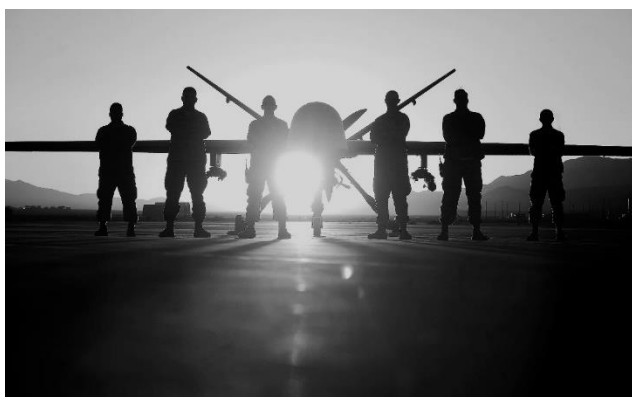


Market Insights

2022 Year in Review



Aerospace, Defense, & Government Services

3033 Wilson Boulevard, Arlington, VA 22201 | fonadvisors.com

Trusted Advisors to the Middle Market

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Firm Overview

FON is a financial advisory firm that provides investment banking, valuation advisory, and management consulting services to companies in the aerospace, defense, and government services industries.

We are proud to serve as a trusted advisor to business owners, investors, and capital providers. By combining industry expertise with a full suite of financial advisory solutions, we address the needs of a broad spectrum of clients.



Investment Banking

Valuation Advisory

Management Consulting

Full-Service Advisory Platform – Our Core Offerings

Extensive ADG expertise, with decades of investment banking experience across hundreds of deals

The FON platform allows us to leverage the extensive ADG industry and transaction experience of our employees, partners, and board members to provide unique insights to our clients and achieve exceptional transaction outcomes.

Investment Banking

- > Sell-side M&A
- > Buy-side M&A
- > Divestitures
- > LBOs, MBOs, & ESOPs
- > Recapitalizations

Valuation Advisory

- > Financial reporting
- > Tax compliance
- > Equity incentive plans
- > Litigation support
- > Transaction advisory and opinions

Management Consulting

- > Organic business capture
- > Global market expansion
- > Emerging technology advisory

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Sector-Focused Transaction Experience

Sector Expertise

- > IT Services and Solutions
- > Software / SaaS
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- > Intelligence Community Support
- > Cybersecurity
- > VARs
- > Cloud Computing Technology
- > Healthcare IT
- > Defense Products & Electronics
- > C5ISR
- > Contract Manufacturing
- > Manufacturing / OEMs
- > Maintenance, Repair, Overhaul
- > Aerospace Technology & Services

Defense & Government Services

Intelligence Community Project Cornerstone has been acquired Exclusive M&A Advisor to Seller	Intelligence Community ASEC3 has acquired certain assets supporting an IC contract Exclusive M&A Advisor to Buyer	Enterprise IT Solutions HIGHLIGHT ESOP Buyout with financing provided by JPMORGAN CHASE & CO. Exclusive ESOP Buyout Advisor
Agile IT Solutions ATLAS EXECUTIVE CONSULTING has been acquired by IGNITE DIGITAL Exclusive M&A Advisor to Seller	Intelligence Community Knowledge Link has been acquired by AXIOLOGIC solutions Exclusive M&A Advisor to Seller	Value-Added Reselling EIS has been acquired by CCP CAPITAL Exclusive M&A Advisor to Seller
Data Analytics IDI has been acquired by ITA INTERNATIONAL Exclusive M&A Advisor to Seller	Intelligence Community ACES INCORPORATED has been acquired by EVERWATCH A portfolio company of: ENLIGHTENMENT CAPITAL Exclusive M&A Advisor to Seller	International Development IRG An Eligity Company has been acquired by RTI INTERNATIONAL Exclusive M&A Advisor to Seller

Q4 2022 Closed Deals

Aerospace

Aerospace Mfg. (Structures) GE Aviation Santa Ana Operations has been acquired by AFIRMALITY PARTNERS, INC. Exclusive M&A Advisor to Seller	Aerospace Mfg. (Components) MEGGITT Thomson Aerospace & Defense has been acquired by UMBRA GROUP Exclusive M&A Advisor to Seller	Aerospace Mfg. (Components) LIGHTNING DIVERSION SYSTEMS has been acquired by Ducommun Exclusive M&A Advisor to Seller
Aerospace Mfg. (Structures) LAJ INTERNATIONAL A portfolio company of: APPELL CAPITAL has been acquired by RJ EQUITY PARTNERS Exclusive M&A Advisor to Seller	Aerospace Mfg. (Components) Globe Motors A portfolio company of: SAIFRAN has been acquired by Allied Motion Exclusive M&A Advisor to Seller	Aerospace Mfg. (Components) PRESS FORGE has been acquired by PCC Exclusive M&A Advisor to Seller

2022 Year in Review

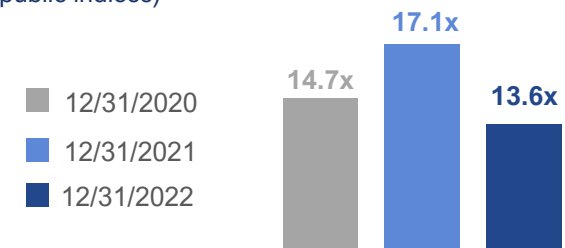
2022 Recap

- > The Aerospace, Defense, & Government Services markets remained strong, but M&A activity declined after a record-breaking 2021. There were a total of 372 deals in ADG, led by transactions in the Government Services subsector, compared to 523 in 2021 and 353 in 2020
- > The broader stock market experienced its worst year since 2008, with the S&P 500 declining 19%. The aerospace, defense, and government services sector outperformed the broader market with an annual return of nearly 18%
- > The midterm elections saw Republicans gain seats, but less than expected by analysts. With Democratic control of the Senate and Republican control of the House, there will be continued dual party control of Congress (*see page 8*)
- > With inflation still significantly exceeding the Fed's target of 2 percent, the committee chose to raise rates to 4.25-4.50 percent at the December meeting (*see page 13*)
 - 2022 began with the target range still at 0.00-0.25% percent, with a liftoff from zero not occurring until the March meeting, and no reduction in the Fed's holdings of debt, MBS, and Treasury securities occurring until the 1st of June¹
 - The job market remained strong through the end of 2022, but many fear a looming recession as the effects of recent interest rate hikes begin to filter through the economy. Nonetheless, some remain optimistic that the Fed will be able to achieve a “soft landing”
 - CPI for all items rose 0.1 percent in November after rising 0.4 percent in October but is still at 7.1 percent for the 12 months ended in November. Decreases in energy prices contributed to the lower month over month number, but increasing costs of shelter more than offset the benefits of falling energy prices in the fourth quarter²
- > February 2022 saw the full-scale invasion of Ukraine by Russia, and the United States pledged support for the Ukrainians in the FY2023 spending bill by approving \$47.4B in aid (*see page 10*)
- > Relationships with China continue to remain on thin ice as the US recently approved an arms sale to Taiwan and CCP leadership struggles with continued civil unrest of their own (*see page 10*)

Public Valuation Multiples

- > Fears of further rate hikes and recession have hit the broader stock market, and the ADG sector saw a decline from the record-breaking multiples seen in 2021

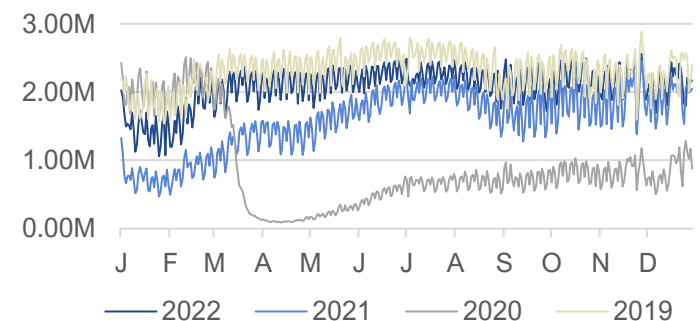
Historical EV/EBITDA Multiples (ADG average based on public indices)



Commercial Air Travel

- > Commercial air travel rebounded in 2022 to levels comparable to those seen pre-pandemic as travelers became less concerned about COVID-19 risks (*see page 4*)

TSA Checkpoint Travel Numbers

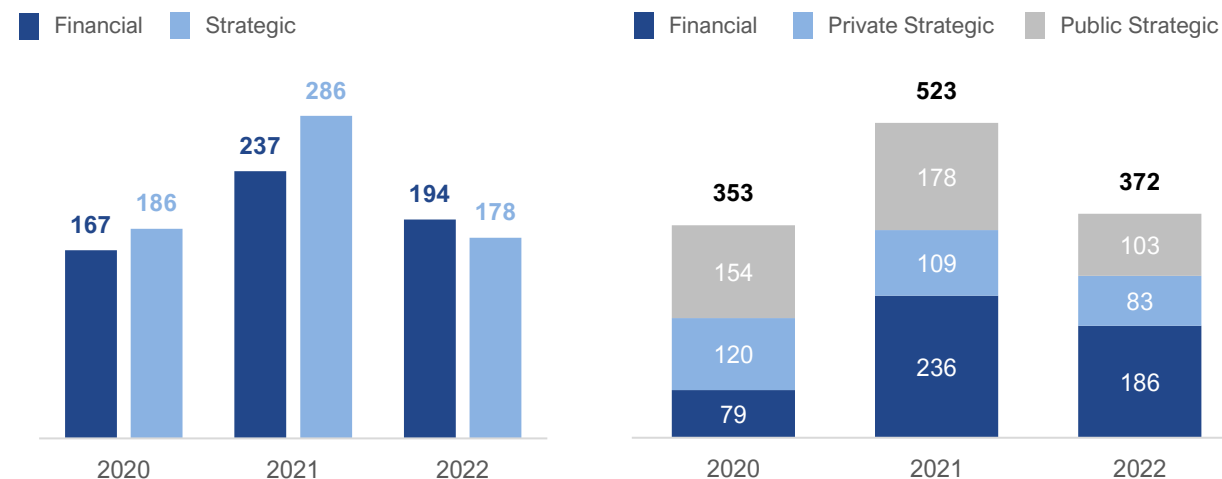


(1) Policy Statements, Board of Governors of the Federal Reserve System

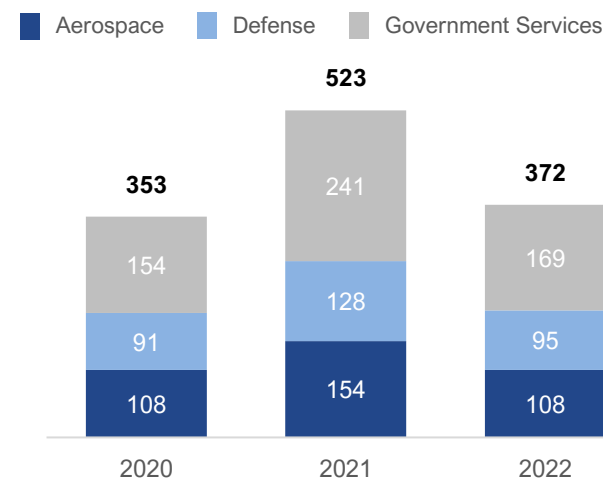
(2) Unadjusted CPI for all Urban consumers in 12..., U.S. Bureau of Labor Statistics

ADG M&A Deal Volume Metrics

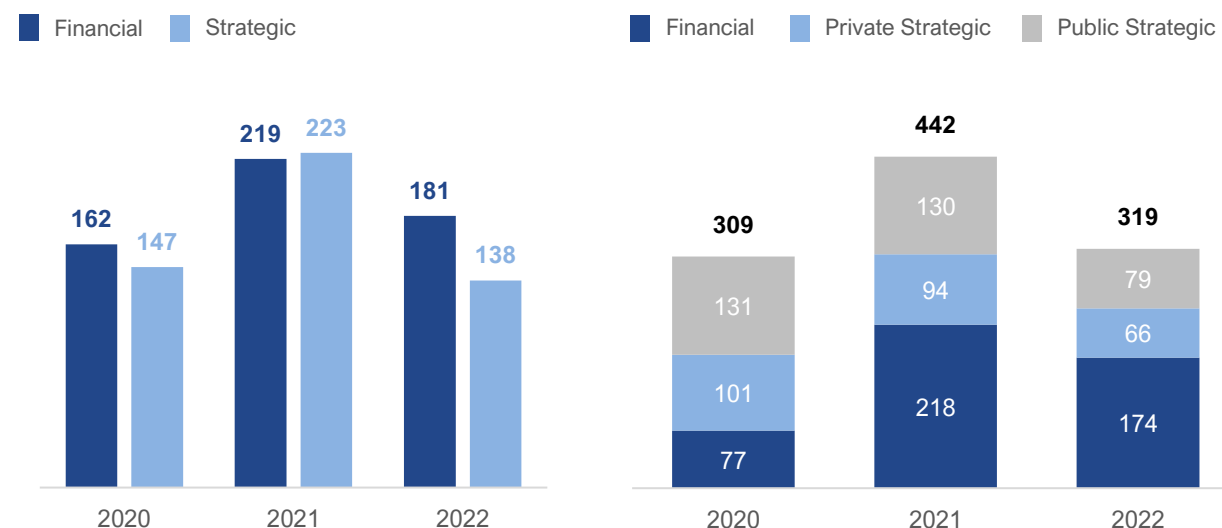
Global M&A Activity By Buyer Type



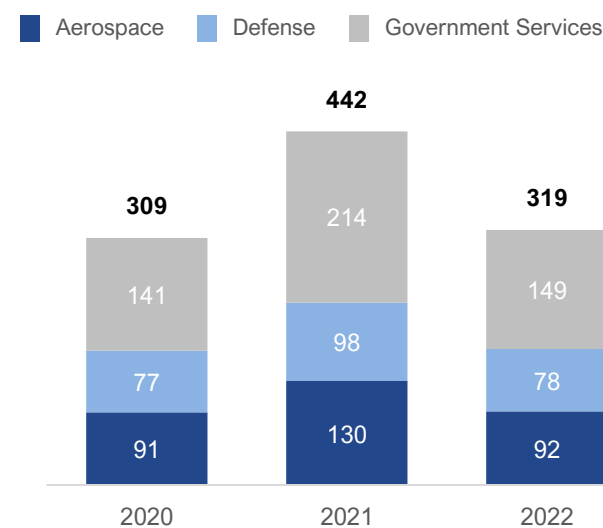
Global M&A Activity By Industry Sector



U.S. M&A Activity By Buyer Type



U.S. M&A Activity By Industry Sector



Source: DACIS DM&A; Note: Global M&A activity represents transactions that were closed by a U.S. or foreign buyer that includes U.S. M&A activity; U.S. M&A activity only represents transactions that were closed by a U.S. buyer

2023 Market Outlook – Exclusive Strategic Buyer Commentary

Booz Allen – Similar Activity Levels, Focus on Strategic Tech

- > “We’re expecting **M&A levels to be about the same from 2022** with valuations to be more aligned with historical levels ... **headwinds include increased government antitrust regulatory scrutiny, higher financing costs, and continued high seller pricing expectations** ... In terms of **tailwinds, we look for attractive U.S. government budget spending levels, clarity around national security threat vectors and on-going portfolio repositioning needs.**”
- > “We **don’t foresee any major deviation from areas currently in high demand** ... **AI/ML, high-speed, cyber, autonomy and RF spectrum technologies** ... **contested logistics and supply chain resiliency.**”

