

Executive Summary

Delancey Street Partners (“DSP”) is pleased to present our Industrial & Industrial Technology Sector Review. The Industrial & Industrial Technology sector includes the following sub-sectors in this Review: i) connectivity; ii) testing, inspection, certification & compliance (“TICC”) services; iii) analytical instrumentation; iv) electronics testing; v) automation & controls engineered components; and vi) semiconductor devices & capital equipment. Despite macroeconomic challenges over the past 24 months, the Industrial & Industrial Technology sector remains at the forefront of mission critical services and innovative product applications across a variety of end markets.



2021 was a strong year for M&A activity in the Industrial & Industrial Technology sector and the outlook remains favorable in 2022. Acquirors actively seek niche market leaders with differentiated technologies to complement organic growth initiatives. In addition, private equity interest and activity remains strong. The Industrial & Industrial Technology sector is poised for continued growth due to strong demand for application-specific products and services, high barriers to entry, high switching costs, requisite technical expertise and certifications, fragmented industry landscapes, and favorable industry tailwinds.

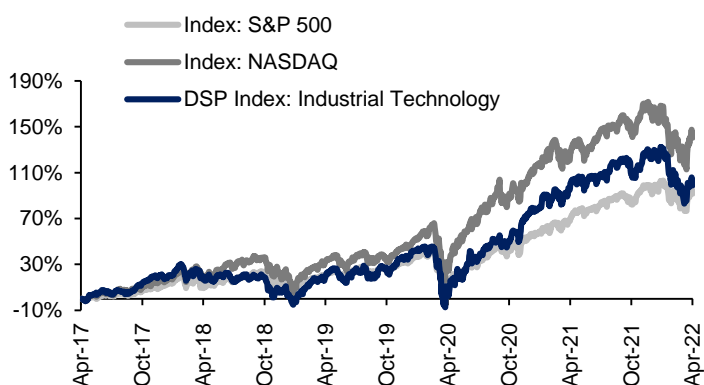
Topics of Discussion

- Review of public company stock performance
- Notable M&A activity
- Sector commentary
- Recent headlines relevant to the sector
- Public company and private equity platform spotlights
- Sector spotlight: TICC and the Internet of Things (“IoT”)

Review of Public Company Stock Performance

Industrial & Industrial Technology stocks posted strong gains in 2021 with an average annual gain across sub-sectors of 24.1%, slightly underperforming the S&P 500. However, through March 2022, Industrial & Industrial Technology stocks posted overall weaker public market performance as evidenced by an average YTD loss across sub-sectors of 13.1%. Primary factors driving the market performance in 2022 include broad market declines, supply chain disruptions, rising interest rates and significant inflationary pressures. Please refer to pages 10-11 for companies within DSP index sub-sectors.

5-Year DSP Industrial Tech Index (through 3/31/22) ⁽¹⁾



U.S. Equity Markets ⁽¹⁾

YTD
% Chg.

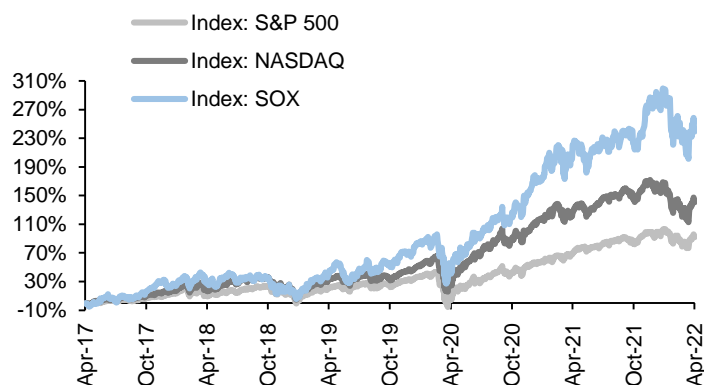
1 Yr.
% Chg.

DJIA	-4.6%	5.1%
S&P 500 Index	-4.9%	14.0%
Nasdaq Composite Index	-9.1%	7.4%
Russell 2000 Index	-7.8%	-6.8%
DJ Transportation Average	-1.2%	11.3%

(1) Financial data and index data from S&P Capital IQ.

(2) Pricing data from Nasdaq.

5-Year PHLX Semiconductor Sector Index (through 3/31/22) ⁽¹⁾



Spot Commodities & Currencies

YTD
% Chg.

1 Yr.
% Chg.

Comex Copper ⁽²⁾	6.4%	18.9%
WTI Cushing Crude Oil ⁽³⁾	33.5%	69.8%
Henry Hub Natural Gas ⁽³⁾	42.9%	116.7%
USD / JPY ⁽⁴⁾	6.0%	10.6%
EUR / USD ⁽⁴⁾	-1.4%	-4.8%

(3) Pricing data from St. Louis Fed.

(4) Pricing data from Yahoo Finance.

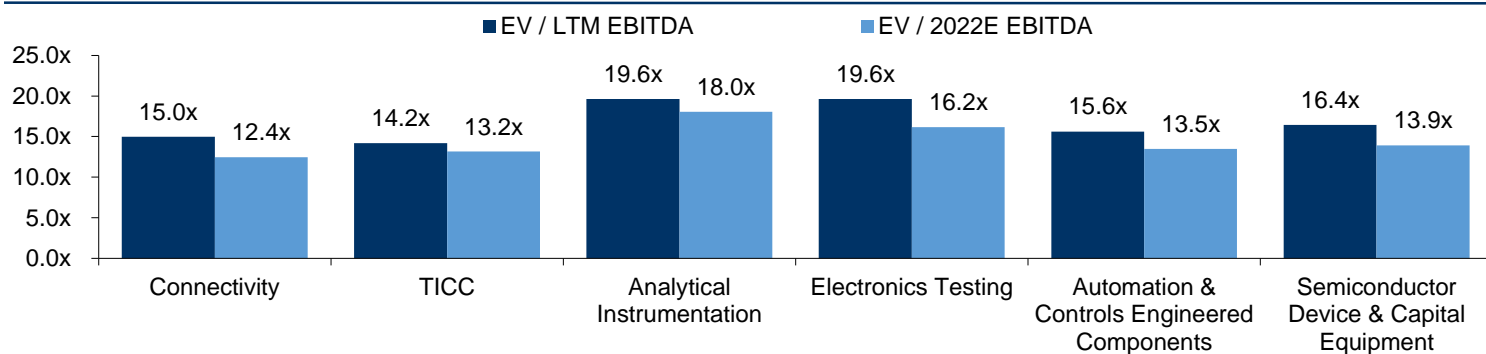
Summary Public Company Valuation Data and Financial Metrics

Connectivity		TICC		Analytical Instrumentation	
EV / LTM EBITDA	15.0x	EV / LTM EBITDA	14.2x	EV / LTM EBITDA	19.6x
EV / 2022E EBITDA	12.4x	EV / 2022E EBITDA	13.2x	EV / 2022E EBITDA	18.0x
2022 P / E	17.9x	2022 P / E	23.8x	2022 P / E	25.5x
EV / LTM Revenues	2.07x	EV / LTM Revenues	3.08x	EV / LTM Revenues	5.29x
3-Yr. Revs CAGR	3.2%	3-Yr. Revs CAGR	1.7%	3-Yr. Revs CAGR	4.6%
Est. 5-Yr. EPS Growth	10.6%	Est. 5-Yr. EPS Growth	3.7%	Est. 5-Yr. EPS Growth	13.3%
Gross Margin	34.6%	Gross Margin	31.5%	Gross Margin	53.1%
EBITDA Margin	15.8%	EBITDA Margin	18.9%	EBITDA Margin	23.4%
2021 Stock Price Change	28.5%	2021 Stock Price Change	17.8%	2021 Stock Price Change	17.6%
YTD Stock Price Change	-13.1%	YTD Stock Price Change	-11.6%	YTD Stock Price Change	-13.1%

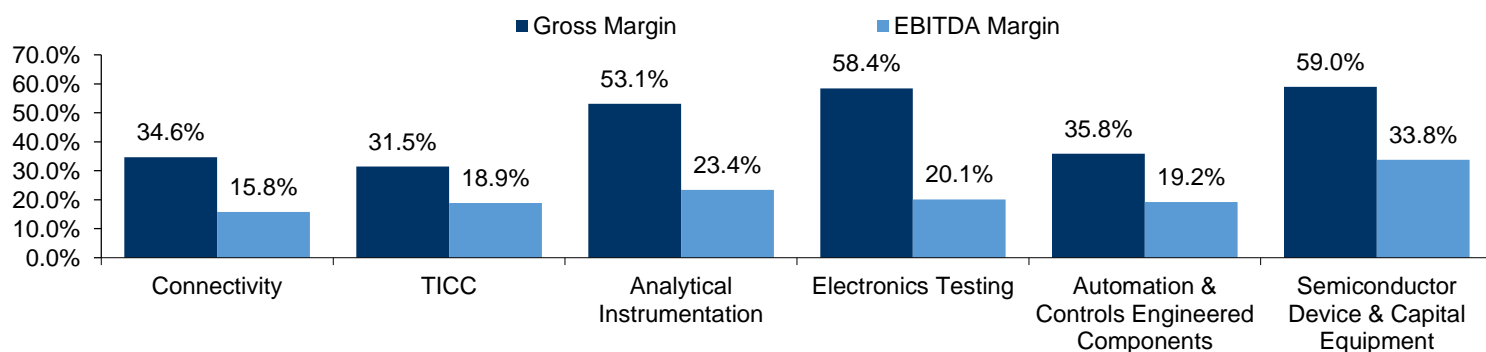
Electronics Testing		Automation & Controls Engineered Components		Semiconductor Device & Capital Equipment	
EV / LTM EBITDA	19.6x	EV / LTM EBITDA	15.6x	EV / LTM EBITDA	16.4x
EV / 2022E EBITDA	16.2x	EV / 2022E EBITDA	13.5x	EV / 2022E EBITDA	13.9x
2022 P / E	19.4x	2022 P / E	18.4x	2022 P / E	16.3x
EV / LTM Revenues	3.87x	EV / LTM Revenues	2.75x	EV / LTM Revenues	5.87x
3-Yr. Revs CAGR	9.4%	3-Yr. Revs CAGR	1.8%	3-Yr. Revs CAGR	8.7%
Est. 5-Yr. EPS Growth	9.6%	Est. 5-Yr. EPS Growth	8.3%	Est. 5-Yr. EPS Growth	29.9%
Gross Margin	58.4%	Gross Margin	35.8%	Gross Margin	59.0%
EBITDA Margin	20.1%	EBITDA Margin	19.2%	EBITDA Margin	33.8%
2021 Stock Price Change	7.0%	2021 Stock Price Change	20.1%	2021 Stock Price Change	42.3%
YTD Stock Price Change	-14.4%	YTD Stock Price Change	-12.3%	YTD Stock Price Change	-16.2%

Note: Median statistics for respective metrics. As of close on March 31, 2022. Source for all public company data is S&P Capital IQ.

Median EV / EBITDA by Sub-Sector



LTM Median Margin by Sub-Sector



Source: S&P Capital IQ, public company filings (10-Ks, 10-Qs).

Recent Headlines Relevant to the Industrial Technology Sector

Global Economy

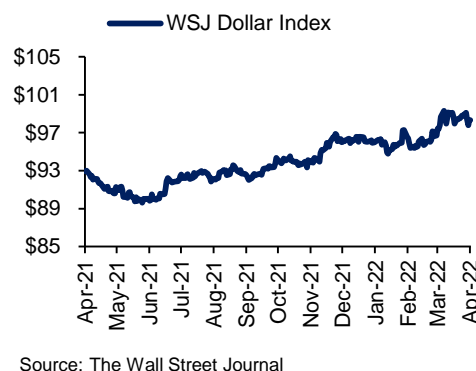
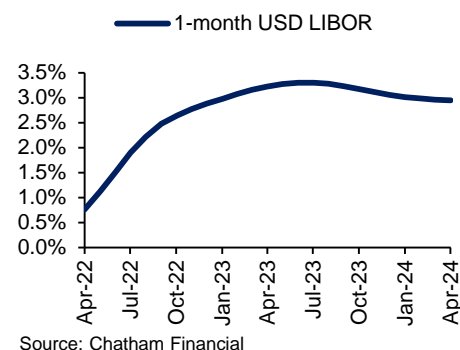
April 21st – According to Dealogic, U.S. companies borrowed a record \$1.8 trillion in leveraged loans in 2021. The benchmark rates that most leveraged loans are priced off are expected to rise to approximately 3.0%, up from the current 0.5%.

April 20th – The Japanese yen fell to a 20-year low as the Bank of Japan maintains its easy money policy. The WSJ Dollar Index below measures the U.S. Dollar against a group of 16 other currencies, including the yen. As reflected in the WSJ Dollar Index, the U.S. dollar has increased relative to global currencies.

April 19th – Due to geopolitical unrest, the International Monetary Fund (“IMF”) cut its global growth projections for 2022 and 2023 by 0.8% and 0.2%, respectively. “Global economic prospects have been severely set back, largely because of Russia’s invasion of Ukraine,” said Pierre-Olivier Gourinchas, economic counsellor at the IMF.

March 29th – Labor shortages continue. The Bureau of Labor Statistics released its February Job Openings and Labor Turnover Survey, which indicated 11.3 million job openings to fill, down slightly from the all-time high of 11.4 million in December 2021. Additionally, approximately 4.4 million Americans quit their jobs in February, down slightly from the November 2021 peak of 4.5 million.

March 16th – The Federal Reserve approved its first interest rate hike in more than three years, raising interest rates by 25bps to a range of 0.25-0.5%. The Fed also signaled that rate hikes would likely occur at each of the six remaining meetings in 2022 to combat rising inflation and restore price stability.



