



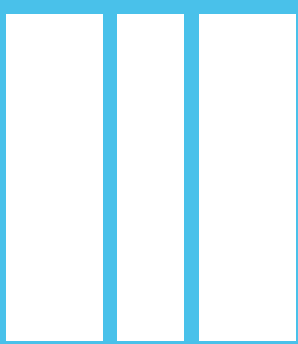
Marshall Aerospace Relocation

Welcome to our first consultation on the relocation of Marshall Aerospace operations to Cranfield Airport.

Marshall is bringing forward proposals to relocate its global Aerospace headquarters and operations to Cranfield Airport. This exhibition presents an overview of our emerging proposals for the development ahead of making an outline planning application later this year.



Aerial view showing Cranfield Airport and Cranfield Village

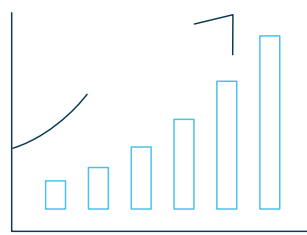
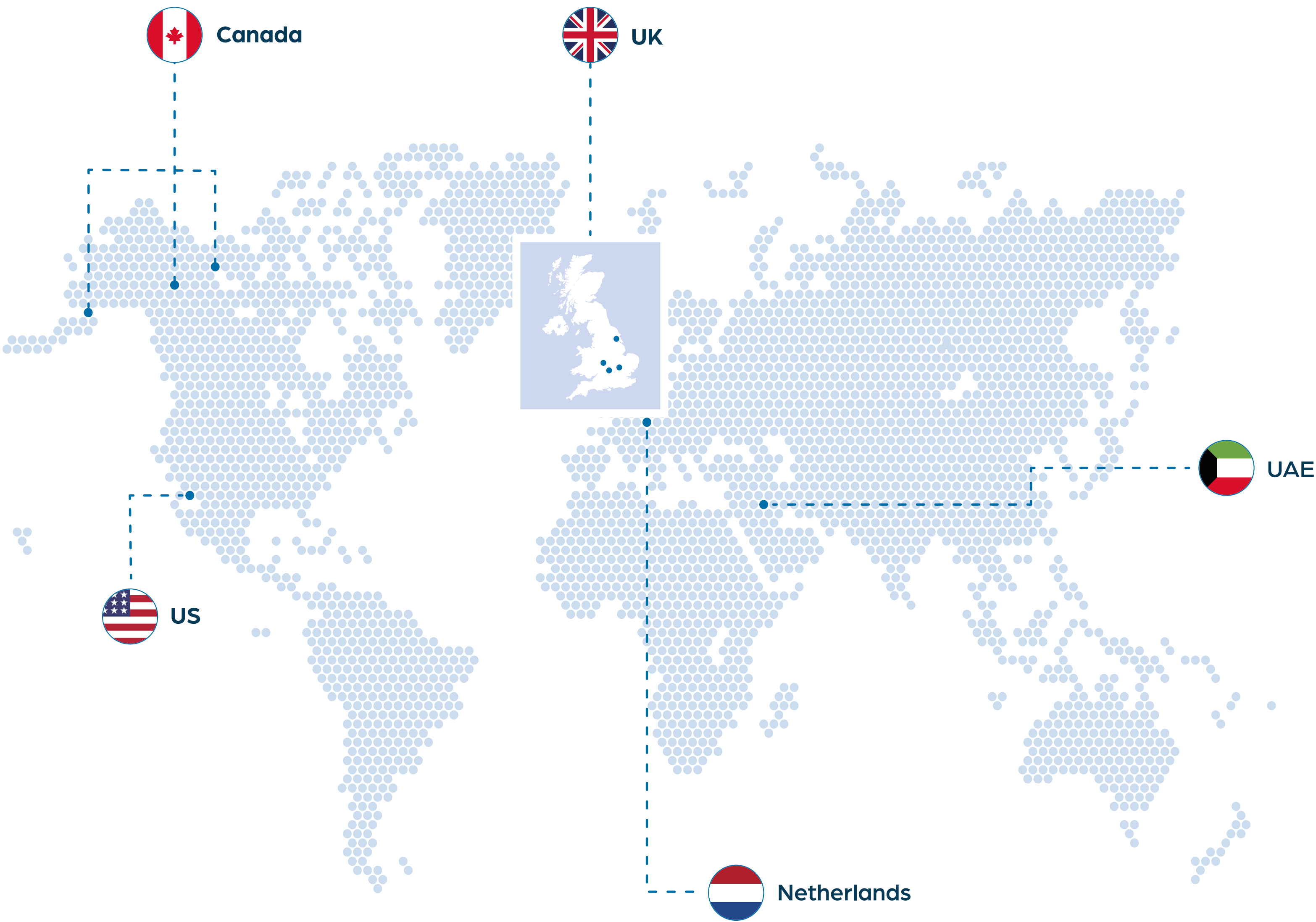


Introduction to Marshall

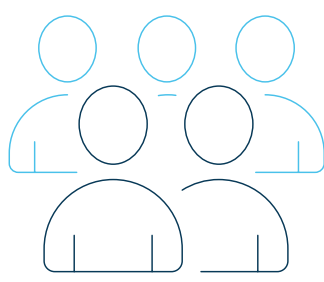
We're an independent UK company with a diverse portfolio of businesses and a shared commitment to keeping our customers moving forward.

