



TI GROUP



sneema group

TI Group of the UK and SNECMA of France
create



MESSIER-DOWTY



**A New World Leader in
Aircraft Landing Gear**



Proud Parentage

Messier-Dowty is a 50:50 joint venture between two of Europe's most distinguished engineering companies:

TI Group of the UK, one of the world's leading specialised engineering groups

and

Snecma Group of France, one of the world's largest aircraft engine manufacturers.

TI GROUP

Sales
£1.3 billion

Employees
24,500

John Crane:

Sales £400 million
engineered sealing systems
and polymer seals

Bundy:

Sales £400 million
fluid carrying systems

Dowty Aerospace:

Sales £350 million
landing gear, propellers, aircraft
engine components, actuators
and hydraulics, repair and
overhaul

MESSIER – Landing

Aggregated Sales
£250 million/FFr2.2 billion



Sir Christopher Lewinton



M Gérard Renon

Messier-Dowty's public history begins on 24 June, 1993 – the date when TI Group and Snecma announced they were negotiating to merge their Dowty and Messier landing gear businesses.

Sir Christopher Lewinton, Chairman of TI Group plc, and M Gérard Renon, Chairman of Snecma Group, said on that day:

"We believe that a merger of Dowty and Messier would form a world class landing gear business with a global network and customer base and offering the finest technology in the business. The prospects for growth and improved financial results which would result from this merger appear very exciting."

Their initial optimism has proved justified. From the start Messier-Dowty is a £250 million world leader in landing gear. It has landing gear systems design and manufacturing capabilities on both sides of the Atlantic – unlike all its competitors – and it is firmly based on all the strengths of two successful operations with complementary products, technology and customer bases.

Few products are as critical as a landing gear. It regularly absorbs forces of up to 250 tonnes, hitting the runway at speeds of 140mph.

SNECMA GROUP

Sales
FFr 23 billion

Employees
25,000

Snecma:

Sales FFr 13.5 billion
aircraft engines

SEP:

Sales FFr 4.4 billion
rocket propulsion and composites

Hispano-Suiza:

Sales FFr 1.9 billion
power transmissions, thrust reversers

Sochata:

Sales FFr 1.0 billion
engine repair

Techspace Aero:

Sales FFr 1.0 billion
engine components

Messier-Bugatti:

Sales FFr 2.5 billion
landing gear, wheels and brakes,
hydraulics and braking systems

DOWTY Gear

Employees
2,300

Snecma company figures include inter-company sales and treat part-owned subsidiary companies as fully owned.



