

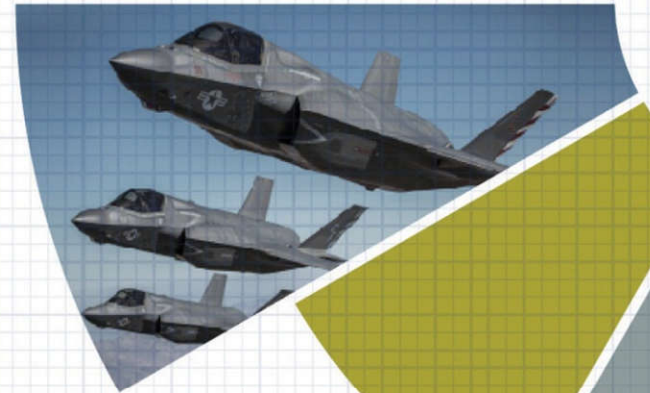
# An introduction to Ultra Electronics

NHADEC

Unmanned Systems Committee

Networking Event

June 20, 2018



*W.D. Rawle, PhD*

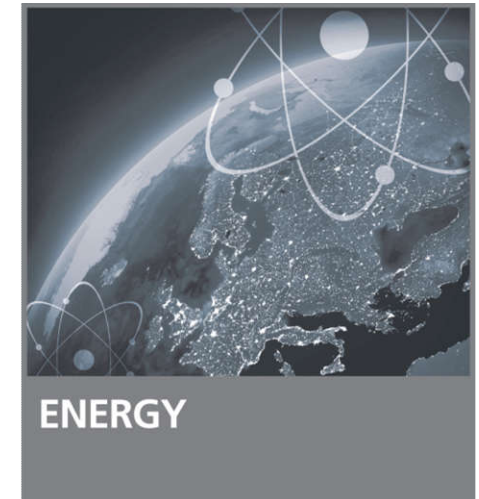
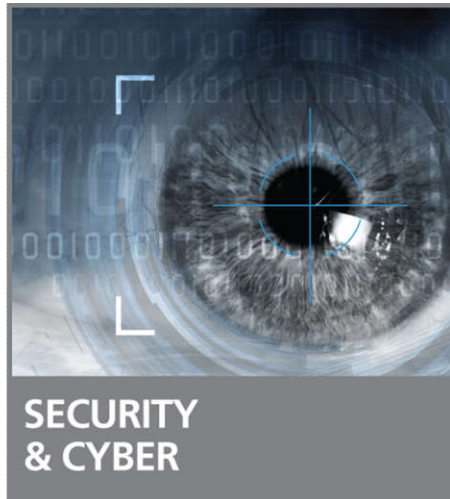
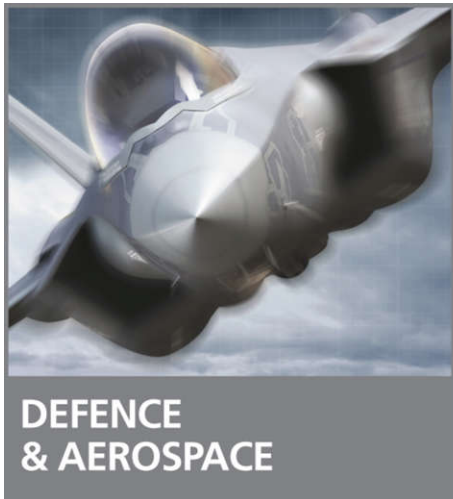
*Director, Advanced Projects and Research*

*Ultra Electronics Flightline Systems*

*Victor New York USA*

# Ultra Electronics

Ultra Electronics is a Group of businesses that manages a wide range of specialist capabilities, generating highly-differentiated solutions and products in the Defence & Aerospace, Security & Cyber, Transport and Energy markets...



