



AVIATION AFTERMARKET OVERVIEW AND PERSPECTIVES

JUNE 2025

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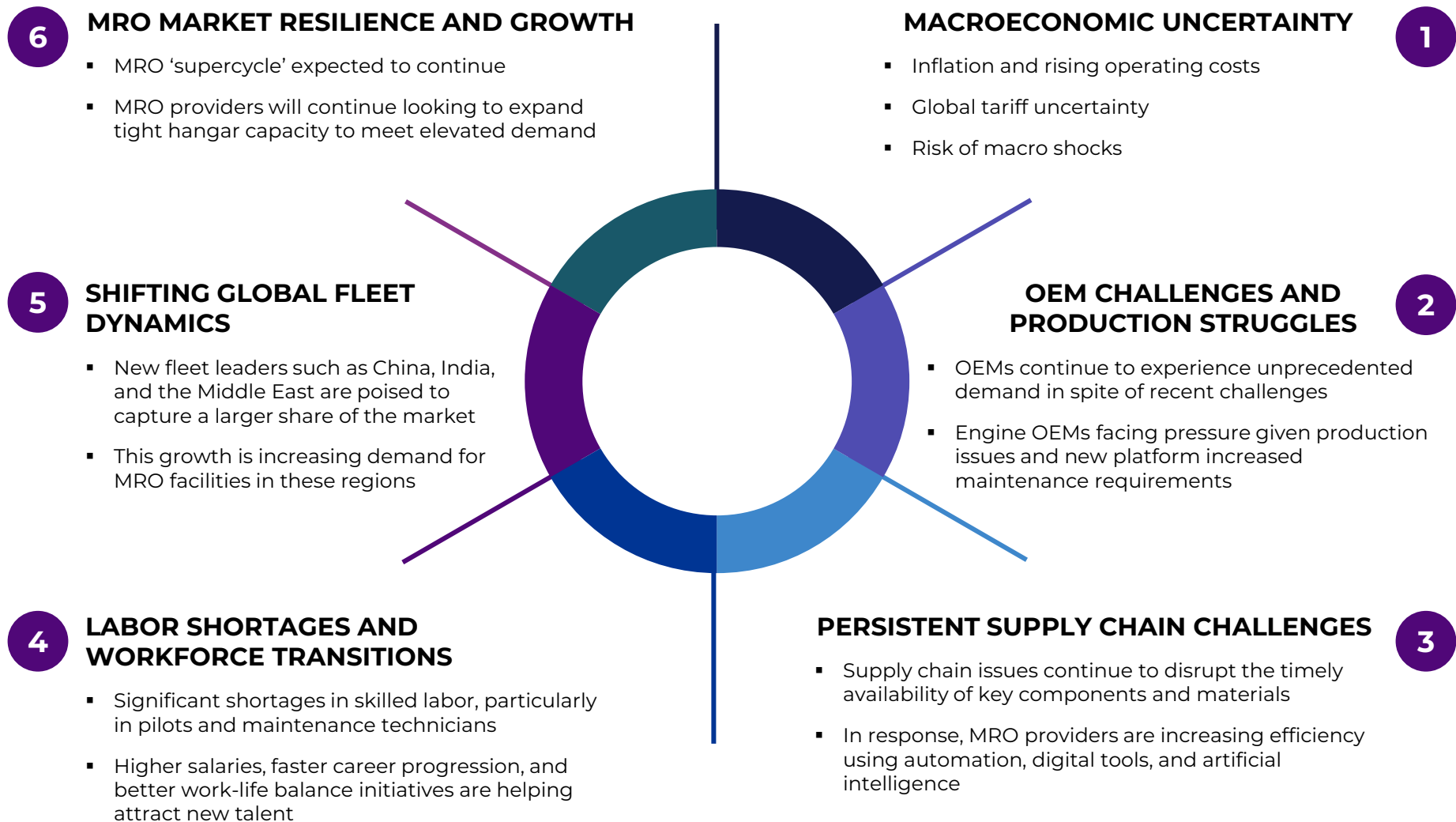
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MAJOR THEMES IMPACTING THE AVIATION AFTERMARKET

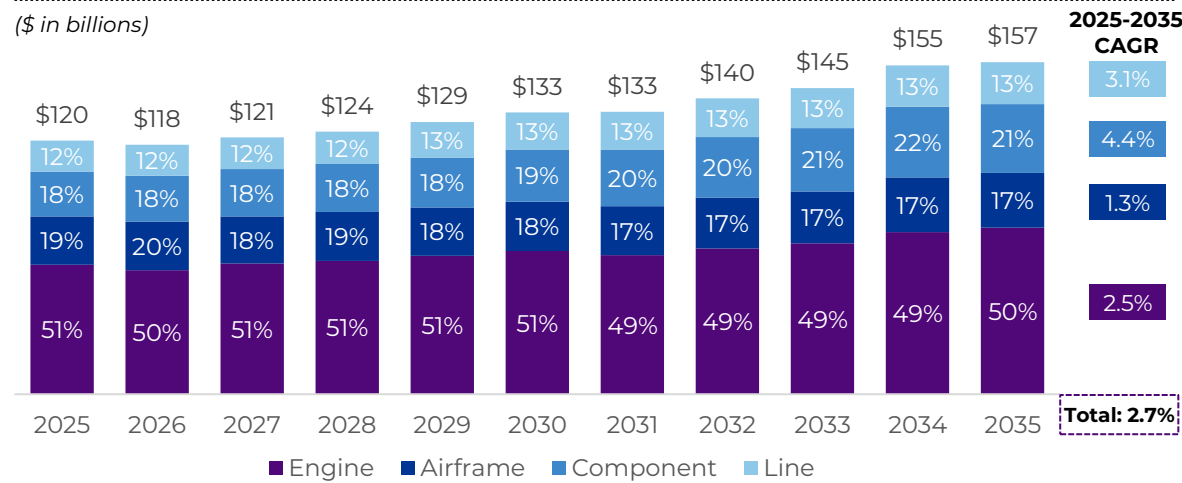


STATE OF THE AVIATION AFTERMARKET

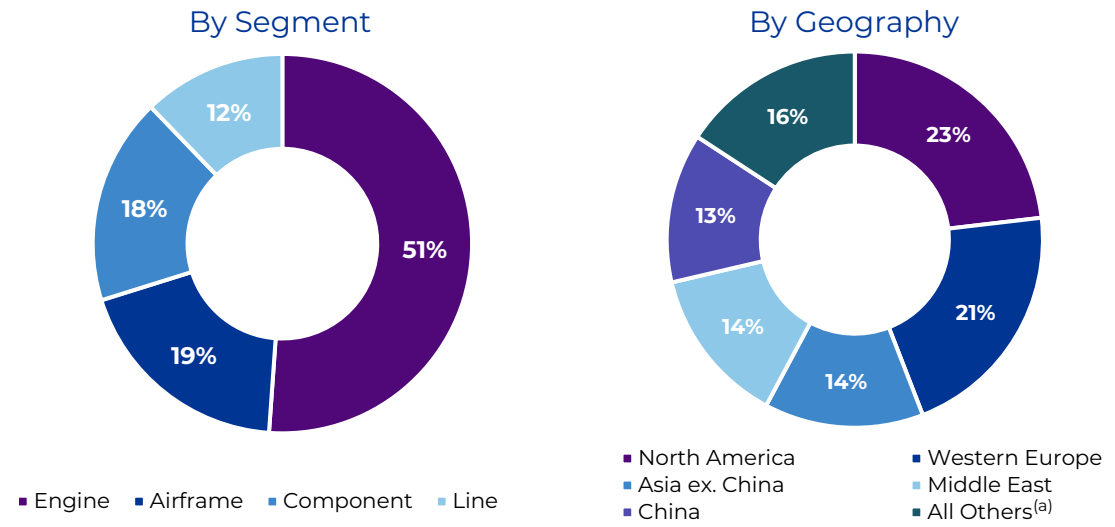
STATE OF THE AVIATION AFTERMARKET SECTOR