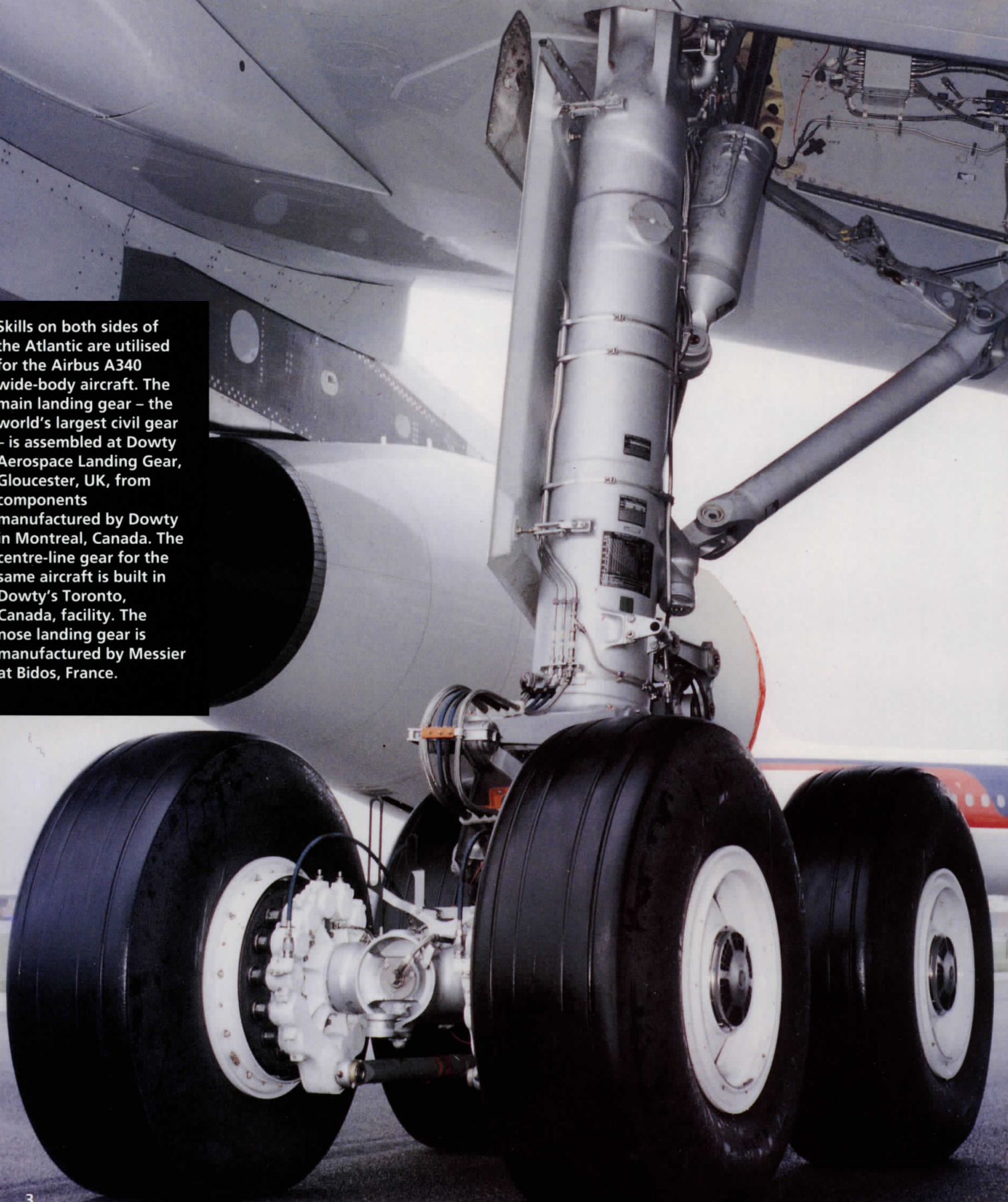
1920s Farman 190

1930s Gloster Gladiator

1940s Handley Page Halifax

1950s Sud Aviation Caravelle

Skills on both sides of the Atlantic are utilised for the Airbus A340 wide-body aircraft. The main landing gear – the world’s largest civil gear – is assembled at Dowty Aerospace Landing Gear, Gloucester, UK, from components manufactured by Dowty in Montreal, Canada. The centre-line gear for the same aircraft is built in Dowty’s Toronto, Canada, facility. The nose landing gear is manufactured by Messier at Bidos, France.





1960s Sud Aviation/BAC
Concorde



1970s BAC/Bréguet Jaguar



1980s Airbus A320



1990s Boeing 777

125 years of Experience

On a wide range of the world's aircraft programmes.

The combination of Messier's and Dowty's long involvement in aircraft programmes represents 125 years of expertise and knowledge, reinforced by proven in-service experience on all types of landing systems for aircraft ranging from 5 to 250 tonnes. Designers will draw on all this experience to solve the crucial challenges of performance, weight, stowage space, ruggedness and reliability. Messier-Dowty's inheritance is also a broad programme base, including the largest commercial aircraft landing gear in revenue service. By enhancing the relationships built with each customer, the aim is to continue to improve customer service and increase market penetration.

SOME HISTORIC ASSOCIATIONS

MESSIER

Farman
Les avions Bernard
Potez
Levasseur
Caudron
Latécoère
Morane
Blériot
Nieuport-Delage
Morane-Saulnier
Dewoitine
Hanriot
Bloch
Couzinet
Lorraine
Caudron-Renault
Salmson
Stampe

DOWTY

A V Roe
de Havilland
Gloster
Bristol
Hawker
Handley Page
Westland
Short Bros
Blackburn
English Electric
Hunting Percival
Douglas
Armstrong Whitworth
Kawasaki
Miles
Fairchild
Canadair
Folland



The nose landing gear of the Fokker 50 regional turboprop aircraft. Dowty Landing Gear designed and built this, and the main gear, at Gloucester, UK.

Experienced Board

Sir Christopher Lewinton

Chairman, TI Group

Tony Edwards

Chairman and Chief Executive, Messier-Dowty

Brian Walsh

Finance Director, TI Group

Geoff Bicknell

Chief Financial Officer, Messier-Dowty

Gérard Renon

Chairman, SNECMA Group

Jean-Paul Béchat

Senior Vice President, SNECMA Group

Dominique Paris

Chief Operating Officer, Messier-Dowty

Alain Bosser

Director, SNECMA Group

and Management

Messier-Dowty is managed by an outstanding, international team of aerospace experts.