Whether that's supporting global armed forces to deliver mission-critical activities, keeping the UK distribution industry on the road, creating new, sustainable communities where people can live and thrive, or developing the next generations of industry talent – we are incredibly proud to have been **building extraordinary futures** since 1909.

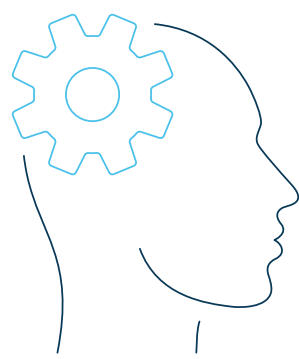
Marshall is UK based with operations in North America, Europe and the Middle East.



£364m
group turnover



2000+
employees



20,000
apprentices
trained

Aerospace Services

Maintenance, Repair
and Overhaul (MRO)



Technical Services
and Support

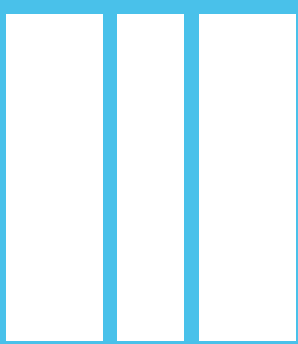


Design changes and
modifications

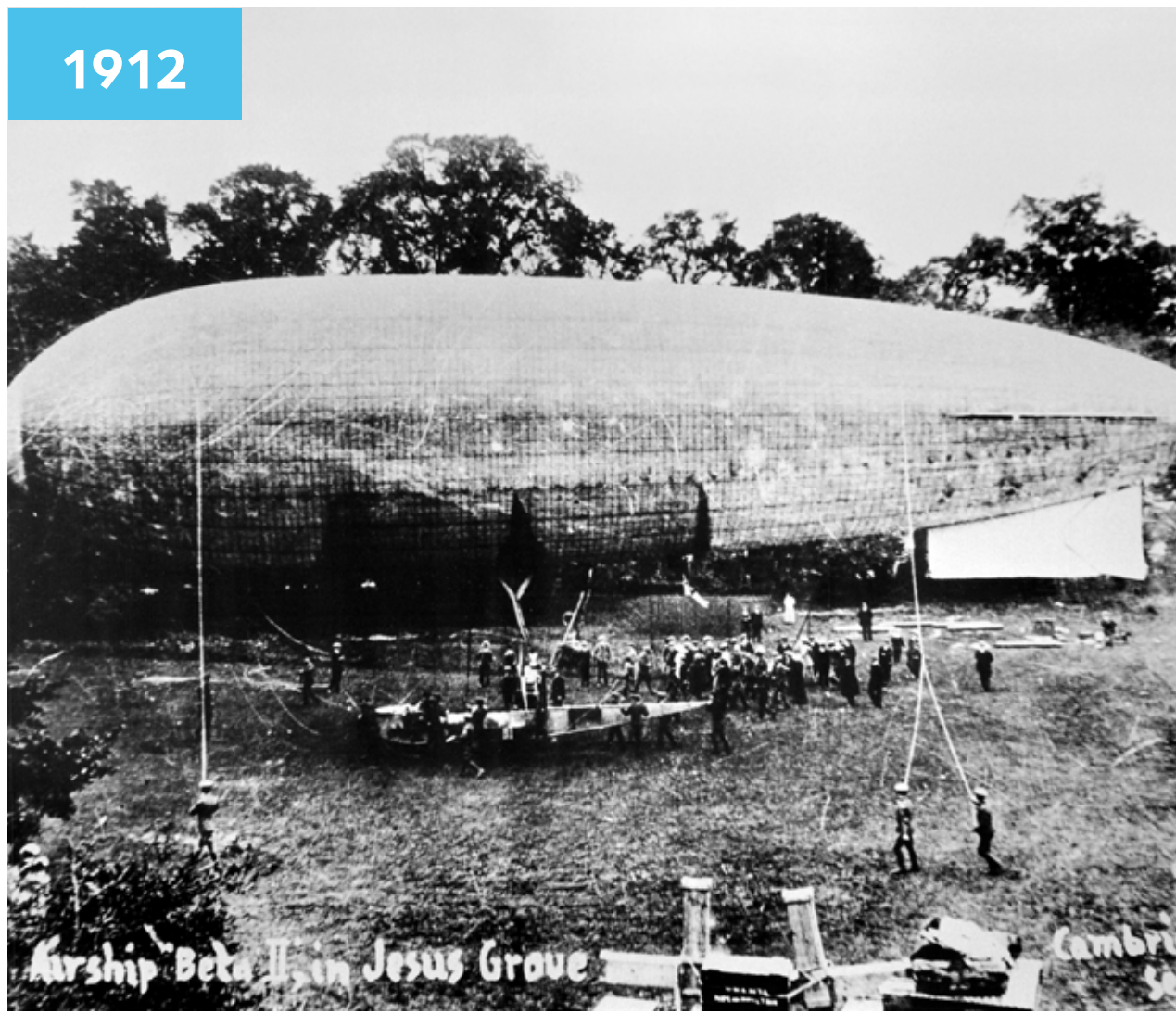


Training





Our history in Aerospace



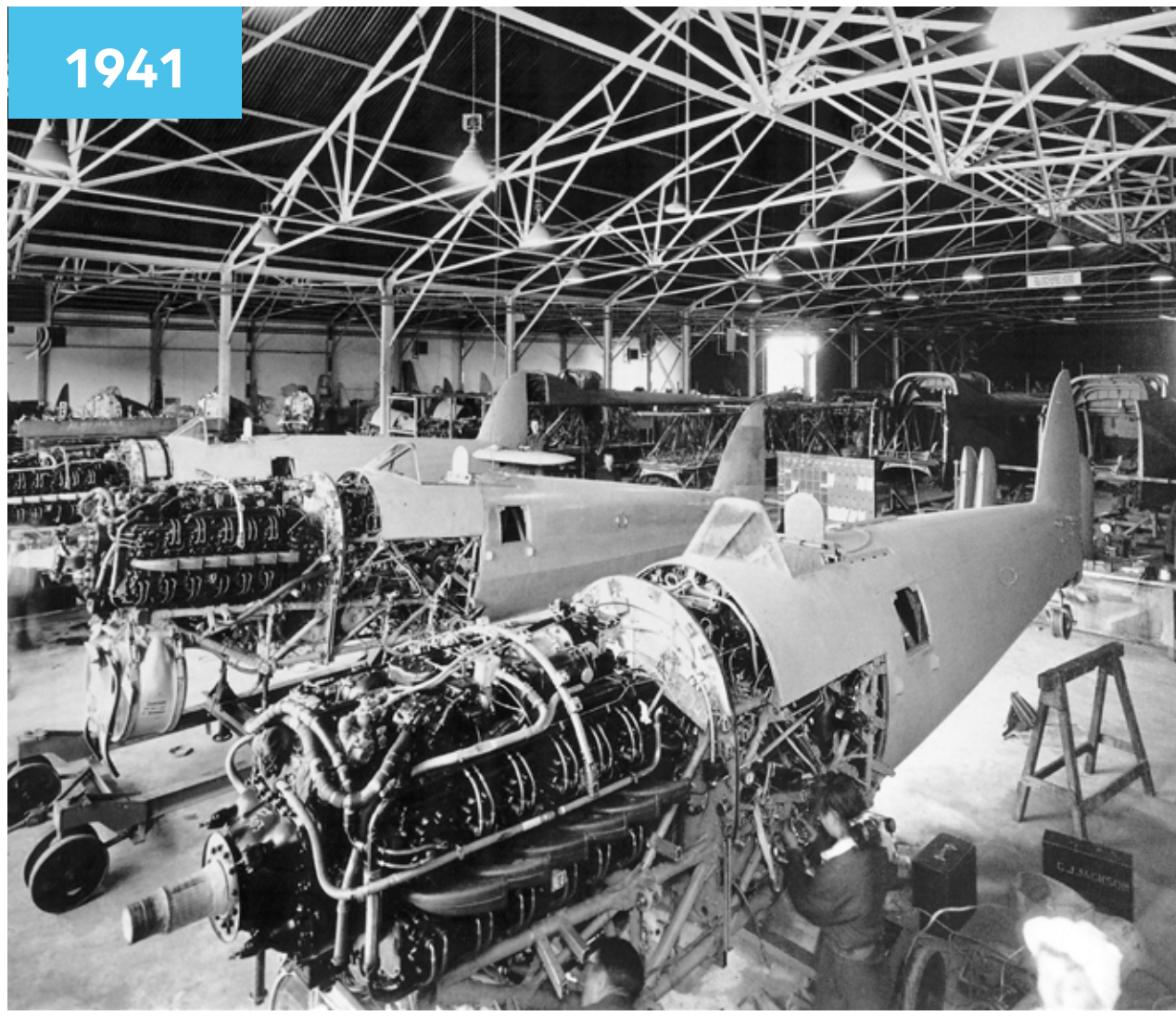
Our mechanics repaired the engine of a British Army Airship, the Beta II, which had landed with engine problems behind the Marshall garage in Cambridge.



