

## 2015 Interim results

4 August 2015

MEGGITT

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## Highlights

Stephen Young - Chief Executive



# Financial highlights

## Robust aerospace offsets energy

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- » First half organic revenue growth of 3%
    - Civil OE +4%
    - Civil aftermarket +5%
    - Military +6%
    - Energy -18%
  - » Underlying EPS up 9% to 15.3p
  - » Good working capital management
    - Free cash flow up 85% to £38.1m
  - » Strong balance sheet: net debt at 1.5x EBITDA
  - » Share buyback progressing in line with plan
    - 28m shares repurchased to date
  - » Interim dividend increased by 8% to 4.6p
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# Strategic & operational highlights

## Continued focus on execution

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- » Research and development expenditure up 10% to £78.9m
- » Successful new product introduction programme continues
  - Introduction of over 1,800 new part numbers over 2 years
- » Further progress on MPS implementation
  - Programme now launched at 36 primary sites; balance in H2
  - 22 sites working towards stage 2 completion, and 4 sites working towards stage 3 completion
- » Cost and efficiency focus
  - Aligning costs with revenue outlook, particularly Heatric
  - Longer term optimisation of manufacturing estate



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## Financial Review

Doug Webb – Chief Financial Officer

# Income statement

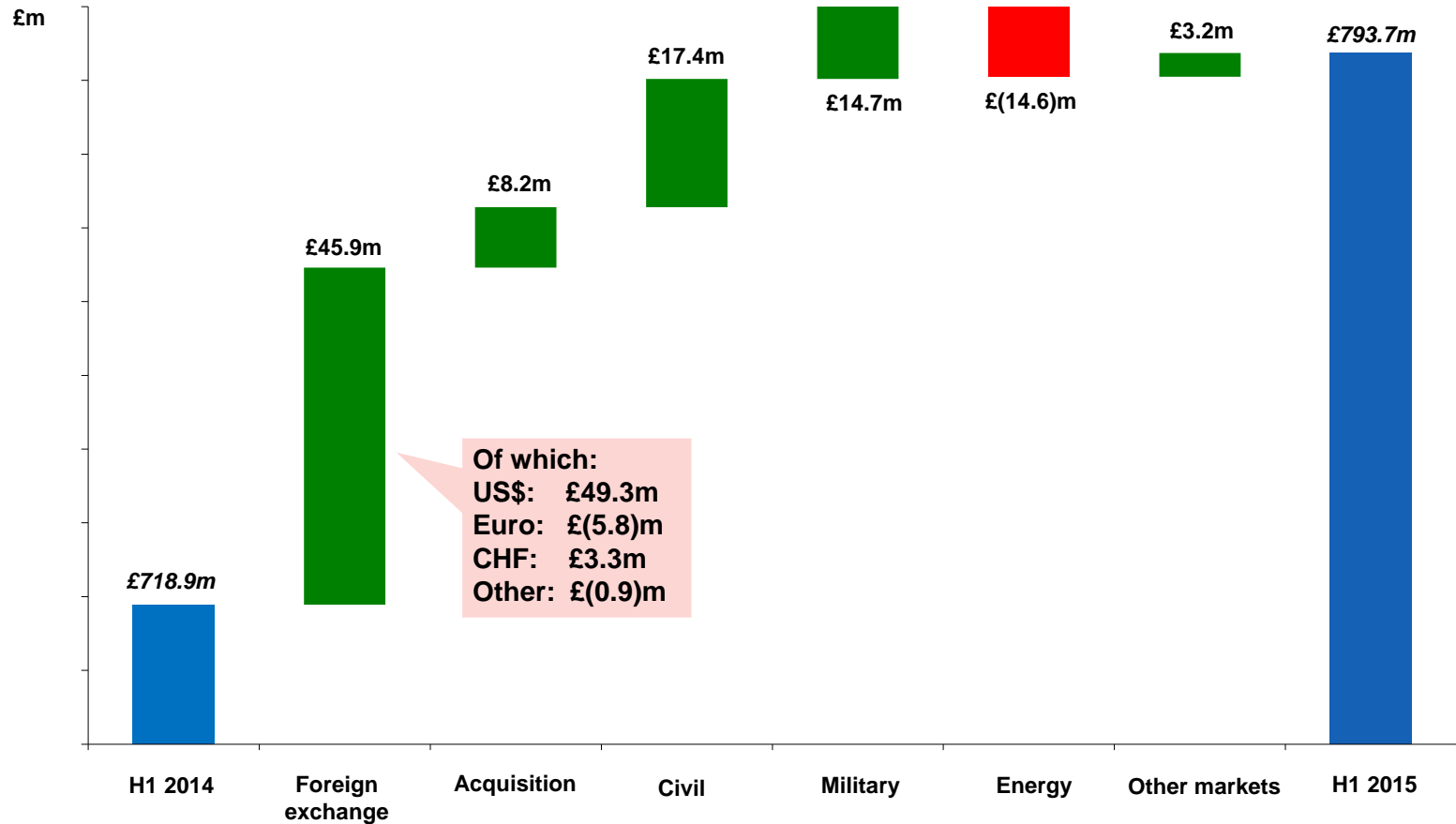
Underlying* (£m)			% change		
	2015	2014	Reported	Organic**	
Orders	775.3	782.7	-1%	-6%	Phasing of multi-year order patterns
Revenue	793.7	718.9	+10%	+3%	Reported revenue growth benefits from favourable FX and the acquisition of PECC
Operating profit	160.2	151.4	+6%	+1%	Lower margin reflects year-on-year impact of NPI and higher expensed R&D
Finance costs	(8.2)	(7.6)			
Profit before tax	152.0	143.8	+6%	+1%	
Tax	(30.4)	(31.6)			Higher debt from buyback partially offset by lower interest rate
Tax rate	20%	22%			
Profit for the period	121.6	112.2	+8%	+4%	
EPS	15.3p	14.0p	+9%		Lower tax rate reflects closure of historic tax items
Dividend	4.60p	4.25p	+8%		

\* A full reconciliation from underlying to statutory figures is given in notes 4 and 9 of today's interim announcement.

\*\* Organic figures exclude the impact of acquisitions, disposals and foreign exchange.