Supply Chain

March 21st – The March 18th Freightos Baltic Index indicated that it cost an average of \$9,488 to ship a 40-foot freight container – almost seven times higher than the March 2020 level of \$1,400.

March 8th – The prices of precious metals have risen significantly over the past year. According to MarketWatch and Nasdaq, the year-over-year price of nickel and copper increased 100.0% and 18.9%, respectively, compared to Q1 2021.

February 16th – In January 2022, the costs of transportation and warehousing goods for final demand increased 1.4% from December 2021, according to the latest U.S. Bureau of Labor Statistics’ Producer Price Index. Compared to January 2021, the benchmark index increased approximately 16.0%, the largest year-over-year increase dating back to 2009.

January 25th – The U.S. Department of Commerce’s Semiconductor Supply Chain Request for Information report indicated that semiconductor demand in 2021 was 17.0% higher than two years prior. Inventory levels decreased sharply from 40 days in 2019 to less than five days in 2021.

Industry 4.0 / Internet of Things

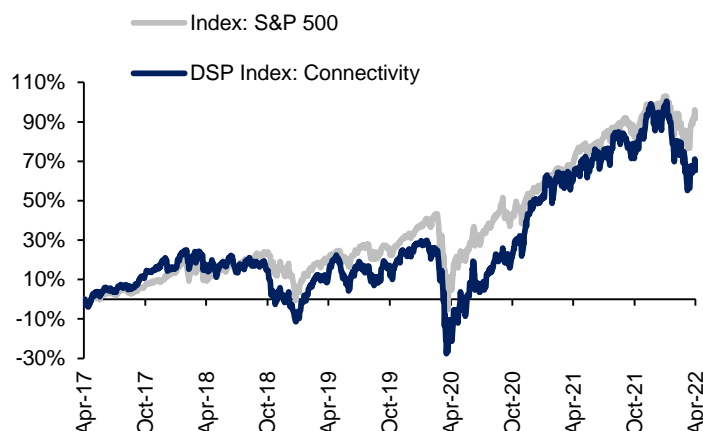
March 16th – “The pandemic accelerated far-reaching global mega trends – from labor shortages and supply chain uncertainty, to the individualized consumer and growing pressure to operate sustainably and resiliently – leading new businesses to look to robotic automation. As technology opens new opportunities for meeting customer demands, new trends will continue to emerge that will further drive demand in areas where robots have traditionally not been used.” – Marc Segura, President of Robotics Division of ABB Ltd (NYSE:ABB)

February 22nd – “Industries have the need for more resilience and agility in their manufacturing. Those trends are behind a lot of what we are seeing and are secular. Industry after industry, such as electric vehicles, batteries, semiconductors, eCommerce, and pharma are committing a lot of capital in the coming years and a higher intensity in that capital spending for automation. We feel strongly that this will be a longer cycle and are thinking in terms of years, not quarters.” – Nick Gangestad, CFO of Rockwell Automation, Inc. (NYSE:ROK)

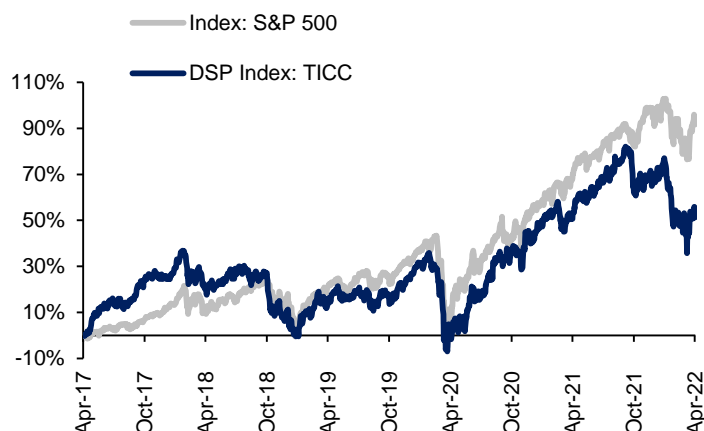
November 23rd – “Factory automation is one of our largest industrial segments. I believe we’re at a tipping point in the Industry 4.0 as customers are looking to add sensing, edge processing and connectivity to make their supply chains more robust, efficient and, of course, flexible.” – Vincent Roche, CEO of Analog Devices, Inc. (NASDAQ:ADI)

5-Year Stock Price Performance by Sub-Sector (% Change)

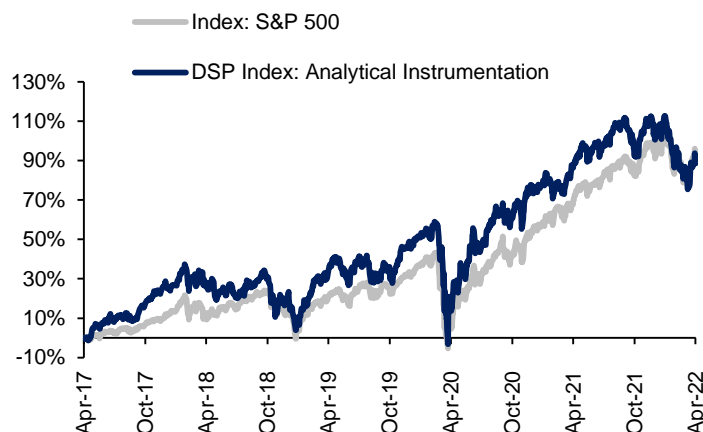
Connectivity



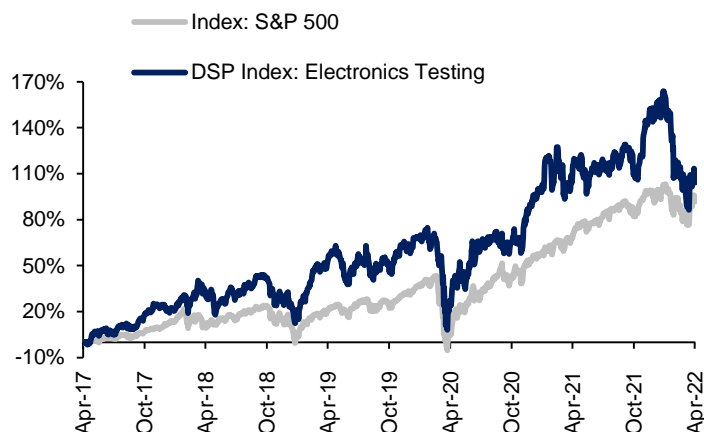
Testing, Inspection, Certification & Compliance



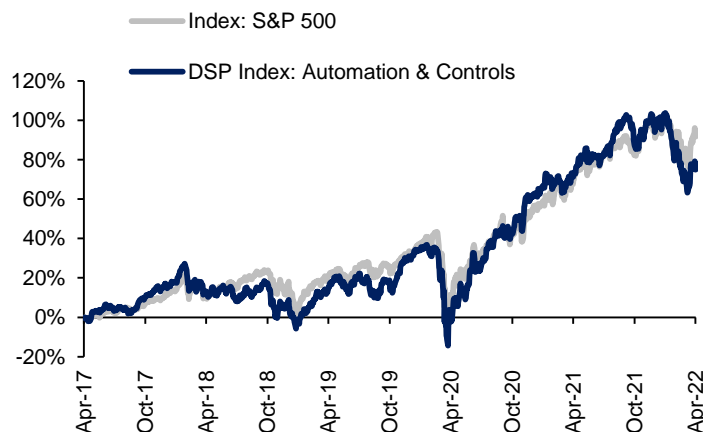
Analytical Instrumentation



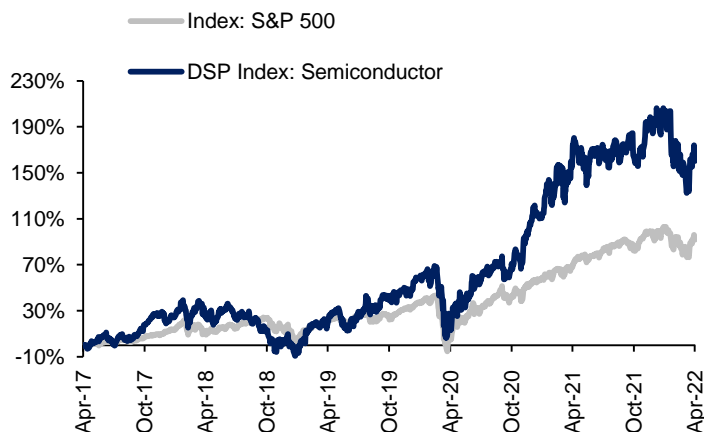
Electronics Testing



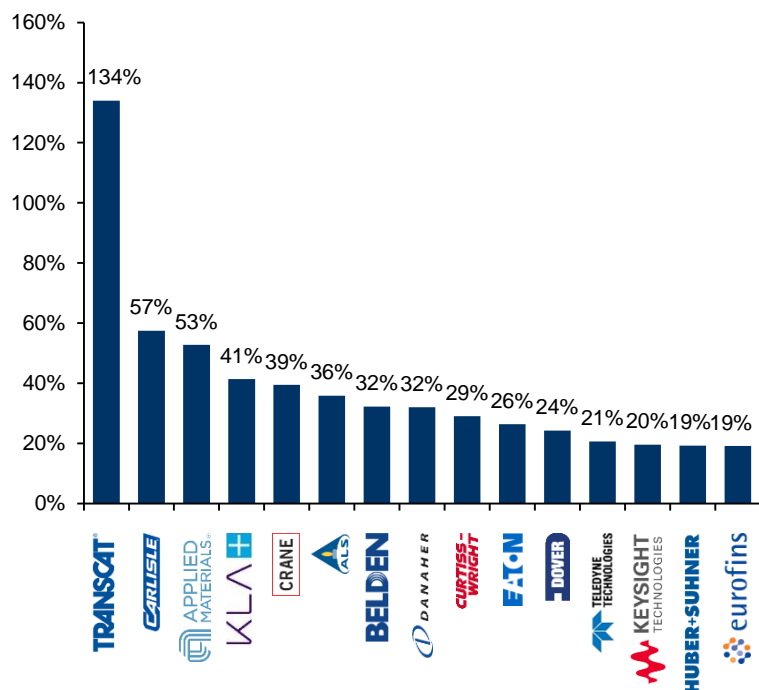
Automation & Controls Engineered Components



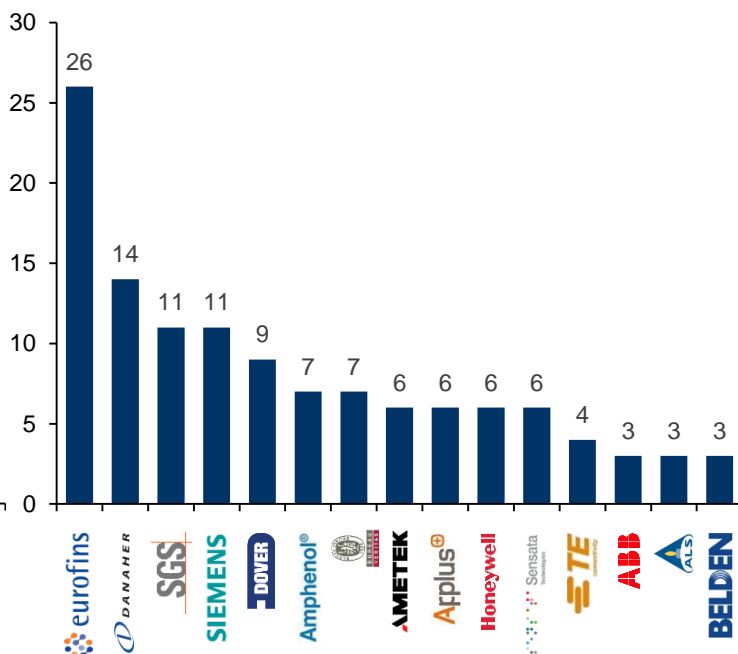
Semiconductor Device & Capital Equipment



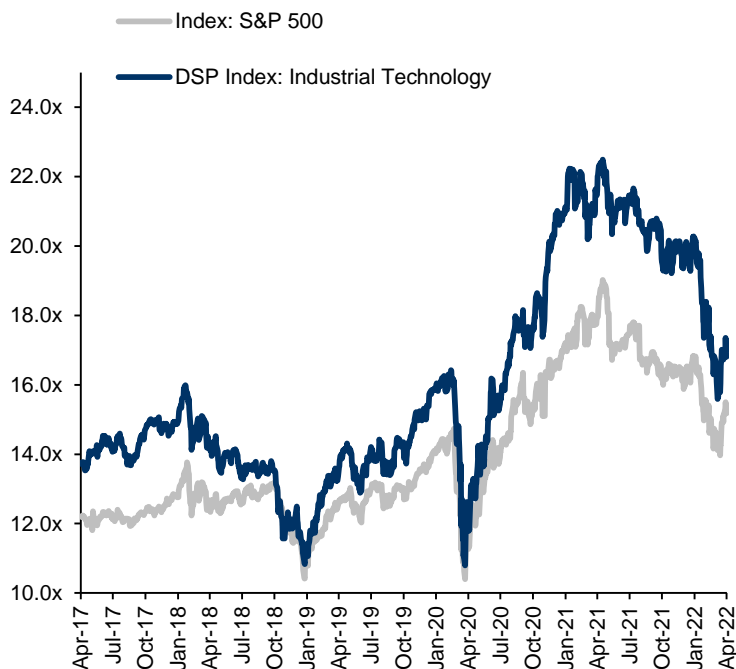
Top 15 Stock Performers (Jan 2021 – Mar 2022)



