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## 2012 Full-year results

5 March 2013

MEGGITT

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## Highlights

Terry Twigger - Chief Executive



# 2012 – Further strong progress

## Highlights

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- » Revenues up 10% (proforma up 6%)
- » Book to bill greater than 1
- » Underlying profit before tax up 12%
- » Underlying EPS up 13%
- » Free cash flow of £180.1m
- » PacSci run-rate synergy target increased to \$25m by 2014
- » Proposed full year dividend up 12% at 11.8p



## Financial Review

Stephen Young - Group Finance Director



# Income statement

Underlying* (£m)	Full year	Full year	Growth	
	2012	2011	Reported	Proforma**
Revenue	1,605.8	1,455.3	10%	6%
Operating profit	394.3	359.5	10%	7%
Finance costs : Interest	(26.1)	(32.0)		
Pension	(5.4)	(4.5)		
	<u>(31.5)</u>	<u>(36.5)</u>		
Profit before tax	362.8	323.0	12%	
Tax	(79.8)	(77.5)		
Tax rate	22.0%	24.0%		
Profit for the year	<u>283.0</u>	<u>245.5</u>	15%	
EPS	36.2p	31.9p	13%	
Dividend	11.80p	10.50p	12%	

\* A full reconciliation from underlying to statutory figures is given in notes 3 and 9 of today's full-year announcement.

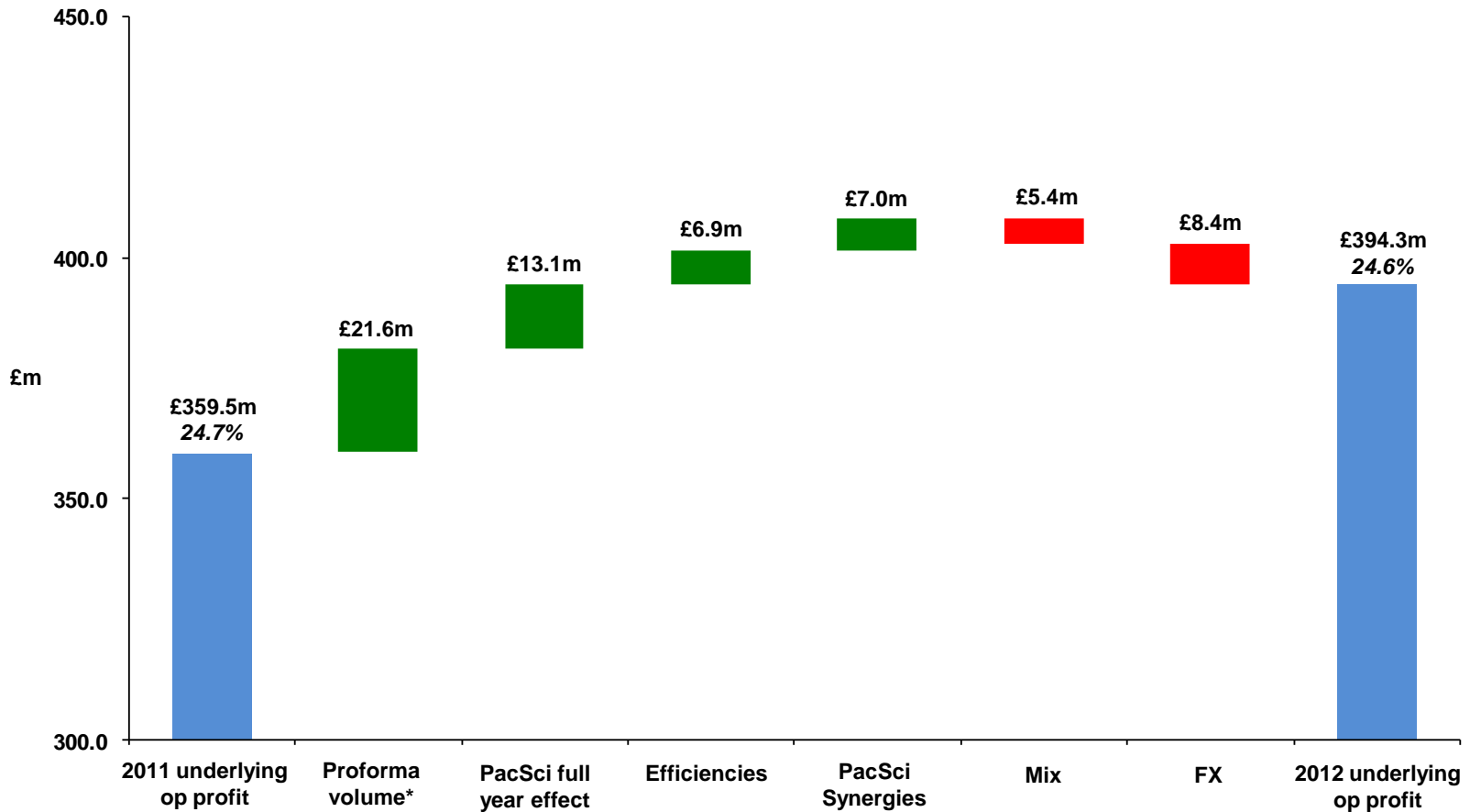
\*\* Proforma figures exclude the effect of M&A.

# Divisional financials

Revenue				Underlying Operating Profit			Return on Sales	
2012	2011			2012	2011		2012	2011
£m	£m			£m	£m			
309.4	320.5	-3%	Aircraft Braking Systems	117.4	119.9	-2%	37.9%	37.4%
213.3	201.6	+6%	Control Systems	49.9	47.9	+4%	23.4%	23.8%
186.1	171.2	+9%	Polymers & Composites	34.3	31.7	+8%	18.4%	18.5%
243.9	233.9	+4%	Sensing Systems	46.6	43.2	+8%	19.1%	18.5%
652.2	528.1	+23%	Equipment Group	154.5	116.8	+32%	23.7%	22.1%
0.9			<i>FX*</i>	(8.4)				
<b>1,605.8</b>	<b>1,455.3</b>	<b>+10%</b>	<b>Total</b>	<b>394.3</b>	<b>359.5</b>	<b>+10%</b>	<b>24.6%</b>	<b>24.7%</b>

