MEGGITT AT A GLANCE

01 Group activity
The Meggitt Group’s antecedents can be traced back to the mid-19th century with innovations such as early aviation instruments for hot air balloons including the world’s first altimeter. Today it is known for designing and manufacturing high performance components and sub-systems for aerospace and defence markets and applies its core sensing and control technologies to hydro, steam and gas turbomachinery generators, oil and gas applications and the medical, mainstream industrial, test engineering and transportation sectors.

Organisation structure
Effective 1 January 2019, Meggitt’s organisation comprises four customer-focused divisions organised into product groups.

Airframe Systems brings together an extensive range of capabilities called upon by the world’s leading commercial, business and military aircraft manufacturers such as Airbus, Boeing, Gulfstream, Dassault, Bombardier, Textron and Lockheed Martin.

Engine Systems brings together the Group’s capabilities offered to aero-engine manufacturers including Pratt & Whitney, General Electric, Safran and Rolls-Royce.

Energy & Equipment encompasses strong niche positions in energy, non-aerospace military and industrial equipment.

Services & Support continues to provide the range of distribution and maintenance, repair and operations (MRO) services to our aerospace aftermarket customers.

02 Our vision and strategy
Working closely with our customers, we deliver technologically differentiated systems and products with high certification requirements in aerospace, defence and selected energy markets.

Through focusing on engineering and operational excellence, we build broad installed bases of equipment for which we provide support and services throughout their lifecycle.

Our ambitious and diverse teams act with integrity to create superior value for all of our stakeholders.

To Fly
Expertise relied upon by customers to enable safe, cost-effective and environmentally responsible flight.

To Power
Products and services which enable customers to reliably operate critical infrastructure without disruption.

To Live
Innovative technologies which make the world more secure.
03 Our values
Collaborating and building trusted global relationships through TEAMWORK
Conducting ourselves with INTEGRITY
Striving for operational EXCELLENCE

04 Financial highlights
Quoted on the London Stock Exchange and a constituent of the FTSE 250 index, Meggitt’s market capitalisation in February 2019 was just over £4.1 billion.

In the year ending December 31, 2018, sales were £2,080.6 million yielding an underlying profit before tax of £367.3 million.

Research and development expenditure in 2018 was c. £138.3 million, representing 6.6% of revenue.

05 Strategy
In 2019, our focus is to build on the achievements of last year in our four strategic priority areas.

Portfolio: Investing in attractive growth opportunities in our core business; targeting value enhancing acquisitions and selling non-core businesses.

Customers: Delivery of high-quality, timely service and support to increase customer satisfaction while maximising the through life value of our products which are installed on over 69,000 aircraft.

Competitiveness: Investing in our people, property and plant to make operational performance a key competitive strength. Reducing fragmentation to increase economies of scale.

Culture: Build and nurture a high performance culture, where high levels of employee engagement enable us to accelerate strategy execution.

06 2018 sales across market segments, customers and countries*

Major customers include AAR Corp, Airbus, BAE Systems, Boeing, Bombardier, Delta Air Lines, Embraer, Finmeccanica, General Electric, General Dynamics, Honeywell, Lockheed Martin, Lufthansa, Raytheon, Rolls-Royce, Safran, Siemens, Textron, United Technologies and the US Government.

DIVISIONS
- Meggitt Aircraft Braking Systems 18%
- Meggitt Control Systems 19%
- Meggitt Polymers & Composites 24%
- Meggitt Sensing Systems 28%
- Meggitt Equipment Group 11%

* Based on 2018 accounts under previous organisation structure.

MARKETS
- Civil OE 22%
- Civil aftermarket 32%
- Defence 35%
- Energy and other 11%

CIVIL – ORIGINAL EQUIPMENT
- Large jets 73%
- Regional jet 6%
- Biz and GA 21%

CIVIL – AFTERMARKET
- Large jet 54%
- Regional jet 25%
- Biz and GA 21%

DEFENCE
- Fighter jet 32%
- Rotorcraft 27%
- Other fixed wing 15%
- Non-aero 26%
FACT SHEET