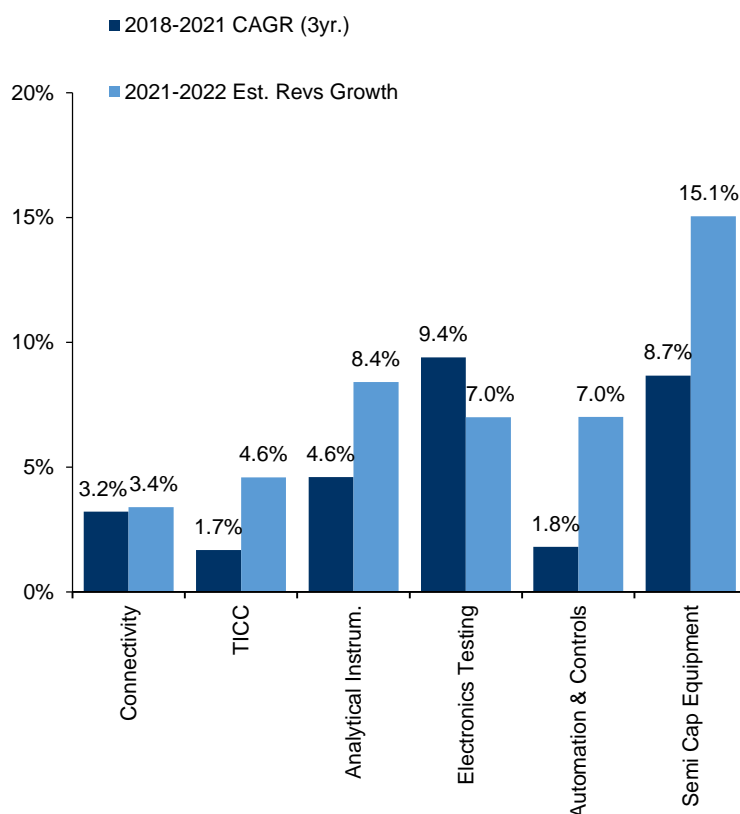
Top 15 Acquisitive Companies (Jan 2021 – Mar 2022)



5-Year DSP Industrial Tech EV / EBITDA (through 3/31/22)



Revenue Growth by Sub-Sector



INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Top Stock Performers (Jan 2021 – Mar 2022): Connectivity



Stats

Sales: \$2,408mm
EBITDA: \$373mm
EBITDA %: 15.5%
'21 Stock %: 56.9%
YTD Mar '22 Stock %: -15.7%

- **Belden** provides a comprehensive product portfolio designed to meet the mission-critical network infrastructure needs of industrial and enterprise markets
- **Stock return of 32.2%:** acquisitions of OTN Systems and Macmon Secure; increasing order-volumes; favorable trends in industrial automation, broadband and 5G, and smart buildings
- The industrial and enterprise segments grew 34.7% and 23.2%, respectively; the company realized 54.4% industrial segment EBITDA growth
- R&D increased by \$17.4 million from 2020 to 2021, including 5 customer innovation centers
- Divestiture of Tripwire and other nonstrategic, low-margin, low-growth cable businesses



Stats

Sales: \$944mm
EBITDA: \$144mm
EBITDA %: 15.3%
'21 Stock %: 20.9%
YTD Mar '22 Stock %: -1.3%

- **Huber+Suhner** ("H+S") manufactures a portfolio of radio frequency and fiber optic products for the industry, communications, and transportation markets
- **Stock return of 19.2%:** record operating profit; 33.1% order intake growth
- The industry, communication, and transportation segments grew 21.9%, 18.0%, and 10.6%, respectively
- The company experienced strong growth due to the accelerated expansion of 5G mobile and fixed network infrastructure and continued electrification and autonomous driving industry tailwinds
- H+S grew capital expenditures by 71.7% for new production equipment and new facility construction



Stats

Sales: \$10,876mm
EBITDA: \$2,564mm
EBITDA %: 23.6%
'21 Stock %: 33.8%
YTD Mar '22 Stock %: -13.8%

- **Amphenol** provides electrical, electronic, & fiber optic connectors and interconnect systems, antennas, sensors & sensor-based products, and coaxial & high-speed specialty cable products
- **Stock return of 15.2%:** divestiture of MTS test & simulation business, strong sales to web service providers
- The interconnect products & assemblies and cable products & solutions segments grew 26.7% and 20.7%, respectively
- The Halo acquisition bolsters the position within the active fiber optic interconnect market, a high-growth market due to customers upgrading their networks

Top Stock Performers (Jan 2021 – Mar 2022): Testing, Inspection, Certification & Compliance



Stats

Sales: \$198mm
EBITDA: \$24mm
EBITDA %: 12.1%
'21 Stock %: 166.5%
YTD Mar '22 Stock %: -12.2%

- **Transcat** provides accredited calibration and laboratory instrument services and value-added distribution of professional grade test, measurement and control instrumentation
- **Stock return of 134.0%:** strong demand in service segment; improved conditions in distribution segment that was significantly impacted by COVID-19
- The services and distribution segments grew 20.8% and 18.1%, respectively
- Increased margins due to operating leverage and accretive gross margins from recent acquisitions
- Focus on investments in the core electrical, temperature, pressure, physical / dimensional and radio frequency / microwave calibration disciplines



Stats

Sales: \$1,469mm
EBITDA: \$327mm
EBITDA %: 22.2%
'21 Stock %: 28.5%
YTD Mar '22 Stock %: 5.7%

- **ALS** provides laboratory testing, inspection, certification and verification solutions for the life sciences, commodities, and industrial markets
- **Stock return of 35.8%:** strong revenue and profitability growth; increasing geochemistry position
- The life sciences and commodities segments grew 7.5% and 21.5%, respectively
- Growth drivers include: process automation and efficiency gains for the life sciences segment and geochemistry growth for the commodities segment
- The industrial segment contracted due to Australian state border closures and the closure of the North American business



Stats

Sales: \$7,946mm
EBITDA: \$2,067mm
EBITDA %: 26.0%
'21 Stock %: 47.6%
YTD Mar '22 Stock %: -19.3%

- **Eurofins Scientific** provides a unique range of analytical testing services to clients across multiple industries
- **Stock return of 19.1%:** record revenue and profitability
- The Europe, North America, and Rest of World segments grew 40.7%, 13.0%, and 89.7%, respectively
- The company focused on growing its presence in the biopharma, genomics, in vitro diagnostics, life sciences, technology driven, and Asia markets
- Eurofins increased its capital expenditures by 41.4% on a year-over-year basis as compared to 2020

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Top Stock Performers (Jan 2021 – Mar 2022): Analytical Instrumentation



TELEDYNE TECHNOLOGIES

Stats

Sales:	\$4,614mm
EBITDA:	\$1,034mm
EBITDA %:	22.4%
'21 Stock %:	11.5%
YTD Mar '22 Stock %:	8.2%

- **Teledyne Technologies** provides thermal imaging, visible-light imaging, video analytics, measurement & diagnostic, and advanced threat detection systems for industrial growth markets
- **Stock return of 20.6%:** Acquisition of FLIR Systems (NAS:FLIR) ("FLIR"); record sales; record quarterly cash flow in Q4 that enabled repayment of \$345 million of debt
- The digital imaging segment grew 144.7% as a result of the company's acquisition of FLIR, contributing approximately \$2 billion in sales
- The company attributes 8.2% of 2021 growth to organic drivers, which can be split into approximately 2.0% growth from price increases and 6.2% growth from sales volume increases



Stats

Sales:	\$2,418mm
EBITDA:	\$515mm
EBITDA %:	21.3%
'21 Stock %:	55.0%
YTD Mar '22 Stock %:	-23.4%

- **Bruker Corporation** manufactures life science tools based on magnetic resonance technology, mass spectrometry instruments, X-ray instruments, and superconducting materials through its segments
- **Stock return of 18.8%:** continued investments in growth capacity; strong bookings growth
- The BSI Nano, BSI Life Science, and BEST segments all realized high growth at 25.4%, 20.5%, and 18.1%, respectively
- The company dedicated \$92 million towards capital expenditures in 2021, including \$61.3 million to its BSI Life Science segment
- The company plans to add incremental commercial and R&D investments of \$20-25 million in 2022



Stats

Sales:	\$2,445mm
EBITDA:	\$761mm
EBITDA %:	31.1%
'21 Stock %:	27.0%
YTD Mar '22 Stock %:	-11.0%

- **Nordson Corporation** operates through its Industrial Precision Solutions ("IPS") and its Advanced Technology Solutions ("ATS") segments. IPS manufactures dispensing and processing technologies. ATS manufactures technologies to facilitate its customers' production processes
- **Stock return of 13.0%:** acquisition of NDC Technologies; particularly strong demand in electronics, industrial, and medical end markets
- The advanced technology solutions and industrial precision solutions segments both realized high growth at 18.0% and 9.8%, respectively
- The company's sub 1.0x debt to EBITDA ratio enables a continued acquisitive growth strategy

Top Stock Performers (Jan 2021 – Mar 2022): Electronics Testing



Stats

Sales:	\$5,011mm
EBITDA:	\$1,421mm
EBITDA %:	28.4%
'21 Stock %:	56.3%
YTD Mar '22 Stock %:	-23.5%

- **Keysight Technologies** provides electronic design and test solutions to the communications and electronics industries. Keysight has two segments: measurement solutions and customer services
- **Stock return of 19.6%:** reorders exceeding expectations; manufacturing capacity continued to expand to meet pent-up demand; record orders, revenue, gross margin, and operating margin in 2021
- The electronics industrials and communications segments grew 28.2% and 12.1%, respectively
- Focus on growth initiatives across the 5G ecosystem, automotive, and software position the company to capitalize on a robust demand environment
- The company realized double digit order and revenue growth for six consecutive quarters



Stats

Sales:	\$1,256mm
EBITDA:	\$250mm
EBITDA %:	19.9%
'21 Stock %:	17.7%
YTD Mar '22 Stock %:	-8.7%

- **Viavi Solutions** provides network test, monitoring, and assurance solutions for communications service providers, enterprises, network equipment manufacturers, OEMs, governments, and avionics
- **Stock return of 7.4%:** growth of fiber and wireless; increasing margins from operating leverage; strong market demand for 5G
- The network enablement and optical security and performance products segments grew 19.6% and 4.4%, respectively
- Approximately 64.6% of revenue from Asia-Pacific and EMEA regions, which will continue to be a growth area going forward



Stats

Sales:	\$3,703mm
EBITDA:	\$1,322mm
EBITDA %:	35.7%
'21 Stock %:	36.4%
YTD Mar '22 Stock %:	-27.7%

- **Teradyne** manufactures automatic test systems used to test semiconductors, wireless products, data storage, and complex electronics systems
- **Stock return of -1.4%:** projected 1H 2022 sales contraction
- The industrial automation, semiconductor test, wireless test, and system test segments grew 65.7%, 45.2%, 36.5%, 29.2%, respectively
- The company anticipates a slower technology transition of one of its major end markets, resulting in lower system-on-chip test demand in 2022 before ramping in 2023

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Top Stock Performers (Jan 2021 – Mar 2022): Automation & Controls Engineered Components



Stats
Sales: \$4,810mm
EBITDA: \$801mm
EBITDA %: 16.7%
'21 Stock %: 58.9%
YTD Mar '22 Stock %: -0.9%

- **Carlisle Companies** offers diversified solutions through its construction materials, interconnect technologies, and fluid technologies divisions
- **Stock return of 57.5%:** record revenues in Q4 2021; increasing orders; price leadership
- The construction materials, fluid technologies, and interconnect technologies segments grew 28.1%, 17.8%, and -6.0%, respectively
- The company's continuous pipeline of demand for re-roofing and energy efficient construction material products drove growth
- Henry integration exceeding expectations with synergies tracking above initial \$30 million target



Stats
Sales: \$3,180mm
EBITDA: \$583mm
EBITDA %: 18.3%
'21 Stock %: 31.0%
YTD Mar '22 Stock %: 6.4%

- **Crane Co.** manufactures high precision technologies for the aerospace & electronics, process flow technologies, payment & merchandising technologies, and engineered materials markets
- **Stock return of 39.4%:** record 2021 performance; maintenance of all strategic growth initiatives during pandemic; high growth in the chemical, pharmaceutical, and general industrial markets
- The process flow technologies and payment & merchandising segments grew 19.0% and 21.8%, respectively
- Record free cash flow of \$415 million
- Record adjusted EPS and operating margin



Stats
Sales: \$29,453mm
EBITDA: \$10,336mm
EBITDA %: 35.1%
'21 Stock %: 48.1%
YTD Mar '22 Stock %: -10.8%

- **DanaHER Corporation** is a global science and technology innovator with 20+ operating companies and segments in life sciences, diagnostics, water quality, and product identification
- **Stock return of 32.0%:** 59.0% EPS growth, strong order growth exceeding revenue
- The life sciences and diagnostics segments grew 41.4% and 33.0%, respectively
- The company deployed \$11 billion of capital towards acquisitions of 14 companies and increased its R&D spend by 30.0% in 2021
- In 2021, operating cash flow increased 34.5% compared to 2020

Top Stock Performers (Jan 2021 – Mar 2022): Semiconductor Device & Capital Equipment



Stats
Sales: \$24,172mm
EBITDA: \$8,164mm
EBITDA %: 33.8%
'21 Stock %: 82.3%
YTD Mar '22 Stock %: -16.2%

- **Applied Materials** provides semiconductor capital equipment, integrated solutions to optimize fab performance and productivity, and products for manufacturing LCD, OLED, and other displays
- **Stock return of 52.7%:** strong wafer fab equipment demand with a focus on foundry / logic; record semiconductor systems revenue; high growth in e-beam and wafer inspection
- The semiconductor systems and applied global services segments grew 42.9% and 20.1%, respectively
- Demand for advanced electronics, smartphones, and computers drove growth within the semiconductor systems segment



Stats
Sales: \$8,166mm
EBITDA: \$3,512mm
EBITDA %: 43.0%
'21 Stock %: 66.1%
YTD Mar '22 Stock %: -14.9%

