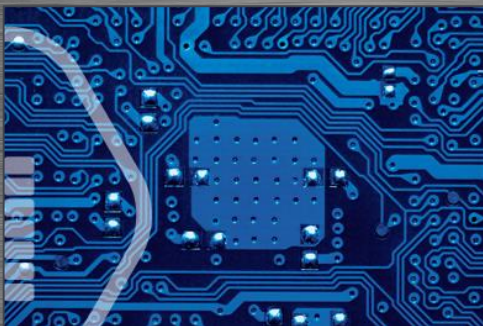




## INDUSTRIALS

*Q1 2021 Earnings Summaries*



# BLACKARCH'S DIVERSIFIED INDUSTRIALS OFFICERS



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Vice President

Wells Fargo Securities and Worthington Industries

United States Army, Captain

M.B.A. from University of Michigan

B.A. from Virginia Military Institute

# DEEP EXPERIENCE ACROSS MULTIPLE INDUSTRIAL SUB-SECTORS

*We have extensive experience advising diversified industrials and manufacturing businesses*

## Diversified Industrials Vertical Focus Areas

Capital Goods, Machinery  
and Electrical Equipment

Electronic Components,  
Controls and Sensors

Engineered Materials

Engineered Products

Flow Control And Filtration

HVAC, Electrical and  
Comfort Systems

Packaging

Test and Measurement

## REPRESENTATIVE BLACKARCH INDUSTRIAL TRANSACTIONS

 has been acquired by 	 a portfolio company of HARBOUR GROUP has been acquired by  a portfolio company of 	 a portfolio company of CAPSTREET has been merged with  a portfolio company of 	 a portfolio company of GOLDNERHAWN has been acquired by 	 has been acquired by 	 an affiliate of  has been recapitalized by 
 a portfolio company of Grey Mountain has been acquired by 	 has been acquired by 	 a portfolio company of ALTUS has been acquired by 	 a portfolio company of NAUTIC has been acquired by 	 has been acquired by  a portfolio company of SNOW PHIPPS	 a portfolio company of One Equity Partners has been acquired by  to be merged with SMITH-COOPER INTERNATIONAL
 a portfolio company of SHOREVIEW has been acquired by 	 a portfolio company of Frontenac has been acquired by 	 provided strategic advisory services to  a portfolio company of 	 a portfolio company of THE STERLING GROUP has been acquired by 	 has been acquired by 	 a portfolio company of ARGOSY PRIVATE EQUITY has been acquired by 
 a portfolio company of JMH Capital has been acquired by 	 a portfolio company of BLUEPOINT Capital Partners has been acquired by 	 a portfolio company of CAPITAL PARTNERS has been acquired by 	 a portfolio company of SHOREVIEW has been acquired by 	 a portfolio company of INCLINE has been acquired by 	 an affiliate of SUN CAPITAL PARTNERS, INC. has been acquired by 



# CASE STUDY: AREA-I

## Client: Area-I

- Leading aerospace company dedicated to the development of state-of-the-art Unmanned Aircraft Systems (“UAS”)
- Go-to source for tube-launched, tube-stored aircraft, including its flagship ALTIUS platform, which offers unparalleled endurance and payload capacity in its size
- The Company’s pneumatically integrated launch system enables users to deploy the fixed-wing ALTIUS from the air, sea or ground and is utilized by all branches of the U.S. Armed Forces, U.S. Special Operations Command, NASA and select commercial customers

## Situation & Process:

- Area-I retained BlackArch as its exclusive financial advisor in the sale process
- BlackArch began preparing for a targeted process while simultaneously fielding preemptive offers from several strategic buyers, enhancing competitive tension and driving valuation
- After downselecting to one party, BlackArch facilitated expedited business diligence and managed workstreams from the buyer and multiple third parties to ensure prompt responses to priority requests

## Result:

- BlackArch delivered a premium outcome for Area-I’s shareholders and management with a partner that is ideally positioned to accelerate the Company’s next stage of growth
- Anduril Industries, a venture-backed defense technology company, acquired Area-I in March 2021
- The Company will operate as a wholly owned subsidiary of Anduril under the Area-I brand

