



babcock<sup>TM</sup>



# Half year results

for the six months ended 30 September 2020

25 November 2020



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# How I see what we do



## Full naval business

- **Ship & subs life-cycle:** design, build, maintain, life extend, upgrade and decommission
- Major **infrastructure**
- **Products:** equipment and systems



- Naval bases
- Submarines
- Warships
- Equipment

UK and  
Int'l

## Engineering support

- Critical engineering support and training
- Across defence, nuclear and emergency services



- Land defence
- Air defence
- Civil nuclear
- South Africa

Mostly  
UK

## Services business

- Operate services



- Aerial emergency services
- Oil & gas

UK and  
Europe

# Strengths to build on

- Our people and resilience of business
- Deep customer understanding
- Strong demand for our expertise
- Areas of innovation across the Group

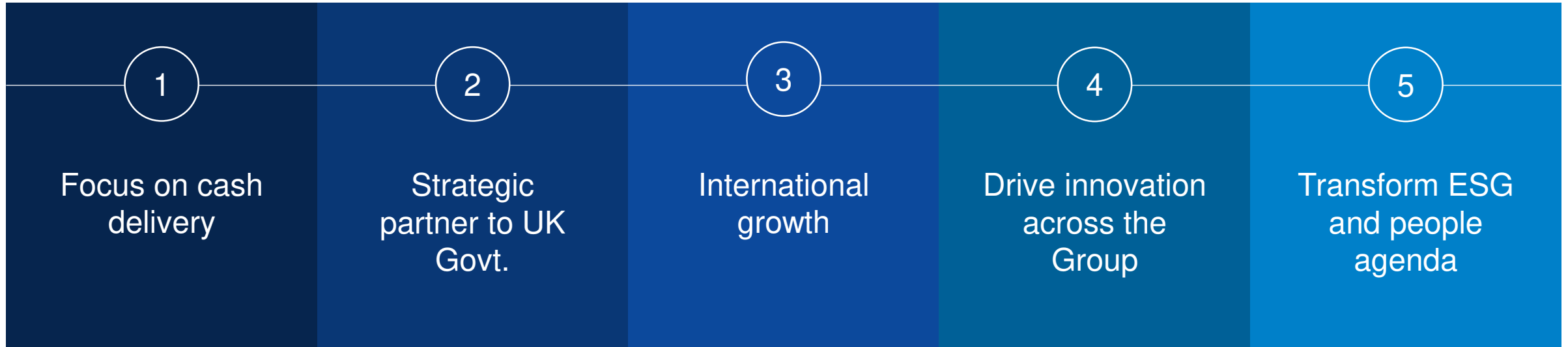
# Areas to address

- Refresh our operating model and culture
- Increase collaboration across the Group
- Focus on generating sustainable free cash flow



# Priorities at the core of our review of strategy

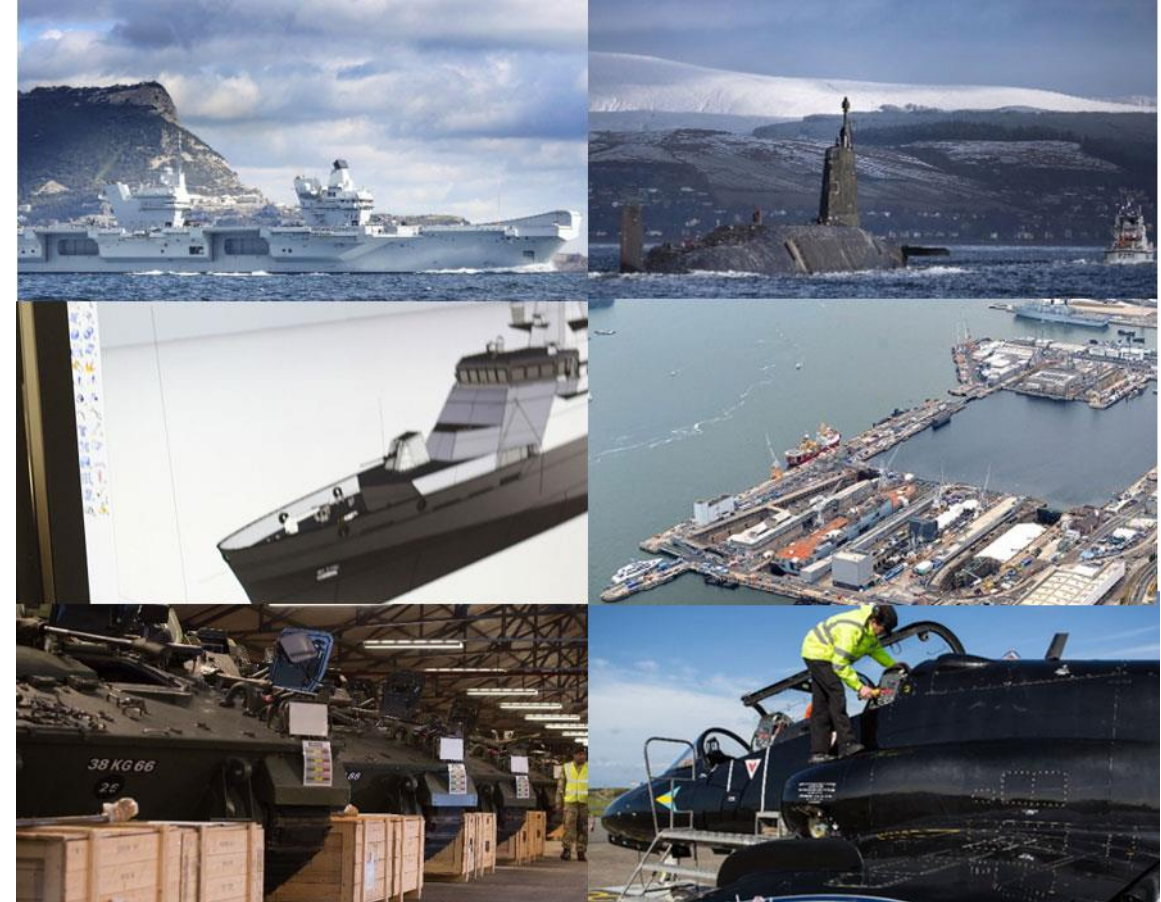
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# Increase in UK defence spending

- £16.5 billion increase over four years
  - At least 2.2% of GDP
  - £190 billion budget over next four years
- Investing in long-term programmes and next-generation military capability
- Largest naval power in Europe, including:
  - Type 31 frigates
  - Type 32 frigates
  - FSS
  - Carrier Strike Group permanently available
- Integrated Review to conclude early 2021



## Resilient revenue but operating profit reflects:

Disposals	Government insourcing of Magnox and Dounreay
COVID-19	Weakness in civil aviation

## Ongoing programmes to improve performance:

- 1 Civil aviation restructuring and fleet rationalisation
- 2 Civil nuclear restructuring
- 3 Cash self-help





# Financial review

Franco Martinelli  
Group Finance Director



# HY21 performance



<p>Underlying revenue <b>£2,244m</b></p> <hr/>	<p>Exceptional items <b>£2m charge</b></p> <hr/>	<p>Underlying free cash flow<sup>2</sup> <b>£58m</b></p> <hr/>	<p>Net debt<sup>3</sup> of <b>£871m</b></p> <hr/>
<p>Underlying operating profit <b>£143m</b></p>	<p>Exceptional cash outflow of <b>£31m</b> (includes FY19 and FY20 charges)<sup>1</sup></p>	<p>Underlying basic EPS <b>15.7p</b></p>	<p>Net debt / EBITDA<sup>4</sup> <b>2.0x</b></p>

# Underlying results for HY21



	HY21	HY20
Revenue	<b>£2,244m</b>	£2,458m
Operating profit	<b>£143m</b>	£251m
Operating margin	<b>6.4%</b>	10.2%
Profit before tax	<b>£99m</b>	£203m
Basic EPS	<b>15.7p</b>	32.5p
Free cash flow	<b>£58m</b>	£7m
Net debt	<b>£(871)m</b>	£(1,138)m

