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Executive Summary

Figure 1
Source: Team Assessment

RECOMMENDATION	BUY
Valuation Date	12/31/25
Target Price	\$ 72.34
Current Price*	\$ 64.23
Upside	% 12.63
Shares Outstanding	M 11
52 Week High	\$ 71.90
52 Week Low	\$ 24.90

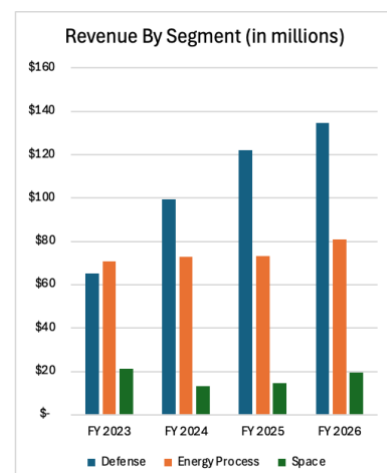
* Closing price as of 12/31/2025



Figure 2
Source: Team Assessment

Investment Thesis

Figure 3
Source: Team Assessment



We initiate coverage on Graham Corporation (NYSE: GHM) with a BUY recommendation and a 12-month target price of \$72.34, representing 12.63% upside from the current share price of \$64.23. Our valuation is anchored by a five-year Discounted Cash Flow (DCF) analysis and corroborated by trading comparables and precedent transactions. We believe the market underappreciates Graham's transformation into a higher-quality, defense-oriented engineered systems provider with durable backlog visibility, expanding margins, and meaningful capital structure optionality.

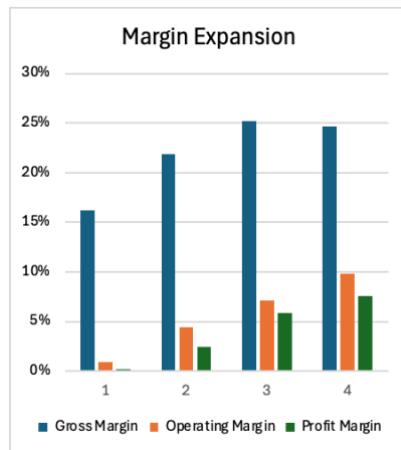
Graham is a niche manufacturer of highly engineered fluid handling, heat transfer, and vacuum systems used in mission-critical applications across U.S. naval defense, energy processing, and aerospace. The company operates in end markets characterized by stringent technical requirements, long qualification cycles, and high switching costs, resulting in durable customer relationships and recurring revenue streams tied to long-lived platforms. A strategic shift toward defense and aerospace, supported by targeted acquisitions, has materially reduced cyclical risk and improved earnings.

Our investment thesis rests on three core pillars: (1) defense-led growth with long-duration backlog visibility, (2) margin expansion driven by mix shift toward higher-value engineered systems and improved execution, and (3) valuation upside supported by balance sheet strength and underrecognized capital structure flexibility. While execution timing risk remains inherent to project-based businesses, we believe Graham offers an attractive risk-adjusted return profile supported by resilient end markets, improving free cash flow generation, and conservative leverage.

Thesis 1: Defense-Led Growth Anchored by High Barriers and Long-Duration Visibility

We recommend a BUY rating on Graham Corporation due to its differentiated positioning in a niche high-barrier defense and energy end markets, improving backlog quality, and margin expansion potential as revenue mix continues to shift toward engineered, mission-critical applications. Its expanding exposure to U.S. naval defense programs provides durable, long-duration revenue visibility supported by non-discretionary government spending, with contracts embedded within multi-decade platforms that enhance backlog durability and support recurring aftermarket and maintenance revenue.

Figure 4
Source: Team Assessment



Thesis 2: Margin Expansion Driven by Engineered Mix Shift and Operating Leverage

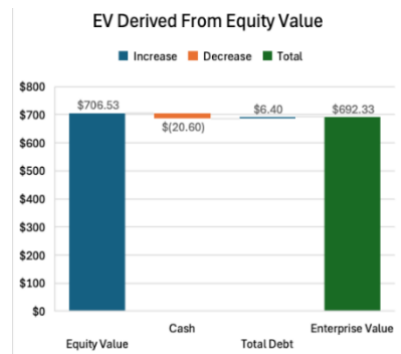
As higher-margin, engineered-to-order projects represent a growing share of revenue, Graham is positioned to benefit from incremental operating leverage driven by improved execution, pricing discipline, and favorable mix shift. Despite these strengthening fundamentals, the company continues to trade at a discount to comparable engineered industrial peers—a disconnect we attribute to an underappreciation of its niche defense exposure, improving earnings quality, reduced cyclicity, and balance sheet strength.

Thesis 3: Balance Sheet Strength Creates Downside Protection and Strategic Optionality

While risks remain, including execution timing variability inherent to project-based businesses, these are mitigated by diversified end-market exposure, entrenched customer relationships, and the mission-critical nature of Graham's products. Moreover, the company's low leverage and stable cash flow profile provide meaningful capital structure flexibility, enhancing both downside protection and strategic optionality.

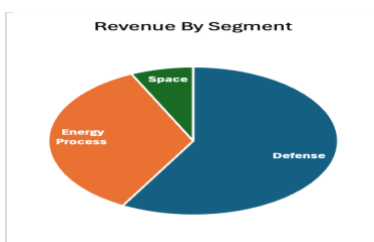
This balance sheet strength also creates meaningful strategic optionality, enabling value-accretive acquisitions, targeted reinvestment in high-return engineering capabilities, or future capital structure optimization. Taken together, Graham's conservative leverage and cash flow visibility support an asymmetric risk-reward profile, offering downside protection while preserving upside through disciplined capital deployment.

Figure 5
Source: Team Assessment



Business Description

Figure 6
Source: Team Assessment



Graham Corporation (NYSE: GHM, "The Company") is a global manufacturer, focusing on the design as well as production of highly engineered fluid handling, heat transfer, and vacuum systems used in mission-critical military applications spanning across defense, energy, aerospace, and industrial markets. The company maintains a strong foothold within niche end markets defined by stringent technical requirements, long-duration project timelines, and high switching costs. These factors collectively support its reliable customer relationships and predictable recurring revenue pipelines.

Founded in 1936 by engineer Harold M. Graham and later culminating operations in Batavia following a partnership with Frederick D. Berkeley and Scott Ross in the early 1940's, Graham Manufacturing Company's early growth and expansion were shaped by defense-driven demand during World War II, where its products became ubiquitous in naval shipbuilding and propulsion-related applications. During this period, the company's products were deployed exclusively in shipboard applications comprised of steam ejectors, surface condensers, and heat exchangers used on T2 tankers and a variety of other naval vessels. It was also then that Graham had developed the Heliflow® heat exchanger for boiler sample cooling, which is a spiral-coil design whose efficiency has allowed it to remain a core component of the current company's product line for more than eight years. Graham's wartime contributions were formally recognized through awards such as the Victory Fleet Flag and maritime "M" Pennant from the U.S. Maritime Commission.

Figure 7
Source: Team Assessment





Figure 8
Source: Team Assessment

In the decades following the war, Graham successfully extended its engineering expertise into commercial recognized supplier to the global oil refining, petrochemical, and power generation industries. More recently, the company has pursued a strategic replacement aiming at reducing its cyclical nature through a “family of brands” acquisition strategy focused on complementary technical capabilities. The 2021 acquisition of Barber-Nichols, a leading turbomachinery design company based out of Colorado, established a scalable platform to expand into the defense and aerospace sectors. The following acquisitions include P3 Technologies in 2023 and Xdot Bearing Technologies in 2025. This position further enhances Graham's intellectual property portfolio, allowing for diversification opportunities. By integrating patented foil-bearing technologies from Xdot into the Barber-Nichols platform, Graham has significantly strengthened its capabilities in high-speed rotating machinery for next-generation aerospace and clean-energy applications.

Industry Overview & Competitive Positioning

Figure 9
Source: Team Assessment



Defense

Graham Corporation is engaged in the defense industry because of its involvement in the design and production of highly specialized fluid handling and thermal solutions for the U.S. Navy and its allies. This is an appealing market because of its lengthy execution cycles and technical requirements, coupled with the high cost associated with switching to a different supplier once qualified. The projects in the defense industry usually span over decades and not years, ensuring the supplier experiences a high level of confidence in revenue.

The reason why this market is growing at a positive pace is the steadily increasing expenditure on the defense budget worldwide, especially related to the development and sustainment of the maritime forces. The focus areas for the U.S. defense budget are still shipbuilding, submarines, and propulsion and power, which are dependent on the products the company, Graham, supplies to the industries.



