



CALABASAS CAPITAL



Aerospace & Defense Technology Leaders Panel



June 25, 2025

About Calabasas Capital

Calabasas Capital specializes in serving privately held companies in the lower middle market and emerging growth markets with revenues typically ranging from \$10 million to \$100 million and/or EBITDA from \$2 million to \$12 million. Our clients receive high touch service from a senior team of financial professionals with significant experience in M&A advisory and capital raising along with in-depth knowledge and management experience in the industry vertical markets we focus on. We provide our clients with connectivity to the senior management and boards of established and emerging market leaders, and their financial sponsors.

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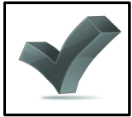
This presentation is for informational purposes only and it should not be considered in any way an offer to buy or sell a security. Buying or selling a security involves substantial risk and may be worth more or less than the original investment.



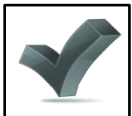
26610 Agoura Road, Suite 120 Calabasas, CA 91302 | Phone: (818) 657-6130 Fax: (818) 657-6145



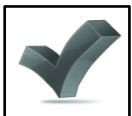
***Entrepreneur / Family controlled growth companies
with \$5M+ ARR / \$2M - \$12M EBITDA
in sectors we know well***



Senior team with strong experience in M&A and private placements and operating roles in PE and VC backed companies



Expertise in target sectors and connectivity with management of established and emerging market leaders and their financial sponsors



Roll-up our sleeves partners in the process with proven ability to maximize value and terms and close the transaction

Mergers & Acquisitions

- Sell-side M&A
- Buy-side M&A
- Divestitures

Capital Raising

- Private Equity
- Senior
- Subordinated Debt
- Venture Capital

Industry Focus and Expertise



Consumer

- Retail/Restaurants
- Food & Beverage
- E-Commerce
- CPG



Industrial / Bus. Services

- Manufacturing
- Packaging
- Business Services
- Marketing/Media



SaaS / Technology

- SaaS/Software
- Cybersecurity
- IT Enabled Services
- Industrial Tech



A&D / Government

- Parts & Components
- Defense / Space Tech
- MRO & Logistics
- Govt. / IT Services



The Good



After 285 days “stranded” astronauts Sunita Williams and Butch Wilmore returned to Earth on Tuesday, March 18, 2025 in a mission led by SpaceX

The Bad (Badass)



YFQ-42A "Fury"
Collaborative Combat Aircraft (CCA)



F-47
Next-Generation Air Dominance
(NGAD)



YFQ-44A
Collaborative Combat Aircraft (CCA)

