



\$BILLIONS

IN CLIENT CONTRACT VICTORIES

GLOBAL BRAND STRATEGY • INTEGRATED COMMUNICATIONS • BUSINESS DEVELOPMENT

WHEN IT COMES TO TARGETED COMMUNICATIONS,
WE'RE ALL OVER THE MAP.



WHERE IN THE WORLD DO YOU WANT TO TAKE YOUR BUSINESS?

Think of us as your Special Forces – highly skilled experts who adeptly and proficiently showcase your business anywhere across the globe.

The Cirlot Agency. Your international ally.

GLOBAL BRAND STRATEGY

INTEGRATED COMMUNICATIONS

BUSINESS DEVELOPMENT



THE CIRLOT AGENCY
INCORPORATED

Creative Vision: The Ability To See What Is, And What Can Be.™



AEROSPACE, DEFENSE AND SECURITY INDUSTRY EXPERIENCE

We are our clients' most fervent strategic ally.

We take a hard look at where our clients are and envision where we can take them. We bring every advantage to them to establish, enhance and protect their corporate image and position in their marketplace. For 40 years, we have put this expertise to work for a full spectrum of domestic and international entities in the Aerospace, Defense & Security industries.

Simply put, we are business development strategists with the sole objective of creating demand for our clients' products and services.

NORTHROP GRUMMAN WORLD CLASS TEAM AWARD



Among our many accolades in the aerospace, defense & security arenas, this award stands out as a capstone achievement. The Cirlot Agency became one of just 10 nationwide suppliers who are awarded annually with the Corporate World Class Team Award by Northrop Grumman Corporation. This award is given to suppliers who have consistently demonstrated outstanding achievements and support of Northrop Grumman programs.



Susan Gates, Vice President Corporate Contracts, Pricing and Supply Chains for Northrop Grumman (center) presents the World Class Supplier Award to Liza Cirlot Looser, CEO (left) and Rick Looser, COO of The Cirlot Agency.





Headquartered in Arlington, VA, Leonardo DRS (NASDAQ: DRS) is a prime contractor, leading technology innovator and supplier of integrated products, services and support to military forces, intelligence agencies and defense contractors worldwide. Leonardo DRS specializes in the design, development and manufacture of advanced sensing, network computing, force protection, and electric power and propulsion, and other leading mission-critical technologies.

Leonardo DRS chose The Cirlot Agency as agency of record, and specifically to conduct corporate branding strategy and execution. The Agency currently provides integrated branding, marketing, advertising, public relations, and media strategy services for the company.

A two-panel advertisement for Leonardo DRS. The top panel shows a group of people in a modern office setting, working on laptops and documents, with a large military vehicle visible in the background. The bottom panel shows two military vehicles in a desert environment. The text "OUR AGILITY." and "YOUR ADVANTAGE." is overlaid on the top panel, and "Force Protection." is overlaid on the bottom panel. The Leonardo DRS logo is at the bottom right.

OUR AGILITY.

YOUR ADVANTAGE.

Force Protection.

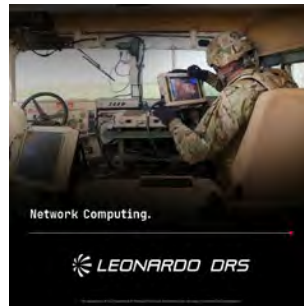
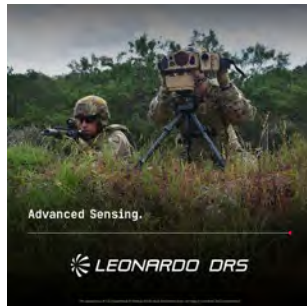
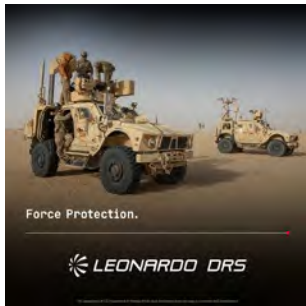
In today's complex, ever-changing and increasingly contested environment, you need Leonardo DRS – a **partner** that brings the **agility**, drive, and **technical** savvy to help our warfighters accomplish the mission and get home safely. Without hesitation, no matter the mission, Leonardo DRS delivers.

LeonardoDRS.com

 **LEONARDO DRS**

The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

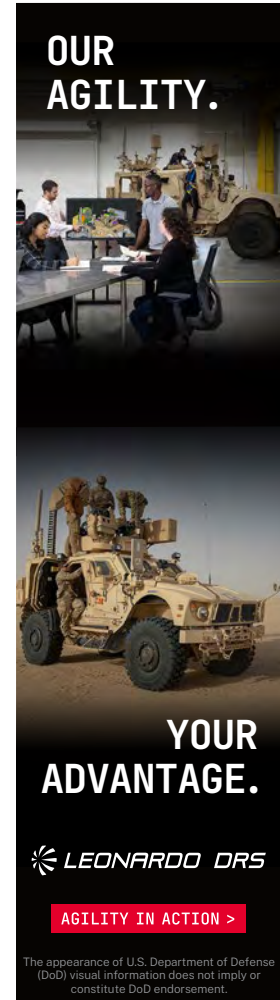
Print Advertisement



Social Media



Website Homepage Takeover



Digital Ads



Verifi Technologies and its two subsidiaries, NDT Solutions (NDTS) and NDE Labs, provide Nondestructive Evaluation (NDE) and Nondestructive Testing (NDT) of composite materials. NDT Solutions is one of the nation's leading providers of state-of-the-art equipment and engineering services designed to meet exacting customer testing requirements for aerospace and defense applications. NDE Labs specializes in nondestructive product and materials testing services for diverse industries, ranging from deep-sea oil and gas exploration, aerospace, and space.

Work products The Cirlot Agency has produced for Verifi Technologies, NDTS and NDE Labs include websites, videos, product sheets, digital sales support, and various other marketing materials.



Investor Deck



Video



*Corporate Website: Design
verifitec.com*



Acorn Capital Management is a middle-market private equity investment firm fueled by over two decades of dynamic history in aerospace, defense, intelligence, and space. Acorn invests in operating companies that strive to enhance global mobility, protect national interests, and develop next-generation intelligence-gathering technology.

The Cirlot Agency was chosen as the agency of record to rebrand Acorn Capital Management, build a new website, and manage public relations efforts for the company. In addition, the Agency was chosen to support the portfolio companies, as needed.



Logo Design



Corporate Video



Corporate Website: Design
acorncapitalmanagement.com

TEXTRON AIRLAND

Textron AirLand, LLC, was a joint venture between Textron Inc. and AirLand Enterprises, LLC, with the express purpose of rapidly designing and manufacturing the Scorpion, an affordable, multi-mission tactical military jet platform using commercially available technologies and processes.

Under strict non-disclosure parameters, The Cirlot Agency was brought in to establish the strategic communication vision and execute all creative materials for the launch of the Scorpion. The Agency developed the brand identity for both Textron AirLand and the Scorpion tactical aircraft. In addition, the Agency created the website, product literature, mission-scenarios, and trade show booth design for the product's launch at the Air & Space Conference and Technology Exposition and the 135th NGAUS General Conference and Exhibition.