- Revenue down 9%
  - Down 7% excl. disposals and FX
  - Excl. Magnox, down 2%
  - Nuclear JVs down £136m
- Operating profit down 43%
  - Down 39% excl. disposals and FX
  - Nuclear JVs down £12m
  - Rest of businesses down 34%
  - Decline mainly reflects COVID-19 impact across businesses and weak trading in civil aviation
- Free cash flow of £58m
  - Better than expected working capital performance
  - Includes £40m VAT timing benefit across Europe
- Net debt of £871m
  - Includes £85m proceeds from Holdfast disposal
  - £267m reduction year-on-year<sup>1</sup>



# Impact of COVID-19 across our business



All sectors affected by lower activity and inefficiency but the principal driver of performance was:



**Marine**



Lower efficiency



**Nuclear**



Lower efficiency



**Land**



Lower activity



**Aviation**

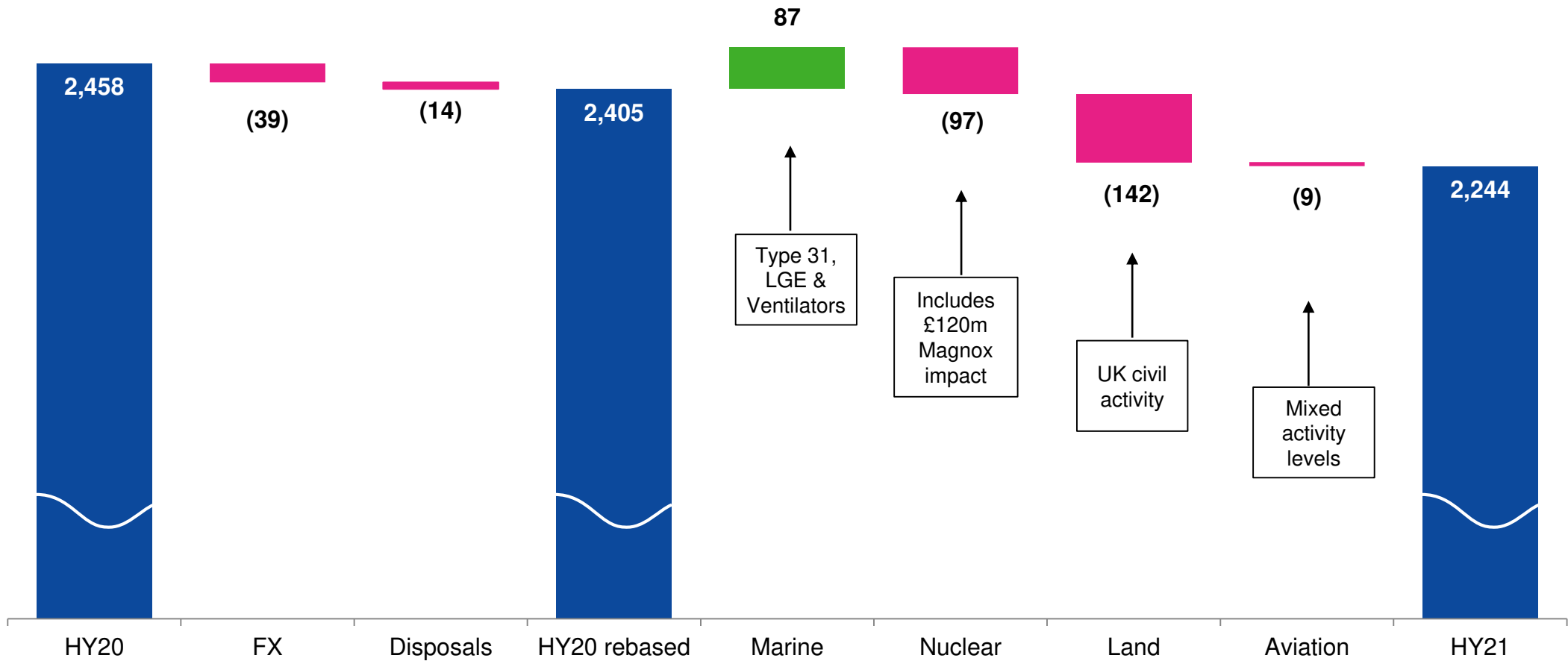


Lower efficiency and activity (mix impact)

# Revenue bridge



Underlying revenue (£m)

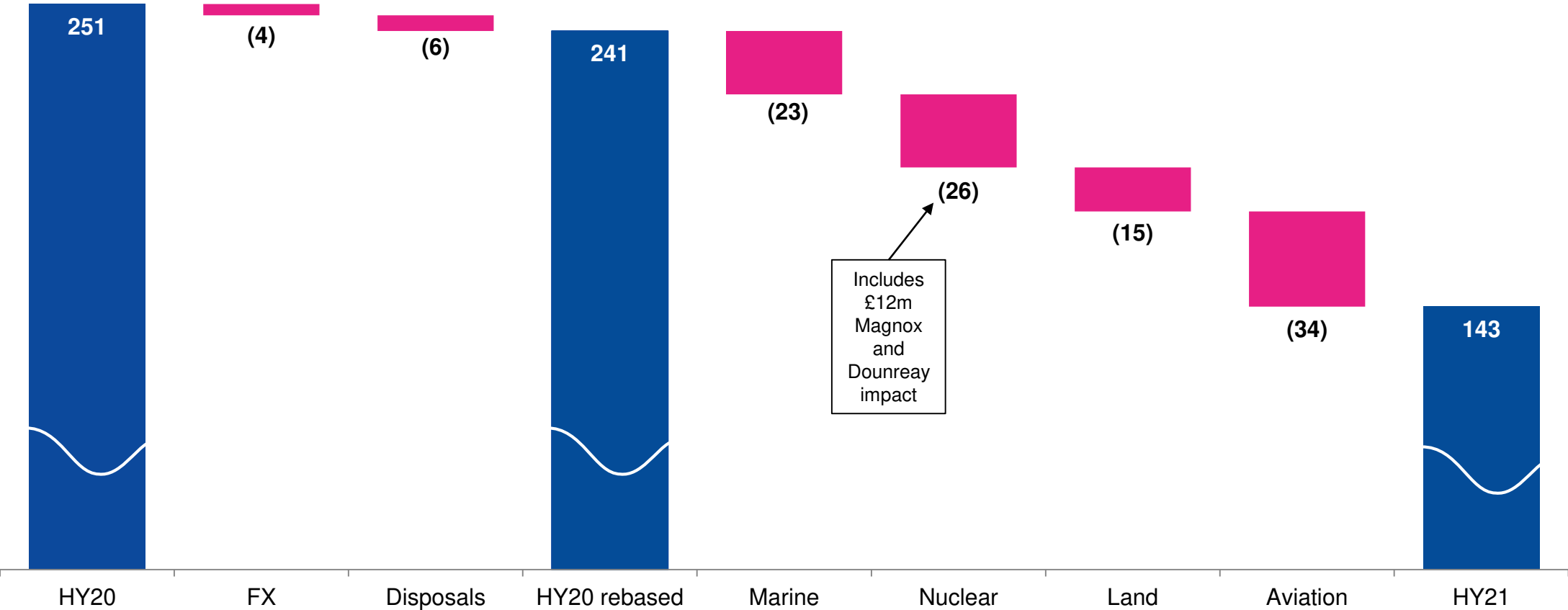




# Operating profit bridge



Underlying operating profit (£m)



# Exceptional items



## New exceptional items taken:

	<b>HY21 (£m)</b>
Exits and disposals	(16.9)
Restructuring	11.0
Fleet rationalisation	7.4
Pensions	7.5
	9.0
Tax	(6.7)
<b>Net</b>	<b>2.3</b>