ENERGY & OTHER

<table>
<thead>
<tr>
<th>% of Group turnover</th>
<th>Oil and gas</th>
<th>17%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Power generation</td>
<td>41%</td>
</tr>
<tr>
<td></td>
<td>Automotive</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Medical</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Other Industrial</td>
<td>34%</td>
</tr>
</tbody>
</table>

REVENUE BY DESTINATION

<table>
<thead>
<tr>
<th>% of Group turnover</th>
<th>UK</th>
<th>8%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rest of Europe</td>
<td>19%</td>
</tr>
<tr>
<td></td>
<td>USA</td>
<td>59%</td>
</tr>
<tr>
<td></td>
<td>Rest of world</td>
<td>14%</td>
</tr>
</tbody>
</table>

07 Group structure*

Turnover 2018 (by division)

- Meggitt Aircraft Braking Systems £382M
- Meggitt Control Systems £576M
- Meggitt Polymers & Composites £389M
- Meggitt Sensing Systems £499M
- Meggitt Equipment Group £236M

EMPLOYEES BY REGION

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>UK</th>
<th>2,763</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rest of Europe</td>
<td>1,226</td>
</tr>
<tr>
<td></td>
<td>USA</td>
<td>6,410</td>
</tr>
<tr>
<td></td>
<td>Rest of world</td>
<td>1,340</td>
</tr>
</tbody>
</table>

As at 31 December 2018

EMPLOYEES BY LENGTH OF SERVICE

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>Less than 5 years</th>
<th>5,927</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Between 5 and 10</td>
<td>1,962</td>
</tr>
<tr>
<td></td>
<td>Between 10 and 15</td>
<td>1,576</td>
</tr>
<tr>
<td></td>
<td>Between 15 and 20</td>
<td>817</td>
</tr>
<tr>
<td></td>
<td>Between 20 and 25</td>
<td>558</td>
</tr>
<tr>
<td></td>
<td>Over 25 years</td>
<td>899</td>
</tr>
</tbody>
</table>

As at 31 December 2018

Our new divisions

Airframe Systems

Markets
- Civil aerospace
- Fixed and rotary wing military aircraft
- Military aircraft

Product groups
- Braking Systems
- Fire & Safety Systems
- Avionics & Sensors
- Power & Motion
- Fuel Systems & Composites
- Polymer Seals

Capabilities
- Wheels and brakes
- Brake, nose wheel steering and landing gear control systems
- Fire suppression and detection systems
- Power storage and conversion
- Military fuel containment
- Composite radomes, ice protection and complex structures
- Initial sensing, standby displays
- Aerodynamic seals

Global presence
- France, Mexico, UK, USA, Vietnam

Key customers
- Airbus, BAE Systems, Boeing, Bombardier, COMAC, Dassault, Embraer, Gulfstream, Leonardo, Lockheed Martin, Mitsubishi Aircraft Corporation, SAAB, Textron, United Aircraft Corporation

Further information

For further information please visit www.meggitt.com or contact

Adrian Bunn
VP Strategy & Investor Relations
Tel: +44 (0) 1202 597867
adrian.bunn@meggitt.com

Jessica Barrett
Investor Relations Manager
Tel: +44 (0) 1202 597866
jessica.barrett@meggitt.com
### FACT SHEET

#### Engine Systems

**Markets**
- Commercial aerospace
- Business jet
- Military aircraft

**Product groups**
- Flow Control
- Thermal Management
- Engine Composites
- Engine Sensing
- Aerospace Sensing & Monitoring

**Capabilities**
- High-temperature vibration monitoring and engine management
- Bleed air, engine clearance and combustion control
- Liquid/liquid heat exchangers
- High temperature engine composites

**Global presence**
- Mexico, Switzerland, US, UK

**Key customers**
- Avio, CFM, GE, Honeywell, MTU Aero Engines, Pratt & Whitney, Rolls-Royce, Safran

#### Energy & Equipment

**Markets**
- Military ground vehicles
- Energy and industrial

**Product groups**
- Defence Systems
- Training Systems
- Energy Sensing & Controls
- Industrial Equipment
- Heatric

**Capabilities**
- Sensing and condition-based monitoring for a broad range of energy infrastructure
- Control valves for industrial gas turbines
- Printed circuit heat exchangers
- High-performance sensors for test and measurement applications
- Ground fuelling equipment
- Live fire and simulation weapons training systems for defence and law enforcement
- Ammunition handling
- Environmental control systems
- Scoring and countermeasures