Product Branding



*Product Website:
Design and Implementation
scorpionjet.com*

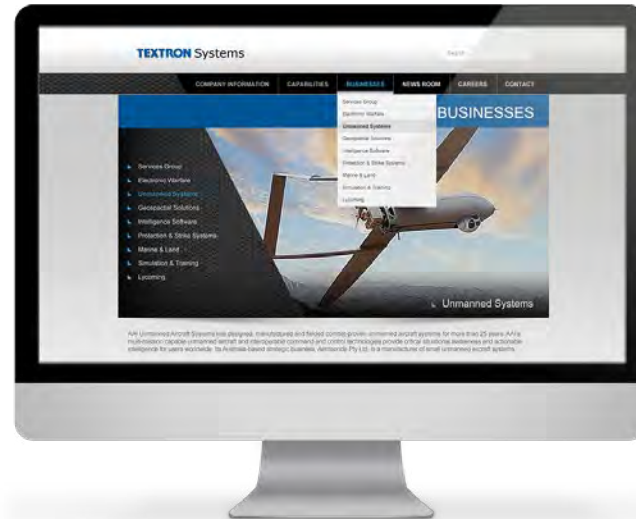
TEXTRON Systems

Textron Systems is part of Textron Inc., a \$13.7 billion multi-industry company with approximately 34,000 employees. Textron Systems businesses develop and integrate products, services and support for aerospace and defense customers, as well as civil and commercial customers including those in law enforcement, security, border patrol and critical infrastructure protection around the globe.

The Cirlot Agency was chosen as the agency of record to rebrand Textron Systems and position the Textron Systems businesses under the new master brand. The rebranding effort included everything from messaging and internal communications to advertising and social media strategy to collateral and website redesign.



Online Ad Designs and Media Strategy



Corporate Website: Design
textronsystems.com



Headquartered in Woking, England, TT Electronics (TTG: LSE) is a global provider of design-led, advanced electronics technologies for performance critical applications in specialized markets. With 24 design and manufacturing facilities and offices in the UK, North America, and Asia, TT's reach is truly global. TT's divisions design and manufacture power applications products for power efficiency and connectivity devices, provide manufacturing services and engineering solutions, and work with customers to develop high-specification, standard and customized solutions.

The Cirlot Agency was chosen as the agency of record to rebrand the Power division of TT and manage public relations efforts for the three separate divisions: Power & Connectivity, Global Manufacturing Solutions and Sensors & Specialist Components.



Press Conference



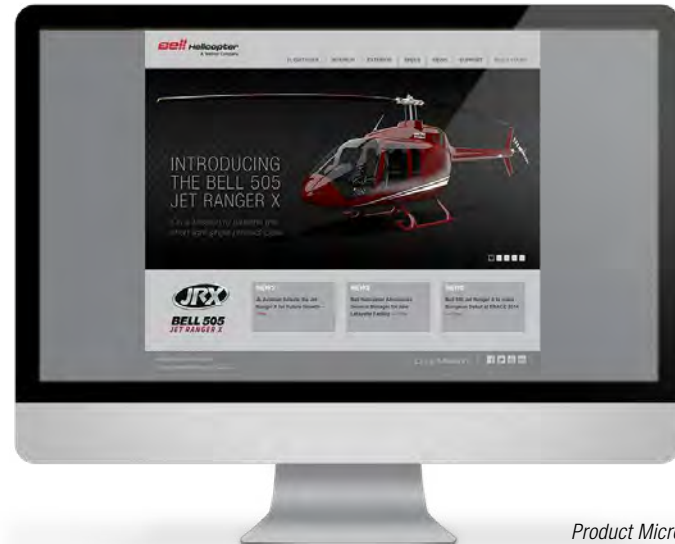
Bell Textron, Inc. (NYSE: TXT), a wholly owned subsidiary of Textron Inc., is an industry-leading producer of commercial and military, manned and unmanned vertical lift aircraft and the pioneer of the revolutionary tiltrotor aircraft. Globally recognized for world-class customer service, innovation and superior quality, Bell's global workforce serves customers in more than 120 countries.

The Cirlot Agency began working with Bell's Military Division by promoting the Kiowa Warrior in the Army's Armed Aerial Scout program. Since that time, the Agency has increased its partnership with Bell by being awarded the Commercial, Customer Support & Service and Canadian divisions of the company, as well as the Bell Corporate account itself.



BELL 505
JET RANGER X

Product Branding



*Product Microsite:
Design and Implementation
bell505.com*



Product Brochure: Layout and Design



WHEN MINUTES COUNT, RELY ON SUPERIOR PERFORMANCE

When minutes count, depend on the power and performance of the Bell 429 for your critical care operations. At Bell Helicopter, we understand and share your dedication and commitment to air medical critical care. That is why the Bell 429 stands ready to serve your operation by delivering power and performance. When your patient is critical, depend on the smooth, rapid ride and superior handling of the Bell 429 to get your patient and crew safely to their destination.

BELLHELICOPTER.COM |     | Le Bell 429 avec train d'atterrissage non disponible en France.

On a Mission.

Bell Helicopter
A Textron Company

Print Advertisement: Layout and Media Placement



THE FUTURE OF VERTICAL LIFT

Bell Helicopter is proud to advance our next generation tiltrotor for the U.S. Army-led Joint Multi-Role Technology Demonstrator, delivering fundamental change for expeditionary maneuver. Bell V-280 Valor provides the warfighter unmatched speed, range and payload to gain decisive overmatch – so you'll never have a fair fight.

BELLV280.COM |    

On a Mission.

Bell Helicopter
A Textron Company

Print Advertisement: Layout and Media Placement



Corporate Magazine

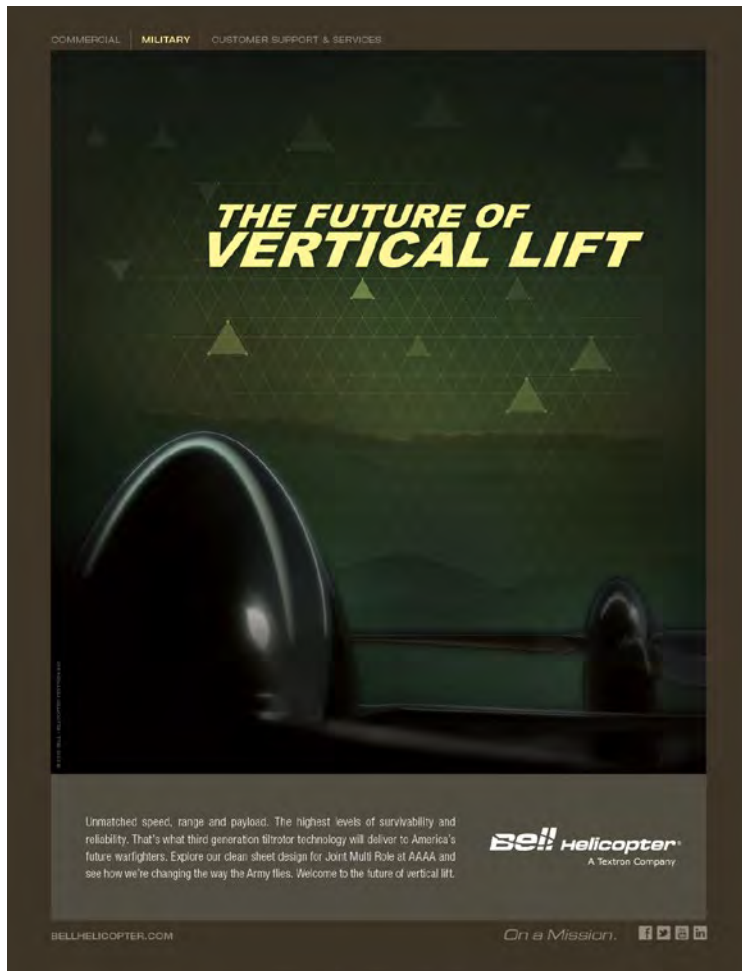


Product Brochure: Photo Composite, Layout and Design

The Cirlot Agency was recognized as an "incredible partner" when the "Bell 525 Relentless" launch was presented with a Gold Stevie® Award for Marketing Campaign of the Year in the Aerospace and Defense category.