\* Adjusts divisional results from constant 2011 currency to 2012 actual rates

# Operating profit/margin bridge

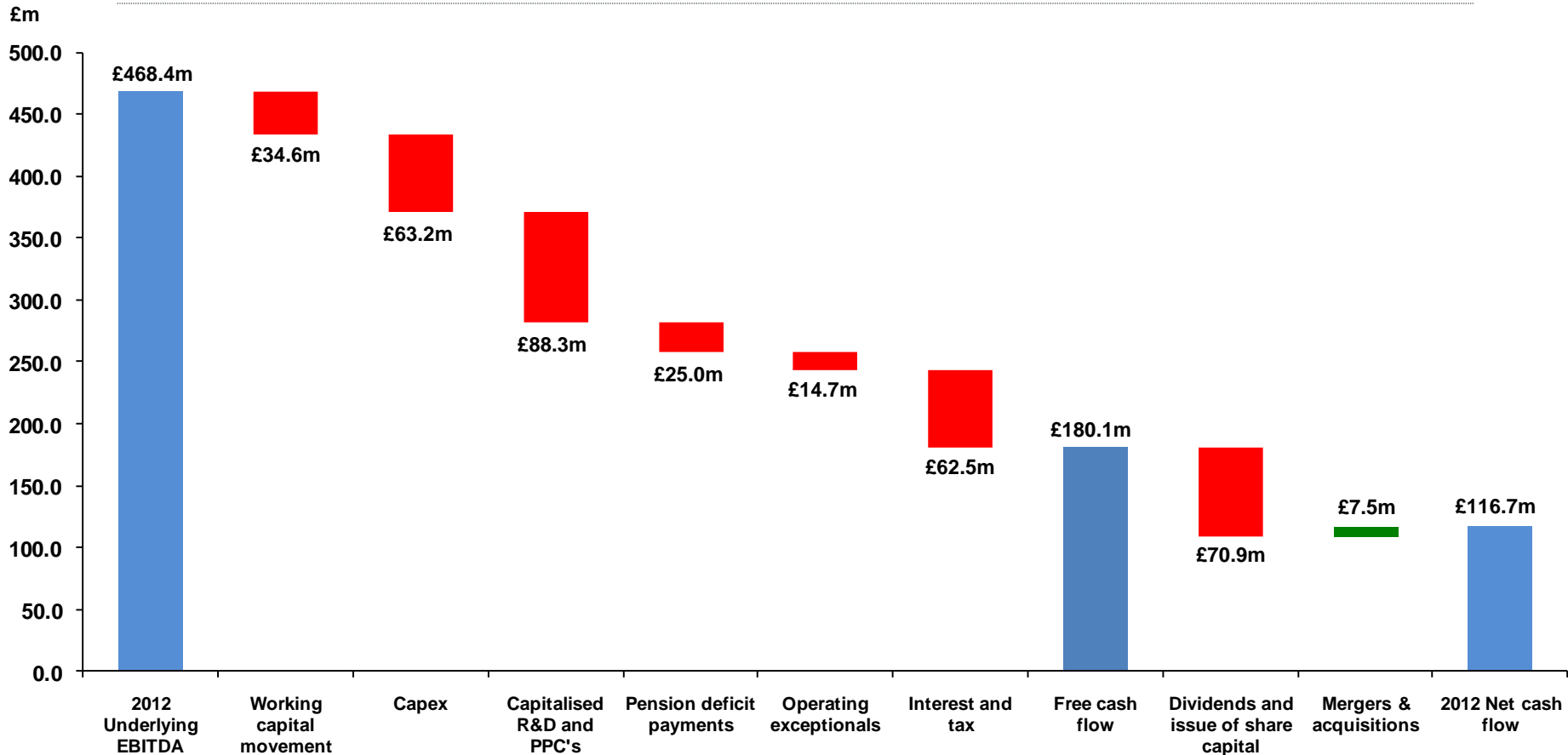


\* At 2011 Group average margin and 2012 FX



# Cash flow

## Reconciliation from underlying EBITDA



# Financing and covenants

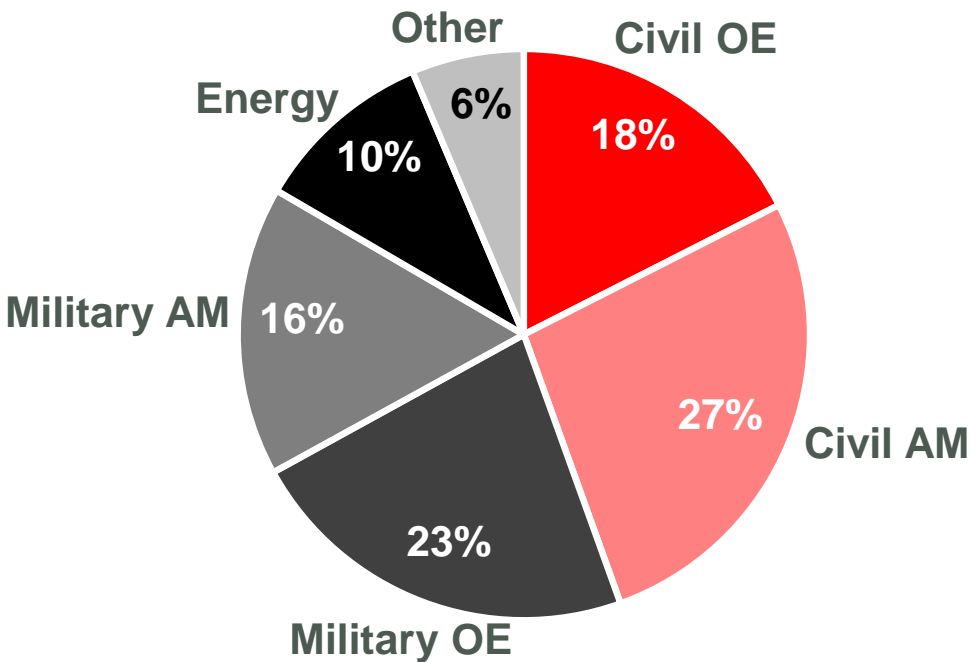
## Very strong balance sheet

£m	At 1 Jan 2012 at \$1.55	FX	Other	At 31 Dec 2012 at \$1.63
Total assets (excluding cash)	3,891.5	(129.3)	17.6	3,779.8
Retirement benefit obligations	(319.9)	7.4	12.8	(299.7)
Other liabilities	(989.9)	32.4	25.3	(932.2)
Capital employed	2,581.7	(89.5)	55.7	2,547.9
Net debt	(788.4)	33.9	112.0	(642.5)
Net assets	1,793.3	(55.6)	167.7	1,905.4
<u>Covenant ratios*</u>				
Net debt/EBITDA ( $\leq 3.5x$ )	1.7x			1.3x
Interest cover ( $\geq 3.0x$ )	12.4x			16.2x

\* As defined in financing agreements

# Group revenue by market

## A well balanced portfolio



	2012 Growth	
	Total	Proforma*
Civil OE	15%	6%
Civil AM	3%	-1%
<b>Total Civil</b>	<b>7%</b>	<b>1%</b>
<b>Total Military</b>	<b>7%</b>	<b>3%</b>
Energy	45%	43%
Other	12%	5%
<b>Total Group</b>	<b>10%</b>	<b>6%</b>