Figure 10
Source: Team Assessment

Graham operates primarily as a Tier 2 and Tier 3 supplier within the defense supply chain. Rather than acting as a prime contractor, the company provides specialized subsystems and components that are integrated into platforms managed by Tier 1 defense primes. This positioning allows Graham to participate in defense spending growth without taking on the capital intensity, fixed-cost structure, or political exposure associated with prime contracts. Graham's products are often deeply embedded in long-lived naval programs. Once qualified, suppliers are rarely replaced due to certification costs and operational risk, which support recurring revenue tied to maintenance, repair, and overhaul activity as well as fleet expansions.

The defense end markets are part of a high-growth, reliable segment for Graham Corporation (GHM), which is driven by increases in overall global defense spending to GDP (IMF) and long-term naval modernization initiatives. These initiatives support their demand for mission-critical, engineered components like condensers, heat exchangers, and vacuum systems.

Figure 11
Source: Team Assessment

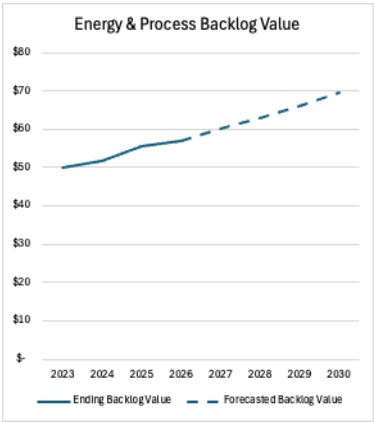


Figure 12
Source: Team Assessment

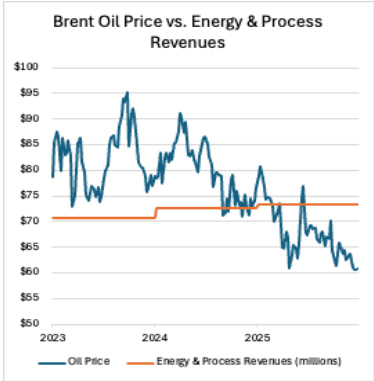


Figure 13
Source: Team Assessment

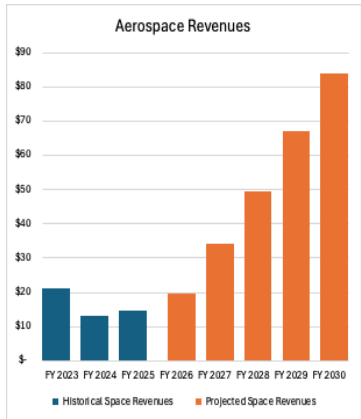


Figure 14
Source: Team Assessment

Energy & Industrials

Graham Corporation's Refinery & Processing segment is built around a portfolio of highly engineered, engineered-to-order systems that embed the company deeply within customer operations and create durable switching costs. The Heliflow® delivers approximately 40% higher heat transfer efficiency relative to conventional designs, positioning it as an industry standard in applications where reliability, safety, and thermal performance are non-negotiable. This technological differentiation is reinforced by Graham's complementary portfolio of process condensers and steam jet ejectors, which are critical for maintaining vacuum conditions in harsh refinery settings. This system-level integration, combined with the maintenance-driven nature of the installed base, supports stable, high-margin revenue streams and strong backlog visibility,

The Energy & Process segment contributes approximately 35% of consolidated net sales in fiscal 2025. Serving in capital-intensive industries characterized by long asset lives, stringent regulatory requirements, and an ongoing need for replacement equipment and aftermarket services to sustain operating efficiency. As global refiners and chemical producers periodically upgrade aging infrastructure to improve margins and comply with evolving emissions standards, Graham benefits from a recurring, maintenance-driven demand profile that provides a steady baseline of revenue independent of large greenfield project cycles. Graham's exposure to the edible oils market functions as a structurally counter-cyclical offset to petroleum and petrochemical volatility. Unlike hydrocarbon-linked end markets that are sensitive to commodity price fluctuations and geopolitical risk, demand in edible oils is driven by non-discretionary consumption, global population growth, and expanding biofuel mandates.

For customers, replacing a Graham solution entails substantial capital investment, extensive re-qualification, and operational disruption, resulting in materially high switching costs. By competing on reliability, safety, and lifecycle performance rather than price alone, Graham sustains pricing power and long-duration customer relationships, insulating its market share from competitors such as Croll Reynolds and GEA.

Graham is also positioned to participate in emerging "New Energy" opportunities, including surface condensers for decarbonization-related projects. The segment's 33% year-over-year growth in the first quarter of FY2026.

Aerospace

Graham Corporation's space exposure remains a relatively small but increasingly strategic component of the overall portfolio, representing approximately 5% of total backlog as of Q2 FY2026. During the quarter, the company reported net sales of \$12.5 million attributable to space-related programs, accounting for roughly 17% of quarterly revenue. While still modest on an absolute scale, management characterizes the segment as a structurally attractive growth vector with long-term relevance. At the Graham at Wells Fargo Conference: Strategic Growth capabilities, effectively catalyzing a renewed global space race, and (ii) continued maturation of launch capacity, which is improving the economic viability and cadence of satellite deployment. Together, these dynamics support a multi-year expansion in demand for mission-critical aerospace subsystems rather than episodic project-driven revenue.

In anticipation of this growth, Graham is making targeted capital investments to expand both production capacity and technical capabilities across its space-focused manufacturing footprint. The company is scaling operations at its Colorado-based Barber-Nichols facility through investments in advanced CNC machining centers, liquid nitrogen test stands, and supporting infrastructure designed to increase throughput and meet rising customer demand. Complementing this effort, Graham has invested in a cryogenic testing facility near Jupiter, Florida, adjacent to P3 Technologies, enhancing its ability to validate components under extreme operating

CUSTOMERS



Figure 15
Source: Team Assessment

conditions. These investments reflect a deliberate strategy to internalize high-complexity testing and shorten qualification cycles, improving execution reliability as program volumes scale.

Within the space ecosystem, Graham operates primarily as a Tier 1 and Tier 2 supplier, providing mission-critical components to rocket designers and launch providers supporting programs for Blue Origin and NASA. The company's product set includes fuel delivery turbopumps, cryogenic and propellant components are deeply embedded within customer systems, subject to extensive qualification requirements, and rarely substituted once approved—creating switching costs analogous to those observed in Graham's defense and energy businesses. As a result, incremental share gains in space programs have the potential to translate into long-duration revenue streams with attractive lifecycle economics.

Insider Ownership and Governance Alignment

Figure 16
Source: Team Assessment

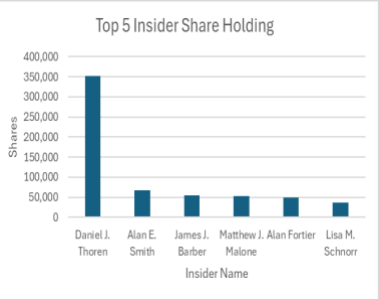


Figure 17
Source: Team Assessment

Graham's insider ownership profile reflects meaningful alignment between senior leadership, the board of directors, and long-term shareholders. Daniel J. Thoren, Executive Chairman and Strategic Advisor, holds approximately 351,783 shares, representing 3.20% of outstanding equity. Formerly the company's CEO until June 2025, Thoren transitioned into his current role to focus on long-term strategic initiatives and M&A execution, bringing prior leadership experience from Barber-Nichols before its acquisition. Alan E. Smith, Vice President and General Manager of Batavia Operations, owns 66,634 shares (0.61%) and oversees the company's core manufacturing operations for heat transfer and vacuum systems. James J. Barber, Ph.D., an independent director and chair of the Compensation Committee, holds 53,835 shares (0.49%) and contributes deep technical and executive expertise from the chemical and energy sectors.

CEO Matthew J. Malone owns 53,064 shares (0.48%) following his succession to the role in June 2025. Malone previously served as Vice President and General Manager of Barber-Nichols, where he played a central role in expanding Graham's presence in defense and space markets. Additional independent directors, including Alan Fortier (49,566 shares; 0.45%) and Lisa M. Schnorr (35,911 shares; 0.33%), further reinforce governance depth. Schnorr, Chair of the Audit Committee and a designated financial expert, brings prior senior finance experience from Constellation Brands, strengthening oversight of financial controls and risk management. Notably, there have been no major or unusual insider transactions reported on NASDAQ, underscoring a stable ownership structure and reinforcing confidence in management's long-term strategic direction.

