

■ ■ ■ MARSHALL
USA



Marshall USA Overview



Introduction

Marshall is a global authority on the Lockheed Martin C-130 Hercules, applying the unrivalled experience we have built on the platform since 1966.

We're proud to serve the United States Marine Corps (USMC) as one of 14 global government fleet operators that rely on our maintenance, repair, and overhaul capabilities to keep their aircraft mission-ready and extend their lifespans.

Our deep engineering knowhow enables us to design and manufacture industry-leading aircraft upgrades and modifications such as center wing replacements. We also specialize in capability enhancements, as exemplified by Marshall ARC-Radar—a modular intelligence, surveillance, and reconnaissance (ISR) system that can be fitted or removed in only a few hours.

Marshall USA is opening a dedicated maintenance facility at Piedmont Triad International Airport in Greensboro, North Carolina which will be fully operational by Q2 2025.

This significant investment will enable us to build on our strong track record of delivering for the US armed forces by providing in-country support, as an American company servicing American customers.

We are actively engaged with the Piedmont Triad area community, and the new facility will create up to 240 new jobs with a range of opportunities for people from all backgrounds.



CAGE: 9VQZ0
UEI: NJR1UK1N15F6

The Marshall Way

Marshall is an independent family-owned business and has been headquartered in the City of Cambridge in the United Kingdom since its formation in 1909.

Over the past 110+ years we have established an enviable reputation for innovation and excellence in engineering, support solutions and service delivery across air, sea and land.

With more than 2,000 team members we work in partnership with armed forces and Original Equipment Manufacturers (OEM) around the globe to help them in their work to protect people in critical situations. It is this shared sense of purpose and passion that has run through every generation of Marshall colleagues, underpinning our continued growth and success over so many years.

Marshall prides itself on being an exemplary corporate citizen, ensuring we are a force for good in the communities in which we operate, providing a broad range of highly skilled engineering and home office jobs, supporting local supply chains and charities to ensure we are a trusted and valued neighbor.



We are passionate about providing opportunity for people of all backgrounds and there is no better manifestation of that than in our award-winning aerospace engineering apprenticeship program, which boasts an alumni of more than 20,000 graduates who have gone on to deliver value through successful careers across the aviation industry.

With existing operations across Northern Europe, Canada and the Middle East, it has long been our ambition to establish Marshall as a truly global business. Our long-term partnership with Lockheed Martin and proven track record of delivering for the United States Marine Corps have provided us with a fantastic opportunity to establish the U.S. as a home market through the birth of Marshall USA.

Based in Greensboro, North Carolina, Marshall USA's purpose-built facility will embody our "one team" approach to working with our U.S. customers, meeting their in-country needs and ensuring their fleets are always mission-capable and mission-ready.

A Global Leader in C-130 Support

Marshall is recognized as a global leader in C-130 support and as such we hold approvals as a Lockheed Martin authorized Hercules Service Center for the Legacy C-130 B-H aircraft and are one of the only two Lockheed Martin approved C-130J Heavy Maintenance Centers in the world.

It is our duty to uphold the values and quality of service entrusted to us by Lockheed Martin. This status enables us to deliver complex modifications, quality maintenance, repair and overhaul services and a comprehensive engineering capability to the U.S. and many of its allies.

Marshall has a long and illustrious history supporting America's allies and American industry, having directly worked on U.S., NATO and NAMS programs since the 1940s. We stand ready to support with ad-hoc tasks, aircraft repaints and urgent operational requirements. In June 2019, we worked with NAVAIR to successfully deliver the Blue Angel's C-130J 'Fat Albert' replacement aircraft, which was the catalyst for Marshall's expansion into the U.S.

Marshall's performance on this first aircraft gives me the confidence that we will be able to continue to meet the U.S. military's needs for C-130 maintenance and positively impact readiness and sustainment goals within the Naval Aviation Enterprise.

Commanding Officer Fleet Readiness Center
Western Pacific, LtCol Kevin M. Ryan, USMC



This is a superb indication of the co-operation between the militaries of the United Kingdom and the United States. We know that this C-130J Hercules will serve the United States Navy as well as it has served the Royal Air Force.

Air Vice Marshal David Cooper, Air Officer Commanding No. 2 Group, Royal Air Force



A Proven Pedigree

Marshall's history in aerospace and relationship with the U.S. goes back to the middle of the 20th century.

During World War II we modified and repaired over 5,000 aircraft as part of the U.K. government's Civilian Repair Organisation, including the Douglas Dakota, de Havilland Mosquito, Hawker Typhoon, Armstrong-Whitworth Whitley, and Boeing B-17 Flying Fortress. We also trained over 20,000 aircrew, including pilots, observers and flying instructors. Our training scheme was adopted by the Royal Air Force in 1941, and continues in use to this day.

