

We solve electronic challenges for a sustainable world

TT engineers advanced electronics which benefit our planet and people for future generations. We do this by designing, manufacturing and working in a way that is cleaner, smarter and improves wellbeing.



Cleaner

- Aircraft electrification
- Metro rail infrastructure
- Electronic and hybrid electric vehicles

Smarter

- Factory automation and productivity
- Smart city infrastructure
- Remote patient monitoring

Improved wellbeing

- Laboratory analysis
- Minimally invasive procedures
- Medical diagnostics

Our capabilities

Demand for a more sustainable world is driving growth for our power, sensing and connectivity solutions.



Sensing



Power



Connectivity



Manufacturing and engineering services

Working with customers in structural growth markets

23%
of Group revenues
(FY 2019)

Aerospace and Defence

Market growth rate: c.5%

Growth drivers:

- Demand for 'greener' aircraft for increased electrification
- Global passenger growth
- Increased defence spending

24%
of Group revenues
(FY 2019)

Medical

Market growth rate: c.5%

Growth drivers:

- Population growth and ageing demographics
- Innovation in diagnostics and direct patient care
- Medical device connectivity

42%
of Group revenues
(FY 2019)

Industrial

Market growth rate: GDP+

Growth drivers:

- Factory automation, including robotics
- Industrial IoT and artificial intelligence
- Smart city infrastructure

Working in a way that is sustainable and aligns to our company values

Our employees

- Promote employee safety, health and wellbeing including diversity and inclusion

The environment

- Focused on reducing our electricity, waste and water usage. Our target is to become carbon neutral on scope 1 and 2 emissions by 2035

Our communities

- Committed to making a sustainable, positive impact on the local communities in which we operate

Our investment proposition

Investment for growth

- Research and development
- Customer interface and sales channels
- Operational excellence
- Value-enhancing acquisitions
- Talent development

TT is a profitable, growing business, with good cash conversion and a progressive dividend policy, able to execute major organisational and portfolio change.

We have positioned TT to be a sustainable business with:

- Organic growth ahead of the market
- R&D investment to support growth
- Operating margin progression
- Cash conversion of 80%+
- Improving ROIC
- Targeted, complementary acquisitions
- Progressive dividend policy

Our target is to become carbon neutral on scope 1 and 2 emissions by 2035.

Our strategy

We create sustainable value by:

- Positioning ourselves in structural growth markets
- Creating differentiated capabilities
- Working with our customers to solve their toughest electronic challenges



Strategic business development



R&D and value-added product solutions



Operational excellence



Value-enhancing acquisitions



Building a sustainable business

Results of our strategy and drivers of margin enhancement to 10%+

Since 2015, the Group has undergone a significant transformation and is now a fundamentally different and improved business with a sustainable future. TT is continuing on the path to becoming a higher quality, better balanced Group with increasing exposure to the structural growth markets of aerospace, defence and medical.

- **Portfolio development** – moved from 25% aerospace, defence and medical in 2015 to 47% in 2019
- **M&A** – Disposal of the automotive focused transportation division and six acquisitions with aggregate consideration of £137 million since 2015, with further financial firepower remaining
- **Organic revenue growth** – moved from a 3% decline in 2015 to 4% growth in 2019
- **Margin enhancement** – almost doubled from 4.3% in 2015 to 8.4% in 2019
- **ROIC improvement** – moved from 9.0% in 2015 to 11.6%* in 2019
- **Employee engagement** – TT rated by employees as a 1 Star great place to work.†

* Before the impact of IFRS 16

† Benchmarked by Best Companies Ltd