Marshall opens its first aerodrome.



Marshall's Flying Training organisation trained over 20,000 pilots and instructors on 180 aircraft, mostly Tiger Moths and Magisters.



As part of the Civilian Repair Organisation, we completed the rebuilding and on-site repair of over 5,000 aircraft.



We began working on de Havilland Vampires in 1950, including fitting ejection seats on 284 aircraft.



Marshall was asked by the British Aircraft Corporation to design and manufacture the Concorde droop nose.



Working with the RAF and the Meteorological Office, we converted a standard C-130 Mk.1 into a unique W.Mk2, known as 'Snoopy'.

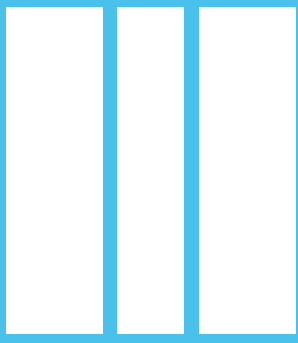


Marshall won a contract from the European Space Agency to manufacture a space sled for use in experiments on board the space lab.



We worked with the aircraft manufacturer Gulfstream to maintain, modify, repair, and refurbish a large number of executive jets.





Our history in Aerospace



We carried out a major avionics upgrade programme on C-130 aircraft for the South African Air Force.



Marshall undertook enhanced structural maintenance and modification on three C-130s purchased by the Austrian Air Force.



We completed extensive upgrade and modification work on four C-130s on behalf of the Royal Netherlands Air Force.



Marshall was awarded the Boeing Supplier of the Year award for our high-quality performance as a supplier in service with the US Navy.



We celebrated 50 years of world class partnership with the Royal Air Force and Lockheed Martin.



Marshall achieved the Order of Distinction from the Royal Society for the Prevention of Accidents (RoSPA) for winning 15 consecutive Gold awards.



We won a ten-year multi-million dollar contract with the US Marine Corps to provide depot-level maintenance to its 66-strong fleet of KC-130J tanker aircraft deployed worldwide.

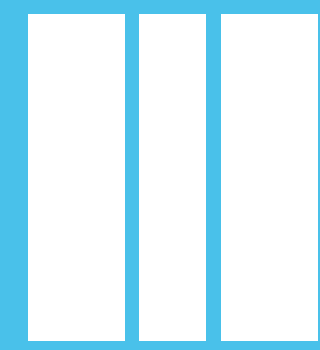


Marshall secured partnership with BAE Systems on design, manufacture, and testing work as part of ongoing technology demonstration projects on Tempest.



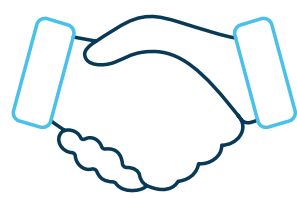
We won our third Queen's Award for Enterprise for International Trade, having been previously recognised for International Trade in 2013 and Innovation in 2016.





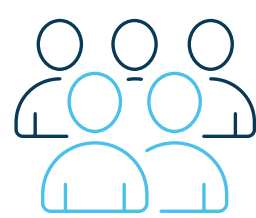
Purpose

Building Extraordinary Futures for Customers, Communities, People & Planet



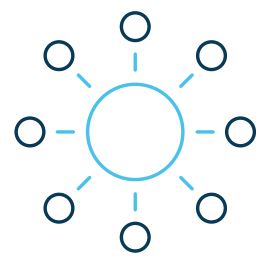
CUSTOMER

Our customers come in many different shapes and sizes ranging from global armed forces, national and overseas governments to some of the UK’s leading supermarkets chains, partnering with us to do some incredible things.



PEOPLE

No matter which part of our business they belong in, Marshall people are special people who constantly strive to deliver outstanding results for our customers. We work hard to create a working environment in which everyone can thrive, from our youngest apprentice to our longest serving employees we offer them support at every step of their Marshall career.



PLANET

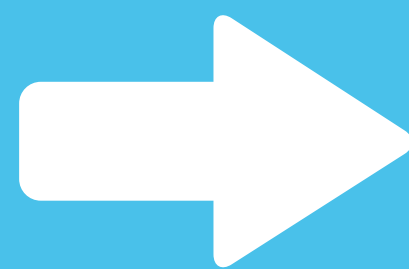
Ambition 2030 – we will put sustainability at the heart of everything we do, using our unique set of skills and values to rise to the global climate change challenge. Taking ambitious climate action and building climate resilience, ensuring a healthy environment for employees and communities, using and developing sustainable products and services.