Valuation

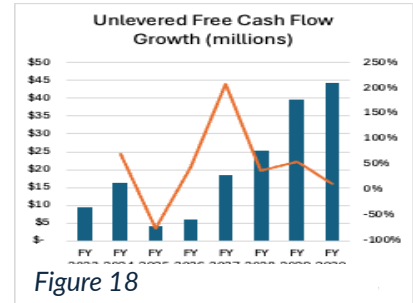


Figure 18
Source: Team Assessment

We value Graham Corporation using a triangulated framework that incorporates intrinsic and relative valuation methodologies, including a Discounted Cash Flow (DCF) analysis, trading comparable, and a precedent transactions review. Given Graham's contract-driven revenue model, improving free cash flow conversion, and increasing exposure to long-duration defense programs, we place primary weight on intrinsic valuation, while utilizing relative approaches as reasonableness checks on implied valuation levels.

Figure 19
Source: Team Assessment

CAPM	Rf	Beta	Rm
	4.25%	0.92	7.75%
Weight Cost WxC			
Equity	99.0%	7.5%	7.4%
Debt	1.0%	4.4%	0.0%
WACC			7.4%

Figure 20
Source: Team Assessment

EBITDA Exit Multiple Sensitivity Table						
		Exit Multiple				
		13.0x	13.5x	13.7x	14.0x	15.0x
Discount Rate	6.4%	31.5%	33.7%	34.8%	35.8%	39.7%
	6.9%	29.9%	32.2%	33.3%	34.4%	38.3%
	7.4%	28.3%	30.7%	31.8%	32.9%	36.9%
	7.9%	26.7%	29.1%	30.3%	31.4%	35.5%
	8.4%	25.1%	27.5%	28.7%	29.8%	34.0%

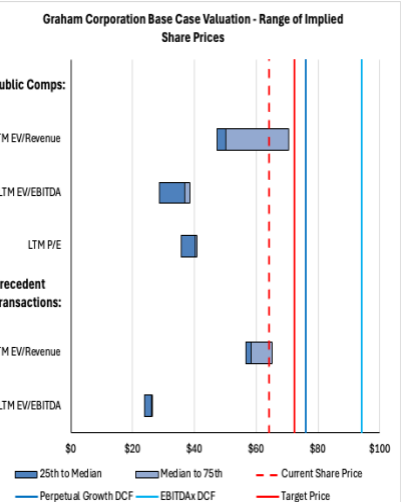
Figure 21
Source: Team Assessment

Perpetual Growth Sensitivity Table						
		Long-Term Growth Rate				
		2.5%	2.8%	3.0%	3.3%	3.5%
Discount Rate	6.4%	36.8%	45.2%	54.9%	66.0%	79.1%
	6.9%	20.6%	27.1%	34.3%	42.6%	52.1%
	7.4%	7.7%	12.8%	18.4%	24.8%	31.9%
	7.9%	-2.8%	1.3%	5.8%	10.8%	16.3%
	8.4%	-11.6%	-8.2%	-4.5%	-0.5%	3.9%

Figure 22
Source: Team Assessment

Metric	Median/Value	Weight	Contribution
LTM EV/EBITDA	26.14	0%	-
LTM EV/Revenue	58.27	10%	5.83
LTM P/E	40.37	5%	2.02
LTM EV/EBITDA	36.82	5%	1.84
LTM EV/Revenue	50.11	14%	7.02
Perpetual Growth DCF	76.08	36%	27.39
EBITDAx DCF	94.18	30%	28.26
Target Price		100%	72.34
Current Share Price	64.23		
Upside			12.63%

Figure 23
Source: Team Assessment



Our core valuation methodology is a five-year unlevered DCF model spanning fiscal years 2026 through 2030, with detailed financial projections outlined in the accompanying model. Unlevered Free Cash Flow (UFCF) is forecast to grow rapidly over the projection period, underpinned by double-digit revenue growth driven by defense backlog conversion, incremental operating margin expansion from operating leverage, disciplined capital expenditures consistent with historical reinvestment requirements, and stable working capital assumptions aligned with the company's operating profile. Collectively, these inputs produce a progressively improving UFCF trajectory, reflecting enhanced cash generation as scale efficiencies and execution discipline take hold.

Projected cash flows are discounted at a Weighted Average Cost of Capital (WACC) of 7.4%. This rate incorporates a company-specific cost of equity that reflects Graham's small-cap profile, customer concentration, and exposure to government-linked demand cycles, alongside its conservative balance sheet. We view this discount rate as modestly conservative, as Graham maintains minimal financial leverage and generates stable, recurring cash flows that provide ample capacity to service incremental debt should management pursue balance sheet optimization. Over time, a greater reliance on lower-cost debt capital—rather than equity issuance—could reduce the firm's effective cost of capital. A terminal growth rate of 3% is applied, consistent with long-term U.S. GDP growth and inflation expectations, and appropriate for a growing industrial manufacturer with stable defense exposure. Terminal value is calculated using the perpetual growth method and EBITDA exit multiple method to represent a majority of total enterprise value, consistent with long-duration industrial cash flow profiles. Discounting projected UFCF and terminal value to present value yields an implied enterprise value, which is subsequently adjusted for net cash and non-operating items to arrive at intrinsic equity value.

To complement the DCF, we review trading comparable. Based on the Public Comps tab, Graham currently trades at 3.04x EV/Revenue and 31.19x EV/EBITDA, versus the peer median of 2.36x EV/Revenue and 17.60x EV/EBITDA. Because Graham screens at a premium on current multiples, a median multiple based valuation would mechanically understate value if the market is pricing in the materially higher forward growth implied by our projections. As a result, relative valuation is less informative for setting a target price in this case and is used primarily to contextualize where the stock trades today.

We further benchmark using precedent transactions. The Precedent Transactions tab implies median deal multiples of 2.75x EV/Revenue and 12.31x EV/EBITDA, which are also below Graham's current trading multiples. This again indicates that an acquisition multiple framework anchored to historical LTM metrics is not a strong primary tool for valuation when the company's forecast embeds substantial growth and cash flow expansion. Taken together in a weighted average, our DCFs, trading comparable, and precedent transactions analyses indicate that Graham's current share price does not fully reflect its normalized earnings power or long-term free cash flow potential. We place the greatest weight on our intrinsic valuation, specifically the perpetual growth rate method, which is supported by corroborative relative valuation evidence, and conclude that Graham Corporation is modestly undervalued on a fundamental basis. Upside is driven by continued execution against defense backlog, operating margin normalization, and expanding free cash flow generation.

Capital Structure Optionality and LBO Attractiveness

An additional, underappreciated aspect of Graham Corporation's investment profile is the significant capital structure optionality afforded by its low leverage and stable, contract-backed cash flow base. Graham Corporation maintains a conservatively levered balance sheet with minimal net debt, providing substantial borrowing capacity relative to current earnings and cash flow generation. This conservative financial

Figure 24
Source: Team Assessment

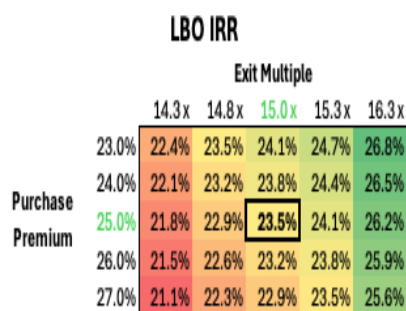
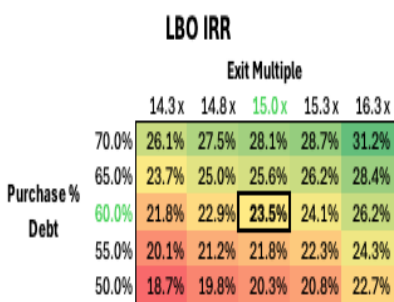


Figure 25
Source: Team Assessment



posture enhances downside protection for public equity holders while simultaneously increasing the company's strategic appeal in a leveraged buyout (LBO) context.

From a private capital perspective, Graham exhibits several characteristics favored by financial sponsors: predictable cash flows driven by long-duration defense and maintenance-oriented energy contracts; high barriers to entry supported by engineering complexity and regulatory qualification; and meaningful opportunities for margin expansion through operational efficiency and pricing discipline. The company's engineered-to-order model and recurring aftermarket revenue streams improve visibility into cash flow generation, which is critical for debt service in a leveraged structure. Moreover, Graham's limited need for ongoing growth capex beyond maintenance levels supports free cash flow conversion over a full cycle, enhancing debt capacity without impairing operational flexibility.

Importantly, the company's current valuation does not fully reflect this capital structure optionality. While public markets appear to discount Graham for its small-cap scale and project-based revenue recognition, a private owner could rationalize higher leverage through stable backlog conversion and long-lived defense programs embedded within multi-decade platforms. In this hypothetical, we believe Graham would sell at a 25% premium to its market capitalization, in line with industry averages for the defense and energy process industries, providing stockholders with outsized returns compared to a simple buy and hold methodology. As such, Graham's low debt profile not only reduces financial risk but also introduces incremental upside through potential balance sheet optimization—either under public ownership or in a hypothetical control transaction.