- Booz Allen Hamilton Corporate Development & Corporate Strategy

Amentum – Modernization Focus

- > “As we head into 2023, **modernization is at the top of the priority list for not only DoD but also Fed Civ and Intel customers.** ... Companies who are looking to sell their business and have **differentiated capabilities in customer priority areas (autonomy, hypersonics, space, etc.) will be in a great position in 2023.**”
- > “**Large strategics with clean balance sheets should be in a good position from an M&A perspective.** We do **expect sponsors to still remain active** ... even with the current rate environment, **[sponsors] cannot afford to sit on the sidelines given recent fundraising and ... scarcity / “barbell shape” of targets in our market.**”

- Adam Harrison, SVP Strategy and Corporate Development, Amentum

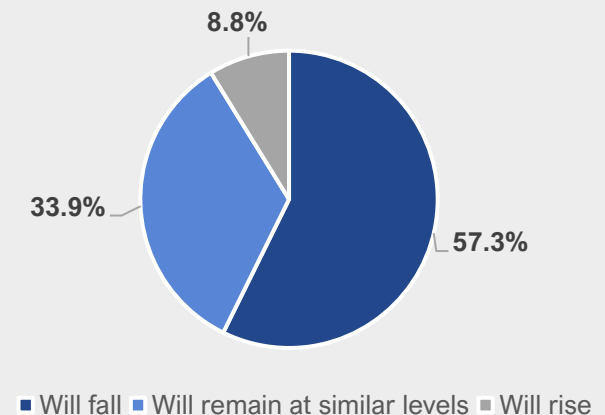
Serco – New GovCon Entrants, Looming Budget Debates

- > “In 2023 I expect **we will continue to see strategic buyers of services targets outside the usual suspects list.** QinetiQ and IBM caught many by surprise last year and market conditions will continue to drive other such firms into our space. ... **buyers will continue to seek ways to invest in themes that are consistent with the National Defense Strategy** (space, autonomous systems, and advanced weapons – kinetic and non-kinetic). **Looming debates around the debt ceiling and GFY24 appropriations will begin to take up more of our attention**”

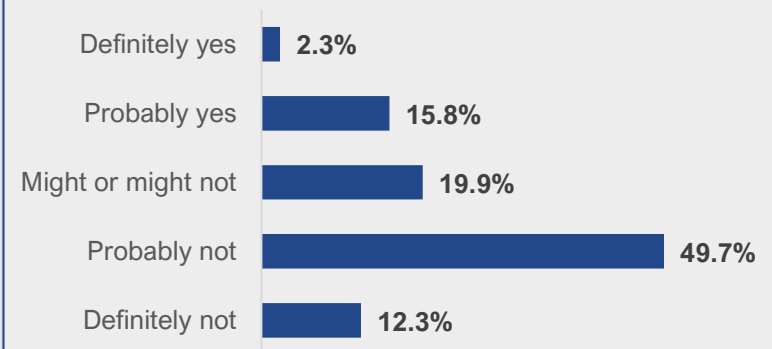
- Bob Wiecezak, VP Corporate Development, Serco

ACG Annual Survey Results – 2023 Outlook

How do you expect valuations in the middle market in 2023 to compare with 2022, on average?



Do you expect debt utilization, on average, in PE transactions to rise in 2023 compared with 2022?



2023 Market Outlook – Exclusive Industry Advisor Commentary

Morrison & Foerster – Shift from Services to Solutions

- > “[We expect] about the same [M&A activity for 2023]. Uncertainty regarding a government shutdown and a limited number of sizeable properties for sale will suppress what would otherwise be an improvement. There continues to be **significant private equity funding available ... which will lead to competition over the best properties. Overall economic trends ... will limit investors to those who know this market. ... I would expect a continued shift from staffing to solutions and innovative products** (be they hardware or software).”

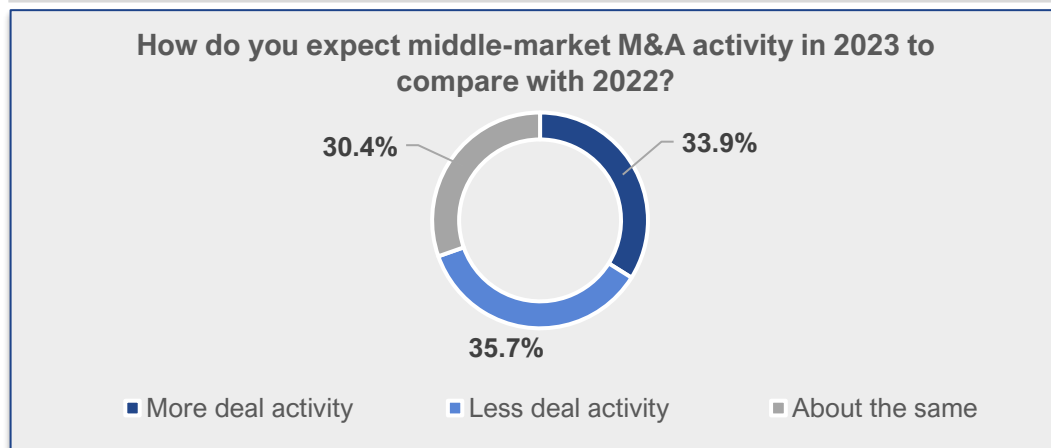
- Damien Specht, Partner – Government Contracts, Morrison & Foerster LLP

Cope Corrales – M&A Activity Pressured, But Resilient

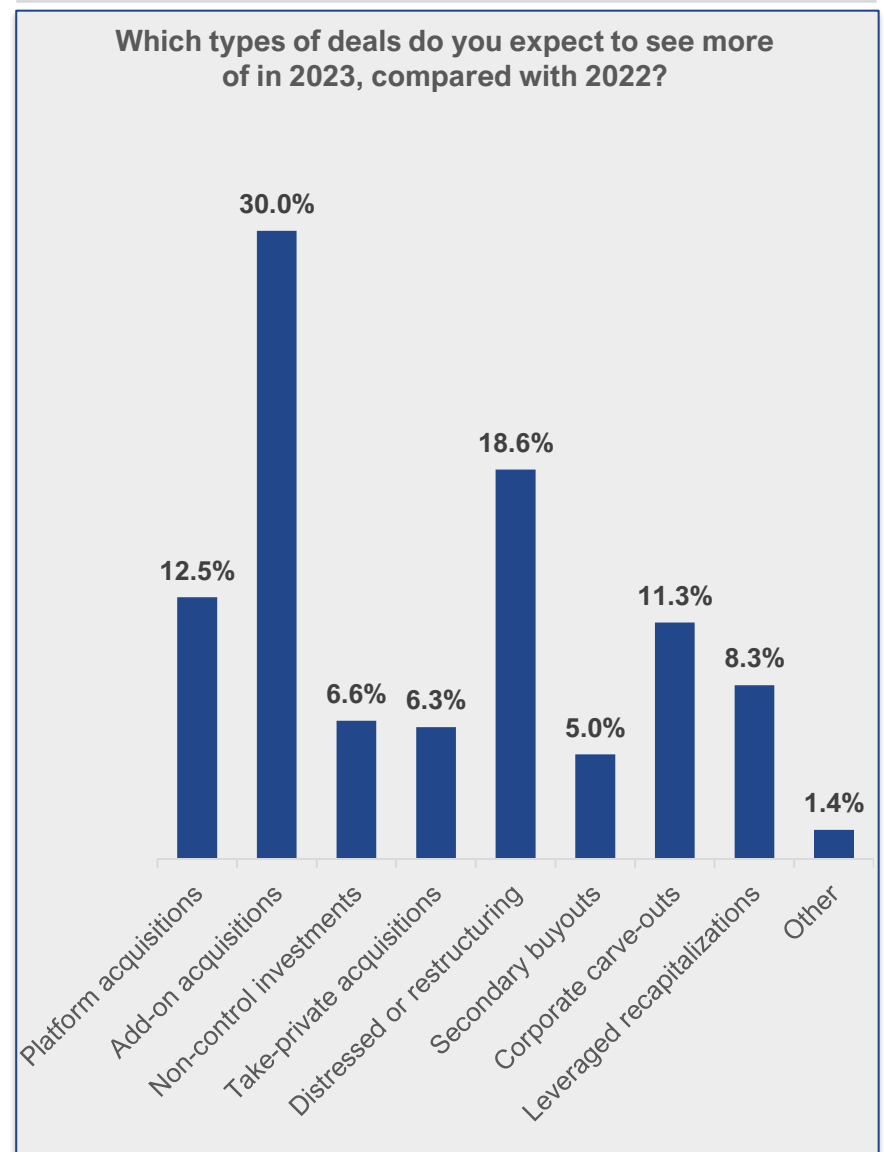
- > “With the **rapid rise in interest rates, we’ve seen and expect to see a more cautious approach by financial buyers ... Given the defensive and recession-resistant nature of ADG, we believe deals will still get done and banks will adjust accordingly.**”

- Joe Cope, Managing Partner, Cope Corrales

ACG Annual Survey Results – 2023 Outlook



ACG Annual Survey Results – 2023 Outlook



2023 Market Outlook – Exclusive Industry Advisor Commentary

Pillsbury – Pressure on Valuations, but Strong Pipeline

> ***“I expect 2023 to be an active year for M&A in government services, aerospace and defense. Higher interest rates and more stringent loan underwriting may impact transactions using leverage. . . . pressuring valuations slightly and somewhat reducing transaction volume. Still strategic buyers and funds have large cash reserves and there is a strong pipeline of transactions in the first quarter of the year.”***

- Matt Swartz, Partners – Mergers & Acquisitions, Pillsbury Winthrop Shaw Pittman LLP

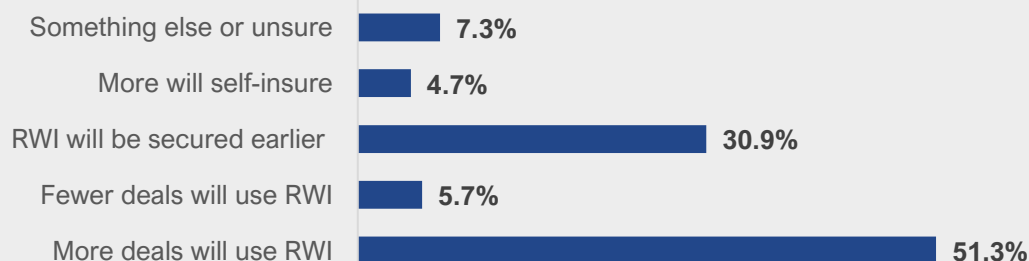
Ward & Berry – Optimistic on M&A Activity

> ***“In 2022, we saw the frequency of investments from PE and venture firms shrink ... however, the frequency and size of investments in cybersecurity and national security-focused companies increased. M&A activity in 2022, especially involving strategic acquisitions, remained robust, and we expect to see a very healthy number of exits by companies in 2023 in certain sectors, particularly FinTech, cybersecurity, geospatial intelligence, and SaaS platforms ... larger strategic acquirers with either cash on hand, access to public markets, or the ability to issue commercial paper will remain largely unaffected by increased interest rates, and we anticipate such companies will increase their frequency of deals.”***

- Eric Kronman, M&A and Corporate Transactions Partner, Ward & Berry PLLC

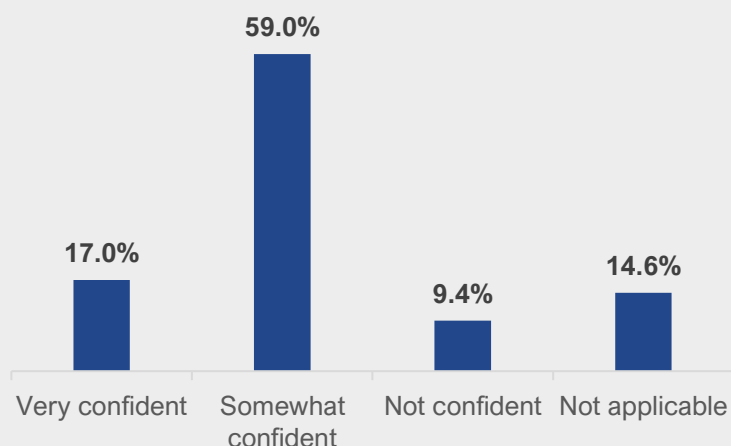
ACG Annual Survey Results – 2023 Outlook

What changes do you expect to see in the use of reps and warranties insurance (RWI) in 2023 compared with 2022?

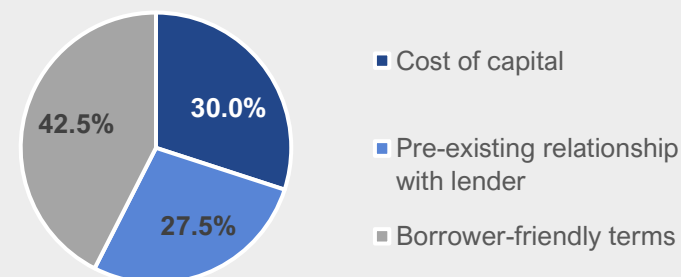


ACG Annual Survey Results – 2023 Outlook

As a buyer, how confident are you (or your buy-side clients) in finding high-quality investment targets to meet your M&A goals in 2023?



As a borrower, what is the most important aspect in selecting a lender in the current environment?