# Revenue bridge

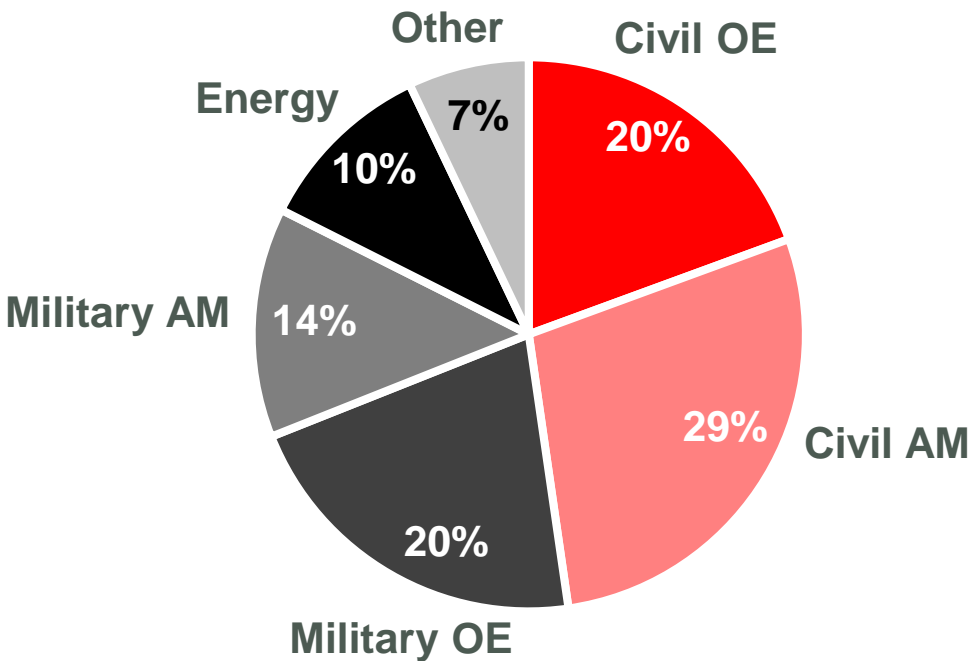
## 3% organic growth





# Revenue by market

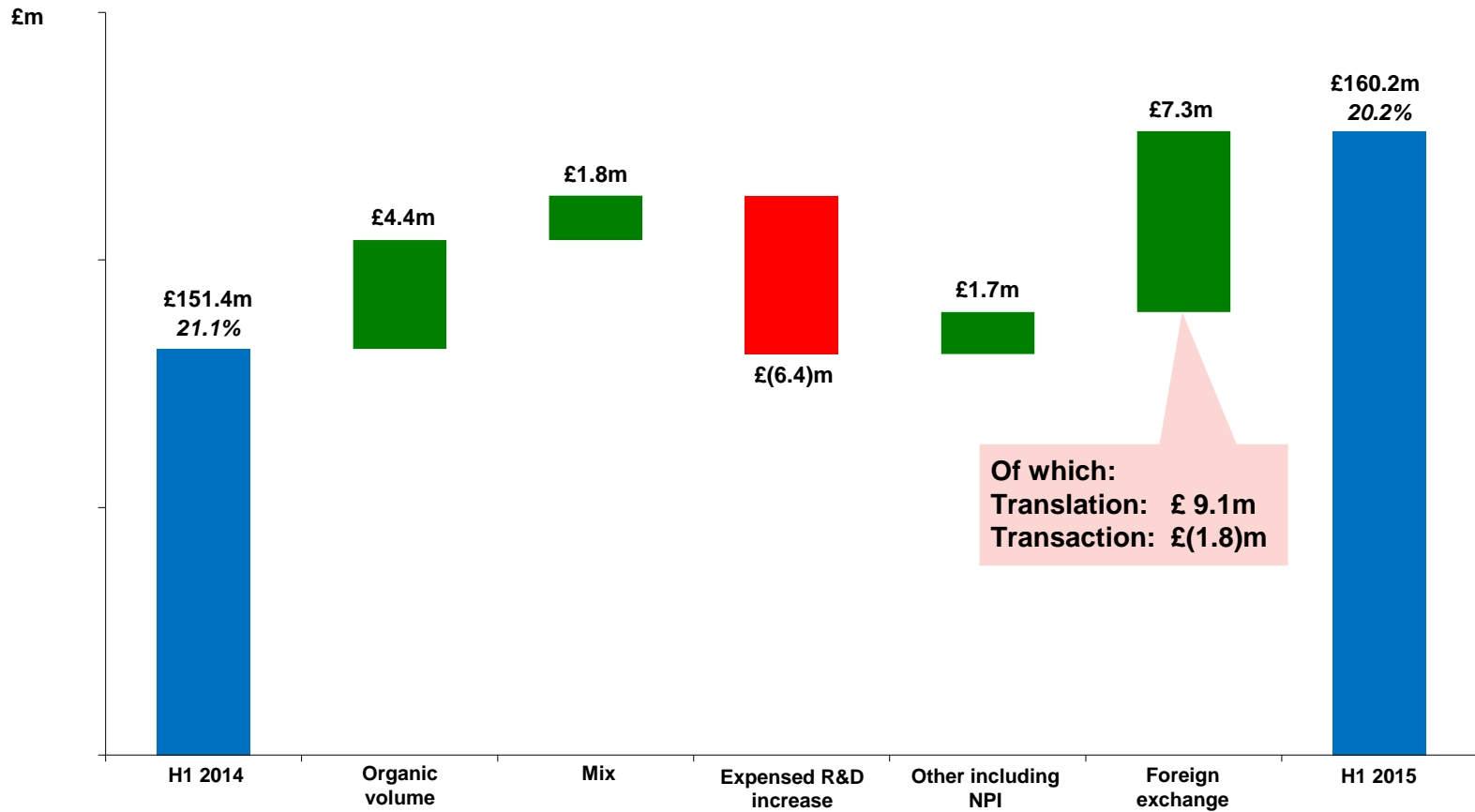
## A well balanced portfolio



	H1 2015 growth		Orders Organic
	Revenue Reported	Revenue Organic	
Civil OE	+9%	+4%	+28%
Civil AM	+15%	+5%	-11%
<b>Total Civil</b>	<b>+12%</b>	<b>+5%</b>	<b>+5%</b>
Military	+12%	+6%	-17%
Energy	-3%	-18%	-16%
Other	+9%	+6%	-6%
<b>Total Group</b>	<b>+10%</b>	<b>+3%</b>	<b>-6%</b>

**OE: 56%, aftermarket: 44%**

# Underlying operating profit bridge



# Divisional financials

	<u>Revenue</u>		<u>Underlying Operating Profit</u>		<u>Margin</u>	
	<i>Organic Growth</i>		<i>Organic Growth</i>		%	
	£m	%	£m	%		
Aircraft Braking Systems	166.7	+3	62.5	+4	37.5	Strong bizjet aftermarket partially offset by lower military revenue
Control Systems	197.4	+6	49.5	+4	25.1	Strong growth in civil and military OE more than offsetting civil AM decline
Polymers & Composites	82.3	0	7.6	-26	9.2	Margin impacted by increased new product introduction costs and lower overhead recovery in fuel tanks
Sensing Systems*	233.2	+6	36.6	+26	15.7	Good recovery in operational performance in H1
Equipment Group*	114.1	-5	4.0	-63	3.5	
<b>Total</b>	<b>793.7</b>	<b>+3</b>	<b>160.2</b>	<b>+1</b>	<b>20.2</b>	Growth and margin impacted by weak demand in oil & gas

\* Meggitt Avionics transferred from Equipment Group to Sensing Systems in January 2015

# Cash flow

## Strong improvement in free cash performance

£m	2015	2014	Change	
<b>Underlying EBITDA</b>	<b>204.2</b>	<b>188.5</b>	<b>8%</b>	<b>40% improvement despite customer pressures</b>
Working capital movement	-29.5	-49.2	<b>40%</b>	
Capex	-27.8	-22.1	<b>26%</b>	<b>Increased furnace capacity in MABS and production capacity in MCS</b>
Capitalised R&D and PPCs	-63.3	-57.7	<b>10%</b>	<b>10% increase in PPCs to £23.2m driven by FX and market share growth in bizjets</b>
<b>Underlying operating cash flow</b>	<b>83.6</b>	<b>59.5</b>	<b>41%</b>	
Pension deficit payments	-14.8	-16.4	<b>10%</b>	
Operating exceptionals	-8.4	-8.4	<b>0%</b>	
Interest and tax	-22.3	-14.1	<b>58%</b>	<b>Higher average debt and cash tax increase of £7.3m</b>
<b>Free cash flow</b>	<b>38.1</b>	<b>20.6</b>	<b>85%</b>	
Dividends paid & issue of share capital	-75.6	-33.3		<b>Increase in cash dividend following cancellation of scrip dividend</b>
Share buyback and purchase of own shares	-109.7	-5.3		<b>Good progress on share buyback programme, with 19m shares purchased</b>
M&A	1.0	-0.2		
Net cash flow	-146.2	-18.2		
Free cash flow per share (pence)	4.8	2.6	<b>85%</b>	

# Financing and covenants

## Strong balance sheet

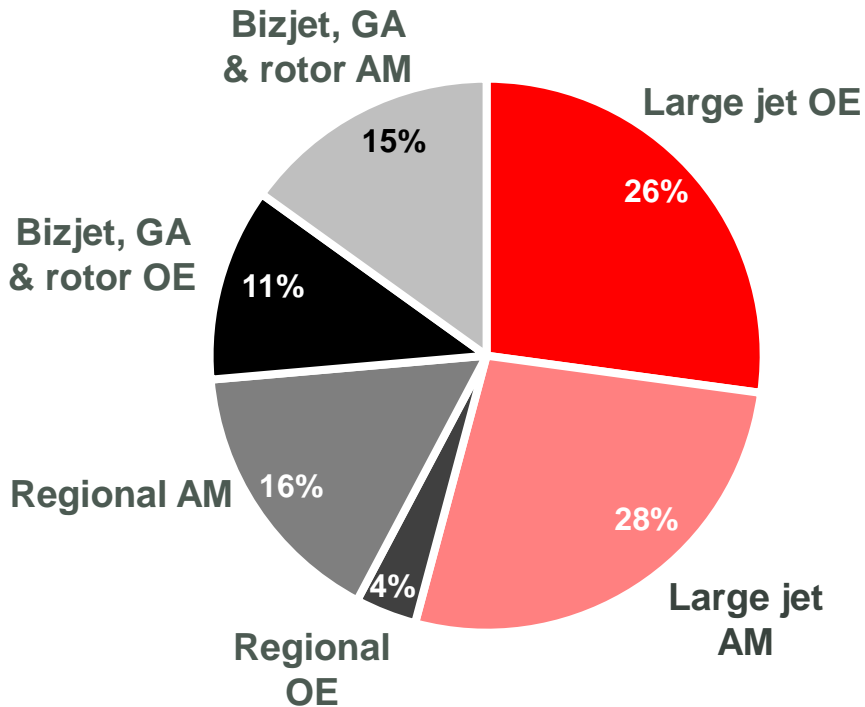
£m	At 31 Dec 2014 at \$1.56	FX	Other	At 30 Jun 2015 at \$1.57
Total assets (excluding cash)	3,837.9	(28.9)	25.5	3,834.5
Retirement benefit obligations	(317.8)	0.8	31.8	(285.2)
Other liabilities	(803.8)	8.9	24.2	(770.7)
Capital employed	2,716.3	(19.2)	81.5	2,778.6
Net debt	(575.5)	11.2	(147.3)	(711.6)
Net assets	2,140.8	(8.0)	(65.8)	2,067.0
<u>Covenant ratios*</u>				
Net debt/EBITDA ( $\leq 3.5x$ )	1.2x			1.5x
Interest cover ( $\geq 3.0x$ )	20.8x			20.7x

\* As defined in financing agreements

# Civil aerospace

## 49% of total revenue

H1 2015 revenue £391.5m



OE: 41%, aftermarket: 59%

### Performance Overview:

- » Organic growth of 4% in OE reflecting customers' inventory build in 2014 ahead of rate increases
- » Aftermarket recovery continues – H1 organic revenue growth of 5%
- » Business jet revenue up strongly
- » Mix impacted by younger average fleet age

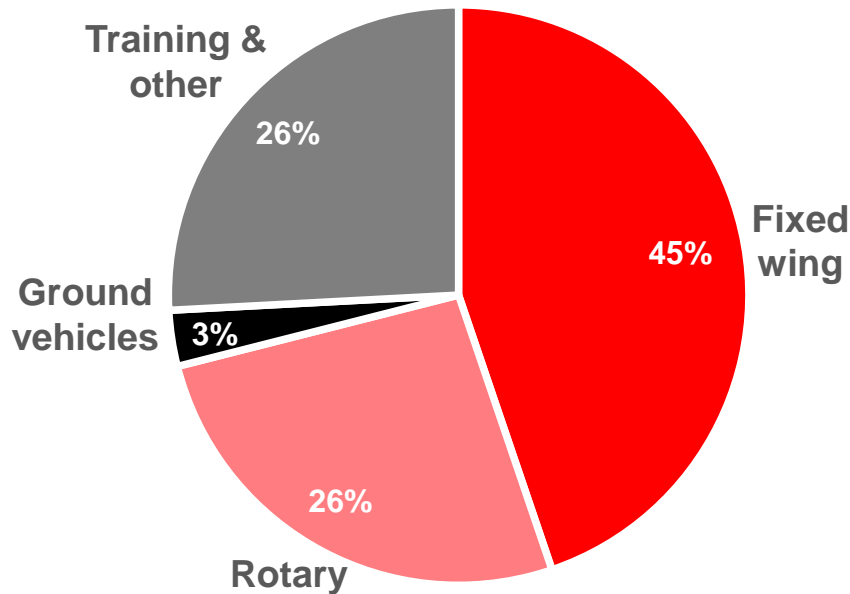
### Commercial Highlights:

- » MCS to provide full ATA26 fire protection system on Airbus A330neo
- » Award of comprehensive sensor package on GE9X for Boeing 777X
- » Initial orders received for Sikorsky S-92 sponson production units

# Military

## 34% of total revenue

H1 2015 revenue £266.8m



OE: 59%, aftermarket: 41%

### Performance Overview:

- » Strong recovery from shipment delays experienced in H1 2014
- » Strong growth in non-US revenue driven by overseas training and targets contracts
- » MABS military impacted as expected by completion in 2014 of B1-B and Taiwanese Air Force retrofits

### Commercial Highlights:

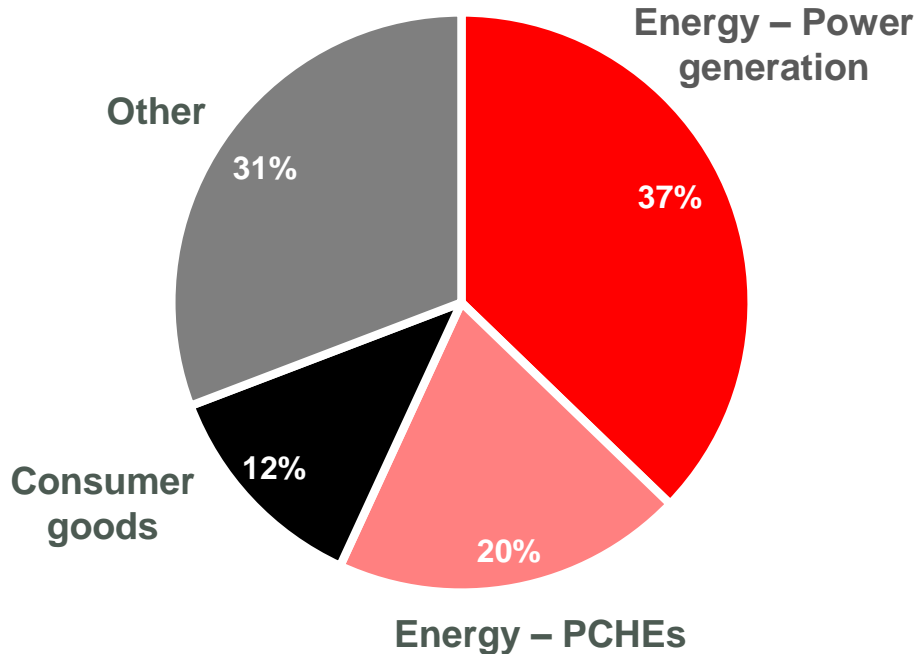
- » \$42m contract for ammunition handling system on the Scout armoured vehicle
- » Training and targets contracts awards in Canada, India and the UK
- » Retrofit fuel tanks for a number of US DoD aircraft platforms including V-22, Apache and A10

US: 53%; Europe 28%, RoW 19%

# Energy & other markets

## 17% of total revenue

H1 2015 revenue £135.4m



### Performance Overview:

- » Heatric performance impacted by weakness in oil & gas markets
- » Good recovery from tourmaline shortage in energy condition monitoring
- » Strong growth in consumer electronics, automotive and medical
- » PECC now fully integrated into MCS

### Commercial Highlights:

- » Tourmaline replacement technology driving recovery in energy condition monitoring
- » New Vibrosmart system selected as standard equipment on new Siemens small gas turbine
- » High Intensity Focused Ultrasound (HIFU) sensor for medical applications growing strongly





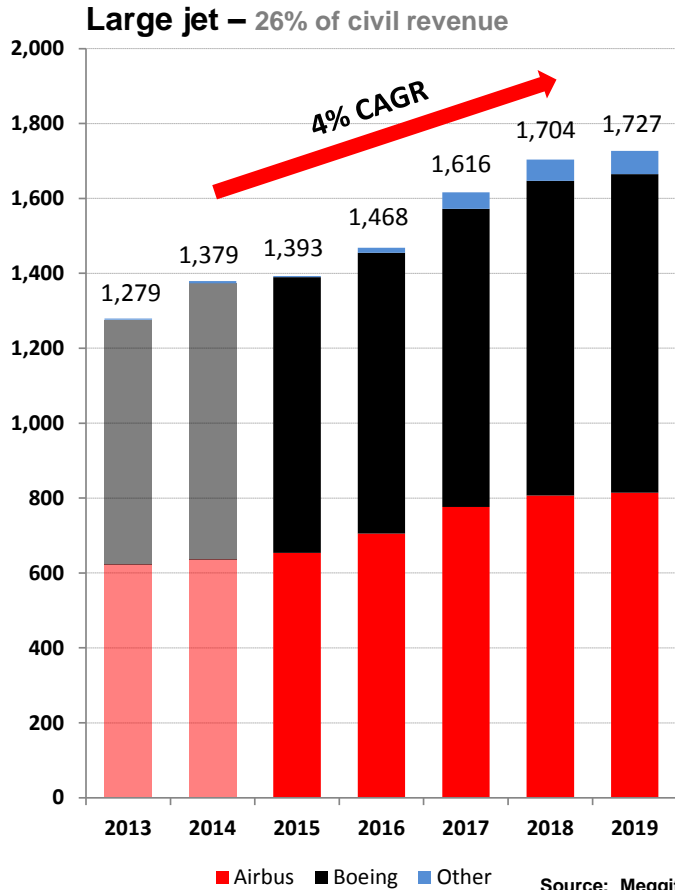
## End markets and operational review

Stephen Young – Chief Executive



# Aircraft OE deliveries

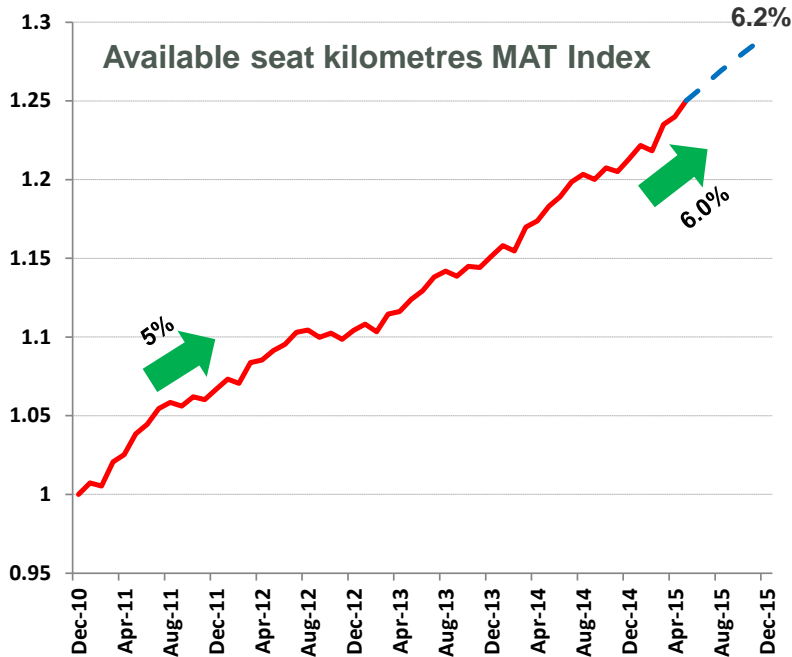
## Strong order backlogs for large jets



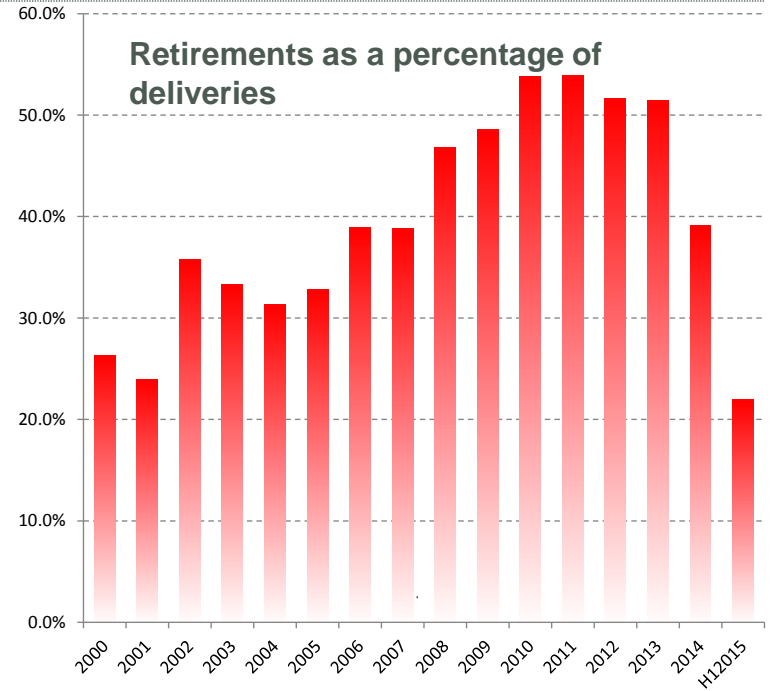
- » Forecasts reflect narrowbody increases and expected impact of new aircraft platforms entering into service
- » Lower oil price likely to have negligible impact on near-term deliveries
- » Rate of growth slowing
- » Continued production increases forecast for regional aircraft and business jets – details in the Appendix

