







CURTISS - WRIGHT



SAFE HARBOR STATEMENT

Please note that the information provided in this presentation is accurate as of the date of the original presentation. The presentation will remain posted on this website from one to twelve months following the initial presentation, but content will not be updated to reflect new information that may become available after the original presentation posting. The presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended ("Securities Act"), Section 21E of the Securities Exchange Act of 1934, as amended ("Exchange Act"), and the Private Securities Litigation-Reform Act of 1995. Such forward-looking statements only speak as of the date of this report and Curtiss-Wright Corporation assumes no obligation to update the information included in this report. Such forward-looking statements include, among other things, management's estimates of future performance, revenue, earnings, and free cash flow estimates, our management's growth projections, our management's ability to integrate our acquisitions and execute on our acquisition strategy, and management's ability to produce consistent operating improvements. These forward-looking statements are based on expectations as of the time the statements were made only, and are subject to a number of risks and uncertainties which could cause us to fail to achieve our then-current financial projections and other expectations, including the impact of a global pandemic or national epidemic.

This presentation also includes certain non-GAAP financial measures with reconciliations to GAAP financial measures being made available in the earnings release and this presentation that are posted to our website and furnished with the SEC. We undertake no duty to update this information. More information about potential factors that could affect our business and financial results is included in our filings with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, including, among other sections, under the captions, "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations," which is on file with the SEC and available at the SEC's website at www.sec.gov.



AGENDA

8:30 am

Welcome and Opening Remarks

James Ryan

VP, Investor Relations

Company Overview and Strategy

Lynn Bamford

Chair & Chief Executive Officer

Operational Excellence: Digitalization

Kevin Rayment

VP & Chief Operating Officer

Aerospace & Industrial

Jeff Troutner

Senior General Manager

Defense Electronics

Brian Perry

Senior VP, General Manager

Naval & Power: Naval Defense

David Micha

Senior VP, General Manager

10:00 am

Break

10:10 am

Commercial Nuclear Panel Discussion

Moderator:

Gary Wolski | VP, Sales & Marketing, CW Nuclear Division

Panelists:

Maria Korsnick | President & CEO, Nuclear Energy Institute (NEI)

Dr. Rita Baranwal | SVP AP300 Small Modular Reactor,

Westinghouse

Greg Cullen | VP Energy Services and Development, Energy

Northwest

Naval & Power: Commercial Nuclear

Kurt Mitchell

Senior VP, General Manager

Long-term Financial Outlook

K. Christopher Farkas

VP & Chief Financial Officer

Closing Remarks

Lynn Bamford

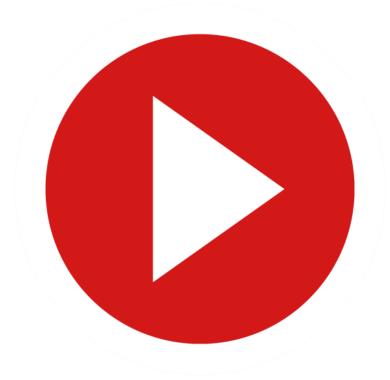
Chair & Chief Executive Officer

11:35 am – 12:15 pm

Q&A Session



CURTISS-WRIGHT TODAY







KEY MESSAGES

Building momentum as we execute our Pivot to Growth strategy

Advancing key enablers with the right talent, systems, and infrastructure to support organic growth

Investing in and delivering advanced technologies in attractive end markets

Driving strong financial performance including cash generation to enable disciplined capital allocation





CURTISS-WRIGHT AT A GLANCE



8,600+ **Employees**

~\$3B Revenue

Leading Provider of Highly Engineered & Mission Critical Technologies in Aerospace & Defense, Commercial Power, Process & Industrial Markets

BROAD & INTEGRATED PORTFOLIO

2024E Sales by End Market¹

AEROSPACE & DEFENSE

68%

Aerospace, Ground & Naval Defense $(\sim 56\%)$

Commercial Aero (~12%)











Power & Process $(\sim 18\%)$

General Industrial $(\sim 15\%)$





GLOBAL FOOTPRINT

2023 Sales by Geography



100 +

Countries Served

45

Major Sites (10 countries) ~2.0K

Engineers

LEVERAGING SYNERGIES AND CROSS-MARKET OPPORTUNITIES THROUGHOUT THE PORTFOLIO





WHY WE WIN | KEY DIFFERENTIATORS

Strong Domain Expertise

Managing and designing to meet customer needs and reduce risks

Decades of Knowledge Transfer
Since inception in major markets

Long-standing Customer Relationships

Deeply embedded in workflows

Highly Engaged Culture

Dedicated to integrity, excellence, and innovation

Global Footprint Engineering, sales, support, and manufacturing

Unique Innovative Solutions
High IP to enhance safety, reliability, and performance



Innovation and Collaboration Across the Portfolio





TODAY'S PRESENTERS - EXECUTION FOCUSED MANAGEMENT TEAM



Lynn Bamford Chair and CEO 2004



K. Christopher Farkas VP & Chief Financial Officer 2009



Kevin Rayment VP & Chief Operating Officer 2004



Jeff Troutner Senior General Manager 2010



David Micha Senior VP & General Manager 2023



Kurt Mitchell Senior VP & General Manager



Brian Perry Senior VP & General Manager

Leadership Attributes

- Deep industry expertise
- Aggressive growth mindset
- Financial and operational rigor
- Diligent approach to capital deployment

Supported by strong and engaged board

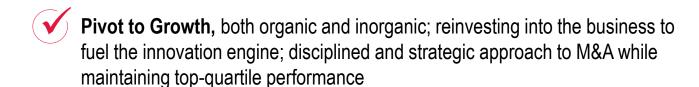
Experienced Team Well-Positioned to Drive the Next Phase of Growth

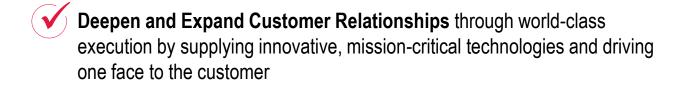




STRONG FOUNDATION AND EXECUTION

2021 Investor Day Key Messages





Advance the One Curtiss-Wright Vision through the uniform deployment of the new Operational Growth Platform (OGP)

Simplify Business Model for improved transparency, communication, and portfolio synergies to unlock shareholder value

Delivered on Targets

	•
Target	Actual ¹
5-10% Total Revenue CAGR (3-5% Organic)	✓ Total 7.4% CAGR ✓ Organic 4.7% CAGR
Operating Income Growth > Revenue Growth	✓ 9.6% CAGR
Top Quartile Margin Performance	✓ 17.4% Op. Margin+110 bps since 2020
≥ 10% Adj. EPS CAGR	✓ 12.5% CAGR
> 110% Free Cash Flow Conversion	✓ 108% Average FCF Conversion

Building Momentum through the Execution of Our Pivot to Growth Strategy





TALENT MANAGEMENT IS A KEY ORGANIC GROWTH ENABLER

CW Way Program	 Operational excellence philosophy consists of core capabilities based on Lean and Six Sigma tools 160+ hours of online training content
New Business Leader Program	 Individuals take part in comprehensive 18 to 24-month program 300+ graduates, 78% retention rate
Leadership Essentials	 3 workshops (financial, strategy, executive presence) Emerging and mid career leaders
Executive Leadership Readiness	 Robust succession planning program with specific plans to close development gaps; Board oversight
Engineering Leadership Development Program	 Preparing engineers for increasingly more complex roles over 18 months Focus on building business & financial acumen, project management & innovation, communication & self-awareness, challenging assignments
Technical Fellow Program	 Individuals continue building knowledge in targeted engineering discipline – recognized as an authority internally and across industry 50+ members; targeted incentive program

A People-First Culture that

- Pursues and embraces growth
- Continuously improves
- Naturally collaborates
- Develops staff personally and professionally
- Continually invests in technical skills and knowledge
- Creates exciting opportunities through customer focus

Dedicated Corporate Team focused on Recruiting

Competitive Incentive Programs rewarding contributions to our growth strategy

Attracting, Retaining, and Developing Talent for Future Growth





BUILDING SYSTEMS AND INFRASTRUCTURE TO ENABLE ORGANIC GROWTH

Building out our operational growth platform for long term success

Innovation and R&D

Digital Transformation

Manufacturing Operations

Systems Implementation

Fueling Competitive Advantage through Innovation, Research and Development

- Collaborative Innovation platform captures the brilliance of the enterprise and empowers teammates to make a difference
- Systems and Processes ensure strategic alignment, measured incremental investments, analytical rigor, and a celebration of learning regardless of outcome; Rigorous stage gate review process across the corporation
- Data analytics enable strategic shifts of R&D investment to build for tomorrow by feeding high growth lines-of-business
- Portfolio management focused on R&D intensity, velocity, and efficiency drives improvement in pipeline;
 increased ideas in the funnel with more unique opportunities

Executing the Next Phase of Our Journey as We Modernize Tools and Systems to Drive Profitable Growth



PROACTIVELY CAPTURING KEY SECULAR GROWTH TRENDS



Naval shipbuilding to accelerate

over the next decade

High-tech battlefield advancement

driving larger spending within global defense budgets

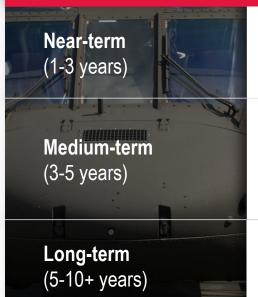
Shift to carbon-free energy & energy independence

promotes need for nuclear innovation and safety, and advanced products to enhance plant efficiency and reliability

Move to electrification across a broad range of air,

land, and sea platforms

Portfolio Positioned to Capture Opportunities



Multiple single source Naval Defense platforms; Ramp up in Columbia submarine production

Increased content on foreign platforms and development of next-gen platforms

Next-gen defense platforms and international opportunities

Defense Electronics solutions enabling modernizations of platforms

Cybersecurity solutions enabling a safe and secure connected battlefield

Digital convergence to support defense applications

Commercial Nuclear aftermarket solutions enabling plant life extensions

Critical solutions addressing large light water reactor needs (AP1000)

Continued development of Small Modular Reactors (SMRs)

Increasing on/off highway large electric platforms and electric automation

Leverage ramp in production on key Commercial Aerospace platforms to expand presence (electro-mechanical actuation, sensors on engines)

Advanced air mobility

Building on Established Critical Leadership Positions





FOCUSED INVESTMENTS TO DRIVE STRONG FINANCIAL PERFORMANCE

Research & Development

Balancing Investments for Short-, Medium-, and Long-Term Growth

- Targeting the fastest growth vectors within our end markets
- Accelerating pace of investments
- Corporate funding available for innovation
- Enhanced corporate oversight
- Managing engineering resources to maximize profitable growth
 - Customer vs. CW-funded

Sales & Marketing

One Curtiss-Wright Market Approach

- Establishing unified customer relationship management (CRM) tool across the corporation
- Building an integrated website
- Great new talent has joined CW over past couple years
- Meaningful investments in business development
- Increasing government relations footprint

Systems & Capacity

Flexibility to Invest in Future Capacity Needs

- Implementing real-time systems to manage business, increase efficiency, drive productivity, and minimize waste
- Investing capital and continuously assessing our preparedness to scale
- Pursuing opportunities for naval industrial base funding

Acquisitions

Strategic Fit Supporting Long-Term Profitable Growth

- Embedded computing capabilities and adjacent technologies
- Major naval safety and propulsion systems
- Commercial Nuclear technologies supporting drive for carbon-free energy
- Drive to electrification (air, land, and sea)





MAINTAIN DISCIPLINED CAPITAL ALLOCATION STRATEGY

Capital Allocation Priorities Strategic Filters High Barriers to Entry M&A as a Strategic Accelerator to Organic Growth with Strong Pipeline Unique, High-Value IP **Operational Investments with the Highest Return Clear Synergies, Leverages CW's Operational Excellence Ensure Consistent Returns to Shareholders Operations and Supply Chain Alignment Drive Strong Free Cash Flow Generation** Market, Customer, Product Alignment **Maintain Efficient Capital Structure Aligns to Financial Targets**

Comprehensive Due Diligence Process to Mitigate Risk and Ensure Long-Term Strategic Fit





INTRODUCING NEW 3-YEAR TARGETS (2024 – 2026)



Accelerating the Pace of Core Organic Growth; AP1000 Excluded from Targets and Provides Incremental Upside



OPERATIONAL EXCELLENCE KEY MESSAGES

Accelerating strategy through the Operational Growth Platform (OGP); building upon strong track record of operational excellence

Deploying new tools and systems to optimize manufacturing operations and connectivity through Digital Transformation