...by applying electronic and software technologies in demanding environments and critical applications to meet customer needs

# 2017 financial performance

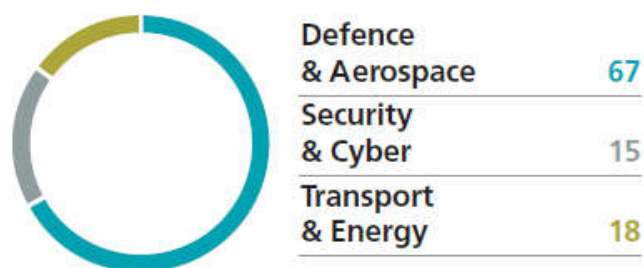
Revenue -1.3%

**£775.4m** (2016: **£785.8m**)



Underlying profit before tax -8.4%

**£110.0m** (2016: **£120.1m**)



% of Group revenue by market

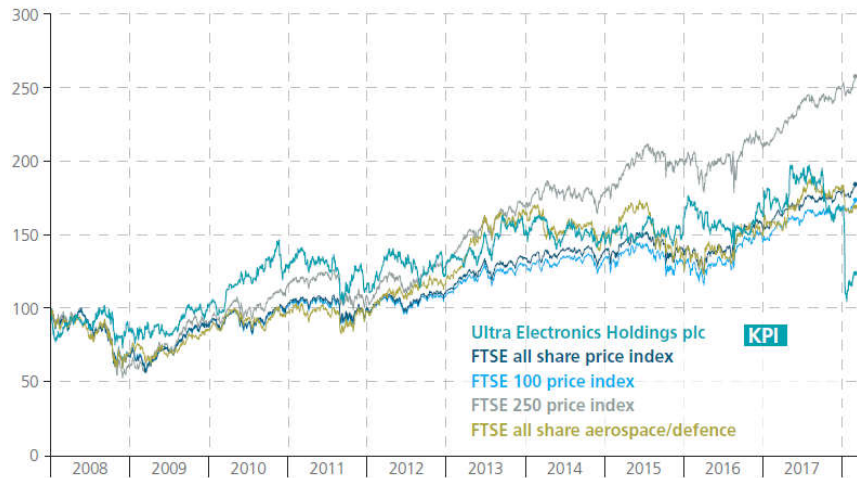


% of Group revenue by region



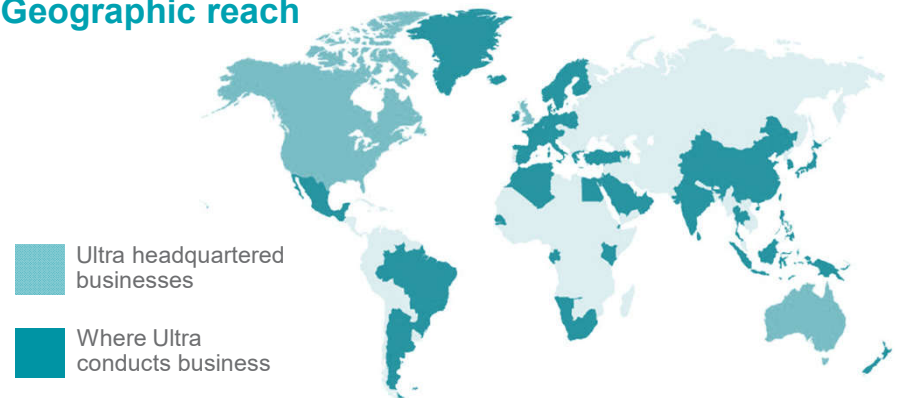
# Ultra 'at a glance'

- FTSE 250 stock with strong financial track record
- Focus on cash generation



- Broad geographic reach and a wide customer base
- Operations in UK, US, Canada, and Australia