Executive Summary

Quarterly Highlights

see pgs. 16-20 for more detailed information

68

Total Q4 2022 ADG Closed Deals

(52%)

YoY Change in Deal Count

(29%)

QoQ Change in Deal Count

(31%)

QoQ Change in Strategic Deals

(27%)

QoQ Change in PE Deals

(15%)

QoQ Change in Defense Deals

\$858B

Announced Defense Budget¹

7.1%

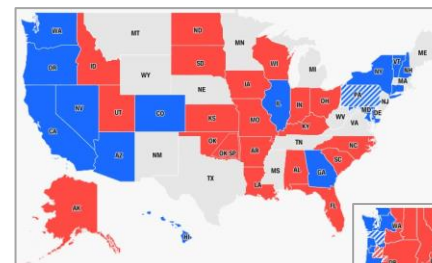
YoY CPI Change (November)²

Selected ADG Commentary

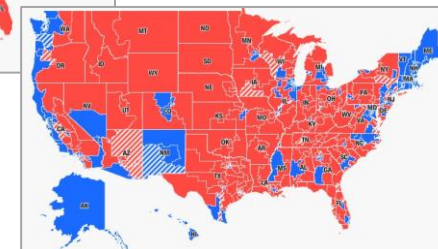
- > Aerospace, Defense, and Government Services (ADG) transaction activity in Q4 2022 was down 52% YoY, and 29% lower QoQ, with a total of 68 closed deals
- > The number of private equity transactions in Q4 was 27% lower QoQ. Rising interest rates have made debt more expensive, leading to some peripheral pressure on financial sponsors pursuing leveraged transactions
- > Similarly, the number of transactions involving strategic buyers was 31% lower QoQ. Typically, corporate buyers are less sensitive to interest rate changes when planning acquisitions, but nonetheless concerns about the broader economy may have led to a decreased capacity for M&A
- > The public equity markets continue to trend lower as investors evaluate whether recent interest rate hikes will be felt throughout the economy in time to remove the need for further tightening – and as uncertainty remains around whether the Fed will be able to achieve a “Soft Landing”
- > However, the inherent stability of the ADG sector, together with rising geopolitical tensions – particularly the continued conflict in Ukraine and unease surrounding Taiwan – have led defense and government services stocks to outperform the broader market
- > Commercial air travel continued to show strength in Q4, although the number of passengers checked by TSA is down 3.7% compared to Q3 2022, it is up 14.0% YoY³
- > Boeing saw only 18 new orders in November after 119 in October, but deliveries were up⁴
 - Likewise, Airbus only saw 15 new orders in November compared to 163 in October⁵

Midterm Election Commentary

- > With 35 seats up for election in the Senate, Democrats gained one additional seat and strengthened their majority⁶. However, in early December, Krysten Sinema announced that she would register as an independent, putting the Senate in much the same position as prior to the midterm elections⁷
- > Republicans were able to flip the House and gain narrow control, giving them a 222-213 lead over Democrats⁸
- > With a divided Congress, there is potential for a showdown over the budget and debt ceiling at year-end, increasing the likelihood of a government shutdown
- > At the state level, Democrats were able to flip the governorships of 3 states, with a net gain of two governorships⁷
- > The economy, and inflation in particular, remained the top issue for voters in 2022, as 7 of 10 Americans said they disapproved of Biden’s efforts to address inflation⁸
- > Democrats were viewed favorably regarding the war in Ukraine due to anti-Ukraine sentiment displayed by some members of the Republican party⁸



Senate Mid-Term Results



House Mid-Term Results

(1) What's in the FY 2023 Omnibus..., Committee for a Responsible Federal Budget

(2) Unadjusted CPI for all Urban consumers in 12..., U.S. Bureau of Labor Statistics

(3) TSA checkpoint travel numbers..., Transportation Security Administration

(4) Boeing Orders Tumble, Deliveries Surge, Seeking Alpha

(5) Commercial Aircraft figures, Airbus

(6) Democrats keep Senate majority as GOP push falters..., AP News

(7) Krysten Sinema leaves Democratic Party, adding drama to..., Reuters

(8) US election results: Where do midterm elections leave..., BBC News

Budget Environment

FY2023 Omnibus Bill

- > FY2023 started with a continuing resolution after Congress did not pass a regular appropriations bill by September 30, so Congress passed a continuing resolution to keep the government funded through December 16, followed by another to keep the government funded through December 23¹
 - On December 23, the House of Representatives was finally able to pass the Omnibus spending package for FY2023²
 - As power remains divided following the 2022 mid-term elections, it is reasonable to expect a lack of significant progress on legislation or significant changes to the status quo through the end of 2024
- > The FY2023 omnibus bill is split between \$858B for defense spending and \$787B for nondefense discretionary programs
- > Another \$47.4B was authorized for assistance to Ukraine
- > Among the various appropriations bills that contributed to the total YoY increase in nondefense spending of 7.9%:

Appropriations Bill	% Increase
Agriculture	1.4%
Commerce/Justice/Science	8.8%
Defense	9.5%
Energy/Water	2.1%
Financial Services	8.1%
Homeland Security	5.6%
Interior/Environment	2.2%
Labor/HHS/Education	5.3%
Legislative Branch	16.5%
Military Construction/VA	20.9%
State-Foreign Operations	6.4%
Transportation/HUD	7.8%
Subtotal, Base Funding	8.9%
Adjustments	8.9%
CHIMPs	0.1%
Total	8.8%
Total Defense Funding	9.7%
Total Nondefense Funding	7.9%

- Agriculture only increased 1.4%, while Commerce/Justice/Science increased 8.8%
- Energy/Water increased 2.1% while Financial Services increased 8.1%
- Interior/Environment increased 2.2% and Labor/HHS/Education increased 5.3% while Legislative Branch allocations increased a whopping 16.5%
- State/Foreign Operations and Transportation/HUD increased 6.4% and 7.8% respectively
- Overall, total nondefense funding went from \$729.8B in FY2022 to \$787.4B in the FY2023 Omnibus³

FY2023 NDAA

- > On December 23, President Biden signed the National Defense Authorization Act (NDAA) into law
 - The bill passed with an overwhelming bipartisan majority in the Senate (83-11), echoing a similar sentiment in the House, where it easily passed with a 350-80 count⁴
 - Bipartisan votes are a rare event given the political climate, but it is the norm for the NDAA, which has been passed now 62 years in a row by a bipartisan, bicameral agreement⁵
- > The \$858B FY2023 NDAA marks an over 10% increase from last year's \$778B NDAA
- > Notably, the FY2023 NDAA authorized:
 - A 4.6% pay raise for both military service members and the DoD civilian workforce, which unfortunately does not keep pace with inflation
 - Funding for research and development of a new nuclear-capable cruise missile that can be launched from ships or submarines
 - Requiring the Secretary of Defense to rescind the mandate that members of the armed forces be vaccinated against COVID-19
 - \$160B for aircraft, missiles, ammunition, combat vehicles, Navy ships, and other equipment
 - \$10B over five years to finance sales of weaponry and military equipment to Taiwan
 - \$1B to buy minerals, such as rare earth elements and lithium-ion battery ingredients for the country's defense stockpile
 - A clause prohibiting the U.S. government from purchasing items with semiconductors made by Chinese manufacturers with ties to China's communist party⁵



(1) Another Fiscal Year 2023 Continuing Resolution? It's Groundhog Day, Congressional Institute

(2) House Passes \$1.7T Omnibus Spending Package for FY23, ExecutiveGov

(3) What's in the FY 2023 Omnibus Bill?, Committee for a Responsible Federal Budget

(4) Biden Signs FY 2023 National Defense Authorization Act, USNI News

(5) National Defense Authorization Act for FY 2023, Investopedia

Defense and Geopolitics

Ukraine / Russia Conflict

- > Fighting has continued in Ukraine, concentrated in the eastern region of the country, along Russian-occupied areas. Russia is focused on “liberating” territories that they have illegally annexed by the Kremlin
- > Russia has recently been targeting Ukraine’s power infrastructure with missile strikes on power-generation facilities, heating equipment, and the country’s power grid. Hundreds of missiles have been fired at energy infrastructure targets causing over \$6.8B+ in damage¹
- > In October, Russia shut off gas traveling by pipeline to Italy, leaving the EU entirely cutoff from pipeline-transported natural gas², forcing Europe to rely on other sources as demand climbs in the winter
- > In December, the European Union placed a price cap on sea-borne Russian oil to \$60 a barrel. In retaliation, Russia banned sales to countries that abide by a price cap³
- > The U.S. has continued to support Ukraine and hosted President Zelensky in Washington, D.C. in December to speak to Congress. Shortly after, the NDAA was signed, allocating \$47.4B to supplemental funding for Ukraine⁴. The U.S. has also committed to sending Patriot missile systems to Ukraine and training Ukrainians on using the weapons⁵, which will greatly advance Ukraine’s defense against aerial attacks; Russia has vowed to retaliate⁶
- > The U.S. is also providing 50 M2A2 Bradley infantry fighting vehicles and hundred of other armored vehicles to Ukraine, with Germany sending Marder infantry fighting vehicles and France pledging wheeled tanks⁷



Source: CNN, as of November 11th

Chinese Domestic Unrest & Zero COVID Policy Repeal

- > In response to surging COVID cases in 2022, China’s “zero-COVID” policy imposed citywide lockdowns, forcing citizens into quarantine facilities, and rolling out frequent mass testing. Shanghai was forced under a two-month lockdown, and at one point lockdowns across China affected more than 300 million people⁸
- > Prior to March, President Xi had touted its enforcement of its “zero-COVID” policy over the course of 2020-2021 resulting in a lower rate of infection than western countries. As cases began to surge, the effectiveness of a zero-COVID policy and President Xi’s leadership itself began to come into question
- > In November, protests erupted across the country in levels not seen in decades as citizens called for an end to mandatory COVID tests and lockdowns, with many calling for less censorship and demanding greater political freedoms. Some even called for President Xi to step down
- > In response to the protests, China has abandoned its zero-COVID policy and in December even opened up its international travel restrictions. Critics worry that this could lead to 1M+ deaths across China and give rise to new COVID variants



Response to U.S.-Taiwan Military Allegiance

- > The day after President Biden signed the defense spending bill authorizing \$10B over 5 years to finance military sales to Taiwan, China’s People’s Liberation Army flew fighter jets and other military aircraft near Taiwan
- > A total of 71 Chinese warplanes were detected flying in the region surrounding Taiwan, with several crossing the medial line of the 100-mile-wide Taiwan Strait that separates the island from mainland China⁹
- > A Chinese military spokesman said in an online statement that the joint combat readiness patrol and live-firing drill was a response to “escalating collusion and provocation by the U.S. and Taiwan”
- > Beijing regards Taiwan as a part of China and has vowed to take control of the island, by force, if necessary, while the U.S. is committed under to assist Taiwan in maintaining its defenses

(1) *Russia Targets Infrastructure Across Ukraine...*, The Wall Street Journal
 (2) *Russia Cuts Off Gas to Italy*, Gateway Pundit
 (3) *Russia Bans Oil Sales to Countries That Accept Price Cap*, Reuters
 (4) *What’s in the FY 2023 Omnibus...*, Committee for a Responsible Federal Budget
 (5) *US to Send Ukraine Patriot Missile System...*, ABC News

(6) *Russia Warns of Consequences...*, Big News Network
 (7) *US and Germany Pledge Infantry Fighting Vehicles...*, DefenseNews
 (8) *Zero-Covid Was Supposed to Prove China’s Supremacy...*, CNN
 (9) *China Sends Wave of Warplanes Near Taiwan*, The Wall Street Journal

Major Military Platform Procurements

Northrop Grumman B-21 Raider



- > The B-21 Raider was unveiled to the public on December 2, 2022¹ and is expected to enter service by 2027²; it will replace both the Rockwell B-1 Lancer and Northrop Grumman B-2 Spirit³
- > The B-21 Raider will be a penetrating strike stealth bomber capable of delivering both conventional and nuclear munitions. It will form the backbone of the future Air Force bomber force consisting of B-21s and B-52s. Designed to operate in tomorrow's high-end threat environment, the B-21 will play a critical role in ensuring America's enduring airpower capability⁴
- > The Air Force intends to have a minimum of 100 B-21s in its fleet, and anticipates spending \$32B on developing and producing the B-21 through 2027

Replaces...

45 B-1s



20 B-2s



Specifications⁵

Max. Speed	621 mph
Cruise Speed	466 mph
Range	6,835 mi
Ceiling	49,213 ft

Bell V-280 Valor



- > In December, the Army selected the Bell V-280 Valor to replace the UH-60 Black Hawk, beating the Sikorsky-Boeing DEFIANT-X as part of the Future Long-Range Assault Aircraft (FLRAA) program
- > "The V-280's unmatched combination of proven tiltrotor technology coupled with innovative digital engineering and an open architecture offers the Army outstanding operational versatility for its vertical lift fleet," Bell said in a statement⁷
- > The V280's tiltrotor allows the propellers to switch from facing upwards allowing it to behave like a traditional helicopter, to facing forwards allowing it to achieve speeds of a traditional airplane
- > The recently awarded FLRAA contract is estimated to be worth up to \$1.3B⁸, and \$70B+ over the coming decades

Replaces...

**4,000+
Black Hawks**



Specifications⁹

Capacity	4 Crew + 14 Troops
Cruise Speed	320 mph
Range	2,400 mi
Ceiling	6,000 ft

(1) B-21 Raider Stealth Bomber: Now For Sale?, 1945

(2) B-21 Raider First Flight Now Postponed to 2023, Air & Space Forces Magazine

(3) Lawmakers Call for B-1s to Remain in Service..., The National Interest

(4) B-21 Raider, Air Force

(5) Northrop Grumman B-21 Raider, Military Factory

(7) Army Chooses Bell V-280..., Defense One

(8) Bell Textron's Valor Wins Army's FLRAA, Breaking Defense

(9) V-280 Valor Helicopter, Army Technology

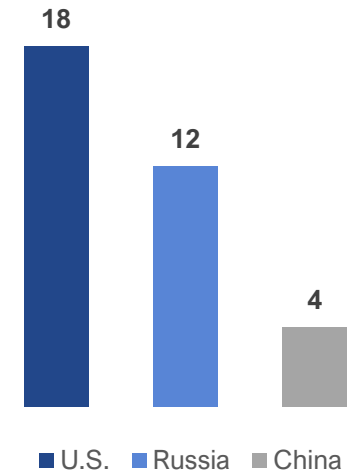
Major Military Platform Procurements (cont'd)

U.S. Navy Columbia-Class Submarines



- > In December, the Navy awarded General Dynamics Electric Boat a \$5.1B modification to the previously awarded Columbia Integrated Product and Process Development Contract for the Columbia-class of submarines
 - The modification awards funds to advance procurement and construction of critical components and material to support Build II, the next five ships in the class (shipyards in Groton and Quonset Point, RI have already begun building the first two submarines under a \$9.5B contract)¹
- > The 12 submarines of the Columbia-class will be the largest ever built by the U.S. and will replace the Ohio-class submarines. The new submarines will be stealthier than their predecessor by utilizing a X-shaped stern and ultra-quiet electric drive propulsion. Each submarine will hold 12 Trident nuclear missiles, a key part of the U.S. military's nuclear triad²
- > The U.S.'s military adversaries, China and Russia, both continue to make investments in their Ballistic Missile Submarine (SSBN) fleets, which further advances the need for the U.S. to recapitalize its SSBNs. Russia currently has an estimated 12 SSBNs³, with China having 4⁴

Current SSBN Fleet Size

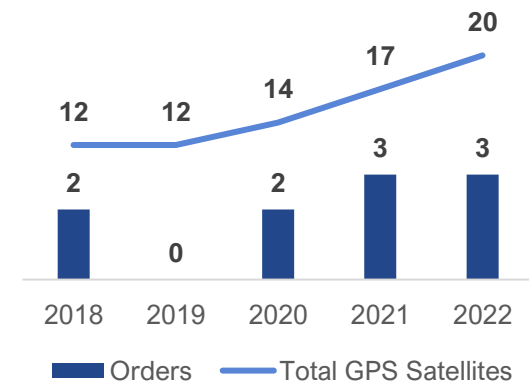


Space Force GPS 3F Satellite Procurement



- > In November, the U.S. Space Force announced that it had ordered an additional 3 GPS 3F satellites from Lockheed Martin for \$744M, growing the total number of GPS satellites ordered from 17 to 20
- > Lockheed Martin has taken orders for 10 GPS 3F satellites since 2018 – adding to the 10 GPS 3 satellites they had provided prior to 2008
- > The GPS 3F is the newest version of Global Positioning Satellite (GPS) that provides global positioning, navigation, and timing services to civil and military users
 - The newest satellites have more advanced anti-jamming capabilities, an upgraded nuclear detection detonation system payload, and improved search and rescue payload, and a laser retroreflector array that provides greater geolocation accuracy⁵