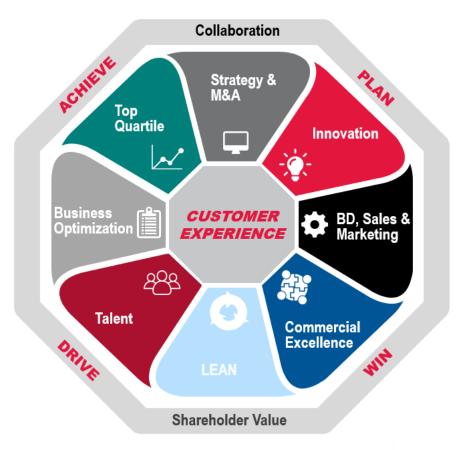
Enabling high quality, faster information flows to connect and drive business operations, continuity, and growth

Fueling the next leg of our growth journey by maturing processes with continuous improvement





SIGNIFICANT ACCOMPLISHMENTS SINCE 2021 INVESTOR DAY



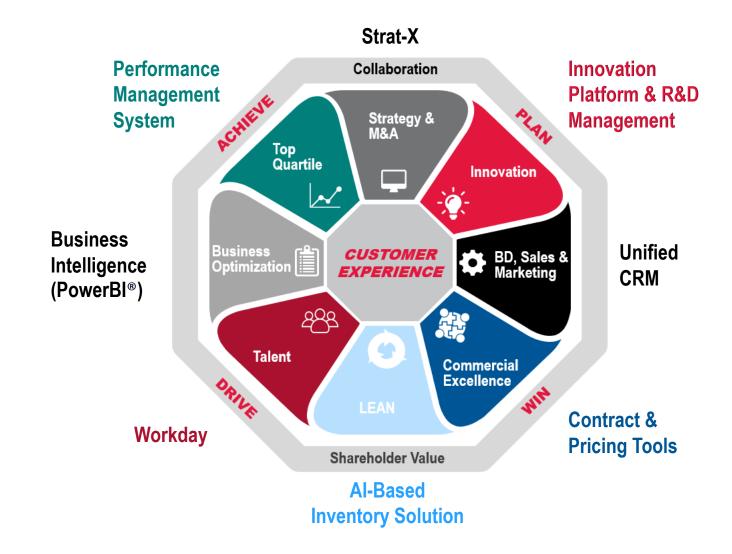
OUR OPERATIONAL GROWTH PLATFORM (OGP)

- Codified Operational Growth Platform
 Deployed standards across all operations to ensure alignment with new strategy
- Overcame Significant Hurdles in the Supply Chain
 Improved component availability and turnaround time in Defense
 Electronics and Aerospace & Industrial
- Driving Continuous Assessments
 Leveraging data analytics and creating database of best practices to leverage and improve productivity
- Implemented Commercial Excellence and Pricing Tools
 Established contract training and policy
- Investing in Automation and Digitization; Accelerating Al Implemented new software solutions to fully enable future vision

Delivered 110 bps of Operating Margin Expansion Since 2020









ONE CURTISS-WRIGHT: DIGITAL TRANSFORMATION AND AUTOMATION

Shop Floor Digitalization

- Data Visualization in Manufacturing
 - KPI tool showing variety of metrics (e.g. throughput, performance, scrap, backlog) to indicate real-time progress and detect issues
 - Goal: show operators all data and identify potential real-time opportunities to increase efficiency and reduce scrap / waste
- Al-based software to facilitate more effective inventory and supply chain management
 - Effective in timing materials and goods receipt with production builds to avoid unnecessary inventory build-up

Robotics & Automation

- Focused investments to automate robotics where practical
- In-house robotics team evaluating and helping to deploy low-cost robotics across divisions & manufacturing sites
 - Projects to date yielding significant reduction in processing time









Increasing Efficiencies in Manufacturing Operations



ENHANCING COMMERCIAL EXCELLENCE THROUGH NEW SOFTWARE, SYSTEMS, AND TOOLS

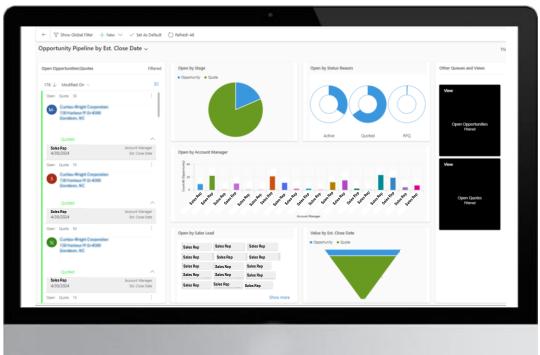
Deploying Unified CRM Tool to Enable More Efficient, Effective Processes

Enhancing sales process and increasing focus on major accounts to win new business

- More standardization in sales process to better track information and centralize customer data
- Increasing business development alignment
- Improving analytics, reporting, and forecasting accuracy
- Driving our pipeline up to \$10B

Risk Management and Value Creation through Contract Management

- Harnessing the power of AI to streamline contract oversight
- Driving strategic business decisions and optimizations through contract data
- Increase in contract process tracking metrics
- Implemented training programs to identify unique contract terms and conditions
- Effective resource management through automated workflows and assignment of activities



Increases Efficiencies in Business Capture and Commercial Excellence



CASE STUDY | ENABLING WORKFORCE MANAGEMENT

Background

Previously had 21 separate HR systems across the organization



- Implemented Workday Reduced from 21 to 1 HR system
- Common interface, implemented across global workforce
- Comprehensive approach to workforce management and talent development
- Develop improved understanding of business unit capacity needs

Outcomes

- Enhanced workforce planning
- Improving employee experience
- Greater oversight of productivity
- Accelerating speed of information and common data flows



What's Next: Continue to Drive Workforce Development

- Developing a complete development tool, creating roadmap for managing Employment Development Life Cycle
- Onboarding early career and experienced professionals
- Creating role-specific curriculums across the organization to increase capabilities and retention
- Identifying early career high potentials earlier and advance their development



CASE STUDY | STRAT-X STRATEGY EXECUTION TOOL

Background

Implemented in 2023, our internally developed tool is an integral part of driving execution of growth strategies



Solution: Strat-X

- Online tool aggregates all strategic growth initiatives and related actions, owners, expected results, and dates
- Optimizes standard work processes across organization; creates common language, processes, etc.
- Improves management insight into plan effectiveness with real-time data



Outcomes

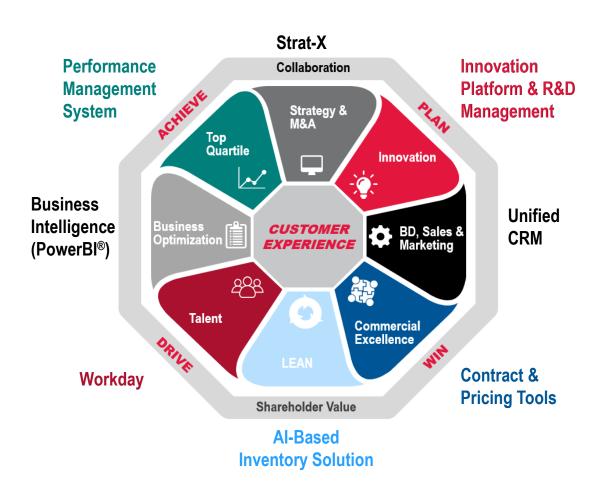
- Enhances operations by streamlining strategic execution for increased visibility and accountability
- ✓ Provides unified perspective to leadership on key strategies; standardized and scalable





OPERATIONAL EXCELLENCE KEY TAKEAWAYS

Modernizing Tools and Systems to Effectively Manage Our Business and Accelerate Operational Excellence



- Accelerating strategy through Operational Growth Platform (OGP); building upon strong track record of operational excellence
- Deploying new tools and systems to optimize manufacturing operations and connectivity through Digital Transformation
- Enabling high quality, faster information flows to connect and drive business operations, continuity, and growth
- Fueling the next leg of our growth journey by maturing processes with continuous improvement



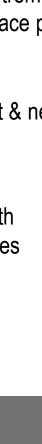
AEROSPACE & INDUSTRIAL KEY MESSAGES

Legacy provider of critical solutions to the commercial aerospace and industrial markets at the forefront of efficiency, performance and safety

Secular trends of electrification and decarbonization along with tremendous customer backlog driving long-term ramp in commercial aerospace production

Advancing innovations on key technologies that align to current & next-generation platforms, while leveraging cross-market synergies

Capitalizing on tremendous aerospace platform acceleration with proven ability to navigate through aerospace and industrial cycles



AEROSPACE & INDUSTRIAL: BROAD MARKET APPLICABILITY DRIVING EFFICIENCY, PERFORMANCE AND SAFETY

AEROSPACE & DEFENSE

50%









COMMERCIAL







Broad Portfolio of Critical Solutions

- **Electromechanical Actuation**
- Aerospace Sensors and Valves
- **Power Electronics and Controls**
- Surface Treatment Services

Diverse Customer Base (Select Examples)



















Significant Accomplishments Since 2021 Investor Day

- Electromechanical actuation wins on Airbus A350F and UpNext, and Leidos Dynetics Enduring Shield programs
- Newly developed power management electronics win with leading truck OEM
- Aerospace industry partnership in Hydrogen propulsion technologies (FETCH project)
- Expansion of laser peening services to commercial engines and F-35 bulkheads





UNIQUELY POSITIONED TO WIN IN AEROSPACE & INDUSTRIAL



Historic Pedigree in developing critical solutions within Commercial Aerospace



♦•• Broad portfolio of differentiated technologies in must-not-fail applications



Industry-leading power management electronics for on/off-highway



Leading provider of ruggedized extreme temperature and high accuracy aerospace components that survive the harshest environments



Integrated systems utilizing in-house actuator, sensor, motor, controller, and surface treatment technologies enabling first-of-a-kind applications



Proprietary surface treatment solutions enabling "stronger & lighter" components deployed through a strong global footprint

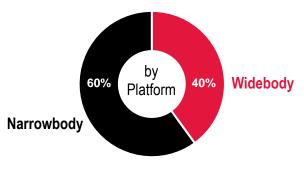


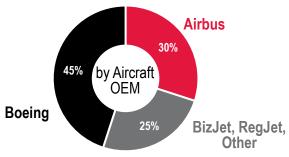
Key Differentiators and Proven Industry Expertise Deepen Our Ability to Win

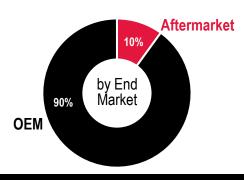


COMMERCIAL AEROSPACE MARKET FOCUS: SUPPORTING THE INDUSTRY SINCE ITS INCEPTION



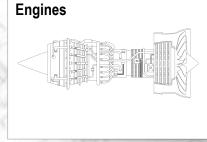




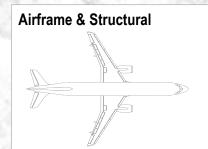


Flight Controls

- Electromechanical actuation systems for primary & secondary fliaht controls
- Safety certified controls
- Flight surface position sensors
- Flight control actuator position sensing and control valves
- Wing-tip brakes

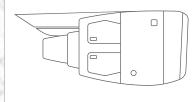


- Fuel metering unit position sensing and actuation
- Variable geometry position sensina
- Pneumatic system piloting and control valves
- Thermal Spray Coatings
- Laser and shot peening



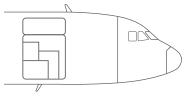
- Coating on fasteners
- Shot Peening and Corrective Peening of structural components
- Peen Forming wing skins
- Shot peening and Corrective Peening of ribs and spars
- Thermal Spray on flap & slat tracks





- Thrust reverser position sensing and control valves
- Anti-ice system piloting and control valves
- Panel/Cowling locks and sensors





- Cargo & payload bay door actuation systems
- Inlet door/scoop actuation
- Cabin pressure outlet valve actuators
- Thermal Spray in APUs and Cabin Air systems

Landing Gear, Wheels & Brakes



- Wheel speed sensors
- Nose wheel steering sensors
- Electromechanical braking actuators
- Shot Peening and Non-**Destructive Testing**
- Chrome replacement Thermal Spray tungsten carbide coatings

Broad Content on Every Major Commercial Aircraft Platform



WELL-POSITIONED TO CAPTURE COMPELLING TRENDS IN COMMERCIAL AEROSPACE

Broad Secular Themes



Population Travel



Quality Differentiation



Rising global demand in leisure and business travel driving long-term growth across markets

Long tailwind of airplane production backlog with planned production rate increases

 Highly-publicized reliability and quality concerns across the industry is generating value for well-performing suppliers

- Electrification of aircraft reducing complexity while improving reliability and efficiency
- Implementation of green initiatives driving fleet renewals, increased demand for lighter weight components and new platform development
- Emergence of electric and alternative propulsion driving innovation and technology