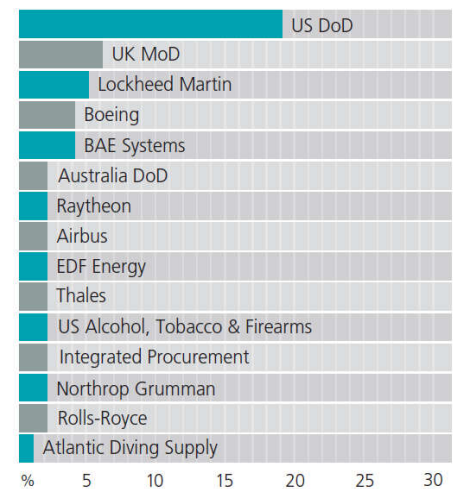
## Geographic reach



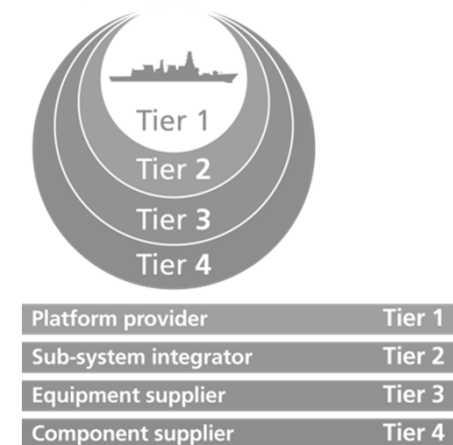
# What underpins Ultra's performance?

- Diversity and risk mitigation
  - extended range of specialist capability areas
  - present on over 350 platforms and programmes
- Wide customer base
- Broad geographic reach
- Position in the supply chain
  - usually supplying equipment and components at Tiers 3 and 4
  - undertakes Tier 2 sub-system integration mainly when integrating the Group's Tier 3 and 4 offerings
  - very rarely the Tier 1 prime, making the Group a non-threatening partner

Ultra's top customers



Supply chain



# Ultra's market segments

Aerospace	Nuclear	Infrastructure	C2ISR*	Comms	Underwater Warfare	Maritime	Land
							
<ul style="list-style-type: none"> <li>• Aircraft systems &amp; sensors</li> <li>• Avionics and aircrew controls</li> <li>• Stores &amp; gas management systems</li> <li>• Logistics and mission support</li> </ul>	<ul style="list-style-type: none"> <li>• Nuclear safety systems &amp; sensors</li> <li>• Qualified reactor instrumentation &amp; control</li> <li>• Plant life extensions &amp; upgrades</li> <li>• Radiation monitoring &amp; sensors</li> <li>• Nuclear emergency monitoring &amp; management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Airport &amp; airline information management systems</li> <li>• Smart infrastructure</li> <li>• Rail transit power</li> <li>• Power management &amp; energy storage</li> <li>• Energy management</li> </ul>	<ul style="list-style-type: none"> <li>• Command &amp; control solutions</li> <li>• Surveillance &amp; security solutions</li> <li>• Ballistic &amp; crime scene analysis</li> <li>• Data intercept &amp; analysis</li> <li>• Electronic warfare</li> </ul>	<ul style="list-style-type: none"> <li>• Encryption solutions</li> <li>• Data link systems</li> <li>• Radio &amp; wireless systems</li> <li>• Satellite earth stations</li> <li>• Specialist comms solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Acoustic expertise</li> <li>• Anti-Submarine warfare</li> <li>• Torpedo defence</li> <li>• Ship and submarine sonar systems</li> </ul>	<ul style="list-style-type: none"> <li>• Combat systems &amp; sensors</li> <li>• Surface search and navigation radar</li> <li>• Stabilised platforms</li> <li>• Power conversion, management and motor drives</li> <li>• Platform signature measurement &amp; management</li> </ul>	<ul style="list-style-type: none"> <li>• Fire control &amp; weapon systems</li> <li>• Vehicle Electronic architectures</li> <li>• Vehicle power management systems</li> <li>• Vehicle information systems</li> <li>• Vehicle control systems</li> <li>• Soldier wearable systems</li> </ul>
17%	8%	4%	19%	16%	25%	8%	3%

\*Command & Control, Intelligence Surveillance and Reconnaissance  
% of revenue in 2017

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Thank you