

# INTRODUCTION TO MEGGITT PLC

April 2021



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# MEGGITT PLC OVERVIEW

## Enabling the extraordinary To Fly; To Power; To Live

- Global aerospace and defence company headquartered and listed in the UK
- Four global divisions generating £1.7billion revenue (FY 2020) with ~9,000 employees worldwide, across 37 sites
- Deep intellectual property underpinning differentiated technology and products
- Broad exposure across aerospace, defence and selected energy markets
- Installed base of ~73k aircraft with 70%+ of revenue from sole-source contracts
- Strong Original Equipment (OE) and Aftermarket (AM) capabilities

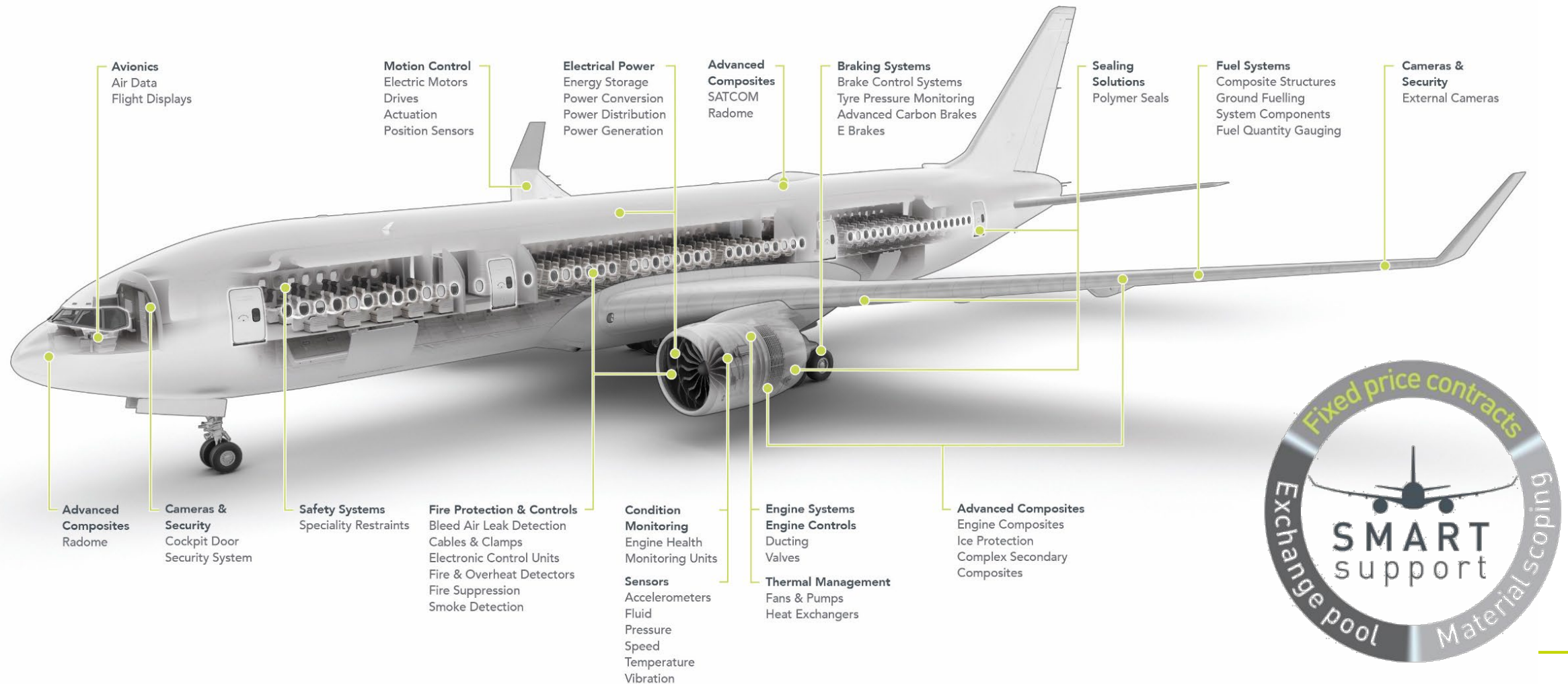


**Equipment on 73,000 aircraft**



# Meggitt capabilities

Deep IP, broad capabilities and strong market positions



# Our global footprint

9,280 employees worldwide

## North America

Employees: 4,871  
Sites: 17

## UK

Employees: 2,305  
Sites: 10

## Rest of Europe

Employees: 993  
Sites: 4  
Denmark, France,  
Switzerland

## Rest of World

Employees: 1,111  
Sites: 6  
Canada, China,  
Mexico, Singapore, Vietnam

OPTIMISING OUR GLOBAL FOOTPRINT WITH FEWER, LARGER SITES

## Four customer-aligned divisions

Supporting our customers across the globe



### Airframe Systems

**47%**

of Group Revenue



### Engine Systems

**14%**

of Group Revenue



### Energy & Equipment

**20%**

of Group Revenue



### Services & Support

**19%**

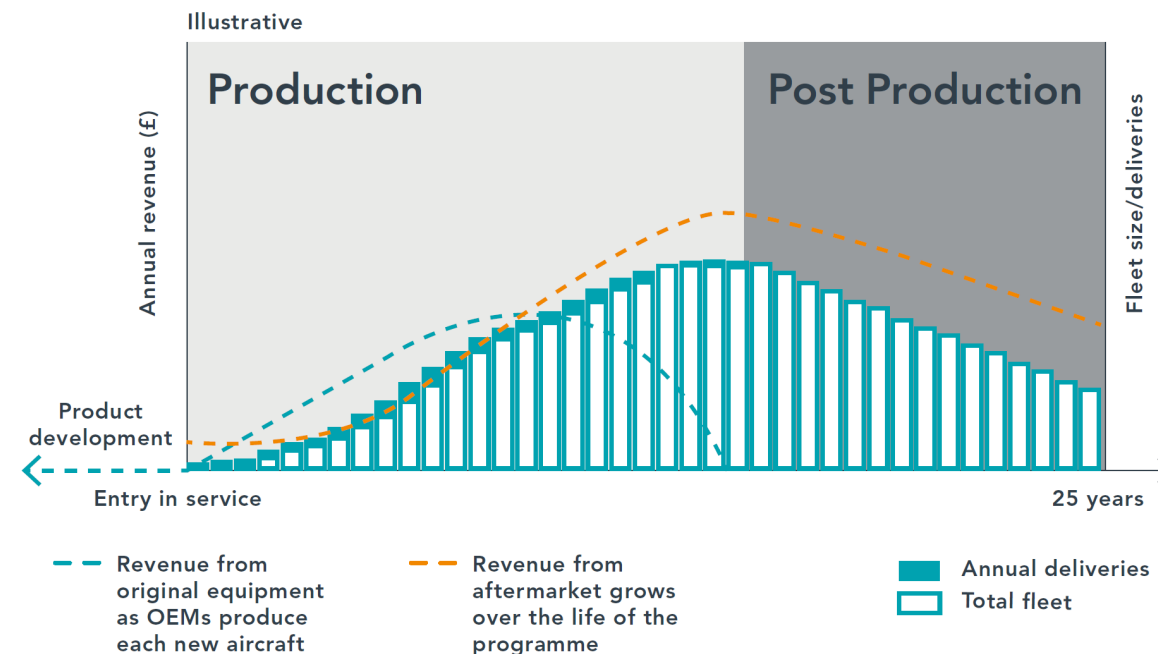
of Group Revenue

# OUR DIVISIONS & PRODUCTS



# Our business model

## Creating value through the investment cycle

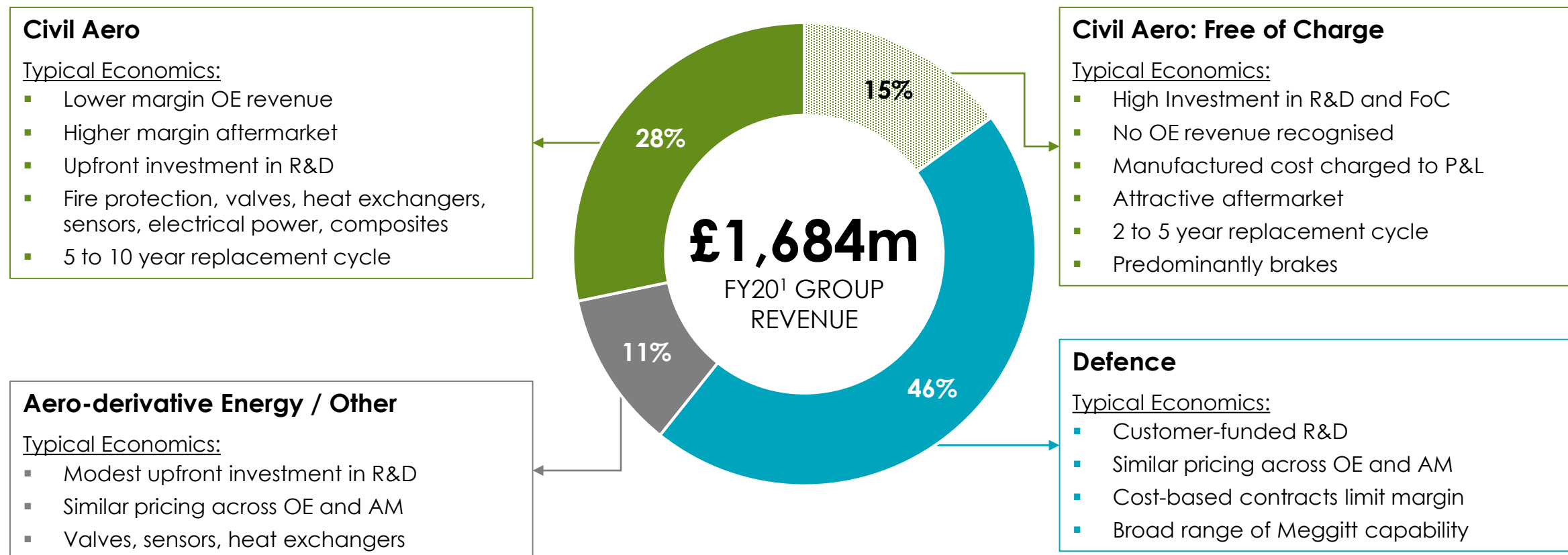


### Aerospace, defence and aero-derived energy

We secure content across a broad range of platforms in civil aerospace, defence and selected energy end markets, generating original equipment (OE) revenue from day one and a growing aftermarket (AM) revenue stream as the fleet grows over time.

# End Market Overview

## Key end market models at Meggitt



<sup>1</sup>Note: % of 2020 Full Year revenue

# Airframe Systems

Six product groups



## BRAKING SYSTEMS

- #1 in regional, business jet and military brakes
- Growing position in large jets



## POWER & SENSING

- Established positions in power storage and conversion
- Growing actuation capability



## FUEL SYSTEMS & COMPOSITES

- #1 in military fuel containment
- Composite radomes, ice protection and complex structures



## FIRE PROTECTION & SAFETY SYSTEMS

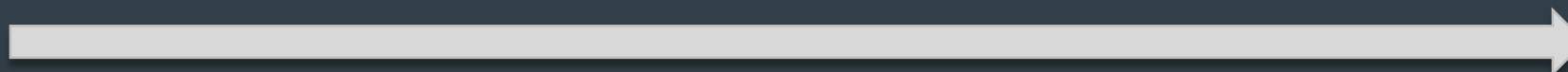
- #1 in fire suppression and detection systems



## POLYMER SEALS

- Broad range of aerodynamic seals
- Strong manufacturing and materials IP

**32%**  
of Airframe  
Systems  
revenue



**7%**  
of Airframe  
Systems  
revenue

# Engine Systems

## Four product groups



### ENGINE COMPOSITES

- Leading independent supplier of high temperature engine composites