## Exceptional cash costs summary, net of tax (estimate)<sup>1</sup>:

	<b>FY20 (£m)</b>	<b>HY21 (£m)</b>	<b>FY21E (£m)</b>	<b>FY22E (£m)</b>	<b>FY23E (£m)</b>
HY21 charges	-	(3)	(7)	-	-
FY20 charges	(41)	(26)	(51)	(7)	(16)
FY19 charges	(38)	(2)	(3)	(2)	(1)
Rosyth pension <sup>2</sup>	-	-	-	(50)	(30)
<b>Total</b>	<b>(79)</b>	<b>(31)</b>	<b>(61)</b>	<b>(59)</b>	<b>(47)</b>

## Disposal proceeds<sup>3</sup>:

Context IS	102	-	-	-	-
Holdfast	-	85	85	-	-
Conbras	-	-	7	-	-



# Marine: strong revenue growth but COVID-19 hit margin



	HY21	HY20
Revenue (£m)	635	564
Operating profit (£m)	50	73
Operating margin	7.8%	12.8%

- **Revenue up 12%**
  - Type 31 programme ramping up
  - Continued strength in LGE business
  - UK Ventilator Challenge
- **Operating profit down 31%**
  - COVID-19 efficiency impacts across the sector, especially warship support and life extension
  - No activity in Oman in the period but costs ongoing
  - Lower margin mix of growing businesses: Type 31 revenue and lower activity in consultancy business

# Nuclear: growth in defence, weakness in civil



	<b>HY21</b>	<b>HY20</b>
Revenue (£m)	<b>491</b>	588
Operating profit (£m)	<b>32</b>	58
Operating margin	<b>6.5%</b>	9.8%

- **Revenue down 17%**
  - £120m Magnox impact
  - 4% growth excl. Magnox
  - Strong growth in defence - submarine infrastructure, support activity levels
  - Civil nuclear excl. JVs lower
- **Operating profit down 45%**
  - £12m decline in JV profits (Magnox and Dounreay)
  - Dounreay termination: adjusted assumptions around milestone profit achievability in shortened timeframe
  - COVID-19 costs and inefficiencies
  - Lower MSDF margin in transition year

# Land: significant COVID-19 impact on revenue and profit



	<b>HY21</b>	<b>HY20</b>
Revenue (£m)	<b>611</b>	790
Operating profit (£m)	<b>33</b>	58
Operating margin	<b>5.4%</b>	7.3%

- **Revenue down 23%**
  - Significant COVID-19 impact across airports, civil training and South Africa business
  - Smaller impact in defence businesses
  - FX impact of £37 million (South Africa)
- **Operating profit down 43%**
  - Direct link to revenue weakness
  - Disproportionate impact given operational gearing
  - COVID-19 impact on efficiency in all areas



# Aviation: weakness in civil aviation



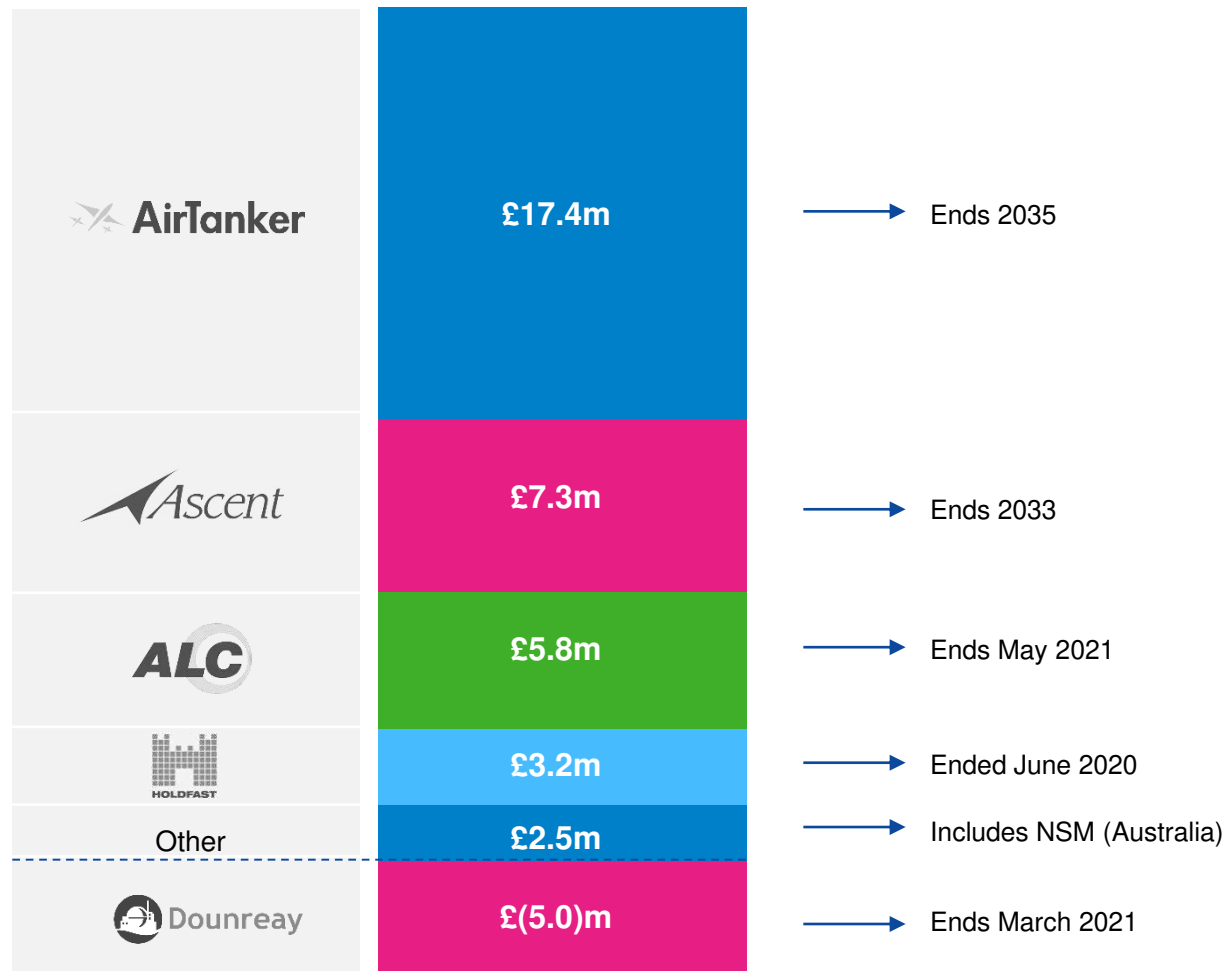
	HY21	HY20
Revenue (£m)	507	515
Operating profit (£m)	32	66
<i>o/w Group</i>	7	42
<i>o/w JVs</i>	25	24
Operating margin	6.4%	12.8%

- **Revenue down 1.5%**
  - Lower flying hours in medical services and Oil & Gas
  - Australia EMS and European firefighting revenue up
- **Operating profit down 51%**
  - JV performance steady
  - Weak performance in civil aviation, both trading and COVID-19 impact
- **Drivers of profit decline across civil aviation**
  - Cost base and fleet size remain too high
  - COVID-19 impacts: lower flying hours in early stages, additional costs, inefficiencies, unfavourable mix
  - COVID-19 costs / inefficiencies not recovered in pricing

# Joint ventures



£31.2m operating profit in HY21 (HY20: £41.0m)



- **Dividends:**

- £15m received in HY21, no cash gap vs. profit after tax
- Share of distributable reserves now £135m

- **JV net debt:**

- All JV debt is non-recourse to the Group
- Babcock proportion of net debt £266m
- c.80% of JV net debt is AirTanker – guaranteed minimum payments cover financing

- **Outlook:**

- Expect c.£30m of dividends for FY21
- 2% of AirTanker purchased for £9m in Nov 2020 using pre-emption rights along with other shareholders