In the late 1950s we were trusted to service Lockheed Martin's Super Constellation aircraft and a decade later we played an integral role in the development of Concorde, designing and developing its iconic drooping nose – used so effectively to facilitate transatlantic travel.

We are also proud of our 25 year old relationship with Boeing, which has seen us manufacture auxiliary fuel tanks for its 747 and 777 aircraft and over 1000 tanks for the military P-8 platform for export around the world. Marshall has also carried

out many modifications on 777 and 747 aircraft for different operators.

We have maintained extraordinarily close cooperation and partnership with Lockheed Martin on its much-loved C-130 Hercules platform since first being appointed as the U.K.'s technical center for the Royal Air Force fleet in 1966. Since then we have been honored to be trusted to maintain C-130 fleets for numerous other nations, including Canada, where our Abbotsford, British Columbia based colleagues continue to support the Royal Canadian Air Force.

Other long-term customers include the Swedish and Royal Netherlands Air Forces who have been partnered with us for 45 and 25 years respectively, during which time we have performed major avionics and structural modernization programs, delivering increased capability and fleet sustainment. In addition, we support the majority of C-130J operators in the Middle East. No wonder then that between them our teams have notched up an incredible three million man hours working on the C-130 platform alone.



USMC Demonstrated Performance

Maintenance Event	Aircraft Quantity	
	Running Contract Total	Last 12 Months (Aug 2023 – Aug 2024)
PMI	11	6
O-Level	7	0
MDI	23	11
ISR	2	2
Total Induction	43	19

USMC CPARS 2024 Overall Rating

	Previous 2023 Rating	New 2024 Rating
Quality	Very Good	Very Good
Schedule	Exceptional	Exceptional
Cost Control	Satisfactory	Satisfactory
Management	Very Good	Very Good
Regulatory	Satisfactory	Satisfactory
Engineering	Very Good	Exceptional
Safety	Satisfactory	Satisfactory
Supply	Very Good	Exceptional



Total Fleet Size 2023

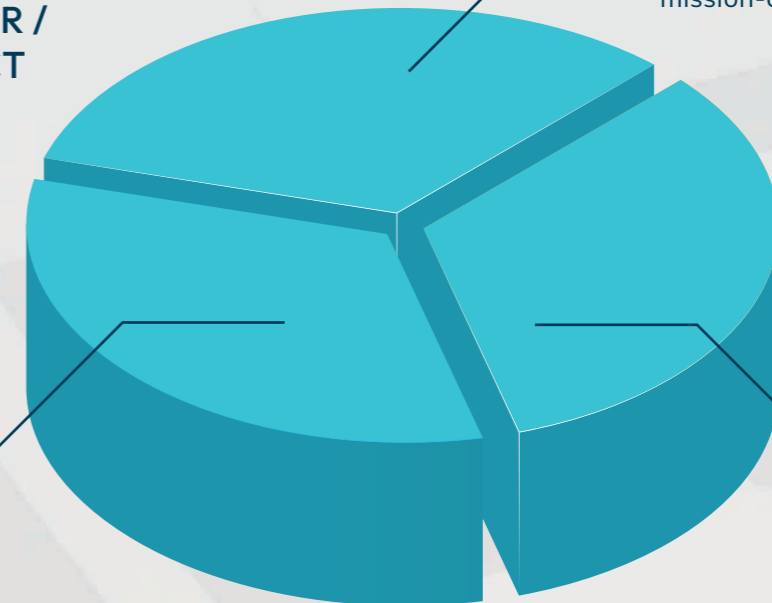
100+ A/C



TURN AROUND

World-leading turn-around time in line with mission-critical targets

EXACTING CUSTOMER / CONTRACT



PRICE

Delivering the best value to US taxpayers



QUALITY

Quality and safety in conjunction with DCMA



2020



Contract award
Hangar mobilization
1st Aircraft induction



2021



Relationship building
Demonstrating capability
Situational awareness



2022



Record breaking performance
Reputation established
Continued exposure to fleets



2023



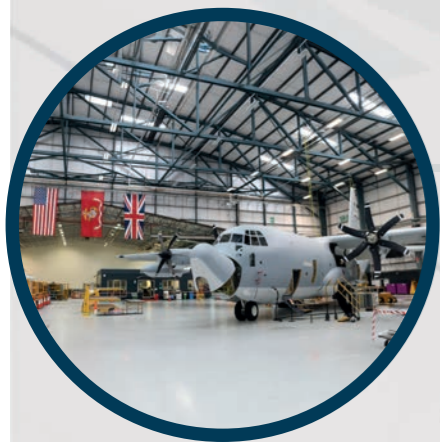
Key partner built into their 5 year fleet plan



2024



Across a 5 year period, we have proudly maintained an ongoing average Turn Around Time (TAT) on Planned Maintenance Intervals (PMI) of 148 days





Marshall USA

As a proudly American operation, Marshall USA will build on our strong relationships and track record of delivering for the United States armed forces.