- **KLA Corporation** develops inspection and metrology equipment for process control and process-enabling solutions for manufacturing semiconductor wafers, ICs, PCBs, and flat panel displays
- **Stock return of 41.4%:** record returns to shareholders through dividends and share repurchases totaling \$2+ billion; strong wafer fab equipment demand; strong operating leverage
- The semiconductor process control, PCB, display & component inspection, and specialty semiconductor process segments grew 31.3%, 14.0%, and 13.4%, respectively
- Wafer inspection growth from broadband plasma, laser scanning, unpatterned bare wafer inspection, macro inspection, and e-beam products



Stats
Sales: \$12,761mm
EBITDA: \$3,433mm
EBITDA %: 26.9%
'21 Stock %: 33.3%
YTD Mar '22 Stock %: -10.8%

- **STMicroelectronics** provides technologies that enable smarter mobility, more efficient power and energy management, and the wide-scale deployment of the Internet of Things and 5G technology
- **Stock return of 18.9%:** smartphone demand growth due to 5G adoption; strong volume demand growth; gross margin increase due to improved manufacturing efficiency
- The automotive & discrete, microcontrollers & digital ICs, and analog, MEMS & sensors segments grew 32.5%, 24.3%, and 18.8%, respectively
- The company plans to invest approximately \$3.4-3.6 billion in capital expenditures to further increase production capacity and to support strategic initiatives, including the first industrialization line of a new 300mm wafer fab in Agrate, Italy

M&A and Strategic Commentary from Select Industrial & Industrial Technology Executives



"We are also deploying our capital and strategic acquisitions, adding to our portfolio of market-leading industrial technology businesses and driving excellent returns for our shareholders. We had a record year of capital deployment in 2021, deploying approximately \$2 billion on the acquisition of six businesses." (Dave Zapico, Executive Vice President & CEO, 2/3/22)



"We generated operating and free cash flow of \$1.5 billion and \$1.2 billion, respectively, again, excellent confirmations of the company's superior execution and disciplined working capital management. We also put that cash to work with our acquisition program that created great value in 2021 with 7 new companies added to the Amphenol family. MTS Sensors, Halo, Positronic, El-Cab, Unlimited Services, Cablecon, and Euromicron, have collectively expanded our position across a broad array of technologies and markets while bringing outstanding and talented individuals into the Amphenol family and thereby strengthening our organization." (Adam Norwitt, CEO, 1/26/22)



"Starting at a high level, as you've seen over the years, we are actively looking for acquisitions to support our continued drive for profitable growth. In addition, we will not shy away from occasionally pruning businesses or product lines that do not meet our long-term objectives. We're looking for businesses to support our overall long-term growth in sales, profitability and free cash flow, which in turn supports our capital allocation strategy to drive long-term shareholder value." (Lynn Bamford, President & CEO, 2/24/22)



"We deployed \$11 billion of capital towards acquisitions, closing 14 deals across all four of our platforms. The largest acquisition, Aldevron, joined our Life Sciences segment in August, providing a fantastic beachhead for us in the important frontier of genomic medicine. It's just a great example of how we're using strategic M&A to enhance our capability and bring greater value to our customers." (Rainer Blair, President & CEO, 1/27/22)



"Last year, we deployed \$1.1 billion into nine highly synergistic bolt-on acquisitions including two larger deals, Acme and RegO, which we closed in December. All these acquisitions enhance our portfolio by increasing our exposure to markets with structural demand, growth, outlook. Our pipeline, and acquisition capacity remains strong and we expect to remain active on this front in 2022." (Richard Tobin, President & CEO, 1/27/22)



"On acquisitions, we feel really good about our pipeline. We continue to have very good conversations, and we are actively pursuing our pipeline as we always do. We will remain financially and strategically disciplined with a focus on test and inspection, medical, and potentially adjacent markets to our core products. Our acquisition pipeline has healthy, good activity, but what we act on depends on what comes to the marketplace. You can expect us to remain disciplined." (Sundaram Nagarajan, President & CEO, 12/16/21)



"We continue to align our capital allocation towards our strategic priorities. The reduction in this year's free cash flow is a function of accelerated organic investments towards our strategic priorities. We acquired new companies for a total consideration of CHF214 million." (Dominik de Daniel, CFO, 1/27/22)



"I think in our industrial segment, where we can strengthen our medical position as well as the factory automation space, we have bolt-on opportunity that ties into our total TE capital philosophy." (Terrence Curtin, CEO & Executive Director, 11/9/21)



"We are – at the present time – pursuing bolt-on acquisitions, but in the long term we would also look at larger acquisitions that go beyond a couple of billion dollars. Even currently, we can look at larger acquisitions because they take 10 months to a year to close. Having said all of that, our longer-term leverage ratio is somewhere between 1.5 to 2.5. So if we get down to 2.5 or less by the end of 2022, we'll be in good shape to close on large acquisitions." (Robert Mehrabian, Chairman, President, & CEO, 1/27/22)

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Public Company Comparable Analysis: Industrial & Industrial Technology

COMPANY (Data as of 3/31/22)	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA			
	Price 3/31/2022	2021 % Change	YTD % Change	Market Value (\$mm)	Enterprise Value (\$mm)	LTM Gross % Margin	LTM EBITDA % Margin	EV / Rev LTM	EV / EBITDA LTM	2022E	P / E 2022
Connectivity											
AMETEK, Inc.	133.18	21.6%	-9.4%	30,787.3	33,161.3	34.5%	28.9%	5.98x	20.7x	18.7x	24.7x
Amphenol Corporation	75.35	33.8%	-13.8%	45,130.1	49,016.7	31.3%	23.6%	4.51x	19.1x	17.5x	27.6x
Aptiv PLC	119.71	26.6%	-27.4%	32,431.3	33,969.3	15.6%	12.7%	2.18x	17.2x	13.4x	30.3x
Belden Inc.	55.40	56.9%	-15.7%	2,492.5	3,395.1	36.0%	15.5%	1.41x	9.1x	8.4x	10.7x
CalAmp Corp.	7.31	-28.8%	3.5%	262.5	380.5	42.0%	6.0%	1.23x	20.3x	21.0x	N.M.
Carlisle Companies Incorporated	245.92	58.9%	-0.9%	12,766.4	15,457.8	27.5%	16.7%	3.21x	19.3x	12.9x	17.1x
CommScope	7.88	-17.6%	-28.6%	1,629.7	12,035.3	31.3%	12.0%	1.40x	11.7x	9.9x	4.9x
Digi International Inc.	21.52	30.0%	-12.4%	753.1	1,013.5	55.8%	15.1%	3.17x	21.0x	13.3x	13.8x
discoverIE Group plc	10.36	50.7%	-25.4%	985.1	1,147.3	34.8%	9.1%	1.73x	18.9x	15.6x	26.2x
Huber+Suhner AG	94.15	20.9%	-1.3%	1,817.7	1,582.4	38.2%	15.3%	1.68x	11.0x	11.5x	21.6x
Methode Electronics, Inc.	43.25	28.4%	-12.0%	1,597.2	1,678.7	24.4%	16.1%	1.43x	8.9x	7.9x	12.6x
Smiths Group plc	19.09	4.0%	-10.7%	7,315.1	7,048.3	38.8%	18.7%	2.09x	11.2x	10.2x	18.5x
Spectris plc	34.16	28.5%	-31.0%	3,784.7	3,650.7	57.2%	16.7%	2.05x	12.3x	10.0x	16.1x
TE Connectivity Ltd.	130.98	33.3%	-18.8%	42,643.8	45,810.8	32.7%	23.5%	3.01x	12.8x	11.9x	17.9x
Overall Group Mean		24.8%	-14.6%	13,171.2	14,953.4	35.7%	16.4%	2.51x	15.2x	13.0x	18.6x
Overall Group Median		28.5%	-13.1%	3,138.6	5,349.5	34.6%	15.8%	2.07x	15.0x	12.4x	17.9x
Overall Group Max		58.9%	3.5%	45,130.1	49,016.7	57.2%	28.9%	5.98x	21.0x	21.0x	30.3x
Overall Group Min		-28.8%	-31.0%	262.5	380.5	15.6%	6.0%	1.23x	8.9x	7.9x	4.9x
Testing, Inspection, Certification & Compliance											
ALS Limited	10.05	28.5%	5.7%	4,862.6	5,518.3	29.7%	22.2%	3.76x	16.9x	13.3x	24.6x
Applus Services, S.A.	8.31	-16.6%	-9.6%	1,185.8	2,116.6	34.9%	12.8%	1.01x	7.9x	6.2x	9.7x
Bureau Veritas SA	28.82	24.8%	-13.2%	13,029.8	14,737.3	30.5%	18.1%	2.50x	13.8x	12.0x	22.7x
Eurofins Scientific SE	99.88	47.6%	-19.3%	20,640.1	23,159.3	28.5%	26.0%	2.91x	11.2x	13.8x	23.8x
Intertek Group plc	68.67	-1.3%	-9.9%	11,064.0	12,454.6	55.8%	22.4%	3.25x	14.5x	13.0x	23.8x
Mistras Group, Inc.	6.61	-4.3%	-11.0%	195.3	431.6	32.5%	7.9%	0.64x	8.1x	6.4x	13.4x
SGS SA	2,797.29	10.8%	-16.3%	20,956.4	23,575.6	44.1%	19.7%	3.36x	17.1x	13.6x	26.6x
Transcat, Inc.	81.14	166.5%	-12.2%	610.3	655.4	28.2%	12.1%	3.31x	27.3x	22.8x	51.7x
Overall Group Mean		32.0%	-10.7%	9,068.0	10,331.1	35.5%	17.7%	2.59x	14.6x	12.6x	24.5x
Overall Group Median		17.8%	-11.6%	7,963.3	8,986.5	31.5%	18.9%	3.08x	14.2x	13.2x	23.8x
Overall Group Max		166.5%	5.7%	20,956.4	23,575.6	55.8%	26.0%	3.76x	27.3x	22.8x	51.7x
Overall Group Min		-16.6%	-19.3%	195.3	431.6	28.2%	7.9%	0.64x	7.9x	6.2x	9.7x
Analytical Instrumentation											
AMETEK, Inc.	133.18	21.6%	-9.4%	30,787.3	33,161.3	34.5%	28.9%	5.98x	20.7x	18.7x	24.7x
Badger Meter, Inc.	99.71	13.3%	-6.4%	2,916.5	2,835.5	40.7%	21.1%	5.61x	26.6x	24.9x	45.9x
Bruker Corporation	64.30	55.0%	-23.4%	9,694.7	9,952.2	50.2%	21.3%	4.12x	19.3x	17.3x	28.0x
Cognex Corporation	77.15	-3.1%	-0.8%	13,415.8	13,117.7	73.3%	32.3%	12.65x	39.1x	33.7x	43.3x
ESCO Technologies Inc.	69.92	-12.8%	-22.3%	1,817.4	2,012.8	37.8%	17.1%	2.76x	16.1x	12.5x	21.9x
FARO Technologies, Inc.	51.92	-0.9%	-25.8%	945.3	847.7	54.4%	3.6%	2.51x	68.8x *	19.7x	39.3x
Fortive Corporation	60.93	7.7%	-20.1%	21,877.9	25,206.9	57.3%	24.4%	4.80x	19.6x	16.9x	19.8x
Hexagon AB (publ)	14.21	22.0%	-10.5%	38,324.9	41,100.3	64.5%	33.4%	8.00x	24.0x	19.7x	29.1x
Illinois Tool Works Inc.	209.40	21.1%	-15.2%	65,526.9	71,881.9	41.3%	27.0%	4.97x	18.4x	16.7x	23.0x
Nordson Corporation	227.08	27.0%	-11.0%	13,157.1	13,930.2	56.2%	31.1%	5.70x	18.3x	17.4x	24.7x
Oxford Instruments plc	27.74	30.7%	-22.1%	1,597.6	1,522.5	51.7%	18.1%	3.19x	17.7x	15.3x	23.3x
Roper Technologies, Inc.	472.23	14.1%	-4.0%	49,868.8	57,671.4	67.8%	38.3%	9.98x	26.1x	24.3x	30.5x
Spectris plc	34.16	28.5%	-31.0%	3,784.7	3,650.7	57.2%	16.7%	2.05x	12.3x	10.0x	16.1x
Teledyne Technologies Incorporated	472.63	11.5%	8.2%	22,305.7	26,098.0	40.0%	22.4%	5.66x	25.2x	19.5x	26.4x
Overall Group Mean		16.8%	-13.9%	19,715.8	21,642.1	51.9%	24.0%	5.57x	21.8x	19.1x	28.3x
Overall Group Median		17.6%	-13.1%	13,286.5	13,524.0	53.1%	23.4%	5.29x	19.6x	18.0x	25.5x
Overall Group Max		55.0%	8.2%	65,526.9	71,881.9	73.3%	38.3%	12.65x	39.1x	33.7x	45.9x
Overall Group Min		-12.8%	-31.0%	945.3	847.7	34.5%	3.6%	2.05x	12.3x	10.0x	16.1x
Electronics Testing											
Astronics Corporation	12.93	-9.3%	7.7%	407.6	562.4	12.3%	-2.5%	1.26x	N.M.	15.1x	N.M.
Cohu, Inc.	29.60	-0.2%	-22.3%	1,437.5	1,202.5	43.6%	20.4%	1.36x	6.7x	6.5x	10.6x
FormFactor, Inc.	42.03	6.3%	-8.1%	3,292.4	3,079.6	42.4%	19.1%	4.00x	20.9x	16.0x	23.4x
Fortive Corporation	60.93	7.7%	-20.1%	21,877.9	25,206.9	57.3%	24.4%	4.80x	19.6x	16.9x	19.8x
Keysight Technologies, Inc.	157.97	56.3%	-23.5%	28,746.6	28,783.6	63.2%	28.4%	5.74x	20.3x	17.4x	22.1x
National Instruments Corporation	40.59	-0.6%	-7.1%	5,359.4	5,491.9	71.4%	15.1%	3.74x	24.8x	16.7x	19.1x
Teradyne, Inc.	118.23	36.4%	-27.7%	19,202.6	17,886.9	59.6%	35.7%	4.83x	13.5x	16.3x	24.6x
Viavi Solutions Inc.	16.08	17.7%	-8.7%	3,698.6	3,778.4	62.3%	19.9%	3.01x	15.1x	11.6x	17.3x
Overall Group Mean		14.3%	-13.7%	10,502.8	10,749.0	51.5%	20.1%	3.59x	17.3x	14.6x	19.5x
Overall Group Median		7.0%	-14.4%	4,529.0	4,635.2	58.4%	20.1%	3.87x	19.6x	16.2x	19.4x
Overall Group Max		56.3%	7.7%	28,746.6	28,783.6	71.4%	35.7%	5.74x	24.8x	17.4x	24.6x
Overall Group Min		-9.3%	-27.7%	407.6	562.4	12.3%	-2.5%	1.26x	6.7x	6.5x	10.6x