# Better than expected working capital performance



	HY21 (£m)	HY20 (£m)
Underlying operating profit excluding JVs <sup>1</sup>	111	209
Amortisation and depreciation	56	51
Depreciation of right of use assets	69	60
Other non-cash items	3	3
Working capital (excl. provisions)	(15)	(107)
Provisions	2	(14)
Operating cash flow	226	202
Gross capital expenditure	(50)	(95)
Disposals within capital expenditure <sup>2</sup>	2	24
Net capex pre-IFRS 16	(48)	(71)
IFRS 16 additions less exceptional payments <sup>3</sup>	(34)	(53)
Net capital spend	(82)	(124)
Operating cash flow after capex	144	78
Cash conversion	129%	37%
Net capex/depreciation (pre-IFRS 16)	0.9x	1.4x

- **Working capital better than expected**
  - Receivables ahead of expectations for the half year
  - £40m VAT timing benefit across Europe
  - Lower inventory levels
- **Capex lower**
  - No sale and leasebacks as market still difficult
  - Capex control in all areas

# Free cash flow ahead of expectations



	<b>HY21 (£m)</b>	<b>HY20 (£m)</b>
Operating cash flow after capex	<b>144</b>	78
Net interest paid	<b>(17)</b>	(16)
Interest paid – IFRS 16	<b>(12)</b>	(12)
Taxation	<b>(30)</b>	(43)
Dividends from JVs	<b>15</b>	37
Pensions contributions in excess of income statement	<b>(42)</b>	(37)
<b>Free cash flow<sup>1</sup></b>	<b>58</b>	7

- Interest reflects lower debt offset by costs of refinancing
- JV dividends lower: HY20 included Magnox exit dividends
- Tax reflects lower full year expected profits compared to last year
- Last 12 months free cash flow of £244 million



## IAS 19 position

(£m)	Sep 2020	Mar 2020	Sept 2019
Assets	<b>4,999</b>	4,411	4,907
Obligations	<b>(5,103)</b>	(4,266)	(4,922)
Net surplus / (deficit)	<b>(104)</b>	145	(15)

Key assumptions	Sep 2020	Mar 2020	Sept 2019
Discount rate	<b>1.6%</b>	2.4%	1.8%
Inflation (RPI)	<b>2.8%</b>	2.6%	3.0%

## Movement in IAS 19 net position since March 2020 due to:

- Reduction in corporate bond yields (1.6% vs. 2.4% in March 2020)
- Higher inflation assumptions (2.8% vs. 2.6% in March 2020)

## Technical provisions position

September 2020:	<b>c.£450m deficit</b>
March 2020:	<b>c.£500m deficit</b>

### Why different to IAS 19 position:

- Gilts little changed
- Lower corporate bond yields impact IAS 19 position

### Why the actuarial deficit has decreased at HY21:

- Higher asset values at Sept vs. March
- Deficit contributions

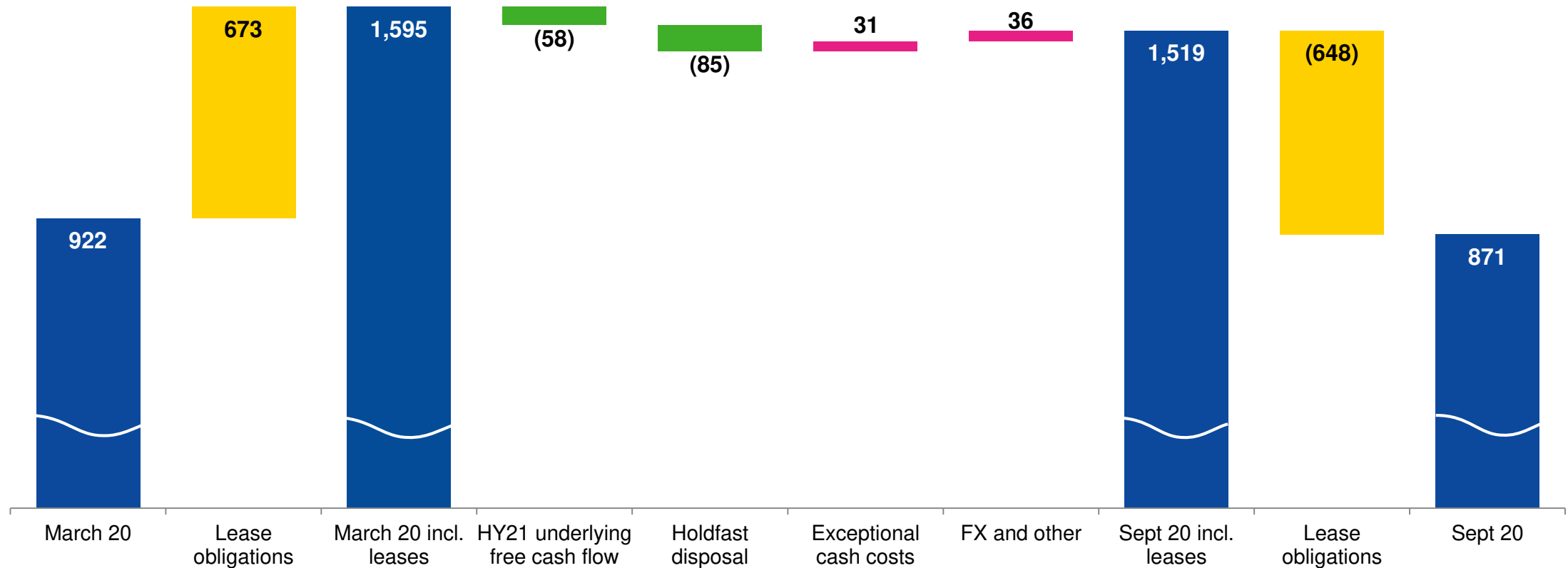
### Cash payments:

- Pension contributions in excess of income statement expected to be around **£75m** in FY21
- Normal additional payments included in underlying free cash flow
- Rosyth top ups: **c.£90m<sup>1</sup>** across FY22 and FY23 and treated as exceptional

# Net debt reduction from self-help actions



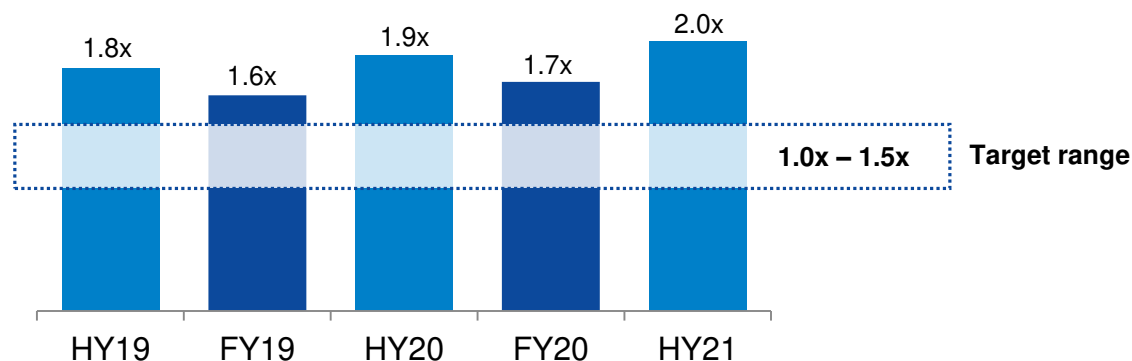
Net debt (£m)