Investment Risks

Figure 26
Source: Team Assessment

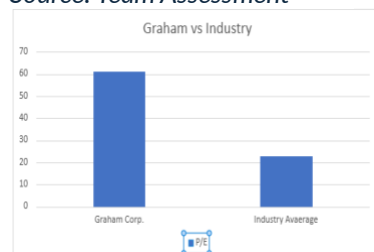


Figure 27
Source: Team Assessment



Figure 28
Source: Team Assessment



Despite Graham Corporation's improving fundamentals, the current valuation embeds elevated market expectations that introduce asymmetric downside risk. As of late 2025, Graham Corporation trades at a forward P/E multiple in excess of 50x, reflecting optimism around defense backlog conversion, margin normalization, and long-term growth. While justified in part by earnings inflection and improved visibility, this multiple leaves limited margin for error. Any operational setbacks or reduced guidance risk significant valuation hits and share price drops. From a cash flow perspective, there remains a disconnect between reported net income and near-term free cash flow generation. Recent filings indicate periods of negative free cash flow despite positive GAAP profitability, driven primarily by the working capital demands and timing dynamics inherent in long-duration, engineered-to-order contracts. While this pattern is characteristic of project-based industrial businesses rather than indicative of structural weakness, prolonged inability to convert earnings into cash could raise concerns around earnings quality and capital efficiency, particularly in a higher-rate environment where cash generation is increasingly scrutinized by investors.

Operationally, Graham's revenue profile is inherently "lumpy," reflecting its reliance on multi-year defense and energy projects with milestone-based revenue recognition. Timing shifts in naval, refinery, or customer projects can drive YoY financial volatility, even if demand is intact. This dynamic complicates short-term forecasting and can amplify market reactions to otherwise transitory execution delays.

The company also faces concentration risk across both customers and end markets. A significant portion of backlog is tied to long-cycle U.S. Navy submarine and aircraft carrier programs, exposing Graham to potential changes in federal defense budgets, procurement priorities, or program schedules. While defense spending has historically

proven resilient, shifts in political priorities or fiscal constraints could alter funding trajectories. In addition, the Energy & Process segment remains exposed to global industrial capital expenditure cycles and volatility in specialty raw material costs, including nickel and titanium, which can pressure margins if not effectively offset through pricing and procurement strategies.

Environmental, Social, and Governance (ESG)

Graham approaches ESG not as a compliance obligation, but as an operational framework designed to enhance long-term value creation and risk management. ESG principles are embedded across the company's operating footprint through a structured three-pillar strategy focused on risk reduction, margin enhancement, and revenue growth. By standardizing governance, operational, and reporting practices across its portfolio, Graham improves execution discipline and scalability while reinforcing long-term financial performance.

Graham has made measurable progress in environmental transparency and efficiency across its operations. As of 2024, 100% of majority-owned entities track carbon emissions in alignment with the ESG Data Convergence Initiative (EDCI), with comprehensive Scope 1 and Scope 2 greenhouse gas data and water usage metrics now systematically reported. To mitigate the energy-intensive nature of industrial manufacturing, the company has prioritized on-site renewable investments.

Graham emphasizes employee safety, retention, and performance-based incentives, maintaining incident rates well below industry averages through rigorous safety audits and standardized protocols. Diversity is also treated as an operational strength rather than a compliance metric. As of 2024, approximately 46% of employees identified as diverse, tracked through standardized EDCI frameworks.

The board maintains majority independence in accordance with NYSE standards, with the Audit, Compensation, and Nominating committees composed entirely of independent directors. This structure enhances accountability around capital allocation, executive compensation, and strategic decision-making. From a regulatory standpoint, Graham maintains full compliance with applicable environmental, labor, and supply chain standards, including EPA emissions requirements, OSHA regulations, and Canadian transparency mandates.

Appendix

Appendix 1: Three Statements, Income Statement

Income Statement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
In Millions of USD Except Per Share (FY Ends 3/31)								
Defense	\$ 65.30	\$ 99.50	\$ 121.90	\$ 134.53	\$ 164.94	\$ 186.39	\$ 210.62	\$ 238.00
Energy Process	70.62	72.73	73.30	81.03	79.97	83.97	103.17	107.58
Space	21.20	13.30	14.70	19.62	34.25	49.66	67.05	83.81
Total Revenue	157.12	185.53	209.90	235.18	279.17	320.02	380.83	429.38
Growth Rate		18.1%	13.1%	12.0%	18.7%	14.6%	19.0%	12.7%
Cost of Revenue	131.71	144.95	157.04	177.17	201.00	224.02	258.97	283.39
Gross Profit	25.41	40.59	52.86	58.01	78.17	96.01	121.87	145.99
Gross Margin	16%	22%	25%	25%	28%	30%	32%	34%
Selling, General & Admin	24.16	33.58	38.89	35.28	41.88	48.00	57.12	64.41
Other Operating Expense	(0.25)	(1.13)	(0.93)	(0.27)	(1.12)	(1.29)	(1.47)	(1.67)
Operating Expenses	23.91	32.46	37.96	35.01	40.75	46.72	55.65	62.74
Operating Income (Loss)	1.50	8.13	14.90	23.01	37.42	49.29	66.21	83.25
Operating Margin	1.0%	4.4%	7.1%	9.8%	13.4%	15.4%	17.4%	19.4%
Interest Expense, Net	0.90	0.20	-	36.89	36.55	35.67	34.25	31.89
Other Non-Operating (Income) Loss	(0.30)	0.42	(0.22)	0.52	0.62	0.71	0.85	-
Non-Operating (Income) Loss	0.69	0.62	(0.22)	37.41	37.17	36.39	35.10	31.89
Pretax Income (Loss), Adjusted	0.81	7.51	15.12	(14.41)	0.25	12.91	31.11	51.36
Abnormal Losses (Gains)	0.25	1.93	(0.29)	(0.11)	-	-	-	-
Pretax Income (Loss)	0.56	5.57	15.41	(14.30)	0.25	12.91	31.11	51.36
Income Tax Expense (Benefit)	0.19	1.02	3.18	(3.39)	0.05	2.71	6.53	10.79
Net Income	\$ 0.37	\$ 4.56	\$ 12.23	\$ (10.91)	\$ 0.20	\$ 10.20	\$ 24.58	\$ 40.57
Profit Margin	0.2%	2.5%	5.8%	-4.6%	0.1%	3.2%	6.5%	9.4%
Growth Rate		1141.4%	168.4%	-189.2%	-101.8%	5120.9%	141.1%	65.1%
EBITDA	7.49	13.56	20.84	29.97	45.68	58.77	77.49	95.96
EBITDA Margin	4.8%	7.3%	9.9%	12.7%	16.4%	18.4%	20.3%	22.3%

Appendix 2: Three Statements, Balance Sheet

Balance Sheet	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Assets								
Cash, Cash Equivalents & STI	\$ 18.26	\$ 16.94	\$ 21.58	\$ 4.51	\$ 3.05	\$ 12.49	\$ 40.34	\$ 77.35
Accounts & Notes Receiv	24.00	44.40	35.51	36.62	43.47	49.83	59.30	66.86
Unbilled Revenues	39.68	28.02	38.49	40.83	54.62	62.61	71.58	81.08
Inventories	26.29	33.41	40.03	40.05	45.44	50.64	58.54	64.06
Other ST Assets	1.84	3.56	5.77	3.75	4.58	5.20	6.04	6.76
Total Current Assets	110.07	126.33	141.37	125.75	151.15	180.77	235.79	296.10
Property, Plant & Equip	75.72	84.50	105.86	105.86	105.86	105.86	105.86	105.86
Accumulated Depreciation	41.96	45.11	48.82	55.78	64.05	73.52	84.80	97.51
Property, Plant & Equip, Net	33.76	39.39	57.04	50.07	41.81	32.33	21.06	8.35
Other LT Assets	60.09	68.17	65.70	63.49	76.31	91.26	119.04	149.49
Total Noncurrent Assets	93.85	107.55	122.74	113.56	118.12	123.60	140.10	157.84
Total Assets	\$ 203.92	\$ 233.88	\$ 264.11	\$ 239.31	\$ 269.27	\$ 304.36	\$ 375.89	\$ 453.94
Liabilities & Shareholders' Equity								
Payables & Accruals	37.07	44.97	50.79	54.05	61.32	68.34	79.00	86.45
ST Finance Leases	0.03	0.02	0.02	0.02	0.02	-	-	-
ST Operating Leases	1.02	1.24	1.28	1.30	1.29	1.35	1.48	-
ST Debt	3.05	1.26	1.30	1.33	1.31	1.35	1.48	-
Other ST Liabilities	48.06	72.70	84.06	80.76	91.06	101.19	116.72	123.13
Total Current Liabilities	86.17	118.21	136.15	136.13	153.68	170.88	197.20	209.58
LT Finance Leases	0.09	0.07	0.04	0.02	0.00	0.00	0.00	0.00
LT Operating Leases	7.50	6.45	5.51	4.23	2.94	1.59	0.11	0.11
LT Lease Liabilities	7.58	6.51	5.56	4.25	2.94	1.59	0.11	0.11
LT Debt	9.74	-	-	4.25	2.94	1.59	0.11	0.11
Other LT Liabilities	3.49	3.59	2.83	2.15	1.49	0.80	0.06	0.06
Total Noncurrent Liabilities	20.82	10.10	8.38	6.40	4.43	2.39	0.17	0.17
Total Liabilities	106.99	128.31	144.53	142.52	158.11	173.27	197.37	209.75
Retained Earnings	77.44	82.00	94.23	83.32	83.52	93.71	118.29	158.86
Other Equity	19.49	23.57	25.35	13.47	27.65	37.38	60.23	85.32
Total Equity	96.93	105.57	119.58	96.79	111.16	131.09	178.52	244.19
Total Liabilities & Equity	\$ 203.92	\$ 233.88	\$ 264.11	\$ 239.31	\$ 269.27	\$ 304.36	\$ 375.89	\$ 453.94

