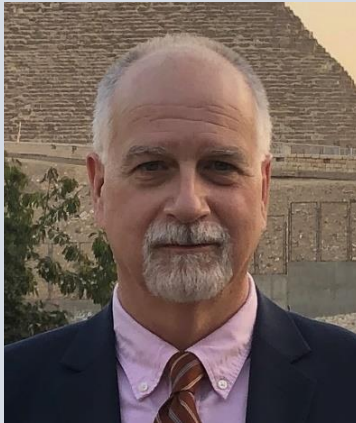


Floyd McConnell, PE.



Floyd McConnell

Principal

Revital Air LLC

Direct: +1 972 322 9937

floyd@revitalairllc.com

SUMMARY OF EXPERIENCE

Mr. McConnell is a business leader with significant domestic and international business and manufacturing experience in the aerospace and defense industry. His portfolio includes commercial and military customers in Asia, Europe, the Mid-East, Africa, Australia, New Zealand, South America and the United States. He has set up supply chains and managed manufacturing and production lines for businesses in Korea, Australia, New Zealand, and multiple locations within the United States.

Mr. McConnell successfully managed the responsibility for overall financial performance and operations including the customer relationship and supply chain of diverse businesses within the Aerospace and Defense industry. These businesses included:

- Turbine engine components: Blisks/Integrated Bladed Rotors, blades, vanes, engine structural components, and compressor section assembly.
- Aircraft structures: the design, manufacture, assembly, and final aircraft assembly. Functions included metal fabrication, composites, aircraft wiring, assembly, tooling, and systems integration of components such as horizontal stabilizers, nacelles, flight controls, wings, and assembly of the aircraft.
- Electronics manufacturing: PCB manufacturing, “black” box assembly, test, and sub-system integration.
- Aircraft modification, integration and testing: design, development, test and delivery of highly complex systems including airborne and ground-based avionics, weapons and surveillance systems.
- Operational maintenance of aircraft.

WORK EXPERIENCE

2017 to Present - Revital Air LLC, Principal

Revital Air consults on designing strategies for supply chain management, program management, business development, manufacturing, and managing customer relations to companies in the aerospace and defense industry. These consulting services include strategy for business development, program management, supply chain management, manufacturing, aircraft maintenance, Planned Depot Maintenance (“PDM”), Excess Defense Article (“EDA”) aircraft



purchases, and customer relations to various companies including the largest aerospace companies, as well as small businesses.

2014 to 2016 - GKN Aerospace Engine Products Central, Vice President & General Manager

As the Vice President and General Manager of GKN Aerospace Engine Systems Central, Mr. McConnell managed four plants located in Muncie, Indiana and Cincinnati, Ohio. Mr. McConnell had full responsibility for the financial performance of the plants, which was measured by profit and loss ("P&L"), cash, capital assets and investments, and growth of bookings metrics, along with maintaining the business relations with GKN Aerospace's customers.

The four plants Mr. McConnell managed provided complex and critical components for turbine engines for commercial and military aircraft, Industrial Gas Turbines (IGT), space launch vehicles, high performance racing engines, and close tolerance drilling equipment for the oil and gas industry. The Muncie, Indiana plant was a forging operation specializing in hard metals. The three plants in Cincinnati, Ohio provided conventional and electro-chemical machining for hard metals.

Customers included GE Aviation, Rolls-Royce, Pratt and Whitney, SNECMA (known as Safran Aircraft Engines as of 2016), CFM (co-owned by GE Aviation and Safran), IHI Corporation, Vericore, UTC, National Oilwell Varco, and the National Hot Rod Association (NHRA).

All plants operated major chemical and hazardous waste processes. Mr. McConnell led the interaction with regulatory agencies as well as the efforts to obtain ISO 14001 Environmental and OHSAS 18000 Health and Safety certification.

2012 to 2014 - BAE Systems, Vice President, Integrated Aviation Solutions

As the Vice President of Integrated Aviation Solutions, Mr. McConnell managed a unit of BAE Systems based in Fort Walton Beach, Florida, consisting of four separate business elements located in 12 locations that provided a full range of engineering, manufacturing, assembly, installation, flight line maintenance, and flight services. Mr. McConnell had full responsibility for the financial performance of these businesses. All supply chain and management decisions were under his authority.

BAE Systems was a subcontractor within various prime aerospace companies' supply chains as well as a prime contractor to various customers such as the U.S. government, foreign governments, and commercial aerospace operators.

Representative services and products BAE Systems provided included:

- C-130 modifications and maintenance including Planned Depot Maintenance
- Assembled electronics component for Boeing and Lockheed Martin for their production lines
- Manufacturing, assembly and installation aircraft modifications including QF-4 drones, C-130 aircraft, C-12's, and others



- Designed and built several models of Unmanned Aerial Vehicles
- Obsolescence management and software
- Flight services, including an owned and operated group of fighter/attach aircrafts (A-4) as well as commercial aircrafts
- Engineering services, including placing 175 engineers and technical staff for the design and production of the F-35 for BAE's share of the program
- Flight line maintenance for the U.S. Navy
- Engineering services to design and fabricate the power plant systems for Northrop Grumman's Scaled Composites Stratolaunch (the largest aircraft by wingspan ever to fly).