Product Microsite:
Design and Implementation
bell525supermedium.net



Print Advertisement: Photo Composite, Layout, Copy and Media Placement



Product Branding



Product Microsite:
Design and Implementation
bellv280.com



Product Branding



Trade Show Poster: Photo Composite, Layout and Design



Trade Show Poster: Photo Composite, Layout and Design



Product Microsite
Design and Implementation
scoutsout.com





Combat Flight Hour Recognition with 1-6 CAV





Website Intro Video



The Cirlot Agency positioned Elbit Systems of America's CEO, Raanan Horowitz, and other senior company leaders in executive-level speaking, panel and/or media interview opportunities. The Agency has worked to place key ESA executives on platforms or in conversations that heighten brand awareness and company visibility. Collateral Materials, including a pitch packet, have been created to aid in positioning Elbit America's senior leadership.



The Spirit of Innovation®



CEO Positioning of Raanan Horowitz, former President and CEO of Elbit Systems of America



Elbit Systems of America, wholly owned by Elbit Systems Ltd. (NASDAQ: ESLT), is a leading provider of high-performance products and system solutions focusing on the defense, homeland security, commercial aviation and medical instrumentation markets.

Elbit Systems of America conducted a search for a branding/marketing firm to help establish its brand and to compete in the U.S. defense marketplace. The Cirlot Agency was chosen as agency of record following Elbit Systems of America's agency review. Since that time, the Agency has created a brand strategy program and continues to execute integrated communications tactics for promoting Elbit Systems of America to our armed forces and other prime contractors.

The advertisement features a large, dark silhouette of a C-17 Globemaster III aircraft on a runway at night, with its landing lights on. The background is a dark blue sky with a hint of sunset or sunrise. In the top right corner, there are two small inset images showing a night vision or thermal image of a landscape. In the bottom left corner, there are four small inset images showing various military and humanitarian operations. The text "VISION ACCOMPLISHED." is written in a white, sans-serif font in the top left corner. The Elbit Systems of America logo is in the bottom right corner. At the bottom, there is a blue banner with the text "The Spirit of Innovation™".

VISION
ACCOMPLISHED.

Elbit Systems
of America

Ever-changing global combat and humanitarian missions make timely delivery of cargo and troops imperative ... regardless of weather conditions. Elbit Systems of America's HUD incorporates the advanced technologies and optical designs that have established Elbit as a premier military HUD manufacturer in the world market. Allowing for maximized Field of View with minimum aberrations, Elbit Systems of America's HUD will enhance the C-17's rapid strategic and tactical delivery of troops and all types of cargo to operating bases throughout the world ... in all weather conditions. As threats evolve, so must our vision. Elbit Systems of America's HUD for the C-17. A clear vision toward projecting and sustaining combat power around the world.

© 2008 Elbit Systems of America, Ltd. All rights reserved.

Elbit Systems
of America

The Spirit of Innovation™

Product Print Ad



FLY SMARTER IN ANY CONDITION

INTELLIGENT PILOT INTERFACE SOLUTIONS

Enhanced Situational Awareness:
Day. Night. Degraded Visual Environments.


Elbit Systems
of America

The Spirit of Innovation®

  ElbitAmerica.com


©2018 Elbit Systems of America, LLC.
All rights reserved.

Product Print Ad




HELPING KEEP AMERICA SAFE

Elbit Systems
of America



HELPING KEEP AMERICA SAFE

Elbit Systems
of America



HELPING KEEP AMERICA SAFE

Elbit Systems
of America

Protecting and
Saving Lives Through
Aviation Advanced Threat Detection
Solutions

Elbit Systems
of America

Enhanced Situational Awareness:
Day. Night.
Degraded Visual Environments.

Elbit Systems
of America

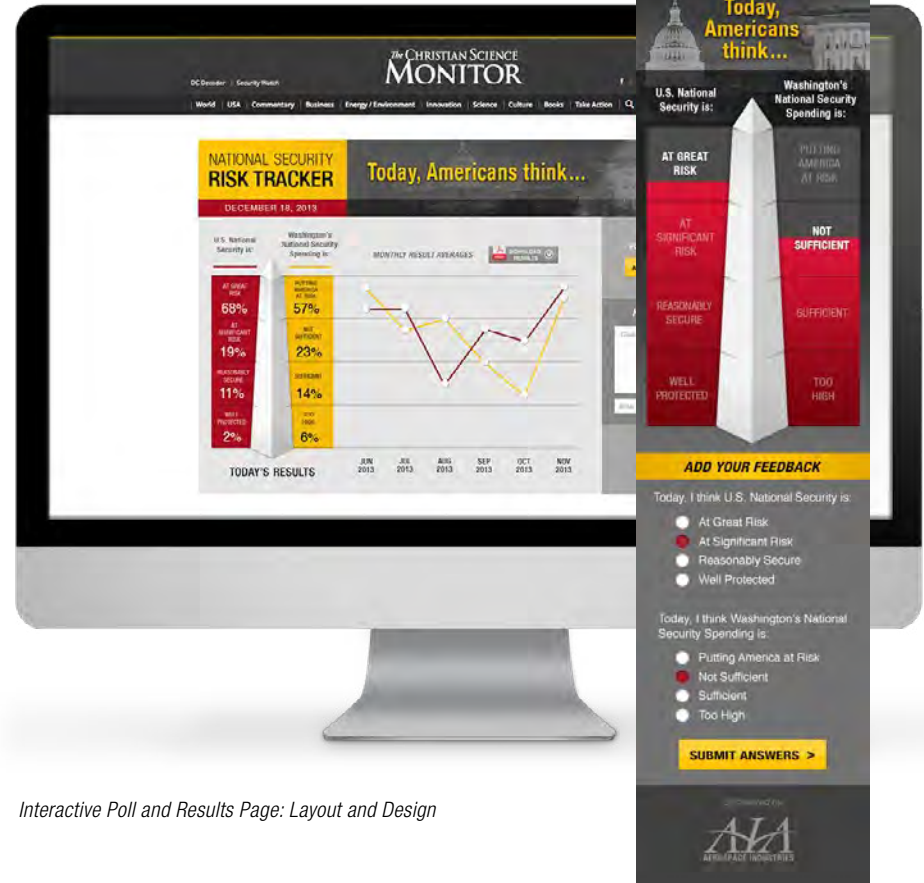
Protecting and
Saving Lives Through
Intelligent Pilot Interface
Solutions

Elbit Systems
of America

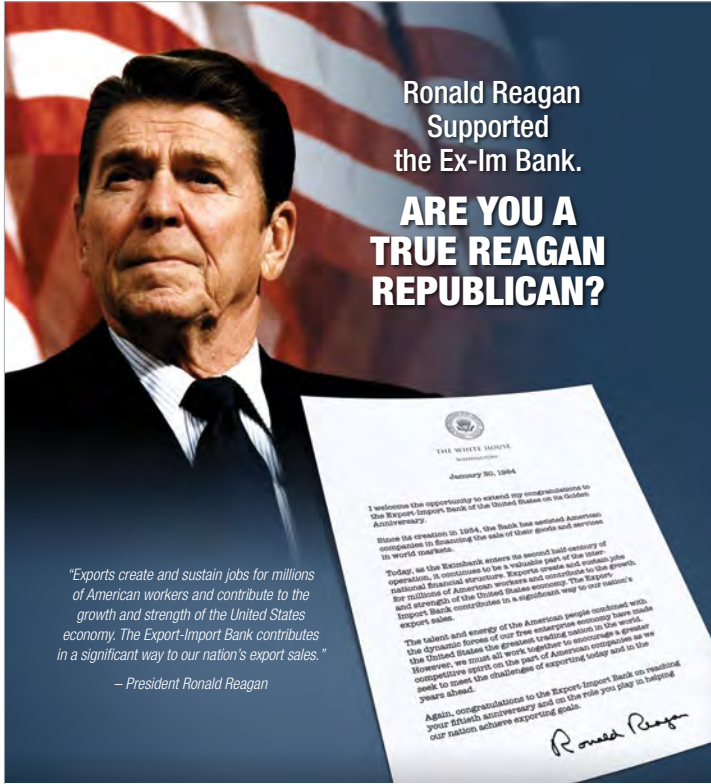
Digital Ads



The Aerospace Industries Association represents the nation's leading manufacturers and suppliers of civil, military, and business aircraft, helicopters, unmanned aircraft systems, space systems, aircraft engines, missiles, materiel and related components, equipment, services and information technology. The Cirlot Agency helped communicate key messaging in the months leading up to the vote to reauthorize the Ex-Im Bank, which is key to AIA members' ability to compete overseas.