Construction of our new facility in Greensboro, North Carolina is already underway with the start of operations planned for Q2 2025.

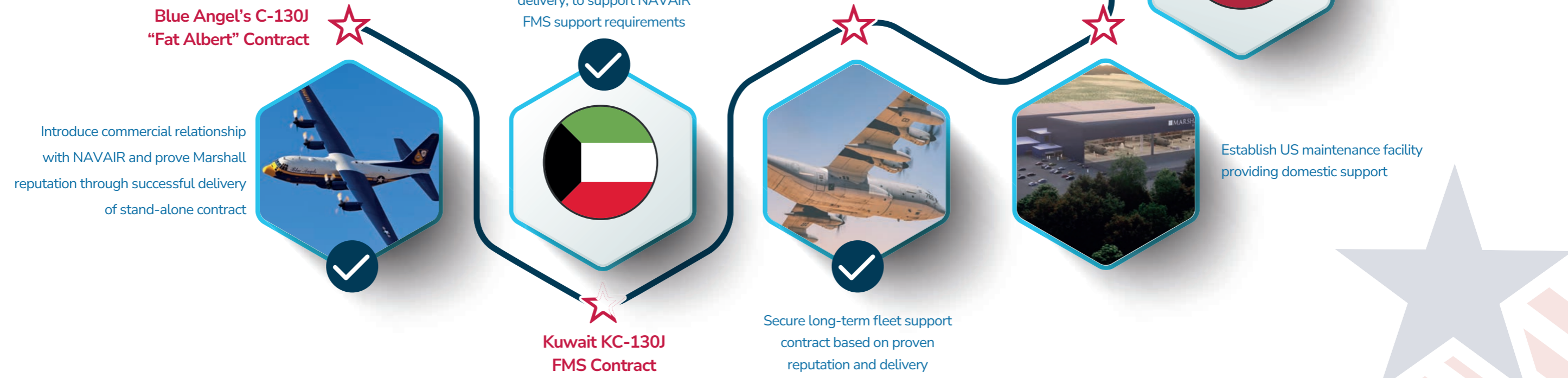
Establishing Marshall USA will enable us to provide responsive and dedicated support to the U.S. Marine Corps C-130 fleet, helping to reduce depot backlog and increase aircraft uptime.

With Marshall USA up and running, we also plan to further expand the range of capabilities we offer U.S. customers, incorporating our global expertise in modifications, systems integration and deep engineering.

The new facility will also create high-value employment opportunities in the Piedmont Triad community as we continue to invest and significantly grow our local supply chain.



The new Marshall USA facility will create up to 240 jobs in the local community, with 200 of those jobs being recruited for throughout 2024. There is a broad range of exciting opportunities for people from all backgrounds with a dedicated recruitment program for Ex-Military Personnel and the Veteran community.





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6 MRO Bay Capacity

Narrow Body Paint Bay

190,000

680,000 square foot site

Location at Piedmont Triad International Airport

6 Aircraft Maintenance Bays plus 7th Narrow Body Paint Bay

Hangar space; 190,000 square foot

Piedmont Triad International Airport

Facility Timeline

Construction of our new facility in Greensboro, North Carolina is well underway with the facility still on track for completion in Q1 2025. Here are some of the milestones that we've celebrated along the way so far.



Supporting our Communities

Marshall is committed to bringing long-term value and sustainable opportunities to all the communities in which it operates. Integration into both the local community of Greensboro and the Aerospace community at Piedmont Triad International is a priority for Marshall USA. We have received an incredible level of support from the state of North Carolina, Guilford County and Greensboro City, and in collaboration with all of these we are able to implement the following initiatives as just some of the ways we plan to achieve integration into the local community:

- 240 employment opportunities open to applicants from all backgrounds
- Providing career opportunities for ex-military personnel
- Providing STEM outreach within the local community
- Opportunities for work experience, mentoring and career advice
- Supporting local charitable causes and fundraising efforts
- Participating in local collaborative business networks
- Providing supply chain opportunities for local businesses of all sizes

FIND OUT MORE:

Visit marshallgroup.com/en-us or email recruitmentUSA@marshalladg.com to find out more about our dedicated U.S. veteran recruitment program and broader hiring opportunities.

Piedmont Triad Community

We're more confident than ever that PTI Airport and the Triad Region is the perfect place to be setting up the home of Marshall USA. We're excited to be part of a growing and thriving aerospace cluster being built at the airport.



NC-UK Partnership

North Carolina has its own \$250 billion special relationship with the UK, as one of only a small handful of states to have entered a Memorandum of Understanding to strengthen commercial ties and invest in each other – and this is perfectly embodied by our presence here in the state.





marshallgroup.com



Note that all figures are subject to change as the business case develops and are provided purely for illustrative purposes. All information contained within this document is confidential and provided under the NDA we have in place.

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