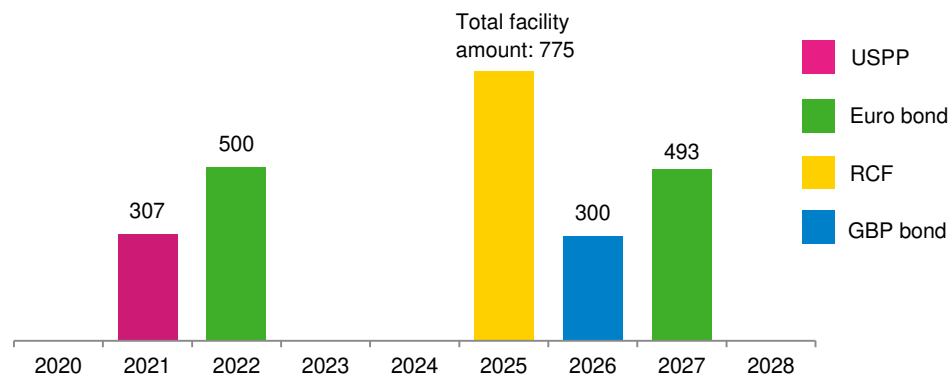
# Strong liquidity position remains



## Net debt / EBITDA<sup>1</sup>



## Debt maturity profile<sup>2</sup> (£m)



- Self help actions taken in the year
- RCF extended by one more year, now to 2025
- Liquidity headroom of £1.4 billion
- Significant covenant headroom
- BBB credit rating reconfirmed
- £307 million USPP repayable March 2021

Covenants <sup>3</sup>	At Sept 20
Net debt/EBITDA: <3.5x	2.0x
Interest cover: >4x	9.3x

# Summary



- Revenue resilient in most areas
- Operating profit reflects disposals, Government insourcing of Magnox and Dounreay, COVID-19 and weakness in civil aviation
- Net debt reduced by £267m year-on-year<sup>1</sup>
- Strong liquidity and significant covenant headroom





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# Looking ahead and Q&A

David Lockwood, CEO



# Uncertainties ahead

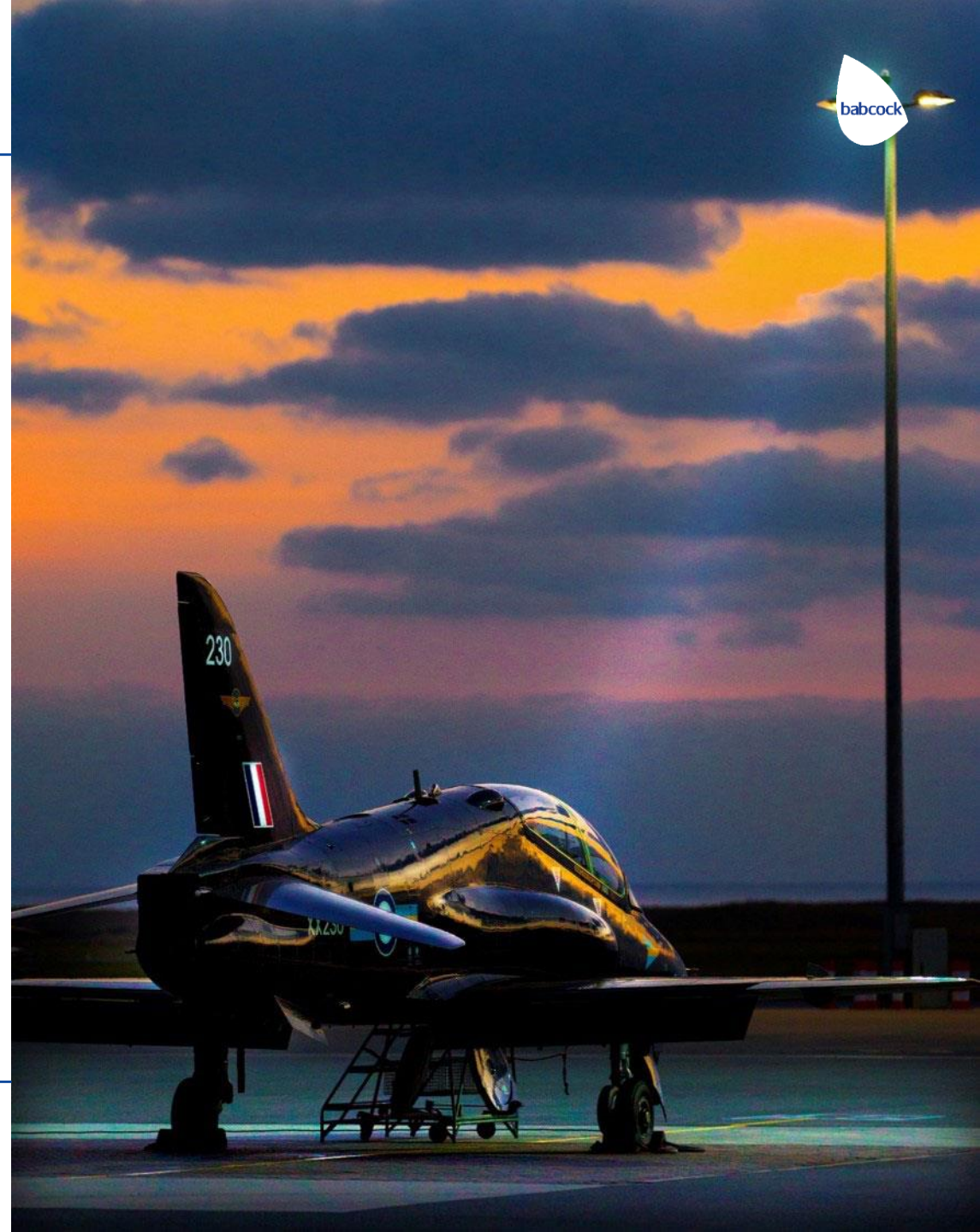
- No FY21 financial guidance given uncertainties of COVID-19
- Additional uncertainties of:
  - Brexit impacts in UK and Europe
  - Details of UK's Integrated Review



# Looking ahead

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- Outline strategy review in May
- Our priorities:
  - Focus on cash delivery
  - Strategic partner to the UK Govt.
  - International growth
  - Drive innovation across the Group
  - Transform ESG and people agenda
- Most important aspect will be delivering sustainable free cash flow