COMMERCIAL AEROSPACE FLEET RENEWAL DRIVING LONG-TERM GROWTH OPPORTUNITY

Key OEM Platforms Backlog¹



Narrowbody

>12,500 units in Backlog



Widebody

>2,200 units in Backlog



Regional

>380 units in Backlog

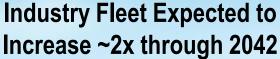


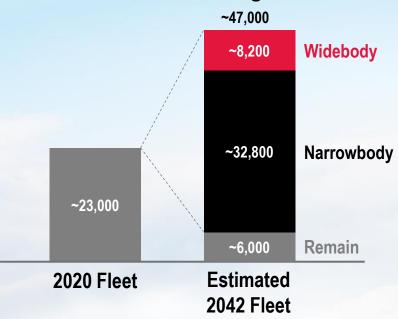
Business Jet

>1.500 units in Backlog

Record Level of Industry Backlog, with 8% - 9% Growth since 2020







75% Of 2020 Fleet **Expected to Retire**

New Deliveries over next 20 years

Well-Positioned to Capture Significant Commercial Aerospace Market Opportunity





STRATEGIC LONG-TERM GROWTH INITIATIVES

Growing Core and Expanding Content on Current & Next-Gen Platforms

- Targeted investments on current platform upgrades and development programs
- Upgrade of legacy sensor applications to solid state electronics
- Leveraging key supplier relationships to displace underperforming suppliers

Innovating Designs and Processes that Enable Carbon Reduction

- Enhance sensor, valve, and coatings technology to enable greater engine efficiency
- Surface treatments that extend life and reduce weight on structural and dynamically loaded components
- Ongoing partnerships with customers and industry to develop alternative propulsion

Developing Leading Solutions in Electrification Across our Markets

- Replace hydraulic and legacy technology actuation systems with EM Actuation
- Collaboration across multiple CW entities driving integrated system solutions
- Establish differentiated power management electronics that lead the developing electrification of industrial vehicles



Leveraging Investments in Critical Technologies and Cross-Market Synergies to Grow the Portfolio



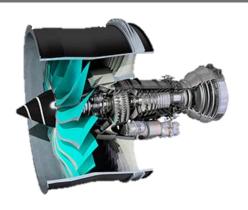


UNIQUE IP ENABLES CARBON REDUCTION GOALS

Extreme Temperature Capabilities

- New engine platforms and current upgrade programs requiring extreme temperature and accuracy capabilities to meet green initiatives
- Sensors and solenoids designed to operate closer to engine core enabling higher efficiency and lower emissions
- Engine thermodynamics require advanced thermal barrier coatings to meet efficiency and life targets

HIGH TEMPERATURE ENGINE SOLUTIONS





Unique Technology Driving Leadership Positions on Engine Platforms

- Content on all major current engine platforms and upgrade programs
- Active pipeline with secure positions on top engine OEM demonstrator programs, including Pratt & Whitney and Rolls-Royce
- Industry partnership on Future Engine Technology for the Control of Hydrogen (FETCH) project

HIGH TEMP AND ACCURACY SENSORS





Uniquely Positioned to Provide Customers with Innovative Technology for Current and Next-Gen Platforms



ELECTRIFICATION TECHNOLOGY EXPANDING IN COMMERCIAL AEROSPACE AND CROSSING OVER INTO DEFENSE MARKETS



Leading Electromechanical Actuation Technology in Commercial Aerospace

Tier One System Supply

- Vertically integrated and specialist provider of electromechanical solutions
- Won first certified rotary electromechanical distributed flap system in commercial aerospace
- First crewed flight with fully EM-actuated flight controls on Eviation Alice all-electric aircraft
- One CW approach enabled key content on Airbus wing demonstrator and A350F

One CW Approach Driving Success

- Industry-first folding wingtip solution that operates in-flight for load alleviation; combines technologies from across the CW portfolio
- Flight test hardware qualified and delivered to Airbus
- Flight testing scheduled for 2025 to feed into design concepts for future platforms

Leveraging Technology to Win in Defense Markets

- Electromechanical actuation expanding into ground defense applications
- Delivering on development contract on Leidos Dynetics Enduring Shield program
- Securing design wins on classified DoD programs, with active and maturing opportunity pipeline









Product and Technology Synergies across Portfolio Enable Unique, Cross-market Opportunities





LEADING-EDGE POWER ELECTRONICS ENABLING INDUSTRIAL VEHICLE ELECTRIFICATION

New Product Introductions and Ongoing Innovation Accelerating Growth within Industrial markets

- Supports green and electrification initiatives
 - Electric and Hybrid Traction Inverters and Power Distribution Modules
- Traction Inverters offer superior benefits to major global competitors
 - Higher torque, superior speed control and higher efficiency
- Safety
 - Specialized power distribution electronics, designed specifically for high-power
 DC charging systems, offer customers safe charging operation for multiple vehicle platforms
- Strategic wins to expand customer base
 - CW Traction Inverter selected by U.S. automotive manufacturer to supply an innovative electric chassis
 - European leading axle manufacturer selected CW as inverter partner for their E-Mobility System
 - ENCA Systems selected CW Traction Inverter technology for their EV powertrains





Leading Power Distribution Electronics and Hybrid Traction Inverters Position CW to Outgrow the Market



AEROSPACE & INDUSTRIAL KEY TAKEAWAYS

- Enduring critical solution provider to commercial aerospace and industrial markets at the forefront of efficiency, performance and safety
- Secular trends of electrification and decarbonization along with tremendous customer backlog driving long-term ramp in commercial aerospace production
- Advancing innovations on key technologies that align to current & next-generation platforms, while leveraging cross-market synergies
- Capitalizing on tremendous aerospace platform acceleration with proven ability to navigate through aerospace and industrial cycles





DEFENSE ELECTRONICS KEY MESSAGES

Trusted, proven leader in integrating open industry standards into ruggedized, reliable and secure computing and communications solutions

- Global security concerns driving increased U.S. and allied funding to support modernization and next-generation requirements
- Targeting innovation and investments that align to current and future mission needs while addressing growing demand for platform sustainment
- Well-positioned to capture increases in global defense spending with ability to win in any budget environment



DEFENSE ELECTRONICS: POISED TO BENEFIT FROM GROWTH IN MODULAR OPEN SYSTEMS APPROACH (MOSA)

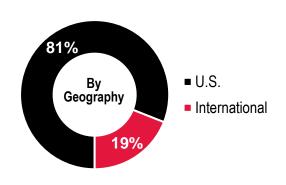
AEROSPACE & DEFENSE 100%

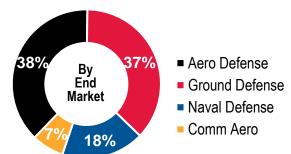












Extensive Portfolio of Mission Critical Solutions

- Secure Tactical Communications
- Embedded Computing
- Flight Test & Monitoring
- Mission & Sensor Systems
- Avionics
- High Power Electronic Controls
- Tactical Data Links
- Voice, Video and Data Storage & Recorders
- Enclosures & Consoles



- MOSA leadership recognized with design wins on major U.S. air and naval modernizations
- Acclaimed state-of-the-art SOSA-aligned Fabric100[™] product-line introduction
- Honeywell, Curtiss-Wright receive certification for 25-hour cockpit voice and flight data recorders
- Significant aerospace instrumentation equipment awards (F-35 Technology Refresh 3, Edwards Air Force Base)
- Quickly adapted to supply chain disruption
- Record-breaking order book

Trusted on 400+ platforms and 3,000+ programs worldwide















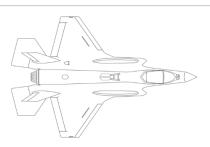




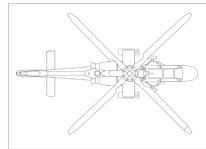




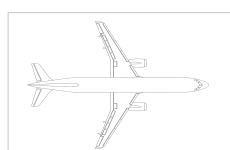
PLATFORM AGNOSTIC WITH TREMENDOUS BREADTH OF CONTENT AND SOLUTIONS



- Network Links
- Video Management System
- Flight Test & System Monitoring
- Radar Processing
- Avionics Processing
- Secure Network Storage
- C5ISR Systems
- Tactical Data Link Processing
- Mission Computers

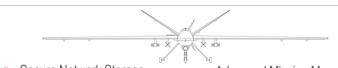


- Secure Network Storage
- Flight Test & System Monitoring
- Secure Network IP Router
- Tactical Data Link Software
- Multi-Platform Mission Computer
- Air Data Computer
- Flight Recorder
- Degraded Visual Environment (DVE) System



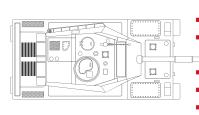
- Graphics and Video Display
- **Avionics Display**
- Network Attached Storage
- Secure IP Network Router
- Flight Test Instrumentation
- System Monitoring
- Radar Processing
- Flight Recorder
- DO-254 Processing System

Defense Fixed-Wing



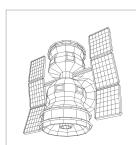
- Secure Network Storage
- Rugged Switch/Router System
- Mission Computer
- Crash Recorder
- Tactical Data Link Processing
- Advanced Mission Management
- Sensor Payload Management
- Flight Control
- Flight Test & System Monitoring
- C5ISR Systems

Rotorcraft



- Motion Control and Stabilization
- Rugged Ethernet Switch
- Modular Mission Computer
- Mission Display with TDL Software
- Hand Controllers
- Secure Network Storage

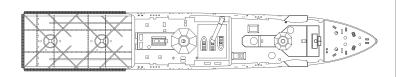
Commercial Fixed-Wing



- Data Management
- Mission Video
- Data Acquisition
- Pre-Launch Interface
- Mission Data Recording
- Mission Computing

- **Experiment Systems** Monitorina
- Mission Data Handling & Actuator Control
- Development Flight Instrumentation
- Operational Flight Instrumentation

UAV



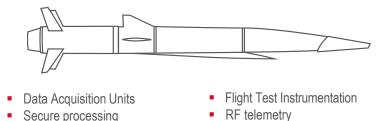
- Video Management
- Secure Network Storage
- Network Switch/Router System
- Rugged Enclosures & Consoles

Land Vehicles



- Video Management
- Secure Network Storage
- Network Switch/Router System
- High Performance Embedded **Computing Systems**
- Rugged Enclosures & Consoles
- Mission Computer
- Radar Processing
- Tactical Data Link Processing





- RF telemetry

Ship

Submarine

Hypersonics

ENABLING THE CONNECTED BATTLEFIELD

Secure Tactical Communications

- Tactical data link gateways for secure military command and control (air-to-air and air-to-ground)
- Secure Wireless Command Post for Classified Communications over Wi-Fi and LTE
- Cyber-secured software for Unified Network Communications Management (DISA APL accredited)

Sensor and Mission Computing

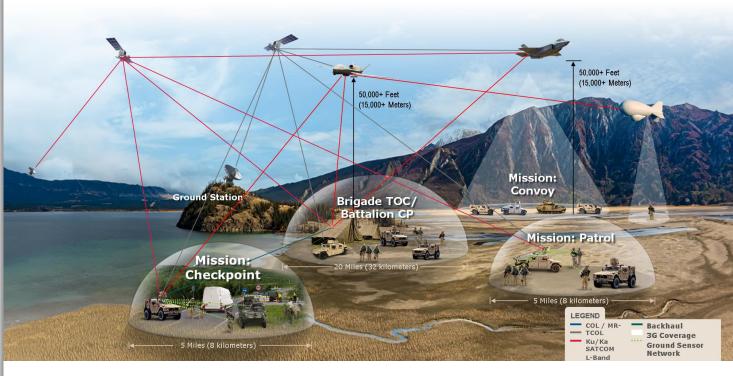
- Rugged MOSA-based plug-and-play hardware to modernize networked-vehicle capabilities
- Next-generation embedded computing featuring 100Gb/s connectivity to deliver faster time to actionable information

Secure Storage and Recorders

 Rugged storage modules and crash protected flight data recorders for securing critical data



Curtiss-Wright is a leader in hardware-enabled, software-defined solutions at the forefront of military digital convergence















PACSTAR ACQUISITION EXPANDED OFFERING TO CAPTURE ONE OF DOD'S TOP PRIORITIES: SENSORS TO EFFECTORS

Background

Acquired in 2020, PacStar products include advanced tactical communications solutions for mission-critical applications and unified network communications management software

Strategic Highlights

- Enables enhanced warfighter situational awareness at the tactical edge
- Ability to quickly train and deploy in rapidly changing environments
- Provides secured communications access up to Top Secret