# Civil aerospace aftermarket

## Large jets & regionals – 44% of civil revenue



Source: IATA/Meggitt estimates



Retired/destroyed as a %age of deliveries

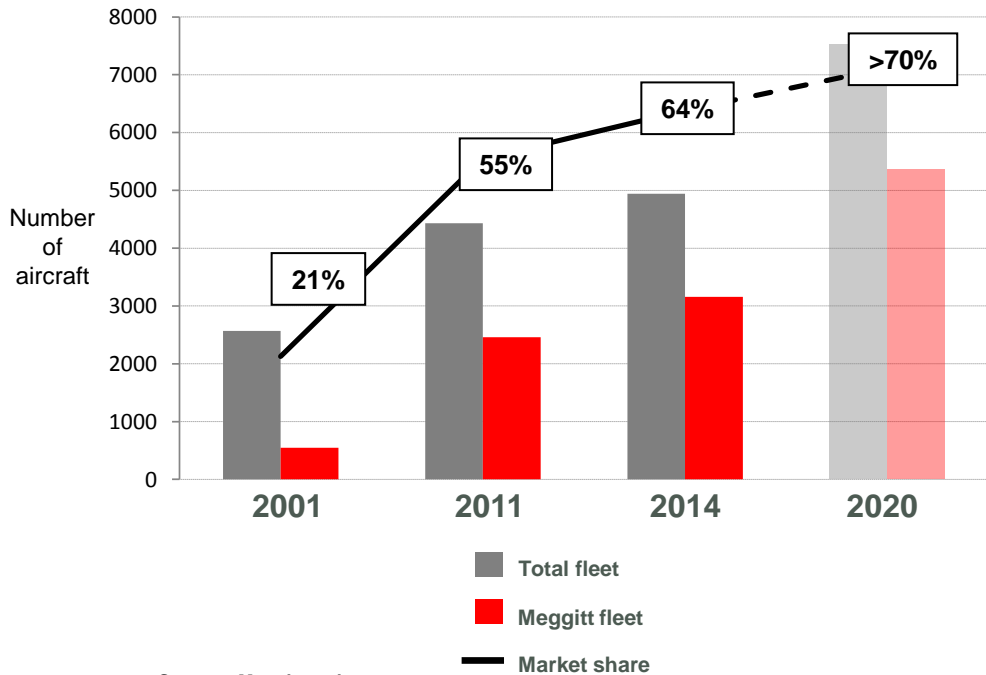
Source: ACAS/Meggitt estimates

- » 2010-2013: ASKs up 5%pa; large jet deliveries up 8%pa
- » 2014: ASKs up 5.7%; large jet deliveries up 8%
- » 2015: ASKs up 6% in H1; large jet deliveries up 1%
- » Increased retirements driving surplus parts
- » Significant reduction in retirements in 2014/15
- » Oil price decrease likely to boost traffic

# Civil aerospace aftermarket

## Business jets – 14% of civil revenue

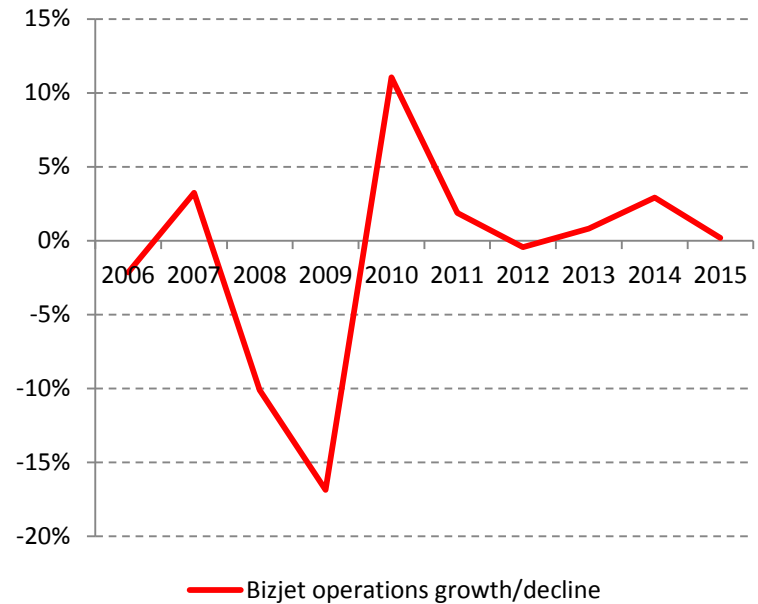
Meggitt share of super-midsize & large business jet wheels & brakes market



Source: Meggitt estimates

» Significant market share gains and fleet growth

Business jet operations (US & EU only)



Source: Eurosky/ETMSC & Meggitt estimates

» US & EU traffic stable in 2015

# Civil aerospace aftermarket

## Progress update

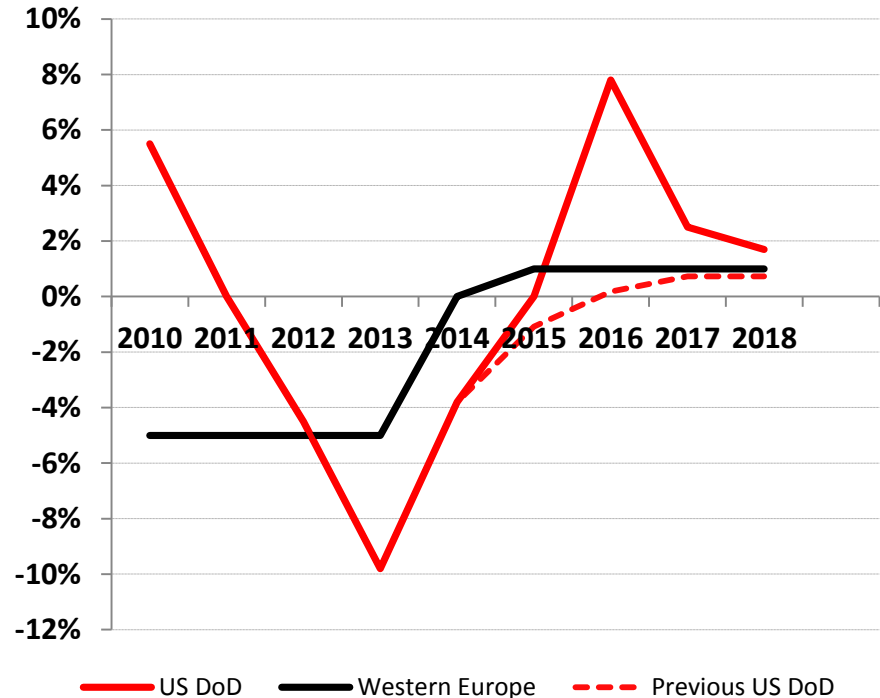
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- » President, Customer Services and Support appointed January 2015
- » Remit to create Group aftermarket shared service
  - Single sales and support organisation
  - Establishment of shared regional repair centres
  - Rationalise spares distribution
  - Engage directly in surplus parts where appropriate
- » Expected benefits:
  - Better customer support
  - Greater share of repairs to Meggitt parts leading to better product design
  - Enhanced productivity
  - Retrofit and upgrade opportunities
  - Less leakage to distributors and surplus market

# Military Market analysis

- » Military market environment becoming more benign, although some timing uncertainties
- » Continuing fleet growth
- » Opportunities for retrofit and reset becoming increasingly apparent
- » Broad product and platform exposure
  - » 48% of 2014 military revenue derived from top 20 platforms
  - » Remaining 52% from more than one hundred platforms and training installations worldwide

Military budget growth rates (Industry/analyst consensus)

