**Connect & Control Technologies**

### Revenue & Adjusted Operating Margins

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (Millions)</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>606</td>
<td>13.5%</td>
</tr>
<tr>
<td>2018</td>
<td>647</td>
<td>16.0%</td>
</tr>
<tr>
<td>2019</td>
<td>661</td>
<td>17.3%</td>
</tr>
</tbody>
</table>

![Revenue & Adjusted Operating Margins Chart]

### 2019 Revenue Breakdown

- **Aero & Defense** 62%
- **Europe** 19%
- **North America** 32%
- **General Industrial** 65%
- **Asia** 13%
- **ROW** 3%
- **Oil & Gas** 6%

### Growth Drivers

- **Customized Products for Critical Applications**
- **Aerospace & Defense Provides Long Term Visibility**
  - Rotorcraft Business Organically Developed
  - Composites Enhanced with Market Leader Acquisition
  - European Market OEM Penetration
- **General Industrial and Oil & Gas Applications**
  - Harsh Environment Niche Market Leader
  - Oil & Gas and HVOR Connector Expertise
  - Highly-Engineered Rail Connectors
  - Warehouse & Factory Automation Components

### Margin Expansion Drivers

- **Manufacturing Excellence Initiatives Across Production Facilities**
- **Product Line Moves to Low Cost Nogales & Shenzhen**
- **Insourcing of Plating and Other Critical Processes**
- **Supply Chain Rationalization & Best Cost Country Sourcing**
- **Scale Composites Platform Including Matrix Acquisition**

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All Results are Unaudited

HVOR: Heavy Vehicle Off-Road
CCT Long Term Value Creation Drivers

- Late-Stage Design Advantage
- Operational Excellence Aspiration
- Customized Solutions
- Customer Intimacy
- Geographic Expansion Opportunities
- Entrepreneurial Culture & Mindset
- Harsh Environment Expertise
- New Product Incubator


[1] Long-Term