

## 1Q 2018 Earnings Conference Call

May 3, 2018


NYSE: CW

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## 2018 First Quarter Performance and Full-Year Business Outlook

## First Quarter 2018 Highlights

- Diluted EPS of \$0.98, up 35\%
- Reflects increased sales and profitability in $\mathrm{C} / \mathrm{I}$ and Defense segments
- Net Sales up 5\% overall (3\% organic)
- Driven by strong demand in aerospace and naval defense, partly due to timing
- Improved demand for industrial vehicles
- Operating Margin of 11.8\%, up 270 basis points
- Driven by favorable overhead absorption on higher sales and benefits of ongoing margin improvement initiatives
- Moved beyond first year purchase accounting costs associated with TTC acquisition


## FY 2018 Guidance Highlights

- Expect higher organic Sales, Operating Income, Operating Margin and EPS; Solid FCF
- Improved sales outlook in all end markets
- Double-digit growth in operating income and diluted EPS; Continued margin expansion
- Dresser-Rand acquisition increases FY'18 sales
- Reduces operating income, operating margin and diluted EPS, due to first year purchase accounting costs
- Raised adjusted FCF guidance by $\$ 10$ million to new range of $\$ 290$ to $\$ 310$ million

Notes:
Any references to organic growth exclude the effects of foreign currency translation, acquisitions and divestitures, unless otherwise noted. Adjusted Free Cash Flow is defined as cash flow from operations less capital expenditures, and excludes a voluntary contribution to the Company's corporate defined benefit pension plan of $\$ 50$ million in 2018. Full-year 2018 guidance includes the acquisition of the Dresser-Rand government business.

## First Quarter 2018 End Market Sales Growth

|  | $1 Q ' 18$ <br> Change | $\%$ of Total <br> Sales |
| :--- | :---: | :---: |
| Aero Defense | $16 \%$ | $14 \%$ |
| Ground Defense | $12 \%$ | $4 \%$ |
| Naval Defense | $13 \%$ | $19 \%$ |
| Total Defense <br> Including Other Defense | $12 \%$ | $37 \%$ |
| Commercial Aero | $1 \%$ | $18 \%$ |
| Power Generation | $(6 \%)$ | $18 \%$ |
| General Industrial | $5 \%$ | $26 \%$ |
| Total Commercial | $0 \%$ | $63 \%$ |
| Total Curtiss-Wright | $5 \%$ | $100 \%$ |

## Key Drivers

## Defense Markets (12\% sales growth, 11\% organic)

- Aerospace Defense: Higher sales of actuation and flight test equipment on fighter jet programs
- Ground Defense: Higher sales on domestic ground radar systems
- Naval Defense: Higher aircraft carrier revenues, partially offset by lower submarine revenues


## Commercial Markets (0\% sales growth, (2\%) organic)

- Commercial Aerospace: Higher sales of sensors, actuation systems and surface treatment services on narrowbody platforms; Mainly offset by lower revenues from FAA directives
- Power Generation: Lower domestic AP1000 and nuclear aftermarket revenues
- General Industrial: Solid demand for industrial vehicle products and increased sales of surface treatment services


## First Quarter 2018 Operating Income / Margin Drivers

| (s in millions) | 1Q'18 | 1Q'17 | Change vs. 2017 | Key Drivers |
| :---: | :---: | :---: | :---: | :---: |
| Commercial / Industrial Margin | $\begin{gathered} \$ 39.2 \\ 13.2 \% \end{gathered}$ | $\begin{gathered} \$ 30.6 \\ 11.0 \% \end{gathered}$ | $\begin{gathered} 28 \% \\ 220 \text { bps } \end{gathered}$ | - Higher sales and favorable absorption <br> - Benefit of Op margin improvement initiatives, including savings from 1Q'17 actions <br> - $1 Q^{\prime} 18$ includes new restructuring costs |
| Defense <br> Margin | $\begin{aligned} & 19.7 \\ & 16.6 \% \end{aligned}$ | $\begin{gathered} 11.1 \\ 9.7 \% \end{gathered}$ | $\begin{gathered} 78 \% \\ 690 \text { bps } \end{gathered}$ | - Moved beyond TTC's first year purchase accounting costs <br> - Benefit of Op margin improvement initiatives |
| Power <br> Margin | $\begin{aligned} & 15.3 \\ & 11.6 \% \end{aligned}$ | $\begin{aligned} & 15.5 \\ & 11.9 \% \end{aligned}$ | $\begin{gathered} (1 \%) \\ (30 \mathrm{bps}) \end{gathered}$ | - Nuclear Aftermarket: Lower domestic sales and unfavorable absorption <br> - Domestic AP1000: Reduced production revenues <br> - AP1000 CD: Higher production and profitability |
| Total Segments Operating Income | \$74.3 | \$57.2 | 30\% |  |
| Corp \& Other | (\$9.8) | (\$9.5) | (3\%) |  |
| Total CW Op Income Margin | $\begin{gathered} \$ 64.5 \\ 11.8 \% \end{gathered}$ | $\begin{array}{r} \$ 47.7 \\ 9.1 \% \end{array}$ | $\begin{gathered} 35 \% \\ 270 \text { bps } \end{gathered}$ |  |

