



Fourth Quarter 2021 Results Conference Call

March 2022

Forward-Looking Statements

This presentation contains statements that, to the extent they are not recitations of historical fact, constitute "forward looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Exchange Act. All such statements are intended to be covered by the safe harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995 and includes this statement for purposes of such safe harbor provisions. "Forward-looking" statements, as such term is defined by the SEC in its rules, regulations and releases, represent VSE Corporation's (the "Company") expectations or beliefs, including, but not limited to, statements concerning its operations, economic performance, financial condition, growth and acquisition strategies, investments and future operational plans. Without limiting the generality of the foregoing, words such as "may," "will," "expect," "believe," "anticipate," "intend," "forecast," "seek," "plan," "predict," "project," "could," "estimate," "might," "continue," "seeking" or the negative or other variations thereof or comparable terminology are intended to identify forward-looking statements.

These statements speak only as of the date of this presentation and the Company undertakes no ongoing obligation, other than that imposed by law, to update these statements. These statements appear in a number of places in this presentation, and relate to, among other things, the Company's intent, belief or current expectations with respect to: its future financial condition, results of operations or prospects; our business and growth strategies; and our financing plans and forecasts. You are cautioned that any such forward-looking statements are not guarantees of future performance and involve significant risks and uncertainties, and that actual results may differ materially from those contained in or implied by the forward-looking statements as a result of various factors, some of which are unknown, including, without limitation the ongoing COVID-19 outbreak and the factors identified in the Company's reports filed or expected to be filed with the SEC including its Annual Report on Form 10-K for the year ended December 31, 2021.

Non-GAAP Financial Measures

In addition to the financial measures prepared in accordance with generally accepted accounting principles (GAAP), this document also contains Non-GAAP financial measures. We consider Adjusted Net Income, Adjusted EPS (Diluted), EBITDA, Adjusted EBITDA, trailing-twelve month Adjusted EBITDA, net debt and free cash flow (FCF) as non-GAAP financial measures and important indicators of performance and useful metrics for management and investors to evaluate our business's ongoing operating performance on a consistent basis across reporting periods. Adjusted Net Income represents Net Income adjusted for discrete items. Adjusted EPS (Diluted) is computed by dividing net income, adjusted for the discrete items and the related tax impacts, by the diluted weighted average number of common shares outstanding. EBITDA represents net income before interest expense, income taxes, amortization of intangible assets and depreciation and other amortization. Adjusted EBITDA represents EBITDA adjusted for discrete items. Net debt is defined as total debt less cash and cash equivalents. Free cash flow represents operating cash flow less capital expenditures. Net leverage ratio is calculated as net debt divided by trailing twelve month Adjusted EBITDA. The reasons why we believe these measures provide useful information to investors and a reconciliation of these measures to the most directly comparable GAAP measures and other information relating to these Non-GAAP measures are included in the supplemental schedules attached.

STRONG MOMENTUM THROUGHOUT 2021

Accelerated Strategy and Growth Highlighted by Aviation +50% year-over-year



AVIATION

Commercial Capabilities Positioned for Growth

Diverse portfolio of OEM-centric products, exchanges, repairs, and used-serviceable material (USM)

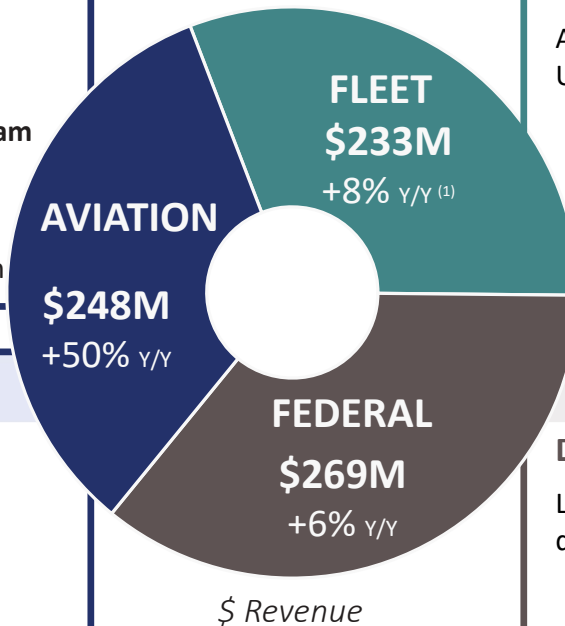
- **4Q Win: Exclusive 737NG USM optimization program**
- New commercial repair capabilities including hydraulics
- Successful Triumph actuation distribution execution