- In 2024, the aviation aftermarket exceeded pre-pandemic levels, driven by strong fundamentals:
 - Global air traffic has largely recovered, with demand for international air travel slightly trailing behind domestic air travel demand
 - As Boeing and Airbus struggle with supply chain constraints to ramp up their production targets, fleet age and utilization are surging
 - Higher labor, parts, and production costs additionally fuel commercial MRO demand
 - Business aviation is normalizing from its pandemic heights, but its increased growth trajectory persists
- The global aviation aftermarket is forecast to grow at 2.7% annually over the next 10 years
 - North America and Western Europe remain the largest markets but are growing slower than China and India
 - The Indian market, while small, is expected to grow at 5% annually over the next five years and 11% annually over the next 10 years
 - Narrowbody aircraft will dominate the global fleet, with its share expected to grow to 68% by 2035, up from 62% today

GLOBAL COMMERCIAL AEROSPACE MRO DEMAND (2025-2035)



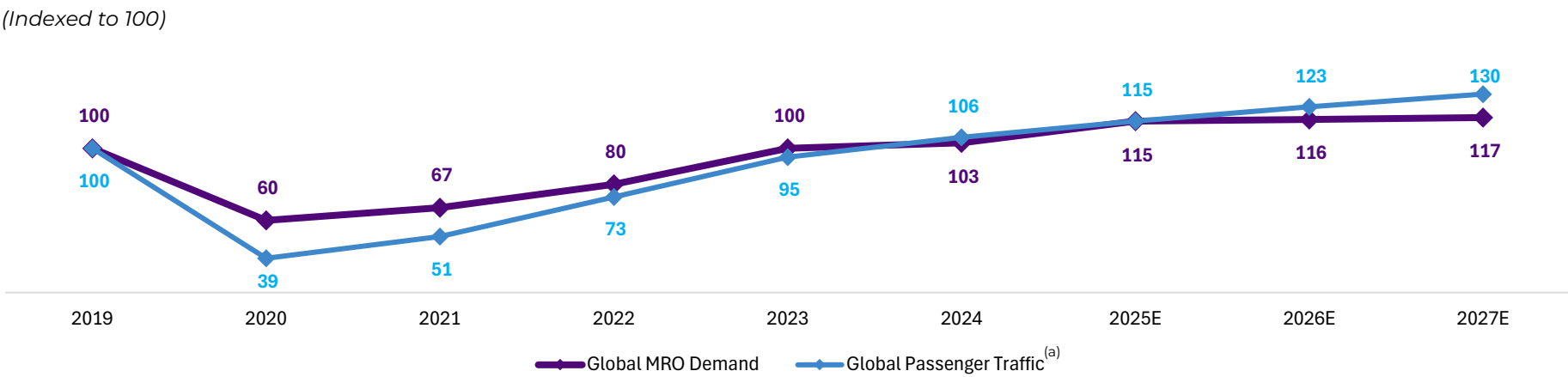
2025 GLOBAL MRO DEMAND BREAKDOWN



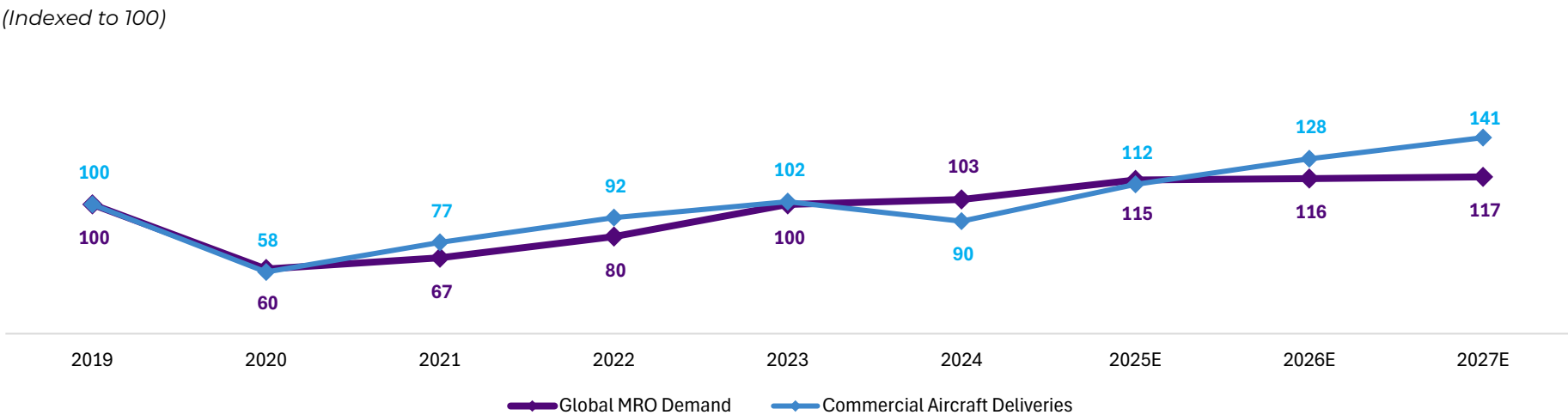
Source: Oliver Wyman Global Fleet and MRO Market Forecast
a) "All Others" includes Latin America, Eastern Europe, Russia, Africa, India, and Oceania

AFTERMARKET ACTIVITY IS GROWING AND DRIVEN BY PASSENGER TRAFFIC...