## REPRESENTATIVE SYSTEMS



**ALTIUS-600**

*Supports multi-domain operations systems launched from the air, ground or sea*



**ALTIUS-900**

*Agile-launched, compressed carriage UAS capable of carrying a variety of payloads*



**ALTIUS-500**

*Designed to store and launch from A-size sonobuoys for anti-submarine warfare*



**PTERA**

*Versatile flying laboratory to test aerodynamic treatments, and to support and validate experiments*



**AUTONOMY**

*Resource Allocation for Multi-Agent Planning (ReMAP) Autonomy System*

## SELECT MISSION APPLICATIONS



**FUTURE VERTICAL LIFT**



**ISR**



**SWARM FUNCTIONS**



**KINETIC**



**ELECTRONIC WARFARE**



**SIGINT**



**NON-LETHAL EFFECTS**



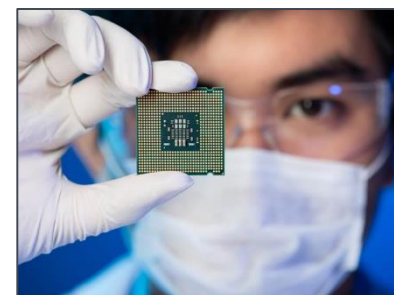
**CUAS**

**The most significant step forward in UAV technology in decades, designed to solve advanced, emergent challenges**

## BROAD DIVERSIFIED INDUSTRIALS KNOWLEDGE

*BlackArch leverages significant transaction and industry experience in advising Diversified Industrials companies*

- The industrial sector continued to experience expansion in May, the twelfth consecutive month of growth, with the ISM Manufacturing Index increasing from 60.7% in April to 61.2% in May
  - Though the headline index suggests further growth, the data indicates that supply chain issues continue to intensify
- Order books continue to expand faster than firms can fill them due to shortages of materials, shipping delays and labor supply constraints
  - The new orders index rose to 67.0% in May from 64.3% in April, as demand continues to strengthen alongside the relaxing of nationwide COVID-19 restrictions
  - Of the 18 industry groups included in the ISM survey, only 1 group (Printing & Related Support Activities) reported a contraction in the month of May
  - The delivery time index rose to 78.8% in May, the highest reading since April 1974; the order backlog index also increased to 70.6%, the highest on record since January 1993
  - The prices paid index decreased from 89.6% in April to 88.0% in May, but the index remains near levels last seen in mid-2008
- Middle-market companies and transactions within the Diversified Industrials sector are a key focus for BlackArch
  - We maintain an intimate knowledge of financial sponsors interested in investing in the industrials sector and have ongoing dialogue with key strategic consolidators and industry constituents
- We are available to discuss updates and objectives for your industrial businesses and show how these align with our knowledge and expertise