The Ugly

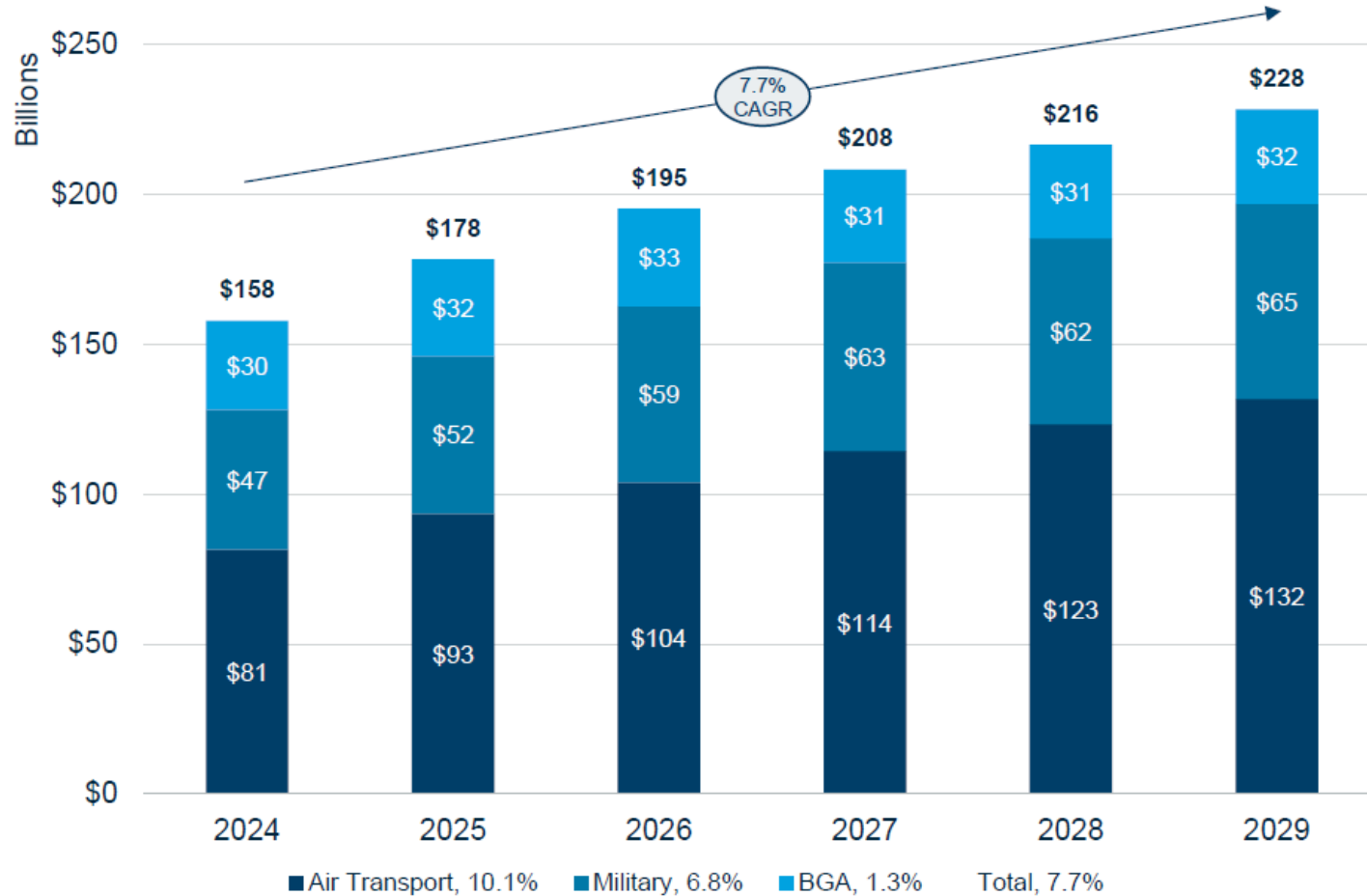


F-35B test jet crashes in New Mexico, pilot ejects safely but sustains injuries (May 2024)



Delta Connection crash landing in Toronto, all 76 passengers and 4 crew survived (Feb 2025)

Aircraft Production Value to increase at 7.7% CAGR

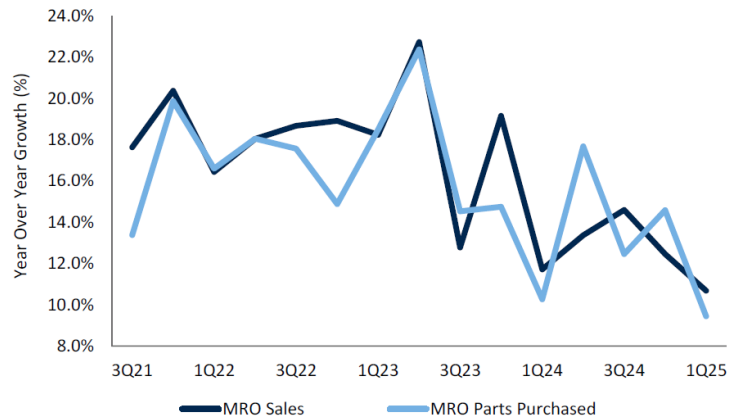


- **Commercial** Air Transport has highest growth at 10.1% CAGR (was -5%)
- **Military** growth moderates, but still robust at 6.8% CAGR (down from 32%)
- **Business and General Aviation** settles into flat/low growth (was 15%)
- Forecast assumes aircraft production recovery is supply constrained and may not fully account for the SPS fire

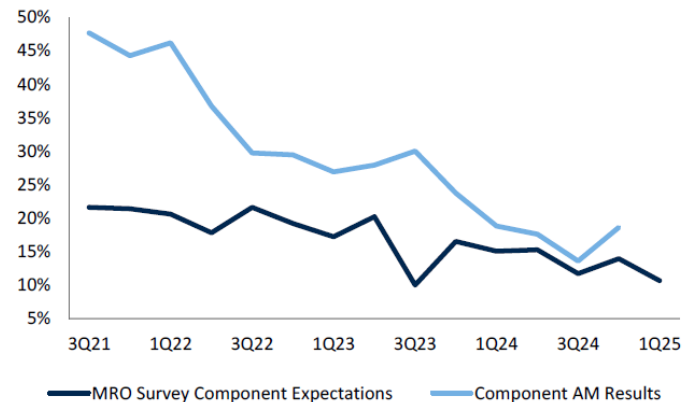
2025 Commercial MRO Continues to be Strong

- Total MRO sales showed a strong 2025 Q1 up 11% YOY
- Outlook for full year 2025 MRO sales steady at ~10% YOY average growth