GLOBAL MRO DEMAND VS. GLOBAL PASSENGER TRAFFIC – 2019A-2027E

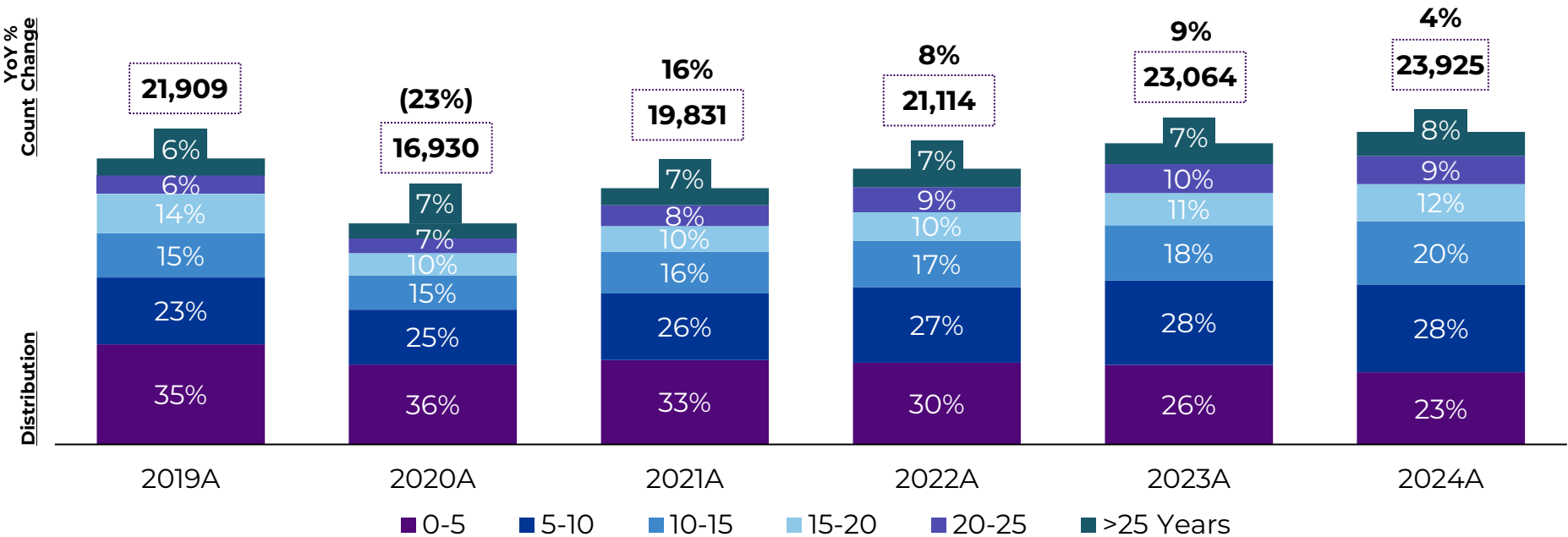


GLOBAL MRO DEMAND VS. COMBINED AIRBUS AND BOEING COMMERCIAL DELIVERIES – 2019A-2027E

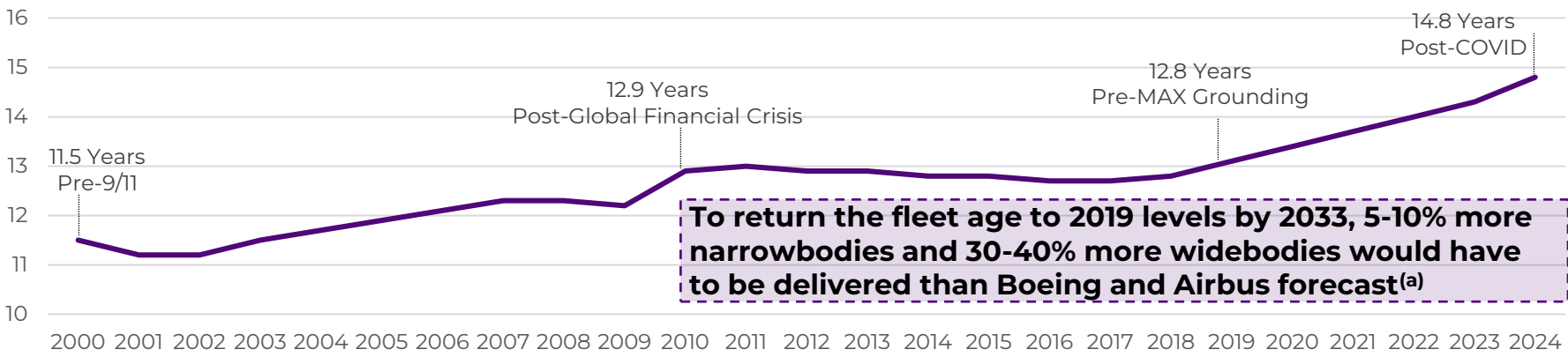


...AND BY THE IN-SERVICE FLEET AND FLEET AGE

GLOBAL IN-SERVICE FLEET COUNT AND AGE DISTRIBUTION



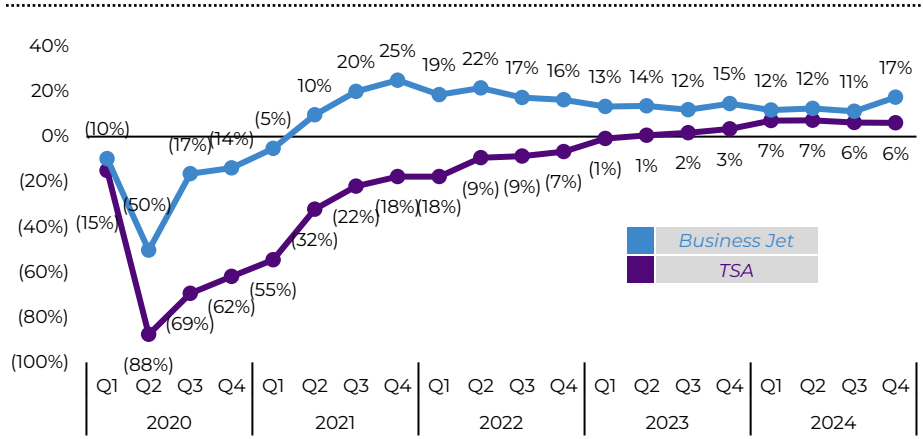
AVERAGE AGE OF THE GLOBAL COMMERCIAL FLEET