AVIATION

B&GA Growth & Program Execution Drive 2021

Expanded MRO and distribution to cover tip-to-tail including engine accessories, airframe and avionics

- 15-year Pratt & Whitney Canada, \$1B agreement
- Global OEM - \$125 million, 5-year agreement
- New OEM-authorized engine accessory repairs



FLEET

Commercial Diversification Supports Growth

Accelerated commercial revenue channels supporting non-USPS growth of +\$31 million in 2021, +72% y/y

- Direct distribution to commercial customers
- E-commerce
- E-commerce Fulfillment

FEDERAL and DEFENSE

Distribution & MRO Capability Launch

Launched new divisions to support MRO growth and develop distribution capabilities

- Acquisition of HSS to support Aircraft MRO
- Two new Navy aircraft maintenance program awards in 2021: E-2D and MH-60

⁽¹⁾ Excludes the 2020 revenue related to a non-recurring order for pandemic-related PPE of \$26.6M million

Building a market-leading, diversified global aftermarket brand positioned to scale

EXECUTIVE SUMMARY

Strong Transformation Progress and Positive 4Q'21 Results



Business Transformation Update

Capital Allocation and Strong M&A Success

- Disciplined approach to M&A with assets integrated into VSE segments
 - Global Parts – Integration on-plan, expanded B&GA capabilities
 - HSS – Integration on-plan, expanded MRO capabilities

Building To Scale

- Initiated system consolidation and integration of legacy and newly acquired businesses to leverage synergies and drive scalable growth
- Continued to infuse strong technical talent at all levels of the organization
- Invested in training, process improvement and centers of excellence, fostering operational excellence, innovation and customer intimacy

Culture and Brand

- Building a high-performance, customer-focused culture
- Developing a leading global aerospace distribution, repair, exchange and solutions business under one VSE Aviation brand
- Creating a market-leading vehicle distribution and e-commerce business with the Wheeler Fleet Solutions brand

Fourth Quarter 2021 Performance

Generated y/y growth in revenue, adj. net income & adj. EBITDA

- Total revenue +40% y/y, revenue growth in all 3 segments
- 17% y/y growth in adjusted net income
- 3% y/y growth in adjusted EBITDA

Aviation supported by strong growth across distribution and repair

- Revenue +115% y/y; 6th consecutive quarter of sequential growth
- Distribution revenue +174% y/y, above pre-pandemic levels
- MRO revenue +27%
- Adjusted EBITDA margin +580 bps y/y

Fleet driven by sustained growth in commercial revenue

- Revenue +12% y/y, as commercial growth offset a decline in DoD
- Commercial revenue +61% y/y, driven by e-commerce fulfillment

Federal & Defense (FDS) driven by HAECO (HSS) acquisition

- Revenue +16% y/y; HSS contribution offset by Army contract expiration
- Funded backlog +1% y/y, driven by business development initiatives

Strong quarter of revenue growth and foundation building to support 2022

VSE FINANCIAL SUMMARY



(\$ in millions except EPS)	Quarter-to-Date			Year-to-Date		
	4Q'21	4Q'20	vs. 4Q'20	2021	2020	vs. 2020
Revenue	\$210.2	\$150.0	+40%	\$750.9	\$661.7	+13%
Adjusted EBITDA	\$17.8	\$17.3	+3%	\$73.6	\$75.2	(2)%
Adjusted EBITDA %	8.5%	11.5%	(3.0) pts	9.8%	11.4%	(1.6) pts
Operating Income (Loss)	\$10.7	\$11.9	(10)%	\$21.5	\$13.9	+55%
Net Income (Loss)	\$6.2	\$6.0	+3%	\$8.0	\$(5.2)	NM ⁽²⁾
Adjusted Net Income	\$6.8	\$5.8	+17%	\$29.5	\$29.1	+2%
Diluted EPS	\$0.48	\$0.54	(11)%	\$0.63	\$(0.47)	NM ⁽²⁾
Adjusted Diluted EPS	\$0.53	\$0.52	+2%	\$2.34	\$2.63	(11)%