Total Orders



(1) General Dynamics Awarded \$5.1 Billion Contract By U.S. Navy, Naval News
 (2) Columbia: The Navy's New Ballistic Missile Submarine..., The National Interest
 (3) The Strength of the Russian Navy Fleet, Defence View
 (4) China Submarine Capabilities, The Nuclear Threat Initiative

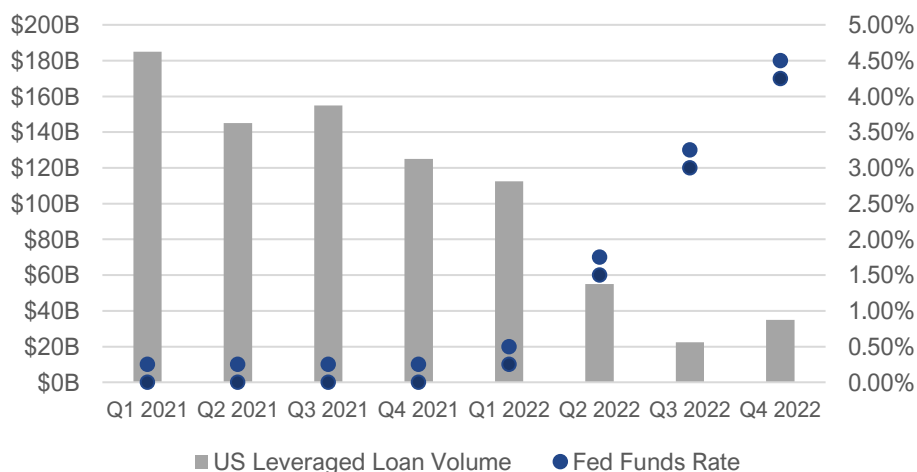
(5) Space Force Orders Three GPS Satellites..., Space News

Government Contracting

Federal Reserve's Monetary Tightening

- > Starting at the beginning of 2022, the Federal Reserve began raising interest rates to combat high levels of inflation. In Q4, interest rates were raised twice; 75bps in November and 50bps in December. The ending federal funds rate for 2022 was 4.25% - 4.50%¹
- > The Federal Reserve's monetary tightening campaign has had a large impact on loan origination volume by both making debt more expensive and less attractive, as well as forcing lenders to be more conservative as debt payments are becoming more difficult to repay
- > In Q4 2021, leveraged loan origination volume was approximately \$110M, while in Q4 2022 that figure had dropped to under \$40M – nearly a third of 2021 levels²
- > Inflation slowed to 7.1% in November, compared to the high of 9.1% in June, partially influencing the Federal Reserve's decision to slow their pace of rate increases³. The target fed fund rates is now between 5.00% - 5.50%, which is higher than the 4.60% forecasted target in September. As the fed fund rates is nearly to its target, Jerome Powell has said "it makes sense to moderate our rate increases"⁴

US Leveraged Loan Volume & Fed Funds Rate



Major Announced Transactions

- > In addition to the 68 ADG transactions closed in Q4, there were several notable announced transactions that are expected to close in 2023. Four of the largest announced transactions highlighted below have a combined enterprise value in excess of \$15B
- > Perhaps most notable is L3Harris's agreement to buy Aerojet Rocketdyne in an all-cash transaction valued at \$4.7B⁵. Multiple parties including General Electric, Textron, and Veritas Capital⁶ were also bidding for the propulsion and energetics manufacturer after the U.S. Federal Trade Commission voted to block Lockheed Martin's \$4.4B acquisition of the company earlier in 2022⁷
- > Maxar Technologies has agreed to be acquired by Advent International in an all-cash transaction that values Maxar at an enterprise value of \$6.4B. The terms of the agreement call for acquiring all of the outstanding shares for \$53 per share, which was 129% higher than the closing price of \$23.10 prior to the announcement⁸
- > IBM has agreed to acquire Octo Consulting, one of the most prominent middle-tier competitors in the government technology market. This represents a quick exit for Arlington Capital Partners who acquired Octo in 2019⁹
- > KnowBe4 has agreed to be acquired by Vista Equity Partners in an all-cash transaction valued at approximately \$4.6B. The \$24.90 per share acquisition represents a 44% premium to the closing price prior to the announcement¹⁰



(1) Federal Funds Rate History 1990 to 2022, Forbes Advisor

(2) Q4 US Leveraged Loan Wrap: Issuance Remains Slim..., Pitchbook

(3) A Slowdown in US Inflation Eases Some Pressure..., Associated Press

(4) Jerome Powell Says the Fed May Ease Off 'Jumbo' Rate Hikes CNBC

(5) L3Harris to Acquire Aerojet Rocketdyne, L3Harris

(6) General Electric, L3Harris Among Suitors Vying for Aerojet, Reuters

(7) Lockheed Martin Terminates \$4.4 Billion Deal..., CNN Business

(8) Maxar Technologies to be Acquired by Advent..., Maxar Technologies

(9) IBM to Acquire Octo, Washington Technology

(10) KnowBe4 to be Acquired by Vista Equity Partners..., KnowBe4

Government Contracting (cont'd)

ESOP Direct-Award Pilot Program

- > On November 8, The Office of The Secretary of Defense released a memorandum concerning the ESOP pilot program authorized by the FY2022 National Defense Authorization Act (NDAA),¹ laying out the process for contracting officers to issue direct awards to ESOPs under the program
- > The memorandum stipulates that qualified businesses, defined as S corporations with 100 percent of their outstanding stock being held through an ESOP, are now eligible for the noncompetitive award of certain follow-on contracts from the DoD, provided:
 - The products and services under the follow-on contract are substantially similar to those on the predecessor contract
 - The contractor has at least a satisfactory CPARS rating
- > Only DoD Contracting officers can apply for award under the pilot program
- > Applications will only be accepted until April 28, 2023, or until the DoD approves 9 contracts for award under the pilot program, whichever comes first
 - Any contracts accepted into this program must be awarded no later than August 31, 2023
 - No more than 50% of the amount spent on the follow-on contract may be expended on subcontracts, and no business can be awarded more than one contract under this program¹
- > Sole-Source award programs exist for other set-asides, but this program marks the first time the government has done such for ESOP owned companies²
- > While this pilot program will be limited to a total of 9 contracts / contractors, it could indicate interest in a larger rollout of ESOP set-aside programs, pending the success of this program
 - Conversely, the original legislation enabling this program, the FY2022 NDAA, did not limit the DoD on the number of contracts / contractors to be allowed in this pilot program, and there was a five-year program lifespan versus the most recent memorandum limiting participants and requiring applications to be submitted in only a few months²
 - These new restrictions could indicate that the DoD would like to take a more measured approach before a larger rollout of this pilot program, but only time will tell if that is the case

DoD OTA for Industrial Base Policy Consortium

- > The DoD is planning to award an Other Transaction Agreement (OTA) to establish a consortium aimed at helping the DoD accelerate access to commercial technologies and improving efficiencies in the Defense Industrial Base
 - Recommendations are currently being solicited, with comments due on January 10³
- > The awardee will manage the Industrial Base Policy Consortium in support of the Manufacturing, Capability Expansion, and Investment Prioritization Directorate (MCEIP), which falls under the Defense Assistant Secretary of Defense (DASD) for Industrial Base Policy (IBP), within the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD A&S)
- > Following a November reorganization within IBP, MCEIP includes:
 - The Defense Production Act (DPA) Title III Program, which is now known as DPA Investments (DPAI)
 - Industrial Base Analysis and Sustainment (IBAS), which is now known as Innovation Capability and Modernization (ICAM)
- > The consortium is expected to help improve manufacturing, resource and investment allocation, support capability expansion, and improve efficiencies within the Defense Industrial Base to help increase the adoption of emerging technologies and keep pace with ongoing innovations⁴
- > The MCEIP budget in FY2023 is anticipated to exceed \$2.5B as lawmakers cited the impact of COVID-19 and how it exposed the vulnerabilities and potential weaknesses of domestic supply chains³
- > The DPAI and ICAM Program Offices have created roadmaps to address shortfalls in areas such as: hypersonics; microelectronics; critical chemicals; small Unmanned Aerial Systems (sUAS); energy storage; the space industrial base; rare earth elements; and critical materials, among other areas
 - A roadmap for “other projects” was also developed for investments that fall out of the above subsectors but meet the criteria for inclusion in the program after future evaluation⁴



(1) Pilot Program to Incentivize Contracting with Employee-Owned Businesses, Office of the Under Secretary of Defense

(2) Act Fast: ESOP-Owned Contractors Eligible for Sole-Source Awards in New DOD Pilot Program, Piliero Mazza

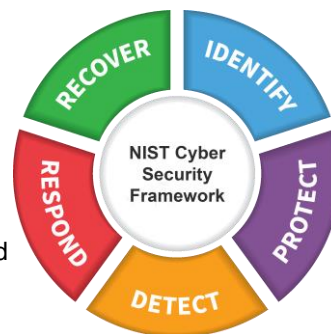
(3) DOD Eyes OTA Award for Industrial Base Policy Consortium, GovCon Wire

(4) Industrial Base Policy Consortium, U.S. General Services Administration

Government Contracting (cont'd)

Cybersecurity Updates & New Guidance

- > 2022 included many notable cybersecurity events, such as the cleanup from the zero-day vulnerability exposed in the java library called “Log4Shell”
 - This was a significant exposure stemming from Iranian-backed hackers, which was first discovered in mid-2021 and made public in November 2021, with cleanup expected to extend well beyond 2022
 - Log4Shell is an open-source Java library and is widely used in networked systems across various government agencies
 - The Cybersecurity and Infrastructure Security Agency led efforts to remediate the vulnerability across agency networks, but full recovery is still an ongoing process
 - This incident only further validates the administration’s efforts to secure the software supply chain¹
- > In September, the White House Office of Management and Budget issued guidance for how agencies should adopt NIST practices¹
 - The guidance encourages agencies to use Software Bills of Material or SBOMs, but the software industry successfully lobbied lawmakers to drop SBOM requirements in the final version of the FY2023 defense authorization bill
 - At a minimum, agencies are now required to obtain self-attestation forms from vendors of software they use, and agencies can, but are not required to request SBOMs²
 - SBOMs are useful for tracking the source of code included in software products to identify and patch threats quickly, especially given the widespread use of open-source code in today’s software, but industry lobbyists argued against their requirement citing the lack of standardization in SBOMs and implementation issues with reporting²
- > Securing the software supply chain remains a priority for program managers across the government, and will continue to be a theme in 2023 and beyond



Cybersecurity Updated & New Guidance (cont'd)

- > The newly passed omnibus appropriations bill adds funding for CMMC to help small business owners meet compliance standards
 - \$6M will go towards CMMC compliance for cybersecurity in manufacturing, and another \$20M is for increasing small business and academia compliance with CMMC
 - There is still debate over how the CMMC assessment process should be done, and the document establishing guidance is not expected to be released until sometime in 2023³

Update on Transition to Electronic Recordkeeping

- > A 2019 directive had originally set a deadline of December 31, 2022, for when the National Archives and Records Administration would officially stop accepting paper records, however, the White House is now giving agencies until the end of June 2024 to fully transition to electronic recordkeeping
- > The White House memo cites various challenges government agencies faced in digitizing their records due to COVID-19 restrictions
- > There is a limited exception to the June 30, 2024 deadline in circumstances where it is deemed that replacing specific analog records with electronic ones would be burdensome, or where the cost of doing so would exceed the benefit
- > Ideally, a switch to electronic recordkeeping will allow greater public access to government documents, but breaking old habits and processes is proving a challenge for many agencies⁴



(1) From Log4j to zero trust, agencies have another busy year in cyber, Federal News Network

(2) New cybersecurity guidance from the White House: A step in the..., Federal News Network

(3) Money flows for technology, cybersecurity in new Defense Department Budget, Federal News Network

(4) White House extends e-records deadline to June 2024, Federal News Network

Government Contracting (cont'd)

Wolf Den Study on Recent Protest Activity⁽¹⁾

- > A recent study published by Wolf Den Associates – “Beware the Protest Troll” – points out that due to a combination of decreasing stigma, increasing economic incentives, and greater effectiveness, protests of government contract award decisions are on the rise
- > According to Wolf Den, protest effectiveness rates are now over 50% across government contracting, up from a trough period in 2018-2019 of closer to 40% - which may be inviting more bidders to protest. This is in stark contrast to the industry dynamic a decade ago, when contractors were far more hesitant to file a protest and risk upsetting their end customers
 - Instead, incumbents are now more frequently filing protests in order to extend their existing work (as any protest has at least a 100-day review window), while new bidders have slightly better than even odds of having a protest upheld
- > On larger IDIQs or GWACs, so many bidders are typically protesting that the government contracting staff ends up being overwhelmed and forced to consider restarting the downselect or award process, or otherwise issuing awards on the vehicle to everyone who submitted a bid
- > Wolf Den points out that amidst these current protest dynamics, “a new variant of protestor has evolved – one that is neither an incumbent, nor a well-qualified bidder” – the “protest troll” that seeks to use protests as a means of blocking more qualified awardees from moving through the solicitation process until they are awarded workshare on the contract, or some other form of economic incentive – effectively using reactive legal action as an alternative to proactive Bid & Proposal spending
- > Government contracting mechanics have been trying to limit protest abuse, including via the increased use of oral briefs and in-person bid presentations
 - However, Wolf Den observes that much of the responsibility for guarding against protest trolls falls on contractors themselves, who can focus on shaping requirements and ensuring compliance with all standards and mandates to more easily dismiss protests

As of November 2022, Wolf Den is now a part of Deep Water Point. Learn more at <https://wolfdenassociates.com/>

(1) Beware the Protest Troll, Wolf Den

(2) GAO dismisses bid protests filed over \$50B IT services procurement, FedScoop

(3) \$25B VA professional services contract hit with protests, Washington Technology

Recent Protests: CIO-SP4 (\$50B)

- > In late November 2022, the Government Accountability Office (GAO) dismissed no fewer than 117 bid protests filed over the award decisions made on the \$50B CIO-SP4 IT services procurement
- > The decision to dismiss the protests came after the National Institute of Health’s (NIH) Information Technology Acquisition and Assessment Center (NITAAC) agreed to take corrective action – namely, reassessing a points-based scoring system used to rank contractor past performance
 - NITAAC will re-adjudicate which offerors on the CIO-SP4 vehicle will be downselected to the second stage of the award process
- > The latest round of protests comes after multiple earlier complaints about the CIO-SP4 procurement related to past performance requirements and alleged disadvantages for large businesses in mentor-protégé arrangements looking to win spots on the new vehicle
- > The CIO-SP4 vehicle is a \$50B, 10-year contract that is the fourth iteration in a series of contracts designed to facilitate the acquisition of IT products and services for medical and health research projects