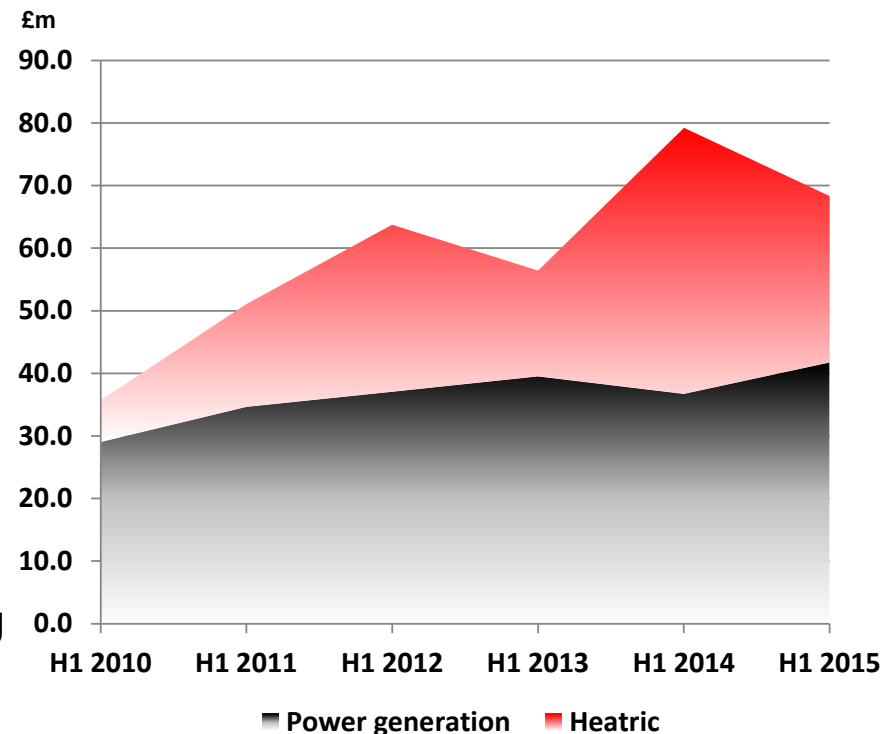


# Energy markets

## Short term headwinds

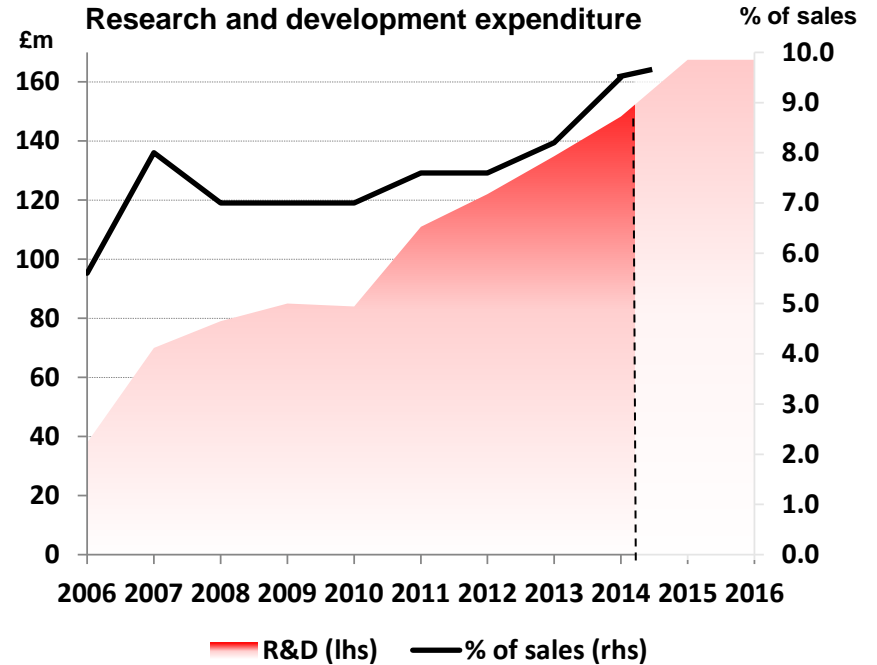
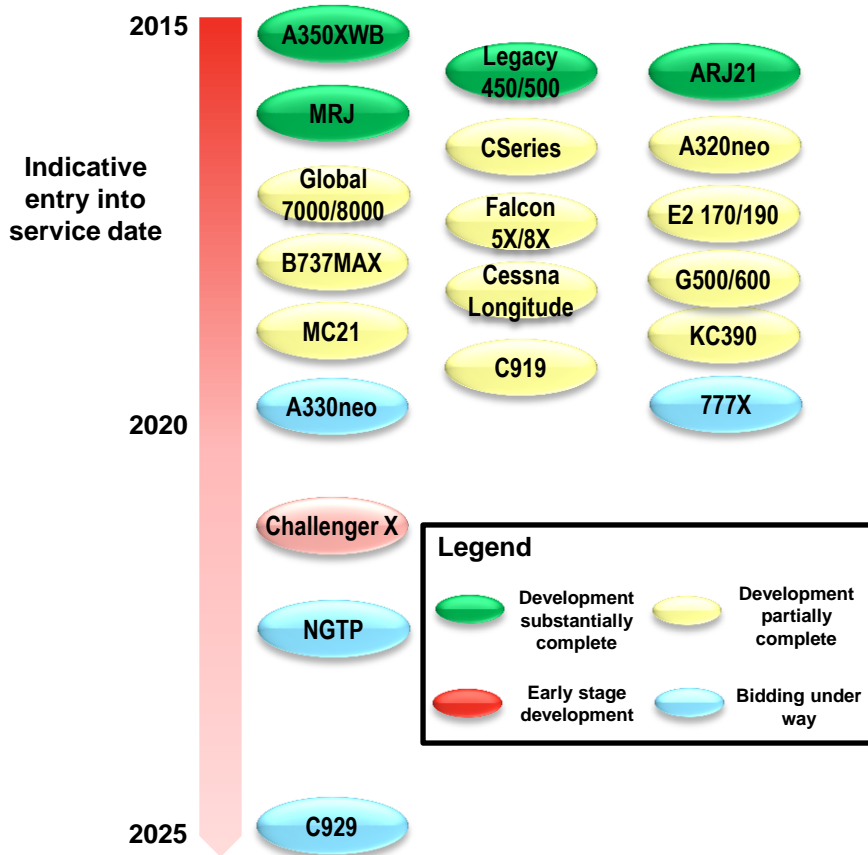
- » Energy revenues doubled organically in last 5 years
- » Heatric business impacted by low oil prices
- » Longer term Heatric project pipeline still valued at £600m – no project cancellations to date
- » Alignment of cost base to visible revenue opportunity
- » NETPower project progressing well
- » Good recovery in energy condition monitoring business following tourmaline supply issues last year
- » PECC trading broadly in line with expectations

Organic energy revenue progression



# Research & development

## Securing future revenue



- » >15 new platforms to enter service over next 5 years
- » Historical average – 1.5 platforms per year
- » R&D and NPI as percentage of revenue will reduce over next few years



# Meggitt Production System

## Driving cultural change

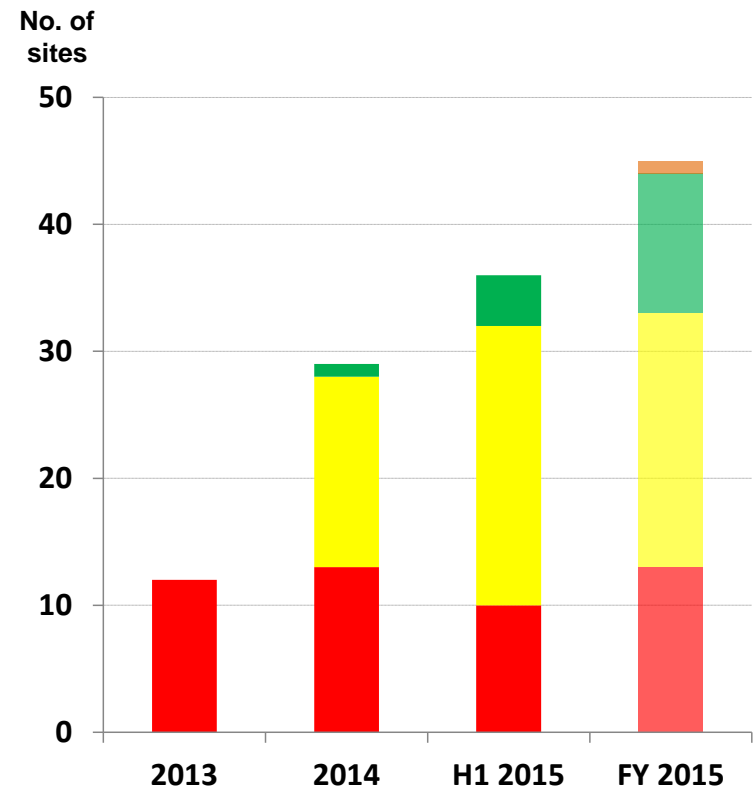
### What we have learned:

- » Pace of cultural change is accelerating
- » Tremendous level of employee engagement
- » Customers already seeing benefits – we will exceed their expectations as a world class supplier

### Goals

- 2015:
  - Complete site launch programme
  - Continue deployment in supply chain
  - Expand from operations to functions
- Medium term:
  - Drive organic growth
  - Reduce cost of poor quality
  - Reduce inventory

Site launch timeline



# H1 2015 summary

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- » Good organic growth in civil aerospace and military
- » End market challenges in energy
- » Continuing to invest in future growth: R&D, NPI and MPS
- » Strong balance sheet – net debt to EBITDA 1.5x
- » Continuing to invest while returning excess capital to shareholders
- » Half year dividend up 8%

# Outlook

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- » Civil aircraft deliveries continue to increase
- » Civil aerospace aftermarket - variability remains but trend positive
- » Military – growth will continue through 2015, slightly lower than the first half
- » Energy – oil price contributing to near-term headwinds – longer term thesis intact
- » Guidance for low to mid single digit organic revenue growth for 2015 reconfirmed
- » Buyback programme, acquisitions and FX translation will benefit EPS

# Appendix

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1. Currency PBT Impact
  2. Operating exceptionals
  3. Investment accounts
  4. Shares in issue
  5. Credit maturity profile
  6. Retirement benefits
  7. Capital allocation
  8. Aircraft OE deliveries
  9. Divisional end market exposures
  10. Attractive aftermarket fleet profile
  11. MCS programme life cycle
  12. Air traffic history and forecast
  13. Impact of shock events on traffic growth
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# Currency PBT Impact

	H1 2014 Act	FY 2014 Act	H1 2015 Act	H2 2015 Est	FY 2015 Est
<b>\$/£ rate</b>					
Translation rate (unhedged)	1.67	1.63	1.52	1.57	1.55
Transaction rate (hedged)	1.54	1.54	1.57	1.57	1.57
<b>Euro rate</b>					
£ Translation rate (unhedged)	1.22	1.24	1.38	1.41	1.39
\$ Transaction rate (hedged)	1.31	1.30	1.36	1.36	1.36
<b>CHF rate</b>					
£ Translation rate (unhedged)	1.48	1.51	1.44	1.47	1.46
\$ Transaction rate (hedged)	1.09	1.08	1.08	1.08	1.08
<b>PBT impact £m</b>					
Year-on-year translation			8.4	2.9	11.3
Year-on-year transaction			<u>(1.8)</u>	<u>(0.6)</u>	<u>(2.4)</u>
Year-on-year currency benefit/(headwind)			<u>6.6</u>	<u>2.3</u>	<u>8.9</u>
Currency sensitivity:	± 10 US\$ cents = ± £60m Revenue; ± £14m PBT				
	± 10 Euro cents = ± £7m Revenue; ± £2m PBT				