- Revenue
 - +40% 4Q2021 Y/Y and
 - +20% 2021 Y/Y⁽¹⁾
- 4Q'21 Y/Y revenue growth across ALL business segments:
 - Aviation +115%
 - Fleet +12%
 - Federal & Defense +16%
- Adjusted EBITDA increase +3% 4Q'21 Y/Y and (2)% 2021 Y/Y driven by organic and inorganic revenue/margin growth in Aviation, offset by lower contributions from Fleet and Federal & Defense

⁽¹⁾ Excluding the 2020 revenue related to a non-recurring order for pandemic-related PPE (\$26.6M) and Prime Turbines/CT Aerospace divestitures (\$8.9M), revenue was \$626.2 million in 2020

⁽²⁾ Not Meaningful as prior period was a net loss

**Growth in total revenue and net income;
6th Consecutive quarter of Aviation revenue growth**

CONSOLIDATED PERFORMANCE BRIDGE



	Revenue	Adj. EBITDA	Adj. EBITDA Margin %
4Q'20	\$150.0	\$17.3	11.5%
Aviation	44.3	6.4	+0.7 pts
Fleet	6.5	(0.9)	(0.8) pts
FDS	9.4	(4.9)	(2.9) pts
Corporate	—	(0.1)	—
4Q'21	\$210.2	\$17.8	8.5%
2020	\$661.7	\$75.2	11.4%
Aviation	82.7	8.4	(0.1) pts
Fleet	(8.6)	(6.2)	(0.7) pts
FDS	15.1	(5.1)	(0.9) pts
Corporate	—	1.3	+0.1 pts
2021	\$750.9	\$73.6	9.8%

Fourth Quarter 2021:

- Aviation segment revenue and profit increased, with continued sequential revenue and profit growth every quarter since 2Q'20
- Fleet segment revenue growth supported by higher sales in commercial fleet and e-commerce fulfillment, offset by declines in DoD related revenue
- Federal & Defense segment revenue growth driven by HAECO Special Services (HSS) acquisition; profit decline due to anticipated shift in contract mix

Full Year 2021:

- Aviation revenue and profit increases driven primarily by balanced contributions from new distribution programs, Global Parts acquisition, and market share gains
- Fleet revenue lower due to non-recurring 2020 PPE order offset by growth in commercial fleet and e-commerce fulfillment; Margins impacted by customer mix
 - Fleet revenue grew +\$17.9M, +8% excluding the non-recurring 2020 PPE order⁽¹⁾
- Federal & Defense revenue growth driven by program wins and HAECO Special Services (HSS) acquisition; Margin headwinds as expected driven by contract mix

⁽¹⁾ Excludes the 2020 revenue related to a non-recurring order for pandemic-related PPE of \$26.6 million

AVIATION SEGMENT



(\$ in millions)	4Q'21	Vs. 4Q'20	2021	Vs. 2020
Revenue	\$82.8	+115%	\$247.9	+50%
Adjusted EBITDA	\$7.8	+464%	\$21.3	+66%
Adjusted EBITDA %	9.4%	+5.8pts	8.6%	+0.8pts
Operating income (loss)	\$4.5	NM ⁽²⁾	\$(14.4)	NM ⁽²⁾
<u>Revenue by Type:</u>				
Distribution Adjusted ⁽¹⁾	\$63.2	+174%	\$172.1	+118%
Repair Adjusted ⁽¹⁾	\$19.7	+27%	\$75.7	(2)%

- Revenue +115% 4Q'21 Y/Y and +50% 2021 Y/Y (+59% excluding Prime/CT divestitures ⁽¹⁾) led by growth in distribution business currently operating above pre-pandemic levels, and supported by acquisition of Global Parts in July 2021
- Adjusted EBITDA +464% 4Q'21 Y/Y and +66% 2021 Y/Y driven by new program wins, Global Parts acquisition, increased market share and end-market recovery
- Completed new program implementation and market launch for Pratt & Whitney Canada engine accessories program; Maintaining program revenue forecast of \$45M in 2022