COMMUNITIES

Wherever we are in the world, Marshall works hard to be a good neighbour by taking care of the communities in which we operate. We give our employees time off to volunteer for organisations they are passionate about, we make regular grants and donations to charities and good causes and play a leading role in a wide range of educational outreach programmes.





Relocation plans

In May 2019, we announced our intention to relocate our Aerospace business from Cambridge, as part of our commitment to invest in the long term future of this unique, private company.

In doing so, Marshall Aerospace will vacate the existing Cambridge Airport site making it available for a mixed use redevelopment known as Cambridge East to further build on Cambridge’s incredible success as a centre for world leading academia, research, technology and life sciences. We are committed to creating an extraordinary future for our business and our communities, both in Cambridge and at Cranfield.



Our operations

Marshall Aerospace specialises in the routine Maintenance, Repair and Overhaul (MRO), conversion and modification of military aircraft, predominantly the iconic C-130 Hercules transport aircraft. We are proud to have worked with the Royal Air Force since the 1930s, supporting its C-130 fleets for over five decades during which time the aircraft have played a significant role in a wide range of humanitarian missions, most recently in support of the pandemic and the recent evacuation of Afghanistan.

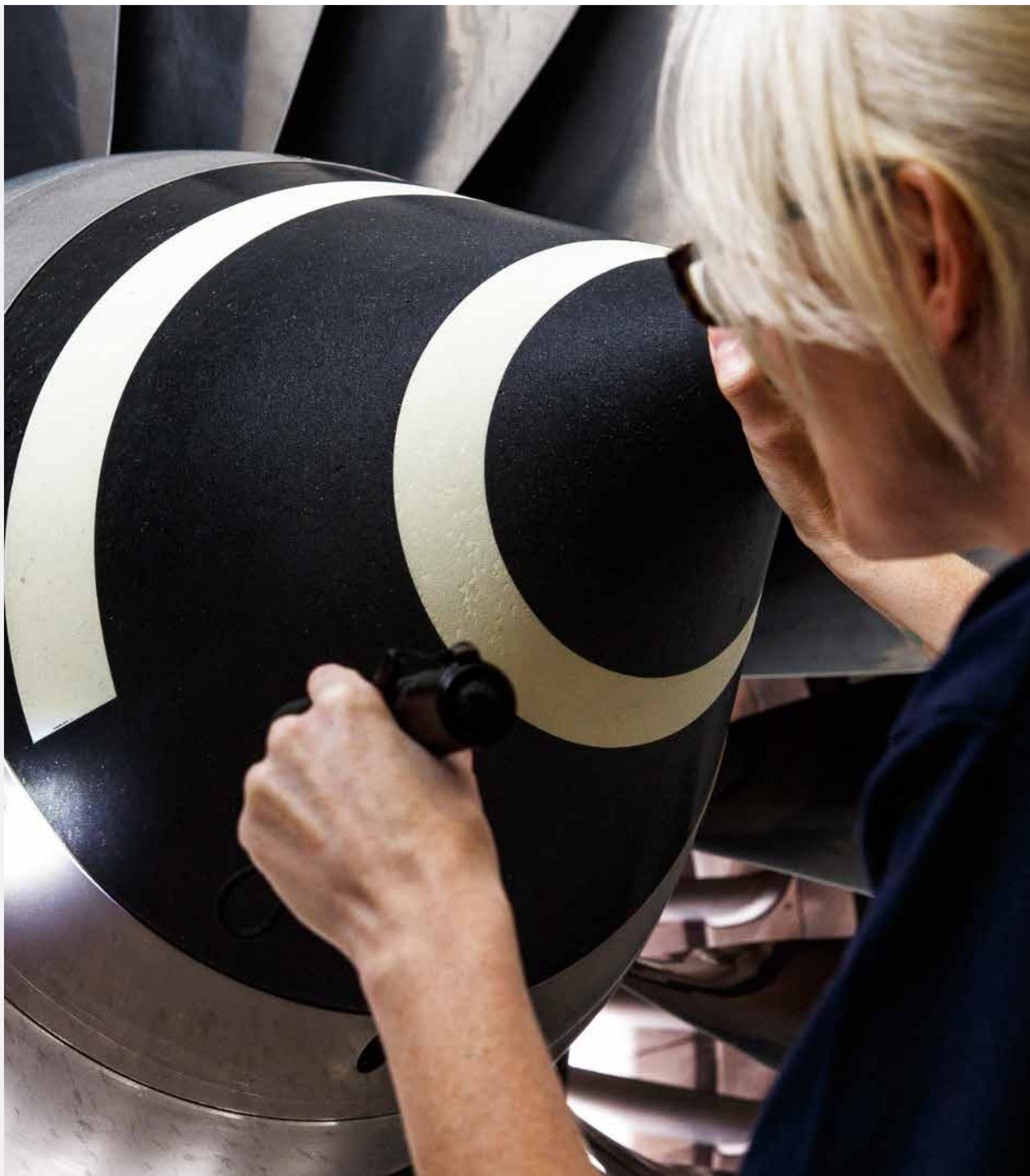
In parallel, we have won significant new business with overseas C-130 operators forging long-standing relationships that have continued to provide us with a platform for growth. We currently support a total of 18 global operators including Sweden, Denmark, Canada and the US, as well as a large number of our NATO allies.