Notes: Both periods include the impact from the adoption of Accounting Standards Update (ASU) 2017-07 "Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost" resulting in the reclassification of the non-service components of Pension expense from Operating Income to Other Income/Expense effective for fiscal years beginning after December 15, 2017. Amounts may not add down due to rounding. Any references to organic growth exclude the effects of foreign currency translation, acquisitions and divestitures, unless otherwise noted.

## 2018E End Market Sales Growth (Guidance as of May 2, 2018)

|  | FY2018E <br> (Prior) | FY2018E <br> (Current) | \% of Total <br> Sales |
| :--- | :---: | :---: | :---: |
| Aero Defense | $8-10 \%$ | No change | $17 \%$ |
| Ground Defense | $0-2 \%$ | No change | $4 \%$ |
| Naval Defense | $0-2 \%$ | $16-18 \%$ | $19 \%$ |
| Total Defense | $3-5 \%$ | $9-11 \%$ | $40 \%$ |
| Including Othe Defense | $0-2 \%$ | No change | $17 \%$ |
| Commercial Aero | $6-8 \%$ | No change | $19 \%$ |
| Power Generation | $3-5 \%$ | $4-6 \%$ | $24 \%$ |
| General Industrial | $3-5 \%$ | No change | $60 \%$ |
| Total Commercial | $3-5 \%$ | $6-8 \%$ | $100 \%$ |
| Total Curtiss-Wright |  |  |  |

## 2018E End Market Sales Waterfall (Guidance as of may 2 2018)



Total CW End Markets
\$2,415-2,455
Guidance:
Defense Markets up 9-11\%
Comm'I Markets up 3-5\%

## 2018 E EIn马ीCial Out100K (Guidance as of May 2, 2018)

## Updated (in bue)

| (S in millions, except EPS) | FY2018E (Prior) | \$ Change | FY2018E (Current) | FY2018E Change vs 2017 |
| :---: | :---: | :---: | :---: | :---: |
| Commercial / Industrial | \$1,183-1,203 | \$10 | \$1,193-1,213 | 3-4\% |
| Defense | \$565-575 |  | \$565-575 | 2-4\% |
| Power | \$587-597 | \$70 | \$657-667 | 19-21\% |
| Total Sales | \$2,335-2,375 | \$80 | \$2,415-2,455 | 6-8\% |
| Commercial / Industrial Margin | $\begin{gathered} \$ 174-179 \\ 14.7 \%-14.9 \% \end{gathered}$ | ~3 | $\begin{gathered} \$ 177-182 \\ 14.8 \%-15.0 \% \end{gathered}$ | $\begin{gathered} 5-8 \% \\ +30-50 \mathrm{bps} \end{gathered}$ |
| Defense Margin | $\begin{gathered} \$ 121-124 \\ 21.3 \%-21.5 \% \end{gathered}$ |  | $\begin{gathered} \$ 121-124 \\ 21.3 \%-21.5 \% \end{gathered}$ | $\begin{gathered} 10-13 \% \\ +160-180 \mathrm{bps} \end{gathered}$ |
| Power Margin | $\begin{gathered} \$ 94-97 \\ 16.0 \%-16.2 \% \end{gathered}$ | (\$14) | $\begin{gathered} \$ 80-83 \\ 12.2 \%-12.4 \% \end{gathered}$ | $\begin{aligned} & (1)-2 \% \\ & (230-250 \mathrm{bps}) \end{aligned}$ |
| Corporate and Other | (\$34-35) |  | (\$34-35) | - |
| Total Oper. Income CW Margin | $\begin{gathered} \$ 355-365 \\ 15.2 \%-15.4 \% \\ \hline \end{gathered}$ | (\$12) | $\begin{gathered} \$ 343-353 \\ 14.2 \%-14.4 \% \end{gathered}$ | $\begin{gathered} 6-9 \% \\ \text { (10) - } 10 \text { bps } \end{gathered}$ |

