

Industrial Portfolio Transformation & CAM Acquisition

Vision*

A \$3-\$4B Global Leader Of Highly Engineered, Application Solutions Where Safety, Reliability & Productivity Are Critical

Scalable, Defensible Platform Powered By



Engineering Capability With Leading Industrial Technology

Customer Trusted Brands

Recurring Revenue Or After-Market Potential

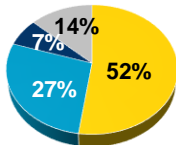
Global Multi-Vertical Scale

Ability To Differentiate Through Innovation

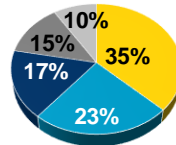
Attractive Markets With Positive Long-Term Outlooks

Portfolio Transformation

2017 - \$2B



2020 Pro Forma** - \$2.9B



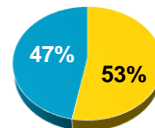
Automotive General Industrial Attachment Tools Aerospace & Defense Oil & Gas

CAM Transaction Details | Strategic Rationale

- Industry Leading Manufacturer Of Specialty Fasteners & Components For The Aerospace & Defense End Market (~\$375M LTM Revenue)
- Increases Scale In High Growth, High Margin Aerospace & Defense Segment And Creates A Pathway For Profitable Growth
- Purchase Price Up To \$1.5B | \$0.2B Contingent On The Certification & Production Levels Of 737 MAX
- Adjusted For ~\$185M Of Expected Cash Tax Benefits, The Net Transaction Value Is ~\$1.1 - \$1.3 Billion
- Year 3 EPS Accretion ~\$0.30 - \$0.40 | Year 5 CFROI ~12%

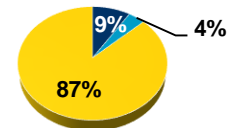
Business Mix

- Engineered Components
- Fasteners



End Markets

- Commercial
- Aerospace
- Industrial
- Defense



CAM Is An Ideal Bolt-On To Engineered Fastening | Providing Diversification, Growth & Compelling Returns