Relocation plans

As we continue to expand our capabilities, grow our order book and evolve the nature of our operations, we have recognised the need to establish a new global headquarters in the UK, with supporting satellite operations in North America and the Middle East.

Marshall has undertaken an exhaustive site assessment process to identify the preferred UK location for the relocation of Marshall Aerospace and investment in new, state-of-the-art facilities. This is a big decision for us to take, given our long standing relationship with Cambridge, our workforce and our 113 year history.

We anticipate that at capacity, the Aerospace business will employ up to 1,200 people at Cranfield, many of whom will be involved in the hands on maintenance of the aircraft, whilst the others will cover a wide range of support roles, providing a diverse mix of career opportunities.





Why Cranfield?

As part of our site assessment process, we shortlisted three options: Cranfield, Duxford and RAF Wyton. The site which is best able to meet our business requirement is Cranfield. We have therefore identified Cranfield as our preferred option for relocation.

This is by virtue of Cranfield having:

- A runway capable of accommodating our customers' aircraft
- Sufficient proximity to Cambridge that it is a viable location for a significant number of our existing workforce
- Space for the construction of our facilities close to the runway
- A willing landowner and partner (in Cranfield University)
- A well established labour market and local skills base aligned to advanced manufacturing

Overall, Cranfield represents a very good option for our relocation, with the added benefit that we consider it to be deliverable against all of our requirements, and noting the established planning permission on the site for the proposed Air Park.

Whilst we need a new planning permission, tailored to our needs, we understand that there is an implemented planning permission in this location. Given the positioning of Cranfield as the UK's leading university for Aerospace and Aviation, it also allows us to explore research and other partnership opportunities with Cranfield University, our customers and leading aerospace companies, many of whom are already present at and work with Cranfield. We see the potential to work with Cranfield to develop a vibrant ecosystem of research, technology demonstration and innovation.

We have also recently signed a Memorandum of Understanding with Cranfield Aerospace Solutions Ltd (CAeS) that will see us partner on a wide-ranging project around the practical application of hydrogen fuel in aviation. Our training and education business, Marshall Skills Academy is also partnered with Cranfield University on a number of initiatives to help address the skills gap in the aviation sector.



Cranfield Airfield (Cranfield Village in the distance)

In September 2020, Marshall signed an Option Agreement with Cranfield University for approximately 35 hectares of land. This allows us the potential to develop an area of land for our facilities, with shared use of Cranfield's Airport and associated support facilities.

The next key stage in our forward planning is to seek outline planning permission for our proposed development, prior to us making a final commitment to move.

Subject to planning permissions and viability, we would expect to start construction in 2024 with operations coming online between 2027 to 2030 to ensure continuity of service for our customers.



Local benefits

It is important for us to build a long standing and positive relationship with the communities we work in. We will continue our commitment to being a good neighbour by limiting the environmental impacts of our operations, and making a positive contribution to our local communities.

As a family owned business, our existing workforce has been very loyal, and it is important to us that we provide as many of our people as possible with continued employment with Marshall following the move. We anticipate employment of up to 1,200 employees at Cranfield across a range of skills and disciplines and are committed to promoting training and employment opportunities to local people.



Jobs and skills

Given our intention to be operational at Cranfield from 2027 onwards, we anticipate that we will be promoting job opportunities in the Central Bedfordshire, Milton Keynes and Bedford Borough area from 2023, with targeted recruitment of our future workforce through the apprenticeship scheme from around this time. Job opportunities will be across a range of areas including:

- An annual intake of new apprentices every year
- Skilled technicians and fitters
- Engineers across a wide variety of disciplines
- Managerial and senior leadership roles
- Specialist and wider support roles



Local investment

The benefit to the local economy from these jobs will be in the order of £200m per annum. The construction of the development alone will provide hundreds of employment opportunities. These new jobs and the economic benefits they bring will contribute to the prosperity of Central Bedfordshire and the surrounding areas. We will also ensure that local supply chains and businesses benefit during the construction and operational phases.