Note: Amounts may not add down due to rounding.
 margin, due to first year purchase accounting costs associated with the acquisition. Guidance update also reflects an improved outlook in the Commercial/Industrial segment.

## 2018E Financial Outlook ${ }^{1}$ (Guidance a o of May 2 , 2018)

## Updated (in bue)

| (s in millions, except EPS) | FY2018E <br> (Prior) | FY2018E <br> (Current) | FY2018E <br> Change vs <br> 2017 |
| :--- | :---: | :---: | :---: |
| Total Operating Income | $\$ 355-365$ | $\$ 343-353$ | $6-9 \%$ |
| Other Income/(Expense) | $\$ 14$ | $\$ 14$ |  |
| Interest Expense | $\$ 37-38$ | $\$ 36-37$ |  |
| Provision for Income Taxes ${ }^{(2)}$ | $\$ 80-82$ | $\$ 77-79$ |  |
| Effective Tax Rate ${ }^{(2)}$ | $24.0 \%$ | $24.0 \%$ |  |
| Diluted EPS ${ }^{(2)}$ | $\$ 5.65-5.80$ | $\$ 5.47-5.62$ | $14-17 \%$ |
| Diluted Shares Outstanding | 44.7 | 44.7 |  |

[^0]
## 2018E Financial Outlook (Guidance as of May 2,2018 )

| (s in millions) | FY2018E <br> (Prior) | FY2018E <br> (Current) |
| :--- | :---: | :---: |
| Free Cash Flow ${ }^{(1)}$ | $\$ 230-\mathbf{2 5 0}$ | $\$ 240-260$ |
| Adjusted Free Cash Flow ${ }^{(2)}$ | $\mathbf{\$ 2 8 0 - 3 0 0}$ | $\$ 290-310$ |
| Free Cash Flow Conversion ${ }^{(3)}$ | $91-96 \%$ | $98-103 \%$ |
| Adjusted Free Cash Flow Conversion $^{(4)}$ | $111-116 \%$ | $119-123 \%$ |
| Capital Expenditures | $\$ 50-60$ | $\$ 50-60$ |
| Depreciation \& Amortization | $\$ 95-105$ | $\$ 105-115$ |

## Targets:

- Minimum free cash flow of $\$ 250$ Million (unchanged)
- Average free cash flow conversion of at least $110 \%$ (previously $>125 \%$ )
- Change due to expectations for higher than expected net income due to reduced corporate tax rate


## Notes:

Full-year 2018 guidance includes the acquisition of the Dresser-Rand government business.
(1) Free Cash Flow is defined as cash flow from operations less capital expenditures.
(2) Adjusted Free Cash Flow excludes a voluntary contribution to the Company's corporate defined benefit pension plan of $\$ 50$ million in 2018.
(3) Free Cash Flow Conversion is calculated as free cash flow divided by net earnings from continuing operations.
(4) Adjusted free Cash Flow Conversion is calculated as adjusted free cash flow divided by net earnings from continuing operations.

## CW Acquisitions Deliver Shareholder Value

|  | TTC | Dresser-Rand |
| :---: | :---: | :---: |
| Purchase Price | \$226.0M | \$212.5M |
| EBITDA Multiple ${ }^{(1)}$ | <10x NTM | <10x NTM |
| Sales | \$68M (2018) | \$70M (2018) |
| Operating Margin | Accretive to Defense segment and $\mathrm{CW}^{(2)}$ | Accretive to $\mathrm{CW}^{(3)}$ |
| EPS Impact | $\sim \$ 0.30$ Accretive to 2018 EPS ${ }^{(2)}$ | ~\$0.20 Accretive to 2018 EPS ${ }^{(3)}$ |
| FCF Impact | Accretive to CW (>110\% Avg. FCF Conv.) | Accretive to CW (>110\% Avg. FCF Conv.) |
| ROIC ${ }^{(4)}$ | Meets CW acquisition criteria ${ }^{(2)}$ | Meets CW acquisition criteria ${ }^{(3)}$ |

(1) EBITDA defined as Earnings before Interest, Tax, Depreciation and Amortization
(2) Excludes Intangible Amortization from 2018
(3) Excludes Intangible Amortization, Inventory Step up and Transaction costs from 2018
(4) ROIC defined as Operating Income excluding Purchase Accounting adjustments noted above divided by Purchase price decremented by Free Cash Flow.