Outcomes and Accomplishments

- Advanced tactical communications solutions deployed across thousands of systems
- IQ-Core® Software used for network monitoring and management with the U.S. Army PEO C3T
- Best-of-breed solutions expanding across services; new USAF contract in FY'24
- Expansion of foreign military sales; assisting in the Ukraine conflict



UNIQUELY POSITIONED TO WIN IN DEFENSE ELECTRONICS

- Trusted and Proven Provider of Modular Open Systems Approaches (MOSA) supporting current and next-generation platforms
- Broadest Leading-Edge Portfolio in Industry enabling acceleration of new capabilities while simplifying modernization and sustainment
- Strong Domain Expertise with 30+ years experience in the field
- Established IP enables expansion into adjacent emerging markets, such as space and hypersonics
- Longevity of Supply 20+ years product life support for platform extensions and modernization



Proven Ability to Drive Accelerated Growth Across Our Markets

GLOBAL SECURITY CONCERNS DRIVING INCREASED DEMAND FOR DEFENSE ELECTRONICS

Global Security Environment

- U.S. National Defense Strategy focused on near peer threats
- Shift driving new priorities and requirements to stay ahead of the threat

DoD Priorities

- Investments in next-gen aircraft, surveillance, and all-domain tactical communications
- Fully operationalized Command and Control capabilities linking sensors and effectors

Strengthening the Resiliency of the Defense Industrial Base

- Flight to quality suppliers who are trusted partners for investment, innovation, capability, and capacity
- MOSA adoption by Primes and DoD increases outsourcing opportunities

Modernization and Digital Convergence

- Mission autonomy driving need for more efficient and adaptable capabilities
- Anticipation of future operations will be conducted in degraded and contested environments
- Significant system upgrades underway to maintain and extend platform readiness and service life

Contemporary Commercial Technology

Access to high-tech commercial investment and innovation that can be tailored specifically for defense



Global Tier 2 \$50B Electronics²

Well-Positioned to Capture Significant Market Opportunity



ACCLERATING GROWTH THROUGH STRATEGICALLY FOCUSED INVESTMENTS

Consistent Innovation and Investment to drive Long-Term Growth

- Open standards leadership in Modular Open Systems Architecture (SOSA, CMOSS)
- Broad product roadmaps leveraging state-of-the-art commercial technology (e.g., NVIDIA, Cisco, Dell, Intel)
- Ecosystem of Fabric100™ advanced networking connectivity
- Building blocks for integrated systems solutions with multiple advanced cooling technologies

Leverage Legacy Positions to Increase Opportunities on Existing and New Platforms

- Expand operational excellence through continued investment in capability, capacity, and responsiveness
- Operationalize total lifecycle management and logistics to provide technical insertions and life extensions of enduring fleets
- Promote channel and international footprint to drive growth in foreign military sales

Expanding into Fastest Growing Markets and Adjacencies

- Safety-Critical flight applications
- Assured Positioning, Navigation and Timing (APNT) for GPS-denied environments
- Operationally Deployed Instrumentation leveraging FTI leadership and experience
- Hypersonic Defense Systems
- Unmanned Underwater Vehicles
- Space domain



CASE STUDY | ORGANIC INVESTMENT IN INNOVATION DRIVES GROWTH IN CORE MARKETS

Background

- Curtiss-Wright was selected by Northrop Grumman to supply a sensor mission unit and mission computer for the U.S. Navy Triton Unmanned Aircraft Systems (UAS) program
- Program success led U.S. Navy to select Curtiss-Wright mission computer for an additional UAS program, and sensor mission unit for an autonomous helicopter

Our Unique Solution

- Broad suite of products that solved unique and evolving sensor management challenges
- Leveraged technology roadmap in support of migration to advanced secure processing
- Proactive tech refresh and lifecycle management services have enabled extensions for more than 20 years

Outcomes and Accomplishments

- Since inception of program, CW's solution has been consistently provided across the lifetime of the program, including more than 120 additional systems to U.S. Navy and allies
- Based upon program success, selected by leading defense contractor to co-develop the next-generation tech insertion of the sensor mission management system
- Successful domestic and international fielding with exceptional readiness



CURTISS-WRIGHT IS A COMPREHENSIVE PROVIDER OF END-TO-END TOTAL LIFECYCLE MANAGEMENT (TLCM) SERVICES



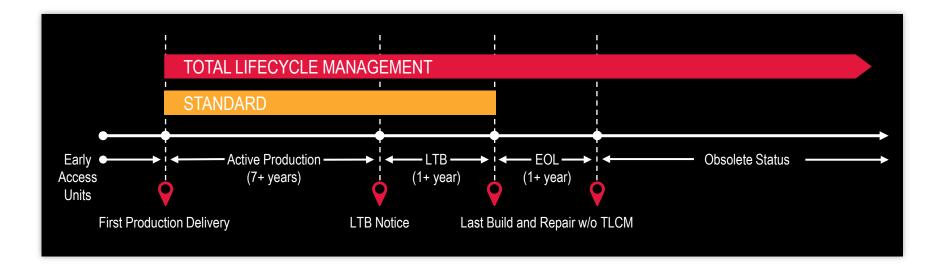
Since 2009, CW has delivered a suite of products to support a radar system on the U.S. Navy's MH-60 Seahawk helicopter

Our Unique Solution: World-class life-cycle management program

- Provided full ecosystem of products to support processing requirements
- Access to lifecycle management specialists
- Disciplined Configuration Control
- Real-time Diminished Manufacturing Sources (DMS) Reporting
- Last time buy priority
- Test infrastructure and product support expertise
- On-site component storage

Outcomes and Accomplishments

- System remained mission ready through obsolescence of over 50 OEM parts
- Direct support for OEM Spares to U.S. Navy MH-60 Fleet
- Exceptional program execution has resulted in award for next-generation design in 2024



Decades of Experience in Managing the Entire Lifecycle of Programs



CASE STUDY | PROGRAM EXPANSION FROM TEST & EVALUATION TO DEPLOYED PLATFORMS

Background

Leveraging our expertise and leadership in Flight Test Instrumentation,
 Curtiss-Wright developed the Quick Reaction Instrumentation Package (QRIP)

Our Unique Solution

- QRIP is an all-in-one instrumentation package for flight test applications
- Acquires the platform's mission and sensor bus data for on-board recording and provides critical data for real-time RF telemetry links
- Designed originally for Operational Test & Evaluation, the QRIP serves multiple emerging needs for data collection at a fraction of the cost and weight of the old system

Outcomes and Accomplishments

- Leverages 5-year \$287M IDIQ Contract with USAF
- **Highly configurable nature** of the solution allows for easy migration to deployed platforms, including variants developed for the F-35, F-22, and others
- QRIP is integral to USAF's Crowd Sourced Flight Data (CSFD) acquisition strategy for Operationally Deployed Infrastructure (ODI)



DEFENSE ELECTRONICS KEY TAKEAWAYS

- Trusted, proven leader in integrating open industry standards into ruggedized, reliable and secure computing and communications solutions
- Global security concerns driving increased U.S. and allied funding to support modernization and next-generation requirements
- Targeting innovation and investments that align to current and future mission needs while addressing growing demand for platform sustainment
- Well-positioned to capture increases in global defense spending with ability to win in any budget environment





NAVAL DEFENSE KEY MESSAGES

Mission critical partner to U.S. & international navies for highly engineered solutions on surface & submarine platforms

Rising geopolitical tensions driving increased funding toward U.S. and allied naval shipbuilding

Expanding content & advancing key technologies on current & future platforms while capturing growing demand in aftermarket

Well-positioned to deliver decades of long-term sustainable growth aligned with U.S. and allied naval force structures

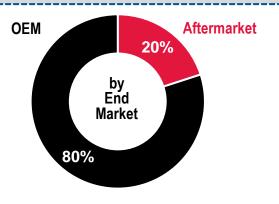


NAVAL & POWER, NAVAL DEFENSE MARKET FOCUS: SUPPORTING THE NUCLEAR NAVY SINCE ITS INCEPTION

AEROSPACE & DEFENSE 50% (Of N&P Segment)







Illustrative Customers











Unique Set of Solutions

Navy Nuclear Propulsion & Power Systems

- Main Coolant & Propulsion Plant & Ship Service Pumps
- Secondary Propulsion Systems
- Steam Turbines & Generators
- Critical & Complex Flow Control Systems & Valves

Aircraft Handling & Arresting Systems

- Helicopter Securing & Traversing Systems
- Aircraft Arresting Systems for Land & Shipboard Applications

Other Critical Application Electro-Mechanical Equipment

Subsea Pump Systems for Oil & Gas Industry



Significant Accomplishments Since 2021 Investor Day

- Transitioning from development to production on Columbia class submarine
- Continuing to receive funding to develop various solutions for next-generation fastattack submarine – SSN(X)
- Expanded global aircraft arresting system capabilities & footprint with ESCO acquisition
- Secured critical subsea oil & gas production pumping system contract with Petrobras





UNIQUELY POSITIONED TO WIN



Leading Provider of Highly Engineered Mission-Critical Solutions with expertise developed over decades since inception of U.S. nuclear naval fleet



Deep Customer Relationships with U.S. and International Allies supports investment and visibility into long-term shipbuilding plans



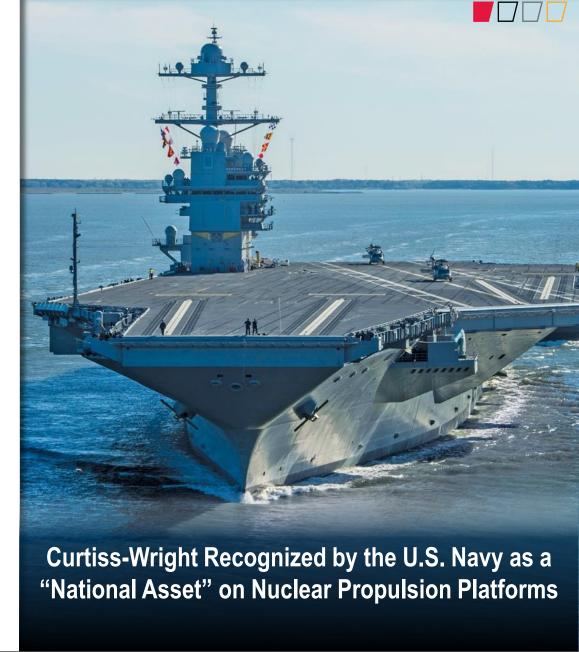
Numerous Sole Source Positions on the U.S. Navy's most critical and highest priority programs



Strong IP Content, Advanced Manufacturing Capabilities and Stateof-the-Art Test Facilities secures longevity of supply on key platforms



Strategically-located Service Centers supporting fleet operations and extending visibility into customer needs



NAVAL PLATFORMS ARE KEY TO MAINTAINING ASYMMETRICAL ADVANTAGE OVER NEAR-PEER ADVERSARIES

- Naval Power Projection is a Centerpiece of DoD Strategy
 - Great Power Competition and Indo-Pacific tensions elevating demand for naval shipbuilding
 - China's Navy is outbuilding U.S. by more than 10x
 - Columbia class submarine is U.S. Navy's #1 priority program
- U.S. Naval Industrial Base will require \$15B+ investment over next 5 years to support desired shipbuilding capacity
- Shipyards outsourcing work to supply base to meet shipbuilding schedules
- Aftermarket growth remains critical to support continued fleet readiness
- Partnering with allies remains a key tenet of U.S. naval strategy
 - Strengthening naval capabilities across Australia, U.K., Canada, India, Taiwan, and Japan
 - U.S. shipbuilding to support AUKUS program with 3-5 Virginia-class submarines



Well-positioned to Support Increased Demand for U.S. Naval Shipbuilding



WELL-POSITIONED ON HIGHEST PRIORITY U.S. NAVAL PLATFORMS

	Ford Aircraft Carrier	Nimitz Aircraft Carrier RCOH	Virginia Submarine	Columbia Submarine
30-Yr Authorization Total Ship Projection (FY'25 – FY'53) ¹	6-7	3 (through FY'35 / CVN-77)	17+ (excluding potential upside from AUKUS and FY'35 transition to SSN(X))	12 (includes 1 st ship in production)
Run-Rate Production	~1 every 5 years	~1 every 6 years	2+ per year	1 per year (beginning with 2 nd ship, FY'26 thru FY'35)
Shipset Content	\$450M	\$45M	\$75M	\$140M

Continue to Partner in U.S. Navy's Success while Expanding Critical Technologies & Content





STRATEGICALLY FOCUSED GROWTH INITIATIVES

Grow Strong Core & Expand Internationally

- Expand content on key platforms via portfolio expansion & critical IP development
- Extending global reach to pursue growth in Surface opportunities, including:
 - Aircraft arresting systems
 - Helicopter & cable handling systems
- Targeting M&A opportunities to provide more comprehensive solutions