**Global presence**
- Australia, Canada, China, Denmark, India, Netherlands, Singapore, UAE, UK, USA

**Key customers**
- Energy: Ansaldo, BHEL, GE, Mitsubishi Heavy Industries, Modec, Net Power, Petrobras, Siemens, Solar Turbines, Wartsila
- Defence: Canada Department of Defence, General Dynamics, Lockheed Martin, Northrop Grumman, Raytheon, Singapore Civil Defence, UK Ministry of Defence, US Department of Defense
- Other: NASA, Boston Scientific

#### Services & Support

**Markets**
- Aerospace aftermarket

**Capabilities**
- Installed base of 71,000 military and civilian aircraft equipped with Meggitt products and technologies
- Global reach through a network of distribution and repair hubs
- 24/7 customer response centre
- Smart Support proposition to better create value for target customers across all Meggitt capabilities

### Head office

Meggitt PLC
Atlantic House
Aviation Park West
Bournemouth International Airport
Christchurch
Dorset
BH23 6EW
United Kingdom

Tel: +44 (0) 1202 597597
Fax: +44 (0) 1202 597555
www.meggitt.com

### Further information

For further information please visit www.meggitt.com or contact

Adrian Bunn
VP Strategy & Investor Relations
Tel: +44 (0) 1202 597867
adrian.bunn@meggitt.com

Jessica Barrett
Investor Relations Manager
Tel: +44 (0) 1202 597866
jessica.barrett@meggitt.com
FACT SHEET

Key customers

Airlines: Air France, American Airlines, Delta, EasyJet, Emirates, International Airlines Group, KLM, Southwest, Vietjet Air

MRO Integrators: AAR, Delta TechOps, Haeco, Lufthansa Technik, SR Technics, ST Aerospace

Distributors: Aviall, Kellstrom Aerospace, Proponent, Seal Dynamics, Satair, Wesco Aircraft

08 Acquisitions

March 2017 Elite Aerospace, a leader in the test, repair and overhaul of heat transfer, pneumatic, hydraulic and avionic components for commercial and military aircraft

December 2015 The composites division of EDAC, a leader in composites manufacturing and component design engineering for aircraft engines, aerostructures and defence applications

November 2015 The advanced composites businesses of Cobham PLC, a leading supplier of extreme environment radomes, engine components and complex secondary structures

December 2014 PECC (Precision Engine Controls Corporation), a leading supplier of small-frame gas turbine actuation systems and fuel metering valves used in oil and gas and power generation

September 2013 Piezotech LLC, a pioneer in high performance piezo-ceramic technology

April 2011 Pacific Scientific Aerospace, a leading supplier of equipment for critical military systems, commercial transport aircraft, business jets and general aviation

January 2008 Ferroperm Piezoceramics A/S, the Danish producer of advanced piezo-electric ceramic materials for sensing products

July 2007 K&F Industries Holdings Inc, a supplier of wheels, brakes, brake control systems, flexible bladder fuel tanks, helicopter interiors, ice protection and sealants

October 2006 Firearms Training Systems, a provider of simulation products for firearms training

September 2006 Keith Products, a supplier of compact air conditioning systems for business jets and general aviation aircraft

August 2006 Radatec, a US start-up with breakthrough turbine tip clearance measurement technology

November 2005 ECET, an ignition systems and airborne electronic equipment specialist

November 2005 Sensorex, a sensors and electronics specialist

July 2005 Avery-Hardoll, a manufacturer of aerospace ground refuelling equipment

December 2004 Wilcoxon Research, a specialist sensors manufacturer

December 2004 Schreiner Canada, unmanned aerial and marine targetry
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August 2004  The design and manufacturing division of Dunlop Standard Aerospace. Dunlop, Aerospace Braking Systems and related aftermarket services (Dunlop Aerospace Services) form a new, stand-alone operating unit. Dunlop Ice Protection & Composites, Dunlop Precision Rubber (merging with Bestobell Aviation to become Dunlop Bestobell, now Meggitt Polymer Solutions), Dunlop Equipment, Serck Aviation and Stewart Warner South Wind are integrated into Meggitt’s then aerospace equipment division