Appendix 3: Three Statements, Cash Flow Statement

Cash Flow Statement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Cash from Operating Activities								
Net Income	\$ 0.37	\$ 4.56	\$ 12.23	\$ (10.91)	\$ 0.20	\$ 10.20	\$ 24.58	\$ 40.57
Depreciation & Amortization	5.99	5.43	5.94	6.96	8.26	9.47	11.27	12.71
Stock-Based Compensation	0.81	1.28	1.96	2.62	0.04	1.87	4.52	7.46
Deferred Income Taxes	(0.12)	(0.47)	1.47	(0.55)	(0.01)	(0.39)	(0.95)	(1.57)
Other Non-Cash Adj	4.09	1.96	0.42	-	-	-	-	-
Non-Cash Items	4.78	2.77	3.85	2.07	0.03	1.48	3.57	5.89
(Inc) Dec in Accts Receiv	(12.70)	(8.90)	(2.60)	(1.11)	(6.85)	(6.36)	(9.47)	(7.56)
(Inc) Dec in Inventories	(9.90)	(6.20)	(6.60)	(0.02)	(5.39)	(5.20)	(7.90)	(5.52)
Inc (Dec) in Accts Payable	3.47	0.40	3.49	3.25	7.27	7.02	10.66	7.45
Inc (Dec) in Other	28.27	40.05	26.18	(3.31)	10.30	10.13	15.53	6.41
Chg in Non-Cash Work Cap	9.14	25.35	20.47	(1.19)	5.34	5.59	8.82	0.78
Cash from Operating Activities	\$ 13.91	\$ 28.12	\$ 24.32	\$ (3.06)	\$ 13.83	\$ 26.74	\$ 48.24	\$ 59.96
Cash from Investing Activities								
Capital Expenditures	(3.75)	(9.23)	(18.96)	(18.28)	(13.96)	(16.00)	(19.04)	(21.47)
Other Investing Activities	-	(6.81)	(0.17)	-	-	-	-	-
Cash from Investing Activities	\$ (3.75)	\$ (15.99)	\$ (19.13)	\$ (18.28)	\$ (13.96)	\$ (16.00)	\$ (19.04)	\$ (21.47)
Cash from Financing Activities								
Dividends Paid	-	-	-	-	-	-	-	-
Cash From (Repay) ST Debt	-	13.00	-	0.03	(0.02)	0.05	0.12	(1.48)
Repayments of LT Debt	(11.30)	(26.57)	(0.32)	4.25	(1.31)	(1.35)	(1.48)	-
Cash From (Repayment) Debt	(11.30)	(13.57)	(0.32)	4.28	(1.33)	(1.31)	(1.35)	(1.48)
Cash (Repurchase) of Equity	(0.02)	0.42	(0.20)	-	-	-	-	-
Other Financing Activities	4.88	(0.24)	-	-	-	-	-	-
Cash from Financing Activities	\$ (6.44)	\$ (13.39)	\$ (0.52)	\$ 4.28	\$ (1.33)	\$ (1.31)	\$ (1.35)	\$ (1.48)
Effect of Foreign Exchange Rates	(0.21)	(0.05)	(0.03)	(0.03)	(0.03)	(0.04)	(0.05)	(0.05)
Net Changes in Cash	3.52	(1.32)	4.64	(17.06)	(1.46)	9.43	27.85	37.01
Change in NWC	(7.44)	(16.27)	(7.49)	1.50	9.29	3.03	0.98	9.44
Unlevered Free Cash Flow	\$ 9.45	\$ 16.23	\$ 4.15	\$ 5.30	\$ 14.20	\$ 21.39	\$ 35.86	\$ 40.75
<i>Growth Rate</i>		71.8%	-74.4%	27.7%	168.1%	50.7%	67.6%	13.7%

Appendix 4: Segmented Revenue

	2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026	2027	2028	2029	2030
Defense Ending Backlog	340.61	417.77	424.32		432.81	445.79	445.79	503.75	569.23	643.23
Energy Process Ending Backlog	55.64	51.975	51.81		51.81	51.81	54.4	57.12	59.98	62.98
Space Ending Backlog	16.082	13.117	23.897		25.09	26.35	26.35	38.2	51.57	64.47

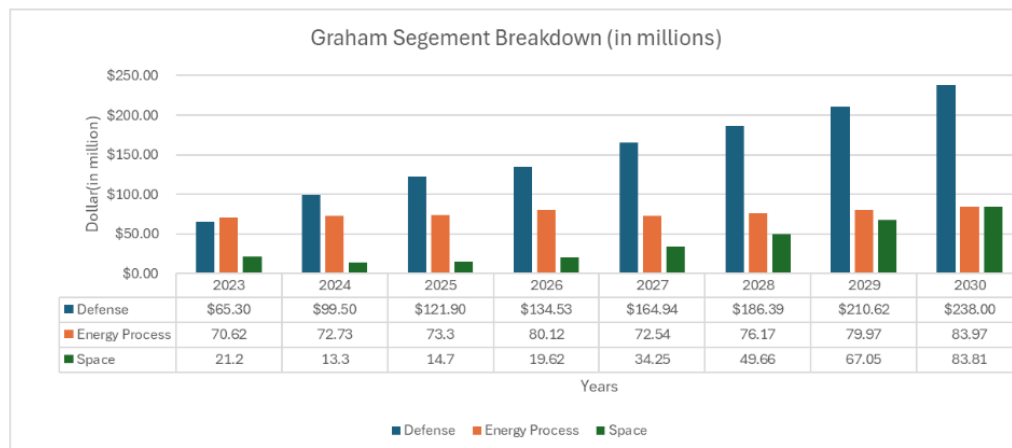
Appendix 5: Book-to-Bill

	2023	2024	2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026	2027	2028
Book-to-bill	1.29	1.45	1.1		2.27	1.26	1.17	1.26	1.48	1.27

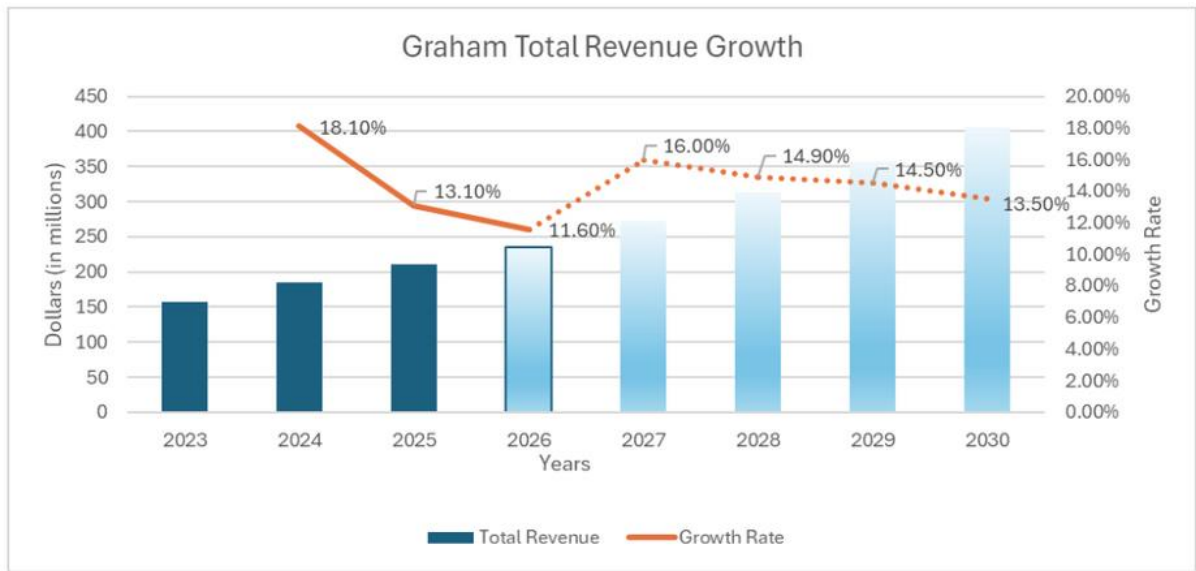
Appendix 6: NATO Defense Spending/U.S.A Defense Spending