# Operating exceptionals

£m	2015 H1 Actual at \$1.52	2015 FY Est at \$1.55
<b>P&amp;L charge</b>		
Site consolidation	1	1-2
Business restructuring costs	3	4-6
Integration of acquired businesses	-	-
Raw material supply issue	-	-
Other	-	1
Total	4	6-9
<b>Cash out</b>		
Site consolidation	1	1-2
Business restructuring costs	3	4-6
Integration of acquired businesses	-	-
Raw material supply issue	4	6-8
Other	-	1
Total	8	12-17

# Investment accounts

£m

	<b>H1 2015</b>	<b>FY 2015</b>	<b>FY 2016</b>
	Actual	Est	Est
	at \$1.52	at \$1.55	at \$1.55
<b>1. R&amp;D</b>			
Total expenditure	79	160-170	160-180
Less: customer funded	<u>(11)</u>	<u>(30-35)</u>	<u>(25-35)</u>
Company spend	68	130-135	135-145
Capitalised	(40)	(80-85)	(90-100)
Amortised	<u>7</u>	<u>12-15</u>	<u>15-20</u>
Income statement	35	61-65	62-75
<b>2. Programme participation costs</b>	23	43-45	53-63
Amortised	14	27-29	30-33
<b>3. Fixed assets</b>	28	65-80	90-105
Depreciation/amortisation	23	45-48	54-58
<b>4. Retirement benefit deficit payments</b>	15	28	28*

\* Subject to outcome of UK triennial valuation

# Shares in issue

## Shares in millions

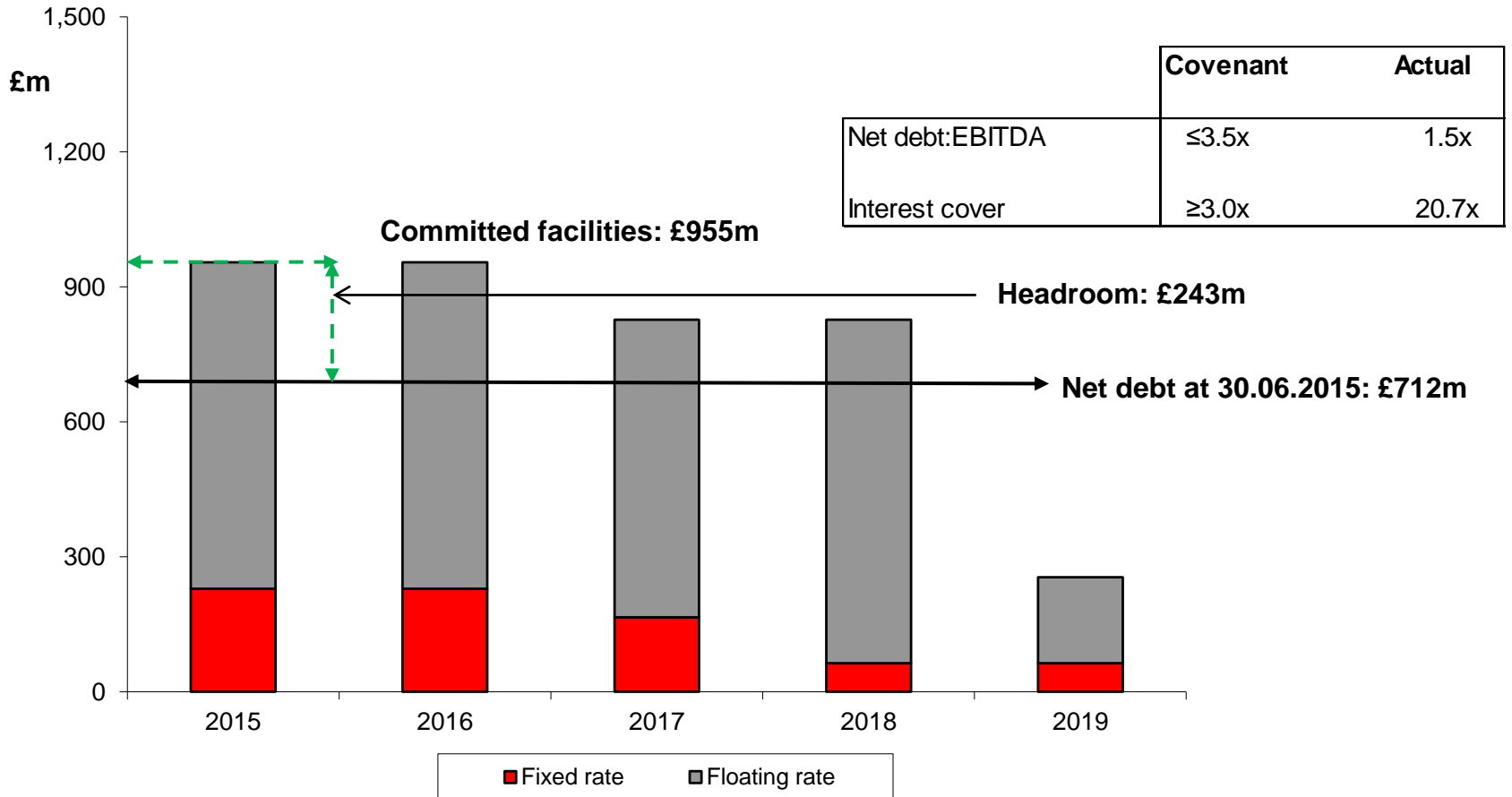
	2014 H1	2014 FY	2015 H1
Opening	797.1	797.1	802.3
Buyback	-	(6.8)	(19.7)
Share schemes	0.4	0.4	0.1
Scrip*	8.1	11.6	-
Closing	<u>805.6</u>	<u>802.3</u>	<u>782.7</u>
Average	801.1	804.1	794.6

\* The scrip dividend was replaced by a dividend reinvestment plan for 2015 dividend payments.



# Credit maturity profile

## As at 30 June 2015



# Retirement benefits

£m

	Jun 2014	Dec 2014	Jun 2015
Opening deficit	(238.1)	(238.1)	(317.8)
Net deficit payments	16.4	29.3	14.8
Actuarial movements - assets	12.7	30.9	(4.4)
Actuarial movements - liabilities	(49.5)	(128.6)	27.7
	(36.8)	(97.7)	23.3
Other movements	(2.4)	(11.3)	(5.5)
Closing deficit	(260.9)	(317.8)	(285.2)
UK discount rate	4.30%	3.60%	3.80%
US discount rate	4.05%	3.85%	4.25%

