







Gabelli 22<sup>nd</sup> Annual Aircraft & Connectivity Conference

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NYSE: CW



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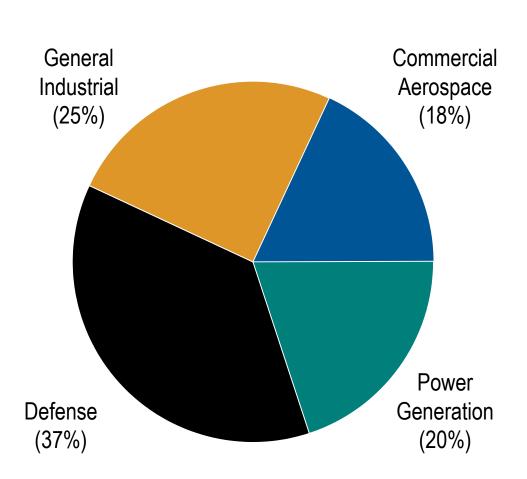
Global, diversified industrial company providing highly engineered products and services to Aerospace, Defense and Industrial Markets

- ~\$2.15 billion in 2016E sales
- Leadership positions in growing markets
- Enhancing safety, reliability and performance
- 8,400 employees worldwide





# **Broad End Market Diversification**



- Industrial: On- and off-road commercial vehicles; Industrial valves
- **Commercial Aerospace:** Leverage ramp up in OEM aircraft production rates
- Defense:
  - Naval: Nuclear submarine and aircraft carrier programs
  - Aerospace: Embedded computing business supporting C4ISR and EW
  - Ground: International Armored Vehicles
- **Power Generation:** Current and future generation nuclear operating reactors

Note: Percentages in chart relate to 2016E sales as of July 27, 2016.



# **AP1000 Program Highlights**

#### Background

- Curtiss-Wright providing reactor coolant pump (RCP) technology on Westinghouse AP1000 nuclear power plants
- Awarded >\$500M in contracts for plants in China (16 RCPs in 2007) and U.S. (16 RCPs in 2008)



### **Recent Highlights**

- China: 10 RCPs shipped and 8 RCPs installed (4 each at Sanmen 1 and Haiyang 1)
  - Successfully completed RCP start up and undergoing critical testing at both locations
  - Remaining 6 RCPs to ship in 2H'16
- U.S.: 4 RCPs shipped in 1H'16 (Vogtle plant)
  - Remaining 12 RCPs to ship by mid-2017

#### Secured 2<sup>nd</sup> China AP1000 order on December 31, 2015

Total revenue: \$448M (\$28M / reactor coolant pump)



**Long-Term Financial Goals** 

3-5% Organic Sales Growth

>14% Operating Margin

12% Return on Invested Capital

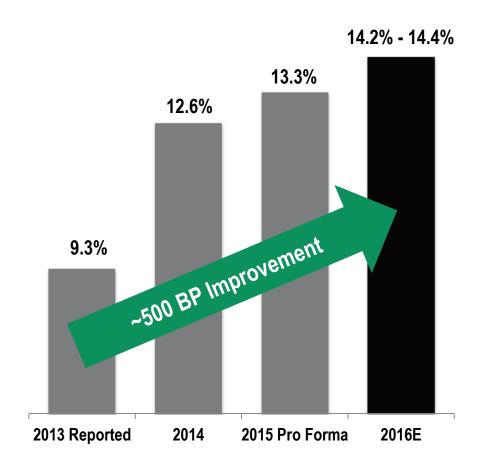
>125% Free Cash Flow Conversion

**Top Quartile Performance in our Peer Group** 

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## **Strategic Focus on Margin Improvement**



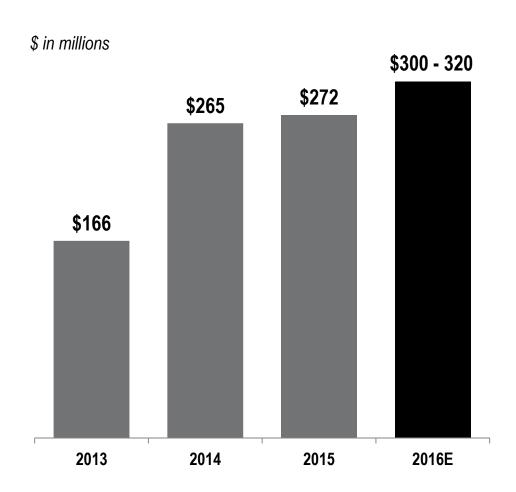
Notes: 2015 Pro Forma results exclude the one-time China AP1000 fee of \$20 million recognized in the fourth quarter of 2015 from sales and operating income. 2016 guidance as of May 4, 2016.