Interactive Poll and Results Page: Layout and Design



**Ronald Reagan
Supported
the Ex-Im Bank.**

**ARE YOU A
TRUE REAGAN
REPUBLICAN?**

"Exports create and sustain jobs for millions of American workers and contribute to the growth and strength of the United States economy. The Export-Import Bank contributes in a significant way to our nation's export sales."

— President Ronald Reagan

**THE WHITE HOUSE
WASHINGTON
January 30, 1984**

I welcome the opportunity to extend my congratulations to the Export-Import Bank of the United States on its Golden Anniversary.

Since its creation in 1984, the Bank has assisted American companies in financing the sale of their goods and services in world markets.

Today, as the Bicentennial enters the second half-century of its operation, it continues to be a valuable part of the international financial structure. Exports create and sustain jobs for millions of American workers and contribute to the growth and strength of the United States economy. The Bank's support and strength contributes in a significant way to our nation's export sales.

The talent and energy of the American people combined with the dynamism of our free enterprise economy have made the United States the greatest trading nation in the world. However, we must all work together to encourage a greater competitive spirit on the part of American companies as we seek to meet the challenges of exporting today and in the years ahead.

Again, congratulations to the Export-Import Bank on reaching your fifth anniversary and on the role you play in helping our nation achieve exporting goals.

Ronald Reagan

**AA
AEROSPACE INDUSTRIES
ASSOCIATION**

aia-aerospace.org

FACTS ABOUT EX-IM BANK

- In 2012 and 2013, earned over \$1 billion both years for the American taxpayer, and contributed this money to the U.S. Treasury.
- Over 90% of the Bank's transactions directly benefit small businesses across the U.S.
- Supported more than \$600 billion of U.S. exports, leveling the playing field for U.S. companies competing abroad against 60 foreign credit agencies.

Print Advertisement: Layout and Design



Fred Hochberg, Former Chairman and President of Ex-Im Bank, testifies during a House Financial Services Committee hearing.

**MEET THE EX-IM BANKS OF
CHINA, RUSSIA AND FRANCE.**

These countries support efforts by those in Washington seeking to dismantle the U.S. Ex-Im Bank.

WHY? Because shutting down the U.S. Ex-Im Bank is good for business and creates thousands of jobs ... IN CHINA, RUSSIA AND FRANCE.

DON'T LET 200,000 AMERICAN JOBS GO OVERSEAS.

**AA
AEROSPACE INDUSTRIES
ASSOCIATION**

#ExIm4Jobs

Print Advertisement:
Layout and Design



The Alliance for System Safety of UAS through Research Excellence (ASSURE) consists of 23 of the world's leading research institutions and more than 100 leading industry/government partners. ASSURE's goal is to provide the FAA with the research it needs to efficiently integrate UAS into our National Airspace System.

The Cirlot Agency began working with ASSURE and the FAA at ASSURE's inception in 2015, and has provided communications services to better position ASSURE among industry influencers, government agencies and potential industry partners.



Print Collateral



PowerPoint



Website Redesign



The Cirlot Agency secured a live segment on the Fox News morning show about ASSURE's drone safety research. Members of The Cirlot Agency were on site to coordinate with the Fox News team and provide public relations support to ASSURE.





The Cirlot Agency secured a feature story on NBC's Nightly News with Lester Holt about ASSURE's work with the FAA on drone safety and commercial aviation.





Annual Report

iversity, 24 world-leading research institutions
y and government partners serve as the Federal
) academic research Center of Excellence (COE
ns (UAS). This coalition, called the Alliance for
gh Research Excellence (ASSURE) features
rum of research including: air traffic integration,
control and communications, detect and avoid,
ction, UAS wake signatures, UAS pilot training
perations safety, spectrum management, and

Research, we have an opportunity to reflect
re of the program. As Executive Director of
this team has grown together to meet the
rch in a consortium environment. It can be
ives to a large project which encompasses
ly challenge and has provided world-class,
ning the UAS rulemaking process through

in support of the UAS integration roadmap,
the ability to conduct regular and reliable
opening quickly enough, our experience
one to UAS operations that are in many
clude tracking and identification of UAS,
aining and maintenance standards, and
res which directly impact full integration,
y UAS Policy Through Research."

provided the FAA and the nation in its
ect us with any ideas, suggestions, or
pleted and that is currently underway,
safe integration of UAS into the NAS.

ASSURE 2017 Annual Report



ASSURE 2017 Annual Report



Raisbeck Engineering, an Acorn Capital Management Aerospace and Defense company, is a leading provider of aircraft modifications for business and commercial aircraft. Dedicated to improving performance and efficiency for aircraft owners, Raisbeck's aerodynamically designed enhancements deliver better performance results and improve passenger comfort.

When Raisbeck was acquired by Acorn, the company went through a complete re-branding and contacted The Cirlot Agency to help create the appropriate look and feel for the revamped company. The Agency designed and implemented Raisbeck's updated, contemporary suite of communications materials, including corporate stationery, brochure, ad template, product sheets and presentation template, among others.

**EPIC PERFORMANCE
for the ENTIRE
KING AIR 200 FAMILY...**

*Simply more of
what you bought
your King Air for!*

UTILIZING SWEPT BLADE TECHNOLOGY

**BEECHCRAFT
KING AIR
B200GT
B200
200 & 250**

 **RAISBECK
ENGINEERING**
AN ACORN GROWTH COMPANY

Collateral Cover: Layout and Design



Product Print Ad Template



Corporate Identity



Vertex Aerospace is a global defense company that provides all aftermarket aerospace services for government and private sector customers. The company has over 3,400 employees at its 65 U.S. and 35 international locations. Vertex Aerospace supports, repairs, and maintains aircraft and aircraft components to Federal Aviation Administration (FAA) and military standards throughout its 100 worldwide locations.

The Cirlot Agency has worked with Vertex Aerospace on various projects over the past decade. Most notable, the Agency helped the company transition from Raytheon Aerospace to Vertex, including conducting the naming/rebranding process.

Reaching the Highest Point in Service.

Vertex: by definition, the highest point.

With over 25 years of experience, Vertex is proud to bring the apex in technical service to our military.

Our 4,500 highly trained technicians are the backbone of our service – bringing all the resources necessary to get the job done. Anywhere, anytime.

Vertex Aerospace. Our service knows no bounds.

Vertex aerospace

The Technical Services Advantage.
Formerly Raytheon Aerospace
www.vertexaerospace.com

Name Change Campaign



We Keep 'Em Flyin'

When it comes to keeping the military air-ready, our service knows no bounds.

Vertex Aerospace has over 25 years of experience in aviation and aerospace technical service – from life-cycle support to inventory system management for entire aircraft fleets. With 4,500 highly trained technicians, Vertex has the resources necessary to get the job done. And we'll go anywhere in the world – on a moment's notice – to do it.

Vertex Aerospace. Proudly keeping our troops flyin'.



**Vertex
aerospace**

The Technical Services Advantage.
Formerly Raytheon Aerospace
www.vertexaerospace.com

Name Change Campaign



The Sky's No Limit.

With Vertex, our service reaches beyond all normal bounds.