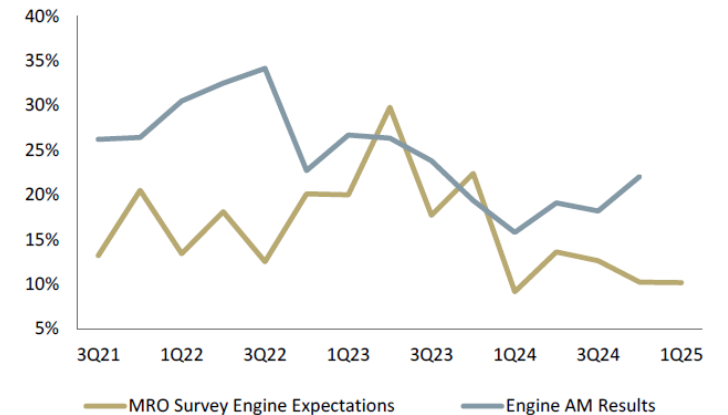
MRO Sales & MRO Parts Purchased



Component Aftermarket Avg. Growth
v. MRO Survey Results



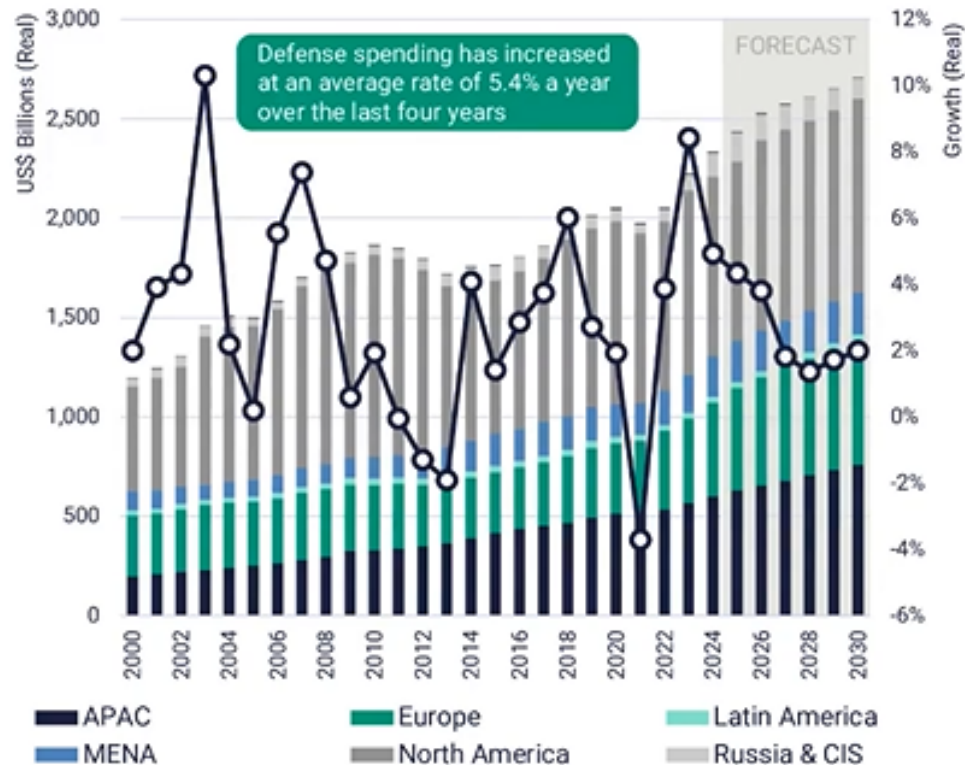
Engine Aftermarket Avg. Growth
v. MRO Survey Results



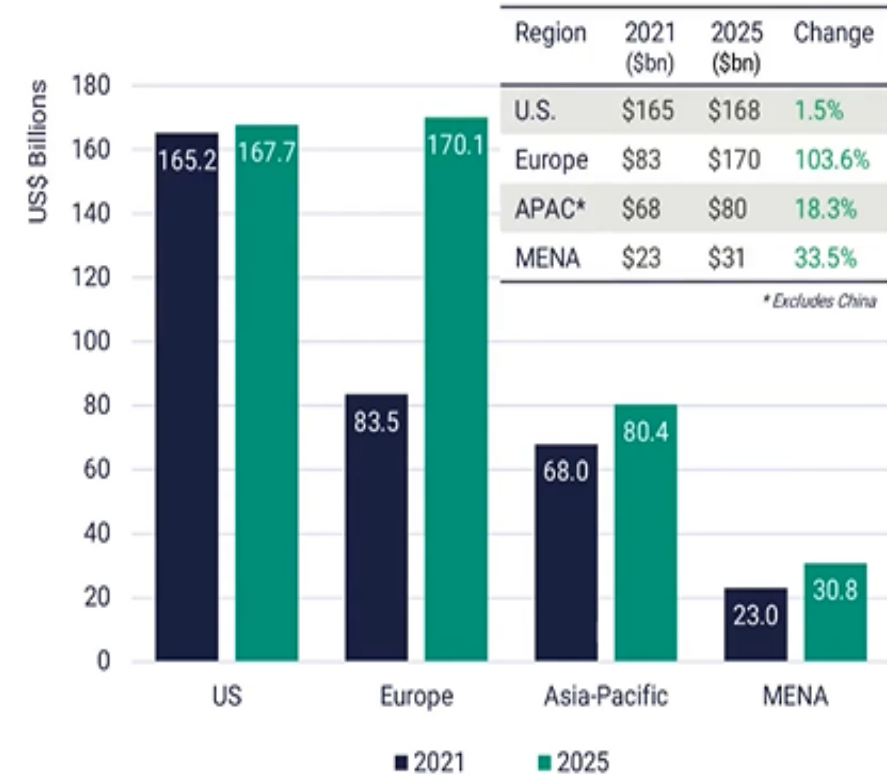
Solid Outlook for Defense Spending

- Significant increase in recent years contributed from outside the U.S.