- Extensive manufacturing and process know-how underpins competitive position



### FLOW CONTROL

- #2 in engine valves
- Strong positions in bleed air, engine clearance and combustion control applications



### ENGINE SENSORS

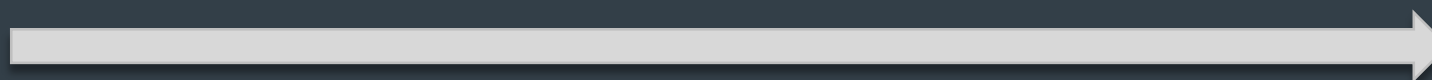
- #1 position in aerospace sensing and monitoring
- Significant expertise in high temperature vibration monitoring and engine management



### THERMAL SYSTEMS

- #2 in engine thermal management
- Key capability in liquid / liquid heat exchangers (e.g. fuel oil)

**53%**  
of Engine  
Systems  
revenue



**10%**  
of Engine  
Systems  
revenue

# Energy & Equipment Group

## Four product groups



### DEFENSE SYSTEMS

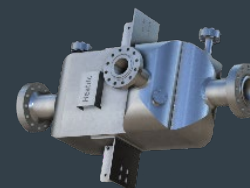
- Significant capability in ammunition handling, environmental control systems, scoring and countermeasures

**44%**  
of Energy &  
Equipment  
revenue



### ENERGY SENSORS & CONTROLS

- Sensing and condition based monitoring for a broad range of energy infrastructure
- Control valves for industrial gas turbines



### HEATRIC

- Printed circuit heat exchangers (PCHes) which provide significant size and performance improvements over traditional shell & tube technology



### INDUSTRIAL EQUIPMENT

- High performance sensors for test & measurement applications
- Ground fuelling equipment

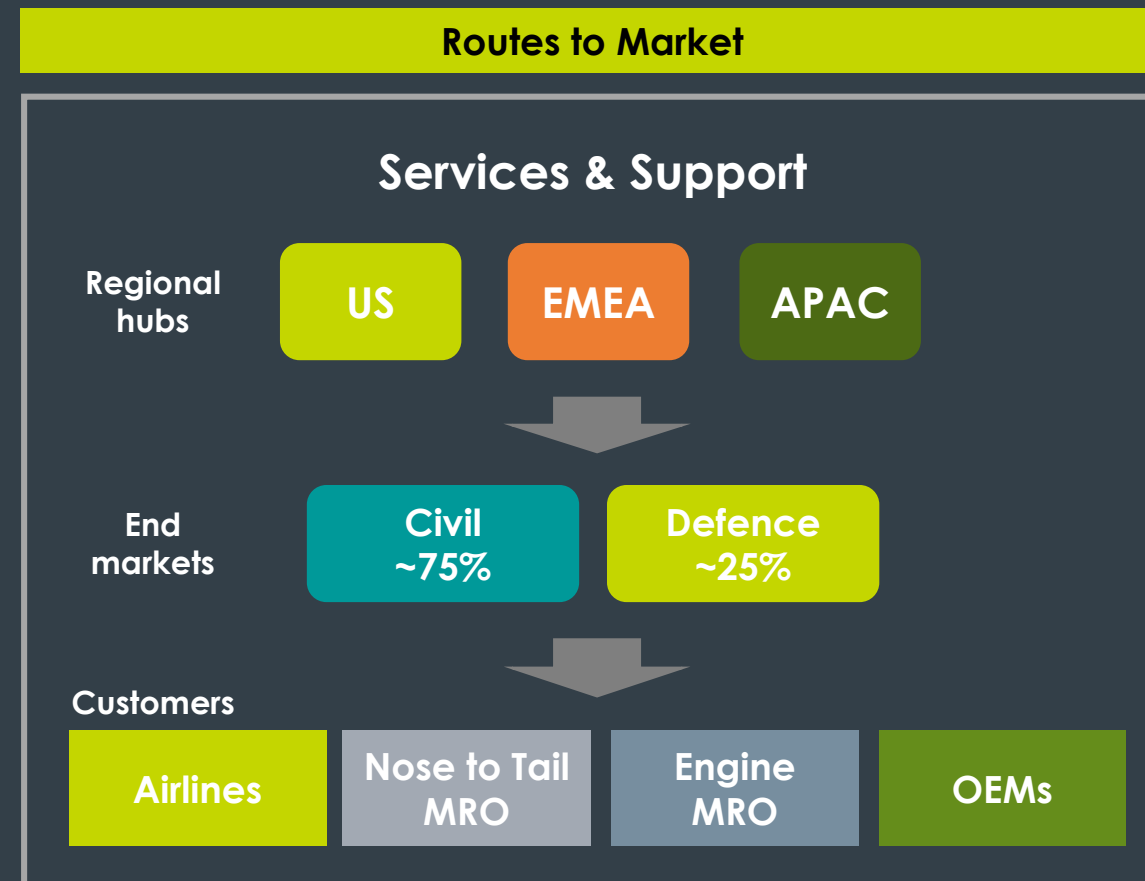
**6%**  
of Energy &  
Equipment  
revenue



## Services & Support

### Full service aftermarket organisation

- Support military and civil aftermarket
- Global reach through a network of distribution and repair hubs, including authorised repair stations and distribution partners
- 24/7 customer response centre
- Smart Support® proposition to create better value for target customers across all Meggitt capabilities
- Margin shared between Airframes, Engines and Services and Support



## Services & Support

Replacing transactional aftermarket relationships with long term strategic partnerships

### Expanding our portfolio of Smart Support<sup>®</sup> partnerships

- Increasing addressable aftermarket
- Managing risk of leakage to surplus parts
- Increasing visibility and enabling greater operational efficiency



Growing market share through  
SMART Support<sup>®</sup>

39

Number of Smart  
Support<sup>®</sup>  
agreements signed with  
strategic partners

£187m

Aggregate value of  
Smart Support<sup>®</sup> long-  
term agreements

# OUR STRATEGY & CORE PRIORITIES

# Portfolio, Customers, Competitiveness & Culture

## Our Strategic Priorities

### STRATEGIC PORTFOLIO

**Attractive markets | Strong positions |  
World class technologies**

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

### CUSTOMERS

**Upper quartile performance | OE & Aftermarket growth**

Delivery of high quality, on-time products, services and support to increase Customer satisfaction while maximising the through life value of our products which are installed on over 73k aircraft.