Tony Edwards, Chairman and Chief Executive, has worked in the aerospace industry for over 30 years since joining Rolls-Royce as a university apprentice in the jet engine business. After a distinguished career of 14 years in General

Electric in the USA, subsequent posts included being President of Canadair Aerospace Group and Managing Director – Aerospace at Lucas Industries, where he became Group Managing Director before joining TI Group as Chief Executive of Dowty Aerospace.

As a main board Director of TI Group, Mr Edwards is well placed to draw on the Group's experience in creating world leadership in its John Crane engineered sealing systems and Bundy fluid carrying systems businesses.



Dominique Paris, Chief Operating Officer, has served Snecma for over 20 years, most recently as Executive Vice President and Chief Operating Officer for Messier-Bugatti. A Board member of several Snecma subsidiaries, he was

Vice President Commercial Engines prior to taking up his important role at Messier-Bugatti.



Jean-Paul Béchat

is Deputy Chairman (non-executive). He is Senior Vice President of the Snecma Group and Chairman and Chief Executive Officer of Messier-Bugatti. M Béchat has worked for Snecma Group since 1965

and his experience includes senior posts in the Hispano-Suiza power transmissions and thrust reversers business.

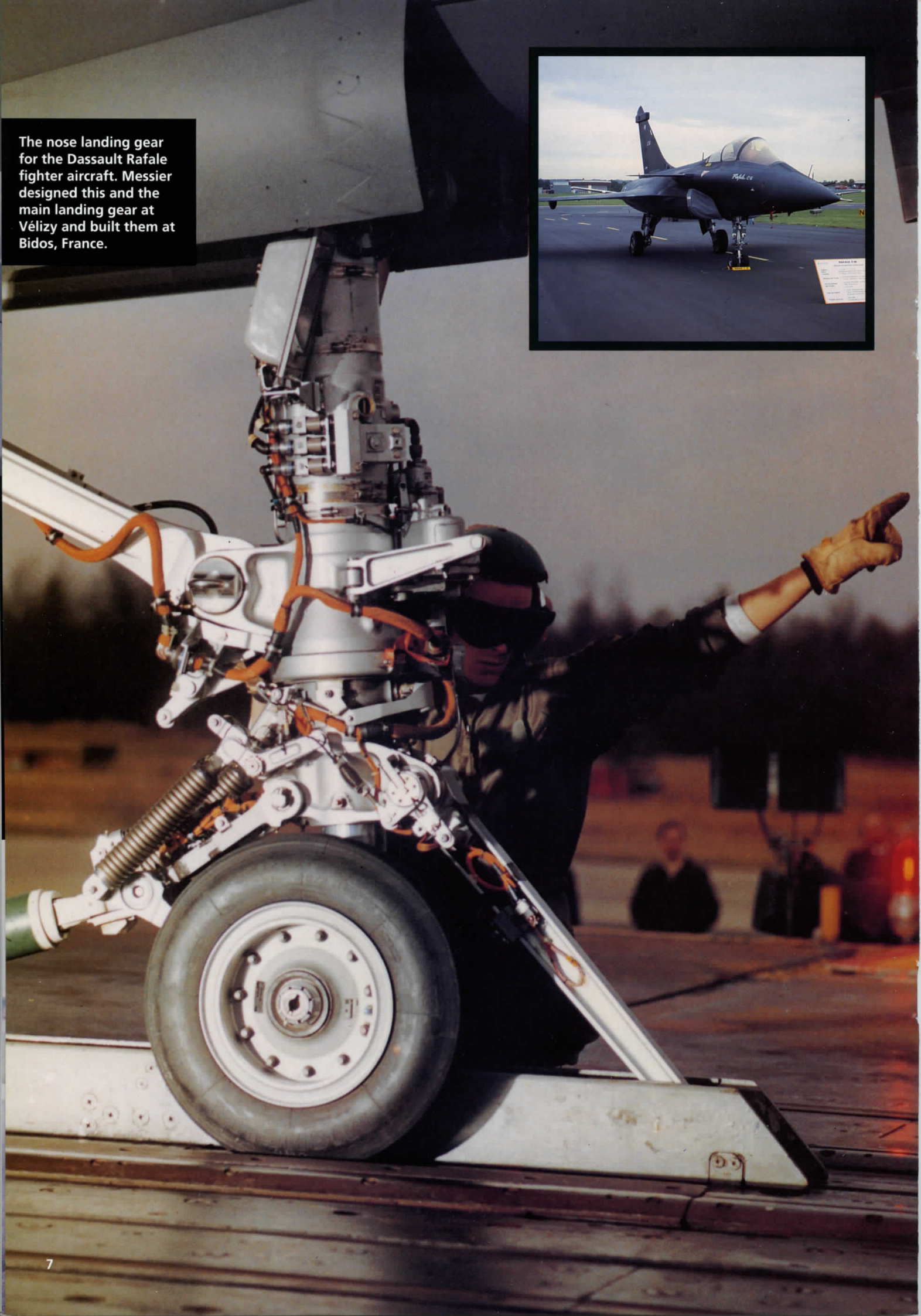


Geoff Bicknell,

Chief Financial Officer, is a Chartered Accountant with particularly wide international experience, having worked in the USA, Canada and Germany as well as in the UK. He was previously Finance Director of

Dowty Aerospace Landing Gear.

The nose landing gear for the Dassault Rafale fighter aircraft. Messier designed this and the main landing gear at Vélizy and built them at Bidos, France.