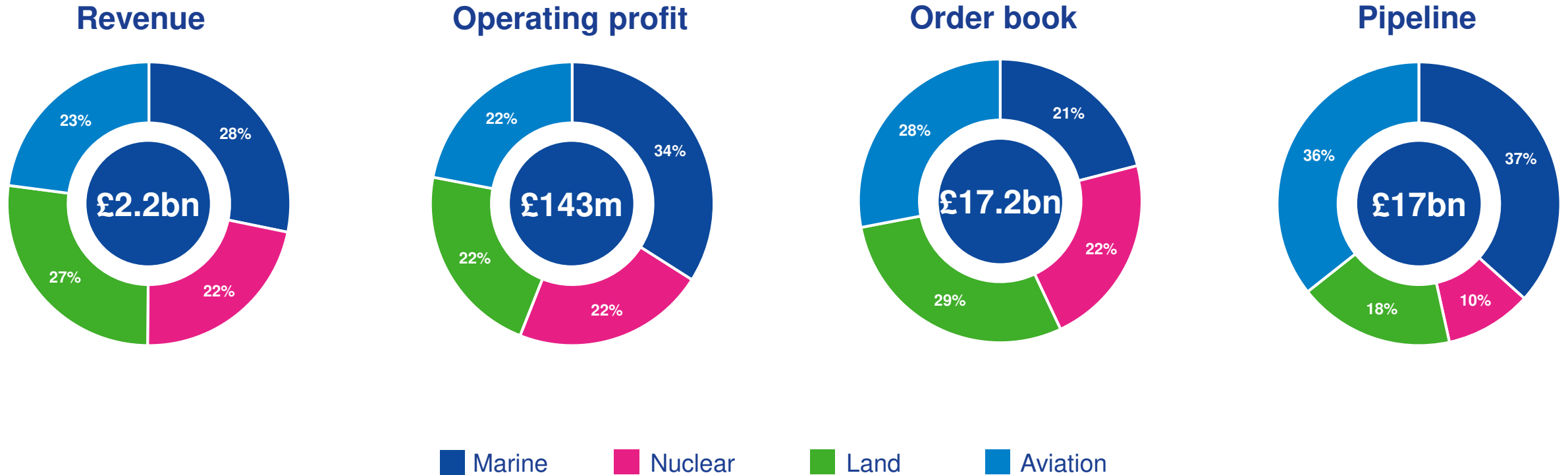
# Q&A



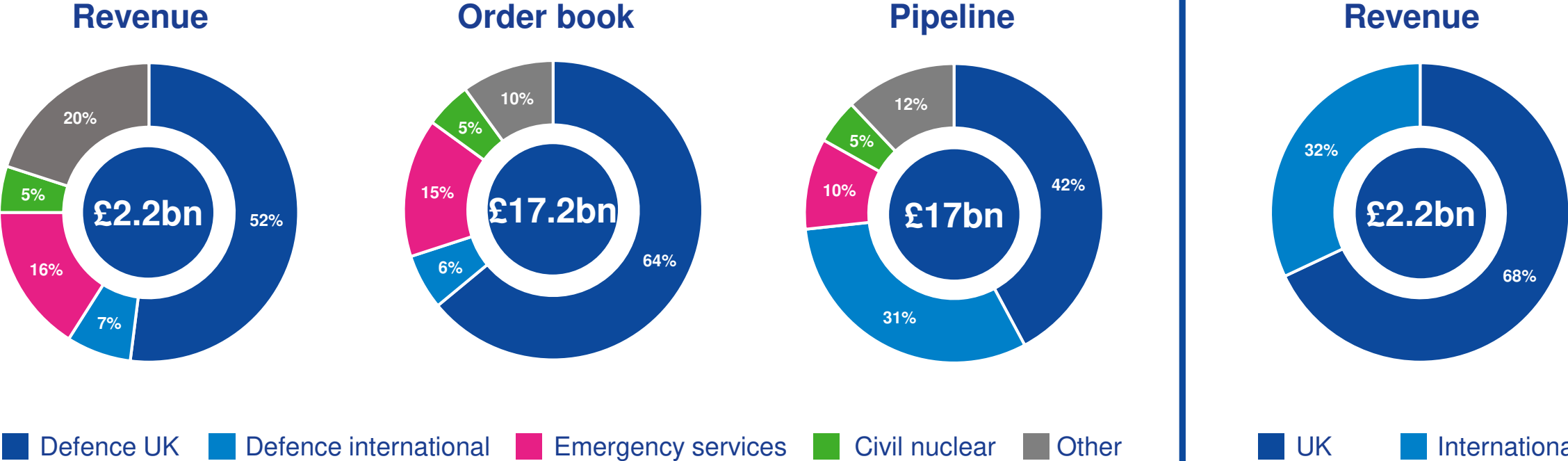


# Appendix

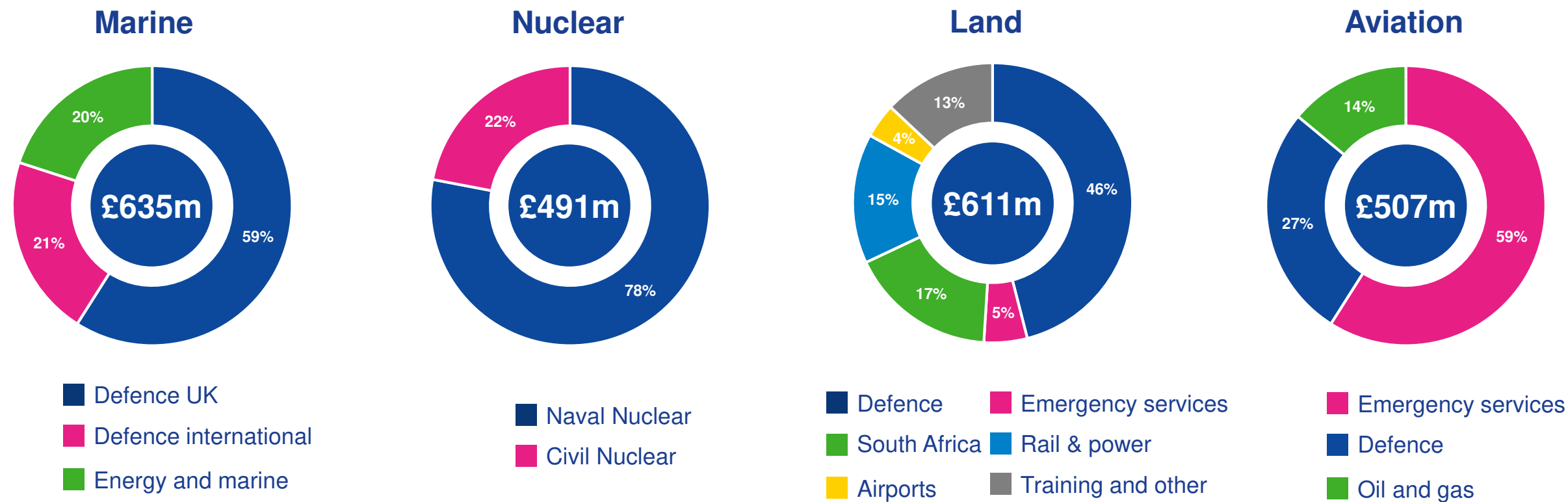
# HY21 results split by sector



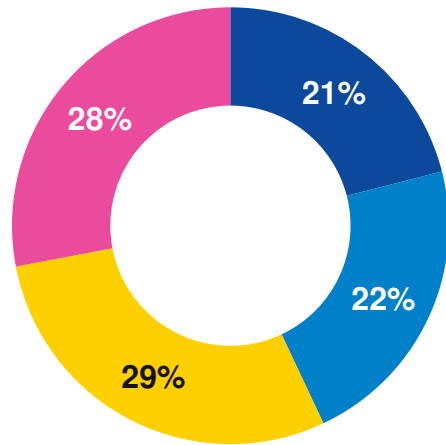
# HY21 results split by market



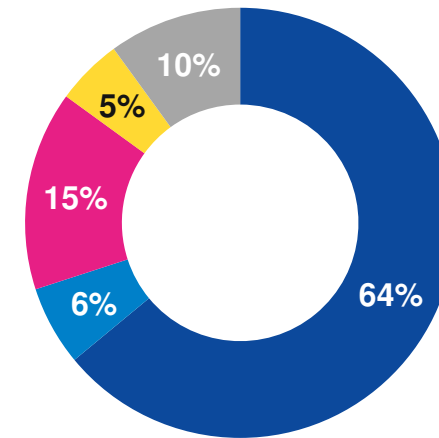
# HY21 sector revenue splits



# Group order book of £17.2 billion at September 2020



■ Marine ■ Nuclear  
■ Land ■ Aviation



■ Defence ■ International defence ■ Emergency services  
■ Civil nuclear ■ Other



# Group pipeline of around £17 billion at September 2020

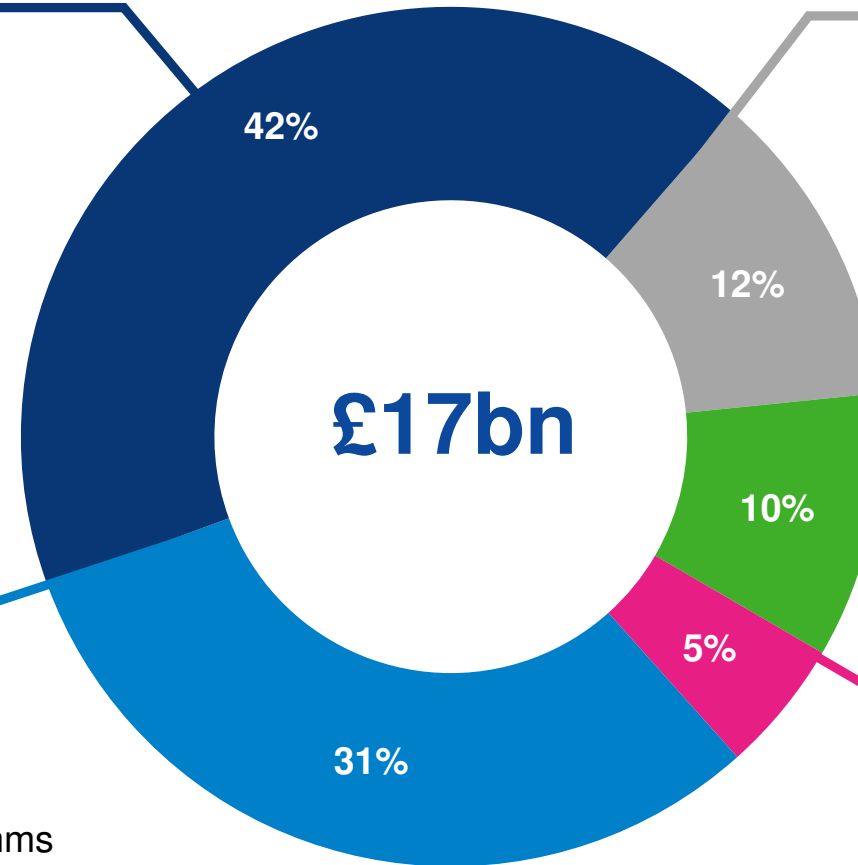


## Defence UK

- Naval vessels
- Marine training
- Nuclear infrastructure
- Submarine disposal
- Armoured vehicle sustainment
- Aviation support
- Defence comms and intelligence
- Defence Training Estates

## Defence international

- Canada: military air training
- Canada: submarine support
- Australia: submarine systems and HF comms
- Australia: aviation and land support programmes
- France: aviation support and training programmes



## Adjacent markets

- South Africa support
- Rail programmes

## Emergency services

- Canada, Europe

## Civil nuclear

- Nuclear engineering projects
- Decommissioning, services, new build
- Small international opportunities

# Statutory to underlying reconciliation



30 September 2020

30 September 2019

All values in £m	Statutory	Joint Ventures and Associates			IFRIC 12 income	Amortisation of acquired intangibles	Exceptional items	Underlying
		Revenue and operating profit	Finance costs	Tax				
Revenue	2,109.6	134.1						2,243.7
Operating profit	76.2	18.7			13.0	27.8	7.4	143.1
Share of profit from JV	11.6	(18.7)	11.2	3.9	(12.5)	2.9	1.6	–
Investment income	0.5				(0.5)			–
Net finance costs	(33.0)		(11.2)					(44.2)
Profit before tax	55.3	–	–	3.9	–	30.7	9.0	98.9
Tax	(2.5)			(3.9)		(6.7)	(6.7)	(19.8)
Profit after tax	52.8	–	–	–	–	24.0	2.3	79.1
Return on revenue	3.6%							6.4%
Revenue	2,194.8	263.0						2,457.8