### COMPETITIVENESS

**Productivity | Inventory | Purchasing | Footprint**

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

### CULTURE

**High Performance Culture | Diversity & Inclusion |  
Employee Engagement**

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

# Strategic highlights in 2020

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Continued focus on strategy execution throughout the year

## Strategic priority

### Portfolio Strategy



### Customers



### Competitiveness



### Culture



## 2020 Achievements

- Completed portfolio streamlining with sale of Training Systems
- Strong progress on new technologies for sustainable aviation

- Growing aftermarket share with 14 new SMARTSupport® wins
- Growing pipeline in defence and energy

- Ansty Park offices opened in June 2020 with completion in 2021
- Footprint reduced to 37 sites with more opportunities identified

- Supported our people and communities throughout the crisis
- Group Employee Engagement maintained at 'High Performance norm'



# Our core priorities

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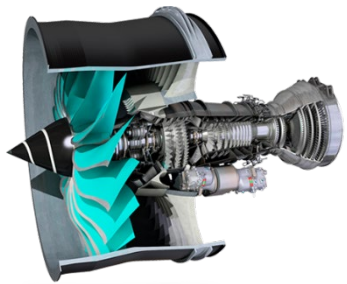
**Sustainable Growth, Operational Excellence, High Performance Culture**



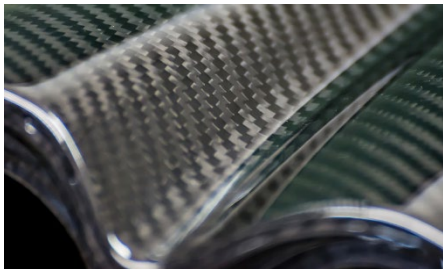
**TO OUTGROW THE MARKET THROUGH HIGH VALUE, INNOVATIVE PRODUCTS AND SERVICES**

# Technology themes for the future

Continued investment of at least 2/3 of our innovation budget in sustainable technologies



Geared-turbo fan engines



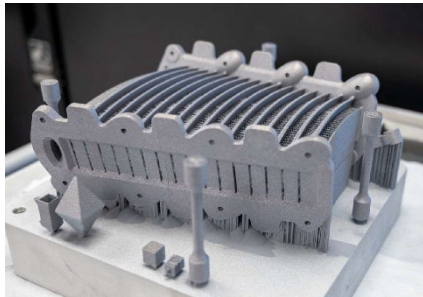
Lighter and more efficient aircraft



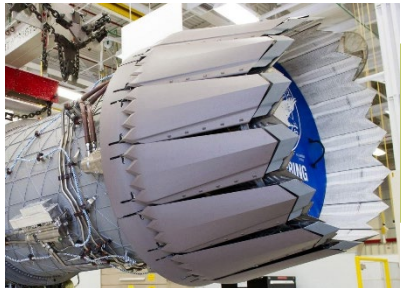
More electric and hydrogen propulsion



Sustainable aviation fuels



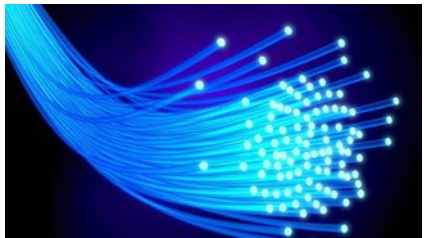
Advanced thermal systems



Advanced engine composites



Lithium batteries and Electric Propulsion Units



Optical sensing

CRITICAL ENABLING TECHNOLOGY FOR SUSTAINABLE AVIATION

# Growing our Aftermarket annuity

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Focus on core priorities as we grow post crisis

## Growth

- SMART Support®
- Route to market
- Value optimisation

## Competitiveness

- Data & digital / e-Commerce
- Global material management
- Centres of Excellence



**GROWING SHARE THROUGH ENHANCED CAPABILITIES**



# Optimising our global footprint

## Continuing strong progress

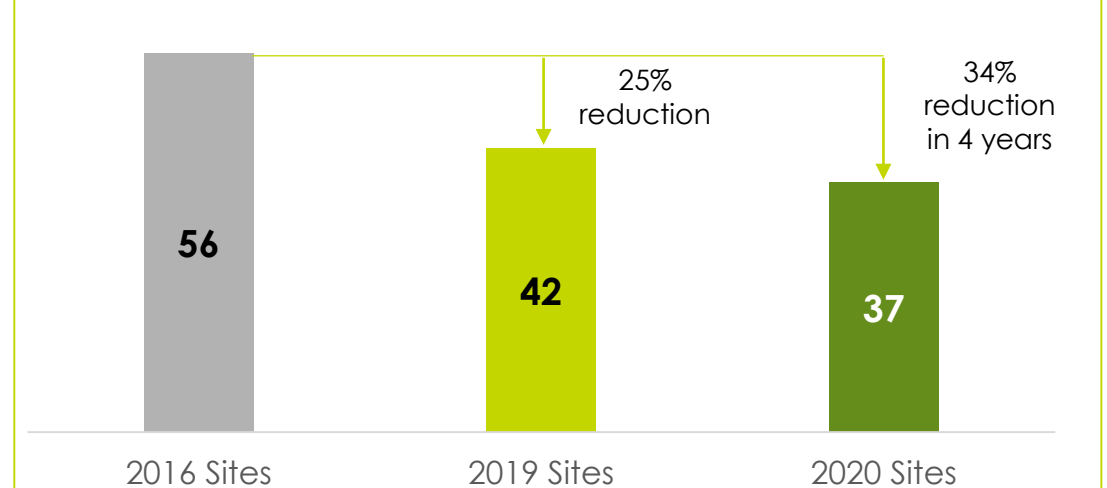
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### Ansty Park opened in June 2020



- Consolidation of 4 UK sites into Ansty Park
- Thermal Management, Braking Systems, Services & Support and HQ
- Centres of excellence, shared services
- Leveraging sustainable technology

### Global footprint reduction



- Fewer, larger sites brings a number of advantages:
  - Reduced overheads
  - Increased efficiency
  - Greater resilience, less fragmented
  - Increased access to low cost manufacturing

# Great teams and Culture

## High Performance Culture, Talent and Engagement

- Protecting our people and supporting our communities
  - Safe working practices and equipment
  - Helping the communities where we operate
- Maintaining high levels of engagement
  - Reinforcing HPC concepts
  - Recognising extraordinary people
- Promoting Diversity and Inclusion
- Investing in talent
  - Leadership development through LeadX
  - Spitfire Operations Academy



**ATTRACTING, ENGAGING, RETAINING AND DEVELOPING THE RIGHT TALENT**



# OUR SUSTAINABLE FUTURE

# Continuing innovation towards a sustainable future

MEGGITT

Proven pedigree at the cutting edge of innovation

Pre 2000  
Legacy technology



Digital brake by wire Gulfstream IV

2000-2020  
Modern technology



First commercial Ebrake® for Airbus A220



More sustainable production facilities and operations

2021+  
Future technology



VERDAGENT™ Halon-free fire suppressant



Electric Propulsion Units for Urban Air Mobility

WE CONTINUE TO INNOVATE FOR A MORE SUSTAINABLE FUTURE



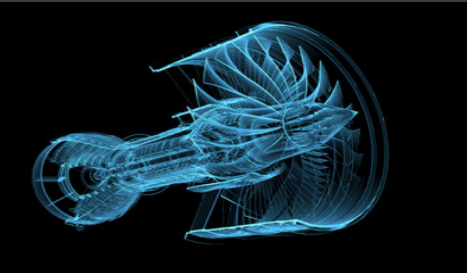
Engine Vibration Monitoring (EVM) systems