⁽¹⁾ Excludes the 2020 revenue related to Prime Turbines/CT Aerospace divestitures of \$8.9 million

⁽²⁾ Not Meaningful as prior periods were operating losses – 4Q20: \$(0.8) million and FY 2020: \$(35.5) million

**Continued growth in revenue and adjusted EBITDA with path for revenue and EBITDA growth in 2022;
New programs and capabilities support diversified and sustainable growth**

FLEET SEGMENT



	4Q'21	VS 4Q'20	2021	VS 2020
<i>(\$ in millions)</i>				
Revenue	\$60.5	+12%	\$233.5	(4)%
Adjusted Revenue ⁽¹⁾	\$60.5	+12%	\$233.5	+8%
Adjusted EBITDA	\$7.6	(10)%	\$30.5	(17)%
Adjusted EBITDA %	12.6%	(3.1)pts	13.1%	(2.1)pts
Operating income	\$5.3	(14)%	\$20.4	(23)%
<u>Revenue by Customer:</u>				
Other Government	\$37.4	-%	\$147.2	(18)%
DoD	\$2.2	(43)%	\$12.7	(39)%
Commercial	\$20.8	+61%	\$73.6	+72%

- Revenue +12% in 4Q'21 driven by +61% growth in commercial and e-commerce sales, flat USPS, and offset by declines in DoD revenue
- Revenue diversification focus continues as Commercial represents 32% of total Fleet revenue in 2021 compared to 18% in 2020
- Full year revenue +8% excluding a non-recurring PPE order in 2020⁽¹⁾

⁽¹⁾ Excludes the 2020 revenue related to a non-recurring order for pandemic-related PPE of \$26.6 million

**Growth in commercial revenue continues;
Established strong foundation for continued growth and revenue diversification**

FEDERAL & DEFENSE SEGMENT



	4Q'21	vs 4Q'20	2021	vs 2020
<i>(\$ in millions)</i>				
Revenue	\$66.9	+16%	\$269.5	+6%
Adjusted EBITDA	\$3.6	(58)%	\$24.0	(18)%
Adjusted EBITDA %	5.3%	(9.4)pts	8.9%	(2.5)pts
Operating income	\$2.5	(68)%	\$19.9	(24)%
<u>Contract Backlog:</u>				
Bookings	\$80	+7%	\$314	+16%
Backlog	\$185	+1%	\$185	+1%

- Revenue increased +16% 4Q'21 Y/Y supported by HSS acquisition, partially offset by expiration of Army contract and supply chain related disruptions
- Adjusted EBITDA decline due to anticipated contract mix shift from fixed price to cost plus on a large military program

**Business transformation in process;
Launch of new capabilities offset planned contract expirations; Focus on building a sustainable backlog**

BALANCE SHEET OPTIONALITY



<i>(\$ in millions)</i>	4Q'21	4Q'20
Net Debt	\$284	\$251
Free Cash Flow	\$10.0	\$(0.9)
Net leverage ratio	3.9x	3.3x
Unused Commitments	\$122	\$175

- Sufficient liquidity profile with \$122M cash and unused commitment availability under \$350M revolving credit facility (due 2024)
- Net Debt decrease in 4Q'21 with positive free cash flow generation of \$10.0M; Majority of new Aviation distribution initial provisioning complete
- Disciplined capital deployment; Priorities include investments supporting organic growth in all segments and inorganic growth in higher margin/ higher-growth Aviation segments

Positioned for positive free cash flow in 2022



GAAP TO NON-GAAP RECONCILIATIONS

Adjusted Net Income and Adjusted EPS (Diluted)



(in thousands, except per share data)