Global Defense Spending



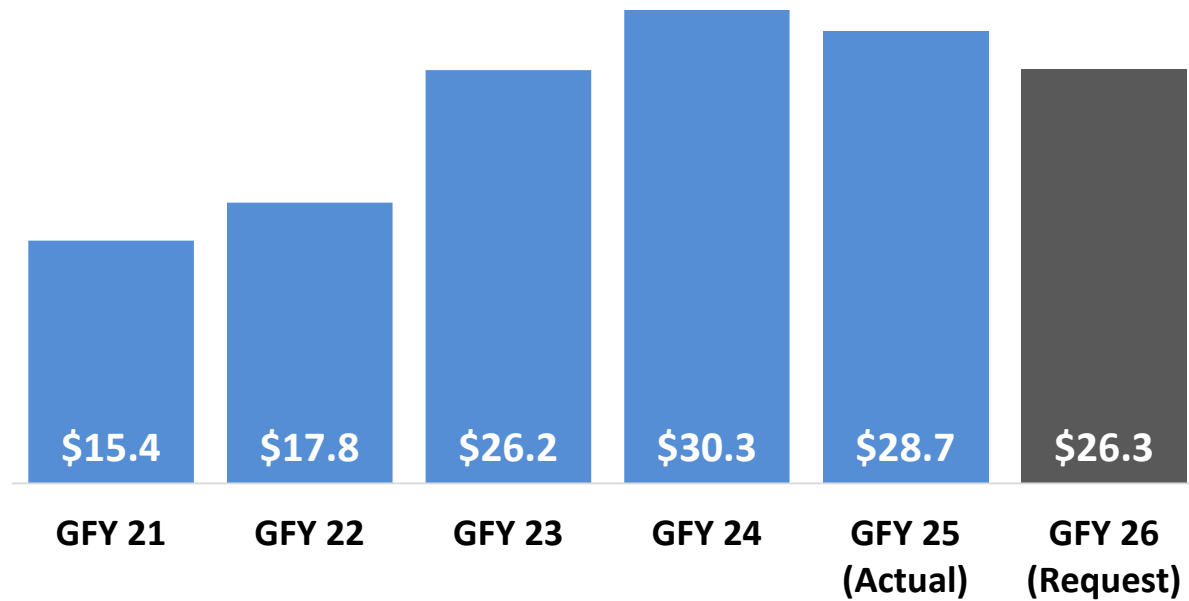
Procurement Spending by Region



2026 “Gross” Proposed DOD Budget = \$1.01 Trillion

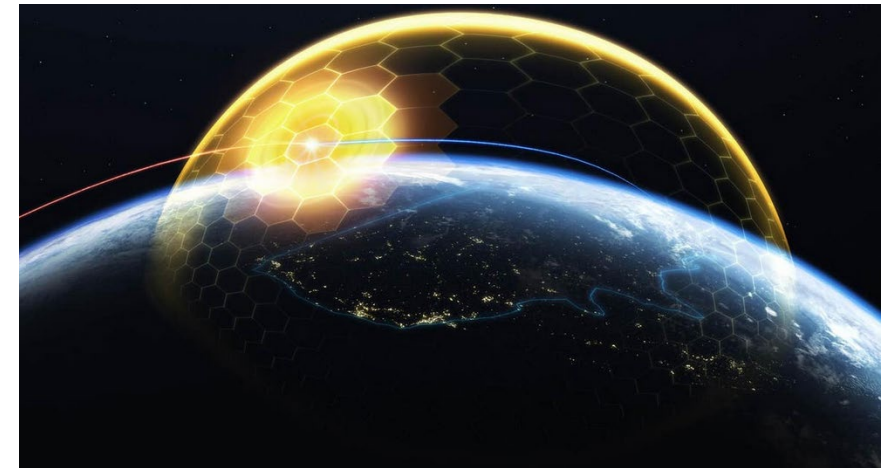
- Requested \$1,012B GFY 2026 (incl. \$119B from Reconciliation Package)
- 13% growth on GFY 2025 \$893B (incl. Continuing Resolution)