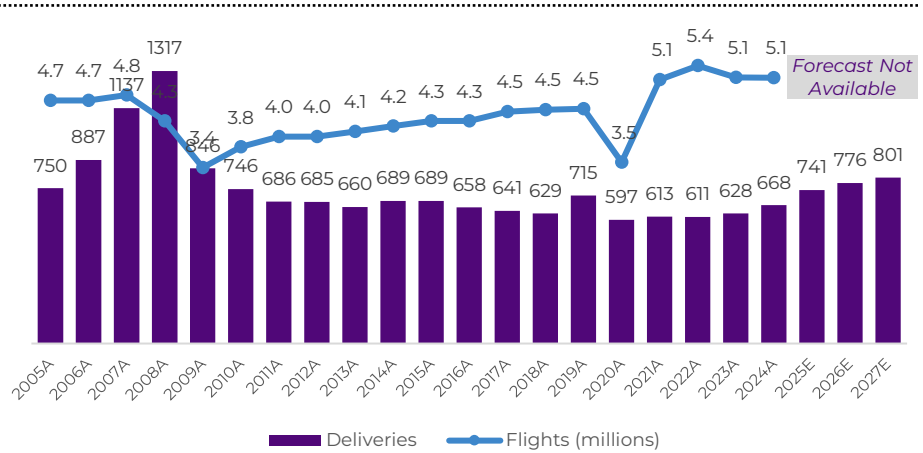
BIZJET TRAVEL NORMALIZING FROM THE PANDEMIC SURGE BUT STILL POISED TO GROW

HEIGHTENED UTILIZATION AND AGE OF THE GLOBAL BIZJET FLEET WILL DRIVE SUSTAINED DEMAND FOR MRO SERVICES

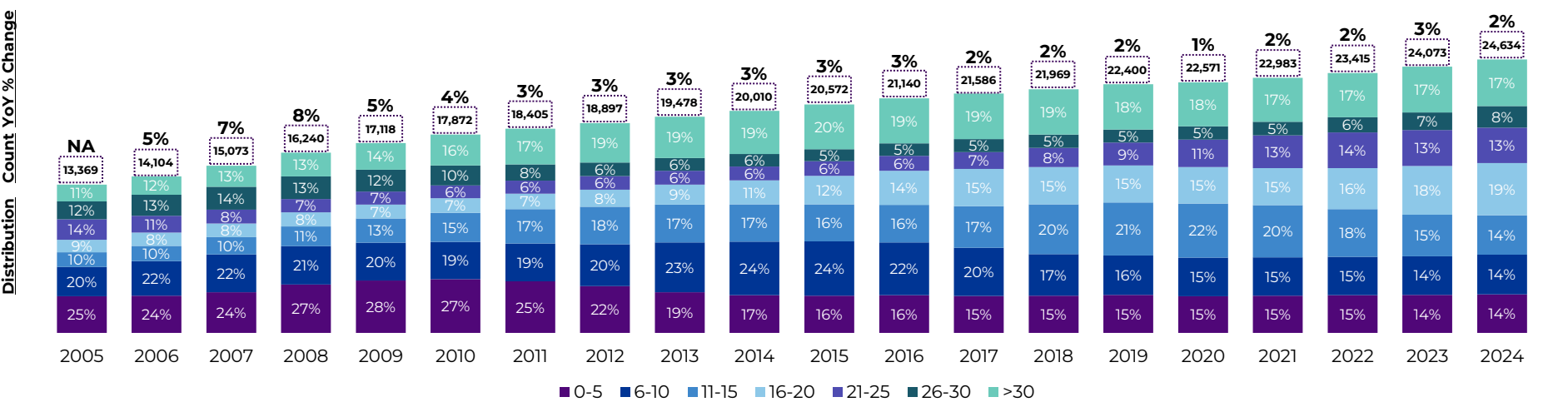
TSA CHECKPOINT DATA AND BUSINESS JET VOLUMES RELATIVE TO CORRESPONDING QUARTER IN 2019



GLOBAL BUSINESS JET FLIGHTS VERSUS DELIVERIES 2005 – 2027



HISTORICAL BUSINESS JET FLEET – BY AGE (YEARS)

















OVERVIEW OF THE AFTERMARKET ECOSYSTEM

THE AVIATION AFTERMARKET ECOSYSTEM AND SAMPLE COMPANIES (NOT COMPREHENSIVE)

	MRO Capabilities				Asset Management		
	Engine	Airframe	Components & Avionics	Line Maintenance	USM	Parts Distribution	PMA
Commercial							
Business Jet							
Military							














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SELECT MARKET PARTICIPANTS

Company	Backing (Year of Investment)	Business Sizing (Revenue Based)	Markets		MRO Capabilities				Asset Management		
			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution	PMA
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●
 Bombardier	2000	●	●	●	●	●	●	●	●	●	●
 Embraer	2000	●	●	●	●	●	●	●	●	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Boeing	2000	●	●	●	●	●	●	●	●	●	●



















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Company	Backing (Year of Investment)	Business Sizing (Revenue Based)	Markets		MRO Capabilities			Asset Management		
			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●
	2015	●	●	●	●	●	●	●	●	●












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			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution	PMA
	2015	100M									
	2015	100M									
	2015	100M									
	2015	100M									
	2015	100M									
	2015	100M									
	2015	100M									
	2015	100M									
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	2015	100M									
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	2015	100M									
	2015	100M									
	2015	100M									

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SELECT MARKET PARTICIPANTS, CONTINUED














Company	Backing (Year of Investment)	Business Sizing (Revenue Based)	Markets			MRO Capabilities			Asset Management		
			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution	PMA
 Boeing	1997	●	●	●	■	●	●	●	■	●	●
 Airbus	2000	●	●	●	●	●	●	●	●	●	●
 Bombardier	2000	●	●	●	●	●	■	●	●	●	●
 Embraer	2001	●	●	●	●	●	●	●	■	●	■
 Airbus	2002	●	●	●	●	●	●	●	■	●	●
 Airbus	2003	●	●	●	●	●	●	●	■	●	●
 Airbus	2004	●	●	●	●	●	●	●	■	●	●
 Airbus	2005	●	●	●	●	●	●	●	■	●	●
 Airbus	2006	●	●	●	●	●	●	●	■	●	●
 Airbus	2007	●	●	●	●	●	●	●	■	●	●
 Airbus	2008	●	●	●	●	●	●	●	■	●	●
 Airbus	2009	●	●	●	●	●	●	●	■	●	●
 Airbus	2010	●	●	●	●	●	●	●	■	●	●

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SELECT MARKET PARTICIPANTS, CONTINUED

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SELECT MARKET PARTICIPANTS, CONTINUED

Company	Backing (Year of Investment)	Business Sizing (Revenue Based)	Markets			MRO Capabilities			Asset Management		
			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution	PMA
 Airbus	2010	●	●	●	●	●		●	●	●	●
 Boeing	2010	●	●	●	●				●	●	●
 Bombardier	2010	●	●						●	●	●
 Embraer	2010	●	●	●				●	●	●	●
 Airbus	2010	●	●	●	●	●		●	●	●	●
 Boeing	2010	●	●	●	●	●		●	●	●	●
 Bombardier	2010	●	●	●	●	●		●	●	●	●
 Airbus	2010	●	●	●	●	●		●	●	●	●
 Boeing	2010	●	●	●	●	●		●	●	●	●
 Bombardier	2010	●	●	●	●	●		●	●	●	●
 Airbus	2010	●	●	●	●	●		●	●	●	●
 Boeing	2010	●	●	●	●	●		●	●	●	●
 Bombardier	2010	●	●	●	●	●		●	●	●	●

SELECT MARKET PARTICIPANTS, CONTINUED

Company	Backing (Year of Investment)	Business Sizing (Revenue Based)	Markets			MRO Capabilities			Asset Management		
			Commercial	Business Jet	Military	Engine	Airframe	Components & Avionics	USM	Parts Distribution	PMA
 Airbus	2010	●		●	●	●		●		●	
 Boeing	2010	●	●					●	●	●	
 Bombardier	2010	●	●					●	●	●	
 Embraer	2010	●	●					●	●	●	
 Airbus	2010	●						●	●	●	
 Boeing	2010	●						●	●	●	
 Bombardier	2010	●						●	●	●	
 Airbus	2010	●						●	●	●	
 Boeing	2010	●						●	●	●	
 Bombardier	2010	●						●	●	●	
 Airbus	2010	●						●	●	●	
 Boeing	2010	●						●	●	●	
 Bombardier	2010	●						●	●	●	

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ENGINE MRO

OVERVIEW

- Engines are the most valuable part of an aircraft from an MRO perspective
- Popular engine manufacturers include CFM International, GE Aviation, Pratt & Whitney, and Rolls-Royce
- StandardAero, a leading engine MRO provider, generated ~\$4.8bn LTM revenue, with about half from commercial airlines
- For a complete aircraft overhaul, engine maintenance typically takes three to six weeks (or more)
- As an aircraft reaches the end of its useful life, the engines are typically stripped and resold before the plane is recycled
- Engine overhaul shop visits are expected to reach ~8,800 and ~9,000 in 2024 and 2025, respectively
- ~60%-70% of commercial aircraft engine maintenance is handled by third-party providers, while the remaining ~30%-40% is managed in-house by airlines with the necessary technical capabilities