Engine Composites for GE-90



Printed Circuit Heat Exchangers for renewable energy applications



Thermal systems and optical sensing for next gen engines



Critical systems for next gen propulsion

# Our Sustainability Framework

Underpinned by three core pillars

## PEOPLE



Spitfire -  
Operations  
Academy

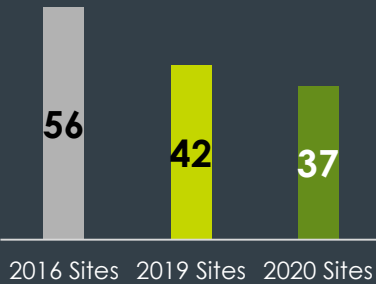
## PLANET

50%

Reduction in green house gas emissions by 2025<sup>1</sup>

100%

of energy sourced from green suppliers for UK sites



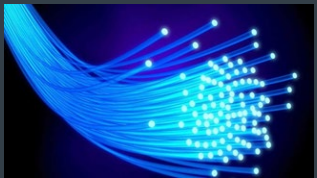
Consolidating our global manufacturing footprint



## TECHNOLOGY



R&T spend on sustainable aviation & low carbon energy

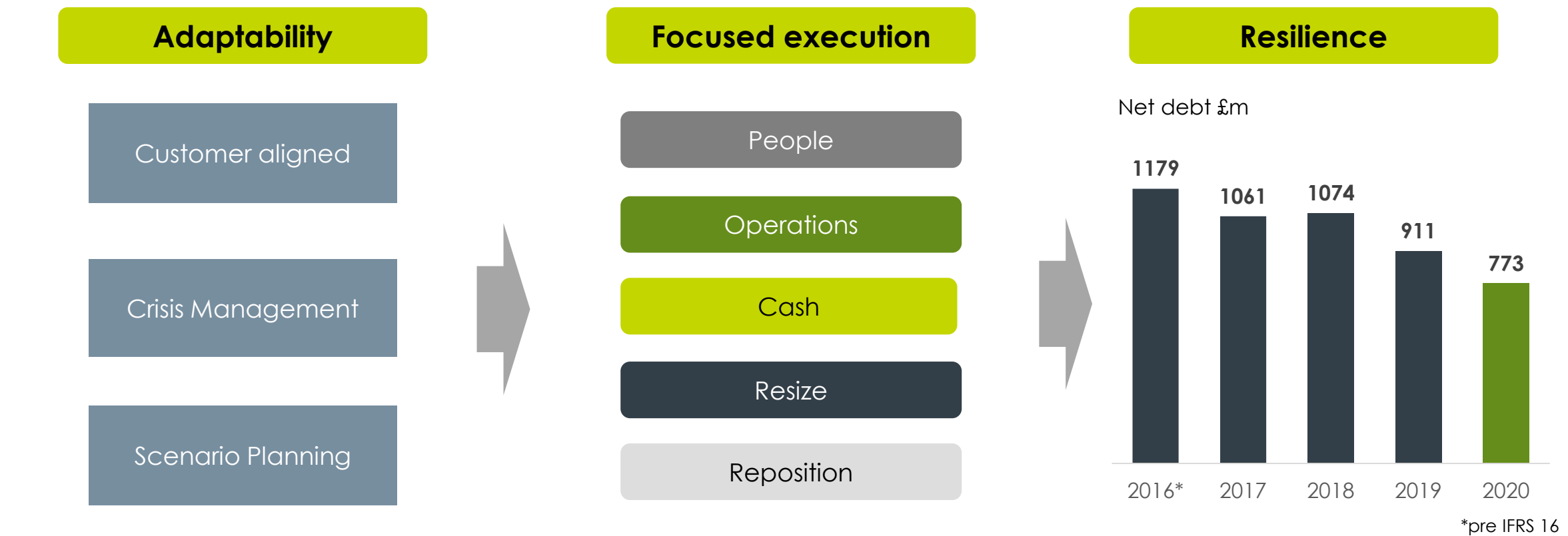


<sup>1</sup>As percentage of revenue relative to 2015 baseline

# LATEST FINANCIALS

# Our response to Covid-19

We entered 2020 in a robust position and moved quickly to adapt to the crisis



DECISIVE EARLY ACTION, STRONG EXECUTION, POSITIONED FOR THE RECOVERY



# Income statement

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## Defence robust with Group revenue impacted by downturn in civil aerospace

Underlying <sup>1</sup>	FY20	FY19	Growth		
	£m	£m	Reported	Organic <sup>2</sup>	
Orders	<b>1,547</b>	2,468	(37%)	<b>(38%)</b>	+4% growth in defence more than offset by lower revenue in civil aerospace and energy
Revenue	<b>1,684</b>	2,276	(26%)	<b>(22%)</b>	
Operating profit	<b>191</b>	403	(53%)	<b>(50%)</b>	
Operating margin	<b>11.3%</b>	17.7%			Reflects substantial reduction in Group revenue particularly higher margin aftermarket partly mitigated by cost saving actions
Net finance costs	<b>(31)</b>	(33)			
Profit before tax	<b>160</b>	370	(57%)		Lower USD interest rates on floating rate debt
Tax	<b>(31)</b>	(81)			
Tax rate	<b>19.7%</b>	22.0%			2019 tax rate reflected impact of provisions relating to UK CFC regime
Profit for the year	<b>128</b>	289	(56%)		
Earnings per share	<b>16.5p</b>	37.3p			

<sup>1</sup> A full reconciliation from underlying to statutory figures is provided in notes 6 and 11 of the preliminary results announcement.

<sup>2</sup> Organic figures exclude the impacts of acquisitions, disposals and foreign exchange.

# Revenue by end market

Group revenue down 22%; defence 46% of Group revenue

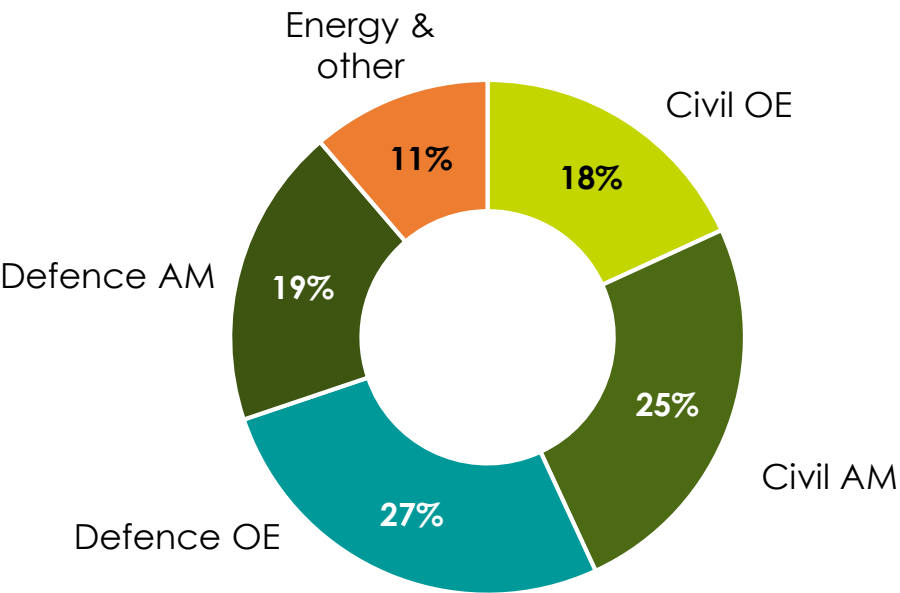
Revenue growth (Organic)	H1 20 %	H2 20 %
Civil OE	(29)	(51)
Civil AM	(26)	(54)
Civil	(27)	(53)

FY 2020 Revenue Growth		
	Reported %	Organic %
Civil OE	(41)	(40)
Civil AM	(41)	(41)
Total civil	(41)	(41)
Defence	(7)	4
Energy	(8)	(8)
Other	(21)	11
Total Group	(26)	(22)

LJ (44)  
 RJ (46)  
 Biz (25)

LJ (41)  
 RJ (49)  
 Biz (32)

FY 2020 Revenue by market (Reported)



OE: 55%, Aftermarket: 45%

# Divisional performance

## Summary

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Underlying	Revenue		Operating profit	Operating margin	
		Organic Growth		2020	2019
	£m	%	£m	%	%
Airframe Systems	793.1	(22)	120.5	15.2	24.1
Engine Systems	233.6	(28)	(13.2)	(5.7)	8.3
Energy & Equipment	335.0	7	42.4	12.7	12.9
Services & Support	322.4	(35)	40.8	12.7	14.8
<b>Total</b>	<b>1,684.1</b>	<b>(22)</b>	<b>190.5</b>	<b>11.3</b>	<b>17.7</b>

1. Aftermarket margin shared between the OE divisions and Services & Support division
2. Margin decline in Airframes and Engines driven by lower volumes across both OE and AM and under-recovery of overheads
3. Engines result also reflects impact of COVID-19 disruption / delays
4. Good performance from defence drives E&E result