Increase Content on Next-Gen Platforms

- Actively engaged and under contract for next generation platforms; Securing critical footprint
- Expanding classified manufacturing & test capabilities to support future mission needs
- Developing technologies to keep pace with evolving mission needs
- Advanced engagement on SSN-AUKUS

Grow the Aftermarket

- Maturing platforms beginning to drive initial
 & elevated spares provisioning
- Expand shipyard service center offering to capture additional complex MR&O
- Continue to support and explore additional opportunities related to RCOH (CVN-75 planned in FY'25)
- Additive manufacturing to enhance efficiency and response time





SIGNIFICANT OPPORTUNITY TO EXPAND CONTENT ON NEXT-GENERATION PLATFORMS

Virginia Submarine

SSN(X) Fast Attack Submarine



Production Timeline

Construction Pace

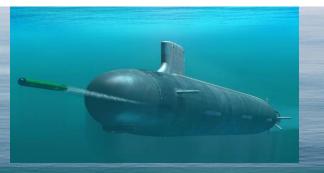
CW Content / Submarine

Expect Steady Production through 2035

~2 / Year Procurement

\$75M per Ship

(Generators, Pumps, Valves, Actuators, Blowers, Electronics)



First Ship Construction Authorization mid-2030s

Future State: 2 / Year Procurement

2X – 3X Potential

Building out current capabilities

Current Development Efforts are Shaping the Future



LEVERAGING PROVEN NAVAL DEFENSE TECHNOLOGY TO CROSSOVER INTO ADJACENT MARKETS

Curtiss-Wright's legacy expertise in pump technology led to development of reactor coolant pump for Westinghouse AP1000 commercial nuclear reactor in 2006

Today, R&D Investments Driving New Opportunities in Subsea Market

- Nearly \$100M in Funded Development received to-date
- Production Opportunities: \$250M+ by 2030; \$500M+ middle of next decade
- Leveraging customer and application intimate model and growing reliance on subject matter expertise to create unique engineered-to-order products

Leading Technology Resulting in Subsea Contracts

- Contracts previously awarded by Shell and Saipem
- Received \$24M contract from Petrobras to design, manufacture, test and provide operational support for system to be deployed offshore Brazil
- First CW subsea pumping system will be delivered and ready for deployment and operation in the Gulf of Mexico in 2024











CW provides process-fluid lubricated, canned motor pump systems for deployment subsea to facilitate the recovery of hydrocarbons from offshore reservoirs







NAVAL DEFENSE KEY TAKEAWAYS

- Mission critical partner to U.S. & international navies for highly engineered solutions on surface & submarine platforms
- Rising geopolitical tensions driving increased funding toward U.S. and allied naval shipbuilding
- Expanding content & advancing key technologies on current & future platforms while capturing growing demand in aftermarket
- Well-positioned to deliver decades of long-term sustainable growth aligned with U.S. and allied naval force structures







COMMERCIAL NUCLEAR PANEL DISCUSSION

Moderator



Gary Wolski VP, Sales & Marketing, **CW Nuclear Division**



Maria Korsnick President & CEO, Nuclear Energy Institute (NEI)

Panelists



Dr. Rita Baranwal SVP AP300 Small Modular Reactor, Westinghouse



Greg Cullen VP Energy Services and Development, Energy Northwest



COMMERCIAL NUCLEAR KEY MESSAGES

Recognized leading provider of highly engineered critical solutions for the most challenging customer needs

Strong global support for energy independence and carbon reduction driving strategic shift in focus to nuclear

Growing our core and extending globally to address current and future market needs through partnership and innovation

Clear path to capture tremendous future growth opportunity within Commercial Nuclear Power business

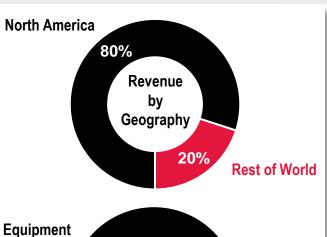


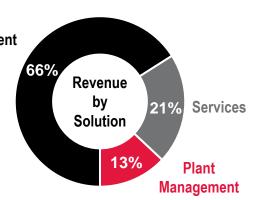
NAVAL & POWER, COMMERCIAL NUCLEAR MARKET FOCUS: SUPPORTING THE INDUSTRY SINCE INCEPTION

AEROSPACE & DEFENSE (Of N&P Segment)









Extensive Portfolio of Critical Solutions

Equipment

- Reactor Coolant Pumps (RCPs)
- Control Rods and Drives
- Valves and Actuators
- **HVAC** Equipment
- Snubbers
- **Electrical Penetrations**
- Specialty Cable Assemblies
- **Uninterrupted Power Supplies**
- Motor Control Centers
- **Electrical Panels**
- Personnel Airlocks
- **Equipment Hatches**
- **Fuel Transfer Gates**
- Neutron Absorbers

- **Turbines**
- **Analog Replacement** Modules
- **Power Supplies**

Plant Management

- Simulation Systems and Services
- Digital Control Systems
- **Analog Control Systems**
- **Process Computer Systems**
- **Condition Monitoring Systems**
- Work Management Systems
- Information Systems
- **RAPID Part Locator**

Services

- **Equipment Repair**
- Reverse Engineering
- **Custom Manufacturing**
- **CRD Services**
- Spent Fuel Pool Services

- Regulatory Support
- Remote Plant Monitoring

- **Equipment Qualification**
- **Commercial Grade Dedication**
- Advanced NDE
- Steam Generator Services
- Fluid Sealing Services

Supporting the legacy and expanding global nuclear market



Significant Accomplishments Since 2021 Investor Day

- Partnering with Westinghouse to provide RCP technology in future AP1000 power plants
- X-energy and TerraPower advanced reactor design wins
- Secured first contract for digital upgrade of analog safety system
- Acquired WSC Inc.





UNIQUELY POSITIONED TO WIN IN COMMERCIAL NUCLEAR



Long-standing Aftermarket and New Build Presence

Go-to partner for 60 years enhancing power plant efficiency and reliability



Industry Certifications and Best-in-Class Expertise

Solving our customers most difficult problems with strong barriers to entry



One of the Largest Product Portfolios

Supporting our customers across a wide spectrum of their needs



Deep Customer Relationships

More than a supplier...a trusted partner to our customers and the industry



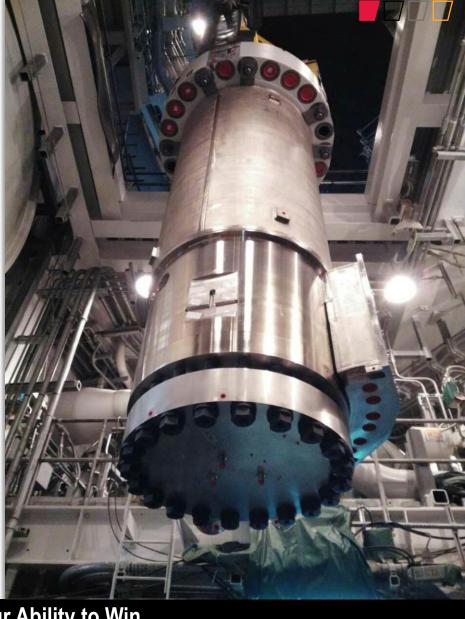
Strong Management and Technical Teams

Decades in service to the nuclear power industry



Nuclear Safety and Quality Culture

Everything we do...we do with safety and quality in mind



Key Differentiators and Industry Expertise Deepen Our Ability to Win



NUCLEAR POWER IS UNDERGOING A MAJOR STRATEGIC SHIFT

Broad Secular Themes



Carbon Reduction



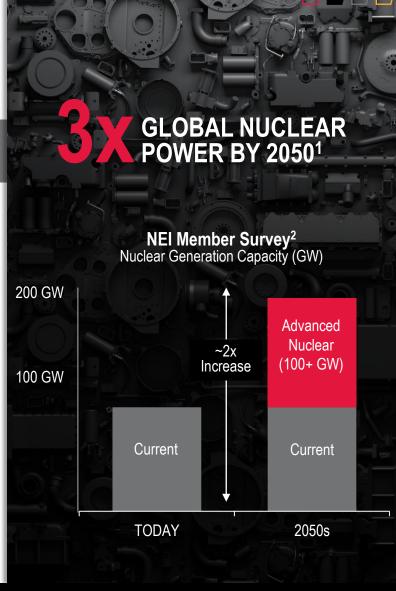


Supporting Legislation

- Advanced Reactor Development Program; \$2.5B funding for two projects (X-energy, TerraPower)
- Infrastructure Bill Civil Nuclear Credit Program; **\$6B** to preserve existing reactor fleet
- Inflation Reduction Act (IRA) Investment tax credits; 30%-50% cost coverage
- IRA Production tax credits; \$15/MWh and \$30/MWh
- Domestic LEU/HALEU production; \$2.7B appropriated
- ADVANCE Act; NRC Modernization

Industry Accelerators

- NEI members to extend life of existing fleet to 80 years and add ~100GW by 2050 (>300 SMRs)
- Growth in data centers and AI driving significant interest in SMRs
- Industrial and process interest in nuclear to achieve carbon reduction (Dow Inc. Seadrift Operations)



Significant Opportunity for Growth in Global Nuclear Power





LIFE EXTENSIONS AND PLANT MODERNIZATION DRIVE THE AFTERMARKET

Key Market Highlights

- To achieve carbon reduction goals, existing plants must operate into the 2050s and beyond
- Operating plants are investing in life extensions, power uprates, and modernization
- Plants are evolving into Clean Energy Centers generating "Power to X" (Hydrogen, Data Centers)

CW Positioning

- A leading provider of Aftermarket support supplying hundreds of operating plants globally including every reactor in U.S. (94) and Canada (19), and majority in S Korea
- Capabilities ideally positioned to support our customer's needs enabling durable, predictable revenue streams
 - Replace critical equipment that has reached end of life, enable digital transformation, resolve obsolescence, and improve reliability and efficiency

Deeply embedded partnerships and technologies supporting operating plants world-wide (select examples)



Instrumentation and Control



Reactivity Control Equipment



Flow Control Equipment



Plant Information Systems



Outage Services and Equipment



Environmental Qualification, CGD¹ and Parts

opportunity for our products driven by U.S. modernization²

Sustainable Accelerated Growth over the Next 20+ Years





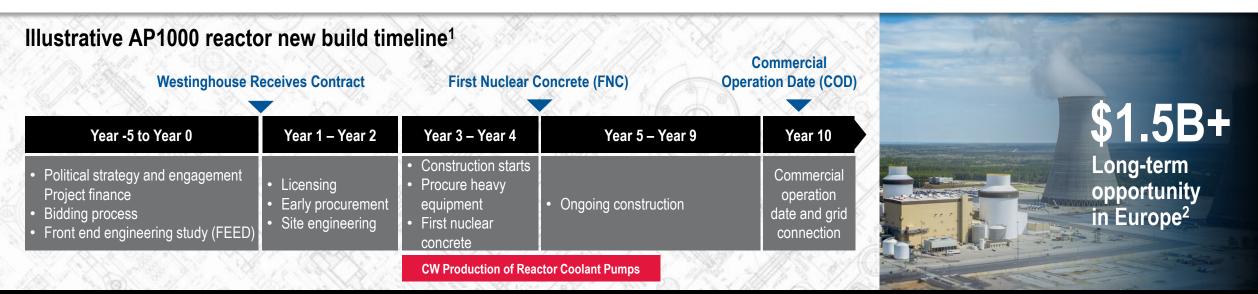
LARGE REACTORS CONTINUE TO PLAY CRITICAL ROLE IN MEETING ENERGY DEMAND

Key Market Highlights

- Energy security, geopolitics, and carbon reduction driving renewed interest in large scale nuclear power plants
- Large scale reactors planned or in consideration: Poland, Bulgaria, Ukraine, Czech Republic, Canada, Netherlands, Romania, Slovenia, Sweden, Finland, and United Kingdom

CW Positioning

- Strong incumbent position on leading large light water reactors including AP1000 (US) and APR-1400 (Korean)
- AP1000 selected or broadly in-consideration; Opportunity to increase non-RCP content on AP1000 given strong relationship with Westinghouse



Proposed Large Reactors Provide Potential for Significant Long-term Growth





SMALL MODULAR REACTORS TARGET COMMERCIAL OPERATION BY 2030

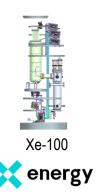
Key Market Highlights

- Major SMR developers backed by significant government support U.S. and International
- Demand for clean reliable power extends beyond traditional grid electricity - includes process industries, data centers, and coal plant conversions
 - ~30% of U.S. coal plants scheduled to retire by 2035¹