NATO defense spending	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
US Defense Spending	592.3	590.6	646.9	695.1	723.2	703.7	715	773	842	850	880	899.3	917.7	936.6

Appendix 7: Graham Segment Breakdown



Appendix 8: Graham Revenue Growth



Appendix 9: Income Statement Assumptions

Income Statement	FY 2023	FY 2024	FY 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	FY 2026	FY2027	FY 2028	FY 2029	FY 2030
Defense												
Backlog Conversion Rate (10-K)			37.2%	8.7%	8.8%	8.0%	7.0%	39.5%	37.0%	37.0%	37.0%	37.0%
Beginning Backlog % Total Backlog Value			83.0%	87.0%	85.0%	84.8%	84.5%	82.6%	84.2%	83.7%	83.2%	83.1%
Beginning Backlog Value			328	341	418	424	433	341	446	504	569	643
(-) Total Revenue	65	100	122	30	41	34	30	135	165	186	211	238
(+) Orders			135	107	47	42	43	240	223	252	285	322
Ending Backlog Value			341	418	424	433	446	446	504	569	643	727
Orders % Backlog Beginning Value			41.0%	31.3%	11.3%	10.0%	10.0%	70.4%	50.0%	50.0%	50.0%	50.0%
Energy Process												
Backlog Conversion Rate (10-K)			139.6%	40.6%	40.9%	35.0%	35.0%	145.6%	140.0%	140.0%	140.0%	140.0%
Beginning Backlog % Total Backlog Value			13%	10%	10%	10%	11%	13%	11%	10%	9%	9%
Beginning Backlog Value			53	56	52	52	54	56	57	60	63	66
(-) Total Revenue	71	73	73	23	21	18	19	81	80	84	88	93
(+) Orders			76	19	21	21	22	82	83	87	91	96
Ending Backlog Value			56	52	52	54	57	57	60	63	66	69
Orders % Backlog Beginning Value			145.5%	33.8%	40.6%	40.0%	40.0%	148.1%	145.0%	145.0%	145.0%	145.0%
No-steam Vacuum Revenue										15	15	15
Space												
Backlog Conversion Rate (10-K)			137.6%	21.0%	30.5%	25.0%	25.0%	122.0%	130.0%	130.0%	130.0%	130.0%
Beginning Backlog % Total Backlog Value			4%	3%	5%	5%	5%	4%	5%	6%	8%	8%
Beginning Backlog Value			11	16	13	24	25	16	26	38	52	64
(-) Total Revenue	21	13	15	3	4	6	6	20	34	50	67	84
(+) Orders			20	0	15	7	8	30	46	63	80	93
Ending Backlog Value			16	13	24	25	26	26	38	52	64	74
Orders % Backlog Beginning Value			188.5%	2.6%	112.7%	30.0%	30.0%	185.9%	175.0%	165.0%	155.0%	145.0%
Total Backlog												
Backlog Conversion Rate (10-K)	61.3%	61.5%	53.7%	13.5%	13.7%	11.6%	10.9%	57.0%	52.7%	53.2%	53.5%	53.5%
Beginning Backlog Value	257	302	391	412	483	500	512	412	529	602	684	774
(-) Total Revenue	157	186	210	55	66	58	56	235	279	320	366	414
(+) Orders	203	268	231	126	83	70	73	352	352	402	456	511
Ending Backlog Value	302	391	412	483	500	512	529	529	602	684	774	870
Orders % Backlog Beginning Value	79.0%	89.0%	59.1%	30.5%	17.2%	14.1%	14.2%	85.4%	66.5%	66.8%	66.7%	66.0%
Book-to-bill	1.29	1.45	1.10	2.27	1.26	1.21	1.30	1.50	1.26	1.26	1.25	1.23
Revenue												
Defense % Total Revenue	41.6%	53.6%	58.1%	53.2%	61.7%	58.5%	54.5%	57.2%	59.1%	58.2%	57.6%	57.4%
Energy Process % Total Revenue	44.9%	39.2%	34.9%	40.7%	32.2%	31.2%	34.2%	28.6%	34.5%	26.2%	24.1%	22.3%
Space % Total Revenue	13.5%	7.2%	7.0%	6.1%	6.1%	10.3%	11.3%	8.3%	12.3%	15.5%	18.3%	20.2%
Cost of Revenue												
Gross Margin	16.2%	21.9%	25.2%	24.7%	28.0%	25.5%	25.5%	24.7%	28.0%	30.0%	32.0%	34.0%
Operating Income (Loss)												
Employees (NOT TIED TO ANYTHING)	538	595	636	640	650	660	670	670	710	750	790	830
Growth %		10.6%	6.9%	0.6%	1.6%	1.5%	1.5%	5.3%	6.0%	5.6%	5.3%	5.1%
SG&A % Revenue	15.4%	16.1%	16.5%	17.7%	15.5%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Other Operating Expense % Total Revenue	-0.2%	-0.6%	-0.4%	-	-	-0.1%	-0.1%	-0.4%	-0.4%	-0.4%	-0.4%	-0.4%
Non-Operating (Income) Loss % Total Revenue	0.4%	0.3%	-0.1%	-	-	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
Interest Expense, Net % Total Debt	7.0%	15.9%	0.0%	-	-	-	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%
Abnormal Losses (Gains) % Revenue	0.2%	1.0%	-0.1%	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tax Rate (10-K)	35%	21%	21%	-	-	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%

Appendix 10: Balance Sheet Assumptions

Balance Sheet	FY 2023	FY 2024	FY 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	FY 2026	FY2027	FY 2028	FY 2029	FY 2030
Assets												
Days Sales Outstanding	55.8	87.3	61.7	56.2	57.4	56.8	56.8	56.8	56.8	56.8	56.8	56.8
Inventory Turnover	5.0	4.3	3.9	1.1	1.2	1.2	1.2	4.4	4.4	4.4	4.4	4.4
Unbilled Revenues % Total Revenue	25.3%	15.1%	18.3%	70.9%	75.9%	73.4%	73.4%	19.6%	19.6%	19.6%	19.6%	19.6%
Other ST Assets % All Other Current Assets	1.7%	2.9%	4.3%	4.4%	2.7%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Other LT Assets / PP&E	1.8	1.7	1.2	1.1	1.0	1.0	1.0	1.0	0.9	0.8	0.8	0.7
Liabilities												
Net Operating Losses												
Stock-Based Compensation								3	0	2	5	7
Impairments of Intangibles												
Amortization of Intangibles												
Deferred Tax Assets, Net				1	2	2	2	2	2	2	3	5
Payables % Cost of Revenue	28.1%	31.0%	32.3%	66.5%	69.1%	67.8%	67.8%	30.5%	30.5%	30.5%	30.5%	30.5%
Other ST Liabilities / All Other ST Liabilities	1.2	1.5	1.6	-	-	-	-	1.4	1.4	1.4	1.4	1.4
Other LT Liabilities / LT Debt	0.4	#DIV/0!	#DIV/0!	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Operating Lease Discount Rate (10-K)			3.3%	-	-	-	-	-	-	-	-	-
Finance Lease Discount Rate (10-K)			7.8%	-	-	-	-	-	-	-	-	-

Appendix 11: Cash Flow Statement Assumptions

Cash Flow	FY 2023	FY 2024	FY 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	FY 2026	FY2027	FY 2028	FY 2029	FY 2030
Stock-Based Compensation % Net Income	219.6%	28.1%	16.0%	11.6%	17.9%	14.7%	14.7%	-24.0%	18.4%	18.4%	18.4%	18.4%
Depreciation % Revenue	3.8%	2.9%	2.8%	2.7%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
CapEx % Total Revenue	-2.4%	-5.0%	-9.0%	-12.6%	-6.3%	-6.3%	-6.3%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%
Dividend Yield	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Effects of FX % Revenue	-0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Appendix 12: WACC