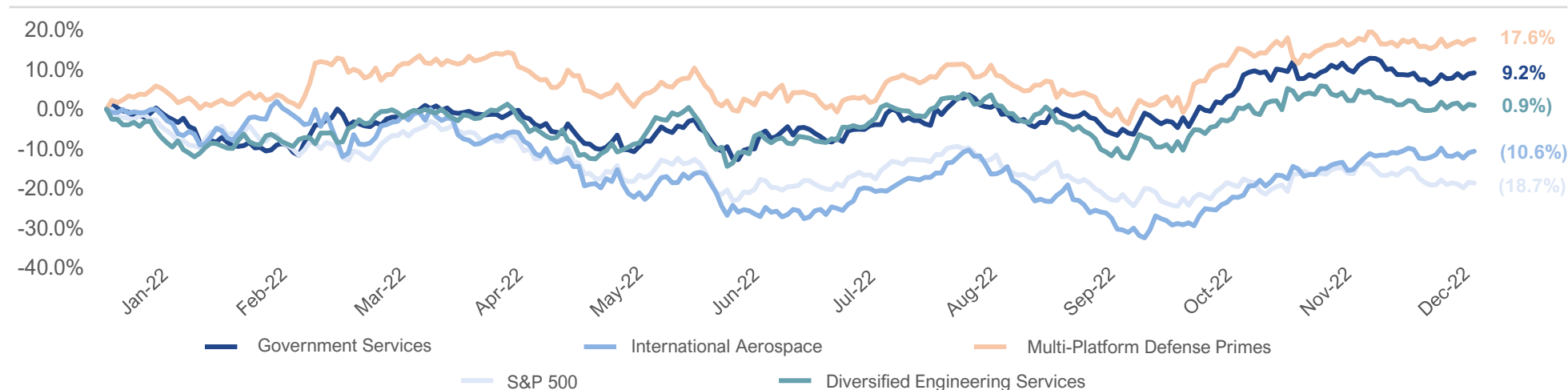
Recent Protests: VA VECTOR (\$25B)

- > The Department of Veteran’s Affairs (VA) was recently hit with several protests regarding how it awarded on-ramps to its \$25B ceiling multiple-award IDIQ contract vehicle, Veteran Enterprise Contracting for Transformation and Operational Readiness (VECTOR)
- > Earlier in 2022, the VA carried out an on-ramp process for the VECTOR contract that resulted in 11 new companies being added to the 68 service-disabled, veteran-owned small businesses (SDVOSBs) that originally won spots back in 2017
 - The original awards covered seven different areas of professional services, whereas the recent on-ramp process only covered three of these – management, oversight, and outreach
- > The GAO’s bid protest docket indicates that the recent protests filed in early December will be due for a decision during the first half of March, 2023

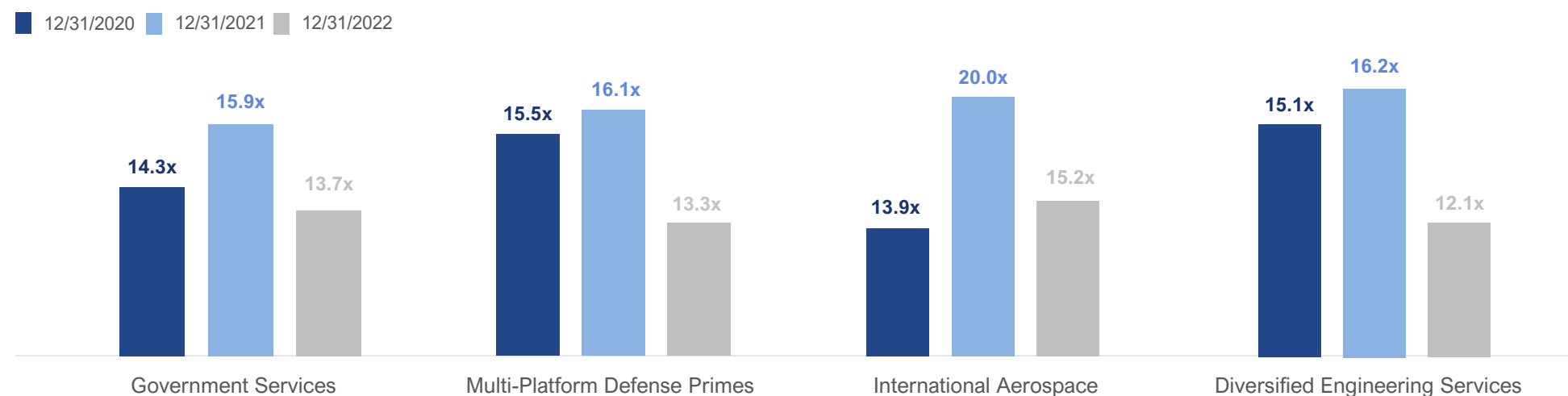


Capital Markets Performance & Valuation

Subsector Indices



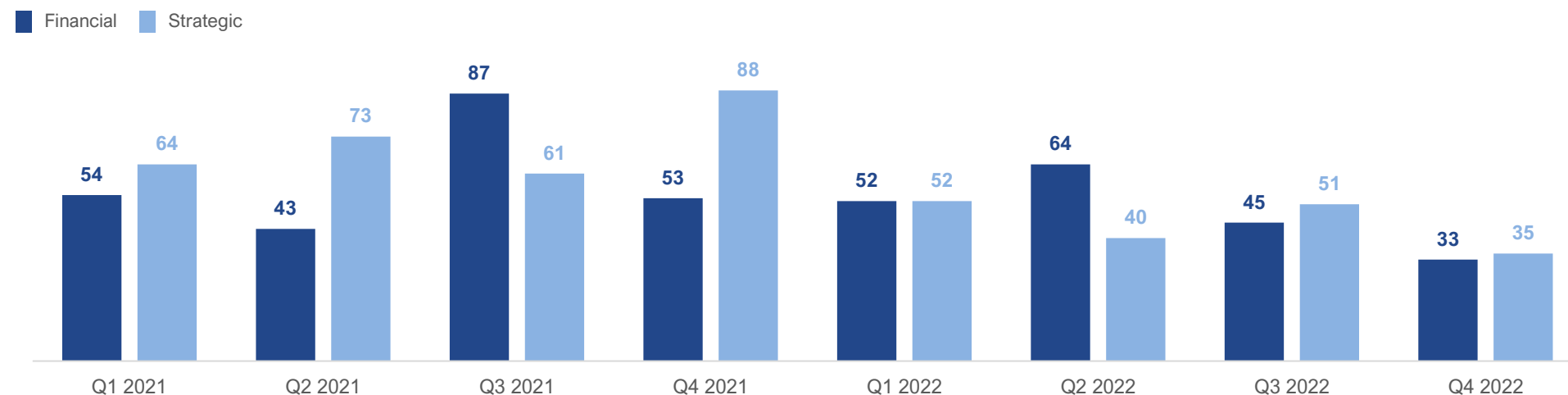
Historical EV / EBITDA Multiples



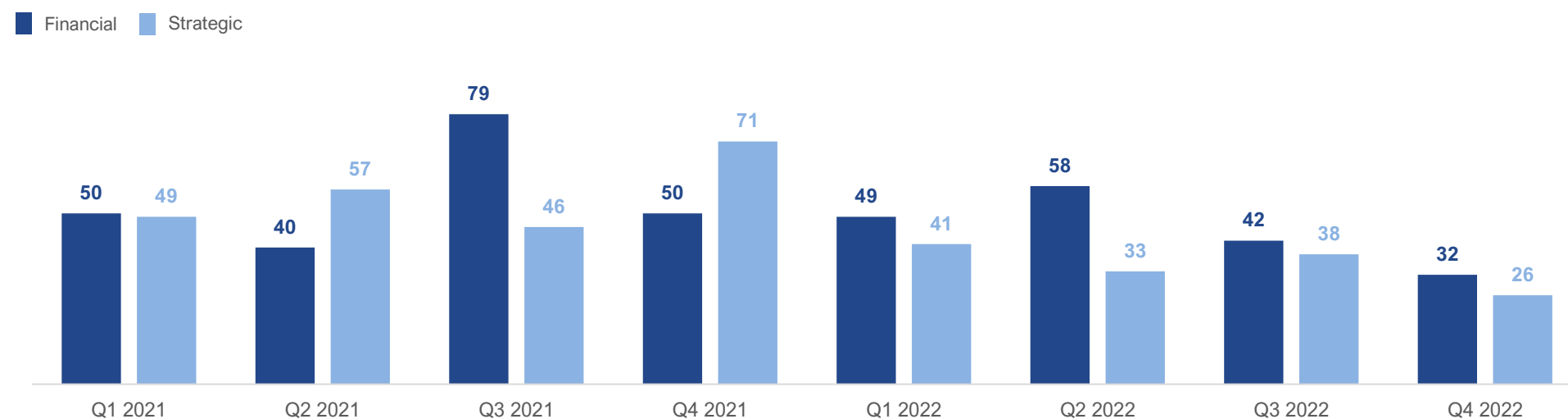
Sources: Capital IQ; subsector returns represent the mean return across the index, Pitchbook; mean EV / EBITDA multiples

ADG M&A Deal Volume Metrics

Global M&A Activity By Buyer Type



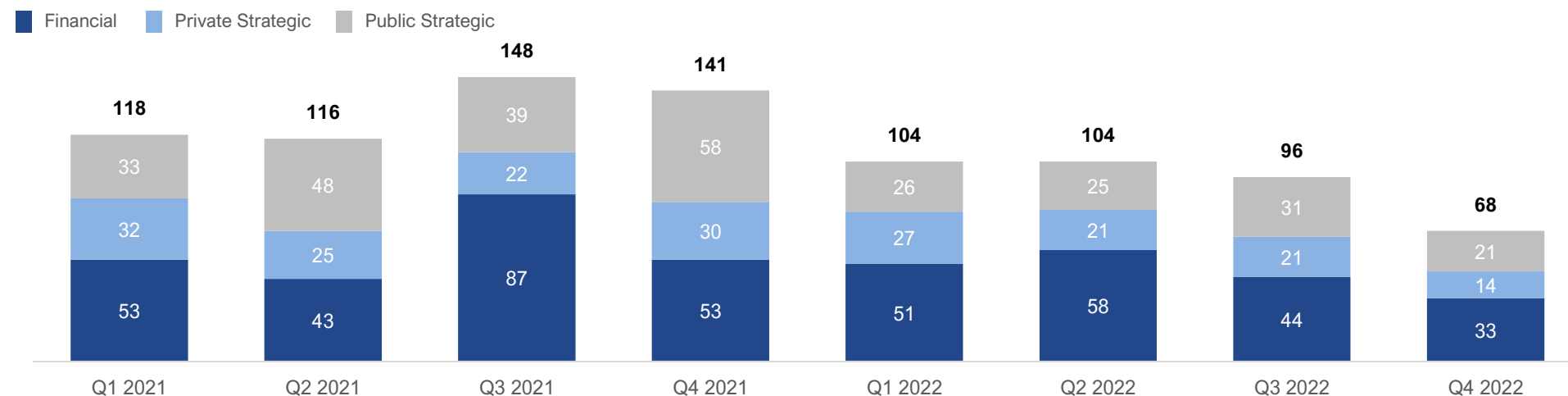
U.S. M&A Activity By Buyer Type



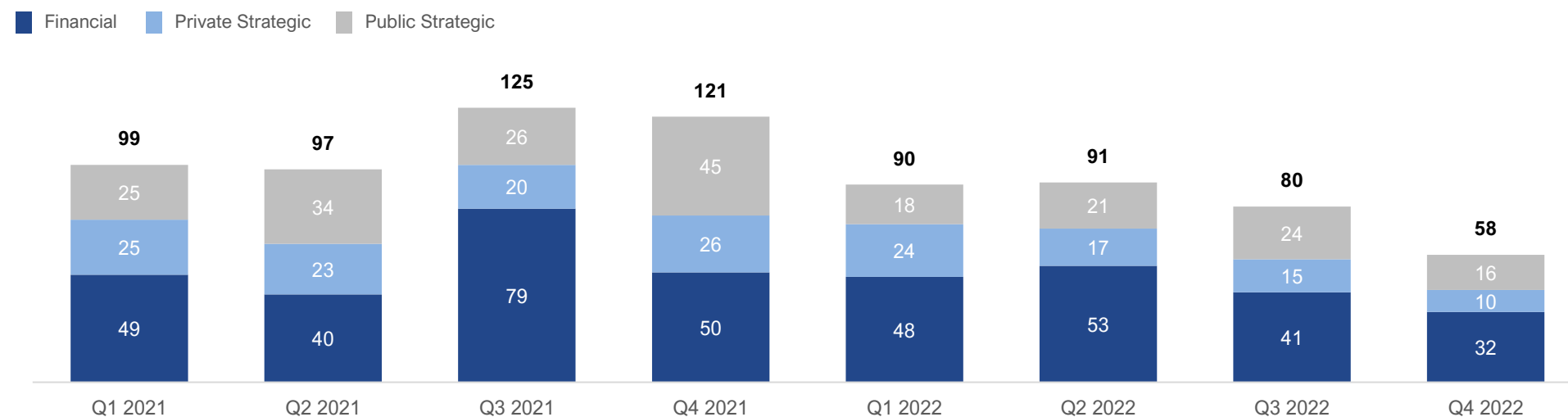
Source: DACIS DM&A; Note: Global M&A activity represents transactions that were closed by a U.S. or foreign buyer that includes U.S. M&A activity; U.S. M&A activity only represents transactions that were closed by a U.S. buyer

ADG M&A Deal Volume Metrics (*cont'd*)

Global M&A Activity By Buyer Type



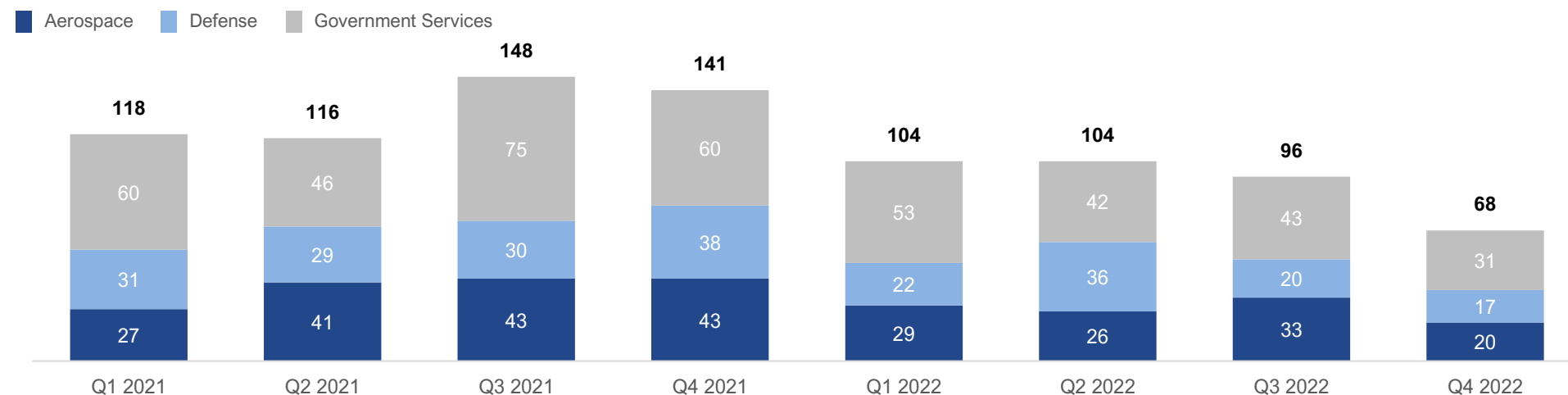
U.S. M&A Activity By Buyer Type



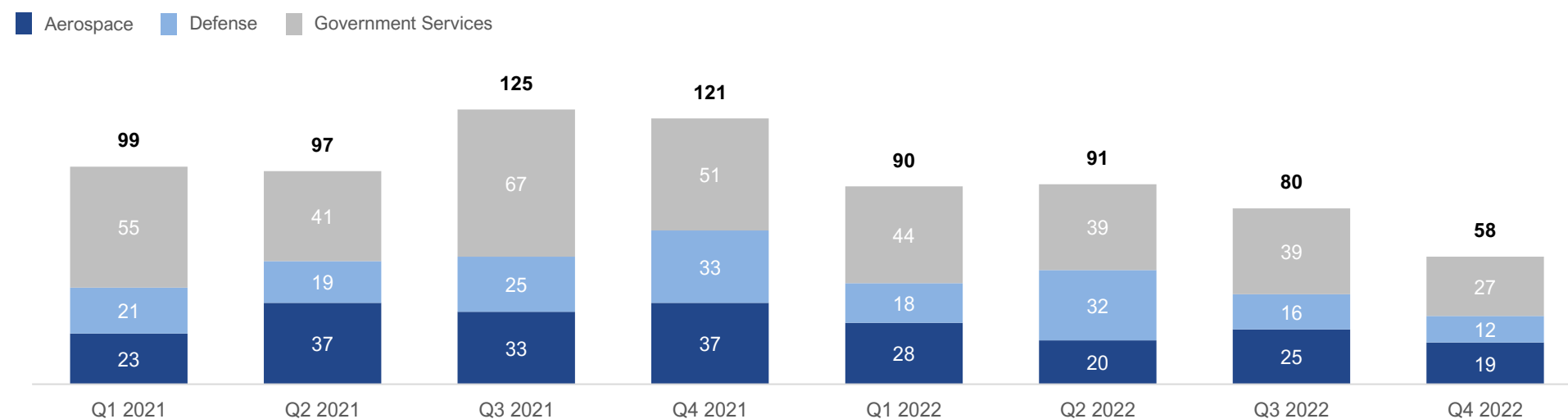
Source: DACIS DM&A; Note: Global M&A activity represents transactions that were closed by a U.S. or foreign buyer that includes U.S. M&A activity; U.S. M&A activity only represents transactions that were closed by a U.S. buyer

