

FACT SHEET

MEGGITT AT A GLANCE

01 Group overview

Meggitt'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 selected energy markets.

With innovation at the heart of what we do, we've been enabling the extraordinary for over 170 years and continue to redefine our world through pioneering, sustainable technology for the most extreme environments.

Organisation structure

The Group employs 9,000 people across 37 operating facilities.

We are organised into **four integrated, customer-aligned divisions**.

Airframe Systems Market-leading industry provider of braking systems for commercial, business and defence aircraft, fire protection and safety systems, power and motion, fuel systems, avionics and sensors and advanced polymer seals for around 51,000 in-service civil and 22,000 defence aircraft.

Engine Systems Market-leading position in advanced engine composites, thermal and safety systems with a broad range of technologies including vibration

monitoring and engine health management systems. This division also provides aerospace engine flow control and sensing solutions.

Energy & Equipment Specialises in energy and defence equipment ranging from electronics cooling to ammunition handling systems and heat transfer equipment for off-shore oil and gas facilities and renewable energy applications.

Services & Support Provides a full service aftermarket offering including spares distribution and maintenance, repair and overhaul (MRO) to our commercial, business jet and defence customers throughout the lifecycle of our products.

02 Our strategy and vision

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 through life services and support.

Our ambitious and diverse teams act with integrity to create superior and sustainable 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 that enable Customers to operate critical infrastructure reliably and without disruption.



To Live

Innovative technologies which enhance lives and make the world more secure.

- 01 Group overview
- 02 Our strategy and vision
- 03 Our values
- 04 Financial highlights
- 05 Strategy
- 06 Sales
- 07 Group structure
- 08 Investments
- 09 Acquisitions
- 10 Disposals
- 11 Board of Directors
- 12 History

Head office

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FACT SHEET

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, our market capitalisation in March 2021 was just over £3.9 billion.

In the year ended 31 December 2020, Group revenue was £1,684 million yielding underlying profit before tax of £160 million.

Research and development expenditure in 2020 was £98 million, representing 5.8% of Group revenue. Over two-thirds of our innovation budget is invested in technologies for sustainable aviation and low-carbon energy.

05 Strategy

In 2021, our focus is to build on the achievements of last year across our four strategic priority areas:

Strategic Portfolio: Continue our investment in technologies for sustainable aviation and low-carbon energy; focus on growth opportunities in defence and energy.

Customers: Grow our market share in the aftermarket by leveraging our SMARTSupport® offering; continue to invest in our three regional centres of excellence and the delivery of high-quality spares and repairs services for our customers through our Services & Support division.

Competitiveness: Complete the consolidation of four UK sites into our new Ansty Park campus; invest in our people and our facilities to drive operational performance improvements; deliver environmental and sustainability improvements across our sites.

Culture: Continue to protect our employees and sites and support our local communities; build and nurture a high performance culture, where our focus on Diversity & Inclusion and high levels of employee engagement enable us to accelerate strategy execution.

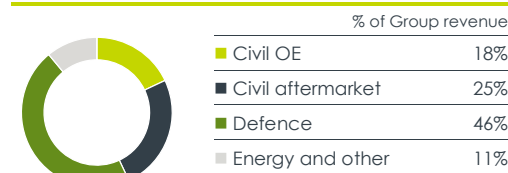
06 2020 sales across market segments, customers and countries

Major customers include Airbus, BAE Systems, Boeing, Bombardier, General Electric, General Dynamics, Honeywell, Lockheed Martin, Leonardo, Proponent, Raytheon, Rolls-Royce, Safran, Textron, and the US Government.

DIVISIONS



MARKETS



CIVIL – ORIGINAL EQUIPMENT



CIVIL – AFTERMARKET



- 01 Group overview
- 02 Our strategy and vision
- 03 Our values**
- 04 Financial highlights**
- 05 Strategy**
- 06 Sales**
- 07 Group structure
- 08 Investments
- 09 Acquisitions
- 10 Disposals
- 11 Board of Directors
- 12 History

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FACT SHEET

DEFENCE



	% of Group revenue
■ Fighter jet	31%
■ Rotorcraft	24%
■ Other fixed wing	15%
■ Non-aero	30%

ENERGY & OTHER



	% of Group revenue
■ Oil & gas	44%
■ Power gen	25%
■ Medical	5%
■ Other industrial	26%

07 Group structure

Revenue 2020 (by division)

Airframe Systems	£793.1m	Energy & Equipment	£335.0m
Engine Systems	£233.6m	Services & Support	£322.4m

EMPLOYEES BY REGION



	Number of employees
■ UK	2,305
■ Rest of Europe	993
■ USA	4,871
■ Rest of world	1,111