# Free cash flow

## Delivered positive free cash flow

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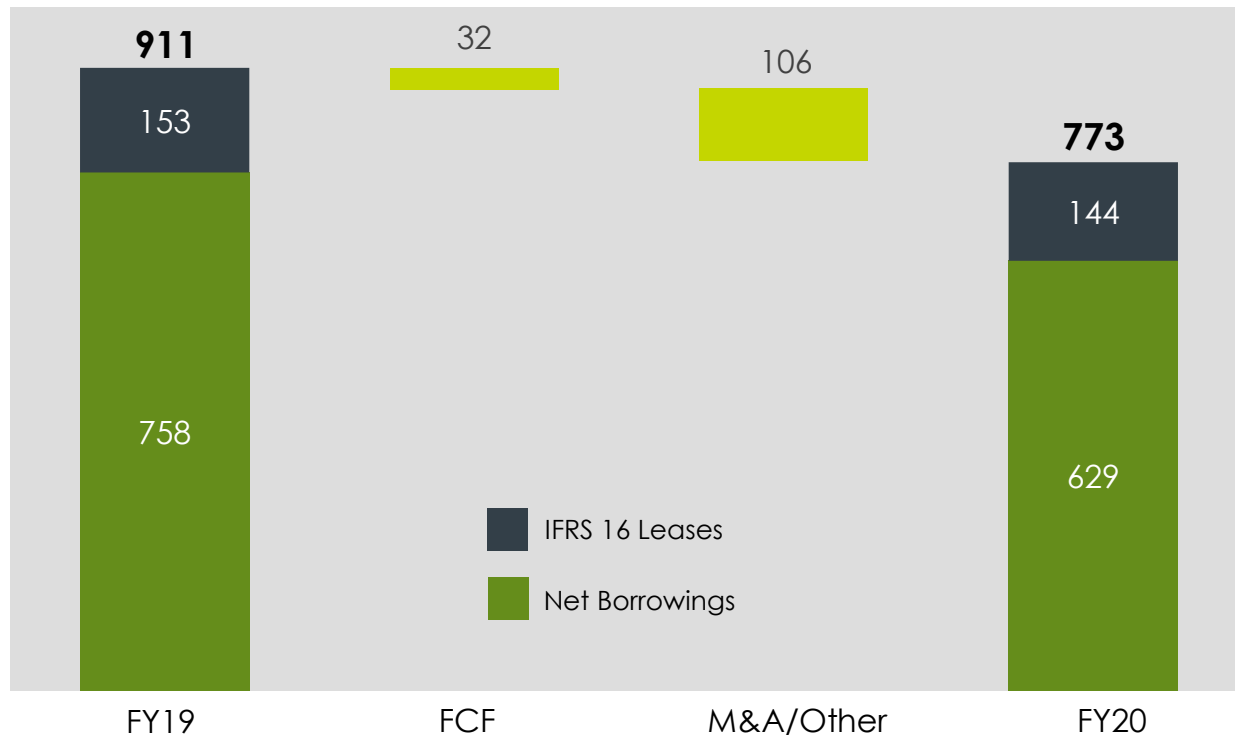
£m	FY 2020	FY 2019	
<b>Underlying EBITDA</b>	<b>297</b>	<b>507</b>	
Working capital movement	8	(21)	Reflects reduction in gross inventory and tight control of receivables
Capex	(89)	(92)	Reflects capex deferral into 2021 relating to Ansty Park transition and carbon capacity expansion
Capitalised R&D/PPC	(43)	(57)	
Sale of Holbrook	-	21	
Reverse lease premium	4	20	Deferral of deficit reduction payments including £10m in the UK, to be made across current recovery period to August 2023
<b>Underlying operating cash flow</b>	<b>177</b>	<b>378</b>	
Pension deficit payments	(22)	(35)	
Operating exceptionals	(49)	(27)	Impact of £19m non-recurring COVID-19 related costs and increase in site consolidation costs vs 2019
Net interest paid	(32)	(33)	
Tax paid	(42)	(15)	Phasing of payments
<b>Free cash flow</b>	<b>32</b>	<b>268</b>	

# Balance sheet and liquidity

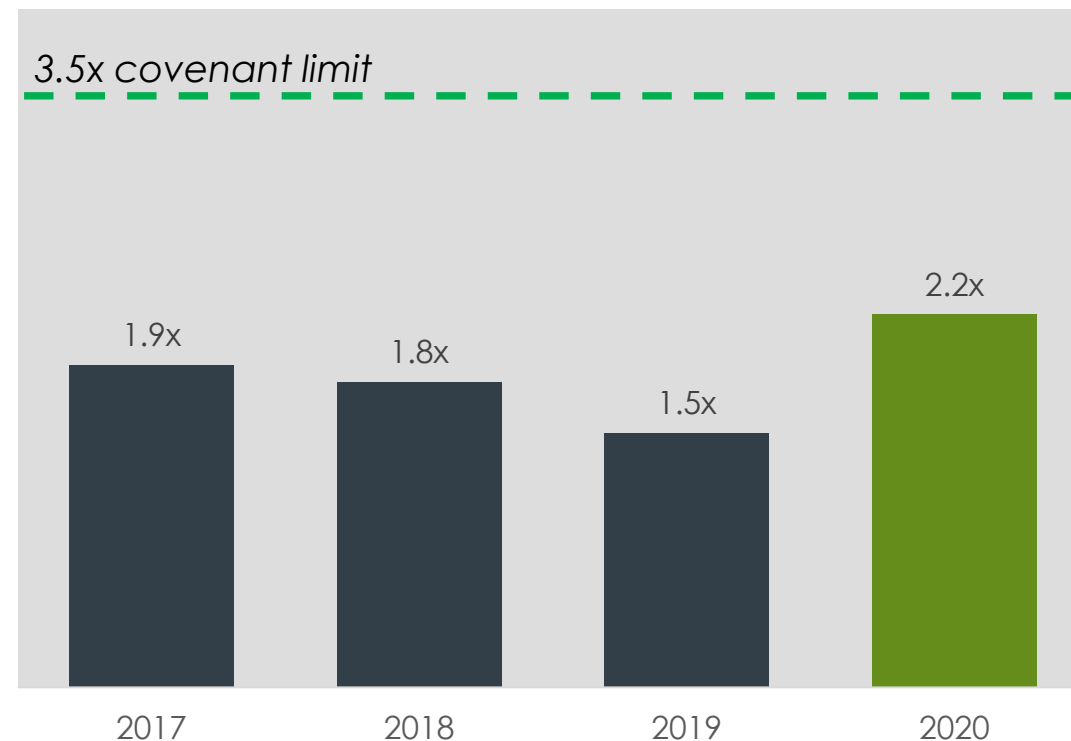
**Net debt £138m lower; strong liquidity and headroom**

	Covenant	FY 2020	FY 2019
Net debt:EBITDA*	≤3.5x	2.2x	1.5x
Interest cover	≥3.0x	9.8x	16.3x
Liquidity headroom		£908m	£806m

Net debt £m



Net debt:EBITDA ratio



**Lower net debt, strong liquidity and significant headroom**

\*Net debt : EBITDA of 2.6x on a reported basis (2019: 1.8x)