Unique International Capability

GLOBAL OPERATIONS AND MANAGEMENT

Messier-Dowty will be the only landing gear company in the world with onshore capability for complete landing gear systems for both European and North American customers.

EUROPE

Abingdon, UK

International head office

Vélizy, France

Operational co-ordination, design development and test facilities

Gloucester, UK

44,000m² of design, development, production and test facilities

Bidos, France

34,000m² of production facilities

NORTH AMERICA

Toronto, Canada

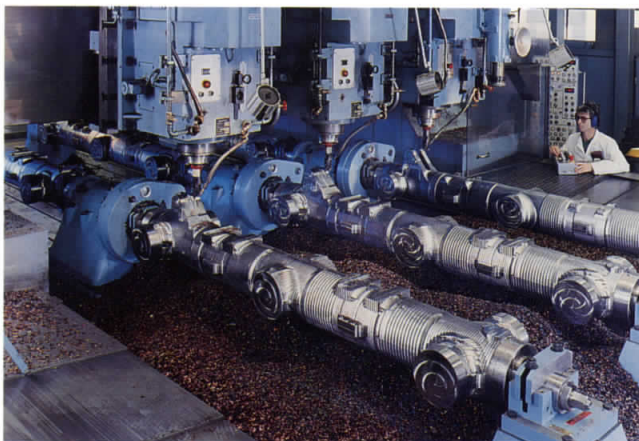
19,000m² of design, development, production and test facilities

Montreal, Canada

15,000m² of production and test facilities

Peterborough, Canada

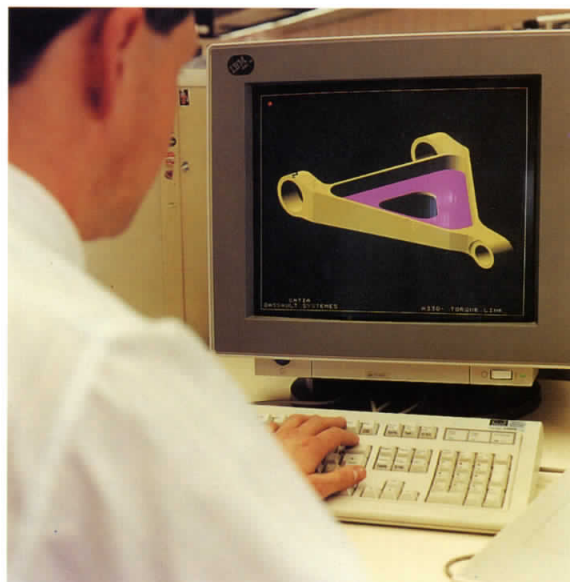
1,900m² for electronic landing gear systems



Highly efficient production

GLOBAL CAPABILITY

- **Unique total capability**, from design through to test and production, on both sides of the Atlantic
- **Low cost manufacture** at highly efficient, focused production facilities
- **Short qualification timescales** through advanced testing methods and facilities
- **Rapid design to production** made possible through computer-aided design, engineering and production systems
- **High product quality** enhanced by investment in integrated computer systems for concurrent engineering capabilities
- **Fully experienced support network** at worldwide facilities with experienced and dedicated teams
- **Global awareness** through the skills of international managers



Sophisticated computer aided design



Messier makes the main landing gear for the ATR 72 regional turboprop aircraft at Bidos, France.