	1Q2020	2Q2020	3Q2020	4Q2020	1Q2021	2Q2021	3Q2021	4Q2021
Net income (loss)	\$ 3,332	\$ (22,624)	\$ 8,108	\$ 6,013	\$ 5,111	\$ (12,366)	\$ 9,021	\$ 6,200
Adjustments to Net income (loss):								
Acquisition and restructuring costs	—	—	—	1,132	310	236	876	387
German facility closure costs	—	—	—	—	—	—	—	—
Earn-out adjustment	301	(1,700)	(1,695)	(2,447)	—	—	—	—
Loss on sale of business entity and certain assets	7,536	678	—	—	—	—	—	—
Gain on sale of property	(1,108)	—	—	—	—	—	—	—
Severance	—	739	—	—	—	—	—	—
Goodwill and intangible impairment	—	33,734	—	—	—	—	—	—
Executive transition costs	—	—	—	1,026	—	905	84	25
Inventory reserve	—	—	—	—	—	24,420	—	—
Nonrecurring professional fees	—	—	—	—	—	—	—	357
	10,061	10,827	6,413	5,724	5,421	13,195	9,981	6,969
Tax impact on adjusted items	(236)	(4,230)	423	70	(78)	(5,541)	(240)	(192)
Adjusted Net Income	\$ 9,825	\$ 6,597	\$ 6,836	\$ 5,794	\$ 5,343	\$ 7,654	\$ 9,741	\$ 6,777
Weighted Average Diluted Shares	11,101	11,041	11,100	11,141	12,172	12,702	12,775	12,810
Adjusted EPS (Diluted)	\$ 0.89	\$ 0.60	\$ 0.62	\$ 0.52	\$ 0.44	\$ 0.60	\$ 0.76	\$ 0.53

GAAP TO NON-GAAP RECONCILIATIONS

EBITDA and Adjusted EBITDA



(in thousands, except per share data)

	1Q2020	2Q2020	3Q2020	4Q2020	1Q2021	2Q2021	3Q2021	4Q2021
Net income (loss)	\$ 3,332	\$ (22,624)	\$ 8,108	\$ 6,013	\$ 5,111	\$ (12,366)	\$ 9,021	\$ 6,200
Interest expense, net	3,486	3,072	3,530	3,408	3,030	2,666	2,780	3,593
Income taxes	2,916	(2,358)	2,547	2,493	1,462	(3,014)	2,091	946
Amortization of intangible assets	4,723	4,464	4,158	4,159	4,288	4,603	4,921	4,670
Depreciation and other amortization	1,521	1,231	1,351	1,471	1,360	1,424	1,599	1,635
EBITDA	15,978	(16,215)	19,694	17,545	15,251	(6,687)	20,412	17,044
Acquisition and restructuring costs	—	—	—	1,132	310	236	876	387
Earn-out adjustment	301	(1,700)	(1,695)	(2,447)	—	—	—	—
Loss on sale of business entity and certain assets	7,536	678	—	—	—	—	—	—
Gain on sale of property	(1,108)	—	—	—	—	—	—	—
Severance	—	739	—	—	—	—	—	—
Goodwill and intangible impairment	—	33,734	—	—	—	—	—	—
Executive transition costs	—	—	—	1,026	—	905	84	25
Inventory reserve	—	—	—	—	—	24,420	—	—
Nonrecurring professional fees	—	—	—	—	—	—	—	357
Adjusted EBITDA	\$ 22,707	\$ 17,236	\$ 17,999	\$ 17,256	\$ 15,561	\$ 18,874	\$ 21,372	\$ 17,813

GAAP TO NON-GAAP RECONCILIATIONS

Segment EBITDA and Adjusted EBITDA



(in thousands)

	1Q2020	2Q2020	3Q2020	4Q2020	1Q2021	2Q2021	3Q2021	4Q2021
Aviation								
Operating income (loss)	\$ (1,880)	\$ (34,387)	\$ 1,586	\$ (833)	\$ (332)	\$ (22,272)	\$ 3,719	\$ 4,512
Depreciation and amortization	3,066	2,472	2,493	2,667	2,554	2,554	3,062	2,898
EBITDA	1,186	(32)	4,079	1,834	2,222	(19,718)	6,781	7,410
Acquisition and restructuring costs	—	—	—	1,132	—	—	501	387
Earn-out adjustment	301	(1,700)	(1,695)	(1,905)	—	—	—	—
Loss on sale of business entity and certain assets	7,536	678	—	—	—	—	—	—
Gain on sale of property	(1,108)	—	—	—	—	—	—	—
Severance	—	382	—	—	—	—	—	—
Goodwill and intangible impairment	—	33,734	—	—	—	—	—	—
Executive transition costs	—	—	—	322	—	—	—	—
Inventory reserve	—	—	—	—	—	23,727	—	—
Adjusted EBITDA	\$ 7,915	\$ 1,179	\$ 2,384	\$ 1,383	\$ 2,222	\$ 4,009	\$ 7,282	\$ 7,797