# WELL PLACED FOR THE RECOVERY

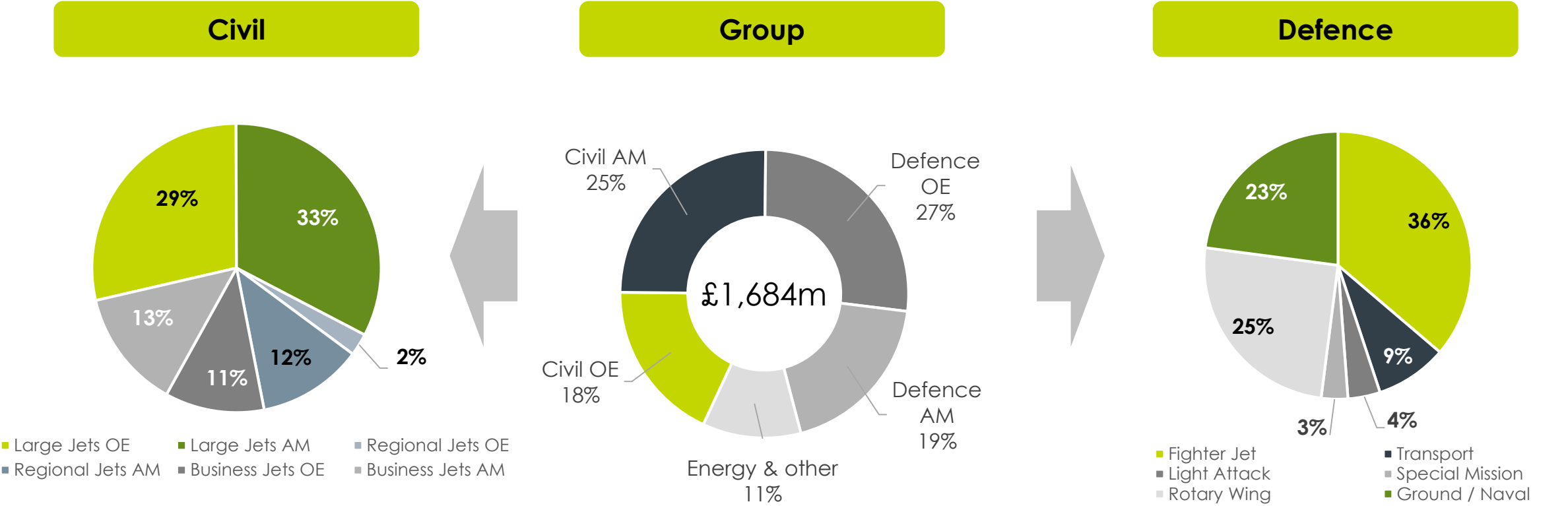
## Well placed for the recovery

Strong fundamentals and foundations underpin the Group



# Diverse end market exposure

Broad based civil business and over 50% of Group revenue from defence and energy



A GROWING AND BALANCED PORTFOLIO ACROSS THREE LARGE, ATTRACTIVE SECTORS

# Differentiated technology

Deep IP with over 70% of revenue from sole source positions

MEGGITT



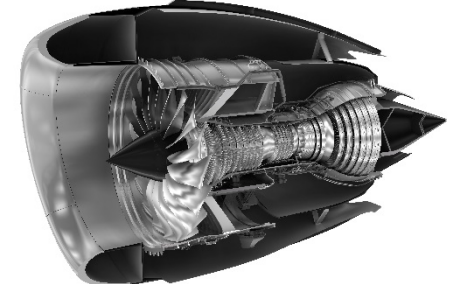
**#1** Regional, Business Jet and Defence wheels and brakes



**#1** Fire suppression and detection



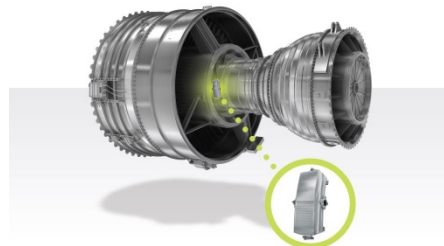
**#1** Sensing and vibration monitoring



**#1** Advanced engine composites



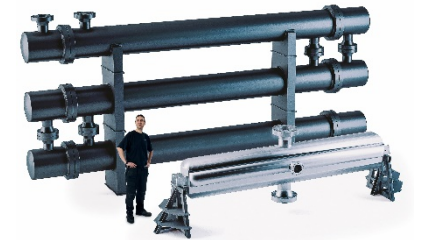
**#1** Military fuel tanks



**#2** Engine thermal systems



**#2** Engine valves



**#1** Printed Circuit Heat Exchangers

**STRONG PORTFOLIO OF CRITICAL TECHNOLOGY ACROSS A LARGE INSTALLED FLEET**

# Content on almost every civil platform

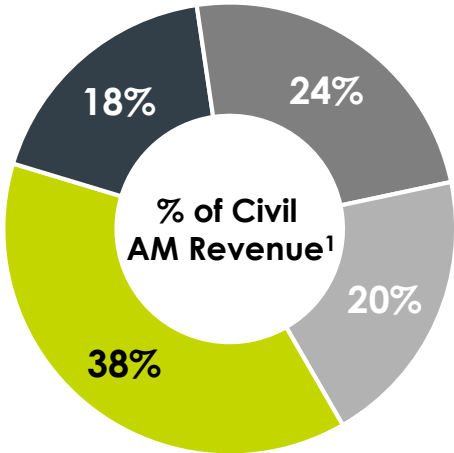
A large, diverse and renewed civil fleet

Large installed civil fleet of ~51,000 aircraft

Strong AM annuity

70% content uplift on new narrow and wide body aircraft

Strong content and market positions in business and regional jets



■ Narrow body ■ Wide body ■ Regional ■ Business

24,000 Large jets

20,000 Business Jets

7,000 Regional

STRONG EXPOSURE TO FASTEST RECOVERING CIVIL MARKET SEGMENTS

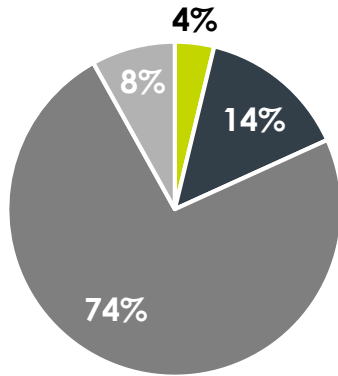
<sup>1</sup>2019 Civil AM Revenue



# A strong defence business

Critical technologies installed across a large diverse fleet of ~22,000

## Large defence markets



■ UK ■ Rest of Europe ■ US ■ Rest of World

70% + US exposure

60% OE:40% AM

Attractive ROCE profile

## Strong positions

- Thermal systems
- Braking systems
- Advanced composites
- Fuel containment
- Ammunition handling
- Radomes

## On the right platforms



F-35



Apache



M1 Abrams



V-22 Osprey

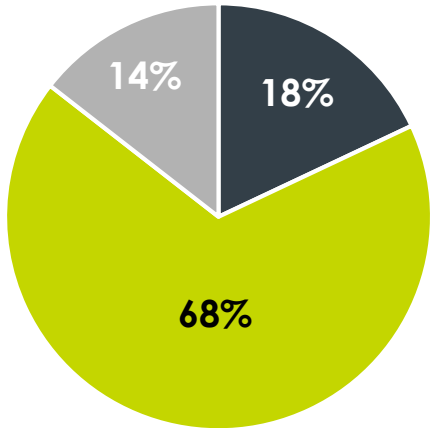
**STRONG DEFENCE BUSINESS WITH OPPORTUNITIES FOR GROWTH**

# Opportunities across our energy business

Leveraging aero-derived expertise in select energy markets

2/3 revenue from lower carbon applications

Oil Lower Carbon\* Other



Heatric #1 in PCHes



Energy Sensing & Controls



Applications

Onshore & Offshore LNG/Gas

Power generation

Renewable power generation & storage

Disruptive low carbon technology

INCREASING OPPORTUNITIES ACROSS LOWER CARBON AND RENEWABLE APPLICATIONS

\*vs. Oil includes LNG, Gas & Renewables

# APPENDICES

# Exceptional costs and impairment

## Appendix 1

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- Non-cash impairment losses / asset write downs of £374.2m including goodwill
- Cash expenditure on exceptional operating costs was £49.3m

### Underlying results

*Underlying profit is used by the Board to monitor and measure the underlying trading performance of the Group. Items excluded from underlying profit measures are treated consistently with the way performance is measured under the Group's short-term and long-term incentive plans and with covenant requirements defined in the Group's committed credit facilities.*

### Exceptional operating items

*Items which are significant by virtue of their size or nature; are considered non-recurring; and which are excluded from the underlying profit measures used by the Board to measure the underlying performance of the Group, are classified as exceptional operating items.*

### Reconciliation between profit and underlying profit £m

		<u>Of which cash</u>
<b>Underlying operating profit</b>	<b>190.5</b>	
Impairment losses / asset write-downs	(374.2)	-
Covid-19 costs	(22.0)	(18.9)
Site consolidations	(33.5)	(31.6)
Business restructuring and other	1.0	(1.2)
Exceptional operating items	(428.7)	(49.3)
Amortisation of acq. Intangibles	(88.2)	
Financial instruments	(2.9)	
Disposal of businesses	32.0	117.0
<b>Statutory operating loss</b>	<b>(297.3)</b>	

# Operating exceptionals

## Appendix 2

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£m	FY 2019 £m at \$1.28	FY 2020 £m at \$1.29
<b>P&amp;L charge</b>		
Asset impairments/write-downs	-	374.2
Covid-19 costs	-	22.0
Site consolidations	20.1	33.5
Business restructuring costs	6.1	(1.0)
<b>Total</b>	<b>26.2</b>	<b>428.7</b>
<b>Cash out</b>		
Covid-19 costs	-	18.9
Site consolidations	22.4	31.6
Business restructuring costs	4.9	(1.2)
<b>Total</b>	<b>27.3</b>	<b>49.3</b>



# Currency impact

## Appendix 3

	FY 2020 Act
<b>\$/£ rate</b>	
Translation rate	1.29
Transaction rate (hedged)	1.38
<b>Euro rate</b>	
€/£ Translation rate	1.14
\$/€ Transaction rate (hedged)	1.17
<b>CHF rate</b>	
CHF/£ Translation rate	1.22
\$/CHF Transaction rate (hedged)	1.09
<b>PBT impact £m</b>	
Year-on-year translation	(0.1)
Year-on-year transaction	2.5
Year-on-year currency benefit	<b>2.4</b>

