

## How Carlyle Creates Value

Deep industry expertise. Global scale and presence. Extensive network of Operating Executives. And a wealth of investment portfolio data; we call it The Carlyle Edge. These are the four pillars of Carlyle's value creation model. By leveraging these core capabilities and resources—Carlyle has established a 26-year overall track record of investing in companies, working to make them better and serving our investors' needs.



### About ARINC and the Transaction

Founded in 1929, ARINC is a prominent global provider of advanced communications and systems engineering services primarily serving the commercial and business aviation, airports, and surface transportation industries. Today ARINC supports more than 15,000 aircraft, 300 airlines, 150 airports, and 200 train systems, along with over half of North America's nuclear power plants and other critical national infrastructure.

ARINC is headquartered in Annapolis, Maryland and has approximately 1,800 employees in 100 offices around the world.

# ARINC

## AT A GLANCE

### ARINC

**Industry:** Aerospace, Defense & Government Services

**Region/Country:** Annapolis, MD

**Fund:** Carlyle Partners IV

**Acquired:** October 2007

**Status:** Exited

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### Key Value Creation Metrics

- Created a strong and experienced board of directors, chaired by Carlyle Operating Executive Thomas Rabaut
- Overhauled executive compensation plans to create a performance-driven culture and compensation model in addition to a Gain Share Program for employees
- Reduced business complexity by consolidating seven business units into five and exiting nine unprofitable start-up businesses
- Achieved significant cost savings through reduction in administrative overhead and streamlined organizational structure
- Successful divestiture of Defense Systems & Engineering Support (DSES) business unit
- Developed innovative service offerings and expanded internationally
- EBITDA margins doubled during ownership

# #1

With Carlyle's support, ARINC Direct became the top provider

of aviation air-to-ground data communications with over 3,000 aircraft under subscription globally.

#### ABOUT THE CARLYLE GROUP

The Carlyle Group (NASDAQ: CG) is a global alternative asset manager with \$183 billion of assets under management across 126 funds and 160 fund of funds vehicles as of December 31, 2015. Carlyle's purpose is to invest wisely and create value on behalf of its investors, many of whom are public pensions. Carlyle invests across four segments – Corporate Private Equity, Real Assets, Global Market Strategies and Investment Solutions – in Africa, Asia, Australia, Europe, the Middle East, North America and South America. Carlyle has expertise in various industries, including: aerospace, defense & government services, consumer & retail, energy, financial services, healthcare, industrial, real estate, technology & business services, telecommunications & media and transportation. The Carlyle Group employs more than 1,700 people in 36 offices across six continents.

Carlyle believes these selected case studies should be considered as a reflection of Carlyle's investment process, and references to these particular portfolio companies should not be considered a recommendation of any particular security, investment, or portfolio company. The information provided about these portfolio companies is intended to be illustrative, and is not intended to be used as an indication of the current or future performance of Carlyle's portfolio companies. The investments described in the selected case studies were not made by any single fund or other product and do not represent all of the investments purchased or sold by any fund or other product. The information provided in these case studies is for informational purposes only and may not be relied on in any manner as advice or as an offer to sell or a solicitation of an offer to buy interests in any fund or other product sponsored or managed by Carlyle or its affiliates. Any such offer or solicitation shall only be made pursuant to a final confidential private placement memorandum, which will be furnished to qualified investors on a confidential basis at their request.

#### Excellent Outcome for Carlyle Investors

Early on, Carlyle saw an opportunity to reshape the Company into a more focused high-margin, high-growth enterprise. ARINC was already a market leader with #1 or #2 positions in most market segments and sustainable competitive advantages including proprietary technology, a high skilled, technical workforce, and long-term customer relationships. Working with an experienced management team, Carlyle helped ARINC generate consistent earnings growth by refining and focusing corporate strategy and through product and service innovation and international expansion.

## ARINC Positioning at Exit

**Aviation Solutions** Top provider of aviation air-to-ground data communications globally

**ARINC Direct** #1 provider with over 3,000 aircraft under subscription

**Airports** #1 provider with approximately 60% share of all installed common use self-service kiosks; 35% market share for common use terminals

**Surface Transportation** #1 supplier of rail control centers in North America with ~50% of the installed base

**Security** #1 provider with advanced security systems at >50% of U.S. nuclear power plants

**Aerospace** Advanced engineering expertise and intimate knowledge of key military aircraft platforms