Consideration of the local area

A number of factors need to be taken into account as we develop the proposals:

- Integration with the existing Airfield
- Consideration of people living and working in the immediate area
- Sensitivity to the local environment and setting
- Potential impact on local road networks

We have already begun working with Parish Councils in the area to understand key priority areas to inform our initial design work and approach to development. We want to work with the wider community to ensure we manage and reduce any potential impact on the existing area wherever possible.

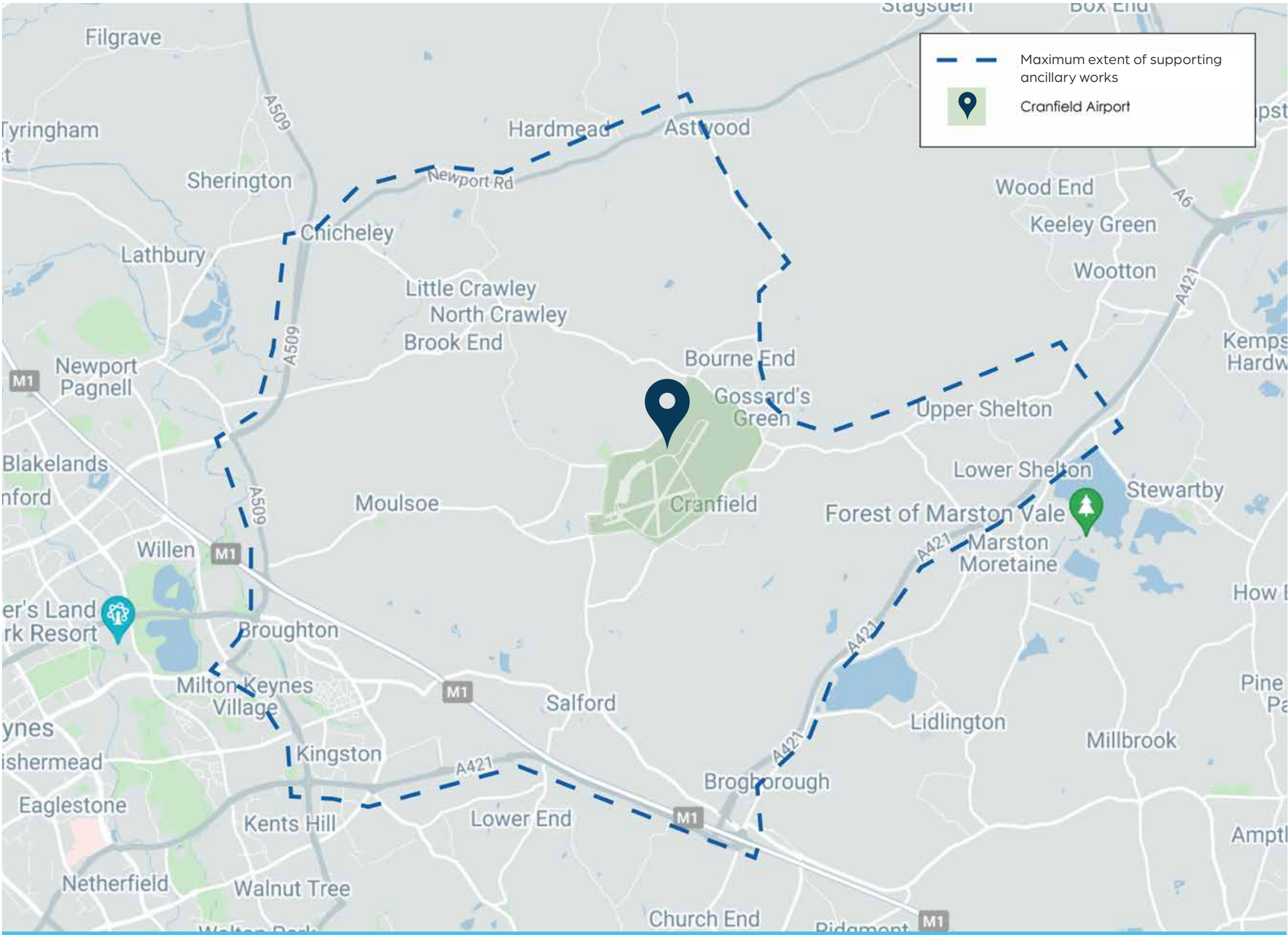


Diagram showing maximum extent where supporting ancillary works may take place.