2011 - BAE Systems, Vice President Business Development, Aerospace Solutions

As the Vice President of Business Development for Aerospace Solutions at BAE Systems, Mr. McConnell was responsible for designing and running the business development activities for the division including being the BAE Systems worldwide campaign manager for F-16s. This required strategic interaction with customers, partners, suppliers, and markets.

In addition to the services noted above within Integrated Aviation Solutions, Aerospace Solutions provided ground-based RADARs and complex mission infrastructure services.

2009 to 2011 - L-3Harris, Senior Director, Air Force and Commercial Programs

As Senior Director of Air Force and Commercial Programs in Waco, Texas, Mr. McConnell was responsible for the financial performance of all the projects within his portfolio. The distinct business areas were commercial jet VVIP interiors, C-130 aircraft modifications, major structures mods to commercial aircraft such as the B-747, commercial engine airborne test beds, custom modifications of U.S. Navy aircraft and wings, and design and production of systems such as intercom systems within aircraft. Customers included Rolls-Royce, Pratt and Whitney, commercial customers for executive interiors, NASA, the U.S. Air Force, the U.S. Navy, the New Zealand Air Force and others.

Mr. McConnell responsibilities included setting up a new production line in Korea, as well as production lines in New Zealand, Florida, and Texas for aircraft modification and remanufacture.

Mr. McConnell was also the C-130 Center of Excellence Lead and brought together multiple divisions to create synergy within L-3's overall approach to customers and the markets. C-130 Programs included delivering desert stored C-130 aircraft to Poland, major structures upgrades for New Zealand, and major systems upgrades for the USAF.

2002 to 2009 - L-3Harris, Director, Asia-Pacific Maritime Programs

As Director, Mr. McConnell was responsible for the financial performance of the Asia-Pacific Maritime Programs at L-3 Technologies, in Greenville, Texas. These included aircraft assembly lines in the U.S. and Korea that provided remanufacturing of major component such as wings, fuselages, and nacelles as well as new components such as horizontal stabilizers. Programs also



included desert retrieval and delivery of P-3 aircraft to Korea. These programs had a worldwide supply chain.

Mr. McConnell also managed strategy, business development, customer relations, and programs for the Maritime business in the Asia-Pacific rim.

1994 to 2002 - Raytheon, Senior Program Manager and Production Manager

Mr. McConnell was responsible for the financial performance of several programs at Raytheon (now known as L-3Harris). He was also responsible for setting up a new production line for P-3 aircraft in Greenville, Texas that included the total remanufacture of P-3 aircraft including wings, empennages, fuselages, and final assembly. His production line responsibilities included setting up the flow of material through the production lines.

1994 - Rowe Machinery and Manufacturing, Plant Manager

As Plant Manager, Mr. McConnell was responsible for all aspects of plant operations including the supply chain, production capacity, working capital decisions, quality, delivery, and scheduling decisions. Mr. McConnell shared P&L responsibility with the head engineering and aftermarket, the CFO, and division president.

The plant manufactured coil and sheet processing equipment and other high-volume machine processes and its customers included most U.S. car makers, appliance manufacturers, and steel service centers.

1988 to 1994 - E-Systems Inc., Various Management and Technical Positions

Mr. McConnell's positions included: Operations manager for tooling, composites, critical machining operations, and structural assembly; Supervisor of process engineering; and Principal engineer who managed design teams for aircraft modifications and customization.

1984 to 1988 - Rockwell International, Member of Technical Staff

Mr. McConnell was a design and analysis engineer for projects, including providing metrology for Space Shuttle components, designing B-1B structures, analysis of external loads, structure design and resolving production issues. Design projects included C-130 floor structure for large a retractable sensor.

1983 - Cheugh and Schlegal, Sales and Engineering

Cheugh and Schlegal was a boutique firm providing engineering services and products related to structural steel for commercial buildings.

Education

- Master of Business Administration, University of Dallas, 1993



- Bachelors of Science, Civil Engineering, The Ohio State University, 1983

Certifications and other notable achievements

- State of Texas, Registered Professional Engineer, 1990-current
- Board Member, Run Global, current
- Certificate of Ministry as a Bi-vocational Pastor, Truett Theological Seminary, 2011
- Project Management Institute, Project Management Professional, 2004-2008
- School Board President and Board Member, Heritage Christian Academy, 2002-2006
- Elected as a Senior Member in the Society of Manufacturing Engineers, 1993
- Various certifications and training in Lean Management, Mastering Continuous Improvement Leadership, Lean for Leaders, Total Quality Management (“TQM”) and others

Prior Testimony (1)

