will remain, our core business. We will continue to expand our lightweight technology expertise, and our involvement in new segments will allow us to build on our strong market position and achieve additional growth. We are aerospace, we excel in aerospace, and we believe in aerospace."



Committed to the sky - at all levels

The aviation industry is, and shall remain, FACC's core market, which will be expanding by one level both upwards and downwards in this decade. Drone technologies will make the airspace directly above the ground accessible for a broad range of mobility applications. The need for new solutions in the fields of urban and interurban mobility is increasing. Logistics, search and rescue drones, as well as electrically powered air taxis provide a response to this demand. In parallel, the fusion of the aviation and space sectors is being driven by the privatization of aerospace. Outer space is developing into a significant growth market due to the increasing demand for carrier rockets, satellites and space applications. "At both levels, our lightweight construction expertise is in high demand, and FACC will expand its business to cover these two areas. Our knowledge edge also enables us to score very highly in both market segments and further advance our expansion," says Machtlinger.



Shaping a sustainable future together

By 2030, FACC is expected to count among the 50 largest aerospace groups in the world; currently, the company ranks among the top 100. Sustainability will be an important lever in this context, particularly for the aircraft industry. Robert Machtlinger outlines the company's objectives in this area: "Sustainability has been firmly anchored in our DNA for years. Specifically in the context of climate targets, there is an opportunity to rethink aviation: innovative FACC technologies contribute to making flying more environmentally friendly, quieter and a more enjoyable experience for passengers." Here, the broad spectrum of relevant sustainability issues includes aircraft cabins of an entirely new design, which are manufactured from renewable raw materials, as well as intelligent lightweight structures produced from 100% recyclable materials in short, energy-saving processes. "Our employees play a fundamental role in achieving our goals. Their driving force is their passion and expertise, just as much as their initiative and sense of responsibility. As an agile company with clear values and a strong team, we are the best partner for our customers!"

Evolution – transformation – diversification: three phases to success

FACC aims to progressively increase its market strength with a three-phase model: **phase 1 – evolution** - focuses on performance. As a best-in-class performer, FACC will increase its market share in the existing core segments while driving innovations in order to sustainably support the strategic goals of its customers. In **phase 2- transformation** - the company intends to substitute existing components with new technologies and thus improve existing aircraft models with regard to sustainability. In addition, FACC will generate new growth and strengthen its market presence by entering new markets. In **phase 3 - diversification** - FACC aims to disrupt and transform existing markets with radically new technologies. At the same time, the company seeks to sustainably expand into new markets building on its lightweight construction expertise. "Our know-how in the field of lightweight construction technology provides a strong competitive advantage. We will be expanding our portfolio both upwards and downwards, and we will also get involved in the new and highly attractive "Urban Air Mobility" and "Space" market segments," explains Robert

Machtlinger, thereby outlining the Group's future strategic approach.



Focusing on the future

"We were one of the first companies in our industry to fully respond and adapt to the changes currently taking place. The cutbacks were painful, but necessary. What others still have to tackle in the future is already behind us. We have always come out of crises stronger than before, and we will do so again this time. With our new strategy, we have a clear goal and are looking ahead. Our course is clear: to seize the opportunities that lie ahead, and to steer the company back to its growth path," concludes Robert Machtlinger.

For more information on **Strategy 2030**, go to: facc.com/en/Company/FACC-2030.



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