



JANES CAPITAL PARTNERS
Aerospace and Defense Investment Banking



AEROSPACE & DEFENSE

Quarterly Report



Q4 2018

Not affiliated with Jane's Information Group

Oaklins
MEMBER FIRM

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

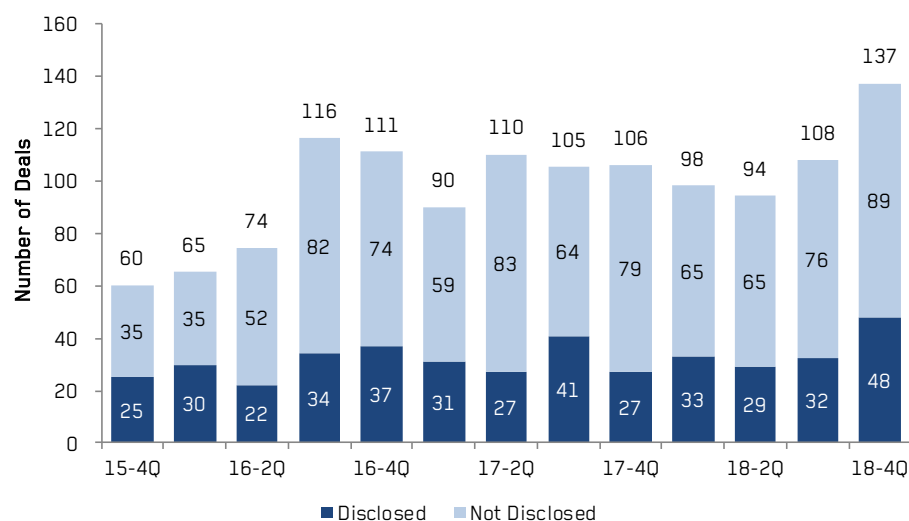
IN THIS ISSUE

1	Executive Summary
2	About Janes Capital Partners
3	Top 5 M&A Deals
4	M&A Deal Volume
5	A&D Transaction Multiples
6-7	Public Valuation Summary
8	Deal Spotlight
9	Buyer Spotlight
10	Platform Overview
11-18	All M&A Transactions

EXECUTIVE SUMMARY

- ❖ There were 137 A&D deals announced in Q4 2018, which was an increase from the number of deals announced during Q3 2018. Year-over-year quarterly transaction volume increased by 29.2% compared to the 106 deals announced during Q4 2017.
- ❖ Average disclosed deal size during the quarter increased to \$1.4 billion compared to \$259 million during Q3 2018.
- ❖ The most active segments in terms of number of M&A deals were:
 - Government Services, IT Services and Software (24 deals)
 - MRO & Logistics (23 deals)
 - Components & Subsystems (17 deals)
 - Machined & Cast Parts (17 deals)
 - Cybersecurity, Intelligence Services and Homeland Defense (8 deals)
- ❖ The top 3 segments in terms of disclosed transaction values were:
 - Government Services, IT Services and Software (\$36.5 billion)
 - Defense Electronics (\$19.2 billion)
 - Components & Subsystems (\$4.4 billion)

Number of Deals by Quarter



AEROSPACE & DEFENSE

Quarterly Update Q4 2018

CONTACT INFORMATION

David Janes

Chairman
Office: (949) 769-3323 Ext. 6910
djanes@janescapital.com

Stephen Perry

Managing Director & CEO
Office: (949) 769-3323 Ext. 6901
Mobile: (949) 233-0665
sperry@janescapital.com

Ilana Germaine

Director
Office: (949) 769-3323 Ext. 6902
Mobile: (910) 448-0280
igermaine@janescapital.com

Jason Kimball

Vice President
Office: (949) 769-3323 Ext. 6903
Mobile: (949) 632-1704
jkimball@janescapital.com

Ken Fukumoto

Vice President
Office: (949) 769-3323 Ext. 6904
Mobile: (831) 920-7667
kfukumoto@janescapital.com

Chris Reinecke

Analyst
Office: (949) 769-3323 Ext. 6905
Mobile: (714) 856-9989
creinecke@janescapital.com

ABOUT JANES CAPITAL PARTNERS

Janes Capital Partners specializes in Mergers & Acquisitions (M&A) for middle market Aerospace & Defense companies. Our clients are Aerospace & Defense companies with enterprise values between \$25 million and \$500 million. The team at Janes Capital Partners has completed over 75 transactions within the Aerospace & Defense industry. Through this M&A experience, we provide our clients with unparalleled access to potential acquirers in the aerospace and defense industry along with in-depth knowledge of the industry and its dynamics. Our clients receive high touch service from accomplished professionals with extensive A&D transaction and industry experience.

Janes Capital Partners is a member firm of Oaklins, a global alliance of mid-market investment banks. Established in 1985, the alliance includes over 700 M&A professionals, with 60+ member firms in 41 countries around the globe. The alliance has closed over 1,500 transactions totaling more than \$75 billion in transaction value in the past five years. Janes Capital Partners serves as Oaklins' Global Aerospace & Defense Industry Group Practice Leader.

Select Transactions

Acted as Financial Advisor to



UMBRA GROUP

on its acquisition of



MEGGITT
Thomson Aerospace & Defense

Acted as Financial Advisor to



LIGHTNING DIVERSION SYSTEMS

Leading provider of lightning protection systems; on its sale to



Ducommun

Acted as Financial Advisor to




Advatech Pacific
CROSS DOMAIN SOLUTIONS

Leading designer and manufacturer of tactical, cyber-secure, cross domain products; on its sale to




GENERAL DYNAMICS
Mission Systems

Acted as Financial Advisor to




GE Aviation

on the sale of its Santa Ana operations, a leading manufacturer of flight critical parts for military and commercial aircraft, to an affiliate of




ADMIRALTY PARTNERS, INC.

Acted as Financial Advisor to




MPS Multi Pilot Simulations

Innovative designer and manufacturer of fixed-base flight simulators based on Airbus A320 and Boeing 737 for airline pilot training; on its sale of a majority stake to




H2 Equity Partners

Acted as Financial Advisor to



TDK

On its acquisition of



Hutchinson TECHNOLOGY

NASDAQ: HTCH

\$245,000,000

Janes Capital Partners gathers its data from sources it considers reliable; however, it does not guarantee the accuracy or completeness of the information provided within this publication. The material presented reflects information known to the authors at the time this presentation was prepared, and this information is subject to change. Janes Capital Partners makes no representations or warranties, expressed or implied, regarding the accuracy of this material.

Securities offered through JCP Securities, Inc., a Registered Broker/Dealer and Registered Investment Advisor; Member FINRA and SIPC. Janes Capital Partners, Inc. and JCP securities, Inc. are affiliated companies.

No portion of this report may be reproduced in any form without the express written permission of Janes Capital Partners. Janes Capital Partners is a federally registered U.S. trademark.

Copyright 2019, Janes Capital Partners, Inc. All rights reserved.

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

TOP 5 M&A DEALS THIS QUARTER

Target	Target Description	Acquirer	Announced Date	Valuation Metrics			Deal Type(s)
				Implied TEV (\$M)	TEV/Revenue	TEV/EBITDA	
 <p>Red Hat is the leading provider of enterprise open source software solutions, using a community-powered approach to deliver reliable and high-performing Linux, hybrid cloud, container, and Kubernetes technologies. The firm helps customers integrate new and existing IT applications, develop cloud-native applications, standardize on industry-leading operating system, and automate, secure, and manage complex environments. Award-winning support, training, and consulting services make Red Hat a trusted adviser to the Fortune 500 and government agencies.</p>		10/28/18	\$33,923.6	10.7x	nm	<div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 2px;">PU</div>	
 <p>L3 Technologies is a provider of intelligence, surveillance and reconnaissance, communications and electronic systems for military, homeland security and commercial aviation customers. The firm develops advanced defense technologies and commercial solutions in pilot training, aviation security, night vision and EO/IR, weapons, maritime systems and space. The company has four reportable segments: Electronic Systems, Aerospace Systems, Communication Systems and Sensor Systems.</p>		10/14/18	\$19,216.0	1.9x	13.7x	<div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 2px;">PU</div>	
 <p>Esterline Technologies is an industry leader in specialized manufacturing. The company consists of 28 business units organized across eight platforms to deliver specialty aerospace, defense and industrial products. Esterline maintains three key technology segments: Avionics & Controls (avionics systems, control and communication systems, and interface technologies capabilities), Sensors & Systems (power systems, connection technologies and sensors), and Advanced Materials (engineered materials and defense technologies capabilities).</p>		10/10/18	\$3,994.7	2.0x	13.0x	<div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 2px;">PU</div>	
 <p>Imperva engages in the development, market, sale, and support of cyber security solutions that protect business critical data and applications. The company provides three main products that include SecureSphere, ThreatRadar and CounterBreach that are utilized to secure business-critical applications and data, provide reputation and crowdsourced security intelligence services, and protect enterprise data from theft and loss due to compromised, malicious, and careless users. Imperva serves U.S. and other national, state, and local government agencies among others.</p>		10/10/18	\$1,814.7	5.2x	nm	<div style="display: flex; gap: 5px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 2px;">PU</div> <div style="border: 1px solid black; background-color: #9E9E9E; color: white; padding: 2px;">PB</div> </div>	
 <p>Cylance is a pioneer in applying artificial intelligence, algorithmic science, and machine learning to cybersecurity software that has proven highly effective at predicting and preventing known and unknown threats to fixed endpoints. The company has become a market leader with an advanced and lightweight agent that resides on the endpoint, operates both online and off, and requires a minimum of memory and power to function. Cylance currently has over 3,500 active enterprise customers, including more than 20% of the Fortune 500, as well as government agencies.</p>		11/16/18	\$1,500.0	11.5x	na	<div style="display: flex; gap: 5px;"> <div style="border: 1px solid black; background-color: #009688; color: white; padding: 2px;">PR</div> <div style="border: 1px solid black; background-color: #C0392B; color: white; padding: 2px;">I</div> </div>	