Providing Knowledge and Service to our Customers

Global operations are the future for the aerospace industry. Aircraft manufacturers today need partners, not suppliers.

Projects like the development of the next generation of very large airliners with up to 800 seats involve enormous investment and technological skills which only specialists can bring.

For aircraft manufacturers all over the world, Messier-Dowty is the right company for its time:

► **AN ENGINEERING PARTNER**

Bringing unrivalled expertise in the design of total landing gear systems to solve customers' problems

► **AN EFFICIENT PARTNER**

Offering fast track design, manufacture and testing combined with low-cost production to meet the most demanding expectations on a global basis

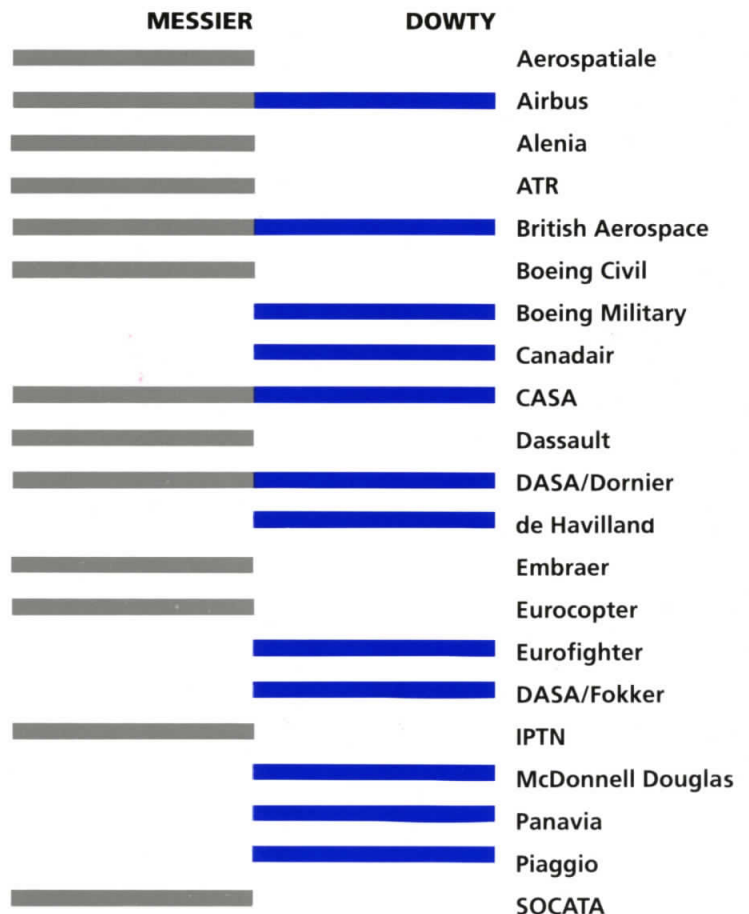
► **A SUPPORTIVE PARTNER**

Support services worldwide during the lifetime of the aircraft

► **A STRONG PARTNER**

Able to act on a global scale, backed by the strength and commitment of two great international parents

CUSTOMER PARTNERSHIPS



MESSIER-DOWTY

The right company for its time

The Parents



TI GROUP

- ▶ Founded 1919 in the UK
- ▶ Sales of £1.3 billion – 40% North America, 25% UK, 25% Continental Europe, 10% Rest of the World
- ▶ 125 companies across five continents
- ▶ 350 manufacturing and customer service facilities in 115 countries
- ▶ 24,500 employees
- ▶ Listed on the London Stock Exchange – member of FTSE 100 Index
- ▶ Market capitalisation £2.0 billion



sneema group

- ▶ Sneema company founded 1945 in France
- ▶ Aviation tradition stretching back to foundation of Gnome and Rhône in 1905
- ▶ The only European Group with both aeronautical and space engine technology
- ▶ Sales of FFr 23 billion – 60% of which are exports
- ▶ 25,000 employees
- ▶ Main customers – aircraft and engine manufacturers, air forces, airlines, French and European Space Agency (Ariane)
- ▶ 32% of revenues spent on R&D and production engineering

The Joint Venture

MESSIER-DOWTY

- ▶ Joint venture formed 1994
- ▶ A new world leader in aircraft landing gear
- ▶ £250 million sales
- ▶ European operational facilities at Vélizy and Bidos, France, and Gloucester, UK
- ▶ North American operational facilities at Toronto, Montreal and Peterborough, Canada

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