Operating profit	168.7	27.9			13.7	40.3		250.6
Share of profit from JV	19.6	(27.9)	11.7	6.8	(13.1)	2.9		-
Investment income	0.6				(0.6)			-
Net finance costs	(36.4)		(11.7)					(48.1)
Profit before tax	152.5	-	-	6.8	-	43.2	-	202.5
Tax	(21.4)			(6.8)		(8.2)		(36.4)
Profit after tax	131.1	-	-	-	-	35.0	-	166.1
Return on revenue	7.7%							10.2%

# Underlying basic EPS reconciliation



	HY21 (p)	HY20 (p)	Movement
<b>Statutory EPS</b>	<b>10.5</b>	25.6	(15.1)
Acquired intangibles amortisation <sup>1</sup>	<b>4.7</b>	6.9	(2.2)
Exceptional items <sup>1</sup>	<b>0.5</b>	-	0.5
Impact of change in statutory tax rates	-	-	-
<b>Underlying EPS</b>	<b>15.7</b>	32.5	(16.8)

## Acquired intangibles amortisation:

- Non-cash item

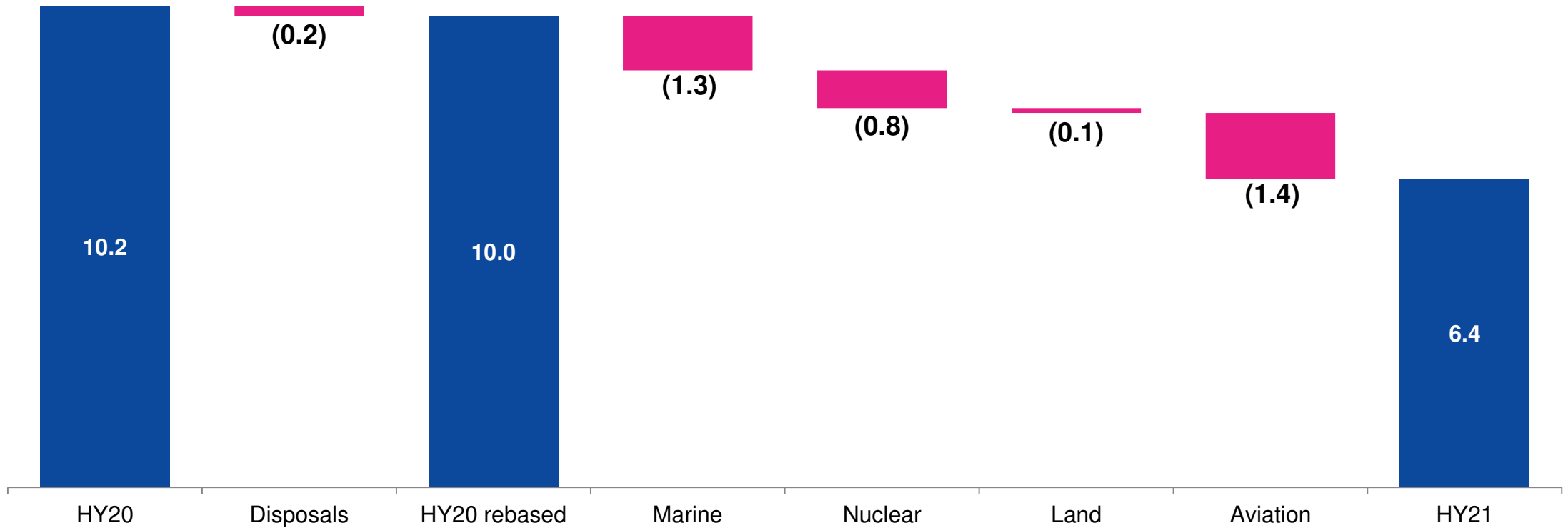
## JV treatment:

- No effect at EPS level
- Impacts operating profit, net finance charges and tax

# HY21 underlying margin bridge



(%)



# Exceptional items: detailed split



	HY21 charge / (credit) (£m)
<b>Marine</b>	
Restructuring	1.0
Pensions	7.5
<b>Nuclear</b>	
Disposals	0.6
<b>Land</b>	
Restructuring	1.1
Exits	6.7
Disposals	(26.2)
<b>Aviation</b>	
Restructuring	8.9
Exits	2.0
Fleet rationalisation	7.4
<b>Total</b>	<b>9.0</b>
Tax	(6.7)
<b>Net</b>	<b>2.3</b>



# Joint Ventures: summary



	Babcock underlying JVs	Share	Country	Sector	Start	End	
Asset JVs	ALC	50%	UK	Land	2005	2021	<b>Asset JVs</b> <ul style="list-style-type: none"> <li>Typically assets and debt</li> <li>Dividends follow after paying down JV debt</li> <li>Typically long-term</li> </ul>
	Ascent	50%	UK	Aviation	2016	2033	
	AirTanker	13% <sup>1</sup>	UK	Aviation	2008	2035	
	Bernhard Schulte	50%	Germany	Marine	2017	2027	
Operational JVs	Cavendish Dounreay Partnership	50%	UK	Nuclear	2012	2021	<b>Operational JVs</b> <ul style="list-style-type: none"> <li>Capability partnerships</li> <li>No debt</li> <li>Dividends follow profits, subject to short-term phasing</li> </ul>
	Naval Ship Management Australia	50%	Aus	Marine	2018	2024	
	AirTanker Services	22%	UK	Aviation	2008	2035	