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

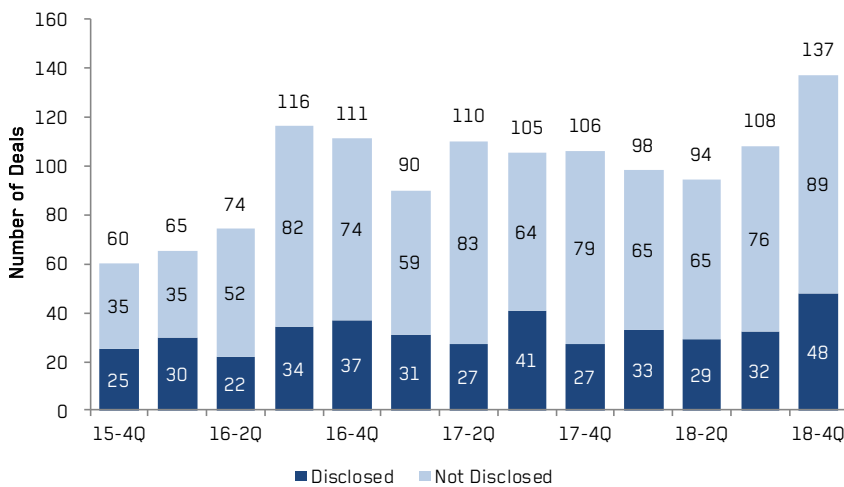
M&A DEAL VOLUME

- Average deal size increased over last quarter from \$259M to \$1,416M
 - Total disclosed deal volume totaled \$68.0B, an increase of more than \$59.7B from Q3 2018
- There were 137 A&D deals announced in Q4 2018, which was an increase from the 108 deals announced during Q3 2018 and a year-over-year increase of 29.2% from Q4 2017

- The most active segments ranked by total number of deals were:
 - Government Services, IT Services and Software
 - MRO & Logistics
 - Components & Subsystems
 - Machined & Cast Parts
 - Cybersecurity, Intelligence Services and...
 - Specialty Defense Systems and Services
 - Defense Electronics
 - Electronics Manufacturing (EMS) & Harnessing
 - Engineering and Project Management
 - Unmanned Vehicles
 - Simulation & Training Systems
 - Composites
 - Distribution
 - Navy/Maritime
 - Satellite, Satellite Services & Space Systems
 - Sensors & C4ISR
 - Aerostructures
 - Connectors
 - Test & Measurement
 - Aircraft Interiors
 - Controls & Systems
 - Engines & Engine Systems
 - Land Systems
 - Prime Defense Contractors

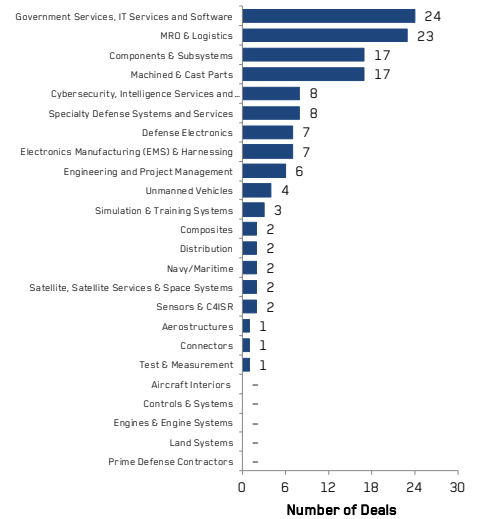
Number of Deals by Quarter

(last 13 quarters)



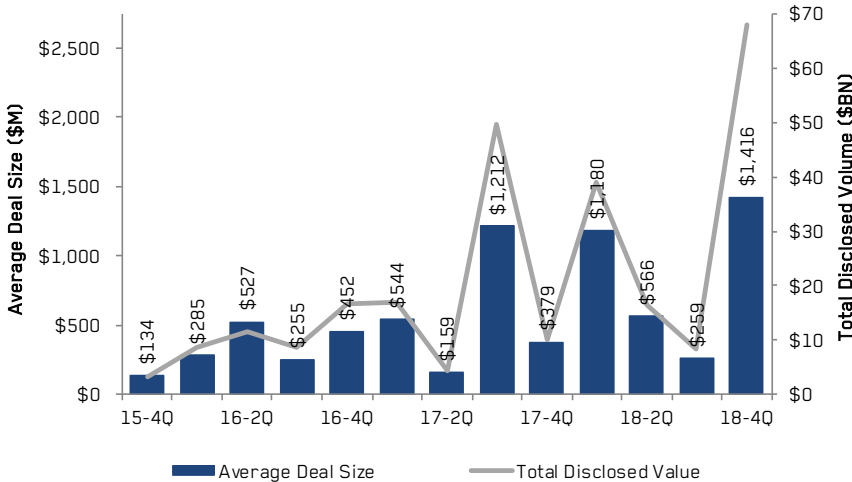
Number of Deals by Segment

(Q3 2018)



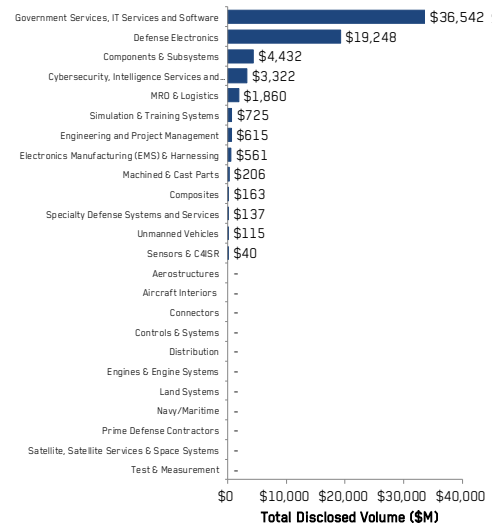
Average Size of Disclosed Deals and Total Disclosed Volume

(last 13 quarters)



Volume of Deals by Segment

(Q3 2018)



Source(s): CapIQ, Dacis, company reports, press releases

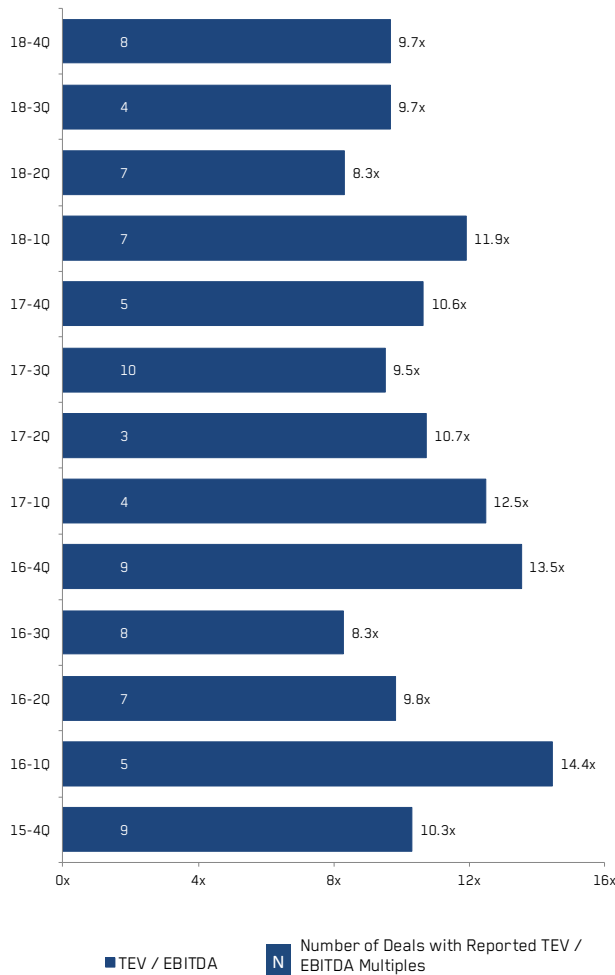
AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