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Public Company Comparable Analysis: Industrial & Industrial Technology (cont'd)

COMPANY (Data as of 3/31/22)	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA			
	Price 3/31/2022	2021 % Change	YTD % Change	Market Value (\$mm)	Enterprise Value (\$mm)	LTM Gross % Margin	LTM EBITDA % Margin	EV / Rev LTM	EV / EBITDA LTM	2022E	P / E 2022
Automation & Controls Engineered Components											
ABB Ltd	32.76	37.1%	-14.4%	63,202.3	64,832.3	33.0%	15.9%	2.24x	14.1x	14.0x	21.6x
Altra Industrial Motion Corp.	38.93	-7.0%	-24.5%	2,532.8	3,750.7	35.6%	19.2%	1.97x	10.3x	9.0x	11.7x
AMETEK, Inc.	133.18	21.6%	-9.4%	30,787.3	33,161.3	34.5%	28.9%	5.98x	20.7x	18.7x	24.7x
Barnes Group Inc.	40.19	-8.1%	-13.7%	2,037.4	2,567.4	36.1%	19.2%	2.04x	10.6x	9.4x	17.9x
Carlisle Companies Incorporated	245.92	58.9%	-0.9%	12,766.4	15,457.8	27.5%	16.7%	3.21x	19.3x	12.9x	14.0x
Crane Co.	108.28	31.0%	6.4%	6,158.9	6,597.3	39.0%	18.3%	2.07x	11.3x	9.6x	14.9x
Curtiss-Wright Corporation	150.16	19.2%	8.3%	5,771.0	6,813.2	37.2%	21.2%	2.72x	12.8x	12.3x	18.4x
Danaher Corporation	293.33	48.1%	-10.8%	209,993.4	233,957.4	61.3%	35.1%	7.94x	22.6x	21.7x	28.0x
Dover Corporation	156.90	43.8%	-13.6%	22,610.3	25,535.9	37.7%	20.2%	3.23x	15.9x	14.0x	18.3x
Eaton Corporation plc	151.76	43.8%	-12.2%	60,638.7	69,201.7	32.3%	17.5%	3.53x	20.1x	16.4x	20.2x
Enerpac Tool Group Corp.	21.89	-10.3%	7.9%	1,325.5	1,367.0	45.4%	15.4%	2.46x	15.9x	14.5x	24.7x
Honeywell International Inc.	194.58	-2.0%	-6.7%	133,381.0	143,169.0	32.0%	25.3%	4.16x	16.5x	15.5x	22.4x
Hubbell Incorporated	183.77	32.8%	-11.8%	9,959.6	11,205.5	27.5%	16.1%	2.67x	16.6x	14.3x	19.8x
IDEX Corporation	191.73	18.6%	-18.9%	14,591.6	14,992.2	44.7%	27.7%	5.42x	19.6x	18.0x	25.2x
Illinois Tool Works Inc.	209.40	21.1%	-15.2%	65,526.9	71,881.9	41.3%	27.0%	4.97x	18.4x	16.7x	23.0x
ITT Inc.	75.21	32.7%	-26.4%	6,415.4	6,064.4	32.5%	19.9%	2.19x	11.0x	9.9x	17.1x
Keyence Corporation	471.45	11.7%	-24.9%	114,338.9	106,925.1	82.5%	56.4%	16.51x	29.3x	27.9x	41.3x
Moog Inc.	87.80	2.1%	8.4%	2,809.8	3,578.6	26.9%	11.2%	1.24x	11.1x	8.9x	16.1x
Parker-Hannifin Corporation	283.76	16.8%	-10.8%	36,456.8	44,432.2	28.0%	21.5%	2.91x	13.5x	12.3x	15.3x
Rockwell Automation, Inc.	280.03	39.1%	-19.7%	32,538.4	36,771.1	41.2%	19.0%	5.04x	26.5x	19.7x	25.2x
Sensata Technologies	50.85	17.0%	-17.6%	8,015.8	10,602.0	33.9%	23.3%	2.77x	11.9x	10.4x	13.0x
Siemens Aktiengesellschaft	139.59	20.9%	-19.6%	111,729.6	161,010.8	36.5%	13.8%	2.10x	15.3x	12.4x	13.7x
Smiths Group plc	19.09	4.0%	-10.7%	7,315.1	7,048.3	38.8%	18.7%	2.09x	11.2x	10.2x	18.6x
The Timken Company	60.70	-10.4%	-12.4%	4,539.6	5,877.1	26.8%	17.3%	1.42x	8.2x	7.6x	11.6x
Overall Group Mean		20.1%	-11.0%	40,226.8	45,283.3	38.0%	21.9%	3.79x	16.0x	14.0x	19.9x
Overall Group Median		20.1%	-12.3%	13,679.0	15,225.0	35.8%	19.2%	2.75x	15.6x	13.5x	18.5x
Overall Group Max		58.9%	8.4%	209,993.4	233,957.4	82.5%	56.4%	16.51x	29.3x	27.9x	41.3x
Overall Group Min		-10.4%	-26.4%	1,325.5	1,367.0	26.8%	11.2%	1.24x	8.2x	7.6x	11.6x
Semiconductor Device & Capital Equipment											
Applied Materials, Inc.	131.80	82.3%	-16.2%	116,431.4	116,451.4	47.7%	33.8%	4.82x	14.3x	12.5x	15.3x
Analog Devices, Inc.	165.18	19.0%	-6.0%	86,441.2	90,904.4	61.0%	40.8%	10.77x	26.4x	16.2x	19.2x
KLA Corporation	366.06	66.1%	-14.9%	55,170.9	55,897.8	60.8%	43.0%	6.85x	15.9x	12.7x	16.3x
Lam Research Corporation	537.61	52.3%	-25.2%	74,996.7	74,661.9	46.3%	33.5%	4.52x	13.5x	12.0x	15.8x
MACOM Technology Solutions Holdings, Inc.	59.87	42.3%	-23.5%	4,172.2	4,297.0	57.6%	26.4%	6.95x	26.4x	17.9x	21.0x
Microchip Technology Incorporated	75.14	26.1%	-13.7%	41,777.1	49,365.1	64.5%	42.8%	7.66x	17.9x	13.9x	14.6x
NXP Semiconductors N.V.	185.08	43.2%	-18.7%	48,590.6	56,816.6	54.8%	34.6%	5.14x	14.8x	10.8x	14.3x
STMicroelectronics N.V.	43.98	33.3%	-10.8%	39,784.5	39,074.5	41.7%	26.9%	3.06x	11.4x	8.3x	13.4x
Semtech Corporation	69.34	23.4%	-22.0%	4,445.1	4,347.4	62.9%	23.7%	5.87x	24.7x	15.1x	20.5x
Silicon Laboratories Inc.	150.20	62.1%	-27.2%	5,731.6	4,172.2	59.0%	4.1%	5.79x	140.4x *	23.2x	57.9x
Texas Instruments Incorporated	183.48	14.8%	-2.6%	169,329.6	167,796.6	67.5%	54.1%	9.15x	16.9x	15.1x	20.2x
Overall Group Mean		42.3%	-16.5%	58,806.4	60,344.1	56.7%	33.1%	6.41x	18.2x	14.3x	20.8x
Overall Group Median		42.3%	-16.2%	48,590.6	55,897.8	59.0%	33.8%	5.87x	16.4x	13.9x	16.3x
Overall Group Max		82.3%	-2.6%	169,329.6	167,796.6	67.5%	54.1%	10.77x	26.4x	23.2x	57.9x
Overall Group Min		14.8%	-27.2%	4,172.2	4,172.2	41.7%	4.1%	3.06x	11.4x	8.3x	13.4x
Overall											
Overall Group Mean		24.1%	-13.1%	28,219.0	30,779.3	43.8%	22.2%	4.10x	17.1x	14.7x	21.4x
Overall Group Median		21.6%	-13.2%	12,766.4	13,117.7	40.7%	20.2%	3.23x	16.7x	14.0x	20.2x
Overall Group Max		166.5%	8.4%	209,993.4	233,957.4	82.5%	56.4%	16.51x	39.1x	33.7x	57.9x
Overall Group Min		-28.8%	-31.0%	195.3	380.5	12.3%	-2.5%	0.64x	6.7x	6.2x	4.9x

Representative M&A Transactions in Industrial & Industrial Technology

Date	Target	Acquiror	Enterprise Value (\$mm)	EV / Revenue	EV / EBITDA
Announced	CMC Materials, Inc. (NAS:CCMP)	Entegris, Inc. (NAS:ENTG)	\$6,500.0	5.4x	18.3x
Announced	Meggitt PLC (LSE: MGGT)	Parker-Hannifin Corporation (NYSE:PH)	8,772.5	4.8x	29.9x
Announced	Rogers Corporation (NYSE:ROG)	DuPont de Nemours, Inc. (NYSE:DD)	5,200.0	5.5x	23.4x
4/5/2022	SPX FLOW, Inc. (NYSE: FLOW)	Lone Star Funds	3,800.0	2.5x	18.4x
8/31/2021	Plex Systems, Inc.	Rockwell Automation, Inc. (NYSE:ROK)	2,205.5	14.7x	--
8/30/2021	Dialog Semiconductor Plc (NAS:DLGS)	Renesas Electronics Corporation (TSE:6723)	5,699.6	3.8x	19.5x
5/14/2021	FLIR Systems, Inc. (NAS: FLIR)	Teledyne Technologies, Inc. (NYSE:TDY)	8,155.9	4.2x	17.3x
4/29/2021	Abaco Systems Inc.	AMETEK, Inc. (NYSE:AME)	1,350.0	4.2x	--
3/17/2021	Tripp Lite	Eaton Corporation plc (NYSE:ETN)	1,650.0	4.1x	11.0x
2/12/2021	Cobham Aerospace Connectivity	TransDigm Group, Inc. (NYSE:TDG)	965.0	4.3x	--

Select Transaction Notes

Target	Acquiror	Notes
 CMC MATERIALS		<ul style="list-style-type: none"> CMC Materials broadens Entegris' electronic materials offerings and streamlines solutions in the fab environment and across the supply chain The acquisition increases Entegris' semiconductor manufacturing recurring revenue from 70% to 80% and expands its suite of chemical mechanical planarization solutions
		<ul style="list-style-type: none"> Meggitt has a strong presence in aerospace & defense motion and control technologies The acquisition approximately doubles Parker-Hannifin's aerospace systems segment The acquisition enables Parker-Hannifin to grow the next-generation of civil and military aerospace programs and to invest in R&D to develop new technologies
		<ul style="list-style-type: none"> Rogers joins DuPont's electronics & industrial business and complements the company's existing applied material science capabilities DuPont's capabilities will support Rogers' long term growth in the EV / HEV, ADAS, and other markets
		<ul style="list-style-type: none"> SPX Flow accepted Lone Star Fund's offer as a part of a broad investment process following the rejection of an unsolicited offer from Ingersoll Rand The per-share offer represents a 40% premium to SPX Flow's 7/16/21 closing price The transaction closed 4/5/22
		<ul style="list-style-type: none"> Plex is expected to accelerate Rockwell Automation's annual recurring revenue goal by two years through its SaaS, cloud-native smart manufacturing platform The acquisition will drive faster time to value for Rockwell Automation's customers
		<ul style="list-style-type: none"> Dialog Semiconductor improves Renesas' performance and efficiency in high-computing electronic systems through its analog and mixed signal products Renesas anticipates approximately \$200 million of revenue growth from cross-selling and combinations of embedded computing, analog, power, and connectivity products
		<ul style="list-style-type: none"> FLIR and Teledyne Technologies both provide sensors, cameras, and sensor systems with minimal direct product or customer overlap The combined entity will provide an array of X-ray and infrared spectrum imaging technologies, ranging from components to complete imaging systems
		<ul style="list-style-type: none"> Abaco's computing and electronic solutions will expand AMETEK's aerospace & defense offerings Abaco will add ~ \$325 million of revenue to AMETEK's electronic instruments group
		<ul style="list-style-type: none"> Tripp Lite expands Eaton's power quality business capabilities in edge computing, distributed IT, and single-phase UPS systems Eaton focuses on power management for electrical and mechanical power
		<ul style="list-style-type: none"> Cobham Aerospace Connectivity rebranded as Chelton in May 2021 The acquisition adds approximately \$225 million of revenue to TransDigm's platform Chelton provides highly engineered antennas and radios for helicopters and aircrafts

Source: Financial data from S&P Capital IQ, transaction press releases.