CW Positioning

- CW brand, unique capabilities, and extensive portfolio position us to broadly participate on all leading platforms
- Mid-2020s: Designing needed systems today, followed by Prototype and Testing
- Late 2020s: Transition from Development to Production for first-of-kind plants to drive accelerated growth

Designing critical systems for leading advanced reactor developers







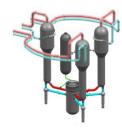












Rolls-Royce





Growth of SMRs Transformational to the Nuclear Industry



ACCELERATE GROWTH THROUGH PARTNERSHIP AND INNOVATION

Leverage CW's brand and capabilities to gain content on all leading SMRs

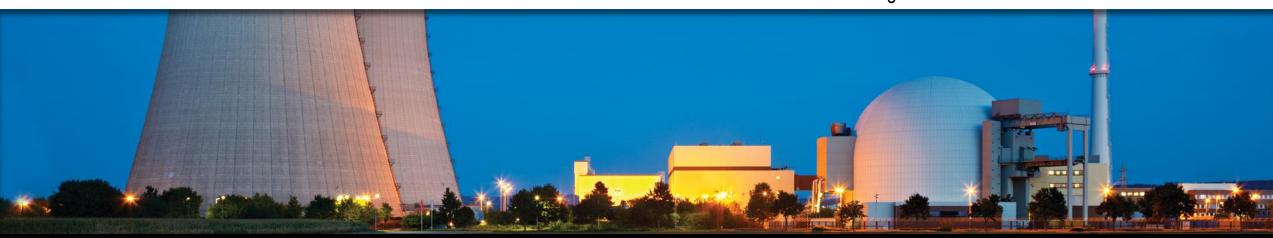
- Utilize core technical expertise and decades of experience to develop first-of-kind solutions in support of advanced nuclear reactors
- Expand capacity through workforce development, operational excellence, and capital expansion

Expand portfolio to meet the evolving needs of our customers

- Targeted investments to solve our existing customers most critical problems
- Partner with complementary companies that lack strong channels into the industry
- Acquire companies with unique capabilities and complementary products

Leverage core positions to grow our international presence

- Maintain and expand position on Gen III+ AP1000 and APR-1400 reactors
- Capture content on French EPR II and create alternative source of supply in Eastern Europe
- Expand geographic footprint through government relations and localization



Leveraging Our Strong and Expanding Nuclear Presence to Execute Growth Initiatives



CASE STUDY | WSC ACQUISITION

Background

April 2024: CW acquired WSC, Inc.



Strategic Highlights

- A leading supplier of state-of-the-art power plant control room simulation technology
- Supports the design, commissioning, and reliable operation of commercial nuclear power generation and process plants worldwide
- Strong global installed base of over 225 plant simulators

Outcomes

- **Simulation assisted engineering** used in major plant upgrades and new plant designs provides additional opportunity for Curtiss-Wright's broad suite of products to help solve our customers' needs
- Provides earlier visibility and influence into the design of leading small modular **reactors**, including WSC's established positions with TerraPower, GE Hitachi and Holtec
- Combination of WSC's solutions, including simulation and digital twin capabilities, with Curtiss-Wright's digital safety systems and advanced condition monitoring technology



COMMERCIAL NUCLEAR KEY TAKEAWAYS

- Recognized leading provider of highly engineered critical solutions for the most challenging customer needs
- Strong global support for energy independence and carbon reduction driving strategic shift in focus to nuclear
- Growing our core and extending globally to address current and future market needs through partnership and innovation
- Clear path to capture tremendous future growth opportunity within Commercial Nuclear Power business





FINANCIAL KEY MESSAGES

Executing our Pivot to Growth strategy, driving record financial performance

Leverage strong foundation in operational excellence and reinvesting into the business to deliver accelerated profitable organic growth

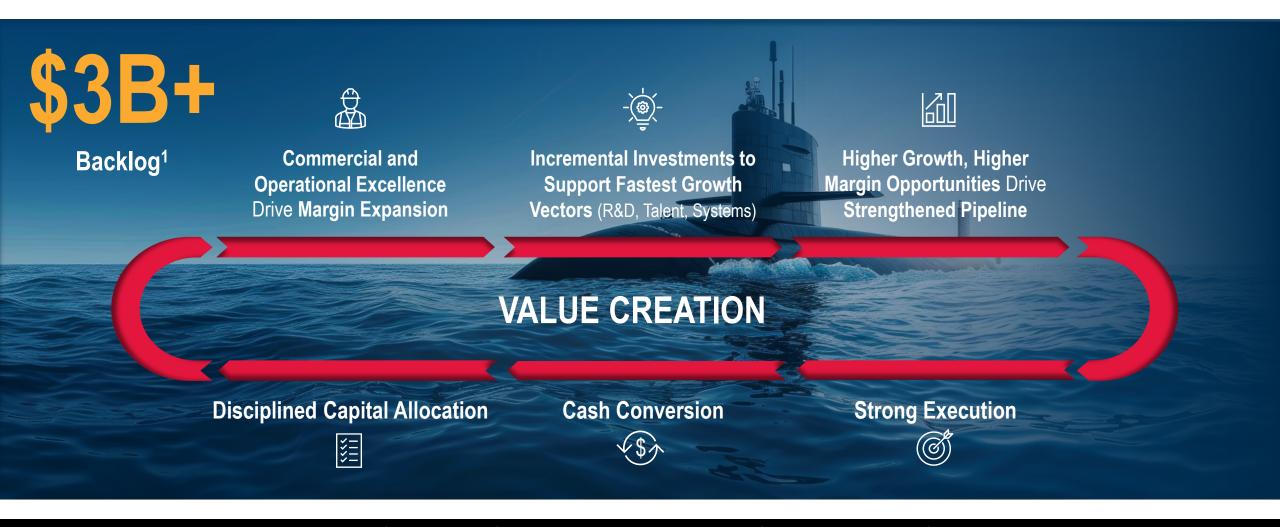
Maintain disciplined and strategic capital allocation with M&A as an accelerator to drive profitable inorganic growth

Building upon strong core momentum, with significant upside optionality in Commercial Nuclear





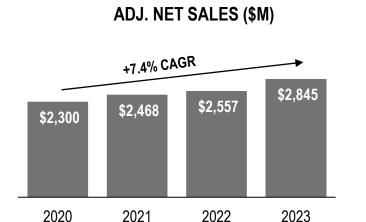
PIVOT TO GROWTH STRATEGY DRIVES VALUE CREATION

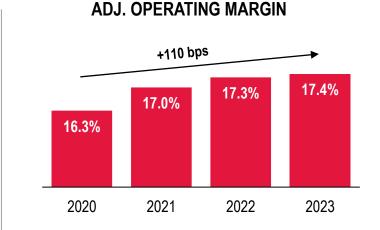


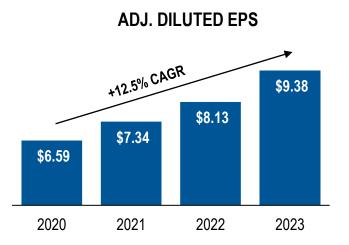
Leveraging Strong and Growing Backlog to Further Compound Value Creation

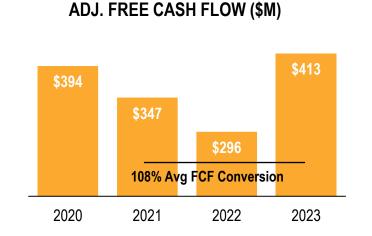


PIVOT TO GROWTH STRATEGY – 1ST THREE YEARS FINANCIAL PERFORMANCE (2020 - 2023)











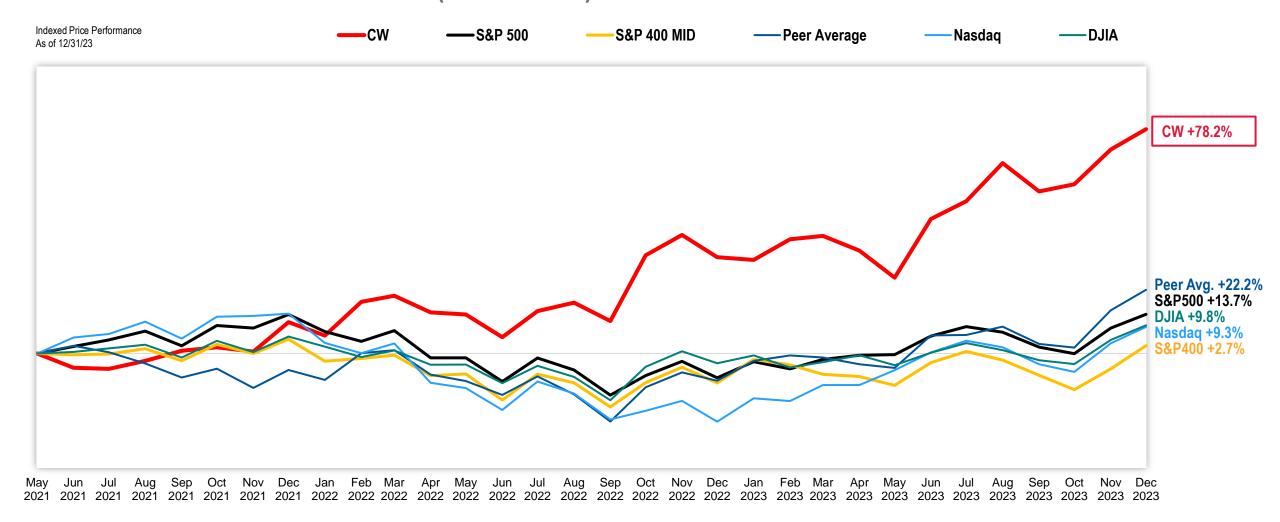
Highlights

- Organic growth across <u>all</u> end markets
- Delivered margin expansion through commercial & operational excellence
- R&D investments outpace sales CAGR
- Overcame macro economic & supply chain headwinds
- Capital allocation accelerated financial performance
- Record breaking order book and backlog





STOCK PRICE PERFORMANCE (2021 - 2023)



Driven by the Pivot to Growth Strategy, We Continue to Build Momentum!





COMMERCIAL AND OPERATIONAL EXCELLENCE AT OUR CORE



Highly engaged culture with a strong financial acumen



Remain focused on pricing, cost containment and execution



Resilience and agility in our most economically sensitive businesses



Continuous optimization of the portfolio



Addressing the greatest challenges of growth

- Talent management
- Supply chain efficiency
- Coordination and business intelligence



Driving efficiency in cash management & tax optimization



Strong Foundation Drives Margin Expansion and Powers our Investment Strategy



CASE STUDY | TAX OPTIMIZATION

Background

Management Incentive Plan drives additional focus to enhance value "below the line" through balance sheet efficiency and continued tax optimization



- Undergoing legal entity consolidations both domestic and abroad
- Opportunity to revamp our existing international holding company structure
- Consolidate majority of controlled foreign corporations under new structure

Outcomes

- ✓ Efficient cash repatriation
- ✓ Simplified tax compliance and local statutory reporting
- ✓ Compliance with Global Tax Harmonization (OECD Pillar II)
- ✓ Benefit to Effective Tax Rate and Free Cash Flow



HIGHLY EFFICIENT AND DISCIPLINED CAPITAL **ALLOCATION FRAMEWORK**

Historical Use of Cash Flow from Operations (2021 – 2023)



~\$0.3B **Acquisitions** 3 Deals

1 A&D and 2 Commercial

25%

- Acquisitions (market focus A&D, Commercial Nuclear)
- Executed Record Level of Buybacks (@ >50% discount to current share price)
- ✓ Paid down \$300M in maturities on Senior Notes
- Steadily Increased Dividend in alignment with Revenue Growth



\$1.2B **Operating Cash Flow Generated and Deployed**

Efficient Capital Deployment

~\$1.1B Free Cash Flow



Challenging Economic Backdrop Requires the Highly Efficient Use of Capital





STRONG AND FLEXIBLE BALANCE SHEET PROVIDES AMPLE CAPACITY FOR GROWTH



Cash & Cash Equivalents

\$338M

Total Debt

\$1.05B

Weighted-average Interest Rate: 3.8%

Revolver

\$750M (Undrawn)

+\$250M Accordion Feature

Leverage Ratio - Adjusted Net Debt / EBITDA:

1.1x

Opportunity Range 2.0x – 3.0x



Fully Funded Pension Plan (no contributions made since '20 and none anticipated)
 Implemented an Effective Glide Path Strategy to preserve Free Cash Flow