	Weight	Cost	W x C	CAPM	Rf	Beta	Rm (mixed defense, energy, and space CAGR)
Equity	99.0%	7.5%	7.4%		4.25%	0.92	7.75%
Debt	1.0%	4.4%	0.0%				
WACC			7.4%				

Appendix 13: DCF – Perpetual Growth Rate

DCF (in millions)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TV	Long-Term Growth Rate	Discount Rate
Period	1	2	3	4	5		3.0%	7.4%
UFCF	5.97	18.35	25.46	39.77	44.41	1,030.44		
Discounted FCFF	5.56	15.90	20.53	29.85	31.02	719.79		
Enterprise Value	822.65							
Net Debt	(14.20)							
NCI	-							
Preferred Shares	-							
Equity Value	836.85							
Shares Outstanding	11							
Intrinsic Value/Share	76.08							
Current Price	64.23							
Difference	18.4%							

Appendix 14: DCF – EBITDA Exit Multiple

DCF (in millions)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TV	Aerospace & Defense	Oil Related Services & Equipment	Blended EBITDA x	Discount Rate
Period	1	2	3	4	5		15.3x	10.8x	13.7x	7.4%
UFCF	5.97	18.35	25.46	39.77	44.41	1,315.57				
Discounted FCFF	5.56	15.90	20.53	29.85	31.02	918.97				
Enterprise Value	1,021.83									
Net Debt	(14.20)									
NCI	-									
Preferred Shares	-									
Equity Value	1,036.03									
Shares Outstanding	11									
Intrinsic Value/Share	94.18									
Current Price	64.23									
Difference	46.6%									

Appendix 15: Reverse DCF – Perpetual Growth Rate

DCF (in millions)	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TV	Long-Term Growth Rate	Short-Term Growth Rate	Discount Rate
Period	0	1	2	3	4	5		3.0%	55.9%	7.4%
UFCF	4.15	6.47	10.09	15.73	24.52	38.24	887.29			
Discounted FCFF		6.02	8.74	12.68	18.41	26.71	619.80			
Enterprise Value	692.36									
Net Debt	(14.20)									
Equity Value	706.56									
Shares Outstanding	11									
Intrinsic Value	64.23									
Current Price	64.23									
Difference	0.0%									

Appendix 16: LBO Model

All Numbers in Millions									
Transaction Assumptions				Units		Units			
Current Share Price	\$ as Stated	\$	64.23			EBITDA Exit Multiple	x	15.0 x	
Diluted Share Count	M Shares		11.0			Minimum Cash % EBITDA	%	20.0%	
Premium Paid	%		25.0%			Tax Rate	%	25.0%	
Purchase Equity Value	\$M	\$	883			Advisory Fee %	%	1.0%	
Net Debt	\$M		(14)			Debt Issuance Fee %	%	2.0%	
Purchase Enterprise Value	\$M		869			Legal and Other Fees	\$M	\$	2
EBITDA Purchase Multiple	x		41.7 x						
Leverage Ratio	x		25.0 x						
Total Debt Used	\$M		521						
Debt / Purchase Equity	%		59.0%						
Interest Rate	%		7.0%						
Sources & Uses									
Sources					Uses				
New Debt Issued:	\$	521			Equity Purchase Price of Target	\$	883		
Assume/Replace Target's Debt:	-	-			Assume/Replace Target's Debt	-	-		
Excess Cash on Balance Sheet:	10				Transaction Fees	11			
Investor Equity:	373				Financing Fees	30			
Total Sources:	\$	904			Total Uses	\$	904		
					CHECK	OK!			
Cash Flow and Debt Repayment									
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Beginning Cash Balance	4	6	9	12	15	15			
Unlevered Free Cash Flow	5	14	21	36	41	41			
Minimum Cash Balance	(6)	(9)	(12)	(15)	(19)	(19)			
Cash Flow Available for Debt Repayment	3	11	19	32	37	37			
Cash Flow Used for Debt Repayment	3	11	19	32	37	37			
Debt Balance	521	517	506	488	455	418			
Cash Balance	4	6	9	12	15	19			
Equity Balance	373	363	363	373	396	438			
Invested Capital	894	880	869	861	853	857			
NOPAT		18	30	39	52	66			
Return on Invested Capital (ROIC)		2%	3%	5%	6%	8%			
Leverage Ratio	25.0 x	17.3 x	11.1 x	8.3 x	5.9 x	4.4 x			
Returns Attribution Analysis									
	Amount:	%:	Exit Calculations:						
EBITDA Growth	\$ 3,133	470%			Exit Enterprise Value	\$ 1,439			
Multiple Expansion	(2,563)	(384%)			Debt	(418)			
Debt Paydown/Cash Generation	96	14%			Cash	19			
Total Return to Equity Investors	\$ 667	100%			Equity Proceeds	\$ 1,040			
Money-on-Money (MoM) Multiple						2.8 x			
Internal Rate of Return (IRR)						23%			