ADG M&A Deal Volume Metrics (*Continued*)

Global M&A Activity By Industry Sector



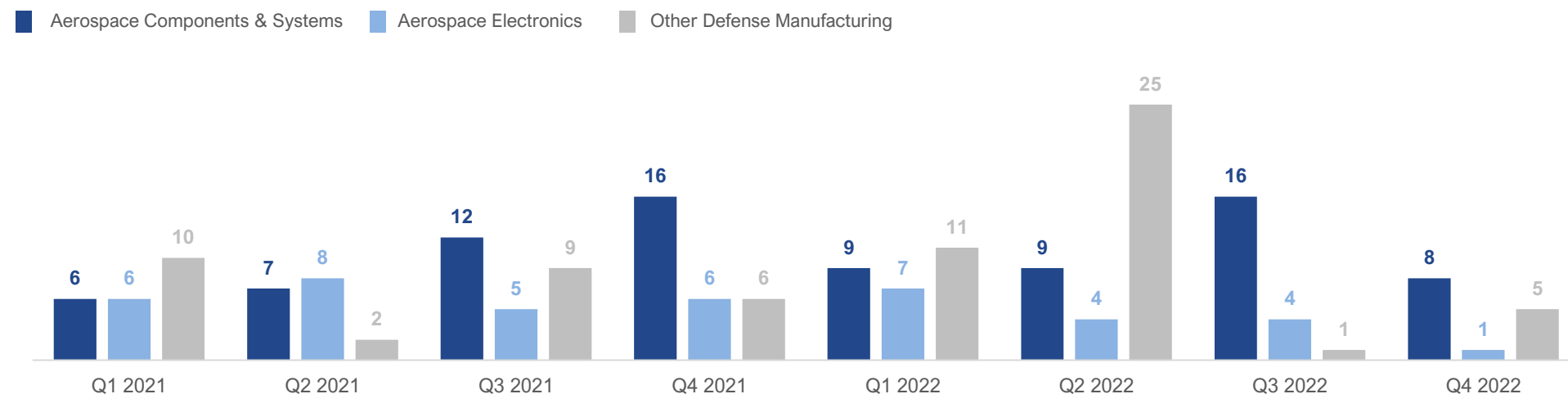
U.S. Buyer M&A Activity By Industry Sector



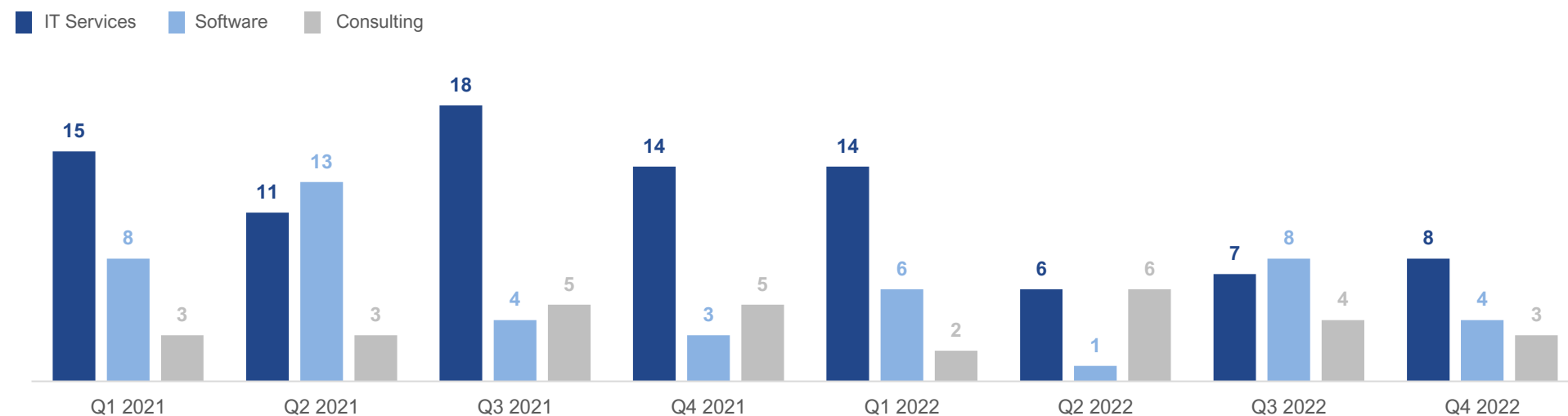
Source: DACIS DM&A; Note: Global M&A activity represents transactions that were closed by a U.S. or foreign buyer that includes U.S. M&A activity; U.S. M&A activity only represents transactions that were closed by a U.S. buyer

ADG M&A Deal Volume Metrics (*Continued*)

Select Aerospace & Defense M&A Trends



Select Government Services M&A Trends



Source: DACIS DM&A; Note: subsector deal metrics only represent transactions that were closed by a U.S. buyer

Notable Transactions – Aerospace

Aerospace



RELEVANT STATISTICS

AE Industrial Partners completed its acquisition of York Space Systems, an independent provider of small satellites, satellite components and turnkey mission operations. This investment builds upon AE's existing portfolio of space-related companies.

- > **Date:** November 2022
- > **EV:** Not Disclosed
- > **Subsector:** Satellites & Space

Aerospace



RELEVANT STATISTICS

Veritas Capital acquired Sequa Corp., a portfolio company of The Carlyle Group. Through its subsidiary, Chromalloy, Sequa provides engine and turbine component design and development solutions for private sector and U.S. federal and defense markets

- > **Date:** December 2022
- > **EV:** Not Disclosed
- > **Subsector:** Aerospace Manufacturing

Aerospace

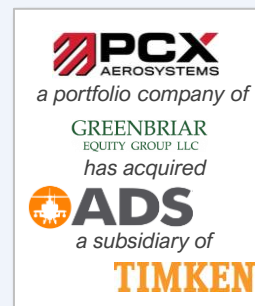


RELEVANT STATISTICS

Greenbriar Equity Group acquired Applied Aerospace Structures Corp. (AASC), a portfolio company of Venture Associate Partners. AASC is a provider of complex composite and metal bonded structures for both military and commercial applications

- > **Date:** December 2022
- > **EV:** Not Published
- > **Subsector:** Aerospace Structures

Aerospace



RELEVANT STATISTICS

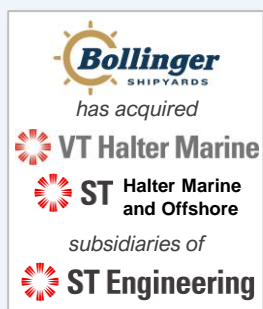
PCX Aerosystems, a portfolio company of Greenbriar Equity Group, acquired Timken Aerospace Drive Systems (ADS), a subsidiary of The Timken Co. Timken ADS manufactures flight critical assemblies and components for military and civil aircraft

- > **Date:** November 2022
- > **EV:** Not Disclosed
- > **Subsector:** Aerospace Manufacturing



Notable Transactions – Defense

Defense

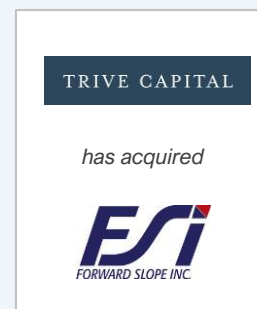


RELEVANT STATISTICS

Bollinger Shipyards, LLC completed its acquisition of Halter Marine, Inc. and ST Engineering Halter Marine and Offshore. The acquisition creates expanded opportunities for Bollinger to better serve its key defense and commercial customers

- > **Date:** November 2022
- > **EV:** \$15.0M
- > **Subsector:** Shipbuilding

Defense

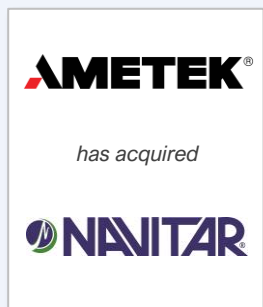


RELEVANT STATISTICS

Trive Capital Holdings, LLC acquired Forward Slope, Inc. Forward Slope is a provider of tactical visualization systems, geospatial mapping tools, data science, cybersecurity, and turnkey global surveillance solutions

- > **Date:** November 2022
- > **EV:** Not Disclosed
- > **Subsector:** C5ISR

Defense



RELEVANT STATISTICS

AMETEK Inc. acquired Navitar, Inc. a designer, developer, and manufacturer of optical solutions, including high magnification motorized zoom imaging systems and fisheye projection lenses, for private sector and U.S. federal government defense markets

- > **Date:** November 2022
- > **EV:** \$430.0M
- > **Subsector:** Sensors, Optics, & Photonics

Defense



RELEVANT STATISTICS

Leonardo DRS, Inc., a subsidiary of Leonardo, completed its merger with RADA Electronic Industries Ltd. through an all-stock transaction to become a combined public company. Leonardo DRS specializes in C5ISR and intelligence and security solutions

- > **Date:** November 2022
- > **EV:** \$55M
- > **Subsector:** C5ISR



Notable Transactions – Government Services

Government Services

HIGHLIGHT

has completed its sale to an ESOP

RELEVANT STATISTICS

Highlight Technologies, Inc. completed its transition to a 100% employee-owned company via a secondary ESOP buyout transaction. Highlight is a provider of mission solutions and digital government services to the U.S. federal civil and defense markets

- > **Date:** November 2022
- > **EV:** Not Disclosed
- > **Subsector:** Mission Solutions

Government Services

QinetiQ

has acquired

Avantus

a portfolio company of

NEWSPRING

RELEVANT STATISTICS

QinetiQ, Inc. completed its acquisition of Avantus Federal, LLC, a portfolio company of NewSpring Capital. Avantus Federal, LLC is a provider of strategic consulting, operational support, and technology services to federal customers and private sector partners

- > **Date:** November 2022
- > **EV:** \$590M
- > **Subsector:** IT Services

Government Services

Booz | Allen | Hamilton

has acquired

EVERWATCH

has acquired

ENLIGHTENMENT CAPITAL

RELEVANT STATISTICS

Booz Allen Hamilton completed its acquisition of EverWatch Corp., a portfolio company of Enlightenment Capital. EverWatch, Corp. is a provider of professional and technical services to the private sector, defense, and intelligence markets

- > **Date:** October 2022
- > **EV:** \$440M
- > **Subsector:** ISR

Government Services

Guidehouse

a portfolio company of

VERITAS CAPITAL

has acquired

Grant Thornton Public Sector

RELEVANT STATISTICS

Guidehouse Holding Corp., a portfolio company of Veritas Capital, completed its acquisition of Grant Thornton LLP's Public Sector Advisory Practice. The Public Sector Advisory Practice provides solutions to leaders at all levels of government

- > **Date:** October
- > **EV:** Not Published
- > **Subsector:** Consulting



Notable Transactions – Government Services

Government Services



RELEVANT STATISTICS

Cydecor, Inc. acquired InnovaSystems International, LLC. InnovaSystem's core capabilities include agile software development, data management, data analytics, and on-site services

- > **Date:** November 2022
- > **EV:** Not Disclosed
- > **Subsector:** Software Development

Government Services



RELEVANT STATISTICS

Logistics Management Institute (LMI) acquired privately held Synaptech, LLC. Synaptech, LLC is a provider of software development and artificial intelligence-based solutions for private sector and U.S. federal government aerospace and defense markets

- > **Date:** December 2022
- > **EV:** Not Published
- > **Subsector:** Software Development

Government Services



RELEVANT STATISTICS

Enlightenment Capital acquired Agile Defense, Inc. Agile Defense is a provider of information technology and digital transformation solutions to the U.S. federal government defense, homeland security, intelligence, and transportation markets

- > **Date:** September
- > **EV:** Not Published
- > **Subsector:** IT Services

Government Services



RELEVANT STATISTICS

Aptiv plc completed its acquisition of Wind River Systems, Inc., a portfolio company of TPG Capital. Wind River is a provider of software for intelligent connected systems, providing an edge-to-cloud software portfolio to private and federal government markets

- > **Date:** December
- > **EV:** \$3,500M
- > **Subsector:** Internet of Things (IoT)



Publicly Traded Companies

Government Services	Ticker	Stock Price		Stock Price ▲		% of		LTM			
		Oct 1	Dec 31	Q4 Perf	52-Week High	Market Cap	E / V	Revenue	EBITDA	Debt / EBITDA	EV / EBITDA
Booz Allen Hamilton Inc.	BAH	\$92.35	\$104.52	13.18%	92.87%	\$13,820	\$14,793	\$8,817	\$929	3.34x	15.93x
CACI International Inc.	CACI	\$261.06	\$300.59	15.14%	94.13%	\$7,063	\$8,115	\$6,318	\$639	3.03x	12.69x
ICF International, Inc.	ICFI	\$109.02	\$99.05	(9.15%)	81.67%	\$1,866	\$2,708	\$1,692	\$147	6.30x	18.41x
Leidos, Inc.	LDOS	\$87.47	\$105.19	20.26%	94.66%	\$14,378	\$17,447	\$14,190	\$1,414	3.96x	12.34x
Maximus	MMS	\$57.87	\$73.33	26.72%	89.69%	\$4,457	\$5,054	\$4,631	\$456	3.30x	11.09x
Science Applications International Corp.	SAIC	\$88.43	\$110.93	25.44%	94.06%	\$6,060	\$8,508	\$7,518	\$620	4.08x	13.72x
VSE Corp	VSEC	\$35.40	\$46.88	32.43%	74.98%	\$600	\$786	\$926	\$80	4.01x	9.83x
Vectrus, Inc.	VVX	\$35.40	\$41.29	16.64%	84.70%	\$1,258	\$1,166	\$2,332	\$76	17.56x	15.29x
Median				20.26%	92.87%	\$5,258	\$6,585	\$5,474	\$538	3.98x	13.21x
Average				17.72%	88.87%	\$6,188	\$7,322	\$5,803	\$545	5.70x	13.66x