### *BlackArch's Diversified Industrials Practice by the Numbers*

**Over 50**

DI transactions successfully closed  
by BlackArch professionals

**Over 650**

Indications of Interest and

**Over 110**

Letters of Intent received in BlackArch  
marketing processes in DI transactions

**65%**

of our DI clients closed transactions  
with financial buyers

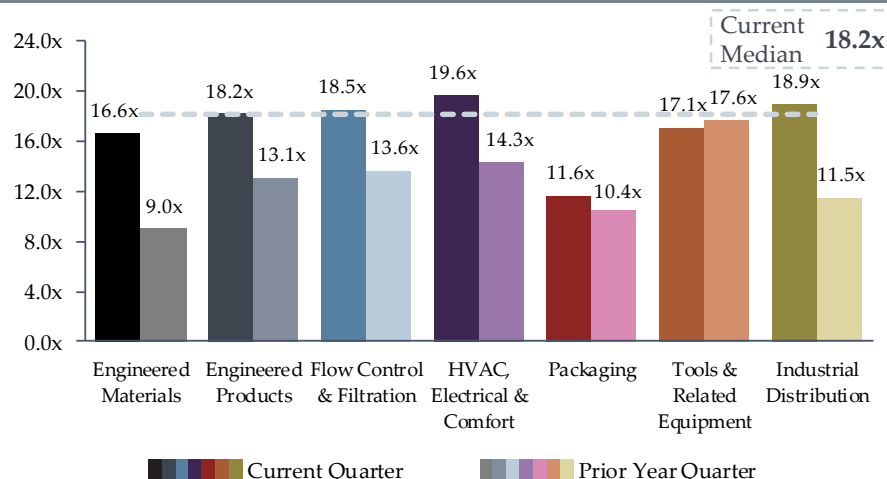
**35%**

of our DI clients closed deals  
with strategic buyers

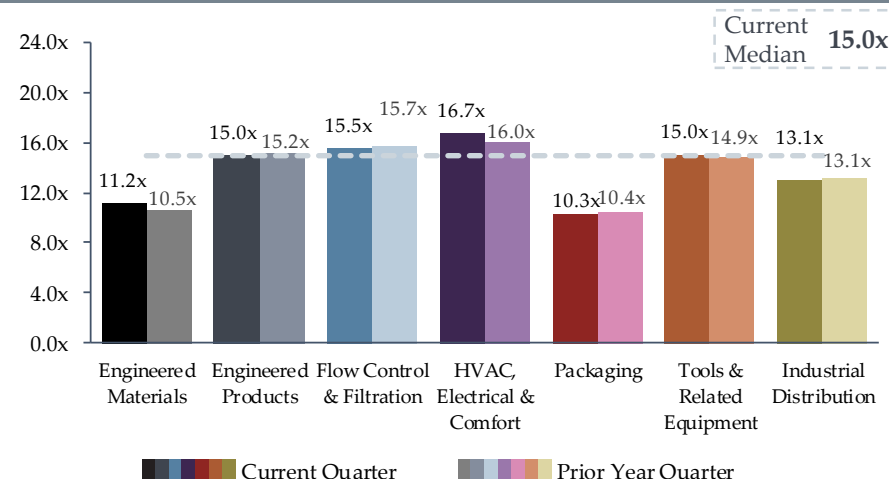
# DIVERSIFIED INDUSTRIALS SECTOR SNAPSHOT – Q1 2021

*Valuation metrics and profitability trends from select diversified industrials subsectors <sup>(1)</sup>*

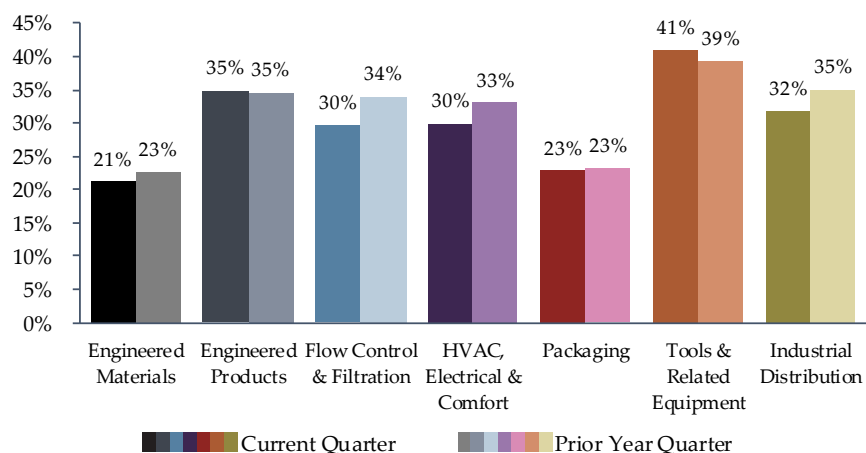
## TEV / LTM ADJ. EBITDA <sup>(2) (3)</sup>