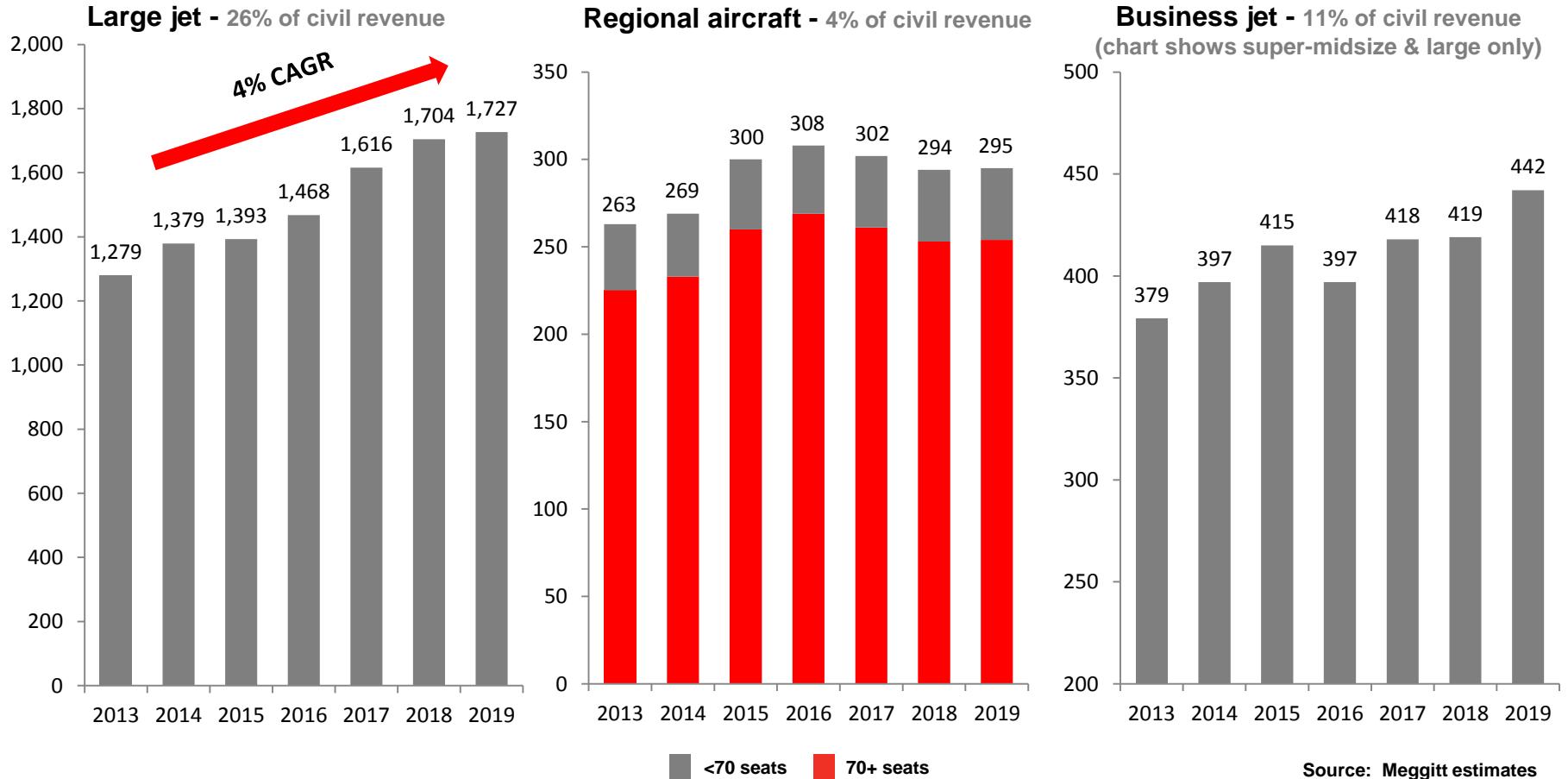
# Capital allocation

## Investing for growth

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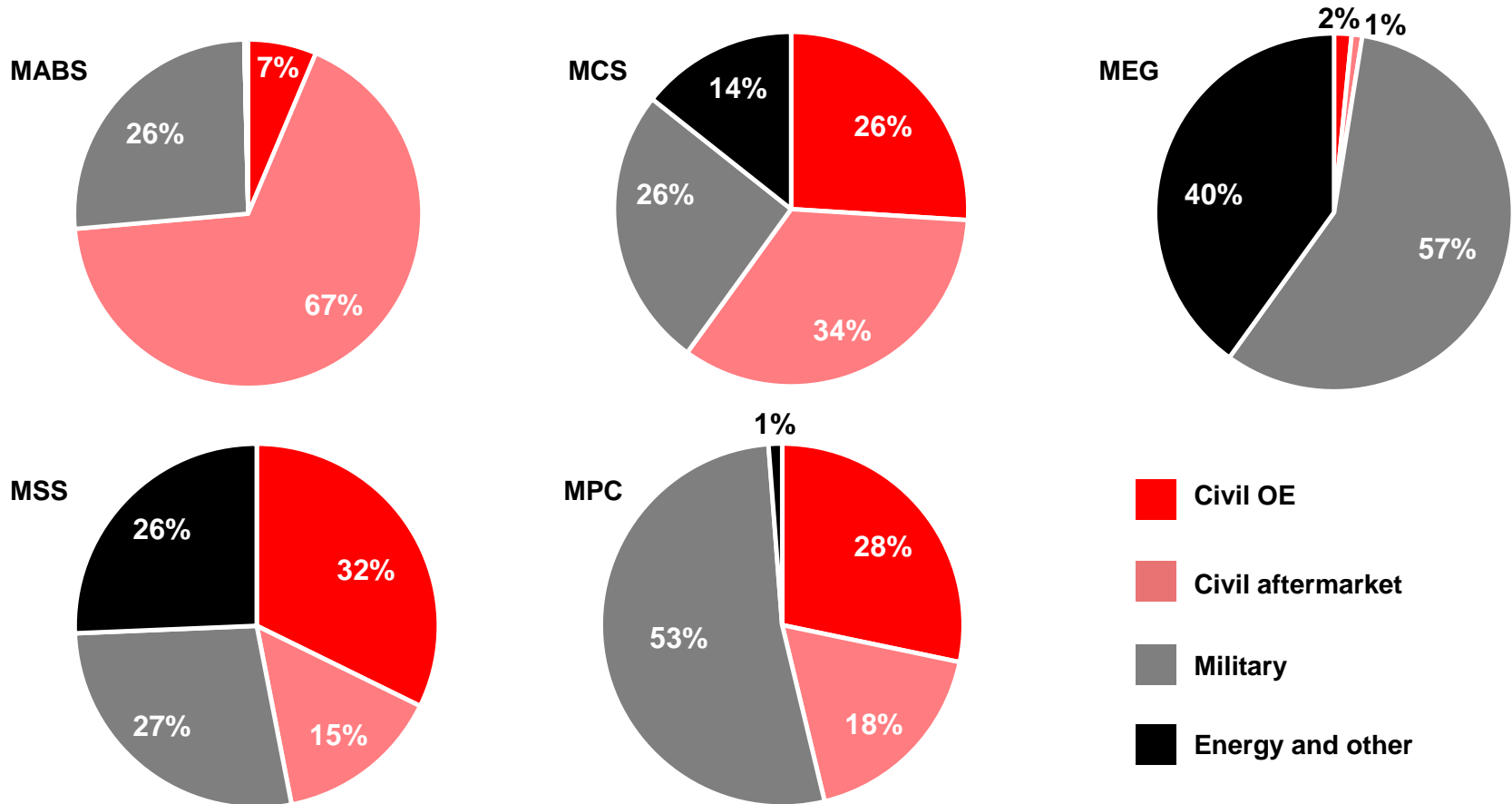
- » Context:
    - Cash generative business model
    - Nearing the peak of a major development cycle
    - Normal operating range of net debt:EBITDA is ~1.5x to 2.5x
    - Comfortable to move above and below this range in certain circumstances
  
  - » Within this context, our priorities are:
    1. Funding organic growth and driving operational efficiency
    2. Growing dividends in line with earnings through the cycle
    3. Targeted, value-accretive acquisitions in our core markets
    4. Maintain efficient balance sheet
  
  - » Buyback programme ongoing
    - Targeting net debt:EBITDA of  $\geq 1.5x$  by end 2015
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# Aircraft OE deliveries



Source: Meggitt estimates

# Divisional end market exposures H1 2015

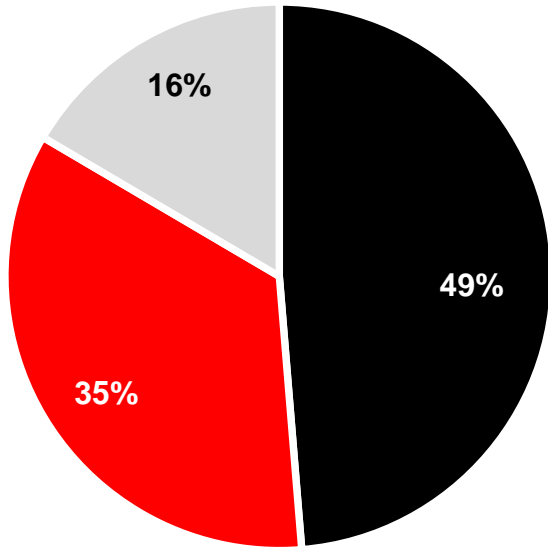


# Attractive aftermarket fleet profile

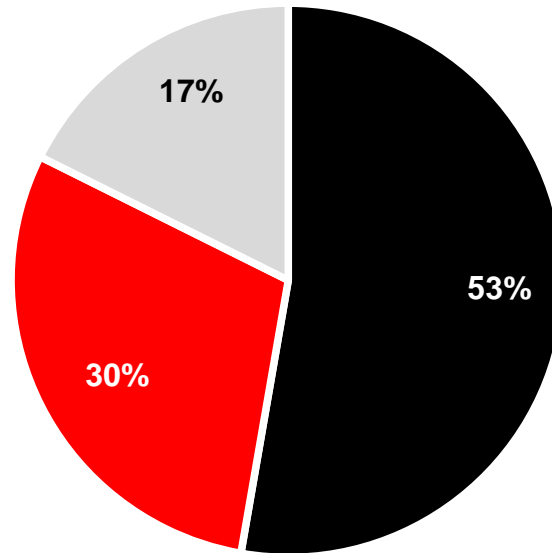
## Fleet age profile

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**Meggitt civil fleet by age at 31<sup>st</sup> December 2014**