DOD Space Force Budget (GFY 2021 - 2026)*



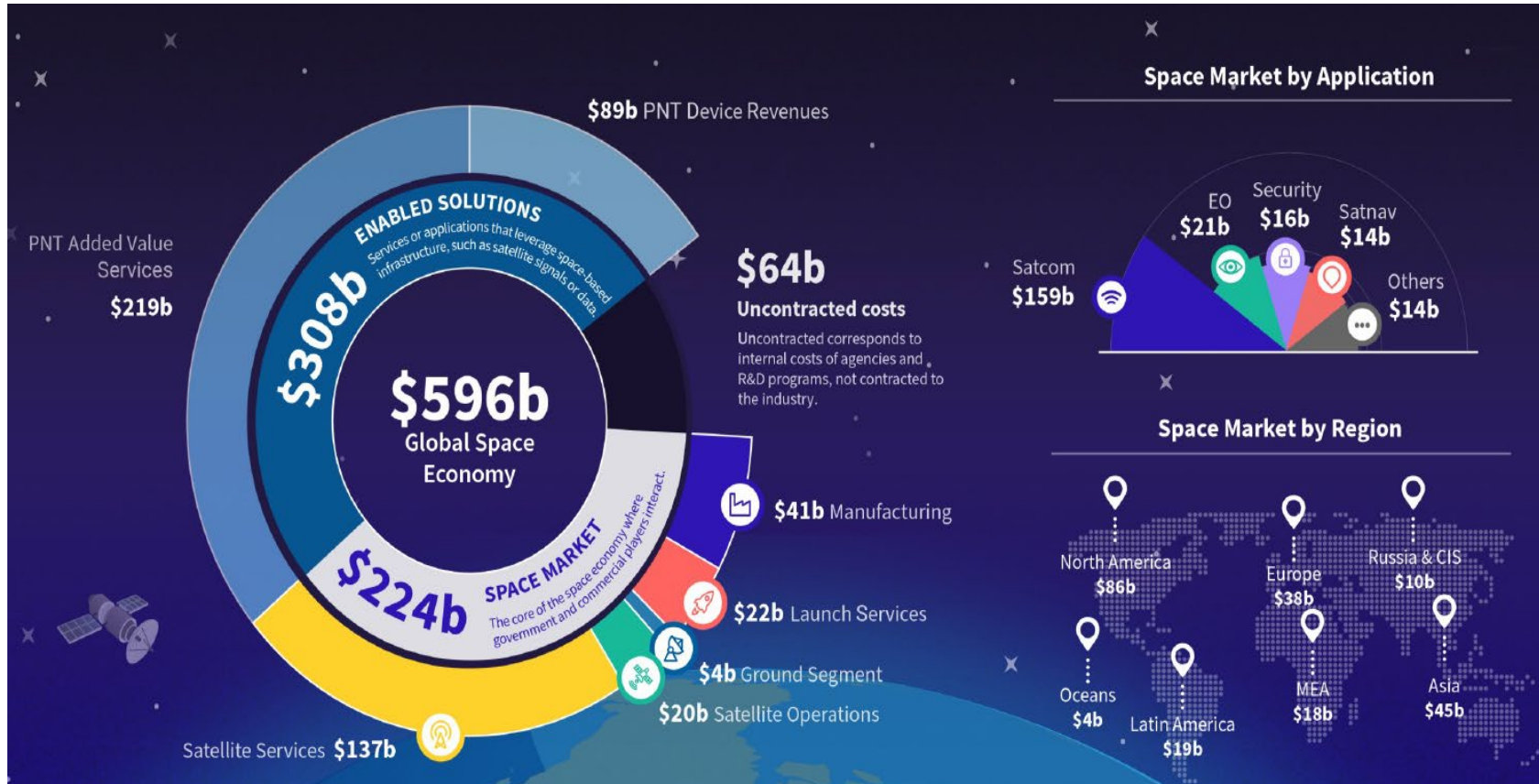
UNITED STATES
SPACE FORCE

LOCKHEED MARTIN



Golden Dome to cost \$175B over 3 years

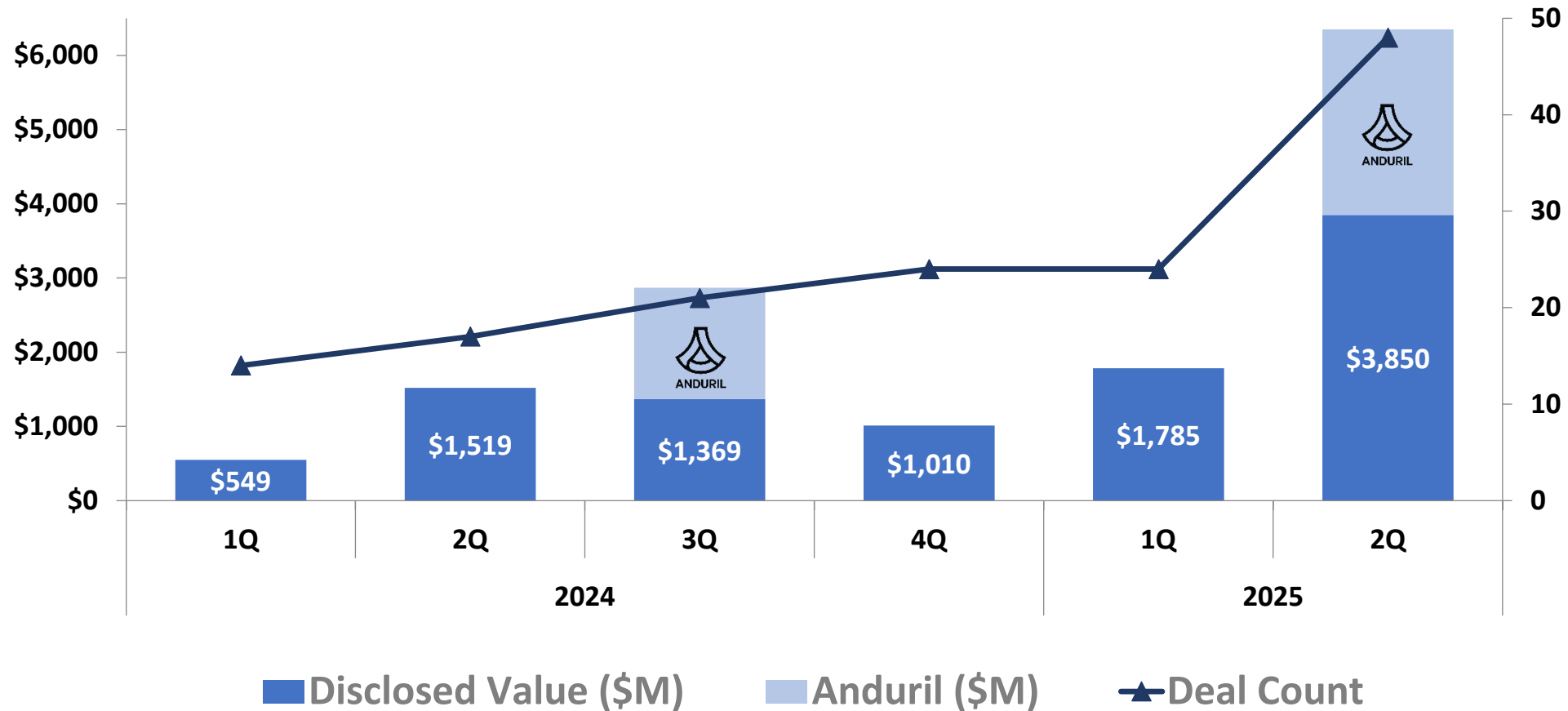
2024 Space Economy Valuation = \$596B



- **North America** represents 59% of \$56B Upstream (Mfg., Launch, and Ground) and 29% of \$157B Downstream (Communication, Navigation, Earth Observation)
- Commercial customers account for 71% of the total space market
- **Defense markets** represent \$27.6B or 46% of Upstream