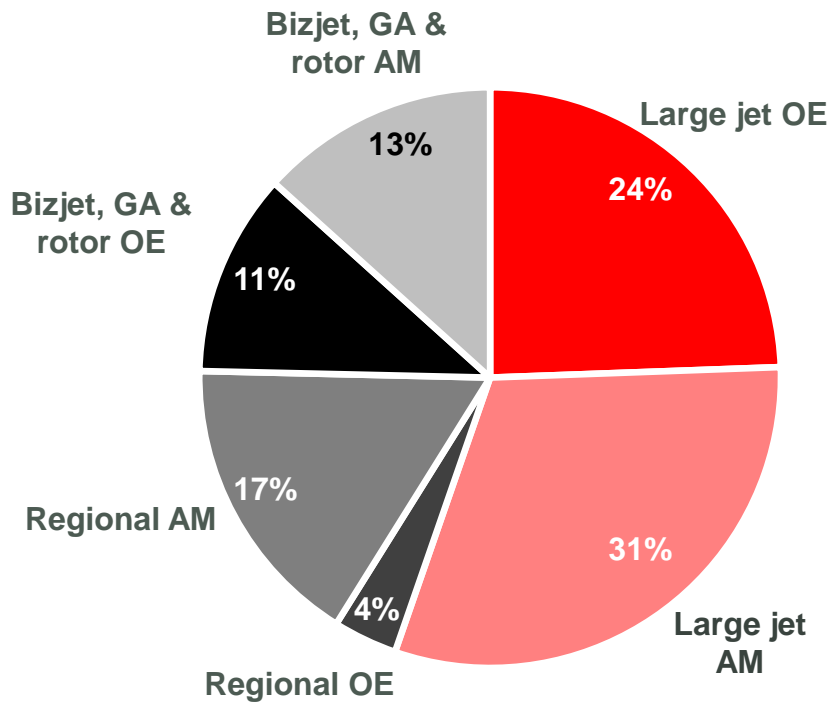
**OE: 55%, aftermarket: 45%**

\* Proforma revenues exclude the effect of M&A

# Civil aerospace

## 45% of total revenue

2012 revenue £714.8m



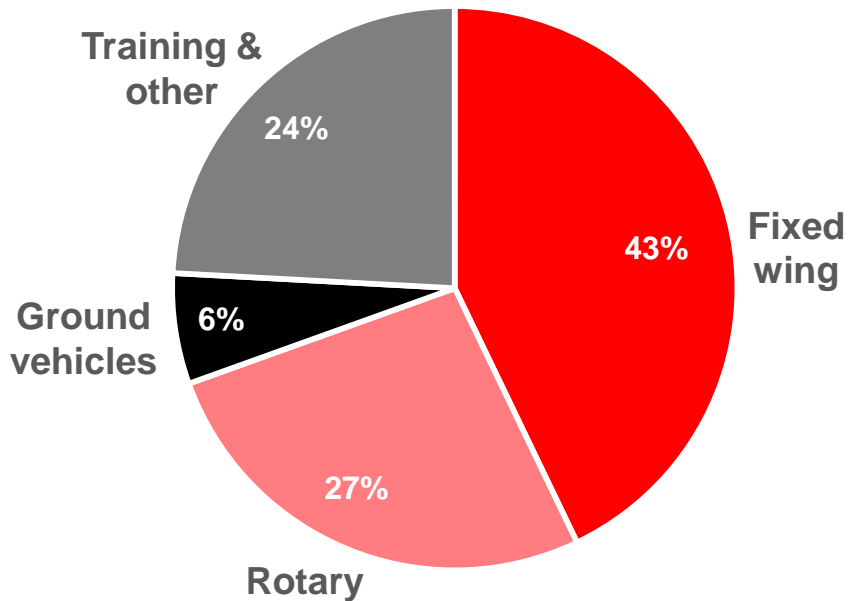
### Commercial highlights:

- » Sole-source provider of engine and APU fire protection systems on the A320neo
- » Content on LeapX engine continues to grow, with additional sensor and heat exchanger packages won during 2012
- » Major milestones on recent platform wins
  - » G650 entry into service
  - » Embraer Legacy 500 first flight
  - » Upcoming A350 engine certification

# Military revenue

## 39% of total revenue

2012 revenue £624.7m



OE: 58%, aftermarket: 42%

### Military highlights:

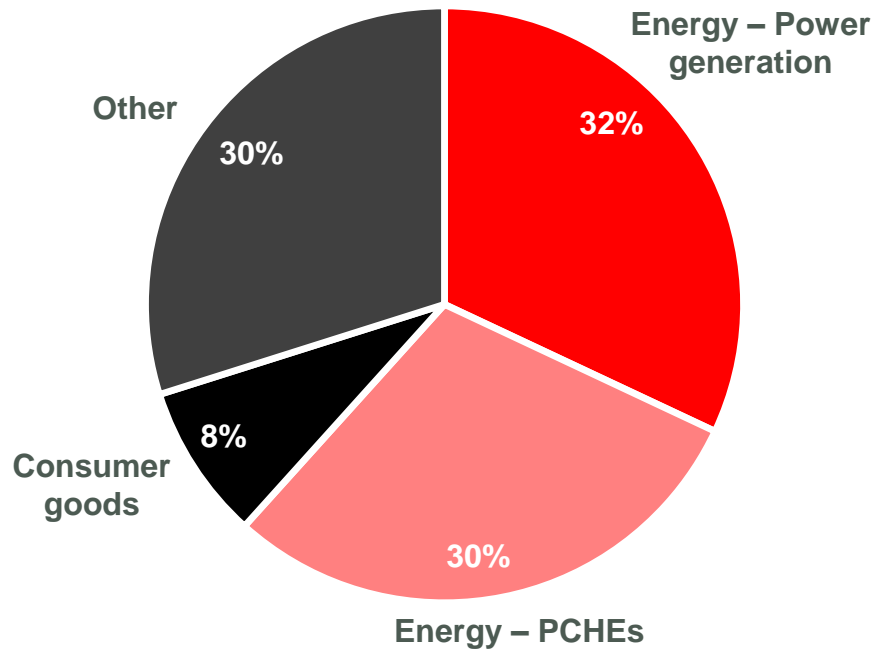
- » New multi-year contract with Sikorsky
  - » Original equipment outsourced by primes
  - » Revenues to start during 2013
- » Follow-on order for Bradley fuel tanks
  - » Retrofit programme
  - » Covers an additional 1,908 vehicles
- » Strong outlook for non-US fixed wing aircraft
- » Good international revenue growth in the training businesses

US: 61%; Europe 24%, RoW 15%

# Energy & other markets

## 16% of total revenue

2012 revenue £266.3m



### Energy/other highlights:

- » Heatric order worth in excess of \$100m for Petrobras pre-salt field off Brazil
- » Heatric site expansion completed



- » Continued good growth in the provision of condition monitoring equipment
  - » Original equipment
  - » Retrofit
- » Growth opportunities in medical