CURRENT THEMES

- As next-generation engines begin their maintenance cycles, the cost per visit will increase because of the new advanced materials they require; costs will also be higher while repairs are developed for these engines
- Next-generation engines also have yet to match the on-wing performance of their predecessors; they currently experience shorter cycles between shop visits, which make them more expensive to service over the forecast period
- Pratt & Whitney's 2023 engine complications with its GTF platform have significantly impacted airlines globally, necessitating the extended grounding of aircraft and thus reducing fleet utilization rates
- Constraints are expected to persist through 2030

SAMPLE SOLUTIONS



Aircraft on Ground Support



On-Site Services



Engine Leasing



Parts Repair



Engine Trend Monitoring



Engine Fleet Management

SELECT MARKET PARTICIPANTS

Public

Private Companies

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AIRFRAME MRO

OVERVIEW

- Airframe maintenance is calendar-driven, offering predictable revenue visibility and creating consistent demand for maintenance providers, especially when regulatory requirements are considered
- Airframe MRO is the slowest-growing segment, with an annual growth rate of 0.6% over the 10-year forecast period
 - Despite fleet expansion, demand for airframe services is expected to remain stable due to next-generation composite structures requiring less frequent maintenance compared to predecessors
- In 2025, global annual costs for airframe MRO are expected to reach \$22.8 billion, positioning it as the second-most costly maintenance category, following engines
 - Airframe MRO costs are anticipated to increase to \$23.3 billion by 2030

CURRENT THEMES

- With so many new entries into service over the forecast, coupled with retiring older fleets that once required larger work packages at each visit, base maintenance will essentially be flat moving forward
- Being driven by a calendar-based maintenance schedule, airframe maintenance is less adversely affected by the GTF engine issues; operators may take advantage of an aircraft's downtime to conduct more comprehensive inspections, thereby reducing overall maintenance needed once the aircraft is back in service
- There is an upward trend in airlines outsourcing airframe MRO activities to third-party providers to reduce costs and focus on their core operations
- Use of composite materials in airframe construction is increasing
 - As use of composite materials grows, MRO providers are investing in training and equipment to repair these new composite airframes

SAMPLE SOLUTIONS



Airframe Corrosion Removal and Repair



Heavy Airframe Maintenance



Complete Interior Removal / Installation



Airframe Crack Repair



Protective Airframe Coating



Control Surface Balancing and Alignment

SELECT MARKET PARTICIPANTS

Public

Private Companies

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COMPONENT MRO & AVIONICS

OVERVIEW

- Component maintenance can be considered a hybrid of maintenance philosophies — with some components such as auxiliary power units, thrust reversers, and landing gear managed like engines, while other parts are highly utilization-based and treated more like line maintenance
- The component MRO market is primarily influenced by utilization rates and is distinguished by its elevated profit margins
- In 2025, global annual costs for component MRO are projected to reach \$21.1 billion, with a ten-year forecast anticipating growth to \$32.5 billion, representing a CAGR of 4.3%
- Parts manufacturers compete with large OEMs (e.g., General Electric, RTX, TransDigm) to manufacture components that uphold FAA specifications by pricing replacement components at a 30%-40% discount to OEM list prices

CURRENT THEMES

- Due to GTF engine issues, component maintenance costs have decreased by over \$500 million in 2024, primarily attributed to the number of parked aircraft
 - By 2026, with the most affected aircraft returning to market, the annual impact will drop to approximately \$250 million
- The component MRO sector is projected to experience significant consolidation and M&A activity due to rising costs
- Advancements in AI and technology are significantly enhancing component MRO efficiency
 - The use of digital twins – advanced data sensors strategically placed throughout the aircraft – enables real-time performance monitoring; this innovative approach allows MRO providers to track physical components in flight, facilitating early detection of maintenance issues and enhancing operational safety

SAMPLE SOLUTIONS



Engine Mount Repair



Cockpit Tray Table Repair



Avionics Maintenance



Accessories Repair



Hydraulic / Pneumatic Repair



Landing Gear Repair

SELECT MARKET PARTICIPANTS

Public

Private Companies

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USED SERVICEABLE MATERIAL (“USM”)

OVERVIEW

- USM provides a sustainable option for replacing aircraft parts without manufacturing new components
- As USM may wear out sooner than new parts, it is often ideal for older aircraft nearing the end of their service lives. Since these planes are already close to retirement, investing in new parts is often unnecessary and less cost-effective
- Primary methods that operators use to acquire USM:
 - Source replacement parts from their own retired aircraft
 - Purchase USM from retired aircraft of other operators
- The USM market is influenced by various factors, including the availability of retired aircraft, demand for MRO services, and competitive pricing; the presence of numerous USM providers intensifies competition, leading to better pricing options for airlines and MRO providers

CURRENT THEMES

- Supply chain issues are driving an ultra-competitive market for USM
 - “We’ve seen a 50% year-over-year increase in demand from this time last year, so the USM market is definitely hot”
 - David Greenwell, SVP at AerFin (September 2024)
- Despite growing demand, the USM market has faced challenges as parts such as green-time engines for popular models like the Airbus A320 and Boeing 737NG have become scarce. Operators are choosing to reuse these engines instead of parting them out, which limits the availability of used parts. This scarcity has increased demand and competition among USM providers, driving bid prices higher
- Increased demand due to cost efficiency: Airlines and MRO providers are increasingly turning to USM to reduce maintenance costs. The cost savings from using USM parts instead of new ones is a significant driver

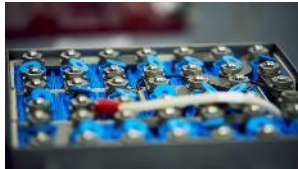
SAMPLE SOLUTIONS



Expendable and Standard Parts



Components and Line Replaceable Units



Batteries and Chargers



Engine Parts



Interior Parts



Avionics and Instruments

SELECT MARKET PARTICIPANTS

Public

Private Companies

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PARTS DISTRIBUTION

OVERVIEW

- Aircraft parts distribution businesses support a variety of aircraft makes and models across various aviation markets. Some key aspects include:
 - Extensive inventory:** For example, Boeing's Distribution Services business manages an inventory of over 15 million parts, including OEM parts, USM, and Boeing proprietary parts. This extensive inventory supports commercial, general, business, and military aviation needs
 - Global network:** Distribution networks are positioned with locations worldwide, sometimes utilizing a hub-and-spoke model to ensure that parts can be delivered quickly and efficiently
 - Diverse offerings:** Firms offer a wide range of products and services, including parts, kits, and customized packages
 - E-commerce and B2B Integration:** Many businesses also have an e-commerce platform that allows customers to purchase parts online, streamlining the procurement process
- The goal of a successful parts distribution business can be to maximize parts availability while minimizing inventory costs and operational complexity. Managed inventory and repair programs are designed to help customers achieve these objectives

CURRENT THEMES

- Firms like Proponent utilize predictive analytics and AI to share insights about demand, sales, and distribution with customers, helping them make informed decisions; the same tools can also be used to optimize inventory levels and reduce operational complexity
- Collaborative supply chain models, where firms share data and offer integrated material management and repair programs, are also gaining popularity
- Airlines continue to update their fleets to enhance fuel efficiency and lower maintenance expenses; this process includes swapping out older aircraft for newer models, which can temporarily decrease the average fleet age. Distribution companies are essential in this fleet transition, supplying parts for both the decommissioned older aircraft and the newly acquired models
- As the MRO market expands due to the ongoing need for regular maintenance and repairs, the demand for aircraft parts increases accordingly, this growth provides a consistent flow of business for parts distribution companies, and older aircraft fleets require more frequent maintenance, which further boosts the demand for replacement parts and components