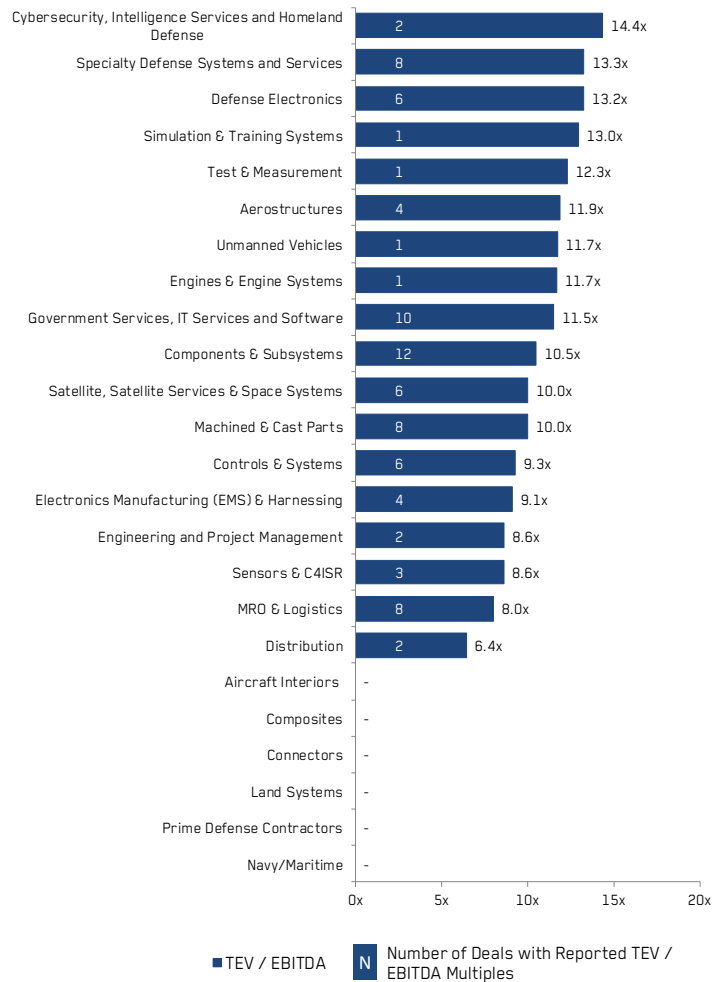
QUARTERLY TEV / EBITDA TRANSACTION MULTIPLES

- The average TEV / EBITDA transaction multiple over the last 13 quarters across all A&D transactions was 10.6x
- Of the over 1,200 deals tracked by Janes Capital Partners over this period, only 86 reported TEV / EBITDA multiples
- As expected, multiples vary widely by segment with Cybersecurity, Intelligence Services and Homeland Defense (14.4x), Components & Subsystems (10.5x) and Distribution (6.4x) comprising the highest, median and lowest segments

TEV / EBITDA A&D Transaction Multiples by Quarter (last 13 quarters)



TEV / EBITDA Transaction Multiples by Segment (last 13 quarters)



Note: Excludes TEV / EBITDA transaction multiples over 30.0x
Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

AEROSPACE & DEFENSE PUBLIC VALUATIONS

Public Valuations by A&D Segment

(\$ in millions)	LTM Revenue	LTM EBITDA Margin	Market Cap	% of 52-Wk Hi	TEV	TEV / LTM EBITDA
Aerostructures						
CPI Aerostructures	\$82	12.4%	\$75	54.2%	\$110	10.7x
Ducommun	607	9.8%	414	79.6%	640	10.8x
FACC	898	9.3%	694	54.5%	901	10.8x
Hexcel	2,140	23.0%	4,937	78.1%	5,880	11.9x
Kaman	1,848	8.5%	1,568	74.7%	1,846	11.7x
Latécoère	727	1.3%	301	46.3%	371	NM
Magellan	741	15.0%	639	69.7%	676	6.1x
Spirit AeroSystems	7,101	15.2%	7,641	68.5%	8,853	8.2x
Triumph	3,360	5.5%	573	38.3%	2,168	11.8x
Median		9.8%				10.8x
Commercial Airframes						
Airbus	\$80,378	9.4%	\$74,567	75.5%	\$77,085	10.2x
Boeing	96,943	13.0%	183,143	81.8%	185,109	14.7x
Bombardier	16,563	5.5%	3,539	36.4%	12,112	13.2x
Embraer	4,482	4.4%	4,112	77.5%	5,692	NM
Textron	14,176	10.7%	11,174	63.1%	13,890	9.2x
Median		9.4%				11.7x
Components & Subsystems						
Ametek	\$4,718	26.3%	\$15,714	82.6%	\$17,097	13.8x
CIRCOR	1,080	10.2%	423	38.8%	1,154	10.4x
Cobham	2,571	13.0%	2,964	71.3%	3,037	9.1x
Crane	3,220	18.2%	4,291	70.3%	5,014	8.6x
Meggitt	2,658	22.4%	4,638	80.7%	6,120	10.3x
RBC Bearings	696	24.9%	3,141	77.2%	3,205	18.5x
Teledyne	2,858	18.4%	7,471	82.5%	8,182	15.5x
Timken	3,449	16.2%	2,868	67.1%	4,505	8.1x
TransDigm	3,811	47.6%	17,938	90.0%	28,731	15.9x
Woodward	2,326	17.8%	4,594	83.2%	5,783	14.0x
Median		18.3%				12.1x
Controls & Systems						
Astronics	\$772	11.5%	\$1,072	70.8%	\$1,327	14.9x
Curtiss-Wright	2,375	20.5%	4,472	71.2%	5,040	10.4x
Eaton	21,363	17.6%	29,757	76.4%	36,594	9.8x
Heroux-Devtek	303	14.0%	344	77.2%	384	9.1x
Honeywell	42,916	21.0%	97,807	78.8%	104,589	11.6x
ISSC	14	NM	38	59.5%	18	NM
Moog	2,709	12.7%	2,839	82.5%	3,575	10.4x
Parker-Hannifin	14,417	17.6%	19,739	70.1%	23,861	9.4x
Median		17.6%				10.4x
Engines & Engine Systems						
General Electric	\$115,168	5.2%	\$65,845	39.1%	\$184,103	NM
Rolls Royce	22,614	11.0%	19,955	75.1%	20,079	8.1x
Safran	21,377	18.3%	48,437	86.2%	53,497	13.6x
UTC	64,137	16.6%	91,933	73.9%	120,346	11.3x
Median		13.8%				11.3x
Machined and Cast Parts						
Arconic	\$13,813	13.0%	\$8,147	54.1%	\$13,038	7.2x
ATI	3,919	12.4%	2,736	72.0%	4,238	8.7x
Barnes Group	1,485	21.6%	2,751	73.8%	3,235	10.1x
Lisi	1,886	14.6%	1,247	49.1%	1,602	5.8x
Senior	1,368	12.3%	1,009	56.3%	1,205	7.2x
SIFCO	111	1.5%	20	48.3%	48	NM
Median		12.7%				7.2x
MRQ						
AAR	\$1,889	6.7%	\$1,283	72.5%	\$1,476	11.6x
BBA Aviation	2,496	18.0%	2,860	58.9%	4,053	9.0x
HEICO	1,778	25.4%	9,147	82.3%	9,857	21.8x
MTU Aero Engines	6,076	14.8%	9,364	79.7%	10,546	11.7x
ST Engineering	4,914	12.8%	7,992	94.3%	8,215	13.1x
Wesco Aircraft	1,570	8.8%	787	55.5%	1,590	11.5x
Median		13.8%				11.7x
Defense Electronics, Sensors & C4ISR						
AeroVironment	\$322	17.2%	\$1,603	56.0%	\$1,314	23.8x
Cubic	1,203	6.5%	1,673	69.5%	1,794	22.8x
Elbit	3,615	12.5%	4,905	81.1%	5,454	12.1x
Esterline	2,035	15.1%	3,600	99.4%	3,911	12.8x
FLIR	1,822	22.6%	6,024	68.2%	5,888	14.3x
Harris	6,314	23.2%	16,169	76.7%	19,873	13.6x
Kongsberg Gruppen	1,718	9.7%	2,436	57.5%	2,482	14.9x
Kratos	769	7.6%	1,462	87.6%	1,569	NM
KVH Industries	166	3.5%	183	72.7%	195	NM
L3 Technologies	10,047	13.9%	13,667	77.6%	16,587	11.9x
Mercury Systems	531	19.4%	2,289	82.6%	2,456	23.8x
OSI Systems	1,098	13.9%	1,331	88.4%	1,663	10.9x
QinetiQ	1,123	16.8%	2,044	94.3%	1,717	9.1x
Smiths	4,213	18.6%	6,883	75.4%	8,075	10.3x
Thales	18,818	13.0%	24,823	82.0%	22,370	9.2x
Ultra	1,002	16.7%	1,180	73.7%	1,405	8.4x
Median		14.5%				12.4x
Prime Defense Contractors						
BAE	\$23,181	11.1%	\$18,691	67.5%	\$21,254	8.2x
General Dynamics	34,092	14.3%	46,558	68.4%	58,629	12.0x
Huntington Ingalls	7,973	15.3%	8,175	68.8%	9,389	7.7x
Leonardo	13,616	11.4%	5,050	67.1%	9,378	6.1x
Lockheed Martin	54,283	14.0%	74,474	72.1%	88,362	11.6x
Northrop Grumman	28,290	16.6%	42,519	67.9%	56,196	11.9x
Raytheon	26,481	14.0%	43,640	66.7%	47,180	12.8x
Median		14.0%				11.6x

