

COBHAM



The most important thing we build is trust

Key Supplier Innovation Presentation

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Agenda

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- // Cobham Today
- // Interface with MoD
- // What is innovation to the DSR?
- // What is innovation to Cobham?
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Alan Cobham - The Pioneer

- /// Cobham is a Pioneering company taking its lead from its founder, Alan Cobham
- /// Alan Cobham was awarded a knighthood after completing the first round trip flight to Australia in 1926
- /// Sir Alan Cobham flew a 21 week tour of the UK in 1929 determined to make this country "air minded"
- /// In 1934 Sir Alan founded a new company, Flight Refuelling to develop air refuelling equipment and techniques that could be employed to assist the commercialisation of air transport
- /// During and after WWII the company grew to embrace other military technologies



Cobham Today

- /// A FTSE 100 company
- /// 4 Divisions operating globally
- /// Employs over 14,000 people worldwide
- /// An international company engaged in the development, delivery and support of advanced aerospace and defence systems for land, sea and air
- /// Specializing in the provision of components, subsystems and services that keep people safe, improve communications and enhance the performance of aerospace and defence platforms



Cobham's Divisional Capabilities

Cobham Mission Systems	Cobham Avionics and Surveillance	Cobham Defence Electronics	Cobham Aviation Services
<p>Nose-to-tail air refuelling systems</p> <p>Wing-tip to wing-tip weapons carriage and release solutions</p> <p>Safety and survival systems</p> <ul style="list-style-type: none">• Aviation oxygen• Actuation control and release• Cooling systems• Personal survival systems <p>Mission systems for extreme environments</p>	<p>End-to-end avionics solutions</p> <p>Law enforcement and national security (LENS) solutions</p> <p>SATCOM communication systems</p> <p>Supporting people and platforms to see and be seen</p>	<p>Microwave & RF</p> <ul style="list-style-type: none">• Radar• Communication• Electronic warfare systems <p>Vehicle and personal digital communications</p> <p>Moving information around the digital battlefield</p>	<p>Outsourced services and special mission engineering solutions</p> <ul style="list-style-type: none">• Military training• Special mission flight operations• Outsourced commercial aviation• Aircraft engineering• Platform Modification <p>Providing managed services into the land sea and air environments</p>

Interface with MoD

- // 6 key contracts
 - // 1 Technology contract – Cobham Mission Systems
 - // ARC - Air to Air refuelling equipment build and repair
 - // 5 Service contracts - Cobham Aviation Services
 - // Air Command - Naval & Air Warfare Training
 - // Defence Helicopter Flying School
 - // Sentry - Component Overhaul
 - // ADATS - Navigational Aids & Radar
 - // HIC – Helicopter Operations

What is Innovation to the DSR?

“The successful generation and exploitation of new or, where appropriate, novel applications of existing technology, processes or services – to produce a cost effective military capability for our armed services” [1]



“Innovation is a key part of how Cobham conducts its business.....” [2]

“.....they [Cobham] are continually investigating new threats and are very proactive in introducing emerging technologies” [2]

[1] Extract from: DSR Annual Seminar 2008 “Innovation” Flyer

[2] Extract from: Cobham and MOD Performance Review 2007, DSR, Version 0.1, January 2008

What is Innovation to Cobham?

Innovation is the process by which our company...

- // Builds insight into its customers
- // Identifies and evaluates unique market opportunities
- // Develops winning products and services



... builds insight into its customers

- // Regular communication
 - // Draw on 'expert' knowledge
 - // Share a common language and understanding
 - // But – challenge the norm
- // Thorough understanding of both company and customer limitations
- // Fully recognise changing priorities - willing to offer workarounds
- // It was no surprise that the projects judged as being “**Innovative**” are those with high scores in “**Flexibility**” and “**Quality of Relationship**”

... identifies and evaluates unique market opportunities

- /// Adjacent markets provide the opportunities we are most likely to be successful with
- /// Niche markets requiring particular expertise or technology are likely to attract subject matter experts – innovation may become the principal discriminator
- /// Encourage lateral thought and have the confidence to withdraw if you only have a “me too” solution

... develops winning products and services

- // The adaptation of existing products and expertise for a new purpose gives us and our customers greatest confidence of early success
- // We do not seek to emulate or replicate an existing capability, but we may wish to embrace it
- // We are comfortable with the concept that others may be better placed to lead a programme to which we can add specific value
- // Team – if that is what it takes to achieve the best solution – but be sure to do it wholeheartedly

In Summary

// Innovation at Cobham is linked closely with our company's Vision and Strategic Objectives:

1. Be a leading subsystems supplier with a comprehensive range of distinctive technologies; identifying unique market opportunities

... by investing in R&D, facilities and creating a "Can Do" ethos

2. Have an efficient organisation with a high performance culture and motivated people; develop a string of winning products

... by bringing value to the customer and recruiting & managing talent

3. Most importantly, our Vision:

To be the most trusted partner for leading edge aerospace and defence technologies; building insights into our customers

... by listening to what the customer wants, building relationship, in short...

Conclusion

- // Its all about the quality of the people involved
- // The effectiveness with which they communicate
- // The way in which they interpret the problem
- // And the way they think whilst designing the solution

***Necessity may be the mother of invention but
innovation takes a little more effort!***

COBHAM



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Thankyou!