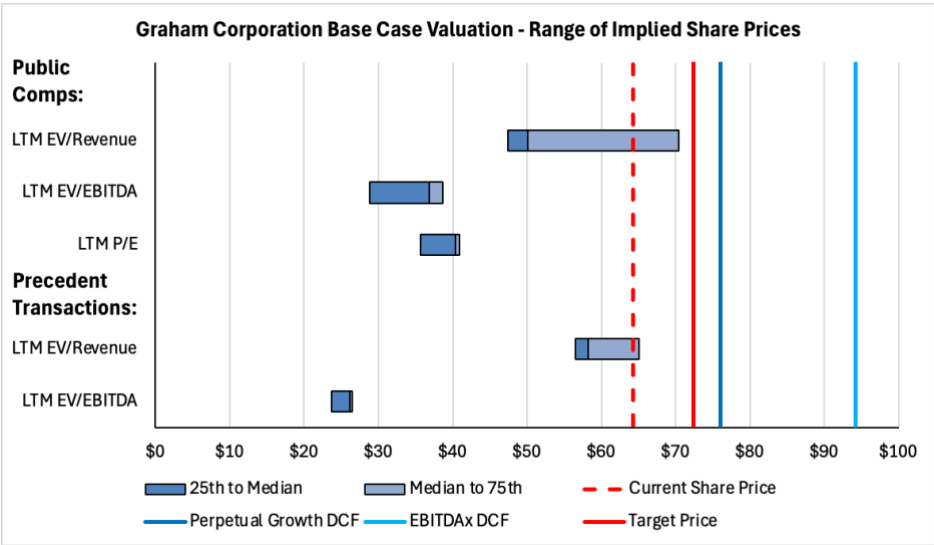
Appendix 17: Public Comps

Valuation Statistics (NYSE, Millions)													
Company Name	Price	Shares Outstanding	Equity Value	Net Debt	Capitalization Preferred Stock	Minority Interest	Enterprise Value	Revenue	EBITDA	Diluted EPS	Enterprise Value / Revenue	Enterprise Value / EBITDA	P/E
ITT Inc. (NYSE:ITT)	\$ 173.51	85	\$ 14,929	\$ 211	\$ -	\$ -	\$ 15,140	\$ 3,054	\$ 818	\$ 5.86	4.9 x	18.3 x	29.0 x
Balluff Corporation (NASDAQ:BBU)	\$ 76.88	41	\$ 3,140	\$ 251	\$ -	\$ -	\$ 3,391	\$ 1,054	\$ 241	\$ 1.88	3.1 x	12.8 x	32.4 x
VSE Corporation (NASDAQ:VSE)	\$ 172.77	23	\$ 4,040	\$ 461	\$ -	\$ -	\$ 4,501	\$ 1,352	\$ 345	\$ 1.91	3.3 x	12.1 x	27.2 x
Graham Packaging Company (NYSE:GPC)	\$ 47.76	26	\$ 1,258	\$ 342	\$ -	\$ -	\$ 1,600	\$ 614	\$ 137	\$ 1.03	2.6 x	13.6 x	29.6 x
Hong Kong Exchanges (NYSE:HKG)	\$ 283.04	33	\$ 7,734	\$ 284	\$ -	\$ -	\$ 8,018	\$ 3,851	\$ 881	\$ 7.33	2.2 x	17.6 x	33.2 x
Maximum	\$ 243.55	86	\$ 14,929	\$ 884	\$ -	\$ -	\$ 15,813	\$ 3,861	\$ 818	\$ 7.33	4.0 x	12.1 x	27.2 x
75th Percentile	\$ 173.33	41	\$ 3,140	\$ 401	\$ -	\$ -	\$ 3,541	\$ 1,054	\$ 241	\$ 1.88	3.3 x	13.5 x	32.4 x
Median	\$ 172.77	32	\$ 4,040	\$ 375	\$ -	\$ -	\$ 4,440	\$ 1,352	\$ 345	\$ 1.91	3.3 x	12.1 x	27.2 x
25th Percentile	\$ 47.75	26	\$ 1,242	\$ 342	\$ -	\$ -	\$ 1,600	\$ 614	\$ 138	\$ 1.08	2.2 x	13.6 x	29.6 x
Minimum	\$ 35.45	23	\$ 1,236	\$ 221	\$ -	\$ -	\$ 1,459	\$ 614	\$ 117	\$ 0.63	1.8 x	12.8 x	25.0 x
Graham Corporation (NYSE:GHM)	\$ 64.33	11	\$ 707	\$ 140	\$ -	\$ -	\$ 847	\$ 228	\$ 22	\$ 1.20	3.0 x	31.2 x	32.0 x
Implied Valuation (LTM, Millions)													
Company Name	Price	Shares Outstanding	Equity Value	Net Debt	Capitalization Preferred Stock	Minority Interest	Enterprise Value	Revenue	EBITDA	Diluted EPS	Enterprise Value / Revenue	Enterprise Value / EBITDA	P/E
Maximum	\$ 64.23	23	\$ 1,493	\$ 140	\$ -	\$ -	\$ 1,633	\$ 405	\$ 713	\$ 3.70	4.0 x	18.3 x	29.0 x
75th Percentile	\$ 57.04	20	\$ 1,141	\$ 100	\$ -	\$ -	\$ 1,241	\$ 300	\$ 411	\$ 2.68	3.1 x	12.5 x	27.2 x
Median	\$ 49.84	17	\$ 847	\$ 140	\$ -	\$ -	\$ 987	\$ 228	\$ 22	\$ 1.20	2.8 x	17.6 x	32.8 x
25th Percentile	\$ 42.55	14	\$ 596	\$ 100	\$ -	\$ -	\$ 696	\$ 167	\$ 16	\$ 0.84	2.2 x	13.6 x	29.6 x
Minimum	\$ 35.45	11	\$ 396	\$ 70	\$ -	\$ -	\$ 466	\$ 117	\$ 11	\$ 0.63	1.8 x	12.8 x	25.0 x

Appendix 18: Precedent Transactions

Valuation Statistics (Millions)									
Acquirer Name	Target Name	Announcement Date	Percentage Acquired	Enterprise Value	Revenue	EBITDA	Enterprise Value / Revenue	Enterprise Value / EBITDA	
ITT Inc.	SPX FLOW, Inc.	12/11/2025	100%	\$ 4,775	\$ 1,300	\$ 296	3.7 x	16.1 x	
Curtiss-Wright Corporation	Ultra Energy	6/24/2024	100%	200	65	16	3.1 x	12.5 x	
Crane Co.	Technifab Products, Inc.	9/18/2023	100%	215	95	21	2.3 x	10.2 x	
WSP Global Inc.	TRC Companies	12/15/2025	100%	3,300	1,200	268	2.8 x	12.3 x	
Curtiss-Wright Corporation	Ultra Nuclear Limited	1/23/2023	100%	800	300	72	2.7 x	11.1 x	
Maximum				\$ 4,775	\$ 1,300	\$ 296	3.7 x	16.1 x	
75th Percentile				3,300	1,200	268	3.1 x	12.5 x	
Median				\$ 800	\$ 300	\$ 72	2.8 x	12.3 x	
25th Percentile				215	95	21	2.7 x	11.1 x	
Minimum				200	65	16	2.3 x	10.2 x	
Graham Corporation (NYSE:GHM)				\$ 692.3	\$ 228	\$ 22	3.0 x	31.2 x	
Implied Valuation (LTM, Millions)									
				Implied Enterprise Value			Enterprise Value / Revenue	Enterprise Value / EBITDA	
Maximum							\$ 837.09	\$ 358.13	
75th Percentile							701.23	277.50	
Median							\$ 626.73	273.36	
25th Percentile							607.73	246.67	
Minimum							515.77	227.29	

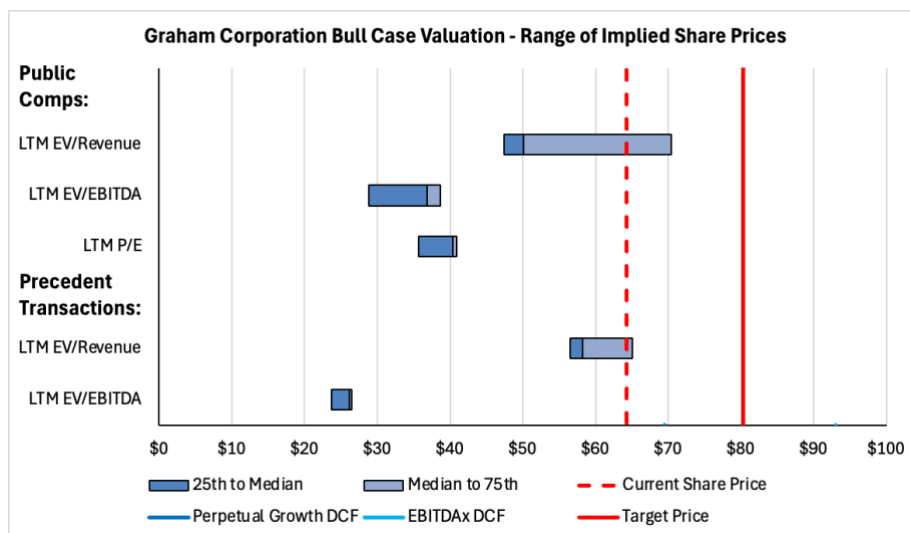
Appendix 19: Football Field Valuation – Base



Appendix 20: Valuation Weights – Base

	Weight	Contribution
LTM EV/EBITDA	0%	-
LTM EV/Revenue	10%	5.83
LTM P/E	5%	2.02
LTM EV/EBITDA	5%	1.84
LTM EV/Revenue	14%	7.02
Perpetual Growth DCF	36%	27.39
EBITDax DCF	30%	28.26
Target Price	100%	72.34
Current Share Price		
Upside		12.6%

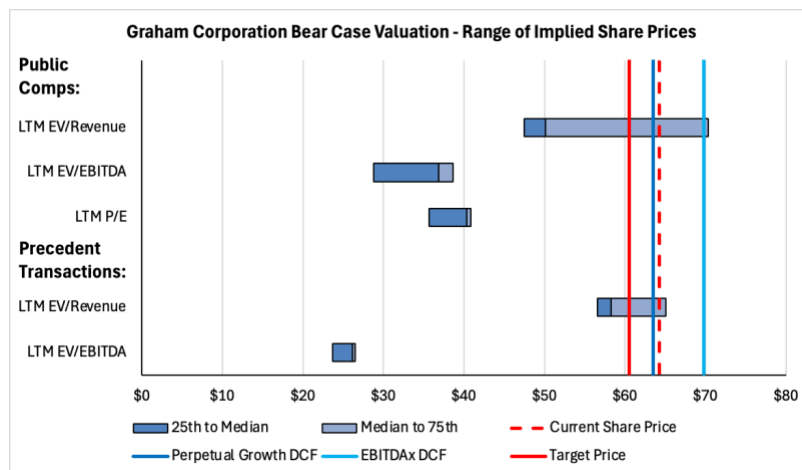
Appendix 21: Football Field Valuation – Bull



Appendix 22: Valuation Weights – Bull

	Weight	Contribution
LTM EV/EBITDA	0%	-
LTM EV/Revenue	10%	5.83
LTM P/E	5%	2.02
LTM EV/EBITDA	5%	1.84
LTM EV/Revenue	14%	7.02
Perpetual Growth DCF	36%	25.02
EBITDAx DCF	30%	27.90
Target Price	100%	80.29
Current Share Price		
Upside	25.0%	

Appendix 23: Football Field Valuation – Bear



Appendix 23: Valuation Weights – Bear

	Weight	Contribution
LTM EV/EBITDA	0%	-
LTM EV/Revenue	10%	5.83
LTM P/E	5%	2.02
LTM EV/EBITDA	5%	1.84
LTM EV/Revenue	14%	7.02
Perpetual Growth DCF	36%	22.87
EBITDAx DCF	30%	20.94
Target Price	100%	60.51
Current Share Price		
Upside	-5.8%	

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