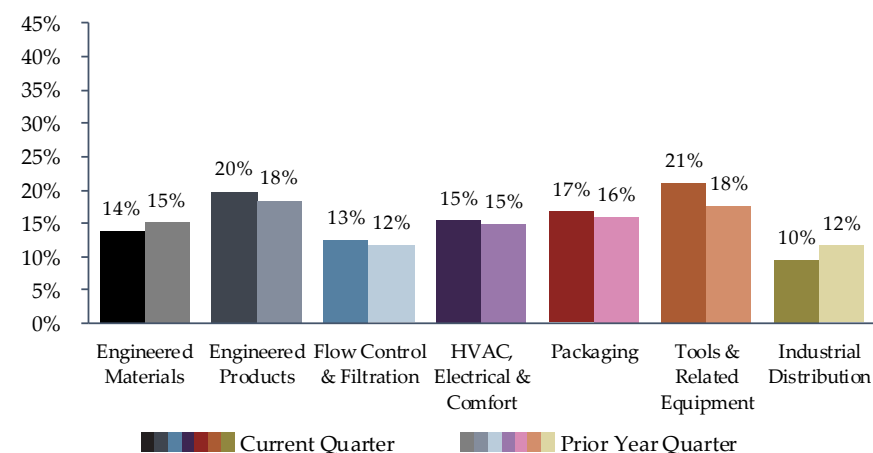
## TEV / NTM ADJ. EBITDA <sup>(2) (4)</sup>



## GROSS MARGIN



## ADJ. EBITDA MARGIN









### Footnotes:

- (1) BlackArch sector indices include all companies which appear in the earnings summaries within the subsequent pages of this report  
 (2) Total enterprise value equals equity value plus minority interest, preferred stock and net debt; net debt equals total debt less cash and cash equivalents  
 (3) LTM refers to the latest twelve-month period for which data was available  
 (4) NTM refers to the projected twelve-month period subsequent to the latest twelve-month period for which data was available

# ENGINEERED MATERIALS – Q1 2021 <sup>(1)</sup> <sup>(2)</sup>

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$879	\$911	7.4x	6.6x	2.7x	17.4% / 1.5%	13.7% / 2.8%	(2.5%)	(20.8%)	▲	▲
 Fiscal Quarter Q1 '21	\$6,060	\$1,272	45.5x	25.1x	6.8x	17.1% / (8.9%)	11.7% / (9.8%)	(42.6%)	(115.6%)	▲	▲
 Fiscal Quarter Q1 '21	\$879	\$791	11.0x	8.8x	3.6x	21.4% / 1.7%	10.8% / 1.5%	13.3%	75.0%	▲	▲
 Fiscal Quarter Q1 '21	\$1,705	\$1,253	18.3x	13.3x	1.4x	18.8% / 2.8%	8.5% / 0.3%	27.5%	90.7%	▲	▲
 Fiscal Quarter Q1 '21	\$1,058	\$786	10.6x	7.8x	2.1x	21.9% / (1.3%)	15.3% / 0.0%	(2.8%)	(7.1%)	▲	▲
 Fiscal Quarter Q1 '21	\$1,864	\$1,101	8.7x	7.6x	2.9x	28.0% / (0.4%)	17.8% / (0.9%)	10.2%	20.0%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations



Below Market Expectations



Met Market Expectations

# ENGINEERED PRODUCTS – Q1 2021 (1) (2)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
<b>AMETEK</b>											
Fiscal Quarter Q1 '21	\$32,969	\$4,554	24.9x	20.8x	1.9x	35.1% / 0.0%	29.0% / 1.2%	1.1%	4.9%	▲	▲
<b>Barnes GROUP INC</b>											
Fiscal Quarter Q1 '21	\$3,452	\$1,095	16.5x	13.2x	3.2x	35.5% / (1.6%)	17.9% / (4.2%)	(8.8%)	(46.5%)	▲	▲
<b>CARLISLE</b>											
Fiscal Quarter Q1 '21	\$11,076	\$4,244	15.4x	13.3x	2.9x	25.5% / (1.8%)	14.2% / (1.7%)	(0.1%)	(17.8%)	▲	▲
<b>CRANE</b>											
Fiscal Quarter Q1 '21	\$6,078	\$2,973	12.4x	9.9x	2.5x	38.4% / 2.4%	20.2% / 4.4%	4.5%	44.3%	▲	▲
<b>DOVER</b>											
Fiscal Quarter Q1 '21	\$24,407	\$6,896	18.0x	15.8x	2.3x	38.8% / 1.8%	21.1% / 2.8%	12.8%	30.2%	▲	▲
<b>GRACO</b>											
Fiscal Quarter Q1 '21	\$12,377	\$1,731	23.9x	20.8x	0.4x	54.5% / 1.3%	31.2% / 4.2%	21.6%	52.6%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y figure represents change from previous year's corresponding fiscal period