SAMPLE SOLUTIONS



Part Kits



Parts Packages



Rotables and Exchange



Custom Engineered Parts



OEM Parts



Tailored Parts Packages

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PARTS MANUFACTURER APPROVAL (“PMA”)

OVERVIEW

- PMA is a combined design and production approval for modification and replacement articles; it allows a manufacturer to produce and sell these articles for installation on type-certificated products
- This approval ensures that the parts meet stringent safety and quality standards, making them eligible for installation on certified aircraft
- While PMA had been utilized minimally since the 1950s, utilization began to expand rapidly in the early 1990s when the FAA began an "Enhanced Enforcement" program targeting unapproved parts; prior to 1990, the FAA had issued fewer than 2,000 PMAs annually but has issued ~30,000 approvals each year since. Even with its significant growth, it is estimated that PMA still only represents 1.5%-2.5% of total industry commercial aftermarket dollars

CURRENT THEMES

- Companies with exposure to the manufacture of PMA non-OE aerospace parts have benefitted from strong aero aftermarket growth over the last several years driven by the slow ramp of new aircraft deliveries and increased utilization of older aircraft
- High PMA penetration is an idiosyncratic growth driver above and beyond long-term commercial aerospace aftermarket growth drivers
- Firms stand to benefit from the increase in the global fleet age post-pandemic, as well as sharp increases in prices of new parts and airline maintenance expense. The PMA penetration trend is expected to continue, but a declining fleet age could be more of a headwind on average (though each aftermarket company has nuances to their exposure); however, in some instances, this may not pose a headwind, as replacement aircraft like 737 MAX and A320neo have a high level of similarity outside of the engines

SAMPLE SOLUTIONS



Engine Components



Filtration Products



Fluid Controls



Control Sensors



Thermal Insulation



Sealing Systems

SELECT MARKET PARTICIPANTS

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BUSINESS AVIATION

OVERVIEW

- Business jets are segmented into light, midsize, super midsize, large cabin, ultra-long-range, and executive airliners
- Over the last 30 years, ~720 new business jets have been delivered annually on average
- The U.S. has remained a global leader in the business jet fleet
 - From 2000 through 2024, the global business jet fleet has grown at a 3.2% CAGR, with non-U.S. markets growing at 4.4% and the U.S. market growing at 2.6%
 - There were approximately 24,000 business jets worldwide in 2024, of which 66% were in the United States
- Gulfstream (General Dynamics) leads in revenue and backlog, followed by Bombardier, both benefiting from their focus on the business jet market within the OEM segment

CURRENT THEMES

- The COVID-19 pandemic catalyzed a shift towards private aviation, leading to structural changes that will support sustained operations in the long term as individuals who initially turned to private aviation out of necessity increasingly recognize its value proposition
- Labor shortages and capacity constraints faced by commercial aviation have positively contributed to a heightened reliance on private aviation
- Trend towards private aviation MRO consolidation:
 - As private aviation continues to grow, major business-jet MRO providers are seizing the opportunity to acquire smaller service firms, thereby enhancing their service offerings and expanding their geographic reach
 - Firms like West Star Aviation (Sterling Group) illustrate this trend, as evidenced by its October 2023 acquisition of Jet East
- Wealth creation in Asia Pacific and LATAM are key drivers for bizjet delivery growth long-term

SAMPLE SOLUTIONS



Light Jet
(~6-8 Passengers)



Midsize Jet
(up to 10 Passengers)



Super Midsize Jet
(up to 14 Passengers)



Heavy Jet
(up to 19 Passengers)



Ultra-Long Range Heavy Jet
(up to 19 Passengers)



Executive Airliners
(~20-50 Passengers)

SELECT MARKET PARTICIPANTS

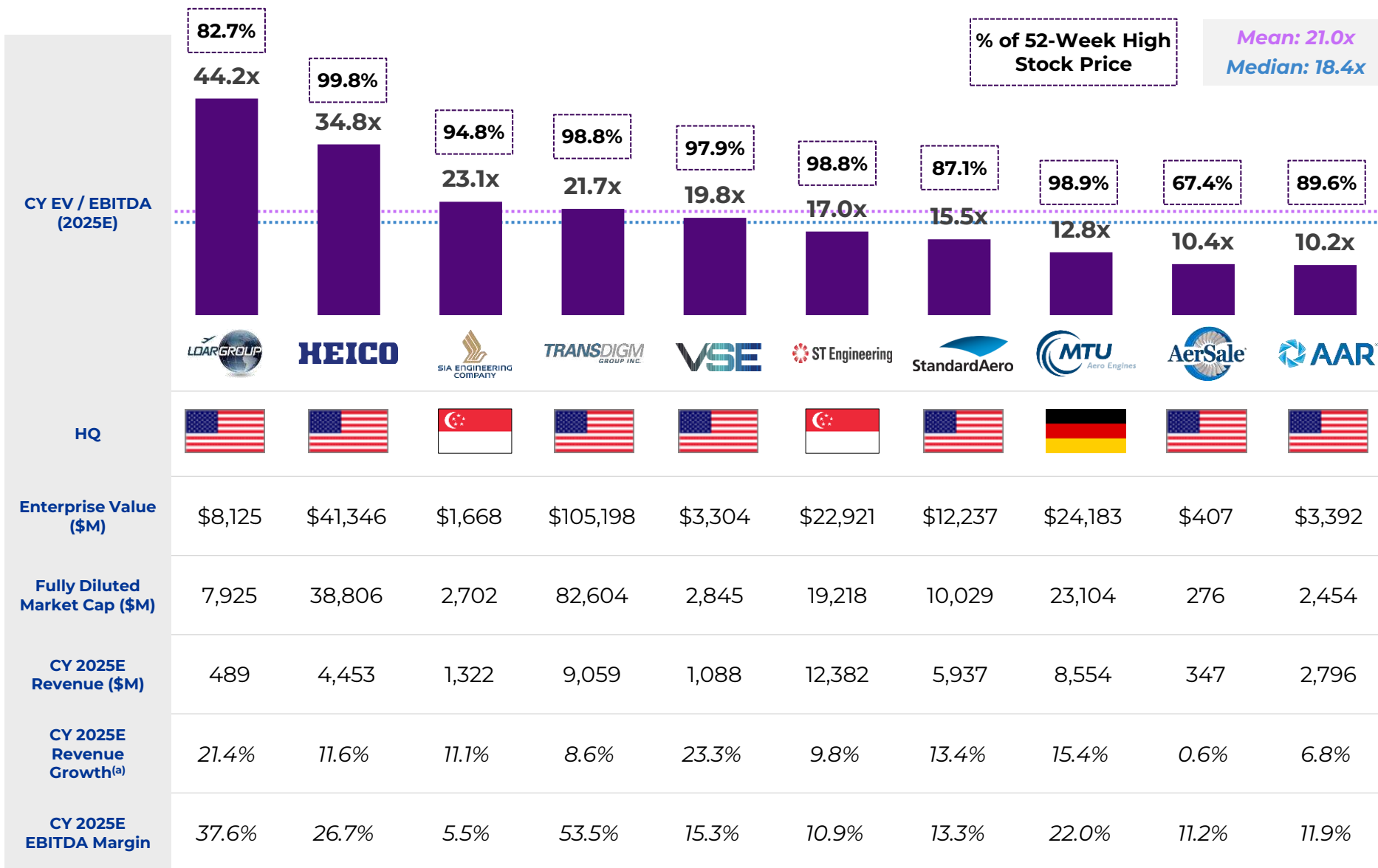
Public

Private
Companies

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SECTOR VALUATION AND M&A DYNAMICS