Note: Trading metrics as of 12.31.18. Valuation multiples based on LTM financial data converted at the historical exchange rate as of each fiscal period end date, and excludes multiples above 25.0x and under 0.0x. Source(s): CapIQ

AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

AEROSPACE & DEFENSE PUBLIC VALUATIONS (CONTINUED)

Public Valuations by A&D Segment (continued)

(\$ in millions)	LTM Revenue	LTM EBITDA Margin	Market Cap	% of 52-Wk HI	TEV	TEV / LTM EBITDA
Satellites, Satellite Services and Space Systems						
Aerojet Rocketdyne	\$1,986	13.8%	\$2,764	90.5%	\$2,780	10.1x
Ball Corporation	11,579	16.5%	15,596	90.2%	21,776	11.4x
Comtech	610	12.8%	582	65.9%	734	9.4x
Gilat Satellite	279	11.5%	502	85.3%	455	14.2x
Intelsat	2,157	75.8%	2,952	56.7%	16,828	10.3x
Maxar Technologies	2,190	26.1%	708	18.5%	3,899	6.8x
ViaSat	1,778	6.6%	3,516	73.4%	4,681	NM
Median		13.8%				10.2x

(\$ in millions)	LTM Revenue	LTM EBITDA Margin	Market Cap	% of 52-Wk HI	TEV	TEV / LTM EBITDA
Specialty Systems and Services						
American Outdoor	\$630	15.7%	\$701	80.6%	\$887	9.0x
Axon Enterprise	400	11.0%	2,573	57.2%	2,248	NM
CAE	2,337	19.1%	4,897	89.1%	5,570	12.5x
Chemring	726	15.0%	575	67.3%	692	6.4x
MSA Safety	1,342	20.8%	3,626	85.1%	3,850	13.8x
SAAB	3,601	8.3%	4,617	66.0%	5,352	17.9x
Median		15.4%				12.5x

(\$ in millions)	LTM Revenue	LTM EBITDA Margin	Market Cap	% of 52-Wk HI	TEV	TEV / LTM EBITDA
Engineering and Construction						
AECOM	\$20,156	4.2%	\$4,143	66.4%	\$7,069	8.4x
Babcock	5,998	14.3%	3,146	56.4%	4,972	5.8x
Fluor	19,393	3.9%	4,530	51.9%	4,488	5.9x
Jacobs Engineering	14,985	5.8%	8,321	71.1%	9,769	11.2x
Median		5.0%				7.1x

(\$ in millions)	LTM Revenue	LTM EBITDA Margin	Market Cap	% of 52-Wk HI	TEV	TEV / LTM EBITDA
Government, IT Services & Software						
Booz Allen	\$6,367	9.9%	\$6,415	85.2%	\$7,857	12.4x
CACI	4,548	9.7%	3,579	71.7%	4,599	10.4x
CGI Group	8,902	16.8%	16,915	95.7%	18,223	12.2x
Engility	1,901	9.1%	1,052	73.8%	1,915	11.0x
ICF	1,281	8.7%	1,221	78.8%	1,448	13.0x
KBR	4,520	8.1%	2,139	68.3%	2,751	7.6x
KEYW	507	8.4%	332	66.5%	596	14.0x
Leidos	10,063	10.3%	7,895	72.9%	10,438	10.1x
ManTech	1,924	8.4%	2,078	76.8%	2,063	12.8x
MAXIMUS	2,392	14.7%	4,174	89.5%	3,807	10.9x
SAIC	4,595	7.5%	2,710	68.3%	3,554	10.3x
Serco Group	3,711	3.2%	1,329	89.1%	1,661	13.8x
Vectrus	1,246	4.2%	243	52.0%	278	5.4x
VSE	711	10.9%	325	53.4%	518	6.7x
Median		8.9%				10.9x

Market Performance Summary

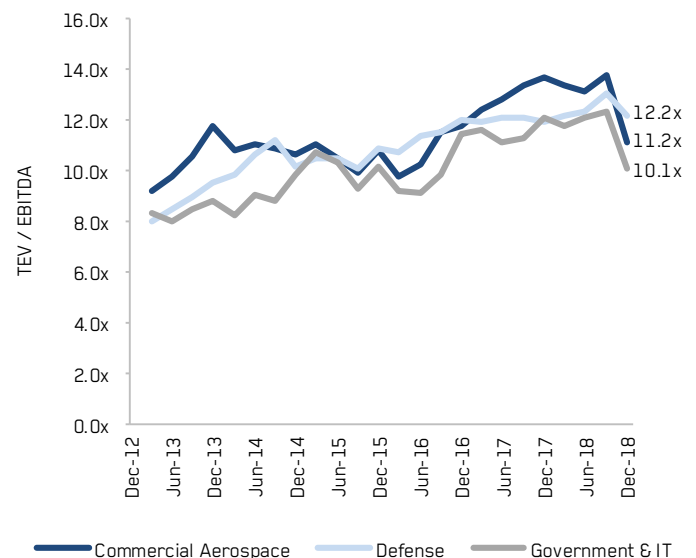
Performance Dashboard

(by TEV / EBITDA Valuation)

Top 10			Bottom 10		
	NasdaqGS: MRCY	23.8x		NYSE:VEC	5.4x
	NasdaqGS:A VAV	23.8x		LSE:BAB	5.8x
	NYSE:CUB	22.8x		ENXTPA:FII	5.8x
	NYSE:HEI	21.8x		NYSE:FLR	5.9x
	NasdaqGS:R OLL	18.5x		BIT:LDO	6.1x
	OM:SAAB B	17.9x		TSX:MAL	6.1x
	NYSE:TGD	15.9x		LSE:CHG	6.4x
	NYSE:TDY	15.5x		NasdaqGS:V SEC	6.7x
	NasdaqGS:A TRO	14.9x		NYSE:MAXR	6.8x
	OB:KOG	14.9x		LSE:SNR	7.2x

TEV / EBITDA Valuation Trend by Sector

(last 5 years)



Note: Trading metrics as of 12.31.18. Valuation multiples based on LTM financial data converted at the historical exchange rate as of each fiscal period end date, and excludes multiples above 25.0x and under 0.0x. Source(s): CapIQ

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

Deal Spotlight

Harris Key Figures

Headquarters	Melbourne, FL
Employees	17,500
LTM FY18 Q3 Revenue	\$6,314M
LTM FY18 Q3 Adj. EBITDA	\$1,462M
Chairman, President & CEO	William M. Brown
Senior Vice President, CFO	Rahul Ghai