From maintenance, repair and modernization to life-cycle support and inventory management systems for entire fleets ... our 4,500 highly trained technicians bring all the resources necessary to get the job done. And we'll go anywhere in the world – on a moment's notice – to do it.

Vertex Aerospace. There's no limit to our service.



**Vertex
aerospace**

The Technical Services Advantage.
Formerly Raytheon Aerospace
www.vertexaerospace.com

Name Change Campaign



With over 200 patents and over 80 years' experience, Marotta Controls provides aerospace and defense system designers the solutions they need for controlling pressure, motion, fluid, electronics and power. Offerings include precision valves, manifolds, power conversion, motor drives and control actuation systems for integration into weapon systems, shipboard and sub-sea systems, military aircraft, and government and commercial spacecraft.

The Cirlot Agency worked with Marotta Controls to design and execute graphic suite branding strategy guidelines. For this project, the Agency designed and created templates for Product and Brand Ads, brochures, E-news Quick-reads, Branded Safety Signage and Corporate Correspondence.



Collateral Cover: Layout and Design



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MAROTTA

E-NEWSLETTER

Issue | Month • Day • Year

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corio quatiam latatum sitibus
molupicium velite volorum.*

Your
Success is
OUR Mission

marotta.com

Your
Success is
OUR Mission

MAROTTA

Marotta Controls, Inc.
78 Boonton Ave.
P.O. Box 427
Montville, NJ 07045 USA
(P) 1.973.316.4256
(F) 1.973.334.1219

MAROTTA

CAPABILITIES | 2017



marotta.com

marotta.com

Corporate Identity

E-Newsletter Template

Collateral Cover: Layout and Design

THALES

With 83,000 employees in 68 countries, Thales is a global technology leader for the Aerospace, Defense, Security, Space and Transportation industries. The Cirlot Agency developed an integrated communications strategy for both internal and external audiences to help position Thales within the United States.

thalesgroup.com

AEROSPACE | SPACE | DEFENSE | SECURITY | TRANSPORTATION | TRAINING & SIMULATION

OVERVIEW
THALES IN THE UNITED STATES

Thales has a legacy of over 100 years of successful operation in the United States.

No newcomer in the U.S. market, Thales is American roots and black color: 100 years to a company founded in Philadelphia, Pennsylvania. Over a century later, both the global company and Thales in the United States have matured significantly through strong organic growth coupled with a series of mergers, acquisitions and other business ventures.

Thales is an international company working for the United States.

Thales in the United States has expanded operations in recent years to focus on a wider range of core customer and market segments. Today, Thales has 31 locations in 14 States and the District of Columbia. With a workforce of nearly 3,000, including our joint ventures, Thales has demonstrated a commitment to the U.S. economy by establishing a solid local workforce and production capability. In 2012, Thales globally had a U.S. supplier investment of \$480.8 million in 42 States and the District of Columbia.

Thales is a global technology leader for the defense, security, aerospace, transportation and space markets.

With an exceptional interdisciplinary footprint, Thales employs 85,000 people in 56 countries. In 2012, the company generated revenues of \$18.3 billion. With a strong U.S. leadership team in place, Thales is well positioned to bring the breadth of its global capabilities to meet the needs of its U.S. customers.

Innovation is at the core of all we do.

With 22,500 engineers and researchers, Thales has a unique capability to design, develop and deploy equipment, systems and services that meet the most complex requirements.

Corporate social responsibility is a top priority.

As an integral part of the Thales company culture, our focus on corporate social responsibility is represented in our ongoing commitment to our customers, suppliers, partners, shareholders, employees, global and local communities, and the environment.

Thales USA Headquarters
2733 South Crystal Drive, Suite 1200
Arlington, VA 22202
Tel: 703-698-9000

Space
Thales' space business continues to gain momentum in the U.S. market. Thales Alenia Space (TAS) is a joint venture between Thales and Finmeccanica (previously owned by Boeing). TAS is actively engaged in North American space-related activities through its U.S. subsidiary, Thales Alenia Space North America, Inc. (TAS-NA). Through TAS-NA, TAS plays an active role in the commercial and government-related space sectors in the United States, working with government and agencies, private space partners, satellite operators and U.S. manufacturers. TAS-NA has played a significant role in NASA programs since its establishment in 2007, supporting European involvement in the International Space Station (ISS) program.

Defense
Thales Defense & Security Air, formerly Thales Communications, Inc., is a global company serving defense, federal and commercial markets with mission solutions for ground tactical airborne and maritime radar, fire-control, public safety, and security systems. TDS is a U.S. priority company (one of foreign ownership, control and influence) agreements with the U.S. Department of Defense, providing strategic partnerships in the development of key technologies for the defense market. TDS provides mission-critical communications equipment, tactical mission display and mission tracking, SATCOM terminals, defense radar systems, air traffic management, navigation, surveillance and simulation and data protection solutions.

Transportation
Thales Transport & Security, Inc. is a unit of Thales USA, and belongs to the Thales business line that has been providing the world's leading Communications Based Train Control (CBTC) solution for the better part of 30 years. Thales in the U.S. offers a wide range of rail signaling solutions and integrated train control systems to ensure safe and secure transportation of goods and people. TTS is involved in a number of transportation security and/or programs, including the New York MTA, the Las Vegas automated people mover system and the Transbay Municipal Railway (MBRT) system. Thales built the Market Street subway station CBTC technology, providing a direct replacement in better coaching.

Training & Simulation
As a pioneer in simulation technology, Thales provides the most advanced simulator training in the most realistic environments. Thales offers a comprehensive range of solutions from flight simulators, Computer Based Training (CBT) for both crew and maintenance training, to basic training, classroom and full mission training solutions meeting the requirements, instructions and logistics program services needed in operation.

Print Collateral

THALES

Thales USA Headquarters
2733 South Crystal Drive • Suite 1200 • Arlington, VA 22202 • Tel: 703-698-9000

Jim Fraser
Vice President, Communications and Government Relations
jim.fraser@thalesgroup.com

AEROSPACE | DEFENSE | SECURITY | TRANSPORTATION



WITH US, AMERICA IS MORE SECURE.

We are Thales USA, part of an international organization with 68,000 employees. We are proud of our contribution to America's land, sea and air defense. Including advanced combat management, technology and undersea warfare systems for the U.S. Navy. Working hand in hand with our U.S. industry partners. Delivering innovative solutions. And proving our passion for keeping America strong, safe and productive. **Learn more at www.thalesgroup.com/usa.**

Photo courtesy Dennis Dwyer General Dynamics Research

THALES

Ready. Proven. Here.

Brand Development Print Campaign

AEROSPACE | DEFENSE | SECURITY | TRANSPORTATION



WITH US, AMERICA IS MORE SECURE.

We are Thales USA, an American company, part of an international organization with 68,000 employees. We are proud of our contribution to America's land, sea and air defense. Including the avionics for the UH-72A Lakota, the U.S. Army's new multi-mission Light Utility Helicopter. We're here in the U.S., working closely with government and industry customers. Delivering innovative solutions. And proving our passion for keeping America strong, safe and productive. **Learn more at www.thalesgroup.com/usa.**

Source / Copyright: European Aeronautics Defense and Space Company

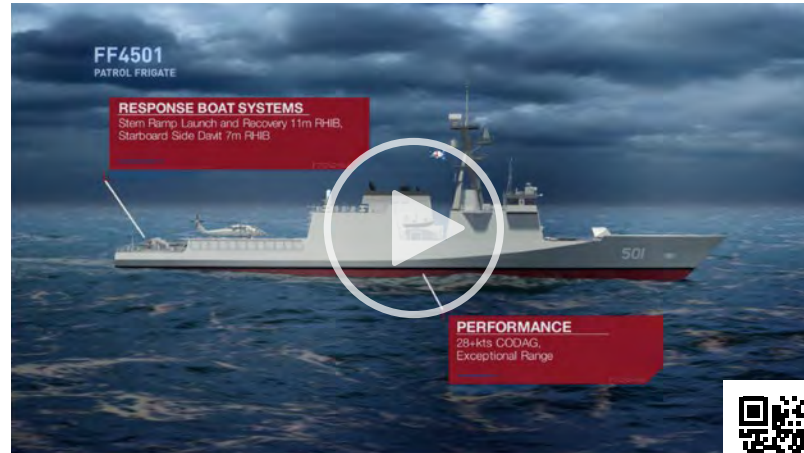
THALES

Ready. Proven. Here.