Above Market Expectations



Below Market Expectations









Met Market Expectations



# ENGINEERED PRODUCTS – Q1 2021 <sup>(1)</sup> <sup>(2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q2 '21	\$2,532	\$2,537	9.1x	9.2x	4.4x	27.4% / 0.3%	10.6% / 2.7%	12.1%	108.7%	▲	▲
 Fiscal Quarter Q1 '21	\$17,141	\$2,409	26.7x	22.7x	1.8x	45.0% / (0.8%)	27.8% / 0.7%	9.7%	13.5%	▲	▲
 Fiscal Quarter Q1 '21	\$7,479	\$2,513	21.5x	13.2x	0.5x	32.8% / 1.2%	20.6% / 3.5%	5.3%	32.5%	▲	▲
 Fiscal Quarter Q3 '21	\$46,378	\$13,549	16.8x	14.0x	2.5x	27.6% / 1.6%	21.1% / 2.5%	1.2%	40.8%	▲	▲
 Fiscal Quarter Q1 '21	\$3,175	\$1,591	17.3x	12.9x	2.1x	31.4% / 0.5%	11.3% / (0.2%)	8.5%	9.7%	▲	▲
 Fiscal Quarter Q1 '21	\$5,658	\$2,996	15.4x	13.7x	2.3x	26.4% / (1.2%)	12.7% / (0.3%)	14.9%	29.1%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations









Below Market Expectations



Met Market Expectations

# FLOW CONTROL & FILTRATION – Q1 2021 <sup>(1) (2)</sup>

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$1,242	\$762	13.7x	9.4x	5.9x	31.0% / 0.1%	9.7% / 1.1%	(6.0%)	20.0%	▼	▼
 Fiscal Quarter Q2 '21	\$8,209	\$2,698	17.6x	15.1x	1.1x	34.0% / 0.3%	17.0% / 0.8%	2.6%	4.0%	▲	▲
 Fiscal Quarter Q1 '21	\$6,665	\$3,692	13.3x	14.7x	3.0x	30.4% / (0.4%)	11.0% / 3.9%	(4.1%)	33.3%	▲	▲
 Fiscal Quarter Q1 '21	\$3,878	\$1,314	20.8x	17.0x	0.7x	34.7% / 0.8%	13.0% / 4.2%	24.9%	145.8%	▲	▲
 Fiscal Quarter Q1 '21	\$858	\$346	18.9x	14.4x	0.0x	25.9% / 0.3%	13.4% / 2.2%	(2.9%)	33.3%	▲	↔
 Fiscal Quarter Q1 '21 <sup>(4)</sup>	\$6,990	\$2,492	15.5x	13.1x	1.6x	NA	NA	7.7%	NA	▲	NA

## Footnotes:

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 (3) Y-o-Y% figure represents change from previous year's corresponding fiscal period  
 (4) Company reports earnings bi-annually; quarterly margin and EPS figures not available



Above Market Expectations



Below Market Expectations







Met Market Expectations

# FLOW CONTROL & FILTRATION – Q1 2021 <sup>(1)</sup> <sup>(2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
		LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 <b>PENTAIR</b>											
Fiscal Quarter Q1 '21	\$12,474	\$3,174	20.6x	18.7x	1.7x	36.4% / 1.0%	20.6% / 3.3%	22.0%	55.8%	▲	▲
 <b>SPXFLOW</b>		LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
Fiscal Quarter Q1 '21	\$2,916	\$1,425	18.1x	13.5x	2.5x	35.3% / 0.4%	12.3% / 4.5%	25.7%	916.7%	▲	▲
 <b>WATTS®</b>		LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
Fiscal Quarter Q1 '21	\$4,788	\$1,539	18.9x	17.3x	0.8x	42.0% / (0.5%)	17.3% / 1.9%	8.0%	30.5%	▲	▲
 <b>xylem</b>		LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
Fiscal Quarter Q1 '21	\$23,007	\$5,009	28.2x	24.1x	3.8x	39.0% / 2.6%	15.8% / 4.7%	11.8%	143.5%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations









Below Market Expectations



Met Market Expectations

# HVAC, ELECTRICAL & COMFORT SYSTEMS – Q1 2021 <sup>(1)</sup> <sup>(2)</sup>

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$3,288	\$493	28.6x	25.2x	0.0x	28.6% / (2.6%)	22.3% / (2.4%)	(15.8%)	(26.8%)	▲	▲
 Fiscal Quarter Q4 '21	\$2,160	\$419	22.9x	16.5x	3.3x	43.1% / (2.3%)	24.4% / 3.9%	35.4%	(27.7%)	▲	▼
 Fiscal Quarter Q4 '20	\$55,284	\$22,544	16.4x	14.6x	2.0x	33.3% / (1.2%)	13.6% / (0.6%)	1.8%	(6.8%)	▲	▼
 Fiscal Quarter Q1 '21	\$67,884	\$17,761	24.9x	18.9x	3.9x	32.1% / 1.1%	16.8% / 3.1%	(2.0%)	32.1%	▲	▲
 Fiscal Quarter Q2 '21	\$64,602	\$17,064	17.2x	15.3x	2.1x	42.0% / (0.0%)	23.1% / 0.1%	6.5%	9.0%	▲	▲
 Fiscal Quarter Q1 '21	\$11,779	\$4,174	16.9x	15.2x	2.7x	26.9% / (2.1%)	14.9% / 0.3%	(1.1%)	4.9%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations









Below Market Expectations



Met Market Expectations

# HVAC, ELECTRICAL & COMFORT SYSTEMS – Q1 2021 <sup>(1) (2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q2 '21	\$56,423	\$22,232	17.2x	15.3x	2.8x	34.7% / 1.7%	15.7% / 5.2%	2.8%	24.0%	▲	▲
 Fiscal Quarter Q1 '21	\$14,246	\$3,841	22.3x	20.7x	2.1x	27.6% / 4.7%	13.9% / 6.7%	28.6%	305.4%	▲	▲
 Fiscal Quarter Q4 '21	\$1,283	\$1,808	8.3x	7.2x	2.5x	16.3% / 0.4%	7.6% / (0.5%)	8.9%	112.5%	▲	▲
 <sup>(4)</sup> Fiscal Quarter Q1 '21	\$98,495	\$30,776	18.9x	15.0x	2.7x	NA	NA	13.5%	NA	▼	NA
 Fiscal Quarter Q1 '21	\$46,129	\$12,831	22.9x	19.0x	2.5x	31.6% / 3.1%	14.4% / 4.8%	14.2%	134.9%	▲	▲
 Fiscal Quarter Q1 '21	\$4,788	\$1,539	18.9x	17.3x	0.8x	42.0% / (0.5%)	17.3% / 1.9%	8.0%	30.5%	▲	▲

## Footnotes:

- (1) Sources: Wall Street Research, public company filings and Capital IQ  
 (2) Market data reflects the date of June 8, 2021  
 (3) Y-o-Y% figure represents change from previous year's corresponding fiscal period  
 (4) Company reports earnings bi-annually; quarterly margin and EPS figures not available