Defense Tech Ramps VC Investment

- Defense Tech VC: 2024 = \$6.0B and June 18, 2025 YTD = \$8.1B



Defense Tech Ramps VC Investment

- Defense Tech VC June 18, 2025 YTD = \$8.1B / 72 Rounds

Top 5 Investments

PROJECT	ROUND	AMOUNT	DATE
Anduril Industries	Series G	\$2.5B	Jun 5
Helsing	Series D	\$693.0M	Jun 17
Saronic	Series C	\$600.0M	Feb 18
Applied Intuition	Series F	\$600.0M	Jun 17
Impulse Space	Series C	\$300.0M	Jun 3

Most Active Investors

FUND	ROUNDS
Andreessen Horowitz (a16z)	12
Lux Capital	9
8VC	7
General Catalyst	6
Founders Fund	6



AD&G Growth Segments

Defense Technologies



Drones / Unmanned



Advanced Manufacturing



AI/MBL



Cybersecurity

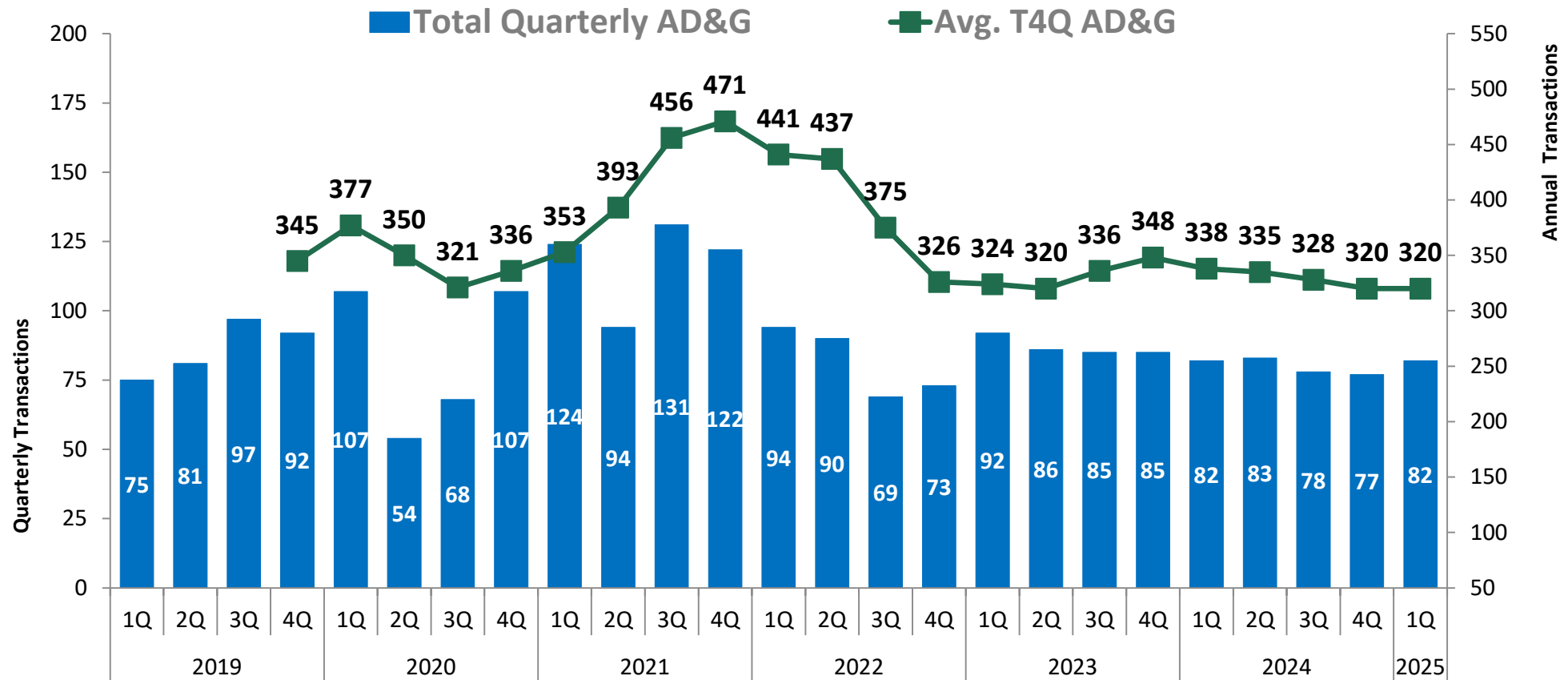


Space Technologies



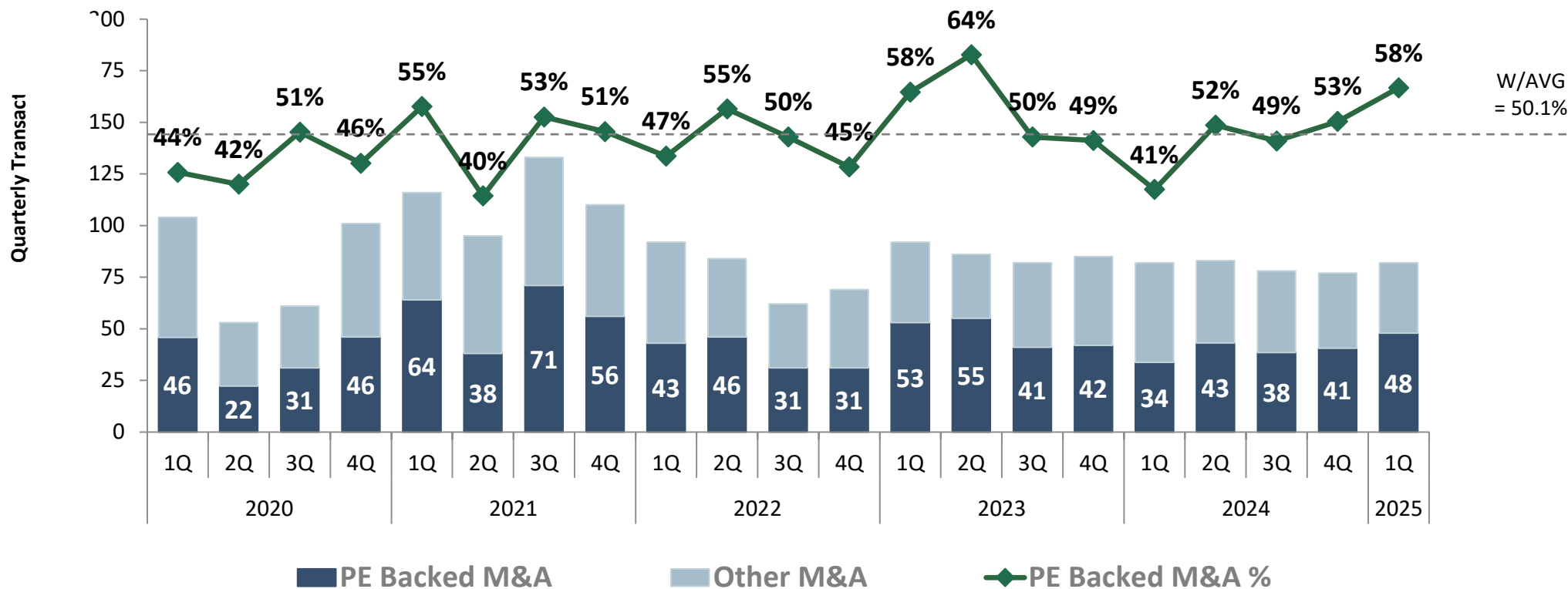
Solid and Consistent M&A Transaction Run Rate

- M&A TTM Rate: 320 – 350 AD&G U.S. Transactions (since Q4 2022)



Private Equity Actively Investing Across AD&G Segments

- Platform and Add-On Transactions: 50% of all AD&G on average for 2020 – Q1 2025 (versus 33% for 2017 - 2018)