**Meggitt civil aftermarket revenues by fleet age in 2014**



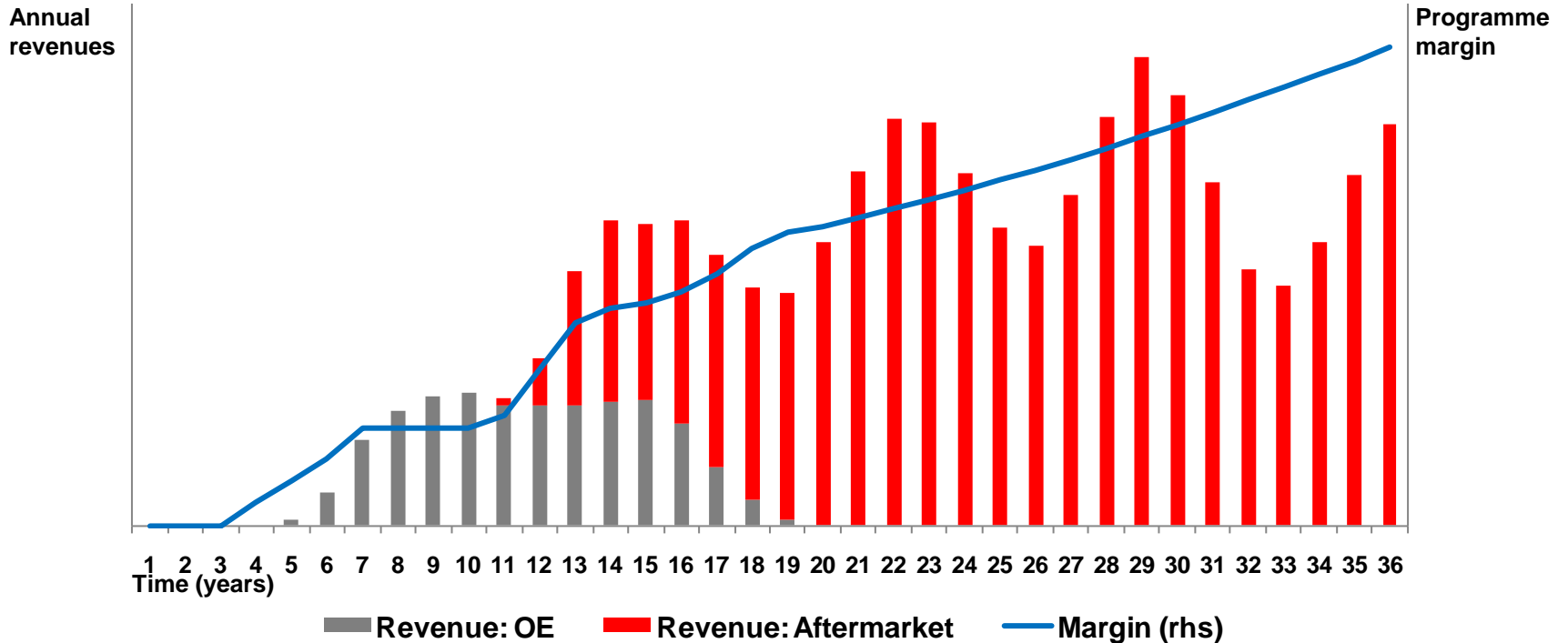
0 - 10 years

10 - 20 years

>20 years

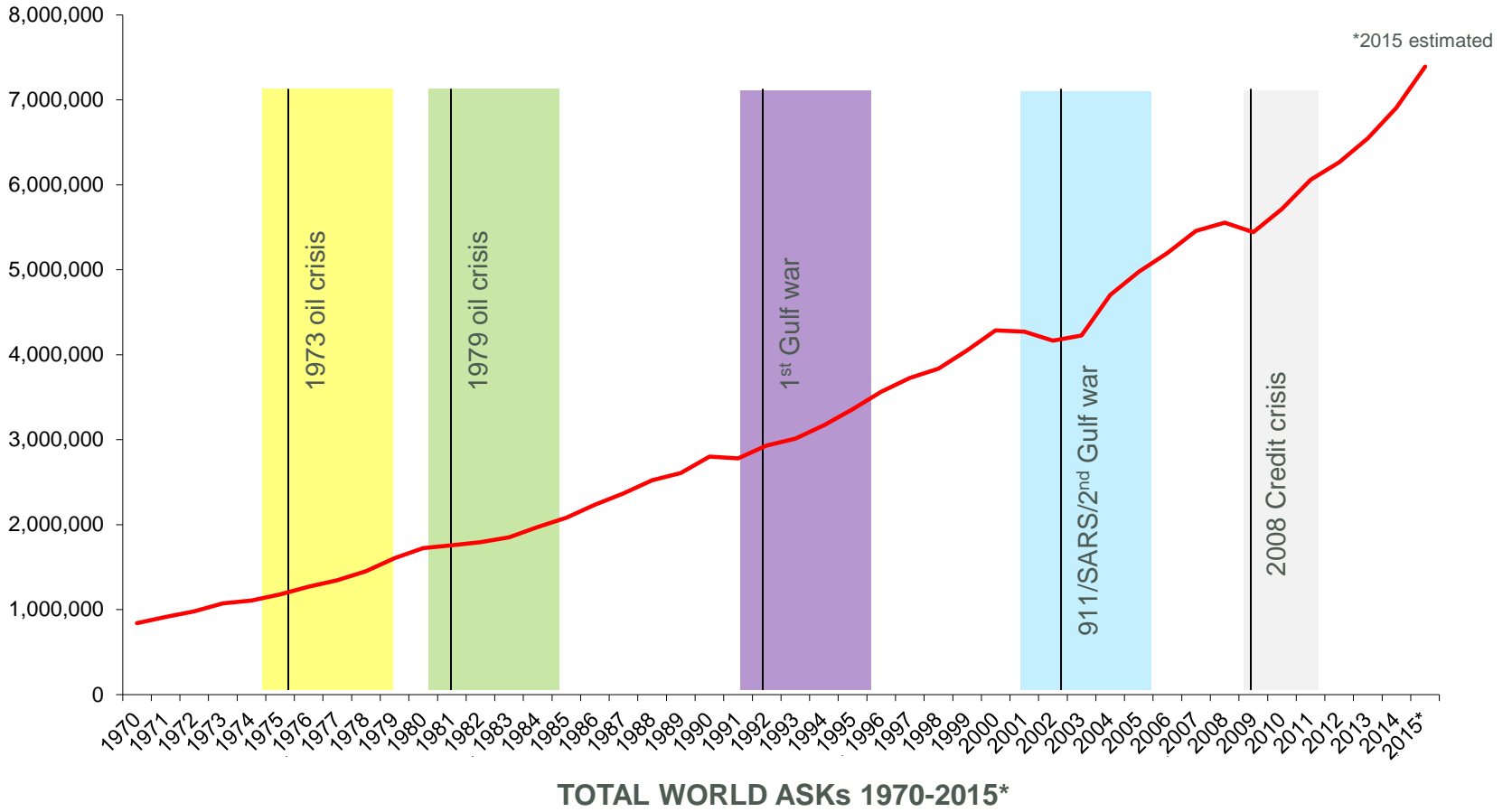
# Civil aerospace

## Typical MCS programme life cycle



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

# Air traffic history and forecast



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

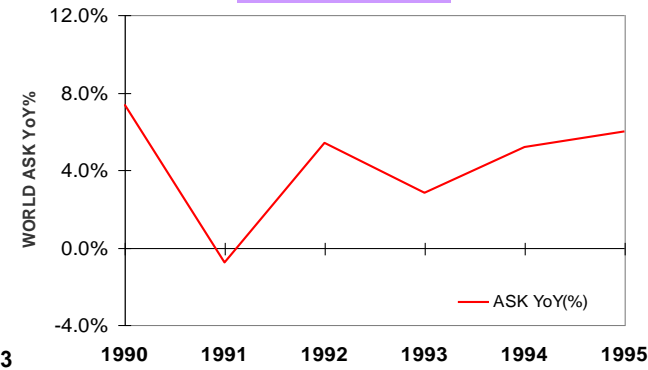
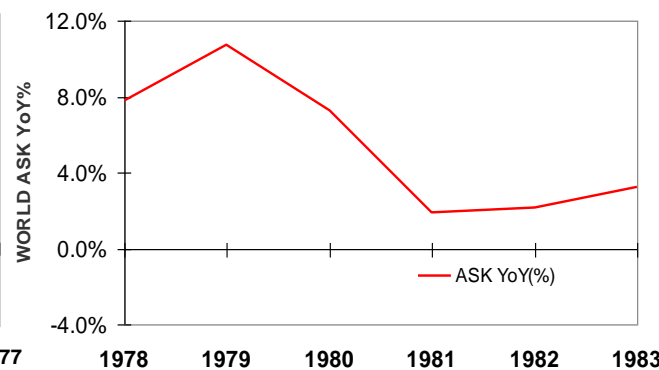
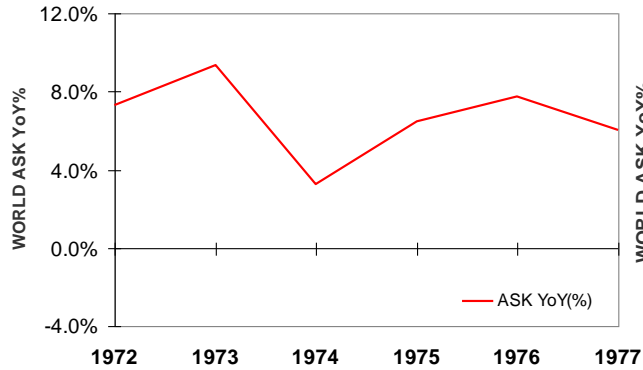


# Impact of 'shock' events on traffic growth

1973 Oil Crisis

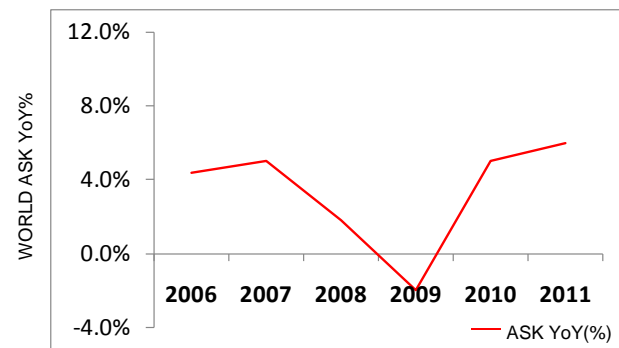
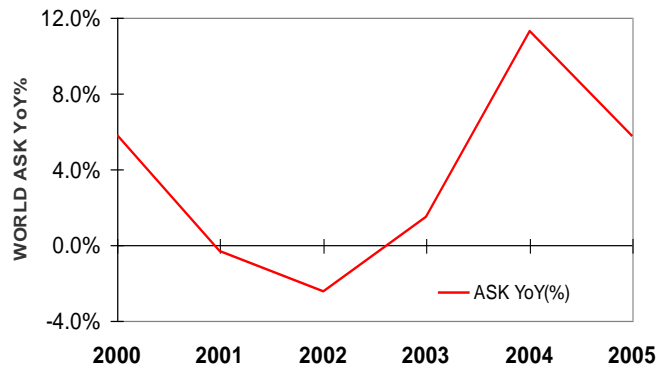
1979 Oil Crisis

1991 First Gulf War



2001 9/11, SARS and Second Gulf War

2008 Credit crisis



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