Select Industrial & Industrial Technology M&A Transactions

Date	Target (Seller)	Acquiror	Target Business Description
Announced	Barry Industries	Vishay Intertechnology (NYSE:VSH)	Barry Industries is a manufacturer of semiconductor packaging and resistive components
Announced	CMC Materials, Inc. (NAS:CCMP)	Entegris, Inc. (NAS:ENTG)	CMC Materials is a supplier of consumable materials to semiconductor and pipeline manufacturers
Announced	EXFO Inc.	Viavi Solutions Inc. (NAS:VIAV)	EXFO is a provider of test, monitoring, and analytics solutions
Announced	Meggitt PLC (LSE: MGGT)	Parker-Hannifin Corporation (NYSE:PH)	Meggitt is a manufacturer of ice protection, flight display, brake, tire, and engine monitoring products
Announced	Rogers Corporation (NYSE:ROG)	DuPont de Nemours, Inc. (NYSE:DD)	Rogers Corporation is a manufacturer of advanced electronics and elastomeric material solutions
Announced	Ultra Electronics (LSE:ULE)	Cobham (Advent International)	Ultra Electronics is a provider of electronic and software technologies for the aerospace & defense, security and cyber, transport, and energy markets
4/19/2022	Omega Engineering (Spectris plc (LSE: SXS))	Arcline Investment Management	Omega Engineering is a provider of sensing, control, and monitoring technologies
4/5/2022	SPX FLOW, Inc. (NYSE: FLOW)	Lone Star Funds	SPX FLOW, Inc. is a manufacturer of flow process technology solutions
3/4/2022	Acal BFi UK Limited	H2 Equity Partners	Acal BFi is a European specialist electronic components distributor
2/23/2022	Tripwire (Belden Inc. (NYSE:BDC))	HelpSystems	Tripwire is a provider of file integrity monitoring ("FIM") solutions
1/18/2022	US Digital Designs, Inc.	Honeywell International Inc. (NAS:HON)	US Digital Designs is a developer of station alerting and semiconductor robots
1/11/2022	Wind River (TPG Capital)	Aptiv plc (NYSE:APTIV)	Wind River is a provider of software for mission-critical intelligent systems
1/5/2022	Royal Power Solutions Co.	Eaton Corporation plc (NYSE:ETN)	Royal Power Solutions is a manufacturer of high-precision electrical connectivity components
12/20/2021	Chilisin Electronics Corp.	Yageo Corporation (TWSE:2327)	Chilisin Electronics is a manufacturer of inductors, power transformers, RF components, and Ethernet transformer products
12/17/2021	NxEdge, Inc.	EnPro Industries, Inc. (NYSE:NPO)	NxEdge is a supplier of coating solutions for industrial thin-film, semiconductor, and solar energy applications
12/14/2021	Standard Hidráulica, SAU	H.I.G. Capital	Standard Hidráulica is a manufacturer of flow control systems
12/9/2021	Sendyne Corp	Sensata Technologies Holding plc (NYSE:ST)	Sendyne Corp is a manufacturer of computer chips and modules
12/1/2021	Halo Technology Group	Amphenol Corporation (NYSE:APH)	Halo Technology is a manufacturer of active and passive fiber optic interconnect components
12/1/2021	Test & Simulation Business of MTS Systems	Illinois Tool Works Inc. (NYSE:ITW)	The test and simulation business of MTS will join Illinois Tool Works' test & measurement and electronics segment with end markets in electronic subassemblies and microelectronics
12/1/2021	Paragon Energy Solutions, LLC (Argosy Capital)	Windjammer Capital	Paragon Energy Solutions is a provider of sensor, power management, control, HVAC, and flow components
11/29/2021	Atlanta Micro, Inc.	Mercury Systems, Inc. (NAS:MRCY)	Atlanta Micro is a manufacturer of broadband RF and microwave electrical components
11/1/2021	Ventus Holdings	Digi International Inc. (NAS:DGII)	Ventus Holdings is a provider of wireless LTE and fixed line networking equipment and monitoring services
11/1/2021	NDC Technologies Inc.	Nordson Corporation (NAS:NDSN)	NDC Technologies is a developer of process measurement and control instrumentation
10/22/2021	Automated Control Concepts Inc.	Sverica Capital Management	Automated Control Concepts Inc. is an Industry 4.0 technology solutions provider
10/22/2021	Antennas Business of Laird Connectivity	TE Connectivity Ltd. (NYSE:TEL)	The antennas business of Laird Connectivity is a provider of antenna solutions and accessories across IoT, public safety, WLAN and cellular
10/19/2021	NH Research, Inc.	National Instruments Corporation (NAS:NATI)	NH Research is a manufacturer of power test instruments and systems
10/4/2021	Paciwave, Inc.	HEICO (NYSE: HEI)	Paciwave is a manufacturer of RF and microwave components and subsystems
10/1/2021	NUVISAN GmbH	ALS Limited (ASX:ALQ)	NUVISAN is a provider of bioanalytical laboratory testing services
9/29/2021	RH Laboratories, Inc.	HEICO (NYSE:HEI)	RH Laboratories is a manufacturer of microwave components and sub-assemblies
9/28/2021	RMA Group Inc.	OceanSound Partners	RMA Group is a provider of materials testing, forensic engineering, and construction inspection services
9/22/2021	Summit Interconnect, Inc.	Lindsay Goldberg	Summit Interconnect is a manufacturer of printed circuit boards ("PCBs")
9/15/2021	The Espy Corporation	Dover Electronics (NYSE:DOV)	The Espy Corporation is a manufacturer of advanced electronic RF sensor systems
9/8/2021	ERNI Group AG	TE Connectivity Ltd. (NYSE:TEL)	ERNI Group is a manufacturer of connectors and assemblies
9/8/2021	Tango Systems, Inc.	Applied Materials, Inc. (NAS:AMAT)	Tango Systems is a developer of physical vapor deposition ("PVD") systems
9/3/2021	Technetics Group Houston	Edgewater Capital Partners	Technetics Group Houston is a provider of chemical etching services
9/2/2021	Antenova Limited	discoverIE Group plc (LSE:DSCV)	Antenova is a manufacturer of standard and custom antennas and RF antenna modules
9/2/2021	Beacon EmbeddedWorks	discoverIE Group plc (LSE:DSCV)	Beacon is a manufacturer of custom System on Module ("SOM") embedded computing boards
8/31/2021	Cal Opex Limited	Transcat (NAS:TRNS)	Cal Opex is a provider of calibration optimization and other technical solutions
8/31/2021	Plex Systems, Inc.	Rockwell Automation, Inc. (NYSE:ROK)	Plex Systems is a provider of cloud-delivered smart manufacturing solutions
8/31/2021	SEEPEx GmbH	Ingersoll Rand, Inc. (NYSE:IR)	SEEPEx is a manufacturer of progressive cavity pumps
8/30/2021	Dialog Semiconductor Plc (NAS:DLGS)	Renesas Electronics Corporation (TSE:6723)	Dialog Semiconductor Plc is a developer of standard and custom integrated circuits ("ICs")

Source: S&P Capital IQ, public company filings (10-Ks, 10-Qs), transaction press releases.

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Select Industrial & Industrial Technology M&A Transactions (cont'd)

Date	Target (Seller)	Acquiror	Target Business Description
8/17/2021	BEI Precision Systems & Space Company, Inc.	Quantic Electronics (Arcline Investment Management)	BEI Precision Systems & Space Company is a manufacturer of optical encoders and motion control components
8/4/2021	KCTL	Eurofins Scientific SE (ENXTPA:ERF)	KCTL is a provider of electronics, IT, and automotive testing and certification services
7/29/2021	ISA-Altanova Group Srl	ESCO Technologies, Inc. (NYSE:ESE)	ISA-Altanova Group is a manufacturer of diagnostic products and monitoring systems
7/26/2021	Keystone Electrical Manufacturing	Systems Control (Comvest Partners)	Keystone Electrical Manufacturing is a manufacturer of control systems
7/26/2021	Infrastructure & Automotive Business of Silicon Labs	Skyworks Solutions, Inc. (NAS:SWKS)	The division of Silicon Labs is a manufacturer of power / isolation, timing, and broadcast products
7/22/2021	DuctTesters, Inc.	Quality Built, LLC (Gallant Capital)	DuctTesters is a provider of sustainability consulting, engineering, testing, and inspection services
7/20/2021	Alliance Technical Group, LLC (Align Capital Partners)	Morgan Stanley Private Equity	Alliance Technical Group is a provider of source testing, emissions monitoring, and analytical services
7/15/2021	ZeroRPM, Inc.	Mission Critical Electronics, LLC. (Windjammer Capital)	ZeroRPM is a developer of anti-idling vehicle solutions and advanced energy storage and hybrid solutions
7/7/2021	Proant AB / Proant Asia Limited	Abrakon LLC (The Riverside Company)	Proant is a manufacturer of antennas for automatic meter reading and alarms
7/6/2021	Ctek, Inc.	Digi International Inc. (NAS:DGII)	Ctek is a provider of hardware and software for remote monitoring and industrial controls
7/1/2021	SemiDice, Inc.	Micross Components, Inc. (Behrman Capital)	SemiDice is a provider of silicon wafers processing services
7/1/2021	Anchor Semiconductor, Inc.	KLA Corporation (NAS:KLAC)	Anchor Semiconductor is a developer of semiconductor design for manufacturability ("DFM") software products
6/18/2021	S.J. Electro Systems, Inc.	Audax Private Equity	S.J. Electro Systems is a manufacturer of liquid level controls for the water / wastewater market
5/25/2021	Infinitum Electric, Inc.	Rockwell Automation, Inc. (NYSE:ROK)	Infinitum Electric is a manufacturer of electric motor and control products for the industrial and commercial markets
5/14/2021	FLIR Systems, Inc. (NAS:FLIR)	Teledyne Technologies, Inc. (NYSE:TDY)	FLIR Systems is a developer of sensors, camera, and sensor systems
5/12/2021	Philadelphia Mixing Solutions, Ltd.	SPX FLOW, Inc. (NYSE:FLOW)	Philadelphia Mixing Solutions is a manufacturer of fluid mixing equipment and process optimization solutions
4/30/2021	Nearfield Systems Inc.	AMETEK, Inc. (NYSE:AME)	Nearfield Systems is a manufacturer of antenna measurement and test systems
4/30/2021	Unlimited Services of Wisconsin, Inc.	Amphenol Corporation (NYSE:APH)	Unlimited Services of Wisconsin is a manufacturer of wire harness and cable assemblies
4/29/2021	Abaco Systems Inc.	AMETEK, Inc. (NYSE:AME)	Abaco Systems is a manufacturer of hardware and software products for automation and embedded computing
4/29/2021	Precise Automation, Inc.	Azenta, Inc. (NAS:AZTA)	Precise Automation is a developer of collaborative robots and automation subsystems
4/7/2021	MTS Systems Corporation (NAS: MTSC)	Amphenol Corporation (NYSE:APH)	MTS Systems is a developer of test systems, simulation and measurement systems, and sensors
4/5/2021	SMTc Corporation (NAS:SMTX)	H.I.G. Capital	SMTc Corporation is a provider of electronics manufacturing services for the aerospace & defense, industrial IoT, power, medical, semiconductors, telecom, and test & measurement markets
4/1/2021	Xirgo Technologies, LLC	Sensata Technologies, Inc. (NYSE:ST)	Xirgo Technologies is a developer of customized solutions for wireless machine-to-machine applications
4/1/2021	Fluid Flow Products Inc. (Bertram Capital)	KKR & Co. Inc. (NYSE:KKR)	Fluid Flow Products is a distributor of mission-critical flow control and industrial automation products
3/31/2021	Corning Optical Communications ApS	Amphenol Corporation (NYSE:APH)	Corning Optical Communications is a manufacturer of coaxial and RF connectors
3/31/2021	Qualus Power Services Corporation	New Mountain Capital	Qualus Power Services is a provider of electric power engineering and field services
3/29/2021	Magnetrol International, Incorporated	AMETEK, Inc. (NYSE:AME)	Magnetrol International is a provider of level and flow control solutions
3/26/2021	Iotek Systems, LLC	Digi International Inc. (NAS:DGII)	Iotek Systems, doing business as Haxiot, is a developer of low power wide area ("LPWA") solutions
3/17/2021	Tripp Lite	Eaton Corporation plc (NYSE:ETN)	Tripp Lite is a provider of WiFi and 4G LTE components, cables, and adapters
3/4/2021	EGS Automation GmbH	AMETEK, Inc. (NYSE:AME)	EGS Automation is a manufacturer of highly engineered, customized robotic solutions
3/2/2021	Infinite Electronics, LLC (Genstar Capital)	Warburg Pincus	Infinite Electronics is a manufacturer of RF components, assemblies, and wired and wireless connectivity solutions
3/1/2021	AEL Crystals LTD	Abrakon LLC (The Riverside Company)	AEL Crystals LTD is a distributor of frequency controlling crystals
2/12/2021	Cobham Aerospace Connectivity	TransDigm Group, Inc. (NYSE:TDG)	Cobham Aerospace Connectivity is a manufacturer of antennas and radios
1/31/2021	Sanjole Corp.	Keysight Technologies, Inc. (NYSE:KEYS)	Sanjole Corp. is a developer of wireless test and measurement equipment
1/29/2021	OTN Systems N.V.	Belden Inc. (NYSE:BDC)	OTN Systems N.V. is a manufacturer of mission-critical communications networks for industrial markets
1/27/2021	Positronic Industries, Inc.	Amphenol Corporation (NYSE:APH)	Positronic Industries is a manufacturer of electronic connectors
1/26/2021	TALUS, Inc.	Lam Research Corporation (NAS:LRCX)	TALUS is a provider of semiconductor equipment contract manufacturing and refurbishment services
1/9/2021	Applied Technical Services, Inc.	Odyssey Investment Partners	ATS is a provider of test and inspection services for the industrial, commercial, legal, medical, and other markets
1/8/2021	rms Connectors, Inc.	Bel Fuse Inc. (NAS:BELF.A)	rms Connectors, Inc. is a manufacturer of cylindrical electrical connectors for the military / aerospace market
1/1/2021	Analytical Technology, Inc.	Badger Meter, Inc. (NYSE:BMI)	Analytical Technology is a manufacturer of water quality instruments based on sensors

Source: S&P Capital IQ, public company filings (10-Ks, 10-Qs), transaction press releases.