Active AD&G PE Acquirers

GREENBRIAR



ARCLINE
INVESTMENT MANAGEMENT



THE JORDAN COMPANY



CORE
INDUSTRIAL



TRIVE CAPITAL

SAGEWIND CAPITAL

KKR

A|C|P
ARLINGTON
CAPITAL PARTNERS



BLUESTONE
INVESTMENT PARTNERS

ENLIGHTENMENT
CAPITAL

ATL | PARTNERS

GODSPEED
CAPITAL

THE CARLYLE GROUP

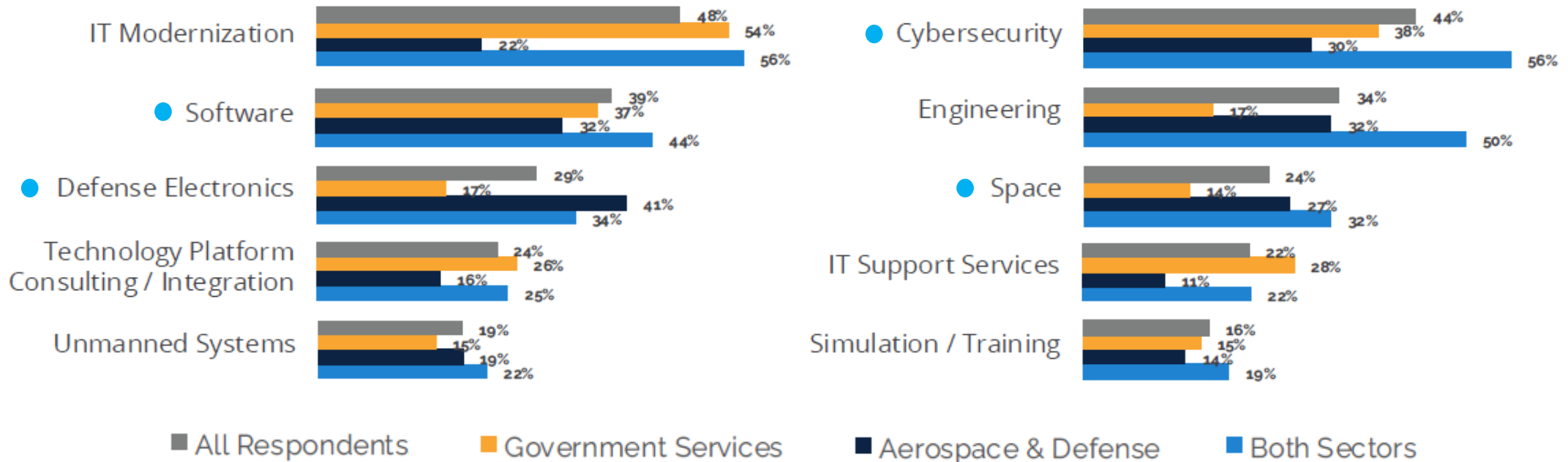


MADISON DEARBORN
PARTNERS

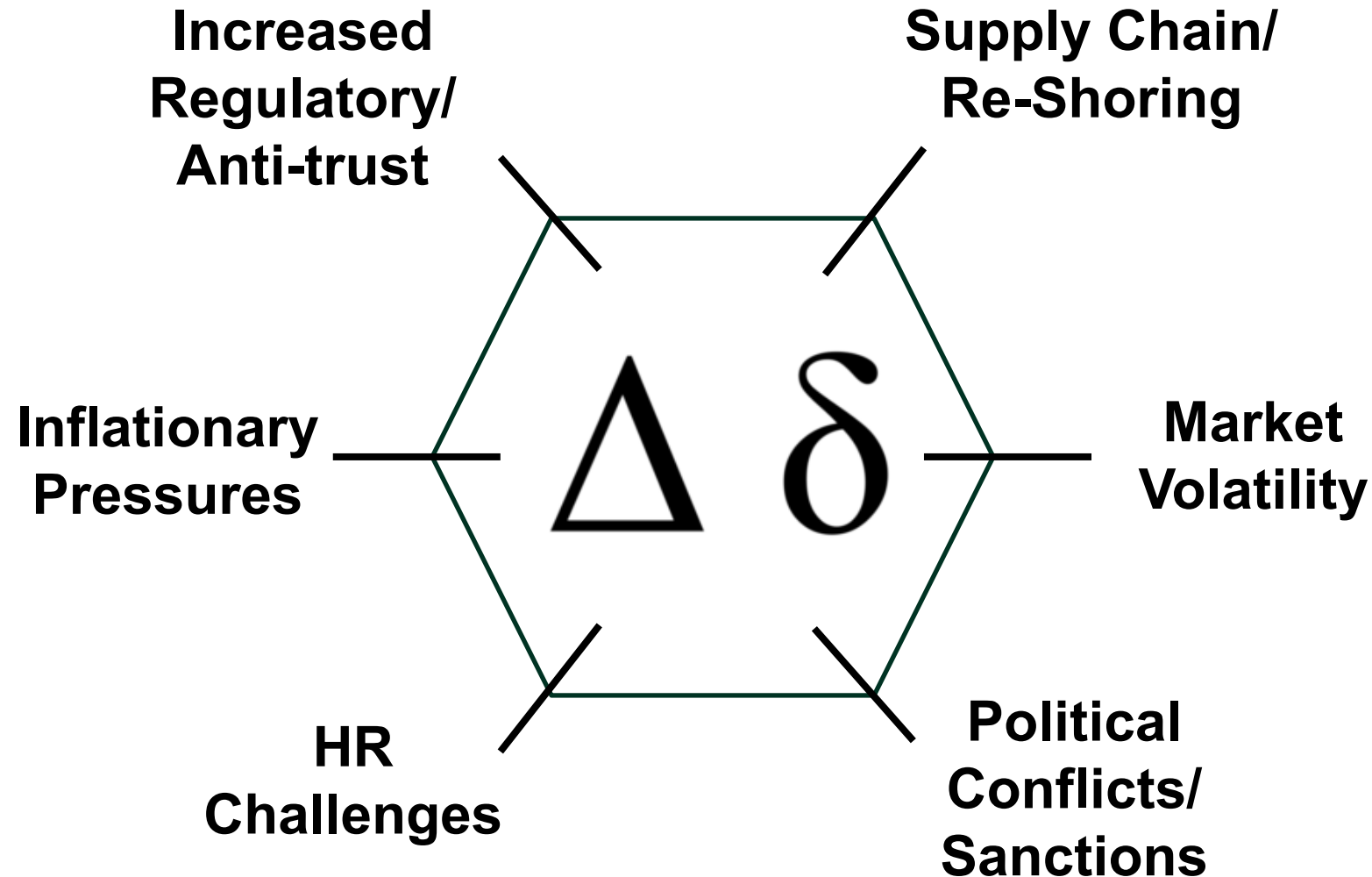
M&A Priorities for 2025

- IT Modernization and Cybersecurity are top M&A capabilities for AD&G companies
- Defense Electronics is a top focus for 41% of A&D companies

Highest Rated Capability Interests in the Next 12 - 24 Months



Auto-Pilot is Not a Strategy



PROJECT WINGMAN
MARK I
SCHEMATIC

ACG[®] 101 Corridor
Association for Corporate Growth

AEROSPACE & DEFENSE
TECHNOLOGY LEADERS PANEL

June 25th | Time: 5:30-8:30pm

Location: **The Provence Room,**
Westlake Village Inn

 **Register:** acg.org/101/events

 **Questions?**
Email Michele Buckley:
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PW TECHNICAL
VOLUME III

UNCLASSIFIED



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