Fleet								
Operating income	\$ 6,906	\$ 7,014	\$ 6,589	\$ 6,150	\$ 5,741	\$ 4,000	\$ 5,387	\$ 5,298
Depreciation and amortization	2,672	2,572	2,378	2,361	2,340	2,348	2,345	2,336
EBITDA	10	9,586	8,967	8,511	8,081	6,348	7,732	7,634
Inventory reserve	—	—	—	—	—	693	—	—
Adjusted EBITDA	\$ 9,578	\$ 9,586	\$ 8,967	\$ 8,511	\$ 8,081	\$ 7,041	\$ 7,732	\$ 7,634

Federal and Defense								
Operating income	\$ 4,924	\$ 6,772	\$ 6,746	\$ 7,868	\$ 5,025	\$ 6,999	\$ 5,386	\$ 2,487
Depreciation and amortization	739	649	638	604	754	1,124	1,112	1,072
EBITDA	5,663	7,421	7,384	8,472	5,779	8,123	6,498	3,559
Severance	—	112	—	—	—	—	—	—
Adjusted EBITDA	\$ 5,663	\$ 7,533	\$ 7,384	\$ 8,472	\$ 5,779	\$ 8,123	\$ 6,498	\$ 3,559

GAAP TO NON-GAAP RECONCILIATIONS

Balance Sheet



Reconciliation of Operating Cash Flow to Free Cash Flows

<i>(in thousands)</i>	Three Months Ended							
	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21
Net cash (used in) provided by operating activities	\$ 6,758	\$ 16,050	\$ 12,427	\$ 526	\$ (36,367)	\$ (17,601)	\$ 23,445	\$ 12,921
Capital expenditures	(724)	(1,104)	(1,128)	(1,471)	(2,109)	(3,049)	(2,448)	(2,914)
Free Cash Flow	\$ 6,034	\$ 14,946	\$ 11,299	\$ (945)	\$ (38,476)	\$ (20,650)	\$ 20,997	\$ 10,007

Reconciliation of Debt to Net Debt

<i>(in thousands)</i>	Three Months Ended							
	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21
Principal amount of debt	\$ 276,256	\$ 263,075	\$ 252,685	\$ 253,461	\$ 255,635	\$ 276,983	\$ 296,584	\$ 286,734
Debt issuance costs	(2,556)	(2,959)	(2,664)	(2,368)	(2,072)	(1,776)	(2,375)	(2,165)
Cash and cash equivalents	(543)	(213)	(551)	(378)	(347)	(337)	(383)	(518)
Net Debt	\$ 273,157	\$ 259,903	\$ 249,470	\$ 250,715	\$ 253,216	\$ 274,870	\$ 293,826	\$ 284,051

Net Leverage Ratio

<i>(in thousands)</i>	Three Months Ended							
	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21
Net Debt	\$ 273,157	\$ 259,903	\$ 249,470	\$ 250,715	\$ 253,216	\$ 274,870	\$ 293,826	\$ 284,051
TTM Adjusted EBITDA ⁽¹⁾	\$ 93,646	\$ 87,754	\$ 81,036	\$ 75,198	\$ 68,052	\$ 69,690	\$ 73,063	\$ 73,620
Net Leverage Ratio	2.9x	3.0x	3.1x	3.3x	3.7x	3.9x	4.0 x	3.9 x

⁽¹⁾ TTM Adjusted EBITDA is defined as Adjusted EBITDA for the most recent twelve (12) month period

VSE EXECUTIVE TEAM



John Cuomo
President and CEO

Background & Responsibilities

- 21+ years of aerospace distribution and services market industry experience
- Appointed Chief Executive Officer and President of VSE Corporation in 2019
- Previously served as Vice President and General Manager of Boeing Distribution Services and Group President, KLX Aerospace Solutions