L3 Key Figures

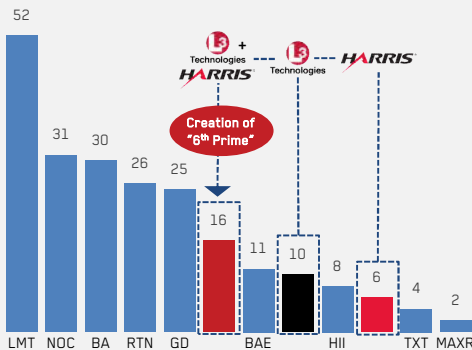
Headquarters	New York, NY
Employees	31,000
LTM FY18 Q3 Revenue	\$10,047M
LTM FY18 Q3 Adj. EBITDA	\$1,398M
Chairman, President & CEO	Christopher Kubasik
Senior Vice President, CFO	Ralph G. D'Ambrosio

Deal Summary

Structure	All-stock Merger of Equals
Total Enterprise Value	\$19.2B
LTM Revenue Multiple	1.9x
LTM EBITDA Multiple	13.7x
Announced Date	October 14, 2018
Expected Close Date	Q2 FY2019

Creating a Global Defense Technology Company

6/30/2018 LTM Defense Revenues (\$B)



Sources: DACIS, CapIQ, company websites, investor presentations

Harris and L3 Combine in Merger of Equals

Transaction Summary

On October 14th, 2018, Harris Corporation (NYSE: HRS), a technology innovator specializing in solving mission-critical challenges, merged with L3 Technologies (NYSE: LLL), a provider of ISR communications and electronic systems for military, homeland security and commercial aviation customers. The transaction was valued at \$19.2B with L3 shareholders receiving a fixed exchange ratio of 1.3 shares of Harris common stock for each share of L3 common stock consistent with the 60-day trading average exchange ratio of the two companies. L3 and Harris will combine to form L3 Harris technologies, becoming the sixth largest defense company in the U.S. and a top 10 defense company globally. The merger will create a combined firm with 48,000 employees and customers in over 100 countries across the globe. For the calendar year 2018, the combined firm is expected to generate total revenue of approximately \$16.0B, with an EBIT of \$2.4B and FCF of \$1.9B.



Deal Rationale

Strategic Rationale

Increased scale with a well-balanced portfolio of complementary franchises

Shared culture of innovation and operating philosophy creates stronger platform to drive growth

Meaningful value creation opportunity

Strong balance sheet with significant cash flow generation

Benefits of the Merger

- Portfolio brings a balance of customer relationships in both the United States and global markets.
- The increased scale allows the firm to become more cost competitive, expand capabilities, & provide end to end solutions across multiple markets.

- Both companies share the same philosophy of a technology driven organization with significant R&D investment.
- Leveraging a common operating philosophy will allow L3 Harris Technologies to continue operational excellence and therefore drive margin expansion.

- Deal is expected to generate \$500M in pre-tax cost synergies. The firm is expected to invest \$450M to achieve synergies over the next three years.
- Savings will come from consolidating corporate and segment headquarters, reducing direct & indirect spend and rationalizing footprint, among others.

- The combination of the two firms will generate ~\$16.0B in revenue, \$2.4B of EBIT and \$1.9B of FCF, with a target of \$3.0B FCF by year three.
- L3 Harris will be well capitalized with a strong balance sheet and leverage ratio. The firm plans on maintaining an investment grade credit rating.

Commentary from the CEOs

Harris Corporation Chairman, President and Chief Executive Officer, William M. Brown stated: "This transaction extends our position as a premier global defense technology company that unlocks additional growth opportunities and generates value for our customers, employees and shareholders. Combining our complementary franchises and extensive technology portfolios will enable us to accelerate innovation to better serve our customers, deliver significant operating synergies and produce strong free cash flow, which we will deploy to drive shareholder value. Integration planning is already underway, and from our extensive experience with integration, we are confident in our ability to realize \$500 million of annual gross cost synergies and \$3 billion of free cash flow by year 3." L3 Technologies Chairman, President and Chief Executive Officer, Christopher E. Kubasik stated: "This merger creates greater benefits and growth opportunities than either company could have achieved alone. The companies were on similar growth trajectories and this combination accelerates the journey to becoming a more agile, integrated and innovative non-traditional 6th Prime focused on investing in important, next-generation technologies. L3 Harris Technologies will possess a wealth of technologies and a talented and engaged workforce. By unleashing this potential, we will strengthen our core franchises, expand into new and adjacent markets and enhance our global presence."

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

Buyer Spotlight



Mercury Systems Highlights (\$M)

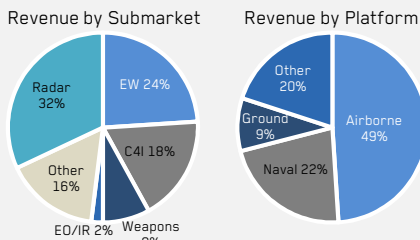
Headquarters	Andover, MA
Founded	1981
Employees	-1,200
Acquisitions	16
Market Cap	\$2,329
Total Debt	\$240
Revenue	\$531
EBITDA	\$103
TEV / EBITDA	24.2x
Price / Earnings	75.2x

(1) Market data as of 1.14.19; LTM financial data as of 9.30.18

Key Management

Mark Aslett	President & CEO
Michael Ruppert	CFO & Treasurer
Didier M.C. Thibaud	EVP & COO

FY18 Revenue Breakdown



Notable Recent Acquisitions

Date	Target	TEV	Description
Jul '18	GERMANE SYSTEMS	\$45M	Designs, tests & manufactures COTS-based rugged high performance computers, servers & storage systems.
Dec '17	THEMIS	\$180M	Designs, manufactures & integrates commercial, SWaP-optimized rugged servers, computers & storage systems.
Apr '17	Delta Microwave	\$40M	Designer and manufacturer of high-value RF, microwave and millimeter wave subassemblies and components.
Nov '16	Microsemi RF Integrated Solutions	\$300M	Manufactures high-frequency components & subsystem solutions for defense electronic & other end use applications.

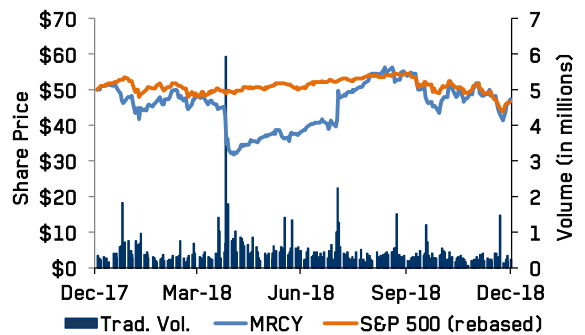
Sources: CapIQ, Dacis, company presentations and website

Mercury Systems (NASDAQ:MRCY)

Description

Headquartered in Andover, MA, and founded in 1981, Mercury Systems is a leading provider of secure sensor and safety-critical processing subsystems. The firm's success is driven by its next-generation defense electronics business model that is specifically designed to meet the industry's current and emerging technology demands. Mercury's solutions power a wide variety of critical defense and intelligence programs and are currently deployed on more than 300 programs with over 25 defense prime contractors. Key programs include Aegis, Patriot, SEWIP, Stare, Predator, F-35 and Reaper. Mercury serves several defense and commercial electronic markets, including radar, electronic warfare and signals intelligence, C4ISR, sonar, missiles and munitions and mission computing avionics. The firm continues to display both organic and inorganic growth through leveraging its acquisition and next generation general defense electronics business model strategies.

Share Price Performance



Mercury Systems Financial History

(\$ in Millions)	FY 2015	FY 2016	FY 2017	FY 2018	LTM 9/30
Revenue	\$235	\$270	\$409	\$493	\$531
EBITDA	\$35	\$47	\$77	\$97	\$103
EBITDA Margin	14.9%	17.2%	18.9%	19.7%	19.4%
TEV / LTM Revenue	1.9x	3.1x	5.1x	4.4x	5.1x
TEV / LTM EBITDA	16.1x	18.1x	27.9x	22.6x	26.3x
Cash & ST Investments	\$78	\$82	\$42	\$67	\$73

Note: Fiscal year ends June 30th; market data as of 9.30.18

M&A Strategy

Mercury's acquisition strategy is based on culture and a strong set of values all focused on the brand of Mercury. The firm believes in full integration of its acquisitions through combining like-product businesses to gain scale and efficiencies. G&A is centralized wherever possible, and strategic account and solution sales models are implemented to accelerate organic growth. Mercury's successful M&A strategy has been exemplified in the firm's seven acquisitions over the past 36 months with \$620M in total deployed capital.