Consistently Deploying Capital in the Most Efficient Ways





MAINTAIN DISCIPLINED CAPITAL ALLOCATION STRATEGY

Capital Allocation Priorities

M&A as a Strategic Accelerator to Organic Growth with Strong Pipeline

Operational Investments with the Highest Return

Ensure Consistent Returns to Shareholders

Drive Strong Free Cash Flow Generation

Maintain Efficient Capital Structure

Financial Filters

- Long-term Sustainable Organic Growth
- Operating Income Growth > Revenue Growth
- Adjusted EPS Accretive in Year 1
- FCF Conversion > 100% (Average)
- ROIC > Cost of Capital by Year 3
- Supports Corporate-wide Top Quartile Performance

Strong Financial Oversight to Mitigate Risk and Drive Long-term Profitable Growth





SUCCESSFUL M&A TRACK RECORD



ESCO Arresting Systems Business



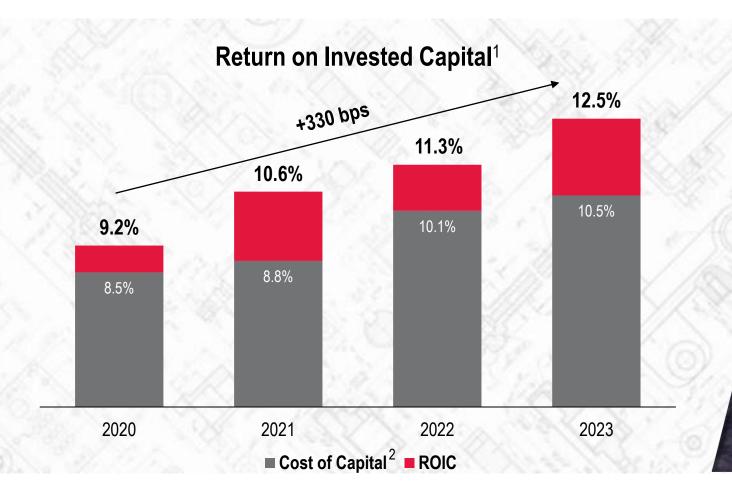


November 2020	June 2022	November 2022	April 2024		
\$120M	\$70M	\$9M	\$15M		
✓	✓	✓	✓		
\checkmark	\checkmark	\checkmark	✓		
✓	✓	✓	✓		
✓	✓	✓	√		
✓	✓	✓	✓		
\checkmark	✓	✓	N/A		
 Increased breadth of embedded computing portfolio; proprietary software Ability to cross-sell: CW (intra- platform) + PacStar (inter-platform) 	 Increases breadth of global defense portfolio Establishes CW as leading global supplier of fixed-wing aircraft recovery and arresting systems 	Increases breadth of surface treatment services portfolio with unique and complementary coatings technology	Increases breadth of advanced commercial nuclear technologies utilized in modernization of existing and new power plants		
	\$120M Increased breadth of embedded computing portfolio; proprietary software	\$120M \$70M	\$120M \$70M \$9M		





GENERATING STRONG RETURNS ON OUR INVESTMENTS





Investment Returns Outpace the Rising Cost of Capital





REITERATING 2024 FINANCIAL OUTLOOK

	Guidance ¹	Commentary
	5% - 7% Sales growth	MSD+ organic growth, with increases in all end markets
	5% - 8% Operating Income growth	Favorable absorption offset by increased R&D investments
100	Targeting Operating Margin expansion	 Expect 17.4% - 17.6%, flat to up 20 basis points Growing engineering spend (~40 - 50 bps headwind)
	8% - 11% EPS growth	OI growth + balance sheet efficiency
	\$415 - \$435M FCF, up 0% - 5%	 Up 5% - 10%, excluding final CAP1000 cash payment in 2023
	Growing order book and strong backlog	 Record backlog, Q1 book to bill 1.26x – building momentum



NEW 3-YEAR TARGETS (2024 – 2026)



Accelerating the Pace of Core Organic Growth; AP1000 Excluded from Targets and Provides Incremental Upside





LONG-TERM REVENUE GROWTH ASSUMPTIONS (2024 – 2026)

Aerospace Defense	Ground Defense	Naval Defense	Commercial Aerospace	Power & Process	General Industrial
MSD	HSD	MSD	HSD	Nuclear: LDD Process: MSD	LSD
	ŀ	Key Drivers Enabling M	arket Outperformanc	е	
 MOSA Lifecycle Mgmt. Safety-critical Flight Applications FMS¹ accelerant to DoD spending 	 Tactical Comms Modernization FMS accelerant to DoD spending 	 Columbia Submarine Production Aftermarket: Fleet & RCOH SSN(X) Development FMS, incl Aircraft Handling 	 Record backlog EM Actuation Electrification 	Nuclear: • Aftermarket / PLEX • SMRs • EXCLUDES AP1000 Process: • Subsea Pumps	 Industrial Vehicles Power Distribution Electronics Electrification
	Aerospace & D	Commercial: ~32%			

>5% Organic CAGR to be Supplemented through High-Quality Acquisitions



BEYOND THE NEXT THREE YEARS

The Art of the Possible

Known AP1000 Opportunity Today¹:

- 12+ plants 48+ pumps (4/plant) = \$1.5B+ in Europe
- Each plant \$110M+ over 5-year production cycle

Annual Commercial Nuclear
Revenue by end of 2028²

\$1.5B+
in Annual Commercial Nuclear
Revenue by middle of next decade

PLEX

AP1000

SMR

>15 plants undergoing multi-year upgrades

Poland & Bulgaria in production

SMR development & prototypes shift to production

>30 plants undergoing promulti-year upgrades

Steady state production supporting Europe

Orders reach 10-20 plants/yr

Commercial Nuclear Upside Optionality, on Top of a Strong Core



KEY TAKEAWAYS

Executing our Pivot to Growth strategy, driving record financial performance

Leverage strong foundation in operational excellence and reinvesting into the business to deliver accelerated profitable organic growth

Maintain disciplined and strategic capital allocation with M&A as an accelerator to drive profitable inorganic growth

Building upon strong core momentum, with significant upside optionality in Commercial Nuclear





WHY INVEST WITH US

Building momentum as we execute our Pivot to Growth strategy

Advancing key enablers with the right talent, systems, and infrastructure to support organic growth

Investing in and delivering advanced technologies in attractive end markets

Driving strong financial performance including cash generation to enable disciplined capital allocation









NON-GAAP FINANCIAL INFORMATION

The Corporation supplements its financial information determined under U.S. generally accepted accounting principles (GAAP) with certain non-GAAP financial information. Curtiss-Wright believes that these Adjusted (non-GAAP) measures provide investors with improved transparency in order to better measure Curtiss-Wright's ongoing operating and financial performance and better comparisons of our key financial metrics to our peers. These non-GAAP measures should not be considered in isolation or as a substitute for the related GAAP measures, and other companies may define such measures differently. Curtiss-Wright encourages investors to review its financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. Reconciliations of "Reported" GAAP amounts to "Adjusted" non-GAAP amounts are furnished within the Company's earnings press release.

The following definitions are provided:

Adjusted Sales, Operating Income, Operating Margin, Net Earnings and Diluted Earnings per Share (EPS)

These Adjusted financials are defined as Reported Sales, Operating Income, Operating Margin, Net Earnings and Diluted Earnings per Share under GAAP excluding: (i) the impact of first year purchase accounting costs associated with acquisitions in the prior year, specifically one-time inventory step-up, backlog amortization, deferred revenue adjustments and transaction costs; (ii) the sale or divestiture of a business or product line; (iii) one-time transition and IT security costs associated with the relocation of our Steam & Air Solutions business; (iv) the non-cash impairment of capitalized development costs related to a commercial aerospace program; (v) restructuring expenses associated with the Corporation's FY20 restructuring plan; (vi) pension settlement charges; and (vii) significant legal settlements, impairment costs, and costs associated with shareholder activism, as applicable.

Organic Sales and Organic Operating Income

The Corporation discloses organic sales and organic operating income because the Corporation believes it provides investors with insight as to the Company's ongoing business performance. Organic sales and organic operating income are defined as sales and operating income, excluding contributions from acquisitions made during the last twelve months, loss on divestiture of the German valves business, and foreign currency fluctuations.

Free Cash Flow (FCF) and Free Cash Flow Conversion

The Corporation discloses free cash flow because it measures cash flow available for investing and financing activities. Free cash flow represents cash available to repay outstanding debt, invest in the business, acquire businesses, return capital to shareholders and make other strategic investments. Free cash flow is defined as net cash provided by operating activities less capital expenditures. Adjusted free cash flow excludes: (i) payments associated with the Westinghouse legal settlement in both 2022 and 2023; (ii) executive pension payments in 2022; (iii) voluntary contributions to the Company's corporate defined benefit pension plan in 2020; (iv) the cash impact from restructuring in 2020; and (v) a capital investment in a state-of-the-art naval facility in 2020. The Corporation discloses adjusted free cash flow conversion because it measures the proportion of net earnings converted into free cash flow and is defined as adjusted free cash flow divided by adjusted net earnings.

EBITDA

The Corporation discloses EBITDA because it is useful in evaluating the Company's operating performance. EBITDA is defined as net earnings before interest, income taxes, depreciation, and amortization.

Leverage Ratios

Adjusted Net Debt defined as Adjusted Debt less Cash and cash equivalents. Adjusted Net Debt / EBITDA defined as Adjusted Net Debt divided by LTM EBITDA.



NON-GAAP RECONCILIATIONS

	ADJ	UST	ED S	AL	ES ¹
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(in millions)				
	2020	2021	2022	2023
Reported Sales	\$ 2,391 \$	2,506 \$	2,557 \$	2,845
Adjustments:				
First year purchase accounting adjustments	\$ 2 \$	3	-	-
Divested German valves business	\$ (26) \$	(30)	-	-
Build-to-print actuation product line	\$ (67) \$	(11)	-	-
Adjusted Sales	\$ 2,300 \$	2,468 \$	2,557 \$	2,845

ADJUSTED DILUTED EARNINGS PER SHARE¹

	2020	2021	2022	2023
Reported Diluted EPS	\$ 4.80	\$ 6.58	\$ 7.62	\$ 9.20
Adjustments:				
First year purchase accounting adjustments	\$ 0.69	\$ 0.11	\$ 0.18	\$ 0.15
Divested German valves business	\$ 0.61	\$ 0.30	\$ 0.14	\$ 0.03
Restructuring Costs	\$ 0.66	\$ -	\$ -	\$ -
Costs associated with shareholder activism	\$ -	\$ -	\$ 0.10	\$ -
Pension settlement charges	\$ -	\$ 0.06	\$ 0.09	\$ -
Charges related to legal settlement	\$ -	\$ 0.31	\$ -	\$ -
Exit of build-to-print actuation product line	\$ (0.17)	\$ (0.02)	\$ -	\$
Adjusted Diluted EPS	\$ 6.59	\$ 7.34	\$ 8.13	\$ 9.38

ADJUSTED OPERATING MARGIN¹

	2020	2021	2022	2023
Reported Operating Margin	12.1%	15.3%	16.6%	17.0%
Adjustments:				
First year purchase accounting adjustments	1.0%	0.2%	0.3%	0.3%
One-time transition & IT security costs for facility relocation	0.1%	-	-	-
Restructuring expenses	1.7%	-	-	-
Non-cash impairment of capitalized development costs	0.1%	-	-	-
Legal settlement	-	0.7%	-	-
Divested German valves business	1.3%	0.8%	0.2%	0.1%
Costs associated with shareholder activism	-	-	0.2%	-
Adjusted operating margin	16.3%	17.0%	17.3%	17.4%

ADJUSTED FREE CASH FLOW

(in millions)	2020	2021	2022	2023
Reported cash flow from operations	\$ 261 \$	388 \$	295 \$	448
Capital expenditures	(47)	(41)	(38)	(45)
Free cash flow	\$ 214 \$	347 \$	257 \$	403
Adjustments:				
Voluntary pension contribution	150	-	-	-
Restructuring	20	-	-	-
DRG facility investment	10	-	-	-
Legal settlement	-	-	15	10
Pension payment to former executives	-	-	24	-
Adjusted free cash flow	\$ 394 \$	347 \$	296 \$	413
Adjusted net earnings	\$ 277 \$	298 \$	314 \$	362
Free cash flow conversion	142%	116%	94%	114%

NON-GAAP RECONCILIATION – 2023 vs. 2024 (ADJUSTED)

CURTISS-WRIGHT CORPORATION 2024 Guidance As of May 1, 2024

(\$'s in millions, except per share data)