THE PUBLIC COMPANIES ARE TRADING AT PREMIUM MULTIPLES



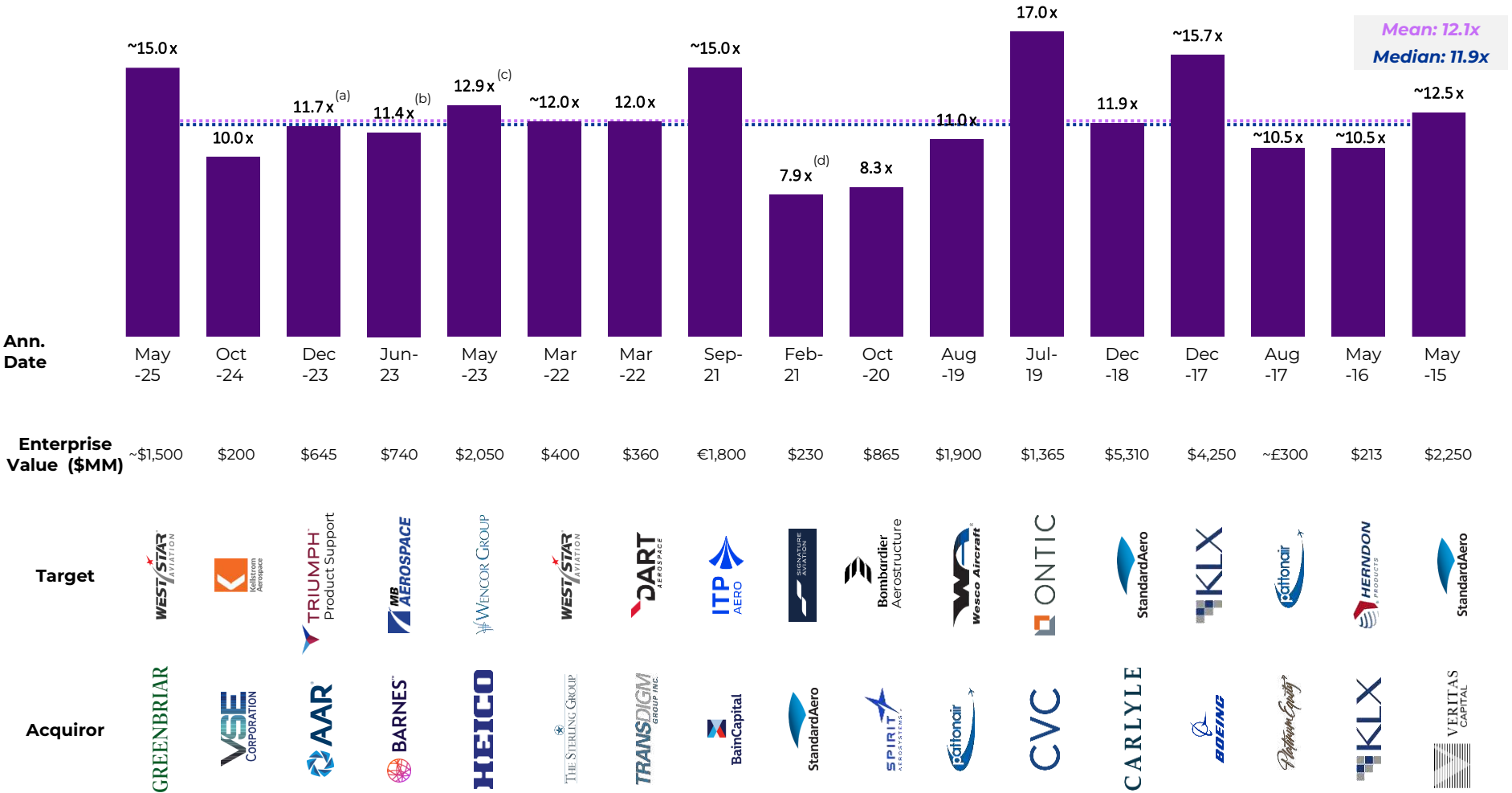
Source: Capital IQ as of 6/23/2025

Note: Enterprise value includes financial lease liabilities for GAAP reporting companies and all lease liabilities for IFRS reporting companies

a) TDG, VSE, and AAR pro forma for acquisitions and divestitures

SELECT RELEVANT PRECEDENT TRANSACTIONS

AERO AFTERMARKET ASSETS HAVE RECENTLY TRADED FOR ~12X EBITDA ON AVERAGE, THOUGH THE RANGE IS WIDE (BASED ON PUBLICLY AVAILABLE MULTIPLES ONLY)



Source: Company filings, investor presentations and other disclosures

Note: Some multiples are estimates based on news articles

a) Pre-synergies but includes tax benefit for FY Mar-24; 9.9x incl. synergies and 13.2x excl. synergies and tax benefits










b) Reflects metrics for CY2023E

c) Based on 2023E; includes tax benefits expected to be realized through FY 2038 but excludes expected synergies

d) Reflects CY2019A EBITDA

SELECT PRIVATE EQUITY M&A ACTIVITY – LAST TWELVE MONTHS

Solomon Advisory Role

Announcement Date	Target	Acquiror(s)	Target Description
May-25	 WEST STAR AVIATION	GREENBRIAR	Provider of maintenance, repair and overhaul for business aviation aircraft
Feb-25	 TRIUMPH	WARBURG PINCUS 	Designs, develops, manufactures repairs and provides spare parts across a broad portfolio of aerospace and defense systems and components
Oct-24	 STS Aviation Group	 H. I. G. CAPITAL	Wide range of aftermarket, MRO, and distribution solutions to the aviation and defense industries
Oct-24	 BARNES	APOLLO	Provider of manufacturing and engineering capabilities, automation solutions, and applied technologies for several industries, including aerospace
Aug-24	FARSOUND	ONEX	UK-based global supply chain solutions provider for the aerospace engine maintenance, repair, and overhaul market
Jul-24	 MRO HOLDINGS	 Bain Capital	Provider of aircraft maintenance solutions for the global commercial airline industry
Jun-24	 SUNAIR AEROSPACE GROUP	GREENBRIAR	Maintenance, repair, and overhaul services provider

SELECT STRATEGIC M&A ACTIVITY – LAST EIGHTEEN MONTHS

Announcement Date	Target	Acquiror(s)	Target Description
Apr-25	 ESSENTIAL TURBINES	 AEROMARITIME ITP GROUP	Malta-based aerospace MRO focused on the Rolls-Royce M250 and RR300 engines that services operators across the globe
Dec-24	 TRIUMPH Product Support Business	 AAR	Provider of specialized MRO capabilities for critical aircraft components
Oct-24	 (AE Industrial Partners)	 VSE CORPORATION	Global distributor and service provider supporting the commercial aerospace engine aftermarket
Aug-24	 AERO TURBINE INC. (Gallant Capital)	 StandardAero	Comprehensive provider of MRO services and consultative repair solutions for military engines and accessories
Aug-24	 ETP THERMAL DYNAMICS	 Lufthansa Technik	MRO services for heat exchangers, oil and fuel coolers
May-24	 LOCKHEED MARTIN Commercial Engine Solutions	 FTAI AVIATION	Engine maintenance repair facility located in Montréal, Quebec, with extensive engine and piece-part repair capabilities for CFM56 engines
Feb-24	 TC MRO TURBINE CONTROLS	 VSE CORPORATION	Provider of aftermarket MRO support services for engine components, as well as engine and airframe accessories, across commercial and military applications

KEY THEMES IN AFTERMARKET M&A

PERSPECTIVES ON KEY QUESTIONS FOR AFTERMARKET M&A

WHAT ARE THE CURRENT THEMES?