Mercury Systems Acquisition Integration of A&D Platform and System Electronics Content

C4I			Sensor & Effector Mission Systems				
Platform & Mission Mgmt.	C2I	Comms	EW	Radar	EO/IR	Acoustics	Weapons
\$6.1B 6.5%	\$7.4B 6.2%	\$7.5B 5.8%	\$4.3B 5.2%	\$4.8B 6.2%	\$1.7B 6.5%	\$1.1B 6.5%	\$2.7B 8.1%

Note: Tier 2 market (\$B) & CY '18-'23 CAGR (%)

Transaction Highlight

Mercury Systems Acquires Themis Computer

On December 21, 2017, Mercury Systems announced its acquisition of Themis Computer for \$180M. Based in Fremont, CA, Themis is a leading designer, manufacturer and integrator of commercial, SWaP-optimized rugged servers, computers and storage systems for U.S. and international defense programs. The acquisition expands Mercury's position in the C4I market and complements its business as a sole-source provider of rugged, rack-mounted servers for some of the largest Navy and Army server programs in the U.S. DoD, and most notably, in mission computing and communications. Mercury has continued to add on to Themis through its acquisition of Germane Systems in July 2018.

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

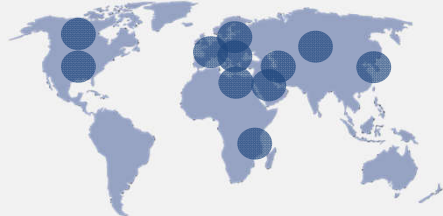
Platform Overview



Airbus A220/Bombardier CSeries Overview

Type	Commercial Jet Airliner
Manufacturer	CSeries Aircraft L.P.
First Flight	September 16, 2013
Max Air Speed	470 Knots (541 mph)
Max Takeoff Weight	149,033 lbs.
Length	126 ft. 11.6 in. (38.7m)
Unit Cost	US\$89.5 million (v300)
Passenger Seating v100	100-135
Passenger Seating v300	130-160

Current A220/CSeries Customers



Customer	# Ordered	Deliveries
Delta	75	1
airBaltic	50	12
Air Canada	45	0
Macquarie AirFinance	40	0
Republic Airways	40	0
Lufthansa	30	25
Lease Corp. Intl.	20	0
Al Qatani	16	0
Ilyushin Finance	14	0
EgyptAir	12	0
Braathens	10	0
Gulf Air	10	0
Korean Air	10	8
Odyssey Airlines	10	0
Red Wings Airlines	6	0
Iraqi Airways	5	0
PrivatAir	5	0
Air Tanzania	2	0
Falcon Aviation	2	0
Total	402*	45*

*All orders are for the A220-100 and -300 variants
Sources: Airbus, Bombardier, Business Insider, Aviation Week

Airbus A220 Overview

Description

The A220, previously known as the Bombardier CSeries, is a narrow-body medium range jet airliner that is now marketed by Airbus. The aircraft was originally designed and built by the Canadian manufacturer Bombardier Aerospace and made its maiden flight on September 16th, 2013. Following Airbus' involvement, the aircraft is now built by the CSeries Aircraft Limited Partnership (CSLAP). Customers have a choice of two family variants, the 100 to 135 seat A220 100 (formerly CS100) and the 130 to 160 seat A220-300 (formerly CS300). The two variants have over 99% parts commonality between them, as well as the same pilot type rating. Powering the A220 are twin Pratt & Whitney PurePower PW1500G turbofan engines specifically designed for the aircraft. Initial demand for the aircraft was driven by 21% lower fuel burn for the CS300 through replacing aging Boeing 737-300s. Customers also saw dependability above 99.3% and 25% lower costs than the RJ100 for the CS100, while receiving continued positive feedback from customers. While the aircraft continued to receive strong reviews, development costs at Bombardier spiraled out of control. In October 2017, Airbus purchased a 50.01% stake in the program, and the plane was rebranded as the A220 in 2018.

Airbus A220 Design and Features

Composite Wings

- 105.32 ft. wing span
- Manufactured in house
- First to use dry fiber composites

Oversized Windows

- Largest narrow body windows
- 25% larger than 737s
- More than one window per row

Pratt & Whitney PW1500G Engines

- 12 to 1 bypass ratio
- 19k-23k thrust per engine
- 20% fuel burn improvement

Landing Gear System

- Door-less gear box
- Retractable tricycle-type gear
- Short-field landing capability

History

Design and development of the CSeries began with a feasibility study in 2004 for a five-seat abreast aircraft to replace Boeing 737 Classics and other similar aircraft. However, after government funding and supplier contracts were secured, Bombardier announced that the firm could not justify the launch of the program at the time. In 2007, Bombardier announced that work on the aircraft would continue, with entry into service planned for 2013. As development progressed, the program continued to experience delays and increased development costs. In 2015, with the first CSeries still yet to enter service, Airbus confirmed that it had turned down Bombardier's offer to sell a majority share of the CSeries. That same year, Bombardier took a CA\$3.2B write-down on the platform and the Québec government later invested CA\$1 billion in the company to save the program. A second bailout was received in 2017 and, later that year, Airbus and Bombardier Aerospace announced a partnership on the CSeries program, with Airbus acquiring a 50.01% majority stake.

Airbus Acquisition

On 16 October 2017, Airbus and Bombardier announced a partnership on the CSeries program, with Airbus acquiring a 50.01% majority stake and Bombardier and Investissement Quebec keeping 31% and 19%, respectively. The deal will utilize Airbus' supply chain expertise to save costs, while keeping assembly in Québec and developing a second assembly line in Mobile, Alabama. Bombardier will also fund the cash shortfalls of up to US\$610 million from the second half of 2018 to 2021 if required. After renaming the aircraft to the A220, Airbus is targeting 3,000 orders over 20 years and plans on reducing supply chain cost by over 10%.

Prominent Suppliers

Supplier	Description
AleniaAeronautica	Provides horizontal and vertical stabilizers, fully equipped with hydraulic, electrical and flight control systems.
Collins Aerospace	Provides the primary flight control computer and the altitude heading computer for the flight control system.
GOODRICH <small>*Subsidiary of Collins Aerospace</small>	Designs and produces the high lift actuation system including flap and slat systems.
LIEBHERR	Supplies the complete landing gear system, as well as the integrated air management system.
Parker	Produces the flight control, fuel and hydraulics systems.
ZODIAC AEROSPACE	Develops and produces the entire cabin, as well as the seats offered on the aircraft.

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

ALL TRANSACTIONS – VALUE DISCLOSED

Announced Date	Target	Acquirer	Valuation Metrics			Segment	Deal Type(s)
			Implied TEV (\$M)	TEV/Revenue	TEV/EBITDA		
10/01/18	Agile Magnetics, Inc.	Standex International Corporation	\$39.0	2.3x	na	Components & Subsystems	PR
10/01/18	All Assets and Technical Data Rights of NavCom Defense Electronics, Inc.	Extant Components Group Holdings, Inc.	\$27.0	2.1x	na	Defense Electronics	PR
10/02/18	Omni Air International, LLC	Air Transport Services Group, Inc.	\$845.0	na	na	MRO & Logistics	PR
10/02/18	Air Moldova, S.A.	Civil Aviation Group SRL	\$70.9	na	na	MRO & Logistics	PR I
10/03/18	Advanced Honeycomb Technologies Corporation	Kordsa, Incorporated	\$3.2	na	na	Composites	PR I
10/03/18	Peninsula Airways, Inc.	Corvus Airlines, Inc.	\$12.3	na	na	MRO & Logistics	PR PB
10/04/18	United Flexible, Inc.	Smiths Group plc	\$345.0	na	10.8x	Components & Subsystems	PS I
10/09/18	Citizen Engagement Centers of General Dynamics Information Technology, Inc.	MAXIMUS Federal Services, Inc.	\$400.0	0.6x	na	Government Services, IT Services and Software	PU
10/10/18	Esterline Technologies Corporation	TransDigm Group Incorporated	\$3,994.7	2.0x	13.0x	Components & Subsystems	PU
10/10/18	Imperva, Inc.	Thoma Bravo, LLC	\$1,814.7	5.2x	nm	Cybersecurity, Intelligence Services and Homeland Defense	PU PB
10/11/18	Kokam Co., Ltd.	SolarEdge Technologies, Inc.	\$136.2	3.6x	na	Specialty Defense Systems and Services	PR I
10/12/18	GREMTEK SAS	Diploma PLC	\$10.4	na	na	Components & Subsystems	PR I
10/14/18	L3 Technologies, Inc.	Harris Corporation	\$19,216.0	1.9x	13.7x	Defense Electronics	PU
10/15/18	Apollo Aviation Group, LLC (nka:Carlyle Aviation Partners Ltd)	The Carlyle Group L.P.	\$225.0	na	na	MRO & Logistics	PR PB
10/16/18	ZenGuard GmbH	Kape Technologies plc	\$5.6	na	na	Cybersecurity, Intelligence Services and Homeland Defense	PR I
10/16/18	Substantially All Assets of Micron Optics, Inc.	Luna Technologies, Inc.	\$5.0	0.6x	na	Components & Subsystems	PR
10/17/18	Cursor Controls Limited	discoverIE Group plc	\$30.2	2.9x	na	Components & Subsystems	PS I
10/18/18	Hydrapower Dynamics Limited	Supply Technologies (UKGRP) Limited	\$8.0	na	na	Components & Subsystems	PR I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