INDUSTRIAL & INDUSTRIAL TECHNOLOGY SECTOR REVIEW

Strategic Profile: Amphenol Corporation (NYSE:APH)

Company Overview

- Amphenol designs, manufactures, and markets electrical, electronic and fiber optic connectors and interconnect systems, antennas, sensors and sensor-based products
- Amphenol operates through two segments: interconnect products & assemblies and cable products and solutions
- Amphenol completed seven acquisitions in 2021, expanding its capabilities across both of the company's segments

Amphenol

Select Transaction History

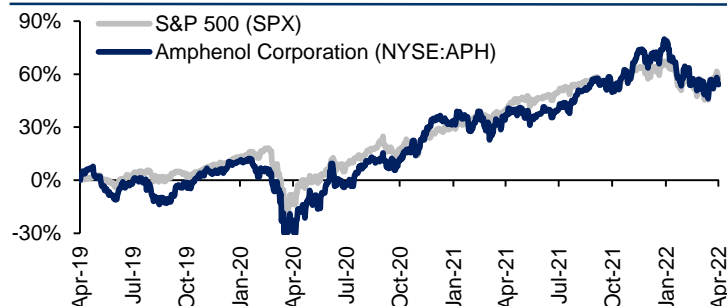
- December 2021 – **Halo Technology Group** – provider of optical connectivity solutions for enterprise, telecom, and government solutions. \$715.0 million purchase price
- January 2021 – **Positronic Industries, Inc.** – manufacturer of connectors including power, D-subminiature, circular, rectangular, fiber optic, hermetic, thermocouple, and application tooling

Public Market Overview (\$ in millions, except per share data)

Stock Price (as of 3/31/22)	\$75.35	
52 Week High / Stock Price %	88.45	85.2%
52 Week Low / Stock Price %	64.13	117.5%
Market Value	\$45,130.1	
Enterprise Value	\$49,016.7	

	2019	2020	2021	2022E
Revenues	\$8,225.4	\$8,598.9	\$10,876.3	\$11,880.5
% Growth	0.3%	4.5%	26.5%	9.2%
EBITDA	1,951.8	1,951.2	2,564.1	2,806.7
EBITDA Margin	23.7%	22.7%	23.6%	23.6%

3-Year Stock Price Performance



Strategic Profile: Eaton Corporation (NYSE:ETN)

Company Overview

- Eaton Corporation develops power management solutions for electrical, hydraulic, and mechanical applications across a wide variety of markets
- Eaton operates through five segments: electrical products, electrical systems and services, aerospace, vehicle, and eMobility
- Eaton experienced strong performance in 2021 driven by strong order growth and record backlogs, particularly in the electrical products and electrical systems and services segments

EATON

Select Transaction History

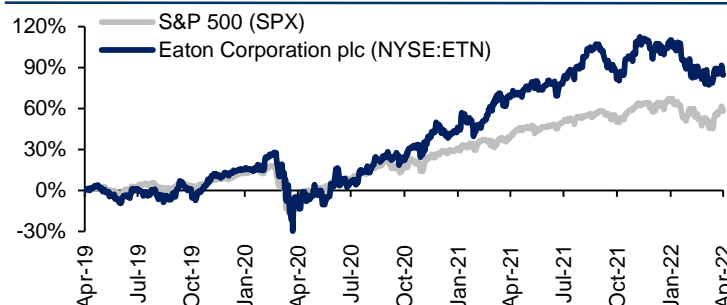
- January 2022 – **Royal Power Solutions** – manufacturer of high-precision connectivity components for electric vehicle, energy, and industrial markets. \$600.0 million purchase price; 13.6x EBITDA
- March 2021 – **Tripp Lite** – provider of connectivity components, cables, and adapters for industrial, healthcare, data center, and government. \$1.7 billion purchase price; 11.0x EBITDA

Public Market Overview (\$ in millions, except per share data)

Stock Price (as of 3/31/22)	\$151.76	
52 Week High / Stock Price %	175.72	86.4%
52 Week Low / Stock Price %	137.56	110.3%
Market Value	\$60,638.7	
Enterprise Value	\$69,201.7	

	2019	2020	2021	2022E
Revenues	\$21,390.0	\$17,858.0	\$19,628.0	\$20,468.8
% Growth	-1.0%	-16.5%	9.9%	4.3%
EBITDA	3,741.0	2,597.0	3,442.0	4,198.6
EBITDA Margin	17.5%	14.5%	17.5%	20.5%

3-Year Stock Price Performance



Strategic Profile: Illinois Tool Works (NYSE:ITW)

Company Overview

- Illinois Tool Works manufactures diversified industrial equipment to a wide variety of industries
- Illinois Tool Works operates through its seven divisions: automotive OEM, construction products, food equipment, polymers & fluids, specialty products, test & measurement and electronics, and welding
- The company's acquisition of MTS strategically enhances its product offerings and technical capabilities, and expands end market applications



Select Transaction History

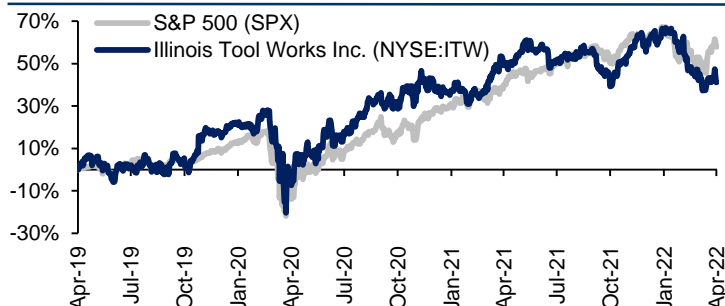
- December 2021 – **Test & Simulation Business of MTS Systems Corporation** – provider of testing and simulation services to a variety of industries, including civil engineering, materials, energy, rock & geomechanics, aerospace, and others. \$750 million purchase price

Public Market Overview (\$ in millions, except per share data)

Stock Price (as of 3/31/22)	\$209.40	
52 Week High / Stock Price %	249.81	83.8%
52 Week Low / Stock Price %	202.80	103.3%
Market Value	\$65,526.9	
Enterprise Value	\$71,881.9	

	2019	2020	2021	2022E
Revenues	\$14,109.0	\$12,574.0	\$14,455.0	\$15,791.3
% Growth	-4.5%	-10.9%	15.0%	9.2%
EBITDA	3,852.0	3,322.0	3,910.0	4,312.3
EBITDA Margin	27.3%	26.4%	27.0%	27.3%

3-Year Stock Price Performance



Strategic Profile: Teledyne Technologies Incorporated (NYSE:TDY)

Company Overview

- Teledyne Technologies manufactures and provides instrumentation, digital imaging, aerospace and defense electronics, and engineered systems
- Teledyne manufactures industrial products for aerospace & defense, factory automation, air & water quality, electronics design, oceanographic research, oil & gas, medical imaging, and pharmaceutical
- The company's acquisition of FLIR scales its sensors, cameras, and sensor systems product offerings to new customer end markets



Select Transaction History

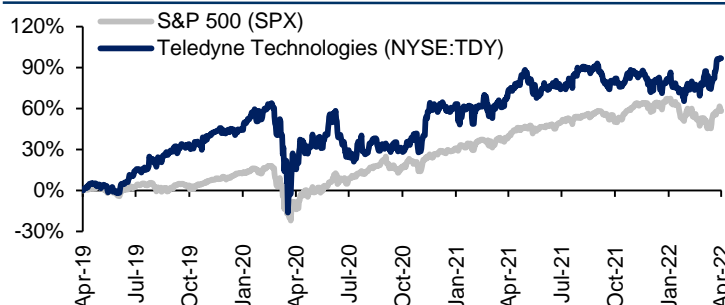
- May 2021 – **FLIR Systems, Inc.** – designer, manufacturer, and distributor of imaging systems and threat-detection solutions internationally. \$8.2 billion purchase price; 17.3x EBITDA

Public Market Overview (\$ in millions, except per share data)

Stock Price (as of 3/31/22)	\$472.63	
52 Week High / Stock Price %	478.09	98.9%
52 Week Low / Stock Price %	391.28	120.8%
Market Value	\$22,305.7	
Enterprise Value	\$26,098.0	

	2019	2020	2021	2022E
Revenues	\$3,163.6	\$3,086.2	\$4,614.3	\$5,515.9
% Growth	9.0%	-2.4%	49.5%	19.5%
EBITDA	614.8	629.2	1,033.7	1,335.2
EBITDA Margin	19.4%	20.4%	22.4%	24.2%

3-Year Stock Price Performance



New Platform Profile: Trexon (Audax Group)

Trexon

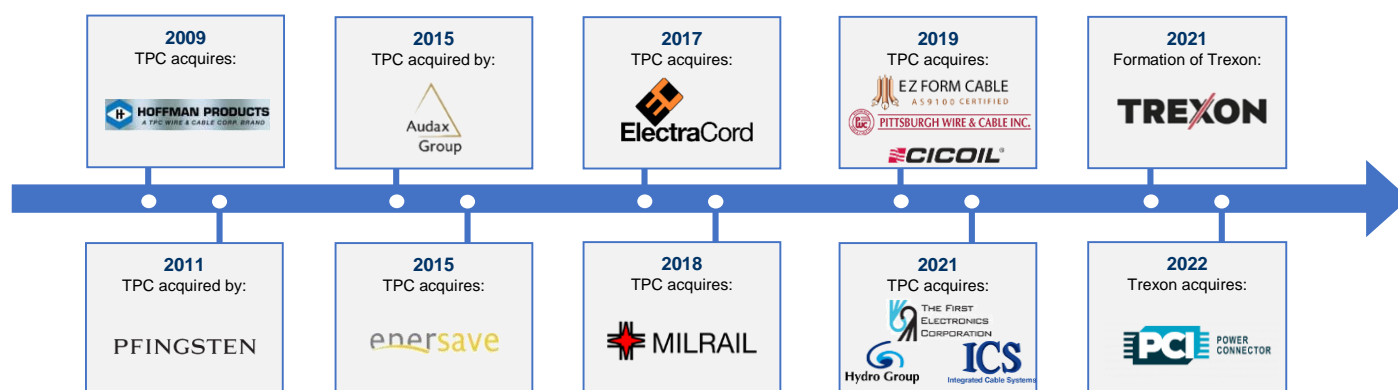
- Trexon is a producer of ruggedized wires, cables and interconnect assemblies for harsh industrial applications through its proprietary brands organized by industrial products and engineered products
- In addition to advanced products, Trexon manufactures custom design products that meet specific demands in the industrial and electronics industry
- Trexon was formed in Macedonia, OH in 2021 **TREXON**

Audax Group ("Audax")

- Audax is a private equity firm focused on investments in the industrial services & technologies, business services, consumer, financial services, healthcare, and software & technology sectors
- Audax has invested over \$8 billion in more than 150 platforms and over 1,050 add-on companies and is headquartered in Boston, MA



Private Equity and M&A History



New Platform Profile: Applied Technical Services (Odyssey Investment Partners)

Applied Technical Services, Inc. ("ATS")

- ATS is a provider of test and inspection services for the industrial, commercial, legal, medical, and other markets
- The company offers materials testing, environmental testing, chemical analysis, non-destructive testing, forensic and consulting engineering, and other services
- The company was founded in 1967 and is headquartered in Marietta, GA

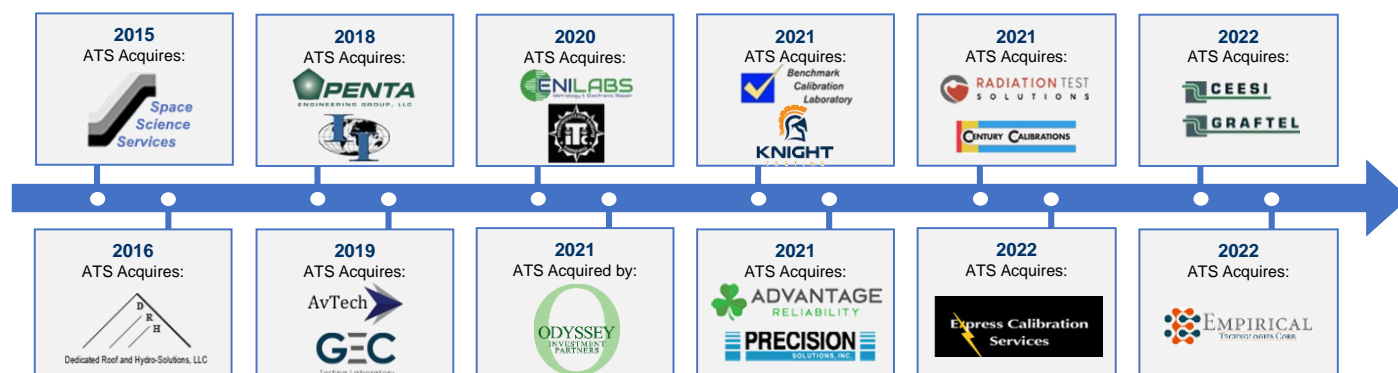


Odyssey Investment Partners ("Odyssey")

- Odyssey is a private equity firm that focuses its investments on the safety & testing, aerospace & defense, healthcare services, automated equipment, energy, industrial services, and packaging sectors
- The company has raised over \$8.2 billion since inception, deployed into 50+ platform companies
- The firm was founded in 1997 and is headquartered in New York, NY



Private Equity and M&A History



New Platform Profile: Infinite Electronics (Warburg Pincus)