- Aftermarket M&A activity has been elevated
- Private equity firms have been particularly active
- “FOMO” for some buyers is real
- Strategic activity recently more capability targeted and less transformational

HAS AFTERMARKET M&A RUN ITS COURSE?

- We are later in the cycle but there is still more to run
- Fewer major platform deals in the near-term sale queue
- High quality businesses are attracting extreme competition, everything else is more challenged

WHAT'S NEXT?

- Parts – spares, parts trading, distribution
- Engines in focus
- Component repair
- Growth in military MRO
- Capability add-ons and new technologies

SOLOMON PARTNERS OVERVIEW

SOLOMON PARTNERS: WE ARE A LEADING GLOBAL INVESTMENT BANKING ADVISORY FIRM

WE ARE AN ADVISORY FIRM FOCUSED ON OPTIMIZING CLIENT OUTCOMES THROUGH HIGH TOUCH, NUANCED ADVISORY SERVICES UNDERPINNED BY A CULTURE OF GROWTH AND EXCELLENCE

1989

Founded by
Peter J. Solomon
in New York

180+

Investment
Bankers

40+

Partners
& MDs

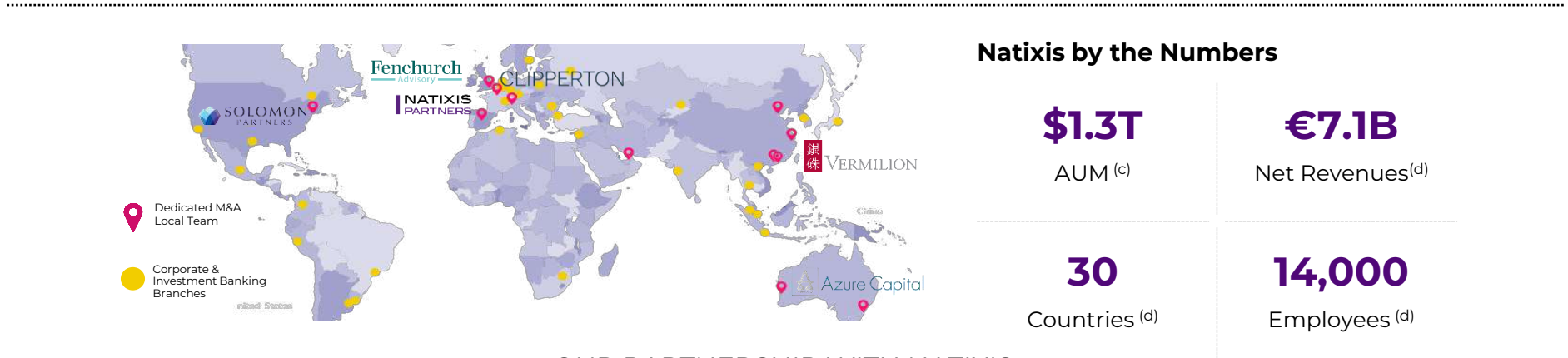
\$300B+

Transaction
Volume^(a)

5x+

Growth Since
2016^(b)

GLOBAL REACH THROUGH OUR PARTNERSHIP WITH NATIXIS



OUR PARTNERSHIP WITH NATIXIS

- In 2016, Solomon Partners formed a strategic partnership with Natixis and now operates as an independent affiliate of Natixis
- Natixis adds **global client coverage** and **expanded capabilities** in capital markets, leveraged finance, and structured product offerings
- Multi-boutique model with seamless coordination enables global access to companies and investors
- Independent advisory promotes best-in-class M&A services while preserving partnership culture

a) Includes transaction volume completed by Solomon Partners bankers at their prior firms
b) Growth since 2016 measured by Solomon Partners banker headcount
c) Assets under management ("AUM") of current affiliated entities measured as of Dec 31, 2024, are \$1,320.8 billion (€1,232.3 billion). AUM, as reported, may include notional assets, assets serviced, gross assets, assets of minority-owned affiliated entities and other types of non-regulatory AUM managed or serviced by firms affiliated with Natixis Investment Managers
d) Figures at 12/31/23

OUR AEROSPACE & DEFENSE AND MISSION-CRITICAL INDUSTRIALS TEAM

AEROSPACE & DEFENSE AND MISSION-CRITICAL INDUSTRIALS ADVISORY



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Starts July 2025

Aerospace-
focused
Managing
Director



Parker Teufel

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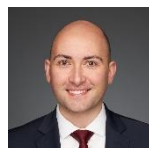
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OUR RECENT CLIENT TRANSACTIONS IN THE AFTERMARKET AND AVIATION SERVICES

Announced Date



May-25



Apr-25



Aug-24



Jul-24



Jun-24

West Star Overview:

Leading U.S. business aviation MRO provider offering full-suite of maintenance and modification services

Transaction: Acquired by Greenbriar; Solomon Partners served as financial advisor to West Star and The Sterling Group (seller)

Key Themes:

- Strong business aviation and aftermarket tailwinds
- Market leadership

G2 Overview:

Full-service aviation provider across 80+ U.S. airports with 11,000+ professionals

Transaction: Menzies Aviation acquired G2 Secure Staff for \$305M; Solomon Partners advised G2 and Tenex Capital Management (seller)

Key Themes:

- Expands U.S. footprint and service breadth for buyer
- Airlines outsourcing ground operations

Farsound Overview:

Global aero engine supply chain partner focused on kitting, vendor-managed inventory, and just-in-time delivery

Transaction: Acquired by Onex from AGIC Capital; Solomon Partners advised Onex (buyer)

Key Themes:

- Scaled, cost-efficient parts solutions
- Long-term contracts drive visibility

MRO Holdings Overview:

Major airframe MRO with 10M+ annual maintenance hours across the U.S., Mexico, and El Salvador

Transaction: Bain invested in July 2024 to support growth; Solomon Partners advised MRO Holdings and the shareholders (partial seller)

Key Themes:

- Growth in outsourced heavy airframe MRO
- Market leadership

Belcan Overview:

Engineering, research & development firm delivering solutions across aerospace, defense, marine, and industrial markets

Transaction: Acquired by Cognizant for ~\$1.3B from AE Industrial Partners; Solomon Partners advised Belcan and AE (seller)

Key Themes:

- Expands Cognizant's R&D reach
- Strengthens ties to mission-critical sectors

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