## End market analysis & operational review

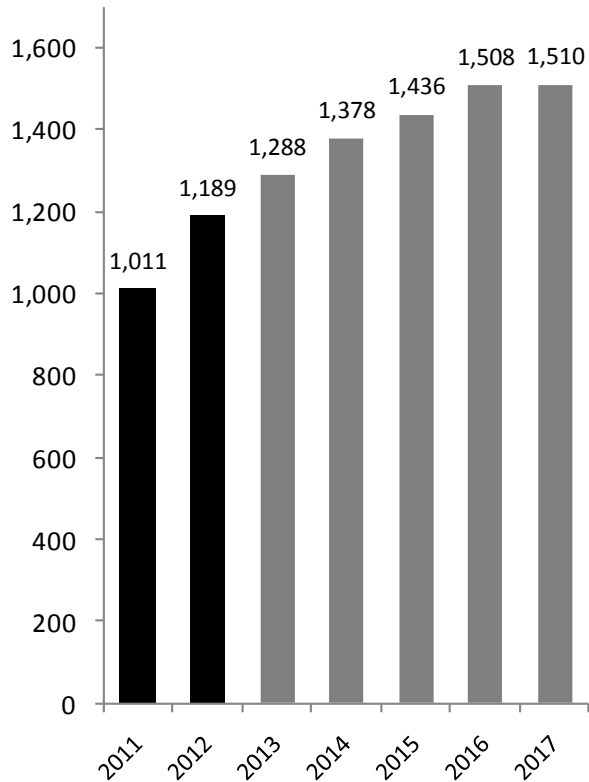
### Terry Twigger – Chief Executive



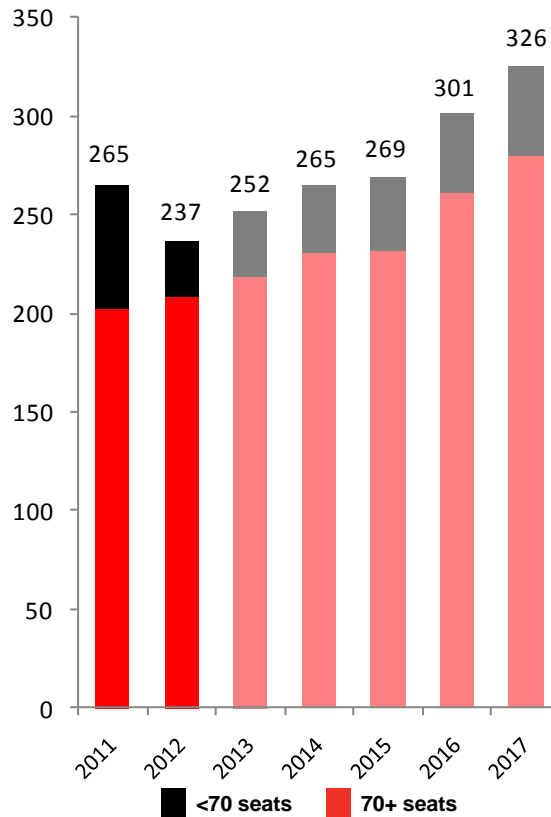
# Aircraft OE deliveries

## Continued growth in all platform categories

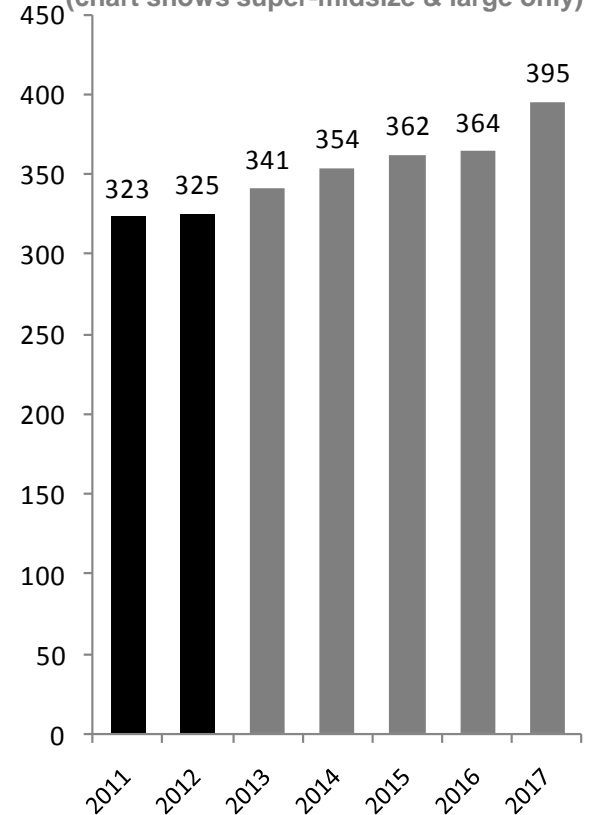
**Large jet - 24% of civil revenues**



**Regional aircraft - 4% of civil revenues**



**Business jet - 11% of civil revenues**  
(chart shows super-midsize & large only)



Source: Meggitt estimates



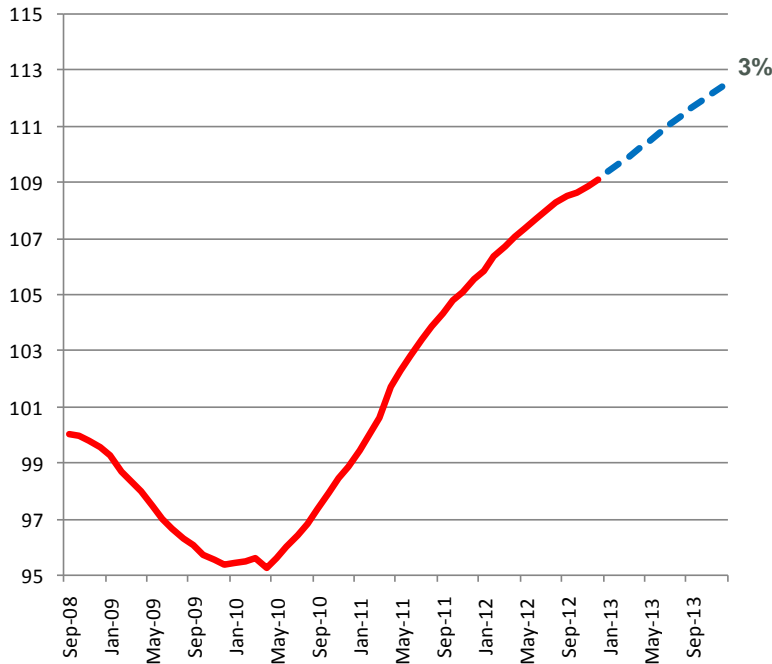
# Civil aerospace aftermarket

## Large jets & regionals

### Large jet and regional aircraft aftermarket

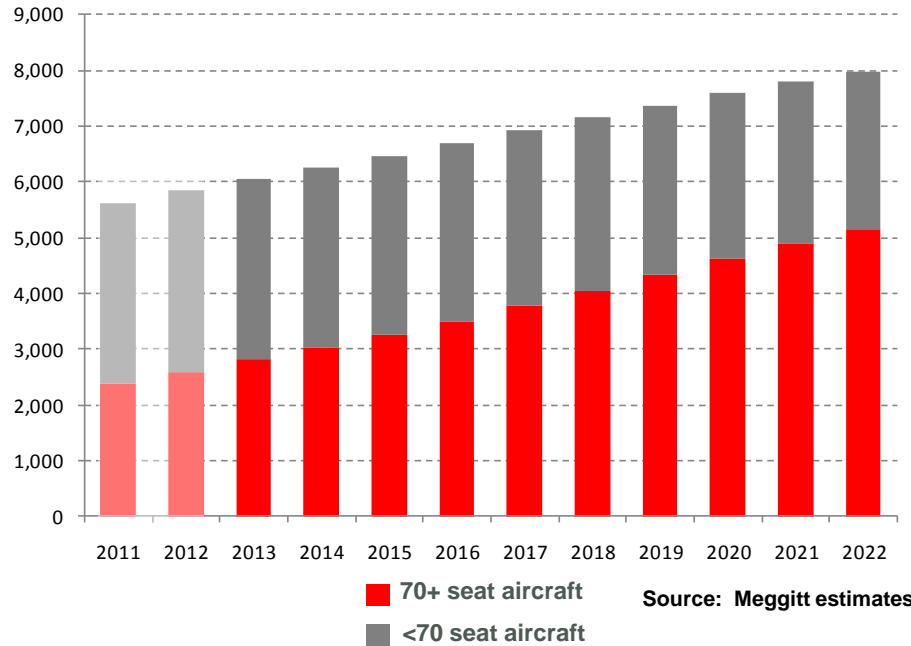
48% of civil revenues

#### Available seat kilometres MAT Index



Source: Meggitt estimates

### Regional aircraft fleet projection



Source: Meggitt estimates

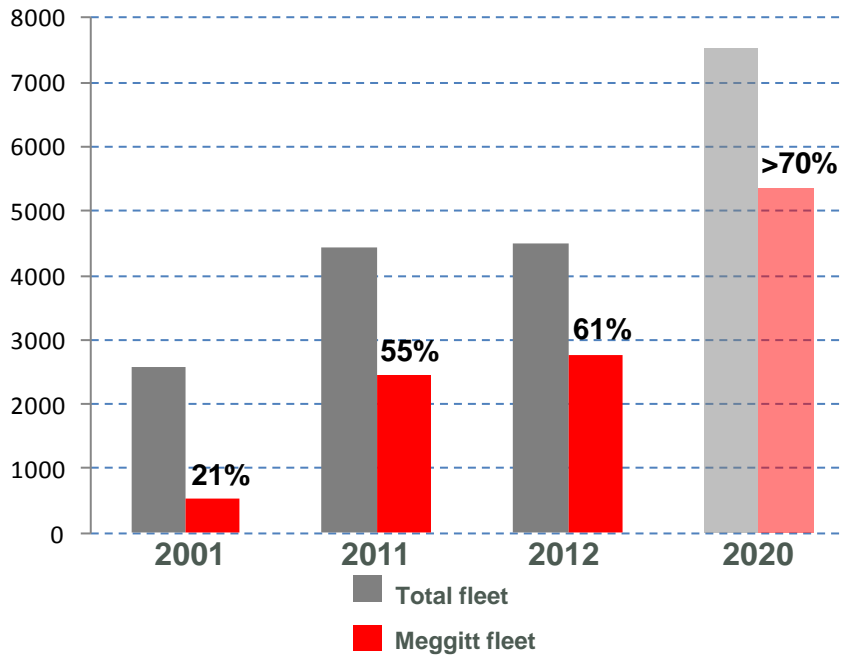
- » Strong regional aircraft W&B market share
  - » Share of <70 seat aircraft – **c50%**
  - » Share of 70+ seat aircraft – **c90%**