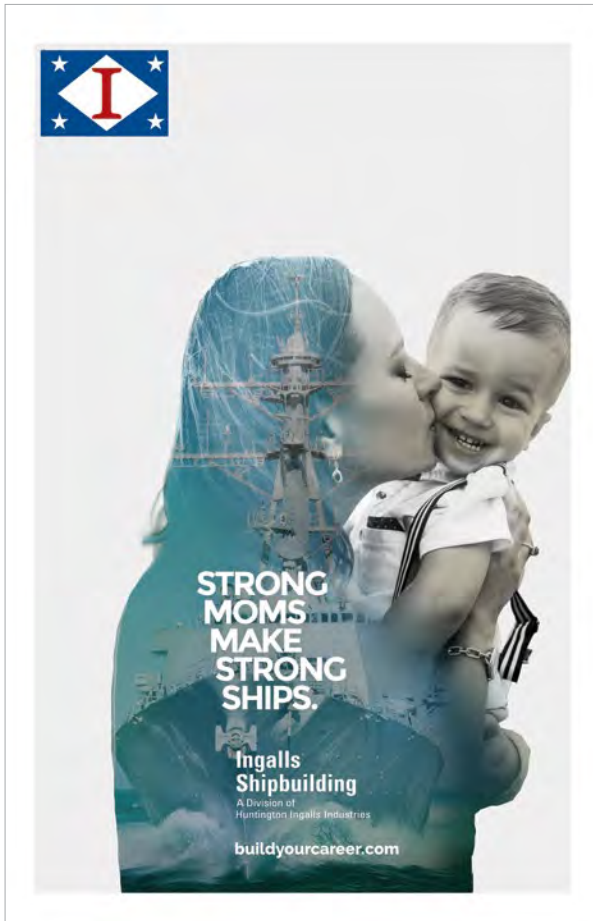
Brand Development Print Campaign



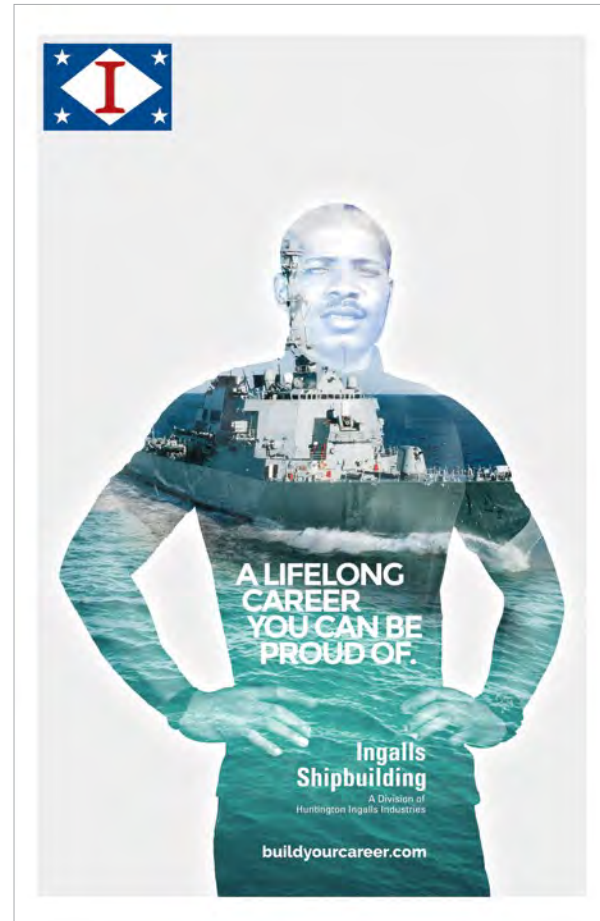
Over 40 years ago, The Cirlot Agency became the corporate communications firm of a shipbuilding facility known as Litton Ingalls Shipbuilding, later to be known as Northrop Grumman Shipbuilding, and now currently as Huntington Ingalls Industries. Over the years, the Agency has performed various services for the company, including international corporate capabilities campaigns and business development programs incorporating print advertisements, trade show displays, websites, and corporate videos, among others.



Multi-role Frigate Product Video



Employee Recruitment Poster



Employee Recruitment Poster



Recruitment Branding

BUILDING



FREEDOM

NORTHROP GRUMMAN

DEFINING THE FUTURE™

NORTHROP GRUMMAN

As well as continuing to support all the communications efforts for a number of shipbuilding programs, over the past three decades, The Cirlot Agency has become a reliable partner in other facets of the company's business. This includes everything from providing crisis communications following Hurricane Katrina to being a strategic communications partner during union negotiations, as well as during two employee strikes.

The Cirlot Agency led a nationwide effort to recruit employees from across the country to fill vital roles, from skilled craftsmen to engineers, left vacant following Hurricane Katrina. The Agency has also helped develop and deliver key messages to the legislatures of both Alabama and Mississippi focused on expanding the shipyards' capabilities and operations. These efforts have resulted in over \$40 million in economic incentives.



After Karsina, we headed together to become one of the first native employees on the Coast to go back to work. Our employers realized:

- Northrup Grumman Ship Systems is committed to the success of our employees, and the stability of their families.

- *It's strong positive feeling of work helps create a nation's future for your family*
- *We strive to keep a steady stream of new work at all times*
- *Education, through relationships, avoid training and community education, we help you reach your goals*
- *Excellent quality of life benefits, including a 40 hr work schedule, as well as generous paid vacation and holidays*

Norfolk County gets back to the community in smaller ways. More than \$1.1 million is donated throughout the community, including:

- Education programs - K-12 services in public schools as well as at or higher education
- Case management
- Health insurance
- Mental health services
- After-school programs
- Youth substance and recovery

NORTHROP GRUMMAN

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A WIN-WIN-WIN OFFER



- **Fast and Competitive Offer:** The combination of wage and benefits increases makes this offer one of the highest salaries seen on the Gulf Coast.
 - **Immediate Income:** Up to \$4,300 a month (increases year by \$1,832 per year) from gross pay of \$13,436 to \$15,272 annually (or \$3.50 hourly). *Employees are eligible for a 10% cost of living adjustment after the first anniversary of hire.*
 - **Health Insurance:** Employees can choose from a variety of plan options with a \$2,500 per year, meaning a five-year-old full worker would not incur a total income of nearly 14% less for the cost of the contract.
 - **Top Wages in Area:** Our workers are already some of the best paid on the Gulf Coast. Under the terms of the offer, wages, increases and annual merit raises will be \$44,000 for the first year, \$42,000 for the second year and \$40,000 for the third year. The average wage for the same position is \$36,000. *Employees will also receive a 10% cost of living adjustment after the first anniversary of hire.*
 - **Company Prides Itself:** Nearly 80% of the Medical Plant One team (ignoring its approximately \$6.24 per hour per employee). The coverage covers all employees and employees participating will receive awards for the lowest cost in the distribution industry.
 - **The Employees Gain:** Best Medical Employees earn nearly 100% of the wage increase, even after paying the medical insurance increase.
 - **Common Quality of Life:** Employees will have their desired 1 a month schedule as well as every 12 hours facilities including a perfectly good office building.
 - **Enhanced Pension:** The multiplier for the pension plan increased from 600th to 770th.
- THIS OFFER PAYS OUR EMPLOYEES WELL.