As at 31 December 2020

EMPLOYEES BY LENGTH OF SERVICE



	Number of employees
■ Less than 5 years	4,337
■ Between 5 and 10	1,856
■ Between 10 and 15	1,090
■ Between 15 and 20	665
■ Between 20 and 25	656
■ Over 25 years	676

As at 31 December 2020

Our divisions

Airframe Systems

Markets	Civil aerospace Fixed wing defence aircraft Rotary wing defence aircraft Unmanned aerial vehicles
Product groups	Braking Systems Fire & Safety Power & Sensing Fuel Systems & Composites Polymer Seals
Capabilities	Wheels and brakes (including control and monitoring systems) Aircraft fire protection and safety systems Electro-thermal ice protection Power generation, conversion and storage Avionics and air data systems High performance sensors Flexible fuel tanks for defence and civil aircraft Sealing solutions
Global presence	France, Mexico, Switzerland, United Kingdom, United States, Vietnam

Engine Systems

Markets	Civil aerospace Fixed wing defence aircraft Rotary wing defence aircraft
Product groups	Flow Control Thermal Systems Engine Composites Engine Sensing

- 01 Group overview
- 02 Our strategy and vision
- 03 Our values
- 04 Financial highlights
- 05 Strategy
- 06 Sales**
- 07 Group structure**
- 08 Investments
- 09 Acquisitions
- 10 Disposals
- 11 Board of Directors
- 12 History

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FACT SHEET

Engine Systems (continued)

Capabilities Complex high-temperature engine composite components
Control valves and sub-systems
Engine sensors
Thermal management

Global presence Mexico, Switzerland, United Kingdom, United States

Energy & Equipment

Markets Defence ground vehicles
Defence and security
Energy and industrial
Ground fuelling

Product groups Defence Systems
Energy Sensing & Controls
Heatric

Capabilities Combat support (ammunition handling, electronics cooling and countermeasure launch and recovery systems)
Energy sensing and controls
Vibration condition monitoring systems for energy markets
Heat transfer equipment for offshore oil and gas
Fuel handling

Global presence Brazil, Canada, China, Denmark, Germany, India, Switzerland, South Korea, United Kingdom, United States

Services & Support

Markets Civil aftermarket
Fixed wing defence aircraft aftermarket
Rotary wing defence aircraft

Capabilities Maintenance, Repair and Overhaul (MRO)
Spares provisioning
SMARTSupport®

Global presence Singapore, United Kingdom, United States

08 Investments

January 2020 Investment in HiETA Technologies Ltd, a UK company with world-leading capabilities in metal additive manufacturing technology.

09 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

- 01 Group overview
- 02 Our strategy and vision
- 03 Our values
- 04 Financial highlights
- 05 Strategy
- 06 Sales
- 07 Group structure**
- 08 Investments**
- 09 Acquisitions**
- 10 Disposals
- 11 Board of Directors
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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
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 merge 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

- 01 Group overview
- 02 Our strategy and vision
- 03 Our values
- 04 Financial highlights
- 05 Strategy
- 06 Sales
- 07 Group structure
- 08 Investments
- 09 Acquisitions**
- 10 Disposals
- 11 Board of Directors
- 12 History

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10 Disposals

January 2021	High pressure metallic ducting business based in Dunstable, UK, and small clamps product line from our Loughborough, UK, facility.
July 2020	Meggitt Training Systems, Inc. and related subsidiaries in Australia, Canada, Singapore and the Netherlands (live-fire and virtual training systems).
August 2019	MEMS facility in Sunnyvale, California, and the Endevco non-aerospace test and measurement sensor product lines from our Orange County, California, facility.
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)

11 Board of Directors

01 Sir Nigel Rudd DL* (Chairman)	06 Nancy Gioia*
02 Tony Wood (Chief Executive)	07 Alison Goligher OBE*
03 Guy Berruyer*	08 Guy Hachey*
04 Louisa Burdett (Chief Financial Officer)	09 Caroline Silver*
05 Colin Day*	* Non-executive

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- 03 Our values
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- 06 Sales
- 07 Group structure
- 08 Investments
- 09 Acquisitions
- 10 Disposals**
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12 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 capability-focused divisions into four new customer-aligned divisions specialising in Airframe Systems, Engine Systems, Energy & Equipment and Services & Support.

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- 01 Group overview
- 02 Our strategy and vision
- 03 Our values
- 04 Financial highlights
- 05 Strategy
- 06 Sales
- 07 Group structure
- 08 Investments
- 09 Acquisitions
- 10 Disposals
- 11 Board of Directors

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