December 2003 Western Design, a designer and manufacturer of automated ammunition-handling equipment and environmental control systems

December 2003 Howden Airdynamics, a designer and manufacturer of pumps, fans and compressors for ground, naval and aircraft applications

March 2003 Caswell International, a supplier of ground-based live fire training equipment systems

January 2003 General Electric turbine clearance control valve product line

November 2002 Lodge (ex-Smith’s Group plc) temperature and speed sensors

July 2002 BAE Systems’ military air data and data acquisition computers

April 2002 Kaman Aerospace Corporation high integrity radio frequency cables

09 Disposals

April 2019  Meggitt (France) SAS (ignition systems, indicators and sensors for aerospace markets)
April 2018  Precision Micro (specialists in photo etching for automotive and medical sectors)
March 2018  Linear Motion LLC (ball screws for aerospace, defence, medical and satellite applications)
January 2018  Aviation Mobility (accessibility equipment for aviation industry)
June 2017  Piher Sensors & Controls (position sensors and controls for industrial, land vehicles and appliances)
June 2017  Piezotech, LLC (ultrasonic sensing systems)
June 2017  Meggitt (Maryland), Inc (vibration sensors for industrial applications)
December 2016  Meggitt Target Systems (unmanned air, land and surface vehicle targets)
December 2013  Sunbank (connector components)
May 2013  Meggitt (Addison), Inc (compact GA air conditioning systems)
January 2008  S-TEC
May 2003  Meggitt Petroleum Systems
November 2002  Wayfarer Transit Systems and Systech Solutions (ticketing systems)
May 2002  Silicone Engineering (non-core polymers for white goods)
May 2002  Meggitt Defense Systems, Texas (non-core unmanned air vehicles)
December 2001  Meggitt Electronic Components (non-core passive electronics)
FACT SHEET

10 Board of Directors

01 Sir Nigel Rudd DL* (Chairman) 06 Nancy Gioia*
02 Tony Wood (Chief Executive Officer) 07 Alison Goligher OBE*
03 Guy Berruyer* 08 Philip Green (Executive Director, Commercial & Corporate Affairs)
04 Louisa Burdett (Chief Financial Officer) 09 Guy Hachey*
05 Colin Day* 10 Caroline Silver*

* Non-executive

11 History

1947 Founded in Halifax as a lathe manufacturer.
1947 Became a quoted public company.
1964 Acquired Meggitt Engineering Ltd, a general light engineering company based in Bournemouth.
1984 Management buy-in to build a geographically diverse, international engineering company serving speciality sectors in aerospace, controls, electronics and energy.
1995 Reorganised to focus on core business of aerospace, defence systems and electronics.
1998 Acquired Vibro-Meter, significantly increasing its core capability in engine condition monitoring and diagnostics.
1999 Acquired California-based Whittaker Corporation. Increased Meggitt presence in aftermarket business (repair and overhaul of aircraft components), significantly increasing the volume of business with major aircraft original equipment manufacturers and their customers.
2000-2009 Series of acquisitions and disposals to enhance core businesses and improve the operations mix between the UK and US and civil and military, and original equipment and aftermarket applications including the design and manufacturing division of Dunlop Standard Aerospace and K&F Industries Holdings Inc (see 06 and 07).
2010 Reorganised under five new divisions focusing on polymers and composites, control systems, aircraft braking systems, sensing systems and other technologically distinct businesses. Business units became facilities reporting to divisional management. Business units in the Meggitt Equipment Group continued to trade independently as part of the new structure and benefit from a range of cross-group programmes and functions.
2011 Acquired the Pacific Scientific division of Danaher bringing new capabilities in power and motion and a strong aftermarket model.
2015 Acquired the Advanced Composites businesses of Cobham PLC and EDAC, complementing and enhancing our capabilities in military and commercial airframe and engine composites.
2019 Reorganised our five product-focused divisions into four new customer-aligned divisions specialising in Airframe Systems, Engine Systems, Energy & Equipment and Services & Support

For further information on Meggitt’s history, please visit www.meggitt.com.