THIS OFFER PRESERVES GOOD JOBS.

THIS OFFER MAKES EVERYONE A WINNER.

THIS OFFER MAKES EVERYONE A WINNER.

NORTHROP GRUMMAN

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United in purpose... one goal of building freedom.

We've overcome great challenges in our history... obstacles that would break those of less fortitude. Our strength is forged in our dedication to quality craftsmanship... and service to our Country.

Today, our challenge is to build better ships at a reduced cost.

We are confident in meeting this challenge... we've overcome tougher ones throughout our history.

We are one solid force. Our vision will ensure the same.

BUILDING FREEDOM ... MANY GREAT SHIPS AT A TIME.

NORTHROP GRUMMAN

Source: *U.S. Census Bureau, 1997*



U.S.S. COLE Media Event



On April 19, 2002, media from across the globe descended upon Pascagoula, Mississippi, to cover the return to sea of the U.S.S. COLE. The COLE had been stationed at what was then Northrop Grumman Ship Systems for four months, receiving repairs to damages suffered during the October 12, 2000, terrorist bombing in Yemen. Over 130 media crews representing local, regional, national and international media were present for the event. The Cirlot Agency helped develop a media strategy that allowed the media maximum access to the ship and the crew, while staying within the stringent security guidelines dictated by the U.S. Navy and Northrop Grumman Ship Systems. The objective was to make the U.S.S. COLE's return to sea the



biggest news event in America, and for the coverage to be reverent and tasteful. The Cirlot Agency helped turn the U.S.S. COLE's departure into a five-day news event. The story received approximately 194 articles in 124 publications in all 50 states. International coverage included Canada and various outlets across Europe. In television news, 453 stories aired throughout the country. This included live cut-ins from CNN and live coverage from ABC's *Good Morning America*. The coverage dwarfed previous coverage of the COLE's arrival, which had been named by *The Washington Post* as one of the "Top Ten Stories of 2000."



The Cirlot Agency was also the agency of record for the team of contractors vying for the U.S. Navy's DDG 1000 contract. With the aid of well-timed and well-executed communications support during the selection process, the Northrop Grumman-led team was awarded the \$2.9 billion contract. This was the first major new defense contract awarded since 1972, not to mention one of the largest defense contracts ever awarded – projected to be a \$60-billion project over a 30-year lifespan.

The Cirlot Agency's involvement with the program started when the DD(X) Gold Team, composed of Northrop Grumman Ship Systems, Raytheon, and Boeing, began competing for the multi-billion

contract to design the next generation of U.S. Navy warships. This project began during the Clinton administration as DD 21, a single-ship design, and expanded into DD(X), a complete family of ships, when George W. Bush became president.

Early in the game, it was determined that the Gold Team needed to be “branded” as a team, not just a coalition of three distinct corporations. The Cirlot Agency invited the Gold Team’s executives from Washington, D.C., Chicago, Los Angeles, and Pascagoula, MS, to Jackson for a strategic branding session to define the Gold Team and determine how to put one face and one voice on three corporations.

NOTHING GOES BETTER WITH NAVY THAN GOLD.

Gold. It symbolizes experience ... value ... solid performance.
When Gold is combined with Navy, the result is enhanced beyond the imaginable.
The DD(X) Gold Team – Northrop Grumman and Raytheon.
The perfect combination for Navy.



NORTHROP GRUMMAN
Ship Systems

Raytheon



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Prime Contractor Contract Solicitation Campaign Launch



TO
THE SONS & DAUGHTERS
OF *Freedom...*

... the men and women who sail our ships – who ensure and defend our freedom day in and day out – we pledge to provide you with the most capable, most survivable ship ever to sail the oceans of the earth. We pledge to bring you comfortable accommodations, and the latest technology so you may keep in close contact with those you hold dear. To you, we pledge the ZUMWALT (DD 21) Class – a sailor's ship from bow to stern. We pledge to bring you ZUMWALT because every day you pledge to bring us the luxury of freedom that so many the world over yearn for ... but may never, ever know. This is our pledge to you, the sons and daughters of freedom. www.DD21GoldTeam.com



NORTHROP GRUMMAN Ship Systems **Raytheon** **B/EING**



© 2001 DD 21 Gold Team. All rights reserved.

Prime Contractor Contract Solicitation Campaign



Following the branding session, The Cirlot Agency developed and executed strategic branding and communications tactics. Included were quarterly press briefings hosted at the National Press Club in Washington, D.C., where national defense media and business writers were briefed on the Gold Team's progress. Because of this aggressive approach, the Gold Team's spokespeople became the go-to spokespeople of the DD(X) program.

The Agency provided trade show support, including informational materials and media relations, for various major defense trade shows, including the unveiling of the ship prototype at one of the largest defense trade

shows in Washington, D.C. This received an unprecedented amount of coverage from over 30 national business and defense writers and two Washington television stations. In addition, the Agency designed and placed ads in major defense and legislative publications that addressed the major issues regarding DD(X), as well as informed audiences of the credibility and capability of the Gold Team.

The Gold Team was awarded the multi-billion contract. The Agency was credited as a key player in the win and was honored to be the only vendor invited to attend the victory celebration.

THE CIRLOT AGENCY

AREAS OF CONCENTRATION

AEROSPACE, DEFENSE AND SECURITY INDUSTRY EXPERIENCE

As one of the top three aerospace and defense communications firms in the country, The Cirlot Agency has put our extensive capabilities to use for a number of corporations for 40 years, including Northrop Grumman, Bell Flight, Textron, Textron Systems, Elbit Systems of America, Raytheon, Boeing and Lockheed Martin, to name a few. As the agency of record for the DDG 1000 program, formerly the DD(X) program, the Agency helped secure what was named one of the largest defense contracts ever awarded – a \$60-billion project over the life of the contract. In addition, the Agency has handled numerous major announcements at the National Press Club in Washington, D.C., and has executed strategic communications aimed at virtually every branch of the U.S. military, the U.S. Government and the aerospace, defense and security industry.

GOVERNMENT RELATIONS & SERVICES

Public affairs and issues management are areas of specialty of The Cirlot Agency. We have provided strategic communications regarding BRAC (Base Realignment and Closure) Commission assessments, employee/union negotiations, acted as media liaisons in discrimination suits from the federal AG's office, helped companies solicit state and federal funding for expansions, provided strategic counsel during FBI investigations ... even handled media in a 3-day hostage situation. The Cirlot Agency was also asked by NATO to create a plan for the citizens of Bosnia to hold their government responsible for the removal of land mines and rebuild infrastructure following war.

INTEGRATED COMMUNICATIONS

One message. Many outlets. The Cirlot Agency engages a comprehensive mix of solutions in order to create a cohesive strategy for maximum impact in delivering our clients' messages.