# Civil aerospace aftermarket

## Business jets

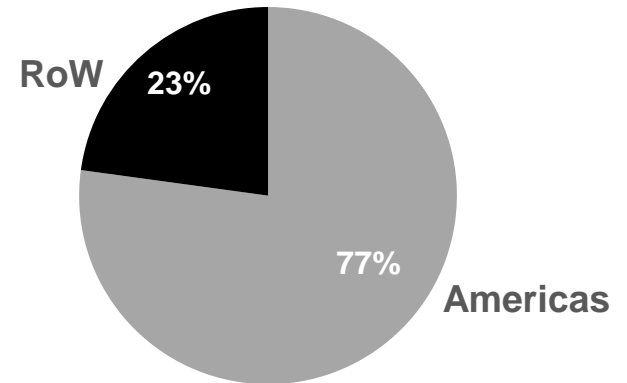
Business jet aftermarket - 13% of civil revenues

Meggitt share of super-midsize to long-range business jet wheels & brakes market

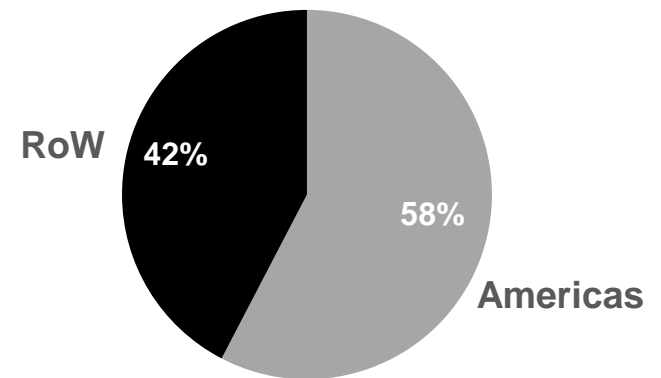


Source: Meggitt estimates

Current bizjet fleet by geography



Order backlog by geography



# Military

## Resilience in uncertain times

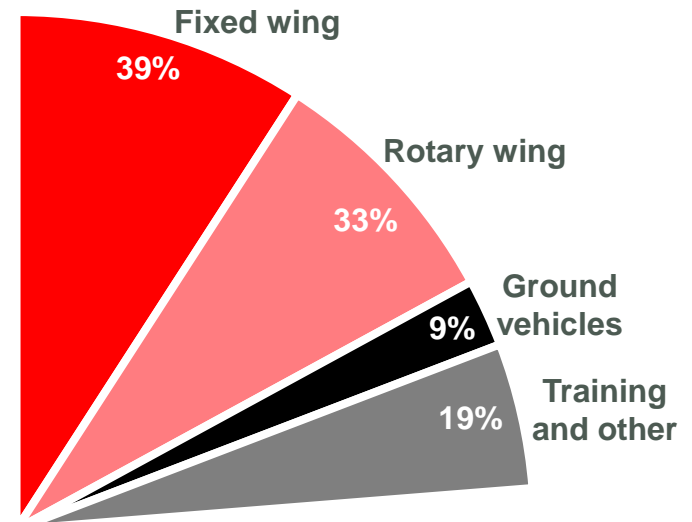
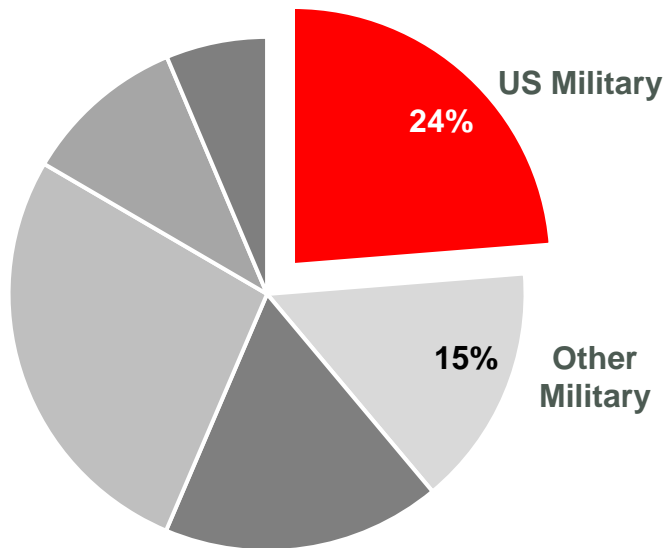
Reasons for continued confidence		
Broad and growing fleet	Retrofit opportunities	Outsourcing opportunities
<ul style="list-style-type: none"> <li>» <b>Blackhawk – 11%</b></li> <li>» <b>V-22 – 5%</b></li> <li>» <b>F/A 18 – 5%</b></li> <li>» <b>Apache – 4%</b></li> <li>» <b>C-130 – 5%</b></li> <li>» <b>Other (inc JSF) – 70%</b></li> </ul> <p>Percentage of US military revenues</p>	<ul style="list-style-type: none"> <li>» <b>Bradley Fighting Vehicle</b> <ul style="list-style-type: none"> <li>– Blastproof fuel tanks</li> </ul> </li> <li>» <b>M1 Abrams</b> <ul style="list-style-type: none"> <li>– Environmental cooling systems</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» <b>Blackhawk</b> <ul style="list-style-type: none"> <li>– Shipset value up 30%</li> </ul> </li> <li>» <b>V-22</b> <ul style="list-style-type: none"> <li>– Shipset value up 300%</li> </ul> </li> <li>» <b>Good potential on other rotary wing applications</b></li> </ul>

- » Impact of drawdown from Iraq & Afghanistan included in growth projections
- » Substantial export and retrofit potential not included in growth assumptions

# Military

## Broad spread of US military revenues

2012 Group revenues - £1,605.8m



- » US military sales = 24% of Group
- » US military revenues split 54% OE, 46% AM
- » Broad spread across a range of aircraft, ground vehicles and training installations

# Energy markets

## Growth opportunities

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### Power generation

- » Revenues have increased 33% in four years
  - » 35% growth in energy condition monitoring
  - » >20% growth in energy control valves
- » Enhanced geographical coverage
  - » Sales offices in India, China and Brazil
  - » Future geographical expansion plans
- » New product introduction
  - » Distributed condition monitoring
  - » Electrical actuation on large frame gas turbines

### PCHEs

- » Revenues have increased 400% in four years
  - » Shell FLNG
  - » Petrobras FPSOs
  - » Strong offshore gas market
- » The FLNG market is in its infancy
  - » Pipeline represents 7x order value placed to date
- » Significant potential for further adjacencies
  - » Waste heat recovery
  - » Distributed chemical manufacture

# Raising the bar

## Good progress on operational excellence

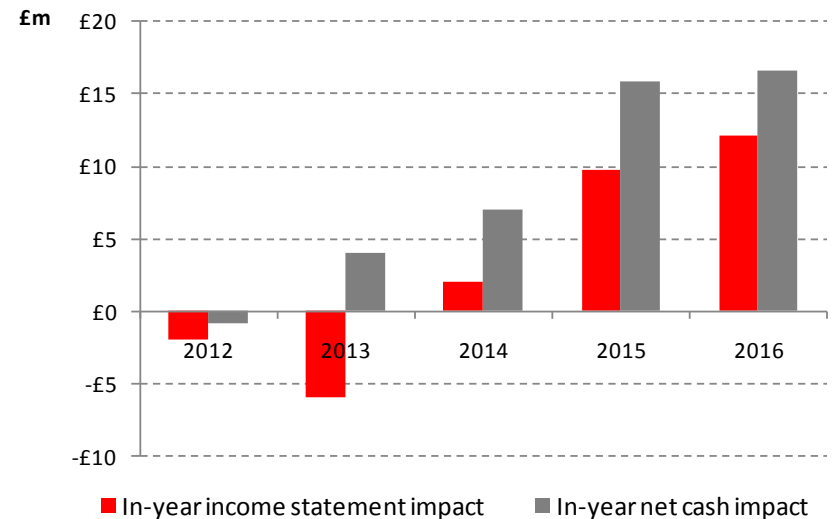
### » Embed continuous improvement:

- Share best practice across the group
- Improve quality and delivery
- Enhance programme management capabilities
- Drive enhanced organic growth

### » Benefits remain on track – but at a lower cost

- £10m profit benefit and >£15m cash benefit by 2015
- Net P&L cost in 2012-13 - £8m (down from £12m)
- Cash payback in first full year (2013)

Rapid payback on a modest investment



# 2012 summary

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- » Strong revenue growth
- » Underlying PBT up 12%; underlying EPS up 13%
- » Very good free cash flow
- » Strong balance sheet – net debt to EBITDA 1.3x
- » *Raising the bar* driving sustainable improvement
- » PacSci synergy target raised again to \$25m by 2014
- » Proposed full year dividend up 12%

# Outlook

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- » Commercial aircraft deliveries continue to increase
- » Civil aerospace aftermarket recovery in 2013
- » Energy – very strong demand continuing
- » Military will continue to perform
- » Group average 6-7% revenue CAGR reaffirmed over the medium term – mid-single digit growth in 2013 reflecting military uncertainty



# Appendices

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1. Currency PBT impact
  2. Operating exceptionals
  3. Investment accounts
  4. Shares in issue
  5. Credit maturity profile
  6. Pension information
  7. Fleet age profile
  8. Typical MCS programme life cycle
  9. Group strategy
  10. Air traffic history and forecast
  11. Impact of shock events on traffic growth
-

# Currency PBT Impact

	2011 Act	2012 Act	H1 2013 Est	H2 2013 Est	FY 2013 Est
<b>\$/£ rate</b>					
Translation rate (unhedged)	1.60	1.59	1.55	1.55	1.55
Transaction rate (hedged)	1.65	1.66	1.62	1.62	1.62
<b>CHF rate</b>					
£ Translation rate (unhedged)	1.40	1.49	1.49	1.49	1.49
\$ Transaction rate (hedged)	1.06	0.90	0.94	0.94	0.94
<b>PBT impact £m</b>					
Year-on-year translation		(1.4)	1.2	4.7	5.9
Year-on-year transaction		<u>(7.2)</u>	<u>2.0</u>	<u>2.2</u>	<u>4.2</u>
Year-on-year currency benefit/(headwind)		<u>(8.6)</u>	<u>3.2</u>	<u>6.9</u>	<u>10.1</u>
2013 currency sensitivity:	± 5 cents = ± £9m PBT				

# Operating exceptionals

£m	<b>2012</b> <b>FY Act</b> at \$1.6	<b>2013</b> <b>FY Est</b> at \$1.6
<b>P&amp;L charge</b>		
Transformation	0.6	-
Site consolidation	9.8	11.4
PacSci integration	4.8	2.7
Acquisition of businesses	1.3	-
Profit on sale of business	(3.2)	-
Total	<u>13.3</u>	<u>14.1</u>
<b>Cash out</b>		
Transformation	0.8	-
Site consolidation	6.0	13.2
PacSci integration	5.6	2.7
Acquisition of businesses	1.4	-
Profit on sale of business	0.9	-
Total	<u>14.7</u>	<u>15.9</u>

# Investment accounts

£m

	2012 Act at \$1.59	FY 2013 est at \$1.60	FY 2014 est at \$1.60
<b>1.R&amp;D</b>			
Total expenditure	122.0	129.8	131.7
Less: customer funded	<u>(24.9)</u>	<u>(26.7)</u>	<u>(25.0)</u>
Company spend	97.1	103.1	106.7
Capitalised	<u>(52.2)</u>	<u>(54.1)</u>	<u>(55.2)</u>
Amortised	<u>11.6</u>	<u>13.8</u>	<u>20.5</u>
Income statement	56.5	62.8	72.0
<b>2.Programme participation costs</b>			
Capitalised	36.1	40.5	42.0
Amortised	23.2	24.7	27.1
<b>3.Fixed assets</b>			
Capitalised	64.5	80.3	70.1
Depreciation/amortisation	39.3	44.5	49.3
<b>4.Retirement benefit deficit reduction payments</b>	25.0	32.0*	36.0*

\*The significant driver is the ongoing UK actuarial valuation which will impact future years. These are provisional estimates.

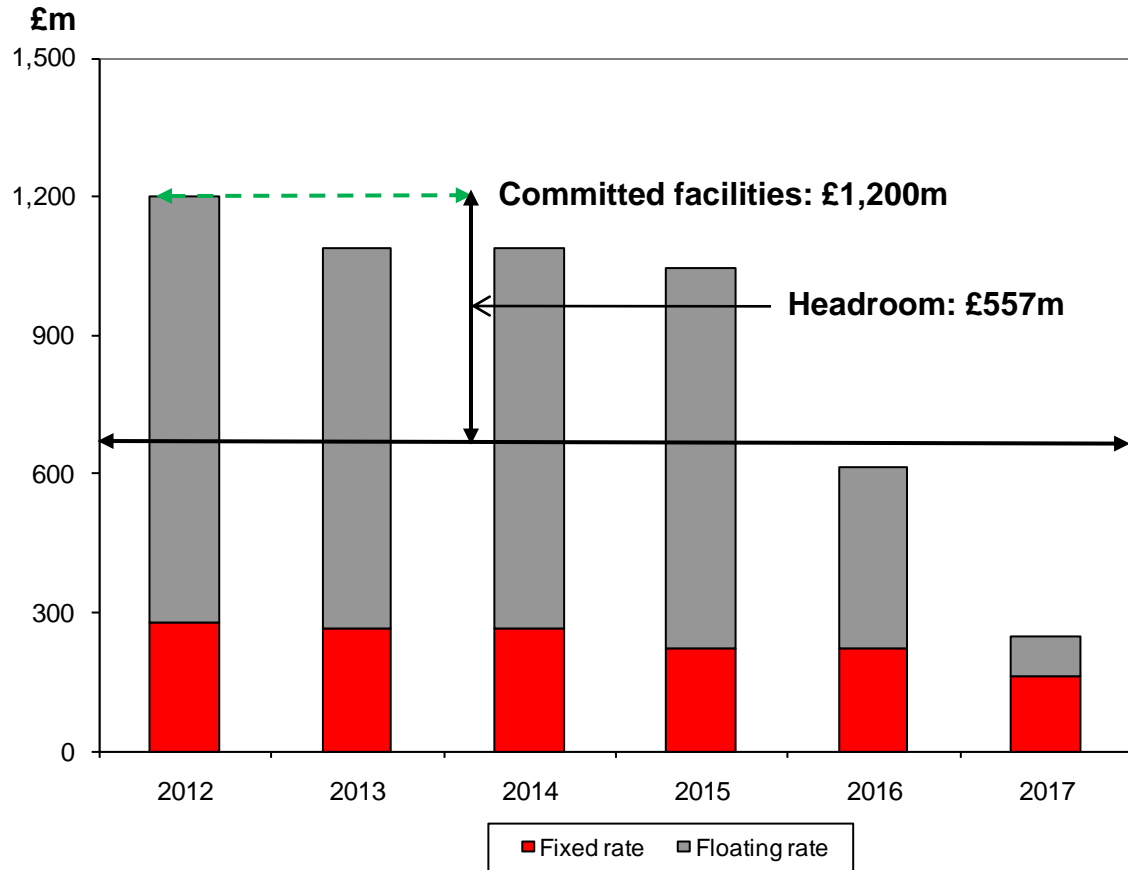
# Shares in issue

## Shares in millions

	2011	2012	2013 FY Est
Opening	698.0	778.8	785.0
Scrip/other*	11.0	6.2	2.9
Placing	69.8		
Closing	<u>778.8</u>	<u>785.0</u>	<u>787.9</u>
Average	769.7	782.3	786.5