Stephen Griffin
Chief Financial Officer

Background & Responsibilities

- 12+ years of senior finance leadership, most recently as CFO for GE Aviation Engine Services
- Appointed CFO of VSE Corporation in November 2020
- Manages the financial and accounting operations for the consolidated corporation

VSE Senior Leadership



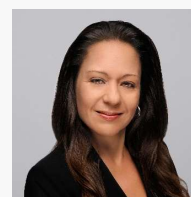
Chad Wheeler
Group President,
Wheeler Fleet
Solutions



Robert Moore
Group President,
Federal & Defense
Services



Ben Thomas
Group President,
Aviation



Krista Stafford
Chief Human
Resources Officer



Farinaz Tehrani
Chief Legal
Officer

INVESTMENT HIGHLIGHTS








Pure-play independent aftermarket service provider with strong organic & inorganic growth opportunities

62+ Years Aftermarket Services	3 Distinct End Markets	~2,400 Employees
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\$751M Revenue	\$74M Adj. EBITDA	\$30M Adj. Net Income
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Note: Figures above reflect Total Year 2021

-  Global provider of aftermarket distribution, maintenance, repair, and overhaul (“MRO”), and other services
-  Balanced commercial and defense customer base provides resilience through economic and market cycles
-  Strong customer/supplier relationships with embedded services enhance long-term opportunities and revenue stability
-  Fragmented end-markets provide for market share capture and high-return acquisition opportunities
-  Cultural transformation driving higher margin sustainable growth

AVIATION SEGMENT OVERVIEW

Refocused Strategy: Higher growth, higher-margin commercial and B&GA distribution and MRO



Key Capabilities

- ✓ Commercial and business & general aviation proprietary product distribution
- ✓ Supply chain & logistics services
- ✓ Landing gear market specialist
- ✓ Component & engine MRO services
- ✓ Rotable exchanges and sales

Growth Drivers

MRO Capability Development

- New MRO offerings to support range of components and engine accessory repairs including: fuel and hydraulics, engine components and accessories, interiors, auxiliary power units, and avionics

Distribution Product Expansion

- New proprietary OEM product additions to support aftermarket landing gear, airframes, engine accessories, avionics, and interiors

International Expansion

- Expansion in core aerospace markets for MRO and distribution

Business and General Aviation (B&GA)

- Ability to support underserved B&GA market niche with proprietary part distribution and component and accessory MRO

Representative Customers



FLEET SEGMENT OVERVIEW

Refocused Strategy: High growth Class 4-8 commercial distribution and e-commerce



Key Capabilities

- ✓ High-duty cycle, Class 4-8 (medium to heavy) vehicle parts distribution
- ✓ Just-in-time supply chain management
- ✓ E-commerce & e-commerce fulfillment
- ✓ Customized fleet logistics & IT solutions
- ✓ Technical support, engineering, sourcing, warehousing & kitting
- ✓ Private label products

Growth Drivers

Commercial Customer Diversification

- Expansion of commercial customer base to support new medium to large, high-duty cycle fleet customers

Wallet Share Expansion

- Product expansion to existing just-in-time clients

E-commerce

- Customized technology platform to support class 4-8 vehicles parts

E-commerce Fulfillment

- Inventory sales through 3rd-party channels

Product Expansion

- Addition of both new product offerings and growth in private label product

Representative Customers



FEDERAL & DEFENSE SEGMENT OVERVIEW

Refocused Strategy: Higher margin, differentiated supply chain, MRO and technical services



Key Capabilities

- ✓ Transportation asset MRO services
- ✓ Base operations support
- ✓ Transportation & freight services
- ✓ Logistics, procurement & supply chain support
- ✓ Engineering & technical solutions
- ✓ IT & Clean Energy consulting services

Growth Drivers

Market Expansion

- Increase military aviation services with products, supply chain and repair services

Capability Development

- Broaden DoD logistics and supply chain offering to support underserved market demand

International Growth

- Utilize success in foreign markets to support foreign military sales opportunities