Currency sensitivity<sup>1</sup>:

± 10 US\$ cents = ± £85m Revenue; ±5m PBT  
± 10 Euro cents = ± £9m Revenue; ± 1m PBT  
± 10 Swiss cents = ± £6m Revenue; ± 1m PBT

<sup>1</sup>The sensitivity of 2021 full-year revenue and underlying PBT to exchange rate translation movements against sterling, when compared to the 2020 average rates

# Cash drivers

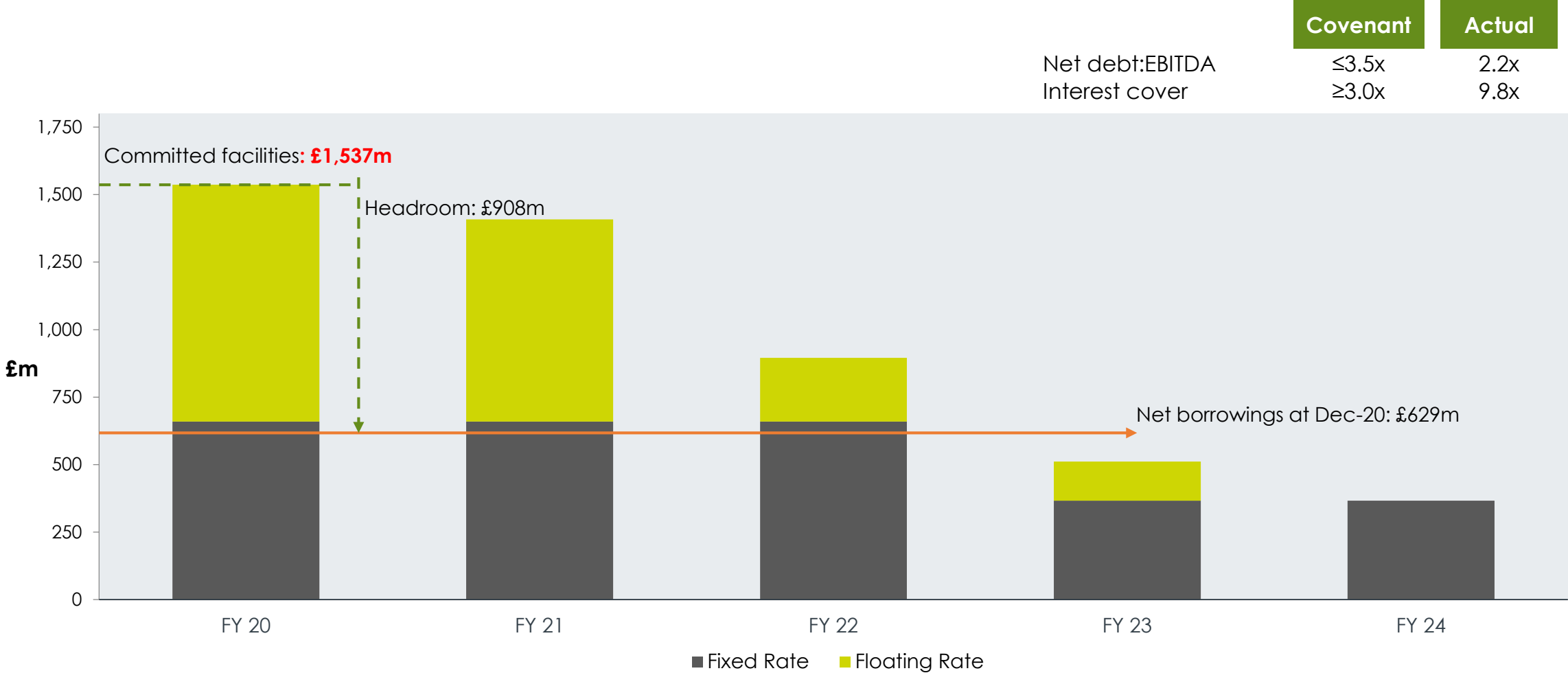
## Appendix 4

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£m	2020 Actual	2021 Guidance
	at \$1.29	at \$1.30
<b>1. R&amp;D</b>		
Group spend	<b>98</b>	<b>85-95</b>
Less: Charged to cost of sales / WIP	(21)	(18)-(28)
Less: Capitalisation	(41)	(29)-(36)
Add: Amortisation / Impairment	32	29-36
Charge to net operating costs	<b>68</b>	<b>63-73</b>
<b>2. Fixed assets</b>		
Capital expenditure	90	80
Depreciation/amortisation	(76)	(78)-(85)
<b>3. Retirement benefit deficit payments</b>	22	47
<b>4. Free of charge costs</b>		
Expensed	53	47-52

# Credit maturity profile

## Appendix 5



# Retirement benefit obligations

## Appendix 6

MEGGITT

£m	FY 2019	FY 2020
Opening deficit	(209.1)	(267.9)
Net deficit payments	35.2	21.7
Actuarial movements - assets	53.5	93.5
Actuarial movements - liabilities	<u>(142.7)</u>	<u>(136.1)</u>
	(89.2)	(42.6)
Other movements (including FX)	(4.8)	(6.6)
Closing deficit	<u>(267.9)</u>	<u>(295.4)</u>
UK discount rate	2.05%	1.40%
US discount rate	3.10%	2.30%

# Shares in issue

## Appendix 7

MEGGITT

Share in millions

	FY 2019	FY 2020
Opening	776.9	777.5
Share schemes	0.6	3.7
Closing	777.5	781.2
<b>Average<sup>1</sup></b>	<b>773.7</b>	<b>777.8</b>

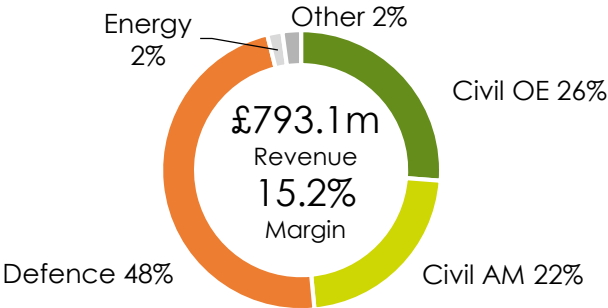
<sup>1</sup> Adjusted to exclude own shares



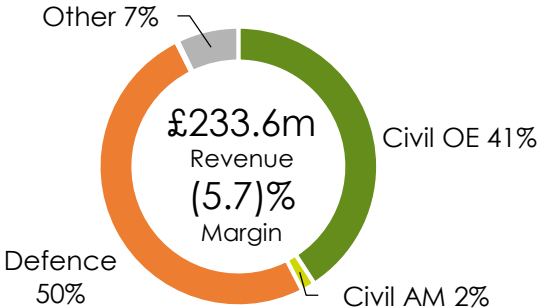
# Market segment exposures by division

## Appendix 8

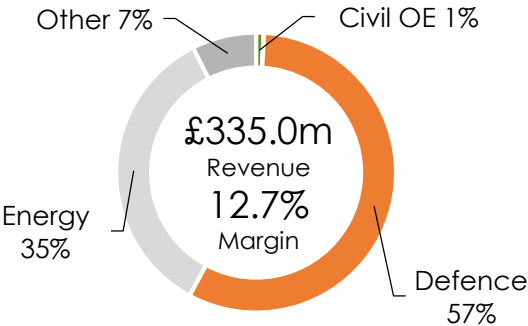
### Airframe Systems



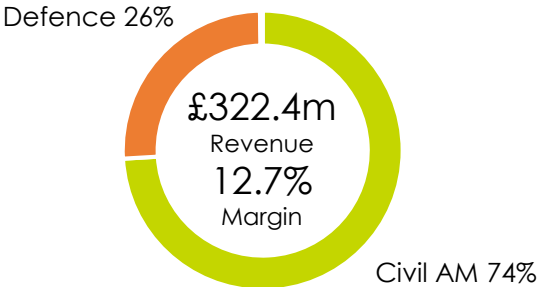
### Engine Systems



### Energy & Equipment



### Services & Support



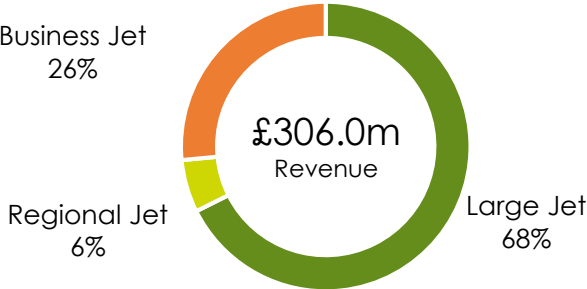
#### LEGEND

- Civil OE
- Civil AM
- Defence
- Energy
- Other

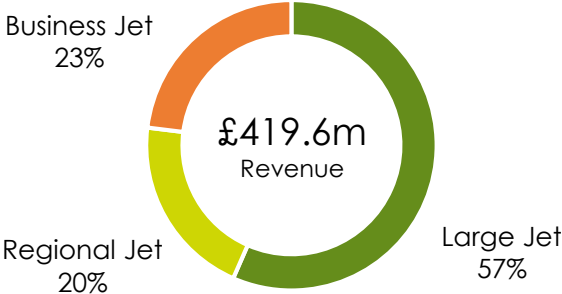
# Market segment exposures by end market