ALL TRANSACTIONS – VALUE DISCLOSED (CONTINUED)

Announced Date	Target	Acquiror	Valuation Metrics			Segment	Deal Type(s)	
			Implied TEV (\$M)	TEV/Revenue	TEV/EBITDA			
10/22/18	Inzpire Group Limited	QinetiQ Group plc	\$30.5	1.8x	11.8x	Government Services, IT Services and Software	PR	I
10/22/18	Aviation Business of Hanwha Corporation	Hanwha Aerospace Co., Ltd.	\$147.4	1.1x	na	Machined & Cast Parts	PU	I
10/26/18	SK infosec Co., Ltd.	SK Telecom Co., Ltd.	\$313.2	1.7x	na	Government Services, IT Services and Software	PU	I
10/28/18	Red Hat, Inc.	International Business Machines Corporation	\$33,923.6	10.7x	nm	Government Services, IT Services and Software	PU	I
10/29/18	Carmel Forge Ltd.	Bet Shemesh Engines Ltd.	\$58.5	2.0x	na	Machined & Cast Parts	PU	I
11/01/18	Simpro Holding AS	Inission AB (publ)	\$4.9	0.2x	na	Electronics Manufacturing (EMS) & Harnessing	PS	I
11/01/18	Telular Corporation	AMETEK, Inc.	\$565.0	3.1x	na	Government Services, IT Services and Software	PR	
11/01/18	Forza Silicon Corporation	AMETEK, Inc.	\$40.0	2.0x	na	Sensors & C4ISR	PR	
11/02/18	Ultra Electronics Limited	ADB Safegate BVBA	\$28.5	1.2x	na	MRO & Logistics	PU	I
11/05/18	Westek Technology Limited	TP Group plc	\$4.6	1.0x	na	Defense Electronics	PR	I
11/05/18	Genesis Systems Group, LLC	IPG Photonics Corporation	\$115.0	na	na	Unmanned Vehicles	PR	
11/08/18	Business Aircraft Training of Bombardier Inc.	CAE Inc.	\$645.0	na	na	Simulation & Training Systems	PU	I
11/09/18	Columbia Helicopters, Inc.	Bristow Group Inc.	\$559.4	2.0x	4.8x	MRO & Logistics	PR	
11/09/18	MC Test Service, Inc.	SMTC Corporation	\$70.0	0.5x	6.7x	Electronics Manufacturing (EMS) & Harnessing	PS	I
11/11/18	Black Box Corporation	AGC Networks Pte. Limited	\$87.5	0.1x	na	Government Services, IT Services and Software	PU	I
11/14/18	Semiconductor System Level Test Business of Astronics Test Systems Inc.	Advantest America, Inc.	\$215.0	na	na	Electronics Manufacturing (EMS) & Harnessing	PU	I
11/16/18	Cylance Inc.	BlackBerry Limited	\$1,500.0	11.5x	na	Cybersecurity, Intelligence Services and Homeland Defense	PR	I
11/26/18	E2M Technologies B.V.	MTS Systems Corporation	\$80.0	na	na	Simulation & Training Systems	PR	I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

ALL TRANSACTIONS – VALUE DISCLOSED (CONTINUED)

Announced Date	Target	Acquiror	Valuation Metrics			Segment	Deal Type(s)
			Implied TEV (\$M)	TEV/Revenue	TEV/EBITDA		
11/27/18	Spectro Scientific, Inc.	AMETEK, Inc.	\$190.0	3.8x	na	Engineering and Project Management	PS
11/29/18	Avborne Accessory Group, Inc.	AerSale Inc.	\$21.5	na	na	MRO & Logistics	PU
11/30/18	ARC Technologies, Inc.	Hexcel Corporation	\$160.0	na	na	Composites	PR
12/04/18	EMS business of API Technologies Corp	Kitron, Inc	\$15.9	0.5x	na	Electronics Manufacturing (EMS) & Harnessing	PU PB I
12/11/18	IQMS Inc.	Dassault Systèmes SE	\$425.0	7.6x	na	Engineering and Project Management	PR I
12/12/18	Sparton Corporation	Cerberus Capital Management, L.P.	\$255.3	0.7x	9.1x	Electronics Manufacturing (EMS) & Harnessing	PR PB
12/13/18	Cloudten Industries Pty Ltd	Transaction Solutions International Limited	\$2.2	0.8x	na	Cybersecurity, Intelligence Services and Homeland Defense	PR I
12/13/18	Aerospace Industrial Maintenance Norway AS	Kongsberg Defence & Aerospace AS; Patria Oyj	\$17.6	1.3x	na	MRO & Logistics	PR I
12/12/18	Certain Assets of Carmanah Technologies Corporation	SPX Corporation	\$77.0	2.9x	na	MRO & Logistics	PU I
12/14/18	Aircraft Maintenance Services Australia Pty Ltd.	Heston Services Ltd	\$3.2	na	na	MRO & Logistics	PU I
12/27/18	KMD A/S	NEC Corporation	\$1,222.6	1.4x	7.4x	Government Services, IT Services and Software	PS I
12/27/18	Detact Security Solutions AB	ICTS International N.V.	\$1.1	na	na	Specialty Defense Systems and Services	PR I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

ALL TRANSACTIONS – VALUE NOT DISCLOSED

Announced Date	Target	Acquiror	Segment	Deal Type(s)
10/01/18	KLM Jet Center of KLM Royal Dutch Airlines	Jet Aviation AG	MRO & Logistics	PU I
10/01/18	ClearComm Technologies, LLC	Patriot Technologies, Inc.	Defense Electronics	PR
10/01/18	KSARIA Corporation	Behrman Capital	Connectors	PR PB
10/02/18	Talent and Technology Solutions Business Unit of CDI Corp.	Artech Information Systems LLC	Government Services, IT Services and Software	PS
10/02/18	Yokogawa Denshikiki Co., Ltd.	Higaki Sangyo Kaisha, Ltd.	Components & Subsystems	PU I
10/02/18	eVigilant, Inc.	Converged Security Solutions	Government Services, IT Services and Software	PR PB
10/03/18	Air Livery Ltd	Satys Group	MRO & Logistics	PR I
10/03/18	BCMZ Precision Engineering Limited	Bel Fuse Inc.	Machined & Cast Parts	PR I
10/03/18	Paragon Plastics, Inc.	Ashley Industrial Molding, Inc.	Machined & Cast Parts	PR
10/05/18	Monarch Aviation Maintenance Business	ONVOI Global Services (OGS)	MRO & Logistics	PR
10/09/18	Cooper Instruments & Systems	Group Four Transducers Inc	Sensors & C4ISR	PR
10/09/18	The Atlas Group	F.M.I., Inc.	Machined & Cast Parts	PS PB
10/09/18	Total Defense Inc.	AppRiver, LLC	Cybersecurity, Intelligence Services and Homeland Defense	PR PB
10/10/18	Assets of Panasonic Weather Solutions	FLYHT Aerospace Solutions Ltd.	Satellite, Satellite Services & Space Systems	PU I
10/12/18	Starwin Industries, Inc.	ETI Mission Controls LLC	Machined & Cast Parts	PR PB
10/15/18	PDQ Airspares Limited	Fastener Distribution Holdings LLC	Components & Subsystems	PR I
10/16/18	Assets of S3 Aero Specialists	Jet Support Services, Inc.	MRO & Logistics	PR
10/17/18	BAE Systems Southeast Shipyards Alabama LLC	EPIC Companies, LLC	Navy/Maritime	PU I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

ALL TRANSACTIONS – VALUE NOT DISCLOSED (CONTINUED)