# Joint ventures: detailed financials



## HY21 (£m)

	Total	Assets	Operational
Operating Profit	18.7	20.2	(1.5)
IFRIC 12	12.5	12.5	-
<b>Total underlying profit</b>	<b>31.2</b>	<b>32.7</b>	<b>(1.5)</b>
Finance costs	(11.2)	(11.2)	-
Profit before tax	20.0	21.5	(1.5)
Tax	(4.2)	(4.2)	-
Profit after tax	15.8	17.3	(1.5)
Dividends	(15.0)	(12.4)	(2.6)
<b>Cash gap</b>	<b>0.8</b>	<b>4.9</b>	<b>(4.1)</b>

## HY20 (£m)

	Total	Assets	Operational
Operating Profit	27.8	14.7	13.1
IFRIC 12	13.2	13.2	-
<b>Total underlying profit</b>	<b>41.0</b>	<b>27.9</b>	<b>13.1</b>
Finance costs	(11.7)	(11.7)	-
Profit before tax	29.3	16.2	13.1
Tax	(6.8)	(4.1)	(2.7)
Profit after tax	22.5	12.1	10.4
Dividends	(37.3)	(8.9)	(28.4)
<b>Cash gap</b>	<b>(14.8)</b>	<b>3.2</b>	<b>(18.0)</b>

# Joint ventures: AirTanker



**Our holding:** 13.3%<sup>1</sup>

**JV partners:** Airbus, Rolls-Royce, Thales

**Share of JV net debt (non-recourse) at Sept 2020:** £217m



- Owns 14 aircraft
- **PFI structure:** guaranteed minimum payments cover financing (assumption: only 9/14 aircraft flying)
- JV holds significant cash balance of £528m as ahead of performance expectations
- Contract runs to 2035
- Not included in JV partners' net debt

# Key contracts: Marine



Contract	Customer	Start	End	Country	Notes
Type 31	UK MOD	2019	2028	UK	Design, build and assembly of five general purpose frigates for the Royal Navy
Maritime Support Delivery Framework (MSDF)	UK MOD	2014	2021	UK	Warship support and surface fleet infrastructure elements of MSDF
Victoria In Service Support Contract (VISSC)	RCN	2008	2022	Can	Victoria In Service Support Contract to sustain Royal Canadian Navy's submarine programme with two year option to 2023
Marine Systems Support Partner (MSSP)	UK MOD	2017	2024	UK	Technical Authority and equipment support package for QEC aircraft carriers and T45 classes
Defence High Frequency Comms	UK MOD	2003	2021	UK	Operate high tech equipment to transmit and receive messages for UK and NATO forces around the globe
Fleet Outsourced Activities Project (FOAP)	UK MOD	2012	2021	UK	Fleet Outsourced Activities Project. Royal Navy training delivery and support, 2-year extension on a 7-year contract
Canberra Class support	RAN	2019	2025	Aus	Support contract for the Royal Australian Navy's two largest warships, the Canberra Class Landing Helicopter Docks (LHDs) 5-year contract with 2 x 5-year options (in the NSM JV)
Warship Asset Management Agreement (WAMA)	RAN	2018	2024	Aus	Sustainment of the Royal Australian Navy's ANZAC class frigates (in the NSM JV)
NZ dockyard management	RNZN	2015	2022	NZ	Management of Devonport Dockyard in Auckland and sustainment of Royal New Zealand Navy fleet

# Key contracts: Nuclear



Contract	Customer	Start	End	Country	Notes
MSDF	UK MOD	2014	2021	UK	Nuclear submarine, infrastructure and license site elements of MSDF
Dounreay	NDA	2012	2021	UK	JV with Jacobs and Amentum. Decommissioning, demolition and restoration of Dounreay Contract to be taken in-house in March 2021
Hinkley Point C – MEH Alliance	EDF	2022	2028	UK	JV alliance to deliver mechanical, electrical, heating, ventilation and air conditioning at Hinkley Point C
Sellafield Design Services Alliance	Sellafield	2012	2027	UK	15 year framework contract providing design and engineering services to Sellafield
EDF Energy Lifetime Enterprise Agreement	EDF	2015	2030	UK	Framework agreement providing fuel route and other services to advanced gas cooled reactors until the last of 7 reactors ceases power generation in 2028. Transition LEA signed this year to December 2023
Sellafield Glove boxes	Sellafield	2017	2027	UK	Glove box systems to process nuclear material



# Key contracts: Land defence



Contract	Customer	Start	End	Country	Notes
RSME - Royal School of Mechanical Engineers	UK MOD	2008	2038	UK	Provision of training and associated support services
DSG - Defence Support Group	UK MOD	2015	2025	UK	Maintenance, repair and overhaul to over 35,000 vehicles of the British Army's A and B vehicle fleets. Option for 5 x 1 year extensions
Phoenix II – White fleet	UK MOD	2016	2022	UK	Fleet management services for the MOD's c.15,000 vehicle white fleet, including procurement of vehicles and services
ALC - Construction vehicle fleet	UK MOD	2005	2021	UK	JV with Amey. C-Vehicle service provision and support for over 2,000 British Army construction vehicles. Ends May 2021
DCTT - Defence College of Technical Training	UK MOD	2014	2021	UK	Technical training of electrical mechanical engineering
TMASS II - Training Maintenance and Support Services	UK MOD	2016	2022	UK	Training maintenance and support provider to British Army Armoured Centre

# Key contracts: Land civil



Contract	Customer	Start	End	Country	Notes
London Fire Brigade (LFB) fleet management	LFB	2014	2035	UK	Technical fleet management of over 400 LFB vehicles and around 45,000 pieces of firefighting equipment
London Fire Brigade (LFB) training	LFB	2012	2037	UK	Delivering over 200 training programmes to c.5,000 firefighters from two state of the art facilities, 97,000 delegate days of training per annum
London Metropolitan Police Service (MPS) training	MPS	2020	2028	UK	Police Education and Qualification Framework providing initial training to police recruits
London Metropolitan Police Service (MPS) fleet management	MPS	2006	2022	UK	Managing and overseeing the repair and maintenance for the fleet, and specialist equipment, including short and medium term rental requirements
Control Period 6&7	Network Rail	2019	2029	UK	Awarded preferred bidder for track and signalling work, phases 6&7, Scottish regions
Signalling and telecoms	Translink	2017	2024	UK	Signalling and Telecoms framework in Northern Ireland

# Key contracts: Aviation



Contract	Customer	Start	End	Country	Notes
Fomedec	French DOD	2017	2028	France	Provision of aircraft, training and maintenance to French Air Force
HADES	UK MOD	2018	2023	UK	Air station support. Provision of engineering services and technical aviation services to 17 air stations across the UK
Victoria Air Ambulance	Victoria Gov	2016	2026	Australia	HEMS contract, six specially configured AW139 aircraft
Norwegian FW EMS	Norwegian Government	2019	2025	Norway	Provision and fully operational EMS service of 11 specialist fixed-wing aircraft from summer 2019. Option to extend by further 5 years
Italy Firefighting	Ministry of Interior	2018	2022	Italy	Operation and maintenance of 19 Government owned CL-415 Canadair aircraft. Option to extend by further 4 years
Salvamento Sasemar	Spanish Coastguard	2018	2022	Spain	Spanish coastguard search and rescue contract, 14 aircraft, 13 bases. Option to extend by further 2 years
Manitoba - Firefighting	Manitoba state government	2018	2028	Canada	Babcock owned surveillance aircraft and customer owned Canadair water bombers. Option to extend by further 3 years
UK Military Flying Training System	UK MOD	2008	2033	UK	Ascent JV with Lockheed Martin (50/50) - rotary and fixed-wing flight training
AirTanker	UK MOD	2008	2035	UK	JV with Airbus, Rolls-Royce and Thales. Infrastructure that supports air-to-air refueling and air-transport operations