Infinite Electronics ("Infinite")

- Infinite is a global supplier of readily available electronic components
- The company serves the high urgency, technical needs segment of the global RF and connectivity component markets through a broad selection of RF components and custom cable assembly capabilities
- The company was formed in 2016 and is headquartered in Irvine, CA

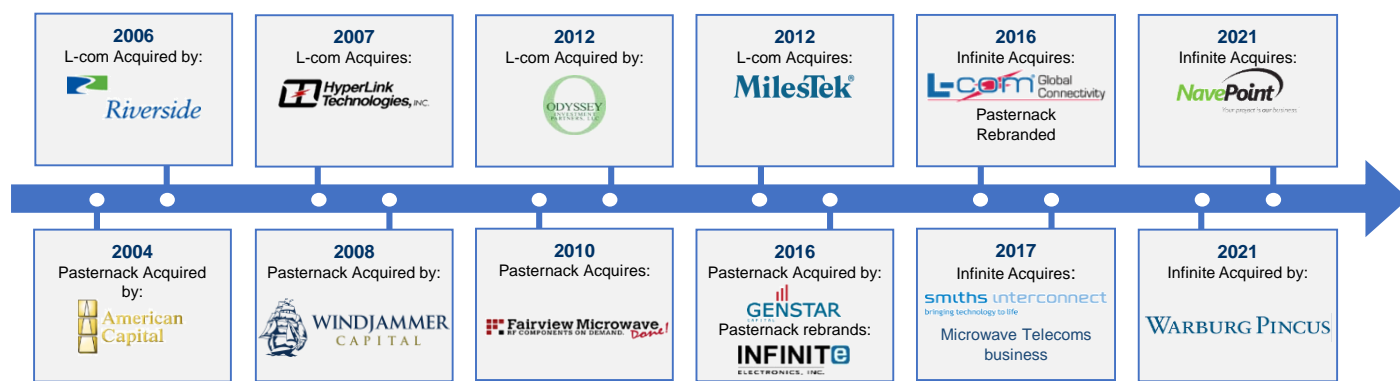


Warburg Pincus

- Warburg Pincus is an international private equity firm that typically investments in the industrial & business services, consumer, energy, financial services, healthcare, real estate, and technology sectors
- Warburg Pincus was founded in 1966 in New York, NY and currently manages over \$64 billion in assets
- The firm has an active portfolio of 205 companies and has invested in 940+ companies



Private Equity and M&A History



New Platform Profile: Summit Interconnect (Lindsay Goldberg)

Summit Interconnect ("SI")

- SI is a provider of high performance, complex printed circuit boards serving the aerospace, defense, and other demanding commercial sectors
- The company manufactures high speed digital, RF/microwave and mixed construction materials
- The company was founded in 2016 following the acquisition of KCA Electronics and Marcel Electronics and is headquartered in Anaheim, CA

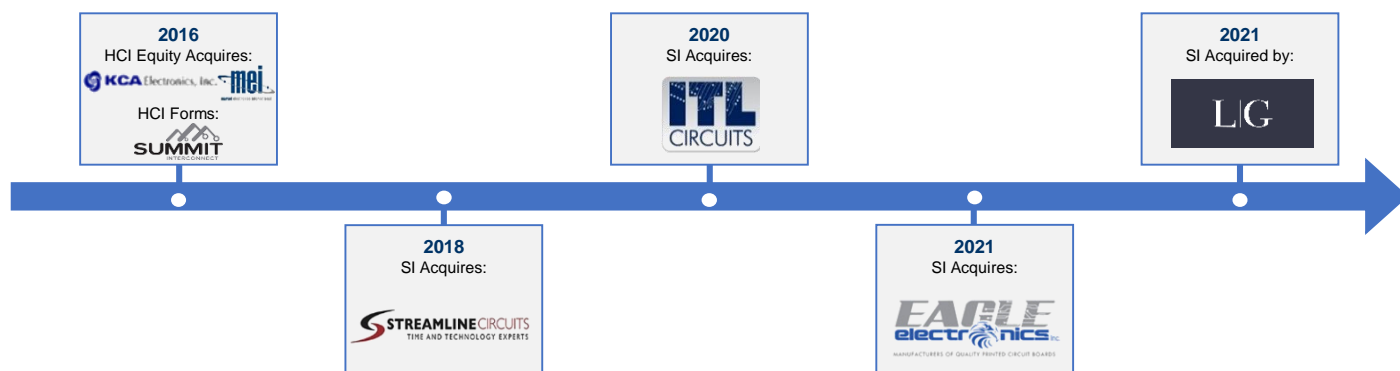


Lindsay Goldberg

- Lindsay Goldberg is a private equity firm that focuses on partnering with families, founders and management teams seeking to actively build their businesses
- The firm has raised over \$17 billion and has invested in over 50 platform and 250 add-on opportunities
- Lindsay Goldberg was founded in 2001 and is headquartered in New York, NY

LG

Private Equity and M&A History



DSP Industrial & Industrial Technology Industry Commentary

Spotlight: Testing, Inspection, Certification & Compliance (“TICC”)

The TICC sector is a large, highly fragmented market characterized by a small group of multi-billion dollar public companies and a significant number of specialized middle-market and small privately-owned businesses.

M&A activity in the sector is high – strategics want growth and private equity has numerous successful case studies of buy-and-builds.

Business models with high margins, strong growth and recurring revenues attract capital ranging from sub-\$5.0 million EBITDA businesses to businesses with greater than \$100.0 million in EBITDA.

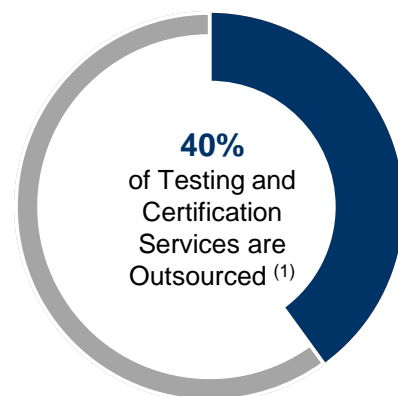
Revenue generally is recurring and sticky for trusted service providers – once a customer trusts a provider of critical TICC services, that customer remains loyal to the service provider.

Industry growth tailwinds are favorable:

- The need to extend the useful life of manufacturing infrastructure while increasing utilization
- The outsourcing of non-core, mission-critical testing services to third party providers
- Increasingly stringent process and equipment safety regulations in manufacturing facilities
- Heightened scrutiny by government and industry regulators of manufacturing facilities

Niche service providers can thrive – there is a broad range of highly technical, mission-critical services: i) TICC; ii) QA/QC; iii) failure analysis; and iv) materials testing.

A highly skilled workforce creates barriers to entry for industry participants: i) field techs; ii) engineers; iii) inspectors; iv) scientists; v) PhDs; and vi) industry experts.



140,000+

Companies Operating in a Highly Fragmented Market (3)

Spotlight: Internet of Things (“IoT”)

IoT is a network of physical objects that contain embedded technology to communicate, sense, or interact with the external environment. As IoT applications expand, integration into product and system technology will become more widespread, compounding IoT growth at an exponential rate.

Industry growth tailwinds are favorable:

- IoT supports mission critical operating functions and value creation opportunities; end-point connectivity requires sustained performance amid harsh environments
- According to a recent McKinsey & Company report, factory settings represent the largest opportunity for IoT economic value creation
- Technologies such as low-power wide area networks (“LPWAN”) offer more choice, decreased costs, and broader use cases without the need for significant infrastructure investment
- There is a growing demand for application-specific technologies that mitigate latency and optimize operating capacity

IoT continues to drive digitalization and automation across industries. From remote monitoring to smart home devices to electric vehicles, the IoT landscape is characterized by innovation and agility. The industry outlook remains favorable as broad scale IoT adoption continues.

(1) Global Market Insights.
(2) Orbis Research.

(3) American Society of Civil Engineers, IBIS World.

Representative DSP Industrial & Industrial Technology Transactions



- DSP represented Storti Quality Services ("Storti"), a provider of inspection, consulting and construction support services, in its sales to Magnolia River, a portfolio company of Warren Equity Partners
- Storti services electric and gas utility pipelines throughout the Northeast and Mid-Atlantic regions
- Magnolia River provides inspection, engineering, GIS, and technology solutions for utility and natural gas pipeline infrastructure and operations across the Southeast, Southwest, and Midwest regions
- Warren Equity Partners is a private equity firm based in Jacksonville Beach, FL



- DSP represented FST Technical Services ("FST"), a provider of a full range of testing, inspection & certification services and portfolio company of Arena Investors, in its senior debt financing with East West Bancorp, Inc. ("East West Bank") (NAS:EWBC)
- FST provides testing, inspection & certification services to mission critical manufacturing operations of companies in the semiconductor, life sciences, R&D, energy, data center and other industries
- The company's service offering includes QA / QC, testing, commissioning, equipment services, technical lab services, and technical staffing and training
- East West Bank is one of the largest independent banks headquartered in Pasadena, CA



- DSP represented the Southern Division of Seven D Wholesale ("Seven D Southern Division"), a roofing materials distributor, in its sale to Carolina Atlantic Roofing Supply
- Seven D Southern Division distributes residential roofing materials and complementary building products
- Seven D Southern Division offers products such as lumber, plywood, engineered wood, architectural railing, fasteners, moulding & trim, insulation, lattice, drywall, decking and siding
- Carolina Atlantic Roofing Supply is a two-step wholesaler of roofing and siding products



- DSP represented LSC, a global environmental products producer and portfolio company of L2 Capital, in its sale to Ancor Capital Partners
- LSC produces premier products and equipment designed to address the growing regulatory and environmental challenges associated with erosion, odor, soil reclamation, short and long-term cover, seeding, and dust
- L2 Capital is a private equity firm based in Devon, PA
- Ancor Capital Partners is a private equity firm based in Southlake, TX

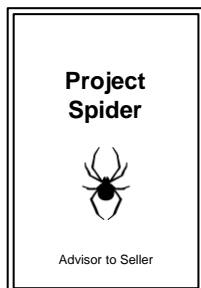
Representative DSP Industrial & Industrial Technology Transactions (cont'd)



- DSP represented Biotix, a leading pipette tip manufacturer, in its sale to Mettler-Toledo
- Biotix manufactures laboratory consumables and liquid handling solutions for life science, clinical, pharma and biotech laboratories
- Biotix specializes in pipette tip engineering and innovation
- Mettler-Toledo is a leading global manufacturer of precision instruments and services for use in laboratories and manufacturing



- DSP represented Surface Preparation Technologies ("SPT"), a provider of roadway safety products and services and a portfolio company of L2 Capital, in its sales to Branford Castle Partners
- SPT is the nation's leading provider of rumble strips and safety-related roadway surface preparation and maintenance services
- L2 Capital is a private equity firm based in Devon, PA
- Branford Castle Partners is a private equity firm based in New York, NY



- DSP represented Project Spider, a provider of laboratory products focused on the specialized quality control and test needs of the food & beverage and water industries
- Project Spider was sold to an undisclosed buyer (confidentiality requested as part of the transaction)
- Project Spider's focus on select end markets provided it with deep understanding of industry compliance and safety standards in highly regulated markets



- DSP represented Troemner, a leader in commercial mass metrology, in its sale to Mettler-Toledo
- Troemner is a provider of precision weights and mass calibration standards, laboratory equipment and calibration services
- Troemner combines metrology expertise with world-class laboratories
- Mettler-Toledo is a leading global manufacturer of precision instruments and services for use in laboratories and manufacturing

Delancey Street Partners: Representative Transaction Experience

 a portfolio company of has completed a senior debt financing with Advisor to FST Technical Services	 has divested Seven D - Southern Division to Advisor to Seller	 has completed a senior debt financing with We Stand For Service Advisor to Crystal Steel Fabricators Inc.	 a portfolio company of has been acquired by Advisor to Seller	 Majority Recapitalization with Special Advisor to Company	 has been acquired by Advisor to Seller	 Advisor to Seller	 has divested RELIABILITY TEST PRODUCTS to Advisor to Seller Fairness Opinion
 has been acquired by a portfolio company of Advisor to Seller	 a portfolio company of has been acquired by an entity formed by Advisor to Seller	 a portfolio company of has been acquired by Advisor to Seller	 has been acquired by Advisor to Seller	 a portfolio company of has been acquired by Advisor to Seller	 has completed a debt recapitalization with Advisor to Easton Coach Company	 has been acquired by Advisor to Seller	 has divested certain assets of to Advisor to Seller
 has received an investment from Advisor to Herspiegel	 has acquired Advisor to Buyer	 has completed a senior debt financing with Advisor to KPS Life	 has received an investment from Advisor to Deerfield	 has been acquired by a portfolio company of Advisor to Seller	 has merged with a portfolio company of Advisor to Pyxa	 has completed a majority recapitalization with Advisor to Emmes	 has been acquired by Advisor to Seller
 has been acquired by Advisor to Seller	 has completed a minority recapitalization and growth equity financing with Advisor to GLOBO	 has been acquired by Advisor to Seller	 has completed a recapitalization and growth equity financing with Advisor to Seller	 a portfolio company of has completed a majority growth recapitalization with Advisor to RIVS	 a portfolio company of has been acquired by Advisor to Seller	 a portfolio company of has been acquired by Advisor to Seller	 has completed a majority recapitalization and growth equity financing with Advisor to Seller

Delancey Street Partners

Delancey Street Partners is an independent, industry-focused investment bank. We serve CEOs, Entrepreneurs, Shareholders and Boards of Directors of high growth and middle market private and public companies. Our services include strategic advisory, capital raising and independent board advice. We advise on sell-side and buy-side M&A, growth capital financings and recapitalizations. Our focus sectors include Healthcare, Business Services & Technology, Industrial & Industrial Technology, and Infrastructure.

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