Multi-Platform Defense Primes

BAE Systems Plc	LSE: BA	\$8.82	\$10.32	17.01%	98.29%	\$31,758	\$36,856	\$26,489	\$3,673	2.26x	10.04x
Boeing Co.	BA	\$121.08	\$190.49	57.33%	82.94%	\$113,529	\$117,748	\$61,421	(\$4,500)	NA	NA
General Dynamics Corporation	GD	\$212.17	\$248.11	16.94%	96.59%	\$68,118	\$69,136	\$38,848	\$5,213	2.52x	13.26x
Honeywell International Inc.	HON	\$166.97	\$214.30	28.35%	96.58%	\$144,079	\$123,560	\$34,937	\$8,419	2.02x	14.68x
L3 Harris Technologies, Inc.	LHX	\$207.83	\$208.21	0.18%	74.44%	\$39,644	\$47,255	\$16,834	\$2,550	3.05x	18.53x
Lockheed Martin Corporation	LMT	\$386.29	\$486.49	25.94%	97.50%	\$127,496	\$112,295	\$64,722	\$8,877	1.29x	12.65x
Northrop-Grumman Corporation	NOC	\$470.32	\$545.61	16.01%	98.08%	\$83,976	\$86,097	\$35,208	\$8,539	1.71x	10.08x
Raytheon Technologies Corporation	RTX	\$81.86	\$100.92	23.28%	95.19%	\$148,359	\$150,304	\$66,025	\$10,700	3.27x	14.05x
Median				20.15%	96.59%	\$98,752	\$99,196	\$37,028	\$6,816	2.26x	13.26x
Average				23.13%	92.45%	\$94,620	\$92,906	\$43,061	\$5,434	2.30x	13.33x

Publicly Traded Companies (Continued)

International Aerospace	Ticker	Stock Price		Stock Price ▲		% of		LTM			
		Oct 1	Dec 31	Q4 Perf	52-Week High	Market Cap	E / V	Revenue	EBITDA	Debt / EBITDA	EV / EBITDA
AAR	AIR	\$35.82	\$44.90	25.35%	84.99%	\$1,547	\$1,758	\$1,844	\$155	1.60x	11.32x
Airbus S.A.S.	PAR:AIR	\$87.37	\$118.34	35.45%	86.45%	\$93,197	\$63,955	\$59,629	\$8,147	1.37x	7.85x
AMETEK, Inc.	AME	\$113.41	\$139.72	23.20%	94.55%	\$32,087	\$28,190	\$6,029	\$1,779	1.33x	15.85x
Astronics Corporation	ATRO	\$7.86	\$10.30	31.04%	69.27%	\$329	\$398	\$493	\$13	13.90x	31.59x
Bombardier, Inc.	BBD.B	\$18.08	\$38.56	113.27%	94.71%	\$3,626	\$6,469	\$6,029	\$712	8.69x	9.09x
Embraer SA	EMBR3	\$2.16	\$2.72	25.93%	60.49%	\$1,988	\$3,413	\$3,879	\$354	9.12x	9.64x
Moog Inc.	MOG.A	\$70.35	\$87.76	24.75%	97.50%	\$2,945	\$3,016	\$3,036	\$328	2.55x	9.19x
MTU Aero Engines AG	ETR:MTX	\$151.61	\$215.53	42.16%	87.19%	\$11,483	\$10,265	\$5,240	\$841	1.45x	12.20x
Safran Group SA	PAR:SAF	\$92.40	\$124.63	34.88%	93.64%	\$53,151	\$44,525	\$19,188	(\$4,812)	NA	NA
Spirit AeroSystems Holdings, Inc.	SPR	\$21.92	\$29.60	35.04%	55.52%	\$3,116	\$5,389	\$4,780	\$154	25.14x	35.04x
TransDigm Group, Inc.	TDG	\$524.82	\$629.65	19.97%	91.96%	\$34,237	\$44,547	\$5,429	\$2,456	8.07x	18.14x
Triumph Group, Inc.	TGI	\$8.59	\$10.52	22.47%	37.77%	\$684	\$2,013	\$1,363	\$266	5.99x	7.58x
Median				28.48%	86.82%	\$3,371	\$5,929	\$5,010	\$341	5.99x	11.32x
Average				36.13%	79.50%	\$19,866	\$17,828	\$9,745	\$866	7.20x	15.23x

Diversified Engineering Services

ABM Industries, Inc.	ABM	\$38.23	\$44.42	16.19%	82.26%	\$2,914	\$4,208	\$7,807	\$464	3.03x	9.08x
Aecom Technology Corporation	ACM	\$68.37	\$84.93	24.22%	97.69%	\$11,776	\$11,481	\$13,148	\$827	3.39x	13.88x
Dycom Industries, Inc.	DY	\$95.53	\$93.60	(2.02%)	76.64%	\$2,767	\$4,259	\$3,652	\$326	2.75x	13.06x
EMCOR Group Inc	EME	\$115.48	\$148.11	28.26%	94.54%	\$7,058	\$5,988	\$10,766	\$644	1.11x	9.30x
Fluor Corporation	FLR	\$24.89	\$34.66	39.25%	96.12%	\$4,925	\$2,790	\$11,935	\$207	5.55x	13.50x
Jacobs Engineering Group, Inc.	J	\$108.49	\$120.07	10.67%	79.88%	\$15,202	\$17,832	\$14,923	\$1,273	3.27x	14.01x
KBR Inc	KBR	\$43.22	\$52.80	22.17%	92.74%	\$7,244	\$7,603	\$7,455	\$497	3.98x	15.30x
MasTec, Inc.	MTZ	\$63.50	\$85.33	34.38%	86.19%	\$6,676	\$7,197	\$8,579	\$649	3.82x	11.08x
Parsons Corporation	PSN	\$39.20	\$46.25	17.98%	92.22%	\$4,787	\$4,950	\$4,043	\$306	2.86x	16.18x
Serco Group Plc	LON:SRP	\$1.75	\$1.87	6.86%	77.55%	\$2,178	\$3,362	\$5,898	\$503	1.86x	6.69x
Tetra Tech, Inc.	TTEK	\$3.59	\$3.46	(3.62%)	59.50%	\$445	\$614	\$519	\$59	3.23x	10.47x
Median				17.98%	86.19%	\$4,925	\$4,950	\$7,807	\$497	3.23x	13.06x
Average				17.67%	85.03%	\$5,997	\$6,390	\$8,066	\$523	3.17x	12.05x

Source: Pitchbook; Note: US\$ in millions, except price per share

Appendix – Recent Transactions

Closed Date	Target Name	Target Description	Acquirer	Seller
12/23/2022	Wind River Systems, Inc.	Wind River is a provider of software for connected systems, providing an edge-to-cloud software portfolio designed to realize the IoT in private sector and federal markets	Aptiv plc	TPG Capital
12/22/2022	Sky Sapience Ltd.	Sky Sapience Ltd. is a developer of fielded tethered aerial rotorcraft platforms for defense, homeland security and commercial markets	Titan Innovations	COMSovereign Holding Corp.
12/22/2022	Akrofire, Inc.	Akrofire, Inc. is a designer and manufacturer of highly engineered, elastomeric, fire seal solutions and cargo bay repairs for the commercial and defense aerospace markets	Arcline Investment Management, L.P. [IPS]	Private
12/16/2022	The Brandon Green Management Group, LLC	BGMG is a provider of program management, strategic communications, IT, healthcare management, and SME solutions to private sector and federal defense markets	EM Key Solutions, Inc.	Private
12/13/2022	Sequa Corp.	Sequa Corp. is a global technology company which through its subsidiary, Chromalloy, provides engine and turbine component design and development solutions	Veritas Capital Fund Management, LLC	The Carlyle Group
12/09/2022	Continental Forge Co.	Continental Forge Co. is a provider of precision near-net shape forged, machined solutions, and is a supplier of aerospace components	Arlington Capital Partners [Forged Solutions Group Ltd.]	Private
12/08/2022	Grove Resource Solutions, Inc. (GRSi)	GRSi provides a broad array of cloud-based enterprise modernization and cyber security solutions to numerous civilian and military federal agencies	DLH Holdings Corp.	Private
12/08/2022	Applied Aerospace Structures Corp. (AASC)	AASC is a provider of complex composite and metal bonded structures and assemblies for both military and commercial applications	Greenbriar Equity Group, L.P.	Venture Associates Partners, LLC
12/08/2022	Isos Technology	Isos Technology provides professional, managed, and enterprise solutions to private sector and U.S. federal government defense, healthcare, and technology markets	The Acacia Group	Private
12/07/2022	InnovaSystems International, LLC	InnovaSystems International, LLC is a provider of enterprise and advanced software solutions in support of key defense readiness programs	Cydecor, Inc.	Private
12/07/2022	International Aerospace Coatings Holdings L.P.	Aerospace Coatings Holdings L.P. is a provider of exterior and interior aircraft painting, aircraft refurbishment and graphics together with a range of specialist services	Tiger Infrastructure Partners LP	Vance Street Capital, LLC
12/06/2022	Optistar Technology Consultants, Inc.	Optistar Technology Consultants, Inc. is a provider of managed IT solutions including managed IT services, cyber security solutions, digital forensics, and software engineering	Synoptek, LLC	The Vertex Companies, Inc.
12/02/2022	Highlight Technologies, Inc.	Highlight Technologies, Inc. is a provider of mission solutions and digital government services to the U.S. federal government's civil and defense markets	Employee Stock Ownership Plan (ESOP)	Private
12/01/2022	Synapttech, LLC	Synapttech, LLC is a provider of software development and artificial intelligence based solutions for private sector and U.S. federal government aerospace and defense markets	Logistics Management Institute (LMI)	Private

Source: DACIS DM&A

Appendix – Recent Transactions (*Continued*)

Closed Date	Target Name	Target Description	Acquirer	Seller
11/30/2022	iNovex Information Systems, Inc.	iNovex Information Systems, Inc. is a provider of IT consulting, engineering, development, and integration services designed to defend against cyber threats	Enlightenment Capital	Private
11/30/2022	Forward Slope, Inc.	Forward Slope Inc. is a provider of tactical visualization systems, geospatial mapping tools, data science, cyber security, and turnkey global surveillance solutions	Trive Capital Holdings, LLC	Private
11/28/2022	Liteye Systems, Inc.	Liteye Systems, Inc. is a manufacturer and integrator of multi-domain and multi-mission defense systems for private sector and U.S. federal government defense markets	Highlander Partners L.P.	Private
11/28/2022	RADA Electronic Industries Ltd.	Leonardo DRS specializes in naval systems, ground combat mission C5ISR, global SATCOM, aviation logistics and systems, and intelligence and security solutions	Leonardo S.p.A [Leonardo DRS, Inc.]	Private
11/25/2022	Fiocchi Munizioni S.p.A.	Fiocchi Munizioni S.p.A. is a manufacturer of small caliber ammunition and products for private and international government special law enforcement and hunting markets	Czechoslovak Group a.s.	Private
11/23/2022	Avantus Federal, LLC	Avantus Federal, LLC is a provider of strategic consulting, operational support, and technology services to federal customers and private sector partners	QinetiQ, Inc.	NewSpring Capital
11/21/2022	Mi-Tech Metals, Inc.	Mi-Tech Metals, Inc. is a manufacturer of precision tungsten alloys and tungsten composites for private and federal aerospace, defense, industrial, and medical markets	Plansee SE	Private
11/18/2022	Garrett Container Systems, Inc.	Garrett Container Systems, Inc. is a manufacturer of aluminum storage, shipping containers, and tactical kits for private and federal government defense markets	Albers Aerospace	Private
11/17/2022	Steel Industries, Inc.	Steel Industries, Inc. is a provider of custom open die forging and seamless ring rolling capacity and offers finish machining and complete solutions	Arlington Capital Partners [Forged Solutions Group Ltd.]	First Reserve Corp.
11/16/2022	Keronite Group Ltd.	Keronite Group is a provider of Plasma Electrolytic Oxidation (PEO) surface treatment applications for private and international defense, aerospace, and manufacturing markets	Curtiss-Wright Corp.	Private
11/16/2022	Agile Defense, Inc.	Agile Defense is a provider of IT and digital transformation solutions to the U.S. federal government defense, homeland security, intelligence, and transportation markets	Enlightenment Capital	Private
11/15/2022	Next Rev Technologies, LLC	Next Rev Technologies, LLC is a provider of cloud security, multi-cloud, enterprise software development, and data analytics solutions for private IT and intelligence markets	The Jordan Company, L.P. [VTG}	Private
11/14/2022	York Space Systems, LLC	York Space Systems, LLC is a provider of small satellites, satellite components and turnkey mission operations to private and federal aerospace and defense markets	AE Industrial Partners, LP (AEI)	Private
11/14/2022	Halter Marine, Inc., ST Engineering Halter Marine and Offshore, Inc. (STEAMO)	Halter Marine, Inc. designs and builds ocean-going vessels and STEAMO is a provider of services for ships, drilling rigs and other marine vessels in and around the Gulf of Mexico	Bollinger Shipyards, LLC	Singapore Technologies Engineering Ltd.