## Appendix 9

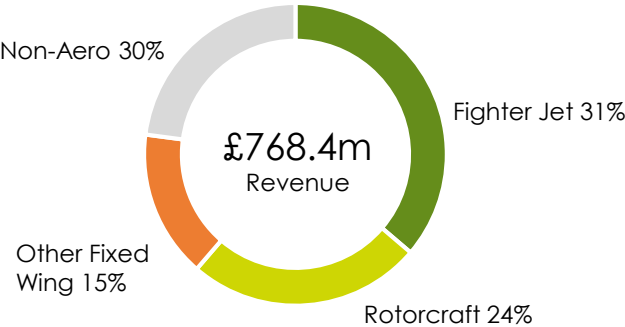
### Civil OE



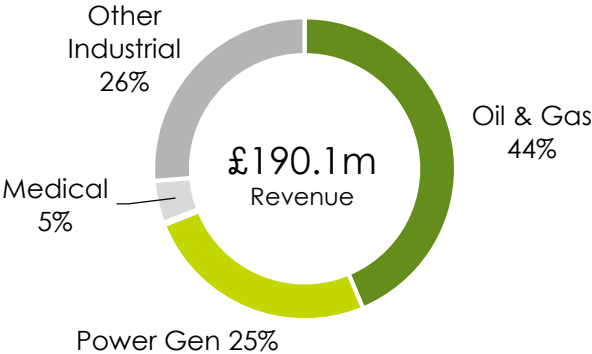
### Civil AM



### Defence



### Energy & other



# Revenue growth by quarter

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## Appendix 10

Organic Growth	Q1 2020	Q2 2020	H1 2020	Q3 2020	Q4 2020	H2 2020	FY 2020
Civil OE	(1.8)%	(52.6)%	(29.1)%	(47.3)%	(54.8)%	(51.0)%	(40.1)%
Civil Aftermarket	1.1 %	(47.3)%	(25.5)%	(50.2)%	(56.9)%	(53.8)%	(40.8)%
Defence	20.0%	(2.0)%	7.9%	8.5%	(7.2)%	0.1%	3.7%
Energy	(3.2)%	(7.6)%	(5.4)%	4.4%	(22.1)%	(10.6)%	(8.3)%
Other	5.3 %	11.2 %	8.3 %	(20.0)%	94.5 %	14.4 %	11.0 %
<b>Group</b>	<b>6.3%</b>	<b>(29.8)%</b>	<b>(13.3)%</b>	<b>(25.3)%</b>	<b>(34.9)%</b>	<b>(30.4)%</b>	<b>(22.3)%</b>

## Appendix 11

- Covid-19 has caused sharp increases to government borrowings and we are mindful that deficit reduction plans may include higher corporate tax rates
- We continue to monitor developments in this area, noting:
  - US: President Biden campaigned to increase the federal tax rate from 21% to 28%
  - UK: Rishi Sunak confirmed the UK corporate tax rate will increase from 19% to 25% for large businesses from April 2023
- Increases to the UK and US tax rates of this magnitude would significantly impact the underlying tax rate and cash taxes, illustrated below (this should not be taken as forward looking guidance)

Scenario	ETR %
Current US/UK rates	20 to 22
US increase to 28%	25 to 27
UK increase to 25%	22 to 24
US and UK increase	27 to 29

# Airframe Systems

## Appendix 12

MEGGITT



### Large Jets (Single Aisle)

A32X  
A220  
B737  
C919



### Large Jets (Twin Aisle)

A350  
A380  
B787  
B777  
B747



### Regional Aircraft

CRJ  
E170/190  
ATR72  
ARJ21  
SJ100



### Business Jets

G650  
G-V  
Global 7000/8000  
Challenger 600  
Falcon 7X/8X  
Legacy 450/500  
Citation



### Military (Fighter Jets)

F-35 Lightning  
F-15 Eagle  
F-16 Falcon  
F/A-18 Hornet  
Typhoon  
Gripen  
Rafale



### Military (Helicopters)

V-22 Osprey  
UH-60 Black Hawk  
CH-47 Chinook  
H-64 Apache  
NH90  
AH-1 Cobra



### Military (Other)

A400M Atlas  
B1-B Lancer  
C-130J Hercules  
Hawk  
P-8 Poseidon  
B-1B Lancer  
KC-135 Stratotanker

**AIRBUS**

**BAE SYSTEMS**



**BOMBARDIER**



**COMAC**



**DASSAULT  
AVIATION**



**Gulfstream**



**LEONARDO**



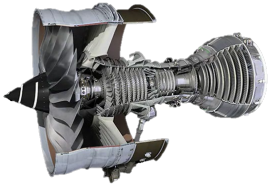
**SAAB**

**TEXTRON**



# Engine Systems

## Appendix 13



### Commercial (Widebody)

CF-6 (GE / Safran)  
GE9X (GE)  
GEnx (GE)  
GE90 (GE)  
GP7200 (GE / Pratt & Whitney)  
Trent XWB (Rolls Royce)  
Trent 1000 (Rolls Royce)  
Trent 7000 (Rolls Royce)  
Trent 900 (Rolls Royce)



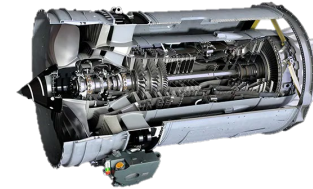
### Commercial (Narrowbody)

PurePower (Pratt & Whitney)  
Leap (GE / Safran)  
CFM-56 (GE / Safran)  
V2500 (Pratt & Whitney)



### Regional Jet

CF34 (GE)  
Purepower (Pratt & Whitney)  
SaM 146 (Safran / NPO Saturn)



### Business Jet

BR725 (Rolls Royce)  
GE Passport 20 (GE)  
HF120 (GE Honda)  
HTF7000 (Honeywell)  
PW800 (Pratt & Whitney)  
PW300 (Pratt & Whitney)  
PW600 (Pratt & Whitney)



### Military

F-135 (Pratt & Whitney)  
T700 (GE)  
RTM322 (Rolls Royce / Safran)  
F414 (GE)  
T55 (Honeywell)  
M88 (Safran)  
GE38 (GE)  
AET406 (Rolls Royce)  
EJ200 (Rolls Royce, Avio, MTU, ITP)

Avio



Honeywell





# Energy & Equipment

## Appendix 14

### Energy



### Defence



### Other



# Services & Support

## Appendix 15

### Airlines



### MRO Integrators



### Distributors



# Meggitt History

MEGGITT

## Highlights of our journey to the present day group

Year	Acquisition	IP	Present day
1985	Negretti	Defence and instrumentation	Power & Sensing / Avionics & Sensors
1990	Heatric	Printed Circuit Heat Exchangers (PCHes)	Heatric
1998	Vibro-Meter®	Vibration monitoring	Engine Sensing / Avionics & Sensing / Energy Sensing & Controls
1999	Whittaker Corporation	Valves, Fire detection and suppression	Flow Control / Fire Protection & Safety Systems
2002	Lodge	Speed and temperature sensors	Engine Sensing
2003	Western Design	Ammunition-handling and ECS	Defence Systems
2004	Dunlop Standard Aerospace <sup>1</sup>	Wheels, brakes, ice protection, composites, heat exchangers, valves	Braking Systems / Fuel Systems & Composites / Polymer Seals / Thermal Systems / Flow Control / APAC / EMEA
2005	Sensorex	Sensors and electronics	Power & Sensing
2007	K&F Industries Holdings	Wheels, brakes, brake control systems, flexible fuel bladders	Braking Systems / Fuel Systems & Composites
2011	Pacific Scientific Aerospace	Electrical power, electrical linear actuation, safety and security	Power & Sensing / Fire Protection & Safety Systems
2014	PECC	Gas turbine actuation and fuel metering	Energy Sensing & Controls
2015	Cobham PLC Composites	Radomes, military engine composites and secondary structures	Fuel Systems & Composites / Engine Composites
2015	EDAC Composites	Civil engine composites	Engine Composites
2017	Elite Aerospace	MRO	AMER

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