## Long-term Approach to High-Value Acquisitions

## Strategic Fit

## HIGH IP CONTENT

## HIGHLY ENGINEERED

COMPLEMENTS CW PORTFOLIO

## STRONG COMPETITIVE POSITION

## \$100 MILLION IN SALES PREFERRED

Financial
Fit
CONTRIBUTES TO MARGIN EXPANSION

## ACCRETIVE TO EARNINGS AND FCF

SUPPORTS TOP QUARTILE PERFORMANCE
Extensive experience integrating acquisitions and improving profitability

## Completed Acquisition of Dresser-Rand Government Business

- Strong strategic fit with CW
- Long-term relationships with nearly identical customer base
- Fills technology gaps in existing portfolio
- Opportunity to leverage DR's prominent presence at U.S. Navy shipyards
- Complementary capabilities:
- CW: pumps and valves on submarines / aircraft carriers
- DR: steam turbines and main engine guard valves (carriers)
- Expands total CW naval shipset content
- Ford-Class aircraft carrier: \$380M
- Columbia-class submarine: \$105M
- Virginia-class submarine: \$65M


## Positioned to Deliver Strong 2018 Results

- Synchronized sales growth, up 6-8\%
- Up 3-5\% organic, increases in all end markets
- Continued operating margin expansion
- Organic improvement of 90-110 bps
- Improving sales outlook and benefit of ongoing margin improvement initiatives
- Solid, double-digit growth in diluted EPS, up 14-17\%
- Adjusted free cash flow remains solid, driven by efficient working capital management
- Committed to a balanced capital allocation strategy

Notes:
(1) Full-year 2018 guidance includes the acquisition of the Dresser-Rand government business.
(2) Any references to organic growth exclude the effects of foreign currency translation, acquisitions and divestitures, unless otherwise noted.
(3) Adjusted Free Cash Flow is defined as cash flow from operations less capital expenditures, and excludes a voluntary contribution to the Company's corporate defined benefit pension plan of $\$ 50$ million in 2018.

## Appendix

## Non-GAAP Reconciliation

## Three Months Ended

March 31,
2018 vs. 2017

|  | Commercial/Industrial |  | Defense |  | Power |  | Total Curtiss-Wright |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Sales | Operating income | Sales | Operating income | Sales | Operating income | Sales | Operating income |
| Organic | 4\% | 28\% | 2\% | 85\% | 1\% | (1\%) | 3\% | 37\% |
| Acquisitions | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% |
| Foreign Currency | 2\% | 0\% | 2\% | (7\%) | 0\% | 0\% | 2\% | (2\%) |
| Total | 6\% | 28\% | 4\% | 78\% | 1\% | (1\%) | 5\% | 35\% |

## 2017 End Market Sales Waterfall



## Industrial Controls: <br> Medical Mobility, Industrial Automation equipment, Sensors and Controls

## General Industrial

24\%

Industrial Vehicles
34\%

Industrial Controls 24\%

Industrial Valves 21\%

| Surface Tech Services |
| :---: |
| $21 \%$ |

Industrial Valves:
65\% O\&G, 35\% Chem/Petro; $75 \%$ MRO, $25 \%$ projects


[^0]:    Note: Amounts may not add down due to rounding.
    (1) Full-year 2018 guidance updated to include the acquisition of the Dresser-Rand government business (Dresser-Rand) within the Power segment, which adds $\$ 70$ million in sales, but reduces operating income and operating margin, due to first year purchase accounting costs associated with the acquisition. Guidance update also reflects an improved outlook in the Commercial/Industrial segment.
    (2) Full-year 2018 effective tax rate guidance includes the impacts of the Tax Cuts and Jobs Act.