\* Assumes no take up of scrip in 2013 and options exercised as per 2012

# Credit maturity profile



## Covenant tests:

	Covenant	Actual
Net debt/EBITDA	≤ 3.5x	1.3x
Interest cover	≥ 3.0x	16.2x

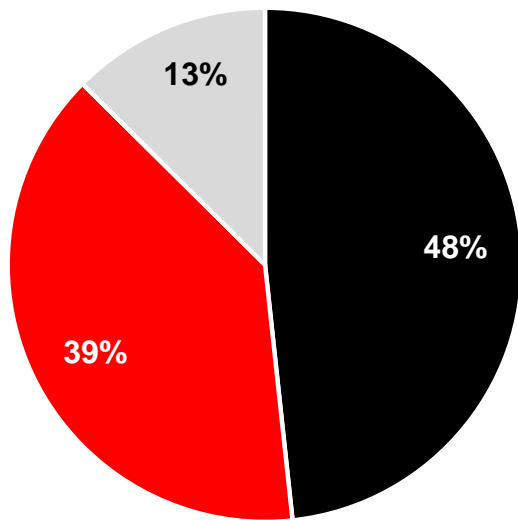
# Pension information

£m

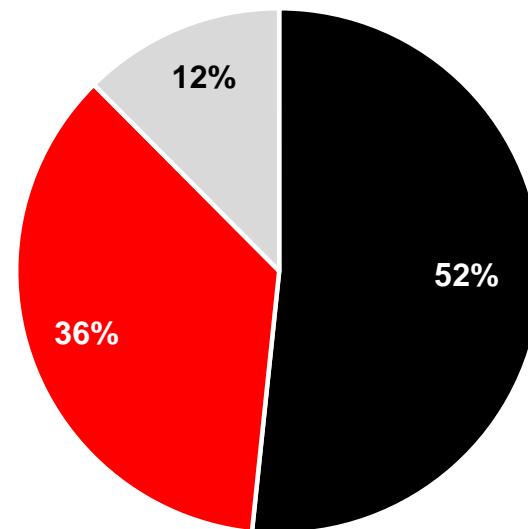
	2011	2012
Opening deficit	(265.1)	(319.9)
Net deficit payments	26.2	25.0
Actuarial movements - assets	(25.2)	18.0
Actuarial movements - liabilities	(51.4)	(24.8)
	<u>(76.6)</u>	<u>(6.8)</u>
Other movements	(4.4)	2.0
Closing deficit	<u>(319.9)</u>	<u>(299.7)</u>
UK discount rate	4.70%	4.50%
US discount rate	4.65%	3.80%

# Fleet age profile

**Meggitt civil fleet by age at 31<sup>st</sup> December 2012**



**Meggitt civil aftermarket revenues by fleet age in 2012**



0 - 10 years

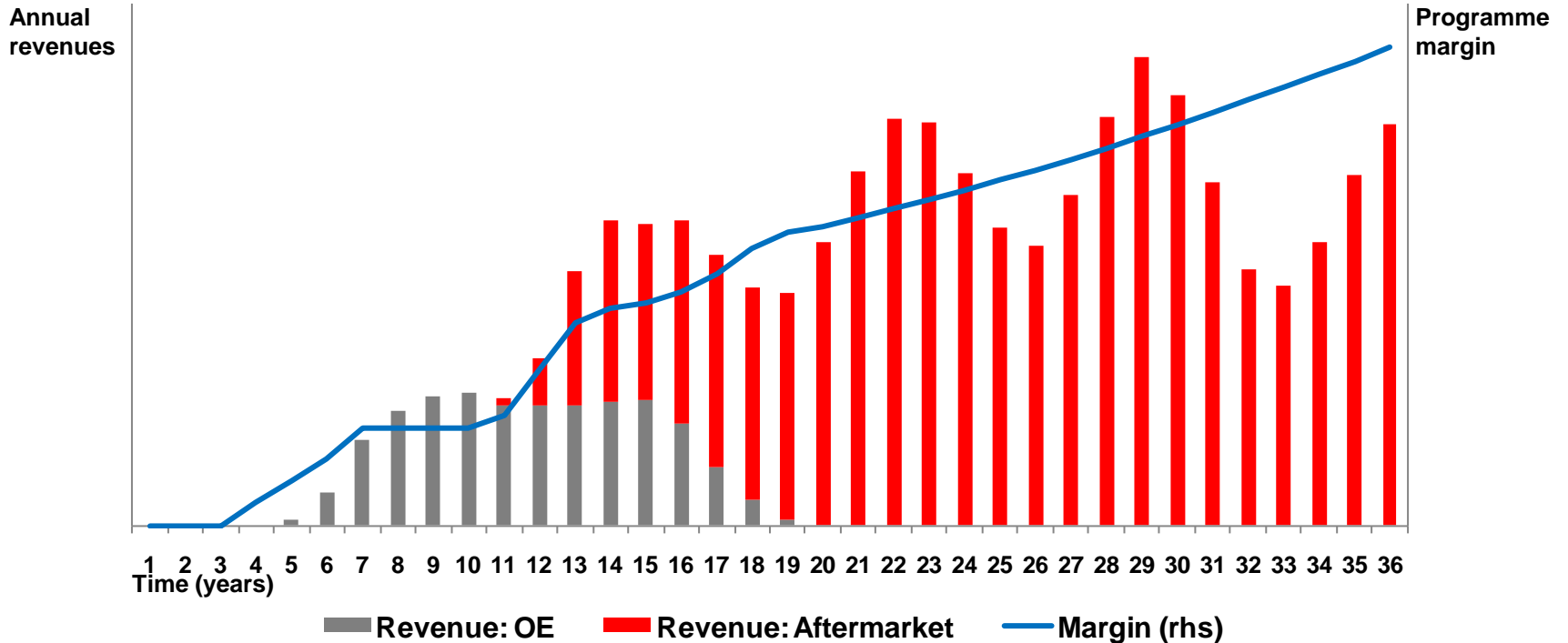
10 - 20 years

>20 years



# Civil aerospace

## Typical MCS programme life cycle



- » Aftermarket revenues more than 6 times greater than OE revenues
- » Margin progression through the lifecycle

# Group strategy

*Our Mission is to*

**Deliver sustainable upper quartile returns through focused leadership positions in aerospace, defence & energy markets**