Source: DACIS DM&A

Appendix – Recent Transactions (*Continued*)

Closed Date	Target Name	Target Description	Acquirer	Seller
11/09/2022	Auspex LLC	Auspex LLC is a provider of advanced data analytics, cybersecurity, and management consulting services to private sector and U.S. federal government intelligence markets	Edgesource Corporation	Private
11/09/2022	CASL Surface Technologies Corp.	CASL Surface Technologies Corp. develops and commercializes niche metallic coating process, alloy and capital equipment intellectual property	Palladium Equity Partners, LLC [Kymera International, LLC]	Private
11/09/2022	ETM-Electromatic, Inc.	ETM-Electromatic, Inc. designs and manufactures high voltage and power microwave and high-energy X-ray subsystems for the private sector and federal government	Teledyne Technologies, Inc.	Private
11/07/2022	The Timken Co. [Timken Aerospace Drive Systems]	Timken Aerospace Drive Systems manufactures flight critical assemblies, sub-assemblies and components for military and civil aircraft	Greenbriar Equity Group, L.P. [PCX Aerosystems]	The Timken Co.
11/04/2022	Syrlinks	Syrlinks develops and manufactures radiocommunication and radio frequency products for private, federal, and international government space, defence, and time-frequency markets	Safran S.A. [Safran Electronics & Defense]	Private
11/03/2022	Hermetic Solutions Group, LLC	HSG offers hermetic solutions serving a diverse OEM customer base across a variety of end markets, including aerospace, defense, optics, medical and industrial markets	Arcline Investment Management, L.P. [Qnnect LLC]	Windjammer Capital Investors
11/03/2022	Aero Accessories & Repair, Inc.	Aero Accessories & Repair, Inc. provides advanced repair solutions for next generation fuel, hydraulic, pneumatic & electro-mechanical components	ATL Partners	Private
11/03/2022	Wovenware, Inc.	Wovenware, Inc. is a provider of custom and patented AI, computer vision and other digital transformation solutions and services for private and federal government markets	Maxar Technologies Ltd.	Private
11/02/2022	Wheelhouse Group, Inc.	Wheelhouse Group, Inc. is a provider of change management services for private sector and U.S. federal government civilian, environmental, and financial markets	CI Capital Partners, LLC [The Cadmus Group, LLC]	Private
11/02/2022	Cie. Industrielle des Lasers (CILAS)	CILAS is involved in the development of laser and optical systems for military applications including target rangefinders, designators, guidance systems, and nuclear applications	HMS Laser SAS	Private
11/02/2022	Logos Technologies, LLC	Logos Technologies, LLC specializes in advanced sensors and platforms, analytics and multi-source dataset processing, and biochemicals solutions	Elbit Systems, Ltd.[Sparton DeLeon Springs LLC]	Private
11/01/2022	Navitar, Inc.	Navitar, Inc. is a designer, developer and manufacturer of optical solutions, including high magnification motorized zoom imaging systems and fisheye projection lenses	AMETEK, Inc.	Private
11/01/2022	RTDS Technologies, Inc.	RTDS Technologies, Inc. is a developer of hardware, software, and support services for real time power system simulation applications in private and international government markets	AMETEK, Inc.	Private
11/01/2022	The Avascent Group, Ltd.	The Avascent Group, Ltd. is a strategy and management consulting firm serving clients operating in government-driven markets	Marsh & McLennan Companies, Inc. [Oliver Wyman, Inc.]	Private

Source: DACIS DM&A

Appendix – Recent Transactions (*Continued*)

Closed Date	Target Name	Target Description	Acquirer	Seller
10/31/2022	Cobham Aviation Services Australia Special Mission Business	Cobham Aviation Services Australia Special Mission Business specializes in surveillance related aviation services	Leidos Holdings, Inc.	Advent International Corp.
10/31/2022	QinetiQ Group plc [Space Products Division]	The Space Products division provides design and integration of critical space infrastructure and other instruments for end-to-end space missions	Redwire Corp.	QinetiQ Group plc
10/27/2022	Ambit Group, LLC	Ambit Group, LLC is a provider of mission solutions, IT, and business process solutions to the private and federal environmental, emergency, homeland security, and healthcare markets	OceanSound Partners, L.P. [Digital Management, LLC]	AE Industrial Partners, LP
10/26/2022	Woodlawn Manufacturing, Ltd.	Woodlawn Manufacturing is a high-volume manufacturer of precision metal parts and assemblies primarily for the defense and aerospace industry	National Presto Industries, Inc. [National Defense Corp. (NDC)]	Lone Star Investment Advisors LLC
10/24/2022	Counter Threat Solutions LLC	Counter Threat Solutions LLC is a provider of all source and counterintelligence analysis, identity intelligence, and enterprise IT and data management solutions	Godspeed Capital Management LP [SilverEdge Private Government Solutions]	
10/19/2022	Sheehan Nagle Hartray Architects Ltd.	Sheehan Nagle Hartray Architects. is a full-service architecture firm that specializes in mission critical and technically challenging projects, interior design and predesign services	MSD Partners, L.P. [Woolpert, Inc.]	Private
10/14/2022	EverWatch Corp.	EverWatch's defense and intelligence expertise includes providing operational support in HUMINT, SIGINT, cybersecurity, systems engineering, intelligence technology, and CI	Booz Allen Hamilton, Inc.	Enlightenment Capital
10/12/2022	QVine Corp.	QVine Corp. provides DevOps engineering, SysOps administration, Solutions Architecture, and SaaS solutions to the private sector and U.S. federal government	Godspeed Capital Management LP [SilverEdge Private Government Solutions]	
10/12/2022	Rock Solid Technologies, Inc.	Rock Solid uses technology to create products that streamline internal local government processes and help municipalities better engage their citizens	Granicus, Inc.	Private
10/12/2022	M-tron Industries	M-tron Industries, Inc. is a manufacturer of standard and custom-engineered electronic components that are used to control the frequency of signals in electronic circuits	Spun-off to be traded publicly as an independent entity	The LGL Group, Inc.
10/11/2022	Ascension Engineering Group, LLC	Ascension Engineering Group, LLC is a specialist in SATCOM, systems engineering, integration & test, DevSecOps, and space system mission operations	Enlightenment Capital [Boecore, Inc.]	Private
10/11/2022	CaVU Aerospace, Inc. [Component Repair Business]	CAVU Component Repair LLC is an FAA-approved Part 145 Repair Station in Mesa, Arizona, with an 80,000 square-foot state-of-the-art facility for aircraft component repair	Platinum Equity Holdings (PEH) [Unical Aviation, Inc.]	Private
10/11/2022	Palisade Company, LLC	Palisade is a provider of risk modeling and decision analysis software. The Company's flagship software solutions enable powerful risk modeling and decision analysis	TA Associates Management, L.P. [Lumivero]	Thompson Street Capital Partners (TSCP)
10/11/2022	Maxive Cybersecurity	Maxive Cybersecurity is a provider of cyber security solutions across all of the NIST Framework for private and international government defense and industrial markets	Thales S.A.	Sonae Investment Management

Source: DACIS DM&A

Appendix – Recent Transactions (*Continued*)

Closed Date	Target Name	Target Description	Acquirer	Seller
10/10/2022	Volans-I, Inc.	The VOLY 50 series is designed for long-range flight and the ability to handle a range of payloads with a 50-pound cargo capacity	Sierra Nevada Corp. [Mission Solutions & Technologies]	Volans-I, Inc.
10/06/2022	Jackson Labs Technologies, Inc.	Jackson Labs is a provider of Position, Navigation and Timing (PNT) solutions for critical infrastructure serving both military and civilian applications	Viavi Solutions Inc. (VIAVI)	Private
10/06/2022	Hypoint, Inc.	Hypoint Inc., is a developer of next generation hydrogen fuel cell systems with zero CO2 emissions energy performance for the air transportation and urban air mobility markets	ZeroAvia, Inc.	Private
10/04/2022	Worldwide Electric Corp	Worldwide Electric Corp. is a manufacturer of electric motors, motor controls, rotary and solid-state power frequency converters, and gear reducers	AEA Investors L.P.	Graycliff Partners L.P.
10/04/2022	Aircrafters, Inc.	Aircrafters, Inc. is a provider of wheel and brake parts for the private sector and U.S. federal government aerospace markets	GenNx360 Capital Partners, L.P. [AeroRepair Corp.]	Private
10/04/2022	Federal-Fabrics-Fibers, Inc.	Federal-Fabrics-Fibers, Inc. designs, develops and manufactures unique woven and non-woven air supported products to the highest standards of the private and military markets	Nexus Capital Management LP [HDT Global, Inc.]	Private
10/04/2022	riskmethods GmbH	riskmethods' SaaS solution harnesses cutting-edge AI, big data and machine learning to protect its customers' supply chain networks	The Blackstone Group, Inc. [Sphera Solutions, Inc.]	Private
10/03/2022	Connectronics, Inc.	Connectronics, Inc. designs and manufactures high performance RF and microwave connectors	Arcline Investment Management, L.P. [Qnnect LLC]	Private
10/03/2022	Iron Vine Security, LLC	Iron Vine Security LLC is a provider of end-to-end, next-generation cybersecurity and zero-trust solutions for private sector and U.S. federal government markets	ASGN Inc.	Private
10/03/2022	Kid-Scan LLC (dba: PrintScan)	PrintScan provides fingerprinting services, background checks, temperature screenings, and marketing services for private sector and U.S. federal government markets	Enlightenment Capital [Infinite ID]	Private
10/03/2022	Trad SAS	Trad is a provider of radiation testing, calculation and analysis services for private sector and international government aerospace, medical, and nuclear markets	HEICO Corp. [3D Plus S.A.]	Private
10/03/2022	Grant Thornton LLP [Public Sector Advisory Practice]	The Public Sector Advisory Practice provides government leaders with solutions to enhance their acquisition, finances, human capital, IT and performance management	Veritas Capital Fund Management, LLC [Guidehouse Holding Corp.]	Grant Thornton LLP

Appendix – Select Recently Awarded Contracts

Award Date	Customer(s)	Awardees	USD, M	Contract Description
10/27/2022	International Airlines Group (IAG)	Boeing Commercial Airplanes Group, Airplane Programs	\$6,500	International Airlines Group (IAG) Contracts With Boeing Commercial Airplanes Group for Multiple 737-8-200s and 737-10s
12/20/2022	U.S. Naval Air Warfare Center Weapons Div. (NAWCWD)	The Boeing Company	\$4,710	NAWCWD Contracts With Boeing for System Configuration Set (SCS) Support for F/A-18A-F and EA-18G Aircraft
10/27/2022	U.S. Naval Sea Systems Command (NAVSEA)	Huntington Ingalls Incorporated	\$3,191	NAVSEA Mods Contract With Ingalls Shipbuilding for USS Intrepid (LHA 9) Detail, Design, and Construction
10/3/2022	GSA, Federal Systems Integration and Management Center (FEDSIM)	Smartronix, LLC	\$2,300	GSA FEDSIM Awards ASTRO Data Operations Pool Task Order to SMX for USAFRICOM Reconnaissance Intelligence Exploitation Services (ARIES)
11/9/2022	Emirates Airlines (Abu Dhabi, United Arab Emirates)	Boeing Commercial Airplanes Group, Airplane Programs	\$1,700	Emirates Airlines Contracts With Boeing Commercial Airplanes Group for Additional 777 Freighters
11/8/2022	Emirates Airlines (Abu Dhabi, United Arab Emirates) SkyCargo (Dubai, United Arab Emirates)	Boeing Commercial Airplanes Group, Airplane Programs	\$1,700	Emirates Airlines Contracts With Boeing for Five Boeing 777 Freighters
11/10/2022	Silk Way (Baku, Azerbaijan)	Boeing Commercial Airplanes Group, Airplane Programs	\$1,580	Silk Way West Airlines Contracts With Boeing Commercial Airplanes Group for Multiple 777-8 Freighters
12/5/2022	U.S. Army Contracting Command - Redstone Arsenal (ACC-RSA)	Bell Textron Inc.	\$1,362	Army ACC-RSA Contracts With Bell Textron for Development of the Future Long Range Assault Aircraft (FLRAA)
11/30/2022	U.S. Army Contracting Command - Redstone Arsenal (ACC-RSA)	Raytheon Company	\$1,216	Army ACC-RSA Contract With Raytheon National Advanced Surface-to-Air Missile Systems (NASAMS) and Associated Equipment/Services for Ukraine

Source: DACIS InfoBase

Appendix – Select Recently Awarded Contracts (Continued)

Award Date	Customer(s)	Awardees	USD, M	Contract Description
11/1/2022	U.S. Navy Strategic Systems Programs (SSP)	Lockheed Martin Corporation	\$1,196	Navy SSP Mods Contract With Lockheed Martin for Trident II (D5) Missile Production and Deployed Systems Support
10/5/2022	U.S. Coast Guard, Acquisition Directorate (CG-9)	Birdon America Inc	\$1,187	USCG CG-9 Contracts With Birdon America for the Waterways Commerce Cutter (WCC) Program
10/17/2022	U.S. Department of State (DoS)	Aegis Defense Services LLC	\$1,182	DoS Awards WPS III Task Order to GardaWorld Federal Services for Guard, Specialized Security, and Logistical Support Services at the U.S. Embassy in Baghdad
10/31/2022	U.S. NAVSUP Weapon Systems Support (NAVSUP WSS)	General Electric Company (Lynn, MA)	\$1,085	NAVSUP WSS Contracts With GE Aviation for F414 Performance Based Logistics (PBL) Support for the F/A-18E/F and EA-18G Aircrafts
12/1/2022	NASA Kennedy Space Center (KSC) (Kennedy Space Center, FL)	Air Products and Chemicals, Inc.	\$1,074	NASA KSC Contracts With Air Products and Chemicals, Inc. for Liquid Helium Acquisition and Helium Pumps at Kennedy
12/2/2022	U.S. Defense Information Technology Contracting Organization - Scott (DITCO-Scott)	American Systems Corporation	\$1,010	DITCO-Scott Contracts With American Systems for U.S. Joint Interoperability Test Command (JITC) Test, Evaluation, and Certification II (TEC II) Services
10/11/2022	Internal Revenue Service (IRS)	Science Applications International Corporation	\$1,000	IRS Contracts With SAIC for IRS Enterprise Services - Unisys Support (ESUS)
11/4/2022	U.S. Naval Air Systems Command (NAVAIR)	Lockheed Martin Corporation	\$765	NAVAIR Contracts With Lockheed Martin for F-35 Site Activation/Hardware Requirements
12/20/2022	U.S. NAVSUP Weapon Systems Support (NAVSUP WSS)	Sikorsky Aircraft Corp	\$752	NAVSUP WSS Contracts With Sikorsky for CH-53E/MH-53E Performance-Based Logistics (PBL) Services

Source: DACIS InfoBase

Appendix – Select Recently Awarded Contracts (Continued)

Award Date	Customer(s)	Awardees	USD, M	Contract Description
10/1/2022	USDA, Office of Contracting & Procurement (OCP)	Minburn Technology Group LLC	\$719	USDA OCP Contracts With Minburn Technology Group for Enterprise Business Solutions
10/24/2022	U.S. Army Contracting Command - Aberdeen Proving Ground (ACC-APG)	Engineering Research and Consulting, Inc.	\$641	Army ACC-APG Contracts With ERC for Aberdeen Test Center (ATC) Test Support Services
12/15/2022	U.S. Naval Air Systems Command (NAVAIR)	Raytheon Technologies Corporation	\$619	NAVAIR Mods Contract With Pratt & Whitney for F-35 Lot 17 F135 Propulsion Systems Long-Lead Materials, Parts and Components
10/1/2022	Los Alamos National Laboratory (LANL)	Northern New Mexico Integrated Security, LLC	\$592	Triad National Security Contracts With Northern New Mexico Integrated Security (N2MIS) for Los Alamos National Laboratory (LANL) Protective Services
12/1/2022	NASA Marshall Space Flight Center (MSFC) (Huntsville, AL)	Mm Technologies, LLC	\$554	NASA MSFC Contracts With MM Technologies, LLC for NASA Financial Support Services (NFSS)
12/15/2022	U.S. Army Contracting Command - Detroit Arsenal (ACC-DTA)	Oshkosh Defense LLC	\$544	Army ACC-DTA Mods Contract With Oshkosh Defense for Joint Light Tactical Vehicle (JLTV) Family of Vehicles (FoV)
11/16/2022	Department of Labor, Office of the Assistant Secretary for Administration and Management (OASAM) (Washington, DC)	Matrix Healthcare Services, Inc.	\$508	DoL OASAM Contracts With Matrix Healthcare Services for Pharmacy Benefits Management (PBM) Services
12/6/2022	Raytheon MSM - Engineering Facility	TTM Technologies, Inc.	\$500	Raytheon Contracts With TTM Technologies for AN/SPY-6 Family of Radars Components

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