Above Market Expectations



Below Market Expectations









Met Market Expectations



# PACKAGING – Q1 2021 (1) (2)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q3 '21	\$24,940	\$12,550	12.7x	12.0x	3.6x	21.3% / 0.5%	15.2% / 0.4%	2.1%	(18.8%)	▲	▼
 Fiscal Quarter Q1 '21	\$10,280	\$2,985	17.0x	15.7x	1.9x	37.1% / (0.4%)	19.8% / (0.1%)	7.7%	7.5%	▲	▲
 Fiscal Quarter Q1 '21	\$34,136	\$12,121	17.3x	15.0x	4.1x	20.2% / (0.2%)	15.2% / (0.6%)	12.2%	18.0%	▲	▲
 Fiscal Quarter Q2 '21	\$19,179	\$12,424	8.4x	8.3x	4.8x	20.3% / 0.6%	17.9% / 0.5%	13.3%	33.6%	▲	▲
 Fiscal Quarter Q1 '21	\$11,291	\$4,210	13.0x	11.6x	1.8x	28.7% / 0.1%	21.0% / 0.6%	17.3%	14.1%	▲	▲
 Fiscal Quarter Q1 '21	\$21,300	\$11,896	11.2x	11.4x	4.3x	22.0% / 2.5%	16.9% / 4.5%	11.6%	61.9%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations









Below Market Expectations



Met Market Expectations

# PACKAGING – Q1 2021 <sup>(1)</sup> <sup>(2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$9,424	\$6,610	9.3x	8.1x	3.8x	15.4% / (5.0%)	14.4% / 5.9%	3.1%	(25.8%)	▼	▼
 Fiscal Quarter Q1 '21	\$32,760	\$20,591	10.9x	8.2x	2.8x	28.3% / (1.7%)	14.1% / 0.3%	0.2%	33.3%	▲	▲
 Fiscal Quarter Q1 '21	\$7,752	\$6,030	9.2x	7.2x	6.3x	16.3% / (0.9%)	15.9% / (0.7%)	(3.9%)	(14.6%)	▲	▲
 Fiscal Quarter Q1 '21	\$15,187	\$6,757	11.8x	10.3x	2.1x	22.4% / 1.0%	20.0% / 1.4%	5.8%	18.0%	▲	▲
 Fiscal Quarter Q1 '21	\$12,187	\$4,996	12.3x	10.6x	3.8x	31.7% / (1.6%)	19.9% / (0.1%)	7.9%	6.8%	▲	▲
 Fiscal Quarter Q1 '21	\$7,744	\$5,130	9.6x	9.0x	4.2x	17.9% / (0.1%)	15.9% / 0.6%	20.2%	31.6%	▲	▲

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations





Below Market Expectations



Met Market Expectations

# PACKAGING – Q1 2021 <sup>(1)</sup> <sup>(2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$8,154	\$5,287	11.0x	10.2x	2.7x	20.5% / 0.1%	14.6% / (0.9%)	3.8%	(4.3%)	▲	▲
 Fiscal Quarter Q2 '21	\$24,877	\$17,547	9.4x	7.2x	3.7x	16.9% / (1.1%)	13.5% / (1.8%)	(0.2%)	(19.4%)	▼	▼

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations









Below Market Expectations



Met Market Expectations

# TOOLS & RELATED EQUIPMENT – Q1 2021 <sup>(1)</sup> <sup>(2)</sup>

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q1 '21	\$72,786	\$11,547	26.8x	20.3x	1.0x	41.6% / (1.0%)	24.5% / 0.2%	18.1%	21.9%	▲	▼
 Fiscal Quarter Q2 '21	\$64,602	\$17,064	17.2x	15.3x	2.1x	42.0% / (0.0%)	23.1% / 0.1%	6.5%	9.0%	▲	▲
 Fiscal Quarter Q1 '21	\$25,857	\$4,786	24.1x	20.2x	2.6x	56.5% / 1.3%	23.3% / 1.8%	13.6%	(14.9%)	▲	▲
 Fiscal Quarter Q4 '20	\$71,922	\$78,927	8.1x	6.7x	2.4x	27.1% / 1.9%	13.7% / 4.4%	(7.5%)	(143.5%)	▼	▼
 Fiscal Quarter Q1 '21	\$22,684	\$5,577	22.5x	19.5x	3.9x	37.6% / 6.7%	19.7% / 7.8%	94.7%	80.0%	▲	▲
 Fiscal Quarter Q4 '21	\$11,234	\$5,500	11.8x	11.5x	0.1x	32.9% / (0.8%)	16.4% / 2.2%	36.2%	63.0%	▲	▼