*Our Vision is to*

**Be a leading provider of smart engineering for extreme environments**



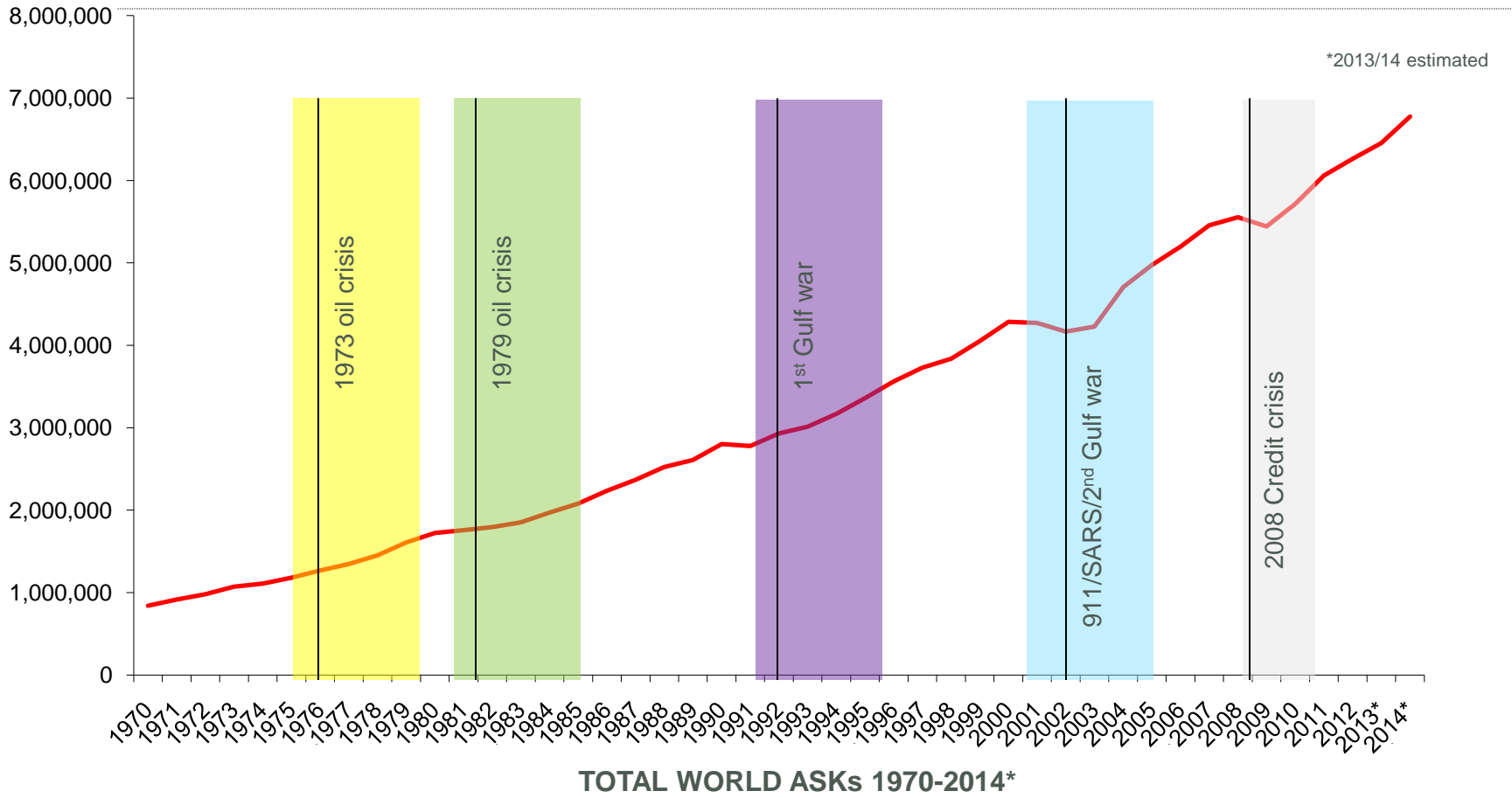
*Our Group Strategy is to*



*Our Group Objectives are to*

<b>Deliver innovation</b>	<b>Achieve operational excellence</b>	<b>Satisfy our customers</b>	<b>Maintain a culture of strong &amp; ethical performance</b>
<ul style="list-style-type: none"> <li>- Invest in leading edge technologies</li> <li>- Strengthen our markets and technologies through organic investment and acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>- Continuously improve our cost, quality and delivery</li> <li>- Optimise our manufacturing footprint</li> <li>- Strengthen our functions</li> <li>- Shared services &amp; best practice</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen our partnerships with customers</li> <li>- Be easier to do business with</li> <li>- Improve our service levels</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver against targets</li> <li>- Leadership development</li> <li>- Financial rigour</li> <li>- High standards of compliance</li> </ul>

# Air traffic history and forecast



TOTAL WORLD ASKs 1970-2014\*

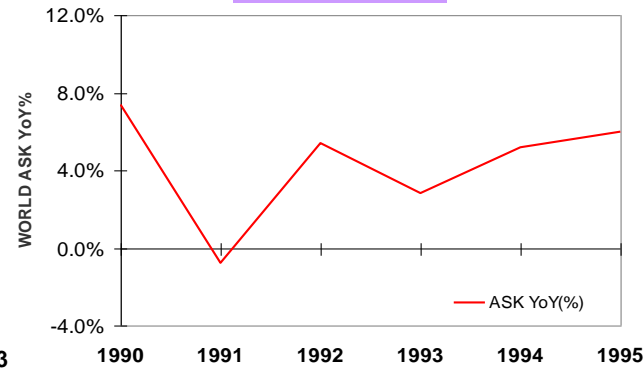
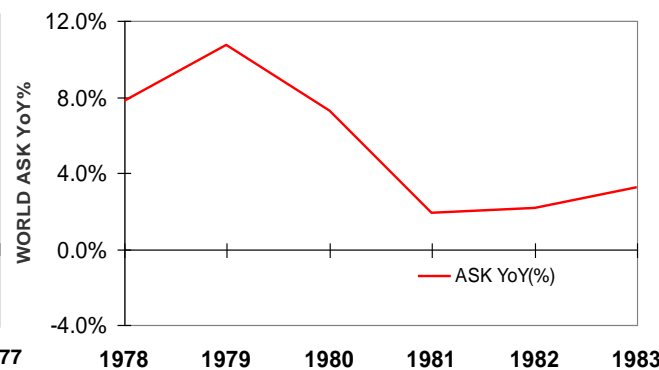
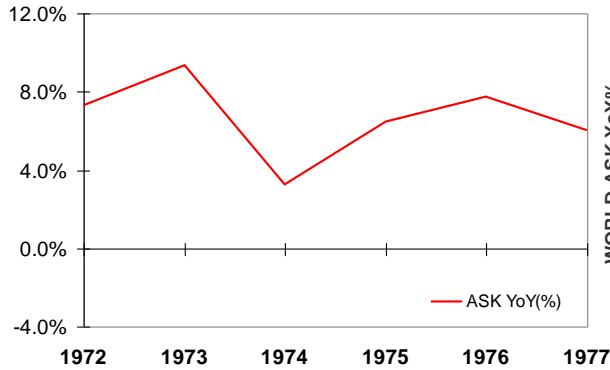
Source: ICAO – worldwide traffic, international & domestic...

# Impact of 'shock' events on traffic growth

1973 Oil Crisis

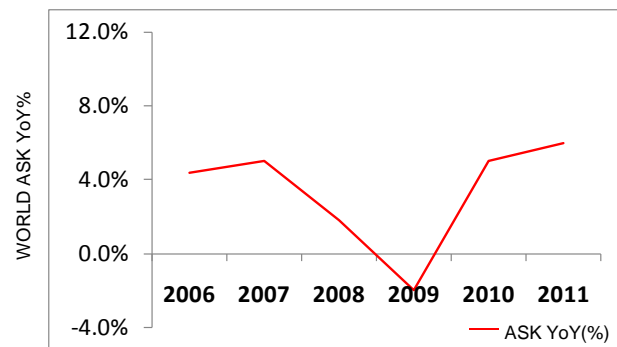
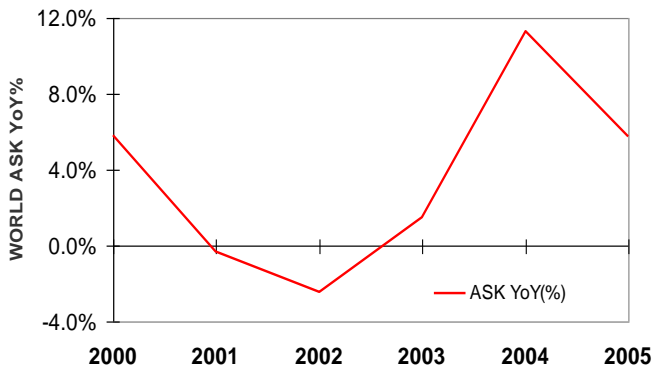
1979 Oil Crisis

1991 First Gulf War



2001 9/11, SARS and Second Gulf War

2008 Credit crisis



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