- Leveraging the benefits of ONE Curtiss-Wright
- Ongoing operational and productivity improvement initiatives
- Reclassifying & simplifying categories:
  - Operational Excellence
  - Global Footprint
  - Corporate Efficiency

#### **Goal: Maintain Top Quartile Performance**



# **Strong Free Cash Flow Generation**



- Universal focus on FCF
- More efficient execution and cash flow management
- Goal to reduce working capital as a % of sales – tied to compensation
- Focus on highest return CapEx investments

Notes: Free cash flow is defined as cash flow from operations less capital expenditures. 2015 adjusted to remove the \$145 million contribution to the Company's corporate defined benefit pension plan. 2016 guidance as of July 27, 2016.

# **Balanced Capital Allocation Strategy**



#### Committed to steady return of capital to shareholders

- At least \$100M in expected share repurchases in 2016
- \$300M in 2015 share repurchases
- Steady dividend payout
- Growth through strategic acquisitions
- Internal investment to support future organic growth



### **2016E Financial Outlook** (Guidance as of July 27, 2016)

	FY2015 Pro Forma	FY2016E (Current)	Change vs. 2015
Sales	\$2,186M	\$2,170 - 2,220	(1 - 3%)
Operating Income CW Margin	\$291 13.3%	\$301 - 313 14.2% - 14.4%	4 - 8% +90 - 110 bps
Diluted EPS	\$3.74	\$4.00 - 4.15	7 - 11%
Free Cash Flow	\$272M	\$300 - 320M	10 - 18%

Notes:

• 2015 Pro Forma results exclude the one-time China AP1000 fee of \$20 million recognized in the fourth quarter of 2015 from sales and operating income.

• Free cash flow is defined as cash flow from operations less capital expenditures. 2015 adjusted to remove the \$145 million contribution to the Company's corporate defined benefit pension plan.

# **Delivering Long-Term Shareholder Value**

**Leading Market Positions** 

**Operating Margin Expansion** 

Working Capital Management

**Balanced Capital Allocation** 

Leveraging the Scale and Efficiency of an Integrated Global Company

Earnings and Cash Flow Growth

**One Curtiss-Wright** 

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### 2016E End Market Sales Outlook\*(Guidance as of July 27, 2016) Updated (in blue)

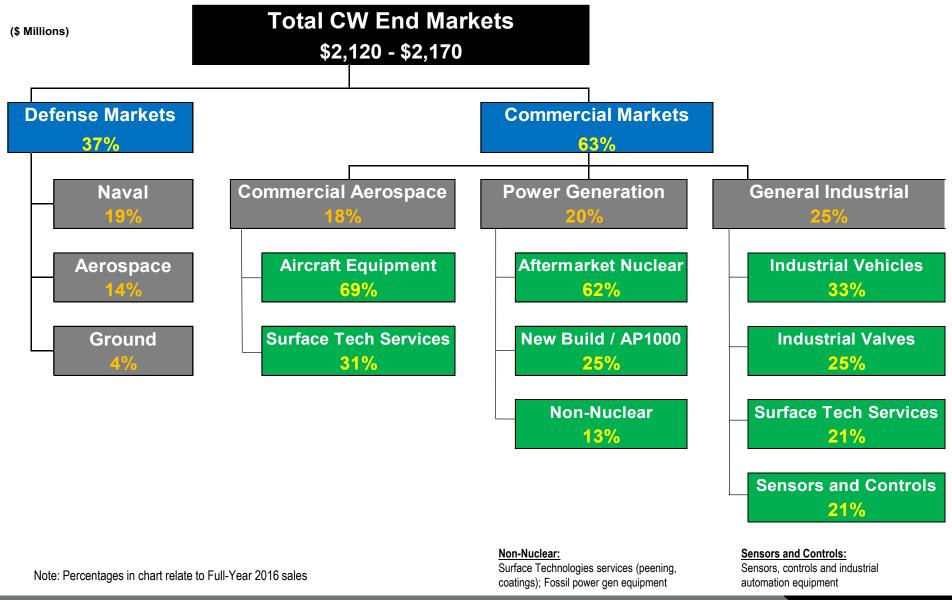
	FY2016E (Prior)	FY2016E (Current)	% of Total Sales
Aero Defense	1 - 3%	Flat	14%
Ground Defense	4 - 6%	(2 - 4%)	4%
Naval Defense	0 - 2%	No change	19%
Total Defense Including Other Defense	Up 2% to 4%	Flat	37%
Commercial Aero	(2 - 4%)	Flat	18%
ower Generation	4 - 6%	0 - 2%	20%
eneral Industrial	(2 - 6%)	(5 - 9%)	25%
Total Commercial	Down 1% to 3%	Down 2% to 4%	63%
Total Curtiss-Wright	Down 1% to Up 1%	Down 1% to 3%	100%

\* The Company's full-year 2016 guidance reflects growth rates compared to 2015 Pro Forma results, which excludes the one-time China AP1000 fee of \$20 million recognized in the fourth quarter of 2015. This affects 2016 growth rates for Power Generation, Total Commercial and Total Curtiss-Wright sales.



### 2016 End Market Sales Waterfall (Guidance as of July 27, 2016)

**Updated** 



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