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations



Below Market Expectations



Met Market Expectations

# TOOLS & RELATED EQUIPMENT – Q1 2021 <sup>(1)</sup> <sup>(2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
		LTM	TEV / LTM	TEV / NTM	Total Debt /	GM / Δ over	EBITDA Margin				
	TEV	Revenue	EBITDA	EBITDA	LTM EBITDA	Prior Year <sup>(3)</sup>	/ Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
<b>Snap-on</b>											
Fiscal Quarter Q1 '21	\$14,038	\$4,117	13.2x	13.0x	1.4x	52.0% / 0.5%	26.5% / 2.0%	18.7%	34.6%		

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations



Below Market Expectations



Met Market Expectations



# BLACKARCH'S DISTRIBUTION PRACTICE



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## Subsector Focus Areas

General Industrial

Electrical/Technology

Energy

Automotive Aftermarket

Building Products  
& Infrastructure

Aerospace & Defense

Food & Consumer







Healthcare

## REPRESENTATIVE BLACKARCH DISTRIBUTION TRANSACTIONS



# INDUSTRIAL DISTRIBUTION – Q1 2021 <sup>(1)</sup> <sup>(2)</sup>

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 Fiscal Quarter Q3 '21	\$4,314	\$3,065	15.0x	13.2x	3.0x	29.4% / 0.4%	10.4% / 1.3%	1.2%	34.3%	▲	▲
 Fiscal Quarter Q1 '21	\$885	\$950	26.7x	11.8x	11.4x	29.2% / 1.3%	5.2% / (0.4%)	(18.4%)	(93.5%)	▲	▼
 Fiscal Quarter Q1 '21	\$30,787	\$5,697	23.4x	22.4x	0.5x	45.4% / (1.2%)	22.7% / 0.1%	3.7%	5.7%	▼	↔
 Fiscal Quarter Q1 '21	\$26,182	\$11,880	17.0x	14.7x	1.5x	35.4% / (1.9%)	13.0% / 0.1%	2.8%	5.7%	▲	▲
 Fiscal Quarter Q1 '21	\$528	\$364	28.2x	11.6x	0.9x	52.7% / (1.1%)	7.1% / (15.1%)	13.8%	(70.9%)	▲	▼
 Fiscal Quarter Q2 '21	\$5,922	\$3,129	13.8x	13.0x	1.7x	42.0% / (0.1%)	12.6% / 0.2%	(1.5%)	0.0%	▼	▼

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period



Above Market Expectations








Below Market Expectations



Met Market Expectations

# INDUSTRIAL DISTRIBUTION – Q1 2021 <sup>(1) (2)</sup> (CONT.)

(\$ in Millions, Except Per Share Amounts)

	Valuation				Leverage	Gross Margin	Adj. EBITDA Margin	Y-o-Y Growth (%) <sup>(3)</sup>		Result vs. Expectation	
	TEV	LTM Revenue	TEV / LTM EBITDA	TEV / NTM EBITDA	Total Debt / LTM EBITDA	GM / Δ over Prior Year <sup>(3)</sup>	EBITDA Margin / Δ over Prior Year <sup>(3)</sup>	Revenue	Adj. EPS	Revenue	Adj. EPS
 <sup>(4)</sup> Fiscal Quarter Q1 '21	\$9,274	\$15,404	13.6x	7.8x	5.4x	NA	NA	3.3%	NA		NA
	\$10,340	\$14,399	13.4x	9.9x	6.5x	20.1% / 0.9%	5.3% / 1.2%	105.3%	57.1%		

## Footnotes:

(1) Sources: Wall Street Research, public company filings and Capital IQ

(2) Market data reflects the date of June 8, 2021

(3) Y-o-Y% figure represents change from previous year's corresponding fiscal period

(4) Company reports earnings bi-annually; quarterly margin and EPS figures not available



Above Market Expectations



Below Market Expectations



Met Market Expectations

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