	2023 Reporte (GAAF	d		2023 Adjustments (Non-GAAP) ^(1,2)		2023 Adjusted (Non-GAAP) ⁽¹⁾		2024 Reported G (GAA	4 Fuidance P)		2024 Adjustments (Non-GAAP)		2024 Adjusted Guidance (Non-GAAP)	
								Low	High			Low	High	Chg vs 2023 Adjusted
Sales:														
Aerospace & Industrial	\$	887	\$	_	\$	887	\$	915 \$		\$	— s	915		3 - 5%
Defense Electronics		816		_		816		882	897		_	882	897	8 - 10%
Naval & Power		1,142				1,142		1,188	1,208		<u> </u>	1,188	1,208	4 - 6%
Total sales	\$	2,845	\$	_	\$	2,845	\$	2,985 \$	3,035	s	- s	2,985	3,035	5 to 7%
Operating income:														
Aerospace & Industrial	\$	145	\$	_	\$	145	\$	152 \$	156	\$	– \$	152 5		5 - 8%
Defense Electronics		192		_		192		212	218		_	212	218	11 - 13%
Naval & Power		189		9		198		192	197		<u> </u>	192	197	(3) - (1)%
Total segments		526		9		535		556	571			556	571	
Corporate and other		(42)		_		(42)		(38)	(39)		<u> </u>	(38)	(39)	
Total operating income	\$	485	\$	9	\$	494	\$	518 \$	533	\$	<u> </u>	518	533	5 to 8%
Interest expense	\$	(51)	s	_	s	(51)	s	(44) \$	(45)	s	— s	(44)	(45)	
Other income, net		30		_		30		34	35		_	34	35	
Earnings before income taxes		463		9		472		508	524		_	508	524	
Provision for income taxes		(109)		(2)		(111)		(119)	(123)		_	(119)	(123)	
Net earnings	\$	355	\$	6	\$	361	\$	389 \$	400	\$	_ s	389	400	
Diluted earnings per share	\$	9.20	•	0.18	•	9.38	s	10.10 \$	10.40	s	_ s	10.10	10.40	8 to 11%
Diluted shares outstanding	•	38.5		0.10	•	38.5	•	38.5	38.5	•		38.5	38.5	3101170
Effective tax rate		23.4 %				23.4 %		23.5 %	23.5 %			23.5 %	23.5 %	
Operating margins:		46.484				46.407		4660	4600			46.600	4600	20
Aerospace & Industrial		16.4 %				16.4 %		16.6 %	16.8 %			16.6 %	16.8 %	20 to 40 bps
Defense Electronics		23.5 %				23.5 %		24.0 %	24.2 %			24.0 %	24.2 %	50 to 70 bps
Naval & Power		16.6 %				17.4 %		16.1 %	16.3 %			16.1 %	16.3 %	(110 to 130 bps)
Total operating margin		17.0 %				17.4 %		17.4 %	17.6 %			17.4 %	17.6 %	0 to 20 bps
Free cash flow	\$	403	\$	10	\$	413	\$	415 \$	435	s	_ s	415	435 [0 to 5%

Notes: Full year amounts may not add due to rounding.

⁽²⁾ Free Cash Flow is defined as cash flow from operations less capital expenditures. 2023 Adjusted Free Cash Flow excluded a legal settlement payment of \$10 million.



^{(1) 2023} Adjusted financials exclude the impact of first year purchase accounting adjustments.

ACRONYMS AND DEFINITIONS

- APNT: Assured Positioning, Navigation and Timing
- AUKUS: Trilateral security partnership between Australia, U.K., and U.S.
- C5ISR: Command, Control, Communication, Computers, Cyber, Intelligence, Surveillance and Reconnaissance
- CMOSS: C5ISR/EW Modular Open Suite of Standards
- CRD: Control Rod Drive
- DISA: Defense Information Systems Agency
- DoD: Department of Defense
- FMS: Foreign Military Sales
- FTI: Flight Test Instrumentation
- HALEU: High-Assay Low-Enriched Uranium
- Hypersonics: Weapons travel more than 5x the speed of sound Mach 5
- JADC2: Joint All-Domain Command and Control
- MOSA: Modular Open Systems Approach

- MR&O: Maintenance, Repair, and Overhaul
- NDE: Non-Destructive Evaluation
- NEI: Nuclear Energy Institute
- NRC: Nuclear Regulatory Commission
- OGP: Operational Growth Platform
- PEO C3T: Program Executive Office for Command, Control and Communications-Tactical
- QRIP: Quick Reaction Instrumentation Package
- RCOH: Refueling and Complex Overhaul
- RCP: Reactor Coolant Pump
- SMR: Small Modular Reactor
- SOSA: Sensor Open Systems Architecture
- SSN(X): Next-generation attack submarine program
- TLCM: Total Life Cycle Management



LYNN BAMFORD

CHAIR & CHIEF EXECUTIVE OFFICER



Lynn M. Bamford assumed the role of President and Chief Executive Officer of Curtiss-Wright Corporation on January 1, 2021, and was named a member of the Board. She assumed the role of Chair of the Board of Directors in May 2022.

Previously, she served as President of the Defense and Power Segments since January 2020, where she maintained overall responsibility for the segments' strategic goals, technology development, global operations and financial performance. She was previously Senior Vice President and General Manager of the Defense Solutions division from 2013 through 2019. During her tenure at Curtiss-Wright, she successfully led the Company through nine acquisitions to enhance the global product portfolio.

Ms. Bamford joined Curtiss-Wright in 2004 with its acquisition of Dy4, a leading provider of Commercial Off-The-Shelf (COTS) embedded computing solutions, where she held several engineering and leadership positions. Shortly after the acquisition, she assumed the position of Vice President, Product Development and Marketing for Curtiss-Wright's former Controls segment, and ascended to Vice President and General Manager of the Company's Embedded Computing business, before being named to lead the Defense Solutions division in 2013. She has more than 30 years of operational experience across the defense, aerospace and commercial industries.

Ms. Bamford holds a Bachelor of Science Degree in Electrical Engineering from Penn State University and a Master of Science Degree in Electrical Engineering from George Mason University.

K. CHRISTOPHER FARKAS

VICE PRESIDENT & CHIEF FINANCIAL OFFICER



K. Christopher (Chris) Farkas was named Vice President and Chief Financial Officer of Curtiss-Wright Corporation in 2020.

Prior to assuming his current responsibilities, he was named Vice President of Finance of Curtiss-Wright Corporation in December 2017, and previously held the positions of Vice President and Corporate Controller since 2014, and also has served as Assistant Corporate Controller since May 2009.

Prior to joining Curtiss-Wright, he spent more than 17 years in financial, technical and operational roles of increasing responsibility within Fortune 50/250 industrial companies including United Technologies Corporation and Parker Hannifin.

Mr. Farkas possesses an MBA and an EMBA from two internationally ranked business schools. He holds Master of Business Administration Degree from Purdue University, Krannert School of Management and an EMBA from the ESCP Europe (European School of Management). In addition, he has a Bachelor of Science Degree in Accounting from Central Connecticut State University. He is a CPA and is a Member of the American Institute of Certified Public Accountants (AICPA).

KEVIN RAYMENT

VICE PRESIDENT & CHIEF OPERATING OFFICER



Kevin M. Rayment was named Vice President and Chief Operating Officer of Curtiss-Wright Corporation in 2021. Prior to assuming his current responsibilities, he was named President of the Commercial / Industrial Segment in January 2020. Mr. Rayment has more than 30 years of experience across the commercial, general industrial, aerospace, nuclear and defense industries. He joined Curtiss-Wright's UK-based Penny & Giles business in 2004, which Curtiss-Wright had acquired in 2002, and initially held the position of Technical and Sales Director, before becoming Managing Director, Integrating Sensing, within the Company's former Controls segment. He later ascended to Vice President and General Manager of the Company's Avionics & Industrial business before he was named to lead the Industrial division in 2013. In this position, he had overall responsibility for the division's strategic goals, new product development, global operations and financial performance, and enhanced the global product portfolio with the integration of 6 acquisitions. Previously, he held engineering, marketing and sales positions with various aerospace and industrial companies.

Mr. Rayment holds a BEng (Hons) Electrical & Electronics Engineering Degree from Portsmouth University and a Master of Business Administration Degree from Bournemouth University.

JEFF TROUTNER

SENIOR GENERAL MANAGER



Jeff Troutner was named Senior General Manager of the Sensors Division in 2019.

Prior to his current role, he spent 9 years in the Nuclear Division holding various positions, beginning with Sales Director for the QualTech NP business unit, followed by General Manager of the QualTech NP business, and lastly as the VP of sales and Marketing of the Nuclear Division from 2015 to 2019. Prior to joining Curtiss-Wright, he held positions as a civil engineering consultant working in Airport design, and as an applications engineer and sales manager in the control valve industry focusing on safety related products for the commercial nuclear power industry. Mr. Troutner holds a BS Civil Engineering and Master of Business Administration Degree from the University of lowa.

BRIAN PERRY

SENIOR VP. GENERAL MANAGER



Brian Perry was named Senior Vice President and General Manager of the Defense Solutions Division in 2023. Prior to joining Curtiss-Wright, he held various senior leadership roles during a 15-year tenure at Mercury Systems, and most recently led their sensor processing business across the C3I and C5ISR markets. He drove the growth and program excellence of the sensor processing business, both organically and through several acquisitions. Mr. Perry has more than 30 years experience across the Aerospace & Defense electronics industries, including leadership and technology roles with Suntron Corporation, Trilogic Systems, Lockheed Martin and General Electric Aerospace.

Mr. Perry holds a bachelor's degree in aeronautical engineering from Worcester Polytechnic Institute, an MS in Controls Engineering at the Massachusetts Institute of Technology, and an MBA in Management of Technology from the McCallum Graduate School of Business at Bentley University. He is also a graduate of the Harvard Business School Advanced Management Program.

DAVID MICHA SENIOR VP. GENERAL MANAGER



David (Dave) Micha was named Senior Vice President and General Manager of the Electro-Mechanical Systems (EMS) Division in 2023.

Prior to joining Curtiss-Wright, he served as President of Intelsat Government Solutions, the largest supplier of Commercial Satellite Communications for the DoD, since February 2021, where he was responsible for the Annual Operating Plan, strategy, business development, M&A and engineering.

Prior to Intelsat, he spent over three decades at L3Harris, including legacy companies L3 and Lockheed Martin. Mr. Micha's experience includes various leadership roles as COO for the Integrated Mission Systems (IMS) Segment, Sector President for L3 Technologies Space and Sector President for Advanced Communications. He also led the L3 Maritime Sector and was previously Director of Product Management for L3's Data Storage and ISR business.

Mr. Micha received his bachelor's degree from S.U.N.Y. Fredonia in 1983 in Business Administration and graduated from the Wharton Executive Leadership program in 2010. He currently holds a TS/SCI Clearance. He is a member of Air Force Association, AUSA, NDIA, Navy League, and Satellite Industry Group. He has previously served on the Board of Directors of Coopers Ferry Partnership, Rowan RCA Museum, and the Rutgers School of Business Deans Leadership Council.

KURT MITCHELL

SENIOR VP. GENERAL MANAGER



Kurt Mitchell was named Senior Vice President and General Manager of the Nuclear Division in 2018 and subsequently appointed as the General Manager of the Valves Division in 2022.

In these roles, Mr. Mitchell is responsible for driving long-term strategy, business growth, operational excellence, safety, quality, and financial performance.

Mr. Mitchell has 37 years' experience in the commercial nuclear power industry. From 2014 to 2018, he served as the Vice President of Operations Nuclear Division. From 2010 to 2014, he served as the General Manager of QualTech NP, a provider of Environmental Qualification and Commercial Grade Dedication. From 1994 to 2010, he served in various technical and leadership positions at Scientech, where his co-leadership helped to transition the business from private ownership to acquisition by Curtiss-Wright.

Mr. Mitchell earned his Master of Business Administration Degree from the University of the Loyola in 1992 and Bachelor of Science degree in Computer Science from the University of Maryland, Baltimore County (UMBC) in 1985.

JAMES RYAN

VICE PRESIDENT, INVESTOR RELATIONS



James (Jim) Ryan was named Vice President, Investor Relations in 2022.

Mr. Ryan leads the Company's investor relations efforts. Prior to assuming his current responsibilities, he was named Senior Director, Investor Relations in 2016, and previously held the position of Director, Investor Relations since 2011.

Prior to joining Curtiss-Wright, Mr. Ryan held a variety of corporate investor relations and public relations roles at Wyndham Worldwide and DRS Technologies. Earlier in his career, he worked in capital markets intelligence for Thomson Financial and The Carson Group.

Mr. Ryan holds a B.S. degree in Chemical Engineering from Lehigh University and an MBA in Finance and Accounting from Fordham University. He has also been a member of the National Investor Relations Institute (NIRI) Charlotte chapter board since 2016.