Marketing

- Digital Marketing
- Search Engine Marketing

- Growth Marketing
- Content Marketing
- Influencer Marketing
- Omnichannel Marketing
- Performance Marketing
- Message Development
- Creative Development & Execution
- Product Launch Strategy
- Email Marketing & Campaign Development
- Promotional & Collateral Materials Development
- Trade Show Planning & Support
- Demand Generation
- Conversion Rate Optimization (CRO)
- Generative Engine Optimization (GEO)
- Content Atomization
- Translation Services

Public Relations

- Strategic Counsel
- Media Relations & Spokesperson Training
- Communication Training
- C-Level Positioning & Executive Thought Leadership
- Speechwriting & Presentation Development
- Industry Association Positioning
- Crisis Planning & Management
- Issue & Reputation Management
- Public Affairs & Grassroots Communications
- Media Conferences & Events
- Media Tours

- SEO Public Relations
- Investor Relations
- Internal Communications
- Labor Relations
- Employee Relations
- Employee Recruitment
- Employee Communications
- Special Event Planning & Execution
- Philanthropy & Community Relations
- Communication Audits
- Earned Media Tracking & Reporting
- Blog Strategy & Execution

Social Media

- Social Media Strategy & Execution
- Social Media Monitoring
- Platform Management
- Social Media Advertising
- Social Commerce
- Social Listening
- Discussion Forums
- Analytics Reporting
- Content Creation/Development

INTERACTIVE TECHNOLOGY & WEB

What was once considered the wave of the future is now the undercurrent of today's business. The Cirlot Agency offers a complete spectrum of web and video services to our clients, including:

Web

- Website Consulting
- Website Architecture & Design
- Custom Website Content
- Management Solutions (CMS)
- WordPress Development
- Database Enabled Solutions
- E-Commerce
- Integrated Shopping Cart Solutions
- Custom Illustration
- Google Analytics Site Tracking
- Search Engine Optimization (SEO) & Submission
- Website Marketing
- Website Banners

Video

- Concept Development
- Scriptwriting
- Storyboarding
- Talent Casting
- Single-Camera/Multi-Camera Video Shooting
- Stock Video Research/Selection
- Editing/Post Production
- Music Selection
- Motion Graphics
- Animation
- Audio Production

GLOBAL BRAND DEVELOPMENT

Has your company lost its DNA? The Cirlot Agency's comprehensive Global

Brand Development Program – which is designed to take your company to the next level – offers strategic and creative methodology. By exposing your company's potential, we turn management's vision into actionable strategy that brings your brand ... and the DNA that makes it unique ... to life.

- Brand Strategy/Management
- Core Value Development
- Corporate Identity/Logo Development
- Positioning Statement Development
- Key Message Development
- Creative Strategy & Development
- Market Positioning Strategy
- Product Launches
- Product Name Development
- Service Name Development
- Product/Service Campaigns
- "Keep It Sold" Campaigns
- Business Development & Contract "Must-Wins"
- Promotion Strategy

STRATEGIC MEDIA BUYING SERVICES

The Cirlot Agency's media staff has been placing media across the globe for over 40 years. Not only have we placed media on a regional, national and international basis, but more importantly, we have built long-lasting media relationships with pertinent

individuals in the aerospace, defense, security and congressional arenas that provide us with the resources we need to place media effectively and efficiently for our clients.

The Cirlot Agency uses an analytic, ROI-driven approach to media buying and is dedicated to improving our clients' integrated communication campaigns by applying customized, creative media objectives and strategies which are executed with precision.

The Cirlot Agency specializes in negotiation of ad rates and placement in the aerospace, defense, security and commercial industries, including identifying and securing important trade show opportunities to specifically support business development efforts. The Cirlot Agency also uses guerrilla marketing strategies in an effort to capture trade show participants' attention. These strategies include working directly with trade show representatives to secure exclusive exposure opportunities. Our combined leverage, relationships, experience, and negotiation expertise make it possible to secure placements in both a timely and cost-efficient manner.

- Media Research and Strategy
- Media Negotiation
- Media Buying
- Media Placement
- Media Tracking/Analytics
- Monthly Monitoring & Reports

MARKET INTELLIGENCE

Knowledge to succeed. Sound market research and reliable intelligence is vital to business success. The Cirlot Agency provides the following services to establish benchmarks, pinpoint messaging and discover ways to infiltrate our audiences' thought processes.

- A/B Testing
- Competitor Analysis
- Competitor Intelligence
- Corporate Position & Image Analysis
- Experience Management™
- Employee Research
- Issues Identification
- Market Analytics
- Market Understanding
- Customer Understanding
- Focus Groups
- Product Brand Awareness

CONSULTING

A wealth of information can be generated from open dialog. The Cirlot Agency offers industry expertise to companies who are simply trying to establish a direction before committing to a long-term client/agency relationship. For these purposes, we offer our services on an hourly, daily or project basis.

CLIENT TESTIMONIALS

"Simply said – Thank You All! Our refreshed look is a great new beginning. It hit the mark for what we need and for giving us growth space. Even more important than the website, we now have new friends that we can count on at Cirlot – our Strategic Ally. The approach you took with my team is precisely the spirit and philosophy that we embody here at EH Group. You took the time not only get us where we need to be, but you coached, nurtured and cajoled us along the way. You became part of us while you figured out how to help us express who we are. In years past, I've had companies propose to me that I fill out a questionnaire, give them a bucket of money, and they would deliver a website. Y'all are not a company – you're Cirlot."

Ed Hackett

President and Founder, EH Group

"Cirlot was a key partner in developing the branding, website and press briefing that accompanied the launch of Textron AirLand's new Scorpion tactical aircraft at the Air Force Association's annual exhibition. The strategy was on target, the communications were powerful, and it was all done on a tight budget under extreme deadline pressure. The launch resulted in hundreds of visits to our show display and a great number of media articles following the press briefing. Cirlot's work gave us a valuable head start in establishing credibility for the new aircraft."

Dave Sylvestre

Fmr. Executive Director, Corporate Communications, Textron Inc.

"After nearly two years of buyouts, mergers and multiple name changes, our company had literally lost its DNA. The Cirlot Agency helped us resurrect our competency themes, redefine who we are and how we will compete in the marketplace. The result has been a company recognized in its industry as a leader. A leader with renewed DNA, a leader that can compete and win in the market place."

Dan Grafton

CEO (Retired), Vertex Aerospace

"Cirlot was spot-on during our campaign to win an unmanned aerial systems (UAS) site for Mississippi. UAS are a tough, technical business area, but Cirlot had the know-how and finesse to get us in with the Big Boys of the aviation press. I'm proud to say we'll be testing UAS in Mississippi!"

Maj Gen (Ret) James Poss

Fmr. U.S. Air Force Senior Intelligence Officer and Fmr. Director, Center for Battlefield Innovation at Mississippi State University

CLIENT TESTIMONIALS

"From the moment I met them, I could see that The Cirlot Agency had the talent, creativity and interpersonal skills for working on complicated issues and getting things done."

Brandon R. "Randy" Belote, III
VP, Strategic Communications (Ret), Northrop Grumman

"The Cirlot Agency team has mastered the art of developing client relationships. They have invested the time necessary to understand our business and demonstrated that they care about the future of our company."

Brig Gen (Ret) Steve Roser
Fmr. Vice President, Marketing, Elbit Systems of America

"Every person assembled here tonight from Raytheon and Northrop Grumman played an important role in this win. The only vendor, or better yet partner, invited to celebrate this win tonight is a group that has been with us since the beginning four years ago. They positioned the Gold Team as winners before we ever drafted the first proposal or submitted the first design. Frankly, they have become a trusted partner and ally to both Bat and I as well as the entire Gold Team. Please join me in welcoming and thanking Rick Looser and The Cirlot Agency. We wouldn't be here without them."

Speech by Jack Cronin
Fmr. VP Raytheon in charge of DD(X) Program, at Down Select Celebration, New Orleans, LA

"I don't know if your team has a better design than ours and I don't know who is going to be awarded the contract – but I do know this – Every time I open the latest issue of *Defense News*, your ads make you look like the winners. Your advertising and PR is kicking our ass."

Blue Team Program Manager
As told by Bat Robinson,
Fmr. VP Northrop Grumman in Charge of DD(X), Surface Navy Show

"The Cirlot Agency is without a doubt the best creative agency I have worked with in my 20+ years of Corporate Communications. They are creative, innovative, and responsive and approach every challenge as a true partner."

Bob Hastings
Fmr. Senior Vice President, Communications & Government Affairs, Bell Helicopter





AGENCY MEMBERSHIPS



ARMY AVIATION
Association of America





THE CIRLOT AGENCY

I N C O R P O R A T E D

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