Announced Date	Target	Acquiror	Segment	Deal Type(s)
10/17/18	Operating Business and Assets of Votaw Precision Technologies, Inc.	Doerfer Corporation	Machined & Cast Parts	PS
10/18/18	AMTEC Less-Lethal Systems, Inc.	PACEM Defense LLC	Specialty Defense Systems and Services	PU
10/19/18	Aero Sense Technologies Ltd.	HITEC Sensor Developments, Inc.	Components & Subsystems	PR PB I
10/19/18	SimCom International, Inc.	Directional Aviation	Simulation & Training Systems	PS
10/22/18	Organizational Strategies, Inc.	Applied Insight, LLC	Government Services, IT Services and Software	PR PB
10/23/18	Assets of Aspect Aircraft Maintenance, Inc.	Textron Aviation Canada, Ltd.	MRD & Logistics	PR I
10/24/18	Global Invacom Group Limited	Tactilis Sdn. Bhd.	Satellite, Satellite Services & Space Systems	PU I
10/25/18	Howe & Howe Technologies, Inc.	Textron Systems Corporation	Unmanned Vehicles	PR
10/26/18	Superior Technical Ceramics Corp.	Artemis Capital Partners	Machined & Cast Parts	PR PB
10/29/18	WorldView Solutions Inc.	GeoDecisions, Inc.	Government Services, IT Services and Software	PR
10/29/18	International Marine & Industrial Applicators, LLC and Craft and Technical Solutions, LLC	J.F. Lehman and Company, LLC	Navy/Maritime	PR PB
11/01/18	Specialty Silicone Products, Inc.	HEICO Corporation	Components & Subsystems	PR
11/01/18	Domain X Technologies, LLC	Analytic Services Inc.	Government Services, IT Services and Software	PR
11/05/18	Latitude Technologies Corporation	ACR Electronics, Inc.	Components & Subsystems	PR PB I
11/06/18	Bearing Engineers, Inc.	Frontenac Company	Components & Subsystems	PS PB
11/06/18	Supplier Management Solutions, Inc.	TRIGO, S.A.	Engineering and Project Management	PR PB I
11/06/18	Spear, Inc.	CALIBRE Systems, Inc.	Government Services, IT Services and Software	PR
11/07/18	Gasser & Sons, Inc.	MavenHill Capital	Machined & Cast Parts	PR PB

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update Q4 2018

ALL TRANSACTIONS – VALUE NOT DISCLOSED (CONTINUED)

Announced Date	Target	Acquiror	Segment	Deal Type(s)
11/08/18	Infradata Group B.V.	IK Investment Partners;	Cybersecurity, Intelligence Services and Homeland Defense	PS PB I
11/08/18	AirCert GmbH	British Standards Institution	Engineering and Project Management	PR I
11/10/18	Dura-Mill, Inc.	AB Sandvik Coromant	Machined & Cast Parts	PR I
11/12/18	WACO Aircraft Corporation	Dimor Group Inc.	Aerostructures	PR
11/12/18	Berico Technologies LLC	Novetta Solutions, LLC	Government Services, IT Services and Software	PR PB
11/12/18	Aiworx Inc.	Bentley Systems, Inc.	Unmanned Vehicles	PR I
11/13/18	FUGA, Inc.	Vigilant Diversified Holdings, Inc.	MRO & Logistics	PR
11/13/18	Silver Wings Aerospace, Inc.	Wencor Group, LLC	MRO & Logistics	PR PB
11/13/18	Southtech Systems, Inc.	Granicus Inc.	Government Services, IT Services and Software	PR PB
11/14/18	Thistle Design (MMC) Limited	BEI Precision Systems & Space Co. Inc.	Components & Subsystems	PR PB I
11/19/18	Cobham Technical Services Lightning Testing & Consultancy	Element Materials Technology Group	Test & Measurement	PU PB I
11/20/18	Diamorph AB (publ)	Epiris Managers LLP	Components & Subsystems	PS PB I
11/20/18	SECA S.A.S.	Alkan S.A.	Electronics Manufacturing (EMS) & Harnessing	PR I
11/20/18	Flite Components Inc.	Dallas Aeronautical Services, LLC	MRO & Logistics	PR PB
11/21/18	O International Courier, Inc.	Kuehne + Nagel International AG	MRO & Logistics	PR I
11/22/18	CPH Ltd.	oCap Management Pte. Ltd.	Defense Electronics	PU PB I
11/23/18	DREHTAINER GmbH	HESCO Bastion Ltd	Specialty Defense Systems and Services	PR I
11/26/18	Skeye B.V. (nka:Terra Drone Europe)	Terra Drone Corporation	Unmanned Vehicles	PR I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

ALL TRANSACTIONS – VALUE NOT DISCLOSED (CONTINUED)

Announced Date	Target	Acquirer	Segment	Deal Type(s)
11/26/18	Dynamic Engineering Solutions, Inc.	EverWatch Corporation	Government Services, IT Services and Software	PR PB
11/27/18	DAL Global Services, LLC	Argenbright Holdings I, LLC	MRO & Logistics	PU
11/27/18	E3 Federal Solutions, LLC	The Sentinel Company	Engineering and Project Management	PR PB
11/28/18	Apex Microtechnology, Inc.	HEICO Corporation	Components & Subsystems	PR
11/29/18	Aerospace & Defense Division of Magellan Distribution Corporation	Electronic Connector Company of Illinois LLC	Distribution	PR
11/30/18	FWW Fahrzeugwerk GmbH	General Dynamics European Land Systems, S.L.	MRO & Logistics	PR I
11/30/18	Tier One Relocation, LLC	Sun Capital Partners, Inc.	Specialty Defense Systems and Services	PS PB
12/03/18	Navistar Defense LLC	Cerberus Capital Management, L.P.	Specialty Defense Systems and Services	PU PB
12/03/18	Aircraft Performance Group, Inc.	Liberty Hall Capital Partners, L.P.	Government Services, IT Services and Software	PR PB
12/03/18	Orion Talent and Orion Novotus	L2 Capital Partners, L.P.	Government Services, IT Services and Software	PR PB
12/03/18	CONNECTALL Ltd	Singer Equities, Inc.	Components & Subsystems	PR PB I
12/03/18	Modineer Co., Inc.	Westbourne Capital Partners	Machined & Cast Parts	PR PB
12/03/18	G2, Inc.	Huntington Ingalls Industries, Inc.	Cybersecurity, Intelligence Services and Homeland Defense	PR
12/04/18	SoPark Corporation	Undisclosed Buyer	Defense Electronics	PR
12/06/18	Hungary forgings business of Arconic Inc.	Undisclosed Buyer	Machined & Cast Parts	PU I
12/07/18	Servelec Controls Limited	Alcuin Capital Partners LLP	Engineering and Project Management	PS PB I
12/10/18	SceneDoc Inc.	Tyler Technologies, Inc.	Government Services, IT Services and Software	PR I
12/11/18	Blazent, Inc.	ServiceNow, Inc.	Government Services, IT Services and Software	PR

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases

AEROSPACE & DEFENSE

Quarterly Update
Q4 2018

ALL TRANSACTIONS – VALUE NOT DISCLOSED (CONTINUED)

Announced Date	Target	Acquiror	Segment	Deal Type(s)
12/11/18	Coldwater Machine Company, LLC/Pro Systems LLC/Related Assets	Lincoln Electric Holdings, Inc.	Machined & Cast Parts	PR
12/12/18	Swift Air, LLC	iAero Group	MRO & Logistics	PR
12/12/18	Hiddn Solutions ASA	Tactilis Pte. Limited	Cybersecurity, Intelligence Services and Homeland Defense	PU I
12/13/18	Alpha Design Technologies Private Limited	Adani Defence Systems and Technologies Limited	Defense Electronics	PR I
12/17/18	Strobes-R-U's, Inc.	Spartan Motors, Inc.	Specialty Defense Systems and Services	PR
12/17/18	Defiance Metal Products Inc.	Mayville Engineering Company, Inc.	Machined & Cast Parts	PR
12/17/18	Huffman LLC	Optomec, Inc.	Machined & Cast Parts	PR
12/18/18	StandardAero, Inc.	The Carlyle Group L.P.	MRO & Logistics	PS PB
12/18/18	Boundless Spatial, Inc.	Planet Labs Inc.	Government Services, IT Services and Software	PR
12/19/18	All Assets of Matt Engineering LTD.	UTS Engineering Ltd.	Machined & Cast Parts	PR I
12/20/18	Charismathics GmbH/Charismathics Inc.	DriveLock SE	Government Services, IT Services and Software	PR PB I
12/21/18	JGB Enterprises, Inc.	HCI Equity Partners	Distribution	PR PB
12/21/18	All the assets of TrackingPoint, Inc.	Talon Precision Optics, LLC	Specialty Defense Systems and Services	PR
12/24/18	K-Fab, Inc.	Danco Machine DPMS, Inc.	Machined & Cast Parts	PR
12/26/18	NowForce Limited	Verint Systems Inc.	Government Services, IT Services and Software	PR I

PU Public Seller
 PR Private Seller
 PS Private Equity Seller
 PB Private Equity Buyer
 I International Deal

Source(s): CapIQ, Dacis, company reports, press releases