Consulting/Technical Expansion

- IT and Clean Energy consulting services

Leverage Core Competency

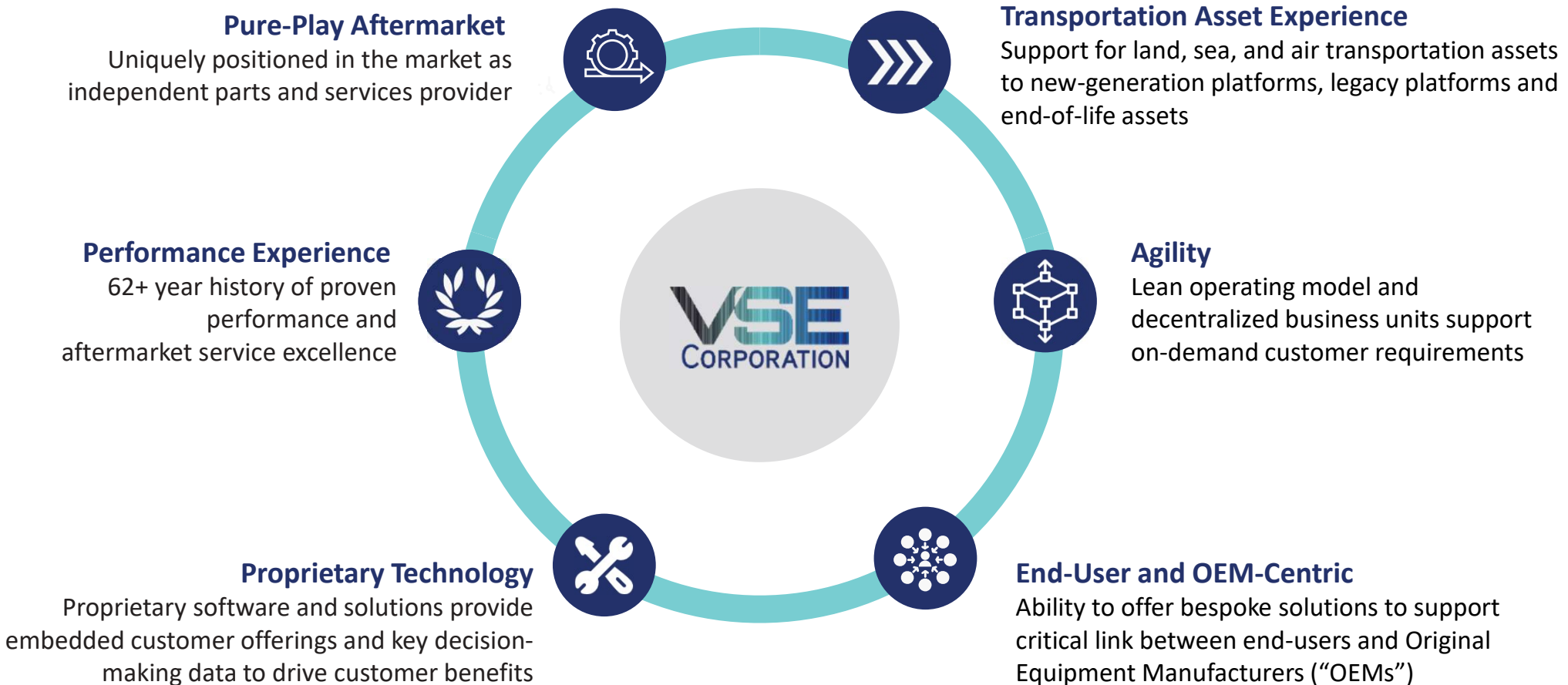
- Expand base operations support for U.S. Air Force, U.S. Army and U.S. Navy

Representative Customers



UNIQUE VALUE PROPOSITION

Differentiation drives market share gains, long-term sustainable revenue & margin expansion



INVESTMENT OPPORTUNITY

Unique pure-play independent aftermarket services company poised for growth



**MISSION-CRITICAL
AFTERMARKET SERVICES**

**WELL-BALANCED
BUSINESS SEGMENTS**

**STRONG CUSTOMER
RELATIONSHIPS**

**FRAGMENTED
END-MARKETS**



**CULTURAL TRANSFORMATION
DRIVING GROWTH**

**NEW EXPERIENCED
MANAGEMENT TEAM**

Strategic Market Positioning, Strong Growth Strategy, Proven Execution Experience