- SIKORSKY INTERNATIONAL OPERATIONS, INC. vs BABCOCK MISSION CRITICAL SERVICES LIMITED, 11 May 2022 Bench Trial in Hartford, CT (Engaged by Robinson and Cole LLP on behalf of Sikorsky International); the United States District Court of Connecticut in Matter Civil No. 3:19-CV-00833 (ACC)

Prior Depositions (4)

- KEVIN MURPHY, Individually and On Behalf of All Others Similarly Situated, vs. PRECISION CASTPARTS CORP., MARK DONEGAN, and SHAWN R. HAGEL, Deposition in San Francisco, CA on 27 June 2019 (Engaged by Morrison & Foerster LLP on behalf of Precision Castparts); United States District Court District of Oregon Portland Division; in Matter No: 3:16-C-V-00521
- SIKORSKY INTERNATIONAL OPERATIONS, INC. vs BABCOCK MISSION CRITICAL SERVICES LIMITED, deposition via video teleconference on 14 October 2020 (Engaged by Robinson and Cole LLP on behalf of Sikorsky International); United States District Court of Connecticut; in Matter Civil No. 3:19-CV-00833 (ACC)
- COULSON AVIATION (USA) INC. vs. ROLLS-ROYCE CORPORATION, deposition via video teleconference 6 April 2022 (Engaged by Faegre Drinker Biddle & Reath LLP on behalf of Rolls-Royce Corporation); United States District Court of Delaware; in Matter Case No. 18-cv-00799(MN)
- BRISTOW GROUP, INC. et al., Reorganized Debtors. BRISTOW GROUP, INC., as reorganized and BRISTOW U.S. LLC. vs, SIKORSKY AIRCRAFT CORPORATION, SIKORSKY GLOBAL HELICOPTERS, INC., and HELICOPTER SUPPORT, INC. d/b/a SIKORSKY COMMERCIAL, INC., Deposition 6 January 2023 (Engaged by Robinson and Cole LLP on behalf of Sikorsky Commercial); United States Bankruptcy Court for the Southern District of Texas, Houston Division; Chapter 11 Case No. 19-32713 (DRJ) Jointly Administered Adv. Proc. No: 19-03691 (DRJ)



Prior Expert Reports (6)

- KEVIN MURPHY, Individually and On Behalf of All Others Similarly Situated, vs. PRECISION CASTPARTS CORP., MARK DONEGAN, and SHAWN R. HAGEL, Expert Report on 05/17/2019 (Engaged by Morrison & Foerster LLP on behalf of Precision Castparts); United States District Court District of Oregon Portland Division; in Matter No: 3:16-C-V-00521
- SIKORSKY INTERNATIONAL OPERATIONS, INC. vs BABCOCK MISSION CRITICAL SERVICES LIMITED, Expert Report 14 September 2020 (Engaged by Robinson and Cole LLP on behalf of Sikorsky International); United States District Court of Connecticut; in Matter Civil No. 3:19-CV-00833 (ACC)
- COULSON AVIATION (USA) INC. vs. ROLLS-ROYCE CORPORATION, Expert Report 30 December 2021 (Engaged by Faegre Drinker Biddle & Reath LLP on behalf of Rolls-Royce Corporation); United States District Court of Delaware; in Matter Case No. 18-cv-00799(MN)
- COULSON AVIATION (USA) INC. vs. ROLLS-ROYCE CORPORATION, Supplemental Reply and Expert Report 28 February 2022 (Engaged by Faegre Drinker Biddle & Reath LLP on behalf of Rolls-Royce Corporation); United States District Court of Delaware; in Matter Case No. 18-cv-00799(MN)
- BRISTOW GROUP, INC. et al., Reorganized Debtors. BRISTOW GROUP, INC., as reorganized and BRISTOW U.S. LLC. vs, SIKORSKY AIRCRAFT CORPORATION, SIKORSKY GLOBAL HELICOPTERS, INC., and HELICOPTER SUPPORT, INC. d/b/a SIKORSKY COMMERCIAL, INC., Expert Report dated 3 November 2022 (Engaged by Robinson and Cole LLP on behalf of Sikorsky Commercial); United States Bankruptcy Court for the Southern District of Texas, Houston Division; Chapter 11 Case No. 19-32713 (DRJ) Jointly Administered Adv. Proc. No: 19-03691 (DRJ)
- BRISTOW GROUP, INC. et al., Reorganized Debtors. BRISTOW GROUP, INC., as reorganized and BRISTOW U.S. LLC. vs, SIKORSKY AIRCRAFT CORPORATION, SIKORSKY GLOBAL HELICOPTERS, INC., and HELICOPTER SUPPORT, INC. d/b/a SIKORSKY COMMERCIAL, INC., Rebuttal Expert Report dated 5 December 2022 (Engaged by Robinson and Cole LLP on behalf of Sikorsky Commercial); United States Bankruptcy Court for the Southern District of Texas, Houston Division; Chapter 11 Case No. 19-32713 (DRJ) Jointly Administered Adv. Proc. No: 19-03691 (DRJ)