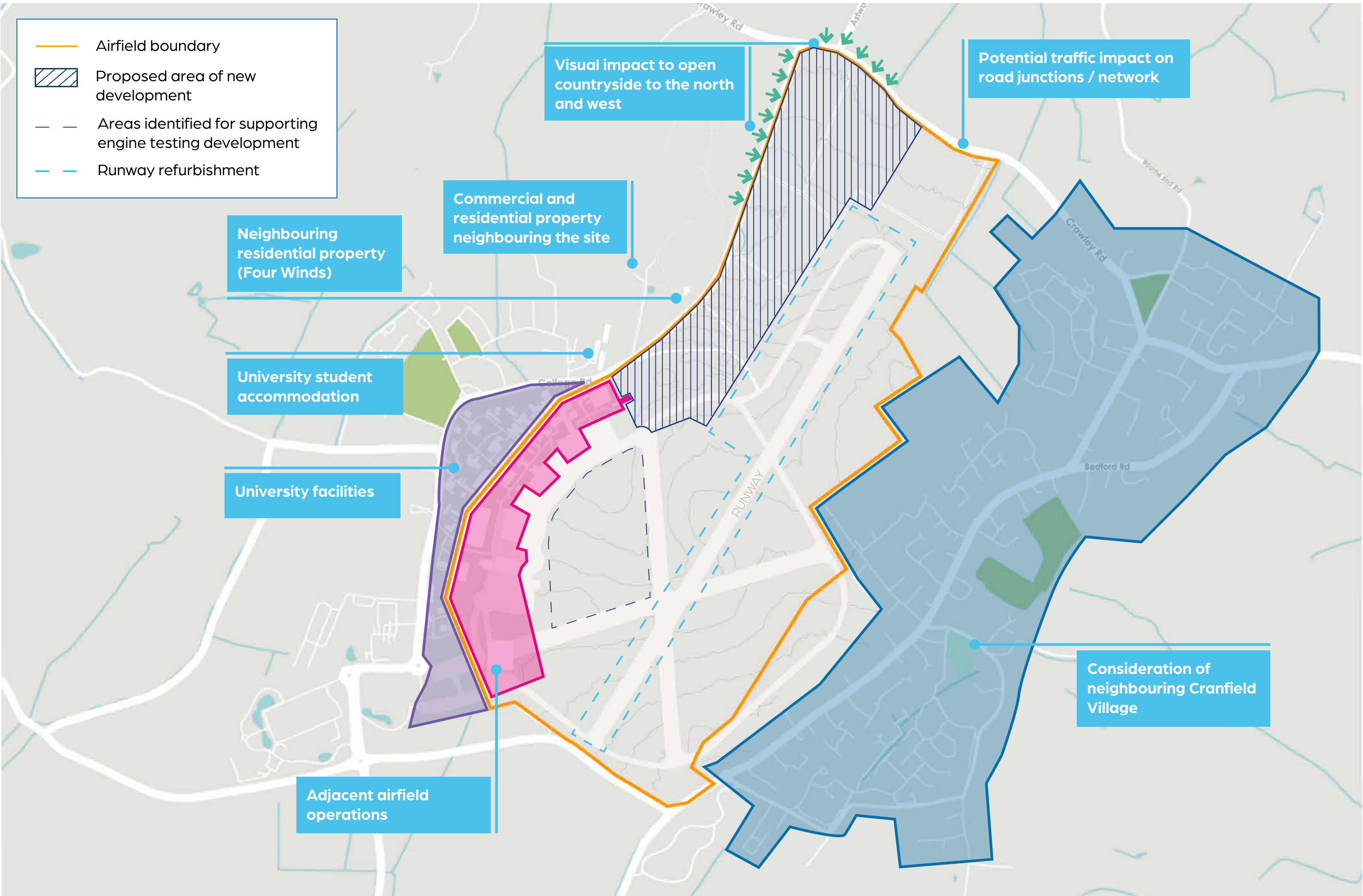


Diagram showing existing Airfield site and considerations informing our proposals



Planning application approach

Outline planning application

In order to secure the key principles of Marshall Aerospace’s relocation to Cranfield, it is our intention to submit an application for outline planning permission to Central Bedfordshire Council later this year following further consultation with local residents and stakeholders on our proposals.

The application will contain a framework for future development, setting out the general design principles and guidelines for what can be built and will establish areas such as the amount of appropriate development, types of uses and functions, height parameters, site access and routes required to deliver the relocation.

An indicative masterplan has been produced and described in this exhibition to demonstrate how the development could be delivered within these parameters, along with a secondary example of an alternative scheme. Both of these proposals are only **illustrative** of how the scheme could be built in the future depending on future discussions and approvals from Central Bedfordshire Council. The Council will also undertake its own consultation on the outline planning application once it is submitted.

An outline planning application does not require detailed designs to be developed at this stage. Further detailed planning applications, called ‘reserved matters’, will be made to confirm the detailed design of the site and buildings at a later date.

Future consultation

This consultation sets out our initial thinking and is an opportunity for the community to share their views and raise any questions about the project.

As we have not yet conducted all of our technical assessments, there will be a further opportunity to view more detailed proposals in the coming months ahead of the submission of a planning application.

We will continue to work with and engage the community as the project progresses through the development planning process and provide updates on the future phases and design details.

Indicative Process

